

Integration and Collaboration Through Sustainable Digitalization



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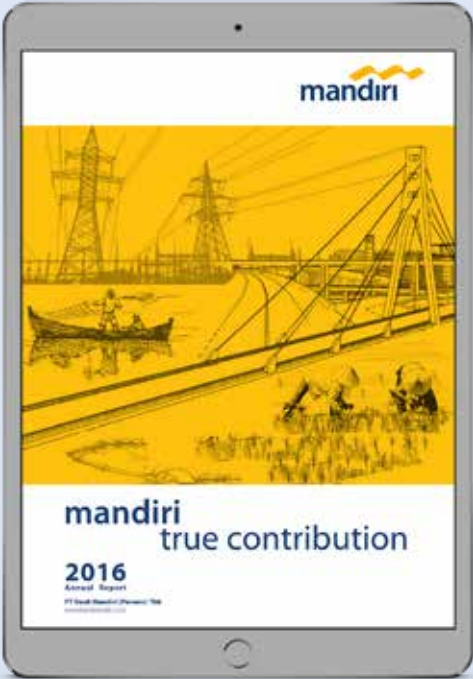


As a form of implementation of Open Banking in expanding customer access to Bank products, PT Bank Mandiri (Persero) Tbk. implemented the Leverage Digital Ecosystem strategy in collaboration with Fintech and e-Commerce. Among the initiatives taken were by developing Digital Acquisition, Digital Payment, and Digital Financing. In the Digital Acquisition initiative, the application users who were not Bank Mandiri customers could open a Bank Mandiri account through the Partner platform with attractive offers for those who successfully opened an account. The Digital Payment Initiative became a means of payment that made it easier for customers to make transactions on Partner platforms. One of them was the development of Direct Debit which made it easier for customers to make digital payment transactions. Currently, Bank Mandiri collaborated

with the Top 5 (five) e-wallets and e-commerce for Direct Debit services. Meanwhile, Digital Financing was a process of distributing productive and consumptive loans through the Partner platform. Bank Mandiri collaborated with Top 5 (five) e-commerce and Fintech for digital financing services through the Partner platform.

The Leverage Digital Ecosystem Strategy became one of the focuses of information technology development to support the alignment of the 2020-2024 Corporate Plan. This was a form of digital transformation by implementing integration and collaboration through continuous digitalization.

Theme Sustainability



2016

Mandiri True Contribution

In order to realize the Company's vision to become **Indonesia's best, ASEAN's prominent**, Bank Mandiri always strives to create real work in all aspects of its business. Various strategic steps, continuous innovation and the improvement of human resource quality also continued to be developed throughout 2016 supported by the implementation of good Corporate governance principles, to strengthen the business foundation of Bank Mandiri in the future.

2017

Unfolding Hopes as The Pride of Nation

In 2017, Bank Mandiri was in the Transformation phase III that takes place in 2015 to 2020. In this phase, Bank Mandiri wanted to establish its vision of becoming "Indonesia's best, ASEAN's prominent" as evidenced by efforts to overcome the challenges faced in the previous year. These efforts have produced encouraging results in 2017 demonstrated by the achievement of financial and non-financial performance growth. The success achieved by Bank Mandiri in 2017 is in line with the spirit of prospering the country and being the pride of the nation.

2018

Mandiri Embraces The Future

2018 coincides with the 20 (twenty) years anniversary of Bank Mandiri. With a relatively short journey, Bank Mandiri has been able to strengthen its performance amidst various challenges faced. Bank Mandiri performance has been back on the track which among others has been realized by the performance of a significant decrease in non performing loan (NPL), from 4.0% in 2016 to less than 2.9% in 2018 as well as the credit growth over 10.0% followed by profit achievement around IDR25 trillion on a consolidated basis. This was the result of the effective business strategy change, among others by returning to Existing Core Competence in Corporate-Large Corporate segment and accelerate the New Core Competence in the Retail Banking segment. In the future, with the strong spirit of "Satu Hati Satu Mandiri" (One Heart One Mandiri) and the right strategy plan, especially through a more fundamental Information Technology transformation accompanied with the strengthening management of human capital that is focusing on facing the digitization era and the millennial group, Bank Mandiri is optimistic that it will be able to seize various opportunities so that it can grow excellently.

2019

Inspiring Nation's Next Generation

Strengthening performance that has been back on the track in 2018 is followed by an increase in Bank Mandiri's contribution to the focus of the Government in 2018, namely strengthening human resources (HR). Bank Mandiri continues to spread inspirations, especially to the millennial as the nation's next generation. Internally, in order to improve the quality of human capitals, most of whom are millennial generations, a process of revamp culture has been carried out systematically in order to perfect the Work Culture with the fundamental core values of Trust, Integrity, Professionalism, Customer Focus and Excellence. The revamp culture has resulted in 5 (five) new Work Cultures of Bank Mandiri, namely One Heart One Mandiri, Tough Mandirian, Growing Healthy, Meeting Customers' Needs and Building the Nation Together as the guidance in thinking, acting and behaving in daily life. Externally, Bank Mandiri has carried out various innovations aimed at improving the quality through the Mandiri Young Entrepreneur program and Mandiri Hackathon program, which is a recruitment program in the field of information technology that aims to accommodate innovative ideas that correspond with digital banking needs and there have been significant millennial registrants.



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Company Overview



MAIN PRODUCTS AND SERVICES

Saving Products:

Savings, Deposits, Current Accounts

Loan Products:

Credit, Credit Card

Other Services:

Foreign Currency and Securities Transactions, Agency Services, Remittance, Trade Service, Cash Management, Bank Guarantees, E-Channel, and Bankassurance



BUSINESS SEGMENT

- **Corporate Banking** (Large Corporate dan Middle Corporate);
- **Institutional Relations;**
- **Retail Banking** (Consumer, Small and Medium Enterprises, Micro dan Wealth);
- **Treasury and International Banking.**

SHAREHOLDERS

60

%

Government of the Republic of Indonesia

10.36

%

National Public

29.64

%

Foreign Public



7 OVERSEAS OFFICE



Cayman Island, Singapura, Hong Kong, Shanghai China, London-United Kingdom, Dili-Timor Leste, Kuala Lumpur-Malaysia.

▶ **2,280** Support Branch

▶ **13,217** ATM

▶ **2,909** Independent Business Partner Network

▶ **174,215** EDC



SUBSIDIARIES AND ASSOCIATE ENTITIES

○ SUBSIDIARIES

99.99 %	PT Bank Syariah Mandiri	51.00 %	PT AXA Mandiri Financial Services
100.00 %	Bank Mandiri (Europe) Limited	20.00 %	PT Mandiri AXA General Insurance
99.99 %	PT Mandiri Sekuritas	80.00 %	PT Asuransi Jiwa Inhealth Indonesia
51.08 %	PT Bank Mandiri Taspen	51.00 %	PT Mandiri Utama Finance
51.00 %	PT Mandiri Tunas Finance	99.99 %	PT Mandiri Capital Indonesia
100.00 %	Mandiri International Remittance Sdn. Bhd.		



Terdepan, Terpercaya. Tumbuh bersama Anda.

○ SECOND-TIER SUBSIDIARIES

○ ASSOCIATE ENTITIES



PT Kustodian Sentral
Efek Indonesia



PT Pengembangan
Armada Niaga Nasional
(Persero)

PT Mandiri Manajemen Investasi Kepemilikan

99.93%

through PT Mandiri Sekuritas

Mandiri Securities Pte Ltd Kepemilikan

100.00%

through PT Mandiri Sekuritas

PT Mitra Transaksi Indonesia Kepemilikan

99.99%

through PT Mandiri Capital Indonesia



Milestones



1824-1998

The establishment of Bank Mandiri began with the long journey 4 (four) Government-owned Banks, namely Bank Ekspor Impor Indonesia, Bank Dagang Negara, Bank Bumi Daya, and Bank Pembangunan Indonesia.



1998

Established on October 2, 1998, Bank Mandiri was part of a banking restructuring program implemented by the Government of Indonesia.



1999

In July 1999, 4 (four) Government-owned Banks, Bank Ekspor Impor Indonesia, Bank Dagang Negara, Bank Bumi Daya, and Bank Pembangunan Indonesia were merged into one entity called Bank Mandiri.



2003

Bank Mandiri conducted Initial Public Offering (IPO).



2005

Became a turning point year by launching Transformation Phase 1 to 2010, to become a superior bank at the regional level (**regional champion**).

Transformation was carried out with 4 (four) main strategies, namely cultural implementation, aggressive control of nonperformance loans, increasing business growth that exceeds market growth averages, and developing and managing alliance programs between directorates.



2011

This year, Bank Mandiri conducted a rights issue by issuing 2,336,838,591 shares at a price of IDR 5,000 per share.

This year was also the initial stage of the implementation of the Advanced Transformation in 2010-2014. At this phase, Bank Mandiri had revitalized its vision of becoming the “**most admired and progressive Indonesian Financial Institution**”.



2010

This year was the last phase in the Transformation series “**Shaping the End Game**” which had been running since 2005, where Bank Mandiri aimed to become the leading regional bank through consolidation of the financial services business and prioritize opportunities for nonorganic growth strategies. Through this transformation process, Bank Mandiri had consistently managed to improve its performance as reflected in improvements of various financial indicators.



2008-2009

Continuing the program in the previous year, this year Bank Mandiri implemented Transformation Program Phase 2 “**Outperform the Market**” which focused on business expansion to ensure significant growth in various business segments and achieve the level of profit that exceeds the market average target.



2006-2007

This year, Bank Mandiri Ran the “**Back on Track**” Transformation Program as part of Transformation Phase I which focused on reconstructing the fundamentals of Bank Mandiri.



2012

Continued transformation in 2012 was carried out through Business Transformation, which focused on 3 (three) main areas, namely Wholesale Transaction, Retail Deposit and Payment and Retail Financing.



2014

Bank Mandiri succeeded in carrying out the second phase of the transformation and was preparing to continue Corporate Plan 2015-2020.



2015

This year was a new chapter in Transformation Phase 3 to become **"The Best Bank in ASEAN 2020."** The Transformation Phase 3 (three) would bring Bank Mandiri to be regional players who is ready to compete in the ASEAN market to provide the best financial services for all customers and the community as well as to be the pride of Indonesia as the ASEAN best financial institution.



2016

This year, Bank Mandiri carried out a number of Corporate actions such as the issuance of sustainability bonds, Asset Backed Securities in the form of Participation Letters (EBA-SP) and the total asset value penetrating IDR1,000 trillion.



2017

Bank Mandiri began implementing the Corporate Plan Restart which was announced in September 2016. As a result of implementing this strategy, Bank Mandiri's annual net profit grew significantly by 49.5%.



2020

In 2020, Bank Mandiri issued Bank Mandiri Bonds II Phase I 2020 with a nominal value of IDR1,000,000.



2019

This year, Bank Mandiri issued Euro Medium Term Notes (EMTN) with a par value of USD750,000,000 (full amount) on the Singapore Exchange (SGX). This is the highest Global Bond transaction made by an Indonesian bank hitherto.



2018

Bank Mandiri implemented the new culture in early 2018. The application of this new culture succeeded in making it be in the rank of 11st out of 500 world's best companies in terms of work environment or "The World Best Employers 2018" of Forbes Magazine version.

As a new source of funding, this year Bank Mandiri issued in Bank Mandiri Sustainable Bonds Phase III Year 2018 of IDR3 trillion. The company also issued Bank Mandiri Medium Term Notes I in 2018 with the total of IDR500 billion.



Our Best Contribution

One Stop Financial Service Provider

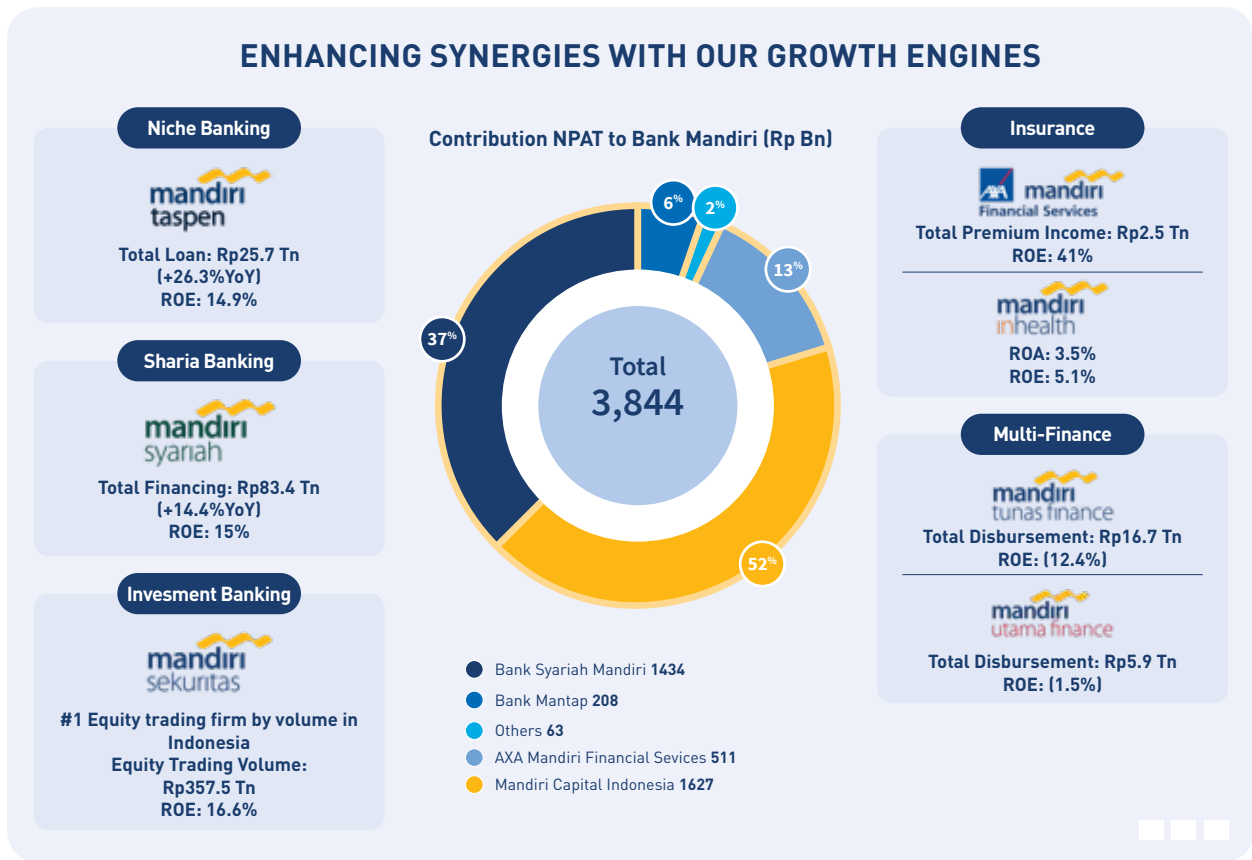
People's wishes and needs are a source of inspiration for Bank Mandiri to continue to innovate and deliver the best services. As the largest financial institution in Indonesia, it has become Bank Mandiri's commitment to always be innovative in presenting the best solutions for each of the financial needs of its customers.

Bank Mandiri, which is supported by 11 (eleven) Subsidiaries, has integrated services that will meet all community needs which include Sharia Banking Services, Multifinance, Insurance, Investment Banking, Venture Capital and Remittance.





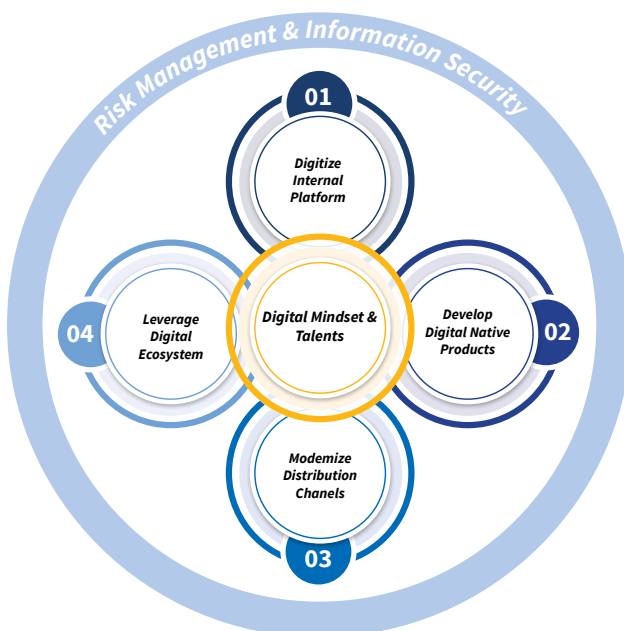
Strong synergy with Subsidiaries is one of the secrets to the successful achievement of Bank Mandiri's performance.



Continuous Digitalization

In supporting the alignment of the 2020-2024 Corporate Plan, Bank Mandiri had a digital transformation strategy through the application of the "4-Pronged Framework" as a digital strategy.

Digital transformation accelerated by "Four-Pronged Framework"



- 01 Digitize Internal Platform**

To prepare robust foundation for digital transaction capabilities
Ready to serve digital transaction in 2024 by deliver 3 fold increase in capacity and also to implement Cloud based infrastructure
- 02 Develop Digital-Native Products**

To deliver end to end digital lifestyle solutions
12 minutes digital saving account onboarding and process lending application for less than 3 hours
- 03 Modernize Channels**

To create the best customer experience
Deliver >30 new features to support customer needs through mobile and physical channels
- 04 Leverage Digital Ecosystem**

To provide our services in external digital platforms
Collaborate with >350 partners in digital ecosystem for account onboarding payment transaction & digital landing



Human Resource That Makes Proud

Bank Mandiri believes that the success key to win competition in the highly competitive financial industry lies on reliable and competent human capital. Therefore, Human Capital should be managed rightly to produce highly qualified resource. New Culture brings a positive impact on the performance of Bank Mandiri employees in 2020. Internalization of cultures has been carried out effectively to encourage Mandiriian to have leadership with the best competencies and the mindset of learners, smart work, agility, adaptiveness and actively seeking and utilizing opportunities to maximize business potentials.

In addition to strengthening the Human Capital it has, Bank Mandiri also focuses on meeting Human Capital needs. Strategies for Human Capital fulfillment are directed towards timely fulfillment of business needs with excellent Human Capital. The need for Human Capital is spread throughout Bank Mandiri networks and to fulfill it, Bank Mandiri prioritizes the local youth in collaboration with the best tertiary institutions in Indonesia through regular participations in job fairs and campus hiring activities.

Employee engagement has become one of focuses in Bank Mandiri's Human Capital management for years. To maintain synergies that lead to optimal productivity at work, Bank Mandiri always pays special attention to the welfare of its employees.

In implementing a career development program, Bank Mandiri always refers to fair opportunity, where each employee is given equal opportunity to grow and develop while taking into account the Company's needs, job family position, ability, performance level, value rating, talent classification, position availability, and other requirements.

Optimal Human Capital Management has succeeded in bringing Bank Mandiri into a bank with reliable talents that it has become a major player in and outside the banking industry. This is evidenced by the number of former members of the Board of Commissioners, Directors, and officials of Bank Mandiri who occupy strategic positions in the government, institutions, agencies, as well as in other SOEs and private companies. In addition, Bank Mandiri also had received several awards such as:

1. Best Companies to Work for in Asia 2020 in the HR Asia Best Companies to Work for in Asia (Indonesia Chapter) event.
2. The Best Overall for Corporate in Human Capital 2020 in the Wholesale Banking Category in the 2020 Digital Marketing & Human Capital Awards.
3. Best Chief Human Capital Officer 2020 at the 2020 Digital Marketing & Human Capital Awards
4. The 1st Rank Financing Companies in Creating Leaders from Within in the event Indonesia Best Company in Creating Leaders from Within 2020.
5. Top 40 PR Person 2020 - Corporate Secretary at the Economics Indonesia PR Person Award 2020.





Performance Consistency that Makes Proud

This year became the 11th year for Bank Mandiri to prove its consistency by obtaining a Platinum Trophy for the title of “Very Good” Performance at the 25th Infobank Awards 2020. This proved that Bank Mandiri employees consistently maintained their productivity and always strive to innovate to answer opportunities-new business opportunities, including the development of Digital Banking.

The Legend in Good Corporate Governance

This year became the 14th (fourteen) year that Bank Mandiri was awarded the title of The Most Trusted Companies from The Indonesian Institute for Corporate Governance (IICG). In addition, Bank Mandiri is included in the ASEAN Asset Class on the ASEAN Corporate Governance Scorecard (ACGS) rating by the ASEAN Capital Market Forum. The appreciation from national and international institutions shows Bank Mandiri's consistency in implementing GCG.

Pioneer in The Development of Young Entrepreneurs

In 2020, Bank Mandiri held the 13th (thirteen) Mandiri Young Entrepreneurs (WMM). The enthusiasm of Bank Mandiri to continue generating creative and innovative young entrepreneurs with firm

business mentality with the theme #beranimudaberaniberkarya, to compete locally and internationally becomes an evidence of the consistency of the Company to help create a supporting business atmosphere in Indonesia. WMM is one of Bank Mandiri's efforts to support the government movement to develop the entrepreneurial ecosystem in order to produce good products and open new employments.

In 2020, Bank Mandiri collaborated with Najwa Shihab and Narasi in the implementation of the WMM 2020 Program which was implemented in virtual, in accordance with government regulations in maintaining the COVID-19 Health Protocol. The number of participants who registered for the 2020 WMM Program was 11,026 registrants.

Commitment in Openness

In upholding integrity, a code of ethics, and implementing transparency as a State-Owned Enterprise, Bank Mandiri proved its commitment to increasing compliance with the reporting of assets of Bank Mandiri officials where in 2020, among 326 (three hundred and twenty-six) people, 324 (three hundred and two) forty four people or 99.39% had fulfilled their reporting obligations. This number increased from the previous year, namely in 2019 with the fulfillment of obligations of 98.17%. Bank Mandiri was committed to continuously improving compliance with asset reporting in the following periods.





Performance Highlights

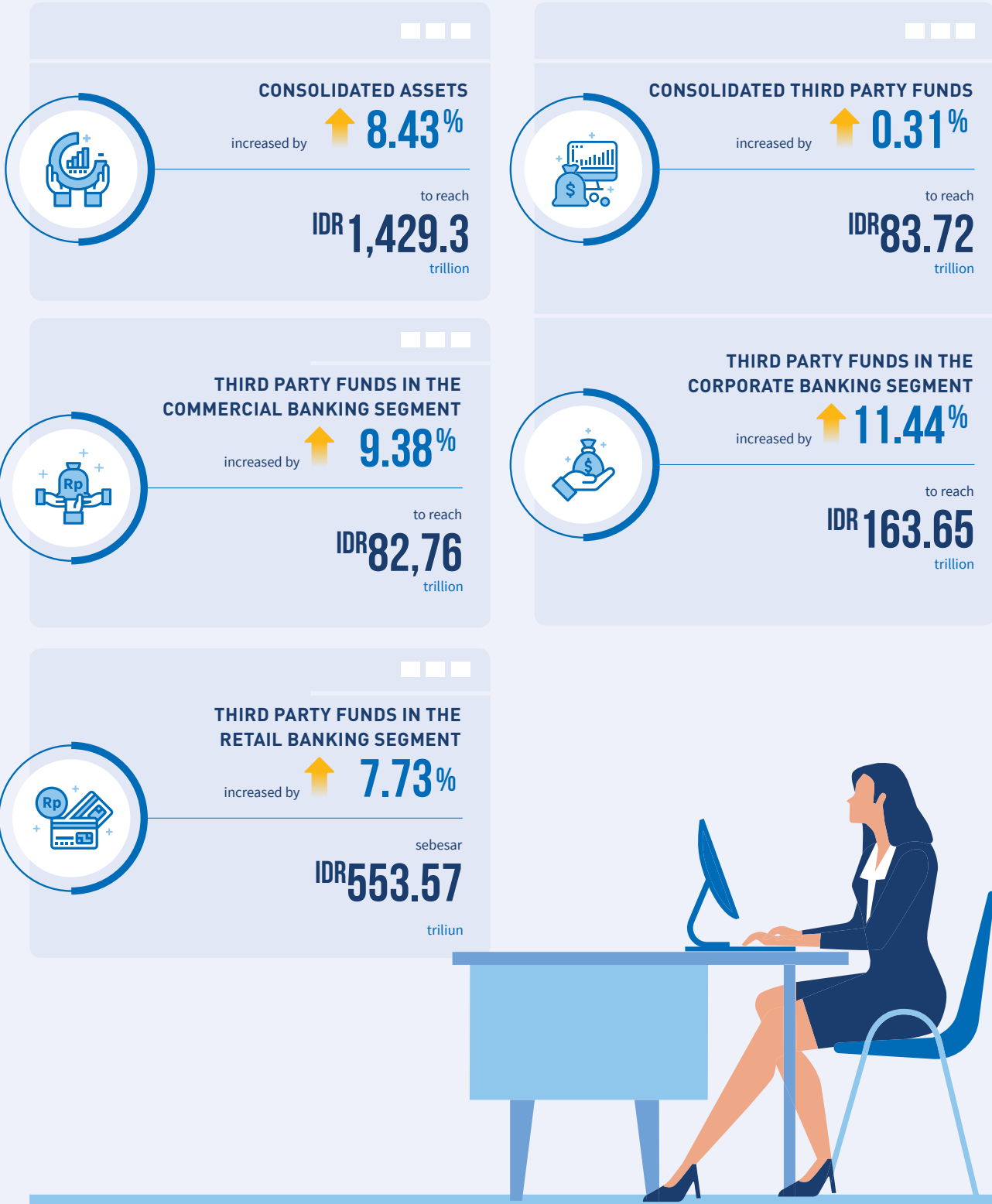
In 2020, Bank Mandiri issued Bank Mandiri Sustainability Bond II Phase I 2020 and Euro Medium Term Notes (EMTN).







Important Achievements 2020





CUSTOMER SATISFACTION SCORE (CSAT)

increased to **85.55**
compared to Industry CSAT
84.78



NET PROMOTOR SCORE (NPS)

increased to **49.89**
compared to the Industry NPS
35

FEE BASED INCOME FOR THE CORPORATE BANKING SEGMENT

increased by **7.91%**



to reach
IDR 2.44
trillion

**Maintaining the Bank's
Soundness in Composite
Rating 1 (one).**





Key Financial Highlights

Financial Highlights and Financial Ratios

Table of Financial Highlight

(in million IDR)

Description	2020	2019	2018	2017	2016
STATEMENT OF CONSOLIDATED FINANCIAL PORTION					
ASSET					
Cash	24,682,671	28,094,267	27,348,914	24,268,563	22,906,775
Current accounts with Bank Indonesia	49,638,625	46,490,930	59,852,761	50,188,118	52,484,974
Current accounts with other banks - Net	23,977,327	12,558,297	14,830,772	12,329,947	10,360,165
Placements with Bank Indonesia and other banks - Net	79,766,597	37,568,760	22,515,696	74,600,803	73,616,927
Effects - Net	79,900,770	71,263,368	63,835,900	59,638,323	56,572,903
Government Bonds - Net	159,690,627	129,000,300	114,284,518	103,411,188	98,933,278
Other receivables - Trading Transactions - Net	28,308,088	29,104,111	24,809,459	24,090,128	14,167,271
Claims for marketable securities purchased under agreement to resell	55,094,456	1,955,363	2,097,629	2,629,315	5,054,488
Derivative receivables	2,578,947	1,617,476	1,798,557	817,292	470,243
Loans and receivables / Islamic financing - Net	807,874,363	855,846,844	767,761,095	678,292,520	616,706,193
Consumer financing receivables - Net	18,649,899	18,211,088	16,826,865	14,782,332	11,531,838
Net investment in finance leases - Net	3,522,467	3,047,089	3,319,103	2,356,890	829,945
Acceptances receivable - Net	10,033,684	10,058,035	13,592,409	12,290,260	14,548,203
Investments in Equity / Investment in Associates - Net	2,250,017	606,010	421,504	333,312	245,136
Prepaid expenses	1,328,051	3,012,550	2,858,186	2,784,234	2,751,081
Prepaid taxes	2,178,758	1,176,600	1,236,027	2,688,049	2,612,707
Fixed assets - Net	46,728,153	44,612,199	38,442,696	36,618,753	35,663,290
Intangible assets - Net	4,520,619	3,321,284	2,764,726	2,401,467	1,955,496
Other assets - Net	21,027,594	16,750,054	18,657,655	14,615,034	11,304,995
Deferred Tax Assets - Net	7,582,771	3,951,710	4,997,622	5,564,319	5,990,101
TOTAL ASSETS	1,429,334,484	1,318,246,335	1,202,252,094	1,124,700,847	1,038,706,009
LIABILITIES					
Immediate Liability	4,286,333	3,169,451	3,843,194	2,838,567	1,569,911
Current accounts from customers	963,593,762	850,108,345	766,008,893	749,583,982	702,060,230
Current Accounts from other banks	6,669,696	13,397,866	16,493,815	8,349,507	9,339,196
Liabilities to policyholders in unit-linked contracts	27,850,536	24,037,658	22,357,802	23,254,035	19,602,950
Liability for marketable securities under repurchase agreements	1,330,068	3,782,055	16,611,528	3,592,883	3,353,042
Derivative liabilities	1,570,506	1,195,022	1,117,677	644,965	749,429
Acceptances payable	10,156,509	10,279,839	13,888,862	12,544,494	14,789,244
Securities issued - Net	38,111,472	32,245,270	19,088,923	16,843,595	9,025,994
Estimated losses on commitments and contingencies	3,471,534	386,039	125,729	381,771	207,401
Accrued expenses	5,650,785	6,215,561	4,835,467	3,938,471	3,496,536
Tax debt	1,761,477	1,286,973	1,087,949	1,009,832	1,258,792
Employee benefit obligations	7,441,958	7,586,150	7,987,887	8,277,388	6,763,068



Description	2020	2019	2018	2017	2016
Provision	546,237	405,312	370,525	375,770	435,880
Other liabilities	25,365,319	16,861,260	15,795,137	20,496,377	15,810,036
Loans received - Net	52,810,689	54,128,562	51,653,982	35,703,679	35,882,757
Loans and subordinated securities - Net	650,966	664,217	685,730	191,501	215,432
TOTAL LIABILITIES	1,151,267,847	1,025,749,580	941,953,100	888,026,817	824,559,898
TEMPORARY SYIRKAH FUNDS					
Current accounts from customers	83,724,468	83,016,203	74,905,079	66,222,609	60,440,474
Current accounts from other banks	546,086	446,027	433,610	445,289	335,914
TOTAL TEMPORARY SYIRKAH FUNDS	83,724,468	83,462,230	75,338,689	66,667,898	60,776,388
EQUITY					
Capital stock	11,666,667	11,666,667	11,666,667	11,666,667	11,666,667
Additional paid-in capital / share premium	17,316,192	17,316,192	17,316,192	17,316,192	17,316,192
Exchange differences due to translation of financial statements in foreign currencies	(116,030)	13,388	112,171	168,412	202,363
Unrealized net gain from the increase in fair value of marketable securities and government bonds, net of deferred tax					
Fair value through other comprehensive income	4,430,509	-	-	-	-
Available for sale	-	1,385,796	(1,638,088)	1,117,864	(759,364)
The effective portion of the cash flow hedge	(15,319)	(30,045)	(17,030)	(6,436)	-
Difference in net revaluation of fixed assets	30,309,583	30,306,255	26,435,307	25,666,631	25,140,523
Net gain on defined benefit actuarial plans after deducting deferred tax	1,067,143	653,489	348,613	(462,008)	49,515
Other comprehensive income	85,052	85,052	-	-	-
Difference in transactions with non-controlling parties	(106,001)	(106,001)	(106,001)	(106,001)	(92,751)
Retain earning	124,656,051	143,310,060	127,084,686	111,357,522	96,930,793
Non-controlling interest in the net assets of the subsidiary	4,653,131	4,433,672	3,757,788	3,287,289	2,915,785
TOTAL EQUITY	193,796,083	209,034,525	184,960,305	170,006,132	153,369,723
TOTAL LIABILITIES, TEMPORARY SYIRKAH FUNDS, AND EQUITY	1,429,334,484	1,318,246,335	1,202,252,094	1,124,700,847	1,038,706,009
STATEMENT OF PROFIT AND LOSS AND OTHER CONSOLIDATED COMPREHENSIVE INCOME					
OPERATIONAL INCOME AND EXPENSES					
Interest income and Sharia - Net	56,508,129	59,440,188	54,622,632	51,988,361	51,825,369
Premium income - Net	1,513,715	1,807,503	2,707,133	2,465,075	2,652,431
Interest Income, Sharia and Premiums - Net	58,021,844	61,247,691	57,329,765	54,453,436	54,477,800
Other operating income	27,685,882	26,490,398	27,672,065	22,830,407	19,286,425
Establishment of allowance for impairment losses	(21,354,847)	(11,742,986)	(14,394,973)	(15,646,385)	(24,943,938)
Provision for estimated losses on commitments and contingencies	(1,221,532)	(262,215)	270,973	(173,402)	181,459
Other provisioning	(319,766)	(67,262)	(61,498)	(132,050)	117,637
Unrealized gain / (loss) from the increase / (decrease) in the fair value of the policyholder's investment in the unit-linked contract	12,487	8,205	(18,483)	46,849	15,638
Profits from the sale of securities and government bonds	999,026	853,850	674,087	779,993	745,904
Other operating expenses	(40,646,791)	(40,076,167)	(37,566,139)	674,087	(31,268,198)
OPERATIONAL PROFIT	23,176,303	36,451,514	33,905,797	27,169,751	18,612,727
Non-operating income / (expenses) - Net	121,738	(10,074)	37,572	(12,888)	(39,762)
INCOME BEFORE TAX EXPENSES AND NON-CONTROLLING INTERESTS	23,298,041	36,441,440	33,943,369	27,156,863	18,572,965
Tax expense - Net	(5,652,417)	(7,985,848)	(8,091,432)	(5,713,821)	(3,922,802)
CURRENT YEAR PROFIT	17,645,624	28,455,592	25,851,937	21,443,042	14,650,163



Description	2020	2019	2018	2017	2016
OTHER COMPREHENSIVE INCOME					
Items that will not be reclassified to profit or loss	421,428	4,252,631	1,585,482	9,678	24,909,438
Items that will be reclassified to profit or loss	3,005,403	2,958,445	(2,902,231)	1,868,315	785,447
Other Comprehensive Income / (Expenses)	3,426,831	7,211,076	(1,316,749)	1,877,993	25,694,885
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	21,072,455	35,666,668	24,535,188	23,321,035	40,345,048
Profit for the year attributable to:					
Parent Entity Owner	17,119,253	27,482,133	25,015,021	20,639,683	13,806,565
Non-controlling interests	526,371	973,459	836,916	803,359	843,598
Total comprehensive income for the year attributable to:					
Parent entity owner	20,466,256	34,655,095	23,771,531	22,491,109	39,484,138
Non-controlling interests	606,199	1,011,573	763,657	829,926	860,910
PROFIT PER SHARE	367,04	588,90	536,04	442,28	295,85^{*)}
STATEMENT OF CONSOLIDATED CASH FLO					
Net cash provided / (used in) from operating activities	102,060,837	23,967,890	(31,962,470)	4,981,054	41,521,119
Net cash used in investing activities	(33,313,371)	(16,251,888)	(21,041,189)	(5,276,211)	(6,162,781)
Net cash provided by / (used in) financing activities	(16,468,363)	(6,872,016)	17,151,038	702,143	(1,974,522)
Net Increase / (Decrease) in Cash and Cash Equivalents	52,279,103	843,986	(35,852,621)	406,986	33,383,816
The Impact of Changes in Exchange Differences on Cash And Cash Equivalents	1,292,731	(1,728,922)	1,754,511	808,703	(1,491,116)
Cash and Cash Equivalents at the Beginning of the Year	123,792,750	124,677,686	158,775,796	157,560,107	125,667,407
Cash And Cash Equivalents at the End of the Year	177,364,584	123,792,750	124,677,686	158,775,796	157,560,107
FINANCIAL RATIO					
CAPITALIZATION					
Capital Adequacy Ratio (KPMM)	19.90%	21.39%	20.96%	21.64%	21.36%
CAR by taking credit and operational risk into account	20.16%	22.09%	21.14%	22.06%	21.42%
CAR Taking Credit, Operations and Market Risks into account	19.90%	21.39%	20.96%	21.64%	21.36%
Fixed Assets to Capital	26.88%	22.62%	22.09%	23.11%	25.07%
PRODUCTIVE ASSETS					
Problematic Earning Assets and Non-Earning Assets to Total Earning Assets and Non-Earning Assets	1.91%	1.68%	1.91%	2.16%	2.47%
Non Performing Earning Assets to Total Earning Assets	2.36%	2.15%	2.42%	2.73%	3.07%
CKPN of Financial Assets against Earning Assets	5.36%	2.88%	3.40%	3.76%	3.97%
Fulfillment of CKPN for Earning Assets (in million rupiah)	60,458,261	29,562,191	31,566,448	33,495,714	32,912,493
Fulfillment of CKPN for Non-Earning Assets (in million rupiah)	3,455,497	369,300	113,236	349,404	193,144
Gross NPL	3.29%	2.39%	2.79%	3.45%	3.96%
NPL Net	0.43%	0.84%	0.67%	1.06%	1.38%
Fixed Assets to Capital	26.88%	22.62%	22.09%	23.11%	25.07%
Ratio of Credit to Total Earning Assets	67.67%	78.10%	77.51%	72.38%	71.54%
The Ratio of Core Debtors to Total Loans	31.14%	31.89%	34.49%	22.49%	21.26%
PROFITABILITY					
ROA	1.64%	3.03%	3.17%	2.72%	1.95%
ROE	9.36%	15.08%	16.23%	14.53%	11.12%
NIM	4.48%	5.46%	5.52%	5.63%	6.29%
BOPO	80.03%	67.44%	66.48%	71.17%	80.94%
Profit (Loss) Ratio to Total Assets	1.17%	2.25%	2.32%	2.05%	1.42%



Description	2020	2019	2018	2017	2016
Profit (Loss) Ratio to Total Equity	8.06%	13.09%	13.91%	12.54%	9.07%
Liabilities to Total Assets Ratio	85.47%	82.77%	83.31%	83.69%	84.31%
Liabilities to Equity Ratio	588.11%	480.42%	499.08%	512.94%	537.32%
Ratio of Fee Based Income to Total Operating Income	28.14%	25.95%	30.69% ^{*)}	23.29%	21.29%
LIQUIDITY					
Macroprudential Intermediation Ratio (RIM) (formerly known as Loan to Funding Ratio (LFR))		93.93%	95.46%	87.16%	85.86%
The ratio of liquid assets to total assets	17.27%	13.97%	15.62%	21.66%	23.44%
Ratio of Total Liquid Assets to Short-Term Funding	22.38%	18.85%	25.01%	30.89%	34.60%
The ratio of total credit to MSMEs to total loans	11.79%	11.64%	11.68%	12.47%	13.55%
Total CASA (in million Rupiah)	622,685,004	552,250,444	492,199,870	498,916,800	454,332,044
COMPLIANCE					
Percentage of LLL Violations					
Related parties	0.00%	0.00%	0.00%	0.00%	0.00%
Unrelated Parties	0.00%	0.00%	0.00%	0.00%	0.00%
Percentage of Exceeding the LLL					
Related parties	0.00%	0.00%	0.00%	0.00%	0.00%
Unrelated Parties	0.00%	0.00%	0.00%	0.00%	0.00%
Primary GWM - Rupiah	3.50%	6.21%	6.92%	6.78%	6.50%
Secondary GWM - Rupiah	23.50%	13.02%	10.14%	8.91%	9.84%
Forex GWM	4.10%	8.10%	8.10%	8.10%	8.12%
GWM LFR	0.00%	0.00%	0.00%	0.00%	0.00%
Net Open Position	0.91%	1.09%	0.67%	1.59%	2.98%
OTHER RATIOS					
LLR / Gross NPL	234.90%	147.69%	146.93%	142.95%	131.29%
(Coverage Ratio) (%)	44.89%	45.68%	44.35%	45.43%	39.15%
CIR (Cost to Income Ratio) (consolidated)	496,65	830.17	785.67%	655.12	418.63

*) Reclassified

**) Restated

Operational Highlights

Table of Operational Performance of Corporate Banking Segment

(in million IDR)

Product	2020	2019	2018 ^{***)}	2017 ^{**)}	2016 ^{*)}
Third Party Fund	163,651,031	146,854,572	127,649,737	127,011,830	178,317,626
• Current Account	120,560,259	100,667,400	79,923,964	83,354,774	92,357,811
• Saving	7,086,785	7,451,380	6,533,237	7,003,356	6,051,088
• Deposit	36,003,987	38,735,792	41,192,536	36,653,700	79,908,727
Total Credit	309,632,987	329,763,941	302,625,449	248,745,671	228,664,566
Total Fee Based Income	2,436,952	2,258,288	2,517,336	2,277,649	2,166,235

Note: Business segmentation was adjusted to the organizational structure in the reporting year

*) The Corporate segment was still affiliated with Institutional Banking / Institutional Relations

***) The Corporate segment did not include Institutional Banking / Institutional Relations

****) The Corporate Segment did not include Institutional Banking / Institutional Relations, in 2018 the Corporate Banking Segment was called the Corporate – Large Corporate Segment.



Table of Operational Performance of Commercial Banking Segment

(in million IDR)

Product	2020	2019	2018 ^(*)	2017 ^(*)	2016 ^(*)
Third Party Fund	82,758,990	75,664,398	59,775,005	68,145,567	66,353,326
• Current Account	47,216,651	41,898,718	33,262,301	37,174,479	40,435,471
• Saving	8,177,198	10,698,060	9,324,378	11,731,448	8,143,489
• Deposit	27,365,141	23,067,620	17,188,326	19,239,640	17,774,366
Total Credit	156,501,772	151,424,144	142,581,578	155,820,017	165,157,169
Total Fee Based Income	679,287	804,199	1,020,997	1,129,285	1,774,650

Note: Business segmentation was adjusted to the organizational structure in the reporting year

^(*) Commercial segment

^(**) In 2018 the Commercial Banking segment was called the Corporate – Middle Corporate Segment

Table of Operational Performance of Institutional Relationship Segment

(in million IDR)

Product	2020	2019	2018	2017 ^(*)	2016 ^(*)
Third Party Fund	94,575,184	71,774,618	64,155,368	50,676,336	-
• Current Account	42,933,853	25,459,231	20,358,667	20,964,557	-
• Saving	1,216,337	1,072,276	965,360	1,174,738	-
• Deposit	50,424,994	45,243,111	42,831,341	28,537,041	-
Total Credit	24,577,377	27,027,984	21,864,053	13,862,546	-
Total Fee Based Income	347,986	390,289	261,918	269,181	-

Note: Business segmentation was adjusted to the organizational structure in the reporting year

^(*) The Corporate segment was still affiliated with Institutional Banking / Institutional Relations

^(**) In 2017 the Institutional Relations Segment was called the Government & Institutional Segment

Table of Operational Performance of Retail Banking Segment

(in million IDR)

Product	2020	2019	2018	2017 ^(*)	2016 ^(*)
Third Party Fund	558,884,289	507,383,373	480,511,134	476,371,887	435,276,455
• Current Account	68,831,715	60,358,283	55,389,473	51,006,025	45,497,602
• Saving	322,109,076	296,554,444	283,926,092	283,736,956	259,483,049
• Deposit	167,943,498	150,470,646	141,195,569	141,628,906	130,295,804
Total Credit	262,713,556	275,953,020	246,570,935	223,098,142	196,193,756
Total Fee Based Income	9,377,457	10,181,349	9,160,485	8,311,567	8,572,218

Note: Business segmentation was adjusted to the organizational structure in the reporting year

^(*) Retail Segment (still included Micro, Business, Consumer and Individual Segments)

Table of Operational Performance of Treasury Segment and International Banking

(in million IDR)

Product	2020	2019	2018	2017 ^(*)	2016 ^(*)
Third Party Fund	9,086,812	13,428,583	7,395,290	7,571,909	8,002,438
• Current Account	4,443,589	8,013,581	2,477,319	2,748,140	2,268,645
• Saving	109,541	77,073	39,079	22,325	94,889



Product	2020	2019	2018	2017 ^{*)}	2016 ^{*)}
• Deposit	4,533,682	5,337,929	4,878,892	4,801,444	5,638,904
Total Credit	8,620,596	6,820,070	3,998,638	1,173,623	1,064,421
Total Fee Based Income	5,002,745	4,344,102	4,275,471	3,728,182	3,873,837

Note: Business segmentation was adjusted to the organizational structure in the reporting year

*) Still part of the Treasury and Markets Segment

Information on Stock Price

Table of Share Price, Volume and Capitalization of Bank Mandiri 2016-2020

Year	Price Per Share (IDR)				Total Outstanding Shares (share)	Transaction Volume (share)	Market Capitalization (IDR Trillion)
	Opening (IDR)	Highest (IDR)	Lowest (IDR)	Closing			
2020							
Quarter I	4,650	4,820	4,450	4,680	46,666,666,666	3,913,769,100	218.40
Quarter II	5,025	5,050	4,950	4,950	46,666,666,666	4,949,912,800	231.00
Quarter III	5,100	5,150	4,860	4,960	46,666,666,666	3,127,719,800	231.47
Quarter IV	6,525	6,525	6,325	6,325	46,666,666,666	3,545,255,800	295.17
2019							
Quarter I	7,400	8,050	6,650	7,450	46,666,666,666	3,037,818,600	347.67
Quarter II	7,500	8,125	6,975	8,025	46,666,666,666	2,667,258,100	374.50
Quarter III	8,050	8,175	6,825	6,975	46,666,666,666	2,600,509,300	325.50
Quarter IV	6,900	7,825	6,275	7,675	46,666,666,666	2,656,448,300	358.17
2018							
Quarter I	7,975	9,050	7,675	7,675	46,666,666,666	2,391,994,300	358.17
Quarter II	7,575	8,075	6,500	6,850	46,666,666,666	2,471,927,000	319.67
Quarter III	6,975	7,350	6,300	6,725	46,666,666,666	2,181,434,200	313.83
Quarter IV	6,600	7,700	6,200	7,375	46,666,666,666	2,387,837,400	344.17
2017							
Quarter I	11,300	11,900	10,900	11,700	23,333,333,333	2,210,511,800	273.00
Quarter II	11,750	12,900	11,400	12,750	23,333,333,333	2,044,842,000	297.50
Quarter III	6,750	6,825 ^{*)}	6,475 ^{*)}	6,725 ^{*)}	46,666,666,666 ^{*)}	2,135,509,000	313.83
Quarter IV	6,725	8,000	6,600 ^{*)}	8,000 ^{*)}	46,666,666,666 ^{*)}	2,611,076,700	373.33
2016							
Quarter I	9,200	10,350	9,100	10,300	23,333,333,333	1,575,788,096	240.33
Quarter II	10,225	10,357	8,700	9,525	23,333,333,333	1,369,132,900	222.25
Quarter III	9,500	11,800	9,400	11,200	23,333,333,333	1,683,095,896	261.33
Quarter IV	11,325	11,575	10,100	11,575	23,333,333,333	1,268,503,900	270.08
2015							
Quarter I	10,775	12,475	10,700	12,475	23,333,333,333	1,281,646,000	291.08
Quarter II	12,475	12,275	9,425	10,050	23,333,333,333	1,644,480,096	234.50
Quarter III	10,125	10,400	7,525	7,925	23,333,333,333	1,584,873,000	184.92
Quarter IV	8,000	9,650	7,675	9,250	23,333,333,333	1,296,309,704	215.83

*) Bank Mandiri took corporate action by carrying out a stock split which became effective as of September 13, 2017



Chart of Bank Mandiri Stock Price Movements for 2019 – 2020

Stock Opening, Highest Closing, Lowest Closing, and Closing Prices in Every Quarter (IDR)

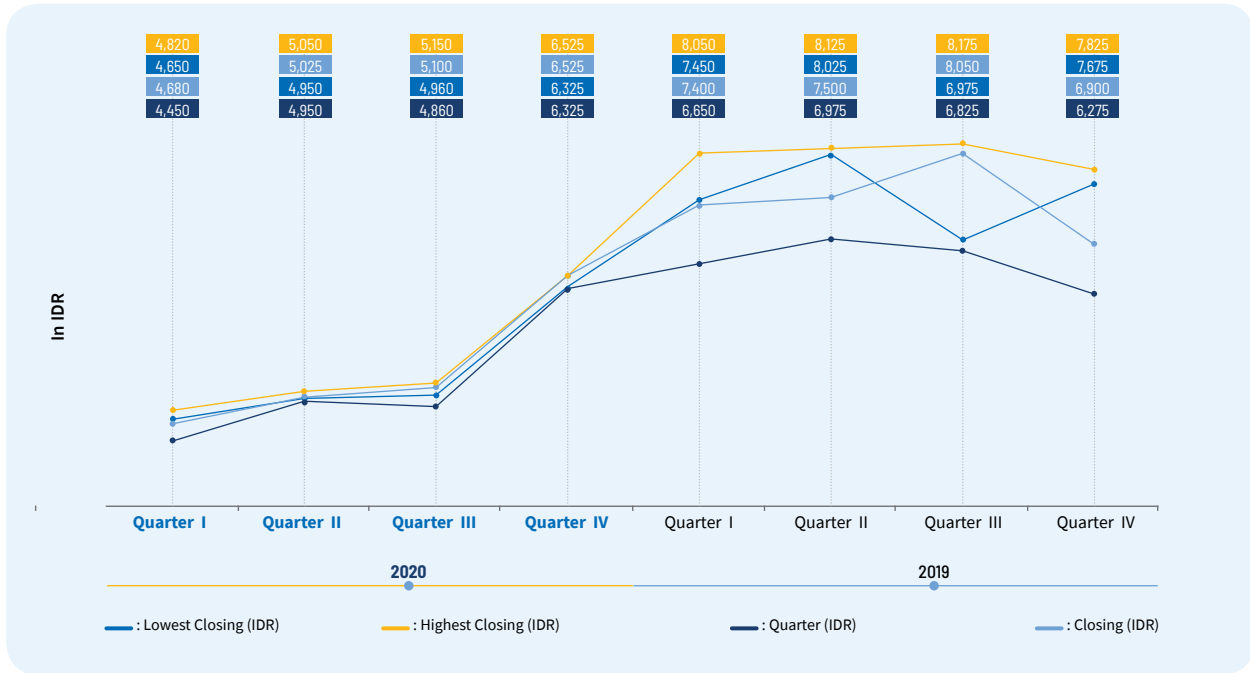


Chart of Bank Mandiri Stock Transactions for 2019 – 2020

Transaction Volume (Billion Shares)

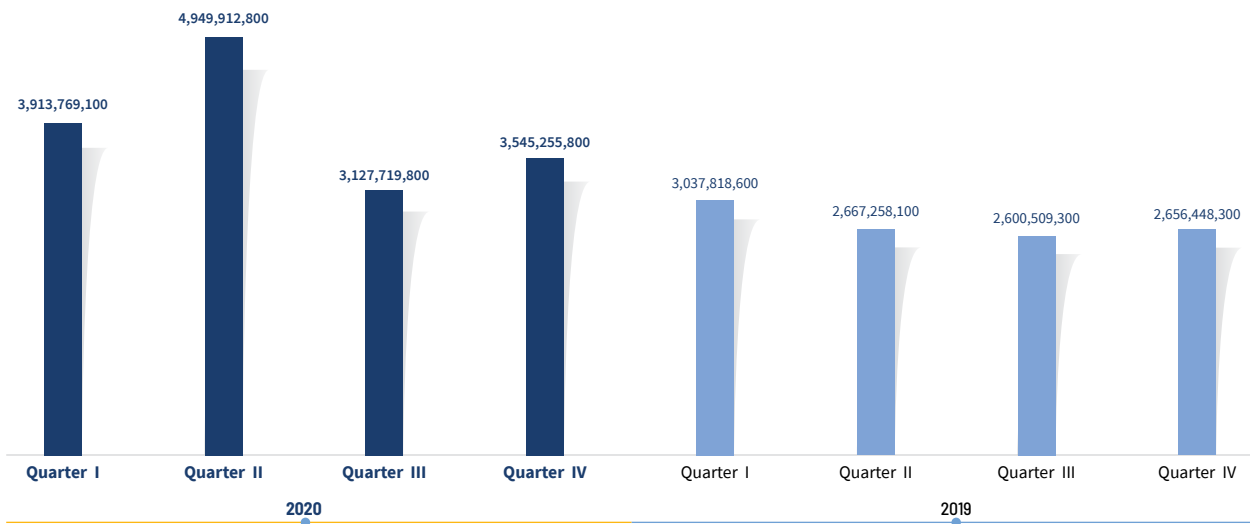




Chart of Stock Price and Volume Movements in 2020

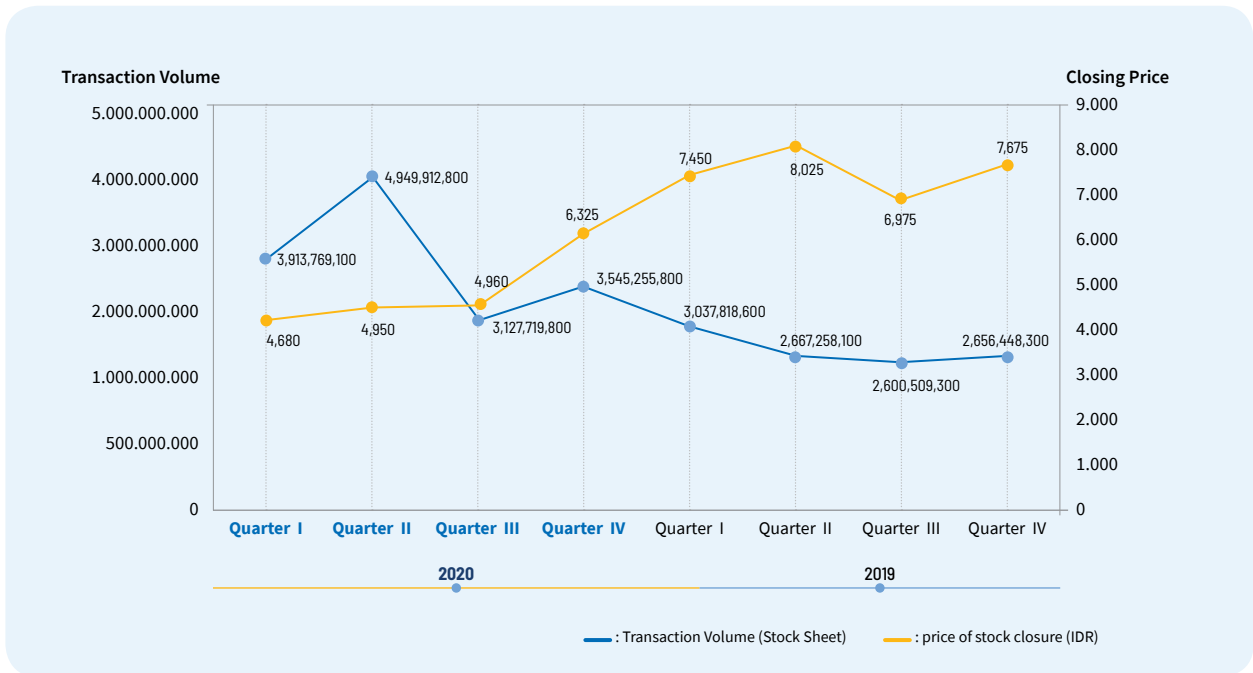
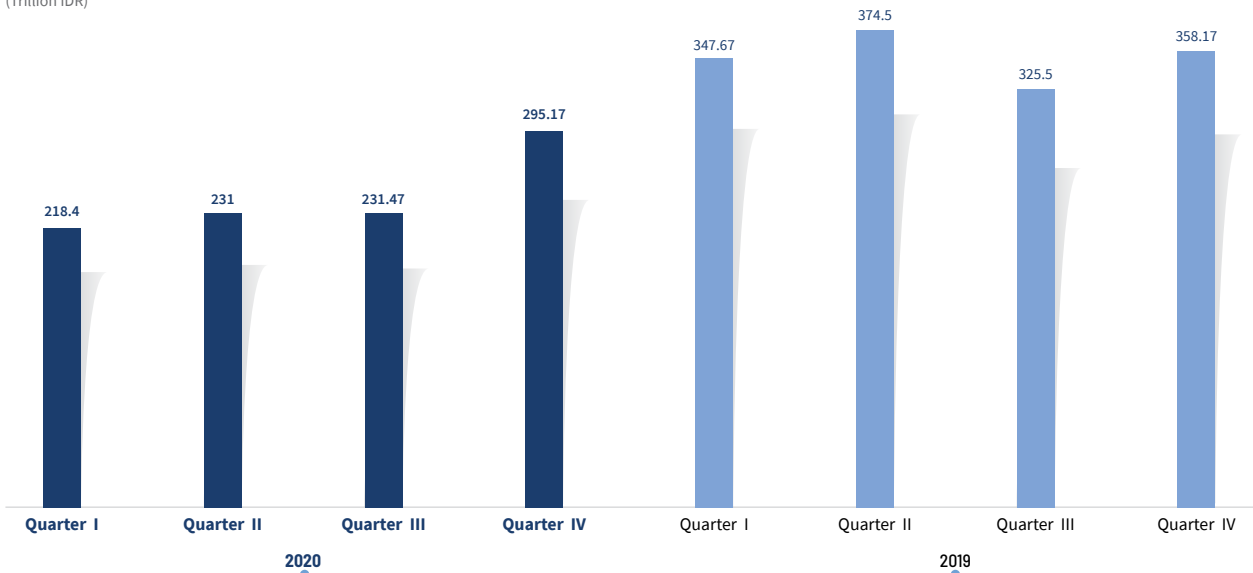


Chart of Bank Mandiri Stock Market Capitalization 2019 – 2020

Capitalization
(Trillion IDR)





Corporate Action

On May 12, 2020, Bank Mandiri issued Bank Mandiri Bonds II Phase I Year 2020 (“Continuous Bonds II Phase I”) with a nominal value of IDR 1,000,000 consisting of 2 (two) series:

Bond	Nominal Value	Fixed interest rate per year	Due date
Series A	IDR350,000	7.75%	May 12, 2025
Series B	IDR650,000	8.30%	May 12, 2027

Information on Bonds, Sukuk, and/or Convertible Bonds

Information on Bonds

No.	Description	Date of Electronic Bond Distribution	Tenor	Currency	Amount of Bond (billion)	Offer Price
1.	Bank Mandiri Sustainable Bonds I Phase I 2016	September 30, 2016	Series A: 5 years Series B: 7 years Series C: 10 years	IDR	5,000	100% (one hundred percent) of principal amount bond
2.	Bank Mandiri Sustainable Bonds I Phase II Year 2017	June 15, 2017	Series A: 5 years Series B: 7 years Series C: 10 years	IDR	6,000	Series A B and C 100% (one hundred percent) of principal amount bond
3.	Bank Mandiri Sustainable Bonds I Phase II Year 2018	September 21, 2018	5 years	IDR	3,000	100% (one hundred percent) of principal amount bond
4.	Bank Mandiri Bonds II Phase I Year 2020	May 12, 2020	Series A: 5 Years Series B: 7 Years	IDR	1,000	100% (one hundred percent) of principal amount bond

Information on Sukuk

As of December 31, 2020, Bank Mandiri did not issue sukuk or state securities issued based on sharia principles, thus the Bank does not have information about sukuk.

Information on Other Sources Of Funding

Negotiable Certificates Of Deposit (NCD)

Bank Mandiri has issued a Negotiable Certificate of Deposit (NCD) for 2 (two) consecutive years, namely PT Bank Mandiri (Persero) Tbk Phase I of 2015 Series A, B, C, D, and E on 25 May 2015 with a total of IDR 2.60 trillion and NCD II of PT Bank Mandiri (Persero) Tbk Phase II of 2016 Series A, B, C and D on 16 December 2016 with a total of IDR 2.66 trillion. All NCD Phase I had been fully paid in 2016, while repayments for NCD Phase II had been partly implemented in 2017 and 2018 (for Series A, B and C). NCD Phase II D Series with an interest rate of 8.40% will mature on 13 December 2019. Information on the chart of the chronology of NCD issuance can be seen in the chapter on Company Profile in this Annual Report.

Asset-Backed Security in the Form of Participation Letter (“EBA-SP”) BMRI 01 A Class

Bank Mandiri has also issued an Asset Backed Securities in the Form of Participation Letter (“EBA-SP”) of BMRI 01 A Class on 26 August 2016 and has been listed on the Indonesia Stock Exchange with a principal amount of IDR456,500,000,000.- (four hundred fifty six billion five hundred million IDR) which will mature on 27 October 2029. EBA SP A1 series is issued with an interest rate of 8.6% per year while EBA SP A2 series with an interest rate of 9.1% per year. For 2 (two) consecutive years, EBA-SP BMRI A Class A1 and A2 series each has AAA ranking from Pefindo. Information regarding the chronology table for the issuance of Asset Backed Securities in the Form of Participation Letter (“EBA-SP”) BMRI 01 A Class can be seen in the Company Profile chapter in this Annual Report.



In addition, on May 13, 2020, Bank Mandiri issued Euro Medium Term Notes (EMTN) with a nominal value of USD500,000,000 (full amount) on the Singapore Exchange (SGX) as follows:

Bond	Nominal Value	Fixed interate rate per year	Due date
Euro Medium Term Notes	USD500,000,000	4.75%	May 13, 2025

Temporary Termination of Stock Trading (Suspension) and/or Shares Registration Delisting

As of December 31, 2020, Bank Mandiri had never been subject to sanctions for the temporary suspension of stock trading and/or the elimination of delisting.

	Maturity Date	Interest Rate	Payment Status	Ranking			Trustee
				2020	2019	2018	
	Series A: September 30,2021, Series B: September 30,2023, Series C: September 30,2026	Series A: 7.95% Series B: 8.50% Series C: 8.65%	Unsettled	^{id} AAA oleh Pefindo	^{id} AAA oleh Pefindo	^{id} AAA oleh Pefindo	Bank Tabungan Negara ā
	Series A: June 15, 2022, Series B: June 15, 2024, Series C: June 15, 2027,	Series A: 8.00% Series B: 8.50% Series C: 8.65%	Unsettled	^{id} AAA oleh Pefindo	^{id} AAA oleh Pefindo	^{id} AAA oleh Pefindo	Bank Tabungan Negara
	September 21, 2023	8.50%	Unsettled	^{id} AAA oleh Pefindo	^{id} AAA oleh Pefindo	^{id} AAA oleh Pefindo	Bank Permata
	Series A: May 12, 2025 Series B: May 12, 2027	Series A: 7.75% Series B: 8.30%	Unsettled		-	-	Bank Permata

Information on Convertible Bonds

As of December 31, 2020, Bank Mandiri did not issue convertible bonds, thus the Bank has no information regarding convertible bonds.

Subordinate Medium Term Notes I Bank Mandiri 2018

In compliance with the provisions of the Financial Services Authority Regulation No. 14/POJK.03/2017 concerning Recovery Plans For Systemic Banks, Bank Mandiri has issued Bank Mandiri Medium Term Notes (MTN) Subordinate I in 2018 (“MTN Subordinasi Mandiri”) which had also been approved at the General Meeting of Shareholders Annual on 21 March 2018. MTN Subordinasi Mandiri was listed on 27 July 2018 with a value of IDR 500,000,000,000 (five hundred billion Rupiah). The MTN has an interest rate of 8.50% per annum and will mature on 31 July 2023. In 2018, Mandiri Subordinated MTN had an AA (Double A) rating from Pefindo. Information regarding the chronology table for the publication of MTN Subordinasi Mandiri can be seen in the Company Profile chapter in this Annual Report.

Euro Medium Term Note (EMTN)

On April 11, 2019, Bank Mandiri issued a Euro Medium Term Notes (EMTN) with a nominal value of USD750,000,000 (full amount) on the Singapore Exchange (SGX). It bears an interest at 3.75% per annum and matures on April 11, 2024. The bonds were issued at 98.998% of the total principal. Bond interest is paid semiannually, with the first interest payment being made on October 11, 2019, while the final interest payment and maturity of the bond is on April 11, 2024, which is also the principal repayment date of the bond. The trustee for the EMTN issuance is the Bank of New York Mellon. As of September 30, 2019, the EMTN ratings were Baa2 (Moody’s) and BBB- (Fitch).



Corporate Rating 2020

Rating Agency	Rank	Validity Period
Standard & Poor's (S&P)		
Outlook	BBB-/Negative/A-3	April 28, 2020
Fitch Ratings		
Outlook	STABLE	April 13, 2020
International Long-Term Rating	BBB-	
International Short-Term Rating	F3	
National Long-Term Rating	AA+(idn)	
National Short-Term Rating	F1+(idn)	
Viability Rating	Bb+	
Support Rating	2	
Support Rating Floor	BBB-	
Moody's		
Outlook	STABLE	April 16, 2020
Long-Term Counterparty Risk Rating	Baa2	
Long-Term Debt	(P)Baa2	
Long-Term Deposit	Baa2	
PT Peringkat Efek Indonesia (Pefindo)		
Corporate Rating	STABLE	August 25, 2020
Long Term General Obligation	_{id} AAA	
MSCI		
ESG Rating	BBB	August 25, 2020

Company Analysis Report

No	Security	Recomendation	Target Price	Resume	Date
1	Nomura Verdhana	Buy	8,800	- 4Q20 interest income reached IDR21.0 trn (-1.0% QoQ; -11.8% YoY). This brought FY20 interest income to IDR87.3 trn (-4.6% YoY). This decline was due in large part to a decrease in the overall yield on assets, which reflected broad interest rate cuts. However, this was more than offset by the lower overall cost of funds, leading to lower interest costs. 4Q20 interest expense reached IDR6.6 trillion (-16.9% QoQ; -20.0% YoY), bringing FY20 interest expense to IDR30.8 trillion (-4.0% YoY). This resulted in 4Q20 net interest income (NII) of IDR14.3 trillion (+ 8.5% QoQ; -7.4% YoY), FY20 non-interest income to IDR 56.5 trillion (-4.9% y-y). This translated to an NIM 4Q20 of 4.3% - a significant increase from NIM 3Q20 of 3.9%. The cost of funds has shown a sizeable reduction of 50bp QoQ, bringing it to a record low of 2.2% and bringing FY20 CoF to 2.75%.	



No	Security	Recommendation	Target Price	Resume	Date
				<ul style="list-style-type: none"> - PPOP 4Q20 was at IDR 11.4 trn (+ 9.1% QoQ; -2.9% YoY). This brings PPOP FY20 to IDR 46.1 trn (-5.1% YoY). This was equivalent to 110% of the PPOP FY20 projection. - Mandiri recorded a CoC of 3.3% in 4Q20 (up from 2.5% in 3Q20). This left the CoC for FY20 at 2.35%, below the management guidelines of 250-280bps for FY20. With an optimistic outlook for the repayment of restructured loans in 2021 (as discussed above), management aimed for FY21 CoC at 1.9-2.3%. 4Q20 profit was IDR3.1trn (-17.2% QoQ; -57.3% YoY), with the quarterly decline largely due to higher CoC. 	January 29, 2021
2	CLSA	Buy	7,050	<ul style="list-style-type: none"> - Loans (average balance) grew 7% YoY in 4Q20, but ending balance, decreased by 1.6% YoY. Bank Mandiri monitored single digit growth this year (21CL: 5.6%), citing uncertainty over the realization of mass vaccinations and economic recovery. Therefore, it remained selective in growth (that is, relying on major corporate clients and their value chains, and borrowers with Bank Mandiri payroll). The bank also maintained a focus on resilient sectors such as FMCG, telecommunications, and healthcare. - As of Dec 31, 2020, a loan of IDR 123.4 trillion had been approved for restructuring. The loan fell to 12.2% from 15.5% in September 2020. This compared with an 18% shift in the industry. - Bank Mandiri assesses prospective borrowers who might be eligible for further restructuring (with an extension of the regulator's loan moratorium until March 31, 2022). Bank Mandiri calculates that 35-40% may needed to be extended because 60% of the restructured COVID-19 books were low risk, 25% moderate, and 11% high risk. - Bank Mandiri expects that the NPL in 2021 would be better than 2020 and would also be driven by credit growth. There were some legacy NPLs in Commercial, so the NPL remained in the range of 10% in the next 2 years, but new loans since 2018 are of very good quality. 	January 28, 2021
3	Goldman Sachs	Buy	8,520	<ul style="list-style-type: none"> - Bank Mandiri posted a 4Q20 net profit of IDR 3,091 billion, -57 yoy / + 17% qoq, 18% above GSe. The drag was driven by stronger than expected net interest income, given the strong NIM recovery and non-NII growth, driven by treasury costs and market profits from Bank Mandiri's subsidiary. This focus remained on asset quality, and Bank Mandiri remains optimistic. Loans under the moratorium increased slightly to 16.2% (from 15.5% in 3Q20) although management noted that the pace of increase slowed down. For 2021, management guides loans to grow by single digits, because management remained selective in growing its portfolio while waiting for the realization of vaccine distribution. The credit cost guide for 2021 was guided to 1.9% -2.4% (vs. FY20 2.35%) with the risk of increasing if the quality of loan assets under the moratorium turns out to be better than expected. Overall we saw this as a decent revenue pool showing some recovery in the underlying business as well as manageable asset quality. - Main Highlights: <ol style="list-style-type: none"> 1. The NPL ratio decreased to 3.1%, considering that Indonesia was still in a moratorium period. 2. The cost of loans was greater than expected. 3. Net Interest Income above Gse. 4. NIM increased by 38 bps qoq to 4.56%. 5. Non-interest income above expectations. 6. Dividends were likely to remain at a payout ratio of 60%. 	January 28, 2021



No	Security	Recommendation	Target Price	Resume	Date
4	CGS CIMB	Buy	7,700	<ul style="list-style-type: none"> - Bank Mandiri started the 4Q20 earnings season positively with net profit in line with consensus and Bloomberg estimates. - NIM was recovering well on a qoq basis due to aggressive CoF cuts, while higher cost of credit in 4Q20 / FY20 helped dampen profit growth in FY21F. - 4Q20 in-line results; NIM improved and asset quality was well managed. - Loan demand improved slightly during 4Q20 according to management, but Bank Mandiri remains cautious and very selective in increasing lending. Deposit growth remained strong. - Moreover, opex growth was expected to remain in single digits. Like 2020, its 2021 guidelines appear conservative 	January 29, 2021
5	Citi	Buy	8,300	<ul style="list-style-type: none"> - Increased provision (3.3% vs 2.5% in 3Q20). - Higher NIM (4.6% vs 4.2% in 3Q20) due to lower CoF despite delayed interest of IDR 2.1 trillion in 4Q (IDR 0.7 trillion in 3Q and IDR 0.6 trillion in 2Q) than debt restructuring. - Loan restructuring increased slightly to IDR123 trillion vs IDR116 trillion in September 2020. - Lower NPL of 3.1% vs 3.3% in 3Q20, resulting in higher coverage of 229% from 205% in September 2020. 	January 28, 2021
6	UBS	Buy	8,500	<ul style="list-style-type: none"> - Strong Q4 up-line recovery, more conservative cost of credit - There was a 9% QoQ recovery in PPOP driven by NIM 39bp expansion but 33% QoQ increase in cost of credit (4% above UBS estimate). A 0-20bps NIM expansion and a 0-40bps reduction in credit costs resulted in an 8-14% increase in revenue. The share price probably reacted positively to the Q4 result. - In Q420, net interest income grew 9% QoQ with a 39bp QoQ NIM expansion to 4.3% (bank only) driven by a decrease in QoQ 50bp cost of funds to 2.1%. PPOP grew 9% QoQ despite 35% QoQ growth in opex, thanks to 18% QoQ growth in core non-interest income and 100 +% QoQ PPOP contributions from subsidiaries. FY20 credit fee was IDR 22tn (260bp, + 33% QoQ). Of the 16% of loans restructured with COVID-19, 64% were considered low-risk while the rest will go to stage 2 (25%) and stage 3 (11%) loans. 	January 28, 2021
7	Credit Suisse	Buy	7,300	<ul style="list-style-type: none"> - NIM and asset quality improved in 4Q20, combined with better prospects in 2021. - Management was guided by a better 2021 with a target NIM of 4.6% -4.8% (from 4.65% in 2020) and a target cost of credit of 1.9% -2.4% (from 2.4% in 2020). In terms of loan growth, management set single-digit targets but it could have the risk of going up, depending on vaccine progress. - 4Q20 non-interest income grew 39% QoQ and 18% YoY, and 39% above forecast, mainly driven by gains in securities and other non-interest income from Link-Aja's revaluation. - 4Q20 credit fees were 28% above the estimate (+ 40% QoQ / + 306% YoY). As a result, NPL coverage increased 24ppt QoQ and 85ppt YoY, to 229%. The high coverage aimed to withstand the potential downgrade from restructured loans due to COVID-19. 11% of the loan was expected to be reduced to NPL after the restructuring period ends. 	January 28, 2021



No	Security	Recommendation	Target Price	Resume	Date
8	Morgan Stanley	Buy	8,236	<ul style="list-style-type: none"> - Restructured loan developments: Bank Mandiri has restructured IDR120 loans (16% of total bank-only loans) due to COVID-19 on August 13, 2020. They expect restructured loans to reach 17-19% of total loans by the end of the year, due to demand for such loans continues to decline. Management classified the restructured loans into three segments. - High-risk (high potential for relapse as NPL when the restructuring period ends): The Bank identified approximately 10% of restructured books as high risk, and is building provisions using stage 3 IFRS-9 for this segment, which was mainly SME and banking commercial. - Medium-risk (additional restructuring required after relaxation, but the business continued to operate): 30% of restructured loans were classified as medium risk. Bank Mandiri built provisions using IFRS-9 phase 2. - Low-risk (no need for further restructuring): 60% of restructured loans without allowance for default. - Management raised its guidelines for 2020 lending growth (using average balance) to single digits (from recent guidelines which had a slight contraction), thanks to the reopening of the economy and the government's stimulus program, while maintaining the NIM and credit cost guidelines for 2020 at 4.4 -4.6% and 2.5% -3.0%, respectively. 1H20 NIM was 4.9%, and 1H20 credit fee was 2.2%. 	January 28, 2021
9	Macquarie	Buy	7,500	<ul style="list-style-type: none"> - NIM improvements and more to come. Bank Mandiri's NIM only moved to 4.33%, up 39bps QoQ. For FY21, Bank Mandiri expects 4.6-4.8% (up to 15bps YoY) due to the benefits of retained funding costs and deferred interest on the restructured loans being paid. Pro forma includes deferred interest, Mandiri notes will be 4.83% in 4Q20. - Preparing for the second phase of loan restructuring. 12% of outstanding outstanding loans (IDR 93 trillion) were restructured due to COVID-19, with IDR 10 trillion (1.3% loans) recorded as high risk and possibly NPL. Of the remaining medium and low risks, IDR 33 trillion - IDR 37 trillion (4.3-4.9% of loan) would likely require a second restructuring this year, which regulators allow. Bank Mandiri expects to charge a credit fee of 1.9% -2.4% (2.1% stated in the call) in FY21, with a cumulative two-year provision for restructured COVID-19 loans of 0.8%. - Loans remained prudent, hoping to increase in line with increased vaccination and mobility. The guidelines were for loan growth of 5-6% in FY21 vs -2% for FY20 and repeat plans for FY24 with a CAGR of ~ 10% in the loan. Fees were expected to increase in single digits supported by the mobile banking platform refresh. Bank Mandiri was in a position to pay at least 60% of FY20 profits as dividends (the final dividend would be determined by the SOE Ministry). 	January 28, 2021



Significant Events in 2020

1

January 2020

500 Bank Mandiri Volunteers Quickly Respond to Help Flood Victims

Since the first day of the big flood, January 1, 2020, the Bank Mandiri volunteer team had been here to help people affected by the flood. Tirelessly, there were at least 500 volunteers from Bank Mandiri employees who went directly to the location to provide assistance to the community. Mandirian who became members of the volunteer team work hand in hand to help the process of evacuating victims, establishing relief posts, and providing public kitchens in flood-affected areas. Logistical assistance in the form of suitable clothes, medicines, blankets, baby equipment, food and drinks was distributed to 33 Mandiri post points spread across Jakarta, Bogor, Tangerang, Bekasi and Banten.



15

March 2020

Spirit for the Prosperity of the Country

In line with the vision of "Spirit of Prosperity of the Country", Bank Mandiri provided assistance for a social care program (Corporate Social Responsibility / CSR) in the Labuan Bajo area, to be precise in West Manggarai Regency, with a total value of assistance of IDR 160,000,000. The handover of aid was symbolically handed over at the MTs Insan Kamil Nggorang School.

Apart from West Manggarai, aid was also distributed to eight points in Ngada-Bajawa district and one point in Ende Island, Ende Regency. Thus, the total number of points for distribution of aid was in 16 location points, which included assistance for renovating houses of worship and other supporting facilities.



27

February 2020

Bank Mandiri Won Gold Brand Equity Award

Bank Mandiri won the Gold Brand Equity Award at the 2020 CSR Brand Equity Award held by Iconomics in Jakarta. The Gold Brand Equity Award was given to companies considered to be leading in contributing and committed to implementing Corporate Social Responsibility (CSR). This was based on the assessment and results of a survey conducted throughout January 2020, which involved more than 10,000 respondents online in 10 major cities in Indonesia.



1

April 2020

Facing COVID-19, Health Workers were Given Insurance with a Sum Insured of up to IDR 1 Trillion

The contribution of Bank Mandiri in the midst of the COVID-19 pandemic was shown by its concern for the fighters at the forefront. Bank Mandiri provided insurance protection through its subsidiary AXA Mandiri Financial, with a total sum insured of up to IDR 1 trillion given to 35 thousand health workers at government referral hospitals.





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May 2020

Welcoming Ramadan, 1,300 Food Packages Distributed
 Bank Mandiri again showed love and concerned for all employees by providing a number of basic food packages, in welcoming the holy month of Ramadan 1441 H, which this time coincided with the outbreak of the COVID-19 virus pandemic. This assistance in the form of 1,300 basic food packages was given directly by representatives of the Corporate Secretary of Bank Mandiri, Rully Setiawan to clerks, drivers, security, Power Experts (TAD), and GBE.



21

July 2020

Mandiri Covid Rangers Action

As a form of support to the government in an effort to break the chain of spreading COVID-19, Bank Mandiri officially launched a ranger team called “Covid Rangers”. The Covid Rangers reminded all Bank Mandiri employees to strictly implement health protocols in all offices for the safety and comfort of customers, guests, and employees from possible transmission of the COVID-19 virus. Hence, the Covid Rangers were arguably the mascots for the campaign to prevent Covid-19 in Bank Mandiri's work environment.



26

June 2020

Home Charity Concert #bersamamandiri

Facing the New Normal era, Bank Mandiri again showed its support and contribution by holding a charity concert, which aimed to entertain people who were at home and at the same time raise donations. The Charity Concert by Staying at Home (di Rumah Aja) #bersamamandiri which presented a line of cool musicians was held with the appearance of Iwan Fals. Followed by performances from Raisa, Maliq & D'essentials and then Kahitna. The Charity Concert di Rumah Aja #bersamamandiri managed to get more than 1 million viewers with a total donation value of IDR 1.7 billion.



19

August 2020

Bank Mandiri Received Anti-Bribery Certificate

For the commitment and integrity in serving and maintaining public trust, now Bank Mandiri received an ISO 37001: 2016 Certificate concerning Anti-Bribery Management System (SMAP) from PT Tuv Nord Indonesia. The submission of this certification showed evidence and commitment from the Board of Commissioners, Directors and all Mandirian in carrying out the company's business processes properly, as well as preventing potential acts of bribery in the work environment.





18-28 September 2020

Semarak Mandiri Virtual Competition

One of the activities in welcoming the 22nd anniversary of Bank Mandiri held the "Mandiri Virtual Competition". The competition with a total prize of millions of rupiah invites Mandirians to compete with dexterity and creativity. The activities included Dance Competition, Local Song Karaoke Champion, TikTok OOTD Mandirian and Esport Competition.



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November 2020

WMM 2020 Presented 21 Young Business Inspirators

After going through a series of stages of the selection and judging process, the 2020 Independent Young Entrepreneur (WMM) competition met its final round. At the WMM 2020 Grand Final, which was held virtually, and was attended by 21 people from 24 selected categories who managed to become the winner. The WMM competition, which had been held since 2007, became another proof of Bank Mandiri's commitment to fostering entrepreneurship in Indonesia, especially among the younger generation. It is recorded that the total number of applicants for WMM 2020 is 11,067 young entrepreneurs from various locations in the country.



2

October 2020

Bank Mandiri became the Best Company to Work in Asia

To coincide with the 22nd Anniversary celebration, Bank Mandiri received an award from HR Asia as one of the Best Companies to Work for 2020. This showed the company's commitment and consistency in developing HR through a series of work culture programs that adopt the latest developments in the world of work.



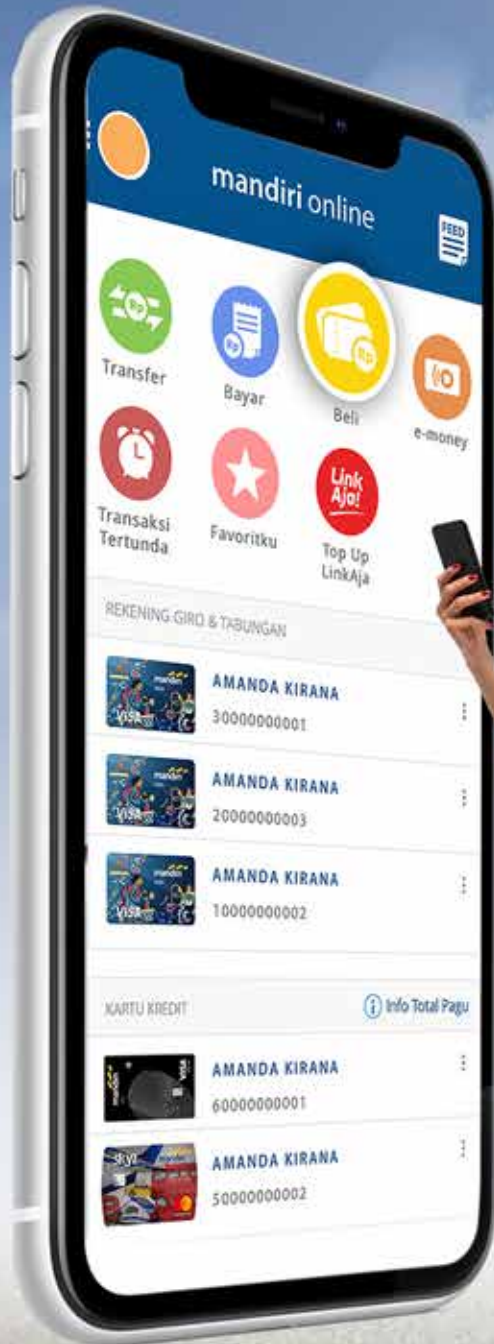
16-31

December 2020

National Discount Festival Transactions Translucent More Than IDR 6.8 Trillion

The Ministry of SOEs and other SOEs companies collaborated to bring the Indonesian economy, especially the real sector, to get out of the pressure of the COVID-19 pandemic. For this reason, a National Discount Festival was held which aimed to promote a variety of quality local products as well as the creations of state MSMEs from the eastern end to the western end of Indonesia, in the context of the National Economic Recovery. The National Discount Festival was opened by the President of the Republic of Indonesia Joko Widodo, Coordinating Minister for Maritime Affairs and Investment Luhut Binsar Panjaitan, Minister of SOEs Erick Thohir, and Minister of Cooperatives and SMEs Teten Masduki. The program was labeled with the tagline "Buy One, Grow a Thousand". A series of National Discount Festival activities successfully recorded transactions up to more than IDR 6.8 trillion. Not only that, www.festivaldiskonnasional.com was visited by 4 million visitors.







Report of the Board of Commissioners and Board of Directors

Bank Mandiri's operational performance continued to show improvement compared to the previous year. In the Corporate Banking segment, third party funds were quite high in 2020 amounting to IDR163.65 trillion, an increase of 11.44% compared to 2019 amounting to IDR146.85 trillion. Third party funds for Commercial Banking in 2020 reached IDR82.76 trillion, an increase of 9.38% or IDR7.09 trillion compared to 2019 which reached IDR75.66 trillion. Commercial Banking loans grew by 3.35% or IDR5.08 trillion from IDR151.42 trillion in 2019 to IDR156.50 trillion. Retail Banking third party funds managed to grow 7.73% from IDR513.87 trillion in 2019 to IDR553.57 trillion in 2020.







▶ Muhamad Chatib Basri

President Commissioner/Independent Commissioner

The Board of Commissioners realized that the challenges faced in 2020 were not easy. Therefore, the Board of Commissioners always provided directions to the Board of Directors through the mechanisms stipulated in the Articles of Association and the prevailing laws and regulations.

During 2020, we conducted more intensive communication with the Board of Directors to discuss significant issues in the Mandiri Group, especially related to efforts to mitigate the risk of the impact of the COVID-19 pandemic. On every occasion, both in formal and internal meetings, periodically, together with the Committees under the Board of Commissioners, have conveyed advice and reminded the management to always carry out the principles of Good

Corporate Governance and comply with applicable laws, improve the quality of internal control in every activity of the Company, , including consistency in the implementation of the 2020 work plan, the development of the Company, and the implementation of the Company's strategic policies. Our focus during 2020 includes aspects of Credit, Information Technology, Human Resources, and Subsidiary Performance, particularly those affected by the COVID-19 pandemic.

On this occasion, we submit a supervisory report and provide advice to the Board of Commissioners on the management of the Board of Directors throughout 2020.



Report of the Board of Commissioners

Respected shareholders and other stakeholders,

2020 became a year full of challenges with economic conditions contracting as a result of the COVID-19 pandemic. The Board of Commissioners expressed the highest appreciation to the Directors who carried out their duties properly, so that the Company could record fairly good financial and non-financial performance in 2020.

Monitoring of The Company's Strategy Implementation

Our oversight of the implementation of the Company's strategy, especially emphasizes the supervision of the implementation of the Bank Business Plan (RBB) for 2020-2022. Based on the Financial Services Authority Regulation No. 5 / POJK.03 / 2016 concerning Bank Business Plans, the Board of Commissioners was required to supervise the implementation of the Bank's Business Plan which include management policies and strategies. The results of the supervision were contained in the Supervision Report on the Implementation of the Bank Business Plan submitted to the

Financial Services Authority every semester. In addition, based on the Dwiwarna Shareholder Letter No. S-76 / D3.MBU / 2014 dated June 3, 2014 concerning Request for Responses to the Quarterly Reports, the Board of Commissioners was obliged to submit responses on the Company's Performance Achievement to the Ministry of State-Owned Enterprises as Series A Dwiwarna Shareholder every quarter. In 2020, we fulfilled this obligation by submitting a Supervisory Report related to the implementation of the Company's strategy as follows:



The supervisory report on the implementation of the Bank's Business Plan to the Financial Services Authority (OJK), includes:

1. Letter No. KOM / 020/2020 dated February 14, 2020, regarding the Supervision Report of the Bank Business Plan 2019 - 2021 PT Bank Mandiri (Persero) Tbk. Semester II Year 2019.
2. Letter No. KOM / 092/2020 dated August 25, 2020, regarding the Supervision Report for the Bank Business Plan 2020 - 2022 PT Bank Mandiri (Persero) Tbk. Semester I Year 2020.

Performance reports submitted to Dwiwarna Shareholders, include:

1. Letter No. KOM / 011/2020 dated January 30, 2020, regarding the response to the Performance Report of PT Bank Mandiri (Persero) Tbk. 2019 year.
2. Letter No. KOM / 053/2020 dated 12 May 2020, regarding the response to the Performance Report of PT Bank Mandiri (Persero) Tbk. Until Quarter I / 2020.
3. Letter No. KOM / 082/2020 dated July 30, 2020, regarding the response to the Performance Report of PT Bank Mandiri (Persero) Tbk. Until Quarter II / 2020.
4. Letter No. KOM / 115/2020 dated October 26, 2020, regarding the Response to the Performance Report of PT Bank Mandiri (Persero) Tbk. until Quarter III / 2020.

The supervisory report on the implementation of the Bank's Business Plan submitted to the FSA and the response to the Company's Performance Achievement submitted to the Ministry of SOEs included reports on:

1. Assessment of the Board of Commissioners regarding the implementation of the Bank Mandiri Business Plan in the form of assessment of both quantitative and qualitative aspects of the realization of the Business Plan.
2. The Board of Commissioners' assessment of the factors that affected Bank Mandiri's performance in general, particularly in relation to capital, profitability (earnings), risk profiles, particularly credit risk, market risk and liquidity risk.
3. Our assessment of the efforts to improve the performance of Bank Mandiri, in the event that according to the assessment there are symptoms of decreased performance as referred to in Point 2.

Frequency and Method of Advisory To The Board of Directors

The implementation of supervisory and advisory duties was carried out by holding a meeting of the Board of Commissioners together with the Board of Directors (RAKOMDIR) as well as an internal meeting of the Board of Commissioners by inviting the Director in the related field as a medium for providing advice to the Board of Directors. During 2020, we held 10 (ten) meetings of the Board of Commissioners together with the Board of Directors and 27 (twenty-seven) times of internal meetings of the Board of Commissioners and / or by inviting Directors in related fields.

We also provided advice to the Directors in the form of responses to the Directors' suggestions as outlined in the approval letter and decision letter. During 2020, we issued 50 (fifty) letters of approval and 5 (five) decisions, including approval for provision of funds to Related Parties, both for credit facilities and equity participation, approval of the Bank Business Plan for 2021-2023, approval of the Plan Sustainable Financial Action for 2021-2025, as well as other approvals under our authority as stipulated in the Articles of Association and applicable regulations.

Assessment on The Performance of The Board of Directors

In assessing the performance of the Board of Directors, we considered several aspects as a basis for the assessment, including external factors, namely economic conditions and the banking industry. We provided an assessment of the performance of the Board of Directors which includes an overview of the economy and industry, achievement of key performance indicators (KPI), implementation of strategic credit policies, information technology, Human Resources (HR) and the performance of Subsidiaries with due regard to external factors, especially during the COVID-19 pandemic. -19. The Board of Commissioners' assessment of the Board of Directors' performance and the basis for the assessment are presented as follows.

Economic and Industry Review

Economic conditions became a factor that greatly affected the Company's business activities. Therefore, economic conditions were one of the bases for our consideration in assessing the performance of the Board of Directors. The global economy was under enormous pressure due to the COVID-19 pandemic that had hit more than 200 countries in the world. In the World Economic Outlook January 2021 report, the IMF estimated that the global economy in 2020 contracted by 3.5%. The significant weakening of global economic activity was influenced by lockdown policies or restrictions on public mobility to reduce the spread of the virus which resulted in a sudden cessation of economic activity in various countries.

Global economic conditions had a major impact on the Indonesian economy. The Indonesian economy experienced a recession for the first time since the monetary crisis in 1998. In 2020, the Indonesian economy contracted by 2.07% (YoY).



Other than global and national economic conditions, the COVID-19 pandemic also had a significant impact on overall banking performance, in line with weak domestic demand and banking prudence. This is indicated by the relatively low demand for credit so that credit growth is not as fast as fund growth and the increasing trend of Loan at Risk (LaR) during 2020. Until September 2020, industrial credit growth was 0.12% while third party funds grew by 12.88%. It was expected that in the future banking inter-investment would begin to recover in line with the Government's program in the context of National Economic Recovery.

By considering both global and national economic conditions as well as conditions in the national banking industry, we appreciated the Board of Directors' achievements in facing very challenging conditions in 2020.

KPI Achievement

Economic conditions, both global and national as well as conditions in the national banking industry in 2020, made achieving KPI a challenge in itself. Even so, overall the Board of Directors KPI targets for 2020 have been realized with very satisfying achievements. This is mainly due to the very high commitment of the Board of Directors in achieving all KPIs by 2020 while still prioritizing the principle of prudence.

We appreciate the achievement of the Board of Directors KPI in 2020 where Bank Mandiri's achievements were still better than the average banking industry.

Implementation of the Strategic Credit Policy

The credit aspect is one of the main challenges during 2020. The multidimensional impact of the COVID-19 pandemic resulted in a decrease in the need for credit and limited alternative financing because many sectors are affected, a decrease in credit quality, and an increase in LaR, so the principle of prudence is a top priority to ensure that credit can grow healthily and with quality.

During 2020, the Board of Directors adopted a fairly conservative policy regarding lending which was carried out very selectively considering that quite a number of business sectors were affected by COVID-19 and the existence of several Government and Regulatory regulations that limit the Company's space for business expansion, including the Service Authority Regulations. Finance No. 11 / POJK.03 / 2020 dated 13 March 2020 regarding National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of Coronavirus Disease 2019, Regulation of the Minister of Finance (PMK) No. 104 / PMK.05 / 2020 concerning Fund Placement in the Context of Implementing the PEN Program and Large-Scale Social Restrictions (PSBB).

During 2020 the Board of Directors focused more on the health and sustainability of the Company's business, rather than on aggressive credit expansion. The selection of credit pipelines was carried out very selectively, namely in the unaffected business sector. In addition, there has been an adjustment in the prioritization of the Board of Directors' focus, including tight monitoring of the credit restructuring process for debtors affected by COVID-19 and the distribution of Government Funds (post facto review) in all credit segments to minimize potential operational risks, moral hazard, or free riders.

We regularly monitor credit achievements and the efforts to improve / adjust strategies that have been made by the Board of Directors, including the implementation of regular stress tests to ensure that the Board of Directors has comprehensive risk mitigation to minimize the impact of the COVID-19 pandemic on the Company's performance.

Information Technology

The Board of Directors consistently implement the Information Technology development strategy as planned in the Corporate Plan 2020-2024. Bank Mandiri implements a digital transformation strategy as stipulated in the "4-Pronged Framework", which includes the Digitalize Internal Platform strategy, Develop Digital Native Products, Modernize Digital Channel, and Leverage Digital Ecosystem. The consistent implementation of these four strategies is believed to be able to increase the Company's competitive advantage going forward.

We consider that the Board of Directors has developed information technology effectively in dealing with the COVID-19 pandemic and has succeeded in optimizing the existing business potential. The COVID-19 pandemic has changed customer transaction behavior which tends to lead to digital banking so that information technology plays a crucial role in keeping various community activities running safely including banking services during the pandemic. Bank Mandiri has been able to develop information technology that is capable of responding to the needs of changes in customer transaction behavior by developing Information Technology that has speed, accuracy, efficiency, productivity, validity and service to customers. Bank Mandiri responds to increasing digitalization competition through digital transformation to maintain and increase customer loyalty.

We regularly monitor the development and progress of improvements in information technology and digital banking, particularly in relation to availability, reliability, security and data integrity to ensure the security and reliability of Bank Mandiri's systems to meet customer needs.



Human Resources

Human Resources is one of our main concerns during 2020, especially related to employee health and safety during the COVID-19 pandemic. During 2020, we assess that the Board of Directors has made various effective efforts to overcome the impact of COVID-19, particularly on the health and safety of employees both at the Head Office, Regional Offices, Foreign Offices, and Subsidiaries by adhering to Government regulations. The action plans that have been implemented include the implementation of the # MandiriCUMA1 cultural program (CUCi hands, wear masks, keep a distance of 1 meter) to support employee activities while still prioritizing safety and comfort in the workplace.

The Company also had COVID-Rangers scattered throughout the Work Units as Change Agents to accelerate the implementation of mindset and behavior changes in implementing the New Normal. In addition, to maintain the capacity / occupancy rate, split operations have been carried out in several work locations, including implementing the Work From Home mechanism.

Throughout 2020, Bank Mandiri carried out organizational arrangements based on business needs, particularly those that support the Bank's Business Plan 2020-2022 and Corporate Plan 2020-2024 which focuses on information technology, credit, and risk management. Organizational restructuring is carried out with a focus on supporting the new business strategy and business process improvement. The condition of 2020 is an extraordinary condition that has implications for changes in work mechanisms and patterns as well as efficiency in the budget for labor costs. The implication of tightening labor costs affects the availability and distribution strategy of Capacity Planning and several policies related to limiting working hours to support the government to prevent and control the spread of COVID-19.

Some of the strategies carried out related to Capacity Planning include implementing delay recruitment and implementing the Zero Growth strategy in certain positions as well as setting overtime work times. In addition, Bank Mandiri also conducts ongoing studies on the effectiveness of implementing new work methods (New Normal - WFO / WFH), post-Pandemic organizational development and employee development mechanisms in the digitalization era and human capital management for millennial age employees.

Subsidiary Performance

The impact of COVID-19 was also felt by the Company's subsidiaries, especially those engaged in banking and financing. In general, the Subsidiaries experienced a decline in financial performance, but still made a positive contribution to the consolidated performance. We considered that in 2020 the Board of Directors succeeded in increasing synergy with subsidiaries with the contribution of net profit after tax (NPAT) of the subsidiaries to the Mandiri Group's

performance in 2020 amounting to IDR 3,844 billion, dominated by Mandiri Capital Indonesia, namely IDR 1,627 billion or amounting to 42% of all total subsidiaries. We regularly monitor the performance achievement and improvement efforts that have been made by the Management of the Subsidiary through regular monthly meetings and provide suggestions and recommendations for improvements.

Views on Business Prospects Arranged by The Board of Directors

Given the strong financial and non-financial conditions of Bank Mandiri, we are of the opinion that the business prospects set by the Board of Directors are correct. The stability of various economic indicators, such as the inflation rate, trade balance and current account balance, as well as reduced exchange rate fluctuations, provided room for accommodative and pro-growth policies. Bank Mandiri estimates that the policy rate will remain stable at the level of 3.75% throughout 2021. In addition, Bank Indonesia is also committed to maintaining liquidity and implementing macroprudential policies aimed at boosting credit and financing growth.

We are confident that the Board of Directors will be able to make good use of the various opportunities that exist in the banking industry. This is based on projected credit growth in 2021 on a bank only basis, in the range of 5% - 7%. Meanwhile, the growth in deposits is projected in 2021 at around 6% - 8%. In line with its main focus, Bank Mandiri continues to take various strategic steps in maintaining credit growth through selective and prudent lending to sectors that still have positive prospects or will recover more quickly, including the telecommunications sector, the food and beverage industry, health services and agriculture. In addition, Bank Mandiri also considers leading sectors by mapping potential sectors in various regions of Indonesia.

Our assessment of the business prospects prepared by the Board of Directors is also based on the current strengths of Bank Mandiri, including strong capital in accordance with Basel IV implementation, one stop financial service through the Mandiri Group, with 11 (eleven) Subsidiaries that are the leading companies. and a pioneer in each industry, has a number of networks that are evenly distributed throughout Indonesia and has diverse customers in each segment that can support business growth.

Views on The Implementation of Good Corporate Governance

We always ensure that Good Corporate Governance (GCG) is implemented in every business activity, especially during a pandemic, which is an extraordinary condition that requires a high level of adaptive. We believe that the implementation of GCG has gone well. We can explain the implementation of GCG as follows.



Anti Fraud Strategy Application

Bank Mandiri has several policies related to Corruption Prevention, including internal control policies, Employee Discipline Regulations, Code of Conduct, Business Ethics and has been reflected in the Corporate Culture Values to instill the value integrity of every level of Bank Mandiri. The Board of Directors has periodically reported the realization of the anti-fraud program as well as the progress of improvements that have been made. We are of the opinion that the internal control system, the anti-fraud strategy that has been implemented has been effective, supported by the adequacy of the organization, internal regulations, and tools to detect indications of fraud. including the Whistleblowing System / Letter to CEO. The Company also has guidelines that specifically regulate issues of corrupt practices, namely the Code of Conduct. The guideline regulates, among others, the following:

1. Comply with internal and external regulations.
2. Prohibition on all levels of the Company from requesting or receiving, agreeing to receive a gift or reward from a third party who obtained or sought to obtain facilities from the Company in the form of a credit facility "cash loan and non cash loan", or in the context of purchasing or discounting letters - money orders, promissory notes, checks and trading papers or other evidence of obligations, or other facilities related to the operations of the Company or those relating to the procurement of goods and services from the Company.
3. Prohibition on all levels of the Bank from abusing authority and taking advantage, either directly or indirectly, from the knowledge obtained from the Company's business activities for personal gain, benefits for family members and benefits for other parties.
4. Imposing sanctions from mild to severe for violators of the prohibition.
5. In the field of credit, any credit disbursement with authority categories had to be carried out through discussions in the Credit Committee Meeting forum as a means of implementing the four-eyes principle as well as a check and balance process between the Business Unit as the initiating unit and Risk Management as the Risk Mitigation Unit. In this committee, the Legal Group and Compliance Group had to always be present to provide opinions from the legal and compliance side in order to strengthen aspects of independence, avoid domination of one unit, avoid conflict of interest and ensure objective and pressure-free decision making. To speed up the process and improve credit performance, Bank Mandiri also set limits on credit approval authority based on credit exposure and risk levels. The greater the exposure, the greater the quorum of authority holders consisting of members of the Credit Committee that functioned as Risk Management and members of the Credit Committee who functioned as Business Units.

6. All levels of the Bank had to make an annual disclosure that contained all circumstances or situations that might lead to violations / non-compliance with this code of conduct.
7. All levels of Bank Mandiri provided input to improve performance, strengthen good corporate governance and prevent fraud, through a Letter to CEO (LTC). In the Cooperation Agreement with contractors / suppliers / partners, there was a clause that stated the party's commitment not to engage in corrupt and gratuitous practices that contained elements of bribery.

As an implementation of this commitment, Bank Mandiri had done the following actions:

1. Establishing a Gratification Control Unit which became a part of the Compliance work unit as the coordinator of gratuity control at Bank Mandiri.
2. Issuing the provisions regarding the gratuity control program within Bank Mandiri, which every year or according to the needs of the Company, were constantly being made improvements in line with the Company's development and / or compliance with statutory provisions and most recently as revised in 2020.
3. Socializing the gratuity control program to all levels of employees and stakeholders of Bank Mandiri.

The Effectiveness of The Internal Control System

We always provide direction to promote an effective risk awareness culture and must ensure that it is embedded at every level of the organization by implementing an internal control system. We are of the opinion that the internal control system that has been implemented has been running effectively, but it still needs to be improved in line with the development and complexity of the business.

The Internal Control System (SPI) became a supervisory mechanism established by the Company's management on an ongoing basis. Effective SPI became an important component in the management of the Company and forms the basis for sound and safe operational activities of the Company. An effective SPI could assist us and the Board of Directors in safeguarding the Company's assets, ensure the availability of reliable financial and managerial reports, increase the Company's compliance with laws and regulations, and reduce the risk of losses, irregularities and violations of prudential aspects. The implementation of SPI in the Company referred to the Internal Control Policy (KICN).

As a process carried out by all levels of the Company's organization, the SPI was applied in determining strategies in all work units and was designed to be able to identify the possibility of an event that might affect the company, and to manage risk so that it remained within tolerance limits (risk appetite), to provide adequate confidence in the achievement of company goals.



Bank Mandiri owned an international standard internal control system, namely the Internal Control System developed by the Committee of Sponsoring Organizations of The Treadway Commission (COSO) which included control objectives, control environment, risk assessment, control activities, information and communication as well as monitoring activities.

Implementation of Risk Management

Good risk management is crucial for maintaining the sustainability and health of the Company, especially during the COVID-19 pandemic. Bank Mandiri's risk management principles were carried out proactively to achieve sound and sustainable financial and operational growth as well as to maintain an optimal level of risk-adjusted return in accordance with the desired risk appetite. As a manifestation of Bank Mandiri's commitment to implementing good corporate governance practices, especially in terms of risk management, Bank Mandiri formulated policies, processes, competence, accountability, reporting and supporting technology that aimed to ensure that risk management within the Bank Mandiri organization continues to be effective and efficient. We believe that the risk management system has been well implemented, particularly in credit, operational and strategic risks in the face of the COVID-19 pandemic.

Bank Mandiri Risk Governance Structure was developed based on the four pillars of risk management as follows.

Active Supervision of The Board of Commissioners and The Board of Directors

The framework and governance of risk management at Bank Mandiri consisted of a Board of Commissioners who carried out a risk monitoring function through the Audit Committee, the Risk Monitoring Committee and Integrated Governance Committee, and the Board of Directors who carried out the risk policy function through the Executive Committee. related to risk management, namely the Risk Management & Credit Policy Committee, the Asset and Liabilities Committee, the Capital and Subsidiaries Committee, and the Integrated Risk Committee. At the operational level, the Risk Management Unit together with the Business Unit and Compliance Work Unit performed the functions of risk identification, risk measurement, risk mitigation and risk control.

In the framework of implementing Integrated Risk Management, we were responsible for the following:

1. Directing, approving, and evaluating the policies governing Integrated Risk Management on a regular basis.
2. Evaluating the implementation of Integrated Risk Management policies by the Board of Directors of the Main Entity.
3. Evaluating the implementation of the Action Plan (Recovery Plan).

Bank Mandiri also established risk management committees that discussed and recommended to the Board of Directors, among others:

1. Policies and procedures as well as monitoring the risks faced by the Company.
2. Management of the Company's assets and liabilities including interest rates and liquidity.
3. Management of Subsidiaries (equity participation, divestment, remuneration, appointment of Subsidiary management).
4. Implementation of Integrated Risk Management.
5. Business development.

In addition, Bank Mandiri also had a work unit related to risk management consisting of at least:

1. Director in charge of the Risk Management function;
2. Risk Management Work Unit (SKMR);
3. Operational Work Unit (risk-taking unit);
4. Internal Audit Work Unit (SKAI);
5. Compliance Work Unit.

The Risk Management Work Unit (SKMR), Internal Audit Work Unit (SKAI) and Compliance Work Unit (SKK) are concurrently an Integrated Work Unit.

Adequacy of Policies, Procedures and Limit Settings

Bank Mandiri owned a Risk Management Policy which served as the main guideline in implementing risk management. For more specific business areas, Bank Mandiri had more specific policies and procedures, for example in the areas of credit, treasury, and operations. These policies and procedures were to regulate the determination of limits for each activity, both at the portfolio and transactional levels.

All policies and procedures at Bank Mandiri were a form of risk management inherent in every operational activity of the Company which was evaluated and updated at least once a year.

Adequacy of The Process of Identification, Measurement, Monitoring, and Risk Control, as Well as Risk Management Information System (ERM)

Bank Mandiri run Risk Identification, Measurement, Monitoring and Control Processes, as well as a Risk Management Information System through an Enterprise Risk Management (ERM) framework. The implementation of ERM at Bank Mandiri used a two-prong approach, to ensure that risks were not only properly mitigated through day-to-day business processes, but also in unexpected conditions (downturn) through capital reserves.



Implementation of Integrated Risk Management

The consolidation / integration of Bank Mandiri's risk management had been started in stages since 2008, in line with the issuance of Bank Indonesia Regulation No. 8 / 6 / PBI / 2006 concerning the Implementation of Consolidated Risk Management for Banks Controlling Subsidiaries, where in the development of these regulations replaced by the Financial Services Authority Regulation No. 38 / POJK.03 / 2017 concerning the Implementation of Consolidated Risk Management for Banks Controlling Subsidiaries. In addition, Bank Mandiri also implemented integrated risk management in accordance with the Financial Services Authority Regulation No.17 / POJK.03 / 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.

Integrated risk management was important to implement because Bank Mandiri as the Main Entity realized that business continuity was also affected by risk exposures that arise, either directly or indirectly from the subsidiary's business activities. In this regard, Bank Mandiri implemented a consolidated / integrated risk management system with its Subsidiaries, including Subsidiaries operating outside the territory of Indonesia, while still complying with risk management principles, by considering the business characteristics of each Subsidiary and adjusting the jurisdiction of the authorities / local supervisor. The subsidiaries of Bank Mandiri were Bank Syariah Mandiri, Bank Mandiri Europe Ltd, Bank Mandiri Taspen, Mandiri Sekuritas, Mandiri Investment Management, AXA Mandiri Financial Services, Mandiri AXA General Insurance, Mandiri InHealth, Mandiri Tunas Finance, Mandiri Utama Finance, Mandiri International Remittance, and Mandiri Capital Indonesia.

The concept of consolidation / integration of risk management implemented by Bank Mandiri was prepared with due observance of the Financial Services Authority Regulation No. 38 / POJK.03 / 2017 concerning the Implementation of Consolidated Risk Management for Banks Controlling Subsidiaries, Financial Services Authority Regulation No. 17 / POJK.03 / 2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates, and Regulation of the Financial Services Authority No. 04 / POJK.03 / 2016 concerning Assessment of the Soundness of Commercial Banks which was further implemented through a framework of integration of tools, awareness of risks, corporate governance, and risk management information systems. In addition, in implementing risk management in a consolidated or integrated manner, Bank Mandiri had internal guidelines, namely the Mandiri Group Principles Guideline (MGPG), the Mandiri Subsidiary Management Principles Guideline (MSMPG) and the Integrated Governance Guidelines which contained guidance on the implementation of Mandiri Group risk management. This became a form of Bank Mandiri's compliance with applicable regulations in Indonesia.

In order to implement a comprehensive integrated risk management, Bank Mandiri established an Integrated Risk Management Committee, namely the Integrated Risk Committee consisting of Directors / Executive Officers in charge of the Risk Management function of Bank Mandiri as the Main Entity in the Financial Conglomerate and Subsidiaries, which played a role in providing recommendations for the preparation, improvement and refinement of Integrated Risk Management policies. In addition, Bank Mandiri also formed an Integrated Risk Management Work Unit (SKMRT) which reported directly to the Director of Risk Management.

Anti Money Laundering and Prevention of Terrorism Funding Application

The implementation of the Anti-Money Laundering and Prevention of Terrorism Funding (AML-PPT) program is one of the focuses of our supervision in 2020. The entry of the era of globalization and the advancement of increasingly complex information technology encouraged the Bank to be more comprehensive in mitigating the risk of the Bank being used by perpetrators of Money Laundering (TPPU) and Terrorism Funding Crimes (TPPT). This was mandatory because the methods used by Money Laundering and Terrorism Funding Crimes perpetrators were increasingly varied in utilizing Banks as means of Money Laundering and Terrorism Funding Crimes. Therefore, it required commitment from all parties in supporting the regime to eradicate Money Laundering and Terrorism Financing.

Bank Mandiri as one of the banks which had a network throughout Indonesia with a variety of products and / or services, had a high potential risk of being used as a means of Money Laundering and Terrorism Funding Crimes. Therefore, the Bank developed risk prevention and mitigation efforts through the implementation of Anti Money Laundering and Prevention of Terrorism Funding programs with a Risk-Based Approach (RBA). We are of the opinion that the implementation of the AML and CFT programs has been running quite well, but some improvements are still needed, particularly in system development and employee discipline.

Whistleblowing System Application

To maintain and improve the reputation of Bank Mandiri and in line with one of the pillars of the Anti-Fraud Strategy (SAF), namely the pillar of detection, a risk control system and facilities were required through the Whistleblowing System (WBS) mechanism. Bank Mandiri provided a media for reporting violations with the name Letter to CEO (LTC). LTC aimed to detect fraud or indications of fraud, encourage awareness and concern for all employees and increase the company's reputation in the eyes of stakeholders.



Management of the receipt and administration of LTC reports was carried out by an independent third party to provide a safe-environment that encouraged employees and stakeholders to dare to report fraud or indications of fraud. The types of fraud reported included fraud, embezzlement of assets, information leakage, bank crimes and other acts that could be equated with fraud in accordance with the provisions of laws and regulations. Apart from reporting fraud or indications of fraud, LTC could also be used to report non-fraud violations such as violations of norms and ethics (code of conduct).

We were of the opinion that the management of LTC by a third party was the right policy because the third party was independent and professional so that it could provide a sense of security for the reporter / whistleblower that there were no elements of conflict of interest, and in the long run it would increase the trust of stakeholders in managing WBS in Mandiri Bank.

We always ensure that every report has been followed up properly, in accordance with the Service Level Agreement (SLA) that has been established. Any complaints that after being investigated are proven to be violations will be subject to sanctions in accordance with the applicable regulations.

Assessment of Committees Under The Board of Commissioners

In order to increase the role of the Board of Commissioners in carrying out its supervisory function, the Board of Commissioners formed 4 (four) committees, namely:

1. Audit Committee
2. Remuneration and Nomination Committee
3. Risk Monitoring Committee
4. Integrated Governance Committee

The Audit Committee had the duties and responsibilities to assist the Board of Commissioners in carrying out its supervisory duties and functions on matters related to the quality of financial information, the internal control system, the effectiveness of external and internal auditors' examinations, the effectiveness of risk management implementation and compliance with applicable laws and regulations. Throughout 2020, the Audit Committee carried out its duties and responsibilities properly. The Audit Committee held 21 (twenty-one) meetings and carried out its duties, which include:

1. Reviewing of Reports addressed to the Board of Commissioners such as Consolidated Financial Statements Monthly and Quarterly Financial Year 2020, Internal Audit Quarterly Report 2020 (including Significant Findings, Fraud, Post Facto Review Results of National Economic Acceleration (PEN), and Progress Follow-up Monitoring List), Integrated Internal Audit Report 2020, Compliance Director's Implementation Report 2020 Quarterly, and Audit Progress Report for Financial Year 2020 Financial Statements.
2. Reviewing and providing recommendations on the Board of Directors' proposals requiring written approval from the Board of Commissioners, the results of which were submitted in the form of a Recommendation Note to the Board of Commissioners, such as the proposal for KAP to audit the Consolidated Financial Statements for Financial Year 2020, Draft Annual Audit Plan 2020 and its revisions Proposals for Independent Quality Control from an Independent External Party reviewed the performance of Internal Audit in 2020, Draft Revised RKAP 2020 and RBB 2020-2022, and Draft RKAP 2021 and RBB 2021-2023.
3. Compiling Reports that had to be prepared by the Audit Committee to be submitted to the Board of Commissioners, including the Report on the Results of the Evaluation of the Implementation of Audit Services for the 2019 Financial Year Consolidated Financial Statements, the Quarterly Audit Committee Activity Reports and the Report on the Results of Visits.
4. Implementation of 3 (three) Work Visits, namely to Strong Room Credit Operations (March 10, 2020), PT Mandiri Sekuritas (December 8, 2020), and the Rempoa Data Center (December 15, 2020).
5. Maintaining communication and coordination with work units at Bank Mandiri to discuss issues of concern and focus of the Audit Committee, including through discussions and submission of reports.

The Remuneration and Nomination Committee had the duties and responsibilities to assist in carrying out its functions and duties in areas related to the remuneration and nomination of members of the Board of Directors and the Board of Commissioners. Throughout 2020, the Remuneration and Nomination Committee carried out its duties and responsibilities properly. The Remuneration and Nomination Committee held 17 (seventeen) meetings and carried out its duties, which included:

1. Reviewing and providing recommendations / proposals for candidates who met the requirements as Members of the Board of Commissioners and Directors of Bank Mandiri to the Board of Commissioners to be submitted to the GMS.
2. Analyzing data on prospective candidates for Directors from the talent pool of officials one level below the Board of Directors and identifying candidates for the Board of Commissioners who met the requirements.
3. Reviewing and providing recommendations for an appropriate remuneration system for the Board of Directors and Board of Commissioners of Bank Mandiri in the form of a system of remuneration / honorarium, facilities / allowances, bonuses, and so on for 2020.



The Risk Monitoring Committee had the duties and responsibilities in supervising and providing advice to the Board of Directors to obtain sufficient confidence so that the implementation of Bank risk management continued to meet the elements of adequacy of risk management procedures and methodologies, so that the Bank's business activities could be controlled within the acceptable limits and profitable for the Bank. Throughout 2020, the Risk Monitoring Committee carried out its duties and responsibilities properly. The Risk Monitoring Committee held 30 (thirty) meetings and carried out its duties, which included:

1. Reviewing Reports addressed to the Board of Commissioners, such as the 2020 Risk Profile Report, the 2020 Bank Soundness Report, and the 2020 Anti-Fraud Strategy Realization Report.
2. Reviewing and providing recommendations on proposals from the Board of Directors that required written approval from the Board of Commissioners, for example provision of funds to Related Parties, either providing credit or additional capital participation to Related Parties, Draft Sustainable Finance Action Plans for 2021-2025, and Draft Recovery Plan Updates. 2020 year.
3. Compiling Reports that had to be prepared by the Risk Monitoring Committee to be submitted to the Board of Commissioners including the Quarterly Risk Monitoring Committee Activity Report and the Report on the Results of Visits.
4. Reviewing the 10 (ten) types of risks that had to be managed by the Company, particularly those related to Credit Risk as a result of the COVID-19 pandemic and the PEN program.
5. Reviewing Risk Dashboard, Stress Testing, and implementation of risk management at Bank Mandiri.
6. Reviewing IT developments and digitization, particularly regarding availability, reliability, security, and data integrity.
7. Reviewing the progress towards mitigating the impact of COVID-19 in both business and operational aspects, particularly related to employee health and safety.
8. Implementing 3 (three) Work Visits, namely to the Strong Room Credit Operations (March 10, 2020), PT Mandiri Sekuritas (December 8, 2020), and the Rempoa Data Center (December 15, 2020).
9. Maintaining communication and coordination with work units at Bank Mandiri to discuss issues of concern and focus of the Risk Monitoring Committee, including through discussions and submission of reports.

The Integrated Governance Committee had the duties and responsibilities to assist the Board of Commissioners in carrying out their duties and supervisory functions on the implementation of Governance at each Financial Service Institution (LJK) in the Bank Mandiri Financial Conglomeration to comply with the Integrated Governance Guidelines and Implementation of duties and responsibility of the Board of Directors of Bank Mandiri. Throughout 2020, the Integrated Governance Committee carried out its duties and responsibilities properly. The Integrated Governance Committee held 2 (two) meetings and carried out its duties which included:

1. Reviewing the Reports addressed to the Board of Commissioners, such as the 2020 Integrated Governance Report, the Integrated Bank Soundness Report, and the 2020 Integrated Internal Audit Report.
2. Reviewing the Integrated Governance Guidelines.
3. Reviewing the progress of improvements / strategies implemented by the Subsidiary in connection with the COVID-19 pandemic which caused a decline in performance, especially for Subsidiaries engaged in the multi-finance sector.

We periodically (annually) evaluated the effectiveness of the performance of the committees under the Board of Commissioners. We considered that during 2020 the committees carried out their duties and responsibilities quite effectively as seen from the achievement of the realization of a good work plan (on track), the quality of good recommendations, and the quality of good and intense communication. Information on the achievement of the Work Plan / Key Performance Indicator (KPI) for Committees under the Board of Commissioners is presented in each section of the Committees of the Board of Commissioners.

Changes in The Composition of The Board of Commissioners

During 2020, the composition of the members of the Company's Board of Commissioners had several changes as explained below.

Composition of The Company's Board of Commissioners Before Annual GMS February 19, 2020

Composition of the Board of Commissioners before the Annual GMS on February 19, 2020 sebanyak 8 (delapan) orang yang terdiri dari 1 (satu) orang Komisaris Utama, 1 (satu) orang Wakil Komisaris Utama/Komisaris Independen, 3 (tiga) orang Komisaris Independen dan 3 (tiga) orang Komisaris. All members of the Board of Commissioners were domiciled in the working area of the Bank Mandiri Head Office.



The composition and basis for the appointment of the Board of Commissioners can be seen in the table below.

Table of Composition and Basis for Appointment of the Board of Commissioners

Name	Position	Basic Appointment	Effective date
Kartika Wirjoatmodjo*	President Commissioner	Extraordinary GMS on December 9, 2019	Still in a fit and proper test
Muhamad Chatib Basri	Vice President Commissioner / Independent Commissioner	Extraordinary GMS on December 9, 2019	May 29, 2020
Makmur Keliat	Independent Commissioner	Annual GMS on March 14, 2017	September 25, 2017
Mohamad Nasir	Independent Commissioner	Extraordinary GMS on December 9, 2019	July 3, 2020
Robertus Biliatea**	Independent Commissioner	Extraordinary GMS on December 9, 2019	Still in a fit and proper test
Rionald Silaban	Commissioner	Extraordinary GMS on August 28, 2019	February 12, 2020
Ardan Adiperdana	Commissioner	Annual GMS on March 21, 2016	October 3, 2016
R. Widyo Pramono***	Commissioner	Extraordinary GMS on August 21, 2017	January 15, 2018

* The term of office ended since the person concerned was appointed as President Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.

** The term of office ended as since the person concerned was appointed as President Director of PT Bahana Indonesia Business Development on February 11, 2020.

*** The term of office ended since the person concerned was appointed as an Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.

Composition of The Company's Board of Commissioners After Annual GMS on February 19, 2020

On February 19, 2020, the GMS decided to change the composition of the Company's management as follows:

1. Confirming the dismissal with respect:
 - a. Kartika Wirjoatmodjo as President Commissioner because his term of office ended since he was appointed as Deputy President Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.
 - b. R. Widyo Pramono as Commissioner because his term of office ended since he was appointed as Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.
 - c. Robertus Biliatea as an Independent Commissioner because his term of office ended since he was appointed as President Director of PT Bahana Pembimbing Usaha Indonesia on February 11, 2020.
2. Honorably dismissing Makmur Keliat as an Independent Commissioner because his term of office ended since the Annual GMS on February 19, 2020.
3. Changing the assignment of Muhamad Chatib Basri from being Vice President Commissioner concurrently as Independent Commissioner to become President Commissioner concurrently as Independent Commissioner.
4. Appointing the following names as Management of the Company:
 - a. Andrinof A. Chaniago as Deputy President Commissioner concurrently as Independent Commissioner
 - b. Nawal Nely as Commissioner
 - c. Faried Utomo as Commissioner
 - d. Arif Budimanta as Commissioner
 - e. Boedi Armanto as Independent Commissioner
 - f. Loeke Larasati Agoestina as Independent Commissioner

Thus, the composition of the Board of Commissioners after the Annual GMS on February 19, 2020 was 10 (ten) people consisting of 1 (one) President Commissioner / Independent Commissioner, 1 (one) Deputy President Commissioner / Independent Commissioner, 3 (three) Independent Commissioners, and 5 (five) Commissioners. All members of the Board of Commissioners were domiciled in the working area of the Bank Mandiri Head Office.



The composition and basis for the appointment of the Board of Commissioners can be seen in the table below.

Table of Composition and Basis for Appointment of the Board of Commissioners

Name	Position	Basic Appointment	Effective date
Muhamad Chatib Basri	President Commissioner / Independent Commissioner	Annual GMS on February 19, 2020	May 29, 2020
Andrinof A. Chaniago	Vice President Commissioner / Independent Commissioner	Annual GMS on February 19, 2020	June 23, 2020
Boedi Armanto	Independent Commissioner	Annual GMS on February 19, 2020	July 03, 2020
Loeke Larasati A.	Independent Commissioner	Annual GMS on February 19, 2020	September 02, 2020
Mohamad Nasir	Independent Commissioner	Annual GMS on February 19, 2020	July 03, 2020
Ardan Adiperdana	Commissioner	Annual GMS dated	October 03, 2016
Rionald Silaban	Commissioner	March 21, 2016	February 12, 2020
Arif Budimanta	Commissioner	Extraordinary GMS dated	August 04, 2020
Nawal Nely	Commissioner	August 28, 2019	August 24, 2020
Faried Utomo	Commissioner	Annual GMS on February 19, 2020	August 04, 2020

Closing

For the efforts of the Directors who had been able to carry out their duties properly, we would like to give its highest appreciation. The Board of Directors had been able to face challenges in the economy and banking industry, especially during the COVID-19 pandemic, which had not experienced recovery. The Board of Directors made good efforts in dealing with the impact of the COVID-19 pandemic.

We would like to thank the Shareholders for their trust. In the future, we would continue to strive to provide the best in carrying out its duties and providing advice to the Board of Directors in order to improve the Company's long-term performance.

Jakarta, February 2021
On behalf of the Board of Commissioners

Muhamad Chatib Basri
President Commissioner/Independent Commissioner



Board of Commissioners





Boedi Armanto
Independent Commissioner

Mohamad Nasir
Independent Commissioner

RR. Loeke Larasati Agoestina
Independent Commissioner

Ardan Adiperdana
Commissioner

Muhamad Chatib Basri
President Commissioner/
Independent Commissioner

Rionald Silaban
Commissioner

Andrinof A. Chaniago
Vice President Commissioner/
Independent Commissioner

Faried Utomo
Commissioner

Nawal Nely
Commissioner

Arif Budimanta
Commissioner



▶ Darmawan Junaidi

President Director

The challenges faced by Bank Mandiri in 2020 have become a good momentum that needs to be utilized to increase joint commitment towards achieving the Company's vision. Supporting each other, and finding the best solution is the answer to bring Bank Mandiri to continue to grow in a sustainable manner and to make a positive contribution to Indonesia.

We hereby submit a report on the management of the Company for 2020. This Board of Directors' report will present an analysis of company performance, an analysis of business prospects, developments in the implementation of corporate governance, and changes in the composition of the Board of Directors.

Brief Profile of the Company

Company Main Activity

Based on Article 3 of the Articles of Association of Bank Mandiri, the scope of activities of Bank Mandiri is to conduct business in banking sector according to the applicable laws and regulations.

Products and Services

Bank Mandiri's business activities include a variety of deposit products, loan products, and various services described below.



Report of the Board of Directors

Respected Stakeholders and Shareholders,

Praise the presence of Almighty God, for the pleasure of Bank Mandiri was able to overcome various challenges ahead and showing good results amid the economic pressures that were still affected by COVID-19. On this occasion, the Board of Directors would like to express the gratitude and highest appreciation to all levels of management and employees. Even though our achievements were quite good, we had not to be careless and continue to innovate.

Individual

Individual products and services include:

1. Savings
2. Loan
3. Credit cards
4. Investment and Assurance
5. E-Banking

Business

Business products and services include:

1. Savings
2. Loans include UMKM loans
3. Corporate Card
4. Cash Management

5. Trade Finance
6. Treasury
7. Financial Institution
8. E-Banking

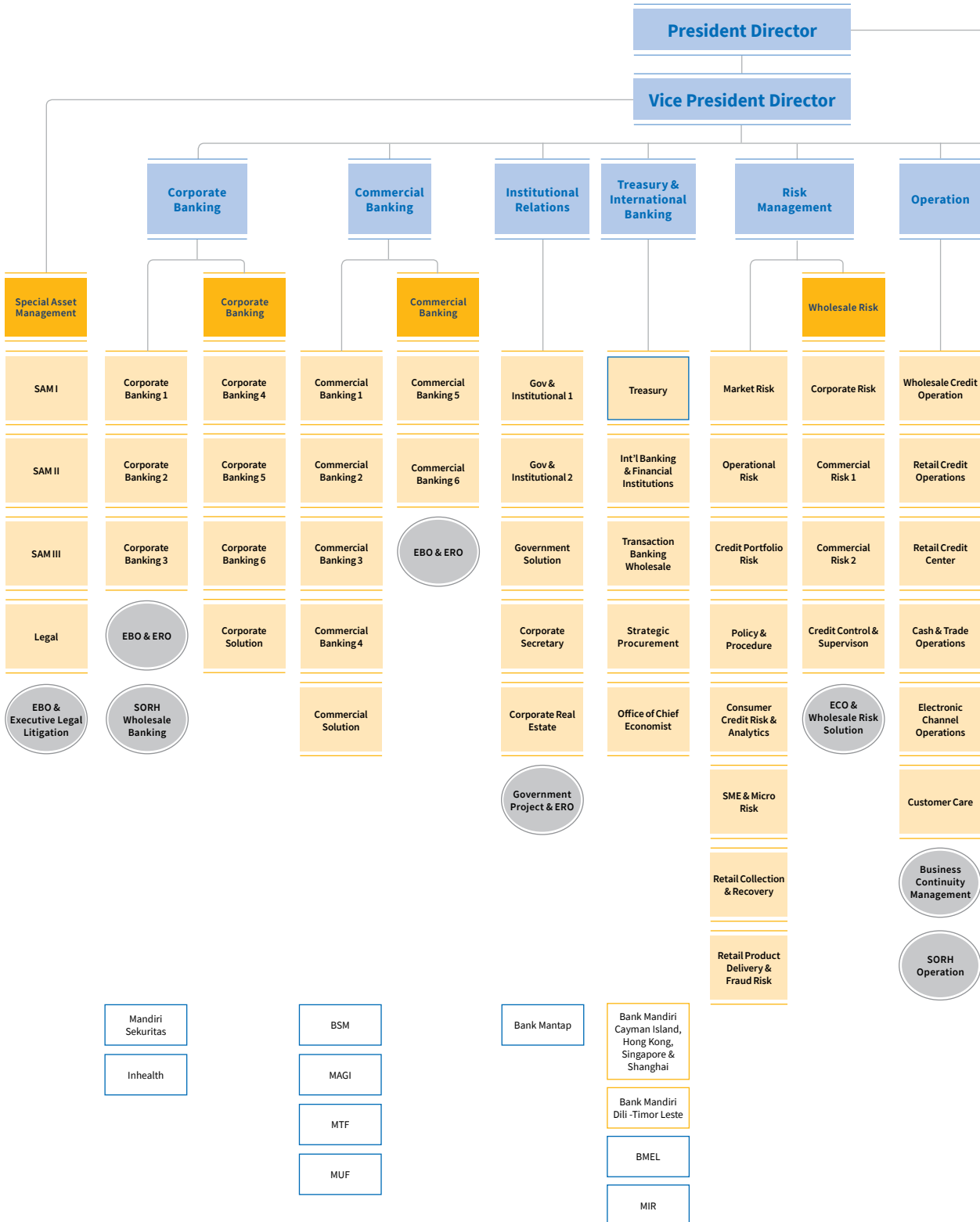
Network and Office Network

As per December 31, 2020, Bank Mandiri had 1 Head Office, 13,217 ATM networks, and 2,714 office networks consisting of branch offices, sub-branch offices, overseas offices, cash offices, and other office networks such as payment points, mobile cash, and micro mobile cash.



Organizational Structure

Along with the development of the Company's business, the organizational structure of Bank Mandiri had undergone several changes. The organizational structure as of November 9, 2020 is as follows.

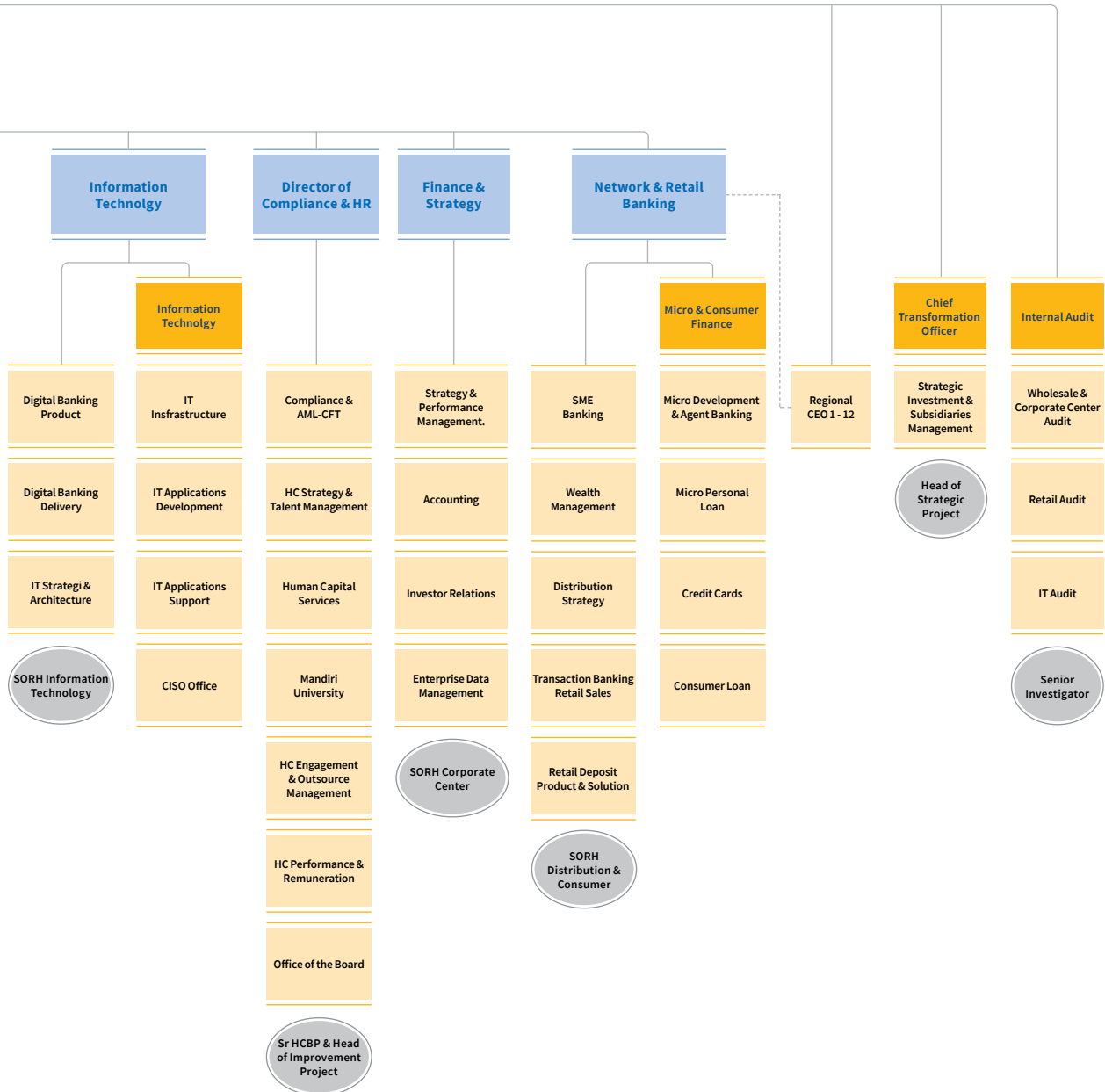




Attachment to Board of Directors Decree No. KEP.DIR/133/2020 dated November 9, 2020

BOARD OF COMMISSIONERS	
Audit Committee	Risk Monitoring Committee
Remuneration & Nomination Committee	Integrated Corporate Governance Committee

DIRECTOR				
Business Committee		Assets & Liabilities Committee	Capital & Subsidiaries Committee	Information Technology & Digital Banking Committee
Risk Management & Credit Policy Committee	Policy & Procedure Committee	Credit Committee	Integrated Risk Committee	Human Capital Policy Committee



MCI

AMFS

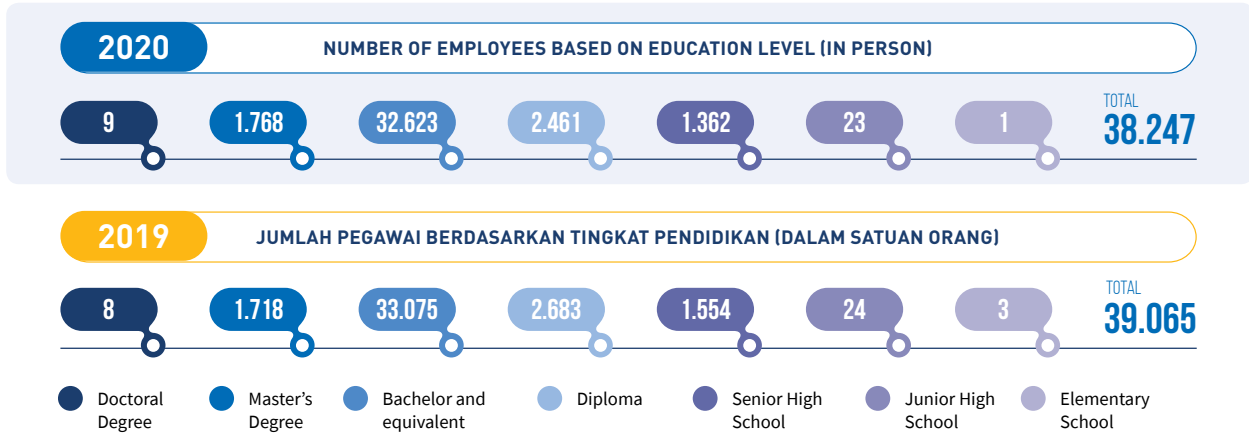
MMI

- Board of Commissioners and Committees under the Commissioner
- Directors & Committees under the Directors
- Director
- Deputy Group Head
- Group Head
- SEVP
- Functional Officer and Not Structural



Human Capital

The number of Bank Mandiri employees as of December 2020 reached 38,247 people. Details of Bank Mandiri employee education for 2020 are as follows:



Bank Mandiri organized competency development carried out through Mandiri University. The competency development programs implemented by Mandiri University in 2020 are as follows:

1. Leadership Development Program,

The development of leadership potential through a tiered Leadership Development Plan includes:

- Officer Development Program (ODP) and Staff Development Program (SDP),
- Mandiri People Manager (MPM) Fundamental
- Mandiri People Manager (MPM) Advanced,
- Postgraduate Scholarship Program (S2) Abroad,
- Leadership Managerial Skills Series,

2. Technical Development Program.

Technical and digital capability development programs that are carried out thematically to improve employee knowledge and skills in business units which include: wholesale banking, retail banking, banking operations, governance & risk, digital banking & IT, compliance & finance as well as leadership and human capital. A development program that is also being implemented is the Digital Learning Transformation program.

Information Technology

In order to support business needs, improve service to customers and smooth Bank Mandiri operations, a sound Information Technology (IT) system is required. In 2020, in supporting the alignment of the 2020-2024 Corporate Plan, Bank Mandiri made a digital transformation strategy through the application of the "4-Pronged Framework" as a digital strategy, which is as follows:

1. Digitize Internal Platform

Building a reliable internal platform infrastructure and improving business processes as the foundation for a sustainable digital transformation.

2. Develop Digital Native Product

Develop Digital-Native Products was an end to end digital product development that could make it easier for customers to access without visiting a branch.

3. Modernize Digital Channel

Modernize Distribution Channels focused on developing Digital Channels to improve customer experience.

4. Leverage Digital Ecosystem

As a form of implementation of Open Banking in expanding customer access to Bank products through cooperation with Fintech and e-commerce.

Analysis of Company Performance

In 2020, Bank Mandiri was able to survive in the midst of challenging economic conditions, especially due to the impact of the COVID-19 pandemic that hit the entire world. Despite experiencing negative growth, Bank Mandiri still recorded a fairly good profit in 2020. In the analysis section on the company's performance, several aspects would be presented such as the economic conditions that directly impact the Company's performance, strategic policies implemented by the Company, comparisons between the results achieved and those that are targeted, as well as the obstacles faced by Bank Mandiri and the steps for their resolution.

Economic Conditions that Directly Affect the Company's Performance and Target Market

In 2020, the world was faced with the conditions of the COVID-19 pandemic. Therefore, almost all countries in the world experienced a recession, including the United States, Japan, and countries in the European Union region. The United States economy experienced a contraction in QII and III of 2020, respectively by 9.0% and 2.8% Year on Year (YoY). The Japanese economy in the same period contracted



10.3% and 5.7%. Meanwhile in Europe, the German economy in QII and III 2020 contracted by 11.2% and 4.0% and the French economy contracted by 18.9% and 3.9%. Countries in Southeast Asia also experienced economic recession. The Malaysian economy contracted by 7.1% and 2.7% (YoY). Thailand's economy contracted by 12.15% and 6.41%. The Philippine economy contracted by 16.9% and 11.5%, and the Singapore economy contracted 13.4% and 5.6% year-on-year.

The COVID-19 pandemic also had an impact on the national economy. The rupiah exchange rate against the US dollar, like the currencies of other developing countries, was also under pressure until it reached IDR 16,495 in early April 2020. Towards the end of 2020 exchange rate volatility began to subside after the discovery of the COVID-19 vaccine. The Rupiah exchange rate at the end of 2020 was closed at IDR 14,050 and continued to be stable. The significant slowdown in economic activity was reflected in the inflation rate throughout 2020 which was recorded to have decreased to 1.68% year-on-year compared to inflation in 2019 of 2.59% (YoY). In addition to affecting global and national economic conditions, the conditions of the COVID-19 pandemic had a significant impact on overall banking performance. However, currently corporate performance had begun to improve, as reflected in the improvement in sales and repayment indicators in the majority

of the business world in QIII 2020, and was predicted to continue, driven by improvements in the domestic and global economy. Bank Indonesia continued with the accommodative macroprudential policy, by continuously strengthening synergy and policy coordination with the Government and other financial authorities, to promote recovery in banking intermediation performance in the context of promoting economic recovery.

The capital adequacy ratio (CAR) of banks in September 2020 was still adequate, reaching 23.52% and banking liquidity until September 2020 was quite loose, as reflected in the ratio of Liquid Assets to TPF (AL / TPF) which reached 31.23%, an increase 11.80% (YoY). In addition, the gross non-performing loan (NPL) ratio increased by 49bps YoY to reach 3.14% as a result of the COVID-19 pandemic which triggered an increase in bad credit. In addition, the banking LDR ratio was at the level of 83.46%. In response to such conditions, Bank Indonesia also adjusted the 7 Day interest rate per September 2020 to 4.00%, a decrease of 1.25% (YoY) from September 2019 which reached 5.25%.

Based on economic and industrial analysis, Bank Mandiri targeted TPF and Credit in 2020 to be Rp844.4 trillion and Rp816.2 trillion. Regarding TPF and Credit, the interest rates for 2020 had been set as follows:

Rupiah Deposit Interest Rate with Paid Monthly Interest and Maturity

Tier (Rp)	Tenor (month) (%)				
	1	3	6	12	24
< Rp100 million	3,25	3,25	3,25	3,25	3,25
≥ Rp100 million - < Rp1 billion	3,25	3,25	3,25	3,25	3,25
≥ Rp1 billion - < Rp2 billion	3,25	3,25	3,25	3,25	3,25
≥ Rp2 billion - < Rp5 billion	3,25	3,25	3,25	3,25	3,25
≥ Rp5 billion	3,25	3,25	3,25	3,25	3,25

Interest Rate on Rupiah Deposits with Prepaid Interest

Tier (Rp)	Tenor (month) (%)				
	1	3	6	12	24
< Rp100 million	3,24	3,22	3,19	3,14	3,04
≥ Rp100 million - < Rp1 billion	3,24	3,22	3,19	3,14	3,04
≥ Rp1 billion - < Rp2 billion	3,24	3,22	3,19	3,14	3,04
≥ Rp2 billion - < Rp5 billion	3,24	3,22	3,19	3,14	3,04
≥ Rp5 billion	3,24	3,22	3,19	3,14	3,04



USD Deposit Interest Rate with Monthly Paid Interest and Maturity

Tier (USD)	Tenor (month) (%)				
	1	3	6	12	24
≤ USD100 thousand	0,20	0,20	0,30	0,30	0,30
≥ USD100 thousand - < USD1 milion	0,20	0,20	0,30	0,30	0,30
≥ USD1 milion - < USD10 milion	0,20	0,20	0,30	0,30	0,30
≥ USD10 milion	0,20	0,20	0,30	0,30	0,30

USD Deposit Interest Rate with Prepaid Interest

Tier (USD)	Tenor (month) (%)				
	1	3	6	12	24
≤ USD100 thousand	0,15	0,14	0,24	0,23	0,23
≥ USD100 thousand - < USD1 milion	0,15	0,14	0,24	0,23	0,23
≥ USD1 milion - < USD10 milion	0,15	0,14	0,24	0,23	0,23
≥ USD10 milion	0,15	0,14	0,24	0,23	0,23

Rupiah Savings Interest Rate

Tier (Rp)	Interest Rate (%)
0 - < Rp1 milion	0,00
Rp1 milion - < Rp50 milion	0,25
Rp50 milion - < Rp500 milion	0,25
Rp500 milion - < Rp1 bilion	1,00
≥ 1 bilion	2,50

Interest Rate Plan for Rupiah Savings

Tier (Rp)	Interest Rate (%)
Period of 1-3 Years	2,00
Period 4-9 Years	2,25
Period 10-14 Years	2,50
Time period ≥ 15 years	2,75

Rupiah Business Savings / Investor Interest Rates

Tier (Rp)	Interest Rate (%)
0 - < Rp1 milion	0,00
Rp1 milion - < Rp50 milion	0,80
Rp50 milion - < Rp500 milion	1,05
Rp500 milion - < Rp1 bilion	1,40
≥ 1 bilion	2,15

Business Partner Savings Interest Rates

Tier (Rp)	Interest Rate (%)
0 - < Rp1 milion	0,00
Rp1 milion - < Rp50 milion	0,15
Rp50 milion - < Rp500 milion	0,15
Rp500 milion - < Rp1 bilion	0,60
≥ 1 bilion	1,25

NOW Savings Interest Rate

Tier (Rp)	Interest Rate (%)
0 - < Rp1 milion	0,00
Rp1 milion - < Rp50 milion	0,15
Rp50 milion - < Rp500 milion	0,15
Rp500 milion - < Rp1 bilion	0,60
≥ 1 bilion	1,25

TKI (Indonesian Migrant Workers) Savings Rate

Tier (Rp)	Interest Rate (%)
0 - < Rp1 milion	0,00
Rp1 milion - < Rp50 milion	0,15
Rp50 milion - < Rp500 milion	0,15
Rp500 milion - < Rp1 bilion	0,60
≥ 1 bilion	1,25



Foreign Exchange / Foreign Currency Premium USD Savings Rates

Tier (USD)	Interest Rate (%)
< 100	0,00
≥ 100 - < 10.000	0,10
≥ 10.000 - < 200.000	0,25
≥ 200.000	0,25

USD Foreign Exchange Business Savings / Investor Interest Rates

Tier (USD)	Interest Rate (%)
< 100	0,00
≥ 100 - < 10.000	0,08
≥ 10.000 - < 200.000	0,25
≥ 200.000	0,25

USD Planned Savings Interest Rate

Tier (USD)	Interest Rate (%)
< 100	0,25
≥ 100	0,25

Regular Giro Interest Rate

Tier (Rp)	Interest Rate (%)
0 - < Rp10 million	0,00
Rp10 million - < Rp100 million	0,25
Rp100 million - < Rp500 million	1,00
Rp500 million - < Rp1 billion	1,25
≥ 1 billion	1,90

USD Currency Regular Current Account Rate

Tier (USD)	Interest Rate (%)
100.000	0,00
≥ 100.000	0,10

SGD Currency Regular Current Account Rate

Tier (SGD)	Interest Rate (%)
1.000	0,00
≥ 1.000 - < 20.000	0,15
≥ 20.000 - < 200.000	0,25
< 200.000	0,25

Regular Giro Interest Rate in CNY Currency

Tier (CNY)	Interest Rate (%)
≤ 10.000	0,00
>10.000 - 100.000	0,15
>100.000	0,20

Regular Demand Deposit Rates in Non USD, SGD and CNY Currencies

Valuta	Interest Rate (%)
AUD	0,00
CHF	0,00
EUR	0,10
GBP	0,10
HKD	0,00
JPY	0,00

Meanwhile, the interest rate for provision of funds was 9.85% for Corporate Loans, 9.80% for Retail Loans, 11.50% for Micro Loans and 9.75% for KPR Consumption Loans and 10.45% non-mortgage consumer loans, 10,95%.

Strategic Policy Implemented by The Company

The strategic policies formulated for the 2020-2024 Corporate Plan were the foundation of the strategic policies set and implemented by the Board of Directors in 2020. The Board of Directors also took steps to improve so that the implementation of the strategy in 2020 could run better than the previous year. In formulating the 2020 strategy, the Board of Directors anticipated external factors that might affect the implementation of this strategy.

In implementing the 2020-2024 Corporate Plan, it was necessary to strengthen Bank Mandiri's Corporate Plan 2020-2024 strategy through 3 (three) main strengths, namely:

1. Integration of Wholesale and Retail Business by maximizing the value chain potential in the Wholesale customer ecosystem (Corporate, Commercial and Institutional segments).
2. Growing and optimizing business potential in the regions and sectors in Indonesia as well as sectors that were recovering faster and increasing total collaboration between the Wholesale, Retail and Subsidiaries segments.
3. Continuing digital acceleration through the development of digital solutions, process improvements, channel modernization and enhancement of core banking capabilities to support customer banking activities more quickly and reliably.



Company Performance Analysis

Operational and Financial Performance

Apart from various worries related to the COVID-19 Pandemic, Bank Mandiri continued to show healthy performance by emphasizing sustainable business growth in 2020. Bank Mandiri loans on a consolidated basis reached IDR 892.8 trillion or contracted 1.61% yoy where it was still more good compared to credit growth in the industry which contracted by 2.41% yoy.

Meanwhile, Bank Mandiri's third party funds collection at the end of 2020 was recorded to have grown by 12.24% yoy to IDR 1,047.3 trillion, this growth in deposits was offset by Bank Mandiri's efforts to maintain the cost of funds, where up to December 2020 the cost of funds Bank Mandiri showed a decrease of 33 bps yoy or reaching 2.53%.

On the other hand, Bank Mandiri's interest income reached IDR 87.3 trillion or contracted by 4.59% yoy. However, this was offset by a decrease in interest expense by 3.96% yoy or reaching IDR 30.8 Trillion so that the pressure on Net Interest Income could be kept from going too deep. Until December 2020, Bank Mandiri's consolidated Net Interest Income reached IDR 56.5 Trillion.

Meanwhile, Bank Mandiri's Fee Based Income in 2020 also showed positive growth reaching 4.92% yoy or reaching IDR 28.7 trillion, which was driven by income from online transactions. Throughout 2020, the frequency of customer transactions at ATM machines and the Mandiri Online application reached more than 2 billion transactions with a transaction value of IDR 2,073 trillion.

The Company also continued to spur efficiency in its work by calculating the amount of General and Administrative Costs (BUA) so that operating costs only grew 1.42% yoy to IDR 40.6 trillion, compared to the increase in operating costs in the previous period which reached 6.68% yoy.

Due to this performance achievement, Bank Mandiri posted a consolidated profit of IDR 17.1 trillion. The achievement of Bank Mandiri's profit cannot be separated from the solid performance of the Subsidiary which contributed 22.5% to the company's profit, where the total revenue of the Subsidiary reached IDR 29.6 trillion.

Comparison Between Results Achieved and Targeted

In the midst of a slowdown in performance due to the COVID-19 Pandemic, Bank Mandiri could still record a net profit until 2020 of IDR 14.16 trillion (Bank Only), where this figure has successfully exceeded the target of IDR 10.34 trillion. The factors driving the achievement of the net profit target were the acquisition of Net Interest Income and Fee Based Income amounting to IDR 46.81 trillion and IDR 22.12 trillion, respectively, where the achievements of the NII and the FBI have also succeeded in exceeding the set targets.

Digital Banking Management

To meet the needs of Bank Mandiri customers, Bank Mandiri digital banking products and services were currently being segmented for the needs of customers in the Wholesale segment and the needs of customers in the Retail segment. Digital banking products and services for Wholesale segment customers were existing e-channel products accompanied by several innovations / developments according to the needs of Wholesale segment customers. Meanwhile, digital banking products and services for the Retail segment were existing e-channel products accompanied by several innovations / developments in accordance with the needs of Retail segment customers, both in the form of Business Entities and Individuals.

In terms of retail banking, the retail segment product that experienced the most significant growth in transaction volume was Mandiri Online, amounting to 43.24% from IDR 748.84 trillion to IDR 1,072.60 trillion. In terms of the number of transactions per product, the products that experienced the most significant growth still came from Mandiri Online at 57.49% with a number of transactions of 851.53 million transactions in 2020, from the number of transactions in 2019 of 540.69 million. Then followed by Mandiri Internet Bisnis products which grew by 3.56%. The number of Mandiri E-Money cards continued to show an increase of 14.38% to 22.69 million cards.

Obstacles Faced by The Company and Completion Steps

In implementing operational activities, Bank Mandiri also faced with various obstacles, both external and internal. Regarding internal constraints, Bank Mandiri still faced problems with credit growth rates. Bank Mandiri's Return on Equity (RoE) until 2020 reached 9.36% with Return on Assets (RoA) reaching 1.64%, while Net Interest Margin (NIM) reached 4.48% due to decreased interest income from loans. along with the weakening of credit that occurred during the COVID-19 pandemic and the implementation of the credit restructuring program as an effort to improve debtors who have the potential to experience difficulties in fulfilling their obligations.

In addition, in the face of a declining NIM in the banking system, Bank Mandiri prioritized the use of fees for initiatives that provide value added and support business growth in the midst of the COVID-19 pandemic which had an impact on company performance, resulting in a bank only efficiency ratio (Cost Efficiency Ratio). CER) increased to 45.72% and the ratio of Operating Expenses and Operating Income (BOPO) also increased by 80.03%.

In addition, in the face of the COVID-19 pandemic that has been occurring since early 2020, Bank Mandiri's NPL in 2020 increased by 87 bps to 3.26% when compared to 2019 (2.39%). To keep NPL within the specified target, various strategic focus initiatives had been carried out throughout 2020, including through the implementation



of restructuring for debtors affected by COVID-19, close monitoring of new credit disbursements, improvement of the portfolio mix towards healthier sector growth, gradual improvement of asset quality, improvement of infrastructure and business processes, enhancement of human resource capabilities in the credit sector, and improvement of policies and procedures.

Analysis of Business Prospects

Bank Mandiri views that the economic prospects both globally and domestically will be better in 2021 than in 2020, supported by pandemic control measures and vaccine distribution plans. In line with the global recovery, the Indonesian economy is expected to recover and grow at 4.4% in 2021. However, there are still risks and challenges in 2021 that need to be watched out for, especially due to the high increase in virus infection cases at the beginning of the year. The high risk of uncertainty has prompted banks to prioritize asset quality and continue to strengthen capital.

In line with the improving economic conditions, accommodative policies, and sound banking industry fundamentals, we are optimistic that banking performance will recover in 2021. Bank credit will grow better in 2021 to 5.0%, compared to 2020, which contracted by 2.4%. Meanwhile, in line with improving perceptions of domestic risks and the recovery in the level of confidence of economic actors, we estimate that TPF growth will slow down to 8.0% in 2021, from 11.1% in 2020.

In line with the improving condition of the Indonesian economy, Bank Mandiri projects credit growth in 2021 on a bank only basis in the range of 5% - 7%. Meanwhile, the growth in deposits is projected in 2021 at around 6% - 8%. In accordance with our main focus, Bank Mandiri continues to take various strategic steps in maintaining credit growth through selective and prudent lending to sectors that still have positive prospects or will recover more quickly, including the telecommunications sector, the food and beverage industry, health services, and agriculture. In addition, Bank Mandiri also considers leading sectors by mapping potential sectors in various regions of Indonesia.

Meanwhile, Bank Mandiri remains focused on developing digital banking in line with shifting customer behavior in conducting transactions. As well as a form of strengthening operational efficiency. Various digital service innovations have been carried out by Bank Mandiri, such as opening savings online, developing Mandiri Online features, digital applications for MSME credit through Mandiri Pintar and MITA on Whatsapp as 24-hour banking information services without queuing.

Seeing the condition of the economy and the banking industry, Bank Mandiri can still take advantage of opportunities to grow with the strengths that Bank Mandiri currently has, such as:

1. Strong capital and ready to face Basel IV implementation
2. The number of physical and electronic distribution networks spread throughout Indonesia
3. Having e-channel products that are more competitive than competing banks
4. Having a one stop financial service through the Mandiri Group, with 11 (eleven) Subsidiaries that are the leading companies and pioneers in each industry, so as to penetrate non-bank financial products and services throughout the Bank Mandiri network.
5. Having a good brand awareness that is trusted by the public, supported by consistent GCG implementation. Bank Mandiri received the IICG version of the Most Trusted Company (Indonesia Institute for Corporate Governance) award for 14 (fourteen) consecutive times since 2007.
6. Having the option to obtain non-DPK funding through the capital market, share issuance (IPO and rights issue), corporate bonds, Medium Term Notes (MTN), and Negotiable Certificate of Deposit (NCD).

Development of The Implementation of Corporate Governance

In order to improve the implementation of Bank Mandiri governance in a sustainable manner, Bank Mandiri assessed the implementation of governance that had been done. Bank Mandiri conducted its own assessment of the implementation of governance on a semi-annual basis based on POJK No. 55 / POJK.03 / 2016 concerning Implementation of Governance for Commercial Banks and SEOJK No. 13 / POJK.03 / 2017 concerning Implementation of Governance for Commercial Banks. In addition, Bank Mandiri also assesses the implementation of governance through external parties by following the Corporate Governance Perception Index (CGPI) rating and compliance with the implementation of the ASEAN Corporate Governance Scorecard (ACGS).

The results of the self-assessment in semester I 2020 had received feedback from the Financial Services Authority and received a score of 2 (two). This reflected that the Company's management had implemented GCG which was generally very good. This was reflected in the adequate fulfillment of the principles of Governance. In the event that there were weaknesses in the application of GCG principles, in general these weaknesses were insignificant and could be resolved by normal actions by the Bank's management. Meanwhile, the self-assessment assessment for the second semester of 2019 got a score of 1 (one) or good.

In addition to conducting self-assessment of the implementation of governance based on regulatory provisions, Bank Mandiri was actively conducting governance assessments by external parties to



obtain feedback on the implementation of Bank Mandiri governance. In assessing the quality of governance implementation, Bank Mandiri participated in the CGPI research and ranking program organized by The Indonesian Institute of Corporate Governance (IICG). CGPI was followed by public companies (issuers), BUMN, banking and other private companies where Bank Mandiri participated in the CGPI assessment for 17 (seventeen) consecutive years since 2003.

The results of the CGPI assessment were used by Bank Mandiri to evaluate and improve GCG implementation. Bank Mandiri received the title of "Most Trusted Company" in the 2020 CGPI assessment with a score of 94.94. This award became the 14th (fourteen) Bank Mandiri award from 2007 to 2020 in a row.

The assessment of external parties was also carried out by the ASEAN Capital Market Forum (ACMF) using the ASEAN Corporate Governance Scorecard. The results of the ASEAN CG Scorecard assessment for 2019, Bank Mandiri was included in the ASEAN Asset Class in the ASEAN Corporate Governance Scorecard (ACGS) ranking by the ASEAN Capital Market Forum.

Implementation of Integrated Governance

In accordance with FSA Regulation No. 18 / POJK.03 / 2014 concerning Implementation of Integrated Governance for Financial Conglomerates, Bank Mandiri as the Main Entity in a financial conglomerate with 11 (eleven) Subsidiaries, compiled Integrated Governance Guidelines (TKT) as a reference for Bank Mandiri and all Subsidiaries which was in the Bank Mandiri business group. Bank Mandiri also perfected governance organs by establishing the TKT Committee, the Integrated Compliance Work Unit, the Integrated Risk Management Work Unit and the Internal Audit Work Unit.

Integrated Governance Report

Self-assessment of Bank Mandiri and its Subsidiaries was carried out with reference to the FSA Circular No. 15 / SEOJK.03 / 2015 concerning Implementation of Integrated Governance for Financial Conglomerates and referred to the sectoral regulations of Subsidiaries.

The assessment was carried out on 3 (three) aspects of governance, namely the structure, process and outcome of the following 7 (seven) TKT Implementation Assessment Factors:

1. Implementation of duties and responsibilities of the Board of Directors of the Main Entity.
2. Implementation of duties and responsibilities of the Board of Commissioners of the Main Entity.
3. Duties and responsibilities of the TKT Committee.
4. Duties and responsibilities of the Integrated Compliance Work Unit.
5. Duties and responsibilities of the Integrated Internal Audit Work Unit.
6. Implementation of Integrated Risk Management.
7. Formulation and implementation of TKT Guidelines.

TKT assessment every semester involved all Directors and Board of Commissioners, Risk Management Unit, Internal Audit Unit, Compliance Unit and Corporate Secretary as well as all Subsidiaries. The results of the TKT assessment for Semester I of 2020 were ranked 1 (one) or "very good", which meant that the Financial Conglomerate was considered to have implemented Integrated Governance which was generally very good. This was reflected in the very adequate fulfillment of the TKT principles. If there were weaknesses in the implementation of Integrated Governance, in general these weaknesses were not significant and could be corrected immediately by the Main Entity and / or LJK.

Assessment of The Performance of Committees Under The Board of Directors and The Basis of The Assessment

In carrying out its management duties, the Board of Directors was also assisted by 9 (nine) Committees under the Board of Directors or the Executive Committee, namely:

1. Assets and Liabilities Committee (ALCO)
2. Business Committee (BC)
3. Capital and Subsidiaries Committee (CSC)
4. Human Capital Policy Committee (HCPC)
5. Information Technology Committee (ITC)
6. Integrated Risk Committee (IRC)
7. Policy and Procedure Committee (PPC)
8. Risk Management and Credit Policy Committee (RMPC)
9. Credit Committee Meeting (RKK)

During 2020, the Board of Directors considered that the committees under the Board of Directors had carried out their duties and responsibilities properly.

The Assets and Liabilities Committee (ALCO) became a committee formed to assist the Board of Directors in carrying out the function of determining the management strategy for assets and liabilities, determining interest and liquidity rates, as well as other matters related to the management of the Company's assets and liabilities, as well as monitoring and implementing the Recovery Plan. when the Company was in a condition of financial pressure / crisis. During 2020, the basis of assessment was that ALCO conducted 8 (eight) meetings and had carried out its duties properly.

The Business Committee (BC) was a committee formed to assist the Board of Directors in determining the Company's integrated business management strategy, regulating the Company's products and / or activities as well as determining the strategy and effectiveness of marketing communication in wholesale banking and retail banking. During 2020, the basis for the assessment was that BC conducted 10 (ten) meetings and had carried out their duties properly.



The Capital and Subsidiaries Committee (CSC) was a committee formed to assist the Board of Directors in managing the Subsidiaries such as in determining the strategy for the management of the Subsidiaries, equity participation, releasing capital, determining members of the Board of Directors and / or members of the Board of Commissioners of Subsidiaries and remuneration for members of the Board of Directors and / or Member of the Subsidiary's Board of Commissioners. During 2020, the basis of assessment was that CSC conducted 21 (twenty one) meetings and carried out their duties properly.

The Human Capital Policy Committee (HCPC) was a committee formed to assist the Board of Directors in determining the Company's Human Capital management strategy, establishing and developing the organization, and determining the strategic direction for the development of the Human Capital Information System. During 2020, the basis for the assessment was that the HCPC held 1 (one) meetings and carried out its duties properly.

The Information Technology Committee (ITC) became a committee formed to assist the Board of Directors in determining IT strategic plans and IT budgeting, establishing strategic IT projects and IT security. During 2020, the basis for assessment was that ITC conducted 7 (seven) meetings and had carried out their duties properly.

The Integrated Risk Committee (IRC) was a committee whose job was to assist the Board of Directors in the formulation of Integrated Risk Management policies and improvements or enhancements to Integrated Risk Management policies based on the results of implementation evaluation. During 2020, the basis for assessment was that IRC conducted 7 (seven) meetings and had carried out its duties properly.

The Policy and Procedure Committee (PPC) became a committee formed to discuss and recommend to the Board of Directors in the preparation and / or adjustment / improvement of Company policies and establishing Company procedures including Human Capital policies and procedures as well as discussing and deciding on the granting of authority to company officials (ex-officio). During

2020, the basis for the assessment was that PPC conducted 29 (twenty nine) meetings and had carried out its duties properly.

The Risk Management & Credit Policy Committee (RMPC) was a committee divided into two categories A and B with Category A duties, namely to identify, measure and monitor risks, establish policies and risk management strategies, and Category B was responsible for formulating credit policies, overseeing implementation credit policies, monitor the development and condition of the credit portfolio and provide suggestions for corrective measures. During 2020, the basis of the assessment was that RMPC conducted 16 (sixteen) meetings and had carried out its duties properly.

Credit Committee Meeting (RKK) is a committee tasked with assisting the Board of Directors in deciding credit extension (new, additional, decreasing, and / or renewing) which is managed by the Business Unit according to authority limits, including the determination / change of credit structure. Throughout 2020, the Credit Committee has executed a total of 2,241 credit decisions, consisting of the Corporate segment 536 decisions, the Commercial segment 1,585 decisions, the Financial Institution segment 90 decisions, and 30 institutional decisions.

Changes in Board of Directors Composition

In 2020, the number and composition of the Board of Directors had several changes with the following composition.

Composition and Basis of Appointment of The Company's Board of Directors Before Annual GMS on February 19, 2020

The composition of the Board of Directors of the Company before the Annual General Meeting of Shareholders on February 19, 2020 consisted of 12 (twelve) Directors consisting of 1 (one) President Director, 1 (one) Deputy President Director and 10 (ten) Directors.

Table of Composition and Basis for Appointment of Directors

Name	Position	Basic Appointment	Effective date
Royke Tumilaar	President Director	Extraordinary GMS on December 9, 2019	February 12, 2020
Sulaiman Arif Arianto	Vice President Director	Annual GMS on March 16, 2015	June 25, 2015
Alexandra Askandar	Director of Corporate Banking	Annual GMS on March 21, 2018	September 12, 2018
Hery Gunardi	Director of Consumer and Retail Transaction	Annual GMS on April 2, 2013	July 4, 2013
Ahmad Siddik Badruddin	Director of Risk Management	Annual GMS on March 16, 2015	June 25, 2015
Rico Usthavia Frans	Director of Information Technology	Annual GMS on March 21, 2016	July 20, 2016
Darmawan Junaidi	Director of Treasury, International Banking, and Special Asset Management	Extraordinary GMS on August 21, 2017	January 12, 2018
Agus Dwi Handaya	Director of Compliance and HC	Annual GMS on March 21, 2018	September 12, 2018
Panji Irawan	Director of Operations	Annual GMS on March 21, 2018	September 4, 2018
Donsuwan Simatupang	Director of Institutional Relations	Annual GMS on March 21, 2018	September 4, 2018
Riduan	Director of Commercial Banking	Extraordinary GMS on January 7, 2019	May 15, 2019
Silvano Winston Rumantir	Director of Finance and Strategy	Extraordinary GMS on 9 December 2019	May 8, 2020



Composition and Basis of Appointment of the Board of Directors of the Company after the Annual GMS of February 19, 2020

Through the Annual GMS on February 19, 2020, the GMS decided:

1. To dismiss with respect:
 - a. Sulaiman Arif Arianto as Deputy President Director.
 - b. Ahmad Siddik Badruddin as Director of Risk Management.
2. To change the nomenclature of the positions of the Company's Directors, from Director of Consumer and Retail Transaction to Director of Business and Networks.
3. To transfer the assignments of the names below as the Company's Management.
4. To appoint the following names as Management of the Company:
 - a. Ahmad Siddik Badruddin - as Director of Risk Management.
 - b. Aquarius Rudianto - as Business and Network Director.

Thus, the composition of the Board of Directors after the Annual General Meeting of Shareholders on February 19, 2020 was 12 (twelve) people, consisting of 1 (one) President Director, 1 (one) Vice President Director and 10 (ten) Directors. All members of the Board of Directors were domiciled in the working area of the Bank Mandiri Head Office.

The composition and basis for the appointment of the Board of Directors can be seen in the table below.

Name	Position	Basic Appointment	Effective date
Royke Tumilaar	President Director	Extraordinary GMS on December 9, 2019	February 12, 2020
Hery Gunardi	Vice President Director	Annual GMS on February 19, 2020	May 29, 2020
Ahmad Siddik Badruddin	Director of Risk Management	Annual GMS on March 16, 2015	June 25, 2015
Rico Usthavia Frans	<i>Director of Information Technology</i>	Annual GMS on March 21, 2016	July 20, 2016
Darmawan Junaidi	<i>Director of Treasury, International Banking, and Special Asset Management</i>	Extraordinary GMS on August 21, 2017	January 12, 2018
Alexandra Askandar	<i>Director of Corporate Banking</i>	Annual GMS on March 21, 2018	September 12, 2018
Agus Dwi Handaya	Director of Compliance and HC	Annual GMS on March 21, 2018	September 12, 2018
Panji Irawan	<i>Director of Operations</i>	Annual GMS on March 21, 2018	September 4, 2018
Donsuwan Simatupang	Director of Institutional Relations	Annual GMS on March 21, 2018	September 4, 2018
Riduan	<i>Director of Commercial Banking</i>	Extraordinary GMS on January 7, 2019	May 15, 2019
Silvano Winston Rumantrir	Director of Finance and Strategy	Extraordinary GMS on December 9, 2019	May 8, 2020
Aquarius Rudianto	Director of Business and Networking	Annual GMS on February 19, 2020	September 2, 2020

Composition and Basis of Appointment of the Board of Directors of the Company after Extraordinary GMS on October 21, 2020

Through the Extraordinary GMS on October 21, 2020, the GMS decided:

1. To confirm the dismissal with respect:
 - a. Royke Tumilaar as President Director of the Company as of September 2, 2020 which was caused because he was appointed as President Director of PT Bank Negara Indonesia (Persero) Tbk. at the EGMS on September 2, 2020.
 - b. Silvano Winston Rumantrir as Director of Finance and Strategy of the Company as of September 2, 2020 because he was appointed as Director of Corporate Banking of PT Bank Negara Indonesia (Persero) Tbk. at the EGMS on September 2, 2020
2. To dismiss with respect:
 - a. Hery Gunardi as Deputy President Director.
 - b. Donsuwan Simatupang as Director of Institutional Relations.
3. To change the nomenclature of positions of the members of the Board of Directors of the Company as follows:
 - a. Previously, Director of Treasury, International Banking and Special Asset Management became Director of Treasury and International Banking.
 - b. Previously, Director of Business and Networks became Director of Network and Retail Banking.
4. To transfer the assignments of the names below as members of the Company's Board of Directors:
 - a. Darmawan Junaidi previously served as Director of Treasury and International Banking to become President Director;
 - b. Alexandra Askandar, previously Director of Corporate Banking became Deputy President Director;



- c. Aquarius Rudianto from formerly Director of Business and Networks to Director of Network and Retail Banking;
 - d. Panji Irawan was previously Director of Operations to become Director of Treasury and International Banking;
5. To appoint the following names as members of the Company's Board of Directors:
- a. Sigit Prastowo as Director of Finance and Strategy.
 - b. Susana Indah Kris as Director of Corporate Banking.
 - c. Toni Eko Boy Subari as Director of Operations.
 - d. Rohan Hafas as Director of Institutional Relations.

Thus, the composition of the Board of Directors after the Extraordinary GMS on October 21, 2020 was 12 (twelve) people consisting of 1 (one) President Director, 1 (one) Vice President Director and 10 (ten) Directors. All members of the Board of Directors were domiciled in the working area of the Bank Mandiri Head Office.

The composition and basis for the appointment of the Board of Directors can be seen in the table below.

Name	Position	Basic Appointment	Effective date
Darmawan Junaidi	President Director	Extraordinary GMS on October 21, 2020	December 23, 2020
Alexandra Askandar	Vice President Director	Extraordinary GMS on October 21, 2020	December 23, 2020
Ahmad Siddik Badruddin	Director of Risk Management	Annual GMS on March 16, 2015	June 25, 2015
Rico Usthavia Frans	Director of Information Technology	Annual GMS on March 21, 2016	July 20, 2016
Agus Dwi Handaya	Director of Compliance and HC	Annual GMS on March 21, 2018	September 12, 2018
Panji Irawan	Director of Treasury and International Banking	Annual GMS on March 21, 2018	September 4, 2018
Riduan	Director of Commercial Banking	Extraordinary GMS on January 7, 2019	May 15, 2019
Aquarius Rudianto	Director of Network and Retail Banking	Annual GMS on February 19, 2020	September 2, 2020
Toni Eko Boy Subari	Director of Operations	Extraordinary GMS on October 21, 2020	January 15, 2021
Susana Indah Kris Indriati	Director of Corporate Banking	Extraordinary GMS on October 21, 2020	January 21, 2021
Rohan Hafas	Director of Institutional Relations	Extraordinary GMS on October 21, 2020	December 23, 2020
Sigit Prastowo	Director of Finance and Strategy	Extraordinary GMS on October 21, 2020	December 23, 2020

Closing

For the achievement of Bank Mandiri's performance this year, the Board of Directors would like to thank all parties who made their best contributions. To the shareholders and stakeholders, the Board of Directors would like to thank for their support. The Board of Directors would like to thank the Board of Commissioners for the supervision and advice that had been given to the Board of Directors, so that the management of Bank Mandiri could run effectively and on target. The Board of Directors would also like to thank all levels of management and employees, thanks to their high dedication to move forward together, the performance in 2020 was very good. Hopefully this year's performance would continue to be maintained and would continue to grow in the following years.

Finally, to all customers and partners, it was a pride for Bank Mandiri to be able to serve you wholeheartedly, and we thank you for your trust.

Jakarta, February 2021

On behalf of the Board of Directors

Darmawan Junaidi
President Director



Board of Directors





Sigit Prastowo	Susana Indah K. Indriati	Aquarius Rudianto	Agus Dwi Handaya	Darmawan Junaidi	Riduan	Rico Usthavia Frans	Alexandra Askandar	Panji Irawan	Toni E. B. Subari	Ahmad Siddik Badruddin	Rohan Hafas
Director of Finance & Strategy	Director of Corporate Banking	Director of Network & Retail Banking	Director of Compliance & HR	President Director	Director of Commercial Banking	Director of Information Technology	Vice President Director	Director of Treasury & International Banking	Director Operation	Director of Risk Management	Direktur Hubungan Kelembagaan

Responsibility for the 2020 Annual Report

We, the undersigned, hereby certify that all the information presented in this Annual Report of PT Bank Mandiri (Persero) Tbk. Year 2020 has been written comprehensively and that we shall assume full responsibility for the accuracy of this Company's Annual Report.

This statement is made correctly.

Jakarta, February 19, 2021

Board of Directors



Darmawan Junaidi
(President Director)



Alexandra Askandar
(Vice President Director)



Ahmad Siddik Badruddin
(Director of Risk Management)



Rico Usthavia Frans
(Director of Information Technology)



Agus Dwi Handaya
(Director of Compliance & HR)



Panji Irawan
(Director of Treasury & International Banking)



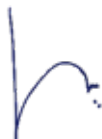
Riduan
(Director of Commercial Banking)



Aquarius Rudianto
(Director of Network & Retail Banking)



Toni E. B. Subari
(Director Operation)



Susana Indah K. Indriati
(Director of Corporate Banking)



Rohan Hafas
(Director of Institutional Relations)




Sigit Prastowo
(Director of Finance & Strategy)

Board of Commissioners



M. Chatib Basri

(President Commissioner/Independent Commissioner)



Andrinof A. Chaniago

(Vice President Commissioner/Independent Commissioner)



Mohamad Nasir

(Independent Commissioner)



Boedi Armanto

(Independent Commissioner)



Loeke Larasati Agoestina

(Independent Commissioner)



Ardan Adiperdana

(Commissioner)



Rionald Silaban

(Commissioner)



Faried Utomo

(Commissioner)



Arif Budimanta

(Commissioner)



Nawal Nely

(Commissioner)



Company Profile

As of 31 December 2020, Bank Mandiri had 1 Head Office, 13,217 ATM networks and 2,714 office networks consisting of branch offices, sub-branch offices, foreign offices, cash offices and other office networks such as payment points, mobile cash and mobile micro cash.







Company Identity



Terdepan, Terpercaya. Tumbuh bersama Anda.

Company Name

PT Bank Mandiri (Persero) Tbk.



Date of Establishment

October 2, 1998

Short Name

Bank Mandiri



Shareownership

The Government of the Republic of Indonesia 60%
Public 40%

Line of Business

Perbankan

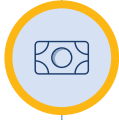


Legal Basis of Establishment

Deed No. 10 dated October 2, 1998, made before Sutjipto, S.H., a Notary, and has been approved by the Minister of Justice of the Republic of Indonesia Number. C26561. HT.01.01 TH 98 dated October 2, 1998, as well as has been announced in the State Gazette of the Republic of Indonesia Number. 97 dated December 4, 1998, and its Supplement Number. 6859.

Authorized Capital

IDR16,000,000,000,000 (sixteen trillion IDR) consisted of 1 (one) Series A Dwiwarna share and 63,999,999,999 (sixty three billion nine hundred ninety-nine million nine hundred ninety-nine thousand nine hundred and ninety-nine) Series B shares, each having a nominal value of (two hundred and fifty IDR).



Stock Code

BMRI

Issued and Fully Paid-up Capital

IDR11,666,666,666,500 (eleven trillion six hundred sixty six billion six hundred sixtysix million six hundred sixty-six thousand and five hundred IDR) consisted of 1 (one) Series A Dwiwarna with a nominal value of IDR250 (two hundred and fifty IDR) and 46,666,666,665 (forty six billion six hundred sixty-six million six hundred sixty-six thousand six hundred sixty-five) Series B share with a nominal value of IDR250 (two hundred and fifty IDR).



SWIFT code

BMRIIDJA



Listing on Indonesia Stock Exchange

July 14, 2003



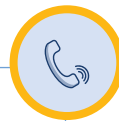
Number of Employees

December 2020 38,247 person



Situs Web

www.bankmandiri.co.id



Call Center

14000 ; (021) 52997777

Office Network Data

- 1** Head Office
- 140** Branch Offices
- 11** Subsidiaries
- 2.280** Sub-Branch Offices
- 90** Cash Offices
- 13,217** ATM
- 7** Overseas Branch Office
- 3** Sub-subsidiaries



Company Secretary

Rudi As Aturridha

Tel : 62-21 524 5299

Fax : 62-21 526 3460

Website : <http://www.bankmandiri.co.id>

Email : corporate.secretary@bankmandiri.co.id

Subsidiaries

- PT Bank Syariah Mandiri (“BSM”)
- Bank Mandiri (Europe) Limited (“BMEL”)*
- PT Mandiri Sekuritas
- PT Bank Mandiri Taspen
- PT Mandiri Tunas Finance (“MTF”)
- Mandiri International Remittance Sdn. Bhd. (“MIR”)
- PT AXA Mandiri Financial Services (“AXA Mandiri”)
- PT Mandiri AXA General Insurance (“MAGI”)
- PT Asuransi Jiwa Inhealth Indonesia (“Mandiri Inhealth”)
- PT Mandiri Utama Finance (“MUF”)
- PT Mandiri Capital Indonesia (“MCI”)



Head Office Address

Plaza Mandiri

Jl. Jenderal Gatot Subroto Kav. 36-38

Jakarta 12190 INDONESIA

Tel : 62-21 5265045

Fax : 62-21 5274477, 527557

Sub-subsidiaries

- PT Mandiri Manajemen Investasi (“MMI”)
- Mandiri Securities Pte Ltd
- PT Mitra Transaksi Indonesia (“MTI”)



Contact Address

Corporate Secretary

corporate.secretary@bankmandiri.co.id

Investor Relation

Email : ir@bankmandiri.co.id

<http://ir.bankmandiri.co.id>

Customer Care

Email : mandicare@bankmandiri.co.id

Media Sosial

Facebook : <https://id.facebook.com/officialbankmandiri/>

Twitter : [@bankmandiri](https://twitter.com/bankmandiri)

Instagram : [bankmandiri](https://www.instagram.com/bankmandiri)



Company Brand



Terdepan, Terpercaya Tumbuh bersama Anda.

Brand identity of Bank Mandiri consists of a symbol, letter logo, color and tagline. In short, each item can be explained as follow:

mandiri

Logo with lowercase letters

The use of lowercase letters signifies a friendly attitude towards all business segments entered by Bank Mandiri and shows a great desire to serve all customers in a humble manner (customer focus).

Dark blue colored letter

Symbolizes a sense of comfort, calm, soothing, noble heritage, stability, serious (respect) and resistance to testing (reliable). It symbolizes professionalism, a strong foundation, loyal, trustworthy and having high honor.

Terdepan, Terpercaya, Tumbuh bersama Anda.

Philosophy of the Tagline "Leading, Trustworthy, Grow with You"

The word "leading" symbolizes hard work and professionalism to make Bank Mandiri at the forefront. The word "Trusted" symbolizes the integrity of the attitude of transparency to make Bank Mandiri a trusted banking institution. The words "Grow with You" symbolize customer focus and dedication from all Bank Mandiri personnel to grow with Indonesia.



Golden yellow (yellow to orange)

Precious metal color that indicates grandeur, glory, prosperity and wealth. Symbolizes activeness, creativity, festivity, friendliness, fun and comfort.

Liquid gold wave

As a symbol of financial wealth in Asia that puts forward the nature of agile, progressive, forwardlooking, excellence, flexible, as well as resilient in facing all the challenges faced in the future.



Brief History of Company



PT Bank Mandiri (Persero) Tbk. hereinafter referred to as “Bank Mandiri” was established on October 2, 1998 in the Republic of Indonesia under notary deed of Sutjipto, S.H., Number 10 in conjunction to Government regulation No. 75 Year 1998 dated October 1, 1998.. The Deed of Establishment was ratified by the Minister of Justice of the Republic of Indonesia in Decree No. C2-16561.HT.01.01.TH.98 dated October 2 , 1998, and was announced on Supplement No. 6859 in State Gazette of the Republic of Indonesia No. 97 dated December 4, 1998.

Bank Mandiri was established through the merger of PT Bank Bumi Daya (Persero) (“BBD”), PT Bank Dagang Negara (Persero) (“BDN”), PT Bank Ekspor Impor Indonesia (Persero) (“Exim Bank”) and PT Bank Pembangunan Indonesia (Persero) (“Bapindo”) (hereinafter collectively referred to as “Merged Bank”). Based on Article 3 of the Articles of Association of Bank Mandiri, the scope of activities of Bank Mandiri is to conduct business in the banking sector in accordance with the applicable laws and regulations. Bank Mandiri started its operations on August 1, 1999. The Bank's Parent Entity becomes the Government of the Republic of Indonesia through the Ministry of State-Owned Enterprises which is the Ministry within the Indonesian Government in charge of fostering state-owned enterprises.

Articles of Association of Bank Mandiri have been amended several times, as lastly amended based on the Deed of Resolutions of the Annual General Meeting of Shareholders No. 21, dated April 11, 2018, made before Ashoya Ratam SH, Mkn, Notary in South Jakarta, in connection with the Ministry of State-Owned Enterprises Program (“SOE”) to standardize the Articles of Association of public SOEs. The Amendment was informed to the Minister of Justice and Human Rights of the Republic of Indonesia as specified in Letter No. AHU-AH.01.03-0172245 on the Receipt of Announcement on the Amendment to the Company's Articles of Association of PT Bank Mandiri (Persero) Tbk., dated April 30, 2018, and was also listed in Company Register No. AHU-0061310.AH.01.11. Year 2018 dated April 30, 2018.



Information on Business Merger

At the end of February 1998, the Government of the Republic of Indonesia (hereinafter referred to as “the Government”) announced a plan to restructure the Merged Bank. In connection with the restructuring plan, the Government established Bank Mandiri in October 1998 by depositing cash and transferring Government shares to the Merged Bank. The difference between the transfer price and book value of shares at restructuring period was not calculated due to impracticality. All losses incurred during the restructuring period were recognized in the Recapitalization Program.

The restructuring plan was designed to incorporate the Merged Banks’ business into Bank Mandiri in July 1999 and Bank Mandiri’s recapitalization. The restructuring of the Merged Bank into Bank Mandiri includes:

- Restructuring of Loan;
- Restructuring of Non-credit assets;
- Rationalization of domestic and overseas branch offices;
- Rationalization of human resource.



Under the notarial deed made by Sutjipto, S.H., No. 100 dated July 24, 1999, the Merged Banks were legally incorporated into Bank Mandiri. The Deed of Merger was ratified by the Minister of Justice of the Republic of Indonesia under the Decree No. C-13.781. HT.01.04.TH.99 dated July 29, 1999 and approved by Bank Indonesia Governor under the Decree No. 1/9/KEP.GBI/1999, dated July 29, 1999. Such merger was deemed valid by the Head of Department of Industry and Trade of South Jakarta through Decree No. 09031827089 dated July 31, 1999 that was an effective date of the merger.

On the effective date of the merger:

- All assets and liabilities of the Merged Banks were transferred to Bank Mandiri as the Surviving Bank;
- All operations and business activities of the Merged Banks were transferred and operated by Bank Mandiri;
- Bank Mandiri received an additional paid-in capital amounting of IDR1,000,000 (one million IDR) (full value) or equivalent to 1 (one) share of the remaining shares owned by the Government in each Merged Banks.

On such effective date, the Merged Banks were legally dissolved without any liquidation process and Bank Mandiri as the Surviving Bank received all rights and liabilities of the Merged Banks.

Information of Name Change

In accordance with the brief history description, Bank Mandiri never changes its name since it was first established to date. However, the bank has made changes to its original status of a company from private company to a public company so that the company name became PT Bank Mandiri (Persero) Tbk. This amendment was effective on April 19, 2004 in accordance with the Decree of Senior Deputy Governor of Bank Indonesia No. 6/11/KEP.DGS/2004 dated April 19, 2004.



Line of Business

Business Activities According to The Article Association and Business Activities Conducted

Based on Article 3 of the Articles of Association of Bank Mandiri, the scope of activities of Bank Mandiri is to conduct business in banking sector according to the applicable laws and regulations.

Information on business activities based on Articles of Association on the scope of the Company's activities are:

BUSINESS ACTIVITIES BASED ON ARTICLE OF ASSOCIATION

MAIN BUSINESS ACTIVITIES

1. Collecting funds from public in forms of current accounts, term deposits, deposit certificates, savings, and/or other equivalent forms;
2. Providing loans;
3. Issuing promissory note;
4. Purchasing, selling, or guaranteeing on own-risk or for the interest of and upon orders of the customers;
 - a. Bills of exchange including drafts and acceptance by the bank which validity periods are no more than the customary in the trade of the intended bills;
 - a. Promissory note and other commercial papers which validity periods are no more than the customary in the trade of the intended bills;
 - b. State treasury papers and government guarantee instruments;
 - c. Bank Indonesia Certificates;
 - d. Bond;
 - e. Term commercial papers in accordance with the laws and legislations; and
 - f. Other securities in accordance with the laws and legislations.
5. Money transfer for self- interest or customers' interest;
6. Investing funds to, borrowing fund from, or lending fund to other bank(s), both by means of letters, telecommunication facilities, or a sight draft, check, or other means;
7. Receiving payment from the collection of commercial papers and make calculation with or between the third party;
8. Providing place to store securities and valuable items;
9. Providing custodial service for the interest of other parties under contract;
10. Investing funds of one customer to another customer in the form of securities not listed on the Stock Exchange;
11. Implementing factoring, credit card business, and trustee activities;
12. Financing and/or performing other activities based on sharia principles*), in accordance with the provisions stipulated by the authorities; and
13. Carrying out other activities commonly performed by banks provided that such activities complies with laws and regulations.

*) Performed by Subsidiaries

BUSINESS ACTIVITIES SUPPORTA

1. Activities in foreign exchange by fulfilling provisions stipulated by the authorized;
2. Conduct capital participation in bank or other company in the financial sector, such as leasing, venture capital, securities companies, insurance, and institutions clearing settlement and and institutions clearing settlement and authorized;
3. Temporary capital participation activities for overcome the consequences of credit failure or financing failure based on principle sharia, provided that they must be withdrawn participation, by fulfilling the provisions determined by the authorities;*)
4. Acting as founder of a pension fund and pension fund administrators according to provisions in legislation pension fund; and
5. Buy collateral, all or both in part, by auction or by other ways in which the debtor does not fulfill its obligations to Bank Mandiri, with the provision of collateral purchased is mandatory cashed as soon as possible.

All business activities under the Articles of Association have been carried out, both directly by the Company and through the Subsidiaries.



Products and Services

Bank Mandiri's business activities include a variety of deposit products, loan products, and various services described below.

INDIVIDUAL



Freedom from administration fees with Mandiri **tabunganMU**

SAVINGS

Mandiri Savings

Mandiri Savings became a savings product in Rupiah for individuals that offered convenience and comfort in financial transactions.

Foreign Currency Saving

Foreign Currency Saving was a savings product in foreign currency for individuals that provided benefits and convenience in making transactions as well as investing to meet customer needs. Mandiri Foreign Currency was available in 8 (eight) types of foreign currencies, namely USD, JPY, EUR, SGD, AUD, CHF, GBP, and HKD with various benefits in the form of competitive currency exchange rates and easy transactions at Mandiri Online.

Mandiri Plan Saving

Mandiri Tabungan Rencana (Saving Plan) was a savings product for planning purposes equipped with free insurance coverage to ensure savings plans.

Tabunganku

This is a savings for Individuals. This savings comes with simple and convenient requirements and jointly organized by banks in Indonesia. It aims to foster saving culture and improve the community welfare.

Saving Now

Savings Now was a savings product in Rupiah currency for individuals that offered convenience and comfort, from opening an account anywhere and anytime through scanning a QR Code or via join.bankmandiri.co.id to online and offline transactions using various features and channels from Bank Mandiri.

Deposit in Rupiah Currency

Time deposit products in the form of rupiah, which can only be withdrawn at a certain time period according to the agreement between the customer and the Bank. The opening and closing of Mandiri Deposito Rupiah can be opened via all Bank Mandiri Branches and e-banking (Mandiri Online). Mandiri Deposito Rupiah provides convenience and security in investing with competitive interest rates and various other facilities.

Giro Rupiah (Rupiah Current Account)

A deposit account in Rupiah that can be withdrawn at any time by using Checks, Bilyet Giro, other payment order facilities or by transfer.

Giro Valas (Foreign Currency Current Account)

A deposit account in foreign currency that can be withdrawn every time by using Letter of Authorization (LOA).

LOAN

Micro Multipurpose Credit

Financing facilities provided to individual customers who have a fixed income or permanent profession, retirees or to certain target markets to finance various kinds of needs. This financing facility can be used for various needs such as: education, marriage, health, home renovation and other family needs.





Motorcycle Loan

A motor vehicle financing facility for individual customers which is processed through Mandiri's subsidiary, i.e. Mandiri Tunas Finance and Mandiri Utama Finance.

- **Mandiri Regular Motor Vehicle Loanr**
New Motorcycle financing facilities for the purchase of passenger car and motorcycle categories.
- **Mandiri Multipurpose Motor Vehicle Loan**
Financing facilities for the purchase of goods and services with vehicle collateral, in the form of a passenger car or motorcycle category owned by the customer.

Housing Loan

Consumptive loans provided by the Bank to individuals to finance the purchase of residential houses / shop houses (ruko) / office houses (rukan) / residential flats (apartments) in new or used condition.

- **Mandiri KPR Milenial**
Financing the purchase of a house/apartment intended for millennial age communities with a larger credit limit benefit compared to regular KPR because they consider increasing income per year.
- **Mandiri KPR Take Over**
One of the features of Mandiri KPR is in the form of credit takeovers that are similar to Mandiri KPR products from other banks, with a maximum credit limit equal to the last outstanding at the original bank or the new credit limit according to bank calculations.
- **Mandiri KPR Top Up**
Feature of Mandiri KPR, i.e. the addition of credit limit to existing Mandiri KPR with fixed loan tenure or additional loan tenure so that the additional limit can be used to meet other necessities.
- **Mandiri KPR Multiguna**
Consumptive loan provided by the bank to individuals by using residence/shop house/office house/apartment used for consumptive needs.
- **Mandiri KPR Multiguna Take Over**
The feature of Mandiri KPR Multiguna is in the form of the takeover of similar loans with Mandiri KPR Multiguna from other banks or companies that have been running for a certain period of time, with a maximum credit limit according to the Bank's calculation.
- **Mandiri KPR Multiguna Top Up**
A feature of Mandiri KPR Multipurpose is the addition of a credit limit to the Mandiri KPR Multipurpose credit facility that has been running for a certain time (existing) which is used for consumptive purposes.
- **Mandiri KPR Duo**
One of the features of Mandiri KPR is to finance the purchase of a new house in the form of a house/apartment/shop/office and the purchase of a car/motorbike/furniture/home appliances.
- **Mandiri KPR Flexible**
One of the features of Mandiri KPR is to finance the purchase of residential houses/shop houses/office houses/apartments with a flexible installment payment system, namely the availability of flexible (revolving) accounts for a certain period of time for a certain portion of the credit limit obtained.
- **Mandiri KPR Angsuran Berjenjang (Mandiri Tiered Installment Housing Loan)**
A feature of Mandiri KPR that is intended only for employees / professionals for the Purpose of purchasing a house that provides relief in the form of delaying payment of a portion of the principal installments until a certain year, then installments return to normal (installments of principal and interest).





CREDIT CARDS



Travel

- **Mandiri Skyz Credit Card**
Credit card products that offered competitive benefits to meet customers' traveling needs, such as premium-free protection for purchasing travel tickets, to access to airport lounges.
- **Mandiri Precious Credit Card**
A credit card product that supported the lifestyle of today's cardholders, with the main benefit for traveling and transactions abroad with higher fiestapoin collection.
- **Mandiri Traveloka Credit Card**
Credit card products to meet the daily needs of customers that provide more benefits in every transaction at Pertamina gas stations.

Otomotif

- **Mandiri Pertamina Credit Card**
Credit card products to meet the daily needs of customers that provided more benefits in every transaction at Pertamina gas stations.

Golf

- **Mandiri Golf Signature/Platinum/Gold Credit Card**
Credit card specially presented for golf enthusiasts.

Lifestyle

- **Mandiri Signature Credit Card**
Credit card products that were suitable for supporting a classy lifestyle, for dining, shopping, hobbies at home and abroad.
- **Mandiri Hypermart Credit Card**
Credit card products with more benefits for every purchase of groceries and household goods at Hypermart.
- **Mandiri Platinum Credit Card**
Credit card products suitable for customers' modern lifestyle, whether for dining, shopping or other lifestyle needs.

Priority

- **Priority Mandiri Credit Card**
Credit card products that were given specifically to Bank Mandiri priority banking customers, and this card provided priority travel & shopping experience service facilities.
- **World Elite Mandiri Credit Card**
Credit card products that were given specifically to Bank Mandiri private banking customers, and this card provided the best service facilities and rewards for customers.

Corporate

- **Corporate Card Mandiri Credit Card**
Credit card products issued to meet company transaction needs, such as business trips, operational spending, and made it easy for companies to monitor budget usage.



INVESTMENT AND ASSURANCE



Mutual Funds

- **Money Market Mutual Funds**
Investment products with 100% placement of funds in debt securities with a maturity of less than 1 (one) year.
- **Fixed Income Mutual Funds**
An investment product with a minimum placement of 80% in the form of debt securities.
- **Mixed Mutual Funds**
Investment products with a maximum placement of 79% in stocks and/or bonds and/or the money market.
- **Stock Mutual Funds**
An investment product with a minimum investment of 80% in equity securities.
- **Protected Mutual Funds**
An investment product that provided protection for the initial (principal) investment at maturity through its portfolio management mechanism.
- **Index Mutual Funds**
An investment product that was managed to obtain investment returns similar to an index that was used as a reference.
- **Limited Participation Mutual Funds**
Investment Products that collected funds from professional investors (maximum 49 Parties) which were then invested by the Investment Manager in Securities Portfolios based on Real Sector Activities.

Indonesian Retail Bonds and Sukuk Retail

- **Obligasi Negara Ritel (ORI) – Retail Government Bonds**
Government Securities (SBN) instruments offered to individuals or individuals who were Indonesian Citizens through Distribution Partners in the Primary Market.
- **Sukuk Ritel**
Government Securities (SBN) issued by the Government of the Republic of Indonesia through the Ministry of Finance, based on Sharia principles, were offered to Indonesian citizens in the Primary Market.



Insurance – Axa Mandiri

Currently, AXA Mandiri's business fields generally offer several categories of solutions, namely:

1. Providing unit-linked insurance products that provide life insurance and investment protection benefits for Bank Mandiri and Bank Syariah Mandiri customers.
2. Providing traditional insurance products that provide protection benefits for life or health coverage.
3. Providing insurance protection for credit card holders, savings customers, consumer loan customers and micro credit customers of Bank Mandiri and Bank Mandiri subsidiaries.
4. Providing Corporate Solution insurance products for Company employees.
5. Providing comprehensive protection solutions for Bank Mandiri Group customers to meet the needs of protection, health, education, critical illness and old age funds.



Health Insurance – Mandiri Inhealth

- a. Mandiri Inhealth Managed Care, which is a group health insurance product with a comprehensive service system according to medical needs, referral patterns, structured and tiered by selected providers, accompanied by efforts to control costs and quality through utilization reviews and case management techniques.

Mandiri Inhealth offers top up benefits in the era of National Health Insurance (JKN) through coordination of Coordination of Benefit (CoB) benefits in synergy with BPJS Kesehatan so that companies can provide more optimal health services to employees and their families.

There is a scheme for Mandiri Inhealth Managed Care insurance products, namely:

- Non CoB scheme
 - Smart Plus scheme
 - Smart scheme
 - Scheme I Flexy
 - I Flexy Smart Scheme
 - I-Pro scheme
- b. Mandiri Inhealth Indemnity, a group health insurance product that provides reimbursement for health care costs with a choice of benefits according to the ceiling. There are health service options on Mandiri Inhealth Indemnity insurance products including: Inpatient, Outpatient, Dental Care, Maternity Care, Glasses with a choice of reimbursement of costs both on an ipperlimit basis and an ascharge.
- c. Inhealth Inhospital Cash Plan, which is a Group Health Insurance Product that provides daily inpatient benefits to the Insured according to the length of treatment that is medically deemed reasonable for an illness or injury suffered by the Insured.

General Insurance Jiwa Sejahtera – Mandiri Axa General Insurance

- Motor Vehicle Insurance
- Property Insurance
- Personal Accident Insurance
- Travel Insurance
- Freight Insurance
- Ship Frame Insurance
- Shipbuilding Insurance
- Engineering Insurance
- Liability Insurance
- Miscellaneous Insurance
- Health Insurance
- Financial Insurance Products
 - a. Surety Bond
 - b. Cons of Bank Guarantee
 - c. Trade credit insurance
- Sharia Insurance Products
 - a. Motor Vehicle Sharia Insurance
 - b. Syariah Property All Risk / Industrial All Risk Insurance
 - c. Personal Accident Sharia Insurance
 - d. Sharia Ship Frame Insurance
 - e. Engineering Sharia Insurance
 - f. Money Sharia Insurance
 - g. Sharia Transportation Insurance



DIGITAL BANKING



Mandiri Online

Repair services individual retail segment that could be accessed through smartphones or personal computers (PCs). Mandiri Online provided financial and non-financial transaction solutions for customers, including checking savings portfolios (including time deposits and savings plans), credit cards and loans, making transfer and payment transactions, opening accounts, and several other features that made it easier for customers in their daily activities. Mandiri Online services could also be accessed online 24/7 via the internet network.

Mandiri SMS

Banking services that can be accessed by using cellphones /handphones to carry out banking transactions, namely non-financial transactions (check balances) and financial transactions (transfers, payments, purchases, e-Money top ups, etc.) via SMS.

Mandiri E-Money

Chip-based Electronic Money issued by Bank Mandiri as a substitute for cash for payment transactions such as toll roads, parking, Trans Jakarta, trains, minimarkets and various other merchants.

Mandiri Chatbanking

Communication services between Bank Mandiri and customers through Bank Mandiri's official WhatsApp account at 08118414000. With this service Bank Mandiri delivered information, notifications, and interacted with customers. Conversely, customers could also ask for information on Bank Mandiri products and services through the same WhatsApp number.



BUSINESS



SAVINGS

Savings Business

This product is a savings product intended for individual or nonindividual business persons. It comes with features and benefits i.e. ease of transactions with Mandiri Debit Bisnis and Mandiri Internet Business, transaction details on savings book, sweep and auto debit services.

Deposit in Rupiah Currency

This product is a time deposit in rupiah currency. The withdrawal may only be made at a certain period according to the agreement between the customer and the Bank. The opening and closing of Mandiri Deposito Rupiah can be made via Bank Mandiri branches and e-banking (Mandiri SMS, Mandiri Internet, or Mandiri Call). Mandiri Deposito Rupiah provides comfort and security in investment. It comes with competitive interest rates and various other benefits.

Deposit in Foreign Exchange

This product is temporary saving product in which the withdrawal may only be made at a certain period according to the agreement between the customer and the Bank. The opening and closing of Mandiri Deposito Valas can be made via Bank Mandiri branches and e-banking (Mandiri SMS, Mandiri Internet, or Mandiri Call for USD). Mandiri Deposito Valas provides comfort, security, and benefits in investment. It comes with competitive interest rates and various other benefits.

Giro Rupiah (Rupiah Current Account)

A deposit account in Rupiah that can be withdrawn at any time by using Checks, Bilyet Giro, other payment order facilities or by transfer.

Giro Valas (Foreign Currency Current Account)

A deposit account in foreign currency that can be withdrawn every time by using Letter of Authorization (LOA).



LOAN

UMKM (MSME)

- **Work Capital Loan**
Credit facilities provided to meet working capital needs that are exhausted in one business cycle and/or specific working capital requirements such as to finance inventory/accounts/projects or other special needs.
- **Investment Loan**
Credit facility provided to finance the needs for capital goods in order to rehab, modernize, expand, establish new projects and or other purposes pertaining to investments.
- **Kredit Usaha Rakyat (KUR) (People's Business Loan)**
Working capital and/or investment financing for individual/individual debtors, business entities and/or productive and feasible business groups but did not have additional collateral or the additional collateral was not sufficient.
- **Micro Business Loan (KUM)**
Investment Credit Facilities and/or Working Capital Loans for the development of micro-scale productive and consumptive businesses. This financing facility could be provided to all owners of micro and household businesses in the form of companies, business groups, and individuals (such as traders, farmers, breeders and fishermen). In 2020, Micro Business Credit's acquisition channel had been developed through digital platforms such as the Mandiri Pintar mobile app, through channeling patterns with fintech companies, and through e-commerce.

Corporate

- **Work Capital Loan**
Credit facilities provided to meet working capital needs that are exhausted in one business cycle and/or specific working capital requirements such as to finance inventory/accounts/projects or other special needs.
- **Investment Loan**
Credit facility provided to finance the needs for capital goods in order to rehab, modernize, expand, establish new projects and or other purposes pertaining to investments.



Cash Management

1. **Mandiri Cash Management**
This is an Internet-based e-banking service provided by the Bank for Customers for various financial activities i.e. information access, various transaction types based on current Mandiri Cash Management feature and soon-to-be developed in the future.
2. **Mandiri Bill Collection**
A service that provided easy identification and reconciliation of biller receipts for invoices using a unique number for payment purposes by the payer.
3. **Mandiri Corporate Payable (Host To Host Payment)**
Transaction instruction delivery service from the Customer's ERP/system directly to the Bank Mandiri payment system through the concept of customer and bank system integration.
4. **Mandiri Auto Debit**
Service for automatic debiting of funds from the Customer's Account to the Company's Account based on an agreement between the Customer and the Company.



5. Mandiri Pertamina Online Payment System

Payment acceptance services for purchases of Pertamina products from customers to Pertamina.

6. Mandiri Cash Pick Up & Delivery (MCPUD)

Delivery service, collection and processing of customer cash to/from the bank.

7. Mandiri E-Tax

ID billing services and payment of tax obligations in the State Revenue Module (MPN) through the Bank's electronic channels.

8. Mandiri Bea Cukai Payment

ID billing services and customs payments through the Bank's electronic channels.

9. Domestic Payment

Fund transfer services with the aim of IDR currency to other banks through the Bank Indonesia clearing channel and online switcher services.

10. International Payment (Remittance/TT)

Fund transfer services to other banks for foreign exchange.

11. Payroll

Salary payment service.

12. Mandiri Money Transfer Service (MMTS)

Money transfer service from customers to recipients through Bank Mandiri branches.

13. Mandiri State Budget Treasury System

State budget distribution services through the Bank.

14. Mandiri Cash Concentration

Automation services for centralizing and/or disburse funds from the main account to the sub account.

15. Mandiri Smart Account (MSA)

Transactional virtual account service that functions as an identification and limitation of incoming (credit) and outgoing (debit) funds for an account or a subsidiary account to replace Current Account.

16. Mandiri Notional Pooling

Fund consolidation services for companies that were members of a business group without moving funds to make optimal use of liquidity.

17. Mandiri Electronic Banking Statement (MEBS)

Solution for providing financial information in the form of an electronic checking account.

18. Online Notification

Notification service for transaction activities/movement of funds in accounts to customers in real time or periodically on a host to host basis.

TRADE FINANCE

Value Chain

Value chain transaction services (relationships in the supply chain including Principals, Suppliers and Distributors) that could be accessed online for easy monitoring of invoice documents, payment and use of financing facilities quickly, easily and safely. Value chain transaction services included Mandiri Supplier Financing and Mandiri Distributor Financing.

- **Mandiri Supplier Financing**

It was a supplier bill takeover service without regress / without recourse (forfeiting) rights, which aimed to allow suppliers to receive early payment before the invoice was due. Mandiri Supplier Financing transactions could be accessed online / web based (Mandiri Financial Supply Chain Management system) by Suppliers and Buyers in order to easily monitor documents and bill payments quickly, easily and safely.





- **Mandiri Distributor Financing**

It became a financing facility provided by the Bank to a Distributor of a Principal who signed a Cooperation Agreement with the Bank for financing or postponing payments for invoices arising in connection with the purchase / distribution of products or services from the Principal.

Mandiri Distributor Financing transactions could be accessed online / web based (Mandiri Financial Supply Chain Management system) by Principals and Distributors in the context of monitoring documents, paying bills with Giro funds and financing facilities as well as ease of use of financing facilities and repayment of facilities quickly, easily, and secure.

Mandiri Financial Supply Chain Management

Mandiri Financial Supply Chain Management was a web-based online system for value chain transactions (relationships in the supply chain including Principals, Suppliers and Distributors), including Mandiri Supplier Financing and Mandiri Distributor Financing services. Mandiri Financial Supply Chain Management Features:

- Ease of creating or uploading invoices for transactions with business partners.
- Easy monitoring of business transaction documents and invoice status.
- Ease of payment processing and use of financing facilities for business invoices.
- Transaction security through the implementation of a multilevel authorization level system.
- Flexible because transactions could be carried out online anytime, anywhere.
- Provision of transaction notifications and reports for easy reconciliation of business bills.

Mandiri Global Trade

A digital solution in the form of a website-based online application that customers could use to transact exports, imports, domestic trade and bank guarantees anytime and anywhere efficiently, effectively, transparently, and safely.

Ekspor

The company's liquidity was being held back because export bills had not been paid by importers or need additional liquidity because receiving soaring export orders became a variety of problems that exporters were trying to provide solutions to by Bank Mandiri. Bank Mandiri provided integrated and complete export services at every stage of the transaction, since the process of realizing export orders, preparing export documents, presenting documents and accelerating the receipt of export results. Trade Specialists spread throughout Indonesia could assist customers in carrying out international and domestic trade transactions, using various payment methods such as Letter of Credit (LC), Documentary Collection or Open Account.

More than that, Bank Mandiri could also provide customer export transaction financing starting from the pre-shipment financing stage to the post-shipment financing by offering Pre-Export Financing and Takeover of Export Bills (PWE), either on the basis of LC or Non-LC (bill purchase).

Bank Mandiri Export Services, including:

1. **Outward Documentary Collection**

Outward documentary collection was a service for forwarding documents related to the delivery of goods from the exporter / seller to be billed for payment to the importer / buyer bank.

2. **Letter of Credit Advising**

Notification of issued LC or LC amendment to LC recipient (exporter / seller).

3. **Letter of Credit Confirmation**

Bank Mandiri guaranteed to be the first payer for LCs issued by other banks.





Bank Mandiri Export Financing included:

1. Pre-Export Financing

Trade financing in the context of pre-shipment financing, whether on the basis of LC or Non-LC.

2. Takeover of Export Bills (Bill Purchase)

A trade financing in the form of accelerating receivables for exporters on export bills, both LC and non-LC transactions.

3. Forfaiting

It was a sale and purchase transaction for claim rights between Bank Mandiri and the Customer / Correspondent Bank based on a futures trade document at a discounted price without regression rights.



Impor

Import activities, apart from requiring an allocation of working capital, also required negotiation with the exporter in order to agree on a payment term and payment method suitable for both parties. Bank Mandiri provided an import solution, where the customer could purchase goods more safely, because payment would be made after the goods arrive at the port, or when the documents were in accordance with the requirements. In addition to facilitating the issuance of Letter of Credit (LC), Bank Mandiri also provided payment bailouts for the purchase of imported goods and domestic trade. Bank Mandiri's import solutions allowed customers to be able to negotiate payment terms flexibly and maintain customer credibility with suppliers.

Bank Mandiri Import Services included:

1. Inward Documentary Collection

It was a service to collect documents related to the delivery of goods to the customer, as the importer, in the context of import or domestic trade according to the instructions of the bank sending the documents.

2. Banker's Acceptance (Avalist) Inward Documentary Collection

It was the provision of Bank acceptance / promise to pay for future documents at maturity for inward documentary collection with the type of document submission, namely document against acceptance (D / A).

3. Issuance of Letter of Credit

A written promise issued by Bank Mandiri and irrevocably unilaterally to overseas suppliers if the supplier could present documents in accordance with the issued Letter of Credit.

4. Shipping Guarantee

Accelerating the release of goods at the port without presentation of shipping documents, based on the Guarantee issued by Bank Mandiri. This could reduce the risk of damage to goods and high demurrage costs.

Bank Mandiri Import Financing includes:

1. Trust Receipt

Trade financing after import / delivery of goods that helped customers as buyers, to delay payment of Customer's obligations for Letter of Credit (LC) payments and documentary collection.

2. Deferred Payment

Post-import financing products to delay payment of Customer's obligations for open accounts.

Domestic Trade

The majority of domestic trade was carried out with an open account where the seller of goods required certainty of receipt of payment, even accelerated receipt of payment, sometimes even additional liquidity to fulfill soaring orders for goods. All of the export and import solutions above were also available for sales transactions of domestic goods and purchases of domestic goods.



Realizing that domestic trade transactions had simpler characteristics compared to import-export transactions, Bank Mandiri also completed a solution specifically for domestic trade transactions.

1. Invoice Financing

Accelerate receipt of invoices for sales of goods based on invoices issued by the seller of goods to buyers of goods by means of invoice discount with regression rights.

2. Purchase Order Financing

Domestic trade financing in order to realize goods orders based on Purchase Orders received by sellers of goods.

Bank Guarantee

It is a guarantee issued by Bank Mandiri to guarantee the guarantee recipient if the guaranteed party did not fulfill its obligations to the guarantee recipient. This guarantee could be issued in the form of a Bank Guarantee, Standby Letter of Credit or Demand Guarantee.

TREASURY



Cash Transaction/Liquidity

- **FX Today**
This is a transaction to exchange a currency against another currency on a same-day delivery basis.
- **FX Tom**
This is a transaction to exchange a currency against another currency on the day of the transaction. The money will be delivered in one business day following the date of the transaction.
- **FX Spot**
This is a transaction to exchange a currency against another currency on the day of the transaction. The money will be delivered in two business days following the date of the transaction.
- **Banknote in Foreign Currency**
This is the banknote in foreign currency legally issued by a country outside Indonesia and is recognized as a valid payment instrument of the country concerned.
- **FX Order**
Service for customers who wanted to place orders or buy / sell foreign currency orders at certain exchange rates. If the rate of exchange was reached during the order period, an exchange of customer funds from one currency to another could be made according to the order placed.
- **Mandiri Repo**
Mandiri Repurchase Agreement (Mandiri Repo) was a contract to sell or buy Government Securities (SBN), with a promise to buy or resell it at a predetermined time and price. This product was intended for customers of Non-Bank Financial Services Institutions to meet the needs or utilization of liquidity.

Hedging Products

- **FX Forward**
This is a hedging product. It is a transaction/contract of sale or purchase of a currency against other currency in certain amount and price with the submission and receipt of such funds are going to be exercised more than 2 (two) working days following the date of the transaction.



- **Par Forward**
This is a series of FX forward transactions that have different due dates using a single rate as agreed at the beginning of the transaction. date, and both transactions are made at once with the same counter party.
- **FX Swap**
It was a hedging product, which was a transaction / contract to exchange currency against another currency on a certain value date as well as an agreement to exchange it back to the original currency on a different value date in the future. The price / rate used for both transactions was determined on the transaction date, and both transactions were executed simultaneously with the same counterparty.
- **FX Option**
This is a hedging product which is a transaction/contract entitling rights (instead of liabilities) to the option buyer to purchase or sell a currency against another currency at a predetermined price (strike price) for a certain period by paying significant amount of premium to the seller option.
- **Interest Rate Swap (IRS)**
This is a hedging product that is a contract/transaction between two parties to change in interest rate payment from floating rate into fixed rate or vice versa without principal payment.
- **Cross Currency Swap (CCS)**
This is a hedging product that is a contract/ transaction between two parties to exchange principal and interest payment in two different currencies over an agreed period of time.
- **Mandiri Call Spread**
This is a hedging product that is a combination of Buy Call Option and Sell Call Option transactions with two different conversion rates.
- **Domestic Non-Deliverable Forward (DNDF)**
It was a hedging product, which was a transaction / contract of sale or purchase of one currency against another currency in a certain amount and price with delivery / receipt of funds carried out more than 2 (two) working days from the date of the transaction by netting and with fixing carried out in the domestic market.

Investment Product

- **Government Securities Notes (SBN)**
This is a securities issued by the government in the form of acknowledgment of indebtedness letter the payment of interest and principal of which is guaranteed by the Republic of Indonesia based on its validity period.
- **Retail Securities Notes**
This is a securities issued by the government particularly intended for retail investor/ individual by determining minimum nominal terms of purchase in small quantities The term of retail secures is at most 3 years. The payment of principal and coupon is guaranteed by the government.
- **Corporate Securities**
It became securities issued by companies, including banks, both government and private, at home and abroad. Corporate Securities Transactions caould be carried out for Individual, Corporate and Non-Bank Financial Services Institutions customers on the secondary market, provided that the payment of coupons, principal and term was set by the securities issuer
- **Mandiri Deposit Swap (MDS)**
This is an investment product in foreign currency which is a combination of deposit product and foreign exchange transaction. MDS provides higher yields than conventional savings products and has the characteristic of principal protected (protected deposit placement).
- **Mandiri Dual Currency Investment (MDCI)**
This is an investment product in foreign currency which is a combination of deposit product and FX option exchange sales transaction by the customers. MDCI provides higher yields than conventional savings products. It has the characteristic of non-principal protected (non-protected deposit placement) as well.



FINANCIAL INSTITUTION



Custodial Services

Types of Bank Mandiri Custodial Services

1) Settlement of Securities Transactions

Receiving and or delivering securities transacted by a customer to a party appointed by the customer.

2) Storage and Administration

- Keeping physical securities in kluis / vault or scripless securities in securities accounts at KSEI / BI / Euroclear.
- Administering securities according to the owner of each customer.

3) Management of Right (Corporate Action)

Managing investor rights with respect to Securities held at the Custodian, such as interest and principal on bonds, dividends and distribution of bonus shares.

4) Trusteeship Services (Proxy)

Acting on behalf of / representing investors (shareholders / bonds) to attend the GMS (General Meeting of Shareholders) and RUPO (General Meeting of Bondholders).

5) Reporting and Information

- Send reports to customer:
 - Securities kept at the custodian.
 - Transactions conducted by customers and already settled by the custodian.
- Send information related to securities stored by customers.

Bank Mandiri Custodian Business Line

• General Custody

This product is a custodial service for securities listed in BEI, shares investment, securities, etc.

• Sub Registry Surat Utang Negara (SUN) dan Sertifikat Bank Indonesia (SBI)

This product is a custodial service for depository and settlement of SUN and SBI transactions.

• Custody Euroclear

The bank, as a direct member, provided custodial services for securities listed on Euroclear Brussels.

• Custody for American Depository Receipts (ADR)/Global Depository Receipts (GDR) Program

The Bank acts as a local custodian for share transactions that do dual/multi listings.

• Custody Mutual Fund/Discretionary Fund

Investment administration services from mutual funds (including KIK-EBA, EBA-SP and ETF) and/or discretionary funds issued by the Investment Manager.

• Securities Lending & Borrowing

Facilitating borrowing of securities owned by clients to Exchange Members through an intermediary, PT KPEI.

Trust Services

• Trustee

Services provided by Bank Mandiri to Legal and Institutional Institutions The government will issue Bonds/Sukuk or other Debt Notes.

• Monitoring agents

Services provided by the Bank to Legal Entities and Government Agencies that issued debt securities or Sukuk without going through a public offer.



- **Paying Agent**

Services provided by the Bank to:

- Legal Institution and Government Institution that will issue Bonds/ MTNs with a draft in which coupon payment and Bonds/MTNs with a draft in which coupon payment and Bonds/MTN Notes are made without going through KSEI.
- Company that makes payment for dividends to their shareholders that do not have Securities Account in a Custodian or Securities Company.

- **Security Agent**

Services provided by Bank Mandiri to customers who will conduct bilateral transactions/ multilateral where in the transaction there are collateral items that must be stored and managed by the Security Agent as an independent party under the Trustee/Security Agreement Agent that has been signed by the parties.

- **Escrow Agent**

Services provided by Bank Mandiri to parties who conduct bilateral/multilateral transactions where parties need an independent party to save and administer funds the transaction is in accordance with the provisions agreed by the parties.

- **Receiving Bank**

Services provided by Bank Mandiri to Legal Entity Institutions that will do it Initial Public Offering (IPO) of shares.

DIGITAL BANKING



Mandiri EDC

Electronic Data Capture (EDC) machine provisioning service available at shops / merchants that cooperate with Bank Mandiri. Mandiri EDC could facilitate the acceptance of Mandiri Card transactions and other Bank transactions electronically through the Domestic Network, International Payment Network, and the Bank Mandiri Network.

Mandiri ATM

Banking transaction services through ATM machines that facilitated customers to access their Mandiri Savings or Mandiri Current Accounts in making cash transactions, checking balances, transfers, payments and purchases using Mandiri Cards. Through the Domestic Network and International Payment Network, Mandiri ATM also served transactions with other bank cards.

Mandiri E-Commerce

Receiving services for Mandiri Card transactions and other banks at online stores / merchants that cooperated with Bank Mandiri. Mandiri e-commerce provided transaction convenience because payments were made in an integrated transaction flow without the need to access other banking channels. Customers could use Mandiri Cards or other banks through the International Payment Network.

Mandiri Direct Debit

A frictionless and secure Mandiri Debit payment facility at e-commerce merchants by using a transaction ID in the form of a card number and expiry date and authorization using OTP in which authorization was carried out by the Bank itself as an issuing without involving the principal, and the OTP was sent by the Bank.



Mandiri QRIS

QR-based transaction acceptance services used server-based Electronic Money and other source of funds at shops / merchants that cooperated with Bank Mandiri. Mandiri QRIS (Quick Response Indonesia Standard) provided convenience for transactions at shops / merchants without using cash or cards. Transactions could be carried out interoperably using Mandiri Online, other mobile banking, or fintech applications that have been approved by Bank Indonesia.

Mandiri Customer Service Machine

Bank Mandiri's newest digital banking service that provided customers with convenience to replace cards (damaged cards or lost cards) and open new accounts. Customers could perform self-service transactions in front of the Customer Service Machine with practical and fast transaction stages, without the need to queue at branches.

Mandiri Application Programming Interface

Mandiri Application Programming Interface (API) provided easy access to banking products and services for players of the digital financial service ecosystem integrated into the Partner Bank application to take advantage of banking services safely and in real time.

Digital Lending for Ecommerce and Fintech

Bank Mandiri was working with digital companies in Indonesia to provide working capital loans (non revolving) to MSMEs registered as online sellers / merchants. The submission process was done online through the partner platform and sent to Bank Mandiri via API. Funds would be received in the customer's account after the loan was approved. In addition, for digital companies that did not yet have a platform for applying for financing, Bank Mandiri had an onboarding website that could process loan applications.

Digital Lending for Value Chain Business

It was a business financing product provided by Bank Mandiri to its customers who sold through the Digital Platform. Customers could withdraw the loan according to the desired nominal value repeatedly (revolving), as long as it had not reached the loan limit. The submission process was carried out online through a partner platform in collaboration with Bank Mandiri and sent to Bank Mandiri via API. Furthermore, customers could check the status of their loan application through the partner platform.



Business Area Map

As per December 31, 2020, Bank Mandiri had **1** Head Office, **13,217** ATM networks, and **2,714** office networks consisting of branch offices, sub-branch offices, overseas offices, cash offices, and other office networks such as payment points, mobile cash, and micro mobile cash.

Table of Office Network per Region of 2020

Region	Type of Office						
	Branch Office	Sub-Branch Office	Office Cash	Other Type of Office			
				Payment Point	Cash Mobile	Micro Mobile Cash Office	ATM
Region I/Sumatera 1	18	215	6	9	4	2	1,228
Region II/Sumatera 2	14	212	2	9	8	4	848
Region III/Jakarta 1	12	241	24	10	1	2	1,742
Region IV/Jakarta 2	11	210	15	15	2	1	1,600
Region V/Jakarta 3	8	173	8	3	0	1	1,485
Region VI/Jawa 1	9	215	4	10	0	2	1,211
Region VII/Jawa 2	10	254	4	31	7	3	1,211
Region VIII/Jawa 3	12	293	11	14	10	2	1,663
Region IX/Kalimantan	12	146	7	0	15	3	750
Region X/Sulawesi dan Maluku	19	162	2	6	5	3	682
Region XI/Bali and Nusa Tenggara	5	109	5	3	4	2	526
Region XII/Papua	10	50	2	3	2	2	256
Overseas Branch Office	7	-	1	-	-	-	15
TOTAL	147	2,280	91	113	58	27	13,217





Table of Office Network for the past 5 (five) years

Type of Office	2020	2019	2018	2017	2016
Head Office	1	1	1	1	1
Branch Office	140	139	139	139	139
Overseas Branch Office	7	7	7	7	7
Sub-Branch Office	2,280	2,304	2,321	2,315	2,261
Cash Office	90	140	172	177	199
Other Type of Office					
• Payment Point	113	145	130	129	117
• Mobile Cash	58	59	59	59	59
• Micro Mobile Cash Office	27	27	27	27	6
ATM	13,217	18,291	17,376	17,766	17,461

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LEGEND

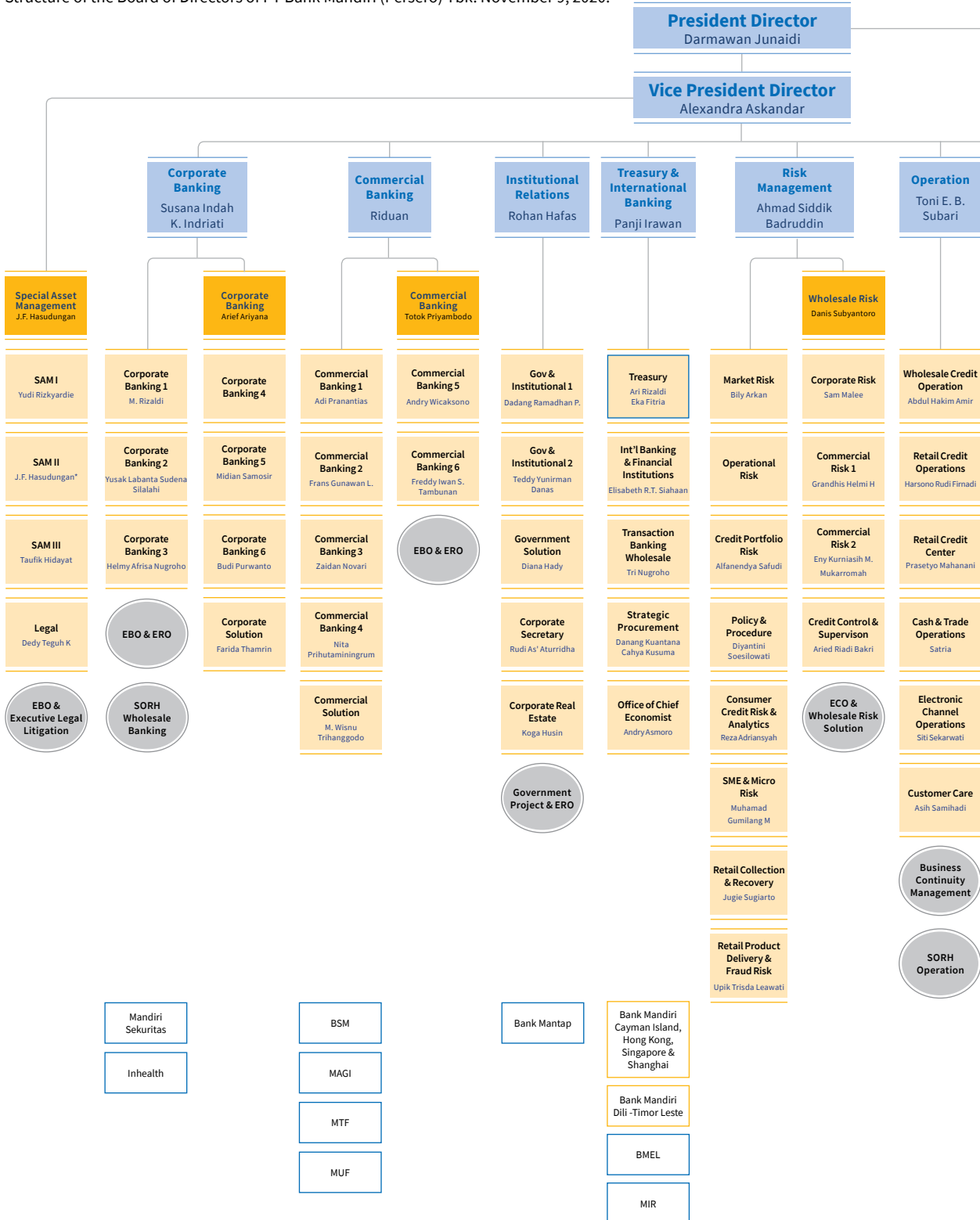
Overseas Offices

Branch Offices



Organizational Structure

Along with the development of the Company's business, the organizational structure of Bank Mandiri had undergone several changes. The last change occurred in November 2020 as stated in the Decree of the Board of Directors No. KEP.DIR / 133/2020 concerning the Organizational Structure of the Board of Directors of PT Bank Mandiri (Persero) Tbk. November 9, 2020.

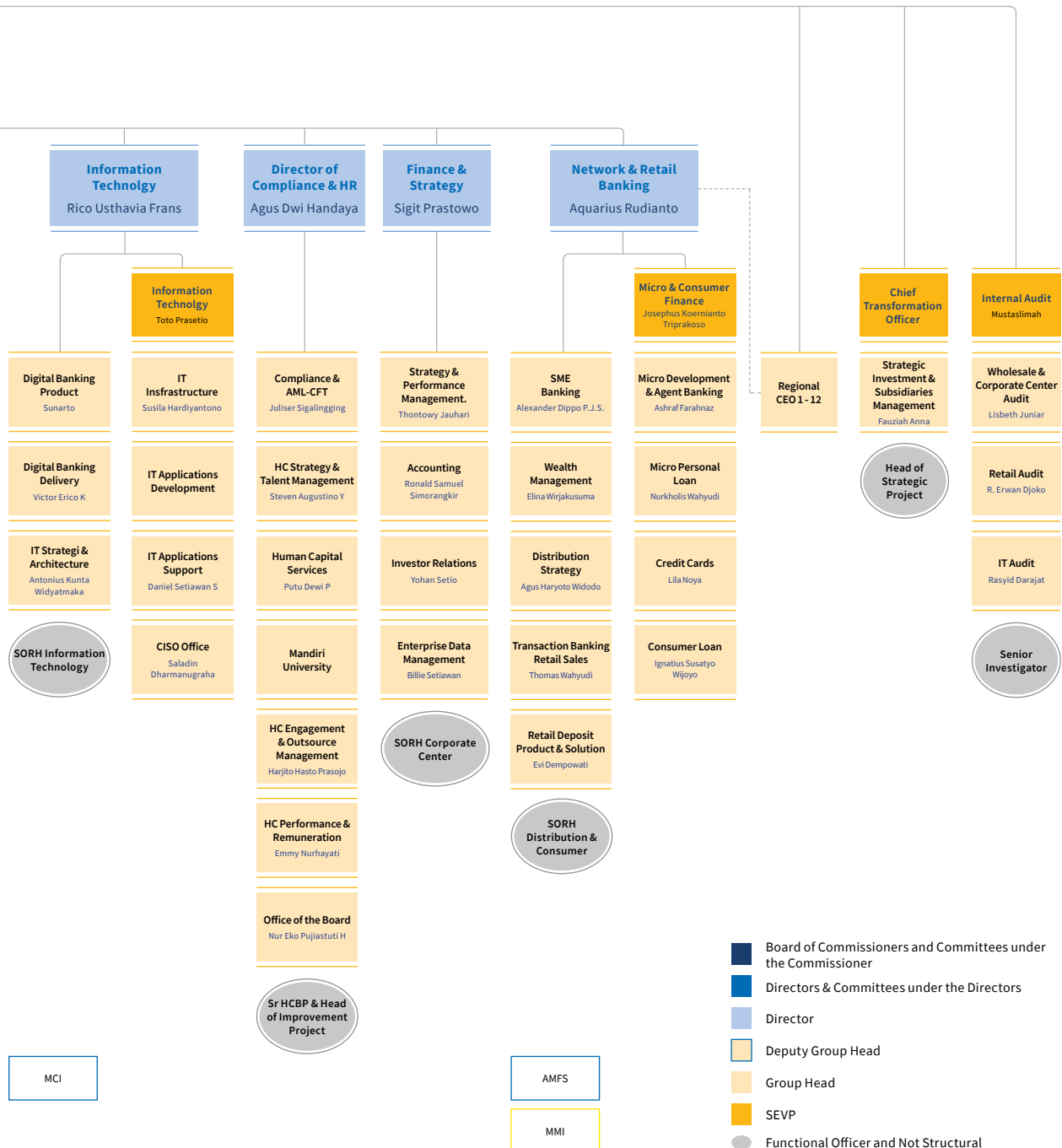




Attachment to Board of Directors Decree No. KEP.DIR/133/2020 dated November 9, 2020

BOARD OF COMMISSIONERS	
Audit Committee	Risk Monitoring Committee
Remuneration & Nomination Committee	Integrated Corporate Governance Committee

DIRECTOR				
Business Committee		Assets & Liabilities Committee	Capital & Subsidiaries Committee	Information Technology & Digital Banking Committee
Risk Management & Credit Policy Committee	Policy & Procedure Committee	Credit Committee	Integrated Risk Committee	Human Capital Policy Committee



- Board of Commissioners and Committees under the Commissioner
- Directors & Committees under the Directors
- Director
- Deputy Group Head
- Group Head
- SEVP
- Functional Officer and Not Structural

* Served as SEVP Special Asset Management based on the Decree of the Board of Directors No. KEP.DIR / 145/2020 dated December 30, 2020 and will be effective on January 1, 2021.



Vision, Mission and Company Culture



VISION



With the purpose of the Spirit of Prospering the Country, Bank Mandiri's long-term vision for 2020-2024 was to become costumers' preferred financial partner, "To be your preferred financial partner" with the following description of the vision:

- a. Commitment to building long-term relationships based on trust with both business and individual customers. Bank Mandiri served all customers with international service standards by providing innovative financial solutions. Bank Mandiri wants to be known for its best performance, human resources and teamwork.
- b. Taking an active role in driving Indonesia's long-term growth and always produce consistently high returns for shareholders.



MISSION



To support this vision, Bank Mandiri's mission had also been established, which was to Provide Reliable and Simple Digital Banking Solutions that Became a Part of Customer Life "Seamlessly integrate our financial products & services into our costumers' lives by delivering simple, fast digital banking solutions" with the description as following:

a. Oriented to meeting market needs

- 1) Prioritizing the interests of customers by providing the best service by building a professional and friendly attitude.
- 2) Providing one stop financial solution services to customers through synergies with Subsidiaries.
- 3) Offering competitive and guaranteed products and focus on product development and digital banking networks to accommodate customer needs.

b. Develop professional resources

- 1) Recruiting, training and developing human resources based on their talents and abilities.
- 2) Providing growth opportunities for all employees fairly and providing awards and promotions based on merit and dedication.

c. Provide maximum benefits to stakeholders

- 1) Providing maximum benefits to shareholders while still paying attention to the interests of other stakeholders.
- 2) Ensuring sustainable growth and increase in profit.

d. Implement open management

- 1) Having a high work commitment and responsibility.
- 2) Implementing open management and effective cooperation

e. Care for the interests of society and the environment

Considering the interests of society and the environment in every decision making.



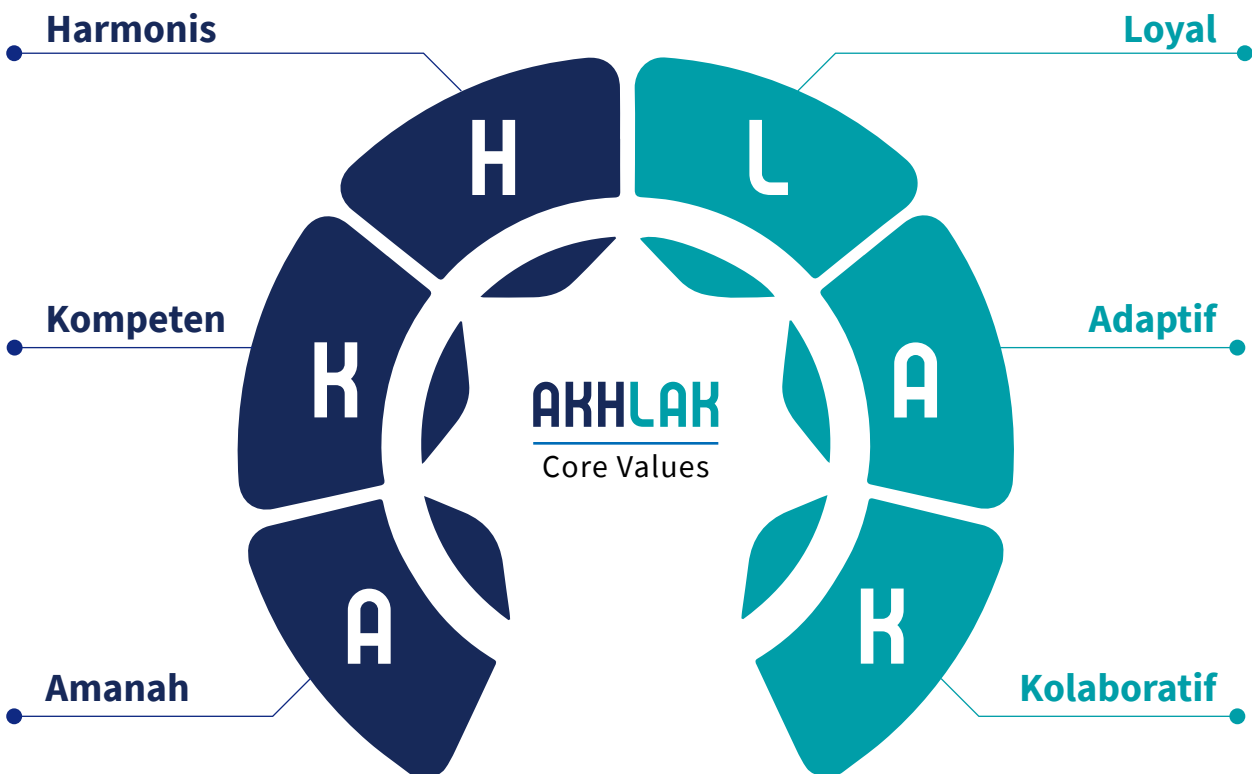
Review Vision and Mission by The Board of Commissioners and Board of Directors

In order to ensure the conformity of the existing Vision and Mission of Bank Mandiri, Bank Mandiri always reviews the Vision and Mission on a regular basis. The Company's vision and mission have been discussed and approved by the Board of Commissioners and Directors. The new vision and mission of the Company have been prepared in line with the preparation of the Bank Mandiri Corporate Plan 2020-2024. The Bank Mandiri Corporate Plan 2020-2024 continues to prioritize Bank Mandiri's purpose, namely "Spirit of Prosperity of the Country". The new vision and mission have been outlined in the Bank's Business Plan (RBB) 2020-2022.

Company Culture

As part of SOEs, Bank Mandiri followed up on the direction of the Ministry of BUMN regarding the implementation of Core Values for Human Resources "**AKHLAK**" (Trustworthy, Competent, Harmonious, Loyal, Adaptive, & Collaborative), and the **Employee Value Proposition (EVP)** namely Learn, Grow, and Contribute to Indonesia. Bank Mandiri was committed to providing full support regarding the implementation and uniformity of the Main Values and EVP which aimed to realize the role of SOEs as an engine of economic growth, an accelerator of social welfare, a provider of employment, and a provider of talent.

The explanation regarding AKHLAK's Core Values is as follows:





AKHLAK



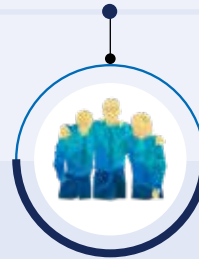
**AMANAH
(TRUSTWORTHY)**

Uphold the trust given



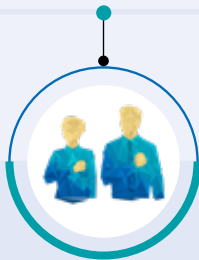
**KOMPETEN
(COMPETENT)**

Continue to learn and develop capabilities



**HARMONIS
(HARMONIOUS)**

Mutual care and respect for differences



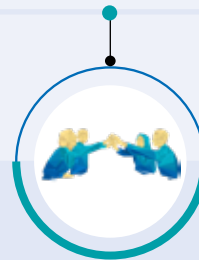
LOYAL

Dedicated and prioritizing the interests of the nation and state



**ADAPTIF
(ADAPTIVE)**

Continue to innovate and be enthusiastic in moving or facing change



**KOLABORATIF
(COLLABORATIVE)**

Build synergistic cooperation





Board of Commissioners Profile



Moh. Chatib Basri

President Commissioner/Independent Commissioner

PLACE AND DATE OF BIRTH/AGE

Born in Jakarta in 1965, 55 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor of Economics from Universitas Indonesia (1992).
- Master of Business Administration in Economic Development from The Australian National University in Canberra, Australia (1996).
- PhD in Economics from The Australian National University in Canberra, Australia (2001).

CERTIFICATION

Banking Risk Management Certification Program Level 2 held by the Banking Professional Certification Institute (LSPP) (2020).

WORK EXPERIENCE

- Special Advisor of the Minister of Finance at the Ministry of Finance of the Republic of Indonesia (2006-2010).
- Vice-Chairperson of the Economic Committee at the National Economic Committee (2010-2012).
- Head of the Investment Coordinating Board (2012-2013).
- Non Executive Director of Axiata Group Sdn Bhd (2015-2019).
- Senior Partner and Founder of PT Creco Consulting (2015-2019)
- Lecturer at Universitas Indonesia (2015-2019).
- Independent Commissioner at PT Indika Energy Tbk. (2015-2019).
- Independent Commissioner at PT Astra International Tbk. (2015-2019).
- President Commissioner/Independent Commissioner at PT Indonesia Infrastructure Finance (2016-2019).
- President Commissioner/Independent Commissioner at PT XL Axiata Tbk. (2016–present).
- Vice President Commissioner/Independent Commissioner at Bank Mandiri (December 9, 2019 – February 18, 2020).
- President Commissioner/Independent PT Bank Mandiri (Persero) Tbk. Commissioner (February 19, 2020 - present).

APPOINTMENT HISTORY

Appointed as President Commissioner / Independent Commissioner of Bank Mandiri for the first time based on the resolution of the Annual GMS on February 19, 2020 according to the Deed of the Minutes of the Annual GMS No. 56 dated 19 February 2020.

EMPLOYMENT PERIOD

December 09, 2019 until the close of the 2024 Annual GMS (First Period).

CONCURRENT POSITION

President Commissioner/Independent Commissioner of PT XL Axiata Tbk. since 2016 to present.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

-



Kartika Wirjoatmodjo*

President Commissioner (Resigned from February 18, 2020)

PLACE AND DATE OF BIRTH/AGE

Born in Surabaya in 1973,
47 years old as of December 2020



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor of Economics majoring in accounting from the University of Indonesia (1996).
- Master of Business Administration (MBA) in Business from Erasmus University in Rotterdam (2001).

CERTIFICATION

- Level 5 Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2015).
- Risk Management Certification Refreshment Program held by the Banking Professional Certification Institute (LSPP) (2017).
- Risk Management Certification Refreshment Program held by the Banking Professional Certification Institute (LSPP) (2019).

WORK EXPERIENCE

- Tax and Accounting Consultant at RSM AAJ (1995-1996).
- Credit Analyst at the Industrial Bank of Japan (1996-1998).
- Senior Consultant at PwC Financial Advisory Services (1998-1999).
- Senior Consultant at The Boston Consulting Group (2000-2003).
- Dept. Head of Strategy and Performance Management Group at PT Bank Mandiri (Persero) Tbk. (2003-2005).
- Group Head of Strategy and Performance Management Group at PT Bank Mandiri (Persero) Tbk. (2005-2008).
- Managing Director at Mandiri Sekuritas (2008-2011).
- President Director and CEO at Indonesia Infrastructure Finance (2011-2013).
- Chief Executive and Member of the Board of Commissioners at Indonesia Deposit Insurance Corporation (LPS) (2014-2015).
- PT Bank Mandiri (Persero) Tbk. Finance and Strategy Director (2015-2016).
- PT Bank Mandiri (Persero) Tbk. President Director (2016 – October 2019).
- Vice Minister of State-Owned Enterprises in the Indonesia Maju Cabinet (October 2019-present).
- President Commissioner of PT Bank Mandiri (Persero) Tbk. (2019-2020).

APPOINTMENT HISTORY

Appointed as the President Commissioner of Bank Mandiri for the first time based on the resolution of the Extraordinary GMS dated 9 December 2019 in accordance with the Deed of the Minutes of the Extraordinary GMS No. 5 December 9, 2019.

EMPLOYMENT PERIOD

December 9, 2019 to February 18, 2020 (First Period).

CONCURRENT POSITION

Vice Minister of State-Owned Enterprises in the Indonesia Maju Cabinet (2019-2024).

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

789,000 shares (0.0016907%)

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



Andrinof A. Chaniago

Vice President Commissioner/
Independent Commissioner

PLACE AND DATE OF BIRTH/AGE

Born in Padang in 1962,
58 years old as of December 2020.



DOMICILE

Depok.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor's degree in Social and Political Science from the University of Indonesia (1990).
- Masters in Planning and Public Policy, Faculty of Economics from the University of Indonesia (2004).

CERTIFICATION

Level 2 Commissioner Banking Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2017).

WORK EXPERIENCE

- Head of Research Desk and Data Bank at UMMAT News Magazine (1994-1996).
- Head of the Research Desk and Data Bank at NERACA (1996-1999).
- Researcher and author (1999-2000).
- Research Manager at The Habibie Center (2000-2005).
- Lecturer at the Department of Political Science, University of Indonesia at the University of Indonesia (2006-present).
- Executive Director at CIRUS Surveyors (2008-2014).
- Minister of the Ministry of National Development Planning / BAPPENAS (2014-2015).
- President Commissioner at PT AngkasaPura I (Persero) (2015-2017).
- President Commissioner at PT Bank Rakyat Indonesia (Persero) Tbk (2017-2020).
- Vice President Commissioner / Independent Commissioner PT Bank Mandiri (Persero) Tbk. (February 19, 2020-present).

APPOINTMENT HISTORY

Appointed as Deputy President Commissioner / Independent Commissioner of Bank Mandiri for the first time based on the resolution of the Annual GMS on February 19, 2020 according to the Deed of the Minutes of the Annual GMS Number 56 dated February 19, 2020.

EMPLOYMENT PERIOD

February 19, 2020 until the close of the 2025 Annual GMS (First Period).

CONCURRENT POSITION

Lecturer in the Department of Political Science, at the University of Indonesia (2006-present).

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

-



Mohamad Nasir

Independent Commissioner

PLACE AND DATE OF BIRTH/AGE

Born in Ngawi in 1960,
60 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor of Accounting from Universitas Diponegoro, Semarang (1988).
- Master of Accounting from Universitas Gajah Mada, Yogyakarta (1994).
- Doctorate in Accounting from University of Science, Malaysia (2004).
- Honorary Doctorate in Education from the University of Science Malaysia (2015).

CERTIFICATION

Level 2 Commissioner Banking Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2020).

WORK EXPERIENCE

- Finance Manager at PT Ika Chirza Putra (1989).
- Auditor at the Accountant Office of Drs. Tahrir Hidayat (1986-1990).
- Auditor at the Accountant Office of Drs. Bayudi Watu (1990-1992).
- Extension Coordinator at Universitas Diponegoro (1994-1996).
- Secretary of the Department of Accounting at Universitas Diponegoro (1996-1999).
- Head of the Master of Accounting Study Program at Universitas Diponegoro (1999-2006).
- Audit Committee at PTPN IX (2013-2014).
- Independent Commissioner at PTPN IX (2013-2014).
- Rector II's Assistant for Finance and Resources at Universitas Diponegoro (2006-2010).
- Dean of the Faculty of Economics and Business at Universitas Diponegoro (2010-2014).
- Rector at Universitas Diponegoro (2014).
- Minister of Research, Technology, and Higher Education in the Working Cabinet (2014-2019).
- Special Staff to the Vice President for Bureaucratic Reform (November 2019-present).
- Independent Commissioner of Bank Mandiri (9 December 2019-present).

APPOINTMENT HISTORY

Appointed as Independent Commissioner of Bank Mandiri for the first time based on the resolution of the Extraordinary GMS on 9 December 2019 in accordance with the Deed of Minutes of the Extraordinary GMS Number 5 dated 9 December 2019.

EMPLOYMENT PERIOD

December 9, 2019 until the close of the 2024 Annual GMS (First Period).

CONCURRENT POSITION

Special Staff to the Vice President of the Republic of Indonesia for Bureaucratic Reform (November 2019 – present).

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

-



Boedi Armanto

Independent Commissioner

PLACE AND DATE OF BIRTH/AGE

Born in Malang in 1959,
61 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor degree in Agronomy from Bogor Agricultural University (1982).
- Master in Applied Economics from the University of Minnesota Minneapolis, USA (1989).
- Doctorate in Economics from the University of Indonesia (2005).

CERTIFICATION

Commissioner Level 2 Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2020).

WORK EXPERIENCE

- UPPB staff (Bank Development and Supervision Affairs) at Bank Indonesia (January 1984-June 1984).
- Staff of UPPS (Development and Supervision Affairs for Private Banks) at Bank Indonesia (1986-1987).
- Study Officer / Staff at Bank Indonesia (1987-1989).
- DSDM (Human Resources Department) staff at Bank Indonesia (February 1989-May 1989).
- UKK (Small Credit Affairs) staff at Bank Indonesia (1989-1990).
- UPSD Level III Bank Examiner (Foreign Exchange Private Bank Audit Affairs) at Bank Indonesia (1990-1994).
- UPB Bank Supervisor 1 (Bank Supervision I) at Bank Indonesia (August 1994-December 1994).
- Senior Bank Supervisor UPB 1 (Bank Supervision I) at Bank Indonesia (1995-1998).
- Supervisor of the Executive Bank DSDM (Human Resources Department) at Bank Indonesia (1998-1999).
- Executive Bank Supervision UPwB 1 (Bank Supervision 1) at Bank Indonesia (February 1999-August 1999).
- Supervisory Executive Bank DPwB 1 (Department of Bank Supervision 1) at Bank Indonesia (1999-2001).
- Head of DPwB Section 1 (Department of Bank Supervision 1) at Bank Indonesia (2001-2002).
- Deputy Director of DPwB 1 (Department of Bank Supervision 1) at Bank Indonesia (2002-2003).
- Project Leader / Deputy Director of UKPT (Special Unit for Transformation Program) at Bank Indonesia (2003-2005).
- Senior Executive Analyst DPSHM (Department of Strategic Planning and Public Relations) at Bank Indonesia (February 2005-August 2005).
- Deputi Direktur DPI (Departemen Pengawasan Intern) di Bank Indonesia (2005-2008).
- Head of the Department of Banking Licensing and Information at Bank Indonesia (April 2008-December 2008).
- Head of Department of Bank Supervision 1 at the Financial Services Authority (2008-2012).
- Executive Director of Accounting and Payment Systems at the Financial Services Authority (April 2012-May 2012).
- Head of the Department of Development of Crisis Supervision and Management at the Financial Services Authority (2012-2015).
- Deputy Commissioner for Banking Supervision II at the Financial Services Authority (2015-2016).
- Deputy Commissioner for Banking Supervision IV at the Financial Services Authority (2016-2017).
- Deputy Commissioner for Banking Supervision I at the Financial Services Authority (2017-2019).
- Expert Staff of Banking Supervision at the Financial Services Authority (2019-February 2020).
- Independent Commissioner at PT Bank Mandiri (Persero) Tbk. (19 February 2020-present).

APPOINTMENT HISTORY

Appointed as Independent Commissioner of Bank Mandiri for the first time based on the resolution of the Annual GMS on February 19, 2020 according to the Deed of the Minutes of the Annual GMS Number 56 dated February 19, 2020.

EMPLOYMENT PERIOD

February 19, 2020 until the close of the 2025 Annual GMS (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

-



RR. Loeke Larasati Agoestina

Independent Commissioner

PLACE AND DATE OF BIRTH/AGE

Born in Bandung in 1959, aged 61 as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor degree in Law from Parahyangan Catholic University (1984).
- Master in Management from the IPWI School of Economics (2001).

CERTIFICATION

Level 2 Commissioner Banking Risk Management Certification held by the Banking Professional Certification Institute (LSPPI) (2020).

WORK EXPERIENCE

- Administrative staff at the DKI Jakarta High Court (1987-1990).
- Functional Prosecutors at the West Jakarta District Attorney (1990-1993).
- Head of the Sub-Section for the Restoration and Protection of Rights in the Civil and Administrative Section at the West Jakarta District Prosecutor's Office (1993-1996).
- Head of Section of YANKUM 1, Sub-Directorate of Civil Affairs at the JAMDATUN Civil Directorate at JAMDATUN, the Indonesian Prosecutor's Office (1996-2002).
- Head of Administration Section of the JAMDATUN Secretariat at the Attorney General's Office of the Republic of Indonesia (2002-2004).
- Head of the RangkasBitung District Prosecutor's Office at the Head of the Banten High Prosecutor's Office (2004-2005).
- Head of Employee Development Division at JAM Coaching at the Attorney General's Office of the Republic of Indonesia (2005-2008).
- Head of Yogyakarta State Prosecutor's Office at the Yogyakarta High Court (2008-2009).
- Assistant for Development at the West Java High Prosecutor's Office in the RI Prosecutor's Office (2009-2011).
- Coordinator of the Deputy Attorney General for Intelligence at the RI Prosecutor's Office (2011-2012).
- Deputy Head of Riau Islands High Prosecutor's Office (2012-2014).
- Head of Yogyakarta High Prosecutor's Office at the RI Prosecutor's Office (2014-2015).
- Head of the Asset Recovery Center at the RI Prosecutor's Office (2015-2017).
- Head of the West Java High Prosecutor's Office at the RI Prosecutor's Office (September 2017-October 2017).
- Junior Attorney General for Civil and State Administration, Attorney General's Office of the Republic of Indonesia (2017-2019).
- Special Staff V of the Minister of BUMN at the Ministry of State-Owned Enterprises (September 2019- October 2019).
- Commissioner at PT Bank Rakyat Indonesia (September 2019-February 2020).
- Independent Commissioner at PT Bank Mandiri (Persero) Tbk. (19 February 2020-present).

APPOINTMENT HISTORY

Appointed as Independent Commissioner of Bank Mandiri for the first time based on the resolution of the Annual GMS on February 19, 2020 according to the Deed of the Minutes of the Annual GMS Number 56 dated February 19, 2020.

EMPLOYMENT PERIOD

February 19, 2020 until the close of the 2025 Annual GMS (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

-



Ardan Adiperdana

Commissioner

PLACE AND DATE OF BIRTH/AGE

Born in Singkawang in 1959,
61 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor of Economics from STAN (1987).
- Master in Business Administration from Saint Mary's University (SMU), Nova Scotia, Canada (1992).
- Doctor's Degree in Strategic Management from Universitas Indonesia (2013).

CERTIFICATION

- Level 1 Risk Management Certification of Commissioner held by the Banking Professional Certification Institute (LSPP) (2016).
- The Risk Management Certification Refreshment Program held by the Indonesian Banking Development Institute (LPPI) (2018).
- Refreshment Risk Management Certification Refreshment Program held by the Banking Professional Certification Institute (LSPP) (2019).
- Refreshment Risk Management Certification Refreshment Program held by the BARa Risk Forum (2019).
- The Risk Management Certification Refreshment Program organized by the Indonesian Banking Development Institute (LPPI) (2019).

WORK EXPERIENCE

- Inspector at the Directorate for Petroleum Oversight - Ministry of Finance at DJPKN (1979 - 1983).
- Inspector of the Deputy for Petroleum and Natural Gas Oversight at the Financial and Development Supervisory Agency (BPKP) (1983 - 1987).
- Inspector at Bengkulu Province BPKP Representative Office (1987 - 1993).
- Inspector of the Deputy for Supervision of SOEs / D, BPKP (1993).
- Head of the Regional Development Bank Supervision Section 1 at the Deputy for Supervision of SOEs / D, BPKP (1993 - 1996).
- Head of Expenditures Supervision Division at the BPKP Representative of Lampung Province (1996 - 1999).
- Head of Sub-Directorate for Supervision of Services, Trade, Warehousing and Printing at the Deputy of BUMN / D Supervision, BPKP (1999 - 2000).
- Plh. Head of the Ministry of Forestry Finance Bureau BPKP (2000 - 2001).
- Head of Sub-directorate at the Deputy of Regional Financial Supervision, BPKP (2001 - 2002).
- Head of the Supervision Planning Bureau at BPKP (2002 - 2003).
- Head of Supervision Information Center at BPKP (2003 - 2004).
- Head of the Center for Supervision of Education and Training at BPKP (2004).
- Head of BPKP DKI Jakarta Province II (2004 - 2006).
- Deputy Head of BPKP for State Accounting (2006 - 2013).
- Deputy Head of BPKP Supervision of Government Agencies in the Economy (2013 - 2015).
- Head of BPKP (2015 - 2019).
- Commissioner at PT Hotel Indonesia Natour (Persero) (2011-2013).
- President Commissioner at PT Jasa Raharja (Persero) (2013-2015).
- Commissioner at PT Bank Mandiri (Persero) Tbk. (2016 - present).
- Special staff of the Minister of Tourism and Creative Economy in the field of accountability (February - December 2020)
- Special Staff I Minister of BUMN (January 18, 2021 - present).

APPOINTMENT HISTORY

Appointed as Commissioner of Bank Mandiri for the first time based on the resolution of the Annual GMS on March 21, 2016 in accordance with the Minutes of the Annual GMS Deed Number 25 dated March 21, 2016.

EMPLOYMENT PERIOD

March 21, 2016 until closing Annual GMS 2021 (First Period).

CONCURRENT POSITION

Special Staff I Minister of BUMN (January 18, 2021 - present).

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

695,900 shares (0.0014912%).



Rionald Silaban

Komisaris

PLACE AND DATE OF BIRTH/AGE

Born in Pekanbaru in 1966,
54 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor of Law from Universitas Indonesia (1989).
- Master of Law Center from Georgetown University, Washington DC, USA (1993).

CERTIFICATION

Level 1 Risk Management Certification for Commissioner held by the Banking Professional Certification Institute (LSPP) (2019).

WORK EXPERIENCE

- Head of the Sub Directorate of Privatization, Directorate of Privatization at DGTSOE, Department of Finance (1997-1998).
- Head of the Legal Department, Legal and Public Relations Bureau at the General Secretariat, Department of Finance (1998-2000).
- Head of Division/SVP Asset Monitoring at AMI, IBRA (2000-2002).
- Head of the TU Pim Department, General Bureau at the Secretariat General of the Department of Finance (2002-2004).
- Senior Advisor, SEA VG ED Office at World Bank, Washington DC, USA (2004-2006).
- Head of the Fiscal Risk Guarantee Center at the Fiscal Policy Agency, Department of Finance (2006-2008).
- Head of the Center for Policy Analysis and Harmonization at the Secretariat General of the Ministry of Finance (2008-2012).
- Expert Staff of the Minister of Finance for Organization, Bureaucracy, and Information Technology, Ministry of Finance (2012-2014).
- Commissioner at PT Indosat Tbk. (2014).
- Executive Director, SEAVG at World Bank, Washington DC, USA (2014-2016).
- Expert Staff of the Minister of Finance for Macroeconomics and International Finance, Ministry of Finance (2016-2018).
- Commissioner of PT PLN (Persero) (2017-2019).
- Head of the Financial Education and Training Agency, Ministry of Finance (2018-present).
- Acting Expert Staff of the Minister of Finance for Macroeconomics and International Finance, Ministry of Finance (2016-2018).
- Acting President Director of the Indonesian Endowment Fund for Education at the Secretariat General of the Ministry of Finance (2018-present).
- Commissioner of PT Bank Mandiri (Persero) Tbk. (2019-Present).

APPOINTMENT HISTORY

Appointed as Commissioner of Bank Mandiri for the first time based on the resolution of the Extraordinary GMS on 28 August 2019 in accordance with the Minutes of the Extraordinary GMS Number 59 dated 28 August 2019.

EMPLOYMENT PERIOD

August 28, 2019 until closing Annual GMS 2024 (First Period).

CONCURRENT POSITION

Head of the Financial Education and Training Agency, Ministry of Finance

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

128,900 shares (0.0002762%).



Faried Utomo

Commissioner

PLACE AND DATE OF BIRTH/AGE

Born in Jakarta in 1964,
56 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor degree in Law from Sebelas Maret University (1988).
- Master's degree in Law from the University of Indonesia (2003).

CERTIFICATION

Commissioner Level 1 Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2020).

WORK EXPERIENCE

- Staff at the Research Subdivision IV of the Law and Legislation Bureau at the State Secretariat of the Republic of Indonesia (1989-1993).
- Head of Sub Division of Research on the Draft PUU 7 Regulations at the State Secretariat of the Republic of Indonesia (1994-1999).
- Head of Sub Division of People's Welfare at the State Secretariat of the Republic of Indonesia (1999-2001).
- Head of the People's Welfare and Personnel Section at the Cabinet Secretariat of the Republic of Indonesia (2001-2004).
- Head of State Apparatus Section at the Secretariat of the Cabinet of the Republic of Indonesia (2004-2006).
- Plt. Head of Legislative Regulations Bureau at the State Secretariat of the Republic of Indonesia (2004-2006).
- Head of the State Apparatus Bureau, Regional Government and People's Welfare at the Secretariat of the Cabinet of the Republic of Indonesia (2006-2011).
- Assistant Deputy for Session Materials at the Cabinet Secretariat of the Republic of Indonesia (2011-2014).
- Expert Staff to the Cabinet Secretary for Research, Technology, Communication and Information at the Cabinet Secretariat of the Republic of Indonesia (2014-2015).
- PIC Deputy for Administration at the Secretariat of the Cabinet of the Republic of Indonesia (March 2015-May 2015).
- Head of the Secretariat of the Final Assessment Team (TPA) Appointment, Transfer, and Dismissal of and in Main High Leadership and Intermediate High Leadership Positions at the Cabinet Secretariat of the Republic of Indonesia (2015-2020).
- Commissioner at PT. Pertamina Geothermal Energy (2016-February 2020).
- Deputy for Administration at the Cabinet Secretariat of the Republic of Indonesia (2015-present).
- Commissioner at PT Bank Mandiri (Persero) Tbk. (19 February 2020-present).

APPOINTMENT HISTORY

Appointed as Independent Commissioner of Bank Mandiri for the first time based on the resolution of the Annual GMS on February 19, 2020 according to the Deed of the Minutes of the Annual GMS Number 56 dated February 19, 2020.

PERIODE MENJABAT

February 19, 2020 until closing Annual GMS 2025 (First Period).

CONCURRENT POSITION

Deputy for Administration at the Cabinet Secretariat of the Republic of Indonesia from 2015 to the present.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

-



Arif Budimanta

Commissioner

PLACE AND DATE OF BIRTH/AGE

Born in Medan in 1968,
52 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor degree in Soil Science from Bogor Agricultural University (1990).
- Master of Science in Natural Resource Economics from the University of Indonesia (1996).
- Doctorate in Social and Political Sciences from the University of Indonesia (2006).

CERTIFICATION

- Commissioner Level 1 Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2020).
- Risk Management Certification held by the Risk Management Certification Agency (2015).

WORK EXPERIENCE

- Member of the House of Representatives - RI, Commission XI (2009-2014).
- Vice Chairman of the National Economy and Industry Committee (2016-2019).
- Commissioner / Board of Directors at Indonesia Eximbank (2015-2020).
- Vice Chairperson of the Indonesian People's Consultative Assembly (2015-2020) Research Institute.
- Special Staff to the President of the Republic of Indonesia for Economic Affairs (2019-present).
- Management at the Paramadina Waqf Foundation (2016-present).
- Commissioner at PT Bank Mandiri (Persero) Tbk. (19 February 2020-present).

APPOINTMENT HISTORY

Appointed as Independent Commissioner of Bank Mandiri for the first time based on the resolution of the Annual GMS on February 19, 2020 according to the Deed of the Minutes of the Annual GMS Number 56 dated February 19, 2020.

EMPLOYMENT PERIOD

February 19, 2020 until closing Annual GMS 2025 (First Period).

CONCURRENT POSITION

- Special Staff to the President of the Republic of Indonesia for Economic Affairs (2019-present).
- Management at the Paramadina Waqf Foundation (2016-present).

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

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Nawal Nely

Commissioner

PLACE AND DATE OF BIRTH/AGE

Born in Pekalongan in 1973,
47 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor degree in Accounting from Gadjah Mada University (1996).
- Executive Master of Business Administration from INSEAD, Fontainebleu, France (2019).

CERTIFICATION

- Commissioner Level 1 Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2020).
- Chartered Financial Analyst held by CFA Institute (2001).

WORK EXPERIENCE

- Assistant Manager at Citibank NA, Jakarta (1996-1997).
- Equity Analyst at Indosuez W.I. Carr Securities (1998-1999).
- Associate at Boston Consulting Group, Indonesia (2000-2002).
- Financial Analyst at Ernst & Young, Kuwait (2002-2005).
- Manager at the National Bank of Kuwait (2005-2006).
- Manager at Ernst & Young, Qatar (2007-2008).
- Senior Manager at Ernst & Young, Qatar (2009-2010).
- Partner at Ernst & Young, Indonesia (March 2010–February 3, 2020).
- Deputy for Finance and Risk Management at the Ministry of State-Owned Enterprises (February 2020-present).
- Commissioner at PT Bank Mandiri (Persero) Tbk. (February 19, 2020-present).

APPOINTMENT HISTORY

Appointed as Independent Commissioner of Bank Mandiri for the first time based on the resolution of the Annual GMS on February 19, 2020 according to the Deed of the Minutes of the Annual GMS Number 56 dated February 19, 2020.

EMPLOYMENT PERIOD

February 19, 2020 until closing Annual GMS 2025 (First Period)..

CONCURRENT POSITION

Vice for Finance and Risk Management at the Ministry of State-Owned Enterprises (February 2020-present).

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

-



Robertus Biletea*

Independent Commissioner
(Retired from February 11, 2020)

PLACE AND DATE OF BIRTH/AGE

Born in Flores in 1966,
54 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor of Civil Law from Krisnadipayana University, Bekasi (1990).
- Master in Business Legal from Padjadjaran University, Bandung (2009).

CERTIFICATION

Professional Advocate Certification from the Indonesian Advocates Association (Peradi) (1992)

WORK EXPERIENCE

- Volunteer Lawyer at the Legal Aid Services of Jakarta (1990-1991).
- Litigation Lawyer at the Law Firm of Soemarjono Herman & Partners (1991 – 1994).
- Senior Legal Officer at PT BBL Dharmala Finance Tbk. Subsidiary of Bangkok Bank Limited (1994 – 1996).
- Legal Head at PT Profilindo Finance/Nexus Group (1996 – 1998).
- Corporate Secretary at Nexus Group (1996 – 1999).
- Litigation Lawyer at Makarim & Taira S. Law Firm (1999).
- Legal Head/Legal Director at the National Bank Restructuring Agency (1999 – 2004).
- Commissioner at PT Bank Lippo Tbk. (2002-2004).
- Founder/Senior Partner at the Law Firm of Radjiman Biletea & Partners(2004-2019).
- Executive Director for Legal Affairs at the Indonesia Deposit Insurance Corporation (2012-2019).
- Acting President Director at the Indonesia Deposit Insurance Corporation (2014).
- Independent Commissioner at PT Bank Mandiri (Persero) Tbk. (9 December 2019-present).

APPOINTMENT HISTORY

Appointed as Independent Commissioner of Bank Mandiri for the first time based on the resolution of the Extraordinary GMS on 9 December 2019 in accordance with the Deed of Minutes of the Extraordinary GMS Number 5 dated 9 December 2019.

EMPLOYMENT PERIOD

December 9, 2019 to February 11, 2020 (First Period).

CONCURRENT POSITION

Founder/Senior Partner Law Firm Radjiman Biletea & Partners

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

-

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



Makmur Keliat

Independent Commissioner (Retired from February 19, 2020)

PLACE AND DATE OF BIRTH/AGE

Born in Medan in 1961, 59 years old as of December 2020.



DOMICILE

Bogor.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Economics from Universitas Pembangunan Nasional "Veteran" (1984).
- Bachelor of Art in Social and Political Sciences / International Relations Department from Universitas Gadjah Mada (1984).
- Drs. in Social and Political Sciences/International Relations Department from Universitas Gadjah Mada (1986).
- Ph.D in School of International Studies from Jawaharlal Nehru University (1995).

CERTIFICATION

- Certification of Level 2 Risk Management for Commissioners held by Professional Banking Certification Agency (2017).
- Risk Management Certification Refreshment Program organized by the Indonesian Banking Development Institute (LPPI) (2019).

WORK EXPERIENCE

- Lecturer in the International Relations Department of Social and Political Science Faculty of Universitas Indonesia (1999 - Present).
- Head of Graduate Program in the International Relations Department of Social and Political Science Faculty of Universitas Indonesia (2002-2004).
- Executive Director of Global Society Studies Center (PACIVIS UI) (2002- 2004).
- Executive Director of CEACoS (Center for East Asia Cooperation Studies) of FISIP UI (2005-2007).
- Research and Publication Manager of Social and Political Science Faculty of Universitas Indonesia (2007-2008).
- Head of Graduate Program in the International Relations Department of Social and Political Science Faculty of Universitas Indonesia (2009-2012).
- Special Staff of Cabinets Secretariat of the Republic of Indonesia (2015).
- Independent Commissioner of PT Bank Mandiri (Persero) Tbk. (2017-Februari 19, 2020).

APPOINTMENT HISTORY

Appointed as Independent Commissioner of Bank Mandiri for the first time based on the resolution of the Annual GMS on March 14 2017 in accordance with the Deed of the Minutes of the Annual GMS Number 28 dated March 14 2017.

EMPLOYMENT PERIOD

March 14, 2017 to February 19, 2020 (First Period).

CONCURRENT POSITION

Lecturer in the International Relations Department of Social and Political Science Faculty of Universitas Indonesia since March 1, 1999.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

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R. Widyo Pramono

Commissioner (Retired from February 19, 2020)

PLACE AND DATE OF BIRTH/AGE

Born in Nganjuk in 1957, 63 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor of Law from Universitas Negeri Solo, Surakarta (1984).
- Master of Management from STIE IPWI, Jakarta (2001).
- Master of Law from Universitas Gadjah Mada, Yogyakarta (2007).
- Doctorate in criminal law from Universitas Padjadjaran, Bandung (2012).
- Inaugurated as Professor of Criminal Law at Universitas Diponegoro (2015).

CERTIFICATION

- Level 1 Risk Management Certification of Commissioner held by the Banking Professional Certification Institute (LSPP) (2017).
- The Risk Management Certification Refreshment Program held by the Indonesian Banking Development Institute (LPPI) (2018).
- Risk Management Certification Refreshment Program organized by the Indonesian Banking Development Institute (LPPI) (2019).

WORK EXPERIENCE

- Administrative Staff of District Prosecutor's Office of Jakarta Selatan (1986-1990).
- Prosecutor/Sub-Section Head of Pre-Prosecution of Head of Crime Section. (1990-1993).
- Prosecutor/Sub-Section Head of Economic Crime of Head of Special Crime Section. (1993-1995).
- Prosecutor/Sub-Section Head of Prosecution of High Prosecutor's Office of DKI Jakarta (1995).
- Head of Academic and Grading Subdivision of Education and Training Center of Attorney General's Office of the Republic of Indonesia (1995-1996).
- Prosecutor/Directorate of Other General Crimes (TPUL) of Head of Examination I Section of Examination Subdirectory Office (1996-1998).
- Head of General Crimes Administration of the Secretary to Juneor Attorney General of Attorney General' Office of the Republic of Indonesia (1998-1999).
- Attaché of Attorney General's Office of Indonesian Embassy in Bangkok, Thailand (1999-2003).
- Head of Sukabumi District Prosecutor General's Office in the Provincial Prosecutor's Office of West Java (2003-2005).
- Division Head of International Legal Cooperation in Juneor Attorney General for Development of Attorney General's Office of the Republic of Indonesia (2005-2006).
- Special Assistant of Attorney General of the Republic of Indonesia (2006-2007).
- Head of Public Bureau (2007-2008).
- Head of Provincial Prosecutor's Office of Papua in the Attorney General's Office of the Republic of Indonesia (2008-2009).
- Inspector of General Crimes in Juneor Attorney General for Supervision (2009-2010).
- Head of Provincial Prosecutor's Office of Central Java (2010-2011).
- Secretary to the Juneor Attorney General for Public Crimes (2011-2012).
- Expert Staff of Attorney General of the Republic of Indonesia for Public Crimes (2012- 2013).
- Juneor Attorney General for Special Crimes (2013-2015).
- Juneor Attorney General for Supervision (2015-August 2017).
- Commissioner of PT Bank Mandiri (Persero) Tbk. (2017-February 19, 2020).

APPOINTMENT HISTORY

Appointed as Commissioner of Bank Mandiri for the first time based on the resolution of the Extraordinary GMS on 21 August 2017 in accordance with the Minutes of the Extraordinary General Meeting of Shareholders Number 25 dated 21 August 2017.

EMPLOYMENT PERIOD

August 21, 2017 to February 19, 2020 (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

249,900 shares (0.0005355%).



Profile of Directors



Darmawan Junaidi

President Director

Previously served as Director of Treasury, International Banking and Special Asset Management.

PLACE AND DATE OF BIRTH/AGE

Born in Palembang in 1966, 54 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

Bachelor of Law from Sriwijaya University, Palembang (1990).

CERTIFICATION

- Advance Treasury Dealer Certification held by the Banking Professional Certification Institute (LSPP) (2018).
- Level 5 Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2020).

WORK EXPERIENCE

- Administration of the Head Office at PT Bank Bumi Daya (Persero) (1992-1994).
- Credit Recovery Officer at PT Bank Bumi Daya (Persero) (1994-1996).
- Professional Staff of Internal Control Affairs at PT Bank Bumi Daya (Persero) (1996-1997).
- Professional Staff in Treasury Affairs at PT Bank Bumi Daya (Persero) (1997-1999).
- Treasury Manager of Cayman Islands Branch at Bank Mandiri (1999-2005).
- Senior Manager - Professional Staff of Treasury Marketing I, Treasury Group at Bank Mandiri (2005-2007).
- Assistant Vice President - Chief Dealer of Marketing II, Treasury Group at Bank Mandiri (2007- 2009).
- Vice President - Department Head of Marketing West, Treasury Group at Bank Mandiri (2009- 2011).
- Vice President - Department of Banking Book Management, Treasury Group at Bank Mandiri (2011-2012).
- Senior Vice President - Deputy Group Head of Treasury at Bank Mandiri (2012-2015).
- Regional Senior Vice President CEO of Bali and Nusa Tenggara (Executive Officer in Funding and Lending) at Bank Mandiri (2015-2016).
- Senior Vice President - Group Head of Treasury at Bank Mandiri (January-May 2016).
- Director of Finance and as President Commissioner at PT Semen Kupang Indonesia, at the same time (2016- August 2017).
- Acting President Director of PT Semen Indonesia (Persero) Tbk (May 2017 – August 2017).
- Bank Mandiri Treasury Director (August 2017-March 2018).
- Bank Mandiri Director of Treasury and International Banking (March 21, 2018 – December 9, 2019).
- Bank Mandiri Director of Treasury, International Banking & Special Asset Management. (December 9, 2019- October 20, 2020).
- Bank Mandiri President Director (October 21, 2020- present).
- Chairman Indonesia Foreign Exchange Market Committee (IFEMC) (2017 – present).

APPOINTMENT HISTORY

Appointed as Director of Bank Mandiri for the first time at the Extraordinary GMS on August 21, 2017 based on the Deed of Decision of the Extraordinary General Meeting of Shareholders Number 25 dated January 23, 2018. Then he was appointed as the President Director of Bank Mandiri at the Extraordinary GMS on October 21, 2020 based on the Deed of Statement Resolution of the Annual General Meeting of Shareholders No. 16 dated October 21, 2020.

EMPLOYMENT PERIOD

August 21, 2017 until the close of the 2022 Annual GMS (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

1,319,500 shares (0.0028275%).



Royke Tumilaar

President Director (Retired from September 2, 2020)

PLACE AND DATE OF BIRTH/AGE

Born in Manado in 1964, 56 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor of Economics in Management from Universitas Trisakti (1987).
- Master of Business Administration in Finance from University of Technology, Sydney (1999).

CERTIFICATION

- Level 5 Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2012).
- Risk Management Certification Refreshment Program held by BARa Risk Forum (2016).
- Risk Management Certification Refreshment Program held by BARa Risk Forum (2018).

WORK EXPERIENCE

- Credit Analyst in matters of Credit Monitoring and Research at BDN. Dept. Head of Corporate Banking at Bank Mandiri (2005).
- Authority Holder to Decide Credit (Group Head) Commercial Banking (2006).
- Bank Mandiri Regional Commercial Sales Group Head (January 2007).
- Bank Mandiri Regional Commercial Sales I Group Head (November 2007).
- President Commissioner at PT Staco Jasapratama (General Insurance) (2008).
- Commissioner at Mandiri Sekuritas (2009).
- Director of Treasury, Finance Institutions and Bank Mandiri's Special Asset Management (2011-2015).
- Bank Mandiri Corporate Banking Director (2015-March 2017).
- Bank Mandiri Director of Wholesale Banking (March 2017-March 2018).
- Bank Mandiri Corporate Banking Director (March 2018-present).
- Bank Mandiri Corporate Banking Director (March 2018-December 2019).
- Bank Mandiri President Director (2019-September 2, 2020).

APPOINTMENT HISTORY

Appointed as a Director of Bank Mandiri for the first time based on the resolution of the Annual General Meeting of Shareholders on 23 May 2011 in accordance with the Deed of the Minutes of the Annual General Meeting of Shareholders Number 25 dated 23 May 2011. Then he was reappointed based on the resolution of the Annual GMS on 21 March 2016 in accordance with the Deed of the Minutes of the Annual General Meeting of Shareholders Number 25 dated 21 March 2016. Appointed as President Director of Bank Mandiri based on the resolution of the Extraordinary GMS on 19 December 2019 in accordance with the Deed of the Minutes of the Annual General Meeting of Shareholders Number 5 dated 9 December 2019.

EMPLOYMENT PERIOD

December 9, 2019 to September 2, 2020 (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

786,100 shares (0.0016845%).



Alexandra Askandar

Vice President Director

Previously served as Director of Corporate Banking.

PLACE AND DATE OF BIRTH/AGE

Born in Medan in 1972,
48 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor in Economics from the University of Indonesia (1995).
- Master of Business Administration (MBA) in Finance from Boston University, USA (1999).

CERTIFICATION

- Level 5 Risk Management Certification held by the Banking Professional Certification Institute (LSPPI) (2018).
- Refreshment Program for Risk Management Certification by BARa Risk Forum (2020).

WORK EXPERIENCE

- Manager of Finance Division at PT Surveyor Indonesia (1995-1996).
- ISO 9000 & 14000 Consultant at PT Surveyor Indonesia (1996-1997).
- Account Manager at the Loan Work Out Division of the Indonesian Bank Restructuring Agency (1999-2000).
- Senior Relationship Manager for Corporate Banking Group at Bank Mandiri (2000-2006).
- Corporate Banking III Group Department Head at Bank Mandiri (2007-2009).
- Group Head Syndication, Oil & Gas at Bank Mandiri (2009-2015).
- Corporate Banking Group Head V, Group at Bank Mandiri (2015-2016).
- Commissioner of PT Mandiri Sekuritas (2011- March 2018).
- Senior Executive Vice President of Corporate Banking at Bank Mandiri (2016-March 2018).
- Bank Mandiri Institutional Relationship Director (March 21, 2018-2019).
- Director of Corporate Banking at PT Bank Mandiri (Persero) Tbk. (December 2019-20 Oktober 2020).
- Vice President Director at PT Bank Mandiri (Persero) Tbk. (October 20, 2020 - present).

APPOINTMENT HISTORY

Appointed as Director of Bank Mandiri for the first time based on the resolution of the Annual GMS on March 21 2018 according to the Deed of the Minutes of the Annual General Meeting of Shareholders Number 57 dated March 21, 2018. Appointed as Deputy President Director of Bank Mandiri based on the resolution of the Extraordinary GMS on October 21, 2020 according to the Deed of Minutes Extraordinary GMS No. 16 dated 21 October 2020

EMPLOYMENT PERIOD

March 21, 2018 until closing Annual GMS 2023 (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

1,543,600 shares (0.0033077%).



Sulaiman Arif Arianto

Vice President Director
(Retired from February 19, 2020)

PLACE AND DATE OF BIRTH/AGE

Born in Boyolali in 1959,
61 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor in Animal Husbandry from Institut Pertanian Bogor (1981).
- Master of Business Administration (MBA) in Finance from the University of New Orleans, USA (1991).

CERTIFICATION

- Risk Management Certification Level 5 (2015).
- Refreshment Program held by the Banking Professional Certification Institute (LSPP) (2017).

WORK EXPERIENCE

- Corporate Finance Manager Assistant at BRI (1991-1992),
- Deputy Chairman IV of Corporation at BRI (1992-1994).
- Section Head of Corporate Finance at BRI (1994-1999).
- Deputy Head of Corporate Financing Division at BRI (1999).
- Head of the Middle Credit Division at BRI (1999-2002).
- Head of the Head Office Agribusiness Division at BRI (2001-2002).
- Denpasar Regional Area Leaders at BRI (2002-2003).
- Jakarta Regional Region Leaders at BRI (2003-2006).
- Director of Micro and Small Business at BRI (2006-2009).
- Director of Commercial Banking at BRI (2009-2015).
- Bank Mandiri Deputy President Director (2015-February 19, 2020).

APPOINTMENT HISTORY

Appointed as Deputy Director of Bank Mandiri for the first time based on the resolution of the Annual General Meeting of Shareholders on March 16, 2015 in accordance with the Deed of the Minutes of the Annual General Meeting of Shareholders No. 14 dated 16 March 2015.

EMPLOYMENT PERIOD

March 16, 2015 until closing Annual GMS 2020 (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

1,103,558 shares (0.0023648%).



Hery Gunardi

Vice President Director
(Retired from October 21, 2020)

PLACE AND DATE OF BIRTH/AGE

Born in Bengkulu in 1962,
58 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor of Commerce Administration from Universitas 17 Agustus 1945 (1987).
- Master of Business Administration (MBA) in Finance and Accounting from the University of Oregon, USA (1991).

CERTIFICATION

- Foreign Exchange and Money Market Dealers in Indonesia (1997).
- Chartered Financial Consultants held by the Singapore Collage of Insurance (2004).
- Chartered Life Underwriter organized by the Singapore Collage of Insurance (2004).
- Certified Wealth Manager held by the University of Greenwich (2005).
- Chartered Financial Planning Standards Board in Indonesia (2007).
- Level 5 Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2015).
- Certified Risk Management Refreshment Program organized by the BARA Risk Forum (2017).
- Level 5 Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2020)..

WORK EXPERIENCE

- Troubled Credit Analyst in Special Debtor matters in Bapindo (1993 - 1996).
- Head of Subdivision of Debt Syndication in Treasury matters in Bapindo (1996- 1998).
- Member of the Merger Team at PT Bank Mandiri (Persero) Tbk. (1998-1999).
- Regional Marketing Manager of PT Bank Mandiri (Persero) Tbk., Jakarta City Region (1999-2002).
- PT Bank Mandiri (Persero) Tbk. Area Manager Daan Mogot (2002).
- Dept. Head of Bank Assurance and Project Director for the Establishment of a Joint Insurance Company with AXA (2002-2003).
- Director of PT AXA Mandiri Financial Services (2003-2006).
- Independent Group Head Wealth Management (2006-2009).
- President Commissioner of PT AXA Mandiri Financial Services (2006-2009).
- Jakarta Head Group Network at PT Bank Mandiri (Persero) Tbk. (2009-2011).
- President Commissioner of PT Mandiri Manajemen Investasi (2009-2013).
- Distribution Network 1 Group Head at PT Bank Mandiri (Persero) Tbk. (2011-2013).
- PT Bank Mandiri (Persero) Tbk. Consumer Finance EVP Coordinator (2013).
- PT Bank Mandiri (Persero) Tbk. Director of Micro and Retail Banking (2013-2015).
- PT Bank Mandiri (Persero) Tbk. Micro and Business Banking Director (2015).
- PT Bank Mandiri (Persero) Tbk. Consumer Banking Director (2015-2016).
- PT Bank Mandiri (Persero) Tbk. Distributions Director (2016 - March 2018).
- PT Bank Mandiri (Persero) Tbk. Small Business and Network Director (March 2018 - present).
- Director of Small Business and Network at PT Bank Mandiri (Persero) Tbk. (March 2018-2019).
- Director of Consumer and Retail Transaction at PT Bank Mandiri (Persero) Tbk. (2019-2020).
- Vice President Director of Bank Mandiri (February-October 2020)

APPOINTMENT HISTORY

Appointed as Director of Bank Mandiri for the first time at the Annual General Meeting of Shareholders on April 2, 2013 based on the Deed of Decision of the Annual General Meeting of Shareholders Number 19 dated August 28, 2013. was appointed as Deputy President Director of Bank Mandiri at the Annual GMS for fiscal year 2019 dated February 19, 2020 based on the Deed Minutes of Annual General Meeting of Shareholders No. 56 dated 19 February 2020.

EMPLOYMENT PERIOD

April 2, 2013 to October 21, 2020 (Second Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

1,102,100 shares (0.0023616%).



Ahmad Siddik Badruddin

Director of Risk Management

PLACE AND DATE OF BIRTH/AGE

Born in Bandung in 1965,
55 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor of Chemical Engineering from the University of Texas, Austin, USA (1988).
- Master of Business Administration (MBA) in Management Information Systems from the University of Texas, Austin, USA (1990).

CERTIFICATION

- Level 5 Risk Management Certification held by the Banking Professional Certification Institute (LSPPI) (2015).
- The Risk Management Certification Refreshment Program held by BARa Risk Forum (2017).
- Refreshment Program for Cyber Risk Management and Financial Crime in Banking Industry: Get to Know More and Prepare for These Emerging Risks held by BARa (2018).
- Refreshment Tapping Potential Opportunities in Indonesian Sustainable Palm Oil Industry held by BARa (2018).

WORK EXPERIENCE

- Management Associate di Citibank (1990-1995).
- Regional Risk Officer of Global Consumer Bank (AVP) di Citibank, Singapura (1995- 1997).
- Retail Bank Risk Director of Global Consumer Bank (VP) di Citibank, Jakarta (1997-1998).
- Head of Risk Management di ABN AMRO Bank, Hong Kong (1999-2001).
- Country Risk Director di Citibank (2001-2004).
- Country Risk Director and Deputy Country Risk Director di Citibank, Jerman (2004-2008).
- Regional Senior Credit Officer for Central & Eastern Europe and Middle East Africa Region di Citibank, London (2008-2011).
- Global Unsecured Product Risk Management di Citibank, New York (2011-2014).
- SEVP Retail Chief SRisk Officer PT Bank Mandiri (Persero) Tbk. (2014-2015).
- Director of Risk Management and Compliance PT Bank Mandiri (Persero) Tbk. (2015-March 2018).
- PT Bank Mandiri (Persero) Tbk. Director of Risk Management (March 2018– present).

APPOINTMENT HISTORY

Appointed as Director of Bank Mandiri for the first time based on the resolution of the Annual General Meeting of Shareholders on March 16, 2015 in accordance with the Minutes of the Annual General Meeting of Shareholders No. 14 dated 16 March 2015. Reappointed as Director of Bank Mandiri based on the resolution of the Annual GMS on 19 February 2020 in accordance with the Deed of the Minutes of the Annual GMS No. 56 dated 19 February 2020

EMPLOYMENT PERIOD

- March 16, 2015 until the close of the 2020 Annual GMS (First Period).
- October 21, 2020 until the close of the 2025 Annual GMS (Second Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

2,470,700 shares (0.0052944%).



Rico Usthavia Frans

Director of Information Technology

PLACE AND DATE OF BIRTH/AGE

Born in Kebumen in 1970,
50 years old as December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

Bachelor of Electrical Engineering
from Institut Teknologi Bandung
(1992).

CERTIFICATION

- Level 5 Risk Management Certification held by the Risk Management Certification Agency (BSMR) (2016).
- The Risk Management Certification Refreshment Program held by BARa Risk Forum (2018).
- Level 5 Risk Management Certification Refreshment Program held by BARa Risk Forum (13 June 2020).

WORK EXPERIENCE

- Field Manager at Schlumberger (1993-1995).
- Management Associate at Citibank NA (1995-1997).
- e-Trade Head Asset Based Finance Head at Citibank NA (1997-2001).
- e-Business Head at Citibank NA (2001-2006).
- Group Head Electronic Banking at Citibank NA (2006-2010).
- Electronic Banking Group Head of PT Bank Mandiri (Persero) Tbk. (2010-2013).
- SEVP Transaction Banking of PT Bank Mandiri (Persero) Tbk. (2013-2015).
- PT Bank Mandiri (Persero) Tbk. Digital Banking and Technology Director (2016-March 2018).
- PT Bank Mandiri (Persero) Tbk. Information Technology and Operation Director (March 2018-2019)
- PT Bank Mandiri (Persero) Tbk. Information Technology Director (2019-present).

APPOINTMENT HISTORY

Appointed as a Director of Bank Mandiri for the first time based on the resolution of the Annual General Meeting of Shareholders on March 21, 2016 in accordance with the Minutes of the Annual General Meeting of Shareholders No. 25 dated 21 March 2016.

EMPLOYMENT PERIOD

March 21, 2016 until closing Annual GMS 2021 (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

1,529,100 shares (0.0032766%).



Agus Dwi Handaya

Director of Compliance and HR

PLACE AND DATE OF BIRTH/AGE

Born in Medan in 1970,
50 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor in Economics/Accounting from the University of North Sumatra (1995).
- Master of Business Administration in Strategy & Finance from the Nanyang Fellows National Technological University Singapore (2013).

CERTIFICATION

- Level 5 Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2018).
- Banking Compliance Certification held by LSPP (2020).
- Certified Behavior Analyst held by Pinasthika (2018).
- Certified Chartered Accountant Indonesia held by the Indonesian Institute of Accountants (IAI) (2015).

WORK EXPERIENCE

- Branch Officers of Medan Medan City Hall for Small & Corporate Loans and Medium-Term Loans at Import Export Banks (1996-1999).
- Section Head Regional Banking Controllers at PT Bank Mandiri (Persero) Tbk. (1999-2001).
- Section Head of Commercial Banking Controller at PT Bank Mandiri (Persero) Tbk. (2001-2003).
- Senior Strategic Plan at PT Bank Mandiri (Persero) Tbk. (2003-2005).
- Commercial Controller Head at PT Bank Mandiri (Persero) Tbk. (2005-2007).
- Department Head Strategy & Financial Analysis at PT Bank Mandiri (Persero) Tbk. (2007-2009).
- Group Head Strategy & Performance Group at PT Bank Mandiri (Persero) Tbk. (2009-2012).
- Study Tasks at the Nanyang Fellows National Technological University Singapore (2012-2013).
- Group Head Strategy & Performance Group at PT Bank Mandiri (Persero) Tbk. (2013-2014).
- Director of Finance & Distribution Network at PT Bank Syariah Mandiri (2014-2015).
- Director of Finance & Strategy at PT Bank Syariah Mandiri (2015-2016).
- Group Head Office of the CEO at PT Bank Mandiri (Persero) Tbk. (2016-2017).
- Senior Executive Vice President of Corporate Transformation & Finance at PT Bank Mandiri (Persero) Tbk. (2017-March 21, 2018).
- Compliance Director at PT Bank Mandiri (Persero) Tbk. (March 21, 2018-May 16, 2019).
- Compliance and HR Director at PT Bank Mandiri (Persero) Tbk. (May 16, 2019- present)

APPOINTMENT HISTORY

Appointed as a Director of Bank Mandiri for the first time based on the resolution of the Annual GMS on March 21 2018 in accordance with the Deed of the Minutes of the Annual General Meeting of Shareholders Number 57 dated March 21 2018.

EMPLOYMENT PERIOD

March 21, 2018 until closing Annual GMS 2023 (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

1,205,100 shares (0.0025824%).



Panji Irawan

Director of Treasury & International Banking

Previously served as Director of Operations. Based on the Deed of Decision of the Annual General Meeting of Shareholders Number 01 dated November 2, 2020, there was a change in nomenclature from being Director of Treasury, International Banking & Special Asset Management to Director of Treasury & International Banking.

PLACE AND DATE OF BIRTH/AGE

Born in Jakarta in 1965, 55 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

Bachelor/Engineer in Agricultural & Resource Economics from Institut Pertanian Bogor (1989).

CERTIFICATION

- Level 5 Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2019).
- Advanced Level Treasury Dealer Certification held by the Banking Professional Certification Institute (LSPP) (2019).
- Certified Professional Management Accountant held by The Indonesian Institute of Management Accountant (2019).
- Certification for Competency Assessors in Banking held by the National Professional Certification Agency (BNSP) (2020).

WORK EXPERIENCE

- Chief Inspector at NIKE Inc. Representative Office (1989-1991).
- Dealer Trainee at PT Bank Indonesia Import Export (1991-1992).
- Leadership Staff in PT Bank Indonesia's Import Export Fund Management Unit (1993-1997).
- Leadership Officer in the Grand Cayman Work Unit of PT Bank Indonesia Import Export (1997-1999).
- Group Head of Foreign Exchange in the Global Market & Sales Division at PT Bank Mandiri (Persero) Tbk. (1999-2000).
- Group Head of Foreign Exchange in the PT Bank Mandiri (Persero) Tbk. Global Market Division (2000-2001).
- Chief Dealer at Treasury Management Group PT Bank Mandiri (Persero) Tbk. (2001-2003).
- PT Bank Mandiri (Persero) Tbk. Treasury Trading Department Head (2003-2008).
- PT Bank Mandiri (Persero) Tbk. Debt & Capital Market Department Head (2008-2010).
- Official Treasury Group Head at PT Bank Mandiri (Persero) Tbk. (2010-2011).
- Commissioner at PT Mandiri Sekuritas (2010-2016).
- PT Bank Mandiri (Persero) Tbk. Treasury Group Head (2011-2016).
- Treasury & International Director at PT Bank Negara Indonesia (Persero) Tbk. (2016-March 21, 2018).
- PT Bank Mandiri (Persero) Tbk. Finance Director (March 21, 2018-2019).
- PT Bank Mandiri (Persero) Tbk. Director of Operations (2019- October 20, 2020).
- PT Bank Mandiri (Persero) Tbk. Director of Treasury & International Banking (October 21, 2020-present)

APPOINTMENT HISTORY

Appointed as a Director of Bank Mandiri for the first time based on the resolution of the Annual GMS on March 21 2018 in accordance with the Deed of the Minutes of the Annual General Meeting of Shareholders Number 57 dated March 21 2018.

EMPLOYMENT PERIOD

March 21, 2018 until closing Annual GMS 2023 (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

1,135,100 shares (0.0024324%).



Riduan

Director of Commercial Banking

PLACE AND DATE OF BIRTH/AGE

Born in Palembang in 1970,
50 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor in Accounting Economics from Sriwijaya University (1995).
- Master in Management from Sriwijaya University (2007).

CERTIFICATION

- Risk Management Certification Refreshment Program organized by BARa (2018).
- 5 Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2019).

WORK EXPERIENCE

- Internal Auditor (SPI) PT Bank Dagang Negara (Persero) (1996–1999).
- Internal Auditor at Bank Mandiri (1999–2001).
- Internal Control & Compliance Head in Region II / Palembang PT Bank Mandiri (Persero) Tbk. (2000-2003).
- Cash Outlet Manager (Senior Manager) at Regional Office II / Palembang of PT Bank Mandiri (Persero) Tbk. (January 2003 - December 2003).
- Head of Class 3 Branch (Senior Manager) at Regional Office II / Palembang PT Bank Mandiri (Persero) Tbk. (2004).
- Head of Class 2 Branch (Senior Manager) at Regional Office II / Palembang PT Bank Mandiri (Persero) Tbk. (2005).
- Assistant Vice President of PT Bank Mandiri (Persero) Tbk. Micro Banking District Center II / Palembang (2005–2006).
- Vice President of the Regional II/Palembang Commercial Banking Center PT Bank Mandiri (Persero) Tbk. (2007–2009).
- Group Head of PT Bank Mandiri (Persero) Tbk. Business Banking/SME (Senior Vice President) (2011– 2013).
- Commissioner of PT Mandiri AXA General Insurance (2012–2014).
- Director of Finance and Investment at PT Askes (Persero) and BPJS Kesehatan (2013–2016).
- Regional CEO II / Sumatra 2 PT Bank Mandiri (Persero) Tbk. (2016–2017).
- Commissioner of PT Mandiri Sekuritas (2018–2019).
- PT Bank Mandiri (Persero) Tbk. Middle Corporate Senior Executive Vice President (2017 – January 2019).
- PT Bank Mandiri (Persero) Tbk. Commercial Banking Director (January 2019-present).

APPOINTMENT HISTORY

Appointed as Director of Bank Mandiri for the first time based on the resolution of the Extraordinary GMS on January 7, 2019 in accordance with the Minutes of the Extraordinary GMS Number 3 dated January 7, 2019.

EMPLOYMENT PERIOD

January 7, 2019 until closing Annual GMS 2023 (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

935,400 shares (0.0020044%).



Aquarius Rudianto

Director of Network & Retail Banking

Based on the Deed of Decision of the Annual General Meeting of Shareholders Number 01 dated November 2, 2020, there was a change in nomenclature from being Director of Business & Network to Director of Network & Retail Banking.

PLACE AND DATE OF BIRTH/AGE

Born in Jakarta in 1967,
53 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

Bachelor in Social Science and Political Science from Padjajaran University (1990).

CERTIFICATION

Banking Risk Management Certification Level 5 held by the Banking Professional Certification Institute (LSPP) (2020).

WORK EXPERIENCE

- Head of Credit Division, Head of Export Import, Head of Cash, Head of Business Development for Certain Periods According to Internal Movements of Exim Bank Samarinda Branch, East Kalimantan at PT Bank Export Import (1991-1995).
- Head of Credit Division, Head of Cash for Certain Periods According to Internal Movements of Bank Exim, Cakranegara Branch, Mataram - NTB at PT Bank Export Import (1995-1999).
- Senior Officer, Corporate & Commercial Credit Division Surabaya at PT Bank Mandiri (Persero) Tbk. (1999-2000).
- Senior Officer Holders of authority for West Kalimantan Credit Decisions, Commercial Credit Division III at the Pontianak West Kalimantan Hub at PT Bank Mandiri (Persero) Tbk. (2000-2001).
- Professional Staff (Reorganization), Retail Credit Risk Approval Group Management VIII Surabaya at PT Bank Mandiri (Persero) Tbk. (2001-2003).
- Professional Staff Authority, Retail Credit Risk Management Group, Regional Risk management VIII Surabaya at PT Bank Mandiri (Persero) Tbk. (2003-2004).
- Assistant Regional Risk Manager, Commercial Credit Risk Management Group, Regional Risk Management VIII Denpasar - Bali at PT Bank Mandiri (Persero) Tbk. (2004-2006).
- Commercial Banking Manager Regional Commercial Sales 1 Group Banjarmasin - South Kalimantan at PT Bank Mandiri (Persero) Tbk. (2006-2009).
- Commercial Banking Manager, Regional Commercial Sales 1 Group, Commercial Banking Center Medan at PT Bank Mandiri (Persero) Tbk. (2009-2010).
- Group Head Regional Commercial Sales 1 Group at PT Bank Mandiri (Persero) Tbk. (2010-2014).
- Regional CEO, Regional 3 Jakarta Kota at PT Bank Mandiri (Persero) Tbk. (2015-2018).
- Senior Executive Vice President (SEVP) Operations at PT Bank Mandiri (Persero) Tbk. (2018-2019).
- Commissioner at Mandiri AXA General Insurance (29 March 2019-19 February 2020).
- Senior Executive Vice President for Business & Networks at PT Bank Mandiri (Persero) Tbk. (10 December 2019 - 19 February 2020).
- Commissioner at PT Bank Mandiri Syariah (12 February - 19 February 2020).
- Director of Network & Retail Banking at PT Bank Mandiri (Persero) Tbk. (19 February 2020 - present).

APPOINTMENT HISTORY

Appointed as a Director of Bank Mandiri for the first time based on the resolution of the Annual General Meeting of Shareholders on February 19, 2020 in accordance with the Minutes of the Annual General Meeting of Shareholders Number 56 dated February 19, 2020.

EMPLOYMENT PERIOD

February 19, 2020 until the close of the 2025 Annual GMS (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

280,500 shares (0.0006011%).



Toni E. B. Subari

Director of Operation

PLACE AND DATE OF BIRTH/AGE

Born in Magetan in 1964,
56 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

Bachelor in Agricultural
Industrial Technology from Bogor
Agricultural Institute (1988).

CERTIFICATION

Level 5 Risk Management Certification held by the Banking Professional Certification Institute (LSPPI) (2019).

WORK EXPERIENCE

- Non Pjb. Regional Affairs II (Uwl II) at PT Bank Mandiri (Persero) Tbk. (1989-1990).
- Non Pjb. Regional Affairs II (Uwl II) Credit Team 4 (Textile / Clothing) (Upp II) at PT Bank Mandiri (Persero) Tbk. (February 1990-May 1990).
- WDS Tarakan Project Financing Team (TRK) at PT Bank Mandiri (Persero) Tbk. (1990-1993).
- WPT. KTM.MDY Banda Aceh Project Financing Team (BDA) at PT Bank Mandiri (Persero) Tbk. (1993-1996).
- Head of Medan Middle Branch Team Credit Financing Team (MDN) at PT Bank Mandiri (Persero) Tbk. (1996-1999).
- Senior Officer Cru: Loan Workout II at PT Bank Mandiri (Persero) Tbk. (1999-2000).
- Manager Cru: Loan Workout III Group 1 at PT Bank Mandiri (Persero) Tbk. (May 2000-October 2000).
- Senior Officer Cru: Loan Workout I Group III at PT Bank Mandiri (Persero) Tbk. (2000-2001).
- Credit Recovery Officer Credit Recovery for Corporate Governance and Capital Market Recovery at PT Bank Mandiri (Persero) Tbk. (2001-2003).
- Senior Recovery Manager for Corporate Credit Recovery C at PT Bank Mandiri (Persero) Tbk. (2003-2005).
- Senior Recovery Manager Credit Recovery 2 Loan Workout I at PT Bank Mandiri (Persero) Tbk. (September 2005-December 2005).
- Senior Recovery Manager Board of Commissioners Loan Workout I at PT Bank Mandiri (Persero) Tbk. (2006-2007).
- Client Service Team Manager Board of Commissioners CST 3 PHS, CARGILL, LONSUM at PT Bank Mandiri (Persero) Tbk. (2008-2009).
- Corporate Banking Manager Medan Board of Commissioners Corporate Banking Medan at PT Bank Mandiri (Persero) Tbk. (2009-2011)
- Executive Business Officer - Category B Board of Commissioners PKMK Commercial & Business Banking at PT Bank Mandiri (Persero) Tbk. (February 2011-August 2013).
- PJ Group Head Business Banking III Group Board of Commissioners Business Banking III Group at PT Bank Mandiri (Persero) Tbk. (September 2013-December 2013).
- PJ Group Head Business Banking I Group Board of Commissioners Business Banking I Group at PT Bank Mandiri (Persero) Tbk. (2013-2014).
- Group Head Business Banking I Board of Commissioners Business Banking I Group at PT Bank Mandiri (Persero) Tbk. (2014-2015).
- PJ Regional CEO 1 / Sumatera 1 Regional I Medan at PT Bank Mandiri (Persero) Tbk. (January 2015- June 2015).
- Regional CEO 1 / Sumatera 1 Regional I Medan at PT Bank Mandiri (Persero) Tbk. (2015-2016).
- SEVP Special Asset Management at PT Bank Mandiri (Persero) Tbk. (2016-2017).
- President Director at Bank Mandiri Syariah (2017-2020).
- Director of Operations at PT Bank Mandiri (Persero) Tbk. (October 21, 2020-present).

APPOINTMENT HISTORY

Appointed as Director of Bank Mandiri for the first time at the Extraordinary GMS on October 21, 2020 based on the Deed of Decision of the Annual General Meeting of Shareholders No. 16 dated October 21, 2020.

EMPLOYMENT PERIOD

October 21, 2020 until the close of the 2025 Annual GMS (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

58,500 shares (0.0001254%).



Susana Indah K. Indriati

Director of Corporate Banking

PLACE AND DATE OF BIRTH/AGE

Born in Semarang in 1965,
55 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

Bachelor of Economics in
Management from Diponegoro
University (1990).

CERTIFICATION

Level 5 Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2020).

WORK EXPERIENCE

- Executive Officers, Corporation II at PT Bank Mandiri (Persero) Tbk. (1995-1999)
- Officer Crew: Loan Workout I Group I at PT Bank Mandiri (Persero) Tbk. (1999-2000).
- Officer Crew: Loan Workout I Group 3 at PT Bank Mandiri (Persero) Tbk. (May 2000-October 2000).
- Officer Crew: Loan Workout I Group II at PT Bank Mandiri (Persero) Tbk. (November 2000-June 2001).
- Officer Corporate Banking at PT Bank Mandiri (Persero) Tbk. (June 2001-August 2001).
- Credit Analyst for Corporate Relationship Management at PT Bank Mandiri (Persero) Tbk. (2001-2003).
- Credit Analyst Corporate Relationship I at PT Bank Mandiri (Persero) Tbk. (2003-2004).
- Relationship Manager VIII Relationship VIII at PT Bank Mandiri (Persero) Tbk. (2005-2007)
- Senior Account Manager Department II at PT Bank Mandiri (Persero) Tbk. (2007-2010).
- Department Head of Multinational Company at PT Bank Mandiri (Persero) Tbk. (2010-2015).
- Department Head of the Media & Technology Sector at PT Bank Mandiri (Persero) Tbk. (2015-2016).
- Department Head of Sector Commodities Trading 1 at PT Bank Mandiri (Persero) Tbk. (January 2016-April 2016).
- Executive Business Officer - B Corporate Banking at PT Bank Mandiri (Persero) Tbk. (2016-2017).
- Group Head of Corporate Banking 5 at PT Bank Mandiri (Persero) Tbk. (2017-2020).
- Senior Executive Vice President of Commercial Banking at PT Bank Mandiri (Persero) Tbk. (February 2020-September 2020).
- Senior Executive Vice President Wholesale Risk, Risk Management - Wholesale Risk at PT Bank Mandiri (Persero) Tbk. (September 8 - October 20, 2020).
- Director of Corporate Banking at PT Bank Mandiri (Persero) Tbk. (October 21, 2020 - present).

APPOINTMENT HISTORY

Appointed as a Director of Bank Mandiri for the first time based on the resolution of the Extraordinary GMS on 21 October 2020 in accordance with the Minutes of the Extraordinary GMS Number 16 dated 21 October 2020.

EMPLOYMENT PERIOD

21 October 2020 until the close of the 2025 Annual GMS (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

118,400 shares (0.0002537%).



Rohan Hafas

Director of Institutional Relations

PLACE AND DATE OF BIRTH/AGE

Born in Jakarta in 1961,
59 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

Bachelor of Economics from the
University of Indonesia (1987).

CERTIFICATION

- PRISM Brain Mapping Certification (PRISM Practitioner) held by PRISM (2017).
- Level 4 Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2020).
- Level 5 Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2020).

WORK EXPERIENCE

- Assistant Manager - Junior Account Officer at PT Bank Susila Bakti (1987-1988).
- Manager - SME Account Officer at PT Bank Susila Bakti (1988-1990).
- Senior Manager - Marketing Head at PT Bank Susila Bakti (1990-1991).
- Senior Manager - Marketing Head at PT Bank Subentra (1991-1992).
- Senior Manager - Branch Manager at PT Bank Subentra (1992-1993).
- Assistant Vice President - Branch Manager at PT Bank Subentra (1993-1997).
- Vice President - Main Branch Manager at PT Bank Subentra (1997-1998).
- Senior Manager - Senior Officer of Asset Management Credit at the Indonesian Banking Restructuring Agency (1998-2000).
- Senior Manager - Team Leader Asset Management Credit Unit in the Indonesian Banking Restructuring Agency (2001-2002).
- Senior Manager - Team Leader Communication Division at the Indonesian Banking Restructuring Agency (2002-2002).
- Vice President Assistant - Group Head Communication Division at the Indonesian Banking Restructuring Agency (2002-2003).
- Vice President at the Indonesian Banking Restructuring Agency (2003-2004).
- Advisor at PT Marga Permata Bumi Property (2004-2005).
- President Director at PT Deo Gratia Communication (2004-2008).
- Commissioner Further at PT Bank Perkreditan Rakyat Tridharma (2009-2010).
- Operational Director at PT Daria Dharma (2005-2010).
- Corporate Secretary Division Head at PT Bank Mutiara (2010-2014).
- Group Head Corporate Secretary Group at PT Bank Mandiri (Persero) Tbk. (2014-20 February 2020).
- Senior Executive Vice President of Corporate Relations at PT Bank Mandiri (Persero) Tbk. (20 February 2020-20 October 2020).
- Director of Institutional Relations at PT Bank Mandiri (Persero) Tbk. (21 October 2020-present).
- Chairman of the BUMN Public Relations Forum for the period 2019-2021.

APPOINTMENT HISTORY

Appointed as Director of Bank Mandiri for the first time at the Extraordinary GMS on October 21, 2020 based on the Deed of Decision of the Annual General Meeting of Shareholders No. 16 dated October 21, 2020.

EMPLOYMENT PERIOD

21 October 2020 until the close of the 2025 Annual GMS (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

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Sigit Prastowo

Director of Finance and Strategies

PLACE AND DATE OF BIRTH/AGE

Born in Cilacap in 1971,
49 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor degree in Geography / Regional Planning from Gadjah Mada University (1995).
- Master of Management from Gadjah Mada University (1992).

CERTIFICATION

- Advance Level Treasury Dealer Certification held by LSPP & BNSP (2019).
- Level 5 (Five) Risk Management Certification - Cyber Security Awareness In Industry 4.0 held by LSPP (2019)
- Banking Risk Management Refreshment Program from the Indonesian Bankers Association - Banking Competency Center (IBI-BCC) (2020).

WORK EXPERIENCE

- Credit Analyst and Corporate Credit Marketing Analyst Communication and Secretarial Division at PT Bank Negara Indonesia (Persero) Tbk (1998-2003).
- Personal Assistant to the Deputy President Director of the Communication and Secretariat Division at PT Bank Negara Indonesia (Persero) Tbk. (2003-2005).
- Leader of the Performance Analysis Group of the Financial Control Division at PT Bank Negara Indonesia (Persero) Tbk (2005-2009).
- Deputy Head of the Financial Control Division at PT Bank Negara Indonesia (Persero) Tbk. (2009-2012).
- President Commissioner of PT Inter Motor Sport (2010-2015).
- Division Leader (Senior Vice President) of Budgeting and Financial Control Division at PT Bank Negara Indonesia (Persero) Tbk (2012-2015).
- Director of Finance at PT Bank DKI (2015-2018).
- PLT President Director at PT Bank DKI (2018-2019).
- Director of Finance at PT Bank DKI (July 2019-February 2020).
- Director of Finance at PT Bank Negara Indonesia (Persero) Tbk. (February 2020-September 2020).
- Director of Finance & Strategy at PT Bank Mandiri (Persero) Tbk. (21 October 2020-present)

APPOINTMENT HISTORY

Appointed as a Director of Bank Mandiri for the first time based on the resolution of the Extraordinary GMS on 21 October 2020 in accordance with the Minutes of the Extraordinary GMS Number 16 dated 21 October 2020.

EMPLOYMENT PERIOD

21 October 2020 until the close of the 2025 Annual GMS (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

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Donsuwan Simatupang

Director of Institutional Relations
(Retired from October 21, 2020)

PLACE AND DATE OF BIRTH/AGE

Born in Medan in 1961,
59 years old as of December 2020.



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor in Corporate Economics from Universitas Parahyangan (1985).
- The Master of Business Administration (MBA) in the field of Investment Banking from Virginia Polytechnic Institute and State University, Blacksburg, Virginia, US (Virginia Tech) (1993).

CERTIFICATION

- Level 5 Risk Management Certification held by the Banking Professional Certification Institute (LSPP) (2015).
- The Risk Management Certification Refreshment Program held by the Center for Risk Management Studies / CRMS (2017).

WORK EXPERIENCE

- Students of Ur. Education at PT Bank Rakyat Indonesia (Persero) Tbk. (1986-1989).
- Staff II Ur. Credit Administration at PT Bank Rakyat Indonesia (Persero) Tbk. (1989-1991).
- Staff II Ur. Training at PT Bank Rakyat Indonesia (Persero) Tbk. (1991-1992).
- Asmen Ur. Training at PT Bank Rakyat Indonesia (Persero) Tbk. (1993).
- Assistant Manager of Industrial Section at PT Bank Rakyat Indonesia (Persero) Tbk. (1993-1995).
- Associate Staff 1 Industrial Section at PT Bank Rakyat Indonesia (Persero) Tbk. (1995-1996).
- Branch Manager of the Argamakmur Branch Office, Palembang Regional Office at PT Bank Rakyat Indonesia (Persero) Tbk. (1996-1998).
- Head of Manado Branch Office, Manado Regional Office at PT Bank Rakyat Indonesia (Persero) Tbk. (1999-2001).
- Head of Jakarta Kramat Branch Office Branch, Jakarta Regional Office at PT Bank Rakyat Indonesia (Persero) Tbk. (2001-2003).
- Branch Manager Jakarta Jatinegara Branch Office, Jakarta Regional Office at PT Bank Rakyat Indonesia (Persero) Tbk. (2004-2005).
- Deputy Leader of the Makassar Region at PT Bank Rakyat Indonesia (Persero) Tbk. (2005-2007).
- Pj. Head of the Retail Credit Division at PT Bank Rakyat Indonesia (Persero) Tbk. (2007-2008).
- Head of the Retail Credit Division at PT Bank Rakyat Indonesia (Persero) Tbk. (2008-2010).
- Medan Region Leader at PT Bank Rakyat Indonesia (Persero) Tbk. (2010-2012).
- Surabaya Regional Leader at PT Bank Rakyat Indonesia (Persero) Tbk. (2012-2013).
- Head of General Business Division at PT Bank Rakyat Indonesia (Persero) Tbk. (2013-2015).
- Commercial Director at PT Bank Rakyat Indonesia (Persero) Tbk. (2015-2017).
- Director of Micro, Small & Medium Enterprises at PT Bank Rakyat Indonesia (Persero) Tbk. (2017).
- Director of Risk Management at PT Bank Rakyat Indonesia (Persero) Tbk. (2017-March 21, 2018).
- PT Bank Mandiri (Persero) Tbk. Retail Banking Director (March 21, 2018-2019).
- Director of Institutional Relations at PT Bank Mandiri (Persero) Tbk. (2019-2020).

APPOINTMENT HISTORY

Appointed as a Director of Bank Mandiri for the first time based on the resolution of the Annual GMS on March 21 2018 in accordance with the Deed of the Minutes of the Annual GMS No. 57 dated 21 March 2018.

EMPLOYMENT PERIOD

March 21, 2018 to October 21, 2020 (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

345,100 shares (0.0007395%).



Silvano Winston Rumantir

Director of Finance and Strategies
(Retired from September 2, 2020)

PLACE AND DATE OF BIRTH/AGE

Born in Soroako in 1978,
42 years old as of December 2020



DOMICILE

Jakarta.



NATIONALITY

Indonesian



EDUCATION BACKGROUND

- Bachelor of Arts from University of Oregon, USA (1999)
- Master of Finance from RMIT University, Melbourne, Australia (2001)

CERTIFICATION

- Risk Management Level 5 (2020)
- Vice Underwriter Representative (2019)

WORK EXPERIENCE

- Director of Corporate Finance at Deutsche Bank Singapore (2015-2016)
- President Director at PT Mandiri Sekuritas (2016-2019)
- SEVP for Corporate Banking at PT Bank Mandiri (Persero) Tbk. (2019)
- Director of Finance & Strategy at PT Bank Mandiri (Persero) Tbk. (2019-2020).

APPOINTMENT HISTORY

Appointed as a Director of Bank Mandiri for the first time based on the resolution of the Extraordinary GMS on 9 December 2019 in accordance with the Deed of the Minutes of the Extraordinary GMS No. 5 December 9, 2019

EMPLOYMENT PERIOD

December 9, 2019 to September 2, 2020 (First Period).

CONCURRENT POSITION

No concurrent positions in other companies or institutions.

AFFILIATIONS

No affiliations with any members of the Board of Directors, Board of Commissioners, nor controlling or principal shareholders.

SHAREHOLDING OF BMRI SHARES

47.600 shares (0,0001020%)



Profile of Executive Officers

Senior Executive Vice President



Mustaslimah

Senior Executive Vice President/SEVP
Internal Audit



DOMICILE

Depok.



NATIONALITY

Indonesian

PLACE AND DATE OF BIRTH/AGE

Born in Temanggung District, Central Java in 1965, 55 years old per December 2020.

EDUCATION BACKGROUND

Bachelor degree in Agroindustrial Technology from Bogor Agricultural University in 1988.

WORK EXPERIENCE

She joined Bank Mandiri in 1999 as Senior Officer Support Function and prior to her current position, she served as Group Head of Human Capital and Service since 2014.

EMPLOYMENT PERIOD

Since 2015 she has held the position as Senior Executive Vice President/SEVP Internal Audit pursuant to Decree of the Board of Directors No. KEP.DIR/095/2015 dated March 26, 2015.

SHAREHOLDING OF BMRI SHARES

394,000 shares (0.0008443%).



Toto Prasetyo

Senior Executive Vice President/SEVP
Teknologi & Informasi



DOMICILE

Depok.



NATIONALITY

Indonesian

PLACE AND DATE OF BIRTH/AGE

Born in Jakarta in 1966, 54 years old as of December 2020.

EDUCATION BACKGROUND

Bachelor's and Master's degree in Mechanical Engineering from University of Stuttgart, Germany in 1992.

WORK EXPERIENCE

Joined Bank Mandiri in 2017 as Group Head of IT Application Support.

EMPLOYMENT PERIOD

Appointed as SEVP of Information & Technology based on the Board of Directors Decree No. KEP. DIR/054/2019 dated 4 September 2019.

SHAREHOLDING OF BMRI SHARES

67,400 shares (0.0001445%).



Arief Ariyana

Senior Executive Vice President/SEVP
Corporate Banking



DOMICILE

Jakarta.



NATIONALITY

Indonesian

PLACE AND DATE OF BIRTH/AGE

Born in Denpasar in 1966, 54 years old as of December 2020.

EDUCATION BACKGROUND

Obtained a Bachelor's degree in Business Management Science from the State University of New York in 1990.

WORK EXPERIENCE

Joined Bank Mandiri in 2018 as General Manager and Country Head Singapore Branch.

EMPLOYMENT PERIOD

Served as SEVP Corporate Banking based on the Decree of the Board of Directors No KEP.DIR / 116/2020 dated 9 September 2020.

SHAREHOLDING OF BMRI SHARES

-



Danis Subyantoro

Pj. Senior Executive Vice President/SEVP
Wholesale Risk



DOMICILE

Jakarta.



NATIONALITY

Indonesian

PLACE AND DATE OF BIRTH/AGE

Born in Sragen in 1968, 52 years old as of December 2020.

EDUCATION BACKGROUND

Obtained a Bachelor's degree in Agriculture from Gadjah Mada University in 1993.

WORK EXPERIENCE

Joined Bank Mandiri in 2003 as PS Middle Market Credit Risk Officer Regional Risk Management X Makassar.

EMPLOYMENT PERIOD

Serves as Pj. SEVP Wholesale Risk based on Directors Decree No. KEP.DIR /132/2020 dated November 6, 2020.

SHAREHOLDING OF BMRI SHARES

47,400 shares (0.0001016%).



Totok Priyambodo

Pj. Senior Executive Vice President/SEVP
Commercial Banking



DOMICILE

Bandung.



NATIONALITY

Indonesian

PLACE AND DATE OF BIRTH/AGE

Born in Surabaya in 1974, 46 years old as of December 2020.

EDUCATION BACKGROUND

Obtained a Bachelor's degree in Civil Engineering from the Bandung Institute of Technology in 1997.

WORK EXPERIENCE

Joined Bank Mandiri in 2004 as SRM: PS-Credit Analyst Middle Commercial - Commercial Banking Center Bandung.

EMPLOYMENT PERIOD

Served as Pj. SEVP Banking based on the Decree of the Board of Directors No. KEP.DIR/135/2020 dated November 9, 2020.

SHAREHOLDING OF BMRI SHARES

-



Josephus Koernianto Triprakoso

Pj. Senior Executive Vice President/SEVP
Micro & Consumer Finance



DOMICILE

Jakarta.



NATIONALITY

Indonesian

PLACE AND DATE OF BIRTH/AGE

Born in Jakarta in 1967, aged 53 as of December 2020.

EDUCATION BACKGROUND

Obtained a Bachelor's degree in Economics from Sebelas Maret University in 1991 and a Masters degree in Accounting Management from the Persada Indonesia University YAI in 2001.

WORK EXPERIENCE

Joined Bank Mandiri in 2009 as Deputy Regional Manager.

EMPLOYMENT PERIOD

Served as Senior Executive Pj. SEVP Micro & Consumer Finance based on the Decree of the Board of Directors No. KEP.DIR/134/2020 dated November 9, 2020.

SHAREHOLDING OF BMRI SHARES

-



J.F. Hasudungan

Pj. Senior Executive Vice President/SEVP
Spesial Asset Management*



DOMICILE

Jakarta.



NATIONALITY

Indonesian

PLACE AND DATE OF BIRTH/AGE

Born in Medan in 1965, aged 55 as of December 2020.

EDUCATION BACKGROUND

Obtained a Bachelor's Degree in Accounting Economics from HKBP Nomensen University in 1989 and a Masters Degree in Financial Management from the University of North Sumatra in 2005.

WORK EXPERIENCE

Joined Bank Mandiri in 1991 as a leadership officer and prior to his current position, he served as Group Head of SAM 2 since September 2017.

EMPLOYMENT PERIOD

Served as Pj. SEVP Special Asset Management based on Directors Decree No. KEP.DIR / 145/2020 dated December 30, 2020.

SHAREHOLDING OF BMRI SHARES

98,400 shares (0.0002109%).

*Effective January 1, 2021.

Group Head and/or Similiar Positions

Work Unit	Head of Work Unit
Under the Supervision of the President Director	
Region I/Sumatera 1	Wono Budi Tjahyono
Region II/Sumatera 2	Lourentius Aris Budiyanto
Region III/Jakarta 1	Teuku Ali Usman
Region IV/Jakarta 2	-
Region V/Jakarta 3	Anton Zulkarnain
Region VI/Jawa 1	Sulaeman
Region VII/Jawa 2	Dessy Wahyuni
Region VIII/Jawa 3	I Gede Raka Arimbawa
Region IX/Kalimantan	Trilaksito Singgih Hudanendra
Region X/Sulawesi & Maluku	Angga Erlangga Hanafie
Region XI/Bali & Nusa Tenggara	Herinaldi
Region XII/Papua	Hendra Wahyudi
Chief Transformation office	
BPM COE	Minette Rivelina
Business Transformation	Aloysius Johannes
Corporate Development	Muhamad Sudrajat
Decision Engine COE	Williem Rudy
Head of Project 1	Paulus Adinata Widia
Strategic Investment & Subsidiaries Management Group	Fauziah Anna
Internal Audit	
IT Audit Group	Rasyid Darajat
Retail Audit Group	R. Erwan Djoko



Work Unit	Head of Work Unit
Senior Investigator	Retno Dwi Lestari
Wholesale & Corporate Center Audit Group	Lisbeth Juniar
Special Asset Management	
Legal Group	Dedy Teguh Krisnawan
Special Asset Management (Executive Business Officer – B)	Nur Susilo Wibowo
Special Asset Management (Executive Business Officer – B)	Ruslina S.S.H. Butarbutar
Special Asset Management (Executive Legal Litigation)	Eman Suherman
Special Asset Management I Group	Yudi Rizkyardie
Special Asset Management II Group	J.F. Hasudungan*
Special Asset Management III Group	Taufik Hidayat
Corporate Banking	
Corporate Banking 1 Group	M. Rizaldi
Corporate Banking 2 Group	Yusak Labanta Sudena Silalahi
Corporate Banking 3 Group	Helmy Afrisa Nugroho
Corporate Banking 5 Group	Midian Samosir
Corporate Banking 6 Group	Budi Purwanto
Corporate Solution	Farida Thamrin
Executive Relationship Officer	Jacob Johanis Maitimu
SR OPS Risk Wholesale Banking	Mindha Erdismina
Commercial Banking	
Commercial Banking 1 Group	Adi Pranantias
Commercial Banking 2 Group	Frans Gunawan L.
Commercial Banking 3 Group	Zaidan Novari
Commercial Banking 4 Group	Nita Prihutamingrum
Commercial Banking 5 Group	Andry Wicaksono
Commercial Banking 6 Group	Freddy Iwan S. Tambunan
Commercial Solution Group	M. Wisnu Trihanggodo
Commercial Banking	Saptari
Commercial Banking	Zainal Alam Dalimunthe
Institutional Relations	
Corporate Real Estate Group	Koga Husin
Corporate Secretary Group	Rudi As' Aturridha
Government Institutional 1 Group	Dadang Ramadhan P.
Government Institutional 2 Group	Teddy Yunirman Danas
Government Project 1	Nila Mayta Dwi Rihandjani
Government Project 2-3	Sugiharto
Government Solution Group	Diana Hady
Executive Relationship Officer (ERO)	R. Putut Putranto S
Treasury & International Banking	
International Banking & Financial Institutions Group	Elisabeth R.T. Siahaan
Office of Chief Economist	Andry Asmoro

* Served as SEVP Special Asset Management based on Directors Decree No. KEP.DIR / 145/2020 dated December 30, 2020 and will be effective on January 1, 2021.



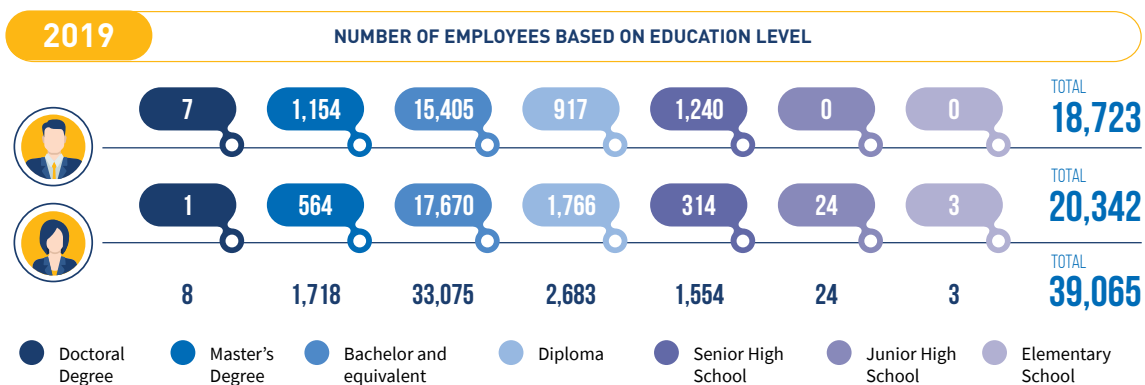
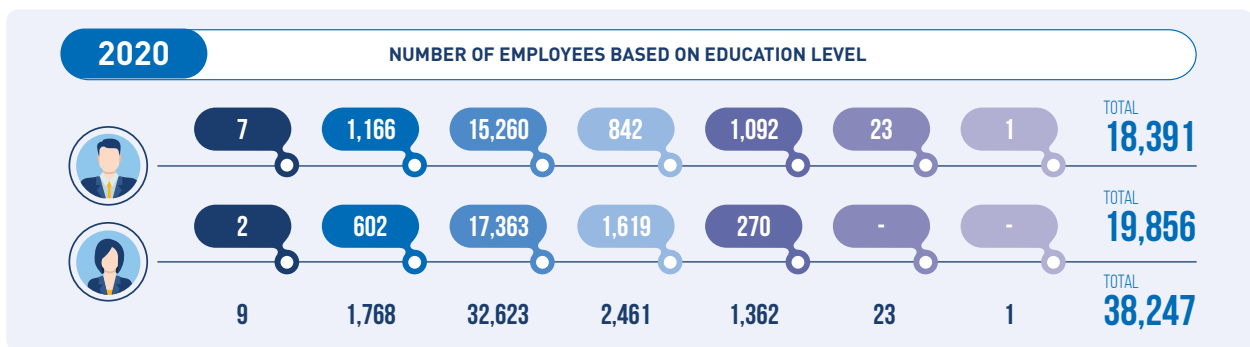
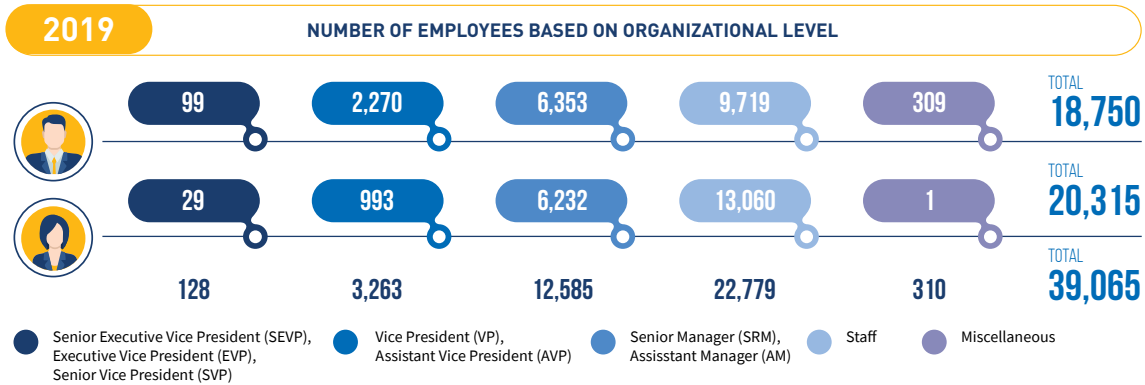
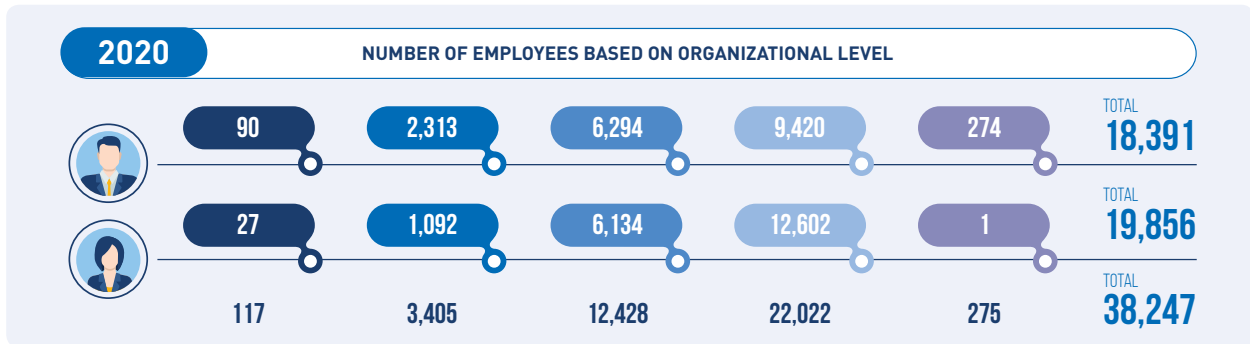
Work Unit	Head of Work Unit
Strategic Procurement Group	Danang Kuantana Cahya Kusuma
Transaction Banking Wholesale Group	Tri Nugroho
Treasury Group	Ari Rizaldi
Manajemen Risiko	
Commercial Risk 1 Group	Grandhis Helmi H.
Commercial Risk 2 Group	Eny Kurniasih M. Mukarromah
Consumer Credit Risk & Analytics Group	Reza Adriansyah
Corporate Risk Group	Sam Malee
Credit Control & Supervision Group	Aried Riadi Bakri
Credit Portfolio Risk Group	Alfanendya Safudi
Executive Credit Off - A	Eko Virgianto
Executive Credit Off - B	Maria Nuringati
Executive Credit Off - A	Nur Hidayat Udin
Executive Credit Off - B	Sumanggam T.P. Simanjuntak
Executive Credit Off - B	Iswandi
Executive Credit Off - B	Tjahjadi Harlianto
Executive Credit Off - B	Deru Widyarto
Executive Credit Off - B	Masyuda Derita
Executive Credit Off - B	Wildan Sanjoyo
Executive Credit Off - A	Budi Kurniawan
Market Risk Group	Bily Arkan
Policy & Procedure Group	Diyantini Soesilowati
Retail Collection & Recovery Group	Jugie Sugiarto
Retail Product Delivery&Fraud Risk Group	Upik Trisda Leawati
SME & Micro Risk Group	Muhamad Gumilang M
Wholesale Risk Solution	Dyota Mahoedara
Operation	
Business Continuity Management	Ahmad Taufik
Cash & Trade Operations Group	Satria
Customer Care Group	Asih Samihadi
Electronic Channel Operations Group	Siti Sekarwati
Retail Credit CTR Group	Prasetyo Mahanani
Retail Credit Operations Group	Harsono Rudi Firnadi
Wholesale Credit Operations Group	Abdul Hakim Amir
Information Technology	
CISO Office Group	Saladin Dharmanugraha
Digital Banking Delivery Group	Victor Erico Korompis
Digital Banking Product Group	Sunarto
IT Application Support Group	Daniel Setiawan Subianto
IT Infrastructure Group	Susila Hardiyantono
IT Strategy & Architecture Group	Antonius Kunta Widyatmaka
SR OPS Risk Information Technology	Deni Hendra Permana

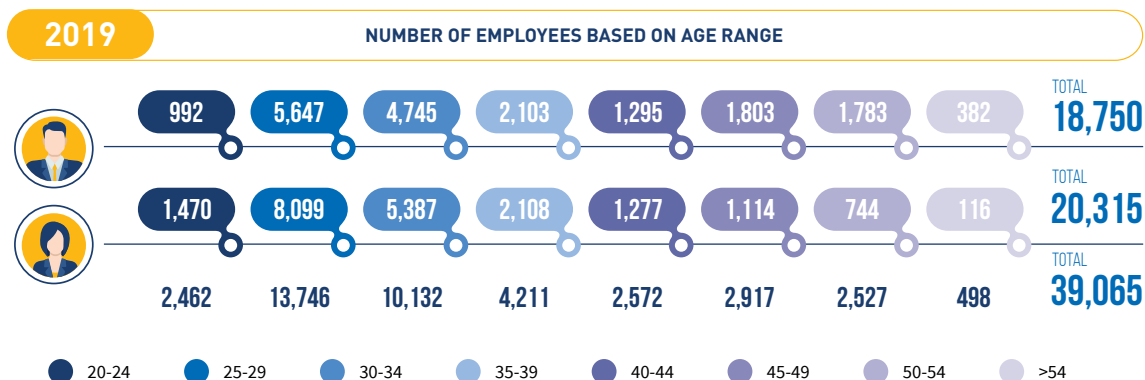
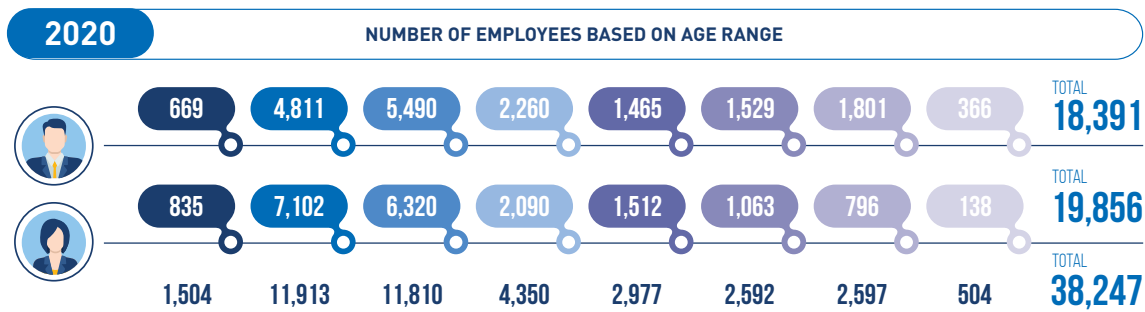
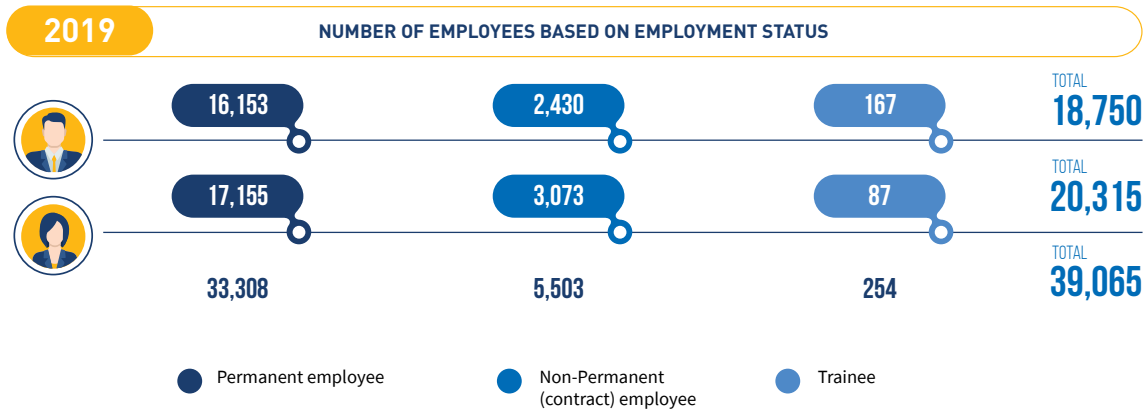
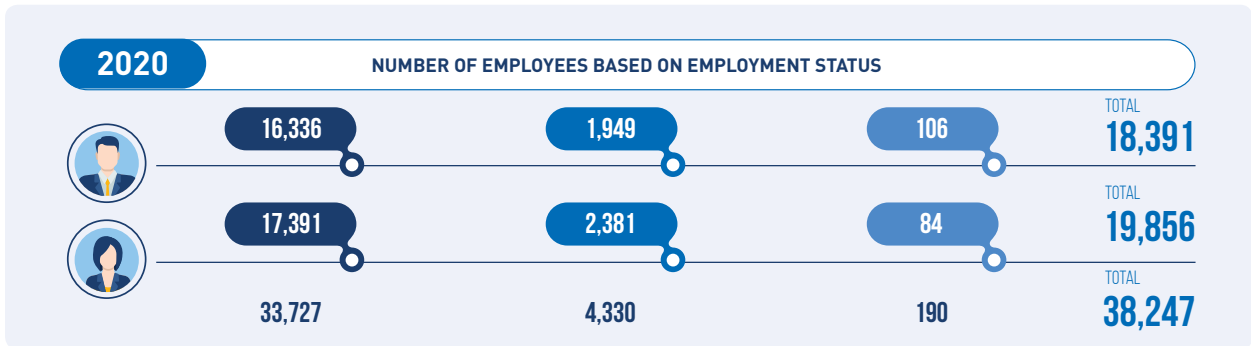


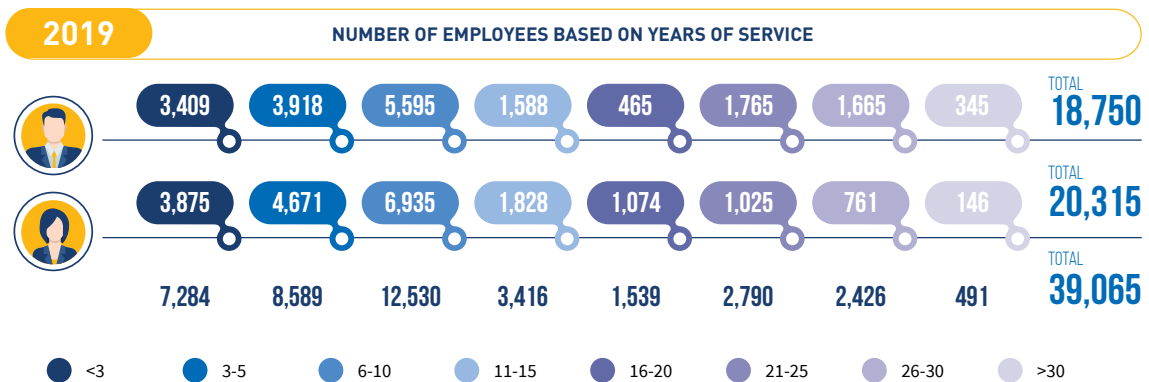
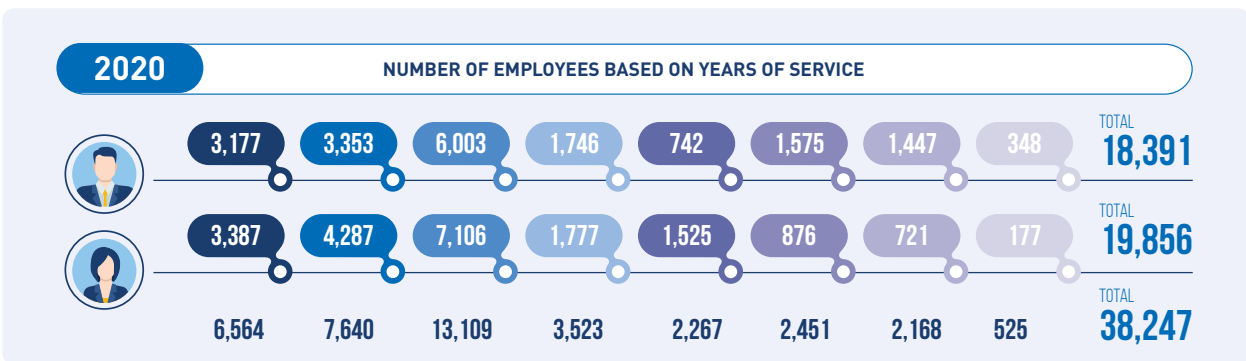
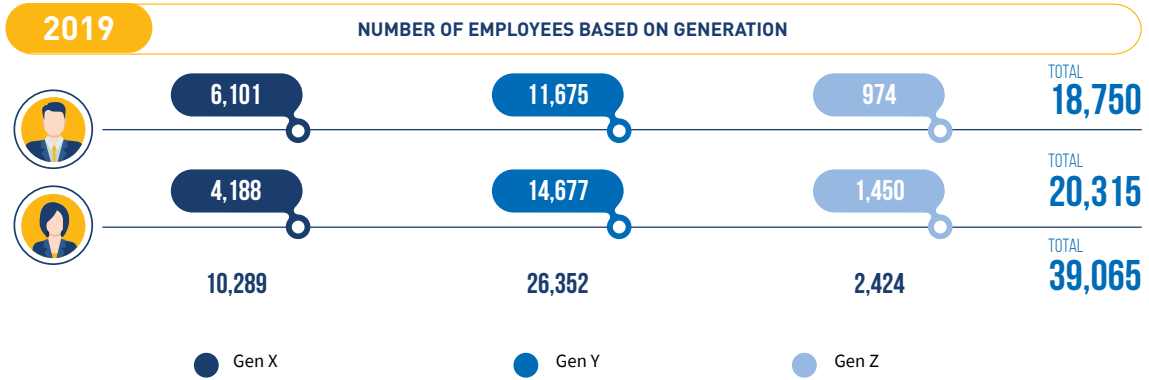
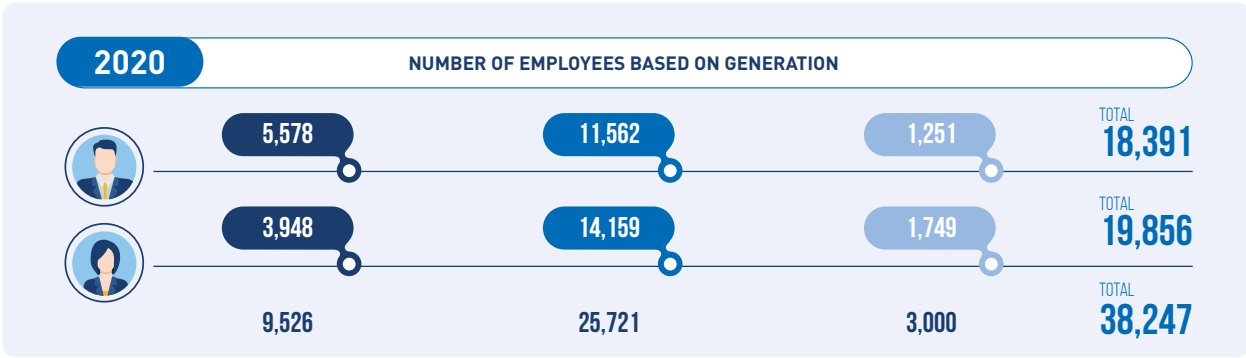
Work Unit	Head of Work Unit
Compliance & HR	
Compliance & AML - CFT Group	Juliser Sigalingging
HC Engagement & Outsource Management Group	Harjito Hasto Prasajo
HC Performance & Remuneration Group	Emmy Nurhayati
HC Strategy & Talent Mgmt Group	Steven Augustino Yudiyanto
Human Capital Services Group	Putu Dewi Prasthiani
Office Of The Board	Nur Eko Pujiastuti H
SR HCBP Distribution & Retail Banking	Hendro Subekti
SR HCBP Wholesale Banking	Rasbianto Hidajat
Finance and Strategies	
Accounting Group	Ronald Samuel Simorangkir
Enterprise Data Management Group	Billie Setiawan
Investor Relations Group	Yohan Setio
SORH Corporate Center	Mardiana
Strategy & Performance Management Group	Thontowy Jauhari
Network & Retail Banking	
Consumer Loans Group	Ignatius Susatyo Wijoyo
Credit Cards Group	Lila Noya
Distribution Strategy Group	Agus Haryoto Widodo
Micro Development & Agent Banking Group	Ashraf Farahnaz
Micro Personal Loan Group	Nurkholis Wahyudi
Retail Deposit Prod & Solution Group	Evi Dempowati
SME Banking Group	Alexander Diplo P.J.S.
SORH Distribution & Consumer	Tina Setiawati Sentoso
Transaction Banking Retail Sales Group	Thomas Wahyudi
Wealth Management Group	Elina Wirjakusuma

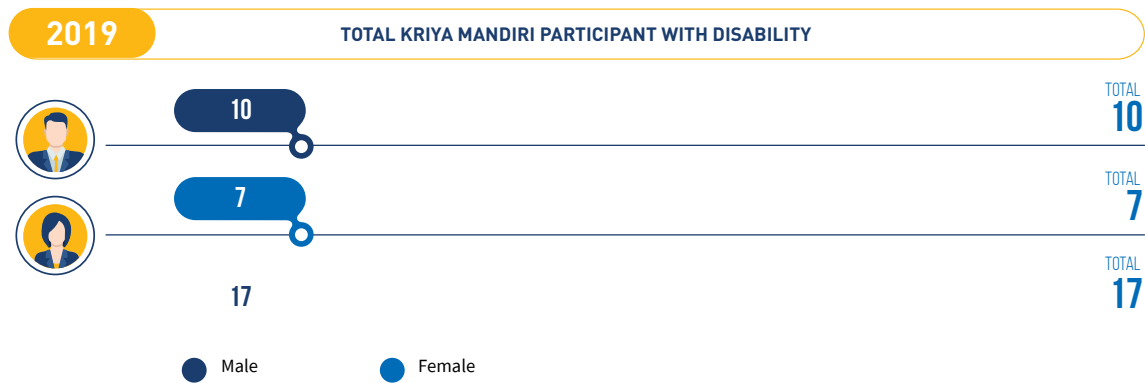
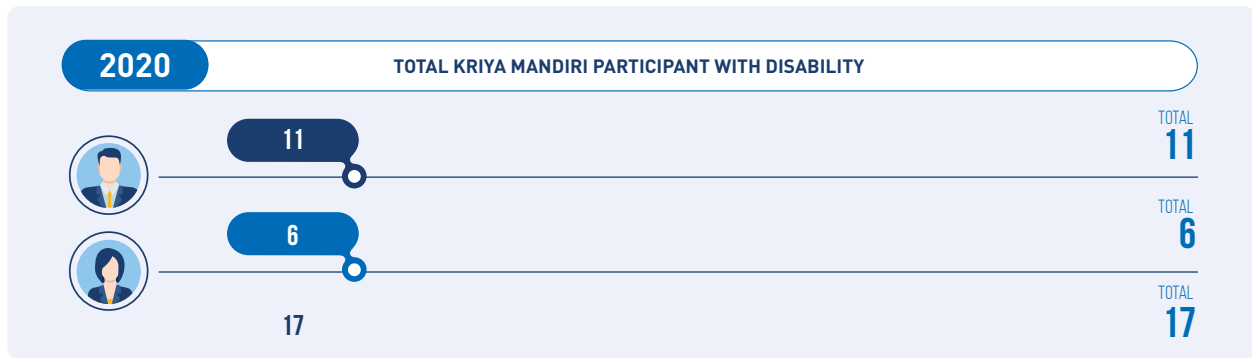


Profile of Employee Competencies and Development









Competence Development for Employees

Policy

Talent development was a crucial agenda for any organization to be able to face the increasingly unique and complex challenges in the VUCA era, so that the development of superior human resources (HR) was also a priority for the Indonesian government. Excellent human resources were the result of a continuous talent development process. This was answered by Bank Mandiri through Mandiri University with a new operating model that referred to the "Learning Value Chain", which was a learning chain that started from analyzing business needs and employee competencies to measuring the impact of learning solutions on business achievement.

The learning concept that was carried out began with the understanding that an employee's performance improvement would occur if the learning process was carried out continuously and provided when employees needed it in the workplace, in accordance with the dynamics and level of work difficulties faced by the employee. Currently the learning program implemented became the concept of learning that occurred in classrooms and beyond classrooms supported by macro learning materials (comprehensive and structured material) and micro / bite size learning materials (specific learning materials with short duration).

In an effort to create a continuous learning process - Learning In The Flow of Work - the principle of learning beyond classroom was supported by various formal, social, and informal learning solutions where each employee touch point learning journey is supported by an integrated digital ecosystem. This learning concept was called as the 60: 20: 10: 10 learning concept with an explanation of 60% informal learning (on the job training, job rotation), 20% social learning (coaching, mentoring), 10% offline learning (classroom) and 10 % online learning (e-learning).

Bank Mandiri carried out the process of converting learning solutions that only occurred in classrooms (classroom-based) into a learning solution divided into multiple and continuous delivery formats. Macro and micro learning content were designed to be distributed in formal, social, and informal learning forms.



Competence Development Program

Every job position required unique competencies to help employees contribute optimally in each job family. The core competencies in each job family were compiled in a comprehensive manner in the form of guidelines for the development of capabilities that support employee careers known as the Capability Model. Bank Mandiri equipped every employee with technical, digital and leadership capability to be able to increase agility towards challenges, carried out cultural values and had a common goal of building the nation.

The competency development programs implemented by Mandiri University in 2020 were as follows:

1. Leadership Development Program,

The development of leadership potential through a tiered Leadership Development Plan includes:

- a. Officer Development Program (ODP) dan Staff Development Program (SDP),
Training program for prospective employees of Bank Mandiri leadership who came from selected college fresh graduates and who came from outstanding executing employees who passed the selection stage.
- b. Mandiri Advanced First Leaders Program (MAFLP)
A briefing program for leadership employees who acted as unit heads at the level of Team Leader or Section Head for the first time, so it needed to be equipped with leadership competencies so that participants could become leaders who could manage the team and work well.
- c. Mandiri Advanced Leaders Program (MALP),
A debriefing program for employees who had just been promoted to middle manager positions, in the form of an integrated program with materials covering leadership, technical, managerial and global insight.
- d. Mandiri Advanced Senior Leaders Program (MASLP),
An integrated program aimed at participants who would be promoted to the position of Senior Manager with material covering the areas of leadership, technical, managerial and global insight.
- e. Graduated Scholarship,
One of the retention to selected employees according to the criteria set to participate in postgraduate education programs (S2) abroad. This program was intended for participants to have knowledge about leadership, managerial and global insight.
- f. Leadership Managerial Skills Series,
It was employee skills development to enable Bank Mandiri employees to become "Independent and Resilient Contribution" who had the mindset to continue learning and training so that they could contribute higher through personal performance achievement to jointly develop the country.

2. Technical Development Program,

Technical and digital capability development programs carried out thematically to improve employee knowledge and skills in business units which included: wholesale banking, retail banking, banking operations, governance & risk, digital banking & IT, compliance & finance as well as leadership and human capital.

A development program that was also being implemented in 2020 was the Digital Learning Transformation program. This Digital Learning Transformation program was not limited to converting learning modules from previously classical training to virtual learning, but also changing the approach from "deliver people to where learning is" to "deliver learning to where people are" which made it easier for employees to access the required learning modules anytime and quickly.

One of the Digital Learning Transformation initiatives was the implementation of the "Mandiri Learning Carnival" program, which campaigned for virtual independent learning, anywhere and anytime. The Mandiri Learning Carnival program was conducted by broadcasting more than 60 Inspiring Speakers including the Board of Directors and Senior Vice Presidents, which presented more than 200 sessions related to the topics of Leadership, Managerial and Digital Mindset. Mandiri Learning Carnival had also succeeded in reaching more than 29,000 Bank Mandiri employees in Indonesia within three months. As a strong learner, all Mandirians were expected to experience the benefits of virtual learning done while working, without reducing the effectiveness and impact of their learning.



Position-Based Competence Development

Bank Mandiri's commitment to provide equal opportunities for its employees in terms of competence development is shown in this program. In 2020, the number of Bank Mandiri employees who participated in competency development training reached 37,181 employees or 97.02% of the total employees, with 17,564 male employees (47.24%) and 19,617 female employees (52.76%).

Table of the Board of Commissioners Competence Development in 2020

Employee Level	Training Program	Training Objective	Type of Training			Number of Employees	Percentage of Employees Attending for Each Training Level of Position
			Inhouse (kali)	Public (kali)	Total		
BOARD OF COMMISSIONERS			10	0	7	12	58.33%
	Management	To improve employees' knowledge and competencies in risk management and Company management.	10	0			

Table of Position-Based Competence Development in 2020

Employee Level	Training Program	Training Objective	Type of Training			Number of Employees	Percentage of Employees Attending for Each Training Level of Position
			Inhouse (kali)	Public (kali)	Total		
01. DIRECTOR			40	0	7	12	58.33%
	General	To improve employees' knowledge and competencies in sales, marketing, general knowledge, and so on.	25	0			
	Management	To improve employees' knowledge and competencies in risk management and Company management.	8	0			
	Leadership	To improve knowledge and competencies in leadership and career path escalation.	6	0			
	Information & Technology	To improve employees' knowledge and competencies in Information Technology.	1	0			
02. SENIOR EXECUTIVE VICE PRESIDENT			32	0	2	3	66.67%
	General	To improve employees' knowledge and competencies in sales, marketing, general knowledge, and so on.	21	0			
	Leadership	To improve knowledge and competencies in leadership and career path escalation.	7	0			
	Management	To improve employees' knowledge and competencies in risk management and Company management.	1	0			
	Credit	To improve employees' knowledge and competencies in credit.	2	0			
	Information & Technology	To improve employees' knowledge and competencies in Information Technology.	1	0			



Employee Level	Training Program	Training Objective	Type of Training			Number of Employees	Percentage of Employees Attending for Each Training Level of Position
			Inhouse (kali)	Public (kali)	Total		
03. EXECUTIVE VICE PRESIDENT			100	1	4	4	100.00%
	General	To improve employees' knowledge and competencies in sales, marketing, general knowledge, and so on.	59	0			
	Leadership	To improve knowledge and competencies in leadership and career path escalation.	28	0			
	Management	To improve employees' knowledge and competencies in risk management and Company management.	4	0			
	Credit	To improve employees' knowledge and competencies in credit.	6	0			
	Operations	To improve employees' knowledge and competencies in Company operations.	3	0			
	Information & Technology	To improve employees' knowledge and competencies in Information Technology.	0	1			
04. ASSISTANT VICE PRESIDENT - SENIOR VICE PRESIDENT			67,650	106	3,489	3,508	99.46%
	General	To improve employees' knowledge and competencies in sales, marketing, general knowledge, and so on.	54.342	64			
	Leadership	To improve knowledge and competencies in leadership and career path escalation.	3.357	0			
	Management	To improve employees' knowledge and competencies in risk management and Company management.	3.071	1			
	Credit	To improve employees' knowledge and competencies in credit.	3.110	0			
	Operations	To improve employees' knowledge and competencies in Company operations.	361	19			
	Information & Technology	To improve employees' knowledge and competencies in Information Technology.	3.083	9			
	Finance & Accounting	To improve employees' knowledge and competencies in Finance and accounting.	326	13			
05. ASSISTANT MANAGER - SENIOR MANAGER			187,564	179	12,547	12,612	99.48%
	General	To improve employees' knowledge and competencies in sales, marketing, general knowledge, and so on.	151.097	107			
	Leadership	To improve knowledge and competencies in leadership and career path escalation.	4.034	0			
	Management	To improve employees' knowledge and competencies in risk management and Company management.	7.946	0			
	Credit	To improve employees' knowledge and competencies in credit.	11.250	1			
	Operations	To improve employees' knowledge and competencies in Company operations.	989	9			
	Information & Technology	To improve employees' knowledge and competencies in Information Technology.	9,875	48			
	Finance & Accounting	To improve employees' knowledge and competencies in Finance and accounting.	2,373	14			



Employee Level	Training Program	Training Objective	Type of Training			Number of Employees	Percentage of Employees Attending for Each Training Level of Position
			Inhouse (kali)	Public (kali)	Total		
06. EXECUTIVE			203,470	70	21,111	21,944	96.20%
	General	To improve employees' knowledge and competencies in sales, marketing, general knowledge, and so on.	162,189	43			
	Leadership	To improve knowledge and competencies in leadership and career path escalation.	3,624	0			
	Management	To improve employees' knowledge and competencies in risk management and Company management.	6,877	0			
	Credit	To improve employees' knowledge and competencies in credit.	20,132	0			
	Operations	To improve employees' knowledge and competencies in Company operations.	1,199	0			
	Information & Technology	To improve employees' knowledge and competencies in Information Technology.	7,203	23			
	Finance & Accounting	To improve employees' knowledge and competencies in Finance and accounting.	2,246	4			
07. LAINNYA			16	0	13	157	8.28%
	General	To improve employees' knowledge and competencies in sales, marketing, general knowledge, and so on.	14	0			
	Information & Technology	To improve employees' knowledge and competencies in Information Technology.	2	0			

Information regarding the number of employees participating in training, both online training participants, in this case virtual classes and e-learning, as well as the number of offline training participants, in this case the classroom compared to the number of employees, can be seen in the following table.

Table of Total Days of Training

Year	Number of Employees	Number of Training Participant	Number of Employees Attending Online Training	Number of Employees Attending Offline Training	Total Days of Training
2020	38,271	469,221	455,599	13,622	37,181
2019	39,016	242,847	191,028	51,791	38,220

Leadership Development Program Table

Leadership Development Program	2020		2019	
	Total Batch	Total Participant	Total Batch	Total Participant
Program Officer Development Program (ODP) Nasional	11	244	20	500
Program Staff Development Program (SDP)	16	480	7	212
Program SESPIBANK	1	3	2	5
Mandiri People Managers (MPM) Fundamental	7	210	4	120
Program S2 Bank*	-	-	1	18
Mandiri Advanced Leaders Program (MALP)	1	28	1	25
Mandiri Advanced Senior Leaders Program (MASLP)	-	-	1	34
Executive Development Program (EDP)	-	-	1	8
Executive Training (Komisaris dan Direksi)		1	3	31

* In 2020 there was no recruitment due to the COVID-19 pandemic



Implementation Evaluation of Competence Development

In an effort to continuously improve the quality of training implementation both in terms of material renewal, training delivery methods, instructor quality and training facilities, Bank Mandiri conducts an evaluation of the implementation of training and employee development divided into 4 evaluation levels, namely:

- Level 1 (L1) is an evaluation to assess the participants' reactions to the implementation of training. This includes the suitability of the material, the ability of the teacher to deliver material and the availability of training facilities. The method used for level 1 evaluation is the Net Promoter Score (NPS).
- Level 2 (L2) is an evaluation to assess the participants' understanding throughout the training. This evaluation can be in the form of a theory or practice exam related to training material.
- Level 3 (L3) is an evaluation to assess the implementation of training materials and changes in training participants' behavior before and after the training takes place. This evaluation is carried out at least 3 (three) months after the training is conducted. The assessment process is carried out by multievaluator method that is asking for an assessment/opinion from employees, superiors, colleagues, subordinates of the employee.
- Level 4 (L4) is an evaluation to assess the impact of training that employees have followed on improving their performance. This evaluation is carried out after 3 (three) months since the training took place.

In 2020, Bank Mandiri conducted 2,639 training classes with 702 modules of training and development modules being taught. The results of the evaluation of training and employee development at Bank Mandiri in 2020 are as follows:

- Evaluation L1: 5.57 from a minimum standard of 4.8 (scale 1-6). This shows that the participants considered the implementation of the training to have been well implemented.
- In addition, Mandiri University also conducted trials measuring participant satisfaction using the Net Promoter Score (NPS) method, and the value obtained is +65 (scale range -100 to +100).
- Evaluation L2: 80.98 from a minimum standard of 75 (scale 1-100). This shows that the participants have sufficient understanding of the training material that is followed.
- Evaluation L3: will be implemented in certain programs in 2021.
- Evaluation L4: will be implemented in certain programs in 2021

Competence Development Expense

In 2020 the Competency Development Cost decreased by -65.26%. This was because in 2020 competency development costs experience efficiency which was influenced by the implementation of digital learning competency development.

Table of Competence Development Expense in 2019-2020

(in Million IDR)

Competency Development Cost		Growth	
2020	2019	in currency	In percent
219,931	633,039	(413,108)	(65.26)

Table of Competence Development Expense by Program Type

(in Million IDR)

Program	2020	2019
Executive Development Program	213	6,664
Middle and Junior Management Development Program	46,201	162,263
Retaining Competency Development Program	35,584	24,435
Change and Culture Development Program	16,569	16,840
Essential Leadership Capability Development Program	7,303	9,300
Organizational Capability Development Program	50,401	39,591
Pre Retirement Program	2,823	11,186
Employee Engagement Activities (pada tahun 2020 diperhitungkan Bersama Mandatory Skill Dev Program)	-	15,313
Mandatory Skill Development Program	60,837	347,447
TOTAL	219,931	633,039



2021 Competence Development Plan

In 2021 Mandiri University (MU) had 3 (three) main strategies in developing and supporting the achievement of the corporate plan for 2021-2024, which included capability enablers, learning to business alignment, and learning experience design.

Capability enablers became the efforts to produce the best leaders who provided superior performance to Bank Mandiri. One of the main strategies was to equip Subject Matter Experts (SME), facilitators and PIC Regional Mandiri University (RMU) with various learning and certification programs to improve qualifications to meet central and regional learning needs. Mandiri University also standardized Learning Governance to maintain the quality of the Bank Mandiri Learning & Development program as a whole. In addition, Mandiri University also participated in a global certification program for the implementation of Corporate University from the European Foundation for Management Development (EFMD) and the Global Council of Corporate Universities (GCCU).

Mandiri University as part of Bank Mandiri sought to develop the country by providing economic and social value to the Indonesian nation through talent development. MU's efforts in providing added value were carried out in collaboration with HIMBARA in the formation of the SOEs Finance Institute to build synergies within the SOEs environment and carry out regular sharing sessions and collaborations with fellow SOEs, the financial and non-financial industries, as well as with the private sector regarding talent development.

The second 2021 initiative became learning to business alignment, which was a strategy in aligning the learning system to support

Bank Mandiri in achieving organizational goals, namely by updating training programs to support Bank Mandiri's Corporate Plan strategy in building Strategic Business Leaders, compiling an Annual People Development Plan based on Bank Mandiri Corporate Plan, implementing upskilling and reskilling programs for Bank Mandiri employees including for Outsourced Workers (TAD), and continuing to align learning activities with business needs through full utilization of the learning dashboard and analytics to measure learning activities and impacts.

The third initiative became Learning Experience Design to foster a sustainable learning culture for all Mandirian, by developing a learning culture through the "Leaders as Teachers" Program to accommodate Leaders in sharing knowledge with Bank Mandiri employees, as well as internalizing the core values of "AKHLAK" with various programs. culture, supported by training and e-learning. Mandiri University also provided a functional leadership program according to the needs of each job level (onboarding, equipping and developing), as well as general managerial training for all employees in each line. In order to enable end-users to carry out the learning process in the workplace through the principle of "learning beyond classroom, anywhere, anytime", Mandiri University strengthened digital capabilities to produce seamless omni-channel learning experiences, through strengthening digital learning experiences through the concept of macro learning (classroom, virtual learning, e-learning), micro learning (job aids) and podcasts, adding various and non-conventional digital learning channels, as well as activating Knowledge Management proactively to document and translate tacit knowledge into explicit and accessible by all employees.



Shareholder's Composition

Table of Bank Mandiri's Shareholders' Competition Per December 2020

Shareholding	Number of Shareholders	Number of Shares	Shareholding Percentage
NASIONAL			
The Government of the Republic of Indonesia	1	28,000,000,000	60.00000%
Individual	74,126	726,629,610	1.55706%
Cooperatives	8	996,048	0.00213%
Foundations	21	50,459,190	0.10813%
Pension Fund	141	1,314,341,756	2.81645%
Insurance	117	1,081,884,220	2.31832%
Bank	7	70,958,040	0.15205%
Limited Liability Company	177	90,122,696	0.19312%
Mutual Funds	338	1,500,407,618	3.21516%
Sub Total	74,936	32,835,779,232	70.36242%
FOREIGN			
Foreign Individual	347	5,352,632	0.01147%
Foreign Business Entity	1,479	13,825,514,802	29.62610%
Sub Total	1,796	13,830,867,434	29.63757%
TOTAL	76,732	46,666,666,666	100.00000%

The 20 Largest Shareholders' Composition

Table of Bank Mandiri's The 20 Largest Shareholders' Composition

No.	Investor Name	Status	Amount of Shares	Shareholding Percentage
1.	THE GOVERNMENT OF THE REPUBLIC OF INDONESIA	The Government of The Republic of Indonesia	28,000,000,000	60.00000%
2.	DJS KETENAGAKERJAAN PROGRAM JHT	Pension Fund	649,887,312	1.3926157%
3.	BNYM RE BNYMLB RE EMPLOYEES PROVIDENTFD BOARD-2039927326	Foreign Business Entity	390,974,815	0.8378032%
4.	JPMBLSAA AIF CLT RE-STICHTING DEPOSITARYAPG EMERGING MARKETS EQUITY POOL	Foreign Business Entity	349,135,200	0.7481469%
5.	SSB 2IB5 S/A OAKMARK INTERNATIONAL FUND-	Foreign Business Entity	313,556,200	0.6719061%
6.	JPMCB NA RE-EUROPACIFIC GROWTH FUND	Foreign Business Entity	292,920,900	0.6276876%
7.	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL STOCK INDEX FUND	Foreign Business Entity	272,444,703	0.5838101%
8.	JPMCB NA RE - VANGUARD EMERGING MARKETS STOCK INDEX FUND	Foreign Business Entity	239,961,575	0.5142034%
9.	JPMBI UCITS CLT RE-UBS (IRL) INVESTOR SELECTION PLC	Foreign Business Entity	226,414,300	0.4851735%
10.	GIC S/A GOVERNMENT OF SINGAPORE	Foreign Business Entity	220,436,676	0.4723643%
11.	PT. PRUDENTIAL LIFE ASSURANCE - REF	Insurance	217,006,118	0.4650131%
12.	BNYMSANV RE BNYMSANVLUX RE BLK GLBFDS-20	Foreign Business Entity	211,387,100	0.4529724%
13.	DJS KETENAGAKERJAAN PROGRAM JP	Pension Fund	207,871,600	0.4454391%



No.	Investor Name	Status	Amount of Shares	Shareholding Percentage
14.	PT AXA MANDIRI FINANCIAL SERVICES S/A MANDIRI DINAMIC MONEY RP	Insurance	200,298,400	0.4292109%
15.	JPMBL SA UCITS CLT RE-SCHRODER INTERNATIONAL SELECTION FUND	Foreign Business Entity	177,693,400	0.3807716%
16.	SSB 4545 S/A LAZARD EMERGING MARKETS EQUITY PRTF-2144610244	Foreign Business Entity	175,731,842	0.3765682%
17.	RD SCHRODER D PRESTASI PLUS-908294000	Mutual Fund	161,725,072	0.3465537%
18.	BNYMSANV RE BNYM RE PEOPLE'S BANK OF CHINA-2039845393	Foreign Business Entity	160,149,600	0.3431777%
19.	SSB HG48 S/A AMERICAN FUNDS DEV W GR ANDINC FD-2144619825	Foreign Business Entity	156,640,200	0.3356576%
20.	HSBC BK PLC S/A THE PRUDENTIAL ASSURANCE CO LTD	Foreign Business Entity	153,643,700	0.3292365%

Composition of Shares Ownership of 5% or More

Table of the Composition of Shareholders with 5% or More Shareholding

Investor Name	Amount of Shares	Shareholding Percentage
Republic of Indonesia	28,000,000,000	60.00000%

Community Shareholders' Group Composition Holding Less Than 5% of Shares

Table of Community Shareholders' Group Composition Holding Less than 5% of Shares

No.	Public Shareholding	Number Shareholders	Amount of Shares	Shareholding Percentage
DOMESTIC				
1.	Individual	74,126	726,629,610	1.55706%
2.	Cooperatives	8	996,048	0.00213%
3.	Foundations	21	50,459,190	0.10813%
4.	Pension Fund	141	1,314,341,756	2.81645%
5.	Insurance	117	1,081,884,220	2.31832%
6.	Bank	7	70,958,040	0.15205%
7.	Limited Liability Company	177	90,122,696	0.19312%
8.	Mutual Funds	338	1,500,407,618	3.21516%
Sub Total		74,935	4,835,779,232	10.36242%
INTERNATIONAL				
1.	Foreign Individual	317	5,352,632	0.01147%
2.	Foreign Business Entity	1,479	13,825,514,802	29.62610%
Sub Total		1,796	13,830,867,434	29.63757%
TOTAL		76,731	18,666,646,666	39.99999%



Board of Commissioners' and Directors' Shareholding

Table of Bank Mandiri's Board of Commissioners' and Board of Directors' Shareholding

No.	Name	Position	Amount of Shares	Shareholding Percentage
BOARD OF COMMISSIONERS				
1.	Muhamad Chatib Basri	President Commissioner/Independent Commissioner	0	0.0000000%
2.	Andrinof A. Chaniago	Vice President Commissioner/Independent Commissioner	0	0.0000000%
3.	Ardan Adiperdana	Commissioner	695,900	0.0014912%
4.	Rionald Silaban	Commissioner	128,900	0.0002762%
5.	Nawal Nely	Commissioner	0	0.0000000%
6.	Arif Budimanta	Commissioner	0	0.0000000%
7.	Faried Utomo	Commissioner	0	0.0000000%
8.	Boedi Armanto	Independent Commissioner	0	0.0000000%
9.	Mohamad Nasir	Independent Commissioner	0	0.0000000%
10.	Loeke Larasati Agoestina	Independent Commissioner	0	0.0000000%
BOARD OF DIRECTORS				
1.	Darmawan Junaidi	President Director	1,319,500	0.0028275%
2.	Alexandra Askandar	Vice Director	1,543,600	0.0033077%
3.	Ahmad Siddik Badruddin	Director of Risk Management	2,470,700	0.0052944%
4.	Rico Usthavia Frans	Direktor of Information Technology	1,529,100	0.0032766%
5.	Agus Dwi Handaya	Director of Compliance & HR	1,205,100	0.0025824%
6.	Panji Irawan	Director of Treasury & International Banking	1,135,100	0.0024324%
7.	Riduan	Director of Commercial Banking	935,400	0.0020044%
8.	Aquarius Rudianto	Director of Jaringan & Retail Banking	280,500	0.0006011%
9.	Toni Eko Boy Subari*	Director of Operation	58,500	0.0001254%
10.	Susana Indah K. Indriati*	Director of Corporate Banking	118,400	0.0002537%
11.	Rohan Hafas	Director of Institutional Relations	0	0.0000000%
12.	Sigit Prastowo	Director of Finance and Strategy	0	0.0000000%
TOTAL			11,420,700	0.0244730%

* Effective after obtaining OJK approval
As of December 31, 2020, the Board of Commissioners and Directors of Bank Mandiri did not have indirect share ownership.

Board of Commissioners' and Directors' Share Trading

Pursuant to the Regulation of the Financial Services Authority No. 11/POJK.04/2017 on the Policy concerning Board of Commissioners' and Board of Directors' Share Trading, and the Standard Procedure of Company Corporate Secretary, each and every member of Board of Commissioners and Board of Directors must inform the Company about their shareholding and any change pertaining to their Company shareholding no later than 3 (three) days following the trading. Subsequently, the Company must report such a transfer to Financial Services Authority 10 (ten) days at the most after the trading. In relation to this matter, throughout 2020, there had been 19 trading transactions of Bank Mandiri's share conducted by Bank Mandiri's members of Board of Directors and Board of Commissioners with the detail as follows:



No.	Name	Position	Transaction	Amount of Shares Before the Transaction	Amount of Trading	Share Price	Amount of Share After the Transaction	Transaction Date	Purpose of Transaction	Reporting
1			Purchase	0 sheets	10,000 sheets	IDR6,025.00	10.000 sheets	March 13, 2020		
2			Purchase	10,000 sheets	10,000 sheets	IDR5,525.00	20.000 sheets	March 17, 2020		
3	Arif Budimanta	Commissioner	Purchase	20,000 sheets	5,000 sheets	IDR5,150.00	25.000 sheets	March 18, 2020	Privat Tansaction	Had been reported to OJK by letter No. No. CSC.CSE/CMA.593/2020 dated April 14, 2020
4			Purchase	25,000 sheets	5,000 sheets	IDR4,600.00	30.000 sheets	April 1, 2020		
5			Sale	30,000 sheets	30,000 sheets	IDR4,510.00	0 sheets	April 13, 2020		
6	Ahmad Siddik Badruddin	Director of Risk Management	Purchase	1,680,700 sheets	790,000 sheets	IDR4,971.59	2.470.700 sheets	July 7, 2020		
7	Alexandra Askandar	Vice Director	Purchase	753,600 sheets	790,000 sheets	IDR4,971.59	1.543.600 sheets	July 7, 2020		
8	Ardan Adiperdana	Commissioner	Purchase	319,500 sheets	376,400 sheets	IDR4,971.59	695.900 sheets	July 7, 2020		
9	Silvano Winston Rumantir*	Director of Finance and Strategies	Purchase	0 sheets	47,600 sheets	Rp4,971.59	47,600	July 7, 2020		
10	Rionald Silaban	Commissioner	Purchase	0 sheets	128,900 sheets	IDR4,971.59	128.900 sheets	July 7, 2020	In order to	
11	Riduan	Director of Commercial Banking	Purchase	158,400 sheets	777,000 sheets	IDR4,971.59	935.400 sheets	July 7, 2020	Implementation POJK No. 45 POJK.03/2015 about	Had been reported to OJK by letter No. CSC.CSE/CMA.982/2020 dated June 16, 2020
12	Rico Usthavia Frans	Director of Information Technology	Purchase	684,100 sheets	790,000 sheets	IDR4,971.59	1.474.100 sheets	July 7, 2020	Application of Tata Manage in Gift Remunerati on for the Bank General	
13	Agus Dwi Handaya	Director of Compliance & HR	Purchase	415,100 sheets	790,000 sheets	IDR4,971.59	1.205.100 sheets	July 7, 2020		
14	Hery Gunardi**	Direktur Consumer and Retail Transaction	Purchase	1,102,100 sheets	790,000 sheets	Rp4,971.59	1,892,100 sheets	July 7, 2020		
15	Panji Irawan	Director of Treasury & International Banking	Purchase	345,100 sheets	790,000 sheets	IDR4,971.59	1.135.100 sheets	July 7, 2020		
16	Darmawan Junaidi	President Director	Purchase	529,500 sheets	790,000 sheets	IDR4,971.59	1.319.500 sheets	July 7, 2020		
17	Royke Tumilaar*	President Director	Purchase	786,100 sheets	798,400 sheets	IDR4,971.59	1,584,500 sheets	July 7, 2020		
18	Donsuwan Simatupang**	Director of Institutional Relationship	Purchase	345,100 sheets	790,000 sheets	IDR4,971.59	1,135,100 sheets	July 7, 2020		
19	Rico Usthavia Frans	Director of Information Technology	Purchase	1,474,100 sheets	55,000 sheets	IDR5,600.00	1.529.100 sheets	October 12, 2020	Privat Tansaction	Had been reported to OJK by letter No. CSC.CSE/CMA.1417/2020 dated October 15, 2020

* Retired from September 2, 2020
 ** Retired from October 1, 2020



List of Subsidiaries, Sub-Subsidiaries and/or Associates

Subsidiaries

Name	Line of Business	Shareholding	Date and Year of Establishment	Operation Status	Total Assets (in billion IDR)	Domicile
PT Bank Syariah Mandiri (“BSM”)	Sharia Banking Services	99.99%	1999	In Operation	126,907.94	Jakarta
Bank Mandiri (Europe) Limited (“BMEL”)*	Banking Services	100.00%	1999	In Operation	2,180.05	London
PT Mandiri Sekuritas	Banking Investment Service	99.99%	2000	In Operation	3,666.65	Jakarta
PT Bank Mandiri Taspen	Banking Services	51.08%	1970	In Operation	35,099.76	Jakarta
PT Mandiri Tunas Finance (“MTF”)	Motor Vehicle and Multipurpose Financing Services	51.00%	1989	In Operation	18,624.71	Jakarta
Mandiri International Remittance Sdn. Bhd. (“MIR”)**	Money Remittance Services	100.00%	2009	In Operation	19.55	Kuala Lumpur
PT AXA Mandiri Financial Services (“AXA Mandiri”)	Financial Planning Services Via Insurance Products	51.00%	2003	In Operation	37,166.79	Jakarta
PT Mandiri AXA General Insurance (“MAGI”)	Motor Vehicle Insurance and Other Insurance Services	20.000%	2011	In Operation	2,742.14	Jakarta
PT Asuransi Jiwa Inhealth Indonesia (“Mandiri Inhealth”)	Health Insurance and Life Insurance Services	80.00%	2008	In Operation	2,254.73	Jakarta
PT Mandiri Utama Finance (“MUF”)	Customer Financing Services Especially for Motor Vehicle	51.00%	2015	In Operation	5,118.72	Jakarta
PT Mandiri Capital Indonesia (“MCI”)	Venture Capital Services	99.99%	2015	In Operation	3,326.48	Jakarta

* Kurs BMEL IDR14,050
**Kurs MIR IDR3,458.85

A brief description about each Subsidiaries is elaborated as follows:

PT Bank Syariah Mandiri (“BSM”)

PT Bank Syariah Mandiri (“Mandiri Syariah”) is a subsidiary of Bank Mandiri which conducts banking activities under the sharia principles, established in the Republic of Indonesia on 15 June 1955, originally bearing the name of PT Bank Industri Nasional (“PT Bina”). Subsequently PT Bina was changed into PT Bank Maritim Indonesia on 4 October 1967 and subsequently into PT Bank Susila Bhakti on 10 August 1973, which is a Subsidiary of BDN. The last company name change was based on Notarial Deed by Sutjipto, S.H., No. 23 dated September 8, 1999, i.e. Into PT Bank Syariah Mandiri.

Mandiri Syariah conducts its business based on an authorization from Bank Indonesia under the the Decree of Bank Indonesia’s Governor No. 1/24/KEP.GBI/1999 dated October 25, 1999 as a commercial bank based on sharia principles and commenced operations as of November 1, 1999. The Company’s shareholding composition consisted of PT Bank Mandiri (Persero) Tbk. at 99.99% (397,804,386 shares) and Mandiri Sekuritas at 0.01% (1 share).

To this date, Mandiri Syariah offers a range of innovative sharia-based products for their customers which are classified into 4 (four) groups e.g. funding, financing, merit and service products.



The composition of Board of Commissioner and Boar of Directors of Mandiri Syariah is as follows

Board of Commissioners

President Commissioner/	
Independent Commissioner	: Mulya E. Siregar
Commissioner	: Masduki Baidlowi*
Independent Commissioner	: Suyanto
Independent Commissioner	: Bangun Sarwito
	: Kusmuljono
Independent Commissioner	: M. Arief Rosyid Hasan

* Effective since obtaining approval from the OJK on the fit and proper test

Board of Directors

President Director	: Hery Gunardi*
Director	: Achmad Syafii
Director	: Ade Cahyo Nugroho
Director	: Anton Sukarna
Director	: Kusman Yandi
Director	: Tiwul Widyastuti

* Effective since obtaining approval from the OJK on the fit and proper test

Sharia Supervisory Board

Head of the Sharia Supervisory Board	: Mohamad Hidayat
Sharia Supervisory Board	: Oni Sahroni
Sharia Supervisory Board	: Siti Ma'rifah*

* Effective since obtaining approval from the OJK on the fit and proper test

Bank Mandiri (Europe) Limited ("BMEL")

Bank Mandiri (Europe) Limited ("BMEL") is a British- Corporate subsidiary with its shares entirely held by Bank Mandiri. BMEL was established on August 2, 1999 under registration number 3793679. BMEL is a commercial bank oprtating under the supervision of The Prudential Regulation Authority ("PRA") and The Financial Conduct Authority ("FCA") of England. BMEL was also set up to carry on the business activities of the overseas branch office of Bank Exim previously operating since 1992 and turned into Bank Mandiri (Europe) Limited in 1999.

As a commercial bank operating in England, BMEL provides banking products such as trade financing, encompassing export and import products, and receivable/invoice financing, as well as remittance service as a Corporate payment solution, in addition to Corporate financing products, both working capital loan and investment loan. Furthermore, BMEL takes part in becoming the marketing channel of capital market for Bank Mandiri Group. Then, BMEL collaborated

with the stakeholders into business gateway in England and Europe to attract investors as foreign direct investment to Indonesia or Indonesian Entrepreneur/Indonesian Corporation intending to penetrate England and Europe markets.

The composition of management structure of Bank Mandiri (Europe) Limited is as follows:

Non Executive Director (NED)

Independent NED and Chairman	: Mahendra Siregar
Independent Non Executive Director	: Geoffrey McDonald
Non Executive Director	: Elisabeth R. T. Siahaan

Board of Directors

Chief Executive	: I Nyoman G. Suarja
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PT Mandiri Sekuritas

PT Mandiri Sekuritas (Mandiri Securities/Company) became a securities company resulting from the merger of several securities companies within PT Bank Mandiri (Persero) Tbk, namely PT Bumi Daya Sekuritas, PT Exim Securities, and PT Merincorp Securities Indonesia which were formed on July 31, 2000 with the value of paid-in capital was IDR 638 billion. Mandiri Securities was a company with a business license, as follows:

1. Securities Trading Intermediary based on Bapepam and LK Approval Letter Kep-13/PM/1992 dated January 23, 1992.
2. Underwriter based on Bapepam and LK Approval Letter Kep-12/PM/1992 dated January 23, 1992.

Mandiri Securities was one of the largest investment banks and most active brokers in the Indonesian capital market. As part of one of the largest financial institutions in Indonesia, PT Bank Mandiri (Persero) Tbk, Mandiri Sekuritas had consistently been present as a trusted partner in capital market investment solutions for clients/customers.

Mandiri Sesurities was supported by 2 (two) subsidiaries, namely PT Mandiri Manajemen Investasi (MMI)-Mandiri Investment Management which was an investment management company founded in 2004 and Mandiri Securities Pte. Ltd. (Mandiri Securities Singapore) which was established on May 15, 2017. The presence of Mandiri Securities Singapore had made Mandiri Sekuritas the only Indonesian securities company that had international business capabilities.



PT Mandiri Sekuritas (Mandiri Securities/Company) products and services covered three segments, namely, investment banking capital market and retail. In investment banking, Mandiri Sekuritas provided securities underwriting and financial advisory services (underwriting and advisory). Whereas in the capital market, the Company provided brokerage services in bond and stock transactions in the primary and secondary markets for institutional customers, while in retail, it provided the same service for individual customers.

The composition of management structure of Mandiri Sekuritas is as follows:

Board of Commissioners

President Commissioner/	
Independent Commissioner	: Mirza Adityaswara
Commissioner	: Farida Thamrin
Commissioner	: Endra Gunawan

Board of Directors

President Director	: Dannif Utojo Danusaputro
Director	: Heru Handayanto
Director	: Harold Tjiptadjadja
Director	: Silva Halim
Director	: Theodora Vinca Natalie Manik

PT Bank Mandiri Taspen

PT Bank Mandiri Taspen (hereinafter referred to as Bank Mantap or the Bank) was established in Denpasar on November 3, 1992, under the Deed of Establishment No. 4, made before Ida Bagus Alit Sudiarmika, S.H., a Notary in Denpasar, bearing the name of PT Bank Sinar Harapan Bali. The establishment was an upgrade of legal entity status, from previously an Indonesian Joint- Stock Company (Maskapai Andil Indonesia or MAI) into a Limited Liability Company (Perseroan Terbatas or PT). The deed of establishment was ratified by the Minister of Justice of the Republic of Indonesia under Decree No. C2-4581 HT.01.01 Th.93 dated June 12, 1993.

Over time, on May 3, 2008, Bank Sinar was officially acquired by PT Bank Mandiri (Persero) Tbk in order to comply with the provisions of capital regulation as a commercial bank. The acquisition marked the beginning of Bank Mandiri's ownership of Bank Sinar and then the management of Bank Sinar is done separately as a stand-alone bank with the status of Subsidiary focusing mainly on micro business and small business development.

On July 24, 2015, the FSA approved the name was change of PT Bank Sinar Harapan Bali into PT Bank Mandiri Taspen Pos and granted permission to conduct business activities under the name of Bank Mantap. The name change was accompanied by a license for logo change from FSA on July 31, 2015. The name and logo changes was announced to the public on August 7, 2015.

On October 9, 2017, Bank Mandiri Taspen Pos held Extraordinary General Meeting of Shareholders (EGMS) that approved the change of shareholders composition into Bank Mandiri (59.44%), PT Taspen (40%), and individuals (0.56%). The EGMS also approved the change of company name from PT Bank Mandiri Taspen Pos to PT Bank Mandiri Taspen.

The composition of management structure of Bank Mandiri Taspen is as follows:

Board of Commissioners

President Commissioner	: Abdul Rachman
Commissioner	: Iqbal Latanro
Independent Commissioner	: Zudan Arief Fakrulloh
Independent Commissioner	: Adi Soesetyantoro
Independent Commissioner	: Andi Rivai*

Board of Directors

President Director	: Josephus Koernianto Triprakoso**
Director	: Agus Sanjaya
Director	: Paulus Endra Suyatna
Director	: Iwan Soeroto
Director	: Atta Alva Wanggai

* Effective since obtaining approval from the FSA on the fit and proper test

** Mr Elmamber Petamu Sinaga has effectively replaced Mr Josephus K. T as President Director of Bank Mantap since 19 January 2021.

PT Mandiri Tunas Finance ("MTF")

The track record of PT Mandiri Tunas Finance, also known as the "Company" or "MTF", began in 1989 with the establishment of PT Tunas Financindo Corporation as stated in the deed of Limited Liability Company PT Tunas Financindo Corporation No. 262 dated May 17, 1989 which was made before Misahardi Wilamarta, S.H., Notary in Jakarta and was approved by the Minister of Law and Human Rights of the Republic of Indonesia (formerly Minister of Justice of the Republic of Indonesia) in accordance with Decree No. C2-4868.HT.01.01.TH'89 dated June 1, 1989 and has been registered in the register book of the Central Jakarta District Court under No. 1206/1989 dated June 21, 1989 and has been published in the State Gazette of the Republic of Indonesia No. 57, dated July 18, 1989, Supplement No. 1369.

At the beginning of its establishment, the Company was engaged in the business of providing motor vehicle financing facilities, which was initially devoted to consumers from the dealer network owned by the Tunas Ridean Group. In line with the increasing growth of the business portfolio, PT Tunas Financindo Corporation changed its name in 2000 to PT Tunas Financindo Sarana based on the PT Tunas Financindo Corporation Limited Liability Company Deed Number 49, dated 18 August 2000 and was approved by the Minister of Law and Legislation of the Republic of Indonesia Number C-21195 HT.01.04. TH. 2000 dated 22 September 2000. And then made a name change in 2009 to PT Mandiri Tunas Finance based on the Deed of



PT Tunas Financindo Sarana based on Number 181 dated June 26, 2009 and was approved by the Minister of Law and Human Rights of the Republic of Indonesia Number AHU-40506. AH.01.02 Year 2009 dated 20 August 2009. From its initial establishment until 2009, the Company's share ownership was owned by PT Tunas Ridean Tbk, which was currently the largest independent automotive group with more than 100 branches spread across Indonesia.

In 2009, the Company took strategic steps in order to expand its business reach to expand its market reach and strengthen its capital structure to be able to optimize its potential to compete in the Indonesian automotive financing industry. The step taken was by acquiring the Company by PT Bank Mandiri (Persero) Tbk as one of the State-Owned Enterprises in the banking sector with an extensive business network and large customers. PT Bank Mandiri (Persero) Tbk made an acquisition of 51, 00% shares of the Tunas Ridean Group and changed the Company's name to PT Mandiri Tunas Finance which was followed by a change in the Company's logo. With the acquisition, the share percentage of PT Tunas Ridean Tbk will be 49.00%.

In the automotive financing segment, the Company provides financing for new cars, large motorbikes, commercial vehicles and heavy equipment. In following up the Financial Services Authority Regulation No. 29 / POJK.05 / 2014 which has been amended through the Financial Services Authority Regulation No. 35 / POJK.05 / 2018 in order to create a resilient, contributive, inclusive financing industry that played a role in maintaining a stable and sustainable financial system The Company presented other types of financing, among others, Investment, Working Capital and Multipurpose Financing.

The Company provided easy, innovative and competitive financing facilities and solutions for consumers in helping to realize the dream of owning a new car, large motorbike, fulfillment of commercial vehicles and heavy equipment in supporting business activities, financing and leasing as well multipurpose by means of funding facilities aimed at the interests of education, home renovation, weddings, traveling and health. The Company continued to prioritize service to consumers in terms of providing convenience especially supported by branch offices spread throughout Indonesia and quality human resources and adequate infrastructure facilities.

The composition of management structure of Mandiri Tunas Finance is as follows:

Board of Commissioners

President Commissioner	: Rico Adisurja Setiawan
Commissioner	: Anton Zulkarnain
Independent Commissioner	: Ravik Karsidi

Board of Directors

President Director	: Pinohadi G. Sumardi
Director	: Harjanto Tjitohardjojo
Director	: Armendra

Mandiri International Remittance Sdn. Bhd. ("MIR")

Mandiri International Remittance Sdn. Bhd. was incorporated on 17 March 2009. As a wholly owned subsidiary of PT Bank Mandiri (Persero) Tbk., MIR has set up a valuable remittance service channel to cater to increasing market needs and demands. MIR's presence as an authorized Remittance Service Provider (RSP) has launched an exclusive, valuable, efficient, and trusted Remittance service channel.

MIR's vision is to be a chosen and trusted remittance service provider, with a main focus on Indonesian workers in the manufacturing, civil work, plantation and agriculture sectors, as well as housemaids. MIR also serves the Indonesia white collar workers and expatriates in Malaysia as well as Small and Medium Enterprises (SMEs) with frequent payment transactions from and to Indonesia.

MIR staunchly upholds all prevailing regulatory guidelines and exercises best compliance practices in line with its provision of high-value services and products to its customers and the public. In doing so, MIR strives to develop professionalism, optimize profits for shareholders, and implement an open management system while maintaining its commitment and concerns towards the betterment of communities and the environment where it operates.

MIR Products and Services:

- I. Facilitating Opening TKI Bank Mandiri's Saving Account
- II. Remittance to All Bank in Indonesia
- III. Multicorridor Remittance

PT Axa Mandiri Financial Services ("Axa Mandiri")

AXA Mandiri, which was engaged in the life insurance business, obtained a business license in the life insurance business from the Directorate General of Financial Institutions through Decree No. KEP-605 / KM.13 / 1991 dated December 4, 1991, which was given to PT Asuransi Jiwa Staco Raharja, and then transferred to PT Asuransi Jiwa Mandiri through the Decree of the Directorate General of Financial Institutions No. S-131 / MK.6 / 2002 dated May 3, 2002.

Based on the Notary Deed of Aulia Taufani, S.H., Notary substitute of Notary Sutjipto, S.H., No. 23 dated November 5, 2003, the name was changed from PT Asuransi Jiwa Mandiri to PT AXA Mandiri Financial Services. This amendment had been approved by the Minister of Law and Human Rights through Decree No. C-28747 HT.01.04.TH.2003 dated December 10, 2003 and announced in the State Gazette of the Republic of Indonesia No. 64, Supplement No. 7728, dated August 10, 2004. Accordingly, on 11 February 2004 the Directorate General of Financial Institutions through Letter No. S-071 / MK.6 / 2004 transferred its license to PT AXA Mandiri Financial Services.

On August 20, 2010, Bank Mandiri signed a sale and purchase agreement for the purchase of 2,027,844 shares or 2.00% of the issued and fully paid shares of NMI before the notary Dr. A. Partomuan Pohan. S.H., LLM. The addition of ownership in AXA Mandiri had been approved by Bank Indonesia through its letter



No. 12/71 / DPB1 / TPB1- 1 dated July 22, 2010. After this purchase, Bank Mandiri's ownership percentage in AXA Mandiri increased to 51.00%.

AXA Mandiri underwent several changes including changes to the Articles of Association. One of the amendments to the Articles of Association was made to comply with the Limited Liability Company Law No. 40/2007, which had been ratified by the Notary Deed of Wahyu Nurani, S.H., No. 35 dated July 29, 2008 relating to Deed No. 8 dated November 20, 2008 which was approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-08941.AH.01.02. year 2009 dated March 23, 2009.

The latest amendment to the articles of association was ratified by the Notary Deed of Mala Mukti S.H., LL.M., No. 25 dated March 9, 2020 which was approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-0023218. AH.01.02. year 2020 dated March 17, 2020.

Changes in the composition of the Board of Directors of AXA Mandiri had been ratified by the Deed of Notary Mala Mukti S.H., LL.M. No. 14 dated September 3, 2020 which was approved by the Minister of Law and Human Rights of the Republic of Indonesia through the Letter of Acceptance Notification No. AHU-AH.01.03-0382694 dated September 7, 2020.

Changes in the composition of the Board of Commissioners of AXA Mandiri had been ratified by the Deed of Notary Mala Mukti S.H., LL.M. No. 28 dated December 8, 2020. Notification of this Notary Deed can be submitted to the Ministry of Law and Human Rights of the Republic of Indonesia as required according to the prevailing laws and regulations, because the Independent Commissioner who was appointed by the General Meeting of Shareholders had not yet received approval for the Fit and Proper Test from the Financial Services Authority.

Currently, AXA Mandiri Business Fields generally offered several categories of solutions, namely:

1. Providing unit-linked insurance products that provided life insurance and investment protection benefits for Bank Mandiri and Bank Syariah Mandiri customers.
2. Providing traditional insurance products that provided protection benefits for life or health coverage.
3. Providing insurance protection for credit card holders, savings customers, consumer loan customers as well as micro credit customers of Bank Mandiri and Bank Mandiri subsidiaries.
4. Providing Corporate Solution insurance products for company employees.
5. Providing comprehensive protection solutions for Bank Mandiri Group customers to meet the needs of protection, health, education, critical illness and old age funds.

The composition of management structure of AXA Mandiri Financial Services is as follows:

Board of Commissioners

President Commissioner	: Agus Haryoto Widodo
Commissioner	: Julien Steimer
Independent Commissioner	: Akhmad Syakhroza
Independent Commissioner	: Agus Retmono*

*Agus Retmono was appointed based on a Shareholder Decree dated December 4, 2020 and the appointment would be effective after the FSA approved the fit and proper test.

Board of Directors

President Director	: Handojo Gunawan Kusuma
Director	: Cecil Mundisugih
Director OF Compliance	: Rudy Kamdani
Director	: Henky Oktavianus
Director	: Rudi Nugraha

PT Mandiri AXA General Insurance ("MAGI")

Initially the Company was established under the name PT Asuransi Dharma Bangsa in 1961. On October 25, 2011, the Company changed its name to PT Mandiri AXA General Insurance ("MAGI") which was a joint venture between PT Bank Mandiri (Persero), Tbk ("Bank Mandiri") with 60% shares and AXA SA with 40% shares, according to the approval of the Minister of Law and Human Rights of the Republic of Indonesia in Decree Number AHU-51976. AH.01.02 Year 2011 dated October 25, 2011 and license business in general insurance from the Minister of Finance of the Republic of Indonesia based on Decree Number KEP-825 / KM.10 / 2011 dated November 8, 2011. On January 6, 2014, the share ownership of AXA SA was transferred to AXA ASIA. In 2018, there was a change in the company's share ownership, where AXA ASIA owned 80% of the shares and PT Bank Mandiri (Persero), Tbk owned 20% of the shares, as approved by the Minister of Law and Human Rights of the Republic of Indonesia in Decree Number AHU-AH. 01.03-0268916, dated November 28, 2018.

To continue to improve general insurance services to customers and the people of Indonesia, PT Mandiri AXA General Insurance (MAGI) and PT Asuransi AXA Indonesia (AXA General Insurance - AGI) had officially joined forces, after obtaining a merger permit from the Financial Services Authority. The merger is effective on December 1, 2019 according to FSA Decree Number S-32/D.05/2019 dated November 26, 2019.

In running its business, MAGI obtained a business license from the Insurance Bureau of Bapepam and LK Ministry of Finance of the Republic of Indonesia through letter No. S-12583/BL/2011 dated November 22, 2011. The business field that was the focus of MAGI was motor vehicle insurance, but along with the development of the company's business, the products marketed were more varied, such as property insurance, personal accident, travel insurance, transportation, and various other products.



The composition of management structure of AXA General Insurance is as follows:

Board of Commissioners

President Commissioner	: Julian Steimer
Commissioner	: Totok Priyambodo
Independent Commissioner	: Frans Wiyono
Independent Commissioner	: Indra Noor

Board of Directors

President Director	: Enny Halim
Director	: Laurent Marie Gerard Bourson
Director	: Benedictus M. Waworuntu
Director	: Eddy Alfian
Director	: Edwin Sugianto

Sharia Supervisory Board

Sharia Supervisory Board	: Muhaimin Zein
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PT ASURANSI JIWA INHEALTH INDONESIA ("MANDIRI INHEALTH")

PT Asuransi Jiwa Inhealth Indonesia, hereinafter referred to Mandiri Inhealth, was founded on October 6, 2008 under the Deed of Establishment of PT Asuransi Jiwa Inhealth Indonesia No. 2 Dated October 6, 2008; No. AHU-90399.AH.01.01; Dated November 26, 2008. Mandiri Inhealth is owned by three state-owned enterprises with the following composition: PT Bank Mandiri (Persero) Tbk at 80%, PT Kimia Farma (Persero) Tbk at 10%, PT Asuransi Jasa Indonesia (Persero) at 10%.

Mandiri Inhealth officially began operating on April 1, 2009 and for the last 5 (five) years, it experienced significant business growth compared to the industry average.

In general, Mandiri Inhealth products could be categorized into 2 (two) parts, namely: Health Insurance (Mandiri Inhealth Managed Care Indemnity and Inhealth Inhospital Cash Plan) and Life Insurance (Inhealth Credit Life, Inhealth Group Term Life, Inhealth Group Personal Accident, Inhealth Endowment & Inhealth Riders).

Mandiri Inhealth is supported by strong infrastructure throughout Indonesia, including:

- 12 Marketing Offices, 10 Operational Offices, and 50 Customer Service Offices all over Indonesia.
- Direct cooperation with approximately 7,000 providers (hospitals, clinics, pharmacies, opticians, laboratories, PMI, and physicians) throughout Indonesia.

The composition of management structure of Asuransi Jiwa Inhealth Indonesia is as follows:

Board of Commissioners

President Commissioner	: Yusak Labanta Sudena Silalahi
Independent Commissioner	: Ali Ghuftron Mukti
Independent Commissioner	: Bambang Wibowo
Independent Commissioner	: Ade Irfan Pulungan
Commissioner	: Hernando

Board of Directors

President Director	: Budi Tua Arifin Tampubolon
Director	: Rahmat Syukri
Director	: Bugi Riagandhy
Director	: Oni Jauhari
Director	: Retno Dyah Pudjiasti

PT Mandiri Utama Finance ("MUF")

PT Mandiri Utama Finance ("MUF") is a subsidiary of Bank Mandiri, operating since August 24, 2015, based on the notarial deed made by Ashoya Ratam, S.H., M.Kn. No. 19 dated January 21, 2015, approved by the Ministry of Law and Human Rights of the Republic of Indonesia within the Decision Letter No. AHU-0003452.AH.01.01. tahun 2015 dated May 26, 2015. Bank Mandiri alongside PT Tunas Ridean Tbk and PT Asco Investindo established MUF with Bank Mandiri's ownership amounts to 51.00%, PT Tunas Ridean Tbk at 12.00% and PT Asco Investindo at 37.00%.

On 24 August 2015, MUF conducted their initial operational activities through collaborations with major dealers and loan disbursements towards limited customers to meet FSA IKNB requirements. To this date MUF is a financing institution focused on customer financing, especially the financing for both new and used motor vehicle. In the course of their business, MUF provides financing services covering investment financing, working capital financing, and Multipurpose financing which the main focus is currently the financing of motor vehicles for retail customer and companies in the form of financing consumers as well as leasing.



The composition of management structure of Mandiri Utama Finance is as follows:

Board of Commissioners

President Commissioner : Ignatius Susatyo Wijoyo
 Commissioner : Erida
 Independent Commissioner : Mansyur Syamsuri Nasution

Board of Directors

President Director : Stanley Setia Atmadja
 Director : Rita Mustika
 Director : Yusuf Budi Baik

PT Mandiri Capital Indonesia (“MCI”)

PT Mandiri Capital Indonesia (“MCI”) is a subsidiary of Bank Mandiri which was established on June 23, 2015, and is engaged in venture capital. On June 26, 2015, the establishment of MCI has been approved by the Minister of Law and Human Rights No. AHU-2445684.AH.01.01 year 2015. MCI has obtained a license to conduct business activities in venture capital on November 10, 2015 via Financial Services Authority’s letter No. SR-6035/NB.111/2015 so that MCI can perform full operational activities.

To this date, the majority of MCI’s shareholder is PT Bank Mandiri (Persero) Tbk at 99.99% and PT Mandiri Sekuritas at 0.01%. To conduct their business, MCI used various investment plans towards potential FinTech startup companies through equity participation, participation via convertible notes, and other forms according to POJK of the venture capital.

The composition of management structure of Mandiri Capital Indonesia is as follows:

Board of Commissioners

President Commissioner : Hussein Paolo Kartadjoemena*
 Commissioner : Daniel Setiawan Subianto
 Independent Commissioner : Alamanda Shantika Santoso

Board of Directors

President Director : Mardianto E. Danusaputro
 Director : Hira Laksamana

* Mr. Paolo Kartadjoemena submitted his Resignation Letter on October 7, 2020. Replacement Candidates were still in the process of Ministry of SOEs approval through letter No. KOM / 135/2020 dated December 4, 2020. The GMS for the replacement would be held after the Substitute Candidate received approval from Ministry of SOEs.

Second-Tier Subsidiary Entities

Bank Mandiri has 3 (three) Second-tier Subsidiaries Entities through the ownership by the Subsidiary Entity

Name	Line of Business	Shareholding	Date and Year of Establishment	Operation Status	Total Asset (in Million IDR)	Domicile
Mandiri Manajemen Investasi	Investment Manager Services	Ownership through Mandiri Investasi with 99.93% shareholding	2004	In Operation	463.6	Jakarta
Mandiri Securities Pte.Ltd	Investment Service Banking	Ownership through Mandiri Sekuritas with 100.00% shareholding	2015	In Operation	268.3	Singapura
PT Mitra Transaksi Indonesia	Payment Gateway Service Provider and Business Support Related to Financial Services	Ownership through Mandiri Capital with 99.999998% shareholding	2016	In Operation	423,194	Jakarta



Associates Entity

Name	Line of Business	Shareholding	Date and Year of Establishment	Operation Status	Total Asset (in Million IDR)	Domicile
PT Kustodian Sentral Efek Indonesia ("KSEI")	Depository and Settlement Institution (LPP) in Indonesia Capital Market	10.00%	1997	In Operation	2,286.72	Jakarta
PT PANN (Persero)	Financing Services that help to finance the procurement of commercial ships in Indonesia	6.96%	1974	In Operation	1,102.79	Jakarta

A brief description about each Associates is elaborated as follows:

PT Kustodian Sentral Efek ("KSEI")

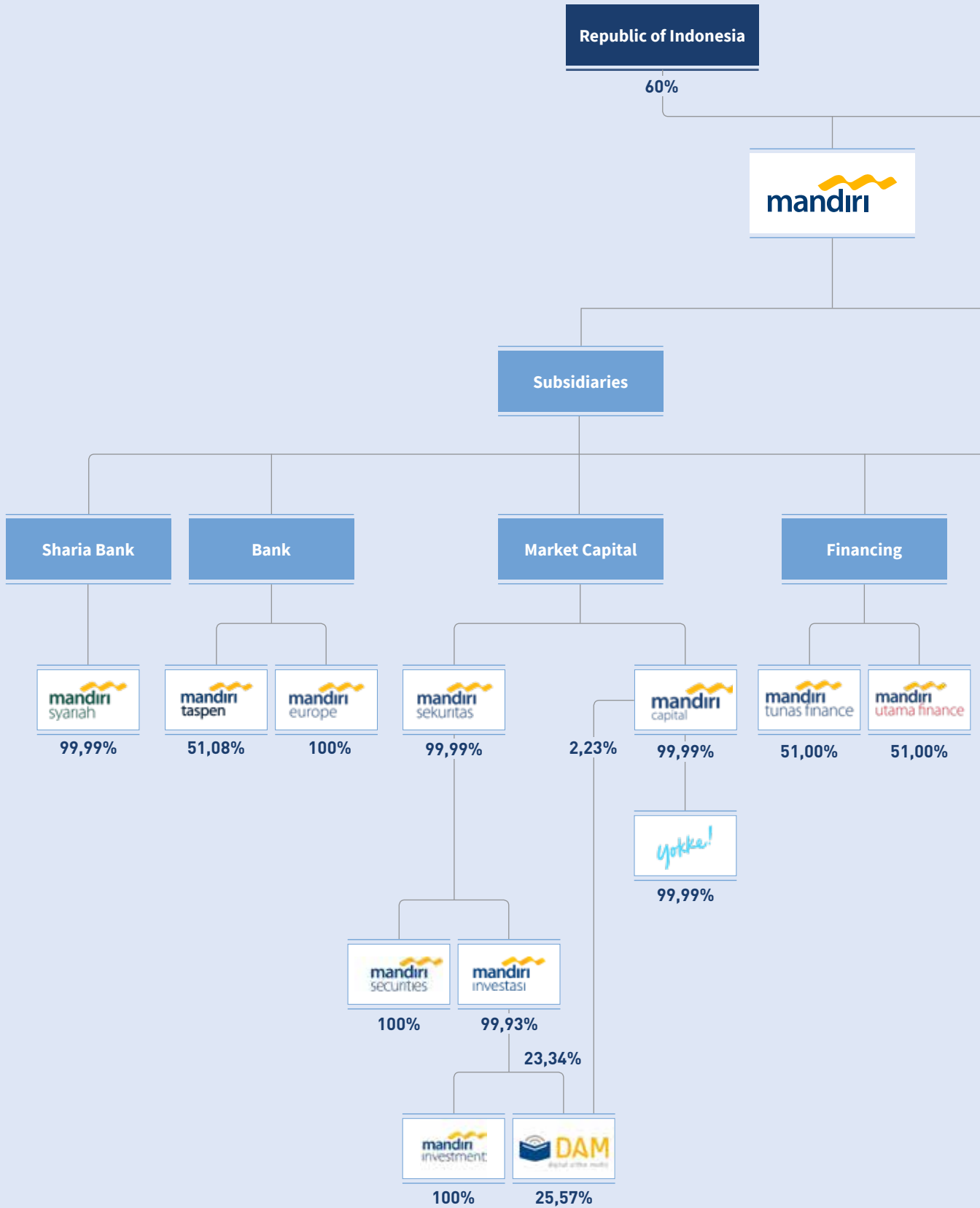
PT Kustodian Sentral Efek Indonesia ("KSEI") is a Depository and Settlement Institution (LPP) in Indonesia capital market, established on December 23, 1997 in Jakarta, and obtained an operating license on November 11, 1998. Based on the provisions of 1995 Law Number 8 regarding Capital Market, KSEI performs its function as LPP in Indonesia capital market by providing centralized custodian services and well-regulated, proper and efficient Security settlement services. Currently, KSEI's shareholders consist of 24 Security Companies, 8 Custodian Banks, 2 Securities Administration Agencies and 2 SROs (Self Regulatory Organizations) whereby Bank Mandiri became one of the custodian banks as well as KSEI's shareholder at 10%.

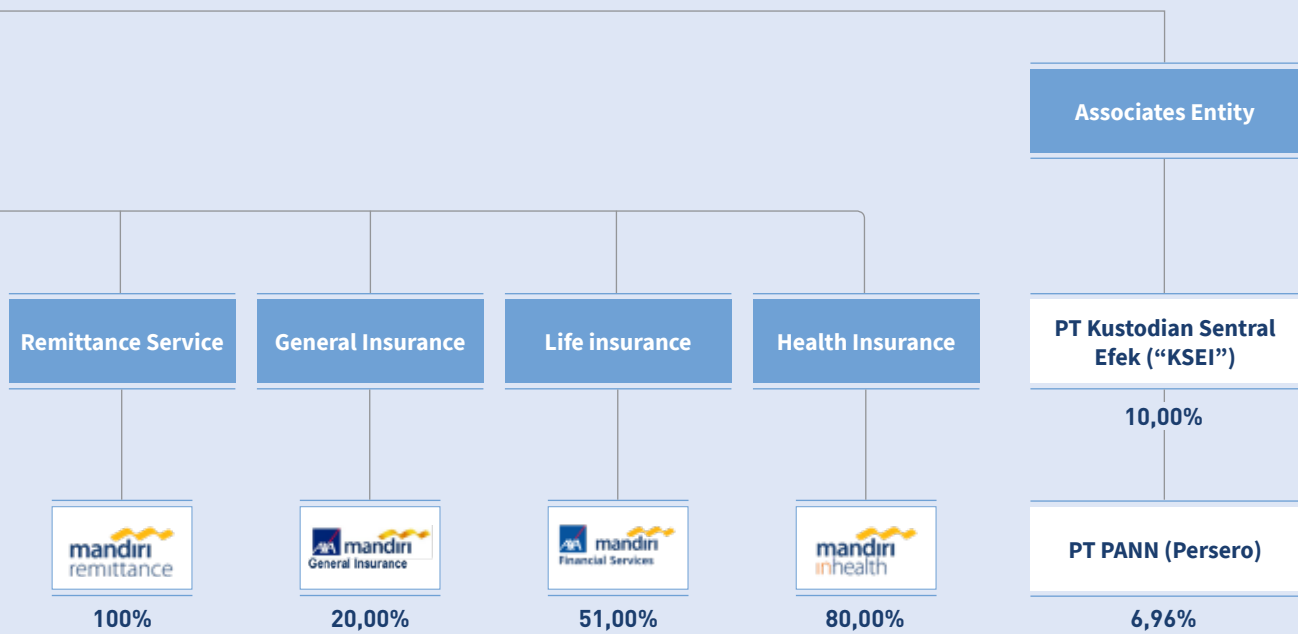
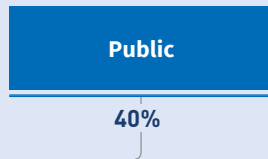
PT PANN (Persero)

PT PANN (Persero) was founded on May 16, 1974 based on the Republic of Indonesia's Government Regulation No. 18 of 1974 for the establishment of a Persero in the field of National Commercial Fleet Development. PT PANN was a full-fledged investment from Bapindo and was established as a vehicle for carrying out the Commercial Ship investment program. The capital structure and share ownership composition of PT PANN (Persero) based on Deed No. 66 of 2008 was the Government of the Republic of Indonesia amounting to 93.04% and Bank Mandiri (ex Bapindo) at 6.96%. PT PANN was a finance company that helped finance the procurement of Commercial Vessels in Indonesia. The company was engaged in the financing of national commercial vessels, which focused on financing middle to lower class shipping companies with financing mechanisms in terms of Financial Lease, Purchase on Installment, Sale and Lease Back and Factoring / Factoring. On February 19, 2013, PT PANN (Persero) undertook a business restructuring with a spin off of the core business to a subsidiary (PT PANN Financing Maritim). In 2019, the Indonesian Minister of Finance approved the PT PANN (Persero) SLA Debt Restructuring through Non-Cash State Equity Participation (PMN Non-Cash) as referred to in Letter No. S-537 / MK.05 / 2019. Until 2020, the PMN Non-Cash approval was still waiting for the issuance of Government Regulations and was in the harmonization stage which was marked by the publication of the PMN PT PANN in the 2020 APBN and the 2020 Revised APBN (APBN-P).



Company Group Structure





* Deposit for additional capital by PT Bank Mandiri Persero (Tbk) to Bank Mandiri Taspen was made on December 29, 2020, amounting to IDR 255,384,213,764. The additional capital deposit increased the ownership of PT Bank Mandiri (Persero) Tbk from the previous 51.077% to 51.098% which would be effective after receiving the capital increase deed from the Ministry of Law and Security.

Up to 2020, Bank Mandiri does not have a Parent Entity, Joint Venture, and Special Purpose Vehicle (SPV).



Share Issuance Chronology

Bank Mandiri only issues one Series A Dwiwarna Share owned by the Republic of Indonesia and is not transferable. The shares issued by Bank Mandiri consist of Series A Dwiwarna Shares and Common Shares on Series B. Name of Common Stock on behalf of Series B offered entirely consisting of divested shares of the Republic of Indonesia which give the holders equal and equal rights in all matters with Common Stock On behalf of other B Series, Bank Mandiri has been placed and fully paid.

Initial Public Offering

On July 14, 2003, Bank Mandiri conducted an Initial Public Offering (IPO) of 4,000,000,000 Ordinary Shares B Series with a par value of IDR 500 (full amount) per share sold at IDR 675 (full amount) per share. The public offering to the public was a divestment of 20.00% of Bank Mandiri's shares owned by the Government.

On July 14, 2003, 19,800,000,000 of Bank Mandiri's Ordinary Shares B Series have been listed on Jakarta and Surabaya Stock Exchanges based on the letter of approval from Jakarta Stock Exchange No. S-1187/ BEJ. PSJ/ 07-2003 dated July 8, 2003 and Surabaya Stock Exchange No. JKT-028/LIST/BES/VII/2003 dated July 10, 2003.

Name of Stock Exchange Where the Shares are Listed

All of Bank Mandiri's shares has been listed at Indonesia Stock Exchange.

Divestment of shareholding by the Government

On March 11, 2004, the Government divested an additional 10.00% ownership in Bank Mandiri or amounted to 2,000,000,000 Ordinary Shares B Series via private placements.

Limited Public Offering

In order to strengthen the capital structure, Bank Mandiri increased their issued and paid capital via Limited Public Offering ("LPO") with Rights Issue and regarding that particular LPO, Bank Mandiri has submitted the first and second registration statements towards Bapepam-LK on December 26, 2010 and January 18, 2011. Bapepam-LK under the Chief Executive Officer of Bapepam and LK's Letter No S-807/BL/2011 dated January 27, 2011 stated that the LPO registration with Bank Mandiri's Rights Issue has been effective and also obtained approval from the shareholders in accordance with the decision result of the Extraordinary GMS on January 28, 2011.

The number of HMETD issued by Bank Mandiri is 2,336,838,591 shares with a nominal price of IDR500 (full amount) per share determined on January 25, 2011 and the exercise of the Rights trading period starting February 14, 2011 up to February 21, 2011 with an offering price of IDR 5,000 (full amount) per share.

Table of Bank Mandiri's Share Issuance Chronology

No.	Period	Description	Share	Par Value (IDR)
1.	Before IPO	-	-	-
2.	July 14, 2003	Initial Public Offering	Common Stock Series B	500
3.	March 11, 2004	Divestment of Government Shares	Common Stock Series B	500
4.	2004	MSOP I Conversion*)	Common Stock Series B	500
5.	2005	MSOP I Conversion*)	Common Stock Series B	500
6.	2006	MSOP I Conversion*)	Common Stock Series B	500
7.	2006	MSOP II Conversion*)	Common Stock Series B	500
8.	2007	MSOP I Conversion*)	Common Stock Series B	500
9.	2007	MSOP II Conversion*)	Common Stock Series B	500
10.	2007	MSOP III Conversion*)	Common Stock Series B	500
11.	2008	MSOP I Conversion*)	Common Stock Series B	500
12.	2008	MSOP I Conversion*)	Common Stock Series B	500
13.	2008	MSOP III Conversion*)	Common Stock Series B	500



The Government of the Republic of Indonesia as Bank Mandiri's majority shareholder did not exercise their right to acquire the Rights Issue, but instead they transferred it to other public shareholders, so that the Government's shareholding percentage composition was reduced or diluted from 66.68% before the Rights Issue exercise period to become 60.00% after the implementation of the Rights Issue.

Implementation of the Stock Split

Based on the resolutions of the Extraordinary GMS dated August 21, 2017 as set forth within the Deed No. 36 dated August 24, 2017, made before Ashoya Ratam SH, Mkn, the shareholders of Bank Mandiri, among others, approved the stock split of the Company from IDR 500 (full amount) per share into IDR250 (full amount) per share so that the issued capital became 46,666,666,666 shares consisting of 1 Bicolor Share A Series and 46,666,666,665 shares B Series. The implementation of the stock split was effective on September 13, 2017.

Bank Mandiri Stock Split Table

Description	Shareholders (Number of Outstanding Shares)					Number of Outstanding Shares
	Government		Publik		Nominal	
	Total	%	Total	%	(IDR)	
<i>Before stock split</i>	14,000,000,000	60	9,333,333,333	40	500	23,333,333,333
<i>After stock split</i>	28,000,000,000	60	18,666,666,666	40	250	46,666,666,666

	Offer Price (IDR)	Number of Issued Share	Issued and Paid-up Capital		
			Amount of Share	Total Nominal Value (IDR)	Total Offer Price (IDR)
	-	-	20,000,000,000	10,000,000,000,000	-
	675	4,000,000,000	20,000,000,000	10,000,000,000,000	13,500,000,000,000
	1,450	2,000,000,000	20,000,000,000	10,000,000,000,000	29,000,000,000,000
	742.50	132,854,872	20,132,854,872	10,066,427,436,000	-
	742.50	122,862,492	20,255,717,364	10,127,858,682,000	-
	742.50	71,300,339	20,327,017,703	10,163,508,851,500	-
	1,190.50	304,199,764	20,631,217,467	10,315,608,733,500	-
	742.50	40,240,621	20,671,458,088	10,335,729,044,000	-
	1,190.50	343,135	20,671,801,223	10,335,900,611,500	-
	1,495.08	77,750,519	20,749,551,742	10,374,775,871,000	-
	742.50	8,107,633	20,757,659,375	10,378,829,687,500	-
	1,190.50	399,153	20,758,058,528	10,379,029,264,000	-
	1,495.08	147,589,260	20,905,647,788	10,452,823,894,000	-



No.	Period	Description	Share	Par Value (IDR)
14.	2009	MSOP II Conversion*)	Common Stock Series B	500
15.	2009	MSOP III Conversion*)	Common Stock Series B	500
16.	2010	MSOP II Conversion*)	Common Stock Series B	500
17.	2010	MSOP III Conversion*)	Common Stock Series B	500
18.	February 14 – 21, 2011	Limited Public Offering through Preemptive Rights	Common Stock Series B	500
19.	September 13, 2017	Stock Split (Rasio 1:2)	-	250

Initial public offering towards the community amounted to 4,000,000,000 shares was a divestment of Bank Mandiri's 20.00% shares owned by the Government, thus not increasing the number of outstanding shares. The Government also further divested 10.00% of its shareholding in Bank Mandiri or amounted to 2,000,000,000 Common Shares B Series via private placements, this action did not increase the number of outstanding shares within the community. After the stock split, the share price of Bank Mandiri share was recorded at IDR6,700 from the previous IDR13,400, with a stock split ratio of 1: 2.

Bond Issuance and/or Registration Chronology

Bank Mandiri has issued several bonds in Rupiah currency to support business growth with sufficient funding sources and a good tenor distribution. These Rupiah bonds are Rupiah Subordinated Bonds of Bank Mandiri I in 2009 followed by the issuance of Continuous Bonds I of Bank Mandiri with funds raised of Rp. 14 trillion with a tenor of 3 (three) to 10 (ten) years issued in stages from 2016 to with 2018. In 2020, Bank Mandiri issued Bank Mandiri Sustainable Bonds II with a target of total funds raised of IDR 20 trillion issued in stages, with the realization of the issuance up to December 2020 amounting to IDR 1 trillion.

Bank Mandiri's Rupiah Subordinated Bonds I Year 2009

To strengthen the capital structure and support credit expansion in terms of business development, on December 14, 2009, Bank Mandiri issued Bank Mandiri I Rupiah subordinated bonds in 2009 (subordinated bonds) in the amount of IDR3,500,000,000,000. as complementary capital (lower tier 2) in accordance with Bank Indonesia regulations.

This subordinated bond received an approval from Bank Indonesia via letter No. 11/III/DPB1/TPB1-1 dated December 14, 2009 and the effective statement of the Financial Services Authority (formerly the Capital Market & Financial Institution Supervisory Agency (Bapepam and LK)) based on a letter from the Chairman of Bapepam and LK No. S-10414/BL/2009 dated December 3, 2009.

Bank Mandiri has listed Subordinated Bonds in Indonesia Stock Exchange (IDX) on December 14, 2009 in accordance with the announcement of Bank Mandiri's subordinated bonds registration by IDX dated December 11, 2009. The Subordinated Bonds possess a maturity of 7 (seven) years and have matured on December 11, 2016, issued without any draft with a fixed interest rate of 11.85% per annum. The trustee of these subordinated bonds is PT Bank Permata Tbk.

Bank Mandiri's Sustainable Bond I Phase I Year 2016

On September 30, 2016, Bank Mandiri issued their first Bank Mandiri's Sustainable Bond I Phase I Year 2016 ("Sustainable Bonds I Phase I") with the par value of IDR5,000,000,000,000 consisting of 3 (three) series.

The interest of Sustainable Bonds I Phase I was paid quarterly, with the first interest payment made on December 30, 2016 while the payment of the last bond interest as well as the maturity of the bonds will be made on September 30, 2021 for A Series, 30 September 2023 for B Series, and September 30, 2026 for C Series which is also the principal repayment date for each bond series. The trustee for the issuance of the Sustainable Bonds I Phase I is PT Bank Tabungan Negara (Persero) Tbk.



	Offer Price (IDR)	Number of Issued Share	Issued and Paid-up Capital		
			Amount of Share	Total Nominal Value (IDR)	Total Offer Price (IDR)
	1,190.50	86,800	20,905,734,588	10,452,867,294,000	-
	1,495.08	64,382,217	20,970,116,805	10,485,058,402,500	-
	1,190.50	6,684,845	20,976,801,650	10,488,400,825,000	-
	1,495.08	19,693,092	20,996,494,742	10,498,247,371,000	-
	5,000	2,336,838,591	23,333,333,333	11,666,666,666,500	116,666,666,666,666
	-	-	46,666,666,666	-	-

*) Information regarding the date of implementation of the MSOP conversion can be seen in the description of the Employee and/or Management Share Ownership Program in this Annual Report.

Bank Mandiri's Sustainable Bond I Phase II Year 2017

On June 15, 2017, Bank Mandiri issued their first Bank Mandiri's Sustainable Bond I Phase II Year 2017 ("Sustainable Bonds I Phase II") with the par value of IDR5,000,000,000,000 consisting of 4 (three) series.

Series A, Series B, and C Series I Sustainable Bonds I are offered with a value of 100% (one hundred percent) of the principal amount. The interest of the Bonds was paid quarterly, with the first interest payment made on September 15, 2017, while the payment of the last bond interest as well as the maturity of the bonds will be made on June 15, 2022 for A Series, June 15, 2024 for B Series, and June 15, 2027 for C Series which is also the principal repayment date for each bond series.

D Series bonds were offered without any interest at a bid price of 79.3146% (seventy nine point three one four six percent) of the principal amount of the bonds, with the maturity date of June 15, 2020. The payment of the principal bonds is fully made on the maturity date. The trustee for the issuance of the Sustainable Bonds I Phase II is PT Bank Tabungan Negara (Persero) Tbk.

Bank Mandiri's Sustainable Bond I Phase III Year 2018

On September 21, 2018, Bank Mandiri issued their first Bank Mandiri's Sustainable Bond I Phase III Year 2018 ("Sustainable Bonds I Phase III") with the par value of IDR5,000,000,000,000 consisting of 1 (three) series with a tenor of 5 (five) years.

The interest of the Bonds was paid quarterly, with the first interest payment made on December 12, 2018, , while the last interest payment as well as the maturity of the bonds is on September 21, 2023 which is also the date of repayment of the principal of each bond series. The trustee for the issuance of the Sustainable Bonds I Phase III is PT Bank Permata Tbk.

Bank Mandiri's Sustainable Bond II Phase I Year 2020

On May 12, 2020, Bank Mandiri issued Bank Mandiri Continuous Bonds II Phase I Year 2020 ("Continuous Bonds II Phase I") with a nominal value of IDR 1,000,000,000,000 consisting of 2 (two) series.

The interest on Continuous Bonds II Phase I was paid quarterly with the first interest payment made on August 11, 2020, while the last bond interest payment as well as the maturity of the bonds was May 12, 2025 for Series A, and May 12, 2027 for Series B, which was also the date of settlement principal of each bond series. The trustee for the issuance of the Phase I Sustainable Bonds II was PT Bank Permata Tbk.

Name of Stock Exchange Where the Bonds are Listed

All of Bank Mandiri's Bonds has been listed at Indonesia Stock Exchange.



Table of Bank Mandiri's Bond Issuance Chronology

No.	Description	Date of Electronic Bond Distribution	Tenor	Currency	Amount of Bond (Billion)	Offer Price	Maturity Date	Interest Rate	Payment Status	Ranking			Trustee
										2020	2019	2018	
1.	Bank Mandiri's Rupiah Subordinated Bonds I Year 2009	December 14, 2009	7 years	IDR	3,500	100% (one hundred percent) of principal amount bond	December 11, 2016	11,85 %	Settled	-	-	-	Bank Permata
2.	Bank Mandiri's Rupiah Subordinated Bonds I Year 2009	September 30, 2016	A Series: 5 years B Series: 7 years C Series: 10 years	IDR	5,000	100% (one hundred percent) of principal amount bond	A Series : September 30, 2021 B Series : September 30, 2023 C Series : September 30, 2026	A Series: 7.95% B Series: 8.50% C Series: 8.65%	Unsettled	^{id} AAA by Pefindo	^{id} AAA by Pefindo	^{id} AAA by Pefindo	Bank Tabungan Negara
3.	Bank Mandiri's Sustainable Bond I Phase II Year 2017*)	June 15, 2017	A Series : 5 years B Series: 7 years C Series: 10 years D Series: 3 years	IDR	6,000	Series A, B, and C 100% (one hundred percent) of principal amount bond D Series: 79.3146% (seven twenty-nine point three one four six percent) of principal amount bond	A Series: June 15, 2022 B Series: June 15, 2024 C Series: June 15, 2027 D Series: June 15, 2020	A Series : 8.00% B Series: 8.50% C Series: 8.65% D Series : 7.80%*	Unsettled, Settled	^{id} AAA by Pefindo	^{id} AAA by Pefindo	^{id} AAA by Pefindo	Bank Tabungan Negara
4.	Bank Mandiri's Sustainable Bond I Phase III Year 2018	September 21, 2018	5 years	IDR	3,000	100% (one hundred percent) of principal amount bond	September 21, 2023	8.50%	Unsettled	^{id} AAA by Pefindo	^{id} AAA by Pefindo	^{id} AAA by Pefindo	Bank Permata
5.	Bank Mandiri's Sustainable Bond II Phase I Year 2020	May 12, 2020	A Series : 5 years B Series: 7 years	IDR	1,000	100% (one hundred percent) of principal amount bond	Series A: May 12, 2025 Series B: May 12, 2027	A Series : 7.75% B Series : 8.30%	Unsettled	-	-	-	Bank Permata

* Bank Mandiri Phase II the Year 2017 Series D I Bonds are bonded with no coupons (zero coupon bonds) with a value issued of IDR1 trillion.



Table of Bank Mandiri's Sustainable Bonds Interest Payment Chronology

Interest Number-	Bank Mandiri I Phase I Year 2016 Sustainable Bonds	
	Interest Payment Date	Status Interest Payment
A Series		
1.	September 30, 2016	Settled
2.	March 30, 2017	Settled
3.	June 30, 2017	Settled
4.	September 30, 2017	Settled
5.	December 30, 2017	Settled
6.	March 30, 2018	Settled
7.	June 30, 2018	Settled
8.	September 30, 2018	Settled
9.	December, 2018	Settled
10.	March 30, 2019	Settled
11.	June 30, 2019	Settled
12.	September 30, 2019	Settled
13.	December 30, 2019	Settled
14.	March 30, 2020	Settled
15.	June 30, 2020	Settled
16.	September 30, 2020	Settled
17.	December 30, 2020	Settled
18.	March 30, 2021	Not yet due
19.	June 30, 2021	Not yet due
20.	September 30, 2021	Not yet due
B Series		
1.	December 30, 2016	Settled
2.	March 30, 2017	Settled
3.	June 30, 2017	Settled
4.	September 30, 2017	Settled
5.	December 30, 2017	Settled
6.	30 March 2018	Settled
7.	June 30, 2018	Settled
8.	September 30, 2018	Settled

Interest Number-	Bank Mandiri I Phase II Year 2017 Sustainable Bonds	
	Interest Payment Date	Status Interest Payment
A Series		
1.	September 15, 2017	Settled
2.	December 15, 2017	Settled
3.	March 15, 2018	Settled
4.	June 15, 2018	Settled
5.	September 15, 2018	Settled
6.	December 15, 2018	Settled
7.	March 15, 2019	Settled
8.	June 15, 2019	Settled
9.	September 15, 2019	Settled
10.	December 15, 2019	Settled
11.	March 15, 2020	Settled
12.	June 15, 2020	Settled
13.	September 15, 2020	Settled
14.	December 15, 2020	Settled
15.	March 15, 2021	Not yet due
16.	June 15, 2021	Not yet due
17.	September 15, 2021	Not yet due
18.	December 15, 2021	Not yet due
19.	March 15, 2022	Not yet due
20.	June 15, 2022	Not yet due
B Series		
1.	September 15, 2017	Settled
2.	December 15, 2017	Settled
3.	March 15, 2018	Settled
4.	June 15, 2018	Settled
5.	September 15, 2018	Settled
6.	December 15, 2018	Settled
7.	March 15, 2019	Settled
8.	June 15, 2019	Settled



Interest Number-	Bank Mandiri I Phase I Year 2016 Sustainable Bonds	
	Interest Payment Date	Status Interest Payment
9.	December 30, 2018	Settled
10.	March 30, 2019	Settled
11.	June 30, 2019	Settled
12.	September 30, 2019	Settled
13.	December 30, 2019	Settled
14.	March 30, 2020	Settled
15.	June 30, 2020	Settled
16.	September 30, 2020	Settled
17.	December 30, 2020	Settled
18.	March 30, 2021	Not yet due
19.	June 30, 2021	Not yet due
20.	September 30, 2021	Not yet due
21.	December 30, 2021	Not yet due
22.	March 30, 2022	Not yet due
23.	June 30, 2022	Not yet due
24.	September 30, 2022	Not yet due
25.	December 30, 2022	Not yet due
26.	March 30, 2023	Not yet due
27.	June 30, 2023	Not yet due
28.	September 30, 2023	Not yet due
C Series		
1.	December 30, 2016	Settled
2.	March 30, 2017	Settled
3.	June 30, 2017	Settled
4.	September 30, 2017	Settled
5.	December 30, 2017	Settled
6.	30 March 2018	Settled
7.	June 30, 2018	Settled
8.	September 30, 2018	Settled
9.	December 30, 2018	Settled
10.	March 30, 2019	Settled
11.	June 30, 2019	Settled

Interest Number-	Bank Mandiri I Phase II Year 2017 Sustainable Bonds	
	Interest Payment Date	Status Interest Payment
9.	September 15, 2019	Settled
10.	December 15, 2019	Settled
11.	March 15, 2020	Settled
12.	June 15, 2020	Settled
13.	September 15, 2020	Settled
14.	December 15, 2020	Settled
15.	March 15, 2021	Not yet due
16.	June 15, 2021	Not yet due
17.	September 15, 2021	Not yet due
18.	December 15, 2021	Not yet due
19.	March 15, 2022	Not yet due
20.	June 15, 2022	Not yet due
21.	September 15, 2022	Not yet due
22.	December 15, 2022	Not yet due
23.	March 15, 2023	Not yet due
24.	June 15, 2023	Not yet due
25.	September 15, 2023	Not yet due
26.	December 15, 2023	Not yet due
27.	March 15, 2024	Not yet due
28.	June 15, 2024	Not yet due
Seri C		
1.	September 15, 2017	Settled
2.	December 15, 2017	Settled
3.	March 15, 2018	Settled
4.	June 15, 2018	Settled
5.	September 15, 2018	Settled
6.	December 15, 2018	Settled
7.	March 15, 2019	Settled
8.	June 15, 2019	Settled
9.	September 15, 2019	Settled
10.	December 15, 2019	Settled
11.	March 15, 2020	Settled



Interest Number-	Bank Mandiri I Phase I Year 2016 Sustainable Bonds	
	Interest Payment Date	Status Interest Payment
12.	September 30, 2019	Settled
13.	December 30, 2019	Settled
14.	March 30, 2020	Settled
15.	June 30, 2020	Settled
16.	September 30, 2020	Settled
17.	December 30, 2020	Settled
18.	March 30, 2021	Not yet due
19.	June 30, 2021	Not yet due
20.	September 30, 2021	Not yet due
21.	December 30, 2021	Not yet due
22.	March 30, 2022	Not yet due
23.	June 30, 2022	Not yet due
24.	September 30, 2022	Not yet due
25.	December 30, 2022	Not yet due
26.	March 30, 2023	Not yet due
27.	June 30, 2023	Not yet due
28.	September 30, 2023	Not yet due
29.	December 30, 2023	Not yet due
30.	March 30, 2024	Not yet due
31.	June 30, 2024	Not yet due
32.	September 30, 2024	Not yet due
33.	December 30, 2024	Not yet due
34.	March 30, 2025	Not yet due
35.	June 30, 2025	Not yet due
36.	September 30, 2025	Not yet due
37.	December 30, 2025	Not yet due
38.	March 30, 2026	Not yet due
39.	June 30, 2026	Not yet due
40.	September 30, 2026	Not yet due

Interest Number-	Bank Mandiri I Phase II Year 2017 Sustainable Bonds	
	Interest Payment Date	Status Interest Payment
12.	June 15, 2020	Settled
13.	September 15, 2020	Settled
14.	December 15, 2020	Settled
15.	March 15, 2021	Not yet due
16.	June 15, 2021	Not yet due
17.	September 15, 2021	Not yet due
18.	December 15, 2021	Not yet due
19.	March 15, 2022	Not yet due
20.	June 15, 2022	Not yet due
21.	September 15, 2022	Not yet due
22.	December 15, 2022	Not yet due
23.	March 15, 2023	Not yet due
24.	June 15, 2023	Not yet due
25.	September 15, 2023	Not yet due
26.	December 15, 2023	Not yet due
27.	March 15, 2024	Not yet due
28.	June 15, 2024	Not yet due
29.	September 15, 2024	Not yet due
30.	December 15, 2024	Not yet due
31.	March 15, 2025	Not yet due
32.	June 15, 2025	Not yet due
33.	September 15, 2025	Not yet due
34.	December 15, 2025	Not yet due
35.	March 15, 2026	Not yet due
36.	June 15, 2026	Not yet due
37.	September 15, 2026	Not yet due
38.	December 15, 2026	Not yet due
39.	March 15, 2027	Not yet due
40.	June 15, 2027	Not yet due



Interest Number-	Bank Mandiri I Phase III Year 2018 Sustainable Bonds	
	Interest Payment Date	Status Interest Payment
1.	December 21, 2018	Settled
2.	March 21, 2019	Settled
3.	June 21, 2019	Settled
4.	September 21, 2019	Settled
5.	December 21, 2019	Settled
6.	March 21, 2020	Settled
7.	June 21, 2020	Settled
8.	September 21, 2020	Settled
9.	December 21, 2020	Settled
10.	March 21, 2021	Not yet due
11.	June 21, 2021	Not yet due
12.	September 21, 2021	Not yet due
13.	December 21, 2021	Not yet due
14.	March 21, 2022	Not yet due
15.	June 21, 2022	Not yet due
16.	September 21, 2022	Not yet due
17.	December 21, 2022	Not yet due
18.	March 21, 2023	Not yet due
19.	June 21, 2023	Not yet due
20.	September 21, 2023	Not yet due

Interest Number-	Bank Mandiri II Phase I Year 2020 Sustainable Bonds	
	Interest Payment Date	Status Interest Payment
A Series		
1.	August 12, 2020	Settled
2.	November 12, 2020	Settled
3.	February 12, 2021	Not yet due
4.	May 12, 2021	Not yet due
5.	August 12, 2021	Not yet due
6.	November 12, 2021	Not yet due
7.	February 12, 2022	Not yet due
8.	May 12, 2022	Not yet due
9.	August 12, 2022	Not yet due
10.	November 12, 2022	Not yet due
11.	February 12, 2023	Not yet due
12.	May 12, 2023	Not yet due
13.	August 12, 2023	Not yet due



Interest Number-	Bank Mandiri II Phase I Year 2020 Sustainable Bonds	
	Interest Payment Date	Status Interest Payment
14.	November 12, 2023	Not yet due
15.	February 12, 2024	Not yet due
16.	May 12, 2024	Not yet due
17.	August 12, 2024	Not yet due
18.	November 12, 2024	Not yet due
19.	February 12, 2025	Not yet due
20.	May 12, 2025	Not yet due
B Series		
1.	August 12, 2020	Settled
2.	November 12, 2020	Settled
3.	February 12, 2021	Not yet due
4.	May 12, 2021	Not yet due
5.	August 12, 2021	Not yet due
6.	November 12, 2021	Not yet due
7.	February 12, 2022	Not yet due
8.	May 12, 2022	Not yet due
9.	August 12, 2022	Not yet due
10.	November 12, 2022	Not yet due
11.	February 12, 2023	Not yet due
12.	May 12, 2023	Not yet due
13.	August 12, 2023	Not yet due
14.	November 12, 2023	Not yet due
15.	February 12, 2024	Not yet due
16.	May 12, 2024	Not yet due
17.	August 12, 2024	Not yet due
18.	November 12, 2024	Not yet due
19.	February 12, 2025	Not yet due
20.	May 12, 2025	Not yet due
21.	August 12, 2025	Not yet due
22.	November 12, 2025	Not yet due
23.	February 12, 2026	Not yet due
24.	May 12, 2026	Not yet due
25.	August 12, 2026	Not yet due
26.	November 12, 2026	Not yet due
27.	February 12, 2027	Not yet due
28.	May 12, 2027	Not yet due



Chronology of Issuance and/or Listing of Other Securities

Negotiable Certificates Of Deposit (NCD)

On May 25, 2015, Bank Mandiri issued PT Bank Mandiri (Persero) Tbk Phase I of 2015 Series A, B, C, D and E Negotiable Certificates of Deposit (NCD) with a total of IDR2.6 trillion.

On December 16, 2016, Bank Mandiri issued the Negotiable Certificate of Deposit (NCD) II of PT Bank Mandiri (Persero) Tbk Phase II of 2016 Series A, B, C and D with a total of IDR2.662 trillion.

Name of Stock Exchange Where the NCD are Listed

All of Bank Mandiri's NCD has been listed at Indonesia Stock Exchange.

Table of Bank Mandiri's Negotiable Certificates of Deposit Issuance Chronology

Description	Date of Issue	Tenor	Currency	Offer Price (Billion)	Maturity Date	Interest Rate	Payment Status
NCD Phase I							
NCD I PT Bank Mandiri (Persero) Tbk Year 2015 A Series	May 25, 2015	184 Calender Date	IDR	848	November 25, 2015	8.00%	Settled
NCD I PT Bank Mandiri (Persero) Tbk Year 2015 B Series	May 25, 2015	276 Calender Date	IDR	440	February 25, 2016	8.10%	Settled
NCD I PT Bank Mandiri (Persero) Tbk Year 2015 C Series	May 25, 2015	367 Calender Date	IDR	987	May 26, 2016	8.50%	Settled
NCD I PT Bank Mandiri (Persero) Tbk Year 2015 D Series	May 25, 2015	458 Calender Date	IDR	175	August 25, 2016	8.65%	Settled
NCD I PT Bank Mandiri (Persero) Tbk Year 2015 E Series	May 25, 2015	550 Calender Date	IDR	150	November 25, 2016	8.75%	Settled
NCD Phase II							
NCD II PT Bank Mandiri (Persero) Tbk Year 2016 A Series	December 16, 2016	370 Calender Date	IDR	927	December 21, 2017	7.55 %	Settled
NCD II PT Bank Mandiri (Persero) Tbk Year 2016 B Series	December 16, 2016	18 Months	IDR	500	June 15, 2018	8.00 %	Settled
NCD II PT Bank Mandiri (Persero) Tbk Year 2016 C Series	December 16, 2016	24 Months	IDR	350	December 14, 2018	8.20 %	Settled
NCD II PT Bank Mandiri (Persero) Tbk Year 2016 D Series	December 16, 2016	36 Months	IDR	885	December 13, 2019	8.40 %	Unsettled



Asset-Backed Security in The Form of Participation Letter BMRI 01 A Class

On 26 August 2016, Asset-backed Security in the Form of Participation Letter BMRI 01 Class A ("EBA-SP") has been registered on the Indonesia Stock Exchange with the total principal amount of IDR456.5 million (four hundred fifty six billion five hundred million rupiah) with PT Sarana Multigriya Finansial (Persero) as the issuer, and the details are as follows:

Name of Stock Exchange Where the EBA-SP are Listed

All of Bank Mandiri's EBA-SP has been listed at Indonesia Stock Exchange.

Table of Bank Mandiri's Other Securities Issuance Chronology

No.	Description	Date of Issue	Effective Date	Weighted Average Live	Currency	Emission Value (billion)	Maturity Date	Interest Rate	Payment Status	Trustee
1.	EEBA SP SMF-BMRI 01 A Class A1 Series. EBA Code : SPSSMFMRI01A1 ISIN Code : IDU0000011A5	August 26, 2016	August 19, 2016	3 years	IDR	103.5	October 27, 2029	Fixed, 8.6% per year	Current	BRI
2.	EBA SP SMF-BMRI 01 A Class A2 Series. EBA Code : SPSSMFMRI01A2 Kode ISIN: IDU0000012A3	August 26, 2016	August 19, 2016	5 years	IDR	353	October 27, 2029	Fixed, 9.1% per year	Current	BRI

The first interest payment has been made on November 27, 2016. Interest is paid together with principal payments every three months on the 27th of November, February, May and August each year through KSEI. The first interest payment has been made on 27 November 2016. EBA SP SMF-BMRI 01 Class A Series A1 is expected to be paid off early (before October 27, 2029) because the collection of bills has a weighted average live for 3 years. Likewise, the SMFBMRI EBA SP 01 Class A A2 Series is expected to be paid off early because the collection of bills has a weighted average live for 5 years.

Medium Term Not Subordination of Mandiri Banks in 2018

On July 27, 2018, the issuance of Bank Mandiri Subordinated Medium Term Notes (MTN) was issued in 2018 ("Mandiri Subordinated MTN") valued at IDR500,000,000,000 (five hundred billion Rupiah) based on the Issuance and Appointment Agreement of MTN Monitoring Agents Independent Subordination, No. 65 dated July 27, 2018, made before Nanette Cahyanie Handari Adi Warsito, SH, Notary in Jakarta, by the Company (as the Publisher), PT Bahana Securities, PT BCA Securities, PT BNI Securities, PT Danareksa Securities, PT Mandiri Sekuritas, and PT Trimegah Securities Indonesia Tbk, (jointly acting as Arranger and Placement Agent), and PT Bank Permata Tbk (as Monitoring Agent). Mandiri Subordinated MTN is carried out in a private placement.

Issuance of Mandiri Subordinated MTN is carried out in order to fulfill the provisions of the Financial Services Authority (POJK) Regulation No. 14/POJK.03/2017 concerning Systemic Bank Recovery Plans. The issuance of MTN has been approved by the Annual General Meeting of Shareholders dated March 21, 2018.



Name of Stock Exchange Where the MTN are Listed

Bank Mandiri Subordinated I (MTN) Medium Term Notes (MTN) in 2018 (“Independent Subordinated MTN”) have been listed on the Indonesia Stock Exchange.

Chronological Table for the Issuance of Bank Mandiri Subordinate Medium Term Notes (MTN) Year 2018

Description	Electronic Date of Bond Distribution	Tenor	Currency	Total (billion)	Maturity Date	Interest Date	Payment Status	Ranking		Monitoring Agent
								2020	2019	
Bank Mandiri Subordinated I (MTN) Medium Term Notes (MTN) in 2018 have been listed on the Indonesia Stock Exchange.	July 31, 2018	5 years	IDR	500	July 31, 2023	8.50% per year (fixed)	Unsettled	^{id} AA (Double A)	^{id} AA (Double A)	Bank Permata

Tabel Chronological for the Issuance of Bank Mandiri Subordinate I MTN Year 2018

Interest Number -	Date of Interest Payment	Date of Interest Payment
1.	October 31, 2018	Settled
2.	January 31, 2019	Settled
3.	April 31, 2019	Settled
4.	July 31, 2019	Settled
5.	October 31, 2019	Settled
6.	January 31, 2020	Settled
7.	April 31, 2020	Settled
8.	July 31, 2020	Settled
9.	October 31, 2020	Settled
10.	January 31, 2021	Not yet due
11.	April 31, 2021	Not yet due
12.	July 31, 2021	Not yet due
13.	October 31, 2021	Not yet due
14.	January 31, 2022	Not yet due
15.	April 31, 2022	Not yet due
16.	July 31, 2022	Not yet due
17.	October 31, 2022	Not yet due
18.	January 31, 2023	Not yet due
19.	April 31, 2023	Not yet due
20.	July 31, 2023	Not yet due



Euro Medium Term Note (EMTN)

On April 11, 2019, Bank Mandiri issued Euro Medium Term Notes (EMTN) with a nominal value of USD750,000,000 (full amount) on the Singapore Exchange (SGX). The interest rate was 3.75% per year with a tenor of 5 years. These bonds were issued at a value of 98.998% (ninety-eight point nine nine eight percent) of the principal amount of the bonds. Bond interest was paid every semester (semi-annual), with the first interest payment made on October 11, 2019, while the last interest payment as well as the maturity of the bonds would be on April 11, 2024 which would be also the date of repayment of the principal of the bonds.

On May 13, 2020, Bank Mandiri issued Euro Medium Term Notes (EMTN) with a nominal value of USD500,000,000 (full amount) on the Singapore Exchange (SGX). The interest rate was 4.75% per year with a tenor of 5 years. These bonds were issued at a value of 99,255% (ninety-nine point two five five percent) of the principal amount of the bonds. Bond interest was paid every semester (semi-annual), with the first interest payment made on November 13, 2020, while the last interest payment as well as the maturity of the bonds would be on May 13, 2025 which would be also the date of repayment of the principal of the bonds.

The trustee of the EMTN issuance was the Bank of New York Mellon. As of December 31, 2020, EMTN's ratings are Baa2 (Moody's) and BBB- (Fitch).

Name of Stock Exchange where the Company's EMTN is Listed

Bank Mandiri's EMTN has been listed on the Singapore Exchange (SGX).

Table of the Issuance Chronology of Bank Mandiri's Euro Medium Term Notes (EMTN)

Description	Date of Electronic Distribution	Tenor	Currency	Total (billion)	Maturity Date	Interest Rate	Payment Status	Ranking		Monitoring Agent
								2020	2019	
Bank Mandiri's Euro Medium Term Notes (EMTN) 2019	April 11, 2019	5 Years	USD	750	April 11, 2024	3.75% per year (fixed)	Unsettled	Baa2 (Moody's) dan BBB- (Fitch)	Baa2 (Moody's) dan BBB- (Fitch)	Bank of New York Mellon
Bank Mandiri's Euro Medium Term Notes (EMTN) 2020	May 13, 2020	5 Years	USD	500	May 13, 2025	4.75% per year (fixed)	Unsettled	Baa2 (Moody's) dan BBB- (Fitch)	-	Bank of New York Mellon

Table of Interest Payment Chronology of Bank Mandiri's Euro Medium Term Notes (EMTN)

Interest Number -	Date of Interest Payment	Date of Interest Payment
1.	October 11, 2019	Settled
2.	April 11, 2020	Settled
3.	October 11, 2020	Settled
4.	April 11, 2021	Not yet due
5.	October 11, 2021	Not yet due
6.	April 11, 2022	Not yet due
7.	October 11, 2022	Not yet due
8.	April 11, 2023	Not yet due
9.	April 11, 2023	Not yet due
10.	April 11, 2024	Not yet due



Name and Addresses of Supporting Institutions and/or Professional

Indonesia Stock Exchange

PT Bursa Efek Indonesia
 Gedung Bursa Efek Indonesia. Tower 1
 Jl. Jend. Sudirman Kav. 52-53
 Jakarta 12190. Indonesia
Tel : (021) 5150515
Fax : (62-21 5)154153
Website : www.idx.co.id
Email : listing@idx.co.id

Service provided : Annual Stock Listing Service
Assignment Period : July 2003 – December 2020
Fee Amount : IDR137,500,000

Public Accounting Firm

Purwantono, Sungkoro & Surja
 Indonesia Stock Exchange Building Tower 2. 7th Floor
 Jl. Jend. Sudirman Kav. 52-53
 Jakarta Pusat. DKI Jakarta. 12190
Tel : (021) 5289 5000
Fax : (021) 5289 4100
Website : www.ey.com/id
Email : https://webforms.ey.com/id/en/email_alerts

Service provided : Financial Report Audit and Partnership and Community Development Program Report
Assignment Period : January 2015 – December 2020
Fee Amount : IDR13,232,827,089

Securities Administration Bureau

PT Datindo Entrycom
 Jl. Hayam Wuruk No. 28. Jakarta 10120
Tel : (021) 3508077
Fax : (021) 350 8078
Website : www.datindo.com
Email : corporatesecretary@datindo.com

Service provided : Secondary Market Stock Administration Service
Assignment Period : June 2003 – December 2020
Fee Amount : IDR684,536,600

Credit Rating Agency

PT Pemeringkat Efek Indonesia (Pefindo)
 Panin Tower - Senayan City. 17th Floor
 Jl. Asia Afrika Lot.19
 Jakarta 10270. Indonesia
Tel : (021) 7278 2380
Fax : (021) 7278 2370
Website : www.pefindo.com
Email : -

Service provided:
 Corporates Ratings, Bank Mandiri's Continuous Bonds I Ratings.
Assignment Period:
 March 2006 – December 2020

Standard & Poor's Ratings Services
 Suite 3003. 30/F. Edinburgh Tower.
 The Landmark. 15 Queen's Road
 Central
 Hong Kong
Tel : 852 2533 3590
Fax : 852 2533 3599
Website : www.standardandpoors.com
Email : ratings.request@spglobal.com

Service provided:
 Corporates Ratings
Assignment Period:
 2002 – December 2020

Fitch Ratings Indonesia
 Prudential Tower 20th Floor
 Jl. Jend Sudirman Kav 79
 Jakarta 12910. Indonesia
Tel : (021) 5795 7755
Fax : (021) 5795 7750
Website : www.fitchratings.co.id
Email : eva.muis@fitchratings.com

Service provided:
 Corporates Ratings
Assignment Period:
 2002 – December 2020

Moody's Investors Service
 50 Raffles Place #23-06
 Singapore Land Tower
 Singapore 048623
Tel : 65 6398 8339
Fax : 65 6398 8301
Website : www.moody.com/indonesia
Email : clientservices@moodys.com

Service provided:
 Corporates Ratings
Assignment Period:
 2002 – December 2020

Custodian

PT Kustodian Sentral Efek Indonesia
 Gedung Bursa Efek Indonesia. Tower 1. Lantai 5
 Jl. Jend. Sudirman Kav. 52-53
 Jakarta 12190. Indonesia
Tel : (021) 5152855
Fax : (021) 52991199
Website : www.ksei.co.id
Email : helpdesk@ksei.co.id

Service provided : Securities administration management (stocks and bonds)
Assignment Period : July 2003 – December 2020
Fee Amount : IDR104,500,000,00



Award and Certification

AWARDS

Business

11 March 2020



Event
The Best Bank in Mortgage 2020
 Organizer
 Majalah Infobank

11 March 2020



Event
The Top SME Lender Awards 2020
 Organizer
 Majalah Infobank

13 May 2020



Event
Best Banks 2020 Asia Pacific Winners
 Organizer
 Global Finance

15 May 2020



Event
Global 2000: World's Largest Public Companies
 Organizer
 Forbes

15 May 2020



Event
Global 2000: World's Largest Public Companies
Organizer
Forbes

15 May 2020



Event
Infobank Digital Brand Awards 2020
Organizer
Majalah Infobank

15 May 2020



Event
Infobank Digital Brand Awards 2020
Organizer
Majalah Infobank

15 May 2020



Event
Infobank Digital Brand Awards 2020
Organizer
Majalah Infobank

15 May 2020



Event
Infobank Digital Brand Awards 2020
Organizer
Majalah Infobank

15 May 2020



Event
Infobank Digital Brand Awards 2020
Organizer
Majalah Infobank



15

May 2020



Event
Infobank Digital Brand Awards 2020
 Organizer
Majalah Infobank

17

June 2020



Event
Solo Best Brand & Innovation Award 2020
 Organizer
Solopos

19

June 2020



Event
Indonesia Millennial's Top Brand Award 2020
 Organizer
Warta Ekonomi

1

July 2020



Event
Top 1.000 World Bank
 Organizer
The Banker

1

July 2020



Event
Top 1.000 World Bank
 Organizer
The Banker

1

July 2020



Event
Top 1.000 World Bank
 Organizer
The Banker

25 August 2020



Event
Investor Awards Best Bank 2020
Organizer
Investor Magazine

29 September 2020



Event
25th Infobank Awards 2020
Organizer
Infobank Magazine

27 November 2020



Event
BUMN Awards 2020
Organizer
Warta Ekonomi

4 December 2020



Event
Iconomics CSR Awards 2020
Organizer
Iconomics

14 December 2020



Event
Bisnis Indonesia Awards 2020
Organizer
Bisnis Indonesia

18 December 2020



Event
Iconomics Emiten Award 2020
Organizer
Iconomics



AWARD

Treasury

18 May 2020



Event
Corporate Treasurer Awards 2020
Organizer
Corporate Treasurer

10 July 2020



Event
10th Annual Alpha Southeast Asia Treasury & FX Awards 2020
Organizer
Alpha South East Asia

10 July 2020



Event
10th Annual Alpha Southeast Asia Treasury & FX Awards 2020
Organizer
Alpha South East Asia

10 July 2020



Event
10th Annual Alpha Southeast Asia Treasury & FX Awards 2020
Organizer
Alpha South East Asia

4 September 2020



Event
Treasury, Trade, SSC and Risk Management Awards 2020
Organizer
The Asset

2 December 2020



Event
The Asset Country Awards 2020
Organizer
The Asset

3

December 2020



Event
Bank Indonesia Award 2020
Organizer
Bank Indonesia

3

December 2020



Event
Bank Indonesia Award 2020
Organizer
Bank Indonesia

3

December 2020



Event
Bank Indonesia Award 2020
Organizer
Bank Indonesia

16

December 2020



Event
Investor Gathering Kementerian Keuangan 2020
Organizer
Ministry of Finance

17

December 2020



Event
Penghargaan kepada Mitra Penerbitan Surat Utang Negara
Organizer
Ministry of Finance



AWARD
Governance

29 July 2020



Event
GRC & Performance Excellence Award 2020
Organizer
BusinessNews Magazine

November 2020



Event
ASEAN CG Scorecard
Organizer
ASEAN Capital Markets Forum

17 December 2020



Event
Indonesia Good Corporate Governance Award:
The Most Trusted Companies 2020
Organizer
Majalah SWA dan Indonesian Institute
for Corporate Governance

AWARD

Information Technology, e-Banking and Social Media

23 July 2020



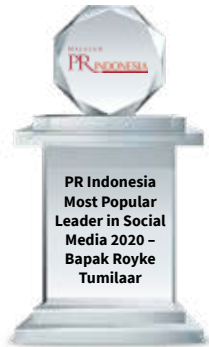
Acara
Banking Service Excellence Awards 2020
Penyelenggara
Majalah Infobank

2 September 2020



Event
Anugerah Inovasi Indonesia
Organizer
IDX Channel

9 September 2020



Event
PR Indonesia 6th Jambore PR Indonesia
Organizer
PR Indonesia Magazine and Isentia Indonesia

12 October 2020



Event
IDC DX Digital Transformation Awards 2020
Organizer
International Data Corporation (IDC)

26 November 2020



Event
Anugrah Humas Indonesia 2020
Organizer
PR Indonesia

27 November 2020



Event
BUMN Awards 2020
Organizer
Warta Ekonomi



10 December 2020



Event
CNBC Indonesia Awards 2020
 Organizer
Iconomics

22 December 2020



Event
Top Digital Awards 2020
 Organizer
IT Works Magazine

22 December 2020



Event
Top Digital Awards 2020
 Organizer
IT Works Magazine

22 December 2020



Event
Top Digital Awards 2020
 Organizer
IT Works Magazine

22 December 2020



Event
Top Digital Awards 2020
 Organizer
IT Works Magazine

AWARD

Human Capital

2

October 2020



**Best Companies
To Work For in
Indonesia**

Event

HR Asia Best Companies To Work For In Asia 2020

**Organizer
HR Asia Magazine**

25

November 2020



**The Best Overall
for Corporate in
Human Capital
2020 Kategori
Wholesale
Banking**

Event

Digital Marketing & Human Capital Awards 2020

**Organizer
BusinessNews Indonesia**

25

November 2020



**Best Chief
Human Capital
Officer 2020**

Event

Digital Marketing & Human Capital Awards 2020

**Organizer
BusinessNews Indonesia**

8

December 2020



**The 1st Rank
Financing
Companies
in Creating
Leaders from
Within**

Event

Indonesia Best Company in Creating Leaders from Within 2020

**Organizer
SWA & NBO Magazine**

18

December 2020



**Top 40 PR
Person 2020
- Corporate
Secretary**

Event

Iconomics Indonesia PR Person Award 2020

**Organizer
Iconomics**



AWARD

Wealth Management

7

August 2020



Service Quality
Diamond
Award, Kategori
Best Purchase
Mutual Fund/
Bond at Priority
Banking

Event
Service Quality Award
Organizer
Service Excellence & CCSL Magazine

15

July 2020



Best Private
Banking Service
Business Owner

Event
Country Awards for Excellence 2020
Organizer
EUROMONEY Magazine

13

July 2020



Best Private
Wealth
Management in
Indonesia

Event
14th Annual Alpha Southeast Asia
Best Financial Institution Awards 2020
Organizer
Alpha Southeast Asia Magazine

13

March 2020



Best Private
Bank in
Indonesia

Event
Global Finance's 27th annual Best Bank awards
Organizer
Global Finance Magazine

15

January 2020



Best Private
Bank Indonesia
Domestic

Event
ASIAN Private Banker Award for Distinction 2019
Organizer
Asian Private Banker Award for Distinction

8

July 2020



Best Private
Bank in
Indonesia

Event
Finance Asia Country Awards 2020
Organizer
FinanceAsia Magazine

18 June 2020



Event
The Global Private Banking Innovation Awards
Organizer
The Digital Bankers – Private Banking Innovation Awards

CERTIFICATION

9 October 2018 – 13 June 2021



Certification Receipt
Direktorat Internal Audit
Issued by
SGS Indonesia

13 March 2020 – 7 March 2023



Certification Receipt
Mandiri Contact Center Yogyakarta
Issued by
SGS United Kingdom Ltd

17 February 2019 – 11 December 2021



Certification Receipt
Mandiri Contact Center Jakarta
Issued by
SGS Indonesia



26 April 2020 – 26 April 2022



Certification Receipt
IT Infrastructure Group

Issued by
SGS Indonesia

13 December 2020 – 29 September 2021



Certification Receipt
IT Infrastructure Group

Issued by
URS

4 June 2020 – 21 December 2022



Certification Receipt
IBFI Group

Issued by
SGS Indonesia

10 August 2020 – 9 August 2023



Certification Receipt
Strategic Procurement Group

Issued by
Tuv Nord Indonesia

Surveillance Audit twice in a year
(June 2020 dan December 2020)



Certification Receipt
Strategic Procurement Group

Issued by
Lloyd's Register

17 February 2019 – 17 February 2022



Certification Receipt
Direktorat Internal Audit

Issued by
SGS Indonesia



Name and Address of Subsidiaries, Associates, Overseas Branch Office and Regional Office

Subsidiaries

PT Bank Syariah Mandiri (“BSM”)

Gedung Wisma Mandiri 1
Jl. MH. Thamrin No. 5
Jakarta, 10340
Telp : (021) 2300 509. 3983 9000 (Hunting)
Fax : (021) 3983 2989
Call Center : 14040
Website : www.syariahamandiri.co.id

PT Mandiri Sekuritas

Menara Mandiri I Lt. 24-25
Jl. Jend. Sudirman Kav. 54-55
Jakarta, 12190
Telp : (021) 526 3445
Fax : (021) 526 3521
Website : www.mandirisekuritas.co.id

PT Mandiri Tunas Finance (“MTF”)

Graha Mandiri Lt. 3A
Jl. Imam Bonjol No. 61
Jakarta, 10310
Telp : (021) 230 5608
Fax : (021) 230 5618
Call Center : 1500059
Email : corporate.secretary@mtf.co.id
Website : www.mtf.co.id

PT Mandiri AXA General Insurance (“MAGI”)

AXA Tower Lt. 16
Jl. Prof. Dr. Satrio, Kav. 18 Kuningan City
Jakarta, 12940
Telp : (021) 3005 7777
Fax : (021) 3005 7600
Call Center : 1500733
Website : www.axa-insurance.co.id

PT AXA Mandiri Financial Services (“AXA Mandiri”)

AXA Tower Lt. 9
Jl. Prof. Dr. Satrio, Kav. 18 Kuningan City
Jakarta, 12940
Telp : (021) 3005 8788
Fax : (021) 3005 7800
Email : customer@axa-mandiri.co.id
Website : www.axa-mandiri.co.id

PT Bank Mandiri Taspen

Graha Mandiri Taspen
Jl. Cikini Raya No.42
Jakarta, 10330
Telp : (021) 3919161
Call Center : (0361) 227 887
(0361) 247 555
Website : www.bankmantap.co.id

Mandiri International Remittance Sdn. Bhd. (“MIR”)

Wisma Mepro
Ground & Mezzanine Floor 29 and 31.
Jalan Ipoh 51200
Kuala Lumpur, Malaysia
Telp : +603-4045 4988
+603-4045 5988
Website : www.mandiriremittance.com

Bank Mandiri (Europe) Limited (“BMEL”)

2nd Floor
4 Thomas More Square
Thomas More Street
London E1W 1YW
Telp : +44-207-553-8688
Fax : +44-207-553-8699
Website : www.bkmandiri.co.uk



PT Asuransi Jiwa Inhealth Indonesia (“Mandiri Inhealth”)

Menara Palma Lt. 20.
 Jl. HR. Rasuna Said Blok X2 Kav. 6, Kuningan
 Jakarta, 12950
Telp : (021) 5250900
Fax : (021) 5250708
Website : www.mandiriinhealth.co.id

PT Mandiri Utama Finance (“MUF”)

Plaza Bapindo Menara Mandiri Lt. 26-27
 Jl. Jend. Sudirman Kav. 54 – 55
 Jakarta, 12950
Telp : (021) 1500824
Website : www.muf.co.id

PT Mandiri Capital Indonesia (“MCI”)

Menara Mandiri 1 Lt. 20
 Jl. Jend. Sudirman. Kav. 54-55
 Jakarta, 12190
Telp : (021) 5266661
Website : www.mandiri-capital.co.id

Sub-Subsidiaries

Mandiri Manajemen Investasi

Menara Mandiri II Lt. 15
 Jl. Jend. Sudirman Kav. 54-55
 Jakarta, 12190
Telp : (021) 526 3505
Fax : (021) 526 3506
Website : www.mandiri-investasi.co.id

Mandiri Securities Pte Ltd

Mandiri Securities Pte Ltd
 12. Marina View #19-06.
 Singapore 018961
Telp : +65 6589 3880 (DD)
Fax : +65 6844 9236
Website : www.mandirisekuritas.co.id

PT Mitra Transaksi Indonesia (“MTI”)

Millennium Centennial Centre
 Jl. Jend. Sudirman Kav. 25
 Jakarta Selatan, 12920.
Telp : (021) 80628787
Website : www.yokke.co.id

Associates

PT Kustodian Sentral Efek Indonesia (“KSEI”)

Gedung Bursa Efek Indonesia Tower 1 Lt.5
 Jl. Jend. Sudirman Kav. 52-53.
 Jakarta, 12190
Telp : (021) 515 2855
Fax : (021) 5299 1199
Call Center : (021) 0800 186 5734
Website : www.ksei.co.id

PT PANN (Persero)

Jl Cikini IV No. 11
 Jakarta, 10330
Telp : (021) 31922003
Fax : (021) 31922980
Website : www.pannmf.co.id/



Overseas Branch Office

Bank Mandiri Cabang Singapura

12 Marina View,
#19-01 Asia Square Tower 2,
Singapore 018961
Telp : 65-6213-5688/65-6213-5680
Fax : 65-6844-9833/65-6844-9808
Website : www.ptbankmandiri.com.sg
SWIFT Code : BMRISGSG

Remittance Office Hongkong

Shop 3. G/F. Keswick Court
3 Keswick Street Causeway Bay
Hongkong
Telp : +852-2881-6650
Fax : +852-2881-5386

Bank Mandiri Cabang Dili - Timor Leste

25 Rua de Abril No.10
Colmera
Dili-Timor Leste
Telp : +670-331-7777/+6221-526-3769/+6221-527-1222
Fax : +670-331-7190/+670-331-7444/+6221-252-1652/
+6221-526-3572

Bank Mandiri Cabang Shanghai

Room 4101, Shanghai Tower No. 501, Yin Cheng Zhong Road.
Pudong New District, Shanghai 200120,
People's Republic of China
Telp : +86-21-2033-2625/+86-21-2028-2806/
+86-21-5037-2509
Fax : +86-21-5037-2707/ +86-21-5037-2547
SWIFT Code : BMRICNSH

Mandiri International Remittance Sdn. Bhd.

Wisma MEPRO
Ground & Mezzanine Floor 29 & 31 Jalan Ipoh
51200 Kuala Lumpur
Telp : :+603-4045 4988/+603-4043 5988
Website : www.mandiriremittance.com

Bank Mandiri Cabang Hong Kong

7th Floor
Far East Finance Centre 16
Harcourt Road, Hong Kong
Telp : +852-2881-3632
Fax : 852-2529-8131/852-2811-0735
Website : www.bankmandirihk.com
SWIFT Code : BMRHKHH

Bank Mandiri Cabang Cayman Islands

Cardinal Plaza 3rd Floor, #30 Cardinal Avenue.
PO BOX 10198, Grand Cayman KY 1 – 1002
Cayman Islands
Telp : +1-345-945-8891
Fax : +1-345-945-8892
SWIFT Code : BMRKYKY

Bank Mandiri Cabang Dili - Timor Plaza - Timor Leste

Timor Plaza – Unit #/Unidade No. #203; 233; 204; 230; 231; 232
Jl. Nicolau Lobato.
Comoro Dili - Timor Leste
Telp : +670-7307-7777

Bank Mandiri (Europe) Limited. London

2nd Floor, 4 Thomas More Square, Thomas More Street
London, E1W 1 YW
United Kingdom
Telp : +44-207-553-8688
Fax : +44-207-553-8599
Website : www.bkmandiri.co.uk
SWIFT Code : BMRIGB2L



Regional Offices

REGION I/SUMATERA 1

Jl. Pulau Pinang No. 1
Medan, 20111
Telp : (061) 4153396. 4555434
Fax : (061) 4153273

REGION II/SUMATERA 2

Jl. Kapten A. Rivai No. 1008
Palembang, 30135
Telp : (0711) 364008 - 012. 364013
Fax : (0711) 310992. 3120417. 374279

REGION III/JAKARTA 1

Jl. Lapangan Stasiun No. 2
Jakarta Barat, 11110
Telp : (021) 6922004. 6922005
Fax : (021) 6922006

REGION IV/JAKARTA 2

Jl. Kebon Sirih No. 83
Jakarta Pusat, 10340
Telp : (021) 23565700. 39832922. 39832921
Fax : (021) 39832917. 39832918. 39832923

REGION V/JAKARTA 3

Jl. Jend. Sudirman Kav. 54-55
Jakarta Selatan, 12190
Telp : (021) 5267368. 5267337
Fax : (021) 5267371.5267365

REGION VI/JAWA 1

Jl. Soekarno Hatta No. 486
Bandung, 40266
Telp : (022) 7506242. 7511878
Fax : (022) 7505810.7506632

REGION VII/JAWA 2

Jl. Pemuda No. 73
Semarang, 50139
Telp : (024) 3517349.3520484.3520487
Fax : (024) 3520485

REGION VIII/JAWA 3

Jl. Basuki Rahmat No. 2-4
Surabaya, 60271
Telp : (031) 5316764 – 66
Fax : (031) 5316776. 5320641. 5316597

REGION IX/KALIMANTAN

Jl. Lambung Mangkurat No. 3
Banjarmasin, 70111
Telp : (0511) 3365767
Fax : (0511) 3352249. 4366719

REGION X/SULAWESI DAN MALUKU

Jl. R.A. Kartini No. 12-14
Makassar, 90111
Telp : (0411) 3629096. 3629097. 3634811
Fax : (0411) 3629095. 3650367

REGION XI/BALI DAN NUSA TENGGARA

Jl. Veteran No. 1
Denpasar, 80111
Telp : (0361) 226761 – 3
Fax : (0361) 224077. 261453. 235924

REGION XII/PAPUA

Jl. Dr. Sutomo No. 1
Jayapura, 99111
Telp : (0967) 537081. 537183-4. 537189
Fax : (0967) 537181



Information on Bank Mandiri Website

After the implementation of POJK No.8/POJK.04/2015 on issuer's or public company's website, Bank Mandiri's official website <http://www.bankmandiri.co.id>. has been updated with various latest information related to the company. In addition to disclosing general information, company's website also discloses more specific information as follows:

1. Group Structure of Bank Mandiri
2. Bank Mandiri stock ownership information
3. Board of Directors and Board of Commissioners Profile
4. Financial performance analysis
5. Annual and quarterly financial statement within past 5 years or more.
6. Annual report within past 5 years or more (downloadable).
7. Annual GMS and/or EGMS Invitations.
8. Annual GMS and/or EGMS Resolutions.
9. Charter of the Board of Commissioners, Directors, Committee committees and Internal Audit Unit.
10. Code of Conduct

In 2020, Bank Mandiri website was updated with a new look and more informative and interactive look to help customers find information about Bank Mandiri, especially regarding products and services. Tampilan menu dikelompokkan menjadi seperti berikut: Website menu is grouped as follows:

Home

Bank Mandiri's website homepage displays several menus including Mandiri Highlight, Economic Review, News and Release, Foreign Currency Information, calculator, and Mandiri Chat.

Individual

This menu provides information related to Bank Mandiri's banking service for individual customers including: Deposits, Loan, Credit Card, e-Banking, and Investment & Insurance.

Business

This menu provides information related to Bank Mandiri's banking service for business people including: Deposits, Loan, Corporate Card, Cash Management, Trade Finance, and Treasury.

Priority

This menu provides information on Bank Mandiri's banking service for Priority customers.

About Mandiri

This menu provides information about: Corporate, Mandiri Group, Investor Relation, Good Corporate Governance, Mandiri CSR and Career. Good Corporate Governance sub-menu discloses information about Governance Structure, Governance Process, and Governance Outcome as well as other Corporate Governance information such as ASEAN Corporate Governance Scorecard, GMS, and GCG Implementation. The Investor Relation submenu effectively, efficiently, and transparently provides investors with information that includes Annual Report, Sustainability Report, and Bank Mandiri's current financial condition and stock.

Help

This menu provides Frequently Asked Question (FAQ) related to all products and services provided by the company, as well as online applications that help customers report card lost.

Mandiri Chat-MITA

To improve its customer service quality, Bank Mandiri added Mandiri Intelligence Assistant (MITA) feature, a chatting application-based information service, the Corporate website to provide customers with live, easy, and quick access of information.





Education and/or Training of The Board of Commissioners, Directors, Committees, Corporate Secretary, and Internal Audit Unit

Competence Development for The Board of Commissioners

Throughout 2020, Bank Mandiri's Board of Commissioners had attended various competence development programs such as training, workshops, conferences, or seminars, as listed in the following table.

Table of Competence Development for the Board of Commissioners

Name	Position	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
Muhamad Chatib Basri	President Commissioner/ Independent Commissioner	Seminar: WEF Annual Meeting in Davos	Swiss, January 21-24, 2020	WEF
		Seminar: Mandiri Investment Forum	Jakarta, February 5, 2020	OCE BM
		Certification: Competency Test in Risk Management Level 1 Commissioner	Jakarta, February 11, 2020	LSPP
		Certification: Competency Test in the field of Risk Management Level 2 for Commissioners	Jakarta, February 11, 2020	LSPP
Andrinof A. Chaniago	Vice President Commissioner/ Independent Commissioner	Webinar: Progress of COVID-19 Vaccine Procurement and Distribution Plan	Jakarta, December 8, 2020	Bank Mandiri
		Webinar: Socialization and Dissemination regarding the Capital Market, the Obligations of Issuers and the Role of Directors and Board of Commissioners in running the company	Jakarta, September 1, 2020	OJK
		Seminar: Data Analytics	Jakarta, September 16, 2020	EDM BM
		Webinar: National Banking Facing Global Economic Crisis	Jakarta, September 25, 2020	Perbanas Institute
		Webinar: The Key to Being a Resilient and Adaptive Businessman	Jakarta, December 2, 2020	Bank Mandiri
Ardan Adiperdana	Commissioner	Webinar: Progress of COVID-19 Vaccine Procurement and Distribution Plan	Jakarta, December 8, 2020	Bank Mandiri
		Webinar: Socialization and Dissemination regarding the Capital Market, the Obligations of Issuers and the Role of Directors and Board of Commissioners in running the company	Jakarta, 1 September 2020	OJK
		Seminar: Data Analytics	Jakarta, September 16, 2020	EDM BM
		Seminar: Visualizing the New Normal in Bank Lending	Jakarta, December 2, 2020	Bara Risk Forum
		Webinar: The Key to Being a Resilient and Adaptive Businessman	Jakarta, December 2, 2020	Bank Mandiri
Rionald Silaban	Commissioner	Webinar: Progress of COVID-19 Vaccine Procurement and Distribution Plan	Jakarta, December 8, 2020	Bank Mandiri
		Seminar: Corporate Law for Executive Legal Aspects in managing BUMN Corporations	Jakarta, December 15-18 2020	Pertamina Training & Consulting
		Seminar: Mandiri Investment Forum	Jakarta, February 5, 2020	OCE BM



Name	Position	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
Nawal Nely	Commissioner	Certification: Competency Test in Risk Management Level 1 Commissioner	Jakarta, April 20, 2020	LSPP
		Webinar: Dissemination and Socialization regarding the Capital Market, the Obligations of Issuers and the Role of Directors and Board of Commissioners in running the company	Jakarta, September 1, 2020	OJK
		Seminar: Data Analytics	Jakarta, September 16, 2020	EDM BM
		Webinar: Progress of COVID-19 Vaccine Procurement and Distribution Plan	Jakarta, December 8, 2020	Bank Mandiri
Arif Budimanta	Commissioner	Certification: Competency Test in Risk Management Level 1 Commissioner	Jakarta, March 13, 2020	LSPP
		Seminar: Data Analytics	Jakarta, September 16, 2020	EDM BM
		Webinar: Progress of COVID-19 Vaccine Procurement and Distribution Plan	Jakarta, December 8, 2020	Bank Mandiri
Faried Utomo	Commissioner	Certification: Competency Test in Risk Management Level 1 Commissioner	Jakarta, May 8, 2020	LSPP
		Webinar: National Banking Facing Global Economic Crisis	Jakarta, September 25, 2020	Perbanas Institute
		Webinar: Progress of COVID-19 Vaccine Procurement and Distribution Plan	Jakarta, December 8, 2020	Bank Mandiri
Boedi Armanto	Independent Commissioner	Certification: Competency Test in Risk Management Level 1 Commissioner	Jakarta, March 9, 2020	LSPP
		Certification: Competency Test in the field of Risk Management Level 2 for Commissioners	Jakarta, March 13, 2020	LSPP
		Webinar: Socialization and Dissemination regarding the Capital Market, the Obligations of Issuers and the Role of Directors and Board of Commissioners in running the company	Jakarta, September 1, 2020	OJK
		Seminar: Data Analytics	Jakarta, September 16, 2020	EDM BM
		Webinar: National Banking Seminar - Facing the Global Economic Crisis	Jakarta, September 25, 2020	Perbanas Institute
		Webinar: The Key to Being a Resilient and Adaptive Businessman	Jakarta, December 2, 2020	Bank Mandiri
		Seminar: Visualizing the New Normal in Bank Lending	Jakarta, December 2, 2020	Bara Risk Forum
Mohamad Nasir	Independent Commissioner	Certification: Competency Test in Risk Management Level 1 Commissioner	Jakarta, January 29, 2020	LSPP
		Certification: Competency Test in the field of Risk Management Level 2 for Commissioners	Jakarta, February 12, 2020	LSPP
		Webinar: National Banking Facing Global Economic Crisis	Jakarta, September 25, 2020	Perbanas Institute
		Seminar: Visualizing the New Normal in Bank Lending	Jakarta, December 2, 2020	Bara Risk Forum
		Webinar: Progress of COVID-19 Vaccine Procurement and Distribution Plan	Jakarta, December 8, 2020	Bank Mandiri



Name	Position	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
Loeke Larasati Agoestina	Independent Commissioner	Certification: Competency Test in the field of Risk Management Level 2 for Commissioners	Jakarta, April 20, 2020	LSPP
		Webinar: Socialization and Dissemination regarding the Capital Market, the Obligations of Issuers and the Role of Directors and Board of Commissioners in running the company	Jakarta, September 1, 2020	OJK
		Seminar: Data Analytics	Jakarta, September 16, 2020	EDM BM
		Webinar: National Banking Facing Global Economic Crisis	Jakarta, September 25, 2020	Perbanas Institute
		Seminar: Visualizing the New Normal in Bank Lending	Jakarta, December 2, 2020	Bara Risk Forum
		Webinar - The Key to Being a Resilient and Adaptive Businessman '	Jakarta, December 2, 2020	Bank Mandiri
		Webinar: Progress of COVID-19 Vaccine Procurement and Distribution Plan	Jakarta, December 8, 2020	Bank Mandiri
Seminar: Corporate Law for Executive Legal Aspects in managing SOEs Corporations	Jakarta, December 15-18, 2020	Pertamina Training & Consulting		

Competence Development for The Board of Directors

Throughout 2020, Bank Mandiri's Board of Directors had attended various competence development programs, such as trainings, workshops, conferences, or seminars, as stated in the following table:

Table of Competence Development for the Board of Directors

Name	Position	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
Darwaman Junaidi	President Director	Certification: Level 5 Certification - Banking Risk Management	Jakarta, July 30, 2020	LSPP
		Webinar: Together with Deputy Minister II of SOEs, Mr. Budi G. Sadikin, Regarding the Procurement and Distribution Plan for the COVID-19 Vaccine	Online, December 8, 2020	Ministry of SOEs
Alexandra Askandar	Vice President Director	Refreshment: Embedding sustainability programs into Banks's Business Model	Jakarta, March 12-13, 2020	Bara Risk Forum
		Webinar: Together with Deputy Minister II of SOEs, Mr. Budi G. Sadikin, Regarding the Procurement and Distribution Plan for the COVID-19 Vaccine	Online, December 8, 2020	Ministry of SOEs
Ahmad Siddik Badruddin	Director of Risk Management	Refreshment: Embedding sustainability programs into Banks's Business Model	Jakarta, March 12-13, 2020	Bara Risk Forum
		Webinar: Together with Deputy Minister II of SOEs, Mr. Budi G. Sadikin, Regarding the Procurement and Distribution Plan for the COVID-19 Vaccine	Online, December 8, 2020	Ministry of SOEs
Rico Usthavia Frans	Director of Information Technology	Refreshment: The Impact of COVID-19 Pandemic on Banking Industry di Jakarta	Jakarta, June 13, 2020	Bara Risk Forum
		Webinar: Together with Deputy Minister II of SOEs, Mr. Budi G. Sadikin, Regarding the Procurement and Distribution Plan for the COVID-19 Vaccine	Online, December 8, 2020	Ministry of SOEs



Name	Position	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
Agus Dwi Handaya	Director of Compliance and Human Resources	Certification: Executive Level Banking Compliance Competency Test	Jakarta, February 1, 2020	
		Refreshment: Embedding sustainability programs into Banks's Business Model	Jakarta, March 12-13, 2020	Bara Risk Forum
		Onlince Course: Learning How To Learn - Powerful Mental Tools To Help You Master Tough Subjects	Jakarta, July 6, 2020	
		Webinar: Together with Deputy Minister II of SOEs, Mr. Budi G. Sadikin, Regarding the Procurement and Distribution Plan for the COVID-19 Vaccine	Online, December 8, 2020	Ministry of SOEs
Panji Irawan	Director of Treasury & International Banking	Webinar: Together with Deputy Minister II of SOEs, Mr. Budi G. Sadikin, Regarding the Procurement and Distribution Plan for the COVID-19 Vaccine	Online, December 8, 2020	Ministry of SOEs
Aquarius Rudianto	Director of Network & Retail Banking	Certification: Certification level 5 for Banking Risk Management	Jakarta, May 13, 2020	LSPP
		Webinar: Together with Deputy Minister II of SOEs, Mr. Budi G. Sadikin, Regarding the Procurement and Distribution Plan for the COVID-19 Vaccine	Online, December 8, 2020	Ministry of SOEs
Riduan	Director of Commercial Banking	Webinar: Together with Deputy Minister II of SOEs, Mr. Budi G. Sadikin, Regarding the Procurement and Distribution Plan for the COVID-19 Vaccine	Online, December 8, 2020	Ministry of SOEs
Toni Eko Boy Subari	Director of Operation	Seminar: Top Executive Leaders Session Vol.2	Online, June 30, 2020	Mandiri University
		Seminar: Top Executive Leaders Session Vol.3	Online, July 10, 2020	Bank Mandiri
		Seminar: Building a Leadership Spirit through Techno-Socio Entrepreneurship	Jakarta, August 10, 2020	Bank Mandiri
		Leadtalks: Achieving Our Goal To Be Preferred Financial Partner	Online, September 28, 2020	Bank Mandiri
		Leadtalks: Understanding Enterprise Risk Outlook To Enable Better Business Decision	Online, October 19, 2020	Bank Mandiri
		Webinar: Together with Deputy Minister II of SOEs, Mr. Budi G. Sadikin, Regarding the Procurement and Distribution Plan for the COVID-19 Vaccine	Online, December 8, 2020	Ministry of SOEs
Rohan Hafas	Director of Institutional Relationship	Seminar: Top Executive Leaders Sharing (TELS) "Building Effective Leadership in the VUCA Era"	Jakarta, May 20, 2020	Mandiri University
		Seminar: Building a Leadership Spirit through Techno-Socio Entrepreneurship	Jakarta, August 10, 2020	Mandiri University
		Certification: Level IV Risk Management Competency Certification	Jakarta, September 23, 2020	LSPP
		Certification: Level V Risk Management Competency Certification	Jakarta, November 25, 2020	LSPP
		Webinar: Together with Deputy Minister II of SOEs, Mr. Budi G. Sadikin, Regarding the Procurement and Distribution Plan for the COVID-19 Vaccine	Online, December 8, 2020	Ministry of SOEs
Susana Indah Kris Indriati	Director of Corporate Banking	Certification: Level 5 Certification - Banking Risk Management	Jakarta, November 25, 2020	LSPP
		Webinar: Together with Deputy Minister II of SOEs, Mr. Budi G. Sadikin, Regarding the Procurement and Distribution Plan for the COVID-19 Vaccine	Online, December 8, 2020	Ministry of SOEs



Name	Position	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
Sigit Prastowo	Director of Finance and Strategies	Certification: Advance Level Competency -Treasury Dealer	Jakarta, February 7, 2020	LSPP
		IBI Seminar: Implementation of Operational Risk Management in the COVID-19 Period	Jakarta, August 2020	Banking Competency Center
		Webinar: Together with Deputy Minister II of SOEs, Mr. Budi G. Sadikin, Regarding the Procurement and Distribution Plan for the COVID-19 Vaccine	Online, December 8, 2020	Ministry of SOEs

Competency Development for Audit Committee

Throughout 2020, Bank Mandiri's Audit Committee had attended various competence development programs, such as trainings, workshops, conferences or seminars, as stated in the following table:

Table of Competence Development for Audit Committee

Name	Position	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
Boedi Armanto	Chairperson	Information is available on the Table of Competence Development for The Board of Commissioners		
Muhamad Chatib Basri	Member	Information is available on the Table of Competence Development for The Board of Commissioners		
Andrinof A. Chaniago	Member	Information is available on the Table of Competence Development for The Board of Commissioners		
Mohamad Nasir	Member	Information is available on the Table of Competence Development for The Board of Commissioners		
Loeke Larasati Agoestina	Member	Information is available on the Table of Competence Development for The Board of Commissioners		
Ridwan D. Ayub	Member	Seminar: Mandiri Investment Forum	Jakarta, February 5, 2020	OCE BM
		Webinar: National Banking Facing Global Economic Crisis	Jakarta, September 25, 2020	Perbanas Institute
		Seminar: Visualizing the New Normal in Bank Lending	Jakarta, December 2, 2020	Bara Risk Forum
		Webinar: The Key to Being a Resilient and Adaptive Businessman	Jakarta, December 2, 2020	Bank Mandiri
Bambang Ratmanto	Member	Seminar: Mandiri Investment Forum	Jakarta, February 5, 2020	OCE BM
		Webinar: Infobank & Jamkrindo Syariah Role of Sharia Guarantee in Accelerating National Economic Recovery	Jakarta, September 17, 2020	Infobank
		Webinar: Transformation in Financial Industry "shifting of service into platform in the Era of New-Normal"	Jakarta, September 22, 2020	Infobank
		Seminar: The Chief Economist Forum: : The Future of Financial Sector Integrated Supervision	Jakarta, September 22, 2020	Infobank
		Seminar: New Business Model of Banking and Business in the Middle of National Economic Recovery	Jakarta, September 24, 2020	Infobank



Name	Position	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
Bambang Ratmanto	Anggota	Webinar: National Banking Facing Global Economic Crisis	Jakarta, September 25, 2020	Perbanas Institute
		Webinar dan E-Awarding #89: Traditional Banks VS Challenger Banks in The Era of Open Banking	Jakarta, September 29, 2020	Infobank
		Webinar IBM Power AI: Leading in Transformation with Service Improvement	Jakarta, October 13, 2020	InfoBank
		Seminar: Economy Outlook 2021 'Wajah Indonesia 2020'	Jakarta, November 17, 2020	Metro TV
		Seminar: Visualizing the New Normal in Bank Lending	Jakarta, December 2, 2020	Bara Risk Forum
		Webinar: The Key to Being a Resilient and Adaptive Businessman	Jakarta, December 2, 2020	Bank Mandiri
		Webinar: Progress of Covid-19 Vaccine Procurement and Distribution Plan	Jakarta, December 8, 2020	Bank Mandiri

Competency Development for Remuneration and Nomination Committee

Throughout 2020, Bank Mandiri's Nomination and Remuneration Committee had attended various competence development programs, such as trainings, workshops, conferences or seminars, as stated in the following table:

Table of Competence Development for Remuneration and Nomination Committee

Name	Position	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
M. Chatib Basri	Chairperson and Concurrent Member	Information is available on the Table of Competence Development for The Board of Commissioners		
Andrinof A. Chaniago	Member	Information is available on the Table of Competence Development for The Board of Commissioners		
Mohamad Nasir	Member	Information is available on the Table of Competence Development for The Board of Commissioners		
Rionald Silaban	Member	Information is available on the Table of Competence Development for The Board of Commissioners		
Arif Budimanta	Member	Information is available on the Table of Competence Development for The Board of Commissioners		
Indri K. Hidayat	Member	Seminar: Visualizing the New Normal in Bank Lending	Jakarta, December 2, 2020	Bara Risk Forum
Steven A. Yudiyantho	Secretary and Concurrent Ex-Officio Member	During 2020, He has not participated in Competency Development.		

Competence Development for Risk Monitoring Committee

Throughout 2020, Bank Mandiri's Risk Monitoring Committee had attended various competence development programs, such as trainings, workshops, conferences or seminars, as stated in the following table:

Table of Competence Development for Risk Monitoring Committee

Name	Position	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
Andrinof A. Chaniago	Chairperson and Concurrent Member	Information is available on the Table of Competence Development for The Board of Commissioners		



Name	Position	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
Boedi Armanto	Member	Information is available on the Table of Competence Development for The Board of Commissioners		
Loeke Larasati A.	Member	Information is available on the Table of Competence Development for The Board of Commissioners		
Ardan Adiperdana	Member	Information is available on the Table of Competence Development for The Board of Commissioners		
Nawal Nely	Member	Information is available on the Table of Competence Development for The Board of Commissioners		
Lista Irna	Member	Seminar: Mandiri Investment Forum	Jakarta, February 5, 2020	OCE BM
		Webinar: National Banking Facing Global Economic Crisis	Jakarta, September 25, 2020	Perbanas Institute
		Seminar: Visualizing the New Normal in Bank Lending	Jakarta, December 2, 2020	Bara Risk Forum
		Webinar: The Key to Being a Resilient and Adaptive Businessman	Jakarta, December 2, 2020	Bank Mandiri
Chrisna Pranoto	Member	Webinar: National Banking Facing Global Economic Crisis	Jakarta, September 25, 2020	Perbanas Institute
		Seminar: Visualizing the New Normal in Bank Lending	Jakarta, December 2, 2020	Bara Risk Forum
		Webinar: The Key to Being a Resilient and Adaptive Businessman '	Jakarta, December 2, 2020	Bank Mandiri
		Webinar: Progress of COVID-19 Vaccine Procurement and Distribution Plan	Jakarta, December 8, 2020	Bank Mandiri

Competence Development for Integrated Governance Committee

Throughout 2020, Bank Mandiri's Integrated Governance Committee had attended various competence development programs, such as trainings, workshops, conferences or seminars, as stated in the following table:

Table of Competence Development for Integrated Governance Committee

Name	Position	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
Muhammad Chatib Basri	Committee Chairperson	Information is available on the Table of Competence Development for The Board of Commissioners		
Andrinof A. Chaniago	Member	Information is available on the Table of Competence Development for The Board of Commissioners		
Loeke Larasati Agoestina	Member	Information is available on the Table of Competence Development for The Board of Commissioners		
Ardan Adiperdana	Member	Information is available on the Table of Competence Development for The Board of Commissioners		
Faried Utomo	Member	Information is available on the Table of Competence Development for The Board of Commissioners		
Bambang Ratmanto	Member	Information is available on the Table of Competence Development for Audit Committee		
Chrisna Pranoto	Member	Information is available on the Table of Competence Development for Risk Monitoring Committee		
Zudan Arif Fakrulloh	Member Committee (Independent Commissioner Representative of PT Bank Mandiri Taspen)	Webinar: Legal Aspects of Financing & Restructuring of MSMEs	Online, December 16, 2020	LPPI



Name	Position	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
Frans A. Wiyono	Member Committee (Independent Commissioner Representative of PT Mandiri AXA General Insurance)	Webinar: Ensuring Organizational Resilience: COVID-19	Online, June 9-11, 2020	Center for Risk Management & Sustainability (CRMS)
		Webinar: The 6th International Insurance Leading Through Adversity, Strategies for Generating Success	Online, July 21, 2020	AAUI
		Webinar: Managing Risk on productivity under this COVID-19 situation and New Normal in The Future	Online, September 8-9, 2020	Center for Risk Management & Sustainability (CRMS)
Mirza Adityaswara	Member Committee (Independent Commissioner Representative of PT Mandiri Sekuritas)	Webinar: Advanced Education Program for the Board of Commissioners	Online, August 29, 2020	APEI
Akhmad Syakhroza	Member Committee (Independent Commissioner Representative of PT AXA Mandiri Financial Services)	Webinar: Risk Management: Integrated Risk Governance Specialist	Online, June 23, 2020	LSPMR
Ravik Karsidi	Member Committee (Independent Commissioner Representative of PT Mandiri Tunas Finance)	Webinar: OJK Institute Research Webinar 2020 "The New Path on Digital Talent, Holistic Leadership, and Social Fintech"	Jakarta, October 27, 2020	OJK
Mansyur S. Nasution	Member Committee (Independent Commissioner Representative of PT Mandiri Utama Finance)	Webinar: Multifinance Road to Recovery	Online, October 1, 2020	APPI
Alamanda Shantika	Member Committee (Independent Commissioner Representative of PT Mandiri Capital Indonesia)	Seminar: Good Corporate Governance	Jakarta, August 7, 2020	The Indonesian Institute For Corporate Governance dan Mandiri University Group
		Sertifikasi: Indonesia Certificate In Banking Risk & Regulation Level 1 & 2 Exam Preparation For Commissioner	Jakarta, August 6, 2020	The Risk Forum dan Mandiri University Group
Bambang Wibowo	Member Committee (Independent Commissioner Representative of PT Asuransi Jiwa Inhealth Indonesia)	Seminar: Agile Auditing Partnership between Audit Committee and Internal Auditor in Responding to Disruption	Jakarta, June 22, 2020	IKAI IIA
		Webinar: IIA - IKAI - IAPI with the title "The Role of Internal Auditor, Audit Committee and External Auditor in ISO 37001: 2016 Anti-Bribery Management System"	Online, July 29, 2020	IIA IKAI IAPI
		Webinar: Digital & Risk Management in Insurance	Online, August 5, 2020	AJII



Name	Position	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
Mulya E. Siregar	Member Committee (Sharia Supervisory Board of PT Bank Syariah Mandiri)	Knowledge Sharing Forum Event: Welcoming the 2020 Mutual Evaluation Review (MER) Financial Action Task Force (FATF) at PT Bank Syariah Mandiri.	Jakarta, January 16, 2020	CPG dan MSU BSM
		Webinar: Winning Sharia Economy & Finance Through the Crisis Storm of the COVID-19 Pandemic	Online, May 11, 2020	MSU BSM
		Webinar: How Sharia Banking Faces the New Normal (After COVID-19)	Online, May 13, 2020	MSU BSM
		Webinar: Resilience and Sharia Business in Facing the Impact of COVID-19	Online, May 14, 2020	LPPI
		Webinar: Indonesia Sharia Banking - Flashback and Going Forward	Online, May 21, 2020	IAEI
		Webinar: Virtual Meeting of the Financial Services Industry regarding OJK's Advanced Stimulus Policy Plan: OJK's Advanced Stimulus Policy Plan	Online, May 27, 2020	OJK
		Webinar: Socialization of BSM Strategy Update	Online, June 11, 2020	BSM
		Webinar: Development of Research Ecosystem to Support Asia as Center Of Islamic Economics and Finance Research	Online, September 17, 2020	Masyarakat Ekonomi Syariah
		Dissemination of Legal Insights: Bribery, gratuities and corporate crime	Jakarta, October 14, 2020	BSM & KPK
		Webinar: GCG Sharia Banking	Online, November 25, 2020	BSM
Mohamad Hidayat	Member Committee (Sharia Supervisory Board of PT Bank Syariah Mandiri)	Seminar: Socialization of FSA Regulations	Jakarta, January 23, 2020	OJK dan Pasar Modal Syariah OJK
		Workshop Master Class: Compliance Management & Sustainability	Jakarta, November 2-4, 2020	Center for Risk Management & Sustainability
		Seminar: Ratification and Discussion of Fatwa concerning Clearing, Settlement and Guarantee of Exchange Transaction Settlement for Equity Securities on the Stock Exchange and the Clause in the Sukuk Fatwa regarding Sukuk Tadawul (tradibility) in the Secondary Market	Jakarta, September 30, 2020	DSN MUI
		Webinar: Pre Ijtima Sanawy Sharia Supervisory Board Workshop on Sharia Banking	Online, October 2 – 13, 2020	DSN MUI
		Seminar: International Conference on Contemporary Fiqh Issues on Islamic Economic and Finance	Online, October 27, 2020	BI, DSN MUI, MES, OJK
		Webinar: Ijtima Sanawy Sharia Supervisory Board in 2020	Online, November 5-6, 2020	DSN MUI



Competence Development for The Corporate Secretary

Throughout 2020, the Corporate Secretary of Bank Mandiri had been attending various programs of competence development such as trainings, workshops, conferences or seminars, as stated in the following table:

Table of Competence Development for the Company Secretary

Name	Position	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
Rohan Hafas	October 2014 – March 6, 2020	Information is available on the Table of Competence Development for The Board of Directors.		
		Certification: Level IV Risk Management Competency Certification	Jakarta, March 12-13, 2020	BARA
		Seminar: Co-Creating Future Mandirian	Jakarta, May 15, 2020	Mandiri University
		Seminar: Master Class Of Stakeholder Management	Jakarta, May 15, 2020	Mandiri University
		Seminar: Building Effective Leadership in the VUCA Era	Jakarta, May 20, 2020	Mandiri University
		Seminar: Transformation of Astra's Leadership through Effective Team Work Strategies	Jakarta, May 20, 2020	Mandiri University
Rully Setiawan	March 6, 2020 – November 10, 2020	Seminar: Reshaping Culture In The New Normal Era	Jakarta, June 3, 2020	Mandiri University
		Seminar: Business Continuity Management - SP	Jakarta, June 24, 2020	Mandiri University
		Seminar: Transformation of Astra's Leadership through Effective Team Work Strategies	Jakarta, June 30, 2020	Mandiri University
		Seminar: Building a Leadership Spirit through Techno-Socio Entrepreneurship	Jakarta, August 10, 2020	Mandiri University
		Seminar: Achieving Our Goal To Be Preferred Financial Partner	Jakarta, September 28, 2020	Mandiri University
		Certification: Compliance Test	Jakarta, October 12, 2020	Mandiri University
		Seminar: The Impact of COVID-19 on Economic Conditions	Jakarta, March 30, 2020	Mandiri University
		Seminar: Being Resilient Amid Crisis From the Perspective of Women Leaders	Jakarta, April 21, 2020	Mandiri University
		Seminar: Co-Creating Future Mandirian	Jakarta, June 3, 2020	Mandiri University
		Seminar: Reshaping Culture In The New Normal Era	Jakarta, June 12, 2020	Mandiri University
Rudi As Aturridha	November 10, 2020 – Saat ini	Seminar: Kick Off Covid Rangers	Jakarta, July 21, 2020	Mandiri University
		Seminar: Mandiri Learning Carnival - Emotional Agility - Thriving in The New Normal	Jakarta, September 23, 2020	Mandiri University
		Certification: Security Awareness Level 1 - Foundation	Jakarta, September 30, 2020	Mandiri University
		Certification: Compliance Test	Jakarta, October 14, 2020	Mandiri University
		Certification: Security Awareness Level 2 Leaders	Jakarta, October 22, 2020	Mandiri University
		Certification: Security Awareness Level 3 Senior Leaders	Jakarta, December 22, 2020	Mandiri University



Competence Development for Internal Audit Unit and Risk Management

Throughout 2020, the Internal Audit Unit and Risk Management of Bank Mandiri had been attending various programs of competence development such as trainings, workshops, conferences or seminars, as stated in the following table:

Table of Competence Development for Internal Audit Unit and Risk Management

Name	Group	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
Albertus Eko Widjajanto	Wholesale & Corporate Center Audit Group	Seminar: Conflict Resolution Serta Influence & Communication untuk Auditor Supervisor	January 16-17, 2020	Mandiri University Jakarta
		Seminar: IIA Indonesia Forum Talent Management	June 30, 2020	IIA Indonesia/ Jakarta
		Webinar: Mandiri Finance Towards a Bright Future	December 18, 2020	AAA Free Enterprise
Arif Jatmoko	IT Audit Group	Seminar: Conflict Resolution Serta Influence & Communication untuk Auditor Supervisor	January 16-17, 2020	Mandiri University Jakarta
		Seminar: IIA Indonesia Forum Talent Management	June 30, 2020	IIA Indonesia/Jakarta
		Sertifikasi: Refreshment Sertifikasi Manajemen Risiko	February 14, 2020	Mandiri University Jakarta
		Seminar: Becoming A High Performer Auditor	December 21, 2020	Msc Learning Partner
		Webinar: Mandiri Finance Towards a Bright Future	December 18, 2020	AAA Free Enterprise
Asep Syaeful Rochman	Senior Investigator	Seminar: Conflict Resolution Serta Influence & Communication untuk Auditor Supervisor	January 16-17, 2020	Mandiri University Jakarta
		Seminar: IIA Indonesia Forum Talent Management	June 30, 2020	IIA Indonesia/Jakarta
		Workshop: Implementation of Cooperation Agreement (PKB)	February 13, 2020	Mandiri University Jakarta
		Seminar: Internet Security Aspects in a Digital Forensic Approach	August 25, 2020	PANDI
		Seminar: Becoming A High Performer Auditor	December 21, 2020	MSCO Learning Partner
		Impactful Question Unlock All Information	August 15, 2020	BLAR Management
		Seminar: Identifying and Preventing the Crimes of SIM SWAP	August 24, 2020	KOMINFO
		Seminar: Office Life 2020 Digital Office	May 29, 2020	EXPERD
		Webinar: Mandiri Finance Towards a Bright Future	December 18, 2020	AAA Free Enterprise
Hendry Winandar	IT Audit Group	Seminar: IIA Indonesia Forum Talent Management	June 30, 2020	IIA Indonesia/Jakarta
		Seminar: Becoming A High Performer Auditor	August 25, 2020	PANDI
		Webinar: Mandiri Finance Towards a Bright Future	December 18, 2020	AAA Free Enterprise



Name	Group	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
Indra Jaka Aprilyanta	Senior Investigator	Seminar: IIA Indonesia Forum Talent Management	June 30, 2020	IIA Indonesia/Jakarta
		Seminar: Internet Security Aspects in a Digital Forensic Approach	August 25, 2020	PANDI
		Seminar: Becoming A High Performer Auditor	December 21, 2020	MSCO Learning Partner
		Impactful Question Unlock All Information	August 15, 2020	BLAR Management
		Seminar: Electronically Integrated Mortgage Implementation Policy Based on ATR Ministerial Regulation No. 9 of 2019	December 21, 2020	Dunamis Organizations Services
		Seminar: Managing Conflict of Interest: A Practical Guidance from Leading	May 9, 2020	PT Inixindo Persada ReKayasa Komputer
		Seminar: Identifying and Preventing the Crimes of SIM SWAP	August 24, 2020	KOMINFO
		Seminar: Micro Expression & Body Language	May 15, 2020	PT Inixindo Persada ReKayasa Komputer
		Seminar: Indonesian Fraud Survey	June 27, 2020	ACFE
		Webinar: Mandiri Finance Towards a Bright Future	December 18, 2020	AAA Free Enterprise
Inna Mutmainnatti	Retail Audit Group	Seminar: IIA Indonesia Forum Talent Management	June 30, 2020	IIA Indonesia/Jakarta
		Seminar: Identifying and Preventing the Crimes of SIM SWAP	February 3, 2020	Mandiri University Jakarta
		Webinar: Mandiri Finance Towards a Bright Future	December 18, 2020	AAA Free Enterprise
Jan Elisa B.P. Girsang	Wholesale & Corporate Center Audit Group	Seminar: IIA Indonesia Talent Management Forum	January 17, 2020	Mandiri University Jakarta
		Certification: Refreshment Risk Management Certification	June 30, 2020	IIA Indonesia/Jakarta
		Certification: Level III Risk Management Competency Certification	December 21, 2020	MSCO Learning Partner
		Seminar: Becoming A High Performer Auditor	May 20, 2020	Mandiri University Jakarta
		Webinar: Mandiri Finance Towards a Bright Future	December 18, 2020	AAA Free Enterprise
Lisbeth Juniar	Wholesale & Corporate Center Audit Group	Seminar: Conflict Resolution Serta Influence & Communication untuk Auditor Supervisor	January 17, 2020	Mandiri University Jakarta
		Seminar: IIA Indonesia Forum Talent Management	June 30, 2020	IIA Indonesia/Jakarta
		Seminar: Becoming A High Performer Auditor	December 21, 2020	MSCO Learning Partner
		Webinar: Mandiri Finance Towards a Bright Future	December 18, 2020	AAA Free Enterprise
Mustaslimah	Internal Audit	Seminar: Becoming A High Performer Auditor	December 21, 2020	MSCO Learning Partner
		Seminar: Top Executive Leaders Sharing (TELS) Vol. 1	May 20, 2020	Mandiri University Jakarta
		Webinar: Mandiri Finance Towards a Bright Future	December 18, 2020	AAA Free Enterprise

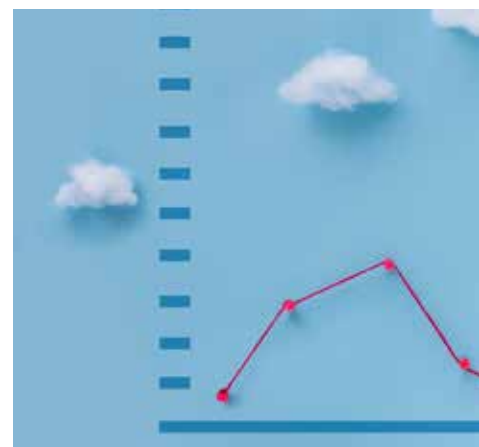


Name	Group	Type of Training and Competence Development/Training Materials	Time and Venue of the Implementation	Organizer
R. Erwan Djoko	Retail Audit Group	Seminar: IIA Indonesia Forum Talent Management	June 30, 2020	IIA Indonesia/Jakarta
		Seminar: The Role of Internal Auditors in Guarding the Process of Organizational Change Towards E-Business & E-Government in the Digital Age and the COVID-19 Pandemic	April 17, 2020	YPIA/Jakarta
		Socialization: Pension Benefits	February 25, 2020	Mandiri University Jakarta
		Workshop: Implementation of Cooperation Agreement (PKB)	February 25, 2020	Mandiri University Jakarta
		Seminar: Becoming A High Performer Auditor	December 21, 2020	MSCO Learning Partner
		Seminar: Identifying and Preventing the Crimes of SIM SWAP	August 24, 2020	KOMINFO
Rasyid Darajat	IT Audit Group	Seminar: IIA Indonesia Forum Talent Management	June 30, 2020	IIA Indonesia/Jakarta
		Certification: Level I Risk Management Competency Certification	July 9, 2020	LSPP/Jakarta
		Seminar: Beware of Second Wave Bad Credit	July 9, 2020	Asta Consultant/Jakarta
		Seminar: Becoming A High Performer Auditor	December 21, 2020	MSCO Learning Partner
		Webinar: Mandiri Finance Towards a Bright Future	December 18, 2020	AAA Free Enterprise
		Retno Dwi Lestari	Senior Investigator	Seminar: CIA Coaching Clinic Part 1
Seminar: IIA Indonesia Forum Talent Management	June 30, 2020			IIA Indonesia/Jakarta
Seminar: Micro Expression & Body Language	May 16, 2020			BLAR Management/Jakarta
Seminar: 2 Hours Ready to Retire	November 7, 2020			AAA Free Enterprise
Seminar: Internet Security Aspects in a Digital Forensic Approach	August 25, 2020			PANDI
Seminar: Becoming A High Performer Auditor	December 21, 2020			MSCO Learning Partner
Seminar: Impactful Question Unlock All Information	August 15, 2020			BLAR Management
Seminar: Identifying and Preventing the Crime of SIM SWAP	August 24, 2020			KOMINFO
Seminar: The Role of Forensic Auditor in Fraud Prevention and Detection	October 1, 2020			PT Inixindo Persada Rekayasa Komputer
Webinar: Mandiri Finance Towards a Bright Future	December 18, 2020			AAA Free Enterprise
Suharto	Retail Audit Group	Seminar: Becoming A High Performer Auditor	December 21, 2020	MSCO Learning Partner
		Seminar: Identifying and Preventing the Crimes of SIM SWAP	August 24, 2020	KOMINFO
		Webinar: Mandiri Finance Towards a Bright Future	December 18, 2020	AAA Free Enterprise



Management Discussion and Analysis on Company Performance

In the midst of a slowdown in Performance due to the COVID-19 Pandemic, Bank Mandiri can still book a Net Profit until 2020 of IDR14.16 trillion (Bank Only), where this figure has succeeded in exceeding the 2020 Revised RKAP target of IDR10.34 trillion. The factors driving the achievement of the Net Profit target were the acquisition of Net Interest Income and Fee Based Income amounting to IDR46.81 trillion and IDR22.12 trillion, respectively, where the achievements of the NII and FBI have also succeeded in exceeding the targets set in the 2020 Revised.







Economic Review

Global Economic Analysis

The global economy was under enormous pressure due to the COVID-19 pandemic that hit more than 200 countries in the world. In the World Economic Outlook January 2021 report, the IMF estimated that the global economy in 2020 contracted by 3.5%. The significant weakening of global economic activity was influenced by lockdown policies or restrictions on human mobility to reduce the spread of the virus which resulted in a sudden cessation of economic activity in various countries.



Almost all countries in the world experienced a recession, including the United States, Japan, and countries in the European Union region. The United States economy experienced a contraction in Q2 and Q3 in 2020, respectively by 9.0% and 2.8% Year on Year (YoY). The Japanese economy in the same period contracted 10.3% and 5.7%. Meanwhile in Europe, the German economy in Q2 and Q3 in 2020 contracted by 11.2% and 4.0% and the French economy contracted by 18.9% and 3.9%. Countries in Southeast Asia also experienced economic recession. The Malaysian economy contracted by 7.1% and 2.7% (YoY). Thailand's economy contracted by 12.15% and 6.41%. The Philippine economy contracted by 16.9% and 11.5%, and the Singapore economy contracted 13.4% and 5.6% (YoY).

The significant downturn in the global economy had a major impact on high volatility in financial markets. Stock prices and commodity prices underwent significant pressure, especially during Q2 and Q3 in 2020. The world crude oil futures price touched a negative level due to falling demand for fuel oil. In April, the global benchmark oil price for West Texas Intermediary (WTI) for delivery in May 2020 reached -USD37.6/barrel. In May 2020, palm oil prices touched the lowest level at USD462.5/ton. Meanwhile, the price of rubber touched the level of USD1.2/kg in early June 2020.



The development of vaccines had been a game changer in the financial market since the end of 2020 and the beginning of 2021. The development of vaccines was indeed one of the keys to reducing the pandemic, so the hope for the effectiveness of vaccines was very high. Vaccine optimism became sufficient to support the strengthening of financial markets. Several global indicators also showed improving progress, Indonesia's 5-year Credit Default Swap (CDS) level was still monitored to decline to level 68 from level 245 at the peak of the COVID-19 pandemic in March 2020. Likewise, the Volatility Index (VIX) was at level 21 at the end of December 2020. World economic growth in 2021 was estimated to improve, driven by policy stimulus and increased mobility of the people. A number of early indicators for December 2020 showed continues improvement in the global economy. Public mobility showed the increase and expansion of the Manufacturing and Services Purchasing Managers Index (PMI) also continued in the United States (US) and China. Consumer and business confidence also improved in the US and the European region. Meanwhile, the easing of global financial market uncertainty contributed to investor optimism. This was influenced by positive expectations of the global economic outlook and the results of the US election which the market responded well to.

Global liquidity also encouraged an increase in capital flows to developing countries. The global economic recovery gradually increased capital flows to developing countries and encouraging the strengthening of currencies in various countries, including Indonesia. As a policy response to addressing volatility in capital flows and exchange rates, Central Banks in the world generally monitored foreign exchange liquidity, including observing the speed of exchange rate changes and the effects of capital flows on financial markets. To maintain external stability, intervention in the foreign exchange market might be undertaken in the event of excessive exchange rate volatility. Meanwhile, the number of central banks implementing macro prudential policies to maintain financial system stability also began to increase.

Source: *(World Economic Outlook International Monetary Fund (IMF) January 2021)*





Domestic Economic Analysis

The COVID-19 pandemic had a major impact on the Indonesian economy. The Indonesian economy experienced a recession for the first time since the monetary crisis in 1998. In Q2 the Indonesian economy experienced a deep contraction of 5.3%. However, the various stimulus measures taken could help the economy gradually move towards recovery. In the third quarter, the economic contraction slowed down to 3.5% (YoY) and continued to show a direction of recovery in Q4 2020, where the contraction was recorded at 2.19% (YoY). Thus, the economy as a whole in 2020 recorded a contraction of 2.07% (YoY).

The IDR exchange rate against the US dollar, like the currencies of other developing countries, was also under pressure until it reached IDR16,495 in early April 2020. Towards the end of 2020 exchange rate volatility began to subside after the discovery of the COVID-19 vaccine. The IDR exchange rate at the end of 2020 was closed at IDR14,050 and continued to be stable. The significant slowdown in economic activity was reflected in the inflation rate throughout 2020 which was recorded to have decreased to 1.68% year-on-year compared to inflation in 2019 of 2.59% (YoY).

Apart from falling inflation, weakening domestic economic activity resulted in lower demand for imported goods. This caused Indonesia's trade balance throughout 2020 to record a quite high surplus reaching USD21.73 billion, much better than the trade balance in 2019 which was a deficit of USD3.59 billion. The decline in import demand also had a positive impact on the current account balance. Indonesia's current account balance in Q3 2020 recorded a surplus of USD964 million, or 0.36% of GDP, representing a surplus for the first time since Q3 2011.

The maintained inflation rate, the strengthening trend in the exchange rate towards the end of the year, and the improvement in current account and trade balance indicators provided room for Bank Indonesia (BI) to implement a very accommodative policy mix to ensure adequate liquidity of the banking system. In 2020, Bank Indonesia lowered the BI 7 Days Reverse Repo Rate policy rate by 125 bps to 3.75%, which was the lowest level in history undertaken to accelerate national economic recovery. In addition, Bank Indonesia throughout 2020 conducted a liquidity injection or quantitative easing of up to IDR726.57 trillion, which included a decrease in the statutory reserve requirement (GWM) of IDR155 trillion and a monetary expansion of IDR555.77 trillion to ensure adequate liquidity in the banking system.

Source: BPS Official Statistics News February 2021, Quarter III Monetary Policy Report 2020 by Bank Indonesia, Indonesian Banking Statistics November 2020

Analysis of Banking Industry

The conditions of the COVID-19 pandemic throughout 2020 had brought a significant impact on overall banking performance, in line with weak domestic demand and banking prudence. This was indicated by the relatively low demand for credit, so that credit growth was not as fast as fund growth. Until December 2020, the growth of contracted industrial credit was 2.41% while the growth in deposits was 11.11%, which was driven by growth in current accounts of 15.10%, savings of 11.74%, and deposits of 8.39%. It was expected that in the future banking inter-investment would begin to recover in line with the Government's program in the context of national economic recovery. Currently, corporate performance had improved, as reflected in the improvement in sales and repayment indicators in the majority of the business world in Q3 2020, and was predicted to continue driven by improvements in the domestic and global economy. Bank Indonesia would continue with the accommodative macro prudential policy, by continuously strengthening synergy and policy coordination with the Government and other financial authorities, to promote recovery in banking intermediation performance in the context of promoting economic recovery.

Currently, the capital adequacy ratio (CAR) of banks in December 2020 is still sufficient, reaching 23.89% and banking liquidity is currently quite loose, as reflected in the ratio of Liquid Assets to TPF (AL / DPK) which reached 31.64%. In addition, the gross non-performing loan (NPL) ratio increased by 53bps YoY to reach 3.06% as a result of the COVID-19 pandemic which triggered an increase in bad loans. In addition, the bank's LDR ratio is at the level of 82.54%. In response to such conditions, Bank Indonesia also adjusted the 7 Day interest rate as of December 2020 to reach 3.75%, a decrease of 1.25% YoY from December 2019 which reached 5.00%.

Several strategies can be taken by banks to respond to uncertainties that would still occur in the future, through: (1) Loans focuses on sectors that were fast recovery, for example sectors related to daily needs such as the food and beverages sector, telecommunications, agriculture and food and beverage trade, (2) Utilizing sufficient liquidity in the market by reducing cost of funds and encouraging the growth of cheap funds, (3) Maintaining the coverage ratio and cost of credit at optimal levels to anticipate a decline in credit quality and (5) Continuing Operational cost efficiency in structural and long term.

Source: Monetary Policy Report Quarter III 2020, Bank Indonesia, Indonesian Banking Statistics, September 2020



Analysis of Bank Mandiri's Position in the Banking Industry

The comparison of Bank Mandiri's performance over the national banking industry is summed up in the below details.

Table of Bank Mandiri's Performance Over The National Banking Industry As Per December 2020

(Consolidation, in %)

Performance	December 2020	
	Bank Mandiri	Banking Industry
Asset	8.43%	7.18%
Loan	(1.61%)	(2.41%)
Third Party Fund	12.24%	11.11%
Cheap Fund	14.49%	13.18%
Interest Income	(4.59%)	(4.12%)
Interest Expense	(3.96%)	(6.15%)
Net Interest Income	(4.93%)	(1.82%)
<i>Fee Based Income</i>	4.92%	20.01%
Total of Operational Income	(2.12%)	5.22%
Operational Expense Besides Interest	1.42%	23.72%
Operational Profit	(36.42%)	(30.36%)
Net Profit	(37.71%)	(33.08%)

Source: Financial Report and Indonesia Banking Statistic (SPI) as per December 2020

Table of Comparison of Bank Mandiri Ratios compared to Industry Position December 2020

(Bank Only, in %)

Ratio	December 2020	
	Bank Mandiri	Banking Industry
Net Interest Margin (NIM)	4.48%	4.45%
Non Performing Loan (NPL)	3.29%	3.06%
Return on Assets (RoA)	1.64%	1.59%
Return on Equity (RoE)	9.36%	8.48%
Current Asset Ratio (CAR)	19.90%	23.89%
Loan to Funding Ratio (LFR)/ Ratio Intermediasi Makroprudensial (RIM)*	80.84%	82.54%
Operational Costs Operational Income (BOPO)	80.03%	86.58%

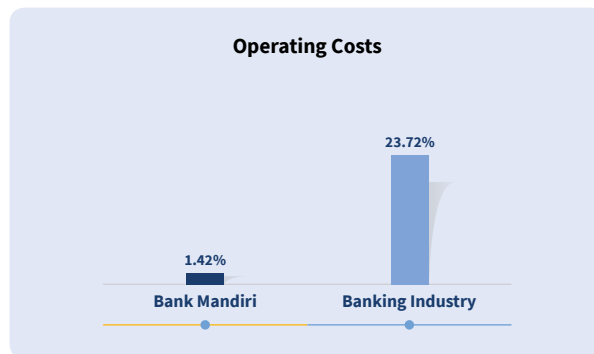
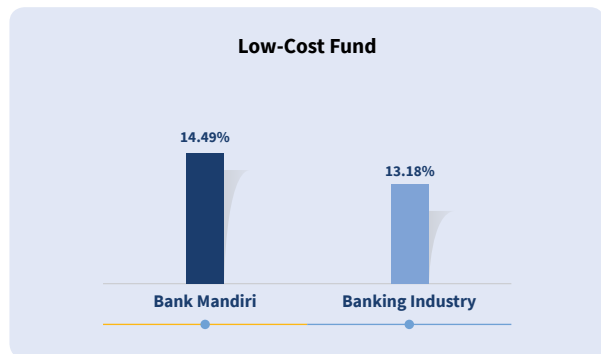
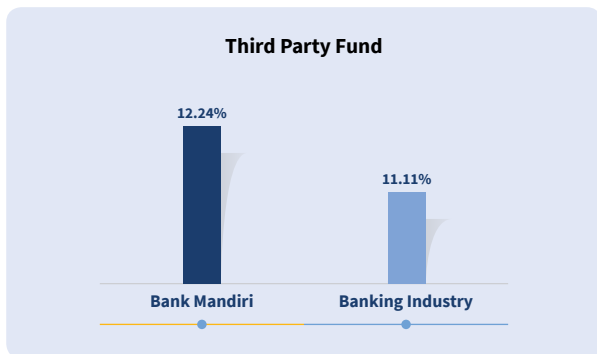
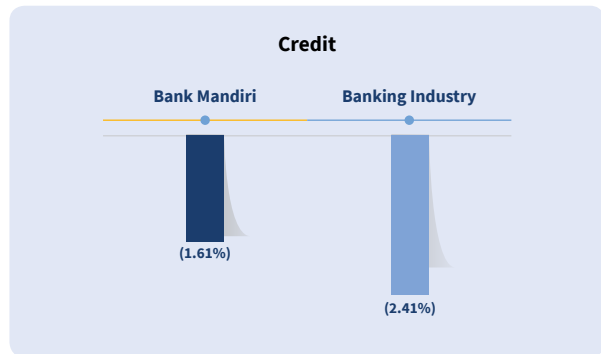
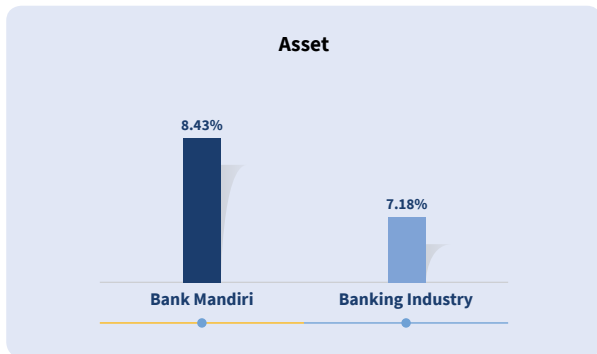
Source: December 2020 Financial Report and Indonesian Banking Statistics (SPI) December 2020

Based on PBI No.20/4/PBI/2018 dated March 29, 2018, the mention of Loan to Funding Ratio (LFR) changed to Macroprudential Intermediation Ratio (RIM)

*)Bank Mandiri used RIM, and the Banking Industry used LFR data



Graph of Bank Mandiri Performance Growth compared to Industry December 2020



Bank Mandiri's credit growth in the fourth quarter of 2020 on a consolidated basis decreased by 1.61% (YoY), better than the decline in industrial credit which reached 2.41% (YoY). Total loans disbursed by Bank Mandiri on a consolidated basis up to the fourth quarter of 2020 reached IDR 892.8 trillion or 16.3% of total bank lending in Indonesia.

The growth of the company's third party funds (DPK) on a consolidated basis as of the fourth quarter of 2020 grew by 12.24% (YoY) above the growth in the banking industry's third party funds which grew by 11.11% (YoY). This was driven by the growth of low-cost funds which reached 14.49% (YoY), which was higher than the growth of cheap funds in the national banking sector of 13.18% (YoY).

Meanwhile, Bank Mandiri continues to improve efficiency and maintain productivity during the COVID-19 Pandemic. In the fourth quarter of 2020, Bank Mandiri was able to reduce operational costs so that it grew a low single digit of 1.42% on an annual basis, below Operational Costs in the banking industry which grew by a double digit of 23.72% YoY.

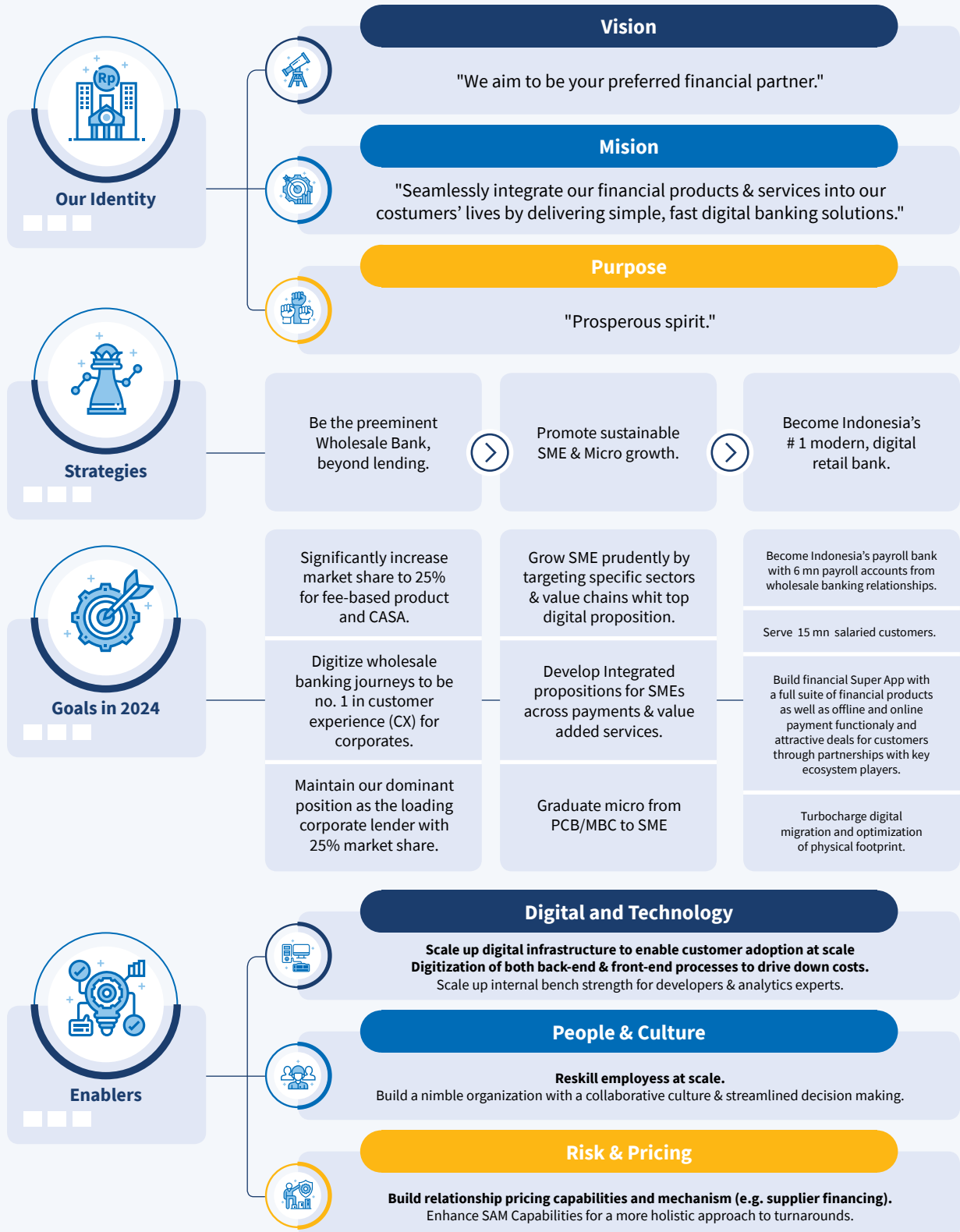
Bank Mandiri's profitability ratio is still better than the national banking industry. This can be seen from the Net Interest Margin (NIM) ratio of 4.48% while in the national banking industry it is 4.45%. In addition, Bank Mandiri's Return on Assets (RoA) and Return on Equity (RoE) in the fourth quarter of 2020 reached 1.64% and 9.36% respectively, which in the banking industry reached 1.59% and 8.48%.



Operational Review

In general, Bank Mandiri's business activities focused on the public fund collection and redistribution in the form of credit and financing in addition to other banking service procurement.

Company Strategy





In facing business challenges and macroeconomic changes in the next few years, the Government issued Presidential Regulation (Perpres) Number 18 of 2020 concerning the 2020-2024 National Medium Term Development Plan (NMTDP). In this Presidential Regulation, the RPJMN functioned as a guideline for Ministries/Institutions in preparing strategic plans and became a reference for the community in implementing national development.

In preparing the 2020-2024 Corporate Plan, Bank Mandiri considered the 2020-2024 NMTDP as well as the 2020-2024 BUMN Roadmap which contained in 5 (five) priority formulations of the Ministry of SOEs which consisted of:

- 1. Economic and Social Value for Indonesia**
Increasing economic value added and social impact on society and the Indonesian economy.
- 2. Business Model Innovation**
Restructuring the business model through ecosystem development, cooperation, consideration of stakeholder needs, and focus on core business.
- 3. Technology Leadership**
Leading globally in strategic technology and institutionalizing digital capabilities
- 4. Increasing Investment**
Optimizing asset value and creating a healthy investment ecosystem.
- 5. Talent Development**
Educating and training the workforce, developing quality human resources for Indonesia, professionalizing governance and HC selection systems.

Bank Mandiri as a state-owned bank took part in supporting the Government's program in implementing national development. Bank Mandiri prepared a Corporate Plan for the period 2020-2024 which would be a reference for Bank Mandiri's business growth in the next 5 (five) years, with the aim of the **Spirit of Prosperity of the Country**, the implementation of the 2020-2024 Corporate Plan would lead Bank Mandiri to realize its vision and mission:

Vision

To be your preferred financial partner

Mission

Providing Reliable, Simple Digital Banking Solutions, and Becoming Part of Customer Life (*"Seamlessly integrate our financial products and services into our customer's live by delivering simple, fast digital banking solutions"*)

Bank Mandiri focuses on three main targets, namely:

- 1. Be the Preeminent Wholesale Bank**, beyond lending, namely by leveraging the strength of Bank Mandiri as a wholesale bank to go beyond lending, by acquiring new potential sources of income from customers through:

- a. Providing structured finance and trade and advisory solutions in collaboration with Bank Mandiri's subsidiaries, namely Mandiri Sekuritas and Overseas Offices.
- b. Improvement of transaction banking, cash management, forex and capital markets services and strengthening the capabilities of wholesale digital banking services.
- c. Focusing on penetration of anchor clients and selective industrial sectors.
- d. Enhancing the capabilities of the Relationship Manager (RM) in order to become a financial advisor for Bank Mandiri customers.

2. Encouraging Soundness and Sustainable Growth in SME da Micro through:

- a. Streamlining business processes and improving value chain processes as well as using technology in the process of accelerating acquisition and credit analysis.
- b. Integration of SME sales forces into the Bank Mandiri branch network.
- c. Digital loan application development.
- d. Development of micro customers to move up to the next grade.

3. Becoming the Best Modern Digital Bank through:

- a. Increasing payroll customer penetration and CASA Retail growth through the e-channels of Bank Mandiri and Bank at Work.
- b. Development of financial superstore apps that could serve the needs of Bank Mandiri customers digitally.
- c. Development of Bank Mandiri digital applications integrated into the bank-end core system.
- d. Increasing the capabilities of digital retail banking services by adding features for credit and investment products.
- e. Strengthening partnerships with various e-commerce in Indonesia.

4. Strengthening Enablers

Other than the previous business strategies, Bank Mandiri also prepared enablers or other bank-wide strategic support to be able to support the achievement of business targets and main aspirations, including through:

1. Increasing the capability of digital banking services, both back-end and front-end, to increase efficiency, as indicated by a decrease in the efficiency level of the ratio.
2. Alignment of risk management to balance growth and quality.
3. Development of Human Resources capabilities to support strategy achievement.
4. Enhancing the capabilities of Special Asset Management.

In implementing the 2020-2024 Corporate Plan, it was necessary to strengthen Bank Mandiri's Corporate Plan 2020-2024 strategy through 3 (three) main strengths, namely:

1. Integration of Wholesale and Retail Business by maximizing the value chain potential in the Wholesale customer ecosystem (Corporate, Commercial and Institutional segments).



2. Growing and optimizing business potential in the regions and sectors in Indonesia as well as sectors recovering faster and increasing total collaboration between the Wholesale, Retail and Subsidiaries segments.
3. Continuing digital acceleration through the development of digital solutions, process improvements, channel modernization and enhancement of core banking capabilities to support customer banking activities in a faster and more reliable manner.

2020-2021 period

In this period, the main focus of Bank Mandiri in 2020 was as follows:

1. Encouraging Credit Growth in Sectors That Have Relatively Fast Recovery

- a. Bank Mandiri continued to expand its credit prudently to potential and stable industrial sectors in accordance with portfolio guidance by taking into account the potential, capacity and capability of each segment.
- b. Optimization of value chain programs to capture business potential in the customer's business ecosystem.

2. Optimizing fee-based income to boost revenue

The current condition of the Indonesian economy was still uncertain when it would recover normally as a result of the COVID-19 pandemic so that banks were expected to be able to achieve optimal sources of fee-based income through:

- a. Increasing productivity of e-channels such as ATM, EDC and Mobile and Internet Banking (Mandiri Online) in line with the limited Operational schedules of branches since the COVID-19 pandemic.
- b. Encouraging recurring fee-based income growth through:
 - Increasing cash management revenue through host-to-host integration for E-Commerce customers.
 - Optimizing e-channel with a focus on channel intensification and expansion by increasing sales volume and transactions.
 - Increasing partnerships with the fintech industry and strategic solutions.
- c. Increasing the intensification of existing customers and focus on top players in each industry group including:
 - Creating customer-based products to produce tailored solutions for customers on hedging, structured funding, and other customer needs related to treasury transactions through Client Advisory Sales.
 - Encouraging derivative transactions for both hedging and investment with call spread instruments, IRS, CCS, and deposit swaps.
 - Increasing the intensification of trade products for anchor customers in the Corporate and Commercial segments and develop structured solutions to meet their trade needs.

3. Operational Cost Control

With a long-term business growth orientation, Operational cost control became one of the main priorities of the Corporate Plan. The use of fees would be more focused on developing service networks that supported transaction growth and developing more efficient digital-based infrastructure by:

- a. Productivity
Optimization through productivity resources, for example by making it easier for employees to do remote working and development through various virtual trainings.
- b. Prioritization
Prioritizing the use of fees for strategic initiatives that are in line with the long-term strategy and are able to generate added value for Bank Mandiri.
- c. Digitization
Utilizing shifting customer behavior by providing more scalable digital services, as well as making continuous business process improvements.

Marketing Aspect

The marketing aspect became an important factor that could be the key to success for Bank Mandiri in mapping market share. In addition, by recognizing these aspects, Bank Mandiri could also analyze market needs so that the marketing strategy run successfully. The following describes the marketing strategy and market share implemented by Bank Mandiri.

Marketing Strategy

During 2020, Bank Mandiri focused on marketing campaign activities to support government programs such as #dirumahaja (#keepstayingathome) and Proud to be Made in Indonesia. Campaign activities were carried out in an integrated manner in digital and non-digital media. The message to be conveyed was how Bank Mandiri could support the transaction activities of existing and prospective new customers during #dirumahaja activities, as well as contribute to the National Economic Recovery by shopping for domestic products.

Digital and Non Digital Media Integration

Bank Mandiri optimized the use of digital media such as social media platforms as well as non-digital media such as Commercial TV, print media, radio, and Out of Home. The themes carried in the Bank Mandiri campaign were #dirumahaja, #antimatigaya, and Proud to be Made in Indonesia.



Bank Mandiri did not only utilize existing social media such as Twitter, Facebook, Instagram, and Line, but also followed the wave for the widespread use of the Tiktok platform among netizens. Bank Mandiri also collaborated with influencers and Key Opinion Leaders to increase the hype of the ongoing campaign. The success of the digital campaign could be seen from the #BestTweets Indonesia 2020 award with the title Best Use of Video for the #GakPakeDonlot (#nodownload) campaign, as well as Seamless Consumer Experience and Best Use of Mobile to Drive Sales from MMA Smarties.

For television media, Bank Mandiri produced and broadcasted TVC Online On Boarding (HRD, MRT, and Latest Stock versions), TVC Mandiri Online #antimatigaya #dirumahaja, and TVC Online Mandol Transfer Lottery (Expander). The results of the campaign could be seen from the increase in ad awareness of savings products from 40% in 2019 to 50% in 2020, an increase in Mandiri Online ad awareness from 46% in 2019 to 52% in 2020, and an increase in the interest ratio of Mandiri Online from 37% in 2019. to 43% in 2020.

Another breakthrough in media was to take advantage of public interactions with outdoor media (out of home). Bank Mandiri launched instagrammable outdoor materials to attract people to take selfies and post them on social media. One of the successes of this campaign could be seen with the position as a finalist for Best Use of Out-of-Home at Citra Pariwisata 2020 for Out of Home material.

All Bank Mandiri campaigns were integrated in both digital and non-digital media. Material broadcast on non-digital media was also broadcast on digital media and vice versa. Even material that should be in public places (out of home media) was designed to attract viewers to upload it to social media. This integration of digital and non-digital media led Bank Mandiri to win several of the awards mentioned above.

Support the #dirumahaja Program

The Bank Mandiri campaign for 2020 focused on communicating how Bank Mandiri that could help the public to remain active in financial activities during #dirumahaja.

Campaigns were not only for existing customers, but also for prospective new customers. Through the #GakPakeDonlot campaign, the audience was educated that to open a new account at Bank Mandiri could be done #dirumahaja without even having to download apps. Thus, it was very easy to do online on boarding to become a Bank Mandiri customer.

Bank Mandiri was also aggressively conducting a #mandiricheck campaign for new features that became Mandiri Online's flagship, namely:

1. Top Up feature, check and update balances and check Emoney transactions at Mandiri Online.
2. Credit Card features in the form of converting transactions to installments (Auto Installment) and withdrawing cash from credit cards at Mandiri Online (Power Cash)
3. Features of Mandiri Online debit and credit card blocking.
4. Mandiri online also provided an unblock debit card feature (not valid for credit cards)
5. Payment by scanning QR using Mandiri Online

The success of the #dirumahaja campaign could be seen from the increase in the frequency of Mandiri Online financial transactions from 479 million transactions in 2019 to 620 million transactions in 2020. In addition, Mandiri Online's Fee Based Income has also increased from IDR839 billion in 2019 to IDR964 billion in 2020.

Supporting National Economic Restoration

One of the government programs in dealing with the COVID-19 pandemic was the National Economic Recovery. Bank Mandiri contributed to the Proud Made Indonesia program and the National Discount Festival.

Collaboration with local merchants from various categories such as Food and Beverage (F&B), Fashion, hobbies, and so on, as well as cooperation with various e-commerce that focused on products made in Indonesia. The success of this program was reflected in the income of debit card commission fees and Pol Fee of IDR795 billion and credit card commission provision of IDR1,147.2 trillion in 2020. In addition, the average savings balance increased from IDR281 trillion in 2019 to IDR300 trillion in 2020.

The COVID-19 pandemic encouraged Bank Mandiri to be more creative in conducting campaigns. Marketing campaigns that integrated digital and non-digital media, made it easier for people to do activities during #dirumahaja, and contributed to the National Economic Recovery program. By applying those programs had led Bank Mandiri to win various awards, achieve business targets, and also support Government programs.



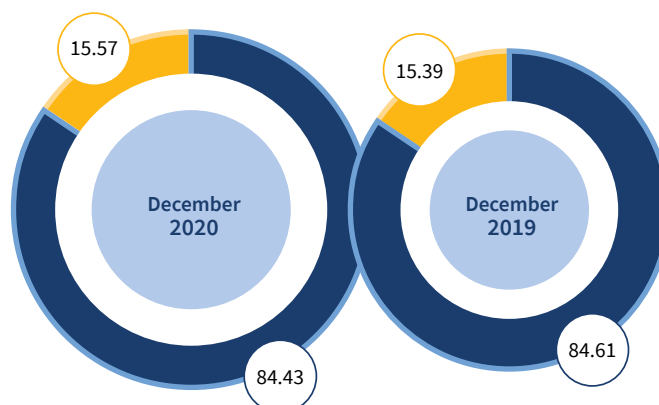
Market Share

Compared to other conventional banks, Bank Mandiri position can be seen based on the number of assets, the amount of third party funds (currents, savings, deposits), and the amount of loans distributed (home ownership loans, micro multi-purpose loans and credit cards) as follows.

Market Share Based on Aset

Diagram of Market Share Based on Asset

(in %)



● Bank Mandiri ● Banking Industry

Table of Bank Mandiri Market Share compared to Commercial Banking Industry

(Consolidation, in IDR billion)

Description		December 2020	December 2019	Growth of December 2020
TOTAL ASSETS	Banking Industry (IDR billion)	9,177,894	8,562,974	7.18%
	Bank Mandiri (IDR billion)	1,429,334	1,318,246	8.43%
	Market Share (%)	15.57%	15.39%	0.18%

Source: Indonesian Banking Statistics (SPI) of Financial Services Authority (OJK) in December 2020, Bank Indonesia Economic and Financial Statistics (SEKI) and Consolidated Financial Statements

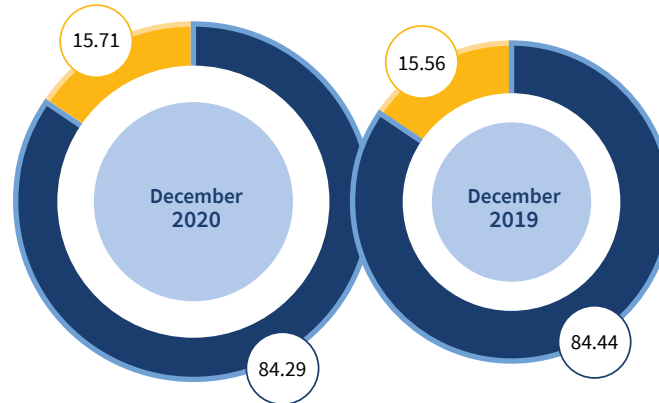
Based on the number of assets owned, Bank Mandiri's asset growth reached 8.43% YoY or reached IDR1,429.3 trillion in December 2020, above the national banking industry which only grew by 7.18% YoY. Bank Mandiri controlled the market share of assets in the period December 2020 reaching 15.57%, an increase of 0.18% compared to the same period the previous year which reached 15.39%.



Market Share Based on Third Party Fund

Diagram of Market Share Based on Third Party Funds

(in %)



● Bank Mandiri ● Banking Industry

Table of Market Share Based on Third Party Funds

(Consolidation, in IDR billion)

Description		December 2020	December 2019	Growth of September 2020 (%)
TOTAL THIRD PARTY FUND	Banking Industry (IDR billion)	6,665,390	5,998,648	11.11%
	Bank Mandiri (IDR billion)	1,047,317	933,124	12.24%
	Market Share (%)	15.71%	15.56%	0.16%

Source: Indonesian Banking Statistics (SPI) Financial Services Authority (OJK) December 2020, Bank Indonesia Economic and Financial Statistics (SEKI) and Consolidated Financial Statements

In terms of the amount of third party funds, in December 2020 Bank Mandiri's market share reached 15.71%, up 0.16% from December 2019 which reached a market share of 15.56% in deposits. Meanwhile, Bank Mandiri's third party funds on a consolidated basis grew by 12.24% YoY or reached IDR1,047.3 trillion.

Table of Market Share Based on Total Third Party Fund

(Consolidation, in IDR billion)

Description		December 2020	December 2019	Growth of December 2020
Current Account Amount	Banking Industry (IDR billion)	1,687,135	1,465,848	15.10%
	Bank Mandiri (IDR billion)	305,364	250,414	21.94%
	Market Share (%)	18.10%	17.08%	1.02%
Total Savings	Banking Industry (IDR billion)	2,173,501	1,945,185	11.74%
	Bank Mandiri (IDR billion)	390,695	359,161	8.78%
	Market Share (%)	17.98%	18.46%	(0.49%)
Deposit Amount	Banking Industry (IDR billion)	2,804,755	2,587,615	8.39%
	Bank Mandiri (IDR billion)	351,259	323,549	8.56%
	Market Share (%)	12.52%	12.50%	0.02%

Source: Indonesian Banking Statistics (SPI) Financial Services Authority (OJK) December 2020, Bank Indonesia Economic and Financial Statistics (SEKI) and Consolidated Financial Statements

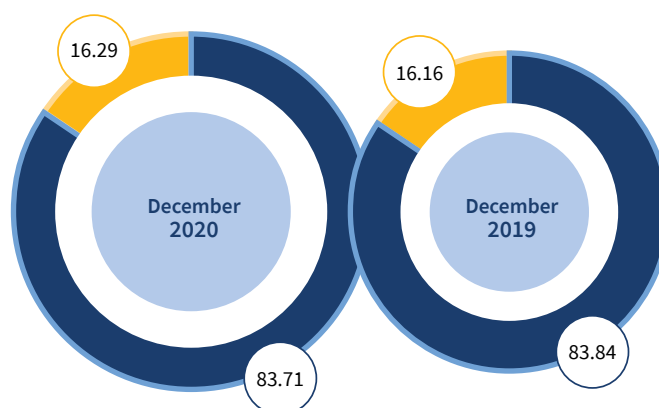


In terms of TPF per product, as of December 2020 Bank Mandiri controlled the current account market share of 18.10% or an increase of 1.02% from the same period the previous year which reached 17.08%. Bank Mandiri's current account growth on a consolidated basis in the fourth quarter of 2020 was recorded at 21.94% YoY or reached IDR305.36 trillion. Meanwhile, the market share of Bank Mandiri savings in December 2020 reached 17.98%, a decrease of 49 bps from December 2019 to reach 18.46%. In addition, Bank Mandiri controlled the deposit market share of 12.52% in the fourth quarter of 2020, growing 2 bps with total deposits on a consolidated basis reaching IDR 351.3 trillion or growing 8.56% YoY.

Marketing Based on Credit

Diagram Market Share e Based on Amount of Credit Disbursed

(in %)



● Bank Mandiri ● Banking Industry

Table of Market Share Based on Amount of Credit Disbursed

(Consolidation, in IDR billion)

Description	December 2020	December 2019	Growth of December 2020 (%)
AMOUNT OF CREDITS DISTRIBUTED	Banking Industry (IDR billion)	5,481,560	5,616,992 (2.41%)
	Bank Mandiri (IDR billion)	892,805	907,456 (1.61%)
	Market Share (%)	16.29%	16.16%

Source: Indonesian Banking Statistics (SPI) Financial Services Authority (OJK) December 2020, Bank Indonesia Economic and Financial Statistics (SEKI) and Consolidated Financial Statements

In the fourth quarter of 2020, Bank Mandiri disbursed loans amounting to IDR892.81 trillion or contracted by 1.61% YoY. Bank Mandiri's credit growth was more maintained than the national banking credit growth which contracted by 2.41% YoY. Bank Mandiri's credit market share grew positively by 13 bps to reach 16.29% in December 2020.

Table of Market Share Information on the Amount of Distributed Loan

(Consolidation, in IDR billion)

Description	December 2020	December 2019	Growth of December 2020 (%)
Number of Home Ownership Loans (HOL) distributed	Banking Industry (IDR billion)	541,412	526,557 2.82%
	Bank Mandiri (IDR billion)	43,542	44,252 (1.60%)
	Market Share (%)	8.04%	4.04%
Amount of New Micro Multipurpose Loans (ML) distributed	Banking Industry (IDR billion)	881,600	860,274 2.48%
	Bank Mandiri (IDR billion)	67,933	77,800 (12.68%)
	Market Share (%)	7.71%	9.04%



Description		December 2020	December 2019	Growth of December 2020 (%)
Amount of Credit Issued - Credit Card	Banking Industry (IDR billion)	73,303	86,886	(15.63%)
	Bank Mandiri (IDR billion)	10,920	13,848	(21.14%)
	Market Share (%)	14.90%	15.94%	(1.04%)

Source: Indonesian Banking Statistics (SPI) Financial Services Authority (OJK) December 2020, Bank Indonesia Economic and Financial Statistics (SEKI) and Consolidated Financial Statements

In the fourth quarter of 2020, Bank Mandiri distributed housing loans (KPR) of IDR 43.54 trillion or contracted by 1.60% YoY and Bank Mandiri's mortgage market share was 8.04%. Meanwhile, the distribution of Micro Multipurpose Loans (KSM) and credit cards in the fourth quarter of 2020 amounted to IDR67.93 trillion and IDR10.92 trillion, respectively, with a market share of 7.71% and 14.90%.

Operational Review Per Business Segment

Operating Segment

In conducting its activities, Bank Mandiri divides the work unit into 2 (two) main quantity units, namely:

1. Business Unit/Operation Units that is divided into several segments (business segments), namely the Corporate Banking Commercial Banking, Institutional Relations, Retail Banking consisting of Credit Cards, Small and Medium Enterprise, Micro, Consumer Loans and Branchless Banking, Treasury and International Banking. All of them are business units that are the main motors of business development for banks or units that become Operational segments (Operating Segments).

The establishment of Operational units based on PSAK No. 5 regarding on Operating Segments, An operating segment is a component of an entity:

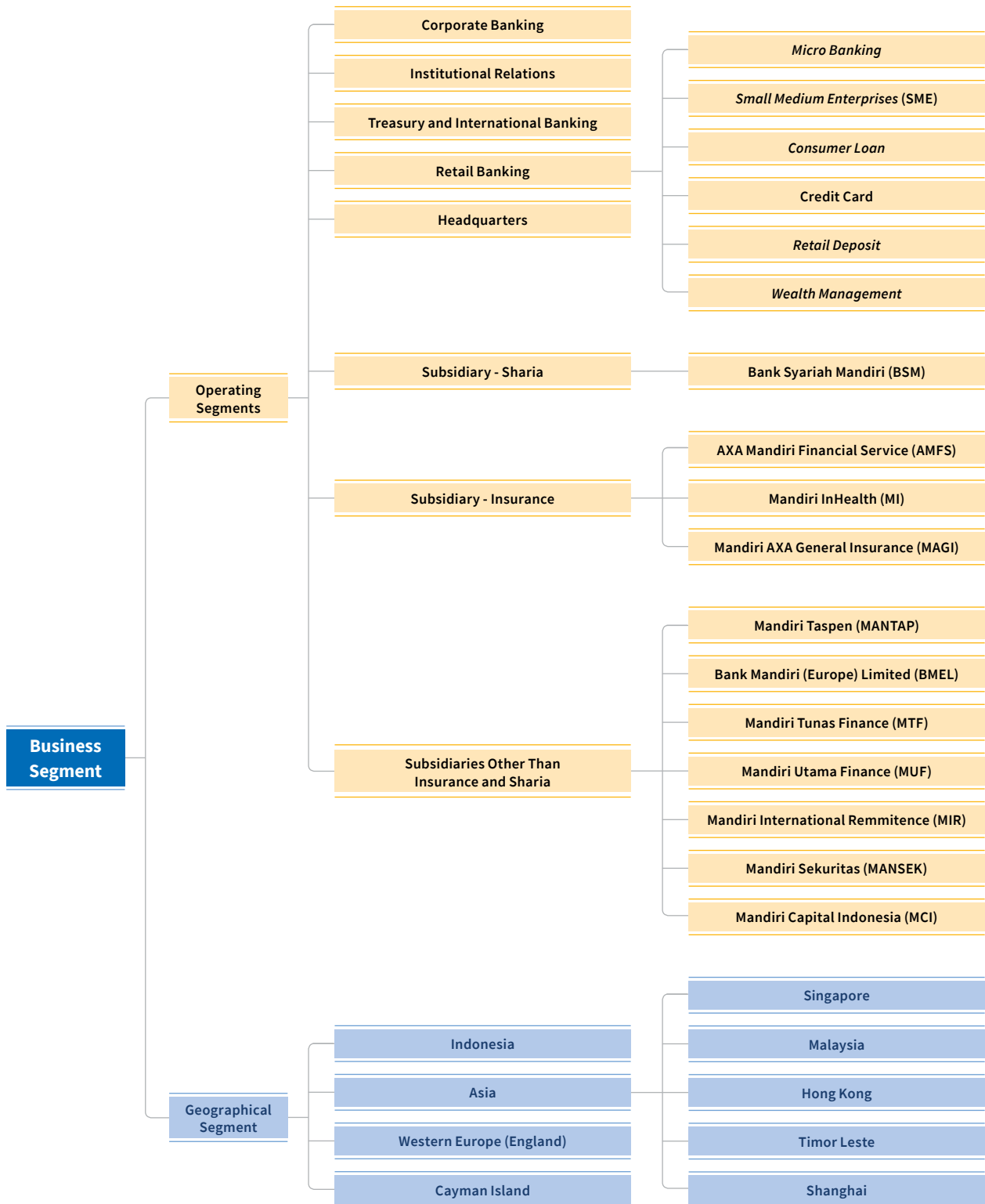
- a. Those involved in business activities that earn income and incur expenses (including income and expenses related to transactions with other components of the same entity);
- b. Which operating results are regularly reviewed by the chief operating decision maker to make decisions about resources allocated to the segment and assess their performance; and
- c. Those whose financial information is available and can be separated.

2. Support Functions, functions as a supporting unit that supports the Bank's operations as a whole consisting of Special Asset Management, Wholesale Risk, Retail Risk, Information Technology and Operations, Compliance, Finance, Internal Audit and Corporate Transformation.

Geographical Segment

In addition to the operating segment, in carrying out its activities Bank Mandiri could be viewed from a geographical segment that can be divided as follows:

1. Indonesia.
2. Asia (Singapura, Malaysia, Hong Kong, Timor Leste and Shanghai).
3. Western Europe (England).
4. Cayman Islands.





Operation Segment

Operations Review Per Business Segment - Corporate Banking

Highlight Performance Segmen Corporate Banking in 2020



Explanation of Corporate Banking

The Corporate Banking segment serves the needs of large corporate customers, both for placement of funds and to meet the funding needs of large-scale and long-term projects of Bank Mandiri Corporate Banking supported by Mandiri Sekuritas.

Table of Corporate Banking Descriptions

Parameter	Corporate Banking
Corporate Size	Company with Gross Annual Sales (GAS)>IDR2 trillion and its business groups.
Customer	<p>Domestic: Private company, listed SOEs and its business groups, business Groups/sponsor of business groups including the best companies in Indonesia or Asia.</p> <p>Overseas:</p> <ul style="list-style-type: none"> - Fund customers registered at Hong Kong, Shanghai, Singapore and Cayman Island branches - Overseas companies affiliated with customers of Bank Mandiri in Indonesia or overseas companies that meet the criteria to obtain financing in accordance with the provisions in Indonesia and abroad.

Corporate Banking was part of the existing core competence and remained the motor of Bank Mandiri in 2020. The Corporate Banking segment continued to distribute credit prudently in the conditions of the COVID 19 pandemic, so that it continued to support the government in driving the economy, one of which was through the National Economic Recovery (NER) fund distribution program.

Competitive Advantages and Corporate Banking Segment Innovations

Bank Mandiri's Corporate Banking segment was still the market leader in lending in the corporate sector and had a reputation and experience that was quite superior in the corporate sector

with a customer base that includes SOEs, the largest business conglomerate in Indonesia and other companies. The corporate segment also had close relationships with domestic and foreign debtors, supported by overseas branch offices and a network of correspondence banks as well as an extensive syndicated network.

2020 Corporate Banking Strategy

To support the growth of Bank Mandiri, Corporate Banking continued to innovate and provide comprehensive solutions to borrowers (both new and existing) with the following strategies.



Corporate Banking Credit Achievement Strategy:

1. Intensifying the existing debtor's business, including approaches to the debtor's parent and subsidiary businesses, or through other business segments within Bank Mandiri (Commercial or Small Medium Enterprise/SME).
2. Diversification into promising sectors and acquisition of new debtors, taking into account Bank Mandiri's risk appetite.
3. Encouraging active financing through syndication and structured finance, including establishing active partnerships with other financing institutions.
4. Encouraging collaboration with the Mandiri Group to provide innovative financing, value chain solutions and retail products.
5. Reviewing the credit granting process that prioritizes customer needs.

Funds Achievement Strategy and Fee Based Income (FBI) Corporate Banking:

1. Encouraging corporate customer transactions through e-channels, including for payment services or payroll payments.
2. Focusing on raising funds from non-debtor Corporate Banking and acquiring new fund customers.
3. Supporting customers' businesses, including through trade finance or treasury facilities.
4. Actively participating in syndicated products, either as arranger or agency.

Productivity and Income of Corporate Banking

The Productivity and the income of Corporate Banking are presented in the following table

Table of Corporate Banking Performance

(in IDR million)

Description	2020 IDR	2019 IDR	Growth	
			IDR	(%)
Total Credit	309,632,987	329,763,940	(20,130,953)	(6.10%)
Ratio NPL (%)	1.33%	0.04%	1.29%	3.225.87%
Total Third Party Fund	163,650,470	146,854,571	16,795,899	11.44%
Total Fee Based Income	2,436,952	2,258,287	178,665	7.91%
Total Net Interest Income	9,115,276	8,533,907	581,369	6.81%

Credit for Corporate Banking with a realization of IDR309.63 trillion in 2020 decreased compared to the previous year of IDR329.76 trillion; the decrease in the achievement of the Balance to Saldo was partly due to the COVID-19 pandemic condition which caused Indonesia's economic condition to a significant growth contraction, which made several companies made efficiency and shifted their investment plans which were originally due to be implemented in 2020, backwards to the following year.

On the other hand, Corporate Banking managed to raise quite high third party funds in 2020 reaching to IDR163.65 trillion, an increase of 11.44% compared to 2019 amounting to IDR146.85 trillion.

The increase was mostly contributed by low-cost funds, thereby reducing the cost of funds significantly and contributing better to the margins of Corporate Banking.

In 2020, there was also a positive increase in fee-based income which showed the Corporate Banking strategy to move towards transaction banking as an alternative source of revenue for companies apart from traditional credit, this still did not reduce Bank Mandiri's role as an agent of development, but also demonstrated the transformation so that Corporate Banking could become a competitive segment not only in the domestic arena as well as in the international arena.

Table of Corporate Banking Segment Credit by Product

(in IDR billion)

Product	31 December 2020			31 December 2019			Growth		
	Balance to Saldo IDR	Balance to Saldo Va	Total Balance to Saldo	Balance to Saldo IDR	Balance to Saldo Va	Total Balance to Saldo	Balance to Saldo IDR	Balance to Saldo Va	Total Balance to Saldo
Investment Credit	125,645	63,729	189,373	122,879	62,513	185,393	2,766	1,216	3,982
Working Capital Credit	91,325	28,934	120,259	106,436	37,935	144,371	(15,111)	(9,001)	(24,112)
Grand Total	216,970	92,663	309,633	229,315	100,449	329,763	(12,345)	(7,785)	(20,130)



Corporate Banking showed positive growth in investment credit products and a decline in working capital products, this was in accordance with Bank Mandiri's strategy to be able to choose products that could provide more sustainable income to Bank Mandiri, an increase in investment credit also showed an improvement in the economic level, and business actors' confidence began to recover in order to keep growing amid the pandemic, although the decline in working capital credit showed the effects of a decrease in the production and consumption of goods or services in society.

From various financed industrial sectors, 10 (ten) industrial sectors with the largest financing productivity were identified, which were dominated by the financing of the electricity industry sector, both for individuals and as a group. The following is a table of lending in the 10 (ten) largest industrial sectors for individual credit customers and group credit customers at the end of 2020.

Table of Coordination of Individual Debtor Business Sectors

(in IDR million)

No	Corporate Individual Debtor Business Sector	Outstanding
1	Electricity	13,797,767
2	Mining	11,240,000
3	Financial Services	9,881,551
4	Plantation	9,582,402
5	Manufacture	7,471,899
6	Transportation	5,854,318
7	Street	5,849,752
8	Food and Drink	5,096,078
9	Telecommunication	4,956,807
10	Food and Drink	4,800,000
	Total	78,528,575

Table of the Corporation Group Debtor Business Sector

(in IDR million)

No	Corporate Individual Debtor Business Sector	Outstanding
1	Retailer, Plantation, Food and Drink	23,190,153
2	Plantation, Electricity, Properti and Mining	22,154,457
3	Highway	20,670,123
4	Electricity	13,935,784
5	Mining & Oil and Gas	13,358,053
6	Plantation	12,319,169
7	Fertilizer	12,017,971
8	Automotive & Toll Road	10,715,356
9	Plantation	10,062,507
10	Financial Services	9,881,551
	Total	148,305,125



Business Prospects of Segment Corporate Banking In 2021

Supported by 432 credit debtors and 4,025 fund customers, Performance Corporate Banking in 2021 will produce positive Performance, this is also supported by:

1. Credit growth in sectors in accordance with guidance and risk appetite, including the fast moving consumer goods, telecommunications and energy and water sectors.
2. Maintaining good credit quality and monitoring watchlist so that the successful NPL rate reduced significantly.
3. Better business processes to provide the best service to customers.
4. Optimizing value chain and transactional banking to increase fee based income.

Work Plan of Corporate Banking Segment for 2021

The Corporate Banking strategy to answer the challenges in 2021 would be carried out by carrying out 3 (three) main strategies, namely:

1. Portfolio Strategy
Growing in a sector or debtors that were healthy and sustainable, by intensifying to optimize business potential in the sector and prospective debtors, extending them to get new customers according to Bank Mandiri's risk profile, and encouraging financing through syndication and structured finance.
2. Business Strategy
Optimizing competitive advantage so that customers continued to choose Bank Mandiri as the main bank in transactions, through collaboration with the Mandiri Group and its subsidiaries, strengthening networks, developing human resources as well as technology and digitization.
3. Operational Strategy
Implementing discipline in strategy execution by monitoring and planning credit disbursement well, carrying out cost efficiency and increasing banking transactions with customers.

Operations Review Per Business Segment - Commercial Banking

Highlight Performance Segment Commercial Banking in 2020



Explanation of Commercial Banking

The Commercial Banking segment focuses on the medium scale industry with gross annual sales (GAS) above IDR50 billion to IDR2 trillion. For customers of the Commercial Banking segment, Bank Mandiri also provides products and services for customers

who enter the Corporate Banking segment, including providing comprehensive transaction solutions that can facilitate customer business activities.



Table of Commercial Banking

Parameter	Commercial Banking
Company Size	Companies with Gross Annual Sales (GAS) above IDR50 billion to IDR2 trillion or limit credit > IDR25 billion along with their business groups.
Customer	Credit and Funds in Overseas Branches where GAM Managers became Commercial Units, Loans and Funds in Overseas Branches of Non-GAM initiated by Commercial units, BUMDs including Regional Hospitals and Drinking Water Company, multi-finance business entities, Regional Governments, Private Universities, Rural Banks Other non-individual fund customers who met the criteria to be acquired by the Commercial Unit.

Competitive Advantages and Innovation of Commercial Banking

Some of the competitive advantages and innovations made by Commercial Banking include:

1. Providing the best solutions through total product solutions for assets, liabilities, and transactions according to customer needs and supported by e-channel services.
2. The structure of the given solution is fit and in accordance with the needs of the customers.

2020 Commercial Banking Segment Strategy

The main focus of the Commercial segment business was to maintain asset quality with sustainable credit growth targeted to grow by 3.0% (YoY). The 2020 strategies were as follows:

1. Focus on lending which was aligned with core banking and potential customers who had transacted at Bank Mandiri
 - a. Business extension for new customers from the Corporate Banking value chain, non-debtor existing TPF customers, and at least top sectoral players in the working area of the Commercial Banking unit.
 - b. Intensification with a growing focus on financing existing debtors with excellent business growth prospects going forward.

- c. Increasing collaboration with business units and supporting units and subsidiaries to open new business opportunities such as syndicated financing, supervision, issuance of bonds, and Initial Public Offering (IPO) for Commercial customers.
2. Strengthening Fundamental Aspects
 - a. Developing productive employee competencies through training, internships, job attachments, coaching, and mentoring.
 - b. Mapping talents to be placed in work units targeted to grow in 2020 and improving the source of new employees through the Wholesale Officer Development Program (ODP) specifically.
 - c. Performing improvements and strengthening of business processes and services to support healthy business growth in business sectors that were still possible to grow and while still observing the principles of prudence.
 3. Strengthening Execution Discipline
 - a. Strengthening and discipline of pipeline management execution through the pipeline management system.
 - b. Strengthening the discipline of credit culture, which included integrity and risk awareness.

Operations Review Per Business Segment - Commercial Banking

Table of Commercial Banking Segment Performance

(in IDR million)

Description	2020 IDR	2019 IDR	Growth	
			IDR	(%)
Total Third Party Fund	82,758,990	75,664,399	7,094,591	9.38%
Total Credit	156,501,772	151,424,144	5,077,629	3.35%
NPL (%)	11.40%	9.56%	-	1.84%
Total Fee Based Income	679,287	804,199	(124,911)	(15.53%)
Total Net Interest Income	5,343,910	4,582,406	761,504	16.62%



Commercial Banking of third party funds in 2020 reached IDR82.76 trillion, mengalami peningkatan sebesar 9,38% atau Rp7,09 trillion compared to 2019 which reached IDR75.66 trillion. Commercial Banking loans grew by 3.35% or IDR5.08 trillion from IDR151.42 trillion in 2019 to IDR156.50 trillion. In TPF performance, credit in 2020 recorded improvements made by providing comprehensive transaction and service solutions by facilitating customer business activities while paying attention to prudential banking and growing selectively and healthily. However, the quality of NPL had not improved or increased by 1.84% from 9.56% in 2019 to 11.40% in 2020 due to the impact of the debtor's business due to pandemic conditions in the Denpasar area and the debtor business

sector, including the multi-finance sector and automotive and construction, property and hotel. The pandemic also resulted in fee-based earnings decreasing by 15.53% or IDR124.91 billion from the previous IDR804.19 billion in 2019 to IDR679.29 billion in 2020. However, on the other hand, related to revenue (net interest income), it showed improvement compared to the previous year which increased by 16.62% from IDR4.58 trillion in 2019 to IDR5.34 trillion in 2020. This was due to external and internal factors, including a downward trend in reference interest rates, the composition of funds (cost of funds) as well as areas/sectors that were grown selectively.

Table of Commercial Banking Segment Credit by Product

(in IDR billion)

Product	31 December 2020			31 December 2019			Growth			
	Balance to Saldo IDR	Balance to Saldo Va	Total Balance to Saldo	Balance to Saldo IDR	Balance to Saldo Va	Total Balance to Saldo	Balance to Saldo IDR	Balance to Saldo Va	Total Balance to Saldo	
Investment Credit	<i>Non Revolving</i>	65,792	16,900	82,692	57,383	13,052	70,435	8,409	3,848	12,257
	<i>Revolving</i>	-	-	-	-	-	-	-	-	-
IC Total	65,792	16,900	82,692	57,383	13,052	70,435	8,409	3,848	12,257	
Working Capital Credit	<i>Non Revolving</i>	42,002	3,153	45,156	42,105	3,066	45,171	(103)	88	(16)
	<i>Revolving</i>	25,666	2,988	28,654	32,916	2,901	35,818	(7,250)	86	(7,164)
WCC Total	67,669	6,141	73,810	75,022	5,967	80,989	(7,353)	174	(7,179)	
Grand Total	133,461	23,041	156,502	132,405	19,019	151,424	1,056	4,022	5,078	

The Commercial Banking segment credit in 2020 experienced significant growth, namely growing by IDR5.08 trillion from IDR151.42 trillion in 2019 to IDR156.50 trillion in 2020. This growth is channeled to potential sectors capable of generating value chain businesses. From the product side, it can be seen that there is a shift to the investment credit product.

From the financed business sector, lending based on the business sector for the 10 (ten) biggest debtors of individual corporate and corporate group debtors at the end of 2020 are as follows:

Table of Business Sector 10 Largest Individual Corporate Debtor

(in IDR million)

No	Coordination of Individual Debtor Business Sector	Outstanding
1	Telco	2,250,924
2	Mining and Energy	1,709,790
3	FMCG, Food dan Tembakau	1,457,669
4	Transportation and Seaport	1,366,773
5	Oil and Gas	1,331,790
6	Textiles	1,326,685
7	Mining and Energy	1,277,732
8	Transportation and Seaport	1,273,061
9	Multifinance and Otomotif	1,206,353
10	Transportation and Seaport	1,169,342
Total		156,501,772



Lending in the Commercial Banking segment is based on Individual Corporations, out of the 10 (ten) largest individual corporations, the top rank is in the Telecommunication sector with a debit tray of IDR2.25 trillion or 1.44% of the total debit balance managed by Commercial Banking, amounting to IDR156.50 trillion. The Telecommunication sector is a neutral sector that still has the potential to grow.

Table of Business Sector 10 Largest Group Corporate Debtor

(in IDR million)

No	Coordination of Group Debtor Business Sector	Outstanding
1	Telco	4,001,074
2	Plantation/Agro Bisnis	2,461,282
3	Mining and Energy	2,422,536
4	Mining and Energy	1,195,433
5	Mining and Energy	2,341,974
6	Multifinance and Automotive	2,340,784
7	Plantation/Agribusiness	2,206,453
8	Tekstil	2,139,183
9	Transportation and Seaport	1,398,781
10	Plantation/Agro Bisnis	2,061,035
Total		22,702,469

Loan distribution in the Commercial Banking segment is based on Corporate Groups, of the 10 (ten) largest corporate groups that occupy the top rank in the Telecommunication sector with a debit tray of IDR156.50 trillion.

Business Prospects of Commercial Banking Segments In 2021

To achieve the targets that had been set, the prospects for the Commercial Banking business include:

1. Business growth in 2021 would be focused on regions and sectors that had the potential to grow based on a consolidation strategy, minimum growth, moderate growth and maximum growth.
2. Sharpen the execution of the Corporate Plan with a strategy that focused on optimizing the potential value chain for Wholesale customers, which could be used to exploit potential follow-up businesses, including the retail business from the customer's payroll. In addition, the competence of units in the regions also continuously improved so that they could better understand the potential and grow the business according to the potential of the region.

Work Plan for 2021 Segment Commercial Banking

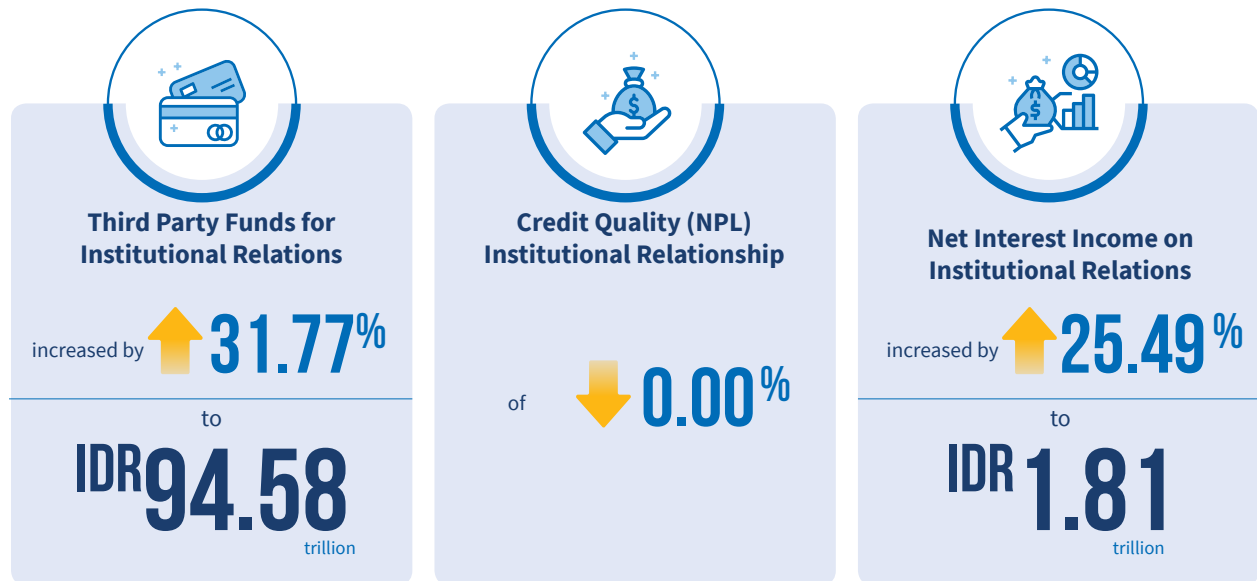
The Commercial Banking work plan in 2021 continued one of the 2020-2024 Corporate Plan Strategies prepared based on the focus of each segment, namely "Be The Preeminent Wholesale Bank, Beyond Lending". The strategy for healthy growth remained the main focus of the Commercial Banking segment in the work plan for 2021 which was formulated in the following strategies:

1. Credit growth was supported by the strengthening of the loan follow the transactions strategy, which focused on providing credit to customers who transacted at Bank Mandiri for the Commercial Banking unit that manages portfolios with limits below IDR250 billion in the region.
2. Focusing on the acquisition of top sectoral players for the Commercial Banking work unit at the head office that manages a portfolio of more than IDR250 billion in each industrial sector, which would then be acquired as new debtors at Bank Mandiri.
3. Strengthening the Discipline of Credit Execution, namely:
 - a. Timely and sufficient pipeline discipline
 - b. Monitoring discipline to maintain credit quality
 - c. Collection discipline in collaboration with the Special Asset Management (SAM) unit in conducting intensive collection and conducting early warning restructuring
4. Optimizing business through the acquisition of a wholesale deepening client relationship business ecosystem in each region.
5. Utilizing the potential of Bank Mandiri through territorial strengthening where commercial solutions as a business enabler provided support for regular monthly sectoral and territorial studies to business units.
6. Organization and people development, supported by organizations that would be developed in the plantation sector and plans to fulfill competent human resources.



Operation Review Per Business Segment - Institutional Relations

Work Performance Highlight of Institutional Relations Segment in 2020



Explanation of Institutional Relationship Segments

In order to support the vision of 2020 Bank Mandiri, has an Institutional Relations work unit established in 2017 to achieve its aspirations as a "Main Bank for Institutional Customer" through the provision of financial solutions supported by the strength of the Mandiri Group collaboration. Currently, the Directorate of Institutional Relations carried out 3 (three) functions, namely a business function, an agent of development function and a supporting function that added value to the bank, such as managing immovable fixed assets (MIIFA). On a daily basis, the Directorate of Institutional Relations managed more than 850 thousand customers of Ministries/Institutions, Public Service Agencies, and non-listed State-Owned Enterprises; more than 340 thousand value chain customers for Government institution customers, more than 47 thousand Government Program agents, more than 1,000 ATTB as well as managing the top of mind of Bank Mandiri and its products.

In order to build a holistic relationship for more than 850 institutional customers, the Directorate of Institutional Relations offers placement of funds (in the form of Operational accounts and time deposits), financing facilities (investment and working capital), system solutions for state revenues (taxes, customs, PNBP) and Other transaction solutions such as MVA and MHAS (Dashboard System Solution) for vertical hospital institutions and educational institutions. In addition, the Directorate of Institutional Relations was also a collaboration leader for the retail segment and other segments, especially related to the management of 340 thousand government institutional value chain customers through payroll packages, Bulk Pre-Approved MML, Bulk approval Corporate Cards - Credit Cards - ID Cards and BG Cash Loan of Work Unit Partners.

The Directorate of Institutional Relations also manages a special unit that actively participates in encouraging Government programs as a form of the spirit of prospering the country. The active contribution of the Institutional Relations work unit in Government programs includes the Non-Cash Food Assistance (NCFA) program, the Family Hope Program (PKH), Farmers Cards, Village-Owned Enterprises (VOE), Asset Redistribution Program - Social Forestry Forest Utilization Permits (SFFUP), and the Muara Gembong Family Forestry Program. On a daily basis, the Directorate of Institutional Relations managed more than 47 thousand Government Program agents including Social Assistance agents (Bansos), PKH agents, VOE agents and managed around 680 customer value chain government programs that impacted the retail business of Bank Mandiri.

The Directorate of Institutional Relations also carried out supporting functions that added value to the Bank, namely related to MIIFA management to top of mind management of customers towards Bank Mandiri and its products. Regarding the management of MIIFA, the Directorate of Institutional Relations manages MIIFA on a daily basis in more than 1,000 point locations scattered throughout Indonesia with asset values reaching more than IDR40 trillion. In addition, the Directorate of Institutional Relations also managed top minds of customers, especially retail products such as Individual Savings and Mandiri Online by issuing various promotional programs on various media channels.



Strategy in 2020 Institutional Relationship Segment

The Directorate of Institutional Relations in 2020 will focus on the growth of business volume and other Operational income, both through Business as Usual (BAU) and breakthrough initiatives. BAU Activities in the Institutional Segment include supporting government transaction activities related to the distribution and revenue of the State Budget and Non-APBN such as the State Treasury and Budget System (STBS), the State Revenue Module (SRM-2)), and Selection of State Higher Education Admissions (SHEA). As a collaboration leader, the Directorate of Institutional Relations also built incentive coordination with representatives (Government Business Head) in each Bank Mandiri regional office to focus on managing institutional Relations customers in the region.

In addition, during the pandemic in 2020, the Directorate of Institutional Relations also made a breakthrough initiative by actively contributing to Government programs related to the distribution of incentives to medical personnel, hospitals and health facilities, workers (wage subsidies) to social programs and national movements that drive the MSME sector.

Competitive Advantages and Innovation in Institutional Relations In 2020

The Directorate of Institutional Relations during the COVID-19 pandemic in 2020, carried out various breakthrough initiatives in optimizing 3 (three) roles/functions, especially in programs that support the Government so as to increase its penetration in the market, including:

- Active contribution in the distribution of wage subsidy assistance from the Ministry of Manpower worth IDR12 trillion with the highest national contribution reaching more than 40% to more than 5 million recipients.
- To become the Main Bank (the first and only bank) in an integrated payment service provider in the e-commerce portal of the national logistic ecosystem to simplify the national logistics business process in order to reduce the cost of sharing time in Indonesia.
- To become the Bank with the largest and first credit guarantee in the LPEI to cover wholesale restructuring debtors related to the National Economic Recovery with a realized guarantee value of more than IDR450 billion.
- To become the largest Perception Bank of State revenues in the form of taxes, excise, and Non-Tax State Revenue (NTSR) with a transaction value of more than IDR390 trillion from around 7 million transactions with dominating penetration.
- To become the Main Bank to distribute incentives from the Ministry of Health with a value of around IDR5 trillion for medical personnel, hospitals, health facilities to environmental health interventions.
- To become the only bank that channel funds for UN troops.
- To become a bank that distributes social assistance program funds to more than 3.9 million beneficiary families with a growth in the amount of distribution of up to 67.15% (YoY) in 169 Cities/Regencies, 1,680 Districts, 16,483 Villages.
- To become a bank that distributed social assistance programs outside the family hope program to more than 1.78 million KPM for various programs such as social protection for natural victims, protection for victims of social disasters, and others.
- To contribute actively as the lead coordinator of the Indonesian National Proud Movement (INPM) by holding a discount festival event and making it a trending topic because it presented more than 4.4 million visitors with a weekly transaction value of IDR6.8 trillion and more than 99 million reach talks in the media.
- To have active contribution encouraging an increase in the awareness level of savings from 10% (YoY) to 50% and Mandiri Online's attrition rate growth of 6% (YoY) to 52%.

Productivity and Income of Institutional Relationship Segments

Table of Institutional Relations Performance

(in IDR million)

Description	2020	2019	Growth	
			IDR	(%)
Total Loans	24,577,377	27,027,984	(2,450,607)	(9.07%)
Total Third Party Fund	94,575,183	71,774,618	22,800,565	31.77%
NPL Ratio (%)	0.00%	0.00%	0.00%	0.00%
Total Net Interest Income	1,813,514	1,445,181	368,333	25.49%

Total loans from the Directorate of Institutional Relations throughout 2020 reached IDR24.57 trillion or grew negatively by 9.07% on an annual basis. As for 2020, there was an internal transfer of debtor management in Institutional Relations according to the

segmentation criteria with the transfer of debit trays reaching IDR1,836 billion, so that if it had been calculated the credit resegmentation conditions, the Institutional Relationship grew negatively by 2.44% annually. In this period, the composition of IDR



financing reached 45% with the largest contribution coming from financing the defense equipment and infrastructure sectors. During this period, the credit quality of the Directorate of Institutional Relations was also well maintained at the 0% level.

In terms of liabilities, the total third party funds from the Institutional Relations Segment reached IDR94.57 trillion or grew 31.77% on an annual basis. The biggest growth came from low-cost funds which were able to grow by 66.4% (YoY), from IDR26.53 trillion in 2019 to IDR44.15 trillion at the end of 2020. In this period, the low cost fund ratio for the Institutional Relations segment was getting better 10 % on an annual basis from 37% in 2019 to 47% in 2020.

The improvement in the liabilities profile of the Directorate of Institutional Relations led to a significant improvement in the cost of funds from 5.03% in 2019 to 3.92% at the end of 2020. This significant improvement in the cost of funds had a significant impact on increasing net interest income to 25,49% on an annual basis, namely from IDR1.45 trillion in 2019 to IDR1.81 trillion in 2020.

Throughout 2020, the Institutional Relations segment was also able to maintain credit quality with a current collectability composition of 100% of the portfolio of IDR24.57 trillion.

Table of Credit Quality Institutional Relations

(in IDR million)

Description	2020	Composition	2019	Composition	Growth
	(IDR)	(%)	(IDR)	(%)	(%)
1. Smooth	24,577,377	100.00%	27,027,984	100.00%	(9.07%)
2. Special Mention	-	-	-	-	-
3. Substandard	-	-	-	-	-
4. Doubtful	-	-	-	-	-
5. Bad Credit	-	-	-	-	-
Total Credit	24,577,377	100.00%	27,027,984	100.00%	-
NPL	-	0.00%	-	0.00%	-

Maintaining loans quality in the Institutional Relations segment was driven by the provision of highly selective financing by focusing on government projects/programs related to the APBN. In addition to maintaining credit quality, Bank Mandiri also carried out:

- Reviewing collectivity and watchlist analysis periodically and in an orderly manner
- Monitoring the fulfillment of credit obligations before maturity so that no customers enter into collectibility 2 (two)
- Meeting and maintaining the terms and conditions set forth in the credit agreement.
- Improving business processes by increasing the effectiveness of the credit extension process simultaneously with customers in one debtor group and credit extension 3 (three) months before maturity.

Business Prospects of Institutional Relationships in 2021

The potential for business development in the Institutional Relations segment in 2021 was still very large in line with the increase in government spending in Ministries/Institutions (M/I). According to the 2021 State Budget (APBN), Central Government spending for (M/I) reaches IDR1,032 trillion or grows 23.4% on an annual basis. From the derivative business side, there was also a significant potential, reflected in the large number of employees (ASN and Non ASN) in institutional customers in the institutional segment and in Work Units and Working Unit Partners spread throughout Indonesia.

Work Plan in 2021 Institutional Relationship Segment

In order to support the achievement of the Directorate of Institutional Relations, the focus of business development in 2021 is aligned with the Bank Mandiri Corporate Plan 2020-2024, namely:

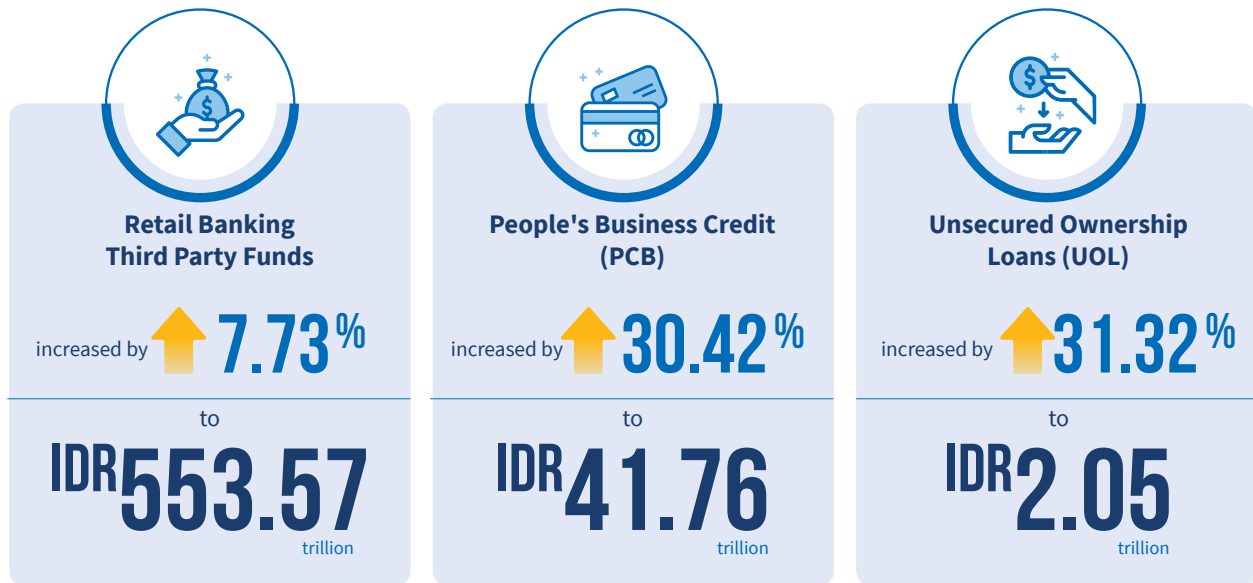
- Encouraging increased funding for Ministry/Institution and SOE customers and their derivative businesses in the Wholesale and Retail segments through deepening client relationships, optimizing customer transactions, comprehensive financial solutions, and payroll packages for basic salaries and performance allowances.
- Increasing loan growth of Ministry/Institution and SOEs customers with a focus on sectors that are potential, healthy, and able to produce value chain businesses such as the Finance, Healthcare, and Alutsista sectors. This healthy credit growth is also supported by comprehensive credit monitoring, procedures and policies as well as sharpening end-to-end credit process information systems.
- Increasing fee-based income through increased cooperation in the field of financial services/financial transactions such as cooperation between custodian banks, remittances, as well as cooperation in channeling and receiving APBN and Non-APBN



through e-channel optimization.

4. Sharpening the relationship model and account strategy through improved business process customers in the Ministry/Institution and SOEs sectors, especially in the management of derivative businesses in the Wholesale and Retail segments.
5. As a collaboration leader for the New Core Business, Wholesale, Affiliated Companies and Subsidiaries of Bank Mandiri branches through product bundling cooperation and payroll package solutions to customers in the Ministry/Institution and SOE sectors.
6. Strengthening organization and risk management through enhancing the competence and capability of human resources, controlling risk management, developing a monitoring system for Ministry/Institution and SOE customers, and assisting Business Expertise in the Institutional Relations segment
7. Managing the optimization of Bank Mandiri's ATTB digitally so that more than 1,000 scattered ATTB points could finance themselves and other assets.

Operations Review Per Business Segment - Retail Banking



Retail Banking Segment Description

The Retail Banking segment, especially Micro and SME Banking, is one of the focuses of Bank Mandiri's strategy as defined in the Corporate Plan 2020-2024.

Retail Banking segment management includes:

1. Micro Banking: a work unit that is responsible to manage individual customers, cooperatives, other business entities that meet the criteria to obtain a maximum loan limit of IDR1 billion as well as managing Branchless Banking Agents.
2. Small Medium Enterprises: a work unit that is responsible to manage individual customers, cooperatives, business entities, legal entities that meet the criteria to obtain a maximum loan limit of IDR25 billion
3. Consumer Loan: a work unit that is responsible to manage individual customers, cooperatives, business entities that meet the criteria to obtain consumptive loan limits for purchasing house and vehicles.
4. Credit Cards: a work unit that is responsible to manage individual and legal entities that meet the requirements to obtain a credit card.
5. Retail Deposit: a work unit that is responsible to manage savings and deposits
6. Wealth Management: a work unit that is responsible to manage finances and wealth in the form of various financial products or financial instruments, including mutual funds, securities and retail treasury.

While the products offered for the Retail Banking segment are:

1. Loans include consumer financing loans including Housing Loans (HOL), Multipurpose Loans (MML), Vehicle Loans (VL), credit cards.
2. Third Party Funds include Business Partner Savings (TabunganMU) and Business Savings.
3. Transaction services include Mandiri Internet, Mandiri Internet Business and Mandiri Cash Management to fulfill the transactional needs retail banking Deposits customers.



Competitive Advantages and Innovation of Retail Banking Segments

Bank Mandiri's participation in the National Economic Recovery (NER) program was aimed at customers affected by the COVID-19 pandemic. As of December 31, 2020, Bank Mandiri's participation in the PEN program was as follows:

- PEN credit disbursement by the SME Banking Segment amounting to IDR21.21 trillion to 4,381 debtors.
- PEN credit disbursement by Mikro Banking Segment reaching to IDR20.64 trillion to 259,137 debtors

Opportunities for growth in 2020 came from changes in consumer behavior due to the COVID-19 pandemic where consumers were increasingly comfortable using technology, both for business development and consumption. To that end, Bank Mandiri was increasingly taking advantage of several technological developments that had been carried out in the previous period to maintain the quality of business growth in the Retail Banking Segment. In addition, Bank Mandiri also utilized several virtual events to attract the interest of people who need consumptive credit facilities. Focusing on the payroll-based segment and cultivating value chains were the main strategies for Bank Mandiri's growth in 2020.

Strategy in 2020 Retail Banking Segments

2020 was a year full of challenges. The COVID-19 pandemic changed people's behavior in consuming. The pandemic also

posed a big challenge to MSME actors in Indonesia. In 2020, Retail Banking credit focused on selective growth in order to maintain healthy credit quality. However, Bank Mandiri continued to make several breakthroughs in digital services and business process improvements to reach and meet the needs of the Retail Banking segment customers during this pandemic.

A breakthrough in micro segment productive business credit application services was through the implementation of Mandiri Pintar, where there was an instant approval feature for applications for productive micro credit. In addition, Bank Mandiri also actively collaborated with some of the largest e-commerce companies in Indonesia to reach a wider target market. For example, currently Bank Mandiri collaborated with Bukalapak for the expansion of a productive micro-credit business, and submitting mortgage loans through bukarumah. Bank Mandiri also utilized the integration of Mandiri Online digital services to facilitate transactions for Mandiri Credit Card customers. In 2020, Mandiri Credit Card customers could apply for a power cash and installment program through Mandiri Online. In addition, Bank Mandiri offered the convenience of converting the credit card installment program through direct offers to cardholders via the WhatsApp business account chat. That way, customers found it easier, more comfortable and safer to make transactions for Bank Mandiri Retail products.

Productivity and Income of Retail Banking Segment

Retail Banking productivity and revenue is presented in the following table.

Table of Retail Banking Performance

(in IDR million)

Description	2020 (IDR)	2019 (IDR)	Growth	
			(IDR)	(%)
Total Third Party Fund	553,570,578	513,869,062	39,701,515	7.73%
Total Credit	262,713,556	276,353,203	(13,639,647)	(4.94%)
Total Fee Based Income *)	11,883,628	12,866,004	(982,376)	(7.64%)
Total Net Interest Income *)	32,968,660	35,703,494	(2,734,834)	(7.66%)

*) Including Retail Credit, WMG, RDPS, TBRS and DSG

Retail Banking Third Party Funds managed to grow 7.73% from IDR513.87 trillion in 2019 to IDR553.57 trillion in 2020. Meanwhile, the Retail Banking segment loans in 2020 reached IDR262.71 trillion, growing negatively 4.94% from the period previously which reached IDR276.35 trillion. This was because one of the focuses of Retail Banking in 2020 was the credit restructuring program that would run in the first and second quarters of 2020. However, Bank Mandiri was still looking for business growth opportunities that were relatively safer and were not significantly affected by the COVID-19 pandemic including consumptive lending for target market payroll-based loans, and distribution of productive loans by optimizing the value chain partners of Bank Mandiri's corporate customers.

Fee based income for the Retail Banking segment in 2020 reached IDR11.88 trillion, a negative growth of 7.64% from the previous period of IDR12.87 trillion, the decrease in fee based income was the impact of the COVID-19 pandemic because customers did not make many transactions at branches. Likewise, the retail banking segment's net interest income grew negatively by 7.66% from IDR35.70 trillion in 2019 to IDR32.97 trillion in 2020. This was because Bank Mandiri supports the COVID restructuring program based on the Minister of Finance Regulation Number: 71/PMK.08/2020 concerning Government Guarantee Procedures through the Designated Guarantee Business Entity in the Context of Implementing the National Economic Recovery Program and



Regulation of the Minister of Finance Number 104/PMK.05/2020 concerning Placement of Funds in the Context of Implementing the National Economic Recovery Program restructured allows deferral of interest payments for debtors.

Micro Banking

Bank Mandiri offered micro financing in the form of Micro Business Credit (MBC), People's Business Credit (PCB) and Mandiri Multipurpose Loans (MML). MBC and PCB are business/productive financing loans that could help debtors to increase business scale or meet working capital financing needs. Meanwhile, MML met various types of customer financing needs without collateral.

Table of Micro Credit Based on Credit Type

(in IDR million)

Credit	2020		2019		Growth	
	(IDR)	(%)	(IDR)	(%)	(IDR)	(%)
MBC	13,049,765	10.81%	14,718,915	11.97%	(1,669,150)	(11.34%)
PCB	41,756,059	34.60%	32,016,611	26.03%	9,739,448	30.42%
MML ^{*)}	65,886,789	54.59%	76,241,209	62.00%	(10,354,420)	(13.58%)
Total Kredit	120,692,613	100.00%	122,976,735	100.00%	(2,284,122)	(1.86%)

^{*)} starting from January 1, 2018 the product portfolio of Unsecured Credit (UOL) combined with Micro Multipurpose Credit (MML)

In 2020, Bank Mandiri's total MBC and PCB debit balance reached IDR54.81 trillion, growing 17.27% from the 2019 position of IDR46.74 trillion. During 2020, Bank Mandiri channeled MBC and PCB selectively to maintain the quality of the loan portfolio. This could be seen from the NPL of MBC and PCB in 2020 of 0.28%, an improvement of 74 bps from the NPL in 2019 of 1.03%. Cultivating the target market through collaboration with fintech with channeling patterns and credit distribution cooperation through superior e-commerce was the main strategy in channeling MBC. That way, Bank Mandiri could reach a wider target market. In addition to focusing on economic sectors that were less affected by COVID-19, Bank Mandiri also distributed PCB by targeting potential debtors in the wholesale customer value chain ecosystem. Thus, the potential value chain of Bank Mandiri wholesale customers could be better exploited.

Bank Mandiri also distributed MML selectively in 2020. MML Debit Balance in 2020 reached IDR65.89 trillion, down 13.58% from the 2019 debit balance of IDR76.24 trillion. The focus of the 2020 MML distribution target market was the payroll-based segment, especially those working in sectors that were relatively unaffected by the COVID-19 pandemic. Some of the main MML business models in 2020 were through the cultivation of MML business for employees/wholesale customer value chain ecosystem, and collaboration in distributing MML through subsidiaries. All of these initiatives were carried out so that the 2020 MML portfolio could be well maintained. This could be seen from the MML credit quality with NPL that was maintained at 1.09% in 2020.

Table of Micro Funds Based on Third Party Funds

(in IDR million)

Credit	2020		2019		Growth	
	(IDR)	(%)	(IDR)	(%)	(IDR)	(%)
Current Account and Savings	29,005,315	91.18%	27,276,725	92.22%	1,728,590	6.34%
Deposit	2,804,035	8.82%	2,299,587	7.78%	504,448	21.94%
Total of DPK	31,809,350	100.00%	29,576,312	100.00%	2,233,038	7.55%

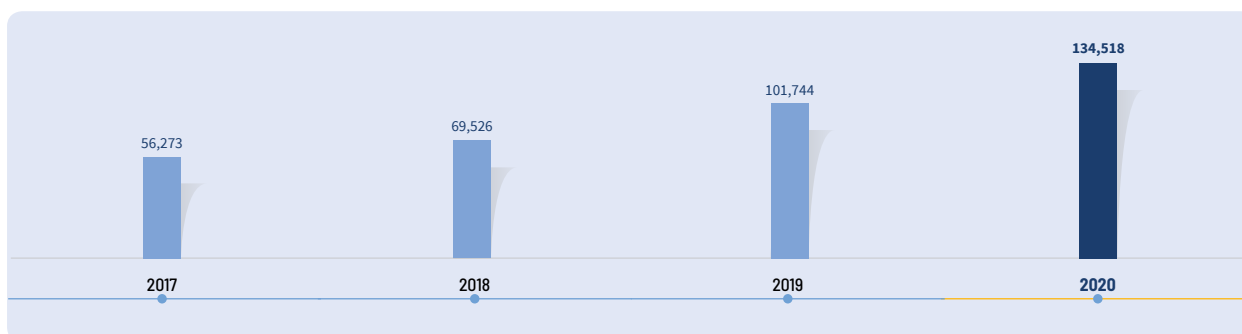
TPF for the micro segment in 2020 reached IDR31.81 trillion, growing 7.55% from the realization of TPF for the micro segment in 2019 which amounted to IDR29.58 trillion. Deposits for the micro segment in 2020 experienced a growth of 21.94%, higher than the growth of low-cost funds in the micro segment which was 6.34%. However, low-cost funds contributed 91% to total micro segment funds, so that the composition of funds for the micro segment was well maintained. One of the main strategies for raising funds for the micro segment was through branchless banking.



Branchless Banking

Until the end of 2020, Bank Mandiri had 134,518 branchless banking agents consisting of 122,557 individual agents and 11,961 legal entity agents. The number of branchless banking agents grew 125.74% compared to the number of branchless banking agents in 2019 of 101,744 agents.

Graph of Branchless Banking Agent



In an effort to strengthen the branchless banking network, starting in August 2018 Bank Mandiri implemented a banking transaction system through branchless banking agents in the form of a Mini ATM at EDC which was carried out in stages. As of December 2020, 80,701 agents obtained mini ATMs on EDC, consisting of 59,587 Mandiri agents and 21,114 social assistance agents. This had a positive impact on agents and Bank Mandiri, because during 2020

it managed to record a transaction volume of IDR71.04 trillion with a transaction frequency of 63.14 million transactions. Bank Mandiri also worked with the Ministry of SOEs and the Social Service to make branchless banking agents as social assistance distribution agents, the Farmer's Card program, the Family Hope Program (PKH) and Non-Cash Food Assistance (NCFA), and Village-Owned Enterprises (VOE).

Small Medium Enterprises (SME)

Bank Mandiri offered business financing to customers with businesses in potential sectors with a credit limit of up to IDR25 billion to meet their working capital and investment needs.

Table of SME Loans by Type of Loan

(in IDR million)

Credit	2020		2019		Growth	
	(IDR)	(%)	(IDR)	(%)	(IDR)	(%)
Work Capital Loan (KMK)	42,510,475	76.39%	45,928,453	77.74%	(3,417,979)	(7.44%)
Investment Loan (KI)	13,138,597	23.61%	13,152,549	22.26%	(13,952)	(0.11%)
Total of SME Banking Loan	55,649,071	100.00%	59,081,003	100.00%	(3,431,931)	(5.81%)

In 2020, Bank Mandiri's total SME Banking Loans reached to IDR55.65 trillion, growing negatively by 5.81% from the 2019 position of IDR59.09 trillion. The decline in SME credit by 5.81% was mainly contributed by a decrease in working capital credit, which decreased by IDR3.42 trillion, while investment credit tended to be stable.

During 2020 Bank Mandiri selectively channeled SME Banking to maintain the quality of the credit portfolio including supporting government programs, namely PMK 71 and PMK 104 to restructure debtors - debtors affected by the COVID-19 pandemic, NPL SME Banking was maintained at a level of 0.42% or decreased by 117 bps compared to 2019's NPL of 1.59%. The focus of the SME Banking target market was value chain, prime customers and cooperatives.



Table of Credit SME by Economic Sector Type

(in IDR million)

Economic Sector	2020		2019		Growth	
	(IDR)	(%)	(IDR)	(%)	(IDR)	(%)
Agriculture, Hunting and Agricultural Facilities	7,698,522	13.83%	7,129,541	12.07%	568,981	7.98%
Mining	977,953	1.76%	1,283,854	2.17%	(305,901)	(23.83%)
Industry	4,378,710	7.87%	4,422,457	7.49%	(43,747)	(0.99%)
Electricity, Gas and Water	183,720	0.33%	186,363	0.32%	(2,642)	(1.42%)
Construction	4,011,417	7.21%	4,079,638	6.91%	(68,221)	(1.67%)
Trade, Restaurants and Hotels	20,569,505	36.96%	21,216,562	35.91%	(647,057)	(3.05%)
Transportation, Warehousing and Communication	2,104,497	3.78%	2,400,224	4.06%	(295,727)	(12.32%)
Business services	6,720,623	12.08%	7,489,592	12.68%	(768,968)	(10.27%)
Social/Community services	2,465,225	4.43%	4,117,166	6.97%	(1,651,940)	(40.12%)
Others	6,538,898	11.75%	6,755,607	11.43%	(216,709)	(3.21%)
Total of SME Banking Loan	55,649,071	100.00%	59,081,003	100.00%	(3,431,931)	(5.81%)

In terms of the economic sector, the decrease in credit was mainly contributed by the decrease in nominal and percentage terms in the social/community services sector, which decreased by IDR1.65 trillion and the business services sector decreased by IDR0.76 trillion.

Table of SME Fund

(in IDR million)

Fund	2020		2019		Growth	
	(IDR)	(%)	(IDR)	(%)	(IDR)	(%)
Current Account and Savings	165,010,550	80.44%	147,603,691	83.50%	17,406,859	11.79%
Deposito	40,115,423	19.56%	29,160,651	16.50%	10,954,772	37.57%
Total Dana SME	205,125,973	100.00%	176,764,342	100.00%	28,361,631	16.04%

TPF for the SME Banking segment in 2020 reached IDR205.13 trillion, growing 16.04% from the realization of DPK in the SME Banking segment in 2019 which amounted to IDR176.76 trillion. Deposits in the SME Banking segment in 2020 experienced a growth of 37.57%, higher than the growth of low-cost funds in the SME Banking segment which was 11.79%. However, low-cost funds contributed 83.5% to the total funds for the SME Banking segment, so that the composition of funds in the SME Banking segment was well maintained.

Consumer Loan

Bank Mandiri Consumer Loan provided home and vehicle ownership financing solutions for customers. Bank Mandiri financed home ownership, whether it was a new house, second house or multipurpose financing. Currently, Bank Mandiri worked with leading developers, both national and regional, and several well-known brokerage agencies throughout Indonesia. For vehicle financing, Bank Mandiri collaborated with 2 (two) subsidiaries of Mandiri Tunas Finance (MTF) and Mandiri Utama Finance (MUF). With this collaboration, Bank Mandiri customers could apply for financing for two and four-wheeled vehicles, both new and used, throughout Indonesia.



Table of Credit Consumer Loan

(in IDR million)

Credit	2020		2019		Growth	
	(IDR)	(%)	(IDR)	(%)	(IDR)	(%)
Mortgage	43,542,203	57.71%	44,251,717	55.01%	(709,514)	(1.60%)
Auto Loan	29,862,743	39.58%	34,637,567	43.06%	(4,774,824)	(13.79%)
KKP-TA*)	2,046,666	2.71%	1,558,481	1.94%	488,185	31.32%
Total Consumer Loan	75,451,612	100.00%	80,447,765	100.00%	4,990,153	(6.21%)

*) KKP-TA is a credit product for employees within Bank Mandiri

The COVID-19 pandemic caused society to postpone long-term investment decisions. This of course brought an impact on the demand and supply of property credit and automotive credit in Indonesia, so that it directly affected the HOL and Auto Loan of Bank Mandiri (BMR).

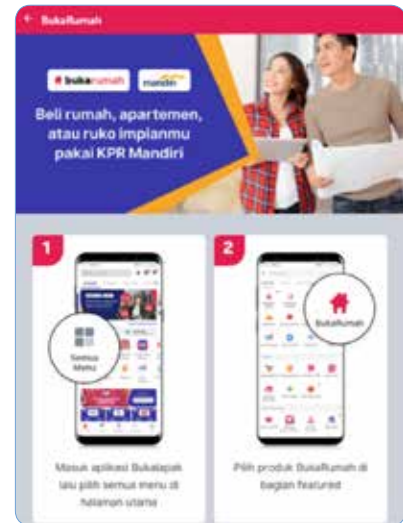
The effects of the COVID-19 pandemic affected the distribution of Bank Mandiri mortgages, where in Year on Year (YoY) in 2019 there was a decrease in the mortgage portfolio by 1.60% from IDR44.25 trillion in 2019 to IDR43.54 trillion in 2020, but this decline occurred in the purchase of second and multipurpose homes, as for the purchase of new homes, Bank Mandiri HOL managed to grow by 6.0% (YoY) against 2019. In addition, Bank Mandiri still saw opportunities for quality mortgage growth by targeting the payroll-based segment. This could be seen from the improvement of Bank Mandiri's HOL NPL of 69 bps in 2020 to 2.75% compared to 2019's NPL of 3.44%.

In addition, Bank Mandiri also continued to innovate in reaching target markets through collaboration with e-commerce, bukarumah, and in the midst of this pandemic, in Semester II 2020 Bank Mandiri actively involved in holding the Mandiri Property Festival Indonesia (MFPI), namely the HOL Expo. Online which was followed by Bank Mandiri Partner Developers, in addition to that, one of the marketing strategies that had been implemented by Bank Mandiri in helping prospective borrowers who wanted to realize their desire to have the ideal property according to their preferences was to hold featured webinars on regular projects with several partner developers of the Bank Mandiri. Bank Mandiri also won an award from the Housing Estate Award 2020 for the category "The Most Favored Bank on Housing Mortgage Product Millennial" through its Millennial HOL product.

Bank Mandiri auto loan expansion was also inseparable from the COVID-19 pandemic. The cancellation of large-scale automotive events (IIMS and GIIAS) and the limited production capacity of vehicles from manufacturers became a challenge in 2020, until the revision of the sales target for Gaikindo (cars) to 525 thousand units and 3.5 million units of motorbikes (as of November 2020), November 2020 (Year to Date) motorcycle sales decreased 56.7% (YoY) based on AISI data. To respond to the conditions during the pandemic, where the Central Government and Regional Governments enforced regulations regarding Large-Scale Social Restrictions (PSBB) and New Normal, Bank Mandiri Auto Loans took the initiative to acquire through the Telesales channel in the third quarter of 2020 to support the disbursement of auto loans to align with industrial conditions national automotive sector which started to rebound in July 2020. In addition, the cancellation of IIMS and GIIAS encouraged Bank Mandiri, together with its subsidiary multifinance, to hold online exhibitions/events including the MUF Online Auto Show (MOAS) and the MTF Virtual Autoshow. In addition, Bank Mandiri Auto Loans also actively participated in Google IOOF (Indonesia Online Otomotif Festival) along Kortal III and Quarter IV 2020.

Meanwhile, Bank Mandiri's auto loan credit in 2020 reached IDR29.86 trillion, down 13.79% from the previous year which reached IDR34.64 trillion. However, Bank Mandiri managed to maintain the quality of auto loan loans in 2020 with an NPL of only 0.87%, a slight increase of 8 bps from NPL in 2019 of 0.79%. The expansion in the payroll-based debtor profile was the main contributor to the growth of quality auto loan loans.

BUKARUMAH



Collaborating with the Bukalapak Marketplace through the Bukarumah Channel in the Expansion of the Home Ownership Credit (HOL) Marketing Method Via the Digital Platform

In an effort to expand the marketing of Bank Mandiri's Home Ownership Credit (HOL) products, a collaboration was made with Bukalapak through the Bukarumah channel in the form of promotion of Home Ownership Credit (HOL) products. Bukarumah became a collaboration between Bank Mandiri and Bukalapak in helping Bukalapak users to have their ideal property. Developers or property brokers with Bank Mandiri partners spread throughout Indonesia would be here to meet property needs through Bukarumah. Furthermore, Bukarumah could be a promotional media for Bank Mandiri HOL products exclusively for 1 (one) year that had been live since July 10, 2020 or could be extended based on the results of the review. Through Bukarumah, Bukalapak carried out targeted campaigns, banners, and push notifications according to Bukalapak user criteria at the request of Bank Mandiri.

The features and benefits of Bukarumah were as follows:

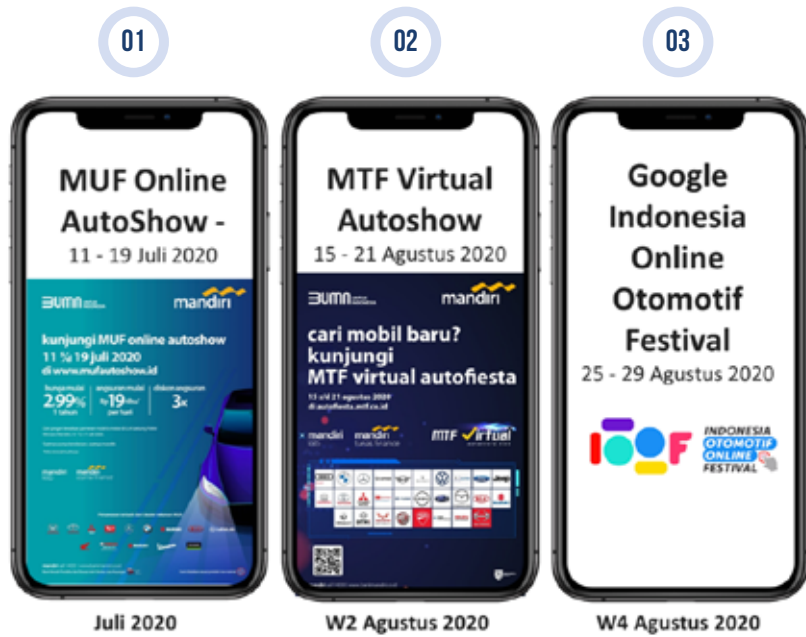
1. Choice of Property Showcase for Bank Mandiri partners
2. Filters such as Price, Location, and Developer
3. Features of the Bank Mandiri HOL application form. Furthermore, Bank Mandiri followed up with Bukalapak users who filled out the HOL application form with a credit process according to the applicable credit terms at Bank Mandiri.
4. Arrangement of Appointment with Bank Mandiri.
5. Loan simulation.
6. Wish List, Recommendations, and Information on the Progress of HOL Submissions.
7. Cashback from Bukalapak if disbursed at Bukarumah.
8. Special promo interest rates for online submissions.
9. Promotion from developer (related to Down Payment to price).

Bank Mandiri followed up with Bukalapak users who were interested in applying for a HOL with a credit process in accordance with the applicable credit terms at Bank Mandiri.

So far, the response from Bukalapak users on the Bukarumah menu had been very positive since launching, the total number of Bukalapak users who accessed the Bukarumah features reached 90 thousand users with the number of visits to Bukarumah reaching 400 thousand times. This showed that the Bukarumah menu had presented information on property options and HOL program programs that were quite attractive to Bukalapak users. These various property options would be periodically updated by Bank Mandiri and partners by adding to the list of properties offered in order to provide a variety of products according to community needs.



DIGITAL PROMOTION - AUTO LOAN BANK MANDIRI



The COVID-19 pandemic required the government to take quick steps to prevent the spread of the virus with the PSBB (Large-Scale Social Restriction) in almost all regions of Indonesia, so that the promotion of Auto Loan products in 2020 was carried out digitally, namely MUF Online AutoShow, MTF Virtual Autoshow and Google Indonesia Online Otomotif Festival.

CREDIT CARD

Mandiri Credit Card as one of the payment transaction products. Bank Mandiri provides a variety various credit cards according to the customer's needs and lifestyle, especially for the convenience of transactions, can be used and accepted throughout the world through VISA, Mastercard and JCB networks.



Table of Credit Card Volume Growth

(dalam jutaan Rupiah)

Credit Card	2020	2019	Pertumbuhan
Outstanding	10,920,259	13,847,701	(21.14%)
Sales Volume	27,771,829	42,320,317	(34.38%)
NPL	2.51%	1.75%	0.77%



COVID-19 Pandemic impacts decreasing people's purchasing power so that the credit card business as a means of payment has also reduced with outstanding up to the end of 2020 amounting to IDR10.92 trillion or down 21.14% compared to 2019. Factors The cause of the decline was the behavior of the people who tended to hold back on consumptive and expenditures leisure during the COVID-19 pandemic. However, Bank Mandiri continues to explore opportunities for expansion to increase the marketplace program in e-commerce so that transactions at these merchants increase by 12%, even though the imposition of activity restrictions in several areas has had a major impact on the decline in travel related merchants who were previously the largest contributor to sales volume in 2019.

In 2020, Mandiri Credit Cards also developed a transaction installment offering feature through Mandiri Online and official WhatsApp Bank Mandiri's in real-time to provide convenience and customer relief. Besides, to maintain credit quality, a special national economic stimulus has also been implemented for customers affected by the COVID 19 pandemic as well as Bank Indonesia regulations related to reducing the minimum payment to 5% and lowering interest rates to 2%, so that this has an impact on the Mandiri Credit Card portfolio in 2020 can be well maintained with an NPL level of 2.51%..

Retail Deposit

Bank Mandiri fundraising in 2020 will continue to be focused on the retail segment, especially in saving savings and time deposits. The growth of retail deposit funds in 2020 shows a positive trend despite the COVID-19 pandemic conditions and the decline in reference interest rates, as indicated by the achievement of an average savings balance of IDR126.1 trillion, an increase of 6.8% compared to the average balance in 2019 of IDR118.1 trillion.

Table of Retail Deposit Funds by Product Type

(in IDR million)

Fund	2020		2019		Growth	
	(IDR)	(%)	(IDR)	(%)	(IDR)	(%)
Savings	141,263,367	77.06%	127,163,870	77.51%	14,099,497	11.09%
Deposit	42,061,791	22.94%	36,890,359	22.49%	5,171,433	14.02%
Total	183,325,159	100.00%	164,054,229	100.00%	19,270,930	11.75%

Total retail deposit funds in 2020 reached IDR183.32 trillion, growing by 11.75% or IDR19.27 trillion compared to 2019 which reached IDR164.05 trillion. The things that encourage growth are as follows:

1. The retail deposit savings increased by 11.09% from IDR127.13 trillion in 2019 to IDR141.26 trillion in 2020. This growth was driven by various initiatives carried out through strategies extensification and intensification of individual retail customers that encourage customers to carry out all banking transactions in the Bank Mandiri ecosystem, such as the initiative to open NOW Savings through join.bankmandiri.co.id, the Free Transaction program and solutions payroll package.
2. Deposit funds increased by 14.02% from IDR36.89 trillion in 2019 to IDR42.06 trillion in 2020. This growth was driven by extensification and intensification programs aimed explicitly at Deposits in the individual retail segment.
3. Launching of the NOW Savings account opening service through join.bankmandiri.co.id conducted in 2020; with this service, Bank Mandiri customers can open savings accounts anywhere and anytime without visiting Bank Mandiri Branch Offices.
4. A comprehensive payroll service solution with benefits from ease of management and payments payroll to easy access to financial services and financial education articles for customers payroll Bank Mandiri. In 2020, there was a growth in customer payroll by 18.0% and an increase in volume payroll by 11.05%.
5. The implementation of debit transaction and activation programs loyalty points Bank Mandiri through community platforms, including:
 - a. The Sneakerheads community is provided a program called the Urban Sneaker Society Festival, and the Kick Avenue Fair conducted virtually.
 - b. Jacoweek event (Jakarta Coffee Week 2020) was held virtually in collaboration with merchants e-commerce.
 - c. Implementation of the Thanks God Its Fiesta point (TGIF) program benefits digital rewards special to customers payroll Bank Mandiri.



Wealth Management

Wealth management is a financial and wealth management service in various financial products or financial instruments; this service is intended for individuals and corporations.

Mutual Fund Wealth Management (RD) Products

Mutual Funds is a container used to collect investors' funds to be invested in securities by the Portfolio Manager Investasi. Terdapat several parties involved in the mutual fund, such as the Investment Manager, Bank Custodian, and Mutual Funds Selling Agent. The Investment Manager manages the mutual fund portfolio, while the Custodian Bank is the party that administers and records and stores mutual fund assets. In this case, Bank Mandiri acts as a Mutual Funds Selling Agent (APERD) responsible for selling mutual fund securities based on a cooperation contract with the Investment Manager who manages the mutual fund. Bank Mandiri has been registered as APERD at the Financial Services Authority (OJK) since 2007.

Mutual Fund products marketed through Bank Mandiri:

1. Money Market Mutual Fund
Mutual Funds Money Market Mutual Funds are mutual funds that only invest in domestic money market instruments and/or debt securities with tenor bonds of less than 1 (one) year.
2. Fixed Income Mutual Fund
Fixed Income Mutual Fund are mutual funds that only invest in domestic money market instruments and/or debt securities with tenor bonds of less than 1 (one) year.
3. Mixed Mutual Funds
Mutual Funds Mixed mutual funds are mutual funds that invest in equity securities, debt securities, and/or domestic money market instruments, each of which does not exceed 79% of its assets, where the portfolio must contain equity securities and debt securities.
4. Equity Mutual Funds
Equity Funds are mutual funds that invest at least 80% of their assets in equity securities.
5. Index Mutual Funds
Index Funds are mutual funds that invest at least 80% of their assets in securities in the index that is their reference.
6. Protected Mutual Funds (RDT)
Protected Funds (RDT) are mutual funds that protect investors' initial investments through their portfolio management mechanism. The Protected Mutual Funds Investment Manager will invest a portion of the funds they manage in debt securities included in the investment-grade category so that the value of debt securities at maturity can at least cover the protected value.
7. Limited Participation Mutual Funds (RDPT)
Limited Participation Mutual Funds are mutual funds that collect funds from professional investors, which are then invested in Securities Portfolios based on Real Sector Activities. The real sector activities are activities, either directly or indirectly, related to the production of goods, providing services in the real sector, including but not limited to the production of goods and/or working capital from these activities.

Table of Productivity and Income of Wealth Management Products

(in IDR million)

Asset Under Management (AUM)	Mutual Funds with AUM				Mutual Fund Product Revenues			
	2020 (IDR)	2019 (IDR)	Growth		2020 (IDR)	2019 (IDR)	Growth	
			(IDR)	(%)			(IDR)	(%)
Stock RD	3,000,317	2,536,684	763,633	30.10%	50,027	40,497	9,530	23.53%
Mixed RD	194,712	258,921	(64,209)	(24.80%)	2,106	3,311	(1,205)	(36.40%)
Fixed Income RD	3,126,131	1,987,892	1,138,249	57.26%	45,580	20,031	25,549	127.55%
Money Market RD	18,998,022	12,184,819	6,813,202	55.92%	101,361	74,655	26,706	35.77%
Index RD	3,999	9,636	(5,637)	(58.50%)	47	92	(45)	(49.25%)
Sub Total	25,623,181	16,977,951	8,645,238	50.92%	199,121	138,586	60,535	43.68%
Protected RD	6,443,794	9,722,358	(3,278,564)	(33.72%)	15,633	34,439	(18,806)	(54.61%)
Limited Participation RD	96,817	125,618	(28,800)	(22.93%)	980	754	226	29.92%
PDNI (Individual Customer Fund Management)	830,286	954,825	(124,539)	(22.93%)	1,148	8,135	(6,987)	(22.93%)
Total	32,994,078	27,780,752	5,213,335	18.77%	216,881	181,914	34,967	19.22%



Total AUM of Wealth Management in 2020 reached IDR32.99 trillion, growing by 18.77% or IDR5.21 trillion compared to 2019, which reached IDR27.78 trillion. Acquisition of fee income base Wealth Management in 2020 reached IDR216.88 billion, growing by 19.22% or IDR34.96 billion compared to 2019, which reached IDR181.91 billion.

The factors driving this growth are as follows:

1. The growth in fee-base income was due to an increase in revenue from management fees and transaction fees. Management fee increased as the mutual fund AUM increased. Meanwhile, the transaction fees' growth was due to an increase in mutual fund transactions in the fixed income asset class and stocks. Three factors supporting the increase in mutual fund transactions in fixed income and stocks, namely:
 - a. Decrease in interest rates
A decrease in interest rates causes an increase in the performance of fixed income mutual funds (with the majority of investments in bond securities) so that customers are attracted to shifting/rebalancing their portfolios to fixed income mutual funds.
 - b. JCI Movement
After a brief decline at the beginning of the COVID-19 pandemic in Indonesia, the JCI movement began to show improvement since mid-year. The improving stock prices led to an increase in equity funds' performance so that many customers also made stock mutual fund transactions. The peak occurred in November-December 2020 when the JCI rallied and encouraged an increase in the number of mutual fund transactions for Bank Mandiri customers more than in previous months.
 - c. Shift in customer transactions

If previously customers had more portfolios in asset classes with low risk profiles, in 2020 a movement began to occur, namely to products with a higher risk profile. With the education provided by RM Prioritas and RM Private, savings customers and Depositors began to shift their investment to money market mutual funds, money market mutual fund customers shifted to fixed income mutual funds, and fixed income mutual fund customers moved up the class to equity funds. This is also influenced by the market conditions in points a and b above.

2. The growth of the mutual fund AUM in 2020 was also influenced by the conditions mentioned above. The improvement of Performance Net Asset Value (NAV) of fixed income mutual funds and equity funds due to lower interest rates and an increase in the JCI led to an increase in the AUM of these mutual funds. This was especially pronounced in November and December where there was a rally on the JCI. The improvements in performance Mutual fund, approach to institutional customers, and advisory to priority and private customers also encourage the entry of fresh funds from outside Bank Mandiri into mutual fund products, especially the money market. Besides, incoming funds from savings customers and Depositors who shift their portfolios to money market funds or fixed income also add to Bank Mandiri's AUM.

Securities and Retail Treasury Products

Securities products, foreign exchange and structured products are traded by retail customers through cooperation with priority branches and regular branches. With competitive prices, a minimum nominal transaction value that is affordable and integrated services, encourages retail customers to conduct structured product foreign exchange transactions and Government Securities (SBN).

Table of Securities and Treasury Retail Productivity and Revenues

Product	(in IDR million)					
	Transaction Volume			Revenue		
	2020 (IDR)	2019 (IDR)	Growth (%)	2020 (IDR)	2019 (IDR)	Growth (%)
Primary Market Retail Government Securities	8,686,121	6,867,827	26.48%	28,174	23,742	18.67%
Referral Retail Brokerage	1,336,893	1,111,027	20.33%	6,118	6,386	(3.10%)
Secondary Market Government Securities	20,550,147	13,508,016	52.13%	161,981	105,431	53.64%
			(in USD million)			(in IDR million)
Foreign Exchange and Structured Product Transactions	20,295,301	19,028,639	6.67%	29,439	22,657	29.93%



Primary Market Retail Government Securities

In 2020, Retail SBN in the Primary Market sales reached IDR8.69 trillion, growing by 26.48% or IDR1.82 trillion compared to 2019, which reached IDR6.87 trillion. There were 10,463 total retail customer transactions in 2020. The total issuance of Retail SBN series in the Primary Market has reached 6 (six) times, consisting of 2 (two) series of Indonesian Retail Government Bonds (ORI) and Retail Government Sukuk (SR) issuances, and 1 (one) series of Retail Savings Bonds issued. (SBR) and Savings Sukuk (ST). Achievement of Fee Base Income from the sale of Retail SBN in 2020 amounted to IDR28.17 billion. Sales of Retail SBN products in the Primary Market in 2020 have succeeded in attracting new retail investors or new to the investment of 7,707 so that by 2020, registered customers SBN Mandiri services Online are 25 thousand of since 2018.

Referral Retail Brokerage

The referral service for capital market transactions through its subsidiary Mandiri Sekuritas has increased assets under management in 2020 to IDR5.04 trillion and total referred customers reaching 3,852 customers. When compared to 2019, assets under management experienced a growth of 30.6% or IDR1.18 trillion. Meanwhile, customers referral grew 5.7%, or 209 who were new customers. In terms of fee-based income, this service referral succeeded in providing revenue in 2020 of IDR6.56 billion, consisting of transactions originating from the primary and secondary markets. Fee-based income in 2020 experienced a growth of 26.5% compared to 2019, which was only IDR5.19 billion.

Secondary Market Government Securities and Foreign Exchange and Structured Product Transactions

2020 Secondary MGS transaction volume grew significantly by 52.13%, becoming IDR20,55 trillion supported by the conditions market volatile conditions and increased market penetration, thus contributing to the FBI amounting to IDR161, 98 billion a growth of 53.64%. Meanwhile, the volume of Forex transactions only grew by 6.7% to IDR20 trillion; however, the FBI grew quite significantly by 30% to IDR29.44 billion due to higher acquisition of average spread revaluation in 2020 compared to the previous year.

Business Prospects of Retail Banking Segments in 2021

2021 is a year full of hope for the sector of Retail and Consumer Banking. The plan for mass vaccination from the Government can be a positive trigger for public consumption, which is critical to the segment of business Retail Banking. Healthy growth remains the main focus of the segment business Retail Banking. This can be achieved by selecting the target market right, digital presence a reliable and robust business processes.

Work Plan For 2021 Retail Banking Segments

In 2021, cultivating a value chain for a derivative business customers wholesale and strengthening-based business processes will digital be the main strategies for the segment Retail Banking. To reach the market target productive credit for the retail segment, Bank Mandiri plans to expand its cooperation with fintech and e-commerce partners. The collaboration derivative value chain pattern from customers wholesale will be more implemented massively in 2021. Mandiri Smart application development will also be carried out in 2021 to strengthen Bank Mandiri's digital strategy in productive credit for the segment Retail Banking.

The segment payroll-based will still be the target market-main for the consumer credit business in Retail Banking in 2021. As a leading bank in the segment wholesale, Bank Mandiri will also work on its wholesale anchor client's business potential payroll-based. Digital channels will be the primary choice in reaching the target market consumer credit for the segment Retail Banking in 2021. The combination of expanding cooperation with leading marketplaces and direct offerings through personnel sales is the leading work plan in 2021 for the MML, HOL, Auto Loan, and Credit Card businesses. Of course, this credit business growth is also supported by reliable business processes. Improvements in business processes that have been carried out in the previous period through business process reengineering are expected to encourage better business growth retail banking through process underwriting a fast and reliable and credit products cross-selling for the segment Retail Banking as a whole.



Operation Review Per Business Segment - Treasury and International Banking

Highlight Performance Segmen Treasury and International Banking in 2020



Explanation of Treasury and International Banking

The Treasury and International Banking business includes treasury business, business related to financial institutions (Financial Institutions), capital market-related business, and Bank Mandiri international business through branch offices and overseas subsidiaries.

The treasury and international banking business includes the treasury business, business with financial institutions, and capital market related businesses. Which includes the treasury business are foreign exchange transactions, money markets, securities and derivative transactions. Transactions can be interbank in nature, namely those carried out with bank counterparts, as well as transactions to serve the needs of Wholesale and Retail customers. The Treasury business is conducted by the Treasury Group which has 11 (eleven) Regional Treasury Marketing networks spread throughout Indonesia to serve the needs of customers.

Business with financial institutions includes transactions related to trade finance, remittances, insurance company funds, and credit to banks. Meanwhile, capital market-related businesses include

custodial services, trustees, and short-term loans to securities companies. Business with financial institutions and capital market related entities is carried out by the International Banking and Financial Institutions (IBFI) Group. In addition to conducting business as mentioned above, the IBFI Group also supervises a number of overseas offices.

The segments included in financial institutions (Financial Institutions) are Banks and Non-Bank Financial Institutions (IKNB). Banks include domestic and international banks, but do not include Rural Credit Banks (BPR), while IKNB includes private insurance companies and financial institutions derived (including insurance and reinsurance brokers), as well as Financial Institution Pension Funds (DPLK). The Directorate of Treasury and International Banking also oversees work units that supervise business synergies between Bank Mandiri as a parent entity and a subsidiary. These forms of synergy include treasury transactions, trade finance and credit.



Competitive Advantages and Innovation of Treasury and International Banking Segments

Bank Mandiri is a leading player in Indonesia treasury business, which has consistently shown good performance with a market share volume of 38% national foreign exchange transaction (interbank and customer).

The role and achievements of Bank Mandiri in the business are treasury also demonstrated through awards received from various institutions, including Best Supporting Bank for IDR Money Market Deepening, Foreign Exchange Market for Derivative Transactions and Transactions in Repurchase accordance with GMRA and Conventional Banks that Support Best Monetary Control in IDR and Foreign Exchange (Bank Indonesia); Best Government Securities Issuing Partner (SUN) in the main dealer category (Ministry of Finance of the Republic of Indonesia); Best in Treasury and Working Capital - SMEs 2020, Best Financial Institutions Group Bond - Bank Mandiri US \$ 500 million senior notes (The Asset); Best FX Bank for CoIDR orate & Fls 2020, Best FX Bank for Retail Clients 2020, Best FX Bank for CCS, IRS, Forward, and Option Hedging Corporate, Fls & SMEs (Alpha South East Asia); and Best FX House in Indonesia (Corporate Treasurer).

Transaction services Treasury to customers throughout Indonesia are carried out through the Head Office and Regional Treasury located in Medan, Palembang, Batam, Bandung, Semarang, Solo, Surabaya Denpasar, Balikpapan, and Makassar. Also, Bank Mandiri also provides various digital solutions for customers to make foreign exchange transactions through the Mandiri e-fx electronic channel and Mandiri Cash Management (MCM).

In 2020, Bank Mandiri will maximize its reciprocal-based cooperation network with 1,103 correspondent banks in 83 (eighty-three) countries, resulting in increased business cooperation, cooperation treasury, and trade finance remittances, risk-sharing, and bilateral financing. In activities funding, Bank Mandiri has succeeded in obtaining more than adequate funding from international banks and financial institutions. This is evidence of the international community's trust in Bank Mandiri. The interest of foreign banks to provide funding to Bank Mandiri is still relatively large. To increase the product offering, Bank Mandiri added sales and purchase services for CoIDR orate Securities with customers as an alternative instrument for placing IDR funds.

The segment of Treasury and International Banking is continuously innovating to improve the quality of its services. Several breakthrough innovations were launched in 2020, including implementing the Local Currency Settlement Japanese Yen (LCS) service in collaboration with partner banks in Japan, increased licenses at overseas offices, especially related to securities transactions and wealth management, cooperation with several banks. The counterpart in improving services remittance and trade, and more. On the capital market services side, the segment has

International Banking also made various improvements, including the gradual implementation of the New Core Custodian System, cooperation in publishing and administering the niche capital market products, and continuing to improve service quality to maintain ISO 9001: 2015 quality standards for services capital market.

Bank Mandiri managed to manage liquidity efficiently by continuing to apply the principle of compliance with Bank Indonesia's regulations regarding the Statutory Reserves (GWM) and Net Open Position (NOP) throughout 2020. Realization of primary GWM in IDR on average on 31 December 2020 was 3.50%, above the Bank Indonesia regulation of 3.00%. Meanwhile, the average foreign exchange reserve requirement as of 31 December 2020 was 4.10%, above the Bank Indonesia regulation of 4.00%.

Strategy In 2020 Treasury and International Banking Segments

The pandemic in 2020 presented a formidable challenge to all economic sectors. The decline in the volume of national exports and imports has resulted in tighter competition between banks to maintain market share. At the same time, there is an increasing trend of digitizing banking and financial services. Several strategic initiatives were implemented to face this challenge that succeeded in continuing the positive direction of performance growth.

Some examples of strategic initiatives undertaken include adjusting transaction operations by split operation strategy, implementing disciplined health protocols, optimizing regional treasury marketing networks, and maintaining service level transactions. Also, digitization is carried out in the providing services treasury and supports effective and efficient internal processes.

To firm the derivatives business, Bank Mandiri enhanced its capabilities in market-making and warehousing. This strengthening was also supported by increased aggressiveness in the penetration of transaction services treasury with customers, by utilizing value chains customer, providing services treasury advisory, and managing derivative positions, so that fees customer derivative transaction grew by 40.1% and market share of customer FX transactions grew to 31% from 22.75% in 2019.

In 2020, the segment will International Banking focus on increasing synergies and partnerships both with the Mandiri Group and with counter parties in developing the business while maintaining the principle of prudence. As the business manager cross border (including overseas office services) and capital market, the segment was International Banking affected by the decrease in transaction volume caused by the effects of the COVID-19 pandemic. However, by focusing on strengthening relationships with existing customers, sharpening synergies between work units both within Bank Mandiri and with subsidiaries, accelerating business processes, and increasing efficiency in various fields, the segment International



Banking can continue to produce a good performance in 2020. Achievements results of the 2020 International Banking segment strategy can be seen from the growth of customers custody, which reached 60% during 2020 (above the development of investors registered in KSEI, as 53%) accompanied by growth in assets management up to IDR600 trillion. On the transaction side interbank, the segment is International Banking showing an increasingly significant role in supporting the resilience of banking liquidity in Indonesia. One of them is indicated by an increase in outstanding credit for the Financial Institutions Segment in 2020 by 24%. The Bank Mandiri Foreign Office also demonstrated this remarkable credit growth. By remaining focused on the primary strategy, namely serving Indonesian related companies, Bank Mandiri's Foreign Offices' average loan disbursement increased by 44% throughout 2020.

Productivity and Revenue of Treasury and International Banking Segments

Treasury

Bank Mandiri remains consistent as one of the main players in foreign exchange transactions, both interbank and with customers. In transactions with customers. Dalam transaksi In transactions with customers, the market share of transactions grows consistently. This increase was carried out through more market penetration offensive and the addition of new dealers. To provide alternative product solutions to customers, Bank Mandiri started a new chapter in product development treasury through structured products to yield enhancement and hedging, which received positive responses from both the Wholesale and Segments Retail.

Table of Productivity and Income of Treasury

(in IDR million)

Description	2020 (IDR)	2019 (IDR)	Growth	
			(IDR)	(%)
Total Fee Based Income	6,289,524	4,906,071	1,383,453	28.20%
- Forex Transaction	4,072,611	2,744,604	1,328,007	48.39%
- Securities Transaction	1,686,575	1,352,076	635,117	24.74%
- Other	530,338	809,391	(579,961)	(34.48%)
Total Net Interest Income	6,730,614	4,214,032	2,516,582	59.72%
TOTAL	13,020,138	9,120,103	3,900,035	42.76%

During 2020, the treasury posted a total income of IDR13.02 trillion, growing 42.76% from 2019. This income comes from fee-based income of IDR6.28 trillion and net interest income. It is amounting to IDR6.73 trillion.

Treasury fee-based income in 2020 increased by 28.20% compared to the previous year. One of the increases in fee-based income came from foreign currency transaction income, which increased by 48.39%. Trading strategy good to take advantage of increased volatility throughout 2020, and comprehensive management of derivative positions is the primary key to increasing fee-based income for foreign exchange transactions.

The increase in fee-based income was also obtained from securities income, which grew 24.74% to IDR1.67 trillion. A decrease in securities yields mainly drove the increase in securities income during 2020 due to the monetary and fiscal stimulus carried out by the financial and fiscal authorities to promote economic recovery due to the COVID-19 pandemic.

On the other hand, the treasury can optimize liquidity through both interbank placements and securities. Recorded revenue net interest income grew 59.72% from 2020.

International Banking

IBFI is responsible for developing business with international and domestic financial institution (bank and non-bank) customers, including Regional Development Banks (BPD), insurance companies and securities companies and capital market supporting institutions actively and progressively. IBFI is also a grup that supervises and develops business activities of 5 (five) overseas offices, namely: the Singapore branch, the Hongkong branch, the Shanghai branch, the Cayman Islands branch and Bank Mandiri (Europe) Limited as a subsidiary in order to contribute directly (revenue) or indirectly (as a distribution channel and gateway for Bank Mandiri abroad) for the Bank as a whole.



Table of Productivity and Income of International Banking

(in IDR million)

Description	2020 (IDR)	2019 (IDR)	Growth	
			(IDR)	(%)
Total Third Party Fund	9.086.812	13.428.464	(4.341.652)	(32,33%)
CASA	4.553.130	8.090.535	(3.537.405)	(43,72%)
• Current Account	4.443.589	8.013.581	(3.569.992)	(44,55%)
• Savings	109.541	76.954	32.587	42,35%
Deposito	4.533.682	5.337.929	(804.247)	(15,07%)
Total Credit	8.620.596	6.820.070	1.800.526	26,40%
Total Revenue	2.233.823	2.160.238	73.585	3,41%
• Fee Based Income	1.487.866	1.467.755	20.111	1,37%
• Net Interest Income	745.957	692.483	53.474	7,72%

Total third-party funds that have been collected from the customer segments of Financial Institutions in 2020 reached IDR9,08 trillion, decreased by 32, 33% from the previous year. The decrease in demand deposits is because, in 2019, there are funds of unsustainable IDR5.5 trillion. Meanwhile, a decline was due to bank-wide policy to reduce interest expenses on the deposit side, causing financial sector customers who are very sensitive to interest rates to withdraw funds from Bank Mandiri.

When viewed from the credit achievement, there was an increase in the debit balance of credit by 26.40% from the previous year to IDR8.62 trillion, which impacted Net Interest Income (NII) of 7.7% (YoY).

In terms of total fee-based income, it also increased by 1.37% due to increased transactions for Treasury customers Financial Institution by 10.7% (YoY). The capital market business has also shown an increase in performance, where the total portfolio administered by custodian services reached IDR608 trillion or an increase of 9% compared to 2019.

Table of Productivity and Revenue of Overseas Offices

(in IDR million)

Description	2020 (IDR)	2019 (IDR)	Growth	
			(IDR)	(%)
Total Third Party Fund	8,192,831	9,247,560	(1,054,729)	(11.41%)
Total Credit	38,719,050	34,605,923	4,113,127	11.89%
Total Fee Based Income	654,417	789,402	(134,985)	(17.10%)
Total Net Interest Income	1,142,866	1,095,947	46,919	4.28%

Total third party funds collected from overseas office customers in 2020 decreased by 11.41% from IDR9.25 trillion in 2019 to IDR8.19 trillion in 2020. In 2019, there is an unsustainable DPK at KLN Singapore that comes from syndicated loan disbursements.

In terms of credit, total loans extended by 11.89%, with the largest contributor coming from KLN Singapore. Total net interest income contributed also increased by 4.28% to IDR1.14 trillion in line with the increase in total loans. On the other hand, full fee-based income decreased by 17.10%, which was mostly due to a decrease in revenue from the Profit on Sale and Purchase of Securities and Government Bonds.

Treasury and International Banking Business Prospects In 2021

Globally, the world economy is expected to begin to recover with a growth rate of 5.2% in 2021, and Indonesia is projected to grow 4.4%. Global economic improvement is expected to continue, and all economic sectors are expected to take advantage of this opportunity, including in the segment Treasury and International Banking.

With the improvement in economic conditions in 2021, it is hoped that this will encourage foreign funds to flow to emerging markets, including Indonesia. This foreign capital will flow in portfolio flows to the stock market and direct investment in the financial, infrastructure or industrial sectors, technology, media, and telecommunications. With this capital flow, of course, it will also revive Indonesian financial market activity and increase the volume of cross border transactions. This will bring desirable business opportunities for the segment Treasury and International Banking, both in the financial institutions, capital markets, and overseas offices.



Globally, the world economy is estimated to grow to reach 5%. Global economic improvement is expected to continue, and it is hoped that all economic sectors will be able to take advantage of this opportunity. The pace of global economic recovery in the future is influenced by vaccinations and increased mobility. This improvement in the global economy is expected to boost global trade volume.

On the other hand, the election of Joe Biden will encourage foreign funds to flow to emerging markets, including Indonesia. The foreign capital will flow in the form of portfolio flows to the stock market and direct investment. The investment will enter the financial, infrastructure or industrial, technology, media, and telecommunications sectors. One that is currently under discussion quite a lot is the manufacturing and technology plan for electric cars and electric vehicle batteries—an excellent opportunity to be captured by KLN through collaboration with business units at head office.

Work Plan For 2021 Treasury and International Banking Segments

With the hope of economic improvement in 2021, the segment Treasury and International Banking have prepared various strategies to exploit existing business opportunities. Various business initiatives are designed to provide comprehensive one-stop solutions for counterparties at both the head office and overseas offices. In early 2021 the segment Treasury and International Banking launched the initiative Domestic Mansion (Mandiri One Stop Solution for Domestic Bank) on the side interbank transaction. Under this initiative, Bank Mandiri offers various liquidity solutions, asset development, increased commerce, and synergies in multiple fields with other domestic banks in Indonesia, particularly Bank Pembangunan Daerah. With this initiative, it is hoped that Bank Mandiri can increase its role as a foundation to support the national banking system's growth and resilience.

From the Foreign Office side, efforts to increase assets, both through lending and expanding the securities and trade assets portfolio, are also being developed. Foreign offices pro-actively collaborate with business units at the head office and with banks counterparts to seek business opportunities and channel loans to managed customers who meet bank criteria. The Foreign Office will also increase its participation in international syndication. Besides, the foreign offices in the future will also strengthen transaction activities treasury, grow trade financing volume, develop cross-border supply chain businesses, develop services wealth management, and increase the distribution of transactions remittance.

Not only focusing on business development, with the increasing trend of digitalization of banking services, the segment Treasury and International Banking will also continue to innovate to create more efficient work processes and the provision of services digital seamless to its customers. On the capital market side, in 2021,

there will be a full launching of a new core custodian system that includes the implementation of services online custody to access their portfolios in real-time and send instructions online. The new core custodian system's performance will also be integrated with Bank Mandiri's wealth management services to provide a better user experience, especially for retail customers. In addition, Bank Mandiri's overseas offices also continue to improve their services, including providing digital services for Indonesian Migrant Workers (PMI), implementing the New Trade System, and so on.

Operation Review Per Business Segment - Head Office

Description of Head Office Segment

Basically, the head office segment manages assets and liability including the assets and liability of the segments of Large Corporate, Middle Corporate, Institutional Relations, Retail Banking, Treasury and International Banking. However, the productivity and income for the segments that have been discussed in this Annual Report are recorded separately from the assets and liability managed by the Head Office.

Productivity and Income of The Head Office Segment

Information on the productivity and income of the Head Office is presented in the Operating Segment Profitability section in this Annual Report.

Operation Review Per Business Segment - Subsidiary - Sharia

Description on The Subsidiary-Sharia Segment

The Subsidiary-Sharia segment includes all transactions conducted by Subsidiaries that are engaged in sharia banking. Bank Mandiri's Sharia subsidiary, namely Bank Syariah Mandiri (BSM).

Productivity and Income of The Subsidiary-Sharia Segment

Information on the Productivity and Income of the Subsidiary-Sharia is presented in the Subsidiary Performance in this Annual Report.

Overview of Operations per Business Segment - Subsidiaries - Insurance

Segment Explanation of Subsidiaries - Insurance

The Subsidiary-Insurance segment included all transactions conducted by Subsidiaries that are engaged in life insurance, health insurance and general insurance. Bank Mandiri's Subsidiary Insurance, namely AXA Mandiri Financial Service (AMFS), Mandiri InHealth (MI), and Mandiri AXA General Insurance (MAGI).

Productivity and Income of The Subsidiary-Insurance Segment

Information on the Productivity and Income of the Subsidiary-Insurance is presented in the Subsidiary Performance in this Annual Report.



Operation Review Per Business Segment - Subsidiary - Except Sharia and Insurance

Description on The Subsidiary-Other Than Sharia And Insurance

The Subsidiaries-Other Than Sharia and Insurance segment includes all transactions of Subsidiaries engaged in consumer financing, remittance services, securities and banking. Subsidiaries-Apart from Sharia and Bank Mandiri Insurance, namely Bank Mandiri Taspen (MANTAP), Bank Mandiri (Europe) Limited (BMEL), Mandiri Tunas Finance (MTF), Mandiri Utama Finance (MUF), Mandiri International Remittance (MIR), Mandiri Sekuritas and Mandiri Capital Indonesia (MCI).

Productivity and Income of The Subsidiary-Other Than Sharia and Insurance

Information on the Productivity and Income of the Subsidiary-other than Sharia and insurance is presented in the Subsidiary Performance in this Annual Report.



Operating Segments Profitability

Description	2020			
	Corporate Banking	Commercial Banking	Institutional relationship	Retail Banking
Consolidated Statement of Income and Other Comprehensive Income				
Interest and Sharia Income **	29,626,240	15,379,461	6,117,208	63,457,813
Interest and Sharia Expenses **)	(20,510,964)	(10,035,551)	(4,303,694)	(30,489,152)
Interest and Sharia Income - Net	9,115,276	5,343,910	1,813,514	32,968,661
Premium Income - Net	-	-	-	-
Interest, Sharia, and Premium Income - Net	9,115,276	5,343,910	1,813,514	32,968,661
Other Operational Income:				
Provision and Commission Revenue	1,720,944	523,493	313,678	5,766,754
Others	715,998	155,794	34,308	3,610,703
Total	2,436,942	679,287	347,986	9,377,457
Reversal/(Establishment) of Allowance for Impairment Losses on Financial Assets and Others	(3,964,359)	(5,189,375)	230,057	(8,896,630)
Unrealized Gains/(Losses) from Increase/ (Decrease) in Fair Value of Government Bonds and Policyholders' Investment in Unit-Linked Contract	-	-	-	-
Profit from the Sale of Securities and Government Bonds	-	-	-	-
Other Operating Expenses:				
Salary and Allowance Expenses	(160,129)	(293,755)	(91,955)	(2,440,166)
General and Other Administrative Expenses	(83,500)	(86,903)	(150,778)	(2,454,719)
Others	(1,370,120)	(677,782)	(363,535)	(16,661,962)
Total	(1,613,749)	(1,058,440)	(606,268)	(21,556,847)
Revenue/(Expense) Non-Operational - Net	-	-	-	-
Tax- Expenses	-	-	-	-
Net - Profit	5,974,110	(224,618)	1,785,289	11,892,641
Net Earnings Attributable To:				
Non-Controlling Interests	-	-	-	-
Owner of the Parent Company	-	-	-	-
Consolidated Statement of Financial Position				
Loans Awarded - (Gross)	309,632,987	156,501,772	24,577,377	262,713,556
Total Assets	322,800,047	135,172,905	25,593,355	255,575,245
Giro and Giro Wadiah	(120,560,259)	(47,216,651)	(42,933,853)	(68,831,715)
Savings and Wadiah Savings	(7,086,785)	(8,177,198)	(1,216,337)	(322,109,076)
Term Deposit	(36,003,987)	(27,365,141)	(50,424,994)	(167,943,498)
Total Customers' Savings	(163,651,031)	(82,758,990)	(94,575,184)	(558,884,289)
Total Liabilitas	(170,890,842)	(85,055,589)	(95,147,753)	(560,828,662)

*) In accordance with Bank Mandiri operating segments



(in IDR million)

2020							
	Treasury and Internasional Banking	Head Office	Subsidiary Entity - Sharia	Subsidiary Entity - Insurance	Subsidiary Entity - other than Insurance and Sharia	Adjustments and Eliminations***)	Total
	12,188,773	170,765	8,634,480	399,571	6,677,337	(55,330,531)	87,321,117
	(4,712,202)	(121,248)	(2,590,383)	-	(3,422,929)	45,373,135	(30,812,988)
	7,476,571	49,517	6,044,097	399,571	3,254,408	(9,957,396)	56,508,129
	-	-	-	1,847,604	-	(333,889)	1,513,715
	7,476,571	49,517	6,044,097	2,247,175	3,254,408	(10,291,285)	58,021,844
	368,551	2,223,338	1,491,043	-	1,042,468	(506,586)	12,943,683
	4,634,194	1,055,694	685,783	1,339,085	3,245,628	(734,988)	14,742,199
	5,002,745	3,279,032	2,176,826	1,339,085	4,288,096	(1,241,574)	27,685,882
	(79,821)	(1,510,786)	(1,976,274)	-	(1,352,065)	(156,892)	(22,896,145)
	-	-	-	12,487	-	-	12,487
	-	945,801	-	8,222	45,003	-	999,026
	(130,794)	(10,048,388)	(2,167,489)	(492,300)	(2,279,345)	333,888	(17,770,433)
	(154,689)	(10,403,538)	(1,732,190)	(813,571)	(1,442,828)	-	(17,322,716)
	(337,784)	15,216,576	(416,372)	(1,092,374)	(364,461)	514,172	(5,553,642)
	(623,267)	(5,235,350)	(4,316,051)	(2,398,245)	(4,086,634)	848,060	(40,646,791)
	-	220,994	(17,622)	-	(76,289)	(5,345)	121,738
	-	(4,840,145)	(476,488)	(147,815)	(187,969)	-	(5,652,417)
	11,776,228	(7,090,937)	1,434,488	1,060,909	1,884,550	(10,847,036)	17,645,624
	-	-	-	-	-	-	526,371
	-	-	-	-	-	-	17,119,253
	8,620,596	1,557,128	83,222,876	-	25,902,445	(2,583,272)	870,145,465
	235,229,615	234,674,274	126,907,940	39,791,921	68,204,436	(14,615,254)	1,429,334,484
	(4,443,589)	-	(20,875,426)	-	(165,288)	576,490	(304,450,291)
	(109,541)	-	(7,921,251)	-	(4,742,003)	-	(351,362,191)
	(4,533,682)	-	-	-	(22,735,448)	1,225,470	(307,781,280)
	(9,086,812)	-	(28,796,677)	-	(27,642,739)	1,801,960	(963,593,762)
	(17,178,819)	(104,237,566)	(31,734,327)	(35,497,519)	(56,809,925)	6,113,155	(1,151,267,847)



Table of Profitability of Operating Segments in 2019

Description	2019 ^{*)}			
	Corporate Banking	Commercial Banking	Institutional relationship	Retail Banking
Consolidated Statement of Income and Other Comprehensive Income				
Interest and Sharia Income ^{*)}	31,508,487	15,792,654	6,138,427	67,377,512
Interest and Sharia Expenses ^{*)}	(22,974,579)	(11,210,249)	(4,693,246)	(31,674,017)
Interest and Sharia Income - Net	8,533,908	4,582,405	1,445,181	35,703,495
Premium Income - Net	-	-	-	-
Interest, Sharia, and Premium Income - Net	8,533,908	4,582,405	1,445,181	35,703,495
Other Operational Income:				
Provision and Commission Revenue	2,039,491	727,772	383,835	7,521,008
Others	218,796	76,427	6,454	2,651,636
Total	2,258,287	804,199	390,289	10,172,644
Reversal/(Establishment) of Allowance for Impairment Losses on Financial Assets and Others	(1,214,279)	(3,739,769)	(3,998)	(5,622,102)
Unrealized Gains/(Losses) from Increase/ (Decrease) in Fair Value of Government Bonds and Policyholders' Investment in Unit-Linked Contract	-	-	-	-
Profit from the Sale of Securities and Government Bonds	-	-	-	-
Other Operating Expenses:				
Salary and Allowance Expenses	(168,222)	(278,299)	(186,223)	(2,503,962)
General and Other Administrative Expenses	(121,537)	(101,670)	(533,124)	(2,762,435)
Others	(256,227)	(123,402)	(151,221)	(1,332,411)
Total	(545,986)	(503,371)	(870,568)	(6,598,808)
Revenue/(Expense) Non-Operational - Net	-	-	-	-
Tax- Expenses	-	-	-	-
Net - Profit	9,031,930	1,143,464	960,904	33,655,229
Net Earnings Attributable To:				
Non-Controlling Interests	-	-	-	-
Owner of the Parent Company	-	-	-	-
Consolidated Statement of Financial Position				
Loans Awarded - (Gross)	329,763,941	151,424,144	27,027,984	275,953,020
Total Assets	354,295,785	143,398,957	27,651,440	277,201,816
Giro and Giro Wadiah	(100,667,400)	(41,898,718)	(25,459,231)	(60,358,283)
Savings and Wadiah Savings	(7,451,380)	(10,698,060)	(1,072,276)	(296,554,444)
Term Deposit	(38,735,792)	(23,067,620)	(45,243,111)	(150,470,646)
Total Customers' Savings	(146,854,572)	(75,664,398)	(71,774,618)	(507,383,373)
Total Liabilities	(152,499,274)	(78,851,135)	(72,022,009)	(509,673,421)

^{*)} In accordance with Bank Mandiri operating segments



(in IDR million)

2019*)							
	Treasury and International Banking	Head Office	Subsidiary Entity - Sharia	Subsidiary Entity - Insurance	Subsidiary Entity - other than Insurance and Sharia	Adjustments and Eliminations***)	Total
	10,437,527	156,478	8,417,748	397,436	6,717,915	(55,419,094)	91,525,090
	(5,531,012)	(211,111)	(3,014,676)	-	(3,399,793)	50,623,782	(32,084,901)
	4,906,515	(54,633)	5,403,072	397,436	3,318,122	(4,795,312)	59,440,189
	-	-	-	2,118,647	-	(311,144)	1,807,503
	4,906,515	(54,633)	5,403,072	2,516,083	3,318,122	(5,106,456)	61,247,692
	1,246,419	153,468	1,783,982	-	838,445	(477,985)	14,216,435
	2,978,470	3,811,304	201,389	1,103,063	1,682,249	(455,825)	12,273,963
	4,224,889	3,964,772	1,985,371	1,103,063	2,520,694	(933,810)	26,490,398
	(1,635)	716,455	(1,530,499)	-	(674,616)	(2,020)	(12,072,463)
	-	-	-	5,726	2,479	-	8,204
	-	793,519	-	23,991	36,340	-	853,851
	(132,064)	(9,634,860)	(2,084,091)	(455,351)	(2,089,118)	311,144	(17,221,046)
	(126,655)	(10,085,379)	(1,687,202)	(805,174)	(1,411,876)	-	(17,635,052)
	(301,907)	(1,892,054)	(321,362)	(1,093,382)	(247,956)	499,854	(5,220,068)
	(560,626)	(21,612,293)	(4,092,655)	(2,353,907)	(3,748,950)	810,998	(40,076,166)
	-	57,594	(50,285)	-	(17,382)	-	(10,073)
	-	(6,980,790)	(439,972)	(178,279)	(386,807)	-	(7,985,848)
	8,569,143	(23,115,376)	1,275,032	1,116,677	1,049,880	(5,231,288)	28,455,595
	-	-	-	-	-	-	973,459
	-	-	-	-	-	-	27,482,136
	6,820,070	1,361,958	75,173,775	-	20,852,431	(2,542,086)	885,835,237
	149,188,110	176,947,767	112,298,325	34,969,777	56,556,392	(14,262,033)	1,318,246,336
	(8,013,581)	-	(11,510,301)	-	(376,625)	839,870	(247,444,269)
	(77,073)	-	(5,126,726)	-	(3,508,112)	-	(324,488,071)
	(5,337,929)	-	-	-	(16,259,914)	939,006	(278,176,006)
	(13,428,583)	-	(16,637,027)	-	(20,144,651)	1,778,876	(850,108,346)
	(20,104,685)	(101,072,006)	(19,433,761)	(30,741,502)	(47,595,584)	6,243,798	(1,025,749,579)



Table of Revenue Growth and Profitability of Operating Segments

Description	Growth 2019-2020*)				
	Corporate Banking		Institutional relationship	Retail Banking	Treasury and Internasional Banking
	Large Corporate	Middle Corporate			
Consolidated Statement of Income and Other Comprehensive Income					
Interest and Sharia Income **)	(5.97%)	(2.62%)	(0.35%)	(5.82%)	16.78%
Interest and Sharia Expenses **)	(10.72%)	(10.48%)	(8.30%)	(3.74%)	(14.80%)
Interest and Sharia Income - Net	6.81%	16.62%	25.49%	(7.66%)	52.38%
Premium Income - Net	-	-	-	-	-
Interest, Sharia, and Premium Income - Net	6.81%	16.62%	25.49%	(7.66%)	52.38%
Other Operational Income:					
Provision and Commission Revenue	(15.62%)	(28.07%)	(18.28%)	(23.32%)	(70.43%)
Others	227.24%	103.85%	431.58%	36.17%	55.59%
Total	7.91%	(15.53%)	(10.84%)	(7.82%)	18.41%
Reversal/(Establishment) of Allowance for Impairment Losses on Financial Assets and Others	226.48%	38.76%	-5854.30%	58.24%	4782.02%
Unrealized Gains/(Losses) from Increase/(Decrease) in Fair Value of Government	-	-	-	-	-
Bonds and Policyholders' Investment in Unit-Linked Contract	-	-	-	-	-
Other Operating Expenses:					
Salary and Allowance Expenses	(4.81%)	5.55%	(50.62%)	(2.55%)	(0.96%)
General and Other Administrative Expenses	(31.30%)	(14.52%)	(71.72%)	(11.14%)	22.13%
Others	434.73%	449.25%	140.40%	1,150.51%	11.88%
Total	195.57%	110.27%	(30.36%)	226.68%	11.17%
Revenue/(Expense) Non-Operational - Net	-	-	-	-	-
Tax- Expenses	-	-	-	-	-
Net - Profit	(33.86%)	(119.64%)	85.79%	(64.66%)	37.43%
Net Earnings Attributable To:					
Non-Controlling Interests	-	-	-	-	-
Owner of the Parent Company	-	-	-	-	-
Consolidated Statement of Financial Position					
Loans Awarded - (Gross)	(6.10%)	3.35%	(9.07%)	(4.80%)	26.40%
Total Assets	(8.89%)	(5.74%)	(7.44%)	(7.80%)	57.67%
Giro and Giro Wadiah	19.76%	12.69%	68.64%	14.04%	(44.55%)
Savings and Wadiah Savings	(4.89%)	(23.56%)	13.44%	8.62%	42.13%
Term Deposit	(7.05%)	18.63%	11.45%	11.61%	(15.07%)
Total Customers' Savings	11.44%	9.38%	31.77%	10.15%	(32.33%)
Total Liabilities	12.06%	7.87%	32.11%	10.04%	(14.55%)

*) In accordance with Bank Mandiri operating segments

**) Including internal transfer pricing components between operating segments.

***) Including elimination of internal transfer pricing or reclassification between operating segments and elimination of Subsidiaries



(in %)

	Growth 2019-2020*					Total
	Head Office	Subsidiary Entity - Sharia	Subsidiary Entity - Insurance	Subsidiary Entity - other than Insurance and Sharia	Adjustments and Eliminations***)	
	9.13%	2.57%	0.54%	(0.60%)	(0.16%)	(4.59%)
	(42.57%)	(14.07%)	-	0.68%	(10.37%)	(3.96%)
	(190.64%)	11.86%	0.54%	(1.92%)	107.65%	(4.93%)
	-	-	(12.79%)	-	7.31%	(16.25%)
	(190.64%)	11.86%	(10.69%)	(1.92%)	101.53%	(5.27%)
	1.348.73%	(16.42%)	-	24.33%	5.98%	(8.95%)
	(72.30%)	240.53%	21.40%	92.93%	61.24%	20.11%
	(17.30%)	9.64%	21.40%	70.12%	32.96%	4.51%
	(310.87%)	29.13%	-	100.42%	7666.93%	89.66%
	-	-	118.08%	(100.00%)	-	52.21%
	19.19%	-	(65.73%)	23.84%	-	17.00%
	4.29%	4.00%	8.11%	9.11%	7.31%	3.19%
	3.15%	2.67%	1.04%	2.19%	-	(1.77%)
	(904.24%)	29.56%	(0.09%)	46.99%	2.86%	6.39%
	(75.78%)	5.46%	1.88%	9.01%	4.57%	1.42%
	283.71%	-64.96%	-	338.90%	-	(1.308.56%)
	(30.66%)	8.30%	(17.09%)	(51.40%)	-	(29.22%)
	(69.32%)	12.51%	(4.99%)	79.50%	107.35%	(37.99%)
	-	-	-	-	-	(45.93%)
	-	-	-	-	-	(37.71%)
	14.33%	10.71%	-	24.22%	1.62%	(1.77%)
	32.62%	13.01%	13.79%	20.60%	2.48%	8.43%
	-	81.36%	-	(56.11%)	(31.36%)	23.04%
	-	54.51%	-	35.17%	-	8.28%
	-	-	-	39.83%	30.51%	10.64%
	-	73.09%	-	37.22%	1.30%	13.35%
	3.13%	63.29%	15.47%	19.36%	(2.09%)	12.24%



The total net profit distributed to the parent company owners in the operating segment in 2020 reached IDR17.12 trillion, down 37.71% compared to the previous year, which reached IDR27.48 trillion. The operating segment that achieved the most significant decline came from the segment, Commercial Banking, which fell by 119.64% from a profit of IDR1.14 trillion in 2019 to a loss of IDR0.22 trillion in 2020. Meanwhile, the operating segment contributing the largest 2020 is Retail Banking, which reaches IDR11.89 trillion.

Performance of Subsidiaries

Performance of Subsidiaries Until 2020, Bank Mandiri has 11 (eleven) subsidiaries. A description of the subsidiaries is presented in the Profile section of this Annual Report. Below is the Performance Productivity, revenue and profitability of Bank Mandiri's subsidiaries.

Table of Productivity and Income of Subsidiaries in 2020

(in IDR billion)					
No	Subsidiaries	Bussiness Volume 2020	Bussiness Volume 2019	Growth	
				(IDR)	(%)
Bank Syariah Mandiri (BSM)*					
1	Total Funding	112,585	99,810	12,775	12.80%
	Total Lending	83,425	75,543	7,882	10.43%
	Net Income	1,434	1,275	159	12.47%
Bank Mandiri Taspen (MANTAP)*					
2	Total Funding	27,581	19,864	7,717	38.85%
	Total Lending	25,662	20,316	5,346	26.31%
	Net Interest Income	1,690	1,293	397	30.70%
	Fee based Income	273	273		0.00%
	Net Income	429	456	(27)	(5.92%)
Bank Mandiri (Europe) Limited (BMEL)*					
3	Earning Asset	1,643	2,121	(478)	(22.54%)
	Net Income	4,9	9,2	(4,2)	(46.4%)
Subtotal		254,688	220,962	33,726	15.26%
AXA Mandiri Financial Service (AMFS)*					
4	APE	3,097	3,219	(122)	(3.79%)
	Net Income	1,002	1,004	(2)	(0.20%)
Mandiri InHealth (MI)*					
5	GWP	2,446	2,374	72	3.03%
	Net Income	67	106	(38)	(36.5%)
Mandiri AXA General Insurance (MAGI)*					
6	GWP	720	557	163	29.26%
	Net Income	(30)	(47)	17	(36.17%)
Subtotal		7,301	7,213	88	1.22%
Mandiri Tunas Finance (MTF)*					
7	Outstanding**	41,622,9	46,842,5	(5,219,6)	(11.1%)
	Net Income	(300)	445,4	(745,3)	(167.4%)
Mandiri Utama Finance (MUF)*					
8	Outstanding	12,357	12,239	118	0.96%
	Net Income	(8)	52	(60)	(115.38%)
Mandiri International Remittance (MIR)*					
9	Frekuensi Transaksi Remittance ('000)	124,871	186,427	(61,556)	(33.02%)
	Net Income	1,2	1,4	(0,2)	(13.9%)
Subtotal		178,529	246,007	(67,478)	(27.43%)



No	Subsidiaries	Bussiness Volume 2020	Bussiness Volume 2019	Growth	
				(IDR)	(%)
	Mandiri Sekuritas				
10	Trading Volume	564,622	457,154	107,468	24%
	Underwriting Volume	44,341	50,384	(6,043,2)	(12%)
	Net Income Consolidated	205	141	64	45%
	Mandiri Capital Indonesia (MCI) – Konsolidasi*				
11	#Investment Deal	15	13	2	15.38%
	Net Income	1,376	210	1,166	555.24%
	Subtotal	252,993	507,858	(254,865)	(50.18%)
	TOTAL	693,511	982,040	(288,529)	(29.38%)

*Data unaudited

** Outstanding All Managed

The productivity of Bank Mandiri's subsidiaries is reflected in the business volume produced. In 2020, the subsidiary with the highest contribution came from Mandiri Sekuritas (Mansek) trading volume, which reached IDR564 trillion, which grew by 24% in growth (YoY). Meanwhile, if viewed from the production side, the most significant came from Bank Syariah Mandiri, which recorded a total funding of IDR112.58 trillion with a growth (YoY) of 12.80%. In terms of income, Bank Syariah Mandiri and Mandiri Capital Indonesia (consolidated) were the largest contributors of all entities with net income of IDR1.43 trillion and IDR1.37 trillion respectively in 2020.

PT BANK SYARIAH MANDIRI (BSM)

Statements of Financial Position

(in IDR billion)

Description	2020	2019	Growth	
	(IDR)		(IDR)	(IDR)
Asset	126,908	112,292	14,616	13.02%
Liabilities	116,068	103,046	13,022	12.64%
Equity	10,840	9,246	1,594	17.24%

PT Bank Syariah Mandiri's assets in 2020 amounted to IDR126, 90 trillion, an increase of IDR14.62 trillion or 13.02% compared to 2019, amounting to Rp112.29 trillion. The increase in total assets in 2020 was mainly due to increased financing.

PT Bank Syariah Mandiri's liabilities in 2020 amounted to IDR116.07 trillion, a rise of IDR13.02 trillion or 12.64% compared to 2019,

amounting to IDR103.05 trillion. The increase in total liabilities in 2020 was mainly due to the rise in third-party funds.

The equity of PT Bank Syariah Mandiri in 2020 amounted to IDR10.84 trillion, an increase of IDR1.59 trillion or 17.24% compared to 2019 of IDR9.24 trillion. The increase in total equity in 2020 was mainly due to the increase in profit for the year.



Statements of Profit and Loss

(in IDR billion)

Description	2020	2019	Growth	
	(IDR)		(IDR)	(IDR)
Operating Income	10,724	10,284	440	4.28%
Expense ¹⁾	8,746	8,474	271	3.20%
Net Profit/(Loss)	1,434	1,275	159	12.51%

¹⁾ Total income after profit sharing and other business income

PT Bank Mandiri Taspen's operating revenue in 2020 amounted to IDR3.71 trillion, an increase of IDR662 billion or 21.70% compared to 2019 of IDR. 3.05 trillion. The increase in total revenue in 2020 was mainly due to an increase in business volume, especially lending, increase in accounts and services such as transfers or money transfers.

PT Bank Mandiri Taspen's operating expenses in 2020 amounted to IDR3.15 trillion, an increase of IDR689 billion or 28.28% compared to 2019 of IDR2.44 trillion. The increase in total expenses in 2020 was mainly due to the increase in interest expenses paid to customers, particularly time deposits and CKPN fees as an effort to mitigate the risk of decreasing credit quality due to the impact of the COVID-19 pandemic. In addition, there was an initiative to open a network and increase office status in accordance with the OJK direction from Graha to KK which had an impact on increasing operating expenses other than interest (BUA and BTK).

PT Bank Mandiri Taspen's net profit/loss in 2020 amounting to IDR390.2 billion, decreased by IDR66 billion or 14.46% compared to 2019 amounting to IDR456.2 billion. The decrease in total net profit/loss in 2020 was mainly due to the increase in the CKPN burden due to the impact of the COVID-19 pandemic in Indonesia.

PT MANDIRI TASPEN (MANTAP)

Statements of Financial Position

(in IDR billion)

Description	2020 *)	2019	Growth	
	(IDR)		(IDR)	(IDR)
Asset	35,074	26,951	8,123	30.14%
Liabilities	32,132	24,276	7,855	32.36%
Equity	2,943	2,675	268	10.02%

*) Data Unaudited

The assets of PT Bank Mandiri Taspen in 2020 (Unaudited) amounted to IDR35.07 trillion, an increase of IDR8.12 trillion or 30.14% compared to 2019 of IDR. 26.95 trillion. The increase in total assets in 2020 was mainly due to credit growth.

PT Bank Mandiri Taspen's 2020 (Unaudited) liabilities amounted to IDR32.13 trillion, an increase of IDR7.86 trillion or 32.36% compared to 2019 of IDR24.28 trillion. The increase in total liabilities in 2020 was mainly due to growth in deposits from customers.

Equity of PT Bank Mandiri Taspen in 2020 (Unaudited) amounting to IDR2.94 trillion, an increase of IDR268 billion or 10.02% compared to 2019 of IDR2.68 trillion. The increase in total equity in 2020 was mainly due to the increase in profit/loss for the year.

Statements of Profit and Loss

(in IDR billion)

Description	2020 *)	2019	Growth	
	(IDR)		(IDR)	(IDR)
Income	3,714	3,052	662	21.70%
Expense	3,126	2,437	689	28.28%
Net Profit/ (Loss)	390	456	(66)	(14.46%)

*) Data Unaudited



PT Bank Mandiri Taspen's operating revenue in 2020 amounted to IDR3.71 trillion, an increase of IDR662 billion or 21.70% compared to 2019 of IDR. 3.05 trillion. The increase in total revenue in 2020 was mainly due to an increase in business volume, especially lending, increase in accounts and services such as transfers or money transfers.

PT Bank Mandiri Taspen's operating expenses in 2020 amounted to IDR3.15 trillion, an increase of IDR689 billion or 28.28% compared to 2019 of IDR2.44 trillion. The increase in total expenses in 2020 was mainly due to the increase in interest expenses paid to customers, particularly time deposits and CKPN fees as an effort to mitigate the risk of decreasing credit quality due to the impact of the COVID-19 pandemic. In addition, there was an initiative to open a network and increase office status in accordance with the OJK direction from Graha to KK which had an impact on increasing operating expenses other than interest (BUA and BTK).

PT Bank Mandiri Taspen's net profit/loss in 2020 amounting to IDR390.2 billion, decreased by IDR66 billion or 14.46% compared to 2019 amounting to IDR456.2 billion. The decrease in total net profit/loss in 2020 was mainly due to the increase in the CKPN burden due to the impact of the COVID-19 pandemic that Indonesia.

BANK MANDIRI (EUROPE) LIMITED (BMEL)

Statements of Financial Position

(in IDR billion)

Description	2020	2019	Growth	
	(IDR)	(IDR)	(IDR)	(%)
Asset	2,178	2,585	(406,90)	(15.74%)
Liabilities	1,432	1,861	(429,20)	(23.06%)
Equity	746	724	22,30	3.08%

The assets of Bank Mandiri (Europe) Ltd in 2020 amounted to IDR2,178 billion, decreased by IDR406.90 billion or 15.74% compared to 2019 amounting to IDR2,585 billion. The decline in total assets in 2020 was mainly due to the company's strategy to deal with economic uncertainty caused by the COVID-19 pandemic and the trade war between the US and China with selective growth and prioritizing maintaining liquidity and optimizing yield.

The liabilities of Bank Mandiri (Europe) Ltd in 2020 amounted to IDR1,432 billion, decreased by IDR429.20 billion or 23.06% compared to 2019 amounting to IDR1,861 billion. The decrease in total liabilities in 2020 is related to the BMEL strategy above, thus, liquidity needs are adjusted according to asset growth.

Bank Mandiri (Europe) Ltd's equity in 2020 amounted to IDR746 billion, an increase of IDR22.3 billion or 3.08% compared to 2019 of IDR724.12 billion. The increase was due to, among others, current year profit and unrealized gain on marketable securities held.

Statements of Profit and Loss

(in IDR billion)

Description	2020	2019	Growth	
	(IDR)	(IDR)	(IDR)	(%)
Income	54,4	54,7	(0,3)	(0.5%)
Expense	48,8	43,9	4,9	11.2%
Net Profit/(Loss)	4,9	9,2	(4,2)	(46.4%)

Bank Mandiri (Europe) Ltd's operating revenue in 2020 amounted to IDR54.4 billion, a decrease of IDR0.03 billion or 0.5% compared to 2019 of IDR54.7 billion. The decline was mainly due to conditions of global economic uncertainty due to the COVID-19 pandemic and the China-US trade war which affected BMEL's selective asset growth strategy.

Bank Mandiri (Europe) Ltd's operating expenses in 2020 amounted to IDR48.8 billion, an increase of IDR4.9 billion or 11.2% compared to 2019 amounting to IDR43.9 billion. This increase was mainly due to the strengthening of the GBP against the USD, which affected the amount of expenses, mostly in the form of GBP.



Bank Mandiri (Europe) Ltd's net profit/loss in 2020 amounted to IDR4.9 billion, a decrease of IDR4.2 billion or 46.4% compared to 2019 of IDR9.2 billion. The decline was mainly due to conditions of global economic uncertainty due to the COVID-19 pandemic and the China-US trade war which affected BMEL's asset growth strategy to be selective and the pressure on interest margin BMEL's.

PT AXA MANDIRI FINANCIAL SERVICES (AMFS)

Statements of Financial Position

(in IDR billion)

Description	2020	2019	Growth	
	(IDR)	(IDR)	(IDR)	(%)
Asset	37,556	32,753	4,803	14.66%
Liabilities	34,520	29,810	4,710	15.80%
Equity	2,992	2,905	86	2.99%

PT AXA Mandiri Financial Services assets in 2020 amounting to IDR37,556 billion, an increase of IDR4,803 billion or 14.66% compared to 2019 of IDR32,753. The increase in total assets in 2020 was mainly due to an increase in the assets of unit-linked policyholders, either due to the addition of new unit-linked policy premiums or an increase in market prices.

PT AXA Mandiri Financial Services' liabilities in 2020 amounted to IDR34,520 billion, an increase of IDR4,710 billion or 15.80% compared to 2019 of IDR29,810 billion. The increase in total liabilities in 2020 was mainly due to the increase in liabilities to unit-linked policyholders.

PT AXA Mandiri Financial Services' equity in 2020 amounted to IDR2,992 billion, an increase of IDR86 or 2.99% compared to 2019 of IDR2,905. The increase in total equity in 2020 was mainly due to the increase in unrealized gain on available-for-sale securities.

Statements of Profit and Loss

(in IDR billion)

Description	2020	2019	Growth	
	(IDR)	(IDR)	(IDR)	(%)
Income	12,146	10,738	1,407	13.11%
Expense	11,018	9,572	1,446	15.11%
Net Profit	1,002	1,004	(2)	(0.20%)

PT AXA Mandiri Financial Services' operating income in 2020 amounted to IDR12.146 billion, an increase of IDR1,407 billion or 13.11% compared to 2019 amounting to Rp10,738 billion. The increase in income in 2020 was mainly due to the increase in new premium income and advanced premiums.

PT AXA Mandiri Financial Services operating expenses amounted to IDR11,018 billion, an increase of IDR1,446 billion or 15.11% compared to 2019 amounting to IDR9,572 billion. The increase in total expenses in 2020 was mainly due to the increase in liabilities to unit-linked policyholders.

PT AXA Mandiri Financial Services' net profit/loss in 2020 amounting to IDR1,002 billion, decreased by IDR2 billion or 0.20% compared to 2019 of IDR1.004 billion.



PT ASURANSI JIWA INHEALTH INDONESIA

Statements of Financial Position

(in IDR billion)

Description	2020	2019	Growth	
	(IDR)	(IDR)	(IDR)	(%)
Total Asset	2,236	2,200	36	1.64%
Total Liabilities	933	883	50	5.66%
Total Equity	1,303	1,317	(14)	(1.06%)

PT Asuransi Jiwa Inhealth Indonesia assets in 2020 amounted to IDR2,236 billion, experienced an increase of IDR36 billion or 1.64% compared to 2019 of IDR2,200 billion. The increase in total assets in 2020 was mainly due to an increase in Assets Under Management (AUM) by 5.6% YoY and an increase in other assets by 214.4% (YoY).

PT Asuransi Jiwa Inhealth Indonesia liabilities in 2020 amounted to IDR933 billion, an increase of IDR50 billion or 5.66% compared to 2019 of IDR883 billion. The increase in total liabilities in 2020 was mainly due to an increase in claims payable by 243.7% (YoY) and other payables by 112.4% (YoY).

PT Asuransi Jiwa Inhealth Indonesia equity in 2020 amounted to Rp1,303 billion, decreased by Rp14 billion or 1.06% compared to 2019 amounting to Rp1,317 billion. The decrease in total equity in 2020 was mainly due to the decrease in 2020 net profit of 37.8% (YoY).

Statements of Profit and Loss

(in IDR billion)

Description	2020	2019	Growth	
	(IDR)	(IDR)	(IDR)	(%)
Income	2,246	2,138	108	5.05%
Expense	2,158	2,000	158	7.90%
Net Profit/(Loss)	67	106	(38)	(36.5%)

Total Revenues of PT Asuransi Jiwa Inhealth Indonesia in 2020 amounted to IDR2,246 billion, an increase of IDR.108 billion or 5.05% compared to 2019 of IDR2,138 billion. The increase in total revenue in 2020 was mainly due to an increase in income net premium of 5.7% (YoY).

Total Expenses of PT Asuransi Jiwa Inhealth Indonesia in 2020 amounted to IDR2,158 billion, an increase of IDR158 billion or 7.90% compared to 2019 of IDR2,000 billion. The increase in total expenses in 2020 was mainly due to an increase in insurance costs by 9.9% (YoY).

PT Asuransi Jiwa Inhealth Indonesia net profit in 2020 was IDR67 billion, decreased by IDR38 billion or 36.5% compared to 2019 of IDR106 billion. The decrease in net profit in 2020 was mainly due to the increase in expenses which was greater when compared to the increase in income.



PT MANDIRI AXA GENERAL INSURANCE (MAGI)

Statements of Financial Position

(in IDR billion)

Description	2020 *)	2019	Growth	
	(IDR)		(IDR)	(IDR)
Asset	2,742	2,405	337	14.01%
Liabilities	2,265	1,900	365	19.21%
Equity	477	504	(27)	(5.36%)

*) Data Unaudited

The assets of PT Mandiri AXA General Insurance in 2020 amounted to IDR2,742 billion, an increase of IDR337 billion or 14.01% compared to 2019 of IDR2,405 billion.

PT Mandiri AXA General Insurance's liabilities in 2020 amounted to IDR2,265 billion, an increase of IDR365 billion or 19.21% compared to 2019 of IDR1,900 billion.

PT Mandiri AXA General Insurance's equity in 2020 amounted to IDR477 billion, decreased by IDR27 billion or 5.36% compared to 2019 of IDR504 billion.

Statements of Profit and Loss

(in IDR billion)

Description	2020 *)	2019	Growth	
	(IDR)		(IDR)	(IDR)
Income	575	524	51	9.73%
Expense	617	593	24	4.05%
Net Profit/(Loss)	(30)	(47)	17	(36.17%)

*) Data Unaudited

PT Mandiri AXA General Insurance's revenue in 2020 was IDR575 billion, an increase of IDR51 billion or 9.73% compared to 2019 of IDR524 billion. The increase in total revenue in 2020 was mainly due to an increase in income net premium of 9.8% (YoY).

PT Mandiri AXA General Insurance expenses in 2020 amounted to IDR617 billion, an increase of IDR24 billion or 4.05% compared to 2019 which amounted to Rp. 593 billion. The increase in total expenses in 2020 was mainly due to an increase in insurance claim costs by 35.4% (YoY).

PT Mandiri AXA General Insurance's net loss in 2020 amounted to IDR30 billion, a decrease of IDR17 billion or 36.17% compared to 2019 which recorded a loss of IDR47 billion.



PT MANDIRI TUNAS FINANCE (MTF)

Statements of Financial Position

(in IDR billion)

Description	2020 *)	2019	Growth	
	(IDR)		(IDR)	(IDR)
Asset	18,625	18,301	324	1.77%
Liabilities	16,513	15,813	700	4.43%
Equity	2,111	2,488	(377)	(15.15%)

*) Data Unaudited

The assets of PT Mandiri Tunas Finance in 2020 amounted to IDR18,625 billion, an increase of IDR324 billion or 1.77% compared to 2019 of IDR18,301 billion.

PT Mandiri Tunas Finance's liabilities in 2020 amounted to IDR16,513 billion, an increase of IDR700 billion or 4.43% compared to 2019 of IDR15,813 billion.

PT Mandiri Tunas Finance's equity in 2020 amounted to IDR2,111 billion, decreased by IDR377 billion or 15.15% compared to 2019 amounting to IDR2,488 billion.

Statements of Profit and Loss

(in IDR billion)

Description	2020 *)	2019	Growth	
	(IDR)		(IDR)	(IDR)
Income	3,274	4,350	(1,076)	(24.74%)
Expense	3,645	3,753	(108)	(2.88%)
Net Profit/(Loss)	(300)	445	(745)	(167.42%)

*) Data Unaudited

PT Mandiri Tunas Finance's revenue in 2020 was IDR3,274 billion, a decrease of IDR1,076 billion or 24.74% compared to 2019 of IDR4,350 billion. The decrease in total income in 2020 was mainly due to a decrease in net interest income by minus 40.7% (YoY).

PT Mandiri Tunas Finance expenses in 2020 amounted to IDR3,645 billion, decreased by IDR108 billion or 2.88% compared to 2019 amounting to IDR3,753 billion. Total expenses in 2020 experienced the largest decrease in promotion costs by 66.3% (YoY), while the largest increase was in provision fees of 715.6% (YoY).

PT Mandiri Tunas Finance's net loss in 2020 was IDR300 billion, PT Mandiri Tunas Finance in 2020 experienced a loss of IDR745 billion or 167.42% compared to 2019 which recorded a profit of IDR445 billion.



PT MANDIRI UTAMA FINANCE (MUF)

Statements of Financial Position

(in IDR billion)

Description	2020	2019	Growth	
	(IDR)	(IDR)	(IDR)	(%)
Asset	5,119	5,130	(11,47)	(0.22%)
Liabilities	4,598	4,572	25,18	0.55%
Equity	521	558	(36,63)	(6.57%)

The assets of PT Mandiri Utama Finance in 2020 reached to IDR 5,119 billion, decreased by IDR 11.47 billion or a decrease of 0.22% compared to 2019 of IDR 5,130 billion. The decline in assets in 2020 was mainly due to the distribution of new financing carried out selectively as a manifestation of the application of prudential principles in the face of the COVID-19 pandemic.

PT Mandiri Utama Finance's liabilities in 2020 reached to IDR 4,598 billion, an increase of IDR 25.18 billion or an increase of 0.55% compared to 2019 of IDR 4,572 billion. The increase in liabilities in 2020 was mainly due to an increase in consumer financing debt to dealers / showrooms in connection with the sizeable value of the distribution of financing at the end of December 2020.

PT Mandiri Utama Finance's equity in 2020 was IDR 521 billion, a decrease of IDR 36.64 billion or a decrease of 6.57% compared to 2019 of IDR 558 billion. The decline in equity in 2020 was mainly due to an undetermined allocation of equity in 2020 amounting to IDR 31.6 billion. The remaining IDR 5 billion was a decrease in other comprehensive income.

Statements of Profit and Loss

(in IDR billion)

Description	2020	2019	Growth	
	(IDR)	(IDR)	(IDR)	(%)
Income	2,312	2,269	42,92	1.89%
Expense	2,322	2,199	122,87	5.59%
Net Profit/(Loss)	(8)	52	(59,45)	(114.81%)

PT Mandiri Utama Finance's revenue in 2020 reached to IDR 2,312 billion, an increase of IDR 42.91 billion or an increase of 1.89% compared to 2019 of IDR 2,269 billion. The increase in income in 2020 was mainly due to an increase in financing income of IDR 41.32 billion

PT Mandiri Utama Finance's expenses in 2020 reached to IDR 2,322 billion, an increase of IDR 122.87 billion or an increase of 5.59% compared to 2019 amounting to IDR 2,199 billion. The increase in expenses in 2020 was mainly due to an increase in the burden of provision for credit in connection with the application of the precautionary principle due to the impact of the COVID-19 pandemic.

PT Mandiri Utama Finance's Net Profit / (Loss) in 2020 reached to minus IDR 8.00 billion, decreased by IDR 59.45 billion or a decrease of 114.81% compared to 2019 which amounted to IDR 52 billion. The decrease in net profit in 2020 was mainly due to an increase in the burden of credit provision in connection with the application of prudential principles due to the impact of the COVID-19 pandemic.



MANDIRI INTERNATIONAL REMITTANCE SENDIRIAN BERHAD (MIR)

Statements of Financial Position

(in IDR billion)

Description	2020	2019	Growth	
	(IDR)	(IDR)	(IDR)	(%)
Asset	19,55	17,99	1,56	8.67
Liabilities	1,67	1,53	0,14	9.16
Equity	17,88	16,46	1,42	8.63

MIR assets in 2020 amounted to IDR19.55 billion, an increase of IDR1.56 or 8.67% compared to 2019 of IDR17.99 billion. The increase in total assets in 2020 was mainly due to the increase in movements cash at bank.

MIR liabilities in 2020 amounting to IDR1.67 billion, an increase of IDR0.14 billion or 9.6% compared to 2019 of IDR1.53 billion. The increase in total liabilities in 2020 was mainly due to additional allocations in Other Payables IT Development for IT projects.

MIR equity in 2020 was IDR17.88 billion, an increase of IDR1.42 or 8.63% compared to 2019 of IDR16.46 billion. The increase in total equity in 2020 was mainly due to the increase in retained earnings in the current year.

Statements of Profit and Loss

(in IDR billion)

Description	2020	2019	Growth	
	(IDR)	(IDR)	(Rp)	(%)
Income	20,53	21,80	(1,27)	(5.83)
Expense	19,30	20,30	(1,00)	(4.93)
Net Profit/(Loss)	1,23	1,50	0,27	(18.00)

MIR operating revenues in 2020 amounted to IDR20.53 billion, decreased by IDR1.27 billion or 5.83% compared to 2019 of IDR21.80 billion. The decrease in total revenue in 2020 was mainly due to a decrease in transactions due to movement control orders and all marketing activities stopped at that time.

MIR operating expenses in 2020 amounted to IDR19.30 billion, a decrease of IDR1.00 billion or 4.93% compared to 2019 of IDR20.30 billion. The decrease in total expenses in 2020 was mainly due to a decrease in the level of clearing charge on Indonesian transactions using payout ATMB and SKN, decreasing shopping for office cleaning, decreasing annual allocation expenditure such as staff welfare and staff training and so on.

MIR's net profit/loss in 2020 amounted to IDR1.23 billion, decreased by IDR0.27 billion or 18.00% compared to 2019 of IDR1.50 billion. The decrease in total profit in 2020 was mainly due to movement control orders in 2020.



PT MANDIRI SEKURITAS (MANSEK)

Statements of Financial Position Consolidation

(in IDR billion)

Description	2020	2019	Growth	
	(IDR)	(IDR)	(IDR)	(%)
Asset	3,852	2,041	1,810	88.73%
Liabilities	2,486	838	1,648	196.66%
Equity	1,365	1,203	162	13.47%

Mandiri Sekuritas' assets in 2020 reached IDR3.85 trillion, an increase of IDR1.81 trillion or 88.73% compared to 2019 which amounted to IDR2.04 trillion. The increase in total assets in 2020 was mainly due to an increase in account receivables of IDR1.0 trillion and institutional customer receivables of IDR812 billion.

Mandiri Sekuritas' liabilities also increased by IDR1.65 trillion or 196.66% from IDR838 billion in 2019 to IDR2.48 trillion. This increase was in line with the increase in assets, and was caused by an increase in the amount of debt from account customers of IDR559 billion. Debt of institutional customers which increased by IDR.

In line with the increase in assets and liabilities, Mandiri Sekuritas' equity value increased by IDR162 billion or 13.47% from IDR1.20 trillion in 2019 to IDR1.37 trillion in 2020. This was due to the increase in profit in the current year.

Statements of Profit and Loss Consolidation

(in IDR billion)

Description	2020	2019	Growth	
	(IDR)	(IDR)	(IDR)	(%)
Income	1,219	993	226	22.76%
Expense	950	815	135	16.56%
Net Profit/ (Loss)	205	141	64	45.39%

Mandiri Sekuritas' operating income in 2020 reached IDR1.22 trillion, an increase of 22.76% compared to the previous year which reached IDR993 billion. This income mainly comes from investment management services, underwriting and securities sales services, and securities trading commissions.

Mandiri Sekuritas' operating expenses in 2020 reached IDR950 billion, an increase of 16.56% from IDR815 billion in 2019. This increase was largely influenced by salaries and allowances, transaction expenses, and experts.

Mandiri Sekuritas' net profit in 2020 reached IDR205 billion, an increase of 45.39% compared to 2019 which reached IDR141 billion. The increase was due to an increase in revenue in 2020.



PT MANDIRI CAPITAL INDONESIA (MCI)

Statements of Financial Position

(in IDR billion)

Description	2020 *)	2019	Growth	
	(IDR)		(IDR)	(IDR)
Asset	3,326	1,980	1,346	67.98%
Liabilities	137	167	(30)	(17.96%)
Equity	3,189	1,813	1,376	75.90%

*) Data Unaudited

Assets PT Mandiri Capital Indonesia in 2020 amounted to IDR3.326 billion, an increase of IDR1.346 billion or 67.98% compared to 2019 amounting to IDR1.980 billion.

PT Mandiri Capital Indonesia's liabilities in 2020 amounted to IDR137 billion, a decrease of IDR30 billion or 17.96% compared to 2019 of IDR167 billion.

PT Mandiri Capital Indonesia's equity in 2020 was IDR3,189 billion, an increase of IDR1,376 billion or 75.90% compared to 2019 of IDR1,813 billion.

Statements of Profit and Loss

(in IDR billion)

Description	2020 *)	2019	Growth	
	(IDR)		(IDR)	(IDR)
Income	1,392	272	1,120	411.76%
Expense	25	36	(11)	(30.56%)
Net Profit/ (Loss)	1,376	210	1,166	555.24%

*) Data Unaudited

PT Mandiri Capital Indonesia's revenue in 2020 was IDR1,392 billion, an increase of IDR1,120 billion or 411.76% compared to 2019 of IDR272 billion. The increase in total revenue in 2020 was mainly due to LinkAja's unrealized gain of IDR1,372 billion.

PT Mandiri Capital Indonesia's expenses in 2020 amounted to IDR25 billion, decreased by IDR11 billion or 30.4% compared to 2019 of IDR36 billion. The decrease in total expenses in 2020 was mainly due to a decrease in costs overhead by minus 47.8% (YoY).

PT Mandiri Capital Indonesia's net profit in 2020 amounted to IDR1,376 billion, an increase of IDR1,166 billion or 555.24% compared to 2019 of IDR210 billion. The increase in net profit in 2020 was mainly due to the increase in income which was greater than the increase in expenses.



Geographic Segment

Bank Mandiri's geographical segments include Mandiri Indonesia and the Mandiri Foreign Office (KLN). The Group's main operations are managed in Indonesia, Asia (Singapore, Hong Kong, Timor Leste, Shanghai, Malaysia), Western Europe (England) and the Cayman Islands.

Operation Review Per Geographic Segment

Mandiri Indonesia

Explanation of Geographical Segments - Mandiri Indonesia

Mandiri Indonesia's geographical segment includes Wholesale segment consisting of the Corporate, Commercial, Financial Institution and Institutional and Retail segment consisting of Small Medium Enterprise, Micro, Wealth and Individual and Subsidiaries which include Subsidiaries - Sharia, Subsidiaries - Insurance, Subsidiaries - Apart from Sharia and Insurance, which are presented in the discussion of the Operating Segments in this Annual Report.

Productivity And Revenue of Geographic Segment - Mandiri Indonesia

Information on Productivity and Revenue of the Mandiri Indonesia segment is presented in the discussion of the Operating Segments in this Annual Report.

Overseas Office (KLN)

Explanation of Overseas Office Segments (KLN)

An explanation of the KLN segment has been presented in the International Banking segment and Subsidiaries - Sharia, Subsidiaries - Insurance, Subsidiaries - Other than Sharia and Insurance outside Indonesia as explained in the Operating Segments section of this Annual Report.

Productivity and Revenue Offices Offices (KLN)

Information on Productivity and Revenues of the KLN segment has been presented in the International Banking segment and Subsidiaries - Sharia, Subsidiaries - Insurance, Subsidiaries - Other than Sharia and Insurance outside Indonesia as explained in the Operating Segments section of this Annual Report.

Geographic Segments Profitability

Table of Profitability of Geographic Segments in 2020

(in IDR million)

Description	2020				
	Indonesia	Asia	Western Europe	Cayman Islands	Consolidated
Consolidated Statement of Income and Other Comprehensive Income					
Interest and Sharia Income	85,524,740	1,404,667	71,796	319,914	87,321,117
Interest and Sharia Expenses	(30,223,503)	(508,284)	(20,449)	(60,752)	(30,812,988)
Interest and Sharia Income – Net	55,301,237	896,383	51,347	259,162	56,508,129
Premium Income – Net	1,513,715	-	-	-	1,513,715
Interest, Sharia, and Premium Income – Net	56,814,952	896,383	51,347	259,162	58,021,844
Other Operational Income:					
Provision and Commission Revenue	12,666,452	244,123	-	33,108	12,943,683
Others	14,451,651	159,239	5,127	126,182	14,742,199
Total	27,118,103	403,362	5,127	159,290	27,685,882
Reversal/(Establishment) of Allowance for Impairment Losses on Financial Assets and Others	(22,927,027)	(70,526)	939	100,469	(22,896,145)
Unrealized Gains/(Losses) from Increase/(Decrease) in Fair Value of Government Bonds and Policyholders' Investment in Unit-Linked Contract	12,487	-	-	-	12,487



Description	2020				
	Indonesia	Asia	Western Europe	Cayman Islands	Consolidated
Profit from the Sale of Securities and Government Bonds	886,200	102,717	-	10,109	999,026
Other Operating Expenses:					
Salary and Allowance Expenses	(17,545,262)	(186,744)	(29,710)	(8,717)	(17,770,433)
Others	(22,695,178)	(139,520)	(20,834)	(20,826)	(22,876,358)
Total	(40,240,440)	(326,264)	(50,544)	(29,543)	(40,646,791)
Revenue/(Expense) Non-Operational - Net	84,906	57,443	-	(20,611)	121,738
Tax Expense	(5,499,212)	(151,548)	(1,657)	-	(5,652,417)
Net Profit	16,249,969	911,567	5,212	478,876	17,645,624
Net Earnings Attributable To:					
Non-Controlling Interests	-	-	-	-	526,371
Owner of the Parent Company	-	-	-	-	17,119,253
Consolidated Statement of Financial Position					
Loans Awarded - (Gross)	830,943,451	31,629,367	240,030	7,332,617	870,145,465
Total Asset	1,366,238,494	48,460,937	2,178,249	12,456,804	1,429,334,484
Current account and Giro Wadiah	(300,209,822)	(4,179,019)	(61,450)	-	(304,450,291)
Savings and Wadiah Savings	(348,882,679)	(2,479,512)	-	-	(351,362,191)
Term Deposit	(306,246,981)	(1,534,299)	-	-	(307,781,280)
Total Customers' Savings	(955,339,482)	(8,192,830)	(61,450)	-	(963,593,762)
Total Liabilities	(1,089,240,693)	(48,228,651)	(1,432,004)	(12,366,499)	(1,151,267,847)

Table of Profitability of Geographic Segments in 2019

(in IDR million)

Description	2019				
	Indonesia	Asia	Western Europe	Cayman Islands	Consolidated
Consolidated Statement of Income and Other Comprehensive Income					
Interest and Sharia Income	89,829,280	1,192,514	92,331	410,965	91,525,090
Interest and Sharia Expenses	(31,302,122)	(644,100)	(41,572)	(97,108)	(32,084,902)
Interest and Sharia Income - Net	58,527,158	548,414	50,759	313,857	59,440,188
Premium Income - Net	1,807,503	-	-	-	1,807,503
Interest, Sharia, and Premium Income - Net	60,334,661	548,414	50,759	313,857	61,247,691
Other Operational Income:					
Provision and Commission Revenue	13,891,091	280,996	-	44,348	14,216,435
Others	11,989,798	168,859	5,671	109,635	12,273,963
Total	25,880,889	449,855	5,671	153,983	26,490,398
Reversal/(Establishment) of Allowance for Impairment Losses on Financial Assets and Others	(12,277,257)	91,045	-	113,749	(12,072,463)
Unrealized Gains/(Losses) from Increase/(Decrease) in Fair Value of Government Bonds and Policyholders' Investment in Unit-Linked Contract	8,205	-	-	-	8,205
Profit from the Sale of Securities and Government Bonds	704,066	149,784	-	-	853,850



Description	2019				
	Indonesia	Asia	Western Europe	Cayman Islands	Consolidated
Other Operating Expenses:					
Salary and Allowance Expenses	(17,010,452)	(173,854)	(23,597)	(13,143)	(17,221,046)
Others	(22,674,170)	(132,100)	(20,779)	(28,072)	(22,855,121)
Total	(39,684,622)	(305,954)	(44,376)	(41,215)	(40,076,167)
Revenue/(Expense) Non-Operational - Net	(82,988)	99,027	-	(26,113)	(10,074)
Tax Expense	(7,846,179)	(137,519)	(2,150)	-	(7,985,848)
Net Profit	27,036,775	894,652	9,904	514,261	28,455,592
Net Earnings Attributable To:					
Non-Controlling Interests	-	-	-	-	973,459
Owner of the Parent Company	-	-	-	-	27,482,133
Consolidated Statement of Financial Position					
Loans Awarded - (Gross)	850,428,612	28,276,194	536,120	6,594,311	885,835,237
Total Asset	1,260,518,160	41,619,677	2,585,317	13,523,181	1,318,246,335
Current account and Giro Wadiah	(241,672,996)	(5,490,921)	(280,350)	-	(247,444,267)
Savings and Wadiah Savings	(322,075,799)	(2,412,273)	-	-	(324,488,072)
Term Deposit	(274,576,454)	(3,599,552)	-	-	(278,176,006)
Total Customers' Savings	(838,325,249)	(11,502,746)	(280,350)	-	(850,108,345)
Total Liabilities	(968,855,444)	(41,562,216)	(1,861,378)	(13,470,542)	(1,025,749,580)

Table of Profitability of Geographic Segments in 2019

(in %)

Description	Growth 2019-2020				
	Indonesia	Asia	Western Europe	Cayman Islands	Consolidated
Consolidated Statement of Income and Other Comprehensive Income					
Interest and Sharia Income	(4.79%)	17.79%	(22.24%)	(22.16%)	(4.59%)
Interest and Sharia Expenses	(3.45%)	(21.09%)	(50.81%)	(37.44%)	(3.96%)
Interest and Sharia Income - Net	(5.51%)	63.45%	1.16%	(17.43%)	(4.93%)
Premium Income - Net	(16.25%)	-	-	-	(16.25%)
Interest, Sharia, and Premium Income - Net	(5.83%)	63.45%	1.16%	(17.43%)	(5.27%)
Other Operational Income:	-	-	-	-	-
Provision and Commission Revenue	(8.82%)	(13.12%)	-	(25.34%)	(8.95%)
Others	20.53%	(5.70%)	(9.59%)	15.09%	20.11%
Total	4.78%	(10.34%)	(9.59%)	3.45%	4.51%
Reversal/(Establishment) of Allowance for Impairment Losses on Financial Assets and Others	86.74%	(177.46%)	-	(11.67%)	89.66%
Unrealized Gains/(Losses) from Increase/(Decrease) in Fair Value of Government Bonds and Policyholders' Investment in Unit-Linked Contract	52.19%	-	-	-	52.19%
Profit from the Sale of Securities and Government Bonds	25.87%	(31.42%)	-	-	17.00%



Description	Growth 2019-2020				
	Indonesia	Asia	Western Europe	Cayman Islands	Consolidated
Other Operating Expenses:					
Salary and Allowance Expenses	3.14%	7.41%	25.91%	(33.68%)	3.19%
Others	0.09%	5.62%	0.26%	(25.81%)	0.09%
Total	1.40%	6.64%	13.90%	(28.32%)	1.42%
Revenue/(Expense) Non-Operational - Net	(202.31%)	(41.99%)	-	(21.07%)	(1.308.44%)
Tax Expense	(29.91%)	10.20%	(22.93%)	-	(29.22%)
Net Profit	(39.90%)	1.89%	(47.37%)	(6.88%)	(37.99%)
Net Earnings Attributable To:					
Non-Controlling Interests	-	-	-	-	(45.93%)
Owner of the Parent Company	-	-	-	-	(37.71%)
Consolidated Statement of Financial Position					
Loans Awarded - (Gross)	(2.29%)	11.86%	(55.23%)	11.20%	(1.77%)
Total Asset	8.39%	16.44%	(15.75%)	(7.89%)	8.43%
Current account and Giro Wadiah	24.22%	(23.89%)	(78.08%)	-	23.04%
Savings and Wadiah Savings	8.32%	2.79%	-	-	8.28%
Term Deposit	11.53%	(57.38%)	-	-	10.64%
Total Customers' Savings	13.96%	(28.78%)	(78.08%)	-	13.35%
Total Liabilities	12.43%	16.04%	(23.07%)	(8.20%)	12.24%

Net profit attributable to owners of the parent entity in the consolidated geographic segment decreased 9.86% from IDR27.48 trillion in 2019 to IDR17.12 trillion in 2020. The geographic segment that experienced the highest decline was Western Europe, reaching 47.37% from IDR9, 9 billion in 2019 to IDR5.2 billion in 2020. Meanwhile, the geographical segment that made the largest contribution in 2020 was the Indonesian Geographical Segment, reaching IDR16.3 trillion.



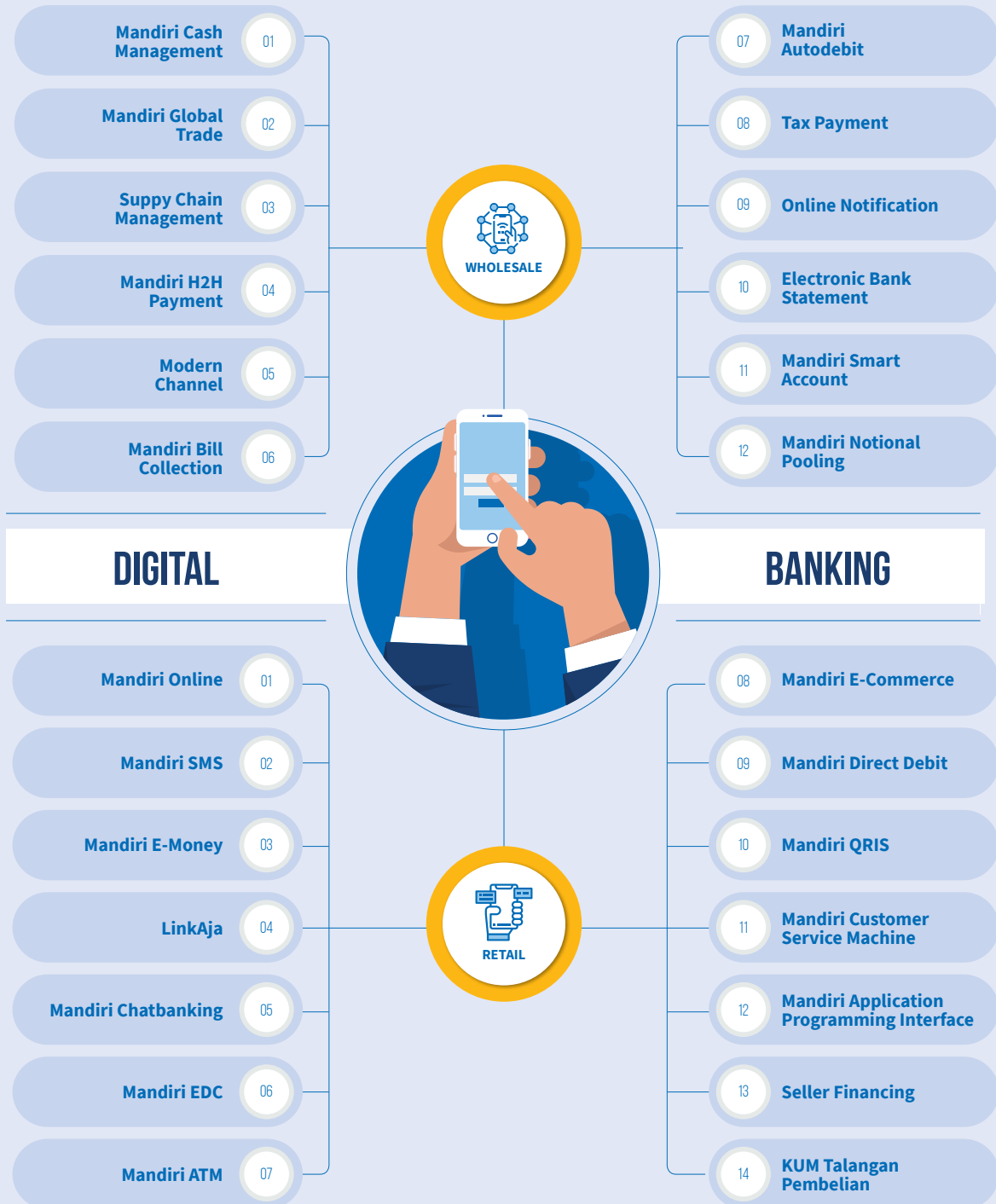


Supporting Unit of Operation Segment

In supporting the operational activities of the operation segment, Bank Mandiri has a digital banking unit which manages products and the development of the e-channel products which are not only marketable, but also provide the added value for Bank Mandiri's business in the terms of cost and revenue efficiency.

Digital Banking

To fulfill the needs of Bank Mandiri's customers, Bank Mandiri's digital banking products and services are currently segmented for the customers' needs of the Wholesale segment and the customers' needs of the Retail segment.





Digital Banking Products and Services

Wholesale Segment Digital Banking Products and Services

Digital banking products and services for the customers of the Wholesale segment are the existing e-channel products accompanied by several innovations/developments in accordance with the customers' needs of the Wholesale segment.

Mandiri Cash Management (MCM)

Internet-based electronic banking services provided by the Bank to customers to carry out financial transactions. Mandiri Cash Management has been upgraded to the latest version in order to improve user experience and system reliability. A new feature that customers can use is merchant transaction reports via EDC which can be downloaded through Mandiri Cash Management along with a dashboard that describes merchant transactions within a certain period of time.

Mandiri Host To Host Payment

Payment services with account debiting through an integration between the Bank's system and the customer system that can accommodate transactions based on online messaging and file message formats. Mandiri Host to Host Payment features added interbank transactions using an online network that is available 24 hours so that it supports customers' businesses to be able to send funds to other banks at any time.

Modern Channel

Bill payment services through non-bank channels that have collaborated with Bank Mandiri in order to increase fee-based transactions from non-Mandiri customers. The modern channel system has been integrated with all billers that have collaborated with Mandiri so that modern channel partners can make payment transactions to all Mandiri billers according to their target market and business.

Mandiri Bill Collection

Services for customers to carry out receipt and payment transactions in their business activities in bulk from customers, while providing an alternative payment channel for customers. Mandiri Bill Collection features added splitting of nominal payments to several accounts to facilitate company reconciliation.

Mandiri Auto Debit

Automatic debit processing service from the customer's account to the company's account for payment of obligations for a certain period according to the agreement between the customer and the company. In order to keep up with the current digitalization trend, Mandiri Auto Debit has a new feature, namely online registration for Mandiri Auto Debit accounts. Customers can be facilitated to register auto debit accounts based on One Time Password (OTP) authentication. This online registration feature complements the auto debit account registration mechanism based on the current power of attorney.

Tax Payment

Services for customers to perform state revenue payment transactions which include tax payments, Non-Tax State Revenue payments (PNBP) and customs payments which have been integrated with the Ministry of Finance system. tax payment added with the integration feature with the Customs and Excise CEISA system so that customs payment documents that have been uploaded through CEISA can be paid directly through Mandiri Cash Management.

Online Notification

Notification service for transactions that occur in customer accounts in the form of electronic message transmission through a communication line or network that is agreed upon between the customer and Bank Mandiri in real time as a reconciliation recommendation for customers, especially those with time sensitive business models.

Electronic Bank Statement

Notification service for transactions that occur in customer accounts in standard MT940 and MT942 banking formats sent daily or periodically via Bank Mandiri's email or FTP folder.

Mandiri Smart Account

Cash management services in the form of using virtual sub-accounts that help customers centralize, allocate and identify customer transaction funds. Mandiri Smart Account features added transactions through Mandiri Cash Management and incoming transfers via SKN and RTGS.

Mandiri Notional Pooling

Services for customers to consolidate company/business group funds without moving funds to be able to take advantage of liquidity optimally. Mandiri Notional Pooling services are marketed selectively to customers who meet certain potential fund criteria, especially non-debtor customers.

Mandiri Global Trade

A web-based application that can be used by customers 24/7 to issue BG/LC/SKBDN/SBLC and confirm the authenticity of BG online which can be accessed anytime and anywhere.

Mandiri Supply Chain Management

Supply Chain Management is an internet-based banking facility that is used to meet the transaction needs and monitoring of the business value chain of corporate customers.

Other innovations made by digital banking for the Wholesale segment are as follows:

1. Implementation of Generation 3 State Revenue Module (MPN G3)

Is a form of innovation in state revenue services supported by Bank Mandiri. In this implementation, there is differentiation of payments through branches between walking and non-walking customers as well as payments through branchless banking agents.



2. Use of Soft Tokens

It is a form of service innovation in the form of using soft tokens when transacting through Mandiri Cash Management as an alternative to using hard tokens. The use of this soft token is tailored to the needs and choices that are more practical according to the customer.

3. Virtual Account Creation in H2H

Is a service solution that aims to make it easier for customers to create/request virtual accounts in real time through a network that is connected between the customer and Mandiri. This solution is one of the payments used in the pilot National Logistic Ecosystem (NLE) which is an initiative of the Directorate General of Customs and Excise.

Retail Segment Digital Banking Products and Services

Digital banking products and services for the Retail segment, which are existing e-channel products accompanied by several innovations/developments according to the needs of Retail segment customers, both in the form of Business Entities and Individuals.

Mandiri Online

Repair services for the individual retail segment that can be accessed through smartphones and personal computers (PCs). Mandiri Online provides financial and non-financial transaction solutions for customers, including checking savings portfolios (including time deposits and savings plans), credit cards and loans, making transfer and payment transactions, opening accounts, and several other features that can make it easier for customers in their daily activities. -day. Mandiri Online services can also be accessed online 24/7 via the internet network.

Mandiri SMS

Banking services for the retail segment for individuals that can be accessed via mobile devices that can be used to perform banking transactions, namely non-financial transactions (check balances) and financial transactions (transfers, pay, buy, top up e-Money, and others) via SMS.

Mandiri e-Money

Chip-based electronic money issued by Bank Mandiri as a substitute for cash for payment transactions such as toll roads, parking lots, busways, trains, minimarkets and various other merchants.

LinkAja

LinkAja is a server-based electronic payment platform owned by several state-owned companies, either directly or indirectly, to realize BUMN synergy. LinkAja is an integrated product of similar products at state-owned banks, including Mandiri Pay from Bank Mandiri. LinkAja launching was held on June 30, 2019.

LinkAja is committed to continuing to strive to strengthen Indonesia's digital economy ecosystem in general and BUMN in particular, and currently it can be used at various merchants.

Bank Mandiri supports the LinkAja program, by expanding the acceptance of LinkAja transactions at EDC and Bank Mandiri merchants and expanding the LinkAja acceptance ecosystem with a focus on expanding non-cash transactions in transactional areas and establishing an ecosystem for using LinkAja in these locations.

Mandiri Chatbanking

Communication services between Bank Mandiri and customers through Bank Mandiri's official WhatsApp account at 08118414000. With this service, Bank Mandiri delivers information, notifications, and interacts with customers. Conversely, customers can also ask for information on Bank Mandiri products and services through the same WhatsApp number.

Mandiri EDC

Electronic Data Capture (EDC) machine provisioning service available at shops/merchants that cooperate with Bank Mandiri. Mandiri EDC can facilitate electronic acceptance of Mandiri Card and other Bank transactions through the domestic network, the international payment network and the Bank Mandiri network.

Mandiri ATM

Banking transaction services through ATM machines that facilitate customers to access Mandiri Tabungan or Mandiri Giro accounts in making cash transactions, checking balances, transfers, payments and purchases using Mandiri cards. Through the domestic network and the international payment network, Mandiri ATM can also serve transactions with other bank cards.

Mandiri e-Commerce

Services for accepting Mandiri card transactions and other banks at online stores/merchants in collaboration with Bank Mandiri. Mandiri e-commerce provides transaction convenience because payments are made in an integrated transaction flow without the need to access other banking channels. Customers can use Mandiri cards or other banks through the international payment network.

Mandiri Direct Debit

A frictionless and secure Mandiri Debit payment facility at e-commerce merchants by using a transaction ID in the form of a card number and expiry date and authorization using OTP. Where authorization is carried out by the Bank itself as Issuing without involving the principal with OTP sent by the Bank.

Mandiri QRIS

QR-based transaction acceptance services use server-based electronic money and other source of funds at shops/merchants that cooperate with Bank Mandiri. Mandiri QRIS (Quick Response Indonesia Standard) provides convenience for transactions at shops/merchants without using cash or cards. Transactions can be carried out interoperably using Mandiri Online, other mobile banking, or fintech applications that have been approved by Bank Indonesia.



Mandiri Customer Service Machine

Bank Mandiri's newest digital banking service that will provide customers with convenience to replace cards (damaged cards or lost cards) and open new accounts. Customers can do self-service transactions in front of a customer service machine with practical and fast transaction stages, without the need to queue at branches.

Mandiri Application Programming Interface (API)

Mandiri API provides easy access to banking products and services for players of the digital financial service ecosystem which are integrated into bank partner applications to take advantage of banking services safely and in real time.

Seller Financing

Bank Mandiri is working with digital companies in Indonesia to provide working capital loans (non revolving) to MSMEs that are registered as online sellers/merchants. The submission process is done online through the partner platform and sent to Bank Mandiri via API. Funds will be received in the customer's account after the loan is approved. In addition, for digital companies that do not yet have a platform for applying for financing, Bank Mandiri has an onboarding website that can process loan applications.

MBC Bailout Purchase

This is a business financing product provided by Bank Mandiri to its customers who sell via digital platforms. Customers can withdraw the loan according to the desired nominal value repeatedly (revolving), as long as it has not reached the loan limit. The submission process is carried out online through a partner platform in collaboration with Bank Mandiri and sent to Bank Mandiri via API. Furthermore, customers can check the status of their loan application through the partner platform.

Digital Banking's Strategy In 2019

In 2019, the Wholesale and Retail segment digital banking implemented a number of strategies outlined as follows.

Wholesale Segment

The strategy undertaken in order to increase wholesale transactions is to provide integrated solutions with customer business processes so as to increase transactions through Bank Mandiri, including depositing operational funds at Bank Mandiri.

1. Product Bundling H2H solutions to customers

The offer of H2H solutions includes H2H payments to accommodate payments to third parties and Mandiri Bill Collection to accommodate funds received from business partners/customers with competitive tariff schemes.

2. Customs Payment Integration Solutions

Integration development with the Customs and Excise portal where customers who have sent documents through the Customs portal can directly make payments through Mandiri Cash Management.

3. Partnership with Tax Service Providers

Cooperation with tax service providers (Application Service Provider/ASP) is expected to increase Wholesale customer tax payments, where customers who have collaborated with tax service providers in the process of calculating taxes can directly pay taxes through Mandiri Cash Management.

Retail segment

In facing challenges in the digital era, Bank Mandiri must always make innovations to provide banking transaction solutions in line with technological developments. The digital banking strategy in the Retail segment in 2020 is as follows:

1. Increase the capabilities of e-channel products and services (Mandiri Online, Mandiri Internet Bisnis, Mandiri e-Money, Mandiri EDC, Mandiri ATM), among others by adding new features and improving product features and infrastructure.
2. Implement the new Mandiri Online user acquisition/activation program as well as the potential merchant acquisition program for Mandiri EDC.
3. Launching a new product as a new revenue generator.
4. Partnership programs with third parties (including Top Fintech Players Retail Sector Solutions, biller telecommunications providers) in order to increase transaction volume and customer loyalty.
5. Periodically review pricing with market conditions.
6. Build a cashless society for the Retail segment.

Digital Banking Performance In 2020

Digital Banking Performance Wholesale Segment

Digital banking performances in the Wholesale segment per product during 2020, measured from transaction volume, number of transaction, and number of customers/users are as follows.



Table of Digital Banking Performance of Wholesale Segment

Product	Transaction Volume		
	2020 (in IDR trillion)	2019 (in IDR trillion)	Growth (in %)
Mandiri Cash Management	8,606.54	7,517.07	14.49%
Mandiri H2H Payment	218.58	183.11	19.37%
Modern Channel	6.42	4.55	41.10%
Mandiri Bill Collection	527.83	485.36	8.75%
Mandiri Autodebit	108.08	97,98	10.31%
Tax Payment	390.09	412.26	(5,438%)
Mandiri Smart Account	6.03	0.38	1,472.2%

Based on the data above, it can be seen that the product in the Wholesale segment that experienced the most significant growth in transaction volume was Mandiri Bill H2H payment which reached 141.72% from IDR16.42 trillion in 2019 to IDR39.69 trillion in 2020; this trend would continue to increase in line with the trend of using API/H2H with the banking system. Meanwhile, the highest transaction value still came from Mandiri Cash Management, which was IDR8,606.54 trillion in 2020.

The Mandiri Smart Account performance increased drastically due to this new service which is expected to increase the market share of low-cost funds by providing efficient liquidity management solutions for Wholesale customers.

Digital Banking Performance Of Retail Segment

The Digital Banking performance in retail segment throughout 2019-2020, reviewed from the number of transaction volume per product as follows.

Table of Digital Banking Performance of Retail Segment

Product	Transaction Volume		
	2020 (in IDR trillion)	2019 (in IDR trillion)	Growth (in %)
Mandiri Online	1,072.60	748.84	43.24%
Mandiri SMS Banking dan Internet Banking	130.39	176.17	(25.99%)
Mandiri Internet Bisnis	951.20	899.92	5.70%
Mandiri E-Money	13.81	16.38	(15.67%)
Mandiri EDC	96.72	123.75	(21.84%)
Mandiri ATM	1,000.80	1,187.56	(15.73%)

Based on the data above, it can be seen that the Retail segment product that experienced the most significant growth in transaction volume was Mandiri Online, amounting to 43.24% from IDR748.84 trillion to IDR1,072.60 trillion. This is indicated by the increase in Mandiri Online application users along with the development of new habits in the community for online transactions, especially during the COVID 19 pandemic and Bank Mandiri's efforts to increase the implementation of the digital banking platform to support customer convenience in making transactions.

In terms of the number of transactions per product, the products that experienced the most significant growth still came from Mandiri Online at 57.49% with a number of transactions of 851.53 million transactions in 2020, from the number of transactions in 2019 of 540.69 million. Then followed by Mandiri Internet Bisnis products which grew by 3.56%. The increase in Mandiri Online transactions was driven by the number of programs and promos for customers that focus on working with billers who are currently favorite and close to customers' daily lives. For example, join promos with e-commerce market places (JD.ID, Traveloka) and join promotions with telecommunications providers (including XL, Indosat, Telkomsel).



	Number of Transaction			Number of Users		
	2020 (in million transactions)	2019 (in million transactions)	Growth (in %)	2020 (in million transactions)	2019 (in million transactions)	Growth (in %)
	87.11	67.40	29.24%	44.66	31.88	40.09%
	39.69	16.42	141.72%	115	70	64.29%
	15.32	16.82	(8.92%)	18	18	0.00%
	242.61	177.47	36.70%	1,992	2,066	(3.58%)
	10.68	9.06	17.88%	189	164	15.24%
	6.56	7.63	(14.02%)	-	-	-
	0.06	0.00	2,587.5%	66	1	6,500.0%

	Number of Transaction			Number of Users		
	2020 (in million transactions)	2019 (in million transactions)	Growth (in %)	2020 (in million transactions)	2019 (in million transactions)	Growth (in %)
	851.53	540.69	57.49%	6,533,536	4,501,757	45.13%
	221.98	707.87	(68.64%)	9,613,248	8,767,435	9.65%
	24.59	23.74	3.56%	452,510	412,307	9.75%
	862.57	1,152.31	(25.14%)	22,691,999	19,839,925	14.38%
	162.95	191.40	(14.86%)	174,215	229,862	(24.21%)
	1,215.47	1,407.08	(13.62%)	24,210,391	21,732,252	11.40%



Although the volume and frequency of transactions on Mandiri e-Money has decreased due to the policy of restricting community activities to deal with the COVID 19 pandemic, the number of Mandiri e-Money cards still shows an increase of 14.38% to 22.69 million cards. The increase in the number of cards is a form of Bank Mandiri's support to support a cashless society by actively continuing to carry out strategic partnerships for the premium e-Money business, co-branding cooperation with Shopee, in the transportation sector: Jak Linko (Mandiri x Transjakarta) and Commuter Pay (Mandiri x KCI), as well as the University. Until the end of 2020, Mandiri e-Money was still able to maintain the market share of chip-based electronic money transactions in Indonesia as the market leader with a market share of 70%.

Strategy for 2021 Digital Banking

In facing challenges in the digital era, Bank Mandiri must always make innovations to provide banking transaction solutions in line with technological developments.

Digital Banking Segmen Wholesale

The business strategies implemented in increasing the wholesale customer transaction business include:

- Providing integrated solutions using a business ecosystem approach to meet customer needs and customer value chains.
- Easy integration with customer systems by digitizing processes at the front end and back end of banking services.

The initiatives that will be carried out are as follows.

1. Mandiri H2H payment feature development

As a service that facilitates integration between the customer system and the banking system, the H2H payment feature needs to be added so that the majority of customer transactions can be made through H2H payments. The features that will be developed to be used by customers are cross currency transactions and international foreign exchange transactions, including regulatory compliance for these transactions. In addition, future date type transactions are also developed to make it easier for customers to manage the required transactions using H2H payments.

2. Partnership with Fintech

In the context of the acquisition of potential SME customers, partnerships were made with fintech accounting service providers so that they could provide end to end solutions ranging from customer financial management to transactions that would be carried out through Mandiri Cash Management.

3. Loan Application Module through Mandiri Cash Management for the SME Segment

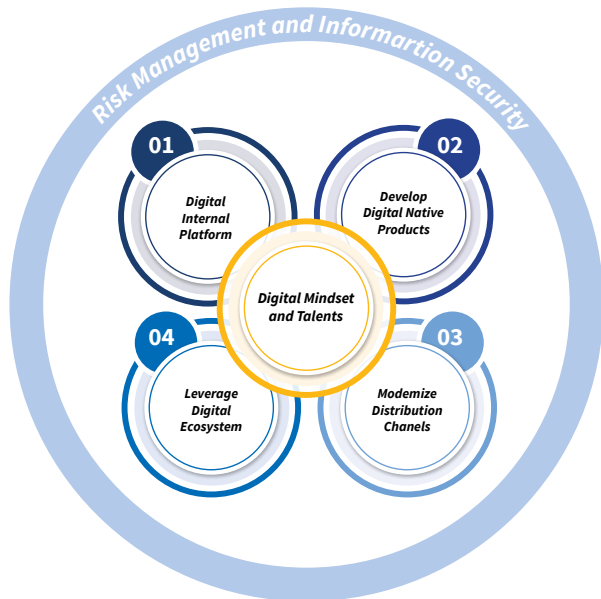
Apart from serving as a cash management transaction facility, in the future Mandiri Cash Management will also expand its function as a medium for submitting loans for SME customers. This submission process can be made easier considering that customer transactions can already be analyzed through transactions made through Mandiri Cash Management so that the determination of credit risk is more measurable based on business transactions conducted by customers.

4. Online Registration for Autodebit Account via Microsite

In order to facilitate auto debit account registration, an autodebit account registration feature was developed without a power of attorney requiring a wet signature. As a substitute, an authentication scheme uses a debit card and SMS authentication, which identifies the valid account owner. This registration process can be integrated with the company's autodebit user application to facilitate the end-to-end registration process.

Digital Banking of Retail Segment

In supporting the alignment of the 2020-2024 Corporate Plan, Bank Mandiri has a digital transformation strategy through the application of the "4-Pronged Framework" as a digital strategy.



The "4-Pronged Framework" is:

1. Digitize Internal Platform

Building a reliable internal platform infrastructure and improving business processes as the foundation for a sustainable digital transformation.

2. Develop Digital Native Product

Developing digital native products is the development of end-to-end digital products that can make it easier for customers to access without visiting branches.

3. Modernize Digital Channel

Modernize distribution channels focus on developing digital channels to improve customer experience.

4. Leverage Digital Ecosystem

As a form of open banking implementation in expanding access to Bank products through cooperation with fintech and e-commerce.



Business Prospect

Bank Mandiri views that the economic prospects both globally and domestically will be better in 2021 compared to 2020, supported by pandemic control measures and vaccine distribution plans. In line with the global recovery, the Indonesian economy is expected to recover and grow at 4.4% in 2021. However, there are still risks and challenges in 2021 that need to be watched out for, especially due to the high increase in virus infection cases at the beginning of the year. The high risk of uncertainty has prompted banks to prioritize asset quality and continue to strengthen capital.

The stability of various economic indicators, such as the inflation rate, trade balance and current account balance, as well as reduced exchange rate fluctuations, provided room for accommodative and pro-growth policies. We estimate that the policy rate will remain stable at the level of 3.75% throughout 2021. In addition, Bank Indonesia is also committed to maintaining liquidity and implementing macroprudential policies aimed at boosting credit and financing growth.

In line with the improving economic conditions, accommodative policies, and sound banking industry fundamentals, we are optimistic that banking performance will recover in 2021. Bank credit will grow better in 2021 to 5.0%, compared to 2020, which contracted by 2.4%. Meanwhile, in line with improving perceptions of domestic risks and the recovery in the level of confidence of economic actors, we estimate that TPF growth will slow down to 8.0% in 2021, from 11.1% in 2020.

In line with the improving condition of the Indonesian economy, Bank Mandiri projects credit growth in 2021 on a bank only basis in the range of 5% - 7%. Meanwhile, the growth in deposits is projected in 2021 at around 6% - 8%. In accordance with our main focus, Bank Mandiri continues to take various strategic steps in maintaining credit growth through selective and prudent lending to sectors that still have positive prospects or will recover more quickly, including the telecommunications sector, the food and beverage industry, health services, and agriculture. In addition, the Bank also considers leading sectors through mapping of potential sectors in various regions of Indonesia.

Meanwhile, Bank Mandiri remains focused on developing digital banking in line with shifting customer behavior in conducting transactions. As well as a form of strengthening operational efficiency. Various digital service innovations have been carried out by Bank Mandiri, such as opening savings online, developing Mandiri Online features, digital applications for MSME credit through Mandiri Pintar and MITA on Whatsapp as 24-hour banking information services without queuing.

Seeing the condition of the economy and the banking industry, Bank Mandiri can still take advantage of opportunities to grow with the strengths that Bank Mandiri currently has, such as:

1. Strong capital and ready to face Basel IV implementation
2. The number of physical and electronic distribution networks spread throughout Indonesia
3. Having e-channel products that are more competitive than competing banks
4. Having a one stop financial service through the Mandiri Group, with 11 (eleven) Subsidiaries that are the leading companies and pioneers in each industry, so as to penetrate non-bank financial products and services throughout the Bank Mandiri network.
5. Having a good brand awareness that is trusted by the public, supported by consistent GCG implementation. Bank Mandiri received the IICG (Indonesia Institute for Corporate Governance) version of the Most Trusted Company award for 14 (fourteen) consecutive times since 2007.
6. Having the option to obtain non-TPF funding through the capital market, share issuance (IPO and rights issue), corporate bonds, Medium Term Notes (MTN), and Negotiable Certificate of Deposit (NCD).

Source: Bank Indonesia Monetary Policy Quarterly III 2020, Indonesian Banking Statistics November 2020, Research Office of Chief Economist Bank Mandiri.

Future Strategy for 2021

Entering 2021, some of the strategic sharpening that Bank Mandiri will undertake includes 3 (three) areas, namely:

1. Integration of the wholesale and retail business by maximizing the value chain potential in the wholesale customer ecosystem (Corporate Banking, Commercial Banking and Institutional Relations segments).
2. Growing and optimizing business potential in the regions and sectors in Indonesia as well as sectors that are recovering faster and increasing total collaboration between the wholesale, retail and subsidiaries segments.
3. Continue digital acceleration through the development of digital solutions, process improvements, channel modernization and enhancement of core banking capabilities to support customer banking activities in a faster and more reliable manner.



Financial Review

The financial review described below referred to the Financial Statements for the years ended December 31, 2020 and 2019 which were presented in this Annual Report. The Financial Statements had been audited by Public Accountants Firm Purwanto, Sungkoro, and Surja (Member of Ernst and Young Global) and received a fair opinion, in all material respects, the consolidated financial position of PT Bank Mandiri (Persero) Tbk and its subsidiaries as of December 31, 2020, and its consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Financial Performance

The Company's financial performance consists of performance of Consolidated Statement of Financial Position, Statement of Profit Loss and Other Comprehensive Income as well as Statement of Consolidated Cash flow are presented below.

Consolidated Statement of Financial Position

Table of Consolidated Statement of Financial Position

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Asset				
Cash	24,682,671	28,094,267	(3,411,596)	(12.14%)
Current Accounts with Bank Indonesia	49,638,625	46,490,930	3,147,695	6.77%
Current Accounts with Other Banks - Net	23,977,327	12,558,297	11,419,030	90.93%
Placements with Bank Indonesia and Other Banks - Net	79,766,597	37,568,760	42,197,837	112.32%
Securities - Net	79,900,770	71,263,368	8,637,402	12.12%
Government Bonds	159,690,627	129,000,300	30,690,327	23.79%
Other Claims - Trading Transactions - Net	28,308,088	29,104,111	(796,023)	(2.74%)
Claims on Securities Purchased Under Agreement to be Resold	55,094,456	1,955,363	53,139,093	2717.61%
Derivative Receivables	2,578,947	1,617,476	961,471	59.44%
Loans and Receivables/Sharia Financing - Net	807,874,363	855,846,844	(47,972,481)	(5.61%)
Consumer Financing Receivables - Net	18,649,899	18,211,088	438,811	2.41%
Net Investment in Finance Leases - Net	3,522,467	3,047,089	475,378	15.60%
Acceptances Receivable - Net	10,033,684	10,058,035	(24,351)	(0.24%)
Equity Participation - Net	2,250,017	606,010	1,644,007	271.28%
Prepaid expenses	1,328,051	3,012,550	(1,684,499)	(55.92%)
Prepaid taxes	2,178,758	1,176,600	1,002,158	85.17%
Fixed Assets - Net	46,728,153	44,612,199	2,115,954	4.74%
Intangible Assets - Net	4,520,619	3,321,284	1,199,335	36.11%

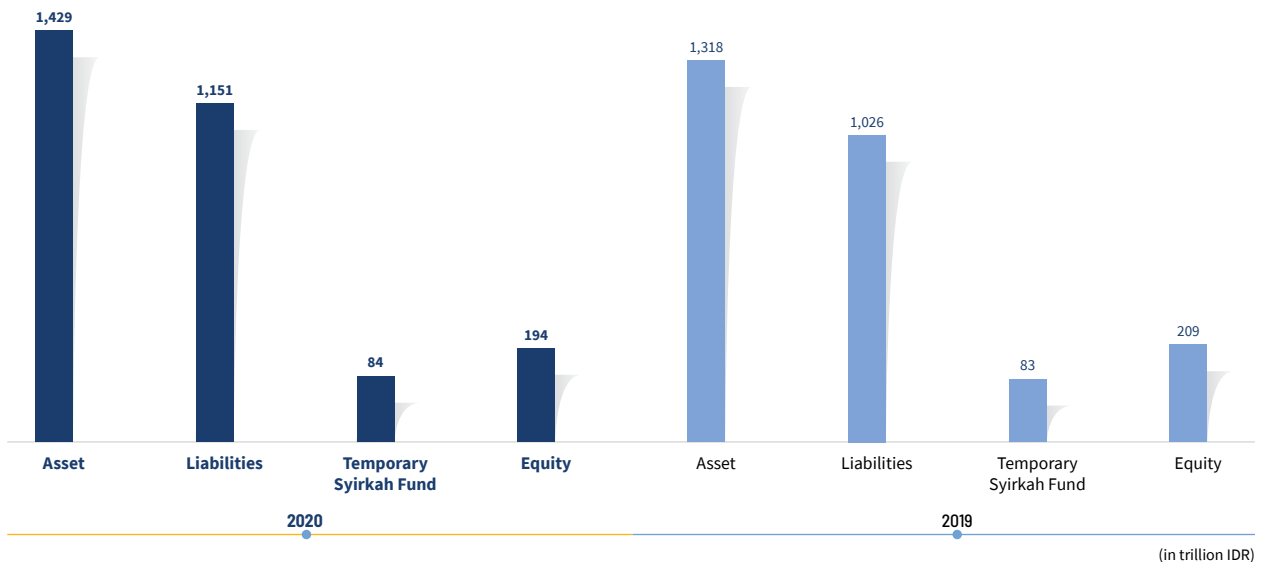


Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Other Assets - Net	21,027,594	16,750,054	4,277,540	25.54%
Deferred Tax Assets - Net	7,582,771	3,951,710	3,631,061	91.89%
Total Assets	1,429,334,484	1,318,246,335	111,088,149	8.43%
Liabilities, Temporary and Equity Syirkah Funds				
Liabilities				
Immediate Liability	4,286,333	3,169,451	1,116,882	35.24%
Customer Deposits	963,593,762	850,108,345	113,485,417	13.35%
Deposits from Other Banks	6,669,696	13,397,866	(6,728,170)	(50.22%)
Liabilities to Policyholders in Unit-Link Contracts	27,850,536	24,037,658	3,812,878	15.86%
Liability for Securities Sold under Repurchase Agreement	1,330,068	3,782,055	(2,451,987)	(64.83%)
Derivative Liabilities	1,570,506	1,195,022	375,484	31.42%
Acceptances Liability	10,156,509	10,279,839	(123,330)	(1.20%)
Securities Issued - Net	38,111,472	32,245,270	5,866,202	18.19%
Estimated Losses on Commitments and Contingencies	3,471,534	386,039	3,085,495	799.27%
Accrued Expenses	5,650,785	6,215,561	(564,776)	(9.09%)
Tax debt	1,761,477	1,286,973	474,504	36.87%
Employee Benefits Liabilities	7,441,958	7,586,150	(144,192)	(1.90%)
Provision	546,237	405,312	140,925	34.77%
Other Liabilities	25,365,319	16,861,260	8,504,059	50.44%
Loans Received	52,810,689	54,128,562	(1,317,873)	(2.43%)
Loans and Subordinated Securities - Net	650,966	664,217	(13,251)	(1.99%)
Total Liabilities	1,151,267,847	1,025,749,580	125,518,267	12.24%
Temporary Syirkah Fund				
Customer Deposits	83,724,468	83,016,203	708,265	0.85%
Deposits from Other Banks	546,086	446,027	100,059	22.43%
Total Temporary Syirkah Funds	84,270,554	83,462,230	808,324	0.97%
EQUITY				
Equity that can be distributed to owners of parent entity				
Capital stock	11,666,667	11,666,667	0	0.00%
Additional Paid-in Capital/Additional Paid-in Capital	17,316,192	17,316,192	0	0.00%
Acquired and re-owned share capital (treasury shares)	(150,895)	-	(150,895)	100.00%
Exchange Differences due to Translation of Financial Statements in Foreign Currencies	(116,030)	13,388	(129,418)	(966.67%)
Unrealized Net Gain/(Loss) from Increase/(Decrease) in Fair Value of Securities and Government Bonds Measured at Fair Value through Other Comprehensive Income After Deducting Deferred Tax	4,430,509	-	4,430,509	100.00%



Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Unrealized Net Gains/(Losses) from Increase/(Decrease) in Fair Value of Securities and Government Bonds Available For Sale After Deducting Deferred Tax	-	1,385,796	(1,385,796)	(100.00%)
The effective portion of the cash flow hedge	(15,319)	(30,045)	14,726	(49.01%)
Net Difference in Fixed Asset Revaluation	30,309,583	30,306,255	3,328	0.01%
Gain/(Loss) on Net Defined Benefit Actuarial Program After Deducting Deferred Tax	1,067,143	653,489	413,654	63.30%
Other comprehensive income	85,052	85,052	0	0.00%
Difference in Transactions with Non-Controlling Parties	(106,001)	(106,001)	0	0.00%
Retain earning	124,656,051	143,310,060	(18,654,009)	(13.02%)
Use has been determined	5,380,268	5,380,268	0	0.00%
Its use has not been determined	119,275,783	137,929,792	(18,654,009)	(13.52%)
Non-Controlling Interest in the Net Assets of the Consolidated Subsidiaries	4,653,131	4,433,672	219,459	4.95%
Total Equity	193,796,083	209,034,525	(15,238,442)	(7.29%)
Total Liabilities, Temporary Shirkah Fund and Equity	1,429,334,484	1,318,246,335	111,088,149	8.43%

Consolidated Statement of Financial Position Chart



Asset

In 2020, Bank Mandiri's total assets reached IDR1,429,334,484 million. This achievement increased by IDR111,088,149 million or 8.43% from 2019 which reached IDR1,318,246,335 million. This increase mainly resulted from claims for securities purchased under agreement to resell amounting to IDR.53,139,093 million and placements with Bank Indonesia and other banks amounting to IDR.42,197,837 million.



Table of Asset

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Cash	24,682,671	28,094,267	(3,411,596)	(12.14%)
Current Accounts with Bank Indonesia	49,638,625	46,490,930	3,147,695	6.77%
Current Accounts with Other Banks - Net	23,977,327	12,558,297	11,419,030	90.93%
Placements with Bank Indonesia and Other Banks - Net	79,766,597	37,568,760	42,197,837	112.32%
Securities - Net	79,900,770	71,263,368	8,637,402	12.12%
Government Bonds	159,690,627	129,000,300	30,690,327	23.79%
Other Claims - Trading Transactions - Net	28,308,088	29,104,111	(796,023)	(2.74%)
Claims on Securities Purchased Under Agreement to be Resold	55,094,456	1,955,363	53,139,093	2717.61%
Derivative Receivables	2,578,947	1,617,476	961,471	59.44%
Loans and Receivables/Sharia Financing - Net	807,874,363	855,846,844	(47,972,481)	(5.61%)
Consumer Financing Receivables - Net	18,649,899	18,211,088	438,811	2.41%
Net Investment in Finance Leases - Net	3,522,467	3,047,089	475,378	15.60%
Acceptances Receivable - Net	10,033,684	10,058,035	(24,351)	(0.24%)
Equity Participation - Net	2,250,017	606,010	1,644,007	271.28%
Prepaid expenses	1,328,051	3,012,550	(1,684,499)	(55.92%)
Prepaid taxes	2,178,758	1,176,600	1,002,158	85.17%
Fixed Assets - Net	46,728,153	44,612,199	2,115,954	4.74%
Intangible Assets - Net	4,520,619	3,321,284	1,199,335	36.11%
Other Assets - Net	21,027,594	16,750,054	4,277,540	25.54%
Deferred Tax Assets - Net	7,582,771	3,951,710	3,631,061	91.89%
Total Assets	1,429,334,484	1,318,246,335	111,088,149	8.43%

Cash

Bank Mandiri cash reached IDR24,682,671 million in 2020. This achievement decreased by IDR3,411,596 million or 12.14% from 2019 which reached IDR. 28,094,267 million. The decrease in cash mainly came from cash in IDR currency amounting to IDR. 2,990,112 million and cash in foreign currencies in US Dollar amounting to IDR446,388 million.

Table of Cash

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
IDR	22,557,851	25,547,963	(2,990,112)	(11.70%)
Foreign Currency				
United States Dollar	852,753	1,299,141	(446,388)	(34.36%)
European Euro	318,786	192,564	126,222	65.55%
Singapore Dollar	451,178	413,716	37,462	9.06%



(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Japanese Yen	167,316	41,111	126,205	306.99%
Australia Dollar	105,423	256,572	(151,149)	(58.91%)
Hong Kong Dollar	16,022	23,337	(7,315)	(31.35%)
British Pound Sterling	19,900	17,695	2,205	12.46%
Chinese Yuan	8,310	17,248	(8,938)	(51.82%)
Others	185,132	284,920	(99,788)	(35.02%)
Total Cash	24,682,671	28,094,267	(3,411,596)	(12.14%)

Current Account in Bank Indonesia

Current accounts with Bank Indonesia at Bank Mandiri reached IDR49,638,625 million in 2020. This achievement increased by IDR3,147,695 million or 6.77% from 2019 which reached IDR46,490,930 million. The increase in Demand Deposits with Bank Indonesia originated primarily from Current Accounts with Bank Indonesia in the IDR currency amounting to IDR9,409,854 million.

Table of Current Accounts in Bank Indonesia

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
IDR	42,493,473	33,083,619	9,409,854	28.44%
United States Dollar	7,145,152	13,407,311	(6,262,159)	(46.71%)
Total Current Account Amount in Bank Indonesia	49,638,625	46,490,930	3,147,695	6.77%

Current Accounts in Other Banks

Current accounts with other banks at Bank Mandiri reached IDR23,977,327 million in 2020. This achievement increased by IDR11,419,030 million or 90.93% from 2019 which reached IDR12,558,297 million. The increase in Demand Deposits with Other Banks mainly originated from Current Accounts with Other Banks in foreign currencies amounting to IDR. 10,956,236 million.

Table of Current Accounts in Other Banks

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
IDR				
Related Parties	9,438	4,247	5,191	122.23%
Third Party	1,010,125	486,671	523,454	107.56%
Total IDR	1,019,563	490,918	528,645	107.68%



(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Foreign Currency				
Related Parties	2,363	246	2,117	860.57%
Third Party	23,026,445	12,072,326	10,954,119	90.74%
Total Foreign Currency	23,028,808	12,072,572	10,956,236	90.75%
Deducted: Allowance for Impairment Loss	(71,044)	(5,193)	(65,851)	1268.07%
Current Account Amount in Other Bank	23,977,327	12,558,297	11,419,030	90.93%

Placements in Indonesia and Other Banks

Placements with Bank Indonesia and other banks at Bank Mandiri reached IDR79,766,597 million in 2020. This achievement has increased by IDR42,197,837 million or 112.32% from 2019 which reached IDR37,568,760 million. The increase in Placements with Bank Indonesia and Other Banks originated from Placements with Bank Indonesia and Other Banks in IDR currency amounting to IDR. 21,269,962 million and foreign currency amounting to IDR. 20,926,972 million.

Table of Placements In Indonesia And Other Banks

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
IDR				
Related Parties	1,062,799	368,500	694,299	188.41%
Third Party	37,757,789	17,182,126	20,575,663	119.75%
Total IDR	38,820,588	17,550,626	21,269,962	121.19%
Foreign Currency				
Related Parties	2,069,790	1,131,424	938,366	82.94%
Third Party	38,922,991	18,934,385	19,988,606	105.57%
Total Foreign Currency	40,992,781	20,065,809	20,926,972	104.29%
Educted: Allowance for Impairment Loss	(46,772)	(47,675)	903	(1.89%)
Total Placement pada Bank Indonesia dan Bank Lain	79,766,597	37,568,760	42,197,837	112.32%

Marketable Securities

Securities at Bank Mandiri reached IDR79,900,770 million in 2020. This achievement has increased by IDR8,637,402 million or 12.12% from 2019 which reached IDR71,263,368 million. The increase in securities, particularly from securities to third parties, amounted to IDR. 9,816,755 million.



Table of Marketable Securities

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Related Parties	25,953,136	27,377,257	(1,424,121)	(5.20%)
Third Party	53,606,410	43,789,655	9,816,755	22.42%
Deducted: Unamortized Discount/Premium, Loss/Profit -Net Unrealized from Reduced Fair Value and Allowance for Impairment Loss	341,224	96,456	244,768	253.76%
Total Securities	79,900,770	71,263,368	8,637,402	12.12%

Government Bonds

Government bonds at Bank Mandiri reached IDR. 159,690,627 million in 2020. This achievement increased by IDR.30,690,327 million or 23.79% from 2019 which reached IDR. 129,000,300 million. The increase in Government Bonds particularly came from Government Bonds measured at fair value through profit or loss amounting to IDR.102,726,597 million and measured at fair value through other comprehensive income amounting to IDR.39,423,358 million, which was offset by a decrease in Government Bonds available for sale of IDR96,664,454. million and held to maturity and amounting to IDR.18,003,259 million.

Table of Government Bonds Ownership

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Government Bond				
Measured on Fair Value through Profit and Loss	7,896,257	5,040,996	2,855,261	56.64%
Measured at Fair Value through Other Comprehensive Income ***)	102,726,597	-	102,726,597	100.00%
Measured at Amortized Cost	39,423,358	-	39,423,358	100.00%
Available for Sale***)	-	96,664,454	(96,664,454)	(100.00%)
Held to Maturity	-	18,003,259	(18,003,259)	(100.00%)
Measured on Acquisition Cost*)	8,690,979	8,079,331	611,648	7.57%
Investment in Unit-Link**)				
Measured on Fair Value through Profit and Loss	953,436	1,212,260	(258,824)	(21.35%)
Total Government Bond	159,690,627	129,000,300	30,690,327	23.79%

*) Government Bonds owned by a Subsidiary

**) Investment in unit-linked is investment owned by the policyholder in a Subsidiary's unit-linked contract which is presented at fair value

***) Including sukuk, project based sukuk and retail sukuk classified as fair value through other comprehensive income

Other Charges - Trade Transactions

Other Receivables - Trade Transactions at Bank Mandiri reached IDR28,308,088 million in 2020. This achievement has decreased by IDR796,023 million or 2.74% from 2019 which reached IDR29,104,111 million. The decrease in other receivables - trade transactions originating from other receivables - trade transactions with third parties amounting to IDR.249,353 million and related parties amounting to IDR.170,485 million.



Table of Other Charges - Trade Transactions

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Related Parties	14,016,134	14,186,619	(170,485)	(1.20%)
Third Party	15,979,730	16,229,083	(249,353)	(1.54%)
Educed: Allowance for Impairment Loss	(1,687,776)	(1,311,591)	(376,185)	28.68%
Total of Others Bills - Trade Transaction	28,308,088	29,104,111	(796,023)	(2.74%)

Charges for Effects Purchased by a Promise to Resell

Claims on Securities Purchased Under Promise to Resell at Bank Mandiri reached IDR. 55,094,456 million in 2020. This achievement increased by IDR. 53,139,093 million or 2,717.61% from 2019 which reached IDR. 1,955,363 million. The increase in claims for securities purchased under agreement to resell originated primarily from claims for securities purchased under agreement to be resold to third parties amounting to IDR.53,139,093 million.

Table of Claim on Security Purchased Under Resale Agreement

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Third Party	55,094,456	1,955,363	53,139,093	2717.61%

Derivative Charges

Derivative Receivables at Bank Mandiri reached IDR2,578,947 million in 2020. This achievement has increased by IDR961,471 million or 59.44% from 2019 which reached IDR1,617,476 million. The increase in derivative receivables particularly originated from derivative receivables from third parties amounting to IDR780,312 million.

Table of Derivative Bills

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Related Parties	199,976	18,817	181,159	962.74%
Third Party	2,378,971	1,598,659	780,312	48.81%
Total Derivative Bills	2,578,947	1,617,476	961,471	59.44%

Distributed Loan and Sharia Due/Financing

Loans Provided and Receivables/Sharia Financing at Bank Mandiri reached IDR807,874,363 million in 2020. This achievement decreased by IDR47,972,481 million or 5.61% from 2019 which reached IDR855,846,844 million. The decline in loans and receivables/sharia financing, particularly from loans and receivables/financing in IDR currency to third parties, amounted to IDR20,340,724 million and foreign currency to related parties amounted to IDR3,235,595 million.



Table of Loans Awarded - (Gross) and Accounts Receivable/Sharia Financing

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
IDR				
Related Parties	144,490,740	138,616,038	5,874,702	4.24%
Third Party	585,847,577	606,188,301	(20,340,724)	(3.36%)
Foreign Currency				
Related Parties	29,532,488	32,768,083	(3,235,595)	(9.87%)
Third Party	110,274,660	108,262,815	2,011,845	1.86%
Educted: Allowance for Impairment Loss	(62,271,102)	(29,988,393)	(32,282,709)	107.65%
Total Loan Provided and Receivables /Sharia Financing	807,874,363	855,846,844	(47,972,481)	(5.61%)

Consumer Financing Receivables

Consumer Financing Receivables at Bank Mandiri reached IDR18,649,899 million in 2020. This achievement increased by IDR438,811 million or 2.41% from 2019 which reached IDR18,211,088 million. The increase in consumer financing receivables, particularly from consumer financing receivables from third parties, amounted to IDR512,593 million.

Table of Consumer Financing Receivables

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Related Parties	6,867	6,758	109	1.61%
Third Party	19,071,541	18,558,948	512,593	2.76%
Educted: Allowance for Impairment Loss	(428,509)	(354,618)	(73,891)	20.84%
Total Consumer Financing Receivables	18,649,899	18,211,088	438,811	2.41%

Net Investment in Finance Leases

Net Investment in Finance Leases at Bank Mandiri reached IDR. 3,522,467 million in 2020. This achievement increased by IDR475,378 million or 15.60% from 2019 which reached IDR3,047,089 million. The increase in net investment in finance leases originated primarily from net investment in finance leases to third parties amounting to IDR526,351 million.

Table of Net Investment in Finance Leases

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Third Party	3,581,422	3,055,071	526,351	17.23%
Educted: Allowance for Impairment Loss	(58,955)	(7,982)	(50,973)	638.60%
Total Net Investments in Finance Leases	3,522,467	3,047,089	475,378	15.60%



Acceptation Charges

Acceptance Receivables at Bank Mandiri reached IDR10,033,684 million in 2020. This achievement decreased by IDR24,351 million or 0.24% from 2019 which reached IDR10,058,035 million. The decrease in acceptance receivables particularly originated from acceptance receivables in foreign currencies from debtors amounting to IDR1,406,156 million, which was offset by acceptance receivables in IDR currency from debtors amounting to IDR1,504,644 million.

Table of Acceptation of Claims

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
IDR				
Claim to Other Bank	503,453	780,297	(276,844)	(35.48%)
Claim to Debtor	5,993,530	4,488,886	1,504,644	33.52%
Foreign Currency				
Claim to Other Bank	169,934	114,908	55,026	47.89%
Claim to Debtor	3,489,592	4,895,748	(1,406,156)	(28.72%)
Educted: Allowance for Impairment Loss	(122,825)	(221,804)	98,979	(44.62%)
Total Acceptance of Claims	10,033,684	10,058,035	(24,351)	(0.24%)

Including Stock

Equity Participation in Bank Mandiri reached IDR2,250,017 million in 2020. This achievement has increased by IDR1,644,007 million or 271.28% from 2019 which reached IDR606,010 million. The increase in investment in shares mainly came from the participation of shares in related parties amounting to IDR1,687,015 million, which was compensated by a decrease in equity participation in third parties of IDR41,308 million.

Table of Investment

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Related Parties	1,799,313	112,298	1,687,015	1502.27%
Third Party	465,323	506,631	(41,308)	(8.15%)
Educted: Allowance for Impairment Loss	(14,619)	(12,919)	(1,700)	13.16%
Equity Investment	2,250,017	606,010	1,644,007	271.28%

Prepaid Expenses

Prepaid expenses at Bank Mandiri reached IDR1,328,051 million in 2020. This achievement decreased by IDR1,684,499 million or by 55.92% from 2019 which reached IDR3,012,550 million. The decrease in prepaid expenses mainly resulted from prepaid rent, particularly rent on buildings used as the Group's branch offices and official homes throughout Indonesia amounting to IDR1,571,676 million.



Table of Prepayment

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Prepaid Lease	137,182	1,708,858	(1,571,676)	(91.97%)
Building Maintenance Costs	407,456	416,581	(9,125)	(2.19%)
Others	783,413	887,111	(103,698)	(11.69%)
Total Prepaid Expenses	1,328,051	3,012,550	(1,684,499)	(55.92%)

Prepaid Taxes

Prepaid Taxes at Bank Mandiri reached IDR2,178,758 million in 2020. This achievement has increased by IDR1,002,158 million or 85.17% from 2019 which reached IDR1,176,600 million. The increase in prepaid taxes was primarily derived from prepaid taxes held by Bank Mandiri amounting to IDR1,109,023 million.

Table of Prepaid Taxes

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Bank Mandiri	2,083,970	974,947	1,109,023	113.75%
Subsidiaries	94,788	201,653	(106,865)	(52.99%)
Total Prepaid Taxes	2,178,758	1,176,600	1,002,158	85.17%

Fixed Assets

Fixed assets at Bank Mandiri reached IDR46,728,153 million in 2020. This achievement has increased by IDR242,053 million or 0.70% from 2019 which reached IDR44,612,199 million. The increase in fixed assets mainly came from fixed assets of direct ownership in the form of buildings amounting to IDR376,611 million and fixed assets in the form of land amounting to IDR242,053 million.

Table of Fixed Assets

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Direct Ownership				
Land	34,746,195	34,504,142	242,053	0.70%
Building	4,955,258	4,578,647	376,611	8.23%
Equipment, Office Equipment And Computers	2,256,310	2,527,323	(271,013)	(10.72%)
Motor vehicle	66,411	54,618	11,793	21.59%
Construction In Progress	2,791,249	2,940,234	(148,985)	(5.07%)
Leased Assets	-	7,235	(7,235)	(100.00%)
Use Rights Assets	1,912,730	-	1,912,730	(100.00%)
Total Fixed Assets	46,728,153	44,612,199	242,053	0.70%



Intangible Assets

Intangible assets at Bank Mandiri reached IDR4,520,619 million in 2020. This achievement has increased by IDR1,199,335 million or 36.11% from 2019 which reached IDR3,321,284 million. The increase in intangible assets, particularly from intangible assets in the form of software, amounted to IDR.775,650 million.

Table of Intangible Assets

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Software *)	3,673,819	2,898,169	775,650	26.76%
Goodwill	787,466	423,115	364,351	86.11%
Yokke brand assets	59,334	-	59,334	(100.00%)
Total Intangible Assets	4,520,619	3,321,284	1,199,335	36.11%

*) Setelah dikurangi nilai amortisasi sebesar masing-masing Rp4.637.223 dan Rp3.793.603 pada tanggal 31 Desember 2020 dan 2019.

Other Assets

Other Assets at Bank Mandiri reached IDR21,027,594 million in 2020. This achievement increased by IDR4,277,540 million or 25.54% from 2019 which reached IDR16,750,054 million. The increase in other assets particularly came from other assets in IDR currency amounting to IDR. 4,202,214 million and other assets in foreign currency amounting to IDR. 173,326 million.

Table of Other Assets

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
IDR	16,995,331	12,793,117	4,202,214	32.85%
Foreign Currency	4,753,620	4,580,294	173,326	3.78%
Deducted: Allowance	(721,357)	(623,357)	(98,000)	15.72%
Total Other Assets	21,027,594	16,750,054	4,277,540	25.54%

Deferred Tax Assets

Deferred tax assets at Bank Mandiri reached IDR7,582,771 million in 2020. This achievement has increased by IDR3,631,061 million or 91.89% from 2019 which reached IDR3,951,710 million. The increase in deferred tax assets originated primarily from Bank Mandiri's Net deferred tax assets amounting to IDR. 3,347,035 million.

Table of Deferred Tax Assets

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Net Deferred Tax Asset - Bank Mandiri Only	6,697,667	3,350,632	3,347,035	99.89%
Deferred Tax Asset - Subsidiary	885,104	601,078	284,026	47.25%
Total Deferred Tax Assets	7,582,771	3,951,710	3,631,061	91.89%



Liabilities

Liabilities at Bank Mandiri reached IDR1,151,267,847 million in 2020. This achievement increased by IDR125,518,267 million or 12.24% from 2019 which reached IDR1,025,749,580 million. The increase in liabilities originated mainly from customer deposits amounting to IDR113,485,417 million.

Table of Deferred Tax Assets

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Immediate liabilities	4,286,333	3,169,451	1,116,882	35.24%
Customer Deposits	963,593,762	850,108,345	113,485,417	13.35%
Deposits from Other Banks	6,669,696	13,397,866	(6,728,170)	(50.22%)
Liability to Policyholder in Unit-Link Contract	27,850,536	24,037,658	3,812,878	15.86%
Liability for Security Purchased under Resale Agreement	1,330,068	3,782,055	(2,451,987)	(64.83%)
Derivative Liability	1,570,506	1,195,022	375,484	31.42%
Acceptance Liability	10,156,509	10,279,839	(123,330)	(1.20%)
Published Securities – Net	38,111,472	32,245,270	5,866,202	18.19%
Estimated Loss of Commitment and Contingency	3,471,534	386,039	3,085,495	799.27%
Accrued Expense	5,650,785	6,215,561	(564,776)	(9.09%)
Tax Debt	1,761,477	1,286,973	474,504	36.87%
Employee Benefit Liability	7,441,958	7,586,150	(144,192)	(1.90%)
Provision	546,237	405,312	140,925	34.77%
Other Liabilities	25,365,319	16,861,260	8,504,059	50.44%
Received Loan	52,810,689	54,128,562	(1,317,873)	(2.43%)
Loans and Subordinated Securities – Net	650,966	664,217	(13,251)	(1.99%)
Total Liabilities	1,151,267,847	1,025,749,580	125,518,267	12.24%

Immediate Liabilities

Immediate Liabilities at Bank Mandiri reached IDR4,286,333 million in 2020. This achievement increased by IDR1,116,882 million or 35.24% from 2019 which reached IDR3,169,451 million. The increase in liabilities due immediately came primarily from an increase in liabilities related to non-customer current accounts that had to be settled amounting to IDR. 1,059,389 million and liabilities related to prepaid cards amounting to IDR.108,095 million.

Table of Immediate Liabilities

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Immediate liabilities	4,286,333	3,169,451	1,116,882	35.24%

Customer Deposits

Customer Deposits at Bank Mandiri reached IDR963,593,762 million in 2020. This achievement increased by IDR113,485,417 million or 13.35% from 2019 which reached IDR850,108,345 million. The increase in customer deposits mainly came from current and wadiah demand deposits amounting to IDR. 57,006,024 million and time deposits amounting to IDR. 29,605,274 million.



Table of Customer Deposits

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Current Account/Wadiah Current Account	304.450.291	247.444.267	57.006.024	23.04%
Saving/Wadiah Saving	351.362.191	324.488.072	26.874.119	8.28%
Time Deposit	307.781.280	278.176.006	29.605.274	10.64%
Total Customer Deposits	963.593.762	850.108.345	113.485.417	13.35%

Deposits from Other Banks

Deposits from other banks at Bank Mandiri reached IDR6,669,696 million in 2020. This achievement decreased by IDR6,728,170 million or 50.22% from 2019 which reached IDR. 13,397,866 million. The decrease in deposits from other banks mainly came from deposits in the form of demand deposits, wadiah demand deposits and savings of IDR. 3,625,638 million and time deposits of IDR. 3,539,001 million.

Table of Deposits From Other Banks

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Current Account/Wadiah Current Account and Deposit	4,122,630	7,748,268	(3,625,638)	-46.79%
Inter-Bank Call Money	655,829	219,360	436,469	198.97%
Time Deposit	1,891,237	5,430,238	(3,539,001)	-65.17%
Total Deposits from Other Banks	6,669,696	13,397,866	(6,728,170)	-50.22%

Liability to Policy Holders on Unit-Link Contracts

Liabilities to Policyholders in Unit-Link Contracts at Bank Mandiri reached IDR27,850,536 million in 2020. This achievement increased by IDR3,812,878 million or 15.86% from 2019 which reached IDR24,037,658 million. The increase in liabilities to policyholders on unit-linked contracts, in particular, came from liabilities to policyholders in non-sharia unit-linked contracts amounting to IDR. 3,893,275 million, which was compensated by a decrease in liabilities to policyholders on Sharia unit-linked contracts amounting to IDR.80,397 million.

Table of Liabilities to Policyholders in Unit-Link Contracts

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Non-Sharia	26,848,672	22,955,397	3,893,275	16.96%
Sharia	1,001,864	1,082,261	(80,397)	(7.43%)
Total Liabilities to Policyholders in Unit-Link Contracts	27,850,536	24,037,658	3,812,878	15.86%

Liabilities for Securities Purchased Under Agreement to Resell

Liabilities for Securities Purchased Under Agreement to Resell at Bank Mandiri reached IDR. 1,330,068 million in 2020. This achievement decreased by IDR. 2,451,987 million or 64.83% from 2019 which reached IDR. 3,782,055 million. The decrease in liability for securities sold under repurchase agreements originated primarily from the liability for securities sold under repurchase agreements to third parties amounting to IDR.2,451,987 million.



Table of Liability for Securities Purchased Under Agreement to Resell

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Related Parties	-	-	-	-
Third Party	1,330,068	3,782,055	(2,451,987)	(64.83%)
Total Liability for Securities Purchased Under Agreement to Resell	1,330,068	3,782,055	(2,451,987)	(64.83%)

Derivative Liabilities

Derivative Liabilities at Bank Mandiri reached IDR1,570,506 million in 2020. This achievement increased by IDR375,484 million or 31.42% from 2019 which reached IDR1,195,022 million. The increase in derivative payable, in particular, originated from derivative payable to third parties amounting to IDR. 286,862 million.

Table of Derivative Liabilities

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Related Parties	131,127	42,505	88,622	208.50%
Third Party	1,439,379	1,152,517	286,862	24.89%
Total Derivative Liabilities	1,570,506	1,195,022	375,484	31.42%

Liabilitas Akseptasi

Acceptance Liabilities at Bank Mandiri reached IDR.10,156,509 million in 2020. This achievement decreased by IDR.123,330 million or 1.20% from 2019 which reached IDR.10,279,839 million. The decrease in acceptances payable came primarily from the acceptance payable to related parties amounting to IDR.330,387 million, which was compensated by an increase in the acceptances payable to third parties amounting to IDR.207,057 million.

Table of Acceptance Liabilities

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Related Parties	1,745,968	2,076,355	(330,387)	(15.91%)
Third Party	8,410,541	8,203,484	207,057	2.52%
Total Acceptance Liabilities	10,156,509	10,279,839	(123,330)	(1.20%)

Issued Securities

Securities Issued in Bank Mandiri reached IDR38,111,472 million in 2020. This achievement has increased by IDR5,866,202 million or 18.19% from 2019 which reached IDR32,245,270 million. The increase in securities issued mainly originated from securities issued to third parties amounting to IDR. 6,471,258 million.



Table of Issued Securities

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Related Parties	10,091,100	10,696,100	(605,000)	(5.66%)
Third Party	28,091,663	21,620,405	6,471,258	29.93%
Deducted: Unamortized Publishing Fee	(71,291)	(71,235)	(56)	0.08%
Total Issued Securities	38,111,472	32,245,270	5,866,202	18.19%

Estimated Loss of Commitments and Contingency

Estimated Losses on Commitments and Contingencies at Bank Mandiri reached IDR. 3,471,534 million in 2020. This achievement has increased by IDR. 3,085,495 million or by 799.27% from 2019 which reached IDR. 386,039 million. The increase in estimated losses on commitments and contingencies originated primarily from the initial adoption of PSAK 71 amounting to IDR. 1,844,775 million and the formation of allowances in 2020 amounting to IDR. 959,317 million.

Table of Estimated Loss of Commitments and Contingency

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Balance at the beginning of the year	386,039	125,729	260,310	207.04%
Early adoption of PSAK 71	1,844,775	-	1,844,775	100.00%
Allowance/(Reversal) During the Current Year	1,221,532	262,215	959,317	365.85%
Otherd*)	19,188	(1,905)	21,093	(1.107.24%)
End of Year Balance	3,471,534	386,039	3,085,495	799.27%

*) Includes foreign exchange differences due to foreign currency translation.

Accrued Expenses

Accrued Expenses at Bank Mandiri reached IDR5,650,785 million in 2020. This achievement decreased by IDR. 564,776 million or 9.09% from 2019 which reached IDR. 6,215,561 million. The decrease in accrued expenses mainly came from the procurement of fixed assets and software amounting to IDR. 1,048,066 million and interest expense of IDR.283,981 million, which was compensated by an increase in other accrued expenses of IDR.582,550 million.

Table of Accrued Expenses

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Procurement of Fixed Assets and Software	1,312,901	2,360,967	(1,048,066)	(44.39%)
Interest expense	1,463,178	1,747,159	(283,981)	(16.25%)
Third Party Personnel Service	169,556	361,851	(192,295)	(53.14%)
Promotion	634,752	236,507	398,245	168.39%
Office Clothes Expense, Recreation, etc.	84,344	99,725	(15,381)	(15.42%)



(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Professional service expenses	43,871	49,719	(5,848)	(11.76%)
Others	1,942,183	1,359,633	582,550	42.85%
Total Expense Yang Masih Harus Dibayar	5,650,785	6,215,561	(564,776)	(9.09%)

Tax Debt

Tax Payable at Bank Mandiri reached IDR. 1,761,477 million in 2020. This achievement increased by IDR.474,504 million or 36.87% from 2019 which reached IDR. 1,286,973 million. The increase in tax payable mainly came from the current tax debt of IDR.556,619 million, which was compensated by a decrease in other tax payables of IDR.82,115 million.

Table of Tax Debt

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Current Tax Debt	819,389	262,770	556,619	211.83%
Other Tax Debt	942,088	1,024,203	(82,115)	(8.02%)
Total Tax Debt	1,761,477	1,286,973	474,504	36.87%

Employee Benefit Liabilities

Employee benefits liabilities at Bank Mandiri reached IDR7,441,958 million in 2020. This achievement decreased by IDR. 144,192 million or 1.90% from 2019 which reached IDR. 7,586,150 million. The decrease in employee benefits liabilities mainly came from reserves for bonuses, incentives, leave and holiday allowance (THR) amounting to IDR. 96,893 million and provision for employee appreciation fees of IDR.47,299 million.

Table of Employee Benefit Liabilities

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Allowance for Employee Reward Expense	3,701,670	3,748,969	(47,299)	(1.26%)
Reserve for Bonus, Incentive, Leave and THR	3,740,288	3,837,181	(96,893)	(2.53%)
Total Employee Benefit Liabilities	7,441,958	7,586,150	(144,192)	(1.90%)

Provisions

Provisions at Bank Mandiri reached IDR546,237 million in 2020. This achievement increased by IDR. 140,925 million or 34.77% from 2019 which reached IDR. 405,312 million. The increase in provision was mainly derived from the increase in the provision for estimated contingent losses on IDR currency fraud amounting to Rp100,511 million.



Table of Provisions

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Provisions	546,237	405,312	140,925	34.77%

Other Liabilities

Other Liabilities at Bank Mandiri reached IDR25,365,319 million in 2020. This achievement increased by IDR8,504,059 million or 50.44% from 2019 which reached IDR16,861,260 million. The increase in other liabilities mainly came from other liabilities in IDR currency related to other liabilities of IDR3,060,711 million and customer transaction payables of IDR1,162,259 million and other liabilities in foreign currencies related to customer transfer transactions amounting to IDR2,083,010 million and other liabilities amounting to IDR 1,188,373 million.

Table of Other Liabilities

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Other Liabilities	25,365,319	16,861,260	8,504,059	50.44%

Received Loans

Loans Received at Bank Mandiri reached IDR52,810,689 million in 2020. This achievement decreased by IDR1,317,873 million or 2.43% from 2019 which reached IDR54,128,562 million. The decrease in loans received mainly came from loans received by third parties amounting to IDR1,501,080 million, which was offset by an increase in loans received by related parties of IDR183,207 million.

Table of Received Loans

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Related Parties	1,168,181	984,974	183,207	18.60%
Third Party	51,642,508	53,143,588	(1,501,080)	(2.82%)
Total Received Loans	52,810,689	54,128,562	(1,317,873)	(2.43%)

Loans and Subordinated Securities

Loans and Subordinated Securities at Bank Mandiri reached IDR650,966 million in 2020. This achievement decreased by IDR13,251 million or 1.99% from 2019 which reached IDR664,217 million. The decrease in borrowing and subordinated securities mainly originated from subordinated related party loans of IDR20,000 million, which was offset by an increase in third party subordinated loans of IDR6,578 million.



Table of Loans and Subordinated Securities

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Related Parties	107,750	127,750	(20,000)	(15.66%)
Third Party	543,873	537,295	6,578	1.22%
Deducted: Unamortized Publishing Fee	(657)	(828)	171	(20.65%)
Total Loans and Subordinated Securities	650,966	664,217	(13,251)	(1.99%)

Temporary Syirkah Funds

Temporary Syirkah funds at Bank Mandiri reached IDR84,270,554 million in 2020. This achievement increased by IDR808,324 million or 0.97% from 2019 which reached IDR83,462,230 million. The increase in temporary syirkah funds mainly came from temporary syirkah funds in the form of customer deposits of IDR708,265 million.

Table of Temporary Shirkah Fund

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Customer Deposits	83,724,468	83,016,203	708,265	0.85%
Deposits from Other Banks	546,086	446,027	100,059	22.43%
Total Temporary Shirkah Funds	84,270,554	83,462,230	808,324	0.97%

Customer Deposits

Customer Deposits at Bank Mandiri reached IDR83,724,468 million in 2020. This achievement has increased by IDR708,265 million or 0.85% from 2019 which reached IDR83,016,203 million. The increase in customer deposits mainly came from deposits from third party customers for savings - bound investment and non-binding investment - mudharabah amounting to IDR4,711,536 million, which was offset by a decrease in mudharabah deposits - unrestricted investment of IDR3,694,383 million.

Table of Customer Deposits

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Related Parties				
Demand Deposits - Bound Investments and Demand Deposits Mudharabah Musytarakah - Musytarakah	640,965	-	640,965	100.00%
Savings - Tied Investments and Mudharabah Savings - Unrestricted Investments	154,993	207,504	(52,511)	(25.31%)
Mudharabah Deposits - Unrestricted Investment	3,325,932	1,526,416	1,799,516	117.89%



(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Third party				
Demand Deposits - Bound Investments and Demand Deposits Mudharabah Musyarakah - Musyarakah	272,962	2,969,820	(2,696,858)	(90.81%)
Savings - Bound Investments And Unrestricted Investments - Mudharabah	39,177,458	34,465,922	4,711,536	13.67%
Mudharabah Deposits - Unrestricted Investment	40,152,158	43,846,541	(3,694,383)	(8.43%)
Total Customer Deposits	83,724,468	83,016,203	708,265	0.85%

Deposits from Other Banks

Deposits from other banks at Bank Mandiri reached IDR546,086 million in 2020. This achievement has increased by IDR100,059 million or 22.43% from 2019 which reached IDR446,027 million. The increase in deposits from other banks mainly came from mudharabah deposits - unrestricted investment amounting to IDR. 105,097 million, which was compensated by a decrease in mudharabah savings - unrestricted investment of IDR. 5,038 million.

Table of Deposits from Other Banks

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Mudharabah Saving – Unrestricted Investment Account	338,060	343,098	(5,038)	(1.47%)
Mudharabah Deposit – Unrestricted Investment Account	208,026	102,929	105,097	102.11%
Total Deposits from Other Banks	546,086	446,027	100,059	22.43%

Equity

Equity in Bank Mandiri reached IDR193,796,083 million in 2020. This achievement decreased by IDR15,238,442 million or 7.29% from 2019 which reached IDR209,034,525 million. The decrease in equity mainly came from retained earnings of IDR18,654,009 million.

Table of Equity

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Capital stock	11,666,667	11,666,667	0	0.00%
Additional Paid-in Capital	17,316,192	17,316,192	0	0.00%
Acquired and repossessed share capital (treasury shares)	(150,895)	-	(150,895)	100.00%
Exchange Differences Due to Translation of Financial Statements in Foreign Currencies	(116,030)	13,388	(129,418)	(966.67%)



(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Unrealized Net Gain/(Loss) from Increase/(Decrease) in Fair Value of Securities and Government Bonds Measured at Fair Value through Other Comprehensive Income After Deducting Deferred Tax	4,430,509	-	4,430,509	100.00%
Unrealized Net Gains/(Losses) from Increase/(Decrease) in Fair Value of Securities and Government Bonds Available For Sale After Deducting Deferred Tax	-	1,385,796	(1,385,796)	(100.00%)
Effective Portion of Cash Flow Hedging	(15,319)	(30,045)	14,726	(49.01%)
Net Difference in Fixed Asset Revaluation	30,309,583	30,306,255	3,328	0.01%
Gain/(Loss) on Net Defined Benefit Actuarial Program After Deducting Deferred Tax	1,067,143	653,489	413,654	63.30%
Other comprehensive income	85,052	85,052	0	0.00%
Difference in Transactions with Non-Controlling Parties	(106,001)	(106,001)	0	0.00%
Retain earning	124,656,051	143,310,060	(18,654,009)	(13.02%)
Non-Controlling Interest in the Net Assets of the Consolidated Subsidiaries	4,653,131	4,433,672	219,459	4.95%
Total Equity	193,796,083	209,034,525	(15,238,442)	(7.29%)

Capital Stock

Capital Stock in Bank Mandiri reached IDR11.666.667 million in 2020. The amount remained steadily from which in 2019 that also reached IDR11.666.667 million.

Additional Paid in Capital/Agio Capital

Additional Paid in Capital/Agio Capital in Bank Mandiri reached IDR17.316.192 million in 2020. The amount remained steadily from which in 2019 that also reached IDR17.316.192 million.

Share Capital Received and Returned (Treasury Shares)

The acquired and repossessed share capital (treasury shares) in Bank Mandiri reached (IDR150,895) million in 2020. This achievement has increased by (IDR150,895) million or 100.00% from 2019.

Difference in Exchange Due to The Description of Financial Statement in Foreign Currency

Exchange differences due to translation of financial statements in foreign currencies at Bank Mandiri reached (IDR. 116,030) million in 2020. This achievement decreased by IDR129,418 million or by 966.67% from 2019 which reached IDR13,388 million.

Net Profit/(Loss) Unrealized from The Increase/(Decrease) of Fair Value of Government Stocks and Bonds Available-For-Sale After Reduced by Deferred Tax

TAXUnrealized net gain/(loss) from the increase/(decrease) in fair value of securities and government bonds measured at fair value through other comprehensive income after deducting deferred tax at Bank Mandiri reached a gain of IDR4,430,509 million in 2020. Achievements this increased by IDR4,430,509 million or 100.00% from 2019.

Effective Portion of Cash Flow Hedge

The effective portion of cash flow hedging at Bank Mandiri reached (IDR. 15,319) million in 2020. This achievement increased by IDR. 14,726 million or by 49.01% from 2019 which reached (IDR. 30,045) million.

Net Difference of Fixed Assets Revaluation

The net difference in fixed asset revaluation at Bank Mandiri reached IDR30,309,583 million in 2020. This achievement has increased by IDR3,328 million or 0.01% from 2019 which reached IDR30,306,255 million.



Net Actuarial Profit of Defined Benefit Program After Reduced by Deferred Tax

Net gain on defined benefit actuarial program after deducting deferred tax at Bank Mandiri reached IDR1,067,143 million in 2020. This achievement increased by IDR.413,654 million or 63.30% from 2019 which reached IDR653,489.

Other Comprehensive Income

Other comprehensive income in Bank Mandiri reached IDR85.052 million in 2020. The amount has increased IDR85.052 million or 100,00% from which in 2019.

Difference of Transaction With Non-Controlling Party

Difference of transaction with non-controlling party in Bank Mandiri reached (IDR106.001) million in 2020. The amount has remained steadily from which in 2019 that also reached (IDR106.001) million.

Retained Earnings

The profit balance at Bank Mandiri reached IDR124,656,051 million in 2020. This achievement decreased by IDR18,654,009 million or 13.02% from 2019 which reached IDR143,310,060 million.

Non-Controlling Interest on Consolidated Net Asset Entity of Subsidiary

Non-controlling interests in the net assets of the consolidated subsidiaries in Bank Mandiri reached IDR4,653,131 million in 2020. This achievement increased by IDR.219,459 million or 4.95% from 2019 which reached IDR.4,433,672 million.

Consolidated Statement of Profit and Loss and Other Comprehensive Income

During 2020, Bank Mandiri managed to book a consolidated Net Profit of IDR17,119,253 million, a decrease of 37.71% from 2019 which reached IDR27,482,133 million.

Table of the Consolidated Summary of Profit and Loss and Other Comprehensive Income

(in IDR million)

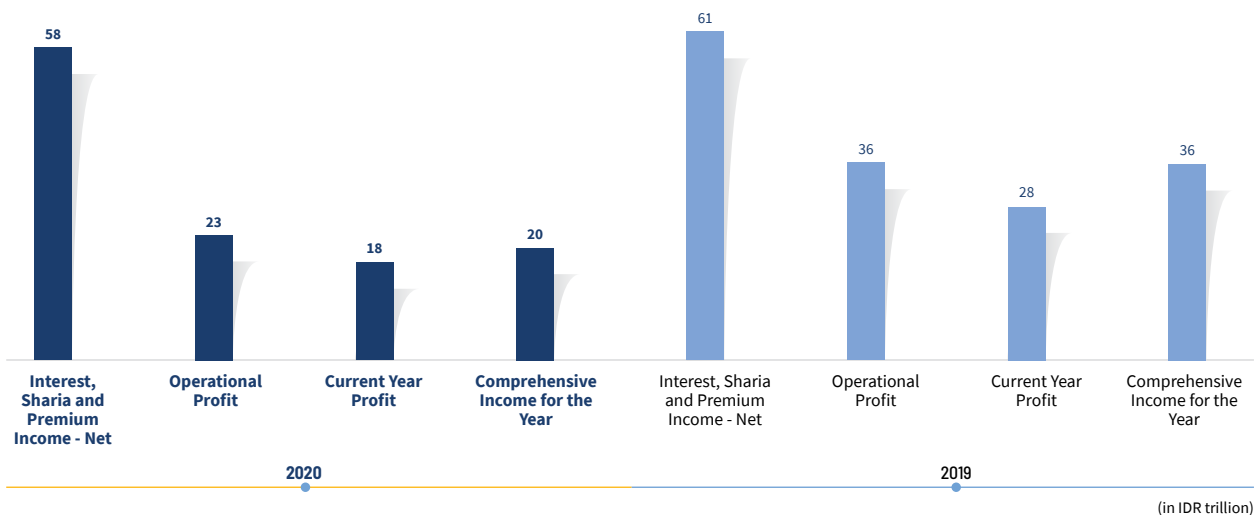
Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Operational Income and Expenses				
Interest Income and Sharia Income	87,321,117	91,525,090	(4,203,973)	(4.59%)
Interest Expenses and Sharia Expenses	(30,812,988)	(32,084,902)	1,271,914	(3.96%)
Interest Income and Sharia - Net	56,508,129	59,440,188	(2,932,059)	(4.93%)
Premium Income - Net	1,513,715	1,807,503	(293,788)	(16.25%)
Interest, Sharia and Premium Income - Net	58,021,844	61,247,691	(3,225,847)	(5.27%)
Other Operating Income	27,685,882	26,490,398	1,195,484	4.51%
Establishment of Allowance for Impairment Losses	(21,354,847)	(11,742,986)	(9,611,861)	81.85%
(Formation)/Reversal of Allowance for Estimated Losses on Commitments and Contingencies	(1,221,532)	(262,215)	(959,317)	365.85%
Establishment of Other Allowances	(319,766)	(67,262)	(252,504)	375.40%
Unrealized Gain/(Loss) from Increase/(Decrease) of Fair Value of Policyholder Investments in Unit-Link Contracts	12,487	8,205	4,282	52.19%
Profits from the Sale of Securities and Government Bonds	999,026	853,850	145,176	17.00%
Other Operating Expenses	(40,646,791)	(40,076,167)	(570,624)	1.42%



(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Operational Profit	23,176,303	36,451,514	(13,275,211)	(36.42%)
(Expenses)/Non-Operating Income - Net	121,738	(10,074)	131,812	(1.308.44%)
Income Before Tax Expenses and Non-Controlling Interests	23,298,041	36,441,440	(13,143,399)	(36.07%)
Tax Expense - Net	(5,652,417)	(7,985,848)	2,333,431	(29.22%)
Current Year Profit	17,645,624	28,455,592	(10,809,968)	(37.99%)
Other Comprehensive Income				
Items that will not be reclassified to profit or loss	421,428	4,252,631	(3,831,203)	(90.09%)
Items that will be reclassified to profit or loss	3,005,403	2,958,445	46,958	1.59%
Other Comprehensive Income/(Expenses) for the Year - After Income Tax	3,426,831	7,211,076	(3,784,245)	(52.48%)
Total Comprehensive Income for The Year	21,072,455	35,666,668	(14,594,213)	(40.92%)
Profit For The Year Attributable To:	17,645,624	28,455,592	(10,809,968)	(37.99%)
Parent Entity Owner	17,119,253	27,482,133	(10,362,880)	(37.71%)
Non-controlling interests	526,371	973,459	(447,088)	(45.93%)
Total comprehensive income for the year attributable to:	21,072,455	35,666,668	(14,594,213)	(40.92%)
Parent Entity Owner	20,466,256	34,655,095	(14,188,839)	(40.94%)
Non-controlling interests	606,199	1,011,573	(405,374)	(40.07%)
Profit Per Share (In Full Idr)	367,04	588,90	(222)	(37.67%)

Graph of Consolidated Statements of Profit and Loss and Comprehensive Income



Interest and Sharia Income - Net

Interest and Sharia - Net Income at Bank Mandiri reached IDR56,508,129 million in 2020. This achievement has decreased by IDR2,932,059 million or 4.93% from 2019 which reached IDR59,440,188 million. The decrease in interest income and sharia - net mainly came from interest income and sharia of IDR.4,203,973 million, which was offset by an increase in interest expense sharia of IDR1,271,914 million.



Table of Interest and Sharia Income - Net

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Interest Income	80,093,037	84,431,175	(4,338,138)	(5.14%)
Income Syariah	7,228,080	7,093,915	134,165	1.89%
Total Interest Income dan Income Syariah	87,321,117	91,525,090	(4,203,973)	(4.59%)
Interest Expense	(28,222,605)	(29,070,226)	847,621	(2.92%)
Expense Syariah	(2,590,383)	(3,014,676)	424,293	(14.07%)
Total Interest Expense dan Expense Syariah	(30,812,988)	(32,084,902)	1,271,914	(3.96%)
Interest and Sharia Income - Net	56,508,129	59,440,188	(2,932,059)	(4.93%)

Premium Income - Net

Premium Income - Net at Bank Mandiri reached IDR1,513,715 million in 2020. This achievement decreased by IDR293,788 million or 16.25% from 2019 which reached IDR1,807,503 million. The decrease in premium income - Net originated primarily from an increase in claim expenses of IDR2,070,498 million which was offset by an increase in premium income of IDR1,776,710 million.

Table of Premium Income - Net

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Premium Income	12,890,360	11,113,650	1,776,710	15.99%
Claim Expense	(11,376,645)	(9,306,147)	(2,070,498)	22.25%
Premium Income - Net	1,513,715	1,807,503	(293,788)	(16.25%)

Other Operating Income

Other Operating Income at Bank Mandiri reached IDR27,685,882 million in 2020. This achievement increased by IDR1,195,484 million or 4.51% from 2019 which reached IDR26,490,398 million. The increase in other operating income mainly came from other operating income - income from the net trading group of IDR.1,659,289 million and other operating income - others of IDR. 808,947 million, which was offset by a decrease from other operating income - other fees and commissions of IDR1,272,752 million.

Table of Other Operating Income

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Other Fees and Commissions	12,943,683	14,216,435	(1,272,752)	-8.95%
Income from Marketable Group - Net	5,530,909	3,871,620	1,659,289	42.86%
Others	9,211,290	8,402,343	808,947	9.63%
Total Other Operating Income	27,685,882	26,490,398	1,195,484	4.51%



Allowance for Impairment Loss

The formation of Allowance for Impairment Losses at Bank Mandiri reached IDR21,354,847 million in 2020. This achievement increased by IDR9,611,861 million or 81.85% from 2019 which reached IDR11,742,986 million. The increase in the allowance for impairment losses came primarily from loans amounting to IDR8,736,059 million.

Table of Allowance For Impairment Loss

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Current Account with Other Banks	(60,372)	(248)	(60,124)	24.243.55%
Placement with Other Banks	8,952	51	8,901	17.452.94%
Securities	(71,884)	11,701	(83,585)	(714.34%)
Other Receivables – Trade Transactions	(224,254)	262,928	(487,182)	(185.29%)
Loans	(20,204,192)	(11,468,133)	(8,736,059)	76.18%
Consumer Financing Receivables	(904,826)	(564,224)	(340,602)	60.37%
Net Investment in Leasing	(31,716)	(17,342)	(14,374)	82.89%
Acceptance Claims	143,471	65,114	78,357	120.34%
Equity Investment	(10,026)	(32,833)	22,807	(69.46%)
Allowance for Impairment Losses	(21,354,847)	(11,742,986)	(9,611,861)	81.85%

Formation of Other Allowances

The establishment of Other Allowances at Bank Mandiri reached IDR319,766 million in 2020. This achievement has increased by IDR252,504 million or 375.40% from 2019 which reached IDR67,262 million. The increase in the formation of other allowances mainly came from the increase in the formation of other allowances for loss of Operational risk - external fraud amounting to IDR143,447 million and the formation of other allowances - other assets amounting to IDR137,234 million.

Table of Formation of Other Allowances

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Estimated Losses Arising from Fraud	196	(17)	213	(1.252.94%)
Estimated Losses Arising from Legal Cases	38,465	810	37,655	4648.77%
Losses Arising from Operating Risk – External Fraud	(166,215)	(22,768)	(143,447)	630.04%
Losses Arising from Operating Risk – Internal Fraud	(33,660)	(28,339)	(5,321)	18.78%
Loss Operational risk - disruption of business activities and system failure	(1,510)	(1,455)	(55)	3.78%
Fines/sanctions	(14,769)	(9,722)	(5,047)	(51.91%)
Loss Operational risk - execution management, shipping & processing	(435)	(1,227)	792	(64.55%)
Losses of Other Operating Risks	(60)	-	(60)	(100.00%)
Others Asset	(141,778)	(4,544)	(137,234)	3020.11%
Other Allowance Formation	(319,766)	(67,262)	(252,504)	375.40%



Unrealized Gains/(Losses) from Increase/ (Decrease) in Fair Value of Government Bonds and Policyholders' Investment in Unit-Linked Contract

Unrealized Gains/(Losses) from the Increase/(Decrease) of Fair Value Investments of Unit-Link Policyholders at Bank Mandiri reached a profit of IDR12,487 million in 2020. This achievement has increased by IDR4,282 million or by 52.19 % from 2019 which reached a profit of IDR8,205 million.

Table of Unrealised Gains/(Losses) from an Increase/(Decrease) in the Fair Value of Marketable Securities, Government Bonds, and Policyholders' Investment in Unit-Link Contracts

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Changes in the Fair Value of Policyholders' Investment and an Increase/(Decrease) in the Liability Contract in Unit-Link Contracts	12,487	8,205	4,282	52.19%
Changes in the Fair Value of Policyholders' Investment	(479,249)	1,759	(481,008)	(27.345.54%)
Increase in the Liabilities under Unit-Link Contracts	479,249	(1,759)	481,008	(27.345.54%)
Others				
Unrealized Gains/(Losses) from Increase/ (Decrease) in Fair Value of Government Bonds and Policyholders' Investment in Unit-Linked Contract	12,487	8,205	4,282	52.19%

Profit on Sale of Government Stocks and Bonds

Profits from the sale of Securities and Government Bonds at Bank Mandiri reached IDR. 999,026 million in 2020. This achievement increased by IDR. 145,176 million or 17.00% from 2019 which reached IDR. 853,850 million. The increase in profits from the sale of securities and government bonds came from government bonds available for sale, amounted to IDR.207,959 million.

Table of Gains on Sale of Marketable Securities and Government Bonds

(in IDR million)

Description (1)	2020 (2)	2019 (3)	Growth	
			(IDR) (4) = (2)-(3)	(%) (5) = (4)/(3)
Available for Sale				
Securities	289,486	352,269	(62,783)	(17.82%)
Government Bond	709,540	501,581	207,959	41.46%
Gains on Sale of Marketable Securities and Government Bonds	999,026	853,850	145,176	17.00%

Others Operating Expense

Other Operating Expenses at Bank Mandiri reached IDR40,646,791 million in 2020. This achievement increased by IDR570,624 million or 1.42% from 2019 which reached IDR40,076,167 million. The increase in other operating expenses mainly came from salaries and allowances of IDR.549,387 million.



Table of Other Operating Expenses

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Salary and Allowance Expenses	(17,770,433)	(17,221,046)	(549,387)	3.19%
General and Administrative Expenses	(17,322,716)	(17,635,053)	312,337	(1.77%)
Others - Net	(5,553,642)	(5,220,068)	(333,574)	6.39%
Total Other Operating Expenses	(40,646,791)	(40,076,167)	(570,624)	1.42%

Non-Operating Income/(Expense)

Non-Operating Income/(Expenses) at Bank Mandiri reached IDR121,738 million in 2020. This achievement increased by IDR131,812 million or 1308.44% from 2019 which reached (IDR10,074) million. The increase in non-operating income mainly came from an increase in non-operating income - others amounting to IDR134,834 million.

Table of Non-Operating Income/(Expenses)

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Gains on Sale of Fixed Assets	9,507	12,529	(3,022)	(24.12%)
Miscellaneous - Net	112,231	(22,603)	134,834	(596.53%)
Non-Operating Income/(Expenses)	121,738	(10,074)	131,812	(1.308.44%)

Profit Before Tax Expenses and Non-Controlling Interests

Profit Before Tax Expenses and Non-Controlling Interests at Bank Mandiri reached IDR23,298,041 million in 2020. This achievement decreased by IDR13,143,399 million or 36.07% from 2019 which reached IDR36,441,440 million. The decrease in profit before tax expense and non-controlling interests mainly came from decrease operating profit of IDR13,275,211 million.

Table of Profit before Tax Expense and Non-Controlling Interests

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Operating Profit	23,176,303	36,451,514	(13,275,211)	(36.42%)
Non-Operating Income/(Expenses)	121,738	(10,074)	131,812	(1.308.44%)
Profit before Tax Expense and Non-Controlling Interests	23,298,041	36,441,440	(13,143,399)	(36.07%)

Tax Expense

Tax Expenses at Bank Mandiri reached IDR5,652,417 million in 2020. This achievement decreased by IDR2,333,431 million or 29.22% from 2019 which reached IDR7,985,848 million. The decrease in tax expense originated primarily from a decrease in current tax expense for the current year of Rp2,398,560 million, which was offset by an increase in deferred tax expense of IDR90,734 million.



Table of Tax Expense

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Current Tax				
Current Year	(5.035.377)	(7.433.937)	2.398.560	(32,27%)
Previous Year	(175.592)	(201.197)	25.605	(12,73%)
Deferred Tax	(441.448)	(350.714)	(90.734)	25,87%
Tax Expense - Net	(5.652.417)	(7.985.848)	2.333.431	(29,22%)

Current Year Profit

Profit for the Year at Bank Mandiri reached IDR17,645,624 million in 2020. This achievement decreased by IDR10,809,968 million or 37.99% from 2019 which reached IDR28,455,592 million. The decrease in profit for the year came primarily from decrease profit before tax expense and non-controlling interests of IDR13,143,399 million.

Table of the Profit for the Current Year

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Profit before Tax Expense and Non-Controlling Interests	23,298,041	36,441,440	(13,143,399)	(36.07%)
Tax Expense - Net	(5,652,417)	(7,985,848)	2,333,431	(29.22%)
Profit for the Current Year	17,645,624	28,455,592	(10,809,968)	(37.99%)

Other Comprehensive Income/(Expense)

Other Comprehensive Income/(Expenses) at Bank Mandiri reached IDR3,426,831 million in 2020. This achievement decreased by IDR3,784,245 million or 52.48% from 2019 which reached IDR7,211,076 million. The decrease in other comprehensive income mainly resulted from a decrease in gain on revaluation of fixed assets of IDR3,867,620 and a change in fair value of financial assets classified as available for sale of IDR3,819,305 million, which was compensated by an increase in changes in fair value of financial assets classified as fair value through other comprehensive income of IDR3,776,631 million.

Table of Other Comprehensive Income

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Posts that would not be reclassified to profit or loss				
Benefits of Fixed Asset Revaluation	3,328	3,870,948	(3,867,620)	(99.91%)
Defined Benefit Program Actuarial Benefits	507,207	368,663	138,544	37.58%
Income Tax Related to Items That would Not Be Reclassified to Profit and Loss	(89,107)	(72,032)	(17,075)	23.70%
Others	-	85,052	(85,052)	(100.00%)
Total Posts That Would Not Be Reclassified to Profit and Loss	421,428	4,252,631	(3,831,203)	(90.09%)



(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Posts that would be reclassified to profit or loss				
Adjustments Due to Translation of Financial Statements in Foreign Currencies	(129,324)	(100,228)	(29,096)	29.03%
Changes in Fair Value of Financial Assets in Fair Value Groups through Other Comprehensive Income	3,776,631	-	3,776,631	-
Changes in Fair Value of Financial Assets Available For Sale		3,819,305	(3,819,305)	(100.00%)
The effective portion of cash flow hedges	37,019	(34,028)	71,047	(208.79%)
Income Tax Related to Items That Will Be Reclassified to Profit and Loss	(678,923)	(726,604)	47,681	(6.56%)
Total Posts That would Be Reclassified to Profit and Loss	3,005,403	2,958,445	46,958	1.59%
Other Comprehensive Income/(Expenses) for the Year - After Income Tax	3,426,831	7,211,076	(3,784,245)	(52.48%)

Atributable Comprehensive Profit and Income

Attribution of Profit and Comprehensive Income for the Year at Bank Mandiri reached IDR21,072,455 million in 2020. This achievement has decreased by IDR14,594,213 million or 40.92% from 2019 which reached IDR35,666,668 million. The decrease in profit and comprehensive income for the year attributed primarily decrease to comprehensive income for the year attributable to owners of the parent company amounting to IDR14,188,839 million.

Table of Profit Attribution

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Owner of Parent Company	17,119,253	27,482,133	(10,362,880)	(37.71%)
Non-Controlling Interests	526,371	973,459	(447,088)	(45.93%)
Profit for the Current Year Attributable	17,645,624	28,455,592	(10,809,968)	(37.99%)
Owner of Parent Company	20,466,256	34,655,095	(14,188,839)	(40.94%)
Non-Controlling Interests	606,199	1,011,573	(405,374)	(40.07%)
Comprehensive Income for the Current Year Attributable	21,072,455	35,666,668	(14,594,213)	(40.92%)

Earning Per Share

Earnings per share at Bank Mandiri reached IDR367.04 in 2020. This achievement has decreased from 2019 which reached IDR588.90. The decrease in earnings per share originated from the decrease in earnings attributable to owners of the parent company.



Table of Earning Per Share

(in full IDR)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Basic	367,04	588,90	(222)	(37.67%)
Diluted	367,04	588,90	(222)	(37.67%)

Consolidated Cash Flow Reports

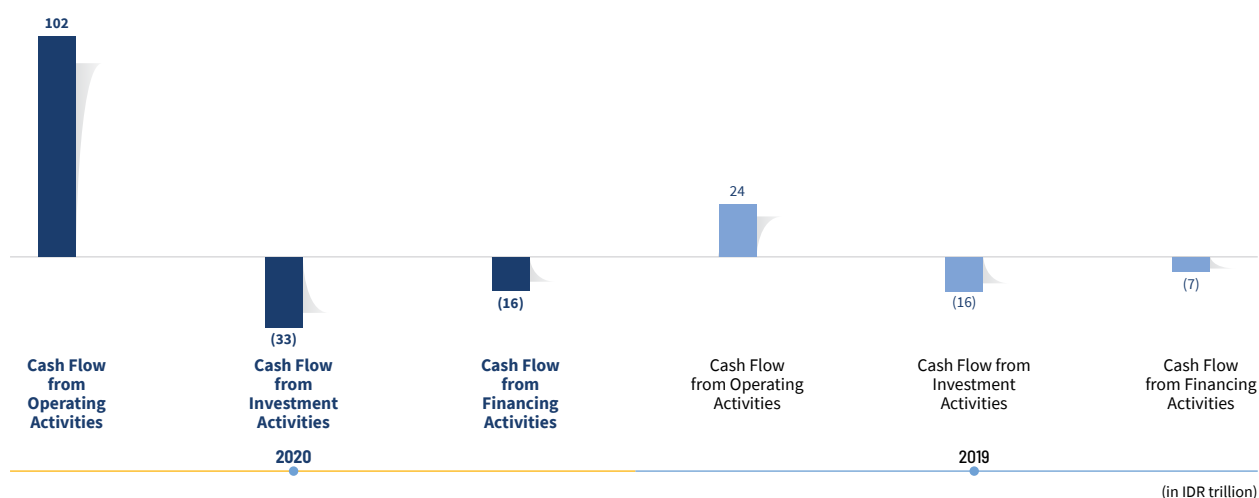
With strong operating cash flow, Bank Mandiri is in a solid position to grow in the future. This is reflected in the disclosures in cash flow as follows:

Table of Cash Flow

(in IDR million)

Description	2020	2019	Growth	
			(IDR)	(%)
(1)	(2)	(3)	(4) = (2)-(3)	(5) = (4)/(3)
Cash Flows from Operational Activities				
Net Cash Obtained/(Used in) from Operational Activities	102,060,837	23,967,890	78,092,947	325.82%
Cash Flows from Investment Activities				
Net Cash Used in Investing Activities	(33,313,371)	(16,251,888)	(17,061,483)	104.98%
Cash Flows from Funding Activities				
Net Cash Provided by/(used for) Financing Activities	(16,468,363)	(6,872,016)	(9,596,347)	139.64%
Net Increase/(Decrease) in Cash and Cash Equivalents	52,279,103	843,986	51,435,117	6.094.31%
The Impact of Changes in Exchange Differences on Cash and Cash Equivalents	1,292,731	(1,728,922)	3,021,653	(174.77%)
Cash and Cash Equivalents at the Beginning of the Year	123,792,750	124,677,686	(884,936)	(0.71%)
Cash and Cash Equivalents at the End of the Year	177,364,584	123,792,750	53,571,834	43.28%

Cash Flow Statement Graph





Cash Flow from Operating Activities

Cash flow from Operational activities at Bank Mandiri reached IDR102,060,837 million in 2020. This achievement increased by IDR78,092,947 million or 325.82% from 2019 which reached IDR23,967,890 million. This increase was primarily derived from a decrease in loans amounting to IDR101,984,626 million.

Cash Flow from Investment Activities

Cash flow from investing activities at Bank Mandiri reached (IDR 33,313,371) million in 2020. This achievement decreased by IDR 17,061,483 million or 104.98% from 2019 which reached (IDR 16,251,888) million. This decrease was primarily due to a decrease in purchases of Government Bonds - apart from Measured on Fair Value through Profit and Loss of IDR 15,037,286 million.

Cash Flow from Financing Activities

Cash flow from financing activities at Bank Mandiri reached (IDR 16,468,363) million in 2020. This achievement decreased by IDR 9,596,347 million or 139.64% from 2019 which reached (IDR 6,872,016) million. The decline was primarily derived from a decrease in Issued Securities by IDR 7,658,121 million.

Ability to Pay Debt and Collectibility in Receivables

Ability to Pay Debt

The ability to pay debt is reflected in the Bank's liquidity and solvency. With regard to bonds issued, the ability to pay debts is reflected in the smooth payment of interest and the ranking of bonds.

The Ability to Pay Short-Term Debt (Bank Liquidity)

In order to encourage the strengthening of the banking intermediation function in the real sector in accordance with the capacity and target of economic growth while maintaining the principle of prudence, Bank Indonesia made improvements to the Macroprudential Intermediation Ratio (RIM) in accordance with Bank Indonesia Regulation No. 21/12/PBI/2019 dated November 26, 2019. RIM is the ratio of the results of the comparison between credit extended to third parties (excluding loans to other banks) and corporate securities owned by banks to TPF (excluding interbank funds), securities issued by the bank and loans received by the bank.

Based on PADG Number 22/11/PADG/2020, there is an adjustment of the lower disincentive parameter and the upper disincentive parameter used in fulfilling RIM's current account to 0 (zero) for a period of 1 (one) year, from May 1, 2020 to April 30, 2021. As of December 2020, RIM for Bank Mandiri was 80.84% (bank only), according to PADG Number 22/11/PADG/2020, RIM's limit was not valid from May 1, 2020 to April 30, 2021.

Bank Mandiri's liquidity adequacy can be seen from the Liquidity Coverage Ratio, Net Stable Funding Ratio and Liquidity Reserves. Liquidity Coverage Ratio (LCR) is the ratio between High Quality Liquid Assets (HQLA) and the estimated total net cash outflow (net cash outflow) for the next 30 (thirty) days in a crisis scenario. LCR aims to increase the short-term liquidity resilience of banks in crisis conditions. In December 2020, Bank Mandiri's LCR reached 217.53% (bank only) and 207,84% (consolidated), above the regulation stipulating that LCR compliance is at least 100%.

Another indicator used by Bank Mandiri to measure liquidity adequacy can be seen from the Net Stable Funding Ratio (NSFR). Net Stable Funding Ratio (NSFR) is the ratio between the available stable funding (Available Stable Funding) and the required stable funding (Required Stable Funding). As of December 2020, Bank Mandiri's NSFR reached 126.10% (Bank Only) and 125.15% (consolidated), above the Regulator's stipulation that NSFR compliance was at least 100%.

Liquidity reserves were liquid assets above the reserve requirement with the function of fulfilling unscheduled liquidity needs. In managing liquidity reserves, Bank Mandiri had a limit in the form of a safety level limit, which was a projection of liquidity reserves for the next 1 (one) month. As of December 2020, the Bank's liquidity reserves were above safety level.

The Ability to Pay Long-Term Debt (Bank Solvability)

Bank Mandiri's Capital Adequacy Ratio (CAR) is the ratio of capital to risk-weighted assets (RWA) in 2020 of 19.90% (bank only), a decrease compared to the 2019 capital adequacy ratio of 21, 38% (bank only). This ratio shows that Bank Mandiri's solvency is still good because it has exceeded the minimum CAR ratio requirements of the Regulator so that it can meet credit risk, market risk and operational risk.

Ability to Pay Debt from Securities Issued

The ability to pay debt can be reflected by the ratings of stocks issued by Bank Mandiri and subsidiaries such as bonds, Medium Term Note (MTN) and Global Bond. Stocks issued are regularly assessed by rating agency to support the feasibility. The quality of stock heavily depends on the ability of the issuing company to pay stocks on their maturity dates and the ability to pay interest or coupon during the issuance period of the stocks.

Bonds and MTN issued are listed in Indonesia Stock Exchange; Bank Mandiri and subsidiary use Pefindo and Fitch Rating Indonesia as rating agencies. Global Bonds (Euro Medium Term note/EMNT) are issued and listed in Singapore Stock Exchange and offered to investors in the United States area by complying the regulation S based on US Securities Act.



Table of Ability to Pay Debt of Securities issued

Description	Rank	
	2020	2019
Bond		
Bank Mandiri Sustainable Bonds I Phase I 2016	idAAA oleh Pefindo	idAAA oleh Pefindo
Bank Mandiri Sustainable Bonds I Phase II Year 2017	idAAA oleh Pefindo	idAAA oleh Pefindo
Bank Mandiri Sustainable Bonds I Phase III 2018	idAAA oleh Pefindo	idAAA oleh Pefindo
Bank Mandiri Sustainable Bonds II Phase I 2020	idAAA oleh Pefindo	-
Medium Term Notes (MTN)		
Bank Mandiri Subordinated I Medium Term Notes (MTN) Year 2018 (Mandiri Subordinated MTN)	idAAA oleh Pefindo	idAAA oleh Pefindo
Global Bond		
Bank Mandiri's Euro Medium Term Notes (EMTN) 2019	Baa2 oleh Moody's BBB- oleh Fitch Ratings	Baa2 oleh Moody's BBB- oleh Fitch Ratings
Bank Mandiri's Euro Medium Term Notes (EMTN) 2020	Baa2 oleh Moody's BBB- oleh Fitch Ratings	-

Table of Ranking Meaning Issued Securities

Rating Agency	Rating	Rating Meaning
Pefindo Rating	idAAA	Has superior capacity in long-term financial commitments compared to other obligors.
	idAA	Only slightly different from idAAA, the idAA level means it has a very strong capacity in long-term financial commitments compared to other Indonesian obligors.
Moody's Rating	Baa2	A rating that describes bonds with moderate risk and therefore has speculative characteristics.
Fitch Rating Indonesia	BBB	Included in the category of medium quality investment rating-medium risk which is currently in satisfactory condition.
	AA (idn)	Demonstrate expectations of a very low default risk relative to other issuers or debt securities in Indonesia. Credit risk is only slightly different from issuers or debt securities that have the highest rank in Indonesia.
Plus sign (+)		A certain ranking indicates that the ranking is relatively strong in each rating category.
Minus sign (-)		Certain ranks indicate that the rank is relatively weak in each rating category.
(sy)		Means the rank mandates Islamic principles.

Bank Rentability

Bank Mandiri's consolidated profitability is measured through the following ratios.

Table of Bank Rentability Ratio

Description	(Bank Only, in %)		
	2020	2019	2018
Return on Equity (ROE)	9.36	15.08	16.23
Return on Assets (ROA)	1.64	3.03	3.17
Net Interest Margin (NIM)	4.48	5.46	5.52
Cost Efficiency Ratio (CER)	45.72	42.76	44.35
Operating Expense to Operating Income (BOPO)	80.03	67.44	66.48



Bank Mandiri's Return on Equity (RoE) until 2020 reached 9.36% with Return on Assets (RoA) reaching 1.64%, while Net Interest Margin (NIM) reached 4.48% due to decreased interest income from loans along with the weakening of credit that occurred during the COVID-19 pandemic and the implementation of the credit restructuring program as an effort to improve debtors who had the potential to experience difficulties in fulfilling their obligations.

In addition, in the face of a declining NIM in banking, Bank Mandiri had prioritized the use of fees for initiatives that provide value added and support business growth in the midst of the COVID-19 pandemic which had an impact on company performance, resulting in a bank only efficiency ratio (Cost Efficiency Ratio). CER increased to 45.72% and the ratio of Operating Expenses and Operating Income (BOPO) also increased by 80.03%.

Bank Due Collectibility

The smooth flow of credit payments is reflected in the collectibility of the Bank's receivables. Loans that have been disbursed and their collectibility classifications are presented as follows.

Table of Bank Credit Collectibility

(Bank Only, in IDR billion)

Description	2020	2019	2018	2017	2016
Current	701,951	734,848	669,875	596,828	548,208
Special Mention	36,796	38,664	29,048	25,195	21,020
Substandard	2,066	3,373	3,717	6,046	9,263
Doubtful	938	3,533	1,922	3,663	2,150
Loss	21,852	11,933	14,405	12,525	12,028
Credit	763,603	792,351	718,967	644,257	592,669
NPL	24,856	18,839	20,044	22,234	23,441
NPL (%)	3.26%	2.39%	2.79%	3.45%	3.96%

Facing the COVID-19 pandemic that had been happening since early 2020, the Bank's NPL in 2020 increased by 87 bps to 3.26% when compared to 2019 by 2.39%. To keep NPL within the Company Budget Work Plan (CBWP) target (3.59%) set by the Bank, various strategic initiatives focused on during 2020, including through the implementation of restructuring for debtors affected by COVID-19, close monitoring of new loans, improving portfolio mix towards a healthier sector growth, gradual improvement of asset quality, improvement of infrastructure and business processes, enhancement of human resource capabilities in the credit sector, and improvement of policies and procedures.

In an effort to prevent an increase in NPL (early warning signal), Bank Mandiri monitored credit quality through a watchlist mechanism to analyze debtor conditions using a number of parameters based on 3 (three) pillars (Business Prospects, Debtor Performance, and Ability to Pay). In order for the debtor watchlist analysis to be comprehensive and precise, the Bank periodically reviewed the watchlist parameters based on lessons learned from debtors with high risk potential or based on the latest evaluation of credit quality portfolio developments.

The watchlist mechanism was also strengthened by the existence of a "suspect watchlist" which was an indicative list of potential watchlist debtors. The suspect watchlist was compiled through on-desk analysis based on several mandatory parameters, for further refining the watchlist analysis individually by each debtor manager. Thus, account

strategy was determined early that was more appropriate to anticipate the existence of a non-performing loan.

Bank Mandiri regulates the credit provisions that must be avoided as an effort to minimize the amount of bad loans, which include the following:

1. Loans that is used to finance businesses that are speculative, gambling, pornographic, contrary to the norms of decency, narcotics and sectors that are prohibited by regulators and other laws and regulations.
2. Loans provided without sufficient financial information, except for small loans can be adjusted as needed by the Bank.
3. Loans that require special expertise not owned by the Bank.
4. Loans to non-performing and/or bad debtors at other banks or other creditors, and loans guaranteed by individual guarantors/ guarantors that have been included in the list of problem loans at other Banks or black/bad lists of Bank Indonesia or Bank negative lists, except those concerned considered cooperative, good character and the cause of nonperforming or non-performing loans due to factors that can be believed not to conflict with Bank regulations and Regulator regulations including due to bad economic conditions or natural disasters.
5. Loans for companies whose managers/owners are listed on the black list, SLIK bad loans and checklist (prevent and prevent), or commit disgraceful acts in the banking sector.



6. Loans for political parties, political organizations and for political activities.
7. Loans to individuals with diplomatic immunity, or their management having diplomatic immunity.
8. Loans for the production, trade, shipping and import of weapons outside the business entity/official institution that gets a special permit/special legality from the government.
9. Loans for projects or businesses that significantly harm the environment.
10. Loans that are not in accordance with applicable legal provisions.

Credit Quality Monitoring in Covid-19 Pandemic Condition

In order to support the government's efforts to maintain economic stability, the Bank had prepared a credit restructuring policy for debtors affected by COVID-19 through a Credit Procedure Memorandum regarding the National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of COVID-19 which was enforced on March 16, 2020.

The policy had stipulated criteria for debtors and business sectors affected by COVID-19 that could be restructured. Relaxation was carried out specifically for debtors and sectors affected by COVID-19 with reference to POJK 48/2020 (as an adjustment to POJK 11/2020), Regulation of the Coordinating Minister for the Economy 6/2020, Regulation of the Minister of Finance regarding Fund Placement in the Context of Implementing the National Economic Recovery Program (NER), including the mechanism for Placing State Money in Commercial Banks, Providing Interest Subsidy/Margin Subsidy for Credit/Financing for Micro, Small and Medium Enterprises in the Context of Supporting the Implementation of the PEN Program and Government Guarantee through the Guarantee Business Entity Designated in the Context of Implementing the PEN Program, and etc as well as following good governance (GCG).

Credit decision making using a restructuring scheme was carried out using the four eyes principle involving the Business Unit/Credit Recovery Unit and the Risk Unit to maintain prudential principles and to continuously monitor credit through:

1. Watchlist analysis of all debtors, especially debtor entities that were in the business sector affected by COVID-19 with reference to POJK 48/2020 (as an adjustment to POJK 11/2020) and the Bank's internal regulations. The output watchlist for debtors that had the potential to experience a decline in performance was accompanied by an action plan that was monitored for its implementation on an ongoing basis.
2. Control of credit disbursement for debtors who were experiencing credit restructuring (especially those through the National Economic Stimulus scheme POJK 48/2020 [as an adjustment to POJK 11/2020]) so that the restructuring objectives could be achieved efficiently.
3. Stress testing scenarios involved aspects of the COVID-19 pandemic condition as a support for judgmental decision making.

4. Implementation of post facto review of restructuring debtors affected by COVID-19 to avoid moral hazard and minimize the risk of improperly targeted restructuring

The Bank always reviewed the implementation of the credit monitoring mechanism in the midst of the COVID-19 Pandemic so that adjustments could be made at the first opportunity when conditions change for the COVID-19 Pandemic by referring to applicable government and regulatory regulations.

Risk Management Capital Structure and Practice

Capital Structure

Management Policy for Capital Structure and Its Basis of Selection

Bank Mandiri's policies regarding capital are prepared to ensure the fulfillment of the Bank's liquidity requirements as determined by changes in legislation and to ensure the ability of Bank Mandiri to develop sustainable businesses based on an analysis of economic aspects globally and nationally. The capital policy is part of the Bank's Business Plan prepared by the Directors and approved by the Board of Commissioners.

Capital Structure Details

In accordance with OJK regulations, Bank Mandiri's capital structure consists of Core Capital (Tier 1) and Complementary Capital (Tier 2).

Core Capital

Core Capital (Tier 1) mainly comes from:

1. Paid in capital
2. Other comprehensive income consisting of:
 - a. Difference in translation of financial statements
 - b. Changes in the fair value of financial assets in the group of available for sale
 - c. Surplus revaluation surplus
3. Other additional capital reserves consisting of:
 - a. Agio
 - b. General backup
 - c. Previous year's profits
 - d. Walking profit
 - e. Non Productive PPA Assets that should be provided
4. Calculated non-controlling interests (for consolidated capital)
5. Deduction of main core capital consisting of:
 - a. Deferred tax calculation
 - b. Goodwill
 - c. Intangible assets
 - d. Calculated inclusion
 - e. Securitization exposure



Complete Capital

Supplementary Capital (Tier 2) mainly originates from PPA general reserves for productive assets that must be formed and subordinated loans.

Table of Bank Mandiri's Capital Structure Years 2017-2019

(in IDR million)

Component of Capital	2020	2019	2018
Capital:			
Core Capital	155,646,179	179,161,161	158,442,446
Supplementary Capital	9,011,176	9,667,098	9,115,536
Total capital for credit risk, operational risk, and market risks	164,657,355	188,828,259	167,557,982
Risk-Weighted Assets for Credit Risk	688,150,152	731,563,854	677,717,804
Risk-Weighted Assets for Operational Risk	128,716,464	123,291,988	115,067,839
Risk-Weighted Assets for Operational Market Risk	10,594,562	28,049,779	6,449,454
Total Risk-Weighted for credit risk, operational risk, and market risks	827,461,178	882,905,621	799,235,097

Table of Capital Adequacy Ratio

(in %)

Description	2020	2019	2018
CAR for Core Capital	18.81	20.29	19.82
CAR for Credit Risk	23.93	25.81	24.72
CAR for Credit and Operational Risks	20.16	22.09	21.14
CAR for Credit and Market Risks	23.56	24.86	24.49
CAR for Credit, Operational, and Market Risks	19.90	21.39	20.96
Minimum CAR for Core Capital	6.00	6.00	6.00
Minimum CAR Based on the Risk Profile	9.83	9.59	9.56

Capital Adequacy and Implementation of Basel II And III

Bank Mandiri's capital has referred to BI and OJK regulations (Basel II and Basel III), namely:

- Pillar 1 (one), in calculating capital adequacy for credit risk, market risk and operational risk.
- Pillar 2 (two) Basel II or better known as the Internal Capital Adequacy Assessment Process (ICAAP) approach. ICAAP includes determining risk appetite, overall risk assessment, capital planning, and bank-wide stress testing.

The method used to calculate capital adequacy, Bank Mandiri uses the Basel II Standardized Approach for credit risk and includes the External Rating component, as well as simulating an Internal Ratings-Based Approach. As for market risk, the Bank uses the

Basel II Standardized Measurement Method, and also uses the Internal Value at Risk measurement method. For operational risk, the Bank refers to the Basel II Basic Indicator Approach.

In Calculating capital adequacy, Bank Mandiri use the implementation of Basel III in Indonesia, Bank Mandiri has also reported the fulfillment of Liquidity Coverage Ratio (LCR) on a monthly basis, and conducted the trial calculation of the Net Stable Funding Ratio (NSFR) and Leverage Ratio (LR) quarterly in terms with FSA regulations. Bank Mandiri has implemented the implementation of Basel III referring to Basel documentation, regulation, and initiative issued by the FSA.

- Referring to SE OJK No.42/SEOJK.03/2016 concerning Guidelines for Calculating RWA for Credit Risk Using a Standardized Approach.
- Referring to SE OJK No.38/SEOJK.03/2016 concerning Guidelines for Using Standard Methods in Calculating the Minimum Capital Requirement for Commercial Banks by Taking Market Risk into account.
- Referring to SE OJK No.42/SEOJK.03/2016 concerning Guidelines for Calculating RWA for Credit Risk Using a Standardized Approach.

- Referring to OJK Regulation No.42/POJK.03/2015 concerning the Obligation to Fulfill the Liquidity Coverage Ratio (Liquidity Coverage Ratio) for Commercial Banks
- Referring to OJK Regulation No.42/POJK.03/2015 concerning the Obligation to Fulfill the Liquidity Coverage Ratio (Liquidity Coverage Ratio) for Commercial Banks
- Among others, OJK Regulation No.31/POJK.03/2019 concerning Obligation to Fulfill the Leverage Ratio for Commercial Banks.



Table of 1.a Quantitative Disclosure of Bank Mandiri's Capital Structure

(in IDR million)

	December 31, 2020		December 31, 2019	
	Bank	Consolidation	Bank	Consolidation
I Core Capital (Tier 1)	155,646,179	172,584,551	179,161,161	194,621,334
1 Core Capital/Common Equity Tier 1 (CET)	155,646,179	172,584,551	179,161,161	194,621,334
1.1 Paid Up Capital (After deduction with Treasury Stock)	11,657,817	11,657,817	11,666,667	11,666,667
1.2 Supplementary factors	162,645,967	176,244,486	181,778,836	192,104,205
1.2.1 Faktor Penambah	163,266,387	176,867,583	182,296,409	192,623,690
1.2.1.1 Other Comprehensive Income	34,264,570	35,037,385	31,258,362	31,997,438
1.2.1.1.1 The excess of financial statement translation	-	190,177	-	180,931
1.2.1.1.2 The potential benefit from an increase in the fair value of the permanent asset revaluation surplus balance	4,350,673	4,537,625	1,347,793	1,510,252
1.2.1.1.3 The balance of revaluation surplus	29,913,897	30,309,583	29,910,569	30,306,255
1.2.1.2 Other disclosed capital reserves	129,001,817	141,830,198	151,038,047	160,626,252
1.2.1.2.1 Agio	17,334,263	17,174,147	17,476,308	17,316,192
1.2.1.2.2 General reserves	2,333,333	2,333,333	2,333,333	2,333,333
1.2.1.2.3 Prior years profit	95,178,902	105,203,465	105,778,426	113,494,594
1.2.1.2.4 Profit for the year	14,155,319	17,119,253	25,449,980	27,482,133
1.2.1.2.5 Capital paid in advance	-	-	-	-
1.2.1.2.6 Others	-	-	-	-
1.2.2 Reduction factors	(620,420)	(623,097)	(517,573)	(519,485)
1.2.2.1 Other Comprehensive Income	(306,208)	(306,208)	(184,883)	(184,883)
1.2.2.1.1 Less difference of financial statement translation	(306,208)	(306,208)	(167,543)	(167,543)
1.2.2.1.2 Potential loss from the increase on fair value of financial assets in available for sale category	-	-	(17,340)	(17,340)
1.2.2.2 Other disclosed capital reserves	(314,212)	(316,889)	(332,690)	(334,602)
1.2.2.2.1 Disagio	-	-	-	-
1.2.2.2.2 Prior years loss	-	-	-	-
1.2.2.2.3 Loss for the year	-	-	-	-
1.2.2.2.4 Less difference between PPA and CKPN on productive assets	-	-	-	-
1.2.2.2.5 Less difference of amount of fair value adjustment from the financial instruments in Trading Book	-	-	-	-
1.2.2.2.6 PPA non-productive assets that should be provided	(314,212)	(316,889)	(332,690)	(334,602)
1.2.2.2.7 Others	-	-	-	-
1.3 Non-controlling interests that can be taken into account	-	1,636,380	-	1,258,072
1.4 Reduction factors of core capital	(18,657,605)	(16,954,132)	(14,284,342)	(10,407,610)
1.4.1 Deferred taxes calculation	(6,697,667)	(7,549,151)	(3,350,632)	(3,887,103)
1.4.2 Goodwill	-	(482,091)	-	(117,741)
1.4.3 The whole other intangible assets	(3,151,218)	(3,723,815)	(2,680,603)	(2,888,703)
1.4.4 Investments that taken into account as a reduction	(8,808,720)	(5,199,075)	(8,253,107)	(3,514,063)
1.4.5 Lack of capital in insurance subsidiaries	-	-	-	-
1.4.6 Securitization exposures	-	-	-	-
1.4.7 Other reduction factors of core capital	-	-	-	-
1.4.7.1 Placement of funds on the instrument AT 1 and/or Tier 2 in other banks	-	-	-	-
1.4.7.2 Cross-ownership on other entities acquired by the transition because of the law, grants, or grants will	-	-	-	-
2 Additional Tier 1 (AT 1) Capital	-	-	-	-
2.1 Instruments that meet the requirements of AT 1	-	-	-	-
2.2 Agio/Disagio	-	-	-	-
2.3 Deduction Factor of Tambaha Core Capital	-	-	-	-
2.3.1 Placement of funds in AT 1 and / or Tier 2 instruments with other banks	-	-	-	-
2.3.2 Cross-ownership in another entity that is obtained by virtue of a legal transfer, grant or will grant	-	-	-	-
II Supplementary Capital (Tier 2)	9,011,176	10,303,613	9,667,098	10,938,559



(in IDR million)

	December 31, 2020		December 31, 2019	
	Bank	Consolidation	Bank	Consolidation
1 Capital instruments in the form of shares or others that meet Tier 2 requirements	409,299	628,049	522,550	816,300
2 Agio/Disagio	-	-	-	-
3 General reserves for PPA for productive assets that must be formed (maximum 1.25% Credit Risk RWA)	8,601,877	9,675,564	9,144,548	10,122,259
4 Deduction Factors for Supplementary Capital	-	-	-	-
4.1 Sinking Fund	-	-	-	-
4.2 Investments in Tier 2 instruments with other banks	-	-	-	-
4.3 Cross-ownership in another entity that is obtained by virtue of a legal transfer, grant or will grant	-	-	-	-
III TOTAL CAPITAL (I+II)	164,657,355	182,888,164	188,828,259	205,559,893

Table 1.a Quantitative Disclosure of Bank Mandiri's Capital Structure

	December 31, 2020		December 31, 2019			December 31, 2020		December 31, 2019	
	Bank	Consolidation	Bank	Consolidation		Bank	Consolidation	Bank	Consolidation
Risk Weighted Assets (ATMR)					KPMM Ratio				
Credit Risk ATMR	688,150,152	774,045,118	731,563,854	809,780,687	Ratio CET 1 (%)	18.81%	18.38%	20.29%	19.79%
Market Risk ATMR	10,594,562	10,912,070	28,049,779	28,490,405	Ratio Tier 1 (%)	18.81%	18.38%	20.29%	19.79%
Operational Riskl ATMR	128,716,464	153,953,536	123,291,988	145,116,015	Ratio Tier 2 (%)	1.09%	1.10%	1.10%	1.11%
Total ATMR	827,461,178	938,910,724	882,905,621	983,387,107	Ratio KPMM (%)	19.90%	19.48%	21.39%	20.90%
KPMM Ratio according to the Risk Profile	9.83%	9.81%	9.59%	9.60%	Cet 1 fot Buffer	10.07%	9.67%	11.80%	11.30%
Allocation of KPMM Fulfillment	-	-	-	-	The percentage of buffer that must be fulfilled by the bank	-	-	-	-
Dari CET1	8.74%	8.71%	8.49%	8.49%	Capital conservation buffer (2,5% dari ATMR) (%)	0.00%	0.00%	2.500%	2.500%
From AT1	0.00%	0.00%	0.00%	0.00%	Countercyclical buffer (0% - 2,5% dari ATMR) (%)	0.00%	0.00%	0.00%	0.00%
From Tier 2	1.09%	1.10%	1.10%	1.11%	Capital surcharge (1% - 2,5% dari ATMR) (%)	2.50%	2.50%	2.500%	2.500%

Risk Management Practices

There are 8 (eight) risk profiles managed by Bank Mandiri as Banks and 10 (ten) risk profiles managed by Bank as financial conglomerates, namely credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk, compliance risk, intra-group transaction risk and insurance risk. However, this section only describes risk management practices for credit risk, market risk, liquidity risk and operational risk. As for explanations related to other types of risk, namely legal risk, reputation risk, strategic risk, compliance risk, intra-group transaction risk and insurance risk, are presented in the Risk Profile and Management section in Corporate Governance in this Annual Report.





Disclosure of Risk Exposure

Disclosures of risk exposure for credit risk, market risk, liquidity risk and Operational risk were presented as follows.

Credit Risk

Disclosure of Credit Risk Exposure Per Area, Period Of Time, and Economic Sector

Based on standard approach, Bank Mandiri has exposure per area, period of time, and economic sector as follow:

Table of 2.1.a Disclosure of Net Claims by Region – the Bank Separately

No	Portfolio Category	December 31, 2020								
		Net Claims by Region								
		Sumatera	Jakarta	Java	Kalimantan	Sulawesi & Maluku	Bali & Nusa Tenggara	Papua	Head Office	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	
1	Claims against Government	-	-	-	-	-	-	-	-	287,438,754
2	Claims against Public Sector Entities	14,325,687	76,371,384	19,348,941	2,298,367	869,364	289,096	-	-	35,775,162
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-
4	Claims against Banks	1,158,104	4,283,554	43,794	-	-	-	-	-	46,896,769
5	Collateralized Housing Loans	1,947,932	7,216,052	6,593,399	564,076	695,897	836,614	164,936	-	-
6	Collateralized Commercial Property Loans	-	-	-	-	-	-	-	-	-
7	Loans to Employees/Pensioners	14,648	89,860	10,414	11,055	9,141	667	2,712	-	-
8	Claims against MSMEs and Retail Portfolio	31,002,551	66,091,367	44,719,678	8,686,042	14,127,959	9,342,494	3,447,931	11,224,152	-
9	Claims against Corporations	63,651,523	184,635,636	59,378,685	18,899,759	9,351,646	15,285,717	1,078,169	77,475,390	-
10	Mature Claims	335,772	1,316,246	1,168,622	177,705	123,386	31,763	16,383	-	115,653
11	Other Assets	-	-	-	-	-	-	-	-	79,829,452
	Total	112,436,216	340,004,100	131,263,532	30,637,004	25,177,393	25,786,350	4,710,131	538,755,332	

Table of 2.1.b Disclosure of Net Receivables by Region - Banks Consolidated with Subsidiaries

No	Portfolio Category	December 31, 2020								
		Net claims by region								
		Sumatera	Jakarta	Java	Kalimantan	Sulawesi & Maluku	Bali & Nusa Tenggara	Papua	Head Office	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	
1	Claims against Government	-	-	-	-	-	-	-	-	296,875,924
2	Claims against Public Sector Entities	14,325,687	76,371,384	19,348,941	2,298,367	869,364	289,096	-	-	36,068,357
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-
4	Claims against Banks	1,158,104	4,283,554	43,794	-	-	-	-	-	47,686,986
5	Collateralized Housing Loans	1,947,932	7,216,052	6,593,399	564,076	695,897	836,614	164,936	-	30,839
6	Collateralized Commercial Property Loans	-	-	-	-	-	-	-	-	2,712
7	Loans to Employees/Pensioners	14,648	89,860	10,414	11,055	9,141	667	2,712	-	24,733,801
8	Claims against MSMEs and Retail Portfolio	31,002,551	66,091,367	44,719,678	8,686,042	14,127,959	9,342,494	3,447,931	31,538,083	-
9	Claims against Corporations	63,651,523	184,635,636	59,378,685	18,899,759	9,351,646	15,285,717	1,078,169	78,136,196	-
10	Mature Claims	335,772	1,316,246	1,168,622	177,705	123,386	31,763	16,383	-	291,259
11	Other Assets	-	-	-	-	-	-	-	-	84,234,751
12	Exposure at Sharia Unit (If any)	-	-	-	-	-	-	-	-	128,241,576
	Total	112,436,216	340,004,100	131,263,532	30,637,004	25,177,393	25,786,350	4,710,131	727,840,485	



(in IDR million)

31 Desember 2020		December 31, 2019										
Net Claims by Region		Net Claims by Region										
Overseas	Total	Sumatera	Jakarta	Java	Kalimantan	Sulawesi dan Maluku	Bali dan Nusa Tenggara	Papua	Head Office	Overseas	Total	
(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	
28,099,229	315,537,983	18,883	-	-	-	-	-	-	163,070,737	24,828,982	187,918,602	
1,356,941	150,634,942	14,684,614	78,357,074	18,784,187	2,825,859	229,084	708,177	-	46,532,799	1,452,683	163,574,478	
-	-	-	-	-	-	-	-	-	-	-	-	
13,263,664	65,645,884	701,283	2,525,855	45,328	-	-	3,822	-	48,431,264	9,409,798	61,117,350	
-	18,018,907	2,457,118	9,089,576	7,311,682	856,925	1,077,432	1,086,078	222,234	-	-	22,101,044	
-	-	-	-	-	-	-	-	-	-	-	-	
-	138,496	-	-	-	-	-	-	-	-	-	-	
155,843	188,798,017	32,369,001	69,372,473	43,920,192	9,450,889	14,016,614	8,925,466	3,647,204	14,186,999	149,006	196,037,845	
24,956,692	454,713,217	64,253,861	203,751,569	68,542,984	19,180,662	8,662,650	12,165,858	1,334,926	74,230,129	25,926,009	478,048,648	
667	3,286,197	1,040,886	1,913,780	2,521,712	238,743	345,137	128,583	29,282	499,479	-	6,717,603	
-	79,829,452	-	-	-	-	-	-	-	78,786,010	-	78,786,010	
67,833,036	1,276,603,095	115,525,646	365,010,327	141,126,085	32,553,079	24,330,917	23,017,984	5,233,646	425,737,417	61,766,478	1,194,301,579	

(in IDR million)

December 31, 2020		December 31, 2019										
Net claims by region		Net claims by region										
Overseas	Total	Sumatera	Jakarta	Java	Kalimantan	Sulawesi dan Maluku	Bali dan Nusa Tenggara	Papua	Head Office	Overseas	Total	
(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	
28,099,229	324,975,153	18,883	-	-	-	-	-	-	169,404,916	24,828,982	194,252,781	
1,356,941	150,928,137	14,684,614	78,357,074	18,784,187	2,825,859	229,084	708,177	-	46,718,245	1,452,683	163,759,924	
-	-	-	-	-	-	-	-	-	-	-	-	
13,263,664	66,436,102	701,283	2,525,855	45,328	-	-	3,822	-	49,172,515	9,409,798	49,172,515	
-	18,049,745	2,457,118	9,089,576	7,311,682	856,925	1,077,432	1,086,078	222,234	47,094	-	47,094	
-	2,712	-	-	-	-	-	-	-	3,780	-	3,780	
-	24,872,297	-	-	-	-	-	-	-	19,318,856	-	19,318,856	
155,843	209,111,948	32,369,001	69,372,473	43,920,192	9,450,889	14,016,614	8,925,466	3,647,204	33,633,658	149,006	33,633,658	
24,956,692	455,374,022	64,253,861	203,751,569	68,542,984	19,180,662	8,662,650	12,165,858	1,334,926	75,550,523	25,926,009	75,550,523	
667	3,461,803	1,040,886	1,913,780	2,521,712	238,743	345,137	128,583	29,282	714,562	-	714,562	
-	84,234,751	-	-	-	-	-	-	-	82,275,824	-	82,275,824	
-	128,241,576	-	-	-	-	-	-	-	113,178,507	-	113,178,507	
67,833,036	1,465,688,247	115,525,646	365,010,327	141,126,085	32,553,079	24,330,917	23,017,984	5,233,646	590,018,478	61,766,478	590,018,478	



Table of 2.2.a Disclosure of Net Claims by the Remaining Term of the Contract – the Bank Separately

No	Portfolio Category	December 31, 2020					
		Net Claims by Remaining Contract Time					
		≤ 1 year	> 1 year - 3 year	> 3 year - 5 year	> 5 year	Non-Contractual	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Claims against Government	167,076,820	45,884,107	59,452,487	43,124,570	-	315,537,983
2	Claims against Public Sector Entities	73,542,136	27,477,382	15,874,605	33,740,818	-	150,634,942
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Claims against Banks	48,166,936	9,144,470	4,916,743	3,417,736	-	65,645,884
5	Collateralized Housing Loans	12,855,621	324,273	821,875	4,017,138	-	18,018,907
6	Collateralized Commercial Property Loans	-	-	-	-	-	-
7	Loans to Employees/Pensioners	89,077	5,307	10,720	33,393	-	138,496
8	Claims against MSMEs and Retail Portfolio	43,571,372	58,627,913	47,979,976	38,618,756	-	188,798,017
9	Claims against MSMEs and Retail Portfolio	219,360,044	68,127,474	80,380,655	86,845,044	-	454,713,217
10	Tagihan yang Telah Jatuh Tempo	1,476,425	715,802	478,272	615,698	-	3,286,197
11	Other Assets	-	-	-	-	79,829,452	79,829,452
	Total	566,138,430	210,306,727	209,915,332	210,413,153	79,829,452	1,276,603,095

Table of 2.2.b Disclosure of Net Claims by the Remaining Term of the Contract – the Bank Consolidated with Subsidiaries

No	Portfolio Category	December 31, 2020					
		Net Claims by Remaining Contract Time					
		≤ 1 year	> 1 year - 3 year	> 3 year - 5 year	> 5 year	Non-Contractual	Total
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)
1	Claims against Government	168,964,254	47,771,541	61,339,920	45,012,004	1,887,434	324,975,153
2	Claims against Public Sector Entities	73,615,435	27,550,681	15,947,904	33,814,117	-	150,928,137
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Claims against Banks	48,324,979	9,302,514	5,074,786	3,575,779	158,044	66,436,102
5	Collateralized Housing Loans	12,863,331	331,982	829,585	4,024,847	-	18,049,745
6	Collateralized Commercial Property Loans	-	-	-	2,712	-	2,712
7	Loans to Employees/Pensioners	4,303,934	8,678,489	4,887,247	7,002,628	-	24,872,297
8	Claims against MSMEs and Retail Portfolio	48,649,855	63,706,396	53,058,459	43,697,239	-	209,111,948
9	Claims against Corporations	219,525,245	68,292,675	80,545,856	87,010,246	-	455,374,022
10	Tagihan yang Telah Jatuh Tempo	1,520,326	759,704	522,173	659,600	-	3,461,803
11	Other Assets	-	-	-	-	84,234,751	84,234,751
12	Exposure at Sharia Unit (If any)	-	-	-	-	128,241,576	128,241,576
	Total	577,767,359	226,393,980	222,205,931	224,799,172	214,521,805	1,465,688,247



(in IDR million)

	December 31, 2019					
	Net Claims by Remaining Contract Time					
	≤ 1 year	> 1 year - 3 year	> 3 year - 5 year	> 5 year	Non-Contractual	Total
	(3)	(4)	(5)	(6)	(7)	(8)
	25,621,145	26,615,599	44,388,928	37,311,785	53,981,144	187,918,602
	88,082,650	17,498,753	15,786,442	42,206,633	-	163,574,478
	-	-	-	-	-	-
	42,111,991	7,138,060	5,059,115	3,102,418	3,705,766	61,117,350
	12,088,168	492,623	1,215,435	8,304,818	-	22,101,044
	-	-	-	-	-	-
	-	-	-	-	-	-
	40,318,067	58,691,674	47,201,279	49,826,825	-	196,037,845
	210,456,190	75,278,789	87,787,787	104,525,882	-	478,048,648
	3,455,287	1,379,981	645,494	1,236,840	-	6,717,603
	-	-	-	-	78,786,010	78,786,010
	422,133,497	187,095,479	202,084,481	246,515,202	136,472,920	1,194,301,579

(in IDR million)

	December 31, 2019					
	Net Claims by Remaining Contract Time					
	≤ 1 year	> 1 year - 3 year	> 3 year - 5 year	> 5 year	Non-Contractual	Total
	(3)	(4)	(5)	(6)	(7)	(8)
	26,887,981	27,882,435	45,655,764	38,578,621	55,247,980	194,252,781
	88,129,011	17,545,114	15,832,804	42,252,994	-	163,759,924
	-	-	-	-	-	-
	42,260,241	7,286,310	5,207,366	3,250,669	3,854,016	61,858,601
	12,099,941	504,397	1,227,208	8,316,592	-	22,148,137
	-	-	-	3,780	-	3,780
	3,292,103	6,774,371	3,808,914	5,443,468	-	19,318,856
	45,179,731	63,553,339	52,062,944	54,688,489	-	215,484,503
	210,786,289	75,608,887	88,117,885	104,855,981	-	479,369,041
	3,509,058	1,433,751	699,265	1,290,611	-	6,932,685
	-	-	-	-	82,275,824	82,275,824
	46,658,641	19,561,204	14,074,756	19,762,473	13,121,432	113,178,507
	478,802,995	220,149,810	226,686,906	278,443,677	154,499,252	1,358,582,640



Table of 2.3.a Disclosure of Net Claims by Economic Sector - the Bank Separately

(in IDR million)

No.	Economic Sector	Claims against government	Claims against Public Sector Entities	Claims against Multilateral development Banks and international institutions	Claims against Banks	Collateralized Housing Loans	Collateralized Commercial Property Loans	Loans to Employees/Pensioners	Claims against MSMEs and retail Portfolio	Claims against Corporations	Tagihan yang Telah Jatuh Tempo	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)
December 31, 2020												
1	Agriculture, menial labor and forestry	-	20,038	-	-	-	-	-	7,147	89,815	12,966	-
2	Fisheries	-	0	-	-	-	-	-	586,738	68,302	294	-
3	Mining and extractive industries	-	12,685,712	-	-	-	-	-	11,210,701	100,354,513	493,807	-
4	Processing industry	-	19,299,194	-	-	-	-	-	2,873,075	84,400,236	1,233,739	-
5	Power, gas and water	-	14,057,468	-	-	-	-	-	5,924	18,039,885	15,404	-
6	Construction	-	29,913,832	-	-	-	-	-	198,975	21,632,482	7,900	-
7	Wholesale and retail trade	-	3,433	-	-	-	-	-	30,987,919	51,514,243	363,473	-
8	Penyediaan akomodasi dan penyediaan makan minum	-	334,570	-	-	-	-	-	6,002,105	5,835,099	5,711	-
9	Transportation, warehousing and communications	-	10,724,845	-	-	-	-	-	1,189,157	32,746,293	100,048	-
10	Financial intermediaries	-	14,639,203	-	9,163,220	-	-	-	183,780	10,908,404	1,337	-
11	Real estate, leasing and corporate services	-	9,793,181	-	-	-	-	-	3,762,713	37,938,015	79,241	79,829,452
12	Government administration, defense and mandatory social security	5,987,545	3,322,605	-	-	-	-	-	1,809	18,272	264	-
13	Education	-	-	-	-	-	-	-	69,539	175,042	37	-
14	Health and social activities	-	-	-	-	-	-	-	174,643	2,847,529	4,529	-
15	Social, cultural, entertainment and other personal services	-	-	-	-	-	-	-	47,068	242,305	36	-
16	Personal household services	-	-	-	-	-	-	-	7,830	11,442	-	-
17	International organizations and other extra international organizations	-	-	-	250,000	-	-	-	0	347,287	-	-
18	Indeterminate activities	-	-	-	-	-	-	-	1,710	18,555	-	-
19	Household	-	24,981	-	-	18,018,907	-	138,496	120,011,536	7,081,856	852,169	-
20	Non-Business Field	-	1,410	-	-	-	-	-	10,674,363	2,079,647	114,260	-
21	Miscellaneous (additional including for SBI, SUN)	309,550,438	35,814,469	-	56,232,664	-	-	-	801,284	78,363,995	982	-
Total		315,537,983	150,634,942	-	65,645,884	18,018,907	-	138,496	188,798,017	454,713,217	3,286,197	79,829,452
December 31, 2019												
1	Agriculture, menial labor and forestry	-	10,899,221	-	-	-	-	-	7,346,932	61,460,544	31,683	-
2	Fisheries	-	-	-	-	-	-	-	137,061	79,537	2,669	-
3	Mining and extractive industries	-	4,139,172	-	-	-	-	-	30,352	38,454,263	20,613	-
4	Processing industry	-	24,901,558	-	-	-	-	-	1,827,439	97,727,252	2,864,736	-
5	Power, gas and water	-	24,225,777	-	-	-	-	-	10,449	15,800,512	49,764	-
6	Construction	-	23,121,001	-	-	-	-	-	183,468	21,968,943	54,868	-
7	Wholesale and retail trade	-	1,305,967	-	-	-	-	-	31,163,556	62,973,618	1,116,152	-
8	Penyediaan akomodasi dan penyediaan makan minum	-	440,193	-	-	-	-	-	4,626,624	5,443,463	74,518	-
9	Transportation, warehousing and communications	-	8,166,312	-	-	-	-	-	1,101,040	32,979,740	571,563	-
10	Financial intermediaries	-	15,208,484	-	7,055,548	-	-	-	235,221	17,846,289	32,465	-
11	Real estate, leasing and corporate services	-	8,027,325	-	-	-	-	-	2,932,627	39,436,454	143,898	-
12	Government administration, defense and mandatory social security	3,004,720	1,664,548	-	-	-	-	-	4,650	27,188	-	-
13	Education	-	-	-	-	-	-	-	53,519	189,327	195	-
14	Health and social activities	7,785	69,929	-	-	-	-	-	116,399	3,867,328	12,806	-
15	Social, cultural, entertainment and other personal services	-	-	-	-	-	-	-	24,755	362,005	347	-
16	Personal household services	-	-	-	-	-	-	-	10,294	8,458	3,506	-
17	International organizations and other extra international organizations	-	-	-	501,177	-	-	-	-	267,668	-	-
18	Indeterminate activities	-	-	-	-	-	-	-	2,936	58,324	3,665	-
19	Household	-	-	-	-	22,101,044	-	-	131,802,606	7,465,931	1,467,688	-
20	Non-Business Field	-	3,079	-	-	-	-	-	13,551,054	2,265,869	116,564	-
21	Miscellaneous (additional including for SBI, SUN)	184,906,098	41,401,911	-	53,560,625	-	-	-	876,864	69,365,932	149,902	78,786,010
Total		187,918,602	163,574,478	-	61,117,350	22,101,044	-	-	196,037,845	478,048,648	6,717,603	78,786,010



Table of 2.3.b Disclosure of Net Claims by Economic Sector – the Bank Consolidated with Subsidiaries

(in IDR million)

No.	Economic Sector	Claims against government	Claims against Public Sector Entities	Claims against Multilateral development Banks and international institutions	Claims against Banks	Collateralized Housing Loans	Collateralized Commercial Property Loans	Loans to Employees/Pensioners	Claims against MSMEs and retail Portfolio	Claims against Corporations	Tagihan yang Telah Jatuh Tempo	Other assets	Exposure at Sharia unit (if any)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
December 31, 2020													
1	Agriculture, menial labor and forestry	-	-	-	-	-	-	-	-	-	-	-	-
2	Fisheries	-	20,038	-	-	-	-	-	7,147	89,815	12,966	-	-
3	Mining and extractive industries	-	0	-	-	-	-	-	586,738	68,302	294	-	-
4	Processing industry	-	12,685,712	-	-	-	-	-	11,210,701	100,354,513	493,807	-	-
5	Power, gas and water	-	19,299,194	-	-	-	-	-	2,873,075	84,400,236	1,233,739	-	-
6	Construction	-	14,057,468	-	-	-	-	-	5,924	18,039,885	15,404	-	-
7	Wholesale and retail trade	-	29,913,832	-	-	-	-	-	198,975	21,632,482	7,900	-	-
8	Penyediaan akomodasi dan penyediaan makan minum	-	3,433	-	-	-	-	-	30,987,919	51,514,243	363,473	-	-
9	Transportation, warehousing and communications	-	334,570	-	-	-	-	-	6,002,105	5,835,099	5,711	-	-
10	Financial intermediaries	-	10,724,845	-	-	-	-	-	1,189,157	32,746,293	100,048	-	-
11	Real estate, leasing and corporate services	-	14,639,203	-	9,163,217	-	-	-	183,780	10,908,404	1,337	-	-
12	Government administration, defense and mandatory social security	-	9,793,181	-	-	-	-	-	3,762,713	37,938,015	79,241	79,829,452	-
13	Education	5,987,545	3,322,605	-	-	-	-	-	1,809	18,272	264	-	-
14	Health and social activities	-	-	-	-	-	-	-	69,539	175,042	37	-	-
15	Social, cultural, entertainment and other personal services	-	-	-	-	-	-	-	174,643	2,847,529	4,529	-	-
16	Personal household services	-	-	-	-	-	-	-	47,068	242,305	36	-	-
17	International organizations and other extra international organizations	-	-	-	-	-	-	-	7,830	11,442	-	-	-
18	Indeterminate activities	-	-	-	250,000	-	-	-	0	347,287	-	-	-
19	Household	-	-	-	-	-	-	-	1,710	18,555	-	-	-
20	Non-Business Field	-	24,981	-	-	18,018,907	-	138,496	120,011,536	7,081,856	852,169	-	-
21	Miscellaneous (additional including for SBI, SUN)	318,987,608	36,109,076	-	57,022,885	30,839	2,712	24,733,801	31,789,578	81,104,448	290,847	4,405,299	128,241,576
	Total	324,975,153	150,928,137	-	66,436,102	18,049,745	2,712	24,872,297	209,111,948	455,374,022	3,461,803	84,234,751	128,241,576
December 31, 2019													
1	Agriculture, menial labor and forestry	-	10,899,221	-	-	-	-	-	7,346,932	61,460,544	31,683	-	-
2	Fisheries	-	-	-	-	-	-	-	137,061	79,537	-	-	-
3	Mining and extractive industries	-	4,139,172	-	-	-	-	-	30,352	38,454,263	-	-	-
4	Processing industry	-	24,901,558	-	-	-	-	-	1,827,439	97,727,252	-	-	-
5	Power, gas and water	-	24,225,777	-	-	-	-	-	10,449	15,800,512	-	-	-
6	Construction	-	23,121,001	-	-	-	-	-	183,468	21,968,943	-	-	-
7	Wholesale and retail trade	-	1,305,967	-	-	-	-	-	31,163,556	62,973,618	-	-	-
8	Penyediaan akomodasi dan penyediaan makan minum	-	440,193	-	-	-	-	-	4,626,624	5,443,463	74,518	-	-
9	Transportation, warehousing and communications	-	8,166,312	-	-	-	-	-	1,101,040	32,979,740	571,563	-	-
10	Financial intermediaries	-	15,208,484	-	7,055,548	-	-	-	235,221	17,846,289	32,465	-	-
11	Real estate, leasing and corporate services	-	8,027,325	-	-	-	-	-	2,932,627	39,436,454	143,898	-	-
12	Government administration, defense and mandatory social security	3,004,720	1,664,548	-	-	-	-	-	4,650	27,188	-	-	-
13	Education	-	-	-	-	-	-	-	53,519	189,327	195	-	-
14	Health and social activities	7,785	69,929	-	-	-	-	-	116,399	3,867,328	12,806	-	-
15	Social, cultural, entertainment and other personal services	-	-	-	-	-	-	-	24,755	362,005	347	-	-
16	Personal household services	-	-	-	-	-	-	-	10,294	8,458	3,506	-	-
17	International organizations and other extra international organizations	-	-	-	501,177	-	-	-	-	267,668	-	-	-



(in IDR million)

No.	Economic Sector	Claims against government	Claims against Public Sector Entities	Claims against Multilateral development Banks and international institutions	Claims against Banks	Collateralized Housing Loans	Collateralized Commercial Property Loans	Loans to Employees/Pensioners	Claims against MSMEs and retail Portfolio	Claims against Corporations	Tagihan yang Telah Jatuh Tempo	Other assets	Exposure at Sharia unit (if any)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	(13)	(14)
18	Indeterminate activities	-	-	-	-	-	-	-	2,936	58,324	3,665	-	-
19	Household	-	-	-	-	22,148,137	-	-	131,802,606	7,465,931	1,467,688	-	-
20	Non-Business Field	-	3,079	-	-	-	-	-	13,551,054	2,265,869	116,564	-	-
21	Miscellaneous (additional including for SBI, SUN)	191,240,277	41,587,357	-	54,301,877	-	3,780	19,318,856	20,323,522	70,686,326	364,985	82,275,824	113,178,507
	Total	194,252,781	163,759,924	-	61,858,601	22,148,137	3,780	19,318,856	215,484,503	479,369,041	6,932,685	82,275,824	113,178,507

Disclosure of Credit Risk and Reserve Exposures

Bank Mandiri implements policies that always prioritize the principle of prudence in mitigating credit risk, including in determining the provision for impairment losses.

Reserve per Region - Bank individually and Consolidation with Subsidiaries

Table of 2.4.a Disclosure of Claims and Allowance by Region – the Bank Separately

No	Description	December 31, 2020			
		Claims by Region			
		Sumatera	Jakarta	Java	Kalimantan
(1)	(2)	(3)	(4)	(5)	(6)
1	Claims	118,391,416	354,045,761	141,107,610	31,852,204
2	Claims with increased and worsening credit risk (Stage 2 and Stage 3)	-	-	-	-
	a. Outstanding	19,028,784	34,868,615	16,525,589	2,501,561
	b. Mature	2,936,665	10,328,024	8,766,359	939,476
3	CKPN - Stage 1	1,659,919	4,819,605	2,019,590	869,957
4	CKPN - Stage 2	5,940,254	10,587,439	4,946,749	719,589
5	CKPN - Stage 3	2,700,390	9,204,549	8,079,469	783,181
6	Written-off claims	1,561,369	2,624,937	1,582,551	517,289

Table of 2.4.b Disclosure of Claims and Allowance by Region – the Bank Consolidated with Subsidiaries

No	Description	December 31, 2020			
		Claims by Region			
		Sumatera	Jakarta	Java	Kalimantan
(1)	(2)	(3)	(4)	(5)	(6)
1	Claims	118,391,416	354,045,761	141,107,610	31,852,204
2	Claims with increased and worsening credit risk (Stage 2 and Stage 3)	-	-	-	-
	a. Outstanding	19,028,784	34,868,615	16,525,589	2,501,561
	b. Mature	2,936,665	10,328,024	8,766,359	939,476
3	CKPN - Stage 1	1,659,919	4,819,605	2,019,590	869,957
4	CKPN - Stage 2	5,940,254	10,587,439	4,946,749	719,589
5	CKPN - Stage 3	2,700,390	9,204,549	8,079,469	783,181
6	Written-off claims	1,561,369	2,624,937	1,582,551	517,289



(in IDR million)

December 31, 2020						
Claims by Region						
Sulawesi & Maluku	Bali & Nusa Tenggara	Papua	Head Office	Overseas	Total	
(7)	(8)	(9)	(10)	(11)	(12)	
26,557,099	26,791,317	4,804,047	597,949,286	60,935,753	1,362,434,493	
-	-	-	-	-	-	
2,505,828	2,415,085	262,119	18,580,831		96,688,411	
538,135	260,880	39,398	1,686,577	150,195	25,645,709	
480,479	890,874	100,967	824,111	229,814	11,895,316	
955,011	738,876	61,439	4,344,764		28,294,119	
449,288	252,652	34,136	842,097	149,911	22,495,673	
543,276	243,703	94,269	2,483,575		9,650,970	

(in IDR million)

December 31, 2020						
Claims by Region						
Sulawesi & Maluku	Bali & Nusa Tenggara	Papua	Head Office	Overseas	Total	
(7)	(8)	(9)	(10)	(11)	(12)	
26,557,099	26,791,317	4,804,047	789,993,110	60,935,753	1,554,478,317	
-	-	-	-	-	-	
2,505,828	2,415,085	262,119	21,958,894		100,066,474	
538,135	260,880	39,398	4,396,977	150,195	28,356,108	
480,479	890,874	100,967	1,075,744	229,814	12,146,949	
955,011	738,876	61,439	4,414,250		28,363,605	
449,288	252,652	34,136	1,015,499	149,911	22,669,075	
543,276	243,703	94,269	3,143,652		10,311,047	



Reserves Per Economic Sector - Individual Banks and Consolidations with Subsidiaries

Table of 2.5.a Disclosure of Claims and Allowance by Economic Sector – the Bank Separately

(in IDR million)

No.	Economic Sector	Claims	Decreased Bills		Allowance for impairment losses (CKPN) -Stage 1	Allowance for impairment losses (CKPN) -Stage 2	Allowance for impairment losses (CKPN) -Stage 3	Written-off Claims
			Not Yet Due	Is Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
December 31, 2020								
1	Agriculture, menial labor and forestry	85,296,566	16,638,970	92,265	1,984,701	4,122,824	81,270	141,209
2	Fisheries	652,996	2,990	1,340	14,725	717	1,089	4,718
3	Mining and extractive industries	45,869,592	611,690	3,308,269	569,069	362,580	45,867	845,502
4	Processing industry	125,285,981	24,182,515	11,895,890	655,084	10,895,578	8,618,830	501,643
5	Power, gas and water	32,507,815	4,786,018	150,667	197,303	484,666	150,667	1,636
6	Construction	53,439,096	7,057,496	183,253	445,522	1,688,989	1,360,362	846,344
7	Wholesale and retail trade	86,132,334	3,734,793	4,123,839	1,591,469	1,350,049	8,072,871	2,312,664
8	Penyediaan akomodasi dan penyediaan makan minum	12,792,357	2,481,366	104,656	561,804	558,097	102,164	101,928
9	Transportation, warehousing and communications	48,654,678	6,840,880	1,034,308	439,509	3,304,805	1,030,125	80,196
10	Financial intermediaries	29,786,008	137,693	4,094	253,578	31,593	97,769	129,596
11	Real estate, leasing and corporate services	53,337,225	8,446,509	491,785	497,426	1,269,710	298,431	273,921
12	Government administration, defense and mandatory social security	9,121,213	-	3,045	648	-	-	-
13	Education	245,270	672	142	3,398	366	105	361
14	Health and social activities	3,213,818	352,400	138,385	36,361	62,029	133,881	40,755
15	Social, cultural, entertainment and other personal services	285,142	864	135	100,371	13,088	7,855	49,268
16	Personal household services	19,551	546	-	711	309	-	7,048
17	International organizations and other extra international organizations	347,287	-	-	-	-	-	-
18	Indeterminate activities	21,412	1,604	-	-	-	-	-
19	Household	148,553,981	3,666,476	2,332,951	3,941,372	994,412	2,037,310	3,415,751
20	Non-Business Field	13,308,899	1,784,156	276,245	15,805	2,188	1,993	898,431
21	Miscellaneous (additional including for SBI, SUN)	613,563,273	15,960,773	1,504,439	586,459	3,152,118	455,085	-
	Total	1,362,434,493	96,688,411	25,645,709	11,895,316	28,294,119	22,495,673	9,650,970

Table of 2.5.b Disclosure of Claims and Allowance by Economic Sector – the Bank Consolidated with Subsidiaries

(in IDR million)

No.	Economic Sector	Claims	Decreased Bills		Allowance for impairment losses (CKPN) -Stage 1	Allowance for impairment losses (CKPN) -Stage 2	Allowance for impairment losses (CKPN) -Stage 3	Written-off Claims
			Not Yet Due	Is Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
December 31, 2020								
1	Agriculture, menial labor and forestry	85.296.566	16.638.970	92.265	1.984.701	4.122.824	81.270	141.209
2	Fisheries	652.996	2.990	1.340	14.725	717	1.089	4.718
3	Mining and extractive industries	45.869.592	611.690	3.308.269	569.069	362.580	45.867	845.502
4	Processing industry	125.285.981	24.182.515	11.895.890	655.084	10.895.578	8.618.830	501.643
5	Power, gas and water	32.507.815	4.786.018	150.667	197.303	484.666	150.667	1.636
6	Construction	53.439.096	7.057.496	183.253	445.522	1.688.989	1.360.362	846.344
7	Wholesale and retail trade	86.132.334	3.734.793	4.123.839	1.591.469	1.350.049	8.072.871	2.312.664
8	Penyediaan akomodasi dan penyediaan makan minum	12.792.357	2.481.366	104.656	561.804	558.097	102.164	101.928
9	Transportation, warehousing and communications	48.654.678	6.840.880	1.034.308	439.509	3.304.805	1.030.125	80.196
10	Financial intermediaries	29.786.008	137.693	4.094	253.578	31.593	97.769	129.596
11	Real estate, leasing and corporate services	53.337.225	8.446.509	491.785	497.426	1.269.710	298.431	273.921
12	Government administration, defense and mandatory social security	9.121.213	-	3.045	648	-	-	-
13	Education	245.270	672	142	3.398	366	105	361
14	Health and social activities	3.213.818	352.400	138.385	36.361	62.029	133.881	40.755
15	Social, cultural, entertainment and other personal services	285.142	864	135	100.371	13.088	7.855	49.268



(in IDR million)

No.	Economic Sector	Claims	Decreased Bills		Allowance for impairment losses (CKPN) -Stage 1	Allowance for impairment losses (CKPN) -Stage 2	Allowance for impairment losses (CKPN) -Stage 3	Written-off Claims
			Not Yet Due	Is Due				
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	
December 31, 2020								
16	Personal household services	19,551	546	-	711	309	-	7,048
17	International organizations and other extra international organizations	347,287	-	-	-	-	-	-
18	Indeterminate activities	21,412	1,604	-	-	-	-	-
19	Household	148,553,981	3,666,476	2,332,951	3,941,372	994,412	2,037,310	3,415,751
20	Non-Business Field	13,308,899	1,784,156	276,245	15,805	2,188	1,993	898,431
21	Miscellaneous (additional including for SBI, SUN)	805,607,097	19,338,836	4,214,839	838,092	3,221,604	628,487	660,077
	Total	1,554,478,317	100,066,474	28,356,108	12,146,949	28,363,605	22,669,075	10,311,047

Details of Transfer Movements - Individual Banks and Consolidations with Subsidiaries

Table of 2.6.a Disclosure of Details of the Movement of Allowance for Impairment Losses – the Bank Separately

(in IDR million)

No.	Description	December 31, 2020			December 31, 2019	
		Stage 1	Stage 2	Stage 3	CKPN Individual	CKPN Kolektif
(1)	(2)	(3)	(4)	(5)	(5)	(6)
1	Opening Impairment Reserves balance	11,039,274	18,516,988	20,690,977	23,932,918	7,633,527
2	Allocation (Recovery) of Impairment Reserves in the current period (Net)	275,883	6,496,736	11,202,695	3,256,889	6,306,930
	2.a Allocation of Impairment Reserves in current period	275,883	6,496,736	11,202,695	3,256,889	6,306,930
	2.b Recovery of Impairment Reserves in current period	-	-	-	-	-
3	Impairment Reserves used to cover write-offs in current period	(31,303)	(53,452)	(9,566,215)	(5,165,140)	(5,676,315)
4	Other Allocation recovery in current period	25,003	181,729	(286,869)	(166,547)	(560,073)
	Closing Impairment Reserve Balance	11,308,857	25,142,001	22,040,588	21,858,120	7,704,069



Table of 2.6.b Disclosure of Details of the Movement of Allowance for Impairment Losses – the Bank Consolidated with Subsidiaries

(in IDR million)

No.	Description	December 31, 2020				December 31, 2019	
		Stage 1	Stage 2	Stage 3	Exposure at Sharia Unit	CKPN Individual	CKPN Kolektif
(1)	(2)	(3)	(4)	(5)	(6)	(5)	(6)
1	Opening Impairment Reserves balance	11,156,620	18,544,387	20,779,963	1,967,351	23,916,438	10,342,973
2	Allocation (Recovery) of Impairment Reserves in the current period (Net)	404,422	6,538,823	11,401,614	1,859,333	3,252,431	8,637,780
	2.a Allocation of Impairment Reserves in current period	404,422	6,538,823	11,401,614	1,859,333	3,244,662	8,377,777
	2.b Recovery of Impairment Reserves in current period	-	-	-	-	7,769	260,003
3	Impairment Reserves used to cover write-offs in current period	(31,303)	(53,452)	(9,680,719)	(545,573)	(5,410,509)	(7,980,485)
4	Other Allocation recovery in current period	30,751	181,729	-286,868	4,024	(166,713)	(572,204)
	Closing Impairment Reserve Balance	11,560,490	25,211,487	22,213,990	3,285,135	21,591,647	10,428,065

Credit Risk Based on the Standardized Approach

In the calculation of ATMR for Credit Risk, Bank Mandiri refers to the regulatory provisions as follows:

- Circular Letter of OJK No. 42/SEOJK.03/2016 concerning Guidelines on Calculation of Risk Weighted Assets for Credit Risk by Using Standard Approach,
- Circular Letter of OJK No. 48/SEOJK.03/2017 concerning Guidelines on Calculation of Net Claims for Derivative Transactions with Risk Weighted Assets Calculation for Credit Risk by Using Standard Approach,
- Circular Letter of OJK No. 11/SEOJK.03/2018 on Amendment to Circular Letter of OJK No. 42/SEOJK.03/2016 concerning Guidelines on Calculation of Risk Weighted Assets for Credit Risk by Using Standard Approach, and
- FSA Regulation No. 11/POJK.03/2019 concerning Prudential Principles in Asset Securitization Activities for Commercial Banks

One of the ATMR components for Credit Risk related to counterparty credit risk had been reported starting position in January 2018 and the calculation results of Credit Valuation Adjustment risk weighted assets had been submitted starting position in January 2017 to OJK.

Disclosure of Credit Risk Exposures Based on Portfolio Category and Rating Scale

In the ATMR calculation for Credit Risk, Bank Mandiri uses the rating issued by the rating agency recognized by the Regulator in accordance with the Circular Letter of OJK No.37/SEOJK.03/2016 concerning Rating Agencies and Ratings Recognized by the Financial Services Authority. The exposure calculation results are based on the external rating in accordance with the standard approach as shown in the following table.



Business activity of company and subdivisions
Data and progress of activity



Detailed information of changing business activity of subdivisions



The group analytical report about to estimate in the full a control situation built in all company, and in its business opportunity to sell above to predict more precisely immediate perspectives of development of the company and the volume of production of various products of group.

In a result of investigation of group, it was noted that a trend over sales level, income growth of direct sales, market entry by transportation, completion, sale products, carry out promotional training.



Net Claims by Rating Scale – the Bank Separately and Consolidated with Subsidiaries

Table of 3.1.a Disclosure of Net Claims by Portfolio and Rating Scale Categories – the Bank Separately

December 31, 2020						
No	Portfolio Category	Rating Agency	Net claims			
			Long term rating			
		Standard and Poor's	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-
		Fitch Rating	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-
		Moody's	Aaa	Aa1 s.d Aa3	A1 s.d A3	Baa1 s.d Baa3
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) s.d AA-(idn)	A+(idn) s.d A-(idn)	BBB+(idn) s.d BBB-(idn)
		PT Perneringkat Efek Indonesia	idAAA	idAA+ s.d idAA-	idA+ s.d id A-	id BBB+ s.d id BBB-
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Claims against Government	-	-	1,635,483	11,753,597	19,997,418
2	Claims against Public Sector Entities	-	41,825,294	14,423,714	25,295,528	13,078,533
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-
4	Claims against Banks	-	1,009,231	953,166	182,261	143,128
5	Collateralized Housing Loans	-	-	-	-	-
6	Collateralized Commercial Property Loans	-	-	-	-	-
7	Loans to Employees/Pensioners	-	-	-	-	-
8	Claims against MSMEs and Retail Portfolio	-	-	-	-	-
9	Claims against Corporations	-	17,659,031	14,214,328	25,270,858	2,093,811
10	Mature Claims	-	-	-	-	-
11	Other Assets	-	-	-	-	-
	Total	-	60,493,556	31,226,691	62,502,244	35,312,891

December 31, 2019						
No	Portfolio Category	Rating Agency	Net claims			
			Long term rating			
		Standard and Poor's	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-
		Fitch Rating	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-
		Moody's	Aaa	Aa1 s.d Aa3	A1 s.d A3	Baa1 s.d Baa3
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) s.d AA-(idn)	A+(idn) s.d A-(idn)	BBB+(idn) s.d BBB-(idn)
		PT Perneringkat Efek Indonesia	idAAA	idAA+ s.d idAA-	idA+ s.d id A-	id BBB+ s.d id BBB-
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Claims against Government	-	296,533	15,138,685	11,203,925	18,397,202
2	Claims against Public Sector Entities	-	50,449,227	8,588,785	34,379,323	5,528,644
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-
4	Claims against Banks	-	924,729	886,741	42,098	43,933
5	Collateralized Housing Loans	-	-	-	-	-
6	Collateralized Commercial Property Loans	-	-	-	-	-
7	Loans to Employees/Pensioners	-	-	-	-	-
8	Claims against MSMEs and Retail Portfolio	-	-	-	-	-
9	Claims against Corporations	-	14,114,270	14,184,491	11,201,486	884,839
10	Mature Claims	-	-	-	-	-
11	Other Assets	-	-	-	-	-
	Total	-	65,784,759	38,798,702	56,826,832	24,854,618



(in IDR million)

December 31, 2020

Net claims									
Long term rating			Short term rating					Unrated	Total
BB+ s.d BB-	B+ s.d B-	less than B-	A-1	A-2	A-3	less than A-3			
BB+ s.d BB-	B+ s.d B-	less than B-	F1+ s.d F1	F2	F3	less than F3			
Ba1 s.d Ba3	B1 s.d B3	less than B3	P-1	P-2	P-3	less than P-3			
BB+(idn) s.d BB-(idn)	B+(idn) s.d B-(idn)	less than B-(idn)	F1+(idn) s.d F1(idn)	F2(idn)	F3(idn)	less than F3(idn)			
(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	
-	-	-	-	-	-	-	-	282,151,486	315,537,983
-	-	-	-	-	-	-	-	56,011,872	150,634,942
-	-	-	-	-	-	-	-	-	-
-	-	30	-	-	-	-	-	63,358,067	65,645,884
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
56,248	-	43,656	-	-	-	-	-	395,375,284	454,713,217
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
56,248	-	43,686	-	-	-	-	-	796,896,710	986,532,026

December 31, 2019

Net claims									
Long term rating			Short term rating					without rating	Total
BB+ s.d BB-	B+ s.d B-	less than B-	A-1	A-2	A-3	less than A-3			
BB+ s.d BB-	B+ s.d B-	less than B-	F1+ s.d F1	F2	F3	less than F3			
Ba1 s.d Ba3	B1 s.d B3	less than B3	P-1	P-2	P-3	less than P-3			
BB+(idn) s.d BB-(idn)	B+(idn) s.d B-(idn)	less than B-(idn)	F1+(idn) s.d F1(idn)	F2(idn)	F3(idn)	less than F3(idn)			
(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)	
-	-	-	-	896,263	-	-	-	141,985,994	187,918,602
-	-	-	-	-	-	-	-	64,628,500	163,574,478
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	59,219,849	61,117,350
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	83,702	-	-	-	-	-	437,579,859	478,048,648
-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-
-	-	83,702	-	896,263	-	-	-	703,414,203	890,659,077



Table of 3.1.b Disclosure of Net Claims by Portfolio and Rating Scale Categories – the Bank Consolidated with Subsidiaries

December 31, 2020						
No	Portfolio Category	Rating Agency	Net claims			
			Long term rating			
		Standard and Poor's	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-
		Fitch Rating	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-
		Moody's	Aaa	Aa1 s.d Aa3	A1 s.d A3	Baa1 s.d Baa3
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) s.d AA-(idn)	A+(idn) s.d A-(idn)	BBB+(idn) s.d BBB-(idn)
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ s.d idAA-	idA+ s.d id A-	id BBB+ s.d id BBB-
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Claims against Government	-	-	1,776,899	11,753,597	19,997,418
2	Claims against Public Sector Entities	-	41,825,294	14,423,714	25,295,528	13,078,533
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-
4	Claims against Banks	-	1,536,027	953,166	182,261	212,063
5	Collateralized Housing Loans	-	-	-	-	-
6	Collateralized Commercial Property Loans	-	-	-	-	-
7	Loans to Employees/Pensioners	-	-	-	-	-
8	Claims against MSMEs and Retail Portfolio	-	-	-	-	-
9	Claims against Corporations	-	17,710,192	14,214,328	25,270,858	2,343,895
10	Mature Claims	-	-	-	-	-
11	Other Assets	-	-	-	-	-
	Total	-	61,071,513	31,368,107	62,502,244	35,631,910

December 31, 2019						
No	Portfolio Category	Rating Agency	Net claims			
			Long term rating			
		Standard and Poor's	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-
		Fitch Rating	AAA	AA+ s.d AA-	A+ s.d A-	BBB+ s.d BBB-
		Moody's	Aaa	Aa1 s.d Aa3	A1 s.d A3	Baa1 s.d Baa3
		PT. Fitch Ratings Indonesia	AAA (idn)	AA+(idn) s.d AA-(idn)	A+(idn) s.d A-(idn)	BBB+(idn) s.d BBB-(idn)
		PT Pemeringkat Efek Indonesia	idAAA	idAA+ s.d idAA-	idA+ s.d id A-	id BBB+ s.d id BBB-
(1)	(2)	(3)	(4)	(5)	(6)	(7)
1	Claims against Government	-	296,533	15,138,685	11,203,925	18,397,202
2	Claims against Public Sector Entities	-	50,449,227	8,588,785	34,379,323	5,610,804
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-
4	Claims against Banks	-	943,906	1,276,714	84,432	71,533
5	Collateralized Housing Loans	-	-	-	-	-
6	Collateralized Commercial Property Loans	-	-	-	-	-
7	Loans to Employees/Pensioners	-	-	-	-	-
8	Claims against MSMEs and Retail Portfolio	-	-	-	-	-
9	Claims against Corporations	-	14,174,595	14,184,491	11,201,486	1,175,062
10	Mature Claims	-	-	-	-	-
11	Other Assets	-	-	-	-	-
	Total	-	66,003,444	39,188,675	56,869,165	25,254,602



(in IDR million)

December 31, 2020

Net claims								
Long term rating			Short term rating				Unrated	Total
BB+ s.d BB-	B+ s.d B-	Kurang dari B-	A-1	A-2	A-3	Kurang dari A-3		
BB+ s.d BB-	B+ s.d B-	Kurang dari B-	F1+ s.d F1	F2	F3	Kurang dari F3		
Ba1 s.d Ba3	B1 s.d B3	Kurang dari B3	P-1	P-2	P-3	Kurang dari P-3		
BB+(idn) s.d BB-(idn)	B+(idn) s.d B-(idn)	Kurang dari B-(idn)	F1+(idn) s.d F1(idn)	F2(idn)	F3(idn)	Kurang dari F3(idn)		
id BB+ s.d id BB-	id B+ s.d id B-	Kurang dari idB-	idA1	idA2	idA3 s.d id A4	Kurang dari idA4	(15)	(16)
(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
-	-	-	-	-	-	-	291,447,239	324,975,153
278,438	-	-	-	-	-	-	56,026,630	150,928,137
-	-	-	-	-	-	-	-	-
-	-	30	-	-	-	-	63,552,554	66,436,102
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
56,248	-	122,804	-	-	-	-	395,655,696	455,374,022
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
334,686	-	122,835	-	-	-	-	806,682,119	997,713,414

December 31, 2019

Net claims								
Long term rating			Short term rating				Tanpa Peringkat	Total
BB+ s.d BB-	B+ s.d B-	Kurang dari B-	A-1	A-2	A-3	Kurang dari A-3		
BB+ s.d BB-	B+ s.d B-	Kurang dari B-	F1+ s.d F1	F2	F3	Kurang dari F3		
Ba1 s.d Ba3	B1 s.d B3	Kurang dari B3	P-1	P-2	P-3	Kurang dari P-3		
BB+(idn) s.d BB-(idn)	B+(idn) s.d B-(idn)	Kurang dari B-(idn)	F1+(idn) s.d F1(idn)	F2(idn)	F3(idn)	Kurang dari F3(idn)		
id BB+ s.d id BB-	id B+ s.d id B-	Kurang dari idB-	idA1	idA2	idA3 s.d id A4	Kurang dari idA4	(15)	(16)
(8)	(9)	(10)	(11)	(12)	(13)	(14)	(15)	(16)
-	-	-	-	896,263	-	-	141,985,994	187,918,602
103,285	-	-	-	-	-	-	64,628,500	163,759,924
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	59,482,016	61,858,601
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
-	-	239,193	-	-	-	-	438,394,214	479,369,041
-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-
103,285	-	239,193	-	896,263	-	-	806,682,119	899,240,348



Disclosure of the Exposure to Counterparty Credit Risk

Counterparty credit risk can occur due to derivative, repo, and reverse repo transactions. In accordance with the conditions of the Indonesian financial market that do not have many derivative instruments, Bank Mandiri has insignificant derivative exposures. Based on the Standard Approach report, the counterparty credit risk exposure was as follows.

Derivative Transactions – the Bank Separately and Consolidated with Subsidiaries

Table 3.2.a Disclosure of Credit Risk Net Claims Due to Counterparty Failure Based on the Approach Used

(in IDR Million)

Individual		a	b	c	d	e	f
Position December 31, 2020		Replacement Cost (RC)	Potential Future Exposure (PFE)	EEPE	Alpha Is Used For EAD Regulatory Calculations	Net Bill	ATMR
1	SA-CCR (for derivatives)	2,578,410	1,831,577	-	1,4	6,173,982	3,451,587
2	Internal Model Method (for derivatives and SFT)	-	-	-	-	-	-
3	Simple approach to credit risk mitigation (for SFT)	-	-	-	-	-	-
4	A comprehensive approach to credit risk mitigation (for SFT)	-	-	-	-	54,357,590	150,660
5	VaR for SFT	-	-	-	-	-	-
6	Total	-	-	-	-	-	3,602,247

Consolidation		a	b	c	d	e	f
Position December 31, 2020		Replacement Cost (RC)	Potential Future Exposure (PFE)	EEPE	Alpha Is Used For EAD Regulatory Calculations	Net Bill	ATMR
1	SA-CCR (for derivatives)	2,579,614	1,889,557	-	1,4	6,256,839	3,491,964
2	Internal Model Method (for derivatives and SFT)	-	-	-	-	-	-
3	Simple approach to credit risk mitigation (for SFT)	-	-	-	-	-	-
4	A comprehensive approach to credit risk mitigation (for SFT)	-	-	-	-	55,451,697	172,285
5	VaR for SFT	-	-	-	-	-	-
6	Total	-	-	-	-	-	3,664,249



Table 3.2.b Disclosure of Capital Charge for Credit Valuation Adjustments

(in million IDR)

Position December 31, 2020		a	b
Individual		Net claims	ATMR
Total portfolio based on Advanced CVA Capital Charge			
1	(i) VaR components (including 3 × multiplier)	-	-
2	(ii) Stressed VaR components (including 3 × multiplier)	-	-
3	All Portfolios are in accordance with Standardized CVA Capital Charge	6,173,982	1,115,389
4	Total according to CVA Capital Charge	6,173,982	1,115,389

Position December 31, 2020		a	b
Consolidation		Net claims	ATMR
Total portfolio based on Advanced CVA Capital Charge			
1	(i) VaR components (including 3 × multiplier)	-	-
2	(ii) Stressed VaR components (including 3 × multiplier)	-	-
3	All Portfolios are in accordance with Standardized CVA Capital Charge	6,256,839	1,128,157
4	Total according to CVA Capital Charge	6,256,839	1,128,157



Table 3.2.c Disclosure of Credit Risk Net Claims Due to Counterparty Failure based on Weighted Risk

Disclosure of CCR Exposures by Portfolio Category and Risk Weighting - Individual

Position December 31, 2020

Risk Weight	a	b	c	d	
Portfolio Category	0%	10%	20%	25%	
Claims against Government	54,183,383	-	-	-	
Claims against Public Sector Entities	-	-	-	-	
Claims against Multilateral Development Banks and International Institutions	-	-	-	-	
Claims against Banks	-	1,143,796	-	-	
Claims against MSMEs and Retail Portfolio	-	-	-	-	
Claims against Corporations	-	316,059	-	-	
Weighted exposure of Credit Valuation Adjustments (CVA risk weighted assets)	-	-	-	-	
Total	54,183,383	1,459,855	-	-	

Disclosure of CCR Exposures by Portfolio Category and Risk Weighting - Consolidation

Position December 31, 2020

Risk Weight	a	b	c	d	
Portfolio Category	0%	10%	20%	25%	
Claims against Government	55,234,238	-	-	-	
Claims against Public Sector Entities	-	-	-	-	
Claims against Multilateral Development Banks and International Institutions	-	-	-	-	
Claims against Banks	-	1,147,304	-	-	
Claims against MSMEs and Retail Portfolio	-	-	-	-	
Claims against Corporations	-	316,059	-	-	
Weighted exposure of Credit Valuation Adjustments (CVA risk weighted assets)	-	-	-	-	
Total	55,234,238	1,463,362	-	-	



(in Million IDR)

	e	f	g	h	i	j	k
	35%	50%	75%	100%	150%	Lainnya	Total Net Claims
	-	-	-	-	-	-	54,183,383
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	3,139,555	-	-	-	4,283,352
	-	-	-	336	-	-	336
	-	-	16,393	-	1,732,050	-	2,064,502
	-	-	-	-	-	-	-
	-	-	3,155,948	336	1,732,050	-	60,531,572

(in Million IDR)

	e	f	g	h	i	j	k
	35%	50%	75%	100%	150%	Lainnya	Total Net Claims
	-	-	-	-	-	-	55,234,238
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	3,262,157	-	-	-	4,409,460
	-	-	-	336	-	-	336
	-	-	16,393	-	1,732,050	-	2,064,502
	-	-	-	-	-	-	-
	-	-	3,278,549	336	1,732,050	-	61,708,536



Table 3.2.d Disclosure of Net Credit Derivative Claims

(in Million IDR)

INDIVIDUAL	a	b
	Protection Bought	Protection sold
Notional Value	-	-
Single-Name Credit Default Swaps	-	-
Index Credit Default Swaps	-	-
Total Return Swaps	-	-
Credit Options	-	-
Other derivative credit	-	-
Total notional value	-	-
Fair value	-	-
positive fair value (assets)	-	-
negative fair value (obligation)	-	-

Ket: Bank Mandiri baik secara individu dan konsolidasi tidak memiliki transaksi derivatif kredit

Credit Risk Mitigation Using a Standardized Approach

To proceed credit application, the collateral received may constitute objects bought on credit (movable or immovable assets) and those not bought on credit (personal guarantee and corporate guarantee). The object put up as collateral for particular credit shall meet a number of criteria, for example, having an economic value, marketable transferable, and has a juridical value.

The guidelines for determining the collateral structure in the context of credit risk mitigation policies have been specified in detail in the Standard Procedures for Credit for each segment. The type of collateral accepted by the Bank include movable assets (for example, cash, trade receivables, inventories, machinery, and securities), immovable assets (for example, land, buildings, and machinery), and guarantee (personal/corporate guarantee). In the event that guarantee is accepted by the Bank, the Bank shall evaluate feasibility and genuineness of the guarantor.

To guarantee the credit facility, the Bank shall give priority to collateral in the form of fixed assets such as land or land and buildings. The collateral value used by the Bank as credit collateral was the collateral value assessed by the internal appraiser (credit operation unit) and the Bank's partner external appraiser or the Bank's non-partner external appraiser who had been appointed by an authorized officer in the business unit/credit recovery unit.

In calculating credit risk mitigation using the standard approach according to FSA Circular Letter No.42/SEOJK.03/2016 concerning Guidelines for calculating credit risk RWA, Banks could recognize the existence of collateral, guarantees, or credit insurance as MRK Techniques, with several recognition requirements that had to fulfilled by the Bank. Types of eligible financial collateral in the MRK-Collateral Technique included cash, demand deposits/savings/deposits, gold, Government Securities (SUN), Bank Indonesia Certificates (SBI) and others regulated in the FSA Circular Letter mentioned above. Meanwhile, collateral in the form of fixed assets, inventory, land/buildings owned by the Bank was not recognized under the standard approach.





Disclosure of the Exposure to Credit Risk and Credit Risk Mitigation

Based on the standard approach-based reporting, Bank's exposure and credit risk mitigation used are as follows.

Net Transaction per Weight of Risk After Mitigation of Credit Risk – Bank as Individual and Consolidation with Subsidiaries

Table of 4.1.a Disclosure of Net Claims by Risk Weighting After Calculating the Impact of Credit Risk Mitigation – the Bank Separately

No	Portfolio Category	December 31, 2020										
		Net Claims after Calculating Effect of Credit Risk Mitigation										
		0%	20%	35%	35%	40%	45%	50%	75%	100%	150%	Others
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	
A Balance Sheet Exposure												
1	Claims against Government	253,538,728	611,786	-	-	-	-	-	-	-	-	-
2	Claims against Public Sector Entities	511,917	53,348,479	-	-	-	-	75,415,184	-	-	-	-
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-
4	Claims against Banks	72,966	33,409,623	-	-	-	-	12,420,424	-	-	-	-
5	Collateralized Housing Loans	-	617,061	2,293,571	15,108,274	-	-	-	-	-	-	-
6	Collateralized Commercial Property Loans	-	-	-	-	-	-	-	-	-	-	-
7	Loans to Employees/Pensioners	-	-	-	-	-	-	138,496	-	-	-	-
8	Claims against MSMEs and Retail Portfolio	908,385	5,115,428	-	-	-	-	-	181,566,509	-	-	-
9	Claims against Corporations	13,884,976	30,791,282	-	-	-	-	24,863,591	-	346,104,671	27,148	-
10	Mature Claims	543	1,944	-	-	-	-	-	-	480,007	2,783,089	-
11	Other Assets	22,031,324	-	-	-	-	-	-	-	57,528,695	269,434	-
	Total Balance Sheet Exposure	290,948,838	123,895,604	2,293,571	15,108,274	-	-	112,837,694	181,566,509	404,113,373	3,079,671	-
B Exposure in Administrative Account Transactions												
1	Claims against Government	7,204,086	-	-	-	-	-	-	-	-	-	-
2	Claims against Public Sector Entities	133,560	2,900,207	-	-	-	-	18,325,595	-	-	-	-
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-
4	Claims against Banks	47,454	44,559	-	-	-	-	15,367,507	-	-	-	-
5	Collateralized Housing Loans	-	-	-	-	-	-	-	-	-	-	-
6	Collateralized Commercial Property Loans	-	-	-	-	-	-	-	-	-	-	-
7	Loans to Employees/Pensioners	-	-	-	-	-	-	-	-	-	-	-
8	Claims against MSMEs and Retail Portfolio	444,770	-	-	-	-	-	-	762,589	-	-	-
9	Claims against Corporations	2,813,571	765,470	-	-	-	-	383,445	-	32,998,489	16,073	-
10	Mature Claims	-	-	-	-	-	-	-	-	-	20,614	-
	Total TRA Exposure	10,643,441	3,710,236	-	-	-	-	34,076,546	762,589	32,998,489	36,687	-
C Counterparty Credit Risk Exposure												
1	Claims against Government	54,183,383	-	-	-	-	-	-	-	-	-	-
2	Claims against Public Sector Entities	-	-	-	-	-	-	-	-	-	-	-
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-
4	Claims against Banks	-	1,143,796	-	-	-	-	3,139,555	-	-	-	-
5	Claims against MSMEs and Retail Portfolio	-	-	-	-	-	-	-	336	-	-	-
6	Claims against Corporations	-	316,059	-	-	-	-	16,393	-	1,732,050	-	-
7	Eksposur tertimbang dari Credit Valuation Adjustment (CVA risk weighted assets)	-	-	-	-	-	-	-	-	-	-	-
	Total Counterparty Credit Risk Exposure	54,183,383	1,459,855	-	-	-	-	3,155,948	336	1,732,050	-	-



	ATMR	Capital Charge	December 31, 2019											ATMR	Capital Charge
			Net Claims after Calculating Effect of Credit Risk Mitigation												
			0%	20%	25%	35%	40%	45%	50%	75%	100%	150%	Others		
(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)		
	122,357	12,028	178,658,937	292,557	-	-	-	-	-	-	-	-	-	58,511	5,611
	48,377,288	4,755,487	425,273	56,435,616	-	-	-	-	86,237,720	-	-	-	-	54,405,983	5,217,534
			-	-	-	-	-	-	-	-	-	-	-	-	-
	12,892,136	1,267,297	77,276	27,127,175	-	-	-	-	14,992,963	-	-	-	-	12,921,916	1,239,212
	5,984,701	588,296	-	928,576	3,917,538	17,254,929	-	-	-	-	-	-	-	7,204,325	690,895
			-	-	-	-	-	-	-	-	-	-	-	-	-
	69,248	6,807	-	-	-	-	-	-	-	-	-	-	-	-	-
	137,197,967	13,486,560	1,123,055	4,161,042	-	-	-	-	-	189,502,769	-	-	-	142,959,285	13,709,795
	364,735,445	35,853,494	16,102,822	27,863,268	-	-	-	-	11,015,841	-	387,624,207	82,086	-	398,827,911	38,247,597
	4,655,030	457,589	2,849	8,396	-	-	-	-	-	-	836,673	5,862,913	-	9,632,723	923,778
	57,992,562	5,700,669	-	-	-	-	-	-	-	-	53,218,623	315,472	-	54,862,547	5,261,318
	632,026,734	62,128,228	196,390,212	116,816,630	3,917,538	17,254,929	-	-	112,246,524	189,502,769	441,679,503	6,260,472	-	680,873,201	65,295,740
	-	-	8,345,735	-	-	-	-	-	-	-	-	-	-	-	-
	9,742,839	957,721	110,403	2,564,715	-	-	-	-	17,786,719	-	-	-	-	9,406,302	902,064
			-	-	-	-	-	-	-	-	-	-	-	-	-
	7,692,665	756,189	-	-	-	-	-	-	14,182,336	-	-	-	-	7,091,168	680,043
			-	-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	-	-	-	-	-	-	-
	571,942	56,222	542,212	121	-	-	-	-	-	708,158	-	-	-	531,142	50,937
	33,367,415	3,280,017	2,876,288	424,748	-	-	-	-	180,645	-	30,563,585	323	-	30,739,342	2,947,903
	30,921	3,039	-	-	-	-	-	-	-	-	-	6,770	-	10,155	974
	51,405,781	5,053,188	11,874,638	2,989,583	-	-	-	-	32,149,700	708,158	30,563,585	7,094	-	47,778,110	4,581,921
	-	-	621,373	-	-	-	-	-	-	-	-	-	-	-	-
			-	-	-	-	-	-	14,033	-	-	-	-	7,016	673
			-	-	-	-	-	-	-	-	-	-	-	-	-
	1,798,537	176,796	-	2,566,406	-	-	-	-	2,171,194	-	-	-	-	1,598,878	153,332
	252	25	-	-	-	-	-	-	-	488	-	-	-	366	35
	1,803,458	177,280	-	10,691	-	-	-	-	-	-	1,304,143	-	-	1,306,282	125,272
	1,115,389	109,643	-	-	-	-	-	-	-	-	-	-	-	-	-
	4,717,636	463,744	621,373	2,577,097	-	-	-	-	2,185,227	488	1,304,143	-	-	2,912,543	279,313



Net Transaction per Weight of Risk After Mitigation of Credit Risk – Bank as Individual and Consolidation with Subsidiaries

Table of 4.1.b. Disclosure of Net Claims by Risk Weighting After Calculating the Impact of Credit Risk Mitigation – the Bank Consolidated with Subsidiaries

No	Portfolio Category	31 December, 2020										
		Net Claims after Calculating Effect of Credit Risk Mitigation										
		0%	20%	25%	35%	40%	45%	50%	75%	100%	150%	Others
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)	(11)	(12)	
A Eksposur Neraca												
1	Claims against Government	261,925,042	611,786	-	-	-	-	-	-	-	-	-
2	Claims against Public Sector Entities	511,917	53,348,479	-	-	-	-	75,526,901	-	181,479	-	-
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-
4	Claims against Banks	72,966	34,534,232	-	-	-	-	11,959,924	-	-	-	-
5	Collateralized Housing Loans	-	641,546	2,297,923	15,110,277	-	-	-	-	-	-	-
6	Collateralized Commercial Property Loans	-	-	-	-	-	-	-	-	2,712	-	-
7	Loans to Employees/Pensioners	-	-	-	-	-	-	24,872,297	-	-	-	-
8	Claims against MSMEs and Retail Portfolio	908,385	5,115,428	-	-	-	-	-	202,100,736	-	-	-
9	Claims against Corporations	13,888,461	30,791,282	-	-	-	-	24,643,295	-	346,682,843	106,296	-
10	Mature Claims	543	1,944	-	-	-	-	-	-	480,007	2,958,695	-
11	Other Assets	22,185,504	-	-	-	-	-	-	-	61,775,659	273,589	-
12	Exposure at Sharia Unit	41,778,743	15,560,283	2,853,712	4,437,087	-	-	27,277,720	10,353,680	24,871,441	35,719	-
	Total Eksposur Laporan Posisi Keuangan	341,271,560	140,604,981	5,151,635	19,547,363	-	-	164,280,136	212,454,416	433,994,141	3,374,299	-
B Eksposur Kewajiban Komitmen/Kontinjensi pada Transaksi Rekening Administratif												
1	Claims against Government	7,204,086	-	-	-	-	-	-	-	-	-	-
2	Claims against Public Sector Entities	133,560	2,900,207	-	-	-	-	18,325,595	-	-	-	-
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-
4	Claims against Banks	47,454	44,559	-	-	-	-	15,367,507	-	-	-	-
5	Collateralized Housing Loans	-	-	-	-	-	-	-	-	-	-	-
6	Collateralized Commercial Property Loans	-	-	-	-	-	-	-	-	-	-	-
7	Loans to Employees/Pensioners	-	-	-	-	-	-	-	-	-	-	-
8	Claims against MSMEs and Retail Portfolio	444,770	-	-	-	-	-	-	762,589	-	-	-
9	Claims against Corporations	2,813,571	765,470	-	-	-	-	383,445	-	32,998,489	16,073	-
10	Mature Claims	-	-	-	-	-	-	-	-	-	20,614	-
11	Exposure at Sharia Unit	3,947	-	-	-	-	-	-	282,101	787,144	-	-
	Total Eksposur Transaksi Rekening Administratif TRA	10,647,388	3,710,236	-	-	-	-	34,076,546	1,044,690	33,785,633	36,687	-
C Exposure of Counterparty Credit Risk												
1	Claims against Government	55,234,238	-	-	-	-	-	-	-	-	-	-
2	Claims against Public Sector Entities	-	-	-	-	-	-	-	-	-	-	-
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-	-	-	-	-	-
4	Claims against Banks	-	2,585,583	-	-	-	-	3,262,157	-	-	-	-
5	Claims against MSMEs and Retail Portfolio	-	-	-	-	-	-	-	336	-	-	-
6	Claims against Corporations	-	10,691	-	-	-	-	16,393	-	1,732,050	-	-
7	Eksposur tertimbang dari Credit Valuation Adjustment (CVA risk weighted assets)	-	-	-	-	-	-	-	-	-	-	-
8	Exposure at Sharia Unit	-	-	-	-	-	-	-	-	-	-	-
	Total Exposure of Counterparty Credit Risk	55,234,238	1,463,362	-	-	-	-	3,278,549	336	1,732,050	-	-



		31 December, 2017												ATMR	Capital Charge
ATMR	Capital Charge	Net Claims after Calculating Effect of Credit Risk Mitigation													
		0%	20%	25%	35%	40%	45%	50%	75%	100%	150%	Others			
(13)	(14)	(15)	(16)	(17)	(18)	(19)	(20)	(21)	(22)	(23)	(24)	(25)	(26)		
122,357	12,003	183,401,601	292,557	-	-	-	-	-	-	-	-	58,511	5,617		
48,614,625	4,769,095	425,273	56,435,616	-	-	-	86,338,795	-	84,371	-	-	54,540,891	5,235,926		
-	-	-	-	-	-	-	-	-	-	-	-	-	-		
12,886,808	1,264,196	77,276	28,156,464	-	-	-	14,605,663	-	-	-	-	12,934,124	1,241,676		
5,991,387	587,755	-	964,478	3,926,755	17,256,905	-	-	-	-	-	-	7,214,501	692,592		
2,712	266	-	-	-	-	-	-	-	3,780	-	-	3,780	363		
12,436,148	1,219,986	-	-	-	-	-	19,318,856	-	-	-	-	9,659,428	927,305		
152,598,637	14,969,926	1,130,481	4,161,042	-	-	-	-	208,942,001	-	-	-	157,538,709	15,123,716		
365,322,192	35,838,107	16,105,650	27,934,284	-	-	-	11,015,841	-	388,599,559	237,578	-	400,050,704	38,404,868		
4,918,438	482,499	2,849	8,396	-	-	-	-	-	839,545	6,075,125	-	9,953,911	955,575		
62,247,300	6,106,460	-	-	-	-	-	-	-	-	-	-	58,221,331	5,589,248		
51,707,604	5,072,516	33,949,293	13,354,408	3,025,961	3,956,466	-	21,675,974	9,818,557	22,460,823	-	-	47,717,973	4,580,925		
716,848,210	70,322,809	235,092,423	131,307,244	6,952,715	21,213,371	-	152,955,130	218,760,558	411,988,077	6,312,703	-	757,893,863	72,757,811		
-	-	8,345,735	-	-	-	-	-	-	-	-	-	-	-		
9,742,839	955,772	110,403	2,564,715	-	-	-	17,786,719	-	-	-	-	9,406,302	903,005		
-	-	-	-	-	-	-	-	-	-	-	-	-	-		
7,692,665	754,650	-	-	-	-	-	14,182,336	-	-	-	-	7,091,168	680,752		
-	-	-	-	-	-	-	-	-	-	-	-	-	-		
-	-	-	-	-	-	-	-	-	-	-	-	-	-		
571,942	56,108	542,212	121	-	-	-	-	708,158	-	-	-	531,142	50,990		
33,367,415	3,273,343	2,876,288	424,748	-	-	-	180,645	-	30,563,585	323	-	30,739,342	2,950,977		
30,921	3,033	-	-	-	-	-	-	-	-	6,770	-	10,155	975		
998,720	97,974	2,471	-	-	-	-	-	251,575	847,907	-	-	1,036,588	99,512		
52,404,501	5,140,882	11,877,110	2,989,583	-	-	-	32,149,700	959,732	31,411,492	7,094	-	48,814,698	4,686,211		
-	-	-	-	-	-	-	-	-	-	-	-	-	-		
-	-	2,212,888	-	-	-	-	-	-	-	-	-	-	-		
-	-	-	-	-	-	-	14,033	-	-	-	-	7,016	674		
1,860,539	182,519	-	-	-	-	-	-	-	-	-	-	-	-		
252	25	-	2,585,583	-	-	-	2,251,279	-	-	-	-	1,642,756	157,705		
1,803,458	176,919	-	-	-	-	-	-	488	-	-	-	366	35		
1,128,157	110,672	-	10,691	-	-	-	-	-	1,419,849	-	-	1,421,987	136,511		
-	-	-	-	-	-	-	-	-	-	-	-	-	-		
4,792,406	470,135	2,212,888	3,733,617	-	-	-	2,265,312	488	1,419,849	-	-	3,072,126	294,924		



Net Transactions and Credit Risk Mitigation Technique – the Bank Separately and Consolidated with Subsidiaries

Table of 4.2.a Disclosure of Net Claims and Credit Risk Mitigation Technique – the Bank Separately

No	Portfolio Category	December 31, 2020					
		Net Claims	Portion secured by				Portion unsecured
			Collateral	Guarantee	Credit Insurance	Others	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3)-[(4)+(5)+(6)+(7)]
A Balance Sheet Exposure							
1	Claims against Government	254,150,514	-	-	-	-	254,150,514
2	Claims against Public Sector Entities	129,275,580	511,917	-	-	-	128,763,663
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Claims against Banks	45,903,013	72,966	-	-	-	45,830,047
5	Collateralized Housing Loans	18,018,907	-	-	-	-	18,018,907
6	Collateralized Commercial Property Loans	-	-	-	-	-	-
7	Loans to Employees/Pensioners	138,496	-	-	-	-	138,496
8	Claims against MSMEs and Retail Portfolio	187,590,322	-	908,385	5,115,428	-	181,566,509
9	Claims against Corporations	415,671,668	13,884,976	-	-	-	401,786,692
10	Mature Claims	3,265,583	543	-	1,944	-	3,263,096
11	Other Assets	79,829,452	-	-	-	-	79,829,452
Total Balance Sheet Exposure		1,133,843,535	14,470,402	908,385	5,117,372	-	1,113,347,375
B Exposure in Administrative Account Transactions							
1	Claims against Government	7,204,086	1,429	-	-	-	7,202,657
2	Claims against Public Sector Entities	21,359,362	133,560	-	-	-	21,225,802
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Claims against Banks	15,459,520	47,454	-	-	-	15,412,066
5	Collateralized Housing Loans	-	-	-	-	-	-
6	Collateralized Commercial Property Loans	-	-	-	-	-	-
7	Loans to Employees/Pensioners	-	-	-	-	-	-
8	Claims against MSMEs and Retail Portfolio	1,207,359	-	444,770	-	-	762,589
9	Claims against Corporations	36,977,047	2,813,571	-	-	-	34,163,477
10	Mature Claims	20,614	-	-	-	-	20,614
Total TRA Exposure		82,227,989	2,996,014	444,770	-	-	78,787,204
C Counterparty Credit Risk Exposure							
1	Claims against Government	54,183,383	-	-	-	-	54,183,383
2	Claims against Public Sector Entities	-	-	-	-	-	-
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Claims against Banks	3,982,032	-	-	-	-	3,982,032
5	Claims against MSMEs and Retail Portfolio	301,655	-	-	-	-	301,655
6	Claims against Corporations	2,064,502	-	-	-	-	2,064,502
Total Counterparty Credit Risk Exposure		60,531,572	-	-	-	-	60,531,572
Total (A+B+C)		1,276,603,095	17,466,416	1,353,155	5,117,372	-	5,117,372

Note:

In accordance with SE OJK No.42 / SEOJK.03 / 2016 regarding "Guidelines for Calculating Risk-Weighted Assets for Credit Risk Using the Standard Approach", which is included in credit risk mitigation is eligible financial collateral, guarantees, guarantees or credit insurance. Apart from the eligible financial collateral, Bank Mandiri has collateral in the form of fixed assets, accounts receivable, inventories, and other collateral.



(in IDR million)

	December 31, 2019					
	Net Claims	Portion secured by				Portion unsecured
		Collateral	Guarantee	Credit Insurance	Others	
(9)	(10)	(11)	(12)	(13)	(14) = (9)-[(10)+(11)+(12)+(13)]	
178,951,494	-	-	-	-	178,951,494	
143,098,608	425,273	-	-	-	142,673,336	
-	-	-	-	-	-	
42,197,414	77,276	-	-	-	42,120,138	
22,101,044	-	-	-	-	22,101,044	
-	-	-	-	-	-	
-	-	-	-	-	-	
194,786,866	1,123,055	-	4,161,042	-	189,502,769	
442,688,224	16,102,822	-	-	-	426,585,402	
6,710,832	2,849	-	8,396	-	6,699,587	
78,786,010	-	-	-	-	78,786,010	
1,109,320,493	17,731,275	-	4,169,438	-	1,087,419,780	
8,345,735	3,656	-	-	-	8,342,079	
20,461,837	110,403	-	-	-	20,351,433	
-	-	-	-	-	-	
14,182,336	-	-	-	-	14,182,336	
-	-	-	-	-	-	
-	-	-	-	-	-	
-	-	-	-	-	-	
1,250,491	542,212	-	121	-	708,158	
34,045,589	2,876,288	-	-	-	31,169,301	
6,770	-	-	-	-	6,770	
78,292,757	3,532,560	-	121	-	74,760,076	
621,373	-	-	-	-	621,373	
14,033	-	-	-	-	14,033	
-	-	-	-	-	-	
4,737,600	-	-	-	-	4,737,600	
488	-	-	-	-	488	
1,314,835	-	-	-	-	1,314,835	
6,688,329	-	-	-	-	6,688,329	
1,194,301,579	21,263,835	-	4,169,559	-	1,168,868,185	



Table of 4.2.b . Disclosure of Net Claims and Credit Risk Mitigation Technique – the Bank Consolidated with Subsidiaries

No	Portfolio Category	December 31, 2020					
		Net Claims	Portion secured by				Portion unsecured
			Collateral	Guarantee	Credit Insurance	Others	
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8) = (3)-[(4)+(5)+(6)+(7)]
A Balance Sheet Exposure							
1	Claims against Government	262,536,828	-	-	-	-	262,536,828
2	Claims against Public Sector Entities	129,568,776	511,917	-	-	-	129,056,859
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Claims against Banks	46,567,122	72,966	-	-	-	46,494,155
5	Collateralized Housing Loans	18,049,745	-	-	-	-	18,049,745
6	Collateralized Commercial Property Loans	2,712	-	-	-	-	2,712
7	Loans to Employees/Pensioners	24,872,297	-	-	-	-	24,872,297
8	Claims against MSMEs and Retail Portfolio	208,124,549	-	908,385	5,115,428	-	202,100,736
9	Claims against Corporations	416,112,177	13,888,461	-	-	-	402,223,716
10	Mature Claims	3,441,189	543	1,944	-	-	3,438,702
11	Other Assets	84,234,751	-	-	-	-	84,234,751
12	Exposure at Sharia Unit	127,168,384	6,206,221	-	-	-	120,962,163
	Total balance sheet exposure	1,320,678,531	20,680,107	910,329	5,115,428	-	1,293,972,666
B Exposure in administrative account transactions							
1	Claims against Government	7,204,086	1,429	-	-	-	7,202,657
2	Claims against Public Sector Entities	21,359,362	133,560	-	-	-	21,225,802
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Claims against Banks	15,459,520	47,454	-	-	-	15,412,066
5	Collateralized Housing Loans	-	-	-	-	-	-
6	Collateralized Commercial Property Loans	-	-	-	-	-	-
7	Loans to Employees/Pensioners	-	-	-	-	-	-
8	Claims against MSMEs and Retail Portfolio	1,207,359	-	444,770	-	-	762,589
9	Claims against Corporations	36,977,047	2,813,571	-	-	-	34,163,477
10	Mature Claims	20,614	-	-	-	-	20,614
11	Exposure at Sharia Unit	1,073,192	3,947	-	-	-	1,069,245
	Total TRA Exposure	83,301,181	2,996,014	444,770	-	-	-
C Counterparty Credit Risk Exposure							
1	Claims against Government	55,234,238	-	-	-	-	55,234,238
2	Claims against Public Sector Entities	-	-	-	-	-	-
3	Claims against Multilateral Development Banks and International Institutions	-	-	-	-	-	-
4	Claims against Banks	4,409,460	-	-	-	-	4,409,460
5	Claims against MSMEs and Retail Portfolio	336	-	-	-	-	336
6	Claims against Corporations	2,064,502	-	-	-	-	2,064,502
7	Exposure at Sharia Unit	-	-	-	-	-	-
	Total Counterparty Credit Risk Exposure	61,708,536	-	-	-	-	61,708,536
	Total (A+B+C)	1,465,688,247	23,676,122	1,355,099	5,115,428	-	1,355,681,202

Note:

In accordance with SE OJK No.42 / SEOJK.03 / 2016 regarding " Guidelines for Calculating Risk-Weighted Assets for Credit Risk Using the Standard Approach ", which is included in credit risk mitigation is eligible financial collateral, guarantees, guarantees or credit insurance.

Apart from the eligible financial collateral, Bank Mandiri has collateral in the form of fixed assets, accounts receivable, inventories, and other collateral.



(in IDR million)

	December 31, 2019					
	Net Claims	Portion secured by				Portion unsecured
		Collateral	Guarantee	Credit Insurance	Others	
(9)	(10)	(11)	(12)	(13)	(14) = (9)-[(10)+(11)+(12)+(13)]	
183,694,158	-	-	-	-	183,694,158	
143,284,054	425,273	-	-	-	142,858,781	
-	-	-	-	-	-	
42,839,403	77,276	-	-	-	42,762,127	
22,148,137	-	-	-	-	22,148,137	
3,780	-	-	-	-	3,780	
19,318,856	-	-	-	-	19,318,856	
214,233,524	1,130,481	-	4,161,042	-	208,942,001	
443,892,913	16,105,650	-	-	-	427,787,262	
6,925,915	2,849	-	8,396	-	6,914,669	
82,275,824	-	-	-	-	82,275,824	
112,076,553	4,827,919	-	-	-	107,248,634	
1,270,693,118	22,569,448	-	4,169,438	-	1,243,954,231	
8,345,735	3,656	-	-	-	8,342,079	
20,461,837	110,403	-	-	-	20,351,433	
-	-	-	-	-	-	
14,182,336	-	-	-	-	14,182,336	
-	-	-	-	-	-	
-	-	-	-	-	-	
1,250,491	542,212	-	121	-	708,158	
34,045,589	2,876,288	-	-	-	31,169,301	
6,770	-	-	-	-	6,770	
1,101,953	2,471	-	-	-	1,099,482	
79,394,710	3,535,031	-	121	-	75,859,558	
2,212,888	-	-	-	-	2,212,888	
14,033	-	-	-	-	14,033	
-	-	-	-	-	-	
4,836,862	-	-	-	-	4,836,862	
488	-	-	-	-	488	
1,430,540	-	-	-	-	1,430,540	
-	-	-	-	-	-	
8,494,812	-	-	-	-	8,494,812	
1,358,582,640	26,104,479	-	4,169,559	-	1,328,308,601	



Asset Securitization

Table 5.1.a. Disclosure of Security Exposures in the Banking Book

(in IDR million)

Individual	Position December 31, 2020								
	a	b	c	d	e	f	g	h	i
	Bank as originator			Bank as sponsor			Bank as investor		
	Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total
1 Retail (total) - among others	-	-	-	-	-	-	-	-	-
2 Housing loans	24,723	-	24,723	-	-	-	161,581	-	161,581
3 Credit cards	-	-	-	-	-	-	-	-	-
4 Other retail exposures	-	-	-	-	-	-	-	-	-
5 Re-securitization	-	-	-	-	-	-	-	-	-
6 Non-retail (total) - among others	-	-	-	-	-	-	-	-	-
7 Corporate loans	-	-	-	-	-	-	161,854	-	161,854
8 Commercial credit	-	-	-	-	-	-	-	-	-
9 Rent and accounts receivable	-	-	-	-	-	-	-	-	-
10 Other non-retail	-	-	-	-	-	-	-	-	-
11 Re-securitization	-	-	-	-	-	-	-	-	-

(in IDR million)

Consolidation	Position December 31, 2020								
	a	b	c	d	e	f	g	h	i
	Bank as originator			Bank as sponsor			Bank as investor		
	Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total
1 Retail (total) - among others	-	-	-	-	-	-	-	-	-
2 Housing loans	24,723	-	24,723	-	-	-	172,105	-	172,105
3 Credit cards	-	-	-	-	-	-	-	-	-
4 Other retail exposures	-	-	-	-	-	-	-	-	-
5 Re-securitization	-	-	-	-	-	-	-	-	-
6 Non-retail (total) - among others	-	-	-	-	-	-	-	-	-
7 Corporate loans	-	-	-	-	-	-	161,854	-	161,854
8 Commercial credit	-	-	-	-	-	-	-	-	-
9 Rent and accounts receivable	-	-	-	-	-	-	-	-	-
10 Other non-retail	-	-	-	-	-	-	-	-	-
11 Re-securitization	-	-	-	-	-	-	-	-	-



Table 5.1.b. Disclosure of Security Exposure in Trading Book

(in IDR million)

Individual	Position December 31, 2020								
	a	b	c	d	e	f	g	h	i
	Bank as originator			Bank as sponsor			Bank as investor		
	Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total
1 Retail (total) - among others	-	-	-	-	-	-	-	-	-
2 Housing loans	-	-	-	-	-	-	-	-	-
3 Credit cards	-	-	-	-	-	-	-	-	-
4 Other retail exposures	-	-	-	-	-	-	-	-	-
5 Re-securitization	-	-	-	-	-	-	-	-	-
6 Non-retail (total) - among others	-	-	-	-	-	-	-	-	-
7 Corporate loans	-	-	-	-	-	-	-	-	-
8 Commercial credit	-	-	-	-	-	-	-	-	-
9 Rent and accounts receivable	-	-	-	-	-	-	-	-	-
10 Other non-retail	-	-	-	-	-	-	-	-	-
11 Re-securitization	-	-	-	-	-	-	-	-	-

(in IDR million)

Consolidation	Position December 31, 2020								
	a	b	c	d	e	f	g	h	i
	Bank as originator			Bank as sponsor			Bank as investor		
	Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total	Traditional	Synthetic	Sub-total
1 Retail (total) - among others	-	-	-	-	-	-	-	-	-
2 Housing loans	-	-	-	-	-	-	-	-	-
3 Credit cards	-	-	-	-	-	-	-	-	-
4 Other retail exposures	-	-	-	-	-	-	-	-	-
5 Re-securitization	-	-	-	-	-	-	-	-	-
6 Non-retail (total) - among others	-	-	-	-	-	-	-	-	-
7 Corporate loans	-	-	-	-	-	-	-	-	-
8 Commercial credit	-	-	-	-	-	-	-	-	-
9 Rent and accounts receivable	-	-	-	-	-	-	-	-	-
10 Other non-retail	-	-	-	-	-	-	-	-	-
11 Re-securitization	-	-	-	-	-	-	-	-	-

Note: Bank Mandiri, both as an individual and as a consolidated company, has no exposure to securitization in the trading book



Table 5.2.a. Disclosure of Securitization Exposures in the Banking Book when the Bank is the Originator or Sponsor and its Capital Requirements

Individual	a	b	c	d	e
	Exposure value (based on Risk Weight)				
	≤20% Risk Weighted	>20% to 50% Risk Weighted	>50% to 100% Risk Weighted	>100% to <1250% Risk Weighted	1250% Risk Weighted
1 Total exposure	-	-	-	-	-
2 Traditional securitization	-	-	-	-	-
3 In which the underlying securitization	-	-	-	-	-
4 Ritel	-	-	-	24,723	-
5 Non-ritel	-	-	-	-	-
6 In which re-securitization	-	-	-	-	-
7 Senior	-	-	-	-	-
8 Non-senior	-	-	-	-	-
9 Synthetic securitization	-	-	-	-	-
10 In which the underlying securitization	-	-	-	-	-
11 Ritel	-	-	-	-	-
12 Non-ritel	-	-	-	-	-
13 In which re-securitization	-	-	-	-	-
14 Senior	-	-	-	-	-
15 Non-senior	-	-	-	-	-

Consolidation	a	b	c	d	e
	Exposure value (based on Risk Weight)				
	≤20% Risk Weighted	>20% to 50% Risk Weighted	>50% to 100% Risk Weighted	>100% to <1250% Risk Weighted	1250% Risk Weighted
1 Total exposure	-	-	-	-	-
2 Traditional securitization	-	-	-	-	-
3 In which the underlying securitization	-	-	-	-	-
4 Ritel	-	-	-	24,723	-
5 Non-ritel	-	-	-	-	-
6 In which re-securitization	-	-	-	-	-
7 Senior	-	-	-	-	-
8 Non-senior	-	-	-	-	-
9 Synthetic securitization	-	-	-	-	-
10 In which the underlying securitization	-	-	-	-	-
11 Ritel	-	-	-	-	-
12 Non-ritel	-	-	-	-	-
13 In which re-securitization	-	-	-	-	-
14 Senior	-	-	-	-	-
15 Non-senior	-	-	-	-	-



-(in IDR million)

	f	g	h	i	j	k	l	m	n	o	p	q
	Exposure value (based on regulatory approach)				ATMR (based on regulatory approach)				Capital charge after cap			
	IRB RBA (Including IAA)	IRB SFA	SA/SSFA	1250%	IRB RBA (Including IAA)	IRB SFA	SA/SSFA	1250%	IRB RBA (Including IAA)	IRB SFA	SA/SSFA	1250%
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	24,723	-	-	-	294,925	-	-	-	6,665	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-

(in IDR million)

	f	g	h	i	j	k	l	m	n	o	p	q
	Exposure value (based on regulatory approach)				ATMR (based on regulatory approach)				Capital charge after cap			
	IRB RBA (Including IAA)	IRB SFA	SA/SSFA	1250%	IRB RBA (Including IAA)	IRB SFA	SA/SSFA	1250%	IRB RBA (Including IAA)	IRB SFA	SA/SSFA	1250%
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	24,723	-	-	-	294,925	-	-	-	6,665	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-	-



Table 5.2.b. Disclosure of Securitization Exposure in the Banking Book when the Bank is an Investor

Disclosure of exposure to securitization in the banking book when the bank is the originator or sponsor and its capital requirements

Individual		a	b	c	d	e	f	g
		Exposure value (based on Risk Weight)					IRB RBA (Including IAA)	IRB SFA
		≤20% Risk Weighted	>20% to 50% Risk Weighted	>50% to 100% Risk Weighted	>100% to <1250% Risk Weighted	1250% Risk Weighted		
1	Total exposure	-	-	-	-	-	-	-
2	Traditional securitization	-	-	-	-	-	-	-
3	In which the underlying securitization	-	-	-	-	-	-	-
4	Ritel	161,581	-	-	-	-	-	161,581
5	Non-ritel	161,854	-	-	-	-	-	161,854
6	In which re-securitization	-	-	-	-	-	-	-
7	Senior	-	-	-	-	-	-	-
8	Non-senior	-	-	-	-	-	-	-
9	Synthetic securitization	-	-	-	-	-	-	-
10	In which the underlying securitization	-	-	-	-	-	-	-
11	Ritel	-	-	-	-	-	-	-
12	Non-retail	-	-	-	-	-	-	-
13	In which re-securitization	-	-	-	-	-	-	-
14	Senior	-	-	-	-	-	-	-
15	Non-senior	-	-	-	-	-	-	-

Consolidation		a	b	c	d	e	f	g
		Exposure value (based on Risk Weight)					IRB RBA (Including IAA)	IRB SFA
		≤20% Risk Weighted	>20% to 50% Risk Weighted	>50% to 100% Risk Weighted	>100% to <1250% Risk Weighted	1250% Risk Weighted		
1	Total exposure	-	-	-	-	-	-	-
2	Traditional securitization	-	-	-	-	-	-	-
3	In which the underlying securitization	-	-	-	-	-	-	-
4	Ritel	172,105	-	-	-	-	-	172,105
5	Non-ritel	161,854	-	-	-	-	-	161,854
6	In which re-securitization	-	-	-	-	-	-	-
7	Senior	-	-	-	-	-	-	-
8	Non-senior	-	-	-	-	-	-	-
9	Synthetic securitization	-	-	-	-	-	-	-
10	In which the underlying securitization	-	-	-	-	-	-	-
11	Ritel	-	-	-	-	-	-	-
12	Non-retail	-	-	-	-	-	-	-
13	In which re-securitization	-	-	-	-	-	-	-
14	Senior	-	-	-	-	-	-	-
15	Non-senior	-	-	-	-	-	-	-



(in million rupiah)

	h	i	j	k	l	m	n	o	p	q
	Exposure value (based on regulatory approach)		ATMR (based on regulatory approach)				Capital charge after cap			
	SA/SSFA	1250%	IRB RBA (Including IAA)	IRB SFA	SA/SSFA	1250%	IRB RBA (Including IAA)	IRB SFA	SA/SSFA	1250%
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	27,572	-	-	-	-	-	-
-	-	-	-	25,478	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-

(in million rupiah)

	h	i	j	k	l	m	n	o	p	q
	Exposure value (based on regulatory approach)		ATMR (based on regulatory approach)				Capital charge after cap			
	SA/SSFA	1250%	IRB RBA (Including IAA)	IRB SFA	SA/SSFA	1250%	IRB RBA (Including IAA)	IRB SFA	SA/SSFA	1250%
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	172,105	-	-	-	-	-	-
-	-	-	-	25,478	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-



Disclosure of RWA Calculations for Credit Risk using a Standard Approach

Based on the exposure category according to the standardized approach, Bank Mandiri has the following exposure, namely:

Asset Exposures in the Balance – the Bank Separately and Consolidated with Subsidiarie

Table of 6.1.1. Disclosure of Asset Exposures in the Balance

No	Portfolio Category	December 31, 2020	
		Net Claims	ATMR before MRK
(1)	(2)	(3)	(4)
1.	Claims on the Government	254,150,514	122,357
a.	Claims on the Government of Indonesia	252,437,464	-
b.	Claims on Other Country Governments	1,713,050	122,357
2.	Claims on Public Sector Entities	129,275,580	48,633,246
3.	Claims on Multilateral Development Banks and International Institutions	-	-
4.	Claims on Banks	45,903,013	12,928,619
a.	Short Term Claims	31,553,101	6,310,620
b.	Long Term Claims	14,349,912	6,617,999
5.	Residential Loan Collateral	18,018,907	5,984,701
6.	Loans Backed by Commercial Property	-	-
7.	Employee or Retirement Credit	138,496	69,248
8.	Claims on Micro, Small, and Retail Portfolios	187,590,322	140,692,742
9.	Claims on Corporations	415,671,668	378,617,921
10.	Claims that are past due	3,265,583	4,658,372
a.	Residential mortgage backed loans	480,007	480,007
b.	Apart from Credit Backed by Residential Homes	2,785,577	4,178,365
11.	Other Assets	79,829,452	57,932,846
a.	Cash, gold and commemorative coins	22,031,324	-
b.	Investments (other than those that are deducting capital)	30,614	-
1)	Temporary equity participation in the framework of credit restructuring	30,614	-
2)	Participation in financial companies that are not listed on the stock exchange	-	-
3)	Participation in financial companies listed on the stock exchange	-	-
c.	Fixed assets and net inventory	44,264,446	-
d.	Foreclosed Collateral (AYDA)	238,820	-
e.	Inter office net	3,751	-
f.	Others	13,260,498	-
TOTAL		1,133,843,535	649,640,052



(in IDR million)

	December 31, 2020	December 31, 2020		
	ATMR after MRK	Net Claims	ATMR before MRK	ATMR after MRK
	(5)	(6)	(7)	(8)
	122,357	178,951,494	58,511	58,511
	-	177,463,151	-	-
	122,357	1,488,344	58,511	58,511
	48,377,288	143,098,608	54,607,324	54,405,983
	-	-	-	-
	12,892,136	42,197,414	12,960,555	12,921,916
	6,310,620	25,315,706	5,063,141	5,063,141
	6,581,516	16,881,709	7,897,413	7,858,775
	5,984,701	22,101,044	7,204,325	7,204,325
	-	-	-	-
	69,248	-	-	-
	137,197,967	194,786,866	146,090,149	142,959,285
	364,735,445	442,688,224	414,928,232	398,827,911
	4,655,030	6,710,832	9,647,912	9,632,723
	480,007	836,673	836,673	836,673
	4,175,023	5,874,159	8,811,239	8,796,050
	57,932,846	78,786,010	53,534,095	53,534,095
	-	25,357,073	-	-
	45,920	33,397	-	50,095
	45,920	33,397	-	50,095
	-	-	-	-
	-	-	-	-
	44,264,446	42,711,171	-	42,711,171
	358,230	176,918	-	265,377
	3,751	182,664	-	182,664
	13,260,498	10,324,787	-	10,324,787
	631,967,018	1,109,320,493	699,031,104	679,544,750



Table of 6.2.1 Disclosure of Asset Exposures in the Balance - Consolidation with Subsidiaries

No	Portfolio Category	December 31, 2020	
		Net Claims	ATMR before MRK
(1)	(2)	(3)	(4)
1.	Claims on the Government	262,536,828	122,357
a.	Claims on the Government of Indonesia	260,682,362	-
b.	Claims on Other Country Governments	1,854,467	122,357
2.	Claims on Public Sector Entities	129,568,776	48,870,583
3.	Claims on Multilateral Development Banks and International Institutions	-	-
4.	Claims on Banks	46,567,122	12,923,291
a.	Short Term Claims	32,677,710	6,535,542
b.	Long Term Claims	13,889,412	6,387,749
5.	Residential Loan Collateral	18,049,745	5,991,387
6.	Loans Backed by Commercial Property	2,712	2,712
7.	Employee or Retirement Credit	24,872,297	12,436,148
8.	Claims on Micro, Small, and Retail Portfolios	208,124,549	156,093,412
9.	Claims on Corporations	416,112,177	379,208,153
10.	Claims that are past due	3,441,189	4,921,780
a.	Residential mortgage backed loans	480,007	480,007
b.	Apart from Credit Backed by Residential Homes	2,961,182	4,441,773
11.	Other Assets	84,234,751	62,186,042
a.	Cash, gold and commemorative coins	22,185,504	-
b.	Investments (other than those that are deducting capital)	30,614	-
1)	Temporary equity participation in the framework of credit restructuring	30,614	-
2)	Participation in financial companies that are not listed on the stock exchange	-	-
3)	Participation in financial companies listed on the stock exchange	-	-
c.	Fixed assets and net inventory	45,082,879	-
d.	Foreclosed Collateral (AYDA)	242,975	-
e.	Inter office net	3,751	-
f.	Others	16,689,029	-
TOTAL		1,193,510,147	682,755,866



(in IDR million)

	December 31, 2020	December 31, 2019		
	ATMR after MRK	Net Claims	ATMR before MRK	ATMR after MRK
	(5)	(6)	(7)	(8)
	122,357	183,694,158	58,511	58,511
	-	182,066,632	-	-
	122,357	1,627,527	58,511	58,511
	48,614,625	143,284,054	54,742,232	54,540,891
	-	-	-	--
	12,886,808	42,839,403	12,972,762	12,934,124
	6,535,542	26,344,994	5,268,999	5,268,999
	6,351,266	16,494,409	7,703,763	7,665,125
	5,991,387	22,148,137	7,214,501	7,214,501
	2,712	3,780	3,780	3,780
	12,436,148	19,318,856	9,659,428	9,659,428
	152,598,637	214,233,524	160,675,143	157,538,709
	365,322,192	443,892,913	416,153,854	400,050,704
	4,918,438	6,925,915	9,969,100	9,953,911
	480,007	839,545	839,545	839,545
	4,438,432	6,086,370	9,129,556	9,114,366
	62,186,042	82,275,824	56,876,974	56,876,974
	-	25,506,468	-	-
	45,920	33,397	-	50,095
	45,920	33,397	-	50,095
	-	-	-	-
	-	-	-	-
	45,082,879	43,688,039	-	43,688,039
	364,463	181,838	-	272,757
	3,751	182,664	-	182,664
	16,689,029	12,683,419	-	12,683,419
	665,079,347	1,158,616,564	728,326,285	708,831,533



Commitment/Contingency Exposures - Bank Individually and Consolidated with Subsidiaries

Table of 6.1.2 Disclosures of Contingencies/Commitment Liability Exposures on Administrative Account Transactions – the Bank separately

No	Portfolio Category	December 31, 2020	
		Net Claims	ATMR before MRK
(1)	(2)	(3)	(4)
1.	Claims on the Government	7,204,086	-
a.	Claims on the Government of Indonesia	7,204,086	-
b.	Claims on Other Country Governments	-	-
2.	Claims on Public Sector Entities	21,359,362	9,809,522
3.	Claims on Multilateral Development Banks and International Institutions	-	-
4.	Claims on Banks	15,459,520	7,716,403
a.	Short Term Claims	30,717	6,143
b.	Long Term Claims	15,428,803	7,710,260
5.	Residential Loan Collateral	-	-
6.	Loans Backed by Commercial Property	-	-
7.	Employee / Retirement Credit	-	-
8.	Claims on Micro, Small and Retail Portfolios	1,207,359	905,519
9.	Claims on Corporations	36,977,047	36,179,549
10.	Claims that are past due	20,614	30,921
a.	Residential mortgage backed loans	-	-
b.	Apart from Credit Backed by Residential Homes	20,614	30,921
TOTAL		82,227,989	54,641,915

Table of 6.2.2 Disclosures of Commitment/ Contingencies Liability Exposures on Administrative Account Transactions - Consolidation with Subsidiaries

No	Portfolio Category	December 31, 2020	
		Net Claims	ATMR before MRK
(1)	(2)	(3)	(4)
1.	Claims on the Government	7,204,086	0
a.	Claims on the Government of Indonesia	7,204,086	-
b.	Claims on Other Country Governments	-	-
2.	Claims on Public Sector Entities	21,359,362	9,809,522
3.	Claims on Multilateral Development Banks and International Institutions	-	-
4.	Claims on Banks	15,459,520	7,716,403
a.	Short Term Claims	30,717	6,143
b.	Long Term Claims	15,428,803	7,710,260
5.	Residential Loan Collateral	-	-
6.	Loans Backed by Commercial Property	-	-
7.	Employee / Retirement Credit	-	-
8.	Claims on Micro, Small and Retail Portfolios	1,207,359	905,519
9.	Claims on Corporations	36,977,047	36,179,549
10.	Claims that are past due	20,614	30,921
a.	Residential mortgage backed loans	-	-
b.	Apart from Credit Backed by Residential Homes	20,614	30,921
TOTAL		82,227,989	54,641,915



(in IDR million)

	December 31, 2020		December 31, 2020	
	ATMR after MRK	Net Claims	ATMR before MRK	ATMR after MRK
	(5)	(6)	(7)	(8)
-		8,345,735	-	-
-		8,345,735	-	-
-		-	-	-
9,742,839		20,461,837	9,461,495	9,406,302
-		-	-	-
7,692,665		14,182,336	7,091,168	7,091,168
6,131		-	-	-
7,686,535		14,182,336	7,091,168	7,091,168
-		-	-	-
-		-	-	-
-		-	-	-
571,942		1,250,491	937,868	531,142
33,367,415		34,045,589	33,616,232	30,739,342
30,921		6,770	10,155	10,155
-		-	-	-
30,921		6,770	10,155	10,155
51,405,781		78,292,757	51,116,918	47,778,110

(in IDR million)

	December 31, 2020		December 31, 2020	
	ATMR after MRK	Net Claims	ATMR before MRK	ATMR after MRK
	(5)	(6)	(7)	(8)
0		8,345,735	-	-
-		8,345,735	-	-
-		-	-	-
9,742,839		20,461,837	9,461,495	9,406,302
-		-	-	-
7,692,665		14,182,336	7,091,168	7,091,168
6,131		-	-	-
7,686,535		14,182,336	7,091,168	7,091,168
-		-	-	-
-		-	-	-
-		-	-	-
571,942		1,250,491	937,868	531,142
33,367,415		34,045,589	33,616,232	30,739,342
30,921		6,770	10,155	10,155
-		-	-	-
30,921		6,770	10,155	10,155
51,405,781		78,292,757	51,116,918	47,778,110



Exposures to Counterparty Credit Risk – the Bank Individually and Consolidated with Subsidiaries

Table of 6.1.3 Disclosures of Exposure Triggering Counterparty Credit Risk – the Bank separately

No	Portfolio Category	December 31, 2020	
		Net Claims	ATMR before MRK
(1)	(2)	(3)	(4)
1.	Claims on the Government	54,056,271	-
a.	Claims on the Government of Indonesia	54,056,271	-
b.	Claims on Other Country Governments	-	-
2.	Claims on Public Sector Entities	-	-
3.	Claims on Multilateral Development Banks and International Institutions	-	-
4.	Claims on Banks	301,319	150,660
a.	Short Term Claims	-	-
b.	Long Term Claims	301,319	150,660
5.	Claims on Micro, Small and Retail Portfolios	-	-
6.	Claims on Corporations	-	-
7.	Weighted exposure of Credit Valuation Adjustments (CVA risk weighted assets)	-	-
TOTAL		54,357,590	150,660

Table of 6.2.3 Disclosures of Exposures Triggering Counterparty Credit Risk – the Bank Consolidated with Subsidiaries

No	Portfolio Category	December 31, 2020	
		Net Claims	ATMR before MRK
(1)	(2)	(3)	(4)
1.	Claims on the Government	55,107,126	-
a.	Claims on the Government of Indonesia	55,107,126	-
b.	Claims on Other Country Governments	-	-
2.	Claims on Public Sector Entities	-	-
3.	Claims on Multilateral Development Banks and International Institutions	-	-
4.	Claims on Banks	344,571	172,285
a.	Short Term Claims	-	-
b.	Long Term Claims	344,571	172,285
5.	Claims on Micro, Small and Retail Portfolios	-	-
6.	Claims on Corporations	-	-
7.	Weighted exposure of Credit Valuation Adjustments (CVA risk weighted assets)	-	-
TOTAL		55,451,697	172,285



(in IDR million)

	December 31, 2020	December 31, 2020		
	ATMR after MRK	Net Claims	ATMR before MRK	ATMR after MRK
	(5)	(6)	(7)	(8)
-		92,424	-	-
-		92,424	-	-
-		-	-	-
-		-	-	-
-		-	-	-
150,660		929,808	285,989	285,989
-		596,384	119,277	119,277
150,660		333,424	166,712	166,712
-		-	-	-
-		-	-	-
1,115,389		-	-	1,246,362
1,266,049		1,022,232	285,989	1,532,351

(in IDR million)

	December 31, 2020	December 31, 2020		
	ATMR after MRK	Net Claims	ATMR before MRK	ATMR after MRK
	(5)	(6)	(7)	(8)
-		1,683,939	-	-
-		1,683,939	-	-
-		-	-	-
-		-	-	-
-		-	-	-
172,285		967,560	304,865	304,865
-		596,384	119,277	119,277
172,285		371,176	185,588	185,588
-		-	-	-
-		115,705	115,705	115,705
1,128,157		-	-	1,260,113
1,300,442		2,767,205	420,570	1,680,683



Risk Settlement Exposures – the Bank Separately and Consolidated with Subsidiaries

Table of 6.1.4 Disclosures of Credit Risk Exposures Due to Settlement Failures (Settlement Risk) – the Bank separately

No	Transaction Type	December 31, 2020	
		Exposure Amount	Capital reduction factors
(1)	(2)	(3)	(4)
1.	Delivery versus payment	-	-
a.	Capital Charge 8% (5-15 days)	-	-
b.	Capital Charge 50% (16-30 days)	-	-
c.	Capital Charge 75% (31-45 days)	-	-
d.	Capital Charge 100% (lebih dari 45 days)	-	-
2.	Non-delivery versus payment	-	-
TOTAL		-	-

Table of 6.2.4 Disclosure of Credit Risk Exposures Due to Settlement Failures (Settlement Risk) – the Bank Consolidated with Subsidiaries

No	Transaction Type	December 31, 2020	
		Exposure Amount	Capital reduction factors
(1)	(2)	(3)	(4)
1.	Delivery versus payment	-	-
a.	Capital Charge 8% (5-15 days)	-	-
b.	Capital Charge 50% (16-30 days)	-	-
c.	Capital Charge 75% (31-45 days)	-	-
d.	Capital Charge 100% (lebih dari 45 days)	-	-
2.	Non-delivery versus payment	-	-
TOTAL		-	-

Exposures to Securitization – the Bank Separately and Consolidated with Subsidiaries

Table of 6.1.5 Disclosure of Exposure to Securitization - the Bank Separately

(in IDR million)

No	Transaction Type	December 31, 2020		December 31, 2019	
		Capital reduction factors	ATMR	Capital reduction factors	ATMR
(1)	(2)	(3)	(4)	(5)	(6)
1.	RWA for Securitization Exposures calculated by the External Rating Base Approach (ERBA) Method	-	53,051	-	75,349
2.	RWA for Securitization Exposures calculated using the Standardized Approach (SA) Method	-	6,665	-	6,740
3.	Securitization Exposure, which is a Deduction Factor for Main Core Capital	-	-	-	-
TOTAL		-	59,716	-	82,089



(in IDR million)

	December 31, 2020	December 31, 2019		
	ATMR	Exposure Amount	Capital reduction factors	ATMR
	(5)	(6)	(7)	(8)
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-

(in IDR million)

	December 31, 2020	December 31, 2019		
	ATMR	Exposure Amount	Capital reduction factors	ATMR
	(5)	(6)	(7)	(8)
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-
	-	-	-	-

Table of 6.2.5 Disclosures of Exposure to Securitization – the Bank Consolidated with Subsidiaries

(in IDR million)

No	Transaction Type	December 31, 2020		December 31, 2019	
		Capital reduction factors	ATMR	Capital reduction factors	ATMR
(1)	(2)	(3)	(4)	(5)	(6)
1.	RWA for Securitization Exposures calculated by the External Rating Base Approach (ERBA) Method	-	54.593	-	77.504
2.	RWA for Securitization Exposures calculated using the Standardized Approach (SA) Method	-	6.665	-	6.740
3.	Securitization Exposure, which is a Deduction Factor for Main Core Capital	-	-	-	-
TOTAL		-	61.258	-	84.244



Derivative Exposure - Bank Individually and Consolidated with Subsidiaries

Table 6.1.6 Disclosure of Derivative Exposures - Bank Individually

No	Portfolio Category	December 31, 2020	
		Net Claims	ATMR before MRK
(1)	(2)	(3)	(4)
1.	Claims on the Government	127,112	-
	a. Claims on the Government of Indonesia	127,112	-
	b. Claims on Other Country Governments	-	-
2.	Claims on Public Sector Entities	-	-
3.	Claims on Multilateral Development Banks and International Institutions	-	-
4.	Claims on Banks	3,982,032	-
	a. Short Term Bills	1,143,796	-
	b. Long Term Bills	2,838,236	-
5.	Claims on Micro, Small and Retail Portfolios	336	-
6.	Claims on Corporations	2,064,502	-
TOTAL		6,173,982	-

Table 6.2.6 Disclosure of Derivative Exposures - Consolidated with Subsidiaries

No	Portfolio Category	December 31, 2020	
		Net Claims	ATMR before MRK
(1)	(2)	(3)	(4)
1.	Claims on the Government	127,112	-
	a. Claims on the Government of Indonesia	127,112	-
	b. Claims on Other Country Governments	-	-
2.	Claims on Public Sector Entities	-	-
3.	Claims on Multilateral Development Banks and International Institutions	-	-
4.	Claims on Banks	4,064,890	-
	a. Short Term Bills	1,143,796	-
	b. Long Term Bills	2,921,093	-
5.	Claims on Micro, Small and Retail Portfolios	336	-
6.	Claims on Corporations	2,064,502	-
TOTAL		6,256,839	-



(in IDR million)

	December 31, 2020	December 31, 2019		
	ATMR after MRK	Net Claims	ATMR before MRK	ATMR after MRK
	(5)	(6)	(7)	(8)
-	528,949	-	-	
-	528,949	-	-	
-	-	-	-	
-	14,033	-	-	
-	-	-	-	
1,647,877	3,807,791	-	1,312,889	
228,759	1,970,021	-	394,004	
1,419,118	1,837,770	-	918,885	
252	488	-	366	
1,803,458	1,314,835	-	1,306,282	
3,451,587	5,666,096	-	2,626,554	

(in IDR million)

	December 31, 2020	December 31, 2019		
	ATMR after MRK	Net Claims	ATMR before MRK	ATMR after MRK
	(5)	(6)	(7)	(8)
-	528,949	-	-	
-	528,949	-	-	
-	-	-	-	
-	14,033	-	7,016	
-	-	-	-	
1,688,254	3,869,303	-	1,337,892	
228,759	1,970,021	-	394,004	
1,459,494	1,899,281	-	943,887	
252	488	-	366	
1,803,458	1,314,835	-	1,306,282	
3,491,964	5,727,607	-	2,651,556	



Exposures in Sharia Business Units – the Banks separately and Consolidated with Subsidiaries

Table of 6.1.7 Disclosure of Exposures in Sharia-Based Business Units and/or Subsidiaries Undertaking Their Business Operations in Compliance with Sharia-Based Principles

	December 31, 2019		December 31, 2019	
	Capital Deduction Factor	ATMR	Capital Deduction Factor	ATMR
Total Exposure	-	52,706,324	-	48,760,449

Table of 6.1.8 Disclosure of Exposures in Sharia-Based Business Units - The Bank Separately

(in IDR million)

		December 31, 2020	December 31, 2019
TOTAL RWA CREDIT RISK CREDIT RISK RWA REDUCING FACTORS	(A)	688,150,152	731,563,854
The excess difference between PPKA's general reserve for earning assets that must be calculated and 1.25% RWA for Credit Risk	(B)	-	-
TOTAL RWA CREDIT RISK (A) - (B)	(C)	688,150,152	731,563,854
CAPITAL REDUCTION FACTOR TOTAL	(D)	-	-

Table Table of 6.2.7 Disclosure of Total Credit Risk Measurement - Consolidated with Subsidiaries

(in IDR million)

		December 31, 2020	December 31, 2019
TOTAL RWA CREDIT RISK	(A)	774,045,118	809,780,687
CREDIT RISK RWA REDUCING FACTORS: The excess difference between PPKA's general reserve for earning assets that must be calculated and 1.25% RWA for Credit Risk	(B)	-	-
TOTAL RWA CREDIT RISK (A) - (B)	(C)	774,045,118	809,780,687
CAPITAL REDUCTION FACTOR TOTAL	(D)	-	-

Market Risk

Disclosure of Market Risk using a Standard Method

In order to increase the quality and quantity of the Bank capital to anticipate potential losses due to the financial and economic crisis, the Minimum Capital Requirement is calculated periodically using a Standard Method reported monthly to Financial Services Authority, while the consolidated positions with Subsidiaries is reported quarterly.

Table of 7.1. Disclosure of Market Risk Using a Standard Method

(in IDR million)

No.	Types of Risk	December 31, 2020				December 31, 2019			
		Bank		Consolidation		Bank		Consolidation	
		Expense Modal	ATMR	Expense Modal	ATMR	Expense Modal	ATMR	Expense Modal	ATMR
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	Interest Rate Risks	600.729	7.509.111	210.240	2.628.003	144.274	1.803.422	161.028	2.012.851
	a. Specific Risks	594.060	7.425.749	20.873	260.909	2.783	34.786	12.688	158.598
	b. General Risks	6.669	83.362	189.368	2.367.094	141.491	1.768.636	148.340	1.854.253



(in IDR million)

No.	Types of Risk	December 31, 2020				December 31, 2019			
		Bank		Consolidation		Bank		Consolidation	
		Expense Modal	ATMR	Expense Modal	ATMR	Expense Modal	ATMR	Expense Modal	ATMR
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
2	Exchange Rat Risks	179,450	2,243,131	67,866	848,326	254,087	3,176,084	271,363	3,392,031
3	Equity Risks *)	-	-	799	9,993	-	-	1,220	15,249
4	Commodity Risks *)	-	-	-	-	-	-	-	-
5	Option Risks	847,565	10,594,562	594,060	7,425,749	1,845,622	23,070,273	1,845,622	23,070,273
	Total	1,627,744	20,346,804	872,966	10,912,071	2,243,982	28,049,779	2,279,232	28,490,405

*) This risk was only calculated if a subsidiary had exposure to equity and/or commodities

For internal goals, Bank Mandiri has also performed calculations using the Internal Method. The calculation of Capital Minimum Requirement using internal methods is performed by calculating Value at Risk (VaR), which is a value that describes the maximum potential for losses experienced by the Bank as a result of market movements that affect the Bank's risk exposure under normal market conditions with a confidence level of 99%.. The Historical Simulation method was used to obtain the VaR value.

The Realization of Value Risk of Bank Mandiri in 2019 is as follows:

Table of 7.2 Disclosure of Market Risk by Using Internal Models (Value at Risk/VaR) – Bank Separately

(in IDR million)

No	Type of Risk	December 31, 2020				December 31, 2019			
		"VaR Average"	"VaR Maximum"	"VaR Minimum"	"VaR End Period"	"VaR Average"	"VaR Maximum"	"VaR Minimum"	"VaR End Period"
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
1	Interest Rate Risks	13,136	45,998	1,055	31,106	21,426	35,131	7,100	14,256
2	Exchange Rate Risks	35,792	161,793	904	19,608	10,846	35,831	1,845	23,528
3	Option Risks	6,670	13,705	1,320	6,076	2,990	5,666	603	2,452
	Total	44,584	158,422	6,428	44,404	36,457	66,154	12,480	12,480

Disclosure of Exposure of Interest Rate Risk in Banking Book (IRRBB)

Interest Rate Risk in the Banking Book or Interest Rate Risk in The Banking Book is a risk due to movement of interest rates in the market that is opposite to the Banking Book position, which has the potential to have an impact on the Bank's capital and income both now and in the future.

In accordance with FSA Circular Letter number 12/SEOJK.03/2018 regarding "Application of Risk Management and Risk Measurement Standard Approach for Interest Rate Risk in the Banking Book (Interest Rate Risk in the Banking Book) for Commercial Banks", the Bank uses 2 (two) methods in conducting IRRBB Risk measurement as follows:

- Measurement based on changes in the economic value of equity, hereinafter abbreviated as EVE, is a method that measures the impact of changes in interest rates on the economic value of the Bank's equity; and
- Measurement based on changes in net interest income, hereinafter referred to as NII, is a method that measures the impact of changes in interest rates on bank income.



Based on the sensitivity analysis simulation results in the end of 2019, the impact of changes in interest rates on the economic value of equity and net interest income is as follows:

Table of 7.3 a Disclosure of Exposure to Interest Rate Risk in Banking Book (IRBB)

(in IDR million)

In IDR million Period	ΔEVE		ΔNII	
	2020	2019	2020	2019
Parallel up	10,284,163	8,299,949	3,088,364	3,267,543
Parallel down	(12,136,801)	(9,501,949)	(5,328,191)	(3,625,313)
Steepener	4,430,064	3,004,717		
Flattener	(1,295,172)	(412,105)		
Short rate up	3,311,803	3,025,040		
Short rate down	(4,160,903)	(3,944,793)		
Negative Maximum Value (absolute)	12,136,801	9,501,949	5,328,191	3,625,313
Tier 1 capital (for ΔEVE) or Projected Income (for ΔNII)	155,646,179	179,161,161	54,441,286	51,328,426
Maximum Value divided by Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	7,80%	5,30%	9,79%	7,06%

Table of 7.3 b Disclosure of Interest Rate Risk Exposure in Banking Book (IRRBB) - Bank Seraca Consolidation

(in IDR million)

Dalam Juta Rupiah Periode	ΔEVE		ΔNII	
	2020	2019	2020	2019
Parallel up	5,956,078	3,985,147	2,056,865	2,760,651
Parallel down	(6,973,128)	(4,345,886)	(5,251,297)	(3,541,208)
Steepener	3,701,632	1,926,165		
Flattener	(914,319)	(280,488)		
Short rate up	1,814,533	1,115,085		
Short rate down	(2,657,812)	(1,941,508)		
Negative Maximum Value (absolute)	6,973,128	4,345,886	5,251,297	3,541,208
Tier 1 capital (for ΔEVE) or Projected Income (for ΔNII)	172,584,551	194,621,334	62,990,103	63,556,000
Maximum Value divided by Tier 1 Capital (for ΔEVE) or Projected Income (for ΔNII)	4,04%	2,23%	8,34%	5,57%

In addition to disclosure of IRRBB exposure, exchange rate risk disclosures are also carried out. Exchange rate risk arises due to movements in the market exchange rate that are opposite to Bank Mandiri. foreign exchange position. Exchange rate risk originates from the Bank's balance sheet assets and liabilities in foreign currencies, foreign exchange transactions with customers and counterparties that cause open positions in foreign currencies, as well as structural positions in foreign exchange due to equity participation. Bank Mandiri manages exchange rate risk by monitoring and managing the Net Open Position (NOP) in accordance with internal limits and regulations. As of the end of December 2019, the absolute overall NOP was 0.98% of the capital.

Table of 7.4 Disclosure of Risk Management Implementation Report for IRRBB

IRRBB Qualitative Analysis
Explanation of how the Bank defines IRRBB for risk measurement and control.

Interest rate risk in the Banking Book or Interest Rate Risk in The Banking Book, hereinafter abbreviated as IRRBB, is a risk due to interest rate movements in the market that are opposite to the Banking Book position, which has the potential to have an impact on the Bank's capital and earnings (earnings) both for the time being this as well as in the future.

The Bank measures IRRBB using two methods, namely measurement based on changes in the economic value of equity or abbreviated ΔEVE and measurements based on changes in net interest income or abbreviated as IINII. The ΔEVE and ΔNII simulations are carried out according to the scenario of rising and decreasing interest rates (rate shock) in FSA Circular Letter Number 12/SEOJK.03/2018 on August 21, 2018. The Bank carries out control and mitigation of interest rate risk through asset and liability recomposition strategies or hedging strategies.



IRRBB Qualitative Analysis

Description of the IRRBB management and mitigation strategy.

The Bank determines the IRRBB control strategy which is in line with the Bank's overall business strategy by taking into account the level of risk to be taken (risk appetite) and risk tolerance approved by the Board of Directors. Meanwhile, the IRRBB mitigation strategy for changes in the economic value of capital (Δ EVE) is determined depending on the position duration (average repricing maturity) of assets and liabilities. As per June 30, 2019, Individual Δ EVE Bank Mandiri by 7.80% was still far below the regulator limit of 15%. Under these conditions, the Bank implemented a strategy of maintaining the profile duration assets and liabilities duration in accordance with the realization.

Periodization of bank IRRBB calculations, and an explanation of the specific actions used by banks to measure sensitivity to IRRBB.

To ensure that the IRRBB is properly monitored, the Bank performs an IRRBB calculation for each position at the end of the reporting month and reports and publishes for each position at the end of the quarterly report in accordance with applicable regulations. Measurement of sensitivity to IRRBB is carried out according to the provisions in FSA Circular Letter Number 12/SEOJK.03/2018 dated August 21, 2018, among others as follows:

- The IRRBB calculation takes into account the entire Banking Book position by issuing equity and is grouped based on material currency positions for the Bank
- The Δ EVE calculation does not take into account the existence of commercial margins in cash flows and discounts on cash flows.

An explanation of the interest rate shock scenario and the stress scenario used by banks to estimate changes in economic value and earnings.

Measurement of IRRBB exposure is done based on 6 (six) interest rate shock scenarios as follows:

Scenario	Description	Changing Estimation	
		Economic value	Earnings
Parallel Up	Shock interest rates that are parallel to the top	√	√
Parallel Down	Shock interest rates that are parallel to the down	√	√
Steeper	The interest rate shock that marks the short-term interest rate decreases and the long-term interest rate increases (short rates down and long rates up).	√	
Flattener	Horizontal interest rate shock combined with shortterm interest rates increases and long-term interest rates decline.	√	
Short Up	Short-term interest rate shocks are increasing.	√	
Short Down	Short-term interest rate shocks are decreasing.	√	

Modeling assumptions used significantly in the Internal Measurement System (IMS) - if any

The Bank does not have the modeling assumptions used significantly in the Bank's Internal Measurement System (IMS) that are different from the modeling assumptions used in the IRRBB calculation report with a standardized approach.

Description on how the bank hedge IRRBB (if any), along with the related accounting treatment.

The Bank conducts hedging transactions for interest rate risk positions by taking into account risk appetite, business strategies, and projections for future movements in market factors. The Bank does not apply the hedge accounting method in the accounting for hedge transactions. Gains/losses arising from hedging transactions are recorded in the Bank's profit/ loss statement.

Comprehensive description of the main modeling and parametric assumptions used in calculating Δ EVE and Δ NII.

Here are the main modeling assumptions used in calculating Δ EVE and Δ NII:

- The Δ EVE calculation does not account for the existence of commercial margins in cash flows and discounts on cash flows while the Δ NII calculation takes into account commercial margins in cash flow.
- Instruments that have behavioral options, such as consumer credit, retail deposits, and NMD, have calculated the material impact on Δ EVE and Δ NII by using the early prepayment model (for consumer credit), early redemption (for time deposits), and behavior analysis for slotting NMD based. The model will affect the instrument's repricing time profile in the repricing gap.

Quantitative Analysis

The average Repricing Maturity applied for NMD.

- ✓ The average Repricing Maturity for IDR is 2.32 years
- ✓ The average Repricing Maturity for USD is 2.18 years

Longest repricing maturity applied for NMD.

- ✓ The longest repricing maturity for NMD is 6 years.



Liquidity Risk

Liquidity risk is a risk arising from the inability of banks to provide liquidity at fair prices which will have an impact on the profitability and capital of the Bank. Bank Mandiri manages liquidity risk by measuring the amount of liquidity risk faced by the Bank using several indicators, including the primary reserve ratio (GWM and Cash ratio), secondary reserve (liquidity reserve), Macroprudential Intermediation Ratio (RIM), Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR). To support the determination of the strategy in anticipating future liquidity conditions, the Bank uses a maturity profile made on a contractual basis on a monthly basis. The disclosure of liquidity risk exposure is presented in the following tables.

Table of Disclosure of the Value of the Liquidity Coverage Ratio

No	Component	Individual			
		Reporting Date Position		Previous Reporting Date Position	
		The outstanding value of obligations and commitments/ contractual invoice value	HQLA value after haircut or outstanding liabilities and commitments multiplied by the run-off rate or Contractual invoice value times the inflow rate	The outstanding value of obligations and commitments/ contractual invoice value	HQLA value after haircut or outstanding liabilities and commitments multiplied by the run-off rate or Contractual invoice value times the inflow rate
1	The number of data points used in the calculation of the LCR	-	59 days	-	63 days
High Quality Liquid Asset (HQLA)					
2	Total High Quality Liquid Asset (HQLA)	-	291,821,679	-	284,155,456
Cash Outflows					
3	Deposits from individual customers and funding originating from Micro and Small Business customers consisted of:	384,952,208	28,035,765	369,966,323	26,994,542
	a. Deposits/Stable Funding	209,189,120	10,459,456	200,041,815	10,002,091
	b. Deposits/Less Stable Funding	175,763,088	17,576,309	169,924,508	16,992,451
4	Funding originating from corporate customers consisted of	368,624,085	124,079,926	360,626,747	127,070,311
	a. Operational savings	188,297,048	43,015,211	167,714,358	38,116,772
	b. Non-Operational deposits and/or other liabilities of a non-Operational nature	180,327,038	81,064,715	192,912,389	88,953,539
	c. Securities in the form of debt securities issued by banks (unsecured debt)	-	-	-	-



(in %)

	Konsolidasian			
	Reporting Date Position		Previous Reporting Date Position	
	The outstanding value of obligations and commitments/ contractual invoice value	HQLA value after haircut or outstanding liabilities and commitments multiplied by the run-off rate or Contractual invoice value times the inflow rate	The outstanding value of obligations and commitments/ contractual invoice value	HQLA value after haircut or outstanding liabilities and commitments multiplied by the run-off rate or Contractual invoice value times the inflow rate
	-	59 days	-	63 days
	-	334,932,463	-	325,761,719
	460,627,215	34,749,466	442,741,382	33,489,845
	226,265,117	11,313,256	215,685,867	10,784,293
	234,362,098	23,436,210	227,055,516	22,705,552
	412,658,469	141,280,800	402,842,722	142,719,481
	196,096,778	44,776,761	174,314,999	39,593,969
	216,561,691	96,504,039	228,527,723	103,125,512
	-	-	-	-



No	Component	Individual			
		Reporting Date Position		Previous Reporting Date Position	
		The outstanding value of obligations and commitments/contractual invoice value	HQLA value after haircut or outstanding liabilities and commitments multiplied by the run-off rate or Contractual invoice value times the inflow rate	The outstanding value of obligations and commitments/contractual invoice value	HQLA value after haircut or outstanding liabilities and commitments multiplied by the run-off rate or Contractual invoice value times the inflow rate
5.	Funding secured by collateral (secured funding)	-	-	-	243,448
6.	Other cash outflows (additional requirement), consisted of:	284,649,781	75,068,284	276,857,628	72,525,668
	a. Cash outflows from derivative transactions	66,864,247	66,864,247	64,665,815	64,665,815
	b. Cash outflows for increased liquidity requirements	-	-	-	-
	c. Cash outflows on loss of funding	-	-	-	-
	d. Cash outflows on withdrawal of committed credit facilities and liquidity facilities	27,711,835	2,832,998	26,250,228	2,626,563
	e. Cash outflows for other contractual obligations related to distribution of funds	-	-	-	-
	f. Cash outflows for other contingent financing obligations	190,073,699	5,371,039	185,941,585	5,233,290
	g. Other contractual cash outflows	-	-	-	-
7.	Total Cash Outflows	-	227,183,975	-	226,833,969
Cash Inflows					
8.	<i>Secured lending collateral</i>	308,660	-	595,457	-
9.	Claims originating from counterparties were current (inflows from fully performing exposures)	49,290,093	25,649,983	48,511,562	25,668,430



(in %)

	Konsolidasian			
	Reporting Date Position		Previous Reporting Date Position	
	The outstanding value of obligations and commitments/ contractual invoice value	HQLA value after haircut or outstanding liabilities and commitments multiplied by the run-off rate or Contractual invoice value times the inflow rate	The outstanding value of obligations and commitments/ contractual invoice value	HQLA value after haircut or outstanding liabilities and commitments multiplied by the run-off rate or Contractual invoice value times the inflow rate
	-	232,525	-	437,966
	292,627,428	81,047,416	283,341,386	77,342,408
	66,864,247	66,864,247	64,665,815	64,665,815
	-	-	-	-
	-	-	-	-
	28,354,468	2,897,129	26,989,749	2,700,329
	-	-	-	-
	191,538,494	5,415,821	186,973,815	5,264,257
	5,870,219	5,870,219	4,712,007	4,712,007
	-	257,310,207	-	253,989,700
	481,850	86,595	683,926	50,382
	53,882,790	28,617,815	52,723,291	28,337,297



No	Component	Individual			
		Reporting Date Position		Previous Reporting Date Position	
		The outstanding value of obligations and commitments/contractual invoice value	HQLA value after haircut or outstanding liabilities and commitments multiplied by the run-off rate or Contractual invoice value times the inflow rate	The outstanding value of obligations and commitments/contractual invoice value	HQLA value after haircut or outstanding liabilities and commitments multiplied by the run-off rate or Contractual invoice value times the inflow rate
10.	Other cash inflows	67,378,794	67,378,794	64,711,819	64,711,819
11.	Other Cash Inflows	116,977,548	93,028,777	113,818,838	90,380,249
TOTAL ADJUSTED VALUE ¹					
12.	TOTAL HQLA	-	291,821,679	-	284,155,456
13.	Total Net Cash Outflows	-	134,155,199	-	136,453,720
14.	LCR (%)	-	217,53%	-	208,24%

Note: 1) Adjusted value was calculated the imposition of a reduction in value (haircut), run-off rate, and inflow rate as well as the maximum limit for HQLA components, for example the maximum limit for HQLA Level 2B and HQLA Level 2 as well as the maximum limit of flow cash in which could be calculated in the LCR. The calculation of the Liquidity Coverage Ratio above was based on FSA Regulation No.42/POJK.03/2015 concerning the Obligation to Fulfill the Liquidity Coverage Ratio for Commercial Banks and FSA Regulation No. 32/POJK.03/2016 concerning Amendments to the Financial Services Authority Regulation No. 6/POJK.03/2015 concerning Transparency and Publication of Bank Reports and presented in accordance with FSA Circular Letter No. 09/FSA Circular Letter .03/2020 concerning Transparency and Publication of Conventional Commercial Bank Reports.



(in %)

	Konsolidasian			
	Reporting Date Position		Previous Reporting Date Position	
	The outstanding value of obligations and commitments/ contractual invoice value	HQLA value after haircut or outstanding liabilities and commitments multiplied by the run-off rate or Contractual invoice value times the inflow rate	The outstanding value of obligations and commitments/ contractual invoice value	HQLA value after haircut or outstanding liabilities and commitments multiplied by the run-off rate or Contractual invoice value times the inflow rate
	67,527,145	67,452,970	64,874,453	64,793,136
	121,891,784	96,157,379	118,281,670	93,180,815
	-	334,932,463	-	325,761,719
	-	161,152,828	-	160,808,885
	-	207,84%	-	202,58%



Individual and Consolidated Analysis

Bank Mandiri liquidity conditions:

1. LCR Bank Only in Quarter IV 2020 was 217.53%, an increase of 9.29% compared to the position in Quarter III 2020 which was 208.24%. Some of the factors for increasing the LCR were as followed:
 - a. The increase in HQLA by Rp7.67 trillion was mainly due to an increase in Government Securities by IDR10.74 trillion, while cash and placements from BI decreased by IDR1.30 trillion and IDR1.07 trillion, respectively.
 - b. The increase in cash outflow by IDRp0.35 trillion was mainly due to an increase in cash outflow for derivative transactions by IDR2.20 trillion and deposits from individual customers, micro and small businesses by IDR1.04 trillion, while deposits from individual corporate customers decreased by IDR2.99 trillion.
 - c. The increase in cash inflow by IDR2.65 trillion was mainly due to an increase in cash inflow for derivative transactions by IDR2.67 trillion.
2. Consolidated LCR for Quarter IV 2020 was 207.84%, an increase of 5.26% compared to the position in Quarter III 2020, namely 202.58%. Some of the factors for the increase in LCR were as follows:
 - a. The increase in HQLA by IDR9.17 trillion was mainly due to an increase in placements of Government Securities by Rp10.38 trillion and placements with BI by IDR0.93 trillion while cash fell by IDR1.14 trillion.
 - b. An increase in cash outflow by IDR3.32 trillion, mainly due to an increase in cash outflow for derivative transactions by IDR2.20 trillion and deposits from individual customers, and micro and small businesses by IDR1.26 trillion, while cash outflow for deposits from corporate customers decreased by IDR1.45 trillion.
 - c. The increase in cash inflow by IDR2.98 trillion was mainly due to an increase in cash inflow for derivative transactions by IDR2.67 trillion and cash inflow for corporate, individual, and micro and small business loans which increased by IDR0.28 trillion.
2. Bank Mandiri Group HQLA as of the fourth quarter of 2020 was IDR334.93 trillion, dominated by Government of Indonesia securities (46.92%), and placements with Bank Indonesia (45.49%).
3. The balance sheet and liquidity management strategy was stipulated in ALCO committee meetings and implemented by both funding and lending work units. In order to increase stable funding sources, Bank Mandiri continued to strive to increase funding from individual customers and micro and small businesses.

Table of Disclosure of the Value of Net Stable Funding Ratio – Bank Individually

ASF Component	Previous Reporting Date Position (September/2020)				Weighted Total Value.
	Carrying Value Based on Remaining Period (In Million IDR)				
	Without a period of time	< 6 months	≥ 6 months - < 1 year	≥ 1 year	
1 Capital:	172,411,664	-	-	8,605,825	181,017,489
2 Capital according to Minimum Capital Adequacy Requirement FSA Regulation	172,411,664	-	-	8,605,825	181,017,489
3 Other capital instrument	-	-	-	-	-
4 Deposits originating from individual customers and funding from micro and small business customers:	315,125,841	146,906,072	2,382,101	510,566	429,357,718
5 Stable deposits and funding	212,733,771	4,725,644	31,351	137	206,616,365
6 Less stable Deposits and funding	102,392,070	142,180,428	2,350,750	510,429	222,741,353
7 Funding originating from corporate customers:	292,256,150	172,725,493	14,482,665	49,509,506	226,972,455
8 Operational savings	207,909,063	-	-	-	103,954,531



(in %)

	Reporting Date Position (December/2020)				Weighted Total Value	No. Ref. from working paper NSFR
	Carrying Value Based on Remaining Period (In Million IDR)					
	Without a period of time	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
	174,713,083	-	-	8,601,877	183,314,960	
	174,713,083	-	-	8,601,877	183,314,960	"1.1, 1.2"
	-	-	-	-	-	1,3
	331,999,943	145,019,184	1,905,031	507,773	443,325,107	"2, 3"
	230,940,226	4,739,916	31,706	753	223,927,009	"2.1, 3.1"
	101,059,718	140,279,268	1,873,325	507,019	219,398,098	"2.2, 3.2"
	295,805,276	153,944,684	14,782,767	47,112,812	232,660,525	4
	223,635,656	-	-	-	111,817,828	4,1



ASF Component	Previous Reporting Date Position (September/2020)					Weighted Total Value.
	Carrying Value Based on Remaining Period (In Million IDR)					
	Without a period of time	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
9 Other funding comes from corporate customers	84,347,088	172,725,493	14,482,665	49,509,506	123,017,923	
10 Liabilities that have interdependent asset pairs	-	8,426,451	1,082,740	-	-	
11 Liabilities and other equity:	26,326,528	-	-	-	-	
12 NSFR derivative liability	-	-	-	-	-	
13 equity and other liabilities that were not included in the above categories Minimum Capital Adequacy Requirement	26,326,528	-	-	-	-	
14 Total ASF	-	-	-	-	837,347,661	

RSF Component	Previous Reporting Date Position (September/2020)					Weighted Total Value
	Carrying Value Based on Remaining Period (In Million IDR)					
	Without a period of time	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
15 Total HQLA in the framework of calculating the NSFR	-	-	-	-	15.245.469	
16 Deposits with other financial institutions for Operational purposes	14.576.136	-	-	-	7.288.068	
17 Loans classified as Current and Special Mention (performing) and marketable securities	-	209.079.500	56.754.871	545.238.059	556.262.107	
18 to financial institutions guaranteed by HQLA Level 1	-	54.364.509	920.833	47.369	5.944.237	
19 to financial institutions that are not guaranteed with Level 1 HQLA and loans to financial institutions without collateral	-	14.477.848	2.748.734	15.368.731	18.914.775	
20 to non-financial corporations, retail customers and micro and small business customers, the central government, governments of other countries, Bank Indonesia, central banks of other countries and public sector entities, which include:	-	122.060.563	45.169.946	414.900.565	436.280.735	
21 meet the qualifications to receive a risk weight of 35% or less, according to the FSA Circular Letter ATMR for Credit Risk	-	15.511.268	6.335.061	61.870.412	51.138.932	



	Reporting Date Position (December/2020)					No. Ref. from working paper NSFR
	Carrying Value Based on Remaining Period (In Million IDR)				Weighted Total Value	
	Without a period of time	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
	72,169,620	153,944,684	14,782,767	47,112,812	120,842,697	4,2
	-	10,014,785	5,479	-	-	5
	30,183,991	-	-	-	-	6
		-	-	-	-	6,1
	30,183,991	-	-	-	-	6.2 s.d. 6.5
	-	-	-	-	859,300,592	7

	Reporting Date Position (December/2020)					No. Ref. from working paper NSFR
	Carrying Value Based on Remaining Period (In Million IDR)				Weighted Total Value	
	Without a period of time	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
	-	-	-	-	14.881.829	1
	17.336.300	-	-	-	8.668.150	2
	-	213.371.084	64.009.420	551.134.840	566.923.082	3
	-	53.955.086	88.515	-	5.439.766	3.1.1
	-	19.541.935	4.263.603	15.547.722	20.610.814	"3.1.2 3.1.3"
	-	118.506.131	54.711.088	427.470.910	449.958.883	"3.1.4.2 3.1.5 3.1.6"
	-	19.549.981	4.095.676	54.513.922	47.256.878	3.1.4.1



RSF Component	Previous Reporting Date Position (September/2020)					Weighted Total Value
	Carrying Value Based on Remaining Period (In Million IDR)					
	Without a period of time	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
22 Residential mortgage-backed loans that are not being guaranteed, which include:	-	52.169	179.225	19.888.652	17.021.051	
23 meet the qualifications to get a risk weight of 35% or less, according to the FSA Circular Letter ATMR for Credit Risk	-	2.002	10.578	16.163.551	10.512.598	
24 Securities categorized as Current and Substandard (performing) that are not being pledged as collateral, have not defaulted on, and are not included as HQLA, including shares traded on the exchange	-	2.611.140	1.390.494	16.998.778	16.449.778	
25 Assets that have liabilities that are dependent on each other	-	8.426.451	1.082.740	-	-	
26 Other assets:	-	2.262.689	104.901	82.523.347	84.890.937	
27 Physical commodities that are traded, including gold	-	-	-	-	-	
28 Cash, securities and other assets recorded as initial margin for derivative contracts and cash or other assets submitted as default funds to the central counterparty (CCP)	-	-	-	-	-	
29 NSFR derivative assets	-	1.786.516	-	-	1.786.516	
30 NSFR of derivative payable before deduction with variation margin	-	-	-	-	-	
31 All other assets that are not included in the above categories	-	476.173	104.901	82.523.347	83.104.421	
32 Administrative Account	-	295.028.725	-	-	7.763.330	
33 Total RSF	-	-	-	-	671.449.912	
34 Net Stable Funding Ratio (%)	-	-	-	-	124,71%	



	Reporting Date Position (December/2020)				Weighted Total Value	No. Ref. from working paper NSFR
	Carrying Value Based on Remaining Period (In Million IDR)					
	Without a period of time	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
	-	64.984	198.036	20.724.538	17.747.368	3.1.7.2
	-	2.453	11.825	16.197.231	10.535.339	3.1.7.1
	-	1.750.515	640.678	16.680.516	15.374.035	3,2
	-	10.014.785	5.479	-	-	4
	-	2.776.155	590.782	79.638.138	83.005.075	5
	-	-	-	-	-	5,1
	-	-	-	-	-	5,2
	-	2.587.913	-	-	2.587.913	5,3
	-	-	-	-	-	5,4
	-	188.243	590.782	79.638.138	80.417.163	5.5 s.d. 5.12
	-	291.682.997	-	-	7.949.578	12
	-	-	-	-	681.427.715	13
	-	-	-	-	126,10%	14



Table of Disclosure of the Value of Net Stable Funding Ratio – Bank Consolidated

ASF Component	Reporting Date Position (September/2020)					Weighted Total Value
	Carrying Value Based on Remaining Period (In Million IDR)				Weighted Total Value	
	Without a period of time	< 6 months	≥ 6 months - < 1 year	Weighted Total Value		
1 Capital:	185,662,145	-	-	9,618,711	195,280,856	
2 Capital according to KPPM FSA Regulation	185,662,145	-	-	9,618,711	195,280,856	
3 Other Capital Instruments	-	-	-	-	-	
4 Deposits originating from individual customers and funding from micro and small business customers:	364,699,930	172,143,489	7,415,287	511,239	502,025,327	
5 Stable deposits and funding	225,363,157	7,438,298	823,601	205	221,944,009	
6 Less Stable Deposits and funding	139,336,773	164,705,191	6,591,686	511,034	280,081,319	
7 Funding originating from corporate customers:	306,424,095	216,783,226	20,737,145	60,405,072	259,395,473	
8 Operational savings	220,367,149	-	-	-	110,183,575	
9 Other funding comes from corporate customers	86,056,946	216,783,226	20,737,145	60,405,072	149,211,898	
10 Liabilities that have interdependent asset pairs	-	8,426,451	1,082,740	-	-	
11 Liabilities and other equity:	28,674,586	901,397	-	122,215	122,215	
12 NSFR derivative liability	-	-	-	-	-	
13 equity and other liabilities that are not included in the above categories	28,674,586	901,397	-	122,215	122,215	
14 Total ASF	-	-	-	-	956,823,872	

Komponen RSF	Reporting Date Position (September/2020)					Total Nilai Tertimbang
	Carrying Value Based on Remaining Period (In Million IDR)				Weighted Total Value	
	Without a period of time	< 6 months	≥ 6 months - < 1 year	Weighted Total Value		
15 Total HQLA in the framework of calculating the NSFR	-	-	-	-	16.880.597	
16 Deposits with other financial institutions for Operational purposes	18.046.829	228.561	-	-	9.137.695	
17 Loans classified as Current and Special Mention (performing) and marketable securities	5.788	227.099.132	63.799.756	642.265.158	647.873.353	
18 to financial institutions guaranteed by HQLA Level 1	-	54.364.509	920.833	47.369	5.944.237	



	Reporting Date Position (December/2020)					No. Ref. from working paper NSFR
	Carrying Value Based on Remaining Period (In Million IDR)				Weighted Total Value	
	Without a period of time	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
190,166,732	-	-	-	9,675,564	199,842,296	
190,166,732	-	-	-	9,675,564	199,842,296	"1.1, 1.2"
-	-	-	-	-	-	1,3
384,646,578	171,149,957	7,019,612	508,447	519,706,122		"2, 3"
244,634,834	7,806,448	821,581	821	240,600,540		"2.1, 3.1"
140,011,745	163,343,509	6,198,031	507,626	279,105,582		"2.2, 3.2"
315,802,665	195,937,070	21,985,683	59,528,782	269,731,402		4
242,039,422	-	-	-	121,019,711		4,1
73,763,243	195,937,070	21,985,683	59,528,782	148,711,691		4,2
-	10,014,785	5,479	-	-		5
33,361,101	1,048,166	-	131,472	131,472		6
						6,1
33,361,101	1,048,166	-	131,472	131,472		6.2 s.d. 6.5
				989,411,292		7

	Reporting Date Position (December/2020)					No. Ref. from working paper NSFR
	Carrying Value Based on Remaining Period (In Million IDR)				Weighted Total Value	
	Without a period of time	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
-	-	-	-	-	16.520.937	1
24.070.774	288.606	-	-	-	12.179.690	2
5.842	232.586.057	73.025.121	653.714.106	664.617.163		3
-	53.955.086	88.515	-	5.439.766		3.1.1



Komponen RSF	Reporting Date Position (September/2020)					Total Nilai Tertimbang
	Carrying Value Based on Remaining Period (In Million IDR)				Weighted Total Value	
	Without a period of time	< 6 months	≥ 6 months - < 1 year			
19	to financial institutions that are not guaranteed with Level 1 HQLA and loans to financial institutions without collateral	-	15.723.556	3.171.562	16.423.622	20.367.936
20	to non-financial corporations, retail customers and micro and small business customers, the central government, governments of other countries, Bank Indonesia, central banks of other countries and public sector entities, which include:	5.788	138.014.919	50.966.581	493.858.998	513.782.041
21	meet the qualifications to receive a risk weight of 35% or less, according to the FSA Circular Letter ATMR for Credit Risk	-	16.286.637	7.097.689	68.091.284	56.724.511
22	Residential mortgage-backed loans that are not being guaranteed, which include:	-	52.169	179.225	19.888.652	17.021.051
23	meet the qualifications to get a risk weight of 35% or less, according to the FSA Circular Letter ATMR for Credit Risk	-	28.502	73.373	26.944.874	17.565.105
24	Securities categorized as Current and Substandard (performing) that are not being pledged as collateral, have not defaulted on, and are not included as HQLA, including shares traded on the exchange	-	2.628.840	1.390.494	17.010.358	16.468.471
25	Assets that have liabilities that are dependent on each other	-	8.426.451	1.082.740	-	-
26	Other assets:	3.278.364	2.624.118	239.631	82.613.918	88.752.029
27	Physical commodities that are traded, including gold	-	-	-	-	-
28	Cash, securities and other assets recorded as initial margin for derivative contracts and cash or other assets submitted as default funds to the central counterparty (CCP)	-	-	-	-	-
29	NSFR derivative assets	-	1.814.657	-	-	1.814.657
30	NSFR of derivative payable before deduction with variation margin	-	-	-	-	-
31	All other assets that are not included in the above categories	3.278.364	809.461	239.631	82.613.918	86.937.372
32	Administrative Account	-	297.106.241	-	-	7.836.965
33	Total RSF	-	-	-	-	770.480.640
34	Net Stable Funding Ratio (%)	-	-	-	-	124,19%



	Reporting Date Position (December/2020)				Weighted Total Value	No. Ref. from working paper NSFR
	Carrying Value Based on Remaining Period (In Million IDR)					
	Without a period of time	< 6 months	≥ 6 months - < 1 year	≥ 1 year		
	-	20.634.353	4.770.757	16.156.623	21.637.155	"3.1.2 3.1.3"
	5.842	135.664.201	62.276.653	512.077.373	533.515.803	"3.1.4.2 3.1.5 3.1.6"
	-	20.472.490	4.967.876	61.174.865	53.352.291	3.1.4.1
	-	64.984	198.036	20.724.538	17.747.368	3.1.7.2
	-	29.583	82.607	26.889.666	17.534.378	3.1.7.1
	-	1.765.360	640.678	16.691.040	15.390.403	3,2
	-	10.014.785	5.479	-	-	4
	1.915.320	3.252.654	653.114	83.424.204	89.242.496	5
	-	-	-	-	-	5,1
	-	-	-	-	-	5,2
	-	2.589.136	-	-	2.589.136	5,3
	-	-	-	-	-	5,4
	1.915.320	663.518	653.114	83.424.204	86.653.360	5.5 s.d. 5.12
	-	294.001.885	-	-	8.035.204	12
	-	-	-	-	790.595.489	13
	-	-	-	-	125,15%	14



Individual Analysis

1. Bank Mandiri's Net Stable Funding Ratio (NSFR) on a Bank Only basis as of December 31, 2020 was 126.10%, up 1.39% compared to the previous report position on September 30, 2020, which was 124.71%. Some of the factors for this increase were as followed:
 - a. The increase in ASF mainly came from an increase in (i) Deposits from individual customers, micro and small businesses of IDR. 13.97 trillion; (ii) Deposits from corporate customers IDR.569 trillion; (iii) Capital (Tier 1 and Tier 2) IDR2.30 trillion.
 - b. The increase in RSF mainly came from an increase in (i) Loans to individuals, micro and small businesses of IDR.10.55 trillion; (ii) Credit/placement to financial institutions IDR. 2.57 trillion.
2. The composition of ASF is dominated by deposits from individual customers and micro and small enterprises at 51.59% and deposits from corporate customers at 27.08%.
3. The composition of the RSF was dominated by credit 80.93% and securities 4.44%.
4. There was an exposure to interdependent assets and liabilities of IDR.10.02 trillion in the form of acceptances and liabilities.

Consolidated Analysis

1. Bank Mandiri's Consolidated Net Stable Funding Ratio (NSFR) as of December 31, 2020 was 125.15%, up 0.96% from the previous report position on September 30, 2020 which was 124.19%. Some of the factors for this increase were as followed:
 - a. The increase in ASF mainly came from (i) deposits from individual customers, micro and small businesses increased by IDR17.68 trillion; (ii) Deposits from corporate customers increased by IDR10.34 trillion; (iii) Capital (Tier 1 and 2) increased by IDR4.56 trillions
 - b. The increase in RSF mainly came from (i) Loans to individuals, micro and small businesses and non-financial companies, increased by IDR17.06 trillion; (ii) Credit/placements with financial institutions increased by IDR3.81 trillion.
2. The composition of ASF is dominated by deposits from individual customers, micro and small businesses of 52.53% and deposits from corporate customers of 27.26%.
3. The composition of RSF is dominated by credit 82.12% and other assets 11.29%
4. There was an exposure to interdependent assets and liabilities amounting to IDR10.02 trillion in the form of acceptances and liabilities

Operational Risk

Calculation of Risk Weighted Assets (RWA) for Operational Risk

In order to calculate the capital expense and RWA for operational risk, the Bank currently uses the Basic Indicator Approach (BIA) method in accordance with the Financial Services Authority Circular No. 24/SEOJK.03/2016 concerning RWA Calculation for operational risk using the Basic Indicator Approach.

Risk weighted assets for operational risk December 31, 2020 Individual bank is amounting to IDR128,716,464 million. While RWA for operational risk is consolidated with Subsidiaries as much as IDR153,953,536 million.

The following is a table of capital expenses and RWA for operational risk using the Basic Indicator Approach (BIA) method in accordance with the regulations of Bank Indonesia above.

Table of 9.1 Disclosures of Quantitative Operational Risks - The Bank Separately and Consolidated

(in IDR million)

	The approach used	Position Report Date December 31, 2020		
		Gross Revenue (Last Average ¹⁾	Capital Expenses	ATMR
1	Base Indicator Approach – (Individually)	68,648,781	10,297,317	128,716,464
2	Base Indicator Approach – (Consolidation)	82,108,553	12,316,283	153,953,536

¹⁾ for Banks that use a basic indicator approach in calculating Operational risk



Simulation of Worst Cases and Stress Testing

To measure the level of resilience of Bank Mandiri in dealing with a plausible scenario of exceptional extreme cases, Bank Mandiri conducts stress testing as a basis for decision making (contingency plan) and as a fulfillment of regulatory requirements applied in Indonesia. For Bank Mandiri, stress testing aims to estimate the amount of loss, estimate the resilience of Bank capital in absorbing losses, adequacy of liquidity to meet the contractual and behavioral obligations of the Bank, and identify steps that must be taken to mitigate risks and maintain capital resilience.

There are 2 (two) types of stress testing conducted by Bank Mandiri, namely sensitivity/shock analysis and scenario analysis (historical and hypothesis). The implementation of stress testing covers the main types of risks, including credit risk, market risk and liquidity risk. However, the calculation simulation used statistical models and financial models developed by the Bank with reference to industry best practices. Specifically for credit risk, Bank Mandiri's stress testing model was developed to cover the wholesale, consumer and retail segments (modules have been developed per product for more granular and accurate results) by referring to best practices, including through econometric modeling that links credit risk factors with macroeconomic factors.

The implementation of stress testing in 2020 became relevant when the Bank identifies and measures the impact of the COVID-19 pandemic on the Bank's performance, and prepares control measures that could be implemented. In general, the results of stress testing show that Bank Mandiri was still able to maintain capital resilience as well as adequate liquidity, such as, by rapidly anticipating asset and liability management and policy or system readiness, even though there was pressure on profits due to the significant impact of the pandemic on the global economy and domestic.

Recovery Plan

Based on the size of assets, liabilities and capital, and the level of product complexity as well as linkages with the banking system, Financial Services Authority has determined Bank Mandiri as a Systemic Bank (Domestic Systematically Important Bank).

As a Domestic Systemically Bank, Bank Mandiri prepares Recovery Plans and Recovery Options to prevent, restore and improve the financial condition and business continuity of the Bank in the event of financial stress, as stipulated in Financial Services Authority Regulation No. 14/POJK.03/2017 concerning Recovery Plans for Systemic Banks.

The prepared Recovery Plan includes an analysis of the condition of all the Bank's business lines and Subsidiaries, including an analysis scenario of stress testing that occurs on the Bank in an idiosyncratic or market-wide shock that can endanger the Bank's business continuity (point of non viability). The recovery plan has been approved by shareholders of Bank Mandiri as of March 21, 2018 and Bank Mandiri has issued a Medium Term Notes of IDR500 billion in order to fulfill Financial Services Authority Regulation No. 14/POJK.03/2017 concerning Recovery Plans for Banks Systemic implementation of the recovery plan.

The Bank organizes Recovery Options to overcome the conditions of capital, liquidity, profitability, and asset quality in accordance with the trigger level set for the purpose of prevention, recovery and improvement of the financial condition of the Bank. Bank Mandiri has also conducted an analysis of the feasibility and effectiveness to ensure that each prepared Recovery Options can be run properly.

Material Committee Related to Capital Goods Investment

Until the end of 2020, Bank Mandiri had no material commitments for investment in capital goods. Therefore, there was no information regarding: the name of the party engaging in the bond, the purpose of the bond, the source of funds expected to fulfill these ties, the currency that was the denomination and the steps the bank plans to protect the risk from related foreign currency position.

Capital Goods Investment

One very important role in developing Bank Mandiri is by investing. Capital Expenditure Investment is an activity to spend funds which is used to buy a number of assets or investments that are expected to provide future benefits.

Types And Values of Capital Goods Investment

Bank Mandiri has invested goods in the forms of lands, buildings, equipments, office supplies and computers, motor vehicles, and assets in completion. Goods investment during 2020 realized IDR3,38 trillion. Types and values of capital goods investment are presented in the following table.



Table of Types and Values of Investment of Capital Expenditure - Fixed Assets

(in IDR million)

Types	Value in 2020	Value in 2019
Land	277,946	3,974,318
Building	308,406	190,600
Equipment, Office Inventory, and Computer	324,992	693,637
Vehicles	3,771	4,380
Assets in progress *)	1,365,226	2,778,631
Usage rights assets **)	1,095,905	0
Total	3,376,246	7,641,566

*) assets in progress include buildings, computers and other un-installed hardware, equipment and inventory of offices, land, motor vehicles, etc.

The investment in capital expenditure in the form of intangible assets throughout 2019 and 2018 is presented as follows.

Table of Types and Values of Investment of Capital Expenditure - Intangible Assets

(in IDR million)

Types	Value in 2020	Value in 2019
Software *)	3,673,819	2,898,169
Goodwill	787,466	423,115
Asset Yokke brand	59,334	-
Total	4,520,619	3,321,284

*) After deducting the amortization amounting to Rp4.637.223 juta dan Rp3.793.603 juta pada tanggal 31 Desember 2020 dan 2019.

Goals of Capital Expenditure Investment

The purchase of capital expenditure aims to support the operational activities of the bank activities as a whole.

Material Information About Investment, Expansion, Divestment, Acquisition, or Restructuring of Debt And Capital

Investment

Bank Mandiri invests in a number of securities and government bonds with the aim of increasing the Bank's profitability and performance. The details of Bank Mandiri's investment started from December 31, 2020 and 2019 are presented as follows.

Table of Securities Investment Details

(in IDR million)

Description	2020	2019
Effects		
Related parties		
Measured at fair value through profit or loss	1,519,439	2,834,117
Measured at fair value through other comprehensive income	8,603,253	
Measured at amortized cost	5,100,700	
Available for sale	-	8,626,405
Held to maturity	-	5,158,874
Measured at cost *)	1,613,212	1,922,915
	16,836,604	18,542,311
Third Party		
Measured at fair value through profit or loss	6,673,446	4,637,866



(in IDR million)

Description	2020	2019
Measured at fair value through other comprehensive income	10,096,773	-
Measured at amortized cost	3,477,555	-
Available for sale	-	11,140,087
Held to maturity	-	2,882,674
Measured at cost *)	16,116,032	11,952,894
	36,363,806	30,613,521
Investments in unit-link **)		
Measured at fair value through profit or loss		
Third party		8,834,946
Measured at fair value through profit or loss		
Total	17,242,604	13,176,134
Total	79,559,546	71,166,912
Added/(reduced):		
Unamortized discount	(2,207)	(5,654)
Unrealized gain/(loss) from increase/(decrease) in fair value of marketable securities	483,464	171,648
Allowance for impairment losses	(140,033)	(69,538)
	341,224	96,456
Net	79,900,770	71,263,368

*) Securities owned by Subsidiaries.

**) Unit-links Investments are investments owned by policyholders in Subsidiary's unit-link contracts which are presented at fair value

Table of Bond Investment Details

(in IDR million)

Description	2020	2019
Government Bonds		
Related parties		
Measured at fair value through profit or loss	7,896,257	5,040,996
Measured at fair value through other comprehensive income ***)	102,726,597	-
Measured at amortized cost	39,423,358	-
Available for sale ***)	-	96,664,454
Held to maturity	-	18,003,259
Measured at cost *)	8,690,979	8,079,331
	158,737,191	127,788,040
Investments in unit-link **)		
Related party		
Measured at fair value through profit or loss	953,436	1,212,260
Total	159,690,627	129,000,300

*) Government Bonds owned by a Subsidiary.

**) Investments in unit-linked are investments owned by policyholders in Subsidiary's unit-linked contracts which are presented at fair value.

***) Including sukuk, project based sukuk and retail sukuk classified as fair value through other comprehensive income.

While information on investments in the form of equity participation in a Subsidiary is presented as follows.

Investment in PT Bank Syariah Mandiri

On September 25, 2020 PT Bank Mandiri (Persero) Tbk. as the Controlling Shareholder of PT Bank Syariah Mandiri through the Circular Decree of the Shareholders of PT Bank Syariah Mandiri, made additional capital participation in the form of Inbreng Immovable Fixed Assets (ATTB)



owned by Bank Mandiri in Nangroe Aceh Darussalam Province, which consisted of 56 ATTB units spread over 22 location points amounting to IDR152,997 million or 30,599,349 shares (full amount) with a nominal value per share of IDR5,000 (five thousand IDR) (full amount). As stated in the Deed of Decision Statement without the General Meeting of Shareholders No. 21 dated October 16, 2020 and received the Notification of Amendment to the Articles of Association of PT Bank Syariah Mandiri from the Minister of Law and Human Rights No. AHU-AH.01.03-0399023 dated October 16, 2020 and Approval of Amendments to the Articles of Association of Limited Liability Company PT Bank Syariah Mandiri from the Minister of Law and Human Rights No. AHU-0071180.AH.01.02. Year 2020 dated October 16, 2020. State Gazette No. 091 Supplement to the State Gazette of the Republic of Indonesia No. 042789 issue date November 13, 2020. FSA approval regarding this additional capital payment had been received in accordance with FSA letter No.S-202/PB.34/2020 dated November 30, 2020.

Approval of Merger between Companies conducted in accordance with the Deed of Decision Statement Outside the General Meeting of Shareholders "PT Bank Syariah Mandiri" No. 11 dated December 15, 2020 approved the merger between the Company and PT Bank BNI Syariah into PT Bank BRISyariah Tbk. as the Bank that accepted the merger.

PT Bank Mandiri Taspen Equity Capital

Based on the OJK approval letter No.S-14/PB.31/2019 dated January 31, 2019 regarding Additional Bank Equity Participation in PT Bank Mandiri Taspen (Bank Mantap), OJK has listed Bank Mandiri's plan to make additional capital participation in Bank Mantap in administration FSA.

On December 29, 2020, an additional capital participation transaction was executed with Bank Mantap amounting to IDR 497,465 million so that the Bank's authorized capital was IDR 819,304 million as stated in the Notary Deed I Gusti Ngurah Putra Wijaya, SH No. 41 dated December 28, 2020 and received approval from the Ministry of Law and Human Rights No. AHU-0001919.AH.01.02 Year 2021 dated January 13, 2021. Additional equity participation in Bank Mantap was made by issuing 135,993,787 new shares in Bank Mantap each with a nominal value of IDR 500 (full amount) of 69,815,258 was executed by Bank Mandiri (51.077%).

With the additional capital of IDR 497,465 million made by Bank Mandiri and PT Taspen, the percentage of share ownership in Bank Mantap, respectively owned by Bank Mandiri, will be 51.098%, PT Taspen to 48.437 and minority to 0.465%. The change in the composition of share ownership is effective since January 13, 2021 with the approval and receipt of notification of changes to the Articles of Association of PT Bank Mandiri Taspen from the Ministry of Law and Human Rights related to changes in authorized capital, issued and paid-up capital, as well as from an administrative side with a report of composition changes of capital to the Financial Services Authority.

Expansion

Bank Mandiri carried out expansion activities by adding branch offices from 139 branch offices in 2019 to 140 branch offices in 2020.

Divestment

Bank Mandiri has not carried out investment activities throughout 2020.

Acquisition

During 2020, Bank Mandiri did not conduct acquisition activities.

Debt and Capital Restructuring

During 2020, Bank Mandiri did not conduct debt restructuring transactions and/or capital restructuring.

Use of Third Party Services

The use of third party services to assess the fairness of investment transactions, acquisitions, divestments and restructuring performed by following the applicable regulations in the capital market sector.

Commitment and Contingency

Information on Bank Mandiri's commitment and contingency is presented as follows.

Table of Commitments and Contingencies

(in IDR million)		
Description	2020	2019
Commitment		
Commitment Liabilities	-	-
Credit facilities given but untapped*)	-	-
Related Parties	(60,726,765)	(67,895,741)
Third Party	(108,855,685)	(116,865,692)
Total	(169,582,450)	(184,761,433)



(in IDR million)

Description	2020	2019
<i>Letters of credit which is inalienable and still in progress</i>		
Related Parties	(7,224,901)	(7,689,574)
Third Party	(8,220,470)	(9,875,779)
Total	(15,445,371)	(17,565,353)
Commitment Liabilities - Net	(185,027,821)	(202,326,786)
Contingency		
Contingency bill:		
Guarantee received from other banks	30,126,690	21,693,786
Interest Income in progress	12,156,293	7,897,176
Others	32,729	32,729
Total	42,315,712	29,623,691
Contingency Liabilities :		
Guarantee given in the form:		
Guarantee Bank		
Related Parties	(19,745,670)	(18,426,336)
Third Party	(78,522,673)	(78,037,060)
Total	(98,268,343)	(96,463,396)
<i>Standby letters of credit</i>		
Related Parties	(6,208,229)	(9,253,918)
Third Party	(4,266,088)	(4,544,170)
Total	(10,474,317)	(13,798,088)
Others	(1,484,051)	(1,206,502)
Total	(110,226,711)	(111,467,986)
Contingency Liabilities - Net	(67,910,999)	(81,844,295)
Total Commitment and Contingency - Net	(252,938,820)	(284,171,081)

¹⁾ Includes committed and uncommitted credit facilities that have not been used.

Target Achievement and Future Target

Target Achievement

Target Comparison and Financial Realization

In the midst of a slowdown in Performance due to the COVID-19 Pandemic, Bank Mandiri can still book a Net Profit until 2020 of IDR14.16 trillion (Bank Only), where this figure has succeeded in exceeding the 2020 Revised RKAP target of IDR10.34 trillion. The factors driving the achievement of the Net Profit target were the acquisition of Net Interest Income and Fee Based Income amounting to IDR46.81 trillion and IDR22.12 trillion, respectively, where the achievements of the NII and FBI have also succeeded in exceeding the targets set in the 2020 Revised RKAP. In addition, Bank Mandiri also consistently strives to manage the business efficiently so that the results show that Bank Mandiri is able to reduce operational costs so that it grows -0.25% on an annual basis. In line with the decline in debtors' ability to pay due to the COVID-19 pandemic, Bank Mandiri's NPL increased by 90 bps (YoY) to 3.29% with CKPN costs increasing 89.76% (YoY) reaching Rp19.4 trillion. However, the NPL figure was still below the target set at 3.57%.

Table of Realization and Targets for December 2020

(bank only, in IDR trillion)

Description	Realization December 2020	Target for December 2020
Credit	763,6	816,2
Third Party Funds	909,0	844,4
Net Income	14,2	10,3
Operating Expense	30,8	30,8
Biaya CKPN	19,4	20,2



(bank only, in IDR trillion)

Description	Realization December 2020	Target for December 2020
Gross NPLs (%)	3.24%	3.57%
Efficiency Ratio (%)	45.74%	49.06%

Marketing Target and Realization Comparison

During 2020, Bank Mandiri focused on marketing campaign activities to support government programs such as #dirumahaja and Proud to be Made in Indonesia. Campaign activities are carried out in an integrated manner in digital and non-digital media. The message to be conveyed is how Bank Mandiri can support the transaction activities of existing and prospective new customers during #dirumahaja activities, while simultaneously contributing to the National Economic Recovery by shopping for domestic products.

Bank Mandiri optimizes the use of digital media such as social media platforms and non-digital media.

#dirumahaja Program

The Bank Mandiri campaign for 2020 focused on communicating how Bank Mandiri could help the public to remain active in financial activities during #dirumahaja. The success of the #dirumahaja campaign could be seen from the increase in the frequency of Mandiri Online financial transactions from 479 million transactions

in 2019 to 620 million transactions in 2020. In addition, Mandiri Online's fee-based income also increased from IDR 839 billion in 2019 to IDR 964 billion in 2020.

National Economic Recovery

One of the government programs in dealing with the Covid-19 pandemic is the National Economic Recovery. Bank Mandiri contributed to the Proud Made Indonesia program and the National Discount Festival. Collaboration with local merchants from various categories such as food and beverage, fashion, hobbies, and so on, as well as cooperation with various e-commerce companies that focus on products made in Indonesia. The success of this program is reflected in the income from debit card commission and pol fees of IDR795 billion and credit card commission provision of IDR1,147.2 in 2020. In addition, the average savings balance increased from IDR281 trillion in 2019 to IDR300 trillion in 2020.

As a whole, Bank Mandiri's marketing activities succeeded in contributing so that the targets that have been set were successfully achieved, such as third party funds reaching IDR909 trillion and fee based income reaching IDR22 trillion.

Marketing Target and Realization Comparison Table

(bank only, in IDR trillion)

Description	Realization December 2020	Target for December 2020
Third Party Funds	909	844,4
Credit	763,3	816,2
Fee Based Income	22	20

Comparison of Target and Realization of Human Resources Development

A manifestation of Bank Mandiri's commitment to providing equal opportunities for employees in terms of competency development. In 2020 the number of Bank Mandiri employees who have participated in competency development training is 37,181 employees, successfully exceeding the target of 121.50% of the target set of 30,602 employees. Meanwhile, the realization of the total training cost reached 35.17% with an efficiency of 64.83%. This is in accordance with the policy of the Financial Services Authority (OJK) where the amount of human resource education funds in 2020 that must be provided by the Bank can be less than 5% of the budget for human resources based on OJK Letter No. S-12/D.03/2020 dated 23 May 2020 item 2.d.

Table of Comparison of Target and Realization of Human Resources Development in 2020

Description	Realization 2020	Target 2020	Achievement
Implementation of Training (employees)	37,181	30,602 (80% of the total employees 38,252)	121.50%
Total Training Fee (Full IDR)	219,931,066,898	625,258,197,402	35.17 %



Future Target

Bank Mandiri has set the 2021 financial projections. The consolidated financial projections and Bank Only are presented as follows.

Table of 2021 Projections

Description	2021 Projection
Growth Credit Average Balance (YoY)	Single Digit Growth
Net Interest Margins	4.6% - 4.8%
Cost of Credit	1.9% - 2.4%

Projections of Human Resource Development in 2021

In 2021 Mandiri University has 3 (three) main strategies in developing and supporting the achievement of the corporate plan for 2021-2024, which includes capability enablers, learning to business alignment, and learning experience design. Capability enablers are efforts to produce the best leaders who provide superior performance to Bank Mandiri. One of the main strategies is to equip Subject Matter Experts (SME), facilitators and PIC Regional Mandiri University (RMU) with various learning and certification programs to improve qualifications to meet central and regional learning needs. Mandiri University also standardizes Learning Governance to maintain the quality of the Bank Mandiri learning and development program as a whole. In addition, Mandiri University also participates in a global certification program for the implementation of Corporate University from the European Foundation for Management Development (EFMD) and the Global Council of Corporate Universities (GCCU).

Mandiri University as part of Bank Mandiri seeks to develop the country by providing economic and social value to the Indonesian nation through talent development. MU's efforts in providing added value will be carried out through collaboration with HIMBARA in the formation of the BUMN Finance Institute to build synergies within the BUMN environment and carry out regular sharing sessions and collaborations with fellow SOEs, the financial and non-financial industries, and also with the private sector regarding talent development.

The second 2021 initiative is learning to business alignment, which is a strategy in aligning the learning system to support Bank Mandiri in achieving organizational goals, namely by updating training programs to support Bank Mandiri's Corporate Plan strategy in building strategic business leaders, compiling an annual people development plan based on Bank Mandiri Corporate Plan, implementing upskilling and reskilling programs for Bank Mandiri employees including for Outsourcing Personnel (TAD), as well as continuing to align learning activities with business needs through full utilization of the learning dashboard and analytics to measure learning activities and impacts.

The third initiative is learning experience design to foster a sustainable learning culture for all Mandirian, by developing a learning culture through the "leaders as teachers" program to accommodate leaders in sharing knowledge with Bank Mandiri employees, as well as internalizing the core values of "AKHLAK" with various programs. culture, supported by training and e-learning. Mandiri University also provides functional leadership programs in accordance with the needs of each job level (onboarding, equipping and developing), as well as general managerial training for all employees in each line. In order to enable end-users to carry out the learning process in the workplace through the principle of "learning beyond classroom, anywhere, anytime", Mandiri University strengthens digital capabilities to produce seamless omni-channel learning experiences, through strengthening digital learning experiences through the concept of macro learning (classroom, virtual learning, e-learning), micro learning (job aids).

Assumptions Used In Projection 2021

In preparing the Bank's Business Plan for 2021, Bank Mandiri uses several macroeconomic assumptions as follows:

Table of Macro and Microeconomic Assumptions

(in %)			
Assumptions	2021 Projection	Assumptions	2021 Projection
Macro Assumption		Micro Assumption	
Growth PDB (%)	4.43%	7 D Reverse Repo Rate (%)	3.75%
Inflation (%)	2.92%	Credit Growth (%)	5.00%
USD/IDR Exchange	14.177	Growth Third Party Fund (%)	8.00%

Source: Office of Chief Economist Research Bank Mandiri and Bank Indonesia, 2020



Information and Material Facts After The Date of Accountant Reports

Until completion of Annual Report preparation, no description of significant events after the date of the accountant report is provided, including their impact on business performance and risks in the future.

Policies, Announcements and Dividend Payments

Dividend Policy

The distribution of dividends by Bank Mandiri is done once a year through the process of determining and approval of the Shareholders at the Annual General Meeting of Shareholders (AGMS). Bank Mandiri has a policy to distribute dividends to shareholders while maintaining a dividend payout ratio of around 50% of net income annually, unless the AGMS states otherwise depending on various considerations related to the performance of the year concerned. Some of these factors include the level of financial soundness of Bank Mandiri, the level of capital adequacy, the need for Bank Mandiri funds for further business expansion, without reducing the right of the AGMS of Bank Mandiri to determine in accordance with the provisions of the Company's Articles of Association.

Bank Mandiri will only pay dividends from net profit under Indonesian law and will pay dividends (if any) in cash in Rupiah and continue to comply with applicable regulations on the stock exchange by making timely payments. Bank Mandiri has no restrictions (negative covenants) in connection with restrictions on third parties in the context of dividend distribution that can harm the rights of public shareholders.

Announcement and Dividend Payout

Dividend distribution is carried out based on the GMS Decision as described below

Table of Announcement and Dividend Payment for 2015-2019

Description	Year book of 2019	Year book of 2018	Year book of 2017	Year book of 2016	Year book of 2015
Net Profit (million IDR)	27,482,13	25,015,02	20,639,68	13,806,57	20,334,97
Dividend (million IDR)	16,489,28	11,256,76	9,287,86	6,212,95	6,100,49
Dividend Per Share (IDR)	353,34	241,22	199,02552	266,26947	261,44958
Number of Shares	46,666,666,666	46,666,666,666	46,666,666,666	23,333,333,333	23,333,333,333
Dividend Pay Out Ratio (%)	60%	45%	45%	45%	30%
Date of Announcement	19 February 2020	16 May 2019	23 March 2018	14 March 2017	21 March 2016
Date of Payment	20 March 2020	19 June 2019	20 April 2018	13 April 2017	22 April 2016

Announcement and Dividend Payment for the 2019 Fiscal Year

On February 19, 2020, Bank Mandiri held an AGMS which approved and determined the use of Bank Mandiri's net profit for the financial year ended December 31, 2019 reaching to IDR27,482,133,229,323.20 as follows:

- 60% of Bank Mandiri's net profit for the financial year 2019 reaching to IDR16,489,279,937,593.92 distributed as cash dividends to shareholders and special dividends for the Government/State of the Republic of Indonesia would be paid in accordance with statutory provisions. To grant power and authority to the Board of Directors to regulate the procedure and implementation of the cash dividend payment and further announce in accordance with the applicable regulations with the allocation of:
 - Shareholders of the Government/Republic of Indonesia are 60%
 - Public shareholders by 40%.
- A total of 40% of Bank Mandiri's net profit for the 2019 financial year was determined as Retained Earnings.

The dividend payment for the 2019 financial year was made on March 20, 2020 while the financial performance for the 2020 financial year would be decided at the AGMS in 2021.



Announcement And Dividend Payment For Financial Year 2018

Bank Mandiri GMS dated 16 May 2019 has approved and decided the use of Bank Mandiri net profit of the financial year ended in 31 December 2018 amounting IDR25.015.020.898.824,50 as detailed below:

1. 45% of the Company's Net Profit for the period of 1 January - 31 December 2015, or IDR6,100,490,253,271.41, will be distributed as cash dividend to the shareholders, while dividend for Government/Republic of Indonesia shall be paid pursuant to the laws and regulations. To grant power and authority to the Board of Directors to regulate the procedure and implementation of cash dividend payment, and to further announce it pursuant to the applicable provision with the distribution allocation as follows:
 - Amounting to 60% for Government/Republic of Indonesia Shareholder
 - Amounting to 40% to majority shareholders.
2. Amounting to 55% of the Company's Net Profit or IDR11,956,960,896,411.96 will be booked as Retained Earning.

Employee Stock Option Program (ESOP)/Management Stock Option Program (MSOP)

Based on the Resolution of the GMSE dated 29 May 2003 as stated in the Notarial deed of Sutjipto, S.H., No. 142 dated May 29, 2003, the shareholders of Bank Mandiri also approved plans for share ownership by employees and Directors through the Employee Stock Allocation ("ESA") Program and Provision of Management Stock Option Plan ("MSOP"). The ESA Program consisted of a Share Plan Bonus and a Share Purchase at Discount program. Meanwhile, the MSOP program was aimed at Directors and employees at grade level or certain criteria. The fees and discounts on the ESA program became the responsibility of Bank Mandiri, whose expenses are sourced from reserves that have been formed. The management and implementation of the ESA and MSOP programs would be handled by the Board of Directors, while the supervision was carried out by the Board of Commissioners.

On July 14, 2003, the Government of the Republic of Indonesia released 4,000,000,000 shares, representing 20% of its ownership in Bank Mandiri, through an Initial Public Offering (IPO). As a follow up to the Government Regulation of the Republic of Indonesia No. 27/2003 dated June 2, 2003 which approved a divestment of up to 30.00% of Government ownership in Bank Mandiri and based on the decision of the State Owned Enterprise Privatization Team No. Kep-05/TKP/01/2004 dated January 19, 2004, the Government of the Republic of Indonesia carried out a further divestment of 10.00% ownership in Bank Mandiri or as many as 2,000,000,000 Common Series B shares on March 11, 2004 through a private placement.

During the IPO on July 14, 2003, Bank Mandiri gave the option to purchase shares to management through the MSOP Stage 1 (one) program of 378,583,785 options with an execution price of IDR742.50 (full amount) per share and nominal value of IDR500 (value full) per share. The issuance of this stock option was accounted for at the Equity - Stock Option at a fair value of IDR.69.71 (full amount) per share. The option executed from MSOP Stage 1 (one) is 375,365,957 shares, resulting in an increase in the Issued and Paid Up Capital of IDR.187,683, the addition of the Shareholder Agio of IDR.117,193. MSOP Stage 1 (one) could be executed until July 13,

2008 as announced at the Announcement of the Indonesia Stock Exchange (formerly the Jakarta Stock Exchange) No. Peng-262/BEJ-PJS/P/07-2004 dated July 14, 2004.

Furthermore, at the Annual General Meeting of Shareholders dated May 16, 2005, MSOP Phase 2 (two) was approved for 312,000,000 options stock. The execution price per share is IDR1,190.50 (full amount) as the implementation in the first year and IDR2,493 (full amount) as the implementation in the second year and in the following year. The nominal value per share was IDR500 (full amount). The issuance of this stock option was recorded in equity - stock options with fair value of stock options amounting to IDR642.28 (full amount) per share. The options executed from MSOP Stage 2 (two) are 311,713,697 shares resulting in the addition of issued and paid-up capital of IDR.155,857 and additional share premiums of IDR.425,233. The 5 (last period) period of implementation of MSOP Stage 2 (two) option conversion rights is May 4, 2010 for 30 exchange days as announced in the Announcement of the Indonesia Stock Exchange (formerly the Jakarta Stock Exchange) No. Peng-97/BEJ-PSJ/P/02-2007 dated February 2, 2007. MSOP Stage 2 (two) stock options which were not executed were 286,303 shares or IDR.184 which passed the implementation period which was recorded as an additional share premium.

The Annual General Meeting of Shareholders dated May 22, 2006 approved the granting of MSOP Stage 3 (three) of 309,416,215 stock options. The GMS also authorized the Board of Commissioners to establish MSOP Stage 3 (three) implementation and supervision policies and report them at the upcoming GMS. The MSOP Stage 3 (three) option price per share of MSOP Stage 3 was IDR1,495.08 (full amount) with a nominal value of IDR500 (full amount) per share. This stock option was recorded at the Equity - Stock Option post with a fair value of stock options of IDR.593.89 (full amount) per share. Options executed from MSOP Stage 3 (three) amounted to 309,415,088 shares resulting in the addition of issued and paid-up capital of IDR154,707 and additional share premiums of IDR491,651.



The MSOP Stage 3 (three) option execution period ended in February 2011, before the commencement of the trading period of Bank Mandiri Preemptive Rights dated February 14, 2011 to February 21, 2011. MSOP Stage 3 (three) stock options which were not executed were 1,127 shares respectively or as much as IDR. 4, which passes through the implementation period which is recorded as an additional share premium.

On December 27, 2010, the Bank made the first registration to the Financial Services Authority (formerly the Capital Market and Financial Institution Supervisory Agency in the context of Limited Public Offering (PUT) to Bank shareholders in the context of Rights Issuance Pre-emptive Securities (“HMETD”) totaling 2,336,838,591 series of PUT B. Shares had been approved by the Board of Commissioners through a letter dated April 29, 2010. The Bank submitted a notification regarding LPO to Bank Indonesia through a letter dated September 17, 2010. PUT had also been promulgated through Government Regulation of the Republic of Indonesia No. 75 of 2010 dated November 20, 2010. PUT received effective approval from Bapepam and LK through letter No. S-807/BL/2011 dated January 27, 2011, in which PUT became effective after obtaining approval from shareholders at the Extraordinary General Meeting of Shareholders held on January 28, 2011.

Pre-emptive as many as 2,336,838,591 Rights shares were traded during the period February 14, 2011 - February 21, 2011 with an exercise price of IDR.5,000 (full amount) per share which resulted in an additional issued and paid-up capital of IDR1,168,420. Based on the resolutions of the Extraordinary General Meeting of Shareholders dated August 21, 2017, the shareholders of Bank Mandiri approved Bank Mandiri’s stock split from IDR500 (full amount) per share to IDR250 (full amount) per share, so the capital was placed into 46,666. 666,666 shares consisting of 1 (one) Series A Dwiwarna share and 46,666,666,665 Series B shares. For the stock split, there were no changes to the authorized, issued and paid-up capital. The breakdown of the share nominal value would be effective on September 13, 2017.

In 2019, Bank Mandiri did not have an Employee Stock Ownership Program (ESOP) and Management Stock Ownership Program (MSOP) program, the program ended in 2010.

Realization of Use of Public Offering Results

In accordance with POJK Number 30/POJK.04/2015 concerning the Realization Report on the Use of Proceeds from the Public Offering, Bank Mandiri reported the Realization of the Use of Proceeds from the Public Offering of Bank Mandiri Sustainable Bonds II Phase I of 2020 as follows.

Table of Report on the Use of Proceeds from the Public Offering of PT Bank Mandiri (Persero) Tbk

(in IDR billion)

No	Type of Public Offering	Effective Date	Realized Value of Public Offering Proceeds			Fund Usage Plan	Realization of Use of Funds	Remaining Proceeds from the Public Offering
			Total Public Offering Results	Public Offering Fee	Net Result	Credit Expansion	Credit Expansion	
1	Bank Mandiri Sustainable Bonds II Phase I 2020	12 May 2020	IDR1,000,00 billion	IDR6,50 billion	IDR993,50 billion	IDR993,50 billion	IDR993,50 billion	IDR 0

On May 12, 2020, Bank Mandiri issued Bank Mandiri Sustainable Bonds II Phase I Year 2020 (Continuous Bonds II Phase I) with a nominal value of IDR1,000,000,000,000 consisting of 2 (two) series. The interest on Continuous Bonds II Phase I was paid quarterly with the first interest payment made on August 11, 2020, while the last bond interest payment and bond maturity are on May 12, 2025 for Series A, and May 12, 2027 for Series B, which was also the date of settlement principal of each bond series. The trustee for the issuance of the Phase I Sustainable Bonds II was PT Bank Permata Tbk.

The proceeds from this Bond Public Offering, after deducting issuance costs, would all be used by Bank Mandiri for credit expansion in the context of business development according to the plan for the use of funds disclosed in the Prospectus for Sustainable Bonds II of Bank Mandiri Phase I of 2020 and had been reported to the Financial Services Authority (OJK).



Information on Material Transactions Containing Conflict of Interest and/or Transactions with Affiliated Parties

Affiliate Transactions

Affiliates, are:

1. Family relationships due to marriage and descent to the second degree, both horizontally and vertically;
2. Relations between Parties with employees, directors or commissioners of the Party;
3. Relations between 2 (two) companies in which there are one or more members of the same Board of Directors or Board of Commissioners;
4. Relations between the company and the Party, both directly and indirectly, controlling and controlled by the company;
5. Relationship between 2 (two) companies controlled, directly or indirectly, by the same Party; or
6. Relations between the company and major shareholders.

Transactions with Affiliated Parties

Based on the provisions of POJK No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions, Affiliated transactions were transactions carried out by Bank Mandiri with Affiliated Parties and/or transactions carried out by Bank Mandiri or companies controlled by Bank Mandiri for the benefit of affiliates.

Transactions with affiliated parties have the potential risk of abuse by related parties that can harm minority shareholders and have an impact on market integrity. Bank Affiliated Parties are prohibited from utilizing the Bank for personal, family and/or other party's interests which can harm or reduce the Bank's profits; and is prohibited from taking and/or receiving personal benefits from the Bank, other than remuneration and other facilities determined based on the decision of the General Meeting of Shareholders. Affiliated Transactions are carried out by methods, processes and/or methods in such a way that the Bank or Controlled Company

does not give/receive different or special treatment to/from the Bank's Affiliated Party. Affiliate transactions are carried out based on normal and reasonable commercial terms.

The following Affiliate Transactions are excluded:

1. Rewards, including salaries, pension contributions, and/or special benefits given to members of the Board of Commissioners of the Board of Directors and employees, as a whole have been disclosed in the Bank's periodic financial statements;
2. Transactions which are the main business activities of the Bank or Bank Controlled Company as stipulated in the Bank's Articles of Association or Bank Controlled Companies; and
3. Transactions that are supporting the main business activities of the Bank or the Bank's Controlled Company.

Based on SPO Corporate Secretary Chapter III.A concerning Bank Activities as a Public Company, it is conveyed that as a form of information disclosure to stakeholders, reports related to Affiliated Transactions which according to the laws and regulations must be informed to the public, the Exchange and/or Financial Services Authority within the time limit legislation stipulated. This was done in order to comply with the disclosure principle that had to be met by a public company in carrying out its business activities.

Until the end of 2020, there was 1 (one) affiliate transaction, namely, a transaction with PT Bank Mandiri Taspen (Bank Mantap). Bank Mantap was an affiliated party because it became a subsidiary in which shares were controlled by Bank Mandiri. In order to comply with FSA Regulation No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions, Bank Mandiri reported the transaction to FSA on December 30, 2020 with the following details:

- a. **Transaction date** : December 29, 2020
- b. **Form/Type of Transaction** : Additional Equity Participation in Subsidiaries
- c. **Explanation of the transaction** : On 29 December 2020, Bank Mandiri made an additional investment in Bank Mantap as a subsidiary of Bank Mandiri amounting to IDR255,384,213,764. The capital increase was made to maintain Bank Mandiri's share ownership in connection with the implementation of Bank Mantap's right issue. With the additional equity participation, the portion of Bank Mandiri's share ownership in Bank Mantap reached to 51.098%. The additional capital participation activity was an affiliated transaction, and it was sufficient to report it to the FSA in accordance with the provisions of Article 6 paragraph (1) letter f POJK No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions, where the additional equity participation would then observe the deadline according to the stipulation, which was a minimum of 1 (one) year. The transaction value did not exceed a certain percentage, so it did not include material transactions as referred to in POJK No. 17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities.



- d. Transaction impact** : It had no material impact on Bank Mandiri's business continuity.
- e. Other information** : Additional capital to Bank Mantap was made so that the Bank is able to grow in a progressive and sustainable manner, including:
 - By increasing service capacity and accelerating business transactions by developing core banking and digitizing.
 - Developing the network by implementing an efficient strategy for branch building management in stages over the next 5 (five) years.

Conflict of Interest Transactions

Conflict of interest is a condition in which the Bank's employees in carrying out their duties and obligations to have interests outside of the interests of the service, concerning personal interests, family interests and other parties, so the Bank may lose objectivity in making decisions and policies in accordance with the given authority.

Therefore:

1. All Bank Officers are required to avoid activities that can cause conflicts of interest. If one thing or another cannot be avoided, then the person concerned must report it to the immediate supervisor.
2. All Bank Officers are prohibited from giving approval and or requesting approval for credit facilities, as well as special interest rates and other specificities for:
 - Herself/Himself
 - His family/Her Family
 - A company where he and or his family has an interest
3. All Bank Officers are prohibited from working for other companies either as directors, employees, consultants or commissioners, except when they have received assignments or written permission from the Bank. Especially for members of the Board of Commissioners and Directors, concurrent positions follow the regulatory provisions regarding Good Corporate Governance.
4. All Bank Officers are prohibited from being partners directly or indirectly, both partners for goods or services for the Bank.
5. All Bank Officers are prohibited from taking goods belonging to the Bank for their own, family or other outside parties' interests.
6. All Bank employees are only permitted to conduct securities transactions, foreign exchange trading, precious metals, tran derivative witnesses and other goods for their own benefit if there is no conflict of interest, violation of insider trading rules from the Capital Market Authority, and other regulations.

The ranks of Bank Mandiri are required to make annual disclosures related to conflicts of interest each year, and each work unit is required to submit a transaction/decision report containing a conflict of interest every quarter.

During 2020, there was no transaction that fulfilled the conflict of interest category.

Related Transaction

Bank Mandiri and its Subsidiaries carried out transactions with the related parties as defined in PSAK No. 7 concerning the Related Parties Disclosures and Bapepam and LK Regulations No. KEP-347/BL/2012 dated June 25, 2012 concerning "Presentation and Disclosure of Financial Statements of Issuers or Public Companies". A related party is a person or entity that is related to the entity that prepares its financial statements (reporting entity). The related parties are as follows:

- 1) A person who:
 - a. has control or joint control over the reporting entity;
 - b. has significant influence over the reporting entity; or
 - c. the key management personnel of the reporting entity or the parent of the reporting entity.
- 2) An entity is related to a reporting entity if any of the following:
 - a. The entity and the reporting entity are members of the same business group;
 - b. An entity is an associate or joint venture of the entity;
 - c. Both entities are joint ventures from the same third party;
 - d. An entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - e. The entity is a post-employment benefit plan for the benefits of employee either from the reporting entity or an entity related to the reporting entity;
 - f. The entity is controlled or jointly controlled by a person identified as referred to in point 1); or
 - g. A person identified as referred to in point 1) letter a) has significant influence over the entity or the entity's key management personnel;
 - h. The entity is controlled, jointly controlled or significantly influenced by the Government, namely the Minister of Finance or the Local Governments which are the shareholders of the entity.
- 3) Parties which are not related parties are as follows:
 - a. Two entities simply because they have the same director or key management personnel or because the key management personnel of one entity has significant influence over the other entity;
 - b. Two joint venturers simply because they share joint control of a joint venture;



- c. Fund provider, trade unions, public service entity and departments and agencies of government that do not control, jointly control or significantly influence the reporting entity, solely in the implementation of normal business with the entity;
- d. Customers, suppliers, franchisers, distributors or general agents with whom an entity holds business transaction with significant volumes, solely because of economic dependence due to the circumstances.

Name and Nature Of Related Relations

In order to conduct its normal business, Bank Mandiri has significant business transactions with related parties. Related parties and the nature of their relationship with the Bank are described as follows.

Relationship of Related Parties As Main Shareholders

Government of the Republic of Indonesia through the Ministry of Finance.

Relationship of Related Parties Due To Ownership and/or Defense

The relationship of related parties due to ownership and/or management is presented in the following table

Related Party Relationship Table due to Ownership and/or Management

No	Related Party Relationship Table due to Ownership and/or Management	Nature of Relationship
1	PT Kustodian Sentral Efek Indonesia	Associated Company
2	PT Mandiri AXA General Insurance	Associated Company
3	Dana Pensiun Bank Mandiri	Bank Mandiri as the founder
4	Dana Pensiun Bank Mandiri 1	Bank Mandiri as the founder
5	Dana Pensiun Bank Mandiri 2	Bank Mandiri as the founder
6	Dana Pensiun Bank Mandiri 3	Bank Mandiri as the founder
7	Dana Pensiun Bank Mandiri 4	Bank Mandiri as the founder
8	PT Bumi Daya Plaza	Controlled by Dana Pensiun Bank Mandiri (since 19 December 2013)
9	PT Pengelola Investama Mandiri	Controlled by Dana Pensiun Bank Mandiri (since 19 December 2013)
10	PT Usaha Gedung Mandiri	Controlled by Dana Pensiun Bank Mandiri (since 19 December 2013)
11	PT Estika Daya Mandiri	Controlled by Bank Mandiri Pension Fund 1
12	PT Asuransi Staco Mandiri (dahulu PT Asuransi Staco Jasapratama)	Controlled by Bank Mandiri Pension Fund 2
13	PT Mulia Sasmita Bhakti	Controlled by Bank Mandiri Pension Fund 3
14	PT Krida Upaya Tunggal	Controlled by Bank Mandiri Pension Fund 4
15	PT Wahana Optima Permai	Controlled by Bank Mandiri Pension Fund 4
16	Koperasi Kesehatan Pegawai dan Pensiunan Bank Mandiri (<i>Mandiri Healthcare</i>)	Significantly influenced by Bank Mandiri

The nature of transactions with related parties is, among others, equity participation, issued securities, loans and subordinated securities, loans, customer deposits and Bank guarantee.



Relation of Related Party with Government Entity

SOE Subsidiary

1	PT Abipraya Nusantara Energi
2	PT Abuki Jaya Stainless
3	PT Adhi Commuter Properti
4	PT Adhi Persada Beton
5	PT Adhi Persada Gedung
6	PT Adhi Persada Properti
7	PT Administrasi Medika
8	PT Aero Globe Indonesia
9	PT Aero Systems Indonesia
10	PT Aero Wisata
11	PT Aerofood Indonesia
12	PT Aerojasa Cargo
13	PT Aerojasa Perkasa
14	PT AeroTRANS Service Indonesia
15	PT Agro Sinergi Nusantara
16	PT Akses Pelabuhan Indonesia
17	PT Alam Lestari Nusantara
18	PT Alur Pelayaran Barat Surabaya
19	PT Aneka Jasa Grhadika
20	PT Aneka Tambang
21	PT Angkasa Pura Aviast
22	PT Angkasa Pura Hotel
23	PT Angkasa Pura Kargo
24	PT Angkasa Pura Logistik
25	PT Angkasa Pura Propertindo
26	PT Angkasa Pura Property
27	PT Angkasa Pura Retail
28	PT Angkasa Pura Solusi
29	PT Angkasa Pura Supports
30	PT Anpa International Ltd (Qq PT Akuel Asia Pulse Pte Ltd)
31	PT Antam Energi Indonesia
32	PT Antam Niterra Haltim
33	PT Antam Resourcindo
34	PT Artha Daya Coalindo
35	PT Arthindokarya Sejahtera
36	PT Askrindo Mitra Utama (dahulu PT Usayasa Utama)
37	PT Asuransi Berdikari
38	PT Asuransi BRI Life
39	PT Asuransi Jasa Raharja Putera
40	PT Asuransi Jiwa Taspen
41	PT Asuransi Jiwa Tugu Mandiri (AJTM)
42	PT Asuransi Samsung Tugu

43	PT Asuransi Tokio Marine Indonesia
44	PT Badak Arun Solusi (dahulu PT Patra Teknik)
45	PT Bahana Artha Ventura
46	PT Bahana Securities
47	PT Bahana TCW Investment Management
48	PT Bakti Timah Solusi Medika
49	PT Balai Lelang Artha Gasia
50	PT Balebat Dedikasi Prima
51	PT Bali Griya Shanti
52	PT Bank BNI Syariah
53	PT Bank BRI Syariah Tbk
54	PT Batubara Bukit Kendi
55	PT Baturaja Multi Usaha
56	PT Belitung Intipermai
57	PT Berdikari Logistik Indonesia
58	PT Berkah Kawasan Manyar Sejahtera
59	PT Berkah Multi Cargo
60	PT Berlian Jasa Terminal Indonesia
61	PT Berlian Manyar Sejahtera
62	PT Bhakti Wasantara Net
63	PT Bhineka Wana
64	PT Bhumi Visatanda Tour & Travel
65	PT Bima Sepaja Abadi
66	PT BNI Asset Management
67	PT BNI Life Insurance
68	PT BNI Securities
69	PT Borneo Alumina Indonesia
70	PT Borneo Edo International
71	PT BPR Rizky Barokah
72	PT Brantas Adya Surya Energi
73	PT Brantas Cakrawala Energi
74	PT Brantas Energi
75	PT Brantas Energi Mandiri
76	PT Brantas Hidro Energi
77	PT Brantas Mahalona Energi
78	PT Brantas Nipajaya Energi
79	PT Brantas Prospek Energi
80	PT Brantas Prospek Enjineering
81	PT Brantas Prospek Mandiri
82	PT BRI Multifinance Indonesia
83	PT Bromo Steel Indonesia
84	PT Bukit Asam
85	PT Bukit Asam Banko
86	PT Bukit Asam Medika
87	PT Bukit Asam Prima

88	PT Bukit Energi Investama
89	PT Bukit Energi Service Terpadu
90	PT Bukit Multi Investama
91	PT Bukit Multi Properti
92	PT Bumi Sawindo Permai
93	PT Cibaliung Sumber Daya
94	PT Cibitung Tanjung Priok Port Tollways
95	PT Cinere Serpong Jaya
96	PT Citilink Indonesia
97	PT Citra Bhakti Margatama Persada
98	PT Citra Lautan Teduh
99	PT Citra Lintas Angkasa
100	PT Citra Sari Makmur
101	PT Citra Tobindo Sukses Perkasa
102	PT Clariant Kujang Catalysts
103	PT Cogindo Dayabersama
104	PT Crompton Prima Switchgear Indonesia
105	PT Cut Meutia Medika Nusantara
106	PT Dalle Energy Batam (DEB)
107	PT Danareksa Capital
108	PT Danareksa Finance
109	PT Danareksa Investment Management
110	PT Danareksa Sekuritas
111	PT Dasaplast Nusantara
112	PT Dayamitra Telekomunikasi
113	PT Dok & Perkapalan Air Kantung
114	PT Dok & Perkapalan Kodja Bahari
115	PT Dok & Perkapalan Waiame
116	PT Donggi Senoro LNG
117	PT Dwimitra Enggang Khatulistiwa
118	PT Electronic Data Interchange Indonesia
119	PT Elnusa Fabrikasi Konstruksi
120	PT Elnusa Geosains Indonesia
121	PT Elnusa Oilfield Service
122	PT Elnusa Petrofin
123	PT Elnusa Tbk
124	PT Elnusa Trans Samudera
125	PT Eltran Indonesia
126	PT Energi Agro Nusantara
127	PT Energi Pelabuhan Indonesia
128	PT Equiport Inti Indonesia
129	PT Farmalab Indoutama
130	PT Feni Haltim
131	PT Finnet Indonesia



132	PT Fintek Karya Nusantara
133	PT Freeport Indonesia
134	PT Gadang Hidro Energi
135	PT GAG Nikel
136	PT Gagas Energi Indonesia
137	PT Gapura Angkasa
138	PT Garuda Maintenance Facility Aero Asia
139	PT Gema Hutani Lestari
140	PT Geo Dipa Energi
141	PT GIEB Indonesia
142	PT GIH Indonesia
143	PT Gitanusa Sarana Niaga
144	PT Graha Investama Bersama
145	PT Graha Niaga Tata Utama
146	PT Graha Sarana Duta
147	PT Graha Yasa Selaras
148	PT Gresik Cipta Sejahtera
149	PT Griyaton Indonesia
150	PT Gunung Gajah Abadi
151	PT Gunung Kendaik
152	PT Hakaaston
153	PT Haleyora Power
154	PT Haleyora Powerindo
155	PT Hasta Kreasi Mandiri
156	PT HK Infrastruktur
157	PT HK Realtindo
158	PT Utama Prima
159	PT Utama Marga Waskita
160	PT Hutansanggaran Labanan Lestari
161	PT Igasar
162	PT Indo Japan Steel Center
163	PT Indo Ridlatama Power
164	PT Indofarma Global Medika
165	PT Indometal London Ltd
166	PT Indonesia Air & Marine Supply
167	PT Indonesia Chemical Alumina
168	PT Indonesia Coal Resources
169	PT Indonesia Comnets Plus
170	PT Indonesia Kendaraan Terminal
171	PT Indonesia Power
172	PT Indonusa Telemedia
173	PT Indopelita Aircraft Service
174	PT Industri Karet Nusantara
175	PT Industri Kemasan Semen Gresik
176	PT Industri Nabati Lestari (PT Sinar Oleo Nusantara)

177	PT Infomedia Nusantara
178	PT Infomedia Solusi Humanika
179	PT Infrastruktur Telekomunikasi Indonesia
180	PT Inhutani I
181	PT Inhutani II
182	PT Inhutani III
183	PT Inhutani IV
184	PT Inhutani V
185	PT INKA Multi Solusi
186	PT Integrasi Logistik Cipta Solusi
187	PT International Mineral Capital
188	PT Inti Bagas Perkasa
189	PT Inti Global Optical Comm
190	PT IPC Terminal Petikemas
191	PT ITCI Kayan Hutani
192	PT Jababeka PP Properti
193	PT Jakarta Industrial Estate Pulogadung
194	PT Jakarta International Container Terminal
195	PT Jakarta Trans Metropolitan
196	PT Jalantol Lingkarluar Jakarta
197	PT Jalin Pembayaran Nusantara
198	PT Jambi Prima Coal
199	PT Jasa Armada Indonesia
200	PT Jasa Marga Bali Tol
201	PT Jasa Marga Balikpapan Samarinda
202	PT Jasa Marga Gempol Pasuruan
203	PT Jasa Marga Jalanlayang Cikampek
204	PT Jasa Marga Japek Selatan (JJS)
205	PT Jasa Marga Kualanam Tol
206	PT Jasa Marga Kunciran Cengkareng
207	PT Jasa Marga Manado Bitung
208	PT Jasa Marga Pandaan Malang
209	PT Jasa Marga Pandaan Tol
210	PT Jasa Marga Probolinggo Banyuwangi
211	PT Jasa Marga Properti
212	PT Jasa Marga Semarang Batang
213	PT Jasa Marga Ngawi Kertosono Kediri
214	PT Jasa Marga Surabaya Mojokerto
215	PT Jasa Marga Solo Ngawi
216	PT Jasa Marga Tollroad Maintenance
217	PT Jasa Marga Tollroad Operator (JMTO)
218	PT Jasa Marga Transjawa Tol (JTT)
219	PT Jasa Peralatan Pelabuhan Indonesia

220	PT Jasa Prima Logistik Bulog
221	PT Jawa Satu Power
222	PT KAI Commuter Jabodetabek
223	PT Kalimantan Jawa Gas
224	PT Kalimantan Medika Nusantara
225	PT Kaltim Daya Mandiri
226	PT Kaltim Industrial Estate
227	PT Kaltim Jasa Sekuriti
228	PT Kaltim Jordan Abadi
229	PT Kaltim Kariangau Terminal
230	PT Karya Citra Nusantara
231	PT Kawasan Industri Gresik
232	PT Kawasan Industri Kujang Cikampek
233	PT Kereta Api Logistik
234	PT Kereta Api Pariwisata
235	PT Kerismas Witikco Makmur (PT Kerismas)
236	PT Kertas Padalarang
237	PT Kharisma Pemasaran Bersama Logistik
238	PT Kharisma Pemasaran Bersama Nusantara
239	PT KHI Pipe Industries
240	PT Kimia Farma Apotek
241	PT Kimia Farma Diagnostika
242	PT Kimia Farma Sungwun Pharmacopia
243	PT Kimia Farma Trading & Distribution
244	PT Kliring Perdagangan Berjangka Indonesia
245	PT Koba Tin
246	PT Kodja Terramarin
247	PT Komipo Pembangkitan Jawa Bali
248	PT Krakatau Argo Logistics
249	PT Krakatau Bandar Samudra
250	PT Krakatau Blue Water
251	PT Krakatau Daedong Machinery
252	PT Krakatau Daya Listrik
253	PT Krakatau Engineering
254	PT Krakatau Golden Lime
255	PT Krakatau Industrial Estate Cilegon
256	PT Krakatau Information Technology
257	PT Krakatau Medika
258	PT Krakatau Nasional Resources
259	PT Krakatau Niaga Indonesia
260	PT Krakatau Nippon Steel Sumikin
261	PT Krakatau Osaka Steel
262	PT Krakatau Posco



263	PT Krakatau Prima Dharma Sentana
264	PT Krakatau Samator
265	PT Krakatau Semen Indonesia
266	PT Krakatau Tirta Industri
267	PT Krakatau Wajatama
268	PT Krakatau Wajatama Osaka Steel Marketing
269	PT Kresna Kusuma Dyandra Marga
270	PT Kujang Tatar Persada
271	PT Kujang Tirta Sarana
272	PT Lamong Energi Indonesia
273	PT Laras Astra Kartika
274	PT LEN Railway Systems
275	PT LEN Telekomunikasi Indonesia
276	PT Limbong Hidro Energi
277	PT Madu Baru
278	PT Mardec Nusa Riau
279	PT Marga Lingkar Jakarta
280	PT Marga Sarana Jabar
281	PT Marga Trans Nusantara
282	PT Mega Citra Utama
283	PT Mega Eltra
284	PT Melon Indonesia
285	PT Menara Antam Sejahtera (MAS)
286	PT Menara Maritim Indonesia
287	PT Meratus Jaya Iron & Steel
288	PT Merpati Training Center
289	PT Metra Digital Media
290	PT Metra Plasa
291	PT MetraNet
292	PT Minahasa Brantas Energi
293	PT Mirtasari Hotel Development
294	PT Mitra Cipta Polasarana
295	PT Mitra Dagang Madani
296	PT Mitra Energi Batam (MEB)
297	PT Mitra Hasrat Bersama (MHB)
298	PT Mitra Karya Prima
299	PT Mitra Kerinci
300	PT Mitra Proteksi Madani
301	PT Mitra Rajawali Banjaran
302	PT Mitra Tekno Madani
303	PT Mitra Tour & Travel
304	PT Mitrasraya Adhijasa
305	PT Mitratani Dua Tujuh
306	PT Muba Daya Pratama
307	PT Multi Nitrotama Kimia (MNK)

308	PT Multi Terminal Indonesia
309	PT Multimedia Nusantara
310	PT New Priok Container Terminal One
311	PT Nikel Halmahera Timur (NHT)
312	PT Nindya Beton
313	PT Nindya Karya
314	PT Nusa Karya Arindo
315	PT Nusantara Batulicin
316	PT Nusantara Medika Utama
317	PT Nusantara Regas
318	PT Nusantara Sukses Investasi
319	PT Nusantara Terminal Services
320	PT Nusantara Turbin dan Propulsi
321	PT Nutech Integrasi
322	PT Optima Nusa Tujuh
323	PT Pal Marine Service
324	PT Palawi Risorsis
325	PT Pann Pembiayaan Maritim
326	PT Patra Drilling Contractor
327	PT Patra Jasa
328	PT Patra Logistik
329	PT Patra Nusa Data
330	PT Patra Trading
331	PT PBM Adhiguna Putera
332	PT Pefindo Biro Kredit
333	PT Pegadaian Galeri Dua Empat
334	PT Pekanbaru Permai Propertindo
335	PT Pelabuhan Bukit Prima
336	PT Pelabuhan Tanjung Priok
337	PT Pelat Timah Nusantara Tbk (PT Latinusa)
338	PT Pelayanan Energi Batam
339	PT Pelayaran Bahtera Adiguna
340	PT Pelindo Energi Logistik
341	PT Pelindo Husada Citra (PT Rumah Sakit Primasatya Husada Citra)
342	PT Pelindo Marine Service
343	PT Pelindo Properti Indonesia
344	PT Pelita Air Service
345	PT Pelita Indonesia Djaya Corporation
346	PT Pemalang Batang Toll Road
347	PT Pembangkitan Jawa Bali (PJB)
348	PT Pendawa Lestari Perkasa
349	PT Pendidikan Maritim dan Logistik Indonesia
350	PT Pengembang Pelabuhan Indonesia
351	PT Pengerukan Indonesia (Rukindo)

352	PT Perta Daya Gas
353	PT Perhutani Anugerah Kimia
354	PT Perjaya Bravo Energi
355	PT Perkebunan Agrintara (PA)
356	PT Perkebunan Mitra Ogan
357	PT Perkebunan Nusantara I
358	PT Perkebunan Nusantara II
359	PT Perkebunan Nusantara IV
360	PT Perkebunan Nusantara IX
361	PT Perkebunan Nusantara V
362	PT Perkebunan Nusantara VI
363	PT Perkebunan Nusantara VII
364	PT Perkebunan Nusantara VIII
365	PT Perkebunan Nusantara X
366	PT Perkebunan Nusantara XI
367	PT Perkebunan Nusantara XII
368	PT Perkebunan Nusantara XIII
369	PT Perkebunan Nusantara XIV
370	PT Permata Graha Nusantara
371	PT Permodalan Nasional Madani Venture Capital
372	PT Peroksida Indonesia Pratama
373	PT Perta Arun Gas
374	PT Pertamina Bina Medika
375	PT Pertamina Dana Ventura
376	PT Pertamina Drilling Services Indonesia
377	PT Pertamina East Natuna
378	PT Pertamina EP
379	PT Pertamina Gas
380	PT Pertamina Geothermal Energy
381	PT Pertamina Hulu Energi
382	PT Pertamina Hulu Indonesia
383	PT Pertamina Hulu Mahakam
384	PT Pertamina Hulu Sanga Sanga
385	PT Pertamina Internasional Eksplorasi dan Produksi
386	PT Pertamina International Shipping
387	PT Pertamina International Timor SA
388	PT Pertamina Lubricants
389	PT Pertamina Patra Niaga
390	PT Pertamina Power Indonesia
391	PT Pertamina Retail
392	PT Pertamina Training & Consulting
393	PT Pertamina Trans Kontinental
394	PT Peruri Digital Security
395	PT Peruri Properti



396	PT Perusahaan Gas Negara	442	PT Pratama Mitra Sejati	488	PT Rumah Sakit Pelabuhan
397	PT Pesonna Indonesia Jaya	443	PT Pratama Persada Airbone	489	PT Rumah Sakit Pelni
398	PT Pesonna Optima Jasa	444	PT Prima Armada Raya	490	PT Sabre Travel Network Indonesia (dahulu ADSI)
399	PT Peteka Karya Gapura	445	PT Prima Citra Nutrindo	491	PT Sahung Brantas Energi
400	PT Peteka Karya Jala	446	PT Prima Husada Cipta Medan	492	PT Saka Energi Bangkanai Barat
401	PT Peteka Karya Samudera	447	PT Prima Indonesia Logistik	493	PT Saka Energi Indonesia
402	PT Peteka Karya Tirta	448	PT Prima Layanan Niaga Suku Cadang	494	PT Saka Pangkah LLC
403	PT Petro Jordan Abadi	449	PT Prima Medica Nusantara	495	PT Sarana Aceh Ventura
404	PT Petrokimia Gresik	450	PT Prima Multi Terminal	496	PT Sarana Agro Nusantara
405	PT Petrokimia Kayaku	451	PT Prima Pengembangan Kawasan	497	PT Sarana Bandar Logistik
406	PT Petrokopindo Cipta Selaras	452	PT Prima Power Nusantara	498	PT Sarana Bandar Nasional
407	PT Petronika	453	PT Prima Terminal Peti Kemas	499	PT Sarana Bengkulu Ventura
408	PT Petrosida Gresik	454	PT Propernas Griya Utama	500	PT Sarana Jabar Ventura
409	PT PG Rajawali I	455	PT Pupuk Agro Nusantara	501	PT Sarana Jakarta Ventura
410	PT PG Rajawali II	456	PT Pupuk Indonesia Energi	502	PT Sarana Jambi Ventura
411	PT PGAS Solution	457	PT Pupuk Indonesia Logistik	503	PT Sarana Jateng Ventura
412	PT PGAS Telekomunikasi Nusantara	458	PT Pupuk Indonesia Pangan	504	PT Sarana Jatim Ventura
413	PT PGN LNG Indonesia	459	PT Pupuk Iskandar Muda	505	PT Sarana Kalbar Ventura
414	PT Phapros Tbk	460	PT Pupuk Kalimantan Timur	506	PT Sarana Kalsel Ventura
415	PT PHE Abar	461	PT Pupuk Kujang	507	PT Sarana Kaltim Ventura
416	PT PHE Metana Kalimantan B	462	PT Pupuk Sriwidjaja Palembang	508	PT Sarana Papua Ventura
417	PT PHE Metana Sumatera 5	463	PT Purantara Mitra Angkasa Dua	509	PT Sarana Riau Ventura
418	PT PHE ONWJ	464	PT Puspertino	510	PT Sarana Sulsel Ventura
419	PT PHE OSES Ltd	465	PT Pusri Agro Lestari	511	PT Sarana Sulut Ventura
420	PT PHE Semai II	466	PT Putra Indo Tenaga	512	PT Sarana Surakarta Ventura
421	PT PHE West Madura Offshore	467	PT Railink	513	PT Sari Arthamas (Sari Pacific Hotel)
422	PT PINS Indonesia	468	PT Rajawali Citramass	514	PT Sari Valuta Asing
423	PT PJB Investasi	469	PT Rajawali Nusindo	515	PT Satria Bahana Sarana
424	PT PJB Service	470	PT Rajawali Tanjungsari Enjiniring	516	PT Segara Indochen
425	PT PLN Batam	471	PT Rantepao Hidro Energi	517	PT Semen Gresik
426	PT PLN Batubara Niaga	472	PT Ratah Timber	518	PT Semen Indonesia Aceh
427	PT TPLN Batubara	473	PT Reasuransi Nasional Indonesia	519	PT Semen Indonesia Beton (dahulu PT SGG Prima Beton)
428	PT PLN Enjinering	474	PT Recon Sarana Utama	520	PT Semen Indonesia Distributor (dahulu PT Waru Abadi)
429	PT PLN Tarakan	475	PT Rekadaya ElektriKA	521	PT Semen Indonesia International
430	PT PNM Investment Management	476	PT Rekadaya ElektriKA Consult	522	PT Semen Indonesia Logistik (dahulu PT Varia Usaha)
431	PT Portek Indonesia	477	PT Rekindo Global Jasa	523	PT Semen Kupang Indonesia
432	PT Pos Logistik Indonesia	478	PT ReKayasa Cakrawala Resources	524	PT Semen Padang
433	PT Pos Properti Indonesia	479	PT ReKayasa Engineering	525	PT Semen Tonasa
434	PT PP Energi	480	PT ReKayasa Industri (PT Rekind)	526	PT Senggigi Pratama Internasional
435	PT PP Infrastruktur	481	PT Rekind Daya Mamuju	527	PT Sentul PP Properti
436	PT PP Presisi (dahulu PT PP Peralatan)	482	PT Reska Multi Usaha	528	PT Sepatim Batamtama
437	PT PP Properti	483	PT Riset Perkebunan Nusantara	529	PT Sepoetih Daya Prima
438	PT PP Properti Jababeka Residen	484	PT Rolas Nusantara Mandiri	530	PT Sinergi Mitra Investama (dahulu PT SGG Energi Prima)
439	PT PP Urban (dahulu PT PP Pracetak)	485	PT Rolas Nusantara Medika		
440	PT PPA Finance	486	PT Rolas Nusantara Tambang		
441	PT PPA Kapital	487	PT Rumah Sakit Bhakti Timah		



531	PT Sigma Cipta Caraka
532	PT Sigma Cipta Utama
533	PT Sigma Utama
534	PT Sinergi Informatika Semen Indonesia
535	PT Sinergi Investasi Properti
536	PT Sinergi Perkebunan Nusantara (SPN)
537	PT Sinkona Indonesia Lestari
538	PT Sintas Kurama Perdana
539	PT Solusi Bangun Andalas
540	PT Solusi Bangun Beton
541	PT Solusi Bangun Indonesia
542	PT Solusi Energy Nusantara
543	PT Sri Pamela Medika Nusantara
544	PT Sriwijaya Markmore Persada
545	PT Sucofindo Advisory Utama
546	PT Sucofindo Episi
547	PT Sumber Segara Primadaya (S2P)
548	PT Sumberdaya Arindo
549	PT Surabaya Industrial Estate Rungkut (SIER)
550	PT Surveyor Carbon Consulting Indonesia
551	PT Surya Energi Indotama
552	PT Swadaya Graha
553	PT Tanjung Alam Jaya
554	PT Telekomunikasi Indonesia International
555	PT Telekomunikasi Selular

556	PT Telemedia Dinamika Sarana
557	PT Telkom Akses
558	PT Telkom Landmark Tower
559	PT Telkom Satelit Indonesia (dahulu PT Patra Telekomunikasi Indonesia)
560	PT Terminal Peti Kemas Surabaya
561	PT Terminal Teluk Lamong
562	PT Tiar Daya Hidro
563	PT Tiga Mutiara Nusantara (TMN)
564	PT Timah
565	PT Timah Agro Manunggal
566	PT Timah Industri
567	PT Timah Investasi Mineral
568	PT Timah Karya Persada Properti (dahulu PT Timah Adhi Wijaya)
569	PT Tiphone Mobile Indonesia Tbk
570	PT Tracon Industri
571	PT Trans Jabar Tol
572	PT Trans Marga Jateng
573	PT Transportasi Gas Indonesia
574	PT Tri Sari Veem
575	PT Truba Bara Banyu Enim
576	PT Tugu Insurance Company Ltd Hongkong
577	PT Tugu Pratama Indonesia
578	PT Tugu Pratama Interindo
579	PT Tugu Reasuransi Indonesia
580	PT United Tractors Semen Gresik
581	PT Varia Usaha Bahari

582	PT Varia Usaha Beton
583	PT Varia Usaha Dharma Segara
584	PT Varia Usaha Lintas Segara
585	PT Waskita Beton Precast Tbk
586	PT Waskita Bumi Wira
587	PT Waskita Fim Perkasa Realti
588	PT Waskita Karya Energi
589	PT Waskita Karya Realty
590	PT Waskita Sangir Energi
591	PT Waskita Toll Road
592	PT Waskita Wado Energi
593	PT Widar Mandripa Nusantara
594	PT Wijaya Karya Aspal
595	PT Wijaya Karya Bangunan Gedung
596	PT Wijaya Karya Beton
597	PT Wijaya Karya Bitumen
598	PT Wijaya Karya Industri dan Konstruksi
599	PT Wijaya Karya Intrade Energy
600	PT Wijaya Karya Komponen Beton
601	PT Wijaya Karya Krakatau Beton
602	PT Wijaya Karya Pracetak Gedung
603	PT Wijaya Karya Realty
604	PT Wijaya Karya Realty Minor Development
605	PT Wisma Seratus Sejahtera
606	PT Yasa Industri Nusantara
607	Saka Indonesia Pangkah BV
608	Timah International Investment Pte Ltd

State-Owned Enterprises

609	PT Asuransi Jasa Raharja
610	Perum BULOG
611	Perum DAMRI
612	Perum Jaminan Kredit Indonesia (Jamkrindo)
613	Perum Jasa Tirta I
614	Perum Jasa Tirta II
615	Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (Perum LPPNPI)
616	Perum LKBN Antara
617	Perum Pegadaian
618	Perum Pengangkutan Djakarta (PPD)
619	Perum Percetakan Negara Republik Indonesia

620	Perum Percetakan Uang Republik Indonesia (Perum PERURI)
621	Perum Perhutani
622	Perum Perikanan Indonesia (Perum PERINDO)
623	Perum Perumnas
624	Perum Produksi Film Negara
625	PT Adhi Karya (Persero) Tbk
626	PT Amarta Karya
627	PT Angkasa Pura I (Persero)
628	PT Angkasa Pura II (Persero)
629	PT ASABRI
630	PT ASDP Indonesia Ferry
631	PT Asuransi Jasa Indonesia
632	PT Asuransi Jiwasraya

633	PT Asuransi Kredit Indonesia (PT Askrindo)
634	PT Bahana Pembinaan Usaha Indonesia
635	PT Balai Pustaka
636	PT Bank Negara Indonesia (Persero) Tbk.
637	PT Bank Rakyat Indonesia (Persero) Tbk.
638	PT Bank Tabungan Negara (Persero) Tbk.
639	PT Barata Indonesia
640	PT Berdikari
641	PT Bhandha Ghara Reksa
642	PT Bina Karya
643	PT Bio Farma



644	PT Biro Klasifikasi Indonesia
645	PT Boma Bisma Indra
646	PT Brantas Abipraya
647	PT Dahana
648	PT Danareksa
649	PT Dirgantara Indonesia
650	PT Djakarta Llyod
651	PT Dok & Perkapalan Surabaya
652	PT Energy Management Indonesia
653	PT Garam
654	PT Garuda Indonesia
655	PT Hotel Indonesia Natour
656	PT Utama Karya
657	PT Iglas
658	PT Indah Karya
659	PT Indofarma
660	PT Indonesia Asahan Aluminium (INALUM)
661	PT Indra Karya
662	PT Industri Kapal Indonesia
663	PT Industri Kereta Api (INKA)
664	PT Industri Nuklir Indonesia
665	PT Industri Sandang Nusantara
666	PT Industri Telekomunikasi Indonesia (INTI)
667	PT Istaka Karya
668	PT Jasa Marga Tbk
669	PT Kawasan Berikat Nusantara
670	PT Kawasan Industri Makasar

671	PT Kawasan Industri Medan
672	PT Kawasan Industri Wijayakusuma
673	PT Kereta Api Indonesia
674	PT Kertas Kraft Aceh
675	PT Kertas Lece
676	PT Kimia Farma Tbk
677	PT Kliring Berjangka Indonesia
678	PT Krakatau Steel Tbk
679	PT Len Industri
680	PT Merpati Nusantara Airlines
681	PT PAL Indonesia
682	PT Pann Multi Finance
683	PT Pelabuhan Indonesia I
684	PT Pelabuhan Indonesia II
685	PT Pelabuhan Indonesia III
686	PT Pelabuhan Indonesia IV
687	PT Pelayaran Nasional Indonesia (PT PELNI)
688	PT Pembangunan Perumahan
689	PT Pengembangan Pariwisata Indonesia
690	PT Pengusahaan Daerah Industri Pulau Batam
691	PT Perikanan Nusantara
692	PT Perkebunan Nusantara III
693	PT Permodalan Nasional Madani
694	PT Pertamina
695	PT Pertani
696	PT Perusahaan Listrik Negara

697	PT Perusahaan Pengelola Aset
698	PT Perusahaan Perdagangan Indonesia
699	PT Pindad
700	PT Pos Indonesia
701	PT Primissima
702	PT Pupuk Indonesia Holding Company
703	PT Rajawali Nusantara Indonesia
704	PT Reasuransi Indonesia Utama
705	PT Sang Hyang Seri
706	PT Sarinah
707	PT Semen Baturaja
708	PT Semen Indonesia
709	PT Semen Kupang
710	PT Sucofindo
711	PT Survai Udara Panas
712	PT Surveyor Indonesia
713	PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko
714	PT Taspen
715	PT Telekomunikasi Indonesia (PT Telkom)
716	PT Varuna Tirta Prakasya
717	PT Virama Karya
718	PT Waskita Karya
719	PT Wijaya Karya
720	PT Yodya Karya

Social Security Body

721	BPJS Kesehatan
722	BPJS Ketenagakerjaan

Financial Institution

723	PT Indonesia Infrastruktur Finance
724	PT Penjaminan Infrastruktur Indonesia
725	PT Sarana Multi Infrastruktur

726	PT Sarana Multigriya Finansial
727	Lembaga Pembiayaan Ekspor Indonesia

The nature of transactions of related parties with government entities consisted of demand deposits in other banks, placements in other banks, securities, government bonds, other receivables - trade transactions, derivative receivables, loans, consumer financing receivables, acceptances receivables, derivative liabilities, customer deposits, deposits from other banks, acceptances liabilities, liabilities on securities sold with repurchase agreements, issued securities, received loans and subordinated securities, credit facilities that have not been used, bank guarantee, irrevocable letters of credit that are still running and standby letters of credit. In conducting its business activities, the Group also conducts purchase or use transactions of services such as telecommunications costs, electricity costs and other costs with related parties of government entities.



Relationship of Management or Key Employee to Bank Mandiri

Salaries and allowances, bonuses and tantiems, long-term benefits for the Board of Commisiones, Board of Directors, Audit Committee and Risk Monitoring Committee, Sharia Supervisory Board and Senior Executive Vice President for the years that ended on 31 December 2020 and 2019 reached amounting to IDR1,442,558 million and IDR1,380,804 million or 3.55% and 3.45% of Total Expense Operational Others Consolidated.

Reasons and Reasons for The Transaction

All transactions conducted in 2020 were performed fairly and were in accordance with normal commercial requirements. Fairness of transactions with related parties or containing conflicts of interest has been carried out fairly according to the laws and regulations. Transactions were conducted on the behalf of the Company's needs and were free from conflicts of interest. During 2020 there were no related party transactions requiring GMS approval.

Realization of Related Parties

The following table is the details of the balance of transactions with related parties as of December 31, 2020 and 2019

Table of Transaction Value of Related Parties

(in IDR million)

Description	2020	2019
Asset		
Current Account with Other Banks	11,801	4,493
Placements in Bank Indonesia and Other Banks	3,132,589	1,499,924
Securities*)	25,953,136	27,377,257
Government Bond	159,690,627	129,000,300
Other receivables - trade transactions	14,016,134	14,186,619
Derivative receivables	199,976	18,817
Loans Awarded - (Gross)	174,023,228	171,384,121
Consumer financing receivables	6,867	6,758
Acceptance claims	1,023,452	1,198,875
Equity Investment	1,799,313	112,298
Total assets to related parties	379,857,123	344,789,462
Total Consolidated Asset	1,429,334,484	1,318,246,335
Percentage of Total Assets to Parties Related against Total of Consolidated Assets	26.58%	26.16%
Liabilities		
Customer's Savings		
- Current account/Wadiah current account	89,393,039	60,118,497
- Savings/ Wadiah savings	3,808,514	3,307,760
- Time deposit	48,559,521	34,132,147
Deposits from other banks		
- Current Account & Savings	49,162	148,557
- Time Deposit	-	-
Liabilities for securities sold under agreements to repurchase	-	-
Derivative Liabilities	131,127	42,505
Acceptance Liabilities	1,745,968	2,076,355
Issued Securities	10,091,100	10,696,100



(in IDR million)

Description	2020	2019
Loans received	1,168,181	984,974
Loans and subordinated securities	107,750	127,750
Total Liabilities kepada pihak-Related Parties	155,054,362	111,634,645
Total Consolidated Liabilities	1,151,267,847	1,025,749,584
Percentage of total liabilities to related parties against total consolidated liabilities	13.47%	10.88%
TEMPORARY SYIRKAH FUNDS	4,155,630	1,733,920
Percentage against total temporary syirkah funds	4.93%	2.08%
Profit and Loss Statement and Other Comprehensive Income		
Interest income from government bonds and treasury paper	7,646,185	6,951,891
Percentage of Interest Income and Sharia Income	8,76%	7,60%
Loan interest expense received	20,314	51,349
Percentage against interest income and sharia income	0.07%	0.16%
Commitment and Contingencies		
Unused Loans Awarded - (Gross) facilities	60,726,765	67,895,741
<i>Outstanding Irrevocable letter of credit</i>	7,224,901	7,689,574
Granted guarantees in the form of a bank guarantee	19,745,670	18,426,336
<i>Granted Guarantees are in the form of standby letters of credit</i>	6,208,229	9,253,918
Total of commitments and contingencies to related parties	93,905,565	103,265,569
Total Consolidated commitments and contingencies	252,938,820	284,171,081
Percentage of total commitments and contingencies to related parties against Total of consolidated assets	37.13%	36.34%

* Gross before amortized discount and unrealized (losses)/profit from (decrease)/increase in value of securities.

Review Mechanism Policy of Transactions and Fulfillment of Related Terms and Conditions

Bank Mandiri has internal policies related to transactions that contain conflicts of interest and/or transactions with affiliated parties. The policy of providing funds to related parties must not contain conflict with the general procedures for the regulations of applicable funds and must continue to provide reasonable benefits for the Company, and the regulations must obtain the approval of the Board of Commissioners.

The policy of providing funds to the related parties may not conflict with the general procedures of providing funds that are valid and must continue to provide the reasonable profits for Bank Mandiri and the provision must obtain the approval of the Board of Commissioners.

Loan Policy for Board of Commissioners and Board of Directors

Bank Mandiri has a policy of granting credit to the Board of Commissioners and Directors which takes into account the principle of fairness through the generally accepted credit process such as the process of granting credit to regular customers.

Description	Loans	Excess of BMPK	Violation of BMPK
Board of Commissioners	Null	Null	Null
Board of Directors	Null	Null	Null



Policy Change And The Impact to The Bank

Following is the list of laws and regulations changes in 2020, as well as Changes and Information adjustment made by Bank Mandiri:

Table of Policy Change And The Impact To The Bank

No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
1	Regulation of Members of the Board of Governors Number 21/27/PADG/2019 dated 26 December 2019 concerning "The Third Amendment to the Regulation of Members of the Board of Governors Number 20/10/PADG/2018 Concerning Statutory Reserves in IDR and Foreign Currency for Conventional Commercial Banks, Islamic Commercial Banks, and Sharia Business Units".	<ol style="list-style-type: none"> The substance of regulatory changes in this PADG included: <ol style="list-style-type: none"> A decrease in statutory reserve requirements (GWM) in Indonesian IDR for BUK from 6% to 5.5%, with the fulfillment of: <ul style="list-style-type: none"> Portion of daily statutory reserves from 3% to 2.5%. The average reserve requirement remains 3%. Adjustment of GWM in IDR for BUS/UUS from 4.5% to 4%, with the following fulfillment: <ul style="list-style-type: none"> Portion of daily statutory reserves from 1.5% to 1%. The average reserve requirement remained 3%. Other provisions, which includes, among other things, the procedure for fulfilling the statutory reserves and the sanctions, did not change. To complete the explanation of the change in this regulation, the example of calculating the statutory reserve requirement had also been adjusted according to the changes in the statutory reserve requirement above. An example of the new calculation was in the attachment of this Rules of The Board of Governors.
2	Financial Services Authority Regulation Number 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports.	<ol style="list-style-type: none"> POJK will replace POJK No.6/POJK.03/2015/2015 concerning Transparency and Publication of Bank Reports and its amendments in POJK No.32/POJK.03/2016. For Banks that were issuers or public companies, harmonization with the Capital Market regulations was as follows: <ol style="list-style-type: none"> Financial Reports and Quarterly Performance Information The deadlines for publication and submission to the OJK were: <ul style="list-style-type: none"> 3 (three) months after the reporting period if audited by AP; 2 (two) months after the reporting period if reviewed is limited by AP; or 1 (one) month after the reporting period if not audited/reviewed. Financial Reports and Annual Performance Information and Material Facts Information Reported <ul style="list-style-type: none"> The information coverage complied with banking and capital market regulations. The deadline for publication and submission to OJK was to comply with the provisions in the Capital Market. Delivered through the Electronic Reporting System (SPE). Sanctions for late report consisted of: <ol style="list-style-type: none"> Offline (as long as APOLO was not yet available): 1 million per working day, with a maximum of 30 million. Through APOLO: subject to sanctions in accordance with POJK APOLO. Through SPE: subject to sanctions in accordance with POJK SPE. 6. to Banks that did not announce on the Bank's website and/or did not submit a complete report will be subject to administrative sanctions in the form of a written warning.
3	Bank Indonesia Regulation No.21/16/PBI/2019 concerning Competency Standardization in the Field of Payment Systems and Indonesian IDR Currency Management.	<ol style="list-style-type: none"> The objectives of the regulation to enforce this rule: <ol style="list-style-type: none"> Built and ensured the competence of SPPUR Employees; Improved the integrity of SPPUR Employees; Realized the implementation of credible SPPUR Competency Based Training (PBK) and SPPUR Competency Certification; and Improved protection for consumers using payment system products or services and the management of IDR currency. Competency standardization in the payment system and Indonesian IDR currency management was carried out through the implementation of: <ol style="list-style-type: none"> Indonesian National Work Competency Standards in the SPPUR Sector (SKKNI for SPPUR Fields) set by the Minister of Manpower of the Republic of Indonesia; and The Indonesian National Qualification Level in the SPPUR Field (SPPUR Qualification Level) determined by the Governor of Bank Indonesia.



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>To increase the effectiveness of monetary policy transmission in maintaining macroeconomic and financial system stability and to support the momentum of domestic economic growth amid a global economic slowdown, Bank Indonesia continued to make efforts to improve the policy on statutory reserve requirements (GWM). The statutory reserve requirement policy was directed at increasing the availability of bank liquidity in economic financing by conventional banking and sharia banking. The statutory reserve requirement policy was implemented by lowering the Indonesian IDR Statutory Reserves for Conventional Commercial Banks (BUK) and Sharia Commercial Banks (BUS)/ Sharia Business Units (UUS) by 50 bps so that they became 5.5% and 4.0%, respectively, with GWM. The average each remained at 3.0%, and was effective on January 2, 2020. The change in obligation was stated in the Regulation of Members of the Board of Governors (PADG) concerning Statutory Reserves in IDR and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Unit.</p>	<p>There were no significant changes.</p>	<p>-</p>
<p>The background was the disclosure of Pillar 3 in accordance with the Basel Committee of Banking Supervision document, harmonization with provisions in the Capital Market sector for Banks that are Issuers and/or Public Companies, and the application of PSAK71-Financial Instruments</p>	<p>If it was available, Reporting was done through the APOLO system</p>	<p>-</p>
<p>The regulations regarding the SPPUR Competency Standardization regulated the objectives and scope of SPPUR Competency standardization, the obligation of SPPUR actors was to ensure that employees who carried out SPPUR activities have an SPPUR certificate, maintain competence, parties who could issue SPPUR certificates, and enforced PBI.</p>	<p>Each Group maps the title of the position according to what was recorded in SAP which was required to attend competency-based training and/or certification for each sub-sector</p>	<p>-</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
		<ol style="list-style-type: none"> 3. Standardization of SPPUR competencies included SPPUR activities which consist of: <ol style="list-style-type: none"> a. Cash payment system Operational activities; b. Non-cash payment system Operational activities; c. Operational activities of the treasury transaction settlement system and trade finance (trade finance); d. Securities administration system Operational activities; and e. Other SPPUR activities stipulated by Bank Indonesia. 4. Standardization of SPPUR competencies was carried out through <ol style="list-style-type: none"> a. SPPUR Competency Based Training (PBK); and b. SPPUR Competency Certification. 5. SPPUR implementers (Banks and Non-Bank Institutions/LSB) must ensure that SPPUR Performing Employees have SPPUR Certificates (SPPUR PBK Certificates or SPPUR Competency Certificates). Ownership of SPPUR Certificate for SPPUR Performing Employees was determined based on: <ol style="list-style-type: none"> a. SPPUR Qualification Level; b. SPPUR activities; and c. SPPUR business scale. 6. SPPUR Employees who must have an SPPUR Certificate consist of: <ol style="list-style-type: none"> a. Executive Officers, namely groups of position levels as follows: <ul style="list-style-type: none"> • Members of the board of directors and board of commissioners of the LSB which conduct foreign exchange business activities and other LSBs stipulated by Bank Indonesia; or • Group of positions in SPPUR Performers other than those in number 1) which were a maximum of 2 (two) levels below the board of directors who were responsible for SPPUR Activities. b. Supervisor was a group of positions in the work unit/Operational function in the SPPUR organizational structure under the Executive Officer, who supervised the SPPUR activities carried out by the Executor. c. The executor was a group of positions in the work unit/Operational function in the SPPUR organizational structure which was under the supervisor, who carried out SPPUR activities. 7. The SPPUR PBK Certificate was issued by the SPPUR Job Training Institute (LPK) which was recognized by Bank Indonesia, while the SPPUR Competency Certificate was issued by the SPPUR Competency Certification Institute (LSP) recognized by Bank Indonesia. 8. Bank Indonesia should supervise SPPUR, SPPUR LPK, and SPPUR LSP, indirectly and directly regarding compliance with the provisions concerning competency standardization in the SPPUR field. For the purposes of supervision, SPPUR, LPK SPPUR, and SPPUR LSP must submit reports to Bank Indonesia. 9. SPPUR, LPK SPPUR, and SPPUR LSP actors who violated the provisions concerning competency standardization in the SPPUR sector would be subject to administrative sanctions by Bank Indonesia. 10. Implementation of provisions regarding the obligations of SPPUR actors to ensure ownership of SPPUR certificates was carried out in 3 (three) stages.
4	Regulation of Members of the Board of Governors Number 21/28/PADG/2019 concerning Monitoring of Foreign Exchange Flows for Banks and Customers	<p>Scope of the LLD Report</p> <ol style="list-style-type: none"> a. The Bank's obligation to submit Foreign Exchange Flows which included transaction reports, position reports; and supporting reports which included, among others, DHE and DPI transaction reports. b. LLD reports were submitted monthly which include data for 1 (one) Reporting Period (PL). c. Administrative sanctions in the form of fines for Banks that submit FEFI Reports incorrectly, were late in submitting LLD Reports, and Banks that did not submit Foreign Exchange Reports.
5	Financial Services Authority Circular Letter No.29/SEOJK.01/2019 Concerning Amendments to SEOJK No.38/SEOJK.01/2017 Concerning Guidelines for the Concurrent Blocking of Customer Funds in the Financial Services Sector whose identities were Listed in the List of Suspected Terrorists and Terrorist Organizations.	<p>PJK must register through SIGAP. SIGAP was used to convey:</p> <ol style="list-style-type: none"> a. DTTOT and any amendments thereof were accompanied by a request for blocking immediately of all Funds owned or controlled, either directly or indirectly by individuals or corporations, from OJK to PJK; b. Copies of the minutes of blocking immediately and reports of blocking immediately, from the PJK to the OJK; and c. Zero reports related to DTTOT from PJK to OJK.



	Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
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	<p>Bank Indonesia had the authority to request data and information on Foreign Exchange Activities conducted by residents through an effective FEF monitoring system. The data and information obtained through this monitoring system were required for the formulation and implementation of Bank Indonesia policies, both in the monetary sector, financial system stability, as well as the payment system and the management of Indonesian IDR currency.</p>	<p>There were no significant change</p>	<p>-</p>
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	<p>In order to speed up the process of blocking customer funds immediately, whose identities were listed in the List of Suspected Terrorists and Terrorist Organizations through the Information System for the Anti-Money Laundering and Prevention of Terrorism Funding, it was necessary to establish a Financial Services Authority Circular Letter.</p>	<p>There were no significant changes</p>	<p>-</p>
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No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
6	Financial Services Authority Circular Letter No.31/SEOJK.01/2019 concerning Guidelines for the Immediate Blocking of Customer Funds in the Financial Services Sector whose identities were listed in the List of Proliferation of Weapons of Mass Destruction Funding.	<ol style="list-style-type: none"> 1. PJK must register through SIGAP. 2. SIGAP was used to convey: <ol style="list-style-type: none"> a. List of funding for the Proliferation of Mass Destruction Weapons and any amendments thereof are accompanied by a request for automatic Blocking of all funds owned or controlled, either directly or indirectly by individuals or corporations, from OJK to PJK; b. Copies of the minutes of blocking immediately and reports of blocking immediately from the PJK to the OJK; and c. Zero report related to the list of funding for the Proliferation of Mass Destruction Weapons from PJK to OJK. 3. The procedure for registering SIGAP was guided by the instructions for using SIGAP as listed in Appendix II which was an integral part of this Circular Letter of the Financial Services Authority.
7	Regulation of the Financial Services Authority of the Republic of Indonesia Number 2/POJK.04/2020 concerning Amendments to the Regulation of the Financial Services Authority Number 23/ POJK.04/2016 concerning Mutual Funds in the Form of Collective Investment Contracts.	<ol style="list-style-type: none"> 1. Fixed income Debt Securities or Sharia Securities offered not through a Public Offering must meet the following criteria: <ol style="list-style-type: none"> a. Published by: <ol style="list-style-type: none"> 1) Issuer or Public Company; 2) a subsidiary of the Issuer or Public Company that has received a full guarantee from the Issuer or Public Company; 3) State Owned Enterprises or subsidiaries of State Owned Enterprises; 4) Government of the Republic of Indonesia; 5) Local Government; and/or 6) Financial Services Institutions that have obtained a business license or are under the supervision of the Financial Services Authority; b. Had an investment grade rating and was rated periodically at least once a year; and c. Entered the Collective Custody at the Depository and Settlement Institution. 2. The Investment Manager was prohibited from taking any actions that may cause an Investment Fund in the form of a Collective Investment Contract: l. Purchasing Securities from a candidate or Participation Unit holder and/or affiliated Parties from the candidate or Participation Unit holder unless it is made at a fair market price.
8	Financial Services Authority Circular Letter Number 1/ SEOJK.04/2020 concerning Procedures for Submitting Electronic Funds Confirmation Letter or Evidence and Periodic Reports through the Integrated Investment Management System.	<ol style="list-style-type: none"> 1. S-INVEST user acting as Mutual Fund Custodian Bank should submit: <ol style="list-style-type: none"> a. Letter or proof of confirmation of execution of sales orders, buyback/redemption, and/or transfer of shares or mutual funds units; and b. Periodic reports related to mutations in ownership of shares or Mutual Fund participation units as well as the position of share ownership or Mutual Fund participation units to every shareholder or Mutual Fund unit holder through S-INVEST. 2. S-INVEST provider provided data and information entry formats relating to the letter or proof of confirmation of share transactions or Mutual Fund Participation Units and Mutual Fund periodic reports. 3. S-INVEST User acting as Investment Manager and/or S-INVEST User acting as Mutual Funds Selling Agent ensured: <ol style="list-style-type: none"> a. There was approval from the shareholder or Mutual Fund participation unit holder on the submission of a letter or proof of confirmation of a share transaction or Mutual Fund participation unit and an electronic periodic Mutual Fund report; and b. ownership and validity of the electronic mail address of shareholders or Mutual Fund participation units that would be used for delivery of letters or proof of confirmation of share transactions or Mutual Fund participation units and Mutual Fund periodic reports electronically. 4. In the event of discrepancies in data and information relating to the contents of the letter or proof of confirmation of share transactions or Mutual Fund participation units and Mutual Fund periodic reports in AKSes facilities and records of Custodian Bank, the data and information held by S-INVEST User acting as Bank The custodian is the main reference. 5. S-INVEST users acting as Custodian Banks test the delivery of letters or proof of confirmation and periodic reports of Mutual Funds through S-INVEST within 12 (twelve) months of the stipulation of this Financial Services Authority Circular Letter.



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>In connection with the mandate of the provisions of Article 46 paragraph (4) in conjunction with Article 68 of the Financial Services Authority Regulation Number 12/POJK.01/2017 concerning the Implementation of the Anti-Money Laundering and Prevention of Terrorism Funding Program in the Financial Services Sector it was necessary to regulate implementing provisions regarding the Guidelines for Blocking Participants Funds from Customers in the Financial Services Sector whose identities were Listed in the List of Funding for the Proliferation of Weapons of Mass Destruction.</p>	<p>There were no significant changes</p>	<p>-</p>
<p>It was necessary to make amendments to the Financial Services Authority Regulation Number 23/POJK.04/2016 concerning Mutual Funds in the Form of Collective Investment Contracts, especially in relation to the provisions governing the investment of Mutual Funds in the Form of Collective Investment Contracts in Debt Securities or Fixed-income Sharia Securities that are offered not Public Offering and on the Effects of a candidate or Participation Unit holder and/or affiliated Parties of the candidate or Participation Unit holder.</p>	<p>Tidak ada perubahan</p>	<p>-</p>
<p>In the context of implementing the mandate of the provisions of Article 20 paragraph (4) of the Financial Services Authority Regulation Number 28/POJK.04/2016 concerning the Integrated Investment Management System.</p>	<p>There were no significant changes</p>	<p>-</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
9	Regulation of Members of the Board of Governors Number 22/2/PADG/2020 concerning the Fourth Amendment to PADG No.20/10/PADG/2018 concerning Statutory Reserves in IDR and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units.	<ol style="list-style-type: none"> 1. The substance of regulatory changes in this PADG includes: <ol style="list-style-type: none"> a. Decrease in GWM in foreign currencies for BUK from 8% to 4%, with the following fulfillment: <ul style="list-style-type: none"> • The portion of daily statutory reserves from 6% to 2%. • The average reserve requirement remained 2%. 2. Other provisions, including the procedure for fulfilling the statutory reserve requirement and sanctions, had not changed. To complete the explanation of the change in this regulation, the example of calculating the statutory reserve requirement had also been adjusted according to the changes in the statutory reserve requirement above. An example of the new calculation was in the attachment of this PADG.
10	Authority Regulation Number 11/POJK.03/2020 Year 2020 National Economic Stimulus as a Countercyclical Policy Impact of the Spread of Corona virus Disease 2019.	<ol style="list-style-type: none"> a. This POJK applied to BUK, BUS, UUS, BPR, and BPRS. b. Banks could implement policies that support economic growth stimuli for debtors affected by the spread of COVID-19, including MSME debtors, while still paying attention to the principle of prudence. c. Debtors affected by the spread of COVID-19, including MSME debtors, were debtors who had difficulty fulfilling obligations to the Bank because the debtor or debtor's business was affected by the spread of COVID-19, either directly or indirectly in the economic sector, including tourism, transportation, hospitality, trade, processing, agriculture and mining. The stimulus policy consisted of: <ol style="list-style-type: none"> 1) Assessment of the quality of credit/financing/other provision of funds was only based on the accuracy of principal and/or interest payments for credit/financing/other provision of funds with a ceiling of up to IDR 10 billion; and 2) Improvement of credit/financing quality to become smooth after restructuring during the validity period of POJK. d. This restructuring provision could be applied by the Bank regardless of credit/financing ceiling limits or the type of debtor. e. The way of restructuring credit/financing was carried out as stipulated in the OJK regulations regarding asset quality assessment, among others by: <ol style="list-style-type: none"> 1) Lower interest rates; 2) Extension of the period; 3) Reduction of principal arrears; 4) Reduction of interest arrears; 5) Additional credit/financing facilities; and/or 6) Conversion of credit/financing into Temporary Equity Participation. f. Banks could provide new credit/financing/provision of funds to debtors who have received special treatment in accordance with this POJK by determining the quality of credit/financing/other provision of funds carried out separately from the quality of credit/financing/other previous provision of funds. g. The Bank submitted regular reports on the application of this POJK for Supervisory monitoring since the position of the data at the end of April 2020. h. This provision was valid from the time of promulgation until March 31, 2021.
11	Financial Services Authority Regulation Number 12/POJK.03/2020 Year 2020 Consolidation of Commercial Banks.	<ol style="list-style-type: none"> a. Commercial Bank Consolidation PSP bank could have 1 (one) Bank, or several banks by fulfilling the bank consolidation scheme, through: <ol style="list-style-type: none"> 1) Merger, consolidation, or integration; 2) Acquisition followed by merger, consolidation, or integration; 3) Establishment of Bank Business Groups (KUB) for banks that are already owned; 4) Establishment of KUB due to separation of UUS; or 5) Formation of KUB due to takeover. b. Fulfillment of minimum core capital for commercial banks and minimum CEMA from branch offices of banks domiciling abroad (KCBLN) Minimum core capital and minimum CEMA must be met at least Rp 3,000,000,000,000.00 (three trillion IDR) by 31 December 2022.



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>In order to maintain macroeconomic and financial system stability as well as stimulate the momentum of domestic economic growth amid a global economic slowdown, Bank Indonesia continued to establish various policies including improvements to the statutory reserve requirement (GWM). The statutory reserve requirement policy was directed at maintaining monetary stability, particularly in the financial market, including mitigating the risk of the impact of COVID-19 on the economy. The adjustment to the statutory reserve requirement was carried out by lowering the Foreign Exchange GWM for Conventional Commercial Banks (BUK) by 400 bps from 8% (eight percent) to 4% (four percent) and became effective on March 16, 2020. This policy would increase foreign exchange liquidity, in banking and easing pressure on the foreign exchange market. This policy change was stated in the Regulation of Members of the Board of Governors (PADG) concerning Minimum Statutory Reserves in IDR and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units.</p>	<p>There were no significant changes Bank Mandiri statutory reserves were appropriate</p>	<p>-</p>
<p>To encourage optimization of the banking intermediation function, maintain financial system stability, and support economic growth, economic stimulus policies were needed as a countercyclical impact on the spread of COVID-19.</p>	<p>Providing stimulus to credit customers.</p>	<p>Adjustments to internal regulations, especially in the field of credit.</p>
<p>Commercial Bank Consolidation was an effort to strengthen the structure, resilience and competitiveness of the banking industry so as to support national economic growth and stability, as well as an effort to encourage the banking industry to reach a more efficient level towards higher economies of scale, so that banks were not only resilient in the domestic sphere. , however, it was also competitive regionally and globally.</p>	<p>Would report the KUB on existing conditions and supporting documents to OJK at the first opportunity. If there was a plan to form another KUB, it would report back according to the provisions in the POJK</p>	



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
		<ul style="list-style-type: none"> c. Establishment of KUB. d. Fulfillment of Minimum Core Capital for banks in a consolidation scheme and for banks owned by local governments. e. Other arrangements included: <ul style="list-style-type: none"> 1) Parties that were exempt from the provisions in the Financial Services Authority Regulation regarding share ownership of commercial banks. 2) Banks that fulfill the bank consolidation scheme by joining KUB can carry out the same business activities as the business activities of a bank that was a Parent Company or a bank business activity that is an operator of the Parent Company, with the approval of the OJK. 3) The regulation on the limit for capital participation of regional government-owned banks in BUS resulting from the Separation of UUS was exempted from the provisions regarding the limits on capital participation as in POJK concerning business activities and office networks based on bank core capital.
12	<p>Bank Indonesia Regulation No. 22/2/PBI/2020 concerning Second Amendment to Bank Indonesia Regulation Number 20/10/PBI/2018 concerning Domestic Non-Deliverable Forward Transactions.</p>	<ul style="list-style-type: none"> a. Domestic and international trade in goods and services; b. Investments in the form of direct investment, portfolio investment, loans, capital and other investments at home and abroad; c. Providing bank credit or financing in foreign currencies for trade and investment activities, especially for transactions between banks and customers; and/or d. Ownership of a IDR account by a foreign party What was meant by ownership of a Indonesian IDR account by a foreign party was all Indonesian IDR fund accounts in the form of cash (cash account) owned by a Foreign Party at the Bank, including in the form of savings, current accounts and/or deposits for investment purposes investment returns, and/or other objectives.
13	<p>Government Regulation in Lieu of Law Number 1 Year 2020 State Financial Policy and Financial System Stability for Handling the Corona Virus Disease 2019 (COVID-19) Pandemic and/or in the Context of Facing Threats That Endanger the National Economy and/or Financial System Stability</p>	<ul style="list-style-type: none"> 1. Financial System Stability Policy <ul style="list-style-type: none"> a. Holding meetings face-to-face or through the use of information technology to formulate and determine steps to address financial system stability problems; and b. Establish a scheme for providing support by the Government to address problems with financial service institutions and financial system stability that endanger the national economy. 2. Authority and Policy Implementation by OJK <ul style="list-style-type: none"> a. Gave written orders to LJK to carry out a merger, consolidation, acquisition, integration and/or conversion; b. Established exemptions for certain parties from the obligation to apply the principle of transparency in the capital market sector; and c. Stipulated provisions regarding the use of information technology in organizing a GMS or other meetings which, based on the provisions of laws and regulations, must be implemented by financial service industry players. 3. Authority and Policy Implementation by Bank Indonesia <ul style="list-style-type: none"> a. Providing short term liquidity loans or financing; b. Providing Special Liquidity Loans to Systemic Banks experiencing liquidity difficulties; c. Purchasing long-term Government Securities and/or Government Sharia Securities on the primary market; d. Buy/repo securities; e. And others
14	<p>Bank Indonesia Regulation No.22/4/PBI/2020 Concerning Incentives for Banks Providing Provision of Funds for Certain Economic Activities to Support Handling the Economic Impacts of the Corona Virus Outbreak</p>	<ul style="list-style-type: none"> 1. Bank Indonesia provides incentives for banks providing funds for certain economic activities in the form of: export activities; import activities; UMKM activities; and/or economic activities in other priority sectors determined by BI. 2. Incentives for banks in the form of leniency on the mandatory reserve requirement in IDR which must be fulfilled on a daily basis at the amount determined by BI through the implementing provisions of this PBI. 3. BI would provide incentives on a monthly basis. 4. The scope of provision of funds for certain economic activities consisted of: export credit or export financing; productive import credit or productive import financing; Letter of Credit; UMKM credit or UMKM financing; and/or credit or other financing stipulated by BI. 5. The data used as the basis for providing incentives was data related to the provision of funds for certain economic activities that must be submitted by banks correctly over a monthly period. 6. Data related to the provision of funds for certain economic activities was obtained from: <ul style="list-style-type: none"> a. Commercial Bank Monthly Reports; b. Monetary Stability Report and Monthly Financial System for Sharia Commercial Banks and Sharia Business Units; c. Integrated Commercial Bank Reports; and/or d. Reports or other data determined by BI.



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>The background for the issuance of this PBI was to restrain the rate of demand for USD by expanding the types of underlying transactions for foreign investors so as to provide an alternative in the context of hedging IDR ownership. This was intended to provide flexibility for foreign investors wishing for currency exposure but due to market instability, they were still reluctant to hold positions in Indonesian government securities and domestic stocks. These foreign investors could still hedge through DNDF while waiting for the stable market to re-invest. This was accommodated through the use of a foreign investor's Vostro Indonesian IDR account to be used as an underlying DNDF USD/IDR purchase transaction</p>	<p>There were no significant changes.</p>	<p>-</p>
<p>In accordance with the Decision of the Constitutional Court Number 138/PUUVII 2009, the aforementioned conditions had met the parameter of compelling urgency in the context of enacting Government Regulations in Lieu of Law, including:</p> <ul style="list-style-type: none"> a. Due to the urgent need to resolve legal problems quickly based on the Act; b. The required law did not exist yet, so there was a legal vacuum or inadequacy of existing laws; and c. The legal vacuum condition that could not be resolved by making a law in a normal procedure which requires a long time while the urgent situation needed certainty to be resolved. 	<p>There were no significant changes</p>	<p>-</p>
<p>There was an impact of the risk of the corona virus outbreak which had the potential to disrupt domestic production activities which could impact on the decline in the financial cycle, so it was necessary to strengthen the banking intermediary function through accommodative macroprudential policies in the form of support for certain economic activities.</p>	<p>There were no significant changes</p>	<p>-</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
15	Regulation of Members of the Board of Governors No. 22/3 / PADG / 2020 concerning Implementation of Competency Standardization in the Field of Payment Systems and Management of Rupiah Currency	<ol style="list-style-type: none"> 1. Standardization of SPPUR Competence consists of the implementation of: <ol style="list-style-type: none"> a. SKKNI for SPPUR; and b. SPPUR Qualification Level, which includes SPPUR activities. 2. SKKNI in SPPUR Field for SPPUR Activities as stipulated by the Minister of Manpower of the Republic of Indonesia. 3. The SPPUR Qualification Level for SPPUR Activities consists of: <ol style="list-style-type: none"> a. Qualification Level SPPUR 4 for Implementers; b. Qualification Level SPPUR 5 for Supervisors; and c. Qualification Level SPPUR 6 for Executive Officers. 4. SPPUR activities include operational activities consisting of: <ol style="list-style-type: none"> a. cash service activities; b. business activities of exchanging foreign currencies and carrying foreign banknotes into and / or outside the Indonesian customs area; c. fund transfer management activities; and d. payment transaction processing activities; e. treasury transaction settlement activities; and f. trade finance transaction payment settlement activities (trade finance); and g. activities in administering customer securities. 5. The SPPUR certificate consists of: <ol style="list-style-type: none"> a. SPPUR PBK Certificate for Qualification Level SPPUR 4; b. SPPUR PBK Certificate for Qualification Level SPPUR 5; c. SPPUR PBK Certificate for Qualification Level SPPUR 6; d. SPPUR Competency Certificate for SPPUR 4 Qualification Level; e. SPPUR Competency Certificate for SPPUR 5 Qualification Level; and f. SPPUR Competency Certificate for SPPUR Qualification Level 6.
16	Regulation of the Financial Services Authority of the Republic of Indonesia Number 13/POJK.03/2020 concerning Amendments to POJK Number 38/POJK.03/2016 concerning the Application of Risk Management in the Use of Information Technology by Commercial Banks	<ol style="list-style-type: none"> 1. Banks were required to place Electronic Systems at Data Centers and Disaster Recovery Centers in the territory of Indonesia. 2. Banks may only place Electronic Systems at Data Centers and/or Disaster Recovery Centers outside the territory of Indonesia as long as they obtain approval from the Financial Services Authority. 3. Banks were required to implement an action plan that has been submitted to the Financial Services Authority as referred to in Article 41 paragraph (2). 4. Banks that did not implement an action plan were declared to have violated their obligations
17	Regulation of Members of the Board of Governors Number 22/4/ PADG/2020 concerning Implementation of PBI Number 22/4/PBI/2020 concerning Incentives for Banks Providing Provision of Funds for Certain Economic Activities to Support Handling the Economic Impacts of the Corona Virus Outbreak	<ol style="list-style-type: none"> 1. Incentive PADG technically regulates, among others, the form and amount of incentives, the period of providing incentives, the scope of provision of funds for certain economic activities, details of data sources and data positions for provision of funds for certain economic activities, sanctions, evaluation of incentives policies, examples of incentive calculations. , and examples of calculation of sanctions. 2. The regulatory structure of the Incentive PADG, namely: <ol style="list-style-type: none"> a. General requirements b. Incentive <ul style="list-style-type: none"> - Form and amount of incentives - Period for Providing Incentives - Scope of Provision of Funds for Certain Economic Activities c. Data source <ul style="list-style-type: none"> - Details of Data Sources for Provision of Funds for Certain Economic Activities - Position of Data Provision of Funds for Certain Economic Activities d. Penalty e. Evaluation f. Closing g. PADG Annex <ul style="list-style-type: none"> - Example of Calculation of Allowance Incentives for the Obligation to Fulfill the IDR Statutory Reserves that Must be Completed on a Daily basis - Details of Data on Provision of Funds for Certain Economic Activities - Example of Calculation of Sanctions



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>As an effort to strengthen human resources to have competence in the payment system and Rupiah currency management, Bank Indonesia has issued Bank Indonesia Regulation Number 19/16/PBI/2019 concerning Competency Standardization in the Field of Payment Systems and Rupiah Currency Management. In this regard, Bank Indonesia issued a Regulation of the Members of the Board of Governors concerning Implementation of Competency Standardization in the Field of Payment Systems and Rupiah Currency Management as guidelines and procedures for SPPUR Players and Operators in implementing provisions regarding competency standardization in the payment system and Rupiah currency management.</p>	<p>Each Group mapping the title of the position according to what is recorded in SAP which is required to attend competency-based training and/or certification for each sub-sector</p>	-
<p>The use of an integrated electronic system as regulated in the Financial Services Authority Regulation Number 38/POJK.03/2016 concerning the Application of Risk Management in the Use of Information Technology by Commercial Banks needs to be adjusted to current developments and needs.</p>	<p>There were no significant changes</p>	-
<p>The implementing regulations of the Bank Indonesia Regulation governing technical matters regarding the implementation mechanism for incentive provisions for banks that provide funds for certain economic activities to support the handling of the economic impact due to the corona virus outbreak in the form of a Member of the Board of Governors Regulation (PADG Incentive).</p>	<p>There were no significant changes</p>	-



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
18	Regulation of the Financial Services Authority of the Republic of Indonesia Number 15/POJK.04/2020 concerning the Planning and Implementation of General Meeting of Shareholders of Public Companies	<ol style="list-style-type: none"> 1. Provisions for organizing a GMS include: <ol style="list-style-type: none"> a. the obligation of the Public Company to hold an Annual GMS no later than 6 (six) months after the end of the financial year; b. request for holding a GMS; c. GMS holding procedures; 2. Granting power electronically, among others: <ol style="list-style-type: none"> a. Granting of power electronically through the Electronic GMS Implementation System (e-GMS); b. Provisions regarding the parties that can be the recipient of the power of attorney and the requirements to become the recipient of the power of attorney; c. Provisions regarding the e-GMS provider; 3. Provisions regarding the chairman of the GMS, and the rules of the GMS; 4. Decisions, attendance quorum, and quorum resolutions of the GMS, among others: <ol style="list-style-type: none"> a. Quorum of the GMS for Material Transactions and/or changes in business activities; b. Provisions regarding the GMS of Independent Shareholders; 5. Provisions regarding the minutes of the GMS and the summary of the minutes of the GMS;
19	Regulation of the Financial Services Authority of the Republic of Indonesia Number 16/POJK.04/2020 concerning the Implementation of the General Meeting of Shareholders of Public Companies Electronically	<ol style="list-style-type: none"> 1. The electronic GMS was an alternative to the implementation of the GMS in addition to being physically held. 2. The electronic GMS could be carried out by using: <ol style="list-style-type: none"> a. e-GMS provided by e-GMS Provider; or b. System provided by the Public Company. 3. EGMS Provider: <ol style="list-style-type: none"> a. Depository and Settlement Institution appointed by OJK; or b. Other parties approved by OJK. 4. e-GMS or a system provided by a Public Company allowed all GMS participants to participate and interact in the GMS. This form of participation and interaction could be done through audio, visual, audio-visual, or other than audio and visual means. 5. Electronic GMS Implementation Techniques <ol style="list-style-type: none"> a. Still required a limited physical GMS (Minimum GMS leadership, 1 member of the board of directors and/or 1 member of the board of commissioners, and supporting professions). b. Shareholders were given the opportunity to attend physically, as long as the Public Company provides a certain quota (not for all shareholders). c. The electronic presence of shareholders at the GMS electronically could replace the physical presence of shareholders and is counted as fulfillment of the attendance quorum. d. Under certain conditions, a Public Company might not physically hold a GMS or limit the physical attendance of shareholders, either partially or completely in the electronic GMS. e. These certain conditions were determined by the Government or with the approval of the Financial Services Authority. f. Voting could be done after the summoning was up to the opening of each agenda. g. Shareholders who have cast their votes electronically prior to the implementation of the GMS were deemed valid to attend the GMS. h. Electronic GMS minutes must be made in the form of a notarial deed by a notary registered with the OJK without requiring the signature of the GMS participants.
20	Regulation of the Financial Services Authority of the Republic of Indonesia Number 17/POJK.04/2020 concerning Material Transactions and Changes in Business Activities.	<ol style="list-style-type: none"> 1. Improving the scope of Material Transactions to include, among others: <ul style="list-style-type: none"> • Material Transactions that disrupt business continuity; • BUMN restructuring transactions; • Transactions conducted by financial service institutions under certain conditions; and • Dilution with material value. 2. Expansion of the limits on the value of Material Transactions: <ul style="list-style-type: none"> • Initial: transaction value was equal to 20% or more of the equity of the Public Company. • Becomes: The transaction value was equal to 20% or more of the equity of the Public Company and if the Public Company had negative equity, the calculation of the transaction value was equal to 10% or more of the total assets of the Public Company. 3. Financial Services Institutions in certain conditions that conduct Material Transactions were exempted from the obligation to disclose information to the public, but they are still required to report to OJK. 4. Arrangements for approval of independent shareholders in the GMS, if: <ul style="list-style-type: none"> • Material Transactions with a value limit required to obtain GMS approval containing affiliated transactions; • Material transactions contained conflict of interest; and/or • Material Transactions had the potential to disrupt the business continuity of the Public Company. 5. Refining the definition of Public Company Business Activities.



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
Utilization of information technology developments in the holding of the GMS, including the provision of information in the holding of the GMS in an effort to increase the efficiency and effectiveness of the implementation of the GMS.	There were no significant changes	-
In order to facilitate the Public Company to be able to hold the GMS effectively and efficiently and to support the creation of financial system stability, it is necessary to do so by utilizing information technology, which is regulated by POJK.	There were no significant changes	-
Increase the effectiveness of regulations in order to increase the protection of public shareholders and the quality of information disclosure in Material Transactions and Changes in Business Activities.	There were no significant changes	-



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
21	Regulation of the Financial Services Authority of the Republic of Indonesia Number 18/POJK.03/2020 concerning Written Orders for Handling Bank Problems	<ul style="list-style-type: none"> a. The scope of the regulation applied to Banks, namely conventional commercial banks (BUK), Islamic commercial banks (BUS), rural credit banks (BPR), Islamic people's financing banks (BPRS), and branch offices of banks domiciling abroad. b. OJK's authority to give written orders to banks to: <ul style="list-style-type: none"> 1) Perform merger, consolidation, acquisition, and/or integration; and/or 2) Accept merger, consolidation, acquisition and/or integration. c. Written orders were given to Banks that meet the criteria based on OJK's assessment. d. Obligations to a Bank that was given a written order to prepare an action plan, as well as implement and maintain the smooth process of merger, consolidation, acquisition and/or integration in accordance with the action plan e. In executing a Written Order by the Bank to conduct or accept a merger, consolidation, acquisition and/or integration: <ul style="list-style-type: none"> 1) There were several adjustments to the process of merger, consolidation, acquisition and/or integration. 2) BUK or BUS, based on OJK approval, may be exempted from the provisions regarding sole ownership in Indonesian banks, share ownership of commercial banks, and/or deadlines for fulfillment of minimum core capital. 3) For a BPR or BPRS, the office network could still be maintained in accordance with the area of the existing BPR or BPRS office network.
22	Regulation of Members of the Board of Governors Number 22/10/PADG/2020 concerning the Fifth Amendment to the Regulation of Members of the Board of Governors Number 20/10/PADG/2018 concerning Statutory Reserves in IDR and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units .	<ul style="list-style-type: none"> a. Decrease in GWM in IDR for BUK from 5.5% to 3.5% with the fulfillment of: <ul style="list-style-type: none"> 1) The portion of daily GWM from 2.5% to 0.5%. 2) The average reserved requirement remained 3.0%. b. Decrease in GWM in IDR for BUS and UUS from 4% to 3.5%, with the following fulfillment: <ul style="list-style-type: none"> 1) The portion of daily GWM from 1.0% to 0.5%. 2) The average reserved requirement remains 3.0%. c. Changes in the amount of allowance for the fulfillment of GWM in IDR on a daily basis that can be given to BUK, BUS, and UUS that were merging or consolidating from the original 1% to be equal to the percentage of the obligation to fulfill GWM in IDR which must be fulfilled on a daily basis.
23.	Regulation of Members of the Board of Governors Number 22/11/PADG/2020 concerning Amendments to the Regulation of Members of the Board of Governors Number 21/22/PADG/2019 concerning Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units.	<ul style="list-style-type: none"> 1. Adjustment of Lower Disincentive Parameters and Upper Disincentive Parameters used in the fulfillment of RIM Sharia Giro and RIM Sharia Giro to be 0 (zero) for a period of 1 (one) year, from 1 May 2020 to 30 April 2021. 2. Adjust the PLM settings as follows: <ul style="list-style-type: none"> a. The PLM amount became 6% (six percent) of BUK DPK in IDR. For BUK that owned UUS, the amount of BUK DPK in IDR includes UUS DPK in IDR. b. On the first working day after this PADG Amendment to RIM and PLM comes into effect, the PLM as referred to in number 1) is at least 2% (two percent) of BUK DPK in IDR fulfilled in the form of securities and/or sharia securities with the type of SBN purchased in the primary market by means of a private placement. c. On the first working day after this PADG Change of RIM and PLM comes into effect, the value of SBN purchased on the primary market by means of a private placement used in the PLM calculation was equal to the settlement value from the results of the private placement. The settlement value used was the settlement value of funds paid by the Bank for the purchase of SBN (cash proceeds). d. Under certain conditions, securities might be used in repo transactions to Bank Indonesia in open market operations. The use of BUK securities in repo transactions was set at a maximum of 6% (six percent) of BUK DPK in IDR.



	Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<ol style="list-style-type: none"> 1. maintain financial system stability in the midst of the Corona Virus Disease 2019 (COVID-19) pandemic; and/or 2. facing the threat of an economic crisis and/or financial system stability. 	<p>In the event that Bank Mandiri received a Written Order from the OJK, it was necessary to hold discussions with OJK regarding the status of Bank Mandiri as a Public Company and BUMN.</p>	-	
<p>To support efforts to recover the national economy from the impact of COVID-19, Bank Indonesia had implemented various monetary easing policies through quantitative easing, including through adjustments to the statutory reserve requirement (GWM). The statutory reserve requirement policy was aimed at increasing the availability of liquidity in conventional banking and sharia banking in increasing financing and supporting economic growth, as well as maintaining financial system stability. The adjustment to the statutory reserve requirement was carried out by lowering the GWM in IDR for Conventional Commercial Banks (BUK) by 200 bps, from 5.5% to 3.5%, as well as for Sharia Commercial Banks (BUS) and Sharia Business Units (UUS) by 50 bps, from 4.0% to 3.5%, with the average GWM at 3.0% each. This policy change was stated in the Fifth Amendment to the Regulation of Members of the Board of Governors (PADG) concerning Statutory Reserves in IDR and Foreign Exchange for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units which came into effect on May 1, 2020.</p>	<p>There were no significant changes</p>	-	
<p>To mitigate the impact of the risk of the COVID-19 outbreak, which had the potential to disrupt the domestic economy and had implications for banking conditions, especially in relation to the banking intermediary function and conditions of banking liquidity, macroprudentials were needed in accordance with domestic economic conditions related to the banking intermediary function during certain periods and policies to strengthen banking liquidity.</p>	<p>There were no significant changes</p>	-	



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
		<p>3. Adjustment of PLM Syariah settings as follows:</p> <ol style="list-style-type: none"> The amount of PLM Sharia became 4.5% (four point five percent) of the DPK BUS in IDR. On the first working day after this PADG Amendment to RIM and PLM came into effect, the Sharia PLM as referred to in number 1) is at least 0.5% (zero point five percent) of the DPK BUS in IDR is fulfilled in the form of sharia securities with the type of SBSN. purchased in the primary market by means of a private placement. On the first working day after this PADG Change of RIM and PLM comes into effect, the value of SBSN purchased on the primary market by means of a private placement used in the calculation of PLM Sharia was the settlement value of the results of the private placement. The settlement value used was the fund settlement value paid by the Bank for the purchase of SBSN (cash proceeds). Under certain conditions, sharia securities could be used in repo transactions to Bank Indonesia in sharia open market operations. The use of BUS securities in repo transactions was stipulated at a maximum of 4.5% (four point five percent) of BUS DPK in IDR.
24	Bank Indonesia Regulation Number 22/5/PBI/2020 concerning Second Amendment to Bank Indonesia Regulation Number 19/3/PBI/2017 concerning Short-Term Liquidity Loans for Conventional Commercial Banks.	<ol style="list-style-type: none"> Adjusted the requirements for Banks experiencing Short-Term Liquidity Difficulties to be able to obtain PLJP so that the details are as follows: <ol style="list-style-type: none"> Obtain an assessment from the Financial Services Authority regarding the fulfillment of the solvency requirements/adequacy and soundness level in order to obtain PLJP; Have high quality collateral as collateral for the PLJP that meets the provisions stipulated in this Bank Indonesia Regulation; and It was estimated that it would be able to return the PLJP. <p>Adjustment to the requirements was also set forth in the article regulating coordination between Bank Indonesia and the Financial Services Authority as well as the article regulating the termination of PLJP disbursement before maturity.</p> Adjustments related to the PLJP collateral arrangement include: <ol style="list-style-type: none"> One of the requirements for Credit Assets and/or Financing Assets that could be accepted as PLJP collateral was that it had never been restructured from the previous 3 (three) years being changed to the last 2 (two) years. Adding the PLJP collateral condition, namely the Bank guarantees that the PLJP collateral had met all the PLJP collateral requirements. Adjustment of the frequency of submission of Report on the list of Credit Assets and/or Financing Assets from previously reported once every 6 (six) months to once every 3 (three) months for the positions at the end of March, June, September, and December. This provision came into effect from the report for the position at the end of June 2020. Adjustments to the PLJP application documents include: <ol style="list-style-type: none"> Adjustments related to the statement letter, which included adding a statement that the Bank guarantees that the PLJP collateral has met all the requirements for PLJP collateral. Additional documents were in the form of a statement from the controlling shareholder of the Bank (PSP) that the PSP guarantees the repayment of the PLJP and is capable of issuing a personal guarantee and/or corporate guarantee accompanied by a list of PSP assets.
25	Financial Services Authority Circular Letter Number 6/SEOJK.03/2020 concerning Calculation of Risk-Weighted Assets for Operational Risk Using the Standard Approach for Commercial Banks.	<ol style="list-style-type: none"> Minimum Operational Risk Capital (MMRO) was a multiplication between the Business Indicator Component (KIB) and the Internal Loss Multiplier Factor (FPKI). $MMRO = KIB \times FPKI = (IB \times \alpha) \times FPKI$ KIB was the multiplication of the Business Indicator (IB) and the marginal coefficient (α). IB was calculated by considering: <ol style="list-style-type: none"> Interest, lease and dividend (KBSD) components; Service component (KJ); and Financial component, <p>for 3 (three) years. While the marginal coefficient (α) was a number (12%, 15%, or 18%) multiplied by IB to get the KIB result.</p> FPKI was a number multiplied by KIB to get MMRO. The amount of FPKI depended on the Operational risk losses experienced by the bank during the previous 10 (ten) years. Banks must submit reports as follows: <ol style="list-style-type: none"> Risk Management Implementation Report for Operational Risk; and Report on the Calculation for Operational Risk, and publish it in accordance with the provisions of transparency and publication of bank reports. SEOJK RWA for Operational Risk was first reported and taken into account in calculating the KPMM ratio since January 1, 2023.



	Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
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Adjustments to Bank Indonesia regulations regarding PLJP in order to provide a legal basis regarding the provision of PLJP to conventional commercial banks by taking into account the assessment of the Financial Services Authority and other regulatory adjustments, among others related to the arrangement of collateral for credit assets and/or financing assets to be pledged as collateral to Bank Indonesia.

There were no significant changes

Adjustments to internal provisions

Meet the Basel III Reforms standard in 2017. The risk-weighted asset calculation approach (RWA) applied to Operational risk was to use a standard approach that was simple, comparable, and more risk-sensitive.

Submitted the following reports:

- a. Risk Management Implementation Report for Operational Risk; and
- b. Calculation Report for Operational Risk.

Adjustments to internal provisions



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
26	Financial Services Authority Regulation Number 31/POJK.07/2020 concerning the Implementation of Consumer and Community Services in the Financial Services Sector by the Financial Services Authority	<ol style="list-style-type: none"> 1. Various media that can be used by consumers/society in conveying information or questions; 2. Obligations of financial services institutions in supporting services provided by the OJK and the period for fulfilling these obligations; 3. The formal and material requirements of the complaint indicate a dispute; 4. Requirements that must be met by consumers/the public when submitting a complaint indicating violations; 5. Mechanisms for resolving complaints with indications of disputes/violations; 6. integrated consumer service system in the financial services sector and the timing of their enforcement; and 7. sanctions against PUJK that violate the provisions of this POJK.
27	Regulation of Members of the Board of Governors Number 22/7/PADG/2020 concerning the Fourth Amendment to the Regulation of Members of the Board of Governors Number 20/5/PADG/2018 concerning Open Market Operation Instruments.	<ol style="list-style-type: none"> 1. Bank Indonesia may terminate transactions before maturity (early termination) for: <ol style="list-style-type: none"> a. Conventional OPT repo transactions; b. Conventional OMO reverse repo transactions; c. Sharia OPT repo transactions; and d. Sharia OPT reverse repo transactions. 2. Early termination was carried out based on considerations related to changes in the supervisory status of conventional OMO participating banks/sharia OMO participants to banks that cannot be restructured by the relevant authorities.
28	Regulation of Members of the Board of Governors Number 22/8/PADG/2020 concerning the Fifth Amendment to the Regulation of Members of the Board of Governors Number 20/6/PADG/2018 concerning the Implementation of Open Market Operations.	<ol style="list-style-type: none"> 1. In the event that an OMO participant is declared a bank that cannot be restructured by the relevant authorities, the OMO outstanding transaction owned by the OMO participant can be transferred to another party or an early termination is carried out by Bank Indonesia. 2. Early termination of repo transactions and reverse repo transactions is carried out with the following conditions: <ol style="list-style-type: none"> a. Conducted in the event that the outstanding repo transactions or reverse repo transactions of OMO participants which are declared unhealthy by the relevant authorities are not transferred to other parties. b. The early termination date for repo transactions or reverse repo transactions was based on the date when the information was received, the outstanding repo transactions or reverse repo transactions are not transferred. c. Early termination of a repo or reverse repo transaction was treated as an outright sale or purchase transaction of securities by OMO participants to Bank Indonesia. d. Early termination was conducted on the same day on the early termination date (same day settlement). e. Early termination and settlement shall be conducted on the following working day if information regarding the repo transaction or reverse repo transaction was not transferred to another party was received after the operating hours of the BI-RTGS System and BI-SSSS have ended. f. In the event that the outright transaction settlement value was smaller than the second leg repo transaction settlement obligation value, the OMO participant must settle the difference under the settlement value. g. In the event that the outright transaction settlement value was greater than the second leg reverse repo transaction settlement value, the OMO participant must return the excess of the settlement value to Bank Indonesia. h. The provisions for settlement of settlement value differences refer to the provisions on the failure of second leg settlement of repo or reverse repo transactions. 3. Interest/returns on repo transactions which were treated as outright transactions shall be calculated proportionally 4. Bank Indonesia did not pay interest/return on reverse repo transactions which are treated as outright transactions.



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>Further regulating the provisions regarding consumer and public service by OJK which was one of the content material in POJK Number 1/POJK.07/2013 concerning Consumer Protection in the Financial Services Sector.</p>	<p>There were no significant changes</p>	
<p>This change in regulation was made to provide certainty for the settlement of open market operating instrument (OMO) transactions, particularly repo and reverse repo transactions, in the face of developments in economic conditions that could affect banking conditions as OMO participants.</p>	<p>There were no significant changes</p>	
<p>To deal with developments in economic conditions that may affect banking conditions as OMO participants, Bank Indonesia needed to regulate the certainty of open market operation (OPT) transactions, particularly repo and reverse repo transactions, in the form of early termination of transactions.</p>	<p>There were no significant changes</p>	



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
29	Regulation of Members of the Board of Governors Number 22/9/PADG/2020 concerning Amendments to the Regulation of Members of the Board of Governors Number 20/7/PADG/2018 concerning Participation in Monetary Operations.	<ol style="list-style-type: none"> 1. Standing Facilities were activities to provide IDR funds from Bank Indonesia to Banks and placement of IDR funds by Banks at Bank Indonesia for Monetary Operations conducted conventionally and based on sharia principles. 2. Standing Facilities have the following characteristics: <ol style="list-style-type: none"> a. Provided by Bank Indonesia on every Business Day; b. Conducted with a non-auction mechanism; c. Transaction submissions are made through the BI-ETP System; d. Time period: <ol style="list-style-type: none"> 1) Lending Facility and Financing Facility is 1 (one) Business Day (overnight); 2) Deposit Facility: <ol style="list-style-type: none"> a) What was done conventionally was 1 (one) Business Day (overnight); b) Those carried out based on sharia principles no later than 14 (fourteen) calendar days counting from 1 (one) day after the settlement date to the maturity date; e. The number of days in the calculation: <ol style="list-style-type: none"> 1) Repo interest value in the Lending Facility; 2) SBIS Repo Fee or SBSN Repo Margin value in the Financing Facility; and 3) the value of the discount or return in the Deposit Facility, calculated based on calendar days. f. Administered in the Securities Account in the BI-SSSS. 3. Conventional Standing Facilities may be followed by BUKs that have obtained a license from Bank Indonesia as participants in conventional Monetary Operations as referred to in the Bank Indonesia regulations governing monetary operation participation. 4. Sharia Standing Facilities may be participated by BUS and/or UUS that have obtained a license from Bank Indonesia to participate in Monetary Operations conducted based on sharia principles as referred to in the Bank Indonesia regulations governing monetary operations participation. 5. Bank Indonesia implements conventional Standing Facilities through: <ol style="list-style-type: none"> a. Lending Facility transactions are carried out by means of a securities repurchase agreement (repo) mechanism, namely the sale of securities by Conventional Standing Facilities Participants to Bank Indonesia with an obligation to repurchase by Conventional Standing Facilities Participants at an agreed price and term. Securities that can be repo in Lending Facility transactions are SBI, SDBI and SBN. b. Conventional Deposit Facility Transactions conducted by means of placing IDR funds by conventional Standing Facilities Participants on a term basis at Bank Indonesia, without any issuance of securities. 6. Bank Indonesia implemented sharia Standing Facilities through: <ol style="list-style-type: none"> a. Financing Facility Transactions conducted by means of securities repo mechanisms in the form of: <ol style="list-style-type: none"> 1) SBIS made on the principle of collateralized borrowing; or 2) SBSN conducted on the sell and buyback principle. b. Sharia Deposit Facility transactions were conducted using a mechanism for placing IDR funds by Sharia Standing Facilities Participants on a term basis at Bank Indonesia, without the issuance of securities. 7. Before participating in a Financing Facility transaction with SBIS securities (Repo SBIS), a Sharia Standing Facilities Participant must submit an Agreement accompanied by a cover letter and supporting documents. 8. Before participating in a Financing Facility transaction with SBSN securities (Repo SBSN), a Sharia Standing Facilities Participant must submit a promise document (wa'd) accompanied by a cover letter and supporting documents. 9. The window time for Lending Facility and Financing Facility transactions was from 4 to 6 pm or other time determined by Bank Indonesia. 10. Deposit Facility transaction window time was from 4 up to 5.30 pm or other time stipulated by Bank Indonesia. 11. Standing Facilities transaction settlements shall be conducted on the transaction date (same day settlement) at the beginning of the BI-RTGS System pre cut-off period. 12. Settlement of Standing Facilities maturity shall be made on the maturity date, namely since the opening of the BI-RTGS System until before the cut-off warning period for the BI-RTGS System.



	Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
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The PADG regarding Standing Facilities was issued as an implementing regulation from PBI Number 20/5/PBI/2018 concerning Monetary Operations. With the issuance of this PADG, the implementing regulations for conventional Standing Facilities and Sharia Standing Facilities, which were previously regulated in separate provisions, were now being united in one PADG concerning Standing Facilities.

There were no significant changes



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
		<p>13. Participants of Standing Facilities were required to have sufficient funds in the Demand Deposit Account and/or securities in the Securities Account to fulfill the Standing Facilities settlement obligations. In the event that a Standing Facilities Participant was unable to fulfill its obligations at the time of settlement resulting in the cancellation of the Standing Facilities transaction, the Standing Facilities Participant will be subject to sanctions in the form of:</p> <ol style="list-style-type: none"> Written warning, with a copy to the Financial Services Authority; Obligation to pay 0.01% (zero point zero one percent) of the transaction value of Standing Facilities which was declared canceled, is a minimum of IDR 10,000,000.00 (ten million IDR) and a maximum of IDR 100,000,000.00 (one hundred million IDR) . If the transaction has a second leg, the transaction value declared canceled which was used as the basis for calculating the obligation to pay is the transaction value during the first leg; Temporary suspension from participating in Operas activities Monetary for 5 (five) consecutive working days if Monetary Operation transactions, which include Open Market Operations and Standing Facilities transactions, were canceled for the third time within a period of 6 (six) months; Specifically for cancellation of a Financing Facility transaction using securities in the form of SBSN with an SBSN price on the second leg lower than the SBSN price during the first leg transaction, apart from being subject to the sanctions as referred to in number 1, number 2, and/or number 3, Standing Participants Sharia Facilities are subject to additional sanctions in the form of an obligation to pay the difference between the price on the first leg transaction and the price on the second leg transaction after being multiplied by the nominal value of SBSN that is repoed.
30	Regulation of Members of the Board of Governors Number 22/12/PADG/2020 dated April 30, 2020, concerning Regulations for Implementing Integrated Bank Indonesia Licensing through the Licensing Front Office.	<ol style="list-style-type: none"> The scope of licensing included permits, approvals and service activities in the monetary, macroprudential, payment system and IDR currency management. Parties that can become Applicants are Banks, Non-Bank Institutions, Ministries or Institutions, and other parties. Other parties may be international financial institutions, central banks of other countries, legal consultants, public accountants, notaries and other parties designated by Bank Indonesia. The Petitioner submits the application for a permit after the Applicant has obtained Access Rights. Application for licensing in the form of a license and approval shall be submitted by the Applicant in a paperless manner (paperless) through a permit application from Bank Indonesia. Submission of application for licensing in a paperless manner shall be conducted by means of the Applicant uploading the application letter and Required Documents through the Bank Indonesia licensing application. Application for licensing in the form of services shall be submitted on a paperless basis to Bank Indonesia through a Bank Indonesia service application. Bank Indonesia processes the application for a license by examining the completeness, administrative correctness, and substantive truth of the application letter and Required Documents. The process of checking the completeness and administrative accuracy of the application letter and Required Documents by the Licensing FO, was carried out no later than 5 (five) working days after the application is received on the Bank Indonesia licensing application. FO Licensing notifies the results of examination of administrative completeness and correctness in the form of application letters and Requirements Documents that were complete and correct or application letters and Requirements Documents were incomplete and/or not administratively correct, through the Bank Indonesia licensing application. Applicants must submit complete, revised, and/or updated application letters and/or Requirements Documents simultaneously up to a period of 14 (fourteen) calendar days from the notification from FO Licensing, on a paperless basis through the Bank Indonesia licensing application.
31	Regulation of Members of the Board of Governors Number 22/14/PADG/2020 Licensing Procedures and Implementation of Central Counterparty for Interest Rate Derivative Transactions and Over-the-Counter Exchange Rates.	<ol style="list-style-type: none"> Central Counterparty for Interest Rate and Over-the-Counter Exchange Rate Derivative Transactions, hereinafter referred to as CCP SBNT, is an institution that positions itself between the parties conducting SBNT Derivative Transactions so that it acts as a buyer for the seller and as a seller for the buyer. Parties wishing to conduct business activities as CCP SBNT must first obtain a license from Bank Indonesia which will be conducted in 2 (two) stages, namely: <ol style="list-style-type: none"> Principle approval; and Business permit The SBNT CCP that will make changes to the Independent Commissioner and/or Director in charge of the SBNT CCP and corporate actions must obtain Bank Indonesia's approval. The SBNT CCP was required to maintain a minimum capital of at least IDR 400,000,000,000.00 (four hundred billion IDR). The SBNT CCP had the obligation to fulfill the following matters: <ol style="list-style-type: none"> Implemented good corporate governance; Had a risk management framework; Implemented effective management of credit risk, liquidity risk, business risk, custody risk, investment risk and Operational risk; Ensured that the settlement process related to the settlement of obligations arising from SBNT derivative transactions is carried out in a final manner



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>Was a follow-up to the publication of PBI No. 22/8/PBI/2020 dated April 30, 2020 concerning Integrated Licensing of Bank Indonesia through the Licensing Front Office which needs to be supported by implementing regulations related to integrated Bank Indonesia licensing through the licensing front office.</p>	<p>There were no significant changes</p>	<p>-</p>
<p>In order to develop and enhance the credibility of the domestic financial market through the establishment of a central counterparty to conduct Clearing of SBNT Derivative Transactions, Bank Indonesia has issued Bank Indonesia Regulation Number 21/11/PBI/2019 concerning Implementation of a Central Counterparty for Derivative Transactions of Interest Rates and Over-the Exchange Rates. -Counter (CCP SBNT).</p>	<p>There were no significant changes</p>	<p>-</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
		<ul style="list-style-type: none"> e. Performed fund settlement in IDR using CCP SBNT funds in an account at Bank Indonesia; f. Had a policy and procedure for handling member defaults; g. Had policies and procedures regarding segregation and portability of transaction positions, Default Fund Contribution, Initial Margin, and Variation Margin of members; h. Established criteria and requirements for membership in an objective, risk-based and transparent manner; i. Provided SBNT Derivative Transaction services for Members in an effective and efficient manner; and j. Delivered complete and transparent information regarding: <ul style="list-style-type: none"> 1) Rights and obligations of SBNT and CCP members; 2) SBNT CCP provisions (rule book); 3) Costs; 4) SBNT Derivative Transaction Data; and 5) Other information related to membership in the CCP SBNT. 6. The SBNT CCP was required to interconnect with the Financial Market Infrastructure, transaction organizers and/or other infrastructure as requested by Bank Indonesia. 7. The SBNT CCP was obliged to manage the risks arising from members and customers who are indirect clearing members. 8. The SBNT CCP was obliged to submit periodic reports and submit incidental reports if there is information that needs to be reported.
32	<p>Regulation of the Minister of Finance of the Republic of Indonesia Number 65/PMK.05/2020 concerning Procedures for Providing Interest Subsidies/ Margin Subsidies for Credit/Financing Micro, Small, and Medium Enterprises in the Context of Supporting the Implementation of the National Economic Recovery Program</p>	<ul style="list-style-type: none"> 1. Allocation and Budgeting The Minister as a Budget User (PA) for the subsidized budget assigns an official as a Budget User Proxy (KPA) for Distribution at the State Ministry/Institution (K/L) who has the task of carrying out government affairs in the field of: <ul style="list-style-type: none"> a. Cooperatives and small and medium enterprises; b. BUMN; and/or c. state finances. 2. Criteria for Recipients and Amount of the BunGa Subsidy/Margin Subsidy: <ul style="list-style-type: none"> a. Have a Credit/Financing Debit Tray until 29 February 2020; b. Not included in the National Black List; c. Has a current performing loan category calculated as of February 29, 2020; and d. Have a NPWP or register to get an NPWP. 3. The Mechanism of Providing Interest Subsidy/Margin Subsidy <ul style="list-style-type: none"> a. Distributor Criteria b. Submission of Debtor Data c. Debtor Registration d. Submission of an interest subsidy/margin subsidy bill e. Interest Subsidy Fund Account Structure/Margin Subsidy f. Establishment of a Commercial Bank as a Fund Account Management Partner g. Opening of Master Account h. Opening a Virtual Account i. Virtual Account Operation j. Closing of Master Account k. Account Remuneration l. Bill Settlement and SPP-LS and SPM-LS Issuance Mechanisms 4. Accounting and Reporting <ul style="list-style-type: none"> 1. Administration and management of the interest subsidy/margin subsidy shall be administered using the SIKP. 2. The Directorate General of Treasury as the organizer of the SIKP prepares technical instructions for the use of SIKP related to the Interest Subsidy/Margin Subsidy to be submitted to Credit/Financing Providers. 5. Accounting and Reporting Distribution KPA conducts financial accounting and reporting in accordance with the provisions of laws and regulations regarding the accounting system and financial reporting for subsidized expenditures and the provisions of laws and regulations regarding the procedures for preparing and submitting BUN financial reports.



	Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
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<ol style="list-style-type: none">1. Interest Subsidy/Margin Subsidy was given to Debtors of Micro, Small and Medium Enterprises, with a maximum Credit/Financing ceiling of IDR 10 billion.2. The provision of interest subsidies/margin subsidies aimed to protect, maintain and improve the debtor's economy in running his business as part of an effort to support the PEN Program.	There were no significant changes	-
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No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
33	Financial Services Authority Regulation Number 37/POJK.04/2020 concerning Procedures for Exemption to Fulfillment of the Principle of Openness for Issuers or Public Companies that are Financial Services Institutions in the Context of Financial System Crisis Prevention and Management.	<ol style="list-style-type: none"> 1. OJK may stipulate exemptions for compliance with the Principle of Disclosure for Issuers or Public Companies that were Financial Services Institutions licensed by the OJK to collect and/or manage public funds. 2. Stipulation of exceptions for compliance with the Principle of Disclosure can be made based on: <ol style="list-style-type: none"> a. OJK's review of Issuers or Public Companies that were certain Financial Services Institutions; and b. Application submitted by the Applicant to the OJK. 3. OJK reviews were conducted on Issuers or Public Companies that were Financial Services Institutions that: <ol style="list-style-type: none"> a. Experiencing problems that can endanger Financial System Stability; b. Receiving a Written Order from OJK to solve the problem as referred to in letter a; or c. Did not experience the problems referred to in letter a, but based on a Written Order from the OJK to carry out transactions or corporate actions related to efforts to resolve problems of other Financial Services Institutions. 4. An application may be submitted by the Applicant to OJK if it meets the following conditions: <ol style="list-style-type: none"> a. Experiencing problems that can endanger Financial System Stability; or b. Did not experience the problems referred to in letter a, but based on a Written Order from the OJK to carry out transactions or corporate actions related to efforts to resolve problems of other Financial Services Institutions.
34	Regulation of the Minister of Finance of the Republic of Indonesia Number 70/PMK.05/2020 concerning Placement of State Money in Commercial Banks in the Context of Accelerating National Economic Recovery.	<ol style="list-style-type: none"> 1. Commercial Banks can become Commercial Banks Partners (BUM) must meet the following criteria: <ol style="list-style-type: none"> a. Had a valid business license as a BU; b. Had business activities in the territory of the NRI and the majority of shareholders/capital are Indonesian citizens/legal entities/local governments; c. Had a minimum health level of composite 3 (three) verified by OJK; and d. Carried out banking activities that support the acceleration of national economic recovery. 2. Commercial Banks that have met the criteria can apply to become BUM, to the Director General of Treasury by submitting the following documents: <ol style="list-style-type: none"> a. Application letter to become BUM signed by the President Director; b. Statement of commitment to comply with all provisions stipulated in the implementation of the State Funds Placement signed by the president director; c. Copy of business license as a Commercial Bank; and d. Copy of bank health certificate for the most recent period verified by the Financial Services Authority. 3. Withdrawals from Placement of State Funds in BUM: <ol style="list-style-type: none"> a. At maturity; or b. Before maturity. <ul style="list-style-type: none"> Before maturity, this was done in the following cases: <ul style="list-style-type: none"> - Meet the government's liquidity needs; and/or - increased risk of placement with BUM. 4. Mechanism for Placing State Funds: <ul style="list-style-type: none"> - The Director General of the Treasury determines the maximum limit/placement limit for each BUM by the Decree of the Director General of Treasury. - Placement of State Money was carried out to BUM based on the maximum limit/placement limit. - In the context of Placing General of the State Treasury, the Director shall stipulate a decision regarding the results of over the counter transactions which at least contain: name of BUM, amount of Placement of State Money; placement period/tenor; and others. - The maximum period for Placement of State Funds in BUM was 6 (six) months. 5. Placement of State Money in BUM was carried out after the State General Treasurer (BUN) coordinated with the Governor of BI. 6. Financial accounting and reporting were presented in BUM's Financial Statements in accordance with the provisions of laws and regulations



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>To provide exemptions for the implementation of the Principle of Openness in the Capital Market for Issuers or Public Companies that were financial service institutions in the context of preventing and resolving financial system crises and creating financial system stability.</p>	<p>There were no significant changes</p>	<p>-</p>
<p>This regulation was issued as an effort to save national health and economy, with a focus on spending on health, social safety net, and economic recovery, including for businesses and people affected by the 2019 Corona Virus Disease (COVID-19) pandemic. one of the impacts has been on a slowdown in national economic growth, a decrease in state revenues, and an increase in state spending and financing.</p>	<p>There were no significant changes</p>	<p>-</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
35	Regulation of the Minister of Finance Number 71/PMK.08/2020 concerning Government Guarantee Procedures through Designated Guarantee Business Entities in the Context of Implementing the National Economic Recovery Program (NER).	<ol style="list-style-type: none"> 1. PEN program guarantee aimed to protect, maintain, and improve the economic capacity of business actors from the real sector and the financial sector in carrying out their business. 2. In the context of implementing the Government Guarantee, the Minister assigns PT Jamkrindo and PT Askrindo to underwrite, the assignment was stipulated by a Ministerial Decree. 3. The principle of providing guarantees for the PEN program: <ol style="list-style-type: none"> a. State financial capacity; b. Supporting business actors; c. Implementing prudent policy principles, as well as good, transparent governance; d. Did not create moral hazard; and e. Distribution of costs and risks among stakeholders according to their respective duties and authorities. 4. The object that can be guaranteed was a working capital loan received by a business actor, whether new or additional in the context of restructuring, which includes the principal of the loan and/or interest/return on conditions: <ol style="list-style-type: none"> a. Business actors were actors in the category of micro, small and medium enterprises. b. There was a cooperation agreement between the guarantor and the guarantee recipient. 5. Guarantee recipients were banks with the following criteria: <ol style="list-style-type: none"> a. Was a commercial bank; b. Had a good reputation; and c. A bank in a healthy category with a composite rating of 1 (one) or a composite of 2 (two) based on the assessment of bank soundness by the OJK. 6. The amount of the loan ceiling for each guarantee recipient was determined in accordance with the guarantee value which would be stated in the cooperation agreement between the guarantor and the guarantee recipient. 7. Requirements for the recipient of the guarantee to become a participant in the PEN program guarantee: <ol style="list-style-type: none"> a. Fulfilled the criteria for a Bank as a Guarantee Recipient; b. Guaranteed recipients bear a minimum of 20% of the risk of working capital loans; c. Payment of credit interest/return/financing margin from business actors (pu) to guarantee recipients could be paid at the end of the loan period; and d. Guarantee recipients were able to provide an adequate information system to implement the Government guarantee program. 8. Terms of the Guaranteed party to be a participant of the PEN Program Guarantee: <ol style="list-style-type: none"> a. Fulfilled the criteria for Business Actor (PU) b. PU business could be in the form of individual business, cooperative, or business entity; c. The maximum loan limit was IDR 10 billion and was only given by one guarantee recipient; d. Guaranteed loans were those whose certificates of guarantee are issued no later than November 30, 2021; e. Maximum loan tenor of 3 (three) years; f. PU was not included in the national black list; and g. PU had a current performing loan calculated every 29 February 2020. 9. Application for Loan and Guarantee: <ol style="list-style-type: none"> a. PUs that meet the requirements as Guaranteed apply for working capital credit/working capital financing to the recipient of the guarantee. b. Upon the request, the guarantee recipient analyzed the terms and conditions in accordance with the operating standards applicable to each guarantee recipient. c. In case the terms and conditions had been met, the guarantor issues a guarantee certificate to the guarantee recipient. d. The guarantee was given in accordance with the applicable provisions by taking into account the cooperation agreement with the guarantee recipient. e. For loans that had been issued, the guarantor submitted an IJP payment bill to the Government.



	Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
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This regulation was issued as an implementing regulation of Article 19 paragraph (2) of Government Regulation Number 23 of 2020 concerning Implementation of the National Economic Recovery Program in order to Support State Financial Policy for Handling the 2019 Corona Virus Disease Pandemic (COVID-19).

There were no significant changes

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No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
36	PADG Number 22/15/ PADG/2020 concerning Second Amendment to PADG Number 19/6/ PADG/2017 concerning Short-Term Liquidity Loans for Conventional Commercial Banks	<ol style="list-style-type: none"> 1. Adjusted the requirements for Banks experiencing Short-Term Liquidity Difficulties to be able to obtain PLJP so that the details are as follows: <ol style="list-style-type: none"> a. Obtain an assessment from OJK regarding the fulfillment of solvency requirements/adequacy and health level to be able to obtain PLJP; b. Have high quality collateral as collateral for the PLJP that meets the conditions stipulated in this Regulation of Members of the Board of Governors; and c. It is estimated that it will be able to return the PLJP. Adjustment of these requirements is also outlined in the article regulating coordination between Bank Indonesia and OJK, as well as the article regulating the requirements for disbursement and termination of PLJP disbursement. 2. Adjustments related to the PLJP collateral arrangement include: <ol style="list-style-type: none"> a. Adding the PLJP collateral condition, namely the Bank guarantees that the PLJP collateral has met all the PLJP collateral requirements. b. One of the requirements for credit assets and/or financing assets that can be accepted as collateral for PLJP is that it has never been restructured from the previous 3 (three) years being changed to the last 2 (two) years. c. Adding the conditions that the PLJP's other collateral: <ul style="list-style-type: none"> - Must be in a condition free from all engagements, disputes, confiscation, and not being guaranteed to other parties and/or Bank Indonesia; and - It cannot be traded and/or re-guaranteed as long as it is still in the status of other PLJP collateral without the approval of Bank Indonesia. d. Regarding the value of PLJP collateral in the form of securities (SBI, SBIS, SDBI, SukBI, and SBN), Bank Indonesia may, based on certain considerations, determine a different value for the PLJP collateral. e. Adjustment of the frequency of submission of Report on the list of Credit Assets and/or Financing Assets from previously reported once every 6 (six) months to once every 3 (three) months for the positions at the end of March, June, September, and December. This provision comes into effect from the report for the position at the end of June 2020. 3. Adjustments to the PLJP application documents include: <ol style="list-style-type: none"> a. Adjustments related to the statement letter signed by the Bank's directors and acknowledged by the Bank's board of commissioners and adding a statement that the Bank guarantees that the PLJP collateral has met all the requirements as PLJP collateral. b. Additional documents in the form of a statement from the controlling shareholder of the Bank (PSP) that the PSP Bank guarantees the repayment of the PLJP and is able to issue a personal guarantee and/or a corporate guarantee accompanied by a list of PSP assets. 4. Completeness of documents submitted by the Bank at the time of submitting a PLJP application are original documents accompanied by soft copies. 5. If the PLJP application is approved, add the documents that must be submitted by the Bank in the form of: <ol style="list-style-type: none"> a. The draft personal guarantee and/or corporate guarantee from the PSP Bank accompanied by a list of PSP assets through a notary; and b. Know Your Customer form and other required documents if there is collateral in the form of Corporate Bonds and/or Corporate Sukuk. 6. The signing of the agreement deed for the granting of the PLJP and the deed of binding the PLJP collateral as well as the amendment of the agreement for the grant of the PLJP and the amendment of the PLJP collateral binding deed are entirely carried out in front of a notary public. 7. provisions that the PSP does sign before a notary the deed of personal guarantee and/or corporate guarantee in the event that the deed of the PLJP granting agreement and the deed of PLJP collateral commitment have been signed. 8. Revise the provisions that in the context of implementing collateral execution, Bank Indonesia will follow up on personal guarantees (personal guarantees) and/or corporate guarantees (corporate guarantees) from PSP Bank.
37	Financial Services Authority Circular Letter Number 9/ SEOJK.03/2020 concerning Transparency and Publication of Conventional Commercial Bank Reports.	<ol style="list-style-type: none"> a. Financial Publication Reports and Financial Performance Information (Monthly, Quarterly and Annual) b. Risk Exposure and Capital Publication Report (Quarterly and Annually) <ol style="list-style-type: none"> 1) General information 2) Capital 3) Credit, market, Operational, liquidity, legal, reputation, strategic and compliance risks 4) Governance c. Publication Report Material Information or Facts d. Publication Report of Basic Credit Interest Rate (SBDK) (Monthly period) Other Publication Reports (Annual period)



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>Adjustments to the mechanism and technical matters regarding the implementation of the provision of Short Term Liquidity Loans for Conventional Commercial Banks through the issuance of the Regulation of Members of the Board of Governors Number 22/15/PADG/2020 concerning the Second Amendment to the Regulation of Members of the Board of Governors Number 19/6/PADG/2017 concerning Short Term Liquidity Loans for Conventional Commercial Banks (Second Amendment PADG PLJP BUK).</p>	<p>There were no significant changes</p>	<p>-</p>
<p>Replaced SEOJK No. 43/SEOJK.03/2016 concerning Transparency and Publication of Conventional Commercial Bank Reports and was the implementing regulation of POJK No.37/POJK.03/2019 concerning Transparency and Publication of Bank Reports.</p>	<p>There were no significant changes</p>	<p>-</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
38	Circular Letter Number SE-06/MBU/06/2020 Concerning the Implementation of General Meeting of Shareholders in Subsidiaries of State-Owned Enterprises and Consolidated Affiliates of State-Owned Enterprises	<p>Directors to:</p> <ol style="list-style-type: none"> 1. Organize a GMS at BUMN subsidiaries and affiliates which are consolidated by BUMN, shall be carried out after the implementation of a BUMN GMS with due observance to the provisions of laws and regulations; 2. Align the policies decided in the GMS of BUMN subsidiaries and affiliates which are consolidated by BUMN so that they are in line with the policies decided in the GMS of BUMN; 3. Implement this Circular Letter as well as possible, under the supervision of the Board of Commissioners/Supervisory Board of BUMN
39	Financial Services Authority Regulation Number 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions.	<ol style="list-style-type: none"> 1. Refinement of the scope of Affiliated Transactions to become any activity and/or transaction carried out by a public company or a controlled company with an affiliate of a public company or an affiliate of a member of the Board of Directors, a member of the Board of Commissioners, a major shareholder, or a Controller, including any activity and/or transaction, conducted by a public company or a controlled company for the benefit of an Affiliate of a public company or an Affiliate of a member of the Board of Directors, a member of the Board of Commissioners, Major Shareholders, or Controllers. 2. Regulations on the obligation of the Public Company to have adequate procedures to ensure that Affiliated Transactions are carried out in accordance with generally accepted business practices. 3. Financial Services Institutions that perform Affiliated Transactions and/or Conflict of Interest Transactions in certain conditions are exempted from the obligation to disclose information to the public, but they are still required to report to the OJK. 4. Arrangements for the approval of Independent Shareholders at the GMS, if: <ol style="list-style-type: none"> a. The Affiliated Transaction Value meets the material transaction value limit that must be approved by the GMS; b. Affiliated Transactions that may disrupt the business continuity of the Public Company; and/or c. Conducting Affiliated Transactions which based on OJK's considerations requires the approval of Independent Shareholders. 5. Arrangements for the obligations of the Public Company or Controlled Company conducting transactions other than Affiliated Transactions and Conflict of Interest Transactions which may disrupt the business continuity of the Public Company in implementing Conflict of Interest Transaction procedures.
40	Regulation of Members of the Board of Governors Number 22/17/PADG/2020 concerning Amendments to the Regulation of Members of the Board of Governors Number 19/21/PADG/2017 concerning Provision of Prefunds in the Implementation of Funds Transfer and Scheduled Clearing by Bank Indonesia.	<ol style="list-style-type: none"> 1. The minimum Prefund Debit calculation is performed by the Operator based on the Netting result of the daily clearing of Debit Clearing Services and Regular Billing Services, with the largest negative value in the last 12 (twelve) months. 2. The minimum Prefund Debit calculation does not take into account the Netting result of the daily clearing of Debit Clearing Services and Regular Billing Services whose values are out of the ordinary (outliers). 3. The amount of Netting results from daily clearing of Clearing Debit Clearing Services and Regular Billing Services whose value is out of the ordinary (outlier) is the amount of Netting results from daily clearing whose negative value is greater than the average amount of Netting results from daily clearing which is negative in a period of 12 (twelve) months plus 3 (three) times the standard deviation.



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>In order to consolidate the financial statements of State-Owned Enterprises (SOEs) it was necessary to establish a policy for holding a General Meeting of Shareholders (GMS) for SOEs subsidiaries and affiliates which are consolidated by SOEs.</p>	<p>There were no significant changes</p>	<p>-</p>
<p>Improving the definition, scope and procedures of Affiliated Transactions and Conflict of Interest Transactions, clarifying the substance of regulations, and increasing the effectiveness of regulations in order to increase the protection of public shareholders and the quality of information disclosure in Affiliated Transactions and Conflict of Interest Transactions.</p>	<p>There were no significant changes</p>	<p>-</p>
<p>Improving liquidity efficiency in the banking system while still paying attention to the aspects of smoothness and prudence in the payment system by refining the formulation for minimum debit prefund provision in the SKNBI.</p>	<p>There were no significant changes</p>	<p>-</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
41	Minister of Finance Regulation Number 85/ PMK.05/2020 concerning Procedures for Providing Interest Subsidies/Margin Subsidies for Credit/ Financing Micro, Small and Medium Enterprises in order to Support the Implementation of the National Economic Recovery Program.	<ol style="list-style-type: none"> 1. Definition: <ol style="list-style-type: none"> a. Credit/Financing is the provision of funds by the Government, local governments, the business world, and the community through banks, finance companies, and government credit program channeling institutions and cooperatives to develop and strengthen the capital of micro, small and medium enterprises. b. Credit/Financing Channels are government credit program providers, banks, and finance companies that distribute Credit/Financing to Debtors. 2. Giving the amount of interest subsidy/margin subsidy: <ol style="list-style-type: none"> a. Interest Subsidy/Margin Subsidy is given for a maximum period of 6 months, starting from May 1, 2020 and no later than December 31, 2020. b. The granting of interest subsidy/margin subsidy to each debtor is made with the following conditions: <ul style="list-style-type: none"> - For Debtors who have several Credit/Financing agreements which cumulatively do not exceed the Credit/Financing ceiling up to IDR 500 million, given for a maximum of 2 (two) Credit/Financing contracts that have the largest Debit Tray; and - For Debtors who have several Credit/Financing agreements with a cumulative Credit/Financing ceiling of more than IDR 500 million to Rp. 10 billion, given for at most 1 (one) Credit/Financing agreement that has the largest Debit Tray. d. In the event that the Credit/Financing agreement provided for the Interest Subsidy/Margin Subsidy has a value of up to IDR 500 million, the Credit/Financing agreement does not have to be restructured from the Credit/Financing Provider 3. The amount of the interest subsidy/margin subsidy for debtors from banking or finance companies is regulated with the following conditions: <ol style="list-style-type: none"> a. Credit/Financing ceiling less than or equal to IDR 500 million is given an interest subsidy/margin subsidy of 6% for the first 3 (three) months and 3% for the next 3 (three) months, effective per year or adjusted to the interest rate/flat margin/annuity which is equivalent; and b. Credit/Financing ceilings of more than IDR 500 million to IDR 10 billion are given an interest subsidy/margin subsidy of 3% for the first 3 (three) months and 2% for the next 3 (three) months, effective per year or adjusted to interest rates/flat margins/equivalent annuity. 4. Criteria for Distributing Interest Subsidy/Margin Subsidy: <ol style="list-style-type: none"> a. Banking and finance companies are Credit/Financing Lenders registered with the OJK. b. Government Credit Program Channeling Agencies consist of: <ul style="list-style-type: none"> • SOEs that distribute Credit/Financing registered with the OJK; and • BLU which has the task of implementing revolving fund management for cooperatives and/or micro, small and medium enterprises. 5. Submission of Debtor Data: <ol style="list-style-type: none"> a. Data on bank debtors, finance companies, and Government Credit Program Distribution Institutions in the form of BUMN, which is the basis for the provision of Interest Subsidy/Margin Subsidy is the data provided by the OJK. b. Data on Debtors who are receiving Credit/Financing from Cooperatives, which is the basis for granting Interest Subsidy/Margin Subsidy is data provided by the Ministry of Cooperatives and Small and Medium Enterprises. c. The Debtor data provided by the Government Credit Program Distribution Institution in the form of BUMN is reviewed and/or audited by BPKP at the request of the Minister. d. The procedure for providing data by OJK is carried out in accordance with a Joint Decree between the Minister and the Chairman of the OJK Board of Commissioners. e. Further provisions regarding the procedures for providing data by the Ministry of Cooperatives and Small and Medium Enterprises are stipulated by the Ministry of Cooperatives and Small and Medium Enterprises.
42	Regulation of the Minister of BUMN Number PER-04/MBU/06/2020 concerning Amendments to the Regulation of the Minister of BUMN Number PER-03/ MBU/2012 concerning Guidelines for Appointing Members of the Board of Directors and Members of the Board of Commissioners of BUMN Subsidiaries.	<ol style="list-style-type: none"> 1. Additional Requirements to be nominated as a member of the Board of Directors of a Subsidiary, namely <ol style="list-style-type: none"> a. Have dedication and provide sufficient time to carry out their duties as stated in the statement letter concerned. b. Have a Taxpayer Identification Number (NPWP) and have carried out the obligation to pay taxes for the past two years as evidenced by an individual taxpayer's annual income tax return. 2. Additional tasks for the evaluation team 3. The BUMN Articles of Association may stipulate that the SOE Directors require prior approval from: <ol style="list-style-type: none"> a. Board of Commissioners/Supervisory Board of BUMN, b. RUPS/Minister of BUMN, or c. BUMN Board of Commissioners with prior approval from the Minister of BUMN as the Dwiwarna Series A Shareholder, before assigning a person as a member of the Board of Directors and a member of the Board of Commissioners of the Subsidiary.



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>This regulation was issued as an implementation of Government Regulation Number 23 of 2020 concerning Implementation of the National Economic Recovery Program in the context of Supporting State Financial Policy for Handling Corona Virus Disease 2019 (COVID-19) and in improving the procedures for granting Interest Subsidies/Margin Subsidies.</p>	<p>There were no significant changes</p>	<p>-</p>
<p>Creating a process for proposing candidates for members of the Board of Directors and members of the Board of Commissioners of a State Owned Company subsidiary that was more accountable and accountable to meet the need for talent management in State-Owned Enterprise subsidiaries, as well as taking into account current practices in the company's management process in accordance with State-Owned Enterprise business sector, it was necessary to stipulate a Regulation of the Minister of State-Owned Enterprises.</p>	<p>There were no significant changes</p>	<p>-</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
43	Bank Indonesia Regulation Number 22/8/PBI/2020 concerning Integrated Bank Indonesia Licensing Through the Licensing Front Office.	<ul style="list-style-type: none"> a. The scope of licensing includes permits, approvals and service activities in the monetary, macroprudential, payment system and IDR currency management. b. Parties that can apply for licensing to Bank Indonesia (Applicants) are Banks, Non-Bank Institutions, Ministries or Institutions, and other parties. c. Applications for licenses are submitted to Bank Indonesia through FO Licensing on a paperless basis to Bank Indonesia through a Bank Indonesia licensing application. d. Bank Indonesia processes the application for a license by examining the completeness, administrative correctness and substantive truth of the required documents submitted by the Applicant. e. Bank Indonesia sets a time limit for completing the application for a license so that an Applicant is unable to fulfill the required documents that are not administratively complete and correct (14 calendar days). f. Submission of approval or rejection of a license application through the Bank Indonesia Licensing Application or other means as stipulated by Bank Indonesia. g. Matters related to the required documents in the application for a license, requirements, as well as procedures for granting approval or rejection of a permit application refer to the Bank Indonesia provisions concerning related licensing. h. An applicant who will apply for a license may request an Initial Consultation from Bank Indonesia. i. Applications for special licenses for Money Changer, Non-Bank Fund Transfer Providers, and Licensed Entities for Carrying Foreign Currency will be processed at the local Bank Indonesia Domestic Representative Office. j. Permit applications that have been submitted by Applicants and received by BI prior to the enactment of this PBI are still processed in accordance with BI regulations regarding related licensing.
44	Regulation of Members of the Board of Governors Number 22/19/PADG/2020 concerning the Sixth Amendment to the Regulation of Members of the Board of Governors Number 20/10/PADG/2018 concerning Statutory Reserves in IDR and Foreign Exchange for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units .	<ul style="list-style-type: none"> 1) Explanation that GWM incentive was in the form of an allowance ('athaya) consisted of: <ul style="list-style-type: none"> - an allowance ('athaya) to a certain portion of the fulfillment of the average GWM obligation. - an allowance ('athaya) to a certain part of the daily GWM obligation fulfillment. 1. Amendments to Article 5 (five) which include: <ul style="list-style-type: none"> a. Regulations regarding the authority of BI in providing current accounts for BUK. b. An explanation that current accounts provided consist of: <ul style="list-style-type: none"> - Current account service for a certain portion of the fulfillment of the average reserve requirement - Current account service for a certain portion of the daily reserve requirement fulfillment. c. Setting the interest rate for current accounts: <ul style="list-style-type: none"> - 1.5% (one point five percent) for current accounts against the average GWM fulfillment. - As much as 0% (zero percent) for current accounts for the fulfillment of daily GWM. d. Determination of a certain portion of the statutory reserve that is calculated for demand deposit: <ul style="list-style-type: none"> - 3% (three percent) for a certain share calculated for current accounts against the average GWM. - 0% (zero percent) for certain parts calculated for current account services against daily statutory reserves. e. Current accounts are provided to BUKs according to predetermined requirements. f. Giro services do not apply to BUK PLJP recipients from the activation date to the date of settlement. 2. Amendments to Article 19 (nineteen) which include: <ul style="list-style-type: none"> a. Regulations regarding the authority of BI in providing GWM incentives in the form of giving ('athaya) to BUS and UUS. b. An explanation that the GWM incentive is in the form of a gift ('athaya) consists of: <ul style="list-style-type: none"> - giving ('athaya) to a certain portion of the fulfillment of the average reserve requirement. - giving ('athaya) to a certain part of the fulfillment of the daily reserve requirement. 2) Determination of the allowance level: <ul style="list-style-type: none"> - 1.5% (one point five percent) for the GWM incentive in the form of an allowance ('athaya) to the average GWM fulfillment. - 0% (zero percent) for the GWM incentive in the form of an allowance ('athaya) to the daily GWM fulfillment. 3) Determination of a certain part of GWM fulfillment calculated for GWM incentive in a form of an allowance ('athaya): <ul style="list-style-type: none"> - 3% (three percent) for certain parts calculated for GWM incentive was in a form of an allowance ('athaya) to average GWM. - 0% (zero percent) for certain part calculated for GSM incentive in a form of an allowance ('athaya) to daily GWM. 4) Issuance of GWM incentives in the form of an allowance ('athaya) were given to BUS and UUS according to predetermined requirements. 5) Issuance of GWM incentive in a form of allowance ('athaya) did not apply for BUS who received PLJPS since the activation date until the repayment date. 6) Issuance of GWM incentive in a form of an allowance ('athaya) did not apply for UUS which BUK parent received PLJP since the activation date until the repayment date. 7). Addition of 1 article between article 19 and article 20 which covered the procedures for GWM incentive issuance in a form of an allowance ('athaya) to the BUS and UUS IDR Checking Accounts.



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>Currently, applications for licensing at Bank Indonesia were not yet integrated, where applications for permits were still submitted by the Applicant to the respective Work Units that handled permits and most of them were still done manually. Bank Indonesia as a public legal entity had the obligation to continue to provide and improve licensing process services to stakeholders by improving the licensing process; and to that end, in order to improve service and governance aspects that were transparent, accountable, effective and efficient, as well as implemented in an integrated manner in the process of licensing applications in the monetary, macroprudential and payment systems and management of the IDR, Bank Indonesia developed a Bank Indonesia licensing application.</p>	<p>There were no significant changes</p>	<p>-</p>
<p>Mitigating the risk of the Corona Virus Disease 2019 (COVID-19) pandemic to the economy, Bank Indonesia was pursuing a policy mix to maintain macroeconomic and financial system stability, as well as support national economic recovery. In this regard, Bank Indonesia continues to strengthen its various policy mix instruments to maintain adequate liquidity for banks, including by providing current accounts to banks that met the statutory reserve requirement (GWM) in IDR both on a daily and average basis.</p>	<p>There were no significant changes</p>	<p>-</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
45	Regulation of the Minister of Finance of the Republic of Indonesia Number 98/PMK.08/2020 on Procedures for Government Guarantees for Corporate Business Through Appointed Guarantee Business Entities in order to implement the National Economic Recovery Program.	<ol style="list-style-type: none"> 1. Definition: <ol style="list-style-type: none"> a. National Economic Recovery Program Guarantee, hereinafter referred to as PEN Program Guarantee, was a guarantee provided in the framework of implementing Government Regulation on Implementation of the National Economic Recovery Program in Support of State Financial Policy for Handling Pandemic Corona Virus Disease 2019 (COVID- 19) and/or facing threats that endanger the national economy and/or financial system stability and saving the national economy. b. Guarantee Recipient was a bank that provided Loan facilities. 2. Guarantee Recipients <ol style="list-style-type: none"> a. The Guarantee Recipients were banks with the following criteria: <ul style="list-style-type: none"> - Commercial Bank - Bank in a healthy category with a composite rating of 1 (one) or a composite rating of 2 (two) based on the assessment of bank health level by the FSA. b. The amount of the loan ceiling for the Collateral Recipient was determined in accordance with the guarantee value that could be provided by LPEI which would be stated in the cooperation agreement between the Guarantor and the Guarantee Recipient. 3. Claim payment <ol style="list-style-type: none"> a. In the event of default from guaranteed, payment of claims for implementation of government guarantees resulted in receivables and/or regressions from LPEI to the Guaranteed. b. Regress, was submitted by LPEI to the Government. c. The implementation of the Regres bill, was carried out through the Guarantee Recipient or the Regres manager appointed by the Government, in this case, the Minister. d. The Guarantee Recipient was obliged to fulfill the claim payment for the implementation of the Government Guarantee to create a receivable and/or Regress from the LPEI to the Guaranteed. e. The monitoring of Government Regress was carried out by PT PII. 4. Criteria of PEN Program Guarantee Participant <p>To be a participant of pen program guarantee, the guarantee recipient had to meet the following conditions:</p> <ol style="list-style-type: none"> a. meeting the criteria as referred to in Article 8 paragraph (1); b. Guarantee Recipients bore a minimum of 40% (forty percent) of the risk of working capital loans, except for priority sectors determined by the Minister, Guarantee Recipients bore a minimum of 20% (twenty percent) of the risk of working capital Loans; c. Payment of credit interest/return/financing margin from Business Actor to Guarantee Recipient could be paid at the end of the Loan period; and d. Guarantee recipients were able to provide an adequate information system to implement the Government Guarantee program. 5. Cooperation between LPEI and Guarantee Recipients <ol style="list-style-type: none"> a. In implementing the PEN Program Guarantee, LPEI cooperated with the Guarantee Recipient. b. Cooperation between Jains was carried out to determine: <ul style="list-style-type: none"> - Types of documents that had to be submitted by business actors and the guarantee recipient; - The method of data exchange between lpei and the guarantee recipient; - Limits on the application of the conditional guarantee scheme (case by case coverage); - Criteria for the use of independent institution in the guaranteed risk profile; and - The guarantor's efforts to maximize the guarantor's regression. 6. Execution of Claims <ol style="list-style-type: none"> a. The Guarantee Recipient could submit a claim to the Guarantor in the event that: <ol style="list-style-type: none"> 1) There was arrears in principal and/or interest/margin/ profit sharing/ujrah for 90 days even though the loan had not matured; or 2) Payment of principal and/or interest/margin/profit sharing/ujrah was not received when the loan was due. b. Procedure for implementing claims was based on a cooperation agreement between the Guarantee Recipient and the LPEI.



	Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
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This regulation was issued as an implementing regulation for the provisions of Article 19 paragraph (2) of Government Regulation Number 23 of 2020 on Implementation of the National Economic Recovery Program in Support of State Financial Policy for Handling Pandemic Corona Virus Disease 2019 (COVID-19) and/or Facing Threats That Endanger the National Economy and/or Financial System Stability and Saving the National Economy.

There were no significant changes

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No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
46	Government Regulation 43 of 2020 on Amendments to Government Regulation 23 of 2020 on Implementation of the PEN Program in the context of Supporting State Financial Policy for Handling the COVID-19 Pandemic and/or Facing Threats that Endangered the National Economy and/or Financial System Stability and National Economic Rescue.	<ol style="list-style-type: none"> 1. Definition: Partner Commercial Bank in implementing the PEN Program hereinafter referred to as Partner Commercial Bank was a commercial bank that had been determined to be a partner in Fund Placement for the implementation of PEN Program. 2. The government might conduct Fund Placements with Partner Commercial Banks by means of the state money management mechanism, in the context of implementing the PEN Program. 3. Criteria of Partner Commercial Bank: <ol style="list-style-type: none"> a. Having a valid business license as a commercial bank; b. Having a business activities in the territory of the Republic of Indonesia and the majority of shareholders/capital were the State, Local Government, Indonesian Legal Entity, and/or Indonesian Citizens; c. Having a health level of at least composite 3 (three) that had been verified by FSA; and d. Implementing banking business activities supporting the recovery of national economic recovery. 4. Scope of debtors: <ol style="list-style-type: none"> a. Micro Business Debtors, Small Businesses, Medium Enterprises, and Cooperatives; and b. Debtors other than those referred to in letter a, including but not limited to non-SMSEs debtors and financial institutions. 5. Partner Commercial Banks used Fund Placement to distribute credit/financing to debtors in order to support and develop the ecosystem of Micro Enterprises, Small Businesses, Medium Enterprises, and Cooperatives and support the acceleration of national economic recovery. 6. Regarding the implementation of the provisions for Fund Placement to Partner Commercial Banks. <ol style="list-style-type: none"> a. The Minister and Chairman of FSA Board of Commissioners coordinated to exchange data and information for Fund Placement in the framework of the PEN Program; and b. FSA in accordance with its authority conducts supervision of Partner Commercial Banks to ensure that funds placed by the Government were used by Partner Commercial Banks to conduct business activities in the framework of the PEN Program.
47	Circular Letter of the Minister of SOEs No.SE-9/MBU/8/2020 concerning Expert Staff for Directors of State-Owned Enterprises.	<ol style="list-style-type: none"> 1. The Board of Directors of SOEs could hire Expert Staff appointed by the Board of Directors with a maximum of 5 (five) people, while considering the needs and capabilities of the Company. Apart from BUMN Directors, it was prohibited to employ expert staff. 2. Expert Staff was tasked with providing analysis and recommendations for solving strategic problems and other tasks within the Company based on the assignments given by the Board of Directors. 3. The income received by the Expert Staff was in the form of an honorarium determined by the Board of Directors with due observance of the Company's capabilities and was limited to a maximum of IDR 50,000,000.00 (fifty million IDR) per month and was not allowed to receive other income other than the honorarium. 4. The term of office for Expert Staff was no longer than 1 (one) year and could be extended once for 1 (one) year of office without prejudice to the right of the Board of Directors to dismiss at any time. 5. The members of the Board of Directors might not have concurrent other positions as listed below: <ol style="list-style-type: none"> a. Expert Staff in Other SOEs; b. Board of Directors or Board of Commissioners/Board of Trustees in SOEs and SOEs Subsidiaries; c. Secretary of the Board of Commissioners/Board of Supervisors in SOEs and SOEs Subsidiaries. 6. SOEs Directors were required to submit a written recommendation for the appointment of Expert Staff to the Ministry of BUMN, in this case the Deputy for Human Resources, Technology and Information, in order to obtain approval.
48	Bank Indonesia Regulation Number 22/13/PBI/2020 on Second Amendment to Bank Indonesia Regulation Number 20/8/2018 on Ratio of Loan to Value for Property Loans, Ratio of Financing to Value for Property Financing, and Advances for Motor Vehicle Loans or Financing (PBI LTV/FTV and Advances)	<ol style="list-style-type: none"> 1. Changes in the minimum down payment limit for motor vehicle credit/financing (VL/PKB) in the context of purchasing environmentally friendly motorized vehicles so that the details became: <ol style="list-style-type: none"> a. Or the purchase of two-wheeled motorized vehicles, at least 0%; b. Or purchases of three-wheeled motorized vehicles or more that were not intended for productive activities, at least 0%; and c. For purchases of three-wheeled motorized vehicles or more intended for productive activities, at least 0%. 2. The provisions for the minimum down payment limit for motor vehicle credit/financing (VL/PKB) applied to Banks that met the requirements for the gross non-performing loan financing ratio and the non-performing VL/PKB ratio on a net basis. 3. Enforcement: The PBI came into force on October 1, 2020



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>This regulation was issued as a provision for implementing Article 11 paragraph (7) Government Regulation in Lieu of Law Number 1 of 2020 on State Financial Policy and Financial System Stability for Handling Corona Virus Disease 2019 (COVID-19) Pandemic and/or In the Context of Facing Threats that Endanger the National Economy and/or Financial System Stability as stipulated in Law Number 2 of 2020.</p>	<p>Conducting Credit Distribution in the Context of the National Economic Recovery Acceleration Program</p>	<p>Making Adjustments to internal provisions.</p>
<p>In order to support the duties of the Board of Directors, expert staff were required to provide input and considerations on problems in the Company.</p>	<p>There were no significant changes</p>	<p>-</p>
<p>This regulation was issued in order to boost economic growth amidst maintained credit or financing risks, macroprudential policy is required that is accommodative through policy adjustments, especially related to down payments for credit or motor vehicle financing.</p>	<p>Made LTV/FTV adjustments</p>	<p>Adjustments of internal regulations.</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
49	Bank Indonesia Regulation No. 22/15/PBI/2020 on Third Amendment on the Bank Indonesia Regulation No. 19/3/PBI/2017 on Short-Term Liquidity Loan for Conventional Commercial Bank.	<ol style="list-style-type: none"> 1. Adjustment related to PLJP collateral <ol style="list-style-type: none"> a. Adjusting the provisions regarding Credit Assets and/or Financing Assets as collateral that had to meet the following requirements: <ul style="list-style-type: none"> - Collectability was smooth for the last 12 consecutive months - Guaranteed as collateral for land and buildings and/or land, except for employee credit/financing; - Not a credit and/or financing to the parties related to the Bank; - Had not been restructured in the last 2 years; - The remaining maturity of credit and/or financing was at least 9 months from the date of signing the PLJP grant agreement; - And more. b. In the case that eligible credit and/or financing assets which were never been restructured, the Bank might use restructured credit assets and/or financing assets during the COVID-19 stimulus period provided that: <ul style="list-style-type: none"> - Credit assets and/or Financing assets had never been restructured in the last 2 (two) years outside the COVID-19; stimulus period; and terms of credit assets and/or other financing assets outside the requirements related to restructuring had been met. - c. Banks could submit other collateral in the form of: <ul style="list-style-type: none"> - Land and buildings and/or land belonging to the Bank and/or other parties; and/or - other assets owned by the Bank and/or other parties determined by Bank Indonesia, by submission to Bank Indonesia following the provisions. d. Adjusting the method of calculating the PLJP collateral value as a consequence of allowing credit assets and/or financing assets that were not fully secured by land and buildings and/or land, as well as calculating other collateral owned by banks or other parties with certain conditions. e. Adjusting the regulation that the Bank had to maintain and govern the list of collateral that met the requirements and allocated to become PLJP collateral in order to anticipate the needs of PLJP. f. Remove provisions related to regular reporting of lists of credit assets or financing assets. 2. Arrangements related to preparation before making a PLJP application Adding to the arrangement that the Bank had make preparations before applying for PLJP including self assessment on the fulfillment of requirements and preparing documents of the results of assessment and verification of PLJP collateral by independent parties to be submitted at the time of PLJP application. 3. Adjustments related to the PLJP application documents Adjusting the PLJP application documents submitted when the Bank submitted the PLJP application letters as follows: <ol style="list-style-type: none"> a. Bank Statement Letter; b. Statement Letter from the controlling shareholder of the Bank; c. Documents supporting the amount needed to overcome short-term liquidity difficulties; d. List of all assets that became PLJP collateral based on the assessment results from the Public Appraisal Service Office (KJPP) and verification from the Public Accounting Firm (KAP); e. Result of rating for corporate bonds and/or corporate sukuk; f. KJPP assessment results regarding the market value of PLJP collateral and collateral for credit assets and/sor financing assets; g. KAP verification results for the fulfillment of PLJP collateral requirements, the completeness and suitability of PLJP collateral documents, and the calculation of collateral values that could be used to guarantee PLJP; h. Approval letter from the competent authority in accordance with the articles of association or by-laws of the Bank and the provisions of laws and regulations regarding the application for PLJP and/or the use of Bank assets as collateral for the PLJP; i. The articles of association or by-laws of the Bank, including amendments thereof; and j. Others



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>This regulation was issued in order to maintain financial system stability. Various policies had been established by the government and related authorities to anticipate the impact of the Corona Virus Disease 2019 (COVID-19) pandemic.</p>	<p>There were no significant changes</p>	<p>Making Adjustments to internal provisions.</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
		<p>4. Adjustment of the post-approval process of PLJP application from Bank Indonesia</p> <ol style="list-style-type: none"> a. Adjusting the Bank's follow-up after receiving the PLJP application approval letter becomes as follows: <ul style="list-style-type: none"> - Delivering documents related to PLJP collateral; - Appointing a notary; - Submitting documents in the form of the draft deed of the PLJP grant agreement and the draft PLJP collateral binding deed; and - Submitting other documents requested by Bank Indonesia. b. Bank Indonesia then checked the completeness of documents related to the PLJP collateral and other documents submitted by the Bank. c. Adjustment related to document and Bank Indonesia's followup were also made for articles related to follow-up on approval and applications for extensions of the PLJP period and approval of applications for additional PLJP ceilings. <p>5. Regulations related to default and follow-up by Bank Indonesia</p> <ol style="list-style-type: none"> a. Adding a provision that a Bank that did not make PLJP repayment at maturity was declared a default and voluntarily submits all PLJP collateral to Bank Indonesia for collateral execution. b. Adjusting the provisions that in the event that the Bank was declared in default, in addition to debiting the bank demand deposit after the PLJP was due, Bank Indonesia would execute the PLJP collateral or the sale or transfer of the right to collect on the PLJP. The execution of the collateral or the sale or transfer of the right to collect on the PLJP is carried out by Bank Indonesia without having to obtain the Bank's approval. <p>6. Adjustments related to the PLJP interest rate</p> <p>The PLJP interest rate was adjusted to the IDR fund provision rate (lending facility) in effect on the activation date of the PLJP grant plus margin of 100 basis points. He formula for calculating the amount of PLJP interest became:</p> $X = P \times R \times t / 360$ <p>Notes: X : The amount of interests received by Bank Indonesia P: PLJP debit tray R: Interest rate for provision of funds in IDR (lending facility) + 100 (one hundred) basis points t: The number of calendar days for calculating interest</p>
50	Regulation of the Minister of Finance of the Republic of Indonesia Number 138 / PMK.05/2020 concerning Procedures for Providing Interest Subsidies/ Margin Subsidies in the Framework of Supporting the Implementation of the National Economic Recovery Program.	<p>1. Definition:</p> <ol style="list-style-type: none"> a. Credit/financing was the provision of funds by the government, local government, business world, and society through banks, financing companies, and government credit program distributors and cooperatives to develop and strengthen the capital of micro, small and medium enterprises. b. Credit/financing lenders were government credit program channeling institutions, banks, and finance companies that provided credit/financing to debtors. <p>2. Requirements for Beneficiary Interest/Margin Subsidy:</p> <ol style="list-style-type: none"> a. Interest subsidies/pen program margin subsidies were given to bank debtors, finance companies, and government credit program channeling institutions that met the requirements. b. The following were the requirements for banking debtors and finance companies: <ol style="list-style-type: none"> 1) Were Micro Enterprises, Small Businesses, Medium Enterprises, Cooperatives, and/or other debtors with a maximum Credit/Financing ceiling of IDR 10 billion; 2) Having a Credit/Financing Debit Tray until February 29, 2020; 3) Was not included in the National Black List for Credit/Financing ceilings above IDR 50 million; 4) Having a current performing loan category (collectability of 1 or 2) calculated as of February 29, 2020; and 5) Having a Taxpayer Identification Number or registered to obtain a Taxpayer Identification Number. <p>3. The amount of interest subsidies/margin subsidies:</p> <ol style="list-style-type: none"> a. Interest subsidy/margin subsidy was given for a maximum period of 6 (six) months, starting from May 1, 2020 and no later than December 31, 2020. b. The provision of interest subsidy /margin subsidy to each debtor and/or other debtor was carried out with the following provisions: <ol style="list-style-type: none"> 1) If it did not exceed the credit/financing ceiling of up to IDR 500 million, an interest subsidy/margin subsidy was provided for a maximum of 2 (two) credit/financing agreements that had the largest debit tray; and 2) If the credit/financing ceiling was more than IDR 500 million to IDR 10 billion, interest subsidy/margin subsidy was given for a maximum of 1 (one) credit/financing contract that had the largest debit tray. c. N the event that the credit/financing agreement provided with an interest subsidy/margin subsidy had a value of up to IDR 500 million, the credit/financing agreement did not have to be restructured from the credit/financing channel.



	Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
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This regulation was issued as an implementation provision of Government Regulation Number 43 of 2020 on Amendments to Government Regulation Number 23 of 2020 on Implementation of the National Economic Recovery Program in order to Support State Financial Policy for Handling Pandemic Corona Virus Disease 2019 (COVID-19) and/or Facing Threats that Endangered the National Economy and/or Financial System Stability and Saving the National Economy.

There were no significant changes

Making Adjustments to internal provisions.



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
		<p>d. The amount of interest subsidy/margin subsidy for bank debtors or financing companies was regulated with the following conditions:</p> <ol style="list-style-type: none"> 1) Ceiling Credit/Financing less than or equal to IDR 500 million, was given an interest subsidy/margin subsidy of 6% for the first 3 months and 3% for the next 3 (three) months, effective per year or adjusted to the interest rate/flat margin/ equivalent annuity; and 2) Ceiling Credit/Financing of more than IDR 500 million to IDR 10 billion, was given an interest subsidy/argin subsidy of 3% for the first 3 (three) months and 2% for the next 3 (three) months effective per year or adjusted for flat interest/margin rates/annuities equivalent. <p>4. Formula for calculating interest subsidies/margin subsidies in accordance with the amount: $\frac{\text{Amount of Subsidy} \times \text{Debit Tray} \times \text{Interest Days or Margin Days}}{360}$</p> <p>5. Mekanisme pemberian subsidi bunga/subsidi margin: criteria for distributors of interest subsidies/margin subsidies:</p> <ol style="list-style-type: none"> a. <ol style="list-style-type: none"> 1) Banking and finance companies were credit/financing providers registered in FSA. 2) Government credit program channeling institutions consisted of: <ul style="list-style-type: none"> • SOEs that distributed credit/financing registered in FSA; and • BLU which had the task of implementing revolving fund management for cooperatives and/or micro, small and medium enterprises. b. Submission of data on interest subsidy recipients/margin subsidies; c. Notification of interest subsidy/ margin subsidy information to the recipient of the interest subsidy/margin subsidy; d. Submission of interest subsidy bill/margin subsidy mechanism of settlement of bills and issuance of SPP-LS clan SPM-LS <p>6. Ebtors who had received additional interest subsidies/margin subsidies based on the minister of finance's decision regarding additional interest subsidies/subsidies for people's business credit margins for business credit recipients affected by the COVID-19 pandemic could be given an interest subsidy/margin subsidy based on this Ministerial Regulation.</p> <p>7. The provision of interest subsidies/margin subsidies to debtors was provided with the following conditions:</p> <ol style="list-style-type: none"> a. given for 1 Credit/Financing agreement other than people's business credit; and b. he number of credit/financing contracts was added with the credit/financing agreement for people's business credit with a maximum ceiling of IDR 500 million.
51	Bank Indonesia Regulation Number 22/14/PBI/2020 concerning Monetary Operations.	<ol style="list-style-type: none"> 1. Monetary operations were aimed at supporting the achievement of monetary stability. 2. Monetary operations were carried out on the money market and the foreign exchange market in an integrated manner. 3. Monetary operations could be carried out in conventional and sharia principles. 4. Monetary operation could be carried out through: <ol style="list-style-type: none"> a. Open Market Operations (OPT), which could be carried out every working day; and b. Standing facilities, which were implemented on every working day. 5. Conventional Monetary Operation (OMK) was carried out in the form of: <ol style="list-style-type: none"> a. Conventional OPT; and b. Conventional Standing Facilities; 6. Conventional was carried out by conducting: <ol style="list-style-type: none"> a. Issuance of SBI, SDBI, dan/or SBBI Valas; b. Ransaction of repurchase agreement (repo) and/or reverse repo securities; c. Outright purchashing and/or selling transactions of securities; d. Term deposit placement in BI in IDR; e. Placement of term deposits in BI in foreign currencies; f. Purcasing and selling of foreign currencies against IDR; and/or g. Other transactions in both the IDR and foreign exchange markets. 7. Conventional standing facilities were implemented through: <ol style="list-style-type: none"> a. Provision of IDR funds (lending facility), which was carried out under the BI mechanism to receive repo securities in IDR (SBI, SDBI, SBN, and/or other quality securities high and easy to withdraw, as determined by BI) of participants conventional standing facilities ; and b. IDR deposit facility placement, conducted by Bank Indonesia mechanism, received IDR fund placement from conventional standing facilities participants without issuing securities. 8. Sharia Monetary Operation (OMS) was carried out in the form of: <ol style="list-style-type: none"> a. Sharia OPT; and b. Sharia Standing facilities



	Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
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This regulation was issued in order to achieve the goal of achieving and maintaining IDR stability, Bank Indonesia implements monetary control based on monetary policy integrated with macroprudential policy as well as payment system policy and IDR management.

There were no significant changes

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No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
		<p>9. Sharia OPT was conducted by doing:</p> <ol style="list-style-type: none"> Issuance of SBIS and/or Sukuk BI; Repo transactions and/or reverse repo securities that met sharia principles; Outright buying and/or selling transactions of securities that complied with sharia principles; Provision of funds to Sharia OPT participants for liquidity management with collateral in the form of securities that complied with sharia principles Sharia (term deposit) placements with Bank Indonesia in foreign currencies; and/or Other transactions that met sharia principles in both the IDR and foreign exchange markets. <p>10. Sharia Standing Facilities were implemented through:</p> <ol style="list-style-type: none"> Provision of IDR (financing facility), which was carried out by: <ul style="list-style-type: none"> BI received repo securities in IDR that complied with sharia principles (SBIS and/or SBSN) from participants of standing facilities sharia; and/or Bank Indonesia provided loan funds to Sharia Standing Facilities participants with collateral in the form of securities in IDR that met sharia principles; and The placement of IDR funds (deposit facilities), conducted by the mechanism of Bank Indonesia to accept the placement of IDR funds from participants of sharia standing facilities without issuing securities. <p>11. The issuance employed ju'alah agreement.</p> <p>12. The issuance of SukBI uses the al-musarakah al-gagiyah bi al-tamlik agreement.</p>
52	Regulation of Members of the Board of Governors No. 22/21/PADG/2020 on Loan to Value Ratio for Property Loans, Financing to Value Ratio for Property Financing, and Down Payment for Motor Vehicle Loans or Financing (PADG LTV/FTV and Down Payment).	<ol style="list-style-type: none"> PADG LTV/FTV and advances further regulated the calculation and determination of minimum down payment limits for Banks that met the requirements for the gross non-performing credit/financing ratio and the non-performing VL/PKB ratio to provide VL or PKB for the purchase of environmentally freindly motor vehicles so that in more detail became: <ol style="list-style-type: none"> For the purchase of two-wheeled motor vehicles, at least 0% (zero percent); For the purchase of three-wheeled motor vehicles or more that were not intended for productive activities, at least 0% (zero percent); and Or purchases of three-wheeled motorized vehicles or more intended for productive activities, it was at least 0% (zero percent). In addition to the change in regulation as referred to in number 1, there were adjustments to the attachment of PADG LTV/FTV and Down Payment, namely in Appendix VI which contained information on examples of calculation and determination of Advances for VL and PKB.
53	Board of Governors Regulation No. 22/22/PADG/2020 on Open Market Operation Instruments (OMO Instruments of PADG)	<ol style="list-style-type: none"> Bank Indonesia implemented OMOs as an effort to achieve the objectives of Monetary Operation, namely to support the achievement of monetary stability, which was implemented in the money market and foreign exchange market in an integrated manner. OMO included conventional OMO and sharia OMO. OMO could be conducted on a working day determined by Bank Indonesia. OMO's window time could be conducted between 08.00 WIB up to 16.00 WIB or other time determined by Bank Indonesia. Bank Indonesia conducted OMOs through the BI-ETP system, automated systems for auction of foreign currency monetary operations, dealing system facilities, and/or other means as stipulated by Bank Indonesia. Bank Indonesia conducted OMOs using an auction and/or non-auction mechanism, where: <ol style="list-style-type: none"> The auction mechanism could be carried out using the fixed rate tender method or the variable rate tender method; and The non-auction mechanism was carried out bilaterally between Bank Indonesia and OMO participants directly or through an intermediary institution. Conventional OMO was implemented through the following instruments: <ol style="list-style-type: none"> Issuance of SBI, SDBI, and/or SBBI in Foreign Currency; Conventional OMO repo transactions and/or conventional OMO reverse repo transactions; outright purchase and/or sale of SBN on the secondary market; Conventional OMO term deposit transactions in IDR; Conventional OMO term deposits transactions in foreign currencies; Spot transactions, swap transactions, forward transactions and/or DNDF Transactions; and/or other transactions both on the IDR money market and the foreign exchange market. Sharia OMO was implemented through the following instruments: <ol style="list-style-type: none"> Issuance of SBIS and/or SukBI; Sharia OMO repo transactions and/or Sharia OMO reverse repo transactions; PaSBI Transaction; outright buying and/or selling transactions of SBSN in the secondary market; Sharia OMO term deposit transactions in foreign currencies; and/or Other transactions that met sharia principles in both the IDR and foreign exchange markets.



	Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
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it was necessary to adjust the calculation and determination of Down Payment for motor vehicle credit/financing (VL/PKB) specifically for environmentally friendly motor vehicles. Thus it was necessary to amend the Regulation of Members of the Board of Governors Number 21/25/PADG/2019 on the Loan to Value Ratio for Property Loans, the Financing to Value Ratio for Property Financing, and Advances for Credit or Motor Vehicle Financing which regulated calculation and determination adjustments of down payment for VL or special PKB for environmentally friendly motorized vehicles.

Made LTV/FTV adjustments

Making Adjustments to internal provisions.

This Regulation of Members of the Board of Governors (PADG) was an implementation provision of PBI Number 22/14//PBI/2020 on Monetary Operations which regulated instruments used in the implementation of Open Market Operations (OMO), both Conventional and Sharia OMOs. The new Sharia OMO instrument regulated in this PADG was a Liquidity Management Transaction based on Bank Indonesia Sharia Principles (PaSBI Transactions).

There were no significant changes



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
54	Board of Governors Regulation No. 22/23// PADG/2020 on the Implementation of Open Market Operations.	<ol style="list-style-type: none"> 1. In each transaction in the implementation of Conventional OMO and Sharia OMO transactions, both transactions in IDR and foreign currencies, generally had several stages: <ol style="list-style-type: none"> a. Announcements; b. Submission of bids; c. Determination of Winners; d. Announcement of results; and e. Settlement. 2. It has special stages that had to be carried out by conventional OPT participants and sharia OPT participants before the implementation of a transaction (auction), namely in the form of registration and updating of information to participate in transactions (auction). 3. Transactions in foreign currency that required registration and updating of information were auction transactions for issuance of SBBI in foreign currency, conventional OMO term deposit transactions in foreign currencies, swap transactions by auction, DNDF transactions and sharia OMO term deposit transactions in foreign currencies. 4. The implementation of Conventional OMO Transactions included the following: <ol style="list-style-type: none"> a. In submitting bids to BI, conventional OMO Participants and intermediary institutions: were responsible for the accuracy of the submitted data and could not cancel the submitted bid. b. BI regulated the transaction implementation mechanism for each conventional OMO instrument c. SBI holders were prohibited from transacting their SBIs with other parties within 7 (seven) calendar days from the date of the purchase settlement. d. BUK was prohibited from transferring or transacting SDBI it owns with parties other than BUK. Sub-Registries were required to administer SDBI owned by their customers by complying with these provisions. e. Conventional OMO participants and intermediary institutions registered and/or updated information before participating in the implementation of conventional OMO term deposit transactions in foreign currencies, swap transactions and DNDF transactions. f. BI regulated the early redemption submission mechanism for conventional OMO term deposit transactions in IDR and foreign currencies. g. BI regulated the mechanism for switching conventional OMO term deposits in foreign currencies to become BI sale swap transactions. 5. Early Termination of Outstanding OMO Transactions. In the event that an OMO Participant was declared as a bank that could not be restructured by the relevant authorities, the OMO transaction outstanding in the form of a repo transaction, reverse repo transaction or PaSBI Transaction owned by the OMO Participant in question might be: <ol style="list-style-type: none"> a. Transferred to another party; or b. Ended before maturity (early termination) by Bank Indonesia.
55	Board of Governors Regulation No. 22/24// PADG/2020 on Standing Facilities.	<ol style="list-style-type: none"> 1. Standing facilities were activities to provide IDR funds from Bank Indonesia to Banks and placement of IDR funds by Banks at Bank Indonesia for monetary operations carried out conventionally and based on sharia principles. 2. Standing facilities had the following characteristics: <ol style="list-style-type: none"> a. Provided by Bank Indonesia on every working day; b. Conducted with a non-auction mechanism; c. Transaction submissions were made through the BI-ETP System and/or other means as stipulated by Bank Indonesia; d. Timeframe: <ol style="list-style-type: none"> 1) The lending facility and financing facility was 1 (one) Business Day (overnight); 2) Deposit Facility: <ol style="list-style-type: none"> a) What was done conventionally was 1 (one) working day (overnight); b) conducted based on sharia principles no later than 14 (fourteen) calendar days counting from 1 (one) day after the settlement date to the maturity date; e. The number of days in the calculation: <ol style="list-style-type: none"> 1) Repo interest value in lending facility; 2) SBIS repo fee, SukBI Repo Margin value, SBSN repo Margin value, or FLiSBI fee in the financing facility; and 3) Discount or return value in the Deposit Facility, calculated based on calendar days. f. Administered in a securities account in the BI-SSSS.



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>This Regulation of Members of the Board of Governors (PADG) was an implementation provision of PBI Number 22/14//PBI/2020 on Monetary Operations (PBI OM) which regulated the implementation of Open Market Operations (OMO) both Conventional and Sharia OMOs. The new Sharia OMO instrument regulated in this PADG was a Liquidity Management Transaction based on Bank Indonesia Sharia Principles (PaSBI Transactions).</p>	<p>There were no significant changes</p>	<p>-</p>
<p>This PADG was an implementation provision of PBI Number 22/14//PBI/2020 on Monetary Operations which regulated the implementation of standing facilities transactions. The preparation of this PADG was in line with the issuance of a new sharia monetary operation instrument in the form of a Bank Indonesia Sharia Principle-Based Liquidity Facility (FLISBI) for standing facilities transactions; therefore, it was necessary to issue a new PADG that contained regulations regarding current Standing Facilities and arrangements for new Standing Facilities in the form of FLISBI.</p>	<p>There were no significant changes</p>	<p>-</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
		<ol style="list-style-type: none"> 3. Conventional standing facilities might be followed by BUKs that had obtained a license from Bank Indonesia as participants in conventional monetary operations. 4. Sharia standing facilities could be participated by BUS and/or UUS that had obtained a license from Bank Indonesia as participants in monetary operations carried out based on sharia principles. 5. Bank Indonesia implemented conventional standing facilities through: <ol style="list-style-type: none"> a. Lending facility transactions carried out under a securities repurchase agreement (repo) mechanism, namely the sale of securities by participants of conventional standing facilities to Bank Indonesia with an obligation to repurchase by participants of conventional standing facilities at an agreed price and timeframe, as for securities that could be repoed in lending facility transactions were SBI, SDBI, SukBI, and SBN. b. Conventional deposit facility transactions conducted using the mechanism of placing IDR funds by participants of conventional standing facilities on a term basis at Bank Indonesia provided that they were not accompanied by the issuance of securities and were not traded, could not be collateralized, and could not be cashed out before maturity. 6. Bank Indonesia implemented sharia Standing Facilities through: <ol style="list-style-type: none"> a. Financing Facility Transaction with securities repo mechanism in the form of: <ul style="list-style-type: none"> - SBIS, carried out on the principle of collateralized borrowing; - SukBI, carried out on the principle of sell and buyback; or - SBSN, carried out on the principle of sell and buyback. b. The Financing Facility transaction through the provision of a Liquidity Facility Based on Bank Indonesia Sharia Principles (FLiSBI), was carried out on the principle of collateralized borrowing with securities as collateral in the form of SBIS, SukBI, or SBSN. c. Sharia Deposit Facility transactions were carried out in the form of the Bank Indonesia Syariah Deposit Facility (FASBIS) using a ju'alah contract.
56	Board of Governors Regulation No. 22/25//PADG/2020 on Criteria and Requirements for Securities in Monetary Operations	<ol style="list-style-type: none"> 1. The criteria for securities that could be used in Conventional Monetary Operations (OMK) were as follows: <ol style="list-style-type: none"> a. Securities in IDR currency, with the following criteria: <ul style="list-style-type: none"> - Issued by Bank Indonesia and/or the Republic of Indonesia; - Registered on the BI-SSSS; and - Not being collateralized. b. Securities in foreign currency, with the following criteria: <ul style="list-style-type: none"> - issued by governments of other countries whose central bank had cooperation with Bank Indonesia; - suitable with the denomination of the country of origin of the issuing country; - recorded on the assets of OMK participants recorded in the securities account of OMK participants at the agreed custodian institution; - had an investment grade; and - was not being collateralized. 2. Types of securities that met the criteria to be used in OMK 3. Requirements for remaining tenure of securities in OMK 4. Criteria for securities that could be used in Sharia Monetary Operations (OMS) 5. Types of securities that met the criteria to be used in sharia monetary operations 6. SBN obtained by monetary operation participants from Bank Indonesia in conventional OPT reverse repo transactions or sharia OPT reverse repo transactions could be reused in transactions on the secondary market with due observance of the provisions issued by the competent authority. 7. Bank Indonesia determined the price and haircut of securities used in monetary operations. 8. Bank Indonesia determined the settlement value calculation for transactions using securities as referred to above, including conventional OPT Repo transactions, conventional OPT Reverse Repo Transactions, lending facilities, sharia OPT Repo transactions, sharia OPT reverse repo transactions, PaSBI transactions, and good financing facilities. in the form of repo or FLiSBI.
57	Board of Governors Regulation No. 22/26//PADG/2020 on Participation in Monetary Operations	<ol style="list-style-type: none"> 1. The main points of regulation in Monetary Operation membership: <ol style="list-style-type: none"> a. The scope and types of licenses in Monetary Operation participation, namely: <ul style="list-style-type: none"> - License to participate in monetary operations; and - License as an intermediary institution in monetary operations, - Both in monetary operations carried out conventionally and based on sharia principles. b. Aspects of the requirements for obtaining a license for parties who would be participants in monetary operations and intermediary institutions: <ul style="list-style-type: none"> - Institutional Aspects; - Infrastructure aspects; - Human resource competency aspects; and - Risk management aspects.



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>This PADG was an implementing regulation of PBI Number 22/14//PBI/2020 on Monetary Operations which regulated the criteria and requirements for securities that could become the underlying in Monetary Operation transactions. In line with the issuance of new Sharia Monetary Operation instruments, namely the Bank Indonesia Sharia Principles-Based Liquidity Management Transaction (PaSBI Transaction) and the Bank Indonesia Sharia Principles-Based Liquidity Facility (FLISBI), it was necessary to regulate securities which could be used as collateral for the transaction.</p>	<p>There were no significant changes</p>	<p>-</p>
<p>This provision was formulated to improve the service and governance aspects that were transparent, accountable, effective, and efficient in licensing at Bank Indonesia, particularly in relation to participation licenses in Monetary Operations, which were currently being implemented through integrated licensing services through the licensing front office at Bank Indonesia.</p>	<p>There were no significant changes</p>	<p>-</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
		<ul style="list-style-type: none"> c. Licensing procedures for participating in monetary operations and intermediary institutions. d. Procedures for granting licenses and revoking permits for monetary operation participants and/or intermediary institutions taking strategic and fundamental steps. e. Procedure for revoking participation license in monetary operations. f. Reporting mechanisms for changes in data, information and/or information from monetary operation participants or intermediary institutions. g. Sanctions for violations of participation in monetary operations. h. Supervision of monetary operation participants and intermediary institutions. <p>2. Change in participation in monetary operations related to bank management (bank status as a participant in monetary operations).</p> <p>3. Regulations on abnormal and/or forceful conditions in the licensing of monetary operation participation.</p> <p>4. Regulations relating to correspondence addresses with the implementation of integrated licensing services through the licensing front office at Bank Indonesia:</p> <ul style="list-style-type: none"> a. Correspondence addressed to Bank Indonesia c.q. the Department of Banking Services, Licensing and Treasury Operations, namely: <ul style="list-style-type: none"> - Application for a license to participate in monetary operations for new banks that would participate in monetary operations; - Application for a license for monetary operation participants to take strategic and fundamental steps; - Request for the revocation of the license for monetary operation that had taken strategic and fundamental steps; - Request for license revocation as a participant in monetary operations due to business license revocation by the relevant authorities; - Reports on changes in data, information, and/or information due to monetary operation participants taking strategic and fundamental steps; - License applications for money market brokers and/or securities companies that would participate in monetary operations; - Application for permits for intermediary institutions taking strategic and fundamental steps; - Request for the revocation of the license of an Intermediary Agency that had taken strategic and fundamental steps; - Application for license revocation as an Intermediary Agency due to business license revocation by the relevant authorities; - Request for license revocation as a participant in monetary operations in foreign currency at the initiative of the monetary operation participant; - Request for license revocation as an intermediary institution on one's own initiative; - Reports on changes in data, information, and/or information due to intermediary institutions taking strategic and fundamental steps; - Reports on changes in data, information, and/or information related to the fulfillment of membership requirements as participants in monetary operations other than the consequences of strategic and fundamental steps taken by monetary operation participants; or - Reports on changes in data, information, and/or information related to meeting the requirements for membership as an intermediary institution, b. Correspondence addressed to Bank Indonesia c.q. Monetary Management Department, namely: <ul style="list-style-type: none"> - Letter of response to the imposition of a written warning sanction from Bank Indonesia accompanied by an action plan; and/or - Documents for fulfilling the requirements for participation in monetary operations for the imposition of sanctions to limit participation in monetary operations.
58	Board of Governors Regulation No. 22/27//PADG/2020 on the Second Amendment to the Regulation of Members of the Board of Governors Number 20/2//PADG/2018 on Procedures for Utilization of Intraday Liquidity Facilities	<ul style="list-style-type: none"> 1. Adjustment of requirements for securities that could be used by Sistem BI-RTGS Participating Bank to obtain FLI; 2. Securities collateral mechanism used to obtain FLI; 3. Securities pledged as collateral for obtaining FLI that could not be repaid were transferred to the account used for lending facility or financing facility transactions with Bank Indonesia



	Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
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The existence of Bank Indonesia policies related to the development of sharia monetary operation instruments. For this reason, in order to support the policy of developing sharia monetary operation instruments, it was necessary to refine the regulations regarding the requirements for securities that can be used to obtain intraday liquidity facilities, the mechanism for using intraday liquidity facilities, and implement the conversion of intraday liquidity facilities that did not pay off into lending facility or financing facility transactions with Bank Indonesia.

There were no significant changes

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No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
59	Board of Governors Regulation No. 22/29//PADG/2020 on the Second Amendment to the Regulation of Members of the Board of Governors Number 20/15//PADG/2018 on the Implementation of Instant Fund Settlements through the Bank Indonesia-Real Time Gross Settlement System.	additional instruments that could be used to obtain intraday liquidity facilities in the BI-RTGS System, and adjustments to the order of priority of transactions in fund settlement operations through the BI-RTGS System.
60	Second Amendment to Bank Indonesia Regulation Number 20/4/PBI/2018 on Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks (BUK), Sharia Commercial Banks (BUS), and Sharia Business Unit (UUS).	<ol style="list-style-type: none"> 1. Additional types of OMO transactions that used securities to fulfill PLM obligations for Conventional Commercial Banks (BUK) and PLM Sharia for Sharia Commercial Banks (BUS) to include repo transactions and liquidity management transactions based on Bank Indonesia sharia principles to Bank Indonesia. 2. For BUK that had a Sharia Business Unit (UUS), the amount of securities that was taken into account in fulfilling the PLM included securities used in repo transactions and liquidity management transactions based on Bank Indonesia sharia principles by UUS in the Sharia OPT. 3. Alignment regarding the percentage of PLM and PLM Sharia which was previously regulated in PADG Number 22/11/PADG/2020 on Amendments to the Regulation of Members of the Board of Governors Number 21/22/PADG/2019 on Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, which had been effective since May 1, 2020 were as follows: <ol style="list-style-type: none"> a. The obligation to fulfill PLM for BUK was set at 6% (six percent) of BUK DPK in IDR; b. The obligation to fulfill PLM Sharia for BUS was set at 4.5% (four point five percent) of BUS DPK in IDR; c. The use of securities for fulfillment of PLM BUK in repo transactions and liquidity management transactions based on Bank Indonesia sharia principles was set at a maximum of 6% (six percent) of BUK DPK in IDR; and d. The use of securities for fulfillment of PLM Syariah BUS in repo transactions and liquidity management transactions based on Bank Indonesia sharia principles was set at a maximum of 4,5% (four point five) of BUS DPK in IDR.
61	Regulation of Members of the Board of Governors Number 22/30/PADG/2020 on Second Amendment to the Regulation of Members of the Board of Governors Number 21/22/PADG/2019 on Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units.	<ol style="list-style-type: none"> 1. Adjustment of Macroprudential Liquidity Buffer (PLM) settings, namely the addition of Open Market Operation (OPT) transactions types that used securities to fulfill PLM obligations for Conventional Commercial Banks (BUK) so that they included repo transactions and Liquidity Management transactions based on Bank Indonesia Sharia Principles (PaSBI), with the following settings: <ol style="list-style-type: none"> a. The use of securities for fulfillment of PLM BUK in repo transactions and PaSBI transactions was set at a maximum of 6% (six percent) of BUK DPK in IDR; b. For BUK that had a Sharia Business Unit (UUS), the amount of securities that was taken into account included the securities used in repo transactions and PaSBI transactions by UUS in the Sharia OPT; and c. For BUK that owned UUS, then the amount of BUK DPK in IDR included UUS DPK in IDR. 2. Adjustment of Sharia PLM settings, namely the addition of types of Sharia OPT transactions that used securities to fulfill PLM Sharia obligations for Sharia Commercial Banks (BUS) so that they included repo transactions and PaSBI transactions. The use of securities for fulfillment of PLM Syariah BUS in repo transactions and PaSBI transactions was set at a maximum of 4.5% (four point five percent) of DPK BUS in IDR. 3. The maximum amount of securities use was 6% (six percent) for PLM as in point 1a and a maximum of 4.5% (four point five percent) for PLM Sharia as in point 2 had been previously regulated in PADG Number 22/11/2020/PADG/21/22/ on Amendments to the Regulation of Members of the Board of Governors Number 2019/PADG/1 on Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units, which took effect from May 1, 2020. 4. Adjustments to Appendix V on Examples of Fulfillment of RIM Demand Deposits, RIM Sharia Giro, PLM, and Sharia PLM, as well as Payment Obligation Sanctions, namely adjustments in particular related to calculation of obligations and calculation of fulfillment of PLM and PLM Sharia



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>The background for this PADG issuance was the existence of Bank Indonesia policies related to the development of sharia monetary operation instruments and to maintain the smooth operation of the payment system operated by Bank Indonesia. For this reason, in order to support the development of sharia monetary operation instruments and efforts to maintain the smooth operation of the payment system, it was necessary to refine regulations regarding the use of securities to obtain intraday liquidity facilities.</p>	<p>There were no significant changes</p>	<p>-</p>
<p>Adjustments to Bank Indonesia Regulation Number 22/17/PBI/2020 with the following considerations:</p> <ol style="list-style-type: none"> a. There was a new Sharia Open Market Operation (OMO) instrument, namely liquidity management based on Bank Indonesia sharia principles. b. Sharia securities (SBIS/SukBI/SBSN) which were collateral for liquidity management transactions based on Bank Indonesia sharia principles could be taken into account in fulfilling PLM and PLM Syariah as part of the flexibility features of PLM and PLM Syariah. 	<p>There were no significant changes</p>	<p>-</p>
<p>In connection with the issuance of Bank Indonesia Regulation Number 22/17/PBI/2020 on the Second Amendment to Bank Indonesia Regulation Number 20/4/PBI/2018 on Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units, it was necessary to have implementing regulations of the Bank Indonesia Regulation in question governing technical matters concerning the implementation mechanism for the macroprudential intermediation ratio and macroprudential liquidity buffer in the form of a Regulation of Members of the Board of Governors (PADG RIM and PLM).</p>	<p>There were no significant changes</p>	<p>-</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
62	Financial Services Authority Regulation Number 45// POJK.03/2020/2020 on Financial Conglomerates.	<p>Points of improvement in the POJK Financial Conglomerate including:</p> <ol style="list-style-type: none"> 1. Additional criteria for groups categorized as Financial Conglomerates, namely LJKs that were in one group or group due to ownership and/or control linkages that had the following criteria: <ol style="list-style-type: none"> a. Total group or group assets greater than or equal to IDR 100 trillion; and b. Had business activities in more than 1 (one) type of LJK. 2. FSA could designate a group/group of LJK as a Financial Conglomerate outside of the criteria mentioned earlier. 3. Types of LJK included in the Financial Conglomerate were: <ol style="list-style-type: none"> a. Bank; b. Insurance companies and reinsurance companies; c. Finance company; and/or 4) Securities companies. 4. The Main Entity of the Financial Conglomerate was required to prepare and have a corporate charter signed by the directors of the main entity and the directors of LJK members of the Financial Conglomerate. The content and scope of a corporate charter were adjusted to the characteristics and complexity of the Financial Conglomerate business.
63	Deposit Insurance Corporation Regulation Number 4 of 2020 on Amendments to the Regulation of the Deposit Insurance Corporation Number 5 of 2019 on Commercial Bank Customer Based Deposit Insurance Data Reporting	<ol style="list-style-type: none"> 1. Certain conditions: <ol style="list-style-type: none"> a. Under certain conditions, the deposit insurance agency might make adjustments to the Bank's obligation to submit reports related to SCV data. b. These certain conditions consisted of: <ul style="list-style-type: none"> - Disaster emergency events or situations with national impacts determined by the Government; - Events that endangered the national economy and/or financial system stability as determined by the Government; and/or - Events that occur beyond human capacity and could not be avoided so that the Bank was unable to carry out its activities properly, in the form of a disaster or disruption of the Bank's system which was justified or determined by the relevant authorities or agencies at the central or local area. c. Certain conditions were determined by the Board of Commissioners of the Deposit Insurance Corporation. d. The adjustments to the report submission obligations consisted of: <ul style="list-style-type: none"> - Change of deadline for report submission; and/or - Termination of report submission obligation. e. The Head Executive of the Deposit Insurance Corporation would determine the adjustment of the report submission obligation. f. The Deposit Insurance Corporation should submit the report submission obligation to the Bank. 2. Obligations and Responsibilities of the Bank: <ol style="list-style-type: none"> a. Raw data reporting follows the provisions concerning integrated commercial bank reporting and the provisions regarding report submission through the integrated reporting portal. b. SCV data per customer reporting was submitted to the deposit insurance agency starting in the 2020 annual reporting period. c. Reporting of summary data of SCV Per Bank was submitted to the Deposit Insurance Corporation starting in the reporting period of December 2020. d. Banks that were late in submitting summary data on SCV per Bank would be subject to administrative sanctions in the form of fines in accordance with the provisions of laws and regulations regarding the reports of banks participating in deposit insurance.
64	Regulation of the Minister of SOE PER-10/MBU/10/2020 Amendments to the Regulation of the Minister of BUMN Number PER-02/MBU/02/2015 on Requirements and Procedures for Appointing and Dismissing Members of the Board of Commissioners and the Supervisory Board of SOE	<ol style="list-style-type: none"> 1. Additional requirements for prospective members of the Board of Commissioners/Board of Supervisors who come from state officials must report the State Administrators Asset Report (LHKPN) for the last 2 (two) years as evidenced by Evidence of LHKPN Report to the competent institution. 2. Additional reasons for dismissing a member of the Board of Commissioners/Supervisory Board, namely if it had been determined as a suspect or defendant by the competent authority in an act that had caused losses to BUMN and/or State finances 3. The Board of Commissioners and the Supervisory Board might concurrently serve as the Board of Commissioners in companies other than SOEs, provided that they referred to the provisions of sectoral laws and regulations. 4. For the Board of Commissioners and the Supervisory Board who concurrently served as the Board of Commissioners in a company other than SOEs, it was required to meet a percentage of attendance at the SOE Board of Commissioners/Supervisory Board meetings for one year at least 75% attendance, as a requirement to obtain performance bonuses/ incentives for those in question.



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>The reasons for the need for improvement in regulations related to Financial Conglomerates including:</p> <ol style="list-style-type: none"> 1. The mandate of Article 5 of Law Number 21 of 2011 on the Financial Services Authority, was that OJK functions to organize an integrated regulatory and supervisory system for all activities in the Financial Services Sector. 2. Input from IMF and World Bank Technical Assistance which explained that the FSA needed to review the current definition of a Financial Conglomerate, by taking into account the materiality aspects of the Financial Conglomerate and enacting a threshold based on certain criteria. 3. The number of Financial Conglomerates that existed today was quite large with high disparities between Financial Conglomerates, so that the implementation of supervision was less effective and efficient. 	<p>Preparation of a Corporate Charter and reporting it to FSA mentioned earlier</p>	<p>-</p>
<p>This regulation was issued in order to issue policies to adjust bank obligations in submitting SCV data reports to deposit insurance institutions under certain conditions so that certain criteria needed to be regulated.</p>	<p>There were no significant changes</p>	<p>-</p>
<p>Refinement of the provisions of PER-02/MBU/02/2015</p>	<p>There were no significant changes</p>	<p>-</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
65	Law of the Republic of Indonesia Number 10 of 2020 on Stamp Duty.	<ol style="list-style-type: none"> 1. Documents made as a means of explaining an incident were civil in nature and Documents used as evidence in court were subject to Stamp Duty at a fixed rate of IDR 10 thousand and subjected to 1 (one) time for each document. 2. Electronic Stamp Duty Usage: <ul style="list-style-type: none"> - Electronic Stamp was implemented in the form of e-Stamp. - the concept of e-Stamp was a kind of code generator made by the system. - This code generator would be distributed through channels (channeling). this code generator would be filled with a kind of digital wallet (e-Wallet). - This e-Stamp digital wallet contained the total value of the stamp that had been paid.
66	Regulation of Members of the Board of Governors Number 22/31/PADG/2020 on the Third Amendment to the Regulation of Members of the Board of Governors Number 19/6/PADG/2017 on Short-Term Liquidity Loans for Conventional Commercial Banks.	<p>The substance of regulatory adjustments in the Third Amendment PADG PLJP BUK including:</p> <ol style="list-style-type: none"> 1. Adjustments related to the PLJP interest rate The PLJP interest rate was adjusted to the interest rate for the provision of IDR funds (lending facility) in effect on the activation date of the grant of PLJP plus a margin of 100 (one hundred) basis points. The formula for calculating the amount of PLJP interest became: $X = P \times R \times t / 360$ Notes: X : The amount of interest received by Bank Indonesia P : PLJP debit tray R : Interest rate for provision of IDR funds (lending facility) + 100 (one hundred) basis points t : Number of calendar days for calculating interest 2. Adjustments related to PLJP collateral <ol style="list-style-type: none"> a. Adjusted the provisions regarding Credit Assets and/or Financing Assets as collateral that had to meet the following requirements: <ul style="list-style-type: none"> - Collectibility was classified as current for the last 12 (twelve) consecutive months; - Guaranteed as collateral for land and buildings and/or land, except for credit or employee financing; - Was not a credit and/or financing to parties related to the bank; - Had never been restructured in the last 2 (two) years; - The remaining maturity of credit and/or financing is at least 9 (nine) months from the signing date of the pljp grant agreement; - The credit debit or principal balance of financing did not exceed the maximum limit for lending or disbursement of funds at the time of provision and did not exceed the credit or financing ceiling; - Had a credit agreement and/or financing agreement as well as a binding collateral that had legal force; and - In the credit agreement and/or financing agreement between the bank and the debtor or customer, there was a clause stating that credit and/or financing could be transferred to another party. b. In the event that the credit assets and/or financing assets that met the requirements haf never been restructured as referred to in number 1) letter d) were insufficient, the Bank could use the restructured Credit Assets and/or Financing Assets during the Corona Virus Disease 2019 (COVID-19) stimulus period under the condition: <ul style="list-style-type: none"> - Credit assets and/or financing assets had never been restructured in the last 2 (two) years outside of the Corona Virus Disease 2019 (COVID-19) stimulus period; and - the requirements for Credit Assets and/or other Financing Assets outside the requirements related to restructuring had been met. c. Banks could submit other collateral in the form of: <ul style="list-style-type: none"> - Land and buildings and/or land belonging to the Bank and/or other parties; and/or - Other assets owned by the Bank and/or other parties determined by Bank Indonesia, by submission to Bank Indonesia following the provisions. d. Adjusting the method of calculating the PLJP collateral value as a consequence of allowing Credit Assets and/or Financing Assets that were not fully secured by land and buildings and/or land, as well as calculating other collateral in the form of land and buildings and/or land owned by banks or other parties with certain conditions . e. Adjusting the regulation that the Bank had to maintain and govern the list of collateral that met the requirements and allocated to become PLJP collateral in order to anticipate the needs of PLJP. f. Removing provisions related to periodic reporting of list of Credit Assets and/or Financing Assets.



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>This law was issued in the context of adjusting to more stringent regulations, this Law also stipulated that the documents that were the object of Stamp Duty consisted of paper and non-paper documents, including certain electronic documents with legal basis in the field of information and electronic transactions.</p>	<p>Stamp duty adjustment</p>	<p>-</p>
<p>In connection with the issuance of Bank Indonesia Regulation Number 22/15/ PBI/2020 on the Third Amendment to Bank Indonesia Regulation Number 19/3/PBI/2017 on Short Term Liquidity Loans for Conventional Commercial Banks, Bank Indonesia made adjustments to the mechanism and technical matters on the implementation of the provision of Short-Term Liquidity Loans for Conventional Commercial Banks through the issuance of the Regulation of Members of the Board of Governors Number 22/31/ PADG/2020 on the Third Amendment to the Regulation of Members of the Board of Governors Number 19/6/PADG/2017 on Short Term Liquidity Loans for Conventional Commercial Banks (Third Amendment PADG PLJP BUK).</p>	<p>There were no significant changes</p>	<p>Internal provision adjustments</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
		<p>3. Arrangements related to preparations before making a PLJP application. Adding an arrangement that Banks had to make preparations before submitting a PLJP application:</p> <ol style="list-style-type: none"> a. Maintain and administer a list of collaterals that met the requirements and were allocated as collateral for the PLJP. b. Self-assessment of fulfillment of requirements and consultation with relevant authorities regarding fulfillment of requirements/solvency adequacy and the Bank health level. c. The follow-up took the form of the implementation of the appraisal by the Public Appraisal Service Office (KJPP) and verification by the Public Accountant Office (KAP) of the assets registered in the PLJP collateral list. Assessment by KJPP and verification by KAP were also carried out in the event that a Bank submitted an application for an extension of the period, an application for an extension of the term of the PLJP was accompanied by an addition or a decrease in the ceiling, and/or replacement and/or addition to the PLJP collateral during the PLJP granting period.
		<p>4. Adjustments related to the PLJP application documents. Adjusted the PLJP application documents submitted when the Bank submitted the PLJP application letters so that they became as follows:</p> <ol style="list-style-type: none"> a. Bank Statement Letter; b. Statement letter from the controlling shareholder of the Bank; c. Documents that supported the amount needed to overcome short-term liquidity difficulties; d. List of all assets that became collateral for PLJP based on the results of the assessment from KJPP and verification from KAP; e. Result of rating for corporate bonds and/or corporate sukuk; f. KJPP assessment results regarding the market value of PLJP collateral and collateral for credit assets and/or financing assets in the form of land and buildings and/or land; g. Results of KAP verification on the fulfillment of PLJP collateral requirements, completeness and suitability of PLJP collateral documents, and calculation of collateral value that could be used to guarantee PLJP; h. Approval letter from the competent authority in accordance with the articles of association or by-laws of the Bank and the provisions of laws and regulations regarding the application for PLJP and/or the use of Bank assets as collateral for the PLJP; i. Photocopy of documents of the Bank's articles of association or by-laws, including the amendments thereof; and j. Other documents requested by Bank Indonesia. <p>Adjustments related to the application documents were also made for articles related to applications for extension of the PLJP period and applications for additional PLJP ceilings.</p> <p>5. Adjustment of the process after approval of the PLJP application from Bank Indonesia</p> <p>6. Regulations related to default and follow-up by Bank Indonesia</p>
67	Regulation of Members of the Board of Governors No.22/33/2020/PADG/20/15/ on the Third Amendment to the Regulation of Members of the Board of Governors Number 2018/PADG/2018 on the Implementation of Instant Fund Settlements through the Bank Indonesia-Real Time Gross Settlement System	<p>Setting improvement regarding:</p> <ol style="list-style-type: none"> 1. The maximum limit of funds transfer fees through the BI-RTGS System that a BI-RTGS System participant could charge to its customers; 2. Adjustments in the determination of fees to be charged to Sistem BI-RTGS members; and 3. Adjustment of priority number settings on the transaction type code in the operation of fund settlement through the BI-RTGS System.



	Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
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There was a change in the policy for setting fees and evaluating the setting of priority numbers for fund settlement in real time fund settlement through the Bank Indonesia-Real Time Gross Settlement (BI-RTGS) System. This Bank Indonesia policy was one of Bank Indonesia's efforts to create a smoother and more efficient payment system operated by Bank Indonesia.

There were no significant changes

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No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
68	Financial Services Authority Regulation Number 48// POJK.03/2020/11/ on Amendments to the Financial Services Authority Regulation Number 03/2020/ POJK.201/2020 on National Economic Stimulus as a Countercyclical Policy Impact of the Spread of Corona Virus Disease 201	<ol style="list-style-type: none"> 1. The main points of regulation in POJK Stimulus COVID-19 in the form of relaxation policies for debtors affected by COVID-19 were still valid, including: <ol style="list-style-type: none"> a. Credit/financing quality assessment was only based on the accuracy of principal and/or interest payments for credit/financing up to IDR 10 billion; b. Determination of credit/financing quality to be Current after restructuring; and c. Separation of quality determination for new credit/financing. As for the POJK Amendments to the POJK Stimulus COVID-19 there were additional regulations to ensure the implementation of risk management and prudential principles for banks in implementing these policies, as well as policies related to bank capital and liquidity. 2. Additional settings including: <ol style="list-style-type: none"> a. Application of risk management In implementing policies that supported the stimulus of economic growth, banks applied risk management which at least including: <ul style="list-style-type: none"> - Having guidelines for determining debtors who were affected by the spread of COVID-19; - Assessing debtors who were able to survive the impact of COVID-19 and still had business prospects so that they could be given credit/financing restructuring in accordance with this POJK; - Establishing reserves for debtors deemed unable to survive after the credit/financing restructuring in accordance with this POJK; - Considering capital resilience by taking into account additional reserves to anticipate the potential for deterioration in credit quality/restructuring financing in the event that the bank would distribute dividends and/or bonuses; and - Conducting periodic resilience tests on the potential for deterioration in credit quality or restructured financing and its impact on bank liquidity and capital. b. Credit/financing restructuring <ul style="list-style-type: none"> - Restructured credit/financing COVID-19 was exempted from the calculation of low quality assets (KKR) in the assessment of bank soundness for BUK/BUS/UUS. - Banks could adjust the credit/financing restructuring approval mechanism as long as it complied with the prudential principle. - Banks had to assess the ability of debtors affected by the spread of COVID-19 to survive until the end of this POJK. This assessment would have an impact on the assessment of the quality of the restructured credit/financing. c. Policies for banks as a result of the spread of COVID-19 Banks could implement liquidity and capital policies as a result of the spread of COVID-19 which consisted of: <ul style="list-style-type: none"> - BUK which was included in the group of commercial banks with business activities 3 (three), commercial banks with business activities 4 (four), and foreign banks could adjust the lower limit of the fulfillment of the liquidity coverage ratio and the net stable funding ratio from 100% (one hundred percent) to 85% (eighty five percent) up to March 31, 2022. - BUK or BUS could provide education funding for less than 5% (five percent) of the human resource expenditure budget for 2020 and 2021. - BUK, BUS, or UUS might determine the quality of foreclosed collateral obtained until March 31, 2020 based on the quality of the collateral taken over at the end of March 2020. - BUK or BUS included in the group of commercial banks with business activities 3 (three) and commercial banks with business activities 4 (four) might fail to meet the capital conservation buffer of 2.5% (two point five percent) of weighted assets according to risks. The implementation of these policies had to be based on FSA approval. d. Reporting <ul style="list-style-type: none"> - Addition of the Credit Stimulus Recapitulation Report or Restructuring Financing which was submitted monthly since the position of the data at the end of November 2020. - COVID-19 restructured credit/financing reporting in the Financial Information Service System by adding the statement "COVID19". 3. The implementation of policies that supported the stimulus for economic growth in the POJK was valid until March 31, 2022.



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>As an anticipatory and further step to encourage optimization of banking performance, maintain financial system stability, and support economic growth by still applying prudential principles and avoiding moral hazard.</p>	<p>Providing relaxation for debtors affected by COVID-19</p>	<p>Internal provision adjustments</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
69	Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.04/2020 tentang Pemeliharaan Dokumen oleh Bank Umum Sebagai Kustodian.	<p>The points of POJK on Document Maintenance by Commercial Banks as Custodians were as follows:</p> <ol style="list-style-type: none"> 1. Commercial Banks that had obtained the Financial Services Authority's approval to conduct business activities as Custodians were required to administer, keep and maintain records, books, data and written statements related to: <ol style="list-style-type: none"> a. Customers whose Securities were kept at the Custodian Bank contained at least the following documents: <ul style="list-style-type: none"> - Contracts with Custodian Bank service customers; and - List of fees for services rendered. b. Securities positions kept in the Custodian Bank contained at least the following documents: <ul style="list-style-type: none"> - Stored client securities status; - Secret securities that were kept; and - The form of securities as a certificate or other proof of collective custody. c. The register of customers and the administration of their deposit and the rights of clients attached to the Securities being deposited contained at least the following documents: <ul style="list-style-type: none"> - List of daily securities transactions; - Distribution of dividends, bonuses, exercise of pre-emptive rights or rights over other securities, including the use of the voting rights represented; and - Memorandum of dispute settlement between clients, Securities Administration Bureau and Securities Exchange Members. d. A safe and separate storage area containing at least the following documents: <ul style="list-style-type: none"> - Employees who were specifically responsible for the operation of custodial services; - Change of person in charge for custodian bank; - Specification of effect storage room, metal cabinet or safe; and - Operational manual. 2. The documents in question were required to be: <ol style="list-style-type: none"> a. Stored in a safe place separated from other commercial bank activities; b. Available at any time for the purpose of inspection by the Financial Services Authority; and 3. The document in question must be kept for a minimum of 10 (ten) years.
70	Financial Services Authority Regulation Number 53/POJK.04/2020/2020 on Securities Accounts at Custodians.	<p>The substance of the regulation of the Financial Services Authority on Securities Accounts at Custodians was as follows:</p> <ol style="list-style-type: none"> 1. Proof of beneficial ownership of the securities of this provision regulated proof of ownership of securities, namely: <ol style="list-style-type: none"> a. The form of securities recorded in the securities account with the custodian in collective custody; b. The custodian's obligation to provide proof of beneficial ownership of securities to the securities account holder in the form of a written confirmation; c. The custodian's obligation to record the transfer of beneficial ownership of securities; and d. Evidence in disputes over securities account balances. 2. Requirements for registering securities in the name of the custodian, this provision regulated additional information from the account holder at the time of registration of securities, the obligation of the issuer to treat shares registered in the custodian as shares owned by the founding shareholders, and the obligation to determine the account holder's information in the statement from the custodian. 3. The equivalent effect of this provision regulated the securities in collective custody which were considered to be commensurate and proportional to the costs and benefits of these securities. 4. Rights and obligations of the securities account holder in the custodian, this provision regulated the rights and obligations of the account holder, the right of the account holder to sue the custodian for certain matters, confirmation that securities recorded in the securities account were not custodial property, and the custodian's obligation to maintain the confidentiality of the account holder's identity. . 5. This rights and obligation of cutodian provision regulated the custodian's right to ask for compensation arising from the actions of the account holder and/or canceling the registration of securities into the securities account and the custodian's obligation to insure the securities account against the risk of loss to the account holder. 6. Responsibility for securities submitted by this provision regulated the obligation of parties that deposited securities into a securities account to be responsible for the validity of securities and the mechanism for registering securities or confirming the validity of securities certificates by the issuer. 7. Absolute confirmation of delivery of securities against payment of this provision regulated the right of the account holder to order the custodian to issue and carry out absolute confirmation of the delivery of securities against payment.



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
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This POJK was a conversion from Bapepam Regulation Number XG2 so that there was no significant change in substance compared to the previous regulation

There were no significant changes

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The Financial Services Authority Regulation concerning Securities Accounts at Custodians was a conversion of Bapepam Regulation Number VI.A.3, Attachment to Decree of the Chairman of Bapepam Number Kep-48/PM/1997 concerning Securities Accounts at Custodians.

There were no significant changes

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No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
71	Financial Services Authority Regulation Number 56/POJK.04/2020/2020 on Mutual Fund Accounting Reporting and Guidelines	<ol style="list-style-type: none"> 1. The custodian bank's obligation to open mutual funds was to submit a report showing the financial position of each mutual fund to the Financial Services Authority. 2. It was the obligation of the custodian bank and investment manager to ensure the completeness of the report data provided in the attachment as referred to in Article 2 of this POJK and the accuracy of the calculation of the submitted mutual fund report data. 3. The custodian bank's obligation to open mutual funds was to submit financial information to the investment manager at the beginning of each working day showing the position of the fund at the end of the previous working day's activities. 4. When buying back shares or participation units, the custodian bank in an open mutual fund was required to provide confirmation to shareholders or participation units with the information as regulated in this POJK. 5. The custodian bank's obligation to open mutual funds was to send reports to each shareholder or unit of participation under the conditions stipulated in this POJK. 6. Securities transactions had to be recorded on the date of the transaction, with the provisions set forth in this point. 7. Investment accounts of mutual funds had to be adjusted to the fair market value every working day, which was based on an evaluation of the value of each securities as stipulated in the Financial Services Authority Regulation which regulates the fair market value of securities in mutual fund portfolios, with the provisions stipulated in this POJK. . 8. Interest income from debt securities had to be recognized on a daily basis and debited in interest receivables and credited to unrealized net profit or loss under the provisions stipulated in this POJK. 9. The net gain or loss realized from the sale of securities had to be determined using the average cost method. 10. Management fees, custodial fees and other fees related to open mutual funds had to be charged on a daily basis. 11. An individual share account or participation unit issued had to be created for each investor in an open mutual fund, with the provisions stipulated in this POJK.
72	Financial Services Authority Regulation Number 61/POJK.07/2020/2020 concerning Alternative Institutions for Financial Services Sector Dispute Resolution	<ol style="list-style-type: none"> 1. The Financial Services Authority Regulation on Alternative Institutions for Financial Services Sector Dispute Resolution regulates: <ol style="list-style-type: none"> a. Functions, duties and authorities of LAPS in the financial services sector; b. The form of a legal entity, membership, general meeting of members, managers, supervisors, articles of association, list of mediators and arbitrators, as well as the work plan and annual budget of the financial services sector LAPS; c. LAPS principles for the financial services sector; d. LAPS reporting for the financial services sector; e. Criteria for disputes that could be handled and methods of dispute resolution in financial services sector LAPS; f. Security and provision of information and documents; and g. Sanctions if LAPS and PUJK violated the provisions stated in this POJK. 2. LAPS in the financial services sector functions to provide integrated dispute resolution services in the financial services sector 3. Duties and Authorities of LAPS <ol style="list-style-type: none"> a. Carrying out the handling and settlement of consumer disputes; b. Providing dispute resolution consultation in the financial services sector; c. Carrying out research and development of dispute resolution services; d. Making regulations in the context of dispute resolution; e. Cooperating with consumer protection institutions/agencies; and f. Developing the competence of mediators and arbitrators registered in the financial services sector laps 4. LAPS financial services sector could handle Disputes with the following criteria: <ol style="list-style-type: none"> a. Complaints had been made by PUJK but rejected by consumers or consumers had not received a response to the complaint as stipulated in POJK regarding consumer complaint services in the financial services sector; b. The dispute submitted was not a dispute in process or had been decided by a judicial institution, arbitration or other alternative dispute resolution institution; and c. Disputes were civil in nature. 5. LAPS financial services sector functioned to provide Integrated Dispute resolution services in the financial services sector



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
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It was necessary to rearrange the existing regulatory structure, especially those related to the capital market sector by converting the Regulations of the Capital Market Supervisory Agency and Financial Institutions related to the capital market sector into a Financial Services Authority Regulation.

There were no significant changes

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In order to improve the effectiveness and efficiency of dispute resolution in the financial services sector, it was necessary to establish 1 (one) LAPS for the Financial Services Sector that handled all disputes in the financial service sector, both conventional and sharia. approval, membership and general meeting of members, managers, supervisors, articles of association, list of mediators and arbitrators as well as work plans and annual budgets.

There were no significant changes

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No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
73	Bank Indonesia Regulation Number 22/19/PBI/2020 concerning Amendments to Bank Indonesia Regulation Number 20/4/PBI/2020 concerning Incentives for Banks Providing Provision of Funds for Certain Economic Activities to Support Handling the Economic Impact of the Corona Virus Outbreak.	<ol style="list-style-type: none"> 1. The change in the validity period of providing incentives, from the previous one on December 31, 2020, was extended for 6 (six) months to 30 June 2021 2. The scope of the provision of funds for certain economic activities which included provision of funds for priority sectors stipulated in the national economic recovery program would be further regulated in amendments to PADG No.22/4/2020/PADG/22/4/ concerning Implementation of PBI Number 2020./PBI/2020. 3. There were no changes or additions in the scope of certain activities.BI provided incentives for Banks providing funds for certain economic activities in the form of: export activities; import activities; UMKM activities; and/or economic activities in other priority sectors.
74	Regulation of Members of the Board of Governors Number 22/35//PADG/2020 concerning Amendments to the Regulation of Members of the Board of Governors Number 22/4/PADG/2020 concerning Implementation of Bank Indonesia Regulation Number 22/4/PBI/2020 concerning Incentives for Banks Providing Provision of Funds for Activities Certain Economies to Support Handling the Economic Impacts of the Corona Virus Outbreak	<ol style="list-style-type: none"> 1. Addition of details on other priority sectors, so that the provisions for incentives were as follows: Bank Indonesia provides incentives for Banks that provide funds for certain economic activities in the form of: <ol style="list-style-type: none"> a. Export activities; b. Import activities; c. SMSEs activities; and/or d. Economic activities in other priority sectors. Other priority sectors as referred to in point d consisted of: <ol style="list-style-type: none"> a. Hotel and restaurant sector; b. Automotive sector; c. Textile and textile and footwear products sectors; d. Electronics sector; and/or e. Processed wood, furniture, and paper products sector. 2. Adjustment of incentive period details until June 30,2021. 3. Adjustment of the scope of provision of funds, namely by increasing the provision of funds related to other priority sectors. 4. Adjustment of UUS BUS LBU and LSMK data sources by adding data sources related to other priority sectors. 5. Adjustment of the use of data on provision of funds for incentives, namely by increasing the use of data for the period after December 31,2020 to June 30, 2021. 6. Adjustments to Appendix I regarding examples of incentive calculations, Appendix II regarding detailed data, and Appendix III regarding examples of calculation of sanctions, namely adjustments in particular related to other priority sectors. 7. The provisions regarding the details of economic activities in the form of other priority sectors shall come into effect from the incentive granting period from January 16, 2021 to February 15, 2021.
75	Financial Services Authority Regulation Number 63/POJK.03/2020/2020 concerning Commercial Bank Reporting Through the Financial Services Authority Reporting System	<p>The main points of reporting for commercial banks through the FSA reporting system were as follows:</p> <ol style="list-style-type: none"> 1. The obligation of banks to prepare and submit reports online through the FSA reporting system. 2. Reports consisted of structured reports and unstructured reports. <ol style="list-style-type: none"> a. Form-based structured reports was submitted to APOLO. b. Electronic-based unstructured reports (pdf files or other forms that could be further processed) was submitted to SIPENA. 3. Reports were divided into 4 (four) groups of information, namely finance, risk and capital, products, activities and activities, as well as basic data. 4. Structured report data positions consist of daily, weekly, monthly, quarterly, semester, and yearly. Submission of each data position was divided into several periods and a time limit for submission. 5. The types of information and detailed structured reports reported in each submission period were further regulated in SEOJK. 6. Unstructured reports included all reports that had to be submitted to the FSA Banking sector. Detailed unstructured reports that were digitized would be further stipulated in SEOJK. The deadline for submitting unstructured reports was regulated in the respective provisions.



Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
<p>Adjustments to regulations regarding incentives for banks that provided funds for certain economic activities to support the handling of the economic impact due to the corona virus outbreak, which was motivated by considerations of encouraging economic recovery from the impact of the corona virus outbreak.</p>	<p>There were no significant changes</p>	<p>-</p>
<p>In connection with the issuance of PBI No.22/19/2020/PBI/22/4/ concerning Amendments to PBI No.2020/4/PBI/2020 concerning Incentives for Banks Providing Provision of Funds for Certain Economic Activities to Support Handling the Economic Impacts of the Corona Virus Outbreak, it was necessary to have implementing roles of PBI that regulated technical matters regarding the mechanism for implementing incentive provisions for banks that provided funds for certain economic activities to support the handling of the economic impact due to the corona virus outbreak</p>	<p>There were no significant changes</p>	<p>-</p>
<p>It was an improvement of POJK No.12/POJK.03/20, the preparation of this POJK was motivated by:</p> <ol style="list-style-type: none"> 1. In the framework of technology-based supervision through digitizing reports to OJK starting March 1, 2021; and 2. part of the FSA, BI, and LPS reporting integration program. 	<p>Performing structured reporting for the first position of data as regulated in SEOJK including reports:</p> <ol style="list-style-type: none"> 1. Financial information group; 2. Capital and risk information group; 3. Product, activity and activity information group; and 4. Basic data information group 	<p>-</p>



No	Law Regulations	Regulation Principles in New Regulations or Significant Regulations Amendment Points from Previous Regulations
		<p>7. Procedure for submitting reports under normal conditions and conditions of technical problems, as well as administrative sanctions.</p> <p>8. The POJK would be effective as of the stipulation and revocation of POJK No.12/POJK.03/2019/2019 concerning Commercial Bank Reporting through the Financial Services Authority Reporting System. The first submission of an unstructured report (digitization) started March 1, 2021. Furthermore, the first submission of a structured report was regulated in SEOJK where the effective date of reporting varied from the data position in December 2020 for prudential reports and the data position for January 2021 and the data position for March 2021 for reports transferred from the BI application.</p>
76	Financial Services Authority Circular Letter Number 26/SEOJK.03/2020/2020 concerning Conventional Commercial Bank Reporting Through the Financial Services Authority Reporting System	<p>1. Reports prepared and submitted by BUK consisted of structured reports and unstructured reports.</p> <p>2. BUK structured report submission data position consisted of daily reports, weekly reports, monthly reports, quarterly reports, semester reports, and/or annual reports. BUK structured reports regulated in SEOJK were reports that had been developed at APOLO.</p> <p>3. The structured reports stipulated in SEOJK including:</p> <ol style="list-style-type: none"> Financial information group; Capital and risk information group; Product, activity and activity information group; and Basic data information group. <p>4. BUK submitted the first unstructured report through SIPENA starting March 1, 2021.</p> <p>5. BUK unstructured report submission data position consisted of incidental reports, monthly reports, quarterly reports, semi-annual reports, and/or annual reports, in accordance with the provisions of laws and regulations in the banking sector regulating the submission obligations of each unstructured report.</p>

Change of Accounting Policies

Perubahan kebijakan akuntansi dilakukan dalam rangka mematuhi PSAK yang berlaku yang relevan dengan operasi Bank dan Entitas Anak.

Table of the Accounting Policy Amendment and Its Impact

No	Description of Changes in Accounting Policies	Quantitative Impact of Changes in Accounting Policies on Financial Statements	Exposure to Consequences and Adjustments Made
1	<p>PSAK 71: Instrumen Keuangan</p> <ul style="list-style-type: none"> PSAK 71: Instrumen keuangan merupakan konvergensi IFRS 9: <i>Financial Instrument</i> di Indonesia. Berlaku efektif pada tanggal 1 Januari 2020. Mengubah basis pengklasifikasian aset keuangan dari PSAK 55 yang berdasarkan intensi menjadi berdasarkan hasil pengujian SPPI dan penilaian model bisnis di PSAK 71 PSAK 71 menggunakan prinsip <i>Forward-Looking Expected Credit Loss</i> (ECL) untuk menggantikan prinsip <i>incurred loss</i> dalam PSAK 55. 	<ul style="list-style-type: none"> Dampak perubahan CKPN dari <i>incurred loss approach</i> menjadi <i>expected credit loss approach</i>, terdapat kenaikan CKPN sebesar Rp24,49 triliun. Dampak perubahan basis pengklasifikasian aset keuangan, Bank harus mereklasifikasi aset keuangan dari yang sebelumnya diklasifikasikan sebagai dimiliki hingga jatuh tempo menjadi aset keuangan yang diukur pada nilai wajar melalui laba rugi dengan dampak atas penilaian kembali sebesar Rp 1,1 miliar. 	<ul style="list-style-type: none"> Melakukan <i>business model assessment</i> dan SPPI Test untuk menentukan klasifikasi instrumen aset keuangan berdasarkan PSAK 71. Pengadaan sistem baru untuk mencatat instrumen keuangan dan menghitung CKPN atas aset keuangan berdasarkan PSAK 71. Melakukan pembaharuan atas kebijakan operasional terkait akuntansi dan kebijakan akuntansi internal Bank Mandiri sesuai dengan persyaratan PSAK 71.
2	<p>PSAK 72: Pendapatan dari Kontrak dengan Pelanggan</p> <ul style="list-style-type: none"> PSAK 72: Pendapatan dari Kontrak dengan Pelanggan merupakan konvergensi IFRS 15: <i>Revenue from Contracts with Customers</i> di Indonesia. Berlaku efektif pada tanggal 1 Januari 2020. Mengubah pola pengakuan pendapatan yang diakui oleh perusahaan berdasarkan <i>5-step model assessment</i>. 	<ul style="list-style-type: none"> Penerapan PSAK 72 mengubah pola pengakuan pendapatan pada <i>fee-based income</i> dimana Bank dapat mengakui pendapatan apabila telah selesai melakukan kewajibannya. Berdasarkan hasil <i>assessment</i> yang dilakukan, nominal pendapatan yang terdampak oleh PSAK 72 tidak material sehingga Bank saat ini memilih untuk tidak menerapkan PSAK 72. 	<ul style="list-style-type: none"> Melakukan <i>assessment</i> berdasarkan <i>5-Step Model</i> terhadap pendapatan Bank yang tergolong sebagai <i>fee-based income</i>. Melakukan pembaharuan atas kebijakan operasional bagian akuntansi dan kebijakan akuntansi internal Bank Mandiri sesuai dengan PSAK 72.



	Background of the Regulation Issuance or Regulation Amendment	Impacts on Bank Mandiri	Information on Adjustment Made by Bank Mandiri
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This SEOJK contained detailed reports and procedures for submitting reports by Conventional Commercial Banks (BUK) to be submitted through the Financial Services Authority reporting system.

Melakukan pelaporan terstruktur untuk posisi data pertama kali sesuai yang diatur dalam SEOJK meliputi laporan:

1. Kelompok informasi keuangan;
2. Kelompok informasi risiko dan permodalan;
3. Kelompok informasi produk, aktivitas, dan kegiatan; dan
4. Kelompok informasi data pokok.

No	Description of Changes in Accounting Policies	Quantitative Impact of Changes in Accounting Policies on Financial Statements	Exposure to Consequences and Adjustments Made
3	<p>PSAK 73: Sewa</p> <ul style="list-style-type: none"> • PSAK 73: Sewa merupakan konvergensi IFRS 16: Lease di Indonesia. • Berlaku efektif pada tanggal 1 Januari 2020 • Mengubah bagaimana suatu kontrak sewa diakui sebagai aset sewa dari semula berdasarkan konsep risk and reward menjadi konsep control. 	<ul style="list-style-type: none"> • Dampak penerapan PSAK 73 yaitu Bank harus mencatat Aset Hak Guna apabila memenuhi definisi sewa berdasarkan PSAK 73, dan mencatat Liabilitas Sewa jika pembayaran sewa dilakukan secara periodik. • Bank mencatat Aset Hak Guna sebesar Rp2,16 triliun dan Liabilitas Sewa sebesar Rp629 miliar. 	<ul style="list-style-type: none"> • Melakukan <i>assessment</i> terhadap kontrak sewa yang saat ini dimiliki oleh Bank Mandiri untuk menentukan bagaimana sewa tersebut dicatat berdasarkan PSAK 73. • Pengadaan sistem baru untuk mencatat aset sewa yang dimiliki oleh Bank Mandiri dan menghitung Aset Hak Guna, Liabilitas Sewa, Depresiasi Aset Hak Guna, dan Beban Bunga Sewa sesuai dengan PSAK 73. • Melakukan pembaharuan atas kebijakan operasional bagian akuntansi dan kebijakan akuntansi internal Bank Mandiri sesuai dengan PSAK 73.



Bank Soundness Level

Based on the Financial Services Authority Regulation No. 4/POJK.03/2016 dated January 26, 2016 concerning the Rating of Commercial Banks using a Risk-Based Bank Rating, the Bank's soundness is reflected in the results of an assessment of the Bank's condition on risk and Bank performance which can be seen from the final rating of the assessment results.

The Soundness Rating of Commercial Banks uses a risk-based bank rating that includes four factors, namely:

1. Risk Profile
2. Good Corporate Governance (GCG)
3. Rentability (Earnings)
4. Capital

Table of f Bank Mandiri Soundness Levels Position 31 December 2020-2019 Individually (Self Assessment)

Assessment Factor	Assessment per 31 December 2020	Assessment per 31 December 2019
	Rate	Rate
Risk Profile	2	2
Good Corporate Governance (GCG)	1	1
Rentability	1	1
Capital	1	1
Bank Soundness Rating Based on Risk	1	1

In 2020, the soundness of the Bank is in the "1" Composite Rating which reflects the condition of the Bank which is generally very soundness, so it is able to deal with significant negative effects of changes in business conditions and other external factors reflected in ratings, among others risk profile, implementation of GCG, profitability, and capital which are generally very good. If there are weaknesses, in general these weaknesses are not significant.

Business Continuity Information

Matters that Have The Potential to Have a Significant Effect on Business Continuity

Bank Mandiri in 2020 did not have things that had the potential to significantly affected business continuity. Although in 2020 there were challenges due to changes in global conditions that affected the national economy and the banking industry with the COVID-19 pandemic, Bank Mandiri could anticipate this by taking appropriate strategic initiatives so that business continuity can be well maintained. This is reflected in the sound financial condition and non-financial performance. Based on these conditions, Bank Mandiri did not face problems related to business continuity.

Management's Assessment of Matters with Significant Impact on Business Continuity

Bank Mandiri continues to assess the Bank's ability to continue its business continuity and believes that Bank Mandiri has the resources to continue its business in the future. Management assessment is carried out based on various factors such as analysis of the strength of financial and non-financial conditions. This analysis is reflected in the assessment of the soundness of the Bank. Based on the results of the assessment, there are no things that have a significant effect on business continuity.

Assumptions used by management in conducting the assessment

Several assumptions that have been taken into consideration by Bank Mandiri in assessing business continuity include:

- Financial system stability has begun to recover amid a gradually improving economy.
- Analysis of Strength Weakness Opportunity Threats (SWOT) in determining Bank Mandiri's position in the banking industry.
- The soundness level of Bank Mandiri, which is at a composite rating of 1 (one), which reflects the Bank's condition in general is very healthy, thus it is considered very capable of dealing with significant negative effects from changes in business conditions and other external factors.
- Good implementation of Good Corporate Governance (GCG) is supported by various awards such as The Most Trusted Companies from The Indonesian Institute for Corporate Governance (IICG). In addition, Bank Mandiri is included in the ASEAN Asset Class on the ASEAN Corporate Governance Scorecard (ACGS) ranking by the ASEAN Capital Market Forum (ACMF).
- The appreciation from national and international institutions shows Bank Mandiri's consistency in implementing GCG.



- Capital strength of the Bank with core capital reaching IDR 155.65 trillion and a capital ratio of CAR (bank only) of 19.90% in 2020. Basic Credit Interest Rate.

Interest Rate On Credit

The Prime Lending Rate (SBDK) was used as the basis for determining the loan interest rate that the Bank would charge to customers. Prime Lending Rate did not consider the risk premium estimation component, the amount of which depends on the Bank's assessment of the risk for each debtor or group of debtors. Thus, the amount of credit interest rate charged to debtors was not necessarily the same as the prime lending rate. Non-HOL consumption credit did not include distribution of funds through credit cards and Unsecured Loans (OUL). Information on the prime lending rate, which was valid at any time, could be seen in publications at each Bank Mandiri branch office and on the Bank Mandiri website (www.bankmandiri.co.id). For further information and explanations, please contact Mandiri call 14000 or the nearest branch office.

Table of Prime Lending Rates as of December 31, 2020

Corporate Credit	Retail Credit	Micro Credit	Consumption Credit	
			HOL	Non-HOL
9.85%	9.80%	11.50%	9.75%	10.95%

(in %)

Control of Non-Performing Loan

Bank Mandiri's credit quality had deteriorated due to the impact of the Covid-19 pandemic since early 2020. Bank Mandiri's consolidated gross NPL ratio in September 2020 increased by 89bps (YoY) to reach 3.50%. Meanwhile, in the bank only position in December 2020, Bank Mandiri's gross NPL increased by 87 bps to 3.26% compared to 2019 (2.39%). The Cost of Credit Average Balance (bank only) ratio also increased by 100bps to 2.31% when compared to the same period the previous year which reached 1.31%.

Bank Mandiri has a strategy to continue to grow in a healthy and sustainable manner, while prioritizing the principle of prudence through credit distribution to sector with lower credit risk and strengthening risk management. Especially for the credit quality improvement and suppressing the NPL and Cost of Credit the efforts conducted are as follows:

- Full account assessment towards performing credit (collectability 1 and 2) that was included in the watch list category is followed by mapping to project debtors who still continue to perform and who have the potential to downgrade.
- Carrying out efforts to save credit to the watchlist debtors through accelerating credit restructuring of debtors who have good faith, business prospects and financial conditions that are getting better and collateral with adequate security coverage ratio.
- Carrying out efforts to save credit to the non-performing debtors through rescheduling, reconditioning and restructuring, including the conversion of credit to temporary equity participation.
- Conduct debtor review post-restructuring, including assessing the business prospects of the debtor while taking into account market conditions and economic sectors that are the debtor's business that can affect the performance and repayment capacity of the debtor.

- For loans that cannot be restructured, efforts will be made to reduce the debit tray (downsizing) immediately.
- Improving the coordination and cooperation with the stakeholder in managing the non-performing loan among others PPATK, Private Auction Hall, judiciary, curator, etc.

Strategy For Improving Fee Based Income In 2020

Throughout 2020, Bank Mandiri was able to record Fee Based Income (Bank Only) of IDR 22.12 trillion. This income came from fees, commissions and fees of IDR 11.20 trillion, foreign exchange transaction income of IDR 4.06 trillion, income from the increase in the value of securities and government bonds of IDR 1.69 trillion and other income of IDR 5.17 trillion. In 2021, Bank Mandiri would continue to increase fee-based income growth with a focus on the value chain strategy between the Wholesale Banking segment and the Retail Banking segment which would encourage the development of transaction banking. Bank Mandiri also focused on developing digital banking capability that would make it easier for customers to transact in the Wholesale segment as well as in the Retail segment, such as focusing on improving Mandiri Cash Management, Mandiri Online 2.0 and Branchless Banking.

In addition to optimizing transaction banking, Bank Mandiri also focused on growing fee-based income through the Treasury Division by optimizing the management of net open positions, trading securities and government bonds as well as encouraging customer securities transactions by utilizing a network of priority branches to target priority customers and private banking which required investment alternatives outside of fund products. In



order to provide alternative product solutions to customers, Bank Mandiri's Treasury developed products such as structured products with the aim of yield enhancement and hedging, which received positive responses from both the Wholesale and Retail segments. Treasury also continued to innovate to improve services to customers through digital platforms, namely Mandiri e-FX for foreign exchange transactions and Mr Bonds for securities transactions. Strengthening the Regional Treasury Marketing (RTM) function in each regional office was also one of the things done in order to increase the contribution of treasury transactions in the region.

Response to A Monetary Policy Direction

Throughout 2020, BI lowered the 7-day reverse repo rate by 125 bps from 5.0% to 3.75% in line with the 100 bps cut in the US Central Bank (The Fed) policy rate from 1.75% to 0.25%. BI also implemented a very accommodative policy mix in order to support national economic recovery and at the same time ensure the availability of liquidity in the national banking system.

Apart from lowering the BI 7-day reverse repo rate, the BI policy mix that had been issued includes: (1) Stabilization of the Rupiah exchange rate through intervention on the spot market, domestic Non-Deliverable Forward (DNDF), and purchases of SBN from the secondary market, (2) Monetary easing (quantitative easing) with liquidity injection through monetary expansion and a reduction in the statutory reserve requirement (GWM) totaling IDR 726.6 trillion, (3) Loosening macroprudential policies to boost credit and economic financing, and (4) Provision of funding and sharing the burden for financing the 2020 State Budget.

Banking industry credit growth throughout 2020 contracted by 2.4% (YoY) due to the economic impact of the COVID-19 Pandemic. On the other hand, high uncertainty led to an increase in people's tendency to save. This prompted an increase in the growth of banking third party funds (DPK) significantly significantly in 2020 to 11.1% (YoY), compared to the growth of deposits in 2019 which was only 6.5% (YoY). The high growth in deposits amid falling demand for credit resulted in looser liquidity, as indicated by a significant decrease in the Loan to Deposit Ratio (LDR) from 93.6% at the end of 2019 to 82.2% at the end of 2020.

We estimate that bank credit growth will improve gradually in 2021 in line with the national economic recovery. BI's policy mix in 2021 will continue to be directed at supporting the acceleration of economic recovery while maintaining macroeconomic and financial system stability. Monetary stimulus, including Low interest rate policies and quantitative easing will continue to be implemented by taking into account the projected inflation rate and developments in the Rupiah exchange rate. Accommodative macroprudential policies will also be implemented to boost credit and financing growth.

In response to the decline in the BI benchmark interest rate and also the US Central Bank (The Fed) policy rate, Bank Mandiri selectively also made adjustments to the deposit interest rate specifically for the counter deposit interest rate. Throughout 2020, Bank Mandiri lowered the average counter deposit rate for Rupiah by 5 times with a total decrease of 200 bps from 5.25% to 3.25%. Bank Mandiri noted that third party funds collected in 2020 on a bank only basis amounted to IDR 909.0 trillion or grew by 11.51% (YoY).

Meanwhile, the Prime Lending Rate, which is used as a reference for lending to customers, also decreased during 2020. Bank Mandiri lowered the prime lending rate by 10-600 bps. Bank Mandiri recorded an ending balance loan on a bank only basis of IDR 763.6 trillion or a contraction of 3.63% (YoY). On the other hand, the average credit balance growth reached IDR 752.5 trillion or a positive growth of 6.49% (YoY) Growth in deposits which was higher than credit growth had an impact on increasing Bank Mandiri's liquidity and caused a decrease in Bank Mandiri's loan to deposit ratio 96.37% to 82.95%. In addition, throughout 2020, Bank Mandiri also actively continued to implement operational cost efficiency programs by maintaining productivity by making it easier for employees to do remote working and development through virtual training, prioritizing cost management by prioritizing value added and focusing on target markets and digitizing various business processes. including the provision of scalable digital services and continuous improvement of business processes.



Interest Rate

The following is information on the interest rates for Bank Mandiri time deposits, savings and current accounts as of December 31, 2020.

Table of Deposit Interest Rates as of December 31, 2020

(in %)

Tier	Tenor (month)				
	1	3	6	12	24
Rupiah Deposits with Interest Paid Monthly and Due					
< Rp100 million	3.25	3.25	3.25	3.25	3.25
≥ Rp100 million - < Rp1 billion	3.25	3.25	3.25	3.25	3.25
≥ Rp1 billion - < Rp2 billion	3.25	3.25	3.25	3.25	3.25
≥ Rp2 billion - < Rp5 billion	3.25	3.25	3.25	3.25	3.25
≥ Rp5 billion	3.25	3.25	3.25	3.25	3.25
Rupiah Deposits with Prepaid Interest					
< Rp100 million	3.24	3.22	3.19	3.14	3.04
≥ Rp100 million - < Rp1 billion	3.24	3.22	3.19	3.14	3.04
≥ Rp1 billion - < Rp2 billion	3.24	3.22	3.19	3.14	3.04
≥ Rp2 billion - < Rp5 billion	3.24	3.22	3.19	3.14	3.04
≥ Rp5 billion	3.24	3.22	3.19	3.14	3.04
USD Deposits with Interest Paid Monthly and Due					
≤ USD100 thousand	0.20	0.20	0.30	0.30	0.30
≥ USD100 thousand - < USD1 million	0.20	0.20	0.30	0.30	0.30
≥ USD1 million - < USD10 million	0.20	0.20	0.30	0.30	0.30
≥ USD10 million	0.20	0.20	0.30	0.30	0.30
USD Deposits with Prepaid Interest					
≤ USD100 thousand	0.15	0.14	0.24	0.23	0.23
≥ USD100 thousand - < Rp1 million	0.15	0.14	0.24	0.23	0.23
≥ USD1 million - < Rp10 million	0.15	0.14	0.24	0.23	0.23
≥ USD10 million	0.15	0.14	0.24	0.23	0.23

Table of Savings Interest Rate as of December 31, 2020

(in %)

Tier	Interest rate
Rupiah Savings	
0 - < Rp1 million	0.00
Rp1 million - < Rp50 million	0.25
Rp50 million - < Rp500 million	0.25
Rp500 million - < Rp1 billion	1.00
≥ 1 billion	1.50



Tier	Interest rate
Rupiah Business/Investor Savings	
0 - < Rp1 milion	0.00
Rp1 milion - < Rp50 milion	0.80
Rp50 milion - < Rp500 milion	1.05
Rp500 milion - < Rp1 bilion	1.40
≥ 1 bilion	2.15
Savings NOW	
0 - < Rp1 milion	0.00
Rp1 milion - < Rp50 milion	0.15
Rp50 milion - < Rp500 milion	0.15
Rp500 milion - < Rp1 bilion	0.60
≥ 1 bilion	1.25
Rupiah Savings Plan	
Period of 1-3 Years	2.00
Period 4-9 Years	2.25
Period 10-14 Years	2.50
Time period ≥ 15 years	2.75
Business Partner Savings	
0 - < Rp1 milion	0.00
Rp1 milion - < Rp50 milion	0.15
Rp50 milion - < Rp500 milion	0.15
Rp500 milion - < Rp1 bilion	0.60
≥ 1 bilion	1.25
TKI Savings	
0 - < Rp1 milion	0.00
Rp1 milion - < Rp50 milion	0.15
Rp50 milion - < Rp500 milion	0.15
Rp500 milion - < Rp1 bilion	0.60
≥ 1 bilion	1.25
Savings in Foreign Exchange/Foreign Currency USD Premium	
≤ USD100	0.00
≥ USD100 thousand - < USD10.000	0.10
≥ USD10.000 - < USD200.000	0.25
≥ USD200.000	0.25
USD Foreign Exchange Business/Investor Savings	
≤ USD100	0.00
≥ USD100 thousand - < USD10.000	0.08
≥ USD10.000 - < USD200.000	0.25
≥ USD200.000	0.25



Tier	Interest rate
USD Savings Plan	
< USD100	0,25
≥ USD100	0,25

Current Account Interest Rate Table as of 31 December 2020

(in %)

Tier	Interest rate
IDR Regular Current Accounts	
0 - < Rp10 milion	0.00
Rp10 milion - < Rp100 milion	0.25
Rp100 milion - < Rp500 milion	1.00
Rp500 milion - < Rp1 bilion	1.25
≥ 1 bilion	1.90
USD Currency Regular Current Accounts	
< 100.000 USD	0.00
≥ 100.000 USD	0.10
USD Currency Regular Current Accounts	
< 1.000 SGD	0.00
≥ 1.000 SGD - < 20.000 SGD	0.15
≥ 20.000 SGD - < 200.000 SGD	0.25
< 200.000 SGD	0.25
Regular Current Account in CNY Currency	
≥ 10.000 CNY	0.00
≤ 10.000 CNY	0.00
> 10.000 CNY - 100.000 CNY	0.15
> 100.000 CNY	0.20
Regular Current Accounts in Non USD, SGD, and CNY Currencies	
AUD	0.00
CHF	0.00
EUR	0.10
GBP	0.10
HKD	0.00
JPY	0.00



Aspect of Taxation

Tax Payment Publication

As one of the manifestations of Good Corporate Governance, Bank Mandiri manages tax rights and obligations transparently and accountably in accordance with applicable regulations.

Payment of Taxes

Total Tax Payments for the period January to December 2020, as follows:

Table of Payment of Taxes

(in full IDR)

Tax Description	2020	2019
Article 25 Income Tax	3,382,216,002,054	6,246,292,133,398
Article 21 Income Tax	1,688,517,841,341	1,564,874,362,530
Article 22 Income Tax	19,208,289,114	20,034,574,961
Article 23 Income Tax	245,173,053,656	204,785,259,732
Article 26 Income Tax	1,104,511,267,751	646,735,021,650
Income Tax Article 4 paragraph (2)	4,400,201,355,489	4,213,386,296,477
PPN	969,943,710,059	967,041,304,966
Regional Tax and Other Taxes	132,423,782,947	139,359,597,481
Total	11,942,195,302,411	14,002,508,551,195

No Compliance in Tax Payments

In the 2020 period, there was no Company non-compliance with the obligation to pay taxes (NIL).

Prohibition, Limitation and/or Significant Obstacles to Transfer Funds Between Banks and other Entities In a Business Group

With reference to Bank Mandiri's internal policy regarding the provision of funds to related parties (individuals or groups, including executive officers, Directors and Commissioners of the Bank) has been carried out properly with reasonable conditions with the approval of the Board of Commissioners.

Maximum Limits For Giving Credits And Providing Large Funds For Commercial Banks

Provision of Related Party Funds

In carrying out its business activities, Bank Mandiri has established policies that include limits on granting funds to related parties according to the Republic of Indonesia Financial Services Authority Regulation Number 32/POJK.03/2018 concerning the Maximum Lending Limit (BMPK) and Provision of Large Funds for Commercial Banks and POJK No. 38/POJK.03/2019 on Amendment to POJK No. 32/POJK.03/2018 on BMPK and the Provision of Large Funds for Commercial Bank.

Related parties are individuals or companies that have a control relationship with the Bank, both directly and indirectly, through ownership, management and/or financial relationships.



Table of Total Provision of Funds for Related Parties

No	Provision of Funds	Position December 31, 2020	
		Debtors (people)	Nominal (billion IDR)
1	To Related Parties	451 (Business Entities and Executive Officers)	8,166
2	To Core Debtors		
	a. Individual	-	-
	b. Group	25	237,749
	Total Core Debtor	25	237,749

Table of Total Provision of Bank Funds to Related Parties

(in IDR million)

	Nominal 2020
Capital On Report Date	164,657,355
BMPK (10% of Capital) on Report Date	16,465,736
Outstanding Related Parties	8,166,317
Allowance for BMPK	8,299,419
Exceeding the BMPK	-

Table of Related Parties that received Provision of Funds

(in IDR million)

No	Name of Debtors	Position December 31, 2020			
		Limit	Provision of Funds		
			IDR	Forex	Total
Related Parties Subsidiaries - Domestic					
1	AXA Mandiri Financial Services	8,265,955	7,164,899	-	7,164,899
	- Participation				
	- Credit Corporate Card	98,109	98,109	-	98,109
2	Mandiri AXA General Insurance (MAGI)				
	- Participation	69,000	69,000	-	69,000
	- Credit	150,000	23,230	-	23,230
	- Credit Corporate Card	1,000	1	-	1
3	Kustodian Sentral Efek Indonesia				
	- Participation	3,000	3,000	-	3,000
4	Mandiri Sekuritas				
	- Participation	640,482	640,482	-	640,482
	- Credit	220,000	220,000	-	220,000
	- Credit Corporate Card	5,000	296	-	296
5	Sarana Bersama Pengembangan Indonesia				
	- Participation	-	-	-	-
6	Mandiri Tunas Finance (MTF)				
	- Participation	290,000	290,000	-	290,000



(in IDR million)

No	Name of Debtors	Position December 31, 2020			
		Limit	Provision of Funds		
			IDR	Forex	Total
	- Credit	1,478,987	1,207,074	-	1,207,074
	- Credit Corporate Card	2,000	14		14
7	Credit kepada Pengurus dan Pejabat Eksekutif				
	- Credit Card	64,395	13,943	-	13,943
	- Consumptive Credit	297,819	206,421		206,421
8	Bank Syariah Mandiri				
	- Placement	299,000	219,000	-	219,000
	- Credit Corporate Card	1,000	4		4
9	Bank Mandiri Taspen Pos				
	- Placement	200,000	-	-	-
	- Credit Corporate Card	1,500	27		27
10	Asuransi Jiwa Inhealth Indonesia				
	- Participation	1,320,000	1,320,000	-	1,320,000
	- Credit Corporate Card	5,110	60		60
11	Mandiri Utama Finance				
	- Participation	255,000	255,000	-	255,000
	- Credit	1,197,653	1,134,858	-	1,134,858
12	Mandiri Capital Indonesia				
	- Participation	1,456,900	1,456,900	-	1,456,900
13	Mandiri Manajemen Investasi				
	- Credit	200,000	-	-	-
	- Credit Corporate Card	1,500	52		52
14	Endira Alda				
	- Credit KMK	5,250	5,141	-	5,141
	- Credit NCL	2,250	2,250	-	2,250
Pihak Terkait Entitas Anak - Luar Negeri		1,239,418	-	1,001,418	1,001,418
15	Mandiri Europe Ltd				
	- Participation	414,227	-	414,227	414,227
	- Placement	800,000	-	562,000	562,000
16	Mandiri International Remittance				
	- Participation	25,191	-	25,191	25,191
	- Credit	-	-	-	-
Total All Related Parties		9,505,373			8,166,317
Looseness LLL					8,299,419
Exceeding LLL		NIHIL			

Table of Violation and/or Exceeding the LLL for Provision of Funds To Related Parties of Bank Mandiri

Description	Related Parties	Unrelated Parties (Individuals)	Unrelated Parties (Group of Debtors)
LLL Violations	Nil	Nil	Nil
Exceeding LLL	Nil	Nil	Nil



During 2020 there were no violations and / or exceedances of the LLL for the provision of funds to Bank Mandiri Related Parties. LLL was calculated in accordance with FSA Regulation No. 32 / POJK.03 / 2018 concerning the Legal Lending Limit (BMPK) and the Provision of Large Funds for Commercial Banks and POJK No. 38 /POJK.03/2019 About Amendments to POJK No. 32 / POJK.03 / 2018 concerning LLL and Provision of Large Funds for Commercial Banks.

Derivative and Value Protection Facilities

Derivative receivables are classified as financial assets in groups measured at fair value through profit and loss, while derivative liabilities are classified as internal financial liabilities group is measured at fair value through profit or loss.

Derivative instruments (including foreign exchange transactions for funding and trading purposes) are presented based on their fair values determined based on market prices using the Reuters rate at the report date or the discounted cash flow method and recorded in the consolidated statement of financial position.

Derivative receivables are presented at the amount of unrealized gains from derivative contracts, net of allowance for impairment losses. Derivative liabilities are presented at the amount of unrealized losses from derivative contracts. Gains or losses from derivative contracts are presented in the consolidated financial statements based on the Bank's objectives for transactions, namely (1) hedging fair value, (2) hedging cash flows, (3) hedging net investment in foreign operations and (4) trading instruments, as follows:

1. Gains or losses from derivative contracts that are intended and fulfill the requirements as instruments of hedging on fair value and gains or losses on changes in the fair value of protected assets and liabilities are recognized as profit or loss that can be offset from the same accounting period. Any difference that occurs indicates that the hedge is ineffective and is directly recognized as the current year's consolidated profit or loss.
2. The effective portion of a gain or loss on a derivative contract that is designated as a cash flow hedge is reported as other comprehensive income. The ineffective portion of hedging is reported as consolidated profit or loss for the year.
3. Gains or losses from derivative contracts intended as hedges for net investment in foreign operations are reported as other comprehensive income, insofar as they are considered effective as hedging transactions.
4. Gains or losses from derivative contracts not designated as hedging instruments (or derivative contracts that do not meet the requirements as hedging instruments) are recognized as consolidated profit or loss for the year.

Table of Derivative transactions Overview as of December 31, 2020

(in IDR million)

Transaction	Fair Value 2020		
	Contract value (absolute IDR equivalent)	Derivative Bill	Derivative Liabilities
Related Parties			
Related Exchange Rates			
1. Futures contract - buy			
United States Dollar	8,096,136	162,845	-
Others	17,608	-	69
2. Swap – buy			
United States Dollar	3,116,855	-	131,058
3. Swap – sell			
United States Dollar	2,910,483	28,341	-
Related to Interest Rates			
1. Swap – Interest rates			
Others	-	8,790	-
Total Related Parties		199,976	131,127
Third Party			
Related Exchange Rates			
1. Futures contract - buy			
United States Dollar	11,931,805	-	182,733



(in IDR million)

Transaction	Fair Value 2020		
	Contract value (absolute IDR equivalent)	Derivative Bill	Derivative Liabilities
Others	1,121,944	9,015	4,505
2. Future contract - sell			
United States Dollar	7,529,567	99,693	10,556
Others	833,466	2,781	-
3. Swap – buy			
United States Dollar	12,793,263	14	223,643
Others	386,463	3,025	-
4. Swap – sell			
United States Dollar	49,714,951	1,139,297	-
Others	2,643,389	434	33,400
5. Option - buy			
United States Dollar	398,751	3,231	-
Others	1,483,190	78,949	9,705
6. Option - sell			
United States Dollar	702,500	22,690	-
Others	81,676	58,324	-
Related to Interest Rates			
1. Swap – Interest Rates			
United States Dollar	-	939,049	893,164
Others	-	22,469	81,673
Total Third Party		2,378,971	1,439,379
Total		2,578,947	1,570,506

Table of derivative transactions Overview as of 31 December 2019

(in IDR million)

Transaction	Fair Value 2019		
	Contract Value absolutely (equivalent to IDR)	Derivative Claims	Derivative Liabilities
Related Parties			
Related Exchange Rate			
1. Futures contract - buy			
United States Dollar	28,390	-	565
2. Future contract - sell			
United States Dollar	689,399	6,004	-
3. Swap – buy			
United States Dollar	1,003,247	-	2,315
4. Swap – sell			
United States Dollar	851,002	3,879	-
5. Option – buy			
United States Dollar	694,125	-	-
Others	1,041,188	-	10
Related to Interest Rate			



(in IDR million)

Transaction	Fair Value 2019		
	Contract Value absolutely (equivalent to IDR)	Derivative Claims	Derivative Liabilities
1. Swap – Interest Rate			
United States Dollar	1,005,599	8,934	39,615
Total Related Parties		18,817	42,505
Third Party			
Related Exchange Rate			
1. Futures contract - buy			
United States Dollar	6,042,889	-	86,753
Others	1,471,997	9,674	3,372
2. Future contract - sell			
United States Dollar	4,570,919	28,623	4,703
Others	323,991	299	175
3. Swap – sell			
United States Dollar	17,283,615	1,283	321,964
Others	187,935	1,577	-
4. Swap – sell			
United States Dollar	52,549,644	841,657	960
Others	1,699,928	33	18,321
5. Option - buy			
United States Dollar	597,621	7,405	-
Others	3,162,166	44,675	15,703
6. Option - sell			
United States Dollar	1,527,075	18,645	-
Others	81,676	58,324	-
Related to Interest Rate			
1. Swap – Interest Rate			
United States Dollar	10,993,828	559,360	525,557
Others	3,821,530	27,104	175,009
Total Third Party		1,598,659	1,152,517
Total		1,617,476	1,195,022



Earning Asset Quality

Table of Earning Asset Quality

No	Description	December 31, 2020				
		Current	Special Mention	Substandard	Doubtfull	Lost
I	Related Party					
1	Placements in other banks					
a.	IDR	22	-	-	-	-
b.	Foreign exchange	753,107	-	-	-	-
2	Spot and derivative bills/forward					
a.	IDR	-	-	-	-	-
b.	Foreign exchange	-	-	-	-	-
3	Securities owned					
a.	IDR	-	-	-	-	-
b.	Foreign exchange	-	-	-	-	-
4	Securities sold under resell agreements (Repo)					
a.	IDR	-	-	-	-	-
b.	Foreign exchange	-	-	-	-	-
5	Claims on securities purchased with reverse repo agreements (Reverse Repo)					
a.	IDR	-	-	-	-	-
b.	Foreign exchange	-	-	-	-	-
6	Acceptance bill	2,689	-	-	-	-
7	Loans and financing provided					
a.	Micro, Small and Medium Enterprises (MSME) Debtors	-	-	-	-	-
i.	IDR	-	-	-	-	-
ii.	Foreign exchange	-	-	-	-	-
b.	Not a MSME debtor	13,211,519	9,141	-	-	-
i.	IDR	2,802,436	9,141	-	-	-
ii.	Foreign exchange	10,409,083	-	-	-	-
c.	Restructured Credit **)	-	-	-	-	-



(In million rupiah)

Individual		December 31, 2019					
	Total	Current	Special Mention	Substandard	Doubtfull	Lost	Total
	22	22	-	-	-	-	22
	753,107	953,209	-	-	-	-	953,209
	-	24	-	-	-	-	24
	-	-	-	-	-	-	-
	-	101,323	-	-	-	-	101,323
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	2,689	1,153,204	-	-	-	-	1,153,204
	-	30,913	-	-	-	-	30,913
	-	30,913	-	-	-	-	30,913
	-	-	-	-	-	-	-
	13,220,660	25,983,755	2,937	-	-	-	25,986,692
	2,811,577	17,849,675	2,937	-	-	-	17,852,612
	10,409,083	8,134,080	-	-	-	-	8,134,080
	-	-	-	-	-	-	-



No	Description	December 31, 2020				
		Current	Special Mention	Substandard	Doubtfull	Lost
	i. IDR	-	-	-	-	-
	ii. Foreign exchange	-	-	-	-	-
8	Equity capital	8,323,991	-	483,227	25,191	-
9	Other Receivables	-	-	-	-	-
10	Commitments and Contingencies					
	a. IDR	597,917	-	-	-	-
	b. Foreign exchange	13,988,661	-	-	-	-
II	Unrelated Party					
1	Placements in Other Banks					
	a. IDR	30,044,064	-	-	-	-
	b. Foreign exchange	53,425,658	-	-	-	47,655
2	Spot and derivative bills/forward					
	a. Rupiah	2,458,791	-	-	-	-
	b. Foreign exchange	129,122	-	-	-	-
3	Securities owned					
	a. IDR	132,496,441	-	-	-	-
	b. Foreign exchange	40,396,598	-	-	-	-
4	Securities sold under resell agreements (Repo)					
	a. IDR	124,428	-	-	-	-
	b. Foreign exchange	1,436,402	-	-	-	-
5	Claims on securities purchased with reverse repo agreements (Reverse Repo)					
	a. IDR	54,043,600	-	-	-	-
	b. Foreign exchange	-	-	-	-	-
6	Acceptance bill	9,937,042	79,142	1,391	-	-



Individual		December 31, 2019					
	Total	Current	Special Mention	Substandard	Doubtfull	Lost	Total
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
	8,832,409	6,527,709	-	414,227	1,456,900	25,191	8,424,027
	-	637,917	3,373	-	-	-	641,290
	597,917	3,701,486	-	-	-	-	3,701,486
	13,988,661	16,677,142	-	-	-	-	16,677,142
	30,044,064	10,605,202	-	-	-	-	10,605,202
	53,473,313	26,937,337	-	-	-	50,965	26,988,302
	2,458,791	1,572,114	-	-	-	-	1,572,114
	129,122	39,497	-	-	-	-	39,497
	132,496,441	104,901,053	-	-	-	-	104,901,053
	40,396,598	35,805,077	-	-	-	-	35,805,077
	124,428	1,430,458	-	-	-	-	1,430,458
	1,436,402	2,571,367	-	-	-	-	2,571,367
	54,043,600	248,143	-	-	-	-	248,143
	-	-	-	-	-	-	-
	10,017,575	8,782,978	45,681	-	73,849	-	8,902,508



No	Description	December 31, 2020				
		Current	Special Mention	Substandard	Doubtfull	Lost
7	Loans and financing provided					
a.	Micro, Small and Medium Enterprises (MSME) Debtors	87,770,293	1,946,439	72,697	93,579	160,177
i.	IDR	87,710,851	1,941,181	72,697	93,579	151,181
ii.	Foreign exchange	59,442	5,258	-	-	8,996
b.	Not a MSME debtor	600,969,347	34,840,757	1,993,288	844,459	21,691,720
i.	IDR	487,284,151	27,001,941	1,976,053	844,459	17,107,069
ii.	Foreign exchange	113,685,196	7,838,816	17,235	-	4,584,651
c.	Restructured Credit **)	108,827,305	31,523,659	1,428,237	259,561	18,079,407
i.	IDR	100,568,011	23,685,693	1,411,002	259,561	13,535,194
ii.	Foreign exchange	8,259,294	7,837,966	17,235	-	4,544,213
8	Equity capital	-	-	32,813	-	2,039
9	Other Receivables	29,255,145	124,572	13,638	-	1,122,022
10	Commitments and Contingencies					
a.	IDR	190,248,729	2,393,194	23,311	4,285	361,428
b.	Foreign exchange	83,021,946	1,042,326	401	-	799
Other Information						
1	Total pledged bank assets:					
a.	With Bank Indonesia					
b.	On the other hand					
2	Foreclosed Collateral *)					

*) Foreclosed assets are presented net of allowance for impairment losses.

***) Including restructuring loans for debtors affected by Covid-19



Individual		December 31, 2019					
	Total	Current	Special Mention	Substandard	Doubtfull	Lost	Total
	90,043,185	85,371,092	5,248,678	341,548	590,620	648,772	92,200,710
	89,969,489	85,300,517	4,629,498	341,548	590,620	643,714	91,505,897
	73,696	70,575	619,180	-	-	5,058	694,813
	660,339,571	623,462,570	33,411,910	3,031,091	2,942,450	11,284,781	674,132,802
	534,213,673	502,746,336	26,454,501	2,938,381	2,627,539	10,296,731	545,063,488
	126,125,898	120,716,234	6,957,409	92,710	314,911	988,050	129,069,314
	160,118,169	18,722,445	27,340,917	2,617,230	468,196	8,455,670	57,604,458
	139,459,461	13,196,800	20,611,733	2,524,520	468,196	7,516,172	44,317,421
	20,658,708	5,525,645	6,729,184	92,710	-	939,498	13,287,037
	34,852	-	-	35,796	-	2,101	37,897
	30,515,377	29,060,388	168,613	-	86,743	1,112,858	30,428,602
	193,030,947	199,326,299	1,854,138	13,516	15,788	16,453	201,226,194
	84,065,472	89,141,030	1,061,639	-	-	-	90,202,669
	-						-
	-						-
	238,820						238,820



Human Capital

In order to face such rapid business changes and anticipate the increasing influence of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity), Bank Mandiri has made business model transformations to strengthen several aspects including Information Technology (IT) and Risk Management. To support this transformation in terms of human capital, an alignment strategy has been carried out for ODP recruitment that focuses on the IT and Risk Management functions, namely ODP IT and ODP Risk Management.



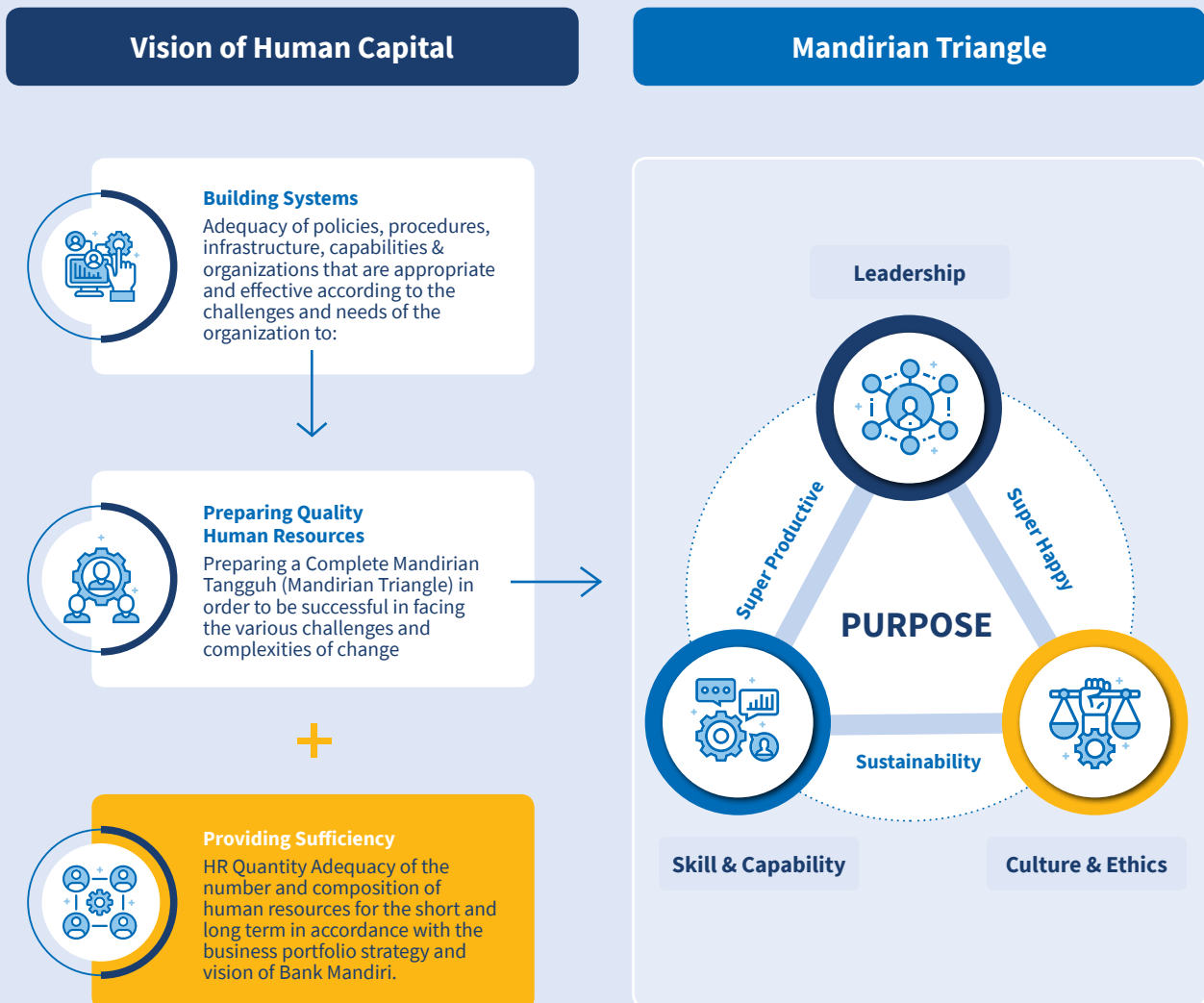




In order to face such rapid business changes and to anticipate the increasing influence of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity), Bank Mandiri undertook a business model transformation to strengthen several aspects including aspects of

Information Technology (IT) and Risk Management. To support this transformation in terms of human capital, an alignment strategy was carried out for ODP recruitment that focused on the IT and Risk Management functions, namely ODP IT and ODP Risk Management.

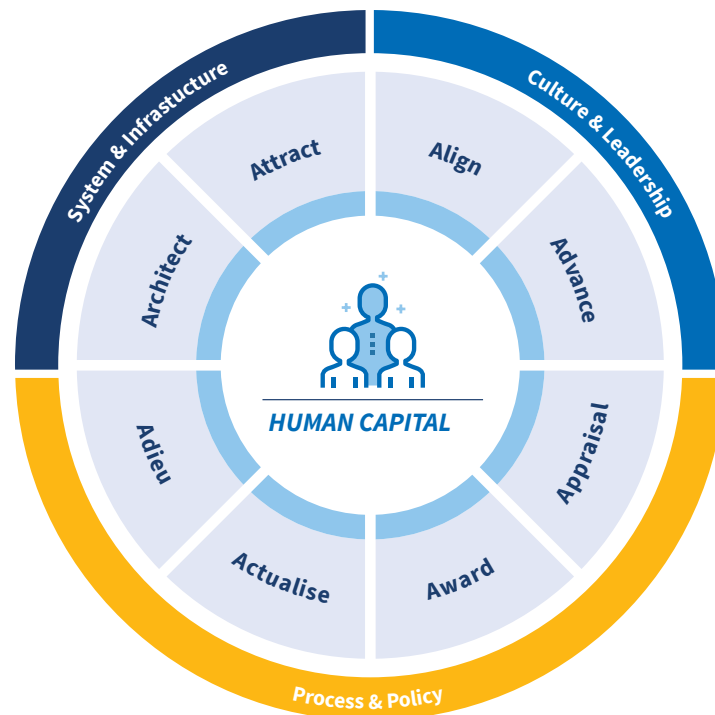
Mandiri 5 Cores Triangle





Human Capital Management Strategy

The implementation of Human Capital management at Bank Mandiri is based on employee life cycle and guided by a framework that is aligned with Bank's strategies. Employee life cycle is illustrated below.



Employee life cycle consists of:

1. Architect – Organization Development

Organization Development includes organizational structure and job evaluation design, career development, and capacity planning.

2. Attract – Human Capital Fulfillment

Reliable system to fill the company with Human Capital from either internal or external sourcing as well as strategy for employee attraction.

3. Align – Employee on Boarding System and Employment Relations

Employee-friendly on boarding system and employment relations for both new hires and employees.

4. Advance – Training and Development

Human Capital training and capability development to support business needs.

5. Appraise – Individual Performance Management

Accountable and transparent system for employee performance assessment and feedback.

6. Award – Total Reward

Competitive and accurate employee reward system.

7. Actualize – Talent and Succession Management

Qualified and timely talent and succession management system.

8. Adieu – Employee Dismissal

Employee dismissal system.

In order to manage employee life cycle well and continuously, each of the stages should be supported by strengthening the foundation that includes:

- a. More structured, accessible and understandable Human Capital process and policy;
- b. integrated and user-friendly technology system and infrastructure; as well as
- c. Culture and leadership that support transformation, including shift in mindset, behavior, and working pattern, as well as improved roles of leaders as role model in Human Capital management process.



Each stage of employee life cycle is described as follows.

Architect

As mentioned earlier, Bank Mandiri has aligned its organizational structure to sharpen its organizational functions in supporting Bank's business strategies. To this end, the company has conducted several activities that include: organizational structure finalization, position mapping that fits with the new organizational structure, and employee placement via talent panel.

Throughout 2020 and in the midst of the COVID-19 Pandemic, Bank Mandiri carried out organizational arrangements based on business needs, especially those that would support the 2020-2024 Corporate Plan. Organizational structuring was carried out with a focus on supporting new business strategies and business process improvements. The condition of 2020 became an extraordinary condition that had implications for changes in work mechanisms and patterns as well as efficiency in the budget for labor costs. The implications of tightening labor costs affected the availability and distribution strategy of Capacity Planning and several policies related to limiting working hours to support the government to prevent and control the spread of COVID-19.

Several strategies were carried out related to Capacity Planning including the implementation of delay recruitment and implementation of the Zero Growth strategy in certain positions as well as setting overtime work hours. In addition, Bank Mandiri also conducts ongoing studies on the effectiveness of implementing new work methods (New Normal-WFO/WFH), post-Pandemic organizational development and employee development mechanisms in the digitalization era and human capital management for millennial age employees.

Attract

Dynamic business and organization development requires swift and accurate recruitment of Human Capital. Strategies for Human Capital fulfillment are directed towards timely fulfillment of business needs with excellent Human Capital. As all networks of the Bank equally need Human Capital, Bank Mandiri makes local people priority in its recruitment and hiring. To recruit and find candidates, Bank Mandiri has partnered with the best universities in Indonesia by regularly participating in either job fair or campus hiring. In addition to the aforementioned strategies, recruitment for candidates also involves e-Recruitment via Bank Mandiri's website (www.bankmandiri.co.id).

Recruitment Methods

To fill the needs for human capital, Bank Mandiri conducts both internal and external recruitment using the following program or approach:

1. **Internal recruitment**, conducted through present employees development program including: Staff Development Program (SDP), Authorized Officers (P3K), and transfer of executives from Operations Services/Administration function to Sales/Credit/Collection function.
2. **External recruitment**, conducted through fresh graduate and experience hire approach for either management-level or executive-level employees. To fill the needs for human capital, Bank Mandiri conducts external recruitment by considering several things and special conditions including candidates scarcity in certain areas, job types, and certain expertises.

Officer Development Program

The Officer Development Program (ODP) was a recruitment step for fresh graduate candidates with less than 4 (four) years of work experience. Candidates who passed the selection stage would be appointed as the main candidate for employees and had to take part in an intensive ODP education program consisting of in-class and on the job training. In order to face such rapid business changes and to anticipate the increasing influence of VUCA (Volatility, Uncertainty, Complexity, and Ambiguity). Bank Mandiri undertook a business model transformation to strengthen several aspects including aspects of Information Technology (IT) and Risk Management. To support this transformation in terms of human capital, an alignment strategy was carried out for ODP recruitment that focused on the IT and Risk Management functions, namely ODP IT and ODP Risk Management. In addition, the recruitment of ODP to meet business needed continues as usual, including in the wholesale banking function, retail banking, and the support function.

IT and Risk Management ODP

For fulfillment of Human Capital in the Information Technology and Risk Management Unit primarily for the managerial level is done through fresh graduate pathway, namely through ODPIT, ODP Risk Management, and experience hire. The strategy compliance with ODP IT and ODP Risk Management has done is as follows:

- a. Defining specific qualifications particularly related to candidates' educational background:
- b. Candidates for IT and Risk Management ODP are sourced from:



- **Job Fair**
Bank Mandiri has participated in a number of job fairs held by Career Development Center (CDC) of several reputable domestic and international universities.
 - **Campus Visit/Campus Hiring**
Campus visit/campus hiring is held to provide students with knowledge and information related to professional world in banking industry. This event is Bank's proactive approach to reach out best candidates from reputable Universities in Indonesia.
 - **Online Searching**
In addition to the above method, applicants are also allowed to apply online via Bank Mandiri's website using the Applicant Tracking System (ATS) that helps to monitor the progress of each candidate's application.
- c. Recruitments for IT and Risk Management ODP generally involve the same process like administrative screening, psychometric test, panel interview, and medical test. In panel interview stage, Bank Mandiri involved subject matter experts in the field of Information Technology and Risk Management with competency-based interview certificate. The company expects that the involvement of subject matter experts can help discover candidates' profiles and potentials optimally according to its predetermined specifications.

Special Region Managerial Candidate (CPDK)

Other than ODP, Bank Mandiri also developed a special recruitment program called the Special Region Managerial Candidate Program (CPDK), which is dedicated for fresh-graduate candidates from local people. Employees recruited from this CPDK Program will be coached and trained through a specific and intensive development program that consists of in-class and on-the-job training to familiarize themselves with the standard operation and business process applied at their respective work unit and get ready to carry out the roles and duties of the leadership staff at their respective local region.

Internship Program

As part of the recruitment activity, Bank Mandiri also organized an apprenticeship program with the aim of providing training and developing competencies for school and university graduates so that they would be ready to enter the world of work. Apprentices who had good abilities and competencies during the internship would be used as pool candidates in the recruitment process to become Bank Mandiri employees. There are two types of Internship Program at Bank Mandiri, they are Kriya Mandiri and Certified Student Internship Program (PMMB).

Kriya Mandiri

Kriya Mandiri is an integrated work-study program for high school graduates, Diploma, and Graduates aiming to provide them with knowledge, skills, and experience necessary for working in banking industry. Learning modules are provided to prepare the interns for jobs including back office, call center, customer service, and teller. Kriya Mandiri Program, since it first launched in 2012. After successfully completing the program, most of them were hired as employees of Bank Mandiri while some others preferred to continue studying or to work in other companies.

In addition, Bank Mandiri also offers special internship program for high school graduates with disabilities for contact center position under "Kriya Mandiri Contact Center" internship program. While participating in this program, interns will go through 3 (three) comprehensive stages including basic, intermediate, and advance in a 3-year period according to the syllabus and curriculum.

Certified Internship Program

The Certified Internship Program (CIP/PMBB) is an internship program for students from various Public/ Private Universities initiated by the Ministry of State-Owned Enterprises (SOEs) and facilitated by Forum Human Capital Indonesia (FHCI).

As the implementation of "SOEs for the Country", this program aims to support government program in building excellent and competitive Human Capital for future career. Students participating in this program will enrich themselves with variety of real-work knowledge and skills through comprehensive and structured program. This program was expected to produce superior and skilled human resources that could also be a source of SOE recruitment, improve student competence in facing global competition and become an initiator for the creation of link & match curriculum and syllabus between tertiary institutions and the industrial sector.



Align

Employee on Boarding System

On boarding system refers to the mechanism through which new hires acquire necessary knowledge, skills, and behavior to become Bank's employees. The General Principles in implementing employee on boarding include:

- 1. Compliance**
Bank Mandiri helps the employees to understand the principles of regulations and policies of the Bank.
- 2. Culture**
Bank Mandiri prepares the employees to take and uphold Bank's norms, including working culture and core values of the company.
- 3. Clarification**
Bank Mandiri ensures that the employees understand not only their new jobs and responsibilities but also the expected results from their performance.
- 4. Connection**
Bank Mandiri ensures that the employees are able to build good and positive relations with each other.

Employment Relations (Industrial Relations)

Bank Mandiri always strives to create open, positive, and progressive working environment in order to build harmonious, dynamic, and fair industrial relations. In regard to industrial relations management, Bank Mandiri is guided by the Law No. 13 Year 2003 regarding Employment (UU No. 13/2003). The general principles underlying the industrial relations at Bank Mandiri include:

1. Establishing and maintaining harmonious industrial relations, with active participation of employees, Bank's Labor Union, as well as other employee organizations acknowledged by the Bank.
2. Conducting activities that improve employee engagement level through programs that effectively bring desired impact on employees' working attitude and behavior as well as positive impacts on Bank's performance.

Industrial Relations was established upon understanding that the Company, Employees, and Labor Union carry rights, obligations and responsibilities with respect, trust and determination to cooperate with each other to support Bank's business and to uplift employees' welfare. Means are needed in industrial relation practices. They include:

- 1. Labor Union**
By allowing its employees to join labor unions, Bank Mandiri shows its adherence to the Law of Manpower. Bank Mandiri's Labor Union (SPBM) is established to maintain good employee management relations at Bank Mandiri that contributes to harmonious industrial relations. Established in 2000, SPBM has been registered in the Department of Manpower and Transmigration No. KEP.804/M/BW/2000, and listed under Depnakertrans RI No.45/V/P/V/2001.

- 2. Collective Labor Agreement**

Mandiri has already had a Collective Labor Agreement (CLA/ PKB) resulting from negotiations between the Bank and Bank Mandiri Employees Union (SPBM) regulating the terms at work, rights and obligations of both parties under the provisions of law. PKB was first kicked off in 2004-2006 period and the prevailing PKB today is the eighth that is valid for the period 2019-2021. It has been registered and legalized by the Ministry of Manpower and numbered KEP.277/PHIJSK-PK/PKB/XII/2019 dated 23 December 2019.

- 3. Internal and External Regulations**

Bank Mandiri is always obedient and adherent to prevailing regulations and laws in Indonesia. In addition, Bank Mandiri also complies with the prevailing internal regulations within the company which include Operational Policy (Human Capital) updated and approved on December 12, 2017 as well as the Standard Guidelines for Human Capital updated on December, 2020.

- 4. Bipartite Cooperation Institutes (Bipartite LKS)**

Bipartite Cooperation Institutes (LKS) at Bank Mandiri was first established in 2005 and was registered in Manpower and Transmigration Agency of Jakarta Selatan under registration number 4391/-1.837 dated December 13, 2015 with the latest update of the management structure of the Bipartite Institution for the period 2020-2023 on July 23, 2020.

In accordance with the Law No. 13/2003 and as also stated in PKB 2015-2017, Bank Mandiri and the Labor Union routinely hold Bipartite LKS every 2 (two) months as the forum to communicate and consult industrial relations issues. In the forum, the company communicates its Human Capital policies as well as several focuses on company's business development based on its vision and mission. Labor Union, on the other hand, not only provides the management with feedback and inputs for improvement but also expresses their aspirations.

- 5. Handling Complaints**

Although complaints are simply a normal part of business, inability to handle complaints well can lead to undesired impacts such as decline in employee productivity that in turn will be disadvantageous for both the employees themselves and Bank Mandiri. Conducive work environment and open communication forum play key roles in establishing effective employment relations. Company and all employees always strive to handle complaints well and according to prevailing regulations.



6. Industrial Relations Conflict Resolution

In order to create a favorable working environment not only for employees but also for the Bank, all stakeholders must strive to build harmonious industrial relations. For example, when conflict arises, working units or the company should be able to handle it according to the Law No. 13/2003 and Law No. 2 Year 2004 on Industrial Relations Conflict Resolution.

HC4U

In order to build harmonious industrial relations that support productivity improvement as well as employee engagement Bank Mandiri provides HC4U. HC4U is employee services center to facilitate communication between employees and the company accessible via telephone, email or direct walk-in center HC4U, on 12th Ground Plaza Mandiri.

Note: HC4U be read "HC For You"



Employee Engagement

Employee engagement is a result of effective implementation of industrial relations that acts as parameters to measure employee emotional engagement with the company. To create synergies that lead to optimal productivity at work, Bank Mandiri always pays special attention to the welfare of its employees. The company provides either material or non-material employee welfare program. A material program is a welfare program that is directly linked to employee performance and its compensation can be given in the form of pension, holiday allowance, bonuses, paid leave, and death funds. Meanwhile, Bank Mandiri's non-material welfare program provides all employees with facilities and services without discrimination.

In order to boost employee engagement, Bank Mandiri has also provided lactation room for female nursing employees in either Head Office or regional/branches. Clean and convenient lactation room has been provided and equipped with various facilities and basic needs for nursing mothers. Besides lactation room, Bank Mandiri also provides day care service for employees with children namely "Mandiri Day Care". Providing these facilities to all employees, the company expects its employees to work professionally while still being able to play roles as mother/parents that in turn create convenient workplace and lead to increase in productivity for Bank Mandiri.

Employee engagement has become one of focuses in Bank Mandiri's Human Capital management for years. Bank Mandiri is determined to sharpen focus on employee engagement issue by conducting several surveys to measure level of employee engagement with the company. The surveys were conducted both online and offline via interview and Focus Group Discussion since 2010.

Employee Turnover Rate in 2020

Bank Mandiri was completely aware that human capital was one of the important capitals in supporting the improvement of the Bank's performance quality. Therefore, Bank Mandiri always maintained the quality of the work environment for employees to increase employee engagement with Bank Mandiri. Apart from conducting employee engagement surveys, Bank Mandiri also regularly monitored the Attrition Rate (employee resignation rate) every year. That way, Bank Mandiri could analyze and know with certainty the profile of the employee who resigned, especially the reason/background of the employee's resignation. The Bank Mandiri Attrition Rate Trends for 2018 - 2020 can be seen in the table below:



Table of Trend Attrition Rate of Bank Mandiri for 2018 - 2020

Years	Total Attrition (people)	Total Employees (people)	Percentage
2020	1,078	38,247	2.82%
2019	1,723	39,065	4.41%
2018	1,662	39,809	4.18%

The turnover of Bank Mandiri employees for the last 3 (three) years is listed in the following table.

Table of Employee Turnover of Bank Mandiri for 2018 - 2020

Years	Total Attrition (people)	Total Employees (people)	Percentage
2020	1,890	38,247	4.94%
2019	2,538	39,065	6.50%
2018	2,586	39,809	6.50%

During 2020, the number of Bank Mandiri employees who left the company was recorded at 1,890 people. For this reason, Bank Mandiri developed a strategy for employee fulfillment / recruitment so that the number of headcounts remained sufficient for the needs of the Company, including from internal sources through SDP, P3K & transfer of executive employees, as well as from external sources through fresh graduate and experience hire channels for both employee leaders and executives level.

Advance

Bank Mandiri believes that the success key to win competition in the highly competitive financial industry lies on reliable and competent human capital. Therefore, Human Capital should be managed rightly to produce highly qualified resource. Best Human Capital shows not only technical competences and capabilities, but also good leadership. In shaping reliable and competent Human Capital, Bank Mandiri has created and implemented the following strategies:

- *Speed up learning to sustain high performance culture.*
 - *Boost talent capability.*
 - *Leverage intangible assets to attract, restrain, and motivate the best talent.*
 - **Mandiri Advanced Leaders Program (MALP)**
It was a leadership program for top talent at Level 3 with an emphasis on Managing People & Communications, Digital Transformation, Strategic Banking, Finance.
 - **Mandiri Advanced Senior Leaders Program (MASLP)**
It was a leadership program for top talent at Level 2 with an emphasis on Managing People & Communications, Digital Transformation, Strategic Banking, Finance.
 - **SESPIBANK Program**
A training program for candidates of Senior Executive or Top Management to be the top leaders of the bank.
 - **Executive Development Program (EDP)**
A training program for Board of Directors, SEVP, Group Head, and Regional CEO.
- Bank Mandiri is committed to creating highly qualified leaders by conducting multi level leadership program including:
- **Officer Development Program (ODP)**
A training program for fresh graduates recruited for managerial positions at Bank Mandiri.
 - **Staff Development Program (SDP)**
A training program for Bank Mandiri employees to be promoted for managerial positions at the Bank.
 - **Program Pasca Sarjana (S2)**
It became a formal education program for Bank Mandiri employees who met the required criteria. A selective training program for employees in the form of formal education in Master's Scholarship programs at overseas universities had been determined and carried out entirely at the expense of the Bank.



Leadership Development Program



In addition, in order to establish a reliable and competent Human Capital, Bank Mandiri established and implemented a Human Capital training and development program in accordance with applicable internal policies. The training and development framework is prepared based on business needs and aligned with Human Capital strategies.

The framework for competence training and development includes:

1. Living Core Values

Bank Mandiri, which is a State-Owned Enterprise, determines "AKHLAK" as the core values of human resources. AKHLAK became core values that must be owned and developed by every SOE employee, which also stands for 6 (six) main values, namely: Amanah, Kompeten, Harmonis, Loyal,

Adaptif, Kolaboratif (Trustworthy, Competent, Harmonious, Loyal, Adaptive, and Collaborative). These core values were the foundation of philosophy in developing Technical and Leadership Capability.

2. Technical Capability

It is knowledge, skills, and attitude that should be owned by all employees according to their job functions. Technical capabilities are grouped into job functions in Corporate Banking, Retail Banking, and support function.

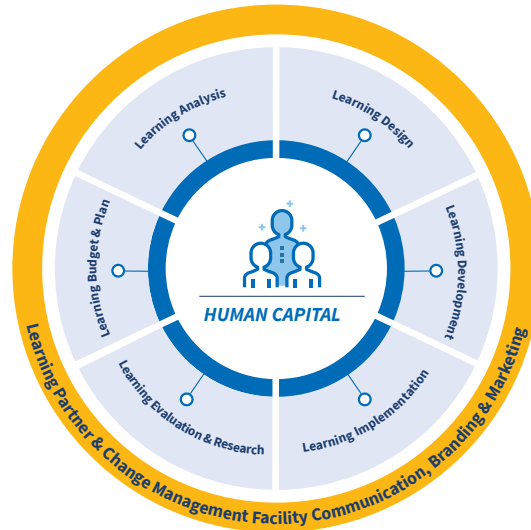
3. Leadership Capability

It is the skills needed by an employee to carry out leadership function. A good leadership is truly needed to make sure all employees of the company are able to become role models for other people.



Design For Human Capital Training and Development

Human Capital training and development are designed in line with corporate strategy to ensure all programs/activities are efficient, effective, and integrated to improve Bank Mandiri's performance.



Design components for training and development at Bank Mandiri are as follows:

1. Learning Budget and Plan

The process of making training, development, and budget allocation plans.

2. Learning Analysis

The process of analyzing learning needs based on business needs and organization development.

3. Learning Design

The process of designing education and training curricula based on the results of learning analysis.

4. Learning Development

The process of developing education and training curricula into materials, methodology, as well as evaluations.

5. Learning Implementation

The process of implementing the education and training curricula that have been set in the Learning Design and Learning Development stage.

6. Learning Evaluation and Research

The process of measuring and evaluating the impacts of education and training.

based on the results of the assessment, existing competency gaps could be identified so that education and training could be provided with a more focus on employees.

3. Implementing the Individual Development Plan, in which employees received specific and well-planned development in accordance with the results of dialogue with their superiors in order to be more productive and improve their performance.
4. Performing a Digital Learning Transformation which was not limited to converting learning modules from previously classical training to virtual learning, but also changing the approach from "deliver people to where learning is" to "deliver learning to where people are" which made it easier employees to access the required learning modules anytime and quickly. In line with this, Bank Mandiri also continued to build a mindset and learning culture for Bank Mandiri (Mandirians) employees as strong learners who had a desire to continue to learn and improve competence in order to have a better and real impact on the Bank's business.
5. Organizing the "Mandiri Learning Carnival" as a digital learning transformation initiative that campaigned for virtually independent learning, anywhere and anytime. The Mandiri Learning Carnival program was conducted by broadcasting more than 60 Inspiring Speakers including the Board of Directors and Senior Vice Presidents, which presented more than 200 sessions related to the topics of Leadership, Managerial and Digital Mindset. Mandiri Learning Carnival had also succeeded in reaching more than 29,000 Bank Mandiri employees in Indonesia within three months. As a strong learner, all Mandirians were expected to experience the benefits of virtual learning that was done while working, without reducing the effectiveness and impact of their learning.

Anticipating the situation and developments that occurred especially as a result of the pandemic, Bank Mandiri carried out transformations in various sectors, including in the fields of education and training. In 2020, Bank Mandiri implemented several key initiatives:

1. Planning and ensuring that the education and training held would support and have a real impact on the Bank's business through the preparation and implementation of the Annual People Development Plan (APDP) for each Directorate.
2. Refining and assessing all leadership employees regarding technical and leadership capabilities based on the Technical Capability Model and the Leadership Capability Model, where



Furthermore, referring to the fact that Bank Mandiri consists of numerous units with various jobs and responsibilities, therefore company establishes Academy for each field that includes:

Academy	Segmen
Wholesale Banking Academy	Focusing on development of Wholesale Banking, Trade Finance, Treasury, International Banking, and Overseas Branches segments.
Retail Banking Academy	Focusing on development of Small Medium Enterprise, Retail Banking, Consumer Deposit, Financial Services and Investment Management segments.
Operations Academy	Focusing on competence development of Business Continuity Management, Credit Operations, eChannel Operations, Trade Services Operations and Customer Care.
Governance & Risk Academy	Focusing on competence development of Risk Management, Audit & Control Function, Compliance and Legal.
Digital Banking & Information Technology Academy	Focusing on competence development of Digital Banking, Teknologi Informasi and Enterprise Data Management.
Compliance & Finance Academy	Focusing on competence development of Finance, Corporate Transformation and Human Capital.
Leadership & Management Development Academy	Focusing on leadership development of at Bank Mandiri, including ODP/SDP, S2, MAFLP, MALP, MASLP, MAELP, and Sales & Service.

In order to support development of employee competence, Bank Mandiri has built campus facilities spread across Indonesia namely "Mandiri University". Bank Mandiri announced its plan to build Mandiri University across Indonesia, classified into 3 (three) types including A, B, and C. The explanation for each type of campus is as follows:

- **Campus Type A:** National in nature, located in Jakarta (the capital city). It had been completed with facilities such as lodging with facilities equivalent to a 4-star hotel, MICE facilities, supporting facilities in the form of retail.
- **Campus Type B:** Located in cities that had Bank Mandiri Regional Offices, with minibank facilities, classes for training and computer classes.
- **Campus Type C:** located in cities across Indonesia to support type B campuses, with mini bank facilities, training classes and computer classes.

There were 13 (thirteen) campus locations throughout Indonesia with the following details.

Type A:	Training Center Jakarta	
Type B:	Regional Campus Medan Regional Campus Palembang Regional Campus Bandung	Regional Campus Semarang Regional Campus Surabaya
Type C:	Regional Campus Batam Regional Campus Pekanbaru Regional Campus Makassar	Regional Campus Manado Regional Campus Palu Regional Campus Banjarmasin Regional Campus Pontianak

Knowledge Management

Enterprise Knowledge Management System

Bank Mandiri developed an Enterprise Knowledge Management System (EKMS) intended to support business processes by presenting information that was current, accurate, and solutions to various business challenges. EKMS was a platform with the main feature of facilitating social learning, namely peer-to-peer learning. Social learning through EKMS was part of the 60: 20: 10: 10 approach, which focused on 20% (social learning) and 60% (informal learning). In the daily life of an employee, of course there were obstacles and difficulties he/she faced in completing a task. One solution to the "learning in the flow of work" approach was the learning process beyond classroom learning, where learning could be obtained from any source.

In the EKMS platform, an employee could ask questions or share information about their work anytime, anywhere. The questioner

/information and answerer could be an employee who was an expert in their field, thus enabling knowledge that was previously "tacit" (abstractly owned and understood by the expert alone) to become "explicit" knowledge, or knowledge that was structured and understandable. by others. This became the main philosophy of EKMS, namely organizing and recording abstract knowledge owned by each work unit at Bank Mandiri, and was made explicit knowledge for bank-wide consumption.

Appraise

Pelaksanaan *Performance Management* bukan hanya fokus The implementation of Performance Management did not only focus on results but on how the application of culture and leadership characteristics was carried out in decision making and interactions in work activities. To improve the implementation of performance management at Bank Mandiri since 2019, an assessment method



was carried out for minus-1 BOD positions in the 360 degree survey component to measure attitude assessments, and in 2020 the implementation would be expanded to minus-2 BOD. It was expected that all heads of work units at Bank Mandiri could have a broader perspective, as well as reliable input for continuous improvement, both in terms of performance and leadership applied in work interactions and decision making.

In line with the implementation of the SOEs New Core - AKHLAK, in 2020 Bank Mandiri would make adjustments to the AKHLAK Core values as a component of Attitude in the 2020 performance appraisal. In addition, there were Human Capital Initiatives related to improving Performance Management during 2020 including improving the Calibration Panel process and using the system in the Calibration Panel. which aimed to build a transparent assessment process based on factual observations from various perspectives and maintain the integrity of the Calibration Panel's decisions where policy, recommended distribution, fairness and consistency became the basis for determining the performance of all employees.

The implementation of the New Core SOEs AKHLAK had also been aligned with 5 (five) new Bank Mandiri Work culture programs, namely One Heart One Mandiri, Strong Mandirian, Growing Healthy, Meeting Customer Needs, and Building the Nation Together.

Performance Assessment System

Employee performance assessment is based on employee achievement in accordance with the approved Key Performance Indicator (KPI) and attitude in the form of fulfilling or increasing

competence. The performance elements assessed consist of the result and process elements. The results show the achievement of employees over the target (lag measure), while the process shows how to achieve the target (lead measure).

The Performance Level at Bank Mandiri is categorized based on 5 (five) predicates, namely:

- 1) **Superior Performance** shows outstanding/special performance.
- 2) **Very Good Performance** shows satisfactory/very good performance.
- 3) **Good Performance** shows good performance/meets expectations.
- 4) **Requires some Improvement** shows the need for improvements to help improve performance.
- 5) **Under Performance** shows not showing the appropriate/ expected performance.

With the performance appraisal system, it is expected to encourage employees to improve performance in the next period. The results of performance appraisal are used as one of the factors in determining benefits, determining the category of talent and promotion.

In employee performance assessment, employees first performed goal setting at the beginning of the year and mid-review for readjustment. Furthermore, employees were given the opportunity to carry out self-assessment of their achievements. Then the results of the self-assessment would be discussed, reviewed, and validated by the Employee Manager (direct supervisor) and then calibrated by the Employee Manager's Manager. The parties who played a role in employee performance appraisal are described in the following figure.





Award

Remuneration policy is the bank's strategy in providing compensation to employees, which is adjusted to the Bank's ability to accommodate changes in employee demographics, management of labor costs, and in order to encourage the achievement of the Bank Mandiri's business goals.

The remuneration of Bank Mandiri is prepared with the aim of being able to attract, maintain, motivate, and increase the commitment of employees to continuously provide optimal performance, supporting the Bank's vision, mission, and strategy.

In general, the remuneration strategy of Bank Mandiri is guided by the Labor Law and Financial Services Authority Regulations. The long-term total reward strategy is that the Bank has a strong-competitive value towards the market, namely:

1. Make a general effort to position the Bank on 75 percentiles.
2. Especially for top talent and critical jobs can be positioned up to 90 percentile.

To find out the remuneration position of the Bank on market conditions, every year Bank Mandiri participates in the Annual Salary Survey organized by independent and competent third parties. The results of the study of the survey are used as a basis for adjusting the remuneration strategy of the Company to be subsequently proposed at the Board of Directors Meeting to be approved.

The implementation of the remuneration strategy is also carried out by taking into account the performance of each individual employee (based on performance), work unit performance and overall Bank performance, but still within the budget set. In general, in implementing the total rewards, Bank Mandiri provides salaries, annual salary adjustments, Holiday Allowances (THR), Annual Leave Implementation Money, and Large Leave Money given for each 3 (three) year period of work. Bank Mandiri also provides health facilities for employees and members of their families, including guarantees of inpatient care, outpatient care, childbirth, dental care, General Check Up, glasses and a retired Bank health program.

In addition, the Bank provides variable compensation including Location Allowances, Specific Position Allowances, Appearance Allowances for frontliner employees, Overtime Compensation, Performance achievement Bonuses, Sales incentives, retention programs, and Long Term Incentive programs in the form of shares.

To support the official service, Bank Mandiri provides official-facilities including official-housing, reimbursement of utilities, telephone expenses, and rental-official vehicles. While to support the needs of employees in home ownership, vehicles, and other needs, Bank Mandiri provides Employee Welfare Credit facilities.

In addition to providing total rewards as explained, to encourage the spirit of innovation and employee productivity, Bank Mandiri routinely holds awards for employees, including the following:

Mandiri Best Employee

Mandiri Best Employee (MBE) is a form of highest appreciation to Bank Mandiri employees who are expected to represent employees who are not only performing very well, but are also able to become role models who actively influence their surrounding colleagues to also exceed targets by behaving in accordance with their values. - TIPCE main value.

National Frontliner Championship

The National Frontliner Championship (NFC) is an award event held to appreciate the Bank Mandiri Frontliners for the services provided to customers. Through this event, Bank Mandiri hopes that all Frontliners can be motivated to strive to be the best and consistently provide positive Customer Experience to customers.

Actualize

In implementing a career development program, Bank Mandiri is always based on the principle of fair opportunity, namely the equal opportunity for each employee to grow and develop while taking into account the Company's needs, job family position, ability, performance level, value rating, talent group (talent classification), position availability, and other requirements.

Bank Mandiri applies a grading system that separates job grade and individual grade as a structure in career development. Gob Grade is a value that describes the level of position based on the weight of the work and the factors determined by the Company. An Individual Grade is a value that describes the level of permanent employees determined on the basis of the performance, technical competence, leadership and working period of each employee, as well as periodic evaluations through the assessment process.

Promotion

There are a number of things that are considered when transferring employees, including the targeted positions having at least the same or higher job grade, performance and potential of employees, the employment period of employees in the last position and/or work location, and capabilities needed in positions addressed. The transfer of Bank Mandiri employees is carried out in 2 (two) time cycles, namely, the Main Promotion Cycle (MPC) and Secondary Promotion Cycle (SPC) carried out in the Talent Mobility system.



Talent and Success Management

The talent and succession management process is the process of preparing and developing talents so that they are ready to become successors who occupy critical positions at Bank Mandiri. With the existence of talent management and good succession, it is hoped that Bank Mandiri will have the best talents who are ready to fill the leadership pipeline on an ongoing basis.

Talent and succession management implements Mandiri 5 Cores Triangle which consists of Capability, Culture and Ethics, Leadership, Mindset, and Purpose. The framework is used as a basis for talent development which ensures that all five aspects are implemented in a balanced and comprehensive manner. The talent and succession management process is divided into 4 (four) main processes consisting of:

1. Talent Classification and Nomination

The process of mapping and determining talent is based on the consistency of performance and potential of each employee whose process begins with the determination of performance appraisal, assessment of potential, determination of Talent Classification, to be grouped into 2 (two) Talent Groups.

2. Talent Assessment

The process of measuring capabilities and profiles of talent that aims to obtain information regarding the capability gap of talent that can be used as input in development. Talent Assessment measures 3 (three) aspects which include Leadership Assessment, Technical Assessment, and Behavior Assessment.

3. Talent Development

The talent that has been designated as a successor, the development plan will be prepared in the form of an Individual Development Program (IDP). The arrangement is based on the capability gap of each successor. The outline development plan can be divided into 3 (three) parts, namely Job Exposure (can be in the form of Project Assignment, Promotion, Job Swap, and Job Attachment), Training, and Coaching and Mentoring.

4. Talent Review

The stage for re-evaluating selected successors based on their performance, competency, and potential. The review of successors is held every 6 (six) months. The output of the review can be in the form of adjustments to development/resumption, excluded from the successor pool, or ready to be promoted.



DATA ANALYSIS



Achieving

Someone who has enormous energy and always takes the high initiative to achieve and grab more than expected. So this person will always try to be the best and exceed the target.



Strategic Thinking

Someone who has a clear vision and direction for him to achieve something. This person also has a clear and good plan regarding how things will be delivered to achieve the best. So when he becomes a leader, this person will provide clear direction for himself and for his team.



Collaboration

For large organizations such as Bank Mandiri, cooperation and synergy between work units will be needed and holds the key to the success of achieving a goal. Someone who will become an independent future leader is also expected to have the ability to “people development.” What is meant by people development here is the spirit to provide development not only to oneself but also to colleagues and subordinates.



Manage Change

Adapting and accepting changes and responding positively and openly is the expected behaviour of employees at Bank Mandiri, so superior employees will always be able to provide the best even in conditions of changing circumstances and policies.





8 Superior Mandirians

Bank Mandiri defines the main behaviors that employees need to have based on the results of a study of several competency measurement tools used by several assessment center institutions. This main behavior is used as a tool to measure the potential of an employee called 8 Superior Mandirians. The so-called 8 (eight) Superior Mandirians is as follows.

Decisive



When an uncertain situation occurs, one of the toughest tasks of a leader is to make a decision. Decisive is one of the critical attitudes that a leader is expected to be able to direct and make accountable decisions with measured risks in even the most difficult situations.



Etchics



Ethics is closely related to employee's integrity, both in decision making and when collaborating with related stakeholders. But keep in mind also that ethics is also closely related to actions and communication that can be accounted for and trusted.



Delivering Result



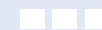
All previously mentioned elements are in vain when work stops at mere aspirations and promises without clear results. At the end of the day, the measure of the success of a job will be measured from the work completed with a complete quality of work and upholding ethics and cooperation with all stakeholders.



Tough Minded



To become a leader at Bank Mandiri, there will be many challenges, obstacles, and difficulties that must be faced throughout the process to achieve certain achievements. Therefore, a Superior Mandirian is expected to be able to show his resilience in facing all challenges and has the ability to bounce back when he has to fall during the journey.





Adieu

This stage is the last step in an employee lifecycle. Dismissal of employees or Termination of Employment is the termination of employment relations between the Employee and the Bank because of certain matters which result in the termination of the rights and obligations of the Employee and the Bank. The general principle of terminating employees is:

1. It is carried out based on an agreement between the Employee and the Bank unless the Employee violates employee discipline rules.
2. Performed at the initiative of the Bank and/or at the initiative of employees.
3. Done by considering the rights and obligations of employees and the Bank.

Pension Program

In implementing a pension program, Bank Mandiri establishes a Pension Fund for Employees. In general, the scope of the Pension Fund program consists of two programs, namely:

1. **Defined Benefit Pension Program**
Pension program for employees who are still actively working at the Bank from the Legacy Bank (4 Banks before the merger) and Bank Legacy's retirees.
2. **Defined Contribution Pension Program**
Pension program for Permanent Employees of the Bank and new Employees who have been appointed as permanent employees of the Bank.

In connection with the OJK Regulation No. 5/POJK.05/2017 concerning Contributions, Pension Benefits, and Other Benefits held by the Pension Fund, Bank Mandiri has made adjustments to the Pension Fund Regulations (PDP) in accordance with the decision of the OJK Board of Commissioners No. KEP-125/NB.11/2018 dated March 12, 2018, including:

- Accumulation of Employer Contributions for participants with a membership period of less than 3 (three) years is used as the employer contribution to other participants.

- Payment voters Pension benefits at once.
- Asset grouping (life cycle fund) according to the age of the Participant group, which is divided into 2 (two) groups, namely Cluster General and Cluster Special.
- The Pension Fund is obliged to separate funds categorized as inactive funds, if after payment is separated, there will be no payment of Pension Benefits, then the Pension Fund must submit inactive funds to the BHP.
- Provisions for Additional Participant Contributions in the form of incidental and monthly contributions.

In addition to establishing a Pension Fund for Employees, Bank Mandiri also registers Employees as participants in the Pension Guarantee Program for the Social Security Organizing Agency (BPJS) in accordance with the applicable laws and regulations.

Pension Preparation Program

For employees who are about to retire and already retired, Bank Mandiri also provides special training related to employee retirement preparation programs namely Pra-Purna Bhakti, where the training aims to shape mentality and expertise as well as debriefing employees to remain productive even though they are no longer employees.

Post Pension Benefit

Bank Mandiri also appreciates Bank Mandiri Pensioners who aim to reward employees who enter normal retirement age for their contributions to Bank Mandiri and in increasing engagement with employees/retirees towards the company.

Bank Mandiri also pays attention to health facilities for retired employees by establishing Koperasi Mandiri Healthcare (MHC). The MHC Cooperative was established at the end of 2010 with membership fees of 5% originating from Employee contributions of 2% and subsidies from the Bank at 3%.

Process and Policy Human Capital

The management of each Human Capital function is regulated in the form of a process and set out in policies that are used as guidelines by taking into account operational risks. Internal policies related to the management of Human Capital at Bank Mandiri are regulated in:

1. Operational Policy (Human Resources Sub-Chapter) which has been updated and approved on December 12, 2017, as well as a revision which was approved on July 3, 2019;
2. The Human Resource Standards that have been updated and approved on July 3, 2019, and a revision was made which was approved on December 18, 2020; and
3. Technical Guidelines for Human Resources (PTSDM) are updated using the concept of employee lifecycle (8A). Updates are carried out partially and gradually, while PTSDM which has been updated and approved is as follows.



No	Technical Guidelines for Human Resources (PTSDM)	Date Approved
1.	PTSDM Architect – Design and Study of Organizational Structures	September 12, 2018
2.	PTSDM Architect – Employee Need Planning and Manpower Cost Budgeting	September 12, 2018
3.	PTSDM Attract – Bank Employee Fulfillment	October 1, 2019
4.	PTSDM Attract – Outsourcing Partner Accreditation	May 2, 2016
5.	PTSDM Attract – General Requirements of Outsourcing Provisions	December 30, 2019
6.	PTSDM Align – Employee Relations	October 20, 2020
7.	PTSDM Align – Program On Boarding	May 26, 2020
8.	PTSDM Advance – Implementation of the Postgraduate Scholarship Program	August 1, 2016
9.	PTSDM Advance – Implementation of Internship Program, Research, Research, and Field Work Practices in Work Units	July 1, 2018
10.	PTSDM Advance – Learning and Development – Training and Development Costs	April 1, 2019
11.	PTSDM Advance – Implementation of Certification	July 8, 2019
12.	PTSDM Advance – Knowledge Management – Mandiri i-Share	March 23, 2020
13.	PTSDM Appraise – Individual Performance Management System	November 30, 2020
14.	PTSDM Award	August 5, 2020
15.	PTSDM Award – Transactional Reward and Administrative Management of Senior Executive Vice President (SEVP)	February 1, 2019
16.	PTO Incentive Governing Board (IGB)	December 31, 2019
17.	PTSDM Actualize – Management Talent & Sukses	December 10, 2018
18.	PTSDM Actualize – Implementing Employee Development Program	December 14, 2018
19.	PTSDM Adieu – Pension Program	September 13, 2016
20.	PTSDM Adieu – Employee Termination	March 30, 2020
21.	PTSDM Corporate Culture – Culture Excellence Score Board (CES)	June 1, 2018
22.	PTSDM Corporate Culture – Mandiri Craft Management and Mandiri Craft Database Application	July 10, 2018
23.	PTSDM Corporate Culture – Mandiri Employee Award (MEA)	March 1, 2019
24.	PTSDM Operasional Human Capital	October 1, 2019
25.	PTSDM Morrigan - Watchlist Database	June 15, 2020
26.	PTSDM Mandiri CLICK & Individual Development Plan (IDP) Online	September 1, 2020

All internal provisions related to Human Resources are constantly reviewed and updated regularly in accordance with the development of the organization.



System and Infrastructure Human Capital

Bank Mandiri continues to manage and update the Human Capital Information Management System that is tailored to the needs of Bank Mandiri by referring to the applicable policies and procedures. Things that must be considered in the Human Capital management information system are that the arrangement, development and modification of the system must pay attention to the aspects of consistency, system operational continuity, time efficiency, operational risk reduction and customer satisfaction.

Mandiri Talent Management System

The Mandiri Talent Management System, known as TaMS, is a tool to help manage employees and Human Capital processes at Bank Mandiri. At present, TaMS is used by the Human Capital and Line Manager teams in conducting employee mobility, determining talent classification, succession management, and compensation management.



Mandiri Click

Since its launching in 2017, the employee self-service portal, Mandiri CLICK has many additional features to continue to be able to support employees in having an understanding of their rights and obligations in accordance with Bank Mandiri's internal policies. Now Mandiri CLICK also has a leave feature and benefit feature to find out what facilities and benefits each employee has. In addition, Mandiri CLICK is now enriched with information from relevant parties related to staffing such as BPJS up to Bank Mandiri Pension Fund.

Mandiri Easy

Human Capital Bank Mandiri uses one of the e-Performance tools called Mandiri easy (Mandiri Employee Appreciation System), in order to align targets and ensure the achievement of all targets can be monitored properly. Mandiri easy is a cloud-based system so it is flexible to be accessed anywhere as far as connected to the internet. This system functions, as access to assessing the performance of Bank Mandiri employees.





Mandiri Career Website

Mandiri Career is one of the menus on the Bank Mandiri website which contains information about job vacancies at Bank Mandiri (ODP, MY Lead, Mandiri Craft, Experienced Hire, Banking Staff, and CPDK) and Subsidiaries. The community is allowed to submit job applications online through Mandiri Career.



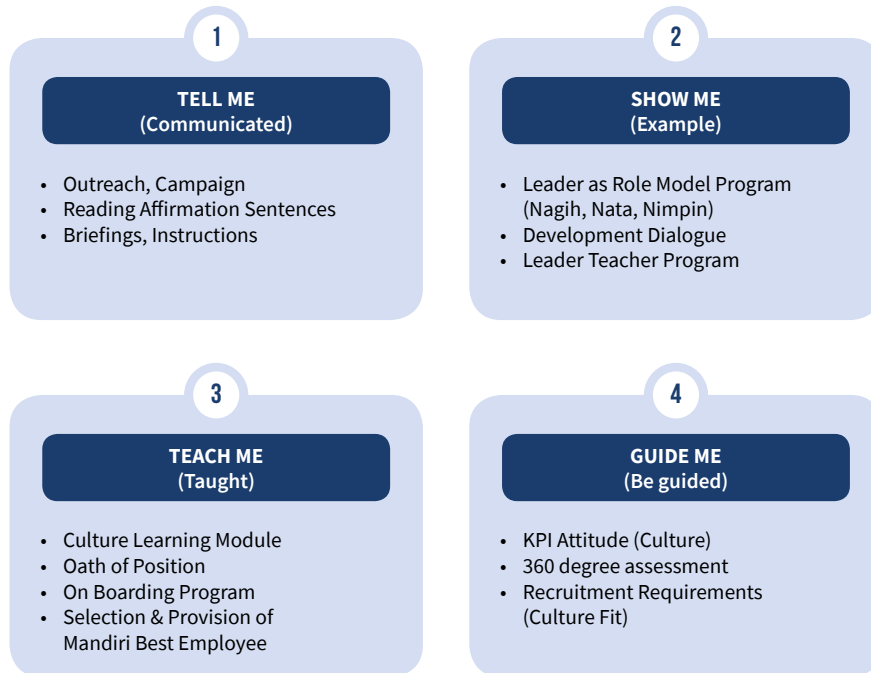
Mandiri Young Leaders

MYLD is a support tool for Mandiri Young Leaders participants to keep up to date with the Mandiri Young Leaders Program information.



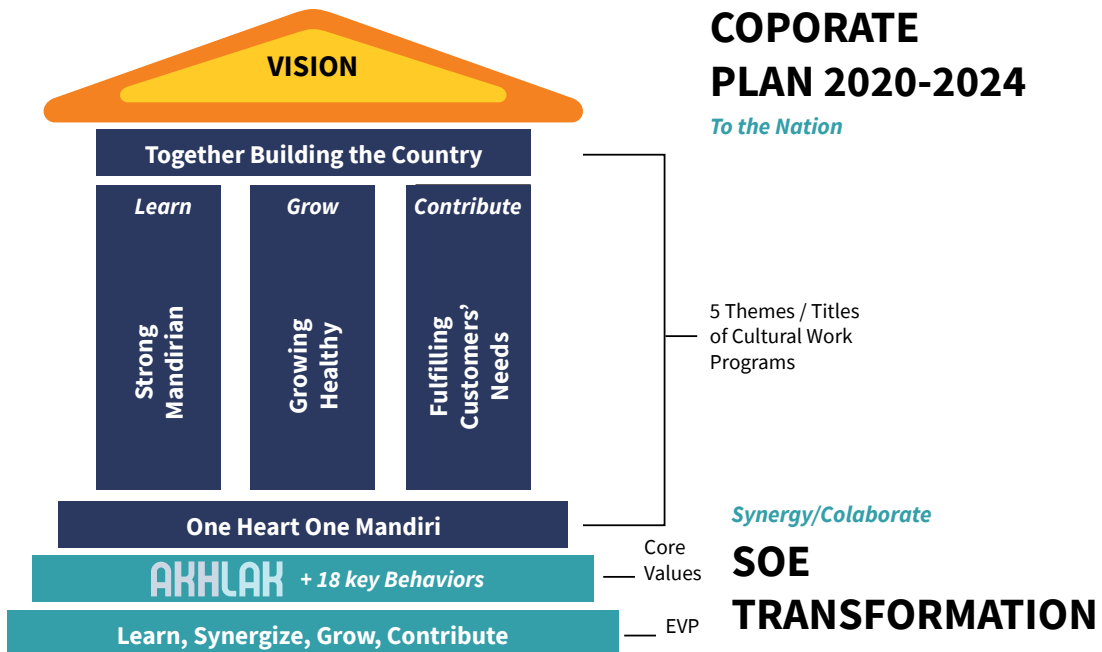
Cultural Internalization

The presence of the millennial generation at Bank Mandiri encouraged Bank Mandiri to continue to adjust its ways of internalizing Core Values and Cultural Work Programs so that all Mandirian could understand and implement the values and programs more easily. The internalization of the Cultural Work Program was supported by the Culture Squad Leader and the Mandiri Culture Squad as enablers in implementing the Smell of the Place approach: Tell Me, Show Me, Guide Me, Teach Me as a strategy for implementing the Cultural Work Program with the following explanation:



Culture Squad became a forum for all Mandirians to socialize and implement a corporate work culture in a disciplined manner to support the Vision & Mission of Bank Mandiri. Currently members of the Culture Squad are Mandiri Youngster, Mandiri Dancer Squad, Mandiri Influencer, Mandiri Writers, and Mandiri Movie Creator.

Transformation of SOEs Culture











Following up on the direction of the Ministry of SOEs regarding the implementation of the Core Values of Human Resources "AKHLAK-Amanah, Kompeten, Harmonis, Loyal, Adaptif, and Kolaboratif" (Trust, Competent, Harmonious, Loyal, Adaptive, & Collaborative), and the **Employee Value Proposition (EVP)**, namely Learn, Grow, and Contribute to Indonesia in every SOE, Bank Mandiri as part of the BUMN was committed to providing full support regarding the implementation and uniformity of the Main Values and EVP which aimed to realize the role of SOE as an engine of economic growth, an accelerator of welfare social, job providers, and talent providers.

In this regard, Bank Mandiri aligned Core Values, which previously were TIPCE to AKHLAK, and 11 Behaviors to 18 Behaviors while maintaining identity and uniqueness through 5 (five) themes and cultural work programs of Bank Mandiri. 5 (five) The theme of the Cultural Work Program was a real form of activities from AKHLAK's Core Values, namely: One Heart One Mandiri, Strong Mandirians, Healthy Growth, Meeting Customer Needs, and Together Building the Country.

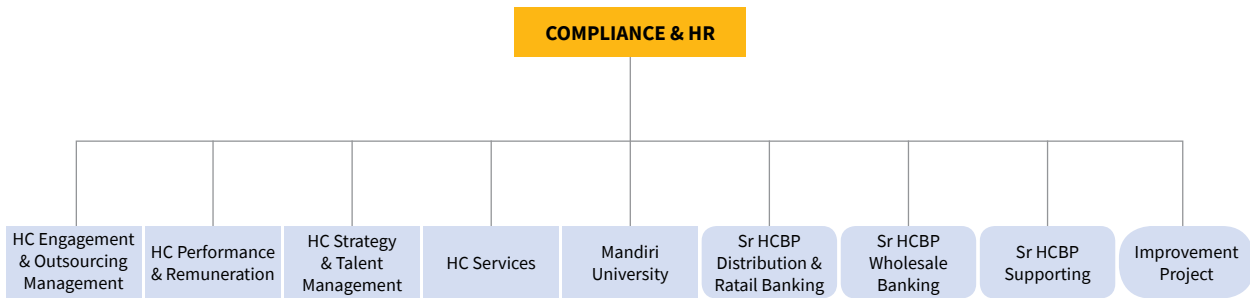
Explanation of regarding AKHLAK's Core Values and 18 Behaviors are as follows:

No.		Core Values	Definition	Code of Conduct
1.		Amanah (Trustworthy)	Uphold the trust given	<ul style="list-style-type: none"> a. Keep promises and commitments b. Responsible for the tasks, decisions, and actions taken c. Stick to moral and ethical values
2.		Kompeten (Competent)	Continue to learn and develop capabilities	<ul style="list-style-type: none"> a. Increase self-competence to respond to ever-changing challenges b. Help others learn c. Complete tasks of the highest quality
3.		Harmonis (Harmonious)	Mutual care and respect for differences	<ul style="list-style-type: none"> a. Respect everyone regardless of their background b. Willing to help others c. Build a conducive work environment
4.		Loyal	Dedicated and prioritizing the interests of the nation and state	<ul style="list-style-type: none"> a. Maintain the good name of fellow employees, leaders, SOEs and the State b. Willing to sacrifice to achieve a greater goal c. Obey the leadership as long as it is not against the law and ethics
5.		Adaptif (Adaptive)	Continue to innovate and be enthusiastic in moving or facing change	<ul style="list-style-type: none"> a. Quickly adjust to be better b. Continuously making improvements following technological developments c. Be proactive
6.		Kolaboratif (Collaborative)	Build synergistic cooperation	<ul style="list-style-type: none"> a. Provide opportunities for various parties to contribute b. Be open in working together to generate added value c. Use various potential resources for common goals



Management Structure of Human Capital

Human Capital Management at Bank Mandiri is supervised directly by the Compliance Director. To support the implementation of business strategies that are in line with the Bank's vision and mission, an organizational structure is aligned, including in the management of Human Capital as outlined in the Decree of the Board of Directors No. KEP.DIR/133/2020 dated November 9, 2020 as follows.



The duties and responsibilities of each Work Unit above related to Human Capital management are:

Working Units	Functions, Duties, and Responsibilities
HC Engagement & Outsourcing Management	<ul style="list-style-type: none"> Formulating strategies and policies to maintain good employee engagement by aligning all Human Capital policies and applying labor policies and industrial relations based on applicable laws and regulations. Planning, establishing, developing, directing, monitoring and evaluating the implementation strategy and MPOM services related to the management and fulfillment of outsourced personnel (TAD), as well as the management of the Kriya Mandiri apprenticeship program in accordance with the required amount, time and budget requirements.
Human Capital Performance & Remuneration	Managing, developing and monitoring Human Capital policies related to Performance and Reward Management as well as Organization Development to support business processes and organizational effectiveness both at Headquarters and at Regional Offices based on best practices that are aligned with business strategies and applicable laws and regulations.
Human Capital Strategy & Talent Management	Formulating and developing comprehensive Human Capital strategies and policies related to talent management and Human Capital process improvement and technology that can provide support to all work units of the Central and Regional Offices both for the short and long term.
Human Capital Services	Formulating strategies and policies related to the fulfillment of Human Capital, operations and Human Capital services that are effective and efficient to create synergy and meet the needs of all work units of the central and regional offices in the form of time to market.
Mandiri University Group	Providing solutions, training and development programs that are appropriate to ensure each employee that has been equipped with capabilities to support the growth and performance achievement of each work unit.
Human Capital Business Partner	Becoming a strategic business partner in managing Human Capital in work units under its coordination, both at the Headquarters and at Regional Offices.

Human Capital Profile

Information related to the Bank Mandiri employee profile can be found on the Company Profile section of this Annual Report.



Human Capital of Bank Mandiri in The COVID-19 Pandemic Time



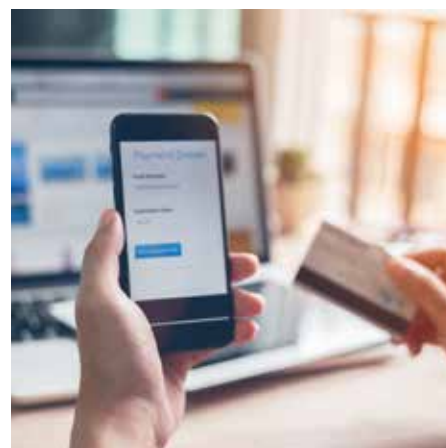
Bank Mandiri's Human Capital had a policy system to rearrange its role and authority to deal with crisis times such as the COVID-19 pandemic in accordance with Bankwide strategy. Aspects of human capital that are reorganized to deal with crises are

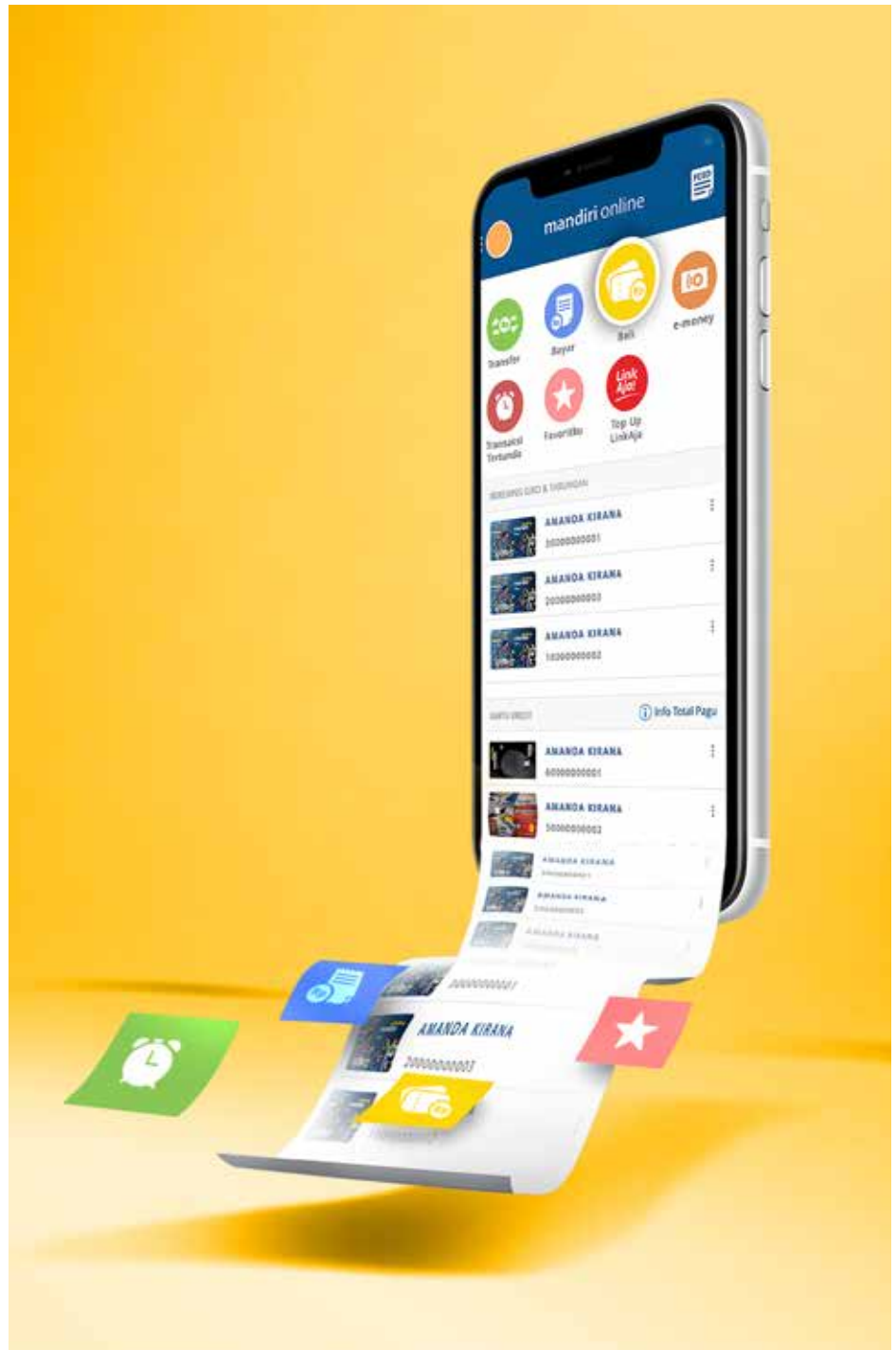




Information Technology

In supporting the alignment of the 2020-2024 Corporate Plan, Bank Mandiri has a digital transformation strategy through the application of the "4-Pronged Framework" as a digital strategy.







Information Technology Development Focus

In supporting the alignment of the 2020-2024 Corporate Plan, Bank Mandiri had a digital transformation strategy through the application of the "4-Pronged Framework" as a digital strategy.



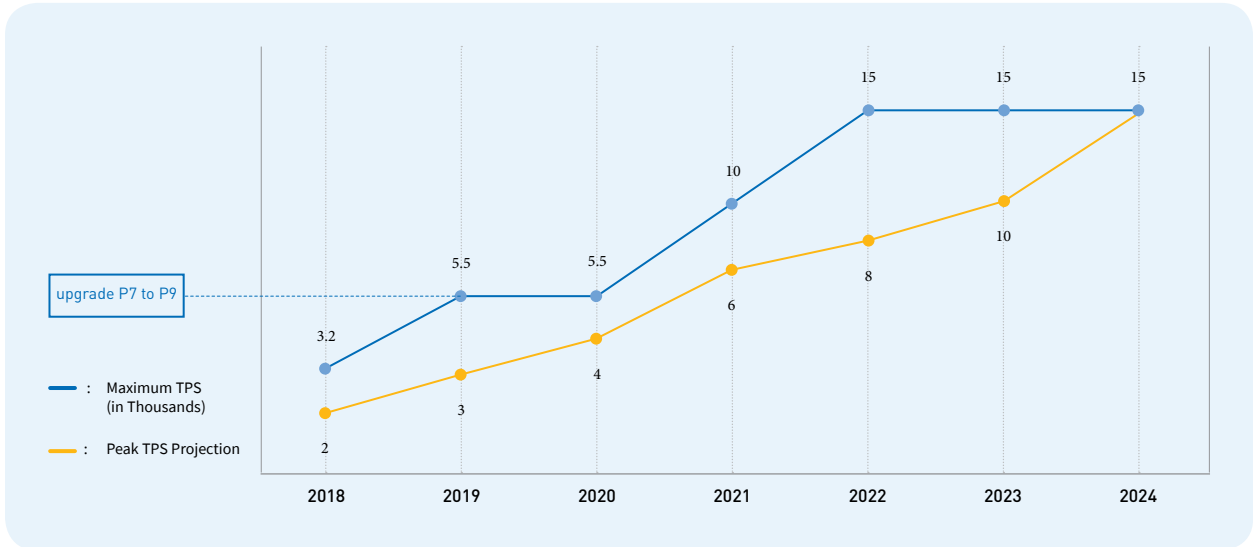
The "4-Pronged Framework" is:

1. Digitize Internal Platform

Building a reliable internal platform infrastructure and improving business processes as the foundation for a sustainable digital transformation. Among the initiatives taken were:

a. Core Banking System Capacity Improvement

At the beginning of 2020, Bank Mandiri increased the capacity of the core banking system so that the core banking capacity of Bank Mandiri increased by 78%. By implementing an upgrade to the core banking capacity system, it could increase processing time by 50% faster and reduce maintenance costs by as much as 60%. This was also intended to increase Bank Mandiri's readiness to serve increased digital transactions until 2024.



b. Mandiri Cloud Implementation

Bank Mandiri also made innovations in providing IT infrastructure called Mandiri Cloud in the form of Infrastructure as a Service (IaaS) and Platform as a Service (PaaS). Mandiri Cloud was a Virtual Private Cloud (On Premise) technology to accelerate the provision of IT infrastructure and speed up the time to market for digital-based applications, where with the conventional model it took 12 weeks (procurement, server set-up, storage set-up, set-up network) to 15 minutes for IaaS resource provisioning and 1 hour for PaaS.

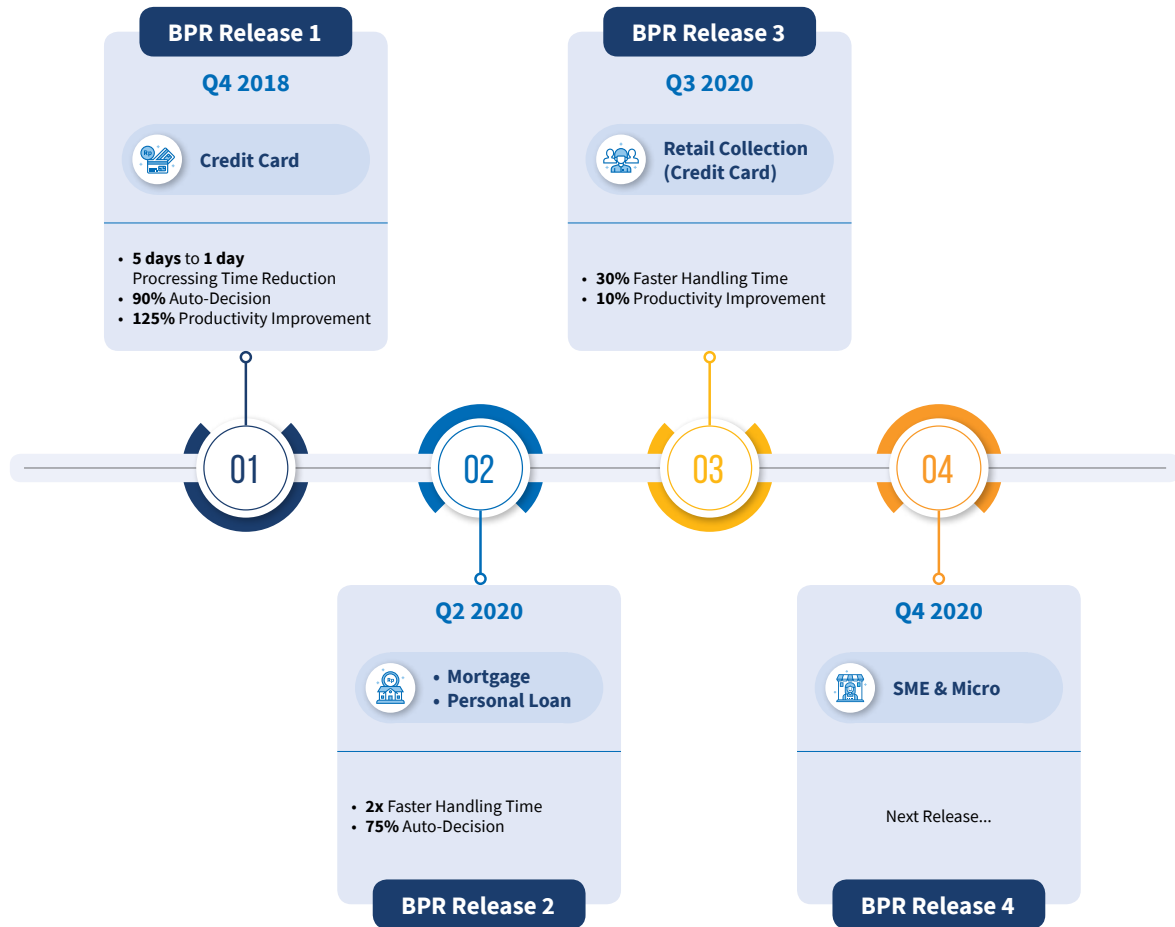


Mandiri Cloud is located in Bank Mandiri’s two Data Centers and is used for IT operation and development of Bank Mandiri’s applications. Bank Mandiri continued to make improvements to Mandiri Cloud both in terms of the latest features, support for Agile Development-based application development, high availability and adequate capacity to support business needs. In addition, Mandiri Cloud also supported the Mandiri Group synergy by providing IaaS for subsidiaries. With Mandiri Cloud, it was expected that Bank Mandiri’s IT could be at the forefront, efficient in investment and able to meet Bank Mandiri’s fast business growth.



c. Re-engineering and Digitalisasi Business Process (BPR)

Digitalization of Loan Processing was also continued for consumptive and productive retail loans using a Decision Engine supported by the application of Machine Learning so as to support the acceleration of the application process and auto decision by more than 70%.



d. Data Analytics

Bank Mandiri developed artificial intelligence and machine learning to utilize big data analytics that could encourage more accurate business execution. Data utilization included:

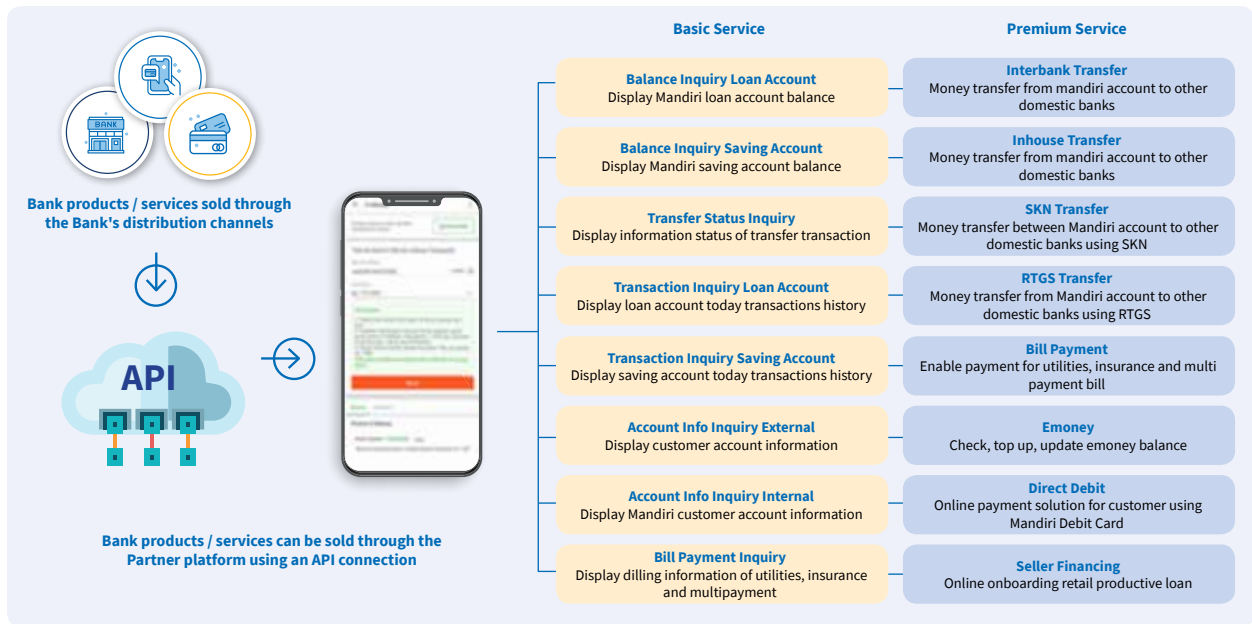
- 1) Sentiment analytics; The number of complaints decreased by 92% through analysis of customer complaint trends.
- 2) Customer 360; 22% reduction in take over risk through analysis of debtor transaction trends.
- 3) Customer segmentation; Increased use of Mandiri Online by 20% through structured campaigns.
- 4) Next base over; Increased credit card transactions by 105% through promotions according to customer needs.
- 5) Channel shifting; 10% increase in conversion of ATM users to Mandiri Online users.

e. Application Programming Interface (API) Gateway Development

Development of an Application Programming Interface. (API) Gateway to facilitate integration of banking products with Partner applications. Bank Mandiri prepared more than 100 API Services that could be used by Bank Partners. API-based cooperation forms had been implemented with various business partners, including: e-commerce, fintech, subsidiary companies and so on. Mandiri API Portal could be accessed at developer bankmandiri.co.id.



API Gateway Development



2. Develop Digital Native Product

Develop Digital-Native Products was an end to end digital product development that could make it easier for customers to access without visiting a branch. Initiatives currently undertaken by Bank Mandiri included:

Online Account Opening

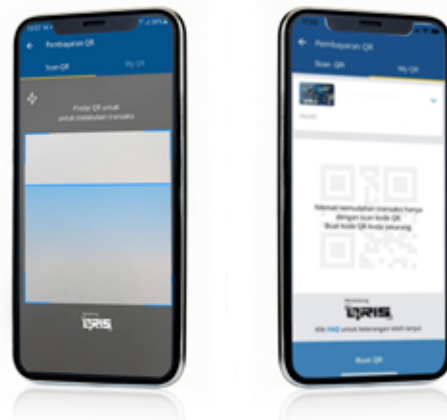
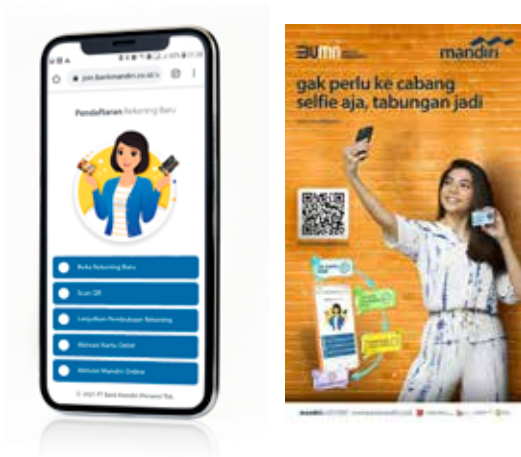
In April 2020, Bank Mandiri successfully launched an online onboarding platform to provide end-to-end digital banking services. The online onboarding platform was a service to make it easier for customers to open a Bank Mandiri account anywhere without having to come to a branch, without having to download an application and the process is fast, only 12 minutes. This platform could be accessed via a browser on a smartphone with the link: join.bankmandiri.co.id. Currently, the average account opening through Online Onboarding was 2,500 per day, with a YTD cumulated of 385,000 accounts as of December 2020.

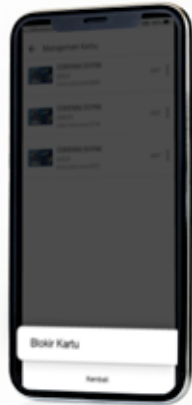
3. Modernize Digital Channel

Modernize Distribution Channels focused on developing Digital Channels to improve customer experience. The initiatives taken included:

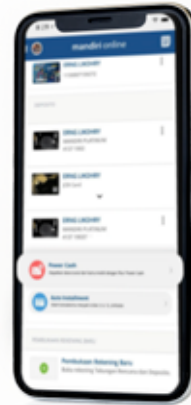
a. Mandiri Online Development

As a financial super app that could support the needs of the customer's life style experience, where customers could perform most of the core banking functions digitally, such as save money, borrow money, move money and grow money, which were supported by the features in Mandiri Online. In addition, Bank Mandiri added features according to customer needs, where in 2020 there were more than 30 new transaction support features that customers could use, including:

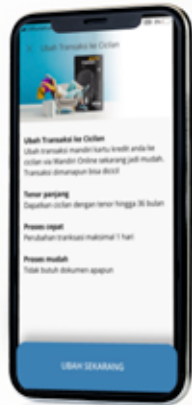




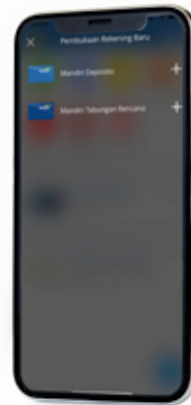
2) A debit and credit card block feature that made it easy for customers to secure their accounts in the event of a loss. In addition, customers could also easily unblock cards again specifically for debit cards.



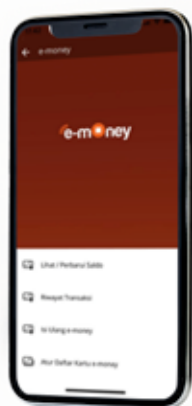
3) The Power Cash feature was given to selected customers to withdraw cash from credit cards owned by customers, with loan limits ranging from IDR 1 million to IDR 100 million (maximum 50% of the credit card limit).



4) Auto Installment feature that could convert transactions on a customer's credit card into installments with a fast process and varying tenors.



5) Opening a time deposit account with attractive and competitive interest, which made it easier for customers to invest in time deposits.



6) Top-ups, check balances, check balance history and update Mandiri e-Money balances on iOS (at least iPhone 8 with iOS 13) which had the NFC feature in which Bank Mandiri was the first bank to be able to do this feature on iOS.



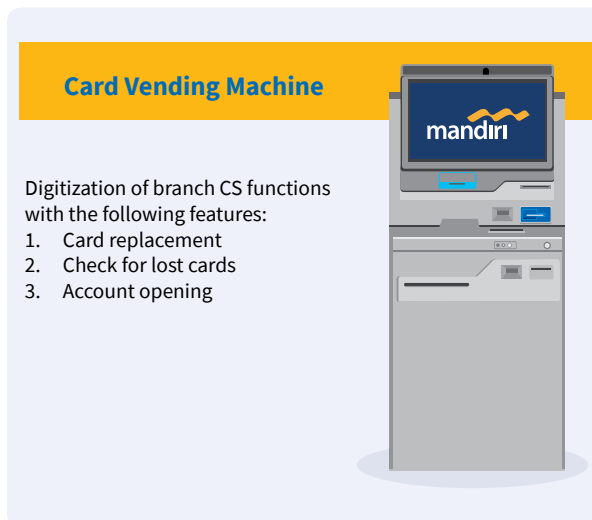
- 1) A payment feature that allowed customers to make payments by scanning a QR code (QRIS) owned by a merchant that scanned the customer's QR code generated on Mandiri Online.

b. Chat Banking Development

The development of Chat Banking on the Bank channel and the Partner channel was an innovation aimed at improving the customer experience and digitizing the Bank's call center services. Through the Chat Banking service, customers could obtain non-transactional information such as checking account balances, checking account transaction mutations, and blocking debit cards. Gradually, features were added to make financial transactions such as transfers, Mandiri eMoney top-ups or credit purchases.

c. Self Service Machine

Digitizing branch service functions to provide the best customer experience that could support Customer's life style experience through digitizing Customer Service and Teller with the existence of Card Vending Machines. Customers could replace cards with cards or without cards as well as open savings accounts quickly and practically without the need to come to a branch.



Bank Mandiri also added digitization to tellers through an Interactive Teller Machine where customers were able to perform cash management services, payments, transfers, deposits, overbooking and other features.



d. Mandiri Cash Management Development

To accommodate wholesale customer requests related to complex transaction needs so that they could be carried out more efficiently, user friendly and increase convenience for wholesale customers in conducting banking transactions. Cash management service improvements were always carried out continuously, one of which was in terms of system availability, which reached 99.67% to increase loyalty and increase financial transaction activities through Bank Mandiri.

e. Trade Finance Development

Through Mandiri Global Trade, it could make it easier for customers to process various end-to-end Trade Finance product transactions online. There were features that customers could perform, such as online publishing applications, amendments, push notifications that could notify successful transactions, upload documents and other features that could be accessed safely.

f. Mandiri Pintar Service

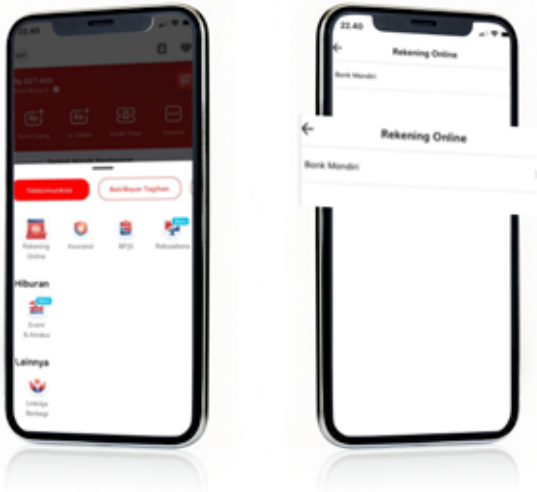
It was a sales application for MSMEs to make it easier to apply for micro credit instantly through a digital platform where the entire process was done digitally, starting from the application process, scoring data to approval of the credit submitted. Through Mandiri Pintar, micro customers were given the convenience of a 3-4 day credit application process to only 15 minutes.



Mandiri PINTAR

is a digital sales platform for Micro & SME

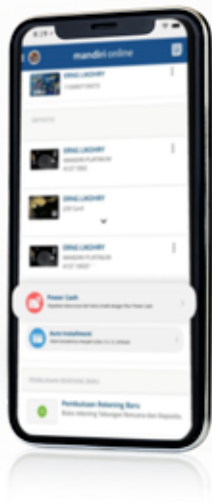
- 01 Fast approvals of 3 days to 15 minutes
- 02 Automatic scoring data
- 03 Seamless process



4. Leverage Digital Ecosystem

Leverage Digital Ecosystem became a form of Open Banking implementation in expanding customer access to Bank products through cooperation with Fintech and e-Commerce. The initiatives taken included:

- a. Digital Acquisition, Partner application users who were not Bank Mandiri customers could open a Bank Mandiri account through the Partner platform with attractive offers for those who successfully opened an account.



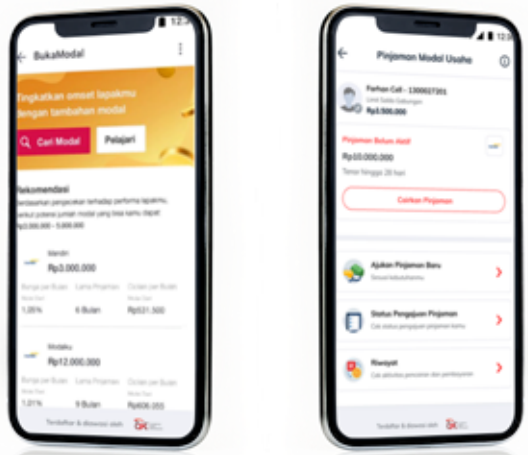
- b. Digital Payment, a means of payment that made it easier for Customers to make transactions on Partner platforms. One of them was the development of Direct Debit which could make it easier for customers to make digital payment transactions. Currently, Bank Mandiri collaborated with Top 5 (five) e-wallets and e-commerce for direct debit services



c. Digital Financing, the process of distributing productive and consumptive loans through the Partner platform. Bank Mandiri collaborated with Top 5 (five) e-commerce and Fintech for digital financing services from Partner platform.

1) Business capital financing to Online MSMEs

Ease of submitting loan applications for Online MSMEs through the Partner application which immediately got a credit limit for business capital to boost the creative economy in less than 3 hours.



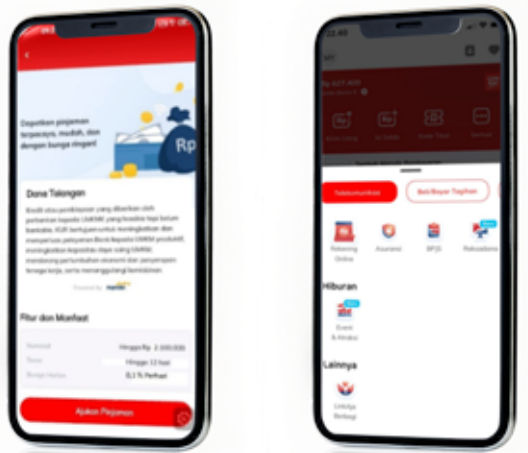
- Paperless**
- Apply online via partner platform

- Presentless**
- No face-to-face, authorization using eKYC and digital signature

- Cashless**
- Direct disbursement to customer account, less than 3 hours

2) Business capital financing to Value Chain MSMEs

Customers could apply for business capital loans online through the Partner platform without having to face to face to withdraw the loan repeatedly (revolving) as long as it had not reached the loan limit.



- Paperless**
- Apply online via partner platform

- Presentless**
- No face-to-face, authorization using eKYC and digital signature

- Revolving**
- Customers can withdraw loans repeatedly (revolving)



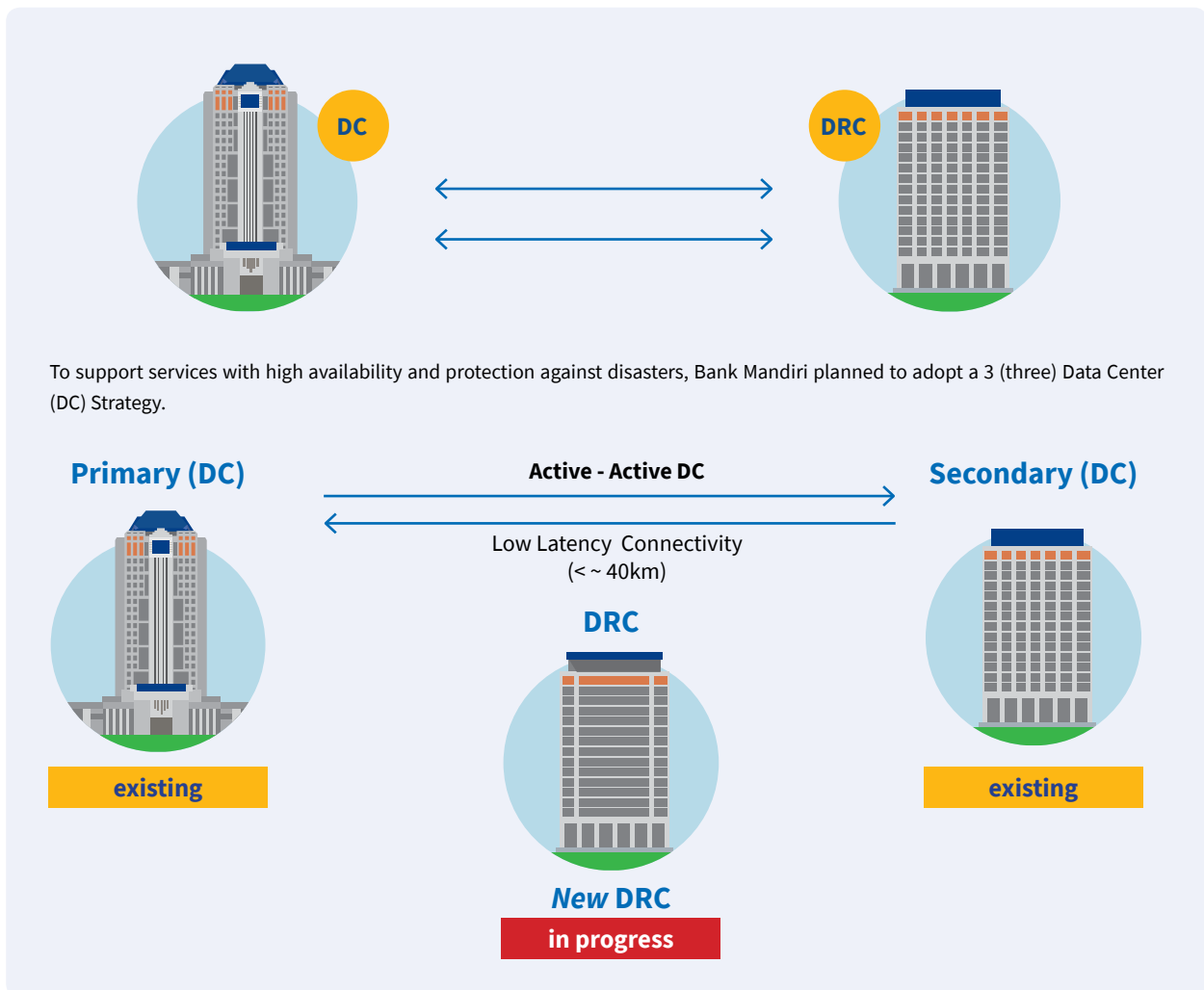
Information Technology Availability and Infrastructure

In maintaining the business continuity and IT operations of Bank Mandiri, to support IT infrastructure that was reliable and had high availability was significantly needed. Bank Mandiri's growing business growth also required the Bank to continuously make improvements in terms of infrastructure and IT operations. Currently, Bank Mandiri's IT infrastructure was supported by the Plaza Mandiri Data Center (DC) facility and the Disaster Recovery Center (DRC) Sentra Rempoa to support Bank Mandiri's business continuity during an emergency. In 2020, Bank Mandiri would also improve the core banking system to increase the availability and reliability of IT services. In addition, the implementation of Infrastructure as a Service called Mandiri Cloud as a Virtual Private Cloud (VPC) was used to accelerate the provision of infrastructure in the operations and development of Bank Mandiri applications.

Regarding maintaining Bank Mandiri IT operations, the following is a brief explanation of IT infrastructure:

Data Center (DC) and Disaster Recovery Center (DRC)

Data Center (DC) became a critical infrastructure to support business continuity. Currently, Bank Mandiri's IT infrastructure was supported by the Data Center (DC) and the Disaster Recovery Center (DRC).





With the 3 (three) DC strategy, 2 (two) Data Centers function as DC Active - Active to support high availability services, where the two facilities were located at a maximum distance of approximately 40 km to maintain low latency connectivity between DCs.

Considering DC Active - Active is in close proximity, there was a risk of double disaster in the event of a disaster on a large scale. To mitigate this risk, a third DC was needed as a Disaster Recovery Center (DRC) located in a different area.

In the case of Problem Management, Bank Mandiri IT performed Operation Improvement which consisted of 4 quantities:

1. Preventive Maintenance, namely standardizing the scope of maintenance to maintain system stability.
2. Monitoring/Detection, namely end-to-end monitoring tools to help analyze problems that occur.
3. Problem Handling/Fixing, namely the acceleration of the system recovery capability for problems that occur both known and unknown

4. Switch Over, namely the acceleration of the ability to carry out the switch over process, especially for very critical & critical applications, thereby reducing the potential for incidents.

To maintain operational reliability, accelerate resolution of a problem in measurable and monitored manners, and meet its commitment to provide excellent support to Bank Mandiri's business, Bank Mandiri's IT work unit implements the following certified service standards:

1. Surveillance ISO 9001, implementing the ISO 9001 quality management system could increase customer trust and satisfaction, as well as improve the quality, products, processes and services provided.
2. ISO 20000 recertification, to improve the quality of IT services, encourage continuous improvement and improvement of IT services.

Considering that the majority of banking transactions shifted towards digital, the security factor in transactions greater concerned to provide comfort and trust to customers.

Information Technology Security

Information Technology security was carried out in a measured and systematic manner through the management of information security risks including the risk of theft/loss/misuse/disclosure of customer confidential data. Information technology security at Bank Mandiri was implemented by applying 4 (four) layers of protection, which included:

1. Awareness

Awareness was the 1st layer of protection where employees as a powerful asset needed to have awareness of information security (security awareness). Furthermore, security awareness was implemented on a daily basis into behavior and ultimately became the culture of the Bank. The Bank conducted security awareness certification for the Board of Commissioners, Board of Directors, SEVP and all other employees regularly once a year and there was a routine monthly and 3 (three) monthly security awareness campaign program in the form of newsletters, podcasts, email blasts, and poster delivery.



2. Operation Controls

Operation controls became the 2nd layer protection where every activity carried out in the Bank was made with due observance to the optimal control design. Design control was developed by each work unit that owned the activity. For example, design control was the checking and approval process from the supervisor before a transaction could take place. Furthermore, there was a mechanism for testing the effectiveness of existing control designs by periodically implementing control testing by the risk management work unit.



3. IT Security

IT Security became 3rd layer protection where there was a layered implementation of information security technology to optimally safeguard information security and make the Bank resilient against cyber attacks.





4. Fraud Detection

Fraud detection was the 4th layer of protection in the form of processes and technology to detect potential fraudulent activities (such as transaction anomalies).

Fraud Analysis and Detection



Bank Mandiri had a special unit that managed information security to ensure that there was an information security strategy, conducted security operational activities and monitors 24x7, implemented information security technology/tools as needed and carried out security awareness campaigns. Information security carried out by the CISO Office was based on the Enterprise Information Security Architecture (EISA) which focused on 3 (three) areas, namely Governance, Protection and Operation. EISA was designed to carry out information technology security activities as well as to prevent, detect, respond to and remedy the Bank for cybersecurity incidents.

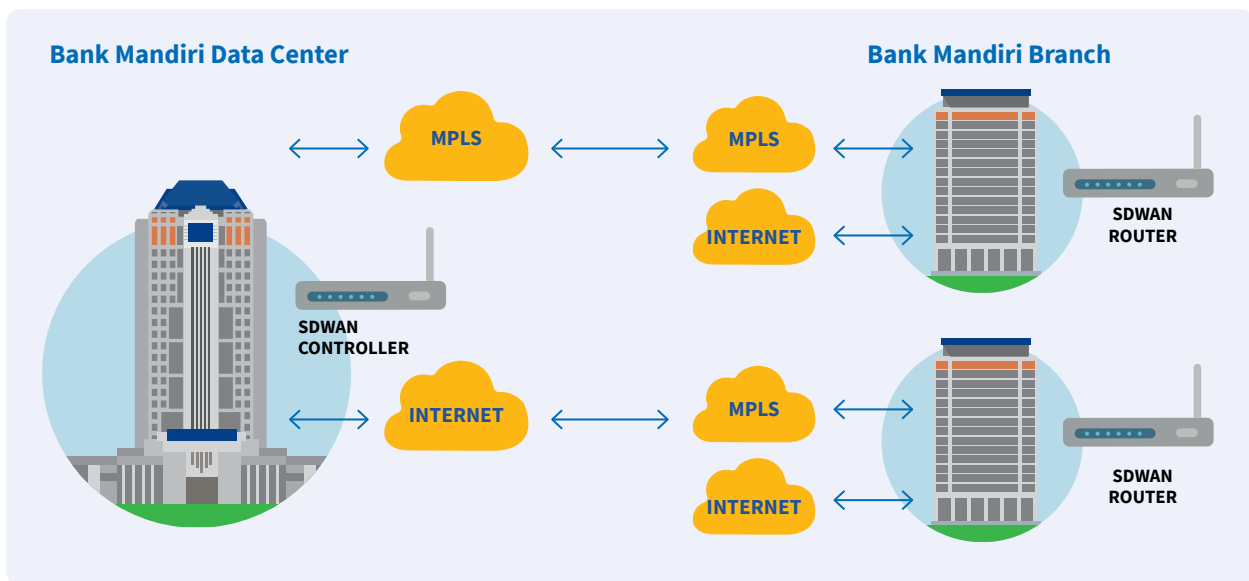
Governance	Protection	Operation
<p>CISO Office Group as the 1st line of defense is in charge of ensuring the Bank's information security and serves 3 main functions, they are:</p> <ol style="list-style-type: none"> 1. Design, i.e. through security architecture and strategy designing. 2. Services, i.e. through development, analysis, and disbursement of information about standard procedures, awareness program, risk management, and implementation of security control in the course of IT planning and development. 3. Operations, i.e. efforts to address information security incidents, which include protection, detection, response, and recovery from cyber security. <p>Operational Risk Group as the 2nd line of defense is in charge of managing cyber security risk at enterprise level. Develop a bank-wide risk management framework and implement an ORMT (Operational Risk Management Tools) in managing cyber security risk.</p> <p>IT Audit as the 3rd line of defense is in charge of ensuring that all operational activities conform to internal regulations, external regulations, and best practices for the industry. The audit of IT security was carried out at least once a year.</p> <p>The IT & Digital Banking Committee (Board of Directors Committee level) was responsible for determining the IT security strategy.</p> <p>Bank's assets, in the forms of customer information and data are managed by implementing the principle of Confidentiality, Integrity, and Availability based on Work Culture, Good Corporate Governance, Code of Conduct, Business Ethics, Prudential Banking and related regulations.</p> <p>Bank Mandiri improved employee competencies through training and certification related to information technology, cyber security risk and data protection.</p> <p>Bank has identified cyber risks in its relationships with third parties through 3rd party risk assessment periodically.</p> <p>Moreover, Bank instills security awareness into all Bank employees, Board of Commissioner and Directors periodically through phishing drill, e-learning, and other media.</p>	<p>Bank Mandiri continuously applies security standards and improves capabilities through EISA roadmap development and implementation based on the latest technology, including initiatives on the 5 layers of information security architecture, i.e.:</p> <ol style="list-style-type: none"> 1. Endpoint Security – through protection, encryption, and monitoring of end-users' IT devices. Endpoint security was carried out by implementing antivirus technology, end point detection response (EDR), policy enforcement with Network Access Control (NAC), data leakage protection (DLP) technology for data security. 2. Application Security – through the implementation of Secure System Development Life Cycle method at each stage of Bank system and application development. In addition, the Bank implemented DevSecOps to support rapid & agile customer needs. 3. Network Security – through updates on network security devices such as Next-Gen Firewall, Network Access Control, Cloud Security & Virtual Private Network (remote access). The VPN access was equipped with 2 Factor Authentication. 4. Data Security – through technology such as Data Loss Prevention, Data Masking and Data Encryption to prevent leakage of Bank's information especially sensitive customer data. 5. IT Infrastructure Security – through updates on security of the infrastructures used by Bank by means of patching, hardening, Identity and Access Management, and Privileged Access Management. 	<p>To maintain smooth operations 24/7, Bank through its Security Operation Center provides protection against insider and external cyber threats. Each information security event or incident is managed in consistent, effective, and measurable manners.</p> <p>All information systems adopted by the Bank have undergone the security assessment process to manage any vulnerability well.</p> <p>Moreover, Bank provides online protection for its brand and website against threats such as phishing, online scams, unauthorized, dan counterfeit sales that might be detrimental to customers.</p> <p>Then, to maintain customer information and data security, Bank conducts internal monitoring and prevention of sensitive data transfer outside of Bank's network through email, web browser, and removable media.</p> <p>Furthermore, Bank already develops digital forensic capabilities that enables security incident investigation processes, ensures post-incident recovery, improve security postures, and prevents recurrence of such incidents.</p>



Information Technology Innovation

Software Define WAN (SDWAN)

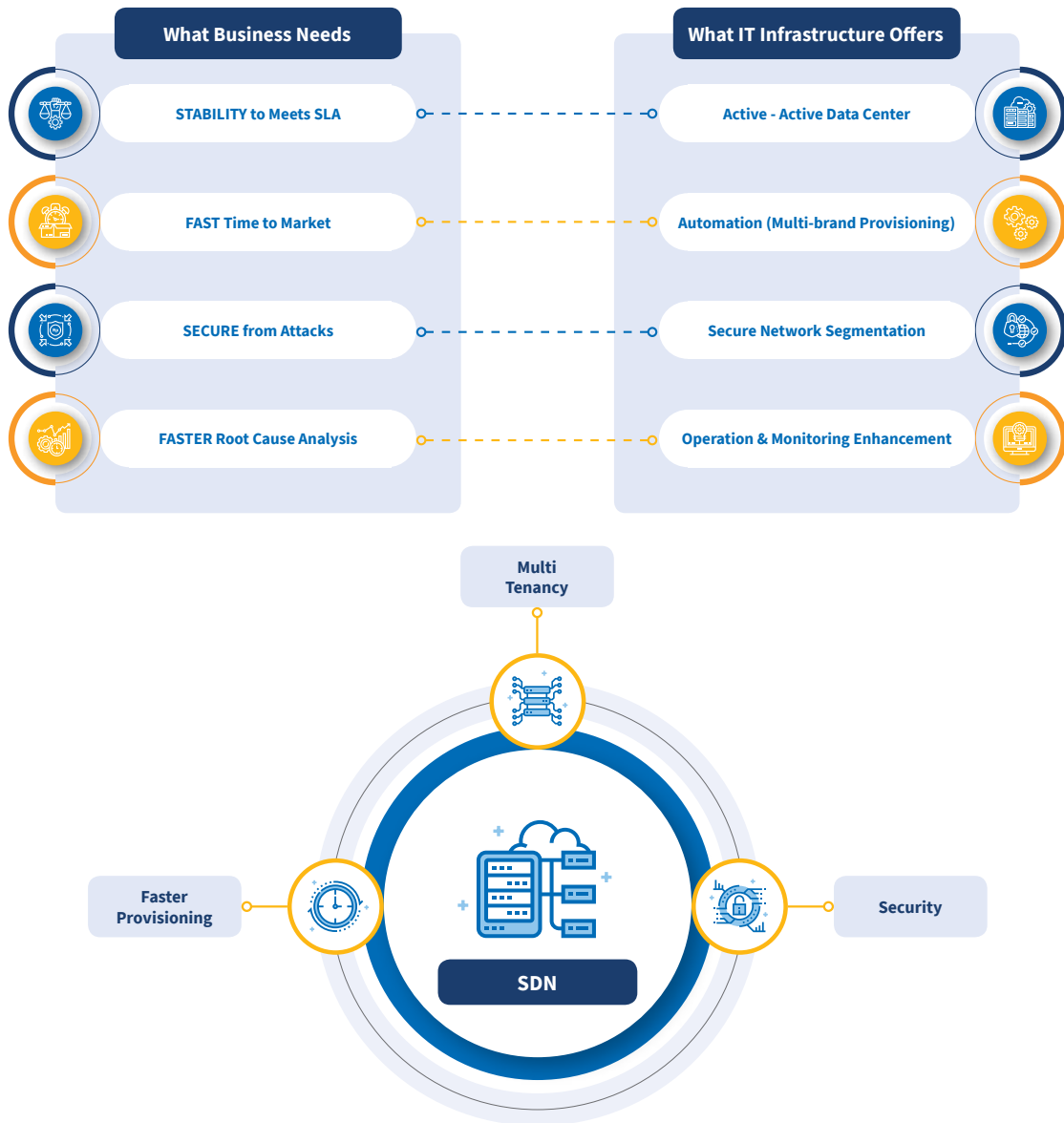
SDWAN technology implementation was to utilize the public internet network to connect the Data Center with the Bank's Head Office and Branch Offices to increase the bandwidth capacity needed to support O365 operations and collaboration tools during the pandemic. SDWAN implementation remained secure due to end-to-end encryption. In addition, SDWAN had an automation process feature that could centralize configuration, increase visibility and prevent human errors.



Software Define Network (SDN)

Software Defined Networking (SDN) was a new architecture for Bank Mandiri's Data Center network that was dynamic, manageable and adaptable. This SDN implementation aimed to make the network more flexible and to make it easier to control the Data Center network if there were changes in business requirements and to increase the stability and availability of the Data Center network.

SDN implementation on the Data Center network aimed to meet business needs that required time to market speed with automation features. The use of SDN also enhanced SLA with Active-Active Data Center and enhanced network security.



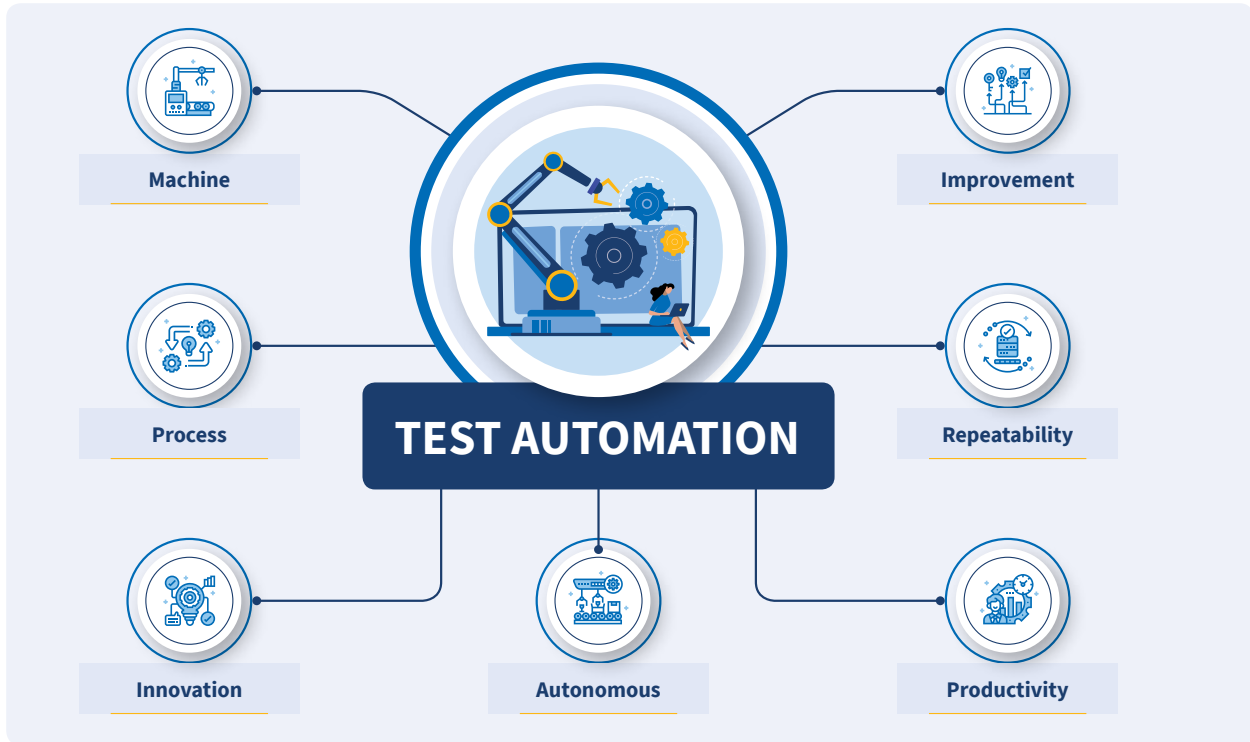
Automation Testing

Automation Testing became a Bank Mandiri innovation to support the acceleration of the application trial process and the use of automation to create test data. In general, application testing used manual testing, and in this test there were several weaknesses such as human error if people were tired in doing repeated or not reusable testing, lacked of accuracy, and required a long time in application testing because it was done manually individually and required high enough resources. With the use of automation testing, the application testing process was carried out automatically by comparing the expected results with the actual results.

Not only that, the benefits of using automation testing were speed and efficiency, because it was done computerized and could be repeated or reusable. One of the proper uses of automation testing was in the regression phase, where in the development of an application or the latest feature, people had to retest the existing features to find out whether these features were affected by the development that was being carried out. With automation test, computerized testing could be done, so that it could allocate the focus of the work done by individuals to other activities.



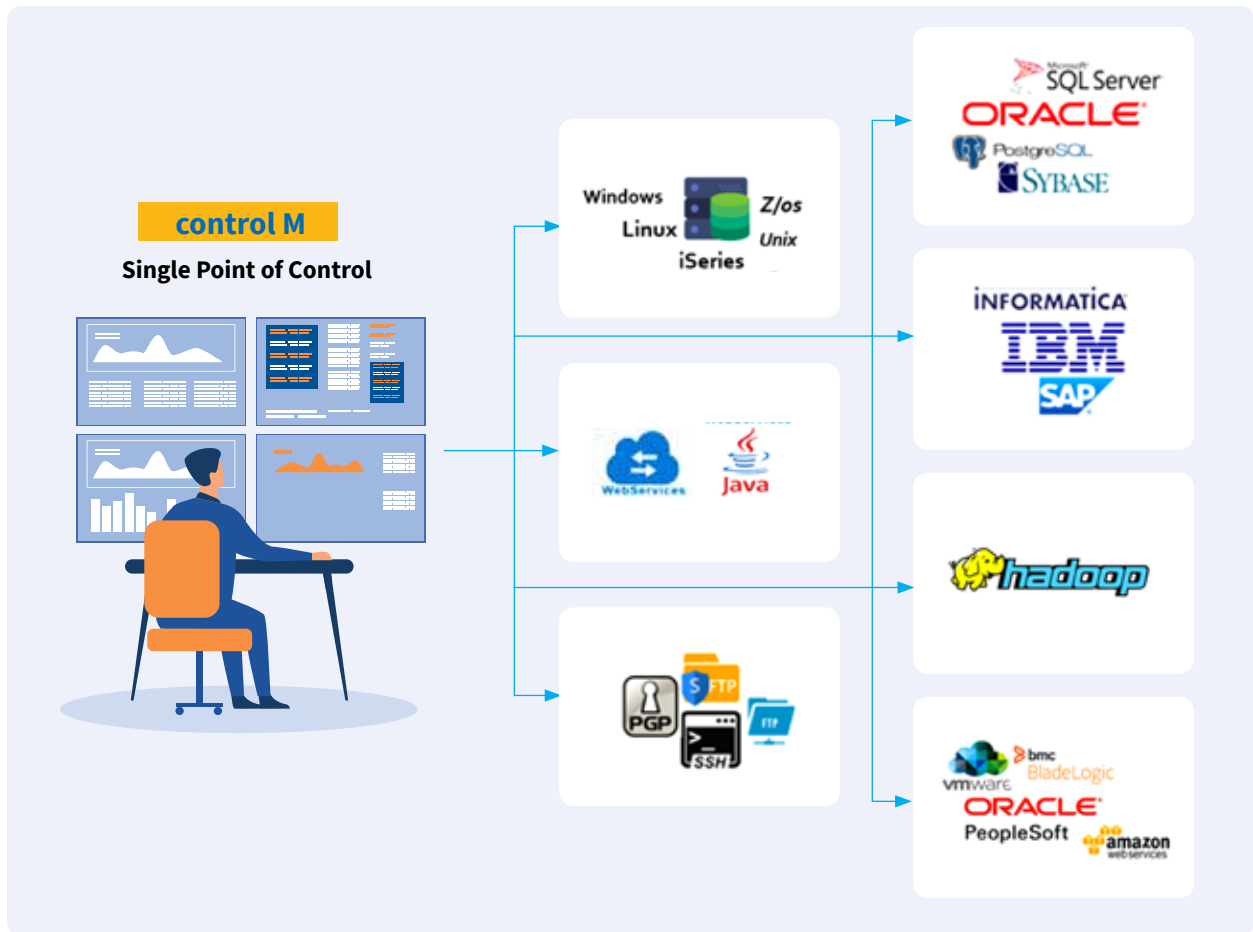
The use of automation at Bank Mandiri was not only in the scope of application testing. Automation was also implemented in the end of day batch process to minimize the possibility of human errors that could occur.



Operation Improvement

Throughout 2020, Bank Mandiri made improvements to the stability of the IT system through Operation Improvement, namely design & scope review, testing, deployment, handover, monitoring, housekeeping, tuning & improvement, capacity planning and upgrades. One of them was the implementation of a single consolidated platform with Control M, the feature developed became a multiplatform Enterprise Scheduler which aimed to increase the effectiveness and accuracy of the daily end of day operational processes, the backup or restore process for core banking data, data warehouse, regulatory reporting, and the respective handshaking methods. Each application platform was currently still being carried out manually so that it had the potential for human error and time inefficiency.

Therefore, with the use of a single consolidated platform, Control M could provide benefits of automation of the end to end batch process carried out by scheduler, reducing human error because there was no human interference, time efficiency, and reducing operational costs.



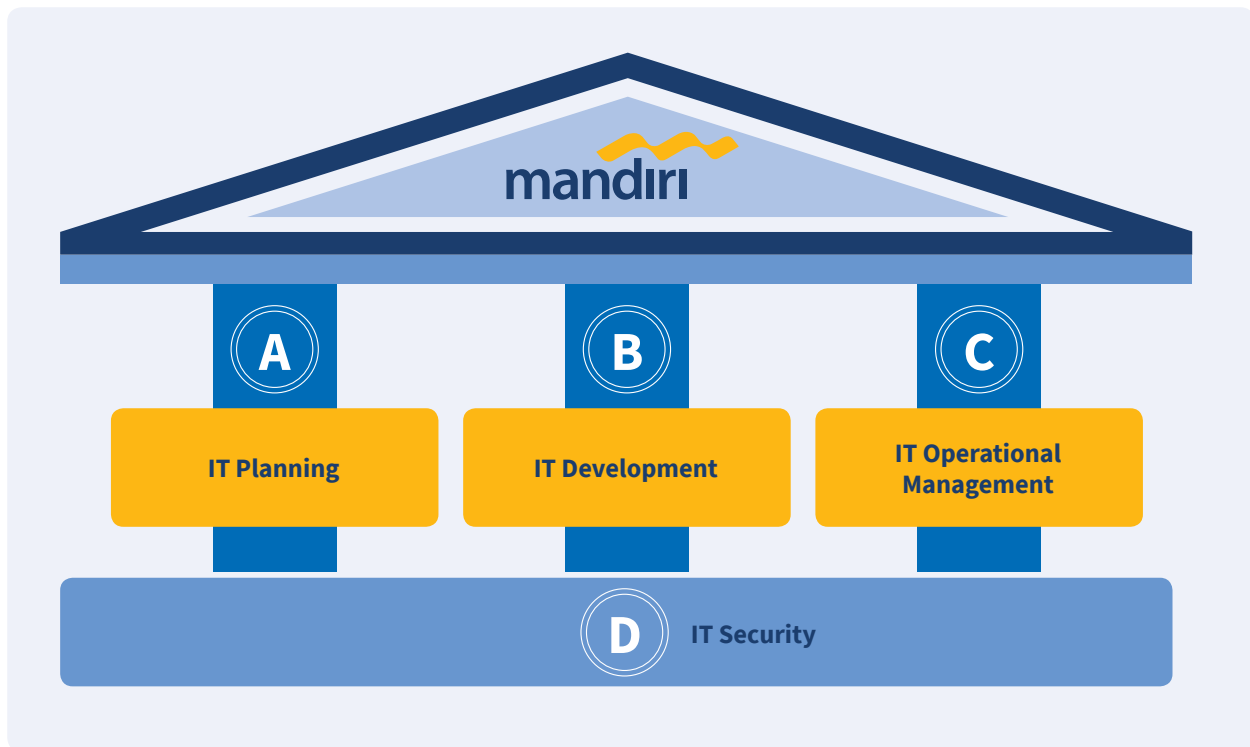
Information Technology Policy and Governance

To serve its business needs, improve services to customers, and streamline its operations, Bank Mandiri needs to implement an Information Technology (IT) system with good governance on an end-to-end basis to maintain confidentiality, integrity, availability, reliability, continuity, and compliance. Bank Mandiri IT Governance is carried out based on regulatory provisions, both the Financial Services Authority (OJK) and Bank Indonesia (BI), while still considering the character and business strategy of Bank Mandiri. Bank Mandiri always guarantees continuous improvements to its IT Governance in accordance with its business development by conducting a periodic review.



In 2020, Bank Mandiri improved its IT Operating Model in order to adapt to the dynamic needs of the Bank's business. Bank Mandiri was strengthening the IT Business Partner function as a bridging between business units and IT units, thereby encouraging better collaboration.

In general, Bank Mandiri's IT activities are divided into 4 (four) processes: IT planning, development, operation, and security. The IT framework adopted by Bank Mandiri is illustrated in the following chart:



Information Technology Plan

The Information Technology Planning Process consisted of several sub-processes, including:

- Formulation of an IT Strategic Plan (ISP) which was used as a reference in developing IT initiatives so that they were aligned with Bank Mandiri's Corporate Plan, IT standards and regulations, technology trends, and assessment results of the current IT environment.
- Annual IT Initiative planning process was an IT plan preparation activity designed to meet the Bank's needs and implemented in line with the bank's business plan.
- Information technology standard management was used as a reference in the preparation of IT initiative solutions as outlined in IT architecture standard documents for application, data, and infrastructure domains.
- Information technology research and strategic studies were conducted to analyze new technology trends and optimize/improve new applications, infrastructure and business processes that have a competitive value for the Bank and

Development of Information Technology

In general, the Information Technology Development process is comprised of IT initiative development, non-project IT initiative development, all of which are managed by the IT work unit. In delivering products in the form of information applications/systems, Bank Mandiri had an SDLC (System Development Life Cycle) approach, namely through the Waterfall method and the Agile method. In 2020, Bank Mandiri also started implementing the DevSecOps method, which was an intensive collaboration between each role (product team, development team, security team, risk management team, operations team) supported by the use of tools so that the integrity of the accountability of the delivery and operational processes could be achieved.



Operational Management of Information Technology

IT operational management consists of several processes. Operational management processes include: System Operational Management, Backup and Restore Process Management, Network Management, System Maintenance, IT Infrastructure, so operational processes can be carried out properly.

Information Technology Security

Information Technology Security is undertaken in measurable and systematic manners through improvements in Enterprise Information Security Architecture (EISA)-based information security that focuses on 3 (three) areas, i.e. Governance, Protection, and Operationsyaitu Governance, Protection dan Operation. In addition, the information technology security process was attached to each process starting from planning, development and operational management or end-to-end.





Good Corporate Governance

Bank Mandiri won The Best GRC Overall For Corporate Governance & Performance which was held by Business News Indonesia Magazine in collaboration with the CEO Forum. Bank Mandiri's participation in the ranking of the Corporate Governance Perception Index (CGPI) held by the IICG, again won the title of "Very Trusted" 14 (fourteen) times in a row. Bank Mandiri is included in the ASEAN Asset Class in the ASEAN Corporate Governance Scorecard (ACGS) ranking by the ASEAN Capital Market Forum.







Bank Mandiri Achievement in Implementing Corporate Governance



Bank Mandiri won The Best GRC Overall For Corporate Governance & Performance, which was held by Business News Indonesia Magazine in collaboration with the CEO Forum.



Bank Mandiri's participation in the ranking of the Corporate Governance Perception Index (CGPI) held by the IICG, again won the title of "Very Trusted" 14 (fourteen) times in a row.



Bank Mandiri ranked among ASEAN Asset Class at the ASEAN Corporate Governance Scorecard (ACGS) Rating by ASEAN Capital Market Forum.



In 2019, there were 2 (two) Subsidiaries awarded "Highly Reliable" Assessment and 5 (five) Subsidiaries awarded "Reliable" Assessment.

In running its business operation, Bank Mandiri implements 5 (five) principles of Good Corporate Governance (GCG), namely Transparency, Accountability, Responsibility, Independency, and Fairness.

Governance Principles	Decription
Transparency	<ol style="list-style-type: none"> 1. The Company discloses information in a timely, adequate, clear, accurate and comparable manner and can be accessed by interested parties (stakeholders). 2. The Company discloses information which includes but is not limited to the vision, mission, business objectives, strategy of the Company, the Company's financial and non-financial conditions, the composition of the Board of Directors and the Board of Commissioners. controlling shareholders, risk management, supervisory and internal control systems, implementation of compliance functions, systems and implementation of corporate governance as well as material information and facts that may influence investors' decisions. 3. Company policies must be written and communicated to stakeholders who are entitled to obtain information about the policy. 4. The principle of openness shall still observe the provisions of Company secrets, position secrets and personal rights in accordance with applicable regulations.
Accountability	<ol style="list-style-type: none"> 1. The Company sets business goals and strategies to be accountable to stakeholders. 2. The Company establishes clear duties and responsibilities for each organ of the members of the Board of Commissioners and Board of Directors as well as all levels under them which are in line with the vision, mission, values of the Company, business objectives and strategies of the Company. 3. The Company must ensure that each member of the Board of Commissioners and the Board of Directors as well as all levels below them has the competence in accordance with their responsibilities and understands their role in the implementation of corporate governance. 4. The Company establishes a check and balance system in the management of the Company. 5. The Company has performance measures for all of the Company's ranks based on agreed measurements that are consistent with the corporate value (Core Values), the Company's business goals and strategies and has a rewards and punishment system.
Responsibility	<ol style="list-style-type: none"> 1. The Company adheres to the principles of prudence (prudential banking practices) and ensures compliance with applicable regulations. 2. The Company as a good corporate citizen cares about the environment and carries out social responsibility appropriately.
Independency	<ol style="list-style-type: none"> 1. The Company avoids unnatural domination by any stakeholder and is not influenced by unilateral interests and is free from conflicts of interest. 2. The Company makes decisions objectively and is free from any pressure from any party.
Fairness	<ol style="list-style-type: none"> 1. The Company pays attention to the interests of all stakeholders based on the principles of equality and fairness (equal treatment). 2. The Company provides opportunities for all stakeholders to provide input and express opinions for the interests of the Company and open access to information in accordance with the principle of openness.



The development of Good Corporate Governance implementation has been performed in a structured manner with the following phases:

Years	Corporate Governance Program
<p>1998 Beginning of Merger</p>	<p>Awareness of GCG implementation was driven by the banking crisis due to the practice of “bad governance” throughout the banking industry, this led to many banks having to be bailed out and then the Board of Directors and the Board of Commissioners of the bank had to sign a Management Contract with the World Bank which included bank obligations to implementing GCG.</p>
<p>2000 - 2001 Establishing the Fundamental of Governance Commitment, Structure, and Mechanisms</p>	<ul style="list-style-type: none"> • Bank Mandiri’s responded to the Management Contract with the World Bank issued provisions, as: <ul style="list-style-type: none"> - Joint Decree of the Board of Directors and the Board of Commissioners regarding GCG Principles. - Joint Decree of the Board of Directors and the Board of Commissioners regarding the Code of Conduct which serves as a code of conduct in interacting with customers, partners and fellow employees. - Decree of the Board of Directors regarding the Compliance Policy which requires all Bank Mandiri employees to take full individual responsibility for carrying out the Bank’s operational activities in their respective fields. • Bank Mandiri has assigned an independent consultant to conduct a diagnostic review on the implementation of GCG. For the implementation of GCG implementation, the Independent Rating Agency has provided a GCG assessment for the 2003 period with a score of 6,2, an increase from the previous year’s assessment with a score of 5,4.
<p>2003 Bank Mandiri’s Initial Public Offering (IPO)</p>	<p>In the context of implementing the IPO, Bank Mandiri has made improvements to the GCG implementation, by taking the following steps:</p> <ul style="list-style-type: none"> • Establishing Committees at the Board of Commissioners Level, namely <ul style="list-style-type: none"> - Audit Committee - Risk Monitoring Committee - Remuneration and Nomination Committee - GCG Committee • Establishing Corporate Secretary. • Holding The General Meeting of Shareholders in accordance with the prevailing laws and regulations for public companies. • Implementing timely disclosure of information, including in the publication of Financial Statements, material information or events or facts. • Preparing an Annual Report that is timely, adequate, clear and accurate. • Considering to the interests of minority shareholders. • Following the assessment of GCG implementation by an independent institution, namely The Indonesian Institute for Corporate Governance.
<p>2005 Cultural Transformation</p>	<ul style="list-style-type: none"> • The beginning of Bank Mandiri’s transformation was through the establishment of shared values and formulation of Bank Mandiri’s main behavior (TIPCE) reflecting the company’s work culture. • Development of GCG Charter as outlined in a Board of Commissioners Decree, which regulates the principles of GCG implementation at Bank Mandiri. • The GCG rating in the Corporate Governance Perception Index (CGPI) won the predicate “Very Trustworthy” for the first time.
<p>2008 - 2010 Continued Cultural Transformation</p>	<ul style="list-style-type: none"> • Continuously enhancing the implementation of prudent banking, GCG and internal control through the development of the GCG website, Compliance Risk Management System, Standard Anti Money Laundering and Prevention of Terrorist Funding procedures, Risk Based Audit Tools and Audit Management Information Systems. • Making business decisions and other management decisions by considering the principles of good corporate governance and always taking into account all applicable regulations. • The implementation of an advanced cultural internalization program, among others, is through the holding of a Culture Fair, Culture Seminar, and Recognition Program in the form of giving awards to work units and the best change agents in implementing cultural programs.
<p>2011 - 2013</p>	<ul style="list-style-type: none"> • Bank Indonesia issued PBI No. 13/1//PBI/2011 concerning the Rating of Commercial Bank Soundness, requires Banks, both individually and in consolidation, to carry out GCG assessments using the Risk Based Bank Rating (RBBR) approach. • Bank Mandiri’s consistent implementation of GCG has received appreciation from various independent and professional national and international institutions, including: <ul style="list-style-type: none"> - The GCG rating by The Indonesian Institute for Corporate Directorship (IICD) for 100 public companies with the largest market capitalization value listed on the Indonesia Stock Exchange, Bank Mandiri won the title of Best Financial. - GCG Rating by Corporate Governance Asia (CGA) which is domiciled in Hong Kong, since 2009 Bank Mandiri has always achieved the position as the best company in implementing GCG. • Implemented Gratification control through the implementation of Gift Disclosure reporting on July 2 2013 as an effort to prevent the receipt of gratuities in line with the appeal of the Corruption Eradication Commission (KPK). • Actively participated to create an anti-corruption culture, i.e, by participating in the 2013 Anti-Corruption Week activities held by the KPK.
<p>2014</p>	<ul style="list-style-type: none"> • GCG Rating by The Indonesian Institute for Corporate Directorship (IICD) in the ASEAN CG Scorecard, Bank Mandiri won the category “The Best Overall”. • GCG rating by Corporate Governance Asia (CGA) which is domiciled in Hong Kong, Bank Mandiri won the title of The Best of Asia as an Icon on Corporate Governance. • Good Corporate Citizen (GCC) is in line with the corporate plan of Bank Mandiri 2015 - 2020 one of which is the social economic impact, one of the components is the role model of corporate citizens. Bank Mandiri has conducted a diagnostic review on the implementation of GCC in the Company. • Improve the provisions on the prohibition of gratification as stipulated in the Gift Disclosure Statement in accordance with the KPK recommendations.



Years	Corporate Governance Program
2015	<ul style="list-style-type: none"> • Performed transformation stage 3. • The GCG rating by The Indonesian Institute for Corporate Directorship (IICD) in the 2016 ASEAN CG Scorecard, Bank Mandiri won the category “The Best Financial Sector”. • GCG rating by Corporate Governance Asia (CGA), Bank Mandiri won the title of The Best of Asia as an Icon on Corporate Governance. • Integrated Governance Implementation <ul style="list-style-type: none"> - Implementing integrated governance and integrated work units in the Mandiri Group in accordance with the Financial Services Authority Regulation No. 18/ POJK.03/2014 dated November 18, 2014 concerning Integrated Governance. - Forming a Compliance Work Unit, Integrated Risk Management Work Unit and Integrated Internal Audit Work Unit, as well as the Integrated Governance Committee. - Developing Integrated Governance Guidelines. • Enhanced the Gift Disclosure Statement’s Operational Technical Guidelines (PTO) to become the Gratification Control PTO which took effect on July 3, 2015 and the launch of the Gratification Control Unit (UPG) on July 9, 2015. UPG Bank Mandiri received a BUMN award with the 2015 Best Gratification Control Unit from the Corruption Eradication Commission.
2016	<ul style="list-style-type: none"> • The GCG rating by The Indonesian Institute for Corporate Directorship (IICD) in the 2016, ASEAN CG Scorecard, Bank Mandiri won the category “The Best Overall”. • Participating in the National Gratification Control Unit Forum which was held from October 31 to November 3, 2016 in Bogor, West Java. • Following the 2016 International Anti-Corruption Day Festival which was held on 8-10 December 2016 in Pekanbaru Riau, Bank Mandiri was selected as a BUMN with the Best Gratification Control System.
2017	<ul style="list-style-type: none"> • The Corporate Governance Perception Index (CGPI) is a research program and ranking of GCG implementation carried out by an independent institution, namely The Indonesian Institute for Corporate Governance (IICG). Bank Mandiri has participated in the CGPI assessment for 14 (fourteen) consecutive years since 2003. In 2017 Bank Mandiri again won the title of “The Most Trusted Company” for 11 (eleven) times in a row. • The GCG rating by The Indonesian Institute for Corporate Directorship (IICD) in the 2016, ASEAN CG Scorecard, Bank Mandiri won the category “The Best Overall”. • Attending the 2017 International Anti-Corruption Day Festival which was held on December 11-12 2017 at the Bidakara Hotel, Jakarta. Bank Mandiri was awarded as a SOE with the Best Gratification Control System.
2018	<ul style="list-style-type: none"> • The Corporate Governance Perception Index (CGPI) is a research program and ranking of GCG implementation carried out by an independent institution, namely The Indonesian Institute for Corporate Governance (IICG). Bank Mandiri has participated in the CGPI assessment for 15 (fifteen) consecutive years since 2003. In 2018 at the Indonesia Most Trusted Companies Award 2018 held by IICG, Bank Mandiri again won the title of “The Most Trusted Company” for 12 (twelve) times in a row. • Bank Mandiri was included in the Top 50 ASEAN PLCs and Top 3 PLCs Indonesia in the 2nd ASEAN Corporate Governance Scorecard (CG) Awards. • Bank Mandiri was re-elected for the fourth time as a SOE with the Best Gratification Control System by the KPK.
2019	<ul style="list-style-type: none"> • The GCG rating by The Indonesian Institute for Corporate Directorship (IICD) in the 2019, ASEAN CG Scorecard, Bank Mandiri won the category “The Best Overall”. • The Corporate Governance Perception Index (CGPI) is a research program and ranking of GCG implementation carried out by an independent institution, namely The Indonesian Institute for Corporate Governance (IICG). Bank Mandiri has participated in the CGPI assessment for 16 (sixteen) consecutive years since 2003. In 2019 at the Indonesia Most Trusted Companies Award 2019 held by IICG, Bank Mandiri again won the title of “The Most Trusted Company” for 13 (thirteen) times in a row. • Bank Mandiri is included in the Top 50 ASEAN PLCs and Top 3 PLCs in Indonesia. • Improvement of the Composition of the Integrated Governance Committee so that the Meioritas members are Independent Commissioners, so that they are in accordance with ACGS criteria.
2020	<ul style="list-style-type: none"> • Bank Mandiri won The Best GRC Overall For Corporate Governance & Performance which was held by Business News Indonesia Magazine in collaboration with the CEO Forum. • Bank Mandiri’s participation in the ranking of the Corporate Governance Perception Index (CGPI) held by the IICG, again won the title of “Very Trusted” 14 (fourteen) times in a row. • Bank Mandiri is included in the ASEAN Asset Class in the ASEAN Corporate Governance Scorecard (ACGS) ranking by the ASEAN Capital Market Forum. • Bank Mandiri has made adjustments to the composition of the Board of Commissioners with the presence of female Independent Commissioners, so that it is in accordance with the ACGS criteria.



Basic for Corporate Governance Implementation

Bank Mandiri is continuously committed to implement corporate governance, by referring to a number of relevant regulations and guidelines for Governance implementation developed by both national and international institutions. The legislative regulations used as the basis for corporate governance implementation are:

1. Law of the Republic of Indonesia No. 10 of 1998 concerning the Amendment of Law No. 7 of 1992 concerning Banking.
2. Law of the Republic of Indonesia No. 40 of 2007 concerning Limited Liability Company.
3. Financial Services Authority Regulation No. 55/POJK.03/2016 concerning implementation of Governance for Commercial Banks.
4. Financial Services Authority Circulating Letter No. 13/SEOJK.03/2017 concerning Implementation of Governance for Commercial Banks.
5. Financial Services Authority Regulation No. 21/POJK.04/2015 concerning Implementation of Public Company Governance Guidelines.
6. Financial Services Authority Circulating Letter No. 32/SEOJK.04/2015 concerning Corporate Governance for Public Listed Companies.
7. Financial Services Authority Regulation No. 17/ POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates.
8. Financial Services Authority Regulation No.18/ POJK.03/2014 concerning Implementation of Integrated Governance for Financial Conglomerates.
9. Financial Services Authority Regulation No. 8/POJK.04/2015 concerning the Website of Issuers or Public Listed Companies.
10. Financial Services Authority Regulation No. 31/POJK.04/2015 concerning Disclosure of Material Information or Facts by Issuers or Public Companies.
11. Financial Services Authority Regulation No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports.

In addition to the provisions mandated by the abovementioned legislative regulations, Bank Mandiri also used Governance implementation guidelines as a basis, i.e.:

1. Corporate Governance Principles developed by the Organization for Economic Cooperation and Development (OECD).
2. Indonesian GCG Guideline developed by the National Committee on Governance Policies (Komite Nasional Kebijakan Governance/KNKG).
3. Principles for Enhancing Corporate Governance issued by Basel Committee on Banking Supervision.

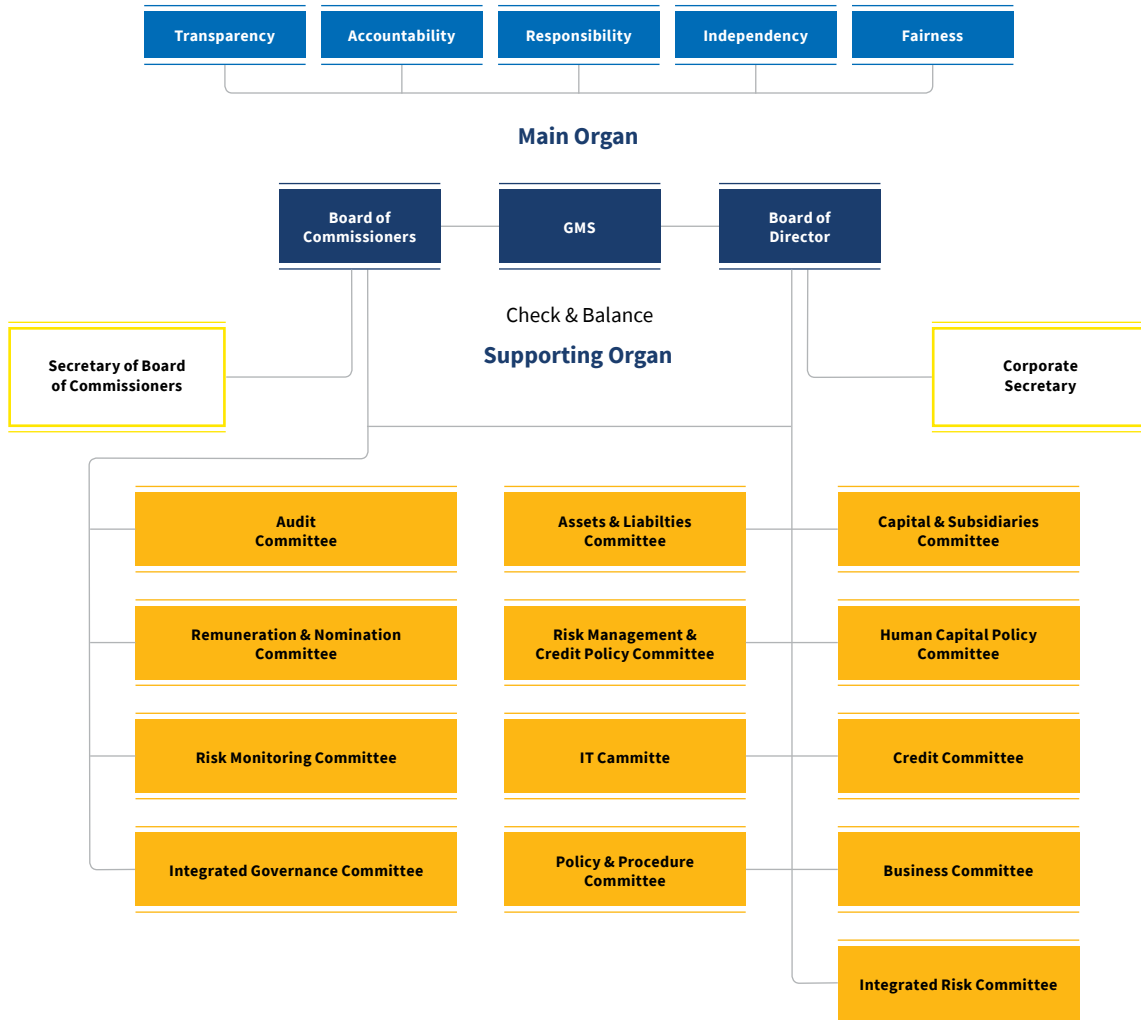
Structure and Mechanism of Corporate Governance

Based on the Law of the Republic of Indonesia Number 40 of 2007 concerning Limited Liability Companies, the Organs of the Company consists of General Meeting of Shareholders (GMS), Board of Commissioners and Board of Directors. Its administration adopts

a two tier system, namely Board of Commissioners and Board of Directors, who have specific authority and responsibility based on their respective functions as specified in the Articles of Association and the laws and regulations.

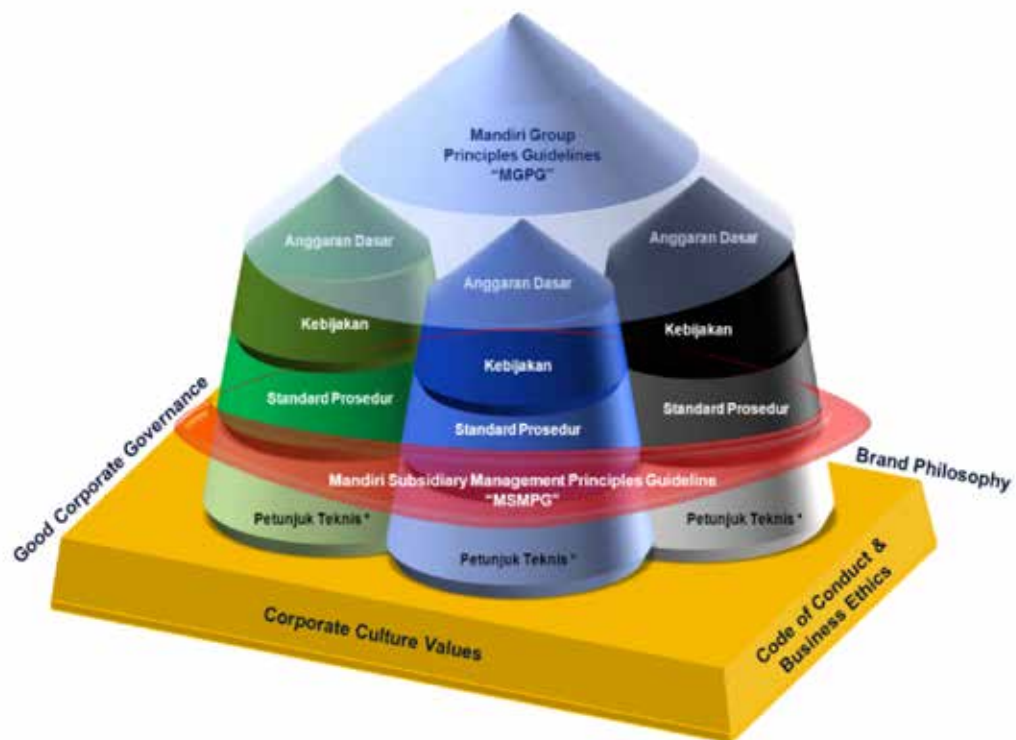


Structure of Company Organs



Governance Structure

In order to continuously improve the quality and scope of governance implementation, Bank Mandiri have formulated and implemented operational policies for all work units that are in line with principles of corporate governance, named Architecture of Bank Mandiri Policy. It is a hierarchy/arrangement of policies as the framework and governance in formulating policy as well as the Company's activities implementation. Bank Mandiri has a Mandiri Group Principles Guideline which guides all parts of the company in the Conglomeration of Bank Mandiri Finance.



Note: * Petunjuk Teknis disusun jika diperlukan

The soft governance structure that has been owned by Bank Mandiri includes:

1. Bank Mandiri's Articles of Association which have been notified to the Minister of Law and Human Rights of the Republic of Indonesia is Letter No. AHUAH. 01.03-0172245 regarding Receipt of Notification of Amendments to the Company's Articles of Association of PT Bank Mandiri (Persero) Tbk. Dated on April 30, 2018.
2. Bank Mandiri Policy Architecture which was updated and approved on July 9, 2018
3. The updated Mandiri Subsidiary Management Principles Guideline (MSMPG) was updated and approved on June 29, 2018.
4. Mandiri Group Principle Guideline (MGPG) which was passed on October 1, 2018.
5. Bank Mandiri's Code of Conduct which was updated and approved on July 9, 2018.
6. Updated and approved Bank Mandiri Business Ethic dated on July 9, 2018.
7. The Board of Commissioners Charter which has been updated and approved through the Decree of the Board of Commissioners No. 7. KEP.KOM/014/2019 on September 25, 2019.
8. The Board of Directors Charter which has been updated and approved through Directors Decree No. KEP.DIR/211/2017 on September 13, 2017.
9. The Integrated Governance Guidelines which have been approved by the Board of Commissioners on June 23, 2020.
10. The Audit Committee Charter which has been updated and approved through the Decree of the Board of Commissioners No. KEP.KOM/015/2019 on September 25, 2019.
11. Charter of the Risk Monitoring Committee which has been updated and approved through the Decree of the Board of Commissioners No. KEP.KOM/016/2019 on September 25, 2019.
12. Remuneration and Nomination Committee Charter which has been updated and approved through the Decree of the Board of Commissioners No. KEP.KOM/002/2020 on June 17, 2020.
13. Charter of the Integrated Governance Committee which has been updated and approved through the Decree of the Board of Commissioners No. KEP.KOM/020/2019 on December 4, 2019.
14. Operational Policy which was updated and approved on January 1, 2020.
15. Legal, Compliance & Anti-Money Laundering and Prevention of Terrorism Funding Policies that have been updated and approved on September 21, 2018.
16. The updated Risk Management Guidelines and approved standards on August 2, 2017.
17. Operational Policy (Corporate Secretary/Company Secretary) which was passed on December 12, 2017.
18. Standard Procedure for Corporate Secretary that has been updated and approved on November 10, 2020.



19. Procurement Operational Procedure Standard which was updated and approved on September 3, 2020.
20. Standard Operating Procedures for Work Plans and Corporate Budgets and Bank Business Plans which have been updated and approved on July 6, 2017.
21. Standard Accounting Procedures which have been updated and approved on July 1, 2020.
22. Standard Operating Procedure for Wholesale Credit Collection & Recovery which was updated and approved on 28 December 2020.
23. Standard Operating Procedure for Retail Credit Collection & Recovery which was updated and approved on December 1, 2020.
24. The updated Information Technology Operational Guidelines have been updated and approved on September 20, 2019.
25. Internal Audit Standard Procedures that have been updated and approved on July 14, 2020.
26. Standard Human Resource Procedures that were updated and approved on December 31, 2020.
27. Technical Information Technology Operational Instructions that have been updated and approved on November 29, 2017.
28. Technical Guidelines for the Individual and Integrated Good Corporate Governance Self- Assessment which was adopted on February 1, 2018.
29. The updated and approved Technical Credit Collection and Recovery Wholesale Operational Instructions on December 23, 2019.
30. Retail Credit Collection and Recovery Retail Technical Guidelines which have been updated and approved on December 4, 2017.

Mechanism of Corporate Governance

Mechanism of corporate governance is a process to implement corporate governance principles supported by the adequacy of bank governance structure and infrastructure, thus producing outcomes that are compatible with the expectation of of the Company stakeholders. The process to implement corporate governance is inherent to the structure of corporate governance as follows.

Shareholders

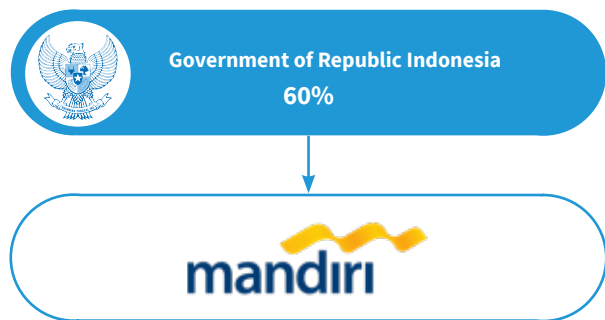
Shareholder is an individual or a legal entity who lawfully owns one or more share in a Company. Shareholders are owners of the Company. Company's Share is a share on behalf of and is issued by the owners who are registered in the List of Shareholders and which consist of:

1. Series A Dwiwarna Share that may only be owned by the Republic of Indonesia.
2. Series B Share that may be owned by the Republic of Indonesia and/or the Citizens.

Rights of the Shareholders

Information On Majority and Controlling Shareholders (Series A Dwiwarna)

As a State-Owned Enterprises (SOE), majority ownership of Bank Mandiri is owned by the Government of the Republic of Indonesia, which in this case is represented by the Ministry of SOE. Thus, the Main and Controlling Shareholder of Bank Mandiri is the Government of the Republic of Indonesia. There are no Main and Controlling Shareholders indirectly, up to individual owners. In addition, there are no Shareholders who act on behalf of other Shareholders.



At the time of establishment, state capital investment by the Republic of Indonesia to Bank Mandiri was performed pursuant to Government Regulation No. 75 of 1998 on State Capital Investment of the Republic of Indonesia for the Establishment of Limited Liability Company (Company) in Banking Field dated October 1, 1998.

The capital investment was performed by altering stateheld shares to the ex-legacies of Bank Mandiri, namely Bank Bumi Daya, Bank Dagang Negara, Bank Ekspor Impor Indonesia dan Bank Pembangunan Indonesia.

As the majority shareholder, the Government of the Republic of Indonesia currently holds 60% (sixty percent) of the shares, or 28,000,000,000 (twenty-eight billion) shares, in which one Series A Dwiwarna share is among all the shares. Series A Dwiwarna shareholder is entitled the following privilege that does not experienced by other shareholders:

1. Right to approve the following matters in GMS:
 - a. Approving the Amendment to the Company's Articles of Association.
 - b. Approving capital change.
 - c. Approving the appointment and discharge of members of the Board of Directors and Board of Commissioners.



- d. Approving merger, consolidation, acquisition, segregation, dissolution of the Company.
 - e. Approving the remuneration of the Board of Directors or Board of Commissioners.
 - f. Approving asset transfer and assurance which requires GMS approval as per the Articles of Association.
 - g. Approving the investment and reduction to the percentage of capital investment at other company which requires GMS approval as per the Articles of Association.
 - h. Approving the utilization of net profit.
 - i. Approving the non-operational investment and long-term funding which requires GMS approval as per the Articles of Association.
2. Right to propose GMS agenda..
 3. Right to request and access company data and documents.
 4. Right to propose binding nomination of candidates of Board of Directors members and candidates of Board of Commissioners members.

In addition to the above privileges, certain actions of the Board of Directors with certain criteria must obtain approval written from the Board of Commissioners and Series Shareholders A Dwiwarna as stipulated in Article 12 paragraph (7) Bank Mandiri's Articles of Association.

Rights of General Shareholders

Bank Mandiri Shareholders, both Holders of Series A Dwiwarna Share and Holders of Series B Share, have the same right in addition to the Special Right of Series A Dwiwarna Share above and as long as not regulated otherwise by the Company's Articles of Association, as follows:

1. The right to attend, express opinions, and vote in a GMS based on one share.
2. Each Shareholder has the right of 1 (one) vote/share (one share one vote)
3. Obtain an explanation of the voting procedure before the GMS begins.
4. The voting mechanism is done by the polling method
5. Opportunity to propose an agenda in GMS.
6. Opportunity to grant authority to another party if a shareholder is unable to attend the GMS.
7. Reveal practices to encourage involvement of Shareholders outside the GMS
8. To propose questions in every agenda discussion and every decision of GMS agenda.
9. Opportunity to vote as agree, disagree, or abstain in every proposal of decision of GMS agenda.
10. Right to obtain information regarding the company in manners that are on time, correct, and regular, except for matters that are confidential.
11. Right to obtain part of the Company's profit that is allocated for Shareholder in the form of dividend and another distribution of profit, which is proportional to the number of owned shares.

12. Right to obtain comprehensive description and accurate information regarding procedure that needs to be executed in relation to the implementation of GMS.

Responsibilities of Shareholders

In addition to the rights and authorities, Bank Mandiri Shareholders as the capital owners also have responsibilities that must be fulfilled to the Company.

Controlling Shareholders

Their responsibilities are as follows:

1. Controlling shareholders must be able to:
 - a. Consider the interests of minority shareholders and stakeholders pursuant to the applicable conditions and laws and regulations;
 - b. In the event of alleged violation to the laws and regulations or as requested by relevant authority, names of shareholders and ultimate shareholders shall be disclosed to law enforcement authorities regarding the ultimate controlling shareholders, or as requested by relevant authority.
2. As for controlling shareholders with shares in several public companies, they have to be open with regard to accountability and relationship between public companies.

All Shareholders

Their responsibilities are as follows:

1. Distinguishing the ownership of the property of public company and personal property.
2. Distinguishing their functions as shareholders and members of Board of Commissioners or Board of Directors in the event that shareholders serve in one of those organs.
3. Shareholders who have particular interests are not allowed to vote.

Minority shareholders are responsible to exercise their rights effectively pursuant to the Articles of Association of the Company as well as the laws and regulations.

Policy of Relationship with Shareholders

As a Public Company, Bank Mandiri continuously attempts to provide accurate, periodic, and up-to-date information to Shareholders. Currently, communication activity to the Shareholders in Bank Mandiri is managed by the Corporate Secretary and Investor Relations Work Unit. Pursuant to Article 5 of Financial Services Authority Regulation No. 35/POJK.04/2014 concerning the Secretary of Issuer Company or Public Company, one of the functions of Corporate Secretary is a liaison between the Issuer and shareholders, OJK, and other stakeholders. Internal policy regulating the relationship between Bank Mandiri and Shareholders is Operational Policy and Standard Procedure of Corporate Secretary which, among other things, regulates Corporate Communication Activity.



Equal Treatment to Shareholders

By referring to the provision of legislations which are regulations in Capital Market, Bank Mandiri always puts forward equality principles for all shareholders (majority or minority). This commitment is reflected in internal regulations as stated in Corporate Secretary Policy Bank Mandiri and Corporate Secretary Standard Guideline Bank Mandiri that are periodically reviewed, that regulate that all shareholders have the same right for information transparency from Bank Mandiri, namely information about company performance, financial information, and other information needed by all shareholders.

Equal treatment to shareholders is also reflected in the implementation of Company GMS. Each shareholder is entitled to propose GMS subject to the Company.

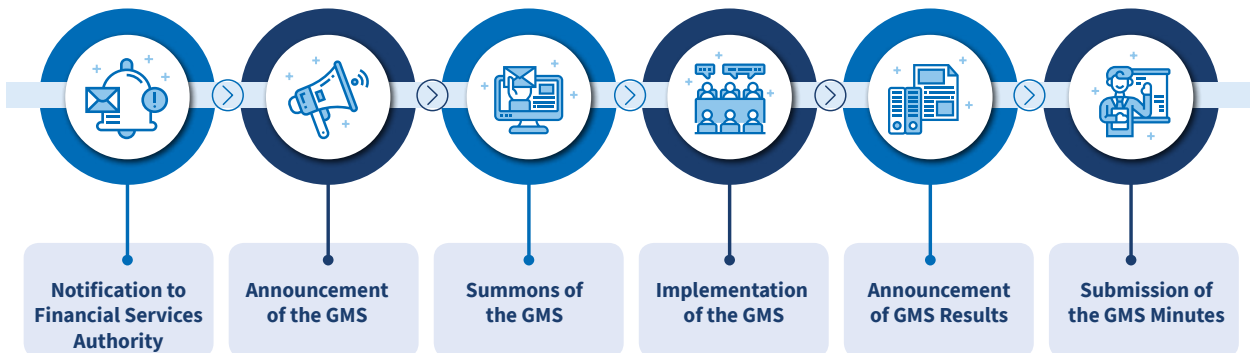
General Meeting of Shareholders

Company, General Meeting of Shareholders (GMS) is the highest organ of the Company with the rights and authorities that are absent in the Board of Commissioners and Board of Directors in the limit as specified in the provision of legislations and Articles of Association of the Company.

In addition, GMS can be a communication medium between Board of Directors and Board of Commissioners, as well as the Company's shareholders in the form of discussion for all present shareholders in every GMS subject. Implementation of GMS in Bank Mandiri refers to the following conditions:

1. Law Number 40 of 2007 concerning Limited Liability Company.
2. Financial Services Authority Regulation OJK Nomor 15/POJK.04/2020 concerning the Plan and Implementation of General Meeting of Shareholders of a Public Company.
3. Articles of Association of Bank Mandiri.

Process of GMS Implementation and Voting



Quorum Provision

The quorum provisions regarding the attendance and resolutions of GMS, in relation to matters that must be resolved, were executed as follows:

1. The meeting is attended by shareholders who represent more than 1/2 (one half) of the entire shares with valid voting rights, and resolutions are valid when agreed by more than 1/2 (one half) of the entire amount of shares with voting rights which were present in the Meeting, unless the Law and/or Articles of Association of the Company determines a higher quorum.
2. In the event that presence quorum as specified is not achieved, the second GMS is valid and is entitled to make binding resolutions when attended by shareholders who represent minimum 1/3 (one third) of the entire shares with valid voting

rights, and resolutions are valid when agreed by more than 1/2 (one half) of the entire amount of shares with voting rights which were present in the Meeting, unless the Law and/or Articles of Association of the Company determines a higher quorum.

3. In the event that presence in the second GMS as specified is not achieved, the third GMS can be held under the condition that it is valid and is entitled to make decisions when attended by shareholders of shared with valid voting rights, within a presence quorum and requirement to make decision that are determined by Financial Services Authority at the Company's request.



Decision Making Mechanism

The decision making mechanism in the meeting is conducted by deliberation to reach consensus. But if deliberation for consensus was not reached, then the decision making in the Meeting was conducted in a way voting. Voting is carried out verbally with shareholders who vote disagree or abstain being asked to submit the sound card. Especially for meeting agenda concerning certain people, voting is carried out with a closed letter that is not signed and all holders the shares present present the voting card. Voting is done with a sound card the calculation is done electronically.

Implementation of the 2020 Annual General Meeting of Shareholders and its Realization

In 2020, the Company held 1 (one) GMS, the Annual GMS, which was held on February 19 2020, at the Plaza Mandiri Auditorium, Jakarta. The Annual GMS was carried out in the following stages:

The stages of implementing the Company's Annual GMS in 2020 are illustrated in the following table.

Table of 2020 Annual General Meeting of Shareholders

No.	Activities	Date of Implementation	Description
1	GMS Notification to Financial Service Authority	January 3, 2020	Delivered to FSA through a letter signed by the Board of Directors of Bank Mandiri No. MNR/03/2020 dated January 3, 2020 regarding the Implementation of the Annual General Meeting of Shareholders of PT Bank Mandiri (Persero) Tbk. Book Year 2019.
2	GMS Notification to Shareholders	January 13, 2020	This was done through information disclosure to: <ol style="list-style-type: none"> 1. Kontan Daily Newspaper and The Jakarta Post. 2. Bank Mandiri website. 3. Indonesia Stock Exchange Website. Evidence of the announcement of the GMS has been reported by the Company to the FSA and the Indonesia Stock Exchange on the same day through Letter No. BSJ.CSC/CMA.21/2020 dated January 13, 2020 and reported through the OJK Electronic Reporting System and the Indonesia Stock Exchange.
3	Invitation to the GMS to the Shareholders	January 28, 2020	This is done through information disclosure to: <ol style="list-style-type: none"> 1. Kontan Daily Newspaper and The Jakarta Post. 2. Bank Mandiri website. 3. Indonesia Stock Exchange Website. Evidence of Invitation for the GMS has been reported by the Company to the FSA and the Indonesia Stock Exchange on the same day through Letter No. BSJ.CSC/CMA.114/2020 dated January 28, 2020 and reported through the OJK Electronic Reporting System and the Indonesia Stock Exchange.
4	GMS Implementation	February 19, 2020	The GMS is chaired by Mr. Ardan Adiperdana as Commissioner of Bank Mandiri according to the appointment at the Board of Commissioners Meeting on January 3, 2020. The GMS was attended by 5 members of the Board of Commissioners and 12 members of the Board of Directors. Shareholders and/or representative proxies of shareholders who all own 40.270.294.241 shares including series A Dwiwarna shares or constituting 86,2934877% of the total shares, attended the GMS. The Company provides the GMS Rules of Procedure to all shareholders present in the form of a pocket book and the points of the code of conduct are read out before the start of the GMS. Shareholders are given the opportunity to ask questions according to the agenda of the Meeting in each agenda item discussed in the Annual GMS. Voting is conducted verbally in which shareholders who vote against or abstain are asked to submit their ballot cards. Particularly for meeting agenda involving a certain person, voting was conducted by means of an unsigned closed letter and all shareholders present submitted the ballot card. The company has appointed an independent party, namely Notary Utiok R. Abdurachman, SH., MLI., MKn and PT Datindo Entrycom in calculating and/or validating votes.



No.	Activities	Date of Implementation	Description
5	Announcement of GMS Results	February 20, 2020	The results of the GMS have been announced and uploaded on the Company's website in Indonesian and English.
		February 21, 2020	This is done through information disclosure to: 1. Sindo Daily newspaper. 2. Bank Mandiri website. 3. Indonesia Stock Exchange Website. Evidence of the announcement of the results of the GMS has been reported by the Company to the OJK and the Indonesia Stock Exchange through Letter No. BSJ.CSC/CMA.340/2020 dated February 21, 2020 and reported through the FSA Electronic Reporting System and the Indonesia Stock Exchange.
6	Submission of the GMS Minutes	February 21, 2020	The submission of minutes of the GMS to FSA has considered the time limit for submission in accordance with the provisions of POJK No. 32/POJK.04/2014/2014 and submitted through Letter No. BSJ.CSC/CMA.340/2020 dated February 21, 2020 and uploaded to the Bank Mandiri website on the same day.

Independent Voting Counter

The Company has appointed an independent party namely Notary Utiek R. Abdurachman and PT Datindo Entrycom in conducting the calculation and/or validating the votes.

Attendance Recapitulation at the 2020 Annual General Meeting of Shareholders

The 2020 Annual GMS which was attended by all the Board of Commissioners, Directors and Audit Committee of Bank Mandiri are as follows:

Attendance Recapitulation Table at the 2020 Annual General Meeting of Shareholders

No.	Name	Position	Presence	Information
1	Kartika Wirjoatmodjo	President Commissioner	Absent	The term of office ends from the time the person concerned was appointed as President Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.
2	Muhamad Chatib Basri	Vice of President Commissioner/ Independent	Present	
3	Ardan Adiperdana	Commissioner	Present	
4	Rionald Silaban	Commissioner	Present	
5	R. Widyo Pramono	Commissioner	Absent	The term of office ends from the time the person concerned was appointed as an Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.
6	Makmur Keliat	Commissioner Independent	Present	
7	Mohamad Nasir	Commissioner Independent	Present	
8	Royke Tumilaar	President Director	Present	
9	Sulaiman Arif Arianto	Vice of President Director	Present	
10	Alexandra Askandar	Director of Corporate Banking	Present	
11	Riduan	Director of Commercial Banking	Present	
12	Darmawan Junaidi	Director of Treasury, International Banking, and Special Asset Management	Present	
13	Hery Gunardi	Director of Consumer and Retail Transaction	Present	
14	Panji Irawan	Director of Operation	Present	
15	Agus Dwi Handaya	Director of Compliance and HR	Present	
16	Donsuwan Simatupang	Director of Institutional Relations	Present	
17	Ahmad Siddik Badruddin	Director of Risk Management	Present	
18	Rico Usthavia Frans	Director of Information Technology	Present	
19	Silvano Winston Rumantir	Director of Finance and Strategies	Present	
20	Bambang Ratmanto	Audit Committee	Present	
21	Ridwan D. Ayub	Audit Committee	Present	



Decision of the 2020 Annual General Meeting of Shareholders

First Meeting Agenda

Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements, Approval of the Supervisory Report of the Board of Commissioners and Ratification of the Annual Report on the Implementation of the Partnership and Community Development Program for the financial year ending December 31, 2019, as well as granting full payment and discharge of responsibility (volledig acquit et de charge) to the Board of Directors for the management of the Company and the Board of Commissioners for the Company's supervisory actions that had been carried out during the 2019 Financial Year.

The Minutes of Meeting state the number of Shareholders who raised questions and/or gave an opinion as many as 3 (three) people.

Voting Results

Agree	: 99.6755787% including one series A Dwiwarna share
Abstain	: 0.3160325%
Disagree	: 0.0083878%

Decision

Therefore:

Meeting with the most votes, namely 40,266,916,451 shares or representing 99.9916122% of the total number of votes cast in the Meeting decided:

1. Approving the Company's Annual Report including the approval of the Supervisory Task Report that had been carried out by the Company's Board of Commissioners for the Fiscal Year ending on December 31, 2019, and ratify the Company's Consolidated Financial Statements for the Financial Year ending on 21-12-2019 which had been audited by Public Accountant Firm Purwanto, Sungkoro & Surja according to their report Number 00018/2.1032/AU.1/07/0685-2/1/2020 dated January 23, 2020 with a fair audit opinion in all material matters.
2. Ratifying the Annual Report on the Implementation of the Company's Partnership and Community Development Program for the Financial Year ending on 31-12-2019 which has been audited by Purwanto, Sungkoro & Surja Public Accountants Office according to its report Number 00076/2.1032/AU.2/10/0685-2/1/2020 dated February 14, 2020 with fair audit opinion in all material respects.
3. For the approval of the Company's Annual Report and Supervisory Task Report that had been carried out by the Board of Commissioners for the Financial Year ending on 31-12-2019, as well as the approval of the Company's Consolidated Financial Statements and the Company's Consolidated Financial Statements and the Annual Report on the Implementation of the Partnership and Development Program For the Company's Environment for the Financial Year ending on 31-12-2019, the meeting provided full repayment and release of responsibility (volledig acquit et de charge) to all members of the Board of Directors and Board of Commissioners of the Company for management and supervision actions that have been carried out during the current Financial Year. ended on 31-12-2019, as long as the act was not a criminal act and the action was reflected in the Company's Annual Report, Consolidated Financial Statements of the Company and the Annual Report on the Implementation of the Company's Partnership and Community Development Program for the Financial Year ending on 31-12-2019.
4. Repayment and discharge of the said responsibility were also given to:
 - a. Mr. Askolani, from 1-1-2019 to 28-8-2019 served as a member of the Board of Commissioners of the Company.
 - b. Mr. Kartika Wirjoatmodjo who from 1-1-2019 until 25-10-2019 served as a member of the Company's Board of Directors.
 - c. Mr. Imam Apriyanto Putro who served as a member of the Company's Board of Commissioners from 1-1-2019 to 18-11-2019.
 - d. Mr. Hartadi Agus Sarwono, pour Bangun Sarwito Kusmulyono and Mr. Goei Siau Hong who from 1-1-2019 to 9-12-2019 served as members of the Company's Board of Commissioners.

Follow up:

Financial Reports and Annual Reports had been submitted to the FSA and the Indonesia Stock Exchange with the following information:

1. Submission of Financial Statements
 - Submission of these reports was also done through the FSA Electronic Reporting System and the Indonesia Stock Exchange.
2. Submission of the Annual Report
 - Submitted to FSA through Letter No. BSJ.CSC/CMA/113/2020 dated January 28, 2020 and the report was copied to the Indonesia Stock Exchange.
 - Submission of annual reports was also done through the FSA Electronic Reporting System and the Indonesia Stock Exchange.

Status : Realized

Second Meeting Agenda

Approval of the Use of the Company's Net Profits for the 2019 Financial Year.

The Minutes of Meeting stated the number of Shareholders who raised questions and/or gave an opinion as many as 2 (two) people.

Voting Results

Agree	: 99.2340339% Including one series A Dwiwarna share
Abstention	: 0.0000005%
Disagree	: 0.7659556%



Decision

Therefore:

The meeting with the most votes, namely 39,961,837,627 shares or 99.2340344% of the total votes cast in the Meeting decided:

To approve and determine the use of the Company's Net Profits for the Financial Year ending on December 31, 2019 amounting to IDR27,482,133,229,323.20 (twenty-seven trillion four hundred eighty-two billion one hundred thirty-three million two hundred twenty-nine thousand three hundred and two thirty three rupiahs and twenty cents) as follows:

- As much as 60% of the Company's net profit for the financial year 2019 or in the amount of IDR16,489,279,937,593.92 (sixteen trillion four hundred eighty-nine billion two hundred seventy-nine million nine hundred thirty-seven thousand five hundred ninety-three rupiah and ninety-two cents) distributed as cash dividends to shareholders and special dividends for the Government/State of the Republic of Indonesia for ownership of 60% shares amounting to IDR9,893,567,936,000.00 (nine trillion eight hundred ninety-three billion five hundred sixty-seven million nine hundred thirty six thousand rupiah) will be deposited into the State General Treasury Account.

To grant power and authority to the Board of Directors of the Company to regulate the procedure and implementation of the cash dividend payment and subsequently announce it in accordance with applicable regulations.

- As much as 40% or IDR10,992,853,291,729.28 (ten trillion nine hundred ninety-two billion eight hundred fifty-three million two hundred ninety-one thousand seven hundred twenty-nine rupiah and twenty-eight cents) was determined as Retained Earnings.

Follow-up

Bank Mandiri announced the schedule and procedures for the distribution of dividends for the 2019 financial year on March 4, 2020 and paid cash dividends to shareholders on March 20, 2020 and March 27, 2020.

Status : Realized

Third Meeting Agenda

Determination of the remuneration (salary/honorarium, facilities, allowances, and other benefits) for the 2020 financial year and the 2019 financial year bonus for the Company's Directors and Board of Commissioners.

The Minutes of Meeting stated that there were no Shareholders who raised questions and/or gave opinions.

Voting Results

Agree	: 96.1106297% Including one series A Dwiwarna share
Abstain	: 1.0714412%
Disagree	: 2.8179291%

Decision

Therefore:

The meeting with the most votes, namely 39,135,505,909 shares or representing 97.1820709% of the total votes cast in the Meeting decided:

- Giving authority and power to the Series A Dwiwarna Shareholders of the Company to determine the amount of tantiem for the financial year ending on December 31, 2019, as well as determining the honorarium, allowances, facilities and other benefits for members of the Company's Board of Commissioners for the 2020 financial year.
- Giving authority and power to the Board of Commissioners of the Company by first obtaining written approval from the Series A Dwiwarna Shareholder to determine the amount of tantiem for the financial year ending on December 31, 2019, as well as to determine the salary, allowances, facilities and other benefits for members of the Company's Board of Directors for the 2020 financial year.

Follow-up

Determining salaries for members of the Board of Directors and honoraria for members of the Board of Commissioners, and provision of allowances, facilities and/or other benefits for the 2020 financial year, as well as determining tantiem for the performance of members of the Board of Directors and Board of Commissioners for the financial year ending on December 31, 2019 had been carried out by the Board of Commissioners. by first obtaining approval from the Ministry of SOEs.

Status : Realized

Fourth Meeting Agenda

Determination of a Public Accountant Firm (KAP) to audit the Company's Financial Statements and Annual Report on the Implementation of the Partnership and Community Development Program for 2020.

The Minutes of Meeting stated that the number of Shareholders who raised questions and/or gave an opinion as many as 1 (one) person.

Voting Results

Agree	: 96.5750526% Including one series A Dwiwarna share
Abstain	: 0.6086357%
Disagree	: 2.8163117%

Decision

Therefore:

The meeting with the most votes, namely 39,136,157,231 shares or 97.1836883% of the total votes cast in the Meeting decided to approve:

- To appoint Purwantono, Sungkoro & Surja Public Accountants Firm as a Public Accounting Firm that would audit the Company's Consolidated Financial Statements and Financial Statements for the Implementation of the Company's Partnership and Community Development Program for the financial year ending on December 31, 2020.
- To give power to the Board of Commissioners of the Company to determine the honorarium and other requirements for the Public Accounting Firm, as well as assign a replacement Public Accountant Firm in the case of Purwantono, Sungkoro & Surja Public Accountants Firm, for whatever reason it could not complete the audit of the Company's Consolidated Financial Statements and Reports. Finance Implementation of the Company's Partnership and Community Development Program for the financial year ending on December 31, 2020.

**Follow-up**

The appointment of Purwantono, Sungkoro & Surja Public Accountants had been reported to FSA through Letter No. CEO/22/2020 dated February 27, 2020.

Status : Realized

Fifth Meeting Agenda

Changes in the Composition of the Management of the Company.

The Minutes of Meeting stated the number of Shareholders who raised questions and/or gave an opinion as many as 1 (one) person.

Voting Results

Agree : 74.0850811% Including one series A Dwiwarna share
 Abstain : 3.2025795%
 Disagree : 22.7123394%

Decision

Therefore:

The meeting with the most votes, namely 31,123,968,317 shares or 77.2876606% of the total votes cast in the Meeting decided to approve:

1. To honorably confirm the dismissal of the names as follows:

- a. Mr. Kartika Wirjoatmodjo - as President Commissioner;
- b. Mr. R. Widyo Pramono - as Commissioner; and
- c. Mr. Robertus Billitea - as Independent Commissioner;

who were appointed based on the Resolutions of the Extraordinary GMS of 2019 dated December 9, 2019, the Resolutions of the 2017 Extraordinary GMS dated August 21, 2017, and the Resolutions of the 2019 Extraordinary GMS dated December 9, 2019, starting from February 18, 2020 and 11 February 2020, with gratitude for the contribution of energy and thoughts given during the tenure as the Company's Management.

2. To honorably dismiss the names as follows:

- a. Mr. Makmur Keliat - as Independent Commissioner;
- b. Mr. Sulaiman Arif Arianto - as Deputy President Director; and
- c. Mr. Ahmad Siddik Badruddin - as Director of Risk Management;

who were appointed based on the resolutions of the Annual GMS for Fiscal Year 2016, Resolutions of the Annual GMS for Fiscal Year 2014, and Resolutions at the Annual GMS for Fiscal Year 2014, with gratitude for the contribution of energy and thoughts given during the tenure as the Company's Management

3. To change the nomenclature of the positions of the Company's Directors, from Director of Consumer and Retail Transaction to Director of Business and Networks.

4. To transfer the assignments of the names as follows as Management of the Company:

No.	Name	Originally	After
1.	Muhamad Chatib Basri	Vice President Commissioner and concurrently Independent Commissioner	President Commissioner concurrently as Independent Commissioner
2.	Hery Gunardi	Director of Consumer and Retail Transaction	Vice President Director

who was appointed respectively based on the Resolution of the Extraordinary GMS for 2019 and the Resolution of the Annual GMS for Fiscal Year 2017, with the term of office continuing the remaining term of office of each, in accordance with the decision of the AGMS for the appointment concerned.

5. To appoint the names as follows:

- a. Mr. Andrinof A. Chaniago - as Deputy President Commissioner concurrently as Independent Commissioner;
- b. Ms. Nawal Nely - as Commissioner;
- c. Mr. Faried Utomo - as Commissioner;
- d. Mr. Arif Budimanta - as Commissioner;
- e. Mr. Boedi Armanto - as Independent Commissioner;
- f. Ms. Loeke Larasati Agoestina - as Independent Commissioner;
- g. Mr. Ahmad Siddik Badruddin - as Director of Risk Management;
- h. Mr. Aquarius Rudianto - as Director of Business and Network.

6. The term of office of the appointed members of the Board of Commissioners and Directors as referred to in number 5, was in accordance with the provisions of the Company's Articles of Association, with due observance of laws and regulations in the Capital Market sector and without prejudice to the right of the GMS to dismiss at any time.

7. With the confirmation of dismissal and change in nomenclature of positions, assignment of duties, and appointment of the Management of the Company as referred to in numbers 1,2,3, 4, and 5, the membership composition of the Company's Board of Commissioners and Board of Directors will be as follows:

- a. Board of Commissioners
 - 1) President Commissioner/Independent: Muhamad Chatib Basri
 - 2) Vice President Commissioner/Independent: Andrinof A. Chaniago
 - 3) Commissioner: Ardan Adiperdana
 - 4) Commissioner: Rionald Silaban
 - 5) Commissioner: Nawal Nely
 - 6) Commissioner: Arif Budimanta
 - 7) Commissioner: Faried Utomo



- 8) Independent Commissioner: Boedi Armanto
- 9) Independent Commissioner: Mohamad Nasir
- 10) Independent Commissioner: Loeke Larasati Agoestina

b. Board of Directors

- 1) President Director: Royke Tumilaar
- 2) Deputy President Director: Hery Gunardi
- 3) Director of Corporate Banking: Alexandra Askandar
- 4) Director of Commercial Banking: Riduan
- 5) Director of Treasury, International Banking, and Special Asset Management: Darmawan Junaidi
- 6) Director of Business and Network: Aquarius Rudianto
- 7) Director of Operation: Panji Irawan
- 8) Director of Compliance and HC: Agus Dwi Handaya
- 9) Director of Institutional Relations: Donsuwan Simatupang
- 10) Director of Risk Management: Ahmad Siddik Badruddin
- 11) Director of Information Technology: Rico Usthavia Frans
- 12) Director of Finance and Strategy: Silvano Winston Rumantir

8. To appoint members of the Board of Commissioners and Directors as referred to in number 5 to carry out their duties as members of the Board of Commissioners and members of the Board of Directors after obtaining the approval of the Financial Services Authority.
9. Members of the Board of Commissioners and Directors who were appointed as referred to in number 5 who were still holding other positions which were prohibited by laws and regulations from concurrently serving as members of the Board of Commissioners or members of the Board of Directors of State-Owned Enterprises, the concerned must resign or dismissed from the post.
10. To ask the Board of Directors to submit a written application to the Financial Services Authority for the implementation of the Fit and Proper Test of the appointed members of the Board of Commissioners and Directors as referred to in number 5.
11. To grant power of attorney with substitution rights to the Board of Directors of the Company to declare that the GMS decided in the form of a notary deed and before the Notary or authorized official, and made adjustments or corrections as required by the competent authority for the purposes of implementing the contents of the meeting resolutions.

Follow-up

1. Changes in the nomenclature of positions of the Company's Directors, from Director of Consumer and Retail Transaction to Director of Business and Networks.
2. Transfer of assignments of the Board of Directors and members of the Board of Commissioners.
3. Mr. Andrinof A. Chaniago obtained FSA approval for the Fit and Proper Test assessment as stated in the Decree of the FSA Board of Commissioners No. 41/KDK.03/2020 dated June 17, 2020 and FSA Letter No. SR-163/PB.12/2020 dated June 19, 2020, and the appointment of the person concerned as Independent Deputy President Commissioner was declared effective as of June 23, 2020 as stated in Bank Mandiri Letter No. KPS/1106/2020 dated June 23, 2020.
4. Mr. Hery Gunardi obtained FSA approval for the Fit and Proper Test assessment as stated in the Decree of the FSA Board of Commissioners No. 27/KDK.03/2020 dated May 27, 2020 and FSA Letter No. SR-141/PB.12/2020 dated May 27, 2020, and the appointment of the person concerned as Deputy President Director would be declared effective as of May 29, 2020 as stated in Bank Mandiri Letter No. KPS/915/2020 dated May 29, 2020.
5. Mr. Muhamad Chatib Basri obtained FSA approval for the Fit and Proper Test assessment as stated in the Decree of the FSA Board of Commissioners No. 28/KDK.03/2020 dated May 27, 2020 and FSA Letter No. SR-141/PB.12/2020 dated May 27, 2020, and the appointment of the person concerned as President/Independent Commissioner was declared effective as of May 29, 2020 as stated in Bank Mandiri Letter No. KPS/915/2020 dated May 29, 2020.
6. Mrs. Nawal Nely obtained FSA approval for the Fit and Proper Test assessment as stated in the Decree of the FSA Board of Commissioners No. 62/KDK.03/2020 dated August 14, 2020 and FSA Letter No. SR-257/PB.12/2020 dated August 19, 2020, as well as the appointment of the person concerned as a Member of the Board of Commissioners declared effective as of August 24, 2020 as stated in Bank Mandiri Letter No. KPS/1446/2020 dated August 24, 2020.
7. Mr. Faried Utomo obtained FSA approval for the Fit and Proper Test assessment as stated in the Decree of the FSA Board of Commissioners No. 55/KDK.03/2020 dated July 27, 2020 and FSA Letter No. SR-227/PB.12/2020 dated July 30, 2020, and the appointment of the person concerned as a Member of the Board of Commissioners was declared effective as of August 4, 2020 as stated in Bank Mandiri Letter No. KPS/1356/2020 dated August 4, 2020.
8. Mr. Arif Budimanta obtained FSA approval for the Fit and Proper Test assessment as stated in the Decree of the FSA Board of Commissioners No. 56/KDK.03/2020 dated July 27, 2020 and FSA Letter No. SR-227/PB.12/2020 dated July 30, 2020, and the appointment of the person concerned as a Member of the Board of Commissioners was declared effective as of August 4, 2020 as stated in Bank Mandiri Letter No. KPS/1356/2020 dated August 4, 2020.
9. Mr. Boedi Armanto obtained FSA approval for the Fit and Proper Test assessment as stated in the Decree of the FSA Board of Commissioners No. 43/KDK.03/2020 dated June 26, 2020 and FSA Letter No. SR-176/PB.12/2020 dated June 29, 2020, and the appointment of the person concerned as Independent Commissioner was declared effective as of July 3, 2020 as stated in Bank Mandiri Letter No. KPS/1241/2020 dated July 3, 2020.
10. Mrs. Loeke Larasati Agoestina obtained FSA approval for the Fit and Proper Test as stated in the Decree of the FSA Board of Commissioners No. 66/KDK.03/2020 dated August 28, 2020 and FSA Letter No. SR-277/PB.12/2020 dated September 1, 2020, and the appointment of the person concerned as Independent Commissioner was declared effective as of September 2, 2020 as stated in Bank Mandiri Letter No. KPS/1493/2020 dated September 2, 2020.
11. Appointment of Mr. Ahmad Siddik Badruddin as Director of Risk Management for the second term;
12. Mr. Aquarius Rudianto obtained FSA approval for the Fit and Proper Test assessment as stated in the Decree of the FSA Board of Commissioners No. 67/KDK.03/2020 dated August 28, 2020 and FSA Letter No. SR-277/PB.12/2020 dated September 1, 2020, and the appointment of the person concerned as Director of Business and Networks was declared effective as of September 2, 2020 as stated in Bank Mandiri Letter No. KPS/1493/2020 dated September 2, 2020.
13. The Board of Directors of Bank Mandiri took all necessary actions in relation to the decisions on this agenda in accordance with the prevailing laws and regulations.

Status : Realized



Implementation Of the Extraordinary RUPS 2020 and Their Realization

The stages of the Extraordinary General Meeting of Shareholders on October 21 2020 are illustrated in the following table.

Table of the Implementation of the Extraordinary GMS 2020

No.	Activities	Date of Implementation	Description
1	Notification of the GMS to OJK	September 4, 2020	Submitted to OJK through a letter signed by the Board of Directors of Bank Mandiri No. DCO/1498/2020 dated September 4 2020 concerning the Implementation Plan of the Extraordinary General Meeting of Shareholders of PT Bank Mandiri (Persero) Tbk.
2	Announcement of the GMS to Shareholders	14 September 2020	This is done through information disclosure to: 1. Indonesian Business newspapers and Kontan Daily. 2. Bank Mandiri website. 3. Indonesia Stock Exchange Website. Evidence of GMS announcement has been reported by Bank Mandiri to OJK on the same day through Letter No. CSC. CSE/ CMA.1268/2020 dated September 14 2020 and reported through OJK Electronic Reporting System.
3	Invitation to the GMS to the Shareholders	September 29, 2020	This is done through information disclosure to: 1. Indonesian Business newspapers and Kontan Daily. 2. Bank Mandiri website. 3. Indonesia Stock Exchange Website. Evidence of GMS announcement has been reported by Bank Mandiri to OJK on the same day through Letter No. Csc. CSE/ CMA.1268/2020 dated September 14 2020 and reported through OJK Electronic Reporting System.
4	Amendment of GMS Invitation to Shareholders	October 13, 2020	This is done through information disclosure to: 1. Kontan Daily Newspaper. 2. Bank Mandiri website. 3. Indonesia Stock Exchange Website. Evidence of changes in GMS Invitation has been reported by Bank Mandiri to OJK on the same day through Letter No. Csc. CSE/CMA.1300/2020 dated October 13 2020 and reported through OJK Electronic Reporting System.
5	GMS implementation	October 21, 2020	The GMS was chaired by Muhamad Chatib Basri as President Commissioner/Independent Bank Mandiri in accordance with the appointment in the Meeting of the Board of Commissioners on September 4 2020. The GMS was attended by 10 members of the Board of Commissioners and 10 members of the Board of Directors. Shareholders and/or representatives of shareholders representing 39.931.692.744 shares including series A Dwiwarna shares or representing 85,6328717% of the total shares. The Company provides the GMS Rules of Procedure to all shareholders present in the form of a pocket book and the points of the code of conduct are read out before the start of the GMS. Shareholders are given the opportunity to ask questions according to the agenda of the Meeting in each agenda item discussed in the Annual GMS. Voting is conducted verbally in which shareholders who vote against or abstain are asked to submit their ballot cards. Particularly for meeting agenda involving a certain person, voting was conducted by means of an unsigned closed letter and all shareholders present submitted the ballot card. The Company has appointed independent parties namely Utiek R. Abdurachman SH., MLI., MKn., and PT Datindo Entrycom in calculating and/or validating votes.



No.	Activities	Date of Implementation	Description
6	Announcement of GMS Results	October 22, 2020	<p>Highlights of THE GMS results have been announced and uploaded on the Company's website in Bahasa Indonesia and English.</p> <p>This is done through information disclosure to:</p> <ol style="list-style-type: none"> 1. Bisnis Indonesia and The Jakarta Post newspapers. 2. Bank Mandiri website. 3. Indonesia Stock Exchange Website. <p>Evidence of the announcement of the results of the GMS has been reported by the Company to the OJK and the Indonesia Stock Exchange through Letter No. Csc. CSE/CMA.1448/2020 dated October 22 2020 and reported through OJK Electronic Reporting System.</p>
7	Submission of Minutes of the GMS	October 22, 2020	<p>The Submission of GMS Minutes to OJK has observed the deadline for submission in accordance with the provisions of OJK Regulation No. 32/ POJK.04/2014/2014 and submitted through Letter No. Csc. CSE/CMA.1448/2020 dated October 22 2020 and uploaded to Bank Mandiri Website on the same day.</p>

Independent Party of Voting Counter

The Company has appointed an independent party namely Notary Utiek R. Abdurachman and PT Datindo Entrycom in conducting the calculation and/or validating the votes.

Attendance Recapitulation at the 2020 Extraordinary General Meeting of Shareholders

The Board of Commissioners, Directors and Audit Committee of Bank Mandiri present at the Extraordinary General Meeting of Shareholders on October 21, 2020 are as follows:

Table of Presence Recapitulation in Annual GMS 21 October 2020

No.	Name	Position	Presence
1.	Muhamad Chatib Basri	President Commissioner/ Commissioner Independent	Present
2.	Andrinof A. Chaniago	Commissioner	Present
3.	Ardan Adiperdana*	Commissioner	Present
4.	Rionald Silaban*	Commissioner	Present
5.	Mohamad Nasir*	Commissioner Independent	Present
6.	Nawal Nely*	Commissioner	Present
7.	Arief Budimanta*	Commissioner	Present
8.	Fariad Utomo*	Commissioner	Present
9.	Boedi Armanto*	Commissioner Independent	Present
10.	Loeke Larasati Agoestina*	Commissioner Independent	Present
11.	Hery Gunardi	Vice of President Director	Present
12.	Ahmad Siddik Badruddin	Director of Risk Management	Present
13.	Rico Usthavia Frans*	Director of Information Technology	Present
14.	Darmawan Junaidi*	Director of Treasury, International Banking and Special Asset Management	Present
15.	Alexandra Askandar*	Director of Corporate Banking	Present
16.	Agus Dwi Handaya	Director of Compliance and HR	Present
17.	Panji Irawan*	Director of Operation	Present
18.	Donsuwan Simatupang*	Director of Institutional Relations	Present
19.	Riduan*	Director of Commercial Banking	Present
20.	Aquarius Rudianto*	Director of Business and Network	Present
21.	Bambang Ratmanto	Audit Committee	Present
22.	Ridwan D. Ayub	Audit Committee	Present

*Present in separate rooms via teleconference media.



DECISION OF 2020 EXTRAORDINARY GMS

Meeting Events

Changes in the Management Structure of the Company.

The Minutes of Meeting states that no Shareholders ask questions and/or give opinions.

Voting Results

Agree	: 72,5618483% Including one series A Dwiwarna share
Abstain	: 3,9482891%
Disagree	: 23,4898626%

Decision

Thus, the

The meeting with the most votes, which is 30.551.792.976 shares or represents 76,5101374% of the total votes issued in the Meeting decided:

- Confirming the dismissal with respect to the following names as a member of the Board of Directors of the Company:
 - Mr. Royke Tumilaar as President Director of the Company, appointed based on the resolution of the 2015, Annual General Meeting of Shareholders, starting from September 2 2020;
 - Mr. Silvano Winston Rumatir as The Company's Director of Finance and Strategy, appointed based on the 2019, Extraordinary General Meeting of Shareholders Decree, as of September 2 2020; with gratitude for the contribution of energy and thoughts given during his tenure as a Member of the Board of Directors of the Company.
- Respectfully dismiss the following names as members of the Board of Directors of the Company:
 - Mr. Hery Gunardi as Vice President Director;
 - Mr. Donsuwan Simatupang as Director of Institutional Relations; respectively appointed, based on the Resolution of the 201 Annual General Meeting of Shareholders, with gratitude for the contribution of energy and thoughts given during his tenure as Members of the Board of Directors of the Company.
- Change the nomenclature of the positions of members of the Board of Directors of the Company as follows:
 - Originally Director of Treasury, International Banking, and Special Asset Management became Director of Treasury and International Banking;
 - Originally The Director of Business and Network became Director of Network and Retail Banking.
- Transfer the assignment of the following names as the Board of Directors of the Company:
 - Mr. Darmawan Junaidi was originally Director of Treasury and International Banking as President Director;
 - Mrs. Alexandra Askandar was originally Director of Corporate Banking to become Vice President Director;
 - Mr. Aquarius Rudianto was originally Director of Business and Network to become Director of Network and Retail Banking;
 - Mr. Panji Irawan was originally Director of Operations as Director of Treasury and International Banking; respectively, based on the Resolution of the Extraordinary GMS in 2017, the Resolution of the Annual GMS for The Year of 2017, the Resolution of the Annual GMS for The Year of 2019 and the Annual GMS of The Year 2017, with the term of office continuing the remainder of their respective term of office, in accordance with the Resolutions of the GMS of the relevant appointment.
- To appoint the following names as Members of the Board of Directors of the Company:
 - Mr. Sigit Prastowo as Director of Finance and Strategy;
 - Mrs. Susana Indah Kris as Director of Corporate Banking;
 - Mr. Toni Eko Boy Subari as Director of Operations;
 - Mr. Rohan Hafas as Director of Institutional Relations.
- The term of office of the members of the Board of Commissioners and Board of Directors appointed as referred to in number 5, in accordance with the provisions of the Articles of Association of the Company, taking into account the laws and regulations in the capital market and without compromising the right of the GMS to dismiss at any time.
- With the confirmation of dismissal, dismissal, change of position nomenclature, transfer of duties, and appointment of Members of the Board of Directors of the Company as referred to in numbers 1, 2, 3, 4 and 5, the composition of the Board of Directors of the Company becomes as follows:

Board of directors

- President Director : Mr. Darmawan Junaidi
 - Vice President Director : Mrs. Alexandra Askandar
 - Director of Risk Management : Mr. Ahmad Siddik Badruddin
 - Director of Information Technology : Mr. Rico Usthavia Frans
 - Director of Compliance and Human Resources : Bpk. Agus Dwi Handaya
 - Director of Treasury and International Banking : Mr. Panji Irawan
 - Director of Commercial Banking : Mr. Riduan
 - Director of Network and Retail Banking : Mr. Aquarius Rudianto
 - Director of Operations : Mr. Toni Eko Boy Subari
 - Director of Institutional Relations : Mr. Rohan Hafas
 - Director of Corporate Banking : Mrs. Susana Indah Kris
 - Director of Finance and Strategy : Mr. Sigit Prastowo
- Members of the BOD appointed as referred to in number 5 can only carry out their duties as Members of the Board of Directors after obtaining approval from the Financial Services Authority.
 - Members of the Board of Directors appointed as referred to in number 5 who are still serving in other positions prohibited by the law to be held with the position of members of the Board of Directors of State-Owned Enterprises, then the concerned must resign or be dismissed from his/her position.
 - To grant power of attorney with substitution rights to the Board of Directors of the Company to declare the decision of this GMS in the form of Notarial deed and to the notary public or authorized officials, and to make adjustments or improvements necessary if required by the authorized parties for the purposes of implementing the contents of the meeting decision.



Follow up

1. Of Members of the Company Board of Directors.
2. Bpk. Darmawan Junaidi has obtained OJK approval for the assessment of Capability and Propriety Test as stated in the Decree of the OJK Board of Commissioners No. 109/KDK.03/2020 dated December 21 2020 and OJK Letter No. SR-415/PB.12/2020 dated December 22 2020, as well as the appointment of the president director as effective as of December 23 2020 as stated in Bank Mandiri Letter No. HBK. CSC/CMA.1107/2020 dated December 23 2020.
3. Mrs. Alexandra Askandar has obtained OJK approval for the assessment of Capability and Propriety Test as stated in the Ojk Board of Commissioners Decree No. 108/KDK.03/2020 dated December 21 2020 and OJK Letter No. SR-415/PB.12/2020 dated December 22 2020, and the appointment of the relevant Vice President Director is effective as of December 23 2020 as stated in Bank Mandiri Letter No. HBK. CSC/CMA.1107/2020 dated December 23 2020.
4. Mr. Toni Eko Boy Subari has obtained OJK approval for the assessment of Capability and Propriety Test as stated in the Decree of the OJK Board of Commissioners No. 1/KDK.03/2021 dated January 12 2021 and OJK Letter No. SR-8/PB.12/2021 dated January 14 2021, as well as the appointment of the relevant Director of Operations was declared effective as of January 15 2021 as stated in Bank Mandiri Letter No. KPS/51/2021 dated January 15 2021.
5. Mr. Sigit Prastowo has obtained OJK approval for the assessment of Capability and Propriety Test as stated in the Decree of the OJK Board of Commissioners No. 110/KDK.03/2020 dated 23 December 2020 and OJK Letter No. SR-422/PB.12/2020 dated December 23 2020) as Director of Finance and Strategy, as well as the appointment of the concerned Director are declared effective as of December 23 2020 as stated in Mandiri Bank Letter No. HBK. CSC/CMA.1111/2020 dated December 28 2020.
6. Mr. Rohan Hafas has obtained OJK approval for the assessment of Capability and Propriety Test as stated in the Decree of the OJK Board of Commissioners No. 111/KDK.03/2020 dated December 23 2020 and OJK Letter No. SR-422/PB.12/2020 dated December 23 2020) as Director of Institutional Relations, as well as the appointment of the concerned Director shall be effective as of December 23 2020 as stated in Bank Mandiri Letter No. HBK. CSC/CMA.1111/2020 dated December 28 2020.
7. Mr. Rohan Hafas has obtained OJK approval for the assessment of Capability and Propriety Test as stated in the Decree of the OJK Board of Commissioners No. SR-112/PB.12/2019 dated May 14 2019, as well as the appointment of the concerned Director are declared effective as of May 15 2019 as stated in Bank Mandiri Letter No. KPH/398/2019 dated May 15 2019.
8. The addition of nomenclature of the composition structure of the members of the Board of Directors has been implemented.
9. The Board of Directors of Bank Mandiri has taken all necessary actions related to the decision of this event in accordance with the prevailing laws and regulations.

Status: Realized

Implementation of the 2019 Annual General Meeting of Shareholders and its Realization

The stages of the 2019 Annual General Meeting of Shareholders are illustrated in the following table.

Table of 2019 Annual General Meeting of Shareholders

No.	Activities	Date of Implementation	Description
1	Notification of the GMS to OJK	April 1, 2019	Submitted to OJK through a letter signed by the Board of Directors of Bank Mandiri No. CEO/42/2019 dated April 1 2019 concerning the Extraordinary General Meeting of Shareholders of PT Bank Mandiri (Persero) Tbk. Of 2019.
2	Announcement of the GMS to Shareholders	April 8, 2019	This is done through information disclosure to: 1. Bisnis Indonesia and The Jakarta Post newspapers. 2. Bank Mandiri website. 3. Indonesia Stock Exchange Website.
			Evidence of GMS announcement has been reported by Bank Mandiri to OJK and Indonesia Stock Exchange on the same day through Letter No. HBK. CSC/CMA.758/2019 and No. HBK. CSC/CMA.759/2019 both dated April 8 2019 and reported through OJK Electronic Reporting System and Indonesia Stock Exchange.
3	Invitation to the GMS to the Shareholders	April 24, 2019	This is done through information disclosure to: 1. Bisnis Indonesia and The Jakarta Post newspapers. 2. Bank Mandiri website. 3. Indonesia Stock Exchange Website.
			Evidence of GMS Invitation has been reported by Bank Mandiri to OJK and Indonesia Stock Exchange on the same day through Letter No. HBK. CSC/CMA.866/2019 and No. HBK. CSC/CMA.868/2019 both dated April 24 2019 and reported through ojk electronic reporting system and Indonesia Stock Exchange.



No.	Activities	Date of Implementation	Description
4	GMS implementation	Thursday, 16 May 2019	The GMS is chaired by the President Commissioner/Independent Commissioner of Bank Mandiri in accordance with the appointment at the Meeting of the Board of Commissioners on April 4 2019.
			The GMS was attended by all members of the Board of Commissioners and members of the Board of Directors.
			Shareholders and/or authorized shareholders representing 39.469.169.109 shares including series A Dwiwarna shares or representing 84,557% of the total shares.
			The Company provides the GMS Rules of Procedure to all shareholders present in the form of a pocket book and the points of the code of conduct are read out before the start of the GMS.
5	Announcement of GMS Results	May 17th, 2019	Shareholders are given the opportunity to ask questions according to the agenda of the Meeting in each agenda item discussed in the Annual GMS.
			Voting is conducted verbally in which shareholders who vote against or abstain are asked to submit their ballot cards. Particularly for meeting agenda involving a certain person, voting was conducted by means of an unsigned closed letter and all shareholders present submitted the ballot card.
		May 20th, 2019	The company has appointed an independent party, namely Notary Utiek R. Abdurachman and PT Datindo Entrycom in calculating and/or validating votes.
			Highlights of THE GMS results have been announced and uploaded on the Company's website in Bahasa Indonesia and English.
6	Submission of Minutes of the GMS	June 14th, 2019	This is done through information disclosure to: 1. Bisnis Indonesia and The Jakarta Post newspapers. 2. Bank Mandiri website. 3. Indonesia Stock Exchange Website.
			Evidence of the announcement of the results of the GMS has been reported by the Company to the OJK and the Indonesia Stock Exchange through Letter No. HBK. CSC/CMA.1035/2019 dated May 20 2019 and reported through OJK Electronic Reporting System and Indonesia Stock Exchange.
6	Submission of Minutes of the GMS	June 14th, 2019	The Submission of GMS Minutes to OJK has observed the deadline for submission in accordance with the provisions of OJK Regulation No. 32/ POJK.04/2014/2014 and submitted through Letter No. HBK. CSC/CMA.1142/2019 dated June 14 2019 and uploaded to Bank Mandiri Website on the same day.

Independent Voting Counter

The Company has appointed an independent party namely Notary Utiek R. Abdurachman and PT Datindo Entrycom in conducting the calculation and/or validating the votes.

Attendance Recapitulation at the 2019 Annual General Meeting of Shareholders

The Board of Commissioners, Directors and Audit Committee of Bank Mandiri who attended the 2019 Annual GMS were as follows:

Attendance Recapitulation Table at the 2019 Annual General Meeting of Shareholders

No.	Name	Position	Presence
1.	Hartadi Agus Sarwono	President Commissioner/ Commissioner Independent	Present
2.	Imam Apriyanto Putro	Vice of President Commissioner	Present
3.	Askolani	Commissioner	Present
4.	Goei Siau Hong	Commissioner Independent	Present
5.	Bangun Sarwito Kusmulyono	Commissioner Independent	Present
6.	Ardan Adiperdana	Commissioner	Present
7.	Makmur Keliat	Commissioner Independent	Present
8.	R. Widyo Pramono	Commissioner	Present



No.	Name	Position	Presence
9.	Kartika Wirjoatmodjo	President Director	Present
10.	Sulaiman Arif Arianto	Vice of President Director	Present
11.	Royke Tumilaar	Director of Corporate Banking	Present
12.	Hery Gunardi	Director of Small Business and Network	Present
13.	Ahmad Siddik Badruddin	Director of Risk Management	Present
14.	Rico Usthavia Frans	Director of Information Technology and Operation	Present
15.	Darmawan Junaidi	Director of Treasury and International Banking	Present
16.	Alexandra Askandar	Director of Institutional Relations	Present
17.	Agus Dwi Handaya	Director of Compliance	Present
18.	Panji Irawan	Director of Finance	Present
19.	Donsuwan Simatupang	Director of Retail Banking	Present
20.	Riduan	Director of Commercial Banking	Present
21.	Budi Sulistio	Member of Audit Committee	Present
22.	Bambang Ratmanto	Member of Audit Committee	Present
23.	Ridwan D. Ayub	Member of Audit Committee	Present

Decision of the 2019 Annual General Meeting of Shareholders

First Meeting Agenda

Approval of the Annual Report and Ratification of the Company's Consolidated Financial Statements for Fiscal Year 2018 and Approval of the Supervisory Duties Report of the Board of Commissioners in 2018 as well as ratification of the Financial Statements of the Implementation of the Partnership and Community Development Program in 2018 as well as the Provision of Full Settlement and Release of Responsibility (volledig acquit et decharge) to the Board of Directors for the Management Actions of the Company and the Board of Commissioners for the Company's Supervisory Actions during Fiscal Year 2018.

Minutes of Meeting states the Number of Shareholders who ask Questions and/or give opinions as many as 4 (four) people.

Voting Results

Agree	: 99,046% Including one series A Dwiwarna share
Abstain	: 0,437%
Disagree	: 0,157%

Decision

Thus, the

The meeting with the most votes, which is 39.407.285.809 shares or represents 99,843% of the total votes issued in the Meeting decided:

1. Approved the Company's Annual Report, including the realization report on the use of funds from the public offering of Obligasi Berkelanjutan I Bank Mandiri Tahap III Tahun 2018, and the Supervisory Duties Report of the Board of Commissioners for the Fiscal Year ended December 31 2018 and ratified the Company's Consolidated Financial Statements for the Fiscal Year ended December 31 2018 that have been audited by the Public Accounting Firm Purwantono, Sungkoro & Surja according to his report No. 00034/2.1032/AU.1/07/0685-1/1/2019 dated January 28 2019 with reasonable audit opinion in all material matters.
2. Certifying the Financial Statements for the Implementation of Partnership and Community Development Program for the Financial Year ended December 31 2018 which has been audited by the Public Accounting Firm Purwantono, Sungkoro & Surja according to its report No. 01104/2.1032/AU.2/10/ 0685-1/1/2019 dated 3 May 2019 with reasonable audit opinion in all matters material and received the Board of Directors' plan to carry out the transfer of the maximum Partnership Program balance of Rp350 billion as a source of funds for the Company's Community Development and the remaining funds of the Partnership Program amounting to Rp120.518.478.322,00 distributed through Special SOEs.
3. Upon approval of the Company's Annual Report, including the realization report on the use of funds resulting from the public offering of Obligasi Berkelanjutan I Bank Mandiri Tahap III Tahun 2018, and the Board of Commissioners' Report on The Fiscal Year ended December 31 2018 and the ratification of the Company's Consolidated Financial Statements for the Fiscal Year ended December 31 2018 and the Financial Statements for the Implementation of the Partnership and Community Development Program for the Fiscal Year ended December 31 2018, , the Meeting provides full settlement and release of responsibility (volledig acquit et de charge) to all members of the Board of Directors and Board of Commissioners for management and supervision actions that have been carried out during the Fiscal Year ended December 31 2018, to the extent that such action is not a criminal act and such actions are reflected in the Annual Report, Consolidated Financial Statements and Financial Statements of the Implementation of the Company's Partnership and Community Development Program for the Fiscal Year ended December 31 2018.
4. The granting of full repayment and exemption of responsibility is included given to Sdr. Ogi Prastomiyono, Sdr. Hery Gunardi, Sdr. Tardi dan Sdri. Kartini Sally, who from January 1 2018 to March 21 2018 served as Director of Operations, Director of Distributions, Director of Retail Banking, and Institutional Director, respectively.



Follow up

The Financial Statements and Annual Report have been submitted to the OJK and the Indonesia Stock Exchange with the following information:

- a. Submission of Financial Statements
 - The submission of the report is also carried out through the OJK Electronic Reporting System and the Indonesia Stock Exchange.
- b. Submission of Annual Report
 - Submitted to OJK through Letter No. HBK. CSC/CMA.865/2019 dated April 24 2019 and the reporting was passed to the Indonesia Stock Exchange.
 - The submission of the annual report is also carried out through the OJK Electronic Reporting System and the Indonesia Stock Exchange.

Status : Realized

Second Meeting Event

Establishment of the use of the Company's Net Income for The 2018. Financial Year.

The Minutes of Meeting states that no Shareholders ask questions and/or give opinions.

Voting Results

Agree	: 99,923% Including one series A Dwiwarna share
Abstain	: 0,077%
Disagree	: 0%

Decision

Thus, the

The meeting unanimously, i.e. 39.469.169.109 shares or constitute 100% of the total votes issued in the Meeting decided:

1. 45% of the Company's net profit in the 2018 financial year was distributed as cash dividends to shareholders and special dividends for the Government/ State of the Republic of Indonesia will be deposited in accordance with the provisions of the laws and regulations. To give power and authority to the Board of Directors to regulate the procedures and implementation of cash dividend payments and subsequently announce in accordance with the applicable provisions with the allocation of shares:
 - Government/State Shareholders of the Republic of Indonesia by 60%
 - Public shareholders by 40%.
2. A total of 55% of the Company's net profit in the 2018 financial year was determined as Retained Earnings.

Follow up

Bank Mandiri has announced the Schedule and Procedures for the Distribution of Cash Dividends for the 2018 Fiscal Year on May 20 2019 and has paid cash dividends to shareholders on June 19 2019.

Status : Realized

Third Meeting Point

Establishment of Remuneration (salary/honorarium, facilities, benefits, and other benefits) for The Financial Year 2019 and Tantiem of The Financial Year 2018 for the Board of Directors and Board of Commissioners of the Company.

The Minutes of Meeting states that no Shareholders ask questions and/or give opinions.

Voting Results

Agree	: 96,800% Including one series A Dwiwarna share
Abstain	: 0,591%
Disagree	: 2,609%

Decision

Thus, the

The meeting with the most votes, which is 38.439.400.429 shares or represents 97,391% of the total votes issued in the Meeting decided:

To authorize and authorize the Board of Commissioners of the Company, by first obtaining the approval of Series A Dwiwarna Shareholders, to determine the salaries of members of the Board of Directors and honorariums of members of the Board of Commissioners, and the provision of allowances, facilities, and/or other benefits for the 2019, financial year, as well as to determine the performance of members of the Board of Directors and Board of Commissioners for the financial year ended December 31 2018.

Follow up

The establishment of salaries of members of the Board of Directors and honorariums of members of the Board of Commissioners, and the provision of allowances, facilities, and/or other benefits for the 2019, financial year, as well as the establishment of tantiem for the performance of members of the Board of Directors and Board of Commissioners for the financial year ended December 31 2018 has been conducted by the Board of Commissioners by first obtaining the approval of the Ministry of SOEs.

Status : Realized

Fourth Meeting Agenda

Establishment of Public Accounting Firm to audit the Company's Financial Statements for Financial Year 2019 and Financial Statements for the Implementation of Partnership and Community Development Program for 2019.

Minutes of Meeting states the Number of Shareholders who ask Questions and/or give opinions as many as 1 (one) person.

Voting Results

Agree	: 97,872% Including one series A Dwiwarna share
Abstain	: 0,009%
Disagree	: 2,199%



Decision

Thus, the

The meeting with the most votes, which is 38.632.625.808 shares or represents 97,881% of the total votes issued in the Meeting decided to approve:

1. Establishing Public Accounting Firm Purwantono, Sungkoro & Surja as a Public Accounting Firm that will audit the Company's Consolidated Financial Statements and Financial Statements for the Implementation of partnership and community development programs for the fiscal year that will end on December 31 2019.
2. To give power to the Board of Commissioners to determine the honorarium and other requirements for the Public Accounting Firm, as well as establish a Replacement Public Accounting Firm in the case of Public Accounting Firm Purwantono, Sungkoro & Surja, for any reason unable to complete the audit of the Company's Consolidated Financial Statements and Financial Statements implementation of the Partnership and Community Development Program for the fiscal year that will end on December 31 2019.

Follow up

The appointment of Public Accounting Firm Purwantono, Sungkoro & Surja has been reported to ojk through Letter No. CEO/326/2018 dated April 3 2018.

Status : Realized

Fifth Meeting Agenda

Changes in the Management Structure of the Company.

The Minutes of Meeting states that no Shareholders ask questions and/or give opinions.

Voting Results

Agree	: 96,486% Including one series A Dwiwarna share
Abstain	: 0,298%
Disagree	: 3,126%

Decision

Thus, the

The meeting with the most votes, which is 38.199.927.944 shares or represents 96,784% of the total votes issued in the Meeting decided to approve:

- a. Changes in the Management Structure of the Company
 1. Respectfully dismiss the name of Sdr. Askolani as Commissioner since the closing of this GMS with thanks for the contribution of energy and thoughts given during his tenure as a Member of the Board of Commissioners of the Company.
 2. Appointed Sdr. Askolani as Commissioner.
 3. The term of office of the Members of the Board of Commissioners appointed as referred to in number 2, in accordance with the provisions of the Articles of Association of the Company, namely until the close of the -5th (fifth) Annual General Meeting of Shareholders since the appointment or annual GMS held in 2024, taking into account the laws and regulations in the capital market and without compromising the right of the GMS to dismiss at any time.
 4. With the dismissal and appointment of Members of the Board of Commissioners as referred to in numbers 1 and 2 above, the composition of members of the Board of Commissioners becomes as follows:
 - 1) President Commissioner/Independent Commissioner : Hartadi A. Sarwono
 - 2) Vice President Commissioner : Imam Apriyanto Putro
 - 3) Commissioner: Askolani
 - 4) Commissioner : R. Widyono Pramono
 - 5) Commissioner : Ardan Adiperdana
 - 6) Independent Commissioner : Bangun S. Kusmulyono
 - 7) Independent Commissioner : Goei Siauw Hong
 - 8) Independent Commissioner : Makmur Keliat
 5. Members of the Board of Commissioners appointed as referred to in number 2 who are still serving in other positions prohibited by the legislation to be held with the position of Member of the Board of Commissioners of State-Owned Enterprises, then the concerned must resign or be dismissed from his/her position.
 6. To grant power of attorney with substitution rights to the Board of Directors of the Company to declare the decision of this GMS in the form of notarial deed and to the notary public or authorized officials, and to make adjustments or improvements necessary if required by the authorized parties for the purposes of implementing the contents of the meeting decision.
- b. Changes in Board of Directors Nomenclature
 1. Change the nomenclature of the positions of members of the Board of Directors of the Company as follows:

No.	Originally	After
1.	Director of Small Business and Networking	Director of Business and Networking
2.	Director of Compliance	Director of Compliance and Human Resources
3.	Financial Director	Director of Finance and Strategy

2. Transfer the assignment of the following names as the Board of Directors of the Company:

No.	Name	Originally	After
1.	Hery Gunardi	Director of Small Business and Networking	Director of Business and Networking
2.	Agus Dwi Handaya	Director of Compliance	Director of Compliance and Human Resources
3.	Panji Irawan	Financial Director	Director of Finance and Strategy



- respectively appointed based on the resolution of the 2017, AgMS, with the term of office continuing the remainder of their respective term of office, in accordance with the resolution of the GMS of the appointment concerned.
3. With the change of position nomenclature and transfer of positions of members of the Board of Directors of the Company as referred to in number 1 and number 2, the composition of the Membership of the Board of Directors of the Company becomes as follows:
 - 1) President Director: Kartika Wirjoatmodjo
 - 2) Vice President Director : Sulaiman Arif Arianto
 - 3) Director of Commercial Banking : Riduan
 - 4) Director of Compliance and Human Resources : Agus Dwi Handaya
 - 5) Director of Treasury, International Banking, : Darmawan Junaidi
 - 6) Director of Finance and Strategy : Panji Irawan
 - 7) Director of Corporate Banking : Royke Tumilaar
 - 8) Director of Retail Banking : Donsuwan Simatupang
 - 9) Director of Institutional Relations : Alexandra Askandar
 - 10) Director of Business and Network : Hery Gunardi
 - 11) Director of Risk Management : Ahmad Siddik Badruddin
 - 12) Director of Information Technology and Operations : Rico Usthavia Frans
 4. To grant power of attorney with substitution rights to the Board of Directors of the Company to declare the decision of this GMS in the form of notarial deed and to the notary public or authorized officials, and to make adjustments or improvements necessary if required by the authorized parties for the purposes of implementing the contents of the meeting decision.

Follow up

1. Changes in the nomenclature of the composition of the members of the Board of Directors have been implemented.
2. The composition structure of the members of the Board of Directors has used nomenclature.
3. The Board of Directors of Bank Mandiri has taken all necessary actions related to the decision of this event in accordance with the prevailing laws and regulations.

Status : Realized

Implementation of the Extraordinary RUPS 2019 and Their Realization

The steps for the Extraordinary General Meeting of Shareholders on August 28, 2019 are illustrated in the following table.

Table of the Implementation of the Extraordinary GMS 2019 on August 28, 2019

No.	Activities	Date of Implementation	Description
1	Notification of the GMS to OJK	July 12, 2019	Submitted to OJK through a letter signed by the Board of Directors of Bank Mandiri No. DCO/692/2019 dated July 12 2019 concerning the Extraordinary General Meeting of Shareholders of PT Bank Mandiri (Persero) Tbk.
2	Announcement of the GMS to Shareholders	July 19, 2019	This is done through information disclosure to: 1. Bisnis Indonesia and The Jakarta Post newspapers. 2. Bank Mandiri website. 3. Indonesia Stock Exchange Website. Evidence of GMS announcement has been reported by Bank Mandiri to OJK and Indonesia Stock Exchange on the same day through Letter No. HBK. CSC/CMA.1417/2019 and No. HBK. CSC/CMA.1418/2019 both dated July 19 2019 and reported through ojk electronic reporting system and Indonesia Stock Exchange.
3	Invitation to the GMS to the Shareholders	August 6, 2019	This is done through information disclosure to: 1. Bisnis Indonesia and The Jakarta Post newspapers. 2. Bank Mandiri website. 3. Indonesia Stock Exchange Website. Evidence of GMS Invitation has been reported by Bank Mandiri to OJK and Indonesia Stock Exchange on the same day through Letter No. HBK. CSC/CMA.1509/2019 and No. HBK. CSC/CMA.1510/2019 both dated August 6 2019 and reported through ojk electronic reporting system and Indonesia Stock Exchange.



No.	Activities	Date of Implementation	Description
4	GMS implementation	Wednesday, August 28 2019	The GMS is chaired by the President Commissioner/ Independent Commissioner of Bank Mandiri in accordance with the appointment in the Meeting of the Board of Commissioners on July 10 2019.
			The GMS was attended by all members of the Board of Commissioners and members of the Board of Directors.
			Shareholders and/or representatives of shareholders who all own 39.273.007.411 shares including series A Dwiwarna shares or constitute 84,156% of the total shares.
			The Company provides the GMS Rules of Procedure to all shareholders present in the form of a pocket book and the points of the code of conduct are read out before the start of the GMS.
5	Announcement of GMS Results	August 29, 2019 August 30, 2019	Shareholders are given the opportunity to ask questions according to the agenda of the Meeting in each agenda item discussed in the Annual GMS.
			Voting is conducted verbally in which shareholders who vote against or abstain are asked to submit their ballot cards. Particularly for meeting agenda involving a certain person, voting was conducted by means of an unsigned closed letter and all shareholders present submitted the ballot card.
			The company has appointed an independent party, namely Notary Utiok R. Abdurachman and PT Datindo Entrycom in calculating and/or validating votes.
			Highlights of THE GMS results have been announced and uploaded on the Company's website in Bahasa Indonesia and English.
6	Submission of Minutes of the GMS	September 24, 2019	This is done through information disclosure to: 1. Bisnis Indonesia and The Jakarta Post newspapers. 2. Bank Mandiri website. 3. Indonesia Stock Exchange Website.
			Evidence of the announcement of the results of the GMS has been reported by the Company to the OJK and the Indonesia Stock Exchange through Letter No. HBK. CSC/CMA.1631/2019 and No. HBK. CSC/CMA.1632/2019 both dated August 30 2019 and reported through the OJK Electronic Reporting System and the Indonesia Stock Exchange.
6	Submission of Minutes of the GMS	September 24, 2019	The Submission of GMS Minutes to OJK has observed the deadline for submission in accordance with the provisions of OJK Regulation No. 32/ POJK.04/2014/2014 and submitted through Letter No. HBK. CSC/CMA.1736/2019 dated 24 September 2019 and uploaded to Bank Mandiri Website on the same day.

Independent Party of Voting Counter

The Company has appointed an independent party namely Notary Utiok R. Abdurachman and PT Datindo Entrycom in conducting the calculation and/or validating the votes.

Attendance Recapitulation at the Extraordinary GMS August 28, 2019

The Board of Commissioners, Directors and Audit Committee of Bank Mandiri that attended the Extraordinary General Meeting of Shareholders on August 28, 2019 are as follows:

Attendance Recapitulation Table at the Extraordinary General Meeting of Shareholders on August 28, 2019

No.	Name	Position	Presence
1.	Hartadi Agus Sarwono	President Commissioner/ Commissioner Independent	Present
2.	Imam Apriyanto Putro	Vice of President Commissioner	Present
3.	Askolani	Commissioner	Present
4.	Goei Siau Hong	Commissioner Independent	Present
5.	Bangun Sarwito Kusmulyono	Commissioner Independent	Present
6.	Ardan Adiperdana	Commissioner	Present
7.	Makmur Keliat	Commissioner Independent	Present



No.	Name	Position	Presence
8.	R. Widyo Pramono	Commissioner	Present
9.	Kartika Wirjoatmodjo	President Director	Present
10.	Sulaiman Arif Arianto	Vice of President Director	Present
11.	Royke Tumilaar	Director of Corporate Banking	Present
12.	Hery Gunardi	Director of Small Business and Network	Present
13.	Ahmad Siddik Badruddin	Director of Risk Management	Present
14.	Rico Usthavia Frans	Director of Information Technology and Operation	Present
15.	Darmawan Junaidi	Director of Treasury and International Banking	Present
16.	Alexandra Askandar	Director of Institutional Relations	Present
17.	Agus Dwi Handaya	Director of Compliance	Present
18.	Panji Irawan	Director of Finance	Present
19.	Donsuwan Simatupang	Director of Retail Banking	Present
20.	Riduan	Director of Commercial Banking	Present
21.	Budi Sulistio	Member of Audit Committee	Present
22.	Bambang Ratmanto	Member of Audit Committee	Present

Decree of the Extraordinary GMS On August 28, 2019

First Meeting Agenda

Presentation/ Evaluation of the Company's Performance Quarter II/Semester I Year 2019.

For The First Event Of the Meeting is only a report, there is no Q&A session.

Decision

The First Event of the Meeting is in the form of presentation/evaluation of performance that is a report.

Follow up

The Company's Performance Evaluation quarter II/Semester I of 2019 has been well received by shareholders.

Status : Realized

Second Meeting Event

Changes in the Management Structure of the Company.

The Minutes of Meeting states that no Shareholders ask questions and/or give opinions.

Voting Results

Agree : 73,243% Including one series A Dwiwarna share
 Abstain : 3,755%
 Disagree : 23,003%

Decision

Thus, the Meeting with the most votes, which is 30.239.134.427 shares or represents 77% of the total of the total votes issued in the Meeting decided:

1. Respectfully dismissed Sdr. Askolani as a member of the Board of Commissioners of PT Bank Mandiri (Persero) Tbk.
The dismissal of members of the Board of Commissioners since the closing of this meeting with thanks for the contribution of energy and thoughts given during his tenure member of the Board of Commissioners.
2. Proposed the appointment of Sdr. Rionald Silaban as a member of the Board of Commissioners of PT Bank Mandiri (Persero) Tbk.
The appointment of members of the Board of Commissioners above is effective after obtaining approval from the Financial Services Authority for Fit and Proper Test and comply with applicable laws and regulations. The end of the term of office of the appointed Member of the Board of Commissioners is up to the closing of the fifth Annual GMS since the appointment, namely the Annual GMS held in 2024 without compromising the right of the GMS to dismiss at any time.



3. With the change of members of the Board of Commissioners, the composition of the Board of Commissioners is as follows:
- 1) President Commissioner/Independent Commissioner : Hartadi Agus Sarwono
 - 2) Vice President Commissioner : Imam Apriyanto Putro
 - 3) Commissioner : Rionald Silaban
 - 4) Independent Commissioner : Build Sarwito Kusmulyono
 - 5) Independent Commissioner : Goei Siau Hong
 - 6) Commissioner : Ardan Adiperdana
 - 7) Independent Commissioner : Makmur Keliat
 - 8) Commissioner : R. Widyo Pramono
4. To give power and authority to the Board of Directors of the Company with the right of substitution to perform all necessary actions related to the decision of this event in accordance with the prevailing laws and regulations, including to declare in a separate Notarial Deed and notify the composition of members of the Board of Commissioners of the Company to the Ministry of Law and Human Rights.

Follow-up

Bpk. Rionald Silaban has conducted a Fit and Proper Test and will effectively take office after obtaining approval from ojk.

Status : Realized

Implementation of the Extraordinary GMS 2019 and Their Realization

The steps for the Extraordinary General Meeting of Shareholders on December 9, 2019 are illustrated in the following table.

Table of the Implementation of the Extraordinary GMS 2019

No.	Activities	Date of Implementation	Description
1	Notification of the GMS to OJK	October 30, 2019	Submitted to OJK through a letter signed by the Board of Directors of Bank Mandiri No. HBK/1867/2019 dated October 30 2019 concerning the Extraordinary General Meeting of Shareholders of PT Bank Mandiri (Persero) Tbk.
2	Announcement of the GMS to Shareholders	October 31, 2019	<p>This is done through information disclosure to:</p> <ol style="list-style-type: none"> 1. Bisnis Indonesia and The Jakarta Post newspapers. 2. Bank Mandiri website. 3. Indonesia Stock Exchange Website. <p>Evidence of GMS Invitation has been reported by Bank Mandiri to OJK and Indonesia Stock Exchange on the same day through Letter No. HBK. CSC/CMA.1889/2019 and No. HBK. CSC/CMA.1890/2019 both dated October 31 2019 and reported through ojk electronic reporting system and Indonesia Stock Exchange.</p>
3	Invitation to the GMS to the Shareholders	November 15, 2019	<p>This is done through information disclosure to:</p> <ol style="list-style-type: none"> 1. Bisnis Indonesia and The Jakarta Post newspapers. 2. Bank Mandiri website. 3. Indonesia Stock Exchange Website. <p>Proof of GMS Invitation has been reported by Bank Mandiri to FSA on November 15, 2019 through Letter No. HBK. CSC/CMA.2013/2019 which was penetrated to the Indonesia Stock Exchange and reported through the OJK Electronic Reporting System and the Indonesia Stock Exchange.</p>
4	GMS implementation	Monday, 9 December 2019	<p>The GMS is chaired by the President Commissioner/Independent Commissioner of Bank Mandiri in accordance with the appointment at the Meeting of the Board of Commissioners on October 30, 2019.</p> <p>The GMS was attended by all members of the Board of Commissioners and members of the Board of Directors.</p> <p>Shareholders and/or representatives of shareholders who all own 38.946.269.369 shares including series A Dwiwarna shares or constitute 84,456% of the total shares.</p> <p>The Company provides the GMS Rules of Procedure to all shareholders present in the form of a pocket book and the points of the code of conduct are read out before the start of the GMS.</p> <p>Shareholders are given the opportunity to ask questions according to the agenda of the Meeting in each agenda item discussed in the Annual GMS.</p>



No.	Activities	Date of Implementation	Description
			Shareholders are given the opportunity to ask questions according to the agenda of the Meeting in each agenda item discussed in the Annual GMS. Voting is conducted verbally in which shareholders who vote against or abstain are asked to submit their ballot cards. Particularly for meeting agenda involving a certain person, voting was conducted by means of an unsigned closed letter and all shareholders present submitted the ballot card. The company has appointed an independent party, namely Notary Utiek R. Abdurachman and PT Datindo Entrycom in calculating and/or validating votes.
5	Announcement of GMS Results	December 10, 2019	Highlights of THE GMS results have been announced and uploaded on the Company's website in Bahasa Indonesia and English.
		December 11, 2019	This is done through information disclosure to: 1. Bisnis Indonesia and The Jakarta Post newspapers. 2. Bank Mandiri website. 3. Indonesia Stock Exchange Website. Evidence of the announcement of the results of the GMS has been reported by the Company to the OJK and the Indonesia Stock Exchange through Letter No. HBK. CSC/CMA.2151/2019 and No. HBK. CSC/CMA.2152/2019 both dated December 11, 2019 and reported through the OJK Electronic Reporting System and the Indonesia Stock Exchange.
6	Submission of Minutes of the GMS	January 7, 2019	The Submission of GMS Minutes to OJK has observed the deadline for submission in accordance with the provisions of OJK Regulation No. 32/POJK.04/2014/2014 and submitted through Letter No. HBK. CSC/CMA.11/2020 dated January 7, 2020 and uploaded to Bank Mandiri Website on the same day.

Independent Party of Voting Counter

The Company has appointed an independent party namely Notary Utiek R. Abdurachman and PT Datindo Entrycom in conducting the calculation and/or validating the votes.

Attendance Recapitulation at the Extraordinary GMS On December 9, 2019

The Board of Commissioners, Directors and Audit Committee of Bank Mandiri who attended the Extraordinary GMS on 9 December 2019 were as follows:

Table of Attendance Recapitulation at the Extraordinary GMS on December 9, 2019

No.	Name	Position	Presence
1.	Hartadi Agus Sarwono	President Commissioner/ Commissioner Independent	Present
2.	Goei Siau Hong	Commissioner Independent	Present
3.	Bangun Sarwito Kusmulyono	Commissioner Independent	Present
4.	Ardan Adiperdana	Commissioner	Present
5.	Makmur Keliat	Commissioner Independent	Present
6.	R. Widyo Pramono	Commissioner	Present
7.	Rionald Silaban*	Commissioner	Present
8.	Sulaiman Arif Arianto	Vice of President Director	Present
9.	Royke Tumilaar	Director of Corporate Banking	Present
10.	Hery Gunardi	Director of Business and Network	Present
11.	Ahmad Siddik Badruddin	Director of Risk Management	Present
12.	Rico Usthavia Frans	Director of Information Technology and Operation	Present
13.	Darmawan Junaidi	Director of Treasury and International Banking	Present
14.	Alexandra Askandar	Director of Institutional Relations	Present
15.	Agus Dwi Handaya	Director of Compliance and HR	Present



No.	Name	Position	Presence
16.	Panji Irawan	Director of Finance and Strategies	Present
17.	Donsuwan Simatupang	Director of Retail Banking	Present
18.	Riduan	Director of Commercial Banking	Present
19.	Budi Sulistio	Member of Audit Committee	Present
20.	Bambang Ratmanto	Member of Audit Committee	Present

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

Decision of the Extraordinary GMS on December 9, 2019

First Meeting Agenda

Changes in the composition of the Company's Management.

Minutes of Meeting states that there were no Shareholders who submitted Questions and/or provide opinions.

Voting Results

Agree	: 77.756% including one share of Dwiwarna A series
Abstain	: 2.159%
Disagree	: 20.048%

Decision

Therefore:

Meeting with the most votes, namely 31,124,131,758 shares or constituted 79.916% of the total all votes issued at the Meeting decide:

- To confirm the dismissal with respect to the names below as Management of the Company:
 - Mr. Kartika Wirjoatmodjo as the President Director of the Company, who was appointed based on the decision of the 2014 Annual General Meeting of Shareholders, as of October 25, 2019;
 - Mr. Imam Apriyanto Putro as Vice President Commissioner of the Company, who was appointed based on the Resolution of the 2014 Financial Year General Meeting, as from November 18, 2019;

with gratitude for the contribution of energy and thought given while serving as the Company's Management.
- Respectfully dismiss the names below as members of the Company's Board of Commissioners:
 - Mr. Hartadi Agus Sarwono as President Commissioner/Independent Commissioner;
 - Mr. Bangun Sarwito Kusmulyono as Independent Commissioner;
 - Mr. Goei Siau Hong as Independent Commissioner;

Each of them was appointed based on the decision of the Extraordinary General Meeting of Shareholders in 2017, the Resolution of the General Meeting of Shareholders for the 2014 Fiscal Year, and the Resolution of the 2014 General Meeting of Shareholders, with gratitude for the contribution of energy and thoughts given while serving as Members of the Company's Board of Commissioners.
- The change the nomenclature of the position of members of the Board of Directors of the Company as follows:

No.	Previous	Recent
1.	Director of Retail Banking	Director of Consumer and Retail Transaction
2.	Director of Treasury and International Banking	Director of Treasury, International Banking & Special Asset Management
3.	Director of Information Technology and Operation	Director of Information Technology
4.	-	Director of Operation
5.	Director of Business and Network	-

- Transfer the assignments listed below as members of the Company's Board of Directors:

No.	Name	Previous	Recent
1.	Royke Tumilaar	Director of Corporate Banking	President Director
2.	Alexandra Askandar	Director of Institutional Relations	Director of Corporate Banking
3.	Donsuwan Simatupang	Director of Retail Banking	Director of Institutional Relations
4.	Panji Irawan	Director of Finance and Strategies	Director of Operation
5.	Hery Gunardi	Director of Business and Network	Director of Consumer and Retail Transaction
6.	Darmawan Junaidi	Director of Treasury and International Banking	Director of Treasury, International Banking, and Special Asset Management
7.	Rico Usthavia Frans	Director of Information Technology and Operation	Director of Information Technology



who were appointed respectively based on the resolutions of the 2015 Fiscal Year GMS, 2017 Fiscal Year GMS, 2017 Fiscal Year GMS, 2017 Fiscal Year GMS, 2017 Fiscal Year GMS, 2017 Fiscal Year GMS, and 2015 Fiscal Year GMS, with tenure continuing the remaining tenure respectively, in accordance with the GMS decision on the appointment concerned.

5. Appointing the names below as the Management of the Company:
 - 1) Mr. Kartika Wirjoatmodjo as President Commissioner
 - 2) Mr. Muhamad Chatib Basri as Vice President Commissioner/Independent Commissioner
 - 3) Mr. Mohamad Nasir as Independent Commissioner
 - 4) Mr. Robertus Bilitea as Independent Commissioner
 - 5) Mr. Silvano Winston Rumantrir as Director of Finance and Strategy
6. The term of office of the members of the Board of Commissioners and Board of Directors appointed as referred to in number 5 shall expire until the closing of the fifth Annual GMS since the appointment, namely the Annual GMS held in 2024, with due observance of laws and regulations in the field of Capital Market and without prejudice to the right of the GMS to dismiss at any time.
7. With the inauguration, dismissal, changes in nomenclature of position, assignment of duties, and appointment of the Company's Management as referred to in numbers 1, 2, 3, 4 and 5, the composition of the Company's Board of Directors and Board of Commissioners membership shall be as follows:
 - a. The Directors
 - 1) President Director: Royke Tumilaar
 - 2) Vice of President Director: Sulaiman A. Arianto
 - 3) Director of Corporate Banking: Alexandra Askandar
 - 4) Director of Commercial Banking : Riduan
 - 5) Director of Treasury, International Banking, and Special Asset Management: Darmawan Junaidi
 - 6) Director of Consumer and Retail Transaction : Hery Gunardi
 - 7) Director of Operation : Panji Irawan
 - 8) Director of Compliance and Human Capital: Agus Dwi Handaya
 - 9) Director of Institutional Relations: Donsuwan Simatupang
 - 10) Director of Risk Management: Ahmad Siddik Badruddin
 - 11) Director of Information Technology: Rico Usthavia Frans
 - 12) Director of Finance and Strategy: Silvano Winston Rumantrir
 - b. Board of Commissioners
 - 1) President Commissioner: Kartika Wirjoatmodjo
 - 2) Vice President Commissioner/Independent Commissioner: Muhamad Chatib Basri
 - 3) Commissioner: Ardan Adiperdana
 - 4) Commissioner: R. Widyo Pramono
 - 5) Commissioner: Rionald Silaban
 - 6) Independent Commissioner: Makmur Keliat
 - 7) Independent Commissioner: Mohamad Nasir
 - 8) Independent Commissioner: Robertus Bilitea
8. Appointed members of the Board of Directors and Board of Commissioners as referred to in number 5 can only carry out their duties as Members of the Board of Directors and Members of the Board of Commissioners after obtaining approval from the Financial Services Authority.
9. The members of the Board of Directors and the Board of Commissioners appointed as referred to in number 5 who still hold positions in other positions that are prohibited by the legislation to be held concurrently with the positions of members of the Board of Directors or members of the Board of Commissioners of a State-Owned Enterprise, then the party concerned must resign or is expected to be removed from his position.
10. Granting power of attorney with the right of substitution to the Directors of the Company to declare what was decided by this GMS in the form of a notarial deed and facing a notary or authorized officer, and making necessary adjustments or improvements if required by the competent authority for the purpose of implementing the contents of the meeting's decision.

Follow up

1. Changing the nomenclature of the structure of the composition of the Directors have been implemented.
2. The structure of the composition of the Directors has used the nomenclature.
3. The Board of Directors of Bank Mandiri has taken all necessary actions related to the decision of this agenda in accordance with applicable laws and regulations.

Status : Realized

Board of Commissioners

Board of Commissioners are the Organ of the Company which serves to conduct supervision generally and/or specifically pursuant to the Articles of Association, to provide advice to the Board of Directors, as well as to ensure that the Company conducts the principles of GCG. Board of Commissioners are responsible to Shareholders in supervising the policy of the Board of Directors on the general operations of the Company, which refer to business plans that are approved by the Board of Commissioners and shareholders, and in ensuring compliance to all applicable laws and regulations.

Every member of the Board of Commissioners must have high integrity, knowledge, capability, and commitment to spare his/her time in performing his/her duties. Thus, the composition of Board of Commissioners of the Company must allow effective, accurate, and quick decision-making. In other words, Board of Commissioners are also demanded to act independently, meaning that there should be no conflict of interest that can disrupt its ability to perform their duties independently and critically, both in their internal relationship and in their relationship with the Board of Directors..



Duties and Responsibilities of Board of Commissioners

The duties and responsibilities of the Board of Commissioners based on the Board of Commissioners Guidelines and Procedures are as follows.

1. The Board of Commissioners is tasked with supervising the management policies, the general management of the Company and the business of the Company conducted by the Board of Directors, including oversight of the implementation of the Company's Long-Term Plan, Work Plan and Corporate Budget (RKAP), Articles of Association, GMS decisions and applicable laws and regulations, for the benefit of the Company in accordance with the aims and objectives of the Company.
2. In carrying out its duties in conducting supervision and providing advice, the Board of Commissioners is responsible for:
 - a. Ensuring that good governance is implemented in every business activity of the Company at all organizational levels or levels and evaluating the integrated corporate governance policies.
 - b. Safeguard the interests of the Company by taking into account the interests of the Shareholders and being accountable to the GMS.
 - c. Turn off the application of Risk Management and Capital Management in an integrated manner in accordance with the characteristics and complexity of the Financial Conglomerate's business within the Company.
 - d. Specifically in the implementation of the internal control system, the Board of Commissioners is also responsible for:
 - Ensuring the Board of Directors develops and maintains an adequate, effective and efficient internal control system.
 - Review the effectiveness and efficiency of the internal control system based on information obtained from the Internal Audit Work Unit at least once in 1 (one) year.
 - Appoint an independent quality controller from an external party to conduct a review of the performance of the Internal Audit Work Unit, taking into account the recommendations of the Audit Committee.
 - e. Ensuring that the Directors create and carry out anti-fraud culture and care at all levels of the Company's organization.

Duties and Responsibilities of President Commissioner

Based on the Guidelines and Charter of the President Commissioner of Bank Mandiri, the duties and responsibilities of the President Commissioner of Bank Mandiri are as follows:

1. Meetings of the Board of Commissioners held which are conveyed to all members of the Board of Commissioners by stating the agenda, date, time and place of the meeting.
2. Coordinating and ensuring the implementation of duties and meetings of the Board of Commissioners and the Board of Commissioners Meeting in accordance with applicable regulations.

Board of Commissioners' Obligations

The Board of Commissioners' obligations include:

1. Supervise the management of the Company by the Board of Directors and provide advice to the Board of Directors including work plans, development of the Company, implementation of the Company's strategic policies, implementation of the Articles of Association and resolutions of the GMS and/or Extraordinary GMS and applicable laws and regulations.
2. To approve and supervise the implementation of RKAP in accordance with the provisions of the Company's Articles of Association.
3. Following the progress of the Company's activities, providing opinions and suggestions to the GMS regarding issues that are considered important and material for the management of the Company,
4. Propose to the General Meeting of Shareholders the appointment of a Public Accountant who will review the Company's books.
5. Report to the GMS if there are symptoms of a decline in the Company's performance accompanied by suggestions regarding corrective actions that must be taken.
6. Reporting the implementation of the supervisory tasks that have been carried out during the new financial year to the GMS.
7. Monitor the follow up of findings on irregularities based on laws and regulations, the Articles of Association and prudential banking practices.
8. Report to OJK no later than 7 (seven) working days since the discovery of (a) violations of laws and regulations in the financial and banking fields; and (b) circumstances or estimates of conditions which may endanger the Company's business continuity.
9. Performing other supervisory duties as determined by the GMS and statutory provisions.
10. Carry out other obligations in the context of supervisory duties and giving advice, as long as it does not conflict with statutory regulations, the Articles of Association, and/or GMS Resolutions.

The Rights and Authorities of the Board of Commissioners

The rights and authorities of the Board of Commissioners are as follows:

1. Provide decisions on the actions of the Board of Directors as stipulated in the Company's Articles of Association.
2. Each Commissioner, both jointly or individually at any time has the right to enter buildings and pages or other places used or controlled by the Company and has the right to examine books, letters of evidence, inventories goods, examine and match the cash situation for verification and securities purposes as well as to know all actions taken by the Directors.



3. Actions must be carried out in a capacity as a Board of Commissioners and must be reported in a Board of Commissioners meeting regarding these actions.
 4. If deemed necessary, the Board of Commissioners has the right to request the assistance of experts in carrying out their duties for a limited period at the Company's expense.
 5. Each Commissioner has the right to request an explanation of all matters from the Board of Directors as well as from all levels below it, and the Board of Directors must provide an explanation.
 6. Each Commissioner has the right to attend meetings held by the Directors or subordinate units without participating in making decisions.
 7. The Board of Commissioners with the most votes at any time has the right to temporarily dismiss one or more members of the Board of Directors, if they are proven to be acting contrary to the Articles of Association or are proven to have neglected their obligations or there is an urgent reason for the Company.
 8. The temporary termination must be notified in writing to the person concerned along with the reasons that caused the action.
 9. Within 90 (ninety) days after the date of the temporary dismissal, the Board of Commissioners is required to hold a General Meeting of Shareholders which will decide whether the relevant member of the Board of Directors will be permanently dismissed or returned to his position, where he is given the opportunity to attend and defend himself.
 10. Approve the appointment and dismissal of the Corporate Secretary and Head of the Company's Internal Audit Work Unit which is proposed by the Directors and recommended by the Audit Committee.
 11. Carry out other supervisory authorities as long as they do not conflict with the laws and regulations, the Articles of Association, and/or GMS Decree.
2. Establish cooperation with business entities or other parties, in the form of joint operations (KSO), business cooperation (KSU), licensing cooperation, Build-Operate and Transfer (BOT), Build-Owned Ownership (Build, Operate and Own/BOO) and other agreements having the same nature, the term of which or the value exceeds the value determined by the Board of Commissioners for a nominal of IDR200 billion to IDR500 billion and a period of 5-10 years.
 3. Conducting capital participation, releasing capital participation including changes in capital structure with a certain value determined by the Board of Commissioners of other companies, subsidiaries and joint ventures that are not in the framework of saving receivables, by taking into account provisions in the Capital Market for a nominal value of IDR150 billion to IDR200 billion.
 4. Establish a subsidiary and/or joint venture of a certain value determined by the Board of Commissioners by taking into account legislation in the Capital Market for a nominal value of IDR150 billion to IDR200 billion.
 5. Proposing representatives of the Company to become prospective members of the Board of Directors and Board of Commissioners of subsidiaries that make significant contributions to the Company and/or strategic values according to the Limits and/or criteria set by the Board of Commissioners.
 6. Merging, merging, expropriation, separation and dissolution of subsidiaries and joint ventures with a certain value determined by the Board of Commissioners by observing the laws and regulations in the Capital Market for a nominal value of IDR150 billion to IDR200 billion.

Decision that Needs to Agree to the Board of Commissioners

Decisions that need to be approved by the Board of Commissioners of Bank Mandiri are stipulated in the Company's Articles of Association and Board of Commissioners Decree No. KEP.KOM/004/2020 dated November 26, 2020 concerning the Determination of the Acting Limits of the Directors of PT Bank Mandiri (Persero) Tbk. Who must obtain written approval from the Board of Commissioners and Dwiwarna A Series Shareholders, and the GMS. Decisions that need to be approved by the Board of Commissioners include:

1. Releasing/transferring and/or pledging the Company's assets with criteria and values exceeding a certain amount determined by the Board of Commissioners, taking into account legislation in the capital market and banking sector for a nominal value of IDR200 billion to IDR500 billion.

Tenure of Board of Commissioners

The Company's Articles of Association specifies that the members of the Board of Directors are appointed and dismissed by GMS. The GMS is attended by Holders of Series A Dwiwarna Share and the resolutions of the meeting must be approved by such Holders. Members of the Board of Commissioners are appointed by GMS from the candidates proposed by GMS, from the candidates proposed by Holders of series A Dwiwarna Share, and the candidacy is binding the GMS.

GMS resolutions on the appointment and dismissal of members of the Board of Commissioners also decide the time for the appointment and dismissal. In the event that GMS does not decide it, the appointment and dismissal of members of the Board of Commissioners are effective as of the closing of GMS by observing the laws and regulations.

Members of the Board of Commissioners were appointed for a period of time as of the date determined by GMS, who appointed them, and expired on the closing of the 5th (five) Annual GMS following the date of their appointment, provided that it may not exceed the 5 (five) years period of time, by observing the laws and regulations in the field of Capital Market, but without prejudice to the rights of



GMS to dismiss members of the Board of Commissioners at any time before their tenures expires. After their tenure expires, members of the Board of Commissioners may be reappointed by GMS for one tenure.

Criteria for Members of the Board of Commissioners

Criteria for the Board of Commissioners of Bank Mandiri that have been regulated in the Articles of Association of the Liability Company are as follows:

1. Having good character, morals, and integrity;
2. Being competent in performing legal acts;
3. Within 5 (five) years prior to appointment or during the office, he/she:
 - a. is never declared bankrupt;
 - b. never becomes a member of the Board of Directors and/or member of the Board of Commissioners who is declared as guilty and causes a company to be declared as bankrupt;
 - c. is never penalized for committing a criminal act which causes adverse impact to the country's finance and/or to anything related to financial sector; and
 - d. never becomes a member of the Board of Directors and/or member of the Board of Commissioners who, during his/her tenure:
 - never holds Annual GMS;
 - its responsibility as a member of the Board of Directors and/or members of the Board of Commissioners is never; accepted by the GMS or never giving accountability as a member of the Board of Directors; and/or members of the Board of Commissioners to the GMS; an
 - once caused the companies which obtains permission, approval, and registration from Financial Services Authority to fail in fulfilling their obligation to submit annual report and/or Financial Services Authority.
4. has commitment to comply to the laws and regulations;
5. has knowledge and/or expertise in the fields required by the Company; and
6. fulfills other specified requirements.

Nomination and Selection Process of Board Of Commissioners

The procedure for the appointment of Bank Mandiri Board of Commissioners refers to Financial Services Authority Regulation No. 33/POJK.04/2014 concerning Board of Directors and Board of Commissioners of Issuers or Public Companies as well as Minister of SOE Regulation No. PER-02/MBU/02/2015 concerning Requirements and Procedures for the Appointment and Dismissal of Members of Board of Commissioners and Supervisory Board of State-Owned Enterprises. The procedures for the appointment of Board of Commissioners include:

1. Sources of prospective SOE Board of Commissioners/Board of Commissioners candidates come from:
 - a. Former BUMN Director.
 - b. BUMN Board of Commissioners/Supervisory Board.
 - c. Structural Officers and Government Functional Officers.
 - d. Another source.

2. A candidate who will be determined to be a candidate for the Board of Commissioners, is someone who has been declared to have met the Formal Requirements, Material Requirements, and Other Requirements.
3. Assessment of fulfillment of Material Requirements, carried out by: i. assessing curriculum vitae and supporting documents; and ii. specifically to evaluate integrity, it is carried out with a written statement from the candidate concerned as stated in Attachment II to this Ministerial Regulation; and/or iii. Interview.
4. With respect to certain SOEs determined by the Minister, candidates for President Commissioner/ Members of the Board of Commissioners must follow the fit and proper test conducted by a Professional Institution appointed by the Minister to conduct a fit and proper test of candidates for the Directors.
5. Specifically for State-Owned Banks, prospective candidates to be presented at the GMS are assessed by a Team formed by the Minister by involving the Chair of the Committee of the Board of Commissioners who performs the Nomination function. If the Chair of the Committee of the Board of Commissioners referred to is absent, it can be replaced by a member of the Committee from the Independent Commissioner who performs the Nomination function.

The process of nominating and selecting the Board of Commissioners is carried out through the proposal of the members of the Board of Directors to the GMS by taking into account the recommendations of the Board of Commissioners and the Remuneration and Nomination Committee. Prior to the discussion on the appointment and dismissal of the Board of Commissioners in the GMS, information was provided on the profiles of new and reappointed candidates for the Board of Commissioners.

Board Charter Guidelines and Rules for Work

In carrying out its duties, the Board of Commissioners of Bank Mandiri is guided by the Board of Commissioner's Guidelines and Rules which are approved based on the Decree of the Board of Commissioners No. KEP.KOM/014/2019 dated September 25, 2019. The Board of Commissioner's Guidelines and Charter contain instructions for the Board of Commissioner's work procedures and explain the stages of activities in a structured and systematic manner and are easy to understand and can be carried out consistently. The Board of Commissioners Standing Orders are a reference for the Board of Commissioners in carrying out their respective duties to achieve the Company's goals.

The Board of Commissioners' Guidelines and Regulations regulate the following matters.

1. General Provisions
2. Duties, Responsibilities and Authority
 - a. Duties, Obligations and Responsibilities
 - b. Rights and Powers of the Board of Commissioners
 - c. Information Disclosure and Conflict of Interest
 - d. Committee
 - e. Secretary of the Board of Commissioners



3. Board of Commissioners Meeting
 - a. Meeting Quorum Types and Quorums
 - b. Guest Participants in the Board of Commissioners' Meeting
 - c. Chairperson of the Meeting
 - d. Meeting materials
 - e. Meeting Decision
 - f. Minutes of meetings
 - g. Meeting Summons and Organizations
4. Working Mechanism
 - a. Assignment of duties
 - b. Commissioner Working Time
 - c. Signing of Documents
 - d. Business trip
 - e. Performance Evaluation of the Board of Commissioners
5. Others
 - a. Work Ethics and Corporate Culture
 - b. Continuing Education
 - c. Change
6. Closing

Composition and Basis for Board of Commissioners

All Board of Commissioners have passed fit and proper without records and have obtained approval from the OJK, indicating that each member of the Board of Commissioners has adequate integrity, competence and financial reputation in accordance with OJK Regulation Number 27/POJK.03/2016 concerning Capability and Compliance Assessment for The Main Party of Financial Services Institution stating that prospective members of the Board of Commissioners must obtain approval from the OJK before carrying out its actions, duties and functions as a Board of Commissioners.

During 2020, the composition of the members of the Company's Board of Commissioners underwent several changes as explained below.

Composition of the Company's Board of Commissioners Before Annual General Meeting of Shareholders on February 19, 2020

The composition of the Board of Commissioners prior to the Annual General Meeting of Shareholders on February 19, 2020 was 8 (eight) consisting of 1 (one) President Commissioner, 1 (one) Deputy President Commissioner/ Independent Commissioner, 3 (three) Independent Commissioners and 3 (three) Commissioners. All members of the Board of Commissioners were domiciled in the working area of the Bank Mandiri Head Office.

The composition and basis for appointment of the Board of Commissioners can be seen in the table below.

Table of Composition and Basis of Appointment of the Board of Commissioners

Name	Position	Implementing fit and proper test	Rapture Basis	Efective Date
Kartika Wirjoatmodjo*	President Commissioner	Financial Service Authority	Extraordinary General Meeting of Shareholders on December 9, 2019	-
Muhamad Chatib Basri	Deputy Chief Commissioner / Independent Commissioner	Financial Service Authority	Extraordinary General Meeting of Shareholders on December 9, 2019	May 29, 2020
Makmur Keliat	Independent Commissioner	Financial Service Authority	Annual General Meeting of Shareholders on March 14, 2017	September 25, 2017
Mohamad Nasir	Independent Commissioner	Financial Service Authority	Extraordinary General Meeting of Shareholders on December 9, 2019	July 7, 2020
Robertus Bilithea**	Independent Commissioner	Financial Service Authority	Extraordinary General Meeting of Shareholders on December 9, 2019	-
Rionald Silaban	Commissioner	Financial Service Authority	Extraordinary General Meeting of Shareholders on August 28, 2019	February 12, 2020
Ardan Adiperdana	Commissioner	Financial Service Authority	Annual General Meeting of Shareholders on March 21, 2016	October 3, 2016
R. Widyo Pramono***	Commissioner	Financial Service Authority	Extraordinary General Meeting of Shareholders on August 21, 2017	January 15, 2018

* The term of office had ended since the person concerned was appointed as Deputy President Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020

** The term of office had ended since the person concerned was appointed as President Director of PT Bahana Indonesian Business Development on February 11, 2020.

*** The term of office had ended since the person concerned was appointed as an Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020



Composition of the Company's Board of Commissioners After Annual General Meeting of Shareholders on February 19, 2020

On February 19, 2020, the GMS decided to change the composition of the Company's management as follows:

1. Confirmed the dismissal with respect:
 - a. Kartika Wijatmodjo as President Commissioner because his term of office had ended since he was appointed as Deputy President Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020
 - b. R. Widyo Pramono as Commissioner because his term of office had ended since he was appointed as Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.
 - c. Robertus Billitea as an Independent Commissioner because his term of office had ended since he was appointed as President Director of PT Bahana Pembimbing Usaha Indonesia on February 11, 2020.
2. Dismissed honorably Makmur Keliat as an Independent Commissioner because his term of office had ended since the Annual General Meeting of Shareholders on February 19, 2020.
3. Transferred the assignment of Muhamad Chatib Basri, who was originally a Deputy President Commissioner and concurrently an Independent Commissioner to become a President Commissioner and concurrently an Independent Commissioner.
4. Appointed the following names as Management of the Company:
 - a. Andrinof A. Chaniago as Deputy President Commissioner concurrently as Independent Commissioner
 - b. Nawal Nely as Commissioner
 - c. Faried Utomo as Commissioner
 - d. Arif Budimanta as Commissioner
 - e. Boedi Armanto as Independent Commissioner
 - f. Loeke Larasati Agoestina as Independent Commissioner

Thus, the composition of the Board of Commissioners after the Annual GMS on February 19, 2020 was 10 (ten) people consisted of 1 (one) President Commissioner/Independent Commissioner, 1 (one) Deputy President Commissioner/Independent Commissioner, 3 (three) Independent Commissioners, and 5 (five) Commissioners. All members of the Board of Commissioners were domiciled in the working area of the Bank Mandiri Head Office.

The composition and basis for appointment of the Board of Commissioners can be seen in the table below.

Table of Composition and Basis of Appointment of the Board of Commissioners

Name	Position	Implementing fit and proper test	Rapture Basis	Effective Date
Muhamad Chatib Basri	President Commissioner/ Independent Commissioner	Financial Service Authority	Annual General Meeting of shareholders on 19 February 2020	May 29, 2020
Andrinof A. Chaniago	Deputy Chief Commissioner/ Independent Commissioner	Financial Service Authority	Annual General Meeting of shareholders on February 19, 2020	June 23, 2020
Boedi Armanto	Independent Commissioner	Financial Service Authority	Annual General Meeting of shareholders on February 19, 2020	July 03, 2020
Loeke Larasati A.	Independent Commissioner	Financial Service Authority	Annual General Meeting of shareholders on February 19, 2020	September 02, 2020
Mohamad Nasir	Independent Commissioner	Financial Service Authority	Annual General Meeting of shareholders on February 19, 2020	July 03, 2020
Ardan Adiperdana	Commissioner	Financial Service Authority	Annual General Meeting of shareholders on March 21 2016	October 03, 2016
Rionald Silaban	Commissioner	Financial Service Authority	Extraordinary General Meeting of shareholders on August 28 2019	February 12, 2020
Arif Budimanta	Commissioner	Financial Service Authority	Annual General Meeting of shareholders on February 19, 2020	August 04, 2020
Nawal Nely	Commissioner	Financial Service Authority	Annual General Meeting of shareholders on February 19, 2020	August 24, 2020
Faried Utomo	Commissioner	Financial Service Authority	Annual General Meeting of shareholders on February 19, 2020	August 04, 2020

Orientation Program for New Commissioners

The orientation program for the Board of Commissioners is only carried out by presenting relevant material by the Directors related and coordinated by the Corporate Secretary. The implementation of the orientation program for the Commissioners was only carried out after the appointment of a new Commissioner at the GMS. The introductory program material includes Good Corporate Governance, Company Performance, Risk Management, and topics relevant to the new Commissioner task file. In addition to direct exposure by the relevant Directors, new Commissioners are also given a Board Manual, which is a document that contains documents/regulations that must be known by the Board of Commissioners to carry out its duties and responsibilities, including the Articles of Association, Charter and Rules of the Board of Commissioners, Committee Charter Board of Commissioner's Supporting Committee, and other related documents.



During 2020, there were no new Commissioners so there was no orientation program for the new Commissioners:

No.	Name	Position	Date	Topic
1	Andrinof A. Chaniago	Deputy Chief Commissioner	February 27, 2020	Risk Profile, Bank Health Level, Impact of COVID-19 on Bank Performance
				Economy Outlook
				Credit
			February 28, 2020	Financial Performance, Corporate Plan, Company Budget Work Plan, Bank Business Plan
				Implementation of PSAK (Statement of Financial Accounting Standards) 71
			March 3, 2020	Liquidity Risk, ALCO, Market Risk
			March 10, 2020	GCG, Technology Readiness Level and Anti Money Laundering and Counterterrorism Financing Regime
2	Nawal Nely	Commissioner	March 13, 2020	GCG, Technology Readiness Level and Anti Money Laundering and Counterterrorism Financing Regime
				Financial Performance, Corporate Plan, Company Budget Work Plan, Bank Business Plan
				Implementation PSAK (Statement of Financial Accounting Standards) 71
3	Boedi Armanto	Independent Commissioner	February 27, 2020	Risk Profile, Bank Health Level, Impact of COVID-19 on Bank Performance
				Economy Outlook
				Credit
			February 28, 2020	Financial Performance, Corporate Plan, Company Budget Work Plan, Bank Business Plan
				Implementation PSAK (Statement of Financial Accounting Standards) 71
			March 3, 2020	Liquidity Risk, ALCO, Market Risk
4	Arif Budimanta	Commissioner	February 24, 2020	GCG, Technology Readiness Level and Anti Money Laundering and Counterterrorism Financing Regime
				Financial Performance, Corporate Plan, Company Budget Work Plan, Bank Business Plan
				Implementation PSAK (Statement of Financial Accounting Standards) 71
			March 12, 2020	Risk Management
5	Loeke Larasati A.	Independent Commissioner	February 28, 2020	Financial Performance, Corporate Plan, Company Budget Work Plan, Bank Business Plan
				Implementation PSAK (Statement of Financial Accounting Standards) 71
				Liquidity Risk, ALCO, Market Risk
			March 3, 2020	GCG, Technology Readiness Level and Anti Money Laundering and Counterterrorism Financing Regime
			March 10, 2020	GCG, Technology Readiness Level and Anti Money Laundering and Counterterrorism Financing Regime
			April 01, 2020	Bank Health Level
			April 03, 2021	Risk Management Certification Test Simulation
6	Fariad Utomo	Komisaris	February 28, 2020	Financial Performance, Corporate Plan, Company Budget Work Plan, Bank Business Plan
				Implementation PSAK (Statement of Financial Accounting Standards) 71
				GCG, Technology Readiness Level and Anti Money Laundering and Counterterrorism Financing Regime
			March 10, 2020	GCG, Technology Readiness Level and Anti Money Laundering and Counterterrorism Financing Regime
			April 13, 2020	Risk Profile, Bank Soundness Level, Impact of COVID-19 on Bank Performance
			April 22, 2020	Risk Management Certification Test Simulation

Field of the Board of Commissioners Supervision Duties

In order to optimize the implementation of the functions and duties of the Board of Commissioners, the assignment of duties for each member of the Board of Commissioners has been determined. The supervision of the Board of Commissioners does not reduce the rights, obligations, responsibilities and authority of each member of the Board of Commissioners in carrying out their functions and duties. The division of functions, duties and responsibilities of the Board of Commissioners is as follows.

Table of The Board of Commissioners' Drafting

Name	Position	Duties
Muhamad Chatib Basri	President Commissioner/ Independent Commissioner	Chairman of the Remuneration and Nomination Chairman of the Integrated Governance Committee Audit Committee Members
Andrinof A. Chaniago	Deputy Chief Commissioner /Independent Commissioner	Chairman of the Risk Monitoring Committee Audit Committee Members Remuneration and Nomination Committee Member Integrated Governance Committee Member



Name	Position	Duties
Boedi Armanto	Independent Commissioner	Chairman of Audit Committee Risk Monitoring Committee Members
Loeke Larasati A.	Independent Commissioner	Audit Committee Members Risk Monitoring Committee Members Integrated Governance Committee Member
Mohamad Nasir	Independent Commissioner	Audit Committee Members Remuneration and Nomination Committee Member
Ardan Adiperdana	Commissioner	Risk Monitoring Committee Members Integrated Governance Committee Member
Rionald Silaban	Commissioner	Remuneration and Nomination Committee Member
Arif Budimanta	Commissioner	Risk Monitoring Committee Members Remuneration and Nomination Committee Member
Nawal Nely	Commissioner	Risk Monitoring Committee Members
Faried Utomo	Commissioner	Integrated Governance Committee Member
Kartika Wirjoatmodjo*	President Commissioner	Remuneration and Nomination Committee Member Integrated Governance Committee Member
Makmur Keliat**	Independent Commissioner	Chairman of the Risk Monitoring Committee Members Chairman of the Integrated Governance Committee Audit Committee Members Remuneration and Nomination Committee Member
R. Widyo Pramono***	Commissioner	Chairman of the Remuneration and Nomination Committee Audit Committee Members Risk Monitoring Committee Members Integrated Governance Committee Member
Robertus Biliate****	Independent Commissioner	Audit Committee Members Remuneration and Nomination Committee Member Integrated Governance Committee Member

The term of office had ended since the person concerned was appointed as Deputy President Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020

**The term of office had ended from the Annual GMS on February 19, 2020.

***The term of office had ended from the time the person concerned was appointed as an Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.

**** The term of office had ended as from the time the person concerned was appointed as President Director of PT Bahana Indonesian Business Development on February 11, 2020.

Affiliate Relationship of the Board of Commissioner

The criteria for the affiliate relationship among members of the Board of Directors, Board of Commissioners, and Controlling Shareholders cover:

1. Affiliations among Board of Directors members and Board of Commissioners members.
2. Affiliations among Board of Commissioners members; and
3. Affiliations among Board of Commissioners members and Majority and/or Controlling Shareholders.

The affiliate relationships among members of the Board of Directors, Board of Commissioners, and Controlling Shareholders are illustrated in the following table:

Table of Affiliation Relationships for the Board of Commissioners

Name	Position	Financial, Family, and Organizational Relationship													
		Financial Affiliations with						Family Relationship with						Organizational Relationship	
		Board of Commissioners		Board of Director		Controlling Shareholder		Board of Commissioners		Board of Director		Controlling Shareholder			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Muhamad Chatib Basri	President Commissioner/ Independent Commissioner		√		√		√		√		√		√		√
Andrinof A. Chaniago	Deputy Chief Commissioner/ Independent Commissioner		√		√		√		√		√		√		√
Boedi Armanto	Independent Commissioner		√		√		√		√		√		√		√



Name	Position	Financial, Family, and Organizational Relationship													
		Financial Affiliations with						Family Relationship with						Organizational Relationship	
		Board of Commissioners		Board of Director		Controlling Shareholder		Board of Commissioners		Board of Director		Controlling Shareholder			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Loeke Larasati A.	Independent Commissioner		√		√		√		√		√		√		√
Mohamad Nasir	Independent Commissioner		√		√		√		√		√		√		√
Ardan Adiperdana	Commissioner		√		√		√		√		√		√		√
Rionald Silaban	Commissioner		√		√		√		√		√		√		√
Arif Budimanta	Commissioner		√		√		√		√		√		√		√
Nawal Nely	Commissioner		√		√		√		√		√		√		√
Fariad Utomo	Commissioner		√		√		√		√		√		√		√
Kartika Wirjoatmodjo*	President Commissioner		√		√		√		√		√		√		√
Makmur Keliat**	Independent Commissioner		√		√		√		√		√		√		√
R. Widyo Pramono***	Commissioner		√		√		√		√		√		√		√
Robertus Bilitea****	Independent Commissioner		√		√		√		√		√		√		√

The term of office had ended since the person concerned was appointed as Deputy President Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020

**The term of office had ended from the Annual GMS on February 19, 2020.

***The term of office had ended from the time the person concerned was appointed as an Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.

**** The term of office had ended as from the time the person concerned was appointed as President Director of PT Bahana Indonesian Business Development on February 11, 2020.

Concurrent Position of the Board of Commissioners

According to the Ministry of SOE Regulation No PER-03/MBU/02/2015 and the Financial Services Authority Regulation No. 55/POJK.03/2016 concerning the Implementation of Corporate Governance in Commercial Banks, concurrent positions of the Board of Commissioner are regulated as follows:

1. Members of the Board of Directors shall be prohibited from having concurrent positions as:
 - a. Member of the Board of Commissioners of other State-Owned Enterprises (SOE).
 - b. Member of the Board of Directors of State-Owned Enterprises, Regionally-Owned Enterprises, and Private Enterprises.
 - c. Concurrent positions beyond which are admitted by the regulations.
 - d. Concurrent positions that may cause a conflict of interest with respective SOE.
2. Members of the Board of Commissioners shall be prohibited from having concurrent positions as Directors, member of Board of Commissioners, or Executive Officers in:
 - a. financial institution or company, bank or non-bank.
 - b. more than 1 (one) non-financial institutions and companies domiciled in and outside of Indonesia.
3. However, the provision allows a Board of Commissioners member to serve concurrent position as:
 - a. Director, Board of Commissioners, or Executive Officer with oversight function on 1 (one) non-bank Subsidiary controlled by Bank Mandiri.

- b. A non-independent member of the Board of Commissioners runs functional tasks of the shareholders which are legal entities in Bank's business group.
- c. Member of the BOC in non-profit organizations.

In addition, the Company's Articles of Association also regulate the dual position of the Board of Commissioners policy. Board of Commissioners shall be prohibited from having concurrent positions as:

- a. Member of the Board of Directors at State-Owned Enterprises, Regionally-Owned Enterprises, and private enterprises.
- b. Committee of political party and/or candidate/ member of the House of Representative, House of Regional Representative, Regional People's House of Representative Level I and II, and/or candidate of regional head/vice head.
- c. Concurrent positions beyond which are admitted by the regulations.
- d. Concurrent positions that may cause a conflict of interest.

Bank Mandiri's Board of Commissioners has revealed concurrent position he has and does not have concurrent positions outside those permitted by applicable regulations and can cause conflict of interest which is prohibited by regulations legislation.



Concurrent position of Bank Mandiri BOC can be seen in the following table.

Table Concurrent Position of Board of Commissioners Position

Name	Position	Position in Company/Other Institution	Name of Company/Other Institution
Muhamad Chatib Basri	President Commissioner/ Independent Commissioner	Independent Commissioner	PT XL Axiata Tbk.
		Lecturer in Economics	Universitas Indonesia
Andrinof A. Chaniago	Deputy Chief Commissioner / Independent Commissioner	Lecturer in Political Studies	Universitas Indonesia
Boedi Armanto	Independent Commissioner	-	-
Loeke Larasati A.	Independent Commissioner	-	-
Mohamad Nasir	Independent Commissioner	Special Staff to the Vice President for Bureaucratic Reform and Education	Vice President's Team
		Professor of Behavioural Accounting dan Management Accounting	Universitas Diponegoro
Ardan Adiperdana	Commissioner	Special Staff to the Minister for Accountability	Ministry of Tourism and Creative Economy
Rionald Silaban	Commissioner	Chairman	Financial Education and Training Agency, Ministry of Finance
Arif Budimanta	Commissioner	The President's Special Staff for Economics	President's Team
Nawal Nely	Commissioner	Deputy of Finance and Risk Management	SOEs Ministry
Faried Utomo	Commissioner	Deputy for Administration	Secretariat of the Cabinet of the Republic of Indonesia
Kartika Wirjoatmodjo*	President Commissioner	Vice Minister	SOEs Ministry
Makmur Keliat**	Independent Commissioner	Lecturer of International Relation	Universitas Indonesia
		Commissioner	PT Kenta Indonesia Internasional
R. Widyo Pramono***	Commissioner	-	-
Robertus Biliatea****	Independent Commissioner	Founder/Senior Partner	Law Firm Radjiman Biliatea & Partners

**The term of office had ended since the person concerned was appointed as Deputy President Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020

**The term of office had ended from the Annual GMS on February 19, 2020.

***The term of office had ended from the time the person concerned was appointed as an Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.

**** The term of office had ended as from the time the person concerned was appointed as President Director of PT Bahana Indonesian Business Development on February 11, 2020.

Management of the Board of Commissioner's Conflicts of Interest

The management of the conflict of interest of the Board of Commissioners regulated in the Board of Commissioners Charter is as follows:

1. Each Commissioner must maintain information based on statutory regulations that must be kept confidential including provisions on insider trading and other information which the Company has not disclosed to the public.
2. Each Commissioner must disclose:
 - a. Ownership of shares in the Company and in other companies domiciled at home or abroad.
 - b. Financial and family relationships with other members of the Board of Commissioners and members of the Board of Directors and their families.
 - c. Other information related to statutory regulations must be disclosed to the public.
3. The Board of Commissioners is prohibited from being involved in making decisions related to banking operational activities and/or making decisions that may cause conflicts of interest.
4. The Board of Commissioners in carrying out its duties, responsibilities and authority is prohibited from using the Company for personal, family, other company or certain parties interests in a manner that is contrary to the laws and regulations and the Company's code of ethics.



Stock Ownership of the Board of Commissioners

The Board of Commissioners has disclosed its ownership in both Bank Mandiri and other banks and other companies domiciled at home and abroad. Bank Mandiri's Board of Commissioners shares ownership can be seen in the table below.

Table of Stock Ownership of the Board of Commissioners

Name	Position	Stock Ownership			
		Bank Mandiri	Other Bank	Non Bank Financial Institution	Other Companies
Muhamad Chatib Basri	President Commissioner/ Independent Commissioner	Nil	Nil	Nil	Nil
Andrinof A. Chaniago	Deputy Chief Commissioner/ Independent Commissioner	Nil	Nil	Nil	Nil
Boedi Armanto	Independent Commissioner	Nil	Nil	Nil	Nil
Loeke Larasati A.	Independent Commissioner	Nil	Nil	Nil	Nil
Mohamad Nasir	Independent Commissioner	Nil	Nil	Nil	Nil
Ardan Adiperdana	Commissioner	693,900 shares (0.0014912%)	Nil	Nil	Nil
Rionald Silaban	Commissioner	128,900 shares (0.0002762%)	Nil	Nil	Nil
Arif Budimanta	Commissioner	Nil	Nil	Nil	Nil
Nawal Nely	Commissioner	Nil	Nil	Nil	Nil
Faried Utomo	Commissioner	Nil	Nil	Nil	Nil
Kartika Wirjoatmodjo*	President Commissioner	789,000 shares (0.0016907%)	Nil	Nil	Nil
Makmur Keliat**	Independent Commissioner	Nil	Nil	Nil	PT Kenta Indonesia Internasional (30%)
R. Widyo Pramono***	Commissioner	693,900 shares (0.0014912%)	Nil	Nil	Nil
Robertus Bilitea****	Independent Commissioner	Nil	Nil	Nil	Nil

*The term of office had ended since the person concerned was appointed as Deputy President Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020

**The term of office had ended from the Annual GMS on February 19, 2020.

***The term of office had ended from the time the person concerned was appointed as an Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.

**** The term of office had ended as from the time the person concerned was appointed as President Director of PT Bahana Indonesian Business Development on February 11, 2020.

Independent Commissioner

The composition of the Board of Commissioners of the Company as of December 31, 2020 totaled 10 (ten) members with 5 (five) of whom were Independent Commissioners, which meant 50% (fifty percent) of the total Commissioners. The composition of the members of the Board of Commissioners had met the provisions of Financial Services Authority (FSA) Regulation No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks and FSA Circular No. 13/SEOJK.03/2017 concerning Implementation of Good Corporate Governance for Commercial Banks which stipulated that at least 50% (fifty percent) of the total members of the Board of Commissioners were Independent Commissioners.

Criteria for Independent Commissioner and Statement of Independent

The criteria of the Independent Commissioner refer to the provisions of the Financial Services Authority Regulation No. 33/POJK.04/2014 on December 8, 2014 concerning Directors and Board of Commissioners of Issuers or Public Companies. The Independent Commissioner of Bank Mandiri shall meet the following criteria: The Independent Commissioner of Bank Mandiri shall meet the following criteria:



Criteria for Independent Commissioner	Independent Commissioner						
	Muhamad Chatib Basri	Andrinof A. Chaniago	Boedi Armento	Loeke Larasati A.	Mohamad Nasir	Makmur Keliat*	Robertus Bilithea**
Shall not become the person who works, has the authority over, or has responsibility to plan, lead, control, or monitor the Bank's activities in the last 6 (six) months except for reappointment as an Independent Commissioner of Public Company for the next period.	✓	✓	✓	✓	✓	✓	✓
Shall not have shares either directly or indirectly in the Issuer or the Public Company.	✓	✓	✓	✓	✓	✓	✓
Shall not have affiliate relationship with the Issuer or the Public Company, BOC member, BOD member, or majority shareholders of the Issuer or the Public Company.	✓	✓	✓	✓	✓	✓	✓
Shall not have any business relationship either directly or indirectly in the Issuer or the Public Company.	✓	✓	✓	✓	✓	✓	✓

* The term of office had ended from the Annual GMS on February 19, 2020.

** The term of office had ended as from the time the person concerned was appointed as President Director of PT Bahana Indonesian Business Development on February 11, 2020.

All of the Independent Commissioners had prepared an Independent Statement Letter and this had been submitted to the FSA.

**SURAT PERNYATAAN INDEPENDEN
PT BANK MANDIRI (PERSERO) Tbk.**

Saya yang bertanda tangan di bawah ini :

Nama : Muhamad Chatib Basri
 Tempat, Tanggal Lahir : Jakarta, 22 Agustus 1965
 Alamat Domisili : Jl. Prambanan No. 6A RT 009 RW 002, Kel. Pegangsaan,
 (copy KTP/SIM terlampir) Kec. Menteng – Jakarta Pusat 10320
 Telepon Rumah : -
 Jabatan : Komisaris Utama/Komisaris Independen
 Nama Perusahaan : PT Bank Mandiri (Persero) Tbk.
 Nomor Telepon Perusahaan : 021-5245275/80

Dengan ini menyatakan bahwa saya :

- Tidak memiliki hubungan keuangan, hubungan kepengawasan, hubungan kepemilikan saham, dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan saya untuk bertindak independen sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan yang mengatur mengenai Penerapan Tata Kelola Bagi Bank Umum.
- Apabila kemudian hari diketahui bahwa saya memiliki hubungan sebagaimana dimaksud pada angka 1, maka saya bersedia melepaskan jabatan Komisaris Utama saya dan bersedia untuk diganti.

Demikian pernyataan independensi saya, yang telah saya buat dengan sejujur-jujunya.

Jakarta, 2 Maret 2020

Mengesah,
PT Bank Mandiri (Persero) Tbk.


Rizka Tumilasa
 Direktur Utama


Muhamad Chatib Basri

**SURAT PERNYATAAN INDEPENDEN
PT BANK MANDIRI (PERSERO) Tbk.**

Saya yang bertanda tangan di bawah ini :

Nama : Muhamad Nasir
 Tempat, Tanggal Lahir : Ngawi, 27 Juni 1968
 Alamat Domisili : Jl. Gondang Barat IV No. 26 RT 003 RW 001 Kel. Bukoran,
 (copy KTP/SIM terlampir) Kec. Tambora – Kota Serang 5077
 Telepon Rumah : -
 Jabatan : Komisaris Independen
 Nama Perusahaan : PT Bank Mandiri (Persero) Tbk.
 Nomor Telepon Perusahaan : 021-5245275/80

Dengan ini menyatakan bahwa saya :

- Tidak memiliki hubungan keuangan, hubungan kepengawasan, hubungan kepemilikan saham, dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan saya untuk bertindak independen sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan yang mengatur mengenai Penerapan Tata Kelola Bagi Bank Umum.
- Apabila kemudian hari diketahui bahwa saya memiliki hubungan sebagaimana dimaksud pada angka 1, maka saya bersedia melepaskan jabatan Komisaris Independen saya dan bersedia untuk diganti.

Demikian pernyataan independensi saya, yang telah saya buat dengan sejujur-jujunya.

Jakarta, 2 Maret 2020

Mengesah,
PT Bank Mandiri (Persero) Tbk.


Rizka Tumilasa
 Direktur Utama


Muhamad Nasir



**SURAT PERNYATAAN INDEPENDEN
PT BANK MANDIRI (PERSERO) TBK.**

Saya yang bertanda tangan dibawah ini :

Nama : Makmur Kefiat
 Tempat/Tanggal lahir : Medan, 15 Agustus 1961
 Alamat Domisili : Lingsud Wicak Wisatid M23231-02 RT. 024 / RW. 021, Kal
 (copy KTP/SIM terlampir) Waruwanang, Kec. Gunung Putri, Kab. Bogor, Jawa Barat 16955
 Telepon Rumah : 021 - 2897548
 Jabatan : Komisaris Independen
 Nama Perusahaan : PT Bank Mandiri (Persero) Tbk.
 Nomor telepon perusahaan : 021 - 526 5045

Dengan ini menyatakan bahwa saya :

1. Tidak memiliki hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan saham, dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan saya untuk bertindak independen sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan yang mengatur mengenai Penerapan Tata Kelola Bagi Bank Umum.
2. Apabila kemudian hari ditemukan bahwa saya memiliki hubungan sebagaimana dimaksud pada angka 1, maka saya bersedia melepaskan jabatan Komisaris Independen saya dan bersedia untuk diganti.

Demikian pernyataan Independensi saya, yang telah saya buat dengan sebenar-benarnya.

Mengetahui,
 PT Bank Mandiri (Persero) Tbk.

Jakarta, 14 Agustus 2019


Nurika Wiriatmudjo
 Direktur Utama


Makmur Kefiat

**SURAT PERNYATAAN INDEPENDEN
PT BANK MANDIRI (PERSERO) TBK.**

Saya yang bertanda tangan dibawah ini :

Nama : Boedi Armanto
 Tempat, Tanggal Lahir : Malang, 30 Juli 1959
 Alamat Domisili : Tmn Kb Jeruk P3/3 RT 011 RW 005, Srengseng, Kembangan -
 (copy KTP/SIM terlampir) Jakarta Barat 11630
 Telepon Rumah : -
 Jabatan : Komisaris Independen
 Nama Perusahaan : PT Bank Mandiri (Persero) Tbk.
 Nomor Telepon Perusahaan : 021-5245275/80

Dengan ini menyatakan bahwa saya :

1. Tidak memiliki hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan saham, dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan saya untuk bertindak independen sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan yang mengatur mengenai Penerapan Tata Kelola Bagi Bank Umum.
2. Apabila kemudian hari ditemukan bahwa saya memiliki hubungan sebagaimana dimaksud pada angka 1, maka saya bersedia melepaskan jabatan Komisaris Independen saya dan bersedia untuk diganti.

Demikian persyaratan independensi saya, yang telah saya buat dengan sebenar-benarnya.

Mengetahui,
 PT Bank Mandiri (Persero) Tbk.

Jakarta, 28 April 2020


Royke Tumiluar
 Direktur Utama


Boedi Armanto

**SURAT PERNYATAAN INDEPENDEN
PT BANK MANDIRI (PERSERO) TBK.**

Saya yang bertanda tangan dibawah ini :

Nama : Andriof A. Chaniago
 Tempat/Tanggal Lahir : Padang, 3 November 1962
 Alamat Domisili : Jl. Kemangi No. 42 RT 002 RW 010, Beji, Beji, Kota Depok -
 (copy KTP/SIM terlampir) 16421
 Telepon Rumah : -
 Jabatan : Wakil Komisaris Utama/Komisaris Independen
 Nama Perusahaan : PT Bank Mandiri (Persero) Tbk.
 Nomor Telepon Perusahaan : 021-5245275/80

Dengan ini menyatakan bahwa saya :


1. Tidak memiliki hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan saham, dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan saya untuk bertindak independen sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan yang mengatur mengenai Penerapan Tata Kelola Bagi Bank Umum.
2. Apabila kemudian hari ditemukan bahwa saya memiliki hubungan sebagaimana dimaksud pada angka 1, maka saya bersedia melepaskan jabatan Wakil Komisaris Utama/Komisaris Independen saya dan bersedia untuk diganti.

Demikian persyaratan independensi saya, yang telah saya buat dengan sebenar-benarnya.

Mengetahui,
 PT Bank Mandiri (Persero) Tbk.

Jakarta, 1 April 2020


Royke Tumiluar
 Direktur Utama


Andriof A. Chaniago

**SURAT PERNYATAAN INDEPENDEN
PT BANK MANDIRI (PERSERO) TBK.**

Saya yang bertanda tangan dibawah ini :

Nama : Robertas Billitea
 Tempat/Tanggal Lahir : Flores, 4 Agustus 1966
 Alamat Domisili : Jl. Tjga Putra No. 28 RT 001 RW 011 Kel. Meruyung,
 (copy KTP/SIM terlampir) Kec. Limo - Kota Depok
 Telepon Rumah : -
 Jabatan : Komisaris Independen
 Nama Perusahaan : PT Bank Mandiri (Persero) Tbk.
 Nomor Telepon Perusahaan :

Dengan ini menyatakan bahwa saya :


1. Tidak memiliki hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan saham, dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan saya untuk bertindak independen sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan yang mengatur mengenai Penerapan Tata Kelola Bagi Bank Umum.
2. Apabila kemudian hari ditemukan bahwa saya memiliki hubungan sebagaimana dimaksud pada angka 1, maka saya bersedia melepaskan jabatan Komisaris Utama saya dan bersedia untuk diganti.

Demikian persyaratan independensi saya, yang telah saya buat dengan sebenar-benarnya.

Mengetahui,
 PT Bank Mandiri (Persero) Tbk.

Jakarta, 2020


Sulaiman A. Arianto
 Wakil Direktur Utama


Robertas Billitea



**SURAT PERNYATAAN INDEPENDEN
PT BANK MANDIRI (PERSERO) TBK.**

Saya yang bertanda tangan di bawah ini :

Nama : RR. Loeke Larasati A
 Tempat, Tanggal Lahir : Bandung, 22 Agustus 1959
 Alamat Domicili : Kav Polri J 68 RT 006 RW 006, Jagakarsa, Jagakarsa – Jakarta Selatan
 (copy KTP/SIM terlampir) 12620
 Telepon Rumah : -
 Jabatan : Komisaris Independen
 Nama Perusahaan : PT Bank Mandiri (Persero) Tbk.
 Nomor Telepon Perusahaan : 021-5245275/90

Dengan ini menyatakan bahwa saya :


1. Tidak memiliki hubungan keuangan, hubungan kepengurusan, hubungan kepemilikan saham, dan/atau hubungan keluarga dengan anggota Direksi, anggota Dewan Komisaris lain, dan/atau Pemegang Saham Pengendali atau hubungan dengan Bank, yang dapat mempengaruhi kemampuan saya untuk bertindak independen sebagaimana diatur dalam ketentuan Otoritas Jasa Keuangan yang mengatur mengenai Penerapan Tata Kelola Bagi Bank Umum.
2. Apabila kemudian hari ditemukan bahwa saya memiliki hubungan sebagaimana dimaksud pada angka 1, maka saya bersedia melepaskan jabatan Komisaris Independen saya dan bersedia untuk diganti.

Demikian pernyataan independensi saya, yang telah saya buat dengan sebenar-benarnya.

Mengetahui,
 PT Bank Mandiri (Persero) Tbk.


Royke Tambear
 Direktur Utama

Jakarta, 4 Mei 2020


 RR. Loeke Larasati A

Meeting of the Board of Commissioner

The types and quorums of the Board of Commissioners meetings regulated in the Board of Commissioners' Board Manual are as follows:

1. Every decision of the Board of Commissioners is taken at the Board of Commissioners meeting.
2. The Board of Commissioners must hold regular meetings with the Board of Directors (Joint Meetings) at least 1 (one) time in 4 (four) months.
3. The meeting of the Board of Commissioners is legal and has the right to make binding decisions if 2/3 of the total members of the Board of Commissioners are present or represented at the meeting.

4. A Commissioner can be represented at a meeting by another Commissioner based on a letter of authority.
5. A Commissioner can only represent another Commissioner.
6. The Board of Commissioners can schedule Board of Commissioners meetings for the following year before the fiscal year ends.

Materials for Board of Commissioners meetings are distributed to all meeting participants no later than 5 (five) working days before the meeting is held, unless the meeting is held out of schedule, the meeting materials can be delivered before the meeting is held. Due to the COVID-19 pandemic and the implementation of health protocols in the work environment, since March 2020 all meetings were conducted through Video Conference media.

Plan for Early Meeting of the Year of the Board of Commissioners

The Board of Commissioner's meeting plan for 2020 as uploaded on the Bank Mandiri website are as follows:

Quarter I	Monthly Review on Bank Performance.
	Review of the Consolidated Financial Statements for Financial Year 2019 (Audited).
	Quarterly Review on the Performance of the Bank and Subsidiaries for 2019.
	Preparation for the Annual General Meeting of Shareholders for the 2019 Financial Year.
	Selection of a Public Accounting Firm (KAP) for the 2020 Financial Report Audit.
	Quarterly Reviews of Risk Profiles, Business Activities, IT, Human Resources, and Other Strategic Initiatives for the period of Quarter IV/2019.



Quarter II	Monthly Review on Bank Performance.
	Quarterly Reviews of Risk Profiles, Business Activities, IT, Human Resources, and Other Strategic Initiatives for the Quarter I/2020 period.
	Quarterly Reviews of the Performance of the Bank and Subsidiaries for the Quarter I/2020.
Quarter III	Monthly Review on Bank Performance.
	Quarterly Reviews of the Performance of the Bank and Subsidiaries for Quarter II/2020.
	Quarterly Review of Risk Profiles, Business Activities, IT, HR, and Other Strategic Initiatives for the period of Quarter II/2020.
	Review of the Implementation of Integrated Governance.
Quarter IV	Discussion on the Company's 2021 Work Plan and Budget.
	Monthly Review on Bank Performance.
	Quarterly Review on the Performance of the Bank and Subsidiaries for the Quarter III/2020.
	Quarterly Reviews of Risk Profiles, Business Activities, IT, HR, and Other Strategic Initiatives for Quarter III/2020.
	Approval of the 2021-2023 Bank Business Plan, the 2021-2025 Sustainable Finance Action Plan, and the 2020 Recovery Plan Update.

Realization of the Board of Commissioners Meeting

Meeting of The Board Of Directors

Throughout 2020, the agenda, date and participants of the Directors' Meeting are as follows.

Table of Quorum and Board of Commissioners Meeting Attendance

No.	Date	Meeting agenda	Meeting Participant	Presence	Absent Reason
1.	January 03, 2020	Approval of the 2019 Annual GMS Plan.	Kartika Wirjoatmodjo	Present	
			Muhamad Chatib Basri	Present	
			Makmur Keliat	Present	
			Mohamad Nasir	Present	
			Robertus Bilitea	Present	
			Rionald Silaban	Present	
			Ardan Adiperdana	Present	
			R. Widyo Pramono	Present	
2.	January 13, 2020	1. Bank Mandiri's 2019 Financial Performance (inhouse), Audit Progress of 2019 Financial Statements, and Updates to PSAK (Statement of Financial Accounting Standards) 71 and 73. 2. Implementation of Audit Standards (AS) 600. 3. Proposals for the Management of Bank Mandiri Subsidiaries.	Kartika Wirjoatmodjo	Present	
			Muhamad Chatib Basri	Present	
			Makmur Keliat	Present	
			Mohamad Nasir	Present	
			Robertus Bilitea	Absent	Permission
			Rionald Silaban	Present	
			Ardan Adiperdana	Present	
			R. Widyo Pramono	Present	
3.	January 27, 2020	1. Approval of the Public Accounting Firm to Audit Bank Mandiri Financial Statements for the 2020 Financial Year 2. Update the 2020 Work Plan and Company Budget and the Bank Business Plan 2020-2022.	Kartika Wirjoatmodjo	Present	
			Muhamad Chatib Basri	Absent	Permission
			Makmur Keliat	Present	
			Mohamad Nasir	Present	
			Robertus Bilitea	Present	
			Rionald Silaban	Present	
			Ardan Adiperdana	Present	
			R. Widyo Pramono	Present	



No.	Date	Meeting agenda	Meeting Participant	Presence	Absent Reason
4.	February 14, 2020	1. Approval of the Proposed Nomination for Bank Mandiri Management Candidates at the 2019 Annual GMS. 2. Approval of the Management of Bank Mandiri's Subsidiaries.	Kartika Wirjoatmodjo	Present	
			Muhamad Chatib Basri	Present	
			Makmur Keliat	Present	
			Mohamad Nasir	Present	
			Robertus Biliatea	Present	
			Rionald Silaban	Present	
			Ardan Adiperdana	Present	
			R. Widyo Pramono	Present	
5.	February 12, 2020	1. Update Preparation for the Annual GMS for the 2019 Financial Year. 2. Approval of the 2020 Partnership and Community Development Program Work Plan and Budget.	Kartika Wirjoatmodjo	Present	
			Muhamad Chatib Basri	Present	
			Makmur Keliat	Present	
			Mohamad Nasir	Present	
			Rionald Silaban	Present	
			Ardan Adiperdana	Present	
			R. Widyo Pramono	Present	
6.	February 24, 2020	1. Discussion of the Organizational Structure after the Annual GMS for the 2019 Financial Year. 2. Bank Mandiri Financial Report and Performance for January 2020. 3. Approval of the Appointment of SEVP Corporate Relations and GH Corporate Secretary. 4. Approval of the Membership Composition of the Board of Commissioners Supporting Committee. 5. Discussion on the Frequency of Meetings of the Board of Commissioners.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Absent	Permission
			Boedi Armanto	Present	
			Loeke Larasati A.	Absent	Permission
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
			Faried Utomo	Present	
7.	March 12, 2020	1. Approval for Additional One to Four Bank Mandiri Pension Fund Benefits. 2. Buyback and Transfer of Company Shares to Stimulate the Economy.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Absent	Permission
			Faried Utomo	Present	
8.	March 26, 2020	1. Proposals from the Management of the Bank Mandiri Subsidiary. 2. Approval of the Management of Bank Mandiri's Subsidiaries.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
			Faried Utomo	Present	



No.	Date	Meeting agenda	Meeting Participant	Presence	Absent Reason
9.	April 27, 2020	1. Approval of Changes in Authority to Decide on Restructuring During the Extraordinary Conditions Impact of COVID-19. 2. Proposals from the Board of Commissioners regarding Candidates for the Board of Directors to be submitted to the Minister of SOEs.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
			Fariad Utomo	Present	
10.	May 14, 2020	1. Proposals from the Management of Bank Mandiri's Subsidiaries. 2. Approval of the Management of Bank Mandiri's Subsidiaries. 3. Approval of Credit Line Facility Extension and PT Bank Syariah Mandiri Corporate Card Facility Extension.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
			Fariad Utomo	Present	
11.	June 16, 2020	Discussion and Approval of Bank Mandiri Partnership Program Grants for PT PNM.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
			Fariad Utomo	Present	
12.	June 18, 2020	Approval of Revised Company Budget Work Plan 2020 and Bank Business Plan 2020-2022.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
			Fariad Utomo	Present	



No.	Date	Meeting agenda	Meeting Participant	Presence	Absent Reason
13.	June 24, 2020	1. Update Revised Company Budget Work Plan 2020 and Bank Business Plan 2020-2022 of Bank Mandiri. 2. Approval of Bank Mandiri's Company Budget Work Plan 2020 and 2020-2022 Bank Business Plan Revisions.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
Faried Utomo	Present				
14.	July 09, 2020	1. Approval of the Proposal of the Management of the Subsidiary. 2. Approval of Proposed Adjustments to Bankwide Organizational Structure. 3. Approval of the appointment of the Chairman of the Board of Commissioners Committee.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Absent	Permission
			Boedi Armanto	Present	
			Loeke Larasati A.	Absent	Permission
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Absent	Permission
			Arif Budimanta	Present	
			Nawal Nely	Present	
Faried Utomo	Absent	Permission			
15.	20 Juli 2020	Approval of PT Bank Mandiri Europe Ltd. Credit Facility (BMEL).	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
Faried Utomo	Absent	Permission			
16.	August 06, 2020	1. Approval of the Proposal of the Management of the Subsidiary. 2. Approval of the Revised of Company Budget Work Plan 2020 and Bank Business Plan 2020-2022.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
Faried Utomo	Present				



No.	Date	Meeting agenda	Meeting Participant	Presence	Absent Reason
17.	August 12, 2020	1. Discussion of proposals to the SOE Minister regarding the number and nomination of the Board of Directors of Bank Mandiri. 2. Approval of the Application for Inbreg Proposals (Mandiri Syariah) in the framework of Qanuns.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
Fariad Utomo	Present				
18.	August 25, 2020	1. Approval of the Proposed Bank Mandiri Organizational Structure for the Response of the Minister of BUMN. 2. Approval of the Proposal of the Management of the Subsidiary Company (PT Mandiri Tunas Finance (MTF) and Bank Mandiri Taspen (Bank Mantap)). 3. Proposal to Align the Organizational Structure of the Directorate of Institutional Relations.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
Fariad Utomo	Present				
19.	September 02, 2020	1. Approval of the proposed Intraday Facility Term Extension on behalf of PT Bank Mandiri Sekuritas. 2. Approval of the proposed Inbreg Asset in Aceh to PT Bank Syariah Mandiri within the framework of Qanun.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
Fariad Utomo	Present				
20.	September 04, 2020	1. Approval of the Bank Mandiri EGMS Plan on October 21, 2020. 2. Approval of the Proposed Agenda for the Bank Mandiri EGMS on October 21, 2020. 3. Appointment of the members of the Board of Commissioners who will chair the EGMS of PT Bank Mandiri on October 21, 2020.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
Fariad Utomo	Present				



No.	Date	Meeting agenda	Meeting Participant	Presence	Absent Reason
21.	September 11, 2020	Approval of the Proposed Facility on behalf of PT Mandiri AXA General Insurance.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
Faried Utomo	Present				
22.	September 18, 2020	Proposed Planned Capital Increase for PT Bank Mandiri Taspen (Bank Mantap)	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
Faried Utomo	Absent	Permission			
23.	October 14, 2020	<ol style="list-style-type: none"> 1. Approval of the Merger of Subsidiaries (Sharia Bank Merger). 2. Discussion of the Proposed Nomination for Candidates for the Board of Directors of Bank Mandiri to the Minister of SOEs 	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
Faried Utomo	Present				
24.	November 06, 2020	<ol style="list-style-type: none"> 1. Approval of the 2020 Standard Anti Money Laundering and Prevention of Terrorism Funding Procedures (SP APU-PPT). 2. Approval of Alignment of Bank-wide Organizational Structure Post-EGMS on October 21, 2020. 3. Application for Approval of Dismissal and Appointment of Group Head Corporate Secretary. 	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
Faried Utomo	Present				



No.	Date	Meeting agenda	Meeting Participant	Presence	Absent Reason
25.	November 12, 2020	1. Approval of the Application for Facility Extension on behalf of PT Bank Mandiri Taspen. 2. Approval of the Application for Short-Term Facilities, Subordinated Loans, Treasury Line on behalf of PT Mandiri Sekuritas and Issuer Limit Facility on behalf of PT Mandiri Manajemen Investasi.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
Fariad Utomo	Present				
26.	November 23, 2020	1. Proposed Company Budget Work Plan for 2021 and Bank Business Plan for 2021-2023. 2. Proposed Sustainable Finance Action Plan for 2021-2025. 3. Proposal for 2020 Recovery Plan Updates.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
Fariad Utomo	Present				
27.	December 03, 2020	1. Approval of the Management of the Subsidiaries (PT Mandiri Capital Indonesia and PT Bank Mandiri Europe (Limited)). 2. Approval of the Granting of Facilities for PT Mandiri Tunas Finance and PT Mandiri Utama Finance.	Muhamad Chatib Basri	Present	
			Andrinof A. Chaniago	Present	
			Boedi Armanto	Present	
			Loeke Larasati A.	Present	
			Mohamad Nasir	Present	
			Ardan Adiperdana	Present	
			Rionald Silaban	Present	
			Arif Budimanta	Present	
			Nawal Nely	Present	
Fariad Utomo	Present				



Joint Meeting

The Board of Commissioners' Joint Meeting with the Board of Directors consisted of the Board of Commissioners Joint Meeting inviting the Board of Directors and the Board of Directors Joint Meeting inviting the Board of Commissioners.

Joint Meeting of the Board of Commissioners Inviting the Directors

Throughout 2020, the agenda, date and participants of the Board of Commissioner's Joint Meeting inviting the Directors are as follows.

Table of Joint Meeting of The Board of Commissioner inviting the Directors

No.	Date	Agenda	Participants the Board of Commissioner	Presence	Absent Reason	Participants the Board of Director	Presence	Absent Reason
1.	March 19, 2020	1. Update on Stress Test Results on Recent Economic Conditions and Its Impact on Bank Mandiri's Business Portfolio. 2. Bank Mandiri Financial Reports and Performance for February 2020.	Muhamad Chatib Basri	Present		Royke Tumilaar	Present	
			Andrinof A. Chaniago	Present		Hery Gunardi	Present	
			Boedi Armanto	Present		Ahmad Siddik Badruddin	Present	
			Loeke Larasati A.	Present		Rico Usthavia Frans	Present	
			Mohamad Nasir	Present		Darmawan Junaidi	Present	
			Ardan Adiperdana	Present		Alexandra Askan-dar	Present	
			Rionald Silaban	Present		Agus Dwi Handaya	Present	
			Arif Budimanta	Present		Panji Irawan	Present	
			Nawal Nely	Present		Donsuwan Simatupang	Present	
						Riduan	Present	
			Faried Utomo	Present		Silvano Winston Rumantir	Present	
						Aquarius Rudianto	Present	
2.	April 16, 2020	1. Global and Domestic Macro Condition Update. 2. Bank Mandiri Financial Report and Performance for March 2020. 3. Results of the Stress Test Analysis of the Impact of COVID-19 on Bank Mandiri's Performance.	Muhamad Chatib Basri	Present		Royke Tumilaar	Present	
			Andrinof A. Chaniago	Present		Hery Gunardi	Present	
			Boedi Armanto	Present		Ahmad Siddik Badruddin	Present	
			Loeke Larasati A.	Present		Rico Usthavia Frans	Present	
			Mohamad Nasir	Present		Darmawan Junaidi	Present	
			Ardan Adiperdana	Present		Alexandra Askan-dar	Present	
			Rionald Silaban	Present		Agus Dwi Handaya	Present	
			Arif Budimanta	Present		Panji Irawan	Present	
			Nawal Nely	Present		Donsuwan Simatupang	Present	
								Riduan
			Faried Utomo	Present		Silvano Winston Rumantir	Present	
						Aquarius Rudianto	Present	



No.	Date	Agenda	Participants the Board of Commissioner	Presence	Absent Reason	Participants the Board of Director	Presence	Absent Reason
3.	May 20, 2020	1. Update Follow Up Government Regulations No. 23 of 2020 and Laws and Regulations No. 1 of 2020. 2. Financial Report and Performance for April 2020. 3. Update preparation for Eid al-Fitr holidays.	Muhamad Chatib Basri	Present		Royke Tumilaar	Present	
			Andrinof A. Chaniago	Present		Hery Gunardi	Present	
			Boedi Armanto	Present		Ahmad Siddik Badruddin	Present	
			Loeke Larasati A.	Present		Rico Usthavia Frans	Present	
			Mohamad Nasir	Present		Darmawan Junaidi	Present	
			Ardan Adiperdana	Present		Alexandra Askan-dar	Present	
			Rionald Silaban	Present		Agus Dwi Handaya	Present	
			Arif Budimanta	Present		Panji Irawan	Present	
			Nawal Nely	Present		Donsuwan Simatupang	Present	
						Riduan	Present	
			Faried Utomo	Present		Silvano Winston Rumantir	Present	
						Aquarius Rudianto	Present	
4.	July 16, 2020	1. Financial Report and Performance for June 2020. 2. Update on Macroeconomic Conditions and Indonesian Economic Projections on Company Performance. 3. Update on the Handling of the COVID-19 Pandemic within Bank Mandiri.	Muhamad Chatib Basri	Present		Royke Tumilaar	Present	
			Andrinof A. Chaniago	Present		Hery Gunardi	Present	
			Boedi Armanto	Present		Ahmad Siddik Badruddin	Present	
			Loeke Larasati A.	Present		Rico Usthavia Frans	Present	
			Mohamad Nasir	Present		Darmawan Junaidi	Present	
			Ardan Adiperdana	Present		Alexandra Askan-dar	Present	
			Rionald Silaban	Present		Agus Dwi Handaya	Present	
			Arif Budimanta	Present		Panji Irawan	Present	
			Nawal Nely	Present		Donsuwan Simatupang	Present	
						Riduan	Present	
			Faried Utomo	Present		Silvano Winston Rumantir	Present	
						Aquarius Rudianto	Present	



No.	Date	Agenda	Participants the Board of Commissioner	Presence	Absent Reason	Participants the Board of Director	Presence	Absent Reason
5.	August 18, 2020	Financial Report and Performance for July 2020.	Muhamad Chatib Basri	Present		Royke Tumilaar	Present	
			Andrinof A. Chaniago	Present		Hery Gunardi	Present	
			Boedi Armanto	Present		Ahmad Siddik Badruddin	Present	
			Loeke Larasati A.	Present		Rico Usthavia Frans	Present	
			Mohamad Nasir	Present		Darmawan Junaidi	Present	
			Ardan Adiperdana	Present		Alexandra Askandar	Present	
			Rionald Silaban	Present		Agus Dwi Handaya	Present	
			Arif Budimanta	Present		Panji Irawan	Present	
			Nawal Nely	Present		Donsuwan Simatupang	Present	
			Fariad Utomo	Present		Riduan	Present	
					Silvano Winston Rumanthir	Present		
					Aquarius Rudianto	Present		
6.	November 26, 2020	Financial Performance Report and October 2020 Performance.	Muhamad Chatib Basri	Present		Darmawan Junaidi	Present	
			Andrinof A. Chaniago	Present		Alexandra Askandar	Present	
			Boedi Armanto	Present		Ahmad Siddik Badruddin	Present	
			Loeke Larasati A.	Present		Rico Usthavia Frans	Present	
			Mohamad Nasir	Present		Agus Dwi Handaya	Present	
			Ardan Adiperdana	Present		Panji Irawan	Present	
			Rionald Silaban	Present		Riduan	Present	
			Arif Budimanta	Present		Aquarius Rudianto	Present	
			Nawal Nely	Present		Toni Eko Boy Subari	Present	
			Fariad Utomo	Present		Susana Indah Kris Indriati	Present	
					Rohan Hafas	Present		
					Sigit Prastowo	Present		



No.	Date	Agenda	Participants the Board of Commissioner	Presence	Absent Reason	Participants the Board of Director	Presence	Absent Reason
7.	December 17, 2020	Financial Performance and Performance Report for November 2020.	Muhamad Chatib Basri	Present		Darmawan Junaidi	Present	
			Andrinof A. Chaniago	Present		Alexandra Askandar	Present	
			Boedi Armanto	Present		Ahmad Siddik Badruddin	Present	
			Loeke Larasati A.	Present		Rico Usthavia Frans	Present	
			Mohamad Nasir	Present		Agus Dwi Handaya	Present	
			Ardan Adiperdana	Present		Panji Irawan	Present	
			Rionald Silaban	Present		Riduan	Present	
			Arif Budimanta	Present		Aquarius Rudianto	Present	
			Nawal Nely	Present		Toni Eko Boy Subari	Present	
			Faried Utomo	Present		Susana Indah Kris Indriati	Present	
					Rohan Hafas	Present		
					Sigit Prastowo	Present		

Joint Meeting of Directors Inviting the Board of Commissioner

Throughout 2020, the Joint Meeting of Directors inviting the Board of Commissioners is as follows.

Table of Joint Meeting of Directors and the Board of Commissioner

No.	Date	Agenda	Participants the Board of Commissioner	Presence	Absent Reason	Participants the Board of Director	Presence	Absent Reason
1.	June 18, 2020	1. Update the company's performance for the period of May 2020. 2. Discussion on the Proposed Revision of Company Budget Work Plan 2020 and Bank Business Plan 2020-2022.	Muhamad Chatib Basri	Present		Royke Tumilaar	Present	
			Andrinof A. Chaniago	Present		Hery Gunardi	Present	
			Boedi Armanto	Present		Ahmad Siddik Badruddin	Present	
			Loeke Larasati A.	Present		Rico Usthavia Frans	Present	
			Mohamad Nasir	Present		Darmawan Junaidi	Present	
			Ardan Adiperdana	Present		Alexandra Askandar	Present	
			Rionald Silaban	Present		Agus Dwi Handaya	Present	
			Arif Budimanta	Present		Panji Irawan	Present	
			Nawal Nely	Present		Donsuwan Simatupang	Present	
			Faried Utomo	Present		Riduan	Present	
					Silvano Winston Rumanthir	Present		
					Aquarius Rudianto	Present		



No.	Date	Agenda	Participants the Board of Commissioner	Presence	Absent Reason	Participants the Board of Director	Presence	Absent Reason			
2.	September 18, 2020	1. Financial Report and Performance for August 2020. 2. Update the Problems of PT Megah Jaya Mega Lestari (MJPL).	Muhamad Chatib Basri	Present		Royke Tumilaar	Present				
			Andrinof A. Chaniago	Present		Hery Gunardi	Present				
			Boedi Armanto	Present		Ahmad Siddik Badruddin	Present				
			Loeke Larasati A.	Present		Rico Usthavia Frans	Present				
			Mohamad Nasir	Present		Darmawan Junaidi	Present				
			Ardan Adiperdana	Present		Alexandra Askan-dar	Present				
			Rionald Silaban	Present		Agus Dwi Handaya	Present				
			Arif Budimanta	Present		Panji Irawan	Present				
			Nawal Nely	Present		Donsuwan Simatupang	Present				
						Riduan	Present				
						Faried Utomo	Absent	Permission	Silvano Winston Rumantir	Present	
									Aquarius Rudianto	Present	
3.	October 18, 2020	1. Update on Macroeconomic Conditions. 2. Discussion on the Company's Performance for the Period of September 2020.	Muhamad Chatib Basri	Present		Royke Tumilaar	Present				
			Andrinof A. Chaniago	Present		Hery Gunardi	Present				
			Boedi Armanto	Present		Ahmad Siddik Badruddin	Present				
			Loeke Larasati A.	Present		Rico Usthavia Frans	Present				
			Mohamad Nasir	Present		Darmawan Junaidi	Present				
			Ardan Adiperdana	Present		Alexandra Askan-dar	Present				
			Rionald Silaban	Present		Agus Dwi Handaya	Present				
			Arif Budimanta	Present		Panji Irawan	Present				
			Nawal Nely	Present		Donsuwan Simatupang	Present				
								Riduan	Present		
						Faried Utomo	Present		Silvano Winston Rumantir	Present	
									Aquarius Rudianto	Present	



The Frequency and Attendance of the Board of Commissioners

The frequency and attendance of the Board of Commissioners is as follows.

Table of Frequency and Attendance of Board of Commissioners' Meetings

Name	Position	Meeting of Board Commissioner			Joint Meeting of Board of Commissioner with Board of Director		
		Total and Attendance Percentage			Total and Attendance Percentage		
		Number of Meeting	Number of presence	Percentage	Number of Meeting	Number of presence	Percentage
Muhamad Chatib Basri	President Commissioner/ Independent Commissioner	27	26	96%	10	10	100%
Andrinof A. Chaniago	Deputy Chief Commissioner/ Independent Commissioner	22	20	91%	10	10	100%
Boedi Armanto	Independent Commissioner	22	22	100%	10	10	100%
Loeke Larasati A.	Independent Commissioner	22	20	91%	10	10	100%
Mohamad Nasir	Independent Commissioner	27	27	100%	10	10	100%
Ardan Adiperdana	Commissioner	27	27	100%	10	10	100%
Rionald Silaban	Commissioner	27	26	96%	10	10	100%
Arif Budimanta	Commissioner	22	22	100%	10	10	100%
Nawal Nely	Commissioner	22	21	95%	10	10	100%
Faried Utomo	Commissioner	22	19	86%	10	9	90%
Kartika Wirjoatmodjo*	President Commissioner	5	5	100%	-	-	-
Makmur Keliat**	Independent Commissioner	5	5	100%	-	-	-
R. Widyo Pramono***	Commissioner	5	5	100%	-	-	-
Robertus Bilitea****	Independent Commissioner	4	3	75%	-	-	-

*The term of office had ended since the person concerned was appointed as Deputy President Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020

**The term of office had ended from the Annual GMS on February 19, 2020.

***The term of office had ended from the time the person concerned was appointed as an Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.

**** The term of office had ended as from the time the person concerned was appointed as President Director of PT Bahana Indonesian Business Development on February 11, 2020.

Implementation of Duties and Responsibilities of the Board of Commissioners.

Frequency and Procedures for Providing Advice to the Board of Directors

Providing advice from the Board of Commissioners to the Directors was carried out both formally in the Meeting and informally in non-meeting. Formal meetings consisted of 3 (three) types of meetings, namely:

1. Committee Meetings under the supervision of the Board of Commissioners, which consist of Audit Committee Meetings, Risk Monitoring Committee Meetings, Integrated Governance Committee Meetings and Remuneration and Nomination Committee Meetings.
2. Meeting of the Board of Commissioners (RAKOM), which is an internal meeting of the Board of Commissioners and/or by inviting the Director of the related field.
3. Meeting of the Board of Commissioners with the Board of Directors (RAKOMDIR), namely a Board of Commissioners Meeting together with the Board of Directors.

Supervision of Board of Commissioners on Implementation of Corporate Strategy

Based on Financial Services Authority Regulation No. 5/POJK.03/2016 concerning Bank Business Plans, the Board of Commissioners is required to carry out supervision of the implementation of the Bank Business Plan which includes, among others, policies and management strategies. The results of the supervision are set forth in the Supervision Report on the Implementation of the Bank's Business Plan which is submitted to the Financial Services Authority every semester. In addition, based on the Ministry of SOE Letter No. S-76/D3.MBU/2014 dated June 3, 2014 concerning Requests for Response to the Quarterly Report, the Board of Commissioners had to submit Responses to the Company's Performance Achievement to the Ministry of SOEs as Dwiwarna Series A Shareholders every quarter. In 2020, the Board of Commissioners has prepared and submitted a Supervision Report on the Implementation of the Bank's Business Plan as follows:



Financial Services Authority	State-owned Enterprises Ministry
Letter No. KOM/020/2020 dated February 14, 2020, regarding the Supervision Report of the Bank Business Plan 2019 - 2021 PT Bank Mandiri (Persero) Tbk. Semester II Year 2019.	Letter No. KOM/011/2020 dated January 30, 2020, regarding the response to the Performance Report of PT Bank Mandiri (Persero) Tbk. Year 2019.
Letter No. KOM/092/2020 dated August 25, 2020, regarding the Supervision Report for the Bank Business Plan 2020 - 2022 PT Bank Mandiri (Persero) Tbk. Semester I of 2020.	Letter No. KOM/053/2020 dated May 12, 2020, regarding the response to the Performance Report of PT Bank Mandiri (Persero) Tbk. Until Quarter I/2020.
	Letter No. KOM/082/2020 dated July 30, 2020, regarding the response to the Performance Report of PT Bank Mandiri (Persero) Tbk. Until Quarter II/2020.
	Letter No. KOM/115/2020 dated October 26, 2020, regarding the Response to the Performance Report of PT Bank Mandiri (Persero) Tbk. until Quarter III/2020

Report on supervision of the implementation of the Bank's Business Plan submitted to FSA and Responses to the Achievement of the Company's Performance submitted to the Ministry of SOEs includes reports on:

1. Assessment of the Board of Commissioners regarding the implementation of the Bank Mandiri Business Plan in the form of evaluating both quantitative and qualitative aspects of the realization of the Business Plan.
2. The Board of Commissioners' assessment of the factors that affect Bank Mandiri's performance in general, particularly with regard to capital, profitability, risk profiles, especially credit risk, market risk, and liquidity risk.
3. Assessment of the Board of Commissioners regarding efforts to improve the performance of Bank Mandiri, in the case that according to the assessment concerned the performance of the Bank as referred to in point 2 above has decreased.

The assessment of the Board of Commissioners in points 1-3 was also complemented with an assessment of external factors that affect the Bank's operations.

Implementation of the Board of Commissioners' Duties

Based on Financial Services Authority's Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks, the duties and responsibilities of the Board of Commissioners are as follows:

1. Ensuring that good governance is implemented in all of the Bank's business activities at all levels of the organization.
2. Supervise the implementation of the duties and responsibilities of the Board of Directors and provide advice to the Board of Directors.
3. The Board of Commissioners must direct, monitor and evaluate the implementation of the Bank's strategic policies.

During 2020, the Board of Commissioners had carried out its duties, obligations and responsibilities in order to oversee the management policies and the management of the Company which are determined based on applicable laws and regulations, the Company's Articles of Association and Work Plans established at the beginning of the year.

These duties, obligations and responsibilities are done through Board of Commissioners Meetings, Board of Commissioners Meetings with Directors, or Joint Meetings and Evaluations of committees under the Board of Commissioners. The implementation of the duties of the Board of Commissioners during 2020 include the following:

1. Supervising the policies and management activities carried out by the Board of Directors during 2020, including supervision of the implementation of the 2020 Work Plan and Corporate Budget (RKAP), the Bank Business Plan (RBB) 2020-2022 and the Sustainable Finance Action Plan (RAKB) 2020-2024, in particular for the work programs/policies of the Board of Directors related to overcoming the impact of the COVID-19 pandemic.
2. Monitoring regularly and providing advice to the Board of Directors including the 2020 work plan, development of the Company, and the implementation of the Company's strategic policies, especially on matters of concern to the Board of Commissioners during 2020, namely in the aspects of Credit, Information Technology, Human Resources and Subsidiaries, in particular with the impact of the COVID-19 pandemic.
3. Conducting periodic monitoring of the implementation of Government Programs related to overcoming the impact of COVID-19/the National Economic Recovery Acceleration Program (PEN), including the Credit Relaxation Program by OJK, Distribution of Government Fund Placement, and Distribution of KUR Interest Subsidy through Post Facto Review conducted by Internal Audit Unit and Risk Unit to ensure that the implementation of all these programs was in accordance with the provisions.
4. Conducting regular monitoring on stress testing conducted by the Board of Directors, developments in Loan at Risk (LaR) developments, the performance of Business As Usual Watchlist debtors and debtors affected by COVID-19 (especially Large/ Core Debtors), the adequacy of CKPN, and strategies related to the extension of the Credit Relaxation Program OJK until March 2022.
5. Conducting regular monitoring of the development of performance and risk mitigation of Subsidiaries related to the impact of COVID-19.



6. Conducting periodic monitoring of the implementation of Subsidiary Corporate Actions during 2020, such as the planned merger of Bank Syariah Himbara and additional Bank Mandiri Taspem capital.
7. Conducting regular monitoring of the aspects of Reliability, Availability, Security, and Data Integrity in IT infrastructure and its ecosystem, both related to systems and HR, considering changes in customer behavior during the pandemic, which began to switch to digital transactions.
8. Conducting regular monitoring of the progress of IT Initiatives in 2020, including in Third Party Management IT.
9. Conducting regular monitoring of HR planning (Manpower Planning) in line with the Corporate Plan, Bank Business Plan, as well as the real needs of long-term business development, particularly in the IT and Credit fields.
10. Providing direction, monitoring the preparation, and providing approval for the proposed 2021 Company Budget Work Plan, 2021-2023 Bank Business Plan, 2021-2025 Sustainable Finance Action Plan, and 2020 Recovery Plan Updates.
11. Following the development of the Company's activities, providing opinions and suggestions to the Board of Directors regarding issues that were considered important and material for the management of the Company, including, among others, the results of audits of Internal and External parties during 2020.
12. Supervising the follow-up of the Board of Directors on the findings of the Internal and External Auditors, both findings in 2020 and findings in the previous year which were still in the status of "on progress", and ensure that all findings had been resolved properly according to the deadline.
13. Proposing the appointment of a Public Accountant (AP) and/or a Public Accounting Firm (KAP) that would audit the Consolidated Financial Statements which would end on December 31, 2020 to the Annual General Meeting of Shareholders for the Financial Year 2019.
14. Conducting a review of the audit conducted by Purwantono, Sungkoro & Surja (Ernst & Young) Public Accounting Firm on Bank Mandiri's 2019 Financial Statements.
15. Conducting reviews on the talent pool and any proposals for candidates for members of the Board of Directors and members of the Board of Commissioners that would be proposed in the Annual GMS/Extraordinary GMS.
16. Evaluating the performance of the Board of Directors during 2020 periodically as well as reviewed the Remuneration of the Board of Directors and the Board of Commissioners.
17. Conducting reviews and giving approval to any proposals for granting credit facilities or actions of the Board of Directors which had to obtain written approval from the Board of Commissioners based on the applicable laws and regulations and the Articles of Association.
18. Ensuring that the implementation of good governance was carried out in every business activity of the Company at all levels or levels of the organization as well as evaluating the Company's governance policies in an integrated manner.
19. Conducting regular monitoring of the effectiveness of the Whistleblowing System, including aspects of safe environment for Whistleblowers (Reporters).
20. Conducting periodic monitoring of the progress of implementing the Anti Money Laundering and Prevention of Terrorism Funding (AML-CFT) strengthening program at Bank Mandiri and Subsidiaries.
21. Conducting periodic monitoring of the implementation of the Anti-Fraud Strategy and the improvements that had been made.
22. Ensuring the implementation of Risk Management in an integrated manner in accordance with the characteristics and complexities of the Financial Conglomerates within the Company.
23. Ensuring that the Board of Directors formulates and maintains an adequate, effective and efficient Internal Control System (SPI), as well as reviewing the effectiveness and efficiency of the SPI based on information obtained from the Audit Committee and the Internal Audit Work Unit.
24. Submitting reports on the results of supervision and recommendations for improvements on the realization of the RBB which were then submitted to the FSA every semester and to the Ministry of SOEs every quarter.
25. As the Supervisory Board for Mandiri DPLK (Financial Institution Pension Fund), periodically monitoring the progress of DPLK's dissolution and liquidation, and reporting the results of its supervision to FSA.
26. Holding 27 (twenty-seven) meetings of the Board of Commissioners, both internal meetings and with the Directors of related fields to discuss certain aspects of the Board of Commissioners' concerns.

Recommendations and Decisions of the Board of Commissioners

Throughout 2019 the Board of Commissioners has provided recommendations and performed the duties and responsibilities of the Board of Commissioners through forums including:

1. Board of Commissioners Meeting
2. Joint meetings of the Committees under the Board of Commissioners
3. On site Visit of the Board of Commissioners together with Committees under the Board of Commissioners

During 2020, the Board of Commissioners issued 50 (fifty) approval letters and 5 (five) decision letters, including credit approval to related parties, additional equity participation in Subsidiary Companies, as well as other approvals under the authority of the Board of Commissioners as regulated in Articles of Association and applicable regulations. Some of the agreements can be submitted as follows.



No.	Date	Subjects
1	January 14, 2020	Approval of the Appointment of Company Representatives as the Board of Commissioners and Directors of the Subsidiary
2	January 30, 2020	Approval of the Revised Company Budget Work Plan 2020 and Bank Business Plan 2020-2022
3	February 20, 2020	Approval for Audit Fees for the Consolidated Financial Statements of Bank Mandiri and Subsidiaries and the Financial Statements for the Partnership and Community Development Program (PKBL) of Bank Mandiri and Other Services on the Dates and For the Year Ended December 31, 2020
4	February 24, 2020	Approval of the Proposed Adjustment to Bank Mandiri's Organizational Structure Post-Annual General Meeting of Shareholders for the Financial Year 2019
5	February 24, 2020	Approval of the 2020 Annual Audit Plan
6	February 26, 2020	Approval of the Procurement of the Implementation of Review Services on the Performance of the Internal Audit Unit (SKAI) by an Independent Party (External)
7	February 26, 2020	Approval of the Appointment of SEVP Corporate Relations and Corporate Secretary
8	March 13, 2020	Approval of the Proposed Buyback and Transfer of Bank Mandiri Shares
9	March 13, 2020	Approval of the Proposed Provision of Bank Mandiri Pension Fund Benefits One to Four of 2020
10	May 15, 2020	Approval of the Proposed Provision of Funds for Related Parties to Bank Mandiri (PT Bank Syariah Mandiri)
11	June 03, 2020	Approval of Bank Mandiri's Credit Restructuring Policy in the COVID-19 Pandemic Extraordinary Conditions (KLB).
12	June 23, 2020	Approval of the Revised Integrated Governance Guidelines
13	June 24, 2020	Approval of the Revised Company Budget Work Plan 2020 and Bank Business Plan 2020-2022
14	July 22, 2020	Approval of the Proposed Provision of Funds for Related Parties to Bank Mandiri (Bank Mandiri (Europe) Limited)
15	September 02, 2020	Approval of the Proposed Provision of Funds for Related Parties to Bank Mandiri (PT Mandiri Sekuritas)
16	September 02, 2020	Approval of the Proposed Equity Participation to PT Bank Syariah Mandiri through Inbreng Immovable Fixed Assets.
17	September 11, 2020	Approval of the Proposed Provision of Funds for Related Parties to Bank Mandiri (PT Mandiri AXA General Insurance)
18	October 13, 2020	Approval of the Revised Annual Audit Plan Semester II of 2020
19	October 19, 2020	Approval of the Proposed Merger of Subsidiaries (PT Bank Syariah Mandiri with BNI Syariah and BRI Syariah)
20	November 09, 2020	Approval of the Proposed Dismissal and Appointment of Corporate Secretary
21	November 16, 2020	Approval of the Proposed Provision of Fund for Related Parties to Bank Mandiri (PT Mandiri Sekuritas and PT Mandiri Manajemen Investasi)
22	November 16, 2020	Approval of the Proposed Provision of Funds for Related Parties to Bank Mandiri (PT Bank Mandiri Taspen)
23	November 24, 2020	Approval of Bank Mandiri's Proposed Company Budget Work Plan for 2021 and 2021-2023 Bank Business Plan
24	November 24, 2020	Approval of Bank Mandiri's Proposed Sustainable Finance Action Plan (RAKB) for 2021-2025
25	November 24, 2020	Approval of the Proposed 2020 Bank Mandiri Recovery Plan
26	December 04, 2020	Approval of the Proposed Provision of Funds for Related Parties to Bank Mandiri (PT Mandiri Tunas Finance and PT Mandiri Utama Finance)
27	December 14, 2020	Approval of the Proposed Capital Increase for PT Bank Mandiri Taspen.
28	14 Desember 2020	Persetujuan atas Usulan Penambahan Modal PT Bank Mandiri Taspen.

The Decrees issued by the Board of Commissioners during 2020 were as followed:

No.	Date	Subjects
1	February 25, 2020	Membership Composition of Committees under the Board of Commissioners
2	June 17, 2020	Remuneration and Nomination Committee Charter
3	July 9, 2020	Membership Composition of Committees under the Board of Commissioners
4	November 26, 2020	Amendments to the Decree of the Board of Commissioners No. KEP.KOM/001/2019 concerning Determination of Action Limits for Directors of PT Bank Mandiri (Persero) Tbk. which must obtain written approval from the Board of Commissioners, Board of Commissioners and Series A Dwiwarna Shareholders, and the General Meeting of Shareholders
5	December 22, 2020	Contract Extension of Audit Committee Members from Independent Parties



Risk Management Certification

As regulated in the Bank Indonesia Regulation No. 11/19/PBI/2009 concerning Risk Management Certification for the Management and Officials of Commercial Banks, Board of the Bank (Board of Commissioners and Board of Directors) must **have Risk Management Certificate** issued by the Professional Certification Institute, under the following classification:

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

In the event of expiration of the certificate, Refreshment must be attended on a regular basis at least:

- once in every 4 (four) years for level 1 and 2; or
- once in every 2 (two) years for level 3, 4, and 5..

Therefore, the Independent Commissioners of Bank Mandiri are required to pass the Risk Management Certification level 2, and level 1 for non-Independent Commissioners. The following members of the Board of Commissioners have successfully passed the Risk Management Certification.

Name	Position	Certificate Issuing Institution	Level	Field/Area	The date the certificate was issued	Expired Date
Muhamad Chatib Basri	President Commissioner/ Independent Commissioner	Lembaga Sertifikasi Profesi Perbankan (LSPP)	1	Risk Management	February 11, 2020	February 11, 2024
		Lembaga Sertifikasi Profesi Perbankan (LSPP)	2	Risk Management	February 21, 2020	February 21, 2024
Andrinof A. Chaniago	Deputy Chief Commissioner/ Independent Commissioner	Lembaga Sertifikasi Profesi Perbankan (LSPP)	1	Risk Management	April 8, 2017	April 8, 2021
		Lembaga Sertifikasi Profesi Perbankan (LSPP)	2	Risk Management	April 21, 2017	April 21, 2021
Boedi Armanto	Independent Commissioner	Lembaga Sertifikasi Profesi Perbankan (LSPP)	1	Risk Management	March 9, 2020	March 9, 2024
		Lembaga Sertifikasi Profesi Perbankan (LSPP)	2	Risk Management	March 13, 2020	March 13, 2024
Loeke Larasati A.	Independent Commissioner	Lembaga Sertifikasi Profesi Perbankan (LSPP)	1	Risk Management	November 1, 2019	November 1, 2023
		Lembaga Sertifikasi Profesi Perbankan (LSPP)	2	Risk Management	April 20, 2020	April 20, 2024
Mohamad Nasir	Independent Commissioner	Lembaga Sertifikasi Profesi Perbankan (LSPP)	1	Risk Management	January 29, 2020	January 29, 2024
		Lembaga Sertifikasi Profesi Perbankan (LSPP)	2	Risk Management	February 12, 2020	February 12, 2024



Name	Position	Certificate Issuing Institution	Level	Field/Area	The date the certificate was issued	Expired Date
Ardan Adiperdana	Commissioner	Lembaga Sertifikasi Profesi Perbankan (LSPP)	1	Risk Management	July 30, 2016	July 30, 2020
		Lembaga Sertifikasi Profesi Perbankan (LSPP)	<i>Refreshment</i>	<i>Executive Risk Management Refreshment Program with the theme "Risk Management as Performance "</i>	July 02 – 09, 2018	July 09, 2020
		BARA Risk Forum	<i>Refreshment</i>	<i>Executive Risk Management Refreshment Program with the theme "Visualizing the New Normal in Bank Lending"</i>	December 02, 2020	December 02, 2022
Ronald Silaban	Commissioner	Lembaga Sertifikasi Profesi Perbankan (LSPP)	1	Risk Management	November 14, 2019	November 14, 2023
Arif Budimanta	Commissioner	Lembaga Sertifikasi Profesi Perbankan (LSPP)	1	Risk Management	March 13, 2020	March 13, 2024
Nawal Nely	Commissioner	Lembaga Sertifikasi Profesi Perbankan (LSPP)	1	Risk Management	April 21, 2020	April 21, 2024
Faried Utomo	Commissioner	Lembaga Sertifikasi Profesi Perbankan (LSPP)	1	Risk Management	May 8, 2020	May 8, 2024
Kartika Wirjoatmodjo*	President Commissioner	Lembaga Sertifikasi Profesi Perbankan (LSPP)	5	Risk Management	April 17, 2015	April 17, 2017
		Lembaga Sertifikasi Profesi Perbankan (LSPP)	<i>Refreshment</i>	Risk Management	August 16, 2017	August 16, 2019
Makmur Keliat**	Independent Commissioner	Lembaga Sertifikasi Profesi Perbankan (LSPP)	2	Risk Management	May 12, 2017	May 12, 2021
R. Widyo Pramono***	Commissioner	Lembaga Sertifikasi Profesi Perbankan (LSPP)	Level 1	Risk Management	September 20, 2017	September 20, 2021
		Lembaga Sertifikasi Profesi Perbankan (LSPP)	<i>Refreshment</i>	<i>Executive Risk Management Refreshment Program with the theme "Risk Management as Performance "</i>	July 02 – 09, 2018	July 09, 2020
Robertus Biliate****	Independent Commissioner	-	-	-	-	-

*The term of office had ended since the person concerned was appointed as Deputy President Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020

**The term of office had ended from the Annual GMS on February 19, 2020.

***The term of office had ended from the time the person concerned was appointed as an Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.

**** The term of office had ended as from the time the person concerned was appointed as President Director of PT Bahana Indonesian Business Development on February 11, 2020.



Performance Assessment of the Board of Commissioners

The performance of the Board of Commissioners is assessed through self-assessment and reported as well as accounted for by the General Meeting of Shareholders.

Procedure of Performance Assessment of the Board of Commissioners



Criteria for Performance Evaluation of the Board of Commissioners

The performance evaluation of the Board of Commissioners could be seen from the achievement of the Key Performance Indicator (KPI) which were prepared at the beginning of the year covering aspects of Planning, Supervision and Advice, Reporting, and Dynamic. The KPIs for the Board of Commissioners for 2020 were as followed:

No.	Aspects dan Parameter	Period	Output Unit	Quality	Output Plan
I. Planning Aspect					
1	Preparing a Work Plan and Budget and KPI for the Board of Commissioners 2020	Annually	Document	10	1
Sub Total I				10	
II. Aspects of Supervision and Advice					
1.	Providing responses/recommendations to Shareholders on:				
	a. Company Work Plan and Budget	Annually		5	1
	b. Annual Report	Annually	Letter	5	1
	c. Quarterly Performance Analysis	Quarter	Letter	5	3
	d. Bank Business Plan	One year	Letter	5	1
2.	Providing approval and advice to the Board of Directors in accordance with the duties of the Board of Commissioners.	One year	Letter/Minutes	10	10
3.	Board of Commissioners Meeting				
	a. Number of Meetings	Monthly	times	12	24
	b. Meetings attendance	Monthly	%	5	100
	c. Completion of Meeting Minutes	Monthly	Minutes	5	24
4.	Work Visit of the Board of Commissioners	Monthly	Visit	8	2
Sub Total II				60	



No.	Aspects dan Parameter	Period	Output Unit	Quality	Output Plan
III. Reports Aspects					
1.	Reporting on the realization of the Board of Commissioners' KPIs	Semester	Report	5	1
2.	Annual Board of Commissioners Supervisory Report	Annually	Report	5	1
Sub Total II				10	
IV. Dynamics Aspects					
1.	Proposing from External Auditor to Shareholders	Annually	Letter	5	1
2.	Improving Competency through seminars, workshops and others	Annually	times	10	2
3.	Results of the Board of Commissioners' GCG Assessment (Self-Assessment/Independent Consultant)	Tahunan	Kategori	5	Baik
Sub Total IV				20	
Total (I+II+III+IV)				100	

Parties Conducting Assessment

The Board of Commissioners carried out self-assessment to its performance throughout 2020.

Performance Assessment Result of the Board of Commissioners

The following was the realization of the 2020 Board of Commissioners' KPIs.

No.	Aspects dan Parameter	Period	Output Unit	Quality	Output Plan	Real Output	Score KPI
I. Planning Aspect							
1.	Preparing a Work Plan and Budget and KPI for the Board of Commissioners 2020	Annually	Document	10	1	1	
Sub Total I				10			10
II. Aspects of Supervision and Advice							
1.	Providing responses/recommendations to Shareholders on:						
	a. Company Work Plan and Budget	Annually		5	1	1	5
	b. Annual Report	Annually	Letter	5	1	1	5
	c. Quarterly Performance Analysis	Quarter	Letter	5	3	3	5
	d. Rencana Bisnis Bank	One year	Letter	5	1	1	5
2.	Providing approval and advice to the Board of Directors in accordance with the duties of the Board of Commissioners.	One year	Letter/Minutes	10	10	25	10
3.	Board of Commissioners Meeting						
	a. Number of Meetings	Monthly	times	12	24	27	12
	b. Meetings attendance	Monthly	%	5	100	97	4,8
	c. Completion of Meeting Minutes	Monthly	Minutes	5	24	27	5
4.	Work Visit of the Board of Commissioners	Monthly	Visit	8	2	2	8
Sub Total II				60			59,8
III. Reports Aspects							
1.	Reporting on the realization of the Board of Commissioners' KPIs	Semester	Report	5	1	1	5
2.	Annual Board of Commissioners Supervisory Report	Annually	Report	5	1	1	5
Sub Total II				10			10



No.	Aspects dan Parameter	Period	Output Unit	Quality	Output Plan	Real Output	Score KPI
IV. Dynamics Aspects							
1.	Proposing from External Auditor to Shareholders	Annually	Letter	5	1	1	5
2.	Improving Competency through seminars, workshops and others	Annually	times	10	2	2	10
3.	Results of the Board of Commissioners' GCG Assessment (Self-Assessment/Independent Consultant)	Tahunan	Kategori	5	Baik	Baik	5
Sub Total IV				20			20
Total (I+II+III+IV)				100			99,8

The Evaluation of the Committees Under the Board of Commissioners and the Basis of the Evaluation

In order to improve the role of the Board of Commissioners in performing the supervisory function, the Board of Commissioners had established 4 (four) committees, namely:

1. Audit Committee
2. Remuneration and Nomination Committee
3. Risk Monitoring Committee
4. Integrated Governance Committee

The Audit Committee has the duty and responsibility to assist and facilitate the Board of Commissioners in carrying out their duties and supervisory functions on matters related to the quality of financial information, internal control systems, effectiveness of external and internal auditor audits, effectiveness of risk management and compliance with laws and regulations. laws that apply. Throughout 2020, the Audit Committee has carried out its duties and responsibilities well. The Audit Committee has conducted 21 (twenty-one) meetings and carried out its duties which include:

1. Submitting recommendations and suggestions for improvement to the Management, both in the Audit Committee Meeting forum and in internal discussions as stated in the Committee's Recommendation Note, Minutes of Meeting, and the Committee's Quarterly Report.
2. Reviewing and providing recommendations for reports addressed to the Board of Commissioners such as the 2020 Monthly and Quarterly Financial Statements, 2020 Internal Audit Quarterly Audit Results (including Significant Findings, Fraud, Post Facto Review Results for the National Economic Acceleration (PEN), and Follow-up Monitoring List Progress), Integrated Internal Audit Report for 2020, Report on the Implementation of the Tasks of the 2020 Quarterly Compliance Director, and Audit Progress Report on Financial Statements for Financial Year 2020.
3. Reviewing and providing recommendations on the Directors' proposals requiring written approval from the Board of Commissioners, the results of which were submitted in the form of a Recommendation Note to the Board of Commissioners, such as the proposal for KAP to audit the Consolidated Financial Statements for Financial Year 2020, Draft Annual Audit Plan for 2020 and its revisions, Proposal for Controllers Independent

Quality from an Independent External Party who would review the performance of Internal Audit for 2020, the Revised Draft RKAP 2020 and RBB 2020-2022, as well as the 2021 Draft RKAP and 2021-2023 RBB.

4. Compiling the Reports that had to be prepared by the Audit Committee to be submitted to the Board of Commissioners, included the Report on the Results of the Evaluation of the Implementation of Audit Services for the 2019 Financial Year Consolidated Financial Statements, the Quarterly Audit Committee Activity Reports and the Report on the Results of Visits.
5. Implementing of 3 (three) Work Visits, namely to the Strong Room Credit Operations (March 10, 2020), PT Mandiri Sekuritas (December 8, 2020), and the Rempoa Data Center (December 15, 2020).
6. Maintaining communication and coordination with work units at Bank Mandiri to discuss issues of concern and focus of the Audit Committee, among others, through discussions and submission of reports.

The Remuneration and Nomination Committee has the duty and responsibility to assist in carrying out its functions and duties in the fields related to remuneration and nomination of members of the Board of Directors and the Board of Commissioners. Throughout 2020, the Remuneration and Nomination Committee has carried out its duties and responsibilities well. The Remuneration and Nomination Committee conducted 17 (seventeen) meetings and carried out its tasks which include:

1. Providing recommendations/proposals for candidates who qualify as Members of the Board of Commissioners and Directors of Bank Mandiri to the Board of Commissioners to be submitted to the GMS.
2. Obtaining and analyzing data on prospective Directors from the talent pool of officials one level below the Directors and identifying candidates for the Board of Commissioners who meet the requirements.
3. Proposing an appropriate remuneration system for the Directors and Board of Commissioners of Bank Mandiri in the form of a payroll/honorarium system, facilities/benefits, bonuses, and so on for 2020.



The Risk Monitoring Committee has the duties and responsibilities in carrying out its duties and responsibilities in conducting supervision and providing advice to the Directors to obtain adequate confidence so that the implementation of the Company's risk management continues to meet the adequacy of risk management procedures and methodologies, so that the Bank's business activities remain can be controlled at acceptable limits and benefits the Company. Throughout 2020, the Risk Monitoring Committee has carried out its duties and responsibilities well. The Risk Monitoring Committee conducted 30 (thirty) meetings and carried out its tasks which include:

1. Submitting recommendations and suggestions for improvement to the Management, both in the Risk Monitoring Committee Meeting forum and in internal discussions as stated in the Committee's Recommendation Note, Minutes of Meeting, and the Committee's Quarterly Report.
2. Reviewing and providing recommendations for reports addressed to the Board of Commissioners, such as the 2020 Risk Profile Report, the 2020 Bank Soundness Report, and the 2020 Anti Fraud Strategy Realization Report.
3. Reviewing and providing recommendations on proposals from the Board of Directors that require written approval from the Board of Commissioners, for example provision of funds to Related Parties, both providing credit and additional capital participation, the Draft Sustainable Finance Action Plan 2021-2025, and the 2020 Draft Recovery Plan Update
4. Compiling Reports - Reports that must be prepared by the Risk Monitoring Committee to be submitted to the Board of Commissioners, include, among others, the Quarterly Risk Monitoring Committee Activity Report and the Report on the Results of Visits.
5. Reviewing of the 10 (ten) types of risks that must be managed by the Company, particularly those related to Credit Risk as a result of the COVID-19 pandemic and the PEN program.
6. Reviewing the Risk Dashboard, Stress Testing, and implementation of risk management at Bank Mandiri.
7. Analysing related to IT developments and digitization, particularly related to availability, reliability, security, and data integrity.
8. Analysing related to the management and development of HR competencies, including mitigation of employee health and safety during the COVID-19 pandemic.
9. Reviewing progress against the impact of COVID-19 in both business and operational aspects.
10. Implementing of 3 (three) Work Visits, namely to Strong Room Credit Operations (10 March 2020), PT Mandiri Sekuritas (8 December 2020), and the Rempoa Data Center (15 December 2020).
11. Maintaining communication and coordination with work units at Bank Mandiri to discuss issues of concern and focus of the Risk Oversight Committee, including through discussions and submission of reports.

The Integrated Governance Committee has the duty and responsibility to assist and facilitate the Board of Commissioners in carrying out the duties and functions of supervision over the implementation of Governance in each of the Financial Services Institutions (LJK) in the Bank Mandiri Financial Conglomerate to comply with the Integrated Governance Guidelines and Implementation the duties and responsibilities of the Board of Directors of Bank Mandiri. Throughout 2020, the Integrated Governance Committee has carried out its duties and responsibilities well. The Integrated Governance Committee has conducted meetings 2 (two) times and carried out its tasks which include:

1. Reviewing and providing recommendations on reports addressed to the Board of Commissioners, such as the 2020 Integrated Governance Report, the Bank Soundness on a consolidated basis Report, and the 2020 Integrated Internal Audit Report.
2. Reviewing of the Integrated Governance Guidelines.
3. Reviewing the progress of improvements/strategies implemented by the Subsidiary in connection with the COVID-19 pandemic which has caused a decline in performance, especially for Subsidiaries engaged in the multi-finance sector.

The Board of Commissioners periodically (annually) evaluates the effectiveness of the committee's performance under the Board of Commissioners. The Board of Commissioners considers that during 2020 the committees have carried out their duties and responsibilities quite effectively in terms of the achievement of the Key Performance Indicator (KPI) of each committee. Information on the achievement of the Key Performance Indicator (KPI) of the Committees under the Board of Commissioners is presented in each section of the Committee of the Board of Commissioners.

The Mechanism of Resignation and Dismissal of the Board of Commissioners

The resignation and dismissal mechanism of the Board of Commissioners under the Company's Articles of Associations are as follows:

1. Members of the Board of Commissioners shall be appointed and dismissed by the General Meeting of Shareholders, which shall be attended by Series A Dwiwarna Shareholders and the GMS Resolution must be approved by the Series A Dwiwarna Shareholders. Members of the Board of Commissioners shall be appointed by the GMS from the candidates nominated by Series A Dwiwarna Shareholders, which nomination shall be binding to the GMS.
2. Board of Commissioners member(s) can be dismissed at any time pursuant to GMS Resolutions by stating the reason.
3. The grounds for the dismissal of a BOC member as stipulated in point 2 above shall be applied if in reality, the BOC member:
 - a. Cannot perform their duties well;
 - b. Violate the provisions of Articles of Association and/or the laws and regulations;



- c. Get involved in an act that causes loss for the Company and/or country;
 - d. Perform an act violating the ethics and/or compliance which must be respected by the Board of Commissioners;
 - e. Is declared guilty by the Court with a permanent legal force;
 - f. Resign.
4. The Board of Commissioners can be dismissed by GMS based on other grounds deemed appropriate by GMS for the interest and purpose of the Company.
 5. The dismissal resolution based in the said grounds, shall be resolved after the said BOC member is given the opportunity to defend him/herself at the GMS.
 6. The termination for the above grounds shall be deemed unamicable dismissal.
 7. Among the members of the Board of Commissioners and between members of Board of Commissioners and members of the Board of Directors there should not be any family relationship up to third degree both vertically and horizontally including the relationships arising from marriage.
 8. In case of the occurrence of the situation, GMS is authorized to dismiss one of them.
 9. A member of the Board of Commissioners has the right to resign from his/her position before the end of his/her term of service by notifying in writing of his/her purpose to the Company.
 10. The Company is obliged to hold GMS to resolve the resignation request of the member of the Board of Commissioners within 90 (ninety) days after the receipt of the resignation letter at the latest.
 11. The Company is obliged to implement disclosure of information to public and to convey to Financial Services Authority (FSA) within 2 (two) days at the latest after the receipt of the resignation request of the member of the Board of Commissioners.
 12. Before the resignation becomes effective, the said member of the Commissioners shall still have the obligation to complete his/her duties and responsibilities according to the Articles of Association and the laws and regulations.
 13. To the resigning member of the Board of Commissioners mentioned above may still be asked for his/her responsibilities as a member of the Board of Commissioners until the approval of his/her resignation date at GMS.
 14. The release of responsibilities of the resigning member of the Board of Commissioners shall be provided after the release from Annual Meeting of Shareholders.
 15. In the event the resignation of a member of the Board of Commissioners resulting the number of the member of the Board of Commissioners becomes less than 3 (three), then such resignation shall be valid when it is determined by GMS and a new member is appointed, so as to meet the minimum requirement of the member of the Board of Commissioners.
 16. The term of the Board of Commissioners member ends if:
 - a. The resignation has been effective;
 - b. Passed away;
 - c. Expired tenure;
 - d. Dismissed through GMS; or
 - e. The member is declared bankrupt by Commercial Court which has permanent legal force or is placed under guardianship pursuant to a court decree;
 - f. No longer meets the requirement as a Board of Commissioners member in accordance with the Articles of Association and applicable laws and regulations.
 17. For a member of the Board of Commissioners who terminates on or before the end of his/her term of office, unless due to death, he/she remains responsible for all of his/her actions that have not been accepted by GMS.

Policies Related to the Resignation of the Board of Commissioners Getting Involved in Financial Crime

Article of Association of Bank Mandiri has regulated policies related to the resignation of Board of Commissioners and Board of Directors member getting involved in financial crime. If a member of the Board of Commissioners and Board of Directors does not meet the regulation requirements anymore, including involving in a financial crime, then the term of office of the member of Board of Commissioners and Board of Directors shall automatically ends.



Board of Directors

The Board of Directors is a Company Organ that is authorized and fully responsible for the management of the Company for the interest of the Company in accordance with the provisions of the Articles of Associations. In performing their duty, the Board of Directors is obliged to fully devote his/her energy, thought, attention and dedication to the tasks, liabilities and the achievement of the Company. The Board of Directors must comply with the Articles of Association of the Company and the laws and regulations and shall implement the professionalism, efficiency, transparency, independence, accountability, responsibility and appropriateness principles. Each member of the Board of Directors of Bank Mandiri shall perform his/her duties and liabilities with good will, full of responsibility, and prudence, in accordance and compliance with the applicable laws.

Duties and Responsibilities of the Board of Directors

The duties and responsibilities of the Bank Mandiri Directors are as follows:

1. Running and responsible for management Company for the interest and in accordance with the purposes and objectives of the Company stipulated in Articles of Association and act as leaders in the arrangement.
2. Maintaining and managing the Company's assets.
3. Representing the Board of Directors for and on behalf of the Company both inside and outside the Court.
4. Arrange and define vision and mission, strategy and the management policy of the Company.
5. Arrange, establish, supervise and evaluation of the implementation of the Company's Plan (Corporate Budget Work Plan, Plan Business Development, Financial Action Plans Sustainable and Human Resource Development Plans) medium and long term.
6. Set the Company's performance targets, conduct supervision and evaluation and striving achievement of the Company's performance targets.
7. Arrange, implement and evaluate the Company's risk management strategies and policies from the identification stage to risk monitoring.
8. Establish policies and implement principles Good Corporate Governance and internal control.
9. Maintain the image of the Company and establish relationships with all stakeholders.
10. Carry out other duties and responsibilities regulated in the Articles of Association, regulations legislation and stipulated in the Meeting General Shareholders, Director's Meetings and Company regulations.
2. Establish the management division of tasks among Directors, in the event that it is not decided by another General Meeting of Shareholders.
3. Directing and setting policies as well Company regulations to support management/Company activities related to budget/ financial business activities, risk management, operational, and human resources.
4. Set the submission of the Board of Directors' power to representing the Company inside and outside the Court to one or several special people appointed for that including good Company employees alone or together and/or to another body.
5. Regulate provisions regarding Company employees including the determination of salaries, pensions, or day guarantees old and other income for the Company's employees based on legislation.
6. Lift and dismiss employees The company is based on labor regulations and other laws and regulations.
7. Appoint and dismiss the Corporate Secretary and/or Head of the Supervisory Unit Internal Audit with the approval of the Board of Commissioners.
8. Write off bad debts with provisions as stipulated in the Budget The basis is then reported to Board of Commissioners to report and accounted for in the Annual Report.
9. Do not collect the interest receivable, fine, fees, and other receivables in the framework restructuring and/or settlement of receivables and do other actions in order settlement of the Company's receivables with obligations report to the Board of Commissioners who the provisions and procedures for reporting are stipulated by the Board of Commissioners.
10. Carry out all other actions and actions regarding the management and ownership of wealth Company, binds the Company with parties other and/or other parties with the Company, as well as representing the Company inside and outside the Court about all things and all events, with restrictions as stipulated in the regulations legislation, Articles of Association and/or GMS decision.
11. Establish Organizational Structure and officials The Company has a certain level that is regulated through the Decree of the Board of Directors with regard to provisions of the Articles of Association, laws and regulations and Company regulations.
12. Delegating tasks, responsibilities and authority to officials below him to assisting in managing the Company with pay attention to the Articles of Association, regulations Company regulations and regulations.
13. Carry out supervision over each activity The Company is in accordance with the aims and objectives The Company and Good Corporate Governance.

Rights and Authorities of the Board of Directors

The Board of Directors has the following rights and authorities:

1. Take all actions and decision in the framework of managing the Company by observing the Company's Articles of Association, Legislation, Company regulations and Good Corporate Governance.

The Tenure of the Board of Directors

The term of office of the Board of Directors is as follows:

1. The Board of Directors members are appointed for the tenure starting from the GMS closing or other dates specified by the appointing GMS and ends after the closing of the 5th (fifth) Annual GMS after the appointing date, on condition no more than 5 (five) years, by considering the applicable laws and



- regulations including in the field of Capital Market, without lessening the rights from the GMS to dismiss the Board of Directors members at any time before the tenure ends.
2. The dismissal is effective after the closing of the GMS, unless defined otherwise by the GMS.
 3. After the tenure ends, the Board of Directors members can be reappointed by the GMS for another tenure.
- Has caused a company that has license, approval, or registration from FSA not to fulfil its obligation to deliver Annual Report and/or financial report to FSA.
 - e. Has the commitment to comply with the laws and regulations.
 - f. Has the knowledge and/or expertise in the area required by the Company.

Criteria of the Board of Directors

The candidates of the Board of Directors members are individuals, who meet the requirement when appointed or in the tenure:

1. Having good ethics, morals and integrity.
2. Eligible to do legal actions.
3. Within 5 (five) years prior to appointment or during the office, he/she:
 - a. Has never declared bankrupt.
 - b. Has never been a member of the Board of Directors and/or Board of Commissioners found guilty of causing a Company bankrupt.
 - c. Has never been sentenced of crime for causing the loss of the country and/or relating to financial sector.
 - d. never becomes a member of the Board of Directors and/or member of the Board of Commissioners who, during his/her tenure:
 - Has hold Annual GMS.
 - whose accountability as member of Board of Directors and/or Board of Commissioners has been declined by GMS or has never provided accountability report as member of Board of Directors and/or Board of Commissioners to GMS.

Board Charter of the Board of Directors

In performing its duties and responsibilities, the Board of Directors has Guidance and Codes of Conduct of the Board of Directors as approved by Board of Directors Decree Number: KEP.DIR/211/2017 on September 13, 2017 regarding Guidelines and Codes of Conduct for Board of Directors PT Bank Mandiri (Tbk). The content of Guidelines and Codes of Conduct for Board of Directors regulates the following things.

1. General Terms
2. Organization, Stewardship, Authority to Act, and General Policy
3. Board of Directors Meeting
4. Working Time and Ethics
5. Committee
6. Correspondence
7. Board of Directors Shareholding
8. Performance Evaluation of the Board of Directors
9. Miscellaneous
10. Amendment
11. Closing

The Composition and Grounds for the Appointment of the Board of Directors

In 2020, the number and composition of Directors changed several times with the following composition.

Composition and Basis of Appointment of the Company's Board of Directors Before Annual GMS on 19 February 2020

The composition of the Board of Directors of the Company prior to the Annual General Meeting of Shareholders on February 19, 2020, was namely 12 (twelve) Directors consisting of 1 (one) President Director, 1 (one) Deputy President Director and 10 (ten) Directors. All members of the Board of Directors are domiciled in the working area of the Bank Mandiri Head Office.

The composition and basis for appointment of the Board of Directors can be seen in the table below.

Table of Composition and Appointment Basis of Directors

Name	Position	Implementing of Fit and Proper Test	Basic Appointment	Effective Date
Royke Tumilaar	President Director	Financial Services Authority	Extraordinary GMS on December 9, 2019	February 12, 2020
Sulaiman Arif Arianto	Vice Director	Financial Services Authority	Annual GMS on March 16, 2015	June 25, 2015
Alexandra Askandar	Director of Corporate Banking	Financial Services Authority	Annual GMS on March 21, 2018	September 12, 2018
Hery Gunardi	Director of Consumer and Retail Transaction	Financial Services Authority	Annual GMS on April 2, 2013	July 4, 2013



Name	Position	Implementing of Fit and Proper Test	Basic Appointment	Effective Date
Ahmad Siddik Badruddin	Director of Risk Management	Financial Services Authority	Annual GMS on March 16, 2015	June 25, 2015
Rico Usthavia Frans	Director of Information Technology	Financial Services Authority	Annual GMS on March 21, 2016	July 20, 2016
Darmawan Junaidi	Director of Treasury, International Banking, and Special Asset Management	Financial Services Authority	Extraordinary GMS on August 21, 2017	January 12, 2018
Agus Dwi Handaya	Director of Compliance and HR	Financial Services Authority	Annual GMS on March 21, 2018	September 12, 2018
Panji Irawan	Director of Operation	Financial Services Authority	Annual GMS on March 21, 2018	September 4, 2018
Donsuwan Simatupang	Director of Institutional Relations	Financial Services Authority	Annual GMS on March 21, 2018	September 4, 2018
Riduan	Director of Commercial Banking	Financial Services Authority	Extraordinary GMS on January 7, 2019	May 15, 2019
Silvano Winston Rumantir	Director of Finance and Strategies	Financial Services Authority	Extraordinary GMS on December 9, 2019	May 8, 2020

Composition and Basis of Appointment of the Company's Board of Directors After Annual GMS on February 19, 2020

Through the Annual GMS on February 19, 2020, the GMS decided:

- Dismissing with respect:
 - Sulaiman Arif Arianto as Deputy President Director.
 - Ahmad Siddik Badruddin as Director of Risk Management.
- Changing the nomenclature of the positions of the Company's Directors, from Director of Consumer and Retail Transaction to Director of Business and Networks.
- Transferring the assignments of the names as follows as Management of the Company:

Name	Formerly	Subsequently
Hery Gunardi	Director of Consumer and Retail Transaction	Vice Director

- Appointing the following names as the Management of the Company:
 - Ahmad Siddik Badruddin - as Director of Risk Management.
 - Aquarius Rudianto - as Director of Business and Networking.

So that the composition of the Board of Directors after the Annual General Meeting of Shareholders on February 19, 2020 was 12 (twelve) people, consisting of 1 (one) President Director, 1 (one) Deputy President Director and 10 (ten) Directors. All members of the Board of Directors are domiciled in the working area of the Bank Mandiri Head Office.

The composition and basis for appointment of the Board of Directors can be seen in the table below.

Table of Composition and Appointment Basis of Directors

Name	Position	Implementing of Fit and Proper Test	Basic Appointment	Effective Date
Royke Tumilaar	President Director	Financial Services Authority	Extraordinary GMS on December 9, 2019	February 12, 2020
Hery Gunardi	Vice Director	Financial Services Authority	Annual GMS on February 19, 2020	May 29, 2020
Ahmad Siddik Badruddin	Director of Risk Management	Financial Services Authority	Annual GMS on March 16, 2015	June 25, 2015
Rico Usthavia Frans	Director of Information Technology	Financial Services Authority	Annual GMS on March 21, 2016	July 20, 2016



Name	Position	Implementing of Fit and Proper Test	Basic Appointment	Effective Date
Darmawan Junaidi	Director of Treasury, International Banking, and Special Asset Management	Financial Services Authority	Extraordinary GMS on August 21, 2017	January 12, 2018
Alexandra Askandar	Director of Corporate Banking	Financial Services Authority	Annual GMS on March 21, 2018	September 12, 2018
Agus Dwi Handaya	Director of Compliance and HR	Financial Services Authority	Annual GMS on March 21, 2018	September 12, 2018
Panji Irawan	Director of Operation	Financial Services Authority	Annual GMS on March 21, 2018	September 4, 2018
Donsuwan Simatupang	Director of Institutional Relations	Financial Services Authority	Annual GMS on March 21, 2018	September 4, 2018
Riduan	Director of Commercial Banking	Financial Services Authority	Extraordinary GMS on January 7, 2019	May 15, 2019
Silvano Winston Rumantir	Director of Finance and Strategies	Financial Services Authority	Extraordinary GMS on December 9, 2019	May 8, 2020
Aquarius Rudianto	Director of Small Business and Network	Financial Services Authority	Annual GMS on February 19, 2020	September 2, 2020

Composition and Basis of Appointment of the Company's Board of Directors After the Extraordinary GMS on October 21, 2020

Through the Extraordinary GMS on October 21, 2020 the GMS decided:

- Confirming the dismissal with respect:
 - Royke Tumilaar as President Director of the Company as of September 2, 2020 which was caused because he was appointed as President Director of PT Bank Negara Indonesia (Persero) Tbk. at the EGMS on September 2, 2020.
 - Silvano Winston Rumantir as Director of Finance and Strategy of the Company as of September 2, 2020 because he was appointed as Director of Corporate Banking of PT Bank Negara Indonesia (Persero) Tbk. at the EGMS on September 2, 2020
- Dismissing with respect:
 - Hery Gunardi as Deputy President Director.
 - Donsuwan Simatupang as Director of Institutional Relations.
- Changing the nomenclature of the positions of the members of the Board of Directors of the Company as follows:
 - Previously, Director of Treasury, International Banking and Special Asset Management became Director of Treasury and International Banking.
 - Previously, Director of Business and Networks became Director of Network and Retail Banking.
- Transferring the assignments of the names below as members of the Company's Board of Directors:
 - Darmawan Junaidi previously served as Director of Treasury and International Banking to become President Director;
 - Alexandra Askandar, previously Director of Corporate Banking became Deputy President Director;
 - Aquarius Rudianto from formerly Director of Business and Networks to Director of Network and Retail Banking;
 - Panji Irawan was previously Director of Operations to become Director of Treasury and International Banking;
- Appointing the following names as members of the Company's Board of Directors:
 - Sigit Prastowo as Director of Finance and Strategy.
 - Susana Indah Kris as Director of Corporate Banking.
 - Toni Eko Boy Subari as Director of Operations.
 - Rohan Hafas as Director of Institutional Relations.

So that the composition of the Board of Directors after the Extraordinary GMS on October 21, 2020 was 12 (twelve) people consisting of 1 (one) President Director, 1 (one) Deputy President Director and 10 (ten) Directors. All members of the Board of Directors are domiciled in the working area of the Bank Mandiri Head Office.

The composition and basis for appointment of the Board of Directors can be seen in the table below.

Table of Composition and Appointment Basis of Directors

Name	Position	Implementing of Fit and Proper Test	Basic Appointment	Effective Date
Darmawan Junaidi	President Director	Financial Services Authority	Extraordinary GMS on October 21, 2020	December 23, 2020
Alexandra Askandar	Vice Director	Financial Services Authority	Extraordinary GMS on October 21, 2020	December 23, 2020
Ahmad Siddik Badruddin	Director of Risk Management	Financial Services Authority	Annual GMS on March 16, 2015	June 25, 2015



Name	Position	Implementing of Fit and Proper Test	Basic Appointment	Effective Date
Rico Usthavia Frans	Director of Information Technology	Financial Services Authority	Annual GMS on March 21, 2016	July 20, 2016
Agus Dwi Handaya	Director of Compliance and HR	Financial Services Authority	Annual GMS on March 21, 2018	September 12, 2018
Panji Irawan	Director of Treasury and International Banking	Financial Services Authority	Annual GMS on March 21, 2018	September 4, 2018
Riduan	Director of Commercial Banking	Financial Services Authority	Extraordinary GMS on January 7, 2019	May 15, 2019
Aquarius Rudianto	Director of Network and Retail Banking	Financial Services Authority	Annual GMS on February 19, 2020	September 2, 2020
Toni Eko Boy Subari	Director of Operation	Financial Services Authority	Extraordinary GMS on October 21, 2020	January 15, 2021
Susana Indah Kris Indriati	Director of Corporate Banking	Financial Services Authority	Extraordinary GMS on October 21, 2020	January 21, 2021
Rohan Hafas	Director of Institutional Relations	Financial Services Authority	Extraordinary GMS on October 21, 2020	December 23, 2020
Sigit Prastowo	Director of Finance and Strategies	Financial Services Authority	Extraordinary GMS on October 21, 2020	December 23, 2020

Orientation Program for the New Board of Directors

Orientation program for the new Board of Directors are conducted by presenting relevant materials by relevant Working Unit Leaders and are coordinated by the Corporate Secretary. The implementation of the orientation program for the new Board of Directors shall be conducted after the appointment of the new Board of Directors. The material of the introductory program consists of Good Corporate Governance, the Performance of the Company, Risk Management, and topics relevant to the tasks of the new Board of Directors.

During 2020, an orientation program for new Directors was carried out with the following details:

Name	Position	Theory	Material Carrier	Implementation date
Susana Indah K. Indriati	Director of Corporate Banking	Risk management	Credit Portfolio Risk Group	Dec 15, 2020
		Company Strategy and Performance	Strategy & Performance Management Group	Dec 16, 2020
		Good Corporate Governance, APU-PPT	Compliance & AML-CFT Group	Dec 18, 2020
		Corporate Banking Performance	Corporate Banking 1-6 Group	Dec 11, 2020
		Information Technology	IT Strategy & Architecture Group	Dec 22, 2020
		Mandiri Securities	Director of Mandiri Securities	Nov 2, 2020
		PT Asuransi Jiwa Inhealth Indonesia	Director of Mandiri Inhealth	Nov 17, 2020
Rohan Hafas	Direktur Hubungan Kelembagaan	Institutional Relations Meeting	Government Institutional I Group, Government Institutional Group II Group, Government Project Group I, Government Project Group II, Government Project Group III and ERO.	October 22, 2020
		Institutional Relations Meeting	Government Institutional I Group, Government Institutional Group II Group, Government Project Group I, Government Project Group II, Government Project Group III, Corporate Secretary Group, Corporate Real Estate Group	November 17, 2020



Name	Position	Theory	Material Carrier	Implementation date
		Institutional Relations Meeting	Government Institutional I Group, Government Institutional Group II Group, Government Project Group I, Government Project Group II, Government Project Group III, Corporate Secretary Group, Corporate Real Estate Group	November 20, 2020
		Risk management	Credit Portfolio Risk Group	December 11, 2020
		Company Strategy and Performance	Strategy & Performance Management Group	December 11, 2020
		Good Corporate Governance, APU-PPT	Compliance & AML-CFT Group	December 11, 2020
Sigit Prastowo	Director of Finance & Strategy	Strategy Investor Relation	Investor Relation Group	November 4, 2020
		Performance Update and Accounting Strategy	Accounting Group	November 4, 2020
		Strategy and Company Performance	Strategy & Performance Management Group	November 5, 2020
		Scope and Subsidiary Management Strategy	Strategy Investment & Subsidiary Management Group	November 11, 2020
		Good Corporate Governance, APU-PPT	Compliance & AML-CFT Group	November 24, 2020
		Strategy and Performance Data Management	Enterprise Data Management Group	December 4, 2020
		Operational Risk Performance, Directorate of Finance & Strategy	Senior Operational Risk Corporate Center Group	December 4, 2020
		Core Banking System Update	SEVP IT	December 4, 2020
		Update Corporate Plan Bank Mandiri	<ul style="list-style-type: none"> Strategy & Performance Management Group Corporate Development Group 	December 15, 2020
		Risk management	<ul style="list-style-type: none"> Credit Portfolio Risk Group Market & Operational Risk Group 	December 15, 2020
Aquarius Rudianto	Director of Network and Retail Banking	Working Meeting with Directorate of Business & Network	All Group Leaders Directorate of Business & Network	March 5 - 6, 2020
		Risk management	Credit Portfolio Risk Group	April 21, 2020
		Company Strategy and Performance	Strategy & Performance Management Group	April 24, 2020
		Good Corporate Governance, APU-PPT	Compliance & AML-CFT Group	April 30, 2020
Toni Eko Boy Subari	Director of Operations	Overview Electronic Channel Operations Group	Electronic Channel Operations Group	October 26, 2020
		Overview Customer Care Group	Customer Care Group	October 27, 2020
		Overview Cash & Trade Operations Group	Cash & Trade Operations Group	November 2, 2020
		Overview of the Operation Directorate Personnel	HCBP Operation	November 2, 2020
		Overview Retail Credit Center Group	Retail Credit Center Group	November 5, 2020
		Overview Operational Risk	Senior Operational Risk Operation	November 6, 2020
		Overview Retail Credit Operation	Retail Credit Operations	November 9, 2020
		Virtual Meet & Greet with Supervising Director	Regional IX Kalimantan	November 12, 2020
		Overview Wholesale Credit Operations	Wholesale Credit Operations	November 13, 2020
		Human Capital Onboarding to Director of Operations	Human Capital Strategy & Talent Management	November 19, 2020



Name	Position	Theory	Material Carrier	Implementation date
		Good Corporate Governance, APU-PPT	Compliance	December 10, 2020
		Risk management	Credit Portfolio Risk & Market Risk	December 16, 2020
		Company Strategy and Performance	Strategy & Per-formance Management	December 17, 2020

Director's Duties

In carrying out its duties, the Directors are divided into the following task fields.

Table of Directors' Duties

Name	Position	Period	Supervision
Royke Tumilaar	President Director	January 1 –February 19 2020	Internal Audit, Business and Network, Corporate Secretary
		February 19 – September 2, 2020	Internal Audit
Darmawan Junaidi	Director of Treasury, International Banking, and Special Asset Management	January 1 –October 21, 2020	Treasury, International Banking & Financial Institution, Transaction Banking Wholesale Sales, Transaction Banking Wholesale Product, Strategic Procurement, Special Asset Management
	President Director	October 21– December 31, 2020	Internal Audit, Chief Transformation Office
Sulaiman A. Arianto	Vice Director	January 1 –February 19, 2020	Chief Transformation Office
Hery Gunardi	Director of Consumer and Retail Transaction	January 1–February 19, 2020	Consumer Business, Wealth Management, Strategic Marketing & Communication, Corporate Real Estate
	Vice Director	February 19 –October 21, 2020	Credit Cards, Consumer Loans, Micro Personal Loan, Retail Deposit Product & Solution
Alexandra Askandar	Director of Corporate Banking	January 1 –October 21, 2020	Corporate Banking
	Vice Director	October 21– December 31, 2020	Special Asset Management, Legal
Ahmad Siddik Badruddin	Director of Risk Management	January 1 –February 19, 2020	Retail Risk, Wholesale Risk, Credit Control & Supervision, Market Risk, Operational Risk, Credit Portofolio Risk, Policy & Procedure, Consumer Credit Risk & Analytics, Retail Collection & Recovery, Retail Product Delivery & Fraud Risk
		February 19 – December 31, 2020	Retail Risk, Wholesale Risk, Credit Control & Supervision, Market Risk, Operational Risk, Credit Portofolio Risk, Policy & Procedure, Consumer Credit Risk & Analytics, Retail Collection & Recovery, Retail Product Delivery & Fraud Risk
Rico Usthavia Frans	Director of Information Technology	January 1–December 31, 2020	Information Technology, Digital Banking
Agus Dwi Handaya	Director of Compliance and HR	January 1–December 31, 2020	Compliance & AML – CFT, Human Capital, Mandiri University, Office of The Board
Donsuwan Simatupang	Director of Institutional Relations	January 1 –October 21, 2020	Government & Institutional, Government Solution, Corporate Secretary, Corporate Real Estate, Micro Development & Agent Banking



Name	Position	Period	Supervision
Panji Irawan	Director of Operation	January 1–October 21, 2020	Wholesale Credit Operation, Retail Credit Operation, Retail Credit Center, Cash & Trade Operation, Electronic Channel Operation, Customer Care
	Director of Treasury and International Banking	October 21–December 31, 2020	Treasury, International Banking & Financial Institution, Transaction Banking Wholesale, Strategic Procurement, Office of Chief Economist
Riduan	Director of Commercial Banking	January 1 - December 31, 2020	Commercial Banking
Aquarius Rudianto	Director of Small Business and Network	February 19 – October 21, 2020	Government & Institutional, Government Solution, Corporate Secretary, Corporate Real Estate
	Director of Network and Retail Banking	October 21–December 31, 2020	Micro Development & Agent Banking, Micro Personal Loan, Credit Cards, Consumer Loans, SME Banking, Wealth Management, Distribution Strategy, Transaction Banking & Retail Sales, Retail Deposit Product & Solution
Toni Eko Boy Subari	Director of Operation	October 21–December 31, 2020	Wholesale Credit Operation, Retail Credit Operation, Retail Credit Center, Cash & Trade Operation, Electronic Channel Operation, Customer Care
Susana Indah Kris Indriati	Director of Corporate Banking	October 21–December 31, 2020	Corporate Banking
Rohan Hafas	Director of Institutional Relations	October 21–December 31, 2020	Government & Institutional, Government Solution, Corporate Secretary, Corporate Real Estate
Silvano W. Rumantir	Director of Finance and Strategies	January 1–February 19, 2020	Strategy & Performance Management, Accounting, Investor Relation, Enterprise Data Management
		February 19 – September 2, 2020	Chief Transformation Office, Strategy & Performance Management, Accounting, Investor Relation, Enterprise Data Management
Sigit Prastowo	Director of Finance and Strategies	October 21 – December 31, 2020	Strategy & Performance Management, Accounting, Investor Relation, Enterprise Data Management

Affiliations of Board of Directors

The Board of Directors shall always be independent, meaning that they do not have conflict of interest which interferes their ability to carry out their tasks independently and critically, whether among the Board of Directors members or the relation with the Board of Commissioners.

The Board of Directors have no financial relations, management relations, shareholding and/or family relations with other members of the Board of Commissioners, the Board of Directors and/or Controlling Shareholders or relation with the Bank, therefore they are able to carry out their tasks and responsibility independently.

The Board of Directors is prohibited from having double post as a President Director or other Directors in other State, Region and Public Owned Enterprise or other positions related to Company management, as well as structural position, and functional position in the central and regional government institutions/organization, and other positions in accordance with the Company Articles of Association and applicable laws and regulations.



The independency of the Board of Directors is shown in the following table:

Table of Affiliations of Board of Directors

Name	Position	Period	Financia, Family, and the Board of Directors Management Affiliations													
			Financial Affiliations with						Family Affiliations with						Other Company Management Affiliations	
			Board of Comissioner		Directors		Controlling Shareholders		Board of Comissioner		Directors		Controlling Shareholders			
			Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Royke Tumilaar	President Director	January 1 – September 2, 2020	√		√		√		√		√		√		√	
Darmawan Junaidi	Director of Treasury, International Banking, and Special Asset Management	January 1 – October 21, 2020	√		√		√		√		√		√		√	
	President Director	October 21 – December 31, 2020														
Sulaiman A. Arianto	Vice Director	January 1 – February 19, 2020	√		√		√		√		√		√		√	
Hery Gunardi	Director of Consumer and Retail Transaction	January 1 – February 19, 2020	√		√		√		√		√		√		√	
	Vice Director	February 19 – October 21, 2020														
Alexandra Askandar	Director of Corporate Banking	January 1 – October 21, 2020	√		√		√		√		√		√		√	
	Vice Director	October 21 – December 31, 2020														
Ahmad Siddik Badruddin	Director of Risk Management	January 1 – December 31, 2020	√		√		√		√		√		√		√	
Rico Usthavia Frans	Director of Information Technology	January 1 – December 31, 2020	√		√		√		√		√		√		√	
Agus Dwi Handaya	Director of Compliance and HR	January 1 – December 31, 2020	√		√		√		√		√		√		√	
Donsuwan Simatupang	Director of Institutional Relations	January 1 – October 21, 2020	√		√		√		√		√		√		√	
Panji Irawan	Director of Operation	January 1 – October 21, 2020														
	Director of Treasury and International Banking	October 21 – December 31, 2020	√		√		√		√		√		√		√	
Riduan	Director of Commercial Banking	January 1 – December 31, 2020	√		√		√		√		√		√		√	
Aquarius Rudianto	Director of Small Business and Network	February 19 – October 21, 2020	√		√		√		√		√		√		√	
	Director of Network and Retail Banking	October 21 – December 31, 2020														
Toni Eko Boy Subari	Director of Operation	October 21 – December 31, 2020	√		√		√		√		√		√		√	
Susana Indah Kris Indriati	Director of Corporate Banking	October 21 – December 31, 2020	√		√		√		√		√		√		√	
Rohan Hafas	Director of Institutional Relations	October 21 – December 31, 2020	√		√		√		√		√		√		√	
Silvano W. Rumanthir	Director of Finance and Strategies	January 1 – September 2, 2020	√		√		√		√		√		√		√	
Sigit Prastowo	Director of Finance and Strategies	October 21 – December 31, 2020	√		√		√		√		√		√		√	

Policies on the Board of Directors Concurrent Positions

Policies on the Board of Directors concurrent positions is specified in the following regulations.

1. Based on SOE Minister's Regulation Number PER-03/MBU/02/2015 concerning Requirements, Procedures for Appointment, and Dismissal of Directors of State Owned Enterprises, members of the Board of Directors are prohibited from holding multiple positions as:
 - a. Member of the Board of Directors at State-Owned Enterprises, Regionally-Owned Enterprises, and private enterprises.
 - b. Member of the Board of Commissioners in State-Owned Enterprises.
 - c. other structural and functional positions in the central and regional government institutions/organization;
 - d. political party officials and/or legislative candidates/members; and/or regional head/deputy head candidates;
 - e. positions causing conflict of interests and/or other positions in accordance to applicable laws and regulations;



2. Based on Financial Services Authority Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks, members of the Board of Directors are prohibited from holding multiple positions as members of the Board of Directors, members of the Board of Commissioners or Executive Officers in other banks, companies and/or institutions. However, it does not include positions of the Board

of Directors responsible for auditors of the Bank additional investment to subsidiaries, carrying out functional tasks as the Board of Commissioners members in subsidiaries that is not a bank controlled by the Bank, as long as it does not make the concerned disregard his tasks and responsibility as the Bank Board of Commissioners member.

Table of The Board of Directors Concurrent Positions

Nama	Jabatan	Period	Designation in Company/Other Institution	Name of Company/Other Institution
Royke Tumilaar	President Director	January 1 –September2 2020	-	-
Darmawan Junaidi	Director of Treasury, International Banking, and Special Asset Management	January 1 –October 21, 2020	-	-
	President Director	October 21–December 31, 2020	-	-
Sulaiman A. Arianto	Vice Director	January 1 –February 19, 2020	-	-
Hery Gunardi	Director of Consumer and Retail Transaction	January 1–February 19, 2020	-	-
	Vice Director	February 19 –October 21, 2020	-	-
Alexandra Askandar	Director of Corporate Banking	January 1 –October 21, 2020	-	-
	Vice Director	October 21–December 31, 2020	-	-
Ahmad Siddik Badruddin	Director of Risk Management	January 1 – December 31, 2020	-	-
Rico Usthavia Frans	Director of Information Technology	January 1–December 31, 2020	-	-
Agus Dwi Handaya	Director of Compliance and HR	January 1–December 31, 2020	-	-
Donsuwan Simatupang	Director of Institutional Relations	January 1 –October 21, 2020	-	-
Panji Irawan	Director of Operation	January 1–October 21, 2020	-	-
	Director of Treasury and International Banking	October 21–December 31, 2020	-	-
Riduan	Director of Commercial Banking	January 1 - December 31, 2020	-	-
Aquarius Rudianto	Director of Small Business and Network	February 19 – October 21, 2020	-	-
	Director of Network and Retail Banking	October 21–December 31, 2020	-	-
Toni Eko Boy Subari	Director of Operation	October 21–December 31, 2020	-	-
Susana Indah Kris Indriati	Director of Corporate Banking	October 21–December 31, 2020	-	-
Rohan Hafas	Director of Institutional Relations	October 21–December 31, 2020	-	-
Silvano W. Rumantir	Director of Finance and Strategies	January 1 – September 2, 2020	-	-
Sigit Prastowo	Director of Finance and Strategies	October 21 – December 31, 2020	-	-



Management of the Board of Directors Conflict of Interest

Management of the Board of Directors conflict of interest is specified in Bank Mandiri Policy Architecture. Bank Mandiri Policy Architecture is a policy hierarchy/structure as a framework and guidelines in policy preparation and implementation of Bank activity. The Management of the Board of Directors conflict of interest is as following:

1. The Board of Commissioners, the Board of Directors, and Executive Officers shall commit to avoid any forms of conflict of interest.
2. In the event that the Board of Directors member(s) has a personal interests in a transaction, contract or contracts

proposed in which one of the party is the Bank, the interest shall be mentioned in the Board of Directors Meeting and the concerned Board of Directors member has no authority to take a vote.

3. Periodically in at least 1 (once) in a year, every member of the Board of Commissioners, the Board of Directors and the Executive Officers is obliged to make a statement regarding whether or not they have conflict of interests with the Bank activities they carry out.
4. Members of the Board of Commissioners, the Board of Directors and the Executive Officers is prohibited from having concurrent positions as specified in the applicable regulations.

Stock Ownership of the Board of Directors

The Board of Directors has disclosed its share ownership in both Bank Mandiri and other banks and other companies domiciled inside or outside the country. Share ownership of the Board of Directors of Bank Mandiri can be seen in the table below.

Table of Stock Ownership of Board of Directors

Name	Position	Period	Stock Ownership			
			Bank Mandiri	Others Bank	Non Bnk Financial Institutions	Other Company
Royke Tumilaar	President Director	January 1 – September 2 2020	1,584,500 Share (0,0033954%)	Nil	Nil	Nil
Darmawan Junaidi	Director of Treasury, International Banking, and Special Asset Management	January 1 – October 21, 2020	1,319,500 Share (0,0028275%)	Nil	Nil	Nil
	President Director	October 21–December 31, 2020				
Sulaiman A. Arianto	Vice Director	January 1 –February 19, 2020	1,103,558 Share (0,0023648%)	Nil	Nil	Nil
Hery Gunardi	Director of Consumer and Retail Transaction	January 1–February 19, 2020	1,892,100 Share (0,0040545%)	Nil	Nil	Nil
	Vice Director	February 19 –October 21, 2020				
Alexandra Askandar	Director of Corporate Banking	January 1 –October 21, 2020	1,543,600 Share (0,0033077%)	Nil	Nil	Nil
	Vice Director	October 21–December 31, 2020				
Ahmad Siddik Badruddin	Director of Risk Management	January 1 – December 31, 2020	2,470,700 Share (0,0052944%)	Nil	Nil	Nil
Rico Usthavia Frans	Director of Information Technology	January 1–December 31, 2020	1,529,100 Share (0,0032766%)	Nil	Nil	Nil
Agus Dwi Handaya	Director of Compliance and HR	January 1–December 31, 2020	1,205,100 Share (0,0025824%)	Nil	Nil	Nil



Name	Position	Period	Stock Ownership			
			Bank Mandiri	Others Bank	Non Bnk Financial Institutions	Other Company
Donsuwan Simatupang	Director of Institutional Relations	January 1 – October 21, 2020	1,135,100 Share (0,0028275%)	Nil	Nil	Nil
Panji Irawan	Director of Operation	January 1–October 21, 2020	1,135,200 Share (0,0024324%)	Nil	Nil	Nil
	Director of Treasury and International Banking	October 21–December 31, 2020				
Riduan	Director of Commercial Banking	January 1 - December 31, 2020	935,400 Share (0,0020044%)	Nil	Nil	Nil
Aquarius Rudianto	Director of Small Business and Network	February 19 – October 21, 2020	280,500 Share (0,0006011%)	Nil	Nil	Nil
	Director of Network and Retail Banking	October 21–December 31, 2020				
Toni Eko Boy Subari	Director of Operation	October 21–December 31, 2020	58,500 Share (0,0001254%)	Nil	Nil	Nil
Susana Indah Kris Indriati	Director of Corporate Banking	October 21–December 31, 2020	128,400 Share (0,0002537%)	Nil	Nil	Nil
Rohan Hafas	Director of Institutional Relations	October 21–December 31, 2020	Nil	Nil	Nil	Nil
Silvano W. Rumantir	Director of Finance and Strategies	January 1 – September 2, 2020	47,600 Share (0,0001020%)	Nil	Nil	Nil
Sigit Prastowo	Director of Finance and Strategies	October 21 – December 31, 2020	Nil	Nil	Nil	Nil

The Board of Directors Meeting

The Board of Directors Meeting is a meeting attended Board of Directors which can be held at least 1 (once) in a month or at any time when it is necessary as requested by one or more members of the Board of Directors, or as written request from the Board of Commissioners. The Board of Directors Meeting shall hold a Board of Directors Meeting with the Board of Commissioners periodically in at least 1 (once) in 4 (four) months. Meetings are legal and have the right to make binding decisions when attended or represented by more than 2/3 (two thirds) of the members of the Board of Directors. The meeting material was delivered to all participants of the 5 (five) working days meeting before the meeting.

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.

Plan for the Beginning of the Year Meeting of the Board of Directors

Triwulan 1	<ul style="list-style-type: none"> - Review bulanan/triwulanan kinerja Perseroan. - Review triwulanan kinerja Perseroan dan Entitas Anak. - Persiapan Rapat Umum Pemegang Saham Tahunan. - Review bulanan atas rencana strategis, bisnis dan <i>human capital</i>. - Review dan persetujuan Laporan Keuangan Audit. - Pemilihan Auditor Eksternal untuk Tahun Buku 2019.
Triwulan 2	<ul style="list-style-type: none"> - Review bulanan/ triwulanan kinerja Perseroan. - Review triwulanan kinerja Perseroan dan Entitas Anak. - Review bulanan atas rencana strategis, bisnis dan <i>human capital</i>.



Triwulan 3	<ul style="list-style-type: none"> - Review bulanan/triwulanan kinerja Perseroan. - Review triwulanan kinerja Perseroan dan Entitas Anak. - Review bulanan atas rencana strategis, bisnis dan <i>human capital</i>. - Review atas implementasi Tata Kelola Terintegrasi. - Diskusi mengenai Rencana Keuangan dan Bisnis Tahun Buku 2020.
Triwulan 4	<ul style="list-style-type: none"> - Review bulanan/ triwulanan kinerja Perseroan. - Review triwulanan kinerja Perseroan dan Entitas Anak. - Review bulanan atas rencana strategis, bisnis dan <i>human capital</i>. - Review atas implementasi Tata Kelola Terintegrasi. - Diskusi mengenai Rencana Keuangan dan Bisnis Tahun Buku 2020.

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 2020, the agenda, date and participants of the Director's 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 2, 2020	1. Conducting General Discussion 2. Making Proposal to hold the 2019 Annual GMS	Royke Tumilaar	Present	
			Sulaiman Arif Arianto	Absent	Leave
			Alexandra Askandar	Absent	Leave
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Absent	Leave
			Darmawan Junaidi	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
Silvano Winston Rumantir	Present				
2.	January 7, 2020	1. Conducting General Discussion a. Implementation of the 2020 Chinese New Year b. Credit Realization and Projection 2. Making Human Capital proposal 3. Making IT proposal	Royke Tumilaar	Present	
			Sulaiman Arif Arianto	Present	
			Alexandra Askandar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
Silvano Winston Rumantir	Absent	Official Travel			



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
3.	January 14, 2020	1. Conducting General Discussion 2. Making Capital proposal 3. Conducting Sector Update & Sensitivity Analysis 4. Updating on the Regional Expansion Study	Royke Tumilaar	Present	
			Sulaiman Arif Arianto	Present	
			Alexandra Askandar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Absent	Official Travel
4.	January 16, 2020	1. Consolidating Financial Statements of the Company December 31, 2019 (Audited) 2. Conducting Performance Assessment in 2019	Royke Tumilaar	Present	
			Sulaiman Arif Arianto	Present	
			Alexandra Askandar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
5.	January 20, 2020	Conducting Annual People Performance Rating	Royke Tumilaar	Present	
			Sulaiman Arif Arianto	Present	
			Alexandra Askandar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
6.	January 20, 2020	1. Proposing 2019 Macroeconomics and 2020 Projections 2. Conducting The Company's Consolidated Financial Statements December 31, 2019 (Audited) 3. Conducting Credit Handling Update	Royke Tumilaar	Present	
			Sulaiman Arif Arianto	Present	
			Alexandra Askandar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
7.	January 22, 2020	1. Proposing Human Capital 2. Conducting Financial Report Audit Services 2020 3. Preparing for Public Expose & Analyst Meeting	Royke Tumilaar	Present	
			Sulaiman Arif Arianto	Present	
			Alexandra Askandar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
8.	February 4, 2020	1. Conducting General Discussion 2. Proposing Distribution Strategy 3. Making Human Capital proposal 4. Updating on Corona Virus Impact	Royke Tumilaar	Present	
			Sulaiman Arif Arianto	Present	
			Alexandra Askandar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
9.	February 11, 2020	1. Proposing Human Capital 2. Conducting Financial Performance January 2020 3. Updating on Corona Virus Impact 4. Giving Recommendation from Corporate Secretary	Royke Tumilaar	Present	
			Sulaiman Arif Arianto	Present	
			Alexandra Askandar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Absent	Leave
			Donsuwan Simatupang	Present	
			Riduan	Present	
10.	February 20, 2020	1. Conducting General Discussion 2. Conducting Follow-up to the 2020 Annual GMS Resolutions	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
Aquarius Rudianto	Present				



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
11.	February 24, 2020	1. Proposing DPBM Pension Benefits in 2020 2. Updating Coronavirus Impact, Spread Prevention and Handling 3. Making Human Capital proposal	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
12.	March 3, 2020	1. Conducting General Discussion 2. Making Human Capital proposal 3. Conducting Organizational Alignment	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
13.	March 10, 2020	1. Conducting General Discussion: a. Update Mandiri Healthcare b. Share Buyback Update c. Human Capital proposal 2. Conducting Financial Performance February 2020 and PSAK 71	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
14.	March 17, 2020	1. Conducting General Discussion: a. Recent Developments of the Company b. Business Command Center 2. Updating Shares Buyback 3. Conducting Adjustment of Business Processes and NPL Projections 4. Conducting Corona Virus Handling Update 5. Updating Legal Review	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
Aquarius Rudianto	Present				



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
15.	March 24, 2020	1. Conducting General Discussion 2. Updating the LLL 3. Updating on Corporate Secretary	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
16.	March 31, 2020	1. Conducting General Discussion: a. Recent Developments of the Company b. Covid-19 Life Insurance Assistance c. Human Capital proposal 2. Updating POJK No.11/POJK.03/2020 3. Himbara Sharia Bank	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
17.	April 7, 2020	Conducting General Discussion: Recent Developments of the Company	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
18.	April 14, 2020	1. Conducting General Discussion: Recent Developments of the Company 2. Updating Macro Economy 3. Conducting Financial Performance March 2020	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
Aquarius Rudianto	Present				



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
19.	April 21, 2020	1. Conducting General Discussion: Update on the Company's Latest Development 2. Conducting Credit Portfolio Development Update 3. Proposing Authority 4. Giving Human Capital recommendations	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
20.	April 24, 2020	1. Conducting General Discussion 2. Proposing Treasury Group	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
21.	April 28, 2020	1. Conducting General Discussion: a. Recent Developments of the Company b. Human Capital Update 2. Updating IT 3. Giving Recommendation from Corporate Secretary 4. Making DPBM proposal	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
22.	May 5, 2020	1. Conducting General Discussion: Recent Developments of the Company 2. Giving Recommendation from Corporate Secretary	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
Aquarius Rudianto	Present				



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
23.	May 12, 2020	<ol style="list-style-type: none"> 1. Conducting General Discussion 2. Conducting April 2020 Financial Performance 3. Updating for Idul Fitri 2020 preparation 4. Making Calendar and Agenda for 2021 	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumanthir	Present	
24.	May 19, 2020	<ol style="list-style-type: none"> 1. Conducting General Discussion: <ol style="list-style-type: none"> a. Human Capital Update b. Update The New Normal c. Update SISM Group 2. Making Projection of CKPN 	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumanthir	Present	
25.	May 26, 2020	<ol style="list-style-type: none"> 1. Conducting General Discussion 2. Making Projections of NPL and CKPN 3. Updating PLJP Facility 4. Conducting Organizational Alignment 5. Updating the SISM Group 	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumanthir	Present	
26.	June 2, 2020	<ol style="list-style-type: none"> 1. Conducting General Discussion 2. Conducting Organizational Alignment 	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumanthir	Present	
Aquarius Rudianto	Present				



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
27.	June 9, 2020	1. Conducting General Discussion 2. Proposing Revision of RKAP & RBB	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
28.	June 16, 2020	1. Conducting Financial Performance in May 2020 2. Conducting Organizational Alignment 3. Conducting Calendar & Agenda 2021 4. Updating AMFS	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
29.	June 18, 2020	1. Conducting Financial Performance in May 2020 2. Updating Revised RKAP & RBB	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
30.	June 23, 2020	1. Conducting General Discussion: Update on the Company's Latest Development 2. Updating Accounting Group 3. Updating Credit Operation 4. Updating the SISM Group	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
Aquarius Rudianto	Present				



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
31.	June 30, 2020	1. Conducting General Discussion: a. Update on the Company's Latest Development b. Human Capital proposal 2. Updating EDM 3. Updating IT	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
			Aquarius Rudianto	Present	
32.	July 7, 2020	1. Conducting General Discussion: Update on the Company's Latest Development 2. Updating Electronic Channel	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
			Aquarius Rudianto	Present	
33.	July 10, 2020	Making Human Capital Proposal	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
			Aquarius Rudianto	Present	
34.	July 14, 2020	1. Conducting General Discussion: Update on the Company's Latest Development 2. Conducting Financial Performance June 2020	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
			Aquarius Rudianto	Present	



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
35.	July 21, 2020	1. Conducting General Discussion 2. Proposing Corporate Real Estate 3. Updating Risk Management 4. Updating MMI 5. Making Human Capital proposal	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
36.	July 28, 2020	1. Conducting General Discussion: a. Update on the Company's Latest Development b. Update RBBR 2. Revising RKAP and RBB 3. Making Human Capital proposal	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
37.	August 4, 2020	1. Conducting General Discussion: a. Update on the Company's Latest Development b. Credit Portfolio Update c. Revised RKAP and RBB 2. Making Human Capital proposal	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
38.	August 11, 2020	1. Conducting General Discussion: a. Update on the Company's Latest Development b. Update Quality Assurance Review c. LPS Regulations Update 2. Conducting Financial Performance in July 2020, Update on Limited Review and Preparation for Public Expose & Analyst Meeting 3. Proposing Corporate Real Estate 4. Giving Human Capital recommendations	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
Aquarius Rudianto	Present				



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
39.	August 18, 2020	1. Having General Discussion: a. Update on the Company's Latest Development b. Performance Update 2. Making Human Capital proposal	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
40.	August 24, 2020	1. Having General Discussion: Update on the Company's Latest Development 2. Giving Recommendation from Corporate Secretary	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
41.	August 31, 2020	1. Having General Discussion a. Update on the Company's Latest Development b. Performance Update 2. Updating on Corporate Real Estate 3. Making Human Capital proposal	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
42.	September 3, 2020	1. Having General Discussion 2. Others	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
Aquarius Rudianto	Present				



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
43.	September 7, 2020	1. Having General Discussion: Update on the Company's Latest Development 2. Proposing Risk Management 3. Making Human Capital proposal	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
44.	September 15, 2020	1. Having General Discussion: a. Update on the Company's Latest Development b. PSBB update 2. Conducting Financial Performance August 2020 3. Updating Credit Development 4. Giving Human Capital recommendations	Royke Tumilaar	Present	
			Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Silvano Winston Rumantir	Present	
45.	September 22, 2020	1. Having General Discussion: a. Update on the Company's Latest Development b. Performance Update 2. Updating Corporate Secretary 3. Proposing Risk Management	Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			46.	September 29, 2020	1. Updating the SISM Group 2. Having General Discussion: a. Update on the Company's Latest Development b. Human Capital proposal 3. Update Internal Audit
Ahmad Siddik Badruddin	Present				
Rico Usthavia Frans	Present				
Darmawan Junaidi	Present				
Alexandra Askandar	Present				
Agus Dwi Handaya	Present				
Panji Irawan	Present				
Donsuwan Simatupang	Present				
Riduan	Present				
Aquarius Rudianto	Present				



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
47.	October 6, 2020	1. Having General Discussion: Update on the Company's Latest Development 2. Updating the Corporate Plan	Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
48.	October 9, 2020	Making SISM Group proposal	Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
49.	October 13, 2020	1. Having General Discussion: Update on the Company's Latest Development 2. Conducting Financial Performance September 2020 & RKAP 2021 3. Making Projections of NPL and CKPN 4. Updating the Corporate Plan 5. Updating Transaction Banking	Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
50.	October 14, 2020	1. Conducting Financial Performance September 2020 2. Updating Macro Economy	Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
51.	October 20, 2020	1. Updating the Corporate Plan 2. Having General Discussion: Update on the Company's Latest Development 3. Updating on EGMS Preparation 4. Preparing for Public Expose & Analyst Meeting	Hery Gunardi	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Donsuwan Simatupang	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
52.	October 22, 2020	Having Follow-up to the EGMS Resolutions	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
Susana Indah Kris Indriati	Present				
53.	October 27, 2020	1. Having General Discussion a. Update on the Company's Latest Development b. IT Update 2. Proposing Credit Authority 3. Having Follow-up to the EGMS Resolutions	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah Kris Indriati	Present	
54.	November 3, 2020	1. Having General Discussion: Update on the Company's Latest Development 2. Making Human Capital proposal	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
Susana Indah Kris Indriati	Present				



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
55.	November 10, 2020	<ol style="list-style-type: none"> Having General Discussion: Update on the Company's Latest Development Proposing RKAP & RBB and Proposing RAKB 	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah Kris Indriati	Present	
56.	November 16, 2020	<ol style="list-style-type: none"> General Discussion: <ol style="list-style-type: none"> Update on the latest developments of the company Update SISM Group October 2020 Financial Performance and Proposed RKAP & RBB Propose Recovery Plan Updates Update the National Discount Festival 	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah Kris Indriati	Present	
57.	November 23, 2020	<ol style="list-style-type: none"> General Discussion: Update on the Company's Latest Development Update IT 	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah Kris Indriati	Present	
58.	November 30, 2020	General Discussion: Update on the Company's Latest Development	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah Kris Indriati	Present	



No.	Date	Meeting Agenda	Meeting Participant	Attendance	Reason for Not Attending
59.	December 7, 2020	1. General Discussion: a. Update on the latest developments of the company b. November 2020 Performance Update and Preparation of National Working Meeting c. Operational, IT & System Update 2. Human Capital proposal 3. Update the SISM Group	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah Kris Indriati	Present	
60.	December 14, 2020	1. General Discussion: Update on the Company's Latest Development 2. Financial Performance November 2020 3. Financial Report Audit Services 2021 4. Update the SISM Group	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah Kris Indriati	Present	
61.	December 21, 2020	1. General Discussion: Recent Developments of the Company 2. Update the Corporate Plan 3. Human Capital proposal	Darmawan Junaidi	Present	
			Alexandra Askandar	Present	
			Ahmad Siddik Badruddin	Present	
			Rico Usthavia Frans	Present	
			Agus Dwi Handaya	Present	
			Panji Irawan	Present	
			Riduan	Present	
			Aquarius Rudianto	Present	
			Toni Eko Boy Subari	Present	
			Susana Indah Kris Indriati	Present	

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 Commissioner's Meeting on Corporate Governance Chapter in this Annual Report.

Meeting Frequency and Attendance

During 2020, the Board of Directors held 61 (sixty-one) meetings of the Directors. The frequency and attendance of Director's meetings can be seen in the table below.



Meeting Frequency and Attendance

During 2020, the Board of Directors held 61 (sixty-one) 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	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 (%)
Royke Tumilaar	President Director	January 1 – September 2020	41	41	100%	7	7	100%
Darmawan Junaidi	Director of Treasury, International Banking, and Special Asset Management	January 1 – October 21, 2020	61	61	100%	10	10	100%
	President Director	October 21 – December 31, 2020						
Sulaiman A. Arianto	Vice Director	January 1 – February 19, 2020	9	8	89%	-	-	-
Hery Gunardi	Director of Consumer and Retail Transaction	January 1 – February 19, 2020	51	51	100%	7	7	100%
	Vice Director	February 19 – October 21, 2020						
Alexandra Askandar	Director of Corporate Banking	January 1 – October 21, 2020	61	60	98%	10	10	100%
	Vice Director	October 21 – December 31, 2020						
Ahmad Siddik Badruddin	Director of Risk Management	January 1 – December 31, 2020	61	61	100%	10	10	100%
Rico Usthavia Frans	Director of Information Technology	January 1 – December 31, 2020	61	60	98%	10	10	100%
Agus Dwi Handaya	Director of Compliance and HR	January 1 – December 31, 2020	61	61	100%	10	10	100%
Donsuwan Simatupang	Director of Institutional Relations	January 1 – October 21, 2020	51	51	100%	7	7	100%
Panji Irawan	Director of Operation	January 1 – October 21, 2020	61	60	98%	10	10	100%
	Director of Treasury and International Banking	October 21 – December 31, 2020						



Name	Position	Period	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 (%)
Riduan	Director of Commercial Banking	January 1 - December 31, 2020	61	61	100%	10	10	100%
Aquarius Rudianto	Director of Small Business and Network	February 19 - October 21, 2020	52	52	100%	10	10	100%
	Director of Network and Retail Banking	October 21 - December 31, 2020						
Toni Eko Boy Subari	Director of Operation	October 21 - December 31, 2020	10	10	100%	3	3	100%
Susana Indah Kris Indriati	Director of Corporate Banking	October 21 - December 31, 2020	10	10	100%	3	3	100%
Rohan Hafas	Director of Institutional Relations	October 21 - December 31, 2020	10	10	100%	3	3	100%
Silvano W. Rumanthir	Director of Finance and Strategies	January 1 - September 2, 2020	41	39	95%	7	7	100%
Sigit Prastowo	Director of Finance and Strategies	October 21 - December 31, 2020	10	10	100%	3	3	100%

Risk Management Certification

As stipulated in Bank Indonesia Regulation No. 11/19/PBI/2009 concerning Share Risk Management Certification Management and Officers of Commercial Banks, Bank Managers (ie Board of Commissioners and Directors) **must have a Certificate Risk Management** issued by Professional Certification Institutions, with the following classification:

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

In the event of expiration of the certificate, **Refreshment** must be attended on a regular basis at least:

- once in every 4 (four) years for level 1 and 2; or
- once in every 2 (two) years for level 3, 4, and 5.

Considering that Bank Mandiri has assets of > Rp10 Trillion, all Directors of Bank Mandiri must pass Certification Level 5 Risk Management. The certification is also one of the requirements to follow fit and proper test conducted by OJK. The Risk Management Certification owned by the Directors is as following.

Name	Position	Period	Certificate Issuing Institution	Level	Field/Area	Date of Certificate Issuance	Expiry Date
Royke Tumilaar	President Director	January 1 - September 2 2020	Banking Professional Certification Institute (LSPP)	Level 5	Banking Risk Management	September 24, 2019	July 22, 2021



Name	Position	Period	Certificate Issuing Institution	Level	Field/Area	Date of Certificate Issuance	Expiry Date
Darmawan Junaidi	Director of Treasury, International Banking, and Special Asset Management	January 1 –October 21, 2020	Banking Professional Certification Institute (LSPP)	Level 5	Banking Risk Management	July 30, 2020	October 7, 2021
	President Director	October 21–December 31, 2020					
Sulaiman A. Arianto	Vice Director	January 1 – February 19, 2020	Banking Professional Certification Institute (LSPP)	Level 5	Banking Risk Management	May 30, 2017	May 26, 2019
Hery Gunardi	Director of Consumer and Retail Transaction	January 1– February 19, 2020	Banking Professional Certification Institute (LSPP)	Level 5	Banking Risk Management	July 29, 2019	May 18, 2021
	Vice Director	February 19 –October 21, 2020					
Alexandra Askandar	Director of Corporate Banking	January 1 –October 21, 2020	Banking Professional Certification Institute (LSPP)	Level 5	Banking Risk Management	September 24, 2019	July 22, 2021
	Vice Director	October 21–December 31, 2020	BARa Risk Forum	Refreshment	Refreshment of Banking Risk Management - Embedding Sustainability Programs into Banks' Business Model	March 13, 2020	March 13, 2021
Ahmad Siddik Badruddin	Director of Risk Management	January 1 – December 31, 2020	Banking Professional Certification Institute (LSPP)	Level 5	Banking Risk Management	April 11, 2015	April 11, 2017
			BARa Risk Forum	Refreshment	Refreshment of Risk Management in Stockholm	September 21, 2016	September 21, 2018
			BARa Risk Forum	Refreshment	Refreshment at Prague 17 - 18 October 2017	October 17, 2017	October 18, 2017
			BARa Risk Forum	Refreshment	Refreshment Risk Management	March 19, 2018	March 19, 2020
			BARa Risk Forum	Refreshment	Refreshment Risk Management	July 13, 2019	July 13, 2020
Rico Usthavia Frans	Director of Information Technology	January 1–December 31, 2020	Risk Management Certification Board (BSMR)	Level 5	Banking Risk Management	May 7, 2016	May 7, 2018
			BARa Risk Forum	Refreshment	Refreshment of Risk Management in Prague	October 18, 2017	October 18, 2019
			BARa Risk Forum	Refreshment	Refreshment Risk Management - BARa; Tapping Potential Opportunities in Indonesian Sustainable Palm Oil Industry, in Jakarta	March 18, 2018	March 19, 2020
			Banking Professional Certification Institute (LSPP)	Level 5	Banking Risk Management	May 2, 2018	May 2, 2020



Name	Position	Period	Certificate Issuing Institution	Level	Field/Area	Date of Certificate Issuance	Expiry Date
Panji Irawan	Director of Operation	January 1– October 21, 2020	Banking Professional Certification Institute (LSPP)	Level 5	Banking Risk Management	February 10, 2016	February 10, 2018
	Director of Treasury and International Banking	October 21– December 31, 2020	Lembaga Penjamin Simpanan (LPS)	Refreshment	Refreshment of Risk Management Certification	February 28, 2018	February 28, 2020
			Banking Professional Certification Institute (LSPP)	Level 5	Banking Risk Management	February 14, 2019	January 24, 2021
Donsuwan Simatupang	Director of Institutional Relations	January 1 – October 21, 2020	Banking Professional Certification Institute (LSPP)	Level 5	Banking Risk Management	February 18, 2019	February 18, 2021
Riduan	Director of Commercial Banking	January 1 - December 31, 2020	Banking Professional Certification Institute (LSPP)	Level 5	Banking Risk Management	February 18, 2019	February 18, 2021
Silvano W. Rumantir	Director of Finance and Strategies	January 1 – September 2, 2020	Banking Professional Certification Institute (LSPP)	Level 5	Banking Risk Management	January 18, 2020	January 18, 2022
Aquarius Rudianto	Director of Small Business and Network	January 1– October 21, 2020	Banking Professional Certification Institute (LSPP)	Level 5	Banking Risk Management	May 13, 2020	May 13, 2022
	Director of Network and Retail Banking	October 21– December 31, 2020					
Toni Eko Boy Subari	Director of Operation	October 21– December 31, 2020	Banking Professional Certification Institute (LSPP)	Level 5	Banking Risk Management	October 23, 2019	June 17, 2021
Susana Indah Kris Indriati	Director of Corporate Banking	October 21– December 31, 2020	Banking Professional Certification Institute (LSPP)	Level 5	Banking Risk Management	November 25, 2020	November 25, 2022
Rohan Hafas	Director of Institutional Relations	October 21– December 31, 2020	Banking Professional Certification Institute (LSPP)	Level 5	Banking Risk Management	November 25, 2020	November 25, 2022
Sigit Prastowo	Director of Finance and Strategies	October 21 – December 31, 2020	Banking Professional Certification Institute (LSPP)	Level 5	Banking Risk Management	June 24, 2015	Banking Professional Certification Institute (LSPP)
			Banking Professional Certification Institute (LSPP)	Refreshment	Refreshment of Banking Risk Management - Risk Management in Current Tight Liquidity Conditions	June 2, 2017	Banking Professional Certification Institute (LSPP)
			Banking Professional Certification Institute (LSPP)	Refreshment	Refreshment of Banking Risk Management - Cyber Security Awareness in Industry 4.0	July 2, 2019	Banking Professional Certification Institute (LSPP)
			Banking Professional Certification Institute (LSPP)	Refreshment	Refreshment of Banking Risk Management - Implementation of Operational Risk Management in the Covid-19 Period	July 21, 2020	Indonesian Bankers Association - Banking Competency Center



Decisions and Implementation of Duties of the Board of Directors

During 2020, the Board of Directors has carried out its duties, obligations and responsibilities in order to manage the Company as stipulated in the prevailing laws and regulations, the Articles of Association of the Company and the Work Plan set at the beginning of the year. The general implementation of the duties of the Board of Directors in 2020 was as followed:

1. Preparing the Company's Bank Business Plan.
2. Fulfilling of the Company's performance targets.
3. Preparing the 2020 Sustainable Finance Action Plan (SFAP).
4. Managing Asset and Financial
5. Organizing Board of Directors meetings. During 2020, there were 58 (fifty eight) meetings of the Board of Directors and 3 (three) Joint Meetings (the Board of Directors invited the Board of Commissioners).
6. Attending Board of Commissioners meetings.
7. Implementing General Meeting of Shareholders. In 2020, the General Meetings of Shareholders were held 2 (two) times, that

were the Annual General Meeting of Shareholders on February 19, 2020 and the Extraordinary General Meeting of Shareholders on October 21, 2020.

8. Supervising and improving internal business processes.
9. Issuing Bank Mandiri II Phase I 2020 Sustainable Bonds in the amount of IDR1 trillion.
10. Implementing Good Corporate Governance in every business activity.
11. Participating actively as one of the first movers in the implementation of Sustainable Finance in Indonesia by participating in the Indonesian Sustainable Finance Initiative (IKBI).
12. Distributing PKBL funds to improve community and environmental welfare, including the distribution of various assistance in handling the COVID-19 Pandemic to both the general public and health workers.
13. Implementing other duties related to the management of the Company.

The Decrees issued by the Board of Directors during 2020 included:

Decision	Number	Approval Date	Subject
KEP.DIR	145	30/12/2020	Appointment and Determination of Acting, SEVP of PT Bank Mandiri (Persero) Tbk.
KEP.DIR	144	23/12/2020	Decree on Dismissal of Employees for Appointed as Directors of BUMN
KEP.DIR	143	16/12/2020	Establishment of a Job Training Institute for Payment and Management of Rupiah Currency Systems
KEP.DIR	142	30/11/2020	Decree regarding replacement of employees for being appointed as Directors of State-Owned Enterprises (SOEs), on behalf of Bp. Toni Eko Boy Subari
KEP.DIR	141	30/11/2020	Decree regarding replacement of employees for being appointed as Directors of State-Owned Enterprises (SOEs), on behalf of Mrs. Susana Indah K. Indriati
KEP.DIR	140	25/11/2020	Determination of the Composition of the Procurement Committee for the Implementing Contractor for Architectural, Mechanical Electrical & Plumbing (MEP) Construction of the Kediri Area Office Building
KEP.DIR	139	24/11/2020	SEVP Division and Determination of Substitute SEVP
KEP.DIR	138	24/11/2020	Adjustments to the Decree of the Board of Directors Number KEP.DIR/133/2020 concerning the organizational structure
KEP.DIR	137	10/11/2020	Termination of GH Corsec Bank Mandiri
KEP.DIR	136	10/11/2020	Termination of GH Corsec Bank Mandiri
KEP.DIR	135	09/11/2020	Regarding the appointment and appointment of PJ Senior Executive Vice President of Bank Mandiri
KEP.DIR	134	09/11/2020	Regarding the appointment and appointment of PJ Senior Executive Vice President of Bank Mandiri
KEP.DIR	133	09/11/2020	Organizational structure
KEP.DIR	132	06/11/2020	Regarding the appointment and appointment of PJ Senior Executive Vice President of Bank Mandiri
KEP.DIR	131	22/10/2020	Division
KEP.DIR	130	22/10/2020	The decision of the board of directors to determine the executive officer
KEP.DIR	129	22/10/2020	The decision of the board of directors to determine the executive officer
KEP.DIR	128	22/10/2020	The decision of the board of directors to determine the executive officer
KEP.DIR	127	22/10/2020	The decision of the board of directors to determine former officials
KEP.DIR	126	13/10/2020	Determination of the Review and Review Team for the provision of audit services on the consolidated financial reporting of Bank Mandiri ("PROCUREMENT OF BANK MANDIRI AUDIT SERVICES IN 2021")
KEP.DIR	125	09/10/2020	dismissal of employees because of death



Decision	Number	Approval Date	Subject
KEP.DIR	124	01/10/2020	The decision of the shareholders regarding the dismissal of the appointment of a member of the Board of Directors of the company PT Fleet Development National Niaga
KEP.DIR	123	30/09/2020	Decree concerning Dismissal of Employees Due to Resignation on behalf of Ms. Nancy Adistyasari
KEP.DIR	122	30/09/2020	Decree regarding the replacement of employees because he was appointed as the Board of Directors of a State-Owned Enterprise (SOEs) on behalf of Mr. Tonggo Mrabu
KEP.DIR	121	28/09/2020	Decree letter regarding the dismissal of an employee because he was appointed as the Director of a State Owned Company on behalf of Muhammad Iqbal
KEP.DIR	120	28/09/2020	Decree regarding the dismissal of employees because they were appointed as Directors of State Owned Enterprises on behalf of David Pirzada
KEP.DIR	119	28/09/2020	Decree regarding dismissal of employees because they were appointed as Directors of State Owned Enterprises on behalf of Ms. Novita Anggraini
KEP.DIR	118	09/09/2020	Decree of the Board of Directors regarding the appointment and determination of the SEVP of Bank Mandiri (SEVP Wholesale Risk)
KEP.DIR	117	09/09/2020	Decree of the Board of Directors regarding Adjustment of the Position of Bank Mandiri SEVP (SEVP of Information Technology)
KEP.DIR	116	09/09/2020	Decree of the Board of Directors regarding adjustments to the position of SEVP Bank Mandiri (SEVP Corporate Banking)
KEP.DIR	115	09/09/2020	Decree of the board of directors regarding adjustment of the position of SEVP Bank Mandiri (SEVP Commercial Banking)
KEP.DIR	114	09/09/2020	Decree of the board of directors regarding adjustments to the position of SEVP Bank Mandiri (SEVP Corporate Relations)
KEP.DIR	113	03/09/2020	
KEP.DIR	112	28/08/2020	Organizational structure
KEP.DIR	111	28/08/2020	Determination of the Composition of the Procurement Committee for Implementing Contractors for the Construction of the Gresik Area Office Building for PT Bank Mandiri (Persero) Tbk.
KEP.DIR	110	12/08/2020	Decree of Employee Determination for IT Initiative 2020 - Enhancement Document for Underlying FX Transactions
KEP.DIR	109	12/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: New Bulk Opening Account
KEP.DIR	108	12/08/2020	Submission of Decree on Employee Determination for IT Initiative 2020 - New Project Phantom 2.0
KEP.DIR	107	12/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative - Market Risk Monitoring & Reporting
KEP.DIR	106	12/08/2020	Submission of Employee Determination Decree at the 2020 IT Initiative: Hau Nia Futuru Savings Enhancement
KEP.DIR	105	12/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: ATM Merah Putih Platform Development
KEP.DIR	104	12/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: SWIFT Development 2020
KEP.DIR	103	12/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: SKNBI Development
KEP.DIR	102	12/08/2020	Submission of the Employee Determination Decree on the 2020 IT Initiative: RTGS Development
KEP.DIR	101	12/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: Development of Bulk, Individual Clearing and Clearing Satellite
KEP.DIR	100	12/08/2020	Submission of Decree on Employee Determination for the 2020 IT Initiative: Enhancement Validation & Parameters for SLIK
KEP.DIR	99	12/08/2020	Submission of Employee Determination Decrees at the 2020 IT Initiative: Implementation of the IRBA and BASEL SA Hosting Model
KEP.DIR	98	12/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: Risk Assessment Consolidation Generator System (RACER)



Decision	Number	Approval Date	Subject
KEP.DIR	97	12/08/2020	Submission of Employee Determination Decree on IT Initiative 2020: Decree on Employee Determination for IT Initiative 2020 - Development of Know Your Customer (KYC) Information System
KEP.DIR	96	12/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: Development of a System for Recording Physical Cash Transaction Codes
KEP.DIR	95	12/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: Application Development related to Go-AML
KEP.DIR	94	12/08/2020	Submission of Decree on Employee Determination at IT Initiative 2020: Credit Card Regulatory Changes 2020
KEP.DIR	93	12/08/2020	Submission of Employee Determination Decree on Initiatives
KEP.DIR	92	12/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: Integration of Bank Mandiri Tax Data with the Directorate General of Taxes (DGT)
KEP.DIR	91	12/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: Virtual Account System
KEP.DIR	90	12/08/2020	Submission of Decree on Employee Determination at IT Initiative 2020: Strengthen IPS: Wholesale Credit process
KEP.DIR	89	12/08/2020	Submission of Employee Determination Decree on IT Initiative 2020: Online Web Enhancement Onboarding
KEP.DIR	88	12/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: Procurement of Call Monitoring System for RCR Group Work Areas
KEP.DIR	87	12/08/2020	Submission of Decree on Employee Determination at the 2020 IT Initiative: New DTOBM & New DTKBM
KEP.DIR	86	12/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: Self Service Information Management
KEP.DIR	85	12/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: New Multi Thread Statement
KEP.DIR	84	12/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: Mandiri Online
KEP.DIR	83	12/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: SLIK Engine Enhancement
KEP.DIR	82	12/08/2020	Submission of Employee Determination Decree at the 2020 IT Initiative: Corporate & Commercial Banking Information Center (CBIC)
KEP.DIR	81	12/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: Consolidated Enterprise License
KEP.DIR	80	12/08/2020	Submission of Employee Determination Decree on IT Initiative 2020: Middleware Platform Development
KEP.DIR	79	11/08/2020	Submission of Employee Determination Decree on IT Initiative 2020: LAN Rejuvenation and email System
KEP.DIR	78	11/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: Active Directory Migration
KEP.DIR	77	11/08/2020	Submission of Decree on Employee Determination for the 2020 IT Initiative: Infra Data Center Enhancement
KEP.DIR	76	11/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: Upgrade Monitoring Solution
KEP.DIR	75	11/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: Mandiri Cloud Enhancement
KEP.DIR	74	11/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: Call Center Modernization
KEP.DIR	73	11/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: Robotic Automation & Switchover (Infra Innovation)
KEP.DIR	72	11/08/2020	Submission of Employee Determination Decree on the 2020 IT Initiative: Upgrade Capacity Infrastructure
KEP.DIR	71	11/08/2020	Decree of Employee Determination for IT Initiative 2020 - Upgrading IT Equipment Branch, Head Office & Desktop Management



Decision	Number	Approval Date	Subject
KEP.DIR	70	11/08/2020	Decree of Employee Determination for IT Initiative 2020 - Procurement of DC and DRC Back Up Solutions
KEP.DIR	69	11/08/2020	Decree of Employee Determination for IT Initiative 2020 - Enhancement Network
KEP.DIR	68	11/08/2020	Decree of Employee Determination for IT Initiative 2020 - eMail & Proxy Server Solution
KEP.DIR	67	11/08/2020	Decree of Employee Determination at IT Initiative 2020 - Multiprinciple Token
KEP.DIR	66	11/08/2020	Decree of Employee Determination for the 2020 IT Initiative - IT Security Maturity Improvement 2020
KEP.DIR	65	11/08/2020	Decree of Employee Determination on the 2020 IT Initiative - IT Application Improvement
KEP.DIR	64	11/08/2020	Decree of Employee Determination for IT Initiative 2020 - Improvement Robotic Testing Automation (RTA), Performance Center and Services
KEP.DIR	63	11/08/2020	Decree of Employee Determination for IT Initiative 2020 - API 400
KEP.DIR	62	11/08/2020	Decree of Employee Determination for IT Initiative 2020 - Application Stabilization
KEP.DIR	61	11/08/2020	Decree of Employee Determination for IT Initiative 2020 - Data Warehouse Improvement & Data Dictionary
KEP.DIR	60	11/08/2020	Dismissal of Employees Due to Appointment as Directors of State-Owned Enterprises (SOEs)
KEP.DIR	59	06/08/2020	Directors' decisions regarding Policy & Procedure Committees
KEP.DIR	58	29/07/2020	Board of directors' decision on risk management & credit policy committee
KEP.DIR	57	29/07/2020	Decision of the Board of Directors regarding Information Technology & Digital Banking Committee of the Board of Directors of Bank Mandiri
KEP.DIR	56	29/07/2020	Remuneration and Nomination Committee Membership Determination
KEP.DIR	55	20/07/2020	Determination of the Integrated Governance Committee Membership
KEP.DIR	54	20/07/2020	Determination of the Integrated Governance Committee Membership
KEP.DIR	53	20/07/2020	Determination of the Risk Monitoring Committee Membership
KEP.DIR	52	20/07/2020	Determination of the Audit Committee Membership
KEP.DIR	51	13/07/2020	Issuance of board of directors' decision to enforce the regulation of the Minister of SOEs, Partnerships and community development program
KEP.DIR	50	06/07/2020	Determination of the Team and Reviewers for the provision of limited review services on interim bank consolidated finances
KEP.DIR	49	18/06/2020	Changes to the decision of the board of directors number KEP.DIR/015/2020 concerning the division of duties and powers of the members of the board of directors as well as the appointment of a replacement director, director of regional supervisors and supervisors of subsidiary companies
KEP.DIR	48	15/05/2020	Dismissal of Employees for Appointed as Directors of SOEs
KEP.DIR	47	12/05/2020	The decision of the board of directors of an independent bank to form a team to accelerate reform of BUMN in the financial sector was an initiative to improve the investment climate and provide long-term development funding
KEP.DIR	46	11/05/2020	Minutes of directors and regulations for bank Mandiri pension funds
KEP.DIR	45	30/04/2020	Dismissal of Employees Due to Appointment as Directors of SOEs, on behalf of Mr. Choirul Anwar
KEP.DIR	44	28/04/2020	Dismissal and Appointment of Members of the Board of Commissioners of the Company (Persero) PT Pembangunan Armada Niaga Nasional
KEP.DIR	43		(empty)
KEP.DIR	42	23/04/2020	Risk Management & Credit Policy Committee The Board of Directors of PT Bank Mandiri (Persero) Tbk
KEP.DIR	41	23/04/2020	Policy & Procedure Committee of the Board of Directors of PT Bank Mandiri (Persero) Tbk
KEP.DIR	40	23/04/2020	Information Technology & Digital Banking Committee
KEP.DIR	39	23/04/2020	Integrated Risk Committee



Decision	Number	Approval Date	Subject
KEP.DIR	38	23/04/2020	Integrated Risk Committee Human Capital Policy Committee The Board of Directors of PT Bank Mandiri (Persero) Tbk
KEP.DIR	37	23/04/2020	Capital & Subsidies Committee The Board of Directors of PT Bank Mandiri (Persero) Tbk
KEP.DIR	36	23/04/2020	Business Committee PT Bank Mandiri (Persero) Tbk.
KEP.DIR	35	23/04/2020	Assets & Liabilities Committee The Board of Directors of PT Bank Mandiri (Persero) Tbk
KEP.DIR	34	23/04/2020	Executive Committee of Directors of PT Bank Mandiri (Persero) Tbk
KEP.DIR	33	20/04/2020	Decree of the Board of Directors on the Talent Committee of the Board of Directors of PT Bank Mandiri
KEP.DIR	32	15/04/2020	Employee Termination (Confidential, Files in HCBP)
KEP.DIR	31	01/04/2020	Decree of Termination of L2
KEP.DIR	31	11/08/2020	Decree of Employee Determination for IT Initiative 2020 - Application Stabilization
KEP.DIR	30	31/03/2020	Implementation of Executive Committee Activities in the Corona Virus Emergency (CoVid-19)
KEP.DIR	29	23/03/2020	Appointment of the Chief Transformation Officer
KEP.DIR	28	20/03/2020	Pension Fund Regulations, Bank Mandiri Pension Funds Four
KEP.DIR	27	20/03/2020	Pension Fund Regulations, Bank Mandiri Pension Funds Three
KEP.DIR	26	20/03/2020	Pension Fund Regulations, Bank Mandiri Pension Funds Two
KEP.DIR	25	20/03/2020	Pension Fund Regulations, Bank Mandiri Pension Fund One
KEP.DIR	24		TRL committee
KEP.DIR	23	13/03/2020	the remuneration and nomination committee
KEP.DIR	22	13/03/2020	audit committee
KEP.DIR	21	13/03/2020	risk monitoring committee
KEP.DIR	20	06/03/2020	Dismissal and Appointment of Group Head Corporate Secretary of PT Bank Mandiri (Persero) Tbk.
KEP.DIR	19	25/02/2020	Establishment of PE Business and Network
KEP.DIR	18	25/02/2020	sevp appointment (commercial banking)
KEP.DIR	17	25/02/2020	sevp appointment (corsec & comm)
KEP.DIR	16	25/02/2020	2020 IT & NON IT INITIATIVE IMPLEMENTATION
KEP.DIR	15	25/02/2020	Division
KEP.DIR	14	25/02/2020	Organizational structure
KEP.DIR	13	12/02/2020	Adjustment of the Position of Chief Transformation Officer of PT Bank Mandiri (Persero) Tbk.
KEP.DIR	12	12/02/2020	Appointment and Designation of PJ. Senior Executive Vice President of PT Bank Mandiri (Persero) Tbk
KEP.DIR	11	06/02/2020	Establishment of a Price Assessment Team (TPH) of PT. Bank Mandiri (Persero) Tbk.
KEP.DIR	10	06/02/2020	Establishment of the ATTB Settlement Team (TPA) of PT. Bank Mandiri (Persero) Tbk.
KEP.DIR	9	30/01/2020	Bank Mandiri Organizational Structure
KEP.DIR	8	28/01/2020	Amendment to the decision of the Board of Directors number KEP.DIR/42/2018 concerning the determination of the composition of the committee for the procurement of public tenders for the construction of an independent bank office building in Bumi Serpong Peace (BSD) City PT Bank Mandiri (Persero) Tbk.
KEP.DIR	7	28/01/2020	The decision of the board of directors to determine the composition of the procurement committee for the interior work contractor and MEP for the Menara Mandiri Banjarmasin office building PT Bank Mandiri (Persero) Tbk.
KEP.DIR	6	22/01/2020	Decree of the Board of Directors regarding the formation of the steering committee and the implementing team for the annual GMS for the fiscal year 2019
KEP.DIR	5	14/01/2020	Employee dismissal on behalf of Vira Widiyasari
KEP.DIR	4	13/01/2020	Determination of the Integrated Governance Committee Membership
KEP.DIR	3	13/01/2020	Determination of the membership of the Risk Monitoring Committee
KEP.DIR	2	13/01/2020	Determination of the membership of the Remuneration and Nomination Committee
KEP.DIR	1	13/01/2020	TBC



Company Annual Strategy Review

The Board of Directors sought to encourage the Company's performance for the following year by reviewing the Company's annual strategy which was carried out at the end of the current year. In 2020, the review of the Company's annual strategy was carried out through a meeting of the Board of Directors.

Evaluation of the Company's Strategic

Evaluation of the Company's strategy that was in line with the Company's Vision and Mission as well as the latest business environment was always carried out periodically and involves all Directors and executive officers at Bank Mandiri in discussion forums for the annual Work Plan and Corporate Budget (RKAP) and the Company's Long Term Plan (RJPP) to find out the level of achievement and direction of the business. In the process of preparing an annual Work Plan and Budget (RKAP) which referred to the RJPP, it had to be submitted to the Board of Commissioners for approval.

Performance Assessment of the Board of Directors

The process of evaluating the performance of the Board of Directors could be seen from the achievement of the Key Performance Indicators (KPI) of the Board of Directors individually as well as the KPI of the Board of Directors collegially which is assessed by the Shareholders through the General Meeting of Shareholders (GMS) mechanism.

Individual Directors Performance Assessment

President Director

- Maintaining the Bank's Soundness.
- The achievement of business finance targets in accordance with RKP and RBB.
- The KPKU assessment is at least the same as the KPKU assessment in the previous year.
- Implementation of the Company's Compliance as an Open Company.
- Achieving an increase in business volume in the region.
- Achieving an increase funding/Fee Based Income in the region.
- Achieving an increase in the volume of digital transactions by customers in the region.
- Maintaining the Quality of Assets/Performing Loans.

Vice director

- Percentage of case completion is better than the previous year.
- The achievement of Special Assets Management targets.
- Achievement of Credit Restructuring.
- Settlement of Non Performing Loans.
- Improving the quality of non-performing loans to become performing loans.

Direktur Commercial Banking

- Achieving an increase in business volume for the Commercial Banking segment.
- Achieving increased funding/Fee Based Income for the Commercial Banking segment.

- Increasing volume of digital transactions by Commercial Banking segment customers.
- Maintaining the Quality of Assets/Performing Loans.

Direktur Corporate Banking

- Achieving an increase in business volume for the Corporate Banking segment.
- Achieving increased funding/Fee Based Income for the Corporate Banking segment.
- Increasing volume of digital transactions by Corporate Banking segment customers.
- Maintaining the Quality of Assets/Performing Loans.

Director of Network & Retail Banking

- *Achieving an increase in business volume for the Retail Banking segment.*
- *The achievement of target acquisition of banking agents and financial inclusion derivative agents.*
- *Achieving increased funding/Fee Based Income for the Retail Banking segment.*
- *Increasing volume of digital transactions by Retail Banking segment customers.*
- *Maintaining the Quality of Assets/Performing Loans.*

Director of Institutional Relations

- Achieving an increase in business volume for the Institutional segment.
- Achieving CSR distribution for social, education, and religion according to the work plan.
- Achieving an increase in funding/Fee Based Income for the Institutional segment.
- Increasing volume of digital transactions by Institutional segment customers.
- Maintaining the Quality of Assets/Performing Loans.

Risk Management Director

- Ensuring that the implementation of risk management run well in accordance with the articles of association, risk management policies, internal control system policies, standard procedures, and external regulations.
- Ensuring the implementation of a risk management culture at all levels of the organization.
- Ensuring that all risks were managed in order to establish risk appetite, risk limits, and integrated risk management strategies, as well as capital adequacy.

Director of Technology & Information

- Implementation of effective technology and information governance.
- Achieving the availability of an information security management system.
- Implementing the Information Technology projects with project charters.
- Achieving conformity between Information Technology and management information system requirements as well as the needs of the Bank's business activities.



Director of Operations

- The management of the Company carried out in accordance with the duties stipulated in the GMS or Board of Directors Meeting.
- The implementation of the Company's operations strategy, consolidation of communications and programs.
- Achieving an increase in fee based income.
- The achievement of increased business transactions.

Director of Treasury & International Banking

- Maintaining the Company's liquidity.
- The management of the banking book, trading activities, and dealing and marketing activities which included foreign exchange transactions, securities, derivative treasury products, and trade services in accordance with the targets set.
- An increase in fee-based income was achieved.

Director of Finance & Strategy

- Maintain a CAR ratio between 20% -21%.
- Business realization according to RKAP/RBB.
- The achievement of specified financial ratios.
- The KPKU assessment is at least the same as the KPKU assessment in the previous year.

Director of Compliance & HR

- The achievement of compliance implementation at Bank Mandiri.
- Achieving a reduction in the ratio of the number of sanctions fines from the regulator.
- The achievement of Human Capital management strategies and targets.

Performance of Collegial Directors Performance Assessment

An evaluation of the Board of Director's performance is based on the achievement (KPI) previously agreed through the GMS mechanism by the Shareholders, the Board of Commissioners, and the Board of Directors.

Procedure of Performance Assessment of the Board of Directors

The performance of the Board of Directors is reported to the shareholders in the GMS.

Criteria of Performance Evaluation of the Board of Directors

The criteria of performance evaluation of the Board of Directors based on the Key Performance Indicators (KPI) are:

1. Economic and Social Value for Indonesia
2. Financial
3. Operational
4. Social
5. Business Model Innovations
6. Technology Leadership
7. Investment Increase
8. Talent Development

Party Conducting the Assessment

The parties that assessed the performance of the Board of Directors were the Board of Commissioners and the GMS. In assessing the performance of the Board of Directors, the Board of Commissioners referred to the KPI indicator. Then, the Board of Commissioners and Directors would be accountable for their performance achievements in the 2020 period, including the implementation of the duties and responsibilities of the Board of Commissioners and Directors in the GMS which would be held in 2021.

Results of the Board of Directors Performance Assessment

Strategic Target	Weight	Size	Score
ECONOMIC AND SOCIAL VALUE FOR INDONESIA	40.0%		
FINANCIAL	20.0%		
1. Operational Expansion and Capital Strengthening.	5.0%	The minimum pre-provision Operating Profit (PPOP) was achieved in accordance with the 2020 Revised RKAP.	5.61
	10.0%	Minimum Net Profit After Tax (NPAT) was achieved in accordance with the 2020 Revised RKAP.	13.00
	5.0%	Minimum Capital Adequacy Ratio (CAR) was achieved in accordance with the 2020 Revised RKAP.	5.73
OPERATIONAL	5.0%		
2. Quality Credit Growth.	5.0%	Maximum cost of credit was achieved in accordance with the Revised RKAP 2020.	5.15
SOCIAL	15.0%		
3. Strengthening the financial/ financial capacity of the Indonesian people.	5.0%	Minimum KUR distribution was in accordance with the target from the Government.	5.05
	5.0%	Lending from PEN Fund at least 3 times from PEN Fund.	6.50
	5.0%	PEN Credit's Effective Yield was higher than PEN Credit Required Yield.	5.57
Sub Total			46.61



BUSINESS MODEL INNOVATION		25.0%		
4.	Improve the positioning of the bank in the industry through innovation.	5.0%	The implementation of the Business Model Improvement strategic initiative was achieved according to the milestone.	5.00
			- Wholesale Banking: New Trade Finance.	
			- SME: Implementation of NICE (New Integrated Credit Engine)	
			- Digital Bank: Implementation of Project Everest.	
5.	Modern Digital Retail Bank.	7.5%	Active User Mandiri Online (# of User) was better than 2019.	9.72
			Ending Balance Total Credit at least according to Revised RKAP 2020.	7.02
			Net Promoter Score (NPS) was better than in 2019.	6.50
Sub Total				28.23
LEADERSHIP OF TECHNOLOGY		10.0%		
6.	Leader in IT Banking.	5.0%	No Cybersecurity Breach Incidents.	-
		5.0%	IT Maturity Level should reach at least level 3.	5.65
Sub Total				5.65
INCREASED INVESTMENT		10.0%		
7.	Islamic banking merger.	5.0%	The implementation of the merger of BSM, BRIS, and BNIS was achieved according to the milestone.	5.00
8.	Improved corporate governance and strategic partner cooperation.	5.0%	The score for the Corporate Governance Perception Index (CGPI) was better than in 2019.	5.00
Sub Total				10.00
DEVELOPMENT OF TALENT		15.0%		
9.	High performing corporate culture.	5.0%	The Employee Development Index included:	
			- % of employees who carried out training min. 3x minimum of 80%.	5.99
			- % of employees who completed the Individual Development Plan (IDP) at least 80%.	6.24
			Preparation of a talent development program in accordance with the direction of the Ministry of SOEs.	
			- Ratification of the SOEs Institute cluster/sub-cluster formation.	2.50
			- Approval from the Ministry of SOEs for the Talent Development Program in the scope of Clusters/Sub Clusters, including the succession program for the Board of Directors and the development of young top talent (<= 40 years)	2.50
Sub Total				17.23
		100.0%		107.73

Performance Assessment of the Committee Under the Board of Directors and the Basis of the Assessment

In carrying out its management duties, the Board of Directors is also assisted by 9 (nine) Committees under the Board of Directors called the Executive Committees, namely:

1. Assets and Liabilities Committee (ALCO)
2. Business Committee (BC)
3. Capital and Subsidiaries Committee (CSC)
4. Human Capital Policy Committee (HCPC)
5. Information Technology & Digital Banking Committee (ITDC)
6. Integrated Risk Committee (IRC)
7. Policy and Procedure Committee (PPC)
8. Risk Management and Credit Policy Committee (RMPC)
9. Credit Committee/Rapat Komite Kredit (RKK)

The Board of Directors considered that during 2020 the committees it supervised had carried out their duties and responsibilities properly.

The Assets and Liabilities Committee (ALCO) is a committee formed to assist the Board of Directors in carrying out the functions of determining the strategy of managing assets and liabilities, setting interest rates and liquidity, as well as other matters related to managing the Company's assets and liabilities, as well as monitoring and implementing the Recovery Plan when the Company is in a condition of financial pressure/crisis. During 2020, the basis for the assessment was that ALCO had conducted 8 (eight) meetings and had carried out its duties properly.

Business Committee (BC) is a committee formed to assist the Board of Directors in determining the Company's integrated business



management strategy, managing the Company's products and/or activities as well as determining the strategy and effectiveness of marketing communication in the field of wholesale banking and retail banking. During 2020, the basis for the assessment is that BC has conducted 10 (ten) meetings and has carried out its duties properly.

The Capital and Subsidiaries Committee (CSC) is a committee formed to assist the Board of Directors in managing the Subsidiary, among others determining the management strategy of the Subsidiary, capital participation, release of capital, determining the members of the Board of Directors and/or members of the Board of Commissioners of the Subsidiary and remuneration for Members of the Directors and/or a member of the Board of Commissioners of a Subsidiary. During 2020, the basis for the assessment was that the CSC had conducted 21 (twenty-one) meetings and carried out their duties properly.

The Human Capital Policy Committee (HCPC) is a committee formed to assist the Board of Directors in determining the Company's Human Capital management strategy, establishing and developing the organization, and setting the strategic direction for developing the Human Capital Information System. During 2020, the basis of the assessment is that HCPC has held 1 (one) meetings and carried out their duties properly.

The Information Technology & Digital Banking Committee (ITDC) is a committee formed to assist the Board of Directors in determining IT strategic plans and IT budgeting, determining strategic IT projects and IT security. During 2020, the basis of the assessment is that the ITDC has conducted 7 (seven) meetings and has carried out its duties properly.

The Integrated Risk Committee (IRC) is a committee that is tasked with assisting the Board of Directors in the formulation of, among others, Integrated Risk Management policy and improvement or improvement of the Integrated Risk Management policy based on the results of the implementation evaluation. During 2020, the basis for the assessment was that the IRC had conducted 7 (seven) meetings and had carried out its duties properly.

The Policy and Procedure Committee (PPC) is a committee formed to discuss and recommend to the Directors in the preparation and/or adjustment/refinement of Company policies and establish Company procedures including Human Capital policies and procedures and to discuss and decide upon the granting of authority to company officials (ex-officio). During 2020, the basis for the assessment was that the PPC had held 29 (twenty-nine) meetings and had carried out their duties properly.

The Risk Management & Credit Policy Committee (RMPC) is a committee divided into two categories A and Category B with the task of Category A, which is to identify, measure and monitor risks, determine risk management policies and strategies and Category B

has the task of formulating credit policies, oversee implementation credit policy, monitor the development and condition of the loan portfolio and provide recommendations for corrective measures. During 2020, the basis for the assessment was that the RMPC had conducted 16 (sixteen) meetings and had carried out its duties properly

Credit Committee/Credit Committee Meeting (RKK) is a committee that is tasked with assisting the Board of Directors in deciding credit disbursements (new, additional, decreasing, and/or extending) managed by the Business Unit in accordance with the authority limit, including the determination/change of the credit structure. Throughout 2020, the Credit Committee cut 2,241 credit decisions, consisting of the Corporate segment for 536 decisions, the Commercial segment for 1,585 decisions, the Financial Institution segment for 90 decisions, and 30 for the institutional segment.

Resignation and Dismissal Mechanism for the Board of Directors

Resignation and dismissal mechanism for the Board of Directors is regulated by the Articles of Association are as follows:

1. The GMS may dismiss the Board of Director's members at any time by stating its arguments.
2. The dismissal of a member of Board of Directors is called for if, based on the factual circumstance, the said members:
 - a. is unable/inadequate to fulfill the obligations as agreed in the management contract;
 - b. is unable to perform duties appropriately;
 - c. violates the provisions of the Articles of Association and/or the applicable laws;
 - d. engages in actions that harm the Company and/ or country;
 - e. conduct actions that violate ethics and/or propriety that should be valued as the member;
 - f. is declared guilty by the Court's decision that has permanent legal force;
 - g. resigns;
 - h. other reasons deemed appropriate by the GMS for the interests and objectives of the company.
3. The dismissal by the reasons aforementioned is conducted after the person(s) concerned in the event of dismissal is given the opportunity to raise defense, excluding the dismissal specified in the provisions of point (2) letter f and g.
4. The dismissal due to reasons as referred to in point letter d and f are considered dishonorable discharge.
5. Among the Board of Director's members and between the Board of Directors' members and the Board of Commissioners' members, there shall not be any blood relationship of three generations, either vertical or horizontal in the family tree, including the familial relationship arising from marriage.
6. In the event that such condition prevails, the GMS has the authority to dismiss one of the members.



7. A member for the Board of Directors may resign from his/her position before his/her term of office expires. In the event that a member of the Board of Directors resigns, the said member shall submit a written request for resignation to the Company.
8. The Company must hold the GMS to decide on the resignation request of a member of the Board of Directors no later than 90 (ninety) days after receiving the letter of resignation.
9. The Company is obliged to provide information transparency to the public and submit it to the Financial Service Authority no later than 2 (two) working days after:
 - a. The approval of the resignation application from a member of the Board of Directors.
 - b. The achievement of the GMS results.
10. Before the resignation is effective, the concerned member of the Board of Directors shall assume responsibility to complete the duties and the responsibilities in accordance with the Articles of Association and the applicable laws.
11. The resigning member will be released from any responsibility after obtaining discharge of duty from the annual GMS.
12. A member of the Board of Directors is dismissed if:
 - a. effectively resigned;
 - b. passed away;
 - c. Expired tenure;
 - d. dismissed by the decision of GMS;
 - e. declared bankrupt by a Commercial Court which has a permanent legal force or under the auspices based on a Court's decision; or
 - f. no longer fulfilling the requirements as a member of the Board of Directors based on the provisions of the Articles of Association and the applicable laws.
13. For the member of the Board of Directors dismissed before or after the term of office, unless unable to resume the position due to deceased, the concerned member shall therefore be held responsible for their actions that have not been approved by the GMS;
14. The Board of Director's members may at any time be temporarily dismissed by the Board of Commissioners if they conduct a contrary action to the Articles of Association or there are indications of actions that harm the Company or neglect the obligations or there are crucial explanations for the Company, by paying attention to the following provisions:
 - a. temporary dismissal shall be notified in written to the said member along with the rationale, then forwarded to the Board of Directors;
 - b. the notification as referred to in the letter "a" shall be submitted no later than 2 (two) working days after the the temporary dismissal is effective;
 - c. the member who is subject to temporarily dismissal has no authority to conduct the Company's management for the sake of the Company in relation with the purposes and objectives of the Company or to represent the Company either within or outside the Court;
 - d. within a period of at most 90 (ninety) days after the temporary dismissal has been done, the Board of Commissioners shall organize the GMS to revoke or reinforce the temporary dismissal;
 - e. with the organization period of the GMS as referred to in letter d or the GMS cannot make any decision, the temporary dismissal shall be canceled;
 - f. the limitation of authority as stated in point c shall be effective since the effective date of temporary dismissal by the Board of Commissioners until:
 - there is a decision of the GMS which reinforces or revokes the temporary dismissal in letter d; or
 - the due date as stated in letter d has passed.
 - g. in the GMS as referred to in letter d, the member of concerned shall be given an opportunity to raise defenses;
 - h. temporary dismissal cannot be extended or re-established by the same rationale if the temporary dismissal is declared void as referred to in letter e;
 - i. In the event that the GMS revokes the temporary dismissal or circumstances as referred to in letter e prevail, the concerned member shall remain perform his/her tasks;
 - j. If GMS outcome reinforces the decision of the temporary dismissal, then the member is dismiss permanently;
 - k. if the member who is subjected to temporary dismissal does not attend the GMS after being summoned in written, the member shall be considered neglects his/her rights to defend himself/herself in the GMS and agree to the GMS decision
 - l. The Company is obliged to conduct information transparency to the public and submit it to the Financial Services Authority regarding:
 - the decision of temporary dismissal; and
 - the results of GMS either to revoke or reinforce the temporary dismissal decision as referred to in letter "d", or any INFORMATION regarding the cancellation of the temporary dismissal by the Board of Commissioners due to the absence of the GMS until the due date as referred to in letter e of this article, no later than 2 (two) working days from such happening.

Policies Related to the Resignation of the Board of Directors' Members Due to Their Involvement In Financial Crimes

The Articles of Association of Bank Mandiri has regulated the resignation policy of the members of the Board of Directors and the Board of Commissioners if they are involved in financial crimes. If the members are no longer legally qualified, including engaging in financial crime, then the members' term of office shall automatically expire.



Organ and Committee Under the Board of Commissioners

In supervising the Company, the Board of Commissioners is assisted by the Secretary of the Board of Commissioners and committees under the Board of Commissioners. Committees under the Board of Commissioners consist of the Audit, Risk Monitoring, Remuneration and Nomination, and Integrated Governance Committees. The Organs and Committees under the Board of Commissioners are described as follows.

Secretary to the Board of Commissioners

The Board of Commissioners of Bank Mandiri has a Secretary of the Board of Commissioners (Sekdekom) from outside the Company, who is appointed and terminated by and is responsible to the Board of Commissioners.

The Secretary of the Board of Commissioners of Bank Mandiri is tasked with carrying out the secretarial duties of the Board of Commissioners. Based on SOE Minister Regulation No. PER-12/MBU/2012 concerning Supporting Organs of the Board of Commissioners/Board of Trustees of State-Owned Enterprises,

the Board of Commissioners may form a Secretariat of the Board of Commissioners headed by the Secretary of the Board of Commissioners whose job is to assist the smooth running of the administration activities of carrying out the duties and responsibilities of the Board of Commissioners.

Duties and Responsibilities of the Board of Commissioners

Based on the Decree of the Board of Commissioners No. KEP. KOM/014/2019 concerning Guidelines and Rules of Procedure for the Board of Commissioners, the Secretary of the Board of Commissioners has the following duties and responsibilities:

1. Carry out activities to support the functions and activities of the Board of Commissioners.
2. Take notes and administer the Board of Commissioners' Meeting.
3. Administer the correspondence and reports of the Board of Commissioners and Committees of the Board of Commissioners.
4. Carry out other tasks determined by the Board of Commissioners.

Board of Commissioners' Secretary Profile

The Secretary of the Board of Commissioners is currently held by Widia Jessti who was appointed based on the Decree of the Board of Commissioners No. KEP.KOM/004/2019 dated April 23, 2019.



Widia Jessti

Secretary of the Board of Commissioner

AGE

4 Tahun

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

- Diploma in Accounting at the State College of Accountancy (2006).
- Bachelor of Accounting at the University of Indonesia (2009).
- Master of Business Administration - Global Banking & Finance at the University of Birmingham (2016).

WORK POSITION HISTORY

- Sub-Coordinator (JF PKPN Muda) Assistant Deputy for Banking and Financing (June 2020 - present).
- Head of Talent Acquisition and Functional Position Management Subdivision at the Ministry of BUMN (June 2017 - June 2020).
- Commissioner at PT Sicpa Peruri Securink (June 2018 - June 2019).
- Secretary of the Board of Commissioners at PT Indonesia Asahan Aluminium (Persero) (March 2017 - April 2019).
- Competency Development Analyst at the Ministry of BUMN (May 2014 - September 2014).
- Financial Analyst for BUMN Construction Services at the Ministry of BUMN (May 2014 - September 2014).
- Secretary of the Board of Commissioners at PT Bahana Pembimbing Usaha Indonesia (November 2011 - September 2014).
- Financial Analyst for BUMN Financial Services at the Ministry of BUMN (October 2010 - May 2014).
- Human Resources Division Staff at the Ministry of BUMN (October 2006 - October 2010).



Competence Development of Board of Commissioner's Secretary

The competency development that was followed by the Secretary of the Board of Commissioners during 2020 is as follows.

No.	Activity	Organizer	Date
1.	Mandiri Investment Forum	Bank Mandiri	February 05, 2020
2.	Visualizing the New Normal in Bank Lending	BARa Risk Forum	December 02, 2020
3.	Webinar Progress of Covid-19 Vaccine Procurement and Distribution Plan	Bank Mandiri	December 02, 2020

The Implementation of the Secretary of the Board of Commissioners

The Secretary of the Board of Commissioners is supported by the Staff and the Secretariat of the Board of Commissioners to compiled the main points of the work program in 2020 with the realization as follows:

1. Preparing meeting materials, prepare minutes of meetings, and administer in an orderly manner the Board of Commissioners' Meetings, Meetings o Committees under the Board of Commissioners, and Meetings of the Board of Commissioners inviting the Directors.
2. Providing input and information to the Board of Commissioners on matters of concern to the Board of Commissioners, including, among others, the policies and strategies of the Board of Directors in order to achieve strategic objectives in the 2020 RKAP, mitigating the impact of COVID-19, implementing the PEN program (including credit restructuring affected by COVID-19, distribution of Government funds, distribution of KUR subsidies, reliability of IT infrastructure, GCG Implementation, and TKT APU - PPT, HR development, risk management both bank only and integrated, and the Internal Control System.
3. Cooperating with Committees under the Board of Commissioners in fulfilling the obligations of the Board of Commissioners, including reports from the Board of Commissioners to the Regulator.
4. Coordinating the implementation of the Working Visit of the Board of Commissioners and Committees under the Board of Commissioners, including preparing Reports on the Results of Visits.
5. Administering the correspondence of the Board of Commissioners and Committees under the Board of Commissioners, including drafting the approval of the Board of Commissioners on matters proposed by the Board of Directors to seek approval from the Board of Commissioners, including proposals for Provision of Funds for Related Parties, proposals for KAP for audits for fiscal year 2021, proposals for the management of Bank Mandiri and Subsidiaries, proposals for revisions to the RKAP for 2020 and RBB for 2020-2022, proposals for RKAP for 2021 and RBB for 2021-2023, proposals for updating the Recovery Plan for 2020, proposals for RKAB, as well as other Directors' actions written approval from the Board of Commissioners.
6. Coordinating the participation of the Board of Commissioners and Committees under the Board of Commissioners in training/ seminars/other competency development activities in accordance with the supervision area of each Commissioner/Committee.
7. Working with the Corporate Secretary to prepare a new Commissioner orientation program.
8. Carrying out other tasks to support the smooth supervision of the tasks and provide advice carried out by the Board of Commissioners.

Audit Committee

Based on POJK No. 55/POJK.04/2015 concerning the Formation and Guidelines for the Work Implementation of the Audit Committee and POJK No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks, with the aim of assisting and facilitating the Board of Commissioners in carrying out their duties and supervisory functions on matters relating to the quality of financial information, internal control systems, effectiveness of external and internal auditor audits , the effectiveness of the implementation of risk management and compliance with applicable laws and regulations.

Basic Formation of Audit Committees

The establishment of the Audit Committee refers to the following rules:

1. Financial Services Authority Regulation No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks.
2. Financial Services Authority Regulation No. 55/POJK.04/2015 concerning the Establishment and Guidelines for the Work Implementation of the Audit Committee.
3. Bank Mandiri's Articles of Association and its amendments.
4. Decree of the Board of Commissioners No. KEP.KOM/003/2020 dated July 9, 2020 concerning the Membership Composition of the Audit Committee, Risk Monitoring Committee, Integrated Governance Committee and Remuneration and Nomination Committee of PT Bank Mandiri (Persero) Tbk.
5. Decree of the Board of Directors Number KEP.DIR/052/2020 dated July 20, 2020 concerning the Determination of the Audit Committee Membership of PT Bank Mandiri (Persero) Tbk.

Audit Committee Charter

In implementing Governance principles, Bank Mandiri has formed an Audit Committee that has the duty and responsibility to assist the Board of Commissioners in carrying out its supervisory duties and functions. In carrying out its duties the Audit Committee is guided by the Audit Committee Charter, which was last updated on September 25, 2019 based on the Decision of the Board of Commissioners No. KEP.KOM/015/2019 concerning the Audit Committee Charter of PT Bank Mandiri (Persero) Tbk. The Audit Committee Charter includes:

1. General Purpose
2. Basic Regulations
3. Duties, Responsibilities and Authority
4. Composition, Structure, Membership Requirements and Tenure
5. Meeting
6. Reports and Recommendations



7. Handling Complaints/Reporting Regarding Dug aan Violations Regarding Financial Reporting
8. Closing

Duties and Responsibilities of the Audit Committee

Duties and responsibilities of the Audit Committee that have been regulated in the Audit Committee Charter are as follows:

1. Financial Report

a. Monitoring and analyzing:

- Reports and financial information both internal and financial information that will be released by the Company to the public and/or authorities
- Audit Reports related to the Company's Financial Statements.
- Work Plan and Budget of the Company and the Company's Long Term Plan.
- Complaints relating to the Company's accounting and financial reporting processes.

b. Conducting regular meetings with relevant work units and Auditors (Internal and External) to the field of accounting and finance the field of accounting and finance.

2. Internal Control

a. Systems and Processes of Internal Control in conducting Monitor and review:

- The Company's internal control system is in accordance with applicable best practices.
- Reports on the results of examinations of the Internal Audit Work Unit and the External Auditor examining the Company to ensure that internal control has been properly implemented.
- Implementation of follow-up actions by the Board of Directors on the findings of the Internal Audit Unit, public accountants, the Audit Board and the Financial Services Authority.
- Adequacy of internal control in Subsidiary Companies.

b. Internal Audit

- Monitoring and reviewing:

- (1) Audit Plan, Scope, and Budget of the Internal Audit Work Unit and provide recommendations to the Board of Commissioners.
 - (2) Effectiveness of internal audit implementation.
 - (3) Internal Audit Work Unit Performance.
 - (4) Audit Reports are particularly significant findings and ensure that the Board of Directors take corrective actions that are needed quickly to overcome weaknesses in control, fraud, compliance with policies, laws and regulations, or other problems identified and reported by the Internal Audit Work Unit.
- Ensuring that the Internal Audit Work Unit works independently and upholds integrity in carrying out its duties.
 - Requesting the assistance of the Internal Audit

Work Unit to carry out special investigations/ investigations if there are audit findings and/or information relating to violations of applicable laws and regulations and provide input deemed necessary in conducting the audit.

- Ensuring that the Internal Audit Work Unit communicates with the Board of Directors, the Board of Commissioners, the External Auditor, and the Financial Services Authority.

- Providing recommendations to the Board of Commissioners regarding the overall annual remuneration of the Internal Audit Work Unit and performance awards.

- Providing recommendations to the Board of Commissioners regarding the appointment and dismissal of the Head of the Company's Internal Audit Work Unit which is proposed by the Directors.

- Conducting communication/meetings with the Internal Audit (periodically or if necessary) to discuss matters, among others as follows:

- (1) Realization of the Annual Audit Plan and Internal Audit Cost Budget.
- (2) Significant audit findings and not follow up on Internal Audit recommendations.
- (3) Other matters that require clarification or explanation.

c. External Audit

- Providing recommendations for:

- (1) Appointment of a Public Accountant (AP) and a Public Accountant Office (KAP) who will audit the Company's financial statements to the Board of Commissioners to be submitted to the General Meeting of Shareholders (GMS). In preparing the recommendations, the Audit Committee may consider:

- (i) Independence of AP and/or KAP;
- (ii) The scope of the Audit;
- (iii) Rewards for Audit services;
- (iv) The expertise and experience of AP and/or KAP, and the Audit Team of KAP;
- (v) Methodologies, techniques, and audit tools used by KAP;
- (vi) Benefits of the most current perspectives that will be obtained through the replacement of AP and/or KAP, and the Audit Team from KAP;
- (vii) Potential risks from the use of audit services by the same KAP in a row for a sufficiently long period of time; and/or
- (viii) Evaluation results of the implementation of providing audit services on annual historical financial information by the AP and/or KAP in the previous period, if any.



- When the AP and/or KAP that has been decided by the GMS cannot complete the provision of audit services on annual historical financial information during the professional assignment period, the appointment of a replacement AP and/or KAP is carried out by the Board of Commissioners after obtaining the GMS approval by taking into account the recommendations of the Audit Committee.
- (2) Termination of AP and KAP.
- Reviewing and ensuring that:
 - (1) Bank Mandiri has standard procedures and is in accordance with applicable regulations/provisions in the implementation of KAP elections.
 - (2) The process of implementing KAP selection in accordance with standard procedures.
 - The Audit Committee evaluates the implementation of providing audit services on annual historical financial information by the AP and/or KAP. The evaluation is carried out through:
 - (1) The suitability of audit implementation by the AP and/or KAP with the applicable audit standards
 - (2) Adequacy of field work time.
 - (3) Assessment of the range of services provided and the adequacy of pick tests.
 - (4) Recommendations for improvements given by the AP and/or KAP.
 - Communicating periodically with KAP who is currently checking Bank Madiri to discuss matters that need to be communicated, including the following:
Conducting periodic communication with KAP who is examining the Madiri Bank to discuss matters that need to be communicated, including the following:
 - (1) Progress of the inspection.
 - (2) Important findings.
 - (3) Changes to the rules/regulations in accounting and financial records from the authorized institution.
 - (4) Adjustments that occur based on the results of the inspection.
 - (5) Constraints/obstacles encountered in the implementation of the inspection.
 - Reviewing and monitoring of:
 - (1) All significant findings from the results of the examination of external auditors and other examining institutions.
 - (2) Follow up of the auditee on the results of examinations conducted by external auditors.
 - Providing independent opinion in the event of disagreement between the Directors and the Accountant for the services they provide.

3. Compliance

Monitoring and analyzing:

- a. The Company's compliance with laws and regulations, both internal and external relating to the Company's business activities.
 - b. Inspection report related to the Company's compliance with internal and external regulations issued by the Internal and External Audit Work Unit.
 - c. The suitability of the audit implementation by the Public Accounting Firm with the applicable audit standards.
 - d. Conformity of financial statements with applicable accounting standards.
 - e. Potential conflicts of interest of the Company.
4. Conducting regular meetings with related work units to discuss matters which are within the scope of supervision.
 5. Arranging the Audit Committee Charter and Work Procedures and conducting reviews as needed at least once every 2 (two) years.
 6. Reporting the results of monitoring and review periodically, as well as providing input on matters that need the attention of the Board of Commissioners.

Audit Committee Authority

The Audit Committee has the authority to:

1. Communicating with the Head of Work Unit and other parties in the Company and the Public Accounting Firm that inspects the Company for information, clarification and requests for documents and reports needed.
2. Obtaining reports on the results of internal auditors and external auditors and other supervisory/examining institutions.
3. Assigning internal auditors and/or external auditors to carry out special investigations/investigations, if there are strong allegations of fraud, violation of the law and violation of applicable laws and regulations.
4. Accessing records or information about employees, funds, assets and other company resources related to the implementation of their duties.
5. Obtaining input and or suggestions from outside parties of the Company relating to their duties.
6. Performing other authorities granted by the Board of Commissioners.

The Position of the Audit Committee

The term of office of members of the Audit Committee must not be longer than the term of office 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 who becomes the Chairman of the Audit Committee resigns before his term of office as Commissioner of the Company, the Chairman of the Audit Committee is replaced by another Independent Commissioner. If his term of office as a Board of Commissioners ends, his tenure as a member of the Audit Committee will also end.



Audit Committee Reporting

The Audit Committee must make periodic reports to the Board of Commissioners regarding the activities of the Audit Committee, at least once in 3 (three) months. The Audit Committee must make a report to the Board of Commissioners on each assignment given and or for each identified problem that requires the attention of the Board of Commissioners.

The Audit Committee reports on the results of the evaluation of the implementation of providing audit services on annual historical financial information by the External Auditor no later than 6 (six) months after the fiscal year ends or at any time if necessary.

Structure, Membership and Expertise of the Audit Committee

The structure and membership of the Audit Committee are as follows:

1. The Audit Committee of the Company consists of at least 3 (three) members who are from the Independent Commissioners and Independent Parties.
2. The composition of the membership of the Audit Committee is at least 1 (one) Independent Commissioner as Chairman and concurrently a member, 1 (one) Independent Party who has expertise in finance or accounting and 1 (one) Independent Party who has expertise in the field of law or banking.
3. Must have at least 1 (one) member with educational background and expertise in accounting and finance.
4. The Chairperson of the Audit Committee can only hold concurrent positions as chair of the committee at most 1 (one) other committee.

During 2020, the composition of the Audit Committee's membership underwent changes which can be submitted as follows.

Period of January 1- February 24, 2020

The composition of the Audit Committee for the period January 1- February 24, 2020 which has been appointed based on the Decree of the Board of Directors No. KEP.DIR/001/2020 concerning Determination of Audit Committee Membership on January 13, 2020 are as follows:

Audit Committee Structure, Membership and Expertise Table

Name	Position	Information	Expertise
Ardan Adiperdana	Chairman concurrently member	Commissioner	Accounting, Audit
Makmur Keliat*	Member	Independent Commissioner	Macroeconomic
R. Widyo Pramono **	Member	Commissioner	Legal
Robertus Bilitea***	Member	Commissioner	Legal
Mohamad Nasir	Member	Independent Commissioner	Accounting
Bambang Ratmanto	Member	Independent Party	Accounting, Audit
Ridwan D. Ayub	Member	Independent Party	Audit, Risk Management

* The term of office ends as of the Annual GMS on February 19, 2020.

** The term of office ends from the time the person concerned is appointed as an Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.

*** The term of office ends as from the time the person concerned was appointed as President Director of PT Bahana Indonesian Business Development on February 11, 2020.

Period of February 25 –July 8, 2020

The membership composition of the Audit Committee for the period February 25 - July 8, 2020 which has been appointed based on the Decree of the Board of Directors No. KEP.DIR/022/2020 concerning Determination of Audit Committee Membership on March 13, 2020 are as follows:

Audit Committee Structure, Membership and Expertise Table

Name	Position	Information	Expertise
Ardan Adiperdana	Chairman concurrently member	Commissioner	Accounting, Audit
Rionald Silaban	Member	Commissioner	Human Capital, Finance
Andrinof A. Chaniago	Member	Deputy Chief Commissioner/ Independent Commissioner	Macroeconomic
Nawal Nely	Member	Commissioner	Accounting, Audit
Arif Budimanta	Member	Commissioner	Macroeconomic
Loeke Larasati A.	Member	Independent Commissioner	Legal
Bambang Ratmanto	Member	Independent Party	Accounting, Audit
Ridwan D. Ayub	Member	Independent Party	Audit, Risk Management



Period of July 9 –December 31, 2020

The composition of the Audit Committee for the period July 9- December 31, 2020 which has been appointed based on the Decree of the Board of Directors No. KEP.DIR/052/2020 concerning Determination of Audit Committee Membership on July 20, 2020 are as follows:

Audit Committee Structure, Membership and Expertise Table

Name	Position	Information	Expertise
Boedi Armanto	Chairman concurrently member	Independent Comissioner	Audit , Banking
M. Chatib Basri	Member	President Commissioner/ Independent Comissioner	Macroeconomic , Finance
Andrinof A. Chaniago	Member	Deputy Chief Commissioner/ Independent Comissioner	Macroeconomic
Mohamad Nasir	Member	Independent Comissioner	Accounting
Loeke Larasati A.	Member	Independent Comissioner	Legal
Bambang Ratmanto	Member	Independent Party	Accounting, Audit
Ridwan D. Ayub	Member	Independent Party	Audit, Risk Management

Profile of Audit Committee

The profile of Audit Committee from December 31, 2020 is in the following:



Boedi Armanto

Chairman concurrently Member of
Audit Committee

PROFILE

The profile can be seen in the Board of Commissioners section



M. Chatib Basri

Member of Audit Committee

PROFILE

The profile can be seen in the Board of Commissioners section



Andrinof A. Chaniago

Member of Audit Committee

PROFILE

The profile can be seen in the Board of Commissioners section



PROFILE

The profile can be seen in the Board of Commissioners section



PROFILE

The profile can be seen in the Board of Commissioners section



AGE

62 Years Old

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

- Bachelor of Accounting from Gadjah Mada University (1982).
- Masters in Management in Business Management from Prasetya Mulya Business School (2008).

APPOINTMENT DATE

January 2, 2018

WORK POSITION HISTORY

- Member of the Audit Committee at PT Bank Negara Indonesia (Persero) Tbk. (2016 - January 2018).
- President Commissioner, Chair of the Audit Committee, and Chair of the Risk Monitoring Committee at PT Bank MNC International Tbk (2014-2016).
- Independent Commissioner and Chairman of the Audit Committee at PT Bank MNC Internasional Tbk. (2013-2014).
- Executive Vice President - Head of Credit & Operations Policy Risk Management
- Directorate at PT CIMB Niaga Tbk. (2010-2013).

POSITION PERIOD

January 2, 2018 - Present



Ridwan D. Ayub

Anggota Komite Audit

AGE

58 Years Old

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

- Bachelor in Social Sciences and Political Sciences from Parahyangan Catholic University in 1985.
- Masters in Financial Management Specialization from Mercu Buana University in 2008.

APPOINTMENT DATE

April 30, 2019

OCCUPATIONAL HISTORY

- Member of the Integrated Governance Committee of Bank Mandiri (2016 - 2020)
- Member of the Audit Committee of PT Bank Mandiri (Persero) Tbk. (2015-2016).
- Member of the Bank Mandiri Risk Monitoring Committee (2014-2019)
- Member of the Risk Monitoring Committee of PT Bank Rakyat Indonesia (Persero) Tbk. (2006-2014)
- Deputy Head of Operational Risk Division of PT Bank Internasional Indonesia Tbk. (2002-2005)

POSITION PERIOD

April 30, 2019 - present

Qualification of Education and Work Experience of the Audit Committee

Audit Committee membership requirements are as follows:

- General Requirements
 - Having integrity, character and good morals.
 - Does not have personal interests/relationships that can cause conflict of interest against the Company.
- Competency Requirements
 - Have sufficient expertise, ability, knowledge and experience related to their duties and responsibilities.
 - Must understand financial statements, company business specifically related to the Company's services or business activities, audit process and risk management.
- 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.
- Have 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.
- Willing to increase competence continuously through education and training.

The educational qualifications and work experience of the Chair and Members of the Audit Committee are as follows.

Audit Committee Education Qualification and Work Experience Table

Name	Position	Period	Education	Working Experience
Ardan Adiperdana	Chairman concurrently member	January 1–July 8, 2020	<ul style="list-style-type: none"> - Bachelor of Economics. - Master in Business Administration. - Doctorate in Strategic Management. 	Having work experience, among others, in the fields of accounting and financial auditing.
Boedi Armanto	Chairman concurrently member	July 9 –December 31, 2020	<ul style="list-style-type: none"> - Bachelor degree in Agronomy - Master in Applied Economics - Doctorate in Economics 	Having work experience, among others, in the field of banking supervision.
M. Chatib Basri	Member	July 9 –December 31, 2020	<ul style="list-style-type: none"> - Bachelor degree in Economics. - Master of Business Administration in Economic Development. - Ph.D in Economics. 	Having work experience, among others, in finance and company supervision.
Andrinof A. Chaniago	Member	February 25 – December 31, 2020	<ul style="list-style-type: none"> - Bachelor degree in Social and Political Science. - Master in Planning and Public Policy. 	Having work experience, among others, in banking and corporate supervision.
Makmur Keliat	Member	January 1 – February 19, 2020	<ul style="list-style-type: none"> - Bachelor Degree in Corporate Economics. - Bachelor of Art in Social and Political Sciences/ International Relations Department. - Ph.d in the field of School of International Studies. 	Having work experience, among others in the fields of education, political science, international relations, research and publication.



Name	Position	Period	Education	Working Experience
R. Widyo Pramono	Member	January 1 – February 18, 2020	<ul style="list-style-type: none"> – Bachelor of Law. – Master of Management. – Master of Law. – Doctorate in criminal law. – Professor of Criminal Law. 	Having work experience in the field of law and supervision.
Robertus Bilita	Member	January 1 – February 11, 2020	<ul style="list-style-type: none"> – Bachelor degree in Civil Law – Master in Business Legal 	Having work experience in the legal and banking fields.
Mohamad Nasir	Member	January 1 – February 24, 2020 July 9 –December 31, 2020	<ul style="list-style-type: none"> – Bachelor degree in Accounting. – Master in Accounting. – Doctor in Accounting. – Honorary Doctorate in the field of Education. 	Having work experience in accounting and finance, among others.
Rionald Silaban	Member	February 25 –July 8, 2020	<ul style="list-style-type: none"> – Bachelor degree in Law. – Master of Law Center. 	Having work experience in, among others, finance and human capital.
Nawal Nely	Member	February 25 –July 8, 2020	<ul style="list-style-type: none"> – Bachelor degree in Accounting – Executive Master of Business Administration 	Having work experience, among others, in the areas of financial auditing and supervision.
Arif Budimanta	Member	February 25 –July 8, 2020	<ul style="list-style-type: none"> – Bachelor degree in Soil Science – Master of Science in Natural Resource Economics – Doctorate in Social and Political Sciences 	Having work experience, among others, in the banking sector.
Loeke Larasati A.	Member	February 25 – December 31, 2020	<ul style="list-style-type: none"> – Bachelor degree in Law. – Master in Management. 	Having work experience, among others, in the fields of law and banking.
Bambang Ratmanto	Member	January 1 – December 31, 2020	<ul style="list-style-type: none"> – Bachelor of Accounting. – Master of Management in Business Management. 	Having work experience in banking, auditing, and risk management.
Ridwan D. Ayub	Member	January 1 – December 31, 2020	<ul style="list-style-type: none"> – Bachelor degree in Social Science and Political Science – Specialized Masters in Financial Management 	Having work experience in banking, auditing, and risk management.

Independence of Audit Committee

All members of the Audit Committee from independent parties have no relationship in financial, management, shareholders and/or family relations with the Board of Commissioners, the Board of Directors and/or Controlling Shareholders or relationships with the Bank, which can affect their ability to perform independently.

Table of Independence of Audit Committee

Aspect of Independence	Ardan Adiperdana*	Boedi Arman-to	M. Chatib Basri	An-drinof A. Cha-niago	Mak-mur Keliat*	R. Widyo Pramo-no*	Rob-ertus Bilita*	Mo-hamad Nasir	Rionald Sila-ban *	Nawal Nely*	Arif Budim-anta*	Loeke Larasa-ti A.	Bam-bang Rat-manto	Ridwan D. Ayub
Not having financial relation with the Boards of Commissioners and Directors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not having management relation in the company, subsidiaries, or affiliated companies	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not having shareholding relation in the company	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not having family relation with Board of Commissioners, Board of Directors, and/or other members of the Audit Committee	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not serving as administrator of political parties, officials and the government	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

*Has stopped serving as a member of the Audit Committee



Audit Committee Meeting

The Audit Committee holds regular meetings at least 1 (once) in 1 (one) month. A meeting can be held if it is attended by at least 51% (fifty one percent) of the total committee members including 1 (one) Independent Commissioner and 1 (one) Independent Party.

Decisions of the Audit Committee meeting are taken based on deliberation to reach consensus. The meeting is chaired by the Chairperson of the Audit Committee or other Committee Members who are Independent Commissioners, if the Chairperson of the Audit Committee is unable to attend.

Each Audit Committee meeting is outlined in the minutes of the meeting, including when there are differences of opinion, which are signed by all members of the Audit Committee present and submitted to the Board of Commissioners.

Meeting Agenda of Audit Committee

Throughout 2020, 21 (twenty one) Meetings were held with the date of implementation, meeting agenda and meeting participants as follows.

Table of Audit Committee Meeting Agenda

No.	Date	Meeting Agenda	Participant	Presence Qourum (%)
1.	January 8, 2020	1. Implementing of SA 600 by BPK in the Framework of LKPP Audit in 2019. 2. Updating IT Audit Progress.	<ul style="list-style-type: none"> - Ardan Adiperdana - Makmur Keliat - R. Widyo Pramono - Robertus Bilitea - Mohamad Nasir - Bambang Ratmanto - Ridwan D. Ayub 	100%
2.	January 20, 2020	Conducting Audit Progress of Bank Mandiri's Consolidated Financial Statements for Financial Year 2019.	<ul style="list-style-type: none"> - Ardan Adiperdana - Makmur Keliat - R. Widyo Pramono - Robertus Bilitea - Bambang Ratmanto - Ridwan D. Ayub 	86%
3.	January 27, 2020	Proposing Appointment of KAP to Audit Bank Mandiri Financial Statements for the 2020 Financial Year.	<ul style="list-style-type: none"> - Ardan Adiperdana - Makmur Keliat - R. Widyo Pramono - Robertus Bilitea - Mohamad Nasir - Bambang Ratmanto - Ridwan D. Ayub 	100%
4.	February 12, 2020	Conducting Compliance Director Report for Quarter IV/2019.	<ul style="list-style-type: none"> - Ardan Adiperdana - Makmur Keliat - R. Widyo Pramono - Mohamad Nasir - Bambang Ratmanto - Ridwan D. Ayub 	100%
5.	March 5, 2020	Conducting Significant Findings for Quarter IV/2019.	<ul style="list-style-type: none"> - Ardan Adiperdana - Rionald Silaban - Nawal Nely - Arif Budimanta - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	88%
6.	April 29, 2020	Adjusting to the Audit Approach in connection with the COVID-19.	<ul style="list-style-type: none"> - Ardan Adiperdana - Rionald Silaban - Andrinof A. Chaniago - Nawal Nely - Arif Budimanta - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%



No.	Date	Meeting Agenda	Participant	Presence Qourum (%)
7.	May 6, 2020	1. Updating IT Security. 2. Updating System and Operational Preparation Towards Eid 2020.	<ul style="list-style-type: none"> - Ardan Adiperdana - Rionald Silaban - Andrinof A. Chaniago - Nawal Nely - Arif Budimanta - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
8.	June 4, 2020	Making Method of Calculating the Addition of CKPN related to Restructs and Implications of Accounting Treatment.	<ul style="list-style-type: none"> - Ardan Adiperdana - Rionald Silaban - Andrinof A. Chaniago - Nawal Nely - Arif Budimanta - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
9.	June 18, 2020	Conducting Compliance Director Report for Quarter I/2020.	<ul style="list-style-type: none"> - Ardan Adiperdana - Rionald Silaban - Andrinof A. Chaniago - Nawal Nely - Arif Budimanta - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
10.	July 28, 2020	Conducting Progress of Follow-up Findings/ Recommendations of External Auditors (OJK, KAP-EY, BPK) As of June 30, 2020.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
11.	August 6, 2020	Proposing Revision of RKAP for 2020 and RBB for 2020-2022.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
12.	August 12, 2020	Conducting Limited Review Results Update on Financial Statements of June 30 2020 Position by KAP EY.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
13.	August 25, 2020	Reviewing Report on the Internal Audit Function (Quality Assurance Review) 2020.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	88%
14.	September 10, 2020	Completing Audit Plan for Bank Mandiri Financial Statements for the 2020 Financial Year.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%



No.	Date	Meeting Agenda	Participant	Presence Qourum (%)
15.	September 17, 2020	1. Conducting Significant Findings for Quarter II/2020. 2. Conducting Investigation Report on Credit Cases.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
16.	September 24, 2020	Updating Internal Audit.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
17.	October 1, 2020	Conducting Compliance Director Report for Quarter II of 2020	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
18.	November 12, 2020	Conducting Post Facto Review Credit Restructuring Affected by COVID-19 and Distribution of Funds for the National Economic Recovery Acceleration Program (PEN).	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
19.	November 19, 2020	Proposing Work Plan and Company Budget (RKAP) for 2021 and Bank Business Plan (RBB) for 2021-2023.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
20.	November 25, 2020	Updating on Procurement Progress of Public Accountant Firm for Audit of Financial Statements for Fiscal Year 2021.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%
21.	December 17, 2020	Auditing the Progress of Bank Mandiri's Financial Statements for the 2020 Financial Year.	<ul style="list-style-type: none"> - Boedi Armanto - M. Chatib Basri - Andrinof A. Chaniago - Mohamad Nasir - Loeke Larasati A. - Bambang Ratmanto - Ridwan D. Ayub 	100%

Frequency and Attendance of Audit Committee Meetings

During 2020, the Audit Committee held 21 (twenty-one) meetings. The frequency and level of attendance of meetings of each Audit Committee member are as follows.

Table of Frequency and Attendance of Audit Committee Meetings

Name	Position	Period	Number of Meeting	Number of Attendance	Percentage
Ardan Adiperdana	Chairman concurrently member	January 1–July 8, 2020	9	9	100%
Boedi Armanto	Chairman concurrently member	July 9 –December 31, 2020	12	12	100%



Name	Position	Period	Number of Meeting	Number of Attendance	Percentage
M. Chatib Basri	Member	July 9 –December 31, 2020	12	12	100%
Makmur Keliat	Member	February 25 –December 31, 2020	4	4	100%
R. Widyo Pramono	Member	January 1 –February 19, 2020	4	4	100%
Robertus Biliatea	Member	January 1 –February 18, 2020	3	3	100%
Mohamad Nasir	Member	January 1 –February 11, 2020	16	14	88%
		January 1 –February 24, 2020			
Rionald Silaban	Member	July 9 –December 31, 2020	5	5	100%
Andrinof A. Chaniago	Member	February 25 –July 8, 2020	17	16	94%
Nawal Nely	Member	February 25 –July 8, 2020	5	5	100%
Arif Budimanta	Member	February 25 –July 8, 2020	5	5	100%
Loeke Larasati A.	Member	February 25 –December 31, 2020	17	17	100%
Bambang Ratmanto	Member	January 1 –December 31, 2020	21	21	100%
Ridwan D. Ayub	Member	January 1 –December 31, 2020	21	21	100%

Key Performance Indicators (KPI) Achievement Of Audit Committee

The achievements of the Audit Committee's KPIs during 2020 could be seen from the realization of the work plan, the quality of the recommendations that had been compiled, and the quality of communication that had been made both with the Board of Commissioners, the Board of Directors, and the Head of the relevant Work Unit.

In general, all Committee work programs as stated in the 2020 Audit Committee Work Plan had been well realized, with several adjustments to the Committee's focus, especially related to the multidimensional impact of the COVID-19 pandemic. In addition, all recommendations from the Audit Committee had been accepted by the Board of Commissioners and had been taken into consideration in the decision making process on the proposals submitted by the Board of Directors. As for the communication aspect, during 2020 good and intense communication had been established to discuss issues at Bank Mandiri and the progress of the follow-up resolutions made by the Board of Directors.

Remuneration of Audit Committees

Remuneration of Audit Committees originating from Independent Non-Commissioners is regulated in the Decree of the Board of Commissioners No. KEP.KOM/008/2019 dated 30 April 2019 concerning Remuneration of Supporting Organs of the Board of Commissioners of PT Bank Mandiri (Persero) Tbk. and regulated in the Letter of Assignment concerned as a member of the Committee under the Board of Commissioners issued by Bank Mandiri.

No.	Description	Non-Commissioner Committee Member
1.	Salary/Honorarium	A maximum of 20% of the Salary of the President Director
2.	Composition Benefits	Not given
3.	Holiday allowance	In accordance with the provisions of Bank Mandiri employees
4.	Bonuses/Tantiems	Not given
5.	Amenities	
	- Transportation Allowance	Not given
	- Health	Not given
	- Employment	Given in accordance with the Bank's Internal Regulations
	- Business trip	In accordance with Bank Mandiri employee requirements/equivalent to Group Head



Brief Report of the Audit Committee Activities In 2020

The Audit Committee has carried out its duties and functions as stipulated in the Audit Committee Charter by always implementing the principle of independence in accordance with applicable regulations and in accordance with the 2020 Audit Committee work plan approved by the Board of Commissioners.

The work plan for the Audit Committee for 2020 is divided into 2 (two) activities, namely Mandatory/Regular and Non-Regular as follows:

1. Mandatory/Regular, which includes review of Financial Statements, appointment and implementation of audits by Public Accountants (AP) and Public Accounting Firms (KAP), implementation of Compliance, Internal Audit, review of Company Work & Budget Plans (RKAP) and Bank Business Plans (RBB), as well as the Internal Audit Committee's Activities.
2. Non-Regular, which includes the Audit Committee's concerns and focus on certain issues concerning Credit, IT, Compliance, and Financial Statements.

The activities of the Audit Committee during 2020 were as follows:

1. Holding 21 Audit Committee Meetings, including compiling Minutes of Meetings.
2. Holding 62 internal discussions, discussions with related work units, as well as joint discussions with the Risk Monitoring Committee.
3. Reviewing and preparing recommendations for more than 25 reports, including Consolidated Financial Statements (quarterly and annually), Significant Findings Reports, Compliance

Director Reports, Audit Results Main Reports, Internal and External Auditor Audit Results Reports, Post Facto progress reports PEN Program Review, Progress Report for Completion of Follow-up Monitoring Lists (DMTL), and Reports related to fraud cases that occurred during 2020.

4. Reviewing and preparing recommendations for 7 Proposals/Proposals from the Board of Directors that require written approval from the Board of Commissioners, namely the Proposal for Appointment of KAP to carry out audit services for the 2020 and 2021 Consolidated Financial Statements, Proposals for the RKAP & RBB and their revisions, the Proposed Annual Audit Plan for 2020 along with its revisions, and the Proposed Appointment of an Independent Party to conduct a review of the 2020 Internal Audit performance.
5. Preparing 4 (four) quarterly reports on Committee activities and submitting them to the Board of Commissioners.
6. Preparing a Report on the Results of Evaluation on the Implementation of Audit Services for Bank Mandiri's Annual Historical Financial Information for the 2019 Financial Year by KAP Purwantono, Sungkoro & Surja (Ernst & Young)
7. Conducting 3 (three) Work Visits on a site visit including the preparation of a Visit Result Report, namely the Strong Room Credit Operations (10 March 2020), PT Mandiri Sekuritas (08 December 2020), and the Rempoa Data Center (15 December 2020).
8. Preparing the Audit Committee Work Plan for 2021 and it was approved by the Board of Commissioners on January 14, 2021.
9. All Committee members had participated in at least 1 (one) time competency development activities related to Banking/Audit.

Work Plan of the Audit Committee for 2021

At the end of 2020, the Audit Committee had prepared a work plan for 2021 and had obtained approval from the Board of Commissioners. The Audit Committee work plan for 2021 was divided into 2 (two) activities, namely Mandatory/Regular and Non-Regular as follows:

1. Mandatory/Regular, which included review of Financial Statements, appointment and implementation of audits by Public Accountants (AP) and Public Accounting Firms (KAP), implementation of Compliance, Internal Audit, review of Company Work & Budget Plans (RKAP) and Bank Business Plans (RBB), as well as the Internal Audit Committee's Activities.
2. Non-Regular, which included matters of concern and focus of the Audit Committee and the Board of Commissioners, including:
 - a. Credit, in connection with macroeconomic conditions which were still shrouded in uncertainty and the National Economic Recovery (PEN) program.
 - b. Operations and IT, in connection with the massive and dynamic development of digitalization.
 - c. Fund Management/Liquidity.
 - d. Treasury activities, particularly in derivative products.
 - e. Management of Whistle Blowing System/Letter to CEO facilities.



Statement of Audit Committee on the Effectiveness of Internal Control System and Risk Management

The internal control system performed by Bank Mandiri was considered effective and adequate, reflected in the effectiveness of the implementation of internal control functions, including internal audit function, risk management, compliance, financial and operational controls.





Remuneration and Nomination Committee

Based on POJK No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies, the Remuneration and Nomination Committee was formed with the aim of assisting the Board of Commissioners in carrying out its functions and duties in areas related to the remuneration and nomination of members of the Board of Directors and Board of Commissioners. OJK regulations require banks to form a Remuneration and Nomination Committee to implement GCG so that the Bank can be managed based on the principles of transparency, accountability, responsibility, independence and fairness.

The Basis for Establishing a Remuneration and Nomination Committee

The basis for establishing the Remuneration and Nomination Committee refers to:

1. Law No. 19 of 2003 concerning BUMN.
2. POJK No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks.
3. POJK No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies
4. Regulation of the Minister of State for SOEs No. PER-12/MBU/2012 concerning Supporting Organs for the Board of Commissioners/Board of Supervisors for State-Owned Enterprises.
5. Bank Mandiri's Articles of Association and its amendments.
6. Decree of the Board of Commissioners No. KEP.KOM/003/2020 dated July 9, 2020 concerning the Membership Composition of the Audit Committee, Risk Monitoring Committee, Integrated Governance Committee and Remuneration and Nomination Committee of PT Bank Mandiri (Persero) Tbk.
7. Directors Decree No. KEP.DIR/055/2020 dated July 20, 2020 concerning Determination of Membership of the Remuneration and Nomination Committee.

Remuneration and Nomination Committee Charters

To make sure that the Remuneration and Nomination Committee can work effectively, the Remuneration and Nomination Committee must have a guideline that clearly states the roles and responsibilities of the committee and its scope of work. The work guidelines for the Remuneration and Nomination Committee are regulated in the Remuneration and Nomination Committee Charter of PT Bank Mandiri (Persero) Tbk. which was last updated on June 17, 2020 based on the Decision of the Board of Commissioners No. KEP.KOM/002/2020 concerning the Remuneration and Nomination Committee Charter contains, among others:

1. General Purpose
2. Basic Regulations
3. Duties, Responsibilities, and Authority
4. Composition, Structure, Membership Requirements, and Tenure
5. Nomination and Remuneration System
6. Meeting
7. Reports and Recommendations
8. Closing

Duties and Responsibilities of the Remuneration and Nomination Committee

The Remuneration and Nomination Committee has the duty and responsibility in implementing the following matters:

1. Duties and responsibilities of the Remuneration and Nomination Committee related to the Nomination function:
 - a. Providing recommendations to the Board of Commissioners regarding:
 - Composition of positions of members of the Board of Directors and/or members of the Board of Commissioners.
 - Policies, criteria and qualifications needed in the Nomination process in accordance with the Company's strategic plan.
 - Performance evaluation policy for members of the Board of Directors and/or members of the Board of Commissioners.
 - Proposal for appointment, dismissal and/or replacement of members of the Board of Directors and/or members of the Board of Commissioners to the GMS.
 - System and procedure for selecting and/or replacing members of the Board of Directors and/or Board of Commissioners to be submitted to the GMS.
 - Independent parties who will become members of the Audit Committee and Risk Monitoring Committee.
 - Capacity building program for members of the Board of Directors and/or members of the Board of Commissioners.
 - Members of the Remuneration and Nomination Committee who have a conflict of interest with the recommended proposal must disclose the recommended proposal.
 - b. Assisting the Board of Commissioners in evaluating the performance of members of the Board of Directors and/or members of the Board of Commissioners based on benchmarks that have been prepared as evaluation material.
 - c. Identifying prospective members of the Board of Directors both from within and from outside the company and/or prospective members of the Board of Commissioners who meet the requirements to be submitted/appointed as members of the Dir member or member of the Board of Commissioners.
 - d. Helping the Board of Commissioners obtain and/or analyze the data of prospective members of the Board of Directors from the talent pool of officials one level below the Board of Directors.
 - e. Having a data base and talent pool for prospective members of the Board of Directors and prospective members of the Board of Commissioners.
 - f. Preparing, implementing and analyzing criteria and procedures for dismissal of the Board of Commissioners and/or Directors.
2. Duties and responsibilities of the Remuneration and Nomination Committee related to the Remuneration function:
 - a. Providing recommendations to the Board of Commissioners regarding:
 - Policies, structures and amounts of remuneration for the Directors and/or Board of Commissioners, to be submitted to the GMS.



- Performance appraisal with the remuneration suitability received by each member of the Board of Directors and/or members of the Board of Commissioners.
 - Options to the Board of Commissioners, Directors and employees, including stock options and supervision of their implementation.
- b. Assisting the Board of Commissioners in proposing a remuneration system that is suitable for members of the Board of Directors and/or members of the Board of Commissioners in the form of a salary/honorarium system, provision of facilities, benefits, bonus/incentive/tantiem, pension system, evaluation or evaluation of the system and the options given.
 - c. Evaluating remuneration policies based on performance, risk, fairness with peer groups, targets and the Company's long-term strategy, fulfillment of reserves as stipulated in the legislation and the Company's future revenue potential.
 - d. Delivering evaluation results and recommendations to the Board of Commissioners regarding:
 - Remuneration policy for Directors and/or Board of Commissioners to be submitted to the GMS.
 - Remuneration Policy for Employees as a whole to be submitted to the Directors.
 - e. Ensuring that the remuneration policy complies with applicable regulations.
 - f. Conducting periodic evaluations of the implementation of remuneration policies.

Remuneration and Nomination Committee Authority

The Remuneration and Nomination Committee has the following authority:

1. Communicating with the Head of Work Unit and other parties in the Company to obtain information, clarification and request documents and reports that are needed.
2. Requesting the Company to conduct surveys according to the needs of the Remuneration and Nomination Committee.
3. Accessing records or information about employees, funds, assets and other company resources related to the implementation of their duties.
4. Obtaining input and or suggestions from outside parties of the Company relating to their duties.
5. Performing other authorities granted by the Board of Commissioners.

Term of Service of the Remuneration and Nomination Committee

The term of office of the members of the Remuneration and Nomination Committee shall not be longer than the term of office 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 who becomes the Chair of the Remuneration and Nomination Committee resigns before his term of office as Commissioner of the Company, the Chairman of the Remuneration and Nomination Committee is replaced by another Independent Commissioner. If his term of office as a Board of Commissioners ends, his term of office as a member of the Remuneration and Nomination Committee will also end.

Reports on the Remuneration and Nomination Committee

The Remuneration and Nomination Committee must report the implementation of the duties, responsibilities and procedures of the Nomination and Remuneration that are carried out for each assignment given and/or for any problems identified that require the attention of the Board of Commissioners or at least 2 (two) times in 1 (one) year

Structure, Membership and Expertise of the Remuneration and Nomination Committee

Remuneration and Nomination Committee are as follows:

1. The Remuneration and Nomination Committee consists of at least 3 (three) people with a composition of 1 (one) Independent Commissioner as Chair and member, 1 (one) Commissioner, and 1 (one) Executive Officer who is in charge of the Resources function. Human or 1 (one) Representative officer (ex officio) as a non-voting member.
2. The Executive Officer in charge of Human Resources or employee representatives who are members of the Committee must have knowledge of the Company's remuneration and/or nomination system and succession plan.
3. When there are more than 3 (three) members of the Remuneration and Nomination Committee, the members of the Independent Commissioners shall be no less than 2 (two) people.
4. If needed, the Remuneration and Nomination Committee can appoint members from parties outside the Company and must meet the following requirements:
 - a. The members have no affiliation with the Company, members of the Board of Directors, members of the Board of Commissioners, or the Company's Major Shareholders.
 - b. Having experience related to Nomination and/or Remuneration.
 - c. Not concurrently serving as another Committee member owned by the Company.
5. The Chairperson of the Remuneration and Nomination Committee may only hold concurrent positions as Chair of the Committee at most in 1 (one) other Committee.
6. Members of the Directors of the Company and other Banks are prohibited from becoming members of the Remuneration and Nomination Committee.
7. The replacement of members of the Remuneration and Nomination Committee that is not from the Board of Commissioners shall be made no later than 60 (sixty) days after the members of the Remuneration and Nomination Committee are no longer able to carry out their functions.
8. The Company is required to document the decision on the appointment and removal of members Remuneration and Nomination Committee.
9. The terms of office for Committee Members who are members of the Independent Party refer to the applicable laws and regulations.

During 2020, the membership composition of the Remuneration and Nomination Committee had changes which can be submitted as follows.



Period of January 1 – February 24, 2020

The membership composition of the Remuneration and Nomination Committee for the period of January 1- February 24, 2020 which has been appointed based on the Decree of the Board of Directors No. KEP.DIR/002/2020 concerning Determination of Membership of the Remuneration and Nomination Committee on January 13, 2020, are as follows:

Name	Position	Information	Expertise
R. Widyo Pramono*	Chairman concurrently member	Commissioner	Legal
Kartika Wirjoatmodjo**	Member	President Commissioner	Banking, Finance
Makmur Keliat***	Member	Independent Commissioner	Macroeconomic
Ardan Adiperdana	Member	Commissioner	Accounting, Audit
Robertus Bilita****	Member	Independent Commissioner	Legal
Indri K. Hidayat	Member	Independent Party	Human Capital, Banking
Steven A. Yudiyantho	Secretary concurrently Ex-Officio Member	Group Head Human Capital Strategy & Talent Management	Human Capital

*The term of office had ended since the person concerned was appointed as Deputy President Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020

** The term of office had ended from the time the person concerned was appointed as an Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.

*** The term of office had ended from the Annual GMS on February 19, 2020.

**** The term of office had ended as from the time the person concerned was appointed as President Director of PT Bahana Indonesian Business Development on February 11, 2020.

Period of February 25 –July 8, 2020

The membership composition of the Remuneration and Nomination Committee for the period of February 25 - July 8, 2020 which has been appointed based on the Decree of the Board of Directors No. KEP.DIR/023/2020 concerning Determination of Membership of the Remuneration and Nomination Committee on March 13, 2020 are as follows:

Name	Position	Information	Expertise
Ardan Adiperdana	Chairman concurrently member	Commissioner	Accounting, Audit
M. Chatib Basri	Member	President Commissioner/ Independent Commissioner	Macroeconomic , Finance
Andrinof A. Chaniago	Member	Deputy Chief Commissioner/ Independent Commissioner	Macroeconomic
Rionald Silaban	Member	Commissioner	Human Capital, Finance
Indri K. Hidayat	Member	Independent Party	Human Capital, Banking
Steven A. Yudiyantho	Secretary concurrently Ex-Officio Member	Group Head Human Capital Strategy & Talent Management	Human Capital

Period of July 9 –December 31, 2020

The membership composition of the Remuneration and Nomination Committee for the period July 9- December 31, 2020 which has been appointed based on the Decree of the Board of Directors No. KEP.DIR/055/2020 concerning Determination of Membership of the Remuneration and Nomination Committee on July 20, 2020 are as follows:

Name	Position	Information	Expertise
M. Chatib Basri	Chairman concurrently member	President Commissioner/ Independent Commissioner	Macroeconomic , Finance
Andrinof A. Chaniago	Member	Deputy Chief Commissioner/ Independent Commissioner	Macroeconomic
Mohamad Nasir	Member	Independent Commissioner	Accounting
Rionald Silaban	Member	Commissioner	Human Capital, Finance
Arif Budimanta	Member	Commissioner	Finance
Indri K. Hidayat	Member	Independent Party	Human Capital, Banking
Steven A. Yudiyantho	Secretary concurrently Ex-Officio Member	Group Head Human Capital Strategy & Talent Management	Human Capital



Profile of Remuneration and Nomination Committee

The following is the profile of the Remuneration and Nomination Committee as at 31 December 2020.



M. Chatib Basri

Chairman concurrently Member of Remuneration and Nomination Committee

PROFILE

The profile can be seen in the Board of Commissioners section



Andrinof A. Chaniago

Member of Remuneration and Nomination Committee

PROFILE

The profile can be seen in the Board of Commissioners section



Mohamad Nasir

Member of Remuneration and Nomination Committee

PROFILE

The profile can be seen in the Board of Commissioners section



Rionald Silaban

Member of Remuneration and Nomination Committee

PROFILE

The profile can be seen in the Board of Commissioners section



PROFILE

The profile can be seen in the Board of Commissioners section



AGE

60 Years old

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

- Bachelor of Secretary's Academy/LPK Tarakanita (1982).
- Brevet of Pension Management, Faculty of Economics from the University of Indonesia (1994)
- Masters in Management from Bina Nusantara University (2008).

APPOINTMENT DATE

September 4, 2019

EMPLOYMENT HISTORY

- Independent Commissioner at PT Data Center Indonesia (November 2018-present)
- Director of HR at Bank Permata (2009-2018)
- Head of HR Division at PT Rajawali Corpora (2007 - 2009)
- Director of HR Dexa Medica Group (2003-2007)
- Director of HR Citibank Indonesia (1998 - 2003)
- HR Director of PT Keramik Indonesia Association Tbk. (1995 - 1998)

PERIOD OF OFFICE

September 4, 2019 - now



AGE

47 Years old

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

- Bachelor degree in Management from Gadjah Mada University in 1996
- Masters in Business from IPMI-Mt. Eliza Graduate School of Business 2001

APPOINTMENT DATE

June 28, 2019

WORK POSITION HISTORY

- Group Head Human Capital Strategy & Talent Management (1 Mei 2019 - sekarang)
- Group Head Human Capital Talent, Organisation & Performance (Desember 2018 - Mei 2019)
- Commercial HR Director Danone Waters Indonesia (2017 - Desember 2018)
- OD Director Danone Waters Indonesia (2016 - 2017)
- Learning & Development Director of Danone Academy Indonesia di Danone Waters Indonesia (2013 - 2016)

PERIOD OF OFFICE

January 1, 2020 - now



Qualification of Education and Experience of the Remuneration and Nomination Committee

Members of the Remuneration and Nomination Committee have at least the following qualifications:

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, specifically related to the provisions of the Bank's remuneration and/or nomination system and succession plan.
 - b. 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.
 - c. Have 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.
 - d. Willing to increase competencies continuously through education and training.

The educational qualifications and work experience of the Chair and Members of the Remuneration and Nomination Committee are as follows.

Table of Education Qualifications and Work Experience of the Remuneration and Nomination Committee

Name	Position	Period	Education	Work Experience
R. Widyo Pramono	Chairman concurrently member	January 1 – February 18, 2020	<ul style="list-style-type: none"> - Bachelor of Law. - Master of Management. - Master of Law. - Doctorate in criminal law. - Professor of Criminal Law. 	Having work experience in the field of law and supervision.
Ardan Adiperdana	Member	January 1– February 18, 2020	<ul style="list-style-type: none"> - Bachelor of Economics. - Master in Business Administration. - Doctorate in Strategic Management. 	Having work experience, among others, in the fields of accounting and financial auditing.
	Chairman concurrently member	February 19 – July 8, 2020		
M. Chatib Basri	Member	February 19– July 8, 2020	<ul style="list-style-type: none"> - Bachelor degree in Economics. - Master of Business Administration in Economic Development. 	Having work experience, among others, in finance and company supervision.
	Chairman concurrently member	July 9 – December 31, 2020	<ul style="list-style-type: none"> - Ph.D in Economics. 	



Name	Position	Period	Education	Work Experience
Kartika Wirjoatmodjo	Member	January 1 – February 18, 2020	<ul style="list-style-type: none"> – Bachelor of Economics majoring in accounting – Master of Business Administration (MBA) in Business 	Having work experience, among others, in the banking sector.
Makmur Keliat	Member	January 1 – February 19, 2020	<ul style="list-style-type: none"> – Bachelor Degree in Corporate Economics. – Bachelor of Art in Social and Political Sciences/International Relations Department. – Ph.d in the field of School of International Studies. 	Having work experience, among others in the fields of education, political science, international relations, research and publication.
Robertus Bilitea	Member	January 1 – February 11, 2020	<ul style="list-style-type: none"> – Bachelor degree in Civil Law – Master in Business Legal 	Having work experience in the legal and banking fields.
Andrinof A. Chaniago	Member	February 25 – December 31, 2020	<ul style="list-style-type: none"> – Bachelor degree in Social and Political Science. – Master in Planning and Public Policy. 	Having work experience, among others, in banking and company supervision.
Rionald Silaban	Member	February 25 – December 31, 2020	<ul style="list-style-type: none"> – Bachelor degree in Law. – Master of Law Center. 	Having work experience in, among others, finance and human capital.
Mohamad Nasir	Member	July 9 – December 31, 2020	<ul style="list-style-type: none"> – Bachelor degree in Accounting. – Master in Accounting. – Doctor in Accounting. – Honorary Doctorate in the field of Education. 	Having work experience in accounting and finance, among others.
Arif Budimanta	Member	July 9 – December 31, 2020	<ul style="list-style-type: none"> – Bachelor degree in Soil Science – Master of Science in Natural Resource Economics – Doctorate in Social and Political Sciences 	Having work experience, among others, in the banking sector.
Indri K. Hidayat	Member	January 1 – December 31, 2020	<ul style="list-style-type: none"> – Bachelor of Secretary's Academy. – Master in Management. 	Having work experience in banking and human resources.
Steven A. Yudiyantho	Secretary concurrently Ex-Officio Member	January 1 – December 31, 2020	<ul style="list-style-type: none"> – Bachelor degree in Management. – Master in Business. 	Having work experience in banking and human resources.

Remuneration and Nomination Committee Independence

All members of the Remuneration and Nomination Committee do not have financial, management, ownership relations shares and/or family relations with the Board of Commissioners, Directors and/or Controlling Shareholders or relationship with Bank Mandiri, which can affect its ability to act independently.

Table of Remuneration and Nomination Committee

Aspect of Independence	R. Widyo Pramono*	Ardan Adiperdana*	M. Chatib Basri	Kartika Wirjoatmodjo*	Makmur Keliat*	Robertus Bilitea*	Andrinof A. Chaniago	Rionald Silaban	Mohamad Nasir	Arif Budimanta	Indri K. Hidayat	Steven A. Yudiyantho
Has no financial relationship with the Board of Commissioners and Board of Directors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not having relationship of management in the company, subsidiary, or affiliate companies	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓



Aspect of Independence	R. Widyo Pramono*	Ardan Adiperdana*	M. Chatib Basri	Kartika Wirjoatmodjo*	Makmur Keliat*	Robertus Bilitea*	An-drinof A. Chaniago	Rion-ald Silaban	Mo-hamad Nasir	Arif Budim-anta	Indri K. Hi-dayat	Steven A. Yudi-yantho
Not having a relationship oh shares-holding in the company	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Has no family relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Remuneration and Nomination Committee	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not serving as administrator of political parties and government officials	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

*Finished the service as the Remuneration and Nomination Committee

Meeting of Remuneration and Nomination Committee

The provisions of the Remuneration and Nomination Committee meeting set forth in the Remuneration and Nomination Committee Charter are as follows:

1. The Remuneration and Nomination Committee holds regular meetings at least 1 (one) time in 4 (four) months.
2. Remuneration and Nomination Committee meetings can only be held if attended by at least 51% (fifty one percent) of the total committee members including 1 (one) Independent Commissioner who is a Remuneration and Nomination Committee and 1 (one) Executive Officer in charge of the Human Resources function or 1 (one) employee representative.
3. Decisions of the Remuneration and Nomination Committee meetings are taken based on deliberation to reach consensus.
4. In the case that consensus agreement does not occur, the decision is made based on majority votes.
5. The meeting shall be chaired by the Chairperson of the Remuneration and Nomination Committee or a member who is appointed in writing, if the Chairperson of the Remuneration and Nomination Committee is unable to attend.
6. In the time that a Committee Member for whatever reason is unable to attend, the presence of the Committee Member may be represented by other Committee Members based on a power of attorney.
7. Committee members can only represent one other Committee member.
8. Each Remuneration and Nomination Committee meeting is outlined in the minutes of the meeting, including when there are differences of opinion, which are signed by all members of the Committee present and submitted to the Board of Commissioners.
9. Committee Members from Independent Parties or other parties appointed by the Chair of the Committee will act as secretaries in charge of recording and making minutes of Committee Meetings.
10. Meetings can be held not physically, but through teleconference media or other media facilities that allow all Committee Meeting participants to see and hear each other directly and participate in meetings.

Agenda for Meeting of the Remuneration and Nomination Committee

During 2020, 17 (seventeen) Remuneration and Nomination Committee Meetings were held with the following agenda:

The Remuneration and Nomination Committee Meeting Agenda Table

No.	Date of Meeting	Meeting Agenda	Meeting Participant	Presence Qourum (%)
1.	February 4, 2020	Proposig Nomination of the Board of Directors for the 2019 Annual GMS.	R. Widyo Pramono Kartika Wirjoatmodjo Makmur Keliat Ardan Adiperdana Robertus Bilitea Indri K. Hidayat Steven A. Yudiyantho	100%



No.	Date of Meeting	Meeting Agenda	Meeting Participant	Presence Qourum (%)
2.	February 19, 2020	Presenting Proposals for Candidates for Commissioners and Directors of Bank Mandiri at the Annual GMS for the 2019 Financial Year.	Makmur Keliat Ardan Adiperdana Indri K. Hidayat Steven A. Yudiyantho	100%
3.	February 24, 2020	1. Interviewing for Candidates for Corporate Secretary Candidates. 2. Discussing on 2020 Remuneration and 2019 Performance Tantiem.	Ardan Adiperdana M. Chatib Basri Andrinof A. Chaniago Rionald Silaban Indri K. Hidayat Steven A. Yudiyantho	100%
4.	March 26, 2020	Interviewing with Candidates for the Management of Subsidiaries.	Ardan Adiperdana M. Chatib Basri Andrinof A. Chaniago Rionald Silaban Indri K. Hidayat Steven A. Yudiyantho	100%
5.	April 23, 2020	Conducting Talent Classification Meeting for Bank Mandiri Top Talent Proposals (BOD and BOD-1).	Ardan Adiperdana M. Chatib Basri Andrinof A. Chaniago Rionald Silaban Indri K. Hidayat Steven A. Yudiyantho	100%
6.	April 27, 2020	Conducting Talent Classification Meeting for Bank Mandiri Top Talent Proposals (BOD and BOD-1).	Ardan Adiperdana M. Chatib Basri Andrinof A. Chaniago Rionald Silaban Indri K. Hidayat Steven A. Yudiyantho	100%
7.	May 13, 2020	Interviewing Candidates for the Management of Subsidiaries.	Ardan Adiperdana M. Chatib Basri Andrinof A. Chaniago Rionald Silaban Indri K. Hidayat Steven A. Yudiyantho	100%
8.	June 11, 2020	Proposing Revision of the Remuneration and Nomination Committee Charter.	Ardan Adiperdana M. Chatib Basri Andrinof A. Chaniago Rionald Silaban Indri K. Hidayat Steven A. Yudiyantho	100%
9.	July 9, 2020	1. Giving Recommendation and Approval of the Subsidiary's Management. 2. Proposing Adjustments to Bank Mandiri's Organizational Structure.	M. Chatib Basri Andrinof A. Chaniago Mohamad Nasir Rionald Silaban Arif Budimanta Indri K. Hidayat Steven A. Yudiyantho	100%
10.	August 6, 2020	Presentating the Proposal and Approval of the Management of the Subsidiary.	M. Chatib Basri Andrinof A. Chaniago Mohamad Nasir Rionald Silaban Arif Budimanta Indri K. Hidayat Steven A. Yudiyantho	100%
11.	Augustus 12, 2020	Conducting Discussion on the Number and Nomination of the Board of Directors of Bank Mandiri and Adjustments to the Organizational Structure.	M. Chatib Basri Andrinof A. Chaniago Mohamad Nasir Rionald Silaban Arif Budimanta Indri K. Hidayat Steven A. Yudiyantho	100%



No.	Date of Meeting	Meeting Agenda	Meeting Participant	Presence Qourum (%)
12.	Agustus 25, 2020	<ol style="list-style-type: none"> Giving Recommendation and Approval of the Subsidiary's Management. Making Proposal to Align the Organizational Structure of the Directorate of Institutional Relations. Proposing Organizational Structure for Bank Mandiri. 	M. Chatib Basri Andrinof A. Chaniago Mohamad Nasir Rionald Silaban Arif Budimanta Indri K. Hidayat Steven A. Yudiyantho	100%
13.	October 7, 2020	Proposing Nomination for Bank Mandiri Director Candidates.	M. Chatib Basri Andrinof A. Chaniago Mohamad Nasir Rionald Silaban Arif Budimanta Indri K. Hidayat Steven A. Yudiyantho	100%
14.	October 14, 2020	Having Discussion on the Nomination Recommendations for Candidates for the Board of Directors of Bank Mandiri.	M. Chatib Basri Andrinof A. Chaniago Mohamad Nasir Rionald Silaban Arif Budimanta Indri K. Hidayat Steven A. Yudiyantho	100%
15.	October 21, 2020	Presenting Proposals from the Bank Mandiri Management at the Extraordinary General Meeting of Shareholders on October 21, 2020.	M. Chatib Basri Andrinof A. Chaniago Mohamad Nasir Rionald Silaban Arif Budimanta Indri K. Hidayat Steven A. Yudiyantho	100%
16.	November 6, 2020	<ol style="list-style-type: none"> Proposing Alignment of the Post-EGMS on October 21, 2020. Proposing for Approval of Dismissal and Appointment of Corporate Secretary. 	M. Chatib Basri Andrinof A. Chaniago Mohamad Nasir Rionald Silaban Arif Budimanta Indri K. Hidayat Steven A. Yudiyantho	100%
17.	December 3, 2020	<ol style="list-style-type: none"> Giving Recommendation and Approval of the Subsidiary's Management Giving Contract Extension of Audit Committee Members and Independent Parties. 	M. Chatib Basri Andrinof A. Chaniago Mohamad Nasir Rionald Silaban Arif Budimanta Indri K. Hidayat Steven A. Yudiyantho	100%

Frequency and Attendance of the Remuneration and Nomination Committee Meeting

During 2020, the frequency and attendance level of each member of the Remuneration and Nomination Committee at meetings are as follows.

Table of Frequency and Attendance of Remuneration and Nomination Committee Meeting

Name	Position	Period	Number of Meeting	Number of Presence	Percentage
R. Widyo Pramono	Chairman concurrently member	January 1 - February 18, 2020	1	1	100%
Ardan Adiperdana	Member	January 1 - February 18, 2020	9	9	100%
	Chairman concurrently member	February 19 - July 8, 2020			
M. Chatib Basri	Member	February 19 - July 8, 2020	15	15	100%
	Chairman concurrently member	July 9 - December 31, 2020			
Kartika Wirjoatmodjo	Member	January 1 - February 18, 2020	1	1	100%



Name	Position	Period	Number of Meeting	Number of Presence	Percentage
Makmur Keliat	Member	January 1 – February 19, 2020	2	2	100%
Robertus Biliatea	Member	January 1– February 11, 2020	1	1	100%
Andrinof A. Chaniago	Member	February 25 – December 31, 2020	15	15	100%
Rionald Silaban	Member	February 25 – December 31, 2020	15	15	100%
Mohamad Nasir	Member	July 9 – December 31, 2020	8	8	100%
Arif Budimanta	Member	July 9 – December 31, 2020	8	8	100%
Indri K. Hidayat	Member	January 1 – December 31, 2020	17	17	100%
Steven A. Yudiyantho	Secretary concurrently Ex-Officio Member	January 1 – December 31, 2020	17	17	100%

The Key Performance Indicators Achievement of the Remuneration and Nomination Committee

The achievements of the KPI of the Remuneration and Nomination Committee during 2020 could be seen from the realization of the work plan, the quality of the recommendations that have been compiled, and the quality of communication that has been made both with the Board of Commissioners, Directors, and Heads of related Work Units.

In general, all Committee work programs as stated in the 2020 Remuneration and Nomination Committee Work Plan had been well realized. In addition, all recommendations of the Remuneration and Nomination Committee had been accepted by the Board of Commissioners and had been taken into consideration in the decision-making process on the proposals submitted by the Board

of Directors. As for the communication aspect, during 2020 good and intense communication had been established to discuss issues at Bank Mandiri and the progress of the follow-up resolutions made by the Board of Directors.

Remuneration of the Remuneration and Nomination Committee

Remuneration of the Remuneration and Nomination Committee originating from Non-Commissioner Independent parties is regulated in the Decree of the Board of Commissioners No. KEP. KOM/008/2019 dated 30 April 2019 concerning Remuneration of Supporting Organs of the Board of Commissioners of PT Bank Mandiri (Persero) Tbk. and regulated in the Letter of Assignment concerned as a member of the Committee under the Board of Commissioners issued by Bank Mandiri.

No.	Description	Non-Commissioner Committee Member
1.	Salary/Honorarium	A maximum of 20% of the Salary of the President Director
2.	Composition Benefits	Not given
3.	Holiday allowance	In accordance with the provisions of Bank Mandiri employees
4.	Bonuses/Tantiems	Not given
5.	Amenities	
	a. Transportation Allowance	Not given
	b. Health	Not given
	c. Business trip	In accordance with Bank Mandiri employee requirements/equivalent to Group Head

Brief Report on the Implementation of the Remuneration and Nomination Committee of 2020

In 2020, as the duties and functions of the Remuneration and Nomination Committee listed in the Bank Mandiri Remuneration and Nomination Committee Charter, the Remuneration and Nomination Committee has provided recommendations/proposals for candidates who qualify as Members of the Board of Commissioners and Directors of Bank Mandiri to the Board of Commissioners to be submitted to AGM. The proposal was obtained through a series of processes carried out by the Remuneration and Nomination Committee covering the preparation of policies, criteria and qualifications needed in the process of nominating prospective members of the Board of Commissioners and Directors in accordance with the Company's strategic plan. The Remuneration and Nomination Committee also helps the Board of Commissioners obtain and analyze the data of prospective Directors from the talent pool of officials one level below the Directors and identify candidates for the Board of Commissioners who meet the requirements.

In addition to the nomination system, the Remuneration and Nomination Committee has also assisted the Board of Commissioners in proposing an appropriate remuneration system for the Directors and Board of Commissioners of Bank Mandiri in the form of a payroll/honorarium system, facilities/benefits, bonuses, and so on for 2020.



Work Plan of the Remuneration and Nomination Committee in 2021

At the end of 2020, the Remuneration and Nomination Committee had prepared a work plan for 2021 and had obtained approval from the Board of Commissioners. The work plan of the Remuneration and Nomination Committee for 2021 was divided into several activities, namely activities related to the functions of Nomination, Remuneration, discussion of certain issues and internal activities of the Remuneration and Nomination Committee. The work plan was one of the KPIs that served as the basis for evaluating the effectiveness of the performance of the Remuneration and Nomination Committee during 2021.

Board of Directors Succession Policy

The Board of Directors succession policy of Bank Mandiri refers to the Minister of SEO Regulation No. PER-03/MBU/02/2015 concerning Requirements, Appointment, and Dismissal of Members of Board of Directors of State-Owned Enterprises. One of the duties of the Remuneration and Nomination Committee is to form a nomination system for members of the Board of Commissioners and/or Directors of the Company that will be part of the Good Corporate Governance Policy of the Company and become a guideline for the Board of Commissioners and RUPS in determining the remuneration and nomination of the Board of Commissioners and/or Directors.

Basic Principles

a. Requirements for Board of Directors and Board of Commissioners.

Candidates for Board of Directors and Commissioners have to meet the requirements determined in the Company's Articles of Association and the applicable laws and regulations such as Law on Limited Liability Companies, Law on Banking, and Law on Capital Market and other provisions.

b. Candidacy and Candidate Proposal for Board of Directors and Board of Commissioners.

Candidates for Board of Directors and Board of Commissioners were proposed through a selection and with due regards to the above requirements

Procedures

In implementing the Nomination function, the Bank Mandiri Remuneration and Nomination Committee performs the following procedures:

1. Compile the composition and process of nominating members of the Board of Directors and/or members of the Board of Commissioners.
2. Formulate policies and criteria needed in the process of nominating candidates for members of the Board of Directors and/or members of the Board of Commissioners.
3. The Remuneration and Nomination Committee identifies candidates who meet the criteria.
4. Assist the evaluation of the performance of members of the Board of Directors and/or members of the Board of Commissioners.
5. Develop capacity building programs for members of the Board of Directors and/or members of the Board of Commissioners.
6. Review and propose candidates who fulfill the requirements as members of the Board of Commissioners and/or prospective members of the Board of Directors to the Board of Commissioners to be submitted to the RUPS.

7. The selection process is carried out before the term of office ends or is requested by the Board of Commissioners, or if there is a vacancy.

Requirements and Criteria

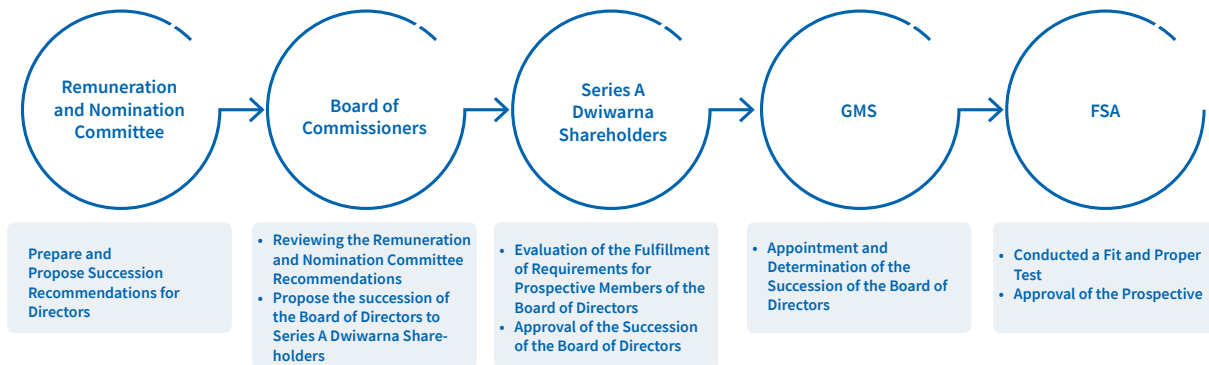
The requirements and criteria for candidates of Board of Directors and/or Commissioners are in accordance with the Company's Articles of Association and other applicable provisions, which are as follows:

1. The person who can be proposed as a member of Board of Directors and/or Commissioners is the individual capable of performing legal actions and has never been declared bankrupt or convicted which cause bankruptcy of a company, or someone who has never been sentenced for criminal offense which harm the finances of the State within 5 (five) years prior to his/her appointment, one or the other with due regards to the applicable laws and regulations.
2. The person is not related by blood to third degree, both horizontally or vertically nor by marriage (in laws) with other members of Board of Directors or Commissioners.
3. The person is not in the banking black list as determined by bank supervisory authorities.
4. The person has excellent integrity, in terms of:
 - a. Has good character and morals.
 - b. Comply with applicable laws and regulations.
 - c. Has high commitment to the development of healthy bank operations.
 - d. Deemed fit and proper to be a member of Board of Directors and/or Commissioners.
5. Integrity assessment is conducted by evaluating the candidates in terms of non performance of the following actions:
 - a. Banking engineering and practices that deviate from banking regulations.
 - b. Actions categorized as non fulfillment of commitments agreed with Bank Indonesia or Government.
 - c. Actions categorized as beneficial to Owner, Management, Employees, and or other parties that may harm or reduce bank's profit.
 - d. Actions categorized as violation of the provisions related to banking prudential principles.
 - e. Actions by Management and Executive Officers categorized as not independent.
6. Meeting the competence criteria, in terms of having:
 - a. Adequate knowledge in Banking.
 - b. Experience and expertise in Banking and or Financial Institution
 - c. Ability to perform strategic management for the development of healthy Banks.
7. Other than the above criteria, it is better to meet the following additional criteria:
 - a. Having leadership skill supported by knowledge in economics, accounting and law.
 - b. For Board of Commissioners, there is another criterion of having experience in banking or other financial institution supervisory.
 - c. For Board of Directors, there are other criteria of having at least 3 (three) years experience as Senior Management in banking or other financial institutions.



A candidate for the Board of Directors may be proposed from the Board of Commissioners after assessing the concerned person and if eligible, he/she needs to be proposed to the Minister of SOE. The candidate to be nominated to become members of the Board of Directors must also meet the formal requirements and other requirements specified in PER-03/MBU/02/2015 and the Financial Services Authority Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of the Issuer or Public Company and has passed the Fit and Proper Test conducted by the Financial Services Authority.

In 2020, Bank Mandiri is working with the Company Assessment Service of PT Daya Dimensi Indonesia to conduct assessment against candidates for the Board of Commissioners and Board of Directors. The names are obtained from the Appraisal Service Company will be reported by the Remuneration and Nomination Committee to the Board of Commissioners names of candidates to be submitted in the GMS.



Risk Monitoring Committee

Based on POJK No. 55/POJK.03/2016 concerning Implementation of Good Corporate Governance for Commercial Banks, The Risk Monitoring Committee was formed by the Board of Commissioners of Bank Mandiri in order to assist the Board of Commissioners in carrying out their duties and responsibilities in conducting supervision and providing advice to the Board of Directors to obtain adequate confidence so that the implementation of the Bank's risk management continues to meet the adequacy of risk management procedures and methodology, so that the Bank's business activities can be controlled at acceptable limits and benefit the Bank

Basic Formation of Risk Monitoring Committee

The establishment of the Committee is guided by and is based on applicable laws and regulations and best practices that can be applied in banking institutions in Indonesia, including:

1. OJK Regulation No. 55/POJK.03/2016 dated on the Implementation of Governance for Commercial Banks
2. OJK Regulation No. 17/POJK.03/2014 concerning Implementation of Integrated Risk Management for Financial Conglomerates.
3. Regulation of the State Minister for State-Owned Enterprises No. PER-09/MBU/2012 dated July 6, 2012 concerning amendments to the Regulation of the State Minister for State-Owned Enterprises No. PER-01/MBU/2011, concerning the Implementation of Good Corporate Governance in State-Owned Enterprises.
4. Regulation of the State Minister for State-Owned Enterprises No. PER-12/MBU/2012, concerning Supporting Organs for the Board of Commissioners/Supervisory Board for State-Owned Enterprises.
5. Bank Mandiri's Articles of Association and its amendments.

6. Decree of the Board of Commissioners No. KEP.KOM/003/2020 dated July 9, 2020 concerning the Membership Composition of the Audit Committee, Risk Monitoring Committee, Integrated Governance Committee and Remuneration and Nomination Committee of PT Bank Mandiri (Persero) Tbk.
7. Directors Decree No. KEP.DIR/053/2020 dated July 20, 2020 concerning Determination of the Risk Monitoring Committee Membership.

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 September 25, 2019 based on the Decree of the Board of Commissioners No. KEP.KOM/016/2019. The Risk Monitoring Committee 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. The things that can support an increase in the effectiveness 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. Arrange the Guidelines and Rules of Work for the Risk Monitoring Committee 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. Communicating with the Head of Work Unit and other parties in the Company to obtain information, clarification and request documents and reports that are needed.
2. Accessing records or information about employees, funds, assets and other company resources related to the implementation of their duties.
3. Obtaining a Risk Profile Report, Bank Soundness Report, and other reports related to the application of risk management, both individually and Consolidated with Subsidiaries.
4. Obtaining input and or suggestions from outside parties of the Company relating to their duties.
5. Performing other authorities granted by the Board of Commissioners.

Management of the Company Audit Committee Term of Office

The term of office of members of the Audit Committee must not be longer than the term of office 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 who becomes the Chairman of the Audit Committee resigns before his term of office as Commissioner of the Company, the Chairman of the Audit Committee is replaced by another Independent Commissioner. If his term of office as a Board of Commissioners ends, his tenure as a member of the Audit 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. Have 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. Have 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) other 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.



Period of January 1 – February 24, 2020

The membership composition of the Risk Monitoring Committee for the period January 1- February 24, 2020 which has been appointed based on the Decree of the Board of Directors No. KEP.DIR/003/2020 concerning Determination of Risk Monitoring Committee Membership on January 13, 2020 are as follows:

Name	Position	Information	Expertise
Makmur Keliat*	Chairman concurrently member	Independent Commissioner	Macroeconomic
M. Chatib Basri	Member	President Commissioner/ Independent Commissioner	Macroeconomic, Finance
Ardan Adiperdana	Member	Commissioner	Accounting, Audit
R. Widyo Pramono**	Member	Commissioner	Legal
Rionald Silaban	Member	Commissioner	Human Capital, Finance
Lista Irna	Member	Independent Party	Risk Management
Chrisna Pranoto	Member	Independent Party	Compliance, Risk Management

* The term of office ends as of the Annual GMS on February 19, 2020.

** The term of office ends from the time the person concerned is appointed as an Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.

Period of February 25 – July 8, 2020

The membership composition of the Risk Monitoring Committee for the period February 25 - July 8, 2020 which has been appointed based on the Decree of the Board of Directors No. KEP.DIR/021/2020 concerning Determination of Risk Monitoring Committee Membership on March 13, 2020, are as follows:

Name	Position	Information	Expertise
Rionald Silaban	Chairman concurrently member	Commissioner	Human Capital, Finance
M. Chatib Basri	Member	President Commissioner/ Independent Commissioner	Macroeconomic, Finance
Ardan Adiperdana	Member	Commissioner	Accounting, Audit
Mohamad Nasir	Member	Independent Commissioner	Legal
Faried Utomo	Member	Commissioner	Legal
Boedi Armanto	Member	Independent Commissioner	Audit, Banking
Lista Irna	Member	Independent Party	Risk Management
Chrisna Pranoto	Member	Independent Party	Compliance, Risk Management

Period of July 9 –December 31, 2020

Membership composition of the Risk Monitoring Committee for the period of July 9 - December 31, 2020 which has been appointed based on the Decree of the Board of Directors No. KEP.DIR/053/2020 concerning Determination of Risk Monitoring Committee Membership on July 20, 2020 are as follows:

Name	Position	Information	Expertise
Andrinof A. Chaniago	Chairman concurrently member	Deputy Chief Commissioner/ Independent Commissioner	Macroeconomic
Boedi Armanto	Member	Independent Commissioner	Audit, Banking
Loeke Larasati A.	Member	Independent Commissioner	Legal
Ardan Adiperdana	Member	Commissioner	Accounting, Audit
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



Profile of Risk Monitoring Committee

The profiles of the members of the Risk Monitoring Committee as of December 31, 2020 are as follows.



Andrinof A. Chaniago

Chairman concurrently Member of Risk Monitoring Committee

PROFILE

The profile can be seen in the Board of Commissioners section



Boedi Armanto

Member of Risk Monitoring Committee

PROFILE

The profile can be seen in the Board of Commissioners section



Loeke Larasati A.

Member of Risk Monitoring Committee

PROFILE

The profile can be seen in the Board of Commissioners section



Ardan Adiperdana

Member of Risk Monitoring Committee

PROFILE

The profile can be seen in the Board of Commissioners section



Nawal Nely
Member of Risk Monitoring
Committee

PROFILE

The profile can be seen in the Board of Commissioners section



Arif Budimanta
Member of Risk Monitoring
Committee

PROFILE`

The profile can be seen in the Board of Commissioners section



Lista Irna
Member of Risk Monitoring
Committee

AGE

53 Years old

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

- Bachelor degree in Mining Engineering from Sriwijaya University (1990).
- Master of Business Administration at Swiss German University - Serpong Indonesia (2005).

EMPLOYMENT HISTORY

- Chief Credit Officer (CCO) Consumer and Mass Market Bank Danamon Indonesia (2014-2016).
- Enterprise Risk and Policy Integrated Risk Bank Danamon Indonesia (2010-2014)
- Head of Consumer Risk Credit Operation (VP) Standard Chartered Bank (2007-2010)
- Credit Planning, MIS Reporting and QA Head, Credit - Consumer Banking (AVP) Standard Chartered Bank (Februari 2007 - Agustus 2007)
- National Head of Telemarketing, Shared Distribution di Standard Charter Bank (2006-2007)

PERIOD OF OFFICE

September 4, 2019 - now

**AGE**

58 Years old

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

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

EMPLOYMENT HISTORY

- 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)

PERIOD OF OFFICE

April 1, 2019 - now

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. Have 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. Have 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 increase competencies continuously through education and training.

The educational qualifications and work experience of the Chairperson and Members of the Risk Monitoring Committee are as follows.

Table of The Risk Monitoring Committee Education Qualification and Work Experience

Name	Position	Period	Education	Work Experience
Makmur Keliat	Chairman concurrently member	January 1 - February 19, 2020	<ul style="list-style-type: none"> - Bachelor Degree in Corporate Economics. - Bachelor of Art in Social and Political Sciences/International Relations Department. - Ph.d in the field of School of International Studies. 	Having work experience, among others in the fields of education, political science, international relations, research and publication.



Name	Position	Period	Education	Work Experience
Rionald Silaban	Member	January 1 – February 24, 2020	<ul style="list-style-type: none"> - Bachelor degree in Law. - Master of Law Center. 	Having work experience in, among others, finance and human capital.
	Chairman concurrently member	February 25 – July 8, 2020		
Andrinof A. Chaniago	Chairman concurrently member	July 9 – December 31, 2020	<ul style="list-style-type: none"> - Bachelor degree in Social and Political Science. - Master in Planning and Public Policy. 	Having work experience, among others, in banking and company supervision.
M. Chatib Basri	Member	January 1 – July 8, 2020	<ul style="list-style-type: none"> - Bachelor degree in Economics. - Master of Business Administration in Economic Development. - Ph.D in Economics. 	Having work experience, among others, in finance and company supervision.
Ardan Adiperdana	Member	January 1 – December 31, 2020	<ul style="list-style-type: none"> - Bachelor of Economics. - Master in Business Administration. - Doctorate in Strategic Management. 	Having work experience, among others, in the fields of accounting and financial auditing.
R. Widyo Pramono	Member	January 1 – February 18, 2020	<ul style="list-style-type: none"> - Bachelor of Law. - Master of Management. - Master of Law. - Doctorate in criminal law. - Professor of Criminal Law. 	Having work experience in the field of law and supervision.
Mohamad Nasir	Member	February 24 – July 8, 2020	<ul style="list-style-type: none"> - Bachelor degree in Accounting. - Master in Accounting. - Doctor in Accounting. - Honorary Doctorate in the field of Education. 	Having work experience in accounting and finance, among others.
Fariad Utomo	Member	February 24 – July 8, 2020	<ul style="list-style-type: none"> - Bachelor degree in Law - Master in Law 	Having work experience, among others, in the government sector
Boedi Armanto	Member	July 9 – December 31, 2020	<ul style="list-style-type: none"> - Bachelor degree in Agronomy - Master in Applied Economics - Doctorate in Economics 	Having work experience, among others, in the field of banking supervision.
Loeke Larasati A.	Member	July 9 – December 31, 2020	<ul style="list-style-type: none"> - Bachelor degree in Law. - Master in Management. 	Having work experience, among others, in the fields of law and banking.
Nawal Nely	Member	July 9 – December 31, 2020	<ul style="list-style-type: none"> - Bachelor degree in Accounting - Executive Master of Business Administration 	Having work experience, among others, in the areas of financial auditing and supervision.
Arif Budimanta	Member	July 9 – December 31, 2020	<ul style="list-style-type: none"> - Bachelor degree in Soil Science - Master of Science in Natural Resource Economics - Doctorate in Social and Political Sciences 	Having work experience, among others, in the banking sector.
Lista Irna	Member	January 1 – December 31, 2020	<ul style="list-style-type: none"> - Bachelor degree in Engineering. - Master of Business Administration. 	Having work experience in banking.
Chrisna Pranoto	Member	January 1 – December 31, 2020	<ul style="list-style-type: none"> - Bachelor degree in Agronomy - Master in International Business Management 	Having work experience in banking.

Independence of Risk Monitoring Committee

All members of Risk Monitoring Committee who come from independent party have no financial, management, share ownership 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.



Table of Risk Monitoring Committee Independence

Aspect of Independence	Makmur Keliat*	Rionald Silaban*	An-drinof A. Chaniago	Mu-hamad Chatib Basri*	R. Widyo Pramono*	Mo-hamad Nasir*	Boedi Arman-to	Faried Uto-mo*	Loeke Lara-sati A.	Nawal Nely	Lista Irna	Chris-na Prano-to
Not having financial relation with the Boards of Commissioners and Directors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not having management relation in the company, subsidiaries, or affiliated companies	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not having shareholding relation in the company	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not having family relation with Board of Commissioners, Board of Directors, and/or other members of the Audit Committee	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not serving as administrator of political parties, officials and the government	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

* Finished the service as 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% (fifty-one percent) of the members including one Commissioner and Independent Party.

Agenda of Risk Monitoring Committee Meetings

Throughout 2020, 30 meetings were held with the date of implementation, agenda and meeting participants as follows.

Table of Agenda of Risk Monitoring Committee Meetings

No.	Date	Meeting Agenda	Participant	Presence Quorum (%)
1.	January 15, 2020	1. Updating NPL and Progress Collection of Top 10 Debtors. 2. Updating Indonesia and Financial Market Outlook 2020.	- Makmur Keliat - M. Chatib Basri - Ardan Adiperdana - R. Widyo Pramono - Rionald Silaban - Lista Irna - Chrisna Pranoto	100%
2.	February 4, 2020	Making Corporate Debtor Business Development.	- Makmur Keliat - M. Chatib Basri - Ardan Adiperdana - R. Widyo Pramono - Rionald Silaban - Lista Irna - Chrisna Pranoto	100%
3.	February 12, 2020	Making Corporate Debtor Restructuring Update.	- Makmur Keliat - M. Chatib Basri - Ardan Adiperdana - R. Widyo Pramono - Rionald Silaban - Lista Irna - Chrisna Pranoto	100%
4.	February 19, 2020	1. Updating the Impact of the Corona Virus Outbreak on Bank Mandiri's Credit Portfolio. 2. Updating the Performance and Risk Management of PT AXA Mandiri Financial Services.	- Makmur Keliat - M. Chatib Basri - Ardan Adiperdana - Rionald Silaban - Lista Irna - Chrisna Pranoto	100%



No.	Date	Meeting Agenda	Participant	Presence Qourum (%)
5.	March 5, 2020	<ol style="list-style-type: none"> 1. Updating Portfolio and Business Development of PT Bank Syariah Mandiri. 2. Updating the Impact of Corona Virus on Credit Performance, Treasury, and Business Continuity Plan (BCP). 3. Making Portfolio Update and Business Development of PT Mandiri Sekuritas. 	<ul style="list-style-type: none"> - Rionald Silaban - M. Chatib Basri - Ardan Adiperdana - Mohamad Nasir - Faried Utomo - Boedi Armanto - Lista Irna - Chrisna Pranoto 	100%
6.	March 12, 2020	<ol style="list-style-type: none"> 1. Presenting Risk Based Bank Rating (RBBR) Semester II/2019 and Risk Dashboard for Quarter IV/2019. 2. Proposing Buyback and Transfer of Company Shares to Stimulate the Economy. 3. Presenting Proposal for Additional Bank Mandiri Pension Fund Benefits One to Four. 	<ul style="list-style-type: none"> - Rionald Silaban - M. Chatib Basri - Ardan Adiperdana - Mohamad Nasir - Faried Utomo - Boedi Armanto - Lista Irna - Chrisna Pranoto 	100%
7.	March 26, 2020	<ol style="list-style-type: none"> 1. Updating Financial Performance Conditions of 3 (three) Large Debtors Affected by COVID-19. 2. Updating Human Resource Policies Related to the Spread of COVID-19. 	<ul style="list-style-type: none"> - Rionald Silaban - M. Chatib Basri - Ardan Adiperdana - Mohamad Nasir - Faried Utomo - Boedi Armanto - Lista Irna - Chrisna Pranoto 	100%
8.	April 2, 2020	Proposing Credit Relaxation Policy and Guideline as a Follow-up to POJK No. 11/POJK.03/2020.	<ul style="list-style-type: none"> - Rionald Silaban - M. Chatib Basri - Ardan Adiperdana - Mohamad Nasir - Faried Utomo - Boedi Armanto - Lista Irna - Chrisna Pranoto 	100%
9.	April 16, 2020	Preparing Readiness of IT Infrastructure to Support Implementation of the COVID-19 Impact Credit Relaxation Policy.	<ul style="list-style-type: none"> - Rionald Silaban - M. Chatib Basri - Ardan Adiperdana - Mohamad Nasir - Faried Utomo - Boedi Armanto - Lista Irna - Chrisna Pranoto 	100%
10.	April 23, 2020	Proposing Credit Restructuring Update as a Follow-up to POJK No. 11/POJK.03/2020.	<ul style="list-style-type: none"> - Rionald Silaban - M. Chatib Basri - Ardan Adiperdana - Mohamad Nasir - Faried Utomo - Boedi Armanto - Lista Irna - Chrisna Pranoto 	100%
11.	April 29, 2020	<ol style="list-style-type: none"> 1. Updating the Impact of COVID-19 on Corporate Debtors. 2. Updating the Progress of Mandiri DPLK Liquidation. 	<ul style="list-style-type: none"> - Rionald Silaban - M. Chatib Basri - Ardan Adiperdana - Mohamad Nasir - Faried Utomo - Boedi Armanto - Lista Irna - Chrisna Pranoto 	100%



No.	Date	Meeting Agenda	Participant	Presence Qourum (%)
12.	May 6, 2020	1. Updating the Impact of COVID-19 on Corporate Debtors	<ul style="list-style-type: none"> - Rionald Silaban - M. Chatib Basri - Ardan Adiperdana - Mohamad Nasir - Faried Utomo - Boedi Armanto - Lista Irna - Chrisna Pranoto 	100%
13.	May 14, 2020	<ol style="list-style-type: none"> 1. Updating the Retail Banking Segment Restructuring. 2. Proposing Extension of Funds for Related Parties PT Bank Syariah Mandiri. 	<ul style="list-style-type: none"> - Rionald Silaban - M. Chatib Basri - Ardan Adiperdana - Mohamad Nasir - Faried Utomo - Boedi Armanto - Lista Irna - Chrisna Pranoto 	100%
14.	June 4, 2020	<ol style="list-style-type: none"> 1. Updating Project. 2. Updating New Normal Scenarios. 3. Updating on the Business Development of PT AXA Mandiri Financial Services. 	<ul style="list-style-type: none"> - Rionald Silaban - M. Chatib Basri - Ardan Adiperdana - Mohamad Nasir - Faried Utomo - Boedi Armanto - Lista Irna - Chrisna Pranoto 	100%
15.	July 2, 2020	<ol style="list-style-type: none"> 1. Describing the Functional Offices Closure Plan. 2. Updating Progress and Constraints on Credit Restructuring at Regional Offices. 3. Updating on Handling the Impact of COVID-19 for Bank Mandiri Employees. 4. Explaining the Employee Management Policy with the Closure of Functional Offices. 5. Explaining the Potential Efficiency of Labor Costs. 	<ul style="list-style-type: none"> - Rionald Silaban - M. Chatib Basri - Ardan Adiperdana - Mohamad Nasir - Faried Utomo - Boedi Armanto - Lista Irna - Chrisna Pranoto 	100%
16.	July 20, 2020	Proposing Extension of Funds for Related Parties of Bank Mandiri (Europe) Limited.	<ul style="list-style-type: none"> - Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Ardan Adiperdana - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto 	100%
17.	July 23, 2020	Discussing Legal Cases Faced by Mandiri Group.	<ul style="list-style-type: none"> - Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Ardan Adiperdana - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto 	100%
18.	July 30, 2020	<ol style="list-style-type: none"> 1. Presenting Risk Based Bank Rating (RBBR) Semester I/2020. 2. Presenting Risk Dashboard for Quarter II/2020. 	<ul style="list-style-type: none"> - Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Ardan Adiperdana - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto 	100%



No.	Date	Meeting Agenda	Participant	Presence Qourum (%)
19.	August 12, 2020	Proposing Inbreg Asset Bank Mandiri in Aceh Province to PT Bank Syariah Mandiri in Fulfillment of Qanun No. 2018 concerning Islamic Financial Institutions.	<ul style="list-style-type: none"> - Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Ardan Adiperdana - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto 	100%
20.	September 2, 2020	<ol style="list-style-type: none"> 1. Updating Project. 2. Proposing Proposal for Provision of Funds for Related Parties of PT Mandiri Sekuritas. 3. Proposing Proposal for Inbreg Immovable Fixed Assets Bank Mandiri in Aceh Province to PT Bank Syariah Mandiri in Fulfillment of Qanun No. 2018 concerning Islamic Financial Institutions. 	<ul style="list-style-type: none"> - Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Ardan Adiperdana - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto 	100%
21.	September 11, 2020	Proposing Proposed Provision of Funds for Related Parties PT Mandiri AXA General Insurance.	<ul style="list-style-type: none"> - Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Ardan Adiperdana - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto 	100%
22.	September 17, 2020	Proposing Proposal for Provision of Funds for Related Parties PT Bank Mandiri Taspen.	<ul style="list-style-type: none"> - Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Ardan Adiperdana - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto 	100%
23.	September 24, 2020	<ol style="list-style-type: none"> 1. Updating on Commercial Banking Business Development. 2. Updating IT Security. 	<ul style="list-style-type: none"> - Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Ardan Adiperdana - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto 	100%
24.	October 9, 2020	Updating Himbara's Sharia Bank Merger Plan.	<ul style="list-style-type: none"> - Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Ardan Adiperdana - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto 	100%
25.	October 14, 2020	Proposing Merger Plan for Himbara Sharia Banks.	<ul style="list-style-type: none"> - Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Ardan Adiperdana - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto 	100%



No.	Date	Meeting Agenda	Participant	Presence Quorum (%)
26.	October 22, 2020	Updating on Credit Performance in the Corporate Banking Segment in the Plantation Industry Sector and Oil Palm.	<ul style="list-style-type: none"> - Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Ardan Adiperdana - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto 	100%
27.	November 5, 2020	Updating Anti Fraud Strategy Semester I/2020.	<ul style="list-style-type: none"> - Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Ardan Adiperdana - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto 	100%
28.	November 12, 2020	<ol style="list-style-type: none"> 1. Proposing Proposal for Provision of Funds for Related Parties (PT Bank Mandiri Taspen). 2. Proposing Proposal for Provision of Funds for Related Parties (PT Mandiri Sekuritas and PT Mandiri Manajemen Investasi). 	<ul style="list-style-type: none"> - Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Ardan Adiperdana - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto 	100%
29.	November 19, 2020	<ol style="list-style-type: none"> 1. Proposing Proposed Sustainable Finance Action Plan (RAKB) for 2021-2025. 2. Proposing Proposed 2020 Recovery Plan Updates. 	<ul style="list-style-type: none"> - Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Ardan Adiperdana - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto 	100%
30.	December 3, 2020	<ol style="list-style-type: none"> 1. Proposing Proposal for Provision of Funds for Related Parties (PT Bank Mandiri Taspen). 2. Updating on Handling the Impact of COVID-19 for Bank Mandiri Employees. 3. Updating for preparation for the 2021 Christmas and New Year holidays. 	<ul style="list-style-type: none"> - Andrinof A. Chaniago - Boedi Armanto - Loeke Larasati A. - Ardan Adiperdana - Nawal Nely - Arif Budimanta - Lista Irna - Chrisna Pranoto 	100%

Frequency and Attendance Presence of Risk Monitoring Committee Meeting

During 2020, the frequency and attendance levels of each member of the Risk Monitoring Committee were as follows.

Table of Frequency and Attendance of Risk Monitoring Committee Meetings

Name	Position	Period	Number of Meeting	Number of Attendance	Percentage
Makmur Keliat	Chairman concurrently member	January 1 – February 19, 2020	4	4	100%
Rionald Silaban	Member	January 1 – February 24, 2020	15	15	100%
	Chairman concurrently member	February 25 – July 8, 2020			
Andrinof A. Chaniago	Chairman concurrently member	July 9 – December 31, 2020	15	15	100%
M. Chatib Basri	Member	January 1 – July 8, 2020	15	15	100%
Ardan Adiperdana	Member	January 1 – December 31, 2020	30	30	100%
R. Widyo Pramono	Member	January 1 – February 18, 2020	3	3	100%
Mohamad Nasir	Member	February 24 – July 8, 2020	11	11	100%



Name	Position	Period	Number of Meeting	Number of Attendance	Percentage
Fariad Utomo	Member	February 24 – July 8, 2020	11	11	100%
Boedi Armanto	Member	July 9 – December 31, 2020	26	26	100%
Loeke Larasati A.	Member	July 9 – December 31, 2020	26	26	100%
Nawal Nely	Member	July 9 – December 31, 2020	26	26	100%
Arif Budimanta	Member	July 9 – December 31, 2020	26	26	100%
Lista Irna	Member	January 1 – December 31, 2020	30	30	100%
Chrisna Pranoto	Member	January 1 – December 31, 2020	30	30	100%

Key Performance Indicators (KPI) Achievement of Risk Monitoring Committee

KPI Achievement of Risk Monitoring Committee during 2020 can be seen from the realization of work plan, quality of recommendations that have been prepared, and quality of communication that has been done both with the Board of Commissioners, Board of Directors, and Leaders of related Work Units.

In general, all work programs of the Committee as stated in the 2020 Risk Monitoring Committee Work Plan have been well realized, with several adjustments to the Committee's focus, especially related to the multidimensional impact of the COVID-19. pandemic. In addition, all recommendations of the Risk Monitoring Committee have been accepted by the Board of Commissioners and become a consideration in the decision-making process on the proposals submitted by the Board of Directors. As for the communication aspect, during 2020 there has been good and intense communication to discuss issues at Bank Mandiri and the progress of the follow-up settlement conducted by the Board of Directors.

Risk Monitoring Committee Remuneration

The Remuneration of the Risk Management Committee originating from Independent Non-Commissioners is regulated in the Decree of the Board of Commissioners No. KEP.KOM/008/2019 dated April 30, 2019 concerning Remuneration of Supporting Organs of the Board of Commissioners of PT Bank Mandiri (Persero) Tbk. and regulated in the Letter of Assignment concerned as a member of the Committee under the Board of Commissioners issued by Bank Mandiri.

No.	Description	Non-Commissioner Committee Member
1.	Salary/Honorarium	A maximum of 20% of the Salary of the President Director
2.	Composition Benefits	Not given
3.	Holiday allowance	In accordance with the provisions of Bank Mandiri employees
4.	Bonuses/Tantiems	Not given
5.	Amenities	
	- Transportation Allowance	Not given
	- Health	Not given
	- Employment	Given in accordance with the Bank's Internal Regulations
	- Business trip	In accordance with Bank Mandiri employee requirements/equivalent to Group Head

Brief Report on the Implementation of Activities of the Risk Monitoring Committee 2020

The Risk Monitoring Committee has carried out its duties and functions as stipulated in the Risk Monitoring Committee Charter by always applying the precautionary principle in accordance with applicable regulations. The activities of the Risk Monitoring Committee during 2020 are as follows:

The work plan of the Risk Monitoring Committee in 2020 is divided into 2 (two) activities, namely Mandatory/Regular and Non-Regular as follows:

1. Mandatory/Regular, which includes review of Risk Profile Report, review of Bank Health Level Report, review of Anti Fraud Strategy Realization Report, review of Work Plan & Corporate Budget (RKAP) and Bank Business Plan (RBB), review of Sustainable Financial Action Plan (RAKB) Year 2021-2025, review of Recovery Plan 2020, implementation of Compliance, management of 10 (Ten) types of Bank Risk, and Internal Activities of 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 activities of the Risk Monitoring Committee during 2020 are as follows:

1. Holding 30 meetings of the Risk Monitoring Committee.
2. Holding 46 internal discussions, discussions with related work units, and joint discussions with the Audit Committee.
3. Reviewing and compiling recommendations on more than 10 (ten) Reports related to Bank Risk Management, such as quarterly Risk Profile Report, Bank Health Level Report, Anti Fraud Strategy Realizing Report, Watchlist Accounts Report, and COVID-19 Impacted Debtor Restructuring Progress Report.
4. Reviewing and preparing recommendations on 22 Proposals/Proposals of the Board of Directors that require written approval from the Board of Commissioners, for example the Proposed provision of Funds related parties, Proposed Corporate Action Banks, Proposed Work Plans & Corporate Budgets (RKAP) & Bank Business Plan (RBB) along with its revisions, Proposed Sustainable Financial Action Plan, and Proposed Recovery Plan Update.
5. Preparing 4 (four) quarterly reports on the Activities of the Committee and have been submitted to the Board of Commissioners.
6. Conducting 4 (four) work visits on a site visit including the preparation of the Report of The Results of the Visit, namely to Strong Room Credit Operations (March (10 2020), Region XI - Bali (November (27 2020), PT Mandiri Sekuritas (December (08 2020), and Data Center Rempoa (December (15 2020).
7. Developing a Work Plan of the Risk Monitoring Committee in 2021 and has been approved by the Board of Commissioners on January 14 2021.
8. Participating in at least 1 (one) competency development activity related to Banking/Risk Management for all committee members.

Risk Monitoring Committee Work Plan for 2021

By the end of 2020, the Risk Monitoring Committee has drawn up a work plan for 2021 and has obtained approval from the Board of Commissioners. The work plan of the Risk Monitoring Committee in 2021 is divided into 2 (two) activities, namely Mandatory/Regular and Non-Regular as follows:

1. Regular, which includes review of Risk Profile Report, review of Bank Health Level Report, review of Anti Fraud Strategy Realization Report, study of Work Plan & Corporate Budget (RKAP) and Bank Business Plan (RBB), implementation of Compliance, management of 10 (Ten) types of Bank Risk, and Internal Activities of Risk Monitoring Committee.
2. Non-Regular, which includes matters of concern and focus of the Risk Monitoring Committee and the Board of Commissioners, among others:
 - a. Human Resources management, especially related to the progress of tackling the impact of COVID-19 on employee health and safety as well as employee competency development.
 - b. Credit, in connection with macro-economic conditions that are still covered by uncertainty and the existence of the National Economic Recovery (PEN) program.
 - c. Operational and IT, in connection with the development of digitalization is quite massif and dynamic.
 - d. Corporate Action of Subsidiaries and their impact on Bank Mandiri.

Integrated Governance Committee

The Integrated Governance Committee was formed by the Board of Commissioners with the aim of assisting and facilitating the Board of Commissioners in carrying out the duties and functions of supervision over the implementation of Governance in each Financial Services Institution (LJK) in the Bank Mandiri Financial Conglomerate to comply with the Integrated Governance Guidelines and Implementation the duties and responsibilities of the Board of Directors of Bank Mandiri. It also serves to provide direction or advice to the Board of Directors of Bank Mandiri on the implementation of the Integrated Governance Guidelines, and evaluate the Integrated Governance Guidelines and direct them in order to improve.

Basis for the Formation of Integrated Governance Committee

The establishment of the Integrated Governance Committee is based on the applicable laws and regulations as well as best practices at banking institutions in Indonesia, including:

1. Financial Services Authority Regulation No. 18/POJK.03/2014 dated on November 18, 2014 concerning the Implementation of Integrated Governance for Financial Conglomerates.
2. Financial Services Authority Regulation No. 55/POJK.03/2016 concerning the Implementation of Governance for Commercial Banks.
3. Regulation of the State Minister for State-Owned Enterprises No. PER-09/MBU/2012 dated July 6, 2012 concerning amendments to the Regulation of the Minister of State Owned Enterprises Number PER-01/MBU/2011, concerning the Implementation of Good Corporate Governance in State-Owned Enterprises.
4. Regulation of the Minister of State for State-Owned Enterprises No. PER-12/MBU/2012, concerning Supporting Organs for the Board of Commissioners/Board of Trustees of State-Owned Enterprises.
5. Articles of Association of PT Bank Mandiri (Persero) Tbk and their amendments.
6. Decree of the Board of Commissioners No. KEP.KOM/003/2020 dated on July 09, 2020 concerning the Membership Composition of the Audit Committee, the Risk Monitoring Committee, the Integrated Governance Committee and the Remuneration and Nomination Committee of PT Bank Mandiri (Persero) Tbk.
7. Directors Decree No. KEP.DIR/054/2020 dated on July 20, 2020 concerning Determination of Membership of the Integrated Governance Committee.

Integrated Governance Committee Charter

In carrying out its duties and responsibilities, the Integrated Governance Committee of Bank Mandiri has the Charter of the Integrated Governance Committee, which was last updated on December 4, 2019 based on the Decree of the Board of Commissioners No. KEP.KOM/020/2019. The Charter of the Integrated Governance Committee regulates matters including:

1. General Purpose
2. Basic Regulations



3. Duties, Responsibilities and Authority
4. Composition, Structure, Membership Requirements and Tenure
5. Meeting
6. Report
7. Closing

Duties and Responsibilities of Integrated Governance Committee

The Integrated Governance Committee has the duty and responsibility to:

1. Evaluating the implementation of Integrated Governance at least through an assessment of the adequacy of internal control and the implementation of the integrated compliance function.
 - a. Assessment of the Adequacy of Integrated Internal Control
 - Evaluating that the Company and its Subsidiaries already have a standard integrated internal control system in accordance with the best practices in force through a review of the Integrated Governance Guidelines in force in the Company.
 - Monitoring and evaluating the effectiveness of the implementation of integrated internal control through a review of the Periodic Report and Inspection Report issued by the Integrated Internal Audit Work Unit.
 - Conducting periodic meetings with the Integrated Internal Audit Work Unit to discuss matters related to the integrated internal control system.
 - Conducting periodic meetings with the Integrated Risk Management Work Unit to discuss matters related to integrated risk management.
 - Monitoring and evaluating the implementation of follow-up by the Directors of the Company and Subsidiaries on the findings of the Integrated Internal Audit Work Unit, Public Accounting Firm, and the results of supervision of the Financial Services Authority regarding weaknesses in the system and implementation of integrated internal control.
 - b. Implementation of Integrated Compliance Function
 - Monitoring and evaluating the compliance of the Company and its Subsidiaries to the prevailing laws and regulations in the Capital Market and the Financial Services Authority, Bank Indonesia, and other regulations relating to banking, insurance, securities and financing business through coordination with the Work Unit Integrated Compliance.
 - Monitor the implementation of periodic report compliance and audit reports relating to compliance with internal and external regulations issued by the Integrated Compliance Work Unit and external auditors.
 - Conducting periodic meetings with the Integrated Compliance Work Unit to discuss matters relating to the Compliance of the Company and its Subsidiaries to internal and external regulations.

- Monitoring and evaluating the implementation of follow-up by the Directors of the Company and Subsidiaries on the findings of the Integrated Compliance Work Unit, Public Accounting Firm, and the results of supervision of the Financial Services Authority regarding weaknesses in the system and implementation of the integrated compliance function. In conducting the evaluation, the Integrated Governance Committee obtained information in the form of an evaluation of the implementation of the internal audit and the compliance function of each LJK from members of the Board of Commissioners of each LJK who were members of the Integrated Governance Committee.

2. Providing recommendations to the Company's Board of Commissioners to perfect the Integrated Governance Guidelines according to the needs of at least 2 (two) years.

Integrated Governance Committee Authority

The Integrated Governance Committee has the authority to implement the following matters:

1. Providing opinions to the Company's Board of Commissioners regarding the implementation of Integrated Governance through the assessment of the adequacy of internal control and the implementation of the integrated compliance function.
2. Communicating with the Integrated Compliance Work Unit, Integrated Internal Audit Work Unit, and Integrated Risk Management Work Unit to obtain information, clarification and request the Company and the required reports.

Reporting of Integrated Governance Committee

The Integrated Governance Committee must make periodic reports to the Board of Commissioners of Bank Mandiri regarding the activities of the Integrated Governance Committee, at least once in 6 (six) months. The Integrated Governance Committee must make a report to the Board of Commissioners of Bank Mandiri on each assignment given and/or for any problems identified that require the attention of the Bank Mandiri Board of Commissioners.

Structure, Membership and Expertise of the Integrated Governance Committee

Integrated Corporate Governance Committee membership consists of at least:

1. An Independent Commissioner who is the Chairperson of one of the committees in the Company becomes the Chairperson and member.
2. Independent Commissioners representing and appointed from the Subsidiary Companies in the Financial Conglomerate, as members.
3. At least there is an independent party as a member.
4. Member of the Sharia Supervisory Board of Bank Syariah Mandiri, as a member.



5. Membership of Independent Commissioners in the Integrated Governance Committee representing and appointed from LJK in the Financial Conglomerate in accordance with the needs of the Financial Conglomerate.
6. Membership of Independent Commissioners, independent parties, and members of the Sharia Supervisory Board in the Integrated Governance Committee in the Financial Conglomerate is not counted as a dual position.
7. The amount The composition and composition of members of the Integrated Governance Committee are adjusted to the needs of the Financial Conglomerate as well as the efficiency and effectiveness in carrying out the duties of the Integrated Governance Committee by taking into account at least the representation of each financial service sector.

The structure, membership and expertise of the committee are as follows.

Periode 1 Januari – 21 Maret 2020

Susunan keanggotaan Komite Tata Kelola Terintegrasi periode 1 Januari – 21 Maret 2020 berdasarkan Surat Keputusan Direksi No. KEP. DIR/004/2020 tentang Penetapan Keanggotaan Komite Tata Kelola Terintegrasi tanggal 13 Januari 2020 adalah sebagai berikut:

No.	Nama	Keterangan	Jabatan	Keahlian
1.	Makmur Keliat	Ketua merangkap anggota	Komisaris Independen	<i>Macroeconomic</i>
2.	Kartika Wirjoatmodjo	Anggota	Komisaris Utama*	Akuntansi, Bisnis dan Perbankan
3.	Muhamad Chatib Basri	Anggota	Wakil Komisaris Utama/Komisaris Independen*	
4.	Ardan Adiperdana	Anggota	Komisaris	<i>Accounting, Audit</i>
5.	R. Widyo Pramono	Anggota	Komisaris	Legal
6.	Robertus Billitea	Anggota	Komisaris *	Legal
7.	Rionald Silaban	Anggota	Komisaris *	<i>Human Capital, Macroeconomic</i>
8.	Ridwan D. Ayub	Anggota	Pihak Independen	<i>Finance, Management</i>
9.	Chrisna Pranoto	Anggota	Pihak Independen	<i>Compliance, Credit Operations</i>
10.	Sukoriyanto Saputro	Anggota	Komisaris Independen PT Bank Mandiri Taspen	Perbankan
11.	Frans A. Wiyono	Anggota	Komisaris Independen PT Mandiri AXA General Insurance	Pendidikan Perasuransian
12.	D. Cyril Noerhadi	Anggota	Komisaris Independen PT Mandiri Sekuritas	<i>Capital Market, Strategic Management, Private Equity, Energy Industry</i>
13.	Wihana Kirana Jaya	Anggota	Komisaris Independen PT AXA Mandiri Financial Services	Ekonomi
14.	Ravik Karsidi	Anggota	Komisaris Independen PT Mandiri Tunas Finance	Sosiologi Pedesaan
15.	Ali Ghufuron Mukti	Anggota	Komisaris Independen PT Asuransi Jiwa Inhealth Indonesia	Kedokteran
16.	Mulya E. Siregar	Anggota	Komisaris Independen dari PT Bank Syariah Mandiri	Akuntansi Perbankan Syariah
17.	Mohamad Hidayat	Anggota	Dewan Pengawas Syariah PT Bank Syariah Mandiri	Ekonomi Syariah

*Efektif setelah memperoleh persetujuan dari OJK atas Penilaian Uji Kemampuan dan Kepatutan (Fit and Proper Test)

Periode 25 Maret – 8 Juli 2020

Susunan keanggotaan Komite Tata Kelola Terintegrasi periode 25 Maret – 8 Juli 2020 berdasarkan Surat Keputusan Direksi No. KEP. DIR/024/2020 tentang Penetapan Keanggotaan Komite Tata Kelola Terintegrasi tanggal 13 Maret 2020 adalah sebagai berikut:

No.	Nama	Keterangan	Jabatan	Keahlian
1.	Rionald Silaban	Anggota	Komisaris	<i>Human Capital, Macroeconomic</i>
2.	Muhamad Chatib Basri	Anggota	Komisaris Utama/Independen*	<i>Economic</i>
3.	Ardan Adiperdana	Anggota	Komisaris	<i>Accounting, Audit</i>
4.	Nawal Nely	Anggota	Komisaris *	<i>Accounting, Banking</i>
5.	Boedi Armanto	Anggota	Komisaris Independen*	<i>Audit, Banking</i>
6.	Ridwan D. Ayub	Anggota	Pihak Independen	<i>Finance, Management</i>
7.	Chrisna Pranoto	Anggota	Pihak Independen	<i>Compliance, Credit Operations</i>



No.	Nama	Keterangan	Jabatan	Keahlian
8.	Sukoriyanto Saputro	Anggota	Komisaris Independen PT Bank Mandiri Taspen	Perbankan
9.	Frans A. Wiyono	Anggota	Komisaris Independen PT Mandiri AXA General Insurance	Pendidikan Perasuransian
10.	Mirza Adityaswara	Anggota	Komisaris Independen PT Mandiri Sekuritas	Ekonomi, Perbankan, Pasar Modal
11.	Wihana Kirana Jaya	Anggota	Komisaris Independen PT AXA Mandiri Financial Services	Ekonomi
12.	Ravik Karsidi	Anggota	Komisaris Independen PT Mandiri Tunas Finance	Sosiologi Pedesaan
13.	Ali Ghufon Mukti	Anggota	Komisaris Independen PT Asuransi Jiwa Inhealth Indonesia	Kedokteran
14.	Mulya E. Siregar	Anggota	Komisaris Independen dari PT Bank Syariah Mandiri	Akuntansi Perbankan Syariah
15.	Mohamad Hidayat	Anggota	Dewan Pengawas Syariah PT Bank Syariah Mandiri	Ekonomi Syariah

*Efektif setelah memperoleh persetujuan dari OJK atas Penilaian Uji Kemampuan dan Kepatutan (Fit and Proper Test)

Periode 9 Juli – 31 Desember 2020

Susunan keanggotaan Komite Tata Kelola Terintegrasi periode 9 Juli – 31 Desember 2020 berdasarkan Surat Keputusan Direksi No. KEP. DIR/054/2020 tentang Penetapan Keanggotaan Komite Tata Kelola Terintegrasi tanggal 20 Juli 2020 adalah sebagai berikut:

No.	Nama	Keterangan	Jabatan	Keahlian
1.	Muhamad Chatib Basri	Anggota	Komisaris Utama/Independen	<i>Economic</i>
2.	Andrinof A. Chaniago	Anggota	Wakil Komisaris Utama/Independen*	<i>Macroeconomic</i>
3.	Loeke Larasati Agoestina	Anggota	Komisaris Independen*	Legal
4.	Ardan Adiperdana	Anggota	Komisaris	<i>Accounting, Audit</i>
5.	Fariad Utomo	Anggota	Komisaris *	Legal
6.	Bambang Ratmanto	Anggota	Pihak Independen	<i>Accounting, Audit management</i>
7.	Chrisna Pranoto	Anggota	Pihak Independen	<i>Compliance, Credit Operations</i>
8.	Zudan Arif Fakrulloh	Anggota	Komisaris Independen PT Bank Mandiri Taspen	Ilmu Hukum
9.	Frans A. Wiyono	Anggota	Komisaris Independen PT Mandiri AXA General Insurance	Pendidikan Perasuransian
10.	Mirza Adityaswara	Anggota	Komisaris Independen PT Mandiri Sekuritas	Ekonomi, Perbankan, Pasar Modal
11.	Wihana Kirana Jaya**	Anggota	Komisaris Independen PT AXA Mandiri Financial Services	Ekonomi
12.	Akhmad Syakhroza***	Anggota	Komisaris Independen PT AXA Mandiri Financial Services	Ekonomi Akuntansi
13.	Ravik Karsidi	Anggota	Komisaris Independen PT Mandiri Tunas Finance	Sosiologi Pedesaan
14.	Mansyur Syamsuri Nasution	Anggota	Komisaris Independen PT Mandiri Utama Finance	Ekonomi
15.	Alamanda Shantika	Anggota	Komisaris Independen PT Mandiri Capital Indonesia	Computer Science and Mathematics
16.	Ali Ghufon Mukti	Anggota	Komisaris Independen PT Asuransi Jiwa Inhealth Indonesia	Kedokteran
17.	Mulya E. Siregar	Anggota	Komisaris Independen dari PT Bank Syariah Mandiri	Akuntansi Perbankan Syariah
18.	Mohamad Hidayat	Anggota	Dewan Pengawas Syariah PT Bank Syariah Mandiri	Ekonomi Syariah

*Efektif setelah memperoleh persetujuan dari OJK atas Penilaian Uji Kemampuan dan Kepatutan (Fit and Proper Test)

** Efektif mengundurkan diri dari PT AXA Mandiri Financial Services per tanggal 06 Agustus 2020.

*** Menjadi Anggota Komite Tata Kelola Terintegrasi PT Bank Mandiri (Persero) Tbk per tanggal 4 September 2020.



Profile of the Integrated Governance Committee

The profiles of Members of the Integrated Governance Committee are as follows.



M. Chatib Basri

Chairperson of the Integrated Governance Committee

PROFILE

The profile can be seen in the Board of Commissioners section



Andrinof A. Chaniago

Member of the Integrated Governance Committee

PROFILE

The profile can be seen in the Board of Commissioners section



Loeke Larasati A.

Member of the Integrated Governance Committee

PROFILE

The profile can be seen in the Board of Commissioners section



Ardan Adiperdana

Member of the Integrated Governance Committee

PROFILE

The profile can be seen in the Board of Commissioners section



PROFILE

The profile can be seen in the Board of Commissioners section



PROFILE

Profiles can be seen in the Audit Committee Profile section



PROFILE

Profiles can be seen in the Risk Monitoring Committee Profile section



Frans A. Wiyono

Member of the Integrated Governance Committee

AGE

68 Years Old

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

- Bachelor of Arts in IKIP Sanata Dharma Yogyakarta (1977)
- Bachelor at Sanata Dharma University, Yogyakarta (1982)

EMPLOYMENT HISTORY

- World Bank: Micro Insurance and Senior Insurance Specialist (2011 - present)
- International Financial Corporation World Bank: Earthquake Index Insurance and Agriculture Weather Index Insurance (2013 - present)
- BMAI (Indonesian Insurance Mediation Bureau): Adjudicator (2008 - present)
- Independent Commissioner of Mandiri AXA General Insurance (2011 - present)
- Tokio Marine Holdings (Life and Non-Life): team of Good Corporate Governance (2016 - present)
- Independent Commissioner of PT Asuransi Jiwa Bhinneka Life (October 2017 - present).
- Independent Commissioner of PT Reasuransi International Indonesia (2009-2016)
- Independent Commissioner of PT Asuransi AXA Indonesia (2012-2013)
- General Insurance Association of Indonesia (AAUI): Technical Executive Director (2007 -2011)
- Independent Commissioner of PT Asuransi Ramayana (2008-2011)
- President Director of PT Asuransi Indrapura 2006-2007)
- Technical Director of PT Bringin General Insurance (2003 - 2006)
- Technical Director of PT Asuransi Ramayana (1998-2003)
- Commissioner of PT Bringin Sejahtera Artamakmur (1998-2003)
- Technical Director of PT Asuransi Bringin Sejahtera Artamakmur (1991-1998)
- Operational Director of PT Beringin Sejahtera Makmur (1991)



Mirza Adityaswara

Member of the Integrated Governance Committee

AGE

55 Years Old

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

- Bachelor of Economics from the University of Indonesia (1992).
- Master of Applied Finance from Macquarie University, Australia (1995).

EMPLOYMENT HISTORY

- Komisaris Independen PT Danareksa (Persero) (2020-sekarang)
- Direktur Utama Lembaga Pengembangan Perbankan Indonesia (LPPI) (2020-sekarang)
- Komisaris Utama PT Visionet Internasional (OVO) (2020-sekarang)
- Tenaga Ahli Menteri Keuangan (2020-sekarang)
- Komisaris Independen PT Sarana Menara Nusantara Tbk (2019-sekarang)
- Deputi Gubernur Senior Bank Indonesia (2013-2019)
- Anggota Dewan Komisiner Otoritas Jasa Keuangan (OJK) Ex-Officio (2015-2019)
- Kepala Eksekutif dan Anggota Dewan Komisiner Lembaga Penjamin Simpanan (LPS) (2010-2013)
- Kepala Ekonom Bank Mandiri Group dan Direktur PT Mandiri Sekuritas (2008-2010)
- Director, Head of Equity Research and Bank Analysis di Credit Suisse Securities Indonesia (2005-2008)
- Director, Head of Securities Trading and Research di Bahana Securities (2002-2005).

DASAR HUKUM PENGANGKATAN

Diangkat sebagai anggota Komite Tata Kelola Terintegrasi pada tanggal 30 Maret 2020.



Akhmad Syakhroza

Member of the Integrated Governance Committee

AGE

57 Years Old

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

- Sarjana Ekonomi dari Universitas Indonesia (1982-1987).
- Master Accounting, Finance, and Information System, Cleveland State University, USA (1990-1991).
- Doktor Organization Behavior and Management Accounting, Edith Cowan University, Western Australia (1999-2001)

EMPLOYMENT HISTORY

- Inspektorat Jenderal, Kementerian ESDM RI (Maret 2018-Sekarang).
- Komisaris Independen AXA Mandiri (2017-Sekarang).
- Staf Khusus Menteri Energi dan Sumber Daya Mineral, Kementerian ESDM RI (Oktober 2016 - 2018)
- Dosen, Guru Besar Tetap, Universitas Indonesia, FEB UI (1986 sd Sekarang)
- Anggota Komisaris, PT. Jasa Marga Persero (2006 - 2016)
- Deputi Pengendalian Keuangan, SKK MIGAS, (April 2013 - April 2015).
- Deputi Pengendalian Keuangan Pada Badan Pelaksana Kegiatan Usaha Hulu Minyak dan Gas Bumi, BPH MIGAS, (Agustus 2011 - Oktober 2012).
- Anggota BSBI, Badan Supervisi Bank Indonesia (April 2010 - Maret 2012)
- Staf Khusus Menteri ESDM Bidang Tata Kelola Pemerintahan Yang Baik (*Good Governance*) dan Proses Organisasi, Kementerian ESDM (November 2009 - Juli 2011).
- Komisaris Independen, PT Reasuransi Nasional Indonesia (Mei 2004 - Desember 2009).
- Tenaga Ahli Bidang Manajemen dan Organisasi, Badan Pemeriksa Keuangan (BPK) (2005 - Juli 2007).
- Komite Audit, PT Bakrie & Brothers, Tbk (September 2003 - Agustus 2005).
- Staff Operasional, City Bank (1989 - 1990).

DASAR HUKUM PENGANGKATAN

Diangkat sebagai anggota Komite Tata Kelola Terintegrasi pada tanggal 4 September 2020.



Zudan Arif Fakrulloh

Member of the Integrated Governance Committee

AGE

51 Years Old

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

- Bachelor degree in Law from Sebelas Maret University Surakarta (1992).
- Master of Law Science from Diponegoro University (1995)
- Doctor of Law from Diponegoro University (2001)

EMPLOYMENT HISTORY

- Kepala Bagian Perundang - undangan Biro Hukum Sekjen Kementerian Dalam Negeri (2008 - 2010)
- Plt. Kepala Biro Hukum Sekjen Kemendagri (2010 - 2011)
- Kepala Biro Hukum Setjen Kemendagri (2011 - 2014)
- Staf Ahli Mendagri Bidang Hukum, Politik dan HAM (2014 - 2015)
- Penjabat Gubernur Gorontalo (2016 - 2017)
- Direktur Jenderal Kependudukan dan Pencatatan Sipil Kementerian Dalam Negeri (2015 - sekarang)
- Komisaris Independen PT Bank Mandiri Taspen (2018 - sekarang).

DASAR HUKUM PENGANGKATAN

Diangkat sebagai anggota Komite Tata Kelola Terintegrasi pada tanggal 13 Agustus 2020.



Ravik Karsidi

Member of the Integrated
Governance Committee

AGE

63 Years Old

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

- Sarjana Ilmu Pendidikan FIP di Universitas Negeri Sebelas Maret, Surakarta (1980).
- Magister Sains Program Studi Sosiologi Pedesaan untuk Studi Pembangunan di Institut Pertanian Bogor (IPB), Bogor(1994).
- Doktor Program Studi Ilmu Penyuluhan Pembangunan Institut Pertanian Bogor (IPB), Bogor (1999).

EMPLOYMENT HISTORY

- Independent Commissioner of PT Mandiri Tunas Finance (2017 - present).
- Chairman of the Audit Committee of PT Mandiri Tunas Finance (2017-present).
- Chairman of the PT Mandiri Tunas Finance Risk Monitoring Committee (2017-present).
- Chairman of the PT Mandiri Tunas Finance Nomination and Remuneration Committee (2017-present).
- Vice Rector I for Academic Affairs, UNS, Surakarta (2007-2011).
- Deputy Team Leader consultant for Bank Indonesia Micro Credit Project (PKM), Jakarta (1996-1999).
- National Jury of Students and Lecturers with the Directorate General of Higher Education of the Ministry of Education and Culture (2004-present).
- National jury of the Student Scientific Work competition, Ditjen Dikti Kemendikbud (2002-present).
- Study program assessors and Higher Education institutions at BANPT (Higher Education National Accreditation Agency)(2003-present).
- UNS Postgraduate Teaching Staff (Masters in Communication Studies, S2 / S3 Development Counseling / Community Development Management, and S2 PKLH Study Programs, S2 Cultural Studies, S2 Management Masters, S3 Educational Sciences, S3 Economics)(2001-present).
- Teaching Staff of the Department of Education FKIP UNS (1981-present).
- Chancellor of the University of Eleven March (2011 - present).

DASAR HUKUM PENGANGKATAN

Diangkat sebagai anggota Komite Tata Kelola Terintegrasi pada tanggal 25 Agustus 2017 berdasarkan Keputusan Dewan Komisaris PT Mandiri Tunas Finance No. 01/DEKOM/VIII/2017



Mulya E. Siregar

Member of the Integrated
Governance Committee

AGE

63 Years Old

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

- Bachelor in Agriculture Socio-Economic, Bogor Agricultural University (1980).
- Master of Science from The Ohio State University (1989).
- Doctor of Philosophy (PhD) from The Ohio State University (1998).

EMPLOYMENT HISTORY

- Senior Researcher of the Islamic Banking Research and Development Team (1999-2002)
- Head of Research and Development for Islamic Banking at Bank Indonesia (2002-2006)
- Head of Research and Development Bureau and Regulation of Islamic Banking, Bank Indonesia (2006-2010)
- Head of the Directorate of Sharia Banking, Bank Indonesia (2010-2012)
- Executive Director of DPNP Bank Indonesia (2012-2013)
- Assistant Governor of Bank Indonesia (May 2013-Dec 2013)
- Deputy Commissioner of Banking Supervision 1 of the Financial Services Authority (2014-2017)
- President Commissioner / Independent Commissioner of PT Bank Syariah Mandiri (10 April 2017 s.d. present

DASAR HUKUM PENGANGKATAN

Diangkat sebagai anggota Komite Tata Kelola Terintegrasi pada tanggal 17 April 2018.



Mansyur Nasution

Member of the Integrated Governance Committee

AGE

61 Years Old

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

- Master of Resources Economics Program at Colorado State University, USA

EMPLOYMENT HISTORY

- Started his career at PT Bank Bumi Daya (Persero) Tbk since 1983
- PT Bank Mandiri (Persero) Tbk from 1999 to 2012 with his last position as Executive Vice President Coordinator for Consumer Finance.
- Director of PT Bank Tabungan Negara (Persero) Tbk. (2012 - 2017)



Alamanda Shantika

Member of the Integrated Governance Committee

AGE

32 Years Old

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

Bachelor in Computer Science and Mathematics from Bina Nusantara University (2013).

EMPLOYMENT HISTORY

- President Director Binar Academy;
- Member of the Technology Committee of PT Medikaloka Hermina Tbk;
- Vice President of Talent Management - People and Culture PT Aplikasi Karya Anak Bangsa (Gojek);
- Vice President Product of PT Aplikasi Karya Anak Bangsa (Gojek);
- Head of Product Development Engineering at PT Multi Adiprakasa Manunggal (Kartuku).



Mohammad Hidayat

Member of the Integrated Governance Committee

AGE

54 Years Old

NATIONALITY

Indonesia

EDUCATIONAL BACKGROUND

- Bachelor of Sharia Faculty IAIN Jakarta (1991);
- Master of Business Administration from IPWI Jakarta;
- Post-graduate from the Institute of Legal Studies at the Business Law & Legal Management (IBLAM) Jakarta (2003); and
- Doctor of Islamic Economics and Finance at Trisakti University, Jakarta (2014).

EMPLOYMENT HISTORY

- Daily Management Board of the National Sharia Council (BPH DSN) MUI;
- Sharia Economic Community Expert Council (MES);
- Post-graduate Lecturer at the University of Indonesia PSTTI Program;
- Postgraduate Lecturer of IEF Program in Trisakti University;
- Active as a supervisor and advisor in several Islamic financial / non-financial institutions;
- The permanent preacher of the mosque at the Presidential Palace and the Mosque at the Republic of Indonesia Vice President's Institution;
- Book Author; and
- Chairperson of the Al-Washiyah Foundation.



Education Qualification and Work Experience of Integrated Governance Committee

Requirements for Integrated Governance Committee Members include:

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. Have sufficient expertise, ability, knowledge and experience related to their duties and responsibilities.
 - b. Have sufficient knowledge of good corporate governance.
 - c. Have sufficient knowledge of capital market regulations and regulations related to banking, insurance, securities and financing business.

Table of Education Qualification and Work Experience of the Integrated Governance Committee

Name	Position	Education	Work experience
Muhammad Chatib Basri	Chairman concurrently member	<ul style="list-style-type: none"> • Bachelor degree in Economics. • Master of Business Administration in Economic Development. • Ph.D in Economics. 	Has work experience, among others, in finance and company supervision.
Andrinof A. Chaniago	Member	<ul style="list-style-type: none"> • Bachelor degree in Social and Political Science. • Master in Planning and Public Policy. 	Have work experience, among others, in banking and corporate supervision.
Loeke Larasati A.	Member	<ul style="list-style-type: none"> • Bachelor degree in Law. • Master in Management. 	Has work experience, among others, in the fields of law and banking.
Ardan Adiperdana	Member	<ul style="list-style-type: none"> • Bachelor of Economics. • Master in Business Administration. • Doctor in Strategic Management. 	Has work experience, among others, in the fields of accounting and auditing.
Faried Utomo	Member	<ul style="list-style-type: none"> • Bachelor degree in Law • Master in Law 	Have work experience in the government sector
Bambang Ratmanto	Member	<ul style="list-style-type: none"> • Bachelor of Accounting. • Master of Management in Business Management. 	Have work experience in banking, auditing, and risk management.
Chrisna Pranoto	Member	<ul style="list-style-type: none"> • Bachelor degree in Agronomy • Master in International Business Management 	Have work experience in banking.
Bambang Wibowo	Member	<ul style="list-style-type: none"> • Bachelor degree in Medicine • Master of Hospital Administration 	Have work experience in the health sector.
Frans A. Wiyono	Member	<ul style="list-style-type: none"> • Bachelor of Art 	Have work experience in banking and insurance.
Mirza Adityaswara	Member	<ul style="list-style-type: none"> • Bachelor of Economics • Master of Applied Finance 	Have work experience in banking and finance.
Akhmad Syakhroza	Member	<ul style="list-style-type: none"> • Bachelor of Accounting • Masters in accounting, finance, and information systems • Doctor of Accounting Management 	Have work experience in the field of supervision and education.
Zudan Arif Fakrulloh	Member	<ul style="list-style-type: none"> • Bachelor degree in Law • Master of Law Science • Doctor of Law Science 	Have work experience in the government sector
Ravik Karsidi	Member	<ul style="list-style-type: none"> • Bachelor of Education Science. • Master of Science in Rural Sociology Study Program for Development Studies. • Doctoral Program of Development Extension Science 	Has work experience in the fields of finance, banking, Directorate General of Higher Education, Ministry of Education and Culture, National Accreditation Board for Higher Education, Semarang State University and as the Rector of Sebelas Maret University.
Mulya E. Siregar	Member	<ul style="list-style-type: none"> • Bachelor degree in Agricultural Social Economics • Master of Science. • Doctor of Philosophy (PhD). 	Have work experience in Sharia banking.
Mansyur Nasution	Member	<ul style="list-style-type: none"> • Master Program Resources Economics 	Have work experience in banking.
Alamanda Shantika	Member	Bachelor in Computer Science and Mathematics	Have work experience in banking, Information Technology.



Name	Position	Education	Work experience
Mohamad Hidayat	Member	<ul style="list-style-type: none"> Bachelor degree in Sharia Master of Business Administration Master in Law Doctorate in Islamic Economic and Finance 	Have work experience in the field of Islamic banking and education.

Independency of Integrated Governance Committee

Members of Integrated Governance Committee have no shares in Bank Mandiri and its Subsidiaries, either directly or indirectly, have no affiliation relationship with Bank Mandiri, its Subsidiaries, Members of the Board of Commissioners and/or Subsidiaries, Members of the Board of Directors and/or Subsidiaries and main shareholders of Bank Mandiri and/or Subsidiaries and have no business relationship either directly or indirectly with Bank Mandiri and its Subsidiaries.

Table of Independency of Integrated Governance Committee

Aspect of Independence	Muham-mad Chatib Basri	Andrinof A. Cha-niago	Loeke Larasa-ti A.	Ardan Adiper-dana	Faried Utomo	Bam-bang Rat-manto	Chrisna Pranoto	Bam-bang Wibowo	Frans A. Wiyono	Mirza Adityas-wara	Akhmad Syakhro-za	Zudan Arif Fakrulloh	Ravik Karsidi	Mulya E. Siregar	Mansyur Nasu-tion	Ala-manda Shantika	Mo-hamad Hidayat
Not having financial relation with the Boards of Commissioners and Directors	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not having management relation in the company, subsidiaries, or affiliated companies	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not having shareholding relation in the company	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not having family relation with Board of Commissioners, Board of Directors, and/or other members of the Audit Committee	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Not serving as admin-istrator of political parties, officials and the government	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Integrated Governance Committee Meeting

The provisions of the Integrated Governance Committee meeting regulated in the Integrated Governance Committee Charter are as follows:

1. The Integrated Governance Committee holds a meeting at least 1 (one) time in 6 (six) months.
2. Integrated Corporate Governance Committee meetings are considered valid if attended by at least 51% of the number of members including an Independent Commissioner of the Company and an Independent Party.
3. The decision of the Integrated Governance Committee meeting is made based on deliberation to reach a consensus.
4. In the case that consensus agreement does not occur, the decision is made based on majority votes.
5. The meeting shall be chaired by the Chairperson of the Integrated Governance Committee or other Committee Members who are Independent Commissioners, if the Chair of the Integrated Governance Committee is unable to attend.
6. Each meeting of the Integrated Governance Committee is set forth in the minutes of the meeting, including when there are differences of opinion along with the reasons for those differences of opinion, which are signed by the chair and secretary of the committee and documented with.
7. Meetings of the Integrated Governance Committee must be set forth in minutes of meetings signed by the Chairperson and the Committee Secretary.
8. Integrated Governance Committee meetings can be held through electronic media.



Agenda of Integrated Governance Committee Meeting

During 2020, the Integrated Governance Committee held 2 (two) meetings. The agenda of the Integrated Governance Committee meeting is as follows.

Table of Agenda for Integrated Governance Committee Meeting

No.	Date	Meeting Agenda	Participant	Presence Qourum (%)
1.	June 11, 2020	<ol style="list-style-type: none"> 1. Integrated Governance Committee Highlights. 2. The Process of Determining the Board and Supervisory of Subsidiaries. 3. Alignment Audit Plan Process with Subsidiaries. 4. Stress Test impact of COVID-19 on Subsidiaries. 	<ul style="list-style-type: none"> - Rionald Silaban - M. Chatib Basri - Ardan Adiperdana - Ridwan D. Ayub - Chrisna Pranoto - Yusak L.S. Silalahi - Sukoriyanto Saputro - Frans A. Wiyono - Wihana Kirana Jaya - Ravik Karsidi - Mulya E. Siregar - Mirza Adityaswara - Mohamad Hidayat 	100%
2.	September 10, 2020	<ol style="list-style-type: none"> 1. Follow-up Committee Input. 2. Implementation of APU PPT Mandiri Group. 3. RBBR Consolidation and Integrated Risk Profile. 4. 4. Implementation of SKAIT in Mandiri Group. 	<ul style="list-style-type: none"> - M. Chatib Basri - Andrinof A. Chaniago - Loeke Larasati A. - Ardan Adiperdana - Faried Utomo - Bambang Ratmanto - Chrisna Pranoto - Bambang Wibowo - Frans A. Wiyono - Mirza Adityaswara - Akhmad Syakhroza - Zudan Arif Fakrulloh - Ravik Karsidi - Mulya E. Siregar - Mansyur Nasution - Daniel Setiawa - Mohamad Hidayat 	100%

Frequency and Attendance of Integrated Governance Committee Meeting

During 2020, the Integrated Governance Committee held 2 (two) meetings. The frequency and level of attendance of meetings of each member of the Integrated Governance Committee is as follows.

Table of Frequency and Attendance at Integrated Governance Committee Meetings

Name	Position	Number of Meeting	Number od Attendance	Percentage
Rionald Silaban*	Chairman concurrenly member	1	1	100%
M. Chatib Basri	Member	2	2	100%
Ardan Adiperdana	Member	2	2	100%
Ridwan D. Ayub*	Member	1	1	100%
Chrisna Pranoto	Member	2	2	100%
Yusak L.S. Silalahi	Member	2	1	100%
Sukoriyanto Saputro	Member	1	1	100%
Frans A. Wiyono	Member	2	2	100%
Wihana Kirana Jaya	Member	1	1	100%
Ravik Karsidi	Member	2	2	100%
Mulya E. Siregar	Member	2	2	100%
Mirza Adityaswara	Member	2	2	100%



Name	Position	Number of Meeting	Number of Attendance	Percentage
Mohamad Hidayat	Member	2	2	100%
Andrinof A. Chaniago**	Member	1	1	100%
Loeke Larasati A.**	Member	1	1	100%
Faried Utomo**	Member	1	1	100%
Bambang Ratmanto**	Member	1	1	100%
Akhmad Syakhroza	Member	1	1	100%
Zudan Arif Fakrulloh	Member	1	1	100%
Mansyur Nasution**	Member	1	1	100%
Daniel Setiawan**	Member	1	1	100%

* Ceased office on July 20 2020

** Took office on July 20 2020

Achievement of Key Performance Indicators (KPI) of Integrated Governance Committee

Achievements of Integrated Governance Committee on KPI throughout 2020 is as follows

No.	Key Performance Indicator	Indicator Value (%)	Achievement Value (%)	Indicator Value x Achievement Value (%)
1.	Realisasi Jumlah Pelaksanaan Rapat Komite dan Rencana Kerja.	30	100,00	30,00
2.	Penilaian tingkat kehadiran dan partisipasi di Rapat.	20	100,00	20,00
3.	Penyampaian Hasil Review kepada Dewan Komisaris.	20	95,00	19,00
4.	Pembuatan dan Penyampaian Laporan Komite yang tepat waktu.	30	95,00	28,50
	Total KPI Komite	100		97,50

Remuneration of Integrated Governance Committee

The Remuneration of the Integrated Governance Committee originating from the Independent Non Commissioner is regulated in the Decree of the Board of Commissioners No. KEP.KOM/008/2019 dated April 30, 2019 concerning Remuneration of Supporting Organs of the Board of Commissioners of PT Bank Mandiri (Persero) Tbk. and regulated in the Letter of Assignment concerned as a member of the Committee under the Board of Commissioners issued by Bank Mandiri.

No.	Description	Non-Commissioner Committee Member
1.	Salary/Honorarium	A maximum of 20% of the Salary of the President Director
2.	Composition Benefits	Not given
3.	Holiday allowance	In accordance with the provisions of Bank Mandiri employees
4.	Bonuses/Tantiems	Not given
5.	Amenities	
	a. Transportation Allowance	Not given
	b. Health	Not given
	c. Business trip	In accordance with Bank Mandiri employee requirements/equivalent to Group Head

Brief Report on the Implementation of the Integrated Governance Committee's Activities in 2020

During 2020, the Integrated Governance Committee has discussed and determined matters related to:

- In a meeting on June 11, 2020, the TKT Committee held a meeting to discuss the following matters:
 - Highlights of the Integrated Governance Committee
 - The Process of Determining the Management and Supervisor of the Subsidiary Company
 - Audit Plan Alignment Process with Subsidiaries
 - Stress Test Against COVID-19



2. In a meeting on September 10, 2020, the TKT Committee held a meeting to discuss the following matters:
 - 1) Follow up of Committee Meeting Input
 - 2) Mandiri Group APU-PPT implementation
 - 3) Consolidated Risk Based Bank Rating (RBBR) & Integrated Risk Profile
 - 4) Implementation of SKAIT at Mandiri Group

Integrated Governance Committee Recommendations

After discussing the follow-up on the implementation of Integrated Governance, the TRL Committee agreed to make improvements in terms of the parameters for assessing the implementation of Governance both in the Main Entity and in Subsidiaries according to their respective industries, so as to better reflect the actual implementation of Corporate Governance.

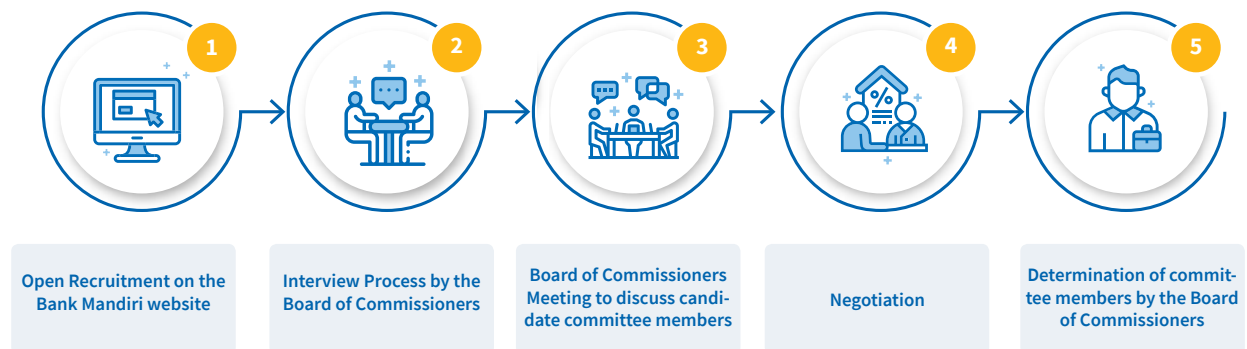
Work Plan for the Integrated Governance Committee in 2021

At the end of 2020, the TKT Committee has prepared a work plan for 2021 and has obtained approval from the Board of Commissioners. The TKT Committee's work plan in 2021 includes evaluating the implementation of Integrated Governance through:

1. Assessment of the Adequacy of Integrated Internal Control.
2. Implementation of Integrated Compliance Function.
3. Implementation of Integrated Risk Management.

Procedures for Replacement of Committees Under the Board of Commissioners

The procedures for replacing Committee members under the Board of Commissioners from Independent Parties are explained in the following chart.





Organs and Committee Under the Board of Directors

In carrying out the Company's operational activities, the Board of Directors is assisted by Corporate Secretary and committees under the Board.

Corporate Secretary

Bank Mandiri has the function of a Corporate Secretary run by the Corporate Secretary Group work unit and is led by an Executive Officer with the corporate title Senior Vice President who is appointed based on the Decree of decision of the Senior Executive Vice President (SEVP) No. KEP.DIR/137/2020 November 10, 2020.

The Corporate Secretary of Bank Mandiri is directly responsible to the Board of Directors and is under the supervision of the Director of Institutional Relations which has duties and responsibilities including acting as a Bank mediator with stakeholders such as regulators, investors, and the wider community, especially those related to capital markets responsible for ensuring company compliance with applicable laws and regulations as part of the implementation of Good Corporate Governance (GCG). In addition, the Corporate Secretary is responsible for maintaining the Bank's good image in the eyes of stakeholders widely.

The Basis for the Appointment of Corporate Secretary

The establishment, appointment and carrying out of functions and duties of Corporate Secretary, refer to:

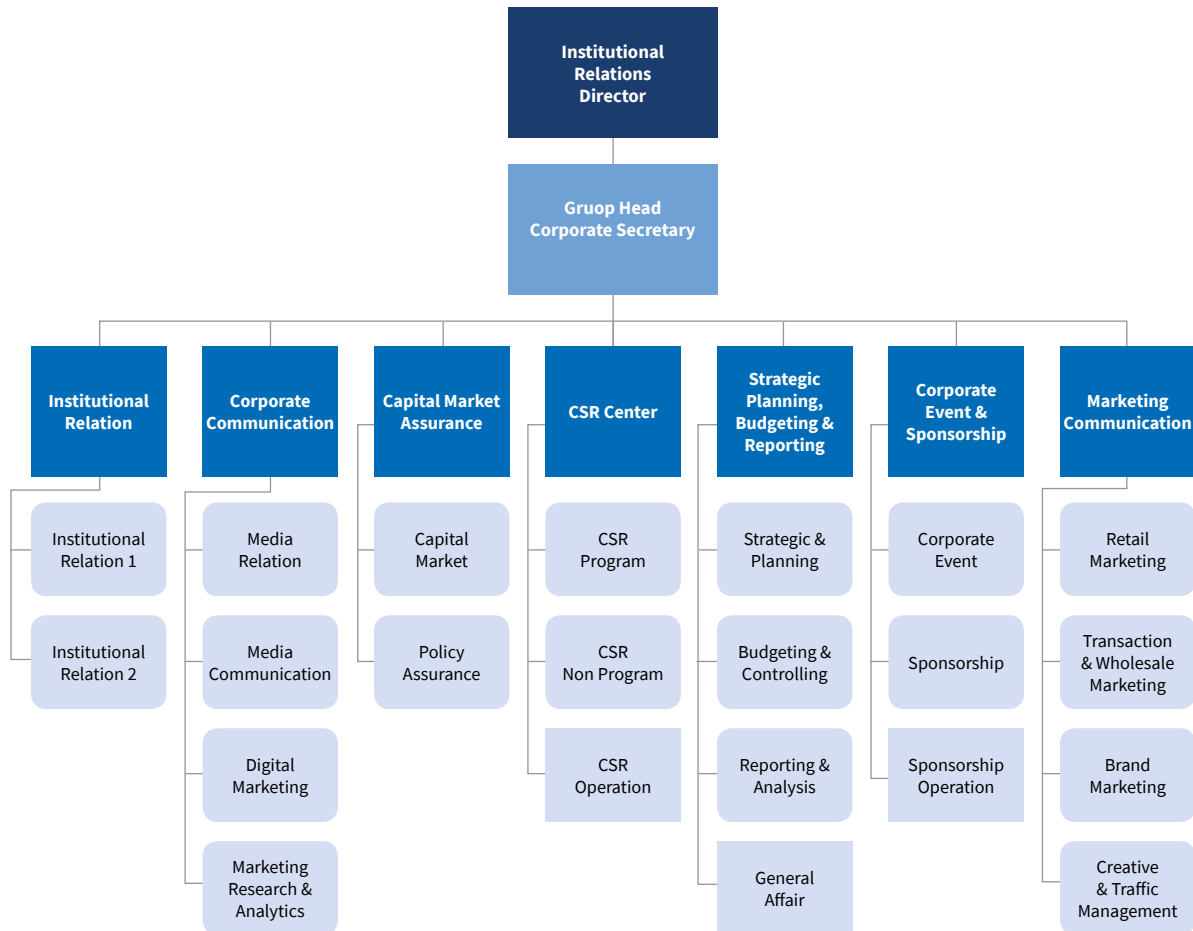
1. Articles of Association of Bank Mandiri
2. Financial Services Authority Regulation No. 35/ POJK.04/2014 concerning Corporate Secretary of Issuer and Public Companies.
3. SOE Minister Regulation No. PER-01/MBU/2011 concerning the Implementation of Good Corporate Governance in State Owned Companies, as amended by PER-09/MBU/2012.
4. Law No. 19 of 2003 concerning State Owned Companies.
5. Decree of Minister of State Owned Companies No. KEP-117/MMBU/2002 dated July 31, 2002.
6. Regulation No.IX.I4 Decree of Head of Capital Market Supervisory Agency (Bapepam) No. Kep 63/PM/1996 dated January 17 1996.
7. Board of the Director's Decree No. KEP. DIR/137/2020 dated November 10, 2020.

Structure of the Corporate Secretary

The Corporate Secretary is directly responsible to the Director of Institutional Relations, in which the functions and duties are divided into 6 (six) fields, which are:

1. Bank activities as a public company, including implementing corporate governance, especially those related to capital market provisions
2. Corporate Communication Activities;
3. Secretarial Activities
4. Stakeholder Management Activities;
5. Corporate Social Responsibility Activities;
6. Security Activities.

In carrying out the functions and duties of each department, coordination and supervision are directly in the hand of Corporate Secretary. In carrying out its functions and duties, the Corporate Secretary is guided by the Policy and Standards of Corporate Secretary.



Functions and Duties of Corporate Company

Referring to Article 5 of the Financial Services Authority Regulation No. 35/POJK.04/2014 concerning Corporate Secretary of Issuers or Public Companies, the function of the Corporate Secretary is to carry out tasks at least covering:

1. Following the development of the capital market, especially the applicable laws and regulations in the field of capital markets.
2. Providing input to the Board of Directors and the Board of Commissioners to comply with the rules and regulations in the field of capital market.
3. Assisting the Board of Directors and the Board of Commissioners in implementing corporate governance which includes:
 - a. disclosure of information to the public, including the availability of information on the Issuer's Website;
 - b. submission of statements to Financial Services Authority on time;
 - c. organizing and documenting the General Meeting of Shareholders;
 - d. organizing and documenting the Meetings of Board of Directors and/or Board of Commissioners; and
 - e. implementing an orientation program for the company for the Board of Directors and/or the Board of Commissioners.
4. As a liaison between Issuers and shareholders, the OJK and other stakeholders.

In line with these Financial Services Authority Regulation, the Corporate Secretary of Bank Mandiri also has a Policy and Standard of Guidelines as the foundation of the Corporate Secretary in carrying out their functions and duties, among others Activities that are the scope of responsibility of the Corporate Secretary include:

1. Bank Activities as a Public Company:
 - a. Carrying out Information Disclosure including reporting to Regulators in relation to the status of the Bank as a Public Company.
 - b. Organizing and documenting the General Meeting of Shareholders.
 - c. Carrying out reporting according to the provisions of other laws which are the authority of the Corporate Secretary work unit.
 - d. Managing the administration of Bank Mandiri shareholders.
 - e. Carrying out other activities related to Corporate Action and/or other information disclosures.
 - f. Carrying out the Bank's compliance function with regulations in the field of capital market
2. Corporate Communication Activities
 - a. Establish policies and strategies regarding the implementation of communication
 - b. Conducting corporate communication activities to internal and external corporate stakeholders.
3. Marketing Communication Activities
 - Define brand image and brand positioning.



4. Event and Sponsorship Activities

Conducting and carrying out certain activities (events/ events/sponsorship) as the implementation of corporate communication strategies and reputation management/ reputation risk.

5. Secretarial Activities

- a. Organizing and documenting the Meetings of Board of Directors Meetings and Board of Commissioners.
- b. Administering company documents including regulating or stipulating regulations concerning letters and management of company documents
- c. Carrying out activities to support the functions and work activities of the Board of Commissioners, Board of Directors and SEVP.

6. Corporate Social Responsibility Activities

- a. Establishing strategies and carry out Corporate Social Responsibility Activities.
- b. Carrying out other similar activities either in the form of implementation of government programs or by collaborating with third parties such as the Partnership and Community Development Program and giving donations in connection with natural disasters.

7. *Marketing Communication* Activities

- a. Menetapkan strategi *marketing* komunikasi di level *Bank-wide* dan Unit Kerja Pengguna.
- b. Menginisiasi dan mengkoordinasikan kegiatan riset, antara lain *concept testing*, *brand tracking*, *customer satisfaction*.
- c. Memastikan pelaksanaan program *marketing* komunikasi telah dilaksanakan secara efektif.

Profile of Corporate Secretary

During 2020, there were several changes to the position of Corporate Secretary of Bank Mandiri. In the period 1 January - 5 March 2020, the Corporate Secretary of Bank Mandiri was held by Mr. Rohan Hafas. He joined Bank Mandiri in 2014 and served as Corporate Secretary based on SEVP Decree No. KEP.SEVP/272/2014 dated September 30, 2014.



Rohan Hafas
Corporate Secretary

AGE

59 years old

NATIONALITY

Indonesia

DOMICILE

Jakarta

EDUCATION

Bachelor Degree in Management of the University of Indonesia (1987).

CERTIFICATION

Level 5 Risk Management held by the Banking Profession Certification Body (2020)

EMPLOYMENT HISTORY

- Senior Executive Vice President (SEVP) Corporate Relation PT Bank Mandiri (Persero) Tbk. (2020).
- Group Head Corporate Secretary PT Bank Mandiri (Persero) Tbk (2014 – 2020).

For the period 5 March - 10 November 2020, the position of Corporate Secretary of Bank Mandiri was held by Mr. Rully Setiawan. He joined Bank Mandiri in 2001 and served as Corporate Secretary based on the Decree of the Board of Directors No. KEP.DIR/020/2020 tanggal March 6, 2020.



Rully Setiawan
Corporate Secretary

AGE

43 years old

NATIONALITY

Indonesia

DOMICILE

Jakarta

EDUCATION

Bachelor degree in Accounting from STIE Bandung (1999).

CERTIFICATION

- Level 4 Risk Management held by the Banking Profession Certification Body (2018)
- Advance Professional Education – WAPERD by the Association of Mutual Fund and Investment Actors (2018)

EMPLOYMENT HISTORY

- Regional CEO XI PT Bank Mandiri (Persero) Tbk. (2018 – 2020)
- Regional Transaction & Consumer Head VI (2017 – 2018)

Currently, the Corporate Secretary of Bank Mandiri is held by Mr. Rudi As Aturridha. He joined Bank Mandiri in 2001 and served as Corporate Secretary based on the Decree of the Board of Directors No. KEP.DIR/137/2020 dated November 10, 2020

**AGE**

48 years old

NATIONALITY

Indonesia

DOMICILE

Jakarta

EDUCATION

Bachelor degree in Economics from Trisakti University (1996).

SERTIFIKASI

Sertifikasi Manajemen Risiko Level 3

EMPLOYMENT HISTORY

- Department Head Corporate Communication PT Bank Mandiri (Persero) Tbk. (2019 – 2020)
- Area Head Yogyakarta PT Bank Mandiri (Persero) Tbk. (2017 – 2018)

Competence Improvement Program of Corporate Secretary

As a liaison with external parties, the Corporate Secretary must always keep up with the developments in the world of capital markets and consistently improve their competence in the fields of law, finance, communications and corporate governance. For this reason, the Corporate Secretary of Bank Mandiri routinely participates in various trainings/workshops/seminars that are useful to maximize their very important role in the company. Throughout 2020, the Corporate Secretary has participated in various Training/Workshop/Seminars as follows.

Name	Period	Competency Development/Training Materials	Time of Implementation	Organizer
Rohan Hafas	October, 2014 March 6, 2020	Level IV Risk Management Competence Certificate	September 23, 2020	LSPP
		Leadtalks: Building a Leadership Spirit Through Techno-Socio Entrepreneurship	August 10, 2020	Mandiri University
		Level V Risk Management Competency Certification	November 25, 2020	LSPP
		Top Executive Leaders Sharing (TELS) Vol. 1	May 20, 2020	Mandiri University
		TELS vol.1 - Top Executive Leaders Session vol.1 (TELS) "Building Effective Leadership in the VUCA Era"	May 20, 2020	Mandiri University
Rully Setiawan	March 6 2020- November 10, 2020	Level IV Risk Management Competency Certification	March 12-13,2020	Bara
		Top Executive Leaders Sharing (TELS) Vol. 1	June 24, 2020	Mandiri University
		Co-Creating Future Mandirian	May 15, 2020	Mandiri University
		Leadtalks : Achieving Our Goal To Be Preferred Financial Partner	September 28, 2020	Mandiri University
		Leadtalks: Building a Leadership Spirit Through Techno-Socio Entrepreneurship	August 10, 2020	Mandiri University
		Master Class of Stakeholder Management	May 15, 2020	Mandiri University
		Top Executive Leaders Session (TELS) Volume 02: Transformation of Astra's Leadership through Effective Team Work Strategies	June 30, 2020	Mandiri University
		Top Executive Leaders Sharing (TELS) Vol. 1	May 20, 2020	Mandiri University
		PODCAST Vol.9A - Do Not Be Afraid	April 5, 2020	Mandiri University
		PODCAST Vol.27 - Reciting Al Ma'tsurat & Prayers with Mandiri Group	April 26, 2020	Mandiri University
		TELS vol.1 - Top Executive Leaders Session vol.1 (TELS) "Building Effective Leadership in the VUCA Era"	May 20, 2020	Mandiri University
		Top Executive Leaders Session (TELS) Volume 02: Transformation of Astra's Leadership through Effective Team Work Strategies	May 20, 2020	Mandiri University



Name	Period	Competency Development/Training Materials	Time of Implementation	Organizer
		PODCAST Vol.44 - Reshaping Culture In The New Normal Era	June 3, 2020	Mandiri University
		PODCAST Vol. 76 Mandiri Leadership Characteristics Into Practices Part 03	September 4, 2020	Mandiri University
		Compliance Test	October 12, 2020	Mandiri University
Rudi As Aturridha	November 10, 2020 – Saat ini	Co-Creating Future Mandirian	June 3, 2020	Mandiri University
		Mandiri Learning Carnival - Emotional Agility - Thriving In The New Normal	September 23, 2020	Mandiri University
		Mandiri Learning Carnival - High Touch Collaboration	September 23, 2020	Mandiri University
		Master Class Of Stakeholder Management	May 15, 2020	Mandiri University
		Master Class Of Strategic Thinking Vol 2 : Developing Strategic Thinking And Business Acumen	June 26, 2020	Mandiri University
		Master Class Vol.04 – Customer Obsession: Mastering The Digital Advantage In Transforming Customer Obsession	October 22, 2020	Mandiri University
		Understanding Akhlak - Corsec	Agust 28, 2020	Mandiri University
		PODCAST Vol.5 - Impact of COVID-19 on Economic Conditions	March 30, 2020	Mandiri University
		PODCAST Vol.23 - Being Resilient in Crisis From a Female Leader's Perspective	April 21, 2020	Mandiri University
		MASTERCLASS Vol.1 - Masterclass of Stakeholder Management Vol. 1	May 20, 2020	Mandiri University
		MASTERCLASS Vol.2 - Masterclass of Strategic Thinking Vol.2	May 20, 2020	Mandiri University
		PODCAST Vol.47 - Reshaping Culture In The New Normal Era	June 12, 2020	Mandiri University
		PODCAST Vol.60 - Kick Off Covid Rangers	July 21, 2020	Mandiri University
		Security Awareness Level 1 Certification- Foundation	September 30, 2020	Mandiri University
		Compliance Test	October 14, 2020	Mandiri University
Security Awareness Level 2 Certification- Leaders	October 14, 2020	Mandiri University		
Security Awareness Level 3 Certification- Senior Leaders	December 22, 2020	Mandiri University		

In addition, the ranks of employees under the corporate secretary function have attended training in the fields of law, accounting, secretarial and reporting, and actively participated in seminars/ socialization related to the latest regulations issued by the regulator.

Duties Implementation of the Corporate Secretary in 2020

During 2020, the Corporate Secretary of Bank Mandiri has carried out functions and tasks related to stakeholders, including:

- Following the development of Capital Market regulations, especially the laws and regulations that are applied in the Capital Market, by ensuring compliance with new regulations issued by the FSA, Indonesia Stock Exchange and other regulators related to the capital market.
- Developing GCG Awareness for the Directors and Board of Commissioners of Bank Mandiri, including informing about new policies and issues regarding GCG.
- Organizing and documenting the Annual General Meeting of Shareholders on February 19, 2020,, Extraordinary General Meeting of Shareholders on October 21, 2020, Mandatory Public Expose 2020 on August 26 2020, and ensuring regular quarterly communication to investors through analyst meetings on January 24 June 8 August 19 and October 26 2020
- Disbursing dividends for the 2019 Financial Year on March 20 2020.
- Organizing and attending Meetings of the Board of Commissioners, Meetings of the Board of Directors, Joint Meetings of the Board of Directors Inviting the Board of Commissioners, and Joint Meetings of the Board of Commissioners invite the Board of Directors and make minutes of their meetings. In 2020 27 (twenty-seven) times, 40 (forty) times, 3 (three) times and 10 (ten) times meetings were held respectively.



6. Conducting periodic review of the Company's Main Policy, the Company's Articles of Association, the Board of Directors 'Guidelines and Rules of Work, the Board of Commissioners' Guidelines and Rules of Work, the Committee's Rules of Directors, the Charter of Committees under the Board of Commissioners, and other Policies in accordance with applicable laws and regulations and implementation of Bank governance.
7. Opening information to the public in accordance with applicable laws and regulations.
8. Opening information to Bank Mandiri internal employees through Mandiri Magazine. During 2020, the Corporate Secretary has published 12 (twelve) editions of Mandiri Magazine.
9. Preparing Annual Report and Sustainability Report for Fiscal Year 2020 and submit it to the relevant Regulator in a timely manner. It also monitors the submission of the 2020 Fiscal Year Annual Report belonging to 11 (eleven) Subsidiaries to the Regulator.
10. Arranging the Capability and Compliance Test of Board of Directors members and Board of Commissioners new members.
11. Documenting of Company legality data, including the GMS Deed, Amendment to Articles of Association Deed, Amendment to Management Deed, Company Domicile Mark, and other legality documents.
12. Establishing communication with the Ministry of Stated-Owned Enterprises, FSA, Bank Indonesia (BI), Ministry of Finance, Secretary of State, Deposit Insurance Corporation (LPS), Self Regulatory Organization (Indonesian Stock Exchange (BEI), Indonesian Central Securities Depository (KSEI), and Clearing Guarantee Indonesian Securities (KPEI)), Securities Administration Bureau, and other related institutions.
13. Monitoring the implementation of the State Operator's Wealth Report (LHKPN) to the Corruption Eradication Commission (KPK). During 2020 a total of 324 (three hundred and twenty-four) of a total of 326 (three hundred and twenty-six) people or 99,39% (ninety-nine point thirty-nine percent) have fulfilled their reporting obligations.
14. Compiling and issuing 145 (one hundred forty five) Directors' Decrees related to the Implementation of the Company's Operational Activities.
15. Reporting the results of daily media monitoring to the Board of Commissioners and Directors Members every morning on weekdays.
16. Coordinating the organization of Corporate Events, both internal and external events, for example, virtual Bank Mandiri Anniversary, and other Corporate Events which are conducted virtually
17. Covering the activities of Corporate Ceremonial Activities as many as 51 (fifty-one) coverage.
18. Participating actively in hearings and working visits with the DPR-RI.
19. Channeling Partnership Programs, Community Development,

Corporate Social Responsibility and Sponsorship and monitoring their credibility.

20. Carrying out the activities of licensing, security and escort/protocol (Bank officials) Directors and Board of Commissioners in the office/place of service, trip/agenda and residency.
21. Administering and distributing all incoming letters addressed to Bank Mandiri or related Work Units for following up.
22. Acting as a liaison between Bank Mandiri and shareholders, investors, regulators and other stakeholders.

The Report of the Company Secretary Fiscal Year 2019

In order to fulfill Article 11 of FSA Regulation No. 35/POJK/2014, the Corporate Secretary of Bank Mandiri has compiled periodic reports at least 1 (one) time in 1 (one) year regarding the implementation of the company secretary function to the Board of Directors and was forwarded to the Board of Commissioners submitted through a Memorandum to the Board of Directors No. CSC.CSE/CMA.641/2020 dated June 30, 2020 concerning to the Reports on the Functions and Duties of Corporate Secretary Group 2018 and Letter to the Board of Commissioners No. CSC.CSE/CMA.954/2020 dated July 8, 2020 concerning to the Reports on the Functions and Duties of Corporate Secretary Group 2019.

Committees Under the Board of Directors

In carrying out its duties, the Board of Directors is assisted by the Corporate Secretary and Committees whose job is to provide advice and recommendations relating to the policies and directions of the Directors. Bank Mandiri has Committees under the Board of Directors or also called the Executive Committee, as many as 9 (nine) Committees as it was stated in the Decree of the Directors No. KEP.DIR/34/2020 dated April 23, 2020 concerning Directors Executive Committee of PT Bank Mandiri (Persero) Tbk.

However, in the capacity as a committee, all Executive Committees do not have the authority to act to represent and on behalf of the Company in binding or signing agreements with third parties. All actions for and on behalf of the Company must be carried out in accordance with the provisions of the Company's Articles of Association.

Assets and Liabilities Committee (ALCO)

The Assets and Liabilities Committee (ALCO) is a committee formed to assist the Board of Directors in carrying out the functions of determining the strategy of managing assets and liabilities, setting interest rates and liquidity, as well as other matters related to managing the Company's assets and liabilities. In addition, during conditions of significant financial pressure and during periods of financial and economic crisis, ALCO has the duty to monitor the bank financial indicators listed in the Recovery Plan and to escalate to the Board of Directors regarding the determination of Recovery Plan activation.



Structure and Membership of Assets and Liabilities Committee

Based on Directors Decree No. KEP.DIR/35/2020 concerning Assets and Liabilities Committee, the structure and membership of ALCO are as follows:

Structure and Membership of Asset & Liabilities Committee (ALCO)	
Chairman	President Director
Secretary	Group Head Market Risk
Alternate Secretary I	Group Head Treasury
Alternate Secretary II	Group Head Strategy & Performance Management
Alternate Secretary III	Group Head Credit Portfolio Risk
Permanent Voting Member:	<ol style="list-style-type: none"> 1. President Director 2. Vice President Director 3. Director of Risk Management 4. Director of Treasury & International Banking 5. Director of Commercial Banking 6. Director of Network & Retail Banking 7. Director of Corporate Banking 8. Director of Institutional Relations 9. Director of Finance & Strategy
Non-Permanent Voting Member	Members of the Board of Directors and SEVP related to the material presented as invitations.
Permanent Members Without Voting Rights (Permanent Non-Voting Member)	Director of Compliance & HR or Group Head Compliance & AML-CFT or appointed Compliance & AML-CFT Group official.
Contributing Non-Voting Member	<ol style="list-style-type: none"> a. Other Group Head/Group Head level presented as invitee related to the material on the committee's agenda b. Committee Secretary
Permanent Invitee Without Voting Rights (Invitee)	<ol style="list-style-type: none"> a. SEVP Internal Audit*) or Group Head in Internal Audit or Internal Audit officials presented as permanent invitee without voting rights. *) In this term, the material discussed in the Committee is the material proposed by the SEVP Internal Audit, the SEVP Internal Audit acts as a Voting Member. b. Officials in the field of operational risk, namely Senior Operational Risk Head who were present related to the material that became the agenda of the committee that was present as a permanent invitation without voting rights.

Assets and Liabilities Committee Profile

The profile of the Assets and Liabilities Committee members as of December 31, 2020 is as follows

Name	Position	Information	Educational Background
Darmawan Junaidi	Chairman/Permanent Voting Member	President Director	His educational background can be seen in Directors Profile in this Annual Report.
Alexandra Askandar	Permanent Voting Member	Vice President Director	Her educational background can be seen in Directors Profile in this Annual Report.
Ahmad Siddik Badruddin	Permanent Voting Member	Director of Risk Management	His educational background can be seen in Directors Profile in this Annual Report.
Panji Irawan	Permanent Voting Member	Director of Treasury, International Banking & SAM*	His educational background can be seen in Directors Profile in this Annual Report.
Susana Indah Kris Indriati	Permanent Voting Member	Director of Corporate Banking	Her educational background can be seen in Directors Profile in this Annual Report.
Rohan Hafas	Permanent Voting Member	Director of Institutional Relations	His educational background can be seen in Directors Profile in this Annual Report.
Riduan	Permanent Voting Member	Director of Commercial Banking	His educational background can be seen in Directors Profile in this Annual Report.



Name	Position	Information	Educational Background
Sigit Prastowo	Permanent Voting Member	Director of Finance and Strategies	His educational background can be seen in Directors Profile in this Annual Report.
Aquarius Rudianto	Permanent Voting Member	Director of Business and Network*	His educational background can be seen in Directors Profile in this Annual Report.

*Based on the General Meeting of Shareholders Decree No. 01 dated November 2 2020, there is a change in the nomenclature that was originally Director of Treasury, International Banking, & Special Asset Management to be Director of Treasury & International Banking and which was originally Director of Business & Network to Be Director of Network & Retail Banking.

Description Duties and Responsibilities of Assets and Liabilities Committee

In carrying out its functions, ALCO has the following duties and responsibilities:

1. Establish, develop and review strategies for managing assets and liabilities.
2. Evaluate the position of the Company's assets and liabilities in accordance with the objectives of managing liquidity risk, interest rates and exchange rates.
3. Evaluate the Company's position and the Assets & Liabilities Management (ALM) strategy to ensure that the results of the Company's risk taking position are consistent with the objectives of managing interest rates, liquidity and exchange rates.
4. Conduct an evaluation/review of asset and liability pricing to ensure that pricing can optimize the results of investment funds to minimize the cost of funds and maintain the Company's balance sheet structure in accordance with the Company's ALM strategy.
5. Evaluate/review deviations between the realization and the projected budget and business plan of the Company.
6. Discuss and set limits on liquidity management, gap management, pricing management, and FX management.
7. Establish fund transfer pricing methodology.
8. Discuss and determine other matters that are in the scope of ALM, including Subsidiaries/entities that are under the control of the Company.
9. Monitor and implement/activate the Recovery Plan as follows:
 - a. Monitor the Bank's financial indicators listed in the Recovery Plan which include indicators of liquidity, capital, profitability and asset quality.
 - b. Escalate to the Board of Directors if the Recovery Plan indicators will or have violated the limit (trigger level) set to get the Recovery Plan activation decision.

Duties Implementation of Assets and Liabilities Committee 2020

In carrying out its duties and responsibilities, ALCO holds meetings at least 3 (three) times a year or at any time if it is necessary at the request of one or more members of the voting committee (voting member), or at the request of the Board of Directors or upon a written proposal from work units related to delivering material to be discussed and coordinating with the Committee Secretary.

Throughout 2020, ALCO has held meetings 8 (eight) times. In order to support the government's efforts to prevent the spread of the Corona virus as well as improving the security and health protection of all ranks of Bank Mandiri, also meetings are held using communication media including with no limitation to video conferences and conference calls, with the following agenda:

No.	Date	Agenda	Presence Qourum (%)
1.	February 06, 2020	- Review of credit and deposit provisions. - Asset & liability management strategy. - Review funding programs.	89%
2.	March 20, 2020	- Liquidity management strategy and anticipation of pandemic conditions. - Review credit terms.	63%
3.	June 09, 2020	- Liability strategy for Cost of Funds control. - Liquidity management strategy.	100%
4.	July 07, 2020	- PEN program implementation strategy. - Cost of Funds Efficiency.	78%
5.	July 28, 2020	Asset & liability management strategy.	100%
6.	August 24, 2020	Cost of Funds Efficiency.	89%



No.	Date	Agenda	Presence Quorum (%)
7.	September 22, 2020	Cost of Funds Efficiency.	100%
8.	December 07, 2020	- Securities management strategy and funding program. - Cost of Funds Efficiency.	89%

Assets and Liabilities Committee Work Plan for 2021

In 2021, ALCO has established a work plan that will be discussed through meetings at least 3 (three) times in one year. The ALCO work plan for 2021 includes:

1. Reviewing, developing and establishing asset & liability management strategies.
2. Evaluating asset & liability positions and strategies to optimize revenue and minimize fund costs.
3. Monitoring and maintaining the Bank's financial indicators including liquidity, capital, profitability and asset quality indicators.

Business Committee

Business Committee is a committee formed to assist the Board of Directors in determining the Company's integrated business management strategy, managing the Company's products and/or activities as well as determining the strategy and effectiveness of marketing communication in the field of wholesale banking and retail banking.

Structure and Membership of Business Committee

Based on Directors Decree No. KEP.DIR/36/2020 dated April 23, 2020 concerning Business Committee, the structure and membership of the Business Committee are as follows:

Chairman	President Director
Secretary (Wholesale Segment)	Group Head Transaction Banking Wholesale
Secretary (Retail Segment)	Group Head Retail Deposit Product & Solution
Voting Member	
Permanent Voting Member:	<ol style="list-style-type: none"> 1. President Director 2. Vice President Director 3. Director of Risk Management 4. Director of Information Technology 5. Director of Treasury, International Banking & SAM 6. Director of Corporate Banking 7. Director of Institutional Relations 8. Director of Commercial Banking 9. Director of Business & Networking 10. SEVP Wholesale Risk 11. SEVP Corporate Banking 12. SEVP Commercial Banking 13. Chief Transformation Officer
Non-Permanent Voting Member	Members of the Board of Directors/SEVP related to the material present as invitee.
Permanent Non-Voting Member	Director of Compliance & HR or Group Head Compliance & AML-CFT or appointed Compliance & AML-CFT Group official.
Contributing Non-Voting Member	<ol style="list-style-type: none"> a. Other Group Head/Group Head level invited related to the material on the committee's agenda. b. Committee Secretary
Permanent Invitee Without Voting Rights (Invitee)	<ol style="list-style-type: none"> a. SEVP Internal Audit*) or Group Head of the Directorate of Internal Audit or officials of the Directorate of Internal Audit who are present as permanent invitations without voting rights. *) In the case that the material discussed in the Committee is the material proposed by the SEVP Internal Audit, the SEVP Internal Audit acts as a Voting Member. b. Officials in the field of operational risk, namely Senior Operational Risk Head related to the material that is on the agenda of the committee that is present as a permanent invitation without voting rights.



Business Committee Profile

The profile of Business Committee members as of December 31, 2020 is as follows.

Name	Position	Information	Educational Background
Darmawan Junaidi	Chairman/Permanent Voting Member	President Director	His educational background can be seen in Directors Profile in this Annual Report.
Alexandra Askandar	Permanent Voting Member	Vice President Director	Her educational background can be seen in Directors Profile in this Annual Report.
Ahmad Siddik Badruddin	Permanent Voting Member	Director of Risk Management	His educational background can be seen in Directors Profile in this Annual Report.
Rico Usthavia Frans	Permanent Voting Member	Director of Information Technology	His educational background can be seen in Directors Profile in this Annual Report.
Panji Irawan	Permanent Voting Member	Director of Treasury, International Banking & SAM*	His educational background can be seen in Directors Profile in this Annual Report.
Susana Indah Kris Indriati	Permanent Voting Member	Director of Corporate Banking	Her educational background can be seen in Directors Profile in this Annual Report.
Rohan Hafas	Permanent Voting Member	Director of Institutional Relations	His educational background can be seen in Directors Profile in this Annual Report.
Riduan	Permanent Voting Member	Director of Commercial Banking	His educational background can be seen in Directors Profile in this Annual Report.
Aquarius Rudianto	Permanent Voting Member	Director of Business and Network*	His educational background can be seen in Directors Profile in this Annual Report.
Danis Subyantoro	Permanent Voting Member	SEVP Wholesale Risk	His Educational History can be seen in the Profile of Executive Officers in this Annual Report.
Arief Ariyana	Permanent Voting Member	SEVP Corporate Banking	His Educational History can be seen in the Profile of Executive Officers in this Annual Report.
Totok Priyambodo	Permanent Voting Member	SEVP Commercial Banking	His Educational History can be seen in the Profile of Executive Officers in this Annual Report.
Paolo Kartadjoemena	Permanent Voting Member	Chief Transformation Officer	His Educational History can be seen in the Profile of Executive Officers in this Annual Report.

*Based on the General Meeting of Shareholders Decree No. 01 dated November 2 2020, there is a change in the nomenclature that was originally Director of Treasury, International Banking, & Special Asset Management to be Director of Treasury & International Banking and which was originally Director of Business & Network to be Director of Network & Retail Banking.

Tasks and Responsibilities Description of Business Committee

In carrying out its functions, BC has the following duties and responsibilities:

1. Discuss and determine the Company's business strategy for the wholesale and retail segments, including the business strategies of the Subsidiaries.
2. Discuss, evaluate, and determine the business development of the wholesale and retail segments in an integrated manner, including the development/renewal of products and services, both credit and non-credit, business processes, rates, infrastructure and marketing communication infrastructure and business supporting technology.
3. Discuss, evaluate and determine business strategies with the Company's anchor client.
4. Monitor and evaluate the results of strategic performance and business initiatives/projects in the wholesale and retail segments.
5. Discuss and resolve strategic business problems including alliances between the Company's work units and alliances with Subsidiaries or entities under the control of the Company.
6. Discuss, evaluate and determine the development and termination of new products, both credit and non-credit, including digital banking products and services.
7. Delegate authority to designated officials to decide and carry out operational business matters.

Implementation of Business Committee Task in 2020

In carrying out its duties and responsibilities, BC holds meetings at least 3 (three) times a year or at any time if it is necessary at the request of one or more committee members with voting members, or at the request of the Board of Directors or upon a written proposal from the unit work related to delivering material to be discussed and coordinating with the Committee Secretary.



Throughout 2020, BC has held 10 meetings with the following agenda:

No	Date	Agenda	Presence Quorum (%)	Information
1	January 31, 2020	Circular Approval of Micro Product Manual Separation into Product Manual KUM & KSM Product Manual and Integration of KSM Procedure Memorandum. a. Approved the separation of micro product provisions that will become Micro Business Credit Product Manual (KUM) and Multipurpose Credit Product Manual (KSM) with consideration of most of the proposed revision materials are outline separation and redactional revision of KUM Product Manual to clarify the regulation. b. Approved the integration of the KSM Procedure Memorandum material into the KSM Product Manual without material changes.	73%	Circular
2	April 28, 2020	Adding Product Code Mandiri Tabungan TKI and Making Manual Adjustments of Mandiri Tabungan TKI Products.		Circular
3	April 29, 2020	Integration of Memorandum of Procedure concerning Terms of Restructuring, Remove Bill, and Transfer of Financing in the Framework of Financing Through Multifinance Subsidiaries to The Multifinance Manual through Multifinance Subsidiaries.		Circular
4	May 27, 2020	Adding Agent as Third Party Referral Mandiri SimPel Savings Account Opening and Making Manual Adjustment of Mandiri Tabungan SimPel Product.		Circular
5	May 29, 2020	Integration of Memorandum of Procedure concerning "Micro Business Credit Distribution (KUM) Limit >IDR200 million to IDR500 Million" to KUM Product Manual.		Circular
6	June 23, 2020	Approval of Proposed Product Manuals and Corporate Securities Transactions for Customers.		
7	June 26, 2020	a. Revision and Synchronization of Mandiri Giro Trust Product Manual with POJK No. 25/POJK.03/2016. b. Revision of Securities Collateral Loan Product Manual (KASB) in accordance with Business/Operational Needs. c. Revocation of 4 Product Manuals, namely: 1) MP Managed Credit Administration to BUMN, BUMD, Provincial Government, and City/Regency Government. 2) MP Loan Forwarding Administration Procedure. 3) MP Mandiri Showroom Financing. 3) Mandiri Supplier Financing MP Scheme as stated in the Latest MP, namely MP Account Receivable Financing.		Circular
8	August 4, 2020	Giro Self-Service Product Manual a. Integration of Memorandum of Procedure concerning Adjustment of Provisions Related to Withdrawal and Deposit of Banknotes Singapore Dollar (SGD) in Riau Islands Province into Mandiri Giro Product Manual. b. Make substantial adjustments that include: 1) Adjustment of passive account fees and monthly administration fees according to conditions in the field. 2) Additional provisions related to the closing and blocking of Mandiri Giro accounts. 3) Basic adjustment of product manual preparation. 4) Work unit name change Make non-substantial adjustments related to updated redactional terms	100%	Circular
9	October 26, 2020	Independent Notional Pooling Products Make adjustments with the substance as follows: a. Administrative Service implementation document changes b. Operational 1) Addition of defenisi "Benefit" 2) Addition of "Minimum Consolidated Balance" provision 3) Addition of "Cost" provisions 4) Additional authority related to Target Market 5) Changes in authority related to Features 6) Change of authority related to Cost 7) Changes in the authority of the use of currency 8) Addition of template "Calculation of Profitability of MNP Service Implementation" c. Risk Mitigation 1) Addition of Risk Acceptance Criteria 2) Additional authority to approve Deficit Limit 3) Additional authority to sign Cooperation Agreement/Addendum cooperation agreement	100%	Circular



No	Date	Agenda	Presence Quorum (%)	Information
		<p>d. Changes in Risk and Mitigation Aspects</p> <p>Bank Guarantee Product Manual Make adjustments with the substance as follows:</p> <ol style="list-style-type: none"> a. Integration of BG Provisions into Product Manual (previously regulated in Mempro BG SME, Mempro BG End of Year & Memorandum) <ol style="list-style-type: none"> 1) Year-End BG Facilities 2) BG tender security deposit 0% and at 25% minimum 3) Special analysis memorandum of facilities only BG and facilities only BG tender 4) Terms of issuance of BG using Third Party Funds 5) BG publisher handling Pastdue b. Acceleration of the BG issuance process BG Issuance Approval Authority with 100% Block Cover c. Flexibility of BG provisions Authority for Special Rate Approval of BG Issuance Proposes that the Special Tariff Approval Authority can be implemented in all Trade Product Manuals and BG d. Improvement over Internal Control Testing findings <ol style="list-style-type: none"> 1) Addition of standard Power of Attorney in product manual attachment 2) Additional information that the BG Issuance Authority applies also to the issuance of amendments to BG <p>General Facility Product Manual Make adjustments with the substance as follows:</p> <ol style="list-style-type: none"> a. Increasing business opportunities that can be worked on open account transactions Addition of deferred payment product features to work on market potential for open account transaction b. Tackling the pain point of Bank Mandiri's import transactions <ol style="list-style-type: none"> 1) Authority to break LC/SKBDN issuance with 100% margin cover for non-debtor customers 2) Simplification of LC/SKBDN issuance facility through the use of special analytical notes for LC/SKBDN issuance facilities only c. Adjustments based on Bank Mandiri's internal needs <ol style="list-style-type: none"> 1) Inclusion of transaction scheme explanation to facilitate understanding of LC/SKBDN transaction flow, inward documentary collection, and open account 2) Separation of risk assessment and Risk Acceptance Criteria (RAC) in accordance with the input of WRS Group 3) Adjustment of Import General Facility (IGF) limit structure in accordance with system changes 4) Additional examples of import general facility (IGF) facility limit calculation that can give an idea that the establishment of tenor Trust Receipt (TR) per transaction is adjusted to the customer's trade cycle 5) Adjustment of the contents of the Letter of Authorization for the Use of Limit and Sub Limit Import General Facility (IGF) in accordance with sorh input related to the standardization of more comprehensive IGF facility authorization letter 6) Inclusion of transaction approval letter from Trade Servicing Center (TSC) to Business Unit to facilitate Trade Service Center (TSC) in conducting transaction inspection 		
10	December 8, 2020	<p>Mandiri Distributor Financing Product Manual Make adjustments that include:</p> <ol style="list-style-type: none"> a. Changes in Risk Acceptance Criteria (RCA) Principal, among others, add points of willingness to help the Bank in case of default on distributors b. Changes in Risk Acceptance Criteria (RCA) distributors, including business experience and long-time partners, as well as the addition of RAC for multiprincipal Distributors c. Feature changes include changes in tenor (in accordance with the Customer's trade cycle bill or according to the Max Analysis Note. 180 days), the amount of collateral and the cost of d. Changes in Limit establishment by transaction based lending method (historical transaction) e. The change of authority to decide related to the Distributor Financing facility, among others, the authority of principal establishment, special schemes and special conditions, as well as the addition of the authority to change the Product Manual, among others to the Director/SEVP in charge of the Product Management Unit and the Director/SEVP in charge of the Risk Unit f. Transfer of operational provisions into Technical Guidelines document and some other redactional adjustments <p>The above changes are made in order to anticipate market competition and optimize the potential of existing businesses, but still pay attention to the interests of the Bank</p>	100%	Circular



Business Committee Work Plan in 2021

In 2021, BC has established a work plan that will be discussed through meetings at least 3 (three) times in one year. The BC work plans for 2021 include:

1. Discuss and determine the Company's business strategy for the wholesale and retail segments, including the business strategies of the Subsidiaries.
2. Discuss, evaluate and determine business strategies with the Company's anchor client.
3. Monitor and evaluate the results of strategic performance and business initiatives/projects in the wholesale and retail segments.

Capital and Subsidiaries Committee

Capital and Subsidiaries Committee (CSC) is a committee formed to assist the Board of Directors in establishing strategies for managing subsidiaries, capital investment and divestment as well as remuneration and establishment of members of the Board of Directors and/or members of the Board of Commissioners of subsidiaries with a certain scope of duties, authorities and responsibilities.

Structure and Membership of Capital and Subsidiaries Committee

Based on Directors Decree No. KEP.DIR/37/2020 dated April 23, 2020 concerning the Capital and Subsidiaries Committee, the structure and membership of CSC are as follows:

Chairman	President Director
Secretary	Group Head Strategic Investment & Subsidiaries Management
Substitute Secretary (Alternate)	Group Head Strategic Performance and Management
Voting Member	
a. Permanent Voting Member	<ol style="list-style-type: none"> 1. President Director 2. Vice President Director 3. Director of Risk Management 4. Director of Finance and Strategies 5. Chief Transformation Office
b. Non-Permanent Voting Member	Members of the Board of Directors and SEVP related to the material present as an invitee.
Contributing Non-Voting Member	Director of Compliance & HR or Group Head Compliance & AML – CFT or appointed Compliance Group official.
Contributing Non-Voting Member	<ol style="list-style-type: none"> a. Group Head/other Group Head level present as an invitee related to the material on the committee's agenda. b. Committee Secretary
Invitee	<ol style="list-style-type: none"> a. SEVP Internal Audit*) or Group Head of Internal Audit or Internal Audit officials wh attend as permanent invitee without voting rights. *) The material discussed at the Committee is material proposed by the SEVP Internal Audit, the SEVP Internal Audit acts as a Voting Member. b. Officials in the operational risk area, namely the Senior Operational Risk Head, are related to the material on the agenda of the committee that was present as a permanent invitee without voting rights.

Capital and Subsidiaries Committee Profile

The profile of the Capital and Subsidiaries Committee members as of December 31, 2020 is as follows

Name	Position	Information	Educational Background
Darmawan Junaidi	Chairman/Permanent Voting Member	President Director	His educational background can be seen in Directors Profile in this Annual Report.
Alexandra Askandar	Permanent Voting Member	Vice President Director	Her educational background can be seen in Directors Profile in this Annual Report.
Ahmad Siddik Badruddin	Permanent Voting Member	Director of Risk Management	His educational background can be seen in Directors Profile in this Annual Report.
Sigit Prastowo	Permanent Voting Member	Director of Finance and Strategies	His educational background can be seen in Directors Profile in this Annual Report.



Duties and Responsibilities Description of Capital and Subsidiaries Committee

In carrying out its functions, CSC has duties and responsibilities including:

1. Establish strategies and limits for the management of Subsidiaries, including companies that are under the control of Subsidiaries, if necessary.
2. Discuss, recommend and determine business initiatives of the Company's capital participation to Subsidiaries.
3. Discuss, recommend and approve the capital investment plan of the Subsidiary, including additional equity participation and release of equity/divestment.
4. Evaluate and discuss the financial performance of Subsidiaries, including companies that are under the control of Subsidiaries, if necessary.
5. Discuss, recommend, and approve remuneration (including salaries, honorarium, benefits and facilities) members of the Directors and Board of Commissioners of Subsidiaries, including companies that are under the control of Subsidiaries that have been recommended by the Human Capital work unit responsible for remuneration material.
6. Discuss, recommend and approve the nominations of members of the Directors and/or Board of Commissioners of the Subsidiary by continuing to refer to the Company's Articles of Association.
7. The CSC authority as stipulated in points 5 and 6 without prejudice to the authority of the Board of Directors Meeting to continue to decide on the nomination/nomination of members of the Board of Directors and Board of Commissioners of Subsidiaries and companies under the control of the Subsidiary.
8. Discuss, recommend and approve the Subsidiary's Work Plan and Budget (RKAP) including companies that are under the control of the Subsidiary, if necessary.
9. Discuss, recommend, determine/decide on the implementation and agenda of the General Meeting of Shareholders (GMS) of Subsidiaries including companies that are under the control of Subsidiaries, if necessary and decide on other requests or proposals that require the Company's decision as Shareholders.
10. Establish the Proxy to represent the Company as a Shareholder in a Subsidiary (Shareholder Proxy).

Duties Implementation of Capital and Subsidiaries Committee

In carrying out its duties and responsibilities, the CSC holds meetings at least 3 (three) times a year or at any time if it is necessary at the request of one or more committee members with voting members, or at the request of the Board of Directors or upon a written proposal from the unit work related to delivering material to be discussed and coordinating with the Committee Secretary.

Throughout 2020, CSC has held 21 (twenty one) meetings with the following agenda:

No.	Date	Agenda	Presence Qourum (%)	Information
1.	January 14, 2020	Establishment of KPS PA, Change of Pa Management, and Implementation of Put Option PA	60%	
2.	January 30, 2020	Changes in Subsidiaries' Management	-	
3.	February 4, 2020	Approval of Agenda and Materials of AGMS of Subsidiaries	60%	
4.	February 11, 2020	Changes in Subsidiaries' Management	-	Circular
5.	March 10th, 2020	Establishment of KPS PA Changes, Temporary Waiver of MAGI Articles of Association, Implementation of Public Offering of Sustainable Bonds V MTF, Changes in Pa Management	100%	
6.	March 17, 2020	Changes in Subsidiaries' Management	-	Circular
7.	March 24, 2020	Establishment of Remuneration BOD & BOC Subsidiaries; Change of Management of PT Bank Mandiri Taspen	100%	
8.	April 28, 2020	Changes in Management & Supervisory Of Subsidiaries	100%	
9.	May 8, 2020	Establishment of Candidates for Co-President Director of Bank Mandiri Europe Ltd.	-	Circular
10.	June 2, 2020	Changes in Subsidiaries' Management	-	Circular
11.	June 23, 2020	Changes in Subsidiaries' Management	-	



12.	July 3, 2020	Changes in Subsidiaries' Management	80%	
13.	August 24, 2020	Capital Addition of PT Bank Mandiri Taspen	100%	
14.	September 15, 2020	Fund Raising Series B Finarya - LinkAja	100%	
15.	September 18, 2020	Further discussion: Fund Raising Series B Finarya - LinkAja	100%	
16.	September 30, 2020	Changes in Subsidiaries' Management	-	Circular
17.	October 12, 2020	Approval of Sharia Unit Separation Plan of PT AXA Mandiri Financial Services & PT Mandiri AXA General Insurance	-	Circular
18.	October 20, 2020	Changes in Subsidiaries' Management	-	Circular
19.	November 18, 2020	Establishment of Shareholders' Power of Subsidiaries, Proposed target of RKAP 2021 Subsidiaries	-	Circular
20.	December 21, 2020	Changes in Subsidiaries' Management	-	Circular
21.	December 15, 2020	Resignation Approval of Board of Commissioner PT. Bank Syariah Mandiri	-	Circular

The Capital and Subsidiaries Committee Work Plan in 2021

In 2021, CSC has approved a work plan that will be discussed through meetings at least 3 (three) times in a year. CSC's work plan for 2021 includes:

1. The Annual GMS of Subsidiaries Agenda.
2. Establishment of Remuneration of Subsidiaries.
3. Establishment of RKAP Subsidiaries.
4. Changes in The Management of Subsidiaries.

Human Capital Policy Committee

The Human Resources Policy Committee (HCPC) is a committee formed to assist the Board of Directors in managing management strategies. Human Capital Corporation, regulates and develops the organization, and develops the Direction of Human Capital Information System development strategy.

The Organizational Structure and Membership of Human Capital Policy Committee

Based on the Board of Directors' decision No. KEP.DIR/38/2020 dated April 23, 2020, the structure and decision of the Human Capital Policy Committee, are as follows

Chairman : President Director
 Secretary : Group Head Human Capital Engagement
 Substitute Secretary (Alternate) : Group Head HC Performance & Remuneration

- I. Voting Member
 - a. Permanent Voting Member
 1. President Director
 2. Vice President Director
 3. Director of Information Technology

4. Director of Risk Management
5. Director of Compliance and HR
6. Director of Finance and Strategies
7. Firector of Business and Network
- b. Non-Permanent Voting Member
 Members of the Board of Directors and SEVP related to the material present as an invitee.
- II. Permanent Non-Voting Member
 Group Head Compliance & AML-CFT or appointed Compliance Group & AML-CFT officials must be present at Committee Meetings.
- III. Contributing Non Voting Member
 - a. Group Head/other Group Head level present as an invitee related to the material on the committee's agenda.
 - b. Committee Secretary.
- IV. Invitee
 - a. SEVP Internal Audit*) or Group Head of Internal Audit or Internal Audit officials wh attend as permanent invitee without voting rights.
 *) *The material discussed at the Committee is material proposed by the SEVP Internal Audit, the SEVP Internal Audit acts as a Voting Member.*
 - b. Officials in the operational risk area, namely the Senior Operational Risk Head, are related to the material on the agenda of the committee that was present as a permanent invitee without voting rights.



The Human Capital Policy Committee Profile

The profile of the members of the Human Capital Policy Committee as of December 31, 2020 is as follows.

Name	Position	Information	Educational Background
Darmawan Junaidi	Chairman/Permanent Voting Member	President Director	His educational background can be seen in Directors Profile in this Annual Report.
Alexandra Askandar	Permanent Voting Member	Vice President Director	Her educational background can be seen in Directors Profile in this Annual Report.
Rico Usthavia Frans	Permanent Voting Member	Director of Information Technology	His educational background can be seen in Directors Profile in this Annual Report.
Ahmad Siddik Badruddin	Permanent Voting Member	Director of Risk Management	His educational background can be seen in Directors Profile in this Annual Report.
Agus Dwi Handaya	Permanent Voting Member	Director of Compliance and HR	His educational background can be seen in Directors Profile in this Annual Report.
Sigit Prastowo	Permanent Voting Member	Director of Finance and Strategies	His educational background can be seen in Directors Profile in this Annual Report.
Aquarius Rudianto	Permanent Voting Member	Director of Business and Network*	His educational background can be seen in Directors Profile in this Annual Report.

* Based on the Decision of the General Meeting of Shareholders Number 01 dated November 2, 2020, there was a change in nomenclature from Director of Business & Network to Director of Network & Retail Banking.

Tasks and Responsibilities Description of Business Committee

In carrying out its functions, HCPC has duties and responsibilities including:

1. Establish strategic and operational directions for the management of Human Capital, including the culture and values of the company.
2. Establish strategic Human Capital management policies in the Subsidiaries, Pension Funds of Financial Institutions, Bank Mandiri Pension Funds, Foundations and Subsidiaries from Subsidiaries.
3. Define the strategic direction of developing the Human Capital Information System.
4. Establish and develop organizations including the fulfillment, development and training of Human Capital in accordance with the Company's business needs.
5. Establish individual performance management and rewards, talent and succession management and employee relations.
6. Establish authority limits in carrying out Human Capital management.
7. Discuss and resolve strategic Human Capital management problems.

The Implementation of the Human Capital Policy Committee Duties in 2020

In carrying out its duties and responsibilities, the HCPC holds meetings at least 3 (three) times a year or at any time if deemed necessary at the request of one or more committee members with voting members, or at the request of the Board of Directors or upon a written proposal from the unit work related to delivering material to be discussed and coordinating with the Committee Secretary.

During 2020, HCPC has held 1 (one) meetings with the following agenda.

No.	Date	Meeting Agenda	Presence Quorum (%)	Description
1.	September 16, 2020	Adjustment of Competency/Attitude Assessment Aspects in the Performance of Management System Following the Core Values of "AKHLAK".	-	Circular

In addition, throughout 2020 the implementation of HCPC duties was carried out by discussing employment issues and it decided at the Board of Directors Meeting. Materials related to employment discussed at the Board of Directors Meeting included:

No.	Date	Meeting Agenda	Presence Quorum (%)
1.	May 19, 2020	Establishment of Promotion Cycle Period.	100%
2.	July 7, 2020	Implementation of BUMN "AKHLAK" Core Values at Bank Mandiri.	100%



The Human Capital Policy Committee Work Plan in 2021

In 2021, HCPC has set a work plan that will be discussed through meetings at least 3 (three) times in a year. The HCPC work plan for 2021 includes:

1. Adjustment of Terms and Positions including Executive Officers.
2. Determining individual performance and reward management strategies, talent and succession management.
3. Determining the strategic direction and implementation of culture and employee relations.

Information Technology & Digital Banking Committee

The Information Technology & Digital Banking Committee (ITDC) was a committee formed to assist the Board of Directors in carrying out its control function through the establishment of an ISP, IT strategic project and IT security strategy with details on the scope of duties, powers and responsibilities.

The Structure and Membership of Information Technology & Digital Banking Committee

Based on the Decree of the Board of Directors No. KEP.DIR/56/2020 dated July 29, 2020 on the Information Technology and Digital Banking Committee, the structure and membership of ITDC were as follows:

Chairman : President Director
 Secretary : Group Head IT Strategy and Architecture
 Substitute Secretary (Alternate) : Group Head IT Application Development

IT & Digital Banking Committee (Itdc) - Category A

Chairman : President Director
 Secretary : Group Head IT Strategy and Architecture
 Substitute Secretary (Alternate) : Group Head IT Application Development

- I. Voting Member
 - a. Permanent Voting Member
 1. President Director
 2. Director of Risk Management
 3. Director of Information Technology
 4. Director of Finance and Strategies
 5. SEVP Information Technology
 6. Chief Transformation Office
 - b. Non-Permanent Voting Member
 Members of the Board of Directors and SEVP related to the material present as an invitee.
- II. Permanent Non-Voting Member
 Director of Compliance & HR or Group Head Compliance & AML – CFT or appointed Compliance Group official.
- III. Contributing Non-Voting Member

- a. Group Head/other Group Head level present as an invitee related to the material on the committee's agenda.
 - b. Committee Secretary
- IV. Invitee
 - a. SEVP Internal Audit*) or Group Head of Internal Audit or Internal Audit officials wh attend as permanent invitee without voting rights.
 *) The material discussed at the Committee is material proposed by the SEVP Internal Audit, the SEVP Internal Audit acts as a Voting Member.
 - b. Officials in the operational risk area, namely the Senior Operational Risk Head, are related to the material on the agenda of the committee that was present as a permanent invitee without voting rights.

IT & Digital Banking Committee (ITDC) - Category B

Chairman : Director of Information & Technology
 Secretary : Group Head IT Strategy and Architecture
 Substitute Secretary (Alternate) : Group Head IT Application Development

- I. Voting Member
 - a. Permanent Voting Member
 1. Director of Information Technology
 2. Director of Finance and Strategies
 3. SEVP Information Technology
 - b. Non-Permanent Voting Member
 Members of the Board of Directors and SEVP related to the material present as an invitee.
- II. Permanent Non-Voting Member
 Director of Compliance & HR or Group Head Compliance & AML – CFT or appointed Compliance Group official.
- III. Contributing Non-Voting Member
 - a. Group Head/other Group Head level present as an invitee related to the material on the committee's agenda.
 - b. Committee Secretary
- IV. Invitee
 - a. SEVP Internal Audit*) or Group Head of Internal Audit or Internal Audit officials wh attend as permanent invitee without voting rights.
 *) *The material discussed at the Committee is material proposed by the SEVP Internal Audit, the SEVP Internal Audit acts as a Voting Member.*
 - b. Officials in the operational risk area, namely the Senior Operational Risk Head, are related to the material on the agenda of the committee that was present as a permanent invitee without voting rights.



The profile of the Information Technology & Digital Banking Committee members as of December 31, 2020 is as follows

ITDC Category A

Name	Position	Information	Educational Background
Darmawan Junaidi	Chairman/Permanent Voting Member	President Director	His educational background can be seen in Directors Profile in this Annual Report.
Ahmad Siddik Badruddin	Permanent Voting Member	Director of Risk Management	His educational background can be seen in Directors Profile in this Annual Report.
Rico Usthavia Frans	Permanent Voting Member	Director of Information Technology	His educational background can be seen in Directors Profile in this Annual Report.
Sigit Prastowo	Permanent Voting Member	Director of Finance and Strategies	His educational background can be seen in Directors Profile in this Annual Report.
Toto Prasetyo	Permanent Voting Member	SEVP Information Technology	His Educational History can be seen in the Profile of Executive Officers in this Annual Report.

ITDC Category B

Name	Position	Information	Educational Background
Darmawan Junaidi	Chairman/Permanent Voting Member	Director of Information Technology	His educational background can be seen in Directors Profile in this Annual Report.
Ahmad Siddik Badruddin	Permanent Voting Member	Director of Risk Management	His educational background can be seen in Directors Profile in this Annual Report.
Toto Prasetyo	Permanent Voting Member	SEVP Information Technology	Riwayat Pendidikan Beliau dapat dilihat pada bagian Profil Pejabat Eksekutif dalam Laporan Tahunan ini

Description of Duties and Responsibilities of Information Technology & Digital Banking Committee

In carrying out its functions, ITDC has duties and responsibilities, including:

ITDC Category A

1. Duties, authorities and responsibilities related to IT:
 - a. Determining the results of recommendations from ITDC category B.
 - b. setting priorities and allocation of IT budgets that had been decided by the Board of Directors.
 - c. Deciding or providing direction regarding the planning, development and addition of strategic IT systems.
 - d. Establishing a strategy and action plan for projects and their budgets.
 - e. Discussing and resolving issues that were strategic in the IT scope, as well as the direction of investment in the IT sector (including if IT synergies with subsidiaries were needed).
 - f. Delegating authority to appointed officials to decide and implement matters of an IT operational things.
 - g. Ensuring the availability of an effective information security management system communicated to the work units for users and operators of Information Technology.
2. Duties, authorities and responsibilities related to Digital Banking:

- a. Discussing, determining and/or providing recommendations to the Board of Directors at least related to:
 - Roadmap/strategy to deliver Digital Banking capabilities that support the Bank's business strategy.
 - Planning, development and execution of strategic digital banking initiatives.
 - Benefits obtained when the Digital Banking Initiative was implemented.
 - Constraints that might arise in implementing the Digital Banking Initiative.
- b. Ensuring and monitoring the implementation of the Digital Banking Initiative including if there was a need in marketing/roll-out strategy, risks that might arise, compliance and regulatory aspects of Digital Banking.
- c. Delegating authority to appointed officials to decide and carry out matters that were Digital Banking operational things.

ITDC Category B

Providing recommendations to the Board of Directors regarding:

1. Information Technology Strategic Plan that was in line with the strategic plan for the Bank's business activities.
2. Formulation of key Information Technology policies, standards and procedures.
3. The conformity between the approved Information Technology project and the Information Technology strategic plan.



4. The conformity of the implementation of the Information Technology project with the agreed project plan (project charter).
5. The conformity between Information Technology and the needs of management information systems as well as the needs of the Bank's business activities.
6. The effectiveness of steps in minimizing the risk of the Bank's investment in the Information Technology sector so that the Bank's investment in the Information Technology sector contributed to the achievement of business goals.
7. Monitoring of Information Technology performance and efforts to improve Information Technology performance.
8. Efforts to resolve various problems related to Information Technology that could not be resolved by the work units of Information Technology users and administrators in an effective, efficient and timely manner.
9. Adequacy and allocation of resources owned by the Bank.

The Implementation of Information Technology Committee Duties in 2020

In carrying out its duties and responsibilities, the ITC holds meetings at least 3 (three) times a year or at any time if deemed necessary at the request of one or more committee members with voting members, or at the request of the Board of Directors or upon a written proposal from the unit work related to delivering material to be discussed and coordinating with the Committee Secretary.

Throughout 2020, the ITC has held 7 (seven) meetings on the topics discussed as follows:

No	Date	Meeting Agenda	Attendance Qourum (%)	Information
1	February 11, 2020	Approval of the 2020 IT Initiative Portfolio with a total CAPEX budget of IDR2.350 billion, with a composition of total non-routine IT investment, change request, EU, R&D Pooling, Routine IT, and Resource Pooling.	92.86%	-
2	May 2020	<ol style="list-style-type: none"> 1. Approval of Adjustment of Authority to Decide on Proposed New Initiatives and Changes to Non-Routine IT Initiatives. 2. Approval of Proposed New IT Initiatives 2020 with Regulatory Category. <ol style="list-style-type: none"> a. Information System Development of Know Your Customer b. System Development for the Use of Physical Cash Transaction Codes. 	100%	Sirkuler
3	June 23, 2020	<ol style="list-style-type: none"> 1. Approval of Review Results and Changes to the Composition of the 2020 IT Initiative Portfolio Aligned with the Revised RKAP Budget in June 2020. 2. Approval of the 2020 Information Technology Development Plan Report Revision to FSA. 3. Delegation of Authority to Prioritize New Corporate Plan Related and 2nd Priority Projects from the IT & Digital Banking Committee to the Director/SEVP of the Prioritization Team (TFO, Finance & Strategy, IT). 	100%	-
4	August 4, 2020	<ol style="list-style-type: none"> 1. Approval for implementation of the SME Strategic End-to-End IT Initiative in 2020 to support the achievement of SME's Corporate Plan Stream, which consisted of: <ol style="list-style-type: none"> a. Digital Offerings Project b. BPR Release 4 Project for SME segment. 2. Approval of retail distribution strategy initiative to support branch digitization strategy with implementation of Proof of Technology (RnD) for new branch delivery system platform development with total budget needs of IDR9.2 billion. 3. Approval of review results and portfolio changes of 2020 IT initiatives based on the results of the reprioritization of 2nd Priority Projects and new Corporate Plan Related Projects IT. 	100%	-
5	August 28, 2020	<ol style="list-style-type: none"> 1. Initiation of the procurement of an additional 5 units of Card Vending Machine (CVM) for implementation in 2020 with a budget for the CAPEX Project Everest Digital Banking Group of IDR18.471 billion. 2. Initiation of procurement of 5 units of Interactive Teller Machine (ITM) machine initiated in 2020 for implementation in 2021 with estimated Capex budget needs of IDR22.681 billion. 3. Overall development and procurement was carried out after evaluation and analysis of itm and CVM pilot project implementation. 	100%	Sirkuler
6	October 13, 2020	Approval of The Proposed Mandiri Paylater Initiative as a 2020 Project with an estimated 2020 budget needs of IDR3 billion from the total budget needs of IDR24.3 billion.	100%	Sirkuler
7	October 19, 2020	Approval of application development plan/IT Infrastructure of 2021 that would be reported as LRPTI to FSA in October 2020.	100%	Sirkuler



The Information Technology Committee Work Plan in 2021

In 2021, the ITC has established a work plan that will be discussed through meetings at least 3 (three) times in a year. The ITC work plan for 2021 includes discussions in related meetings:

1. Proposal of Portfolio of 2021 IT Initiatives.
2. IT Strategic & Execution Plan of 2021 – 2023.
3. Preparation for 2021 Eid Holiday.
4. IT Security & Infrastructure Capabilities Update.
5. Digital Banking Capabilities Update.
6. 2022 IT Development Plan Report.

The Integrated Risk Committee

The Integrated Risk Committee (IRC) is a committee that is tasked with assisting the Board of Directors in the formulation of, among others, Integrated Risk Management policy and improvement or improvement of the Integrated Risk Management policy based on the results of the implementation evaluation.

The Structure and Membership of Integrated Risk Committee

Based on the Board of Directors' decision No.KEP.DIR/39/2020 dated April 23, 2020, the composition and membership of IRC are as follows:

Chairman : Director of Risk Management
 Secretary : Group Head Credit Portfolio Risk
 Substitute Secretary (Alternate) I : Group Head Market & Operational Risk
 Substitute Secretary (Alternate) II: Group Head Policy & Procedure

- I. Permanent Members of the Company (Bank Mandiri)
 1. Director of Risk Management
 2. Director of Information Technology

3. Director of Operation
4. Director of Finance and Strategy
5. SEVP Wholesale Risk
- II. Permanent Members of Subsidiaries
 - a. Director in charge of the Risk Management function of Bank Syariah Mandiri
 - b. Director in charge of the Risk Management function of Mandiri Sekuritas
 - c. Director in charge of the Risk Management function of Mandiri Tunas Finance
 - d. Director in charge of the Risk Management function of AXA Mandiri Financial Services
- III. Non-Permanent Members (According to the Discussion Material)
 - a. Members of the Board of Directors/SEVP of the Company other than Permanent Members of the Company
 - b. Directors of Subsidiaries other than Permanent Members of Subsidiaries
- IV. Contributing Member
 - a. Group Head/other Group Head from Company and Subsidiaries invited related to the material on the committee's agenda.
 - b. Committee Secretary
- V. Permanent Invitation (Invitee)
 - a. Compliance Director or Group Head Compliance or Group Compliance Officer from the appointed company.
 - b. SEVP Internal Audit or Group Head of Internal Audit Directorate or Internal Audit Directorate officials present as permanent invitations without voting rights.
 - c. Officials in the operational risk sector, namely the Senior Operational Risk Head, are related to the material on the agenda of the committee that is present as a permanent invitation from the Company.

The Integrated Risk Committee Profile

The profiles of Integrated Risk Committee members as of December 31, 2020 are as follows

Name	Position	Information	Educational Background
Ahmad Siddik Badruddi	Chairman/Permanent Member	Director of Risk Management	His educational background can be seen in Directors Profile in this Annual Report.
Rico Usthavia Frans	Permanent Member	Director of Information Technology	His educational background can be seen in Directors Profile in this Annual Report.
Toni Eko Boy Subari	Permanent Member	Director of Operation	His educational background can be seen in Directors Profile in this Annual Report.
Sigit Prastowo	Permanent Member	Director of Finance and Strategies	His educational background can be seen in Directors Profile in this Annual Report.
Danis Subyantoro	Permanent Member	SEVP Wholesale Risk	His Educational History can be seen in the Profile of Executive Officers in this Annual Report.

The Description of Integrated Risk Committee Tasks 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.
3. Implementation of Risk Management in each Subsidiary.
4. Others needed in order to formulate or evaluate the Integrated Risk Management policy.



The Implementation of Integrated Risk Committee Tasks in 2020

In carrying out its duties and responsibilities, IRC holds meetings at least 3 (three) times a year or whenever deemed necessary at the request of a Permanent Member of the Company or at the request of a Permanent Member of a Subsidiary Company by submitting material to be discussed and coordinating with the Committee Secretary.

During 2020, the IRC held 7 (seven) meetings with the following agenda.

No	Date	Agenda	Attendance Qourum (%)
1.	February 7, 2020	Self-Assessment of Bank Health Level/Risk-Based Bank Rating (RBRR) on a Consolidated Basis and Integrated Risk Profile of Bank Mandiri Position in December 2020.	88%
2.	March 24, 2020	Recommend the results of reviews or changes to the Integrated Governance Guidelines to the Policy & Procedure Committee (PPC).	Circular
3.	March 27, 2020	Recommend Changes in the Risk Based Bank Rating (RBRR) Assessment Methodology to the Risk Management & Credit Policy Committee (RMPC).	Circular
4.	April 24, 2020	Self-Assessment of Individual Risk Profile and Consolidation of Bank Mandiri Position in March 2020.	100%
5.	August 10, 2020	Self-Assessment of Integrated Risk Profile and Health Level of Bank Mandiri Consolidated Position in June 2020.	71%
6.	August 24, 2020	Self-Assessment of Integrated Risk Profile and Health Level of Bank Mandiri Consolidated Position in June 2020.	100%
7.	October 16, 2020	Self-Assessment of Individual Risk Profile and Consolidation of Bank Mandiri Position in September 2020.	100%

Note:

There was no quorum provision on the implementation of the Integrated Risk Committee (IRC)

The Integrated Risk Committee Work Plan In 2021

In 2021, IRC has set a work plan that will be discussed through meetings at least 3 (three) times in one year, with focus 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 integrated risk management policies.

The Policy and Procedure Committee

The Policy and Procedure Committee (PPC) was a committee formed to assist the Board of Directors in the regulation of the Company in the form of Policies and/or procedures and to assist the Board of Directors in the regulation of granting authority to ex-officio officials.

The Structure and Membership of Policy and Procedure Committee

Based on Directors Decree No. KEP. DIR/058/2020 dated July 29, 2020 concerning the Policy and Procedure Committee, the structure and membership of PPC are as follows:

PPC Kategori B

Chairman : Director of Risk Management
 Secretary : Group Head Policy and Procedure
 Subtitute Secretary (Alternate) : Group Head Compliance & AML - CFT

I. Voting Member

- a. Permanent Voting Member
 1. Director of Risk Management
 2. Director of Operation
 3. Director of Finance and Strategies
 4. Director of Network & Retail Banking
- b. Non-Permanent Voting Member
 Members of the Board of Directors and SEVP related to the material present as an invitee.



- II. Permanent Non-Voting Member
Director of Compliance & HR or Group Head Compliance & AML – CFT or appointed Compliance & AML - CFT Group officer must attend the Committee Meeting.
- III. Contributing Non Voting Member
 - a. Group Head/other Group Head level present as an invitee related to the material on the committee's agenda.
 - b. Committee Secretary
- IV. Permanent Invitations without Voting Rights (Invitee)
Officials in the operational risk area, namely the Senior Operational Risk Head, are related to the material on the agenda of the committee that was present as a permanent invitation without voting rights.

PPC Kategori B

Chairman : Director of Risk Management
 Secretary : Group Head Policy and Procedure
 Substitute Secretary (Alternate) : Group Head Compliance & AML - CFT

- I. Voting Member
 - a. Permanent Voting Member
 - 1. Director of Risk Management
 - 2. Group Head Policy and Procedure
 - 3. Group Head Legal
 - 4. Group Head Compliance & AML - CFT
 - 5. Senior Operational Risk Head related to the material on the committee's agenda
 - b. Non-Permanent Voting Member
Members of the Board of Directors and SEVP related to the material present as an invitation.
- II. Contributing Non Voting Member
Group Head/other Group Head level invited to be associated with material on the committee's agenda.

The Policy and Procedure Committee Profile

The profile of the Policy and Procedure Committee members as of December 31, 2020 is as follows

Name	Position	Information	Educational Background
Ahmad Siddik Badruddin	Chairman/Permanent Voting Member	Director of Risk Management	Her educational background can be seen in Directors Profile in this Annual Report.
Toni Eko Boy Subari	Permanent Voting Member	Director of Operation	Her educational background can be seen in Directors Profile in this Annual Report.
Sigit Prastowo	Permanent Voting Member	Director of Finance and Strategies	Her educational background can be seen in Directors Profile in this Annual Report.
Aquarius Rudianto	Permanent Voting Member	Director of Network & Retail Banking	Her educational background can be seen in Directors Profile in this Annual Report.

The Description of Policy and Procedure Committee Tasks and Responsibilities

PPC has the following duties, powers and responsibilities:

1. PPC Category A

- a. Discuss and recommend to the Board of Directors in the preparation and / or adjustment / improvement of Company policies outside the Risk Management Policy and Credit Policy.
- b. Discuss and decide upon the granting of authority to Company officials on an ex-officio basis.

2. PPC Category B

- a. Discuss and determine the preparation and / or adjustment / improvement of the Company's procedures.
- b. Discuss and decide upon the granting of authority to Company officials ex-officio other than those under PPC Category A.

The Implementation of Policy and Procedure Committee Duties in 2020

PPC's daily duties were carried out by the PPC Secretary. The invitation for committee meetings shall be made in writing by the Committee Chair, and the meetings were attended by committee members according to the quorum held at least 3 (three) times a year or at any time if deemed necessary at the request of one or more committee members with voting rights (Voting Member), or at the request of the Board of Directors or on a written recommendation from the related work unit by submitting the material to be discussed.



During 2020 PPC has held 29 (twenty-nine) meetings with the following agenda.

No	Date of Meeting	Meeting Agenda	Presence Qourum (%)	Information
1	January 10, 2020	Revision of Standard Operating Procedure (SOP) of Credit Collection & Recovery Retail Segment	100%	Circular
2	January 27, 2020	Revision of Operational Policy of Accounting Sub-Policy	100%	Circular
3	February 20, 2020	Standard Procedures of Anti-Money Laundering (APU) and Prevention of Terrorism Financing (PPT)	100%	Circular
4	March 17, 2020	Revision of Standard Operating Procedure (SOP) of Wealth Management Services	100%	Circular
5	May 08, 2020	Revision of Standard Operating Procedure (SOP) for Cash Management	100%	Circular
6	May 08, 2020	Integrated Governance Guidelines	100%	Circular
7	May 08, 2020	Revision of Credit Procedure Standard (SPK) of Small Medium Enterprise (SME)	100%	Circular
8	May 28, 2020	Revision of Micro Credit Procedure Standard (SPK)	100%	Circular
9	June 08, 2020	1. Revision of Corporate Credit Procedure Standards (SPK) 2. Revision of Commercial Credit Procedure Standards (SPK) 3. Revision of Credit Operation Standard Operating Procedures (SOP)	100%	Circular
10	June 08, 2020	Revision of Standard Operating Procedure (SOP) of Customer Segmentation	100%	Circular
11	July 24, 2020	Revision of Accounting Procedure Standards (SPA)	100%	Circular
12	July 24, 2020	Revision of Credit Partners Accreditation Standard Operating Procedure (SOP)	100%	Circular
13	July 30, 2020	1. Revision of Corporate Credit Procedure Standards (SPK) 2. Revision of Commercial Credit Procedure Standards (SPK) 3. Revision of Financial Institution Credit Procedure Standards (SPK)	100%	Circular
14	August 14, 2020	Revision of Procurement Standard Operating Procedure (SPO)	100%	Circular
15	August 19, 2020	1. Revision of Credit Collection & Recovery Standard Operating Procedures (SOP) 2. Revision of Micro Credit Procedure Standard (SPK) 3. Revision of Consumer Credit Procedure Standard (SPK)	100%	Circular
16	September 21, 2020	Revision of Standard Operating Procedure (SOP) for Policy Preparation and Procedure (PKP)	100%	Circular
17	September 25, 2020	Revision of Standard Operating Procedure (SOP) of Digital Banking Services	100%	Circular
18	September 28, 2020	Revision of Standards of Subsidiaries Management (PPA) Procedures	100%	Circular
19	October 20, 2020	Revision of Corporate Secretary Procedure Standard (SPCS)	100%	Circular
20	October 20, 2020	Revision of Asset Liability Management (ALM) Procedure Standard	100%	Circular
21	November 30, 2020	Revision of Standard Operation Procedure of Stress Testing	100%	Circular
22	December 04, 2020	1. Revision of Small Medium Enterprise Credit Procedure Standard (SPK) 2. Revision of Credit Collection & Recovery Standard Operating Procedures (SOP)	100%	Circular
23	December 04, 2020	Revision of Legal Procedure Standards (SPH)	100%	Circular



No	Date of Meeting	Meeting Agenda	Presence Qourum (%)	Information
24	December 07, 2020	1. Revision of Corporate Secretary Procedure Standard (SPCS) 2. Revision of Marketing Communication Products & Services Standard Operating Procedures (SOP)	100%	Circular
25	December 11, 2020	Revision of Business Continuity Management (BCM) Standard Operating Procedure (SOP)	100%	Circular
26	December 11, 2020	Revision of Consumer Credit Procedure Standard (SPK)	100%	Circular
27	December 16, 2020	1. Revision of Corporate Credit Procedure Standards (SPK) 2. Revision of Commercial Credit Procedure Standards (SPK) 3. Revision of Financial Institution Credit Procedure Standards (SPK)	100%	Circular
28	December 16, 2020	Revision of Asset Liability Management (ALM) Procedure Standards	100%	Circular
29	December 18, 2020	Revision of Operational Risk Management Standard Procedure (SOP)	100%	Circular

The Policy and Procedure Committee Work Plan in 2021

In 2021, PPC has established a work plan that will be discussed through meetings at least 3 (three) times in a year. The PPC work plan for 2021 includes:

1. Adjustment/completion of Operational Policies (KOPR), Sub Operational Policies, Accounting Policies and Information Technology Sub Policies.
2. Adjustment / alignment of the Company's Standard Procedures according to the provisions.

The Risk Management and Credit Policy Committee

The Risk Management & Credit Policy Committee (RMPC) is a committee divided into two categories A and Category B with the following tasks:

Category A

- Identifying, measuring and monitoring risks, determining policies and risk management strategies.

Category B

- Formulating credit policies, overseeing the implementation of credit policies, monitoring the development and condition of the credit portfolio and providing recommendations for corrective measures.

The Sturcture and Membership of Risk Management and Credit Policy Committee

Based on Directors Decree No. KEP.DIR/57/2020 dated July 29, 2020 concerning Risk Management & Credit Policy Committee, the structure and membership of RMPC are as follows:

RMPC Category A - Risk Management

Chairman : Vice President Director
Secretary : Group Head Credit Portfolio Risk
Subtitute Secretary (Alternate) : Group Head Market & Operational Risk

I. Voting Member

a. Permanent Voting Member

1. Vice President Director
2. Director of Risk Management
3. Director of Operation
4. Director of Finance & Strategies
5. Director of Business & Network
6. SEVP Wholesale Risk

b. Non-Permanent Voting Member

1. Members of the Board of Directors related to the material present as an invitation.
2. Members of other SEVP related to the material present as an invitation.

II. Permanent Non-Voting Member

Director of Compliance & HR or Group Head Compliance & AML – CFT or appointed Compliance & AML - CFT Group officer must attend the Committee Meeting.

III. Anggota Pemberi Kontribusi Tanpa Hak Suara (*Contributing Non Voting Member*)

- a. Group Head/other Group Head level present as an invitee related to the material on the committee's agenda.
- b. Committee Secretary

IV. Permanent Invitations without Voting Rights (Invitee)

- a. SEVP Internal Audit*) or Group Head of Internal Audit or Internal Audit officials wh attend as permanent invitee without voting rights.

*) The material discussed at the Committee is material proposed by the SEVP Internal Audit, the SEVP Internal Audit acts as a Voting Member.

- b. Officials in the operational risk area, namely the Senior Operational Risk Head, are related to the material on the agenda of the committee that was present as a permanent invitee without voting rights.



RMPC Category B – Credit Policy

Chairman : President Director
 Secretary : Group Head Credit Portfolio Risk
 Substitute Secretary (Alternate I) : Group Head Policy & Procedure
 Substitute Secretary (Alternate II) : SORH Wholesale Banking

- I. Permanent Member
 - a. President Director
 - b. Director of Risk Management
 - c. Director of Operation or Group Head Wholesale Credit Operations/Group Head Retail Credit Operations (according to segment)
 - d. SEVP Internal Audit or Group Head of Internal Audit
- II. Non Permanent Member
 - a. The Credit Director corresponds to the discussion segment on the committee's agenda.
 - b. The Risk Sector SEVP corresponds to the discussion segment on the committee's agenda.
 - c. Board of Director Members and SEVP related Materials present as invitations.
- III. Contributing Member
 - a. Group Head/other Group Head level present as an invitee related to the material on the committee's agenda.
 - b. Committee Secretary
- IV. Permanent Invitees (Invitee)
 - a. Director of Compliance & HR or Group Head Compliance & AML – CFT or appointed Compliance & AML - CFT Group officer must attend the Committee Meeting.
 - b. Director of Compliance & HR or Group Head Compliance & AML - CFT or appointed Compliance & AML - CFT Group officer must attend the Committee Meeting.

Risk Management and Credit Policy Committee Profile

The profile of the members of the Risk Management and Credit Policy Committee as at 31 December 2020 is as follows

RMPC Category A

Name	Position	Information	Educational Background
Alexandra Askandar	Chairman/Permanent Voting Member	Vice President Director	Her educational background can be seen in Directors Profile in this Annual Report.
Ahmad Siddik Badruddin	Permanent Voting Member	Director of Risk Management	His educational background can be seen in Directors Profile in this Annual Report.
Toni Eko Boy Subari	Permanent Voting Member	Director of Operation	His educational background can be seen in Directors Profile in this Annual Report.
Sigit Prastowo	Permanent Voting Member	Director of Finance and Strategies	His educational background can be seen in Directors Profile in this Annual Report.
Aquarius Rudianto	Permanent Voting Member	Director of Business & Network*	His educational background can be seen in Directors Profile in this Annual Report.
Danis Subyantoro	Permanent Voting Member	SEVP Wholesale Risk	His Educational History can be seen in the Profile of Executive Officers in this Annual Report.

**Based on The General Meeting of Shareholders Decree No. 01 dated November 2, 2020, there was a change in the nomenclature that was originally Director of Business & Network to Director of Network & Retail Banking.

RMPC Kategori B

Name	Position	Information	Educational Background
Darmawan Junaidi	Chairman/Permanent Voting Member	President Director	Her educational background can be seen in Directors Profile in this Annual Report.
Ahmad Siddik Badruddin	Permanent Voting Member	Director of Risk Management	His educational background can be seen in Directors Profile in this Annual Report.
Toni Eko Boy Subari	Permanent Voting Member	Director of Operation	His educational background can be seen in Directors Profile in this Annual Report.



Name	Position	Information	Educational Background
Abdul Hakim Amir	Permanent Voting Member	Group Head Wholesale Credit Operations*	His Educational History can be seen in the Profile of Executive Officers in this Annual Report.
Harsono Rudi Firmadi	Permanent Voting Member	Group Head Retail Credit Operations*	His Educational History can be seen in the Profile of Executive Officers in this Annual Report.
Mustaslimah	Permanent Voting Member	SEVP Internal Audit**	His Educational History can be seen in the Profile of Executive Officers in this Annual Report.
Lisbeth Juniar	Permanent Voting Member	Pj. Chief Auditor Wholesale & Corporate Center Audit **	His Educational History can be seen in the Profile of Executive Officers in this Annual Report.
R. Erwan Djoko Hermawan	Permanent Voting Member	Chief Auditor Retail Audit**	His Educational History can be seen in the Profile of Executive Officers in this Annual Report.
Eddie R. Darajat	Permanent Voting Member	Chief Auditor IT Audit**	His Educational History can be seen in the Profile of Executive Officers in this Annual Report.
Retno Dwi Lestari	Permanent Voting Member	Pj. Chief Auditor Senior Investigator**	His Educational History can be seen in the Profile of Executive Officers in this Annual Report.

*In compliance with the segment.

**Replace each other

Risk Management and Credit Policy Committee Tasks and Responsibilities Description

In carrying out its function, RMPC has tasks and responsibilities as follows:

Category A – Risk Management

- Monitoring risk profile and management of all risks in order to establish risk appetite, risk limit, and integrated risk management strategy and capital adequacy.
- Establishing a risk management framework and methodology to identify, measure and mitigate risks, including for stress conditions and contingency plans.
- 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.
- Discussing and establishing strategic matters within the scope of risk management including risk management in Subsidiaries.
- Establishing matters related to business decisions that had specific conditions (such as allocation and limit allocations in credit portfolio management).
- Providing recommendations to the President Director regarding:
 - Preparation and/or adjustment/improvement of Policies, Strategies and Guidelines for The Risk Management Implementation.
 - Enhancement or improvement of the Risk Management implementation based on the evaluation of the Risk Management implementation.
 - Determination of matters related to business decisions, including those that deviated from normal procedures.
- Delegating authority to appointed officials to disconnect and implement matters of operational things.

Category B – Credit Policy

- Providing input to the board of directors in drafting the crediting policy or financing of the Bank, especially in relation to the formulation of prudence principles in the creditor.
- Monitoring and evaluate the development and quality of the credit portfolio or the overall financing.
- Supervising the application of the crediting policy and formulate 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.
- Monitoring and evaluating the correctness of the implementation of credit disconnects, the process of giving, development and quality of credit provided to the parties related to the Bank and certain large debtors.
- 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 crediting policy.
- Ensuring and evaluating the Bank's efforts in fulfilling the adequacy of credit elimination allowance.
- 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 and implementation of credit policy and the results of monitoring and evaluation on the matters referred to in the previously mentioned points



Risk Management and Credit Policy Committee Task Implementation

In carrying out the tasks and responsibilities of the RMPC convene a meeting at least 2 (two) times in a year or every time if deemed necessary at the request of one or more Permanent Voting Member/Permanent Member, or as request by the Board of directors or on the written proposal of the work unit related to the conveying material to be discussed and coordinated with the Secretary of the Committee.

Throughout 2020, the RMPC has conducted 16 (sixteen) times meeting with the topics covered as follows:

No.	Date	Agenda	Attendance Qourum (%)	Description
1.	January 16, 2020	Approval of Individual Risk Profile Self-Assessment Q4 2019 and Individual Risk Based Bank Rating of Semester II 2019.	100%	Face-to-Face Meetings
2.	February 7, 2020	Approval of Integrated Risk Profile Self-Assessment Q4 2019 and Consolidated Risk-Based Bank Rating of Semester II 2019.	100%	Face-to-Face Meetings
3.	February 7, 2020	Updating Follow-Up Completion of MtF Control Testing Result Action Plan of 2019.	100%	Face-to-Face Meetings
4.	March 24, 2020	Approval of Review of Limit Net Stable Funding Ratio (NSFR) and Macroprudential Intermediation Ratio (RIM).	-	Circular
5.	March 27, 2020	Approval of Proposal of Changes in Methodology in the Framework of Individually and Consolidated Bank Mandiri Risk-Based Bank Rating Assessment.	-	Circular
6.	April 1, 2020	Approval of the Proposal of Anti-Fraud Strategy Document (SAF).	-	Circular
7.	April 6, 2020	Approval of The Results of Bank Mandiri's Bottom-Up Stress Test Simulation of 2019/2020.	-	Circular
8.	April 24, 2020	Approval of Individual Risk Profile Self-Assessment and Consolidation of Bank Mandiri Position in March 2020.	100%	Online Meeting
9.	July 17, 2020	Approval of Self-Assessment of Individual Risk Profile Q2 2020 and Individual Risk-Based Bank Rating of Semester I 2020.	100%	Online Meeting
10.	July 23, 2020	Follow-up of Individual Risk Profile Self-Assessment Approval Q2 2020 and Individual Risk-Based Bank Rating of Semester I 2020.	100%	Online Meeting
11.	August 10, 2020	Approval of Self-Assessment of Integrated Risk Profile Q2 2020 and Consolidated Risk-Based Bank Rating of Q2 2020.	100%	Online Meeting
12.	August 24, 2020	Update Of Calibration Results of Risk-Based Assessment of Multifinance Subsidiaries Bank Rating.	100%	Online Meeting
13.	August 24, 2020	Review of Limit Value at Risk (VaR).	100%	Online Meeting
14.	August 26, 2020	Approval of the Proposed VaR Limit Allocation of 2020.	-	Circular
15.	September 28, 2020	Implementation of the Sustainable Finance Action Plan (RAKB) and the RAKB Kick-Off of 2021-2025.	100%	Online Meeting
16.	October 16, 2020	Approval of Individual Risk Profile Self-Assessment and Consolidation of Bank Mandiri Position in September 2020.	100%	Online Meeting

Risk Management and Credit Policy Committee Work Plan 2021

In 2021, the RMPC has established a work plan that will be discussed through meetings at least 2 (two) times in a year. RMPC work plan in the year 2021 are:

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.



Credit Committee Meeting (RKK)

The provisions of loans (covering new loans, additional loans, decreasing of loans, and or loan extension) managed by the Business Unit according to limits of authority, including stipulation/change of loan structure.

Since the establishment of Bank Mandiri a Credit Committee has been implemented which consists of functions of Business Unit and Risk Unit and have been refined for several times but in 2005 a fundamentally revamped process of lending was carried out in order to guarantee more prudent and appropriate loan on the best practice risk management as well as to reinforce the implementation of GCG principles. Every loan approval in wholesale segment must be carried out through a discussion in forum of Loan Committee Meeting as a means of implementing a four-eyes principle as well as a check and balance process between Business Unit as an Initiator unit with Credit Risk Management as a Risk Mitigation Unit.

In the Credit Committee, the Legal Group and the Compliance Group must also be present to provide opinions on the legal and compliance side to reinforce the independence aspect, avoiding the dominance of one of the work units, avoiding conflict of interest and ensuring Objective and stress-free decision making. One of functions performed by Credit Committee members is credit recovery function that is the Restructuring Credit Committee.

Credit Committee Membership and Structure

The RKK was established as the last time in the board of Directors decree No. KEP.DIR/34/2020 dated April 23, 2020 about the Executive Committee. Meanwhile, the Credit Committee member arrangement is governed by a reference to the Four Eyes Principles (balanced composition between business authority holders and credit risk holders). The committee secretary is Group Head of Large Corporate Risk and Group Head Middle Corporate Risk.

Credit Committee Tasks and Responsibilities Description

In carrying out its functions, the Credit Committee has the tasks and responsibilities as set forth in the standard credit procedure per segment as follows:

1. Credit Committee

The Credit Committee shall recommend and or terminate the credit (new, addition, decline, and/or renewal) managed by the Business Unit in accordance with the authority limit, including the determination/ amendment of the credit structure. Credit structures include but are not limited to credit limit, financing purpose/object, credit type, credit nature, credit term, grace period, financing portion, credit/Covenant terms and collateral.

2. Credit Committee – restructuring

Credit Committee – Restructuring is authorized to recommend and or discontinue as authorized by:

- a. Restructuring and completion of credit for Collectability 3, 4, 5 and collectability 1 and 2 postrestructuring which still managed Credit Recovery Unit.
- b. Restructuring of collectability Credits 1 and 2 category watch lists.
- c. Rescue/settlement of credit extraction tables, including severing the acquired assets (AYDA).
- d. Write-off the book and remove the credit bill.

3. Credit Committee/Credit Committee-restructuring is responsible for the credit that is recommended and/or terminated according to the limit of authority including the determination/change of credit structure as mentioned above by doing the following things:

- a. Ensuring every given credit has fulfilled the general norms of banking and has been in accordance with the principles of healthy crediting.
- b. Ensuring that the implementation of credit disbursement is in accordance with the basic provisions/guidelines for granting credit at the Bank.
- c. Ensuring that credit grant is based on honest, objective, thorough and careful assessment and regardless of the influence of interested parties with credit applicants.
- d. Believing the credit to be granted can be paid in time, and will not develop into a non-performing loan.

Credit Committee Tasks Implementation in 2020

Throughout 2020, the Credit Committee had conducted 2,241 credit termination decisions, consisting of the 536 Corporate segment decisions, the 1,585 Commercial segment decisions, 90 financial institution segment decisions, and 30 institutional segment decisions.

The Credit Committee Work Plan in 2021

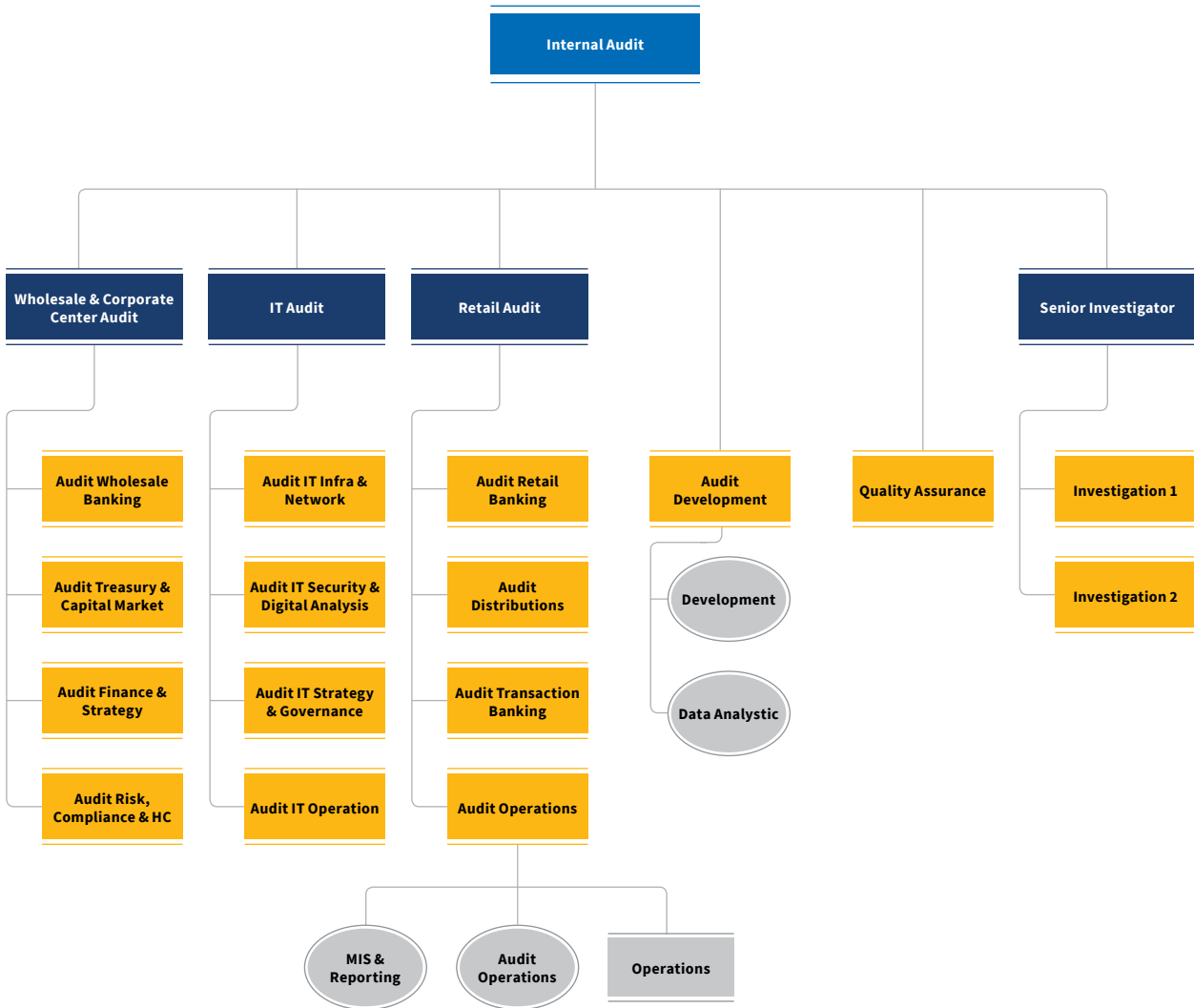
In 2020, the Credit Committee's work plan for 2021 had been established, among others, recommending and/or terminating the credit granting (new, additional, declining, and or renewal) managed by the Business Unit following the authority limit, including the determination/change of credit structure.



Internal Audit

Holding a role as the Third line of defence, Bank Mandiri's Internal Audit ensures that Internal control in each line of defence is getting stronger and more mature. Therefore, Internal Audit continues to innovate in the use of audit methodologies and tools so that audits are more effective and efficient.

Organizational Structure and Chairman of Internal Audit





Position of the Internal Audit in the Organizational Structure

At Bank Mandiri, Internal Audit is directly responsible to the President Director and can communicate with the Board of Commissioners through the Audit Committee. Since November 1, 2017, Internal Audit possesses 4 (four) Working Units whose work is adjusted to Bank Mandiri's business strategy, i.e. Wholesale & Corporate Centre Audit Group, Retail Audit Group, IT Audit Group and Senior Investigator. In addition, Internal Audit also has 2 (two) Departments that are directly responsible to the Senior Executive Vice President/Chief Audit Executive, i.e. the Audit Development Department and Quality Assurance Department.

Profile of Head of Internal Audit



Mustaslimah

Senior Executive Vice President/
SEVP Internal Audit

AGE

59 years old

NATIONALITY

Indonesia

DOMICILE

Depok

EDUCATION

Bachelor in Agricultural Industrial Engineering from Institut Pertanian Bogor (1988).

CERTIFICATION

Level 5 Risk Management Certification

EMPLOYMENT HISTORY

- Group Head Compliance (2006-2010)
- Group Head Procurement and Fixed Asset (2010-2014)
- Group Head Human Capital and Services (2014-2015)
- Senior Executive Vice President/SEVP Internal Audit (2015 – saat ini)

BASIS OF APPOINTMENT

Since 2015 he has served as Senior Executive Vice President/SEVP Internal Audit based on Directors Decree No. KEP.DIR/095/2015 dated March 26, 2015

Appointing and Dismissing Parties of the Head of Internal Audit

The Chief Audit Executive is appointed and dismissed and is responsible directly to the President Director with the approval of the Board of Commissioners or the Audit Committee and subsequently reported to the Financial Services Authority. The appointment of the Company's Chief Audit Executive has been reported to the Financial Services Authority through a letter dated March 23, 2015.

Internal Audit Charter

Internal Audit has an Internal Audit Charter ratified by the President Director and chairman of Bank Mandiri, which was last updated on 9 October 2019. Internal Audit Charter provides guidance regarding the purpose, position, authority, responsibilities and scope of internal Audit work. The position, authority and responsibilities expressed formally in the Internal Audit Charter are in accordance with the FSA regulation of the Republic of Indonesia No. 1/POJK. 03/2019 on implementing the internal Audit function of the commercial Bank.

Internal Audit Tasks and Responsibilities

In carrying out its functions, the tasks and responsibilities of Internal Audit are as follows:

1. Planning and implementing internal audit activities with emphasis on areas/activities that are of high risk and evaluate existing procedures/control system to gain confidence that the Bank's objectives and objectives can be achieved optimally and continuously.
2. Conducting investigations, reporting, and conveying recommendations/conclusions on fraud to management.
3. Acting as a system builder for investigative activities, including for investigations carried out by work units outside of Internal Audit.
4. Developing and running programs to evaluate and improve the quality of Internal Audit.
5. Providing recommendations on audit results and monitor follow-up activity results of internal audit and investigative activities.
6. Assisting the tasks of the President Director and Board of Commissioners in conducting oversight by describing the operational operations of both planning, implementation, and monitoring the audit results.
7. Coordinate its activities with external audit activities and other units/functions of assurance provider, in order to be achieved comprehensive and optimum audit results. Coordination can be carried out through periodic meetings to discuss things that are important to both sides.
8. Communicating directly with the board of directors, the BOC, the Audit Committee and the Integrated Governance Committee.
9. Making analysis and assessment in the field of finance, accounting, operations, and other activities through auditing.



10. Identifying everything possible to improve and improve the efficiency of resource and fund use.
11. Providing suggestions on improvements and objective information about the activities examined at all levels of management.

Internal Audit Authority

The authority is owned by the Internal Audit, among others, as follows:

1. Conducting internal audit activities of all working units in the organization of the Bank, subsidiaries and in accordance with the prevailing governance.
2. To communicate directly with the board of Directors, Board of Commissioners, and the Audit Committee and Integrated Governance Committee.
3. Conducting communication and coordination with external parties including regulators and external auditors.
4. Convene meetings periodically and incidental to the President Director, BOC, and Audit committee.
5. Access all information, records, employees, and including but not limited to accounts and resources and other matters deemed necessary in connection with their tasks and functions.
6. Conducting investigative activity on the cases/problems in every aspect and element of activities that are indicative of fraud and violation of the code of Conduct in the organization of the Bank, subsidiaries and in accordance with the prevailing governance affiliation.
7. Joining strategic meeting without voting rights.

Internal Audit Personnel Composition

In carrying out its tasks, the company's Internal Audit is supported by competent and qualified resources. The number of Internal Audit personnel composition is as follows.

Position	Headcount
SEVP/ Chief Audit Executive	1
Chief Auditor	3
Senior Investigator Head	1
Audit Manager	9
Investigator Head	2
Department Head	3
Specialist Investigator	3
Lead Auditor	18
Lead Investigator	2

Position	Headcount
Team Leader	2
Section Head	1
Investigator	2
Senior Auditor	24
Auditor	28
Junior Investigator	3
Officer	5
Supporting	9

Internal Audit Professional Certification

Internal Audit always strives to provide an ongoing education for all personnel to meet adequate qualifications and competencies. Education provided in the form of professional education that is certified both national and international, the program of attachment and training in the country and abroad. The professional certification that has been owned by the Internal Audit personnel until the year 2020 can be seen in the table below.

Table of National Professional Certification in 2020

Certification	Headcount
Qualified Internal Auditor - Basic	15
Qualified Internal Auditor - Advanced	15
Qualified Internal Auditor - Managerial	14
Banking Professional Certification Bodies - Auditors	8
Banking Professional Certification Bodies - Supervisors	16
General Banking	10

Certification	Headcount
Certified Public Accountant	1
Chartered Accountant	6
Assessor	1
Level I Risk Management Certificate	100
Level II Risk Management Certificate	43
Level III Risk Management Certificate	13
Level IV Risk Management Certificate	3

**Table of International Professional Certification in 2020**

Certification	Headcount
Certified Internal Auditor	2
Certified Fraud Examiner	11
<i>Certified Bank Auditor</i>	1
Certified Information System Auditor	12
Certified Financial Services Auditor	1
Certified Information Security Manager	1
Certified in the Governance of Enterprise IT	1
Control Objectives for Information and Related Technology	2
Information Technology Infrastructure Library	2
<i>Certified Information Systems Security Professional</i>	2

Certification	Headcount
Certified Ethical Hacker	2
<i>EnCase Certified Examiner</i>	1
<i>International Software Testing Qualifications Board</i>	1
Cybersecurity Fundamentals Certificate	1
eLearnSecurity Mobile Application Penetration Tester	1
Security+	1
Penetration Testing+	1
CyberOps	1
Oxygen Forensic Certified Examiner	1

Participation in the Internal Audit Profession Association

In order to broaden the professional insight and competence of internal auditors, Internal Audit has participated in the profession Association of Internal Audit, among others:

Name of Activity/Organization	Position	Time
Association of Bank Internal Auditor (IAIB)	One of the Chief Auditors (CA) internal audit as a Member of the Board of Trustees	2020-2023
	One of the Internal Audit Department Head (DH) as Secretary General	2020-2023
Internal Surveillance Unit Communication Forum	SEVP Internal Audit as Chairman	2019 - present

In 2020, some institutions benchmark to Internal Audit Bank Mandiri. The list of institutions that perform Benchmarking is as follows.

No	Benchmarking Date	Institution	Focus of Discussion
1	Februari 25, 2020	Kementerian Keuangan	Governance, Risk, and Compliance
2	July 24, 2020	Bahana Pembinaan Usaha Indonesia	Satuan Kerja Audit Intern Terintegrasi (SKAIT)
3	August 6, 2020	Bank Indonesia	Internal Audit Framework & Tata Kelola Internal Audit
4	September 2, 2020	Bank Rakyat Indonesia	Internal Audit Methodology
5	October 27, 2020	Bank Syariah Mandiri	Internal Audit Methodology, Reporting, and Management System

Code of Ethics For Auditor

In carrying out the duties and responsibilities the Internal Auditors of Bank Mandiri are required to be professional and obey the established code of ethics. The Bank Mandiri Internal Auditor's code of ethics is as follows:

1. Integrity

Internal Auditors possess integrity by building trust which is the basis for making reliable judgments.

2. Objectivity

The Internal Auditor shows high objectivity in accordance with professional standards in collecting, evaluating and communicating information about the activities or processes being examined. In addition, the Internal Auditor conducts balanced judgments by paying attention to all relevant conditions and not influenced by personal or other people's interests.



3. Confidentiality

The Internal Auditor respects the value and ownership of the received information and does not disclose the information without authorized authorization unless there is a legal or professional obligation to disclose the information.

4. Competency

The Internal Auditor uses knowledge, skill and experience required to carry out the audit duties. Internal audit activities must be carried out with professional skills and expertise that is having the knowledge, skills and other competencies needed to perform their responsibilities.

Development of Internal Audit Competency

Development of Internal Audit competency can be seen in the Profile Chapter of This Annual Report.

Information System of Internal Audit

To improve the effectiveness of audit implementation and provide a full picture to the Management related to the implementation of audits, the audit activities consisting of the planning,

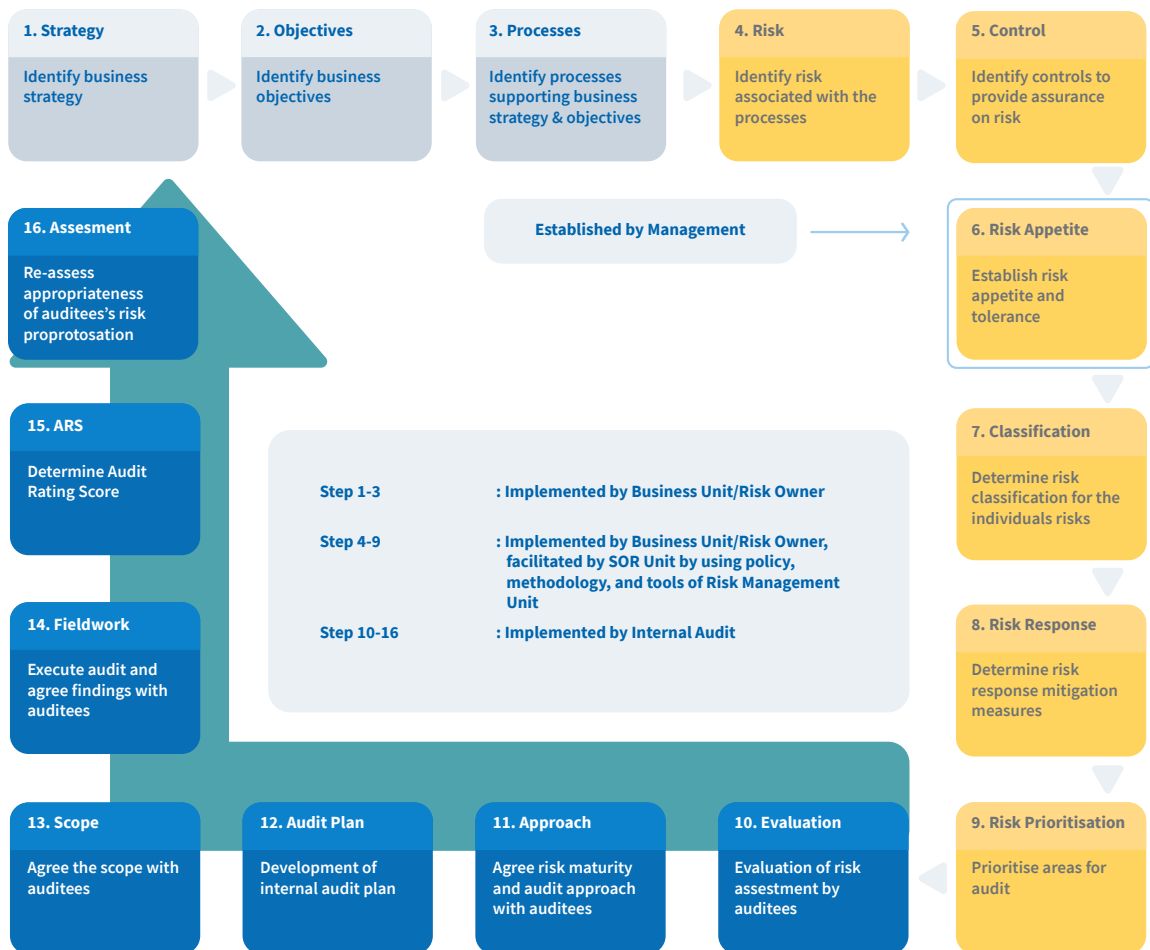
implementation, reporting and monitoring stages were carried out using an application called The Audit Management Information System – Thomson Reuters (SIMA TR). The SIMA TR application had been in use since April 26, 2013 and continued to improve its performance. Then in 2019, an internal application development called Audit & Investigation Management System (SIMANIS) replaced the SIMA TR application as a system of recording and monitoring the results of audits and investigations. The SIMANIS application had been in use since February 21, 2020 and, currently, the development was still ongoing for improvements from previous versions.

Audit Method

Internal Audit applies a risk-based audit methodology in performing internal audit activities by focusing on high-risk areas. The application of this methodology is in accordance with the needs of the Company, Regulator provisions and best practices.

The application of a risk based audit methodology requires good cooperation between Internal Audit and the Operational Risk Management Work Unit and the Client.

The following is the grand design of the application of the risk based audit at Bank Mandiri:





Internal Audit Work Program

In 2020 the Internal Audit has compiled an audit plan of 44 (fourty four) subject to assignments consisting of thematic Audit, General Audit, Audit Mandatory, Audit of subsidiaries and studies. These assignments are carried out by three working units in Internal Audit, namely the Wholesale Working Unit & Corporate Center Audit Group, Retail Audit Group, and Information & Technology Audit Group. The details of the assignment subject can be seen in the following chart.



Audit Activities For the Year 2020

The dynamic development of the internal audit methodology encouraged the Company’s Internal Audit work unit to be more responsive and proactive. With this change, the audit plan which was originally static had become more dynamic, adapting to the conditions and needs of the Company. As for 2020, audit activities were carried out based on the previously prepared audit plan so that the audit results would be followed up and used as material to make continuous improvements at Bank Mandiri.

Findings and Follow Up on Internal Audit Results

Year	Outstanding	Closed	Total
2015	0	426	426
2016	0	628	628
2017	0	627	627
2018	0	547	547
2019	0	470	470
2020	0	357	357



Standard Implementation of Bank Internal Audit Function

At 2019 Financial Services Authority (FSA) published POJK No. 1/POJK. 03/2019 on implementing the internal Audit function of the commercial Bank, effective 29 January 2019 replaces the standard implementation of the internal Bank Audit function (SPFAIB) that has been used. Following the publication of the POJK, Internal Audit has reported readiness status of the implementation of the regulation to President Director, Commissioner and Audit Committee periodically. The finalization of the Internal Audit readiness is characterized by the adoption of the Regulation on Internal provisions namely Internal Audit Charter, Internal Control Bank Mandiri Policy (KICN) and the Internal Audit Guidelines Standard (SPIA). Changes to these internal provisions have been approved by the President Director and Board of Commissioners in October 2019.

FSA Regulation NO. 38/POJK. 03/2016 and Circular Letter FSA NO. 21/SEOJK. 03/2017

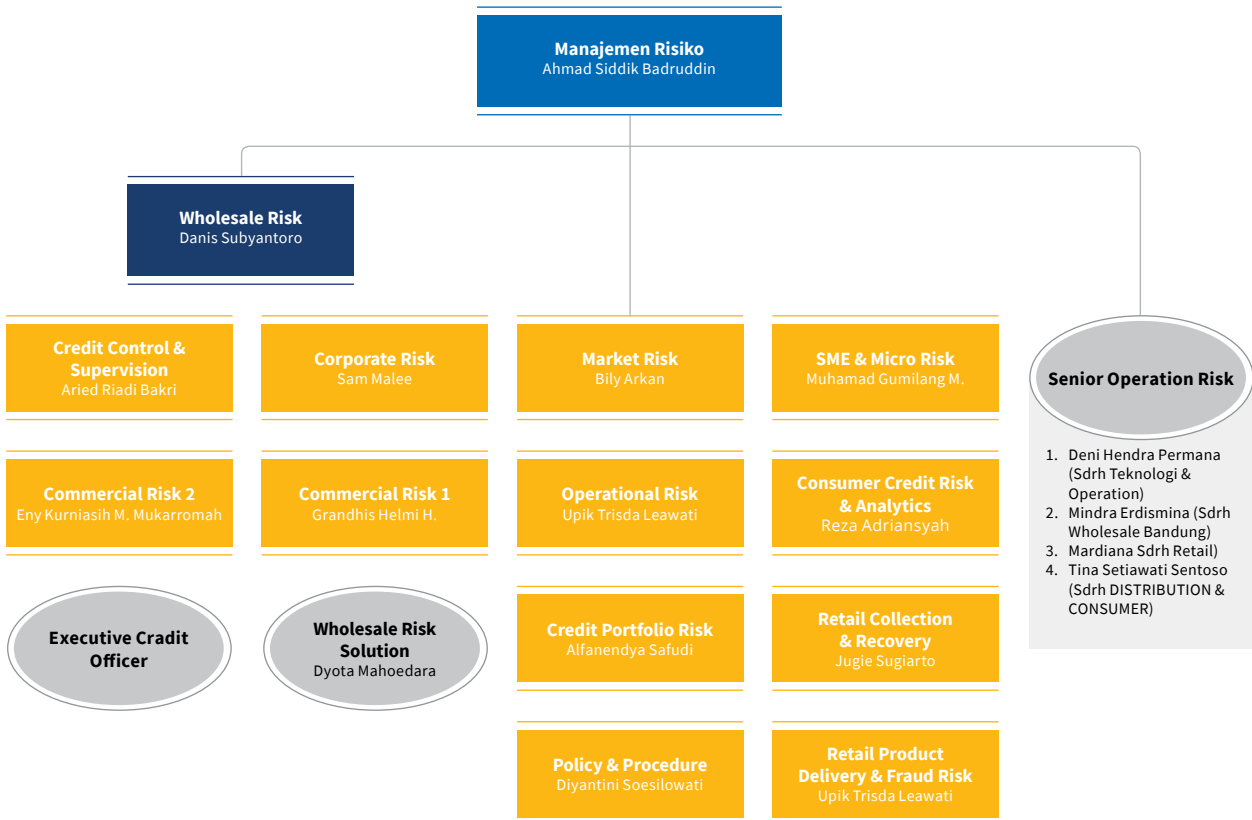
In conducting Audit, in particular IT Audit, the Bank is also subject to the provisions set out in the FSA regulation No. 38/POJK. 03/2016 concerning the application of risk management in the use of information technology by public Bank and circular letter FSA No. 21/SEOJK. 03/2017 about the implementation of risk management in the use of information technology by the public Bank which aims to improve the process of working IT Audit Bank Mandiri.

The International Standards for the Professional Practice of Internal Auditing

In addition to regulatory provisions, the implementation of Internal Audit of Bank Mandiri adjusts to The International Standards for the Professional Practice of Internal Auditing (ISPPA) stipulated by The Institute of Internal Auditors (IIA).

Risk Management Unit

Organizational Structure Risk Management





Tasks and Responsibilities of Risk Management Group

Management of risk management at Bank Mandiri is generally done by several work units, namely Market Risk Group, Operational Risk Group and Credit Portfolio Risk Group, supervised by the Director of risk management. The tasks and responsibilities of each working unit are as follows.

Group	Functions, Tasks, and Responsibilities
Market Risk	<ol style="list-style-type: none"> 1. Measuring market risk using standard methods, internal methods and market risk modeling. 2. Performing analysis, providing recommendations and carrying out the market risk control function for treasury trading activities to the business and management units. 3. Managing the Bank's liquidity risk by applying the principles of liquidity risk management as well as developing alternative strategies for funding liabilities and financing of Bank assets so that the Bank's liquidity was managed efficiently with controlled risk. 4. Managing interest rate and exchange rate risk in the banking book portfolio and formulating recommendations for the Bank's balance sheet management strategy to achieve optimal risk and return in order to maintain profitability and increase shareholder value. 5. Studying the pricing methodology for Third Party Funds, loans and Funds Transfer Pricing which was in line with the strategy for managing assets and liabilities. 6. Managing the management information system in the context of managing interest rate risk, exchange rate risk and liquidity risk.
Operational Risk	<ol style="list-style-type: none"> 1. Formulate, propose, and monitor operational risk Appetite. 2. Develop and implement a capital expense calculation methodology (Regulatory Capital Charge) in accordance with the prevailing regulations or provisions of Basel. Includes monitoring of its realization. 3. Formulating, developing and refining frameworks related to operational risk management, such as procedures, technical indicators, methodologies and tools. Includes socializing, training, and mentoring the implementation of the operational risk management framework to the operational risk management Unit (Senior Operational Risk in Compliance with the Field). 4. Monitoring and evaluating the implementation of operational risk management framework including RCSA, KRI, LED and Issue and Action Management in the owner's work Unit & Risk control and operational risk management Unit (Senior Operational Risk in Compliance with the Field). 5. Designing, developing, and implementing systems related to operational risk management (ORMS). 6. Develop and implement risk awareness program for managing operational risk to all employees. 7. Develop a reporting system according to best practices and deliver the operational risk profile reporting of Bank to management or Risk Management & Credit Policy Committee and regulators in a bankwide and integrated 8. Review and provide recommendations for improvement of business processes to the working Unit risk owner, Operational Risk Management Unit and/or to the Risk Management Committee & Credit Policy Committee in order to minimize operational risk. 9. Providing referral, evaluating, providing recommendations, socialization, and providing assistance with the implementation of an operational risk management framework to the subsidiaries.
Credit Portfolio Risk	<ol style="list-style-type: none"> 1. Developing and refining credit risk methodologies, Credit Risk Tools (Rating & Scoring, Watchlist, Stress Testing and Financial Spreadsheets) as well as the processes used in providing credit to meet business development needs, improve credit processes, and keep up with regulatory changes, competition developments and best practices. 2. Developing a Portfolio Guideline as a reference for credit growth and set a portfolio limit (per economic sector/industry, segment, region) as a risk limit for the Bank (risk appetite). 3. Implementing portfolio management on a bank-wide scale as well as per business segment, covering allocation arrangements, reallocation and concentration of credit portfolios, monitoring of sectoral risks, as well as sectoral stress testing and sensitivity analysis including portfolio control if needed. 4. Formulating, preparing and coordinating the implementation of Enterprise Risk Management (ERM) which includes policies, governance, methodologies, processes and information systems, to support the implementation of risk management inherent in business processes and risk-based performance, with reference to international best practices, FSA/BI regulations and Basel II/III implementation, as well as preparing a Recovery Plan. 5. Providing identification, measurement and analysis of risks in a consolidated and integrated manner with subsidiaries, among others through the Risk Profile, Risk-Based Bank Rating, and Scenario Analysis (Stress Testing). 6. Performing the enterprise model risk management function, among others through the implementation of the governance model and the validation model, so that the models used by the Bank (risk management model and business model) are of a quality that can be accounted for academically and business as well as meet regulatory requirements. 7. Managing credit databases and ERM datamart that are accurate, reliable and on time to be used in the modeling process, portfolio management and ERM implementation.



Group Head Profile



AGE

42 years old

NATIONALITY

Indonesia

DOMICILE

Jakarta

EDUCATION

- Bachelor of Accounting Economics from Universitas Trisakti (2000)
- Master of Management from Universitas Indonesia (2005)

EMPLOYMENT HISTORY

Served at Bank Mandiri as:

- Department Head Trading Risk (2012-2016)
- Department Head Asset & Liability Management (2016-2018)
- Deputy Group Head Retail Collection & Recovery East Indo (2018-2020)
- Group Head Market Risk (2020-present)



AGE

49 years old

NATIONALITY

Indonesia

DOMICILE

Jakarta

EDUCATION

- Bachelor degree in Architectural Engineering from Universitas Indonesia (1995)
- Master of Information Management & System from Monash University Melbourne (2005).

EMPLOYMENT HISTORY

Served at Bank Mandiri as:

- Audit Manager IT & Operation Audit (2014-2015)
- Audit Manager IT Strategy & Governance (2015-2017)
- Group Head Retail Product Delivery & Fraud Risk Group (2017-present)
- Group Head Operational Risk (Alt.) (2020-present).



AGE

50 years old

NATIONALITY

Indonesia

DOMICILE

Jakarta

EDUCATION

- Sarjana di bidang Teknik Industri dari Institut Teknologi Bandung (1994).
- Financial Risk Manager (FRM) dari Global Association of Risk Professional (2015).
- Chartered Financial Analyst (CFA) dari CFA Institute (2019).

EMPLOYMENT HISTORY

Served at Bank Mandiri as:

- Head of Model Risk Validator (2010-2015).
- Department Head Credit Risk Modelling (2015-2016).
- Department Head Enterprise Risk Management (2016-2018).
- Group Head Credit Portfolio Risk Group (2018).



Risk Management Certification

The number of Bank Mandiri employees who have obtained Risk Management certification can be seen in the table below.

Table of Risk Management Certification

Level	SMR Compulsory Employees	Relevant		Irrelevant	
		Total	%	Total	%
1	2366	2276	96,20%	90	3,80%
2	838	728	86,87%	110	13,13%
3	568	519	91,37%	49	8,63%
4	111	102	91,89%	9	8,11%
5	11	11	100,00%	0	0,00%
Total	3894	3636	93,37%	258	6,63%

Realization per employee level can be seen in the table below.

Level/Status	AVP-VP	Board of Directors	FAM-SM	SVP-SEVP	Grand Total
Qualified	2313	11	1182	130	3636
Level 1	1293	0	962	20	2275
Level 2	509	0	220	0	729
Level 3	505	0	0	14	519
Level 4	6	0	0	96	102
Level 5	0	11	0	0	11
Grand Total	2313	11	1182	130	3636

Implementation of Risk Management Unit Assignment Year 2020

The implementation of the duties of the Risk Management Unit in 2020 for Credit Portfolio Risk is as follows:

- M1. Carrying out stress testing on the impact of the Covid-19 pandemic on the Bank's financial performance. Supported by the Chief Economist of Bank Mandiri, the internal stress testing scenario has detailed enough to estimate the sectors most affected by the Bank's portfolio. The results of stress testing analysis then become the basis for prioritizing contingency plans, such as managing CKPN costs, portfolio evaluation, etc.
- Coordinating the implementation of stress testing on the impact of the Covid-19 pandemic at the Mandiri Group subsidiary companies. The results of stress testing serve as a communication medium for risk management strategies in the Subsidiary, as well as to see the support needs of the Main Entity for Bank Mandiri Subsidiaries.
- Developing a methodology for implementing Bottom Up Stress Testing (BUST) and Recovery Plan stress testing on an ongoing basis, so that in addition to contributing to the supervisory review of financial system stability, the Bank can also test capital resilience (solvency) and liquidity in a worsening scenario including preparing mitigation measures needed to restore the Bank's financial condition.
- Calculating the weighted assets according to credit risk (RWA for credit) in accordance with Basel II standards (Standardized Approach), as well as analyzing the savings on RWA credit to support the Bank-wide Capital Adequacy Ratio (KPMM). In addition, initiating the preparation of credit RWA calculations in accordance with Basel III: Finalizing Post-crisis reforms in response to the issuance of a credit risk consultative paper by the Financial Services Authority (OJK).
- Performing Bank Mandiri credit portfolio management through:
 - Strengthening Credit Portfolio Management, which includes managing credit concentration risk and managing the direction of productive credit growth in prospective industrial sectors, through a Loan Portfolio Guideline, which is compiled and reviewed periodically based on the macroeconomic outlook and the quality of the internal credit portfolio.
 - Maintaining the performance of Bank Mandiri's credit portfolio both in terms of NPL, LAR, and their impact on CKPN costs through the annual planning process and conducting credit monitoring every month.



6. Improving the end to end credit process in the wholesale segment through:
 - a. Enhancement Credit Processing System in the framework of improving end to end credit processes by:
 - New Rating implementation for the calculation of CKPN based on PSAK 71.
 - ALERT enhancement whereby EWS analysis can always be carried out at the first opportunity (outside of the quarterly period) when symptoms of debtor quality deterioration are identified, including monitoring of restructuring loans under management of the Credit Recovery Unit.
 - Development of Pipeline Management System (PMS) to avoid credit initiation of customers who have bad-historical (never rejected), have a bad reputation and do not comply with Industry Classification preferences and others.
 - Monitoring of credit distribution using the National Economic Recovery (PEN) scheme
 - b. Updating Industry Peers Analysis as a reference for comparison of financial performance in each industry sector.
7. The implementation of PSAK 71 which was effective January 1, 2020 through:
 - a. Improvement of the Basel model (PD, LGD, EAD) and the Macro model for calculating the Expected Credit Loss (ECL) CKPN method in accordance with PSAK 71.
 - b. Implementation of calculation of CKPN using the Expected Credit Loss (ECL) approach in accordance with PSAK 71.
 - c. The implementation of CKPN Buildup is an anticipation of worsening credit quality due to the Covid-19 pandemic
 - d. PSAK71 system feature enhancement
8. Develop and implement a scoring application, behavior, collection, and recovery model using alternative internal data besides credit data to improve the predictive power model
9. Bank Mandiri is a leading practice for the implementation of the Risk Management Governance Model that covers, among others:
 - a. Risk Management Framework Model.
 - b. Governance & Organization Risk Management Model (based on the concept of Three Lines of Defenses).
 - c. The existence of an inventory model and calculation of the risk level of the model through the Model Risk Index indicator.
10. Implementation of the validation model and periodic monitoring model which is part of the lifecycle model becomes a quality control to ensure the model is in accordance with best practices and meets statistical/mathematical rules by considering aspects of business, regulation and risk management.

11. Coordinating the implementation of the Risk Profile self-assessment (Quarterly) and the Bank Soundness Level (Semester) both individually and Integrated for the Mandiri Group, as well as reporting the results of the self-assessment to the Regulator.
12. Organizing Integrated Risk Committee and Risk Management and Credit Policy Committee meetings as Committee secretary in order to formulate, improve, or refine Integrated Risk Management policies based on the results of implementation evaluation.

The Implementation of Governance in Providing Remunerations

Bank Mandiri has implemented a remuneration governance policy based on Financial Services Authority Regulation No. 45/POJK.03/2015 concerning Implementation of Governance in the Provision of Remuneration for Commercial Banks. Remuneration is a reward determined and given to the Board of Commissioners, Directors and/or Employees, both permanent and non-permanent in the form of cash and non-cash in accordance with their duties, authority and responsibilities. The implementation of governance in the provision of Remuneration aims to encourage prudent risk taking, so the sustainability of Bank Mandiri's business can be maintained.

Remuneration Policy for the Board of Commissioners and the Board of Directors

In providing remuneration for the Board of Commissioners and Directors, Bank Mandiri upholds the principle of prudential as well as commits to the prevailing regulations of law. Currently, the Company has implemented a good governance in terms of remuneration provision to the Board of Commissioners. This manner aims to promote prudent risk-taking to maintain the corporate sustainability.

The good governance implementation of remuneration provision is conducted by formulating policies that have been authorized under the Joint Decree of Board of Commissioners and Board of Directors on Remuneration Policy of PT Bank Mandiri (Persero) Tbk. dated March 20, 2018. The determination of remuneration for the Board of Commissioners refers to:

1. SOE State Minister Regulation No. PER-01/MBU/05/2019 dated May, 31 2019 concerning Change Fourth, the Regulation of the Minister of State Owned Enterprises No. PER-04/MBU/2014 concerning Determination Guidelines Earnings of Directors, Board of Commissioners.
2. SOE State Minister Regulation No. No. PER-06/MBU/06/2018 dated June 04, 2018 concerning Change Fourth, the Regulation of the Minister of State Owned Enterprises No. PER-04/MBU/2014 concerning Determination Guidelines Earnings of Directors, Board of Commissioners.



3. SOE State Minister Regulation No. PER-01/MBU/2011 concerning Implementation of Governance Good Corporate Governance the SOE has been amended last by Regulation Minister of State Enterprises No. PER-09/MBU/2012 concerning Amendments to Regulations Minister of State-Owned Enterprises No PER-01/MBU/2011 about Implementation of Good Corporate Governance (Good Corporate Governance) in SOE.
 4. Regulation of the Financial Service Authority No. 55/POJK.03/2016 dated December 9, 2016 on the Implementation of Governance for Commercial Banks.
 5. Regulation of the Financial Service Authority No.45/POJK.03/2015 dated December 23, 2015 on the Implementation of Governance concerning Remuneration for Commercial Banks.
 6. The Company's Articles of Association
2. Variable remuneration must be deferred amounting a percentage specified by the company.
 3. This policy applies for MRT officials under the following criteria:
 - Causing financial or non financial loss to the Company.
 - Conducting frauds, breaking the law, behaving in an unethical manner, and/or falsifying records.
 - Intentionally violating bank's policy, rules, and procedures.
 - Inducing significant negative impacts towards bank capital due to a non economic or industrial climate change
 4. In implementing remuneration for MRT officials, Bank Mandiri acts under the provisions from Financial Service Authority, Regulations of the Ministri of SOEs, and the Company's remuneration policy.

In accordance with Regulation of the Financial Service Authority No. 45/POJK.03/2015 on the Implementation of Governance concerning Remuneration Provision for Commercial Banks, Bank Mandiri has performed a good governance in such a provision as stated in the Joint Decree of Board of Commissioners and Board of Directors dated March 20, 2018 that has taken into account various aspects, including financial stability of the bank, risk management, short-term and long-term liquidity requirements, and potential future revenue. The Company may operate malus and clawback of variable remuneration for the bank officials who are under the category of Material Risk Taker (MRT), with the following provisions:

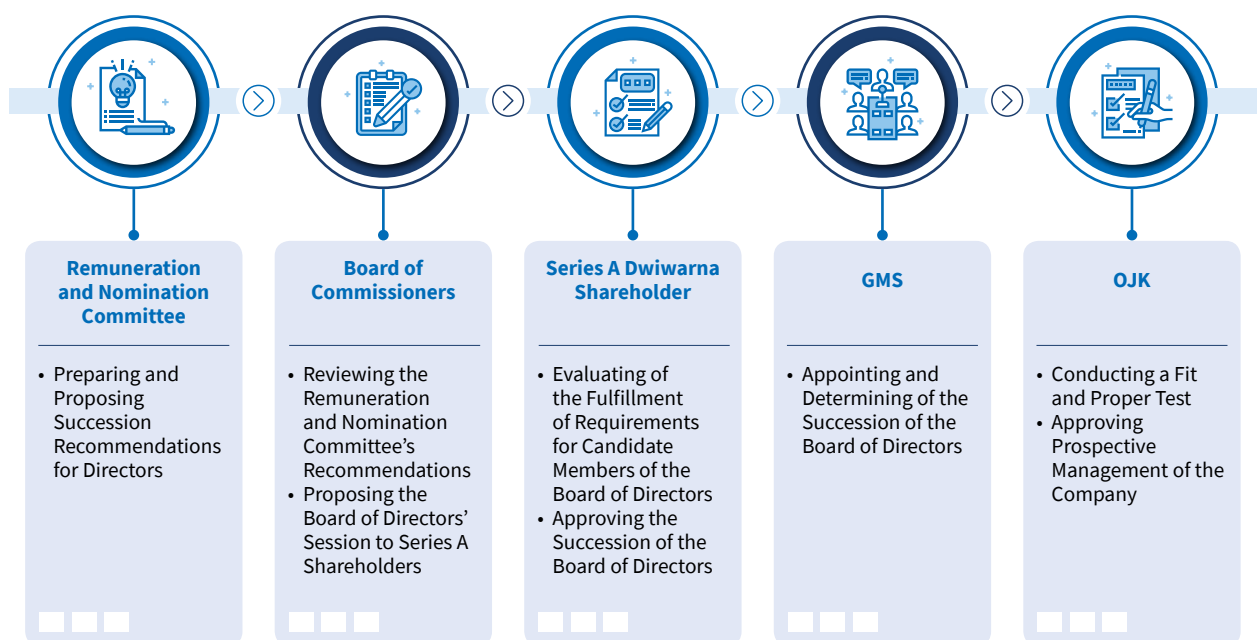
1. The company will have malus and or clawback applied in exceptional circumstances in the practice of variable remuneration, by taking into account some factors as follows:
 - The financial or non financial loss of the Company.
 - The direct or indirect involvement of the official in question in the loss.

Remuneration and Nomination Committee

The Board of Commissioners has formed a Remuneration and Nomination Committee which aims to assist in carrying out its functions and duties in areas related to the remuneration and nomination of members of the Board of Directors and the Board of Commissioners. One of the duties of the Remuneration and Nomination Committee is to create a remuneration system for the Board of Commissioners and Directors which will become part of the corporate governance policy guidelines and will serve as the basis for the Board of Commissioners and the GMS in determining the remuneration for members of the Board of Commissioners and/ or members of the Board of Directors.

Description regarding the Remuneration and Nomination Committee has been explained in the Remuneration and Nomination Committee section of the Corporate Governance Chapter in this Annual Report.

Proposal and Determination of Remuneration Procedures





The determination of remuneration for the Board of Commissioners and Directors is carried out with the following procedures:

1. Remuneration and Nomination Committee holds a review on remuneration for the Board of Commissioners and Directors.
2. The Committee coordinates with Human Capital Director and Officials as well as related work unit to arrange the proposal of remuneration.
3. In establishing policies on variable remuneration, the Committee coordinates with the Risk Management Work Unit
4. Based on the review, the Committee draws up recommendation on remuneration to be submitted to the Board of Commissioners and Directors.
5. The Board of Commissioners presents the proposal and recommendation under the basis of the review at the General Meeting of Shareholders to obtain approval.
6. The proposal and recommendation of the Board of Commissioners may come as:
 - a. Approval on the form and amount of the remuneration; or
 - b. Approval of authority for the Board of Commissioners to determine the form and amount of the remuneration.

Remuneration Policy Scope and Its Implementation

In connection with the enactment of FSA Regulation No. 45 / POJK.03 / 2015 concerning the Implementation of Governance in Providing Remuneration for Commercial Banks, Bank Mandiri has a Remuneration Policy which was approved through a Joint Decree of the Board of Commissioners and Directors dated March 20, 2018. The remuneration policy is the bank's strategy in providing rewards to employees, adjusted to the Bank's ability to accommodate changes in employee demographics, management of labor costs, and in order to promote the achievement of Bank Mandiri's business goals. Bank Mandiri remuneration is structured with the aim of being able to attract, retain, motivate and increase employee engagement so that they can continuously provide optimal performance, support the vision, mission and strategy of Bank Mandiri.

The remuneration policy that has been established currently regulates the remuneration of the Board of Commissioners and the Board of Directors, which will then be applied to employees at certain levels who will be determined as material risk takers. The determination of the material risk taker is carried out using qualitative and quantitative approaches. In determining the remuneration of employees, Executive Officers, Directors and Board of Commissioners, the Remuneration and Nomination Committee considers several things, including:

1. Benchmarking results of employee remuneration, executive officers, members of the Board of Directors and members of the Board of Commissioners with similar industries (peer group).
2. The size and complexity of the firm's operations.

3. Remuneration consists of standardized salaries / honorariums and benefits, namely Annual Holiday Allowances (THR), official housing, official vehicles, health facilities and utilities and other benefits. Meanwhile, performance-based remuneration is a bonus / incentive for employees and bonuses for the Board of Directors and the Board of Commissioners.

In general, Bank Mandiri's remuneration strategy is guided by the Manpower Act and Financial Services Authority Regulations. The total reward strategy for the long term is that the Bank has a strong competitive value against the market, namely:

1. Strive for the general position of the Bank at 75 percentile.
2. Especially for top talent and critical jobs, it can be positioned up to 90 percentile.

Remuneration Associated with Risk

In providing remuneration, Bank Mandiri observes the principles of prudence which aim to encourage prudent risk taking in order to maintain the continuity of Bank Mandiri's business. Bank Mandiri determines the performance measurement method and types of risk in determining the provision of variable remuneration according to the scale and complexity of Bank Mandiri's business activities. In determining the remuneration policy, Bank Mandiri takes into account the types, criteria, impacts and changes in determining the main types of risk in determining remuneration.

Performance Measurement Related to Remuneration

In providing remuneration, Bank Mandiri conducts performance measurements related to remuneration including a review of remuneration policies related to performance appraisals, methods of linking individual remuneration with Bank Mandiri performance, work unit performance and individual performance and methods used by Bank Mandiri to certify performance. (key performance indicator) that has been agreed upon cannot be achieved so it is necessary to make adjustments to the remuneration as well as the amount of remuneration adjustment if this condition occurs.

The application of the remuneration strategy is also carried out by taking into account the performance of each individual employee (based on performance), the performance of the work unit and the overall performance of the Bank, but still within the stipulated budget. In general, in implementing total rewards, Bank Mandiri provides salaries, annual salary adjustments, holiday allowances (THR), annual leave fees, and large leave pay for each 3 (three) year working period. Bank Mandiri also provides health facilities for employees and their family members, including inpatient care, outpatient care, childbirth, dental care, General Check Up, eyeglasses and the health program for Bank Mandiri retirees.



Remuneration Adjustment Related to Performance and Risk

Bank Mandiri provides variable remuneration, namely remuneration related to performance and risk, including bonuses, bonuses / performance incentives or other equivalent forms. Remuneration in the form of bonuses, bonuses, incentives can be given in the form of cash, shares or share-based instruments issued by Bank Mandiri with special provisions for the benefit of the Board of Commissioners given in cash to avoid conflict of interest in carrying out supervision.

External Consultant Services

To find out the position of the Bank's remuneration against market conditions, every year Bank Mandiri participates in the Annual Salary Survey which is conducted by an independent and competent third party. The results of the study from the survey were used as a basis for adjusting the remuneration strategy of Bank Mandiri which would then be proposed at the Board of Directors Meeting for approval.

Process for Preparation of Remuneration Policy

Remuneration policy was one of the important factors in obtaining and/or maintaining employees, executive officers, Directors and Board of Commissioners who were competent and qualified. Remuneration policy was Bank Mandiri's strategy in providing rewards adjusted to the ability of Bank Mandiri to be able to accommodate changes in employee demographics, to have management of labor costs, and to encourage the achievement of Bank Mandiri's business objectives.

Bank Mandiri's remuneration was prepared with the aim of being able to attract, maintain, motivate, and increase the commitment of employees to continuously provide optimal performance as well as to support Bank Mandiri's vision, mission and strategy.

The preparation of Bank Mandiri's remuneration policy considered several aspects, namely:

1. Financial performance and reserve fulfilment as stipulated in the applicable laws and regulations.
2. Remuneration that is adjusted to the industry in accordance with the Company's business activities and the scale of the company's business in the industry.
3. The duties, responsibilities and authorities of members of the Board of Directors and members of the Board of Commissioners related to the achievement of the Company's goals and performance.
4. Target performance or performance of each member of the Board of Directors and/or members of the Board of Commissioners in order to achieve equality between the work results and the benefits received.
5. Balance between permanent and variable benefits.
6. Consideration of the Bank's Long-term goals and Strategies

Indicators/Coverage of Remuneration Policy and Its Implementation

Based on Financial Services Authority Regulation No. 45/POJK.03/2015 concerning the Implementation of Governance in the Provision of Remuneration for Commercial Banks, Bank Mandiri has already had a Remuneration Policy which was ratified through a Joint Decree of the Board of Commissioners and Directors dated March 20, 2018. The remuneration policy applied at this time still regulated remuneration The Board of Commissioners and the Board of Directors. In further, the application to employees at certain levels will be determined as material risk takers. Determination of risk taker material will be carried out by using a qualitative and quantitative approach.

In determining the remuneration of employees, Executive Officers, Directors and Board of Commissioners, the Remuneration and Nomination Committee considered several things, including:

1. Results of benchmarking remuneration of employees, executive officers, members of the Board of Directors and members of the Board of Commissioners with similar industries (peer group).
2. The size and complexity of the company's operations.
3. Remuneration consisted of salary/honorarium and benefits that could be standardized, namely Annual Holiday Allowance (THR), Home Service, Vehicle Service, Health and Utilities Facilities and other benefits. Whereas remuneration based on performance was a bonus/incentive for employees and bonuses for the Board of Directors and Board of Commissioners.

Remuneration and Facilities of the Board of Commissioners and Directors

Remuneration Structure of Members of the Board of Commissioners and Directors

By taking into account the prevailing provisions on remuneration, remuneration for the Board of Commissioners and Board of Directors is provided in the form of:

1. Fixed remuneration: remunerations provided independent from performance and risk, such as salary/honorarium, facilities, housing allowance, health allowance, education allowance, festive allowance, and post-employment benefit Salary/honorarium, facilities, allowances, and post-employment benefit are provided in cash.
2. Variable remuneration: Remunerations provided in connection with performance and risks, such as bonuses, tantiem/performance incentives, or those of any other equal forms.

Bonuses, tantiem, and incentives may be provided in cash, shares, or stock-based instruments issued by the Company, and cash only for the Board of Commissioners to avoid conflict of interest in their supervisory tasks.



The following are the details of remuneration structure of the Board of Commissioners.

Table of the Remuneration Structure of the Board of Commissioners and Directors

No.	Types of Income	Provision	
		Board of Commissioners	Board of Directors
1.	Salary	The amount of position factor <ul style="list-style-type: none"> • President Commissioner 45% of the President Director • Vice President Commissioner 42.5% of the President Director • Commissioners 90% of the President Commissioner 	The amount of position factor <ul style="list-style-type: none"> • Vice President Director 95% of Managing Directors • Director in charge of HR 90% of the President Director • Other Directors Members 85% of the President Commissioners
2.	Allowance		
	Religious Holiday Allowance	1 (one) time honorarium	1 (one) time honorarium
	Housing allowance	Not given	Housing allowance was given monthly if the person did not occupy an official residence with a maximum of IDR27,500,000
	Transportation Allowance	Equal to 20% of the honorarium	Not given
	Annual Leave Allowance	Not given	Not given
	Retirement Compensation	Maximum insurance premium was 25% of honorarium/year	Insurance premium maximum was 25% of salary/year
3.	Facility		
	Service Vehicle Facilities	Given in the form of transportation allowance of 20% of the honorarium	Given 1 (one) service vehicle in the form of rental according to the predetermined criteria
	Health Facilities	Replacement of treatment in accordance with the internal policy number KEP. KOM/018/2019	Replacement of treatment in accordance with the internal policy number KEP. KOM/018/2019
	Professional Association Facilities	Maximum 2 (two) memberships relevant to the Company's activities	Maximum 2 (two) memberships relevant to the Company's activities
	Legal Assistance Facilities	Legal assistance facilities following the internal policy number KEP. KOM/018/2019	Legal assistance facilities following the internal policy number KEP. KOM/018/2019
4.	Bonuses, Tantiem, Incentives	Can be given in the form of shares or cash.	Can be given in the form of shares or cash.

Number of Nominals Every Component of the Remuneration Structure of the Board of Commissioners and the Board Of Directors

Remuneration in one year is grouped into the range of income levels as follows.

Table of Nominal Amount of Remuneration for the Board of Commissioners and Directors

Total Remuneration and Other Facilities	Amount received			
	Board of Commissioner		Board of Director	
	Number of people	Amount in million Rupiah	Number of people	Amount in million Rupiah
Remunerasi				
Salary	10 Persons	16,855.21	12 Persons	43,242.48
Housing Allowances	-	-	6 Persons	1,405.53
Tantiem	10 Persons	96,890.74	12 Persons	303,109.26
Other Facilities in the Form of Natura				
Housing (cannot be owned)	-	-	6 Persons	-
Transportation (cannot be owned)	-	-	12 Persons	-



Total Remuneration and Other Facilities	Amount received			
	Board of Commissioner		Board of Director	
	Number of people	Amount in million Rupiah	Number of people	Amount in million Rupiah
Full service insurance (can be owned)	10 Persons	3,661.79	12 Persons	8,653.16
Health (cannot be owned)	8 Persons	1,016.36	12 Persons	1,854.38
Remuneration amount per person in 1 year				
Above IDR2 billion	8 Persons	-	12 Persons	-
Above IDR1 billion to IDR2 billion	-	-	-	-
Above IDR500 million to IDR1 billion	-	-	-	-
IDR500 million and below	-	-	-	-

In the framework of applying POJK No. 45/POJK.03/2015 on the basis of 2018 Performance Bank Mandiri has also provided a bonus deferred bonus in the form of Bank Mandiri shares for Directors and Non-Independent Commissioners while for Independent Commissioners given in the form of deposits. The tantem suspension period is 3 (three) years or until the end of the term of office.

The deferred tantem in the form of shares was reported to FSA on July 17, 2020 through a Letter dated July 16, 2020 regarding changes in the Company's shares owned by members of the Board of Commissioners and Directors who served on that date with reference to the provisions of FSA Regulation No. 11/POJK.04/2017 concerning Ownership Report or Any Change of Share Ownership for Public Companies with the following details:

Name	Position	Share Bonuses
Board of Commissioner		
Ardan Adiperdana	Commissioner	376.400
Rionald Silaban*)	Commissioner	128.900
Board of Director		
Royke Tumilaar	President Director	798.400
Hery Gunardi	Vice President Director	790.000
Ahmad Sidik Badruddin	Director of Risk Management	790.000
Rico Usthavia Frans	Director of Information Technology	790.000
Darmawan Junaidi	Director of Treasury, International Banking and Special Asset Management	790.000
Alexandra Askandar	Director of Corporate Banking	790.000
Agus Dwi Handaya	Director of Compliance and HR	790.000
Panji Irawan	Director of Operation	790.000
Donsuwan Simatupang	Director of Institutional Relation	790.000
Riduan**)	Director of Commercial Banking	777.000
Silvano Rumantir***)	Director of Finance and Strategies	47.600

* Started the service since August 29, 2019

** Started the service since January 7, 2019

*** The service from December 9, 2019 - September 2, 2020



Number of Variable Remuneration to Directors, Board of Commissioners and Employees

The number of Directors, Board of Commissioners and Employees who received variable remuneration for 1 (one) year and total nominal are as follows.

Variable Remuneration	Number in One Year			
	Directors	Board of Commissioners	Board of Commissioners	Directors
	People	IDR Million	People	IDR Million
Total	12	68,424.33	10	21,872.25

Variable Remuneration

In addition, the Bank provides variable compensation including location allowances, certain position allowances, performance allowances for frontliners, overtime compensation, performance achievement bonuses, sales incentives, retention programs and the Long Term Incentive program in the form of shares. Non-Independent Commissioners and in cash for members of the Independent Board of Commissioners under the provisions of OJK Regulation No. 45 / POJK.03 / 2015.

To support employee service, Bank Mandiri provides service facilities including official housing, reimbursement of utility costs, telephone credit, and rental official vehicles. Meanwhile, to support the needs of employees in ownership of houses, vehicles and other needs, Bank Mandiri provides Employee Welfare Credit facilities.

Position and Amount as Material Risk Taker

All members of the Board of Commissioners and Directors of Bank Mandiri are material risk takers. There are 31 (thirty one) *) members of the Board of Directors and the Board of Commissioners who served during the 2020 financial year.

*) Including Directors and Commissioners whose term of office ends at the 2020 Annual

Shares Option

Bank Mandiri did not issue share option programs for Directors, Board of Commissioners, and employees throughout 2020.

Ratio of the Highest and The Lowest Salary

Bank Mandiri always complies with all applicable regulations regarding remuneration for employees. The amount of remuneration given has been adjusted to the prevailing regulations and is above the Minimum Wage standard applicable in the operational area of Bank Mandiri. In implementing remuneration governance, Bank Mandiri always strives to maintain a gap in the salary ratio of all employees so that there is no too high difference.

In detail, information regarding the ratio of the highest and lowest salaries has been explained in the Corporate Social Responsibility Chapter of this Annual Report.

Number of Recipients and Total Variable Remuneration

During 2020, there was no number of recipients and the total number of Variable Remunerations that are guaranteed unconditionally to be given by Bank Mandiri to candidates for the Board of Directors, candidates for the Board of Commissioners, and/or prospective employees during the first 1 (one) year of work as referred to in Article 21 OJK Regulation No. 45/POJK.03/2015.

Number of Employees Affected by Termination of Dismissed

During 2020, there were 72 (seventy two) employees who were dismissed (PHK) due to violations of Bank Mandiri's code of ethics.

Total Amount of Deferred Variable Remuneration

Until the end of 2020, the amount of variable remuneration that was still deferred in the form of Bank Mandiri shares or time deposits is as follows:

- Shares with a total of 19,575,200 shares.
- Cash with a total of IDR 17,220,435,346.

Quantitative Information

Quantitative information regarding:

- Total remaining deferred Remuneration, whether exposed to implicit or explicit adjustments.
- Total reduction in remuneration due to explicit adjustments during the reporting period.
- Total reduction in remuneration due to implicit adjustments during the reporting period.



As in the table below:

Types of Variable Remuneration	The Remnant That Still Suspended	Total Deductions Over the Period		
		Caused an Explicit Adjustment (A)	Caused an Explicit Adjustment (B)	Total (A) + (B)
Cash (in million rupiah)	IDR13.358.069.690	-	-	-
Shares / share-based instruments issued by the Bank. (in shares and a million rupiah nominal value which is a conversion of the said share sheet)	16,104,300 shares	-	-	-

Public Accountant

Based on POJK No. 37/POJK.03/2019 concerning Transparency and Publication of Bank Reports and SEOJK No. 9/SEOJK.03/2020 concerning Transparency and Publication of Conventional Commercial Bank Reports, audits of the Company's Financial Statements for the 2017 fiscal year have been conducted by independent, competent, professional and objective public accountants in accordance with the Public Accountants Professional Standards, as well as work agreements and audit scope which have been set.

To make audit process to be in accordance with the Professional Standards of the Accountant and the scope of the audit that has been established and completed on time, meetings are routinely conducted discussing several significant important issues. The Company always strives to improve communication among the Public Accountant, Audit Committee and Management of the Company to be able to minimize the obstacles that occur during the audit process.

The External Audit function was implemented through the implementation of an Audit of the Company's Financial Statements by a Public Accounting Firm, to ensure that the financial information referred to is prepared and presented in a quality manner, form and express an opinion on the fairness of the Company's Financial Statements and test internal control (internal control review), including re-testing, on matters that have been tested by Internal Audit and observing procedures performed by Internal Audit.

Appointment of Public Accountant

The appointment of Purwantono, Sungkoro & Surja's Public Accountant Firm (KAP) as External Auditor to audit the Consolidated Financial Statements of PT Bank Mandiri (Persero) Tbk. and Subsidiaries and Financial Statements for Partnership and Community Development Program of PT Bank Mandiri (Persero) Tbk. for the 2020 Fiscal Year, determined at the Annual General Meeting of Shareholders (AGMS) on February 19, 2020, guided by the provisions of the Financial Services Authority Regulation (POJK) and other related provisions. The 2020 financial year is the sixth audit year period for KAP Purwantono, Sungkoro & Surja.

The chronology of the process for determining the KAP for the 2020 Financial Year is as follows:

1. The Procurement Team for KAP Financial Statements for Fiscal Year 2020 as determined by the Board of Directors, conducts procurement based on POJK No.13/POJK.03/2017 concerning the Use of Public Accountant Services and Public Accountant Offices in Financial Service Activities and other related provisions.
2. Based on the process of evaluating the technical and financial aspects of the proposals submitted by the Procurement Participating KAP, the Board of Directors submits the KAP procurement results to the Board of Commissioners through the Audit Committee.
3. The Audit Committee submits recommendations on the results of the KAP procurement to the Board of Commissioners, as the basis for submitting the proposal for the appointment of KAP at the AGMS on February 19, 2020.
4. The AGMS on February 19, 2020, decided to designate KAP Purwantono, Sungkoro & Surja as KAP which will audit the Consolidated Financial Statements of PT Bank Mandiri (Persero) Tbk. and Subsidiaries and PT Bank Mandiri (Persero) Tbk's Partnership and Community Development Program Financial Statements. for the 2020 Financial Year, including authorizing the Board of Commissioners to determine the honorarium and other requirements for the KAP, as well as determining a replacement KAP in the event that the appointed KAP for any reason cannot complete the audit of the 2020 Financial Year Financial Statements.
5. Bank Mandiri submits the results of the AGMS on February 19, 2020 regarding the determination of KAP to KAP Participants in the Procurement

Bank Mandiri applies the principles of Professional Ethics in carrying out the determination of External Auditors, namely:

1. Professional responsibility
2. Public interests
3. Integrity
4. Objectivity
5. Professional competence and prudence
6. Confidentiality
7. Professional behaviour
8. Technical standard.



Public Accounting Firm, Accountant Name and Audit Fee and Other Services

Based on Article 6 of FSA Regulation No. 6/POJK.03/2015 concerning Transparency and Publication of Bank Reports, it is stipulated that the Financial Statements for the position of the end of December which are announced on a quarterly and annual basis must be audited by a Public Accountant registered with the FSA.

Total fees for audit work and other services provided by KAP Purwantono, Sungkoro & Surja during 2020 amounted to IDR28,685,827,089 (including OPE and VAT) consisting of:

1. Audit and other services fees for the 2020 financial year amounting to IDR13,232,827,089 (including OPE and VAT) processed in one procurement and the same engagement letter.
2. Other KAP service fees related to Bank Mandiri Corporate Action in 2020 and other assignments amounting to IDR15,453,000,000 (including OPE and VAT).

The details of the Audit Service Fee and other services for the 2020 financial year amounting to IDR13,232,827,089 (including OPE and PPN) is as follow:

Table of Fees for Audit Services and Other Services

No.	Type of Service	Fee (termasuk OPE dan PPN)
A. Bank Mandiri Consolidated Financial Statement Audit Services		
1.	Audit of the Consolidated Financial Statements in accordance with SAK (Financial Accounting Standards) in Indonesia and SPAP (Public Accountants Professional Standards)	Rp11.524.439.089
2.	Review of Bank Publication Reports	Rp91.520.000
3.	Summary of Management Comments, Suggestions and Responses (Management Letter)	Rp107.536.000
4.	Audit of the Financial Statements of PT Bank Mandiri (Persero) Tbk. Dili Branch, Timor Leste	Rp440.110.000
5.	Audit of the Bank's Compliance with Laws and Regulations and Internal Control based on Audit Standards set by IAPI (Indonesian Public Accountants Association) and SPKN (State Financial Audit Standards) BPK-RI	Rp161.282.000
6.	Audit on Trust Activities as part of the general audit object for the Bank in accordance with the FSA Regulation.	Rp91.520.000
B. Partnerships and Community Development Program Financial Report Audit Services		
1.	The audit of PKBL Financial Statements was in accordance with SAK ETAP (Entities without Public Accountability) in Indonesia as well as SPAP	Rp188.870.000
C. Jasa Lainnya		
1.	Insurance for the Bank's Performance Evaluation Report	Rp155.672.000
2.	Insurance for the PKBL Performance Evaluation Report	Rp93.302.000
3.	AUP (Agreed Upon Procedures) on Bank Reporting System to BI	Rp125.730.000
4.	AUP (Agreed Upon Procedures) on policies and control procedures implemented by the Bank in providing custodian services in accordance with Bapepam and LK Regulations	Rp122.496.000
5.	AUP (Agreed Upon Procedures) on the Security Report of the Scripless Securities Registration System (S4 System)	Rp130.350.000
Total		Rp13.232.827.089

The following is the chronology of the AP and KAP assignments that have audited the Financial Statement of Bank Mandiri at 2010-2020 fiscal year as follows:

Year	Public Accounting Firm	Period KAP	Accountant Name (Signing Partner)	Period AP	Fee *) (in thousands)
2020	Purwantono, Sungkoro & Surja (EY)	6 th period	Benyanto Suherman	3 rd period	13.232.827**
2019	Purwantono, Sungkoro & Surja (EY)	5 th period	Benyanto Suherman	2 nd period	12,607,100
2018	Purwantono, Sungkoro & Surja (EY)	4 th period	Benyanto Suherman	1 st period	11,990,000



Year	Public Accounting Firm	Period KAP	Accountant Name (Signing Partner)	Period AP	Fee *) (in thousands)
2017	Purwantono, Sungkoro & Surja (EY)	3 rd period	Danil Setiadi Handaja	3 rd period	10,000,000
2016	Purwantono, Sungkoro & Surja (EY)	2 nd period	Danil Setiadi Handaja	2 nd period	7,850,000
2015	Purwantono, Sungkoro & Surja (EY)	1 st period	Danil Setiadi Handaja	1 st period	7,330,000

Keterangan:

*Fee termasuk OPE & PPN.

**Rincian Fee dijelaskan pada Tabel Rincian Fee Jasa Audit dan Jasa Lainnya.

Audit Opinion

Opinions on the results of the 2012-2020 Financial Year Financial Statement are as follows:

Year	Opinion of Financial Statements
2020	Laporan Keuangan Konsolidasian menyajikan secara wajar tanpa modifikasian (dahulu wajar tanpa pengecualian) sesuai dengan Standar Akuntansi Keuangan di Indonesia.
2019	The Consolidated Financial Statements present fairly without modification (previously unqualified) in accordance with Indonesian Financial Accounting Standards.
2018	The Consolidated Financial Statements present fairly without modification (previously unqualified) in accordance with Indonesian Financial Accounting Standards.
2017	The Consolidated Financial Statements present fairly without modification (previously unqualified) in accordance with Indonesian Financial Accounting Standards.
2016	The Consolidated Financial Statements present fairly without modification (previously unqualified) in accordance with Indonesian Financial Accounting Standards.
2015	The Consolidated Financial Statements present fairly without modification (previously unqualified) in accordance with Indonesian Financial Accounting Standards.

Relationship Among Banks, Public Accountants, and Regulators

In conducting the audit, other than fulfilling the applicable legal provisions, Bank Mandiri always strives to improve communication with Public Accountants. The Audit Committee and Internal Audit always supervise the audit conducted by Public Accountants. The selected Public Accountants communicates the plan for conducting an audit of Bank Mandiri financial statements to the Audit Committee and submits the audit plan along with the audit methodology and audit samples that will be used to Internal Audit. During the audit, periodic discussions of the audit progress and audit findings and other matters considered important by the parties were conducted periodically, including findings related to internal control.

Periodically, the Audit Committee will monitor the performance of Public Accountants through Audit Committee meetings followed by Internal Audit and related Directors. The meeting also discussed the follow-up of audit findings by KAP. Through this coordination, comprehensive and optimal audit results are expected to be achieved.

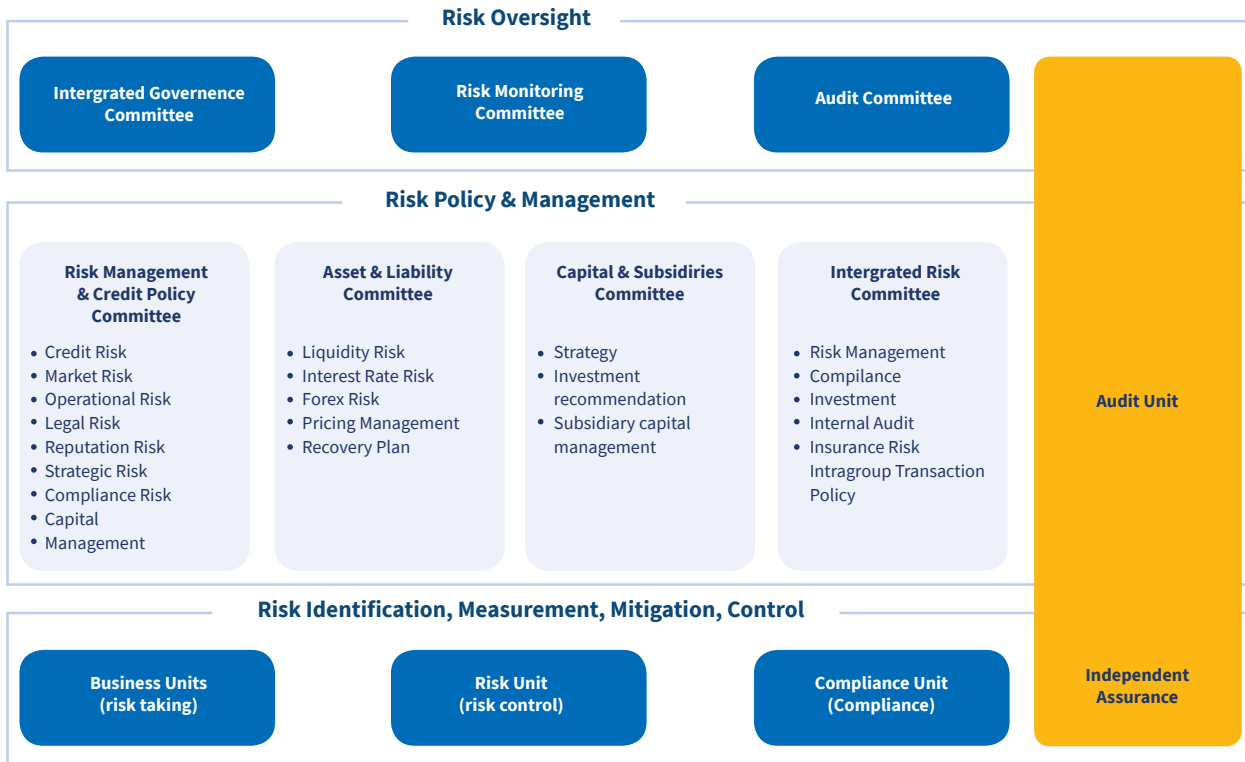
Risk Management

The risk management principle of Bank Mandiri is conducted proactively to achieve a healthy and sustainable financial and operational growth as well as to take care of the optimal risk-adjusted return level in accordance with the desired risk appetite. As a manifestation of Bank Mandiri's commitment in conducting a good company management practice, particularly in risk management, Bank Mandiri has established policy, process, competency, accountability, reporting and supporting technology in order to make the risk management in Bank Mandiri to be effective and efficient.

Risk Management Framework

The company risk management framework is written in the risk governance structure of Bank Mandiri encompassing three main parts, which are Risk Oversight, Risk policy and Risk management, as well as Risk identification, Measurement, Mitigation, and control. These three main parts are supported by the Audit Working Unit and Independent Assurer to guarantee the effectiveness of its performance.

Sketchily, the work and risk governance framework of Bank Mandiri as mentioned above is described as follows:



The Risk Governance Structure of Bank Mandiri is developed based on four risk management pillars as follow:

Active Supervision by the Board of Commissioner and Director

The work and risk governance framework in Bank Mandiri consist of the Board of Commissioner performing risk oversight through Audit Committee, Risk Monitor Committee and Integrated Risk Governance, and Board of Director performing risk policy through Executive Committee related to risk management which are Risk management & Loan Policy Committee, Asset and Liabilities Committee, Capital and Subsidiaries Committee, and Integrated Risk Committee. In the operational level, the work unit of Risk Management along with Business Unit and Compliance Work Unit conduct risk identification function, risk measurement, risk mitigation and risk control.

The duties, responsibilities, and authorities of Board of Commissioner are related to active monitoring in risk management activities including:

1. Understanding the risk attached to company functional activity, particularly the one that can influence Company's financial condition.
2. Evaluating and approving the Risk Management policy conducted at least once in a year or more in a higher frequency in the event that there are significant changes in factors affecting company's business.
3. Performing evaluation toward the board of Director regarding Risk Management implementation in order to fit with the established policy, strategy and procedure of the company.
4. Providing consultation to the board of Director regarding transaction or business activity with large amount of fund.

5. Approving the provision of fund to the concerned parties on loan proposed by the loan committee in accordance with their authority.
6. Performing active monitoring toward the company capital adequacy in accordance with company's risk profile thoroughly, including reviewing risk appetite of the company established by the board of director.
7. Improving anti-fraud awareness and culture to all levels of the Company's organization.
8. Monitoring the implementation of Integrated Risk Management in accordance with the characteristics and complexity of the Company's effort.

In order to implement the Integrated Risk Management, the Board of Commissioner is responsible for:

1. Directing, approving, and evaluating policy which regulate the integrated management risk periodically.
2. Evaluating the implementation of integrated risk management policy by the Main Entity Board of Directors.
3. Performing evaluation on the implementation of Recovery Plan.

The duty, responsibility, and authority of Board of Directors related to risk management activity include:

1. Preparing written and comprehensive Risk Management's policy, strategy and procedure including the establishment and approval of the Company's risk limit, re-evaluating once in a year or more in the event of significant changes in factors affecting company's business activities.
2. Taking the responsibility of the risk management and risk exposure policies implementation conducted by the



company, including evaluating and providing direction of Risk Management Strategies based on reports submitted by the Risk Management Unit and periodic submission of accountability report to the Board of Commissioners.

3. Evaluating and determining the transactions that exceed the authority of the Company's officials one level under the Board of Directors or transaction that requires the approval of the Board of Director in accordance with the applicable internal policies and procedures.
4. Developing Risk Management awareness and culture, including anti-fraud culture to all organization, among others through adequate communication concerning the importance of effective internal control;
5. Improving Human Capital competence related to Risk Management implementation, among others through continuous education and training programs, particularly related to Risk Management system and process.
6. Implementing an independent Risk Management function, reflected through function separation between the Risk Management Unit that performs identification, measurement, monitor and risk control with the work unit that performs and completes transaction.
7. Conducting periodic review with frequency adjusted with the company's need.
8. Establishing the capital adequacy in accordance with the Company's risk profile and strategy to maintain the capital level, including establishing the Risk Appetite.
9. Monitoring the development of macroeconomic conditions, regulations, technology and other external factors, as well as assess potential impacts on the Bank's position and performance (through stress testing and sensitivity analysis) and prepare contingency plans including the preparation of a Recovery Plan (as a systemic bank).

In order to implement the Integrated Risk Management, the Board of Directors is responsible for:

1. Preparing and carrying out the policy which regulates Integrated Risk Management;
2. Developing risk culture as a part of Integrated Risk Management Implementation;
3. Ensuring the effectiveness of Human Capital management to perform the Integrated Risk Management function;
4. Ensuring that the Integrated Risk Management has been conducted independently;
5. Evaluating the review result of the Integrated Risk Management Work Unit periodically concerning the Integrated Risk Management process.

Bank Mandiri has also stipulated risk management committees which discuss and recommend to the Board of Director, among others concerning:

1. Policy and Procedure as well as monitor the risk faced by the company.
2. Management of Company's asset and liabilities including interest rate and liquidity
3. Management of subsidiary (equity capital, divestment, remuneration, stipulation of the subsidiary management).
4. Implementation of Integrated Risk Management
5. Business development.

In addition, Bank Mandiri also has a Work Unit related to risk management consisting of at least:

1. Director in charge of the Risk Management function;
2. Risk Management Work Unit (SKMR);
3. Operational Work Unit (risk-taking unit);
4. Internal Audit Work Unit (SKAI);
5. Compliance Work Unit.

The Risk Management Work Unit (SKMR), the Internal Audit Work Unit (SKAI) and the Compliance Work Unit concurrently as the Integrated Work Unit.

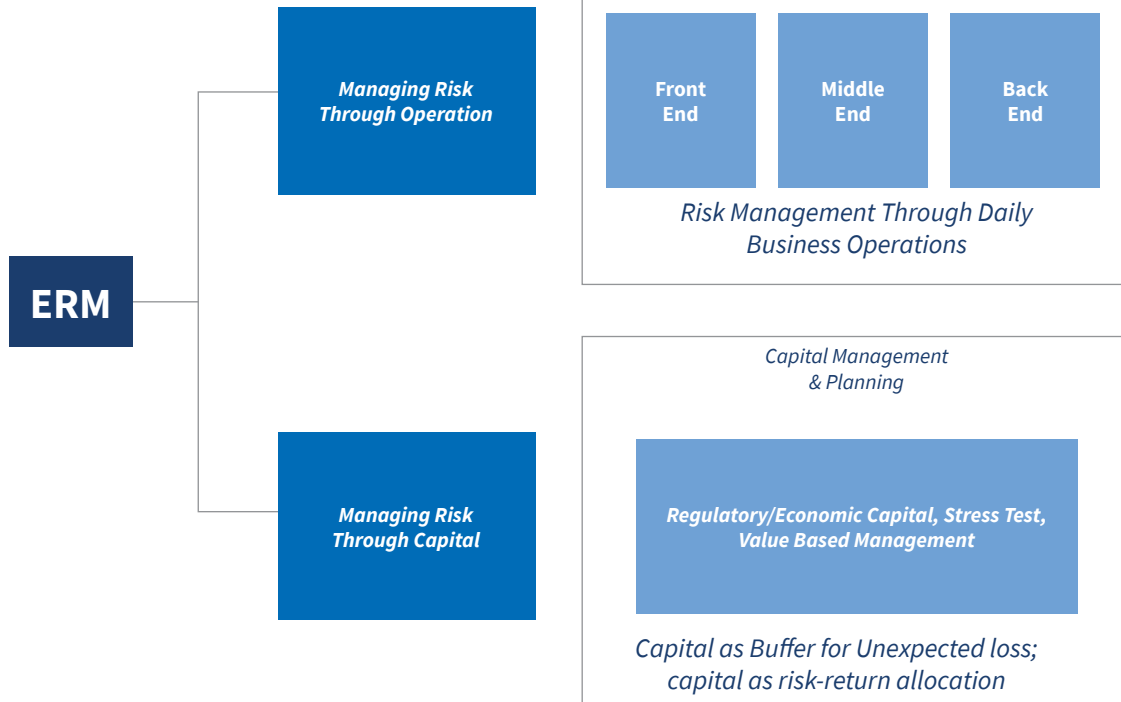
Adequacy of Policies, Procedures, and Determination of Limits

Bank Mandiri has a Risk Management policy used as the main guidance in carrying out risk management. For more specific business area, Bank Mandiri owns more special policies and procedures, for example in credit, treasury, and operational. Among other things regulated in the policies and procedures is the limit establishment for each activity, both in portfolio and transactional levels.

All policies and procedures in Bank Mandiri are the form of risk management attached in each Company's operational activity that is evaluated and updated at least once a year.

The Adequacy of Identification, Measurement, Risk Monitoring and Control Processes, and Risk Management Information System (ERM)

Bank Mandiri conducts Processes of Identification, Measurement, Risk Monitoring and Control, as well as Risk Management Information System through Enterprise Risk Management (ERM) frameworks. The ERM implementation in Bank Mandiri uses two-prong approach, to ensure that the risk is not only mitigated properly through daily business, but also in unexpected situation (downturn) through capital reserve.



The four main components functioning as the supporting pillar in the implementation of two-prong approach are:

1. Organization and Human Capital

The Risk Management Work Unit of Bank Mandiri is responsible for managing all risk encountered by Bank Mandiri, including the development of supporting tools required in business process and risk management. In addition, there is a work unit in each unit business acting as the risk counterpart in the four-eye process of loan allocation. As the risk management is the responsibility of all work unit in Bank Mandiri, the success of risk management is determined by the existence of risk awareness in all working unit with adequate technical capability. Therefore, Bank Mandiri always improves the employee's capability and knowledge, most importantly in risk management, by conducting internal training on a regular basis through Risk Management Academy. Furthermore, Bank Mandiri also conducts socialization, discussion forum, apprentice, or program on risk management which is in line with company's culture internalization regularly at least once in a year. The Risk Management Unit of Bank Mandiri consists of Risk Management Directorate in charge of the Risk Management Independent unit and two Loan Approval Risk units known as Retail Risk directed by SEVP Retail Risk and Wholesale Risk directed by SEVP Wholesale Risk.

2. Policies and Procedures

The Risk Management Policies (KMNR) employed as the main guidance in performing operational risk management and capital management in Bank Mandiri consist of:

- a. The prudential principle, such as Capital Adequacy Preparation, Early Warning System, Limit Establishment and Risk Diversification.
- b. Risk Management, such as Risk Profile, Risk Appetite, Stress Testing and Integrated Risk Management.
- c. Risk Management for each risk type, including identification process, measurement, risk monitoring and control.
- d. Risk Monitoring, including monitoring of activity implementation/risk management methodology in Bank Mandiri, and Internal Control System.

These Risk Management Policies become the basis for the preparation of procedures and technical guidelines related to risk management in Bank Mandiri.

3. System and Data

The risk management system is developed to support more efficient business processes so that decision making can be faster but still refers to the principle of prudence. In order to maintain data integrity and quality, Bank Mandiri has implemented a system including:



System	Purpose
<ul style="list-style-type: none"> - Integrated Processing System - Loan Origination System 	To improve the efficiency of the loan process and maintain data quality in all business segments.
Loan Monitoring System	To monitor the quality of the credit (watchlist) individually or portfolio in the framework of an early warning mechanism.
Integrated Central Liabilities System (ICLS)	To enhance the integration and quality of limit data and the exposure of all customer facilities, in the context of implementing limit management.
Impairment & Provisioning	To measure CKPN according to the application of PSAK 71 and related dashboards and analytics.
Summit System	To manage market risk for treasury activities and monitoring credit risk arising from treasury activities.
ALM System	To manage and measure the amount of risk in the banking book market and liquidity risk for asset & liability management activities.
Risk Assessment Consolidation Generator System (RACER System)	To monitor or manage consolidated/integrated risk management effectively and efficiently by displaying data and information related to the risk profile of Bank Mandiri and its Subsidiaries.
Regulatory Capital system	To perform RWA measurements and capital charge calculations according to the Basel II/III (Standardized Approach and Advanced Measurement Approach).
Fraud Detection Systems (FDS)	To monitor transactions of Loan Cards, Debit Cards, Merchants, Internet Banking and Micro loan by using predetermined parameters (rule based) determined based on historical data, mode and fraud trend. With the existence of this system, precautionary measures can be taken earlier and can minimize fraudulent transactions.
Fraud Risk Management System (FRMS)	To provide an integrated fraud control system that is capable of carrying out early detection of transactions that occur on various channels. Currently FRMS has been implemented on the Mandiri Online channel and will be followed by further implementation of other channels including loan cards, debit cards, prepaid cards (e-money), Mobile Banking (USSD, STK/DSTK, Text Type), Acquiring (ATM and Merchant), as well as branches and employees.
Anti Fraud Application System (AFAS)	To detect the risk of application fraud by utilizing rules. This system has been implemented, among others, on Loan Cards, Micro loan, and Unsecured Loans.

4. Methodology/Model and Analytics

Bank Mandiri continuously implements risk measurement that refers to international best practices by using quantitative and qualitative modeling approaches through the development of risk models such as rating, scoring, Value at Risk (VaR), portfolio management, baseline parameters, stress testing and other models for implementing data-driven decision making. Periodically, these risk models follow the lifecycle model in line with the application of the Risk Management Model and are validated by the Model Validator unit which is independent to maintain the reliability and validity of the model and meet regulatory requirements.

In order to harmonize the implementation of Basel II and ERM with Basel II/III regulations and the application of best practices, Bank Mandiri adopted and implemented the Basel II/III and ERM frameworks. Basel II/III and ERM implementation at Bank Mandiri covers areas in Credit Risk, Market Risk, Liquidity Risk, Operational Risk, Capital Management and Internal Capital Adequacy Assessment Process (ICAAP).

Implementing Basel II/III and ERM

Implementation Aspect	Scope of Implementation
Loan Risk	Development and Improvement of Basel II Risk Parameters for the implementation of Internal Rating Based Approach (PD, LGD, and EAD).
Market Risk	Measurement of structured product risk, treasury trading limits, treasury system infrastructure, repricing gap method and IRRBB application.
Liquidity and Interest Rate Risk	Improvement of liquidity limit, core deposit analysis, Risk Appetite Statement (RAS), stress testing liquidities, repricing gap method, and implementation of Assets and Liabilities Management System.
Operational Risk	Development of Framework and Governance Operational Risk Management (ORM).
Modal Management	Improvement of Economic Capital model, development of framework Portfolio Optimization and Capital Optimization.
Internal Capital Adequacy Assessment Process (ICAAP)	Implementation of Risk Appetite Statement, Stress Testing, Capital Planning, and synchronization with related regulation of Risk Based Bank Rating (RBBR).



As a domestic Systemic Bank, Bank Mandiri has prepared a Recovery Plan as a framework for dealing with financial problems that affect business continuity. One of the main components of a Recovery Plan is the Recovery Options, which covers aspects of asset quality, liquidity, profitability and capital. In addition, Bank Mandiri's Recovery Plan also includes components for Core Business Lines & Critical Functions, Interdependencies, Triggers & Indicators which are monitored regularly, Scenarios & Stress Testing as well as Governance & Communications. All components of the recovery plan are evaluated and updated annually to the Regulator. With the existence of the Action Plan, the Bank is expected to be able to face financial problems and fulfill its business obligations.

Internal Control System (Internal Audit)

Bank Mandiri practices effective risk managements in all work units by implementing the three line of defence models with the following conditions:

1. Work unit as the risk owner is the first line of defence responsible for risk management in its unit.
2. Risk Management Unit is as the second line of defence performing oversight function.
3. Internal Audit Unit is as the third line of defence performing independent assurance function

Risk Management System

Basis For the Implementation Of Risk Management

In implementing risk management, Bank Mandiri always complies and complies with the regulations and laws in force in Indonesia with reference to:

1. Financial Services Authority Regulation No. 4/POJK.03/2016 dated 26 January 2016 concerning Assessment of the Soundness of Commercial Banks.
2. Financial Services Authority Regulation No. 18/POJK.03/2016 dated 16 March 2016 concerning the Implementation of Risk Management for Commercial Banks
3. Financial Services Authority Regulation No. 55/POJK.03/2016 dated 9 December 2016 concerning Implementation of Governance for Commercial Banks.
4. OJK Regulation No. 17/POJK.03/2014 dated 18 November 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.
5. OJK Regulation No. 18/POJK.03/2014 dated 18 November 2014 concerning Implementation of Integrated Governance for Financial Conglomerates
6. Financial Services Authority Regulation No. 11/POJK.03/2016 dated 2 February 2016 concerning the Minimum Capital Requirement for Commercial Banks, which was enhanced by the Financial Services No. 34/POJK.03/2016 concerning Amendments to POJK No. 11/POJK.03/2016 concerning Minimum Capital Requirement for Commercial Banks.

7. Financial Services Authority Regulation No. 38/POJK.03/2017 dated 12 July 2017 concerning the Implementation of Consolidated Risk Management for Banks Executing Control over Subsidiaries.
8. Financial Services Authority Regulation No. 26/POJK.03/2015 dated 11 December 2015 concerning the Integrated Minimum Capital Requirement for Financial Conglomerates
9. Financial Services Authority Regulation No. 42/POJK.03/2015 dated 23 December 2015 concerning the Liquidity Coverage Ratio for Commercial Banks.
10. Financial Services Authority Regulation No. 50/POJK.03/2017 dated 17 July 2017 concerning the Obligation to Fulfill the Net Stable Funding Ratio (Net Stable Funding Ratio) for Commercial Banks.
11. Regulation of the Financial Services Authority of the Republic of Indonesia No. 32/POJK.03/2018 concerning the Legal Lending Limit and Large Funds for Commercial Banks.
12. Financial Services Authority Regulation No. 11/POJK.03/2019 concerning Prudential Principles in Asset Securitization Activities for Commercial Banks.
13. Bank Indonesia Regulation Number 22/17/PBI/2020 concerning Second Amendment to Bank Indonesia Regulation Number 20/4/PBI/2018 concerning Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units.
14. Member Regulation of the Board of Governors Number 22/30/PADG/2020 concerning Second Amendment to the Regulation of Members of the Board of Governors Number 21/22/PADG/2019 concerning Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks and Business Units Sharia.
15. Bank Indonesia Regulation No.22/10/PBI/2020 concerning the Second Amendment to Bank Indonesia Regulation Number 20/3/PBI/2018 concerning Statutory Reserves in Rupiah and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks, and Business Units Sharia.
16. Member Regulation of the Board of Governors Number 22/19/PADG/2020 concerning the Sixth Amendment to the Regulation of Members of the Board of Governors Number 20/10/PADG/2018 concerning Statutory Reserves in Rupiah and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks, and Units Sharia Business.
17. Financial Services Authority Circular Letter No. 43/SEOJK.03/2017 dated 19 July 2017 concerning Prudential Principles and reports in the context of the Implementation of Consolidated Risk Management for Banks Executing Control Over Subsidiaries.
18. Financial Services Authority Circular Letter No. 15/SEOJK.03/2015 dated 25 May 2015 concerning Implementation of Integrated Governance for Financial Conglomerates.
19. Financial Services Authority Circular Letter No. 14/SEOJK.03/2017 dated 17 March 2017 concerning Assessment of the Soundness of Commercial Banks.



20. Financial Services Authority Circular Letter No. 12/SEOJK.03/2018 dated 21 August 2018 concerning the Implementation of Risk Management and Risk Measurement of the Standard Approach to Interest Rate Risk in the Banking Book (Interest Rate Risk in Banking Book) for Commercial Banks.
21. OJK Circular No. 42/SEOJK.03/2016 concerning Guidelines for Calculating Risk-Weighted Assets for Credit Risk using the Standard Approach.
22. OJK Circular No. 48/SEOJK.03/2017 concerning Guidelines for Calculating Net Receivables for Derivative Transactions Calculation of Risk-Weighted Assets for Credit Risk using the Standard Approach.
23. OJK Circular No. 11/SEOJK.03/2018 concerning Amendments to OJK Circular Letter No. 42/SEOJK.03/2016 regarding Guidelines for Calculating Risk-Weighted Assets for Credit Risk using the Standard Approach.

Principles of Risk Management

The Risk Management Principles of Bank Mandiri are as follows:

1. **Capital**
Bank Mandiri provides capital in accordance with the risks borne and maintains the capital level in accordance with applicable regulations.
2. **Transparency**
Bank Mandiri openly communicates relevant information in the risk-taking process and the risk-taking process itself.
3. **Independency**
Bank Mandiri's management acts professionally and is free from the pressure and influence of other parties.
4. **Integrated**
Bank Mandiri implements Integrated Risk Management in Financial Services Institutions that are members of the Bank Mandiri financial conglomerate in accordance with regulatory provisions.
5. **Sustainable**
Risk control is constantly being developed to better suit business conditions and existing best practices.
6. **Accountability**
Bank Mandiri applies policies and procedures to ensure management accountability to stakeholders.
7. **Responsibility**
Bank Mandiri acts on the principle of prudence and compliance with applicable laws and regulations.
8. **Fairness**
Bank Mandiri considers the interests of stakeholders based on the principle of equality and fairness (equal treatment).

Principles of Prudence

Bank Mandiri applies the prudence principle through the provision of sufficient capital, compliance with applicable regulations and laws, and an early warning system. The Company manages capital adequacy that describes the managed risks and defines its capital components by taking into account the capital's ability to incorporate losses.

The Company prepares policies, standard procedures and product manuals as directions in operational activities and is implemented by all levels of the Company's organization to minimize the risks faced in the Company's operational activities. In carrying out business activities, the Company understands the characteristics of the business being carried out, including the risks and legal regulations related to the business. Every action which is an exceptional condition, insofar as it does not conflict with the applicable laws and regulations, is carried out according to the rules and stipulated authority, based on reasons that can be accounted for, and documented.

The Company prepares procedures to be able to find out the possibility of increasing the Bank's risk exposure earlier so that the Bank can determine the steps that need to be taken so that potential losses do not occur or can be minimized.

Process of Risk Management

The Company's Risk Management process regulated in the Risk Management Policy is as follows:

1. Risk Management is carried out at all levels of the organization both transactional and portfolio.
2. Risk Management is carried out in an integrated manner with Subsidiaries while taking into account the regulations and business characteristics of Subsidiaries.
3. The Risk Management process is a dynamic process; hence, review is required periodically to keep it in line with current conditions and applicable regulations.
4. Implementation of Risk Management is carried out in a series consisting of:
 - a. **Risk identification**
Risk identification aims to determine the types of risks inherent in each functional activity that have the potential to harm the Company.
 - b. **Risk measurement**
Risk measurement aims to determine the amount of risk inherent in the Company's activities to be compared with the Company's risk appetite so that the Company can take risk mitigation actions and determine capital to cover residual risks.
 - c. **Risk monitoring**
Risk monitoring aims to compare the risk limits that have been set with the amount of risk being managed.
 - d. **Risk control**
Risk control is carried out on the potential for the occurrence of liability on the limits of risk that have been determined and can be tolerated by the Company.

Application of Basel II And III

In order to provide added value to stakeholders and as a form of Bank Mandiri compliance in fulfilling the capital In order to provide added value to stakeholders and as a form of Bank Mandiri compliance in fulfilling the capital adequacy requirements set by regulators, Bank Mandiri always guarantees and ensures that the capital structure is strong enough to support the current business development strategy and maintain business sustainability in future.



Risk management in the capital aspect at Bank Mandiri includes policies on diversifying capital sources in accordance with long-term strategic plans and capital allocation policies efficiently in business segments that have an optimal risk-return profile (including placements with Subsidiaries). This aims to meet the expectations of stakeholders including investors and regulators.

Bank Mandiri ensures that it has sufficient capital to cover credit risk, market risk and operational risk, both based on regulations (regulatory capital) and internal needs (economic capital). Bank Mandiri refers to Bank Indonesia and OJK regulations (Basel II and Basel III), in particular Pillar 1 in calculating capital adequacy for credit risk, market risk and operational risk.

In addition to the above calculations, Bank Mandiri is also developing a capital adequacy calculation with reference to Pillar 2 Basel II or better known as the Internal Capital Adequacy Assessment Process (ICAAP) approach, which includes determining risk appetite, overall risk assessment, capital planning, and bank-wide stress testing.

Bank Mandiri participates in Bottom Up Stress Testing, as an implementation of the Supervisory Review & Evaluation Process in the Indonesian banking industry. Bottom Up Stress Testing is intended to test the resilience of capital and the adequacy of Bank liquidity in adverse scenarios, as formulated by regulators. The results of Bottom Up Stress Testing show that Bank Mandiri is still able to maintain its capitalization above the applicable regulations, and has adequate contingency and capacity to maintain adequate liquidity.

For the calculation of capital adequacy, Bank Mandiri uses the Basel II Standardized Approach (Standardized Approach) for credit risk and has included an External Rating component. The Internal Ratings Based Approach is used internally for risk management and credit reserves. For market risk, Bank Mandiri uses the Basel II Standardized Measurement Method, and internally uses Value at Risk. For operational risk, Bank Mandiri refers to the Basel II Basic Indicator Approach.

Bank Mandiri has implemented Basel III application referring to Basel documentation as well as regulations and initiatives issued by the OJK. As part of the implementation of Basel III in Indonesia, Bank Mandiri has reported compliance Liquidity Coverage Ratio (LCR) on a monthly and quarterly basis, fulfillment of the Net Stable Funding Ratio (NSFR) and fulfillment of the Leverage Ratio on a quarterly basis.

As the implementation of the latest Basel III framework (Basel III reform), specifically related to Counterparty Loan Risk, Bank Mandiri has implemented a Loan Valuation Adjustment (CVA) calculation and simulated changes to the Standardized Approach for Measuring Counterparty Loan Risk Exposures (SA-CCR) which is a refinement of the existing CCR framework.

Basel III Reforms

In implementing the latest Basel III framework (Basel III reform), the Company will revise operational risk standards for some elements of the previous framework to improve reliability and sensitivity. Following up on this, a Qualitative Impact Study (QIS) based on the OJK Consultative Paper (CP) was carried out in calculating the minimum capital for Operational risk using a standardized approach.

On the other hand, in order to improve risk management due to movements in interest rates that affect income and capital (Interest Rate Risk in Banking Book/IRRBB), Bank Mandiri has implemented Basel IV in accordance with OJK regulations in SEOJK No. 12/SEOJK.03/2018 concerning the Implementation of Risk Management and Risk Measurement of the Standard Approach to Interest Rate Risk in the Banking Book (Interest Rate Risk in The Banking Book) for Commercial Banks. The implementation process of implementing the IRRBB provisions includes improvements to existing systems, adjustments to internal policies, reviewing methodologies and their limits, reviewing assumptions and models, as well as making consolidation tools for Subsidiaries. IRRBB measurement results in accordance with the provisions have been reported on a quarterly basis to the OJK starting June 2019.

Application Of Integrated Risk Management

Konsolidasi/Integrasi manajemen risiko Bank Mandiri The consolidation/integration of Bank Mandiri's risk management has begun gradually since 2008, in line with the issuance of Bank Indonesia Regulation No.8/6/PBI/2006 concerning the Implementation of Consolidated Risk Management for Banks Conducting Control on Subsidiary Companies, which in the development of these regulations replaced by Financial Services Authority Regulation Number 38/POJK.03/2017 Regarding the Implementation of Consolidated Risk Management for Banks Conducting Control on Subsidiary Companies. In addition, Bank Mandiri has also implemented integrated risk management in accordance with Financial Services Authority Regulation No.17/POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.

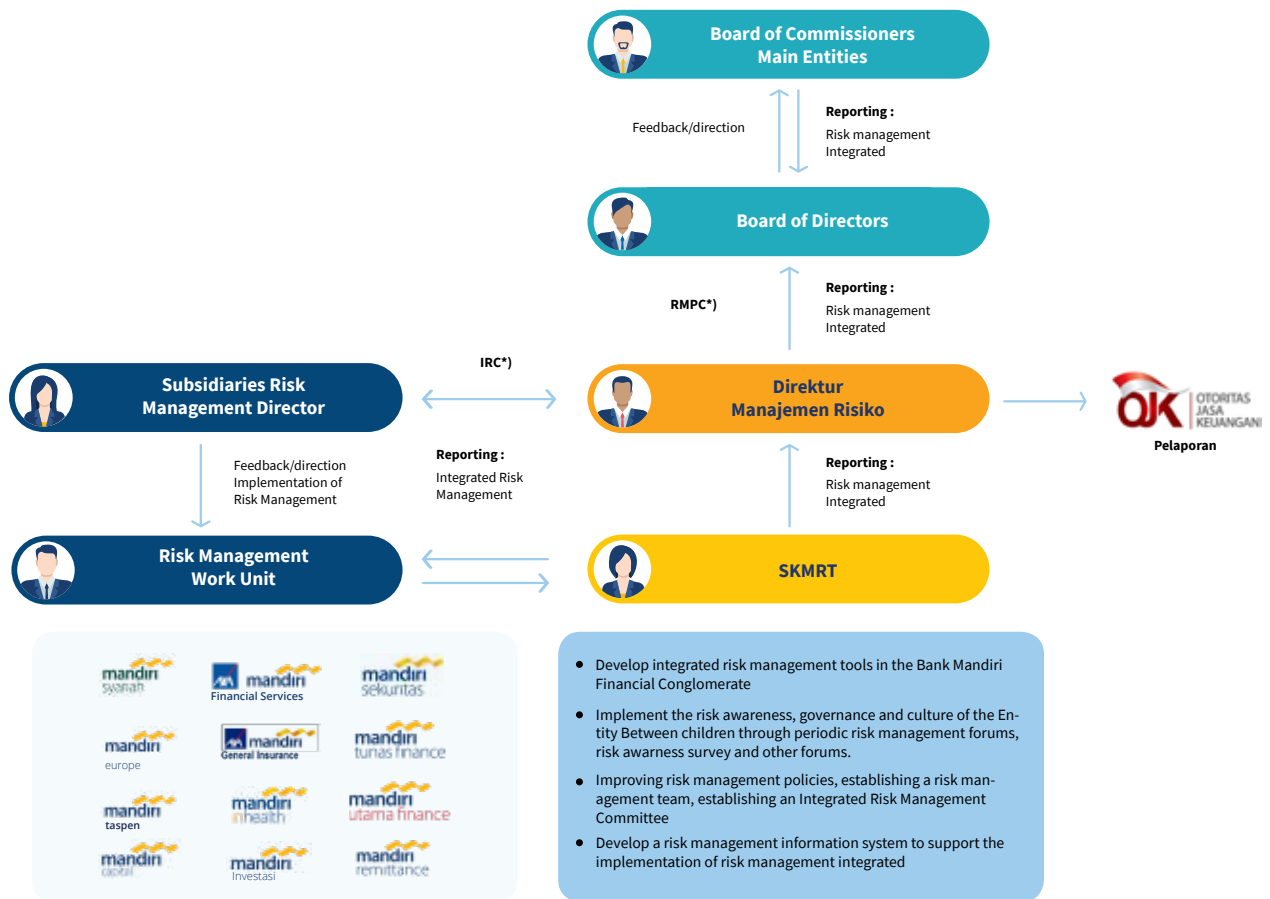
Integrated risk management is important to implement because Bank Mandiri as the Main Entity realizes that business continuity is also affected by risk exposures arising, both directly and indirectly, from the Subsidiary's business activities. In this regard, Bank Mandiri has implemented a system of consolidating/integrating risk management with its Subsidiaries, including Subsidiaries that operate outside the territory of Indonesia, while still fulfilling the principles of risk management, considering the business characteristics of each Subsidiary Company and adjusting to the jurisdiction of the authorities/local supervisor. The Bank Mandiri subsidiaries are Bank Syariah Mandiri, Bank Mandiri Europe Ltd., Bank Mandiri Taspen, Mandiri Securities, Mandiri Investment Management, AXA Mandiri Financial Services, Mandiri AXA General Insurance, Mandiri InHealth, Mandiri Tunas Finance, Mandiri Utama Finance, Mandiri International Remittance, and Mandiri Capital Indonesia.



The concept of consolidation/integration of risk management implemented by Bank Mandiri was prepared by taking into account compliance with Financial Services Authority Regulation No.38/POJK.03/2017 concerning Application of Consolidated Risk Management for Banks Conducting Control on Subsidiary Companies, Financial Services Authority Regulation Number 17/POJK.03/2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates, and Regulation of the Financial Services Authority Number 04/POJK.03/2016 concerning Assessment of Soundness Levels of Commercial Banks which are subsequently implemented through a tool integration, risk awareness framework, corporate governance (governance), and risk management information systems (systems). In addition, in implementing risk management in a consolidated or integrated manner, Bank Mandiri has internal guidelines, namely the Mandiri Group Principles Guidelines (MGPG), the Mandiri Subsidiary Management Principles Guidelines (MSMPG) and the Integrated

Governance Guidelines which contain guidelines on the implementation of Mandiri risk management Group. This is one form of Bank Mandiri's compliance with regulations in force in Indonesia.

In order to implement comprehensive integrated risk management, Bank Mandiri established an Integrated Risk Management Committee, which is an Integrated Risk Committee consisting of Directors/Executive Officers who oversee the Risk Management function of Bank Mandiri as the Main Entity in the Financial Conglomerate and Subsidiary Companies, which plays a role in providing recommendations for the preparation, improvement and refinement of the Integrated Risk Management policy. In addition, Bank Mandiri has also formed an Integrated Risk Management Work Unit (SKMRT) that reports directly to the Director of Risk Management with a reporting mechanism and duties and responsibilities as illustrated in the diagram below.



*) IRC = Intergrated Risk Committee
RMPC = Risk Management & Credit Policy Committee



In order to improve understanding of the implementation of risk management in Bank Mandiri and Subsidiaries, in 2020 the following activities were held:

1. Organizing Committee meetings and discussion forums on a regular basis as a form of active management supervision, including the implementation of the Integrated Risk Committee (IRC) to discuss the risk profile and soundness level of the Bank as an independent group, with the main discussion covering current issues, forward looking and risk mitigation.
2. Monitoring the risk profile and health level of Subsidiaries regularly through the Integrated Risk Management Forum (IRMF) and submitting the Subsidiaries Risk Profile Highlight Report to Management.
3. Improved risk management processes in Subsidiaries, such as assistance in implementing operational risk management frameworks, as well as assistance in preparing stress tests and recovery plans for each Subsidiary.
4. Development of an Integrated Risk Management Information System, namely the Risk Assessment

Risk Profile and the Management

There are 10 (ten) types of risk that must be managed at least by Bank Mandiri on a consolidated basis, namely:

No.	Risk Type	Explanation
1	Loan Kredit	Loan Risk is a risk due to the failure of the debtor and/or other parties to fulfill obligations to the Bank. concentration of credit risk is included in the Credit risk.
2	Market Risk	Market Risk is a risk in balance sheet and administrative account positions including derivative transactions, due to over-all changes in market conditions, including the risk of changes in option prices.
3	Liquidity Risk	Liquidity Risk is a risk due to the inability of the Bank to meet maturing obligations from cash flow funding sources and/or from high-quality liquid assets that can be pledged, without disrupting the Bank's activities and financial condition.
4	Operational Risk	Operational Risk is the risk due to insufficiency and/or non-functioning of internal processes, human errors, system failures, and/or external events that affect the Bank's operations.
5	Legal Risk	Legal Risk is the risk due to legal demands and/or weaknesses in the juridical aspect.
6	Reputation Risk	Reputation Risk is the risk due to a decrease in the level of stakeholder confidence that comes from negative perceptions of the Bank.
7	Strategic Risk	Strategic Risk is risk due to inaccuracy in making and/or implementing a strategic decision and failure to anticipate changes in the business environment.
8	Compliance Risk	Compliance Risk is a risk due to the Bank not complying with and/or not implementing the applicable laws and regulations.
9	Intra-Group Transaction Risk	Intra-Group Transaction Risk is the risk due to the dependence of an entity both directly and indirectly on other entities in a Financial Conglomeration in order to fulfill written and unwritten agreement obligations followed by transfer of funds and/or not followed by transfer of funds.
10	Insurance Risk	Insurance risk is a risk due to failure of insurance companies to fulfil obligations to policyholders as a result of insufficient risk selection (underwriting) processes, pricing, reinsurance use, and/or claim handling.

Management Of Risk

Credit Risk

Bank Mandiri's credit risk management process for the Wholesale segment begins with determining a target market that refers to the Portfolio Guideline, which divides the industrial sector into Industry Classification (attractive, neutral, selective) based on the outlook and portfolio quality, as well as the Industry Limit which limits the risk of credit concentration in a specific sector.

In the pre-approval stage, a Clearance Process is carried out which includes an initial analysis of targeted customers on Industry Acceptance Criteria and clearance parameters (reputation, business, finance) to produce a quality debtor pipeline. The next process is

to carry out a credit risk assessment using a series of credit risk tools (credit risk rating, spreadsheets, CPA, NAK, etc.) which are then decided by the Credit Authority (through a Credit Committee Meeting) with the four-eyes principle involving the Business Unit and Credit. Independent Risk Management Unit.

After the credit disbursement process, credit risk and potential debtor failures must always be monitored and detected early (Early Warning Signals) using watchlist tools and if the debtor becomes problematic then an account strategy needs to be implemented which includes collection, recovery and restructuring activities.



For the Retail segment, because it is a mass market, the credit process is carried out more automatically using a credit risk scorecard, referring to the Risk Acceptance Criteria of each product, and processed through an automated work flow (loan factory). The monitoring process is carried out in a portfolio manner through the Portfolio Quality Review, which can be continued with the collection and recovery process for the problematic portion of the portfolio.

To anticipate the deterioration of macroeconomic conditions, what-if analysis of the wholesale and retail portfolios is carried out through the process of stress testing and sensitivity analysis using certain macroeconomic scenarios.

In channeling its credit, Bank Mandiri always prioritizes the principle of prudence by placing a credit analysis function carried out by an independent business unit and credit risk unit. Bank Mandiri is always guided by the Credit Policy (KPKD) in managing credit risk end-to-end. Operationally, this policy is outlined in the form of Credit Procedure Standard (SPK) and Product Manual.

In implementing credit concentration risk management at the debtor level, Bank Mandiri consistently monitors the Legal Lending Limit (LLL) and the application of Management Limit and Value Chain Limit for large business groups. In general, the credit process and credit risk management at Bank Mandiri have been carried out end-to-end and integrated by the Business Unit, Credit Operation Unit and Credit Risk Management Unit.

The Bank periodically reviews and refines credit policies in general, credit procedures per business segment and risk management tools. The work guidelines referred to provide a complete guide to credit risk management, to identify risks, measure and mitigate risks in the end-to-end lending process starting from determining the target market, credit analysis, approval, documentation, credit withdrawal, monitoring/supervision, until the completion process problem loans/restructuring.

To enhance the social role and concern of the Bank for environmental risks and as a form of the implementation of the principle of responsibility in good corporate governance, Bank Mandiri has prepared Technical Guidelines for Environmental and Social Analysis in Providing Loans which is used as a reference in conduct environmental analysis in the analysis of credit granting. This is in line with the efforts made by Bank Indonesia, where in the Bank Indonesia Regulation concerning the Assessment of Asset Quality for Commercial Banks it is stipulated that the assessment of the debtor's business prospects is also related to the debtor's efforts to preserve the environment. In addition, Bank Mandiri has begun implementing sustainable banking through the implementation of the Sustainable Financial Action Plan (RAKB) in order to develop business processes and portfolios by considering ESG factors (environment, social, governance).

In principle, credit risk management is applied at the transactional and portfolio levels. At the transactional level, a four-eyes principle

is applied, namely each termination of credit involves the Business Unit and the Credit Risk Management Unit independently to obtain objective decisions. The four-eyes principle mechanism is carried out by the Credit Committee in accordance with the authority limit where the credit termination process is carried out through the Credit Committee Meeting mechanism.

Credit risk from debtors and products has been covered and reserved through CKPN which is currently calculated based on PSAK 71 as of January 1, 2020, and is monitored through the cost of credit indicator

Market Risk

Market risk management is carried out by an independent working unit by implementing the segregation of duties principle, namely the separation of functions and responsibilities consisting of front office, middle office, and back office. Organization of Market Risk Management consists of two parts, i.e. Market Risk Management - Trading Book and Market Risk Management - Banking Book.

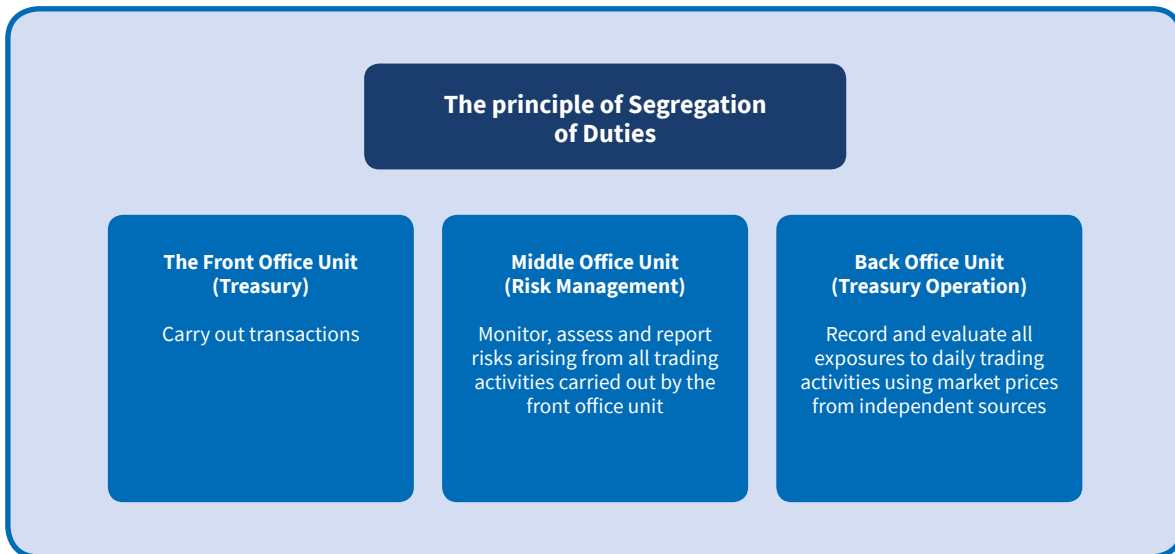
The framework and governance of market risk management in Bank Mandiri adheres to the three layers of defence, which consists of:

- a. The Board of Commissioners has the function of overseeing market risk (risk oversight) through the Risk Monitoring Committee, Integrated Governance Committee and Audit Committee.
- b. Directors who carry out the risk policy function through the Executive Committee related to market risk management and recovery plan, namely the Assets & Liabilities Committee and Risk Management Committee.
- c. Working Unit of Risk Management together with business unit and compliance unit carry out the functions of risk identification, risk calculation, risk monitoring and risk control.

Risk Management Framework of Bank Mandiri is developed based on internal and external factors including but are not limited to bank business, regulatory provisions, development of methodologies and best practices, as well as risk data. Authority and responsibility related to the implementation of risk management are regulated in the Risk Management Policy (KMNR). Whereas for guidance in implementing market risk management both the trading book portfolio and the banking book are regulated in the Treasury Procedure Standard (SPT) and the Asset Procedure & Liability Management Standard (SP ALM)

Management and Mechanism of Market Risk Measurement - Trading Book

Trading book market risk is a risk arising from potential losses due to banking book activities, including changes in interest rates and exchange rates (including derivative instruments). Bank Mandiri's market risk management is carried out by applying principles of segregation of duties, which is to separate the functions and responsibilities independently of the treasury work unit trade transactions, which consist of:



Management and Mechanism of Market Risk – Banking Book

The banking book market risk is a risk that arises because of changes in interest rates and exchange rates for banking book activities that can affect the Bank's profitability (earnings perspective) and economic value of Bank capital (economic value perspective). Management of the Bank Mandiri banking book market risk is carried out by optimizing the balance sheet structure to obtain maximum returns in accordance with the level of acceptable risk. In addition, also by setting limits that refers to internal provisions and applicable laws and regulations provisions which is monitored weekly and monthly by the relevant work unit.

Liquidity Risk

In order to manage liquidity risk in a measured and comprehensive manner, Bank Mandiri implements the following strategies:

1. Establish limits that refer to internal provisions and applicable laws and regulations provisions.
2. Perform periodic liquidity risk stress testing to determine the impact of changes in market factors and internal factors on extreme conditions (crises) on liquidity conditions.
3. Arrange and conduct periodic reviews of the Liquidity Contingency Plan (LCP) and Recovery Plan that regulate the Company's procedures to encounter deteriorating liquidity conditions including alternative funding strategies, including through alternative funding strategies among others through sale/purchase transactions of FX Money Market instruments and Interbank Securities Repo, Government Bond sales, use of Bank Indonesia Standing Facility and repo of Bank Indonesia securities. Determination of liquidity conditions and funding strategies in the LCP and Recovery Plan has considered internal and external conditions.

4. Monitor external indicators including the Jakarta Interbank Offered Rate (JIBOR), USD Interbank, Rupiah interest rate, spread between Return on Investment (ROI) compared to UST, Outstanding IDR banking Liquidity, USD/IDR exchange rate, spread loan default swaps (CDS), Composite Stock Price Index (CSPI), as well as current market information. This monitoring aims to increase awareness of economic conditions that are less stable, both due to the conditions of the global crisis and due to various domestic issues.

Operational Risk

Operating Risk may trigger other risks such as Reputation Risk, Strategic Risk, Legal Risk, Market Risk, Credit Risk, Compliance Risk, and Liquidity Risk. If a Bank can manage Operating Risk effectively and consistently, the possibility of other risks can be minimized. Operating Risk is inherent in any operating product/activity/process of the Company in the management of the organization. The Owner and Risk Control Unit as a risk and control owner had the primary responsibility to carry out the optimal operational risk management process so that the potential risk could be minimized.

In order to implement effective Operational Risk Management, Bank Mandiri developed a methodology of identification, measurement, control/mitigation and monitoring of operational risk exposures utilized in each Working Unit. In addition, Bank Mandiri has also developed a management information system that is tailored to the characteristics, activities and complexity of the Company's business activities.

Operational Risk Management is carried out through 4 (four) stages as follows:



1. Risk Identification, i.e. the process of identifying potential risk inherent in a product/activity/ process by considering internal and external factors, including identifying control to be used for mitigation.
2. Risk Assessment, i.e. the process of assessing that considers potential impact and likelihood of a risk. This assessment aims to determine which risk is more material/significant compared to others in order that more focused control measures can be developed. Moreover, an assessment is also undertaken towards control through control testing to determine if the control design determined in the Bank's applicable provision has been implemented effectively (operating effectiveness) and/or still can be used effectively (design effectiveness). The assessment generated a residual risk value which was the risk value after considering the control. Risk Monitoring, a process to monitor the risks that had been identified and assessed for potential occurrences. Monitoring was carried out at all times in their respective work units by members of the relevant work unit in layers and collectively up to the head of the relevant work unit through a work process that had been designed in the applicable provisions. It included monitoring of indicators or early warning systems or existing devices/reporting.
3. Risk Monitoring, i.e. the process of monitoring risks that have been identified and assessed in terms of likelihood. Monitoring is undertaken all the time in each work unit by their respective members several times and collectively up to the work unit head through a work process that has been designed in the applicable provision. This includes monitoring of existing indicators or early warning system or instrument/reporting.
4. Risk Control and Mitigation, i.e. the process of controlling and mitigating risks prior to their occurrence by implementing the applicable provisions and/or follows-up (action plan) to control shortcomings (thus potentially resulting in risks) in the process of control and follows-up on an incident. This process aims to ensure that residual risks for the Bank are maintained at a minimal level. Control has to be maintained implemented consistently in accordance with the existing control design, and reviewed continuously to ensure that the existing control design remains effective for mitigation of dynamic risks (emerging risk).

In implementing operational risk management, Bank Mandiri uses operational risk management tools/devices including:

1. Risk Control Self Assessment (RCSA)

It was a register of risk identification and the main control of business processes in the Bank, which periodically conducted assessment of inherent risk rating and control effectiveness both through and by consensus. Inherent risk rating and control rating generated residual risk value and became part of operational risk profile. Residual risk levels were kept to a minimum by taking the necessary measures for mitigation before risks occurred



2. Key Indicator (KI)

Was an indicator compiled as part of efforts to monitor existing risks risk-based with the aim that actions could be immediately determined and implemented before a risk occurred.

3. Issue & Action Management (IAM)

Was a device to monitor the follow-up that had been compiled on issues found through various sources, such as Control Testing, Incidents, Key Indicators, self identified issues, and more.

4. Loss Event Database (LED)

Was a database of operational risk incidents recorded risk based with the aim as lesson learned, follow-up monitoring of future improvements, as well as one component of the calculation of operational risk capital (regulatory capital charge) Standardized Approach (SA) method.

5. Capital Modelling

Was a model of operational risk capital calculation (regulatory capital charge) that followed the applicable provisions or regulations, as part of which to mitigate operational risks

In order to facilitate the operational risk management process, Bank Mandiri has an integrated Operational Risk Management system that covers all of the aforementioned tools and is implemented in working units both head office and region. As an output of the operational risk management process, the Operational Risk Profile Report that describes operational risk exposures is delivered periodically to the Board of Commissioners and Directors. This is administered in order to support the active role of the Board of Commissioners and Directors in implementing the Company's operational risk management. The results of operational risk management reporting are then submitted to the regulator as part of the Risk-Based Bank Rating (RBRR) report in accordance with applicable regulations.

The implementation of operational risk management involves all elements in the Company, including the Board of Directors with active supervision by the Board of Commissioners. The Board of Commissioners and Directors understand the encountered risks and play an important role in supporting and overseeing the success of their implementation in all operational work units.

The organization, duties and responsibilities of managing operational risk consisted of:

- **Risk Management & Credit Policy Committee(RMPC)**
Committee that handled the preparation, adjustment/ improvement of risk management policy and credit policy with details of membership, duties, and authorities as stated in the Decision of the Board of Directors on RMPC.
- **Director who Brought The Risk Management Function**
Duties, responsibilities, and authorities of the Director who Carried the Risk Management Function as stated in the Risk Management Policy.

- **Owner Work Unit and Risk Control (Risk & Control Owner)**

The Work Unit was fully responsible for the management of Operational Risk and ensured that control in each operational activity had been effectively carried out and in accordance with the provisions, acting as a Risk & Control Owner that maintained the Bank's Operational Risk appetite to remain at a set level so that the Bank could achieve its business objectives as expected and the operational risk capital load (Regulatory Capital Charge) could be maintained optimally.

- **Operational Risk Management Work Unit (Senior Operational Risk According to Field)**

Operational Risk Management Task Force (according to the field) responsible for implementing policies, strategies, frameworks and operational risk management tools in collaboration with the Owner Work Unit and Risk Control (Risk & Control Owner).

- **Operational Risk Management Supervisor Work Unit (Bankwide/Enterprise)**

Operational Risk Management Task Force responsible for formulating policies, strategies, frameworks and operational risk management devices and socializing them.

Legal Risk

Legal risk is a type of risk encountered by Bank Mandiri as a result of lawsuits, both those carried out by internal and external parties and/or the discovery of juridical weaknesses such as the absence of legal documents and regulations or weaknesses in documents. Legal risk management organizations are carried out by the Legal Unit at the Head Office by carrying out functions, duties and responsibilities related to regulatory, advisory, litigation, advocacy and legal assistance, education and transformation in the field of law and management of Bank legal risk. In implementing these functions, duties and responsibilities, the Legal Unit at the Head Office coordinates with the Legal Unit in the Work Unit and Legal Unit in the Region. The Head Office Legal Unit is the system coach and supervises Legal Unit in Working Unit and Legal Unit in the Region.

Mechanism of Legal Risk Management

The risk management mechanism which includes the identification process of measurement, control and monitoring refers to the applicable provisions concerning risk management. Each unit of product owner and/or executor or activity organizer is required to identify and manage risks to the maximum including but not limited to legal risks that are inherently inherent in every product or activity created or carried out by the Company, so that they do not have a broad impact and trigger risk Other risks include but are not limited to reputation risk.

Legal risk management carried out by Bank Mandiri, both preventive and repressive, is sufficient to protect the legal interests of Bank Mandiri and minimize the significant financial impact for Bank Mandiri, this is reflected in the Legal Risk Profile Report for 2020 which is in the predicate Low.



Reputation Risk

Reputation risk is managed through mechanisms, including monitoring, supervision, handling, and resolution under coordination from the Corporate Secretary with support from relevant work units, including Customer Care work unit, Legal work unit, Retail Product & Fraud Risk Management, IT Application Development & IT Application Support, and Business Continuity Management based on applicable internal regulations, and laws and regulations. On the other hand, reputation risk is also managed by creating positive perceptions through positive articles and posts on conventional media and social media.

Mechanism for Reputation Risk Management

Reputation risk was managed through monitoring, supervision, handling and settlement mechanisms which were coordinated by the Corporate Secretary Group with reference to the provisions of the Corporate Secretary Guidelines Standard. In accordance with the Corporate Secretary Guidelines Standard, there were 4 (four) stages of reputation risk management, namely identification, measurement, monitoring and risk control. The embodiment of these four stages could be seen in the respective corporate secretary activities that had reputation risk, such as bank activities as a public company.

In these activities, reputational risks could be identified in the form of delays, errors, and discrepancies in the submission of reports caused by individuals who did not know or understand the obligations of submitting information disclosure or lack of supervision and checking from Supervisors. To control this, the company could take risk mitigation measures, such as providing a list of obligations for submitting information disclosure and/or supervisors who carry out the check & recheck process.

If a reputation risk incident occurred and had an impact on the existence of negative perceptions on the company, then activities could be carried out to reduce the impact of the reputation risk incident. One of them was through posting positive articles in printed media, online media and electronic media as well as positive content on social media to neutralize negative perceptions that had been formed. This positive article could be based on the company's business and social activities as well as support for government programs with reference to the provisions of the Corporate Secretary Guidelines Standard.

Implementation of Policy on Reputation Risk Management

As a form of implementing the reputation risk management policy, the Company ensures that all work units have performed their respective functions properly and in accordance with applicable regulations. As for events that occur that have the potential to

impact on reputation risk related to the main tasks and functions of certain work units, the work unit is required to provide detailed information to the Corporate Secretary at the first opportunity in order to immediately manage the event to minimize the impact.

Bank Mandiri currently has official channels for receiving complaints and questions from customers, such as 14000 call centers, websites, branch offices, including print, online, electronic and social media. All complaints are forwarded to Customer Care for handling and resolution. In carrying out these tasks, the Customer Care work unit coordinates with the Corporate Secretary, especially in handling customer complaints related to conventional and social media.

Bank Mandiri also monitors and evaluates news coverage in print, online, electronic and social media periodically to measure the effectiveness of company publications and communications. Furthermore, the results of monitoring and evaluation are used as a basis for publication and communication activities for the next period in order to strengthen the company's reputation on an ongoing basis.

In order to establish good communication with the local media and relevant stakeholders throughout Indonesia, the Corporate Secretary also collaborated with local media to hold a Focus Group Discussion (FGD) in Palu, Central Sulawesi on the theme of postnatural economic recovery. In addition, the Corporate Secretary through regional offices outside Jakarta also conducts iftar activities with major local media to increase engagement and strengthen good relations.

By organizing communication activities in this area it is hoped that positive news can be created about Bank Mandiri in various national media, both print, online, electronic and social media, thus encouraging positive opinions for Bank Mandiri in the midst of society.

Whereas in the event of a crisis on the reputation of the Company and is massive so as to have a significant impact on the confidence of the Stakeholders, the Company will immediately implement an immediate action plan to minimize the impact of the crisis, including preparing problem management strategies, determining internal resource persons and execution schedules for activities crisis management, and overall evaluation.

Strategic Risk

Strategic Risk Management Organization

The bank has established a risk management committee and a risk management unit aims to support a comprehensive, integrated, measurable, and controlled risk management. Each of these committees issues included in the scope of the intended committee.



Strategic Risk Management Mechanism

Bank risk management is regulated in a bank risk management policy with reference to Bank Indonesia regulation (PBI), the Financial Services Authority regulation (POJK), Basel provisions, and international best practices. This policy is regularly reviewed to anticipate changes in a business situation, regulation, and Bank internal condition.

In conducting strategic risk management, Bank Mandiri always conducts performance analysis and evaluates business target preparation and takes corrective steps in developing business plans and targets by considering internal and external conditions, if necessary.

The Implementation of Strategic Risk Management

2020 became a period full of challenges and uncertainties. However, the strategic direction according to the Corporate Plan was prepared considering the core competencies of the bank and taking into account business shifting patterns and the behavior of people who are shifting to digital. The Covid-19 pandemic, one of which caused changes to digital to be faster. In addition, amidst economic uncertainty, Bank Mandiri also needed to pay attention to profitability and quality of lending in order to mitigate risks in the future. Therefore, in addition to implementing initiatives according to the corporate plan, Bank Mandiri sharpened its business strategy with a focus on:

- **Encouraging credit growth in sectors that have recovered faster**, by prudently expanding credit to potential and stable industrial sectors in accordance with portfolio guidance by taking into account the potential, capacity and capability of each segment. In addition, Bank Mandiri also optimizes the value chain program to capture business potential in the wholesale customer business ecosystem.
- **Optimization of fee-based income to boost revenue**, among others by increasing e-channel productivity, encouraging recurring fee-based income growth, and increasing the intensification of existing customers and focusing on top players in each industry group
- **Operational Cost Control**, namely through a focus on increasing **productivity** of owned resources such as developing virtual employees and emphasizing productivity KPIs, Prioritizing the use of costs for strategic initiatives and providing value added, Utilizing shifting customer behavior through digitizing services that are more scalable and improving business processes on an ongoing basis.

Steps and Plans in Anticipating Strategic Risk

In terms of anticipating risk factors faced by Bank Mandiri, it is necessary to implement independent and prudent risk management but does not limit the Company's business expansion process. The following is the strategic risk management strategy in 2020:

- Review the strategy periodically by considering external and internal factors. One example is that in order to maintain prudent credit expansion, watch lists are monitored and high risk debtors are carried out end to end for better credit management.
- Control the formation of reserves (CKPN) by reviewing and following up on the implementation of the credit restructuring program affected by Covid-19 as an effort to improve debtors who have the potential to experience difficulties in fulfilling their obligations. Bank Mandiri also maintains the Coverage Ratio & Cost of Credit at an optimal level to anticipate a decline in credit quality that will impact bank performance.
- Utilizing sufficient liquidity in the market through the growth of low-cost funds to encourage a reduction in Cost of Funds which has an impact on cost growth savings.
- Carry out cost control with efficiency programs/overhead cost savings and deeper studies for initiatives that have an impact on increasing productivity and eliminating long-term non-value added costs.

Compliance Risk

All levels of the company are fully responsible to carry out compliance in their activities. The organizations, their duties, and responsibilities of implementing the compliance function are as follows:

1. Board of Commissioners
In relation to the implementation of the Compliance Function and Integrated Governance, the board of commissioners must carry out active supervision toward the implementation of the compliance function.
2. Integrated Governance Committee
The committee is formed to assist the commissioner board in carrying out the supervisory function of the implementation of the integrated governance and integrated compliance function at Bank Mandiri and subsidiaries.
3. Directors/SEVP
Direksi memiliki tugas dan tanggung jawab untuk menumbuhkan dan mewujudkan terlaksananya Budaya Kepatuhan serta memastikan terlaksananya Fungsi Kepatuhan pada semua tingkatan organisasi dan kegiatan usaha Perseroan.
4. Director in charge of the compliance function
The director in charge of the compliance function is responsible for formulating a compliance culture strategy, minimizing compliance risk, establishing compliance systems and procedures and ensuring all policies, provisions, systems, and procedures are in accordance with prevailing laws and regulations.
5. Compliance work unit (Compliance & AML-CFT Group)
Compliance work unit assists and/or represents the director in charge of the compliance function in carrying out their duties and responsibilities.



6. Compliance unit within the work unit
Compliance unit within a work unit ensures the implementation of the compliance function performed by the head of the supervised work unit.
7. The head of the work unit
The head of a work unit is responsible for realizing the compliance culture in their units, managing compliance risk, and implementing process and procedure improvement related to compliance issues in the units.

Compliance Risk Management Mechanism

Bank Mandiri established compliance risk management policies and procedures that referred to the prevailing rules and regulations. In the compliance policies and procedures, compliance risk management was regulated by several stages, namely:

- a. Identification
Compliance risk identification is stated in Compliance Risk Statement (CRS) which includes related regulation, causes of risk, risk control, and action plan needed to prevent compliance risk.
- b. Assessment
The identified risk is assessed by each risk owner to create compliance risk profile in his work unit. The risk assessment is carried out based on the possibility of the risk occurrences and its impact. In addition, the risk owner also evaluates the effectiveness of the control.
- c. Monitoring
Compliance risk monitoring is done by deciding and monitoring the risk appetite statement (RAS) of compliance risk.
- d. Mitigation
The mitigation of the compliance risk is carried out by:
 1. Reviewing that the compliance risk identifying process has been done properly and correctly.
 2. Reviewing that the implementation of control and mitigation has been done properly and correctly.
 3. Reviewing that the compliance risk assessment process has been carried out properly and correctly and considers historical sanctions data.

The Implementation of Compliance Risk Management

In 2020, compliance risk management will be implemented through

1. Determination of the Risk Appetite Statement (RAS)
In 2020, Bank Mandiri has established a Risk Appetite Statement (RAS) for compliance risk which is the same as in 2018, namely 10 (ten) violations per month. During 2020, the number of sanctions imposed by banks is 2 (two) times per month and does not exceed the risk limit according to the established RAS.
2. Compliance Risk Assessment
Compliance risk assessments are carried out regularly every quarter and semester to the OJK as part of the Bank's Risk Profile

Report. Based on the compliance risk self-assessment conducted in the fourth quarter of 2020, the level of the Company's compliance risk is 2 (low to moderate). Several things have become a concern for improvement, namely employee compliance risk awareness, data quality and monitoring of report submission to regulators.

3. Efforts to Mitigate Compliance Risk

In an effort to mitigate compliance risk, the Bank has implemented several compliance programs as follows:

- a. Monitoring Regarding the Fulfillment of Bank Obligations for New Regulations
The Compliance Unit conducts prudential meetings, monitors action plans that need to be done, and reminds regulatory obligations to related Work Units.
- b. Control Testing for High-Risk Activities
Control testing is performed by the Compliance Unit of the work unit for high-risk activities. If a discrepancy is found with the prevailing regulations, it is necessary to immediately improve it to prevent bank losses.
- c. Compliance Testing Program
This program is a program in order to increase risk owner awareness of compliance risks and applicable regulations (according to their duties and responsibilities).
- d. Compliance Work Unit Competency Improvement Program
In an effort to improve understanding regarding compliance risk management, the Company collaborates with independent parties to organize training and certification of compliance for all Compliance Work Unit personnel.

Steps and Plans in Anticipation Compliance Risk

The steps to be taken in relation to improving compliance risk management are as follows:

1. The management of compliance risk
 - a. Establishing Risk Appetite Statement (RAS) on the monitor the imposition of sanctions/fines to ensure the determined appetite is still under the company's control.
 - b. improving compliance risk assessment parameter.
 - c. Improving procedures related to the implementation of the compliance function report.
2. Increasing compliance risk awareness
 - a. Conducting compliance assessment to increase employee understanding of the prevailing rules and regulations.
 - b. providing compliance advice on related issues.
3. Strengthening the monitoring of the compliance of regulatory obligation
 - a. Informing/socializing the prevailing laws and regulation or the results of analysis of the provisions to the companies.
 - b. Monitoring the compliance of action plan of work unit on the new regulations.



4. Increasing the competency of the compliance work unit
In order to improve the quality of human resources of the compliance unit, the bank cooperates with an independent party to conduct training and compliance certification.
5. Compliance Credit Review Forum (CCRF)
This discussion forum is held with the business units to increase the awareness of the compliance risk in the loan sector.

Risk of Intra-Group Transactions

Intra-Group Transaction Risk Management is carried out with Subsidiaries in the Bank Mandiri business group in accordance with Bank Mandiri's business strategy.

Bank Mandiri identifies and analyzes activities that can increase Intra-Group Transaction Risk exposure and affect company performance. The risk identification is carried out in the business activities of Bank Mandiri and Subsidiaries by considering the complexity of the transaction. Bank Mandiri can combine qualitative and quantitative approaches in the process of measuring Intra-Group Transaction Risks and will then conduct periodic risk monitoring in accordance with established procedures.

Insurance Risk

Insurance risk management is carried out in the Subsidiaries in the Bank Mandiri business group which is engaged in the insurance business.

Bank Mandiri identifies and analyzes activities that can increase Insurance Risk exposure and affect company performance. The risk identification is carried out in the business activities of Subsidiaries engaged in insurance by considering its characteristics. Bank Mandiri can combine qualitative and quantitative approaches in the process of measuring Insurance Risk and will then be subject to periodic risk monitoring in accordance with established procedures.

The Efforts to Increase the Culture of Risk Awareness

In order to accomplish the vision of Bank Mandiri to become Indonesia's Best, ASEAN's Prominent, Bank Mandiri continuously applies a culture so-called risk awareness covering all operational and business activities to mitigate risks that have the potential to disrupt the Company's sustainability. The risk awareness culture starts out with the establishment of a Risk Appetite Statement (RAS) which indicates the type and level of risk which a company manages to accept; which are within the risk capacity the company has, and which are prepared in order to achieve business objectives. RAS will be used in the decision making process of a business and the discipline in respect of the implementation will be intensively monitored.

At the level of policies and procedures, the efforts to increase a culture of risk awareness are made by incorporating risk assessment and risk mitigation at each preparation standard of the business activity procedures and the Company product manuals.

Subsequently, an increase in the culture of risk awareness is also exposed by adhering risk awareness to an internalization culture of Bank Mandiri (corporate culture). One of the cultural themes known as "Mandiri Tumbuh Sehat" emphasizes "thinking and acting in a balanced manner" whereby every individual in Bank Mandiri is expected to manage to pursue business growth alongside the proper consideration of risks. This point is necessary to be done in order that the performance achievement can be sustainable in the long run.

The success of a variety of programs carried out to increase the risk awareness culture absolutely needs to be supported by a good communication strategy. Bank Mandiri makes use of a couple of communication media to ensure that messages are delivered in an extensive coverage. Accordingly, other than holding a risk sharing forum, Bank Mandiri also exerts a digital channel for instance email blast so that the risk awareness culture can be embodied in an open, efficient, and effective framework of risk management.



Risk Awareness Program

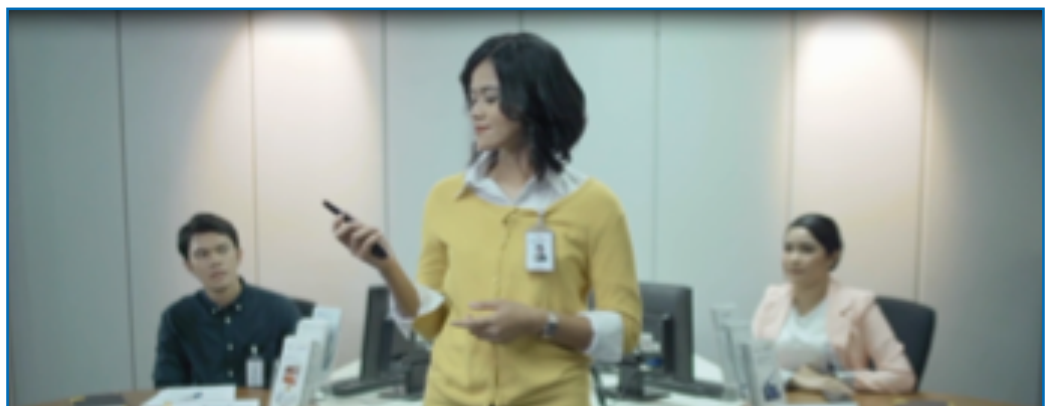


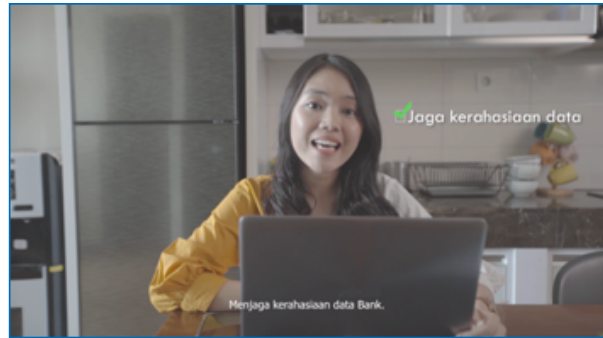
For the sake of making a good operational risk management successful, it definitely needs to be fostered by good risk awareness from all levels of employees as well Bank Mandiri has an advanced program in an operational risk awareness culture which is better known as “**OPERA (OPERational Risk Awareness)**”. With the tagline known as **DARE** that stands for “Deteksi, Amankan, dan Respon”, or in English it refers to (Detection, Secure, and Response). This program is designed to enhance the understanding and effectiveness of each Bank Mandiri employee composed of the following details:

1. OPERA Edu

Is an awareness-related program that aims at provisioning education pertinent to risk and control encompassing the following points:

- a. OPERAClip is a short video with a maximum duration of 1 minute which raises the issues as regards the latest operational risks that must be implemented. The video has been made consisting of:
 - 1) OPERAClip Episode 1, it is displayed in the form of an awareness video which is functional to shape a targeted attitude in managing operational risks as the following categories:
 - The first series with the theme of control is oriented towards the responsibility of each employee,
 - The second series nuances the theme of understanding control, not only from simply “as he said”, and
 - The third series raises the theme about “fatal” if the control is merely regarded as a ritual.





2) **OPERAClip** Micro Edition: it is displayed in the form of awareness-driven video for risks and controls in the micro unit.

This video is shown continuously through internal broadcast media as a means of socialization, such as screens in office lifts, and other similar media. This video is obligatorily demanded to be watched by all employees in each work unit together routinely.

3) **OPERAClip** Virtual Meeting Episode – And The Risk You Need to Watch Out. In the form of video awareness of employees, especially in running daily virtual meeting activities and at home. This video was aired continuously through internal media (Mandiri Click). The message from the broadcasted video was:

- Maintaining the confidentiality of Bank data in order to avoid the risk of data leakage by un authorized parties
- Understanding the latest provisions regarding data and information security procedures and,
- Every employee had to understand and implement the controls appropriately, effectively and efficiently in accordance with applicable regulations.

b. **OPERAToon** : was a comic/cartoon article was presented with light packaging, interesting, and current with the latest theme related to risks and controls that needed to be addressed by every employee. OPERAToon series was published regularly once a month and sent via email blast to all employees and aired on Mandiri Click internal media. As of December 2020, OPERAToon had published 49 episodes.





2. OPERA Learning

Is a risk awareness program through learning/training around managing operational risk that must be followed by all employees. OPERA Learning takes the form of e-courses that can be accessed anywhere and anytime through the i-Learn menu at mandirieasy.com. each module is equipped with a post test to measure the level of awareness of each employee.

Currently were several modules available, among others:

- a. Introduction to operational risk management
- b. SOP of Operational Risk Management
- c. Operational Risk Incident Reporting
- d. Introduction to Information Security
- e. ODP/SDP, BOS & BOM
- f. Risk Certification Refreshment
- g. Operational Risk Management During Pandemic

3. OPERA Forum

OPERA Forum is held as a forum of discussion with regard to the management of operational risks. OPERA forum falls into these following categories:

- a. MRO Forum : a forum held every quarter specifically held by the Operational Risk Management Unit and attended by the Head of the Work Unit and its ranks. This forum aimed to discuss matters related to operational risk profile in the Risk Owner Work Unit, with the agenda of verification of control testing results, discussion of key signification issues, and action plans that needed to be implemented immediately.
- b. OPERA Workshop: a workshop related to operational risk awareness organized by the Operational Risk Advisory Unit.

After 2018 opera workshop was conducted throughout the Region Office, then in 2019 continued by conducting OPERA workshop to 79 Groups in Bank Mandiri. In addition, OPERA workshops were also organized to Subsidiaries with the aim of encouraging awareness in a wider scope.

- c. OPERA Survey Group Discussion Forum (FGD) : a forum to follow-up the results of OPERA Survey (±9200 HO and Region employees). Furthermore, the preparation and implementation of action plans was carried out for the improvement of OPERA Bankwide program as well as programs in each work unit, including feeding for the implementation plan of 2021 OPERA Survey.
- d. OPERA Carnival, was a socialization and discussion forum with the latest theme of “Manage Operational Risks Optimally in the New Normal Period” to employees in the Region virtually/podcast, in collaboration with MUG through the Mandiri Learning Carnival (MLC) event.

In addition, OPR continued to develop delivery channels to improve the effectiveness of OPERA program onboarding to more employees by utilizing existing bankwide media, among others:

1. **OPERA Click**, a main delivery channel for all OPERAEdu content, collaborated with HC through MandiriClick portal (www.mandiriclick.co.id). OperaClick would then become the main platform for the implementation of risk awareness.
2. **OPERA Infobase**, was a complimentary channel delivery of all OPERAEdu content, in collaboration with CCG, to reach all employees of infobase platform users.
3. **OPERA Quiz**, which was a gimmick given for employees to continue to actively follow and understand every latest and active OPERAEdu material to participate as OPERA agents in each of its work units.

With the previously mentioned awareness program mentioned, employees eventually became easier to remember and understand the importance of operational risk management, so that operational risk management could run more effectively and efficiently



Risk Assessment

The results of the self-assessment of Bank Mandiri's Individual Risk Profile for the position of December 31, 2020 were ranked 2 (low to moderate) with low to moderate Inherent Risk Rating and satisfactory Risk Management Implementation Quality Rating (KPMR).

Self-assessment of Bank Mandiri's Risk profile (individual) for the position of December 31, 2020 was as follows:

Type of Risk	Inherent Risk Level	Quality Level of Risk Management Implementation	Risk Level Rating
Credit Risk	Moderate	Satisfactory	Low to moderate
Market Risk	Low	Strong	Low
Liquidity Risk	Low	Strong	Low
Operational Risk	Moderate	fair	Moderate
Legal Risk	Low	Strong	Low
Strategic Risk	Low	Strong	Low
Compliance Risk	Low to moderate	Satisfactory	Low to moderate
Reputation Risk	Low	Satisfactory	Low
Composite Rating	Low to moderate	Satisfactory	Low to moderate

The Evaluation of Risk Management Systems

Bank Mandiri constantly evaluates the effectiveness of the risk management systems. The evaluation entails adjusting the strategy and the framework of risks as the constituent of risk management policies, considering the adequacy of risk management information systems and the adequacy of risk identification, measurement, monitoring and control processes.

One form of evaluation on risk management policies is an annual evaluation of the Risk Management Policies and Standard Procedures. The Board of Commissioners plays an active role in the implementation of risk management system evaluation by reviewing the results of the evaluation conducted by the Board of Directors as the organ that is responsible for the effectiveness of risk management system implementation. The results of the annual evaluation show that risk management at Bank Mandiri during 2020 has been adequate.



Internal Control System

The Internal Control System (ICS) refers to a monitoring mechanism which is established by the company's management on an on-going basis. An effective ICS is an important component in the company management and becomes the foundation of the company operational activities which are proper and secured. An effective ICS can help the Board of Commissioners and Directors in safeguarding the assets of the company, ensuring the availability of credible financial and managerial reporting, increasing the company's compliance with laws and regulations, and decreasing the risk of loss, deviation, and violations of prudential aspects. The application of ICS in the company refers to the Internal Control Policy (ICP).

As a process executed by all levels of the company's organization, ICS is applied in the strategy setting in all work units, and it is designed to capably identify the plausible occurrence of an event that can impact the company, to manage risk in order to still remain within the risk appetite, and to provide adequate confidence in order to achieve the company goals.

The Objectives of Controls

The objectives of implementing an effective ICS are classified into 4 (four) main objectives as follows:

1. The Compliance Objective

It is to ensure that all of the company's business activities have been undertaken resting upon the applicable laws and regulations, both the provisions issued by the Government, the Banking Supervision Authority, the Capital Market Authority and the company's internal policies, provisions, as well as procedures.

2. The Information Objective

It is to provide accurate, complete, on-time, and relevant information required in an effort to make appropriate and accountable decisions, including financial and non-financial reports needed by both internal and external parties of the company.

3. The Operational Objective

It is to enhance the effectiveness and efficiency in using assets and other resources as well as to protect the Bank from the risk of losses including those on account of fraud event.

4. The Objective of Risk Awareness Culture

It is to identify weaknesses and to assess deviations early and re-assess the fairness of the internally prevailing policies alongside the procedures at the Bank on an ongoing basis.

Control Environment

The control environment indicates the entire commitment, behavior, care, and steps of the Board of Directors and Commissioners of Bank Mandiri in executing the operational activities. The Board of Commissioners is responsible for ensuring whether the Directors have monitored the effectiveness of the ICS implementation. The

Board of Commissioners plays an active role in ascertaining that there are improvements to the company's problems that can potentially reduce the effectiveness of ICS.

The directors are responsible for setting the policies and strategies as well as internal control procedures. They are also responsible for monitoring the sufficiency and effectiveness of ICS. In addition, the Board of Commissioners and Directors are responsible for enhancing the work ethics and high integrity as well as for creating an organizational culture subjected to all employees appertaining to the importance of internal controls prevailing in Bank Mandiri .

Monitoring by management is undertaken through building up the culture control by means of the establishment of human resource policies and practices, including the following points:

1. The company has the written policies and procedures in regard to human resources encompassing the recruitment, career paths, payroll and remuneration systems, and employee coaching and development.
2. The company evaluates the performance, competency, and application of cultural values by employees periodically, wherein the results become the basis for assigning and placing the employees.
3. The company has an organizational structure which is adequate and reflects the task specification and responsibilities determined resting upon the applicable regulations.
4. The company has a written policy in association with the provisions and procedures for changing organizational structures.
5. The company management is executed in referential to the principles of Governance.
6. The company decision making is determined at the meeting held by the Board of Directors.
7. The process of making decision is undertaken in bottom-up and top-down manner.
8. The company makes policies which are aimed at preventing any occurrence opportunity of deviation or violations of the prudential principles.

Risk Assessment

Risk assessment is a set of actions which start out from the identification, analysis, and measurement of the company's risks for the sake of attaining the targets set. The risk assessment is done to all kinds of risks inherent in each process or activity that is conceivably potential to harm the company.

Bank Mandiri has the written risk management policies set by the Board of Directors and approved by the Board of Commissioners.

In an effort to implement an effective ICS, the company continuously identifies and assesses risks that can have an impact on the attainment of targets. The Internal Audit Work Unit (IAWU) periodically reviews the risk assessment produced by the Risk Management Work Unit (RMWU) so that the coverage of the audit is more extensive and comprehensive.



The assessment as such incorporates all risks faced, either individual or overall risks, which entail loan risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk, compliance risk, insurance risk, and intra-group transaction risk.

Control Activities

Control activities entail the control and segregation of duties, with the descriptions presented as follows:

1. Control Activities

Control activities involve all levels of the company that include planning, policy and procedure determination, implementing controls and early verification processes to ensure that those policies and procedures are consistently obeyed. The control activities are those that cannot be separated from each function or daily activity of the company.

These activities are applied in all levels of function based on the structure of company organization as follows:

a. Review by The Board of Directors (Top Level Review)

The Board of Directors periodically requests explanation (information) and operational performance reports from the Head of Division in order to review the results of the realization compared to the set targets. Based on the review, soon the Board of Directors detects some problems that may occur, for instance control weaknesses, financial statement errors or other irregularities (fraud).

b. Review of Operational Performance (Functional Review)

This review is conducted by SKAI at the time of inspection or in the reporting process to the regulator, which includes:

- Conducting a review of the risk assessment (risk profile report) made by the Risk Management Unit.
- Analyzing operational data, both related to the risk and financial data, by verifying details and transaction activities compared to outputs (reports) produced by the Risk Management Unit.
- Carrying out a review of the implementation of work plans and budgets made by each division in order to:
 - 1) Identify the significant cause of deviation.
 - 2) Determine requirements for corrective action.

c. Managing the information system

- The company carries out verification of the accuracy and completeness of transactions and the implementation of authorization procedures in accordance with applicable regulations.
- The company accomplishes controlling steps of information technology (TI) to deliver system and data that are maintained confidentially with a good integrity and support the company's goal.

- Controlling information technology includes:
 - 1) Controlling operational database, procurement system, development and maintenance of system/application. This controlling act is implemented for mainframe, server, user work station, and connectivity.
 - 2) Controlling of application is carried out for a program used by the company to process transactions in order to ensure the availability of effective auditing process and go over the validity of that auditing process.

d. Physical controls

- Physical controls are carried out to guarantee the implementation of physical safeguards towards the company's assets.
- These controls include securing assets, records and documentation and limited access to application programs.
- The company has to check appraisal continuously.

e. Documentation

- The company documents all policies, procedures, and working standard neatly and in a good order.
- All policies, procedures, operational system and accounting standard are updated regularly in order to figure out the actual operational activities.
- By request, documents are always available for the sake of internal auditor, external auditor, and Banking Monitoring Authority.
- The Internal Audit Unit assesses the accuracy and availability of these documents when conducting routine and non-routine audits.

2. Segregation of Duties

- a. The aim of this segregation of duties is that everyone in the company does not have any opportunity to do and cover up mistakes or irrelevancies while doing their jobs.
- b. The structure of organization is made by separating the functions of recording, inspecting, operational and operational items (segregation of duties), in which it is expected that it will create a system of dual control, dual custody and there will be no double jobs and conflict of interest in any activities.
- c. In the implementation of this segregation policy, the company carries out several moves for instance:
 - Determine the function or certain job only for several employees in which these are separated from the others to decrease the risk of information/data manipulation or misuse of company's assets.
 - This separation is not limited only for front and back office activities but it is intended to manage several things as follows:



- 1) Approval of spending and the realization of it.
 - 2) The customer account and bank account owner.
 - 3) Transactions in bank bookkeeping.
 - 4) Giving information to the bank customer.
 - 5) Assessing the adequacy of loan documentation and debtor monitoring after loan disbursement.
 - 6) Other business activities that may cause conflict of interest.
 - 7) The independence of the bank risk management function.
- d. Both Directors and employees have a comprehensive job description including their functions, duties, authorities and responsibilities.
- e. Both Directors and employees are not allowed to have a double job in their internal institution that can cause a conflict of interest.

Based on the explanation above, the internal control system can be grouped into 2 (two) control activities namely operational control and financial control. It can be explained as follows:

Operational Controls

Operational controls conducted by Bank Mandiri include:

1. Review by the Board of Directors by requesting explanation (information) and reports of operational performance of the company so that the board of Directors can detect in case of control weakness, misconduct of financial statements or other irregularities (fraud).
2. Review by Internal Audit, by reviewing the risk assessment (risk profile report) produced by the Risk Management Work Unit, analyzing operational data,
3. Reviewing the realization of the work plan and budget implementation.
4. Controlling the information technology that includes control of data center operations and control of applications.
5. Documentation for all of the policies, procedures and working standards.

Financial Control

Financial controls that have been carried out by Bank Mandiri include:

1. Applying the intended separation of functions so that everyone in his office does not have the opportunity to make and hide mistakes or irregularities in the implementation of their duties.
2. All policies, procedures, operating systems and accounting standards are updated periodically to describe actual operational activities.
3. Approval of funds withdrawal and expense realization.

4. Control over customer's account and Bank's owner's account.
5. Control over transactions in the Bank's bookkeeping.
6. Control of physical assets includes asset safeguarding, notes and documentation as well as limited access to application programs.

Information and Communication

a. Information

The company has system information that provides comprehensive and sufficient data/information related to business activities, financial condition, the implementation of risk management, the obedience towards rules and regulations, market information or external condition needed while making proper decisions.

b. Communication

The company has such a communication system which is able to deliver information to all stakeholders including internal and external parties such as Banking Monitoring Authority, external auditors, shareholders and customers of the company.

SPI's duty is to make sure the availability of effective means of communication so both managerial people and employees understand and obey the applicable policies and procedures while doing their jobs and responsibilities.

Managerial people have an effective communication channel so all information needed can be reached by interested parties. This requirement is for all information including policies and procedures that have been assigned, risk exposures, real transactions, and operational performance of the Bank.

Monitoring Activities

Directors conduct periodic monitoring activities to find out the effectiveness of overall SPI implementation although it is not limited only about the effectiveness and the safety of TI use in which The Board of Commissioners also ensure that The Directors have conducted the monitoring well.

Monitoring towards the main risks of the company is a part of daily activities including periodic evaluation carried out by Work Unit, Compliance Unit, Risk Management Work Unit, and Internal Audit Work Unit.

Related work units monitor the adequacy of SPI continuously in regard with the internal and external changing conditions and increase the capacity of this SPI so its effectiveness can be improved. If there are some SPI'S weaknesses identified by risk taking unit, intern audit of taking unit or the others, they should be reported to the Board of Commissioners and Board of Directors.



Its Compatibility with the Committee of Sponsoring Organizations of the Treadway Commission (COSO)

SPI consists of 8 components which are related to each other and applied effectively by all levels in the company in order to achieve its goal. It is the development of 5 principal elements of SPI regulated by Regulator.

This development referred to the COSO Model developed by Committee of Sponsoring Organizations of the Tread way Commission (COSO) in 2008 which consists of:

1. Internal Environment
2. Objective Setting
3. Event Identification
4. Risk Assessment
5. Risk Response
6. Control Activities
7. Information & Communication
8. Monitoring

The Evaluation of Internal Monitoring System Implementation

The Board of Directors are responsible for the implementation of reliable and effective SPI in which they also have to increase the culture of risk awareness effectively and ensure that those values have embedded in every level of organization.

Internal audit is responsible for evaluating and actively improving the use of SPI continuously in regard with the operational implementation in achieving the company's goals. It also conducts reviews and verifies all activities in risk taking unit and subsidiaries periodically.

Directors in Charge of Compliance Function

The directors in charge the Company's compliance function during 2020 were Mr. Agus Dwi Handaya as Director of Compliance & HRM.

Compliance Unit

Compliance Group is a unit having a role as Compliance Work Unit in Bank Mandiri and is directly responsible for The Board of Directors in charge for the compliance functions. As its role as Compliance Work Unit, Compliance Group has fulfilled the following requirements:

- a. Independence.
- b. Mastering the applicable rules and regulations.
- c. Do not carry out other tasks outside the Compliance Function.
- d. Have a high commitment to implement and develop a compliance culture.

Additionally, in order to implement Bank Indonesia Regulation No. 18/POJK.03/2014 concerning the Implementation of Integrated Governance for Financial Conglomerates, Compliance Group also acts as an Integrated Compliance Unit to assist and evaluate the implementation of the compliance function in all members of the Financial Services Institution that is a member of the Mandiri Group financial conglomerate.

Evaluation results were submitted to the Board of Directors for follow-ups and monitoring to ensure effective implementation of the Internal Control System (SPI). To strengthen the Internal Control System, especially to control frauds, the Company implemented comprehensive and integrated anti-fraud strategies as part of the strategic policy. Based on evaluation throughout 2020, it is revealed that Bank Mandiri has a fairly good Internal Control System.

Compliance Function

Recently transactions are done using technology and it requires banking industries to move forward and collaborate with others to improve its system and strategy in order to meet the needs of community. The rapid progress of technology and business development of Bank Mandiri indeed will increase the risk exposure encountered by the company including compliance risk. To overcome this exposure, the compliance function is needed to minimize offenses that may cause losses for the company.

Related with the compliance function, Bank Mandiri refers to the OJK Regulation No. 46/POJK.03/2017 about The Implementation of Bank Compliance Function. Now, Bank Mandiri has got policies and a standard of compliance procedures explaining the duties and responsibilities of Compliance Work Unit.

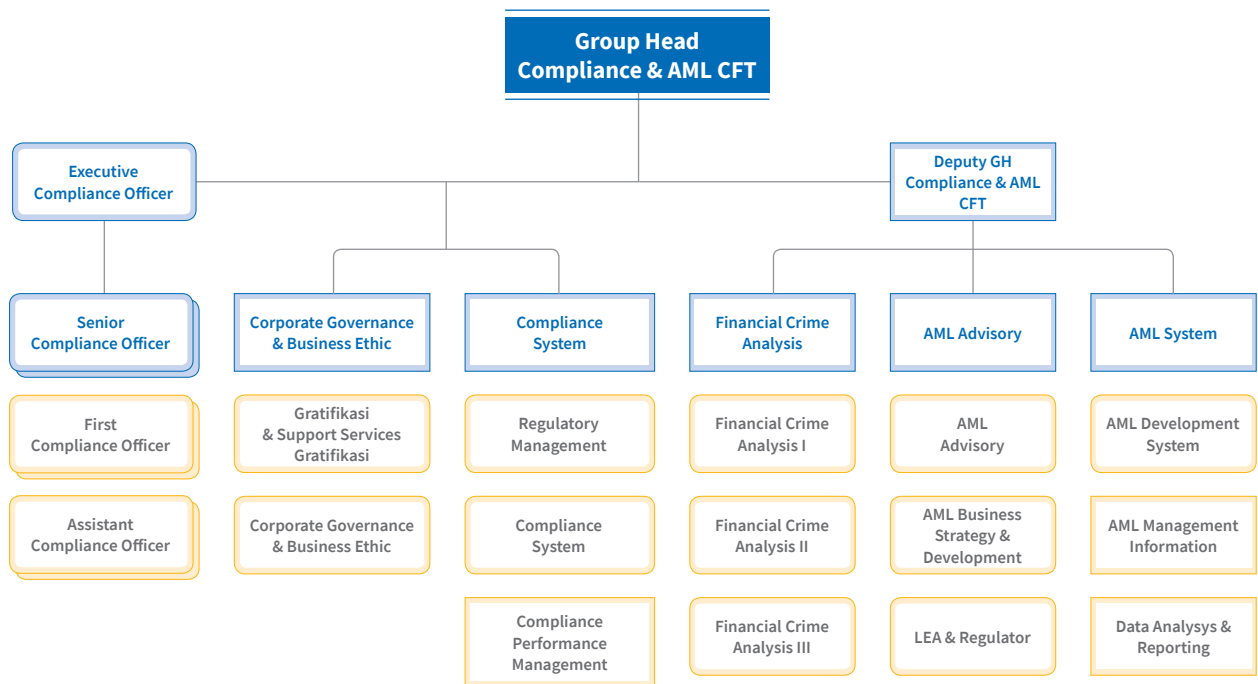
The Organisation Structure of Compliance Function

Organizations running the compliance functions have been regulated in Compliance Policies of Bank Mandiri and it can be seen in detail in Standard of Compliance Procedure. This organizations consist of:

1. Directors in charge of the compliance function
2. Compliance Unit
3. Compliance Work Unit in the Work Unit



To carry out the compliance function, Compliance Group & AML-CFT has 5 Departments and 1 functional unit Compliance Officer with the following structure:



Profile of Head of Compliance Function

Compliance Work Unit in Mandiri Bank is led by The Head of Compliance Unit. Each appointment and/or dismissal of the Head of the Bank Mandiri Compliance Unit has referred to the Bank Mandiri Compliance Policy and is reported to the Regulator. The appointment of Mr. Juliser Sigalingging as Group Head Compliance & AML CFT Group was based on the Board of Directors Decree No. Kep. DIR/HC.459/2020 dated March 04, 2020 on Appointment and Determination of Employee Positions.



Juliser Sigalingging

The Head of Compliance Unit

DOMICILE

Jakarta.

DOMICILE DOMICILE

Indonesia.

AGE

49 Years old.

EDUCATIONAL BACKGROUND

- Bachelor degree in Accounting Economics from Universitas Sumatera Utara (1996)
- Master degree in Financial Management from Universitas Satyagama (2000).

POSITION HISTORY

- Group Head of Compliance & AML CFT Group (2020).
- Chief Auditor of retail audit group (2015).
- PIC Chief Auditor of Retail Audit Group (2015).



Duties and Responsibilities of Compliance Functions

The duties and responsibilities of the Compliance & AML-CFT Group in carrying out compliance functions, in general are as follows:

1. Make steps in order to support the creation of a Compliance Culture in all business activities of the Bank at every level of the organization.
2. Identify, measure, monitor, and control Compliance Risk by referring to Bank Indonesia regulations regarding the Implementation of Risk Management for Commercial Banks.
3. Assess and evaluate the effectiveness, adequacy and suitability of policies, provisions, systems and procedures owned by the Bank with the applicable laws and regulations.
4. Conduct a review and/or recommend updating and refining policies, regulations, systems and procedures that are owned by the Bank so that they are in accordance with Bank Indonesia regulations and applicable laws and regulations.
5. Make efforts to ensure that the policies, provisions, systems and procedures, as well as the Bank's business activities are in accordance with Bank Indonesia regulations and applicable laws and regulations.

Development of Compliance Function Competence

The development that has been followed by employees of the Compliance Work Unit Division through out 2020 is as follows.

No.	Implementation Date	Name of Education and Employee Development
1.	January 23, 2020	STR MEETING&WS COMPLIANCE OFFICER
2.	January 28, 2020	TECHNICAL GUIDELINES FOR COMMERCIAL CREDIT PROCESS
3.	January 30, 2020	ASEAN CORPORATE GOVERNANCE SCORECARD
4.	February 06, 2020	CATASTROPHIC DISASTER PREPAREDNESS
5.	February 10, 2020	MANDIRI CULTURE CAMP
6.	February 10, 2020	RISK MANAGEMENT CERTIFICATION REFRESHMENT
7.	February 11, 2020	OIL PALM PLANTATION & INDUSTRY WORKSHOP
8.	February 13, 2020	PKB IMPLEMENTATION WORKSHOP
9.	February 24, 2020	ORACLE FCCM
10.	March 12, 2020	CASE STUDY WORKSHOP
11.	March 22, 2020	TUTORIAL VIDEO - LEGAL LAW OF ALLIANCE (E-LEARNING)
12.	March 22, 2020	TUTORIAL VIDEO - LEGAL BLOCKING (E-LEARNING)
13.	March 22, 2020	TUTORIAL VIDEO - BANK LEGAL SECRET (E-LEARNING)
14.	March 22, 2020	TUTORIAL VIDEO - LEGAL - LEGAL SUBJECT (E-LEARNING)
15.	March 22, 2020	TUTORIAL VIDEO - LEGAL - LAW OF OBLIGATION (E-LEARNING)
16.	March 22, 2020	TUTORIAL VIDEO - LEGAL - INHERITANCE LAW (E-LEARNING)
17.	March 24, 2020	KNOW YOUR CUSTOMER (E-LEARNING)
18.	March 24, 2020	PERSONAL LEADERSHIP (E-LEARNING)
19.	March 25, 2020	LEGAL AWARENESS (E-LEARNING)
20.	March 28, 2020	PODCAST VOL.4 - HEALTHY LIVING: TRAIN YOURSELF TO STAY POSITIVE IN THE MIDST OF A PANDEMIC
21.	March 30, 2020	PODCAST VOL.5 - THE IMPACT OF COVID-19 ON ECONOMIC CONDITIONS
22.	March 31, 2020	E-BANKING (E-LEARNING)
23.	March 31, 2020	BANKING TRANSACTION (E-LEARNING)
24.	April 03, 2020	PODCAST VOL.7 - IMPACTFUL AND BLESSED WORK
25.	April 04, 2020	PODCAST VOL.8 - HEALTHY LIFESTYLE TO INCREASE BODY IMMUNITY
26.	April 05, 2020	BASIC ACCOUNTING (E-LEARNING)
27.	April 05, 2020	BASIC MARKETING (E-LEARNING)
28.	April 05, 2020	BANKING LAW - BANKING CRIMES & CORRUPTION (E-LEARNING)
29.	April 05, 2020	RETAIL PRODUCTS (E-LEARNING)
30.	April 06, 2020	PODCAST VOL.10 - SELF-RELIANT IN THE MIDST OF CRISIS
31.	April 07, 2020	PODCAST VOL.11 - THE LATEST CONDITION OF THE COVID-19 PANDEMIC
32.	April 08, 2020	CONSUMER FINANCE INDUCEMENT (E-LEARNING)
33.	April 08, 2020	SELLING SKILLS (E-LEARNING)
34.	April 09, 2020	PODCAST VOL.13 - MINDFULNESS AT WORK BEING PRESENCE
35.	April 09, 2020	GRATIFICATION CONTROL PTO (E-LEARNING)



No.	Implementation Date	Name of Education and Employee Development
36.	April 13, 2020	TIME MANAGEMENT: WORKING FROM HOME (E-LEARNING)
37.	April 14, 2020	ANTI-MONEY LAUNDERING AND COUNTER-TERRORISM FINANCING (E-LEARNING)
38.	April 14, 2020	PODCAST VOL.17 - 1HEART 1MANDIRI TAKE ADVANTAGE OF OPPORTUNITIES AMIDST ECONOMIC TURMOIL
39.	April 17, 2020	PODCAST VOL.20 - EQUIP YOURSELF TO WELCOME THE HOLY MONTH OF RAMADAN 1441 H
40.	April 21, 2020	PODCAST VOL.23 - BEING RESILIENT IN THE MIDST OF A CRISIS FROM THE PERSPECTIVE OF A FEMALE LEADER
41.	April 28, 2020	PRODUCTIVITY TIPS: FINDING YOUR PRODUCTIVE MINDSET (E-LEARNING)
42.	April 29, 2020	PODCAST VOL.30 - MANDIRIAN CINTA MANDIRIAN & INDONESIA + NOBAR DANCE JABBAWOCKEEZ
43.	May 04, 2020	PODCAST VOL.34 - PURPOSEFUL LEADERSHIP "SHARING OF THOUGHTS & PASSION"
44.	May 09, 2020	PODCAST VOL.36 - FINANCIAL PLANNING IN TIMES OF CRISIS
45.	May 12, 2020	MANAGING STRESS FOR POSITIVE CHANGE (E-LEARNING)
46.	May 12, 2020	PODCAST VOL.38 - INDEPENDENT STRATEGY TO GROW HEALTHY IN ANTICIPATION OF ECONOMIC WEAKENING
47.	May 15, 2020	CO-CREATING FUTURE MANDIRIAN
48.	May 15, 2020	MASTER CLASS OF STAKEHOLDER MANAGEMENT
49.	May 15, 2020	THRIVING @ WORK: LEVERAGING THE CONNECTION BETWEEN WELL-BEING AND PRODUCTIVITY (E-LEARNING)
50.	May 16, 2020	PODCAST VOL.40 - NGABUBURIT (IFTAR) WITH DUO IMUT & FRIENDS
51.	May 20, 2020	PODCAST VOL.43 - SOPAN SANTUY (POLITENESS) 4.0
52.	May 20, 2020	TOP EXECUTIVE LEADERS SHARING VOL. 1
53.	May 29, 2020	AWRN ISO 37001:2016 SIS MNJMN ANTI PNYPN
54.	May 29, 2020	ISO 37001:2016 SISTM MNJMN ANTI PNYUAPAN
55.	June 02, 2020	BUILDING RESILIENCE (E-LEARNING)
56.	June 06, 2020	WORKING REMOTELY (E-LEARNING)
57.	June 10, 2020	QUALITY OPTIMIZATION OF TKM ANALYSIS
58.	June 10, 2020	PODCAST VOL.46 - MALWARE THREATS ON ELECTRONIC PAYMENT SYSTEMS
59.	June 12, 2020	PODCAST VOL.47 - RESHAPING CULTURE IN THE NEW NORMAL ERA
60.	June 17, 2020	PODCAST VOL.48 - LEADING AND WORKING WITH VIRTUAL TEAMS
61.	June 18, 2020	DEVELOPING RESOURCEFULNESS (E-LEARNING)
62.	June 18, 2020	COMMERCIAL CREDIT PROCEDURE STANDARD (E-LEARNING)
63.	June 23, 2020	HOW TO DELIVER VIRTUAL CLASS FOR CFA
64.	June 23, 2020	CORPORATE CREDIT PROCEDURE STANDARD (E-LEARNING)
65.	June 25, 2020	PODCAST VOL.51 - ADAPTATION OF BUSINESS SERVICES TO MEET CUSTOMER NEEDS IN THE NEW NORMAL ERA
66.	June 26, 2020	MASTER CLASS OF STRATEGIC THINKING VOL 2
67.	June 29, 2020	OPERA - INFORMATION SECURITY (E-LEARNING)
68.	June 29, 2020	PODCAST VOL.52 - BUSINESS GROWTH ACCELERATION WITH ONE HEART ONE MANDIRI
69.	June 30, 2020	PODCAST VOL.53 - POWERFUL MANDIRIAN WITHOUT DRUGS
70.	June 30, 2020	TOP EXECUTIVE LEADERS SESSION VOL. 2
71.	July 03, 2020	IA ISO 37001:2016 SIS MNJMN ANTI PNYPN
72.	July 04, 2020	FINANCE FOUNDATIONS (E-LEARNING)
73.	July 06, 2020	LEADERS: MAKE YOUR TEAMS MORE AGILE, CREATIVE, AND UNITED (E-LEARNING)
74.	July 07, 2020	FINANCIAL ACCOUNTING FOUNDATIONS (E-LEARNING)
75.	July 08, 2020	BANK MANDIRI CREDIT POLICY (E-LEARNING)
76.	July 10, 2020	MANAGERIAL ECONOMICS (E-LEARNING)
77.	July 10, 2020	TOP EXECUTIVE LEADERS SESSION VOL.3
78.	July 13, 2020	COLLABORATIVE LEADERSHIP (E-LEARNING)
79.	July 14, 2020	PODCAST VOL.56 - NATIONAL ECONOMIC RECOVERY STRATEGY TO JOINTLY BUILD THE COUNTRY
80.	July 15, 2020	CONSTRUCTION INDUSTRY EXPERTISE
81.	July 16, 2020	MANDIRI ONBOARDING RACE (E-LEARNING)
82.	July 16, 2020	MEASURING BUSINESS PERFORMANCE (E-LEARNING)
83.	July 16, 2020	OPERATIONAL RISK INCIDENT REPORTING (E-LEARNING)



No.	Implementation Date	Name of Education and Employee Development
84.	July 16, 2020	PODCAST VOL.58 - TOKOPEDIA BUSINESS MODEL AND OPPORTUNITIES FACED DURING PANDEMIC
85.	July 17, 2020	PODCAST VOL.59 - MANDIRIAN LEADERSHIP CHARACTERISTICS INTO PRACTICES
86.	July 21, 2020	PODCAST VOL.60 - COVID RANGERS KICK OFF
87.	July 22, 2020	PODCAST VOL.61 - HANDLING THE THREAT OF TERRORISM CRIMES & ITS DISTRIBUTION MAPS
88.	July 23, 2020	PODCAST VOL.62 - CONFLICT IN FRONT OF CHILDREN SHOULD INSTEAD BE
89.	July 23, 2020	REPUTATION RISK MANAGEMENT (E-LEARNING)
90.	July 26, 2020	BANK MANDIRI RISK MANAGEMENT POLICY (E-LEARNING)
91.	July 26, 2020	OPERATIONAL RISK MANAGEMENT SOP (E-LEARNING)
92.	July 27, 2020	HUMAN RESOURCES POLICY (E-LEARNING)
93.	July 28, 2020	THE NEW AGE OF RISK MANAGEMENT STRATEGY FOR BUSINESS (E-LEARNING)
94.	August 05, 2020	REFRESHMENT APU - PPT & LEGAL AWARENESS
95.	August 10, 2020	LEAD TALKS: BUILDING LEADERSHIP TCHN-SCIO ENTRE
96.	August 10, 2020	TTT DELIVERING VL FOR SME
97.	August 19, 2020	PROFLNG KJHTAN&KRNTNAN PUPT KRSIS COV-19
98.	August 26, 2020	HOW TO READ UNDERSTAND FINANCIAL STATMNT
99.	August 30, 2020	CRITICAL THINKING FOR BETTER JUDGMENT AND DECISION-MAKING (E-LEARNING)
100.	September 01, 2020	LEVEL 1 SECURITY AWARENESS CERTIFICATION - FOUNDATION (E-LEARNING)
101.	September 08, 2020	DEVELOPING A COMPETITIVE STRATEGY (E-LEARNING)
102.	September 11, 2020	LETTER TO CEO (E-LEARNING)
103.	September 16, 2020	KUR & KUM PRODUCTS OF PALM OIL COMMODITY
104.	September 16, 2020	RISK MGMT CRTIFICATION REFRESHER PROGRAM
105.	September 17, 2020	DBMWS-ARTIFICIAL INTELLIGENCE 101
106.	September 17, 2020	MASTER CLASS VOL. 03 ACCOUNTABILITY
107.	September 21, 2020	UPG COMPETENCE
108.	September 21, 2020	PODCAST VOL.81 - BANK MANTAP TRANSFORMATION AND POTENTIAL COLLABORATION WITH MANDIRI
109.	September 22, 2020	BUILDING SELF-CONFIDENCE (E-LEARNING)
110.	September 22, 2020	HUMBLE LEADERSHIP: THE POWER OF RELATIONSHIPS, OPENNESS, AND TRUST (GET ABSTRACT SUMMARY) (E-LEARNING)
111.	September 23, 2020	MLC-APPLY YOUR WHY
112.	September 23, 2020	MLC-EMOTIONAL AGILTY-THRIVING IN NEW NRMAL
113.	September 23, 2020	MLC-HIGH TOUCH COLLABORATION
114.	September 23, 2020	MLC-LEADING & NAVIGATING PARADOX
115.	September 23, 2020	PMHMN KTNTUAN DAT PS NSBH PLPS NO.5-2019
116.	September 24, 2020	DBMWS-FINTECH APP CYBERSECURITY 101
117.	September 24, 2020	MLC-BE RELAVAN IN A NEW ERA
118.	September 24, 2020	MLC-NEW SKILLS IN NEW NORMAL
119.	September 24, 2020	MLC-NEW WAVE FOR YOUR STRETCH
120.	September 24, 2020	MLC - NGAPAIN KERJA KALAU TERPAKSA (WHY WOULD WORK IF IT IS UNDER DUESS)
121.	September 28, 2020	LEAD TALKS: ACHIEVING GOUL TB PRFRED FIN PART
122.	September 28, 2020	2020 COMPLIANCE TEST PROGRAM (E-LEARNING)
123.	September 28, 2020	REFRESHMENT SAP EHCMS & DTOBM
124.	September 29, 2020	PROJECT MANAGEMENT FOUNDATIONS: RISK (E-LEARNING)
125.	October 01, 2020	DATA & ANALYTICS COURSE PROGRAM
126.	October 01, 2020	DBMWS-BLOCKCHAIN 101
127.	October 01, 2020	PKPU/BANKRUPTCY DEBT SETTLEMENT
128.	October 03, 2020	KNOW THE LEGAL ASPECTS OF MERGERS & ACQUISITIONS
129.	October 05, 2020	ORGANIZING, FINDING & SORTING PHOTOS (E-LEARNING)
130.	October 07, 2020	SOS PRJC TRANSF WHOLESALE CREDIT PROCESS
131.	October 19, 2020	CERTIFICATION OF LEVEL 2 SECURITY AWARENESS OF LEADERS (E-LEARNING)
132.	October 22, 2020	MASTER CLASS VOL.04 CUSTOMER OBSESSION



No.	Implementation Date	Name of Education and Employee Development
133.	October 22, 2020	SPO CERTIFICATION PROCESS & ISPO REGULATORY DEVELOPMENT
134.	October 27, 2020	PODCAST VOL.89 - YOUTH PLEDGE DIALOGUE 2020
135.	November 06, 2020	PODCAST VOL.91 - PHBI MAULID of PROPHET MUHAMMAD PBUH 1442 H -EXEMPLIFYING THE PROPHET MUHAMMAD PBUH TO ACHIEVE BEHAVIOR THAT WAS IN HARMONY WITH THE NOBLE VALUES OF MORALITY FOR 1 HEART 1 MANDIRI
136.	November 08, 2020	PROTECTING PROFITABILITY BY REDUCING FINANCIAL RISK (E-LEARNING)
137.	November 19, 2020	BASIC CREDIT - GRA
138.	November 20, 2020	PODCAST VOL.93 - MANDIRI API'S ROLE IN DIGITAL BANKING TRANSFORMATION
139.	November 24, 2020	MBE 2020 THEMATIC AWARD WRITTEN TEST: COVID RANGERS (E-LEARNING)

The Compliance Unit in the Work Unit

The Compliance Unit in the Work Unit is a work unit whose task is to ensure the implementation of the Compliance Function carried out by the supervised work unit Head. The Compliance Unit in the Work Unit is led by the Senior Operational Risk Head who is directly responsible to the Field Director in charge. The presence of the Head of Compliance Unit in the Work Unit does not eliminate the compliance responsibilities of the Field Director/SEVP and/or Group Head for the implementation of the compliance function in the work unit. In order to monitor the implementation of the compliance function in the work unit, the Compliance Unit in the Work Unit has an indirect reporting relationship with the Compliance Unit.

Policy and Standard of Compliance Procedures

Bank Mandiri has compliance policy and standard procedures that form the basis for all employees in fostering a Compliance Culture so that the Company's activities are always in line with the prevailing laws and regulations and based on the principle of prudence. The policies and standard procedures referred to are periodically reviewed at least once a year according to the needs of the bank as well as following changes in the prevailing laws and regulations.

Compliance Policy of Bank Mandiri

In general, Bank Mandiri Compliance Policy contains guidelines for all employees in carrying out the Compliance Culture including: General Policy, Organization, Authority and Responsibility, Management of Compliance Risk, Reporting, Monitoring. The Compliance Policy also regulates the Compliance Principles, which consist of:

1. The Company is always compliant with the prevailing laws and regulations and applies the principle of prudence in carrying out all its activities (mandatory).
2. The Board of Commissioners and the Board of Directors are role models that are based on honesty and integrity so that compliance becomes a corporate culture (starts from the top).
3. All levels of the Company are fully responsible for carrying out compliance in each of their respective activities.

Compliance Procedure Standard of Bank Mandiri

It is a more detailed elaboration of the Compliance Policy that contains guidelines for implementing the Compliance Function, which includes organization, duties and responsibilities, governance and compliance work programs, implementation of compliance functions, compliance tools, increased compliance function compliance, compliance risk management, compliance risk mitigation and the relationship of the Compliance Unit with the Internal Audit Work Unit and the Risk Management Work Unit, specifically the operational risk management unit.

The compliance function is carried out in the form of Compliance Assurance Services (CAS), namely Supervisory services, Review/examination services, Consultation services, Regulatory services.

Technical Instructions of Bank Mandiri

It is a procedure and operational technical work process in implementing the compliance function, which is a description of the Compliance Procedure Standard. Especially for the implementation of compliance with the provisions relating to Anti-Money Laundering and Combating the Financing of Terrorism (AML-CFT), the policies and standards of the Anti-Money Laundering and Combating the Financing of Terrorism (AML-CFT) guidelines apply themselves.

In relation to the implementation of the integrated compliance function, Bank Mandiri has Mandiri Group Principle Guideline (MGPG) and the Mandiri Subsidiary Management Principles Guidelines (MSMPG) as guidelines in carrying out the integrated compliance function. Bank Mandiri, as the Main Entity, requires the Subsidiary to have a compliance policy that is in line with the Bank Mandiri Compliance Policy and is adjusted to the applicable regulations in each of the Subsidiary Entity industries. Whereas for Overseas Branches, it is adjusted to the laws and regulations and the provisions in force in the local State.

2021 Compliance Strategy

To support the achievement of Bank Mandiri's vision in 2121, Bank Mandiri has established a compliance strategy so as to minimize the likelihood of compliance risk and improve the culture of compliance in each Bank's activities.



Implementation of the Compliance Function Work Program in 2020

Compliance Work Plan In 2020

1. Improvement of Compliance Culture Awareness

To support the improvement of the Compliance Culture, the efforts made by the Company include the following:

- a. Enhancements of compliance devices
- b. Improvement of compliance culture
- c. Improvement of Human Capital competence.
- d. Compliance risk management

2. Reinforcement of APU Program-PPT

The fourth Industrial Revolution (4.0) provided opportunities for the development of financial products and services, including multi-channel marketing by utilizing digital technology. On the other hand, banking activities and technologies in the increasingly complex digital era, both from products, services, and the use of information technology connected through the internet system, would potentially increase the risk of banking utilization as a means of Money Laundering and/or Terrorism Financing. Therefore, the bank was obliged to ensure the application of customer recognition principles in the implementation of APU and CFT programs had been fulfilled in every plan of the bank's business activity aqaxaaa, including the initiation of the Bank's digital products and services. This was important to be done to avoid the Bank from the risk of being used as a means of TPPU and TPPT by the crime perpetrators.

Some of the improvement initiatives that had been carried out by Bank Mandiri included:

- a. Increasing awareness and competence of employees related to the implementation of APU and CFT programs, including the importance of data/information quality that could have an impact on compliance risks.
- b. Playing an active role representing the Indonesian financial industry in the implementation of the Mutual Evaluation Review (MER) by the Financial Action Task Force (FATF) on Money Laundering in 2019-2020.
- c. Developing Anti Money Laundering (AML) System and other supporting system applications (internal reporting applications and Branch Delivery System) to obtain adequate quality analysis, monitoring and reporting.
- d. Optimizing the quality of Suspicious Financial Transaction Analysis following the provisions of the Regulator.
- e. Following up all commitments on the findings of internal and external audits related to the implementation of APU and CFT programs following the deadline.
- f. Maintaining and coordinating actively and intensively with Law Enforcement Officials and/or Regulators related to data requests, data fulfillment, providing information as witnesses including assistance in the handling and prevention of TPPU and TPPT.
- g. Making changes and adjustments to the internal provisions of Bank Mandiri following applicable regulations.

3. Synergy Strengthening with Subsidiaries

In order to implement Integrated Governance as stated in FSA Regulation No. 18/03.POJK/2014 on the Implementation of Integrated Governance for Financial Conglomerates, the Integrated Compliance Task Force (SKKT) was responsible for monitoring and evaluating compliance implementation in all Subsidiaries.

Some synergy strengthening initiatives that had been carried out by Bank Mandiri included:

- a. Organizing a discussion forum on the compliance risks of each Subsidiary Company, and monitoring the implementation of the compliance function of Subsidiaries through regular reporting on a quarterly basis.
- b. Together with Subsidiaries always making improvements in aspects of Organization, Policies and Procedures, and Human Resources, including efforts to continuously improve the Culture of Compliance well.
- c. Directing Subsidiaries to participate in GCG assessment activities by independent parties, namely The Indonesian for Corporate Governance (IICG) with the aim of improving the implementation of GCG principles in Subsidiaries and anticipating the risks that would be faced in the future.

Implementation of Compliance Work Plan In 2020

1. Improvement of Compliance Culture Awareness

a. Enhancements of Compliance Devices

Compliance devices consist of policy, guidelines, and compliance technical instructions. In order to enhance the effectiveness of the Bank's compliance function, the compliance devices will be periodically reviewed to suit the needs of the bank and the current development conditions. In this year the preparation and update of the Compliance Review Handbook had also been done as a reference in conducting a review.

b. Enhancement of Compliance Culture

In order to improve the Culture of Compliance at all levels of the organization, the Compliance Task Force had carried out the following things:

- Reviewing and creating resumes on new regulations before disseminating them to all Bank and Mandiri Group.
- Administering a Prudential Meeting with work units related to the new regulations.
- Implementing compliance test program to all Bank Mandiri employees.
- Developing internal control score parameters as one of the components in the Assessment of Key Performance Indicators (KPIs) containing Compliance elements

c. Peningkatan Kompetensi Sumber Daya Manusia

Dalam rangka meningkatkan kualitas SDM dan menerapkan standar kompetensi di bidang kepatuhan, Bank telah melakukan program Sertifikasi Kepatuhan baik pada level nasional yang diikuti oleh seluruh pegawai Satuan Kerja Kepatuhan dan Satuan Kerja Kepatuhan di Unit Kerja



d. Compliance Risk Management

Compliance risk management is carried out continuously to minimize the compliance risk to occur. The process of compliance risk management that will be carried out is:

- 1) Analysis of new provisions as a basis for the compliance risk drafting and conducting a prudential meeting with related work units to discuss the fulfilment of obligations on new regulations.
- 2) Dissemination of resume of new provisions to all employees through electronic media.
- 3) Conducting control testing of bank activities that have a high risk to

2. Synergy Strengthening with Subsidiaries

As a large financial conglomerate, optimal synergy between the Main Entity and the Subsidiaries was required. The compliance synergy with Subsidiaries covered several things, including compliance risk management, implementation of APU and CFT, and implementation of Integrated Governance.

1. In relation to the integrated compliance risk management process, the Bank had held a discussion forum on the compliance risks of each Subsidiary Company, and monitored the implementation of the Subsidiaries' compliance functions through regular quarterly reporting.
2. In relation to the implementation of integrated APU and CFT, Bank Mandiri together with all Subsidiaries was fully committed to supporting the anti-money laundering regime and prevention of terrorism financing as applicable laws and regulations. Therefore, as an effort to support and improve the effectiveness of the implementation of APU and CFT Programs, Bank Mandiri together with Subsidiaries always made improvements in aspects of Organization, Policies and Procedures, and Human Resources, including efforts to continuously improve the Compliance Culture properly.
3. In relation to the implementation of Integrated Governance, the Bank Mandiri directed Subsidiaries to participate in GCG assessment activities by independent parties, namely The Indonesian for Corporate Governance (IICG) with the aim of improving the implementation of GCG principles in Subsidiaries and anticipating the risks that would be faced in the future.

Evaluation of Effectiveness of Compliance Function

The implementation of the Compliance Function's activities and performance are constantly evaluated and assessed by the Compliance Director for the purpose of increasing the effectiveness of implementation in the coming year. Criteria for Compliance Function assessment based on Annual Work Plans, Key Performance Indicators (KPIs) and Non Key Performance Indicators (Non KPI) Work/Work Programs. The assessment based on KPI covers aspects of the Financial Perspective, Customer Perspective, Internal Business Perspective and Development Perspective. In

the context of developing the compliance function, in 2020 the Internal Control Score (ICS) parameter has been prepared as a component of the performance assessment of Bank Mandiri work units related to the implementation and role of the compliance function in each work unit. Evaluation is expected to improve the quality of implementation of a compliance culture and compliance risk management in minimizing risks that may occur due to non-compliance with applicable regulations.

Anti Money Laundering (AML) Programs and Combating the Financing of Terrorism (CFT)

The implementation of APU and CFT program was an obligation for all parties, especially for banks as Financial Service Providers (PJK). The entry of the globalization era and the increasingly complex advancement of information technology, encouraged the Bank to be more comprehensive in mitigating the risks of banks used by perpetrators of Money Laundering Crimes (TPPU) and Terrorism Financing Crimes (TPPT). This had to be done because the mode carried out by TPPU and TPPT actors was increasingly varied in utilizing the Bank as a means of TPPU and TPPT. Therefore, it required commitment from all parties in supporting the regime to eradicate Money Laundering and Terrorism Financing.

Money Laundering (TPPU) and Terrorism Financing Crimes (TPPT) were transnational crimes and they required extraordinary efforts in their handling. Therefore, an inter-governmental body, the Financial Action Task Force (FATF), aimed to set standards and encourage effective implementation of regulations and operations, as well as legal action to combat TPPU and TPPT or other threats impacting the integrity of the international financial system.

Bank Mandiri as one of the banks that had a network throughout Indonesia with various products and/or services, had a high potential risk of being used as a means of ML and TF. Therefore, the Bank had prepared risk prevention and mitigation efforts through the implementation of APU and CFT programs with a risk-based approach (RBA).

AML-CFT Program Implementation Policies & Procedures

The Bank had already had policies and procedures for the implementation of APU and CFT programs in line with FATF Recommendations and FSA Regulation (POJK) No. 12/POJK.01/2017 as amended by POJK No. 23/POJK.01/2019 on implementation of APU and CFT Programs in the Financial Services Sector, which included:

1. Active supervision by the Board of Directors and Board of Commissioners;
2. Customer Due Diligence (CDD) and/or Enhanced Due Diligence (EDD) Procedures for Prospective Customers/ Customers/ Beneficial Owner (BO)/Walk in Customer (WIC);



3. Fund Transfer Procedure;
4. Administration of Customer Documents and Transactions;
5. Customer Profile and Transaction Monitoring Procedure;
6. Implementation of APU and CFT Programs in Office and Subsidiary Networks in Financial Conglomerate;
7. Internal control
8. Procedure for Monitoring Customer Profiles and Transactions; and
9. Human resources and training.

Organizational Structure AML-CFT

In order to improve the effectiveness of the implementation of APU and CFT programs in Bank Mandiri, it was necessary to be supported by active supervision by the Board of Directors and Board of Commissioners, so as to provide motivation to work units and employees in shaping the compliance culture throughout the Company' s ranks. The supervision also applied in the risk management of TPPU and TPPT in the Network of Offices and Subsidiaries in the Financial Conglomerate.

Bank Mandiri as the Main Entity had supervised the implementation of APU and CFT programs to Subsidiaries on an ongoing basis, among others, a review of the adequacy of the APU and PPT Program Implementation Procedures, APU and CFT human resources and the reliability of information management systems. In addition, Bank Mandiri also conveyed the methodology of risk level assessment of Bank ML and TF to Subsidiaries that could be used as a reference in the preparation of risk level assessment of

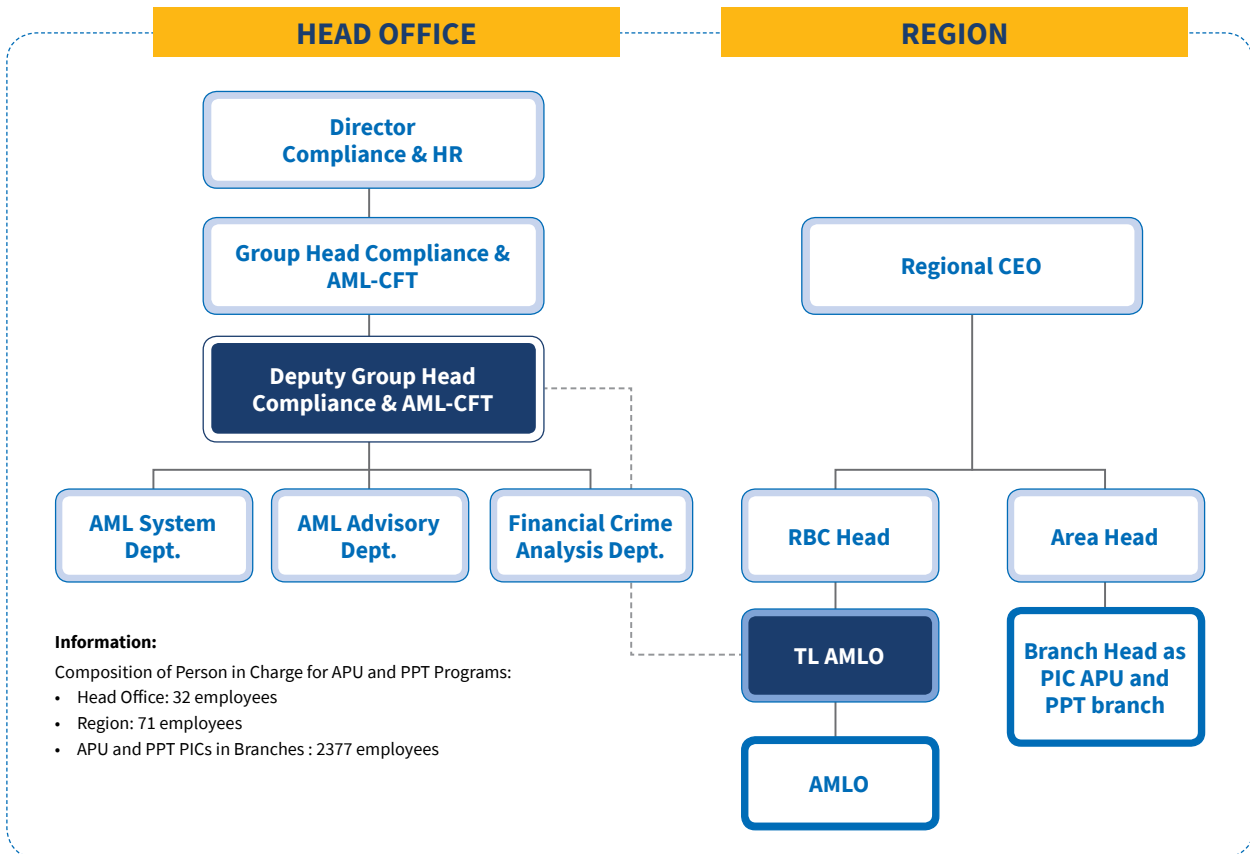
ML and TF in each Subsidiary Company. This was expected to more effectively and efficiently help Subsidiaries in determining resource allocation (such as: human resources, funding sources, information technology, and time), risk-based internal control programs.

Supervision of the implementation of APU and CFT programs in the Financial Conglomerate, was under the coordination of the Special Work Unit (UKK) APU and PPT, which was structurally under the Compliance Task Force (SKK) of the Head Office, which had direct responsibility to the Director who carried the compliance function at Bank Mandiri.

APU and PPT programs were also implemented by Anti Money Laundering Officer (AMLO) domiciled in Regional Office. AMLO played a role to carry out the supervision function of the implementation of APU and PPT programs in branches conducted by the Branch Head as PIC of APU and PPT. In the implementation of its functions, AMLO assigned to control operational activities carried out by the Branch in accordance with the provisions of the implementation of APU and PPT programs.

As a commitment to improving the implementation of APU and PPT programs in 2020, a formation of Deputy Group Head Position had been carried out for supervising the implementation of Bank Mandiri APU and PPT and AMLO Supervisory Positions (Team Leader) dedicated throughout the Region.

The APU and PPT Organizational Structure in 2020 can be described as follows:





AML-CFT Program In 2020

Bank Mandiri's commitment in supporting the National APU and CFT regime had been outlined in the risk-based APU and PPT work programs, among others as follows:

1. Assessment of Risk of Bank ML and TF with risk-based approach (RBA) reviewed periodically;
2. Preparation and/or adjustment of internal provisions related to the implementation of APU and CFT programs following applicable regulations;
3. Implementation of On Desk and/or On-Site Review & Monitoring of Work/ Business Units, Branches, and Overseas Branch Offices (KCLN) for the implementation of APU and PPT programs;
4. Implementation of Quality Picking Test of Suspicious Financial Transactions Indication Report of Branch Offices on desk basis;
5. Preparation of suspicious financial transaction checklist (TKM) as AMLO tools to speed up the process of identifying Customer's suspicious financial transactions;
6. Improvement of the quality and monitoring of the submission of Suspicious Financial Transaction Reports (LTKM), Cash Financial Transaction Reports (LTKT), Financial Transaction Reports of Fund Transfers From and To Abroad (LTKL), and Integrated Service User Information Systems (SIPESAT) following the provisions and not exceeding the Service Level Agreement (SLA) determined by the Regulator;
7. Improvement of systems and applications supporting the implementation of APU and PPT programs, among others:
 - a. Development of internal application system that would be used for reporting obligations following PPAK goAML requirements.
 - b. development of LTKL Extract Transfer Loading System.
 - c. Development of BDS and eMAS for non-GNC sender data information.
 - d. Development of Cash Financial Transaction monitoring system (TKT) to identify cash transactions using physical banknotes and metals.
 - e. Monitoring of Suspicious Credit Card Transactions.
 - f. System development to identify PEP/HRC customers as KYC implementation in AML System, BDS, and Gold.
8. Improvement of AMLO's competence in analyzing Suspicious Financial Transactions (TKM);
9. Enhancement of competence and awareness of all employees of Bank Mandiri, especially APU and CFT employees related to the implementation of APU and PPT programs, through certification, refreshment, socialization, and training;
10. As Resource Persons in benchmarks related to the implementation of APU and CFT programs with other companies in the financial services sector, as well as in in-house training related to Financial Data Analysis at the Corruption Eradication Commission (KPK);
11. Awareness enhancement of customer data quality to Employees and Customers, namely through the delivery of Data Quality Awareness videos, email blasts, flyers on Employee Desktop PCs and utilization of Bank channels, among others: ATM, Mandiri Online, Social Media, Bank Mandiri Website, Mandiri Cash Management, Mandiri Internet Business, ATM Receipts, SMS Transaction Notification, and Credit Card Bill Statement;
12. Establishing and fostering cooperation and coordination with regulators and law enforcement officials, especially in fulfilling customer data and/or information requests;
13. Supervision of the implementation of APU and CFT programs in the Financial Conglomerate (Integrated) through:
 - a. Review of the provisions of APU and CFT programs of Subsidiaries and Overseas Branch Offices (KCLN).
 - b. Implementation of assessment and on desk review of implementation of APU and CFT programs of Subsidiaries and KCLN.
 - c. Implementation of working group discussion on the implementation of APU and PPT program with Subsidiaries and KCLN.
 - d. Discussion Forum of the Board of Directors and The Board of the Commissaries on the implementation of Integrated APU and PPT.
 - e. Monitoring implementation of APU and CFT Subsidiaries and KCLN regular reports on a quarterly basis.
14. Intensive program preparation for the implementation of 2020-2021 Mandiri Group Mutual Evaluation Review (MER) of, among others:
 - a. Preparation of MER Hand Book as guidance.
 - b. The implementation of mock up interviews.
 - c. Administration of forums and refreshment MER.
 - d. Awareness enhancement through AML-CFT news Update blast.
15. Playing an active role in work programs or activities organized by regulators, among others:
 - a. Implementation of Research related to National TPPU/ TPPT Risk related to the Covid-19. Pandemic.
 - b. Preparation of National Risk Assessment (NRA) and Sectoral Risk Assessment (SRA) of ML and TF.
 - c. Implementation of PPAK Financial Integrity Rating (FIR).
 - d. Preparation of Regional Red Flag Indicator Study on Money Laundering derived from Transnational Corruption Origin Crimes.
 - e. Management of Special Account of 2020 PILKADA Campaign Fund (RKDK).
 - f. Subject Matter Expert (SME) in various government projects, namely APOLO, ANTASENA, Public Private Partnership (PPP), and PEP Database Provision.



Granting of Social and/or Political Activities Funds

Bank Mandiri has proven to stakeholders that its orientation is not only to profit, but also to the interests of the community and the environment around Bank Mandiri's work units spread throughout Indonesia. As a manifestation of social responsibility, Bank Mandiri has set aside a portion of its profits to develop its community and environment. Throughout 2020, Bank Mandiri spent IDR133,901,578,873 in fees.

No.	Activity Category	Implementation Fee (IDR)	
		2020	2019
1.	Natural Disaster Sector	54,995,887,138	5,992,634,537
2.	Social Affairs	10,768,346,038	38,582,954,643
3.	Worship Facilities Sector	18,111,321,157	15,456,941,555
4.	Health Facilities Sector	11,799,118,331	5,705,045,796
5.	Education Facilities Sector	28,338,410,657	74,206,218,474
6.	Public Facilities Sector	9,523,495,552	7,585,736,274
7.	Nature Conservation Sector	365,000,000*	300,000,000
Total		133,901,578,873	147,829,531,279

* The NAFAS Air Quality Monitoring Program was carried out from 2020 to 2021, the program fee in 2020 is IDR360,000,000

The description related to corporate social responsibility is presented in the section on Corporate Social Responsibility and 2020 Sustainability Report which is an integral part of this Annual Report.

As for the provision of funds for political activities, during 2020 Bank Mandiri did not provide funds for political activities or political parties.

Important Cases

During 2020 Bank Mandiri faced a number of important cases in the form of finished civil and criminal legal issues (which have permanent legal force) and which are still in the process of being finalized with the following details:

No.	Legal Issues	Total		
		Civil	Criminal	Industrial Relation
1.	Cases/Legal Issues in settlement process	309	29	N/A
2.	Completed Case/Legal Issues (already have permanent legal force)	101	24	N/A



Important Cases Faced by the Company

Civil Cases

From the aforementioned cases, the 5 civil cases which most significantly affect the Company can be seen in the following table:

Table of Civil Cases

No.	Subject Matter/Lawsuit	Settlement Status	Influence on Company Conditions	Management Efforts	Imposed Sanction	Nominal of Indemnity Claims
1.	Case No.388/Pdt.G/2018/PN. Sby between Andrianto Suhartono (AJBS) and Bank Mandiri	Currently, it had been decided at the Cassation level in the Supreme Court of Indonesia with the decision that won Bank Mandiri.	Credit Risk	None	None	Material: IDR324,168,690,000 Immaterial: IDR250,000,000,000
2.	Case No.71/Pdt.G/2016/PN.Dps between Surahman and Bank Mandiri	Currently, it has been decided at the level of Review in the Supreme Court of Indonesia with the decision that won Bank Mandiri.	None	None	None	Material: IDR55,500,000,000 Immaterial: IDR10,000,000,000
3.	Case No.56/Pdt.G/2014/PN.Spt between PT Sinar Bintang Mentaya and Bank Mandiri	Currently, it has been decided at the level of Review in the Supreme Court of Indonesia with the decision that won Bank Mandiri.	None	None	None	Material: IDR18,160,183,264 Immaterial: IDR2,000,000,000
4.	Perkara PT. Dewata Royal International No.683/Pdt.G/2016/PN.Jkt.Sel Rustandi Yusuf as the Plaintiff	Currently still in the process of appeal in the High Court of DKI Jakarta	Credit Risk	Bank Mandiri had compiled a Counter Memory Appeal that supports Bank Mandiri's position.	None	Material: IDR48,991,067,189 Immaterial: IDR166,666,666,667
5.	Case No.269/Pdt.G/2020/PN.Jkt.Brt between Sri Herawati Arifin and Bank Mandiri	Currently was still under investigation at the West Jakarta District Court	Risk of asset loss	Bank Mandiri had submitted answers as well as evidence supporting Bank Mandiri's position	None	Material: IDR714,663,000,000 Immaterial: IDR25,000,000,000

Criminal Cases

Table of Criminal Cases

No.	Subject Matter	Settlement Status	Influence on Company Conditions	Management Efforts	Imposed Sanction
1.	PT Central Steel Indonesia (CSI)	Legal process at the stage of investigation handled by the Attorney General of the Republic of Indonesia	Credit and Reputation Risk	Giving testimony as a witness and presenting evidence	None
2.	PT Sunprima Nusantara Pembiayaan (SNP)	The legal process at the investigation stage had been declared complete (P21).	Credit and Reputation Risk	Conducting criminal reporting on debtors related to alleged crimes of fraud, embezzlement and forgery of TPPU	None
3.	PT Tirta Amarta Bottling Company (TAB)	Investigation Stage of the Attorney General's Office	Credit and Reputation Risk	Giving testimony as a witness and presenting evidence	None



Impact of Legal Issues on the Company

The impact of civil and criminal legal issues received by Bank Mandiri through legal process was not significant because the Bank had conducted mitigation process conducted by the Legal Unit under the Directorate of Vice President Director.

Important Matters Faced by Subsidiaries

Important Matters of Bank Mandiri's Subsidiaries

In 2020 Subsidiaries faced a number of civil and criminal legal issues that had been completed (had a permanent legal force) and which were still in the process of settlement could be presented through the table as follows:

No.	Legal Issues	Total		
		Civil	Criminal	Industrial Relation
1.	Cases/Legal Issues in settlement process	179	21	5
2.	Completed Case/Legal Issues (already have permanent legal force)	198	13	2

Of these cases, 7 (seven) civil cases and 2 (two) cases of Industrial Relations that most significantly affected the Company could be seen in the table as follows:

Civil Cases

No	Anak Perusahaan	Subject Matter/Lawsuit	Settlement Status	Effect on Company Conditions (Risk)	Value of Lawsuit	Imposed Sanction
1.	Bank Mandiri Taspen	<ul style="list-style-type: none"> - Debtor (Ni Wayan Mudiasni) made a request for cancellation of the planned auction of Dependent Rights on the guarantee of the Plaintiff (Debtor) - Prohibition of default clauses inclusion 	<ul style="list-style-type: none"> - The case has been decided at the level of the District Court and the High Court (Bank Mantap won) - The case was still under process at the Supreme Court level 	Did not affect the company's condition	600,833,333.39	No imposed sanctions
2	Bank Mandiri Taspen	<ul style="list-style-type: none"> - Debtor (Ni Made Siti Amiwati) made an application for cancellation of the planned auction of Dependent Rights on the plaintiff's guarantee (Debtor) with collectability of bad credit - Prohibition of default clauses inclusion 	<ul style="list-style-type: none"> - The case had been decided at the District Court level (Bank Mantap won) - The case was still under process at the High Court level 	Did not affect the company's condition	1,964,060,000	No imposed sanctions
3	Bank Mandiri Taspen	The debtor (Ni Made Siti Amiwati) fought the proposed request for real execution (emptying) on the guarantee that had been sold in the auction process	The case was still being processed at the District Court level	Did not affect the company's condition	1,796,197,288.88	No imposed sanctions
4.	Mandiri Inhealth	Default lawsuit in PN Pekanbaru due to rejection of claims for Life Insurance products Credit registered as Masrizal Nalla	Court Proceedings	-	IDR267,560,000, -	Not yet available
5.	Mandiri Inhealth	Lawsuit Against the Law on PN Central Jakarta from participants of Life Insurance products Credit registered as Slamet Riyadi	Fulfilling an inspection call	-	IDR138,600,000, -	Not yet available



No	Anak Perusahaan	Subject Matter/Lawsuit	Settlement Status	Effect on Company Conditions (Risk)	Value of Lawsuit	Imposed Sanction
6.	Bank Mandiri Syariah	<p>Lawsuit No. 404/Pdt.G/2013/PN.Jkt. Pst between PT Atriumasta Sakti as Plaintiff and BSM always Defendant related to the disbursement of financing facility to PT Atriumasta Sakti</p> <p>Value of the lawsuit: Material amounting to IDR9,441,701,946,- and immaterial of IDR300,000,000,000,-</p>	<ul style="list-style-type: none"> · Basyarnas had granted some of PT Atriumasta's demands to BSM · BSM was declared to have injured the plaintiff's promise; · Sentencing BSM to refund the costs incurred by the Plaintiff in the amount of IDR878,791,366,- · BSM was also sentenced for refunding other costs as long as the costs were supported by evidence of expenses that had been verified by the Public Accounting Firm. 	Risk of compensation but not material to BSM's business	The Central Jakarta Religious Court has summoned/ aanmaning BSM to implement the ruling in question	Paid compensation
7.	Bank Mandiri Syariah	<p>A review of case No. 56/Pdt.G/2014/PN.Spt between PT Sinar Bintang Mentaya as Plaintiff with BSM and Bank Mandiri related to the issuance and payment of SKBDN which was not following applicable procedures.</p> <p>Value of the lawsuit: Material amounting to IDR1,250,000,000,- and immaterial of IDR625,000,000,-</p>	<p>District Court Level :</p> <ul style="list-style-type: none"> · Granted some lawsuits · Sentencing Bank Mandiri and BSM on a rentable loan of IDR 10,000,000,000,- · Sentencing all Defendants to pay in a rentable amount of IDR 10,000,000,000,- <p>High Court Level :</p> <ul style="list-style-type: none"> · Overturning the District Court's ruling <p>Level of the Supreme Court of The Republic of Indonesia (Cassation):</p> <ul style="list-style-type: none"> · Corroborating the High Court's ruling <p>Supreme Court Level of The Republic of Indonesia (Review):</p> <p>The plaintiff filed a Judicial Review action against the Cassation ruling. BSM filed a Counter Memory Review to defend BSM's legal interests.</p>	Risk of compensation but not material to BSM's business	Based on the website of the Supreme Court of Indonesia, the application for review had been decided which the result rejected the application for Review of PT Sinar Bintang Mentaya (dhi. BSM won). However, at this time BSM had not received a notification of the contents of the verdict or a copy of the decision of the Supreme Court of The Republic of Indonesia.	None



Industrial Relations Conflict (PHI)

No	Subsidiary	Subject Matter/ Lawsuit	Settlement Status	Effect on Company Conditions	Management Efforts	Imposed sanction
1	Bank Mandiri Syariah	Lawsuit No. 404/Pdt.G/2013/PN.Jkt. Pst between PT Atriumasta Sakti as Plaintiff and BSM always Defendant related to the disbursement of financing facility to PT Atriumasta Sakti Value of the lawsuit: Material amounting to IDR9,441,701,946,- and immaterial of IDR300,000,000,000,-	<ul style="list-style-type: none"> - Basyarnas had granted some of PT Atriumasta's demands to BSM - BSM was declared to have injured the plaintiff's promise; - Sentencing BSM to refund the costs incurred by the Plaintiff in the amount of IDR878,791,366,- - BSM was also sentenced for refunding other costs as long as the costs were supported by evidence of expenses that had been verified by the Public Accounting Firm. 	Risk of compensation but not material to BSM's business	The Central Jakarta Religious Court has summoned/ aanmaning BSM to implement the ruling in question	Paid compensation
2	Bank Mandiri Syariah	A review of case No. 56/ Pdt.G/2014/PN.Spt between PT Sinar Bintang Mentaya as Plaintiff with BSM and Bank Mandiri related to the issuance and payment of SKBDN which was not following applicable procedures. Value of the lawsuit: Material amounting to IDR1,250,000,000, - and immaterial of IDR625,000,000,-	<p>District Court Level :</p> <ul style="list-style-type: none"> - Granted some lawsuits - Sentencing Bank Mandiri and BSM on a rentable loan of IDR10,000,000,000,- - Sentencing all Defendants to pay in a rentable amount of IDR10,000,000,000,- <p>High Court Level:</p> <ul style="list-style-type: none"> - Overturning the District Court's ruling - Level of the Supreme Court of The Republic of Indonesia (Cassation): - Corroborating the High Court's ruling <p>Supreme Court Level of The Republic of Indonesia (Review): The plaintiff filed a Judicial Review action against the Cassation ruling. BSM filed a Counter Memory Review to defend BSM's legal interests.</p>	Risk of compensation but not material to BSM's business	Based on the website of the Supreme Court of Indonesia, the application for review had been decided which the result rejected the application for Review of PT Sinar Bintang Mentaya (dhi. BSM won) . However, at this time BSM had not received a notification of the contents of the verdict or a copy of the decision of the Supreme Court of The Republic of Indonesia.	None

Important Cases of Each Subsidiaries

The important issues faced by each subsidiary during 2020, could be seen in the table below.

Mandiri Sekuritas

No.	Legal Issues	Total		
		Civil	Criminal	Industrial Relation
1.	Cases/Legal Issues in settlement process	1	N/A	N/A
2.	Completed Case/Legal Issues (already have permanent legal force)	1	N/A	N/A



Bank Mandiri Taspen

No.	Legal Issues	Total		
		Civil	Criminal	Industrial Relation
1.	Cases/Legal Issues in settlement process	6	N/A	N/A
2.	Completed Case/Legal Issues (already have permanent legal force)	2	N/A	N/A
3.	Case/Legal Issues revoked by the Plaintiff	1	N/A	N/A

Mandiri Inhealth

No.	Legal Issues	Total		
		Civil	Criminal	Industrial Relation
1.	Cases/Legal Issues in settlement process	3	N/A	N/A
2.	Completed Case/Legal Issues (already have permanent legal force)	1	N/A	N/A

Mandiri Capital Indonesia

No.	Legal Issues	Total		
		Civil	Criminal	Industrial Relation
1.	Cases/Legal Issues in settlement process	N/A	N/A	N/A
2.	Completed Case/Legal Issues (already have permanent legal force)	N/A	N/A	N/A

Bank Mandiri Syariah

No	Legal Issues	Total		
		Civil	Criminal	Industrial Relation
1	Cases/Legal Issues in settlement process	121	21	4
2	Completed Case/Legal Issues and/or incracht	144	4	1

AXA Mandiri Financial Services

No.	Legal Issues	Total		
		Civil	Criminal	Industrial Relation
1.	Cases/Legal Issues in settlement process	N/A	N/A	1
2.	Completed Case/Legal Issues (already have permanent legal force)	N/A	N/A	N/A

PT Mandiri Manajemen Investasi

No.	Legal Issues	Total		
		Civil	Criminal	Industrial Relation
1.	Cases/Legal Issues in settlement process	N/A	N/A	N/A
2.	Completed Case/Legal Issues (already have permanent legal force)	N/A	N/A	N/A



PT Mandiri Utama Finance (MUF)

No.	Legal Issues	Total		
		Civil	Criminal	Industrial Relation
1.	Cases/Legal Issues in settlement process	14	N/A	N/A
2.	Completed Case/Legal Issues (already have permanent legal force)	15	9	1

PT Mandiri Tunas Finance (MTF)

No.	Legal Issues	Total		
		Civil	Criminal	Industrial Relation
1.	Cases/Legal Issues in settlement process	34	N/A	N/A
2.	Completed Case/Legal Issues (already have permanent legal force)	35	9	1

Legal Issues Faced by the Board of Commissioners and Board of Directors

During the period of 2020, there were no members of the Board of Directors and Board of Commissioners of Bank Mandiri who had legal issues, both civil and criminal.

Disclosure of Administrative Sanctions from Ojk

During the period of 2020, there were no material administrative sanctions that affected the business continuity of Bank Mandiri and there were no administrative sanctions imposed on the Board of Commissioners and Directors.

Company Information and Data Access

The public can access all financial and non-financial reports that have been submitted by Bank Mandiri transparently through various means including Mass Media, Company Website, Public Expose, Electronic Reporting Facilities IDX issuers, the OJK Electronic Reporting System, and the BUMN (Indonesian State Owned Enterprises) Ministry Portal that are available on time, complete and accurate.

Company Secretary

Rudi As Aturridha

Plaza Mandiri Lt. 3
 Jl. Jenderal Gatot Subroto Kav. 36-38
 Jakarta 12190 INDONESIA
 Tel : 021 524 5299
 Fax : 021 526 3460
 Website : www.bankmandiri.co.id
 Email : corporate.secretary@bankmandiri.co.id

Headquarter Address

Plaza Mandiri
 Jl. Jenderal Gatot Subroto Kav. 36-38
 Jakarta 12190 INDONESIA
 Tel : 62-21 5265045
 Fax : 62-21 5274477, 527557

Situs Website

www.bankmandiri.co.id

Call Center

14000 ; (021) 52997777

Contact Address

Corporate Secretary
corporate.secretary@bankmandiri.co.id

Customer Care

Email : customerhandling@bankmandiri.co.id

Social Media

Facebook : <https://id.facebook.com/officialbankmandiri/>
 Twitter : @bankmandiri
 Instagram : @bankmandiri



Investor Relations

In order to provide fast and accurate information and become a media link between companies and capital market players, the Company has formed a work unit called Investor Relations. With the provision of accurate and accurate data, it is expected to be able helping capital market players in the investment decision-making process in the Company including to instill perceptions and expectations in the eyes of investors and potential investors regarding the Company's strategy, operational performance and financial performance.

The duties and responsibilities of Investor Relations include:

1. Creating, developing and maintaining cooperative relationships with constituents of the Indonesian Capital Market, including Fund Managers, buy-side & sell-side Analysts, Stock Brokers, Investments Bankers, and Rating Agencies.
2. Provide accurate qualitative and quantitative information to form a long-term valuation of Bank Mandiri shares, including: Quarterly Earnings Call, Investor Conference, Teleconference, Web-Casts, IR Website, Broker Sponsorship, Road Show & Non-Deal Road Show both Local and International.
3. Representing the Company's management in meetings with analysts and investors either one-on-one or public presentation sessions to communicate opinions, attitudes and reactions to company issues and provide strategic feedback for the Company's management.
4. Observe the sales patterns and share ownership of the Company, including managing and developing an investor database and contact reports.
5. Maintain openness, accuracy and timeliness of the disclosure of relevant information to capital market players.

The contacts for Bank Mandiri Investor Relations are as follows:

Investor Relations Group
Menara Mandiri II Lt. 26, Jl Jendral Sudirman Kav.54-55
Jakarta 12190 INDONESIA
Tel: 021 3002 3000 ext. 7125207
Email : ir@bankmandiri.co.id
Website : <https://www.bankmandiri.co.id/web/ir>

Group Head Investor Relations Profile



Yohan Setio
Group Head Investor Relations

DOMICILE
Jakarta.

DOMICILE
Indonesia.

AGE

34 Years old.

EDUCATIONAL BACKGROUND

- Bachelor in Economics from Universitas Indonesia (2007).
- Master in Business Administration from the University of Cambridge (2012).

POSITION HISTORY

- Group Head of Investor Relations at Bank Mandiri (February 2018 - present).
- Department Head of Investor Communication Business Analysis at Bank Mandiri (2016 - February 2018).
- Vice President of Institutional Equity Sales at Mandiri Sekuritas (2012-2016).
- Equity Research Analyst at Mandiri Sekuritas (2008-2011).

Investor Relations Training 2020

No.	Types of Training and Competency Development Materials/Training	Time and Place of Implementation	Organizers
1.	<i>Co-creating Future Mandirian dan Virtual Training IMD Business School</i>	Jakarta, 15 Mei 2020	Human Capital Strategy & Talent Management Group
2.	<i>Mandiri Learning Carnival Vol.1</i>	Jakarta, 15 Juli 2020	Mandiri University
3.	<i>Training Online Syariah Banking Class</i>	Jakarta, 22 September 2020	Bank Syariah Mandiri



Investor Relations Activities 2020

No.	Type of activity	Total	Description	Location
1	<i>Investor Conference</i>	3 kali	Konferensi terkait update kinerja Perseroan	Jakarta dan Singapore
2	<i>Virtual Investor Conference</i>	13 kali	Konferensi virtual terkait update kinerja Perseroan	Jakarta
3	<i>Non-Deal Roadshow</i>	1 kali	Pertemuan di lokasi kantor Pemegang Saham untuk update kinerja Perseroan	UK/Europe
4	<i>Virtual Non-Deal Roadshow</i>	2 kali	Pertemuan virtual dengan Pemegang Saham untuk update kinerja Perseroan	Jakarta
5	<i>Adhoc Investor Meeting/ Teleconference</i>	±100 kali	Update kinerja Perseroan	Jakarta
6	<i>Quarterly Earnings Call/ Analyst Meeting</i>	4 kali	Pemaparan laporan kinerja keuangan triwulanan kepada investor dan analis	Jakarta
7	<i>Review Meeting dengan Credit Rating Agencies</i>	2 kali	Pertemuan Perseroan dengan Credit Rating Agencies (CRA) untuk update peringkat Bank Mandiri setiap tahunnya.	Jakarta

Press Release

One form of information dissemination of Bank Mandiri to the public is by conducting press releases. The press release aims to describe the activities or events that occur. During 2020, press releases rolled out by Bank Mandiri included:

Table of Press Release

No.	Date	Title
January		
1.	January 02, 2020	Bank Mandiri Moved Operations of Flood-Affected Branches
2.	January 03, 2020	Bank Mandiri Helped Flood Victims by Deploying 500 Employees as Volunteers
3.	January 12, 2020	Channeled US\$3.4 Billion, Bank Mandiri Controlled Syndicated Credit Market Share
4.	January 17, 2020	Bank Mandiri Strengthened KUR in Priority Tourism Destinations
5.	January 21, 2020	Optimization of Land Asset Management, Mandiri Cooperated with the Ministry of Agrarian Affairs
6.	January 24, 2020	Brilliant Performance, Bank Mandiri made a profit of IDR27.5 Trillion in 2019
7.	January 27, 2020	USD 4 trillion Asset Manager to Attend Mandiri Investment Forum
8.	January 29, 2020	Bought Telkomsel Credit or Data via Bank Mandiri e-channel, A Customer Picked Up Car Prize
February		
9.	February 05, 2020	MIF Consistently Promoted Indonesia's Investment Opportunities
10.	February 06, 2020	Mandiri Shared Chinese New Year Happiness with Key Customers
11.	February 10, 2020	Mandiri Cooperated with Bukalapak to Expand Financial Access for The Community Through Traditional Warungs
12.	February 11, 2020	Bank Mandiri's Foreign Office Business Soars
13.	February 19, 2020	Mandiri GMS Distributed 60% of 2019 Profit as Dividend
14.	February 20, 2020	12 Thousand Runners Would Compete in 2020 Mandiri Jogja Marathon
15.	February 26, 2020	Support MSMEs, Mandiri Seriously Collaborated with e-Commerce and Fintech
16.	February 27, 2020	Mandiri Cooperated with Online Platform and Startup to Market Online KPR
March		
17.	March 03, 2020	Beware of Corona, Bank Mandiri Distributed 10,000 Masks to Depok Residents
18.	March 06, 2020	Bank Mandiri was Optimistic that Government Stimulus could Safeguard The Domestic Economy from Coronavirus
19.	March 06, 2020	<i>Bank Mandiri Appointed Rully Setiawan as Corporate Secretary</i>
20.	March 06, 2020	Bank Mandiri Implemented Corona Virus Anti-Virus Protocol
21.	March 09, 2020	Anticipation of Coronavirus Epidemic, 2020 Mandiri Jogja Marathon was Postponed Until August 15-16, 2020
22.	March 10, 2020	Bank Mandiri Collaborated With Microsoft to Optimize Business
23.	March 11, 2020	<i>Anticipation of Digital Boom, Mandiri Launched Hype Branch</i>



No.	Date	Title
24.	March 13, 2020	Bank Mandiri Cooperated with BPJS TK to Prepare Protection for KUR Debtors
25.	March 16, 2020	Bank Mandiri Implemented Work From Home
26.	March 17, 2020	Bank Mandiri Branch Office Continued to Operate
27.	March 18, 2020	Anticipating Community Transactional Needs, Bank Mandiri Ensured ATM Network Readiness
28.	March 22, 2020	Preventing the Spread of Covid 19, Bank Mandiri Adjusted Branch Operating Hours
29.	March 24, 2020	Bank Mandiri Supported MSMEs amidst the Corona Storm
30.	March 30, 2020	Make It Easy for Jumbo Transactions from Home, Bank Mandiri Raised Online Transfer Limit
April		
31.	April 01, 2020	Erick Thohir: Protection for Health Workers was Absolute
32.	April 01, 2020	Bank Mandiri Freed GoPay Top Up Fee
33.	April 02, 2020	Bank Mandiri Provided PPE and Ventilator to RsUP Persahabatan
34.	April 05, 2020	Bank Mandiri Aimed for IDR1 Trillion from the Issuance of Rupiah Bonds
35.	April 07, 2020	Mandiri Employees Set Aside Salaries to Help Corona-Affected Communities
36.	April 14, 2020	Bank Mandiri Distributed Bansos Program to More Than 4 Million KPM Every Month
37.	April 14, 2020	Bank Mandiri Distributed Medical Devices to Covid Referral Hospital in Jakarta
38.	April 19, 2020	Fasting @dirumahaja getting more Marvelous, Mandiri Offered Online Cheap Shopping Promo
39.	April 23, 2020	Ramadhan, Bank Mandiri Adjusted Branch Service Hours
40.	April 29, 2020	Bank Mandiri Distributed Rp140 Billion to Help Handling Covid 19
41.	April 29, 2020	Anticipation of Restrictions on Social Activities, Mandiri Made the Preparation of Cash Ahead of Eid Al-Fitr efficient
May		
42.	May 04, 2020	Support #dirumahaja, Bank Mandiri Increased Online Account Opening
43.	May 08, 2020	Bank Mandiri Distributed Social Assistance to KPM affected by Covid 19
44.	May 10, 2020	Mandiri Group Set Aside Salary and THR (Religious Holiday Allowance) of IDR17 Billion for Humanitarian Donations Through Mandirian Cinta Indonesia
45.	May 14, 2020	Eid holiday this year Bank Mandiri Alerted 121 Branches
46.	May 17, 2020	Bank Mandiri Had Applied Covid Protocol and ready to Run New Normal Scenarios
47.	May 29, 2020	Moving the National Economy, Bank Mandiri Credit Restructured more than 300 Thousand Debtors Affected by Covid-19
June		
48.	June 08, 2020	Strengthening Digital Services, Mandiri Maintained Growth Momentum
49.	June 19, 2020	Encouraging E-Money Penetration, Mandiri Online Added Balance Update Feature on iOS Devices
50.	June 21, 2020	Mandiri Continued to Strengthen Digital Banking
51.	June 21, 2020	Moving Micro Economy, Bank Mandiri Distributed IDR6 billion to Hundreds of Warung Kecil and Food Agents
52.	June 24, 2020	Mandiri Digital: Supporting MSMEs Growth, Bank Mandiri Launched Mandiri Pintar
July		
53.	July 02, 2020	Bank Mandiri Financial Transaction Services of Universitas Islam Indonesia Alumni
54.	July 07, 2020	Speeding Up the PEN Funds specially for MSMEs, Bank Mandiri Established a Guarantee Collaboration with Jamkrindo and Askrindo
55.	July 08, 2020	Optimizing PEN Funds, Bank Mandiri Focused on Supporting Labor-Intensive Sector and Food Security
56.	July 09, 2020	Encouraging The Utilization of Digital Transactions, Bank Mandiri Presented Modern Educational Branch Offices
57.	July 13, 2020	24Hour Interactive Service of Bank Mandiri Now Available on Whatsapp App
58.	July 14, 2020	Supporting PEN program, Bank Mandiri distributed IDR3,5 Billion to MSMEs in Bogor
59.	July 17, 2020	Strengthening MSME Capital, Bank Mandiri Increased Digital Lending
60.	July 20, 2020	Optimizing Asset Auctions, Bank Mandiri Agreed to Cooperate with the Directorate General of State Assets
61.	July 21, 2020	Helping Domestic Economy To Recover, Bank Mandiri Distributed IDR12.05 Trillion PEN Credit
62.	July 23, 2020	Strengthening BUMN Synergy, Bank Mandiri Served Employee Benefit Program and Synergized PT Kereta Api Indonesia (Persero) HR Development Program
63.	July 24, 2020	Supporting Economic Recovery, KUR Bank Mandiri Targeted Production Sectors
64.	July 27, 2020	Mandiri Group Employees Donated Salary of IDR13.8 Billion for Corona-Affected Communities



No.	Date	Title
65.	July 29, 2020	Bank Mandiri Cooperated with PBNU to Distribute Sacrifices to the Country
August		
66.	August 10, 2020	Prompting the Distribution of PEN to SMEs, Bank Mandiri Prepared Collateral-Free Productive Credit
67.	August 11, 2020	Bank Mandiri Prepared Financing for Wika Concrete Suppliers
68.	August 12, 2020	Independent Young Entrepreneurs Competition 2020, Opened!
69.	August 13, 2020	Bank Mandiri Collaborated with Bukalapak to Promote Assisted MSMEs
70.	August 13, 2020	Encouraging e-channel Transactions, Bank Mandiri Cooperated with Bright Store
71.	August 14, 2020	Integrating Services, Bank Mandiri Developed SME Center
72.	August 18, 2020	Bank Mandiri and KAI issued Commuter Pay Card
73.	August 19, 2020	Bank Mandiri Led Indonesia's Syndicated Market Share
74.	August 19, 2020	Bank Mandiri's Credit Continued to Grow during the Pandemic
75.	August 26, 2020	Making Online Shopping Easier, Bank Mandiri Introduced a New Way to Pay Using Direct Debit
September		
76.	September 02, 2020	Bank Mandiri was Ready to Run the Rotation of SOE Bankers
77.	September 08, 2020	Supporting MSME Productive Financing, Mandiri Collaborated with Telkomsel and LinkAja in Digital MicroCredit Distribution
78.	September 09, 2020	Boosting KPR Business, Bank Mandiri Held an Online Property Festival
79.	September 09, 2020	Bank Mandiri Collaborated with Alumni of Universitas Islam Indonesia to Develop Non-Cash Transactions
80.	September 14, 2020	Responding to full PSBB Implementation, Bank Mandiri Adjusted Branch Operations in DKI Jakarta
81.	September 14, 2020	Real Measures to Move the Real Sectors, Bank Mandiri Presented an Open Banking Service for Business Partners
82.	September 16, 2020	Growing Domestic Economy, Bank Mandiri Continued to Distribute PEN Program Credit
83.	September 21, 2020	Enthusiastic Customers, Bank Mandiri Optimistic to Achieve SR013 Sales Target
84.	September 23, 2020	Encouraging Strategic Infrastructure Projects, Bank Mandiri Disbursed PEN Credit to Adhi Karya Supplier
85.	September 24, 2020	Bank Mandiri Facilitated the Purchase of LRT City Apartment
86.	September 27, 2020	Bank Mandiri Immediately Distributed Pen Funds for the Second Phase
87.	September 30, 2020	Want to shop with 22% off the Normal Price? Here was how it could happen
October		
88.	October 01, 2020	Facilitating People Buying Property In the Middle of Pandemic, Bukarumah from Bukalapak and Bank Mandiri Attracted up to 12,000 People Per Day
89.	October 02, 2020	Celebrating Anniversary in the Middle of Pandemic, Bank Mandiri Shared Happiness with Social Action
90.	October 04, 2020	Consistently Maintaining The Quality of Human Resource Governance, Bank Mandiri Achieved the Best Company Title to Work in 2020
91.	October 19, 2020	Exciting Transportation Sector, Bank Mandiri Gelontorkan PEN Credit to Pelindo IV Supplier
92.	October 21, 2020	Leadership Regeneration Continued, Darmawan Junaidi Became President Director of Bank Mandiri
93.	October 22, 2020	October 28-30, 2020 Holiday, Bank Mandiri Operated 133 Branch Offices for Limited Banking Services
94.	October 26, 2020	Distribution of Bank Mandiri's Credit Continued to Grow
95.	October 27, 2020	October 28-30, 2020 Joint Leave Holiday, Bank Mandiri Operated 133 Branches for Limited Banking Services
November		
96.	November 01, 2020	Improving The Convenience of Public Transportation in the Middle of Pandemic, Bank Mandiri Published Jak Lingko e-money Edition
97.	November 03, 2020	<i>Optimizing Customer Data, Bank Mandiri Offered Programs & Services according to Customer Preference</i>
98.	November 11, 2020	Bank Mandiri Appointed Rudi As Aturridha as Corporate Secretary
99.	November 12, 2020	Bank Mandiri Distributed Social Aids in North Sumatra Province
100.	November 24, 2020	Bank Mandiri and Shopee Made an Electronic Money Co-branding Design
101.	November 27, 2020	2020 Independent Young Entrepreneurs Event Introduced 21 Innovative Inspirations



No.	Date	Title
December		
102.	December 02, 2020	Embedding QR Payment Feature in Mandiri Online, Bank Mandiri Was More Steadily Supporting Cashless Society
103.	December 12, 2020	Anticipating Christmas and New Year Holiday Period 2021, Mandiri Prepared IDR15.1 Trillion
104.	December 16, 2020	Encouraging International Trade, Bank Mandiri Developed Multiservice Digital Platform
105.	December 18, 2020	Bank Mandiri Became the Best Partner of SUN Sales
106.	December 21, 2020	Independent Sahabatku Honed Entrepreneurial Instinct of 1000 Indonesian Migrant Workers
107.	December 29, 2020	Maintaining Food Security, Bank Mandiri Provided Productive MicroCredit to PLN Partner Farmers

Buletin

Bank Mandiri regularly published a bulletin every year. The newsletters that had been published during 2020 were:

No.	Bulletin Number	Month	Theme
1.	485	January	Radiate Positive Vibes
2.	486	February	Be The Love You Deserve
3.	487	March	Aspire to Inspire
4.	488	April	Terbitlah Terang, Teruskan Mimpi
5.	489	May	Healthy Holy Month
6.	490	June	Social Media, Check!
7.	491	July	Facing The New Normal
8.	492	August	#MandirikanKaryaNegeri
9.	493	September	The Fashion Issue
9.	494	October	Tumbuh Bersama Indonesia
11.	495	December	Feeling The Holiday Spirit

Transparency of Report Submissions

Throughout 2020, the Corporate Secretary of Bank Mandiri delivered information to the public through Mass Media, Company Website, Public Expose, Electronic IDX Issuer Reporting Facilities, FSA Electronic Reporting System, as well as periodic and incidental reports including Financial Services Authority (FSA), IDX, DIA, Ministry of Finance and the Ministry of SOE as follows:

Periodic Report

Report Type	Target	Report Period	Total
Annual Report	FSA&Indonesia Stock Exchange	Annually	1
Consolidated Financial Statements of the Company and Subsidiaries	FSA, ISE, Ministry of Finance, Ministry of SOE	Quarterly	4
Financial Report	OJK, ISE, Bank Indonesia, Ministry of Finance, Ministry of SOE, & Wali Amanat (Bank Tabungan Negara dan Bank Permata)	Annually	1
Share Ownership Composition Report	FSA	Monthly	12
Foreign Currency Debt Report	FSA	Monthly	12
Annual Rating/Rating Result Report	FSA, ISE, & Wali Amanat	Annually	1



Incidental Report

Date	Report	Purpose
January - December 2020	Disclosure of Information related to Certain Shareholders (15 reports)	FSA & ISE
January - December 2020	Report on Material Information or Facts on Changes of Members of the Board of Directors and/or Members of the Board of Commissioners (2 reports)	FSA & ISE
January - December 2020	Effective Determination of the Appointment of Management of PT Bank Mandiri (Persero) Tbk. (A total of 3 reports)	FSA
January - December 2020	Effective Appointment of Members of the Board of Commissioners of PT Bank Mandiri (Persero) Tbk. (A total of 4 reports)	FSA
January - December 2020	Submission of Advertising Evidence (Notification of GMS, Invitation to GMS, Correction of GMS Summons, Summary of Minutes of GMS, Summary Prospectus of Continuous Public Offering of Sustainable Bonds II Phase I Year 2020, and Changes in Prospectus) (13 reports)	FSA & ISE
January - December 2020	Changes in the Composition of the Audit Committee Membership (Total of 3 reports)	FSA & ISE
January - December 2020	Submission of Minutes of the Extraordinary General Meeting of Shareholders (Total of 2 reports)	FSA
January - December 2020	Change in Corporate Secretary Report (Total of 2 reports)	FSA & ISE
January 3, 2020	Implementation of the 2019 Annual General Meeting of Shareholders	FSA
January 13, 2020	Announcement of the Annual General Meeting of Shareholders	FSA, ISE, & KSEI
January 27, 2020	Information Disclosure in the form of Invitation to the Annual General Meeting of Shareholders	FSA, ISE, & KSEI
February 20, 2020	Explanation of Mass Media Coverage	ISE
February 21, 2020	Information Disclosure in the form of Submission of Summary of Minutes of the Annual GMS	FSA, ISE, & KSEI
March 3, 2020	Disclosure of Information related to Corporate Actions	FSA & ISE
March 6, 2020	Material Information or Facts Report on the Impact of the Implementation of PSAK 71, 72, and 73	FSA & ISE
March 20, 2020	Report on Material Information or Facts Information Disclosure on the Planned Buyback of Shares by the Company in Market Conditions that Fluctuate Significantly	OJK & BEI
March 27, 2020	Dividend Payment Report for the Government of the Republic of Indonesia	Ministry of Finance
April 6, 2020	Report on Material Information or Facts on Concise Prospectus of the Public Offering of Sustainable Bonds II of Bank Mandiri Phase I of 2020	ISE
May 5, 2020	Report on Material Information or Facts or Other Material Facts - Planned Issuance of Euro Medium Term Note (EMTN)	FSA & ISE
May 5, 2020	Report on Material Information or Facts on the Prospectus of Bank Mandiri II Phase I Sustainable Bonds 2020	FSA & ISE
May 13, 2020	Report on Information or Material Facts of Global Bonds/Euro Medium Term Note (EMTN) Issuance	FSA & ISE
May 20, 2020	Material Information or Facts Report on the Impact of the Covid-19 Pandemic	FSA & ISE
June 15, 2020	Report on Information or Material Facts of Buyback or Payment of Debt Securities and/or Sukuk	FSA & ISE
June 19, 2020	Report on Material Information or Facts the End of the Company Shares Buyback Period	FSA & ISE
July 8, 2020	Submission of the Report on the Use of Proceeds from the Public Offering of Bank Mandiri Sustainable Bonds I Phase II of 2020	FSA, ISE, & Wali Amanat (Bank Permata)
August 18, 2020	Annual Public Expose Implementation Plan	ISE
August 19, 2020	Submission of Annual Live Public Expose Material	ISE
August 27, 2020	Submission of 2020 Public Expose Live Report	ISE



Date	Report	Purpose
September 3, 2020	Report on Material Information or Facts The Appointment of Members of the Board of Directors of the Company as Members of the Board of Directors of PT Bank Negara Indonesia (Persero) Tbk.	FSA & ISE
September 14, 2020	Announcement of the Plan of Extraordinary General Meeting of Shareholders	FSA, ISE, & KSEI
September 29, 2020	Summons to the Extraordinary General Meeting of Shareholders	FSA & ISE
October 13, 2020	Report on Material Information or Facts on the Signing of the Conditional Merger Agreement	FSA & ISE
October 13, 2020	Information Report or Material Facts Information regarding the Summons of the Extraordinary GMS	FSA & ISE
October 16, 2020	Report on Material Information or Facts Signing of the Import Agreement Deed in a Limited Liability Company (Inbrenng), the Deed of Release of Rights, and the Deed of Entry into the Company	FSA & ISE
October 22, 2020	Summary of Minutes of Extraordinary General Meeting of Shareholders	FSA & ISE
November 3, 2020	Change of Members of the Board of Directors of PT Bank Mandiri (Persero) Tbk.	Deposit Insurance Agency
December 30, 2020	Report on Material Information or Facts on Additional Equity Participation in the Company	FSA & ISE

Code of Conduct

The code of conduct sets the guidelines for the behavior of the Bank Personnel in conducting their daily tasks and duties as well as in conducting business relations with the customers, partners and colleagues. The basic regulation in the Code of Conduct is one of Bank Mandiri's Commitment on the management principles that have supported Bank Mandiri to achieve the stated Vision and Mission.

The work ethic is an elaboration of the basic principles of personal and professional behaviors that are expected to be obeyed by Bank Mandiri Personnel. The business ethics are moral principles related to the behaviors of the individuals, protection of bank properties, and bank business activities including in its interaction with stakeholders as the basis for the behavior of the Bank in conducting its business operations. Those are standard behaviors that have to be implemented in all organizational levels.

Contents of the Ethical Codes

The main points of Bank Mandiri's code of ethics contain arrangements for work ethics and business ethics. The work ethic that regulates Bank Mandiri personnel's behaviors covers the following aspects:

1. Conflict of interest

Conflict of interest is a condition in which the Board of the Bank in carrying out its duties and responsibilities have interests beyond the interests of the service, both concerning personal, family or the interests of other parties so that the Board of the Bank of the possible loss of objectivity in making decisions and policies appropriate authority that the Bank has given. Therefore, the entire personnel of the Bank:

- a. Shall avoid activities that may cause a conflict of interest and report to the direct supervisor if unable to avoid.
- b. Shall be prohibited to give consent and or request approval of any loan facilities, as well as special interest rates or other specificity for:
 - i. Himself/Herself.
 - ii. His family.
 - iii. Companies where he and/or his family have an interest
- c. Shall be prohibited to work for another company, unless it has received a written assignment or permission from the Bank. Board of Commissioners and Board of Directors that follow regulatory requirements.
- d. Shall be prohibited to become a direct or indirect partner, either a partner for goods or services for the Bank.
- e. Shall be prohibited to collect goods belonging to the Bank for personal, family or other outside interests.
- f. Only allowed to conduct securities transactions, foreign exchange trading, precious metals, derivative transactions and other goods for their own benefit in the absence of conflict of interest, violation of insider trading rules of the Capital Market Authority, and other regulations.



<p>2. Confidentially</p>	<p>a. Shall be required to understand and maintain the confidentiality of any information, in accordance with prevailing regulations</p> <p>b. Shall use the information received only for the banking activities.</p> <p>c. In providing information, must act in accordance with applicable provisions.</p> <p>d. To avoid misuse, the dissemination of customer information in the Bank's internal environment is done carefully and only to interested parties.</p> <p>e. Shall be prohibited from disseminating information to outside parties regarding:</p> <ol style="list-style-type: none"> i. Bank Activities with the Government of the Republic of Indonesia. ii. Internal policies and Bank work procedures. iii. Management of Information Systems, Data and Reports iv. Employee data, whether active or not <p>v. Bank business activities, including activities with customers and partners.</p> <p>Except with the approval of the authorized Bank official or because of orders based on applicable laws and regulations.</p> <p>f. The obligation to maintain special matters that must be kept confidential, still applies to former Bank employees.</p>
<p>3. Position Abuse and Gratification</p>	<p>a. Shall be prohibited from abusing authority and taking advantage of directly or indirectly, from knowledge obtained from the Bank's business activities to:</p> <ol style="list-style-type: none"> i. Personal benefits. ii. Benefits for family members. iii. Benefits for other parties. <p>b. Shall be prohibited from requesting or accepting, permitting or agreeing to accept gratuities related to his position and contrary to his obligations in accordance with applicable laws and regulations.</p> <p>The types of gratuities and reporting mechanisms will be regulated in separate provisions.</p> <p>c. Shall be prohibited from requesting or accepting, permitting or agreeing to receive a gift or reward from a third party who obtains or seeks to get a job related to the procurement of goods or services from the Bank.</p> <p>d. In the case of customers, partners and other parties giving gifts in the form of goods or in other forms at certain times such as on holidays, certain celebrations, disasters and others, if:</p> <ol style="list-style-type: none"> i. As a result of receiving the gift it is believed that it has a negative impact and affects the bank's decision, and ii. The price of the gift is outside the reasonable limit, <p>Then, the Bank Officers who receive the gift must immediately return the gift with a polite explanation that the Bank's Staff is not permitted to receive gifts.</p> <p>e. In the case of giving gifts as mentioned in point (d) above for one reason or another it is difficult to be returned, members of the Bank's Staff who receive the gift must immediately report to UPG with a copy to the Head of the Work Unit.</p> <p>f. In the case of customers, partners and other parties providing promotional items, so long as the result of receipt of the promotional item does not cause a negative impact, it is permissible to accept it.</p> <p>g. In order to procure goods and services from third parties for bank services, must try to get the best price with a maximum discounted price which is recorded for the Bank's profit.</p> <p>h. Shall be prohibited from using his position to borrow from a customer or to borrow from a customer.</p> <p>i. Shall be prohibited from taking advantage of the opportunity to use the Bank's facilities for its own benefit beyond those provided by the Bank.</p>
<p>4. Insider's behavior</p>	<p>a. Bank employees who have confidential information are not permitted to use the information to take advantage of themselves, their families or other third parties.</p> <p>b. Shall be prohibited from using internal information to make purchases, or trade securities, unless the information is known to the public.</p> <p>c. Shall be prohibited from misusing his position and taking advantage of both directly and indirectly for himself and others who can influence the decision.</p> <p>d. Decision making to sell or buy Bank assets and other services must be done by prioritizing the interests of the Bank.</p>
<p>5. Bank Data Integrity and Accuracy</p>	<p>a. Shall be obliged to present accurate and accountable data.</p> <p>b. Not allowed to book and/or change and/or delete books, with a view to obscuring the transaction.</p> <p>c. It is only permitted to make changes or deletion of data based on the authorization of the competent authority in accordance with procedures established by the Bank.</p> <p>d. Not allowed to manipulate documents.</p>
<p>6. Banking System Integrity</p>	<p>a. Must always be introspective and avoid the involvement of the Bank in criminal activities in finance and banking.</p> <p>b. Must be suspicious of unusual transactions and must take preventive actions in detecting accounts suspected of being used for activities such as money laundering, terrorism financing, corruption and other crimes.</p>



The business ethics as the basis for the behavior of the Bank's employees in carrying out business activities, covers the following aspects:

1. Individual behaviour	<ul style="list-style-type: none"> a. Personal integrity <ul style="list-style-type: none"> i. upholds morals, has self-esteem and strong discipline. ii. Maintain personal integrity in accordance with applicable rules, regulations, policies and systems. iii. Has a commitment to maintain the Bank's image and reputation. iv. Rely on all actions and behaviors on pure conscience. v. act respectfully and responsibly and free from influences that allow loss of objectivity in carrying out tasks or cause the Bank to lose its business or reputation. vi. Avoid activities related to an organization and/or individuals that enable conflicts of interest. vii. Both individually and jointly always strive not to be involved in matters that can weaken or reduce the integrity of the banking system in Indonesia. b. Treatment/Actions of Discrimination <ul style="list-style-type: none"> i. uphold human rights. ii. Prevent discrimination in all its forms. iii. Acts of Harassment by Bank Officers must avoid all forms of conduct that violate public order and morality. c. Acts of harassment <ul style="list-style-type: none"> must avoid all forms of actions that violate public order and morality
2. Protection of Bank Property	<ul style="list-style-type: none"> a. Bank Property <ul style="list-style-type: none"> i. always maintains and protects all assets owned by the Bank, both tangible and intangible. ii. Using the Bank's assets only for activities related to the interests of the Bank. iii. Use the Bank's assets responsibly including the appropriateness of the designation. b. Confidential Information Protection <ul style="list-style-type: none"> i. protect and prevent valuable and confidential information from loss, misuse, leakage and theft. ii. Do not disseminate reports/information about banks that are not intended to be public. c. Intellectual Property of the Bank <ul style="list-style-type: none"> i. safeguard the Bank's intellectual property. ii. Dedicate competencies held for the interests of the Bank as intellectual property of the Bank. d. Note and Reporting <ul style="list-style-type: none"> Responsible for the accuracy and completeness of the notes and reports presented.
3. Implementation of Bank Business	<ul style="list-style-type: none"> a. Mis-representation <ul style="list-style-type: none"> i. Bank staff representing the Bank in dealing with third parties act according to their capacity and authority. ii. Bank staff representing the Bank provide correct information, documents and reports in the right way. iii. The Bank's Board of Directors avoids actions that can cause misunderstanding from other parties. b. Relations with Business Partners <ul style="list-style-type: none"> i. always prioritize the interests of the Bank in dealing with business partners. ii. Prevent the occurrence of corruption, collusion and nepotism and negative images in dealing with work partners. iii. In working with partners, the principles of professionalism and justice are based on good faith. c. Behavior in Competing <ul style="list-style-type: none"> i. Responsible for creating and maintaining healthy competition in conducting business. ii. Avoid and prevent unfair ways of competing in developing his career. d. Relations with Other Organizations <ul style="list-style-type: none"> i. can conduct business contacts with other organizations including competitors as long as they provide benefits to the Bank. ii. Avoid all forms of collaboration/improper alliances with other parties. e. Obtain and Use Third Party Information <ul style="list-style-type: none"> i. avoid obtaining confidential information from third parties/competitors in inappropriate ways. ii. Do not recruit competitor employees with the aim of obtaining confidential information from competing companies. f. Relation to Regulators <ul style="list-style-type: none"> Adhere to the ethical principles and provisions that apply in fostering relationships with Regulators.

Compliance to Code of Conduct

Bank Mandiri has a code of conduct that explains the basic principles of personal and professional behavior carried out by the Company. The code of conduct applies to all Bank Mandiri employees both contractual and permanent employees, and applies to all Board of Commissioners and Directors.

The application of a code of conduct is expected to encourage the realization of professional, responsible, reasonable, appropriate and trustworthy behavior in conducting business relationships with fellow co-workers and work partners.



Dissemination of the Code of Conduct

The code of conduct has been communicated and socialized to the Board of Commissioners and its supporting aspects, Directors, officials one level below the Board of Directors and all employees, including through:

1. Company Website.
2. Email administrator delivered to all employees of the Company.
3. At the time of the signing of the collective labor agreement carried out between the union of the Company and the management of the Company.
4. Standing banners, flyers and other advertising media in the Company's office area.

In addition, the code of conduct can also be accessed at any time by all employees of Bank Mandiri through the Bank Mandiri portal called the Knowledge Management System (KMS).

Effort In Implementation and Enforcement of the Code of Conduct

The employees can report alleged violations of the implementation of the code of conduct to superiors through a whistleblowing system mechanism called a Letter to CEO (LTC). Any action that has been proven as a violation of the code of conduct will be subject to sanctions in accordance with applicable regulations.

Efforts to implement and enforce the Bank Mandiri code of conduct are carried out with full awareness in the form of commitments, attitudes and actions, which include:

1. Statement of Compliance with the Bank Mandiri Code of Conduct

Bank Mandiri Personnel are required to read, understand well and are required to sign a "Statement of Compliance with the Bank to the Code of Conduct".

2. Commitment of Management and Entire Bank Mandiri Employees

Management's commitment and entire employees of Bank Mandiri to not receive money and/or items of gratuity and/or gifts related to their obligations or duties are published through the mass media and the Company's website.

3. Internal Disclosure of Conflict of Interest

Bank Mandiri personnel are required to make annual disclosures related to conflicts of interest each year, and each work unit is required to submit a transaction/decision report containing a conflict of interest every quarter.

4. Integrity Pact

The integrity pact is signed by officials holding authority and all partners/partners of Bank Mandiri who are involved in the process of granting credit, procurement of goods and services, and accreditation of partners. In addition, the signing of the Annual Integrity Pact was carried out by all Board of Commissioners, Directors, and Executive Officers of Bank Mandiri in an effort to implement gratuity control. All Bank Mandiri employees also sign the Integrity Pact for the application of gratuities in every 1 (one) years.

5. Awareness Program

New Bank Mandiri employees will get the Bank Mandiri Code of Conduct induction program called the jump start program, as well as continuous and consistent policy socialization.

Types of Sanctions for Code of Conduct Violation

Sanctions for Code of Conduct violation are categorized into 3 (three) types, namely sanctions of light, medium and serious. Every violation of the Code of Ethics will be subject to sanctions in accordance with the Employee Discipline Regulations in force at Bank Mandiri, including criminal sanctions stipulated in the applicable laws and regulations.

Table of Types of Sanctions for Code of Ethics Violation

Type of Violation	Penalty
Light Sanction	1. First Written Reprimand 2. Second Written Reprimand
Medium Sanction	1. First Written Warning 2. Second Written Warning 3. Written and Last Written Warning
Serious Sanction	Termination/Termination of Employment

Total Violations of Code of Ethics

During 2020, there have been 518 (five hundred and eighteen) violations of the code of ethics with the following details:

Table of Number of Code Violations

Sanctions Types of Sanctions	2000	2019
First Written Rebuke	155	204
Second Written Reprimand	46	72
First Written Warning	160	142
Second Written Warning	49	59
Hard and Last Written Warnings	36	69
Work termination	72	60
Total	518	606

The number of violations of the code of ethics based on the categories of sanctions provided are as follows.

Category	2000	2019
Light	201	276
Medium	245	201
Severe	72	129
Total	518	606



Anti Corruption Program

Bank Mandiri has several policies related to Corruption Prevention, including internal control policies, Employee Discipline Regulations, Code of Conduct, Business Ethics and compiling Corporate Culture Values, among others, instilling integrity values from every level of Bank Mandiri.

The actions taken by Bank Mandiri to address issues of corrupt practices, specifically in the Code of Conduct, have been regulated as follows:

1. Comply with external and internal regulations
2. Prohibit all levels of the Company from requesting or receiving, agreeing to receive a gift or reward from a third party that obtains or seeks to obtain facilities from the Company in the form of a “cash loan and non-cash loan” facility, or in order to purchase or discount letters notes, promissory notes, checks and trade papers or other proof of liability, or other facilities related to the Company’s operations and those related to the procurement of goods and services from the Company.
3. Prohibition to all levels of the Bank in misusing their authority and taking advantage both directly and indirectly from the knowledge obtained from the Company’s business activities to:
 - a. Personal advantage
 - b. Benefits for family members
 - c. Benefits for other parties
4. Providing sanctions from mild to severe for violators of the ban.

In order to eradicate corruption, on November 4, 2014, the Company declared a commitment to the Corruption Eradication Commission to:

1. Build a National Integrity System with a Work Culture and Spirit Prosperity approach.
2. Implement gratuity controls to support efforts to eradicate corruption in the Company.

As an implementation of the commitment, Bank Mandiri has done the following:

1. Establish a gratuity Control Unit which is part of the Compliance work unit as coordinator of gratuity control at Bank Mandiri.
2. Issue provisions regarding the gratuity control program within the Bank Mandiri, which every year or according to the needs of the Company are continually refined in line with the development of the Company and/or fulfilment of the provisions of legislation and finally as refined in 2020.
3. Conduct socialization of the gratuity control program to all levels of Bank Mandiri employees and stakeholders.

Gratuity Policy

Bank Mandiri realizes that gratuity control is an important activity to keep business processes in line with business ethics that uphold the value of integrity. Therefore, since 2013, Bank Mandiri has had a Operating Technical Guideline namely Gift Disclosure Statement that regulates the prohibition on receiving gratuity for all Bank Mandiri employees. In addition, Gratuity control aims to build the values of Good Corporate Governance and create integrity values for all Bank Mandiri employees. Therefore, in carrying out daily business activities with customers, vendors, partners and all stakeholders, Bank Mandiri always based on ethics, mutual trust, and to be responsible. Thus business interests continue to run well and ethically but do not conflict with the provisions on the prohibition of gratuity. Until now, Bank Mandiri has tried to make continuous improvements in the implementation of its gratuity controls.

As a follow-up to directions from KPK related to establishment of fair value limits and adjustments to the current condition where Banks needs to maintain good partnership with all stakeholders in the course of their daily operations, Bank Mandiri had made improvements to the Operational and Technical Guidelines for Gratuity Control, which have taken into effect on November 2, 2020.

Integrity Pact

In order to support the gratuity control program, Bank Mandiri has a program to sign the Integrity Pact which is a statement of all levels of Bank Mandiri to commit to upholding moral and integrity, protecting and maintaining the image, credibility and interests of Bank Mandiri by not requesting or receiving gratuities from parties who have conflict of interest.

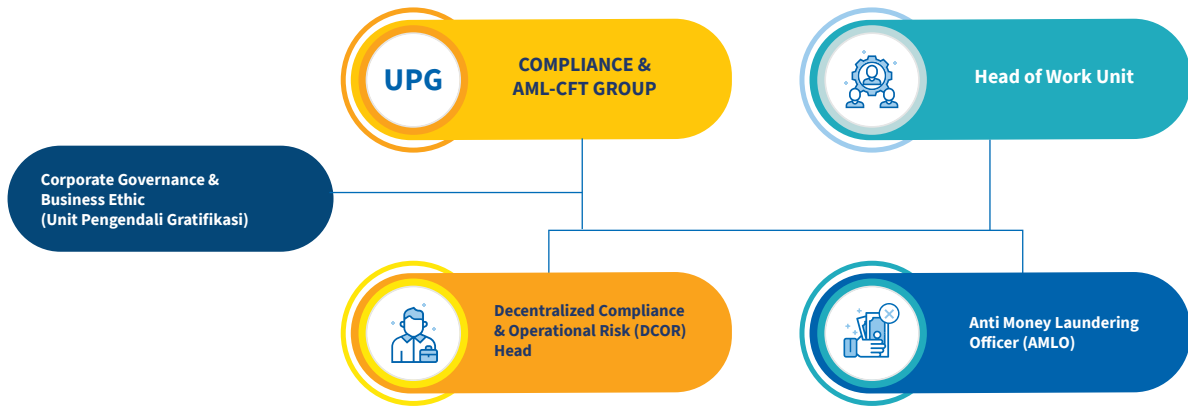
Management of Gratification Control

Organizational Structure of Gratification Control Units

The Bank Mandiri Gratuity Control Unit (UPG) is managed by the Compliance Unit (Compliance Work Unit) at the Company, i.e. the Compliance & AML – CFT Group. The UPG functions to control gratuities within Bank Mandiri, which in carrying out their duties are assisted by Decentralized Compliance & Operational Risk (DCOR) and Anti Money Laundering Officer (AMLO). The organizational structure of Bank Mandiri UPG is as follows:

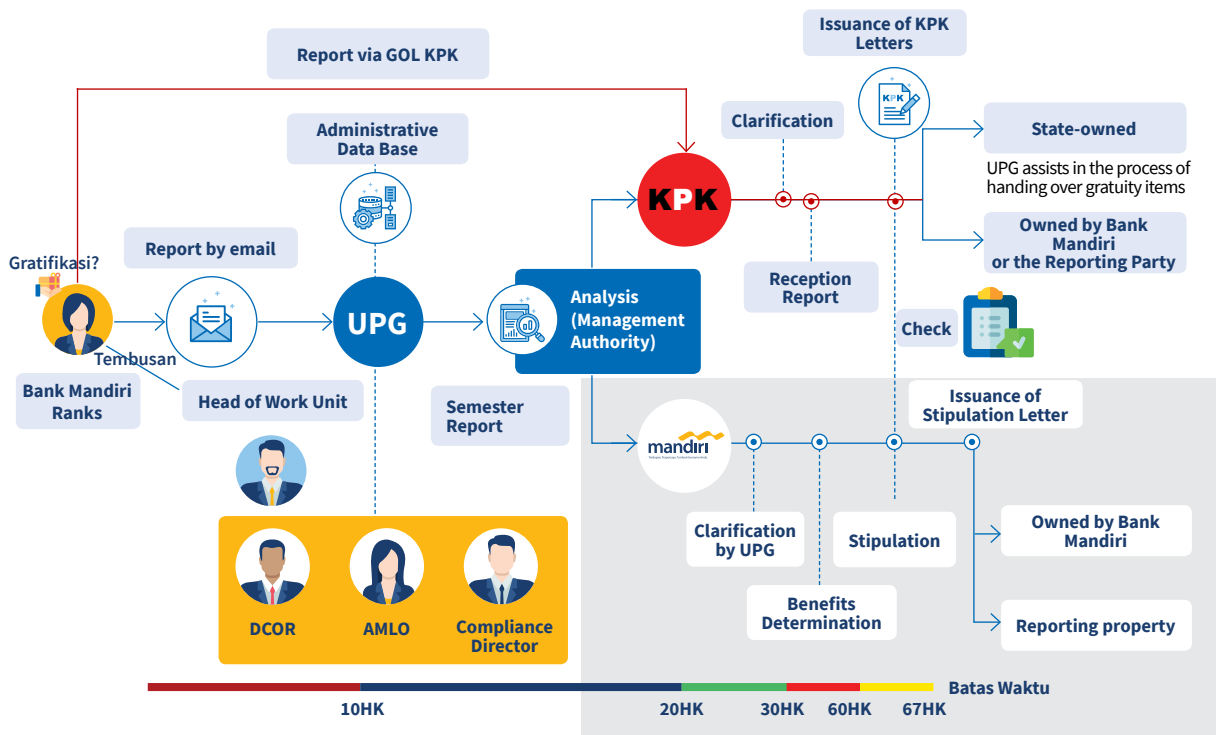


UPG Structure of BANK MANDIRI



Gratification Reporting Mechanism

Bank Mandiri has a gratuity reporting mechanism that is adjusted to the KPK reporting mechanism, with the following paths:



Socialization of Gratification Policy

Socialization related to gratification control was carried out continuously to all levels of the organization to increase awareness where in its implementation UPG coordinated with Head of DCOR and Risk Business Control -AMLO. The socialization was carried out directly to the Working Units at Headquarters, Regional Offices, Branch Offices and through regular ODP/SDP classes. Throughout the year of 2020, online socialization was carried out to Bank Mandiri employees. Other media used in disseminating gratification control policies are through the installation of Gratuity Control Posters at the Regional Offices and Headquarters, sending Email Blasts, Screen Savers, Mandiri Magazine, making gratification display cabinets and urge all Bank Mandiri partners/fellows not to

provide gratification related to religious celebrations and new year through national newspaper media.

Gratification Reports In 2020

Bank Mandiri employees who accept/reject gratuities are required to report their receipt/rejection directly to the KPK via the GOL (*Gratifikasi Online*) with the address <http://gol.kpk.go.id> application or via UPG using the email upg@bankmandiri.co.id.

Throughout 2020, the number of reports of acceptance/rejection of gratuities received by UPG was 104 reports. Receipts of reported gratuities include bribery gratuities, perishable food/goods, official goods, official honoraria and marriage.



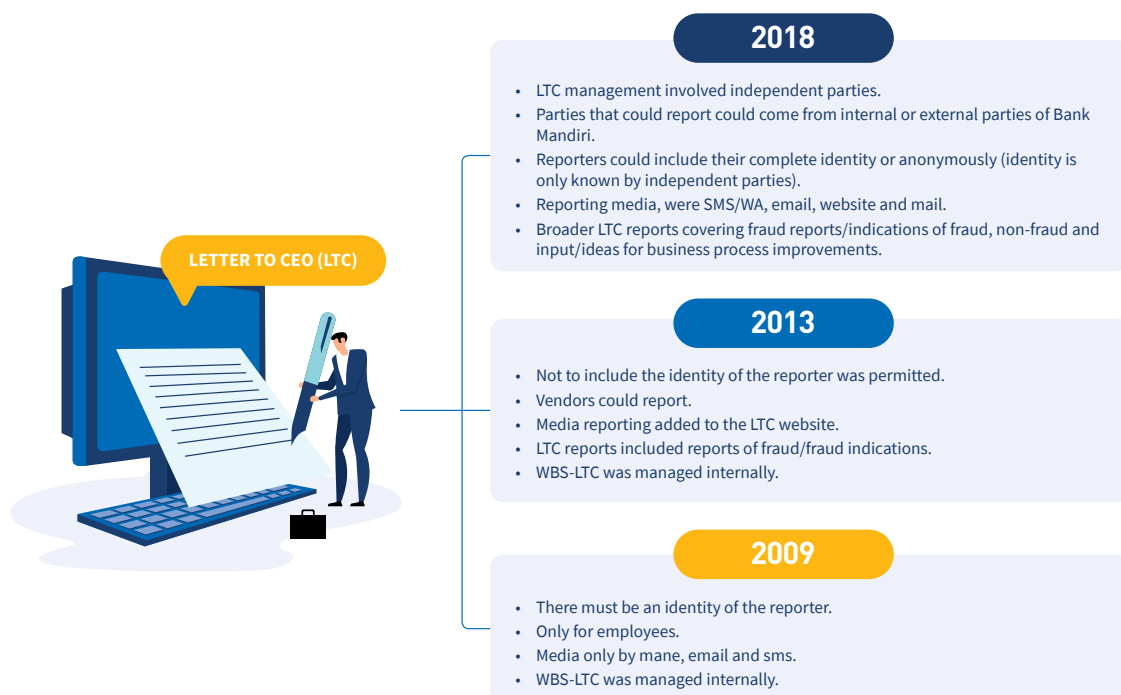
Whistleblowing System

To maintain and enhance the reputation of Bank Mandiri and in line with the second pillar of Anti-Fraud Strategy (SAF), i.e. the pillar of detection, a risk control system and means are required through the Whistle Blowing System (WBS) mechanism. Bank Mandiri has provided a media report on complaints of violations named Letter to CEO (LTC). LTC aims to detect acts of fraud or indications of fraud, encourage awareness and concern for all employees as well as improve the company's reputation in the eyes of stakeholders.

Management of LTC report receipts and administration is carried out by independent third parties to provide safe-environments that encourage employees and stakeholders to dare to report fraud or indications of fraud. Types of reported fraud include corruption, fraud, theft, embezzlement and forgery. In addition to reporting fraud or indications of fraud, LTC can also be used to report non-fraud violations such as violations of norms and ethics (code of conduct).

Development of Letter to CEO (LTC)

LTC has undergone development and has been refined in 2018 to increase the effectiveness of its implementation. This is done to improve the effectiveness of its implementation, as follows:



Purposes and Objectives of LTC

The LTC program as one of the Anti-Fraud Strategy (SAF) programs, aims to:

1. Detect fraud crimes or fraud indications with reports of employees or third parties of Bank Mandiri, which can be submitted by clearly stating their identity or anonymity, which can then be investigated or followed up.
2. Encourage awareness or concern of all employees to participate in keeping the work unit from loss due to fraud so that the quality of supervision is better, and the sense of belonging to employees becomes higher.
3. Improve the Company's reputation in the eyes of Stakeholders, especially in the context of Corporate Governance that will enhance the company's image because it has adequate anti-fraud tools.

LTC Management

The management of LTC involved independent third parties, which aimed to include:

1. Independent and professional.
2. Minimize conflict of interest risk.
3. Provide security for reporters/whistle-blowers
4. Increase stakeholder confidence in the management of the LTC
5. The reporter can monitor the status of the follow-up of the WBS report he submitted.



Report Media

Bank Mandiri has provided reporting media for actions or indications of fraud and/or non fraud that can harm customers and Bank Mandiri as follows:

1. Website, dengan cara ketik <https://whistleblowing.tips/wbs/@bmri-lettertoceo>
2. E-mail: bmri-lettertoceo@rsm.id
3. Surat: PT. RSM Indonesia melalui PO BOX 1007 JKS 12007
4. SMS dan Whatsapp: 08119007777

Protection for Whistleblower

As a manifestation of the Company's commitment to maintaining the confidentiality of reporting data, Bank Mandiri provides:

1. Guarantee for the confidentiality of the reporter's identity.
2. Guarantee for the confidentiality of the contents of submitted reports.

Types of Violations that can be Reported

Reporting that can be delivered via LTC, among others, consists of:

1. Fraud, which consists of:
 - a. Fraud
 - b. Fraudulence
 - c. Asset Embezzlement
 - d. Information Leaking
 - e. Banking Crimes
 - f. Other actions that could be equated with Fraud in accordance with the provisions of the legislation.
2. Non fraud, including violations of norms and ethics (code of conduct), with examples of actions include:
 - a. Opening Bank secrets for personal gain.
 - b. Insider behaviour.
 - c. Immoral acts inside and outside the Bank.
 - d. Harassment.
 - e. Drug abuse.
 - f. Being involved in prohibited community activities.

Socialization of LTC

In order to increase understanding of WBS at all levels of the organization, Bank Mandiri consistently and continuously socializes the system in various ways, including short video displays, placing posters around the office environment, PC screen savers and e-mail blasts to the board of directors of Bank Mandiri and using printed media that can be implemented by WBS more effectively in the future.

LTC Reporting Mechanism





LTC Handling Results

Reports of violation complaints entered through LTC media either through the website, e-mail, mailbox or SMS/WA were as follows:

Year	Submission Media				Klasifikasi Laporan			Followed-up	Completed Report
	Letter	Email	Website	SMS/WA	Fraud	Non Fraud	Lainnya		
2017	0	8	0	0	5	3	0	8	8
2018	0	7	1	0	2	2	4	8	8
2019	4	24	10	10	23	8	17	48	48
2020	4	24	38	9	29	22	24	75	75

Violation Reports Sanctions/Follow-Ups In 2020

Every investigated violation report and those proven as violation has received sanction based on the regulation.

Diversity of Board of Commissioners and Directors

Policies on Diversity of Board of Commissioners

In the Articles of Association of Bank Mandiri had regulated the diversity of the composition of the Board of Commissioners in accordance with the Attachment to FSA Circular Letter No. 32/SEOJK.04/2015 on Public Company Governance Guidelines. The appointment of the Board of Commissioners was carried out taking into account the age, gender, education, experience, integrity, dedication, understanding of the company's management issues, having knowledge and/or expertise in the required areas of Bank Mandiri and being able to provide sufficient time to carry out its duties and other requirements based on the laws and regulations. Currently the Board of Commissioners had met the criteria both from age, gender, education, experience, integrity, dedication, comprehension of company management issues, as well as having knowledge and/or expertise in the required areas of Bank Mandiri.

In the period of 2020, the diversity of the composition of the Board of Commissioners reflected in education, work experience, age and gender, could be seen as in the table below:

Table of Diversity in Composition of Board of Commissioner

Name	Position	Age	Gender	Education	Work Experience	Expertise
Muhamad Chatib Basri	President Commissioner/ Independent Commissioner	55 years old	Male	<ul style="list-style-type: none"> Bachelor degree in Economics. Master of Business Administration in Economic Development. Ph.D in Economics. 	Having work experience, among others, in finance and company supervision.	Macroeconomic, Finance
Andrinof A. Chaniago	Deputy Chief Commissioner / Independent Commissioner	58 years old	Male	<ul style="list-style-type: none"> Bachelor degree in Social and Political Science. Master in Planning and Public Policy. 	Having work experience, among others, in banking and corporate supervision.	Macroeconomic
Boedi Armanto	Independent Commissioner	61 years old	Male	<ul style="list-style-type: none"> Bachelor degree in Agronomy Master in Applied Economics Doctorate in Economics 	Having work experience, among others, in the field of banking supervision.	Audit, Banking
Loeke Larasati A.	Independent Commissioner	61 years old	Female	<ul style="list-style-type: none"> Bachelor degree in Law. Master in Management. 	Having work experience, among others, in the fields of law and banking.	Legal
Mohamad Nasir	Independent Commissioner	60 years old	Male	<ul style="list-style-type: none"> Bachelor degree in Accounting. Master in Accounting. Doctor in Accounting. Honorary Doctorate in the field of Education. 	Having work experience in accounting and finance, among others.	Accounting
Ardan Adiperdana	Commissioner	61 years old	Male	<ul style="list-style-type: none"> Bachelor of Economics. Master in Business Administration. Doctorate in Strategic Management. 	Having work experience, among others, in the fields of accounting and financial auditing.	Accounting, Audit



Name	Position	Age	Gender	Education	Work Experience	Expertise
Rionald Silaban	Commissioner	54 years old	Male	<ul style="list-style-type: none"> Bachelor degree in Law. Master of Law Center. 	Having work experience in, among others, finance and human capital.	Human Capital, Finance
Arif Budimanta	Commissioner	52 years old	Male	<ul style="list-style-type: none"> Bachelor degree in Soil Science Master of Science in Natural Resource Economics Doctorate in Social and Political Sciences 	Having work experience, among others, in the banking sector.	Finance
Nawal Nely	Commissioner	47 years old	Female	<ul style="list-style-type: none"> Bachelor degree in Accounting Executive Master of Business Administration 	Having work experience, among others, in the areas of financial auditing and supervision.	Accounting, Banking
Fariad Utomo	Commissioner	56 years old	Male	<ul style="list-style-type: none"> Bachelor degree in Law Master in Law 	Having work experience, among others, in the government sector	Legal
Kartika Wirjoatmodjo*	President Commissioner	47 years old	Male	<ul style="list-style-type: none"> Bachelor of Economics majoring in accounting Master of Business Administration (MBA) in Business 	Having work experience, among others, in the banking sector.	Banking, Finance
Makmur Keliat**	Independent Commissioner	59 years old	Male	<ul style="list-style-type: none"> Bachelor Degree in Corporate Economics. Bachelor of Art in Social and Political Sciences/International Relations Department. Ph.d in the field of School of International Studies. 	Having work experience, among others in the fields of education, political science, international relations, research and publication.	Macroeconomic
R. Widyo Pramono***	Commissioner	63 years old	Male	<ul style="list-style-type: none"> Bachelor of Law. Master of Management. Master of Law. Doctorate in criminal law. Professor of Criminal Law. 	Having work experience in the field of law and supervision.	Legal
Robertus Bilita****	Independent Commissioner	54 years old	Male	<ul style="list-style-type: none"> Bachelor degree in Civil Law Master in Business Legal 	Having work experience in the legal and banking fields.	Legal

* The term of office had ended since the person concerned was appointed as Deputy President Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020

** The term of office had ended from the Annual GMS on February 19, 2020.

*** The term of office had ended from the time the person concerned was appointed as an Independent Commissioner of PT Bank Rakyat Indonesia (Persero) Tbk. on February 18, 2020.

**** The term of office had ended as from the time the person concerned was appointed as President Director of PT Bahana Indonesian Business Development on February 11, 2020.

Director Diversity Policy

In the recommendation of the Financial Services Authority in the Attachment of Financial Services Authority's Circulating Letter No. 32/SEOJK.04/2015 concerning Public Corporate Governance, it is stated that the composition of the Board of Directors members shall concern diversity in the members of Board of Directors. Diversity in the members of Board of Directors is combination of intended characteristics from the organ of Board of Directors as well as the members of the Board of Directors as individuals, in accordance with the Public Company needs. The combination of diversity is established by paying attention to the expertise, knowledge and experience that are in accordance with task division and function of the Board of Directors position in pursuing the objective of the Public Company.

The characteristic combination considerations shall affect in the appropriate nominating process and appointment of an individual as a member of the Board of Directors or the Board of Directors

collectively. Diversity in the members of Board of Directors as specified in the Attachment of Financial Services Authority's Circulating Letter No. 32/SEOJK.04/2015 concerning Public Corporate Governance has been accommodated in the Company's Article of Association. The appointment of the Board of Directors is carried out by considering the integrity, dedication, understanding on a Company management issue related to one management function, possessing knowledge and/or skill in the fields needed by the Company and being able to provide sufficient time to carry out his tasks as well as other requirements in accordance to the applicable laws and regulations.

However, the diversity policy only regulates diversity in knowledge and/or skills in accordance with the task field of the Board of Directors. Bank Mandiri has not possessed diversity policy related to age and gender because the nomination is prioritized on the Company needs.



In 2020, the diversity of the composition of the Board of Directors reflected in education, work experience, age and gender, can be seen as in the table below:

Table of Diversity in Composition of Directors

Name	Position	Period	Age	Gender	Education	Work Experience	Expertise
Royke Tumilaar	President Director	January 1 – September 2020	56 years old	Male	<ul style="list-style-type: none"> Bachelor of Economics in Management. Master of Business Administration (MBA) in Finance. 	Have experience work, among others in the field banking, supervision company, insurance and securities.	Treasury & International Banking, Procurement, Special Asset Management, Commercial Banking, Corporate Banking
Darmawan Junaidi	Director of Treasury, International Banking, and Special Asset Management	January 1 – October 21, 2020	54 years old	Male	Bachelor of Law.	Have experience work, among others in the field banking, finance, and mining.	Digital banking, pengembangan User Experience, data analysis menggunakan big data, machine learning dan artificial intelligence.
	President Director	October 21 – December 31, 2020					
Sulaiman A. Arianto	Vice Director	January 1 – February 19, 2020	61 Tahun	Male	<ul style="list-style-type: none"> Bachelor in Animal Husbandry. Master of Business Administration (MBA) in Finance. 	Have experience work, among others in the field finance and banking.	Analisis Kredit, UMKM dan Korporasi serta <i>Special Asset Management</i>
Hery Gunardi	Director of Consumer and Retail Transaction	January 1 – February 19, 2020	61 years old	Male	<ul style="list-style-type: none"> Bachelor of Commerce Administration. Master of Business Administration (MBA) in Finance and Accounting. 	Have experience work, among others in the field banking, insurance, and securities.	Micro & Retail Banking, Consumer Banking, Micro & Business Banking, Distributions, Credit Risk Management, Special Asset Management, Branding & Strategic Marketing
	Vice Director	February 19 – October 21, 2020					
Alexandra Askandar	Director of Corporate Banking	January 1 – October 21, 2020	57 years old	Female	<ul style="list-style-type: none"> Bachelor in Economics. Master of Business Administration (MBA) in Finance. 	Have experience work, among others in the field banking, finance, and securities.	Corporate Banking, Special Assets Management, Structured Finance, Government & Institutional.
	Vice Director	October 21 – December 31, 2020					
Ahmad Siddik Badruddin	Director of Risk Management	January 1 – December 31, 2020	55 years old	Male	<ul style="list-style-type: none"> Bachelor of Chemical Engineering Master of Business Administration (MBA) in Management Information Systems. 	Have experience work, among others in the field banking, finance, and risk management.	Credit risk management, risk management strategies, risk analysis, management and collection strategies, fraud risk management, business and portfolio acquisition, and closing/sales, portfolio scorecard management, operational risk management, self-assessment processes for risk control, management of external collection agents, and various training programs related to risk management.
Rico Usthavia Frans	Director of Information Technology	January 1 – December 31, 2020	50 years old	Male	Bachelor of Electrical Engineering.	Have experience work, among others in the field banking, petroleum, and information technology.	Digital Banking & Technology, Transaction Banking/Payment System/Financial Technology, Information Technology, Data Analytics/Enterprise Data Management



Name	Position	Period	Age	Gender	Education	Work Experience	Expertise
Agus Dwi Handaya	Director of Compliance and HR	January 1– December 31, 2020	50 years old	Male	<ul style="list-style-type: none"> Bachelor in Economics/ Accounting. Master of Business Administration (MBA) in Strategy & Finance. 	Have experience work, among others in the field banking, resources human, and economy.	Human Capital, Finance, Strategy and Performance
Donsuwan Simatupang	Director of Institutional Relations	January 1 – October 21, 2020	59 years old	Male	<ul style="list-style-type: none"> Bachelor in Corporate Economics. The Master of Business Administration (MBA) in the field of Investment Banking. 	Have experience work, among others in the field banking, management risk, and economy.	Micro Banking, Small & Medium Enterprises Banking, Business Banking, Commercial Banking, Corporate Banking and Risk Management.
Panji Irawan	Director of Operation	January 1– October 21, 2020	55 years old	Male	Bachelor/Engineer in Agricultural & Resource Economics.	Have work experience, among others in the field banking, industry, securities, and finance.	Treasury & International Banking, Keuangan, Pasar Modal/Capital Market, Project Management, Corporate real Estate, Investor Relationship Management Distribution, Planning & Strategic Development, Public Speaking & Event Organization, Coaching & People Development, Underwriting, Competency Assessor/ Assessment.
	Director of Treasury and International Banking	October 21– December 31, 2020					
Riduan	Director of Commercial Banking	January 1 - December 31, 2020	50 years old	Male	<ul style="list-style-type: none"> Bachelor of Economic and Accounting. Master in Management 	Having working experience in audit, banking, insurance, and economic field	Accounting, Finance, Audit, Banking dan Risk Management.
Aquarius Rudianto	Director of Small Business and Network	January 1– October 21, 2020	53 years old	Male	Bachelor in Social Science and Political Science	Have work experience, among others in the field banking.	Corporate & Commercial Credit, Retail Credit Risk Management, Commercial Credit Risk Management, Commercial Banking, dan Commercial Sales.
	Director of Network and Retail Banking	October 21– December 31, 2020					
Toni Eko Boy Subari	Director of Operation	October 21– December 31, 2020	56 years old	Male	Bachelor in Agricultural Industrial Technology	Have work experience, among others in the field banking.	Credit Recovery, Corporate Banking, Business Banking, dan Special Asset Management.
Susana Indah Kris Indriati	Director of Corporate Banking	October 21– December 31, 2020	55 years old	Female	Bachelor in Management Economics	Have work experience, among others in the field banking.	Corporate Banking, Commercial Banking, Credit Analyst, Commodities Trading, dan Wholesale Risk.
Rohan Hafas	Director of Institutional Relations	October 21– December 31, 2020	59 years old	Male	Bachelor in Economics	Have work experience, among others in the field banking.	Brain Mapping, Manajemen Risiko, Marketing, Corporate Relation, dan Corporate Secretary.



Name	Position	Period	Age	Gender	Education	Work Experience	Expertise
Silvano W. Rumantir	Director of Finance and Strategies	January 1 – September 2, 2020	41 years old	Male	<ul style="list-style-type: none"> Bachelor of Arts Master of Finance 	Have work experience, among others in the field finance and banking.	Finance, Commercial Banking, and Risk Management.
Sigit Prastowo	Director of Finance and Strategies	October 21 – December 31, 2020	49 years old	Male	<ul style="list-style-type: none"> Bachelor degree in Geography/Regional Planning Master of Management 	Have work experience, among others in the field banking.	Treasury Dealer, Manajemen Risiko, Analisis Kredit, Penganggaran, dan Keuangan.

Internal Fraud

Internal Fraud is carried out by the Company's internal and internal collusion with external parties. Internal audit is carried out by Internal Audit.

Internal Fraud within 1 year	Total of fraud committed by					
	Member of the Board of Commissioner and Member of the Board of Directors		Permanent Employee		Non-Permanent Employees	
	Previous Year (2019)	Current Year (2020)	Previous Year (2019)	Current Year (2020)	Previous Year (2019)	Current Year (2020)
Total Fraud	-	-	40	13	4	2
Has Been Completed	-	-	40	13	4	2
In the Settlement Process in the Internal Bank	-	-	-	-	-	-
Settlement has not been attempted	-	-	-	-	-	-
Followed Through Legal Process	-	-	-	-	-	-

Management of Reports of State Officials Wealth (LHKPN)

Policy of State Officials Wealth Reports (LHKPN)

Bank Mandiri has a policy regarding the reporting implementation of State Officials Wealth Reports (LHKPN) based on Directors Decree No. KEP.DIR/147A/2017 dated June 21, 2017 concerning State Officials Wealth Reports (LHKPN) in the Environment of PT Bank Mandiri (Persero) Tbk. This policy regulates the Company's employees who are required to report their assets, delivery procedures, LHKPN administrator and work unit, as well as sanctions that can be imposed on employees who do not carry out their reporting obligations.

Mandatory Report of State Officials Wealth Reports (LHKPN)

Based on the LHKPN Policy above, Mandatory Report of LHKPN are Structural Officers within Bank Mandiri, namely:

1. Member of Commissioners Board
2. Members of Directors Board
3. Senior Executive Vice President
4. Executive Officers reported to Bank Indonesia, namely:
 - a. Regional CEO
 - b. Group Head and Group Head Level Officials
 - c. Branch Head whose office licenses from Bank Indonesia covering Branch Offices and Foreign Branch Offices
5. Employees placed as Directors/ Commissioners Board in Subsidiaries and Pension Funds



Manager of LHKPN

LHKPN reporting manager consists of LHKPN Management Coordinator and e-LHKPN Management Administrators with this following details:

1. LHKPN Management Coordinator is the Corporate Secretary and Group Head Human Capital Services with the following scopes of duties:
 - a. Coordinating with Corruption Eradication Commission (KPK) in monitoring, filling, and submitting LHKPN as well as socializing the obligations to the LHKPN.
 - b. Coordinating with the Ministry of State-Owned Enterprises and KPK regarding the management and administration of the LHKPN Compulsory Application.
2. e-LHKPN Management Administrators is a Corporate Secretary Group and Human Capital Services Group with the following scope of duties:
 - a. Managing and updating data required to report LHKPN within Bank Mandiri as well as updating the data of mandatory report LHKPN in Bank Mandiri office environment.
 - b. Managing and monitoring LHKPN reporting obligations within Bank Mandiri.

LHKPN Reporting In 2020

LHKPN reporting until the end of 2020, out of the mandatory reporting number of 326 (three hundred and twenty-six) people there were 324 (three hundred twenty-four) people or 99,39% who had fulfilled their reporting obligations. This number increased from the previous year, namely in 2019 with the fulfillment of obligations of 98.17%.

Implementation of Integrated Governance

In accordance with OJK Regulation No.18/POJK.03/2014 concerning the Implementation of Integrated Governance for the Financial Conglomerate, Bank Mandiri as the Main Entity in the financial

conglomerate with 11 (eleven) Subsidiaries, has compiled the Integrated Governance Guidelines (TKT) as a reference for Bank Mandiri and all Subsidiaries within the Bank Mandiri business group and improvements have been made to TKT Guidelines and submitted to all Subsidiaries. Bank Mandiri has also perfected the governance organs by establishing the TKT Committee, Integrated Compliance Unit, Integrated Risk Management Work Unit and Integrated Internal Audit Work Unit.

Integrated Governance Report

Self Assessment Report of Integrated Governance During 1 (One) Year of Book

Self-assessment of Bank Mandiri and Subsidiaries is carried out with reference to the Financial Services Authority Circular No. 15/SEOJK.03/2015 concerning the Implementation of Integrated Governance for Financial Conglomerates and refers to sectoral regulations of Subsidiaries.

The assessment is carried out on 3 (three) aspects of governance, namely structure, process and outcome (outcome) on the following 7 (seven) Assessment Factors for TKT Implementation:

1. Implementation of the duties and responsibilities of the Directors of the Main Entity.
2. Implementation of the duties and responsibilities of the Board of Commissioners of the Main Entity.
3. Duties and responsibilities of the TKT Committee.
4. Duties and responsibilities of the Integrated Compliance Work Unit.
5. Duties and responsibilities of the Integrated Internal Audit Work Unit.
6. Implementation of Integrated Risk Management.
7. Compilation and implementation of TKT Guidelines.

TKT assessment every semester involves all Directors and Board of Commissioners, Risk Management Unit, Internal Audit Unit, Compliance Unit and Corporate Secretary and all Subsidiaries.

The results of the TKT assessment in 2020 are as follows:

Semester I Assessment Year 2020

Rank	Rank Definition
1 (very good)	The Financial Conglomerate is considered to have implemented Integrated Governance that is generally very good. This is reflected in the very adequate fulfillment of the application of the TKT principles. If there are weaknesses in the implementation of Integrated Governance, in general those weaknesses are not significant and can be immediately corrected by the Main Entity and/or LJK.

The TKT implementation assessment is carried out by Bank Mandiri by involving all Subsidiaries. The Bank Mandiri conglomerate has implemented TKT which is generally very good, namely the fulfillment of the three aspects of TKT consisting of aspects of structure, process and results.

From the structural aspect, Bank Mandiri has made adjustments to the Integrated Governance Committee Membership Decree through the Decree of the Board of Directors Number KEP.DIR / 054/2020 dated July 20, 2020 and the Chair of the Integrated Governance Committee has been chaired by an Independent Commissioner.

From the process aspect, Bank Mandiri has held 2 (two) Meetings on June 11, 2020 and September 10, 2020. In addition, Bank Mandiri has made improvements to the Integrated Governance Guidelines which were approved by the Board of Commissioners on June 23, 2020.

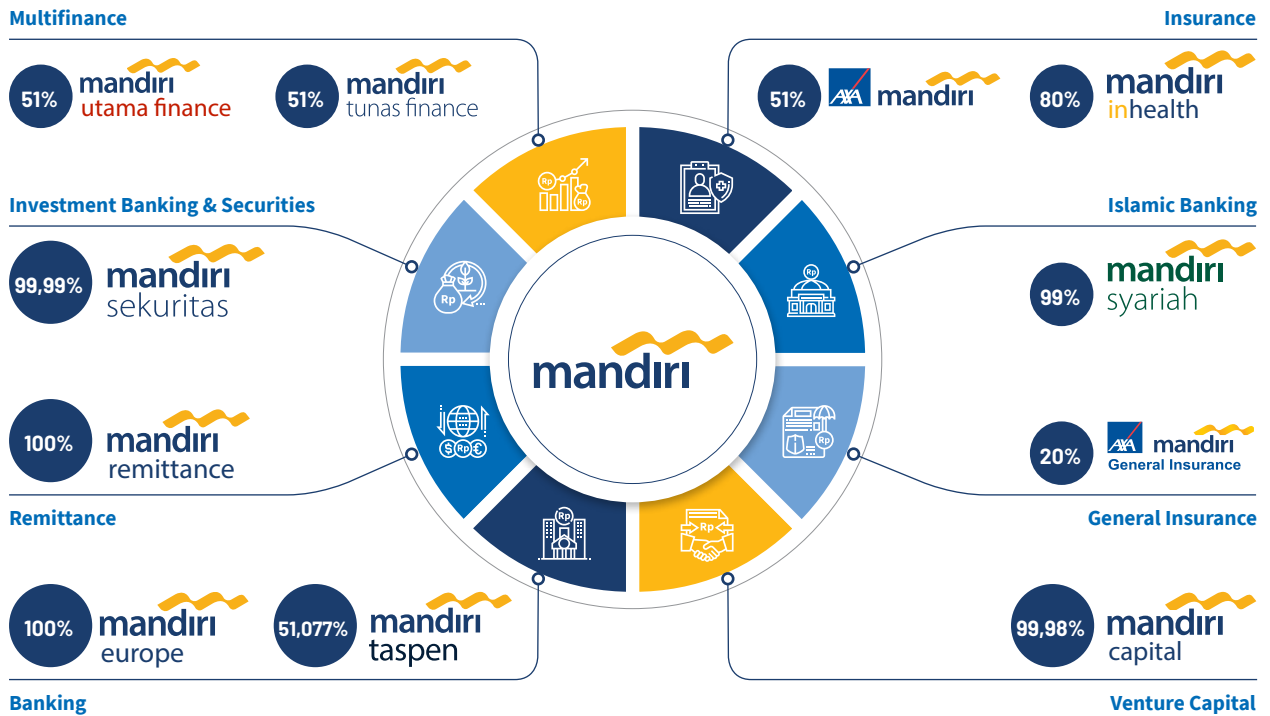


From the aspect of results, Mandiri Group has participated in the 2019 Corporate Governance Perception Index (CGPI) research and ranking program held in 2020 by an Independent Party. There were 7 (seven) Subsidiaries that participated in the CGPI assessment, 2 (two) of which, namely Bank Syariah Mandiri and Bank Mandiri Taspen were awarded with the title of the company "Very Trusted"

Assessment of Semester II of 2020 will be submitted to the Financial Services Authority.

Structure Of Financial Conglomeration

Financial conglomerate structure of Bank Mandiri consists of Bank Mandiri as the Main Entity, as well as 11 (eleven) Subsidiaries and 1 (one) Sub-subsidiary engaged in various sectors. Bank Mandiri’s financial conglomerate structure is as follows:



Structure of Financial Conglomerates

As of December 31, 2020, Bank Mandiri’s share ownership structure was as follows:

No.	Subsidiary Companies	Composition	Percentage
1.	Bank Syariah Mandiri	PT Bank Mandiri (Persero) Tbk.	99.99%
		PT Mandiri Sekuritas	0.01%
2.	Bank Mandiri Taspen*	PT Bank Mandiri (Persero) Tbk.	51.08%
		PT Taspen	48.42%
		Investor	0.51%
3.	Bank Mandiri Europe Limited	PT Bank Mandiri (Persero) Tbk.	100%
4.	Mandiri Sekuritas	PT Bank Mandiri (Persero) Tbk.	99.99%
		Koperasi Pegawai Bank Mandiri (Mandiri MCO)	0.01%
5.	Mandiri Capital Indonesia	PT Bank Mandiri (Persero) Tbk.	99.99%
		PT Mandiri Sekuritas	0.01%
6.	Mandiri Tunas Finance	PT Bank Mandiri (Persero) Tbk.	51%
		PT Tunas Ridean, Tbk.	49%
7.	Mandiri Utama Finance	PT Bank Mandiri (Persero) Tbk.	51%
		PT Tunas Ridean, Tbk.	12%



No.	Subsidiary Companies	Composition	Percentage
		PT ASCO Investindo	37%
8.	Mandiri International Remittance	PT Bank Mandiri (Persero) Tbk.	100%
9.	Mandiri AXA General Insurance	PT Bank Mandiri (Persero) Tbk.	20%
		AXA Asia	80%
10.	AXA Mandiri Financial Services	PT Bank Mandiri (Persero) Tbk.	51%
		National mutual International Pty. Ltd.	49%
11.	Asuransi Jiwa Inhealth Indonesia	PT Bank Mandiri (Persero) Tbk.	80%
		PT Kimia Farma (Persero) Tbk.	10%
		PT Asuransi Jasa Indonesia (Persero)	10%

- The additional capital deposit by PT Bank Mandiri Persero (Tbk) to Bank Mandiri Taspen had been made on December 29, 2020 worth IDR. 255,384,213,764. The additional capital deposit increased the ownership of PT Bank Mandiri (Persero) Tbk. which from the previous 51.077% to 51.098% which would be effective after receiving the deed of capital increase from the Ministry of Public Affairs

Committee Structure of Financial Conglomerates

Based on Decree of OJK No.18/POJK.03/2014 regarding Management Application of Financial Conglomerates, the committee structure of Bank Mandiri Financial Conglomerates can be explained in the following table:

Board of Commissioners and Directors of Bank Mandiri Financial Conglomerate

Board of Commissioners and Directors of Bank Mandiri have duties and responsibilities related to TKT namely:

Board of Commissioners:

1. Supervising the implementation of duties and responsibilities, and providing advice to Bank Mandiri Board of Directors as stipulated in the Articles of Association and applicable laws.
2. Supervising the implementation of TKT.

Board of Directors:

1. Having full responsibility for the implementation of Bank Mandiri management.
2. Managing Bank Mandiri in accordance with the authority and responsibility as stipulated in the Articles of Association and the applicable laws and regulations.
3. Ensuring the application of TKT in financial conglomerates.
4. Arranging and informing TKT Guidelines to all Subsidiaries.
5. Directing, monitoring and evaluating the implementation of TKT Guidelines.
6. Following up on the direction/advice of Bank Mandiri Board of Commissioners in order to improve the TKT Guidelines

Beside Bank Mandiri, the Management Structure in Mandiri Group consists of the Board of Commissioners, the Board of Directors and the Sharia Supervisory Board of Subsidiaries. All of those have the responsibility assigned in the TKT Guidelines as follows:

Board of Commissioners :

1. Supervising the implementation of governance, duties and responsibilities of the Board of Directors and following up on audit results from internal and external parties.
2. Establishing committees or appointing parties to carry out functions that support the duties and responsibilities of the Board of Commissioners at least audit committees/functions, and compliance monitoring committees/functions.
3. Organizing Board of Commissioners meetings which at least includes frequency, attendance and decision making procedures.
4. Compiling the Board of Commissioners' work rules.

Board of Directors :

1. Implementing the principles of corporate governance.
2. Preparing the Corporate Governance Guidelines.
3. Following up on audit results and recommendations from the Internal Audit Unit, external auditors, and the results of supervision from the authorities.
4. Organizing Board of Directors meetings.
5. Developing work rules that at least include the procedures for decision making and meeting documentation.



Sharia Supervisory Board:

1. The Sharia Supervisory Board must carry out its duties and responsibilities in accordance with the principles of Governance.
2. The Sharia Supervisory Board is responsible for providing advice to the Board of Directors and monitoring activities in accordance with Sharia Principles.
3. The implementation of the duties and responsibilities of the Sharia Supervisory Board is adjusted to the applicable laws and regulations in each Subsidiary.
4. Members of the Sharia Supervisory Board must provide sufficient time to carry out their duties and responsibilities optimally.
5. Arranging the work rules of the Sharia Supervisory Board.

Bank Syariah Mandiri

Name	Position
Mulya E. Siregar	President Commissioner
Masduki Baidlowi*	Commissioner
Suyanto	Independent Commissioner
Bangun Sarwito Kusmuljono	Independent Commissioner
M. Arief Rosyid Hasan	Independent Commissioner
Hery Gunardi*	President Director
Achmad Syafii	Director
Ade Cahyo Nugroho	Director
Anton Sukarna	Director
Kusman Yandi	Director
Tiwul Widyastuti	Director

* Effective since obtaining approval from FSA for feasibility and proper test (fit and proper test)

Bank Syariah Taspen

Name	Position
Abdul Rachman	President Commissioner
Andi Rivai*	Independent Commissioner
Zudan Arief Fakrulloh	Independent Commissioner
Iqbal Latanro	Commissioner
Adi Soesetyantoro	Independent Commissioner
Josephus Koernianto Triprakoso**	President Director
Agus Sanjaya	Director
Paulus Endra Suyatna	Director
Iwan Soeroto	Director
Atta Alva Wanggai	Director

* Effective since obtaining approval from FSA for feasibility and proper test (fit and proper test)

** Replacement Candidates were in the process of required approval/ currently serving as SEVP at Bank Mandiri Taspen

Bank Mandiri Europe Limited

Name	Position
Mahendra Siregar	Independent Non Executive Director (INED) & Chairman
Geoffrey McDonald	Independent Non Executive Director
Elisabeth R. T. Siahaan	Non Executive Director
I Nyoman Gede Suarja	Executive Director & Chief Executive

Mandiri Sekuritas

Name	Position
Mirza Adityaswara	President Commissioner/ Independent Commissioner
Farida Thamrin	Commissioner
Endra Gunawan	Commissioner
Dannif Utojo Danusaputro	President Director
Heru Handayanto	Director
Harold Tjiptadjadja	Director
Silva Halim	Director
Theodora Vinca Natalie Manik	Director

Mandiri Capital Indonesia

Name	Position
Hussein Paolo Kartadjoemena*	President Commissioner
Daniel Setiawan Subianto	Commissioner
Alamanda Shantika	Independent Commissioner
Mardianto Eddiwan Danusaputro	President Director
Hira Laksamana	Director

* Mr. Paolo Kartadjoemena had submitted his Resignation Letter on October 7, 2020. Replacement candidates were still in the process of KBUMN approval through letter No. KOM/135/2020 dated December 4 2020. The GMS for the change would be held after the Replacement Candidate received approval from KBUMN.

Mandiri Tunas Finance

Name	Position
Rico Adisurja Setiawan	President Commissioner
Ravik Karsidi	Independent Commissioner
Anton Zulkarnain	Commissioner
Pinohadi Gautama Sumardi	President Director
Harjanto Tjitohardjojo	Director
Armendra	Director



Mandiri Utama Finance

Name	Position
Ignatius Susatyo Wijoyo	President Commissioner
Mansyur S. Nasution	Independent Commissioner
Erida	Commissioner
Stanley Setia Atmadja	President Director
Rita Mustika	Director
Yusuf Budi Baik	Director

Mandiri International Remittance

Name	Position
Bayu Trisno Arief Setiawan	Non Executive Director
Ismail Marzuki	Non Executive Director
Lugiyem	President Director
Mohd. Fodli	Director

Mandiri AXA General Insurance

Name	Position
Julien Steimer	President Commissioner
Totok Priambodo	Commissioner
Frans Wiyono	Independent Commissioner
Indra Noor	Independent Commissioner
Enny Halim	President Director
Laurent Marie Gerard Bourson	Director
Benedictus M. Waworuntu	Director
Eddy Alfian	Director
Edwin Sugianto	Director

AXA Mandiri Financial Services

Name	Position
Agus Haryoto Widodo	President Commissioner
Julien Steimer	Commissioner
Akhmad Syakhroza	Independent Commissioner
Agus Retmono*	Independent Commissioner
Handojo Gunawan Kusuma	President Director
Cecil Mundisugih	Director
Rudy Kamdani	Director
Henky Oktavianus	Director
Rudi Nugraha	Director

* Effective since obtaining approval from FSA for feasibility and proper test (fit and proper test)

Asuransi Jiwa Inhealth Indonesia

Name	Position
Yusak Labanta Sudena Silalahi	President Commissioner
Ali Ghuftron Mukti	Independent Commissioner
Bambang Wibowo	Independent Commissioner
Ade Irfan Pulungan	Independent Commissioner
Hernando	Commissioner
Budi Tua Arifin Tampubolon	President Director
Bugi Riagandhy	Director
Oni Jauhari	Director
Rahmat Syukri	Director
Retno Dyah Pudjiasti	Director

Mandiri Manajemen Investasi

Name	Position
Elina Wirjakusuma	President Commissioner
Teuku Ali Usman	Commissioner
Tang Margeret Mutiara	Independent Commissioner
Nurdiaz Alvin Pattisahusiwa	President Director
Endang Astharanti	Director
Arief Budiman	Director

Integrated Governance Committee

Bank Mandiri has established a TKT Committee consisting of Bank Mandiri Independent Commissioners and Independent Subsidiary Commissioners for each industry. The TKT Committee has the fewest duties and responsibilities:

- Evaluating internal implementation and the compliance function implementation in an integrated manner. In conducting evaluations, the TKT Committee obtains information in the form of an evaluation of the implementation of internal audits and the compliance function of each of the Subsidiaries from the members of the Board of Commissioners of each Subsidiary Company, who become the members of the TKT Committee.
- Providing recommendations to Bank Mandiri Board of Commissioners, regarding:
 - Results of evaluation of TKT implementation;
 - Completion of TKT Guidelines.

Integrated Compliance Work Unit

In line with the implementation of POJK No. 18/POJK.03/2014, Bank Mandiri has established a Compliance Group as COMPLIANCE WORK UNIT which oversees the implementation of the compliance function at Mandiri Group. The duties and responsibilities of COMPLIANCE WORK UNIT are as follows:

- Monitoring and evaluating the implementation of the compliance function in all Subsidiaries.
- Preparing a report on the implementation of integrated compliance with the Director Subordinating the Compliance Function and the annual report of Integrated Governance.



3. Organizing forums with subsidiaries regarding the implementation of the integrated compliance function.

During 2020, SKKT Bank Mandiri has carried out several initiatives in the context of TKT implementation, as follows:

1. Alignment of compliance policies and compliance risk management mechanisms.
2. Submitting letters to all Subsidiary Companies to prepare a Quarterly Integrated Compliance Implementation Report (LPKT).
3. On a quarterly basis, receiving and reviewing the Integrated Compliance Function Implementation Report (LPKT).
4. Reviewing and evaluating the Compliance Function Implementation Report of Subsidiary Companies including the Subsidiary's Compliance Risk Profile Report through the Integrated Risk Management Forum (IRMF)
5. On a quarterly basis, compiling an integrated compliance implementation report.
6. Discussion forums with Subsidiaries to discuss assessment of compliance risk profiles (forward looking) and mitigation of compliance issues that occur in Subsidiaries.
7. Inclusion of a compliance function management reporting framework in subsidiaries in Bank Mandiri's internal regulations to strengthen the synergy of integrated compliance function management.
8. Submitting the resume of new regulations to the Subsidiary and monitoring the fulfillment of obligations in the new regulations which have significant impact and have major sanctions.

Integrated Audit Work Unit

The Main Entity designed Internal Audit as an SKAIT that became independent from the operational work unit. SKAIT, in this case Internal Audit, also collaborated with the 1st and 2nd lines of Bank Mandiri and the Internal Audit of Subsidiaries to ensure that the implementation of the internal control function run effectively in the Mandiri Group.

SKAIT had the duties and responsibilities set out in the TKT Guidelines as follows:

1. Conducting an audit of the Subsidiary either individually, jointly or based on reports from the Subsidiary's SKAI.
2. Monitoring the implementation of Internal audits at each Subsidiary Company by conducting:
 - a. Evaluation of the Subsidiary's SKAI audit plan in order to align the integrated audit plan.
 - b. Evaluation of the results of internal and external audits of Subsidiaries and their follow-ups in order to prepare an integrated internal audit report.

During 2020, SKAIT Bank Mandiri ensured the implementation of internal control functions in Subsidiaries:

1. Conducting an audit of 10 (ten) Subsidiaries.
2. Evaluating and aligning the audit plan with the Subsidiary Companies before preparing the Annual Audit Plan (AAP) of Bank Mandiri and Subsidiaries.

3. Reviewing the Subsidiary's SKAI Audit Report and its follow-ups on a quarterly basis.
4. Preparing the Integrated Internal Audit Function Implementation Report.

In addition, Bank Mandiri SKAIT also did several things in order to improve the functions of the Integrated SKAI, namely as follows:

1. Placement of the Head of SKAIT in most of the Subsidiaries by taking into account SKAIT recommendations.
2. Organizing Subsidiary Audit Committee Meetings which may invite SKAIT.
3. Organizing the SKAI Mandiri Group forum periodically.

Integrated Risk Management Work Unit

Bank Mandiri sets the LoanPortfolio Risk Group as SKMRT, which is independent of other operational work units and has adequate policies, procedures and risk limits. SKMRT has the duties and responsibilities contained in the TKT Guidelines, including the following:

1. Providing input to the Board of Directors in the preparation of integrated risk management policies.
2. Monitoring the implementation of integrated risk management policies including developing procedures and tools for risk identification, measurement, monitoring and control.
3. Monitoring risks in financial conglomerates based on the results of the assessment:
 - a. Risk profile of each Subsidiary in the Financial Conglomerates;
 - b. Integrated risk level of each risk;
 - c. Integrated risk profile.
4. Managing stress testing.
5. Carrying out periodic reviews to ensure:
 - a. The accuracy of the risk assessment methodology;
 - b. Adequacy of implementation of management information systems;
 - c. Integrated accuracy of policies, procedures and risk limits.
6. Reviewing strategic proposed new business lines that can be significantly influential on the risk exposure of financial conglomerates.
7. Providing information to the integrated risk management committee on matters that need to be followed up regarding the results of the evaluation on the implementation of integrated risk management.
8. Providing input to the integrated risk management committee, in order to organizing and improving integrated risk management policies.
9. Arranging and submitting an integrated risk profile report periodically to the Directors in charge of the integrated risk management function and to the integrated risk management committee.

During 2020, SKMRT has carried out several initiatives in the context of implementing integrated risk management, namely as follows:

1. Organizing Committee meetings and discussion forums on a regular basis as a form of active management supervision,



including the implementation of the Integrated Risk Committee (IRC) to discuss the risk profile and soundness level of the Bank as an independent group, with the main discussion covering current issues, forward looking and risk mitigation.

2. Monitoring the risk profile and health level of Subsidiaries regularly through the Integrated Risk Management Forum (IRMF) and submitting the Subsidiaries Risk Profile Highlight Report to Management.
3. Improving risk management processes in Subsidiaries, such as assistance in implementing operational risk management frameworks, as well as assistance in preparing stress tests and recovery plans for each Subsidiary.
4. Developing an Integrated Risk Management Information System, namely the Risk Assessment Consolidation Generator (RACER) System.

Intragrup Transaction Policy

The development of Bank Mandiri and its subsidiaries aggressively in various business segments, making Banks and its Subsidiaries synergize and collaborate in one business ecosystem. This raises the exposure of intragroup transactions within the Mandiri Group. The Bank always keeps the Intragroup Transactions in accordance with external and internal rules both in terms of exposure and process.

All intragroup transaction processes and cooperation established within the Mandiri Group are carried out in accordance with applicable internal regulations, including the Risk Management Policy (KMNR), Standard Procedure for Implementing Risk Based Bank Ratings (RBBR), Technical Instructions for Operations for Risk-Based Bank Rating Assessments (RBBR) and always guided by the Mandiri Subsidiary Management Principles Guideline, which is a guide for the Mandiri Group in building a business collaboration ecosystem. The policy regarding intragroup transaction risk at Bank Mandiri refers to the Financial Services Authority Regulation No.17/POJK.03/2014 dated November 18, 2014 concerning the Implementation of Integrated Risk Management for Financial Conglomerates and Circular of Financial Services Authority No.14/SEOJK.03/2015 dated May 25, 2015 concerning the Implementation of Integrated Risk Management for Financial Conglomerates.

The Bank constantly monitors business performance and risks arising from the business synergy of the Bank and Subsidiaries. In this case, the Bank always ensures that Intragroup Transactions within the Mandiri Group are always in accordance with the rules and limits set by the Regulator.

Mandiri Subsidiaries Management Principle Guideline (MSMPG)

Mandiri Subsidiaries Management Principles Guideline (MSMPG) is a guideline for Bank Mandiri and Subsidiaries in building an ecosystem of business collaboration through a culture of performance. It aims to create additional value for Bank Mandiri and its subsidiaries on an ongoing basis, by adhering to the principles of GCG and the Articles of Association of each of the Subsidiaries.

The principles of managing Bank Mandiri subsidiaries are in accordance with the provisions of MSMPG covering Integrated Governance activities, Financial Reports, Anti Money Laundering, and Prevention of Terrorism Funding (APU-PPT), Human Resources, Procurement, Synergy of Subsidiary Business, Strategy & Performance, Corporate Culture Values, Information Technology Cooperation, Data Management, Corporate Sustainability Principles, Controllers of Gratification and Investment Management.

MSMPG is implemented by referring to the basic principles of managing Subsidiaries as follows:

1. Subsidiaries are separated entities from Bank Mandiri.
2. Management of subsidiaries is carried out professionally and does not intervene in the operational activities of subsidiaries.
3. Management of Subsidiary Companies is carried out without disregarding the duties and responsibilities of the Board of Directors and Board of Commissioners of the Subsidiaries in accordance with the Articles of Association.
4. The management of Subsidiary Companies is aimed at optimizing sustainable profits, reducing risks, fulfilling regulatory requirements, and good governance.



Buyback Share and Buyback Bond

During 2020, there was 1 (one) buyback or buyback activity, namely share buybacks carried out from March 20, 2020 to June 19, 2020. The buyback activity was motivated by a decrease in the JCI by 18.46% due to, among others, pressure global, regional and national economies as a result of the COVID-19 outbreak and the decline in world oil prices. In fact, in the period 9 March 2020 to 16 March 2020, there was a decrease in the JCI by 8.46% and a decrease in the company's shares by 9.89%.

In order to provide an economic stimulus and reduce the impact that fluctuates significantly, there are provisions issued by regulators, namely FSA Regulation No. 2/POJK.04/2013 concerning Buyback of Shares Issued by Issuers or Public Companies in Market Conditions that Fluctuate Significantly jo. FSA Circular Letter No. 3/SEOJK.04/2020 regarding Other Conditions as Market Conditions that Fluctuate Significantly in the Implementation of Shares Buybacks Issued by Issuers or Public Companies, which aims to facilitate the Issuer or Public Company, in this case Bank Mandiri, to take corporate action buy back shares without violating the applicable laws and regulations. Following up on this matter, Bank Mandiri plans to buy

back the Company's shares that have been issued and listed on the IDX with a maximum amount of IDR2,000,000,000,000 (two trillion rupiah). In accordance with SEOJK No. 3/SEOJK.04/2020, the number of shares to be repurchased will not exceed 20% (twenty percent) of the paid-up capital and the minimum number of shares outstanding is 7.5% (seven point five percent) of the paid-up capital of the Company. Assuming the Company uses internal cash for the share buyback, the Assets and Equity will decrease by Rp. 2,000,000,000,000, however, the impact on the Company's operating costs is immaterial, so that the Profit and Loss was estimated to be in line with the Company's target.

On June 19, 2020, the Company completed the end of the share buyback period with the number of shares after the corporate action of 35,400,000 shares or a value of IDR150,895,274,000 (one hundred fifty billion eight hundred ninety five million two hundred and seven four thousand rupiah).

In addition, there were no bond buybacks during 2020.

Provision of Related Party Funds

With reference to the internal policies of Bank Mandiri regarding lending, the provision of funds to related parties (individuals or groups, including executive officers, Board of Directors and Commissioners of the Bank) had been fairly exercised on reasonable terms with the approval of the Board of Commissioners.

The provision of funds to related parties shall not be contrary to the general procedure of granting the provision of funds in force and shall continue to provide reasonable benefits to the Company as well as the provision shall be subject to the approval of the Board of Commissioners. As one form of supervisory function implementation by the Board of Commissioners in the field of credit, lending over Rp3 trillion individually should be reported quarterly to the Board of Commissioners. Reported loans were credits that had been terminated within 3 (three) months of the reporting period.

Table Number of Provision of Funds for Parties Regarding Position in December 2020

No.	Provision of Funds	Amount	
		Debtor (person)	Nominal (billion IDR)
1.	To Related Parties	451	8,166
2.	To Core Debtors		
	a. Individu	-	-
	b. Group	25	237,749
	Total Core Debtor	25	237,749

Related Information of the Provision of Related Party Funds is in the Management Analysis and Discussion section of this Annual Report.



Bank Strategic Plan

The Bank's Strategic Plan, both long and medium term, has been explained in the section on Bank Mandiri Strategy in 2020 Chapter Management Discussion and Analysis in this Annual Report

Transactions Containing Conflict of Interest

Throughout 2020, there were no transactions that contained a conflict of interest as stated in OJK Regulation No. 42 / POJK.04 / 2020 concerning Affiliated Transactions and Conflict of Interest Transactions, OJK Regulation No. 55 / POJK.03 / 2016 concerning Implementation of Governance for Commercial Banks, and FSA Circular No. 13 / SEOJK.03 / 2017 concerning Implementation of Governance for Commercial Banks.

Names and Position of Parties having Conflict of Interest	Name and Position of Decision Maker	Transaction Type	Transaction Value (millions of Rupiah)	Information
Nil	Nil	Nil	Nil	Nil

Prevention of Insider Trading

Internal provisions related to Insider Trading actions are implemented by Bank Mandiri contained in the Bank Mandiri Policy Architecture and Standard Corporate Secretary Guidelines. As for the Bank Architecture Policy, Bank Mandiri has stipulated that "all Bank Offices are only permitted to conduct securities transactions, foreign exchange trading, precious metals, derivative transactions and other goods for their own interests if there is no conflict of interest, violation of Insider Trading regulations from the Capital Market Authority and other regulations.

In the Standard Corporate Secretary Guidelines, the provisions governing Insider Trading actions are regulated in Chapter III number 5 letter d, covering:

1. Insiders who have insider information, such as information in the form of information about the Bank's financial situation, Bank activity plans and/or other unpublished material information which should be expected to influence the decisions of investors or shareholders, are prohibited from buying and/or selling Bank shares.

2. In-person who has insider information is prohibited from influencing any party including the Insider's family to make a purchase or sale of shares.
3. Insiders other than the Board of Directors and Board of Commissioners who commit violations as stipulated above and proven to conduct transactions and/or provide insider information will be the subject to disciplinary sanctions as stipulated in the Human Resources Guidelines Standard.
4. The Board of Directors and the Board of Commissioners and parties due to their position, profession/relationship with the Bank that carries out insider trading liability in accordance with applicable regulations.
5. Annual Disclosure/Annual Statement includes a ban on insider trading. The obligation to give an annual statement to the Bank's ranks is regulated in the code of conduct and/or Human Resources Guidelines Standard..

During 2020, there will be no insider trading on Bank Mandiri.



Transparency of Financial and Non Financial Conditions

Bank Mandiri fulfills the obligation of transparency and publication of financial and non-financial conditions in accordance with applicable regulations, through the delivery and publication of information through the print media and the Company's website as follows:

1. Monthly Financial Reports to regulators, which are also published through the BI and Bank Mandiri websites.
2. Quarterly Financial Reports to regulators, which were also published through the FSA reporting system, the Bank Mandiri website, and newspapers or other electronic media.
3. Annual Financial Reports to regulators, which were also published through the FSA reporting system, the Bank Mandiri website, and the reporting system for issuers or public companies.
4. The Bank Mandiri Annual Report is prepared and presented in accordance with the provisions and submitted to regulators, rating agencies, banking development institutions, research institutions/institutions and financial magazines and published through the Company's website.
5. Information on Corporate Governance, which includes the Annual Report of Corporate Governance, Visions, Missions, Corporate Values, Compositions and Profiles of the Board of Commissioners and Directors, as well as internal provisions related to governance ranging from the Articles of Association to the Charter of Committees published through Bank Mandiri website.
6. Information on Company Products and Services including office network is published through the Annual Report and Bank Mandiri website, so customers, investors and the wider community can easily access information on Bank Mandiri products and services.
7. Information on the Procedure for Submitting Complaints, Information Security and Tips for Customers in using banking services published through Bank Mandiri website for the implementation of consumer protection provisions.
8. Other information that aims to support information disclosure, financial education and services to the public.





Application of Open Corporate Governance Guidelines

FSA Circular No. 32/SEOJK.04/2015 concerning Governance Guidelines covers 5 (five) aspects, 8 (eight) principles and 25 (twenty-five) recommendations on the application of aspects and principles of good corporate governance. Recommendations on the application of aspects and principles of good corporate governance in the Governance Guidelines are standard implementation of aspects and principles of good corporate governance that must be applied by the Company to implement the principles of good corporate governance. As for the description of its application, it can be conveyed as follows.

No	Aspect; Principle; Recommendation	Comply or Explain
A. Aspect 1: Public Company Relationship with Shareholders in Ensuring Shareholders' Rights.		
A.1.	Principle 1: Increase the Value of the General Meeting of Shareholders (GMS).	
A.1.1.	<p>Recommendation 1: Public companies have technical methods or procedures for voting, both openly and privately, that prioritize independence and the interests of shareholders.</p> <p>Explanation: Every share with voting rights issued has one vote (one share one vote). Shareholders can exercise their voting rights when making decisions, especially in making decisions by means of voting. However, the mechanism for decision making by means of voting, both openly and privately, has not been regulated in detail.</p> <p>It is recommended that Public Companies have a voting procedure in making decisions on an agenda of the GMS. The voting procedure must maintain the independence or freedom of shareholders. For example, open voting is carried out by raising one's hand in accordance with the optional instructions offered by the GMS leadership. Meanwhile, closed voting is carried out on decisions that require confidentiality or at the request of shareholders, by using a ballot card or by using electronic voting.</p>	<p>In the Annual General Meeting of Shareholders (GMS) as well as the Extraordinary GMS, Bank Mandiri had carried out a voting process both openly and privately as stipulated in the GMS Rules of Procedure.</p> <p>At the 2018 Annual General Meeting of Shareholders, a closed voting mechanism was carried out with officers approaching all shareholders who then put their ballot cards into the box provided by the officer.</p> <p>The Company has made GMS Rules which could be uploaded on the Company's website and distributed to Shareholders at the time of the GMS.</p> <p>Description : Comply</p>
A.1.2.	<p>Recommendation 2: All members of the Board of Directors and Board of Commissioners of a Public Company attend the Annual GMS.</p> <p>Explanation: The presence of all members of the Board of Directors and Board of Commissioners of a Public Company is intended so that each member of the Board of Directors and members of the Board of Commissioners can pay attention, explain, and directly answer problems that occur or questions raised by shareholders regarding the agenda of the GMS.</p>	<p>In the 2018 Annual GMS, all members of the Board of Directors and the Board of Commissioners attended.</p> <p>Description: Comply</p>
A.1.3.	<p>Recommendation 3: A summary of the minutes of the GMS was available on the Public Company Website for at least 1 (one) year.</p> <p>Explanation: Based on the provisions in Article 34 paragraph (2) of the Financial Services Authority Regulation Number 32/POJK.04/2014 concerning the Planning and Implementation of the General Meeting of Shareholders of Public Companies, the Public Company was required to prepare a summary of the GMS minutes in Indonesian and foreign languages (at least in English), and announced 2 (two) working days after the GMS was held to the public, one of which was through the Public Company Website. The availability of summary minutes of the GMS on the Public Company Website provided an opportunity for absent shareholders to obtain important information in organizing a GMS easily and quickly. Therefore, the provisions regarding the minimum period of availability of summary minutes of the GMS on the Website were intended to provide sufficient time for shareholders to obtain such information.</p>	<p>Summary of the Minutes of the Annual GMS and Extraordinary GMS during 2020, both in Indonesian and English, had been announced 2 (two) working days after the implementation of the GMS had been uploaded on the Bank Mandiri Website, IDX Electronic Reporting System, FSA and KSEI eASY. On the Bank Mandiri website, information related to the implementation of the GMS had been presented, including the Summary of the Minutes of the GMS for the last 5 (five) years.</p> <p>In addition, Bank Mandiri had prepared GMS Highlights in both Indonesian and English which were uploaded 1 (one) working day after the implementation of the GMS on the Bank Mandiri website.</p> <p>Description : Comply</p>



No	Aspect; Principle; Recommendation	Comply or Explain
A.2.	Principle 2: Improve the Quality of Public Company Communication with Shareholders or Investors.	
A.2.1.	<p>Recommendation 4: Public Company has a communication policy with shareholders or investors.</p> <p>Explanation: The existence of communication between the Public Company and shareholders or investors is intended so that shareholders or investors have a clearer understanding of the information that has been published to the public, such as periodic reports, disclosure of information, business conditions or prospects and performance, as well as the implementation of corporate governance. Open. In addition, shareholders or investors can also submit input and opinions to the management of the Public Company.</p> <p>The communication policy with shareholders or investors shows the commitment of the Public Company in carrying out communication with shareholders or investors. The policy may include strategies, programs, and timing of communications, as well as guidelines that support shareholders or investors to participate in these communications.</p>	<p>Bank Mandiri has a communication policy with shareholders or investors as stipulated in the Corporate Secretary Guidelines Standard (SPCS) Chapter III.A.I. Information Disclosure.</p> <p>Information disclosure to stakeholders has been prepared with reference to Capital Market regulations and other relevant laws and regulations, which can be briefly grouped into:</p> <ol style="list-style-type: none"> Periodic and incidental reporting to related institutions (Financial Services Authority, Bank Indonesia, LPS, Ministry of Law and Human Rights, Indonesia Stock Exchange) and reporting through the Electronic Reporting System. General Meeting of Shareholders (GMS) Implemented in accordance with statutory provisions and Bank Mandiri's Articles of Association, which consists of the annual GMS and other GMS (Extraordinary GMS) Organizing other activities related to corporate actions and/or information disclosure, which include: <ul style="list-style-type: none"> - Public Expose (quarterly) - Analyst Meeting (quarterly) <p>The quarterly Public Expose and Analyst Meetings are intended, among others, to convey information to the public and investors regarding conditions, business prospects, performance and implementation of corporate governance. In addition, Bank Mandiri has also formed a special work unit tasked with maintaining and managing good relations with investors and serving as an information center on Bank Mandiri's performance for investors.</p> <p>Description: Comply</p>
A.2.2.	<p>Recommendation 5: Public Company discloses communication policies of Public Company with shareholders or investors on the Website.</p> <p>Explanation: Disclosure of the communication policy is a form of transparency on the commitment of the Public Company in providing equality to all shareholders or investors in the implementation of communications. The disclosure of information also aims to increase the participation and role of shareholders or investors in implementing the communication program for Public Companies.</p>	<p>The Company has a communication policy for the Public Company with shareholders or investors as outlined in the Corporate Secretary Guidelines Standard (SPCS) Chapter III.A.I. Information Disclosure. These policies have been disclosed on the Website. In addition, Bank Mandiri always manages information on the Website so that shareholders or investors of the Company can immediately obtain the latest information related to Bank Mandiri, both regarding Products/ Services, Performance, Management and Activities.</p> <p>Description: Comply</p>
B. Aspect 2: Functions and Roles of the Board of Commissioners		
B.1.	Principle 3: Strengthen the Membership and Composition of the Board of Commissioners.	
B.1.1.	<p>Recommendation 6: Determination of the number of members of the Board of Commissioners considered the conditions of the Public Company.</p> <p>Explanation: The number of members of the Board of Commissioners could affect the effectiveness of the implementation of the duties of the Board of Commissioners. Determination of the number of members of the Board of Commissioners of a Public Company had refer to the provisions of the applicable laws and regulations, which consisted of at least 2 people based on the provisions of the Financial Services Authority Regulation Number 33/POJK.04/2014 concerning the Directors and Board of Commissioners of Issuers or Public Companies. In addition, it was also necessary to consider the conditions of the Public Company, which included among others the characteristics, capacity and size, as well as the achievement of objectives and the fulfillment of different business needs among Public Companies. However, the number of members of the Board of Commissioners that was too large had the potential to interfere with the effectiveness of the implementation of the functions of the Board of Commissioners.</p>	<p>Bank Mandiri had complied with the provisions of Article 20 POJK No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, that were the number of members of the Board of Commissioners was more than 2 (two) people. There were 10 (ten) members of the Board of Commissioners of Bank Mandiri, consisting of 5 (five) Independent Commissioners and 5 (five) non-Independent Commissioners.</p> <p>Description : Comply</p>



No	Aspect; Principle; Recommendation	Comply or Explain
B.1.2.	<p>Recommendation 7: Determine the composition of the members of the Board of Commissioners taking into account the diversity of expertise, knowledge and experience required.</p>	<p>The requirements for proposing Candidates for the Board of Commissioners have been carried out by taking into account the needs and business complexity of Bank Mandiri, namely by taking into account the elements of diversity of expertise, educational background, experience and gender.</p>
	<p>Explanation: The composition of the Board of Commissioners is a combination of characteristics both in terms of the organs of the Board of Commissioners and individual members of the Board of Commissioners, according to the needs of the Public Company. These characteristics can be reflected in the determination of the expertise, knowledge and experience required in the implementation of supervisory duties and providing advice by the Board of Commissioners of a Public Company. The composition that has taken into account the needs of the Public Company is a positive thing, especially in relation to decision making in the context of implementing the supervisory function which is carried out by considering a wider variety of aspects.</p>	<p>Description: Comply</p>
B.2.	<p>Principle 4: Improving the Quality of Implementation of Duties and Responsibilities of the Board of Commissioners.</p>	
B.2.1.	<p>Recommendation 8: The Board of Commissioners has a self-assessment policy to assess the performance of the Board of Commissioners.</p>	<p>The Board of Commissioners has a self-assessment policy which is regulated in the BOC Charter. Performance appraisal of the Board of Commissioners is carried out by each member of the Board of Commissioners through a self-assessment mechanism based on assessment criteria related to the implementation of the duties and responsibilities of the Board of Commissioners which include aspects of structure, direction and supervision.</p>
	<p>Explanation: The Board of Commissioners' self-assessment policy is a guideline used as a form of accountability for collegially assessing the performance of the Board of Commissioners. Self-assessment or self-assessment is carried out by each member to assess the performance of the Board of Commissioners collegially, and not to assess the individual performance of each member of the Board of Commissioners. With this self-assessment, it is hoped that each member of the Board of Commissioners can contribute to improving the performance of the Board of Commissioners on an ongoing basis.</p> <p>This policy may include the assessment activities carried out and their aims and objectives, periodic implementation time, and the benchmarks or assessment criteria used in accordance with the recommendations given by the nomination and remuneration function of the Public Company, where these functions are mandatory in the Regulations of the Authority. Financial Services Number 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies.</p>	<p>Description: Comply</p>
B.2.2.	<p>Recommendation 9: Self-assessment policy to assess the performance of the Board of Commissioners, disclosed in the Annual Report of the Public Company.</p>	<p>The self-assessment policy to assess the performance of the Board of Commissioners has been disclosed in this Annual Report.</p>
	<p>Explanation: Disclosure of the self-assessment policy on the performance of the Board of Commissioners is carried out not only to fulfill the transparency aspect as a form of accountability for the implementation of its duties, but also to provide assurance, especially to shareholders or investors, on the efforts that need to be made to improve the performance of the Board of Commissioners. With this disclosure, shareholders or investors know the check and balance mechanism on the performance of the Board of Commissioners.</p>	<p>Description: Comply</p>



No	Aspect; Principle; Recommendation	Comply or Explain
B.2.3.	<p>Recommendation 10: The Board of Commissioners has a policy regarding the resignation of a member of the Board of Commissioners if involved in a financial crime.</p> <p>Explanation: The resignation policy of a member of the Board of Commissioners who is involved in a financial crime is a policy that can increase the trust of stakeholders in the Public Company, so that the integrity of the company will be maintained. This policy is needed to assist the smooth running of the legal process and so that the legal process does not interfere with business activities. In addition, in terms of morality, this policy builds an ethical culture within the Public Company. This policy can be included in the Guidelines or Code of Ethics that apply to the Board of Commissioners.</p> <p>Furthermore, what is meant by being involved in a financial crime is the status of being convicted of a member of the Board of Commissioners from an authorized party. Financial crimes referred to include manipulation and various forms of embezzlement in financial service activities as well as the Criminal Act of Money Laundering as referred to in Law Number 8 of 2010 concerning Prevention and Eradication of Money Laundering.</p>	<p>Bank Mandiri has a policy regarding the resignation of a member of the Board of Commissioners if they are involved in a financial crime as stated in the Articles of Association of Bank Mandiri, namely that the term of office of the Board of Commissioners ends, one of which is due to violation of laws and regulations and when resigning.</p> <p>Based on Article 14 paragraph (26) letter f of Bank Mandiri's Articles of Association, the term of office of a member of the Board of Commissioners ends if he no longer meets the requirements as a member of the Board of Commissioners based on the Articles of Association and other laws and regulations. In the event that a member of the Board of Commissioners resigns, including if he is involved in a financial crime, then the member of the Board of Commissioners concerned must notify Bank Mandiri in writing of his intentions and Bank Mandiri must hold a GMS to decide on the request for resignation of the member of the Board of Commissioners at the latest. 90 (ninety) days after receipt of the resignation letter.</p> <p>Description: Comply</p>
B.2.4.	<p>Recommendation 11: The Board of Commissioners or the Committee that carries out the Nomination and Remuneration function formulates a succession policy in the Nomination process for members of the Board of Directors.</p> <p>Explanation: Based on the provisions of the Financial Services Authority Regulation Number 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies, the committee that carries out the nomination function has the duty to formulate policies and criteria required in the nomination process for candidate members of the Board of Directors. One of the policies that can support the Nomination process as referred to is the succession policy for members of the Board of Directors. The succession policy aims to maintain the continuity of the regeneration process or leadership regeneration in the company in order to maintain business sustainability and the company's long-term goals.</p>	<p>Bank Mandiri already has a Remuneration and Nomination Committee which assists the Board of Commissioners to be able to submit suggestions to series A Dwiwarna shareholders in terms of, among others:</p> <ol style="list-style-type: none"> 1. Develop, implement and analyze the nomination criteria and procedures for candidates for the Board of Commissioners and Directors. 2. Identifying candidates for the Board of Directors, both from within and from outside, and candidates for the Board of Commissioners who meet the requirements to be proposed/appointed as Director or Board of Commissioners. <p>In order to prepare for future leadership regeneration, Bank Mandiri has designed a Talent and Succession Management program, a succession policy for the Board of Directors that has been aligned with the Minister of BUMN Regulation No. PER-03/MBU/2015 concerning requirements, procedures for appointing and dismissing members of the Directors of BUMN. In addition, as a Public Company, the Company's Policy also refers to POJK No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies. The appointment and dismissal of the Company's Directors are carried out based on the principles of professionalism and Good Corporate Governance (GCG).</p> <p>Description: Comply</p>
C. Aspect 3: Functions and Roles of the Board of Directors		
C.1.	Principle 5: Strengthen the Membership and Composition of the Board of Directors.	
C.1.1.	<p>Recommendation 12: Determine the number of members of the Board of Directors considering the conditions of the Public Company and its effectiveness in decision making.</p> <p>Explanation: As a corporate organ authorized in managing the company, the determination of the number of Directors will greatly affect the performance of the Public Company. Thus, the determination of the number of members of the Board of Directors must be done through careful consideration and must refer to the provisions of the applicable laws and regulations, which are based on the Financial Services Authority Regulation Number 33/POJK.04/2014 concerning the Directors and Board of Commissioners of Issuers or Public Companies at least consists of 2 (two) people. In addition, in determining the number of Directors must be based on the need to achieve the goals and objectives of the Public Company and adjusted to the conditions of the Public Company, which includes the characteristics, capacity and size of the Public Company and how the effectiveness of decision making by the Board of Directors can be achieved.</p>	<p>Bank Mandiri has complied with the provisions of Article 20 POJK 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies, namely the Board of Directors of an Issuer or Public Company consisting of at least 2 (two) members of the Board of Directors. As of 31 December 2019, the number of Directors of Bank Mandiri was 12 (twelve) and the determination was based on the complexity and needs of Bank Mandiri.</p> <p>In the Board of Directors regulation, it has been regulated regarding the decision making mechanism of the Board of Directors.</p> <p>Description: Comply</p>



No	Aspect; Principle; Recommendation	Comply or Explain
C.1.2.	<p>Recommendation 13: Determine the composition of the members of the Board of Directors taking into account the diversity of expertise, knowledge and experience required.</p> <p>Explanation: Like the Board of Commissioners, the diversity of the composition of the members of the Board of Directors is a combination of characteristics desired, both in terms of the organs of the Board of Directors and individual members of the Board of Directors, according to the needs of the Public Company. This combination is determined by taking into account the expertise, knowledge and experience appropriate to the division of duties and functions of the Board of Directors in achieving the objectives of the Public Company. Thus, consideration of the combination of characteristics referred to will have an impact on the accuracy of the nomination process and the appointment of individual members of the Board of Directors or the Board of Directors collegially.</p>	<p>The composition of the Board of Directors of Bank Mandiri has been determined by taking into account the needs and business complexity of Bank Mandiri, namely by taking into account the elements of diversity of expertise, educational background, and experience and not differentiating gender. The diversity of the composition of the Board of Directors is expected to provide alternative solutions to an increasingly complex problem faced by the bank compared to the members of the Board of Directors who are homogeneous in nature, so that the resulting decision is the best decision.</p> <p>Description: Comply</p>
C.1.3.	<p>Recommendation 14: Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi.</p> <p>Explanation: Laporan Keuangan merupakan laporan pertanggungjawaban manajemen atas pengelolaan sumber daya yang dimiliki oleh Perusahaan Terbuka, yang wajib disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan yang berlaku umum di Indonesia dan juga peraturan OJK terkait, antara lain peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai penyajian dan pengungkapan Laporan Keuangan Perusahaan Terbuka. Berdasarkan peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai tanggung jawab Direksi atas Laporan Keuangan, Direksi secara tanggung renteng bertanggung jawab atas Laporan Keuangan, yang ditandatangani Direktur Utama dan anggota Direksi yang membawahi bidang akuntansi atau keuangan.</p> <p>Dengan demikian, pengungkapan dan penyusunan informasi keuangan yang disajikan dalam laporan keuangan akan sangat tergantung pada keahlian, dan/atau pengetahuan Direksi, khususnya anggota Direksi yang membawahi bidang akuntansi atau keuangan. Adanya kualifikasi keahlian dan/atau pengetahuan di bidang akuntansi yang setidaknya dimiliki anggota Direksi dimaksud dapat memberikan keyakinan atas penyusunan Laporan Keuangan, sehingga Laporan Keuangan tersebut dapat diandalkan oleh para pemangku kepentingan (<i>stakeholders</i>) sebagai dasar pengambilan keputusan ekonomi terkait Perusahaan Terbuka dimaksud. Keahlian dan/atau pengetahuan tersebut dapat dibuktikan dengan latar belakang pendidikan, sertifikasi pelatihan, dan/atau pengalaman kerja terkait.</p>	<p>The director in charge of accounting or finance at Bank Mandiri is the Director of Finance, namely Mr. Panji Irawan with experience and competence in the field of Treasury (Finance), who in carrying out his duties requires knowledge in the field of accounting. In addition, to support the implementation of his duties, he often participates in forums and seminars related to finance both at home and abroad.</p> <p>Description: Comply</p>
C.2.	Principle 6: Improving the Quality of Implementation of Duties and Responsibilities of the Board of Directors.	
C.2.1.	<p>Recommendation 15: The Board of Directors has a self-assessment policy to assess the performance of the Board of Directors.</p> <p>Explanation: As with the Board of Commissioners, the Board of Directors' self-assessment policy is a guideline used as a form of accountability for collegial evaluation of the Board of Directors' performance. Self-assessment or self-assessment is conducted by each member of the Board of Directors to assess the performance of the Board of Directors collegially, and not to assess the individual performance of each member of the Board of Directors. With this self-assessment, it is hoped that each member of the Board of Directors can contribute to improving the performance of the Board of Directors on an ongoing basis.</p>	<p>The Board of Directors has a self-assessment policy. Performance appraisal of the Board of Directors is carried out by each member of the Board of Directors through a Self Assessment mechanism to assess the performance of the Board of Directors collegially, and not to assess the individual performance of each member of the Board of Directors. As described in the Annual Report in the Performance Evaluation section of the Board of Directors.</p> <p>Description: Comply</p>



No	Aspect; Principle; Recommendation	Comply or Explain
C.2.2.	<p>Recommendation 16: Self-assessment policy to assess the performance of the Board of Directors is disclosed in the annual report of the Public Company.</p> <p>Explanation: Disclosure of the self-assessment policy on the performance of the Board of Directors is carried out not only to fulfill the transparency aspect as a form of accountability for the implementation of its duties, but also to provide important information on efforts to improve the management of the Public Company. This information is very useful to provide assurance to shareholders or investors that there is certainty that the company's management will continue to be in a better direction. With this disclosure, shareholders or investors know the check and balance mechanism on the performance of the Board of Directors.</p>	<p>The self-assessment policy to assess the performance of the Board of Directors has been disclosed in the 2019 Annual Report.</p> <p>Description: Comply</p>
C.2.3.	<p>Recommendation 17: The Board of Directors has a policy regarding the resignation of a member of the Board of Directors if involved in a financial crime.</p> <p>Explanation: The resignation policy of a member of the Board of Directors who is involved in a financial crime is a policy that can increase the trust of stakeholders in the Public Company, so that the integrity of the company will be maintained. This policy is needed to assist the smooth running of the legal process and so that the legal process does not interfere with business activities. In addition, in terms of morality, this policy will build an ethical culture within the Public Company. This policy can be included in the Guidelines or Code of Ethics that apply to the Board of Directors.</p> <p>Furthermore, what is meant by being involved in a financial crime is the status of being convicted of a member of the Board of Directors from an authorized party. These financial crimes include manipulation and various forms of embezzlement in financial service activities as well as the Criminal Act of Money Laundering as referred to in Law Number 8 of 2010 concerning Prevention and Eradication of Money Laundering.</p>	<p>Bank Mandiri has a policy regarding the resignation of a member of the Board of Directors if involved in a financial crime as stated in the Articles of Association of the Company.</p> <p>Based on Article 11 paragraph (24) letter f of the Articles of Association, the term of office of members of the Board of Directors shall end if they no longer fulfill the requirements as members of the Board of Directors based on the provisions of the Articles of Association and laws and regulations, including being involved in financial crimes. In the event that a member of the Board of Directors resigns due to being involved in a financial crime, then the member of the Board of Directors concerned must submit a written resignation request regarding this intention to Bank Mandiri and Bank Mandiri is obliged to hold a GMS to decide the request for resignation of the member of the Board of Directors no later than 90 (ninety)) days after receipt of the resignation letter.</p> <p>Description: Comply</p>
D. Aspect 4: Stakeholder Participation		
D.1.	Principle 7: Improve Aspects of Corporate Governance through Participation of Stakeholders.	
D.1.1.	<p>Recommendation 18: Public Company has a policy to prevent insider trading.</p> <p>Explanation: A person who has inside information is prohibited from engaging in a Securities transaction using inside information as referred to in the Capital Market Law. Public Companies can minimize the occurrence of insider trading through preventive policies, for example by strictly separating data and/or information that is confidential and public in nature, as well as dividing the duties and responsibilities of managing the information in a proportional and efficient manner.</p>	<p>The policy to prevent insider trading is regulated in SP SDM</p> <ul style="list-style-type: none"> - Chapter III.C.2.c regarding the Code of Conduct regarding the Code of Conduct and Business Ethics, which are ethical standards that must be guided by all levels of the bank in carrying out daily duties and services and conducting business relations with customers, partners and colleagues. . - Chapter III.C.2.e regarding employee disciplinary regulations governing obligations, prohibitions and sanctions on employees. <p>SP Corporate Secretary Chapter III.A.5 Principles of Information Disclosure, which regulates:</p> <ul style="list-style-type: none"> - Insiders who have insider information are prohibited from influencing any party, including the Insider's family, to buy or sell shares - Insiders other than the Board of Directors and the Board of Commissioners who commit violations as stipulated above and are proven to have carried out transactions and/or provide insider information will be subject to disciplinary sanctions as stipulated in the Human Resources Guidelines Standards (SPSDM) - The Board of Directors and the Board of Commissioners and parties due to their position, profession/ relationship with the Bank who carry out insider trading are liable to comply with applicable regulations <p>Description: Comply</p>



No	Aspect; Principle; Recommendation	Comply or Explain
D.1.2.	<p>Recommendation 19: Public companies have anti-corruption and anti-fraud policies.</p> <p>Explanation: The anti-corruption policy is useful to ensure that the business activities of the Public Company are carried out legally, prudently and in accordance with the principles of good governance. The policy can be part of a code of ethics, or in a separate form. This policy may include, among others, the programs and procedures implemented in dealing with corrupt practices, kickbacks, fraud, bribery and/or gratuities in public companies. The scope of the policy must describe the prevention of the Public Company against all corrupt practices, either giving or receiving from other parties.</p>	<p>Bank Mandiri has had an Anti-Fraud Strategy Policy which has been in effect since May 2, 2012 and last updated on March 30, 2020.. The SAF document has been updated in line with changes in the Bank's business and operations as well as a follow-up to OJK Regulation No. 39/POJK.03/2019 dated 19 December 2019 regarding Strategy Implementation Anti Fraud (SAF) for Commercial Banks, which is valid since March 30, 2020.</p> <p>Fraud control is part of the Internal Control Policy (Internal Control System) which includes the 4 SAF Pillars at Bank Mandiri, namely: Pillar 1: Prevention Pillar 2: Detection Pillar 3: Investigation, Reporting, Sanctions and Legal Process Pillar 4: Monitoring, Evaluation and Follow Up</p> <p>The implementation of the Anti-Fraud Strategy (SAF) at Bank Mandiri has been stipulated in several Policies, Standard Procedures, Technical Guidelines and other Bank Internal Documents. Bank Mandiri routinely submits bank-wide SAF Implementation reports to the OJK at the end of each semester and reports of significant fraud on cases that can disrupt the Bank's operational activities in accordance with applicable regulations.</p> <p>Gratuity Control Bank Mandiri has a Gratification Control PTO and has a Gratification Control Unit (UPG) to carry out the function of gratification control based on the Decree (SK) of the Board of Directors which took effect from 3 July 2015</p>
D.1.3.	<p>Recommendation 20: Public Company has a policy regarding the selection and improvement of suppliers or vendors.</p> <p>Comment: The policy on supplier or vendor selection is useful to ensure that the Public Company obtains the required goods or services at a competitive price and good quality. Meanwhile, the policy of increasing the ability of suppliers or vendors is useful to ensure that the supply chain runs efficiently and effectively. The ability of suppliers or vendors to supply/fulfill goods or services needed by the company will affect the quality of the company's output. Thus, the implementation of these policies can ensure continuity of supply, both in terms of quantity and quality required by the Public Company. The scope of this policy includes criteria in selecting suppliers or vendors, transparent procurement mechanisms, efforts to increase the ability of suppliers or vendors, and fulfillment of rights related to suppliers or vendors. The Company has a policy regarding the procurement of goods and services which contains the selection and improvement of the ability of suppliers or vendors which are contained in the Procurement Guidelines standard.</p>	<p>Bank Mandiri has a policy regarding Selection and Capacity Building for Suppliers or Vendors, namely:</p> <ol style="list-style-type: none"> 1. Operational Policy (KOPR), article 205 on Operational Facilities and Infrastructure - Procurement (Procurement) 2. Procurement Standard Operational Guidelines (SPO) that regulate, among others (Chapter III): <ol style="list-style-type: none"> A. General provisions include: <ol style="list-style-type: none"> 1) Principles of Procurement 2) Procurement Ethics 3) Purpose of the Procurement Process 4) Monitoring of Domestic Products 5) Procurement Planning 6) Loading Guidelines B. Provisions for the implementation of the procurement of goods and services include: <ol style="list-style-type: none"> 1) Procedures for Procurement of Goods and Services 2) Procurement Process 3) Stages of the Procurement Process 4) Execution of Work and Handover of Work 5) Provisions for Change of Work (plus/minus) specifically in the field of construction implementation services. 6) Implementation of Procurement Activities to Overcome Certain Conditions. 7) Document and Payment Process. 3. Procurement Operational Technical Guidelines (PTO) that regulate, among others (Chapter III): <ol style="list-style-type: none"> A. Implementation Provisions <ol style="list-style-type: none"> 1. Accreditation Partners (Goods and Services Providers) <ol style="list-style-type: none"> a. General & including aspects that are reviewed in carrying out the qualifications of prospective Goods and Services Providers) b. Procedures for partner accreditation (Goods and Services Providers) (including aspects considered in determining recommended partners to be invited in a procurement process)



No	Aspect; Principle; Recommendation	Comply or Explain
		<p>c. Partner Monitoring includes:</p> <ol style="list-style-type: none"> 1) Monitoring Partner Data 2) Partner Performance Monitoring, which consists of: <ol style="list-style-type: none"> a. Evaluation of Partner Performance Periodically b. Evaluation of Partner Performance based on Contract 3) Increasing Partner Competence 4) Sanctions for Associates <p>Description: Comply</p>
D.1.4.	<p>Recommendation 21: The Public Company has a policy on fulfilling creditors' rights.</p> <p>Explanation: The policy on fulfilling creditor rights is used as a guide in making loans to creditors. The purpose of this policy is to maintain the fulfillment of rights and maintain creditor trust in the Public Company. The policy includes considerations in entering into agreements, as well as follow-up actions in fulfilling Public Company obligations to creditors.</p>	<p>The policy regarding the fulfillment of creditors' rights is regulated in:</p> <p>SPO for Fund Products, Product Manuals and SPO for Customer Complaint Management, which briefly regulates:</p> <ol style="list-style-type: none"> 1. The right to obtain an adequate explanation of the characteristics of the product. 2. The right to be able to access the terms and conditions of fund products through the Bank Mandiri website. 3. Convenience for transactions via branches, e-banking services or other means as determined by the Bank. 4. Receive interest in the amount according to the applicable Bank regulations. 5. Procedures for handling and resolving customer complaints. <p>Bank Mandiri Treasury, Funds and Services Policy, Article 240 Customer Protection.</p> <p>In raising funds and providing services, the Bank observes the principles of customer protection.</p> <p>To protect customers, the Bank pays attention to the rights and obligations of the customer while still taking into account the interests of the Bank. The rights and obligations of the parties are stated in documents both application documents, agreement documents and other document forms.</p> <p>Banks are required to ensure that customers understand the rights and obligations of customers as stated in these documents before conducting Bank transactions.</p> <p>Operational Policy (KOPR) article 209 Services and Cooperation with Third Parties.</p> <p>The Bank implements customer protection by prioritizing the principles of transparency, fair treatment, reliability, confidentiality and security of customer data/information and handling complaints and dispute resolution in a simple, fast, and affordable cost.</p> <p>Description: Comply</p>
D.1.5.	<p>Recommendation 22: Public Company has a whistleblowing system policy.</p> <p>Explanation: A well-developed whistleblowing system policy will provide assurance of protection to witnesses or reporters for indications of violations committed by employees or management of the Public Company. The application of this system policy will have an impact on the formation of a culture of good corporate governance. The whistleblowing system policy covers, among others, the types of violations that can be reported through the whistleblowing system, how to complain, protect and guarantee the confidentiality of the reporter, the handling of complaints, the party who manages the complaint, and the results of the handling and follow-up of complaints.</p>	<ol style="list-style-type: none"> 1. Implementation of the Whistleblowing system at Bank Mandiri is called the Letter to CEO (LTC). LTC is a facility for reporting fraud or indications of fraud from Bank Mandiri employees and stakeholders to the President Director with an emphasis on disclosure of complaints to increase the effectiveness of the implementation of the internal control system within Bank Mandiri. 2. Bank Mandiri's LTC has been implemented since 2009 with the LTC arrangement in the Letter to CEO (LTC) Technical Operational Manual which is continuously updated with the latest update on 7 December 2020. 3. Since its revitalization in 2018, LTC management has involved independent parties to provide a safe-environment that encourages employees and stakeholders to dare to report. The reporter can include his complete identity or anonymously (the identity is only known by independent parties). 4. Submission of LTC reports can be submitted through the following media: <ul style="list-style-type: none"> - Website https://whistleblowing.tips/wbs/@bmri-lettertoceo - Email to bmri-lettertoceo@rsm.id - Letter to POBOX 1007 JKS 12007 - SMS and WA to 0811-9007777 <p>Description: Comply</p>



No	Aspect; Principle; Recommendation	Comply or Explain
D.1.6.	<p>Recommendation 23: Public Company has a policy of providing long-term incentives to Directors and employees.</p> <p>Explanation: Long-term incentives are incentives based on long-term performance achievement. Long-term incentive plans have the premise that the company's long-term performance is reflected by the growth in value of the company's stock or other long-term targets. Long-term incentives are useful in order to maintain loyalty and provide motivation to Directors and employees to increase their performance or productivity which will have an impact on improving the company's performance in the long term.</p> <p>The existence of a long-term incentive policy is a real commitment of the Public Company to encourage the implementation of long-term incentives for Directors and Employees with terms, procedures and forms that are adjusted to the long-term goals of the Public Company. Such policies may include, among others, the aims and objectives of providing long-term incentives, terms and procedures for providing incentives, and conditions and risks that must be considered by the Public Company in providing incentives. This policy can also be included in the remuneration policy of the existing Public Company.</p>	<p>Bank Mandiri has a policy of providing long-term incentives to Commissioners and Directors according to the provisions in POJK No. 45/POJK.03/2015 concerning Implementation of Governance in Providing Remuneration for Commercial Banks. Bank Mandiri implements Governance in the Provision of Remuneration that has considered various aspects, including bank financial stability, the creation of risk management, short-term and long-term liquidity needs, and potential future income. Bank Mandiri can postpone deferred variable remuneration (Malus) or withdraw variable remuneration that has been paid (Clawback) to officials who are classified as Material Risk Taker (MRT).</p> <p>Description: Comply</p>
E. Aspect 5: Information Disclosure		
E.1.	Principle 8: Improve Implementation of Information Disclosure.	
E.1.1.	<p>Recommendation 24: Public Companies take advantage of the use of information technology more widely than the Website as a medium for information disclosure.</p> <p>Explanation: The use of information technology can be useful as a medium for information disclosure. The disclosure of information that is carried out is not only disclosure of information that has been regulated in the laws and regulations, but also other information related to the Public Company which is deemed beneficial for shareholders or investors to know. With the wider use of information technology in addition to the Web site, it is hoped that the company can increase the effectiveness of the company's information dissemination. Even so, the use of information technology is carried out by taking into account the benefits and costs of the company.</p>	<p>Bank Mandiri managed the Company's Website as optimal as possible to always provide the most recent and accurate information for the Public. Apart from the website, Bank Mandiri also utilizes technology and other social media applications such as SMS Banking, Mobile Banking, Instagram, Facebook and Twitter for information disclosure media.</p> <p>Description: Comply</p>
E.1.2.	<p>Recommendation 25: The Annual Report of the Public Company discloses the ultimate beneficial owner in the share ownership of the Public Company of at least 5% (five percent), in addition to disclosing the ultimate beneficial owner in the share ownership of the Public Company through the major and controlling shareholders.</p> <p>Explanation: The laws and regulations in the Capital Market sector governing the submission of annual reports for Public Companies, which stipulate the obligation to disclose information regarding shareholders who own 5% (five percent) or more of the shares of Public Companies, as well as the obligation to disclose information regarding major and controlling shareholders. Publicly listed companies, either directly or indirectly, up to the ultimate beneficial owner in ownership of the shares. In this Governance Guidelines, it is recommended to disclose the ultimate beneficial owner of share ownership of a Public Company of at least 5% (five percent), in addition to disclosing the ultimate beneficial owner of share ownership by the major and controlling shareholders.</p>	<p>Bank Mandiri disclosed information regarding shareholders who own 5% or more of the Company's shares in the 2019 Annual Report.</p> <p>Description: Comply</p>



Implementation of Corporate Governance Aspects and Principles Application Based on Guidelines of Corporate Governance Principles for Banks Published by Basel Committee in Banking Supervision

The Governance Guidelines cover 12 principles of corporate governance. The Governance Guidelines are the best practice standards applied as a reference in implementing corporate governance in banks. The description of the application can be explained, as follows

Principle	Explanation	Implementation in Bank Mandiri
Principle 1: Responsibilities of the Board of Commissioner.	The Board of Commissioners has responsibilities which include: approval and supervision on the application of business strategies, governance structures and mechanisms and corporate culture	In the Board of Commissioners 'code of conduct as outlined in the Board of Commissioners' Decree KEP. KOM/005/2016 stated that the responsibility of the Board of Commissioners is to provide opinions and suggestions on Annual Work Plans and Budgets and provide advice on important including corporate culture.
Principle 2: Qualifications and Composition of the Board of Commissioner.	Members of the Board of Commissioners must have quality in accordance with their duties and responsibilities, both individually and collegially. The Board of Commissioners must understand its role in monitoring and implementing corporate governance, as well as being able to implement sound and objective decision making.	The Board of Commissioners of Bank Mandiri does not have a financial relationship, management, share ownership and/ or family relations with other members of the Board of Commissioners, Directors and/or Controlling Shareholders or relations with the Bank, which may affect the ability to act independently as stipulated in the Implementation provisions Good Corporate Governance for Commercial Banks and has signed an Independent Statement.
Principle 3 Structure and Mechanism of the Board of Commissioner.	The Board of Commissioners have to determine the proper governance structure and practice in performing its duties and periodically conduct a review of its effectiveness.	The Board of Commissioners has Committees under the Board of Commissioners assisting the implementation of the duties of the Board of Commissioners, namely the Audit Committee, Risk Monitoring Committee, Remuneration and Nomination Committee and Integrated Governance Committee.
Principle 4: Directors.	Under the direction and supervision of the Board of Commissioners, the Board of Directors is able to manage the Bank's activities in accordance with the business strategy, risk taste, remuneration policy and other policies that have been approved by the Board of Commissioners.	The Board of Directors manages the Company under the direction and supervision of the Board of Commissioners, as evidenced by the company's business achievements that have increased from the previous year. All policies underlying the operations of Bank Mandiri must obtain the approval of the Board of Commissioners.
Principle 5 Governance Structure of the Business Group.	In a business group, the Board of Commissioners of the parent company has overall responsibility for the business group and to ensure the establishment and implementation of clean governance practices related to the structure, business and risks of business groups and entities. The Board of Commissioners and Directors must understand the business group organizational structure and the risks faced.	The Board of Directors and Board of Commissioners of Bank Mandiri have knowledge and understanding of the main business and the main risks of the company, as evidenced by the passing of the entire Board of Commissioners and Directors from Fit and Proper Test. The Board of Directors and the Board of Commissioners also constantly attend training and development to improve their capabilities.
Principle 6 Risk Management Function.	Banks must have a risk management function that is qualified, independent, has quality resources and has access to the Board of Commissioners.	Bank Mandiri runs the Risk Identification, Measurement, Monitoring, Control and Risk Management Information System through an Enterprise Risk Management (ERM) framework. Bank Mandiri continues to improve the capabilities and knowledge of all employees, especially in terms of risk management, by holding internal training regularly through the Risk Management Academy. In addition, Bank Mandiri also routinely holds at least once a year socialization, discussion forums, internships, and programs on risk management along with the internalization of the corporate culture. Bank Mandiri communicates risk management to the Board of Commissioners through the Risk Monitoring Committee and the Integrated Governance Committee.



Principle	Explanation	Implementation in Bank Mandiri
Principle 7 Identification of Risk Monitoring and Controlling.	Risks must be identified, monitored and controlled for all activities of the Bank. The quality of risk management infrastructure and internal control must be able to keep up with changes in the Bank's risk profile, external risk conditions and industry practices.	In managing Bank Mandiri's Risk Management, bankwide identification, measurement and risk assessment has been performed by periodically developing risk profiles. Risk measurement and assessment has been able to work well according to the established Risk Management Policy that is adjusted to the level of risk faced by Bank Mandiri.
Principle 8 Risk Communication.	Effective risk governance implementation requires accurate risk communication in the Bank environment both between organizations and through reporting to the Board of Commissioners and Directors.	Each semester assessment of Risk Based Bank Rating (RBBR) is submitted to Integrated Risk Committed (IRC), which consists of Directors of Bank Mandiri and Subsidiaries. In addition, the results of the RBBR assessment are submitted to the Board of Commissioners through the Integrated Governance Committee.
Principle 9 Compliance.	The Board of Commissioners is responsible for control management related to the Bank's compliance risk. The Board of Commissioners must determine the compliance function and provide approval for policies and processes for identifying, evaluating, monitoring and reporting, and providing advice on compliance risks.	The Board of Commissioners ensures the implementation of good corporate governance in every business activity and corporate governance policies, including the implementation of compliance. The compliance risk assessment in RBBR is reported to the Board of Commissioners every 6 (six) months to get feedback.
Principle 10 Internal Audit.	The internal audit function must report independent assurance activities to the Board of Commissioners and must support the Board of Commissioners and Directors in encouraging the implementation of effective governance processes and long-term health of the Bank.	Conduct objective testing of evidence in order to provide an independent assessment of the adequacy of internal control, risk management and governance processes within the organization. Internal Audit is directly responsible to the President Director and communicates with the Board of Commissioners through the Audit Committee.
Principle 11 Compensation.	The Bank's remuneration structure must support the implementation of corporate governance and risk management.	The current remuneration structure of Bank Mandiri is in accordance with POJK Number 45/POJK.03/2015 concerning Implementation of Governance in the Provision of Remuneration for Commercial Banks.
Principle 12 Disclosure and Transparency.	The implementation of governance from the Bank must be performed transparently to Shareholders, Depositors, other relevant Stakeholders and Market Participants.	Bank Mandiri constantly updates the Bank Mandiri website www.bankmandiri.co.id , to ensure the availability of the most updated information for stakeholders. In addition, disclosure of Bank Mandiri information is carried out through Annual Reports, Sustainability Reports and Public Expose.

Good Corporate Governance Assessment

In order to improve the implementation of Bank Mandiri governance in a sustainable manner, Bank Mandiri conducted an assessment of the implementation of governance that has been carried out. Bank Mandiri conducts a self-assessment of the implementation of governance on a semester basis based on POJK No. 55/POJK.03/2016 concerning Implementation of Governance for Commercial Banks and SEOJK No. 13/POJK.03/2017 concerning Implementation of Governance for Commercial Banks. In addition, Bank Mandiri also assessed the implementation of governance through external parties by following the Corporate Governance Perception Index (CGPI) ranking and fulfilling the implementation of the ASEAN Corporate Governance Scorecard (ACGS).

Self Assessment

Bank Mandiri conducted a self-assessment of the implementation of governance based on POJK No. 55/POJK.03/2016 and SEOJK No. 13/POJK.03/2017 which requires Commercial Banks to evaluate the implementation of Bank governance.



Applied Criteria

The criteria applied in conducting the self-assessment is the Financial Services Authority Circular Letter No. 13/SEOJK.03/2017 concerning Implementation of governance for Commercial Banks. The self-assessment is intended to map the strengths and weaknesses of the implementation of corporate governance at Bank Mandiri in terms of three aspects, namely:

1. Governance Structure

The assessment of governance structure aims to assess the adequacy of the Company's governance structure and infrastructure, so the process of implementing the principles of corporate governance produces outcomes that are in line with the goals of the Company's stakeholders. The parties included in the Company's governance structure are the Board of Commissioners, Directors, Committees and work units in the Company. The Company's governance infrastructure includes policies and procedures, management information systems and the main tasks and functions of each organizational structure.

2. Governance Process

The governance process assessment aims to assess the effectiveness of the process of implementing the principles of corporate governance supported by the adequacy of the Company's governance structure and infrastructure to produce outcomes in accordance with the expectations of stakeholders.

3. Governance Outcome

Governance outcome assessment aims to assess the quality of outcomes that meet stakeholders' expectations which are the results of the process of implementing corporate governance principles supported by the adequacy of the structure and infrastructure of the Company's governance. Things included in governance outcomes are qualitative and quantitative aspects, including:

- Adequacy of report transparency.
- Compliance with laws and regulations.
- Objectivity in conducting an assessment/audit.
- Bank performance such as profitability, efficiency and capital.
- Enhancement/diminution of compliance with applicable regulations and resolution of problems faced by banks such as fraud, violations of the Legal Lending Limit (BMPK), violations of provisions related to bank statements to regulators.

The self-assessment includes 11 (eleven) factors assessing the implementation of governance which include:

1. Implementation of the duties and responsibilities of the Board of Commissioners.
2. Implementation of the duties and responsibilities of the Board of Directors.
3. Completeness and implementation of the duties of the Committee.
4. Handling conflicts of interest.
5. Application of the compliance function.
6. Implementation of the internal audit function.
7. Implementation of the external audit function.
8. Application of risk management including the internal control system.
9. Provision of funds to related parties and large exposure.
10. Transparency of the Bank's financial and non-financial conditions, reports on the implementation of Good Corporate Governance and internal reporting.
11. Bank Strategic Plan.

The Parties Who Give Assessment

The Bank Mandiri governance self assessment process involves the entire Board of Commissioners, Directors and work units related to the intended governance assessment factors.

Assessment Score

In the first semester of 2020, Bank Mandiri has conducted its own assessment of the implementation of individual governance, which received feedback from the OJK as follows:

Score	Definition of Composite
2	This reflects that the Company's management had implemented GCG which was generally good . This was reflected in the adequate fulfillment of the principles of Governance. In the event that there were weaknesses in the application of GCG principles, in general these weaknesses were insignificant and could be resolved by normal actions by the Bank's management.

In the second semester of 2020, Bank Mandiri has assessed the individual governance. The assessment referred to obtain the following scores:

Score	Definition of Composite
1	Reflecting that the Company's management had implemented GCG which is generally very good . This was reflected in the adequate fulfillment of the principles of Governance. In the event that there were weaknesses in the application of GCG principles, in general these weaknesses were insignificant and could be resolved by normal actions by the Bank's management.



From the two assessment results, the implementation of Bank Mandiri governance in 2019 can be concluded as follows:

Strength	Weakness
Structure	
Bank Mandiri held both Annual and Extraordinary GMS to make changes to the Board of Directors and the Board of Commissioners.	There were members of the Board of Directors who were in the process of a fit & proper test.
Process	
<ul style="list-style-type: none"> In order to carry out the duties and responsibilities of the Board of Commissioners, as of December 2020, 27 (twenty seven) Joint Meetings of the Board of Directors and the Board of Commissioners were held, and 10 (ten) Meetings of the Board of Commissioners. Adjusted the SK for Committee Membership under the Board of Commissioners on 20 July 2020 as follows: <ol style="list-style-type: none"> Audit Committee through the Decree of the Board of Directors No. KEP.DIR/052/2020 dated July 20, 2020 Risk Monitoring Committee through Directors Decree No. KEP.DIR/053/2020 dated 20 July 2020 The Integrated Governance Committee through the Decree of the Board of Directors No. KEP. DIR/054/2020 dated July 20, 2020 Remuneration and Nomination Committee through Directors Decree No. KEP.DIR/055/2020 dated July 20, 2020 	
Results	
The Board of Directors has fully implemented the principles of Good Governance in carrying out the Bank's business activities at all levels or levels of the organization, which among others is reflected in the Increase in the Score of the Corporate Governance Perception Index (CGPI) with the success of Bank Mandiri in maintaining the title of "Very Trusted" Company (The Most Trusted Company) by The Indonesian Institute for Corporate Governance (IICG) for 14 (fourteen) consecutive times and received the highest score in the 2019/2020 CGPI assessment with a score of 94.94.	There was sanction/fine

Recommendations and Follow Up

During 2020, there were no recommendations from the OJK.

External Party Assessment

Other than conducting self-assessment in the implementation of governance based on regulatory provisions, Bank Mandiri actively evaluates governance by External Parties to get feedback on the implementation of Bank Mandiri's governance.

Corporate Governance Perception Index (CGPI)

In assessing the quality of implementation of governance, Bank Mandiri participates in a research program and CGPI ranking held by The Indonesian Institute of Corporate Governance (IICG). CGPI is followed by public companies (issuers), SOEs, banks and other private companies in which Bank Mandiri has followed CGPI's assessment for 17 (seventeen) consecutive years since 2003.

Applied Criteria

The aspects of the CGPI assessment in 2019/2020 include:

1. Governance Structure

The aspect of governance structure is an assessment of the adequacy of the company's structure and infrastructure in managing changes in business models that create value for stakeholders in accordance with governance principles. Assessment indicators from aspects of governance structure include:

- Shareholders
- Board of Commissioners
- The Directors
- Responsible for functional management

- Other key stakeholders
- Governance Process

The governance process aspect is an assessment of the effectiveness of systems and mechanisms in managing changes in business models that create value for stakeholders in accordance with governance principles. Assessment indicators of aspects of the governance process include:

- Governansi fulfillment of the rights of Shareholders and GMS
- Governance of the Board of Commissioners and Directors
- Organizational Behavior Governance
- Internal and external supervision governance
- Disclosure governance and information disclosure
- Risk and compliance management governance
- Business Ecosystem Governance
- Resource Governance

3. Governance Outcome

The aspect of the results of governance is the assessment of the assessment of the quality of outcomes, results, impacts and benefits of managing changes in business models that create value for stakeholders in accordance with the principles of governance. Assessment indicators from the aspect of the outcome of interest include:

- Business Performance
- Financial performance
- Business Ecosystem



Parties Who Conducted Assessment

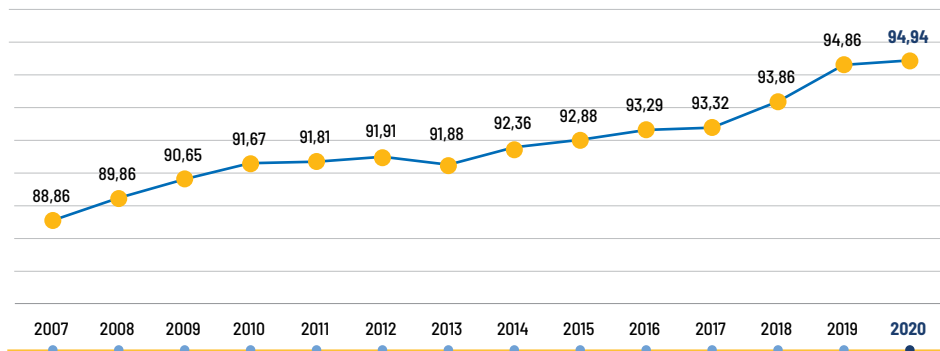
The party that conducted the CGPI assessment was The Indonesian Institute of Corporate Governance (IICG).

Assessment Score

The results of the CGPI assessment were used by Bank Mandiri to evaluate and improve the implementation of GCG. Bank Mandiri received the title of "Very Trusted Company" in the 2020 CGPI assessment with a value of 94.94. This award is the 14th (fourteenth) Bank Mandiri award from 2007 to 2020 respectively. The composition of Bank Mandiri's assessment for 2 consecutive years is as follows :

Tahapan	Nilai 2019	Nilai 2020
Governance Structure	32.98	25.70
Governance Process	30.63	34.50
Governance Outcome	31.25	34.74
Nilai	94.86	94.94

The results of the CGPI assessment for 14 (fourteen) consecutive years are as follows:



Recommendations and Follow Ups

From the results of the 2020, CGPI assessment, there are a number of recommendations from the IICG on the implementation of Bank Mandiri governance. These recommendations will be used as material for improving governance implementation at Bank Mandiri.

Table of Recommendations and Follow Up

Recommendations	Follow Up
Governance Structure	
Bank Mandiri needed to improve the completeness and adequacy of the corporate organ structure as well as strengthen / refine the infrastructure of the governance system which included guidelines, policies and corporate management strategies, so that it became a competitive advantage for the company in creating value for stakeholders and realizing sustainable growth	Along with the development of the Company's business, the organizational structure of Bank Mandiri had several changes. The last change occurred in November 2020 as stated in the Decree of the Board of Directors No. KEP.DIR / 133/2020 concerning the Organizational Structure of the Board of Directors of PT Bank Mandiri (Persero) Tbk. November 9, 2020. In addition, Bank Mandiri also made improvements to policies, regulations, systems and procedures owned by the Bank to comply with regulatory provisions and prevailing laws and regulations.
Governance Process	
Bank Mandiri needed to continue to adapt to changes in the industrial and business environment through strategic planning, system design and effective and efficient company management mechanisms. The effectiveness of the implementation of the company's management system and mechanism could be improved by developing a framework, procedure and level of maturity for each of these systems and mechanisms. Likewise, the efficiency of the company's management mechanism could be realized by completing work processes, monitoring, evaluating results and following up on improvement programs.	Bank Mandiri improved the Standard Procedure for the Corporate Secretary such as to regulate the implementation of the GMS and decision making in the GMS.



Recommendations	Follow Up
Governance Outcome	
Bank Mandiri still needed to improve the results of governance by strengthening / sharpening the strategy, expanding policies and programs initiated to achieve maximum company performance in order to build a competitive advantage for companies oriented towards creating value for stakeholders in a sustainable manner.	Bank Mandiri continued to develop the strategies needed to improve the Company's performance in a sustainable manner.

In 2020 there were 2 (two) Subsidiaries that received the predicate “Very Trusted” and there were 5 (five) Companies that received the “Trusted” predicate with an explanation of the scores as follows:

No.	Subsidiaries	Predicate	Score
1.	PT Bank Syariah Mandiri	“Most Trusted”	88.72
2.	PT Bank Mandiri Taspen	“Most Trusted”	87.44
3.	PT Mandiri Sekuritas	“Trusted”	82.98
4.	PT Asuransi Jiwa Inhealth Indonesia	“Trusted”	81.82
5.	PT Mandiri Tunas Finance	“Trusted”	81.50
6.	PT Mandiri Manajemen Investasi	“Trusted”	80.95
7.	PT Mandiri AXA General Insurance	“Trusted”	78.88

Asean Corporate Governance Scorecard (ACGS)

One form of assessment applied related to the implementation of GCG at Bank Mandiri is the ASEAN Corporate Governance Scorecard, which is a parameter for measuring governance practices agreed upon by the ASEAN Capital Market Forum (ACMF). These parameters are based on the OECD Principles and are expected to increase investor confidence in listing companies in ASEAN.



Applied Criteria

The components of the assessment of the ASEAN Corporate Governance Scorecard are as follows:

1. Shareholders' Rights.
2. Equal Treatment of Shareholders.
3. Role of Stakeholders.
4. Disclosure and Transparency.
5. Board Responsibilities.

Parties Who Conducted Assessment

The party that conducted the ASEAN CG Scorecard assessment was the ASEAN Capital Market Forum (ACMF).

Score of Assessment

Bank Mandiri was included in the ASEAN Asset Class was the ASEAN Corporate Governance Scorecard (ACGS) ranking by the ASEAN Capital Market Forum.



Recommendations and Follow Up

From the results of the ASEAN CG Scorecard assessment of Bank Mandiri in 2020, there are a number of recommendations from the assessors regarding the implementation of Bank Mandiri governance that still needs to be improved. The recommendations referred to include:

Table of Recommendations and Follow Up

No.	Recommendations	Follow Up
1.	Bank Mandiri must pay dividends within 30 calendar days after the resolution of the GMS, in accordance with the ACGS Regulations. The date the dividend payment is made is published on the Website.	Bank Mandiri will monitor the payment period to comply with the ACGS Regulations.
2.	Bank Mandiri should work together with external parties to carry out the process of finding candidates and assessing candidates for members of the Board of Commissioners and Directors	Bank Mandiri is working with the Appraisal Service Company PT Daya Dimensi Indonesia to conduct an assessment of candidates for the Board of Commissioners and Directors.
3.	The number of Independent Commissioners of the Remuneration and Nomination Committee members is higher than that of Non-Independent Commissioners.	Bank Mandiri has made adjustments so that the composition of members of the Remuneration and Nomination Committee majority are Independent Commissioners.
4.	Bank Mandiri was suggested to have a female member as an Independent Commissioner	Bank Mandiri already had a female member as an Independent Commissioner, that was Mrs. Loeke Larasati Agoestina.

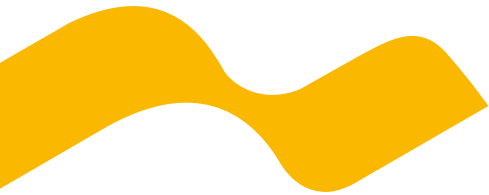
Bad Corporate Governance Practices

Bank Mandiri realizes that bad corporate governance practices will disrupt the Good Governance (GCG) system that has been built by Bank Mandiri. Therefore, during 2020, Bank Mandiri did not take any actions and policies relating to the practice shown in the table as follows:

No.	Information	Practice
1.	Reports stating that the company polluted the environment.	Nil
2.	Important matters being faced by companies, subsidiaries, members of the Board of Directors and/ or members of the Board of Commissioners were not disclosed in the Annual Report.	Nil
3.	Non-compliance in fulfilling tax obligations.	Nil
4.	Mismatch of presentation of annual reports and financial reports with applicable regulations and Indonesian GAAP.	Nil
5.	Cases related to workers and employees.	Nil
6.	There was no disclosure of operating segments in listed companies.	Nil
7.	There was a discrepancy between Annual Report hardcopy and softcopy.	Nil

Statement of Good Corporate Governance Implementation

All members of the Board of Commissioners, Directors and Employees of Bank Mandiri are always committed and applied the principles of good corporate governance and there are no material violations of regulations current regulation. In addition, Bank Mandiri has implemented governance in accordance with ASEAN Corporate Governance Scorecard (ACGS). The principles that have not been implemented by Bank Mandiri have been explained (explained) on the Bank Mandiri website.



Company Social Responsibility

Bank Mandiri, as one of the BUKU IV Banks in Indonesia and one of the Indonesia First Movers on Sustainable Banking, developed risk management practices that supported sustainable finance. Bank Mandiri's corporate social responsibility was consistent with Financial Services Authority Regulation No. 51 / POJK.03 / 2017 concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers and Public Companies. Through social responsibility activities, Bank Mandiri was committed to be able to participate in sustainable economic development in order to improve the quality of life and a beneficial environment, for Bank Mandiri itself, the local community, and society in general.



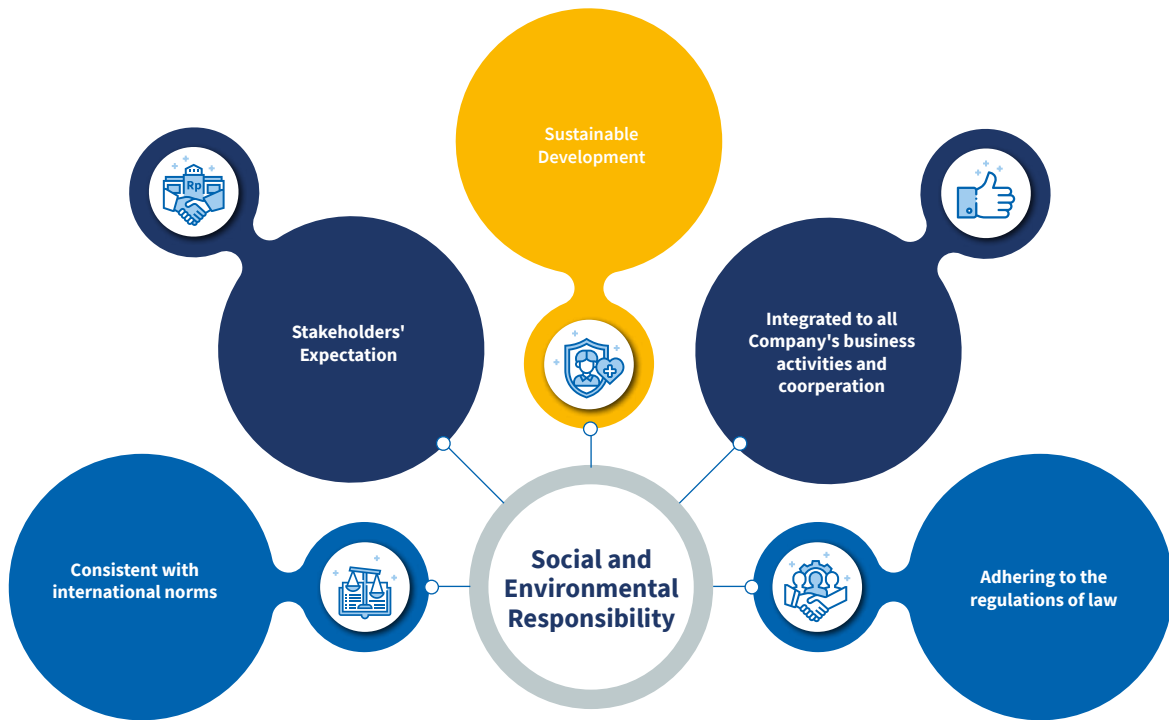




Sustainability of Bank Mandiri closely relates to fulfillments of its stakeholders' interest. The impact of Bank Mandiri activities against the stakeholders will in turn affect relationships between Bank Mandiri and its stakeholders. The establishment of harmonious relationships between Bank Mandiri and its stakeholders will in turn leverage the performance of Bank Mandiri.

In order to address that matter, Bank Mandiri implemented corporate social responsibility by adhering to the principle of sustainability. Bank Mandiri always takes into account the impact of its every business decision and activity on the community and the environment with its transparent and ethical approach. This way, Bank Mandiri always makes sure that its corporate social responsibility activities fulfill the principles of:

- ✓ Contributing to sustainable development, for the health and welfare of the community;
- ✓ Meeting shareholders' expectations;
- ✓ Adhering to the regulation of laws;
- ✓ Consistent with international norms; and
- ✓ Integrated to all Company's business activities and cooperation.





Social Responsibility Governance

Organizational governance is a key factor required in the implementation of social responsibility over the impact of decisions and actions of an organization and integrating social responsibility in all its operational activities. Organizational governance reflects the strategies, targets and commitments of the implemented social responsibility, including Leader's commitment and accountability.

Social Responsibility Commitment

Bank Mandiri realized that the impacts of climate change would affect future sustainability and responded to these challenges by committing to implementing the principles of Sustainable Finance in the implementation of corporate social responsibility. This was in line with Bank Mandiri's goals in achieving Sustainable Development, meeting stakeholder expectations, and compliance with laws and regulations and consistent with international norms of behavior. Bank Mandiri continued to evaluate the impact of every company's decisions and activities on society and the natural environment. Therefore, social responsibility had been integrated into all activities of the Company.

Bank Mandiri, as one of the BUKU (Commercial Bank Business Activities) IV Banks in Indonesia and one of the Indonesia First Movers on Sustainable Banking, developed risk management practices that supported sustainable finance. The corporate social responsibility implemented by Bank Mandiri was consistent with the Financial Services Authority Regulation No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers, and Public Companies. Through social responsibility activities, Bank Mandiri was committed to be able to participate in sustainable economic development in order to improve the quality of life and a beneficial environment, for Bank Mandiri itself, the local community, and society in general.

Bank Mandiri's commitment to implementing corporate social responsibility was reflected in the vision and mission that were set, the implementation of sustainable finance and the establishment of an Environmental, Social and Governance Unit can be described below:

Vision and Mision

Bank Mandiri's commitment to social responsibility could be seen from the adjustment of its vision and mission. Bank Mandiri owned a vision "To be your preferred financial partner." In order for this vision to be realized in a sustainable manner, Bank Mandiri was transforming into a banking institution that paid attention to environmental, social and governance (LST) aspects in its operations. In this regard, Bank Mandiri implicitly included ESG elements in the spirit of Bank Mandiri, namely "Prosperous Spirit". In a sustainable context, Bank Mandiri was committed to running good corporate governance and operations that contributed to sustainable growth by taking into account economic, environmental and social needs.

Implementation Of Sustainable Finance

Bank Mandiri's commitment to social responsibility was manifested by implementing Sustainable Finance. The implementation of sustainable finance at Bank Mandiri in 2020 was the second year of implementation. The implementation of the Sustainable Finance Action Plan (RAKB) which consisted of 3 (three) strategic pillars in 2020 was running well amidst the pressure of the COVID-19 pandemic, with the following achievements in implementing the work program in 2020:

a) Sustainable Banking Pillar

In the Sustainable Banking pillar, Bank Mandiri focused on the Implementation of Environmental, Social and Governance (LST) Policies in the Industrial Sector which became a priority in the Corporate Segment. In 2020 Bank Mandiri continued to pilot the ESG policy in the priority sectors of palm oil and CPO and start pilot implementation in the construction sector. In addition, in 2020 Bank Mandiri was also committed to continuing to develop products that were in line with the principles of sustainability, starting with the creation of the Sustainability/Green/ Social Bonds Framework in accordance with national and international principles.

b) Sustainable Operation Pillar

Bank Mandiri conducted the Bank's operational activities in a sustainable manner by implementing the Green Office Program such as replacing LED lights, rejuvenating air conditioners and installing waste management (water recycling) in the existing Bank Mandiri office building. The condition of COVID-19 which implemented PSBB (Large-Scale Social Restrictions) hampered



the visit of solar sell vendors, however, several other initiatives had worked well. It could be reported that throughout 2020, the consumption of electrical energy at the head office decreased by 25.96% on an annual basis as well as the share of recycled water usage which accounted for 25% of total water usage.

Likewise, the construction of new Bank Mandiri buildings had used environmentally friendly materials such as the Low Emission Glass Facade. The Bank's commitment to implementing a green office could also be seen in the implementation of Eco-friendly Action which initially only focused on 4 (four) regional offices, which became a widespread movement. This movement was driven by the formalization of Management's directives to all units to implement less paper, less plastic, less energy consumption and waste recycle.

In addition, the 2020 Sustainable Finance Action Plan (RAKB) included initiatives related to privacy and data security risks as part of the Sustainable Operation pillar. The implementation in privacy and data security was also going very well, even exceeding the target. Continuous security awareness for employees and third parties was conducted through sharing sessions, which were successfully conducted 2 (two) times during this period. In addition, meetings of the Board of Directors and IT Committee regarding data security initiatives were also regularly held.

c) Pillars of Corporate Social Responsibility and Micro, Small and Medium Enterprises

1. LST Activities in CSR Sustainability

Bank Mandiri implemented several Corporate Social & Responsibility (CSR) programs that fulfilled the concept of sustainable development with a focus on community empowerment and the environment. The focus of the CSR program was on 9 (nine) out of 17 (seventeen) goals from the Sustainable Development Goals (SDGs).

One of the flagship CSR programs was the Mandiri Sahabatku program. In 2020, Bank Mandiri fostered and developed the spirit of entrepreneurship in more than 1,000 Indonesian Migrant Workers (PMI), so that the total PMI coached reached more than 14,857 PMIs.

Through the Mandiri Young Entrepreneur (WMM) program, in 2020 Bank Mandiri succeeded in encouraging 11,000 prospective entrepreneurs and young entrepreneurs as WMM participants (441% achievement of the target of 2,500 participants). Innovations made during this period were to provide opportunities for prospective entrepreneurs to compete by presenting business plans in 5 (five) business fields: Catering, Technology, Creative, Social and Service Trade Industries.

Bank Mandiri also developed 22 State Owned Enterprises (BUMN) Creative Houses (RKB) which were spread across various regions of Indonesia as a place for coaching and training for local MSMEs. Throughout 2020, RKB successfully conducted 1,204 trainings for 13,351 local MSMEs that were fostered by Mandiri RKB. This coaching was focused on printing MSMEs that were Modern, Digital and capable of doing business online. It was recorded that there were 3,384 MSMEs assisted by RKB that could list businesses on the e-commerce platform with 6,6574 total transactions and gross sales of IDR 1.72 billion.

2. LST Activities for Financial Inclusion

Bank Mandiri also developed Branchless banking to introduce retail products to the underbanked and distribute Micro Business Loan (KUM) and / or People's Business Loan (KUR). This is a concrete form of Bank Mandiri's support in increasing Financial Inclusion in Indonesia with the following achievements:

a. Branchless Banking Program

Throughout 2020, Bank Mandiri succeeded in increasing 72,371 branchless banking agents (hereinafter referred to as Agent Mandiri), an increase greater than the target of 56 thousand agents.

b. Distribution of People's Business Loan (KUR)

Throughout 2020, Bank Mandiri has distributed People's Business Loan (KUR) for main food commodities, namely Rice, Corn, Edamame, including Fishermen's KUR, reaching IDR 1,161 billion.

In addition to the implementation of LST policy piloting in priority sectors (palm oil and CPO plantations and the construction sector) and KUR distribution, Bank Mandiri also distributed Sustainable Portfolios according to the Category of Sustainable Business Activities (KKUB). As of December 2020, Bank Mandiri's total financing in these sectors reached IDR 167.306 billion or 21.9% of Bank Mandiri's total loans. Bank Mandiri's Sustainable Portfolio in 2020 experienced a growth of 6.93% from 2019.

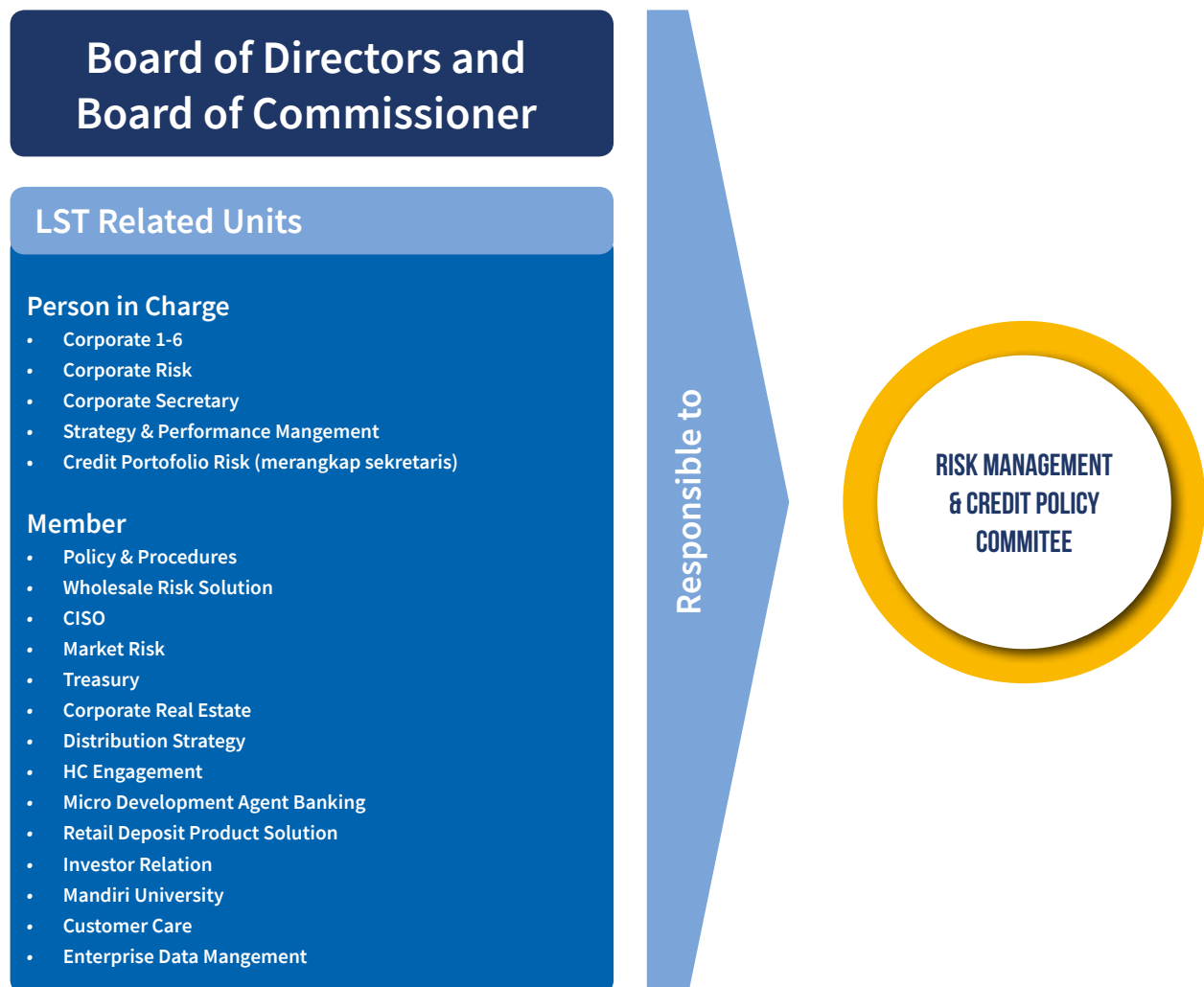


Forming An Environment Social And Governance-Esg (Lst) Unit

Bank Mandiri has established an ESG Unit that is directly responsible to the Risk Management Committee for risks related to ESG. The ESG Unit acts as the day-to-day person. The purpose of establishing this unit is:

- Designing an action plan on financing and investment policies.
- Renewing and reviewed the implementation of the RAKB in relation to ESG risk management activities related to banking activities in order to improve portfolio resilience handled by Credit Portfolio Risk.
- Monitoring and reporting on the progress of implementing the action plan based on indicators predetermined, such as the status of capacity planning, the status of the pilot project, the percentage of successful screening of customers, and so on.
- Planning and coordinating the capacity building sessions needed for the development and revision of ESG policies.

The members of the ESG related units can be seen in the image below.





The responsibilities of each section are explained as follows:

1) Corporate Banking

The duties and responsibilities of Corporate Banking 1-6 in related units of LST are:

- Implementing sectoral policies in accordance with their respective sectors that have been designated as priority sectors of the Bank.
- Educating debtors on sustainable finance.
- Identifying and mitigating customer ESG risks together with the Risk unit.
- Disseminating ESG policies that have been prepared for each Corporate segment customer through the Relationship Manager.
- Prepare an action plan with Corporate Risk for customers who do not meet the criteria in the checklist (checklist).
- Together with Treasury, Wholesale Risk Solution, Credit Portfolio Risk Group, Strategy & Performance Management Group and Market Risk as the person responsible for the initiative to publish environmental and socially sound financial service products, namely Sustainable / Green / Social Bonds end-to-end.

2) Corporate Risk

The duties and responsibilities of Corporate Risk in ESG related units are:

- Disseminating ESG policies that have been prepared for each Corporate segment customer.
- Preparing an action plan with Corporate 1,2,5 and 6 for customers who do not meet the criteria in the checklist (checklist).
- Conducting internal reviews on customer input related to sector policies.

3) Corporate Secretary

The duties and responsibilities of the Corporate Secretary of the ESG related units are:

- Allocating ESG funds and monitor their use to support sustainable financial implementation.
- Preparing the Bank's ongoing financial statements.
- Carrying out CSR programs, especially those related to economic and social development of the community through Corporate Social Responsibility, especially CSR Leading Entrepreneurs such as Mandiri Young Entrepreneurs and Mandiri Rumah Kreatif.
- Supporting Government programs especially those related to economic and social development of the community through Corporate Social Responsibility.
- Communicating environmentally friendly action programs through green campaigns both internally, especially in the Head Office and external work units of Bank Mandiri.

4) Strategy & Performance Management

The duties and responsibilities of Strategy & Performance Management in ESG related units are:

- Determining the strategic direction of Bank Mandiri through the management and preparation of short-term strategic plans (Work Plan and Budget of the Company /

RKAP), medium-term (Bank / RBB Business Plan) and long-term (Long-Term Plan / RJP) in accordance with the vision set by the shareholders.

- Ensuring the direction and strategic plan of the RAKB is contained in the RAKB short-term strategic plan document and the RAKB long-term strategic plan.
- Responsible for regular RAKB reporting (1 and 5 years) to the Financial Services Authority.
- Working Together with Business Units, Treasury, Wholesale Risk Solution, Credit Portfolio Risk Group & Market Risk as the person responsible for the initiative to publish financial services products with environmental and social insight, namely Sustainable / Green / Social Bonds end-to-end.

5) Wholesale Risk Solution

The duties and responsibilities of Wholesale Risk Solution to related units of ESG are:

- Performing functions to monitor the agreed action plan between the debtor and the Bank.
- Working Together with the Business Unit, Treasury, Strategy & Performance Management Group, Credit Portfolio Risk Group & Market Risk as the person responsible for the initiative to publish environmental and socially sound financial service products, namely Sustainable / Green / Social Bonds end-to-end.

6) Policy & Procedure

The duties and responsibilities of Policy & Procedures in related units of ESG are:

- Maintaining governance of the Bank's RAKB policies and procedures that are always updated and do not conflict with one another, by synchronizing and integrating policies, systems and procedures that are aligned and complementary.
- Coordinating the process of updating / refining policies, standard guidelines and RAKB procedures on the results of evaluations conducted periodically or on input from relevant work units, including when changes to the newly issued external regulations.

7) Credit Portfolio Risk Group

The duties and responsibilities of Credit Portfolio Risk in ESG units are:

- Reviewing the methodology in determining priority sectors in the RAKB.
- Developing a Portfolio Guideline to determine Industry Classification, the calculation of which is based on aspects of Industry Outlook, Col. 2, NPL, and Watchlist and added to LST aspects.
- As a control tower in implementing RAKB and conducting a review of the progress of RAKB.
- Performing the function as a secretary to coordinate with other relevant units in determining targets for achieving RAKB and to monitor follow-up if there are achievements of RAKB that do not meet targets that have been determined.
- Working Together with Business Units, Treasury, Strategy & Performance Management Group, Wholesale Risk Solution & Market Risk as the person responsible for the initiative to



publish financial services products with environmental and social insight namely Sustainable / Green / Social Bonds end-to-end.

8) Chief Information Security Officer (CISO) Group

The duties and responsibilities of CISO in the ESG unit are:

- Developing and running a bank roadmap related to information security through initiatives that have been aligned with Bank Mandiri's vision and mission to support the growth of the bank's business and the security and convenience of customer transactions.
- Developing policies related to the protection and security of bank data (including customer data) in accordance with life cycle data in order to answer external concerns on the ESG MSCI Rating.
- Building and controlling user access to bank data / information, among others through the access matrix, privileged access, dual control, and segregation of duties.
- Ensuring that the results of periodic audits by internal, external and regulator are followed up in accordance with the target time for completion. CISO also controls risk related to information security on a bankwide basis.
- Building employee and third party awareness regarding security risks through various communication media including sharing sessions, newsletters, e-Learning, posters, banners, quizzes and periodic assessments. This unit also ensures that all employees have updated information about cyber attacks on digital financial products through various training and various certification programs that meet the needs of banks and the development of the digital era.

9) Micro Development Agent Banking (MDAB) Group

The duties and responsibilities of MDAB in the ESG unit are:

- Managing individual customers managing individual customers, cooperatives, and other business entities that meet the criteria to obtain a maximum loan limit of IDR 1 billion and manage Branchless Banking Agents. Branchless Banking agents that are managed consist of two categories, namely individual agents and legal agency agents.
- Strengthening the branchless banking network by implementing a banking transaction system in the form of a Mini ATM on EDC to all agents in stages. It is intended that Mandiri Agen can move up as financial inclusion as reflected in the increase in the volume and frequency of transactions.
- Establishing cooperation with the Ministry of SOEs and Social Services to make branchless banking agents as agents of social assistance, the Farmer Card program, the Family Hope Program (PKH), Non-Cash Food Assistance (BPNT) and Village-Owned Enterprises (BUMDes).

10) Corporate Real Estate (CRE) Group

The duties and responsibilities of CRE in the LST unit are to manage all of the Bank's Fixed Assets (ATTB), including the following:

- Formulate policies and establish guidelines for ATTB management.

- Planning, building, and maintaining ATTB.
- To control the management of ATTB.

11) Distribution Strategy Group

Duties and responsibilities of the Distribution Strategy in the ESG unit are:

- Informing the environmentally friendly action program to regions 3,4,5 and 9 (region piloting).
- Melakukan konfirmasi kepada region terkait pelaksanaan program aksi ramah lingkungan.

12) Retail Deposit Product Solution Group

The duties and responsibilities of Retail Deposit Product Solution in the ESG unit are to provide guidance and training in financial management and entrepreneurship, as well as entrepreneurship assistance / internships in several destination countries for Indonesian Migrant Workers (PMI).

13) HC Engagement Group

HC Engagement Group in the ESG unit acts as a driving force for employee engagement so that all employees can work together optimally with each other, so as to create optimal work productivity.

14) Mandiri University

Mandiri University in the ESG unit acts as the person in charge of developing employee internal capacity in accordance with Bank Mandiri's business needs.

15) Treasury Group

Working Together with the Business Unit, the Credit Portfolio Risk Group, the Strategy & Performance Management Group, the Wholesale Risk Solution & Market Risk as the person responsible for the initiative to publish environmental and socially sound financial service products, namely Sustainable / Green / Social Bonds end-to-end.

16) Market Risk Group

Working Together with the Business Unit, Treasury, Strategy & Performance Management Group, Wholesale Risk Solution & Market Risk as the person responsible for the initiative to publish environmental and socially sound financial service products, namely Sustainable / Green / Social Bonds end-to-end.

17) Enterprise Data Management Group

The Enterprise Data Management (EDM) Group in the LST unit acted as:

- Reviewing data security provisions in accordance with the data lifecycle (create, access, use, store, share & disposal), especially in maintaining the confidentiality of sensitive customer data at least once per year.
- Ensuring that IT committee meetings were held to discuss strategic data management issues, at least once a year.
- Reviewing at least 1 time the implementation of banking laws & related regulations which states that Banks were prohibited from providing personal data or information from customers to external parties unless there is written approval / required by law
- Reviewing at least once the provisions for changing customer data according to the Operational Technical Guidelines.



18) Customer Care Group

The Customer Care Group (CCG) Group in the LST unit acts as Responsible for enabling changes in customer data through several available Customer Service channels (Branch & Mandiri Call), including changes to sensitive data through the nearest branch by applying KYC principles.

19) Investor Relations Group

The Investor Relations group in the LST unit acted as:

- In collaboration with the Corporate Secretary Group, which was responsible for the availability of Sustainability Reports in accordance with stakeholder expectations.
- Build intensive communication with stakeholders related to ESG, including investors and ESG rating agencies both nationally and internationally.

The agenda of activities carried out by the ESG Unit is as follows:

1) Reporting Flow

Unit related to ESG is directly responsible to the Risk Management Committee for risks related to ESG which are coordinated by Credit Portfolio Risk. Nonetheless, the Board of Directors / Commissioners retains full responsibility for the Bank's commitment to the goals of sustainable finance.

2) Meeting Frequency

The related unit of ESG will hold regular meetings to discuss related issues with obstacles in the implementation of RAKB including solutions, obstacles and progress on the implementation of RAKB. Implementation monitoring is carried out regularly every quarter and reported to the Risk Management Committee.

Key Performance Indicators for LST Units are as follows:

Bank Mandiri established 3 (three) key performance indicators that are used to assess the progress of the RAKB. The three performance indicators are as follows:

1. Capacity Development

Bank Mandiri has planned to strengthen its technical capabilities in terms of ESG by carrying out capacity building activities.

Bank Mandiri's human resource capacity building is a key activity to realize the successful implementation of sector policy programs. Capacity building can be done through training and workshops with experts in the environmental and social fields. Training and workshops must be given to all new employees in ESG related units, while training and workshops for refreshment purposes are held regularly every 2 (two) years. The objectives of the training and workshop are as follows:

- Increasing internal capacity related to the assessment and implementation of sector policies
- Providing knowledge of issues and regulations related to ESG.
- Providing an understanding of how to assess customers based on sector policies.

- Providing an overview of the main considerations when using due diligence checklists for customers in each sector. To monitor the progress of capacity development, Bank Mandiri has set indicators to monitor capacity building activities. The indicator was:

• TotalLST Training Workshop

These indicators were monitored by the LST unit and reviewed periodically every 3 months. If the results did not reach the specified target, this issue would be escalated to determine a follow-up so that ESG-related risks could be reduced.

2. Implementation of sectoral pilot policy projects in the Corporate segment

The initial step of Bank Mandiri in running a Sustainable financial project begins with conducting a pilot project of sectoral policy implementation in the Corporate segment by selecting a sample of customers to be involved. To that end, Bank Mandiri has set indicators to measure the success of the pilot project. These indicators are:

- Number of customers who have been socialized on ESG topics.

These indicators are monitored by ESG units and are monitored regularly every month. If the results do not reach the specified target, this issue will be escalated for further action. Conversely, if the results of the implementation of the pilot project meet the target, Bank Mandiri will implement sectoral policies in the Corporate segment to all customers in the related sectors.

3. Implementation of sector policies

Bank Mandiri has developed indicators to measure the effectiveness of sector policy implementation. These indicators are:

- Percentage of pilot customers who met the sector policy criteria.
- Percentage of pilot customers who did not meet sector policy criteria.

The indicators are monitored by Wholesale Risk Solution and reviewed every month. If the results do not reach the specified target, this issue will be escalated to follow up so that risks associated with ESG can be reduced.

Methods and Scope of Due Diligent Against Social, Economic and Environmental Impacts of the Company

Bank Mandiri continues to examine the social, economic and environmental impacts of its business activities, with the aim of preventing negative impacts and adding value to stakeholders. The due diligence mechanism that has been applied for each core subject is explained as follows:



Human Rights

Policy and Application

In carrying out business activities in the banking industry, Bank Mandiri had a policy to implement social responsibility related to human rights. These policies were implemented to provide safe and comfortable conditions for stakeholders. These policies are contained in:

1. Whistleblowing system (WBS) policy.
2. Code of Conduct
3. Gratuity policy
4. Bank Mandiri Loan Policy (KPBM)
5. Collective Bargaining Agreement.
6. Operational Policy (Human Resources Sub-Chapter) which was updated and approved on 12 December 2017.
7. Standards for Human Resources Guidelines that were updated and approved on March 20, 2018.
8. The Technical Guidelines for Human Resources (PTSMD) were updated using the employee lifecycle concept (8A).
9. Business Continuity Management (BCM) Operational Guidelines (SPO) Standards.
10. Emergency Response Plan (ERP) Operational Technical Guidelines (PTO).
11. Transparency in the Use of Customer's Personal Data (TPDPN).

Various policies related to human rights have been well socialized. These policies become guidelines for the parties involved in implementing the application of social responsibility related to human rights. Thus, the application of social responsibility related to human rights included efforts to prevent involvement in activities that violated human rights, fulfilled the rights of stakeholders, did not commit discriminatory actions, fulfilled civil and political rights, fulfilled the economic, social and cultural rights, as well as fulfilled the fundamental principles and fulfilled the employee rights.

Monitoring Mechanism

Bank Mandiri continued to monitor the implementation of the Company's policies on a regular basis, particularly through the internal audit mechanism, which aimed to ensure that the Company's policies had been implemented effectively. Based on the audit results, improvements were made in accordance with the audit results recommendations.

Monitoring mechanism for social responsibility related to human rights relating to employment, health and safety, Bank Mandiri conducted employee engagement surveys every year. Whereas related to customer satisfaction, Bank Mandiri has conducted a customer satisfaction survey every year.

Handling Complaints Mechanism

In order to overcome the negative impact of decisions and operational activities, Bank Mandiri always strives to deal effectively with complaints from stakeholders, particularly employees and customers. Bank Mandiri has provided media for employees to submit complaints both through special media and through the Bank Mandiri Employees Union (SPBM). Resolution of employee complaints is done in stages according to a predetermined hierarchy. The mechanism for resolving customer complaints is implemented through several forms such as the formulation of PKB, the formation of employee unions, the Bipartite Cooperation Institute between Bank Mandiri and employees and the availability of a forum for employees to pour out complaints regarding work problems called HC4U.

Bank Mandiri has also provided a channel for customer complaints with various media and will be explained in more detail in the Social Responsibility Related to Consumers section of this Annual Report. Bank Mandiri always strives to immediately follow up and resolve customer complaints and complaints in accordance with the established Service Level Agreement (SLA).

Fair Operation

Policy and Application

In implementing fair operations, namely operational activities that were free from conflicts of interest, Bank Mandiri had various policies. This was manifested in anti-corruption enforcement, ensuring political activities were carried out responsibly, healthy business competition, paying attention to social responsibility aspects in the implementation of the value chain and respecting copyright. Policies that regulated fair operation include the whistleblowing system (WBS) policy, the Code of Conduct, and the gratification policy. In the whistleblowing system policy, Bank Mandiri had a whistleblowing system (WBS) mechanism, namely the Letter to CEO (LTC) Program. The implementation of Code of Conduct at Bank Mandiri was in the form of ethical standards that govern the behavior of all Bank Mandiri employees in carrying out business activities. In the procurement of goods and services, Bank Mandiri had guidelines, namely SPO Procurement.

Whereas, the gratuity policy at Bank Mandiri, namely the prohibition of abuse of authority, the prohibition of requesting or receiving, permitting or agreeing to receive gratuities related to his position and contrary to his obligations, the prohibition of requesting or accepting, allowing or agreeing to accept a gift or reward from a third party and others will be explained in more detail in the Social Responsibility Related to Equitable Operations section.



Monitoring Mechanism

In monitoring the implementation of fair operations, Bank Mandiri conducts audits both from external and internal parties. To measure the level of supplier/vendor satisfaction, Bank Mandiri has conducted a supplier satisfaction survey. In addition, the social responsibility monitoring mechanism related to fair operations is also carried out through evaluation and improvement of GCG implementation by carrying out self-assessments which are conducted every semester. Bank Mandiri also conducts a GCG Assessment which is assessed by the Corporate Governance Perception Index (CGPI), namely The Indonesian Institute of Corporate Governance (IICG).

Handling Complaints Mechanism

Bank Mandiri has provided media for reporting acts or indications of fraud and/or non-fraud that can harm customers and Bank Mandiri, namely through the Website <https://whistleblowing.tips/wbs/@bmrilettertoceo>, email to bmri-lettertoceo@rsm.id, the letter which was addressed to PT RSM Indonesia through PO BOX 1007 JKS 12007 and SMS and Whatsapp to number 08119007777.

Living Environment

Policy and Application

Environmental damage became one of the current global problems, including in Indonesia. The damage occurred in rivers, land, sea and air. In order not to get worse, all parties had to participate and take part in controlling the problem. Bank Mandiri fully supported efforts to preserve the environment. Concrete steps to support this, in addition to channeling funds for environmentally friendly customer activities, Bank Mandiri also embodied environmental awareness through a sustainable operation program, namely the practice of environmentally friendly bank operations (Green Office), among others by saving energy and water which was increasingly limited, saving paper use by implementing a paperless program, treating waste, and reducing emissions. Various environmentally friendly efforts were packaged through Mandiri Eco-Friendly.

Based on this, Bank Mandiri implemented several policies related to environmental aspects, including the Bank Mandiri Loans Policy (KPBM) which prohibited financing for businesses or projects that endangered the environment. The bank also considered the obligation of prospective debtors to submit an Environmental Impact Analysis (AMDAL) in financing to required businesses / industries or Environmental Management Efforts (UKL) - Environmental Monitoring Efforts (UPL) in accordance with applicable laws and regulations. In addition, Bank Mandiri also established a sustainable banking program as outlined in the Sustainable Finance Action Plan (RAKB), which was in the form of Implementation of Social Environment & Governance (LST) policies in priority sectors for the Corporate segment and Sustainable Product Development. This implementation was determined in the priority sectors of oil palm and CPO as well as the construction sector and develops the Sustainability / Green / Social Bonds Framework.

Meanwhile, policies related to Green Office were manifested in the form of appeals, recommendations and internal regulations of Bank Mandiri in order to minimize the impact of Bank Mandiri's operations on the environment. Bank Mandiri always makes efforts to implement operational efficiency to all Work Units covering all Groups, Regional Offices and Branch Offices.

Monitoring Mechanism

In carrying out monitoring in the sustainable banking program, Bank Mandiri evaluated the implementation as outlined in the Sustainability Report for the relevant year and the RAKB for the following year. Related to the sustainable operation monitoring mechanism, Bank Mandiri carried out activities including checking the waste water by sending samples to the Regional Environmental Laboratory, Environmental Service, DKI Jakarta Provincial Government, once a month to determine the quality of wastewater. In handling greenhouse gas emissions, Bank Mandiri conducted emission tests on 6 generators operated by Bank Mandiri. In addition to air emissions, Bank Mandiri also showed concern for the environment by conducting regular noise tests in several places, such as the front yard of the building, the backyard of the building, the front of the basement area, and the south lobby. In an effort to save paper, Bank Mandiri gradually implemented the use of a Multi-Function Printer (PMF) in all Bank Mandiri offices with the aim of monitoring paper usage and making it more efficient because it had a duplex printing feature.

Handling Complaints Mechanism

As a form of corporate responsibility related to the environment, both in the development of financial products / services and in environmental preservation, Mandiri Bank makes it easy for the public to submit suggestions or complaints by sending an email to Customer Care at the email address mandiricare@bankmandiri.co.id.

Manpower, Health, and Safety

Policy and Application

Bank Mandiri had a policy to provide a safe and comfortable work environment for employees. Bank Mandiri always provides the same treatment for all employees, because the interests of employees are the top priority that must be met. In addition, Bank Mandiri also has a policy to provide a safe and comfortable work environment for employees. Internal policies related to employment, health and safety include the following:

1. Human Resources Policy and Collective Labor Agreement (PKB) between Bank Mandiri and all Bank Mandiri employees. This policy is applied to create optimal conditions so that operational activities run smoothly for the progress of the company. In addition, this policy regulates work time, leave, salary and benefits that are entitled to employees.



2. Business Continuity Management (BCM) Operational Management Standards (SPO).

The BCM SPO is a general guideline in preparing Bank Mandiri to face and protect against various potential financial and non-financial losses that are catastrophic as a result of disaster events.

Standar Pedomanan Operasional (SPO) Business Continuity Management (BCM).

3. Emergency Response Plan (ERP) Operational Technical Guidance (PTO).

ERP PTO is a component of BCM as a guideline / guide in maintaining the safety and life safety of all employees, customers, and third parties in the event of disruption / disaster, including saving important data and Bank assets.

The implementation of social responsibility to employees could indirectly provide comfort in work so as to increase optimal work productivity. Bank Mandiri also strived to improve employee welfare by implementing various programs, both material and non-material. Bank Mandiri provided equal rights and opportunities to all employees, including gender equality in employment opportunities, equality in education and training programs, use of local labor, remuneration, promotions, freedom of association and pension training. In addition, Bank Mandiri also provided health facilities and always strived for a decent and safe work environment for all employees.

Monitoring Mechanism

In implementing social responsibility related to employment, every year Bank Mandiri conducted employee engagement surveys. In addition, Bank Mandiri also conducted periodic monitoring every year of the Attrition Rate (employee turnover rate, both resigning and leave outside the Bank's dependency (CLTB). That way, Bank Mandiri could analyze and know with certainty the profile of employees who resigned, particularly the reason / background of the employee's resignation, with this monitoring, it was hoped that it could improve the welfare and motivate employees so that it would affect employee productivity figures.

Handling Complaints Mechanism

Bank Mandiri has established a mechanism for complaints about manpower issues relating to employment relations, working conditions and employment conditions by promoting mutual respect, respect and working together to provide the best solution in dealing with problems while upholding professional ethics.

This mechanism is implemented through several forms such as the formulation of PKB, the formation of employee unions, the Bipartite Cooperation Institute between Bank Mandiri and employees and the availability of a forum for employees to pour out complaints regarding work problems called HC4U.

Consumer

Policy and Application

Bank Mandiri had a policy to meet customer expectations. The customer service policy considered 3 (three) critical points, namely compliance with regulations, providing convenience for customers, and still contributing to improving Bank performance. In carrying out the company's responsibilities to consumers, Bank Mandiri refers to policies and regulations that apply in Indonesia, namely POJK No. 1 / POJK.07 / 2013 concerning Consumer Protection in the Financial Services Sector, Financial Services Authority Circular Letter Number 14 / SEOJK.07 / 2014 concerning Confidentiality and Security of Consumer Data and / or Personal Information, Financial Services Authority Circular Letter No.1 / SEOJK.07 / 2014 concerning Implementation of Education in order to Improve Financial Literacy for Consumers and / or Society and Financial Services Authority Regulation No. 18 / POJK.07 / 2018 concerning Consumer Complaint Services in the Financial Services Sector. The confidentiality of Customer Data has been regulated in Bank Mandiri's internal provisions, including the Technical Operational Directive (PTO) on Transparency in Using Customer Personal Data (TPDPN). In addition, Bank Mandiri refers to the policy of Bank Indonesia Regulation No. 16/1 / PBI / 2014 concerning Consumer Protection for Payment System Services and Bank Indonesia Circular No. 16 / 16 / DKSP / 2014 concerning Procedures for Implementing Consumer Protection for Payment System Services. All complaints that have been received from various types of complaints media are then forwarded directly to the relevant settlement unit and monitored directly by the Customer Care Group to ensure to customers that the settlement of complaints will be carried out in accordance with the established Service Level Agreement (SLA).

Monitoring Mechanism

In monitoring social responsibility to consumers, Bank Mandiri conducted a Customer Satisfaction Survey of branch contact points and electronic banking (e-banking) on a regular basis to determine the extent of Bank Mandiri's customer satisfaction.

Handling Complaints Mechanism

Every complaint from a customer could be submitted to Bank Mandiri through several means, including through the Mandiri Contact Center, Bank Mandiri Corporate Website, email, or social media which is officially a media for submitting customer complaints (Twitter, Facebook, Instagram, Whatsapp and Telegram). Customers can also go directly to Bank Mandiri Branch Offices throughout Indonesia or submit complaints through official letters submitted directly, sent by post.



Social and Community Development

Policy and Application

In implementing social responsibility related to social development, Bank Mandiri complies with the regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-02/MBU/04/2020 concerning the Third Amendment to the Regulation of the Minister of State-Owned Enterprises Number PER-09 / MBU / 07/2015 Regarding the Partnership Program and the State-Owned Enterprise Environmental Development Program. The corporate social responsibility program for community social development became an elaboration of one of the Bank's missions, namely caring for the interests of the community and the environment, as the company's contribution to improving community welfare. In addition to the Social and Environmental Responsibility (TJSL) program and the Community Development Program (BL), Bank Mandiri also carried out independent education and entrepreneurship programs as well as the Financial Inclusion program.

Monitoring Mechanism

Bank Mandiri annually carries out social responsibilities related to society. The program implementation is outlined in the Bank Mandiri PKBL report. In the PKBL Report there is the preparation and presentation of the PKBL program and also how to manage the funds of PKBL activities.

Handling Complaints Mechanism

In the activity of responsibility related to community development, there are often obstacles in its implementation. Therefore, if there are problems or complaints in community activities, you can send an email to Bank Mandiri Customer Care at the email address Mandiricare@bankmandiri.co.id or by telephone at 14000.

Significant Stakeholders Affected or Influential on the Impact of Bank Mandiri Activities

In performing its business, Bank Mandiri either directly or indirectly interacts with various stakeholders, which are affected by the activities of Bank Mandiri. Bank Mandiri is always committed to increasing stakeholder engagement so as to leverage the value of other shareholders and stakeholders. Significant stakeholders related to the activities of Bank Mandiri as well as strategies and work programs that have been implemented in increasing stakeholder engagement are as follows:

Stakeholder	Identification Base	Potential Impact
Shareholder Share	Economic, ownership and legal relations	<ol style="list-style-type: none"> Improved performance of Bank Mandiri. Positively growing value of shares.
Community	Social relations, social licenses, social responsibility, and closeness to Bank Mandiri	<ol style="list-style-type: none"> PKBL progress and development Increased opportunities of cooperation in PKBL program. Increased education and understanding of effective financial use
Employee, Employee Organizations	Law and stakeholders who help achieve the company's goals	<ol style="list-style-type: none"> Employee's rights. Improving the effectiveness of management and employee relationships.
Government, Regulator, Legislative Customer	Law and interests of Financial Services Institutions	<ol style="list-style-type: none"> Compliance with all prevailing regulations Good corporate governance Cooperation in CSR programs
Customers	Economic relations	<ol style="list-style-type: none"> Increased intensity of providing education related to financial products and services of Bank Mandiri, especially for new customers and the public who have not been educated yet about financial access. Increased banking facilities and access as well as transaction security. Transparency of the Company's service information.
Partnership	Economic and legal relations	Transparency in the procurement process
Mass Media	Social relations, social licenses	Open access to accurate and up-to-date information



Social, Economic and Environmental Issues Related to the Impact of the Company's Activities

In determining important social, economic and environmental issues related to the impact of Bank Mandiri activities, Bank Mandiri conducts focus group discussions (FGDs) with various internal and external stakeholders on a regular basis. These important issues are then used as the basis for Bank Mandiri to prioritize management approaches in managing them. As a company engaged in the banking industry, prioritized important issues are more focused on economic and social issues, as presented in the following:

Important Issue	Remarks
Economic Topic	
Economic Performance	Describe the achievements and performance of Bank Mandiri during the reporting year.
Indirect Economic Impacts	Describe the commitment and benefits of the existence of Bank Mandiri for the community.
Anti-Corruption	Describe Bank Mandiri's commitment to conducting company operations in a clean, honest and transparent manner.
Environmental Topic	
Energy	Describes Bank Mandiri's concern for energy management, which is increasingly limited.
Water	Describe Bank Mandiri's concern for the management of water resources, which are increasingly limited.
Emission	Describe Bank Mandiri's concern for greenhouse gas emissions which have a major impact on climate change.
Effluents and Waste	Describe Bank Mandiri's concern in managing wastewater so it does not pollute the environment.
Environmental Compliance	Describe commitment to various environmental regulations so that Bank Mandiri's operations do not have a negative impact on the environment.
Social Topic	
Staffing	Describe Bank Mandiri's commitment to the importance of managing employees as an important asset for business sustainability.
Occupational Health and Safety	Describe Bank Mandiri's commitment to providing a safe and comfortable workplace so that employees are more productive and committed to their work
Training and Education	Describe the commitment of Bank Mandiri in an effort to improve employee competence as important capital to face increasingly fierce competition.
Diversity and Equal Opportunities	Describe Bank Mandiri's commitment to respecting diversity and equality to progress and develop without distinguishing ethnicity, religion, race and so on.
Customer Privacy (Customer Information Protection)	Describe Bank Mandiri's commitment to maintaining the confidentiality of customer data so as to create customer trust and loyalty.
Socio-Economic Compliance	Describe Bank Mandiri's commitment to obeying socio-economic regulations, such as employment, fair competition, and non-discrimination.



Scope of Corporate Social Responsibility Both as Obligation and as Excessive Obligation

In implementing corporate social responsibility, Bank Mandiri refers to ISO 26000. The social responsibility scope of Bank Mandiri encompasses:

1. Social Responsibility Governance
2. Human Rights
3. Employment
4. Environment
5. Fair Operation
6. Fulfillment on Customer's Interests

Community Details of each category of social responsibility will be presented in each of the relevant sections of this Annual Report in detail:

Core Subject	Related Regulations
Human Rights	Financial Services Authority Regulation No.18 / POJK.07 / 2018 concerning Consumer Complaint Services in the Financial Services Sector.
Fair Operation	Law of the Republic of Indonesia Number 20 of 2001 concerning Amendment to Law Number 31 of 1999 concerning Eradication of Corruption
Living Environment	Government Regulation Number 47 of 2012 concerning Limited Corporate Social and Environmental Responsibility.
Employment, Health, and Occupational Safety	<ol style="list-style-type: none"> 1. Labor Law of the Republic of Indonesia No 13 of 2013 2. Decree of the Minister of Manpower No. 228 of 2019 concerning certain positions that can be occupied by foreign workers.
Consumer	<ol style="list-style-type: none"> 1. Financial Services Authority Regulation No. 1 / POJK.07 / 2013 concerning Consumer Protection in the Financial Services Sector 2. Financial Services Authority Circular Letter Number 14 / SEOJK.07 / 2014 concerning Confidentiality and Security of Consumer Data and / or Personal Information. 3. Financial Services Authority Circular Letter No.1 / SEOJK.07 / 2014 concerning Implementation of Education in order to Improve Financial Literacy to Consumers and / or the Public 4. Financial Services Authority Regulation No. 18 / POJK.07 / 2018 concerning Consumer Complaint Services in the Financial Services Sector 5. Bank Indonesia Circular Letter No. 16/16 / DKSP concerning Procedures for Implementing Consumer Protection for Payment System Services
Social Development and Society	Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number: PER-02 / MBU / 7/2017 concerning Second Amendment to the Regulation of the Minister of State-Owned Enterprises No. PER-09 / MBU / 07/2015 Regarding Partnership Program and Community-Owned Enterprise Environmental Development Program.

While the scope of social responsibility that exceeds obligations is reflected in the implementation of operational activities which are the application of the pillars of sustainable operations and the pillars of corporate social responsibilities and MSMEs as explained in the Social Responsibility Commitments section.

In addition, Bank Mandiri is one of the 8 (eight) major banks in Indonesia known as First Movers on Sustainable Banking. Through social responsibility activities, it was hoped that it could improve the quality of life and a beneficial environment, for Bank Mandiri itself, the local community, and society in general.

Work Strategies and Programs in Efforts of Stakeholders Engagement and Increasing Stakeholders Value

Stakeholder engagement is directed at Bank Mandiri's interests by taking into account corporate social responsibility, caring for environmental issues, and paying attention to priorities in establishing communication with various strategic partners.

The stakeholder engagement process includes Bank Mandiri's efforts to meet the expectations of each stakeholder by using available resources, in an appropriate, accountable manner, and not in conflict with the provisions stipulated in applicable laws and regulations.



Table of Bank Mandiri Stakeholders

Stakeholders	Frequency of Approach
Shareholders	Communication was done with hold a GMS or meeting as needed.
Public	Empowerment, Collaboration, and Consultation 1. Organizing Community Development. 2. Organizing the Independent Young Entrepreneur Program. 3. Carrying out educational consultations on financial planning. 4. Including tertiary institutions and third parties in the PKBL implementation assistance.
Employees, Employee Organizations	Consultation and Communication 1. Guaranting the fulfillment of normative rights. 2. Guaranting freedom of association and the right to express opinions. 3. Holding regular meetings in a bipartite forum between Bank Mandiri and the employee union. 4. Developing and making collective work agreements
Government, Regulator, Legislative Customer	Collaboration, Consultation and Communication 1. Complying with all applicable regulations. 2. Paying taxes, levies and nontax state revenue (PNBP) in accordance with statutory regulations. 3. Doing active participation in deliberations on regional development plans (Musrenbang) 4. Requesting input from various government agencies on Bank Mandiri operational aspects.
Customer	Consultation and Information 1. Ensuring service and quality assurance of financial products. 2. Organizing the complaints mechanism and the follow-up. 3. Conducting customer satisfaction surveys. 4. Maintain customer privacy. 5. There is a CustomerGathering forum.
Partner	Collaboration and Information 1. Making a work contract 2. Monitoring and evaluate work contracts. 3. Providing sanctions to terminate the cooperation contract if there is a violation.
Mass Media	Information 1. Implementing the principles of information disclosure. 2. Conducting visits to the Company's business units to expand and understand the bank's business.

Strategies and social responsibility work programs for each core subject of social responsibility are presented as follows:

Core Subject	Strategy	Work Program
Human Rights	Emphasizing the fulfillment of human rights related to employment, occupational health and safety and customer satisfaction.	1. Regular coordination with SKBM. 2. Handling employee complaints through the HC4U container. 3. Training and developing employee competencies. 4. Customer education. 5. Mandiri Intellegent Assistant (MITA). 6. Handling customer complaints. 7. Explanation of solving customer problems through the Press Conference in various mass media. 8. Other relevant programs..



Core Subject	Strategy	Work Program
Fair Operation	Emphasizing that there are no conflicts of interest in every business decision, conduct fair business competition and effectively implement WBS and Code of Conduct.	<ol style="list-style-type: none"> 1. Signing annual statements related to compliance with employee code of conduct by all employees. 2. Socialization of various GCG guidelines such as Gratuity Policy, WBS, and Code of Conduct 3. Management of Gratuities, WBS, and Code of Conduct. 4. Completion of the Gratification Control Technical Operational Directive. 5. The signing of the Integrity Pact by the Board of Commissioners, Directors and all employees. 6. Audit of procurement of goods and services. 7. Vendor Meeting and Vendor Gathering. 8. Vendor Satisfaction Survey. 9. Other relevant programs.
Living Environment	Emphasizing the application of sustainable finance and saving energy and water use.	<ol style="list-style-type: none"> 1. Green Banking, namely environmentally friendly lending and the use of Digital Banking in banking activities. 2. Energy and water conservation activities by applying the concept of green buildings that are environmentally friendly in the Mandiri University complex and saving electricity by reducing excess electricity in all work units of the Bank Mandiri Office through blackout of workspace during recess and conducting power outages and public areas in during the daytime. 3. Environmental and waste management activities generated at the Head Office by using recycle water and using energy saving lamps. 4. The activity of saving paper usage by developing paperless administration by utilizing information technology. 5. Environmental preservation activities in the form of the Muara Gembong Social Forestry Project. 6. Other relevant programs.
Employment, Health and Occupational Safety	Emphasizing on strategies for fulfilling employee rights, such as gender equality and employment opportunities, providing adequate health facilities, and	<ol style="list-style-type: none"> 1. Material welfare programs that are directly related to employee performance. 2. Non-material employee welfare programs in the form of providing facilities and services to all Bank Mandiri employees without discrimination. 3. Using a smell of place approach in employee welfare activities to create an atmosphere that makes employees happy and productive. 4. Training programs, training and education. 5. Special appreciation programs for employees such as Mandiri Best Employee, Mandiri Employee Award and National Frontiner Championship. 6. Facilitating SPBM activities 7. Retirement training program. 8. Facilitating sports activities for employees. 9. Activities related to employee work safety, namely inspection of building fire protection equipment, standardization of specifications, placement of building safety devices and evacuation routes, and conveying emergency information to employees, guests and building emergency response teams. 10. Employee Engagement Survey. 11. Facilitating health benefits through BPJS facilities. 12. Other relevant programs
Consumer	Emphasizing on customer satisfaction strategies and protecting the confidentiality of customer data	<ol style="list-style-type: none"> 1. Equality and fair treatment 2. Openness and transparency 3. Education and literacy 4. Responsible business conduct 5. Protection of consumer assets against misuse 6. Protection of consumer data and / or information 7. Effective handling and settlement of complaints 8. Customer service through the Mandiri Intellgent Assistant (MITA) feature 9. Conduct customer satisfaction surveys 10. Other relevant programs



Core Subject	Strategy	Work Program
Social and Community Development	Emphasizing on social responsibility and environmental development strategies as well as educational and entrepreneurial activities	<ol style="list-style-type: none"> Mandiri Young Entrepreneur Program (WMM). The Mandiri Friends Program. Program support for the implementation of Financial Services Without Offices in the Framework of Inclusive Finance or PANDAI LAKU by increasing Branchless Banking Agents <ol style="list-style-type: none"> Development Program for Integrated Rice Management Center-Kebumen, Central Java. Non-cash social assistance distribution program. Mandiri Education Program to increase general public literacy. Other relevant programs.

Programs That Exceed the Company's Minimum Responsibility

Based on the work programs that have been described, several work programs that exceed the minimum responsibilities include:

- Handling employee complaints through the HC4U container.
- Vendor Meeting and Vendor Gathering.
- Air Quality Monitoring Program (NAFAS).
- Special appreciation programs for employees such as Mandiri Best Employee, Mandiri Employee Award and National Frontiner Championship.
- Customer service through the Mandiri Intellengent Assistant (MITA) feature.
- The Independent Young Entrepreneur Program (WMM).
- Other programs.

Financing and Budget Of Social Responsibility

Social responsibility financing and budgeting were inherent in every relevant company operational activity, such as labor costs, occupational health and safety, general costs, customer service fees and others. In 2020, there was a decrease in employee competency development costs. This was because competency development in 2020 was carried out through digital learning.

Table of Employee Competency Development Cost

Competency Development Cost (in Million IDR)	
2020	2019
219,931	633,039

In addition, Bank Mandiri also budgeted funds for social responsibility activities in the form of the Partnership and Community Development Program (PKBL).

Table of Distribution of Partnership and Community Development Program 2020

Activity Category	Implementation Fee (IDR)	
	2020	2019
Natural Disaster Sector	54,995,887,138	5,992,634,537
Social Affairs Sector	10,768,346,038	38,582,954,643
Field of Worship Facilities Sector	18,111,321,157	15,456,941,555
Health Facilities Sector	11,799,118,331	5,705,045,796
Education Facilities Sector	28,338,410,657	74,206,218,474
Public Facilities Sector	9,523,495,552	7,585,736,274
Nature Conservation Sector	365,000,000	300,000,000
Total	133,901,578,873	147,829,531,279



Corporate Social Responsibility Related to Human Rights

Commitment and Policy on Corporate Social Responsibilities of Human Rights

Bank Mandiri has full commitment to upholding human rights. Various policies related to human rights were used as guidelines for the Company in carrying out social responsibility related to human rights. These policies included the whistleblowing system (WBS) policy, Code of Conduct, gratuity policy, Bank Mandiri Credit Policy (KPBM), Collective Labor Agreement, and Human Resources Technical Guidelines (PTSMD) which were updated using the concept of employee lifecycle (8A), Standard Operational Guidelines (SPO) Business Continuity Management (BCM), Emergency Response Plan (ERP) Operational Technical Instructions (PTO) and Transparency in the Use of Customer Personal Data (TPDPN).

As a form of Bank Mandiri's commitment to implementing social responsibility related to human rights, the Company provided media for employees to submit complaints through special media or through the Bank Mandiri Employees Union (SPBM). Bank Mandiri also provided a channel for customer complaints through various media. Bank Mandiri always strived to immediately follow up and resolve customer complaints and complaints in accordance with the Service Level Agreement (SLA) that had been established.

Scope of Corporate Social Responsibilities Of Human Rights

The scope of corporate social responsibility was related to human rights, which was related to stakeholders. The social responsibility that was implemented includes efforts to prevent involvement in activities that violate human rights, fulfill the rights of stakeholders, do not commit discriminatory actions, fulfill civil and political rights, fulfill social and cultural economic rights, and fulfillment of fundamental principles and fulfillment of employee rights.

Corporate Social Responsibility Planning For Human Rights

Each year, Bank Mandiri always makes plans that are outlined in work programs contained in the Company's Work Plan and Budget (RKAP). The work program is intended to ensure that the work process at Bank Mandiri also pays attention to the implementation

of human rights, including the allocation of costs for employees' activities. Enforcement of human rights is also indicated by the freedom for employees to form Employee Union and hold meetings between Employee Union and the management of Bank Mandiri to discuss matters needed by employees so that the work program contained in the RKAP can be realized through paying attention to the agreement results between Employee Union and the management of Bank Mandiri.

Initiative Implementation of Corporate Social Responsibilities of Human Rights

Bank Mandiri always consistently fulfill the social responsibilities implementation policies. As a company engaged in the banking industry, the issue of human rights lies in the issue of stakeholder engagement. The Basic Human Rights issue related to Bank Mandiri's activity is not a significant issue, considering banking is a business activity in the service field with the nature of services. Activities of implementing social responsibility related to human rights included: efforts to prevent involvement in activities that violate human rights, fulfill the rights of stakeholders, not commit discriminatory actions, fulfill civil and political rights, fulfillment of economic, social and cultural rights, as well as fulfillment of fundamental principles and fulfillment of employee rights.

Avoiding Involvement

To avoid being involved in activities that violate human rights, Bank Mandiri consistently carried out various activities. One of them was providing training to security related to the application of human rights in carrying out their duties. In addition, Bank Mandiri also implemented policies related to the procurement of goods and services, one of the elements of which was the absence of human rights violations in making financing decisions and selecting suppliers.

Handling of Complaints of Stakeholders

Bank Mandiri integrated human rights into its business practices. However, there were times when there were complaints from stakeholders in this practice. Therefore, Bank Mandiri had a complaint mechanism for stakeholders. Bank Mandiri already had a complaint channel for each stakeholder, and strived



to be able to handle matters that became the complaints of these stakeholders. Complaint channels for customers, employees, and the public had been received and had been followed up properly by the Company.

Avoiding Discriminative Action

The principles of avoiding discriminatory actions became Bank Mandiri's commitment. Therefore, Bank Mandiri always strived to treat all stakeholders fairly and equally regardless of ethnicity, religion, race, descent and gender. This was applied to customers, employees, and in dealing with the community. Bank Mandiri provided equality to all employees, regardless of differences in religion, ethnicity, race, social status, skin color, gender, or other physical conditions. In addition to the practice of gender equality in employment opportunities, Bank Mandiri also continued to empower local workers as the main resource in all operational and banking activities of Bank Mandiri.

Fulfilling Civil and Political Rights

With regard to maintaining civil and political rights, Bank Mandiri implemented social responsibility activities. The flagship and strategic social sector programs run by Bank Mandiri were Mandiri Young Entrepreneurs, Development of Integrated Rice Processing Centers-Kebumen, Central Java and Community Development in Humbang Hasundutan Regency. These programs became Bank Mandiri's commitment to creating an independent and prosperous society. Regarding political rights, Bank Mandiri openly accommodated input from stakeholders through established channels, particularly for customers, the public and employees.

Meeting Economic, Social and Cultural Rights

Bank Mandiri fulfilled economic, social and cultural rights, both within the Company and for the community. Internally, Bank Mandiri strives to provide rights to employees both material and non-material by taking into account employee performance. As part of the community, the fulfillment of economic, social and cultural rights was also carried out in social activities. In addition to the Social and Environmental Responsibility (TJSL) program and the Community Development Program (BL), Bank Mandiri also carried out independent education and entrepreneurship programs as well as the Financial Inclusion program.

Meeting Fundamental Principles and Employee Rights

Employee Equality

Bank Mandiri always provided equal rights and opportunities in terms of employment opportunities regardless of differences in

religion, ethnicity, race, social status, skin color, gender, or other physical conditions. In addition, Bank Mandiri also ensured that every employee owned the same opportunity to take part in any education and training programs that were opened according to the needs and development plans of Bank Mandiri.

Recognition and Guarantee For Employee Unions

To accommodate its employees' rights, Bank Mandiri formed an Employees Union. Every employee had been given the right to become a member of the Employees Union by submitting a written application and therefore the Company was not allowed to prohibit any employee from becoming or not becoming a member of the Employees Union.

Bank Mandiri provided a room and its facilities including tables, chairs, cupboards, computers for the Central Executive Board (DPP), the Regional Executive Board (DPW) and for the Branch Management Board (DPC). The provision of space for DPW and DPC depended on the availability of rooms which were regulated by the Bank. The bank could allow the use of the meeting room on the condition that it was not being used and had obtained written permission from the Bank. Bank Mandiri also guaranteed to treat or give equal attention to both Employees who were members of the Employees Union and Employees who were not members of the Employees' Union in carrying out their obligations and fulfilling their rights.

Working Hour

Bank Mandiri provided special rights for female employees who breastfeed, that was, given the appropriate opportunity to breastfeed their children during working time. For the smooth operation, Bank Mandiri stipulated that overtime work had to be implemented with mutual agreement between the Bank and the Employees to complete work that could not be postponed and for this Bank Mandiri will pay overtime wages to employees.

In addition, Overtime was adjusted to the operational needs of the Bank, and the Bank established overtime facilities. The amount of wages referred to the applicable laws and regulations.

Annual Leave

Bank Mandiri provided annual leave to employees who worked at the Bank for 1 (one) year continuously. During the period of annual leave, employees still received a full salary. The length of annual leave and implementation of annual leave was determined based on the employee's position as regulated by the Bank. Annual leave rights were exercised based on the request of employees and / or assignments by the Bank and adjusted to the workload / needs of the Bank. For employees who submitted plans for annual leave but were rejected by the head of the work unit concerned, the head of the unit concerned was obliged to provide reasons for his refusal in writing and copied to Human Capital.



Maternity Leave, Miscarriage Leave, and Menstrual Pain Leave

Bank Mandiri provided childbirth breaks and miscarriage breaks to female employees. Birth rest was given for 1.5 (one and a half) months before the time to give birth to a child and 1.5 (one and a half) months after giving birth according to the calculation of the obstetrician or midwife. Rest for 1.5 (one and a half) months for the miscarriage or according to the information from the obstetrician or midwife. The Bank arranged for the implementation and provision of rest facilities for childbirth breaks or miscarriage breaks. In addition, female employees who felt pain during menstruation could verbally notify their direct supervisor or authorized official, and then be given permission to rest without having to work on the first and second day of menstruation.

Permission to Carry Out Religious Worship

The Bank always gives permission to the Employee to carry out their religious worship which provision is regulated by Bank Mandiri.

Permission to Take Leave

Bank gives permission for a paid leave in the event of:

1. Special occasion namely the employee's wedding, employee children's wedding, death of husband/wife/children/ children in law/parents/parents in law/other family member living under the same roof, birth of children, employee's wife miscarriage, child's circumcision, child's baptism, biological/adoptive child's tooth filling ceremony (Hindu), biological/adoptive child's visudhi ceremony (Buddhist), Employee's graduation.
2. Sickness, as in sick with a written recommendation from a doctor for a maximum of 3 (three) days, sick without a written recommendation from a doctor for 1 (one) day and hospitalization.
3. Personal matters that is important, sudden and cannot be represented.
4. Experiencing obstacle beyond the control of the Employee. Bank Mandiri had set the terms for the implementation of permission to leave work.

Achievements and Awards Initiative Corporate Social Responsibilities of Human Rights

Bank Mandiri received the Best Bank in Indonesia award at the Best Banks 2020 Asia Pacific Winners event organized by Global Finance. Bank Mandiri also received an award from HR Asia Magazine as one of the Best Companies to Work for in the HR Asia Best Companies to Work For In Asia 2020 event. This showed the achievement of one of the company's commitments and consistency, namely in developing human resources through a series of work culture programs that adopted the latest developments in the world of work.



Corporate Social Responsibility Related to Fair Operations

Commitment and Policy on Corporate Social Responsibilities of Fair Operation

As one of the manifestations of good corporate governance implementation, Bank Mandiri is committed to always carry out fair operation practices. Bank Mandiri already has several policies that govern fair operation among others the internal control policy, whistleblowing system (WBS), Code of Conduct, and gratification policy. Those policies are specifically aimed at preventing conflicts of interest and implementing healthy business activities. In addition, Bank Mandiri also owned policies related to the procurement of goods and services, namely SPO Procurement. SPO Procurement was a guideline for Bank Mandiri in carrying out the process of procuring strategic and non-strategic goods and services to support the Bank's operational activities according to the quality, quantity and time set at the best price and applying risk control management principles.

The scope of the implementation of social responsibilities related to the fair operation practices emphasized by Bank Mandiri this time is the prevention of conflict of interest, anti-corruption implementation, healthy competition, and the prevention of Insiders behavior. The anti-corruption implementation is manifested through the WBS, Code of Conduct and Gratification Policy.

Formulation of Scope of Corporate Social Responsibilities for Fair Operations

The scope of social responsibility activities related to fair operations includes prevention of conflicts of interest, implementation of the Whistleblowing System and Code of Conduct, prohibition of insiders' behavior, MisRepresentation, relationships with business partners, competency behavior and relationships with other organizations.

Corporate Social Responsibility Planning for Fair Operation

Bank Mandiri always targets in its annual planning to ensure the implementation of all fair operating policies. Any violations that occur will be subject to strict sanctions in accordance with Bank Mandiri policies and applicable regulations. Meanwhile, planning for monitoring social responsibility activities in fair operations was carried out by carrying out work program audits, GCG assessments both self-assessments and assessments conducted by external parties as well as supplier satisfaction surveys.

Initiative Implementation of Corporate Social Responsibilities of Fair Operation

Bank Mandiri's consistent implementation of social responsibilities related to fair operation practices includes these matters:

Conflict of Interests

Conflict of interest is a condition where the Bank's Officials in carrying out their duty and obligations has another interest outside the interest of the company, either related to personal, family, or other party's interest so that the Bank's Officials may lose their objectivity in making decisions or policies according to the authority that the Bank has given them.

Therefore:

1. All Bank's Officials have earnestly endeavored to avoid any activity that could cause a conflict of interest. If one thing or another cannot be avoided, then the related staff must report it to their direct supervisor.
2. All Bank's Officials have been prohibited to give approval or seeking approval for the credit facility, special interest rate or other exclusivities for: 1) Themselves, 2) Their families, and 3) The company where they or their family have interest on.
3. All Bank's Officials are prohibited to work at other companies either as director, staff, consultant or board of commissioner member, unless they have received assignment or written permission from the Bank. Specifically for the members of the Board of Commissioner and Directors, the concurrent position will follow the regulatory provision regarding Good Corporate Governance.
4. All Bank's Officials are prohibited to be a direct or indirect contractor, either goods or service contractor for the Bank.
5. All Bank's Officials are prohibited to take items belonging to the Bank for their own, their families, or other outside party's interest.
6. All Bank's Officials only allowed conducting securities transaction, foreign exchange trading, precious metal, derivative transaction and other goods for their own interest if there is no conflict of interest, the violation of insider trading regulations from the Capital Market Authority, and other regulations.



Position Abuse and Gratification

In the application of social responsibility related to fair operations, Bank Mandiri also strives to avoid misuse of office and gratuities in its operational activities. To that end, Bank Mandiri establishes the following policies:

1. All Bank's Officials have been prohibited to abuse their authority and taking advantage directly or indirectly, from the knowledge gained from the Bank's business activity for: 1) Personal advantage, 2) Advantage for their family member, 3) Advantage for other parties.
2. All Bank's Officials have been prohibited from requesting or accepting, allowing and approving to receive gratification related to their position and contrary to their obligations in accordance with the applicable law and regulations. That includes the prohibition to requesting or accepting, allowing and approving to accept a gift or reward from a third party who gets or trying to get a facility from the Bank in the form of credit facilities (cash loan and/ or non cash loan), or in the context of purchasing or discounting money orders, promissory notes, check and trade paper or other obligation proof, or other facilities related to the Bank's operational activity. The types of gratification and the reporting mechanism will be regulated in Gratification Control Operational Technical Guidelines.
3. All Bank's Officials have been prohibited to requesting or accepting, allowing or approving to receive a gift or reward from a third party who gets or trying to get a job related to the goods or services procurement from the Bank.
4. In the event of the customer, contractors, and other parties giving gifts in the form of goods or other forms on special occasions such as holidays, certain celebrations, disasters, etc. if: 1) The effect of the gift acceptance is believed to bring negative impact and affect the bank's decision, and 2) The value of the gift is beyond reasonable limits, then the Bank Mandiri's Officials who received the gift must immediately return the gift with a polite explanations that the Bank Mandiri's Officials are not allowed to accept any gifts.
5. In the event of gift giving as mentioned in point four above because of one thing or another cannot be returned easily, therefore the Bank Mandiri's Officials who received the gift must immediately report it to their supervisor to make a follow up in accordance to the applicable regulations.
6. In the event of the customer, contractors, and other parties giving promotional items, as long as the receipt of that promotional item is believed to not have a negative impact and affecting Bank's decision, the Bank Mandiri's Officials are allowed to accept that promotional item.

7. In the event of the goods and service procurements from the third party for the Bank's official needs, Bank's Officials always try to get the best price with maximum discount. The received discount must be recorded for the Bank's benefit.
8. Bank's Officials are prohibited to use their position to borrow from or owing to the customer.
9. All Bank's Officials are prohibited to take advantage of the opportunity to use Bank's facilities for their own advantage beyond those provided by the Bank.

Implementation Whistleblowing System and Code of Conduct

Bank Mandiri has had the whistleblowing system (WBS) mechanism called Letter to CEO (LTC) Program. LTC aimed to detect fraud acts or indications. The management of WBS has been carried out by an independent party, so that the implementation is more effective. The fraud types that were reported include corruption, swindle, theft, embezzlement, and forgery. A more detailed explanation regarding WBS has already been discussed in the Company Governance section of this Annual Report.

Beside WBS, Bank Mandiri also has implemented the Code of Conduct which is an ethical standard that governs the behavioral of the Bank Mandiri's Officials in carrying out business activities. The implementation of the Code of Conduct is expected to encourage professional, responsible, reasonable, appropriate, and trustworthy behavior in conducting business relation with fellow coworkers or business partners.

Insiders Behavioral

Bank's Officials who have classified information are not allowed to use the information to take advantage for themselves, their family or other third parties, by: 1) Influence the customers or individuals or institutions in conducting transactions with the Bank. 2) Spreading the information to the customers or individuals or institutions.

All Bank's Officials have been prohibited to use the internal information to make a purchase, or trade securities, unless the information is widely known to the public. Bank's Officials have been prohibited to abuse their position and take advantage directly or indirectly for themselves, their family member or other parties and/or influencing the decision process related to themselves. The decision making to sell or purchase the Bank's asset and other services has been made to prioritize the Bank's interest without being influenced by the Insiders.



Misrepresentation

To avoid misrepresentation, Bank Mandiri established policies, among others:

1. Bank's Officials who represent the Bank in dealing with third parties have acted according to their capacity and authority.
2. Bank's Officials who represent the Bank have given the correct information, documents, and reports in the correct way.
3. Bank's Officials have avoided the actions that can cause misunderstanding from other parties.

Relation With Work Partner

Bank's Officials always prioritize the Bank's interest in dealing with work partner. In dealing with work partners, Bank Mandiri officials had to prevent corruption, collusion and nepotism as well as a negative image. Bank's Officials in cooperating with the working partner have implemented the professionalism and justice principles based on good faith.

Behavioural in Competing

Bank's Officials have been responsible for creating and maintaining healthy competition in conducting business. Therefore, Bank's Officials have stayed away, avoid and prevent the unhealthy ways of competing to develop their career.

Relation with Other Organization

The Bank's Officials have been able to make business contacts with other organizations including competitors as long as they provide benefits to the Bank. The Bank's Officials have avoided all forms of inappropriate collaboration/alliance with other parties.

Procurement of Goods and Services According To Ethics and Basic Principles of Procurement of Goods and Services

Provisions related to the Procurement of Goods and Services, namely the Procurement SPO has been updated and approved on March 1, 2017. The Procurement SPO is a guide of Bank Mandiri in conducting the procurement of strategic and non-strategic goods and services to support the Bank's operational activities according to quality, quantity and the time set at the best price and applying the principles of risk control management.

In carrying out the procurement process, procurement executives are required to sign an Integrity Pact to be able to carry out the procurement of goods and services. In addition, the procurement process must also refer to the basic principles of procurement implementation which include:

Effective	Procurement activities must be in accordance with the requirements / plans that have been set and can provide optimal benefits for Bank Mandiri.
Effecient	Procurement activities are carried out to achieve quality as specified, with the agreed time at the best price level.
Open and Compete	Implementation of procurement must be open to providers of goods and services that have met the requirements and carried out through fair competition among suppliers of goods and services that meet certain conditions / criteria based on clear and transparent provisions and procedures.
Transparent	All provisions and information regarding the implementation of procurement, including technical and administrative requirements, evaluation procedures, evaluation results, determination of prospective Goods and Services Providers, are open.
Fair and Not Discriminatory	Provide equal treatment for all prospective Goods and Services Providers and does not lead to providing benefits to certain parties in any way and / or reason.
Accountable	The procurement process, results and payments must be accountable
Responsible	The procurement process is carried out carefully and complies with applicable regulations.
Independent	Procurement decisions are taken objectively and are free from pressure from any party.



To realize the procurement activities based on the above principles, Bank Mandiri implements the following matters:

1. Separation of functions in the Procurement Implementing Unit, namely the unit conducting the selection of prospective partners / vendors, the unit conducting the procurement process, the unit making up the Estimated Self Price; and Compliance Work Unit.
2. Always subject to and comply with internal and external regulations.
3. Implementation of the principles of risk management which includes identification, assessment, mitigation and monitoring and measurement of operational risk.
4. Guided by Bank Mandiri's Work Culture based on values:
 - Trust, Integrity, Professionalism, Customer Focus and Excellence
 - Good Corporate Governance (GCG), and
 - Comply with the Code of Conduct and implement the precautionary principle.
5. Comply with Bank Mandiri's code of conduct, namely:
 - One Heart One Mandiri (How do we work as a Team)
 - Mandiri Tangguh (How do we personally as Mandiri work)
 - Growing Healthy (How do we develop business and performance)
 - Meeting Customer Needs (How do we behave to customers)
 - Together Building the Country (How do we interpret work and responsibility).

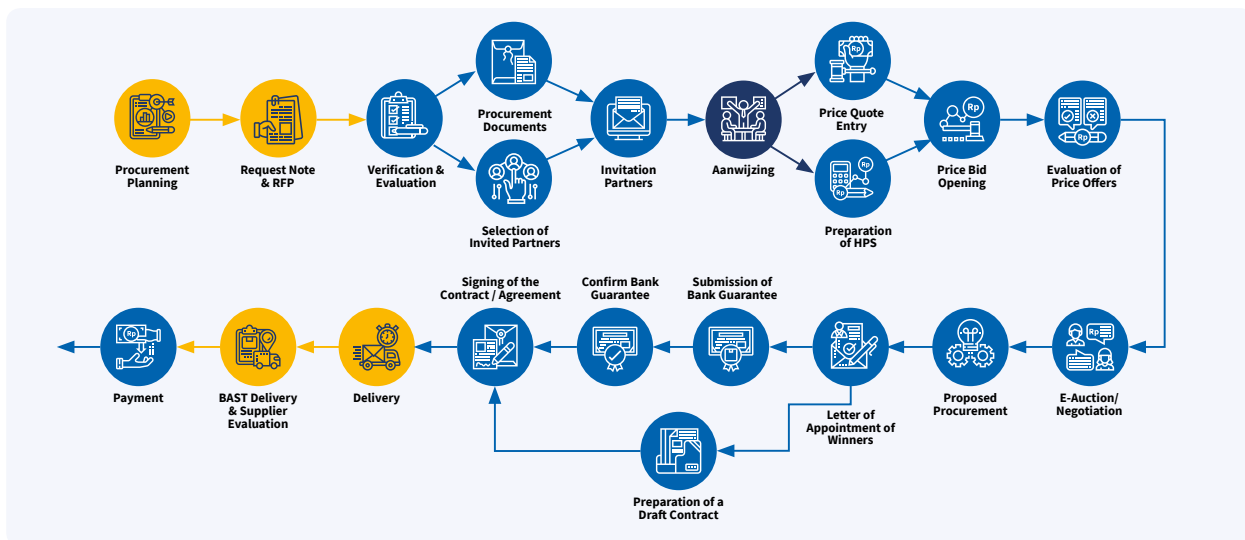
All parties involved in the Bank Mandiri procurement process include Procurement Implementing Units, Goods and Services Users and Goods and Services Providers obliged from time to time to comply with the following ethics:

- a. Carrying out each obligation in an orderly manner accompanied by a sense of responsibility to achieve the smooth and accuracy achievement of procurement objectives.
- b. Working professionally and independently on the basis of honesty and maintain confidentiality of documents that should be kept confidential, such as Self Estimated Price (HPS), to prevent irregularities in the implementation of procurement activities.
- c. Not influencing each other directly or indirectly to prevent and avoid unfair competition.
- d. Accepting and be responsible for all decisions made in accordance with the agreement of the parties.
- e. Avoiding and preventing conflicts of interest between the parties.
- f. Avoiding and preventing waste in the implementation of procurement activities.
- g. Avoiding and preventing the abuse of authority and / or collusion with the aim of personal, group or other party benefits that can directly or indirectly harm Bank Mandiri.
- h. Avoiding and preventing corruption, collusion and nepotism (KKN) in the procurement process.
- i. Not accepting gifts or rewards of any kind, either directly or indirectly.

Procedures for Procurement of Goods and Services

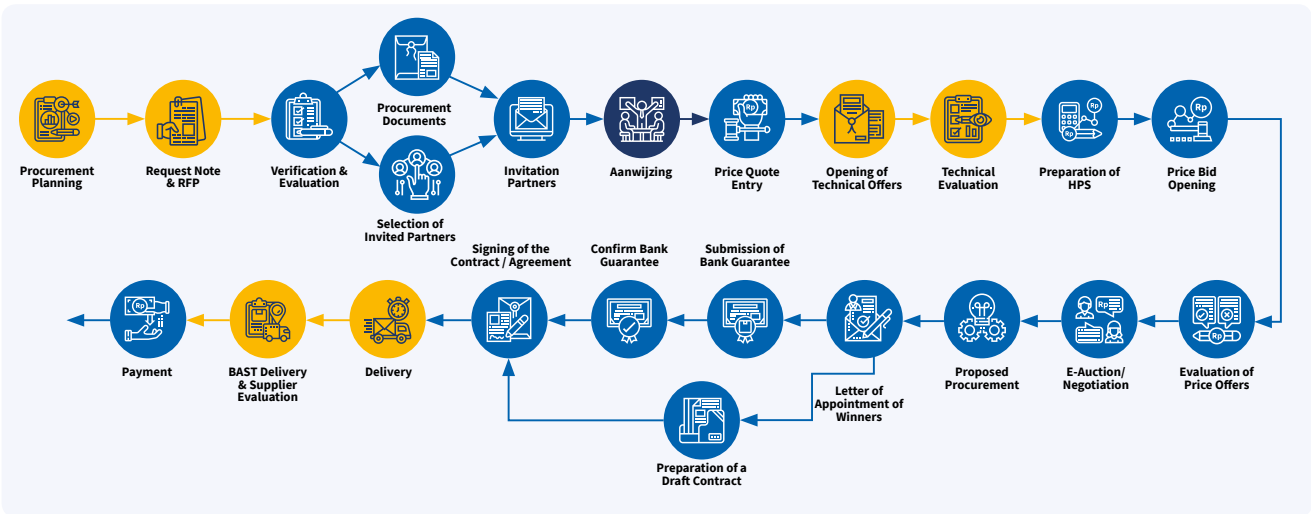
Bank Mandiri has procedures for procuring goods and services that can be described through 3 (three) schemes based on the level of complexity.

Simple Procurement Process Flow (One Stage One Cover)

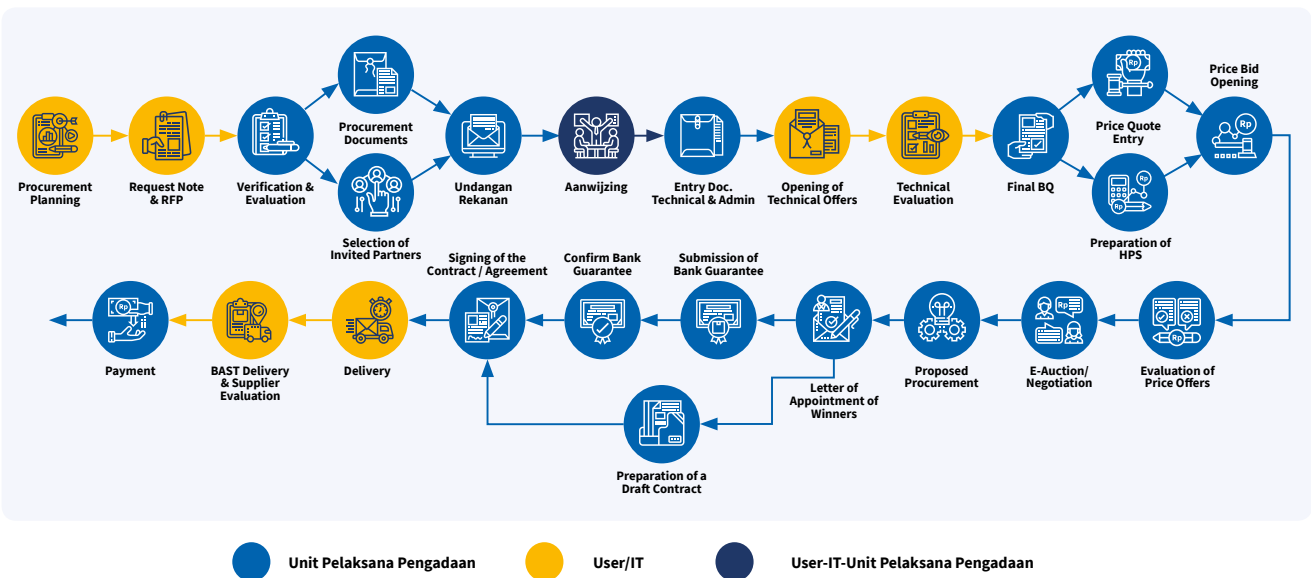




Process Flow for Medium Complexity Procurement (One Stage Two Covers)



High Complexity Procurement Process Flow (Two Stages)



● Unit Pelaksana Pengadaan ● User/IT ● User-IT-Unit Pelaksana Pengadaan

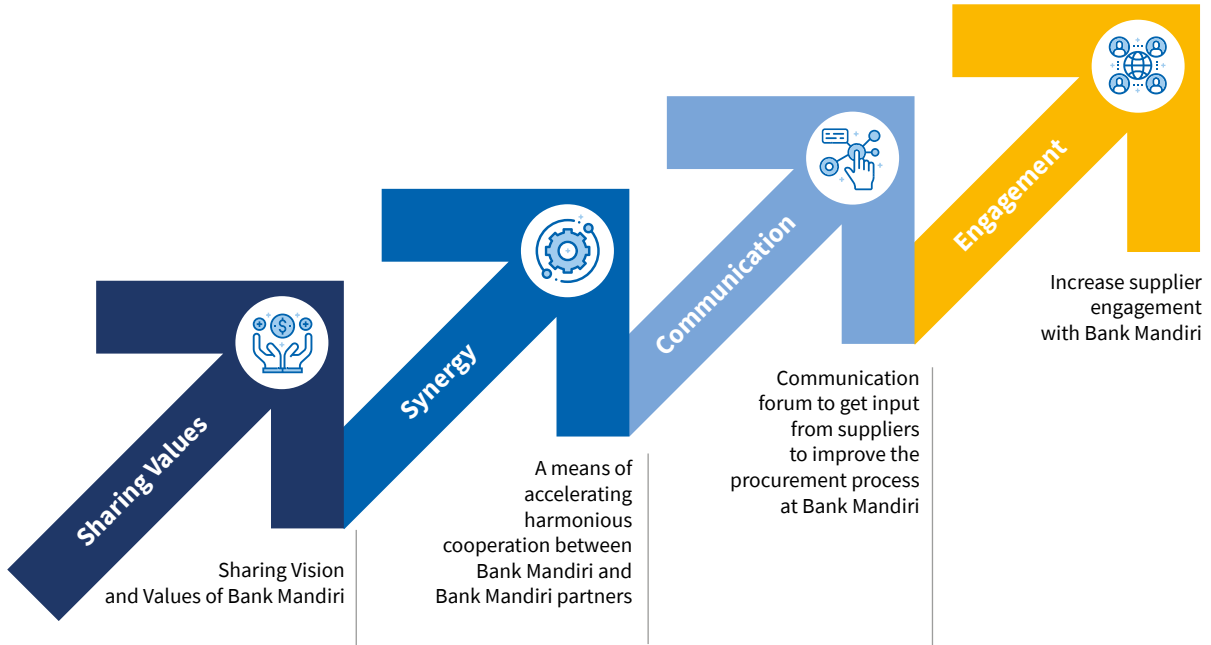
Bank Mandiri through the Internal System Strategic Procurement Group (Procurement Unit), has an application to support supplier procurement management activities, including:

No	Application Name	Application Description	Application Function
1	Bank Mandiri Portal Procurement	It is a web-based tool used to interact, among others, for Bank Mandiri with Suppliers and Prospective Suppliers	<ol style="list-style-type: none"> 1. Accreditation / registration of prospective suppliers. 2. Media introduction of potential suppliers. 3. Updating supplier data. 4. Monitoring News of Handover (BAST) of goods / services. 5. Tender Announcement.
2	Supplier Relationship Management Application	It is a web-based tool used by the Supplier Relationship Management unit to manage Bank Mandiri suppliers.	<ol style="list-style-type: none"> 1. Monitoring Requests for partner recommendations. 2. Analyzing the List of Selected Partners to be invited (DRTU). 3. Means for managing the List of Bank Mandiri Selected Partners (DRTM). 4. Means for evaluating and evaluating supplier capabilities.



Supply Competency Development Program

Bank Mandiri has carried out development activities to improve the quality of Bank Mandiri suppliers / vendors, through the implementation of Vendor Meetings and Vendor Gatherings accompanied by the awarding of the Vendor Award. The benefits of having a Vendor Meeting and Vendor Gathering are as follows:



Due to the COVID-19 pandemic, in 2020 Bank Mandiri will not hold a Vendor Meeting. This is also one of the policies in preventing and controlling the spread of COVID-19.



Achievements and Awards Initiative Corporate Social Responsibilities of Fair Operation

Bank Mandiri's commitment to implementing social responsibility related to fair operating practices increased stakeholders' trust in Bank Mandiri. Therefore, in 2020 Bank Mandiri received various awards related to the fair implementation of social responsibility in the field of operations. Among the awards are:

Award Name:

ASEAN Asset Class

Event:

ASEAN CG Scorecard

Organizer:

ASEAN Capital Markets Forum

Award Name:

ASEAN Asset Class

Event:

ASEAN CG Scorecard

Organizer:

ASEAN Capital Markets Forum

Award Name:

Best CRO & GRC Leader

Event:

Penghargaan GRC & Performance Excellence Award 2020

Organizer:

Majalah BusinessNews

Award Name:

The Best GRC Overall For Corporate Governance & Performance 2020 (Digital & Wholesale Banking)

Event:

Penghargaan GRC & Performance Excellence Award 2020

Organizer:

Majalah BusinessNews

Award Name:

Most Trusted Company

Event:

Indonesia Good Corporate Governance Award: The Most Trusted Companies 2020

Organizer:

Majalah SWA dan Indonesian Institute for Corporate Governance



Corporate Social Responsibility Related to the Environment

Commitment and Policy on Corporate Social Responsibilities of Environment

Bank Mandiri has set some policies concerning the environment, both in terms of financial products/ services development and environmental conservation. In terms of products and services, the Company has set some policies, including:

1. Crediting Policy (KPKD) that prohibits financing of businesses or projects that endanger the environment. Concerning this issues, Bank Mandiri sets a Standard Crediting Procedure (SPK) that arranges, among others:
 - a. Requirement for potential borrowers to submit an Environmental Impact Analysis (AMDAL) for compulsory business plan or Environmental Management Effort (UKL) - Environmental Monitoring Effort (UPL), in accordance with applicable regulations of law.
 - b. Requirement for potential borrowers to submit the result of Assessment Program for Company Performance Rank in Environmental Management (PROPER) issued by the Ministry of the Environment.
 - c. Prohibition of issuing credit for businesses posing threat to the environment, including sites of cultural heritage, and protected flora and fauna, and the likes.
2. Bank Mandiri established a sustainable banking program as outlined in the Sustainable Finance Action Plan (RAKB), which was in the form of Implementation of Social Environment & Governance (LST) policies in priority sectors for the Corporate segment and Sustainable Product Development
3. On the other hand, the policy of Bank Mandiri in terms of environmental management and conservation is realized by providing appeals, announcements, and regulations to minimize the Company's operational impact on the environment. Bank Mandiri always strives for efficient operational efficiency in all of its Working Units that encompass the Group, Regional Offices, and Branches.

Environmental Impact and Risk

As a corporation engaged in banking, Bank Mandiri has identified the main risks faced, especially if lending is given to institutions that have environmental problems. Therefore, Bank Mandiri has an internal policy that regulates Green Banking practices in the credit extension process.

Target / Plan Activity of Corporate Social Responsibilities of Environmental

Bank Mandiri as one of 8 (eight) Banks included in Indonesia First Movers on Sustainable Banking, has a passion to become a pioneer of sustainable banking. Concrete steps taken by Bank Mandiri include compiling and implementing the Bank's Sustainability Action Plan (RAKB) since 2019 in accordance with POJK No.51 / POJK.03 / 2017 concerning the Implementation of Sustainable Finance for Financial Service Institutions, Issuers and Public Companies.

The preparation and implementation of the RAKB is a concrete action by Bank Mandiri in implementing sustainable finance by developing risk management practices that support sustainable finance. Bank Mandiri has consistently implemented credit financing policies in environmentally friendly business sectors where this has been regulated in Bank Mandiri's internal regulations such as:

- a. Bank Mandiri Credit Policy (KPBM) which prohibits financing for businesses or projects that endanger the environment.
- b. Credit Procedure Standard (SPK) which among others regulates:
 - Obligations of prospective borrowers submit Environmental Impact Analysis (AMDAL) in financing to businesses / industries that are required or Environmental Management and Monitoring Efforts (UPL) in accordance with applicable laws and regulations.



- Obligations of prospective debtors to submit the results of an assessment of the Company Performance Rating Program in Environmental Management (PROPER) issued by the Ministry of Environment, especially for companies that have an important impact on the environment; has a very large amount of environmental pollution or damage; potential to pollute or damage the environment; registered on the capital market both at home and abroad; export oriented.
- Industry Acceptance Criteria (IAC) Palm Oil which has been updated in several aspects such as not being allowed to distribute Peatland financing, both new and existing debtors of Bank Mandiri; Land area for planted at least 3,000 Ha; preferably HGU land status; Have a Plantation Business Permit; Have an ISPO certificate or at least proof of ISPO registration; Have a SOP for Prevention and Handling of Land Fires, have standard fire handling equipment in accordance with the criteria of the land

and have a special fire prevention team that is trained according to the Directorate General of Forestry standards; and Plantation companies with an area of 250 hectares or more are required to facilitate the development of community gardens around a minimum of 20% of the total area of IUP-B or IUP or as stated in the location permit.

Bank Mandiri formulated Sustainability Banking which focused on the Implementation of Environmental, Social & Governance (LST) Policies in the Industrial Sector which became a priority in the Corporate Segment. In 2020 Bank Mandiri continued to pilot the ESG policy in the priority sectors of palm oil and CPO and start pilot implementation in the construction sector. In addition, in 2020 Bank Mandiri was also committed to continuing to develop products that were in line with the principles of sustainability, starting with the creation of the Sustainability / Green / Social Bonds Framework in accordance with national and international principles.

Other than implementing this strategy, Bank Mandiri also carries out corporate social responsibility activities related to the environment with the following costs:

Activity Category	Implementation Cost (IDR)			
	2020	2019	2018	2017
Environmental/Nature Conservation	*365,000,000	300,000,000	-	240,090,250

* The NAFAS Air Quality Monitoring Program was carried out from 2020 to 2021, the program fee in 2020 is IDR 360,000,000,-

Bank Mandiri targets that Bank Mandiri's lending activities will always adhere to applicable internal regulations and will always try to avoid giving credit to projects or businesses that are clearly endangering the environment. Bank Mandiri will also ensure that 100% of debtors meet the AMDAL requirements and obtain the BLUE / GREEN / GOLD PROPER rating.

Bank Mandiri also formulated Sustainable Operations, namely, targeting energy saving and emission reduction activities with the Green Office Program. This program is a tangible form of contribution in environmental management around the head office in supporting the management of environmentally friendly offices. In its implementation, the office management along with all workers try to implement various saving programs such as saving paper, saving electricity, and saving water through socialization and advice. The program can provide tangible benefits such as reducing operational costs, increasing efficiency, and also improving the

image of Bank Mandiri. Activities and activities in support of the creation of a Green Office are carried out through the use of environmentally friendly materials and more efficient use of energy. Activities to support the creation of a Green Office were carried out through the use of environmentally friendly materials and more efficient use of energy in the operational activities of Bank Mandiri. In addition, in the construction of new building facilities, Bank Mandiri also used environmentally friendly building materials.

Initiative Implementation of Corporate Social Responsibilities Related to The Environment

The manifestation of Bank Mandiri's support for environmental preservation is reflected in each of Bank Mandiri's activities both at the Head Office and its business activities, among others as follows.



Green Banking

Credit Process

For each credit proposal, either for corporate or commercial sector, discussion of Environmental Impact Analysis (AMDAL) is included as one of the conditions.

In allocating its credits, Bank Mandiri prioritizes environmentally friendly organizations such as those in renewable energy, environmentally friendly transportation, energy efficiency,

and those implementing sustainability concept. The several environmentally friendly policies for lending in the oil palm plantation sector of Bank Mandiri are as follows:

- Debtors from the palm oil industry are required to have Indonesian Sustainable Palm Oil (ISPO) certification.
- Debtors from big palm oil industry must also have AMDAL and PROPER;
- Percentage of companies with green and blue PROPER policies of the total amount of allocated credit

The distribution of credit in the plantation industry sector and its derivatives with the largest portion of the oil palm commodity in 2020 is presented in the following table:

No.	Commodity	Number of Debtors	Loans Limit (IDR Billion)	Outstanding Principal Value (IDR Billion)
1	Palm Oil	706	128,240	92,704
2	Rubber	85	4,066	3,099
3	Cane	48	2,961	2,244
4	Tea	7	409	350
5	Coffee	28	5,753	3,262
6	Other Agro Commodities	101	3,282	2,706
Total		975	144,712	104,365

Some of Bank Mandiri's loan distribution activities in the plantation industry sector are focused on financing the Corporate and Commercial Segments as follows:

• Corporate Segments

The loan portfolio for the plantation industry sector and its derivatives managed by the Corporate segment amounted to Rp. 59.76 trillion, with the largest loan disbursement to oil palm and CPO plantations that have passed or are in the process of ISPO certification. This standard is part of a policy made by the Ministry of Agriculture that aims to increase the competitiveness of Indonesian palm oil in the world market, and to participate in order to fulfill the President's commitment to reduce greenhouse gases, and pay attention to environmental issues.

• Commercial Segments

The credit portfolio for the plantation industry sector and its derivatives managed by the Commercial segment amounted to Rp 36.63 trillion, with the largest lending in oil palm and CPO plantations. The provision of loans is aimed at encouraging the development of an environmentally sound national palm oil and CPO industry through close monitoring of business practices so as not to damage the environment.

As a form of applying the concept of sustainable finance in loans distribution, as well as in preserving the environment, Bank Mandiri has channeled financing to sectors related to environmentally friendly energy, including:

1. Bank Mandiri has channeled financing to the Krueng Isep Hydroelectric Power Plant (PLTA) project by PT Senagan Energi, PLTA Poso 515 Megawatts by PT Poso Energy, 350 Megawatt Hydroelectric Power Plant Project by PT Kerinci Merangin Hidro, Pakkat Hydroelectric Project by PT Energy Sakti Sentosa and other hydropower projects.
2. Bank Mandiri has also channeled funding for the Flood Control Infrastructure Development Project and the Umbulan Regional SPAM Project by PT Adhi Karya (Persero).
3. In addition, Bank Mandiri also distributed financing to the Minihidro Power Plant (PLTM) projects, among others, the PLTM Tanjung Tirta project, PLTM Gumanti 3, PLTM Lebak Tundun, PLTM Segara and 8 other PLTMs by the Salim Group.



Sustainable Banking Implementation

In the Bank Mandiri Sustainable Banking pillar, Bank Mandiri focused on the Implementation of Environmental, Social and Governance (LST) Policies in the Industrial Sector which became a priority in the Corporate Segment. Bank Mandiri was also committed to continuing to develop products that were in line with the principles of sustainability, starting with the creation of the Sustainability / Green / Social Bonds Framework in accordance with national and international principles. The achievements of the implementation are as follows:

Implementation of Environmental, Social & Governance (LST) Policies with Priority Industry Sectors in the Corporate Segment		
Sector	Activity	Achievement
Palm Oil and CPO	Capability Development	6 (six) workshops / FGDs for the development of Bank Mandiri's internal capacity by involving external parties such as the ISPO secretariat.
	ESG Policy	Implementation of 6 (six) additional pilot debtors in the Palm Oil and CPO sectors to obtain lessons learned about the implementation of Sustainable CPO.
Construction	Capability Development	2 (two) workshops / FGDs for the development of Bank Mandiri's internal capacity.
	ESG Policy	Implementation of 3 (three) construction sector pilot debtors to get lessons learned about the implementation of Sustainable Construction.
Other Priority Sectors	Capability Development	Workshop related to Sustainable Finance Awareness attended by all bank-wide employees, and a workshop on the potential for financing the Renewable Energy Industry.

Sustainable Financial Product Development (Sustainable Product)		
Product	Activity	Achievement
Green / Social / Sustainability Bonds	Framework Development	Preparation of the Internal Framework, identification of eligible underlying assets and alignment of policies for issuing sustainability bonds in the Operational Technical Guidelines (PTO).

Digital Banking

Since the initiation of the use of digital banking in Bank Mandiri banking activities, Bank Mandiri has made paper savings in customer transactions at Branch Offices. Paper savings are also enhanced through e-billing. Further explanations for Bank Mandiri digital banking products and services have been described in the Management Discussion and Analysis section of the Company's Performance in this annual report.

Environmental Conservation

Air Quality Monitoring Program (Nafas)

The poor quality of air in the JABODETABEK area can be bad for human health and the environment. However unfortunately, this problem did not become a priority, and the level of awareness in the community was still low. Therefore, as a company headquartered in DKI Jakarta, Bank Mandiri wanted to provide socialization and information to the JABODETABEK community regarding the air quality around it. To realize this intention, Bank Mandiri were working with the startup company NAFAS to create an air monitoring application.

With this Nafas application, users could get the benefit of monitoring international standard air quality in real time 24 hours in 7 days. Not only that, the NAFAS application could also provide recommendations when the surrounding air was deteriorating. This program could indirectly educate and raise awareness that poor air quality was also an active cause of respiratory disease (lung cancer, heart attacks and other respiratory diseases).

For information, the Nafas Air Monitoring application program was in line with SDG's pillar number 11, the sixth target, namely Building inclusive, safe, durable and sustainable cities and settlements with a target by 2030, reducing the negative impact on the environment per capita in cities, including by paying attention specifically on air quality and municipalities and other waste management.

Environmental Activities Related to the Company's Operational Activities

Activities to Save Energy and Water

Bank Mandiri uses energy in the form of electricity and petrol fuel to support its daily operations. The electricity is supplied by PT PLN (Limited Liability Company). And as an alternative source of electricity whenever there is blackout, as not to disrupt operation and services, the Company also provides generator sets. Other than generator set, petrol fuel is also used for the Company's operational vehicles. The types of the petrol fuel used include premium, pertalite, pertamax, pertamax plus, diesel oil, and dex.

Bank Mandiri realizes that both electricity and fuel are non-renewable energy sources and that their availability is limited, Bank Mandiri takes necessary measures to save their use. In order to save electricity, Bank Mandiri applies the green building concept that is environmentally friendly. The concept is applied by the Company when developing the Mandiri University Complex which



was planned to have 15 towers with expected electricity saving of 20%. In the Wijaya Kusuma (WK) area, where Mandiri University is located, a 1.8 hectare artificial lake that serves as a water reservoir was constructed. This will serve as the main water source to be processed into clean water for the buildings around the area, including Mandiri University. In the WK area, the land not allocated for buildings is around 78% of the area, from a total of approximately 20 hectares. And the open spaces are for a park, green open spaces, an artificial lake, perimeter drainage, pavement, water catchment area, and many more. Therefore, this WK area has already employed the environmentally friendly concept.

Throughout 2020, Bank Mandiri has initiated saving of electricity by replacing ordinary bulbs with LED lights. Air conditioners have also been replaced with environmentally friendly ones. Use of electricity has also been reduced in all working units at Bank Mandiri Offices by turning off lights during lunch breaks and in public area during the day. Electricity saving is also implemented by adding more glass panels in Mandiri Headquarter building. During daylight, electricity during office operational hours can optimize the energy obtained from the sun.

Meanwhile, in order to save the use of fuel, the Company has implemented policies such as reducing the number of physical meetings across offices, including with those with regional offices, and conduct teleconferences instead. The Company also implements the policy of less use of operational cars and replace them with four shuttle buses instead.

In addition to paper and fuel, Bank Mandiri also uses water resources in activities. The Company uses water resources from PDAM (the Regional Drinking Water Company). This water is used for cooling tower, the canteens, the restrooms, the mosque, to water the plants, and many more. Due to limited clean water sources and it costs a lot of money to process raw water to drinking water, Bank Mandiri implements the policy to save water. Other than posting signs of proper use of water, the Company also regularly checks water installation as to ensure proper maintenance and fixing due to leakage or any other damages.

Another measure to reduce the use of clean water is by proving a water recycling facility at the Headquarter. This recycled water can be used for many purposes, including watering the plant. Bank Mandiri also dedicated 30% of the area it possesses, or equal to 13,000 m² from a total of 39,000 m² for a green open area. Because Bank Mandiri uses water sourced from PDAM and not ground water, during the reporting year, there were no complaints or complaints from the public regarding disruption of springs around the Head Office location.

Activities to Manage the Environment and the Resulting Waste

In waste water management activities, Bank Mandiri uses recycle water produced from waste water management in the form of sewage treatment plants so as to save on environmental management costs. Because Bank Mandiri uses water sourced from PDAMs and not ground water, during the reporting year, there were no complaints from the public regarding the disruption of the springs in the vicinity of the Head Office location.

In addition to environmental management, Bank Mandiri's operations produce solid waste in the form of waste from office activities, and liquid waste from office waste water. One of the efforts to reduce solid waste is by using energy saving lamps (LED). By using LED lights, the lifespan of the use of the lamp becomes longer, so that the lamp waste becomes decreased. Furthermore, in order not to cause environmental problems, Bank Mandiri provides sufficient trash bins. The collected waste will be disposed of at the Final Disposal Site (TPA) by third parties in collaboration with Bank Mandiri. The waste in the green open area in the form of fallen leaves is used as organic fertilizer. In addition to fertilizing the land, this effort also saves the cost of purchasing fertilizer.

Paper Saving Activity

Daily operations such as office administrations of printing documents and transactions with clients require the use of paper, which is almost inevitable. And as paper is made of pulp from trees, Bank Mandiri attempts to reduce its usage.

Measures taken for this include development of paperless administration and digital banking by making use of available information technology such as emails and mobile applications. Saving is also implemented by not printing non-essential documents, checking for mistakes in documents prior to printing, as to avoid re-printing, printing on both sides, and using used paper for printing of internal administration requirements. For internal meeting invitation documents and notification information to employees, this is done via electronic mail (email) as an effort to reduce paper usage.



Quantitative Impact of Activities Activities of Social Responsibility for Life

Quantitative Impact of Green Banking Activities

Implementation of green banking concept in credit disbursement was a form of Bank Mandiri support in maintaining environmental conservation, which resulted in the following impact:

- All Bank Mandiri debtors (100%) have met the AMDAL requirements, in addition to the Palm and CPO Debtors for the Corporate segment of Bank Mandiri, 59.3% have received the PROPER predicate BLUE / GREEN / GOLD. This of course will have a positive impact on the environment in the territory of Indonesia due to the increasing PROPER predicate from various companies.
- Of the total 54 palm oil companies in the Corporate segment (plantations and processing to Crude Palm Oil / CPO) that have become Bank Mandiri debtors, 45 are / are in the process of certifying Indonesian Sustainable Palm Oil (ISPO), 3 (three) debtors are in the process pre-registration and 19 debtors already have the Roundtable Sustainable Palm Oil (RSPO).

The certificate reflects the company's role in preserving the environment. The more companies that have this certificate, it is hoped that environmental conservation activities will increase.

Impact of Environmental Preservation

The Nafas Quality Monitoring Program (NAFAS) could improve the quality of life of people in the JABODETABEK area. Increasing the quality of life was also supported by public awareness in maintaining a diet, not smoking, and the community had to also continue to take care of themselves with appropriate actions when the air around was bad.

Quantitative Impact of Energy and Water Savings

Throughout 2020, Bank Mandiri has used electricity of 2,162,760 KWh. Electricity savings were also pursued by reducing solar radiation entering the building by using a low Overall Thermal Transfer Value (OTTV) glass so that it could reduce the use of electricity for air conditioning and by conducting a program of blackouts every break time in all Bank Mandiri offices.

Table of Electricity Consumption Volume

(in million rupiah)

Table of Electricity Usage Volume (KWh)			
Description	2020	2019	2018
Electrical energy	26,951,640	29,114,400	30,957,160

As for the volume of water use from PDAM, it was recorded that it decreased by 70,784 m³ or by 29.5%. The decline was also encouraged by the policy of limiting the number of employees in the conditions of the COVID-19 Virus Pandemic. Decreased use water from PDAM was also followed by a decrease in the portion of water use from water recycle by 39,330 m³ or by 37.6% in 2020.

Table of Volume and Origin of Water Sources

(in million rupiah)

Table of Water Use Volume (m ³)			
Description	2020	2019	2018
Water Volume from the PDAM	168,907	239,691	213,897
Water Volume from a Water Recycle	65,042	104,372	100,709
Total of Water Use Volume	233,949	344,063	314,606

The results of energy and water saving activities, have also impacted transportation costs and electricity, water and gas costs.



Table of Energy and Water Saving

(in million rupiah)

Description	2020	2019
Transportation Cost	369,246	499,671
Electricity, Water, and Gas Cost	539,364	562,274

Based on the table above, it appears that when compared to the total assets of Bank Mandiri, there is a decrease in the ratio of Transportation Costs and Costs for Electricity, Water, and Gas. This indicates that the efforts to save energy, water and fuel that have been implemented by Bank Mandiri have been quite successful.

The Impact of Environmental Management Activities and the Produced Waste

As stated earlier, several environmental and waste management activities have had a positive impact. Waste water management in the form of a self-managed sewage treatment plant has reduced the share of water use by the PDAM so that Bank Mandiri can make savings in the cost of using water reaching IDR 2,000/m³.

Quantitative Impact of Paper Saving Activities

Saving in paper usage have led to savings in office stationery costs. Through 2020, Bank Mandiri has been able to save the cost of office stationery as follows

Table of Office Stationery Cost

(in million rupiah)

Paper Use Source	2020	2019
Office Stationery Costs	447,020	624,990

Achievements of CSR Initiatives

Bank Mandiri's commitment to environmental preservation has made Bank Mandiri increase the trust of its customers stakeholders. The Breath Air Monitoring application program went hand in hand with SDG pillar number 11 the sixth target, namely building cities and settlements which were inclusive, safe, durable and sustainable with a target by 2030, reducing harm per capita environment in urban areas, and giving pay special attention to air quality and municipalities and other waste management.

Environmental Certification

In spite of all the savings, business activities of Bank Mandiri brought positive impact for the environment only indirectly. Thus, up to 2020, the Company had no environment-related certification.

Social Responsibility Channel for Social Responsibility Related to Environment

Realizing the environment-related corporate social responsibility, both for products/services development and environmental conservation, Bank Mandiri provides ease of access for members of the community to give feedback or complaints by sending email to our Customer Care at mandicare@bankmandiri.co.id.



Corporate Social Responsibility Related to Employment, Health and Safety



Commitment and Policy of Corporate Social Responsibilities Employment, Health and Safety

Employees are important assets for Bank Mandiri. Therefore, the interests of employees are the main priority that must be met and Bank Mandiri always guarantees all rights owned by employees based on applicable laws and regulations. Bank Mandiri has a policy to provide equal treatment for all employees both in employment opportunities, remuneration, and training and development. This is stated in various Human Resources policies and Collective Labor Agreements (PKB) between Bank Mandiri and all Bank Mandiri employees.

Bank Mandiri also has a policy to provide a safe and comfortable working environment. Internal policies related to Occupational Safety and Health (K3) are listed in several company documents, including the following:

- **Standard Operating procedure (SOP) Business Continuity Management (BCM)**

The BCM SOP is a general guideline in preparing Bank Mandiri to face and protect from various potential catastrophic financial and non-financial losses as a result of a disaster. The SPO regulates, among other things, the risks that have the potential to occur at Bank Mandiri, the causes of risks and ways to mitigate them.

- **Technical Operational Guideline (PTO) Emergency Response Plan (ERP)**

PTO ERP is a component of BCM as a guideline in maintaining the safety and life of all employees, customers, and third party at the time of disruption/disaster, including rescuing Bank's vital data and assets. ERP procedures are focused on life securing and rescuing. PTO ERP came into effect as of 4 September 2013.

Scope and Formulation of Social Responsibility on Employment, Health and Safety

The scope of corporate social responsibility activities related to occupational health and safety of the employment consists of employment programs (including gender equality in employment opportunities, equality in education and training programs, use of local labor, remuneration, promotion, freedom of association and retirement training. Furthermore, programs providing health facilities (including Mandiri Club Fitness and granting Insurance BPJS) and work safety programs (including regular inspections of building fire protection equipment to ensure that the fire equipment is functioning properly).



Labor Regulation Review

In order to guarantee Bank Mandiri's compliance with provisions related to manpower, a review of the following conditions has been carried out:

Laws and Regulations	Principal Settings or Principal Changes	Background	Impact to Bank Mandiri
Minister Of Manpower Decree No. 228 Of 2019 Concerning Certain Positions That Can Be Occupied By Foreign Workers	<ol style="list-style-type: none"> Job Classification The positions in this provision refer to the International Standard Classification of Occupations (ISCO), which is published by the International Labor Organization (ILO) and which is further applied by the Indonesian government in the form of the Indonesian Standard Position Classification (KBJI). Non Personnel Position The positions of the Board of Commissioners and the Board of Directors can be occupied by TKA, provided that the position does not have responsibilities related to personnel matters and does not conflict with applicable laws and regulations Unlisted Position If the position to be occupied by a TKA is not registered in Kepmen 228/2019, employers must submit the application for permission related to the employment of the TKA to the Minister or through an appointed official. Periodic Evaluation Every position held by a TKA, including the requirements to occupy that position, must be evaluated either every 2 (two) years or at any time if necessary. 	This regulation was issued in the context of implementing the provisions of Minister of Manpower Regulation No. 10 of 2018 concerning Procedures for the Use of Foreign Workers, which regulates certain positions that can be occupied by Foreign Workers.	There is no significant changes

Manpower Risk Management

Throughout 2020, the risk of labor problems can be mitigated properly, this is evidenced by the absence of industrial relations cases and demonstrations from employees to management. This is the result of Bank Mandiri's efforts to meet the needs and expectations of all stakeholders, especially employees.

Activity Plan of Corporate Social Responsibilities of the Employment, Health and Safety

In relation to occupational, health and safety practices for employees, throughout 2020 Bank Mandiri has set several achievement targets, including:

- Guaranting welfare of employees in accordance with applicable regulations and contained in the Collective Labor Agreement;
- Ensuring gender equality in employment opportunities, as well as equality in opportunities for training for all employees;
- Improving the health facility scheme for employees and creating a decent and safe workplace for all Bank Mandiri employees.
- The realization of Bank Mandiri's operational activities that are running in accordance with applicable work safety procedures and standards, so that it is expected that throughout 2019 Bank Mandiri will not record zero work accidents at the Head Office or Branch / Regional Offices.

Activities and Impact Corporate Social Responsibilities of the Employment, Health and Safety

Activity and Quantitative Impact of Employment Activities

Gender Equality In Employment Opportunities

Bank Mandiri continuously provides equal right and opportunity to work regardless of differences in religion, ethnicity, race, social status, skin color, gender, or other physical traits. Similarly, in appointing potential employees, Bank Mandiri does not discriminate on any grounds, because its decision is based on selection and evaluation results during employee probation and orientation period.

Equality In Education and Training Program

Bank Mandiri continuously organizes several methods of education and training programs to support Bank Mandiri's operational activities. It constantly guarantees that every employee has equal opportunity to participate in education and training programs that are performed based on the necessity and development plan of the Company. Further explanation on Education and Training Program performed throughout 2019 can be seen in the Company Profile in this Annual Report.



Use of Local Labor

Bank Mandiri constantly seeks to implement employment practices which corresponds to the applicable conditions. In addition to gender equality at work, Bank Mandiri also constantly empowers local manpower as the main human resource in all of its operational and banking activities of the Company. Up to 2019, the number of Bank Mandiri employees amounts to 39.065 persons and there is no foreign employee.

Remuneration

Bank Mandiri constantly complies to the applicable regulation regarding remuneration to the employees. The amount of remuneration is consistent with the applicable regulation and is above the applicable standard of Minimum Wage in the operational areas of Bank Mandiri. In relation to remuneration, Bank Mandiri constantly seeks to maintain salary ratios of all ways to avoid extreme gap of salary.

In the following table, we can see the ratio of the highest and lowest salaries of Bank Mandiri in 2019.

Table of Highest and Lowest Salary Ratio

Description	Ratio
Highest and lowest employee salaries	39.03 : 1
Salaries of the highest and lowest Directors	1.17 : 1
Highest and lowest Commissioner salary	1.11 : 1
Salary of the Highest Directors and Highest Employees	1.89 : 1

Promotion

Bank Mandiri's commitment to treat the employees equally is also manifested by providing opportunity to all employees to develop their careers in the bank by promotion. Promotion of Bank Mandiri employees is performed in 2 (two) time cycles, namely Main Promotion Cycle (MPC) and Secondary Promotion Cycle (SPC), under Talent Mobility system.

From the number of employees who get class promotions in 2020, it can be seen in the following table.

Table of Employee Promotion Grade

Employee	2020		2019	
	MPC	SPC	MPC	SPC
Leader	1,196	1,840	2,584	1,031
Executing	3,195	2,518	3,836	2,075
Total	4,391	4,358	6,420	3,106
Grand Total	8,749		9,526	

During the pandemic in 2020, Bank Mandiri continued to carry out its commitment to provide appreciation in the form of promotions to outstanding employees even though with a more limited budget compared to last year. Bank Mandiri employees were also committed to carrying out their duties with high achievement motives while maintaining good performance during a pandemic which had a major impact on the Bank's business.

Employees' Well-Being Activity

The welfare of all employees has always been a matter of great concern to Bank Mandiri. This is done so that synergies between employees and Bank Mandiri are always established to create optimal work productivity. Employee welfare improvement programs are provided by Bank Mandiri in both material and non-material forms.

Material programs are welfare programs that are directly related to employee performance and compensation can be given in the form of transportation money, food allowances, pensions, holiday allowances, office fees, bonuses, education fees, medical expenses, official clothing, leave, and death money. While programs that are non-material are employee welfare programs through the provision of facilities and services to all employees of Bank Mandiri without discrimination.

During the COVID-19 pandemic, Bank Mandiri remained committed to fulfilling all of its employees' rights, and continues to carry out appreciation programs such as promotions and bonuses. Bank Mandiri also remained committed to managing labor costs properly and retaining all employees without terminating employment. Mitigation carried out against the impact of COVID-19 was to ensure



that employee health became a top priority in regulating policies for providing material benefits. COVID-19 financial assistance was disbursed effectively to ensure the health of employees and the families of the insured. Some of the additional benefits provided were Special Health Assistance for employees affected by COVID-19, as well as setting up several emergency clinic units to accommodate and care for employees and families of employees affected by COVID-19.

Some of Bank Mandiri's non-material welfare programs that have been running to date include the provision of special lactation rooms for breastfeeding female employees and facilities for employees who already have children in the form of TPA called Mandiri Day Care which is located at Plaza Mandiri Basement 1 with operating hours 07.30-17.30 WIB and open every working day. In addition to these two things, Bank Mandiri also routinely carries out activities aimed at maintaining employee engagement levels, including Happy Hours, Family Gathering and other staffing activities.

To create an atmosphere that makes the employees happy and productive Bank Mandiri uses the smell of the place approach. This approach aims to establish good communication and relations among the employees whether in the daily work activities or in other gathering events. More than half of the Bank Mandiri employees are millennials; therefore Bank Mandiri provides various modern facilities and workspace that fits the millennial's taste. Furthermore, Bank Mandiri provides various training, coaching, and educations through cooperation with various best campuses both at home and abroad to improve its employee's competence. Bank Mandiri also provides various appreciation programs for the employees including salary, bonuses, and various other benefits facilities as well as special appreciation programs such as Mandiri Best Employee, Mandiri Employee Award and National Frontliner Championship.

Freedom of Association

Bank Mandiri seeks to always perform work practices to accommodate employees' rights, which, among others, is to establish Labor Union. Union of Bank Mandiri Employees (SPBM) was established as one of the main methods in achieving a congenial, harmonious, secure, and dynamic industrial relation to guarantee assurance of rights and obligations of the employees or corporate management, composure during work, improvement of employees' wellbeing, and business performance of the company.

SPBM was established in 2000 and is registered in the Department of Manpower and Transmigration of the Republic of Indonesia No. KEP.804/M/BW/2000 and recorded in the same Department under No. 45/V/P/V/2001. SPBM is located in a head office in Plaza Mandiri 12th Floor, Jalan Jend. Gatot Soebroto Lot 36-38, Jakarta Selatan. SPBM and Bank Mandiri have entered into a Collective Labor Agreement (PKB), the current PKB is the 9th PKB for the 2019-2021 period and has been registered and approved by the Ministry of Manpower Number KEP.277/PHIJSK.PK/PKB / XII / 2019, December 23, 2019.

The Role of Management In Employment Policy

The management of Bank Mandiri participated in the review process until the signing of the Collective Labor Agreement with SPBM and all policies related to human resources, which were decided at the Board of Commissioners' Meetings, Directors' Meetings and Committee Meetings to ensure the achievement of harmonious, safe, dynamic and dynamic industrial relations and ensure certainty employee and management rights and obligations are fulfilled.

Retirement Training

In addition to providing competency improvement training for active employees, Bank Mandiri also provided special training for employees who were about to retire, namely Pra-Purna Bhakti. The training was given with the aim of building mental and skills and as provision for employees to remain productive even though they were no longer active employees. In 2020, 7 batches of this training were opened in January - February 2020 with a total of 99 employees and a total cost of IDR 2.82 billion. In accordance with the objectives of the training, the material provided for 5 (five) days included: psychology, health, financial planning and entrepreneurship.

Evaluation of Employee Turnover

Bank Mandiri is fully aware that Human Capital is one of the most important assets in supporting the improvement in the quality of the Bank's performance. Therefore, Bank Mandiri always maintains the comfort and security of each employee while working to increase employee engagement with Bank Mandiri. In addition to going through employee engagement surveys, Bank Mandiri also conducts regular monitoring every year of the Attrition Rate (employee turnover rate, both those who resign and leave outside Bank Dependents (CLTB)). That way, Bank Mandiri can analyze and know for certain the profile of the employee who resigned, specifically the reasons / background for resignation of the employee.

During 2020, the number of Bank Mandiri employees who left the company was recorded at 1,890 people. For this reason, Bank Mandiri formulated a strategy for employee fulfillment / recruitment so that the number of headcounts remained sufficient for the Company's needs, including from internal sources through SDP, P3K and transfer of executive employees, as well as from external sources through fresh graduate and experience hire channels for both employee level, leaders and executives.

Impact Quantitative Employment Activities

Bank Mandiri periodically monitored each year the Attrition Rate (employee resignation rate). The attrition rate in 2020 was 2.82%, down from 4.41% in 2019. This meant that Bank Mandiri maintained a good quality work environment, so that employees felt comfortable working and increase employee engagement with Bank Mandiri.



Health Facility Providing Activities

Health is crucial for every one. Each individual is expected to maintain his health by living a healthy lifestyle as early as possible. In that case, Bank Mandiri plays a role in maintaining the employees' health by providing health care facility for the employees and their family members. Bank Mandiri continuously reviewed the benefit of health care facility to improve the wellbeing of the employees.

Improvement of health care facility is performed by reflecting on the study of benchmark result in several banks and availability of health care budget (Bank capability). This improvement is aimed at aligning the health care facility for Bank Mandiri employees with market trend, as well as managing it to be more effective and simpler to be reviewed in order to enhance the employees' well-being and to maintain competitiveness.

Mandiri Club Fitness

Bank Mandiri provides sport facilities called Mandiri Club Fitness to help maintain the health of all employees. Mandiri Club Fitness was established in 2003 on the initiative of some employees who love to exercise. In recent years, this club is managed by Lifecoach with an experience to manage and provide fitness instructor. Available classes include spinning, zumba, yoga, circuit training, weight training, and ladies training. In addition to fitness, this club also facilitates other types of sport, such as basketball, pencak silat, dancing, and others. Sport facility enables the employees to have fitter body, which, in turn, will increase their productivity.

Bpjs Kesehatan (National Health Insurance)

Bank Mandiri facilitates employee health by including all employees as BPJS Kesehatan participants. BPJS Health contributions were 5% of salary, where Bank Mandiri paid 4% and employees paid 1%. The contribution of BPJS Kesehatan payments that had been realized in 2020 is IDR 182.05 billion.

Impact Quantitative Health Activities

The implementation of the health facility program by Bank Mandiri aims to improve welfare and motivate employees so that it is expected to have an effect on employee productivity. Good management of health facilities by Bank Mandiri throughout 2020 has had an impact on the productivity level of Bank Mandiri employees. In 2020 Bank Mandiri employee productivity was recorded at IDR1,447.45 million per employee.

Occupational Safety Activities

Bank Mandiri already has PTO ERP as a guideline/guide in maintaining the safety and life safety of all employees in the Bank Mandiri work environment. This is the Company's effort to always create a decent and safe work environment for all employees.

In the meant PTO ERP, it is more focused on the readiness of equipment and facilities for building safety, readiness to implement human life rescue, and training for employees and the ERP team. Throughout 2020, several activities carried out by the Company related to work safety were as follows:

1. Conduct inspection/checking of building fire protection equipment regularly to ensure that fire equipment can function properly. Checking for Light Fire Extinguishers (APAR) is carried out by the Security Officer every 1 (one) month while the inspection of the Systematic Fire Extinguishers (APAT) and Fire Alarms is carried out by the building manager in collaboration with the Fire Extinguisher Service which is conducted every 1 (one) once a year.
2. Along with planning consultants, conduct standardization of specifications, placement of building safety devices, and evacuation routes, included in the standard guidebook for renovating office buildings, that are prepared and reviewed every 1 (once) or as needed.
3. Submitting emergency information to Employees, Guests and Building Emergency Response Teams through the installation of posters of fire/earthquake emergency evacuation instructions, performing of emergency procedures videos on internal television media, safety briefings before conducting events and socializing the functions and roles of emergency response teams once every 1 (one) year by inviting speakers from the Fire Department.



Details on the implementation of employee safety related activities can be seen in the following table:

Jenis Type of Activity	Target of Activities	Participants
Emergency Information Dissemination	Once a year	Employees appointed as emergency response teams
Emergency Evacuation Simulation	Once a year	All employees/teams and residents of other buildings
Fire Fighting Exercise	Once a year	Employees appointed as emergency response teams
The exercise of the Emergency Response Team	Once a year	Emergency Response Team (ERT)

Bank Mandiri also routinely conducts Dissemination on Building Emergency both at the Head Office and at the Regional, Area and Branch Offices. Details on the implementation of Information Dissemination on Building Emergency activities can be seen in the following table.

Table of Implementation of Information Dissemination on Building Emergency

Office Building Location	Socialization Material	Execution Time	Participants
Headquarters			
1 Plaza Mandiri	Disaster Threat Prevention and Preparedness in Multi-storey Buildings during the COVID-19 Pandemic	December 2, 2020	138 Participants
2 Menara Mandiri Jakarta	Fire Drill	October 17, 2019 ¹⁾	75 Floor Captain from each working unit
3 Sentra Mandiri	Building Safety and Fire Management	October 17, 2019 ¹⁾	80 People
4 Wisma Mandiri II	<ul style="list-style-type: none"> Fire Disaster Emergency Response Counseling Fire simulation drills using HT 	December 4, 2019 ¹⁾	58 People
		Once every three months (2020)	12 People
5 Sentra Mandiri Rempoa	Fire Emergency Response Counseling	December 11, 2020	16 People
6 Menara Mandiri Bekasi	Testing and Explanation of the Function of Fire Equipment by the Fire Brigade Service, Vendors	September 04, 2020	12 People

Information:

¹⁾ In 2020 the activity was not carried out with consideration of pandemic conditions

- Conducting emergency response preparedness training for building occupants, Building Emergency Response Teams and ERP Teams including fire suppression training, basic life-assistance training (P3K), first responder training (search and rescue) conducted at least once a year.

Table of Implementation of Emergency Response Team Training

Type of Training	Location/Building	Implementation Time	Participants
Fire Volunteer Line (BALAKAR)	Plaza Mandiri	December 5, 2020	67 Participants
		December 12, 2020	60 Participants
Fire Drill	Menara Mandiri Jakarta	October 17, 2019 ¹⁾	75 Floor Captain from each working unit
Fire Volunteer Line (BALAKAR)	Wisma Mandiri II	December 26, 2019 ¹⁾	10 People
Fire Volunteer Line (BALAKAR)	Sentra Mandiri	December 11, 2020	16 People
Fire Volunteer Line (BALAKAR)	Menara Mandiri Bekasi	September 04, 2020	30 People

Information:

¹⁾ In 2020 the activity was not carried out with consideration of pandemic conditions

- Conduct building fire emergency evacuation simulations to building occupants to measure the readiness of the Emergency Response Team and measure the time of evacuation from the location of the building to the gathering point. The simulation is carried out every 1 (one) year which is also attended by the Fire Department.


Table of Implementation of Building Fire Emergency Evacuation Simulation

Office Building Location		Implementation Time	Participants
1	Plaza Mandiri	November 15, 2019 ^{*)}	All building occupants in Plaza Mandiri
2	Menara Mandiri Jakarta	October 17, 2019 ^{*)}	75 Floor Captain from each working unit
3	Sentra Mandiri	October 18, 2019 ^{*)}	197 People
4	Wisma Mandiri II	December 30, 2019 ^{*)}	120 People
5	Sentra Mandiri Rempoa	December 12, 2020	35 People

Information:

*) In 2020 the activity was not carried out with consideration of pandemic conditions

In addition to implementing ERP procedures on a regular basis, Bank Mandiri also included all employees as participants in the Workforce Social Security (Jamsostek) through BPJS Ketenagakerjaan. The BPJS Employment programs that were followed included the Old Age Security Program (JHT), the Work Accident Security Program (JKK), the Death Security Program (JK) and the Pension Security Program (JPN). The BPJS Ketenagakerjaan contributions that had been paid in 2020 amounted to IDR 411.2 billion. Meanwhile, employees who carried out escort activities to transport money and valuables were carried out by life insurance.

Quantitative Impact of Work Safety Activities

As a manifestation of operational activities that have been running in accordance with applicable work safety procedures and standards, throughout 2020, Bank Mandiri did not record any work accidents (zero accidents) in Bank Mandiri's operational activities at the Head Office or at Branch / Regional Offices.

Certification

As of December 31, 2020, Bank Mandiri had no labor-related certification.

Complaint Channel of Social Responsibility on Employment, Health and Safety

As a company that always strives to comply with applicable laws and regulations, where one of them is Law No. 23 concerning Manpower, Bank Mandiri established a mechanism for complaints about manpower issues relating to employment relations, working conditions and employment conditions by promoting mutual respect, respect and cooperation to provide the best solution in dealing with problems while still upholding professional ethics. Workers' complaints are done in stages according to the following hierarchy:

- a. The first level is between Employees and direct supervisors;
- b. The second level is between the Employee and the supervisor from his direct supervisor;
- c. The third level is between Employees and Regional Offices / Groups with the knowledge of the Human Capital Engagement Group; and
- d. If the problem cannot be resolved (internally) bipartite, then the resolution effort is carried out according to the applicable laws.

This mechanism is implemented through several forms such as the formulation of PKB, the formation of employee unions, the Bipartite Cooperation Institute between Bank Mandiri and employees and the availability of a forum for employees to pour out complaints regarding work problems called HC4U.



Corporate Social Responsibility Related to Responsibility to Consumers

Commitment and Policy Corporate Social Responsibility Related to Consumers

In carrying out the company's responsibilities to consumers, Bank Mandiri refers to policies and regulations that apply in Indonesia, namely:

1. Financial Services Authority Regulation No. 1 / POJK.07 / 2013 concerning Consumer Protection in the Financial Services Sector, Financial Services Authority Circular Letter Number 14 / SEOJK.07 / 2014 concerning Confidentiality and Security of Data and / or Consumer Personal Information, Financial Services Authority Circular Letter No.1 / SEOJK.07 / 2014 concerning Implementation of Education in order to Improve Financial Literacy for Consumers and / or Society, Financial Services Authority Regulation No. 18 / POJK.07 / 2018 concerning Consumer Complaint Services in the Financial Services Sector.
2. Bank Indonesia Regulation No. 16/1 / PBI / 2014 concerning Consumer Protection for Payment System Services and Bank Indonesia Circular No. 16/16 / DKSP concerning Procedures for Implementing Consumer Protection for Payment System Services.

To complement these regulations and in order to support the spirit of a remarkable customer experience (CX) in particular the resolution of customer complaints / complaints, Bank Mandiri has also compiled and implemented comprehensive guidelines relating to the management of customer complaints in the form of Standard Operational Guidelines (SPO) for Customer Complaints Management.

The initiatives undertaken in 2020 to support the remarkable customer experience (CX) spirit in resolving customer complaints were:

1. First Contact Resolution (FCR), namely the initiative to resolve customer requests / complaints at the first (previous) opportunity with measurable risks, including the following features:
 - a. EMoney Top-Up via the Mandiri Online platform (Android and iOS);
 - a. QR Payment through the Mandiri Online platform (Android and iOS);
 - b. Prepaid Mandiri Redemption at Branch Request for a change cycle and reduction of the Mandiri Credit Card product limit via Mandiri Call 14000.

2. Challenge SLA, an initiative to ensure that the SLA for complaint resolution was still acceptable or according to customer expectations and still competed with competitors' complaint resolution SLAs;
3. Automatic delivery of customer complaint results that were sent to customers via the SMS, WA and Email platforms.

Formulation of Social Responsibility Related to Consumers

The formulation of policies and strategic initiatives in terms of providing services to all touch points and products offered to customers, always takes into account 3 (three) critical points, namely:

1. **Compliance critical**, which every policy, product offered, as well as new/existing strategic initiatives that are made not in conflict with regulations (internal or external), and continues to conduct ongoing reviews in the form of control testing activities and follow-up on internal audit findings.
2. **Customer critical**, namely every policy, product offered, and strategic initiatives made to provide comfort for customers, which are represented in the slogan "Soul Service" namely "Fast, Reliable, and Comfortable" which has been implemented by Bank Mandiri since 2015. This is reflected in the Service Level Agreement (SLA) review activity and the workflow for complaint resolution and customer satisfaction measurements that are carried out regularly every year.
3. **Business Critical**, which is every policy, product offered, and strategic initiatives made to benefit the Bank's business or work processes that are more optimal / increase efficiency as a form of contribution to improving the Bank's performance.

In the 2020 satisfaction survey information was also extracted related to customer expectations of banking services. The results were obtained that the customer's expectations of the bank were fast-responding services and Bank Mandiri was able to meet these expectations. This is evidenced by the higher Bank Mandiri satisfaction rate compared to the banking industry.



Activities Target / Plan of Corporate Social Responsibility Related to Consumer

In accordance with the Company's spirit to provide positive customer experience (CX) to all customers, responsibility of Bank Mandiri to customers, such as:

1. Providing service guarantees in the form of Standard Level Agreement (SLA) complaints that is continually reviewed and updated refer to customer expectations. Besides, Determination of complaint SLA amount according to the policies and regulations that apply in Indonesia, in this case the written complaint is completed within 20 (twenty) working days, and under certain conditions can be extended for the next 20 (twenty) working days.
2. Conducting banking education to all elements of society, as a form of responsibility of the Company in the Spirit of Propering the Nation.
3. Conducting customer satisfaction surveys as part of improving the quality of products and services provided by the Company to customers.

Corporate Social Responsibility Activities Related to Consumers

Customer Complaint Activities

As a form of the openness of Bank Mandiri for every customer complaint, Bank Mandiri facilitates customer complaints through various media such as:

1. Mandiri Call 24-hour service at 14000.
2. Website www.bankmandiri.co.id by choosing menu "contact us".
3. E-mail: mandiricare@bankmandiri.co.id.
4. Twitter Account @mandiricare.
5. Facebook Account "Bank Mandiri".
6. Telegram, at 0811-84-14000 (Telkomsel)
7. Instagram Account @bankmandiri
8. Official letter that is addressed to Bank Mandiri either delivered directly, sent by post or facsimile.
9. Bank Mandiri Branch Offices throughout Indonesia.

Handling Customer Complaints

In order for all customer complaints to be dealt with in a fast and effective process, Bank Mandiri conducts coordination with the picture of customer complaint flow stages, as follows:





All complaints that have been received from various types of media complaints are then forwarded directly to the settlement unit related and monitored directly by the Customer Care Group (CCG) to ensure that the settlement of complaints will be carried out in accordance with the established Service Level Agreement (SLA). Whereas, specifically for complaints made through mass media, CCG coordinates with the Corporate Secretary Group in monitoring complaints responses in related media. Additionally, CCG also

provides policies for special complaints according to criteria and reporting customer complaints to regulators.

As a form of excellent service provided by Bank Mandiri to customers, data related to the resolution of customer complaints and complaints that have been carried out by Bank Mandiri within the past 5 (five) years can be seen in the following table.

Types of Customer Complaints	2020	2019	2018	2017	2016
Nterest/Profit Sharing/Profit Margin	56	14	8	4	8
Fines/Penalties	20	45	14	7	31
Administration/Provision/ Transaction Fee	170	133	85	107	81
Transaction Failure/Delay	665,196	566,809	482,297	312,740	209,879
Bill Amount/Account Balance	26,739	26,143	18,733	17,058	11,625
Others	97	141	175	239	5,173
Total	692,998	593,285	501,312	330,155	226,797
Outstanding (In the Process of Completion)	9,210	0	0	0	0
Total Transaction	8,256,386,802	8,397,998,335	8,154,960,769	7,133,099,821	4,470,653,316
Complaint Index (Complaints vs Trx)	0.00839%	0.00706%	0.00615%	0.00463%	0.00507%

Based on the data above, it can be concluded that:

- The number of complaints in 2020 was 702,208, or an increase of 18.36% from the number of complaints in 2019. This increase was in line with the addition of transaction features provided to customers in 2020, including:
 - Top-Up eMoney via Mandiri Online (Android or iOS)
 - QRIS Payment
 - Mandiri Direct Debit / e-Commerce transactions
- WOstanding Complaints (complaints currently in the process of being resolved) totaling 9,210 were complaints that were created in 2020 and were still in the SLA for complaint resolution. Meanwhile, complaints before 2020 had been successfully resolved.
- The Complaints Index for 2020 was 0.00839% or below 0.01%, as a form of Bank Mandiri's commitment to ensure that the products provided to customers had gone through comprehensive studies, mitigate risks, and ensure convenience for customers in carrying out financial management.

Confidentiality of Customer Data

The confidentiality of Customer Data is regulated in internal provisions of Bank Mandiri, including the Technical Operational Guidelines (PTO) Transparency in the Use of Customer Personal Data (TPDPN) effective from November 10, 2015. This PTO regulates operational procedures related to TPDPN to new and existing individual Customers. Provisions regarding the use of Customer's personal data (which is in the Bank) for commercial purposes must be carried out transparently and carried out based on the written agreement of the Customer. In the PTO, among others, it regulates the functions and duties of the management work unit and the mechanism for managing TPDPN.

Product Information Activity

In order to realize a high commitment to protect customer rights, then throughout 2018, Bank Mandiri has carried out various programs and social responsibility activities in the product and customer fields. The implementation of the policy that have been made include:

Customer Education

To expand the reach of education programs for customers, Bank Mandiri utilizes website www.bankmandiri.co.id and branch offices, ATMs, flyers, brochures, television, radio, websites, social media, indoor media and other advertising media to deliver educational materials about products and services available at Bank Mandiri.



In addition, in 2020 Bank Mandiri also organized educational programs for Bank Mandiri customers and the general public with the aim of increasing public financial literacy. The customer education activity entitled 'Mandiri Education 2020' was carried out on 25 September 2020 online through Zoom Webinars to 500 IPB University students with the topic Smart Entrepreneurship & Smart Investing.

To ensure that the education program is effective in improving public financial literacy, Bank Mandiri conducted an Effectiveness Survey on a total of 500 respondents who were participants in the "Mandiri Edukasi 2020". From the survey results, information was obtained that the education program had been effective in improving public financial literacy.

Mandiri Intelligent Assistant (MITA)



time to ask mita

mandiri intelligent assistant

Meet Mita on the official bank Mandiri account:



"The presence of MITA answers the challenges of Bank Mandiri in providing comprehensive services to various customers, especially millennial customers who are more familiar with social media."

To improve the quality of service to customers, Bank Mandiri added features of the Bank Mandiri website with Mandiri Intelligence Assistant (MITA). MITA is an information service for customers based on chat applications that can be accessed directly by users via cell phones to find out information about products, services, promotions, ATM locations and branches.

Bank Mandiri presents MITA to address the growing challenges of digital transformation in Indonesia, which is a form of the Company's adaptation to trends and service needs of modern contact center. MITA services are believed to be able to accelerate and facilitate customer interactions with banks so that in the future it is expected to help the Company win competition in the financial industry. In addition, this digital-based service is expected to meet the needs of customers from the millennial generation, which amounts to 43%.

mandiri
Berkas, Berprestasi, Bersama Berinovasi

For those of you who want to chat directly with MITA, follow these steps, let's go!

- 01 Download chat applications namely LINE, Telegram, Whatsapp, and Facebook Messenger from the App Store or Playstore
- 02 Follow the verified official account of Bank Mandiri @bankmandiri / @bankmandiri_officialbot
- 03 Ready to start a conversation session with MITA

The scope of MITA services is the delivery of information regarding Bank Mandiri products and services

Impact of Social Responsibility Activities to Consumers

Customer Satisfaction Results

To find out the extent of Bank Mandiri's customer satisfaction levels in 2019, Bank Mandiri collaborated with PT Kadence International to conduct a Customer Satisfaction Survey on branch contact points and electronic banking (e-banking). Through the survey, 2 (two) values were obtained, namely Customer Satisfaction Score (CSAT) and Net Promoter Score (NPS). The survey method used was Computer-Assisted Telephone Interviewing (CATI). The results of the survey show that overall Bank Mandiri CSAT and NPS assessments in 2020 are higher than the banking industry figures as can be seen in the following table:

Table of Results of Customer Satisfaction Survey, Branch Contact Point and e-Banking

Contact Point	CSAT		NPS	
	Bank Mandiri	Industry	Bank Mandiri	Industry
Service Branch	86.13	85.02	52	35
e-Banking	85.54	84.99	36	31
Overall	85.55	84.78	50	35

Confidentiality of Customer Data

In 2020, there was 1 (one) complaint from a customer regarding the confidentiality of customer data. The complaint had been resolved properly in accordance with the SLA for complaints that had been determined, and the customer received the resolution of the complaint well.



Consumer Fields Initiative Achievements

As a form of excellent service provided by Bank Mandiri to customers, Bank Mandiri always strives to immediately follow up and resolve complaints and complaints submitted by its customers. As for the 692,998 customer complaints that occurred in 2020, a total of 683,788 or more than 98% of complaints have been resolved. This proves the commitment of Bank Mandiri in providing the best service to customers as a stakeholder.

In addition, with the high level of settlement of customer complaints, customer confidence has also increased so as to indirectly improve the financial performance and net profit of Bank Mandiri, there is an increase in the amount of dividends that Bank Mandiri can provide to shareholders.

Appreciation

One of the newest channels provided by Bank Mandiri to provide convenience to obtain information related to Bank Mandiri is a chat application that can be accessed directly by customers, namely Mandiri Intelligence Assistant (MITA). As a form of excellent service through this service, MITA won the 1st Best Chatbot award for the Commercial Bank category which was awarded based on the results of the Indonesian Marketing Research (MRI) survey and Infobank Magazine 2020 with a score of 81.58. In addition, for the implementation of social responsibility towards consumers, Bank Mandiri received the 3rd Millennial's Choice Brand in State Owned Bank Category at the Indonesia Millennial's Top Brand Award 2020 organized by Warta Ekonomi.

Certification

Bank Mandiri's commitment to provide the best service to customers is also supported by the following certifications:



Complaints Channels

As a form of responsibility and openness of Bank Mandiri to its customers, any complaints or complaints from customers can be submitted to the Company through several facilities as mentioned previously, namely, among others, Mandiri Call, website, email or social media owned by Bank Mandiri (Twitter, Instagram, Facebook and Telegram). Customers can also go directly to Bank Mandiri Branch Offices throughout Indonesia or submit complaints through official letters delivered directly, or sent by post.



Corporate Social Responsibility Related to Community Social Development

Corporate social responsibility related to social development is a translation of one of the Bank's missions, namely caring for the interests of the community and the environment, as the company's contribution to improving people's welfare. In addition to the Social and Environmental Responsibility (TJSL) program and the Community Development Program (BL), Bank Mandiri also implements education and entrepreneurship independence programs and the Financial Inclusion program

Commitment and Policy of Corporate Social Responsibility Related to Community Social Development

In implementing social responsibility related to social development, Bank Mandiri complies with the regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia Number: PER-02/MBU/04/2020 concerning the Third Amendment to the Regulation of the Minister of State-Owned Enterprises Number PER-09 / MBU / 07/2015 About the Partnership Program and the Environmental Development Program of State-Owned Enterprises.

In addition, Bank Mandiri's internal policies related to responsibility for social development have been regulated and stipulated in the Standard Procedure Standards for the Corporate Secretary Procedure, which includes implementation of the Partnership Program and the Community Development Program, which was last updated on November 10, 2020.

Social Issues Relevant With the Company

As a state-owned company, other than being assigned to achieve the set profit target (commercial mission), Bank Mandiri was also tasked with carrying out social functions to provide added value to the communities around the company's operational areas through the Social and Environmental Responsibility Program (TJSL). In line with its role as a state-owned company engaged in finance, Bank Mandiri's CSR program was aligned with corporate objectives and implemented in a focused, structured and sustainable manner and was able to maximize corporate image and corporate business.

Entrepreneurial Mandiri became one of the efforts of Bank Mandiri in supporting the government's movement to develop the entrepreneurial ecosystem so that it was able to produce good products and could open new jobs. With the spirit of "Dare to be Young, Dare to Work", the 2020 Mandiri Young Entrepreneur Program entered its 13 (thirteenth) year of implementation. At the same time as the 2020 WMM series, the spread of the COVID-19 virus pandemic had not been able to control, so management decided to do it online by first carrying out field verification. The conditions of the COVID-19 pandemic did not make WMM implementation lose momentum. This could be proven by the high enthusiasm of registrants, which reached 11,026 higher than in 2019 which only reached 3,075 registrants.

Apart from strategic programs, the Community Development program was also distributed in the form of social assistance to the community. Distribution of assistance such as construction and rehabilitation of houses of worship, free medical treatment, construction of public facilities and infrastructure, disaster response assistance, natural disaster assistance and non-natural disasters including those caused by the plague, to assistance for religious holidays (distribution of basic foodstuffs, donations for orphans and dhuafa).

Bank Mandiri also contributed to the handling of the COVID-19 pandemic, which entered Indonesia in the first quarter of 2020. Until the third quarter of 2020, the distribution of Community Development funds for the prevention of the COVID-19 outbreak reached more than IDR 46 billion, and it was predicted that by the end of 2020 it reached around IDR 79 billion. The distribution of assistance provided includes:

1. Medical and other supporting equipment including medical masks, cloth masks, personal protective equipment (PPE), hand sanitizers, portable sinks, sterile rooms, ambulances, thermo guns, vitamin packages and others.
2. Compensation for Health Workers,
3. Health food and fruit packages, food packages, and packaged rice packages to medical workers and people affected by COVID-19.



Social Risk Managed By the Company

As a corporation engaged in banking, Bank Mandiri has identified risks faced by corporate social responsibility activities related to social development including the risk of misuse of assistance, the risk of mismanagement and the risk of invalidity in aid proposals. Therefore, Bank Mandiri conducted a survey in assessing the feasibility of the proposal, among others to monitor the object of assistance and the appropriateness of the amount of assistance to be provided, as well as to monitor both before, at the time of delivery and after providing assistance to the CSR activities.

In addition, Bank Mandiri also faced social risks related to loan services if it was distributed to organizations / companies experiencing social problems. Therefore, Bank Mandiri had a loan channeling policy that accommodates the prevention of these social risks.

Scope and Formulation of Social Responsibility, Social Development, Community

As part of the community, Bank Mandiri always harmonizes its presence and business activities in the community. Therefore, Bank Mandiri was committed to continuing to carry out community development and empowerment programs in order to achieve an independent and prosperous society. The flagship and strategic social sector programs run by Bank Mandiri were Mandiri Young Entrepreneurs, Development of Integrated Rice Processing Centers-Kebumen, Central Java and Community Development in Humbang Hasundutan Regency.

Target / Plan Activity Corporate Social Responsibility Social Development Community

As part of the community, Bank Mandiri always harmonizes its presence and business activities in the community. Therefore, Bank Mandiri is committed to continuing to run community development and empowerment programs in order to achieve an independent and prosperous community.

Activities and Impacts of the Social Responsibilities of The Social Development Community

Independence and Education Independence Program

The Education and Entrepreneurship Independence Program is the basis for producing young leaders who are independent and have high competitiveness in facing all the challenges of increasingly fierce global competition in future generations. In realizing this program, Bank Mandiri has had several strategic programs, including the following:

Mandiri Young Entrepreneur (WMM)

Mandiri Young Entrepreneur (WMM) became Bank Mandiri's main CSR program that had been implemented since 2007 and aims to assist the government in fostering entrepreneurship in Indonesia, especially among the younger generation. In 2020, Bank Mandiri was collaborating with Najwa Shihab and Narasi in the implementation of the WMM 2020 Program which was implemented in Virtual, in connection with government regulations in maintaining the COVID-19 Health Protocol. The number of participants who registered for the 2020 WMM Program was **11,026 registrants**.

The WMM Judging Series started from the Administrative Selection Stage then the Field Verification which included related Business Units such as Micro Banking and SME Banking in the judging process. In the Zone Judging Stage, the judging was done in a virtual manner and included experts in 5 business fields and successful WMM Alumni as the Jury. At the National Judging and Grand Final Stage, WMM 2020 presented Dian Sastrowardoyo, Felly Imransyah, Adrian Gunadi and Najwa Shihab as well as Bank Mandiri Representatives as Judges. The 2020 WMM Award was held live through the Narasi TV Digital Youtube Platform with 2 different locations with the following details:

- a. Jury and Organizer:
 - Day / Date: Friday, November 6, 2020
 - Place: Ciputra Artpreneur, Mall Ciputra World
- b. National Finalists and Regional Invitations:
 - Day / Date: Friday, November 6, 2020
 - Place: In each region

The 2020 WMM Program Prize was cash in the amount of IDR 1,732,500,000 (one billion seven hundred thirty-two million five hundred thousand) which was given with 2 stages of judging as follows:

- a. There were 60 winners at the Zone Judging stage which consisted of 3 Zones with the following details:
 - 30 First Winners from Each Line of Business in each Category.
 - 30 Second Winners from Each Line of Business in each Category.



- b. There were 24 winners at the National Judging stage with the following details:
- First 10 Winners from Each Line of Business in each Category.
 - 10 Second Winners from Each Line of Business in each Category.
 - 2 Most Favorite Winners in each Category.
 - 2 Best of The Best winners in each Category.

Mandiri Sahabatku

Since 2011, Bank Mandiri has continued to show its commitment to encourage competence and entrepreneurial skills Indonesian Migrant Workers (PMI) abroad through the program entrepreneurship education named "Mandiri Sahabatku". As a series of programs, even when the participants returned to Indonesia, they were supported by training and joint business assistance successful entrepreneurs in the fields of salons, meatballs, chicken noodles and chips Souvenirs, Workshop, Agriculture, and Animal Husbandry through the Program Mr / Mrs Foster. Mandiri Sahabatku program has been implemented in several destination countries for PMI, namely Hong Kong, Malaysia, Korea South, and Japan.

During the COVID-19 Pandemic in 2020, Mandiri Sahabatku adjusted online learning through classroom media online using Google Classroom, webinars, and live stream. The online Mandiri Sahabatku program was implemented reaching PMI in various countries (Hong Kong, Malaysia, Arabic Saudi, UAE, and Korea), with the total number of participants who registered The Mandiri Sahabatku online program reached 1,100 participants. In addition, in connection with the pandemic and the economic situation which was not stable, the Bapak Asuh Program from Mandiri Sahabatku postponed and would be combined with participants of Bapak Asuh at Mandiri Sahabatku in the following year.

Financial Inclusion Program

Agent of Branchless Banking

To support the financial inclusion program, Bank Mandiri has implemented the program also implemented the Laku Pandai program nationally as of July 13, 2016 in order to support the implementation of Officeless Financial Services in the Context of Inclusive Finance or LAKU PANDAI with reference to OJK Regulation No. 19/POJK.03/2014 concerning Financial Services without Offices in the Context of Inclusive Finance and OJK Circular and OJK Circular No. 6/SEOJK.03/2015 concerning Officeless Financial Services in the Context of Inclusive Finance by Banks. This activity is one of Bank Mandiri's efforts to increase access to banking services to unbanked people in both urban and rural areas and as the implementation of financial inclusion programs.

To support the program, Bank Mandiri continues to strive to increase the number and distribution of Branchless Banking Agents in all regions of Indonesia, especially for areas not covered by Bank Mandiri Branches. In addition, since July 2016, Bank Mandiri has made a product with the brand name Mandiri Simpanan Makmur (SIMAKMUR) to support the LAKUPANDAI initiative, mainly in the form of a Basic Saving Account (BSA) savings product. SIMAKMUR is a deposit account in Rupiah for individuals who have never had an account at Bank Mandiri and its implementation is carried out in accordance with the applicable terms and conditions.

Until the end of 2020, Bank Mandiri had 134,518 branchless banking agents consisting of 122,557 individual agents and 11,961 legal entity agents. The number of branchless banking agents grew 32.2% compared to the number of branchless banking agents in 2019 of 101,744 agents. These agents contributed positively in terms of acquiring accounts that were recorded at 1,141,048 savings accounts with a volume of funds as of December 2020 reaching IDR5.705 billion.

The internal policies related to branchless banking had been regulated in the form of PTO as follows:

- PTO for Branchless Banking Agency which discussed the duties and responsibilities of each work unit in the implementation process of Branchless Banking Agency Services and operational regulations.
- PTO Mandiri SIMakmur Savings Product Code for Branchless Banking that discussed the process flow in opening a SIMakmur account, deposits, withdrawals, data changes, blocking, closing, and managing customer complaints.
- PTO for Independent Agent Complaint Management which discussed the implementation of Mandiri Agent complaint management, such as the flow of complaints, the standard procedure for receiving complaints from Mandiri Agen, standard procedure for investigations, standard procedure for the resolution of Independent Agent Complaints, and provision of recovery treatment.

Program for Social and Environmental Responsibility and Environmental Development

In addition to entrepreneurship and financial inclusion programs, Bank Mandiri also distributes other social assistance to stakeholders in the environment surrounding the company's operations while continuing to adhere to the principles of Good Corporate Governance. The form of Social and Environmental Responsibility TJSL programs implemented by Bank Mandiri include in the areas of Disaster Assistance, Education Assistance, Health Assistance, Assistance for Public Facilities and Worship, and Assistance for Environmental Preservation.



Distribution of Non-Cash Social Assistance

In order to support Financial Inclusion in Indonesia which is also a focus of attention from the Government of Indonesia and the Financial Services Authority, since April 2016 the Government has called for an increase in Financial Inclusion through non-cash Social Assistance Distribution (Bansos) through the State Owned Bank Association Banks (Himbara), namely Bank Mandiri, BNI, BRI, and BTN with reference to Presidential Regulation Number 63 Year 2017 concerning Non-Cash Social Security Distribution. With this program, beneficiaries are expected to be more productive in order to improve their welfare. There are 2 (two) Social Aid Programs distributed by Bank Himbara, namely the Family Hope Program (PKH) and Non-Cash Food Assistance (BPNT). With assistance from Himbara Bank, it is hoped that it can increase the effectiveness of the distribution of aid so that it is more targeted. Bank Mandiri, as the Agent of Development, actively supports the success of the program, which is also in harmony with the culture of Bank Mandiri, the Spirit of Prospering the Nation.

Development of Integrated Rice Processing Center, Kebumen, Central Java

The purpose of building an Integrated Rice Processing Center (SPBT) was to expand the Farmers Entrepreneurship Program so that farmers had added value in processing rice yields carried out in a modern manner with the support of buildings, integrated rice processing machines, meeting rooms, offices and shops. The Sentra Pengolahan Beras Terpadu (SPBT) development was expected to be able to absorb and process unhulled or local farmers' rice into premium quality rice that was ready to sell with the support of better food crop cultivation guidance / guidance programs.

The development of an Integrated Rice Processing Center-Kebumen, Central Java was in line with SDG's pillar number 10, the third target, namely reducing inequality with the target of ensuring equal opportunities and reducing income / outcome inequality, including by eliminating discrimination against laws, policies and practices and encouraging there was appropriate legislation, policies and action in this regard. In addition, the development of SPBT Kebumen was also in line with the SDG's pillar number 8, the second and third targets, namely Decent work and economic growth with the second target of achieving a higher level for economic productivity through certification of technological quality improvement and innovation, including through focus on sectors that had more added value and were labor intensive. The third target encouraged development-oriented policies that supported productive activities, job creation, entrepreneurship, creativity and innovation, and encourages the formation and growth of micro, small and medium enterprises, including through access to funding / capital services.

Use of Local Labor

Bank Mandiri always empowers local workforce as the main resource in all operational activities. This is an effort of Bank Mandiri in implementing labor practices in accordance with applicable regulations. As of December 2019, there were no foreign workers at Bank Mandiri.

Anti Corruption Program

Bank Mandiri has a number of policies related to Corruption Prevention, including internal control policies, Employee Discipline Regulations, Code of Conduct, Business Ethics and preparing Corporate Culture Values including instilling value integrity from every line of Bank Mandiri.

Impact of Social Responsibility Activities Invitation to Social Community Development

Impact of Education And Independence and Entrepreneurship Programs

Through the Mandiri Young Entrepreneur program, Bank Mandiri hopes to continue to emerge new entrepreneurs who will ultimately create new jobs. The entrepreneurial programs run by Bank Mandiri have had an impact on increasing the turnover of the business participants of the program and more broadly, the education and entrepreneurship independence program has increased the financial independence of the Indonesian people.

Impact of Financial Inclusion Programs

The financial inclusion program, which is implemented by Bank Mandiri, has had an impact on fulfilling the right of everyone to have access and full services from financial institutions in a timely, convenient, informative, and affordable manner. Another impact of the financial inclusion program is the more open public insight, especially regarding banking services and other financial service industry products.

The Impact of the Social and Environmental Responsibility Program (TJSL) and the Environmental Development (BL)

The implementation of the Social and Environmental Responsibility and Community Development programs carried out by Bank Mandiri throughout 2020 was expected to have an impact in the form of equity and improvement of the community's economy in the implementation of the Social and Environmental Responsibility and Community Development programs so that they could improve



the standard of living of the community. This can be seen, among others, in the Mandiri Entrepreneurial Program, which became one of the efforts of Bank Mandiri to support the government's movement to develop the entrepreneurial ecosystem so that it was able to produce good products and could open new jobs. With the spirit of "Dare to be Young, Dare to Work", the 2020 Mandiri Young Entrepreneur Program entered its 13 (thirteenth) year of implementation. At the same time as the 2020 WMM series, the spread of the COVID-19 virus pandemic had yet to be controlled, so management decided to do it online by first doing field verification. The conditions of the COVID-19 pandemic did not make WMM implementation lose momentum. This could be proven by the high enthusiasm of registrants, which reached 11,026 higher than in 2019 which only reached 3,075 registrants.

Impact Of Distribution Of Non Cash Social Assistance

As for some of the effects of the Non-Cash Social Assistance that has been distributed by are as follows:

- Building a people's economy;
- Assisting Government Programs to reduce poverty in Indonesia which is also in line with Sustainable Development Goals (SDGs);
- Distribution of social assistance is more targeted, right in quantity, on time, on quality and on administration;
- Encouraging people to play a role in Cashless society and Financial Inclusion in Indonesia;
- Increasing Underdeveloped Regional Resources

Costs Expended Related to Social Responsibility for the Social Development of Communities

During 2020, Bank Mandiri spent IDR 140,557,455,628.00 to carry out various activities related to social and community programs. The details regarding the distribution of CSR activities related to social and community development are as follows.

Table of PKBL Distribution 2020

Activity Category	Implementation Fee (IDR)	
	2020	2019
Natural Disaster Relief	54,721,029,766	5,992,634,537
Social Affairs	14,185,504,901	38,582,954,643
Aid for Worship Facilities	19,054,489,057	15,456,941,555
Health Improvement Assistance	12,246,270,831	5,705,045,796
Educational aids	30,239,552,871	74,206,218,474
Public Facilities Sector	9,745,608,202	7,585,736,274
Bidang Pelestarian Alam	365,000,000	300,000,000
Total	140,557,455,628	147,829,531,279

Meanwhile, the costs of TJSB activities carried out by Bank Mandiri in all Bank Mandiri work areas / regions are as follows:

No	Province BL Assistance	Cumulative Disbursement (Rp)
1	Bali	6,483,361,300
2	Bangka Belitung	844,814,743
3	Banten	2,113,979,155
4	DI Yogyakarta	4,717,888,680
5	DKI Jakarta	52,863,730,004
6	Gorontalo	669,440,000
7	Jambi	197,500,000



No	Province BL Assistance	Cumulative Disbursement (Rp)
8	Jawa Barat	16,120,013,970
9	Jawa Tengah	17,805,352,402
10	Jawa Timur	12,419,273,297
11	Kalimantan Barat	493,362,200
12	Kalimantan Tengah	499,031,875
13	Kalimantan Utara	585,000,000
14	Kepulauan Riau	121,950,000
15	Lampung	1,545,455,000
16	Maluku	1,423,481,111
17	Nanggroe Aceh Darussalam (NAD)	2,073,789,900
18	Nusa Tenggara Barat	651,455,887
19	Nusa Tenggara Timur	2,218,866,000
20	Papua	860,594,600
21	Riau	1,750,500,000
22	Sulawesi Barat	405,800,000
23	Sulawesi Selatan	2,963,043,079
24	Sulawesi Tengah	2,142,037,633
25	Sulawesi Tenggara	260,500,000
26	Sulawesi Utara	1,315,875,000
27	Sumatera Barat	2,246,038,352
28	Sumatera Selatan	1,702,340,000
29	Sumatera Utara	3,062,981,440
Total		140,557,455,628

Social Responsibility Channel for Social Development of Community Development

Bank Mandiri is committed to continuing to run community development and empowerment programs, but in its efforts to implement the program sometimes there are obstacles in its implementation. Therefore, if there are problems or complaints in community activities, you can send an email to Bank Mandiri Customer Care at the email address mandiricare@bankmandiri.co.id or by telephone at 14000.



OJK Reference Index

Criteria	Descriptions	Page
General		
The annual report is presented in proper and correct Bahasa Indonesia and is recommended to be presented in English as well The annual report is presented in proper and correct Bahasa Indonesia and is recommended to be presented in English as well		✓
The annual report is printed in fine quality, with easy-to-read font types and sizes.		✓
The annual report presents clear identity of the company	Company name and the year of the Annual Report are shown in: 1. Front cover; 2. Side margin; 3. Back cover; and 4. Each page	✓
The annual report is available at company website	Including current annual report and the annual reports from at least the last 4 years.	✓
Key Financial Highlights		
Information on Company's operating results with comparisons of 3 (three) fiscal years or since the starting of the company if the business activities have run for less than three (3) years	The information encloses, among others: 1. Sales/revenues; 2. Profit (loss): a. Attributable to the owner of the holding entity; and b. Attributable to non-controlling interest 3. Total comprehensive profit (loss) and other comprehensive income: a. Attributable to the owner of the holding entity; and b. Attributable to non-controlling interest; and 4. Profit (Loss) per Share Note: For a company with no subsidiaries, the company presents the profit (loss) and other profit (loss) and other comprehensive income in total.	23-24
Information on Company's financial position with comparisons of three (3) fiscal years or since the starting of the company if the business activities have run for less than three (3) years	The information encloses, among others: 1. Total investments in associates; 2. Total assets; 3. Total liabilities; and 4. Total equity.	22-23
Financial ratios with comparisons of three (3) fiscal years or since the starting of the company if the business activities have run for less than three (3) years	The information encloses five (5) financial ratios that are common and relevant to company's industry. Financial ratios, including at least: 1) Capital Adequacy ratio (KPM); 2) Return on Assets ratio (ROA); 3) Return on Equity ratio (ROE); 4) Non-performing earning assets and non-earning assets have problems with total productive assets and non-productive assets; 5) non-performing productive assets to total productive assets; 6) Allowance for Impairment Losses (CKPN) of financial assets against productive assets; 7) Non-performing Loans (NPL) ratio; 8) Operating Expenses to Operating Income ratio (BOPO); 9) Cost to Income ratio (CIR); 10) Net Interest Margin ratio (NIM); 11) Percentage of violations and exceedances of the Legal Lending Limit (BMPK); 12) Minimum Statutory Reserves (GWM) ratio; and 13) Net Open Position (NOP) ratio;	24-25



Criteria	Descriptions	Page
Information on stock price in tables and charts	<ol style="list-style-type: none"> 1. Number of outstanding shares: 2. The information in tables and charts covers <ol style="list-style-type: none"> a. Market capitalization by prices in Stock Exchange where the shares are listed; b. The highest, lowest, and closing price of shares; and c. Trading volume where the shares are listed. 3. Information in charts contains at least: <ol style="list-style-type: none"> a. Closing price and share trading volume b. Trading volume where the shares are listed For each quarter of the last two (2) fiscal years. <p>Note: if the company shall disclose information on share prices and trading volume if such company does not have market capitalization.</p>	27-29
Information on outstanding bonds, sukuk, or convertible bonds of the last two (2) fiscal years	<p>The information covers:</p> <ol style="list-style-type: none"> 1. Number of outstanding bonds/sukuk/convertible bonds; 2. Interest rate/yield; 3. Maturity date; and 4. Bonds/sukuk rating in 2019 and 2020. <p>Note: if the company shall disclose information on outstanding bonds, sukuk, or convertible bonds if such company does not have market capitalization</p>	30-31
Board of Commissioners and Board of Directors Reports		
Board of Commissioners Report	<p>Containing the following:</p> <ol style="list-style-type: none"> 1. Assessment on Board of Directors' performance on company management and the basis for the assessment; 2. Perspective on company business outlook set by Board of Directors and its consideration basis; 3. Prospective on the implementation/management of whistleblowing system (WBS) in the company and the role of Board of Commissioners in such WBS; and 4. Changes in Board of Commissioners' composition and the reason behind the change (if any). 	43-55
Board of Directors Report	<p>Containing the following:</p> <ol style="list-style-type: none"> 1. Analysis on company performance, which among others covers: <ol style="list-style-type: none"> a. Strategic policies; b. Comparisons between realizations and targets; and c. Challenges faced by the company and its settlement measures. 2. Analysis on business outlook; 3. Development of the implementation of corporate governance in the fiscal year; and 4. Changes in Board of Director's composition and the reason behind the change (if any) 5. Organizational structure; 6. Main activity; 7. Information technology; 8. Types of products and services offered, including lending to micro, small and medium enterprises; 9. Interest rates for accumulation and provision of funds; 10. Economic development and target markets; 11. Networks and business partners at home and / or abroad; 12. Number, type and location of offices; 13. Ownership of the board of directors, commissioners and shareholders in the Bank business group; 14. Important changes that occurred in the Bank and the Bank's business group during the year concerned; 15. Important things that are predicted to happen in the future; and 16. Human resources include the number, level of education, training, and human resource development. 	72-73



Criteria	Descriptions	Page
Board of Directors and Board of Commissioners' signatures	containing the following: <ol style="list-style-type: none"> 1. Signatures are given on separate sheets; 2. Statement of full accountability on the accuracy of the annual report contents by Board of Directors and Board of Commissioners; 3. Signed by all members of Board of Commissioners and Board of Directors by stating names and positions; and 4. Written explanation in separate letter from the person(s) concerned in the event that a member of Board of Commissioners or Board of Directors fails to sign the annual report, or written explanation in separate letter from the other member(s) in the event that the person(s) concerned fails to provide a written explanation. 	72-73
Company Profile		
Name and complete address of the company	The information contains among others: name and address, postal code, phone number(s), facsimile, e-mail, and website address.	76-78
Brief history of the company	Consisting among others: date/year of establishment, name, changes in company name (if any), and effective date for such changes in company name. Note: explanation shall be given in the event that the entity has never made any change to the name	79-80
Line of business	Description of, among others: <ol style="list-style-type: none"> 1. Company's business activities in accordance with the latest articles of association; 2. Business activities engaged; and 3. Generated products and/or services 	81-97
Organizational structure	In a chart, consisting of names and positions, at least up to one level under the Board of Directors.	100-101
Company Vision, Mission, and Culture	Containing: <ol style="list-style-type: none"> 1. Company vision; 2. Company mission; 3. Explanation that the vision and mission have been reviewed and agreed upon by Board of Directors/Board of Commissioners. 4. Statement on corporate culture adhered by the company. 	102-105
Identity and brief CV of Board of Commissioners members	The information encloses, among others: <ol style="list-style-type: none"> 1. Name; 2. Position and term of office (including position in the company or other institutions); 3. Age; 4. Domicile; 5. Educations (Field of Study and Educational Institution); 6. Work experience (Position, Institution, and Term of Office); 7. History of the appointment (period and position) as Board of Commissioners' member since initial appointment. 	106-119
Identity and brief CV of Board of Directors members	The information encloses, among others: <ol style="list-style-type: none"> 1. Name; 2. Position and term of office (including position in the company or other institutions); 3. Age; 4. Domicile; 5. Educations (Field of Study and Educational Institution); 6. Work experience (Position, Institution, and Term of Office); 7. History of the appointment (period and position) as Board of Commissioners' member since initial appointment. 	120-136
Total number of employees (2 years' comparison) and data of competency development that reflects the opportunity for every organizational level	The information encloses, among others: <ol style="list-style-type: none"> 1. Number of employees for each organizational level; 2. Number of employees for each educational level; 3. Number of employees by employment status; 4. Data of undertaken employee competency developments in fiscal year containing parties (Position level) attending the training, type of trainings, and purpose of trainings; and 5. Incurred costs for employee competency development in the fiscal year. 	144-153



Criteria	Descriptions	Page
Shareholder Competition	Containing, among others: <ol style="list-style-type: none"> 1. Detailed name of shareholders covering 20 largest shareholders and their shareholding percentage; 2. Details of shareholders and their shareholding percentage, which include: <ol style="list-style-type: none"> a. Name of shareholders with 5% or more percent of shares; b. Public shareholding groups with their respective shareholding of less than 5%. 3. Name of Directors and Commissioners holding direct or indirect shares and their percentages; Note: Explanation shall be given in the event of Directors and Commissioners do not hold direct or indirect shares.	154-157
List of subsidiaries and/or associates	In the form of table containing the following information: <ol style="list-style-type: none"> 1. Names of subsidiaries and/or associates; 2. Shareholding percentage; 3. Explanation on the subsidiaries and/or associates' lines of business; and 4. Explanation on the operational status of the subsidiaries and/or associates (in operation or has not yet operating). 	158-165
Company group structure	Company group structure in a chart describing subsidiaries, associates, joint ventures, and special purpose vehicles (SPVs).	166-167
Share listing chronology (including private placement) and/or share listing from the initial listing to the end of fiscal year	Containing, among others: <ol style="list-style-type: none"> 1. The year of shares issuance, number of shares, shares par value, and share offering price for each of corporate action; 2. Number of shares listed following the corporate actions; 3. Name of stock exchange where the shares are listed. Note: Explanation shall be given in the event of the company does not have share listing chronology.	170-181
Issuance and/ or other securities listing chronology from the initial listing to the end of fiscal year	Containing, among others: <ol style="list-style-type: none"> 1. Name of other securities, year of other securities issuance, interest/yield rate, and the maturity date of other securities; 2. Other securities offering price; 3. Name of stock exchange where the other securities are listed; and 4. Rating of securities. Note: Explanation shall be given in the event of the company does not have other securities issuance and listing chronology.	168-170
Names and addresses of capital market supporting institutions and/or professions	The information encloses, among others: <ol style="list-style-type: none"> 1. Name and address of Securities Administration Bureau (BAE)/parties administrating company's shares; 2. Name and address of Public Accounting Firm; and 3. Name and address of rating agency. 	182
Awards received in the last financial year and / or certification that is still valid in the last financial year both national and international scale	Containing descriptions of <ol style="list-style-type: none"> 1. Name of award and/or certification; 2. Year of award and/or certification; 3. Agency for awarding and/or certification; and 4. Validity period (for certification). 	183-195
Names and addresses of subsidiaries and / or branch offices or representative offices (if any)	Memuat informasi antara lain: <ol style="list-style-type: none"> 1. Nama dan alamat entitas anak; dan 2. Nama dan alamat kantor cabang/perwakilan. Catatan: apabila perusahaan tidak memiliki entitas anak, kantor cabang, dan kantor perwakilan, agar diungkapkan	196-199
Information on Company Website	Covering at least: <ol style="list-style-type: none"> 1. Information on shareholders to last individual owners; 2. Contain of the Code of Ethics; 3. Information on General Meeting of Shareholders (GMS) at least covering the agenda discussed in GMS, minutes of GMS, and important dates i.e. GMS announcement date, GMS summon date, GMS date, GMS minutes announcement date; 4. Separate Annual financial statements (last 5 years); 5. Board of Commissioners and Board of Directors Profiles; and 6. Charter of the Board of Commissioners, Board of Directors, Committees, and Internal Audit Unit. 	200



Criteria	Descriptions	Page
Educations and/or trainings for the Board of Commissioners, Board of Directors, Committees, and Internal Audit Unit.	Covering at least the following information (type and parties eligible to attend): 1. Educations and/or trainings for the Board of Commissioners; 2. Educations and/or trainings for the Board of Directors; 3. Educations and/or trainings for Audit Committee; 4. Educations and/or trainings for Nomination and Remuneration Committee; 5. Educations and/or trainings for Other Committees; 6. Educations and/or trainings for Corporate Secretary; and 7. Educations and/or trainings for Internal Audit Unit; Attended in the fiscal year Note: Explanation shall be given in the event of there are no educations and/or trainings in the fiscal year.	201-213
Management Discussion and Analysis on Company Performance		
Operational review per business segment	Containing descriptions of: 1. Explanation of each business segment. 2. Performance of each business segment, among others: a. Productions; b. Increase/decrease in business capacity; c. Sales/operating revenues; and d. Profitability.	228-279
Description of company's financial performance	Analysis on financial performance containing comparison between current financial performance and previous year's financial performance and causes for the increase/decrease (in narration and tables), among others concerning: 1. Current assets, non-current assets, and total assets; 2. Short-term liabilities, long-term liabilities, and total liabilities; 3. Equity; 4. Sales/revenues, expenses and profit (loss), other comprehensive incomes and total comprehensive profit (loss); and 5. Cash flow. 6. The basic interest rate on credit 7. Analysis of the quality of productive assets and relevant financial ratios.	288-318, 491, 502
Discussion and analysis on company solvency and liquidity by presenting ratios that are relevant to company's industry	Explanation on: 1. Solvency for short- and long-term debts; and 2. Receivables collectability.	318-321
Discussion on capital structure and capital structure policy	Explanation on: 1. Capital structure, consisting of interest-based debts and equity; 2. Management policies on the capital structure (capital structure policies); and 3. The basis for Capital structure policies.	321-324
Discussion on material commitments for capital goods investments (other than funding commitment) in the last fiscal year	Explanation on: 1. The name of parties engaging in the commitment 2. Purpose of the commitments; 3. Sources of funds expected to meet these commitments; 4. Currency used; and 5. Planned measures to protect the company from risks arising from relevant currency position. Note: explanation shall be given in the event that the company does not have any commitments relating to capital investments in the last fiscal year.	402
Discussion on capital investments realized in the last fiscal year	Explanation on: 1. Type of capital investments; 2. Purposes of the capital investments; and 3. Value of capital investment spent in the last fiscal year. Note: explanation shall be given in the event that any capital investment realizations are non-existent	395-396
Information on comparisons between beginning of fiscal year's targets and realizations, and expected targets or projection for the coming year relating to revenue, profit, and other matters considered important to the company	The information encloses, among others: 1. Comparisons between beginning of year's targets and realizations; and 2. Expected targets or projection for the coming year.	399-401
Information and material facts occurring after accountant's reporting date	Description of significant events after accountant's reporting date including their effects on business performance and risks in the future. Note: explanation shall be given in the event that any significant events after accountant's reporting date are nonexistent.	402
Description on company's business outlook	Description on company's business outlook is related to industry and economy in general accompanied by quantitative supporting data from trustworthy source of data.	287
Description on marketing aspect	Description on marketing aspect on company products and/or services, among others marketing strategies and market share.	223-228



Criteria	Descriptions	Page
Description on dividend policy and amount of cash dividends per share and amount of dividends per year announced or paid for the last two (2) fiscal years.	Containing descriptions of: 1. Policy on dividend sharing; 2. Total dividends shared; 3. Amount of cash dividends per share; 4. Payout ratio; and 5. Date of announcement and payment of cash dividends. For each year. Note: explanation shall be given in the event that any dividend sharing is nonexistent.	403-404
Employee and/or Management Stock Ownership Plan (ESOP/ MSOP) carried out by the company existing until the end of fiscal year	Containing descriptions of: 1. Total ESOP/MSOP shares and its realization; 2. Term; 3. Requirements for entitled employees and/or management; and 4. Exercise price. Note: explanation shall be given in the event that the program concerned is non-existent	404-405
Realization of the use of proceeds from public offering (in the event that the company still has the obligation to report the proceed use realization)*	Containing descriptions of: 1. Total proceeds; 2. Planned use of the proceeds; 3. Detailed use of the proceeds; 4. Balance of proceeds; and Date of GMS/GMB approval on changes in the use of proceeds (if any). Note: explanation shall be given in the event that there is no information regarding realization of the use of proceeds from public offering.	404
Information on material transactions containing conflicts of interest and/or transactions with affiliates	Containing descriptions of: 1. Name of affiliates and the nature of affiliation; 2. Explanation on the fairness of transaction; 3. Reason behind the transaction; 4. Realization of transactions in the last fiscal year; 5. Company policy relating to review mechanism on transactions; and 6. Compliance with relevant regulations and provisions. Note: explanation shall be given in the event that any transaction concerned is nonexistent.	405-415
Description on regulatory changes having significant impact on the company	The description contains among others: 1. Regulatory changes; and 2. Their impacts (qualitative and quantitative) on the company (if significant) or statements stating that the impacts are insignificant. Note: explanation shall be given in the event that any regulatory changes having significant impacts on the company are nonexistent in the last fiscal year.	416-488
Description on changes in accounting policies applied by the company in the last fiscal year	The description includes among others: 1. Changes in accounting policies; 2. Their reasons; and 3. Impacts toward financial statements. Note: explanation shall be given in the event that any changes in accounting policies are nonexistent in the last fiscal year.	488-489
Information on business continuity	Disclosure of information includes: 1. Matters which potentially inflict significant impact on company's business continuity for the last fiscal year; 2. Management assessment on matters in point 1; and 3. Assumptions used by the management in performing the assessment. Note: in the event that any matters which potentially inflict significant impact on company's business continuity for the last fiscal year are nonexistent, the assumptions used as the basis for the management in assuring that such matters are nonexistent shall be disclosed.	490-491
Good Corporate Governance		
Board of Commissioners description	The description includes, among others: 1. Description of Board of Commissioners' responsibilities; 2. Assessment on the performances of committees under the Board of Commissioners and the basis for such assessment; and 3. Disclosure of the Board Charter (guidelines and codes of conduct for Board of Commissioners).	586, 619-620, 588-589
Information on Independent Commissioners	Covering, among others: 1. The criteria for Independent Commissioners appointment; and 2. Statement of independency of each Independent Commissioner.	595-598



Criteria	Descriptions	Page
Board of Directors description	<p>The description includes, among others:</p> <ol style="list-style-type: none"> 1. Scopes of duties and responsibilities of each Board of Directors member; 2. Assessment on the performances of committees under the Board of Directors (if any); and 3. Disclosure of the Board Charter (guidelines and codes of conduct for Board of Directors). 	628-629, 661-662, 623
Assessment of the implementation of GCG for fiscal year 2020 covering at least Board of Commissioners and Board of Directors aspects.	<p>Containing explanations on, among others:</p> <ol style="list-style-type: none"> 1. Criteria used for the assessment; 2. Assessing party; 3. Assessment score for each criteria; 4. Recommendation of the assessment results; and Reasons on why the recommendations are/has not been implemented. Note: explanation shall be given in the event of the GCG implementation assessment for fiscal year 2016 is non-existent. 	845-850
Description of remuneration policy for Boards of Commissioners and Board of Directors	<p>Containing, among others:</p> <ol style="list-style-type: none"> 1. Disclosure of remuneration procedures to the determination for the Board of Commissioners; 2. Disclosure of remuneration procedures to the determination for the Board of Directors; 3. Remuneration structure which shows the remuneration components and amount of value per component for each Board of Commissioners' member; 4. Remuneration structure which shows the remuneration components and amount of value per component for each Board of Directors' member; 5. Disclosure of indicators for the determination of Board of Directors' remuneration; and 6. Disclosure of performance bonus, non-performance bonus, and/or shares option received by each Board of Commissioners' and Board of Directors' member (if any). <p>Note: explanation shall be given in the event of performance bonus, non- performance bonus, and/or shares option received by each Board of Commissioners' and Board of Directors' member are non-existent.</p>	755-762
Frequency and attendance rate in BOC Meetings, BOD meetings, and BOC-BOD joint meetings	<p>The information encloses, among others:</p> <ol style="list-style-type: none"> 1. Meeting date; 2. Meeting participants; and 3. Meeting agenda <p>For each BOC meeting, BOD meeting, and joint meeting.</p>	599-611, 634-651
Information on majority and controlling shareholders, both direct and indirectly, to individual holders	<p>In schematic chart or diagram, that differs the main shareholders and controlling shareholders.</p> <p>Note: he main shareholder is the party which, either directly or indirectly, holds at least 20% (twenty percent) of the voting rights of all shares with voting rights issued by a company, but not a controlling shareholder.</p>	562
Disclosure of affiliations among the members of Board of Directors, Board of Commissioners, and Majority and/or Controlling Shareholders	<p>Containing, among others:</p> <ol style="list-style-type: none"> 1. Affiliations among Board of Directors' fellow members; 2. Affiliations among Board of Directors members and Board of Commissioners members; 3. Affiliations among Board of Directors members and Majority and/or Controlling Shareholders; 4. Affiliations among Board of Commissioners' fellow members; and 5. Affiliations among Board of Commissioners' members and Majority and/or Controlling Shareholders. <p>Note: explanation shall be given in the event that any concerned affiliations are non-existent.</p>	592-593, 629-630
Audit Committee	<p>Containing, among others:</p> <ol style="list-style-type: none"> 1. Name and position of Audit Committee members; 2. Educational history qualifications (field of study and educational institution) and work experience of Audit Committee members(Position, Institution, and Term of Office); 3. Audit Committee members' independency; 4. Description of Audit Committee's duties and responsibilities; 5. Brief report on Audit Committee members' activities in the fiscal year; and 6. Frequency of meetings and attendance rate of Audit Committee members. 	665-677



Criteria	Descriptions	Page
Nomination and/or Remuneration Committee	Containing, among others: <ol style="list-style-type: none"> 1. Name, position, and brief CV of Nomination and/or Remuneration Committee members; 2. Independency of Nomination and/or Remuneration Committee members; 3. Description of duties and responsibilities; 4. Description of implementation of activities of Nomination and/or Remuneration Committee members in the fiscal year; 5. Frequency of meetings and attendance rate of Nomination and/or Remuneration Committee members; 6. Statement about the existence of guidelines for Nomination and/or Remuneration Committee; and 7. Policy relating to Board of Directors' succession. 	678-690
Other committees under the Board of Commissioners owned by the company	Containing, among others: <ol style="list-style-type: none"> 1. Name, position, and brief CV of other committee members; 2. Independency of other committee members; 3. Description of duties and responsibilities; 4. Description of the implementation of activities of other committees in the fiscal year; and 5. Frequency of meetings and attendance rate of other committees. 	690-716
Description of duties and function of Corporate Secretary	Containing among others: <ol style="list-style-type: none"> 1. Name and brief CV of the corporate secretary; 2. Domicile; 3. Description of the duties and responsibilities; and 4. Descriptions on the implementation of Corporate Secretary's duties in fiscal year. 	717-722
Description on internal audit unit	Containing, among others: <ol style="list-style-type: none"> 1. Name of internal audit unit head; 2. Number of employees (internal auditors) in internal audit unit; 3. Certification for internal audit professions; 4. Internal audit unit position in corporate structure; 5. Brief report on internal audit unit's implementation of activities; and 6. Parties appointing and dismissing head of internal audit unit. 	745-751
Public Accountant	The information encloses, among others: <ol style="list-style-type: none"> 1. Number of periods in which a public accountant has conducted annual audit on financial statements for the last five (5) years; 2. Name and the year in which a Public Accounting Firm has conducted annual audit on financial statements for the last five (5) years; 3. Amount of fee for each service provided by public accountant in the last fiscal year; and 4. Other services provided by the accountant apart from annual audit on financial statements in the last fiscal year. Note: explanation shall be given in the event that any services are nonexistent.	762-764
Description on company risk management	Containing, among others: <ol style="list-style-type: none"> 1. Explanation on risk management system applied by the company; 2. Explanation on review on risk management system in the fiscal year; 3. Explanation on risks faced by the company; and 4. Risk management efforts. 	764-785
Description on internal control system	Covering, among others: <ol style="list-style-type: none"> 1. Brief explanation on internal control system, among others concerning financial and operational control; 2. Explanation on compliance with internal control system with internationally-recognized framework (COSO – internal control framework); and 3. Explanation on review conducted on internal control system implementation in the fiscal year. 	786-789
Description of corporate social responsibility related to social responsibility management covers these following matters	<ol style="list-style-type: none"> 1. Information on commitment to social responsibility 2. Information on due diligence methods and scope on the social, economic and environmental impacts of company activities 3. Information on important stakeholders affected or influenced by the impact of company activities 4. Information on important socio-economic and environmental issues related to the impact of company activities 5. Information about the scope of corporate social responsibility both as obligation and as excessive obligation 6. Information about the company's strategies and work programs in handling social, economic and environmental issues in stakeholder engagement and increasing value for stakeholders and shareholders 7. Information about various programs that exceeds the company's minimum responsibilities relevant to the implemented business 8. Information about financing and social responsibility budgets 	855-869



Criteria	Descriptions	Page
Description of corporate social responsibility related to Human Rights includes these following matters	<ol style="list-style-type: none"> 1. Information on the commitment and policy of social responsibility related to Human Rights as a core subject 2. Information on the formulation of the company's scope of social responsibility related to Human Rights as a core subject 3. Information about corporate social responsibility planning in the aspect of Human Rights 4. Information about implementing CSR initiatives in the aspect of human rights 5. Information about achievements and awards for CSR initiatives in the aspect of human rights 	870-872
Description of corporate social responsibility related to fair operations covers these following matters	<ol style="list-style-type: none"> 1. Information on social responsibility commitments and policies in the aspect of fair operations as a core subject 2. Information about company's formulation of CSR in the aspect of fair operations as a core subject 3. Information about planning corporate social responsibility in the field of fair operations 4. Information about implementing CSR initiatives on the aspect of fair operations 5. Information about achievements and awards CSR initiatives on the aspect of fair operations 	873-879
Description of corporate social responsibility related to the environment includes these following matters	<ol style="list-style-type: none"> 1. Information about environmental commitments and policies 2. Information about important environmental impacts and risks that are directly or indirectly related to the company 3. Information about the target / plan of activities in 2020 determined by management; 4. Information about activities implemented and related to environmental programs related to the company's operational activities 5. Information about the implementation of CSR initiatives related to the environment 6. Information about the achievement of quantitative impacts on these activities such as the use of environmentally friendly and recycled-able materials and energy, the company's waste treatment system, complaints mechanism for environmental problems, consideration of environmental aspects in providing credit to customers, and others. 7. Environmental certification owned by the company. 	880-886
Description of corporate social responsibility related to employment, health and work safety covers the information about	<ol style="list-style-type: none"> 1. Labor policies and corporate social responsibility core commitments 2. Information on the scope and formulation of social responsibility in the field of employment 3. Information regarding the 2020 target / plan of activities determined by management; and 4. implemented Activities and quantitative impacts on the activities 5. Information related to employment, health and safety and security practices, such as gender equality and employment opportunities, work facilities and safety, employee turnover rates, work accident rates, remuneration, complaints mechanism, labor issues, and others. 	887-893
Description of corporate social responsibility related to responsibility to consumers includes these following matters	<p>Covering, among others:</p> <ol style="list-style-type: none"> 1. 2020 Target / plan of activities determined by management 2. Activities implemented and impacts on the activities 3. Related to product responsibility, such as consumer health and safety, product information, facilities, number and countermeasures for consumer complaints, and others. 	894-899
Description of corporate social responsibility related to social and community development includes information about	<ol style="list-style-type: none"> 1. Policies and commitments of corporate social responsibility as a core subject to social and community development 2. Information about social issues that are relevant to the company 3. Information about social risks managed by the company 4. Information on the scope and formulation of social responsibility in the aspect of social and community development 5. 2020 Target / plan of activities determined by management; 6. implemented Activities and the impacts on the activities; and 7. Cost expense related to social development and communities, such as the use of local labor, empowerment of communities around the company, improvement of social facilities and infrastructure, other forms of donations, communication about anti-corruption policies and procedures, training on anti-corruption, and others. 	900-905



Criteria	Descriptions	Page
Significant cases currently faced by the company, subsidiaries, and Board of Directors and/ or Board of Commissioners member(s) serving during the annual report period	Covering, among others: 1. Principal case/lawsuit; 2. Dispute/lawsuit settlement status; 3. Risk faced by the company and amount of dispute/lawsuit settlement; and 4. Administrative sanctions imposed to the company, Board of Commissioners and Board of Directors members, by relevant authorities (capital market, banking, and others) for the latest fiscal year (or if any statement confirming no imposition of administrative sanction exists). Note: explanation shall be given in the event that any significant cases faced by the company, subsidiaries, Board of Commissioners and Board of Directors members are nonexistent.	799-805
Access to company information and data	Description on the availability of company information and data to public, such as through website (in Bahasa Indonesia and English), mass media, mailing list, bulletin, analyst meeting, etc.	805-812
Discussion on code of conduct	Consisting description, among others on: 1. Code of conduct contents; 2. Disclosure that the code of conduct applies to all levels of organization; 3. Dissemination of the code of conduct; 4. Types of sanction for each code of conduct violation; and 5. Number of code of conduct violation and the sanctions imposed in the last fiscal year. Note: explanation shall be given in the event that any codes of conduct violations are nonexistent in the last fiscal year.	812-815
Disclosure of whistleblowing system	Consisting of description on whistleblowing system mechanism, among others: 1. Whistleblowing delivery; 2. Whistleblower protection; 3. Handling of complaints; 4. Parties handling the complaints; and 5. Number of complaints received and processed in the last fiscal year; and 6. Sanction/follow-ups for the complaints which are settled in the fiscal year. Note: explanation shall be given in the event that any incoming complaints are nonexistent in the last fiscal year.	818-820
Policy on the diversity of Board of Commissioners and Board of Directors composition	Description of Company policy on the diversity of Board of Commissioners and Board of Directors composition by education (field of study), work experience, age, and gender. Note: explanation and basis of consideration shall be given in the event that concerned policy is non-existent	820-824
Financial Statements		
Statements from Board of Directors and/or Board of Commissioners on the Accountability on Financial Statements	Financial Statements Page Directors' Statement	FS Pages Board of Directors' Statement Letter
Independent auditor's opinion on the financial statements		FS Opinion Page
Independent auditor's description on the opinion	The description includes: 1. Names and signatures; 2. Date of Audit Report; and 3. Public Accounting Firm's and Public Accountant's License Numbers.	FS Opinion Page
Comprehensive financial statements	Comprehensively consisting elements of the financial statements, such as: 1. Statement of financial position; 2. Statement of income and comprehensive income; 3. Statement of changes in equity; 4. Statement of cash flows; 5. Notes to the financial statements; 6. Comparative information on the previous period; and 7. Statements of financial position at the beginning of the previous period presented when an entity applies an accounting policy retrospectively or makes restatement of financial statements posts, or when an entity reclassifies posts in the financial statements (if relevant).	FS Pages 1-372
Comparison of profitability level	Comparison between profit (loss) in current year and the previous year.	FS Pages 9-11



Criteria	Descriptions	Page
Statement of Cash Flow	Fulfilling the following requirements: <ol style="list-style-type: none"> 1. Classification in three categories of activity: operating, investing, and funding; 2. The use of direct method in reporting the cash flow from operating activities; 3. Separation of presentation between cash receipts and/or cash expenses for the current year in operating, investing, and funding activities; and 4. Disclosure of non-cash transaction must be included in the notes to the financial statements. 	FS Pages 14-16
Accounting Policy Highlights	Consisting at least: <ol style="list-style-type: none"> 1. Statement of compliance with Financial Accounting Standards (SAK); 2. Basis for the measurement and preparation of financial statements; 3. Income tax; 4. Employee benefits; and 5. Financial instruments. 	FS Pages 44-109
Disclosure of transactions with related parties	Items disclosed among others are: <ol style="list-style-type: none"> 1. Names of related parties and the nature of relationship with these parties; 2. Transactional value and its percentage against total revenue and relevant expenses; and 3. Total balance and its percentage against total assets or liabilities. 	FS Pages 267-289
Disclosure of matters relating to taxation	Matters need to be disclosed: <ol style="list-style-type: none"> 1. Fiscal reconciliation and current tax expense calculation; 2. Explanation of relationship between tax expense (income) and accounting profit; 3. Statement acknowledging that Taxable Profits (LKP) from the reconciliation serves as the basis for Corporate Income Tax's Annual Tax Returns (SPT) of 2020; 4. Details of assets and deferred tax liabilities recognized in the financial position statement for each presenting period, and the amount of deferred tax (income) expenses recognized in the income statements if the amount is not visible in the total assets or liabilities of deferred tax recognized in the statements of financial position; and 5. Disclosure of any tax disputes 	FS Pages 103 and 201-208



Criteria	Descriptions	Page
Disclosure of matters relating to fixed assets	Matters need to be disclosed: 1. Depreciation method used; 2. Description of accounting policy selected, either revaluation or cost model; 3. Methods and significant assumptions used to estimate fixed assets' fair value (for revaluation model) or disclosure of fixed assets' fair value (for cost model); and 4. Reconciliation of the gross carrying amount and accumulated depreciation of fixed assets at the beginning and the end of period by presenting: addition, reduction, and reclassification.	FS Pages 92-96, 171-176
Disclosure of operational segment	Matters need to be disclosed: 1. General information covering the factors used to identify reported segment; 2. Information regarding profit and loss, assets, and liabilities of the reported segment; 3. Reconciliation of total revenue, profit and loss, assets, liabilities of the reported segment, and other material elements of the segment against relevant amount in the entity; and 4. Disclosure at the level of entity, covering information on products and/or services, geographical area, and main customers.	FS Pages 290-294
Disclosure relating to Financial Instruments	Matters need to be disclosed: 1. Detailed of financial instruments by classification; 2. Fair value and hierarchy of each group of financial instruments; 3. Explanation of risks relating to financial instruments: market risks, credit risks, and liquidity risks; 4. Risk management policies; and 5. Quantitative risk analysis relating to financial instruments.	FS Pages 45-78 and 299-362
Publication of financial statements	Items disclosed among others are: 1. Authorized publication date of the financial statements; and 2. The party responsible for the financial statements authorization.	FS Pages Board of Directors' Statement Letter



Conformity of the Implementation of Corporate Governance Towards the ASEAN Corporate Governance Scorecard

No.	Principles and Recommendations	Descriptions Presentation
A	Right of Shareholder	
A.1	Basic Shareholder Rights	
A.1.1	Does the company pay (interim and final/ annual) dividends in an equitable and timely manner; that is, all shareholders are treated equally and paid within 30 days after being (i) declared for interim dividends and (ii) approved by shareholders at general meetings for final dividends? In case the company has offered Scrip dividend, did the company paid the dividend within 60 days?	402-403
A.2	Right to Participate in decisions concerning fundamental corporate changes	
A.2.1	Amendments to the company's constitution?	Website Bank Mandiri
A.2.2	The authorisation of additional shares?	Website Bank Mandiri
A.2.3	The transfer of all or substantially all assets, which in effect results in the sale of the company?	Website Bank Mandiri
A.3	Right to participate effectively in and vote in general shareholder meetings and should be informed of the rules, including voting procedures, that govern general shareholder meetings.	
A.3.1	Do shareholders have the opportunity, evidenced by an agenda item, to approve remuneration (fees, allowances, benefit-in-kind and other emoluments) or any increases in remuneration for the non- executive directors/commissioners?	563, 568 and 577
A.3.2	Does the company provide non-controlling shareholders a right to nominate candidates for board of directors/ commissioners?	563, 569-570 and 578-579
A.3.3	Does the company allow shareholders to elect directors/commissioners individually?	563, 569-570 and 578-579
A.3.4	Does the company disclose the voting procedures used before the start of meeting?	564
A.3.5	Do the minutes of the most recent AGM record that the shareholders were given the opportunity to ask questions and the questions raised by shareholders and answers given recorded?	567-570, 573-574, 576-579, 581-582, and 584-585
A.3.6	Does the company disclose the voting results including approving, dissenting, and abstaining votes for all resolutions/ each agenda item for the most recent AGM?	567-570, 573-574, 576-579, 581-582, and 584-585
A.3.7	Does the company disclose the list of board members who attended the most recent AGM?	566, 572, 575-576, 580-581 and 583-584
A.3.8	Does the company disclose that all board members and the CEO (if he is not a board member) attended the most recent AGM?	566, 572, 575-576, 580-581 and 583-584

No.	Principles and Recommendations	Descriptions Presentation
A.3.9	Does the company allow for voting in absentia?	563
A.3.10	Did the company vote by poll (as opposed to by show of hands) for all resolutions at the most recent AGM?	563
A.3.11	Does the company disclose that it has appointed an independent party (scrutineers/inspectors) to count and/or validate the votes at the AGM?	566, 572, 575, 580 and 583
A.3.12	Does the company make publicly available by the next working day the result of the votes taken during the most recent AGM/ EGM for all resolutions?	565-566, 571-572, 574-575, 579-580, and 582-583
A.3.13	Do companies provide at least 21 days notice for all AGMs and EGMs?	565-566, 571-572, 574-575, 579-580, and 582-583
A.3.14	Does the company provide the rationale and explanation for each agenda item which require shareholders' approval in the notice of AGM/circulars and/or the accompanying statement?	565-566, 571-572, 574-575, 579-580, and 582-583
A.3.15	Does the company give the opportunity for shareholder to place item/s on the agenda of AGM?	563
A.4	Markets for corporate control should be allowed to function in an efficient and transparent manner.	
A.4.1	In cases of mergers, acquisitions and/ or takeovers requiring shareholders' approval, does the board of directors/ commissioners of the company appoint an independent party to evaluate the fairness of the transaction price?	398
A.5	The exercise of ownership rights by all shareholders, including institutional investors, should be facilitated.	
A.5.1	Does the company disclose its practices to encourage shareholders to engage the company beyond AGM?	563, 569-570 and 578-579
B	Equitable Treatment of Shareholders	
B.1	Shares and voting rights	
B.1.1	Do the company's ordinary or common shares have one vote for one share?	563
B.1.2	Where the company has more than one class of shares, does the company publicise the voting rights attached to each class of shares (e.g. through the company website / reports/ the stock exchange/ the regulator's website)?	563
B.2	Notice of AGM	
B.2.1	Does each resolution in the most recent AGM deal with only one item, i.e., there is no bundling of several items into the same resolution?	565-566, 571-572, 574-575, 579-580, and 582-583



No.	Principles and Recommendations	Descriptions Presentation
B.2.2	Are the company's notice of the most recent AGM/circulars fully translated into English and published on the same date as the local-language version?	565-566, 571-572, 574-575, 579-580, and 582-583
	Does the notice of AGM/ circulars have the following details:	
B.2.3	Are the profiles of directors/ commissioners (at least age, academic qualification, date of first appointment, experience, and directorships in other listed companies) in seeking election/re-election included?	566-585
B.2.4	Are the auditors seeking appointment/re- appointment clearly identified?	568 and 577
B.2.5	Were the proxy documents made easily available?	565, 571-572, 574-575, 579-580, and 582-583
B.3	Insider trading and abusive self-dealing should be prohibited.	
B.3.1	Does the company have policies and/or rules prohibiting directors/commissioners and employees to benefit from knowledge which is not generally available to the market?	594, 632, 813-816, and 834
B.3.2	Are the directors / commissioners required to report their dealings in company shares within 3 business days?	156-157
B.4	Related party transactions by directors and key executives.	
B.4.1	Does the company have a policy requiring directors /commissioners to disclose their interest in transactions and any other conflicts of interest?	594, 632
B.4.2	Does the company have a policy requiring a committee of independent directors/ commissioners to review material/ significant RPTs to determine whether they are in the best interests of the company and shareholders?	405-406 and 415
B.4.3	Does the company have a policy requiring board members (directors/commissioners) to abstain from participating in the board discussion on a particular agenda when they are conflicted?	415, 594, and 632
B.4.4	Does the company have policies on loans to directors and commissioners either forbidding this practice or ensuring that they are being conducted at arm's length basis and at market rates?	415, 594, and 632
B.5	Protecting minority shareholders from abusive actions	
B.5.1	Does the company disclose that RPTs are conducted in such a way to ensure that they are fair and at arms' length?	405-406 and 414

No.	Principles and Recommendations	Descriptions Presentation
B.5.2	In case of related party transactions requiring shareholders' approval, is the decision made by disinterested shareholders?	407-413, 415, 833, and 834
C	Role of Stakeholders	
C.1	The rights of stakeholders that are established by law or through mutual agreements are to be respected. (Does the company disclose a policy And Practices That Address :)	
C.1.1	The existence and scope of the company's efforts to address customers' welfare?	894-899
C.1.2	Supplier/contractor selection procedures?	875-879
C.1.3	The company's efforts to ensure that its value chain is environmentally friendly or is consistent with promoting sustainable development?	880-886
C.1.4	The company's efforts to interact with the communities in which they operate?	873-879 and 900-905
C.1.5	The company's anti-corruption programmes and procedures?	47, 817, and 818
C.1.6	How creditors' rights are safeguarded?	843
C.1.7	Does the company have a separate report/ section that discusses its efforts on environment/economy and social issues ?	Sustainability Report
C.2	Where stakeholder interests are protected by law, stakeholders should have the opportunity to obtain effective redress for violation of their rights.	
C.2.1	Does the company provide contact details via the company's website or Annual Report which stakeholders (e.g. customers, suppliers, general public etc.) can use to voice their concerns and/or complaints for possible violation of their rights?	820 and 895
C.3	Mechanisms for employee participation should be permitted to develop.	
C.3.1	Does the company explicitly disclose the policies and practices on health, safety and welfare for its employees?	526 and 887-893
C.3.2	Does the company explicitly disclose the policies and practices on training and development programmes for its employees?	144-153 and 518-519
C.3.3	Does the company have a reward/compensation policy that accounts for the performance of the company beyond short-term financial measures ?	521



No.	Principles and Recommendations	Descriptions Presentation
C.4	Stakeholders including individual employee and their representative bodies, should be able to freely communicate their concerns about illegal or unethical practices to the board and their rights should not be compromised for doing this.	
C.4.1	Does the company have procedures for complaints by employees and other stakeholders concerning illegal and unethical behaviour (i.e. corruption, violation of rights)?	817-821 and 874
C.4.2	Does the company have a policy or procedures to protect an employee/ person who reveals illegal/unethical behaviour from retaliation?	820
D	Disclosure and Transparency	
D.1	Transparent ownership structure	
D.1.1	Does the information on shareholdings reveal the identity of beneficial owners, holding 5% shareholding or more?	154-155
D.1.2	Does the company disclose the direct and indirect (deemed) shareholdings of major and/or substantial shareholders?	154-155
D.1.3	Does the company disclose the direct and indirect (deemed) shareholdings of directors (commissioners)?	156, 595, 632-633
D.1.4	Does the company disclose the direct and indirect (deemed) shareholdings of senior management?	403-404
D.1.5	Does the company disclose details of the parent/holding company, subsidiaries, associates, joint ventures and special purpose enterprises/ vehicles (SPEs)/ (SPVs)?	166-167 dan 196-199
D.2	Quality of Annual Report	
D.2.1	Corporate objectives	102-105 and 221-223
D.2.2	Financial performance indicators	22-27, 221-223, dan 288-321
D.2.3	Non-financial performance indicators	25-27, 221-223, 848-850, 850-851, and 898
D.2.4	Dividend policy	402-403
D.2.5	Biographical details (at least age, qualifications, date of first appointment, relevant experience, and any other directorships of listed companies) of directors/commissioners	106-136
D.2.6	Attendance details of each director/ commissioner in all directors/ commissioners meetings held during the year	599-611, 634-651
D.2.7	Total remuneration of each member of the board of directors/commissioners	760-761
	Corporate Governance Confirmation Statement	

No.	Principles and Recommendations	Descriptions Presentation
D.2.8	Does the Annual Report contain a statement confirming the company's full compliance with the code of corporate governance and where there is non-compliance, identify and explain reasons for each such issue?	836-844 and 851
D.3	Disclosure of related party transactions (RPT)	
D.3.1	Does the company disclose its policy covering the review and approval of material/significant RPTs?	415
D.3.2	Does the company disclose the name, relationship, nature and value for each significant/material RPTs?	407-413
D.4	Directors and commissioners dealings in shares of the company	
D.4.1	Does the company disclose trading in the company's shares by insiders?	156-157
D.5	External auditor and Auditor Report	
D.5.1	Are the audit and non-audit fees disclosed?	764-765
D.5.2	Does the non-audit fee exceed the audit fees?	764-765
D.6	Medium of communications	
D.6.1	Quarterly reporting	811-813
D.6.2	Company website	200, 806
D.6.3	Analyst's briefing	811-813
D.6.4	Media briefings /press conferences	808-813
D.7	Timely filing/release of annual/financial reports	
D.7.1	Are the audited annual financial report / statement released within 120 days from the financial year end?	Audited Financial Statements
D.7.2	Is the annual report released within 120 days from the financial year end?	Audited Financial Statements
D.7.3	Is the true and fairness/fair representation of the annual financial statement/reports affirmed by the board of directors/ commissioners and/or the relevant officers of the company?	920
D.8	Company website (Does the company have a website disclosing up-to-date information on the following:)	
D.8.1	Financial statements/reports (latest quarterly)	website
D.8.2	Materials provided in briefings to analysts and media	website
D.8.3	Downloadable annual report	website
D.8.4	Notice of AGM and/or EGM	website
D.8.5	Minutes of AGM and/or EGM	website
D.8.6	Company's constitution (company's by-laws, memorandum and articles of association)	website



No.	Principles and Recommendations	Descriptions Presentation
D.9	Investor relations	
D.9.1	Does the company disclose the contact details (e.g. telephone, fax, and email) of the officer/office responsible for investor relations?	806
E	Responsibilities of the Board	
E.1	Board Duties and Responsibilities (Clearly defined board responsibilities and corporate governance policy)	
E.1.1	Does the company disclose its corporate governance policy / board charter?	588-589, 623
E.1.2	Are the types of decisions requiring board of directors/commissioners' approval disclosed?	587
E.1.3	Are the roles and responsibilities of the board of directors/commissioners clearly stated ? Corporate Vision/Mission	586-587, 622
E.1.4	Does the company have an updated vision and mission statement?	102-104
E.1.5	Does the board directors play a leading role in the process of developing and reviewing the company's strategy at least annually?	104
E.1.6	Does the board of directors have a process to review, monitor and oversee the implementation of the corporate strategy?	104
E.2	Board Structure Code of Ethics or Conduct	
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No.	Principles and Recommendations	Descriptions Presentation
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No.	Principles and Recommendations	Descriptions Presentation
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(B) E.6.1	Does the company have a separate board level Risk Committee?	690-703, 737-738, 741-744
	Pinalty	
(P)A.	Rights of Shareholders	
(P) A.1.1	Did the company fail or neglect to offer equal treatment for share repurchase to all shareholders?	-
(P)A.2	Shareholders, including institutional shareholders, should be allowed to consult with each other on issues concerning their basic shareholder rights as defined in the Principles, subject to exceptions to prevent abuse.	
(P) A.2.1	Is there evidence of barriers that prevent shareholders from communicating or consulting with other shareholders?	-
(P)A.3	Right to participate effectively in and vote in general shareholders meeting and should be informed of the rules, including voting procedures, that govern general shareholders meeting.	
(P) A.3.1	Did the company include any additional and unannounced agenda item into the notice of AGM/EGM?	-
(P) A.3.2	Did the Chairman of the Board, Audit Committee Chairman and CEO attend the most recent AGM?	-
(P)A.4	Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed.	
(P) A.4.1	Shareholders Agreement?	-

No.	Principles and Recommendations	Descriptions Presentation
(P) A.4.2	Voting Cap?	-
(P) A.4.3	Mutiple Voting Rights?	-
(P)A.5	Capital structures and arrangements that enable certain shareholders to obtain a degree of control disproportionate to their equity ownership should be disclosed.	
(P) A.5.1	Is a pyramid ownership structure and/ or cross holding structure apparent?	-
(P)B	Equitable Treatment of Shareholders	
(P)B.1	Insider trading and abusive self-dealing should be prohibited.	
(P) B.1.1	Has there been any conviction of insider trading involving directors/commissioners, management and employees in the past three years?	-
(P)B.2	Protecting minority shareholders from abusive action	
(P) B.2.1	Has there been any cases of non compliance with the laws, rules and regulations pertaining to material related party transactions in the past three years?	-
(P) B.2.2	Were there any RPTs that can be classified as financial assistance (i.e not conducted at arms length) to entities other than wholly-owned subsidiary companies?	-
(P)C	Role of Stakeholders	
(P)C.1	The rights of stakeholders that are established by law or through mutual agreements are to be respected.	
(P) C.1.1	Have there been any violations of any laws pertaining to labour/employment/ consumer/ insolvency/commercial/ competition or environmental issues?	-



No.	Principles and Recommendations	Descriptions Presentation
(P)C.2	Where stakeholders participate in the corporate governance process, they should have access to relevant, sufficient and reliable information on a timely and regular basis.	
(P) C.2.1	Has the company faced any sanctions by regulators for failure to make announcements within the requisite time period for material events?	-
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(P)D.1	Sanctions from regulator on financial reports	
(P) D.1.1	Did the company receive a “qualified opinion” in its external audit report?	-
(P) D.1.2	Did the company receive an “adverse opinion” in its external audit report?	-
(P) D.1.3	Did the company receive a “disclaimer opinion” in its external audit report?	-
(P) D.1.4	Has the company in the past year revised its financial statements for reasons other than changes in accounting policies?	-
(P)E	Responsibilities of the Board	
(P)E.1	Compliance with listing rules, regulations and applicable laws	
(P) E.1.1	Is there any evidence that the company has not complied with any listing rules and regulations over the past year apart from disclosure rules?	-
(P) E.1.2	Have there been any instances where non-executive directors/commissioner have resigned and raised any issues of governance-related concerns?	-

No.	Principles and Recommendations	Descriptions Presentation
(P)E.2	Board Structure	
(P) E.2.1	Does the Company have any independent directors/commissioners who have served for more than nine years or two terms of five years ¹ each (which ever is higher) in the same capacity? ¹ The five years term must be required by legislation which pre-existed before the introduction of the ASEAN Corporate Governance Scorecard in 2011	-
(P) E.2.2	Did the company fail to identify who are the independent director(s)/commissioner(s)?	-
(P) E.2.3	Does the company have any independent directors/non- executive/commissioners who serve on a total of more than five boards of publicly-listed companies?	-
(P)E.3	External Audit	
(P) E.3.1	Is any of the directors or senior management a former employee or partner of the current external auditor (in the past 2 years)?	-
(P)E.4	Board Structure and Composition	
(P) E.4.1	Has the chairman been the company CEO in the last three years?	-
(P) E.4.2	Do independent non-executive directors/ commissioners receive options, performance shares or bonuses?	-



Financial Statements

**PT Bank Mandiri (Persero) Tbk.
and Its Subsidiaries**

Consolidated financial statements as of December 31, 2020
and for the year then ended with independent auditors' report

**BOARD OF DIRECTORS' STATEMENT
REGARDING
THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS
AS OF AND FOR THE YEARS ENDED DECEMBER 31, 2020
PT BANK MANDIRI (PERSERO) Tbk. AND SUBSIDIARIES**

PT Bank Mandiri (Persero) Tbk.
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Jakarta 12190, Indonesia
Tel. (62-21) 526 5045, 526 5095
Fax. (62-21) 527 4477, 527 5577
www.bankmandiri.co.id

We, the undersigned:

1. Name : Darmawan Junaidi
Office address : Jl. Jend. Gatot Subroto Kav. 36-38
Jakarta 12190
Residential address as stated in ID : Jl. Mini III RT 003/ RW 003
Kelurahan Bambu Apus, Kecamatan Cipayung,
Kotamadya Jakarta Timur
Phone number : 021 – 5245577
Title : President Director
2. Name : Sigit Prastowo
Office address : Jl. Jend. Gatot Subroto Kav. 36-38
Jakarta 12190
Residential address as stated in ID : Jl. Baitis Salmah I No. 16A RT 002/RW 007
Kelurahan Sawah Baru, Kecamatan Ciputat,
Kotamadya Tangerang Selatan
Phone number : 021 – 5245600
Title : Director

in the above positions acted as and on behalf of the Board of Directors of PT Bank Mandiri (Persero) Tbk. declare that:

1. We are responsible for the preparation and presentation of the consolidated financial statements of PT Bank Mandiri (Persero) Tbk. ("Bank") and Subsidiaries;
2. The consolidated financial statements of the Bank and Subsidiaries have been prepared and presented in accordance with Indonesian Financial Accounting Standard;
3. a. All information in the consolidated financial statements of the Bank and Subsidiaries have been disclosed in a complete and truthful manner;
b. The consolidated financial statements of the Bank and Subsidiaries do not contain any incorrect information or material facts, nor do they omit information or material fact;
4. We are responsible for the Bank and Subsidiaries' internal control system.

Thus this statement is made truthfully.

Jakarta, January 21, 2021

President Director



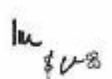
Darmawan Junaidi



Director



Sigit Prastowo



These consolidated financial statements are originally issued in the Indonesian language.

**PT BANK MANDIRI (PERSERO) Tbk. AND ITS SUBSIDIARIES
CONSOLIDATED FINANCIAL STATEMENTS
AS OF DECEMBER 31, 2020 AND
FOR THE YEAR THEN ENDED
WITH INDEPENDENT AUDITORS' REPORT**

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This report is originally issued in the Indonesian language.

Independent Auditors' Report

Report No. 00021/2.1032/AU.1/07/0685-3/1/I/2021

The Shareholders and the Boards of Commissioners and Directors PT Bank Mandiri (Persero) Tbk.

We have audited the accompanying consolidated financial statements of PT Bank Mandiri (Persero) Tbk. and its subsidiaries, which comprise the consolidated statement of financial position as of December 31, 2020, and the consolidated statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of such consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on such consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether such consolidated financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



This report is originally issued in the Indonesian language.

Independent Auditors' Report (continued)

Report No. 00021/2.1032/AU.1/07/0685-3/1/I/2021 (continued)

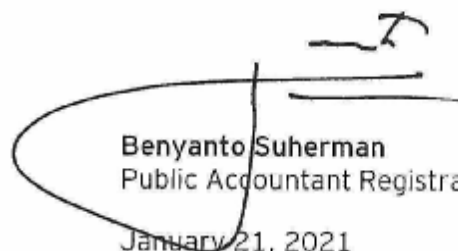
Opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Bank Mandiri (Persero) Tbk. and its subsidiaries as of December 31, 2020, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Other matter

Our audit of the accompanying consolidated financial statements of PT Bank Mandiri (Persero) Tbk. and its subsidiaries as of December 31, 2020 and for the year then ended, was performed for the purpose of forming an opinion on such consolidated financial statements taken as a whole. The accompanying financial information of PT Bank Mandiri (Persero) Tbk. (parent entity), which comprises the statement of financial position as of December 31, 2020, and the statements of profit or loss and other comprehensive income, changes in equity, and cash flows for the year then ended (collectively referred to as the "Parent Entity Financial Information"), which is presented as a supplementary information to the accompanying consolidated financial statements, is presented for the purpose of additional analysis and is not a required part of the accompanying consolidated financial statements under Indonesian Financial Accounting Standards. The Parent Entity Financial Information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the accompanying consolidated financial statements. The Parent Entity Financial Information has been subjected to the auditing procedures applied in the audit of the accompanying consolidated financial statements in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. In our opinion, the Parent Entity Financial Information is fairly stated, in all material respects, in relation to the accompanying consolidated financial statements taken as a whole.

Purwantono, Sungkoro & Surja



Benyanto Suherman
Public Accountant Registration No. AP.0685
January 21, 2021

These consolidated financial statements are originally issued in the Indonesian language.

PT BANK MANDIRI (PERSERO) Tbk. AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	<u>Notes</u>	<u>December 31, 2020</u>	<u>December 31, 2019</u>
ASSETS			
Cash	2c,2g,63.B.(vii)	24,682,671	28,094,267
Current accounts with Bank Indonesia	2c,2g,2h,4	49,638,625	46,490,930
Current accounts with other banks	2c,2f,2g,2h,5		
Related parties	57	11,801	4,493
Third parties		24,036,570	12,558,997
		<u>24,048,371</u>	<u>12,563,490</u>
Less: allowance for impairment losses		(71,044)	(5,193)
Net		<u>23,977,327</u>	<u>12,558,297</u>
Placements with Bank Indonesia and other banks	2c,2f,2i,6		
Related parties	57	3,132,589	1,499,924
Third parties		76,680,780	36,116,511
		<u>79,813,369</u>	<u>37,616,435</u>
Less: allowance for impairment losses		(46,772)	(47,675)
Net		<u>79,766,597</u>	<u>37,568,760</u>
Marketable securities	2c,2f,2j,7		
Related parties	57	25,953,136	27,377,257
Third parties		53,606,410	43,789,655
		<u>79,559,546</u>	<u>71,166,912</u>
Add: unamortised discounts, unrealised gains/(losses) - net from increase/(decrease) in fair value and allowance for impairment losses		341,224	96,456
Net		<u>79,900,770</u>	<u>71,263,368</u>
Government bonds - net			
Related parties	2c,2f,2k,8,57	159,690,627	129,000,300
Other receivables - trade transactions	2c,2f,2l,9		
Related parties	57	14,016,134	14,186,619
Third parties		15,979,730	16,229,083
		<u>29,995,864</u>	<u>30,415,702</u>
Less: allowance for impairment losses		(1,687,776)	(1,311,591)
Net		<u>28,308,088</u>	<u>29,104,111</u>

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

These consolidated financial statements are originally issued in the Indonesian language.

PT BANK MANDIRI (PERSERO) Tbk. AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	December 31, 2020	December 31, 2019
ASSETS (continued)			
Securities purchased under agreements to resell			
Third parties	2c,2m,10	55,094,456	1,955,363
Derivative receivables	2c,2f,2n,11		
Related parties	57	199,976	18,817
Third parties		2,378,971	1,598,659
		<u>2,578,947</u>	<u>1,617,476</u>
Loans and sharia receivables/financing	2c,2f,2o,12		
Related parties	57	174,023,228	171,384,121
Third parties		696,122,237	714,451,116
		<u>870,145,465</u>	<u>885,835,237</u>
Less: allowance for impairment losses		(62,271,102)	(29,988,393)
Net		<u>807,874,363</u>	<u>855,846,844</u>
Consumer financing receivables	2c,2f,2p,13		
Related parties	57	6,867	6,758
Third parties		19,071,541	18,558,948
		<u>19,078,408</u>	<u>18,565,706</u>
Less: allowance for impairment losses		(428,509)	(354,618)
Net		<u>18,649,899</u>	<u>18,211,088</u>
Net investment finance leases	2c,2q,14		
Third parties		3,581,422	3,055,071
Less: allowance for impairment losses		(58,955)	(7,982)
Net		<u>3,522,467</u>	<u>3,047,089</u>
Acceptance receivables	2c,2f,2u,15		
Related parties	57	1,023,452	1,198,875
Third parties		9,133,057	9,080,964
		<u>10,156,509</u>	<u>10,279,839</u>
Less: allowance for impairment losses		(122,825)	(221,804)
Net		<u>10,033,684</u>	<u>10,058,035</u>

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

These consolidated financial statements are originally issued in the Indonesian language.

PT BANK MANDIRI (PERSERO) Tbk. AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	December 31, 2020	December 31, 2019
ASSETS (continued)			
Investments in shares	2f,2s,16		
Related parties	57	1,799,313	112,298
Third parties		465,323	506,631
		2,264,636	618,929
Less: allowance for impairment losses		(14,619)	(12,919)
Net		2,250,017	606,010
Prepaid expenses	17	1,328,051	3,012,550
Prepaid taxes	2ad,33a	2,178,758	1,176,600
Fixed assets	2r.i,2r.ii,18	62,006,223	57,657,529
Less: accumulated depreciation		(15,278,070)	(13,045,330)
Net		46,728,153	44,612,199
Intangible assets	2r.iii,2s,19	9,157,842	7,114,887
Less: accumulated amortisation		(4,637,223)	(3,793,603)
Net		4,520,619	3,321,284
Other assets	2c,2t,2v,2af,20	21,748,951	17,373,411
Less: allowance for other impairment losses		(721,357)	(623,357)
Net		21,027,594	16,750,054
Deferred tax assets - net	2ad,33e	7,582,771	3,951,710
TOTAL ASSETS		1,429,334,484	1,318,246,335

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

These consolidated financial statements are originally issued in the Indonesian language.

PT BANK MANDIRI (PERSERO) Tbk. AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	<u>Notes</u>	<u>December 31, 2020</u>	<u>December 31, 2019</u>
LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY			
LIABILITIES			
Obligations due immediately	2w	4,286,333	3,169,451
Deposits from customers			
Demand deposits and <i>wadiah</i> demand deposits	2c,2f,2x,21		
Related parties	57	89,393,039	60,118,497
Third parties		215,057,252	187,325,770
Total		304,450,291	247,444,267
Saving deposits and <i>wadiah</i> saving deposits	2c,2f,2x,22		
Related parties	57	3,808,514	3,307,760
Third parties		347,553,677	321,180,312
Total		351,362,191	324,488,072
Time deposits	2c,2f,2x,23		
Related parties	57	48,559,521	34,132,147
Third parties		259,221,759	244,043,859
Total		307,781,280	278,176,006
Total deposits from customers		963,593,762	850,108,345
Deposits from other banks			
Demand deposits, <i>wadiah</i> demand deposits and saving deposits	2c,2f,2y,24		
Related parties	57	49,162	148,557
Third parties		4,073,468	7,599,711
Total		4,122,630	7,748,268
Interbank call money - Third parties	2c,2y,25	655,829	219,360
Time deposits Third parties	2c,2y,26	1,891,237	5,430,238
Total deposits from other banks		6,669,696	13,397,866
Liabilities to unit-linked policyholders	2z,27	27,850,536	24,037,658

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PT BANK MANDIRI (PERSERO) Tbk. AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	December 31, 2020	December 31, 2019
LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY (continued)			
LIABILITIES (continued)			
Securities sold under agreements to repurchase			
Third parties	2c,2m,28,66	1,330,068	3,782,055
Derivative payables			
Related parties	2c,2f,2n,11,57	131,127	42,505
Third parties		1,439,379	1,152,517
Total		1,570,506	1,195,022
Acceptance payables			
Related parties	2c,2f,2u,29,57	1,745,968	2,076,355
Third parties		8,410,541	8,203,484
Total		10,156,509	10,279,839
Debt securities issued			
Related parties	2c,2f,2aa,30,57,66	10,091,100	10,696,100
Third parties		28,091,663	21,620,405
		38,182,763	32,316,505
Less: unamortised debt issuance cost		(71,291)	(71,235)
Net		38,111,472	32,245,270
Estimated losses on commitment and contingencies	2c,31c	3,471,534	386,039
Accrued expenses	2c,2af,32	5,650,785	6,215,561
Taxes payable	2ad,33b	1,761,477	1,286,973
Employee benefit liabilities	2ai,34,52	7,441,958	7,586,150
Provision	64b	546,237	405,312
Other liabilities	2c,35	25,365,319	16,861,260
Fund borrowings			
Related parties	2c,2f,2ab,36	1,168,181	984,974
Third parties	57,66	51,642,508	53,143,588
Net		52,810,689	54,128,562

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PT BANK MANDIRI (PERSERO) Tbk. AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	December 31, 2020	December 31, 2019
LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY (continued)			
LIABILITIES (continued)			
Subordinated loans and marketable securities	2c,2f,2ac,37		
Related parties	57,66	107,750	127,750
Third parties		543,873	537,295
		651,623	665,045
Less: unamortised subordinated loans and marketable securities		(657)	(828)
Net		650,966	664,217
TOTAL LIABILITIES		1,151,267,847	1,025,749,580
TEMPORARY SYIRKAH FUNDS			
2f,2ae,38			
Deposits from customers			
Related parties	57		
Demand deposits - restricted investment and <i>mudharabah</i> saving deposits - unrestricted investment	38a.1	640,965	-
Saving deposits - restricted investment and <i>mudharabah</i> saving deposits - unrestricted investment	38a.2a	154,993	207,504
<i>Mudharabah</i> time deposits - unrestricted investment	38a.3	3,325,932	1,526,416
		4,121,890	1,733,920
Third parties			
Demand deposits - restricted investments and <i>mudharabah musyarakah - musyarakah</i> demand deposits	38a.1	272,962	2,969,820
Saving deposits - restricted investment and <i>mudharabah</i> saving deposits - unrestricted investment	38a.2a	39,177,458	34,465,922
<i>Mudharabah</i> time deposits - unrestricted investment	38a.3	40,152,158	43,846,541
		79,602,578	81,282,283
Total deposits from customers		83,724,468	83,016,203

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PT BANK MANDIRI (PERSERO) Tbk. AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	December 31, 2020	December 31, 2019
LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY (continued)			
TEMPORARY SYIRKAH FUNDS (continued)			
2f,2ae,38			
Deposits from other Banks			
Related parties			
<i>Mudharabah</i> saving deposit - unrestricted investment	38b	14,740	-
<i>Mudharabah</i> time deposit - unrestricted investment	38b	19,000	-
		33,740	-
Third parties			
<i>Mudharabah</i> saving deposit - unrestricted investment	38b	323,320	343,098
<i>Mudharabah</i> time deposit - unrestricted investment	38b	189,026	102,929
Total deposits from other banks		512,346	446,027
		546,086	446,027
TOTAL TEMPORARY SYIRKAH FUNDS		84,270,554	83,462,230
EQUITY			
Attributable equity of the Parent Entity			
Share capital - Rp250 (full amount)			
par value per share as of December 31, 2020 and 2019			
Authorised Capital - 1 share			
Dwiwarna Series A and 63,999,999,999 common shares series B as of December 31, 2020 and 2019			
Issued and fully paid-in capital - 1 share Dwiwarna Series A and 46,666,666,665 common shares Series B as of December 31, 2020 and 2019	40a	11,666,667	11,666,667
Additional paid-in capital/agio	40b	17,316,192	17,316,192
Treasury stock	1f, 2am,40d	(150,895)	-
Differences arising from translation of financial statements in foreign currencies	2e	(116,030)	13,388

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PT BANK MANDIRI (PERSERO) Tbk. AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF FINANCIAL POSITION (continued)
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	<u>Notes</u>	<u>December 31, 2020</u>	<u>December 31, 2019</u>
LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY (continued)			
EQUITY (continued)			
Net unrealised gain from increase in fair value of marketable securities and government bonds - net of deferred tax			
Fair value through other comprehensive income	2j,2k	4,430,509	-
Available for sale	2j,2k	-	1,385,796
Effective portion of cash flow hedges	2n,11	(15,319)	(30,045)
Net differences in fixed assets revaluation	2r.i,18	30,309,583	30,306,255
Net actuarial gain from defined benefit program - net of deferred tax	2ai,34,52	1,067,143	653,489
Other comprehensive income		85,052	85,052
Difference in transactions with non controlling parties	1g	(106,001)	(106,001)
Retained earnings (accumulated losses of Rp162,874,901 were eliminated against additional paid-in capital/agio as a result of quasi-reorganisation on April 30, 2003)			
Appropriated		5,380,268	5,380,268
Unappropriated		119,275,783	137,929,792
Total retained earnings		124,656,051	143,310,060
		189,142,952	204,600,853
Noncontrolling interests in net assets of consolidated Subsidiaries	2d,39	4,653,131	4,433,672
TOTAL EQUITY		193,796,083	209,034,525
TOTAL LIABILITIES, TEMPORARY SYIRKAH FUNDS AND EQUITY		1,429,334,484	1,318,246,335

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

These consolidated financial statements are originally issued in the Indonesian language.

PT BANK MANDIRI (PERSERO) Tbk. AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME
For the year ended December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	Year ended December 31,	
		2020	2019
INCOME AND EXPENSE FROM OPERATIONS			
Interest income and sharia income	2f,2af,41,57		
Interest income		80,093,037	84,431,175
Sharia income		7,228,080	7,093,915
Total interest income and sharia income		87,321,117	91,525,090
Interest expense and sharia expense	2f,2af,42,57		
Interest expense		(28,222,605)	(29,070,226)
Sharia expense		(2,590,383)	(3,014,676)
Total interest expense and sharia expense		(30,812,988)	(32,084,902)
NET INTEREST AND SHARIA INCOME		56,508,129	59,440,188
Premium income	2ag	12,890,360	11,113,650
Claim expense	2ag	(11,376,645)	(9,306,147)
NET PREMIUM INCOME		1,513,715	1,807,503
NET INTEREST, SHARIA AND PREMIUM INCOME		58,021,844	61,247,691
Other operating income			
Other fees and commissions	2ah, 43	12,943,683	14,216,435
Net income from fair value through profit or loss classification	2c,2e,2n,44	5,530,909	3,871,620
Others	45	9,211,290	8,402,343
Total other operating income		27,685,882	26,490,398
Allowance for impairment losses	2c,46	(21,354,847)	(11,742,986)
Provision for impairment losses on commitments and contingencies	2c,31c	(1,221,532)	(262,215)
Provision for other allowances	2t,47	(319,766)	(67,262)
Unrealised gain from increase in fair value of policyholders investment in unit-link contracts	2j,2k,2z,48	12,487	8,205

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PT BANK MANDIRI (PERSERO) Tbk. AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME (continued)
For the year ended December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	Year ended December 31,	
		2020	2019
INCOME AND EXPENSE FROM OPERATIONS (continued)			
Gains on sale of marketable securities and government bonds	2j,2k,49	999,026	853,850
Other operating expenses	2f,2ai,		
Salaries and benefits	50,52,57	(17,770,433)	(17,221,046)
General and administrative expenses	2r,51	(17,322,716)	(17,635,053)
Others - net	53	(5,553,642)	(5,220,068)
Total other operating expenses		(40,646,791)	(40,076,167)
INCOME FROM OPERATION		23,176,303	36,451,514
Non operating income/(expense) - net	54	121,738	(10,074)
INCOME BEFORE TAX EXPENSE AND NONCONTROLLING INTEREST		23,298,041	36,441,440
Tax expense			
Current	2ad,33c,33d		
Current year		(5,035,377)	(7,433,937)
Prior year	33f	(175,592)	(201,197)
Deferred	2ad,33c,33e	(441,448)	(350,714)
Total tax expense - net		(5,652,417)	(7,985,848)
NET INCOME FOR THE YEAR		17,645,624	28,455,592
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified to profit or loss			
Gains on fixed asset revaluation	2r.i	3,328	3,870,948
Actuarial gain from defined benefit program	2ai	507,207	368,663
Income tax related to items that will not be reclassified to profit or loss		(89,107)	(72,032)
Others		-	85,052
		421,428	4,252,631
Items that will be reclassified to profit or loss			
Difference arising from translation of financial statements in foreign currencies	2e	(129,324)	(100,228)

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PT BANK MANDIRI (PERSERO) Tbk. AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF PROFIT OR LOSS
AND OTHER COMPREHENSIVE INCOME (continued)
For the year ended December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	Year ended December 31,	
		2020	2019
OTHER COMPREHENSIVE INCOME (continued)			
Items that will be reclassified to profit or loss (continued)			
Changes in fair value of fair value through other comprehensive income financial assets	2j,2k	3,776,631	-
Changes in fair value of available for sale financial assets	2j,2k	-	3,819,305
Effective portion of cash flow hedge	2n	37,019	(34,028)
Income tax related to items that will be reclassified to profit or loss		(678,923)	(726,604)
		3,005,403	2,958,445
Other comprehensive income for the year - net of income tax		3,426,831	7,211,076
TOTAL COMPREHENSIVE INCOME FOR THE YEAR		21,072,455	35,666,668
Net income for the year attributable to:			
Parent Entity		17,119,253	27,482,133
Noncontrolling interest	2d	526,371	973,459
		17,645,624	28,455,592
Total comprehensive income for the year attributable to:			
Parent Entity		20,466,256	34,655,095
Noncontrolling interest	2d	606,199	1,011,573
		21,072,455	35,666,668
EARNINGS PER SHARE			
Basic (full amount of Rupiah)	2aj	367.04	588.90
Diluted (full amount of Rupiah)		367.04	588.90

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PT BANK MANDIRI (PERSERO) Tbk. AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY
For the year ended December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

Notes	Issued and fully paid-in capital	Additional paid-in capital/agio	Treasury stock	Differences arising from translation of financial statements in foreign currencies	Net unrealised gain from increase in fair value through other comprehensive income marketable securities and government bonds - net of deferred tax	Effective portion of cash flow hedge	Net differences in fixed assets revaluation	Net actuarial gain from defined benefit program - net of deferred tax	Other comprehensive income	Difference in transaction with noncontrolling parties	Retained earnings		Total	Noncontrolling interests in net assets of consolidated Subsidiaries	Total Equity
											Appropriated	Unappropriated			
Balance as of January 1, 2020	11,666,667	17,316,192	-	13,388	1,385,796	(30,045)	30,306,255	653,489	85,052	(106,001)	5,380,268	137,929,792	143,310,060	4,433,672	209,034,525
Impact of implementation SFAS 71 - net	68	-	-	-	-	-	-	-	-	-	-	(19,283,982)	(19,283,982)	-	(19,283,982)
Balance as of January 1, 2020 after implementation of SFAS 71	11,666,667	17,316,192	-	13,388	1,385,796	(30,045)	30,306,255	653,489	85,052	(106,001)	5,380,268	118,645,810	124,026,078	4,433,672	189,750,543
Dividend payment from 2019 net income	40c	-	-	-	-	-	-	-	-	-	-	(16,489,280)	(16,489,280)	-	(16,489,280)
Treasury stock	1f, 40d	-	-	(150,895)	-	-	-	-	-	-	-	-	-	-	(150,895)
Changes in noncontrolling interest arising from distribution of dividend and changes in Subsidiary's equity	2d	-	-	-	-	-	-	-	-	-	-	-	-	(386,740)	(386,740)
Income for the current year		-	-	-	-	-	-	-	-	-	-	17,119,253	17,119,253	526,371	17,645,624
Comprehensive income for the current year		-	-	(129,418)	3,044,713	14,726	3,328	413,654	-	-	-	-	-	79,828	3,426,831
Balance as of December 31, 2020	11,666,667	17,316,192	(150,895)	(116,030)	4,430,509	(15,319)	30,309,583	1,067,143	85,052	(106,001)	5,380,268	119,275,783	124,656,051	4,653,131	193,796,083

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PT BANK MANDIRI (PERSERO) Tbk. AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CHANGES IN EQUITY (continued)
For the year ended December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	Issued and fully paid-in capital	Additional paid-in capital/agio	Difference arising from translation of financial statements in foreign currencies	Net unrealised gain/(loss) from increase/(decrease) in fair value on available for sale marketable securities and government bonds - net of deferred tax	Effective portion cash flow hedge	Net differences in fixed assets revaluation	Net actuarial gain from defined benefit program-net of deferred tax	Other comprehensive income	Difference in transaction with noncontrolling parties	Retained earnings			Noncontrolling interests in net assets of consolidated Subsidiaries	Total Equity
											Appropriated	Unappropriated	Total		
Balance as of January 1, 2019		11,666,667	17,316,192	112,171	(1,638,088)	(17,030)	26,435,307	348,613	-	(106,001)	5,380,268	121,704,418	127,084,686	3,757,788	184,960,305
Dividend payment from 2018 net income	40c	-	-	-	-	-	-	-	-	-	-	(11,256,759)	(11,256,759)	-	(11,256,759)
Changes in noncontrolling interest arising from distribution of dividend and changes in Subsidiary's equity	2d	-	-	-	-	-	-	-	-	-	-	-	-	(335,689)	(335,689)
Income for the current year		-	-	-	-	-	-	-	-	-	-	27,482,133	27,482,133	973,459	28,455,592
Comprehensive income for the current year		-	-	(98,783)	3,023,884	(13,015)	3,870,948	304,876	85,052	-	-	-	-	38,114	7,211,076
Balance as of December 31, 2019		11,666,667	17,316,192	13,388	1,385,796	(30,045)	30,306,255	653,489	85,052	(106,001)	5,380,268	137,929,792	143,310,060	4,433,672	209,034,525

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK MANDIRI (PERSERO) Tbk. AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CASH FLOWS
For the year ended December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	Year ended December 31,	
		2020	2019
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts from interest income		75,240,707	80,611,352
Receipts from sharia income		8,614,868	7,131,796
Receipts from provision, commissions and premium income - net		14,457,398	16,023,938
Payments of interest expense		(28,486,124)	(28,769,875)
Payments of sharia expense		(2,593,936)	(2,987,143)
Receipts from the sale of government bonds - fair value through profit or loss		225,404,435	127,549,079
Acquisition of government bonds - fair value through profit or loss		(227,001,848)	(128,375,141)
Foreign exchange gains - net		2,501,907	2,414,433
Income from fair value through profit or loss - net		1,036,870	779,664
Other operating income - others		4,888,341	3,529,280
Other operating expenses - others		(5,042,333)	(3,387,910)
Salaries and employee benefits		(17,500,971)	(17,317,907)
General and administrative expenses		(14,967,827)	(15,575,697)
Non-operating (expense)/income - net		112,231	(22,603)
Payment of corporate income tax		(4,629,345)	(7,551,004)
Cash flows from operating activities before changes in operating assets and liabilities		32,034,373	34,052,262
Decrease/(increase) in operating assets:			
Placements with Bank Indonesia and other banks		193,399	359,212
Marketable securities - fair value through profit or loss		(4,942,953)	(7,203,658)
Other receivables - trade transactions		419,838	(4,002,645)
Loans		12,882,253	(89,102,373)
Sharia financing/receivables		(7,503,528)	(9,764,609)
Securities purchased under agreements to resell		(53,139,093)	142,266
Consumer financing receivables		(1,423,147)	(2,088,779)
Net investment finance lease		(567,294)	249,143
Prepaid taxes		(1,002,158)	59,427
Prepaid expenses		1,684,499	(154,364)
Other assets		(4,074,819)	1,754,709
Recovery of written-off financial assets		4,441,766	5,018,924
Increase/(decrease) in operating liabilities and temporary <i>syirkah</i> funds:			
Conventional banking			
Demand deposits		57,292,004	46,976,850
Saving deposits		22,962,501	21,759,264
Time deposits		26,066,273	20,520,226
Interbank call money		436,469	(8,252,837)
Obligations due immediately		1,116,882	(673,743)

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PT BANK MANDIRI (PERSERO) Tbk. AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CASH FLOWS (continued)
For the year ended December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	Year ended December 31,	
		2020	2019
CASH FLOWS FROM OPERATING ACTIVITIES (continued)			
Increase/(decrease) in operating liabilities and temporary <i>syirkah</i> funds (continued):			
Liability to unit - linked policyholders	27	3,812,878	1,679,856
Other taxes payable		(107,120)	114,894
Other liabilities		10,669,490	4,400,324
Sharia bank - temporary <i>syirkah</i> funds			
Demand deposit - restricted investment and demand deposit <i>mudharabah musytarakah - musyarakah</i>		(2,055,893)	2,287,578
Saving deposit - restricted investment and <i>mudharabah</i> saving deposit - unrestricted investment		4,653,987	3,420,792
<i>Mudharabah</i> time deposit - unrestricted investment		(1,789,770)	2,415,171
Net cash provided by operating activities		102,060,837	23,967,890
CASH FLOWS FROM INVESTING ACTIVITIES			
Increase in marketable securities - other than fair value through profit or loss		(3,602,946)	(1,423,112)
Increase in government bonds - other than fair value through profit or loss		(25,049,176)	(10,011,890)
Proceeds from sale of fixed assets		563,415	17,710
Acquisition of fixed assets		(2,277,013)	(3,685,566)
Acquisition of intangible assets		(1,619,270)	(1,149,030)
Acquisition of use rights assets ^{*)}		(1,328,381)	-
Net cash used in investing activities		(33,313,371)	(16,251,888)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase of investment in Subsidiaries		(1,960,317)	(514,742)
Increase in debt securities issued		5,721,589	13,379,710
(Decrease)/increase in fund borrowings		(980,479)	3,865,402
(Decrease)/increase in subordinated loans and marketable securities		(15,829)	(15,406)
(Decrease)/increase in securities sold under agreements to repurchase	28	(2,593,152)	(12,330,221)
Payments of dividends	40c	(16,489,280)	(11,256,759)
Purchase of treasury stock	1f, 40d	(150,895)	-
Net cash used in financing activities		(16,468,363)	(6,872,016)

^{*)} Related to the application of SFAS 73 "Leases"

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

These consolidated financial statements are originally issued in the Indonesian language.

PT BANK MANDIRI (PERSERO) Tbk. AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENT OF CASH FLOWS (continued)
For the year ended December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)

	Notes	Year ended December 31,	
		2020	2019
NET INCREASE IN CASH AND CASH EQUIVALENTS		52,279,103	843,986
EFFECTS OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS		1,292,731	(1,728,922)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF YEAR		123,792,750	124,677,686
CASH AND CASH EQUIVALENTS AT THE END OF YEAR		177,364,584	123,792,750
Cash and cash equivalents at end of year consists of:			
Cash	63.B.(vii)	24,682,671	28,094,267
Current accounts with Bank Indonesia	4	49,638,625	46,490,930
Current accounts with other banks	5	24,048,371	12,563,490
Liquid short-term investments are with maturity period of three months or less since the date of acquisition		78,994,917	36,644,063
Total cash and cash equivalents		177,364,584	123,792,750

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole.

PT BANK MANDIRI (PERSERO) Tbk. AND SUBSIDIARIES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
As of December 31, 2020 and for the year then ended
(Expressed in millions of Rupiah, unless otherwise stated)

1. GENERAL INFORMATION

a. Establishment

PT Bank Mandiri (Persero) Tbk. (hereinafter referred to as “Bank Mandiri” or the “Bank”) was established on October 2, 1998 in the Republic of Indonesia based on notarial deed No. 10 of Sutjipto, S.H., under Government Regulation No. 75 of 1998 dated October 1, 1998. The deed of establishment was approved by the Ministry of Justice of the Republic of Indonesia in its Decision Letter No. C2-16561.HT.01.01.TH.98 dated October 2, 1998 and was published in Supplement No. 6859 of State Gazette of the Republic of Indonesia No. 97 dated December 4, 1998.

Bank Mandiri was established through the merger of PT Bank Bumi Daya (Persero) (“BBD”), PT Bank Dagang Negara (Persero) (“BDN”), PT Bank Ekspor Impor Indonesia (Persero) (“Bank Exim”) and PT Bank Pembangunan Indonesia (Persero) (“Bapindo”) (hereinafter collectively referred to as the “Merged Banks”).

Based on Article 3 of the Bank’s Articles of Association, Bank Mandiri is engaged in banking activities in accordance with prevailing laws and regulations. The Bank commenced its operations on August 1, 1999. The Bank’s Parent Entity is the Government of the Republic of Indonesia through the Ministry of State-Owned Enterprises which is the Ministry within the Indonesian Government in charge of fostering state-owned enterprises.

The Bank’s Articles of Association of Bank Mandiri has been amended several times, the latest amendment under Deed of Annual General Meeting of Shareholders No. 21, dated April 11, 2018 stated under Notary Ashoya Ratam SH, Mkn, in South Jakarta, in regards to the Ministry of State Owned Enterprises’s (“BUMN”) Program to implement the standardisation of the BUMN’s Articles of Association. This amendment has been approved by the Ministry of Laws and Human Rights of the Republic of Indonesia, in its Decision Letter No. AHU-AH.01.03-0172245 regarding the Acceptance on Notification of the changes of the Bank’s Articles of Association of PT Bank Mandiri (Persero) Tbk dated April 30, 2018 and registered on No. AHU-0061310.AH.01.11 year 2018, dated April 30, 2018.

b. Merger

At the end of February 1998, the Government of the Republic of Indonesia (hereinafter referred to as “Government”) announced its plan to restructure the Merged Banks. In connection with the restructuring plan, the Government established Bank Mandiri in October 1998 through the payment of cash and the acquisition of the Government’s shares of stock of the Merged Banks (Notes 40a and 40b). The difference between the transfer price and the book value of the shares of stock at the time of the restructuring was not calculated as it was considered not practicable to do so. All losses incurred during the year of restructuring were taken into account in the Recapitalisation Program.

The restructuring plan was designed for the merger of the Merged Banks into Bank Mandiri on July 1999 and the recapitalisation of Bank Mandiri. The restructuring of the Merged Banks into Bank Mandiri also covered the following:

- Restructuring of loans
- Restructuring of non-loan assets
- Rationalisation of domestic and overseas offices
- Rationalisation of human resources

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1. GENERAL INFORMATION (continued)

b. Merger (continued)

Based on the notarial deed of Sutjipto, S.H., No. 100 dated July 24, 1999, the Merged Banks were legally merged into Bank Mandiri. The Merger Deed was legalised by the Ministry of Justice of the Republic of Indonesia in its Decision Letter No. C-13.781.HT.01.04.TH.99 dated July 29, 1999 and approved by the Governor of Bank Indonesia in its Decision Letter No. 1/9/KEP.GBI/1999 dated July 29, 1999. The merger was declared effective by the Chief of the South Jakarta Ministry of Industry and Trade Office in its Decision Letter No. 09031827089 dated July 31, 1999.

Effective from the date of the merger:

- All assets and liabilities of the Merged Banks were transferred to Bank Mandiri as the Surviving Bank;
- All operations and business activities of the Merged Banks were transferred and operated by Bank Mandiri;
- Bank Mandiri received additional paid-in capital amounted to Rp1,000,000 (one million Rupiah) (full amount) or equivalent to 1 (one) share representing the remaining shares owned by the Government in the Merged Banks (Notes 40a and 40b).

On the effective date, the Merged Banks were legally dissolved without liquidation process and Bank Mandiri, as the surviving bank, received all the rights and obligations from the Merged Banks.

c. Recapitalisation

In response to the effects of the adverse economic conditions on the banking sector in Indonesia, on December 31, 1998, the Government issued Regulation No. 84 of 1998 regarding Recapitalisation Program for Commercial Banks, which was designed to increase the paid-in capital of commercial banks to enable them to meet the minimum requirement of Capital Adequacy Ratio ("CAR"). The eligibility of commercial banks for inclusion in the Recapitalisation Program is based on requirements and procedures set forth in the Joint Decrees No. 53/KMK.017/1999 and No. 31/12/KEP/GBI dated February 8, 1999 of the Ministry of Finance and the Governor of Bank Indonesia. Under the Joint Decrees, the Government, among others, shall implement the Recapitalisation Program for Commercial Banks with respect to all State-Owned Banks, Regional Development Banks, and Commercial Banks, with the status of "Taken Over Bank", by the Indonesian Bank Restructuring Agency (Badan Penyehatan Perbankan Nasional or "BPPN").

On May 28, 1999, the Government issued Regulation No. 52 of 1999 (PP No. 52/1999) regarding additional capital investment by the Government of Republic of Indonesia in Bank Mandiri through issuance of Government Recapitalisation Bonds to be issued then by the Ministry of Finance with a value of up to Rp137,800,000. The implementation of PP No. 52/1999 was set forth in Joint Decrees No. 389/KMK.017/1999 and No. 1/10/KEP/GBI dated July 29, 1999 of the Ministry of Finance and the Governor of Bank Indonesia.

While the Government Recapitalisation Bonds had not yet been issued, at the point in time, Bank Mandiri accounted the bonds as "Due from the Government" amounted to Rp137,800,000 in accordance with the Government's Commitment through the Ministry of Finance's letter No. S-360/MK.017/1999 dated September 29, 1999 and the approval of the Ministry of State-Owned Enterprises in letter No. S-510/M-PBUMN/1999 dated September 29, 1999.

PT BANK MANDIRI (PERSERO) Tbk. AND SUBSIDIARIES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
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1. GENERAL INFORMATION (continued)

c. Recapitalisation (continued)

Based on Bank Indonesia Letter No. 1/1/GBI/DPIP dated October 11, 1999, concerning the issuance of Government Bonds/Debentures in connection with the Government of Republic of Indonesia's investment in Bank Mandiri, Bank Indonesia agreed to include the above receivable as Bank Mandiri's core capital (Tier 1) for the purposes of calculating its Capital Adequacy Ratio (CAR) as of July 31, 1999 through September 30, 1999, with a condition that not later than October 15, 1999 the Government Bonds/Debentures should have been received by Bank Indonesia.

Based on Government Regulation No. 97 of 1999 dated December 24, 1999 concerning the increase in capital of the Government in Bank Mandiri in relation to the Recapitalisation Program, the Government increased its investment to a maximum of Rp42,200,000, so that the total maximum investment amounted to Rp180,000,000.

In relation to the implementation of the above Government Regulations No. 52 and No. 97 of 1999, in the Temporary Recapitalisation Agreement between the Government and Bank Mandiri and its amendment, the Government issued Government Recapitalisation Bonds in 2 (two) tranches of Rp103,000,000 on October 13, 1999 and Rp75,000,000 on December 28, 1999 so that as of December 31, 1999 the total Government Recapitalisation Bonds issued in accordance with the aforementioned agreements amounted to Rp178,000,000.

Based on the Management Contract dated April 8, 2000 between Bank Mandiri and the Government, the total amount of recapitalisation required by Bank Mandiri was Rp173,931,000, or less than the amount of the Government Recapitalisation Bonds. The excess of Rp1,412,000 was used as additional paid-in capital and the remaining balance of Rp2,657,000 was returned to the Government on July 7, 2000 in the form of Government Recapitalisation Bonds equivalent to 2,657,000 (two million six hundred and fifty seven thousand) units.

Based on the Letter of the Ministry of Finance of the Republic of Indonesia No. S-174/MK.01/2003 dated April 24, 2003 regarding the return of the excess Government Recapitalisation Bonds, which was previously used as additional paid-in capital, Government Recapitalisation Bonds amounted to Rp1,412,000 were returned to the Government on April 25, 2003 (Note 40b).

The Ministry of Finance of the Republic of Indonesia issued Decrees ("KMK-RI") No. 227/KMK.02/2003 dated May 23, 2003 and KMK-RI No. 420/KMK-02/2003 dated September 30, 2003 confirmed that the final amount of the addition of the Government's participation in Bank Mandiri amounted to Rp173,801,315 (Note 40b).

d. Initial public offering of Bank Mandiri and quasi-reorganisation

Initial public offering of Bank Mandiri

Bank Mandiri submitted its registration for an Initial Public Offering (IPO) to FSA, previously the Capital Market Supervisory Board and Financial Institution ("Bapepam and LK") on June 2, 2003 and became effective based on the Letter of the Chairman of Bapepam and LK No. S-1551/PM/2003 dated June 27, 2003.

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1. GENERAL INFORMATION (continued)

d. Initial public offering of Bank Mandiri and quasi-reorganisation (continued)

Initial public offering of Bank Mandiri (continued)

The Bank's name was changed from PT Bank Mandiri (Persero) to PT Bank Mandiri (Persero) Tbk. based on an amendment to the Articles of Association which has been held with notarial deed of Sutjipto, S.H., No. 2 dated June 1, 2003 and approved by the Ministry of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. C-12783.HT.01.04.TH.2003 dated June 6, 2003 that was published in the State Gazette Republic of Indonesia No. 63 dated August 8, 2003, Supplement State Gazette of Republic of Indonesia No. 6590.

On July 14, 2003, Bank Mandiri sold its 4,000,000,000 Common Shares Series B through IPO, with a nominal value of Rp500 (full amount) per share with an initial selling price of Rp675 (full amount) per share. The IPO represents a divestment of 20.00% of the ownership of the Government in Bank Mandiri (Note 40a).

On July 14, 2003, 19,800,000,000 of Bank Mandiri's Common Shares Series B were listed on the Jakarta Stock Exchange and Surabaya Stock Exchange based on Jakarta Stock Exchange's Approval Letter No. S-1187/BEJ.PSJ/07-2003 dated July 8, 2003 and Surabaya Stock Exchange's Approval Letter No. JKT-028/LIST/BES/VII/2003 dated July 10, 2003.

Quasi-reorganisation

In order for Bank Mandiri to eliminate the negative consequences of being burdened by accumulated losses, the Bank undertook quasi-reorganisation as approved in the Extraordinary General Meeting of Shareholders ("RUPS-LB") on May 29, 2003.

The quasi-reorganisation adjustments were booked on April 30, 2003 which the accumulated losses of Rp162,874,901 were eliminated against additional paid-in capital.

Bank Mandiri's Articles of Association were amended due to the changes in additional paid-in capital as a result of quasi-reorganisation, based on Notarial Deed of Sutjipto, S.H., No. 130 dated September 29, 2003 which was approved by the Ministry of Law and Human Rights of the Republic of Indonesia in its Decision Letter No. C-25309.HT.01.04.TH.2003 dated October 23, 2003 and was published in the State Gazette Republic of Indonesia No. 910, Supplement No. 93 dated October 23, 2003.

On October 30, 2003, Bank Mandiri's RUPS-LB approved the quasi-reorganisation as of April 30, 2003, which were notarised by Sutjipto, S.H. in Notarial Deed No. 165 dated October 30, 2003.

e. Divestment of Government share ownership

On March 11, 2004, the Government divested another 10.00% of its ownership in Bank Mandiri which was equivalent to 2,000,000,000 Common Shares Series B through private placements (Note 40a).

PT BANK MANDIRI (PERSERO) Tbk. AND SUBSIDIARIES
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1. GENERAL INFORMATION (continued)

- f. Public offering of subordinated bonds and medium term notes, public offering of bonds and medium term notes, limited public offering of shares, changes in share capital of Bank Mandiri and repurchasing of Bank Mandiri shares**

Public offering of Bank Mandiri subordinated bonds and medium term notes

On July 31, 2018, Bank Mandiri issued Subordinated Medium Term Notes I Bank Mandiri Year 2018 nominal value of Rp500.000 in Indonesia Stock Exchange.

On December 3, 2009, Bank Mandiri received the effective approval from the Chairman of Capital Market Supervisory Board and Financial Institution through its letter No. S-10414/BL/2009 dated December 3, 2009 to conduct the public offering of Bank Mandiri Rupiah Subordinated Bond I 2009 with a nominal value of Rp3,500,000. On December 14, 2009, the aforementioned Bond was listed on Indonesia Stock Exchange.

Public offering of Bank Mandiri bonds and medium term notes

On May 12, 2020, Bank Mandiri issued Continuing Bonds II Bank Mandiri Phase I Year 2020 ("Continuing Bonds II Phase I") with nominal value of Rp1,000,000.

On May 13, 2020, Bank Mandiri issued Euro Medium Term Notes (EMTN) with nominal value of USD500,000,000 (Full Amount) and on April 11, 2019 the Bank issued Euro Medium Term Notes (EMTN) with nominal value of USD750,000,000 (full amount) in Singapore Exchange (SGX).

On September 21, 2018, Bank Mandiri issued Bank Mandiri Continuing Bonds I Phase III 2018 ("Continuing Bonds I Phase III") with a nominal value of Rp3,000,000.

On September 30, 2016, Bank Mandiri issued Continuing Bonds I Bank Mandiri Phase I 2016 ("Continuing Bonds I Phase I") with nominal amount of Rp5,000,000 and on June 15, 2017, Bank Mandiri issued Continuing Bonds I Bank Mandiri Phase II 2017 ("Continuing Bonds I Phase II") with nominal amount of Rp6,000,000 (Note 30).

Limited public offering of Bank Mandiri shares

To strengthen the capital structure, the Bank increased its issued and paid up capital through the Limited Public Offering ("LPO") with Pre-emptive Rights ("Rights"). Bank Mandiri submitted the first and second registration statement of this LPO to FSA, previously the Capital Market Supervisory Board and Financial Institution ("Bapepam and LK") on December 26, 2010 and January 18, 2011 and received the effective notification from Capital Market Supervisory Board and Financial Institution on January 27, 2011 based on the Bapepam and LK letter No. S-807/BL/2011. The Bank also obtained an approval from the shareholders based on the Extraordinary General Meeting of Shareholder dated January 28, 2011 as notarised by Dr. A. Partomuan Pohan, S.H., LLM No. 15 dated February 25, 2011 and reported it to the Ministry of Law and Human Rights Republic of Indonesia with the receipt No. AHU-AH.01.10-07446 dated March 10, 2011. The Bank also registered it to company listing No. AHU-0019617.AH.01.09 year 2011 dated March 10, 2011.

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1. GENERAL INFORMATION (continued)

f. Public offering of subordinated bonds and medium term notes, public offering of bonds and medium term notes, limited public offering of shares, changes in share capital of Bank Mandiri and repurchasing of Bank Mandiri shares (continued)

Limited public offering of Bank Mandiri shares notes (continued)

Total number of Pre-emptive Rights issued by Bank Mandiri was 2,336,838,591 shares at a price of Rp5,000 (full amount) per share determined on January 25, 2011 and the execution period of pre-emptive rights trading started from February 14, 2011 until February 21, 2011.

The Government of the Republic of Indonesia as the controlling shareholder of Bank Mandiri, did not execute its right to acquire the pre-emptive rights, and transferred it to other shareholders. As a result of this, Government's ownership in Bank Mandiri was reduced or diluted from 66.68%, prior to the execution of pre-emptive rights, to 60.00% after the execution of the pre-emptive rights.

Changes in share capital of Bank Mandiri

The details of changes in issued and paid-in-share capital (Note 40a) are as follows:

	Number of shares
Initial capital injection by the Government in 1998	4,000,000
Increase in share capital by the Government in 1999	251,000
	4,251,000
Increase in paid-in capital by the Government in 2003	5,749,000
	10,000,000
Decrease in par value per share from Rp1,000,000 (full amount) to Rp500 (full amount) per share through stock split in 2003	20,000,000,000
Shares from conversion of MSOP I in 2004	132,854,872
Shares from conversion of MSOP I in 2005	122,862,492
Shares from conversion of MSOP I in 2006	71,300,339
Shares from conversion of MSOP II in 2006	304,199,764
Shares from conversion of MSOP I in 2007	40,240,621
Shares from conversion of MSOP II in 2007	343,135
Shares from conversion of MSOP III in 2007	77,750,519
Shares from conversion of MSOP I in 2008	8,107,633
Shares from conversion of MSOP II in 2008	399,153
Shares from conversion of MSOP III in 2008	147,589,260
Shares from conversion of MSOP II in 2009	86,800
Shares from conversion of MSOP III in 2009	64,382,217
Shares from conversion of MSOP II in 2010	6,684,845
Shares from conversion of MSOP III in 2010	19,693,092
Increase of Capital through Limited Public Offering (LPO) with pre-emptive Rights in 2011	2,336,838,591
Decrease of par value of stock from Rp500 (full amount) to Rp250 (full amount) per stock through stock split in 2017	23,333,333,333
Total	46,666,666,666

PT BANK MANDIRI (PERSERO) Tbk. AND SUBSIDIARIES
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1. GENERAL INFORMATION (continued)

- f. Public offering of subordinated bonds and medium term notes, public offering of bonds and medium term notes, limited public offering of shares, changes in share capital of Bank Mandiri and repurchasing of Bank Mandiri shares (continued)**

Changes in share capital of Bank Mandiri (continued)

Stock split of Bank Mandiri:

Based on the decision of the Extraordinary General Meeting of Shareholders (RUPS-LB) dated August 21, 2017 as in the notarial deed of Ashoya Ratam, SH, M.Kn. No. 36 dated August 24, 2017, the shareholders of Bank Mandiri, among others, approved the stock split of the Bank from Rp500 (full amount) per share to Rp250 (full amount) per share so that the capital was placed into 46,666,666,666 shares consisting of 1 (one) Dwiwarna share series A and 46,666,666,665 shares series B.

Treasury Stock of Bank Mandiri

Bank Mandiri through letter No. CEO/30/2020 dated March 18, 2020 submit a request of approval of treasury stock to FSA gradually with maximum amount Rp2,000,000, and has been approved by FSA through letter No.S-50/PB.31/2020 dated March 19, 2020. Furthermore, Bank Mandiri has declare this information to Indonesia Stock Exchange ("IDX") on March 20, 2020 regarding execution of treasury stock that had been issued and registered in IDX with maximum amount Rp2,000,000. Treasury stock will be executed gradually for 3 months since March 20, 2020 until June 19, 2020.

Bank Mandiri has executed treasury stock amounted 35,400,000 shares (nominal value Rp250 (full amount) per share) with acquisition price Rp150,895.

g. Subsidiaries

Subsidiaries included in the consolidated financial statements as of December 31, 2020 and 2019, are as follows:

Name of Subsidiaries	Nature of Business	Domicile	Percentage of Ownership	
			December 31, 2020	December 31, 2019
PT Bank Syariah Mandiri (BSM)	Sharia Banking	Jakarta	99.99	99.99
Bank Mandiri (Europe) Limited (BMEL)	Commercial Banking	London	100.00	100.00
PT Mandiri Sekuritas	Securities	Jakarta	99.99	99.99
PT Bank Mandiri Taspen (formerly PT Bank Mandiri Taspen Pos)	Commercial Banking	Jakarta	51.08	51.08
PT Mandiri Tunas Finance (MTF)	Consumer Financing	Jakarta	51.00	51.00
Mandiri International Remittance Sendirian Berhad (MIR)	Remittance Service	Kuala Lumpur	100.00	100.00
PT AXA Mandiri Financial Services	Life Insurance	Jakarta	51.00	51.00
PT Asuransi Jiwa Inhealth Indonesia	Life Insurance	Jakarta	80.00	80.00
PT Mandiri Utama Finance (MUF)	Consumer Financing	Jakarta	51.00	51.00
PT Mandiri Capital Indonesia	Venture Capital	Jakarta	99.99	99.99

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1. GENERAL INFORMATION (continued)

g. Subsidiaries (continued)

The Subsidiaries' total assets as of December 31, 2020 and 2019 (before elimination) are as follows:

Subsidiaries	Year of commercial operation	Total assets (before eliminaton)	
		December 31, 2020	December 31, 2019
PT Bank Syariah Mandiri	1955	126,907,940	112,298,325
Bank Mandiri (Europe) Limited	1999	2,178,249	2,585,317
PT Mandiri Sekuritas	1992	3,875,697	2,074,075
PT Bank Mandiri Taspen (formerly PT Bank Mandiri Taspen Pos)	1970	35,074,269	26,948,295
PT Mandiri Tunas Finance	1989	18,611,335	18,336,516
Mandiri International Remittance Sendirian Berhad	2009	19,677	17,861
PT AXA Mandiri Financial Services	1991	37,555,991	32,753,110
PT Asuransi Jiwa InHealth Indonesia	2008	2,235,930	2,216,667
PT Mandiri Utama Finance	2015	5,118,723	5,132,442
PT Mandiri Capital Indonesia	2015	3,326,484	1,461,885
Total		234,904,295	203,824,493

PT Bank Syariah Mandiri

PT Bank Syariah Mandiri ("BSM") is engaged in banking activities with sharia banking principles, was established under the name PT Bank Industri Nasional ("PT Bina") on June 15, 1955. On October 4, 1967, the subsidiary's name was changed from PT Bina to PT Bank Maritim Indonesia which subsequently changed to PT Bank Susila Bhakti on August 10, 1973 which is a subsidiary of BDN. The latest change of the subsidiary's name to PT Bank Syariah Mandiri (BSM) was based on Notarial Deed of Sutjipto, S.H, No. 23 dated September 8, 1999. BSM obtained an operating license based on the Decree of the Governor of Bank Indonesia No. 1/24/KEP.GBI/1999 dated October 25, 1999 as a commercial bank based on sharia principles and began operating on November 1, 1999.

On January 9, 2009, Bank Mandiri increased its capital in cash at the Subsidiary, amounted to Rp100,000. Bank Mandiri has received approval from Bank Indonesia through letter dated December 31, 2008 and the Resolution of Extraordinary General Meeting of Shareholders of PT Bank Syariah Mandiri No. 10 dated June 19, 2008.

On December 31, 2008, Bank Mandiri increased its capital of Rp199,871 at the Subsidiary, in the form of cash and "*inbreng*". Bank Mandiri has received approval from Bank Indonesia through letter dated December 31, 2008 and the Resolution of Extraordinary General Meeting of Shareholders of PT Bank Syariah Mandiri No. 10 dated June 19, 2008.

On March 18, 2011, Bank Mandiri increased its capital in form of cash of Rp200,000 at the Subsidiary. Bank Mandiri has received approval from Bank Indonesia through letter dated January 31, 2011 and Circular Resolution of Shareholders dated February 28, 2011 with Notarial Deed No. 19 dated March 21, 2011 on the capital increase.

On December 29, 2011, Bank Mandiri increased its capital in form of at the Subsidiary for Rp300,000. Bank Mandiri has received approval from Bank Indonesia through letter dated December 27, 2011 and Circular Resolution of Shareholders dated December 29, 2011 with Notarial Deed No. 42 dated December 29, 2011 on the capital increase.

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1. GENERAL INFORMATION (continued)

g. Subsidiaries (continued)

PT Bank Syariah Mandiri (continued)

On December 21, 2012, Bank Mandiri increased its capital in form of cash at the Subsidiary for Rp300,000. Bank Mandiri has received approval from Bank Indonesia through letter dated December 21, 2012 and Circular Resolution of Shareholders dated December 21, 2012 with Notarial Deed No. 38 dated December 28, 2012 on the capital increase.

On December 30, 2013, Bank Mandiri increased its capital in form of non-cash "*inbreng*" of land and buildings at the Subsidiary for Rp30,778. Bank Mandiri has received approval from Bank Indonesia through letter dated December 19, 2013 and Circular Resolution of Shareholders dated December 27, 2013 with Notarial Deed No. 20 dated January 22, 2014 which was re-affirmed in Circular Resolution of Shareholders dated December 29, 2014 with Notarial Deed No. 22 dated January 23, 2015 on the capital increase.

On November 24, 2015, Bank Mandiri increased its capital in form of cash at the Subsidiary amounted to Rp500,000. Bank Mandiri has received approval from the Bank Indonesia through letter dated November 4, 2015 and Circular Resolution of Shareholder dated November 18, 2015 with Notarial Deed No. 33 dated November 25, 2015 on the capital increase.

On November 14, 2016, Bank Mandiri increased its capital in form of cash at the Subsidiary amounted to Rp500,000. Bank Mandiri has received approval from FSA through letter dated November 3, 2016 and Circular Resolution of Shareholders dated November 25, 2016, that has been notarised with Deed No. 09 dated December 7, 2016 on such additional capital investment. FSA approval related to the capital increase was received on January 24, 2017.

On December 11, 2017, Bank Mandiri increased its capital in form of cash at the Subsidiary amounted to Rp500,000. Bank Mandiri has received approval from Ministry of State-Owned Enterprises through letter No. S-536/MBU/09/2017 dated September 22, 2017, FSA through letter No. S-129/PB.31/2017 dated December 5, 2017, and Circular Resolution of Shareholder dated December 6, 2017 with Notarial Deed No. 22 dated December 12, 2017 on the capital increase. The capital increase will be effective after Bank Mandiri obtained FSA approval related changes in BSM's share capital. The Subsidiary received approval from FSA concerning the changes in BSM's share capital dated January 15, 2018.

On September 25, 2020, PT Bank Mandiri (Persero) Tbk as Controlling Shareholder PT Bank Syariah Mandiri through Shareholder Decision Letter PT Bank Syariah Mandiri, had been increase its capital in form of "*inbreng*" of land and buildings owned by Bank Mandiri which located on Nangroe Aceh Darussalam Province, consist of 56 unit land and buildings spread on 22 location amounting to Rp152,997 or 30,599,349 shares (full amount) with nominal value per share Rp5,000 (five thousands Rupiah) (full amount). Listed through Notarial Deed No. 21 dated October 16, 2020 and obtained Notification of the Change of The Articles of Association PT Bank Mandiri Syariah from Ministry of Law and Human Rights No. AHU-AH.01.03-0399023 dated October 16, 2020 and Approval of Changes in Articles of Association PT Bank Syariah Mandiri by Minister of Law and Human Rights based on letter No. AHU-0071180.AH.01.02. dated October 16, 2020. Supplement No. 042789 of State Gazette Republic of Indonesia No.091 dated November 13, 2020. FSA approval for this capital increase has been received in accordance with FSA Letter No.S-202/PB.34/2020 on November 30, 2020

Approval of merger through Deed of Resolutions Extraordinary General Meeting of Shareholders "PT Bank Syariah Mandiri" No. 11 dated December 15, 2020 approved merger between BSM and PT Bank BNI Syariah through PT Bank BRI Syariah Tbk as Bank who received consolidation.

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1. GENERAL INFORMATION (continued)

g. Subsidiaries (continued)

Bank Mandiri (Europe) Limited

Bank Mandiri (Europe) Limited ("BMEL") was established in London, United Kingdom on June 22, 1999 under "The Companies Act 1985 of the United Kingdom". It was established from the conversion of Bank Exim London branch to a Subsidiary and operated effectively on July 31, 1999. BMEL, located in London, United Kingdom, is mandated to act as a commercial bank to represent the interests of Bank Mandiri.

PT Mandiri Sekuritas

PT Mandiri Sekuritas ("Mandiri Securities"), formerly known as PT Merincorp Securities Indonesia ("MSI"), incorporated under Act No. 1 dated December 2, 1991 made before Sutjipto, S.H. Mandiri Sekuritas is the result of the merger of PT Bumi Daya Sekuritas ("BDS"), PT Exim Securities ("ES") and PT Merincorp Securities Indonesia ("MSI") was accomplished by means of merging BDS and ES into the MSI. MSI obtained a license as a securities broker and underwriter of the securities portfolio of the Chairman of the Capital Market Supervisory Agency ("Bapepam") by decree No. KEP-12/PM/1992 and No. KEP-13/PM/1992 and started operations on January 23, 1992. The merger was based on the Deed No. 116 dated July 31, 2000 the Notary Ny. Vita Buena, S.H., and approved by the Minister of Law and Legislation of the Republic of Indonesia on August 25, 2000 by Decree No. C-18762.HT.01.01-TH.2000 and business permits obtained previously by MSI can still be used by PT Mandiri Sekuritas. PT Mandiri Sekuritas owns 99.93% of total shares of PT Mandiri Manajemen Investasi, a Subsidiary that was established on October 26, 2004 and is engaged in investment management and advisory. Mandiri Sekuritas also owns 100% of the total shares of Mandiri Securities Pte. Ltd., a company engage a capital market service license for the business type "Dealing in Securities and Advising Corporate Finance and Monetary Authority of Singapore" based on license No. CMS100566-1 dated November 10, 2016.

On December 28, 2012, Bank Mandiri increased its capital in form of cash at Mandiri Sekuritas, amounted to Rp29,512. Bank Mandiri obtained approval from Bank Indonesia through its letter dated October 31, 2012 and the circular resolution of shareholders dated December 27, 2012 on the capital increase. After the implementation of the additional capital investment, the Bank's ownership at Mandiri Sekuritas increased from 95.69% to 99.99% of the total shares issued by Mandiri Sekuritas.

PT Bank Mandiri Taspen

PT Bank Sinar Harapan Bali ("BSHB") was established as the Micro Banking on February 23, 1970 under the name MAI Bank Pasar Sinar Harapan Bali, then on November 3, 1992 the Bank transformed it into Limited Liability Company based on Deed No. 4 made by Ida Bagus Alit Sudiarmika, S.H., Notary in Denpasar and obtained a business license as a commercial bank under the decree of the Minister of Finance of the Republic of Indonesia No. 77/KMK.017/1994 dated March 10, 1994. On May 3, 2008, shareholders of BSHB and Bank Mandiri signed the acquisition deed as stated in the acquisition deed No. 4 dated May 3, 2008 made by I Wayan Sugitha, S.H., Notary in Denpasar. This signing showed Bank Mandiri ownership of 80.00% shares of BSHB. Furthermore, BSHB operated as stand-alone Bank which mainly focused on Small and Micro Business Financing.

On October 22, 2009, the Bank increased its capital in BSHB amounted to 1.46% of the total shares issued and fully paid, or at Rp1,460,657,000 (full amount) by purchasing all shares of BSHB owned by the President Director for 2,921,314 shares, as stated in the Deed of Sale and Purchase of Shares No. 52 dated October 22, 2009 of Notary Ni Wayan Widastri, S.H., Notary in Denpasar, Bali.

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1. GENERAL INFORMATION (continued)

g. Subsidiaries (continued)

PT Bank Mandiri Taspen (continued)

Bank increased its capital at BSHB in order to comply with Bank Indonesia regulation on Good Corporate Governance which requires the President Director of Bank should come from an independent party. Capital increase of the Bank at BSHB approved by Bank Indonesia as stated in the letter No. 11/103/DPB1/TPB1-1 dated August 21, 2009.

After increasing its capital, the Bank's ownership in BSHB increased from 80.00% to 81.46% of the total shares issued by BSHB with a total investment amounted to Rp81,461 from Rp80,000.

On May 28, 2013, the Bank increase its capital at BSHB amounted to 11.77% of the total shares issued and fully paid at Rp32,377,072,750 (full amount) by purchasing shares of BSHB owned by BSHB minority shareholders with a total of 23,546,962 shares (full amount). Capital increase of the Bank at BSHB has been approved by Bank Indonesia as stated in the letter of Bank Indonesia No. 15/33/DPB1/PB1-1 dated May 6, 2013.

On December 22, 2014, BSHB held an Extraordinary General Meeting of Shareholders approving the issuance of 800,000,000 (full amount) of new shares to be purchased by Bank Mandiri, PT Taspen (Persero) and PT Pos Indonesia (Persero). Changes in the composition of ownership has been effective on May 28, 2015 with the approval from FSA, with the composition of the final ownership is Bank Mandiri (58.25%), PT Taspen (20.2%), PT Pos (20.2%) and individual shareholders (1.35%). FSA also approved Taspen and PT Pos as new shareholders as well as the additional capital injection of the Bank in BSHB amounted to Rp198,000.

On July 24, 2015, the FSA has approved the name changes of PT Bank Sinar Harapan Bali to PT Bank Mandiri Taspen Pos and given permission to conduct business under the name of Bank Mantap. Name and logo changes are approved by FSA on July 31, 2015 and announced to public on August 7, 2015.

On November 24, 2016, the Bank get approval from the FSA related to capital injection plan at PT Bank Mandiri Taspen Pos amounted to Rp257,036 through letter No. S-125/PB.31/2016 regarding Approval for Bank Mandiri capital injection at Bank Mandiri Taspen Pos. This capital increase also increases the Bank's ownership in Bank Mandiri Taspen Pos from 58.25% to 59.44% of the total shares issued by Bank Mantap. The capital injection effective in 2017 based on approval from OJK Bali through letter No. S-07/KR.081/2017 and registered FSA. There are any differences on book value amounted to Rp13,250.

On October 9, 2017, Bank Mandiri Taspen Pos held an Extraordinary General Meeting of Shareholders which approved the changes in the composition of shareholders to Bank Mandiri (59.44%), PT Taspen (40%) and individual shareholders (0.56%). The Extraordinary General Meeting of Shareholders also approved the changes of company's name, formerly PT Bank Mandiri Taspen Pos to PT Bank Mandiri Taspen.

On December 6, 2017, the Bank has received approval from FSA related to the planned additional capital injection at PT Bank Mandiri Taspen Pos amounted to Rp210,000 through letter No. S-131/PB.31/2017 regarding Approval for capital injection to PT Bank Mandiri Taspen. The application has been approved by the Ministry of State-Owned Enterprises as stated in the letter No. S-504/MBU/09/2017 dated September 7, 2017. Approval from FSA Bali was obtained in January 2018.

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1. GENERAL INFORMATION (continued)

g. Subsidiaries (continued)

PT Bank Mandiri Taspen (continued)

The addition of capital investment does not change the percentage of ownership, the percentage of ownership of Bank Mandiri in Bank Mantap remains 59.44% of the total stock issued by Bank Mantap.

On November 30, 2018, PT Bank Mandiri Taspen held an Extraordinary General Meeting of Shareholders as stated in the Deed of Minutes of the Extraordinary General Meeting of Shareholders No. 112 dated November 30, 2018, as reaffirmed in the Deed of Resolutions Extraordinary General Meeting of Shareholders No. 34 dated December 14, 2018 approved the transfer part of PT Bank Mandiri Taspen's shares portion owned by PT Bank Mandiri (Persero) Tbk to PT Taspen (Persero), therefore the ownership of PT Bank Mandiri (Persero) in PT Bank Mandiri Taspen, increase from 59.44% to 51.05%, hence the Bank's total ownership become 51.05%. PT Taspen 48.39% and individual ownership 0.56%. The changes of the percentage shareholders composition was approved by FSA on January 11, 2019.

On December 8, 2018, the Bank has received approval from FSA, concerning plan of divestment and additional share capital to PT Bank Mandiri Taspen through Decision Letter No. S-35/PB.3/2018 regarding the Divestment Initiative and the Bank's Additional Share Capital in PT Bank Mandiri Taspen. The Bank has obtained approval from the Ministry of State Owned Enterprises through Decision Letter No. S-772/MBU/11/2018 dated November 16, 2018.

Based on the Extraordinary General Meeting of Shareholders stated in the Deed of Minutes of the Extraordinary General Meeting of Shareholders No. 112 dated November 30, 2018, as reaffirmed in the Deed of Resolutions Extraordinary General Meeting of Shareholders No. 42 dated December 19, 2018, also approved the issuance of 140,492,748 shares (full amount) which have been taken over by Bank Mandiri and PT Taspen, by changes the shares portion, the shareholders composition owned by Bank Mandiri 51.08%, PT Taspen 48.42% and individual ownership 0.50%.

To expand the business and become National Bank that have branches all over Indonesia based on Deed of Decision General Meeting of Shareholders No. 53 dated October 31, 2016 made by Notary I Gusti Ngurah Putra Wijaya S.H, Notary in Denpasar as affirmed by Meeting Decision Number 7 dated March 5, 2019 about transference of Bank's Head Office location. The Deed of Change of Company's Information has been submitted to Ministry of Law and Human Right as stated on Notification of the change of the Company's Information dated March 11, 2019 No. AHU-AH.01.03.-138220 and registered of the change of the Company's Information Number AHU-0039461.AH.01.11 year 2019 dated March 11, 2019. The Change of Bank's Article of Association through Approval from Ministry of Law and Human Right of Indonesia No.AHU-0012925.AH.01.02 year 2019 about Approval of Change of Article of Association PT Bank Mandiri Taspen and approval from FSA Number. S-5/PB.1/2019 dated January 28, 2019 about program to Separation and transference of Head Office location, Bank transfer their Head Office from Denpasar, Bali to Jakarta. Head Office transference effective on March 11, 2019

In 2020, the Bank has injected additional capital amounting to Rp255,384 to PT Bank Mandiri Taspen. Based on Circular Decision of Shareholder PT Bank Mandiri Taspen dated December 16, 2020 as stated on Deed of Resolutions General Meeting of Shareholders No. 41 dated December 28, 2020 has received approval PT Bank Mandiri Taspen to issued 135,993,787 shares which will be executed by Bank and PT Taspen (Persero). therefore the ownership of PT Bank Mandiri (Persero) in PT Bank Mandiri Taspen, increase from 51.077% to 51.098%, and PT Taspen (Persero) from 48.416% become 48.437% and individual ownership from 0.507% become 0.465%. The changes of the percentage shareholders composition effective from January 13, 2021 after approval and received Notification of the changes of the Article of Association PT Bank Mandiri Taspen from Ministry Law and Human Right about the changes of share capital, issued capital and paid-up in capital, and from administrative, by reporting to FSA about the Change of the Shareholder Composition.

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1. GENERAL INFORMATION (continued)

g. Subsidiaries (continued)

PT Bank Mandiri Taspen (continued)

Prior to January 1, 2011, goodwill arising from the acquisition of PT Bank Mandiri Taspen amounted to Rp19,219 was amortised using the straight-line method over 5 (five) years with the estimation of economic benefits of the goodwill. Effective January 1, 2011, in accordance with SFAS No. 22 (Revised 2009), "Business Combinations", goodwill is not amortised but is tested for impairment on annually basis. The Bank periodically evaluates the impairment of goodwill in accordance with SFAS No. 48, "Impairment of Assets" (see Note 2s). The outstanding goodwill on December 31, 2020 and 2019, amounted to Rp21,043, respectively.

PT Mandiri Tunas Finance

PT Mandiri Tunas Finance ("MTF", formerly PT Tunas Financindo Sarana ("TFS")) is a company engaged in consumer financing activities. MTF was established based on notarial deed of Misahardi Wilamarta, S.H., No. 262 dated May 17, 1989 and approved by the Ministry of Justice through its Decision Letter No. C2-4868.HT.01.01.TH.89 dated June 1, 1989 and published in State Gazette No. 57, Supplement No. 1369 dated July 18, 1989. MTF commenced its commercial activities in 1989. MTF obtained a business license to operate in leasing, factoring and consumer financing from Minister of Finance in its Decision Letter No. 1021/KMK.13/1989 dated September 7, 1989, No. 54/KMK.013/1992 dated January 15, 1992 and No. 19/KMK.017/2001 dated January 19, 2001. Based on notarial deed of Dr. A. Partomuan Pohan, S.H., LL.M., dated February 6, 2009, the Bank entered into a sales and purchase agreement with MTF's shareholders (PT Tunas Ridean Tbk. and PT Tunas Mobilindo Parama) to acquire 51.00% ownership of MTF through its purchase of 1,275,000,000 shares of MTF (the nominal value of Rp100 (full amount)) per share amounted to Rp290,000.

The acquisition of 51.00% of MTF shares ownership by Bank Mandiri was approved in the Extraordinary General Shareholders Meeting of MTF as stated in the Minutes of Extraordinary General Shareholders' Meeting No. 8 dated February 6, 2009 and listed in Legal Administration Ministry of Law and Human Rights as affirmed by the Ministry of Law and Human Rights through its Letter No. AHU-AH.01.10-01575 dated March 11, 2009.

This acquisition had been approved by Bank Indonesia through the Decree of the Governor of Bank Indonesia No. 11/3/DPB1/TPB1-1 dated January 8, 2009.

The amendment of the TFS's name to become MTF was undertaken on June 26, 2009, in accordance with a resolution on notarial deed of PT Tunas Financindo Sarana No. 181 dated June 26, 2009, notarised by notarial Dr. Irawan Soerodjo, S.H., Msi. The Articles of Association was approved by the Ministry of Law and Human Rights Republic of Indonesia in its Decision Letter No. AHU-4056.AH.01.02.TH.09 dated August 26, 2009.

Prior to January 1, 2011, goodwill arising from the acquisitions of MTF amounted to Rp156,807 was amortised using the straight-line method over 5 (five) years with the estimation of economic benefits of the goodwill. Effective January 1, 2011, in accordance with SFAS No. 22 (Revised 2009), "Business Combinations", goodwill is not amortised but tested for impairment annually. The Bank periodically evaluates the impairment of goodwill in accordance with SFAS No. 48, "Impairment of Assets" (see Note 2s). The balance of goodwill on December 31, 2020 and 2019, amounted to Rp96,697, respectively.

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1. GENERAL INFORMATION (continued)

g. Subsidiaries (continued)

Mandiri International Remittance Sendirian Berhad

Mandiri International Remittance Sendirian Berhad (“MIR”), a wholly owned Subsidiary of Bank Mandiri and became a Malaysian legal entity on March 17, 2009 based on registration No. 850077-P. MIR is engaged in money remittance service under the provisions of the Bank Negara Malaysia (“BNM”). MIR has obtained an approval from Bank Indonesia (“BI”) through letter No. 10/548/DPB1 dated November 14, 2008 and from BNM to conduct operational activities through its letter No. KL.EC.150/1/8562 dated November 18, 2009. MIR officially commenced its operations on November 29, 2009 and is currently located in Kuala Lumpur, Malaysia. In 2020, MIR has 14 branches around Malaysia and provide remittance service to 8 (eight) countries which are Indonesia, Philippines, Thailand, Singapore, India, Nepal, Pakistan and Bangladesh.

PT AXA Mandiri Financial Services

PT AXA Mandiri Financial Services (“AXA Mandiri”) is a joint venture company between PT Bank Mandiri (Persero) Tbk. (“Bank Mandiri”) and National Mutual International Pty Ltd (“NMI”) that is engaged in Life Insurance. AXA Mandiri was formerly established under the name of PT Asuransi Jiwa Staco Raharja on September 30, 1991 by notarial deed No. 179 of Muhani Salim, S.H. The deed of establishment was approved by the Minister of Justice of the Republic of Indonesia through its letter No. C2-6144.HT.01.01.TH.91 dated October 28, 1991. The Company obtained its life insurance license through General Directorate of Finance Institution Decision Letter No. KEP.605/KM.13/1991 and officially commenced its operations on December 4, 1991. The Company’s name was then changed to PT Asuransi Jiwa Mandiri and subsequently changed to PT AXA Mandiri Financial Services. This change was approved by the Ministry of Justice and Human Rights in its Decision Letter No. C-28747.HT.01.04.TH.2003 dated December 10, 2003, and was published in State Gazette No. 64, Supplement No. 7728 dated August 10, 2004 with shareholders composed of NMI for 51.00% and Bank Mandiri for 49.00%.

The shareholders of Bank Mandiri, at the Annual General Meeting held on May 17, 2010 (in article 7), had approved the acquisition of additional shares in AXA Mandiri through the purchase of 2.00% of the total shares issued and fully paid shares in AXA Mandiri directly from NMI.

On August 20, 2010, Bank Mandiri signed a Sale and Purchase Agreement (AJB) to acquire 2,027,844 (two million twenty seven thousand eight hundred forty four) shares (for an amount of Rp48,427) or 2.00% of issued and fully paid-in capital of AXA Mandiri from NMI which was performed in front of Notary Dr. A. Partomuan Pohan, S.H., LL.M. The addition of shares in AXA Mandiri was approved by Bank Indonesia through its letter No. 12/71/DPB1/TPB1-1 dated July 22, 2010. After this acquisition, the Bank’s percentage of ownership in AXA Mandiri increased to become 51.00%.

Prior to January 1, 2011, goodwill arising from the acquisition of AXA Mandiri amounted to Rp40,128 was amortised using the straight-line method over 5 (five) years with the estimation of economic benefits of the goodwill. Effective January 1, 2011, in accordance with SFAS No. 22 (Revised 2009), “Business Combinations”, goodwill is not amortised but tested for impairment annually. Bank periodically evaluates the impairment of goodwill in accordance with SFAS No. 48, “Impairment of Assets” (see Note 2s). The balance of goodwill on December 31, 2020 and 2019 amounted to Rp37,194, respectively.

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1. GENERAL INFORMATION (continued)

g. Subsidiaries (continued)

PT Asuransi Jiwa Inhealth Indonesia

PT Asuransi Jiwa Indonesia Inhealth (“Mandiri Inhealth”) was established on October 6, 2008 based on the notarial deed No. 2 of NM Dipo Nusantara Pua Upa, S.H. Inhealth has obtained its license based on the Minister of Law and Human Rights of the Republic of Indonesia through its letter No. AHU-90399.AH.01.01 dated November 26, 2008. Inhealth obtained its license to operate in life insurance based on the Decision Letter of the Minister of Finance of the Republic of Indonesia No. KEP-38/KM.10/2009 dated March 20, 2009.

On December 23, 2013, Bank Mandiri with PT Kimia Farma (Persero) Tbk. and PT Asuransi Jasa Indonesia (Persero) as the buyers and the Social Security Agency of Health (BPJS Kesehatan; formerly PT Askes (Persero)) and the Cooperative Bhakti Askes as the sellers have signed a Conditional Share Purchase Agreement on PT Asuransi Jiwa Inhealth Indonesia (“Inhealth”) where the execution of transactions will be conducted in two phases as follows:

1. Phase 1, namely the acquisition of 80% ownership in Inhealth, whereas the ownership of the PT Bank Mandiri (Persero) Tbk is 60%, PT Kimia Farma (Persero) Tbk. and PT Asuransi Jasa Indonesia (Persero) are 10%, respectively, and BPJS Kesehatan still has 20%; and
2. Phase 2, namely the acquisition of 20% ownership of BPJS in Inhealth by the PT Bank Mandiri (Persero) Tbk so that the total ownership of PT Bank Mandiri (Persero) Tbk is 80%. The composition of shareholders after the transaction Inhealth stage 2 resulted in the following percentage ownership PT Bank Mandiri (Persero) Tbk, 80%; PT Kimia Farma (Persero) Tbk. and PT Asuransi Jasa Indonesia (Persero) have 10%, respectively, of the total shares issued and fully paid of Inhealth.

On February 27, 2014, PT Bank Mandiri (Persero) Tbk has obtained the approval of the General Meeting of Shareholders related to the acquisition Inhealth. Furthermore, PT Bank Mandiri (Persero) Tbk also has received the approval of the proposed acquisition from FSA in accordance with Letter No. S-37/PB/31/2014 dated April 17, 2014 regarding the Application for Approval for Equity Investment of PT Bank Mandiri (Persero) Tbk. in PT Asuransi Jiwa Inhealth Indonesia.

On May 2, 2014, PT Bank Mandiri (Persero) Tbk with PT Kimia Farma (Persero) Tbk. and PT Asuransi Jasa Indonesia (Persero) as the buyers with BPJS Kesehatan (formerly PT Askes (Persero)) and Koperasi Bhakti Askes as the sellers have signed a Sale and Purchase agreement of Inhealth's shares as recorded in Notarial deed of sale and purchase agreement No. 01 dated May 2, 2014 by Notary Mala Mukti S.H., LL.M.

With the signing of the Sale and Purchase Agreements, PT Bank Mandiri (Persero) Tbk has effectively become the majority shareholder in Inhealth with ownership of 60% (Rp990,000), PT Kimia Farma (Persero) Tbk. and PT Asuransi Jasa Indonesia (Persero) of 10% respectively (Rp165,000) and BPJS Kesehatan of 20% (Rp330,000). Change in share ownership has been approved by the General Meeting of Shareholders of Inhealth by Notary Mala Mukti S.H., LL.M. No. 19 dated May 5, 2014 and has been submitted to the Ministry of Law and Human Rights of the Republic of Indonesia and has been received through letter No. AHU-06507.40.22.2014 dated May 5, 2014 regarding the Company's Receipt of Notification of Data Change of PT Asuransi Jiwa Inhealth Indonesia.

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1. GENERAL INFORMATION (continued)

g. Subsidiaries (continued)

PT Asuransi Jiwa Inhealth Indonesia (continued)

Articles of Association of Inhealth has been changed in accordance with the Shareholders Agreement which was signed on December 23, 2013 and has been recorded in the Notarial Deed of Mala Mukti, S.H., LL.M No. 20 dated May 5, 2014. This change has been submitted to the Ministry of Justice and Human Rights of the Republic of Indonesia and accepted through its letter No. AHU-01805.40.21.2014 dated May 6, 2014.

The signing of sale and purchase deed was the first phase of Inhealth's acquisition in accordance with Conditional Share Purchase Agreement which was signed on December 23, 2013.

On March 30, 2015, PT Bank Mandiri (Persero) Tbk carried out additional investment in Inhealth shares by buying 200,000 shares owned by BPJS Kesehatan through the signing of the Deed of Sale and Purchase Agreement No. 108, dated March 30, 2015, made before Mala Mukti, S.H., LL.M., Notary in Jakarta, which is 20% of the total shares issued by Inhealth. Total purchase price amounted to Rp330,000. The addition of these investments had been approved by the FSA as mentioned in its letter No. S-19/PB.31/2015 dated February 20, 2015. The difference in the balance of recorded non-controlling interest in the fair value of consideration paid for the additional shares of to 20% of Inhealth shares amounted to Rp92,751 is recorded as "Difference in transactions with non-controlling interest".

Since the signing date of the Sale and Purchase Agreements, PT Bank Mandiri (Persero) Tbk has effectively become the majority shareholder of Inhealth with ownership of 80%, which PT Kimia Farma (Persero) Tbk and PT Asuransi Jasa Indonesia (Persero) each own 10%. It has been approved by the General Meeting of Shareholders in accordance with Notarial Deed of Mala Mukti S.H., LL.M. No. 109 dated March 30, 2015 and submitted to the Ministry of Justice and Human Rights of the Republic of Indonesia and accepted by its letter No. AHU-AH.01.03-0020238 dated March 30, 2015 regarding Acceptance Notification of the Data Change of PT Asuransi Jiwa Inhealth Indonesia.

Bank Mandiri acquired 80% of total shares issued by Inhealth amounted to Rp1,320,000. As of December 31, 2020 and 2019 goodwill each amounted to Rp268,181, respectively. The Bank periodically evaluates the impairment of goodwill in accordance with SFAS No. 48, "Impairment of Assets" (Note 2s).

PT Mandiri Utama Finance

On April 16, 2014, Bank Mandiri and PT Asco Investindo ("ASCO") and PT Tunas Ridean (Persero) Tbk. ("TURI"), signed an agreement of signing a preliminary agreement to set up a finance company to be able to accelerate Bank Mandiri finance portfolio, especially in the segment of vehicle financing.

On October 22, 2014, Bank Mandiri with ASCO and TURI signed a shareholders' agreement on the establishment of a finance company with an authorised capital of Rp100,000 and an ownership composition as follows: the Bank (51%); ASCO (37%); and TURI (12%). Subsequently, on December 23, 2014, in accordance with letter No. S-137/PB.31/2014 the Bank obtained a principle license of equity participation in the new company financing from Bank Supervision FSA.

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1. GENERAL INFORMATION (continued)

g. Subsidiaries (continued)

PT Mandiri Utama Finance (continued)

On January 21, 2015, the deed of incorporation of a new subsidiary of Bank Mandiri named PT Mandiri Utama Finance ("MUF") has been signed as outlined in the notarial deed Ashoya Ratam, SH, M.Kn. No. 19 dated January 21, 2015 and was approved by the Ministry of Justice and Human Rights of the Republic of Indonesia in Decree No. AHU-0003452.AH.01.01. Year 2015 dated January 26, 2015. Concurrent with the signing of the deed of incorporation, the Bank also made capital injection amounted to Rp51,000 as stipulated in the Bank's shareholding in MUF. Based on notarial deed No. 66 of Ashoya Ratam dated May 29, 2015 on the Circular Letter of Shareholders' Meeting regarding the approval of change in composition of the Board of Commissioners, which such changes registered with the Ministry of Justice and Human Rights of the Republic of Indonesia based on Letter No. AHU-AH.01.03-0936033 dated May 29, 2015.

After the signing of the deed, MUF submitted application of financing company business license to FSA - Non-Bank Financial Institutions ("FSA IKNB"). Upon request, the FSA IKNB has issued a decree of IKNB Board of Commissioners of the FSA No. KEP-81/D.05/2015 regarding the Granting Permit of Financing Company to PT Mandiri Utama Finance on June 25, 2015 through letter No. SR-3516/NB.111/2015 dated June 26, 2015, regarding the Granting Permit of Financing Company PT Mandiri Utama Finance.

On August 24, 2015, MUF has carried out the initial operational activities through cooperation with primary dealers and showroom, as well as financing disbursement to limited customers to meet the requirements of the FSA IKNB, and commercially operated on January 2016 through its branches which already have operational permit from FSA IKNB.

Based on the Letter of Approval from the FSA No. S-86/PB.31/2016 dated August 25, 2016, regarding the Application for Approval of the Increase in the Share Capital of PT Mandiri Utama Finance, the FSA expressed no objection to the Bank's plan of increasing its equity participation in MUF amounted to Rp102,000. The increase of capital in MUF will be done gradually with a nominal value of Rp51,000 for each stage. On August 29, 2016, the execution of the first stage in increasing the share capital of MUF, with a nominal value of Rp51,000, has been completed. The next stage of issuing additional share capital amounted to Rp51,000 has been carried out on December 16, 2016. The increase in capital did not change the percentage of ownership over MUF as follows Bank Mandiri 51%, ASCO 37% and TURI 12%.

Based on the Letter of Approval from the FSA No. S-68/PB.31/2017 dated July 26, 2017, regarding the Application for Approval of the Increase in the Share Capital of the Bank to MUF, FSA expressed no objection to the Bank's plan of increasing its equity participation in MUF amounted to Rp102,000. The increase of capital in MUF will be done for two phases with nominal value Rp51,000 for each phase. On July 28, 2017, the execution of the first phase increasing the share capital of MUF with nominal value of Rp51,000 has been completed and documented on notarial deed of Ashoya Ratam S.H., M.Kn, No. 56 dated August 29, 2017 and approved by Ministry of Justice and Human Rights of the Republic of Indonesia based on Letter No. AHU-AH.01.03-0169081 year 2017 dated September 6, 2017. On October 30, 2017, the execution of the second phase increasing the share capital of MUF with nominal value of Rp51,000 has been completed. The addition of capital investment does not change the percentage of ownership, the percentage of ownership of Bank Mandiri in MUF amounted to 51%, ASCO amounted to 37% and TURI amounted to 12%.

MUF request approval to operate for Sharia Unit (UUS) to FSA-IKNB Sharia and approved to operate Sharia Unit (UUS) MUF through Decision Letter Commissioners Board FSA No. KEP-36/NB.223/NB/2018 about "granting permission to Operate Sharia Unit for Financing Company to PT Mandiri Utama Finance" dated April 27, 2018 through FSA letter No. S-626/NB.223/2018 dated May 15, 2018 about "Notification Transcript of Permission to operate Sharia Unit for Financing Company to PT Mandiri Utama Finance".

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1. GENERAL INFORMATION (continued)

g. Subsidiaries (continued)

PT Mandiri Capital Indonesia

As of June 23, 2015, Bank Mandiri and PT Mandiri Sekuritas have established new subsidiary engaged in venture capital under the name of PT Mandiri Capital Indonesia ("MCI").

Establishment of the Company was marked by the signing of the deed of Bank Mandiri and PT Mandiri Sekuritas in which the Bank invested capital amounted Rp9,900, representing 99% share ownership in MCI and PT Mandiri Sekuritas injected capital amounted to Rp100 which represents a 1% share ownership in MCI, therefore the capital structure of MCI amounted Rp10,000.

Bank Mandiri's equity participation in the framework of establishment of MCI was approved by the FSA per its letter No. S-48/PB.31/2015 regarding Application for Approval of Equity Participation of PT Bank Mandiri (Persero) Tbk. for the establishment of Venture Capital Company on June 11, 2015.

As of June 26, 2015, the establishment of MCI was approved by the Minister of Law and Human Rights through letter No. AHU-2445684.AH.01.01 year 2015. MCI obtained a license to carry out business activities in the venture capital sector on November 10, 2015 through the decree of the Board of Commissioners of the Financial Services Authority No. SR-6035/NB.111/ 2015 stating that MCI may carry out full operational activities.

Based on the Letter of Approval from the FSA No. S-1/PB.31/2016 dated January 7, 2016, regarding the Application for Approval of the Bank's investment in PT Mandiri Capital Indonesia (MCI), the FSA expressed no objection to Bank Mandiri's plan of additional equity investment to MCI.

As of February 5, 2016, MCI has obtained the approval of changes in Articles of Association regarding to the increase in authorised capital and issued capital by Minister of Law and Human Rights based on letter No.AHU-0002343.AH.01.02 year 2016 as documented in Notarial No. 13 dated February 3, 2016 which the Bank's authorised and issued capital became Rp349,900 representing 99.97% share ownership in MCI and PT Mandiri Sekuritas became Rp100 representing 0,03% share ownership in MCI, therefore the capital structure in MCI amounted to Rp350,000.

The additional equity investment to MCI was done through the issuance of 3,400 new shares in MCI, each share has a nominal value of Rp100,000,000 (full amount) in which all such new and all shares were executed by Bank Mandiri (100%).

Based on the approval letter from FSA No. S-69/PB.31/2017 dated July 26, 2017 regarding the Application for Approval of the Bank's investment to PT Mandiri Capital Indonesia (MCI), the FSA expressed no objection to Bank Mandiri's plan of additional equity investment to MCI.

As of September 13, 2017, MCI has obtained the approval of changes in Articles of Association regarding to the increase in authorised capital and issued capital by Minister of Law and Human Rights based on letter No.AHU-0018840.AH.01.02 year 2017 as documented in Notarial No. 08 dated September 7, 2017 which the Bank's authorised and issued capital became Rp549,900 representing 99.98% share ownership in MCI and PT Mandiri Sekuritas became Rp100 representing 0,02% share ownership in MCI, therefore the capital structure in MCI amounted to Rp550,000.

The additional equity investment to MCI was done through the issuance of 2,000 new shares in MCI, each share has a nominal value of Rp100,000,000- (full amount) in which all such new and all shares were executed by Bank Mandiri (100%).

Based on the approval letter from FSA No. S-14/PB.31/2019 dated January 31, 2019 regarding Bank's additional investment to PT Mandiri Capital Indonesia, FSA has recorded Bank Mandiri's plan to conduct the additional investment to MCI in FSA's administration.

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1. GENERAL INFORMATION (continued)

g. Subsidiaries (continued)

PT Mandiri Capital Indonesia (continued)

As of February 7, 2019, MCI has obtained the approval of changes in Articles of Association regarding to the increase in authorised capital and issued capital by Minister of Law and Human Rights based on letter No.AHU-00063880.AH.01.02 year 2019 as documented in Notarial No. 06 dated February 7, 2019 which the Bank's authorised and issued capital became Rp1,096,900 representing 99.99% share ownership in MCI and PT Mandiri Sekuritas became Rp100 representing 0,01% share ownership in MCI, therefore the capital structure in MCI amounted to Rp1,097,000.

The additional equity investment to MCI was done through the issuance of 5,470 new shares in MCI, each share has a nominal value of Rp100,000,000 (full amount) in which all such new and all shares were executed by Bank Mandiri (100%).

Based on the approval letter from FSA No. S-111/PB.31/2019 dated July 30, 2019 regarding Bank's additional investment to PT Mandiri Capital Indonesia, FSA has recorded Bank Mandiri's plan to conduct the additional investment to MCI in FSA's administration.

As of July 30, 2019, MCI has obtained the approval of changes in Articles of Association regarding to the increase in authorised capital and issued capital by Minister of Law and Human Rights based on letter No.AHU-0044080.AH.01.02 year 2019 as documented in Notarial No. 13 dated July 30, 2019 which the Bank's authorised and issued capital became Rp1,456,900 representing 99.99% share ownership in MCI and PT Mandiri Sekuritas became Rp100 representing 0,01% share ownership in MCI, therefore the capital structure in MCI amounted to Rp1,457,000.

The additional equity investment to MCI was done through the issuance of 3,600 new shares in MCI, each share has a nominal value of Rp100,000,000 (full amount) in which all such new and all shares were executed by Bank Mandiri (100%).

PT Mandiri AXA General Insurance

PT Mandiri AXA General Insurance ("MAGI") is a joint venture between Bank Mandiri with AXA Société Anonyme engaged in general insurance. MAGI was formerly known as PT Maskapai Asuransi Dharma Bangsa (PT Insurance Society Dharma Bangsa Ltd) which was established based on Notarial Deed of Sie Khwan Djioe No. 109 dated July 28, 1961 in Jakarta and approved by the Minister of Justice through its letter No. J.A.5/11/4 dated January 20, 1962. The name of the Company, PT Maskapai Asuransi Dharma Bangsa, was subsequently changed to PT Asuransi Dharma Bangsa as notarised by Imas Fatimah, S.H. No. 54 dated December 17, 1997, and approved by the Minister of Justice through the Ministry of Justice Decree No. C2-2421.HT.01.04.TH.98 dated March 26, 1998.

In Bank Mandiri's General Shareholder Meeting dated May 23, 2011, Bank Mandiri's shareholders approved the Bank's plans to acquire 120,000 (one hundred and twenty thousand) new shares issued by PT Asuransi Dharma Bangsa. The Bank's investment in PT Asuransi Dharma Bangsa was approved by Bank Indonesia through its letter No. 13/59/DPB1/TPB1-1 dated July 28, 2011.

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1. GENERAL INFORMATION (continued)

g. Subsidiaries (continued)

PT Mandiri AXA General Insurance (continued)

On October 11, 2011, Bank Mandiri acquired 120,000 (one hundred and twenty thousand) new shares issued by PT Asuransi Dharma Bangsa with a total value of Rp60,000 as notarised by Notarial deed of Yualita Widyadhari, S.H. No. 23 dated October 11, 2011. After this acquisition, Bank Mandiri became the shareholder of PT Asuransi Dharma Bangsa with 60.00% ownership. This was ratified in the General Shareholders Meeting of PT Asuransi Dharma Bangsa in accordance with notarial deed of Yualita Widyadhari, SH No. 22 dated October 11, 2011. The notarial deed had been received by the Ministry of Justice and Human Rights Republic of Indonesia as documented in its letter No. AHU-AH.01.10-10-33252 dated October 17, 2011 regarding Acceptance Notification on the Amendment of PT Asuransi Dharma Bangsa's Article of Association.

Subsequently, the name of PT Asuransi Dharma Bangsa, was changed to PT Mandiri AXA General Insurance in accordance with the notarial deed of Yualita Widyadhari, S.H. No. 90 dated October 18, 2011. The notarial deed had been received by the Ministry of Justice and Human Rights of the Republic of Indonesia as documented in its letter No. AHU-51976.AH.01.02 dated October 25, 2011 regarding Acceptance Notification on the amendment of PT Mandiri AXA General Insurance's Article of Association.

In conducting its business, MAGI has been granted a license from the Insurance Bureau of Bapepam and LK Ministry of Finance of the Republic of Indonesia (*Biro Perasuransian Bapepam dan LK Kementerian Keuangan*) through letter No. S-12583/BL/2011 dated November 22, 2011 regarding the Activation of General Insurance Business License and Change of the Company's name from PT Asuransi Dharma Bangsa to PT Mandiri AXA General Insurance. The shares composition owned by PT Bank Mandiri (Persero) Tbk 120,000 shares amounted to Rp60,000,000,000 (full amount) and AXA S.A owned 80,000 shares amounted to Rp40,000,000,000 (full amount). In 2014, shares of AXA S.A were sold to AXA ASIA in accordance with the Notary Deed of Mala Mukti S.H., L.LM dated January 6, 2014 and submitted to the Ministry of Law and Human Rights of the Republic of Indonesia and received by letter No. AHU-AH.01.10.01330 dated January 10, 2014.

The FSA through its letter No. S-42/PB.31/2014 dated May 14, 2014 and letter No. 5-94/PB.31/2014 dated October 31, 2014 has approved the Additional Capital Investment of PT Bank Mandiri (Persero) Tbk in PT Mandiri AXA General Insurance amounted to Rp24,000 and Rp63,000. The additional capital investment has been approved by circularised decision of the General Meeting of Shareholders (RUPS). As documented in Notarial Wiwiek Widhi Astuti No. 20 dated June 6, 2014 and No. 27 dated November 21, 2014, has been approved by the Ministry of Justice and Human Rights through its letter No. AHU-03896.40.20.2014 dated June 12, 2014 and No. AHU-08879.40.21.2014 dated November 26, 2014. The addition of the equity investment did not change the percentage of share ownership whereas Bank Mandiri owned 60% and AXA S.A owned 40% MAGI.

Based on the letter of approval from the FSA No. S-52/PB.31/2015 dated June 25, 2015 regarding the Application for Approval of Increase in Investment of PT Mandiri AXA General Insurance, the FSA expressed no objection to the plan of the Bank to make additional capital investments in MAGI amounted to Rp30,000.

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1. GENERAL INFORMATION (continued)

g. Subsidiaries (continued)

PT Mandiri AXA General Insurance (continued)

On July 9, 2015, the Bank carried out the execution of the additional investment to MAGI amounted to Rp30,000. The total increase in capital in PT MAGI amounted to Rp50,000 equal to the additional capital injection in proportion to its percentage shareholding in Bank Mandiri MAGI by 60% and AXA S.A by 40%, so the Bank increased its investment of Rp30,000 and AXA S.A of Rp20,000. The increase in capital did not change the percentage of share ownership in the overall MAGI-owned by Bank Mandiri of 60% and AXA S.A of 40%.

Based on the letter of approval from the FSA No. S-72/PB.31/2016 dated August 3, 2016 regarding the Application for Approval of Increase in Investment PT Mandiri AXA General Insurance, the FSA expressed no objection to the plan of the Bank to make additional capital investments to MAGI amounted to Rp30,000. On August 9, 2016, the Bank made the additional investment transaction execution to MAGI amounted to Rp30,000. The total additional investment to MAGI is Rp50,000 with the amount of additional capital injection in proportion to its percentage shareholding of the Bank in MAGI by 60% and AXA SA by 40%, therefore the Bank increased its investment of Rp30,000 and AXA SA by Rp20,000. The increase in capital did not change the percentage of ownership in the overall MAGI-owned by Bank Mandiri amounted to 60% and AXA S.A by 40%.

On October 31, 2018, the Bank obtained approval from FSA regarding to the divestment plan on PT Mandiri AXA General Insurance through Decision Letter No. S-122/PB.31/2018 regarding the Divestment Initiative of the Bank's Share Investment in PT Mandiri AXA General Insurance. The Bank obtained approval from the Ministry of State Owned Enterprises in its Decision Letter No. S-635/MBU/09/2018 dated September 26, 2018.

On November 21, 2018, AXA ASIA purchased 276,000 (two hundreds and seventy six thousands) shares owned by PT Bank Mandiri (Persero) Tbk which issued by PT Mandiri AXA General Insurance and registered in the Share Transfer Deed of Mala Mukti SH L.LM. No. 52 dated November 21, 2018. After shares purchasing, Bank Mandiri owned 20.00% shares of PT Mandiri AXA General Insurance which was ratified in General Shareholder's Meeting as covered in the Notarial Deed of Mala Mukti SH., L.LM No. 54 dated November 21, 2018 and was submitted to Ministry of Law and Human Rights of Republic Indonesia in its Decision Letter No. AHU-AH.01.03-10-0268916 dated November 28, 2018. PT Mandiri AXA General Insurance has submitted the changes of the shareholder's composition to FSA which had been approved on December 12, 2018. Since the change of ownership of Bank Mandiri in MAGI became 20%, MAGI's financial statements was no longer consolidated to Bank Mandiri.

On December 1, 2019, PT Mandiri AXA General Insurance has taken corporate action in the form of merger & acquisition with PT Asuransi AXA Indonesia, where PT Mandiri AXA General Insurance as the entity that received the merger results. This has been approved by the Financial Services Authority through Letter No. S-32/D.05/2019 dated November 26, 2019 concerning The Merger Approval of PT Asuransi AXA Indonesia into PT Mandiri AXA General Insurance. This merger has been contained in Notarial Deed No. 104 dated November 27, 2019 and Notarial Deed No. 105 dated 27, 2019, both were made before Notary Mala Mukti, S.H., LL. M, notary in Jakarta, and has been recorded in the Legal Entity Administration System (SABH) of the Ministry of Law and Human Rights of the Republic of Indonesia through Letter Number AHU-AH.01.10-0010347 dated November 28, 2019 concerning receipt of the Merger Notice of PT Mandiri AXA General Insurance.

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1. GENERAL INFORMATION (continued)

h. Structure and Management

Bank Mandiri's head office is located on Jalan Jenderal Gatot Subroto Kavling 36-38, South Jakarta, Indonesia, As of December 31, 2020 and 2019, Bank Mandiri's domestic and overseas offices are as follows:

	December 31, 2020	December 31, 2019
Domestic regional offices	12	12
Domestic branches:		
Branch Offices ^{*)}	140	139
Sub-Branch Offices	2,280	2,304
Cash Outlets	90	140
	2,510	2,583
Total domestic branches		
Overseas branches	6	6

^{*)} Several branch offices functioning as area offices

As of December 31, 2020, Bank Mandiri has 6 overseas branches located in Cayman Islands, Singapore, Hong Kong, Dili Timor Leste, Shanghai (People's Republic of China) and Dili Timor Plaza, and 1 Remittance Office in Hong Kong.

To support Bank Mandiri's vision "Indonesia's Best, ASEAN's Prominent", Bank Mandiri divided its organisation structure into Strategic Business Units (SBU) to three major groups, which are:

1. Business Units, are responsible as the Bank's main business development or operational segment unit, consists of 2 (two) main segments, namely Wholesale Banking which consists of Corporate Banking, Commercial Banking, Government Institutional, Treasury & International Banking and Retail banking which consists of Credit Card, Micro Personal Loan, Small & Medium Enterprise Banking and Micro Development & Agent Banking.
2. Support Functions, are responsible as supporting units that provide overall support to Bank's operations consisting of Special Asset Management, Risk Management which monitors Wholesale Risk and Retail Risk, Information Technology & Operation that supervises Operation, Compliance, Strategic and Finance, Internal Audit and Corporate Transformation.
3. Small Business & Distribution are responsible as selling products and goods unit to all segments of Bank's customers, consisting of 12 (twelve) Regional Offices that are spread out across Indonesia and wealth management.

Bank Mandiri has made changes in its organizational structure which became effective on November 10, 2020, as stated in the Decree (SK) Board No.KEP.DIR/133/2020 dated November 9, 2020 on the Organizational Structure. Changes in the organizational structure of Bank Mandiri was done through rearranging the organization and forming a new structural and functional working unit to meet the needs and development of the Bank.

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1. GENERAL INFORMATION (continued)

h. Structure and Management (continued)

As of December 31, 2020 and 2019, the members of Bank Mandiri's Boards of Commissioners are as follows:

	December 31, 2020	December 31, 2019
<u>Board of Commissioners</u>		
President Commissioner/		
Independent Commissioner	: Muhamad Chatib Basri	-
President Commissioner	: -	Kartika Wirjoatmodjo
Deputy Chief Commissioner/		
Independent Commissioner	: Andrinof A. Chaniago	Muhamad Chatib Basri
Independent Commissioner	: Mohamad Nasir	Makmur Keliat
Independent Commissioner	: Boedi Armanto	Mohamad Nasir
Independent Commissioner	: Loeke Larasati A.	Robertus Bilita
Commissioner	: Ardan Adiperdana	Ardan Adiperdana
Commissioner	: Rionald Silaban	R. Widyono Pramono
Commissioner	: Arif Budimanta	Rionald Silaban
Commissioner	: Faried Utomo	-
Commissioner	: Nawal Nely	-

As of December 31, 2020 and 2019, the members of Bank Mandiri's Board of Directors are as follows:

	December 31, 2020
<u>Board of Directors</u>	
President Director	: Darmawan Junaidi
Deputy of President Director	: Alexandra Askandar
Director of Risk Management	: Ahmad Siddik Badruddin
Director of Information Technology	: Rico Usthavia Frans
Director of Treasury and International Banking	: Panji Irawan
Director of Corporate Banking	: Susana Indah K. Indriati ^{*)}
Director of Compliance and Human Resources	: Agus Dwi Handaya
Director of Operation	: Toni Eko Boy Subari ^{*)}
Director of Government Institutional	: Rohan Hafas
Director of Commercial Banking	: Riduan
Director of Finance and Strategy	: Sigit Prastowo
Director of Consumer and Retail Banking	: Aquarius Rudianto

^{*)} Appointed in Annual General Meeting of Shareholders of Bank Mandiri dated October 21, 2020 and effective on January 15, 2021

^{**)} Appointed in Annual General Meeting of Shareholders of Bank Mandiri dated October 21, 2020 and effective on January 21, 2021.

	December 31, 2019
<u>Board of Directors</u>	
President Director	: Royke Tumilaar
Deputy of President Director	: Sulaiman Arif Arianto
Director of Consumer and Retail Transaction	: Hery Gunardi
Director of Risk Management	: Ahmad Siddik Badruddin
Director of Information Technology	: Rico Usthavia Frans
Director of Treasury, International Banking and Special Asset Management	: Darmawan Junaidi
Director of Corporate Banking	: Alexandra Askandar
Director of Compliance and Human Resources	: Agus Dwi Handaya
Director of Operation	: Panji Irawan
Director of Government Institutional	: Donsuwan Simatupang
Director of Commercial Banking	: Riduan
Director of Finance and Strategy	: Silvano Winston Rumantir

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1. GENERAL INFORMATION (continued)

h. Structure and Management (continued)

As of December 31, 2020 and 2019, the members of Bank Mandiri's Audit Committee are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Chairman and member	: Boedi Armanto	Ardan Adiperdana
Member	: Muhamad Chatib Basri	Makmur Keliat
Member	: Andrinof A. Chaniago	R. Widyo Pramono
Member	: Mohamad Nasir	Mohamad Nasir
Member	: Loeke Larasati A.	Robertus Bilitea
Member	: Bambang Ratmanto	Bambang Ratmanto
Member	: Ridwan D. Ayub	Ridwan D. Ayub

As of December 31, 2020 and 2019, Bank Mandiri's Remuneration and Nomination Committee are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Chairman and member	: Muhamad Chatib Basri	R. Widyo Pramono
Member	: Andrinof A. Chaniago	Kartika Wirjoatmodjo
Member	: Mohamad Nasir	Makmur Keliat
Member	: Rionald Silaban	Ardan Adiperdana
Member	: Arif Budimanta	Robertus Bilitea
Member	: Indri K. Hidayat	Indri K. Hidayat
Secretary (ex-officio)	: SEVP/ Group Head Human Capital	Group Head or Executive Officer Human Capital whose appointed

As of December 31, 2020 and 2019, Bank Mandiri's Risk Oversight Committee are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Chairman and Member	: Andrinof A. Chaniago	Makmur Keliat
Member	: Boedi Armanto	Muhamad Chatib Basri
Member	: Loeke Larasati A.	Ardan Adiperdana
Member	: Ardan Adiperdana	R. Widyo Pramono
Member	: Nawal Nely	Rionald Silaban
Member	: Arif Budimanta	Lista Irna
Member	: Lista Irna	Chrisna Pranoto
Member	: Chrisna Pranoto	-

As of December 31, 2020 and 2019, Bank Mandiri's Integrated Governance Committee are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Chairman and Member	: Muhamad Chatib Basri	Makmur Keliat
Member	: Andrinof A. Chaniago	Kartika Wirjoatmodjo ^{*)}
Member	: Loeke Larasati A.	Muhamad Chatib Basri ^{*)}
Member	: Ardan Adiperdana	Ardan Adiperdana
Member	: Faried Utomo	R. Widyo Pramono
Member	: Bambang Ratmanto	Robertus Bilitea ^{*)}
Member	: Chrisna Pranoto	Rionald Silaban
Member	: Independent Commissioner Bank Mantap ^{**)}	Ridwan Darmawan Ayub
Member	: Independent Commissioner MAGI ^{**)}	Chrisna Pranoto
Member	: Independent Commissioner Mansek ^{**)}	Independent Commissioner Bank Mantap ^{**)}

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1. GENERAL INFORMATION (continued)

h. Structure and Management (continued)

As of December 31, 2020 and 2019, Bank Mandiri's Integrated Governance Committee are as follows (continued):

	December 31, 2020	December 31, 2019
Member	: Independent Commissioner AMFS ^{*)}	Independent Commissioner MAGI ^{**)}
Member	: Independent Commissioner MTF ^{*)}	Independent Commissioner Mansek ^{**)}
Member	: Independent Commissioner MUF ^{*)}	Independent Commissioner AMFS ^{*)}
Member	: Independent Commissioner MCI ^{*)}	Independent Commissioner MTF ^{*)}
Member	: Independent Commissioner Inhealth ^{*)}	Independent Commissioner Life Insurance Inhealth ^{*)}
Member	: Independent Commissioner BSM ^{*)}	Independent Commissioner BSM ^{*)}
Member	: Sharia Supervisory Board from subsidiary ^{*)}	Sharia Supervisory Board from subsidiary ^{*)}

^{*)} The voting rights in decision making is awaiting for the result of the Fit and Proper Test and approval for appointment as Board of Commissioner from FSA on year 2020.

^{**)} Confirming the subsidiaries executives

As of December 31, 2020 and 2019, the Chairman of the Internal Audit of Bank Mandiri is Mustaslimah.

As of December 31, 2020 Bank Mandiri's Corporate Secretary is Rudi As Aturridha and as of December 31, 2019, Bank Mandiri's Corporate Secretary is Rohan Hafas.

The number of employees of Bank Mandiri on December 31, 2020 and 2019 is 38,247 and 39,065 people, respectively (unaudited).

2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

The consolidated financial statement of Bank and Subsidiaries ("Group") were completed and authorised for issuance by the Board of Directors on January 21, 2021.

The consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards which comprised of the Statements and Interpretations issued by the Board of Financial Accounting Standards of the Indonesian Institute of Accountants and the Capital Market Supervisory Agency and Financial Institution ("Bapepam and LK") regulation No. VIII.G.7 Attachment of the Chairman of Bapepam and LK's decree No. KEP-347/BL/2012 dated June 25, 2012, regarding "Financial Statements Presentation and Disclosure for Issuer or Public Companies".

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

a. Basis of Preparation of the Consolidated Financial Statements

The principal accounting policies adopted in preparing the consolidated financial statement of the Bank and Subsidiaries are set out below:

The consolidated financial statements have been prepared under the historical cost, except for financial assets classified as fair value through other comprehensive income, financial assets and liabilities measured at fair value through profit or loss and all derivative instruments which have been measured at fair value and land assets measured at fair value since April 1, 2016. The consolidated financial statement is prepared under the accrual basis of accounting, except for the consolidated statement of cash flows. Consolidated statement of cash flows are prepared using the direct method by classifying cash flows in operating, investing and financing activities.

Items within Other Comprehensive Income are classified separately, between accounts which will be reclassified to Profit or Loss and will not be reclassified to Profit or Loss.

The financial statement of a Subsidiary engaged in sharia banking have been prepared based on with the Statement of Financial Accounting Standards (SFAS) No. 101 (Revised 2016), "Presentation of Financial Statements for Sharia Banking", SFAS No. 102 (Revised 2019) "Accounting for *Murabahah*", SFAS No. 104 (Revised 2016) "Accounting for *Istishna*", SFAS No. 105 "Accounting for *Mudharabah*", SFAS No. 106 "Accounting for *Musyarakah*", SFAS No. 107 (Revised 2016) "Accounting for *Ijarah*", SFAS No. 110 (Revised 2015) "Accounting for *Sukuk*", SFAS No. 111 "Accounting for *Wa'd*" and other prevailing Statement of Financial Accounting Standards, as long as it does not contradict with Sharia principle on Accounting Guidelines for Indonesian Sharia Banking (PAPSI) (Revised 2013).

The preparation of financial statements in accordance with Indonesian Financial Accounting Standards requires the use of estimates and assumptions. It also requires management to make judgments in the process of applying the accounting policies of the Group. The area that is complex or requires a higher level of consideration or areas where assumptions and estimates could have a significant impact on the consolidated financial statements is disclosed in Note 3.

All figures in the consolidated financial statements, are rounded and presented in million rupiah ("Rp") unless otherwise stated.

b. Changes in accounting policies

On January 1, 2020, the Group adopted new and revised or amendment of financial accounting standards that are relevant to the Group's and effective for application from that date:

- SFAS No. 1 (2019 Amendment): "Presentation of Financial Statements"
- SFAS No. 15 (2017 Amendment): "Investment in Associates and Joint Ventures regarding Long-term Interests in Associates and Joint Ventures"
- SFAS 25 (2019 Amendment): "Accounting Policies, Changes in Accounting Estimates and Errors"
- SFAS 62 (2017 Amendment): "Insurance Contract"
- SFAS 71: "Financial Instruments"
- SFAS 72: "Revenue from Contracts with Customers"
- SFAS 73: "Leases"

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

b. Changes in accounting policies (continued)

On January 1, 2020, the Group adopted new and revised or amendment of financial accounting standards that are relevant to the Group's and effective for application from that date (continued):

- Amendment SFAS 71: "Financial Instrument regarding Prepayment Features with Negative Compensation"
- Amendment SFAS 102: "Accounting for Murabahah"
- ISAK 35: "Presentation of Financial Statements Non-Profit Oriented Entities"
- ISAK 101: "Recognition of Deferred Murabahah Revenues without Significant Risks regarding Ownership of Inventory"
- ISAK 102: "Impairment Value of Murabahah Receivable"
- PPSAK 13: Revoked SFAS 45 "Financial Statements Non-Profit Oriented Entities"

The Group assesses that the adoption of these new and revised or amendment standards and interpretations which are effective since January 1, 2020. The Group did not restate comparative financial information of 2019 in relation to this implementation of SFAS 71 "Financial Instrument" and SFAS 73 "Leases", therefore the comparative information for 2019 is not comparable with presented financial information for the year ended December 31, 2020. The differences arising from the implementation of SFAS 71 "Financial Instruments" have been charged to retained earnings on January 1, 2020. As for SFAS 73 "Leases" the Group has recorded right of use assets and lease liabilities on January 1, 2020. The impact from the implementation of SFAS 71 "Financial Instruments" and SFAS 73 "Leases" by the Group are disclosed in Note 68 and had no material impact to the Group's consolidated financial statements.

c. Financial instruments

A. Financial assets

The Group classified its financial assets in the following categories (a) financial assets measured at fair value through profit or loss (FVPL), (b) financial assets measured at fair value through other comprehensive income (FVOCI), and (c) financial assets measured at amortised cost.

The Company used 2 (two) methods to classify its financial assets, which based on the Company's business model in managing the financial assets, and the contractual cash flow of the financial assets (solely payment of principal and interest (SPPI)).

SPPI Test

As a first step of its classification process, the Group assesses the contractual terms of financial to identify whether they meet the SPPI test.

Principal for the purpose of this test is defined as the fair value of the financial asset at initial recognition and may change over the life of the financial asset (for example, if there are repayments of principal or amortisation of the premium/discount).

The most significant elements of interest within a arrangement are typically the consideration for the time value of money and credit risk. To make the SPPI assessment, the Company applies judgment and considers relevant factors such as the currency in which the financial asset is denominated, and the period for which the interest rate is set.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

A. Financial assets (continued)

SPPI Test (continued)

In contrast, contractual terms that introduce a more than *de minimis* exposure to risks or volatility in the contractual cash flows that are unrelated to a basic lending arrangement, do not give rise to contractual cash flows that are solely payments of principal and interest on the amount outstanding. In such cases, the financial asset is required to be measured as Fair Value through Profit Loss (FVTPL).

Business model assessment

The Group determines its business model at the level that best reflects how it manages Company's of financial assets to achieve its business objective.

The Company's business model is not assessed by each instrument, but at a higher level of aggregated portfolios and is based on observable factors such as:

- How the performance of the business model and the financial assets held within that business model are evaluated and reported to the entity's key management personnel;
- The risks that affect the performance of the business model (and the financial assets held within that business model) and, in particular the way those risks are managed;
- How business managers are compensated (for example, whether the compensation is based on the fair value of the assets managed or on the contractual cash flows collected);
- The expected frequency, value, and timing of sales are also important aspects of the Group's assessment.

The business model assessment is based on reasonably expected scenarios without taking "worst case" or "stress case" scenarios into account. If cash flows after initial recognition are realised in a way that is different from the Company's original expectations, the Company does not change the classification of the remaining financial assets held in that business model, but incorporates such information when assessing newly originated or newly purchased financial assets going forward.

(a) Financial assets measured at fair value through profit or loss

Financial assets are measured at fair value through profit or loss unless the business model test and the contractual cash flow test show that financial assets entering into classifications are measured at amortized cost or fair value through other comprehensive income.

This classification is intended for held for trading financial instruments or at the time of initial recognition has been determined by the Group to be measured at fair value through profit or loss.

A financial asset is classified as held for trading, if it has been acquired principally for the purpose of selling in the near term or on initial recognition it is part of a portfolio of identified financial instruments that the entity manages together and has a recent actual pattern of short-term profit-taking.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

A. Financial assets (continued)

(a) Financial assets measured at fair value through profit or loss (continued)

Financial assets classified at initial recognition as measured at fair value through profit or loss are held by the Subsidiary to cover its insurance liabilities which measure at fair value of the underlying assets. Financial instruments classified into this category are recognized at fair value on initial recognition, transaction costs are recognized directly in the consolidated statement of profit or loss and other comprehensive income. Gains and losses arising from changes in fair value, sale of financial instruments and interest income on financial instruments measured at fair value through profit or loss are recognized in the consolidated statement of profit or loss and other comprehensive income recorded as "net Income from fair value through profit or loss classification".

(b) Financial assets measured at fair value through other comprehensive income

Financial assets are managed in a business model which objectives will be fulfilled by obtaining contractual cash flows and selling financial assets and contractual requirements of financial assets which on a certain date increase the cash flow solely from the principal and interest payments (solely payments of principal and interest) of the amount owed.

At the initial recognition, debt instruments measured at fair value through other comprehensive income are recognized at the fair value plus the transaction costs and subsequently measured at fair value where the gain or loss from changes in fair value, gain or loss from the exchange rate, and impairment, are recognized as other comprehensive income. Dividend from equity is recognized in profit or loss.

Expected credit losses are recognized as an additions of other comprehensive income in the statement of financial position (not reducing the number of recorded financial assets in financial statements). Interest income is calculated using the effective interest rate method.

(c) Financial assets measured at amortized cost

Financial assets are measured at amortized cost if the financial asset is managed in a business model to obtain a contractual cash flow and the contractual arrangement of a financial asset at certain date to obtain cash flow solely from the principal and interest payments (solely payments of principal and interest) of the amount owed.

At initial recognition, the financial assets measured at amortized cost are recognized at the fair value plus the transaction costs and subsequently measured at amortized cost by using the effective interest rate.

Interest income from financial assets measured at amortized cost is recorded in the statement of profit and loss and other comprehensive income and is recognized as "interest income". When the decline in value occurs, the impairment loss is recognized as a deduction to the carrying amount of the financial asset and is recognized in the financial statements as "impairment loss".

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

A. Financial assets (continued)

Before January 1, 2020, the Group classified the financial assets into categories (a) financial assets at fair value through profit or loss, (b) loans and receivables, (c) financial assets held-to-maturity and (d) available-for-sale financial assets. This classification depends on the purpose for which the financial asset was acquired. Management determines the classification of its financial assets at initial recognition.

(a) Financial assets at fair value through profit or loss

This category comprises two sub-categories: financial assets classified as held for trading and financial assets designated by the Group as of fair value through profit or loss upon initial recognition.

A financial asset is classified as held for trading if it is acquired or incurred principally for the purpose of selling or repurchasing it in the near term or if it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short term profit-taking. Derivatives are also categorised as held for trading unless they are designated and effective as hedging instruments.

A financial asset designated as fair value through profit or loss at inception is held to reserve the insurance liabilities of Subsidiary measured at fair value of the underlying assets.

Financial instruments included in this category are recognised initially at fair value; transaction costs are charged directly to the consolidated statement of profit or loss and other comprehensive income. Gains and losses arising from changes in fair value, sales of financial instruments and interest income from financial instruments at fair value through profit or loss are recorded in the consolidated statement of profit or loss and other comprehensive income in trading income - net.

(b) Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market, other than:

- those that the Group intends to sell immediately or in the short term, which are classified as held for trading, and those that the Group upon initial recognition designates as at fair value through profit or loss;
- those that the Group upon initial recognition designates as available for sale; or
- those for which the Group may not recover substantially all of its initial investment, other than because of loans and receivables impairment.

Loans and receivables are initially recognised at fair value plus transaction costs and subsequently measured at amortised cost using the effective interest rate method. Income on financial assets classified as loans and receivables is included in the consolidated statement of profit or loss and other comprehensive income and reported as "Interest income". In the case of impairment, the impairment loss is reported as a deduction from the carrying value of the financial assets classified as loan and receivables and recognised in the consolidated statement profit or loss and other comprehensive income as "Allowance for impairment losses".

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

A. Financial assets (continued)

(c) Financial assets held-to-maturity

Financial assets held-to-maturity are non-derivative financial assets with fixed or determinable payments and fixed maturities that the Group has the positive intention and ability to held to maturity, other than:

- those that the Group upon initial recognition designates as at fair value through profit or loss;
- those that the Group designates as available for sale; and
- those that meet the definition of loans and receivables.

Held-to-maturity financial assets are initially recognised at fair value including transaction costs and subsequently measured at amortised cost using the effective interest method.

Interest income on financial assets held-to-maturity is included in the consolidated statement of profit or loss and other comprehensive income and reported as "Interest income". In the case of impairment, the impairment loss is reported as a deduction from the carrying value of the investment and recognised in the consolidated financial statements as "Allowance for impairment losses".

d) Available for sale financial assets

Available for sale financial assets are financial assets that are intended to be held for indefinite period of time, which may be sold in response the needs for liquidity or changes in interest rates, exchange rates or that are not classified as loans and receivables, held-to-maturity or financial assets at fair value through profit or loss.

Available for sale financial assets are initially recognised at fair value, plus transaction costs, and measured subsequently at fair value with gains or losses arising from the changes in fair value are recognised as other comprehensive income, except for impairment losses and foreign exchange gains or losses for debt instrument. For equity instrument, foreign exchange gains or losses are recognised in the consolidated statement of profit or loss and other comprehensive income, until the financial assets is derecognised. If available for sale financial asset is determined to be impaired, the cumulative unrealised gain or loss arising from the changes in fair value previously recognised as other comprehensive income is recognised in the profit or loss. Interest income is calculated using the effective interest method.

Recognition

The Bank uses trade date accounting for recording marketable securities and government bonds transactions. Financial assets that are transferred to a third party but not qualify for derecognition are presented in the consolidated statement of financial position as "other assets - receivables from marketable securities and government bonds pledged as collateral", if the transferee has the right to sell or repledged them.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

B. Financial liabilities

The Group classifies its financial liabilities into the category of (a) financial liabilities at fair value through profit or loss and (b) financial liabilities measured at amortised cost.

(a) Financial liabilities at fair value through profit or loss

This category comprises two sub-categories: financial liabilities classified as fair value through profit or loss, and financial liabilities designated by the Group as at fair value through profit or loss upon initial recognition.

A financial liability is classified as fair value through profit or loss, if it is acquired or incurred principally for the purpose of selling or repurchasing it in the near term or if it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short term profit-taking. Derivatives are also categorised as held for trading unless they are designated and effective as hedging instruments.

Gains and losses arising from changes in fair value of financial liabilities classified as fair value through profit or loss, are included in the consolidated statement of profit or loss and other comprehensive income as "Net income from fair value through profit or loss classification". Interest expense from financial liability classified as trading are recorded as "Net income from fair value through profit or loss classification".

If the Group designated certain debt securities upon initial recognition as at fair value through profit or loss (fair value option), then this designation cannot be changed subsequently.

Changes of fair value related to financial liabilities designated at fair value through profit or loss are recognised in "Net income from fair value through profit or loss classification". Interest expense from financial liabilities designated at fair value through profit or loss are recorded as "Net income from fair value through profit or loss classification".

(b) Financial liabilities at amortised cost

After initial recognition, the Group measures all financial liabilities at amortised cost, except:

1. Financial liabilities measured at fair value through profit or loss.
2. Financial liabilities that arise when a transfer of a financial asset does not qualify for derecognition or when the continuing involvement approach is applied.
3. Financial guarantee contracts.
4. Commitment to providing loans at below market interest rates.
5. Contingent consideration recognized by the acquirer in the business combination.

At initial recognition, financial liabilities at amortised cost measured at fair value are deducted by transaction cost. After initial recognition, the Group measures all financial liabilities at amortised cost using the effective interest rate method. Effective interest rate amortisation is recognised as "Interest expense".

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

B. Financial liabilities (continued)

Before January 1, 2020, the Group classifies its financial liabilities into the category of (a) financial liabilities at fair value through profit or loss and (b) financial liabilities measured at amortised cost.

(a) Financial liabilities at fair value through profit or loss

This category comprises two sub-categories: financial liabilities classified as held for trading, and financial liabilities designated by the Group as at fair value through profit or loss upon initial recognition.

A financial liability is classified as held for trading if it is acquired or incurred principally for the purpose of selling or repurchasing it in the near term or if it is part of a portfolio of identified financial instruments that are managed together and for which there is evidence of a recent actual pattern of short term profit-taking. Derivatives are also categorised as held for trading unless they are designated and effective as hedging instruments.

Gains and losses arising from changes in fair value of financial liabilities classified as held for trading are included in the consolidated statement of profit or loss and other comprehensive income as "Trading income - net". Interest expense from financial liability classified as trading are recorded as "Trading income - net".

If the Group designated certain debt securities upon initial recognition as at fair value through profit or loss (fair value option), then this designation cannot be changed subsequently. According to SFAS No. 55, debt securities which classified as fair value option consists of debt host and embedded derivatives that must be separated.

Changes of fair value related to financial liabilities designated at fair value through profit or loss are recognised in "Trading income - net". Interest expense from financial liabilities designated at fair value through profit or loss are recorded as "Trading income - net".

(b) Financial liabilities at amortised cost

Financial liabilities at amortised cost are initially recognised at fair value deducted by transaction costs.

After initial recognition, the Group measures all financial liabilities at amortised cost using the effective interest rate method. Effective interest rate amortisation is recognised as "Interest expense".

C. Derecognition

Derecognition of Financial Assets

Financial assets are derecognised when the contractual rights to receive the cash flows from these assets have expired or matured the assets have been transferred and substantially all the risks and rewards of ownership of the assets are also transferred (that is, if substantially all the risks and rewards have not been transferred, the Group tests control to ensure that continuing involvement on the basis of any retained powers of control does not prevent derecognition).

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

C. Derecognition (continued)

Derecognition of Financial Assets (continued)

Collateral that is submitted by the Group under the agreement of securities sold under agreements to repurchase and securities lending and borrowing transactions is not derecognised because the Group substantially has all the risks and benefits of the collateral, based on the requirement that the repurchase price has been determined at the beginning, so that the criteria for derecognition are not met.

Derecognition of Financial Liabilities

Financial liabilities are derecognised when the financial liabilities have expired because the obligations specified in the contract have been released, canceled or expired or if there is a substantial change in the terms of a financial liability, the financial liability contract before the change will be written off and the Group will recognize the new financial liability.

Write-offs

In the case of financial assets' write-off is a continuation of the financial assets' settlement by taking over collaterals, the written-off amount is approximately equal to the difference between the fair value of repossessed assets after taking into account the financial assets' cost of sales and carrying amount.

Financial assets can be written off when the allowance for impairment losses have been 100% established.

Full write-off is done to the financial assets' carrying amount by debiting the allowance for impairment losses.

D. Modification of Financial Assets Cash Flow

An assessment of whether a financial asset has been modified substantially or not substantially is carried out by a business unit whose authorized to modify or restructure financial assets, when the business unit performs modification or restructure of a financial asset.

Modifications to financial assets are considered substantial and the Group will cease to recognize the original financial assets when:

- a) the financial asset (or portion thereof) expires, that is, if the debtor is legally released from primary responsibility for the asset (or any portion thereof), either by legal process or by the creditor entering into a new credit contract (for example, the equity conversion option); or
- b) there is a currency conversion.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

D. Modification of Financial Assets Cash Flow (continued)

The Group will measure the substantially and not substantially modified financial assets as follows:

- a) Substantial Modification of Financial Assets
 1. When the contractual cashflow on a financial asset is renegotiated or modified (including when a credit is restructured) and the renegotiation or modification results in derecognition of the financial asset, therefore the Group will record the financial asset as a new / modified financial asset on the modification / negotiation date.
 2. The difference between the gross amount of the initial financial assets and the fair value of the modified assets recorded as profit or loss.
 3. Transaction income or costs incurred in connection with a modification event recognized as part of gain or loss on the modification.
 4. Next, Group assess whether new/modified financial assets are assets originating from impaired financial assets.
 5. Recognition of interest income on assets originating from financial assets is calculated based on an effective interest rate adjusted for credit risk (risk-adjusted effective interest rate) to discount the cash flows of modified financial assets.

- b) Non-Substantial Modification of Financial Assets
 1. When the Group renegotiates or modifies contractual cash flows of financial assets (including when loans are restructured) that do not meet the criteria for substantial modification of financial assets above, the renegotiation or modification does not result in derecognition of the financial assets.
 2. The gross carrying amount of financial assets is computed at the net present value of modified or renegotiated contractual cash flows, discounted at the original effective interest rate.
 3. The Group then recognizes the gain or loss from the modification (i.e the change in the gross carrying amount of the financial asset) in the profit or loss.
 4. Transaction income or costs incurred in connection with a modification event are recognized as an adjustment to the carrying amount of the modified financial asset and amortized over the remaining term of the modified financial asset.

E. Reclassification of financial assets

Reclassification Requirements

The Group is allowed to reclassify the financial assets owned if the Group changes the business model of managing the financial assets and the Group is not allowed to reclassify the financial liabilities.

Changes in the business model should significantly impact the Group's operational activities such as acquiring, disposal or discontinued a line of business. In addition, the Group needs to prove the change of business model to external parties.

The Group will reclassify all financial assets impacted by changes in the business model. The changes of the Group's business model must occur before the reclassification date.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

E. Reclassification of financial assets (continued)

Reclassification Requirements (continued)

The following are not considered as change in business model:

- a) the change of intention relates to certain financial assets (even in situations of significant changes in market conditions),
- b) temporary loss of certain markets for financial assets,
- c) the transfer of financial assets between parts of the Group and different business models.

Impact of Reclassification of Financial Assets

The impact of reclassification of financial asset on profit or loss or equity and its initial measurement is as follows:

Reclassification		Impact on profit or loss	Impact on equity	Initial Carrying Value After Reclassification
From	To			
FVPL	Amortised Cost	-	-	1. Fair value at the reclassification date becomes its new gross carrying amount. 2. Effective interest rate is determined at the fair value of the asset at reclassification date.
	FVOCI	-	-	1. Financial assets is measured at fair value. 2. Effective interest rate is determined at the fair value of the asset at reclassification date.
Amortised Cost	FVPL	Difference in carrying amount before reclassification and fair value after reclassification	-	Fair value is measured at reclassification date.
	FVOCI	-	Difference in carrying amount before reclassification and fair value after reclassification	1. Fair value is measured at reclassification date. 2. Effective interest rate and expected credit loss is not adjusted.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

E. Reclassification of financial assets (continued)

Impact of Reclassification of Financial Assets (continued)

The impact of reclassification of financial asset on profit or loss or equity and its initial measurement is as follows (continued):

Reclassification		Impact on profit or loss	Impact on equity	Initial Carrying Value After Reclassification
From	To			
FVOCI	Amortised Cost	-	Cumulative gain or loss on OCI is adjusted against the fair value of the financial asset	1. Fair value at the reclassification date becomes its new gross carrying amount by added or deducted the previous cumulative gain or loss. 2. Effective interest rate and expected credit loss is not adjusted.
	FVPL	Cumulative gain or loss on OCI is reclassified to profit or loss		Financial assets is measured at fair value

Before January 1, 2020

The Group shall not reclassify any financial instrument out of or into the fair value through profit or loss category while it is held or issued.

The Group shall not classify any financial assets as held-to-maturity if the Group has, during the current financial year or during the two preceding financial years, sold or reclassified more than an insignificant amount of held-to-maturity financial assets before maturity (more than insignificant in relation to the total amount of held-to-maturity financial assets), other than sales or reclassifications that:

- (a) are so close to maturity or the financial asset's call date that changes in the market rate of interest would not have a significant effect on the financial asset's fair value;
- (b) occur after the Group has collected substantially all of the financial asset's original principal through scheduled payments or prepayments; or
- (c) are attributable to an isolated event that is beyond the Group's control, is non-recurring and could not have been reasonably anticipated by the Group.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

E. Reclassification of financial assets (continued)

Impact of Reclassification of Financial Assets (continued)

Before January 1, 2020 (continued)

Reclassification of financial assets from held to maturity classification to available for sale are recorded at fair value. Unrealised gains or losses are recorded in other comprehensive income component until the financial assets is derecognised, at which time the cumulative gain or loss previously recognised in other comprehensive income shall be recognised in consolidated statement of profit or loss and other comprehensive income under gain/loss from sale of financial assets.

Reclassification of financial assets available for sale to held to maturity recorded at book value. Unrealised gains or losses must be amortised using the effective interest rate until the maturity date of the instrument.

F. Classes of financial instruments

The Group classifies the financial instruments into classes that reflect the nature of information and take into account the characteristic of those financial instruments. The classification of financial instrument can be seen in the table below:

Classification		Class
Financial Assets	Financial assets measured at fair value through profit or loss (FVPL)	Marketable securities
		Government bonds
		Derivative receivables - non hedging related
		Loans
	Financial assets measured at fair value through other comprehensive income (FVOCI)	Marketable securities
		Government bonds
		Loans
		Investments in shares
	Financial assets measured at amortised cost (Amortised Cost)	Current accounts with Bank Indonesia
		Current accounts with other banks
		Placements with Bank Indonesia and other banks
		Other receivables - trade transaction
		Marketable securities
Government bonds		
Securities purchased under agreements to resell		
Loans		
Acceptance receivables		

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

F. Classes of financial instruments (continued)

Classification of financial assets above based on Classification and Measurement as of January 1, 2020.

Classification		Class
Financial Liabilities	Financial liabilities measured at fair value through profit or loss	Derivative payables - non hedging related
	Financial liabilities measured at amortised cost	Demand deposits
		Saving deposits
		Time deposits
		Interbank call money
		Securities sold under agreements to repurchase
		Acceptance payables
		Debt securities issued
		Fund borrowings
		Subordinated loans
		Guarantee deposits
Off-balance sheet accounts	Unused loan facilities	
	Outstanding irrevocable letters of credit	
	Bank guarantees issued	
	Standby letters of credit	

Before January 1, 2020

The Group classifies the financial instruments into classes that reflect the nature of information and take into account the characteristic of those financial instruments. The classification of financial instrument can be seen in the table below:

Category	Class	Sub-classes
At fair value through profit or loss financial assets	Financial assets held for trading	Marketable securities
		Government bonds
Derivative receivables - Non hedging related		
Loans and receivables	Current accounts with Bank Indonesia	
	Current accounts with other banks	
	Placements with Bank Indonesia and other banks	
	Other receivables - trade transaction	
	Securities purchased under agreements to resell	
	Loans and sharia receivable/financing	
	Consumer financing receivables	
	Investment in lease financing	
	Acceptance receivables	

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

F. Classes of financial instruments (continued)

Before January 1, 2020 (continued)

The Group classifies the financial instruments into classes that reflect the nature of information and take into account the characteristic of those financial instruments. The classification of financial instrument can be seen in the table below (continued):

	Category	Class	Sub-classes
Financial assets	Loans and receivables	Other assets	Accrued income
			Receivables from customer transactions
			Receivables from sale of marketable securities
			Receivables from policyholders
			Mutual funds receivable
			Receivables from transaction related to ATM and credit card
			Receivables on government bonds pledged as collateral
	Held-to-maturity financial assets	Marketable securities	Government bonds
	Available-for-sale financial assets	Marketable securities	
Government bonds			
Investments in shares - less than 20%			
Hedge derivatives	Cash flow hedging	Derivative receivables - cash flow hedge related	
Financial liabilities	At fair value through profit or loss financial liabilities	Financial liabilities held for trading	Derivative payables - non hedging related
	At amortized cost financial liabilities	Deposits from customers	Demand deposits and <i>wadiah</i> demand deposits
			Saving deposits and <i>wadiah</i> saving deposits
			Time deposits
		Deposits from other banks	Demand deposits and <i>wadiah</i> demand deposits and saving deposits
			Interbank call money
	Time deposits		

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

F. Classes of financial instruments (continued)

Before January 1, 2020 (continued)

The Group classifies the financial instruments into classes that reflect the nature of information and take into account the characteristic of those financial instruments. The classification of financial instrument can be seen in the table below (continued):

Category	Class	Sub-classes	
Financial liabilities	At amortized cost financial liabilities	Securities sold under agreements to repurchase	
		Acceptance payables	
		Debt securities issued	
		Accrued expenses	
		Fund borrowings	
		Other liabilities	Payable to customers
			Guarantee deposits
			Payable from purchase of marketable securities
			Liabilities related to ATM and credit card transaction
			Customers transaction
		Other liabilities for UPAS transaction	
		Subordinated loans and marketable securities	
	Hedge derivatives	Cash flow hedging	Derivative payables - cash flow hedge related
Off-balance sheet accounts	Committed unused loan facilities		
	Outstanding irrevocable letters of credit		
	Bank guarantees issued		
	Standby letters of credit		

G. Offsetting financial instruments

Financial assets and liabilities are offset and the net amount presented in the consolidated statement of financial position when there is a legally enforceable right to offset the recognised amounts and an intention to settle on a net basis or realised the asset and settle the liability simultaneously. This means that the right to offset:

- a. Must not be contingent on a future event, and
- b. Must be legally enforceable in all of the following circumstances:
 - i. The normal course of business
 - ii. The event of default
 - iii. The event of insolvency or bankruptcy

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

H. Allowance for impairment losses of financial assets

The implementation of SFAS 71 "Financial Instruments" has changed the method of calculating impairment losses from the incurred loss approach in SFAS 55 "Financial Instruments: Recognition and Measurement" with the expected credit loss approach.

1. Scope of Impairment

- a) Financial Assets in other than those measured at fair value through profit or loss
 - 1) Impairment of financial assets at amortized cost is recognized as a deduction from the asset's carrying amount in the statement of financial position, and recognized in the income statement as "Allowance for Impairment Losses".
 - 2) Impairment of financial assets (excluding equity instruments) measured at fair value through other comprehensive income is recognized as an addition to other comprehensive income in the statement of financial position (not reducing the carrying amount of financial assets in the financial statements) as "Unrealized Gain or Loss", and recognized in the income statement as "Allowance for Impairment Losses".
- b) Loan Commitments or Committed unused loan facilities
 - 1) Impairment of loan commitments is recognized as provision for the Bank's liability component which is recorded separately from the related loan assets as "Provision for Expected Credit Losses on Loan Commitments", unless the Bank cannot identify it separately.
 - 2) In that case, the impairment of loan commitments and loan assets is recognized together as a deduction from the carrying amount of the assets in the statement of financial position.
- c) Financial Guarantee Contract

Impairment of financial guarantee contracts is recognized as a provision under the Bank's liability component as "Provision for Expected Credit Losses on Financial Guarantee Contracts".

2. Periodic evaluation on impairment of financial assets

The Group assesses at each reporting date whether there is objective evidence that a financial asset or group of financial assets is impaired.

The criteria that the Group uses to determine that there is objective evidence of impairment loss include:

- a) Significant financial difficulty of the issuer or obligor;
- b) A breach of contract, such as a default or delinquency in interest or principal payments;
- c) The lender, for economic or legal reasons relating to the borrower's financial difficulty, granting to the borrower a concession that the lender would not otherwise consider;
- d) There is a probability that the borrower will enter bankruptcy or other financial reorganisation;
- e) The disappearance of an active market for that financial asset because of financial difficulties; or
- f) Observable data indicates that there is a measurable decrease in the estimation.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

H. Allowance for impairment losses of financial assets (continued)

2. Periodic evaluation on impairment of financial assets (continued)

The Group uses additional criteria to determine the quality of financial instrument assets in accordance with the Financial Services Authority Regulation (POJK) No. 40/POJK.03/2019 concerning Asset Quality Assessment for Commercial Banks.

Furthermore, the Group classifies financial assets based on the evaluation results, which reflect the level of credit risk of the financial assets.

a) Stage 1

At the evaluation date of impairment, credit risk on financial instruments does not increase significantly since initial recognition, which can be proven by the occurrence of all of the following, namely:

- 1) there are no arrears for more than 30 days;
- 2) the financial instrument has a collectability rating of 1 or 2; and
- 3) not restructured (based on restructuring flag information in the system)

For this reason, the Group will measure the allowance for impairment losses for the financial instrument at the amount of an expected 12 months credit loss.

b) Stage 2

At the evaluation date, credit risk on financial instruments has increased significantly since initial recognition which can be proven by the occurrence of one of the following:

- 1) there are arrears between 31 days to 90 days;
- 2) the financial instrument has a collectability rating of 2; or
- 3) There was a restructuring of financial assets that did not result in the recognition of assets originating from impaired financial assets, which before restructuring the assets were at Stage 1 or 2.

At this stage, the Group will measure the allowance for impairment losses for the financial instrument at the amount of the expected credit losses over its lifetime.

c) Stage 3 (Default)

At the evaluation date, there is objective evidence that the financial asset is impaired which can be proven by the occurrence of one of the following 3 (three) things, namely:

- 1) there are arrears of more than 90 days;
- 2) the financial instrument has a collectability rating of 3, 4, or 5; or
- 3) there was a restructuring of financial assets that did not result in the recognition of assets originating from impaired financial assets, where prior to restructuring the assets were at stage 3.

The Group will measure the allowance for losses for financial instruments at this stage at the amount of the expected credit losses over their lifetime.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

H. Allowance for impairment losses of financial assets (continued)

2. Periodic evaluation on impairment of financial assets (continued)

d) Purchased or Originated Credit-Impaired Financial Asset (POCI)

1) The criteria for assets purchased as an impaired financial assets

A purchased financial asset is classified as an impaired financial asset if it meets the following criteria:

- a. loss active market of for financial assets; or
- b. purchase of financial assets at a very large discount or significant below par.

2) Criteria for assets originating from impaired financial assets

- a. Financial assets that are modified/renegotiated resulting in derecognition of financial assets are classified as assets from impaired financial assets if they meet the following criteria:
 1. waive on interest arrears including Scheduled Interest Arrears and Deferred Interest of 100% (one hundred percent); or
 2. loans are converted into temporary equity participation.
- b. At the reporting date, the Group recognizes only the cumulative changes in the lifetime expected credit losses from the initial recognition of the financial asset as an allowance for losses on financial assets purchased or resulting from impairment financial assets.
- c. At each reporting date, the Group recognizes in profit or loss the amount of changes in lifetime expected credit losses as an impairment gain or loss.
- d. If the financial assets prove based on facts or relevant information that the financial assets are improving, the Group will recognize in the income statement as a deduction for "Allowance for Impairment Losses".
- e. If the condition of the financial asset proves to be impaired, the Group will recognize it in the income statement as an addition to "Allowance for Impairment Losses".

The Group uses criteria to determine the category of financial assets that have impaired based on the grouping of the risk levels of financial assets above. Financial assets in stage 3 group and POCI are financial assets that have impaired.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

H. Allowance for impairment losses of financial assets (continued)

3. Impairment Method

The Group evaluates for impairment using the following methods:

a) Individual Method

1) Individual Criteria

The Group evaluates impairment individually when the Group has reasonable and supportable information to measure the lifetime expected credit losses on an individual instrument and the financial assets have the following criteria:

- a. financial assets per debtor with a cumulative outstanding amount of more than Rp25,000 (twenty five billion rupiah);
- b. credit for the Corporate, Institutional, Financial Institutions, Commercial, and SME Banking segments; and
- c. financial assets fall into the Stage 2 category as a result of a restructuring, Stage 3, or POCI.

The Group may also designate financial assets to be evaluated individually even though the said financial assets do not yet meet criteria for individual evaluation.

- 2) If a financial asset has objective evidence of impairment of a financial asset that is evaluated individually but there is no impairment loss, the financial asset is still classified as a financial asset that will be assessed for impairment individually. However, the Group establishes allowance for impairment losses on these financial assets based on the probability of default resulting from a collective evaluation of credit impairment.

3) Impairment Evaluation

Individual impairment evaluation is based on the concept of an estimated weighted probability of loss of financial assets. This concept uses the weighting of each of the 3 (three) scenarios, namely the optimistic scenario, the normal scenario, and the pessimistic scenario.

1. Optimistic

A scenario with the assumption that there is an increase or expansion in the economy which results in the strengthening of variable values such as increased economic growth or exchange rate appreciation.

2. Normal

The scenario that has the greatest chance of occurring compared to the other 2 (two) scenarios. The variable value in the baseline scenario is the projection result assuming economic movements without any extraordinary events, shocks or economic turmoil.

3. Pessimistic

Scenarios with the assumption that there is a weakening or contraction in the economy that results in weakening of variable values such as a decrease in economic growth or depreciation of the exchange rate.

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3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

H. Allowance for impairment losses of financial assets (continued)

3. Impairment Method (continued)

The Group evaluates for impairment using the following methods (continued):

a) Individual Method (continued)

3) Impairment Evaluation (continued)

Each scenario provides a discounted present value of cash flows, where the cash flows are based on all available information with experienced credit judgment and reflect all information that takes into account various factors such as:

1. Financial strength and the debtor's ability to repayment capacity.
2. Type and amount of collateral.
3. Availability of warranty.
4. Customers' future business prospects.
5. Probability of collateral sale.
6. Historical losses.
7. Relevant macroeconomic factors.

The difference between the weighted probability and the total outstanding financial assets reflects the amount of the individual impairment loss.

The individual impairment evaluation method is based on 2 (two) concepts, namely the estimated amount of loss on financial assets and the estimated amount that can be recovered. The method used is discounted cash flow or the fair value of collateral method. The Bank uses the fair value of collateral method as future cash flows if it meets one of the following conditions:

1. Credit is collateral dependent, that is, if credit repayment originates only from collateral;
2. It is difficult to reliably determine the amount and timing of the estimated cash flow from loan principal and / or interest; and / or
3. Foreclosure of collateral is likely to occur and is supported by legal binding aspects of collateral.

b) Collective Method

1) Collective Criteria

The Bank assesses impairment collectively when the financial assets share the same risk characteristics of the financial assets which allows a significant increase in credit risk to be identified in a timely manner. The criteria for financial assets that are evaluated collectively are as follows:

- a. financial assets per debtor are non-performing financial assets or have days past due > 90 days and have a cumulative value of ≤ Rp25,000 (twenty five billion rupiah) for the Corporate, Institutional, Financial Institutions, Commercial, and SME Banking segments;

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

H. Allowance for impairment losses of financial assets (continued)

3. Impairment Method (continued)

The Group evaluates for impairment using the following methods (continued):

b) Collective Method (continued)

1) Collective Criteria (continued)

The Bank assesses impairment collectively when the financial assets share the risk characteristics of the financial assets with the aim of facilitating analysis designed to allow a significant increase in credit risk to be identified in a timely manner. The criteria for financial assets that are evaluated collectively are as follows (continued):

- b. performing financial assets or having days past due \leq 90 days and were not restructured for the Corporate, Institutional, Financial Institutions, Commercial, and SME Banking segments; and
- c. all loans in the Micro Banking and Consumer segments.

In general, all loan portfolios for which impairment evaluation is not calculated using the individual method will be evaluated using the collective method.

2) Impairment Evaluation

The evaluation of collective impairment is based on the concepts of Probability of Default (PD), Loss Given Default (LGD), and Exposure at Default (EAD) which take into account past, current, and future information.

a. Probability of Default

The Bank uses the Basel, Vasicek, Roll Rate Transition Matrix, and other approaches in determining the PD value of each debtor.

The Basel method is carried out by determining the relationship between a debtor's PD with the internal characteristics of that debtor. The Basel model that has been obtained is used as the basis for determining the PD value of each debtor.

The Vasicek method is a method of determining PD using the asset correlation formula that has been determined by the Basel Committee.

The Roll Rate Transition Matrix method uses the historical transition bucket PD. PD buckets used in historical calculations are as follows:

- 1. Bucket 1: Current
- 2. Bucket 2: 1-30 days past due (DPD)
- 3. Bucket 3: 31-60 dpd
- 4. Bucket 4: 61-90 dpd
- 5. Bucket 5: >90 dpd

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

H. Allowance for impairment losses of financial assets (continued)

3. Impairment Method (continued)

b) Collective Method (continued)

2) Impairment Evaluation (continued)

a. Probability of Default (continued)

PD Forward-Looking Macro Adjustment is a method used to determine the forward looking PD value of both Basel and Roll rate approaches based on the historical relationship between the macro economy and the PD value of the Bank.

b. Loss Given Default

The Bank uses Basel and Historical methods in determining the LGD value of each debtor. LGD describes the nominal percentage of the facility that the Bank will not be able to recover against the default debtor. Regular LGD is calculated at 1-Recovery Rate. The recovery rate is calculated by considering the Time Value of Money from the recovery of the default obligation. The interest rate used to calculate the Time Value of Money from Recovery is the Effective Interest Rate (EIR).

The Basel method is carried out by determining the relationship between a debtor's LGD and the internal characteristics of the debtor concerned. The Basel model that has been obtained is used as the basis for determining the LGD value of each debtor.

Historical method is done by calculating the average value of LGD in the long term observation period in the respective segment.

Forward-Looking Macro Adjustment in LGD is a method used to determine the forward looking LGD value based on the historical relationship between macroeconomics and the Bank's LGD value. If there is no relationship between macroeconomics and the Bank's LGD value, the Bank may not use Forward-Looking in determining the LGD value.

c. Exposure at Default

In determining the EAD value of each debtor, the Bank uses the Basel method, Prepayment Rate, and Expected Lifetime. EAD describes the exposure that will be borne by the Bank if there is a debtor who defaults.

The Basel method in calculating EAD is carried out by determining the relationship between a debtor's EAD and the internal characteristics of the respective debtor.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

H. Allowance for impairment losses of financial assets (continued)

3. Impairment Method (continued)

b) Collective Method (continued)

2) Impairment Evaluation (continued)

c. Exposure at Default (continued)

The Prepayment Rate method is a method that studies the behavior of the debtor's payment rate that is bigger than the scheduled facility payment amount.

The Expected Lifetime method is a method that studies the behavior of the debtor's level of settlement (paid off or write off) compared to the facility settlement schedule.

d. Expected Credit Loss

In general, the formula for calculating collective ECL is the multiplication of Probability of Default, Loss Given Default, and Exposure at Default.

In calculating the amount of Collective Impairment, the Bank uses the loan carrying value which the impairment value is assessed collectively.

Calculation of Impairment is done for each stage according to the characteristics of the staging. The calculation method for each stage is as follows:

1. Stage 1: 12-months ECL
2. Stage 2: Lifetime ECL
3. Stage 3: Lifetime ECL

12-Months ECL is the calculation of the expected loss for the next 1 year.

ECL-Lifetime is the calculation of the expected loss which is calculated for the remaining tenor of the facility.

Every year in calculating the ECL uses the discount factor based on formula that the Group has formulated.

The probability weighted in the calculation of Impairment has been determined by the Group which includes the percentage of optimistic, normal, and pessimistic scenarios.

The total weighted of the estimated cash flow is a deduction from the carrying amount of the credit, where the difference will be the allowance for impairment.

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c. Financial instruments (continued)

H. Allowance for impairment losses of financial assets (continued)

4. Interest income before and after impairment

Prior to impairment (Stage 1 & 2), interest income is calculated using the effective interest method, namely by applying an effective interest rate to the gross carrying amount of financial assets except for financial assets purchased or from impaired financial assets.

Interest income on impaired financial assets (Stage 3 or POCI) calculated by applying an effective interest rate on the net carrying amount of financial assets, namely the outstanding amount after deducting losses due to impairment for:

- a) Financial Assets Purchased or Originated Credit-Impaired Financial Assets (POCI)
For these financial assets, the Group applies a risk-adjusted effective interest rate on the amortized cost of the financial assets since initial recognition.
- b) Stage 3
For these financial assets, the Group applies an effective interest rate on the amortized cost of financial assets in the reporting period, which is the amount that has been reduced by any impairment losses.

Interest income is subsequently recognized based on of the interest rate used to discount future cash flows in measuring impairment losses or what is known as unwinding interest.

Impairment losses on earning assets of Subsidiary based on sharia

Allowance for impairment losses on *murabahah* receivable is calculated based on collective method according to SFAS 102 "Accounting for Murabahah" and ISA 102 "Impairment Loss for Murabahah Receivables"

Before January 1, 2020

(a) Financial assets carried at amortised cost

The Group assesses at each reporting date whether there is objective evidence that a financial asset or group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a "loss event") and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

The criteria that the Group uses to determine that there is objective evidence of impairment loss include:

1. Significant financial difficulty of the issuer or obligor;
2. A breach of contract, such as a default or delinquency in interest or principal payments;
3. The lender, for economic or legal reasons relating to the borrower's financial difficulty, granting to the borrower a concession that the lender would not otherwise consider;
4. There is a probability that the borrower will enter bankruptcy or other financial reorganisation;
5. The disappearance of an active market for that financial asset because of financial difficulties; or
6. Observable data indicates that there is a measurable decrease in the estimation.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

H. Allowance for impairment losses of financial assets (continued)

Before January 1, 2020 (continued)

(a) Financial assets carried at amortised cost (continued)

Specifically for loans, the Group has determined specific objective evidence of an impairment loss for loans including:

1. Loans classified as Substandard, Doubtful and Loss (non-performing loans) in accordance with POJK No. 40/POJK.03/2019 dated December 19, 2019 regarding Quality Assessment of Commercial Banks.
2. All restructured loans.

The Group initially assesses whether objective evidence of impairment for financial asset exists as described above. The individual assessment is performed for the individually significant impaired financial asset, using discounted cash flows method.

If the Group assesses that there is no objective evidence of impairment for financial asset assessed individually, both for significant and insignificant amount, the financial asset will be included in a group of financial asset with similar credit risk characteristics and collectively assessed them for impairment. Financial assets that are individually assessed but not impaired are still classified as financial assets that are assessed individually. However, the Group provides allowance for impairment losses based on probability of default generated for each segment by evaluating impairment of loans collectively.

In evaluating impairment for loans, the Bank determines loan portfolio into these three categories:

1. Loans which individually have significant value and which impairment occurred will have material impact to the consolidated financial statements, i.e. loans with Gross Annual Sales (GAS) Corporate and Commercial, as well as loans with GAS outside Corporate and Commercial with outstanding balance of more than Rp5,000;
2. Loans which individually have no significant value, i.e. loans with GAS SME, Micro and Consumer with outstanding balance of less than or equal to Rp5,000; and
3. Restructured loans.

The Bank determines loans to be evaluated for impairment through individual assessment if one of the following conditions is met:

1. Loans which individually has a significant value and objective evidence of impairment; or
2. Restructured loans which individually has significant value.

The Bank determines loans to be evaluated for impairment through collective assessment if one of the following conditions is met:

1. Loans which individually has significant value and there are no objectives evidence of impairment; or
2. Loans which individually has insignificant value; or
3. Restructured loans which individually has insignificant value.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

H. Allowance for impairment losses of financial assets (continued)

(a) Financial assets carried at amortised cost (continued)

Individual impairment calculation

The amount of the impairment is measured as the difference between the financial asset's carrying amount and the present value of estimated future cash flows (excluding future impairment losses that have not been incurred) discounted at the financial asset's original effective interest rate. The carrying amount of the asset is reduced through the allowance for impairment losses account and the amount of the loss is recognised in the consolidated statement of profit or loss and other comprehensive income. If a loan or held-to-maturity financial assets has a variable interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract.

The calculation of the present value of the estimated future cash flows of a collateralised financial asset reflects the cash flows that may result from foreclosure less costs for obtaining and selling the collateral, whether or not foreclosure is probable.

The Bank uses a fair value of collateral method as a basis for future cash flow if, one of the following conditions is met:

1. Loans are collateral dependent, i.e. if source of loans repayment comes only from the collateral; or
2. Foreclosure of collateral is most likely to occur and supported with legal binding aspect.

Collective impairment calculation

For the purpose of a collective assessment of impairment, financial assets are grouped on the basis of similar credit risk characteristics such as by considering credit segmentation and past-due status. Those characteristics are relevant to the estimation of future cash flows for groups of such assets which indicate debtors or counterparties' ability to pay all amounts due according to the contractual terms of the assets being evaluated.

Future cash flows in a group of financial assets that are collectively assessed for impairment are estimated on the basis of historical loss experience for assets with credit risk characteristics similar to those in the Bank. Historical loss experience is adjusted on the basis of current observable data to reflect the effects of current conditions that do not affect the period on which the historical loss experience is based and to remove the effects of conditions in the historical period that do not currently exist.

The Group uses statistical model analysis methods, consist of roll rates analysis method and migration analysis method for financial assets impairment which are collectively assessed using minimum of 3 (three) years historical data.

In migration analysis method, management determines 12 months as the estimated and identification period between a loss occurring for each identified portfolio, except for Micro banking segment in which the loss identification period used is 9 months.

When a loan is uncollectible, it is written off against the related allowance for loan impairment losses. Such loans are written off after all the necessary procedures have been completed and the amount of the loss has been determined. Impairment charges relating to loans and marketable securities (in held-to-maturity and loans and receivables categories) are classified into "allowance for impairment losses".

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

H. Allowance for impairment losses of financial assets (continued)

(a) Financial assets carried at amortised cost (continued)

Collective impairment calculation (continued)

If in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the previously recognised impairment loss is reversed by adjusting the allowance account. The amount of the impairment reversal is recognised in the consolidated statement of profit or loss and other comprehensive income.

Subsequent recoveries of loans written off in prior year, are recognised as other operating income.

Allowance for possible losses on earning assets of Subsidiary based on sharia

1. Earning assets consist of current account and placements with Bank Indonesia in the form of Bank Indonesia Sharia Certificate (*Sertifikat Bank Indonesia Syariah* (SBIS)), Bank Indonesia Sharia Deposit Facility (*Fasilitas Bank Indonesia Syariah* (FASBIS)), Reverse Repo Receivables State Sharia Certificates (*Surat Berharga Syariah Negara* (SBSN)) BI, Term Deposit Foreign Currency Sharia BI, current accounts with other sharia banks, placement with other sharia banks, investment in marketable securities, *istishna* receivables, *ijarah* receivables, funds of *qardh*, *musyarakah* financing, *mudharabah* financing, *ijarah* assets, and commitments and contingencies with credit risk, such as bank guarantees, irrevocable letters of credit (LC) and standby letters of credit.

Allowance for impairment losses of earning assets and non-earning assets for commercial bank conducting business based on sharia principles is based on Financial Services Authority Regulation ("POJK") No. 19/POJK.03/2018 dated September 20, 2018 on "Asset Quality Assessment for Sharia Commercial Banks and Business Units", and POJK No. 12/POJK.03/2015 dated August 21, 2015 on "Prudential Principle Provisions for Sharia Banks and Sharia Business Units to Stimulate the National Economy".

The guidelines for the establishment of allowance for impairment losses on earning assets based on the aforementioned FSA's Regulation are as follows:

- a) General reserve, shall be no less than 1% of total earning assets classified as current, excluding Bank Indonesia Sharia Certificates and debt securities issued by the Government based on sharia principles, and part of earning assets guaranteed by government and cash collateral in the form of demand deposits, saving deposits, time deposits, guarantee deposits, and/or gold which are pledged and accompanied with the power of attorney to liquidate.
- b) Special reserve shall be at least:
 - 5% of earning assets classified as Special Mention after deducting collateral value;
 - 15% of earning assets classified as Substandard after deducting collateral value;
 - 50% of earning assets classified as Doubtful after deducting collateral value;
 - 100% of earning assets classified as Loss after deducting collateral value.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

H. Allowance for impairment losses of financial assets (continued)

(a) Financial assets carried at amortised cost (continued)

Allowance for possible losses on earning assets of Subsidiary based on sharia (continued)

The guidelines for the establishment of allowance for impairment losses on earning assets based on the aforementioned FSA's Regulation are as follows (continued):

- c) The requirement to establish allowance for impairment losses shall not be applicable for earning assets under leasing transactions in the form of *ijarah* or *ijarah muntahiyah bittamlik*. The Subsidiary is required to depreciate/amortize the assets of *ijarah muntahiyah bittamlik*.

For marketable securities and placements to the bank, the quality rating is classified into 3 (three) classifications: current, substandard, and loss. Quality rating of equity investment is determined into 4 (four) categories: current, substandard, doubtful and loss.

2. For *murabahah*, the Subsidiary evaluates whether there is an objective evidence that the financial assets or group of financial assets are impaired. The financial assets or group of financial assets are impaired and the impairment loss occurred only if there is an objective evidence regarding the impairment as a result of an event that occurred after initial recognition which impacts the estimated future cash flows that can be reliably estimated.

The allowance for impairment on *murabahah* is calculated using collective according to SFAS No. 55, "Financial Instruments: Recognition and Measurement".

(b) Financial assets classified as available for sale

The Group assesses at each date of the consolidated statement of financial position whether there is objective evidence that a financial asset or a group of financial assets is impaired. Refer to Note 2c.(H).(2) for the criteria of objective evidence of impairment.

In the case of debt instruments classified as available for sale, a significant or prolonged decline in the fair value of the security below its cost is objective evidence of impairment resulting in the recognition of an impairment loss. If any such evidence exists for available for sale financial assets, the cumulative loss - measured as the difference between the acquisition cost and the current fair value, less any impairment loss on that financial asset previously recognised in consolidated statement of profit or loss and other comprehensive income is removed from equity and recognised in the consolidated statement of profit or loss and other comprehensive income.

If, in a subsequent period, the fair value of a financial asset classified as available for sale increases and the increase can be objectively related to an event occurring after the impairment loss was recognised in consolidated statement of profit or loss and other comprehensive income, the impairment loss is reversed through the consolidated statement of profit or loss and other comprehensive income.

(c) Financial guarantee contracts and commitments

Financial guarantee contracts are contracts that require the issuer to make specified payments to reimburse the holder for a loss incurred because a specified debtor defaulted to make payments when due, in accordance with the terms of a debt instrument. Such financial guarantees are given to banks, financial institutions and other institutions on behalf of customers to secure loans and other banking facilities.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

H. Allowance for impairment losses of financial assets (continued)

(c) Financial guarantee contracts and commitments (continued)

Financial guarantees are initially recognised in the consolidated financial statements at fair value on the date the guarantee was given. The fair value of a financial guarantee at inception is likely to equal the premium received because all guarantees are agreed on arm's length terms. Subsequent to initial recognition, the bank's liabilities under such guarantees are measured at the higher amount between the initial amount, less amortisation of fees recognised, and the best estimate of the amount required to settle the guarantee. These estimates are determined based on experience of similar transactions and history of past losses, supplemented by the judgement of management. The fee income earned is amortised over the period of guarantees using the straight-line method.

The Bank determines impairment losses on financial guarantee contracts that have credit risk based on the value that is higher between the amortised value (carrying value) and the present value of the liabilities that are expected to occur (when payment under the guarantee has become probable) or impairment losses are calculated based on historical loss data for a collective evaluation of impairment.

I. Investment in sukuk

Before the initial recognition, the Group determines the classification of investment in sukuk based on the Group's investment objective. Investment in sukuk can be measured as follows:

- Acquisition cost
If the investment is held within a business model that aims to collect contractual cash flows and there is a contractual requirement to determine the specific date of principal payments and/or the result. The acquisition cost for sukuk *ijarah* and sukuk *mudharabah* is included in the transaction cost. The difference between acquisition cost and nominal value is amortised using straight-line method during the period of the sukuk instrument.
- Measured at fair value through other comprehensive income
If the investment is held within a business model which its primary purpose is to obtain contractual cash flows and sell off sukuk and the contractual requirements determined by specific date of payment of principal and/or results. The acquisition cost of sukuk *ijarah* and sukuk *mudharabah* is included as transaction costs. The difference between the acquisition cost and nominal value is amortised on straight-line basis over the terms of sukuk. The changes in fair value are recognised in other comprehensive income. At the time of derecognition, the changes in fair value in other comprehensive income are reclassified to profit or loss as a reclassification adjustment.
- Measured at fair value through profit or loss
The acquisition cost of sukuk *ijarah* and sukuk *mudharabah* is measured at fair value through profit or loss excluding transaction costs. For investments in sukuk which are measured at fair value through profit or loss, the difference between the fair value and the carrying amount is recognised in profit or loss.

J. Sukuk *mudharabah* issued

Sukuk *mudharabah* issued is recognised at nominal. Transaction costs are recognised as deferred expense and presented as "Other asset" and amortised using straight-line following the period of sukuk *mudharabah*.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

c. Financial instruments (continued)

K. Determination of fair value

Fair value is a market based measurement. Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction among market participants at the measurement date.

When there is no active market or the price of an identical financial instrument cannot be observed, the Group can measure fair value using valuation techniques according to the type of financial instrument.

The group can measure fair value, with the following hierarchy:

1. Input level 1, the quoted prices (unadjusted) in active markets for identical assets or liabilities that the Group can access at the measurement date.
2. Input level 2, the input other than quoted price included in level 1 that can be observed for assets or liabilities, either directly or indirectly.
3. Input level 3, the unobservable input for an asset or liability.

A fair value measurement assumes that the transaction to sell the asset or transfer the liability takes place either:

- in the principal market for the asset or liability; or
- in the absence of a principal market, in the most advantageous market for the asset or liability

The fair value of an asset or a liability should be measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their best economic interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The fair value of financial instruments traded in active markets, such as marketable securities and government bonds, is determined based on quoted market prices at the statement of financial position date from credible sources such as quoted market prices from Bloomberg, Reuters or broker's quoted price. Investments in mutual fund units are stated at market value, in accordance with the net value of assets of the mutual funds at the consolidated statement of financial position date.

A financial instrument is regarded as quoted in an active market, if quoted prices are readily and regularly available from an exchange, dealer, broker and those prices represent actual and regularly occurring market transactions on an arm's length basis. If the above criteria are not met, the market is regarded as being inactive. Indications that a market is inactive are when there is a wide bid-offer spread or significant increase in the bid-offer spread or there are few recent transactions.

For marketable securities with no quoted market price, a reasonable estimate of the fair value is determined by reference to the current market value of another instrument which substantially has the same characteristic or calculated based on the expected cash flows of the underlying net asset base of the marketable securities.

For government bond with no quoted market prices, a reasonable estimate of the fair value is determined using the internal model based on the present value of expected future cash flows using next-repricing method with deflator factor.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

d. Principles of consolidation

The consolidated financial statements include the financial statement of Bank Mandiri and its Subsidiaries in which the majority shares are owned or controlled by Bank Mandiri.

Control is presumed to exist where the Bank is exposed, or has rights, to variable returns from its involvement with the Subsidiaries and has ability to use its power to affect its returns from its involvement with the Subsidiaries.

The Bank controls the Subsidiaries if and only if the Bank acquires these rights:

- a) Power over the Subsidiaries (has existing rights that give it the current ability to direct the relevant activities, that significantly affect the Subsidiaries' returns);
- b) Exposure, or rights, to variable returns from its involvement with the Subsidiaries;
- c) The ability to use its power over the Subsidiaries to affect the amount of the Bank's returns

In the consolidated financial statement of Bank Mandiri, all significant inter-company balances and transactions have been eliminated. Non-controlling interest of Bank in net income of Subsidiaries is presented as a deduction of consolidated net income in order to present the Bank's income. Non-controlling interest in net assets is presented as part of equity in the consolidated statement of financial position, except for non-controlling interest from mutual fund consolidation is presented as part of liabilities in the consolidated statement of financial position.

The consolidated financial statements are prepared using a consistent accounting policy for transactions and events in similar circumstances. The accounting policies adopted in preparing the consolidated financial statements have been consistently applied by the Subsidiaries, unless otherwise stated.

If the control on an entity is obtained or ends in the current year, the entity's net income is included in the consolidated statement of income from the date of acquisition of the control or until the date the control ceased.

Business combination transaction amongst entities under common control, in form of transfer of business conducted for the purpose of reorganisation of entities under common control, does not represent a change of ownership in terms of economic substance, therefore, there shall be no gain or loss recognised by the group as a whole and by individual entities within the group.

Since the business combination transaction amongst entities under common control does not cause any change in economic substance of ownership of the transferred business, therefore the transaction is recognised at book value using the pooling interest method.

Changes in the Bank's ownership interest in Subsidiaries that do not result in a loss of control are accounted for as an equity transaction, in this case a transaction with owners in their capacity as owners. Any difference between the amount by when the non-controlling interest are adjusted and the fair value of the consideration paid or received shall be recognised directly in equity and attributable to the owners of the parent.

The entity that accepts/releases a business in a combination/separation of business amongst entities under common control, shall recognise the difference between benefits being transferred or received and the recorded amount of every business combination transaction as equity and present it under additional paid-in capital/share premium.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

e. Foreign currency transactions and balances

Subsidiaries and overseas branches

Bank Mandiri maintains its accounting records in Indonesian Rupiah. For consolidation purposes, the financial statement of the overseas branches and overseas Subsidiaries of Bank Mandiri denominated in foreign currencies are translated into Rupiah based on the following bases:

- (1) Assets and liabilities, commitments and contingencies - using the Reuters spot rates at the consolidated statement of financial position date.
- (2) Revenues, expenses, income and losses - using the average middle rates during each month when the transaction occurs.
- (3) Shareholders' equity accounts - using historical rates on the date of transaction.
- (4) Statement of cash flows - using the Reuters spot rates at the reporting date, except for income and loss statement balances which are translated using the average middle rates and shareholders' equity balances which are translated using historical rates.

The differences arising from the translation adjustment are presented as "Differences arising from translation of foreign currency financial statements" under the Shareholders' Equity section of the consolidated statement of financial position.

Transactions and balances in foreign currencies

Transactions in currencies other than Rupiah are recorded into Rupiah by using rates on the date of the transactions. At consolidated statement of financial position date, all foreign currencies monetary assets and liabilities are translated into Rupiah using the Reuters spot rates at 4.00 p.m. WIB (Western Indonesian Time) on December 31, 2020 and 2019. The resulting gains or losses are credited or charged to the current year's consolidated statement of profit or loss and other comprehensive income.

The exchange rates used against the Rupiah at the dates of the consolidated statement of financial position are as follows (amounts in full Rupiah):

	December 31, 2020	December 31, 2019
Great Britain Poundsterling 1/Rp	19,012.46	18,238.14
European Euro 1/Rp	17,234.43	15,570.61
United Stated Dollar 1/Rp	14,050.00	13,882.50
Japanese Yen 100/Rp	13,597.00	12,781.00
Australian Dollar 1/Rp	10,752.47	9,725.39
Hong Kong Dollar 1/Rp	1,812.30	1,782.75
Chinese Yuan 1/Rp	2,150.26	1,994.18
Singapore Dollar 1/Rp	10,606.18	10,315.05

Other foreign currencies are not disclosed as above since it is considered not material in the translation of transaction in foreign currencies of the Bank and Subsidiaries.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

f. Transactions with related parties

The Bank and Subsidiaries enter into transactions with parties which are defined as related parties in accordance with SFAS No. 7 regarding "Related Party Disclosures" and Regulation of Bapepam and LK No. KEP-347/BL/2012, dated June 25, 2012 regarding "Financial Statements Presentation and Disclosure of Issuers or Public Companies".

A related party is a person or entity that is related to the entity that prepares its financial statements (reporting entity). The related parties are as follows:

- 1) A person who:
 - a) has control or joint control over the reporting entity;
 - b) has significant influence over the reporting entity; or
 - c) the key management personnel of the reporting entity or the parent of the reporting entity.

- 2) An entity is related to a reporting entity if any of the following:
 - a) The entity and the reporting entity are members of the same group;
 - b) An entity is an associate or joint venture of the entity;
 - c) Both entities are joint ventures from the same third party;
 - d) An entity is a joint venture of a third entity and the other entity is an associate of the third entity;
 - e) The entity is a post-employment benefit plan for the benefits of employee either from the reporting entity or an entity related to the reporting entity;
 - f) The entity is controlled or jointly controlled by a person identified as referred to in point 1); or
 - g) A person identified as referred to point 1) letter a) has significant influence over the entity or the entity's key management personnel;
 - h) The entity is controlled, jointly controlled or significantly influenced by the Government, namely the Minister of Finance or the local governments which are the shareholders of the entity.

- 3) Parties which are not related parties are as follows:
 - a) Two entities simply because they have the same director or key management personnel or because the key management personnel of one entity have significant influence over the other entity;
 - b) Two joint venturers simply because they share joint control of a joint venture;
 - c) Fund provider, trade unions, public service, and ministry and agencies of government that does not control, jointly control or significantly influence the reporting entity, solely in the execution of normal dealings with the entity;
 - d) Customers, suppliers, franchisor, distributor or general agent with whom an entity enter into transaction with significant volumes of business solely because economic dependence due to circumstances.

All significant transactions with related parties have been disclosed in Note 57.

g. Cash and cash equivalents

Cash (mainly consists of cash in custody and cash in ATMs) and cash equivalents consist of cash, current accounts with Bank Indonesia, current accounts with other banks and other short term liquid investments with original maturities of 3 (three) months or less since the date of acquisition.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

h. Current accounts with Bank Indonesia and other banks

Current accounts with Bank Indonesia and other banks are classified as amortized cost. Refer to Note 2c for the accounting policy of amortized cost.

Before January 1, 2020, current accounts with Bank Indonesia and other banks were classified as loans and receivables. Refer to Note 2c for the accounting policy for loans and receivables.

The Minimum Statutory Reserve

Based on Bank Indonesia Regulation (PBI) No. 20/3/PBI/2018 dated March 29, 2018 and PBI No. 22/3/PBI/2020 dated March 24, 2020 concerning Amendments to Bank Indonesia Regulations No. 20/3/PBI/2018 concerning Statutory Reserves in Rupiah and Foreign Currency For Conventional Commercial Banks, Sharia Commercial Banks, and Sharia Business Units, Banks are required to meet the Statutory Reserves (GWM) at Bank Indonesia in Rupiah and Foreign Exchange.

The PBI is explained by the Regulation of Members of the Board of Governors (PADG) No. 20/10/PADG/2018 dated May 31, 2018 concerning Minimum Statutory Reserves in Rupiah and Foreign Currency for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units as amended by five times through PADG No. 20/30/PADG/2018 dated November 30, 2018, PADG No. 21/14/PADG/2019 dated June 26, 2019, PADG No. 21/27/PADG/2019 dated December 26, 2019, PADG No. 22/2/PADG/2020 dated March 10, 2020, and PADG No. 22/10/PADG/2020 dated April 29, 2020 which states that the GWM in rupiahs of Conventional Commercial Banks (CCB) is set at 3.5% (three point five percent) of CCB Third Party Funds (TPF) in rupiah during a certain reporting period which must be fulfilled daily in the amount of 0.5% (zero point five percent) and on average 3% (three percent). Statutory Reserves in rupiah for Subsidiaries that carry out business activities with sharia principles must be met at 3.5% (three point five percent) of the Subsidiary's TPF in rupiah during a certain reporting period, which must be fulfilled on a daily basis of 0.5% (zero point five percent) and on average 3% (three percent). Meanwhile, GWM in Foreign Currency is set at 4% (four percent) of TPF CCB in foreign currencies during a certain reporting period, which must be fulfilled daily at 2% (two percent) and on average 2% (two percent). Statutory Reserves in foreign currencies for Subsidiaries conducting business with sharia principles is set at 1% (one percent) of Subsidiary's TPF in foreign currencies which must be fulfilled on a daily basis.

Thorough Bank Indonesia Regulation (PBI) Bumber 22/119/PBI/2020 year 2020 concerning the amendment of Bank Indonesia Regulation Number No. 22/4/PBI/2020 concerning Incentives for Banks Providing Provision of Funds for Certain Economic Activities to Support Handling the Economic Impacts Due to the Corona Virus Outbreak as described in PADG No. 22/4/PADG/2020 dated April 15, 2020, as amended by PADG No. 22/35/PBI/2020 dated December 23, 2020 Bank Indonesia provided incentives in the form of leniency on the mandatory reserve requirement in rupiah, which must be fulfilled on a daily basis of 0.5% (zero point five percent). This incentive is given to Banks that provide funds for export activities, import activities, MSME activities, and / or economic activities in other priority sectors stipulated by Bank Indonesia and take effect from April 16, 2020 until June 30, 2021. Thus, if the Bank carries out activities related to export, import, MSMEs, and / or economic activities in other priority sectors determined by Bank Indonesia, the statutory reserve requirement in rupiah for CCB is 3% (three percent) of TPF CCB in rupiah, provided that the daily GWM fulfillment is 0% (zero percent) and the average GWM is 3% (three percent). The statutory reserve requirement in rupiah for a Subsidiary conducting business with sharia principles is 3% (three percent) of the Subsidiary's TPF in rupiah, provided that the daily GWM is 0% (zero percent) and GWM is 3% on average (three percent).

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

h. Current accounts with Bank Indonesia and other banks (continued)

Macroprudential Liquidity Buffer

Macroprudential Liquidity Ratio, will be mentioned as MLB is a minimum statutory reserve which should be maintain in Rupiah by conventional bank in terms of Securities under certain requirements and the amount will be determined by Bank Indonesia in certain percentage of Conventional Bank Third Party Fund in Rupiah. For Sharia Conventional Banking Macroprudential Liquidity buffer (PLM Sharia) is minimum statutory reserve which should be maintain by sharia commercial banking in terms of sharia securities under certain requirements and the amount will be determined by Bank Indonesia in certain percentage of sharia commercial bank's Third Party Fund in Rupiah.

The requirement of latest MLB is stated on PBI No. 21/12/PBI/2019 dated November 25, 2019 about the changes of PBI No. 20/4/PBI/2018 about *Rasio Intermediasi Makroprudensial dan Penyangga Likuiditas Makroprudensial bagi Bank Umum Konvensional, Bank Umum Syariah dan Unit Usaha Syariah* that being explained on *Anggota Dewan Gubernur Regulations No. 21/22/PADG/2019* dated November 28, 2019 as changed to PADG No. 22/11/PADG/2020 dated April 29, 2020, as amended to PADG No. 22/30/PADG/2020 dated October 5, 2020 where the amount of PLM was changed from the previous 4% (four percent) of TPF CCB in rupiah to 6% (six percent) and the amount of PLM in rupiah for Subsidiaries conducting business activities with the principle sharia law is changed from the previous 4% (four percent) to 4.5% (four point five percent) of the Subsidiary's TPF in rupiah.

Macroprudential Intermediate Ratio

Macroprudential Intermediate Ratio (MIR) replaces Loan to Funding Ratio (LFR). According to PBI No. 20/4/PBI/2018 dated on March 29, 2018, the name of LFR will be replaced by Macroprudential Intermediate Ratio (MIR) in compliance with MIR fund will be applied on July 16, 2018. The regulation was later refined through Bank Indonesia Regulation Number 21/12/PBI/2019 about Amendments to Bank Indonesia Regulation Number 20/4/PBI/2018 about Macroprudential Intermediation Ratio and Macroprudential Liquidity Support for Conventional Commercial Banks, Sharia Commercial Banks and Sharia Business Units so that what is meant by MIR is ratio of comparison of:

- a. Loan to third party fund in Rupiah and Other currencies
- b. Corporate securities in Rupiah and other currencies which meet certain requirement

Over:

- a. TPF bank in terms of current account, saving account, and deposits in rupiah and other currencies excluding interbank fund, and
- b. Issued securities by the bank in rupiah and other currencies which meet certain requirement for funding.
- c. Fund Borrowing in Rupiah and other currencies which met certain requirements that received by BUK for funding.

Demand Deposits for compliance with MIR, hereinafter referred to as MIR Current Account, are the demand deposits balance in the Rupiah Demand Deposit Account at Bank Indonesia which must be maintained by the Bank. In the event that MIR falls within MIR's Target range, MIR's Current Account is set at 0% (zero percent) of TPF in rupiah. Meanwhile, if MIR is outside the range of MIR's Target, MIR's Giro is determined as the result of the multiplication of the Lower Disincentive Parameter or Upper Disincentive Parameter, the difference between MIR and MIR's Target, and TPF in rupiah.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

h. Current accounts with Bank Indonesia and other banks (continued)

Macroprudential Intermediate Ratio (continued)

The amounts and parameters used in fulfilling MIR Current Account are determined as follows:

- a. The lower limit of MIR's Target of 84% (eighty four percent);
- b. The upper limit of MIR's Target of 94% (ninety four percent);
- c. Minimum Capital Adequacy Requirement (CAR) Incentive of 14% (fourteen percent);
- d. The Lower Disincentive Parameters are defined as follows:
 1. in the amount of 0 (zero), if the Bank has:
 - a) the gross non-performing loan ratio is greater than or equal to 5% (five percent); or
 - b) CAR is less than or equal to Incentive CAR;
 2. amounting to 0.1 (zero point one), if the Bank has:
 - a) the gross non-performing loan ratio is less than 5% (five percent); and
 - b) CAR is greater than Incentive CAR and less than or equal to 19% (nineteen percent); and
 3. amounting to 0.15 (zero point one five), if the Bank has:
 - a) the gross non-performing loan ratio is less than 5% (five percent); and
 - b) CAR is greater than 19% (nineteen percent); and
- e. Top Disincentive Parameters are determined as follows:
 1. equal to 0 (zero), if the Bank has CAR greater than or equal to Incentive CAR; or
 2. amounting to 0.2 (zero point two), if the Bank has CAR smaller than Incentive CAR.

On April 29, 2020, Bank Indonesia issued PADG No. 22/11/PADG/2020 which is an amendment to No. 21/22/PADG/2019 about Macroprudential Intermediation Ratio and Macroprudential Liquidity Buffer for Conventional Commercial Banks, Sharia Commercial Banks, and The Sharia Business Unit which takes effect from May 1, 2020, which states that the Lower Disincentive Parameters and Upper Disincentive Parameters used in calculating the fulfillment of MIR's Demand Deposits and MIR Syariah Giro are changed to be 0 (zero) for a period of 1 (one) year, namely from May 1, 2020 to April 30, 2021.

i. Placements with Bank Indonesia and other banks

Placements with Bank Indonesia and other banks represent placements in the form of Bank Indonesia deposit facility, sharia FASBI (*Fasilitas Simpanan Bank Indonesia Syariah* (FASBIS)), interbank call money, sharia interbank call money, time deposits and others.

Placements with Bank Indonesia and other banks are stated at amortised cost using effective interest rate less any allowance for impairment losses.

In accordance with the Regulation of the Financial Services Authority (POJK) No. 40/POJK.03/2019 concerning the Quality Assessment of Commercial Banks, all forms of Placements with Bank Indonesia are determined to have current quality.

Placements with Bank Indonesia and other banks are classified as amortized cost. Refer to Note 2c for the accounting policy for amortized cost.

Prior to January 1, 2020, placements with Bank Indonesia and other banks were classified as loans and receivables. Refer to Note 2c for the accounting policy for loans and receivables.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

j. Marketable securities

Marketable securities consist of securities traded in the money market such as Certificates of Bank Indonesia (*Sertifikat Bank Indonesia (SBI)*), Sharia Certificates of Bank Indonesia (*Sertifikat Bank Indonesia Syariah (SBIS)*), Negotiable Certificates of Deposits, Medium Term Notes, Treasury Bills issued by government of other country and Government of Republic of Indonesia, export bills, securities traded on the capital market such as mutual fund units and securities traded on the stock exchanges such as shares of stocks and bonds including sharia corporate bonds.

Marketable securities are classified as financial assets at fair value through profit or loss, fair value at other comprehensive income, and at amortised cost. Refer to Note 2c for the accounting policy of financial assets at fair value through profit or loss, fair value through other comprehensive income, and at amortised cost.

Investments in mutual funds units are stated at market value, in accordance with the net value of assets of the mutual funds as at the date of the consolidated statement of financial position.

Marketable securities which are traded in organised financial markets, fair value is generally determined by reference to quoted market prices by the stock exchanges at the close of business on the consolidated statement of financial position date. For marketable securities with no quoted market price, a reasonable estimate of the fair value is determined by reference to the current market value of another instrument which substantially has the same characteristic or calculated based on the expected cash flows of the underlying net asset base of the marketable securities. Any permanent impairment in the fair value of marketable securities classified as amortised cost and fair value through other comprehensive income is charged to current year's consolidated statement of profit or loss and other comprehensive income.

Reclassification of marketable securities from amortised cost to fair value through other comprehensive income classification is recorded at fair value. Unrealised gains or losses are recorded in the equity section and will be amortised up to the maturity date of the marketable securities using the effective interest rate method to consolidated statement of profit or loss and other comprehensive income.

Before January 1, 2020

Marketable securities consist of securities traded in the money market such as Certificates of Bank Indonesia (*Sertifikat Bank Indonesia (SBI)*), Sharia Certificates of Bank Indonesia (*Sertifikat Bank Indonesia Syariah (SBIS)*), Government Treasury Bills (*Surat Perbendaharaan Negara (SPN)*), Negotiable Certificates of Deposits, Medium Term Notes, Treasury Bills issued by government of other country and Government of Republic of Indonesia, export bills, securities traded on the capital market such as mutual fund units and securities traded on the stock exchanges such as shares of stocks and bonds including sharia corporate bonds and Interbank *Mudharabah* investment certificate (SIMA).

Marketable securities are classified as financial assets at fair value through profit or loss, available for sale, held to maturity, loan and receivables and at cost. Refer to Note 2c for the accounting policy of financial assets at fair value through profit or loss, available for sale, held to maturity, loan and receivables and at cost.

Investments in mutual funds units are stated at market value, in accordance with the net value of assets of the mutual funds as at the date of the consolidated statement of financial position.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

j. Marketable securities (continued)

Before January 1, 2020 (continued)

Marketable securities which are traded in organised financial markets, fair value is generally determined by reference to quoted market prices by the stock exchanges at the close of business on the consolidated statement of financial position date. For marketable securities with no quoted market price, a reasonable estimate of the fair value is determined by reference to the current market value of another instrument which substantially has the same characteristic or calculated based on the expected cash flows of the underlying net asset base of the marketable securities. Any permanent impairment in the fair value of marketable securities classified as held to maturity and available for sale is charged to current year's consolidated statement of profit or loss and other comprehensive income.

Reclassification of marketable securities from available for sale to held to maturity classification is recorded at fair value. Unrealised gains or losses are recorded in the equity section and will be amortised up to the maturity date of the marketable securities using the effective interest rate method to consolidated statement of profit or loss and other comprehensive income.

k. Government bonds

Government bonds represent bonds issued by the Government of the Republic of Indonesia. Government bonds consist of Government Bonds from the recapitalisation program and government bonds purchased from the market.

Government bonds are classified as financial assets at fair value through profit or loss, fair value through other comprehensive income and at amortised cost. Refer to Note 2c for the accounting policy of financial assets at fair value through profit or loss, fair value through other comprehensive income and at amortised cost.

Before January 1, 2020

Government bonds classified as financial assets at fair value through profit or loss, available for sale, held to maturity and at cost. Refer to Note 2c for the accounting policy of financial assets at fair value through profit or loss, available for sale, held to maturity and at cost.

l. Other receivables - trade transactions

Other receivables - trade transactions represent receivables resulting from contracts for trade-related facilities given to customers, which will be reimbursed on maturity.

Other receivables - trade transactions classified as financial assets at amortised cost. Refer to Note 2c for the accounting policy of amortised cost.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

i. Other receivables - trade transactions (continued)

Before January 1, 2020

Other receivables - trade transactions represent receivables resulting from contracts for trade-related facilities given to customers, which will be reimbursed on maturity.

Other receivables - trade transactions are classified as financial assets in loans and receivables. Refer to Note 2c for the accounting policy of loans and receivables.

m. Securities purchased/sold under resale/repurchase agreements

Securities purchased under agreements to resell are classified as financial assets at amortised cost. Refer to Note 2c for the accounting policy of amortised cost.

Before January 1, 2020, securities purchased under agreements to resell are presented as assets in the consolidated statement of financial position at the agreed resale price less unamortised interest income and allowance for impairment losses. The difference between the purchase price and the agreed resale price is treated as deferred (unamortised) interest income and amortised as income over the period, commencing from the acquisition date to the resale date using the effective interest rate method.

Securities purchased under agreements to resell are classified as financial assets in loans and receivables. Refer to Note 2c for the accounting policy of financial assets for loans and receivables.

Securities sold under agreements to repurchase are presented as liabilities in the consolidated statement of financial position at the agreed repurchase price net of the unamortised prepaid interest. The difference between the selling price and the agreed repurchase price is treated as prepaid interest and recognised as interest expense over the period, commencing from the selling date to the repurchase date using effective interest rate method.

Securities sold under agreements to repurchase are classified as financial liabilities at amortised cost. Refer to Note 2c for the accounting policy for financial liabilities at amortised cost.

On January 1, 2018, the Subsidiaries recognised the reverse repo sharia in accordance with SFAS No. 111 regarding to "Accounting Wa'd" which applied prospectively. At initial recognition, Subsidiaries classified sharia securities as measured at fair value through other comprehensive income. Gains or losses arising from changes in fair value are recognised in other comprehensive income.

n. Derivative receivables and derivative payables

All derivative instruments (including foreign currency transactions for funding and trading purposes) are recognised in the consolidated statement of financial position at their fair values. Fair value is determined based on market value using Reuters rate at reporting date or discounted cash flow method.

Derivative receivables are presented at the amount of unrealised gain from derivative contracts. Derivative payables are presented at the amount of unrealised loss from derivative contracts.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

n. Derivative receivables and derivative payables (continued)

Gains or losses from derivative contracts are presented in the consolidated financial statements based on its purpose designated upon acquisition, as (1) fair value hedge, (2) cash flow hedge, (3) net investment in a foreign operation hedge, and (4) trading instruments as follows:

1. Gain or loss on a derivative contract designated and qualified as a fair value hedging instrument and the gain or loss arising from the changes in fair value of hedged assets and liabilities is recognised as gain or loss that can be set off one another during the same accounting period/year. Any difference representing hedge ineffectiveness is directly recognised as gain or loss in current year.
2. The effective portion arising from gain or loss of derivative contracts, designated as a cash flow hedge instruments is reported as other comprehensive income. The hedge ineffective portion is recognised as a gain or loss in the current year.
3. Gain or loss arising from derivative contract that is designated as a net investment hedge in a foreign operation is reported as other comprehensive income, as long as the transactions are effectively recognised as hedge transactions.
4. Gain or loss arising from derivative contract that is not designated as a hedging instrument (or derivative contract that does not qualify as a hedging instrument) is recognised as gain or loss in current year.

Derivative receivables are classified as financial assets at fair value through profit or loss, meanwhile derivative payables are classified as financial liabilities at fair value through profit or loss. Refer to Note 2c for the accounting policy of financial assets and liabilities at fair value through profit or loss.

o. Loans and sharia loan/financing

Loans represent agreement to provide cash or cash equivalent based on agreements with borrowers, whose borrowers are required to repay their debts with interest after a specified period, and matured trade finance facilities which have not been settled within 15 days.

Syndicated loans, direct financing and joint financing, and channeling loans are stated at their outstanding balances in proportion to the risks borne by the Bank and its Subsidiaries.

Included in loans are financing by PT Bank Syariah Mandiri ("BSM"), a Subsidiary, in the form of sharia receivables, sharia financing and funds of *Qardh*.

Brief explanation for each type of sharia financing is as follows:

Mudharabah financing is a co-operation for certain project between first party (*malik, shahibul mal* or Subsidiary) as owner of fund and second party (*amil, mudharib* or debtors) as fund manager and the profit sharing will be shared in accordance with percentage as stated in the agreement, meanwhile losses will be borne by the Subsidiary except if the second party does negligence, error or violate the agreement. *Mudharabah* financing is stated at the outstanding financing balance less allowance for possible losses.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

o. Loans and sharia loan/financing (continued)

Musyarakah financing is a co-operation between two or more parties in a certain business wherein each party provides a portion of fund on condition that the profit shall be shared based on the agreement, whereas losses shall be borne in accordance with the portion of the fund of each party. Permanent *musyarakah* financing is *musyarakah* in which the fund portion of each partner is stated explicitly in the contract and remains the same until the contract expires. Declining *musyarakah* (*musyarakah mutanaqisha*) financing is *musyarakah* in which the fund portion of the one of the partners will be transferred in several stages to the other partner, resulting in the declining of fund portion of the one of the partner, and at the end of contract, the other partner will become the sole owner of the business. *Musyarakah* financing is stated at the outstanding financing balance less allowance for possible losses.

Ijarah receivables are the financing on the availability of fund in relation to transfer the right to use and benefit of a good and service based on rental transaction which is not followed by transfer of the goods ownership to the lessee. *Ijarah muntahiyah bittamlik* is an agreement on the availability of fund in relation to transfer the right of use and benefit of a good or service based on rental transaction with an option to transfer the ownership of goods to the lessee. *Ijarah* receivables are recognised at due date at the amount of lease income that is not yet received and presented at its net realisable value, which is the outstanding balance of the receivables.

Murabahah contracts are the financing of goods by confirming purchase price to a buyer and the buyer pays it with a higher price as an agreed profit. *Murabahah* is the transaction of sales of goods by stating the cost and income (margin) that has been agreed by the seller and buyer.

Murabahah financing is classified as financial assets under loans and receivables according to SFAS No. 55 "Financial Instruments: Recognition and Measurements".

Murabahah initially is stated at fair value plus transaction cost/directly attributable administration fee and additional acquisition cost to acquire those financial assets and after initial recognition, it is measured at amortised cost using the effective interest rate method less the allowance for impairment losses.

Murabahah is stated at the balance of the receivable less deferred margin and allowance for possible losses. The Subsidiary calculates the allowance for impairment loss according to the *murabahah* financing quality according to each of financing balance.

Istishna is the financing of goods in the form of manufacturing the ordered goods with the agreed criteria and specification by both of orderer or buyer (*Mustashni*) and manufacturer or seller (*Shani*). *Istishna* is presented based on the outstanding billings less allowance for possible losses.

Qardh is borrowings at the condition that the borrower should repay the loan at specified period of time. The Subsidiary will obtain a fee (*ujrah*) from this transaction, which is recognised upon receipt. *Qardh* included *Hawalah* and *Rahn* financing agreement. *Hawalah* is transfer of debts from debtors to other party (Subsidiary) which obligates to be borne or paid.

Rahn represents the pledge of goods or assets owned by the customer to the Subsidiary for an equivalent amount of money. Assets or goods pledged are appraised based on market value, less a certain deduction percentage. The Subsidiary will obtain a fee (*ujrah*), which is recognised upon receipt. *Qardh* are stated at its outstanding balance less allowance for possible losses.

Loans and sharia loan/financing are classified as financial assets in loans and receivables. Refer to Note 2c for the accounting policy of financial assets for loans and receivables.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

o. Loans and sharia loan/financing (continued)

Loan restructuring

Loan restructuring may involve a modification of the terms of the loans, conversion of loans into share/stock or other financial instruments and/or a combination of both.

Losses on loan restructurings due to modification of the terms of the loans are recognised as part of allowance for impairment losses only if the present value of total future cash receipts specified by the new terms of the loans including receipts designated as interest and loan principal, are less than the carrying amount of loans before restructuring.

For loan restructurings which involve a conversion of loans into share/stock or other financial instruments, a loss on loan restructuring is recognised as part of allowance for impairment losses if the fair value of the share or financial instruments received, deducted by estimated expenses to sell the share or other financial instruments, is less than the carrying amount of loans.

The Bank formed internal regulation regarding the debtors that are eligible to be removed from the list of restructured loans, i.e. when the loan/debtor has met the following criterias:

- i. Credit quality has been categorised Current (Collectibility 1) according to the review results by three (3) pillars of based on credit quality of Bank Indonesia;
- ii. The interest rate charged on the current loan facility is the commercial interest rates to debtors in accordance with the relevant credit segments above the base lending rate;
- iii. There are no Deferred Delinquency Interest and Deferred Interest which were not yet collected.

p. Consumer financing receivables

The Subsidiary's consumer financing receivables are recognised initially at fair value, plus transaction costs and deducted by yield enhancing income that is directly attributable, and subsequently measured at amortised cost using the effective interest rate method.

The Subsidiary's consumer financing receivables are classified at amortised cost. Refer to Note 2c for the accounting policy of financial assets classified at amortised cost.

Before January 1, 2020, Subsidiary's consumer financing receivables are recognised initially at fair value, plus transaction costs and deducted by yield enhancing income that is directly attributable, and subsequently measured at amortised cost using the effective interest rate method.

The Subsidiary's consumer financing receivables are classified as loans and receivables. Refer to Note 2c for the accounting policy of financial assets for loans and receivables.

Early termination is treated as a cancellation of an existing contract and the resulting gain or loss is credited or charged to the current year's consolidated statement of profit or loss and other comprehensive income at the transaction date.

Credit restructuring can be done by transfer of financing, continue to finance, repay back, change the due date, change the tenor and/or increase the down payment.

Subsidiary's unearned consumer financing income is the difference between total installments to be received from customers and the total financing which is recognised as income over the term of the contract using effective interest rate.

Consumer financing receivables are stated net of joint financing receivables where joint financing providers bears credit risk in accordance with its portion (without recourse), unearned consumer financing income and allowance for impairment losses.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

p. Consumer financing receivables (continued)

Joint financing receivables that are jointly financed with other parties, bears credit risk in accordance with their financing portion (without recourse) and presented on a net basis in the consolidated statement of financial position. Consumer financing income and interest expense related to joint financing without recourse are also presented on a net basis in the consolidated statement of profit or loss and other comprehensive income.

For joint financing without recourse, the Subsidiary has the right to set higher interest rates to customers than those as stated in the joint financing agreements with joint financing providers. The difference is recognised as revenue and disclosed as "Consumer financing income".

q. Net investment finance leases

Net investment finance leases are classified at amortised cost. Refer to Note 2c to the accounting policy for at amortised cost.

Before January 1, 2020

Net investment finance leases represent lease receivable plus the residual value which is earned at the end of the lease period and net of unearned lease income, security deposits and the allowance for impairment losses. The difference between the gross lease receivable and the present value of the lease receivable is recognised as unearned lease income. Unearned lease income is allocated to current year consolidated statement profit or loss and other comprehensive income based on a constant rate of return on net investment using the effective interest rate.

The lessee has the option to purchase the leased asset at the end of the lease period at a price mutually agreed upon at the commencement of the agreement.

Early termination is treated as a cancellation of an existing contracts and the resulting gain or loss is recognised in the current year consolidated statement of profit or loss and other comprehensive income.

Net investment finance leases are classified as loans and receivables. Refer to Note 2c to the accounting policy for loans and receivables.

r. Fixed assets, leased assets and liabilities, and intangible assets

i. Fixed assets and software

On April 1, 2016, the Group changed their accounting policy relating to land from cost model into revaluation model. Subsequently, land is stated at fair value.

Appraisal of the land is carried out by a certified external independent appraiser. Assessment of these assets are conducted regularly to ensure that the fair value of the revaluated asset is not materially different from its carrying value.

If the fair value of the revalued asset change significantly, it is necessary to revalue on an annual basis, whereas if the fair value of the revalued asset does not change significantly, it is necessary to revalue at a minimum every 3 years.

The increase in the carrying value arising from the revaluation of land is recorded as "Difference arising from the revaluation of fixed assets" and is presented as "Other comprehensive income". Any impairment arising from the revaluation is recorded as expense of the current year. If the asset had a balance of "Difference arising from the revaluation of fixed assets" that is presented as "Other Comprehensive Income", then the impairment difference recorded is charged against "Difference arising from the revaluation of fixed assets" and the rest is recognised as expense of the current year.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

r. Fixed assets, leased assets and liabilities, and intangible assets (continued)

i. Fixed assets and software (continued)

Group conducted revaluation in year 2019, 2016 and 2015 for accounting and tax purposes where the Group obtained approval from the tax authorities. The amount of taxes paid is recognised in other comprehensive income and accumulated in equity offset with the difference arising from the revaluation of fixed assets.

Fixed assets except for land is stated at cost less accumulated depreciation and impairment losses. Such cost includes the cost of replacing part of the fixed assets when that cost is incurred, if the recognition criteria are met. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the fixed assets as a replacement if the recognition criteria are satisfied. All other repair and maintenance costs that do not have future economic benefit are recognised in the consolidated statement of profit or loss and other comprehensive incomes as incurred. Software is recognised as intangible assets.

Depreciation and amortisation is calculated using the straight-line method over the estimated useful lives of fixed assets and intangible assets. The estimated useful lives and percentage of depreciation and amortization per annum are as follows:

	<u>Years</u>	<u>Percentage</u>
Buildings	20	5%
Furniture and fixtures, office equipment, computer and vehicles	4-5	20% - 25%
Software	5	20%

Fixed assets are derecognised upon disposal or when no future economic benefits are expected from their use or disposal. Any gain or loss arising from derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in consolidated statement of profit or loss and other comprehensive income in the year the asset is derecognised.

The asset's residual values, useful lives and methods of depreciation are reviewed, and adjusted prospectively if appropriate, at each financial year end.

Construction in progress is stated at cost and presented as part of fixed assets. Accumulated costs are reclassified to the appropriate fixed assets account when the assets are substantially complete and ready for their intended use.

In accordance with SFAS No. 16 (Revised 2011) regarding "Fixed Assets" and ISAK No. 25 regarding "Land Rights". The cost of land rights in the form of right to cultivate, right to build and use rights are recognised as fixed assets. The acquisition cost is the cost that are directly attributable to obtain land rights, including the cost of legal rights to the land when the land was first acquired.

Land rights in the form of right to cultivate, right to build and use rights are not amortised, unless there is evidence to indicate that the extension or renewal of land rights is likely to or definitely not obtained.

SFAS No. 48 (Revised 2014) regarding "Impairment of Assets" states that the carrying amounts of fixed assets are reviewed at each consolidated statement of financial position date to assess whether they are recorded in excess of their recoverable amounts. If the carrying value exceeds this estimated recoverable amount, assets are written down to their recoverable amount.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

r. Fixed assets, leased assets and liabilities, and intangible assets (continued)

ii. Leased assets and liabilities

The Group implement SFAS 73 "Leased" since January 1, 2020

SFAS 73 implements new requirements or amendments in connection with lease accounting. This standard introduces significant changes to the lessee's accounting by eliminating the difference between operating and financing leases, and requires the recognition of use rights assets and the recognition of lease liabilities at inception for all leases, except for short-term leases and low-value asset leases. In contrast to lessee accounting, the requirements for lessor accounting are largely unchanged. The impact of the adoption of SFAS 73 on the Consolidated Financial Statements is described below.

The initial application date of SFAS 73 for the Group is January 1, 2020. The Group has adopted SFAS 73 using a modified retrospective approach by recognizing the cumulative impact from the initial application of SFAS 73. Accordingly, the comparative information presented for 2019 is not restated as previously reported, in SFAS 30 and related interpretations.

a) The effect of the new definition of lease

The main change from the definition of a lease has to do with the concept of control. SFAS 73 determines whether a contract is, or contains a lease on the basis that the lessee has the right to control the use of the asset for a specified period of time in exchange for consideration. This is the difference in determining whether a contract is, or contains a lease based on SFAS 30, with the concept of risk and benefit.

The Group applies the definition of leases and related guidance applied in SFAS 73 to all contracts recorded or amended on January 1, 2020.

The Group uses a single discount rate for lease portfolios with similar characteristics.

b) The impact on the lessee's accounting

The Group applies a single recognition and measurement approach to all leases, except for short-term leases and low-value asset leases. The Group recognizes a lease obligation to make lease payments and use rights assets that represent the right to use the underlying asset.

The Group recognizes the use rights assets at the inception date of the lease. Use rights assets are measured at cost, less accumulated depreciation and impairment losses, and adjusted for any remeasurement of the lease obligations. Lease liabilities are the amount of lease payments accrued until the end of the lease term, discounted using the incremental loan interest rate. The cost of lease assets includes the amount of lease liability recognized, initial direct costs paid, recovery costs and lease payments made on or before the start date of the lease less lease incentives received. Use rights assets are depreciated using the straight-line method over the shorter period between the lease term and the estimated useful life of the asset, as follows:

- Freehold land : not depreciated
- Land rights : not depreciated
- Building : 20 years
- Office machines : 5 years
- Computer hardware : 5 years
- Computer software : 5 years
- Office inventory : 5 years
- Inventory of official houses and mess : 5 years
- Motor vehicle : 5 years

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

r. Fixed assets, leased assets and liabilities, and intangible assets (continued)

ii. Leased assets and liabilities (continued)

If ownership of the leased asset is transferred to the Group at the end of the lease term or the lease payments reflect the exercise of the purchase option, depreciation is calculated using the estimated useful lives of the asset. Use rights assets are tested for impairment in accordance with SFAS 48 Impairment of Assets Value.

At the inception date of the lease, the Group recognizes lease liabilities at the present value of future lease payments to be made over the lease term. Lease payments include fixed payments (including substantially fixed payments) less lease incentive receivables, variable lease payments that are index or interest rate dependent, and the amount expected to be paid in a residual value guarantee. Lease payments also include the reasonable exercise price for the purchase option if it is determined to be made by the Group and the payment of a penalty to terminate the lease, if the lease term reflects the Group exercising the lease termination option. Variable lease payments that are not dependent on an index or interest rate are recognized as an expense in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Group uses the incremental loan interest rate of the lessee at the inception date of the lease because the interest rate implicit in the lease cannot be determined. After the inception date of the lease, the amount of the lease liability is increased to reflect the increase in interest and less lease payments made. In addition, the carrying amount of the lease liability is remeasured if there are modifications, changes in the term of the lease, changes in lease payments, or changes in the valuation of the option to purchase the underlying asset.

Short-term leases with a duration of less than 12 months and leases of low value assets, as well as elements of such leases, partially or wholly do not apply the recognition principles prescribed by SFAS 73 will be treated the same as operating leases in SFAS 30. The Group will recognize the payment lease on a straight-line basis over the lease term in the consolidated statement of profit or loss and other comprehensive income. This expense is shown under general and administrative expenses in the income statement.

The implementation of SFAS 73 listing applies to all leases (except as stated earlier), as follows: The Group present rent previously as operating lease in accordance with SFAS 30 which are not disclosed in the statement of financial position. The implementation of SFAS applies to all leases (except as stated earlier), Group:

- a. Present right of use assets as part of property, plant and equipment and leased liabilities are presented as part of other liabilities in the consolidated statement of financial position, measured at the present value of future lease payments;
- b. Record the depreciation of right of use assets and the interest of lease liability in the consolidated statement of profit or loss and comprehensive income; and
- c. Separating the total payment into principal (presented in financing activities) and interest (presented in operating activities) in the consolidated statement of cash flows.

Leased policies before January 1, 2020

Under SFAS No. 30 (Revised 2011) regarding "Lease", the determination of whether an agreement is, or contains a lease is based on the substance of the agreement at the inception date and requires an assessment of whether the fulfilment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset. According to this revised SFAS, leases that transfer substantially all the risks and benefit related to ownership, are classified as finance leases. Further, a lease is classified as operating leases, if the lease does not transfer substantially all the risks and benefits related to ownership of assets.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

r. Fixed assets, leased assets and liabilities, and intangible assets (continued)

ii. Leased assets and liabilities (continued)

Leased policies before January 1, 2020 (continued)

Under finance leases, the Group recognises assets and liabilities in its consolidated statement of financial position as the fair value of the leased property or, if lower, the present value of the minimum lease payments, each determined at the inception of the lease. Lease payment is apportioned between the finance charge and the reduction of the outstanding liability. The finance expense is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability. Finance expense is recorded in the consolidated statement of income. Leased assets (presented under fixed assets) are depreciated over the shorter of the estimated useful life of the assets and the lease term, if there is no reasonable certainty that Bank Mandiri will obtain ownership by the end of the lease term.

Under an operating lease, the Group recognises lease payments as an expense on a straight-line basis over the lease term.

If a rental agreement contains elements of land and buildings, the Group assesses the classification of each element as a finance lease or an operating lease separately.

iii. Intangible assets

Intangible assets are recognised if, and only if its cost can be measured reliably and it is probable that expected future benefits that are attributable to it will flow to the Bank and Subsidiaries. Intangible assets consist of goodwill and computer software that are purchased by the Bank and Subsidiaries.

Software purchased by the Bank and subsidiaries is recorded at cost less accumulated amortization and accumulated impairment losses. Amortization method, estimated useful life and residual value are reviewed at end of reporting period and adjusted if necessary.

Refer to Note 2s for the accounting treatment of goodwill.

s. Investments in shares

Temporary investment is written-off from the consolidated statement of financial position if it is more than 5 years in accordance to the Financial Services Authority Regulation (POJK) No. 40/POJK.03/2019 concerning Quality Assessment of Commercial Banks.

Investments in shares under 20.00% and with no significant control are financial assets classified as fair value through other comprehensive income. Refer to Note 2c for the accounting policy for fair value through other comprehensive income

Before January 1, 2020, investments in shares with ownership below 20.00% are classified as financial assets available for sale.

Investments in shares represent long-term investments in non-public-listed companies and temporary investments in debtor companies arising from conversion of loans to equity.

Goodwill is recognised when there is a difference between the acquisition cost and the Bank's portion of the fair value of identified assets and liabilities at the acquisition date. Goodwill is presented as other assets. The Bank conducts an assessment of goodwill impairment regularly.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

t. Allowance for possible losses on non-earning assets

Non-earning assets of Bank Mandiri and the Subsidiaries consist of repossessed assets, abandoned properties, inter-office accounts and suspense accounts.

The Bank provides an allowance for impairment of repossessed assets and abandoned property equivalent to the difference between the carrying amount of the asset and the fair value less costs to sell. As for the inter-office account and suspense account, the allowance is equivalent to difference between the carrying value and the recovery value.

u. Acceptances receivables and payables

Acceptances receivables are classified as financial assets under loans and receivables category. Refer to Note 2c for the accounting policy of financial assets for loans and receivables.

Acceptance payables are classified as financial liabilities at amortised cost. Refer to Note 2c for the accounting policy for financial liabilities at amortised cost.

Before January 1, 2020

Acceptances receivables are classified as financial assets under loans and receivables category. Refer to Note 2c for the accounting policy of financial assets for loans and receivables.

Acceptance payables are classified as financial liabilities at amortised cost. Refer to Note 2c for the accounting policy for financial liabilities at amortised cost.

v. Other assets

Other assets include accrued income for interest, provision and commissions, receivables, repossessed assets, abandoned properties, inter-office accounts and others.

Receivables consist of government bonds pledged by the Bank, mutual fund receivables from Subsidiaries and receivables from policy holders.

Repossessed assets represent assets acquired by Bank Mandiri and Subsidiaries, both from auction and non auction based on voluntary transfer by the debtor or based on debtor's approval to sell the collateral when the debtor could not fulfil their obligations to Bank Mandiri and Subsidiaries. Repossessed assets represent loan collateral that were taken over as part of loans settlement and presented in "Other Assets".

Abandoned properties represent Bank and Subsidiaries' fixed assets in the form of properties which were not used for Bank and Subsidiaries' business operational activity.

Repossessed assets and abandoned properties are presented at their net realizable values. Net realizable value is the fair value of the repossessed assets less estimated costs to sale the repossessed assets. Differences between the net realizable value and the proceeds from disposal of the repossessed assets are recognised as current year's gain or loss at the year of disposal.

Expenses for maintaining repossessed assets and abandoned properties are recognised in the current year's consolidated statement of profit or loss and other comprehensive income as incurred. Any permanent impairment loss that occurred will be charged to the current year's consolidated statement of profit or loss and other comprehensive income. Refer to Note 2t for changes in accounting policy to determine impairment losses on repossessed assets and abandoned properties.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

w. Obligations due immediately

Obligations due immediately are recorded at the time the obligations occurred from customer or other banks. Obligations due immediately are classified as financial liabilities at amortised cost.

x. Deposits from customers

Deposits from customers are the funds placed by customers (excluding banks) with the Bank and Subsidiaries which operate in banking industry based on a fund deposit agreement. Included in this account are demand deposits, saving deposits, time deposits and other similar deposits.

Demand deposits represent deposits of customers that may be used as instruments of payment, and which may be withdrawn at any time by cheque, Automated Teller Machine card (ATM) or by overbooking through written transfer instruction (bilyet giro) or other orders of payment or transfers.

Saving deposits represent deposits of customers that may only be withdrawn over the counter and via ATMs or funds transfers by SMS Banking, Phone Banking and Internet Banking when certain agreed conditions are met, but which may not be withdrawn by cheque or other equivalent instruments.

Time deposits represent customers deposits that may only be withdrawn after a certain time based on the agreement between the depositor and the Bank. These are stated at amortised cost in the certificates between the Bank and the holders of time deposits.

Included in demand deposits are *wadiah* demand deposits and saving deposits. *Wadiah* demand deposits can be used as payment instruments and can be withdrawn any time using cheque and written transfer instruction (bilyet giro). *Wadiah* demand deposits and saving deposits earn bonus based on Subsidiary's policy. *Wadiah* saving and demand deposits are stated at the Subsidiary's liability amount.

Deposits from customers are classified as financial liabilities at amortised cost. Incremental costs directly attributable to acquisition of deposits from customers are included in the amount of deposits and amortised over the expected life of the deposits. Refer to Note 2c for the accounting policy for financial liabilities at amortised cost.

y. Deposits from other banks

Deposits from other banks represent liabilities to local and overseas banks, in the form of demand deposits, saving deposits, interbank call money with original maturities of 90 days or less, time deposits and negotiable certificate of deposits. Deposits from other banks are recorded as liability to other banks.

Included in the deposits from other banks are sharia deposits in form of *wadiah* deposits, and Interbank Certificates *Mudharabah* Investment (Sertifikat Investasi *Mudharabah* Antarbank (SIMA)).

Deposits from other banks are classified as financial liabilities at amortised cost. Incremental costs directly attributable to acquisition of deposits from other banks are included in the amount of deposits and amortised over the expected life of the deposits. Refer to Note 2c for the accounting policy for financial liabilities at amortised cost.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

z. Insurance contract

Insurance contracts is a contract under which the insurer accepts significant insurance risk from the policyholders. Significant insurance risk is defined as the possibility of paying significantly more benefit to the policyholder upon the occurrence of insured event compared to the minimum benefit payable in a scenario where the insured event does not occur. Scenarios considered are those with commercial substance.

The Subsidiaries issue insurance contracts that accepted significant insurance risk from the policyholders. The Subsidiary defines significant insurance risk as the possibility of having to pay benefits on the occurrence of an insured event of at least 10% more than the benefits payable if the insured event did not occur. When an insurance contract does not have significant insurance risk, it is classified as investment contracts.

The Subsidiaries issues insurance contracts for traditional insurance product and investment-linked insurance product. Both of these products have significant insurance risk.

The Subsidiaries's products are divided into the following main categories:

- Traditional non-participating life insurance, provide protection to cover the risk of death, accident, critical illness, and health of the insured. The basic sum assured will be paid upon the occurrence of the risks covered.
- Unit-linked, is the insurance product with single and regular premium payment which is linked to investment products, and provides a combined benefit of protection and investment.

Once a contract has been classified as an insurance contract, no reclassification is subsequently performed unless the terms of the agreement are later amended. All insurance products issued by the Subsidiary has significant insurance risk.

The Subsidiary unbundles the deposit component of unit-linked contract as required by SFAS No. 62 when both the following conditions are met:

- The Subsidiary can measure separately the "deposit" component (including any embedded surrender option, i.e. without taking into account the "insurance" component);
- The Subsidiary's accounting policies do not otherwise require to recognise all obligations and rights arising from the "deposit" component.

The Subsidiary does not separate the deposit component because only one of the above conditions is met.

Liability adequacy test

Liability adequacy testing is performed at reporting date for contract individually or group of products determined in accordance with the Subsidiary's method of acquiring, servicing and measuring the profitability of its insurance contracts.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

z. Insurance contract (continued)

Liability adequacy test (continued)

For life insurance, the liabilities to policyholder in particular the liabilities for future claim is tested to determine whether they are sufficient to cover all related future cash out flow including all guaranteed benefit and guaranteed additional benefit, non-guaranteed participation benefit feature (if any), all expenses for policies issuance and maintenance, as well as reflecting the future cash inflow, i.e. future premium receipt. The liabilities are calculated based on discounted cash flow basis for all related cash flows i.e. both of cash outflows and cash inflows as mentioned above using a set of most recent best estimate assumptions set by the Subsidiary's appointed actuary, included discount rate assumptions, mortality/morbidity assumptions, lapsed assumptions, expense assumptions and inflation assumptions as well as margin for adverse deviation assumptions. Subsidiary operates in life insurance use Gross Premium Reserve with best estimate and margin for adverse deviation therefore liability adequacy test is not required.

Reinsurance

The Subsidiaries reinsure a portion of its risk with reinsurance companies. The amount of premium paid or portion of premium from prospective reinsurance transactions is recognised over the reinsurance contract in proportion with the protection received.

Reinsurance assets include balances expected to be recovered from reinsurance companies for ceded liability for future policy benefits, ceded estimated claim liabilities and ceded unearned premiums. Recovery amount from reinsurers are estimated in a manner consistent with the liability associated with the reinsured policy.

Subsidiaries presents separately reinsurance asset of future policy benefit liabilities, unearned premium, and estimated claim liabilities.

If a reinsurance asset is impaired, the Subsidiaries deducted the carrying amount accordingly and recognises that impairment loss in the consolidated statement of profit or loss and other comprehensive income. A reinsurance asset is impaired if there is objective evidence, as a result of an event that occurred after initial recognition of the reinsurance asset, that the Subsidiary may not receive all amounts due to it under the terms of the contract, and the impact on the amounts that the Subsidiary will receive from the reinsurer can be reliably measured.

Liability for future policy benefits

The liabilities for future policy benefits represent the present value of estimated future policy benefits to be paid to policyholders or their heirs less present value of estimated future premiums to be received from the policyholders and recognised consistently with the recognition of premium income. The liabilities for future policy benefits are determined and computed based on certain formula by the Subsidiary's actuary.

The Subsidiaries calculate the liability for future policy benefits using Gross Premium Reserve method that reflect the present value of estimated payments throughout the guaranteed benefits including all the embedded options available, the estimated present value of all handling costs incurred and also considering the future premium receipt.

Increase/(decrease) in liabilities for future policy benefits is recognised in the current year's consolidated statement of profit or loss and other comprehensive income.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

z. Insurance contract (continued)

Liability for future policy benefits (continued)

The liability to unit-linked policyholders is recognised at the time the funds received are converted into units, net of related expenses and will increase or decrease in accordance with effective net asset value.

Funds received from customers for non-sharia unit-linked products are reported as gross premium income in the consolidated statement of profit or loss and other comprehensive income. Liabilities to unit-linked policyholders are recognised in the consolidated statement of financial position computed based on unearned premium reserves using daily method from insurance cost of mortality risk plus reserves for the accumulated invested fund of unit-linked policyholders.

Any interest, gain or loss due to increases or decreases in market value of investments are recorded as income or expense, with a corresponding recognition of increase or decrease in liability to unit-linked policyholders in the statement of profit or loss and other comprehensive income and liability to unit-linked policyholders in the consolidated statement of financial position.

Funds received from customers for sharia unit-linked products is recognised as liabilities to unit-linked policyholders in the consolidated statement of financial position for the amount received net of the portion representing the Subsidiary fees in managing the unit-linked product income.

Unexpired Risk Reserve

A liability for contractual benefits that are expected to be incurred in the future is recorded when the premiums are recognised. The liability is determined as the sum of the expected discounted value of the benefit payments and the future administration expenses that are directly related to the insurance contract, less the expected discounted value of the theoretical premiums that would be required to meet the benefits and administration expenses based on the valuation assumptions used (the valuation premiums). The liability is based on assumptions as to mortality, persistency, maintenance expense and investment income that are established at the time the contract is issued. A margin for adverse deviations is included in the assumptions.

aa. Debt securities issued

Debt securities issued by the Bank and its Subsidiaries, including bonds, subordinated notes, medium term notes and travelers' cheques, are initially measured at fair value plus directly attributable transaction costs. Subsequently, transactions costs are amortised using the effective interest rate up to the maturity of debt securities issued.

Debt securities issued are classified as financial liabilities at amortised cost. Refer to Note 2c for the accounting policy for financial liabilities at amortised cost.

ab. Fund borrowings

Fund borrowings represent funds received from other banks, Bank Indonesia or other parties with the obligation of repayment in accordance with the requirements of the loan agreement.

Fund borrowings are initially measured at fair value minus directly attributable transaction costs. Fund borrowings are classified as financial liabilities at amortised cost. Refer to Note 2c for the accounting policy for financial liabilities at amortised cost.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

ac. Subordinated loans and marketable securities

Subordinated loans and marketable securities are initially measured at fair value minus directly attributable transaction costs. Subsequently, transactions costs are amortised using the effective interest rate up to the maturity of subordinated loans and marketable securities.

Subordinated loans and marketable securities are classified as financial liabilities at amortised cost. Refer to Note 2c for the accounting policy for financial liabilities at amortised cost.

ad. Income tax

Bank Mandiri and Subsidiaries apply SFAS No. 46 (Revised 2014) regarding "Income Tax" which requires Bank Mandiri and Subsidiaries to account for the current and future recovery (settlement) of the carrying amount of assets (liabilities) that are recognised in the consolidated statement of financial position; and transactions and other events of the current period.

The tax expense comprises current and deferred tax. Tax is recognised in the consolidated statement of profit or loss and other comprehensive income, except to the extent that it relates to items recognised directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.

The Group's management periodically evaluates the implementation of prevailing tax regulations especially those that are subject to further interpretation on its implementation, including evaluation on tax assessment letters received from tax authorities. Where appropriate the Bank establishes provisions based on the amounts expected to be paid to the tax authorities.

Bank Mandiri and Subsidiaries applies the balance sheet liability method to determine income tax expense. Under the balance sheet liability method, deferred tax assets and liabilities are recognised for all temporary differences arising between the tax base of assets and liabilities and their carrying amount in the consolidated statement of financial position at each reporting date. This method also requires the recognition of future tax benefits, to the extent that realisation of such benefits is probable.

Deferred tax assets are recognised only to the extent that is probable that future taxable income will be sufficient against which the temporary differences can be utilised.

Deferred tax is calculated using tax rates enacted or substantively applied to the period during which the asset is realised or the liability is settled. The changes to the carrying value of deferred tax assets and liabilities due to the changes of tax rates are charged in the current year, except for transactions which previously have been directly charged or credited to equity.

Amendments to taxation obligations are recorded when an assessment is received or, if appealed against, when the result of the appeal is determined. Management provides provision for future tax liability at the estimated amount that will be payable to the tax office if there is a probable tax exposure, based on management's assessment as of the date of consolidated statement of financial position. Assumptions and estimation used in the calculation of provision may involve element of uncertainty.

The estimated corporate income tax of Bank Mandiri and Subsidiaries is calculated for each company as a separate legal entity. Current tax assets and current tax liabilities for different legal entities cannot be set-off in the consolidated financial statements. Corporate tax payables and other tax payables of Bank Mandiri and Subsidiaries are presented as taxes payable in the consolidated statement of financial position.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

ad. Income tax (continued)

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities where there is an intention to settle the balances on a net basis.

ae. Temporary *syirkah* funds

Temporary *syirkah* funds represent investment received by a Subsidiary. The Subsidiary has the right to manage and invest funds in accordance with either the Subsidiary's policy or restriction set by the depositors with the agreed profit sharing.

Relationship between the Subsidiary and the owner of temporary *syirkah* funds are based on partnership *mudharabah muthlaqah*, *mudharabah muqayyadah* or *musyarakah*. The examples of temporary *syirkah* funds are investment funds received from *mudharabah muthlaqah*, *mudharabah muqayyadah* and other similar accounts.

- 1) *Mudharabah muthlaqah* represents *mudharabah* in which the fund owner (*shahibul maal*) entrusts to fund manager (*mudharib*/Subsidiary) in managing its investment.
- 2) *Mudharabah muqayyadah* represents *mudharabah* in which the fund owner sets restrictions against fund manager regarding, among others, the place, the means and/or the object of investment.

Temporary *syirkah* funds cannot be classified as liability because the Subsidiary does not have any liability to return the fund to the owners, except for losses due to the Subsidiary's management negligence or misrepresentation. On the other hand, temporary *syirkah* funds also cannot be classified as equity, because of the existence of maturity period and the depositors do not have the same rights as the shareholders, such as voting rights and the rights of realised gain from current asset and other non-investment accounts.

Temporary *syirkah* funds represent one of the consolidated statement of financial position accounts which is in accordance with sharia principle that provide right to the Subsidiary to manage fund, including to combine the funds with the other funds.

The owner of temporary *syirkah* funds receive parts of profit in accordance with the agreement and receive loss based on the proportion to the total funds. The profit distribution of temporary *syirkah* funds might be based on profit sharing or revenue sharing concept.

af. Interest and sharia income and expense

(i) Conventional

Interest income and expense for all interest-bearing financial instruments are recognised as "interest income" and "interest expense" in the consolidated statement of profit or loss and other comprehensive income using the effective interest method.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

af. Interest and sharia income and expense (continued)

(i) Conventional (continued)

The effective interest method is a method of calculating the amortised cost of financial assets and liabilities and allocating the interest income or interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or, when appropriate, a shorter period to the net carrying amount of the financial asset or financial liability. When calculating the effective interest rate, the Group estimates cash flows considering all contractual terms of the financial instrument but does not consider future credit losses. The calculation includes all commissions, provision and other fees received between parties to the contract that are an integral part of the effective interest rate, transaction costs and all other premiums or discounts.

Once a financial asset or a group of similar financial assets has been written down as a result of an impairment loss, interest income is recognised on the non-impaired portion of the impaired financial assets using the rate of interest used to discount the future cash flows for measuring the impairment loss.

(ii) Sharia income

Included in interest income and expense are sharia income and expense with sharia principle. The Subsidiary's income as a fund manager (*mudharib*) consists of income from *murabahah* and *istishna* transactions, income from *ijarah* (leasing), income from profit sharing of *mudharabah* and *musyarakah* financing and other main operating income.

Murabahah income through deferred payment or installment is recognised during the period of the contract based on effective rate of return method (annuity).

According to SFAS No. 102 (Revised 2019), *murabahah* income which includes deferred margin and administrative income are recognised as income using the effective rate of return method, which is the rate that exactly discounts estimated future cash payments or receipts through the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset or financial liability. The calculation takes into account all contractual terms of the financial assets and includes any fees or incremental costs that are directly attributable to the assets and are an integral part of the effective financing rate.

Income from *istishna* is recognised using the percentage of completion or full completion method.

Income from *ijarah* is recognised proportionally during the contract period.

Profit sharing for passive partner in *musyarakah* is recognised in the period when the right arise in accordance with the agreed sharing ratio.

Profit sharing income from *mudharabah* is recognised in the period when the right arise in accordance with agreed sharing ratio and the recognition based on projection of income is not allowed.

Any payment from non performing debtors recognised is recognised as the repayment cost or loan/financing. Excess payment over the cost or loan/financing recognised as income when cash received. Especially for *ijarah* transactions, any payment from non performing debtors recognised as the settlement.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

af. Interest and sharia income and expense (continued)

(iii) Third parties' share on return of temporary *syirkah* funds

Third parties' share on the return of temporary *syirkah* funds represent fund owners' share of the profit of Subsidiary derived from managing of such funds under *mudharabah mutlaqah*, *mudharabah muqayyadah* and *mudharabah musytarakah* principles. The profit sharing is determined on the earned income.

Distribution of profit sharing is based on profit sharing principle which is calculated from the Subsidiary's gross profit margin.

Total margin income and profit sharing on financing and other productive assets will be distributed to the fund owner and subsidiary, calculated proportionally according to the allocation of fund owner and subsidiary that were used in the financing and other productive assets.

Further, margin income and profit sharing on financing facilities and other earning assets are distributed to fund owners and depositor as *shahibul maal* and the Subsidiary as *mudharib* based on a predetermined profit sharing with *nisbah* portion. Margin income and profit sharing from financing facilities and other earning assets using the Subsidiary's funds, are entirely shared for the Subsidiary, including income from the Subsidiary's fee-based transactions.

ag. Premium income and claims expenses

Premium income received from short-term insurance contracts is recognised as revenue over the period of risk coverage in proportion to the amounts of insurance protection provided. Premiums from long-term contracts are recognised as revenue when the policy is due.

Premiums received before the due date of the respective policies are reported as policyholders' deposits in the consolidated statement of financial position.

Claims and benefits consist of settled claims, claims that are still in process of completion and estimates of claims incurred but not yet reported (IBNR). Claims and benefits are recognised as expenses when the liabilities to cover claims are incurred. Claim recoveries from reinsurance companies are recognised and recorded as deduction from claims expenses consistent in the same period with the claim expenses recognition.

Total claims in process, including claims incurred but not yet reported, are stated at estimated amounts determined based on the actuarial technical insurance calculations. Changes in estimated claims liabilities as a result of further evaluation and the difference between estimated claims and paid claims are recognised as addition to or deduction from expenses in the period the changes occurred.

ah. Fees and commissions income

Fees and commissions income and transaction costs that are directly attributable to lending, consumer financing activities and investment in lease financing, are recognised as a part/(deduction) of outstanding loan and consumer financing receivables and will be recognised as interest income by amortisation using effective interest rate method.

The directly attributable unamortised fees and commissions balances relating to loans, consumer financing receivables and investment in lease financing which is settled prior to maturity are recognised upon settlement date of such loans, consumer financing and investment in lease financing.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

ah. Fees and commissions income (continued)

Other fees and commissions income which are not directly related to lending activities or a specific period are recognised as revenue on the transaction date.

ai. Employee benefits

Pension liability

Bank Mandiri established a defined contribution pension plan covering substantially all of its eligible employees from August 1, 1999 and also defined benefit pension plans, which were derived from each of the Merged Banks' pension plan. This program is funded through payment to pension fund's management as defined in the regular actuarial calculation.

Bank Mandiri and Subsidiaries' pension liability has been calculated by comparing the benefit that will be received by an employee at normal pension age from the Pension Plans with the benefit as stipulated under the Labor Law No. 13/2003 after deducting accumulated employee contributions and the results of its investments. If the pension benefit from the Pension Plans is less than the benefit as required by the Labor Law No. 13/2003, the Bank and Subsidiaries will have to pay such shortage.

The pension plan based on the labor law is a defined benefit plan because the labor law requires a certain formula to calculate the minimum pension benefit. A defined contribution plan is a pension plan that defines an amount of pension contribution based on pension Fund Regulation and all contribution including investment return are recorded in its account's member as pension benefit as stated in Pension Fund Law No. 11 year 1992 dated April 20, 1992 regarding Pension Fund.

The pension liability recognised in the consolidated statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the consolidated statement of financial position date less the fair value of plan assets, together with adjustments for unrecognised actuarial gains or losses and past service cost. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method on a regular basis for periods not exceeding one year. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using discounting rate zero coupon bond that are denominated in the currency in which the benefit will be paid, and that have terms to maturity approximating the terms of the related pension liability.

The accumulated unrecognised actuarial gains or losses incurred are recognised as "Other Comprehensive Income" and is presented in the equity section. Past service cost is directly charged to profit or loss.

The post-employment benefits expense recognised during the current year consists of service cost in profit or loss, net interest on the net defined benefit liability in profit and loss or re-measurement of the net defined benefit liabilities in other comprehensive income.

Net interest on the net defined benefit liabilities is the interest income component of plan assets, interest expense of defined benefit liabilities and interest on the effect of asset ceiling.

Remeasurements of the net defined benefit liability consists of:

- Actuarial gains and losses;
- Return on plan assets, excluding amount included in net interest on the net defined benefit liability; and
- Any change in effect of the asset ceiling, excluding amount including in net interest on the net defined benefit liability.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

ai. Employee benefits (continued)

Pension liability (continued)

Actuarial gains and losses may arise from the adjustments made based on the experience and changes in actuarial assumption.

Other long-term employment benefit obligations

Other long-term employment benefit obligations consist of paid leave and service awards.

The entitlement of these benefits is provided to the employees until reaching the retirement age and the completion of a minimum service period. The costs estimation for these benefits are accrued over the period of employment calculated using similar methodology used for defined benefit pension plans but simplified. These obligations are calculated annually by independent qualified actuaries.

Tantiem distribution

Bank Mandiri records tantiem on an accrual basis and charges it to the consolidated statement of profit or loss and other comprehensive income during the year.

aj. Earnings per share

Earnings per share is calculated by dividing the consolidated net profit at end of year with the weighted average number of shares issued and fully paid-in during the year.

The weighted-average number of outstanding shares used in computing basic and diluted earnings per share as of December 31, 2020 and 2019 are 46,666,666,666 shares.

ak. Operating segment

An operating segment is a component of an entity:

- (a) that is involved in business activities to generate income and expenses (include income and expenses relating to the transactions with other components from the same entity);
- (b) whose operating results are reviewed regularly by chief decision maker for decision making on allocation of resources and performance evaluation on works; and
- (c) for which separate financial information is available.

In accordance with SFAS No. 5 regarding "Operating Segment", the Group presents operating segment based on internal reports that are presented to the decision-maker operational activities. The decision maker is the Board of Directors.

Segment Information as of December 31, 2020 onwards presented in accordance with the Board of Directors Decree No. KEP.DIR/014/2020 dated February 25, 2020 on Organizational Structure, the operating segments are divided into the following business segments: Corporate Banking, Commercial Banking, Institutional, Retail Banking (including Wealth), Treasury & International Banking, Head Office, Sharia Subsidiary; Subsidiary - Insurance and Other Subsidiaries.

Segment Information as of December 31, 2019 onwards presented in accordance with the Board of Directors Decree No. KEP.DIR/034/2019 dated May 24, 2019 on Organizational Structure, the operating segments are divided into the following business segments: Corporate Banking, Commercial Banking, Institutional, Retail Banking (including Wealth), Treasury & International Banking, Head Office, Sharia Subsidiary; Subsidiary - Insurance and Other Subsidiaries.

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2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

ak. Operating segment (continued)

A geographical segment represents a component of the Bank and its Subsidiaries that provides services in different economic environment and has a different risk and reward compared to others operating in different economic environment. Geographical segments are divided into Indonesia, Asia (Singapore, Malaysia, Hong Kong, Timor Leste and Shanghai), Western Europe (England) and Cayman Islands.

al. Partnership program and community development program

Fund allocation for partnership program and community development program are no longer allocated from retained earning approved by General Shareholders Meeting instead, it is accrued and charged directly to the current year consolidated statement of profit or loss and other comprehensive income.

am. Treasury Shares

Treasury shares are share capital that is acquired and owned back from previously issued by the Bank. Treasury shares are stated at the amount paid, including directly attributable additional costs (less income tax) and as a deduction from equity until the shares are canceled or reissued. When the shares are subsequently sold back, the amount received, less the related transaction surcharge and the related income tax effect, is presented in equity.

3. USE OF CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS

Several estimates and assumptions are required in the preparation of the consolidated financial statements in which management judgment is required in determining the methodology in the valuation of assets and liabilities.

Management makes estimates and assumptions that affect the reported amounts of assets and liabilities within the next financial year. All estimates and assumptions required in conformity with Statement of Financial Accounting Standard are the best estimates undertaken in accordance with the applicable standards. Estimates and judgements are evaluated on a continuous basis, and are based on past experience and other factors, including expectations with regard to future events.

Although these estimates and assumptions are based on management's best knowledge of current events and activities, actual results may differ from those estimates and assumptions.

Key sources of estimation uncertainty

a. Allowances for impairment losses of financial assets

Evaluation of impairment losses on financial assets carried at amortised cost and debt securities classified as available for sale are described in Note 2c.

Allowance for impairment losses related to a specific counterparty as part of the entire allowance for impairment losses are established for receivables that are individually evaluated for impairment based on management's best estimate of the present value of cash flows expected to be received. In calculating the allowance for impairment losses, management considers of the financial condition of the counterparty and the net realizable value of the collateral received. Each impaired asset is evaluated, and its settlement strategy and estimation of cash flows considered recoverable are independently approved by the Credit Risk Management Unit.

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3. USE OF CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (continued)

Key sources of estimation uncertainty (continued)

a. Allowances for impairment losses of financial assets (continued)

Collectively assessed impairment allowances cover credit losses inherent in portfolios with similar economic characteristics when there is objective evidence to suggest the impairments are exist within the portfolio, but the individual impaired items cannot yet be identified. In determining the need to establish allowance for collective impairment, management considers factors such as credit quality, size of portfolio, credit concentrations, and economic factors. In estimating the required allowance, the assumptions made to determine default and loss model and to determine the required input parameters which are based on historical experience and current economic conditions. The accuracy of this allowance depends on how precise the estimated future cash flows to determine the individual allowance and the model assumptions and parameters used in determining collective allowance.

b. Determining fair values of financial instruments

In determining the fair value for financial assets and financial liabilities for which there is no observable market price, the Group uses the valuation techniques as described in Note 2c for financial instruments that are traded infrequently and limited available price, fair value is less objective and requires varying degrees of judgement depending on liquidity, concentration, uncertainty of market factors, pricing assumptions and other risks.

c. Pension programs

Pension programs are determined based on actuarial valuation. The actuarial valuation use assumptions such as discount rate, expected rate of return on investments, future salary increases, mortality rate, resignation rate and others (refer to Note 2ai and 52). Any changes in those assumptions will impact the liability balance of employee benefit obligations.

The Group determines the appropriate discount rate at the end of each year including interest rate that should be used to determine the present value of estimated future cash outflows expected to settle the pension obligations. In determining the appropriate discount rate, the Group considers the interest rates of government bonds denominated in similar currency with payments that will be made and have terms to maturity approximating the terms of the related employee benefit liability. Other key assumptions for pension obligations are determined based in part on current market conditions.

d. Insurance liabilities on insurance contracts

Technical reserves of Subsidiaries which recorded in the consolidated statement of financial position as part of "Other liabilities" are calculated based on actuarial calculation using certain actuarial assumptions which are the best estimate assumption and margin for any adverse deviations. Included in the technical reserves are liability for future policy benefits, estimated claim liabilities, unearned premium income, Unexpired Risk Reserve (URR) and liability to policyholders.

e. Deferred tax assets

Deferred tax assets are recognised for all deductible temporary differences, as long as it is likely that taxable income will be available so that the temporary differences can be utilised. Significant estimates by management are required in determining the amount of deferred tax assets that can be recognised, based on utilisation and the level of taxable income and future tax planning strategies. The Bank does not take into account some of the benefits of deferred tax assets as management believes that deferred tax assets will not be recoverable in the future.

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3. USE OF CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (continued)

Key sources of estimation uncertainty (continued)

f. Depreciation and estimated useful life of fixed assets

Cost of acquisition of fixed assets are depreciated using the straight-line method based on their estimated economic useful life. Bank's management estimates the useful lives of the assets between 4 (four) to 20 (twenty) years.

Changes in the level of usage and technological developments could affect the economic useful lives and residual value of assets, and therefore future depreciation charges may be revised.

The carrying value of the Bank's fixed assets is disclosed in Note 18.

g. Impairment of non-financial assets

Bank Mandiri and its subsidiaries assess impairment of non-financial assets whenever events or changes in circumstances indicate that the carrying value of non-financial assets cannot be recovered. Important factors that could cause impairment of non-financial assets are as follows:

- a) Performance is not achieved significantly against expectations of historical or projected operating results in the future;
- b) A significant change in the way the use of the asset or the overall business strategy; and
- c) Industry or economic trends are significantly negative.

The Management of the Bank and its Subsidiaries recognize an impairment loss if the carrying amount of the asset exceeds its recoverable amount. Recoverable amount is the higher value between the fair value minus costs of disposal and the value in use of the asset (or cash-generating unit). Recoverable amount is estimated for individual assets or, if not possible, for the cash-generating unit in which the asset forming part of the unit.

h. Revaluations of land

The Group engaged independent valuation specialists to assess fair value of revalued land. Lands were valued by reference to market-based evidence, using comparable prices adjusted for specific market factors such as location and condition of land.

i. Determine the contract term with options for extension and termination of the contract - the Group as lessee

The Group determines the lease term as the term of the lease that cannot be canceled, together with the period covered by the option to extend the lease if it is determined to be exercised, or any period covered by the option to terminate the lease, if it is reasonably reasonable not to do so.

The Group has several lease contracts that include options for extension and termination of the lease terms. The Group applies its judgment in evaluating whether it is certain to exercise the option to extend or terminate the lease. This is done by considering all relevant facts and circumstances that provide economic incentives to extend or terminate the lease. After the commencement date, the Group reassesses the lease term, if there is a significant event or change in circumstances which is under its control and affects whether the lessee is certain enough to exercise the option to extend or terminate the lease.

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3. USE OF CRITICAL ACCOUNTING ESTIMATES AND JUDGEMENTS (continued)

Significant accounting judgements

Accounting judgements that are important in applying accounting policies of the Bank and its Subsidiaries include:

a. Going concern

The Management of the Bank and its Subsidiaries has assessed the ability of the Bank and its Subsidiaries to continue its business and believes that the Bank and Subsidiaries have the resources to continue their business in the future. In addition, management is not aware of any material uncertainties that may cause significant doubt on the ability of the Bank and Subsidiaries to maintain its viability. Therefore, the consolidated financial statements have been prepared on the basis of a going concern.

b. Classification of financial assets and liabilities

The Management of the Bank and its Subsidiaries determine the classification of certain assets and liabilities as financial assets and financial liabilities by considering whether the definitions set under SFAS No. 71 have been fulfilled since January 1, 2020, previously in accordance with SFAS No. 55 "Financial Instrument: Recognition and Measurement". Accordingly, financial assets and financial liabilities are recognised in accordance with the accounting policy of the Bank and its Subsidiaries as disclosed in Note 2.c.E.

4. CURRENT ACCOUNTS WITH BANK INDONESIA

	December 31, 2020	December 31, 2019
Rupiah	42,493,473	33,083,619
United States Dollar (Note 63B.(iv))	7,145,152	13,407,311
	49,638,625	46,490,930

As of December 31, 2020 and 2019, the Bank's Minimum Statutory Reserve (GWM) in Rupiah and Foreign Currencies and Macroprudential Liquidity Buffer (PLM) are as follows:

	December 31, 2020	December 31, 2019
Rupiah		
Primary Minimum Statutory Reserve ^{*)}	3.00%	6.00%
(i) Daily Minimum Statutory Reserve	0.00%	3.00%
(ii) Average Minimum Statutory Reserve	3.00%	3.00%
Macroprudential Liquidity Buffer	6.00%	4.00%
Foreign currencies		
Primary Minimum Statutory Reserve	4.00%	8.00%
(i) Daily Minimum Statutory Reserve	2.00%	6.00%
(ii) Average Minimum Statutory Reserve	2.00%	2.00%

^{*)} Bank provide funds for economic activities in the form of export, import, small medium enterprise (UMKM), and / or economic activities in other priority sectors determined by Bank Indonesia, so that the Bank gets incentives in the form of allowance for reserve requirements. Minimum Statutory Reserves in Rupiah that must be met by the Bank on December 31, 2020 which previously had to be met by the Bank was 3.50% with a daily requirement of 0.50% and an average of 3.00% to be 3.00% with a daily requirement of 0.00% and Average GWM 3.00% (based on the terms of the Note 2h)

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4. CURRENT ACCOUNTS WITH BANK INDONESIA (CONTINUED)

As of December 31, 2020 and 2019, the Bank has fulfilled the ratio as mentioned above. The Statutory Reserves Ratio for Rupiah and foreign currencies accounts and Macroprudential Liquidity Buffer Ratio (Bank Mandiri only), are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Primary Minimum Statutory Reserve	3.50%	6.21%
(i) Daily Minimum Statutory Reserve ^{*)}	0.00%	3.00%
(ii) Average Minimum Statutory Reserve	3.50%	3.21%
PLM (formerly Secondary Minimum Statutory Reserve)	23.50%	13.02%
Foreign currencies		
Primary Minimum Statutory Reserve	4.10%	8.10%
(i) Daily Minimum Statutory Reserve	2.00%	6.00%
(ii) Average Minimum Statutory Reserve	2.10%	2.10%

^{*)} Realization of daily rupiah reserve requirement as of December 31, 2020 and 2019 were 5.27% dan 4.11%.

^{**)} Realization of daily foreign currencies requirement as of December 31, 2020 and 2019 were 4.10% dan 8.10%.

There is no Current Account RIM (previously GWM LFR) should fulfilled by the Bank as of December 31, 2020 and 2019.

5. CURRENT ACCOUNTS WITH OTHER BANKS

a. By currency, related parties and third parties:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Related parties (Note 57)	9,438	4,247
Third parties	1,010,125	486,671
Total	<u>1,019,563</u>	<u>490,918</u>
Foreign currencies		
Related parties (Note 57)	2,363	246
Third parties	23,026,445	12,072,326
Total (Note 63B.(iv))	<u>23,028,808</u>	<u>12,072,572</u>
Total	24,048,371	12,563,490
Less: allowance for impairment losses	(71,044)	(5,193)
Net	<u>23,977,327</u>	<u>12,558,297</u>

Included in foreign currencies are mainly Great Britain Poundsterling, United States Dollar, European Euro, Japanese Yen, Australian Dollar, Hong Kong Dollar, Chinese Yuan and Singapore Dollar.

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5. CURRENT ACCOUNTS WITH OTHER BANKS (continued)

a. By currency, related parties and third parties (continued):

Movements on current account with other bank classified as amortised cost for the year ended December 31, 2020:

	December 31, 2020				
	Stage 1	Stage 2	Stage 3	Sharia ¹⁾	Total
Beginning balance	10,732,951	-	3,290	1,827,249	12,563,490
Remeasurement of net carrying amount	8,938,606	-	(522)	4,031,506	12,969,590
New financial assets originated or purchased	3,216,156	-	-	1,064	3,217,220
Financial assets derecognised	(4,783,964)	-	-	-	(4,783,964)
Total increase/(decrease) during the year	7,370,798	-	(522)	4,032,570	11,402,846
Others	60,238	-	311	21,486	82,035
Ending balance	18,163,987	-	3,079	5,881,305	24,048,371

¹⁾ Not Implement SFAS 71 "Financial Instrument"

b. By Bank Indonesia's collectibility:

	December 31, 2020	December 31, 2019
Rupiah		
Current	1,019,563	490,918
Foreign currencies		
Current	23,025,729	12,069,282
Loss	3,079	3,290
Total (Note 63B.(iv))	23,028,808	12,072,572
	24,048,371	12,563,490
Less: allowance for impairment losses	(71,044)	(5,193)
Net	23,977,327	12,558,297

c. The average interest rate (yield) per annum:

	December 31, 2020	December 31, 2019
Rupiah	0.01%	0.01%
Foreign currencies	0.50%	1.41%

d. Movements of allowance for impairment losses on current accounts with other banks are as follows:

	December 31, 2020	December 31, 2019
Beginning balance	5,193	5,189
First Implementation of SFAS 71 (Note 68)	4,865	-
Allowance during the year (Note 46)	60,372	248
Others ¹⁾	614	(244)
Ending balance	71,044	5,193

¹⁾ Included effect of foreign currency translation.

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5. CURRENT ACCOUNTS WITH OTHER BANKS (continued)

- d. Movements of allowance for impairment losses on current accounts with other banks are as follows (continued):

	December 31, 2020				
	Stage 1	Stage 2	Stage 3	Sharia ¹⁾	Total
Beginning balance	-	-	3,290	1,903	5,193
First Implementation of SFAS 71 (Note 68)	4,865	-	-	-	4,865
Beginning Balance SFAS 71	4,865	-	3,290	1,903	10,058
Net remeasurement of losses allowance	2,099	-	(522)	60,399	61,976
New financial assets originated or purchased	1,174	-	-	-	1,174
Financial assets derecognised	(2,778)	-	-	-	(2,778)
Total allowance/(reversal) during the year	495	-	(522)	60,399	60,372
Others	280	-	311	23	614
Ending balance	5,640	-	3,079	62,325	71,044

¹⁾ Not implement SFAS 71 "Financial Instrument"

Management believes that the allowance for impairment losses on current accounts with other banks is adequate.

- e. Information in respect of classification of "non-impaired" and "impaired" are disclosed in Note 63A.

6. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS

- a. By type, currency, maturity and Bank Indonesia's collectibility:

	December 31, 2020			
	Maturity	Current	Loss	Total
Rupiah				
Bank Indonesia	< 1 month	35,732,489	-	35,732,489
Call money	< 1 month	1,780,000	-	1,780,000
Time Deposits	< 1 month	948,299	-	948,299
	≥ 1 month ≤ 3 months	321,800	-	321,800
	> 3 months ≤ 6 months	18,000	-	18,000
	> 6 months ≤ 12 months	20,000	-	20,000
Total		38,820,588	-	38,820,588
Foreign currencies				
Bank Indonesia	< 1 month	29,153,750	-	29,153,750
	≥ 1 month ≤ 3 months	140,500	-	140,500
Call money	< 1 month	8,322,517	-	8,322,517
	> 36 months	-	43,573	43,573
Fixed Term Placement	< 1 month	2,737,010	-	2,737,010
	> 3 months ≤ 6 months	205,863	-	205,863
	> 36 months	-	1,004	1,004
Time Deposits	< 1 month	281,000	-	281,000
	≥ 1 month ≤ 3 months	35,350	-	35,350
	> 3 months ≤ 6 months	71,230	-	71,230
	> 12 months ≤ 36 months	146	-	146
	> 36 months	838	-	838
Total (Note 63B.(iv))		40,948,204	44,577	40,992,781
Less: allowance for impairment losses				79,813,369 (46,772)
Net				79,766,597

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6. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)

a. By type, currency, maturity and Bank Indonesia's collectability (continued):

		December 31, 2019			
		Maturity	Current	Loss	Total
Rupiah					
Bank Indonesia	< 1 month		12,380,226	-	12,380,226
Call money	< 1 month		4,020,000	-	4,020,000
Time Deposits	< 1 month		829,100	-	829,100
	> 1 month ≤ 3 months		311,800	-	311,800
	> 3 months ≤ 6 months		9,500	-	9,500
Total			17,550,626	-	17,550,626
Foreign currencies					
Bank Indonesia	< 1 month		8,468,325	-	8,468,325
Call money	< 1 month		8,090,026	-	8,090,026
	> 12 months ≤ 36 months		-	46,601	46,601
Fixed Term Placement	< 1 month		2,310,017	-	2,310,017
	> 1 month ≤ 3 months		235,617	-	235,617
	> 3 months ≤ 6 months		246,398	-	246,398
	> 12 months ≤ 36 months		-	1,074	1,074
Time Deposits	< 1 month		666,779	-	666,779
	> 36 months		972	-	972
Total (Note 63B.(iv))			20,018,134	47,675	20,065,809
					37,616,435
Less: allowance for impairment losses					(47,675)
Net					37,568,760

Movements on Placement with Bank Indonesia and Other Banks classified as amortised cost for December 31, 2020:

		December 31, 2020			
		Stage 1	Stage 2	Stage 3	Total
Beginning balance		37,568,760	-	47,675	37,616,435
Remeasurement of net carrying amount		2,137,932	-	(7,605)	2,130,327
Financial assets derecognised		370,956,722	-	-	370,956,722
New financial assets originated or purchased		(331,795,376)	-	-	(331,795,376)
Total increase/(decrease) during the year		41,299,278	-	(7,605)	41,291,673
Others		900,754	-	4,507	905,261
Ending balance		79,768,792	-	44,577	79,813,369

b. By related parties and third parties:

	December 31, 2020	December 31, 2019
Rupiah		
Related parties (Note 57)	1,062,799	368,500
Third parties	37,757,789	17,182,126
Total	38,820,588	17,550,626

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6. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)

b. By related parties and third parties (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Foreign currencies		
Related parties (Note 57)	2,069,790	1,131,424
Third Parties	38,922,991	18,934,385
Total (Notes 63B.(iv))	<u>40,992,781</u>	<u>20,065,809</u>
	79,813,369	37,616,435
Less: allowance for impairment losses	(46,772)	(47,675)
Net	<u>79,766,597</u>	<u>37,568,760</u>

c. By counterparty:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Deposit Facility		
Bank Indonesia	35,732,489	12,380,226
Call Money		
PT Bank Pembangunan Daerah		
Jawa Timur	400,000	-
PT Bank Pembangunan Daerah		
Jawa Tengah	200,000	-
PT Bank Pembangunan Daerah		
Aceh Syariah	150,000	-
PT Bank Pembangunan Daerah		
Bali Denpasar	150,000	-
PT Bank Pembangunan Daerah		
Kalimantan Tengah	125,000	-
PT Bank Pembangunan Daerah		
Kalimantan Timur & Utara	125,000	-
PT Bank Pembangunan Daerah		
Kalimantan Tengah	120,000	-
PT Bank Pembangunan Daerah		
Sulawesi Selatan	120,000	-
PT Bank Pembangunan Daerah		
Sumatera Utara	-	350,000
PT Bank Pembangunan Daerah Riau	-	150,000
PT Bank Pembangunan Daerah		
Kalimantan Timur & Utara	-	175,000
Others	390,000	3,345,000
	<u>1,780,000</u>	<u>4,020,000</u>

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6. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)

c. By counterparty (continued):

	December 31, 2020	December 31, 2019
Rupiah (continued)		
Time Deposits		
PT Bank Tabungan Negara (Persero) Tbk	405,500	251,000
PT BRI Syariah Tbk	290,000	-
PT Bank Rakyat Indonesia Agroniaga Tbk	230,800	-
PT Bank Rakyat Indonesia (Persero) Tbk	-	28,000
PT Bank Pembangunan Daerah Jawa Tengah	-	177,950
Citibank N.A.	-	162,750
PT Bank Negara Indonesia (Persero) Tbk	-	27,000
Others	381,799	503,700
	<u>1,308,099</u>	<u>1,150,400</u>
Total	<u>38,820,588</u>	<u>17,550,626</u>
Foreign currencies		
United State Dollar		
Term Deposit Valas		
Bank Indonesia	29,294,250	8,468,325
Call Money		
Wells Fargo	4,111,030	6,069,429
Citibank N.A.	3,225,880	770,479
Bank of New York	602,043	665,666
HSBC Bank USA, N.A.	-	56,918
Others	383,565	527,534
	<u>8,322,518</u>	<u>8,090,026</u>
Fixed Term		
PT Bank Rakyat Indonesia (Persero) Tbk	848,620	91,625
CTBC Bank Co, Ltd,	421,500	-
The Agricultural Bank of China, Hong kong	421,500	-
Wells Fargo	-	1,449,333
Bank of China	-	126,747
PT Bank Negara Indonesia (Persero) Tbk	764,320	762,149
Others	282,055	63,051
	<u>2,737,995</u>	<u>2,492,905</u>
Time Deposits		
PT Bank Rakyat Indonesia (Persero) Tbk	316,350	-
PT Bank Net Syariah	71,230	-
PT Bank Negara Indonesia (Persero) Tbk	-	277,650
PT Bank Maybank Indonesia Tbk	-	166,590
PT Bank UOB Indonesia	-	28,184
Others	-	195,327
	<u>387,580</u>	<u>667,751</u>
	<u>40,742,343</u>	<u>19,719,007</u>

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6. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)

c. By counterparty (continued):

	December 31, 2020	December 31, 2019
Foreign currencies (continued)		
Chinese Yuan		
Fixed Term		
Bank of China	205,862	179,476
Shanghai Pudong Development Bank	-	119,651
	<u>205,862</u>	<u>299,127</u>
Others		
Call Money	43,572	46,601
Fixed Term	1,004	1,074
	<u>44,576</u>	<u>47,675</u>
Total (Note 63b.(iv))	<u>40,992,781</u>	<u>20,065,809</u>
Total counterparty placements	79,813,369	37,616,435
Less: allowance for impairment losses	(46,772)	(47,675)
Net	<u>79,766,597</u>	<u>37,568,760</u>

d. Average interest rate (yield) per annum:

	December 31, 2020	December 31, 2019
Rupiah	2.09%	1.40%
Foreign currencies	0.29%	2.06%

e. Movements of allowance for impairment losses on placements with other banks:

	December 31, 2020	December 31, 2019
Beginning balance	47,675	50,338
First Implementation of SFAS 71 (Note 68)	2,960	-
Reversal during the year (Note 46)	(8,952)	(51)
Others ¹⁾	5,089	(2,612)
Ending balance	<u>46,772</u>	<u>47,675</u>

¹⁾ Including effect of foreign currency translation.

	December 31, 2020			
	Stage 1	Stage 2	Stage 3	Total
Beginning balance	-	-	47,675	47,675
First implementation of SFAS 71 (Note 68)	2,960	-	-	2,960
Beginning Balance SFAS 71	2,960	-	47,675	50,635
Net remeasurement of losses allowance	(44)	-	(7,605)	(7,649)
New financial assets originated or purchased	97	-	-	97
Financial assets derecognised	(1,400)	-	-	(1,400)
Total reversal during the year	(1,347)	-	(7,605)	(8,952)
Others	582	-	4,507	5,089
Ending balance	<u>2,195</u>	<u>-</u>	<u>44,577</u>	<u>46,772</u>

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6. PLACEMENTS WITH BANK INDONESIA AND OTHER BANKS (continued)

- e. Movements of allowance for impairment losses on placements with other banks (continued):

Management believes that the allowance for impairment losses on placements with Bank Indonesia and other banks is adequate.

- f. Information in respect of classification of “non-impaired” and “impaired” is disclosed in Note 63A.
- g. Bank Mandiri has a placement with a financial institution (in liquidation), which has been classified as loss or “impaired”. Bank Mandiri’s claims that have been approved by the Trustee based on the creditors meeting on November 5, 2009 amounted to EUR16,395,092 (full amount) for the placement. On March 10, 2010, November 24, 2010, September 6, 2012, January 23, 2014 and September 11, 2020 the Trustee has paid a portion of the claims (interim distribution) to Bank Mandiri, after a net-off with the balance of demand deposit, interbank call money and L/C UPAS payable of the Subsidiary to the financial institution, the balance of Bank Mandiri's placement with the financial institution (in liquidation) as of December 31, 2020 and 2019 were EUR2,586,472 (full amount), respectively. As of December 31, 2020 and 2019, Bank Mandiri has established full allowance for impairment losses on the remaining outstanding balance of placement with the financial institution.
- h. As of December 31, 2020 and 2019, placements with a balance of USD70,000 (full amount) were pledged for loan facilities received from other banks (Note 36e).

7. MARKETABLE SECURITIES

- a. By purpose, related parties and third parties:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Marketable securities		
Related parties (Note 57):		
Fair value through profit or loss	1,519,439	2,834,117
Fair value through other comprehensive income	8,603,253	-
Amortised cost	5,100,700	-
At cost ⁾	1,613,212	1,922,915
Available for sale	-	8,626,405
Held to maturity	-	5,158,874
	<u>16,836,604</u>	<u>18,542,311</u>
Third parties:		
Fair value through profit or loss	6,673,446	4,637,866
Fair value through other comprehensive income	10,096,773	-
Amortised cost	3,477,555	-
At cost ⁾	16,116,032	11,952,894
Available for sale	-	11,140,087
Held to maturity	-	2,882,674
	<u>36,363,806</u>	<u>30,613,521</u>

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7. MARKETABLE SECURITIES (continued)

a. By purpose, related parties and third parties (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Investments in unit-link contracts **)		
Related parties (Note 57):		
Fair value through profit or loss	9,116,532	8,834,946
Third parties:		
Fair value through profit or loss	17,242,604	13,176,134
	<u>26,359,136</u>	<u>22,011,080</u>
Total	<u>79,559,546</u>	<u>71,166,912</u>
Add/(Less):		
Unamortised discounts	(2,207)	(5,654)
Unrealised gain on increase in fair value of marketable securities	483,464	171,648
Allowance for impairment losses	(140,033)	(69,538)
	<u>341,224</u>	<u>96,456</u>
Net	<u>79,900,770</u>	<u>71,263,368</u>

¹⁾ Marketable securities owned by Subsidiaries.

²⁾ Investments in unit-link contracts are investments owned by policyholders of unit-link contracts of Subsidiary's which are presented at fair value.

Movements on marketable securities classified as amortised cost for December 31, 2020:

	<u>December 31, 2020</u>				
	<u>Stage 1</u>	<u>Stage 2</u>	<u>Stage 3</u>	<u>Sharia¹⁾</u>	<u>Total</u>
Amortised cost					
Beginning balance	7,965,552	68,195	2,147	13,875,809	21,911,703
Remeasurement	(31,838)	-	-	-	(31,838)
New purchased financial assets	3,826,832	149,949	-	17,729,243	21,706,024
Matured or sold of financial assets	(3,219,580)	(92,561)	(2,147)	(13,875,809)	(17,190,097)
Total increase/(decrease) during the year	575,414	57,388	(2,147)	3,853,434	4,484,089
Others	(90,500)	-	-	-	(90,500)
Ending balance	<u>8,450,466</u>	<u>125,583</u>	<u>-</u>	<u>17,729,243</u>	<u>26,305,292</u>

¹⁾ Not implement SFAS 71

Movements on marketable securities classified as fair value through other comprehensive income (all securities classified as fair value through other comprehensive income are stage 1) for December 31, 2020:

	<u>Carrying amount</u>	<u>Expected Credit loss¹⁾</u>
Fair value through other comprehensive income		
Beginning balance	19,901,176	14,437
Remeasurement	93,671	(4,519)
New purchased financial assets	3,162,221	1,593
Matured or sold financial assets	(4,321,387)	(828)
Increase from fair value	311,816	-
Ending balance	<u>19,147,497</u>	<u>10,683</u>

¹⁾ Allowance for impairment losses on securities classified as fair value through other comprehensive income stated on other comprehensive income due to the carrying amount disclosed at fair value

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7. MARKETABLE SECURITIES (continued)

b. By type, currency and Bank Indonesia's collectibility:

	December 31, 2020						
	Cost/ nominal value/ fair value ¹⁾	Unamortised premiums/ (discounts)	Unrealised gains/ (losses)	Fair value/at cost/amortised cost ²⁾			
				Current	Substandard	Loss	Total
Rupiah							
Fair value through profit or loss							
<u>Marketable securities</u>							
Bonds	1,066,638	-	16,310	1,082,948	-	-	1,082,948
Investments in mutual fund units	303,431	-	-	303,431	-	-	303,431
Certificates of Bank Indonesia	300,000	-	1,041	301,041	-	-	301,041
Shares	313,038	-	-	313,038	-	-	313,038
Negotiable certificate of deposit	928,259	-	18,348	946,607	-	-	946,607
Export bills, asset-backed security and others ³⁾	26,148	-	(1,425)	24,723	-	-	24,723
	<u>2,937,514</u>	<u>-</u>	<u>34,274</u>	<u>2,971,788</u>	<u>-</u>	<u>-</u>	<u>2,971,788</u>
<u>Investments in unit-link contracts ⁴⁾</u>							
Shares	21,787,074	-	-	21,787,074	-	-	21,787,074
Investments in mutual fund units	550,776	-	-	550,776	-	-	550,776
Bonds	2,027	-	-	2,027	-	-	2,027
	<u>22,339,877</u>	<u>-</u>	<u>-</u>	<u>22,339,877</u>	<u>-</u>	<u>-</u>	<u>22,339,877</u>
	<u>25,277,391</u>	<u>-</u>	<u>34,274</u>	<u>25,311,665</u>	<u>-</u>	<u>-</u>	<u>25,311,665</u>
Fair value through other comprehensive income							
Investments in mutual fund units	3,716,158	-	31,385	3,747,543	-	-	3,747,543
Bonds	4,867,541	-	119,756	4,987,297	-	-	4,987,297
Share	920	-	-	920	-	-	920
Export bills, asset-backed security and others ³⁾	158,374	-	3,056	161,430	-	-	161,430
	<u>8,742,993</u>	<u>-</u>	<u>154,197</u>	<u>8,897,190</u>	<u>-</u>	<u>-</u>	<u>8,897,190</u>
Amortised cost							
Bonds	6,560,620	36	-	6,560,656	-	-	6,560,656
Medium Term Notes	245,000	-	-	245,000	-	-	245,000
Export bills, asset-backed security and others ³⁾	745,756	-	-	745,756	-	-	745,756
	<u>7,551,376</u>	<u>36</u>	<u>-</u>	<u>7,807,412</u>	<u>-</u>	<u>-</u>	<u>7,807,412</u>
Investment in the mutual fund units	245,000	-	-	245,000	-	-	245,000
	<u>7,796,376</u>	<u>36</u>	<u>-</u>	<u>7,796,412</u>	<u>-</u>	<u>-</u>	<u>7,796,412</u>
At cost ⁵⁾							
Sharia Corporate bonds	1,930,601	-	-	1,930,601	-	-	1,930,601
Certificate of Bank Indonesia sharia	3,841,098	-	-	3,841,098	-	-	3,841,098
Sukuk BI	11,905,604	-	-	11,905,604	-	-	11,905,604
Bonds	-	-	-	-	-	-	-
Export bills	51,941	-	-	51,941	-	-	51,941
	<u>17,729,244</u>	<u>-</u>	<u>-</u>	<u>17,729,244</u>	<u>-</u>	<u>-</u>	<u>17,729,244</u>
Total	59,546,004	36	188,471	59,734,511	-	-	59,734,511
Foreign currencies							
Fair value through profit or loss							
<u>Marketable securities</u>							
Bonds							
Treasury bills	758,241	-	1,357	759,598	-	-	759,598
Certificates of Bank Indonesia	4,497,130	-	362	4,497,492	-	-	4,497,492
	<u>5,255,371</u>	<u>-</u>	<u>1,719</u>	<u>5,257,090</u>	<u>-</u>	<u>-</u>	<u>5,257,090</u>
<u>Investments in unit-link contracts ⁴⁾</u>							
Investments in mutual fund units	4,019,259	-	-	4,019,259	-	-	4,019,259
Fair value through other comprehensive income							
Bonds	4,928,231	-	235,044	5,163,275	-	-	5,163,275
Treasury bills	1,776,762	-	64,815	1,841,577	-	-	1,841,577
Investment in the mutual fund units	3,252,040	-	(6,585)	3,245,455	-	-	3,245,455
	<u>9,957,033</u>	<u>-</u>	<u>293,274</u>	<u>10,250,307</u>	<u>-</u>	<u>-</u>	<u>10,250,307</u>
Amortised cost							
Bonds	154,551	(2,243)	-	152,308	-	-	152,308
Export bills	627,328	-	-	627,328	-	-	627,328
	<u>781,879</u>	<u>(2,243)</u>	<u>-</u>	<u>779,636</u>	<u>-</u>	<u>-</u>	<u>779,636</u>
Total (Note 63B.(iv))	20,013,542	(2,243)	294,993	20,306,292	-	-	20,306,292
	<u>79,559,546</u>	<u>(2,207)</u>	<u>483,464</u>	<u>80,040,803</u>	<u>-</u>	<u>-</u>	<u>80,040,803</u>
Less: allowance for impairment losses							(140,033)
Net							79,900,770

¹⁾ There is a reclassification of marketable securities in the form of asset backed Securities from the held to maturity in SFAS 55 became measured at fair value through profit or loss as a result of the implementation SFAS 71 amounted to Rp25,000 with fair values of Rp26,148 and Rp24,723 on January 1, 2020 and December 31, 2020.

²⁾ Marketable securities classified at amortised cost presented at nominal value. Investments in unit-link contracts are investments owned by policyholders of Subsidiary's unit-link contracts which are presented at fair value.

³⁾ Marketable securities classified at amortised cost are presented at amortised cost.

⁴⁾ Marketable securities owned by Subsidiary

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7. MARKETABLE SECURITIES (continued)

b. By type, currency and Bank Indonesia's collectibility (continued):

December 31, 2019							
	Cost/ nominal value/ fair value ¹⁾	Unamortised premiums/ (discounts)	Unrealised gains/ (losses)	Fair value/at cost/amortised cost ²⁾			
				Current	Substandard	Loss	Total
Rupiah							
Fair value through profit or loss							
<u>Marketable securities</u>							
Bonds	2,515,695	-	10,778	2,526,473	-	-	2,526,473
Investments in mutual fund units	241,995	-	-	241,995	-	-	241,995
Certificates of Bank Indonesia	365,117	-	8,015	373,132	-	-	373,132
Shares	342,011	-	-	342,011	-	-	342,011
Negotiable certificate of deposit	226,227	-	2,833	229,060	-	-	229,060
	3,691,045	-	21,626	3,712,671	-	-	3,712,671
<u>Investments in unit-link contracts³⁾</u>							
Shares	20,510,838	-	-	20,510,838	-	-	20,510,838
Investments in mutual fund units	1,493,474	-	-	1,493,474	-	-	1,493,474
Bonds	6,768	-	-	6,768	-	-	6,768
	22,011,080	-	-	22,011,080	-	-	22,011,080
	25,702,125	-	21,626	25,723,751	-	-	25,723,751
<u>Available for sale</u>							
Investments in mutual fund units	3,661,868	-	25,789	3,687,657	-	-	3,687,657
Bonds	5,760,130	-	(21,295)	5,738,835	-	-	5,738,835
Medium term notes	5,000	-	-	5,000	-	-	5,000
Share	11,103	-	-	11,103	-	-	11,103
	9,438,101	-	4,494	9,442,595	-	-	9,442,595
<u>Held to maturity</u>							
Bonds	5,549,008	(2,788)	-	5,546,220	-	-	5,546,220
Medium Term Notes	245,000	-	-	245,000	-	-	245,000
Export bills	738,858	-	-	738,858	-	-	738,858
Investment in the mutual fund units	245,000	-	-	245,000	-	-	245,000
	6,777,866	(2,788)	-	6,775,078	-	-	6,775,078
<u>At cost⁴⁾</u>							
Sharia Corporate bonds	3,163,600	-	-	3,163,600	-	-	3,163,600
Certificate of Bank Indonesia sharia	850,000	-	-	850,000	-	-	850,000
Sukuk BI	9,431,729	-	-	9,431,729	-	-	9,431,729
Bond	299,514	-	-	299,514	-	-	299,514
Export bills	130,966	-	-	130,966	-	-	130,966
	13,875,809	-	-	13,875,809	-	-	13,875,809
Total	55,793,901	(2,788)	26,120	55,817,233	-	-	55,817,233
<u>Foreign currencies</u>							
Fair value through profit or loss							
Bonds	685,865	-	6,403	692,268	-	-	692,268
Treasury bills	1,845,228	-	5,288	1,850,516	-	-	1,850,516
Certificates of Bank Indonesia	1,249,845	-	3,647	1,253,492	-	-	1,253,492
	3,780,938	-	15,338	3,796,276	-	-	3,796,276
<u>Available for sale</u>							
Bonds	4,617,241	-	135,804	4,753,045	-	-	4,753,045
Treasury bills	1,601,717	-	14,169	1,615,886	-	-	1,615,886
Certificates of Bank Indonesia	896,163	-	100	896,263	-	-	896,263
Investment in the mutual fund units	3,213,270	-	(19,883)	3,193,387	-	-	3,193,387
	10,328,391	-	130,190	10,458,581	-	-	10,458,581
<u>Held to maturity</u>							
Bonds	238,978	(2,866)	-	236,112	-	-	236,112
Export bills	1,024,704	-	-	1,022,232	-	2,472	1,024,704
	1,263,682	(2,866)	-	1,258,344	-	2,472	1,260,816
Total (Note 63B.(iv))	15,373,011	(2,866)	145,528	15,513,201	-	2,472	15,515,673
	71,166,912	(5,654)	171,648	71,330,434	-	2,472	71,332,906
Less: allowance for impairment losses							(69,538)
Net							71,263,368

¹⁾ Held to maturity securities are presented at nominal value. Investments in unit-link contracts are investments owned by policyholders of Subsidiary's unit-link contracts which are presented at fair value.

²⁾ Held to maturity securities are presented at amortised cost.

³⁾ Marketable securities owned by Subsidiary

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7. MARKETABLE SECURITIES (continued)

c. By maturity:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Marketable securities</u>		
Rupiah		
No maturity date	617,391	605,819
< 1 year	21,625,781	18,580,784
> 1 < 5 years	12,840,432	10,930,189
> 5 < 10 years	2,122,523	3,666,029
Total	<u>37,206,127</u>	<u>33,782,821</u>
Foreign currencies		
< 1 year	6,735,652	6,145,885
> 1 < 5 years	5,738,341	6,223,934
> 5 < 10 years	3,504,101	3,003,192
> 10 years	16,189	-
Total	<u>15,994,283</u>	<u>15,373,011</u>
<u>Investments in unit-link¹⁾</u>		
Rupiah		
< 1 year	-	3,403
> 1 < 5 years	2,027	3,365
No maturity date	22,337,850	22,004,312
Foreign currencies		
No maturity date	4,019,259	-
Total	<u>26,359,136</u>	<u>22,011,080</u>
	79,559,546	71,166,912
Add/(less):		
Unamortised discounts	(2,207)	(5,654)
Unrealised gain on increase in fair value of marketable securities	483,464	171,648
Allowance for impairment losses	(140,033)	(69,538)
	<u>341,224</u>	<u>96,456</u>
Net	<u>79,900,770</u>	<u>71,263,368</u>

¹⁾ Investments in unit-link contracts are investments owned by policyholders of Subsidiary's unit-link contracts, which are presented at fair value.

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7. MARKETABLE SECURITIES (continued)

d. By issuer:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Marketable securities</u>		
Corporate	23,120,421	23,745,463
Banks	5,988,899	6,288,446
Central Bank	20,543,831	12,792,855
Government	3,547,259	6,329,068
	<u>53,200,410</u>	<u>49,155,832</u>
<u>Investments in unit-link contracts ^{*)}</u>		
Corporate	18,128,006	14,920,217
Bank	8,231,130	7,090,863
	<u>26,359,136</u>	<u>22,011,080</u>
Total	<u>79,559,546</u>	<u>71,166,912</u>
Add/(less):		
Unamortised discounts	(2,207)	(5,654)
Unrealised gain on increase in fair value of marketable securities	483,464	171,648
Allowance for impairment losses	(140,033)	(69,538)
	<u>341,224</u>	<u>96,456</u>
Net	<u>79,900,770</u>	<u>71,263,368</u>

^{*)} Investments in unit-link contracts are investments owned by policyholders of Subsidiary's unit-link contracts which are presented at fair value.

e. Details of bonds by rating:

	Rating Agencies	Rating ^{*)}		Fair value/at cost/amortised cost	
		December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019
Rupiah					
Fair value through profit or loss					
<u>Marketable securities</u>					
Bonds					
Government Treasury Bills ^{*)}	-	-	-	841,373	2,469,184
PT Jasa Marga (Persero) Tbk	Pefindo	idAA-	-	241,575	-
PT Sarana Multigriya Finansial	Pefindo	-	idAAA	-	47,691
Others	Various	-	Various	-	9,598
				<u>1,082,948</u>	<u>2,526,473</u>

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7. MARKETABLE SECURITIES (continued)

	Rating Agencies	Rating ¹⁾		Fair value/at cost/amortised cost	
		December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019
Rupiah (continued)					
Fair value through profit or loss (continued)					
<u>Investments in unit-link^{***)}</u>					
PT Timah Tbk	Pefindo	idA	-	2,027	-
PT Bank OCBC NISP Tbk.	Pefindo	-	idAAA	-	3,403
Others	Various	-	Various	-	3,365
				2,027	6,768
				1,084,975	2,533,241
Fair value through other comprehensive income					
<u>Marketable securities</u>					
Bonds					
PT Perusahaan Listrik Negara (Persero)	Pefindo	idAAA	-	1,146,412	-
PT Bank Rakyat Indonesia (Persero) Tbk.	Pefindo	idAAA	-	710,661	-
PT Hutama Karya (Persero)	Pefindo	idAAA(gg)	-	328,168	-
PT Sarana Multi Infrastruktur (Persero)	Pefindo	idAAA	-	468,798	-
Others	Various	Various	-	2,333,258	-
				4,987,297	-
Amortised cost					
<u>Marketable securities</u>					
Bonds					
PT Hutama Karya (Persero)	Pefindo	idAAA(gg)	-	730,036	-
PT Pelabuhan Indonesia IV (Persero)	Pefindo	idAA	-	695,000	-
PT Semen Indonesia (Persero) Tbk	Pefindo	idAA	-	575,000	-
PT Pembangunan Perumahan (Persero) Tbk	Pefindo	idA+	-	500,000	-
PT Pupuk Indonesia (Persero)	Pefindo	idAAA	-	500,000	-
PT Perusahaan Listrik Negara (Persero)	Pefindo	idAAA	-	460,000	-
PT Bank OCBC NISP Tbk	Pefindo	idAAA	-	200,786	-
PT Telkom Indonesia (Persero) Tbk	Pefindo	idAAA	-	222,254	-
Perum Pegadaian	Pefindo	idAAA	-	240,000	-
PT Bank Tabungan Negara (Persero) Tbk	Pefindo	idAA+	-	242,862	-
Others	Various	Various	-	2,194,718	-
				6,560,656	-

¹⁾ Information on rating of bonds were obtained from Bloomberg, which is based on ratings issued by the rating agencies, such as Pemeringkat Efek Indonesia (Pefindo), Standard and Poor's, Moody's and Fitch Ratings.

^{**)} No rating

^{***)} Investments in unit-link contracts are investments owned by policyholder of Subsidiary's unit link contracts which are presented at fair value.

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7. MARKETABLE SECURITIES (continued)

e. Details of bonds by rating (continued):

	Rating Agencies	Rating ¹⁾		Fair value/at cost/amortised cost	
		December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019
Rupiah (continued)					
At cost²⁾					
<u>Marketable securities</u>					
Sharia Corporate Bonds					
Perusahaan					
PT Sarana Multi					
Infrastruktur					
(Persero)	Pefindo	idAAA _(sy)	idAAA _(sy)	815,000	300,000
PT Bio Farma (Persero)	Pefindo	idAAA _(sy)	-	200,000	-
PT Kimia Farma Tbk	Pefindo	idAA _(sy)	-	200,000	-
Medco Power					
Indonesia	Pefindo	idA _(sy)	idA _(sy)	140,600	140,600
PT Indosat Tbk	Pefindo	-	idAAA	-	185,000
Others	Various	Various	Various	1,930,599	2,538,000
				3,286,199	3,163,600
Available for sale					
<u>Marketable securities</u>					
Bonds					
PT Perusahaan Listrik					
Negara (Persero)	Pefindo	-	idAAA	-	1,092,709
PT Bank Rakyat					
Indonesia	Pefindo	-	idAAA	-	697,453
(Persero) Tbk					
PT Hutama Karya	Pefindo	-	idAAA	-	308,756
(Persero)					
PT Bank OCBC					
NISP Tbk	Pefindo	-	idAAA	-	299,920
PT Telekomunikasi					
Indonesia Tbk	Pefindo	-	idAAA	-	260,141
Perum Pegadaian	Pefindo	-	idAAA	-	233,321
PT Bank Tabungan					
Negara (Persero)	Pefindo	-	idAA+	-	214,629
Tbk					
PT Astra Sedaya					
Finance	Pefindo	-	idAAA	-	107,614
Others	Various	-	Various	-	2,524,292
				-	5,738,835
Held to maturity					
<u>Marketable securities</u>					
Bonds					
PT Hutama Karya					
(Persero)	Pefindo	-	idAAA	-	650,000
Jakarta Lingkar Barat	Pefindo	-	idA+	-	460,000
PT Sarana Multi					
Infrastruktur (Persero)	Pefindo	-	idAAA	-	449,000
PT Tunas Baru					
Lampung Tbk	Fitch	-	A+ (Idn)	-	426,000
PT Bank OCBC					
NISP Tbk	Pefindo	-	idAAA	-	105,000
Others	Various	-	Various	-	3,456,220
				-	5,546,220
Total				15,919,127	16,981,896

¹⁾ Information on rating of bonds were obtained from Bloomberg, which is based on ratings issued by the rating agencies, such as Pemeringkat Efek Indonesia (Pefindo), Standard and Poor's, Moody's and Fitch Ratings.

²⁾ Marketable securities owned by Subsidiary.

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7. MARKETABLE SECURITIES (continued)

e. Details of bonds by rating (continued):

	Rating Agencies	Rating ¹⁾		Fair value/at cost/amortised cost	
		December 31, 2020	December 31, 2019	December 31, 2020	December 31, 2019
Foreign currencies					
Fair value through profit and loss					
<u>Marketable Securities</u>					
Bonds					
Agricultural Bank of China, HK	Moody's	-	A1	-	277,192
Bank of East Asia Limited	Moody's	-	Ba2 _(hyb)	-	276,564
Others	Various	-	Various	-	138,512
				-	692,268
Fair value through other comprehensive income					
<u>Marketable securities</u>					
Bonds					
PT Pertamina (Persero)	Moody's	Baa2	-	4,032,544	-
PT Perusahaan Listrik Negara (Persero)	Moody's	Baa2	-	208,057	-
PT Bank Rakyat Indonesia (Persero) Tbk.	Moody's	-	-	434,703	-
Others	Various	Baa3	-	487,971	-
				5,163,275	-
Amortised cost					
<u>Marketable securities</u>					
Bonds					
PT Pelindo (Persero)	Moody's	Baa3	-	68,739	-
PT Pertamina (Persero)	Moody's	Baa3	-	42,478	-
Others	Various	-	-	41,091	-
				152,308	-
Available for sale					
<u>Marketable securities</u>					
Bonds					
PT Pertamina (Persero)	Moody's	-	Baa2	-	3,771,293
PT Perusahaan Listrik Negara (Persero)	Pefindo	-	idAAA	-	342,260
PT Bank Rakyat Indonesia (Persero) Tbk.	Moody's	-	Baa2	-	264,200
Others	Various	-	Various	-	375,292
				-	4,753,045
Held to maturity					
<u>Marketable securities</u>					
Bonds					
PT Pelindo (Persero)	Moody's	-	Baa2	-	67,564
PT Pertamina (Persero)	Moody's	-	Baa2	-	42,203
Others	Various	-	Various	-	126,345
				-	236,112
Total				5,315,583	5,681,425

¹⁾ Information on rating of bonds were obtained from Bloomberg, which is based on ratings issued by the rating agencies, such as Pemeringkat Efek Indonesia (Pefindo), Standard and Poor's, Moody's and Fitch Ratings

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7. MARKETABLE SECURITIES (continued)

f. Average interest rate (yield) per annum:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah	8.47%	8.28%
Foreign currencies	7.32%	6.44%

g. Movements of allowance for impairment losses on marketable securities:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Beginning balance	69,538	96,574
First implementation of SFAS 71 (Note 68)	40,540	-
Allowance/(reversal) during the year (Note 46)	71,884	(11,701)
Others ¹⁾	(41,929)	(15,335)
Balance at end of year	140,033	69,538

¹⁾ Including effect of foreign currency translation.

	December 31, 2020				
	Stage 1	Stage 2	Stage 3	Sharia ¹⁾	Total
Beginning balance	33,815	2,660	10	33,053	69,538
Impact of first implementation of SFAS 71 (Note 68)	21,294	18,487	759	-	40,540
Beginning Balance SFAS 71	55,109	21,147	769	33,053	110,078
Net remeasurement of losses allowance	(2,521)	5	-	(13,025)	(15,541)
New financial assets originated or purchased	50,125	97,506	-	-	147,631
Financial asset derecognised	(17,458)	(41,979)	(769)	-	(60,206)
Total allowance/(reversal) during the year	30,146	55,532	(769)	(13,025)	71,884
Others	(26,638)	(15,291)	-	-	(41,929)
Ending balance	58,617	61,388	-	20,028	140,033

¹⁾ Not implement SFAS 71 "Financial Instrument"

Management believes that the allowance for impairment losses on marketable securities is adequate.

h. Information in respect of classification of "non-impaired" and "impaired" is disclosed in Note 63A.

i. Investment in mutual fund of the Bank measured at fair value through other comprehensive income on December 31, 2020 and classified as available for sale on December 31, 2019:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Mutual Fund Syailendra USD 3	2,480,485	2,438,587
Protected Mutual Fund Panin 17	993,776	-
Protected Mutual Fund BNP Paribas Selaras VI	991,973	-
Mutual Fund Trimegah VI	788,357	787,550
Mutual Fund Syailendra USD 2	764,970	754,800
Protected Fund BNP Paribas Selaras V	501,222	500,150
Protected Mutual Fund Trimegah XI	472,215	460,162

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7. MARKETABLE SECURITIES (continued)

- i. Investment in mutual fund of the Bank measured at fair value through other comprehensive income on December 31, 2020 and classified as available for sale on December 31, 2019 (continued):

	December 31, 2020	December 31, 2019
Protected Mutual Fund Schroder IDR Income Plan II	-	655,815
Protected Mutual Fund Trimegah I	-	651,837
Protected Mutual Fund Emco XVI	-	485,068
Protected Mutual Fund SAM Sejahtera 3	-	136,365
	6,992,998	6,870,334

- j. As of December 31, 2020 and 2019, marketable securities with total nominal amount of USD1,000,000 and Rp444,242 were sold under repurchase agreements (Note 28), respectively.
- k. As of December 31, 2020 and 2019, marketable securities with total nominal amount of RpNil (full amount) and USD65,000,000 (full amount) are being pledged as collateral for fund borrowing from other banks (Note 36c).

8. GOVERNMENT BONDS

This account consists of bonds issued by Government of the Republic of Indonesia which are obtained by the Group from primary and secondary markets as of December 31, 2020 and 2019, with details as follows:

	December 31, 2020	December 31, 2019
Related party (Note 57)		
<u>Government bonds</u>		
Fair value through profit or loss	7,896,257	5,040,996
Fair value through other comprehensive income ^{*)}	102,726,597	-
Amortised cost	39,423,358	-
At cost ^{*)}	8,690,979	8,079,331
Available for sale ^{***)}	-	96,664,454
Held to maturity	-	18,003,259
<u>Investments in unit-link contracts^{**)}</u>		
Fair value through profit or loss	953,436	1,212,260
	159,690,627	129,000,300

^{*)} Government bonds owned by Subsidiary are classified based on SFAS No. 110 "Accounting for Sukuk"

^{**)} Investments in unit-link contracts are investments owned by policyholders of Subsidiary's unit-link contracts which are presented at fair value.

^{***)} Including sukuk, project-based sukuk and retail bonds which are classified as at fair value through other comprehensive income.

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8. GOVERNMENT BONDS (continued)

a. By maturity

The government bonds, by remaining period of maturity, are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Fair value through profit or loss		
<u>Government bonds</u>		
Less than 1 year	1,031,081	157,424
1 - 5 years	3,081,678	1,612,886
5 - 10 years	2,556,512	2,116,432
Over 10 years	1,084,179	890,273
	<u>7,753,450</u>	<u>4,777,015</u>
<u>Investments in unit-link**)</u>		
Less than 1 year	39,697	111,877
1 - 5 years	244,255	407,500
5 - 10 years	345,070	435,944
Over 10 years	324,414	256,939
	<u>953,436</u>	<u>1,212,260</u>
	<u>8,706,886</u>	<u>5,989,275</u>
Fair value through other comprehensive income ***)		
Less than 1 year	9,296,111	-
1 - 5 years	44,029,542	-
5 - 10 years	19,246,128	-
Over 10 years	5,590,838	-
	<u>78,162,619</u>	<u>-</u>
Amortised cost		
Less than 1 year	141,603	-
1 - 5 years	28,987,406	-
5 - 10 years	8,325,518	-
Over 10 years	371,822	-
	<u>37,826,349</u>	<u>-</u>
At cost*)		
Less than 1 year	3,600,173	4,123,431
1 - 5 years	4,873,350	3,955,900
	<u>8,473,523</u>	<u>8,079,331</u>
Available for sale****)		
Less than 1 year	-	16,094,598
1 - 5 years	-	33,183,555
5 - 10 years	-	22,633,274
Over 10 years	-	2,857,390
	<u>-</u>	<u>74,768,817</u>

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8. GOVERNMENT BONDS (continued)

a. By maturity (continued)

The government bonds, by remaining period of maturity, are as follows (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Rupiah (continued)</u>		
Held to maturity		
Less than 1 year	-	9,970
1 - 5 years	-	15,487,132
5 - 10 years	-	325,088
Over 10 years	-	84,614
	-	15,906,804
Total	<u>133,169,377</u>	<u>104,744,227</u>
<u>Foreign currencies</u>		
Fair value through profit or loss		
Less than 1 year	1,284	1,138
1 - 5 years	35,647	154,134
5 - 10 years	104,108	73,808
Over 10 years	1,768	34,901
	<u>142,807</u>	<u>263,981</u>
Fair value through other comprehensive income		
Less than 1 year	3,231,394	-
1 - 5 years	15,268,145	-
5 - 10 Years	6,064,439	-
	<u>24,563,978</u>	<u>-</u>
Amortised cost		
Less than 1 year	70,587	-
1 - 5 years	1,171,365	-
5 - 10 years	355,057	-
	<u>1,597,009</u>	<u>-</u>
At cost^{*)}		
Less than 1 year	49,442	-
1 - 5 years	168,014	-
	<u>217,456</u>	<u>-</u>
Available for sale		
Less than 1 year	-	2,611,730
1 - 5 years	-	13,173,513
5 - 10 years	-	6,110,394
	-	<u>21,895,637</u>

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8. GOVERNMENT BONDS (continued)

a. By maturity (continued)

The government bonds, by remaining period of maturity, are as follows (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Foreign currencies (continued)		
Held to maturity		
Less than 1 year	-	778,531
1 - 5 years	-	651,387
5 - 10 years	-	666,537
	-	2,096,455
Total (Note 63B.(iv))	26,521,250	24,256,073
	159,690,627	129,000,300

^{*)} Government bonds owned by Subsidiary are classified based on SFAS No. 110 "Accounting for Sukuk"

^{**)} Investments in unit-link contracts are investments owned by policyholders of Subsidiary's unit-link contracts which are presented at fair value.

^{***)} Including sukuk, project-based sukuk and retail bonds which are classified as at fair value through other comprehensive income.

b. By type

	<u>December 31, 2020</u>				
	<u>Nominal/ cost/ amortised cost</u>	<u>Interest rates per annum</u>	<u>Fair value</u>	<u>Maturity dates</u>	<u>Frequency of interest payment</u>
Rupiah					
Fair value through profit or loss					
Government bonds					
Fixed rate bonds	7,323,500	5.45% - 12.90%	7,753,450	10/03/2021 - 15/05/2048	1 and 6 months
Investments in unit-link contracts^{**)}					
Fixed rate bonds	953,436	5,45% - 11.00%	953,436	10/03/2021 - 15/4/2040	6 months
Fair value through other comprehensive income^{***)}					
Fixed rate bonds	78,162,619	5.45% - 12.90%	78,162,619	10/03/2021 - 15/5/2048	1, 3 and 6 months
Foreign Currencies					
Fair value through profit or loss					
Government bonds					
Fixed rate bonds	123,781	2.30% - 6.63%	142,807	29/03/2021 - 15/04/2070	6 months
Fair value through other comprehensive income					
Fixed rate bonds	22,615,933	2.30% - 5.88%	24,563,978	29/03/2021 - 15/10/2030	6 months

^{**)} Investments in unit-link contracts are investments owned by policyholders of Subsidiary's unit-link contracts which are presented at fair value.

^{***)} Including sukuk, project-based sukuk and retail bonds which are classified as at fair value through other comprehensive income.

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8. GOVERNMENT BONDS (continued)

b. By type (continued)

December 31, 2020				
	Nominal/ cost/ amortised cost	Interest rates per annum	Maturity dates	Frequency of interest payment
Rupiah				
Amortised cost				
Fixed rate bonds	37,826,349	5.45%- 11.75%	15/07/2021 - 15/5/2037	6 months
At cost¹⁾				
Fixed rate bonds	8,473,523	5.45% - 8.75%	10/03/2021 - 15/10/2025	6 months
Foreign currencies				
Amortised cost				
Fixed rate bonds	1,597,009	2.30% - 5.88%	5/05/2021 - 8/01/2026	6 months
At cost¹⁾				
Fixed rate bonds	217,456	3.30% - 4.33%	29/03/2021 - 23/06/2025	6 months

¹⁾ Government bonds owned by Subsidiary are classified based on SFAS No. 110 "Accounting for Sukuk"

December 31, 2019					
	Nominal/ cost/ amortised cost	Interest rates per annum	Fair value	Maturity dates	Frequency of interest payment
Rupiah					
Fair value through profit or loss					
Government bonds					
Fixed rate bonds	4,508,379	5.45% - 12.90%	4,777,015	10/03/2020 - 15/05/2048	1 and 6 months
Investments in unit-link contracts^{**)}					
Fixed rate bonds	1,212,260	5.45% - 11.00%	1,212,260	10/03/2020 - 15/4/2039	1 and 6 months
Available for sale^{***)}					
Fixed rate bonds	58,696,103	5.45% - 12.90%	60,900,409	15/03/2020 - 15/02/2044	1, 3 and 6 months
Variable rate bonds	13,922,008	SPN 3 months	13,868,408	25/07/2020	3 months
	72,618,111		74,768,817		

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8. GOVERNMENT BONDS (continued)

b. By type (continued)

December 31, 2019					
	Nominal/ cost/ amortised cost	Interest rates per annum	Fair value	Maturity dates	Frequency of interest payment
Foreign Currencies					
Fair value through profit or loss					
Government bonds					
Fixed rate bonds	238,279	3.30% - 5.88%	263,981	13/03/2020 - 30/10/2049	6 and 9 months
Available for sale					
Fixed rate bonds	20,791,312	0.65% - 5.88%	21,895,637	13/03/2020 - 18/09/2029	6 and 12 months

December 31, 2019					
	Nominal/ cost/ amortised cost	Interest rates per annum	Maturity dates	Frequency of interest payment	
Rupiah					
Held to maturity					
Fixed rate bonds	15,906,804	5.45% - 11.75%	15/11/2020 - 15/05/2037	6 months	
At cost¹⁾					
Fixed rate bonds	8,079,331	5.00% - 7.23%	15/03/2020 - 15/01/2022	6 months	
Foreign Currencies					
Held to maturity					
Fixed rate bonds	2,096,455	0.90% - 5.88%	26/04/2020 - 08/01/2026	6 months	

¹⁾ Government bonds owned by Subsidiary are classified based on SFAS No. 110 "Accounting for Sukuk"

^{**)} Investments in unit-link contracts are investments owned by policyholders of Subsidiary's unit-link contracts which are presented at fair value.

^{***)} Including sukuk, project-based sukuk and retail bonds which are classified as at fair value through other comprehensive income.

c. Other information

As of December 31, 2020, Government Bonds with total nominal amount of USD57,000,000 (full amount) and Rp746,268 were sold under repurchase agreements (December 31, 2019: Rp3,563,112) (Note 28).

As of December 31, 2020, Government Bonds with total nominal amount of Rp3,236,072 and USD127,940,000 (full amount) (December 31, 2019: Rp944,322 and USD410,910,000 (full amount)) are being pledged as collateral for fund borrowings from other banks (Note 36c).

As of December 31, 2020 and 2019 Bank Indonesia's collectibility for government bonds is current.

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9. OTHER RECEIVABLES - TRADE TRANSACTIONS

a. By type, currency, related parties and third parties:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Related parties (Note 57)		
Usance L/C payable at sight	334,180	195,177
Others	13,085,177	13,646,693
	<u>13,419,357</u>	<u>13,841,870</u>
Third parties		
Usance L/C payable at sight	547,587	850,175
Others	7,481,908	7,012,889
	<u>8,029,495</u>	<u>7,863,064</u>
Total	<u>21,448,852</u>	<u>21,704,934</u>
Foreign currencies		
Related parties (Note 57)		
Usance L/C payable at sight	477,695	177,840
Others	119,082	166,909
	<u>596,777</u>	<u>344,749</u>
Third parties		
Usance L/C payable at sight	604,896	1,350,469
Others	7,345,339	7,015,550
	<u>7,950,235</u>	<u>8,366,019</u>
Total (Note 63B.(iv))	<u>8,547,012</u>	<u>8,710,768</u>
	29,995,864	30,415,702
Less: allowance for impairment losses	(1,687,776)	(1,311,591)
Net	<u>28,308,088</u>	<u>29,104,111</u>

Movements in carrying amount of other receivables - trade transactions classified as amortised cost upon stages for the year ended December 31, 2020:

	December 31, 2020				
	<u>Stage 1</u>	<u>Stage 2</u>	<u>Stage 3</u>	<u>Sharia¹⁾</u>	<u>Total</u>
Amortised Cost					
Beginning balance	28,831,891	316,214	1,223,517	44,080	30,415,702
Transfer to lifetime other receivables - unimpaired (stage 2)	(2,168)	2,168	-	-	-
Total beginning balance after transfer	28,829,723	318,382	1,223,517	44,080	30,415,702
Remeasurement of net carrying amount	429,998	102,628	(98,793)	-	433,833
New financial assets originated or purchased	66,639,528	4,727,929	37,002	-	71,404,459
Financial assets derecognised	(69,457,690)	(2,794,186)	(140,930)	-	(72,392,806)
Total increase/(decrease) during the year	(2,388,164)	2,036,371	(202,721)	-	(54,514)
Others	2,227	17,586	114,863	-	134,676
Ending balance	<u>26,443,786</u>	<u>2,372,339</u>	<u>1,135,659</u>	<u>44,080</u>	<u>29,995,864</u>

¹⁾ Not implement SFAS 71

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9. OTHER RECEIVABLES - TRADE TRANSACTIONS (continued)

b. By Bank Indonesia's collectibility:

	December 31, 2020	December 31, 2019
Current	28,788,120	29,058,282
Special mention	28,005	90,149
Substandard	13,638	26,063
Doubtful	-	86,743
Loss	1,166,101	1,154,465
Total	29,995,864	30,415,702
Less: allowance for impairment losses	(1,687,776)	(1,311,591)
Net	28,308,088	29,104,111

c. By maturity:

	December 31, 2020	December 31, 2019
Rupiah		
Less than 1 month	4,717,213	5,575,977
1 - 3 months	10,107,618	10,012,245
3 - 6 months	6,098,493	5,872,356
6 - 12 months	335,505	51,053
Over 12 months	190,023	193,303
Total	21,448,852	21,704,934
Foreign currencies		
Less than 1 month	2,312,582	1,518,923
1 - 3 months	3,623,066	3,613,952
3 - 6 months	1,547,260	2,612,806
6 - 12 months	88,026	645
Over 12 months	976,078	964,442
Total (Note 63B.(iv))	8,547,012	8,710,768
	29,995,864	30,415,702
Less: allowance for impairment losses	(1,687,776)	(1,311,591)
Net	28,308,088	29,104,111

d. Movements of allowance for impairment losses on other receivables - trade transactions:

	December 31, 2020	December 31, 2019
Beginning balance	1,311,591	1,603,598
First implementation of SFAS 71 (Note 68)	82,151	-
Allowance/(reversal) during the year (Note 46)	224,254	(262,928)
Others ^{*)}	69,780	(29,079)
Ending balance	1,687,776	1,311,591

^{*)} Included the effect of foreign currency translation.

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9. OTHER RECEIVABLES - TRADE TRANSACTIONS (continued)

- d. Movements of allowance for impairment losses on other receivables - trade transactions (continued):

	December 31, 2020				
	Stage 1	Stage 2	Stage 3	Sharia ¹⁾	Total
Beginning balance	69,323	58,631	1,139,557	44,080	1,311,591
Impact of first implementation of SFAS 71 (Note 68)	(17,438)	62,567	37,022	-	82,151
Beginning balance of SFAS 71	51,885	121,198	1,176,579	44,080	1,393,742
Transfer to:					
Lifetime expected credit losses - unimpaired (stage 2)	(365)	365	-	-	-
Total beginning balance after transfer	51,520	121,563	1,176,579	44,080	1,393,742
Net remeasurement of losses allowance	(24,420)	(16,188)	(46,727)	-	(87,335)
New financial assets originated or purchased	196,567	821,564	25,996	-	1,044,127
Financial assets derecognised	(169,692)	(483,143)	(79,703)	-	(732,538)
Total allowance/(reversal) during the year	2,455	322,233	(100,434)	-	224,254
Others	1,154	9,112	59,514	-	69,780
Ending balance	55,129	452,908	1,135,659	44,080	1,687,776

¹⁾ Not implement SFAS 71

Management believes that the allowance for impairment losses on other receivables - trade transactions is adequate.

- e. Information in respect of classification of “unimpaired” and “impaired” is disclosed in Note 63A.

10. SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL

- a. Securities purchased under agreements to resell

Type of securities	December 31, 2020				
	Starting date	Maturity date	Resale amount	Unamortised interest	Carrying amount
Third parties					
Rupiah					
Bond FR0043	29/12/2020	05/01/2021	2,003,840	835	2,003,005
Bond FR0070	28/12/2020	04/01/2021	1,976,940	617	1,976,323
Bond FR0070	28/12/2020	04/01/2021	1,966,196	614	1,965,582
Bond FR0070	28/12/2020	04/01/2021	1,955,451	610	1,954,841
Bond FR0070	28/12/2020	04/01/2021	1,944,707	607	1,944,100
Bond FR0053	29/12/2020	05/01/2021	1,868,444	778	1,867,666
Bond FR0081	29/12/2020	05/01/2021	1,833,490	763	1,832,727
Bond FR0081	29/12/2020	05/01/2021	1,828,467	762	1,827,705
Bond FR0063	28/12/2020	04/01/2021	1,822,231	569	1,821,662
Bond FR0081	29/12/2020	05/01/2021	1,823,443	759	1,822,684
Bond FR0081	29/12/2020	05/01/2021	1,818,420	757	1,817,663
Bond FR0081	29/12/2020	05/01/2021	1,813,397	755	1,812,642
Bond FR0044	29/12/2020	05/01/2021	1,775,585	739	1,774,846
Bond VR0046	30/12/2020	06/01/2021	1,773,962	923	1,773,039
Bond VR0046	30/12/2020	06/01/2021	1,769,167	920	1,768,247
Bond VR0050	30/12/2020	06/01/2021	1,761,758	917	1,760,841
Bond FR0043	29/12/2020	05/01/2021	1,752,603	730	1,751,873
Bond VR0062	30/12/2020	06/01/2021	1,746,065	909	1,745,156
Bond VR0062	30/12/2020	06/01/2021	1,741,307	906	1,740,401
Bond VR0062	30/12/2020	06/01/2021	1,736,550	904	1,735,646
Bond FR0081	29/12/2020	05/01/2021	1,733,025	722	1,732,303
Bond VR0062	30/12/2020	06/01/2021	1,731,792	901	1,730,891
Bond VR0062	30/12/2020	06/01/2021	1,727,034	898	1,726,136
Bond FR0071	28/12/2020	25/01/2021	1,162,769	2,737	1,160,032
Bond SPN256-010421	29/12/2020	05/01/2021	1,122,271	467	1,121,804
Bond FR0082	30/12/2020	27/01/2021	1,049,208	2,675	1,046,533
Bond FR0082	30/12/2020	27/01/2021	1,049,216	2,683	1,046,533

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10. SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL (continued)

a. Securities purchased under agreements to resell (continued)

Type of securities	December 31, 2020				
	Starting date	Maturity date	Resale amount	Unamortised interest	Carrying amount
Third parties (continued)					
Rupiah (continued)					
Bond FR0077	28/12/2020	04/01/2021	899,412	281	899,131
Bond SPN255-040321	29/12/2020	05/01/2021	624,286	260	624,026
Bond FR0078	30/11/2020	04/01/2021	546,750	162	546,588
Bond FR0072	08/12/2020	09/03/2021	544,188	3,613	540,575
Bond FR0073	27/11/2020	04/01/2021	452,367	134	452,233
Bond FR0068	14/12/2020	11/01/2021	337,328	334	336,994
Bond FR0078	07/12/2020	04/01/2021	328,285	97	328,188
Bond VR0062	30/12/2020	06/01/2021	323,522	169	323,353
Bond FR0082	04/12/2020	04/01/2021	307,961	92	307,869
Bond VR0037	08/12/2020	05/01/2021	305,181	31	305,150
Bond FR0078	28/12/2020	25/01/2021	294,476	695	293,781
Bond FR0088	02/12/2020	04/01/2021	287,583	-	287,583
Bond FR0081	29/12/2020	05/01/2021	272,330	113	272,217
Bond FR0082	14/12/2020	11/01/2021	252,992	175	252,817
Bond FR0083	30/09/2020	04/01/2021	250,184	79	250,105
Bond FR0053	29/12/2020	05/01/2021	238,055	99	237,956
Bond FR0071	02/12/2020	04/01/2021	230,071	68	230,003
Bond FR0065	04/12/2020	04/01/2021	205,304	-	205,304
Bond FR0080	30/12/2020	31/03/2021	214,098	1,883	212,215
Bond FR0080	30/12/2020	31/03/2021	214,103	1,888	212,215
Bond FR0080	30/12/2020	31/03/2021	214,082	1,868	212,214
Bond FR0080	30/12/2020	31/03/2021	214,087	1,873	212,214
Bond FR0080	30/12/2020	31/03/2021	214,092	1,878	212,214
Bond FR0078	04/09/2020	04/06/2021	109,552	1,797	107,755
Bond FR0078	04/09/2020	04/06/2021	109,536	1,788	107,748
Bond FR0078	04/09/2020	04/06/2021	109,512	1,775	107,737
Bond FR0082	11/12/2020	08/01/2021	104,293	72	104,221
Bond VR0036	04/09/2020	05/03/2021	97,081	653	96,428
Bond VR0036	04/09/2020	05/03/2021	97,071	650	96,421
Bond VR0036	04/09/2020	05/03/2021	97,062	647	96,415
Bond FR0057	04/09/2020	03/09/2021	90,893	2,379	88,514
Bond FR0054	08/12/2020	05/01/2021	78,689	31	78,658
Bond FR0078	04/09/2020	04/06/2021	65,258	1,084	64,174
Bond FR0076	25/11/2020	24/02/2021	48,923	262	48,661
Bond FR0080	12/06/2020	12/03/2021	48,330	415	47,915
Bond FR0080	02/12/2020	03/03/2021	17,247	104	17,143
Bond FR0076	25/11/2020	24/02/2021	13,699	74	13,625
Bond VR0036	04/09/2020	05/03/2021	3,237	22	3,215
Total			55,148,458	54,002	55,094,456

Type of securities	December 31, 2019				
	Starting date	Maturity date	Resale amount	Unamortised interest	Carrying amount
Third parties					
Rupiah					
Bond FR0078	09/12/2019	06/01/2020	310,973	217	310,756
Bond FR0061	31/12/2019	28/01/2020	245,590	924	244,666
Bond FR0061	11/12/2019	08/01/2020	244,472	239	244,233
Bond FR0077	23/12/2019	20/01/2020	204,085	540	203,545
Bond FR0059	06/12/2019	03/01/2020	191,411	54	191,357
Bond FR0064	26/12/2019	09/01/2020	169,051	200	168,851
Bond FR0063	10/12/2019	07/01/2020	140,383	117	140,266
Bond FR0063	13/12/2019	10/01/2020	140,351	177	140,174
Bond FR0063	17/12/2019	14/01/2020	116,729	212	116,517
Share	30/12/2019	21/01/2020	70,078	39	70,039
Share	19/11/2019	15/05/2020	45,699	32	45,667
Bond FR0068	13/09/2019	12/06/2020	26,252	647	25,605
Bond FR0068	13/09/2019	12/06/2020	15,757	392	15,365
Bond FR0068	25/10/2019	24/04/2020	13,810	218	13,592
Bond FR0052	01/11/2019	03/08/2020	10,516	312	10,204
Bond FR0063	18/10/2019	17/07/2020	9,845	282	9,563
Bond FR0072	01/11/2019	30/10/2020	5,180	217	4,963
Total			1,960,182	4,819	1,955,363

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10. SECURITIES PURCHASED UNDER AGREEMENTS TO RESELL (continued)

a. Securities purchased under agreements to resell (continued)

Changes in carrying amount of securities purchased under agreements to resell classified as amortised cost upon stage 1 for the year ended December 31, 2020:

	Gross Carrying Amount	Allowance for impairment losses	Total
Amortised cost			
Beginning balace	1,955,363	-	1,955,363
New purchased financial assets	123,485,698	-	123,485,698
Matured or sold of financial assets	(70,346,605)	-	(70,346,605)
Ending balance	55,094,456	-	55,094,456

b. By Bank Indonesia's collectibility:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Current	55,094,456	1,955,363

As of December 31, 2020 and 2019, there was no impairment therefore the allowance for impairment losses on securities purchased under agreements to resell was not provided.

c. Information in respect of classification of "non-impaired" and "impaired" is disclosed in Note 63A.

11. DERIVATIVE RECEIVABLES AND PAYABLES

As of December 31, 2020, the summary of derivative transactions is as follows:

Transactions	Notional amount (absolute Rupiah equivalent)	December 31, 2020	
		Derivative receivables	Derivative payables
Related parties (Note 57)			
<u>Foreign currencies related</u>			
1. Forward - buy			
United States Dollar	8,096,136	162,845	-
Other	17,608	-	69
2. Swap - buy			
United States Dollar	3,116,855	-	131,058
3. Swap - Sell			
United States Dollar	2,910,483	28,341	-
<u>Interest rate related</u>			
1. Swap - interest rate			
United States Dollar	-	8,790	-
		<u>199,976</u>	<u>131,127</u>

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11. DERIVATIVE RECEIVABLES AND PAYABLES (continued)

As of December 31, 2020, the summary of derivative transactions is as follows (continued):

Transactions	Notional amount (absolute Rupiah equivalent)	December 31, 2020	
		Fair value	
		Derivative receivables	Derivative payables
Third parties			
<u>Foreign currencies related</u>			
1. Forward - buy			
United States Dollar	11,931,805	-	182,733
Others	1,121,944	9,015	4,505
2. Forward - sell			
United States Dollar	7,529,567	99,693	10,556
Others	833,466	2,781	-
3. Swap - buy			
United States Dollar	12,793,263	14	223,643
Others	386,463	3,025	-
4. Swap - sell			
United States Dollar	49,714,951	1,139,297	-
Others	2,643,389	434	33,400
5. Option - buy			
United States Dollar	398,751	3,231	-
Others	1,483,190	78,949	9,705
6. Option - sell			
United States Dollar	702,500	22,690	-
Others	81,676	58,324	-
<u>Interest rate related</u>			
1. Swap - interest rate			
United States Dollar		939,049	893,164
Others		22,469	81,673
Total third parties		2,378,971	1,439,379
Total		2,578,947	1,570,506

As of December 31, 2019, the summary of derivative transactions is as follows:

Transactions	Notional amount (absolute Rupiah equivalent)	December 31, 2019	
		Fair value	
		Derivative receivables	Derivative payables
Related parties (Note 57)			
<u>Foreign currencies related</u>			
1. Forward - buy			
United States Dollar	28,390	-	565
2. Forward - sell			
United States Dollar	689,399	6,004	-
3. Swap - buy			
United States Dollar	1,003,247	-	2,315
-			

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11. DERIVATIVE RECEIVABLES AND PAYABLES (continued)

As of December 31, 2019, the summary of derivative transactions is as follows (continued):

Transactions	Notional amount (absolute Rupiah equivalent)	December 31, 2019	
		Fair value	
		Derivative receivables	Derivative payables
Related parties (Note 57)			
<u>Foreign currencies related (continued)</u>			
4. Swap - sell			
United States Dollar	851,002	3,879	-
5. Option - buy			
United States Dollar	694,125	-	-
Others	1,041,188	-	10
<u>Interest rate related</u>			
1. Swap - interest rate			
United States Dollar	-	8,934	39,615
Total related parties		18,817	42,505
Third parties			
<u>Foreign currencies related</u>			
1. Forward - buy			
United States Dollar	6,042,889	-	86,753
Others	1,471,997	9,674	3,372
2. Forward - sell			
United States Dollar	4,570,919	28,623	4,703
Others	323,991	299	175
3. Swap - buy			
United States Dollar	17,283,615	1,283	321,964
Others	187,935	1,577	-
4. Swap - sell			
United States Dollar	52,549,644	841,657	960
Others	1,699,928	33	18,321
5. Option - buy			
United States Dollar	-	7,405	-
Others	-	44,675	15,703
6. Option - sell			
United States Dollar	-	18,645	-
Others	-	58,324	-
<u>Interest rate related</u>			
1. Swap - interest rate			
United States Dollar	-	559,360	525,557
Others	-	27,104	175,009
Total third parties		1,598,659	1,152,517
Total		1,617,476	1,195,022

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11. DERIVATIVE RECEIVABLES AND PAYABLES (continued)

As of December 31, 2020 and 2019, the Subsidiary has cross currency and interest rate swap contract which meet the criteria and effectively applied as cashflow hedge. The losses from fair value changes related to effective portion of cashflow hedge are recognised as other comprehensive income.

As of December 31, 2020 and 2019, the Bank Indonesia collectability for derivative receivables is current.

12. LOANS AND SHARIA LOAN/FINANCING

A. Details of loans and sharia loan/financing:

a. By currency, related parties and third parties:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Related parties (Note 57)	144,490,740	138,616,038
Third parties	585,847,577	606,188,301
Total	<u>730,338,317</u>	<u>744,804,339</u>
Foreign currencies		
Related parties (Note 57)	29,532,488	32,768,083
Third parties	110,274,660	108,262,815
Total (Note 63B.(iv))	<u>139,807,148</u>	<u>141,030,898</u>
	870,145,465	885,835,237
Less: allowance for impairment losses	(62,271,102)	(29,988,393)
Net	<u>807,874,363</u>	<u>855,846,844</u>

b.1 By type:

	<u>December 31, 2020</u>		
	<u>Non-impaired^(*)</u>	<u>Impaired¹⁾</u>	<u>Total</u>
Rupiah			
Working capital	226,646,447	17,641,372	244,287,819
Investment	184,345,297	7,265,006	191,610,303
Consumer	179,253,650	6,468,716	185,722,366
Government Program	42,857,176	105,278	42,962,454
Syndicated	38,463,427	857,417	39,320,844
Employees	20,979,433	192,323	21,171,756
Export	4,944,482	318,293	5,262,775
Total	<u>697,489,912</u>	<u>32,848,405</u>	<u>730,338,317</u>

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12. LOANS AND SHARIA LOAN/FINANCING (continued)

A. Details of loans and sharia loan financing (continued):

b.1 By type (continued):

	December 31, 2020		
	Non-impaired ^{*)}	Impaired ^{*)}	Total
Foreign currencies			
Investment	60,243,114	523,538	60,766,652
Syndicated	48,780,110	456,812	49,236,922
Working capital	17,717,468	4,231,888	21,949,356
Export	5,736,687	236	5,736,923
Consumer	2,117,030	265	2,117,295
Total (Note 63B.(iv))	134,594,409	5,212,739	139,807,148
	832,084,321	38,061,144 ¹⁾	870,145,465
Less: allowance for impairment losses	(37,586,516)	(24,684,586) ²⁾	(62,271,102)
Net	794,497,805	13,376,558 ³⁾	807,874,363

^{*)} Include in category "impaired portfolio" are loans classified as stage 3 in accordance with SFAS 71 "Financial Instrument", loans with non performing loan collectibility and loans evaluated by using individual and collective assessment of Subsidiary engaged in sharia banking amounted to Rp12,306,323 with allowance for impairment losses amounted to Rp2,470,596 which is calculated based on Bank Indonesia Regulation and SFAS No. 102 (Revised 2019) (Note 2c.(H).(2)).

^{**)} Including loan of Subsidiary engaged in sharia banking in which allowance for impairment losses is calculated based on Bank Indonesia Regulation and SFAS No. 102 (Revised 2019).

¹⁾ Loans evaluated by using individual and collective assessment are amounted to Rp22,731,937 and Rp15,329,207, respectively.

²⁾ Allowance for impairment losses calculated by using individual and collective assessment are amounted to Rp20,202,830 and Rp4,481,756, respectively.

³⁾ Loans - net evaluated by using individual and collective assessment are amounted to Rp2,529,107 and Rp10,847,451, respectively.

	December 31, 2019		
	Non-impaired ^{*)}	Impaired ^{*)}	Total
Rupiah			
Working capital	235,036,504	31,978,346	267,014,850
Consumer	196,473,705	4,392,393	200,866,098
Investment	161,835,888	22,395,794	184,231,682
Syndicated	37,152,938	818,667	37,971,605
Government Program	33,230,266	172,178	33,402,444
Employees	15,148,158	143,696	15,291,854
Export	5,787,926	237,880	6,025,806
Total	684,665,385	60,138,954	744,804,339
Foreign currencies			
Investment	52,496,133	10,144,085	62,640,218
Syndicated	39,512,395	1,626,646	41,139,041
Working capital	20,326,628	6,273,769	26,600,397
Export	9,293,815	440,778	9,734,593
Consumer	916,203	-	916,203
Government Program	446	-	446
Total (Note 63B.(iv))	122,545,620	18,485,278	141,030,898
	807,211,005	78,624,232 ¹⁾	885,835,237
Less: allowance for impairment losses	(6,600,528)	(23,387,865) ²⁾	(29,988,393)
Net	800,610,477	55,236,367 ³⁾	855,846,844

^{*)} Included in "impaired portfolio" are (i) loans classified as substandard, doubtful and loss (non-performing loans) in accordance with Bank Indonesia regulation, and (ii) all restructured loans (iii) others based on specific consideration (Note 2c.(H).(a)).

^{**)} Including loan of Subsidiary engaged in sharia banking in which allowance for impairment losses is calculated based on Bank Indonesia Regulation and SFAS No. 102 (Revised 2019).

¹⁾ Loans evaluated by using individual and collective assessment are amounted to Rp64,045,105 and Rp14,579,127, respectively.

²⁾ Allowance for impairment losses calculated by using individual and collective assessment are amounted to Rp20,382,564 and Rp3,005,301, respectively.

³⁾ Loans - net evaluated by using individual and collective assessment are amounted to Rp43,662,541 and Rp11,573,826, respectively.

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12. LOANS AND SHARIA LOAN/FINANCING (continued)

A. Details of loans and sharia loan financing (continued):

b.2 By type and Bank Indonesia's collectibility:

December 31, 2020						
	Current	Special mention	Sub- standard	Doubtful	Loss	Total
Rupiah						
Working capital	216,353,434	12,276,441	1,667,530	388,284	13,602,130	244,287,819
Investment	177,671,067	10,878,410	326,452	55,783	2,678,591	191,610,303
Consumer	176,166,176	6,575,588	580,819	761,227	1,638,556	185,722,366
Government program	42,227,102	654,469	18,859	23,054	38,970	42,962,454
Syndicated	39,320,844	-	-	-	-	39,320,844
Employees	21,033,402	128,343	245	608	9,158	21,171,756
Export	4,853,150	91,331	94,917	4,314	219,063	5,262,775
Total	677,625,175	30,604,582	2,688,822	1,233,270	18,186,468	730,338,317
Foreign currencies						
Investment	53,609,557	6,822,678	3,313	-	331,104	60,766,652
Syndicated	48,780,110	-	164,466	243,495	48,851	49,236,922
Working capital	16,514,519	1,204,410	17,235	-	4,213,192	21,949,356
Export	5,730,579	6,108	-	-	236	5,736,923
Consumer	2,117,030	-	-	-	265	2,117,295
Total (Note 63B.(iv))	126,751,795	8,033,196	185,014	243,495	4,593,648	139,807,148
	804,376,970	38,637,778	2,873,836	1,476,765	22,780,116	870,145,465
Less: allowance for impairment losses	(23,116,987)	(15,897,485)	(1,929,848)	(997,684)	(20,329,098)	(62,271,102)
Net	781,259,983	22,740,293	943,988	479,081	2,451,018	807,874,363
December 31, 2019						
	Current	Special mention	Sub- standard	Doubtful	Loss	Total
Rupiah						
Working capital	239,512,972	15,254,329	2,947,221	1,718,558	7,581,770	267,014,850
Consumer	189,420,026	8,378,886	612,574	726,277	1,728,335	200,866,098
Investment	172,986,123	7,973,807	496,631	825,845	1,949,276	184,231,682
Syndicated	37,971,605	-	-	-	-	37,971,605
Government program	32,639,987	610,530	41,034	62,084	48,809	33,402,444
Employees	15,190,501	92,345	114	352	8,542	15,291,854
Export	5,770,213	128,187	-	7,467	119,939	6,025,806
Total	693,491,427	32,438,084	4,097,574	3,340,583	11,436,671	744,804,339
Foreign currencies						
Investment	55,768,911	6,175,397	45,528	-	650,382	62,640,218
Syndicated	40,672,957	-	164,585	-	301,499	41,139,041
Working capital	24,804,085	1,358,287	148,827	-	289,198	26,600,397
Export	9,353,706	47,341	18,402	314,911	233	9,734,593
Consumer	915,937	266	-	-	-	916,203
Government program	446	-	-	-	-	446
Total (Note 63B.(iv))	131,516,042	7,581,291	377,342	314,911	1,241,312	141,030,898
	825,007,469	40,019,375	4,474,916	3,655,494	12,677,983	885,835,237
Less: allowance for impairment losses	(8,369,625)	(8,162,433)	(1,733,492)	(1,297,759)	(10,425,084)	(29,988,393)
Net	816,637,844	31,856,942	2,741,424	2,357,735	2,252,899	855,846,844

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12. LOANS AND SHARIA LOAN/FINANCING (continued)

A. Details of loans and sharia loan/financing (continued):

c.1 By economic sector:

	December 31, 2020		
	Non-impaired ^{**})	Impaired ^{*)}	Total
Rupiah			
Trading, restaurant and hotel	102,125,111	5,528,733	107,653,844
Manufacturing	83,127,773	12,201,180	95,328,953
Agriculture	85,973,659	2,876,766	88,850,425
Business services	69,747,149	2,697,731	72,444,880
Construction	62,661,179	1,040,869	63,702,048
Transportation, warehouse and communication	44,657,793	1,122,075	45,779,868
Social services	20,761,723	208,853	20,970,576
Electricity, gas and water	18,044,760	191,591	18,236,351
Mining	5,676,139	93,097	5,769,236
Others	204,714,626	6,887,510	211,602,136
Total	697,489,912	32,848,405	730,338,317
Foreign currencies			
Mining	38,043,276	3,292,650	41,335,926
Manufacturing	35,564,144	1,116,986	36,681,130
Electricity, gas and water	15,959,379	407,961	16,367,340
Social services	13,488,728	-	13,488,728
Trading, restaurant and hotel	9,575,473	80,785	9,656,258
Transportation, warehouse and communication	8,502,566	247,997	8,750,563
Agriculture	6,355,615	-	6,355,615
Business services	4,513,452	66,012	4,579,464
Construction	72,486	-	72,486
Others	2,519,290	348	2,519,638
Total (Note 63B.(iv))	134,594,409	5,212,739	139,807,148
	832,084,321	38,061,144 ¹⁾	870,145,465
Less: allowance for impairment losses	(37,586,516)	(24,684,586) ²⁾	(62,271,102)
Net	794,497,805	13,376,558³⁾	807,874,363

^{*)} Included in "impaired portfolio" are loans classified as stage 3 in accordance with SFAS 71 "Financial Instrument", loans with non performing loan collectibility and loans evaluated by using individual and collective assessment of Subsidiary engaged in sharia banking amounted to Rp12,306,323 with allowance for impairment losses amounted to Rp2,470,596 which is calculated based on Bank Indonesia Regulation and SFAS No. 102 (Revised 2019) (Note 2c.(H).(2)).

^{**)} Including loan of Subsidiary engaged in sharia banking in which allowance for impairment losses is calculated based on Bank Indonesia Regulation and SFAS No. 102 (Revised 2019).

1) Loans evaluated by using individual and collective assessment are amounted to Rp22,731,937 and Rp15,329,207, respectively.

2) Allowance for impairment losses calculated by using individual and collective assessment are amounted to Rp20,202,830 and Rp4,481,756, respectively.

3) Loans - net evaluated by using individual and collective assessment are amounted to Rp2,529,107 and Rp10,847,451, respectively.

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12. LOANS AND SHARIA LOAN/FINANCING (continued)

A. Details of loans and sharia loan/financing (continued):

c.1 By economic sector (continued):

	December 31, 2019		
	Non-impaired ^{**)}	Impaired ^{*)}	Total
Rupiah			
Manufacturing	87,717,052	21,604,273	109,321,325
Trading, restaurant and hotel	95,334,533	9,240,397	104,574,930
Agriculture	65,028,294	13,805,373	78,833,667
Business services	75,269,739	2,929,403	78,199,142
Construction	51,390,959	2,525,236	53,916,195
Transportation, warehouse and communication	40,168,975	3,877,269	44,046,244
Electricity, gas and water	25,954,835	380,107	26,334,942
Social services	20,977,417	520,188	21,497,605
Mining	4,121,571	642,852	4,764,423
Others	218,702,010	4,613,856	223,315,866
Total	684,665,385	60,138,954	744,804,339
Foreign currencies			
Mining	39,792,830	4,263,662	44,056,492
Manufacturing	21,685,056	11,647,252	33,332,308
Electricity, gas and water	15,993,066	847,207	16,840,273
Trading, restaurant and hotel	14,366,413	71,383	14,437,796
Social services	9,734,687	-	9,734,687
Agriculture	8,588,655	429	8,589,084
Business services	5,799,921	479,975	6,279,896
Transportation, warehouse and communication	4,995,523	1,175,288	6,170,811
Construction	103,871	-	103,871
Others	1,485,598	82	1,485,680
Total (Note 63B.(iv))	122,545,620	18,485,278	141,030,898
	807,211,005	78,624,232 ¹⁾	885,835,237
Less: allowance for impairment losses	(6,600,528)	(23,387,865) ²⁾	(29,988,393)
Net	800,610,477	55,236,367³⁾	855,846,844

*) Included in "impaired portfolio" are (i) loans classified as substandard, doubtful and loss (non-performing loans) in accordance with Bank Indonesia regulation, and (ii) all restructured loans (iii) others based on specific consideration (Note 2c.(H).(a)).

***) Including loan of Subsidiary engaged in sharia banking in which allowance for impairment losses is calculated based on Bank Indonesia Regulation and SFAS No. 102 (Revised 2019).

1) Loans evaluated by using individual and collective assessment are amounted to Rp64,045,105 and Rp14,579,127, respectively.

2) Allowance for impairment losses calculated by using individual and collective assessment are amounted to Rp20,382,564 and Rp3,005,301, respectively.

3) Loans - net evaluated by using individual and collective assessment are amounted to Rp43,662,541 and Rp11,573,826, respectively.

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12. LOANS AND SHARIA LOAN/FINANCING (continued)

A. Details of loans and sharia loan/financing (continued):

c.2 By economic sector and Bank Indonesia's collectibility:

	December 31, 2020					
	Current	Special mention	Sub- standard	Doubtful	Loss	Total
Rupiah						
Trading, restaurant, and hotel	100,213,195	3,026,320	672,086	155,701	3,586,542	107,653,844
Manufacturing	73,445,953	9,782,069	1,107,207	4,953	10,988,771	95,328,953
Agriculture	86,697,504	1,929,239	37,329	75,532	110,821	88,850,425
Business service	68,638,067	3,206,977	165,753	144,623	289,460	72,444,880
Construction	60,960,153	2,473,954	18,533	7,535	241,873	63,702,048
Transportation, warehousing and communications	42,368,470	2,388,153	28,977	38,540	955,728	45,779,868
Social service	20,438,283	326,742	20,042	20,179	165,330	20,970,576
Electricity, gas and water	17,536,991	547,944	43	98	151,275	18,236,351
Mining	5,584,121	110,796	57,415	166	16,738	5,769,236
Others	201,742,438	6,812,388	581,437	785,943	1,679,930	211,602,136
Total	677,625,175	30,604,582	2,688,822	1,233,270	18,186,468	730,338,317
Foreign currencies						
Mining	37,689,431	353,845	3,313	-	3,289,337	41,335,926
Manufacturing	29,067,329	6,496,815	-	-	1,116,986	36,681,130
Electricity, gas and water	15,959,379	-	164,466	243,495	-	16,367,340
Social service	13,488,728	-	-	-	-	13,488,728
Trading, restaurant, and hotel	9,462,804	112,669	-	-	80,785	9,656,258
Transportation, warehousing and communications	7,682,163	1,010,985	-	-	57,415	8,750,563
Agriculture	6,355,615	-	-	-	-	6,355,615
Business service	4,454,570	58,882	17,235	-	48,777	4,579,464
Construction	72,486	-	-	-	-	72,486
Others	2,519,290	-	-	-	348	2,519,638
Total (Note 63B.(iv))	126,751,795	8,033,196	185,014	243,495	4,593,648	139,807,148
	804,376,970	38,637,778	2,873,836	1,476,765	22,780,116	870,145,465
Less: allowance for impairment losses	(23,116,987)	(15,897,485)	(1,929,848)	(997,684)	(20,329,098)	(62,271,102)
Net	781,259,983	22,740,293	943,988	479,081	2,451,018	807,874,363

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12. LOANS AND SHARIA LOAN/FINANCING(continued)

A. Details of loans and sharia loan/financing (continued):

c.2 By economic sector and Bank Indonesia's collectibility (continued):

	December 31, 2019					
	Current	Special mention	Sub- standard	Doubtful	Loss	Total
Rupiah						
Manufacturing	89,006,885	12,438,344	1,343,385	1,683,263	4,849,448	109,321,325
Trading, restaurant, and hotel	95,857,038	4,884,607	1,210,021	487,843	2,135,421	104,574,930
Agriculture	77,269,793	1,276,996	105,421	42,705	138,752	78,833,667
Business service	76,355,681	1,151,095	77,276	47,541	567,549	78,199,142
Construction	51,690,347	1,258,163	39,388	33,578	894,719	53,916,195
Transportation, warehousing and communications	40,457,314	2,479,609	547,106	296,421	265,794	44,046,244
Electricity, gas and water	25,952,365	103,564	119,215	714	159,084	26,334,942
Social service	21,038,634	196,133	20,710	19,911	222,217	21,497,605
Mining	4,151,997	144,969	10,707	1,516	455,234	4,764,423
Others	211,711,373	8,504,604	624,345	727,091	1,748,453	223,315,866
Total	693,491,427	32,438,084	4,097,574	3,340,583	11,436,671	744,804,339
Foreign currencies						
Mining	43,289,060	323,943	-	-	443,489	44,056,492
Manufacturing	25,809,039	6,586,281	138,449	314,911	483,628	33,332,308
Electricity, gas and water	15,993,065	434,418	164,585	-	248,205	16,840,273
Trading, restaurant, and hotel	14,405,675	3,108	28,780	-	233	14,437,796
Social service	9,734,687	-	-	-	-	9,734,687
Agriculture	8,588,655	429	-	-	-	8,589,084
Business service	6,151,615	75,060	-	-	53,221	6,279,896
Transportation, warehousing and communications	5,955,043	157,786	45,528	-	12,454	6,170,811
Construction	103,871	-	-	-	-	103,871
Others	1,485,332	266	-	-	82	1,485,680
Total (Note 63B.(iv))	131,516,042	7,581,291	377,342	314,911	1,241,312	141,030,898
	825,007,469	40,019,375	4,474,916	3,655,494	12,677,983	885,835,237
Less: allowance for impairment losses	(8,369,625)	(8,162,433)	(1,733,492)	(1,297,759)	(10,425,084)	(29,988,393)
Net	816,637,844	31,856,942	2,741,424	2,357,735	2,252,899	855,846,844

d. By period:

	December 31, 2020	December 31, 2019
Rupiah		
Less than 1 year	82,677,218	81,061,277
1 - 2 years	63,397,782	94,575,022
2 - 5 years	140,674,243	147,361,102
Over 5 years	443,589,074	421,806,938
Total	730,338,317	744,804,339

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12. LOANS AND SHARIA LOAN/FINANCING (continued)

A. Details of loans and sharia loan/financing (continued):

d. By period (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Foreign currencies		
Less than 1 year	14,289,444	19,008,784
1 - 2 years	11,933,718	13,082,022
2 - 5 years	23,661,402	36,914,214
Over 5 years	89,922,584	72,025,878
Total (Note 63B.(iv))	<u>139,807,148</u>	<u>141,030,898</u>
Less: allowance for impairment losses	870,145,465 (62,271,102)	885,835,237 (29,988,393)
Net	<u>807,874,363</u>	<u>855,846,844</u>

The ratio of non-performing loans of Bank Mandiri and its Subsidiaries on a gross basis (before deducted with the allowance for impairment losses) as of December 31, 2020 dan 2019 were 3.09% and 2.33%, respectively (the ratios for Bank Mandiri only were 3.29% and 2.39% as of December 31, 2020 and 2019, respectively), while the ratio of non-performing loans of Bank Mandiri and its Subsidiaries on a net basis as of December 31, 2020 and 2019 were 0.46% and 0.84%, respectively (the ratios for Bank Mandiri only were 0.43% and 0.84%, as of December 31, 2020 and 2019, respectively). The balance of non-performing loans of Bank Mandiri and its Subsidiaries include consumer financing receivables and net investment finance leases of the Subsidiary.

The calculation of non-performing loans ratio for Bank Mandiri and its Subsidiaries as of December 31, 2020 and 2019 are in accordance with Financial Services Authority Circular Letter No. 43/SEOJK.03/2016 dated September 28, 2016 regarding Transparency and Publication of Conventional Commercial Bank Reports, is calculated from the loan amount, excluding loan to other banks amounted to Rp9,748,684 and Rp7,014,512 as of December 31, 2020 and 2019, respectively.

e. Based on SFAS 71:

Movements in carrying amount of loans and sharia receivables/financing classified as amortised cost by stage for the year ended December 31, 2020:

	<u>December 31, 2020</u>				
	<u>Stage 1</u>	<u>Stage 2</u>	<u>Stage 3</u>	<u>Sharia¹⁾</u>	<u>Total</u>
Amortised cost					
Beginning balance	721,165,932	70,115,244	19,380,286	75,173,775	885,835,237
Transfer to:					
-12 months expected credit losses (stage 1)	7,196,722	(5,141,874)	(2,054,848)	-	-
-Lifetime expected credit losses - unimpaired (stage 2)	(30,953,463)	31,691,164	(737,701)	-	-
-Lifetime expected credit losses - impaired (stage 3)	(4,573,725)	(15,624,696)	20,198,421	-	-
Total beginning balance after transfer	<u>692,835,466</u>	<u>81,039,838</u>	<u>36,786,158</u>	<u>75,173,775</u>	<u>885,835,237</u>
Remeasurement of net carrying amount	(73,626,776)	(2,593,573)	(912,142)	-	(77,132,491)
New financial assets originated or purchased	383,880,472	10,543,662	1,793,370	36,774,252	432,991,756
Financial assets derecognised	(322,518,714)	(8,307,853)	(2,231,845)	(28,179,578)	(361,237,990)
Write-off assets	(31,302)	(53,452)	(9,680,720)	(545,573)	(10,311,047)
Total increase/(decrease) during the year	<u>(12,296,320)</u>	<u>(411,216)</u>	<u>(11,031,337)</u>	<u>8,049,101</u>	<u>(15,689,772)</u>
Ending balance	<u>680,539,146</u>	<u>80,628,622</u>	<u>25,754,821</u>	<u>83,222,876</u>	<u>870,145,465</u>

¹⁾ Not implement SFAS 71

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12. LOANS AND SHARIA LOAN/FINANCING (continued)

B. Other significant information related to loans and sharia loan/financing:

- a. Included in loans are sharia receivables/financing granted by Subsidiaries amounted to Rp83,222,876 and Rp75,173,775 as of December 31, 2020 and 2019, respectively which consist of:

	December 31, 2020	December 31, 2019
Receivables from <i>murabahah</i> and <i>istishna</i>	45,852,119	40,170,541
<i>Musarakah</i> financing	29,120,343	26,772,424
Other sharia financing	8,250,414	8,230,810
Total	83,222,876	75,173,775
Less: allowance for impairment losses	(3,285,135)	(1,967,351)
Net	79,937,741	73,206,424

- b. Average interest rates (yield) and range of profit sharing per annum are as follows:

	December 31, 2020	December 31, 2019
Average interest rates (yield) per annum:		
Rupiah	8.74%	10.06%
Foreign currencies	4.04%	5.00%
Range of profit sharing per annum:		
Receivables from <i>murabahah</i> and <i>istishna</i>	1.63% - 14.94%	0.25% - 13.43%
<i>Musarakah</i> financing	2.18% - 11.94%	1.87% - 12.03%
Other sharia financing	0.78% - 19.35%	7.60% - 18.75%

- c. Loan collaterals

Loans are generally secured by pledged collateral, bond with powers of attorney in respect of the rights to sell, time deposits or other collateral acceptable by Bank Mandiri and its Subsidiaries. Deposits from customers and deposits from other banks that were pledged as cash collateral for loans and blocked for other purposes as of December 31, 2020 and 2019 amounted to Rp46,122,688 and Rp49,377,572, respectively (Notes 21c, 22c, 23e, 24c and 26d).

- d. Government program loans

Government program loans consist of investment loans, permanent working capital loans, working capital loans and KPR Sejahtera FLPP (*Liquidity Facility of House Financing*) which can be partially and/or fully funded by the Government.

During 2020, Bank participated in granting loan to support Government for National Economic Recovery Program "PEN" based on PMK No. 104/PMK.05/2020 dated August 6, 2020 and PMK No. 71/PMK.08/2020 dated June 23, 2020. The loan is guaranteed by Government through PT Jaminan Kredit Indonesia, PT Asuransi Kredit Indonesia and Lembaga Penjamin Ekspor Indonesia.

In order to accelerate National Economic Recovery Program, based on Ministry of Finance Regulation Number 70/PMK.05/2020, Government place their funds in Banks, which PT Bank Mandiri (Persero) Tbk. is one of the banks, in time deposit with 3 months tenor contract amounted to Rp10,000,000 on June 25, 2020. The Government Fund has been distributed in form of loan amounted to Rp39,043,255 until maturity date of time deposit on September 25, 2020 and the funds was returned to Government.

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12. LOANS AND SHARIA LOAN/FINANCING (continued)

B. Other significant information related to loans and sharia loan/financing (continued):

d. Government program loans (continued)

Based on evaluation and PT Bank Mandiri (Persero) Tbk.'s proposal, and in accordance to PMK No. 104/PMK.05/2020, Government renewed their placement in PT Bank Mandiri (Persero) Tbk. in form of time deposit with placement period of 110 days, amounted to Rp15,000,000 on September 25, 2020, and the funds has been distributed in form of loan with accumulative amounted to Rp65,773,719 until maturity date of time deposit on January 13, 2021. Governments placement batch II has ended and the fund returned to Government on January 13, 2021.

Bank also participated in channelling interest subsidy from Government for Small Medium Enterprise debtor and additional interest subsidy for Kredit Usaha Rakyat ("KUR") Program based on PMK No. 138/PMK.05/2020 dated September 25, 2020 and Permenko No. 16 dated August 24, 2020 for May - December 2020 period. Additional interest subsidy for KUR facility has been extended until June 2021 based on Permenko No. 19 dated September 30, 2020.

The interest subsidies will cover loan interest 6% for first 3 months and 3% for the next 3 months for loan with limit maximum of Rp500,000,000 (full amount), and 3% for first 3 months and 2% for next 3 months for loan with credit limit between Rp500,000,000 (full amount) until Rp10,000,000,000 (full amount). Until December 31, 2020, Bank has distributed interest subsidies for SME debtor's amounted to Rp288,982 and additional subsidy for KUR program amounted to Rp980,827.

e. Syndicated loans

Syndicated loans represent loans granted to debtors through joint financing agreements with other banks. The total percentage share of Bank Mandiri as lead arranger in syndicated loans as of December 31, 2020 and 2019, are ranging from 2.43% to 95.20% and 2.48% to 96.08% (unaudited), respectively, of the total syndicated loans. While the percentage of Bank Mandiri's share if only as a syndicated member as of December 31, 2020 and 2019 are ranging from 1.41% to 75.00% and 3.40% to 97.50% (unaudited) respectively, of the total syndicated loans.

f. Restructured loans

Below are the types and amounts of restructured loans as of December 31, 2020 and 2019:

	December 31, 2020	December 31, 2019
Extension of loan maturity dates	73,940,239	54,956,852
Extension of loan maturity dates and reduction of interest rates	3,483,121	1,956,338
Extension of loan maturity dates and other restructuring schemes ⁾	95,237,092	3,292,303
Total	172,660,452	60,205,493

⁾ Other restructuring schemes mainly involve reduction of interest rates, rescheduling of unpaid interest and extension of repayment periods for unpaid interest.

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12. LOANS AND SHARIA LOAN/FINANCING (continued)

B. Other significant information related to loans and sharia loan/financing (continued):

f. Restructured loans (continued)

Below are the amount of restructured loans based on collectibility:

	December 31, 2020	December 31, 2019
Current	118,333,890	19,920,911
Special mention	32,904,839	27,723,917
Substandard	2,099,998	3,083,568
Doubtful	658,606	502,977
Loss	18,663,119	8,974,120
Total	172,660,452	60,205,493

Total restructured loans under non-performing loans (NPL) category as of December 31, 2020 and 2019 are amounted to Rp21,421,723 and Rp12,560,665, respectively.

Bank has restructured credit for debtors affected by the Covid-19 pandemic in accordance with POJK No. 11 / POJK.03 / 2020 "National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of Coronavirus Disease 2019 dated March 13, 2020. As of December 31, 2020, the balance of Covid-19 restructured loans amounted to Rp102,030,213.

g. Loans to related parties

Total loans to related parties and its percentage to the total consolidated assets are disclosed in Note 57.

Loans to related parties include loans to Bank Mandiri key employees. The loans to Bank Mandiri key employees consist of interest-bearing amounted to 4.30% per annum which are intended for the acquisition of vehicles and/or houses, and are repayable within 1 (one) to 15 (fifteen) years through monthly payroll deductions.

h. Legal Lending Limit (LLL)

As of December 31, 2020 and 2019, there are no breach or violation of Legal Lending Limit (LLL) to third parties and related parties as required by Bank Indonesia regulations.

i. Bank Mandiri has several channeling loan agreements with several international financial institutions (Note 62).

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12. LOANS AND SHARIA LOAN/FINANCING (continued)

B. Other significant information related to loans and sharia loan/financing (continued):

j. Movements of allowance for impairment losses on loans and sharia loan/financing:

	December 31, 2020	December 31, 2019
Beginning balance ¹⁾	29,988,393	31,796,093
First Implementation of SFAS 71 (Note 68)	22,459,928	
Allowance during the year (Note 46)	20,204,192	11,468,133
Write-offs ²⁾	(10,311,047)	(12,588,933)
Others ³⁾	(70,364)	(686,900)
Ending balance³⁾	62,271,102	29,988,393

*) Including written back and conversion of written-off loans, effect of foreign currency translation and implication from interest income recognised on the non-impaired portion of the impaired loans (Note 41)

1) Beginning balance as of December 31, 2020 and 2019 is amounted to Rp20,382,564 and Rp22,645,180, respectively, which were calculated using individual assessment and Rp9,605,829 and Rp9,150,913, respectively, which were calculated using collective assessment.

2) Write-off as of December 31, 2020 and 2019 is amounted to Rp3,324,994 and Rp5,360,177, respectively, which are calculated using individual assessment and Rp6,986,053 and Rp7,228,756, respectively, which are calculated using collective assessment.

3) Ending balance as of December 31, 2020 and 2019, is amounted to Rp43,631,689 and Rp20,382,564, respectively, which were calculated using individual assessment and Rp18,639,413 and Rp9,605,829, respectively, which were calculated using collective assessment.

	December 31, 2020				
	Stage 1	Stage 2	Stage 3	Sharia ¹⁾	Total
Beginning balance	5,414,842	10,226,544	12,379,656	1,967,351	29,988,393
Impact of first implementation of SFAS71 (Note 68)	5,896,563	13,036,489	3,526,876	-	22,459,928
Beginning balance of SFAS 71	11,311,405	23,263,033	15,906,532	1,967,351	52,448,321
Transfer to:					
-12 months expected credit losses (stage 1)	817,656	(446,313)	(371,343)	-	-
-Lifetime expected credit losses - unimpaired (stage 2)	(833,506)	1,141,057	(307,551)	-	-
-Lifetime expected credit losses - impaired (stage 3)	(138,935)	(5,413,390)	5,552,325	-	-
Total beginning balance after transfer	11,156,620	18,544,387	20,779,963	1,967,351	52,448,321
Net remeasurement of losses allowance	(986,467)	5,318,779	11,405,328	1,859,333	17,596,973
New financial assets originated or purchased	2,922,482	3,396,900	1,275,033	-	7,594,415
Financial assets derecognised	(1,531,593)	(2,176,856)	(1,278,747)	-	(4,987,196)
Total allowance/(reversal) during the year	404,422	6,538,823	11,401,614	1,859,333	20,204,192
Write-off assets	(31,303)	(53,452)	(9,680,719)	(545,573)	(10,311,047)
Unwinding interest	-	-	(413,839)	-	(413,839)
Others	30,751	181,729	126,971	4,024	343,475
Ending balance	11,560,490	25,211,487	22,213,990	3,285,135	62,271,102

¹⁾ Not implement SFAS 71

Management believes that the allowance for impairment losses on loans and sharia loan/financing is adequate.

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12. LOANS AND SHARIA LOAN/FINANCING (continued)

B. Other significant information related to loans and sharia loan/financing (continued):

k. Summary of non-performing loans based on economic sector and the minimum allowance for impairment losses are as follows:

	Non-performing loans (based on Bank Indonesia regulation)	
	December 31, 2020	December 31, 2019
Rupiah		
Manufacturing	12,100,931	7,876,096
Trading, restaurant and hotel	4,414,329	3,833,285
Transportation, warehousing and communications	1,023,245	1,109,321
Business services	599,836	692,366
Construction	267,941	967,685
Agriculture	223,682	286,878
Social services	205,551	262,838
Electricity, gas and water	151,416	279,013
Mining	74,319	467,457
Others	3,047,310	3,099,889
	22,108,560	18,874,828
Foreign currencies		
Mining	3,292,650	443,489
Manufacturing	1,116,986	936,988
Electricity, gas and water	407,961	412,790
Trading, restaurant and hotel	80,785	29,013
Business services	66,012	53,221
Transportation, warehousing and communications	57,415	57,982
Others	348	82
	5,022,157	1,933,565
Total	27,130,717	20,808,393

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12. LOANS AND SHARIA LOAN/FINANCING (continued)

B. Other significant information related to loans and sharia loan/financing (continued):

k. Summary of non-performing loans based on economic sector and the minimum allowance for impairment losses are as follows (continued):

Total minimum allowance for impairment losses based on Bank Indonesia regulation are as follows:

	Minimum allowance for impairment losses	
	December 31, 2020	December 31, 2019
Rupiah		
Manufacturing	11,157,329	5,892,587
Trading, restaurant and hotel	3,765,205	2,560,846
Transportation, warehousing and communication	979,345	496,070
Business services	386,634	602,911
Constructions	248,420	917,416
Social services	178,426	235,279
Agriculture	154,186	175,918
Electricity, gas and water	151,330	177,323
Mining	25,433	457,598
Others	2,160,117	2,205,650
	<u>19,206,425</u>	<u>13,721,598</u>
Foreign currencies		
Manufacturing	1,116,986	661,851
Mining	3,289,834	443,489
Electricity, gas and water	146,418	272,893
Business services	51,362	53,221
Transportation, warehousing and communications	57,415	19,283
Trading, restaurant and hotel	80,785	4,550
Others	348	82
	<u>4,743,148</u>	<u>1,455,369</u>
Total	<u>23,949,573</u>	<u>15,176,967</u>

l. Write-off of "Loss" category loans

For the year ended December 31, 2020 and 2019, Bank Mandiri written-off loans in the "loss" category amounted to Rp9,650,970 and Rp10,841,455 (Bank Mandiri only), respectively. The criteria for loan write-offs are as follows:

- a. Loan facility has been classified as loss;
- b. Loan facility has been provided with 100.00% (one hundred percent) provision from the loan principal;
- c. Collection and recovery efforts have been performed, but the result is unsuccessful;
- d. The debtors' business has no prospect or performance is bad or they do not have the loan repayment ability; and
- e. The write-offs are performed for all loan obligations, including non-cash loan facilities, and the write-offs shall not be written-off partially.

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12. LOANS AND SHARIA LOAN/FINANCING (continued)

B. Other significant information related to loans and sharia loan/financing (continued):

- m. Written-off loans are recorded in extra-comptable, The Bank continues pursuing for collection of the written-off loans, These loans are not reflected in the consolidated statement of financial position, A summary of movements of extra-comptable loans for the year ended December 31, 2020 and 2019 are as follows (Bank Mandiri only):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Beginning balance	71,960,790	66,804,961
Write-offs	9,650,970	10,841,455
Cash recoveries from write-off loans	(3,685,550)	(4,747,232)
Others ⁾	627,672	(938,394)
Ending balance	<u>78,553,882</u>	<u>71,960,790</u>

⁾ Represents effect of foreign currency translation, writeback of assets and others

- n. Loans channelled by Bank Mandiri through direct financing (executing) to multifinance company and joint financing mechanism as of December 31, 2020 and 2019 amounted to Rp6,743,818 and Rp7,339,386, respectively.
- o. The carrying amount of loans and sharia loan/receivables at amortised cost are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Loans (Note 12A)	870,145,465	885,835,237
Accrued interest receivables	3,074,997	3,238,168
Deferred income (directly attributable) (Note 35)	(610,500)	(832,551)
Allowance for impairment losses (Note 12A and 12B.j)	(62,271,102)	(29,988,393)
Total	<u>810,338,860</u>	<u>858,252,461</u>

13. CONSUMER FINANCING RECEIVABLES

- a. Details of Subsidiary's consumer financing receivables are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Consumer financing receivables - gross		
Direct financing - Rupiah	59,941,148	65,682,192
Less:		
Joint financing (without recourse)		
Rupiah		
Related parties	(29,306,415)	(40,006,072)
Consumer financing receivables - gross	30,634,733	25,676,120

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13. CONSUMER FINANCING RECEIVABLES (continued)

a. Details of Subsidiary's consumer financing receivables are as follows (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Less:		
Unearned income on consumer financing		
Direct financing		
Rupiah		
Third parties	(14,841,677)	(11,495,741)
Less:		
Joint financing (without recourse) - gross		
Rupiah		
Related parties	3,285,352	4,385,327
Unearned income on consumer financing	(11,556,325)	(7,110,414)
Total	19,078,408	18,565,706
Less: allowance for impairment losses	(428,509)	(354,618)
Net	18,649,899	18,211,088

Installments of consumer financing receivables - gross as of December 31, 2020 and 2019 which will be received from customers based on the maturity dates are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Year</u>		
2020	23,108,675	26,730,207
2021	17,643,447	18,529,759
2022	11,678,766	20,422,226
2023	7,157,741	-
2024 and later	352,519	-
Total	59,941,148	65,682,192

On February 6, 2009, Subsidiary and PT Bank Mandiri (Persero) Tbk. signed a Vehicle Joint Financing Agreement with total facility amounted to Rp2,000,000, which the Subsidiary bears the credit risk in accordance to its financing portion (without recourse).

On August 29, 2013, Bank Mandiri and Subsidiary signed a Consumer Financing Asset Takeover Agreement with a total facility amounted to Rp1,100,000, which Subsidiary bears the credit risk in accordance with its financing portion (without recourse).

On April 13, 2016, Subsidiary and the Bank signed a Vehicle Joint Financing Agreement with a total facility amounted to Rp1,630,000, in which Subsidiary bears credit risk in accordance with its financing portion (without recourse). The latest amendment of the Agreement between Subsidiary and the Bank dated June 7, 2017, which increased the facility to Rp5,530,000 with joint financing facilities share at least 1.00% from the Company and a maximum of 99.00% from joint financing providers.

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13. CONSUMER FINANCING RECEIVABLES (continued)

- a. Details of Subsidiary's consumer financing receivables are as follows (continued):

On November 4, 2016, Subsidiary and the Bank entered into a Consumer Financing Asset Purchase Agreement with a total financing facility of Rp1,630,000 in accordance with the Joint Financing Agreement, which the Subsidiary bears credit risk in accordance with its financing portion (without recourse), this Agreement has been extended to March 31, 2021, with total facility amounted to Rp9,600,000.

The agreement was amended several times, the latest amendment dated April 13, 2020, which increases of facility amounted to Rp31,000,000 with the portion of joint financing facility at minimum of 1.00% from the Subsidiary and a maximum of 99.00% from joint financing providers. This agreement has been extended to February 28, 2021.

Financing period for contracts disbursed by the Subsidiary on motor vehicles ranges from 12 - 96 months.

Included in consumer financing receivables transactions are related parties transactions amounted to Rp6,867 and Rp6,758 as of December 31, 2020 and 2019, respectively (refer to Note 57).

Changes in carrying amount of consumer financing receivables classified as amortised upon stages for the year ended December 31, 2020:

	December 31, 2020			
	Stage 1	Stage 2	Stage 3	Total
Amortised Cost				
Beginning balance	17,963,483	384,616	217,607	18,565,706
Transfer to 12 months expected credit losses (stage 1)	394,350	(310,633)	(83,717)	-
Transfer to lifetime loans - unimpaired (stage 2)	(1,415,471)	1,448,262	(32,791)	-
Transfer to loans - impaired (stage 3)	(386,928)	(623,248)	1,010,176	-
Total beginning balance after transfer	16,555,434	898,997	1,111,275	18,565,706
Remeasurement of net carrying amount	(6,606,437)	946,846	57,064	(5,602,527)
New financial assets originated or purchased	15,895,715	226,299	40,773	16,162,787
Financial assets derecognised	(8,251,891)	(568,453)	(313,950)	(9,134,294)
Write-off assets	(139,532)	(63,365)	(710,367)	(913,264)
Total increase/(decrease) during the year	897,855	541,327	(926,480)	512,702
Ending balance	17,453,289	1,440,324	184,795	19,078,408

- b. Details of consumer financing receivables by Bank Indonesia's collectibility as of December 31, 2020 and 2019 are as follows:

	December 31, 2020	December 31, 2019
Current	17,453,288	16,993,116
Special mention	1,440,325	1,362,531
Substandard	64,187	94,179
Doubtful	82,526	103,316
Loss	38,082	12,564
Total	19,078,408	18,565,706
Less: allowance for impairment losses	(428,509)	(354,618)
Net	18,649,899	18,211,088

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13. CONSUMER FINANCING RECEIVABLES (continued)

- c. Average of effective interest rate charged to consumer for the year ended December 31, 2020 and 2019 are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Car	15.85%	15.71%
Motorcycle	25.34%	24.83%

- d. Movements of allowance for impairment losses on consumer financing receivables are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Beginning balance	354,618	371,291
First Implementation of SFAS 71 (Note 68)	(30,573)	-
Allowance during the year (Note 46)	904,826	564,224
Cash recoveries from write-offs consumer financing receivables	110,083	140,332
Write-offs	(913,264)	(721,229)
Others	2,819	-
Ending balance	<u>428,509</u>	<u>354,618</u>

	<u>December 31, 2020</u>			
	<u>Stage 1</u>	<u>Stage 2</u>	<u>Stage 3</u>	<u>Total</u>
Beginning balance	226,927	67,547	60,144	354,618
Impact of first implementation of SFAS 71 (Note 68)	(28,651)	(18,393)	16,471	(30,573)
Beginning balance of SFAS 71	198,276	49,154	76,615	324,045
Transfer to:				
- 12 months expected credit losses (stage 1)	6,109	(4,793)	(1,316)	-
- Lifetime expected credit losses - unimpaired (stage 2)	(8,096)	9,800	(1,704)	-
- Lifetime expected credit losses - impaired (stage 3)	(3,523)	(21,566)	25,089	-
Total beginning balance after transfer	192,766	32,595	98,684	324,045
Net remeasurement of losses allowance	124,773	83,271	582,037	790,081
New financial assets originated or purchased	136,064	27,302	11,419	174,785
Financial assets derecognised	(34,608)	(9,498)	(15,934)	(60,040)
Total allowance/(reversal) during the year	226,229	101,075	577,522	904,826
Write-off assets	(139,532)	(63,365)	(710,367)	(913,264)
Cash recoveries from write-offs consumer financing receivables	-	-	110,083	110,083
Others	-	-	2,819	2,819
Ending balance	<u>279,463</u>	<u>70,305</u>	<u>78,741</u>	<u>428,509</u>

Management believes that the allowance for impairment losses on consumer financing receivables is adequate.

- e. Information in respect of classification of “non-impaired” and “impaired” is disclosed in Note 63A.
- f. Consumer financing receivables pledged as collateral for debt securities issued as of December 31, 2020 and 2019 are Rp1,467,703 and Rp2,410,460, respectively (Note 30).

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13. CONSUMER FINANCING RECEIVABLES (continued)

- g. Consumer financing receivables pledged as collateral for fund borrowing as of December 31, 2020 and 2019 are Rp8,748,731 and Rp9,556,239, respectively (Note 36f).
- h. As a collateral to the customer financing receivables, the Subsidiaries received Vehicles Ownership Certificate (*Bukti Kepemilikan Kendaraan Bermotor* or "BPKB") from its customer for every leased vehicle.

14. NET INVESTMENT FINANCE LEASES

- a. Details of Subsidiary's net investment finance leases are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Net investment finance leases		
Rupiah		
Third parties		
Gross lease financing receivables	5,537,799	5,928,487
Finance lease receivables jointly funded other parties without recourse - gross	(1,385,466)	(2,314,193)
Guaranteed residual value	1,719,974	2,289,322
Deferred lease income	(570,910)	(559,223)
Security deposit	(1,719,975)	(2,289,322)
Total net investment finance leases	<u>3,581,422</u>	<u>3,055,071</u>
Less: allowance for impairment losses	(58,955)	(7,982)
Net	<u>3,522,467</u>	<u>3,047,089</u>

Financing period for contracts disbursed by the Subsidiary on motor vehicles ranges between 12 - 60 months.

Based on maturity date, details of finance leases receivables are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Year</u>		
2020	-	3,154,820
2021	2,915,784	1,926,895
2022	1,797,285	719,781
2023	668,236	113,759
> 2024	156,494	13,232
	<u>5,537,799</u>	<u>5,928,487</u>
Finance lease receivables jointly funded by other parties without recourse - gross	(1,385,466)	(2,314,193)
Guaranteed residual value, deferred lease income and security deposit	(570,911)	(559,223)
Finance leases receivable	<u>3,581,422</u>	<u>3,055,071</u>

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14. NET INVESTMENT FINANCE LEASES (continued)

- a. Details of Subsidiary's net investment finance leases are as follows (continued):

Movements in carrying amount of finance leases receivable classified as amortised cost upon stages for the year ended December 31, 2020:

	December 31, 2020			
	Stage 1	Stage 2	Stage 3	Total
Amortised Cost				
Beginning balance	2,919,646	108,230	27,195	3,055,071
Transfer to 12 months expected credit losses (stage 1)	79,742	(69,362)	(10,380)	-
Transfer to lifetime loans - unimpaired (stage 2)	(249,980)	254,337	(4,357)	-
Transfer to lifetime loans - impaired (stage 3)	(50,847)	(62,778)	113,625	-
Total beginning balance after transfer	2,698,561	230,427	126,083	3,055,071
Remeasurement of net carrying amount	(1,874,887)	49,277	23,094	(1,802,516)
New financial assets originated or purchased	3,753,512	9,948	272	3,763,732
Financial assets derecognised	(1,204,804)	(110,699)	(78,419)	(1,393,922)
Write-offs	-	-	(40,943)	(40,943)
Total increase/(decrease) during the year	673,821	(51,474)	(95,996)	526,351
Ending balance	3,372,382	178,953	30,087	3,581,422

- b. Details of net investment finance leases by Bank Indonesia's collectibility as of December 31, 2020 and 2019 are as follows:

	December 31, 2020	December 31, 2019
Current	3,372,383	2,845,500
Special mention	178,952	182,377
Substandard	26,048	7,855
Doubtful	2,058	9,297
Loss	1,981	10,042
Total	3,581,422	3,055,071
Less: allowance for impairment losses	(58,955)	(7,982)
Net	3,522,467	3,047,089

- c. Average of effective interest rate charged to consumer for the year ended December 31, 2020 and 2019, are as follows:

	December 31, 2020	December 31, 2019
Car	14.29%	12.60%
Heavy equipment	12.41%	12.56%
Machine	12.35%	12.43%

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14. NET INVESTMENT FINANCE LEASES (continued)

d. Movements of allowance for impairment losses on net investment finance leases are as follows:

	December 31, 2020	December 31, 2019
Beginning balance	7,982	9,286
First Implementation of SFAS 71 (Note 68)	51,465	-
Allowance during the year (Note 46)	31,716	17,342
Cash recoveries from write-offs finance leases	8,735	5,529
Write-offs	(40,943)	(24,175)
Ending balance	58,955	7,982

	December 31, 2020			
	Stage 1	Stage 2	Stage 3	Total
Beginning balance	5,603	1,870	509	7,982
Impact of first implementation of SFAS 71 (Note 68)	24,678	13,527	13,260	51,465
Beginning balance of SFAS 71	30,281	15,397	13,769	59,447
Transfer to:				
- 12 months expected credit losses (stage 1)	15,186	(13,975)	(1,211)	-
- Lifetime expected credit losses - unimpaired (stage 2)	(6,738)	8,246	(1,508)	-
- Lifetime expected credit losses - impaired (stage 3)	(1,918)	(16,321)	18,239	-
Total beginning balance after transfer	36,811	(6,653)	29,289	59,447
Net remeasurement of losses allowance	(22,279)	46,728	36,685	61,134
New financial assets originated or purchased	20,963	1,775	33	22,771
Financial assets derecognised	(9,457)	(18,351)	(24,381)	(52,189)
Total allowance/(reversal) during the year	(10,773)	30,152	12,337	31,716
Cash recoveries from write-offs finance leases	-	-	8,735	8,735
Write-off assets	(322)	(534)	(40,087)	(40,943)
Ending balance	25,716	22,965	10,274	58,955

Management believes that the allowance for impairment losses on net investment finance lease is adequate.

- e. Information in respect of classification of “not impaired” and “impaired” is disclosed in Note 63A.
- f. Net investment finance leases pledged as collateral for debt securities issued as of December 31, 2020 and 2019 amounted to Rp1,042,047 and Rp427,540, respectively (Note 30).
- g. Net investment finance lease pledged as collateral for fund borrowings as of December 31, 2020 and 2019 amounted to Rp977,640 and Rp368,957, respectively (Note 36f).

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15. ACCEPTANCE RECEIVABLES

a. By currency, related parties and third parties:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Receivables from other banks		
Related parties (Note 57)	184,378	258,928
Third parties	319,075	521,369
	<u>503,453</u>	<u>780,297</u>
Receivables from debtors		
Related parties (Note 57)	557,773	425,231
Third parties	5,435,757	4,063,655
	<u>5,993,530</u>	<u>4,488,886</u>
Total	<u>6,496,983</u>	<u>5,269,183</u>
Foreign currencies		
Receivables from other banks		
Related parties (Note 57)	4,411	-
Third parties	165,523	114,908
	<u>169,934</u>	<u>114,908</u>
Receivables from debtors		
Related parties (Note 57)	276,890	514,716
Third parties	3,212,702	4,381,032
	<u>3,489,592</u>	<u>4,895,748</u>
Total (Note 63B.(iv))	<u>3,659,526</u>	<u>5,010,656</u>
	10,156,509	10,279,839
Less: allowance for impairment losses	(122,825)	(221,804)
Net	<u>10,033,684</u>	<u>10,058,035</u>

Movements in carrying amount of acceptance receivable classified as amortised cost upon stages for the year ended December 31, 2020:

	December 31, 2020				
	<u>Stage 1</u>	<u>Stage 2</u>	<u>Stage 3</u>	<u>Sharia¹⁾</u>	<u>Total</u>
Amortised Cost					
Beginning balance	9,482,157	499,706	73,849	224,127	10,279,839
Transfer to 12 months expected credit losses (stage 1)	-	-	-	-	-
Total beginning balance after transfer	9,482,157	499,706	73,849	224,127	10,279,839
Remeasurement of net carrying amount	117,861	(197)	(372)	(85,193)	32,099
New financial assets originated or purchased	24,060,577	1,254,476	1,826	-	25,316,879
Financial assets derecognised	(24,164,848)	(1,242,694)	(74,284)	-	(25,481,826)
Others	1,759	7,387	372	-	9,518
Total increase/(decrease) during the year	15,349	18,972	(72,458)	(85,193)	(123,330)
Ending balance	<u>9,497,506</u>	<u>518,678</u>	<u>1,391</u>	<u>138,934</u>	<u>10,156,509</u>

¹⁾ Not implement SFAS 71

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15. ACCEPTANCE RECEIVABLES (continued)

b. By maturity:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Less than 1 month	2,042,433	1,344,635
1 - 3 months	1,391,194	2,039,197
3 - 6 months	3,063,030	1,865,678
6 - 12 months	326	19,673
Total	<u>6,496,983</u>	<u>5,269,183</u>
Foreign currencies		
Less than 1 month	1,490,487	1,543,956
1 - 3 months	1,724,291	2,035,902
3 - 6 months	439,595	1,386,521
6 - 12 months	5,153	44,277
Total (Note 63B.(iv))	<u>3,659,526</u>	<u>5,010,656</u>
	10,156,509	10,279,839
Less: allowance for impairment losses	(122,825)	(221,804)
Net	<u>10,033,684</u>	<u>10,058,035</u>

c. By Bank Indonesia's collectibility:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Current	10,113,764	10,160,309
Special mention	41,354	18,052
Substandard	1,391	27,629
Doubtful	-	73,849
	<u>10,156,509</u>	<u>10,279,839</u>
Less: allowance for impairment losses	(122,825)	(221,804)
Net	<u>10,033,684</u>	<u>10,058,035</u>

d. Movements of allowance for impairment losses on acceptance receivables:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Beginning balance	221,804	296,453
First implementation of SFAS 71 (Note 68)	32,819	-
Reversal during the year (Note 46)	(143,471)	(65,114)
Others ¹⁾	11,673	(9,535)
Ending balance	<u>122,825</u>	<u>221,804</u>

¹⁾ Including effect of foreign currency translation.

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15. ACCEPTANCE RECEIVABLES (continued)

d. Movements of allowance for impairment losses on acceptance receivables (continued):

	December 31, 2020				
	Stage 1	Stage 2	Stage 3	Sharia ¹⁾	Total
Beginning balance	56,544	131,461	31,439	2,360	221,804
Impact of first implementation of SFAS 71 (Note 68)	(23,843)	45,240	11,422	-	32,819
Beginning balance of SFAS 71	32,701	176,701	42,861	2,360	254,623
Transfer to:					
-12 months expected credit losses (stage 1)	-	-	-	-	-
Total beginning balance after transfer	32,701	176,701	42,861	2,360	254,623
Net remeasurement of losses allowance	(15,918)	(10,244)	(456)	(604)	(27,222)
New financial assets originated or purchased	57,071	331,028	1,597	-	389,696
Financial assets derecognised	(47,663)	(415,215)	(43,067)	-	(505,945)
Total allowance/(reversal) during the year	(6,510)	(94,431)	(41,926)	(604)	(143,471)
Others	2,155	9,051	456	11	11,673
Ending balance	28,346	91,321	1,391	1,767	122,825

¹⁾ Not implement SFAS 71

Management believes that the allowance for impairment losses on acceptance receivables is adequate.

e. Information in respect to classification of “non-impaired” and “impaired” is disclosed in Note 63A.

16. INVESTMENTS IN SHARES

a. The detail of investments in shares are as follows:

	December 31, 2020	December 31, 2019
Investments in shares		
Related Parties (Note 57)	1,799,313	112,298
Third Parties	465,323	506,631
Total	2,264,636	618,929
Less: allowance for impairment losses	(14,619)	(12,919)
Net	2,250,017	606,010

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16. INVESTMENTS IN SHARES (continued)

a. The detail of investments in shares are as follows (continued):

The detail of investments in shares as of December 31, 2020 are as follows

Investee Companies	Nature of Business	Percentage of Ownership	Carrying Amount
Fair value method:			
PT Fintek Karya Nusantara	Fintech Lending	16.32%	1,697,395
PT Amarthia Mikro Fintek	Fintech Lending	8.19%	114,334
Sleekr	HR and Accounting Platform	5.00%	80,279
Privy Id	Digital Service	9.91%	46,960
Cashlez	Mobile Point of Sale	8.25%	55,136
Investree	Fintech Lending	2.34%	92,840
Iseller	Digital Service	12.00%	21,773
Others (each less than Rp20,000)	Various	0.01% - 17.50%	48,829
Cost and equity method:			
PT Djakarta Lloyd (Persero)	Shipping Line	17.67%	32,813
PT Mandiri AXA General Insurance (MAGI)	General Insurance	20.00%	66,104
Others (each less than Rp20,000)	Various	0.00015% - 10%	8,173
			2,264,636
Less: allowance for impairment losses			(14,619)
Net			2,250,017

The detail of investments in shares as of December 31, 2019 are as follows:

Investee Companies	Nature of Business	Percentage of Ownership	Carrying Amount
Fair value method:			
Westech Electronics	Trading and retail	5.50%	146
PT Fintek Karya Nusantara	Fintech Lending	17.03%	311,000
PT Amarthia Mikro Fintek	Fintech Lending	9.45%	55,391
Sleekr	HR and Accounting Platform	5.00%	36,515
Moka	Fintech point of sale	3.18%	25,930
Others (each less than Rp20,000)	Various	2.23% - 17.50%	72,476
Cost and equity method:			
PT Djakarta Lloyd (Persero)	Shipping Line	17.67%	35,796
PT Mandiri AXA General Insurance (MAGI)	General Insurance	20.00%	73,502
Others (each less than Rp20,000)	Various	0.00015% - 10%	8,173
			618,929
Less: allowance for impairment losses			(12,919)
Net			606,010

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16. INVESTMENTS IN SHARES (continued)

b. Investments in shares by Bank Indonesia's collectibility:

	December 31, 2020	December 31, 2019
Current	2,163,679	573,334
Substandard	98,918	35,796
Loss	2,039	9,799
	<u>2,264,636</u>	<u>618,929</u>
Less: allowance for impairment losses	(14,619)	(12,919)
Net	<u>2,250,017</u>	<u>606,010</u>

c. Movements of allowance for impairment losses on investments in shares:

	December 31, 2020	December 31, 2019
Beginning balance	12,919	30,589
Allowance during the year (Note 46)	10,026	32,833
Write Off	(7,698)	(50,331)
Others ⁷⁾	(628)	(172)
Ending balance	<u>14,619</u>	<u>12,919</u>

⁷⁾ Including effect of foreign currency translation

Management believes that the allowance for impairment losses on investments in shares are adequate.

17. PREPAID EXPENSES

	December 31, 2020	December 31, 2019
Prepaid rent	137,182	1,708,858
Building maintenance	407,456	416,581
Others	783,413	887,111
Total	<u>1,328,051</u>	<u>3,012,550</u>

Prepaid rent mostly consists of rentals on buildings which are used as the Group branch's offices and official residence across Indonesia.

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18. FIXED ASSETS

a. The details of fixed assets were as follows:

	December 31, 2020				
	Beginning Balance	Additions ^{*)}	Deductions	Reclassifications	Ending Balance ^{**)}
At cost/revaluation value					
Direct ownership					
Land	34,504,142	277,946	(270,243)	234,350	34,746,195
Building	7,269,470	308,406	(89,223)	536,442	8,025,095
Furniture and fixtures, office equipment and computer	12,735,843	324,992	(782,758)	719,818	12,997,895
Vehicles	195,345	3,771	(12,081)	23,405	210,440
Construction in progress	2,940,234	1,365,226	(196)	(1,514,015)	2,791,249
	57,645,034	2,280,341	(1,154,501)	-	58,770,874
Right of use assets	2,162,722	1,095,905	(23,278)	-	3,235,349
	59,807,756	3,376,246	(1,177,779)	-	62,006,223
Accumulated depreciation (Note 51)					
Direct ownership					
Building	2,690,823	427,888	(48,703)	(171)	3,069,837
Furniture and fixtures, office equipment and computer	10,208,520	1,072,704	(539,810)	171	10,741,585
Vehicles	140,727	15,383	(12,081)	-	144,029
	13,040,070	1,515,975	(600,594)	-	13,955,451
Right of use assets	-	1,334,039	(11,420)	-	1,322,619
	13,040,070	2,850,014	(612,014)	-	15,278,070
Net book value					
Direct ownership					
Land					34,746,195
Building					4,955,258
Furniture and fixtures, office equipment and computer					2,256,310
Vehicles					66,411
Construction in progress					2,791,249
					44,815,423
Right of use assets					1,912,730
					46,728,153

*) Including revaluation of fixed assets and reclassification of abandoned properties.

**) As of December 31, 2020 there was a revaluation of fixed assets of amounted to Rp31,111,098 which from the Bank amounted to Rp30,706,364 and Subsidiaries amounted to Rp404,734.

	December 31, 2019				
	Beginning Balance	Additions ^{*)}	Deductions	Reclassifications	Ending Balance ^{**)}
At cost/revaluation value					
Direct ownership					
Land	30,340,902	3,974,318	-	188,922	34,504,142
Building	5,973,183	190,600	(9,335)	1,115,022	7,269,470
Furniture and fixtures, office equipment and computer	11,254,122	693,637	(22,991)	811,075	12,735,843
Vehicles	213,867	4,380	(23,314)	412	195,345
Construction in progress	2,281,059	2,778,631	(4,025)	(2,115,431)	2,940,234
	50,063,133	7,641,566	(59,665)	-	57,645,034
Leased assets	12,495	-	-	-	12,495
	50,075,628	7,641,566	(59,665)	-	57,657,529

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18. FIXED ASSETS (continued)

a. The details of fixed assets were as follows (continued):

	December 31, 2019				Ending Balance ^{*)}
	Beginning Balance	Additions ^{*)}	Deductions	Reclassifications	
Accumulated depreciation (Note 51)					
Direct ownership					
Building	2,383,994	316,108	(9,279)	-	2,690,823
Furniture and fixtures, office equipment and computer	9,094,141	1,134,284	(19,905)	-	10,208,520
Vehicles	150,162	13,779	(23,214)	-	140,727
	<u>11,628,297</u>	<u>1,464,171</u>	<u>(52,398)</u>	<u>-</u>	<u>13,040,070</u>
Leased assets	4,635	625	-	-	5,260
	<u>11,632,932</u>	<u>1,464,796</u>	<u>(52,398)</u>	<u>-</u>	<u>13,045,330</u>
Net book value					
Direct ownership					
Land					34,504,142
Building					4,578,647
Furniture and fixtures, office equipment and computer					2,527,323
Vehicles					54,618
Construction in progress					2,940,234
					<u>44,604,964</u>
Leased assets					7,235
					<u>44,612,199</u>

*) Including revaluation of fixed assets and reclassification of abandoned properties.

**) As of December 31, 2019 there was a revaluation of fixed assets of amounted to Rp31,107,770 which from the Bank amounted to Rp30,703,036 and Subsidiaries amounted to Rp404,734.

Construction in progress as of December 31, 2020 and 2019 are as follows:

	December 31, 2020	December 31, 2019
Buildings	2,125,190	1,667,638
Computers and other hardware that have not been installed	277,961	697,206
Land	281,310	510,478
Office equipment and inventory	83,749	56,034
Vehicles	19,139	1,521
Others	3,900	7,357
	<u>2,791,249</u>	<u>2,940,234</u>

The estimated percentage of completion of construction in progress as of December 31, 2020 and 2019 for computers and other hardware that have not been installed was ranging between 0.04% - 67.39% and 5.00% - 95.00%, respectively.

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18. FIXED ASSETS (continued)

a. The details of fixed assets were as follows (continued):

Right of use assets as of December 31, 2020 are as follows:

	Balance as of January 1, 2020	Additions	Deductions	Balance as of December 31, 2020
At cost				
Building	1,802,540	926,174	(17,174)	2,711,540
Furniture and fixtures, office equipment and computer	-	2,498	-	2,498
Vehicles	360,182	167,233	(6,104)	521,311
	<u>2,162,722</u>	<u>1,095,905</u>	<u>(23,278)</u>	<u>3,235,349</u>
Accumulated depreciation				
Building	-	1,110,417	(8,070)	1,102,347
Furniture and fixtures, office equipment and computer	-	1,837	-	1,837
Vehicles	-	221,785	(3,350)	218,435
	<u>-</u>	<u>1,334,039</u>	<u>(11,420)</u>	<u>1,322,619</u>
Net book value				
Building				1,609,193
Furniture and fixtures, office equipment and computer				661
Vehicles				302,876
				<u><u>1,912,730</u></u>

The table below shows the right of use expenses in consolidated statement of profit or loss:

	December 31, 2020		
	Depreciation of Right-of-use assets	Interest expenses of leased liabilities	Expenses relating to short term lease
Building	1,110,417	16,915	18,797
Furniture and fixture, office equipment and computer	1,837	31	5,015
Vehicles	221,785	26,469	4,168
Total recognized in consolidated statement of profit or loss	<u><u>1,334,039</u></u>	<u><u>43,415</u></u>	<u><u>27,980</u></u>

Bank entered into rental agreement for a number of assets include vehicle, official house, offices, ATM space and others. The average lease term is 2 (two) years.

Bank also has a number of lease with leases terms 12 months or less and the underlying asset has low value. Bank applied the exception of the leaset for short term lease and low value asset.

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18. FIXED ASSETS (continued)

b. Others

1. On December 28, 2018, the Bank and PT Wijaya Karya Bangunan Gedung, Tbk has signed the agreement in relation to Build, Operate and Transfer for asset on Jl Proklamasi No. 31 Jakarta for 30 years period in order to optimize the strategic assets of Bank Mandiri by prioritizing the cooperation through BUMN synergy.

Bank Mandiri had an Agreement on Build, Operate and Transfer (“BOT Agreement”) with PT Duta Anggada Realty Tbk. (“Duta Anggada”) based on the Deed No. 105 regarding BOT Agreement dated May 24, 1991, as amended by the Deed No. 70 Addendum I on BOT Agreement dated June 14, 1991 and No. 65 Addendum II on BOT agreement dated December 21, 2011. The agreement, among others, managed the development of two tower of 27 floors of offices by Duta Anggada, which the land is owned by Bank Mandiri. The term of the management of Tower 1 and Tower 2 by Duta Anggada ended on May 15, 2014 and May 15, 2016, respectively.

On May 19, 2014, the Bank and Duta Anggada has signed the agreement to transfer Tower 1 building to Bank Mandiri in Deed No. 43 dated May 19, 2014 regarding Temporary Utilization Agreement, in which Duta Anggada is entitled to operate the Tower 1 building up to May 15, 2016, along with the right and obligation of each party.

On May 11, 2016, the Bank has signed transfer agreement of Menara Mandiri 2 and its management of Menara Mandiri 1 from PT Duta Anggada Realty Tbk. to PT Bank Mandiri (Persero) Tbk. Currently, building management of Menara Mandiri 1 and Menara Mandiri 2 is performed by PT Bumi Daya Plaza in the form of Temporary Utilization Agreement from 2016 until 2021.

2. Revaluation

Revaluation year 2015 - 2016

Based on Minister of Finance of the Republic of Indonesia Regulation (Peraturan Menteri Keuangan (PMK)) No. PMK/191 dated October 15, 2015, with the first amendment through the Minister of Finance Regulation No. 233/PMK.03/2015 dated December 21, 2015 and the second amendment of the Minister of Finance Regulation No. 29/PMK.03/2016 February 19, 2016. The Group has assigned registered independent appraisers to assess (revalue) its fixed asset (land).

The valuations of land are performed by the external independent appraisers, Public Appraiser Company (Kantor Jasa Penilai Publik (KJPP)) Amin, Nirwan, Alfiantori and Partners (ANA) and KJPP Muttaqin, Bambang, Purwanto, Rozak, Uswatun and Partners (MBPRU). Appraisals are performed based on the Concept and General Principles of Appraisers article 17 in Indonesian Appraisal Standards year 2015.

In the fair value measurement of the land, the KJPP takes into account a market participant’s ability to generate economic benefits by using the assets in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use. The valuation method used by the KJPP are market approach and cost approach.

Based on the Assessment Report of the KJPP MBPRU dated December 21, 2015 (Subsidiaries) and April 11, 2016 (Bank) and KJPP ANA dated April 13, 2016 (Bank), the value of fixed assets and its increase are as follows:

Fixed assets	Fair value	Book value	Increase in value (before tax)
Land	28,822,150	2,880,11625,942,034	

To determine the fair value, KJPP ANA and KJPP MBPRU use the assessment methodology from Market Approach SPI 2015-KPUP 17 with direct comparison methodology.

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18. FIXED ASSETS (continued)

b. Others (continued)

2. Revaluation (continued)

Revaluation year 2015 - 2016 (continued)

The results of revaluation of fixed assets of the Bank were approved by the Directorate General of Taxes (DGT) through the Head of Regional Office Large Tax payer through Decree No. KEP-418/WPJ.19/2016 dated May 25, 2016. The results of revaluation of fixed assets of subsidiary were approved by the DGT on January 8, 2016.

Revaluation year 2019

In 2019, Bank has performed land revaluation. The valuation of land was performed by external independent appraisers of the Office of Public Appraisal Services (KJPP) Yanuar Bey and Partners and KJPP Iwan Bachron and Partners. The assessment was performed in accordance with and subject to the provisions of the General Assessment Concepts and principles point 17 in the Indonesian Appraisal Standard (SPI) of year 2018.

In the fair value measurement of the land, the KJPP takes into account the market participants' ability to generate economic benefits to the highest and best use of the assets or by selling assets to other market participants would use the asset on the highest and best use condition. The valuation methods used by KJPP are the market approach, income approach and cost approach.

Based on the Appraisal Report of KJPP Yanuar Bey on July 8, 2019 and KJPP Iwan Bachron on August 9, 2019, the value of fixed assets and its value increase are as follows:

<u>Fixed assets</u>	<u>Fair value</u>	<u>Book value</u>	<u>Increase in value (before tax)</u>
Land	33,596,578	29,725,630	3,870,948

To determine the fair value, KJPP Yanuar Bey and KJPP Iwan Bachron used the market approach methodology SPI 2018-KPUP 15.2 using direct comparison method.

3. Assessment in the fair value of assets owned by the Bank on December 31, 2020 and 2019 uses revaluation method for lands and sales value of taxable object for buildings. As of December 31, 2020, the revaluation value of land and sales value of taxable object of buildings owned by the Bank was Rp34,540,996 and Rp4,870,858, respectively. As of December 31, 2019, the revaluation value of land and sales value of taxable object of buildings owned by the Bank was Rp34,443,470 and Rp4,860,975, respectively. On October 27, 2020, there is an abandoned property that has been reclassified as fixed assets. The assets are in the form of land and buildings located on Jl. Bandarharjo Semarang. The bank carried out a revaluation of the land which had a book value of Rp266 and a revaluation value of Rp3,594, according to the results of the assessment of KJPP Amin Nirwan Alfiantori and Partners. Asset revaluation causes an increase in the value of fixed assets and the net difference in revaluation of fixed assets in equity of Rp3,328 (the difference between book value and revaluation value).

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18. FIXED ASSETS (continued)

b. Others (continued)

4. The value of land based on cost model as of December 31, 2020 and 2019 amounted to Rp3,429,898 and Rp3,335,700, respectively.

The table below presents non-financial instruments recognised at fair value based on the hierarchy used by the Bank to determine and disclose the fair value of non-financial instruments:

- (i) Level 1: Quoted prices on active markets for identical assets or liabilities;
- (ii) Level 2: Valuation technique in which all inputs which have a significant effect on the recorded fair value are observable, either directly or indirectly;
- (iii) Level 3: Valuation techniques in which all inputs which have a significant effect on the recorded fair value that cannot be observed from market data.

The table below presents non-financial instruments recognised at fair value based on the hierarchy used by the Bank to determine and disclose the fair value of non-financial instruments (continued):

	December 31, 2020			Fair Value
	Level 1	Level 2	Level 3	
Land	-	34,540,996	-	34,540,996

	December 31, 2019			Fair Value
	Level 1	Level 2	Level 3	
Land	-	34,443,470	-	34,443,470

The fair value of Land for level 2 is calculated using the comparison of market price approach and estimation of income and expenses generated by the asset. The market price of the land that most closely adjusted for differences in the primary attributes such as asset size, location and usage of assets. The most significant input in this assessment approach is the assumption of the price per meter.

5. Land rights acquired through Leasehold Certificate (“HGB”) that can be renewed will expire between 2020 until 2042. Based on past experience, the Group believes that they can extend the HGB.
6. As of December 31, 2020, the Bank has insured its fixed assets (excluding land rights, construction in progress and the leased property) to cover potential losses against fire, theft and natural disaster to PT Asuransi Wahana Tata, PT Krida Upaya Tunggal, entirety are third parties, and PT Asuransi Jasa Indonesia (Persero), PT Mandiri AXA General Insurance, PT Asuransi Astra Buana and PT Asuransi Jasaraharja Putera, PT Asuransi Tugu Pratama Indonesia and PT Asuransi Kredit Indonesia, all of these insurance companies are related parties, with total insured amount approximately Rp17,114,905 (December 31, 2019: Rp16,596,036). Management believes that the insurance coverage is adequate to cover possible losses on the assets insured.
7. The fixed assets that have been fully depreciated but still in use by the Bank consist of several things such as office machine, printing office equipment and housing.
8. Management believes that there is no impairment on fixed assets as of December 31, 2020 and 2019.

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19. INTANGIBLE ASSETS

	December 31, 2020	December 31, 2019
Software ^{*)}	3,673,819	2,898,169 ^{*)}
Goodwill	787,466	423,115
Yokke brand assets	59,334	-
	4,520,619	3,321,284

^{*)} Net of amortisation of Rp4,637,223 and Rp3,793,603, respectively as of December 31, 2020 and 2019.

Software is amortised over its useful lives, which is 5 years (refer to Note 2.r.i).

As of December 31, 2020, included in intangible assets is the Yokke brand asset from its subsidiary, PT Mandiri Capital Indonesia (MCI) worth Rp59,334. This asset was recorded by MCI on January 1, 2020 with economic useful life of 7 years. This asset is amortized using the straight-line method.

As of December 31, 2020 and 2019, included in the software balance are construction in progress for software amounted to Rp1,564,705 and Rp1,037,146, respectively. The estimated percentage of completion of software as of December 31, 2020 was ranging between 0.09% - 67.17% (December 31, 2019: 5.00% - 95.00%).

Goodwill arises from the difference between the cost of acquisition with the fair value of Subsidiaries assets acquired. Goodwill is assessed regularly for impairment. As of December 31, 2020 and 2019, there are no impairment of goodwill.

20. OTHER ASSETS

	December 31, 2020	December 31, 2019
Rupiah		
Accrued income	4,917,895	4,544,578
Receivables from government bonds pledged as collateral	3,343,608	1,645,380
Receivables from customer transactions	3,118,480	1,283,244
Receivables from sales of marketable securities	-	75,789
Receivables from transactions related to ATM and credit card	541,906	594,136
<i>Ijarah</i> assets	175,381	296,407
Receivables from policyholders	223,548	147,437
Receivables from mutual fund	238,968	369,622
Repossessed assets - net of accumulated losses amounted Rp55,608 and Rp53,655 as of December 31, 2020 and 2019	297,708	297,048
Abandoned properties - net of allowance for decrease in net realizable value amounted Rp86,687 and Rp87,202 as of December 31, 2020 and 2019, respectively	101,766	87,202
Others	4,036,071	3,452,274
Total	16,995,331	12,793,117
Foreign currencies		
Receivables from government bonds pledged as collateral (Note 63B.(iv))	1,987,344	1,909,265
Accrued income (Note 63B.(iv))	777,149	848,545
<i>Ijarah</i> assets	23,542	71,110
Receivables from customer transactions (Note 63B.(iv))	25,639	32,244

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20. OTHER ASSETS (continued)

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Foreign currencies (continued):		
Receivables from policyholders (Note 63B.(iv))	8	127
Receivables from transactions related to ATM and credit card (Note 63B.(iv))	1,792	1,561
Others	1,938,146	1,717,442
Total	<u>4,753,620</u>	<u>4,580,294</u>
	21,748,951	17,373,411
Less: allowance for possible losses	<u>(721,357)</u>	<u>(623,357)</u>
Net	<u>21,027,594</u>	<u>16,750,054</u>

Accrued income consist of interest accrued from the placement, marketable securities, government bonds, loans and fees and commissions.

Receivables from customer transactions mainly consist of receivables arising from securities transactions of Bank's Subsidiaries. As of December 31, 2020 and 2019, included in receivables from customer transactions is an impaired portfolio amounted to Rp9,888 and Rp10,611, respectively.

Receivables from mutual fund is related to receivable from securities portfolio transactions of unit-link contracts in Subsidiary's mutual fund.

Receivables related to ATM and credit card transactions consist of receivable arising from ATM transactions within ATM Bersama, Prima and Link network as well as receivables from Visa, Master Card and JCB as a result of credit card transactions.

Receivables from government bonds pledged as collateral represent repo to maturity transactions with third parties, where Bank Mandiri has transferred VR0031 with total value Rp600,000, ROI 23NN with nominal value of USD37,000,000 (full amount), ROI 24 with nominal value of USD40,940,000 (full amount) and ROI 25 with nominal value of USD50,000,000 (full amount) and recorded receivables equivalent to the market value of VR0031, ROI 23NN, ROI 24 and ROI 25 (Note 36e). The receivables will be settled at net basis with settlement of Bank's liabilities to the counterparty amounted to Rp600,000 which due on July 25, 2020, USD58,810,428 (full amount) due on November 15, 2020, USD24,926,000 (full amount) due on January 11, 2023, USD31,270,000 (full amount) due on January 15, 2024 and USD34,782,000 (full amount) due on January 15, 2025.

Bank Mandiri also had transferred FR0031 with total value amounted to Rp1,000,000, FR0061 with total value Rp1,462,572 and FR0063 with nominal value of Rp1,773,500 and recorded equivalent to the market value of it receivables. On the maturity date of repo to maturity, Bank Mandiri would transfer its liabilities to the counterparty and receive in cash the amount equivalent to face value and coupon at maturity date from the counterparty (Note 36e).

Receivables from policyholders represent receivables from the Subsidiary's to its policyholders related to premium of non unit-link products.

On December 2019, receivables from sales of marketable securities are receivables from sale of marketable securities with maturity date on January 2, 2020.

Others mainly consist of inter-office accounts, various form of receivables from transaction with third parties, including clearing transactions and others.

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20. OTHER ASSETS (continued)

Movement of allowance for possible losses of other assets are as follows:

	December 31, 2020	December 31, 2019
Beginning balance	623,357	598,662
Allowance during the year (Note 47)	141,778	4,544
Others ¹⁾	(43,778)	20,151
Ending balance	721,357	623,357

¹⁾ Including effect of foreign currency translation.

Management believes that the allowance for possible losses is adequate.

21. DEPOSITS FROM CUSTOMERS - DEMAND DEPOSITS AND WADIAH DEMAND DEPOSITS

a. By currencies, related parties and third parties:

	December 31, 2020	December 31, 2019
Rupiah		
Related parties (Note 57)	72,139,740	44,306,890
Third parties	146,995,581	132,036,012
Total	219,135,321	176,342,902
Foreign currencies		
Related parties (Note 57)	17,253,299	15,811,607
Third parties	68,061,671	55,289,758
Total (Note 63B.(iv))	85,314,970	71,101,365
	304,450,291	247,444,267

Included in demand deposits were *wadiah* deposits amounted to Rp20,875,426 and Rp11,510,301 as of December 31, 2020 and 2019, respectively.

b. Average interest rates (cost of funds) and range of profit sharing per annum:

Average interest rates (cost of funds) per annum:

	December 31, 2020	December 31, 2019
Rupiah	2.37%	2.51%
Foreign currencies	0.78%	0.76%

Range of profit sharing per annum on *wadiah* deposits:

	December 31, 2020	December 31, 2019
Rupiah	0.36 - 0.79%	0.37% - 0.79%
Foreign currencies	0.09 - 0.74%	0.09% - 0.79%

c. As of December 31, 2020 and 2019, demand deposits pledged as collateral and blocked for bank guarantees, loans and trade finance facilities (irrevocable letters of credits) and other purposes were amounted to Rp8,998,608 and Rp8,943,540, respectively (Notes 12B.c and 31e).

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22. DEPOSITS FROM CUSTOMERS - SAVING DEPOSITS AND WADIAH SAVING DEPOSITS

a. By currencies, type, related parties and third parties:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Related parties (Note 57)		
Mandiri Saving Deposits	1,957,141	2,159,305
Third parties		
Mandiri Saving Deposits	320,086,062	294,789,160
Hajj Mandiri Saving Deposits	266,557	298,882
Total	<u>322,309,760</u>	<u>297,247,347</u>
Foreign currencies		
Related parties (Note 57)		
Mandiri Saving Deposits	1,851,373	1,148,455
Third parties		
Mandiri Saving Deposits	27,201,058	26,092,270
Total (Note 63B.(iv))	<u>29,052,431</u>	<u>27,240,725</u>
	<u>351,362,191</u>	<u>324,488,072</u>

Included in saving deposits were *wadiah* deposits amounted to Rp7,921,251 and Rp5,126,726 as of December 31, 2020 and 2019, respectively.

b. Average interest rates (*cost of funds*) per annum:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah	1.03%	1.04%
Foreign currencies	0.38%	0.40%

c. As of December 31, 2020 and 2019, total saving deposits pledged as collateral and blocked for loans and other purposes were amounted to Rp11,826,183 and Rp11,493,253, respectively (Note 12B.c).

23. DEPOSITS FROM CUSTOMERS - TIME DEPOSITS

a. By currencies, related parties and third parties:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Related parties (Note 57)	47,092,156	30,081,000
Third parties	231,494,565	212,034,840
Total	<u>278,586,721</u>	<u>242,115,840</u>

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23. DEPOSITS FROM CUSTOMERS - TIME DEPOSITS (continued)

a. By currencies, related parties and third parties (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Foreign currencies		
Related parties (Note 57)	1,467,365	4,051,147
Third parties	27,727,194	32,009,019
Total (Note 63B.(iv))	29,194,559	36,060,166
	307,781,280	278,176,006

b. By maturity date:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
1 month	106,872,345	80,114,735
3 months	145,822,832	122,716,579
6 months	15,015,942	15,640,679
12 months	10,422,656	22,228,549
Over 12 months	452,946	1,415,298
Total	278,586,721	242,115,840
Foreign currencies		
1 month	15,493,463	18,925,610
3 months	7,903,035	11,731,579
6 months	3,855,876	3,064,699
12 months	1,753,497	2,126,744
Over 12 months	188,688	211,534
Total (Note 63B.(iv))	29,194,559	36,060,166
	307,781,280	278,176,006

c. By remaining period to maturity date:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Less than 1 month	152,088,037	124,945,068
1 - 3 months	110,827,702	88,117,526
3 - 6 months	9,968,118	10,463,449
6 - 12 months	5,140,093	17,159,139
Over 12 months	562,771	1,430,658
Total	278,586,721	242,115,840

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23. DEPOSITS FROM CUSTOMERS - TIME DEPOSITS (continued)

c. By remaining period to maturity date (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Foreign currencies		
Less than 1 month	18,985,584	22,346,185
1 - 3 months	6,590,139	10,606,003
3 - 6 months	2,682,428	1,578,258
6 - 12 months	806,000	1,499,032
Over 12 months	130,408	30,688
Total (Note 63B.(iv))	<u>29,194,559</u>	<u>36,060,166</u>
	<u>307,781,280</u>	<u>278,176,006</u>

d. Average interest rates (cost of funds) per annum:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah	5.01%	5.97%
Foreign currencies	1.56%	2.23%

e. As of December 31, 2020 and 2019, total time deposits pledged as collateral and blocked for loans and other purposes were amounted to Rp31,418,129 and Rp34,689,121, respectively (Note 12B.c).

24. DEPOSITS FROM OTHER BANKS - DEMAND DEPOSITS, WADIAH DEMAND DEPOSITS AND SAVING DEPOSITS

a. By currency, related parties and third parties:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Demand deposits and <i>wadiah</i> demand deposits		
Related parties (Note 57)		
Rupiah	4,967	40,077
Foreign currencies (Note 63B.(iv))	44,195	108,480
	<u>49,162</u>	<u>148,557</u>
Third parties		
Rupiah	1,038,337	898,647
Foreign currencies (Note 63B.(iv))	1,360,278	1,114,593
	<u>2,398,615</u>	<u>2,013,240</u>
Total	<u>2,447,777</u>	<u>2,161,797</u>
Saving deposits		
Third parties		
Rupiah	1,674,840	5,586,458
Foreign currencies (Note 63B.(iv))	13	13
Total	<u>1,674,853</u>	<u>5,586,471</u>
	<u>4,122,630</u>	<u>7,748,268</u>

Included in deposits from other banks - demand deposits are *wadiah* deposits amounted to Rp84,015 and Rp67,135, as of December 31, 2020 and 2019, respectively.

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24. DEPOSITS FROM OTHER BANKS - demand deposits, *WADIAH* DEMAND deposits and Saving deposits

b. Average interest rates (cost of funds) and profit sharing per annum:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Average interest rates (cost of funds) per annum:		
Demand deposits and <i>wadiah</i> demand deposits		
Rupiah	2.37%	2.51%
Foreign currencies	0.78%	0.76%
Saving deposits		
Rupiah	1.03%	1.04%
Foreign currencies	0.38%	0.40%
Range of profit sharing per annum on <i>wadiah</i> demand deposits:		
Rupiah	0.72% - 0.79%	0.73% - 0.79%

c. As of December 31, 2020 and 2019, total demand deposits, *wadiah* demand deposits and saving deposits from other banks pledged as collateral on loans and bank guarantees were amounted to Rp8,472 and Rp4,429, respectively (Notes 12B.c and 31e).

25. DEPOSITS FROM OTHER BANKS - INTERBANK CALL MONEY

a. By currencies:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Third Parties:		
Foreign currencies (Notes 63B.(iv))	655,829	219,360

b. By remaining period to maturity date:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Foreign currencies		
Less than 1 month	365,544	159,534
More than 1 month	290,285	59,826
Total (Note 63B.(iv))	<u>655,829</u>	<u>219,360</u>

c. Average interest rates (cost of funds) per annum:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah	4.21%	5.70%
Foreign currencies	0.69%	2.36%

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26. DEPOSITS FROM OTHER BANKS - TIME DEPOSITS

a. By currency:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Third parties	770,307	3,386,121
Foreign currencies		
Third parties (Note 63B.(iv))	1,120,930	2,044,117
	<u>1,891,237</u>	<u>5,430,238</u>

b. By period:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
1 month	525,566	2,464,644
3 months	210,740	210,624
6 months	1,450	970
12 months	32,551	709,883
Total	<u>770,307</u>	<u>3,386,121</u>
Foreign currencies		
1 month	204,474	-
3 months	421,500	1,558,230
6 months	126,450	-
12 months	87,506	69,413
More than 12 months	281,000	416,474
Total (Note 63B.(iv))	<u>1,120,930</u>	<u>2,044,117</u>
	<u>1,891,237</u>	<u>5,430,238</u>

c. Average interest rates (cost of funds) per annum:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah	5.01%	5.97%
Foreign currencies	1.56%	2.23%

- d. As of December 31, 2020 and 2019, time deposits from other banks pledged as collateral on loans amounted Rp62,201 and Rp69,892, respectively (Note 12B.c).

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27. LIABILITY TO UNIT-LINK HOLDERS

This account represents Subsidiary's liabilities to unit-link holders placed in unit-link investment, with details as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Non-Sharia	26,848,672	22,955,397
Sharia	1,001,864	1,082,261
	<u>27,850,536</u>	<u>24,037,658</u>

Underlying assets of the above policyholders' investment in unit-link contracts are financial assets mainly consist of cash, marketable securities and government bonds. As of December 31, 2020 and 2019, the investment of policyholders were recorded based on each type of the underlying financial assets in the consolidated statement of financial position.

Included in the unit-link policyholders' investments in are policyholders' fund in foreign currency as of December 31, 2020 and 2019, amounted to USD312,246,401 (full amount) and USD81,484,916 (full amount), respectively.

The details of non-sharia unit-link investments based on the type of contracts are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Dynamic Money	15,331,987	14,081,103
Attractive Money	3,840,183	4,539,564
Mandiri Golden Offshore	2,058,913	277,735
Progressive Money	1,948,740	1,928,159
Equity Fund Offshore	1,775,954	583,457
Excellent Equity	623,076	690,323
Balance Fund Offshore	386,471	161,853
Protected Money	175,918	216,654
Active Money	144,078	151,214
Secure Money	144,008	80,385
Fixed Money	119,131	67,979
Mandiri Equity Money	86,438	27,869
Money Market	85,035	63,615
Mandiri Flexible Equity Offshore	61,620	45,694
Mandiri Multi Asset Balanced Offshore	27,174	20,336
Mandiri Global Offshore	20,225	7,919
Prime Equity	19,721	5,357
Money Market CS	-	6,181
	<u>26,848,672</u>	<u>22,955,397</u>

Dynamic money

This is an equity fund with underlying exposures in stocks listed in Indonesia Stock Exchange and money market instruments through mutual fund Schroder *Dana Prestasi Dinamis*.

Attractive money

This is an equity fund with underlying exposures in stocks and bonds listed in Indonesia Stock Exchange and money market instruments through mutual fund *Mandiri Saham Atraktif*.

Mandiri Golden Offshore

Equity-based mutual funds with underlying exposures of equity traded in offshore market.

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27. LIABILITY TO UNIT-LINK HOLDERS (continued)

Progressive money

This is a balanced fund with underlying exposures in stocks and bonds listed in Indonesia Stock Exchange and money market instruments through mutual fund Schroder *Dana Campuran Progresif*.

Equity Fund Offshore

Equity-based mutual funds from foreign markets managed by Subsidiary.

Excellent equity

This is an equity fund with underlying exposures in small cap equities (exclude top 20, largest capitalisation shares) traded in Indonesia Stock Exchange and money market instruments through mutual fund Mandiri Dynamic Equity.

Balance Fund Offshore

Mutual funds whose composition is a mixture of equity and bonds from foreign markets managed by Subsidiary.

Protected money

This is a placement of funds based on combination with investments in stocks and bonds traded on the Indonesia Stock Exchange and money market instruments with maturities less than 1 year.

Active money

This is a balanced fund with underlying exposures in stocks and bonds listed in Indonesia Stock Exchange and money market instruments through mutual fund *Mandiri Aktif*.

Secure money

Secure Money Rupiah is a fixed income fund with underlying exposures in fixed income securities listed in Indonesia Stock Exchange and money market instruments through mutual fund Schroder *Dana Obligasi Mantap*. Funding in USD has underlying exposures in fixed income securities listed in Indonesia Stock Exchange as well as foreign stock exchanges and money market instruments through mutual fund *Investa Dana Dollar Mandiri*.

Fixed money

This is a fixed income fund with underlying exposures in Indonesian Government Bonds and money market instruments through mutual fund Mandiri *Investa Dana Obligasi II*.

Mandiri Equity Money

Fund placements with LQ45 domestic equity investment instruments through the LQ45 Mandiri Index mutual fund managed by Mandiri Investment Management.

Money Market

This is money market fund with underlying exposures in money market instrument including term deposits and fixed income securities listed in Indonesia Stock Exchange through mutual fund Mandiri *Investa Pasar Uang*.

Mandiri Flexible Equity Offshore

Balanced fund with underlying exposures in Equity and Money Market in foreign markets.

Mandiri Multi Asset Balanced Offshore

Balanced fund with underlying exposure in Equity, Fixed Income and Money Market listed in Foreign Markets.

Mandiri Global Offshore

Balanced fund with underlying exposures in Equity and Money Market listed in Foreign Markets.

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27. LIABILITY TO UNIT-LINK HOLDERS (continued)

Prime Equity

Placement of funds based on combination with the investment in stocks traded in Indonesia Stock Exchange and money market instruments through mutual fund AXA *Maestro Saham*.

Money Market CS

This is a fixed income fund with underlying exposures in money market instrument, especially for term deposits based on sharia principles.

The details of sharia unit-link investments based on the type of contracts are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Attractive Money Sharia	739,275	852,174
Active Money Sharia	169,683	151,515
Amanah Equity Sharia	60,766	53,630
Advanced Commodity Sharia	26,397	24,509
Amanah Fixed Income	4,503	358
Amanah Money Market Sharia	1,240	75
Total	1,001,864	1,082,261

The policyholders' funds - sharia placed in statutory deposits as of December 31, 2020 and 2019, amounted to Rp10,000 and RpNil, respectively.

Attractive Money Sharia

This is an equity fund with underlying exposures in stocks and bonds listed in Indonesia Stock Exchange and money market instruments in accordance with sharia principle through mutual fund Mandiri *Syariah Atraktif*.

Active Money Sharia

This is a balanced fund with underlying exposures in stocks and bonds listed in Indonesia Stock Exchange and money market instruments in accordance with sharia principle through mutual fund Mandiri *Berimbang Syariah Aktif*.

Amanah Equity Sharia

This is an equity fund with underlying exposures in stocks listed in Indonesia Stock Exchange and money market instruments in accordance with sharia principle through mutual fund *BNP Paribas Pesona Amanah*.

Advanced Commodity Sharia

This is an equity fund with underlying exposures mainly in commodity and commodity - related stocks that listed in Indonesia Stock Exchange and money market instruments in accordance with sharia principle through mutual fund *Mandiri Komoditas Syariah Plus*.

Amanah Fixed Income

Sharia mutual fund with underlying exposures of Sukuk and Sharia Government Bonds.

Amanah Money Market Sharia

A Fixed Income Mutual Fund with underlying exposures of Sharia Money Market and Sharia Fixed Income Marketable Securities.

These consolidated financial statements are originally issued in the Indonesian language.

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28. SECURITIES SOLD UNDER AGREEMENTS TO REPURCHASE

December 31, 2020						
Rupiah	Nominal value	Start date	Maturity date	Buy back value	Unamortised interest expense	Net value
Third Parties						
PBS021	110,000	01/04/2020	31/03/2021	113,067	1,310	111,757
Total Rupiah	110,000			113,067	1,310	111,757
Foreign currencies						
Third Parties						
FR0063	636,268	13/02/2019	14/02/2022	467,584	17,182	450,402
Bond INDOIS-010328	224,800	05/05/2020	29/04/2021	221,090	1,269	219,821
Bond INDOIS-290327	140,500	05/05/2020	29/04/2021	136,284	782	135,502
Bond INDOIS-290322	126,450	17/11/2020	29/04/2021	125,781	330	125,451
Bond INDOIS-280525	84,300	05/05/2020	29/04/2021	84,128	483	83,645
Bond INDON-140230	56,200	05/05/2020	29/04/2021	51,262	294	50,968
Bond INDON-050521	42,150	17/11/2020	29/04/2021	41,363	109	41,254
Bond ROI-100924	56,200	06/03/2019	07/03/2022	40,820	-	40,820
Bond ROI-290326	42,150	06/03/2019	07/03/2022	30,646	-	30,646
Bond INDON-250422	28,100	17/11/2020	29/04/2021	28,113	74	28,039
Bond PERTM-030522	14,050	06/03/2019	07/03/2022	11,763	-	11,763
Total foreign currencies (Note 63B.(iv))	1,451,168			1,238,834	20,523	1,218,311
Total	1,561,168			1,351,901	21,833	1,330,068
December 31, 2019						
Rupiah	Nominal value	Start date	Maturity date	Buy back value	Unamortised interest expense	Net value
Third Parties						
FR0078	362,000	26/12/2019	09/01/2020	351,634	410	351,224
FR0064	240,000	02/12/2019	02/01/2020	203,182	30	203,152
FR0053	215,000	26/12/2019	09/01/2020	200,678	233	200,445
FR0070	156,000	27/12/2019	10/01/2020	150,319	196	150,123
FR0078	124,000	26/12/2019	09/01/2020	120,449	140	120,309
PBS019	100,000	16/12/2019	13/01/2020	101,474	178	101,296
PBS019	100,000	17/12/2019	14/01/2020	101,238	192	101,046
PBS019	50,000	17/12/2019	17/03/2020	51,087	564	50,523
PBS011	15,000	16/10/2019	15/01/2020	15,334	33	15,301
PBS014	10,000	10/12/2019	07/01/2020	9,502	8	9,494
Total Rupiah	1,372,000			1,304,897	1,984	1,302,913
Foreign currencies						
Third Parties						
FR0063	636,268	13/02/2019	14/02/2022	427,897	10,912	416,985
Bond INDON-171023	277,650	03/12/2019	03/03/2020	301,247	700	300,547
Bond INDON-080126	201,296	03/12/2019	03/03/2020	220,858	513	220,345
Bond ADGB-030521	208,238	16/12/2019	16/03/2020	201,296	478	200,818
Bond INDON-080126	138,825	23/12/2019	08/01/2020	152,335	73	152,262
Bond INDON-150125	118,001	26/09/2019	15/01/2020	124,440	402	124,038
Bond KUWIB-200322	111,060	16/12/2019	16/03/2020	109,106	258	108,848
Bond INDOIS-280525	97,178	08/07/2019	08/01/2020	101,767	552	101,215
Bond INDON-250422	97,178	26/09/2019	15/01/2020	99,536	322	99,214
Bond INDOIS-290322	83,295	10/07/2019	10/01/2020	84,421	463	83,958
Bond INDON-171023	69,413	23/12/2019	08/01/2020	75,157	36	75,121
Bond ADGB-111022	69,413	23/12/2019	16/09/2020	71,274	508	70,766
Bond INDON-130320	69,413	10/07/2019	10/01/2020	71,133	390	70,743
Bond INDON-150124	55,530	23/12/2019	10/01/2020	62,184	34	62,150
Bond INDON-080126	41,648	23/12/2019	08/01/2020	45,701	22	45,679
Bond INDOIS-200229	41,648	23/12/2019	08/01/2020	45,296	21	45,275
Bond INDON-050521	41,648	10/07/2019	10/01/2020	43,285	237	43,048
Bond KUWIB-200322	41,648	23/12/2019	16/03/2020	41,570	91	41,479

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28. SECURITIES SOLD UNDER AGREEMENTS TO REPURCHASE (continued)

December 31, 2019						
Securities	Nominal value	Start date	Maturity date	Buy back value	Unamortised interest expense	Net value
Foreign currencies (continued)						
Third Parties (continued)						
Bond ROI-100924	55,530	06/03/2019	07/03/2022	40,333	-	40,333
Bond INDON-080126	27,765	23/12/2019	08/01/2020	30,467	15	30,452
Bond INDON-171023	27,765	10/07/2019	10/01/2020	30,593	168	30,425
Bond ROI-290326	41,648	06/03/2019	07/03/2022	30,281	-	30,281
Bond INDOIS-100924	27,765	23/12/2019	10/01/2020	29,393	16	29,377
Bond INDOIS-290327	27,765	23/12/2019	10/01/2020	29,150	15	29,135
Bond INDON-171023	13,883	23/12/2019	10/01/2020	15,034	9	15,025
Bond PERTM-030522	13,883	06/03/2019	07/03/2022	11,623	-	11,623
Total foreign currencies (Note 63B.(iv))	2,635,354			2,495,377	16,235	2,479,142
Total	4,007,354			3,800,274	18,219	3,782,055

29. ACCEPTANCE PAYABLES

a. By currency, related parties and third parties:

	December 31, 2020	December 31, 2019
Rupiah		
Payables to other banks		
Related parties (Note 57)	1,589,841	1,849,182
Third parties	4,363,430	2,627,960
Payables to debtors		
Related parties (Note 57)	146,312	223,444
Third parties	397,400	568,597
Total	6,496,983	5,269,183
Foreign currencies		
Payables to other banks		
Related parties (Note 57)	-	217
Third parties	3,489,592	4,895,531
Payables to debtors		
Related parties (Note 57)	9,815	3,512
Third parties	160,119	111,396
Total (Note 63B.(iv))	3,659,526	5,010,656
	10,156,509	10,279,839

b. By maturity:

	December 31, 2020	December 31, 2019
Rupiah		
Less than 1 month	2,042,433	1,344,635
1 - 3 months	1,391,194	2,039,197
3 - 6 months	3,063,030	1,865,678
6 - 12 months	326	19,673
Total	6,496,983	5,269,183

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29. ACCEPTANCE PAYABLES (continued)

b. By maturity (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Foreign currencies		
Less than 1 month	1,490,487	1,543,956
1 - 3 months	1,724,291	2,035,902
3 - 6 months	439,595	1,386,521
6 - 12 months	5,153	44,277
Total (Note 63B.(iv))	<u>3,659,526</u>	<u>5,010,656</u>
	<u>10,156,509</u>	<u>10,279,839</u>

30. DEBT SECURITIES ISSUED

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Related parties (Note 57)		
Bonds	10,033,100	10,638,100
Subordinated notes sharia <i>mudharabah</i>	58,000	58,000
	<u>10,091,100</u>	<u>10,696,100</u>
Third parties		
Bonds	10,264,900	10,916,570
Subordinated notes sharia <i>mudharabah</i>	317,000	317,000
Mandiri travelers' cheques	65,086	65,417
	<u>10,646,986</u>	<u>11,298,987</u>
	<u>20,738,086</u>	<u>21,995,087</u>
Foreign currencies (Note 63B.(iv))		
Third parties		
Bonds	17,444,677	10,321,418
	<u>38,182,763</u>	<u>32,316,505</u>
Less: unamortised debt issuance cost	(71,291)	(71,235)
Net	<u>38,111,472</u>	<u>32,245,270</u>

Bonds

Rupiah

Bank Mandiri

On May 12, 2020, Bank Mandiri issued Continuing Bond II Bank Mandiri Phase I 2020 ("Continuing Bond II Phase I") with total nominal value Rp1,000,000, which consist of 2 (two) series:

<u>Bonds</u>	<u>Nominal value</u>	<u>Fixed interest rate per annum</u>	<u>Maturity date</u>
Series A	350,000	7.75%	May 12, 2025
Series B	650,000	8.30%	May 12, 2027

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30. DEBT SECURITIES ISSUED (continued)

Bonds (continued)

Rupiah (continued)

Bank Mandiri (continued)

Continuing Bond II Phase I is offered at 100% (one hundred percent) of the principal amount of bonds. The interest is paid on quarterly basis with the first interest payment was made on August 12, 2020, while the last interest payment and due date of the bonds principal will be on May 12, 2025 for Series A and May 12, 2027 for Series B which is also the due date of the principal of bonds. The payments of the bonds will be fully paid on the due date. The trustee of the bond issuance of Continuing Bond II Phase 1 is PT Bank Permata Tbk.

On September 21, 2018, Bank Mandiri issued Continuing Bond I Bank Mandiri Phase III 2018 ("Continuing Bond I Phase III") with total nominal value Rp3,000,000 as below:

Bonds	Nominal value	Fixed interest rate per annum	Maturity date
Continuing Bond I Phase III	3,000,000	8.50%	September 21, 2023

Continuing bond I phase III is offered at 100% (one hundred percent) of the principal amount of bonds. The Interest is paid on quarterly basis with the first interest payment was made on December 21, 2018, while the last interest payment and due date of the bonds principal on September 21, 2023 which is also the due date of the principal amount of bonds. The payment of the bonds will be fully paid on the due date. The trustee of the bond issuance is PT Bank Permata Tbk.

On June 15, 2017, Bank Mandiri issued Continuing Bond I Bank Mandiri Phase II 2017 ("Continuing Bond I Phase II") with total nominal value of Rp6,000,000, which consist of 4 (four) series:

Bonds	Nominal value	Fixed interest rate per annum	Maturity date
Series A	1,000,000	8.00%	June 15, 2022
Series B	3,000,000	8.50%	June 15, 2024
Series C	1,000,000	8.65%	June 15, 2027
Series D	1,000,000	7.80%	June 15, 2020

Continuing Bond I Phase II Series A, Series B and Series C are offered at 100% (one hundred percent) of the principal amount of the bonds. The interest of the bond is paid on quarterly basis, with the first payment made on September 15, 2017 while the last interest payment date of the interest and due date of the bonds principal on June 15, 2022 for Series A, June 15, 2024 for Series B, and June 15, 2027 for Series C which falls due at the maturity of each series of the bond. Continuing Bond I Phase II Series D are offered without interest at a bid price of 79.3146% (seventy nine point three one four six percent) of the bonds, which due on June 15, 2020. The payments of the bonds will be fully paid on the due date. The trustee of the Continuing Bonds I Phase II issuance is PT Bank Tabungan Negara (Persero) Tbk.

On September 30, 2016, Bank Mandiri issued Continuing Bonds I Bank Mandiri Phase I 2016 ("Continuing Bonds I Phase I") with total nominal value of Rp5,000,000 which consist of 3 (three) series:

Bonds	Nominal value	Fixed interest rate per annum	Maturity date
Series A	1,100,000	7.95%	September 30, 2021
Series B	1,500,000	8.50%	September 30, 2023
Series C	2,400,000	8.65%	September 30, 2026

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30. DEBT SECURITIES ISSUED (continued)

Bonds (continued)

Rupiah (continued)

Bank Mandiri (continued)

The interest of Continuing Bonds I Phase I is paid on quarterly basis, with the first interest payment was made on December 30, 2016 while the last interest payment and due date of the bonds' principal will fall on September 30, 2021 for series A; September 30, 2023 for series B; and September 30, 2026 for series C. The Trustee for Continuing Bonds I Phase I is PT Bank Tabungan Negara (Persero) Tbk.

During the validity period of the Bonds and prior to the repayment of the bonds, Bank Mandiri has to comply to: (i) keep maintain the overall Bank's soundness level as regulated by FSA; (ii) maintain the Bank's soundness level at a minimum in the composite level 3 (three) which is categorised as "Fair", according to internal assessment based upon on Bank Indonesia's regulation; (iii) obtain and comply with permits and approvals (from the Government and other parties) and ensure the Bank conformity to Indonesia's rules and regulations.

Bank Mandiri, without a written approval from the Trustee will not: (i) reducing the Bank's issued and fully paid up capital except such a reduction is conducted based on regulations from the Government of Indonesia or Bank Indonesia; (ii) changing in its main business; (iii) conducting merger, consolidation, or acquisitions which led to the dissolution of Bank Mandiri.

The bonds are not guaranteed by special collateral, not guaranteed referred and in accordance with to Article 1131 and Article 1132 of the Indonesian Civil Law, all the assets of the Bank, either moving objects and objects that are not moving, present or future, shall be regarded as securities for the Bank's agreements including those bonds.

As of December 31, 2020 and 2019 the Pefindo's rating of Continuing Bonds I Phase III, II and Phase I is idAAA (triple A).

Subsidiaries

On November 18, 2019, The Subsidiary (Bank Mandiri Taspen) issued and registered the Continuing Bond I Phase I 2019 to Indonesia Stock Exchange with total nominal value of Rp1,000,000 in which comprised of 2 (two) series:

<u>Bonds</u>	<u>Nominal value</u>	<u>Fixed interest rate per annum</u>	<u>Maturity date</u>
Series A	700,000	7.90%	November 10, 2022
Series B	300,000	8.20%	October 30, 2024

Bonds interest were paid on quarterly basis, with the first interest payment was made on February 26, 2020, while the last interest payment and maturity of the bonds on November 10, 2022 for Series A and October 30, 2024 for Series B which also the due date for principal repayment of each bond.

Trustee for Continuing Bond I Phase I Bank Mantap on 2019 is PT Bank Permata Tbk., as of December 31, 2020 and 2019, Continuing Bond I Phase I Bank Mantap 2019 is rated AA (idn) by PT Fitch Rating Indonesia.

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30. DEBT SECURITIES ISSUED (continued)

Bonds (continued)

Rupiah (continued)

Subsidiaries (continued)

On July 11, 2017, the Subsidiary (Bank Mandiri Taspen) issued and registered the Bond I Bank Mantap year 2017 to Indonesia Stock Exchange with total nominal value of Rp2,000,000 in which comprised of 2 (two) series:

Bonds	Nominal value	Fixed interest rate per annum	Maturity date
Series A	1,500,000	8.50%	July 11, 2020
Series B	500,000	8.75%	July 11, 2022

Bonds interest were paid on quarterly basis, with the first interest payment was made on October 11, 2017, while the last interest payment and maturity of the bonds on July 11, 2020 for Series A and July 11, 2022 for Series B that also the due date for principal repayment for each bond.

Trustee for Bond I Bank Mantap on 2017 is PT Bank Tabungan Negara (Persero) Tbk. on December 31, 2020 and 2019, rank of Bond I Bank Mantap on 2017 according to PT Fitch Rating Indonesia is AA (idn).

During the validity period of the Bonds and prior to the repayment of the bonds, Bank Mandiri has to comply to: (i) keep maintain the overall Bank's soundness level as regulated by FSA; (ii) maintain the Bank's soundness level at a minimum in the composite level 3 (three) which is categorised as "Fair", according to internal assessment based upon on Bank Indonesia's regulation; (iii) obtain and comply with permits and approvals (from the Government and other parties) and ensure the Bank conformity to Indonesia's rules and regulations.

Without written approval from Trustee, the Bank will not be able to: (i) decrease equity investment unless there are new regulations from government or Bank Indonesia; (ii) change its nature of business; (iii) do the merger, consolidation, acquisition with other entities which results in Bank's discontinued operation.

On July 26, 2019 the Subsidiary (PT Mandiri Tunas Finance) issued and registered Continuing Bonds IV Mandiri Tunas Finance Phase II Year 2019 ("Continuing Bonds IV Phase II") to the Indonesia Stock Exchange with total nominal value of Rp2,000,000 which consist of 2 (two) series:

Bonds	Nominal value	Fixed interest rate per annum	Maturity date
Series A	1,342,000	8.90%	July 26, 2022
Series B	658,000	9.50%	July 26, 2024

The trustee for Continuing Bonds IV Phase II is PT Bank Rakyat Indonesia (Persero) Tbk.

On January 8, 2019 the Subsidiary (PT Mandiri Tunas Finance) issued and registered Continuing Bonds IV Mandiri Tunas Finance Phase I Year 2019 ("Continuing Bonds IV Phase I") to the Indonesia Stock Exchange with total nominal value of Rp1,000,000 which consist of 2 (two) series:

Bonds	Nominal value	Fixed interest rate per annum	Maturity date
Series A	800,000	9.40%	January 8, 2022
Series B	200,000	9.75%	January 8, 2024

The trustee for Continuing Bonds IV Phase I is PT Bank Rakyat Indonesia (Persero) Tbk.

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30. DEBT SECURITIES ISSUED (continued)

Bonds (continued)

Rupiah (continued)

Subsidiaries (continued)

The trustee agreement provide several negative covenants to the Subsidiary, including, collateral with fiduciary transfer of consumer financing receivables and debt to equity ratio at the maximum of 10:1. Moreover, during the validity period of the bonds, the Subsidiary shall not conducting merger unless under similar business, selling or transferring assets to other parties, either all or most, over 50%, except for Subsidiary's normal course of business.

As of December 31, 2020 and 2019 based on Pefindo's rating, the Continuing Bonds IV Phase II and I was rated idAA+ (double A plus).

On June 6, 2017 the Subsidiary (PT Mandiri Tunas Finance) issued and registered Continuing Bonds III Mandiri Tunas Finance Phase II 2017 ("Continuing Bonds III Phase II") to the Indonesia Stock Exchange with total nominal value of Rp850,000 which consist of 2 (two) series:

Bonds	Nominal value	Fixed interest rate per annum	Maturity date
Series A	610,000	8.50%	June 6, 2020
Series B	240,000	8.85%	June 6, 2022

The trustee for Continuing Bonds III Phase II issuance is PT Bank Mega Tbk.

On October 7, 2016, the Subsidiary (PT Mandiri Tunas Finance) issued and registered Continuing Bonds III Mandiri Tunas Finance Phase I 2016 ("Continuing Bonds III Phase I") to the Indonesia Stock Exchange with total nominal value of Rp500,000 which consist of 2 (two) series:

Bonds	Nominal value	Fixed interest rate per annum	Maturity date
Series A	400,000	8.20%	October 7, 2019
Series B	100,000	8.55%	October 7, 2021

The trustee for Continuing Bonds III Phase I is PT Bank Mega Tbk.

The trustee agreement provide several negative covenants to the Subsidiary, including, collateral with fiduciary transfer of consumer financing receivables and debt to equity ratio at the maximum of 10:1. Moreover, during the validity period of the bonds, the Subsidiary shall not conducting merger unless under similar business, selling or transferring assets to other parties, either all or most, over 50%, except for Subsidiary's normal course of business.

As of December 31, 2020 and 2019, based on Pefindo's rating, the Continuing Bonds III Phase II and I was rated idAA+ (double A plus).

On June 1, 2016, the Subsidiary (PT Mandiri Tunas Finance) issued and registered Continuing Bonds II Mandiri Tunas Finance Phase II 2016 ("Continuing Bonds II Phase II") to the Indonesia Stock Exchange with total nominal value of Rp1,400,000, which comprise of 2 (two) series:

Bonds	Nominal value	Fixed interest rate per annum	Maturity date
Series A	720,000	8.95%	June 1, 2019
Series B	680,000	9.25%	June 1, 2021

The trustee for Continuing Bonds II Phase II issuance is PT Bank Mega Tbk. On June 1, 2019, Series A Continuing Bonds II has matured.

As of December 31, 2020 and 2019, based on Pefindo's rating, the Continuing Bonds II Phase II was rated idAA+ (double A plus).

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30. DEBT SECURITIES ISSUED (continued)

Bonds (continued)

Rupiah (continued)

Subsidiaries (continued)

On December 18, 2015, the Subsidiary (PT Mandiri Tunas Finance) issued and registered Continuing Bonds II Phase I 2015 ("Continuing Bonds II Phase I") to the Indonesia Stock Exchange with total nominal value of Rp600,000, which consist of 2 (two) series:

Bonds	Nominal value	Fixed interest rate per annum	Maturity date
Series A	500,000	10.20%	December 18, 2018
Series B	100,000	10.80%	December 18, 2020

The trustee for Continuing Bonds II Phase I issuance is PT Bank Mega Tbk.

The trustee agreement provide several negative covenants to the Subsidiary, including, collateral with fiduciary transfer of consumer financing receivables and debt to equity ratio at the maximum of 10:1. Moreover, during the validity period of the bonds, the Subsidiary shall not conducting merger unless under similar business, selling or transferring assets to other parties, either all or most, over 50%, except for Subsidiary's normal course of business.

The Continuing Bonds II Phase II and I Series B based on Pefindo's rating as of December 31, 2020 and 2019 are rated idAA+ (double A plus).

Continuing Bond III Phase II Series A at principal value amounted to at Rp610,000, Continuing Bond III Phase I Series A at principal value amounted to Rp400,000, Continuing Bond II Phase II Series A amounted to Rp720,000 and Continuing Bond II Phase I Series A at principal value amounted to Rp500,000 and Series B amounted to Rp 100,000 was fully paid on due date.

On August 13, 2020, the Subsidiary (PT Mandiri Tunas Finance) issued and registered Continuing Bonds V Mandiri Tunas Finance Phase I 2020 ("Continuing Bonds II Phase I") to the Indonesia Stock Exchange with total nominal value of Rp858.000 which comprises of 2 (two) series:

Bonds	Nominal value	Fixed interest rate per annum	Maturity date
Series A	472,000	8.00%	August 13, 2023
Series B	386,000	8.60%	August 13, 2025

The trustee for Continuing Bonds V Phase I issuance is PT Bank Rakyat Indonesia (Persero) Tbk.

The trustee agreement provide several negative covenants to the Subsidiary, including, collateral with fiduciary transfer of consumer financing receivables and debt to equity ratio at the maximum of 10:1. Moreover, during the validity period of the bonds, the Subsidiary shall not conducting merger unless under similar business, selling or transferring assets to other parties, either all or most, over 50%, except for Subsidiary's normal course of business.

The Continuing Bonds V Phase I based on Pefindo's rating as of December 31, 2020 and 2019 are rated idAA+ (double A plus).

On December 31, 2020, all debt securities issued by PT Mandiri Tunas Finance are secured by consumer financing receivables amounted to Rp1,467,703 (December 31, 2019: Rp2,410,460) (Note 13f) and net investment finance leases amounted to Rp1,042,047 (December 31, 2019: Rp427,540) (Note 14f).

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30. DEBT SECURITIES ISSUED (continued)

Bonds (continued)

Foreign Currency

On May 13, 2020 Bank Mandiri issued Euro Medium Term Notes (EMTN) with total nominal value of USD500,000,000 (full amount) as follow:

Bonds	Nominal value	Fixed interest rate per annum	Maturity date
Euro Medium Term Notes	USD500,000,000	4.75%	May 13, 2025

Euro Medium Term Notes is offered at 99.255% (ninety nine point two five five percent) of the principal amount of bonds. The Interest is paid on semi-annual basis with the first interest payment was made on November 13, 2020, while the last interest payment and due date of the bonds principal on May 13, 2025 which is also the due date of the principal amount of bonds. The trustee of the bond issuance is Bank of New York Mellon.

As of December 31, 2020, EMTN is rated Baa2 (Moody's) and BBB- (Fitch)

On April 11, 2019 Bank Mandiri issued Euro Medium Term Notes (EMTN) with total nominal value of USD750,000,000 (full amount) as follow:

Bonds	Nominal value	Fixed interest rate per annum	Maturity date
Euro Medium Term Notes	USD750,000,000	3.75%	April 11, 2024

Euro Medium Term Notes is offered at 98.998% (ninety eight point nine nine eight percent) of the principal amount of bonds. The Interest is paid on semi-annual basis with the first interest payment was made on October 11, 2019, while the last interest payment and due date of the bonds principal on April 11, 2024 which is also the due date of the principal amount of bonds. The trustee of the bond issuance is Bank of New York Mellon.

As of December 31, 2020 and 2019, EMTN is rated Baa2 (Moody's) and BBB- (Fitch).

Subordinated notes sharia *mudharabah*

On December 22, 2016, the Subsidiary, PT Bank Syariah Mandiri has issued subordinated sukuk *mudharabah* ("sukuk *mudharabah*") BSM 2016 with total nominal value of Rp375,000. Sukuk *Mudharabah* are long term securities debt tenor 7 years with the following terms and conditions as follow:

- Profit sharing is calculated by multiplying at the revenue-sharing portion of the *mudharabah* sukuk holders and revenue which can be shared and based on the available last-quarter unaudited financial statements and approved by BSM's Directors not later than 10 (ten) days before the due date of the profit sharing.
- The profit sharing was generated from the revenue of BSM's portfolio in Rupiah (blended) amounted to 7 (seven) times of sukuk *mudharabah* Funds denominated in rupiah which held by the issuer, which generated from one (1) quarter as stated in BSM's unaudited financial statements.
- The *Nisbah* of the sukuk *mudharabah* holders' is 27.07% per annum of the profit sharing which is paid on quarterly basis.

Sukuk *mudharabah* is not guaranteed by special collateral nor guaranteed by the Republic of Indonesia or other third parties and is not included in the Bank guarantee program implemented by Bank Indonesia or other guarantee institution in accordance to the prevailing law and regulation article 17 paragraph (1) letter f of FSA's Regulation No. 21/POJK.03/2014 dated November 18, 2014 concerning the Minimum Capital Requirement for Sharia Banks. Sukuk *mudharabah* are subordinated Subsidiary's liability.

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30. DEBT SECURITIES ISSUED (continued)

Subordinated notes sharia *mudharabah* (continued)

During the validity period of sukuk *mudharabah* and before the redemption of all of principal and profit sharing, BSM is obliged to: (i) maintain the CAR (Capital Adequacy Ratio) at minimum 12% (twelve percent); (ii) ensure sukuk *mudharabah* holders at maximum 50 (fifty) investors; (iii) submit to the trustee as follows: the financial statements (audited) at maximum the 4th month after the date of financial statements, quarterly financial statements (unaudited) at maximum the 1st month after the date of financial statements, the financial statements which used to calculate the profit sharing and BSM's soundness rating report and self-assessment of Good Corporate Governance implementation to the FSA.

BSM without written approval from the monitoring agent will not do the following: (i) reduce the issued and paid-in capital; (ii) undergo a change in its main business; (iii) undergo a merger, consolidation, reorganization, except such changes are in accordance with regulations from the Government of Indonesia or Bank Indonesia; (iv) conduct a merger, consolidation, acquisition with another entity that will result in the dissolution of BSM.

Acting as the trustee of subnotes *mudharabah* is PT Bank Mandiri (Persero) Tbk. The rating of subordinated notes as of December 31, 2020 and 2019, based on Pefindo's rating is idAA_(sy) (double A minus sharia).

Bank Mandiri and the subsidiaries have paid the interest of debt securities issued in accordance to schedule interest payment during the years ended December 31, 2020 and 2019.

During the years ended December 31, 2020 and 2019, Bank Mandiri and the subsidiaries have fulfilled the requirements as set out in the agreement of issued debt securities issued.

31. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES

- a. Transactions of commitments and contingencies in the ordinary course of business of Bank Mandiri and its Subsidiaries activities that have credit risk are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Bank guarantees issued (Note 55)	57,840,853	55,897,947
Unused loan facilities ^{*)}	58,012,366	17,215,992
Outstanding irrevocable letters of credit (Note 55)	4,870,999	4,552,680
Standby letters of credit (Note 55)	2,022,517	2,724,906
Total	<u>122,746,735</u>	<u>80,391,525</u>
Foreign currencies		
Bank guarantees issued (Note 55)	40,427,490	40,565,449
Unused loan facilities ^{*)}	20,486,279	21,944,810
Outstanding irrevocable letters of credit (Note 55)	10,574,372	13,012,673
Standby letters of credit (Note 55)	8,451,800	11,073,182
Total	<u>79,939,941</u>	<u>86,596,114</u>
	<u>202,686,676</u>	<u>166,987,639</u>

^{*)} Include committed and uncommitted credit card facilities

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31. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

- a. Transactions of commitments and contingencies in the ordinary course of business of Bank Mandiri and its Subsidiaries activities that have credit risk are as follows (continued):

Movements in carrying amount of commitments and contingencies classified as amortised cost upon stage for the year ended December 31, 2020:

	December 31, 2020				
	Stage 1	Stage 2	Stage 3	Sharia ¹⁾	Total
Beginning balance ²⁾	206,242,757	6,379,892	71,326	1,625,589	214,319,564
Transfer to:					
-12 months expected credit losses (stage 1)	104,769	(77,010)	(27,759)	-	-
-Lifetime expected credit losses - unimpaired (stage 2)	(2,980,452)	2,982,745	(2,293)	-	-
-Lifetime expected credit losses - impaired (stage 3)	(19,815)	(213,167)	232,982	-	-
Total beginning balance after transfer	203,347,259	9,072,460	274,256	1,625,589	214,319,564
Remeasurement of net carrying amount	3,646,005	3,556	(38,734)	-	3,610,827
New commitments and contingencies originated or purchased	102,999,615	7,089,739	93,562	538,257	110,721,173
Commitments and contingencies derecognised	(118,128,370)	(7,199,464)	(62,990)	(574,064)	(125,964,888)
Total increase/(decrease) during the year	(11,482,750)	(106,169)	(8,162)	(35,807)	(11,632,888)
Ending balance	191,864,509	8,966,291	266,094	1,589,782	202,686,676

¹⁾ Not implement SFAS 71

²⁾ Including the unused credit facilities for credit cards amounting to Rp36,174,255

- b. By Bank Indonesia's collectibility:

	December 31, 2020	December 31, 2019
Current	199,696,169	165,471,035
Special mention	2,728,177	1,468,886
Substandard	10,748	15,731
Doubtful	4,285	15,788
Loss	247,297	16,199
Total	202,686,676	166,987,639
Less: allowance for impairment losses	(3,471,534)	(386,039)
Commitments and contingencies - net	199,215,142	166,601,600

- c. Movements of allowance for impairment losses on commitments and contingencies:

	December 31, 2020	December 31, 2019
Beginning balance	386,039	125,729
First implementation of SFAS 71 (Note 68)	1,844,775	-
Allowance during the year	1,221,532	262,215
Others*)	19,188	(1,905)
Ending balance	3,471,534	386,039

*) Included the effect of foreign currencies translation.

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31. ESTIMATED LOSSES ON COMMITMENTS AND CONTINGENCIES (continued)

c. Movements of allowance for impairment losses on commitments and contingencies (continued):

	December 31, 2020				
	Stage 1	Stage 2	Stage 3	Sharia ¹⁾	Total
Beginning balance	14,889	333,296	21,114	16,740	386,039
Impact of first implementation of SFAS71 (Note 68)	750,599	1,081,158	13,018	-	1,844,775
Beginning balance of SFAS 71	765,488	1,414,454	34,132	16,740	2,230,814
Transfer to:					
-12 months expected credit losses (stage 1)	21,822	(17,739)	(4,083)	-	-
-Lifetime expected credit losses					
- unimpaired (stage 2)	(12,327)	12,481	(154)	-	-
-Lifetime expected credit losses					
- impaired (stage 3)	(3,984)	(73,961)	77,945	-	-
Total beginning balance after transfer	770,999	1,335,235	107,840	16,740	2,230,814
Remeasurement of net carrying amount	(39,411)	833,671	90,810	(919)	884,151
New financial assets originated or purchased	246,723	2,447,114	25,310	-	2,719,147
Financial assets derecognised	(254,676)	(2,081,777)	(45,313)	-	(2,381,766)
Total allowance/(reversal) during the year	(47,364)	1,199,008	70,807	(919)	1,221,532
Others	10,148	8,982	-	58	19,188
Ending balance	733,783	2,543,225	178,647	15,879	3,471,534

¹⁾ Not implement SFAS 71

Management believes that the allowance for impairment losses on commitments and contingencies is adequate.

d. Information in respect of classification of “unimpaired” and “impaired” is disclosed in Note 63A.

e. Deposits from customers and deposits from other banks pledged as collateral for bank guarantee and irrevocable letters of credit as of December 31, 2020 and 2019 were amounted to Rp6,190,905 and Rp5,822,663, respectively (Notes 21c and 24c).

32. ACCRUED EXPENSES

	December 31, 2020	December 31, 2019
Interest expense	1,463,178	1,747,159
Fixed asset and software procurement	1,312,901	2,360,967
Outsourcing expenses	169,556	361,851
Promotions	634,752	236,507
Employee related costs: training, uniform, recreation and others	84,344	99,725
Professional service costs	43,871	49,719
Others	1,942,183	1,359,633
Total	5,650,785	6,215,561

Included in the fixed asset and software procurement are payables to vendors related with operational and maintenance activities for buildings, equipments, software, ATM machines and Group IT System.

Others consists of accrued expenses related to fees to be paid to FSA and Bank's operational activities, such as data communication costs and costs of electricity, water and gas.

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33. TAXATION

a. Prepaid taxes

	December 31, 2020	December 31, 2019
Bank Mandiri	2,083,970	974,947
Subsidiaries	94,788	201,653
Total	2,178,758	1,176,600

b. Taxes payable

	December 31, 2020	December 31, 2019
Current income taxes payable		
Bank Mandiri	549,493	68,316
Subsidiaries	269,896	194,454
Total	819,389	262,770

Others income taxes payable

Bank Mandiri

Income Tax		
Article 25	178,860	153,855
Article 21	120,190	165,989
Article 4 (2)	245,381	317,389
Others	170,520	141,018

	714,951	778,251
Subsidiaries	227,137	245,952
	942,088	1,024,203
Total	1,761,477	1,286,973

c. Tax expense/(benefit)

	Year ended December 31,	
	2020	2019
Tax expense - current:		
Bank Mandiri		
Current year	3,934,648	6,317,547
Prior year	175,592	201,197
Subsidiaries	1,100,729	1,116,390
	5,210,969	7,635,134
Tax expense/(benefit) - deferred:		
Bank Mandiri	729,905	462,046
Subsidiaries	(288,457)	(111,332)
	441,448	350,714
Total	5,652,417	7,985,848

As explained in Note 2ad, income tax for Bank Mandiri and its Subsidiaries are calculated for each company as a separate legal entity.

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33. TAXATION (continued)

d. Tax expense - current

The reconciliation between income before tax as shown in the consolidated statement of comprehensive income and income tax calculation and the related estimate of the current tax expense for Bank Mandiri and its Subsidiaries are as follows:

	Year ended December 31,	
	2020	2019
Consolidated income before tax		
expense and non-controlling interests	23,298,041	36,441,440
Less:		
Income before tax expense of Subsidiaries - after elimination	(7,271,858)	(6,042,823)
Impact of changes in recording investment from equity method to cost method	2,969,281	2,032,153
Income before tax expense and non-controlling interest - Bank Mandiri only	18,995,464	32,430,770
Add/(deduct) permanent differences:		
Non-deductible expenses/(non-taxable income)	755,852	839,557
Others	2,251	58,709
Add/(deduct) temporary differences:		
Allowance for impairment losses on loans and write-offs	(163,304)	(1,355,733)
Allowance for impairment losses on financial assets other than loans	55,160	(396,531)
Provision for post-employment benefit expense, provisions for bonuses, leave and holiday (THR) entitlements	(268,423)	(231,318)
Allowance for estimated losses arising from legal cases	(37,973)	(1,056)
Provision for estimated losses on commitments contingencies	1,368,950	249,448
Depreciation of fixed assets	17,480	77,192
Unrealised losses/gains on decrease/increase in fair fair value of marketable securities and government bonds - fair value through profit or loss	(16,498)	(79,213)
Allowance for possible losses of abandoned Properties	(283)	(4,092)
Estimated taxable income	20,708,676	31,587,733
Estimated tax expense - current		
Bank Mandiri only		
Tax expense - current: current year	3,934,648	6,317,547
Tax expense - current: prior year	175,592	201,197
Subsidiaries	1,100,729	1,116,390
Total	5,210,969	7,635,134

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33. TAXATION (continued)

d. Tax expense - current (continued)

Tax on Bank Mandiri and Subsidiaries (Group)'s profit before tax differs from the theoretical amount that would arise using the weighted average tax rate applicable to profits on the consolidated entities are follows:

	Years ended December 31,	
	2020	2019
Consolidated income before tax expense and noncontrolling interest	23,298,041	36,441,440
Tax calculated at applicable tax rates	5,208,947	7,996,860
Income tax effect of:		
Bank Mandiri		
Income not subject to tax and final tax	(193,559)	(199,622)
Expenses not deductible for tax purposes	370,534	407,773
Prior year tax audit result	175,592	201,197
Estimated taxable income	352,567	409,348
Subsidiaries	90,903	(420,360)
Total tax effect	443,470	(11,012)
Income tax expense	5,652,417	7,985,848

According to the taxation laws of Indonesia, Bank Mandiri and Subsidiaries submit the Annual Corporate Income Tax Returns to the tax office on the basis of self assessment. The Directorate General of Taxation may assess or amend taxes within 5 (five) years from time when the tax becomes due.

Starting from 2009, Bank Mandiri has recognised written-off loans as deduction of gross profit by fulfilling the three requirements stipulated in UU No. 36 Year 2008 and Regulation of the Minister of Finance No. 105/PMK.03/2009 dated June 10, 2009, which was amended by Regulation of the Minister of Finance No. 57/PMK.03/2010 dated March 9, 2010 and Regulation of the Minister of Finance No. 207/PMK.010/2015 dated November 20, 2015.

Based on Law (UU) No. 36 Year 2008 regarding Income Tax Government Regulation (GR) No. 77 Year 2013 dated November 21, 2013 and GR No. 56 Year 2015 dated August 3, 2015 and replaced by Government Regulation No. 29 Year 2020 dated June 10, 2020 regarding Income Tax Facilities in the Context of Handling Corona Virus Disease (COVID-19) and Government Regulation No. 30 Year 2020 dated June 18, 2020 regarding Reduction of Income Tax Rates for Domestic Tax payers in the Public Companies and Regulation of the Minister of Finance No. 238/PMK.03/2008 dated December 30, 2008 regarding Procedures for Implementing and Supervising the Granting of Reduction of Income Tax Rate for Listed Resident Corporate Tax payers, a public listed company can obtain a reduction of income tax rate by 5% lower from the highest income tax rate by fulfilling several requirements which are at least 40% of the total paid-up shares are listed and traded in the Indonesia Stock Exchange, the shares are owned by at least 300 parties and each party can only own less than 5% of the total paid up shares. The above requirements must be fulfilled by the tax payer at the minimum 183 (one hundred and eighty three) calendar days in a period of 1 (one) fiscal year.

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33. TAXATION (continued)

e. Tax expense - current (continued)

Based on Law (UU) No. 2 Year 2020 dated May 18, 2020 regarding State Financial Policy and Financial System Stability for Handling the Corona Virus Disease 2019 Pandemic (COVID-19) and/or in the Context of Facing Threats that Endanger the National Economy and/or Financial System Stability ("UU No. 2 Year 2020") regulates the adjustment of the Income Tax rate for domestic corporate tax payers and permanent establishments in the form of lowering the rates of Article 17 paragraph (1) letter b of the Law regarding Income Tax to 22% (twenty two percent) for 2020 fiscal year and 2021 fiscal year and 20% (twenty percent) which apply for 2022 fiscal year. Domestic tax payers who are publicly listed companies with the total number of paid-up shares traded on the stock exchange in Indonesia are at least 40% (forty percent) and meet certain requirements, can get 3% (three percent) lower than the highest tax rate. Further provisions regarding these specific requirements are regulated by or based on Government Regulations.

Based on the Regulation of the Minister of Finance of the Republic of Indonesia Number 123/PMK.03/2020 dated September 1, 2020 concerning forms and procedure for submitting reports and taxpayers registration in the context of fulfilling the requirements for the lower income tax rate for domestic payers in the form of public companies taxpayers must submit a monthly report on share ownership of the issuer or public company and recapitulation that has been reported by the securities administration Bureau and share ownership of related parties reports as part of the annual income tax return for each fiscal year.

Based on No.DEI/I/2021-0280 dated January 8, 2021 regarding monthly report on share ownership of issuers or public companies and the reported recapitulation (attachment form POJK No. 10/POJK/04/2020) from PT Datindo Entrycom (Securities Administrative Bureau or BAE), which was submitted to Bank Mandiri, where BAE stated that Bank Mandiri has complied with the provisions of Article 3 of the Government of the Republic Indonesia Regulation No. 30 of 2020 dated June 18, 2020 concerning the reduction of Income Tax Rates for Domestic Corporate Taxpayers in the form of public companies.

The Bank believes that they can fulfill the requirements to obtain an income tax rate reduction facility for the year ended December 31, 2020 in accordance with UU No. 2 Year 2020 above, so for Bank Mandiri's corporate income tax for the year ended on December 31, 2020 is calculated using the 19% tax rate and the Bank has also adjusted the use of the tax rate for the calculation of deferred tax on December 31, 2020.

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33. TAXATION (continued)

e. Deferred tax assets - net

Deferred tax arises from temporary differences between book value based on commercial and tax are as follows:

	December 31, 2020				
	Beginning Balance	Impact of Beginning of SFAS 71 (charged to retained earnings on January 1, 2020)	Credited/ (charged) to consolidated statement of profit or loss and other comprehensive income	Charged to equity	Ending Balance
Bank Mandiri					
Deferred tax assets:					
Allowance for impairment losses	1,004,659	4,486,975	(592,521)	-	4,899,113
Provisions for post-employment benefit expense, provision for bonuses, leave and holiday (THR) entitlements	1,282,639	-	(122,896)	(85,431)	1,074,312
Loans write-off until 2008	821,309	-	(286,455)	-	534,854
Allowance for impairment losses on financial assets other than loans	364,489	403,081	(49,104)	-	718,466
Estimated losses on commitments and contingencies	72,538	-	256,474	-	329,012
Allowance for estimated losses arising from legal cases	33,882	-	(8,909)	-	24,973
Allowance for possible losses on abandoned properties	17,394	-	(923)	-	16,471
Accumulated losses arising from differences in net realizable Value of repossessed assets	10,412	-	(522)	-	9,890
Allowance for possible losses on repossessed assets	1,968	-	(98)	-	1,870
Deferred tax assets	3,609,290	4,890,056	(804,954)	(85,431)	7,608,961
Deferred tax liabilities:					
Unrealised gain/(loss) from increase/(decrease) in fair value of marketable securities and government bonds - other comprehensive	(126,186)	-	-	(659,446)	(785,632)
Unrealised gains from increase/decrease in fair value of marketable securities and government bonds - fair value through profit or loss	(10,969)	-	(2,586)	-	(13,555)
Net book value of fixed assets	(121,503)	-	9,396	-	(112,107)
Deferred tax assets - Bank Mandiri only	3,350,632	4,890,056	(798,144)	(744,877)	6,697,667
Deferred tax assets - Subsidiaries	601,078	11,530	278,854	(6,358)	885,104
Total consolidated deferred tax assets - net	3,951,710	4,901,586	(519,290)	(751,235)	7,582,771

	December 31, 2019			
	Beginning balance	Credited/ (charged) to consolidated statement of profit or loss and other comprehensive income	Charged to equity	Ending balance
Bank Mandiri				
Deferred tax assets:				
Allowance for impairment loan losses	1,249,755	(245,096)	-	1,004,659
Provision for post-employment benefit expense, provision for bonuses, leave and holiday (THR) entitlements	1,409,438	(46,263)	(80,536)	1,282,639
Loans write-off until 2008	961,145	(139,836)	-	821,309
Allowance for impairment losses on financial assets other than loans	443,795	(79,306)	-	364,489
Estimated losses on commitments and contingencies	22,648	49,890	-	72,538
Allowance for estimated losses arising from legal cases	34,093	(211)	-	33,882
Allowance for possible losses on abandoned properties	18,089	(695)	-	17,394
Allowance for possible losses on repossessed assets	1,968	-	-	1,968
Accumulated losses arising from difference in net realisable value of repossessed assets	10,412	-	-	10,412
Accumulated losses arising from difference in net realisable value of abandoned properties	123	(123)	-	-
Deferred tax assets	4,151,466	(461,640)	(80,536)	3,609,290

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33. TAXATION (continued)

e. Deferred tax assets - net (continued)

	December 31, 2019			
	Beginning balance	Credited/ (charged) to consolidated statement of profit or loss and other comprehensive income	Charged to equity	Ending balance
Bank Mandiri (continued)				
Deferred tax liabilities:				
Unrealised gain/(loss) from increase/(decrease) in fair value of marketable securities and government bonds - available to sale	556,627	-	(682,813)	(126,186)
Unrealised gains from increase/decrease in fair value of marketable securities and Government Bonds - fair value through profit or loss	4,874	(15,843)	-	(10,969)
Net book value of fixed assets	(136,941)	15,438	-	(121,503)
Deferred tax assets - Bank Mandiri only	4,576,026	(462,045)	(763,349)	3,350,632
Deferred tax assets - Subsidiaries	421,596			601,078
Total consolidated deferred tax assets - net	4,997,622			3,951,710

Deferred tax assets are calculated using applicable tax rate or substantially enacted tax rate at consolidated statement of financial position dates.

Management believes that it is possible that future taxable income will be available to be utilised against the temporary difference, which results in deferred tax assets.

f. Tax assessment letter

Fiscal year 2010

According to the tax audit result by Tax Office on December 6, 2012, the Bank received Underpayment Tax Assessment Letters (SKPKB) which stated underpayment of corporate income tax related to loan written-offs and Value Added Tax (VAT) including Tax Collection Letter (STP) for fiscal year 2010 totalled to Rp1,108,071.

Management disagree with the Underpayment Tax Assessment letter result and has submitted an objection letter to Tax Office dated March 4, 2013. The Bank has paid all the underpayment tax amount and recorded it as prepaid tax.

In December 2013, the Tax Office has issued a decision letter to the Bank's objection letters on VAT and partially accepted the Bank's objection, therefore the Tax office refunded a portion of prepaid tax related to VAT. The Bank disagreed with the above decision letter and has submitted an appeal on the above decision letter to the Tax Court in March 2014.

On February 21, 2014, Tax Office has issued a decision letter to the Bank's objection letters on underpayment tax on corporate income tax and Tax Office rejected the objection. The Bank has filed an appeal against the objection decision letter to the Tax Court on May 19, 2014.

In April and May 2016, the Tax Court has uttered their decision to approve majority of the appeal submitted on the letter of objection on VAT and reject the appeal submitted for the letter of objection on income tax. The Bank disagrees with the decision and has requested for a judicial review from the Supreme Court of the Republic of Indonesia on August 15, 2016. On May 17, 2018 Supreme Court of Republic of Indonesia accepted the judicial review's request on the Tax Court's decision on the income tax.

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33. TAXATION (continued)

f. Tax assessment letter (continued)

The Tax Office has submitted an appeal to the Supreme Court on Tax Court's decision to approve majority of Bank's appeal on VAT objection result. Until the date of this consolidated financial statements, the result has not been known yet.

On November 15, 2018, Bank has submitted a letter No.KEU/1328/2018 to the Tax Office to request for compensating the tax payment of Rp1,080,790 with installment of tax payment for month March, April and May 2019. On February 8, 2019, Tax Office has approved the compensation request.

Fiscal year 2015

According to the tax audit result by Tax office, on November 26, 2019, Bank received Underpayment Tax Assessment Letter (SKPKB) of Corporate Income Tax for fiscal year 2015 amounted to Rp918,160 (including penalties) which accepted by Bank only amounted to Rp201,197 and recorded as current tax expense - prior year in the current year consolidated statement of profit or loss. On December 5, 2019, the Bank has paid all of the underpayment and will submit an objection letter on the SKPKB of Corporate Tax Expense amounted to Rp716,962 to the Tax Office on February 20, 2020

On November 26, 2019, Bank also obtained Underpayment Tax Assessment Letter (SKPKB) for income tax article 21, 23, and 4(2) amounted to Rp28,255 (including penalties) and value added tax (STP) amounted to Rp247,544 (including penalties) for the 2015 fiscal year. On December 5, 2019, the Bank has paid underpayment of tax article 21, 23, and 4(2) amounted to Rp28,255, and will submit an objection on the disagreed decision on SKPKB of Value Added Tax (PPN) amounted to Rp247,544 to the Tax Office on February 20, 2020

The payment for the disagreed underpayment (SKPKB) amounted to Rp964.507, where the Bank will submit an objection, are recorded as prepaid tax as of December 31, 2020 and 2019. As of the date of these consolidated financial statements, the Bank is still waiting for the results of the objection that has been submitted to the Tax Office.

Fiscal year 2016

Based on the result of the tax audit by the Tax Office on November 17, 2020. The Bank has received an Underpayment Tax Assessment (SKPKB) on Corporate Income tax for the 2016 fiscal year amounted to Rp1,293,817 (including fines), which was accepted by the Bank for only Rp175,592 and recorded as current tax expense - prior year in the 2020 consolidated statement of profit or loss. On November 27, 2020, Bank has paid all SKPKB Corporate Income Tax and will submit an objection letter to the SKPKB for disagreed amounted to Rp1,118,225 to the Office Taxes not later than February 16, 2021.

On November 17, 2020, Bank also received SKPKB on Income Tax Article 21 amounted to Rp31,492 and Value Added Tax (VAT) also the tax collection letter (STP) amounted to Rp128,766 (including penalties) for the 2016 fiscal year. On November 27, 2020, Bank has paid all the SKPKB, and will not submit an objection to SKPKB Article 21 amounted to Rp31,492 and SKPKB VAT amounted to Rp128,766. All underpayments are charged to the 2020 consolidated statement of income.

The total payment for SKPKB for the disagreed amounted to Rp1,118,225 where the Bank will submit an objection, and recorded as prepaid tax on December 31, 2020. As of the date of these consolidated financial statements, the Bank is still preparing objections for submission to the Tax Office.

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34. EMPLOYEE BENEFIT LIABILITIES

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Provision for post-employment benefit (Note 52)	3,701,670	3,748,969
Provisions for bonuses, leave and holiday entitlements	3,740,288	3,837,181
Total	<u>7,441,958</u>	<u>7,586,150</u>

Provision for post-employment benefit such as pension fund and other long term remuneration are in accordance with the Bank and Subsidiaries' policy which are calculated using actuarial calculation.

35. OTHER LIABILITIES

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Liability to policy holders	5,594,318	5,016,841
Payable to customers	2,111,000	948,741
Liability related to ATM and credit card transactions	1,874,276	1,397,689
Deferred income (not directly attributable)	743,213	675,251
Deferred income (directly attributable)	610,500	816,397
Guarantee deposits	586,047	715,114
Lease liabilities	515,229	-
Liabilities related to unit-link	390,148	331,941
Others	7,622,701	4,561,990
Total	<u>20,047,432</u>	<u>14,463,964</u>
Foreign currencies		
Customers transfer transactions	2,517,371	434,361
Deferred income (not directly attributable)	454,282	509,620
Guarantee deposits	153,105	254,227
Lease liabilities	69,120	-
Other liabilities related to UPAS transactions	-	175,153
Payable from purchase of marketable securities	-	72,145
Deferred income (directly attributable)	-	16,154
Others	2,124,009	935,636
Total (Note 63B.(iv))	<u>5,317,887</u>	<u>2,397,296</u>
	<u>25,365,319</u>	<u>16,861,260</u>

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35. OTHER LIABILITIES (continued)

Liabilities to policyholders consist of liabilities of the Subsidiaries (PT AXA Mandiri Financial Services and PT Asuransi Jiwa Inhealth Indonesia) as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Future policy benefits from non unit-link products	4,478,517	4,033,612
Estimated claim liabilities	471,862	351,775
Unearned premiums	401,348	492,884
Claim payables	242,591	138,570
Total	<u>5,594,318</u>	<u>5,016,841</u>

Payable to costumers mostly consist of debts arising from securities transactions of PT Mandiri Sekuritas (Subsidiary).

Liability related to ATM and credit card transactions consist of liabilities from ATM transactions within ATM *Bersama*, ATM Link and ATM Prima and liabilities to Visa and Master Card and JCB for credit card transactions.

Liabilities related to unit-link represents unit-link liabilities to third parties and liabilities to unit-link policyholders' of subsidiary (AXA Mandiri Financial Services).

Customers transfer transactions represent transfer funds in various currencies that need to be settled from or to customers accounts.

The guarantee deposit is a guarantee of cash deposited by customers from export, import transaction and issuance of bank guarantees.

Other liabilities related to UPAS transaction is a liability to the issuing bank in foreign currency in relation to UPAS receivable to importers.

Directly attributed unearned income consists of income from provisions/commissions of loans which directly attributable to unamortised loan granted.

Payable from purchase of marketable securities represent payable arising from securities's purchase transaction which have been paid on January 2, 2020 for December 31, 2019.

Non directly attributed unearned income consists of deferred fees/commissions that are not directly related to the unamortised loan granted.

The disclosure of lease liabilities as of December 31, 2020 are as follows:

<u>Underlying assets</u>	<u>Beginning balance on January 1, 2020</u>	<u>Additions of lease liabilities</u>	<u>Interest expense</u>	<u>Payments of lease liabilities</u>	<u>Balance on December 31, 2020</u>
Vehicles	360,182	183,600	26,469	(251,484)	292,298
Building - Official residence	-	13,483	177	(4,683)	8,800
Building - Office building	268,893	175,519	16,738	(161,901)	282,511
Furniture and fixture, office equipment and computer	-	1,474	31	(734)	740
Total	<u>629,075</u>	<u>374,076</u>	<u>43,415</u>	<u>(418,802)</u>	<u>584,349</u>

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35. OTHER LIABILITIES (continued)

Other liabilities related to leases by period:

	December 31, 2020
Short term	53,743
Long term	530,606
Total	584,349

Analysis of the maturities of other liabilities related to leases as follows:

	December 31, 2020
1 year	53,743
2 year	249,993
3 year	178,611
4 year	2,328
5 year	99,674
Lease payment	584,349

Others mainly consist of interoffice accounts and liabilities related to trade transactions, deposit and transaction remains to be settled in the form of transfer payment transactions of customers.

36. FUND BORROWINGS

	December 31, 2020	December 31, 2019
Rupiah		
Related Party		
(f) Others (Note 57)	325,181	221,436
Third parties		
(e) Repo to maturity	-	494,301
(a) Ministry of Public Work and Housing (Kemenpupera)	639,629	377,742
(f) Others	10,617,848	8,151,704
Total	11,582,658	9,245,183
Foreign currencies		
Related party		
(b) Direct off-shore loans (Note 57)	843,000	763,538
Third parties		
(b) Direct off-shore loans	17,051,036	18,490,850
(d) Trade financing facilities	17,676,906	14,203,829
(c) Bilateral loans	562,000	6,107,673
(e) Repo to Maturity	3,733,824	2,079,438
(f) Others	1,361,265	3,238,051
Total (Note 63B.(iv))	41,228,031	44,883,379
	52,810,689	54,128,562

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36. FUND BORROWINGS (continued)

(a) Ministry of Public Work and Housing (Kemenpupera)

This account represents Liquidity Facility of Housing Financing (*Fasilitas Likuiditas Pembiayaan Perumahan*) (FLPP) with financing sharing of 70.00% from *Kementerian Pekerjaan Umum dan Perumahan Rakyat* and 30.00% from Bank Mandiri in accordance to mutual agreement with *Kementerian Perumahan Rakyat* No. 07/SKB/M/2012 and PT Bank Mandiri (Persero) Tbk. No. DIR.MOU/003/2012 on February 15, 2012 about amendment of mutual agreement between *Kementerian Perumahan Rakyat* No. 13/SKB/DP/2011 and PT Bank Mandiri (Persero) Tbk. No. DIR.MOU/015/2011 about distribution of Liquidity Facility of Housing Financing (FLPP) for the provision of housing through Home Ownership Financing. The Mutual Agreement was followed up by Operational Mutual Agreement between *Badan Layanan Umum Pusat Pembiayaan Perumahan Kementerian Perumahan Rakyat* Republic of Indonesia year 2012, that has been renewed in 2017 with Operational Mutual Agreement No.HK.02.03-Sg.DL/67/2017 and No. DIR.PKS/119/2017 on December 21, 2017 about funding FLPP Funds for home ownership for Low-Income Communities (MBR) and there is a change in composition of the financing to become 90% funds from Kemenpupera and 10% funds from PT Bank Mandiri (Persero) Tbk.

In 2018 there was a change of funding sharing composition to become 75% from PPDPK Kemenpupera and 25% from PT Bank Mandiri (Persero) Tbk. based on Operational Mutual Agreement No. 51/PKS/Sg/2018 and DIR.PKS/45/2018 about distribution of Liquidity Facility of House Financing (FLPP) funds through home credit for Low-income Community on August 14, 2018, updated with the Operational Cooperation Agreement No. 118/PKS/Sg/2018 and No. DIR.PKS/60/2018 date December 21, 2018 concerning the Distribution of FLPP Funds for home ownership for Low-Income Communities (MBR).

In 2019 the Agreement has been renewed between PPDPK Kemenpupera and PT Bank Mandiri (Persero) Tbk through operational agreement No. 59/PKS/Sg/2019 and DIR.PKS/55/2019 about FLPP through Loan/House Financing/Sharia House Financing for Low-Income Communities dated December 19, 2019.

Outstanding balance as of December 31, 2020 and 2019 were Rp639.629 and Rp377,742, respectively. These facilities are subject to a certain rate by the Government. The period of loan and repayment schedule are maximum of 240 months (20 years). Refunds (principal and interest instalment) to Kemenpupera are carried out no later that 10th of each month.

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36. FUND BORROWINGS (continued)

(b) Direct off-shore loans

The details of direct off-shore loans are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Foreign currencies		
Related party:		
Bank Rakyat Indonesia, New York	843,000	763,538
Third Parties		
China Development Bank, China		
- Tranche A	6,542,549	7,754,208
- Tranche B	2,729,270	3,036,141
United Overseas Bank Limited, Singapore	2,810,000	2,776,500
MUFG Bank Ltd. Singapore	1,405,000	-
Sumitomo Mitsui Banking Corporation, Singapore	1,400,576	1,379,547
Bank of America, N.A. Hongkong Branch	1,053,750	-
DZ Bank AG, Singapore	700,112	689,781
Taipei Fubon, Singapore	350,254	-
Agence Française de Développement, France	59,525	78,173
Overseas-Chinese Banking Corporation Limited, Singapore	-	1,388,250
Wells Fargo Bank NA, Singapore	-	1.388.250
Total	<u>17,894,036</u>	<u>19,254,338</u>

Bank Rakyat Indonesia, New York

December 31, 2020

Type	Arranger	Maturity date	Interest rate per annum	Nominal amount	
				Foreign currency (full amount)	Rupiah equivalent
Bilateral Loan	Bank Rakyat Indonesia, New York	January 20, 2021	LIBOR (3 months) + certain margin	60,000,000	843,000
				<u>60,000,000</u>	<u>843,000</u>

December 31, 2019

Type	Arranger	Maturity date	Interest rate per annum	Nominal amount	
				Foreign currency (full amount)	Rupiah equivalent
Bilateral Loan	Bank Rakyat Indonesia, New York	June 29, 2020	LIBOR (3 months) + certain margin	55,000,000	763,538
				<u>55,000,000</u>	<u>763,538</u>

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36. FUND BORROWINGS (continued)

(b) Direct off-shore loans (continued)

Bank Rakyat Indonesia, New York (continued)

On October 2, 2019, and the latest on June 29, 2020 Bank Mandiri obtained loan facility without collateral from Bank Rakyat Indonesia, New York amounted to USD55,000,000 (full amount) and USD60,000,000 (full amount) with the interest rate of LIBOR 3 (three) months plus certain margin.

The loan facilities have a tenor less than 1 (one year) and will be due on June 29, 2020 and January 20, 2021. Bank Mandiri made withdrawal from these loan facilities amounted to USD55,000,000 (full amount) on the maturity date.

China Development Bank, China

December 31, 2020

Type	Arranger	Maturity date	Tenor (months)	Interest rate per annum	Nominal amount	
					Foreign currency (full amount)	Rupiah equivalent
Tranche A (USD Currency)	China Development Bank, China	September 16, 2025	120	LIBOR (6 months) + certain margin	466,666,667	6,556,667
Less:						
Unamortised issuance costs					(1,004,859)	(14,118)
					465,661,808	6,542,549
Tranche B (CNY Currency)	China Development Bank, China	September 15, 2025	120	SHIBOR (6 months) + certain margin	1,272,280,000	2,735,733
Less:						
Unamortised issuance costs					(3,005,750)	(6,463)
					1,269,274,250	2,729,270

December 31, 2019

Type	Arranger	Maturity date	Tenor (months)	Interest rate per annum	Nominal amount	
					Foreign currency (full amount)	Rupiah equivalent
Tranche A (USD Currency)	China Development Bank, China	September 16, 2025	120	LIBOR (6 months) + certain margin	560,000,000	7,774,200
Less:						
Unamortised issuance costs					(1,440,053)	(19,992)
					558,559,947	7,754,208
Tranche B (CNY Currency)	China Development Bank, China	September 15, 2025	120	SHIBOR (6 months) + certain margin	1,526,736,000	3,044,586
Less:						
Unamortised issuance costs					(4,235,152)	(8,445)
					1,522,500,848	3,036,141

On September 16, 2015, Bank Mandiri signed a long-term loan facility without collateral loan agreement with China Development Bank (CDB).

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36. FUND BORROWINGS (continued)

(b) Direct off-shore loans (continued)

China Development Bank, China (continued)

The loan consists of 2 (two) facilities, which Tranche A Facility is a direct loan from CDB denominated in USD with a total facility of USD700,000,000 (full amount) which will be matured in 10 (ten) years since the agreement date with an interest rate of LIBOR 6 (six) months plus a certain margin and Tranche B is a direct loans denominated in CNY with a total facility of CNY1,908,420,000 (full amount) maturing in 10 (ten) years since the agreement date with SHIBOR interest rate of 6 (six) months plus a certain margin. The loan was disbursed on November 13, 2015, December 3, 2015, December 11, 2015, December 18, 2015, December 23, 2015 and December 28, 2015.

United Overseas Bank Limited, Singapore

December 31, 2020

Type	Arranger	Maturity date	Interest rate per annum	Nominal amount	
				Foreign currency (full amount)	Rupiah equivalent
Bilateral loan	United Overseas Bank Limited, Singapore	July 2, 2021	LIBOR (3 months) + certain margin	100,000,000	1,405,000
Bilateral loan	United Overseas Bank Limited, Singapore	March 23, 2021	LIBOR (3 months) + certain margin	100,000,000	1,405,000
				200,000,000	2,810,000

Bank Mandiri obtained loan facility without collateral from United Overseas Bank Limited, Singapore amounted to USD100,000,000 (full amount), respectively, with the interest rate of LIBOR 3 (three) months plus certain margin. The loan facilities have a tenor less than 1 (one year) and will be due on March 23, 2021 and July 2, 2021.

December 31, 2019

Type	Arranger	Maturity date	Interest rate per annum	Nominal amount	
				Foreign currency (full amount)	Rupiah equivalent
Bilateral loan	United Overseas Bank Limited, Singapore	February 4, 2020	LIBOR (3 months) + certain margin	100,000,000	1,388,250
Bilateral loan	United Overseas Bank Limited, Singapore	April 6, 2020	LIBOR (3 months) + certain margin	100,000,000	1,388,250
				200,000,000	2,776,500

On February 14, 2019 and April 15, 2020, Bank Mandiri obtained loan facility without collateral from United Overseas Bank Limited, Singapore amounted to USD100,000,000 (full amount), respectively, with the interest rate of LIBOR 3 (three) months plus certain margin. The loan facilities have a tenor less than 1 (one year) and will be matured on February 4, 2020 and April 6, 2020.

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36. FUND BORROWINGS (continued)

(b) Direct off-shore loans (continued)

MUFG Bank, LTD., Singapore

December 31, 2020

Type	Arranger	Maturity date	Interest rate per annum	Nominal amount	
				Foreign currency (full amount)	Rupiah equivalent
Bilateral loan	MUFG Bank, LTD., Singapore	March 19, 2021	LIBOR (3 months) + certain margin	100,000,000	1,405,000

On March 27, 2020, Bank Mandiri regained an unsecured loan facility from MUFG Bank Ltd., Singapore amounting to USD100,000,000 (full amount) with a tenor of less than 1 (one) year. Bank Mandiri made a drawdown of USD100,000,000 (full amount) on March 27, 2020. This loan facility will be matured on March 19, 2021

Sumitomo Mitsui Banking Corporation, Singapore

December 31, 2020

Type	Arranger	Maturity date	Tenor (months)	Interest rate per annum	Nominal amount	
					Foreign currency (full amount)	Rupiah equivalent
Bilateral loan	Sumitomo Mitsui Banking Corporation, Singapore	March 11, 2022	36	LIBOR (3 months) + certain margin	100,000,000	1,405,000
Less:						
Unamortised issuance costs					(314,851)	(4,424)
					99,685,149	1,400,576

December 31, 2019

Type	Arranger	Maturity date	Tenor (months)	Interest rate per annum	Nominal amount	
					Foreign currency (full amount)	Rupiah equivalent
Bilateral loan	Sumitomo Mitsui Banking Corporation, Singapore	March 11, 2022	36	LIBOR (3 months) + certain margin	100,000,000	1,388,250
Less:						
Unamortised issuance costs					(626,888)	(8,703)
					99,373,112	1,379,547

On March 5, 2019, Bank Mandiri obtained loan facility from Sumitomo Mitsui Banking Corporation, Singapore (SMBC) amounted to USD150,000,000 (full amount) with the interest rate of LIBOR 3 (three) months plus certain margin.

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36. FUND BORROWINGS (continued)

(b) Direct off-shore loans (continued)

Sumitomo Mitsui Banking Corporation, Singapore (continued)

This loan facility have a tenor of 3 (three) years maturing on March 11, 2022. Bank Mandiri made withdrawal from these loan facilities amounted to USD150,000,000 (full amount) on March 12, 2019.

On June 10, 2019, SMBC as a facility agent have sent a form of transfer certificate which stated SMBC have transferred loan of Bank Mandiri to DZ Bank AG, Singapore branch. This transferred loan is effective per June 12, 2019.

Bank of America, N.A, Hongkong

December 31, 2020

Type	Arranger	Maturity date	Interest rate per annum	Nominal amount	
				Foreign currency (full amount)	Rupiah equivalent
Bilateral loan	Bank of America, Hongkong	January 20, 2021	LIBOR (3 months) + certain margin	25.000.000	351.250
Bilateral loan	Bank of America, Hongkong	March 8, 2021	LIBOR (3 months) + certain margin	50.000.000	702.500
				75.000.000	1.053.750

On January 31, 2020 and March 18, 2020, Bank Mandiri obtained unsecured loan facilities from Bank of America, Hong Kong amounting to USD25,000,000 and USD50,000,000 (full amount) with an interest rate of 3 (three) months LIBOR plus a certain margin. This loan facility has a tenor of less than 1 (one) year and will be matured on January 20, 2021 and March 8, 2021.

DZ Bank AG, Singapore

December 31, 2020

Type	Arranger	Maturity date	Tenor (months)	Interest rate per annum	Nominal amount	
					Foreign currency (full amount)	Rupiah equivalent
Bilateral loan	DZ Bank AG, Singapore	March 11, 2022	33	LIBOR (3 months) + certain margin	50,000,000	702,500
Less:						
Unamortised issuance costs					(169,982)	(2,388)
					49,830,018	700,112

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36. FUND BORROWINGS (continued)

(b) Direct off-shore loans (continued)

DZ Bank AG, Singapore (continued)

December 31, 2019

Type	Arranger	Maturity date	Tenor (months)	Interest rate per annum	Nominal amount	
					Foreign currency (full amount)	Rupiah equivalent
Bilateral loan	DZ Bank AG, Singapore	March 11, 2022	33	LIBOR (3 months) + certain margin	50,000,000	694,125
Less:						
Unamortised issuance costs					(312,884)	(4,344)
					49,687,116	689,781

Effective per June 12, 2019, Bank Mandiri has outstanding of loan facility from DZ Bank AG, Singapore Branch amounted to USD50,000,000 which transferred from some portion of Sumitomo Mitsui Banking Corporation, Singapore (SMBC) of its facility. This loan facility will be matured on March 11, 2022.

Taipei Fubon, Singapore

December 31, 2020

Type	Arranger	Maturity date	Tenor (months)	Interest rate per annum	Nominal amount	
					Foreign currency (full amount)	Rupiah equivalent
Bilateral loan	Taipei Fubon Commercial Bank Co. Ltd	July 14, 2023	36	LIBOR (3 months) + certain margin	25,000,000	351,250
Less:						
Unamortised issuance costs					(70,876)	(996)
					24,929,124	350,254

On July 14, 2020, Bank Mandiri obtained a loan facility from Taipei Funbon Commercial Bank Co. Ltd - Singapore Branch amounting to USD25,000,000 (full amount) with interest at LIBOR 3 (three) months plus a certain margin. This loan facility has a tenor of 3 (three) years and will be matured on July 14, 2023.

Bank Mandiri made a drawdown of USD25,000,000 (full amount) on July 30, 2020.

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36. FUND BORROWINGS (continued)

(b) Direct off-shore loans (continued)

Agence Française de Développement, France

December 31, 2020						
Type	Arranger	Maturity date	Tenor (months)	Interest rate per annum	Nominal amount	
					Foreign currency (full amount)	Rupiah equivalent
Bilateral loan	Agence Française de Développement, France	September 30, 2023	114	LIBOR (6 months) + certain margin	4,285,714	60,214
Less:						
Unamortised issuance costs					(49,024)	(689)
					4,236,690	59,525

December 31, 2019						
Type	Arranger	Maturity date	Tenor (months)	Interest rate per annum	Nominal amount	
					Foreign currency (full amount)	Rupiah equivalent
Bilateral loan	Agence Française de Développement, France	September 30, 2023	114	LIBOR (6 months) + certain margin	5,714,286	79,329
Less:						
Unamortised issuance costs					(83,280)	(1,156)
					5,631,006	78,173

On November 8, 2013, Bank Mandiri signed a new second loan facility agreement or second line of credit with Agence Française de Développement (AFD) amounted to USD100,000,000 (full amount) to assist the financing for projects related to climate change and energy efficiency. This long term facility has a tenor of 5 to 10 years (including grace period) with an interest rate at 6-months LIBOR plus a certain margin. As part of the loan agreement, Bank Mandiri and AFD will finance a training program aimed at building the capacity of the Bank Independent especially on the topics of climate change and energy efficiency.

On March 25, 2014, the Bank drawdown the loan amounted to USD10,000,000 (full amount), which will be matured on September 30, 2023. The drawdown of the above facilities are intended to fulfill the fund requirement to finance the environmental friendly projects in Bank Mandiri.

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36. FUND BORROWINGS (continued)

(b) Direct off-shore loans (continued)

Overseas-Chinese Banking Corporation Limited, Singapore

December 31, 2019

Type	Arranger	Maturity date	Interest rate per annum	Nominal amount	
				Foreign currency (full amount)	Rupiah equivalent
Bilateral loan	Overseas-Chinese Banking Corporation Limited, Singapore	November 6, 2020	LIBOR (3 months) + certain margin	100,000,000	1,388,250

On November 13, 2019 Bank Mandiri obtained a loan facility without collateral from overseas-Chinese Banking Corporation Limited, Singapore amounted USD100,000,000 (full amount) with tenor less than 1 (one) year. Bank Mandiri made withdrawal from this loan facility amounted to USD100,000,000 on November 13, 2019. These loan facility will be matured on November 6, 2020.

Wells Fargo Bank, Singapore

December 31, 2019

Type	Arranger	Maturity date	Interest rate per annum	Nominal amount	
				Foreign currency (full amount)	Rupiah equivalent
Bilateral loan	Wells Fargo Bank, Singapore	August 27, 2020	LIBOR (3 months) + certain margin	100,000,000	1,388,250

On September 19, 2019, Bank Mandiri obtained an unsecured loan facility from Wells Fargo Bank, Singapore amounting to USD100,000,000 (full amount) with a tenor of less than 1 (one) year. This loan facility will be matured on August 27, 2020.

(c) Bilateral loans

The details of bilateral loans are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Foreign currencies		
JP Morgan Chase Bank, N.A. - Jakarta Branch	-	5,552,373
Citibank, N.A. - Indonesia Branch	562,000	555,300
	<u>562,000</u>	<u>6,107,673</u>

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36. FUND BORROWINGS (continued)

(c) Bilateral loans (continued)

JP Morgan Chase Bank, N.A. - Jakarta Branch

December 31, 2019

Type	Arranger	Maturity date	Tenor (months)	Interest rate per annum	Nominal amount	
					USD (full amount)	Rupiah equivalent
Bilateral loan	JP Morgan Chase Bank, N.A. - Jakarta Branch	November 21, 2020	84	LIBOR (3 months) + certain margin	150,000,000	2,082,375
Less:						
Unamortised issuance costs					(19,387)	(269)
					149,980,613	2,082,106
Bilateral loan	JP Morgan Chase Bank, N.A. - Jakarta Branch	September 5, 2020	72	LIBOR (3 months) + certain margin	250,000,000	3,470,625
Less:						
Unamortised issuance costs					(25,760)	(358)
					249,974,240	3,470,267
					399,954,853	5,552,373

On November 15, 2013, the Bank obtained a loan facility from JP Morgan Chase Bank, N.A. - Jakarta Branch amounted to USD150,000,000 (full amount) with an interest rate at 3 (three) months LIBOR plus a certain margin.

This loan facility has a tenor of 3 (three) years and matured on November 21, 2016. Bank Mandiri has drawdown this credit facility amounted to USD150,000,000 (full amount) on November 21, 2013. This loan facility has been extended on October 5, 2016 and will be matured on November 21, 2020.

This loan was secured by (Note 8c):

	Nominal amount
	December 31, 2019
FR0053 ^{*)}	284,375
INDOIS 22 ^{**)}	60,000,000
ROI 21 ^{**)}	36,500,000
ROI 24 ^{**)}	30,000,000
ROI 22 ^{**)}	18,000,000
ROI 23 ^{**)}	17,500,000

^{*)} In million rupiah

^{**)} In USD (full amount)

On November 21, 2020, the loan facility has been matured and the repayment transaction of the loan is in accordance with the applicable regulations. Payment of the settlement is made in full on the due date.

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36. FUND BORROWINGS (continued)

(c) Bilateral loans (continued)

JP Morgan Chase Bank, N.A. - Jakarta Branch (continued)

On August 20, 2014, Bank Mandiri obtained a loan facility from JP Morgan Chase Bank, N.A. - Jakarta Branch amounted to USD250,000,000 (full amount) with interest rate at LIBOR 3 (three) months plus a certain margin.

The loan facility has a tenor of 3 (three) years and has been matured on September 5, 2017. Bank Mandiri has drawdown on the loan facility amounted to USD250,000,000 (full amount) on September 2, 2014. This loan facility has been extended on October 5, 2016 and will be matured on September 5, 2020.

On September 5, 2020, the loan facility has been matured and the repayment transaction of the loan is in accordance with the applicable regulations. Payment of the settlement is made in full on the due date.

This loan was secured by (Notes 7k and 8c):

	Nominal amount
	December 31, 2019
FR0053 ⁾	659,947
INDOIS 22 ^{**)}	98,500,000
PERTAMINA 23 ^{**)}	65,000,000
ROI 23 ^{**)}	37,000,000
ROI 21 ^{**)}	32,000,000
INDOIS 25 ^{**)}	28,410,000

⁾ In million rupiah
^{**)} In USD (full amount)

Citibank N.A. Indonesia Branch

December 31, 2020

Type	Arranger	Maturity date	Tenor (months)	Interest rate per annum	Nominal amount	
					USD (full amount)	Rupiah equivalent
Bilateral loan	Citibank, N.A. Indonesia Branch	January 3, 2022	36	LIBOR (3 months) + certain margin	40,000,000	562,000

December 31, 2019

Type	Arranger	Maturity date	Tenor (months)	Interest rate per annum	Nominal amount	
					USD (full amount)	Rupiah equivalent
Bilateral loan	Citibank, N.A. Indonesia Branch	January 3, 2022	36	LIBOR (3 months) + certain margin	40,000,000	555,300

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36. FUND BORROWINGS (continued)

(c) Bilateral loans (continued)

Citibank N.A. Indonesia Branch (continued)

On January 2, 2019, Bank Mandiri obtained loan facility from Citibank, N.A. Indonesia Branch amounted to USD40,000,000 (full amount) with interest rate of LIBOR 3 (three) months plus a certain margin.

This loan facility has a tenor of 3 (three) years and will be matured on January 3, 2022. Bank Mandiri had withdrawn on the loan facility amounted to USD40,000,000 (full amount) on January 3, 2019.

This loan was secured by (Note 8c):

	Nominal amount	
	December 31, 2020	December 31, 2019
ROI 28 ⁾	28,000,000	28,000,000
ROI 27 ⁾	25,000,000	25,000,000

⁾ In USD (full amount)

(d) Trade financing facilities (bankers' acceptance)

Trade financing facilities represent short-term borrowings with tenors ranging between 30 days to 365 days and bears interest at LIBOR or SIBOR plus a certain margin. The balance as of December 31, 2020 and 2019 are as follows:

	December 31, 2020	December 31, 2019
United Overseas Bank Limited, Singapore	5,008,539	873,695
DBS Bank, Singapore	1,768,895	2,330,594
CO Bank US, Amerika Serikat	2,529,000	2,637,675
Sumitomo Mitsui Banking Corporation, Singapore	2,455,519	1,634,932
Citibank NA, Hong Kong	1,098,710	1,335,497
Wells Fargo Bank, Singapore	2,401,707	1,110,600
Bank of Montreal	1,039,054	-
CTBC Bank Co. Ltd	120,830	-
Bank Permata	-	694,125
Bank of America, N.A, Singapore	627,178	-
The Bank of New York Mellon, Singapore	375,978	944,010
Bank of America, N.A, Hongkong	251,496	1,388,250
Landesbank Baden-Wuerttemberg, Singapore	-	416,475
Standard Chartered Bank, Hong Kong	-	497,855
The Korea Development Bank, Singapore	-	340,121
Total	17,676,906	14,203,829

(e) Repo to Maturity

Rupiah

On October 31, 2014, Bank Mandiri signed a loan agreement amounted to Rp600,000 with the scheme of repo to maturity with Bank of America, Singapore Limited (BOA). In this repo to maturity transaction, Bank Mandiri transferred Government Bonds VR0031 to BOA. The amount received by Bank Mandiri related to the repo transaction represents the present value of the loan after taking into account the interest expense of the loan and interest income of the VR0031 during repo period, which amounted to Rp494,301. For the transfer of Government Bonds VR0031, Bank Mandiri recognised receivables amounted to cash value of VR0031 to BOA. The loan facility has a tenor of 6 (six) years and will be matured on July 25, 2020, which match with the maturity date of VR0031. On the maturity date, the settlement will be made at net of loan and receivable between Bank Mandiri and BOA.

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36. FUND BORROWINGS (continued)

(e) Repo to Maturity (continued)

Rupiah (continued)

On November 19, 2014, BOA sent transfer notice which stated that BOA had transferred all its rights and obligations related to loan facility under the scheme of repo to maturity to PT Asuransi Jiwa Adisarana Wanaartha.

Foreign Currency

On April 9, 2020, Bank Mandiri entered into borrowing transaction of USD74,999,965 (full amount) through the cross currency repo to maturity scheme with JP Morgan Chase Bank N.A. - Jakarta Branch (JPM). In this repo to maturity transactions, Bank Mandiri transferred government bonds FR061 to JPM. Upon the transfer of government bonds FR061, Bank Mandiri recognised receivables at the amount of cash value of FR061 to JPM. This loan facility has a tenor of 2 (two) years which will be matured at the same date of to maturity of FR061 at May 15, 2022. On the maturity date, JPM submit cash value (IDR) to Bank Mandiri at the amount of underlying face value plus the last underlying coupon, and Bank Mandiri will send the cash value (USD) to JPM at the borrowing amount plus the last borrowing interest payment.

On May 6, 2020, Bank Mandiri entered into borrowing transaction of USD99,774,646 through the cross currency repo to maturity scheme with Standard Chartered Bank - Jakarta Branch (SCB). In this repo to maturity transactions, Bank Mandiri transferred government bonds FR063 to SCB. Upon the transfer of government bonds FR063, Bank Mandiri recognised receivables at the amount of cash value of FR063 to SCB. This loan facility has a tenor of 3 (three) years which will be matured at the same date of to maturity of FR063 at May 15, 2023. On the maturity date, SCB submit cash value (IDR) to Bank Mandiri at the amount of underlying face value plus the last underlying coupon, and Bank Mandiri will send the cash value (USD) to SCB at the borrowing amount plus the last borrowing interest payment.

On May 25, 2018, Bank Mandiri entered into borrowing transaction amounted to USD24,926,000, USD31,270,000 and USD34,782,000 through repo to maturity scheme with Nomura Singapore Limited (NSL). In this repo to maturity transactions, Bank Mandiri transferred government bonds ROI 23NN, ROI 24 and ROI 25 to NSL. Upon the transfer of government bonds ROI 23NN, ROI 24 and ROI 25, Bank Mandiri recognised receivables at the amount of cash value of ROI 23NN, ROI 24, and ROI 25 to NSL. This loan facilities have 5 (five), 6 (six) and 7 (seven) years tenor and will be due in at the same date of the maturity date of ROI23 NN, ROI 24 and ROI 25 on January 11, 2023, January 15, 2024 and January 15, 2025. On the maturity date, the settlement of the transaction will be at net basis between borrowing and receivables of Bank Mandiri and NSL.

On November 15, 2018, Bank Mandiri entered into borrowing transaction of USD58,810,427.91 (full amount) through the cross currency repo to maturity scheme with JP Morgan Chase Bank N.A. - Jakarta Branch. Bank Mandiri transferred FR0031 government bonds to JPM. For the transfer of Rupiah denominated FR0031 government bonds, Bank Mandiri recognised receivables at cash value of FR0031 to JPM. This loan facility has a tenor of 2 (two) years which will be matured at the same date of to maturity of FR0031 at November 15, 2020. On the maturity date, JPM submit cash value (IDR) to Bank Mandiri at the amount of underlying face value plus the last underlying coupon, and Bank Mandiri will send the cash value (USD) to JPM at the borrowing amount plus the last borrowing interest payment.

This loan facilities from NSL and JPM have guaranteed by placement amounted to USD70,000, respectively (full amount) (December 31, 2019: USD70,000 (full amount)) (Notes 6h).

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36. FUND BORROWINGS (continued)

(f) Others

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Related parties		
PT Bank Negara Indonesia (Persero) Tbk.	225,181	172,236
PT Bank Rakyat Indonesia (Persero) Tbk.	100,000	49,200
	<u>325,181</u>	<u>221,436</u>
Third parties		
PT Bank Pan Indonesia Tbk.	2,174,043	3,019,902
PT Bank Central Asia Tbk.	1,136,683	1,393,740
PT Bank DKI	280,387	577,364
PT Bank Maybank Indonesia Tbk.	430,926	556,627
PT Bank KEB Hana Indonesia	263,415	492,757
PT Bank OCBC NISP Tbk	271,397	462,824
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk.	166,486	406,546
PT Bank Permata Tbk.	470,035	343,332
MUFG Bank Ltd., Jakarta Branch	-	300,000
PT Bank UOB Indonesia	307,593	124,863
PT Bank HSBC Indonesia	100,000	100,000
PT Bank Resona Perdania	59,628	92,837
PT Bank BPD DIY	44,325	87,311
PT Bank CIMB Niaga Tbk.	229,566	79,659
PT Bank BCA Syariah	98,056	48,704
PT Bank Ina Perdana Tbk.	-	46,604
PT Bank Danamon Indonesia Tbk.	1,684,383	18,634
PT Bank QNB Indonesia	374,309	-
PT Bank Central Asia Tbk. - Sindikasi Onshore Bank Chinatrus	2,277,778	-
PT Bank Danamon Syariah	200,000	-
	48,838	-
	<u>10,617,848</u>	<u>8,151,704</u>
Total	<u>10,943,029</u>	<u>8,373,140</u>
Foreign currencies		
Third parties		
MUFG Bank Ltd., Jakarta Branch	680,722	2,273,159
PT Bank Mizuho Indonesia	292,668	518,407
Bank of China Limited, Jakarta Branch	187,875	370,013
DBS Bank Ltd.	-	69,521
PT Bank UOB Indonesia	-	6,951
PT Bank ANZ Indonesia	200,000	-
Total	<u>1,361,265</u>	<u>3,238,051</u>
	<u>12,304,294</u>	<u>11,611,191</u>

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36. FUND BORROWINGS (continued)

(f) Others (continued)

Rupiah

PT Bank Negara Indonesia (Persero) Tbk.

On October 9, 2018, the Subsidiary (PT Mandiri Utama Finance) obtained a working capital loan facility from PT Bank Negara Indonesia (Persero) Tbk ("BNI") with a maximum loan limit of Rp250,000, which bears interest rate of 8.75% - 9.50%. The facility is a revolving working capital loan. The period of withdrawal of loan facilities is up to October 9, 2019 and has been extended in October 4, 2019, therefore the maturity date will be October 8, 2021.

As of December 31, 2020 and 2019, outstanding borrowings from BNI amounted to Rp225,181 and Rp172,236, respectively.

In the loan agreement, the Company is obliged to meet financial requirements such as:

- a) Minimum current ratio is 1x.
- b) Maximum Debt to Equity Ratio is 9x.
- c) Maximum 5% NPL 90 up Gross.

PT Bank Rakyat Indonesia (Persero) Tbk.

On November 9, 2018, the Subsidiary (PT Mandiri Utama Finance) obtained a working capital loan facility from PT Bank Rakyat Indonesia (Persero) Tbk ("BRI") with a maximum loan limit of Rp300,000. The facility is a revolving working capital loan, and mature in 12 months after the contract is signed and have extended up to November 9, 2020 with interest rates according to the bank's treasury recommendation and ranging between 7.75% - 9.50%. This facility which has matured, has been extended until November 9, 2021.

As of December 31, 2020 and 2019, outstanding borrowings from Bank BRI amounted to Rp100,000 and Rp49,200, respectively.

Under the loan agreement, the Subsidiary (PT Mandiri Utama Finance) is required to meet financial requirements if it distributes dividends such as:

- a) Maximum gearing ratio 9x.
- b) Maximum 5% of Non-Performing Financing (gross)

PT Bank Pan Indonesia Tbk.

On November 12, 2012 and the latest amendment on July 10, 2019, the Subsidiary (PT Mandiri Tunas Finance) and PT Bank Pan Indonesia Tbk. (Panin) signed a loan agreement which Panin provide several non revolving term loan facilities with a total limit of Rp4,200,000 and bears a fixed interest rate. These facilities have various maturity dates ranging from January 2020 until September 2022.

On May 26, 2017, the Subsidiary (PT Mandiri Utama Finance) and PT Bank Pan Indonesia Tbk. (Panin) signed a loan agreement which Panin provides non revolving working capital facilities with total limit of Rp400,000 and non revolving money market line facility with a limit of Rp100,000. These facilities bears an 9.00% - 9.75% of interest rate of the drawdown for the working capital facility and market interest rates of the drawdown for the money market line facility. The working capital facility mature on December 31, 2021 and money market line facility was matured on May 26, 2018. The money market line facility was matured on May 26, 2018 was extended up to June 25, 2018, therefore this facility was matured on May 26, 2019. This facilities was already fully paid on the maturity date.

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36. FUND BORROWINGS (continued)

(f) Others (continued)

Rupiah (continued)

PT Bank Pan Indonesia Tbk. (continued)

On March 21, 2018, the Subsidiary (PT Mandiri Utama Finance) obtained an extra non revolving working capital loan facility amounted to Rp1,000,000, this facility is subject to interest rate of 8.5% - 9% at the time of withdrawal, the facility is due on August 21, 2022.

On April 15, 2019, the Subsidiary (PT Mandiri Utama Finance) obtained additional of non revolving working capital loan facility amounted to Rp500,000 and bears at 9.00% - 9.75% interest rate at drawdown, additional of money market line facility amounted to Rp200,000 and revolving current account facility amounted to Rp50,000. Money market line facility and current account facility bear interest rate ranging of 9%-10%. This facility will be matured on April 15, 2020. and has been temporarily extended, so that the two facilities will be matured on August 26, 2020. Facility that matured on August 26, 2020, has been extended until May 26, 2021.

On December 4, 2020, the subsidiary (PT Mandiri Utama Finance) obtained an extra non revolving working capital loan facility amounted to Rp500,000, this facility is subject to interest rate of 8.25% at the time withdrawal, the facility is due on December 2024.

As of December 31, 2020 and 2019, outstanding borrowings from Panin was amounted to Rp2,174,043 and Rp3,019,902, respectively.

PT Bank Central Asia Tbk.

On March 7, 2001, the Subsidiary (PT Mandiri Tunas Finance) and PT Bank Central Asia Tbk. (BCA) signed a loan agreement which BCA provides a revolving overdraft facility and bears a floating interest rate. This agreement had been amended based on latest agreement signed on March 24, 2011 with additional facility up to Rp55,000 and latest amendment of this facility was on March 8, 2016. This facility will be matured on March 12, 2020.

On March 8, 2016 and the latest on February 26, 2019, the Subsidiary (PT Mandiri Tunas Finance) and BCA signed loan agreement that BCA provides several non revolving term loan facilities with total limit up to Rp2,500,000 and bears at 8.75% - 10.25% of various fixed interest rate. This facility will be matured ranging from February 2020 to May 2022.

On June 11, 2013 and the latest on March 30, 2015, the Subsidiary (PT Mandiri Tunas Finance) and BCA signed a loan agreement which BCA provides revolving money market facility with a limit of Rp300,000 and bears a floating interest rate. This agreement has been amended by signing the agreement on March 24, 2017 which the money market facility has been switched to non revolving term loan facilities and bears a 9.50% of fixed interest rate. The facility has various maturity dates which ranging between July 2020 until August 2020.

On December 18, 2019, the Subsidiary (PT Mandiri Tunas Finance) and BCA signed a syndicated loan agreement with a limit of Rp1,000,000 and Rp1,500,000 as a non revolving facilities and bear 7.16% and 6.90% of interest rate, respectively. First and second drawdown made on July 21, 2020 and October 14, 2020. This facility will be matured on July 21, 2023 and October 14, 2023.

As of December 31, 2020 and 2019, outstanding borrowings from BCA amounted to Rp1,136,683 and Rp1,393,740, respectively.

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36. FUND BORROWINGS (continued)

(f) Others (continued)

Rupiah (continued)

PT Bank DKI

On September 17, 2013 and the latest updated on May 3, 2019, the Subsidiary (PT Mandiri Tunas Finance) and PT Bank DKI (Bank DKI) signed a loan agreement and Bank DKI provides several non revolving term loan with total facility amounted to Rp700,000 and subject to a various fixed rate of interest and ranging between 8.50% - 9.15%. These facilities have various maturity dates which ranging between January 2020 until August 2022.

On June 8, 2018, the Subsidiary (PT Mandiri Utama Finance) and Bank DKI signed a revolving loan agreement of money market line amounted to of Rp100,000 which bears to market interest rate at the time of withdrawal, and non revolving executing working capital amounted to Rp300,000 and bears interest rate of 8.75%. The money market line facility has been matured on June 8, 2019 and paid on maturity, while executing working capital loan will be matured on December 8, 2021.

As of December 31, 2020 and 2019, outstanding borrowings from Bank DKI was amounted to Rp280,387 and Rp577,364, respectively.

PT Bank Maybank Indonesia Tbk.

On December 21, 2017, the Subsidiary (PT Mandiri Tunas Finance) and PT Bank Maybank Indonesia Tbk. (Maybank) signed a non revolving loan agreement with total term loan facility up to Rp500,000 and bears 8.50% of fixed interest rate. This facility will be matured on March 12, 2021.

On May 10, 2019, the Subsidiary (PT Mandiri Utama Finance) obtained money market line loan facility and term loan facility from PT Bank Maybank Indonesia Tbk (Maybank) with total maximum limit up to Rp100,000 and bears interest rate on withdrawal date, and money market line facility amounted to Rp600,000 and bears 9.50% of fixed interest rate. This is a revolving loan facility and will be matured on May 10, 2020 and 54 months after signing the credit for the Term Loan Facility.

The money market line facility, which matured on May 10, 2020, has been extended again until May 10, 2021.

As of December 31, 2020 and 2019, outstanding borrowings from Maybank was amounted to Rp430,926 and Rp556,627, respectively.

PT Bank KEB Hana Indonesia

On March 19, 2015 and the latest updated on September 3, 2018, the Subsidiary (PT Mandiri Tunas Finance) and PT Bank KEB Indonesia Hana (KEB Hana) signed a loan agreement where KEB Hana provides several non revolving term loan facilities with a total facility up to Rp400,000 and bears 9.50% of fixed interest rate. These facilities have maturity dated on February 19, 2022.

On July 13, 2017 the Subsidiary (PT Mandiri Utama Finance) and PT Bank KEB Hana Indonesia (Bank Hana) signed a loan agreement where Bank Hana provides non revolving working capital facility with a total limit of Rp200,000 and bears 9.00% of fixed interest rate. The facility will be matured on September 7, 2020.

On February 8, 2018, the Subsidiary (PT Mandiri Utama Finance) and Bank Hana signed a loan agreement that Bank Hana provides additional non revolving working capital loan facility up to Rp200,000 with 9.00% of interest rate. This facility will be matured on July 8, 2021.

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36. FUND BORROWINGS (continued)

(f) Others (continued)

Rupiah (continued)

PT Bank KEB Hana Indonesia (continued)

On August 21, 2019, the Subsidiary (PT Mandiri Utama Finance) and Bank Hana signed a loan agreement that Bank Hana provides additional of non revolving working capital facility with maximum limit up to Rp100,000 and bears 9.50% of interest rate. This facility will be matured on January 2023.

As of December 31, 2020 and 2019, outstanding borrowings from Bank Hana amounted to Rp263,415 and Rp492,757, respectively.

PT Bank OCBC NISP Tbk

On March 29, 2018, the Subsidiary (PT Mandiri Tunas Finance) and PT Bank OCBC NISP (OCBC) signed a loan agreement that OCBC provides revolving demand loan/market money line with total limit up to Rp200,000 and bears floating interest rate and non revolving term loan with total limit up to Rp575,000 and bears 9.75% of fixed interest rate. This facility have a various maturity and ranging from November 2020 to May 2022.

On December 31, 2020 and 2019, outstanding borrowings from PT Bank OCBC NISP amounted to Rp271,397 and Rp462,824, respectively.

PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk.

On April 22, 2014 and the latest updated on February 14, 2019, the Subsidiary (PT Mandiri Tunas Finance) and PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk. (BJB) signed a loan agreement which BJB provides several non revolving term loan facilities with total limit amounted to Rp1,000,000 and subject to a various fixed rate of interest and ranging between 8.75% - 9.50%. This facility has a various maturity on March 2022.

As of December 31, 2020 and 2019, outstanding borrowings from BJB amounted to Rp166,486 and Rp406,546, respectively.

PT Bank Permata Tbk.

On November 15, 2017, the Subsidiary (PT Mandiri Utama Finance) and PT Bank Permata Tbk. (Bank Permata) signed a loan agreement where Bank Permata provides a non revolving working capital facility with total limit amounted to Rp200,000 bears 9.00% of interest rate at drawdown, and revolving money market line facility with total limit Rp100,000 which bears an interest rate ranging between 7.00% - 7.25%. These facilities matured on November 14, 2018.

On December 13, 2018, the Subsidiary (PT Mandiri Utama Finance) and Bank Permata signed a loan agreement that Bank Permata provides non revolving working capital facility with maximum limit up to Rp300,000 and bears 9.00% of interest rate and extend money market line loan facility. Those facility matured on November 15, 2019.

The money market line credit facility that matures on November 15, 2019 has been extended so that the maturity date of the facility becomes November 15, 2020 and has been extended again until November 15, 2021.

As of December 31, 2020 and 2019, outstanding borrowings from Bank Permata amounted to Rp470,035 and Rp343,332, respectively.

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36. FUND BORROWINGS (continued)

(f) Others (continued)

Rupiah (continued)

MUFG Ltd., Jakarta Branch

On February 11, 2016, the Subsidiary (PT Mandiri Tunas Finance) and Bank of Tokyo Mitsubishi UFJ (BTMU) signed a loan agreement that BTMU provides revolving uncommitted short-term loan/money market line facility with total limit up to Rp695,050 and bears 6.21% of floating interest rate at drawdown. This facility have will be matured on February 11, 2020. This facility has been paid on maturity.

As of December 31, 2020 and 2019, outstanding borrowings from Bank of Tokyo Mitsubishi UFJ amounted to RpNil and Rp300,000, respectively.

PT Bank UOB Indonesia

On November 21, 2017, the Subsidiary (PT Mandiri Tunas Finance) and PT Bank UOB Indonesia (Bank UOB) signed a loan agreement which Bank UOB provides non revolving term loan facility with total facility up to Rp300,000 and bears 8.40% of fixed interest fixed rate and revolving loan facility with total facility up to Rp300,000 and bears 6.40% of floating interest rate at drawdown. These facilities have various maturity date a ranging from November 2020 to March 2021.

As of December 31, 2020 and 2019, outstanding borrowings from Bank UOB amounted to Rp307,593 and Rp124,863, respectively.

PT Bank HSBC Indonesia

On October 23, 2000 and the latest updated on July 31, 2019, The Subsidiary (PT Mandiri Tunas Finance) and PT Bank HSBC Indonesia (Bank HSBC) signed a loan agreement that Bank HSBC provides revolving working capital loan facility with total facility up to Rp150,000 and bears 6.25% of floating interest rate at drawdown and a revolving money market line facility of Rp100,000 and bears 4.75% floating interest rate at drawdown. These facilities will be matured on July 10, 2020.

The money market line facility which matured on July 10, 2020, has been extended again until January 15, 2021.

As of December 31, 2020 and 2019, outstanding borrowings from Bank HSBC Indonesia amounted to Rp100,000 and Rp100,000, respectively.

PT Bank Resona Perdania

On September 3, 2019, the Subsidiary (PT Mandiri Utama Finance) and PT Bank Resona Perdania (Bank Resona) signed a loan agreement that Bank Resona provides working capital facility amounted to Rp100,000 and bears 8.83% of interest rate. These facility will be matured on August 26, 2023.

As of December 31, 2020 and 2019, outstanding borrowings from PT Bank Resona amounted to Rp59,628 and Rp92,837, respectively.

PT Bank BPD DIY

On May 18, 2017, the Subsidiary (PT Mandiri Utama Finance) and PT Bank BPD DIY (BPD DIY) signed a loan agreement where BPD DIY provides non revolving working capital loan facility with maximum limit up to Rp50,000 and bears 9.00% of interest rate at drawdown. This loan facility will be matured on November, 2020.

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36. FUND BORROWINGS (continued)

(f) Others (continued)

Rupiah (continued)

PT Bank BPD DIY (continued)

On April 30, 2019, the Subsidiary (PT Mandiri Utama Finance) and BPD DIY signed a loan agreement that Bank BPD DIY provides additional non revolving working capital loan facility with maximum limit up to Rp100,000 and bears 9.50% of interest rate at drawdown. This loan facility will be matured on October 2022.

As of December 31, 2020 and 2019, outstanding borrowings from BPD DIY amounted to Rp44,325 and Rp87,311, respectively.

PT Bank CIMB Niaga Tbk.

On November 21, 2017, the Subsidiary (PT Mandiri Utama Finance) and PT Bank CIMB Niaga Tbk. (Bank CIMB Niaga) signed a loan agreement that Bank CIMB Niaga provides non revolving working capital loan facility with total limit up to Rp200,000 with 9% of interest rate at drawdown. This facility will be matured on March 2021.

On February 19, 2020, the Subsidiary (PT Mandiri Utama Finance) and PT Bank CIMB Niaga Tbk. (Bank CIMB Niaga) signed a loan agreement that Bank CIMB Niaga provides non revolving term loan facility with total limit up to Rp300,000 with 8.25% of interest rate at drawdown. This facility will be matured on February 2023.

As of December 31, 2020 and 2019, loans from Bank CIMB Niaga amounted to Rp229,566 and Rp79,659, respectively.

PT Bank BCA Syariah

On May 20, 2019, the Subsidiary (PT Mandiri Utama Finance) obtained non revolving Working Capital Loan facility to Syariah financing from PT Bank BCA Syariah (BCAS) with total limit up to Rp100,000 and bears 9.50% of interest rate. This facility will be matured on May 2020.

On November 18, 2020, the Subsidiary (PT Mandiri Utama Finance) obtained an additional working capital credit loan facility with total amount Rp200,000 with an interest rate of 9.00% that received from PT Bank BCA Syariah. The facility will be matured in November 2021.

As of December 31, 2020 and 2019, outstanding borrowings from PT Bank BCA Syariah amounted to Rp98,056 and Rp48,704, respectively.

PT Bank Ina Perdana Tbk.

On December 28, 2016, the Subsidiary (PT Mandiri Utama Finance) and PT Bank Ina Perdana Tbk. (Bank Ina) signed a loan agreement that Bank Ina provides non revolving working capital loan facility amounted to Rp85,000 and bears 9.00% of interest rate. This facility will be matured on December 29, 2020 and has been paid on maturity date.

On December 19, 2017, the Subsidiary (PT Mandiri Utama Finance) and Bank Ina Perdana signed an agreement of additional of non revolving working capital facility amounted to Rp85,000 and bears at 8.50% of interest rate. These facility will be matured on December 20, 2020, and has been paid on maturity date.

As of December 31, 2020 and 2019, outstanding borrowings from Bank Ina amounted to RpNil and Rp46,604, respectively.

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36. FUND BORROWINGS (continued)

(f) Others (continued)

Rupiah (continued)

PT Bank Danamon Indonesia Tbk.

On May 20, 2010, the Subsidiary (PT Mandiri Tunas Finance) and PT Bank Danamon Indonesia Tbk. (Danamon) signed a loan agreement which Danamon provides revolving term loan facility up to Rp852,000 which bears 8.75% - 9.00% of fixed interest rate and working capital loan facility up to Rp150,000 bears and bears 6.70% of floating interest rate at drawdown. These facilities have various maturity dates which are ranging from June 2020 to September 2020.

On September 26, 2019, the Subsidiary (PT Mandiri Tunas Finance) received an additional revolving working capital loan facility from PT Bank Danamon Indonesia Tbk. (Danamon) so that the total working capital loan facility is Rp150,000 with an interest rate of 4.85% at the time of drawdown and matures on January 22, 2021, additional non-revolving term loan facilities of Rp500,000 and Rp300,000 with an interest rate of 7.60% on drawdown and will be matured on April 2, 2023 and June 23, 2023.

On November 20, 2020, the Subsidiary (PT Mandiri Tunas Finance) received an additional non-revolving term loan facility from PT Bank Danamon Indonesia Tbk. (Danamon) amounting to Rp500,000 with an interest rate of 6.80% on withdrawal and will be matured on December 11, 2023.

On October 22, 2018, the Subsidiary (PT Mandiri Sekuritas) signed a loan agreement that Danamon provides loan facility amounted to Rp200,000. Based on the agreement, the interest rate of this facility will be adjusted a 7.90% of interest rate at withdrawal on July 2019, and has been extended until October 22, 2020. Based on the agreement, the interest rate on the applicable facility is adjusted to the interest rate at the time the credit facility drawdown is made. On October 22, 2020 this loan is due and the repayment transaction of this loan is in accordance with the applicable regulations.

On December 30, 2019, the Subsidiary (PT Mandiri Utama Finance) and Bank Danamon signed a loan agreement that Danamon provides non revolving term loan facility and revolving working capital facility with each maximum limit up to Rp350,000 and Rp100,000 and bear 9% of interest rate of term loan facility and 8% of interest rate of working capital facility. The term of withdrawal of Term Loan facility and working capital are 12 months since the facility have been signed. The term loan facility has been extended until August 31, 2021.

As of December 31, 2020 and 2019, outstanding borrowings from Danamon Indonesia amounted to Rp1,684,383 and Rp18,634, respectively.

PT Bank QNB Indonesia

On July 4, 2019, the Subsidiary (PT Mandiri Tunas Finance) and PT Bank QNB Indonesia (QNB) signed a loan agreement which Bank QNB provides fixed loan facility amounted to Rp500,000 is non revolving and bears a fixed market interest rate bears 7.8% at the withdrawal date. This facility was matured on March 12, 2023.

As of December 31, 2020 and 2019, outstanding borrowings from Mizuho amounted to equivalent Rp374,309 and RpNil respectively.

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36. FUND BORROWINGS (continued)

(f) Others (continued)

Rupiah (continued)

PT Bank Danamon Indonesia Tbk - Unit Usaha Syariah

On November 5, 2020, the Subsidiary (PT Mandiri Utama Finance) obtained a Sharia term loan facility from PT Bank Danamon Indonesia Tbk - Sharia Business Unit with a maximum credit limit of Rp50,000 each with an interest rate of 8.75%. The facility will be matured in October 2024.

As of December 31, 2020 and 2019, the loans from Danamon Syariah amounted to Rp48,838 and RpNil, respectively.

PT Bank Chinatrust Indonesia

On December 7, 2020, the Subsidiary (PT Mandiri Utama Finance) obtained a revolving money market line loan facility from PT Bank Chinatrust Indonesia (Chinatrust) amounting to Rp200,000 with an interest rate of 4.75% upon withdrawal. The facility will be matured on January 15, 2021.

As of December 31, 2020 and 2019, the loans from Chinatrust amounted to Rp200,000 and RpNil, respectively.

Foreign currencies

MUFG Bank Ltd., Jakarta Branch

On July 19, 2017 and the latest updated on April 26, 2018, the Subsidiary (PT Mandiri Tunas Finance) and MUFG Bank Ltd (MUFG) signed a loan agreement which MUFG provides several non revolving syndication loan facilities in USD and JPY with total limit of Rp5,122,908 and bears fixed interest rate ranging 7.23% - 9.85%. These facilities have various maturity date from September 2020 to October 2021.

As of December 31, 2020 and 2019, outstanding borrowings from MUFG amounted to equivalent Rp680,722 and Rp2,273,159, respectively.

The syndicated agreement requires certain financial conditions:

- a. The Subsidiary will ensure that the total gross money does not exceed 10 times (or if it is less than the level determined by the Indonesian Financial Services Authority) on the Net Value of tangible goods for each financial year and semester of the financial year.
- b. The Subsidiary will ensure that the total gross debt does not exceed 90 percent of net receivables for each financial year and semester of the financial year.
- c. The Subsidiary will ensure that its non-performing loans do not exceed three percent of the total receivables for each financial year and semester of the following year.

PT Bank Mizuho Indonesia

On June 29, 2018, the Subsidiary (PT Mandiri Tunas Finance) and PT Bank Mizuho Indonesia (Mizuho) signed a loan agreement that Mizuho provides non revolving term loan facility with total limit up to Rp697,750 which withdrawn on February 7, 2019 and bears to 8.60% of interest rate. Those facility will be matured on February 7, 2022.

As of December 31, 2020 and 2019, outstanding borrowings from Mizuho amounted to Rp292,668 and Rp518,407, respectively.

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36. FUND BORROWINGS (continued)

(f) Others (continued)

Foreign currencies (continued)

Bank of China Limited, Jakarta Branch

On March 29, 2018 the Subsidiary (PT Mandiri Tunas Finance) and PT Bank of China (BOC) signed a loan agreement where BOC provide a term loan facility with a total limit equivalent to Rp575,000 at drawdown which is non-revolving and bears interest rate of 9.25%. The facility will be matured on December 24, 2021.

As of December 31, 2020 and 2019, outstanding borrowings from PT Bank of China amounted to Rp187.875 and Rp370,013, respectively.

DBS Bank Ltd.

On March 6, 2019, the Subsidiary (PT Mandiri Sekuritas) and DBS Bank Ltd. (DBS) signed a working capital loan facility agreement amounted to USD5,000,000 (full amount) and bears fixed interest rate of 3.24% and 3.14% at withdrawals. This facility has withdrawn on December 2019 and have no maturity date. The facility will be matured when the Subsidiary or DBS decided to terminate the agreement.

On March 20, 2020, the Subsidiary (PT Mandiri Sekuritas) and DBS signed an additional working capital credit facility amounted to USD7,500,000 (full amount) with fixed interest rate of 3.24% at the time drawdown. This facility has matured and this facility has been paid on maturity.

As of December 31, 2020 and 2019, outstanding borrowings from DBS amounted to RpNil and Rp69,521, respectively.

PT Bank UOB Indonesia

On September 29, 2011, the Subsidiary (PT Mandiri Sekuritas) and PT Bank UOB Indonesia ("UOB") entered into a revolving loan facility at the maximum of Rp200,000, the sub limit facility as uncommitted bank guarantee at the maximum of Rp200,000 and foreign exchange line facility up to USD5,000,000 (full amount). The maximum validity period up to September 29, 2012 and continuously extended up to February 1, 2020. According to the loan agreement, interest rate is determined by the bank. The interest rate at withdrawal bears at 3.45%. This facility has matured and this facility has been paid on maturity.

As of December 31, 2020 and 2019, outstanding borrowings from Bank UOB amounted to RpNil and Rp6,951, respectively.

PT Bank ANZ Indonesia

On October 11, 2018 the Subsidiary (PT Mandiri Tunas Finance) and PT Bank ANZ Indonesia (ANZ) entered into a revolving working capital loan agreement with the equivalent of Rp217,215 and bears an interest rate of 4.00%. This facility will be matured on October 11, 2019.

The working capital facility, which matured on July 10, 2020, has been extended again until January 14, 2021.

As of December 31, 2020 and 2019, the loan from ANZ amounted to the equivalent of Rp200,000 and RpNil, respectively.

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36. FUND BORROWINGS (continued)

(f) Others (continued)

Foreign currencies (continued)

PT Bank ANZ Indonesia (continued)

Loans received by PT Mandiri Tunas Finance and PT Mandiri Utama Finance are secured by consumer financing receivables amounting to Rp8,748,731 as of December 31, 2020 (December 31, 2019: Rp9,556,239) (Note 13g) and net investment in finance leases amounting to Rp977,460 as of December 31, 2020 (December 31, 2019: Rp368,957) (Note 14g).

The loan facilities from several banks and syndicated banks require the Subsidiaries to provide written notification regarding the distribution of dividends, changes in capital and shareholders, changes in the composition of the board of directors and commissioners, changes in the main business, investments and obtaining new loans from other banks.

In the loan agreement, the Subsidiary is also required to meet financial requirements such as the ratio of the total interest payable to equity not exceeding 10:1 ratio and other reporting obligations. composition of the board of directors and commissioners, changes in the main business, investment and obtaining new loans from other banks.

Bank Mandiri and its Subsidiaries have paid all interest for fund borrowings in accordance with the schedule of interest payments during the years ended December 31, 2020 and 2019.

During the years ended December 31, 2020 and 2019, Bank Mandiri and its Subsidiaries have fulfilled the condition and requirements set forth in the fund borrowing agreements.

37. SUBORDINATED LOANS AND MARKETABLE SECURITIES

By type and currency:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Medium Term Notes Subordinated I		
Bank Mandiri		
Related parties (Note 57)	107,750	127,750
Third parties	392,250	372,250
Total	<u>500,000</u>	<u>500,000</u>
Foreign currencies		
Two-Step Loans (TSL)		
Third parties		
Asian Development Bank (ADB)		
(Note 63B.(iv))	151,623	165,045
	<u>651,623</u>	<u>665,045</u>
Less: unamortised issuance cost	(657)	(828)
Net	<u>650,966</u>	<u>664,217</u>

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37. SUBORDINATED LOANS AND MARKETABLE SECURITIES (continued)

Medium Term Notes Subordination I Bank Mandiri

In order to strengthen the capital structure and long-term funding structure, as well as to support the credit expansion, on July 31, 2018, Bank Mandiri issued Subordinated Medium Term Notes I Bank Mandiri 2018 (the "Subordinated MTN I") amounted to Rp500,000. On December 31, 2020, the unamortised issuance cost of Subordinated MTN I amounted to Rp657.

Subordinated MTN I has 5 (five) years in terms and will be matured on July 31, 2023, in which issued scriptless with a fixed rate of 8.50% per annum. The Trustee of the issuance of Subordinated MTN I is PT Bank Permata Tbk.

Interest of Subordinated MTN I is paid on quarterly basis, starting from October 31, 2018 whilst the last interest payment, in which also the maturity date and the repayment of the principal of Subordinated MTN I, is on July 31, 2023. The principal of MTN I will be fully repaid on the maturity date.

Subordinated MTN I can be treated as supplementary capital components (Tier 2) according to the approval from FSA through letter No. S-109/PB.31/2018 dated September 20, 2018.

Prior to fully repay the amount outstanding of the MTN, Bank Mandiri is obliged to: (i) maintain at all times soundness financial condition in accordance to FSA regulation; (ii) maintain a minimum level of soundness composite rating of 3 (three) which is categorised as "fair", according to internal assessment based on FSA regulation and/or Bank Indonesia; (iii) obtain to comply with all requirements and exercise all necessary things to keep the authority, license and approval (from government or other authorities) comply with requirement in accordance to Republic of Indonesia's law.

Bank Mandiri without written permission from Trustee shall not: (i) reduce registered capital, issued capital and paid-up capital, except required by the government, authorised by the Authorities or Bank Indonesia; (ii) change the core business; (iii) perform merger, dissolution and/or taken over by other entity which lead to dissolution of Bank Mandiri.

Subordinated MTN I is not guaranteed by a special collateral, except guarantee which refer to Article 1131 and 1132 of Indonesian civil law (UU *Hukum Perdata*) which is cover all the Bank's either moving objects and objects that are not moving, present or future.

There was no breach of the Trustee restrictions agreement on Subordinated MTN I during the year ended on December 31, 2020.

As of December 31, 2020, rating of MTN Subordinated I based on Pefindo was idAA (double A).

Two-step loans - Asian Development Bank

This account represents a credit facility from Asian Development Bank (ADB) to the Government of the Republic of Indonesia, through the Ministry of Finance of the Republic of Indonesia, which are relented to participating banks to finance several projects in Indonesia. The detail of this facility is as follows:

<u>Credit Facility</u>	<u>Purpose</u>	<u>Repayment Period</u>
ADB 1327 - INO (SF)	Funding Micro Credit Project (PKM).	January 15, 2005 - July 15, 2029 with 1 st installment on January 15, 2005.

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37. SUBORDINATED LOANS AND MARKETABLE SECURITIES (continued)

Two-step loans - Asian Development Bank (continued)

The details of credit facilities from ADB are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
ADB Loan 1327 - INO (SF)	151,623	165,045

The Minister of Finance through its letter No. S-596/MK.6/2004 dated July 12, 2004, has approved the transfer of management of Micro Credit Project (PKM) of ADB loans No. 1327 - INO (SF) from Bank Indonesia to Bank Mandiri. With that approval, an amendment was made on the channeling loan agreement No. SLA-805/DP3/1995 dated April 27, 1995, which was revised by amendment No. AMA-287/SLA-805/DP3/2003 dated April 22, 2003, between the Republic of Indonesia and Bank Indonesia to the Republic of Indonesia and PT Bank Mandiri (Persero) Tbk., with amendment No. AMA-298/SLA-805/DP3/2004 dated July 16, 2004.

The ADB loans for Micro Credit Projects was granted in SDR (Special Drawing Rights) currency in amount of SDR15,872,600.44 (full amount) which required Bank Mandiri to repay in SDR currency to the Government in 50 (fifty) prorated semi-annual installments every January 15 and July 15, with the first installment paid on January 15, 2005 and will end on July 15, 2029. The ADB loans are subject to a service charge of 1.50% per annum which is charged on every January 15 and July 15, every year starting from its drawdown.

38. TEMPORARY SYIRKAH FUNDS

Temporary *Syirkah* funds consists of:

a. Deposits from Customers

1) Demand Deposits

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Related parties (Notes 57)		
Demand deposits -		
restricted investment	39,968	-
Demand deposits -		
<i>mudharabah musyarakah</i>	600,997	-
	<u>640,965</u>	<u>-</u>
Third parties		
Demand deposits - restricted and		
unrestricted investment		
<i>mudharabah musyarakah</i>	270,523	2,963,613
Demand deposits <i>mudharabah musyarakah</i>	2,439	6,207
	<u>272,962</u>	<u>2,969,820</u>
	<u>913,927</u>	<u>2,969,820</u>

The demand deposits - restricted investment are deposit from third parties which will receive return from Subsidiary's restricted investment based on the agreed share (*nisbah*) of the Subsidiary's revenue.

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38. TEMPORARY SYIRKAH FUNDS (continued)

Temporary *Syirkah* funds consists of (continued):

a. Deposits from Customers (continued)

2) Saving Deposits

a. Based on type:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Related parties (Note 57)		
<i>Mudharabah</i> saving deposits -		
unrestricted investment		
BSM saving deposits	154,105	206,964
<i>Berencana</i> BSM saving deposits	135	309
<i>Mabrur</i> saving deposits	523	52
<i>Investa Cendekia</i> saving deposits	230	179
	<u>154,993</u>	<u>207,504</u>
Third parties		
Saving deposits - restricted investment	661,585	787,424
<i>Mudharabah</i> saving deposits -		
unrestricted investment		
BSM saving deposits	32,125,379	27,587,172
<i>Mabrur</i> saving deposits	5,125,416	4,954,428
Retirement saving deposits	706,677	583,159
<i>Investa Cendekia</i> saving deposits	413,463	405,563
<i>Berencana</i> BSM saving deposits	144,794	147,921
<i>Qurban</i> saving deposits	144	255
	<u>39,177,458</u>	<u>34,465,922</u>
Total	<u>39,332,451</u>	<u>34,673,426</u>

The saving deposits - restricted investment represent deposit from third parties which will receive return from Subsidiary's restricted investment based on the agreed share (*nisbah*) of the Subsidiary's revenue.

The *Mudharabah* saving deposits - unrestricted investment represent third parties' deposits which will receive return from Subsidiary's investment based on the agreed share (*nisbah*) of the Subsidiary's revenue.

b. Ranging of the annual profit sharing ratio (*nisbah*) for *Mudharabah* saving deposits - unrestricted investment:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Profit sharing ratio (<i>nisbah</i>)	0.09% - 4.75%	0.47% - 4.72%

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38. TEMPORARY SYIRKAH FUNDS (continued)

Temporary *Syirkah* funds consists of (continued):

a. Deposits from Customers (continued)

3) *Mudharabah* Time Deposit - unrestricted investment

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Related parties (Note 57)	3,282,483	1,510,315
Third parties	37,325,208	41,404,074
Total	<u>40,607,691</u>	<u>42,914,389</u>
Foreign currency		
Related parties (Note 57)	43,449	16,101
Third parties	2,826,950	2,442,467
Total	<u>2,870,399</u>	<u>2,458,568</u>
	<u>43,478,090</u>	<u>45,372,957</u>

b. Deposits from Other Banks

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Related parties (Catatan 57)		
<i>Mudharabah</i> saving deposits - unrestricted investment	14,740	-
<i>Mudharabah</i> time deposits - unrestricted investment	19,000	-
	<u>33,740</u>	<u>-</u>
Third parties		
<i>Mudharabah</i> saving deposits - unrestricted investment	323,320	343,098
<i>Mudharabah</i> time deposits - unrestricted investment	189,026	102,929
Subtotal	<u>512,346</u>	<u>446,027</u>
Total	<u>546,086</u>	<u>446,027</u>

c. Other significant information related to the time deposits for deposits from customers and deposits from other banks

1) By contract period:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
1 month	26,972,370	30,575,948
3 months	6,538,785	6,962,624
6 months	3,275,598	1,875,956
12 months	4,028,964	3,602,790
Total	<u>40,815,717</u>	<u>43,017,318</u>
Foreign currency		
1 month	2,181,993	1,623,141
3 months	472,984	390,890
6 months	68,540	67,116
12 months	146,882	377,421
Total	<u>2,870,399</u>	<u>2,458,568</u>
	<u>43,686,116</u>	<u>45,475,886</u>

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38. TEMPORARY SYIRKAH FUNDS (continued)

Temporary *Syirkah* funds consists of (continued):

- c. Other significant information related to the time deposits for deposits from customers and deposits from other banks (continued)

- 2) By remaining period until maturity date:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah		
Less than 1 month	29,519,830	31,615,397
1 - 3 months	6,997,433	7,447,123
3 - 6 months	2,080,665	1,954,776
6 - 12 months	2,217,789	2,000,022
Total	<u>40,815,717</u>	<u>43,017,318</u>
Foreign currency		
Less than 1 month	2,235,126	1,786,146
1 - 3 months	476,195	286,742
3 - 6 months	74,063	65,946
6 - 12 months	85,015	319,734
Total	<u>2,870,399</u>	<u>2,458,568</u>
	<u>43,686,116</u>	<u>45,475,886</u>

Mudharabah time deposits represent third parties' deposits which received a profit sharing return from the Subsidiary's income over utilisation of its fund based on an agreed profit sharing ratio (*nisbah*) arranged in *Mudharabah Muthlaqah* agreement.

- 3) Ranging of the Annual Profit Sharing Ratio (*nisbah*) for *Mudharabah* Time Deposits:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Rupiah	4.06% - 5.64%	4.11% - 5.90%
Foreign currency	0.38% - 1.58%	0.64% - 1.57%

- 4) *Mudharabah* time deposits with *Mudharabah Muthlaqah* agreement that is pledged as collateral for receivables and financing amounted to Rp7,969,982 and Rp6,190,705 as of December 31, 2020 and 2019, respectively.

39. NONCONTROLLING INTERESTS IN NET ASSETS OF CONSOLIDATED SUBSIDIARIES

This account represents noncontrolling interests in net assets of consolidated Subsidiaries are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
PT AXA Mandiri Financial Services	1,465,910	1,423,616
PT Bank Mandiri Taspen	1,636,380	1,258,073
PT Mandiri Tunas Finance	1,037,657	1,219,224
PT Asuransi Jiwa Inhealth Indonesia	257,299	261,336
PT Mandiri Utama Finance	255,327	271,061
PT Mandiri Sekuritas	340	290
PT Mandiri Capital Indonesia	218	72
Total	<u>4,653,131</u>	<u>4,433,672</u>

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40. SHARE CAPITAL

a. Authorised, Issued and Fully Paid Capital

The Bank's authorised, issued and fully paid capital as of December 31, 2020 and 2019, respectively, are as follows:

	December 31, 2020			
	Number of shares	Nominal value per Share (full amount)	Share value (full amount)	Percentage of ownership
Authorised Capital				
Share series A Dwiwarna	1	250	250	0,00 %
Common shares series B	63,999,999,999	250	15,999,999,999,750	100,00%
Total Authorised Capital	64,000,000,000		16,000,000,000,000	100,00%
Issued and Fully Paid Capital				
Share series A Dwiwarna				
Republic of Indonesia	1	250	250	0,00%
Common Shares Series B	27,999,999,999	250	6,999,999,999,750	60,00%
Republic of Indonesia				
Board of Commissioners:				
Ardan Adiperdana	695,900	250	173,975,000	0,00%
Ronald Silaban	128,900	250	32,225,000	0,00%
Board of Director:				
Darmawan Junaidi	1,319,500	250	329,875,000	0,00%
Alexandra Askandar	1,543,600	250	385,900,000	0,01%
Ahmad Siddik Badruddin	2,470,700	250	617,675,000	0,01%
Rico Usthavia Frans	1,474,100	250	368,525,000	0,00%
Agus Dwi Handaya	1,250,100	250	312,525,000	0,00%
Panji Irawan	1,135,100	250	283,775,000	0,00%
Riduan	935,400	250	233,850,000	0,00%
Aquarius Rudianto	280,500	250	70,125,000	0,00%
Toni Eko Boy Subari	58,500	250	14,625,000	0,00%
Susana Indah K, Indriati	118,400	250	29,600,000	0,00%
Public (less than 5%)	18,619,855,966	250	4,654,963,991,500	39,90%
	46,631,266,666		11,657,816,666,500	99,92%
Treasury shares (Note 1f)	35,400,000	250	8,850,000,000	0,08%
	46,666,666,666		11,666,666,666,500	100,00%

	December 31, 2019			
	Number of shares	Nominal value per Share (full amount)	Share value (full amount)	Percentage of ownership
Authorised Capital				
Share series A Dwiwarna	1	250	250	0.00%
Common shares series B	63,999,999,999	250	15,999,999,999,750	100.00%
Total Authorised Capital	64,000,000,000		16,000,000,000,000	100.00%
Issued and Fully Paid Capital				
Share series A Dwiwarna				
Republic of Indonesia	1	250	250	0.00%
Common Shares Series B	27,999,999,999	250	6,999,999,999,750	60.00%
Republic of Indonesia				
Board of Commissioners:				
Kartika Wirjoatmodjo	789,000	250	197,250,000	0.00%
Ardan Adiperdana	319,500	250	79,875,000	0.00%
R. Widyo Pramono	249,900	250	62,475,000	0.00%
Board of Directors:				
Royke Tumilaar	786,100	250	196,525,000	0.00%
Sulaiman Arif Arianto	1,103,558	250	275,889,500	0.00%
Hery Gunardi	1,102,100	250	275,525,000	0.00%
Rico Usthavia Frans	684,100	250	171,025,000	0.00%
Darmawan Junaidi	529,500	250	132,375,000	0.00%
Ahmad Siddik Badruddin	1,680,700	250	420,175,000	0.00%
Alexandra Askandar	753,600	250	188,400,000	0.00%
Agus Dwi Handaya	415,100	250	103,775,000	0.00%
Panji Irawan	345,100	250	86,275,000	0.00%
Donsuwan Simatupang	345,100	250	86,275,000	0.00%
Riduan	158,400	250	39,600,000	0.00%
Public (less than 5%)	18,657,404,908	250	4,664,351,227,000	40.00%
	46,666,666,666		11,666,666,666,500	100.00%

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40. SHARE CAPITAL (continued)

a. Authorised, Issued and Fully Paid Capital (continued)

As of December 31, 2018, there was a change of ownership of the stock owned by the Board of Commissioners of Bank Mandiri, where the ownership of shares in the prior year was nil. The share ownership was related to the implementation of FSA regulation No. 45/POJK.03/2015, about the application of corporate governance in granting of remuneration for commercial banks, where as member of Directors and Non Independent Board of Commissioners of are entitled to variable remuneration in form of Bank's share for 2017 financial performance.

Shares owned by the Board of Commissioners and Board of Directors For the year ended December 31, 2020 and 2019 respectively, amounted to 11,410,700 shares and 9,261,758 shares, or 0.01% and 0.01% of the total number of authorised shares.

The determination of issued and fully paid capital amounted to Rp4,000,000 by the Government of the Republic of Indonesia at the date of establishment of Bank Mandiri was carried out as follows:

1. Cash payment through Bank Indonesia amounted to Rp1,600,004.
2. Placements in shares recorded as investments in shares of the Merged Banks amounted to Rp599,999 each or totaling Rp2,399,996, through the transfer of shares of the Government of the Republic of Indonesia in each of the Merged Banks to Bank Mandiri, as resolved during the respective Extraordinary General Shareholders' Meetings of the Merged Banks. Based on the agreement ("*inbreng*") notarised by Notarial Deed No. 9 of Notary Sutjipto, S.H. dated October 2, 1998, Bank Mandiri and the Government of the Republic of Indonesia agreed to transfer those shares as payment for new shares to be issued by Bank Mandiri.

Based on the amendments to the Articles of Association of Bank Mandiri by virtue of Notarial Deed No. 98 of Notary Sutjipto, S.H. dated July 24, 1999, the shareholders resolved to increase the paid-in capital (share capital) of Bank Mandiri from Rp4,000,000 to Rp4,251,000 to be entirely paid by the Government of the Republic of Indonesia. The increase of Rp251,000 was a conversion from additional paid-in capital to share capital as a result of an excess from recapitalisation bonds issued under the First Recapitalisation Program as per Government Regulation No. 52 year 1999.

Based on the Extraordinary General Meeting of Shareholders resolution dated May 29, 2003, which was documented in Notarial Deed No. 142 of Notary Sutjipto, S.H., dated May 29, 2003, the shareholders approved these following matters:

- (i) Execution of Initial Public Offering.
- (ii) Changes in capital structure of Bank Mandiri.
- (iii) Changes in articles of association of Bank Mandiri.

In relation to the shareholders decision to change the capital structure, Bank Mandiri increased its issued and fully paid capital to Rp10,000,000 and split the share price (stock split) from Rp1,000,000 (full amount) per share to Rp500 (full amount) per share. Accordingly, the number of authorised shares increased from 16,000,000 shares to 32,000,000,000 shares, and the number of issued and fully paid shares increased from 10,000,000 shares with a nominal value of Rp1,000,000 (full amount) to 20,000,000,000 shares with a nominal value of Rp500 (full amount) which consists of 1 Dwiwarna share Series A and 19,999,999,999 Common shares Series B which owned by the Republic of Indonesia.

In relation to the change in capital structure of Bank Mandiri, the Extraordinary General Meeting of Shareholders also approved the allocation on part of recapitalisation fund amounted to Rp168,801,315 as share premium.

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40. SHARE CAPITAL (continued)

a. Authorised, Issued and Fully Paid Capital (continued)

The changes of capital structure that mentioned above became effective started from May 23, 2003, with the conditional requirement that the Bank should conduct a quasi-reorganisation before the end of 2003 as required in the Extraordinary General Meeting of Shareholders.

The Dwiwarna share Series A represents a share owned by the Republic of Indonesia, which is not transferrable. It provides the Republic of Indonesia with the privileges where General Meeting of Shareholders can make decision only if the Dwiwarna Series A Shareholders attend and approve certain agendas.

The agenda of General Meeting of Shareholders where the shareholder of Dwiwarna Series A are mandatory to attend and approve are:

1. Increases in capital.
2. Appointment and termination of the Boards of Directors and Commissioners.
3. Amendment of the Articles of Association.
4. Mergers, acquisitions and takeovers.
5. Dissolution and liquidation.

The changes in the capital structure were based on the Minutes of Meeting regarding the amendment of the Articles of Association (Pernyataan Keputusan Rapat Perubahan Anggaran Dasar) of PT Bank Mandiri (Persero) as notarised by Sutjipto, S.H. No. 2 dated June 1, 2003. The amendment was approved by the Ministry of Law and Human Rights of the Republic of Indonesia through Decision Letter No. C-12783.HT.01.04.TH.2003 dated June 6, 2003 and announced in Appendix No. 6590 of State Gazette of the Republic of Indonesia No. 63 dated August 8, 2003.

The increase in issued and fully paid capital of Bank Mandiri from Rp4,251,000 to Rp10,000,000 was made through the following:

1. Partial return of fully paid capital of Rp251,000 to the Government as a part of the return of excess recapitalisation fund of Rp1,412,000 which was retained by Bank Mandiri, and an increase in paid-in capital amounted to Rp1,000,000 from the capitalisation of reserves, based on Government Regulation No. 26 year 2003 dated May 29, 2003, regarding the Conversion of the Investment of the Republic of Indonesia into the Paid-in Capital of PT Bank Mandiri (Persero), and Decree of the Ministry of State-Owned Enterprises, as the Bank's shareholders', No. KEP-154/M-MBU/2002 dated October 29, 2002.
2. Increase in fully paid capital of Rp5,000,000 from the additional paid-in capital based on the Decree of the Ministry of Finance of the Republic of Indonesia ("KMK RI") No. 227/202.02/2003 dated May 23, 2003 regarding "The Final Amount and Implementation of the Government's Rights Arising from the Additional Share of the Government of the Republic of Indonesia in PT Bank Mandiri (Persero) in Relation to the Commercial Banking Recapitalisation Program".

Management Stock Option Plan

Based on the Extraordinary General Meeting of Shareholders held on May 29, 2003, which was notarised by Notary Sutjipto, S.H., in notarial deed No. 142 dated May 29, 2003, the shareholders' agreed on employee stock ownership plan through an Employee Stock Allocation ("ESA") Program (ESA) and a Management Stock Option Plan ("MSOP"). The ESA program consists of a Share Plan Bonus and a Share Purchase at Discount program. MSOP is designated for Directors and Senior Management at certain levels and based on certain criteria. All costs and discounts related to the ESA program are recognised by the Bank through allocation of reserves. The management and execution of the ESA and MSOP programs are performed by the Board of Directors, while the supervision is performed by the Board of Commissioners.

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40. SHARE CAPITAL (continued)

a. Authorised, Issued and Fully Paid Capital (continued)

Management Stock Option Plan (continued)

On July 14, 2003, the Government of the Republic of Indonesia divested 4,000,000,000 shares representing 20.00% of its ownership in Bank Mandiri through an Initial Public Offering (IPO).

As a follow up action on the Government of Republic of Indonesia Regulation No. 27/2003 dated June 2, 2003, which approved the divestment of the Government ownership in Bank Mandiri of up to 30.00%, and based on a decision of *Tim Kebijakan Privatisasi Badan Usaha Milik Negara* No. Kep-05/TKP/01/2004 dated January 19, 2004, the Government of the Republic of Indonesia divested an additional 10.00% of ownership interest in Bank Mandiri or 2,000,000,000 shares of Common Shares of B Series on March 11, 2004 through private placement.

On July 14, 2003, the date of the IPO, through MSOP Stage 1, the Bank issued 378,583,785 share options for the management with an exercise price of Rp742.50 (full amount) per share and a nominal value of Rp500 (full amount) per share. The share options are recorded in the Shareholders' Equity account - Share Options at fair value amounted to Rp69.71 (full amount) per share options. MSOP Stage 1 has been exercised in total 375,365,957 shares, thereby increasing the total issued and fully paid capital by Rp187,683, share premium by Rp117,193. MSOP stage 1 could be exercised until July 13, 2008 based on Announcement of Indonesia Stock Exchange (formerly Jakarta Stock Exchange) No. Peng-262/BEJ.PJS/P/07-2004 dated July 14, 2004.

The Annual General Meeting of Shareholders on May 16, 2005 approved MSOP Stage 2 amounted to 312,000,000 share options. The exercise price for each share is Rp1,190.50 (full amount) to be exercised in the first year and Rp2,493 (full amount) to be exercised in the second year and the following year. The nominal value per share is Rp500 (full amount). The Bank recorded MSOP Stage 2 in the shareholders' equity account - Share Options with fair value amounted to Rp642.28 (full amount) per share options. MSOP Stage 2 has been exercised in total 311,713,697 shares thereby increasing the total issued and fully paid capital by Rp155,857 and share premium by Rp425,233. The fifth period (the last period) to exercise the MSOP Stage 2 conversion option right start from May 4, 2010 during 30 trading days as published in the Announcement of the Indonesia Stock Exchange (formerly Jakarta Stock Exchange) No. Peng-97/BEJ-PSJ/P/02-2007 dated February 2, 2007. The un-exercised MSOP Stage 2 stock option was 286,303 shares or amounted to Rp184 that has expired and recorded as additional paid-in capital/share premium.

The Annual General Meeting of Shareholders on May 22, 2006 approved MSOP Stage 3 amounted to 309,416,215 share options. The General Shareholders Meeting also delegated an authority to the Board of Commissioners to determine the execution and monitoring policy of MSOP Stage 3 including the options implementation and report it in the next annual general shareholders' meeting.

The exercise price for each share in the MSOP Stage 3 is Rp1,495.08 (full amount) with nominal value of Rp500 (full amount) per share. The Bank recorded MSOP Stage 3 as part of the shareholders' equity account at fair value amounted to Rp593.89 (full amount) per share option. The total option that has been exercised in MSOP Stage 3 was 309,415,088 shares thereby increasing the total issued and fully paid capital by Rp154,707 and share premium by Rp491,651. The execution period of MSOP Stage 3 ended in February 2011, before the commencement Bank Mandiri pre-emptive rights trading dated February 14, 2011 until February 21, 2011. The un-exercised MSOP Stage 3 stock option was 1,127 shares or amounted to Rp4 that has expired and recorded as additional paid-in capital/share premium.

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40. SHARE CAPITAL (continued)

a. Authorised, Issued and Fully Paid Capital (continued)

Management Stock Option Plan (continued)

On December 27, 2010, Bank Mandiri submitted a first registration to FSA (formerly Capital Market Supervisory Board and Financial Institution (Bapepam and LK)) in relation to the Limited Public Offering (LPO) to the Bank's shareholders in respect to the issuance of pre-emptive rights ("Rights") of 2,336,838,591 shares series B. The Limited Public Offering has been approved by the Board of Commissioners through its letter dated April 29, 2010. The Bank has submitted the notification letter regarding the Limited Public Offering to Bank Indonesia through its letter dated September 17, 2010. The Limited Public Offering has been enacted through the Indonesian Government Regulation No. 75 of 2010 dated November 20, 2010.

LPO has been approved by Bapepam and LK through its letter No. S-807/BL/2011 dated January 27, 2011, and the LPO has become effective after obtaining approval in the Extraordinary General Shareholders Meeting held on January 28, 2011.

The pre-emptive rights of 2,336,838,591 shares were traded during the period of February 14 - 21, 2011 with an exercise price of Rp5,000 (full amount) per share which resulted in an additional of issued and paid-up capital amounted to Rp1,168,420.

Based on the Extraordinary Annual Meeting held on August 21, 2017, shareholders of Bank Mandiri approved to split Bank Mandiri's stock from Rp500 (full amount) per share to Rp250 (full amount) per share which made Bank Mandiri's equity amounted to 46,666,666,666 shares consist of 1 share series A Dwiwarna and 46,666,666,665 common share series B. There are no changes for Bank Mandiri's authorised, issued and fully paid capital which caused by the stock split. The stock split effective started from September 13, 2017.

b. Additional Paid-In Capital/Share Premium

The additional paid-in capital/share premium as of December 31, 2020 and 2019, amounted to Rp17,316,192 is derived from LPO and Recapitalisation Program (Note 1c) and Sale of Bank Mandiri Shareholding in UGM and BDP. The share premium amount of Rp17,316,192 already includes the share premium from LPO (Note 40a) amounted to Rp10,515,774 before deducted by expenditures related to the LPO amounted to Rp274,078. The additional share premium in 2013 amounted Rp113,817 in the consolidated financial statements (Rp273,932 in Parent Entity financial statements) is generated from the transfer of share ownership of Bank Mandiri in UGM and BDP to controlling entity, which represents the difference between selling price and book value of shares in consolidated financial statements.

The difference between selling price and book value of shares recorded as share premium in Parent Entity and consolidated financial statements are amounted to Rp273,932 and Rp113,817, respectively.

Based on the results of a due diligence review conducted on behalf of the Government dated December 31, 1999 and Management Contract (IMPA) dated April 8, 2000, it was decided that there was an excess on recapitalisation amounted to Rp4,069,000. The Bank has refunded Rp2,657,000 of Government Recapitalisation Bonds to the Government on July 7, 2000 pursuant to the Management Contract. The remaining balance of Rp1,412,000 was refunded to the Government on April 25, 2003 based on approval from the shareholders during its meeting on October 29, 2002 and the Ministry of State-Owned Enterprises Decision Letter No. KEP-154/M-MBU/2002 dated October 29, 2002.

The refund for above excess of recapitalisation amounted to Rp1,412,000 includes a portion of issued and fully paid capital of Rp251,000.

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40. SHARE CAPITAL (continued)

b. Additional Paid-In Capital/Share Premium (continued)

On May 23, 2003, the Minister of Finance of the Republic of Indonesia issued Decree (KMK-RI) No. 227/KMK.02/2003 dated May 23, 2003, which was amended by KMK-RI No. 420/KMK.02/2003 dated September 30, 2003, which provides further guidance on Government Regulations No. 52 year 1999 and No. 97 year 1999 regarding the additional Government participation in Bank Mandiri's capital.

The following are the matters decided under the KMK-RI:

- a. The final Bank Mandiri recapitalisation amount is Rp173,801,315;
- b. The recapitalisation fund of Rp5,000,000 is converted into 5,000,000 new shares issued by Bank Mandiri with a nominal value of Rp1,000,000 (full amount) per share;
- c. The remaining recapitalisation fund amount of Rp168,801,315 is recorded as share premium within the capital structure of Bank Mandiri.

Through quasi-reorganisation, the Bank's accumulated losses as of April 30, 2003 amounted to Rp162,874,901 were eliminated against additional paid-in capital/share premium.

c. Distribution of net income

Based on the Annual General Shareholders' Meeting held on February 19, 2020 and May 16, 2019, the shareholders approved the distribution of the 2019 and 2018 net income as follows:

	2019	2018
Dividends	16,489,280	11,256,759
Retained Earnings Unappropriated	10,992,853	13,758,262
	27,482,133	25,015,021
Dividend per share (full amount)	353.341712	241,216272

Dividends from 2019 net income amounted to Rp16,489,280 were paid on March 20, 2020 and dividends from 2018 net income amounted to Rp11,256,759 were paid on June 19, 2019. Payment of dividends were recorded in the consolidated statement of changes in equity at the year the payment was made.

d. Treasury Stock

The Bank buyback its shares which was triggered by a slowdown and economic pressure both regionally and nationally, among others, was caused by the COVID-19 outbreak. Furthermore, the condition of stock trading on the Indonesia Stock Exchange from the beginning of 2020 to March 9, 2020 experienced significant pressure as indicated by a decrease in the Composite Stock Price Index (IHSG) of 18.46%. Furthermore, in order to provide an economic stimulus and reduce the impact of a significantly fluctuating market, Financial Service Authority issued SEOJK No. 3/SEOJK.04/2020, to ease Issuers or Public Companies to carry out corporate action to buy back shares without violating applicable laws and regulations. This is one of the considerations for the Bank to carry out the buy back process.

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40. SHARE CAPITAL (continued)

d. Treasury Stock (continued)

For this share's buyback, the Bank also refers to FSA Regulation No. 2/POJK.04/2013 regarding the buyback shares issued by issuers or public companies in market conditions that fluctuate significantly ("POJK No. 2/POJK.04/2013"). FSA Circular Letter No. 3/SEOJK.04/2020 regarding other conditions as market conditions with significant fluctuation in the implementation of share buybacks issued by issuers or public companies ("SEOJK No. 3/SEOJK.04/2020").

The buyback of the shares were carried out in stages for a period of 3 (three) months starting from March 20, 2020 to June 19, 2020, where the buyback transaction were carried out through the Indonesia Stock Exchange. As of December 31, 2020, the Bank has bought back 35,400,000 (full amount) shares with a total acquisition value of Rp150,895 which are recorded as treasury shares, which are a deduction of equity.

Until the period ended December 31, 2020, the Bank has not yet disposed the treasury shares thus there are no difference between acquisition price and disposal price of treasury shares.

41. INTEREST INCOME AND SHARIA INCOME

Interest income and sharia income are as follow:

	Years ended December 31,	
	2020	2019
<u>Interest income</u>		
Loans	63,732,880	69,228,698
Government bonds	7,646,185	6,951,891
Marketable securities	3,410,975	2,694,677
Consumer financing income	2,980,134	3,670,767
Placements with Bank Indonesia and other banks	1,255,393	1,248,275
Others	1,067,470	636,867
	80,093,037	84,431,175
<u>Sharia income</u>		
<i>Murabahah</i> and <i>Istishna</i> income - net	4,806,630	4,776,750
<i>Musyarakah</i> income	2,256,646	2,015,342
<i>Mudharabah</i> income	122,063	248,319
<i>Ijarah</i> income - net	42,741	53,504
	7,228,080	7,093,915
Total	87,321,117	91,525,090

Included in interest income from loans is interest income recognised on the non-impaired portion of the impaired loans (time value unwinding) for the year ended December 31, 2020 and 2019 amounted to Rp413,839 and Rp511,176 and fees and commissions income directly attributable to lending activities amortised using effective interest rate method for the year ended December 31, 2020 and 2019 amounted to Rp2,749,781 and Rp3,334,201, respectively.

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41. INTEREST INCOME AND SHARIA INCOME (continued)

As of December 31, 2020 and 2019 included in interest income and sharia income was income from transaction with related parties on government bonds and treasury bills amounted to Rp7,646,185 and Rp6,951,891, respectively (refer to Note 57).

42. INTEREST EXPENSE AND SHARIA EXPENSE

Interest expense and sharia expense are incurred on the following:

	Years ended December 31,	
	2020	2019
<u>Interest expense</u>		
Time deposits	15,097,476	14,826,827
Demand deposits	4,676,832	4,984,326
Fund borrowings	2,915,060	3,525,738
Saving deposits	3,126,866	3,416,706
Debt securities issued	2,403,431	2,282,866
Subordinated loans and marketable securities	2,222	1,205
Others	718	32,558
	28,222,605	29,070,226
<u>Sharia expense</u>		
<i>Mudharabah deposits</i>	2,061,065	2,402,722
<i>Mudharabah saving deposits</i>	479,856	532,066
<i>Restricted Investments</i>	49,444	68,446
<i>Musytarakah - mudharabah musytarakah</i>	18	23
Certificate of interbank <i>mudharabah</i> investment	-	11,419
	2,590,383	3,014,676
	30,812,988	32,084,902

Included in interest expense and sharia expense are interest expense from related parties transactions related to interest expense of fund borrowing for the year ended December 31, 2020 and 2019 amounted to Rp20,314 and Rp51,349. (Note 57).

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43. PROVISION AND COMMISSION INCOME

	Years ended December 31,	
	2020	2019
E-Channel transaction	2,589,619	2,667,241
Loans	2,158,591	2,496,571
Deposits transaction	2,308,546	2,313,937
Credit card	1,693,250	2,191,943
Marketable securities	1,262,071	1,042,393
Trade transaction	1,187,915	1,224,901
Bancassurance	398,551	478,504
Remittances, clearing and collection	279,500	326,259
Custodian and Trustee	163,754	168,749
Others	901,886	1,305,937
	12,943,683	14,216,435

44. INCOME FROM FAIR VALUE THROUGH PROFIT OR LOSS CLASSIFICATION - NET

	Years ended December 31,	
	2020	2019
Interest income	603,997	323,608
Unrealised gain from increase in fair value - net	187,399	160,682
Gain from derivatives transactions - net	4,305,049	2,915,844
Gain from sales - net	434,464	471,486
Total	5,530,909	3,871,620

45. OTHER OPERATING INCOME - OTHERS

	Years ended December 31,	
	2020	2019
Recoveries from write-offs loans and sharia loan/financing	4,184,591	4,672,320
Income from mutual fund dividend	327,232	575,790
Income from penalty	325,868	337,755
Income from loan written off	131,482	200,744
Safety deposit box	39,614	41,667
Stamp duty income	26,237	34,613
Unrealised gain from equity participation	1,371,976	-
Others	2,804,290	2,539,454
Total	9,211,290	8,402,343

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46. ALLOWANCE FOR IMPAIRMENT LOSSES

	Years ended December 31,	
	2020	2019
(Allowance)/reversal for provision of impairment losses on:		
Current accounts with other banks (Note 5d)	(60,372)	(248)
Placements with other banks (Note 6e)	8,952	51
Marketable securities (Note 7g)	(71,884)	11,701
Other receivables - trade transactions (Note 9d)	(224,254)	262,928
Loans (Note 12B.j)	(20,204,192)	(11,468,133)
Consumer financing receivables (Note 13d)	(904,826)	(564,224)
Net investment finance leases (Note 14d)	(31,716)	(17,342)
Acceptance receivables (Note 15d)	143,471	65,114
Investments in shares (Note 16c)	(10,026)	(32,833)
Total	(21,354,847)	(11,742,986)

47. (PROVISION FOR)/REVERSAL OF OTHER ALLOWANCES

	Years ended December 31,	
	2020	2019
(Allowance)/reversal provision for:		
Estimated losses arising from legal cases	38,465	810
Losses from operational risk - internal fraud	(33,660)	(28,339)
Losses from operational risk - external fraud	(166,215)	(22,768)
Fines/penalty	(14,769)	(9,722)
Losses from operational risk - business activity disruption and system failure	(1,510)	(1,455)
Losses from operational risk - management execution, delivering and processing	(435)	(1,227)
Estimated losses arising from fraud cases	196	(17)
Losses from other operational	(60)	-
Other assets (Note 20)	(141,778)	(4,544)
Total	(319,766)	(67,262)

48. UNREALISED GAINS FROM INCREASE IN FAIR VALUE OF POLICYHOLDERS INVESTMENT IN UNIT-LINK CONTRACTS

	Years ended December 31,	
	2020	2019
Changes in fair value of policyholders' investment and increase/(decrease) in liability in unit-link contracts	12,487	8,205
Change in fair value of policyholders' investment	(479,249)	1,759
Increase in liability in unit-link contracts	479,249	(1,759)
Total	12,487	8,205

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49. GAIN ON SALE OF MARKETABLE SECURITIES AND GOVERNMENT BONDS

	Years ended December 31,	
	2020	2019
Marketable securities	289,486	352,269
Government bonds	709,540	501,581
Total	999,026	853,850

50. SALARIES AND EMPLOYEE BENEFITS

	Years ended December 31,	
	2020	2019
Salaries, wages, pension and tax allowances	10,935,493	10,401,672
Religious holidays allowance, leave and related entitlements	1,998,369	1,792,326
Employee benefits in kind	1,251,647	1,282,235
Training and education	305,827	708,207
Provision for post-employment benefit expenses	536,656	621,878
Provision of tantiem	283,270	307,435
Bonuses and others	2,459,171	2,107,293
Total	17,770,433	17,221,046

Total gross salaries and allowances, bonus and tantiem, long-term employment benefits of the Boards of Commissioners, Directors, Audit Committee and Risk Monitoring, Sharia Supervisory Board and Senior Executive Vice President and Senior Vice President (Bank and Subsidiaries) are amounted to Rp1,442,558 and Rp1,380,804 (Note 57) for the year ended December 31, 2020 and 2019, respectively, as follows:

	Years ended December 31, 2020			
	Salaries and allowance	Bonus and tantiem	Long-term employment benefits	Total
The Board of Commissioners	57,028	113,630	5,783	176,441
Directors	181,693	366,025	22,863	570,581
Audit Committee and Risk Monitoring Committee	6,453	-	33	6,486
Sharia Supervisory Board	2,374	304	-	2,678
Senior Executive Vice Presidents and Senior Vice President	422,444	235,797	28,131	686,372
Total	669,992	715,756	56,810	1,442,558

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50. SALARIES AND EMPLOYEE BENEFITS (continued)

	Years ended December 31, 2019			Total
	Salaries and allowance	Bonus and tantiem	Long-term employment benefits	
The Board of Commissioners	48,341	109,503	5,457	163,301
Directors	177,649	334,623	18,914	531,186
Audit Committee and Risk Monitoring Committee	6,555	206	34	6,795
Sharia Supervisory Board	2,073	602	300	2,975
Senior Executive Vice Presidents and Senior Vice President	410,517	242,509	23,521	676,547
Total	645,135	687,443	48,226	1,380,804

51. GENERAL AND ADMINISTRATIVE EXPENSES

	Years ended December 31,	
	2020	2019
Professional fees	4,173,171	4,220,894
Goods/services provided by third parties	2,333,880	2,111,231
Depreciation of fixed assets (Note 18)	1,515,975	1,464,796
Depreciation of leased assets (Note 18)	1,334,039	-
Repairs and maintenance	1,328,857	1,490,891
Promotion	1,302,175	1,135,295
Communication	1,288,944	1,277,576
Rent	882,886	2,217,764
Amortisation of intangible assets	844,176	594,624
Electricity, water and gas	539,364	562,274
Office supplies	447,020	624,990
Transportations	369,246	499,671
Insurance expenses	76,182	78,461
Traveling expenses	73,411	234,038
Others	813,390	1,122,548
Net	17,322,716	17,635,053

For the year ended December 31, 2020 and 2019, promotions expenses include the reward/prize expenses of third party funds amounted to Rp55,886 and Rp60,886, respectively.

52. PENSION PLAN AND SEVERANCE PAY

Under the Bank's policy, in addition to salaries, employees are entitled to allowances and benefits, such as religious holiday allowance, medical reimbursements, death allowance, leave allowance, functional allowance for certain levels, pension plan for permanent employees, incentives based on employee's and the Bank's performance and post-employment benefits in accordance with prevailing Labor Law.

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52. PENSION PLAN AND SEVERANCE PAY (continued)

Pension Plan

Bank Mandiri has five pension plans in the form of Employer Pension Plans (DPPK) as follows:

- a. One defined contribution pension fund, *Dana Pensiun Pemberi Kerja Program Pensiun Iuran Pasti* (DPPK-PPIP) or Bank Mandiri Pension Fund (*Dana Pensiun Bank Mandiri* (DPBM)) which was established on August 1, 1999 based on Board of Directors's resolution No. 004/KEP.DIR/1999 dated April 26, 1999 regarding Pension Plan of Bank Mandiri's pension fund. Regulation established by Bank Mandiri pension fund were approved by the Minister of Finance of the Republic of Indonesia through its Decision Letter No. KEP/300/KM.017/1999 dated July 14, 1999 and was published in Supplement of the State Gazette of the Republic of Indonesia No. 62 dated August 3, 1999.

The Pension Plan of Bank Mandiri's pension fund has been amended several times to comply with prevailing law, as follow:

1. Based on the resolution of Board of Directors of Bank Mandiri No. 068/KEP.DIR/2005 dated June 28, 2005, the Pension Plan of Bank Mandiri's Pension Fund was amended to increase the pension benefits for the members who already deceased, disable and changed in retirement age of the members. The amended pension plan has been approved by Ministry of Finance through its letter No. KEP-213/KM.5/2005 dated July 22, 2005 and published in supplement of the State Gazette of Republic Indonesia No. 77 dated September 27, 2005.
2. Based on the resolution of Board of Directors of Bank Mandiri No. KEP.DIR/415A/2016 dated December 7, 2016, the Pension Plan of Bank Mandiri's Pension Fund was amended to adjust the retirement age of the employees based on amendment of Collective Labor Agreement for period 2015 - 2017 and prevailing policy in PT Bank Mandiri (Persero) Tbk. The amended pension plan has been approved by Financial Services Authority (FSA) No. KEP-24/NB.1/2017 dated May 17, 2017 and published in Supplement of the State Gazzate of Republic of Indonesia No. 60 dated July 28, 2017.
3. Based on the Resolution Board of Directors No. KEP.DIR/005/2018 dated February 28, 2018, the Pension Plan of Bank Mandiri's Pension Fund was amended to comply with FSA Regulation No. 5/POJK.05/2017 regarding Contribution, Pension Benefits and Other Benefits provided by the Pension Fund. The amended Pension Plan has been approved by FSA through its Decision Letter No. KEP-125/NB.11/2018 dated March 12, 2018.
4. Based on the Resolution Board of Directors No. KEP.DIR/046/2020 dated May 11, 2020, the Pension Plan of Bank Mandiri's Pension Fund was amended to comply with Pension Fund Regulation and FSA Regulation, as follows:
 - a. POJK No. 5/POJK.05/2018 regarding Periodic Reports;
 - b. POJK Nomor 15/POJK.05/2019 regarding Pension Fund Governance;
 - c. POJK 14/POJK.05/2020 regarding Countercyclical Policy for Impact of Corona Virus Disease 2019 Spread for Non-Bank Financial Services Institutions;
 - d. POJK No. 24/POJK.05/2019 regarding Business Plan of Non-Bank Financial Service Institutions

The Pension Plan has been approved by FSA through its Decision Letter No. KEP-43/NB.1/2020 dated May 18, 2020.

The pension contribution is recorded for each members, which jointly borneby the employer and the members:

1. The member is obliged to contribute 5% (five per hundred) of basic pension income.
2. The employer is obliged to contribute 10% (ten per hundred) of basic pension income.

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52. PENSION PLAN AND SEVERANCE PAY (continued)

Pension Plan (continued)

The Bank Mandiri's pension funds invest their financial resources in time deposits and deposits on call at Bank Mandiri. Balance on time deposits and deposit on call as of December 31, 2020 and 2019 amounted to RpNil and Rp11,250, respectively. The interest rate of the deposits are the same with interest rate for third party time deposits.

For the year ended December 31, 2020 and 2019, Bank has paid pension contribution of RpNil and Rp456,717, respectively.

- b. Four employer's pension funds provide defined benefits program (DPPK-PPMP), which from the merger of four (4) legacy banks, namely:
1. Dana Pensiun Bank Mandiri One (Bank Bumi Daya),
 2. Dana Pensiun Bank Mandiri Two (Bank Dagang Negara),
 3. Dana Pensiun Bank Mandiri Three (Bank Exim) and
 4. Dana Pensiun Bank Mandiri Four (Bank Pembangunan Indonesia),

The members of the pension funds are employees from legacy bank with working period of three years or more at the merger date which were active employees, ex employees (resigned but did not transfer his/her right to other pension fund) and retired members.

The pension plans for each pension funds have been approved by Minister of Finance of the Republic of Indonesia through letter No. KEP-394/KM.017/1999, No. KEP-395/KM.017/1999, No. KEP-396/KM.017/1999 and No. KEP-397/KM.017/1999 all dated November 15, 1999. Based on shareholder's approval No. S-923/M-MBU/2003 dated March 6, 2003, Bank Mandiri has adjusted the pension benefits of each of the Pension Fund One to Pension Fund Four. The plan decision has been stated in the Pension Fund Plan (PDP) and have been approved by the Minister of Finance through letter No. KEP/115/KM.6/2003 for PDP Pension Fund Bank Mandiri One, No. KEP/116/KM.6/2003 for Bank Mandiri Pension Fund Two, No. KEP/117/KM.6/2003 for Bank Mandiri Pension Fund Three and No. KEP/118/KM.6/2003 for Bank Mandiri Pension Fund Four, all dated March 31, 2003.

The pension plan of Pension Fund Bank Mandiri One, Pension Fund Bank Mandiri Two, Pension Fund Bank Mandiri Three and Pension Fund Bank Mandiri Four have been amended several times to follow the prevailing law, which were:

1. Based on resolution of General Meeting of Shareholders (GMS) on May 28, 2007, Bank Mandiri increase the pension benefits of each Pension Funds. The increase in pension benefits were included in each pension benefits plan of the Pension Funds and have been approved by Ministry of Finance through letter No. KEP-144/KM.10/2007 (Pension Fund One); No. KEP-145/KM.10/2007 (Pension Fund Two); No. KEP-146/KM.10/2007 (Pension Fund Three) and No. KEP-147/KM.10/2007 (Pension Fund Four), all dated July 20, 2007.
2. Based on resolution of General Meeting of Shareholders (GMS) on May 17, 2010, Bank Mandiri increase the pension benefits of each Pension Funds. The increase in pension benefits were included in each pension benefits plan of the Pension Funds and have been approved by Ministry of Finance through letter No. KEP-441/KM.10/2010 (Pension Fund One); No. KEP-442/KM.10/2010 (Pension Fund Two); No. KEP-443/KM.10/2010 (Pension Fund Three) and No. KEP-444/KM.10/2010 (Pension Fund Four), all dated August 10, 2010.
3. Based on resolution of General Meeting of Shareholders (GMS) on May 23, 2011, Bank Mandiri increase the pension benefits of each Pension Funds. The increase in pension benefits were included in each pension benefits plan of the Pension Funds and have been approved by Ministry of Finance through letter No. KEP-588/KM.10/2011 (Pension Fund One); No. KEP-589/KM.10/2011 (Pension Fund Two); No. KEP-590/KM.10/2011 (Pension Fund Three) and No. KEP-591/KM.10/2011 (Pension Fund Four), all dated July 20, 2011.

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52. PENSION PLAN AND SEVERANCE PAY (continued)

Pension Plan (continued)

The pension plan of Pension Fund Bank Mandiri One, Pension Fund Bank Mandiri Two, Pension Fund Bank Mandiri Three and Pension Fund Bank Mandiri Four have been amended several times to follow the prevailing law, which were (continued):

4. Based on resolution of General Meeting of Shareholders (GMS) on April 2, 2013, Bank Mandiri increase the pension benefits of each Pension Funds. The increase in pension benefits were included in each pension benefits plan of the Pension Funds and have been approved by Board of Commissioners of Financial Services Authority ("FSA") through letter No. KEP-349/NB.1/2013 (Pension Fund One); No. KEP-350/NB.1/2013 (Pension Fund Two); No. KEP-351/NB.1/2013 (Pension Fund Three) and No. KEP-352/NB.1/2013 (Pension Fund Four), all dated June 14, 2013.

The GMS also approved additional other benefit and delegate an authority to Board of Commissioners to decide the increase of pension benefit and other benefits as long as it was in line with prevailing regulation which were after the increase of benefits or other benefit, the Adequacy of Funds Ratio (RKD) of Pension Funds One to Four were minimum at 115%.

5. Based on resolution of Board of Commissioners (BoC) of Bank Mandiri's meeting on July 2, 2014, Bank Mandiri provided other benefit for all pension fund and have been approved by Board of Commissioners of Financial Services Authority ("FSA") through letter No. KEP-1773/NB.1/2014 (Pension Fund One), No. KEP-1774/NB.1/2014 (Pension Fund Two), No. KEP-1775/NB.1/2014 (Pension Fund Three) and No. KEP-1776/NB.1/2014 (Pension Fund Four), all dated July 17, 2014.
6. Based on resolution of Board of Commissioners (BOC) of Bank Mandiri's meeting on June 3, 2015, Bank Mandiri provided other benefit for all pension fund and have been approved by Board of Commissioners of Financial Services Authority ("FSA") through letter No. KEP-525/NB.1/2015 (Pension Fund One), No. KEP-526/NB.1/2015 (Pension Fund Two), No. KEP-527/NB.1/2015 (Pension Fund Three) and No. KEP-528/NB.1/2015 (Pension Fund Four), all dated June 29, 2015.
7. Based on resolution of General Meeting of Shareholders (GMS) dated March 21, 2016, it was approved to change the minimum Ratio of Adequacy of Funds (RKD) for all Pension Fund One to Pension Fund Four, from initial of 115% to become 105%, and delegation authority to Board of Commissioners (BoC) to take decision on increase of pension benefits or other benefits as long as in accordance with prevailing regulation therefore after increase of pension benefits of other benefits, it should comply with minimum requirements:
 - a. The ratio of Adequacy of Funds (RKD) after increase in pension benefit and or other benefits minimum at 105% based on mortality table set by the Founder.
 - b. Still in surplus and would not trigger obligation for additional contribution or accounting obligation under SFAS 24.
8. Based on resolution of Board of Commissioners (BOC) of Bank Mandiri's meeting on June 22, 2016, Bank Mandiri provided increase in Pension Fund Three and provided other benefits to all pension funds and have been approved by Board of Commissioners of Financial Services Authority ("FSA") through letter No. KEP-40/NB.1/2016 (Pension Fund One), No. KEP-41/NB.1/2016 (Pension Fund Two), No. KEP-42/NB.1/2016 (Pension Fund Three) and No. KEP-43/NB.1/2016 (Pension Fund Four), all dated June 29, 2016.

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52. PENSION PLAN AND SEVERANCE PAY (continued)

Pension Plan (continued)

9. Based on resolution of Board of Directors No. KEP.DIR/415B/2016 (Pension Fund One), No. KEP.DIR/415C/2016 (Pension Fund Two), No. KEP.DIR/415D/2016 (Pension Fund Three) and No. KEP.DIR/415E/2016 (Pension Fund Four), all dated December 7, 2016 there were additional of clauses to the Pension Fund Plan of Pension Fund One to Pension Fund Four, as approved by Annual General Shareholders Meeting of Founder on April 2, 2013 and on March 21, 2016 regarding change of RKD to become 105%. The Pension Fund Plans have been approved by Board of Commissioners of FSA through letters No. KEP-81/NB.1/2016 (Pension Fund One), No. KEP-80/NB.1/2016 (Pension Fund Two), No. KEP-79/NB.1/2016 (Pension Fund Three) and No. KEP-78/NB.1/2016 (Pension Fund Four), all dated December 23, 2016.
10. Based on resolution of Board of Commissioners (BoC) of Bank Mandiri's meeting on May 3, 2017, Bank Mandiri increase the Pension Benefit and provided other benefit in form of additional benefits to all pension fund and have been approved by Board of Commissioners of Financial Services Authority ("FSA") through letter No. KEP-30/NB.1/2017 (Pension Fund One), No. KEP-31/NB.1/2017 (Pension Fund Two), No. KEP-32/NB.1/2017 (Pension Fund Three) and No. KEP-33/NB.1/2017 (Pension Fund Four), all dated June 9, 2017.

With respect to the adjustment to the Pension Fund's Plan in form of increasement of Pension Benefit and Provision of other benefit to each Pension Fund, this also to align the Pension Fund's Plan with FSA regulation No. 5/POJK.05/2017 dated March 1, 2017, regarding Contribution, Pension Benefits and Other Benefits provided by the Pension Funds.

11. Based on resolution of Board of Commissioner (BoC) of Bank Mandiri's meeting on March 28, 2018, BoC approved provision of other benefit in form of additional benefit to all Pension Funds. This decision to provide other benefit in form of additional benefit were included in each Pension Funds Plan and have been approved by FSA through letter No. KEP-22/NB.1/2018 (Pension Fund One), No. KEP-23/NB.1/2018 (Pension Fund Two), No. KEP-24/NB.1/2018 (Pension Fund Three), No. KEP-25/NB.1/2018 (Pension Fund One), all dated April 16, 2018.
12. Based on resolution of Board of Commissioner (BoC) of Bank Mandiri's meeting on March 20, 2019, BoC approved provision of other benefit in form of additional benefit to all Pension Funds. This decision to provide other benefit in form of additional benefit were included in each Pension Funds Plan and have been approved by FSA through letter No. KEP-10/NB.1/2019 (Pension Fund One), No. KEP-11/NB.1/2019 (Pension Fund Two), No. KEP-12/NB.1/2019 (Pension Fund Three), No. KEP-13/NB.1/2019 (Pension Fund Four), all dated April 16, 2019.
13. Based on resolution of Board of Commissioners (BOC) of Bank Mandiri's meeting on March 12, 2020, Bank Mandiri approved provided increase in Pension Fund One and provided other benefits to all pension funds and have been approved by Board of Commissioners of Financial Services Authority ("FSA") through letter No. KEP-21/NB.1/2020 (Pension Fund One), No. KEP-22/NB.1/2020 (Pension Fund Two), No. KEP-23 /NB.1/2020 (Pension Fund Three) and No. KEP-24/NB.1/2020 (Pension Fund Four), all dated April 2, 2020.

The actuarial calculation on pension benefits liability for Bank only as of December 31, 2020 and 2019 were based on estimated actuarial calculation for the year ended December 31, 2020 and 2019 as stated in report of Kantor Konsultan Aktuaria Enny Diah Awal dated January 8, 2021 and PT Bestama Aktuaria dated January 2, 2020 with method of "Projected Unit Credit".

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52. PENSION PLAN AND SEVERANCE PAY (continued)

Pension Plan (continued)

The assumptions used for the year ended December 31, 2020 and 2019 are as follows:

	<u>DPBMS</u>	<u>DPBMD</u>	<u>DPBMT</u>	<u>DPBME</u>
Discount rate	6.90% per annum (2019: 7.50% per annum)	6.90% per annum (2019: 7.50% per annum)	6.90% per annum (2019: 7.50% per annum)	6.90% per annum (2019: 7.50% per annum)
Expected rate of return on pension plan assets	9.50% per annum	9.50% per annum	9.50% per annum	9.50% per annum
Working period used	As of July 31, 1999	As of July 31, 1999	As of July 31, 1999	As of July 31, 1999
Pensionable salary (PhDP) used	Last month salary of July 31, 1999, which adjusted on December 31, 2002	Last month salary of July 31, 1999, which adjusted on December 31, 2002	Last month salary of July 31, 1999, which adjusted on December 31, 2002	Last month salary of July 31, 1999, which adjusted on December 31, 2002
Expected rates of PhDP increase	Nil	Nil	Nil	Nil
Mortality Rate Table	80% UN 2010 Male	80% UN 2010 Male	80% UN 2010 Male	80% UN 2010 Male
Turnover rate	Age 23 - 29 = 10.00% Age 30 - Normal Retirement Age = 3.50% decreasing linearly up to 0.00%	Age 23 - 29 = 10.00% Age 30 - Normal Retirement Age = 3.50% decreasing linearly up to 0.00%	Age 23 - 29 = 10.00% Age 30 - Normal Retirement Age = 3.50% decreasing linearly up to 0.00%	Age 23 - 29 = 10.00% Age 30 - Normal Retirement Age = 3.50% decreasing linearly up to 0.00%
Disability rate	10.00% of mortality rate	10.00% of mortality rate	10.00% of mortality rate	10.00% of mortality rate
Actuarial method	Projected Unit Credit	Projected Unit Credit	Projected Unit Credit	Projected Unit Credit
Normal retirement age	48 years to 56 years depending on the grades	56 years for all grades	56 years for all grades	56 years for all grades
Expected rate of pension benefit increase	Nil	Nil	Nil	2.00% per year
Tax rates - average	3.00% of benefit	3.00% of benefit	3.00% of benefit	3.00% of benefit

The projected benefit obligations and fair value of plan assets as of December 31, 2020, based on independent actuarial report, are as follows:

	<u>DPBMS</u>	<u>DPBMD</u>	<u>DPBMT</u>	<u>DPBME</u>
Projected benefit obligations	(1,383,842)	(1,623,228)	(695,560)	(500,659)
Fair value of plan assets	1,550,395	1,656,802	690,411	649,195
Funded Status	166,553	33,574	(5,149)	148,536
Asset ceiling ¹⁾	(166,553)	(33,574)	5,149	(148,536)
Pension Plan Program Assets recognised in consolidated statement of financial position ²⁾	-	-	-	-

¹⁾ There are no unrecognised accumulated actuarial loss-net nor unrecognised past service cost and there are no present value of available future refunds or reductions of future contributions.

²⁾ There are no plan assets recognised in the consolidated statement of financial position because the requirements under SFAS No. 24 regarding "Employee Benefits" are not fulfilled.

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52. PENSION PLAN AND SEVERANCE PAY (continued)

Pension Plan (continued)

The projected benefit obligations and fair value of plan assets as of December 31, 2019, based on independent actuarial report, are as follows:

	DPBMS	DPBMD	DPBMT	DPBME
Projected benefit obligations	(1,369,078)	(1,618,288)	(695,760)	(475,040)
Fair value of plan assets	1,606,734	1,675,488	751,528	533,980
Funded Status	237,656	57,200	55,768	58,940
Asset ceiling ^{*)}	(237,656)	(57,200)	(55,768)	(58,940)
Pension Plan Program Assets recognised in consolidated statement of financial position ^{*)}	-	-	-	-

^{*)} There are no unrecognised accumulated actuarial loss-net nor unrecognised past service cost and there are no present value of available future refunds or reductions of future contributions.

^{**)} There are no plan assets recognised in the consolidated statement of financial position because the requirements under SFAS No. 24 regarding "Employee Benefits" are not fulfilled.

The composition of plan assets from Pension Fund for the year ended December 31, 2020 and 2019 are as follows:

December 31, 2020 (unaudited)				
	DPBMS	DPBMD	DPBMT	DPBME
Deposit	9%	9%	4%	9%
Bonds	35%	42%	21%	30%
Direct placement	7%	18%	27%	38%
Land and building	21%	3%	28%	5%
Shares	7%	3%	0%	1%
Treasury Bills	20%	22%	16%	15%
Others	1%	3%	4%	2%
Total	100%	100%	100%	100%

December 31, 2019 (unaudited)				
	DPBMS	DPBMD	DPBMT	DPBME
Deposit	6%	8%	3%	12%
Bonds	39%	44%	22%	41%
Direct placement	7%	18%	28%	18%
Land and building	23%	3%	26%	5%
Shares	5%	3%	1%	1%
Treasury Bills	19%	20%	16%	10%
Others	1%	4%	4%	13%
Total	100%	100%	100%	100%

Labor Law No. 13/2003

Bank Mandiri has implemented an accounting policy for employment benefits SFAS 24 to recognise provision for employee service entitlements. As of December 31, 2020 and 2019, Bank Mandiri recognised a provision for employee services entitlements in accordance with Labor Law No. 13/2003 amounted to Rp3,633,979 and Rp3,689,782 (including compensation benefits of Rp8,240 for resigned employees which have not yet been paid and excluded from actuarial calculation) based on the estimated post employment benefit in the independent actuarial reports (Note 34).

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52. PENSION PLAN AND SEVERANCE PAY (continued)

Pension plan (continued)

Labor Law No. 13/2003 (continued)

Provision for employee service entitlements as of December 31, 2020 and 2019 are estimated using the employees service entitlements calculation for the year ended December 31, 2020 and 2019 as included in the independent actuarial report of Kantor Konsultan Aktuaria dated January 8, 2021 and PT Bestama Aktuaria dated January 2, 2020, respectively. The assumptions used by the actuary for the year ended December 31, 2020 and 2019 are as follows:

- a. Discount rate is 7.6% per annum (2019: 8.1%)
- b. Expected rate of annual salary increase is 6.0% - 8.0% per annum (2019: 9.5%)
- c. Mortality rate table used is Indonesia Mortality 2019.
- d. Turnover rate : Age 23 - 29 = 10.00% Age 30 - Normal Retirement Age = 3.50% decreasing linearly up to 0.00%
- e. Actuarial method is projected unit credit method.
- f. Normal retirement age between 36 to 56 years according to the grades.
- g. Disability rate is 10% of death probability at each age.

The amounts recognised in the statement of financial position are determined based on independent actuarial report as follows (Bank Mandiri only):

	December 31, 2020	December 31, 2019
Provision for post employment benefits presented in statement of financial position	2,811,930	2,984,609
	2,811,930	2,984,609

The movement in present value of obligation over the year is as follows (Bank Mandiri only):

	December 31, 2020	December 31, 2019
Beginning balance of present value of obligation	2,984,609	2,988,260
Current service cost	266,135	314,392
Severance pay	11,339	-
Interest cost	234,521	244,908
Benefit paid	(178,583)	(168,213)
Actuarial (gain)/losses	(506,091)	(394,738)
Ending balance of present value of Obligation	2,811,930	2,984,609

The amounts recognised in the statement of profit or loss and other comprehensive income based on independent actuarial report are as follows (Bank Mandiri only):

	Years ended December 31,	
	2020	2019
Current service cost	277,474	314,392
Interest cost	234,521	244,908
Cost of pension benefits	511,995	559,300

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52. PENSION PLAN AND SEVERANCE PAY (continued)

Labor Law No. 13/2003 (continued)

Reconciliations of provision for post employment benefits are as follows:

	Years ended December 31,	
	2020	2019
Bank Mandiri		
Beginning balance of provision for post employment benefits	2,984,609	2,988,260
Expenses during the year	511,995	559,300
Payments of benefits	(178,583)	(168,213)
Recognition of actuarial (gains)/losses in other comprehensive income	(506,091)	(394,738)
Provision for post employment benefits (Bank Mandiri only)	2,811,930	2,984,609
Subsidiaries		
Provision for post employment benefits	813,809	696,933
Total provision for post employment benefits (Note 34)	3,625,739¹⁾	3,681,542¹⁾

¹⁾ As of December 31, 2020 and 2019, the amount does not include unpaid severance for resigned employees amounted to Rp8,240, which was excluded from actuarial computation.

The present value of funded benefit obligations, fair value of plan assets and the surplus on the program for the last five years, which are (Bank Mandiri only):

	December 31				
	2020	2019	2018	2017	2016
Present value of defined benefit obligations	2,811,930	2,984,609	2,988,260	3,512,601	2,434,892
Fair value of plan assets	-	-	-	-	-
Deficit in the plan	2,811,930	2,984,609	2,988,260	3,512,601	2,434,892
Experience adjustments on plan liabilities	228,319	330,750	389,056	(89,944)	152,490
Experience adjustments on asset program	-	-	-	-	-

Pension Appreciation

Bank Mandiri provides pension appreciation programs to employees who enter normal retirement age (age 56). This program is valid for employees who have entered their ten years of working service. The present value for provision of pension appreciation program as of December 31, 2020 and 2019 based on an actuarial calculation amounted Rp67,691 and Rp59,187 (Notes 34).

The assumptions used for the period ending December 31, 2020 are as follows:

- a. Discount rate : 7.50% (2019: 7.60%)
- b. Gold price : Rp975,000 (full amount)
- c. Increment rate of gold price : 8.00%
- d. Mortality rate table used is Indonesia Mortality 2019.
- h. Disability rate is 10% of death probability at each age.
- i. Turnover rate : Age 23 - 29 = 10.00% Age 30 - Normal Retirement Age = 3.50% decreasing linearly up to 0.00%
- g. Normal retirement age between 36 to 56 years according to the grades.
- h. Actuarial method used is projected unit credit method

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52. PENSION PLAN AND SEVERANCE PAY (continued)

Pension Appreciation (continued)

The movement in present value of obligation over the year is as follows (Bank Mandiri only):

	December 31, 2020	December 31, 2019
Beginning balance of present value of obligation	59,187	-
Expenses during the year	(1,887)	71,747
Payments of benefits	(5,204)	(4,620)
Actuarial (gain)/loss through other comprehensive income	15,595	(7,940)
Ending balance of present value of obligation (Note 34)	67,691	59,187

The amounts recognised in the statement of profit or loss and other comprehensive income based on independent actuarial report are as follows (Bank Mandiri only):

	December 31, 2020	December 31, 2019
Current service cost	7,290	9,521
Interest cost	4,300	8,055
Past service cost	(13,477)	54,171
Cost of pension appreciation	(1,887)	71,747

Reconciliation of PVDBO:

	December 31, 2020					
	DPBMS	DPBMD	DPBMT	DPBME	UUK No. 13/2003	Pension Appreciation
Beginning balances of PVDBO	1,369,078	1,618,288	695,760	475,040	2,984,609	59,187
Current service cost	-	-	-	-	266,135	7,290
Interest cost of PVDBO	95,634	64,405	49,360	33,440	234,521	4,300
Past service cost	-	-	-	-	-	(13,477)
Severance pay	-	-	-	-	11,339	-
Benefit payments from plan assets	(187,934)	(183,280)	(75,254)	(58,336)	(178,583)	(5,204)
Actuarial (gain)/losses from PVDBO:						
Losses on change of assumption in economic	52,204	65,275	30,642	23,015	(277,772)	974
(Gain)/losses on experience adjustment	54,860	58,540	(4,947)	27,500	(228,319)	14,621
Ending balances of PVDBO	1,383,842	1,623,228	695,561	500,659	2,811,930	67,691

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52. PENSION PLAN AND SEVERANCE PAY (continued)

Pension Appreciation (continued)

Reconciliation of PVDBO (continued):

	December 31, 2019					
	DPBMS	DPBMD	DPBMT	DPBME	UUK No. 13/2003	Pension Appreciation
Beginning balances of PVDBO	1,436,183	1,672,113	726,850	495,946	2,988,260	-
Current service cost	-	-	-	-	314,392	9,521
Interest cost of PVDBO	112,214	130,822	56,926	38,936	244,908	8,055
Past service cost	-	-	-	-	-	54,171
Benefit payments from plan assets	(168,406)	(191,885)	(81,982)	(53,678)	(168,213)	(4,620)
Actuarial (gain)/losses from PVDBO:						
Losses on change of assumption in economic	43,858	80,870	35,336	18,942	(63,987)	(3,785)
(Gain)/losses on experience adjustment	(54,771)	(73,632)	(41,370)	(25,106)	(330,751)	(4,155)
Ending balances of PVDBO	1,369,078	1,618,288	695,760	475,040	2,984,609	59,187

Reconciliation of plan assets:

	December 31, 2020			
	DPBMS	DPBMD	DPBMT	DPBME
Beginning fair value of plan assets	1,606,734	1,675,488	751,528	533,980
Benefit payments from plan assets	(187,934)	(183,280)	(75,255)	(58,336)
Interest Income in plan assets	113,458	66,819	53,543	37,861
Result of plan assets (exclude interest income)	18,137	97,775	(39,405)	135,690
Ending fair value plan assets	1,550,395	1,656,802	690,411	649,195

	December 31, 2019			
	DPBMS	DPBMD	DPBMT	DPBME
Beginning fair value of plan assets	1,570,732	1,691,473	734,258	540,969
Benefit payments from plan assets	(168,406)	(191,885)	(81,981)	(53,678)
Interest Income in plan assets	123,382	132,429	57,541	42,673
Result of plan assets (exclude interest income)	81,026	43,471	41,710	4,016
Ending fair value plan assets	1,606,734	1,675,488	751,528	533,980

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52. PENSION PLAN AND SEVERANCE PAY (continued)

Movements in other comprehensive income:

Movements in other comprehensive income for the Bank only for the year ended December 31, 2020 and 2019 as follows:

December 31, 2020						
	DPBMS	DPBMD	DPBMT	DPBME	UUK No. 13/2003	Pension Appreciation
Accumulated of actuarial gains/(losses) on beginning year	-	-	-	-	768,391	7,940
Actuarial losses of the current year	-	-	-	-	506,091	(15,595)
Accumulated of actuarial gains on ending year	-	-	-	-	1,274,482	(7,655)

December 31, 2019						
	DPBMS	DPBMD	DPBMT	DPBME	UUK No. 13/2003	Pension Appreciation
Accumulated of actuarial gains/(losses) on beginning year	-	-	-	-	373,653	-
Actuarial losses of the current year	-	-	-	-	394,738	7,940
Accumulated of actuarial gains on ending year	-	-	-	-	768,391	7,940

Employee benefits liabilities maturing on December 31, 2020 and 2019 related to UUK No. 13/2003 are as follows:

	2020	2019
Year 1	300,504	225,908
Year 2	300,549	256,052
Year 3	339,230	261,381
Year 4	395,125	335,819
Year 5	446,321	427,208
Year 6 and others	7,908,747	15,469,465
Total	9,690,476	16,975,833

The average duration of the defined benefit obligation is 10.90 years and 11.15 years and the defined contribution obligation is 16.50 years and 17.49 years as of December 31, 2020 and 2019, respectively,

Provision for actuarial calculation on employee pension benefits for Subsidiaries as of December 31, 2020 and 2019 were based on estimated actuarial calculation for the year ended December 31, 2020 and 2019, respectively.

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52. PENSION PLAN AND SEVERANCE PAY (continued)

Provision for employee service entitlements of Subsidiaries as of December 31, 2020 and 2019 were calculated by an independent actuary as included in the independent actuarial report as follows:

Subsidiaries	Independent Actuary	2020	2019
PT Bank Syariah Mandiri	PT Dayamandiri Dharmakonsilindo	November, 30 2020	November 29, 2019
PT Mandiri Sekuritas	PT Dayamandiri Dharmakonsilindo	January 4, 2021	January 2, 2020
PT Bank Mandiri Taspen	PT Jasa Aktuaris Praptasentosa Guna Jasa	January 8, 2021	January 15, 2020
PT Mandiri Tunas Finance	PT Dayamandiri Dharmakonsilindo	January 2, 2021	January 3, 2020
PT AXA Mandiri Financial Services	PT Dayamandiri Dharmakonsilindo	January 10, 2021	January 8, 2020
PT Asuransi Jiwa Inhealth Indonesia	PT Sigma Prima Solusindo	January 4, 2021	January 3, 2020
PT Mandiri Utama Finance	PT Kompujasa Aktuaria Indonesia	December 31, 2020	December 31, 2019

The sensitivity of the defined benefit obligation to changes in actuarial assumptions are as follows (Bank Mandiri only) (unaudited):

	Years ended December 31,	
	2020	2019
Changes of assumptions:		
1% increase in discount rate	(2,489,120)	(2,532,019)
1% decrease in discount rate	3,286,384	3,589,252

53. OTHER OPERATING EXPENSES - OTHERS - NET

	Years ended December 31,	
	2020	2019
Insurance premiums on third party funds guarantee program	2,009,385	1,703,810
Fees and commissions expenses	654,062	655,171
Fees related to credit card and ATM transaction	491,326	636,865
Insurance sales force compensation	277,046	279,832
Bancassurance fee	359,889	331,043
Fees from RTGS, remittance and clearing transactions	57,898	83,305
Group insurance commissions	145,988	143,500
Others	1,558,048	1,386,542
	5,553,642	5,220,068

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54. NON-OPERATING (EXPENSE)/INCOME - NET

	Years ended December 31,	
	2020	2019
Gain on sale of fixed assets	9,507	12,529
Others - net	112,231	(22,603)
Net	121,738	(10,074)

55. COMMITMENTS AND CONTINGENCIES

The following accounts represent accounts which are recorded as off-balance sheet:

	December 31, 2020	December 31, 2019
COMMITMENTS		
Commitment payables:		
Unused loan facilities ^{*)}		
Related parties (Note 57)	(60,726,765)	(67,895,741)
Third parties	(108,855,685)	(116,865,692)
	(169,582,450)	(184,761,433)
Outstanding irrevocable letters of credit (Note 31):		
Related parties (Note 57)	(7,224,901)	(7,689,574)
Third parties	(8,220,470)	(9,875,779)
	(15,445,371)	(17,565,353)
Commitment payables - net	(185,027,821)	(202,326,786)
CONTINGENCIES		
Contingent receivables:		
Guarantees received from other banks	30,126,690	21,693,786
Interest receivable on non-performing assets	12,156,293	7,897,176
Others	32,729	32,729
	42,315,712	29,623,691
Contingent payables:		
Guarantees issued in the form of:		
Bank guarantees (Note 31):		
Related parties (Note 57)	(19,745,670)	(18,426,336)
Third parties	(78,522,673)	(78,037,060)
	(98,268,343)	(96,463,396)
Standby letters of credit (Note 31)		
Related parties (Note 57)	(6,208,229)	(9,253,918)
Third parties	(4,266,088)	(4,544,170)
	(10,474,317)	(13,798,088)
Others	(1,484,051)	(1,206,502)
Total	(110,226,711)	(111,467,986)
Contingent payables - net	(67,910,999)	(81,844,295)
	(252,938,820)	(284,171,081)

^{*)} Include committed and uncommitted credit card facilities

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56. FOREIGN CURRENCY TRANSACTIONS

The fair value of forward and cross currency swap transactions are presented as derivative receivables/payables in the consolidated statement of financial position (Note 11),

Details of outstanding buy and sell foreign currency spot transactions (Bank Mandiri only) as of December 31, 2020 and 2019 are as follows:

<u>Original Currency</u>	December 31, 2020			
	Spot - Buy		Spot - Sell	
	Original currency (full amount)	Rupiah equivalent	Original currency (full amount)	Rupiah equivalent
United States Dollar	7,000,000	98,350	89,186,232	1,253,067
Others ^{*)}		-		838,735
		98,350		2,091,802
		98,350		2,091,802
	December 31, 2019			
<u>Original Currency</u>	December 31, 2019			
	Spot - Buy		Spot - Sell	
	Original currency (full amount)	Rupiah equivalent	Original currency (full amount)	Rupiah equivalent
United States Dollar	235,020,000	3,262,665	288,858,500	4,010,078
Others ^{*)}		240,114		331,053
		3,502,779		4,341,131
		3,502,779		4,341,131

^{*)} Consist of various currencies,

57. RELATED PARTY TRANSACTIONS

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following related parties:

· **Related party relationship as the controlling shareholder:**

The Government of the Republic of Indonesia through Ministry of Finance.

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following related parties (continued):

• **Related parties relationship by ownership and/or management:**

No.	Related parties	Nature of relationship
1.	PT Kustodian Sentral Efek Indonesia	Associate Company
2.	PT Mandiri AXA General Insurance	Associate Company
3.	Dana Pensiun Bank Mandiri	Bank Mandiri as a founder
4.	Dana Pensiun Bank Mandiri 1	Bank Mandiri as a founder
5.	Dana Pensiun Bank Mandiri 2	Bank Mandiri as a founder
6.	Dana Pensiun Bank Mandiri 3	Bank Mandiri as a founder
7.	Dana Pensiun Bank Mandiri 4	Bank Mandiri as a founder
8.	PT Bumi Daya Plaza	Controlled by Dana Pensiun Bank Mandiri (since December 19, 2013)
9.	PT Pengelola Investama Mandiri	Controlled by Dana Pensiun Bank Mandiri (since December 19, 2013)
10.	PT Usaha Gedung Mandiri	Controlled by Dana Pensiun Bank Mandiri (since December 19, 2013)
11.	PT Estika Daya Mandiri	Controlled by Dana Pensiun Bank Mandiri 1
12.	PT Asuransi Staco Mandiri (formerly PT Asuransi Staco Jasapratama)	Controlled by Dana Pensiun Bank Mandiri 2
13.	PT Mulia Sasmita Bhakti	Controlled by Dana Pensiun Bank Mandiri 3
14.	PT Krida Upaya Tunggal	Controlled by Dana Pensiun Bank Mandiri 4
15.	PT Wahana Optima Permai	Controlled by Dana Pensiun Bank Mandiri 4
16.	Koperasi Kesehatan Pegawai dan Pensiunan Bank Mandiri (Mandiri Healthcare)	Significantly influenced by Bank Mandiri

The nature of transactions with related parties include investments in shares, debt securities issued, subordinated loans and marketable securities, loans, customer deposits and bank guarantees.

• **Related parties relationship with government related entities**

No.	Related parties	Nature of relationship
1.	PT Abipraya Nusantara Energi	Subsidiary of State Owned Enterprise
2.	PT Abuki Jaya Stainless	Subsidiary of State Owned Enterprise
3.	PT Adhi Commuter Properti	Subsidiary of State Owned Enterprise
4.	PT Adhi Persada Beton	Subsidiary of State Owned Enterprise
5.	PT Adhi Persada Gedung	Subsidiary of State Owned Enterprise
6.	PT Adhi Persada Properti	Subsidiary of State Owned Enterprise
7.	PT Administrasi Medika	Subsidiary of State Owned Enterprise
8.	PT Aero Globe Indonesia	Subsidiary of State Owned Enterprise
9.	PT Aero Systems Indonesia	Subsidiary of State Owned Enterprise
10.	PT Aero Wisata	Subsidiary of State Owned Enterprise
11.	PT Aerofood Indonesia	Subsidiary of State Owned Enterprise
12.	PT Aerojasa Cargo	Subsidiary of State Owned Enterprise
13.	PT Aerojasa Perkasa	Subsidiary of State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

· **Related parties relationship with government related entities (continued):**

No.	Related parties	Nature of relationship
14.	PT Aerotrans Service Indonesia	Subsidiary of State Owned Enterprise
15.	PT Agro Sinergi Nusantara	Subsidiary of State Owned Enterprise
16.	PT Akses Pelabuhan Indonesia	Subsidiary of State Owned Enterprise
17.	PT Alam Lestari Nusantara	Subsidiary of State Owned Enterprise
18.	PT Alur Pelayaran Barat Surabaya	Subsidiary of State Owned Enterprise
19.	PT Aneka Jasa Grhadika	Subsidiary of State Owned Enterprise
20.	PT Aneka Tambang	Subsidiary of State Owned Enterprise
21.	PT Angkasa Pura Aviasi	Subsidiary of State Owned Enterprise
22.	PT Angkasa Pura Hotel	Subsidiary of State Owned Enterprise
23.	PT Angkasa Pura Kargo	Subsidiary of State Owned Enterprise
24.	PT Angkasa Pura Logistik	Subsidiary of State Owned Enterprise
25.	PT Angkasa Pura Propertindo	Subsidiary of State Owned Enterprise
26.	PT Angkasa Pura Property	Subsidiary of State Owned Enterprise
27.	PT Angkasa Pura Retail	Subsidiary of State Owned Enterprise
28.	PT Angkasa Pura Solusi	Subsidiary of State Owned Enterprise
29.	PT Angkasa Pura Supports	Subsidiary of State Owned Enterprise
30.	PT Anpa International Ltd (Qq PT Akuel Asia Pulse Pte Ltd)	Subsidiary of State Owned Enterprise
31.	PT Antam Energi Indonesia	Subsidiary of State Owned Enterprise
32.	PT Antam Niterra Haltim	Subsidiary of State Owned Enterprise
33.	PT Antam Resourcindo	Subsidiary of State Owned Enterprise
34.	PT Artha Daya Coalindo	Subsidiary of State Owned Enterprise
35.	PT Arthindokarya Sejahtera	Subsidiary of State Owned Enterprise
36.	PT Askrindo Mitra Utama (formerly PT Usayasa Utama)	Subsidiary of State Owned Enterprise
37.	PT Asuransi Berdikari	Subsidiary of State Owned Enterprise
38.	PT Asuransi BRI Life	Subsidiary of State Owned Enterprise
39.	PT Asuransi Jasa Raharja Putera	Subsidiary of State Owned Enterprise
40.	PT Asuransi Jiwa Taspen	Subsidiary of State Owned Enterprise
41.	PT Asuransi Jiwa Tugu Mandiri (AJTM)	Subsidiary of State Owned Enterprise
42.	PT Asuransi Samsung Tugu	Subsidiary of State Owned Enterprise
43.	PT Asuransi Tokio Marine Indonesia	Subsidiary of State Owned Enterprise
44.	PT Badak Arun Solusi (formerly PT Patra Teknik)	Subsidiary of State Owned Enterprise
45.	PT Bahana Artha Ventura	Subsidiary of State Owned Enterprise
46.	PT Bahana Securities	Subsidiary of State Owned Enterprise
47.	PT Bahana TCW Investment Management	Subsidiary of State Owned Enterprise
48.	PT Bakti Timah Solusi Medika	Subsidiary of State Owned Enterprise
49.	PT Balai Lelang Artha Gasia	Subsidiary of State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

· **Related parties relationship with government related entities (continued):**

<u>No.</u>	<u>Related parties</u>	<u>Nature of relationship</u>
50.	PT Balebat Dedikasi Prima	Subsidiary of State Owned Enterprise
51.	PT Bali Griya Shanti	Subsidiary of State Owned Enterprise
52.	PT Bank BNI Syariah	Subsidiary of State Owned Enterprise
53.	PT Bank BRI Syariah Tbk	Subsidiary of State Owned Enterprise
54.	PT Batubara Bukit Kendi	Subsidiary of State Owned Enterprise
55.	PT Baturaja Multi Usaha	Subsidiary of State Owned Enterprise
56.	PT Belitung Intipermai	Subsidiary of State Owned Enterprise
57.	PT Berdikari Logistik Indonesia	Subsidiary of State Owned Enterprise
58.	PT Berkah Kawasan Manyar Sejahtera	Subsidiary of State Owned Enterprise
59.	PT Berkah Multi Cargo	Subsidiary of State Owned Enterprise
60.	PT Berlian Jasa Terminal Indonesia	Subsidiary of State Owned Enterprise
61.	PT Berlian Manyar Sejahtera	Subsidiary of State Owned Enterprise
62.	PT Bhakti Wasantara Net	Subsidiary of State Owned Enterprise
63.	PT Bhineka Wana	Subsidiary of State Owned Enterprise
64.	PT Bhumi Visatanda Tour & Travel	Subsidiary of State Owned Enterprise
65.	PT Bima Sepaja Abadi	Subsidiary of State Owned Enterprise
66.	PT BNI Asset Management	Subsidiary of State Owned Enterprise
67.	PT BNI Life Insurance	Subsidiary of State Owned Enterprise
68.	PT BNI Sekuritas	Subsidiary of State Owned Enterprise
69.	PT Borneo Alumina Indonesia	Subsidiary of State Owned Enterprise
70.	PT Borneo Edo International	Subsidiary of State Owned Enterprise
71.	PT BPR Rizky Barokah	Subsidiary of State Owned Enterprise
72.	PT Brantas Adya Surya Energi	Subsidiary of State Owned Enterprise
73.	PT Brantas Cakrawala Energi	Subsidiary of State Owned Enterprise
74.	PT Brantas Energi	Subsidiary of State Owned Enterprise
75.	PT Brantas Energi Mandiri	Subsidiary of State Owned Enterprise
76.	PT Brantas Hidro Energi	Subsidiary of State Owned Enterprise
77.	PT Brantas Mahalona Energi	Subsidiary of State Owned Enterprise
78.	PT Brantas Nipajaya Energi	Subsidiary of State Owned Enterprise
79.	PT Brantas Prospek Energi	Subsidiary of State Owned Enterprise
80.	PT Brantas Prospek Engineering	Subsidiary of State Owned Enterprise
81.	PT Brantas Prospek Mandiri	Subsidiary of State Owned Enterprise
82.	PT BRI Multifinance Indonesia	Subsidiary of State Owned Enterprise
83.	PT Bromo Steel Indonesia	Subsidiary of State Owned Enterprise
84.	PT Bukit Asam	Subsidiary of State Owned Enterprise
85.	PT Bukit Asam Banko	Subsidiary of State Owned Enterprise
86.	PT Bukit Asam Medika	Subsidiary of State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

· **Related parties relationship with government related entities (continued):**

<u>No.</u>	<u>Related parties</u>	<u>Nature of relationship</u>
87.	PT Bukit Asam Prima	Subsidiary of State Owned Enterprise
88.	PT Bukit Energi Investama	Subsidiary of State Owned Enterprise
89.	PT Bukit Energi Service Terpadu	Subsidiary of State Owned Enterprise
90.	PT Bukit Multi Investama	Subsidiary of State Owned Enterprise
91.	PT Bukit Multi Properti	Subsidiary of State Owned Enterprise
92.	PT Bumi Sawindo Permai	Subsidiary of State Owned Enterprise
93.	PT Cibaliung Sumber Daya	Subsidiary of State Owned Enterprise
94.	PT Cibitung Tanjung Priok Port Tollways	Subsidiary of State Owned Enterprise
95.	PT Cinere Serpong Jaya	Subsidiary of State Owned Enterprise
96.	PT Citilink Indonesia	Subsidiary of State Owned Enterprise
97.	PT Citra Bhakti Margatama Persada	Subsidiary of State Owned Enterprise
98.	PT Citra Lautan Teduh	Subsidiary of State Owned Enterprise
99.	PT Citra Lintas Angkasa	Subsidiary of State Owned Enterprise
100.	PT Citra Sari Makmur	Subsidiary of State Owned Enterprise
101.	PT Citra Tobindo Sukses Perkasa	Subsidiary of State Owned Enterprise
102.	PT Clariant Kujang Catalysts	Subsidiary of State Owned Enterprise
103.	PT Cogindo Dayabersama	Subsidiary of State Owned Enterprise
104.	PT Crompton Prima Switchgear Indonesia	Subsidiary of State Owned Enterprise
105.	PT Cut Meutia Medika Nusantara	Subsidiary of State Owned Enterprise
106.	PT Dalle Energy Batam (DEB)	Subsidiary of State Owned Enterprise
107.	PT Danareksa Capital	Subsidiary of State Owned Enterprise
108.	PT Danareksa Finance	Subsidiary of State Owned Enterprise
109.	PT Danareksa Investment Management	Subsidiary of State Owned Enterprise
110.	PT Danareksa Sekuritas	Subsidiary of State Owned Enterprise
111.	PT Dasaplast Nusantara	Subsidiary of State Owned Enterprise
112.	PT Dayamitra Telekomunikasi	Subsidiary of State Owned Enterprise
113.	PT Dok & Perkapalan Air Kantung	Subsidiary of State Owned Enterprise
114.	PT Dok & Perkapalan Kodja Bahari	Subsidiary of State Owned Enterprise
115.	PT Dok & Perkapalan Waiame	Subsidiary of State Owned Enterprise
116.	PT Donggi Senoro LNG	Subsidiary of State Owned Enterprise
117.	PT Dwimitra Enggang Khatulistiwa	Subsidiary of State Owned Enterprise
118.	PT Electronic Data Interchange Indonesia	Subsidiary of State Owned Enterprise
119.	PT Elnusa Fabrikasi Konstruksi	Subsidiary of State Owned Enterprise
120.	PT Elnusa Geosains Indonesia	Subsidiary of State Owned Enterprise
121.	PT Elnusa Oilfield Service	Subsidiary of State Owned Enterprise
122.	PT Elnusa Petrofin	Subsidiary of State Owned Enterprise
123.	PT Elnusa Tbk	Subsidiary of State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

• **Related parties relationship with government related entities (continued):**

<u>No.</u>	<u>Related parties</u>	<u>Nature of relationship</u>
124.	PT Elnusa Trans Samudera	Subsidiary of State Owned Enterprise
125.	PT Eltran Indonesia	Subsidiary of State Owned Enterprise
126.	PT Energi Agro Nusantara	Subsidiary of State Owned Enterprise
127.	PT Energi Pelabuhan Indonesia	Subsidiary of State Owned Enterprise
128.	PT Equiport Inti Indonesia	Subsidiary of State Owned Enterprise
129.	PT Farmalab Indoutama	Subsidiary of State Owned Enterprise
130.	PT Feni Haltim	Subsidiary of State Owned Enterprise
131.	PT Finnet Indonesia	Subsidiary of State Owned Enterprise
132.	PT Fintek Karya Nusantara	Subsidiary of State Owned Enterprise
133.	PT Freeport Indonesia	Subsidiary of State Owned Enterprise
134.	PT Gadang Hidro Energi	Subsidiary of State Owned Enterprise
135.	PT GAG Nikel	Subsidiary of State Owned Enterprise
136.	PT Gagas Energi Indonesia	Subsidiary of State Owned Enterprise
137.	PT Gapura Angkasa	Subsidiary of State Owned Enterprise
138.	PT Garuda Maintenance Facility Aero Asia	Subsidiary of State Owned Enterprise
139.	PT Gema Hutani Lestari	Subsidiary of State Owned Enterprise
140.	PT Geo Dipa Energi	Subsidiary of State Owned Enterprise
141.	PT GIEB Indonesia	Subsidiary of State Owned Enterprise
142.	PT GIH Indonesia	Subsidiary of State Owned Enterprise
143.	PT Gitanusa Sarana Niaga	Subsidiary of State Owned Enterprise
144.	PT Graha Investama Bersama	Subsidiary of State Owned Enterprise
145.	PT Graha Niaga Tata Utama	Subsidiary of State Owned Enterprise
146.	PT Graha Sarana Duta	Subsidiary of State Owned Enterprise
147.	PT Graha Yasa Selaras	Subsidiary of State Owned Enterprise
148.	PT Gresik Cipta Sejahtera	Subsidiary of State Owned Enterprise
149.	PT Griyaton Indonesia	Subsidiary of State Owned Enterprise
150.	PT Gunung Gajah Abadi	Subsidiary of State Owned Enterprise
151.	PT Gunung Kendaik	Subsidiary of State Owned Enterprise
152.	PT Hakaaston	Subsidiary of State Owned Enterprise
153.	PT Haleyora Power	Subsidiary of State Owned Enterprise
154.	PT Haleyora Powerindo	Subsidiary of State Owned Enterprise
155.	PT Hasta Kreasi Mandiri	Subsidiary of State Owned Enterprise
156.	PT HK Infrastruktur	Subsidiary of State Owned Enterprise
157.	PT HK Realtindo	Subsidiary of State Owned Enterprise
158.	PT Utama Prima	Subsidiary of State Owned Enterprise
159.	PT Utama Marga Waskita	Subsidiary of State Owned Enterprise
160.	PT Hutansanggaran Labanan Lestari	Subsidiary of State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

• **Related parties relationship with government related entities (continued):**

<u>No.</u>	<u>Related parties</u>	<u>Nature of relationship</u>
161.	PT Igaras	Subsidiary of State Owned Enterprise
162.	PT Indo Japan Steel Center	Subsidiary of State Owned Enterprise
163.	PT Indo Ridlatama Power	Subsidiary of State Owned Enterprise
164.	PT Indofarma Global Medika	Subsidiary of State Owned Enterprise
165.	PT Indometal London Ltd	Subsidiary of State Owned Enterprise
166.	PT Indonesia Air & Marine Supply	Subsidiary of State Owned Enterprise
167.	PT Indonesia Chemical Alumina	Subsidiary of State Owned Enterprise
168.	PT Indonesia Coal Resources	Subsidiary of State Owned Enterprise
169.	PT Indonesia Comnets Plus	Subsidiary of State Owned Enterprise
170.	PT Indonesia Kendaraan Terminal	Subsidiary of State Owned Enterprise
171.	PT Indonesia Power	Subsidiary of State Owned Enterprise
172.	PT Indonusa Telemedia	Subsidiary of State Owned Enterprise
173.	PT Indopelita Aircraft Service	Subsidiary of State Owned Enterprise
174.	PT Industri Karet Nusantara	Subsidiary of State Owned Enterprise
175.	PT Industri Kemasan Semen Gresik	Subsidiary of State Owned Enterprise
176.	PT Industri Nabati Lestari (PT Sinar Oleo Nusantara)	Subsidiary of State Owned Enterprise
177.	PT Infomedia Nusantara	Subsidiary of State Owned Enterprise
178.	PT Infomedia Solusi Humanika	Subsidiary of State Owned Enterprise
179.	PT Infrastruktur Telekomunikasi Indonesia	Subsidiary of State Owned Enterprise
180.	PT Inhutani I	Subsidiary of State Owned Enterprise
181.	PT Inhutani II	Subsidiary of State Owned Enterprise
182.	PT Inhutani III	Subsidiary of State Owned Enterprise
183.	PT Inhutani IV	Subsidiary of State Owned Enterprise
184.	PT Inhutani V	Subsidiary of State Owned Enterprise
185.	PT INKA Multi Solusi	Subsidiary of State Owned Enterprise
186.	PT Integrasi Logistik Cipta Solusi	Subsidiary of State Owned Enterprise
187.	PT International Mineral Capital	Subsidiary of State Owned Enterprise
188.	PT Inti Bagas Perkasa	Subsidiary of State Owned Enterprise
189.	PT Inti Global Optical Comm	Subsidiary of State Owned Enterprise
190.	PT IPC Terminal Petikemas	Subsidiary of State Owned Enterprise
191.	PT ITCI Kayan Hutani	Subsidiary of State Owned Enterprise
192.	PT Jababeka PP Properti	Subsidiary of State Owned Enterprise
193.	PT Jakarta Industrial Estate Pulogadung	Subsidiary of State Owned Enterprise
194.	PT Jakarta International Container Terminal	Subsidiary of State Owned Enterprise
195.	PT Jakarta Trans Metropolitan	Subsidiary of State Owned Enterprise
196.	PT Jalantol Lingkarluar Jakarta	Subsidiary of State Owned Enterprise
197.	PT Jalin Pembayaran Nusantara	Subsidiary of State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

· **Related parties relationship with government related entities (continued):**

<u>No.</u>	<u>Related parties</u>	<u>Nature of relationship</u>
198.	PT Jambi Prima Coal	Subsidiary of State Owned Enterprise
199.	PT Jasa Armada Indonesia	Subsidiary of State Owned Enterprise
200.	PT Jasa Marga Bali Tol	Subsidiary of State Owned Enterprise
201.	PT Jasa Marga Balikpapan Samarinda	Subsidiary of State Owned Enterprise
202.	PT Jasa Marga Gempol Pasuruan	Subsidiary of State Owned Enterprise
203.	PT Jasa Marga Jalanlayang Cikampek	Subsidiary of State Owned Enterprise
204.	PT Jasa Marga Japek Selatan (JJS)	Subsidiary of State Owned Enterprise
205.	PT Jasa Marga Kualanamu Tol	Subsidiary of State Owned Enterprise
206.	PT Jasa Marga Kunciran Cengkareng	Subsidiary of State Owned Enterprise
207.	PT Jasa Marga Manado Bitung	Subsidiary of State Owned Enterprise
208.	PT Jasa Marga Pandaan Malang	Subsidiary of State Owned Enterprise
209.	PT Jasa Marga Pandaan Tol	Subsidiary of State Owned Enterprise
210.	PT Jasa Marga Probolinggo Banyuwangi	Subsidiary of State Owned Enterprise
211.	PT Jasa Marga Properti	Subsidiary of State Owned Enterprise
212.	PT Jasa Marga Semarang Batang	Subsidiary of State Owned Enterprise
213.	PT Jasa Marga Ngawi Kertosono Kediri	Subsidiary of State Owned Enterprise
214.	PT Jasa Marga Surabaya Mojokerto	Subsidiary of State Owned Enterprise
215.	PT Jasa Marga Solo Ngawi	Subsidiary of State Owned Enterprise
216.	PT Jasa Marga Tollroad Maintenance	Subsidiary of State Owned Enterprise
217.	PT Jasa Marga Tollroad Operator (JMTO)	Subsidiary of State Owned Enterprise
218.	PT Jasa Marga Transjawa Tol (JTT)	Subsidiary of State Owned Enterprise
219.	PT Jasa Peralatan Pelabuhan Indonesia	Subsidiary of State Owned Enterprise
220.	PT Jasa Prima Logistik Bulog	Subsidiary of State Owned Enterprise
221.	PT Jawa Satu Power	Subsidiary of State Owned Enterprise
222.	PT KAI Commuter Jabodetabek	Subsidiary of State Owned Enterprise
223.	PT Kalimantan Jawa Gas	Subsidiary of State Owned Enterprise
224.	PT Kalimantan Medika Nusantara	Subsidiary of State Owned Enterprise
225.	PT Kaltim Daya Mandiri	Subsidiary of State Owned Enterprise
226.	PT Kaltim Industrial Estate	Subsidiary of State Owned Enterprise
227.	PT Kaltim Jasa Sekuriti	Subsidiary of State Owned Enterprise
228.	PT Kaltim Jordan Abadi	Subsidiary of State Owned Enterprise
229.	PT Kaltim Kariangau Terminal	Subsidiary of State Owned Enterprise
230.	PT Karya Citra Nusantara	Subsidiary of State Owned Enterprise
231.	PT Kawasan Industri Gresik	Subsidiary of State Owned Enterprise
232.	PT Kawasan Industri Kujang Cikampek	Subsidiary of State Owned Enterprise
233.	PT Kereta Api Logistik	Subsidiary of State Owned Enterprise
234.	PT Kereta Api Pariwisata	Subsidiary of State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

· **Related parties relationship with government related entities (continued):**

<u>No.</u>	<u>Related parties</u>	<u>Nature of relationship</u>
235.	PT Kerimas Witikco Makmur (PT Kerimas)	Subsidiary of State Owned Enterprise
236.	PT Kertas Padalarang	Subsidiary of State Owned Enterprise
237.	PT Kharisma Pemasaran Bersama Logistik	Subsidiary of State Owned Enterprise
238.	PT Kharisma Pemasaran Bersama Nusantara	Subsidiary of State Owned Enterprise
239.	PT KHI Pipe Industries	Subsidiary of State Owned Enterprise
240.	PT Kimia Farma Apotek	Subsidiary of State Owned Enterprise
241.	PT Kimia Farma Diagnostika	Subsidiary of State Owned Enterprise
242.	PT Kimia Farma Sungwun Pharmacopia	Subsidiary of State Owned Enterprise
243.	PT Kimia Farma Trading & Distribution	Subsidiary of State Owned Enterprise
244.	PT Kliring Perdagangan Berjangka Indonesia	Subsidiary of State Owned Enterprise
245.	PT Koba Tin	Subsidiary of State Owned Enterprise
246.	PT Kodja Terramarin	Subsidiary of State Owned Enterprise
247.	PT Komipo Pembangkitan Jawa Bali	Subsidiary of State Owned Enterprise
248.	PT Krakatau Argo Logistics	Subsidiary of State Owned Enterprise
249.	PT Krakatau Bandar Samudra	Subsidiary of State Owned Enterprise
250.	PT Krakatau Blue Water	Subsidiary of State Owned Enterprise
251.	PT Krakatau Daedong Machinery	Subsidiary of State Owned Enterprise
252.	PT Krakatau Daya Listrik	Subsidiary of State Owned Enterprise
253.	PT Krakatau Engineering	Subsidiary of State Owned Enterprise
254.	PT Krakatau Golden Lime	Subsidiary of State Owned Enterprise
255.	PT Krakatau Industrial Estate Cilegon	Subsidiary of State Owned Enterprise
256.	PT Krakatau Information Technology	Subsidiary of State Owned Enterprise
257.	PT Krakatau Medika	Subsidiary of State Owned Enterprise
258.	PT Krakatau Nasional Resources	Subsidiary of State Owned Enterprise
259.	PT Krakatau Niaga Indonesia	Subsidiary of State Owned Enterprise
260.	PT Krakatau Nippon Steel Sumikin	Subsidiary of State Owned Enterprise
261.	PT Krakatau Osaka Steel	Subsidiary of State Owned Enterprise
262.	PT Krakatau Posco	Subsidiary of State Owned Enterprise
263.	PT Krakatau Prima Dharma Sentana	Subsidiary of State Owned Enterprise
264.	PT Krakatau Samator	Subsidiary of State Owned Enterprise
265.	PT Krakatau Semen Indonesia	Subsidiary of State Owned Enterprise
266.	PT Krakatau Tirta Industri	Subsidiary of State Owned Enterprise
267.	PT Krakatau Wajatama	Subsidiary of State Owned Enterprise
268.	PT Krakatau Wajatama Osaka Steel Marketing	Subsidiary of State Owned Enterprise
269.	PT Kresna Kusuma Dyandra Marga	Subsidiary of State Owned Enterprise
270.	PT Kujang Tatar Persada	Subsidiary of State Owned Enterprise
271.	PT Kujang Tirta Sarana	Subsidiary of State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

· **Related parties relationship with government related entities (continued):**

<u>No.</u>	<u>Related parties</u>	<u>Nature of relationship</u>
272.	PT Lamong Energi Indonesia	Subsidiary of State Owned Enterprise
273.	PT Laras Astra Kartika	Subsidiary of State Owned Enterprise
274.	PT LEN Railway Systems	Subsidiary of State Owned Enterprise
275.	PT LEN Telekomunikasi Indonesia	Subsidiary of State Owned Enterprise
276.	PT Limbong Hidro Energi	Subsidiary of State Owned Enterprise
277.	PT Madu Baru	Subsidiary of State Owned Enterprise
278.	PT Mardec Nusa Riau	Subsidiary of State Owned Enterprise
279.	PT Marga Lingkar Jakarta	Subsidiary of State Owned Enterprise
280.	PT Marga Sarana Jabar	Subsidiary of State Owned Enterprise
281.	PT Marga Trans Nusantara	Subsidiary of State Owned Enterprise
282.	PT Mega Citra Utama	Subsidiary of State Owned Enterprise
283.	PT Mega Eltra	Subsidiary of State Owned Enterprise
284.	PT Melon Indonesia	Subsidiary of State Owned Enterprise
285.	PT Menara Antam Sejahtera (MAS)	Subsidiary of State Owned Enterprise
286.	PT Menara Maritim Indonesia	Subsidiary of State Owned Enterprise
287.	PT Meratus Jaya Iron & Steel	Subsidiary of State Owned Enterprise
288.	PT Merpati Training Center	Subsidiary of State Owned Enterprise
289.	PT Metra Digital Media	Subsidiary of State Owned Enterprise
290.	PT Metra Plasa	Subsidiary of State Owned Enterprise
291.	PT MetraNet	Subsidiary of State Owned Enterprise
292.	PT Minahasa Brantas Energi	Subsidiary of State Owned Enterprise
293.	PT Mirtasari Hotel Development	Subsidiary of State Owned Enterprise
294.	PT Mitra Cipta Polasarana	Subsidiary of State Owned Enterprise
295.	PT Mitra Dagang Madani	Subsidiary of State Owned Enterprise
296.	PT Mitra Energi Batam (MEB)	Subsidiary of State Owned Enterprise
297.	PT Mitra Hasrat Bersama (MHB)	Subsidiary of State Owned Enterprise
298.	PT Mitra Karya Prima	Subsidiary of State Owned Enterprise
299.	PT Mitra Kerinci	Subsidiary of State Owned Enterprise
300.	PT Mitra Proteksi Madani	Subsidiary of State Owned Enterprise
301.	PT Mitra Rajawali Banjaran	Subsidiary of State Owned Enterprise
302.	PT Mitra Tekno Madani	Subsidiary of State Owned Enterprise
303.	PT Mitra Tour & Travel	Subsidiary of State Owned Enterprise
304.	PT Mitrasraya Adhijasa	Subsidiary of State Owned Enterprise
305.	PT Mitratani Dua Tujuh	Subsidiary of State Owned Enterprise
306.	PT Muba Daya Pratama	Subsidiary of State Owned Enterprise
307.	PT Multi Nitrotama Kimia (MNK)	Subsidiary of State Owned Enterprise
308.	PT Multi Terminal Indonesia	Subsidiary of State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

· **Related parties relationship with government related entities (continued):**

No.	Related parties	Nature of relationship
309.	PT Multimedia Nusantara	Subsidiary of State Owned Enterprise
310.	PT New Priok Container Terminal One	Subsidiary of State Owned Enterprise
311.	PT Nikel Halmahera Timur (NHT)	Subsidiary of State Owned Enterprise
312.	PT Nindya Beton	Subsidiary of State Owned Enterprise
313.	PT Nindya Karya	Subsidiary of State Owned Enterprise
314.	PT Nusa Karya Arindo	Subsidiary of State Owned Enterprise
315.	PT Nusantara Batulicin	Subsidiary of State Owned Enterprise
316.	PT Nusantara Medika Utama	Subsidiary of State Owned Enterprise
317.	PT Nusantara Regas	Subsidiary of State Owned Enterprise
318.	PT Nusantara Sukses Investasi	Subsidiary of State Owned Enterprise
319.	PT Nusantara Terminal Services	Subsidiary of State Owned Enterprise
320.	PT Nusantara Turbin dan Propulsi	Subsidiary of State Owned Enterprise
321.	PT Nutech Integrasi	Subsidiary of State Owned Enterprise
322.	PT Optima Nusa Tujuh	Subsidiary of State Owned Enterprise
323.	PT Pal Marine Service	Subsidiary of State Owned Enterprise
324.	PT Palawi Risorsis	Subsidiary of State Owned Enterprise
325.	PT Pann Pembiayaan Maritim	Subsidiary of State Owned Enterprise
326.	PT Patra Drilling Contractor	Subsidiary of State Owned Enterprise
327.	PT Patra Jasa	Subsidiary of State Owned Enterprise
328.	PT Patra Logistik	Subsidiary of State Owned Enterprise
329.	PT Patra Nusa Data	Subsidiary of State Owned Enterprise
330.	PT Patra Trading	Subsidiary of State Owned Enterprise
331.	PT PBM Adhiguna Putera	Subsidiary of State Owned Enterprise
332.	PT Pefindo Biro Kredit	Subsidiary of State Owned Enterprise
333.	PT Pegadaian Galeri Dua Empat	Subsidiary of State Owned Enterprise
334.	PT Pekanbaru Permai Propertindo	Subsidiary of State Owned Enterprise
335.	PT Pelabuhan Bukit Prima	Subsidiary of State Owned Enterprise
336.	PT Pelabuhan Tanjung Priok	Subsidiary of State Owned Enterprise
337.	PT Pelat Timah Nusantara Tbk (PT Latinusa)	Subsidiary of State Owned Enterprise
338.	PT Pelayanan Energi Batam	Subsidiary of State Owned Enterprise
339.	PT Pelayaran Bahtera Adiguna	Subsidiary of State Owned Enterprise
340.	PT Pefindo Energi Logistik	Subsidiary of State Owned Enterprise
341.	PT Pelindo Husada Citra (PT Rumah Sakit Primasatya Husada Citra)	Subsidiary of State Owned Enterprise
342.	PT Pelindo Marine Service	Subsidiary of State Owned Enterprise
343.	PT Pelindo Properti Indonesia	Subsidiary of State Owned Enterprise
344.	PT Pelita Air Service	Subsidiary of State Owned Enterprise
345.	PT Pelita Indonesia Djaya Corporation	Subsidiary of State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

· **Related parties relationship with government related entities (continued):**

<u>No.</u>	<u>Related parties</u>	<u>Nature of relationship</u>
346.	PT Pemalang Batang Toll Road	Subsidiary of State Owned Enterprise
347.	PT Pembangkitan Jawa Bali (PJB)	Subsidiary of State Owned Enterprise
348.	PT Pendawa Lestari Perkasa	Subsidiary of State Owned Enterprise
349.	PT Pendidikan Maritim dan Logistik Indonesia	Subsidiary of State Owned Enterprise
350.	PT Pengembang Pelabuhan Indonesia	Subsidiary of State Owned Enterprise
351.	PT Pengerukan Indonesia (Rukindo)	Subsidiary of State Owned Enterprise
352.	PT Perta Daya Gas	Subsidiary of State Owned Enterprise
353.	PT Perhutani Anugerah Kimia	Subsidiary of State Owned Enterprise
354.	PT Perjaya Bravo Energi	Subsidiary of State Owned Enterprise
355.	PT Perkebunan Agrintara (PA)	Subsidiary of State Owned Enterprise
356.	PT Perkebunan Mitra Ogan	Subsidiary of State Owned Enterprise
357.	PT Perkebunan Nusantara I	Subsidiary of State Owned Enterprise
358.	PT Perkebunan Nusantara II	Subsidiary of State Owned Enterprise
359.	PT Perkebunan Nusantara IV	Subsidiary of State Owned Enterprise
360.	PT Perkebunan Nusantara IX	Subsidiary of State Owned Enterprise
361.	PT Perkebunan Nusantara V	Subsidiary of State Owned Enterprise
362.	PT Perkebunan Nusantara VI	Subsidiary of State Owned Enterprise
363.	PT Perkebunan Nusantara VII	Subsidiary of State Owned Enterprise
364.	PT Perkebunan Nusantara VIII	Subsidiary of State Owned Enterprise
365.	PT Perkebunan Nusantara X	Subsidiary of State Owned Enterprise
366.	PT Perkebunan Nusantara XI	Subsidiary of State Owned Enterprise
367.	PT Perkebunan Nusantara XII	Subsidiary of State Owned Enterprise
368.	PT Perkebunan Nusantara XIII	Subsidiary of State Owned Enterprise
369.	PT Perkebunan Nusantara XIV	Subsidiary of State Owned Enterprise
370.	PT Permata Graha Nusantara	Subsidiary of State Owned Enterprise
371.	PT Permodalan Nasional Madani Venture Capital	Subsidiary of State Owned Enterprise
372.	PT Peroksida Indonesia Pratama	Subsidiary of State Owned Enterprise
373.	PT Perta Arun Gas	Subsidiary of State Owned Enterprise
374.	PT Pertamina Bina Medika	Subsidiary of State Owned Enterprise
375.	PT Pertamina Dana Ventura	Subsidiary of State Owned Enterprise
376.	PT Pertamina Drilling Services Indonesia	Subsidiary of State Owned Enterprise
377.	PT Pertamina East Natuna	Subsidiary of State Owned Enterprise
378.	PT Pertamina EP	Subsidiary of State Owned Enterprise
379.	PT Pertamina Gas	Subsidiary of State Owned Enterprise
380.	PT Pertamina Geothermal Energy	Subsidiary of State Owned Enterprise
381.	PT Pertamina Hulu Energi	Subsidiary of State Owned Enterprise
382.	PT Pertamina Hulu Indonesia	Subsidiary of State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

· **Related parties relationship with government related entities (continued):**

<u>No.</u>	<u>Related parties</u>	<u>Nature of relationship</u>
383.	PT Pertamina Hulu Mahakam	Subsidiary of State Owned Enterprise
384.	PT Pertamina Hulu Sanga Sanga	Subsidiary of State Owned Enterprise
385.	PT Pertamina Internasional Eksplorasi dan Produksi	Subsidiary of State Owned Enterprise
386.	PT Pertamina International Shipping	Subsidiary of State Owned Enterprise
387.	PT Pertamina International Timor SA	Subsidiary of State Owned Enterprise
388.	PT Pertamina Lubricants	Subsidiary of State Owned Enterprise
389.	PT Pertamina Patra Niaga	Subsidiary of State Owned Enterprise
390.	PT Pertamina Power Indonesia	Subsidiary of State Owned Enterprise
391.	PT Pertamina Retail	Subsidiary of State Owned Enterprise
392.	PT Pertamina Training & Consulting	Subsidiary of State Owned Enterprise
393.	PT Pertamina Trans Kontinental	Subsidiary of State Owned Enterprise
394.	PT Peruri Digital Security	Subsidiary of State Owned Enterprise
395.	PT Peruri Properti	Subsidiary of State Owned Enterprise
396.	PT Perusahaan Gas Negara	Subsidiary of State Owned Enterprise
397.	PT Pesonna Indonesia Jaya	Subsidiary of State Owned Enterprise
398.	PT Pesonna Optima Jasa	Subsidiary of State Owned Enterprise
399.	PT Peteka Karya Gapura	Subsidiary of State Owned Enterprise
400.	PT Peteka Karya Jala	Subsidiary of State Owned Enterprise
401.	PT Peteka Karya Samudera	Subsidiary of State Owned Enterprise
402.	PT Peteka Karya Tirta	Subsidiary of State Owned Enterprise
403.	PT Petro Jordan Abadi	Subsidiary of State Owned Enterprise
404.	PT Petrokimia Gresik	Subsidiary of State Owned Enterprise
405.	PT Petrokimia Kayaku	Subsidiary of State Owned Enterprise
406.	PT Petrokopindo Cipta Selaras	Subsidiary of State Owned Enterprise
407.	PT Petronika	Subsidiary of State Owned Enterprise
408.	PT Petrosida Gresik	Subsidiary of State Owned Enterprise
409.	PT PG Rajawali I	Subsidiary of State Owned Enterprise
410.	PT PG Rajawali II	Subsidiary of State Owned Enterprise
411.	PT PGAS Solution	Subsidiary of State Owned Enterprise
412.	PT PGAS Telekomunikasi Nusantara	Subsidiary of State Owned Enterprise
413.	PT PGN LNG Indonesia	Subsidiary of State Owned Enterprise
414.	PT Phapros Tbk	Subsidiary of State Owned Enterprise
415.	PT PHE Abar	Subsidiary of State Owned Enterprise
416.	PT PHE Metana Kalimantan B	Subsidiary of State Owned Enterprise
417.	PT PHE Metana Sumatera 5	Subsidiary of State Owned Enterprise
418.	PT PHE ONWJ	Subsidiary of State Owned Enterprise
419.	PT PHE OSES Ltd	Subsidiary of State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

• **Related parties relationship with government related entities (continued):**

<u>No.</u>	<u>Related parties</u>	<u>Nature of relationship</u>
420.	PT PHE Semai II	Subsidiary of State Owned Enterprise
421.	PT PHE West Madura Offshore	Subsidiary of State Owned Enterprise
422.	PT PINS Indonesia	Subsidiary of State Owned Enterprise
423.	PT PJB Investasi	Subsidiary of State Owned Enterprise
424.	PT PJB Services	Subsidiary of State Owned Enterprise
425.	PT PLN Batam	Subsidiary of State Owned Enterprise
426.	PT PLN Batubara Niaga	Subsidiary of State Owned Enterprise
427.	PT PLN Batubara	Subsidiary of State Owned Enterprise
428.	PT PLN Enjinering	Subsidiary of State Owned Enterprise
429.	PT PLN Tarakan	Subsidiary of State Owned Enterprise
430.	PT PNM Investment Management	Subsidiary of State Owned Enterprise
431.	PT Portek Indonesia	Subsidiary of State Owned Enterprise
432.	PT Pos Logistik Indonesia	Subsidiary of State Owned Enterprise
433.	PT Pos Properti Indonesia	Subsidiary of State Owned Enterprise
434.	PT PP Energi	Subsidiary of State Owned Enterprise
435.	PT PP Infrastruktur	Subsidiary of State Owned Enterprise
436.	PT PP Presisi (formerly PT PP Peralatan)	Subsidiary of State Owned Enterprise
437.	PT PP Properti	Subsidiary of State Owned Enterprise
438.	PT PP Properti Jababeka Residen	Subsidiary of State Owned Enterprise
439.	PT PP Urban (formerly PT PP Pracetak)	Subsidiary of State Owned Enterprise
440.	PT PPA Finance	Subsidiary of State Owned Enterprise
441.	PT PPA Kapital	Subsidiary of State Owned Enterprise
442.	PT Pratama Mitra Sejati	Subsidiary of State Owned Enterprise
443.	PT Pratama Persada Airbone	Subsidiary of State Owned Enterprise
444.	PT Prima Armada raya	Subsidiary of State Owned Enterprise
445.	PT Prima Citra Nutrindo	Subsidiary of State Owned Enterprise
446.	PT Prima Husada Cipta Medan	Subsidiary of State Owned Enterprise
447.	PT Prima Indonesia Logistik	Subsidiary of State Owned Enterprise
448.	PT Prima Layanan Niaga Suku Cadang	Subsidiary of State Owned Enterprise
449.	PT Prima Medica Nusantara	Subsidiary of State Owned Enterprise
450.	PT Prima Multi Terminal	Subsidiary of State Owned Enterprise
451.	PT Prima Pengembangan Kawasan	Subsidiary of State Owned Enterprise
452.	PT Prima Power Nusantara	Subsidiary of State Owned Enterprise
453.	PT Prima Terminal Peti Kemas	Subsidiary of State Owned Enterprise
454.	PT Propernas Griya Utama	Subsidiary of State Owned Enterprise
455.	PT Pupuk Agro Nusantara	Subsidiary of State Owned Enterprise
456.	PT Pupuk Indonesia Energi	Subsidiary of State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

• **Related parties relationship with government related entities (continued):**

<u>No.</u>	<u>Related parties</u>	<u>Nature of relationship</u>
457.	PT Pupuk Indonesia Logistik	Subsidiary of State Owned Enterprise
458.	PT Pupuk Indonesia Pangan	Subsidiary of State Owned Enterprise
459.	PT Pupuk Iskandar Muda	Subsidiary of State Owned Enterprise
460.	PT Pupuk Kalimantan Timur	Subsidiary of State Owned Enterprise
461.	PT Pupuk Kujang	Subsidiary of State Owned Enterprise
462.	PT Pupuk Sriwidjaja Palembang	Subsidiary of State Owned Enterprise
463.	PT Purantara Mitra Angkasa Dua	Subsidiary of State Owned Enterprise
464.	PT Puspertino	Subsidiary of State Owned Enterprise
465.	PT Pusri Agro Lestari	Subsidiary of State Owned Enterprise
466.	PT Putra Indo Tenaga	Subsidiary of State Owned Enterprise
467.	PT Railink	Subsidiary of State Owned Enterprise
468.	PT Rajawali Citramass	Subsidiary of State Owned Enterprise
469.	PT Rajawali Nusindo	Subsidiary of State Owned Enterprise
470.	PT Rajawali Tanjungsari Enjiniring	Subsidiary of State Owned Enterprise
471.	PT Rantepao Hidro Energi	Subsidiary of State Owned Enterprise
472.	PT Ratah Timber	Subsidiary of State Owned Enterprise
473.	PT Reasuransi Nasional Indonesia	Subsidiary of State Owned Enterprise
474.	PT Recon Sarana Utama	Subsidiary of State Owned Enterprise
475.	PT Rekadaya ElektriKA	Subsidiary of State Owned Enterprise
476.	PT Rekadaya ElektriKA Consult	Subsidiary of State Owned Enterprise
477.	PT Rekindo Global Jasa	Subsidiary of State Owned Enterprise
478.	PT Rekayasa Cakrawala Resources	Subsidiary of State Owned Enterprise
479.	PT Rekayasa Engineering	Subsidiary of State Owned Enterprise
480.	PT Rekayasa Industri (PT Rekind)	Subsidiary of State Owned Enterprise
481.	PT Rekind Daya Mamuju	Subsidiary of State Owned Enterprise
482.	PT Reska Multi Usaha	Subsidiary of State Owned Enterprise
483.	PT Riset Perkebunan Nusantara	Subsidiary of State Owned Enterprise
484.	PT Rolas Nusantara Mandiri	Subsidiary of State Owned Enterprise
485.	PT Rolas Nusantara Medika	Subsidiary of State Owned Enterprise
486.	PT Rolas Nusantara Tambang	Subsidiary of State Owned Enterprise
487.	PT Rumah Sakit Bhakti Timah	Subsidiary of State Owned Enterprise
488.	PT Rumah Sakit Pelabuhan	Subsidiary of State Owned Enterprise
489.	PT Rumah Sakit Pelni	Subsidiary of State Owned Enterprise
490.	PT Sabre Travel Network Indonesia (formerly ADSI)	Subsidiary of State Owned Enterprise
491.	PT Sahung Brantas Energi	Subsidiary of State Owned Enterprise
492.	PT Saka Energi Bangkanai Barat	Subsidiary of State Owned Enterprise
493.	PT Saka Energi Indonesia	Subsidiary of State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

· **Related parties relationship with government related entities (continued):**

<u>No.</u>	<u>Related parties</u>	<u>Nature of relationship</u>
494.	PT Saka Pangkah LLC	Subsidiary of State Owned Enterprise
495.	PT Sarana Aceh Ventura	Subsidiary of State Owned Enterprise
496.	PT Sarana Agro Nusantara	Subsidiary of State Owned Enterprise
497.	PT Sarana Bandar Logistik	Subsidiary of State Owned Enterprise
498.	PT Sarana Bandar Nasional	Subsidiary of State Owned Enterprise
499.	PT Sarana Bengkulu Ventura	Subsidiary of State Owned Enterprise
500.	PT Sarana Jabar Ventura	Subsidiary of State Owned Enterprise
501.	PT Sarana Jakarta Ventura	Subsidiary of State Owned Enterprise
502.	PT Sarana Jambi Ventura	Subsidiary of State Owned Enterprise
503.	PT Sarana Jateng Ventura	Subsidiary of State Owned Enterprise
504.	PT Sarana Jatim Ventura	Subsidiary of State Owned Enterprise
505.	PT Sarana Kalbar Ventura	Subsidiary of State Owned Enterprise
506.	PT Sarana Kalsel Ventura	Subsidiary of State Owned Enterprise
507.	PT Sarana Kaltim Ventura	Subsidiary of State Owned Enterprise
508.	PT Sarana Papua Ventura	Subsidiary of State Owned Enterprise
509.	PT Sarana Riau Ventura	Subsidiary of State Owned Enterprise
510.	PT Sarana Sulsel Ventura	Subsidiary of State Owned Enterprise
511.	PT Sarana Sulut Ventura	Subsidiary of State Owned Enterprise
512.	PT Sarana Surakarta Ventura	Subsidiary of State Owned Enterprise
513.	PT Sari Arthamas (Sari Pacific Hotel)	Subsidiary of State Owned Enterprise
514.	PT Sari Valuta Asing	Subsidiary of State Owned Enterprise
515.	PT Satria Bahana Sarana	Subsidiary of State Owned Enterprise
516.	PT Segara Indochon	Subsidiary of State Owned Enterprise
517.	PT Semen Gresik	Subsidiary of State Owned Enterprise
518.	PT Semen Indonesia Aceh	Subsidiary of State Owned Enterprise
519.	PT Semen Indonesia Beton (formerly PT SGG Prima Beton)	Subsidiary of State Owned Enterprise
520.	PT Semen Indonesia Distributor (formerly PT Waru Abadi)	Subsidiary of State Owned Enterprise
521.	PT Semen Indonesia International	Subsidiary of State Owned Enterprise
522.	PT Semen Indonesia Logistik (formerly PT Varia Usaha)	Subsidiary of State Owned Enterprise
523.	PT Semen Kupang Indonesia	Subsidiary of State Owned Enterprise
524.	PT Semen Padang	Subsidiary of State Owned Enterprise
525.	PT Semen Tonasa	Subsidiary of State Owned Enterprise
526.	PT Senggigi Pratama Internasional	Subsidiary of State Owned Enterprise
527.	PT Sentul PP Properti	Subsidiary of State Owned Enterprise
528.	PT Sepatim Batamtama	Subsidiary of State Owned Enterprise
529.	PT Sepoetih Daya Prima	Subsidiary of State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

· **Related parties relationship with government related entities (continued):**

No.	Related parties	Nature of relationship
530.	PT Sinergi Mitra Investama (dahulu PT SGG Energi Prima)	Subsidiary of State Owned Enterprise
531.	PT Sigma Cipta Caraka	Subsidiary of State Owned Enterprise
532.	PT Sigma Cipta Utama	Subsidiary of State Owned Enterprise
533.	PT Sigma Utama	Subsidiary of State Owned Enterprise
534.	PT Sinergi Informatika Semen Indonesia	Subsidiary of State Owned Enterprise
535.	PT Sinergi Investasi Properti	Subsidiary of State Owned Enterprise
536.	PT Sinergi Perkebunan Nusantara (SPN)	Subsidiary of State Owned Enterprise
537.	PT Sinkona Indonesia Lestari	Subsidiary of State Owned Enterprise
538.	PT Sintas Kurama Perdana	Subsidiary of State Owned Enterprise
539.	PT Solusi Bangun Andalas	Subsidiary of State Owned Enterprise
540.	PT Solusi Bangun Beton	Subsidiary of State Owned Enterprise
541.	PT Solusi Bangun Indonesia	Subsidiary of State Owned Enterprise
542.	PT Solusi Energy Nusantara	Subsidiary of State Owned Enterprise
543.	PT Sri Pamela Medika Nusantara	Subsidiary of State Owned Enterprise
544.	PT Sriwijaya Markmore Persada	Subsidiary of State Owned Enterprise
545.	PT Sucofindo Advisory Utama	Subsidiary of State Owned Enterprise
546.	PT Sucofindo Episi	Subsidiary of State Owned Enterprise
547.	PT Sumber Segara Primadaya (S2P)	Subsidiary of State Owned Enterprise
548.	PT Sumberdaya Arindo	Subsidiary of State Owned Enterprise
549.	PT Surabaya Industrial Estate Rungkut (SIER)	Subsidiary of State Owned Enterprise
550.	PT Surveyor Carbon Consulting Indonesia	Subsidiary of State Owned Enterprise
551.	PT Surya Energi Indotama	Subsidiary of State Owned Enterprise
552.	PT Swadaya Graha	Subsidiary of State Owned Enterprise
553.	PT Tanjung Alam Jaya	Subsidiary of State Owned Enterprise
554.	PT Telekomunikasi Indonesia International	Subsidiary of State Owned Enterprise
555.	PT Telekomunikasi Selular	Subsidiary of State Owned Enterprise
556.	PT Telemedia Dinamika Sarana	Subsidiary of State Owned Enterprise
557.	PT Telkom Akses	Subsidiary of State Owned Enterprise
558.	PT Telkom Landmark Tower	Subsidiary of State Owned Enterprise
559.	PT Telkom Satelit Indonesia (formerly PT Patra Telekomunikasi Indonesia)	Subsidiary of State Owned Enterprise
560.	PT Terminal Peti Kemas Surabaya	Subsidiary of State Owned Enterprise
561.	PT Terminal Teluk Lamong	Subsidiary of State Owned Enterprise
562.	PT Tiar Daya Hidro	Subsidiary of State Owned Enterprise
563.	PT Tiga Mutiara Nusantara (TMN)	Subsidiary of State Owned Enterprise
564.	PT Timah	Subsidiary of State Owned Enterprise
565.	PT Timah Agro Manunggal	Subsidiary of State Owned Enterprise
566.	PT Timah Industri	Subsidiary of State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

• **Related parties relationship with government related entities (continued):**

<u>No.</u>	<u>Related parties</u>	<u>Nature of relationship</u>
567.	PT Timah Investasi Mineral	Subsidiary of State Owned Enterprise
568.	PT Timah Karya Persada Properti (formerly PT Timah Adhi Wijaya)	Subsidiary of State Owned Enterprise
569.	PT Tiphone Mobile Indonesia Tbk	Subsidiary of State Owned Enterprise
570.	PT Tracon Industri	Subsidiary of State Owned Enterprise
571.	PT Trans Jabar Tol	Subsidiary of State Owned Enterprise
572.	PT Trans Marga Jateng	Subsidiary of State Owned Enterprise
573.	PT Transportasi Gas Indonesia	Subsidiary of State Owned Enterprise
574.	PT Tri Sari Veem	Subsidiary of State Owned Enterprise
575.	PT Truba Bara Banyu Enim	Subsidiary of State Owned Enterprise
576.	PT Tugu Insurance Company Ltd Hongkong	Subsidiary of State Owned Enterprise
577.	PT Tugu Pratama Indonesia	Subsidiary of State Owned Enterprise
578.	PT Tugu Pratama Interindo	Subsidiary of State Owned Enterprise
579.	PT Tugu Reasuransi Indonesia	Subsidiary of State Owned Enterprise
580.	PT United Tractors Semen Gresik	Subsidiary of State Owned Enterprise
581.	PT Varia Usaha Bahari	Subsidiary of State Owned Enterprise
582.	PT Varia Usaha Beton	Subsidiary of State Owned Enterprise
583.	PT Varia Usaha Dharma Segara	Subsidiary of State Owned Enterprise
584.	PT Varia Usaha Lintas Segara	Subsidiary of State Owned Enterprise
585.	PT Waskita Beton Precast Tbk	Subsidiary of State Owned Enterprise
586.	PT Waskita Bumi Wira	Subsidiary of State Owned Enterprise
587.	PT Waskita Fim Perkasa Realti	Subsidiary of State Owned Enterprise
588.	PT Waskita Karya Energi	Subsidiary of State Owned Enterprise
589.	PT Waskita Karya Realty	Subsidiary of State Owned Enterprise
590.	PT Waskita Sangir Energi	Subsidiary of State Owned Enterprise
591.	PT Waskita Toll Road	Subsidiary of State Owned Enterprise
592.	PT Waskita Wado Energi	Subsidiary of State Owned Enterprise
593.	PT Widar Mandripa Nusantara	Subsidiary of State Owned Enterprise
594.	PT Wijaya Karya Aspal	Subsidiary of State Owned Enterprise
595.	PT Wijaya Karya Bangunan Gedung	Subsidiary of State Owned Enterprise
596.	PT Wijaya Karya Beton	Subsidiary of State Owned Enterprise
597.	PT Wijaya Karya Bitumen	Subsidiary of State Owned Enterprise
598.	PT Wijaya Karya Industri dan Konstruksi	Subsidiary of State Owned Enterprise
599.	PT Wijaya Karya Intrade Energy	Subsidiary of State Owned Enterprise
600.	PT Wijaya Karya Komponen Beton	Subsidiary of State Owned Enterprise
601.	PT Wijaya Karya Krakatau Beton	Subsidiary of State Owned Enterprise
602.	PT Wijaya Karya Pracetak Gedung	Subsidiary of State Owned Enterprise
603.	PT Wijaya Karya Realty	Subsidiary of State Owned Enterprise
604.	PT Wijaya Karya Realty Minor Development	Subsidiary of State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

· **Related parties relationship with government related entities (continued):**

<u>No.</u>	<u>Related parties</u>	<u>Nature of relationship</u>
605.	PT Wisma Seratus Sejahtera	Subsidiary of State Owned Enterprise
606.	PT Yasa Industri Nusantara	Subsidiary of State Owned Enterprise
607.	Saka Indonesia Pangkah BV	Subsidiary of State Owned Enterprise
608.	Timah International Investment Pte Ltd	Subsidiary of State Owned Enterprise
609.	PT Asuransi Jasa Raharja	State Owned Enterprise
610.	Perum BULOG	State Owned Enterprise
611.	Perum DAMRI	State Owned Enterprise
612.	Perum Jaminan Kredit Indonesia (Jamkrindo)	State Owned Enterprise
613.	Perum Jasa Tirta I	State Owned Enterprise
614.	Perum Jasa Tirta II	State Owned Enterprise
615.	Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (Perum LPPNPI)	State Owned Enterprise
616.	Perum LKBN Antara	State Owned Enterprise
617.	Perum Pegadaian	State Owned Enterprise
618.	Perum Pengangkutan Djakarta (PPD)	State Owned Enterprise
619.	Perum Percetakan Negara Republik Indonesia	State Owned Enterprise
620.	Perum Percetakan Uang Republik Indonesia (Perum PERURI)	State Owned Enterprise
621.	Perum Perhutani	State Owned Enterprise
622.	Perum Perikanan Indonesia (Perum PERINDO)	State Owned Enterprise
623.	Perum Perumnas	State Owned Enterprise
624.	Perum Produksi Film Negara	State Owned Enterprise
625.	PT Adhi Karya (Persero) Tbk	State Owned Enterprise
626.	PT Amarta Karya	State Owned Enterprise
627.	PT Angkasa Pura I (Persero)	State Owned Enterprise
628.	PT Angkasa Pura II (Persero)	State Owned Enterprise
629.	PT ASABRI	State Owned Enterprise
630.	PT ASDP Indonesia Ferry	State Owned Enterprise
631.	PT Asuransi Jasa Indonesia	State Owned Enterprise
632.	PT Asuransi Jiwasraya	State Owned Enterprise
633.	PT Asuransi Kredit Indonesia (PT Askrindo)	State Owned Enterprise
634.	PT Bahana Pembinaan Usaha Indonesia	State Owned Enterprise
635.	PT Balai Pustaka	State Owned Enterprise
636.	PT Bank Negara Indonesia (Persero) Tbk,	State Owned Enterprise
637.	PT Bank Rakyat Indonesia (Persero) Tbk,	State Owned Enterprise
638.	PT Bank Tabungan Negara (Persero) Tbk,	State Owned Enterprise
639.	PT Barata Indonesia	State Owned Enterprise
640.	PT Berdikari	State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

· **Related parties relationship with government related entities (continued):**

<u>No.</u>	<u>Related parties</u>	<u>Nature of relationship</u>
641.	PT Bhandha Ghara Reksa	State Owned Enterprise
642.	PT Bina Karya	State Owned Enterprise
643.	PT Bio Farma	State Owned Enterprise
644.	PT Biro Klasifikasi Indonesia	State Owned Enterprise
645.	PT Boma Bisma Indra	State Owned Enterprise
646.	PT Brantas Abipraya	State Owned Enterprise
647.	PT Dahana	State Owned Enterprise
648.	PT Danareksa	State Owned Enterprise
649.	PT Dirgantara Indonesia	State Owned Enterprise
650.	PT Djakarta Lloyd	State Owned Enterprise
651.	PT Dok & Perkapalan Surabaya	State Owned Enterprise
652.	PT Energy Management Indonesia	State Owned Enterprise
653.	PT Garam	State Owned Enterprise
654.	PT Garuda Indonesia	State Owned Enterprise
655.	PT Hotel Indonesia Natour	State Owned Enterprise
656.	PT Utama Karya	State Owned Enterprise
657.	PT Iglas	State Owned Enterprise
658.	PT Indah Karya	State Owned Enterprise
659.	PT Indofarma	State Owned Enterprise
660.	PT Indonesia Asahan Aluminium (INALUM)	State Owned Enterprise
661.	PT Indra Karya	State Owned Enterprise
662.	PT Industri Kapal Indonesia	State Owned Enterprise
663.	PT Industri Kereta Api (INKA)	State Owned Enterprise
664.	PT Industri Nuklir Indonesia	State Owned Enterprise
665.	PT Industri Sandang Nusantara	State Owned Enterprise
666.	PT Industri Telekomunikasi Indonesia (INTI)	State Owned Enterprise
667.	PT Istaka Karya	State Owned Enterprise
668.	PT Jasa Marga Tbk	State Owned Enterprise
669.	PT Kawasan Berikat Nusantara	State Owned Enterprise
670.	PT Kawasan Industri Makasar	State Owned Enterprise
671.	PT Kawasan Industri Medan	State Owned Enterprise
672.	PT Kawasan Industri Wijayakusuma	State Owned Enterprise
673.	PT Kereta Api Indonesia	State Owned Enterprise
674.	PT Kertas Kraft Aceh	State Owned Enterprise
675.	PT Kertas Leces	State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

• **Related parties relationship with government related entities (continued):**

<u>No.</u>	<u>Related parties</u>	<u>Nature of relationship</u>
676.	PT Kimia Farma Tbk	State Owned Enterprise
677.	PT Kliring Berjangka Indonesia	State Owned Enterprise
678.	PT Krakatau Steel Tbk	State Owned Enterprise
679.	PT Len Industri	State Owned Enterprise
680.	PT Merpati Nusantara Airlines	State Owned Enterprise
681.	PT PAL Indonesia	State Owned Enterprise
682.	PT Pann Multi Finance	State Owned Enterprise
683.	PT Pelabuhan Indonesia I	State Owned Enterprise
684.	PT Pelabuhan Indonesia II	State Owned Enterprise
685.	PT Pelabuhan Indonesia III	State Owned Enterprise
686.	PT Pelabuhan Indonesia IV	State Owned Enterprise
687.	PT Pelayaran Nasional Indonesia (PT PELNI)	State Owned Enterprise
688.	PT Pembangunan Perumahan	State Owned Enterprise
689.	PT Pengembangan Pariwisata Indonesia	State Owned Enterprise
690.	PT Pengusahaan Daerah Industri Pulau Batam	State Owned Enterprise
691.	PT Perikanan Nusantara	State Owned Enterprise
692.	PT Perkebunan Nusantara III	State Owned Enterprise
693.	PT Permodalan Nasional Madani	State Owned Enterprise
694.	PT Pertamina	State Owned Enterprise
695.	PT Pertani	State Owned Enterprise
696.	PT Perusahaan Listrik Negara	State Owned Enterprise
697.	PT Perusahaan Pengelola Aset	State Owned Enterprise
698.	PT Perusahaan Perdagangan Indonesia	State Owned Enterprise
699.	PT Pindad	State Owned Enterprise
700.	PT Pos Indonesia	State Owned Enterprise
701.	PT Primmisima	State Owned Enterprise
702.	PT Pupuk Indonesia Holding Company	State Owned Enterprise
703.	PT Rajawali Nusantara Indonesia	State Owned Enterprise
704.	PT Reasuransi Indonesia Utama	State Owned Enterprise
705.	PT Sang Hyang Seri	State Owned Enterprise
706.	PT Sarinah	State Owned Enterprise
707.	PT Semen Baturaja	State Owned Enterprise
708.	PT Semen Indonesia	State Owned Enterprise
709.	PT Semen Kupang	State Owned Enterprise
710.	PT Sucofindo	State Owned Enterprise
711.	PT Survai Udara Penas	State Owned Enterprise
712.	PT Surveyor Indonesia	State Owned Enterprise

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57. RELATED PARTY TRANSACTIONS (continued)

In the normal course of business, Bank Mandiri entered into certain significant transactions with the following parties (continued):

· **Related parties relationship with government related entities (continued):**

<u>No.</u>	<u>Related parties</u>	<u>Nature of relationship</u>
713.	PT Taman Wisata Candi Borobudur, Prambanan & Ratu Boko	State Owned Enterprise
714.	PT Taspen	State Owned Enterprise
715.	PT Telekomunikasi Indonesia (PT Telkom)	State Owned Enterprise
716.	PT Varuna Tirta Prakasya	State Owned Enterprise
717.	PT Virama Karya	State Owned Enterprise
718.	PT Waskita Karya	State Owned Enterprise
719.	PT Wijaya Karya	State Owned Enterprise
720.	PT Yodya Karya	State Owned Enterprise
721.	BPJS Kesehatan	Social Security Institution
722.	BPJS Ketenagakerjaan	Social Security Institution
723.	PT Indonesia Infrastruktur Finance	Financial Institution
724.	PT Penjaminan Infrastruktur Indonesia	Financial Institution
725.	PT Sarana Multi Infrastruktur	Financial Institution
726.	PT Sarana Multigriya Finansial	Financial Institution
727.	Lembaga Pembiayaan Ekspor Indonesia	Financial Institution

Nature of transactions with government related entities are current accounts with other bank, placements with other banks, marketable securities, government bonds, other receivables - trade transaction, derivative receivables, loans, consumer financing receivables, acceptance receivables, derivative payables, deposit from customers, deposits from other bank, acceptance payables, liabilities on securities sold under agreements to repurchase, debt securities issued, fund borrowings, subordinated loans and subordinated debt, unused loan facility, bank guarantees, irrevocable letters of credit and standby letters of credit.

In the ordinary course of its business, the Group also purchases or pays for services, such as telecommunication expense, utility expense and other expenses to government related entities.

· **Transactions with management and key personnel of Bank Mandiri**

Total gross salaries and allowances, bonus and tantiem, long-term employment benefits of the Boards of Commissioners, Directors, Audit Committee and Risk Monitoring, Sharia Supervisory Board and Senior Executive Vice President and Senior Vice President (Note 50) for the year ended December 31, 2020 and 2019 amounted to Rp1,442,558 and Rp1,380,804 or 3,55% and 3,45% of total consolidated operating expenses - others, respectively.

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57. RELATED PARTY TRANSACTIONS (continued)

Details of significant transactions with related parties as of December 31, 2020 and 2019, are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
<u>Assets</u>		
Current accounts with other banks (Note 5a)	11,801	4,493
Placements with Bank Indonesia and other banks (Note 6b)	3,132,589	1,499,924
Marketable securities (Note 7a) ^{*)}	25,953,136	27,377,257
Government bonds (Note 8)	159,690,627	129,000,300
Other receivables - trade transactions (Note 9a)	14,016,134	14,186,619
Derivative receivables (Note 11)	199,976	18,817
Loans (Note 12A.a)	174,023,228	171,384,121
Consumer financing receivables (Note 13a)	6,867	6,758
Acceptance receivables (Note 15a)	1,023,452	1,198,875
Investments in shares (Note 16a)	1,799,313	112,298
Total assets with related parties	<u>379,857,123</u>	<u>344,789,462</u>
Total consolidated assets	<u>1,429,334,484</u>	<u>1,318,246,335</u>
Percentage of total assets with related parties to total consolidated assets	<u>26.58%</u>	<u>26.16%</u>
<u>Liabilities</u>		
Deposits from customers		
Demand deposits and <i>wadiah</i> demand deposits (Note 21a)	89,393,039	60,118,497
Saving deposits and <i>wadiah</i> saving deposit (Note 22a)	3,808,514	3,307,760
Time deposits (Note 23a)	48,559,521	34,132,147
Deposits from other banks		
Demand deposits, <i>wadiah</i> demand deposit and saving deposits (Note 24a)	49,162	148,557
Derivative payables (Note 11)	131,127	42,505
Acceptance payables (Note 29a)	1,745,968	2,076,355
Debt securities issued (Note 30)	10,091,100	10,696,100
Fund borrowings (Note 36)	1,168,181	984,974
Subordinated loans and marketable securities (Note 37)	107,750	127,750
Total liabilities with related parties	<u>155,054,362</u>	<u>111,634,645</u>
Total consolidated liabilities	<u>1,151,267,847</u>	<u>1,025,749,580</u>
Percentage of total liabilities with related parties to total consolidated liabilities	<u>13.47%</u>	<u>10.88%</u>
Temporary <i>syirkah</i> funds (Note 38)	<u>4,155,630</u>	<u>1,733,920</u>
Percentage to total temporary <i>syirkah</i> funds	<u>4.93%</u>	<u>2.08%</u>

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57. RELATED PARTY TRANSACTIONS (continued)

Details of significant transactions with related parties as of December 31, 2020 and 2019, are as follows (continued):

	Years ended December 31,	
	2020	2019
<u>Statement of profit or loss and other comprehensive income</u>		
Interest income from government bonds and treasury bills (Note 41)	7,646,185	6,951,891
Percentage to interest income and sharia Income	8.76%	7.60%
Interest expense from fund borrowings	20,314	51,349
Percentage to interest expense and sharia expense	0.07%	0.16%
Years ended December 31,		
	2020	2019
Commitments and contingencies (Note 55)		
Unused loan facilities	60,726,765	67,895,741
Outstanding irrevocable letters of credit	7,224,901	7,689,574
Guarantees issued in the form of bank guarantee	19,745,670	18,426,336
Guarantees issued in the form of Standby letters of credit	6,208,229	9,253,918
Total commitments and contingencies for related parties	93,905,565	103,265,569
Total consolidated commitments and contingencies - net	252,938,820	284,171,081
Percentages of total commitments and contingencies with related parties to consolidated assets	37.13%	36.34%

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58. SEGMENT INFORMATION

The Group has presented its operating segments in a manner consistent with the internal reporting provided for operational decision making (refer to Note 2ak).

The following describes the operations in each reportable segments as of December 31, 2020 and 2019:

- Corporate Banking : including loans, customer deposits and other transactions belong to corporate customers, including state-owned and private enterprises.
- Commercial Banking : including loans to medium scale and automotive sector, customer deposits and other transactions belong to commercial custom.
- Government Institutional : including loans, costumer deposits and other transactions belong to government entities and pension plan of state-owned enterprises.
- Retail Banking (consists of consumer/individual segment and micro & business and wealth segment) : including loans granted to business entities or individuals with micro-scale to small, products or other services such as deposits, payment transactions and other transactions belong to micro and small customers also consumer finance loans, including mortgage loans, credit cards and other products and services such as deposits, payment transactions and other transactions belong to individual customers.
- Treasury & International Banking : treasury segment associated with treasury activities of the Bank include foreign exchange, money market, fixed income, international banking business, capital markets and supervision of the Overseas Branches.
- Head Office : mainly managing the assets and liabilities of the Group other than those managed by other operating segments including accepting the cost allocation for the provision of the centralizing services to other segments as well as income/costs that are not allocated to other segments reporting.
- Subsidiary - Sharia : including all transactions conducted by a Subsidiary engaged in sharia banking.
- Subsidiaries - Insurance : including all transactions conducted by Subsidiaries engaged in life insurance, health insurance and general insurance.
- Subsidiary - other than sharia : including all transactions of Subsidiaries engaged in consumer finance, remittance services, securities and banking.

These consolidated financial statements are originally issued in the Indonesian language.

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58. SEGMENT INFORMATION (continued)

December 31, 2020 ¹⁾											
Description	Corporate Banking	Commercial Banking	Government Institutional	Retail Banking	Treasury & International Banking	Head Office	Subsidiary - sharia	Subsidiaries - insurance	Subsidiaries - other than insurance and sharia	Adjustment and Elimination ²⁾	Total
Consolidated statement of profit or loss and other comprehensive income											
Interest and sharia income ³⁾	29,626,240	15,379,461	6,117,208	63,457,813	12,188,773	170,765	8,634,480	399,571	6,677,337	(55,330,531)	87,321,117
Interest and sharia expense ³⁾	(20,510,964)	(10,035,551)	(4,303,694)	(30,489,152)	(4,712,202)	(121,248)	(2,590,383)	-	(3,422,929)	45,373,135	(30,812,988)
Net interest and sharia income	9,115,276	5,343,910	1,813,514	32,968,661	7,476,571	49,517	6,044,097	399,571	3,254,408	(9,957,396)	56,508,129
Net premium income	-	-	-	-	-	-	-	1,847,604	-	(333,889)	1,513,715
Net interest and sharia and premium income	9,115,276	5,343,910	1,813,514	32,968,661	7,476,571	49,517	6,044,097	2,247,175	3,254,408	(10,291,285)	58,021,844
Other operating income:											
Other fees and commission	1,720,944	523,493	313,678	5,766,754	368,551	2,223,338	1,491,043	-	1,042,468	(506,586)	12,943,683
Other	715,998	155,794	34,308	3,610,703	4,634,194	1,055,694	685,783	1,339,085	3,245,628	(734,988)	14,742,199
Total	2,436,942	679,287	347,986	9,377,457	5,002,745	3,279,032	2,176,826	1,339,085	4,288,096	(1,241,574)	27,685,882
Reversal of/(allowance for) impairment losses on financial assets and others	(3,964,359)	(5,189,375)	230,057	(8,896,630)	(79,821)	(1,510,786)	(1,976,274)	-	(1,352,065)	(156,892)	(22,896,145)
Unrealised gains/(losses) from increase/(decrease) in fair value of policy holders' investment in unit-link contracts	-	-	-	-	-	-	-	12,487	-	-	12,487
Gain on sale of marketable securities and government bonds	-	-	-	-	-	945,801	-	8,222	45,003	-	999,026
Other operating expenses:											
Salaries and employee benefit	(160,129)	(293,755)	(91,955)	(2,440,166)	(130,794)	(10,048,388)	(2,167,489)	(492,300)	(2,279,345)	333,888	(17,770,433)
General and administrative expense	(83,500)	(86,903)	(150,778)	(2,454,719)	(154,689)	(10,403,538)	(1,732,190)	(813,571)	(1,442,828)	-	(17,322,716)
Other	(1,370,120)	(677,782)	(363,535)	(16,661,962)	(337,784)	15,216,576	(416,372)	(1,092,374)	(364,461)	514,172	(5,553,642)
Total	(1,613,749)	(1,058,440)	(606,268)	(21,556,847)	(623,267)	(5,235,350)	(4,316,051)	(2,398,245)	(4,086,634)	848,060	(40,646,791)
Non-operating income/(expense) - net	-	-	-	-	-	220,994	(17,622)	-	(76,289)	(5,345)	121,738
Tax expense	-	-	-	-	-	(4,840,145)	(476,488)	(147,815)	(187,969)	-	(5,652,417)
Net income	5,974,110	(224,618)	1,785,289	11,892,641	11,776,228	(7,090,937)	1,434,488	1,060,909	1,884,550	(10,847,036)	17,645,624
Net income attributable to:											
Noncontrolling interest	-	-	-	-	-	-	-	-	-	-	526,371
Parent Entity	-	-	-	-	-	-	-	-	-	-	17,119,253
Consolidated statement of financial position											
Loans - gross	309,632,987	156,501,772	24,577,377	262,713,556	8,620,596	1,557,128	83,222,876	-	25,902,445	(2,583,272)	870,145,465
Total assets	322,800,047	135,172,905	25,593,355	255,575,245	235,229,615	234,674,274	126,907,940	39,791,921	68,204,436	(14,615,254)	1,429,334,484
Demand deposits and wadiah demand deposits	(120,560,259)	(47,216,651)	(42,933,853)	(68,831,715)	(4,443,589)	-	(20,875,426)	-	(165,288)	576,490	(304,450,291)
Saving deposits and wadiah saving deposits	(7,086,785)	(8,177,198)	(1,216,337)	(322,109,076)	(109,541)	-	(7,921,251)	-	(4,742,003)	-	(351,362,191)
Time deposits	(36,003,987)	(27,365,141)	(50,424,994)	(167,943,498)	(4,533,682)	-	-	-	(22,735,448)	1,225,470	(307,781,280)
Total deposit from customers	(163,651,031)	(82,758,990)	(94,575,184)	(558,884,289)	(9,086,812)	-	(28,796,677)	-	(27,642,739)	1,801,960	(963,593,762)
Total liabilities	(170,890,842)	(85,055,589)	(95,147,753)	(560,828,662)	(17,178,819)	(104,237,566)	(31,734,327)	(35,497,519)	(56,809,925)	6,113,155	(1,151,267,847)

¹⁾ In accordance with operating segments of Bank Mandiri (Note 2ak).

²⁾ Include component of internal transfer pricing among operating segments.

³⁾ Include elimination of internal transfer pricing or reclassification among operating segments and elimination for Subsidiaries.

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58. SEGMENT INFORMATION (continued)

December 31, 2019 ¹⁾											
Description	Corporate Banking	Commercial Banking	Government Institutional	Retail Banking	Treasury & International Banking	Head Office	Subsidiary - sharia	Subsidiaries - insurance	Subsidiaries - other than insurance and sharia	Adjustment and Elimination ²⁾	Total
Consolidated statement of profit or loss and other comprehensive income											
Interest and sharia income ³⁾	31,508,487	15,792,654	6,138,427	67,377,512	10,437,527	156,478	8,417,748	397,436	6,717,915	(55,419,094)	91,525,090
Interest and sharia expense ³⁾	(22,974,579)	(11,210,249)	(4,693,246)	(31,674,017)	(5,531,012)	(211,111)	(3,014,676)	-	(3,399,793)	50,623,781	(32,084,902)
Net interest and sharia income	8,533,908	4,582,405	1,445,181	35,703,495	4,906,515	(54,633)	5,403,072	397,436	3,318,122	(4,795,313)	59,440,188
Net premium income	-	-	-	-	-	-	-	2,118,647	-	(311,144)	1,807,503
Net interest and sharia and premium income	8,533,908	4,582,405	1,445,181	35,703,495	4,906,515	(54,633)	5,403,072	2,516,083	3,318,122	(5,106,457)	61,247,691
Other operating income:											
Other fees and commission	1,967,111	693,043	379,279	6,265,331	339,521	2,427,708	1,783,982	-	838,445	(477,985)	14,216,435
Other	291,177	111,156	11,010	3,916,018	4,004,581	1,409,145	201,389	1,103,063	1,682,249	(455,825)	12,273,963
Total	2,258,288	804,199	390,289	10,181,349	4,344,102	3,836,853	1,985,371	1,103,063	2,520,694	(933,810)	26,490,398
Reversal of/(allowance for) impairment losses on financial assets and others	(1,214,279)	(3,739,769)	(3,998)	(5,622,102)	(1,635)	716,455	(1,530,499)	-	(674,616)	(2,020)	(12,072,463)
Unrealised gains/(losses) from increase/(decrease) in fair value of policy holders' investment in unit-link contracts	-	-	-	-	-	-	-	5,726	2,479	-	8,205
Gain on sale of marketable securities and government bonds	-	-	-	-	-	793,519	-	23,991	36,340	-	853,850
Other operating expenses:											
Salaries and employee benefit	(168,222)	(278,299)	(186,223)	(2,503,962)	(132,064)	(9,634,860)	(2,084,091)	(455,351)	(2,089,118)	311,144	(17,221,046)
General and administrative expense	(121,537)	(101,670)	(533,124)	(2,762,435)	(126,655)	(10,085,379)	(1,687,202)	(805,174)	(1,411,877)	-	(17,635,053)
Other	(256,227)	(123,402)	(151,221)	(1,332,411)	(301,907)	(1,892,054)	(321,362)	(1,093,382)	(247,956)	499,854	(5,220,068)
Total	(545,986)	(503,371)	(870,568)	(6,598,808)	(560,626)	(21,612,293)	(4,092,655)	(2,353,907)	(3,748,951)	810,998	(40,076,167)
Non-operating income/(expense) - net	-	-	-	-	-	57,594	(50,285)	-	(17,383)	-	(10,074)
Tax expense	-	-	-	-	-	(6,980,790)	(439,972)	(178,279)	(386,807)	-	(7,985,848)
Net income	9,031,931	1,143,464	960,904	33,663,934	8,688,356	(23,243,295)	1,275,032	1,116,677	1,049,878	(5,231,289)	28,455,592
Net income attributable to:											
Noncontrolling interest	-	-	-	-	-	-	-	-	-	-	973,459
Parent Entity	-	-	-	-	-	-	-	-	-	-	27,482,133
Consolidated statement of financial position											
Loans - gross	329,763,941	151,424,144	27,027,984	275,953,020	6,820,070	1,361,958	75,173,775	-	20,852,431	(2,542,086)	885,835,237
Total assets	354,295,785	143,398,957	27,651,440	277,201,816	149,188,110	176,947,767	112,298,325	34,969,777	56,556,392	(14,262,034)	1,318,246,335
Demand deposits and wadiah demand deposits	(100,667,400)	(41,898,718)	(25,459,231)	(60,358,283)	(8,013,579)	-	(11,510,301)	-	(376,625)	839,870	(247,444,267)
Saving deposits and wadiah saving deposits	(7,451,380)	(10,698,060)	(1,072,276)	(296,554,444)	(77,073)	-	(5,126,726)	-	(3,508,113)	-	(324,488,072)
Time deposits	(38,735,792)	(23,067,620)	(45,243,111)	(150,470,646)	(5,337,928)	-	-	-	(16,259,914)	939,005	(278,176,006)
Total deposit from customers	(146,854,572)	(75,664,398)	(71,774,618)	(507,383,373)	(13,428,580)	-	(16,637,027)	-	(20,144,652)	1,778,875	(850,108,345)
Total liabilities	(152,499,274)	(78,851,135)	(72,022,009)	(509,673,421)	(20,104,685)	(101,072,006)	(19,433,761)	(30,741,502)	(47,595,584)	6,243,797	(1,025,749,580)

¹⁾ In accordance with operating segments of Bank Mandiri (Note 2ak).

²⁾ Including component of internal transfer pricing among operating segments.

³⁾ Including elimination of internal transfer pricing or reclassification among operating segments and elimination for Subsidiaries.

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58. SEGMENT INFORMATION (continued)

Geographical segment

The principal operations of the Group is managed in Indonesia, Asia (Singapore, Hong Kong, Timor Leste, Shanghai, Malaysia), Western Europe (England) and Cayman Islands, Information concerning the geographical segments of the Group is set out in the table below:

Information on geographical segment for the year ended December 31, 2020:

	Indonesia	Asia	West Europe	Cayman Islands	Consolidated
Consolidated statement of profit or loss and other comprehensive income					
Interest and sharia income	85,524,740	1,404,667	71,796	319,914	87,321,117
Interest and sharia expense	(30,223,503)	(508,284)	(20,449)	(60,752)	(30,812,988)
Net interest and sharia income	55,301,237	896,383	51,347	259,162	56,508,129
Net premium income	1,513,715	-	-	-	1,513,715
Net interest and sharia and premium income	56,814,952	896,383	51,347	259,162	58,021,844
Other operating income:					
Others fees and commissions	12,666,452	244,123	-	33,108	12,943,683
Others	14,451,651	159,239	5,127	126,182	14,742,199
Total	27,118,103	403,362	5,127	159,290	27,685,882
(Allowance for)/reversal of impairment losses on financial assets and others	(22,927,027)	(70,526)	939	100,469	(22,896,145)
Unrealised gains/(losses) from increase/(decrease) in fair value of marketable securities, government bonds, and policyholders' investment in unit-link contracts	12,487	-	-	-	12,487
Gain on sale of marketable securities and government bonds	886,200	102,717	-	10,109	999,026
Other operating expenses:					
Salaries and employee benefit	(17,545,262)	(186,744)	(29,710)	(8,717)	(17,770,433)
General, administrative expenses and others	(22,695,178)	(139,520)	(20,834)	(20,826)	(22,876,358)
Total	(40,240,440)	(326,264)	(50,544)	(29,543)	(40,646,791)
Non operating income/(expense) - net	84,906	57,443	-	(20,611)	121,738
Tax expense	(5,499,212)	(151,548)	(1,657)	-	(5,652,417)
Net income	16,249,969	911,567	5,212	478,876	17,645,624
Net income attributable to:					
Noncontrolling interest	-	-	-	-	526,371
Parent Entity	-	-	-	-	17,119,253
Consolidated statement of financial position					
Loans	830,943,451	31,629,367	240,030	7,332,617	870,145,465
Total assets	1,366,238,494	48,460,937	2,178,249	12,456,804	1,429,334,484
Demand deposits and wadiah demand deposits	(300,209,822)	(4,179,019)	(61,450)	-	(304,450,291)
Saving deposits and wadiah saving deposits	(348,882,679)	(2,479,512)	-	-	(351,362,191)
Time deposits	(306,246,981)	(1,534,299)	-	-	(307,781,280)
Total deposit from customers	(955,339,482)	(8,192,830)	(61,450)	-	(963,593,762)
Total liabilities	(1,089,240,693)	(48,228,651)	(1,432,004)	(12,366,499)	(1,151,267,847)

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58. SEGMENT INFORMATION (continued)

Geographical segment (continued)

Information on geographical segment for the year ended December 31, 2019:

	Indonesia	Asia	West Europe	Cayman Islands	Consolidated
Consolidated statement of profit or loss and other comprehensive income					
Interest and sharia income	89,829,280	1,192,514	92,331	410,965	91,525,090
Interest and sharia expense	(31,302,122)	(644,100)	(41,572)	(97,108)	(32,084,902)
Net interest and sharia income	58,527,158	548,414	50,759	313,857	59,440,188
Net premium income	1,807,503	-	-	-	1,807,503
Net interest and sharia and premium income	60,334,661	548,414	50,759	313,857	61,247,691
Other operating income:					
Others fees and commissions	13,891,091	280,996	-	44,348	14,216,435
Others	11,989,798	168,859	5,671	109,635	12,273,963
Total	25,880,889	449,855	5,671	153,983	26,490,398
(Allowance for)/reversal of impairment losses on financial assets and others	(12,277,257)	91,045	-	113,749	(12,072,463)
Unrealised gains/(losses) from increase/(decrease) in fair value of marketable securities, government bonds, and policyholders' investment in unit-link contracts	8,205	-	-	-	8,205
Gain on sale of marketable securities and government bonds	704,066	149,784	-	-	853,850
Other operating expenses:					
Salaries and employee benefit	(17,010,452)	(173,854)	(23,597)	(13,143)	(17,221,046)
General, administrative expenses and others	(22,674,170)	(132,100)	(20,779)	(28,072)	(22,855,121)
Total	(39,684,622)	(305,954)	(44,376)	(41,215)	(40,076,167)
Non operating income/(expense) - net	(82,988)	99,027	-	(26,113)	(10,074)
Tax expense	(7,846,179)	(137,519)	(2,150)	-	(7,985,848)
Net income	27,036,775	894,652	9,904	514,261	28,455,592
Net income attributable to:					
Noncontrolling interest	-	-	-	-	973,459
Parent Entity	-	-	-	-	27,482,133
Consolidated statement of financial position					
Loans	850,428,612	28,276,194	536,120	6,594,311	885,835,237
Total assets	1,260,518,160	41,619,677	2,585,317	13,523,181	1,318,246,335
Demand deposits and <i>wadiah</i> demand deposits	(241,672,996)	(5,490,921)	(280,350)	-	(247,444,267)
Saving deposits and <i>wadiah</i> saving deposits	(322,075,799)	(2,412,273)	-	-	(324,488,072)
Time deposits	(274,576,454)	(3,599,552)	-	-	(278,176,006)
Total deposit from customers	(838,325,249)	(11,502,746)	(280,350)	-	(850,108,345)
Total liabilities	(968,855,444)	(41,562,216)	(1,861,378)	(13,470,542)	(1,025,749,580)

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59. CAPITAL ADEQUACY RATIO

Capital risk management

Bank Mandiri's capital policy is prudently complied with the regulatory capital requirement, diversifying its capital resources to anticipate long-term strategic plans and efficiently allocate capital to business segments that have the potential to provide an optimal risk-return profile, including placement and investment in Subsidiaries in order to meet stakeholder's expectations including investors and regulators.

Bank Mandiri ensures it has sufficient capital to meet credit risk, market risk and operational risk, both in supporting business growth in normal conditions and anticipating stress conditions.

The Capital Adequacy Ratio (CAR) calculated in accordance with FSA's Regulation No. 34/POJK.03/2016 dated September 22, 2016 on Amendments to the FSA's Regulation No. 11/POJK.03/2016 regarding the Minimum Capital Requirement for Commercial Banks.

For Risk Weighted Assets, Bank uses Basel II Standardised Approach¹ for credit risk and has included external rating component, In addition, the Bank has gradually carried out a simulation using Internal Ratings-Based Approach, For Market Risk, the Bank uses Basel II Standardised Measurement Method² and internally uses Value at Risk. For Operational Risk, the Bank refers to Basel II Basic Indicator Approach³.

The calculation of Risk Weighted Assets (Credit, Operational and Market) and Capital Adequacy Ratio (CAR) (Bank Mandiri only) as of December 31, 2020 and 2019 are as follows:

	Years ended December 31,	
	2020	2019
Capital:		
Core capital	155,646,179	179,161,161
Supplementary capital	9,011,176	9,667,098
Total capital for credit risk, operational risk and market risk	164,657,355	188,828,259
Risk-Weighted Assets for credit	688,150,152	731,563,854
Risk-Weighted Assets for operational	128,716,464	123,291,988
Risk-Weighted Assets for market	10,594,562	28,049,779
Total Risk-Weighted Assets for credit, operational and market risk	827,461,178	882,905,621

1 Referring to SE OJK No. 42/SEOJK.03/2016 regarding Guidelines for Calculation of Risk-Weighted Assets ("RWA") for Credit Risk by Using a Standard Approach, SE OJK No. 48/SEOJK.03/2017 regarding Guidelines for Calculation of net receivables for derivative transactions in Calculating Risk Weighted Assets for Credit Risk by Using a Standard Approach and SE OJK Approach No. 11/SEOJK.03/2018 regarding Amendments to SEOJK No. 42/SEOJK.03/2016 regarding Guidelines for Calculation of RWA for Credit Risk by Using a Standard Approach.

2 Referring to SE OJK No. 38/SEOJK.03/2016 regarding Guidelines for Using Standard Methods in Calculating Minimum Capital Requirements for Commercial Banks to calculate market risk.

3 Referring to SE OJK No. 24/SEOJK.03/2016 regarding Risk-Weighted Assets Calculation for Operational Risk by Using a Basic Indicator Approach.

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59. CAPITAL ADEQUACY RATIO (continued)

Capital risk management (continued)

	Years ended December 31,	
	2020	2019
CAR for core capital	18.81%	20.29%
CAR for credit risk	23.93%	25.81%
CAR for credit risk and operational risk	20.16%	22.09%
CAR for credit risk and market risk	23.56%	24.86%
CAR for credit risk, operational risk and market risk	19.90%	21.39%
Minimum CAR core capital	6.00%	6.00%
Minimum CAR based on risk profile ⁴	9.83%	9.59%

The Bank's capital adequacy ratio on a consolidated basis as of December 31, 2020 and 2019 including credit, operational and market risk are 19.48% and 20.90%, respectively, taking into account credit and operational risk are 19.71% and 21.53%, respectively.

60. NON-PERFORMING EARNING ASSETS RATIO, ALLOWANCE FOR IMPAIRMENT LOSSES ON EARNING ASSETS FULFILLMENT RATIO, SMALL-SCALE AND MICRO LOANS RATIO AND LEGAL LENDING LIMIT

Non-performing earning assets to total earning assets ratio (including off-balance sheet) as of December 31, 2020 and 2019 (Bank Mandiri only) are 1.87% and 1.65%, respectively. For Non-Performing Loan (NPL) ratio refer to Note 12.A.d.

The ratio of total allowance for impairment losses on earning assets provided by Bank Mandiri as of December 31, 2020 and 2019 compared to the minimum allowance for impairment losses on earning assets under the guidelines prescribed by Bank Indonesia as of December 31, 2020 and 2019 are 178.93% and 107.56%, respectively.

The ratio of small-scale and micro business loans to total loans provided by Bank Mandiri for the year ended as of December 31, 2020 and 2019 are 7.18% and 6.23%, respectively.

The Legal Lending Limit (LLL) as of December 31, 2020 and 2019 did not exceed the LLL regulation for related parties and third parties. LLL is calculated in accordance with Bank Indonesia's Regulation No. 7/3/PBI/2005 dated January 20, 2005 regarding Legal Lending Limit for Commercial Bank as amended in Bank Indonesia Regulation No. 8/13/PBI/2006 dated October 5, 2006.

⁴ The minimum CAR for the main risks of tier 1 and additional risks of tier 2 (capital add-on) is based on the Internal Capital Adequacy Assessment Process (ICAAP) method.

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61. CUSTODIAN SERVICES AND TRUST OPERATIONS

Custodian services

Bank Mandiri started providing custodian services since 1995, The operating license for custodian services was renewed based on Decree of Capital Market and Financial Institutions Supervisory Board No. KEP.01/PM/Kstd/1999 dated October 4, 1999. Bank Mandiri's Custodian, which is the part of International Banking and Financial Institution Group, provides a full range of custodian services as follows:

- a. Settlement and handling services for script and scripless trading transactions;
- b. Safekeeping and administration of marketable securities and other valuable assets;
- c. Corporate action services which starting from administrating the safe keeping of customer's ownership right on marketable securities until that right become effective in the customer's account;
- d. Proxy services for its customers' in General Meeting of Shareholders and General Meeting of bond holders;
- e. Reporting and information submission related to the customers' marketable securities and/or other valuable assets which is kept and administred by Bank Mandiri's custodian.

In order to fulfill the investors' needs in investing on various marketable securities instruments, Bank Mandiri's Custodian facilitate it through provisions of various services as follow:

- a. General custodian which provide services for investors who are investing in capital market or money market in Indonesia;
- b. Local custodian for American Depository Receipts (ADR) and Global Depository Receipts (GDR) which is needed by the investors to convert the companies' shares which are listed in local and overseas stock exchange (dual/multi listing);
- c. Sub-registry which provide services for investors that conduct transaction and investment in Government Bonds (either in form of Bonds or Treasury Bills) and Bank Indonesia Certificates (Sertifikat Bank Indonesia (SBI));
- d. Custodian for mutual funds and discretionary fund issued and managed by investment manager;
- e. Custodian of Euroclear for customer who is conducting investment and settlement of securities transactions listed in overseas market and recorded in Euroclear Operations Centre, Brussels, Bank Mandiri's Custodian is a direct member of Euroclear;
- f. Securities lending and borrowing as services for customers who want to maximise their investment return by lending their securities to securities companies through intermediary and guarantee of PT Kliring Penjaminan Efek Indonesia (PT KPEI);
- g. Custodian for Exchange Traded Fund (ETF) which issued and managed by an investment manager where the unit of participation will be traded on stock exchange;
- h. Custodian for Asset Backed Securities (*Efek Beragun Aset* (EBA)) in the form of collective investment contract (*Kontrak Investasi Kolektif* (KIK)) which was issued by the investment manager and custodian bank in relation to asset securitization transactions owned by banks or other financial institutions.

As of December 31, 2020 and 2019, Bank Mandiri's Custodian Operations has 7,850 and 4,916 customers, respectively, which consist of pension funds, insurance companies, banks, institution, securities companies, mutual funds, other institution/legal entity and individual customer. Total portfolio by currencies as of December 31, 2020 are amounted to Rp578,894,001, USD2,041,556,439 (full amount), and EUR441,100 (full amount), and December 31, 2019 are amounted to Rp525,576,046, USD2,136,759,816 (full amount), and EUR141,100 (full amount) (unaudited). Assets kept in custodian services activities are not included in the consolidated financial statement of Bank Mandiri and its Subsidiaries.

Bank Mandiri has insured the customer's portfolio against potential losses from safekeeping and transfer of securities in accordance with the FSA's regulation.

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61. CUSTODIAN SERVICES AND TRUST OPERATIONS (continued)

Trustee Agent Operations

Bank Mandiri rendered Trustee Agent Operations Services since 1983, The operating license for trust services was renewed and re-registered in Decree of Capital Market and Financial Institutions Supervisory Board based on Decision Letter No. 17/STTD-WA/PM/1999 dated October 27, 1999. The type of services are as follows:

- a. Trustee agent for bonds and MTN
- b. Escrow agent
- c. Paying agent
- d. Initial Public Offering/IPO Receiving Bank
- e. Security agent

As of December 31, 2020, Bank Mandiri manage 104 customers with the total value of bonds and MTN issued amounted to Rp98,653,275 and as of December 31, 2019 Bank Mandiri manage 117 customers with the total value of bonds and MTN issued amounted to Rp115,589,750,

Both Bank Mandiri's Trustee operations and Custodian Services have received Quality Certification ISO 9001:2015.

Trust services

Bank's trust service is the custodian services of customer's assets portfolio (the settlor) based on a written agreement between the Bank as the Trustee and customer's for the benefits of beneficiary.

Bank Mandiri has obtained the license principle and confirmation letter for the Trustee services based on Bank Indonesia's Letter No. 15/30/DPB1/PB1-1 dated April 26, 2013 and No. 15/32/DPB1/PB1-1 dated August 28, 2013.

Functions of Mandiri trust service are:

- a. "Paying Agent" which receives and transfers money and/or funds, and record cash in and cash out for and on behalf of the clients (the settlor),
- b. "Investment Agent" involves in placing, converting, and administering the placement of funds for and on behalf of the clients (the settlor),

Bank's trust service include managing customers from various segments, including oil & gas company, corporate and commercial, non-profit organisation customers for activities among others, distribution of gas sales results, sale and purchase/acquisition of companies, and pooling of funds for foreign aid and others.

62. CHANNELING LOANS

Channeling loans based on sources of funds and economic sectors are as follows:

	December 31, 2020	December 31, 2019
Government:		
Agriculture	240,178	259,660
Manufacturing	954	953
	241,132	260,613

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62. CHANNELING LOANS (continued)

Bank Mandiri has been appointed to administer the loans received by the Government of the Republic of Indonesia through several existing schemes as follows:

1. Channeling loans from the Ministry of Finance in various currencies from several bilateral and multilateral financial institutions to finance Government projects through State Owned Enterprises, Region Owned Enterprises and Regional Government, such as: Asian Development Bank, Banque Français & Credit National, Barclays, BNP Paribas, BNP Paribas & CAI Belgium, Calyon & BNP Paribas, CDC NES, Export Finance and Insurance Corporation (EFIC) Australia, IDA, International Bank for Reconstruction and Development, Japan Bank for International Cooperation, Kreditanstalt Fur Wiederaufbau, Netherlands Urban Sector Loan & De Nederlanse Inveseringsbank voor Ontwikkelingslanden NV, Swiss Government, RDI - KI, Spain, UB Denmark, US Export Import Bank and Overseas Economic Cooperation Fund. However, based on the Regulation of the Minister of Finance No. 40/PMK.05/2015 dated March 6, 2015, stated starting from October 1, 2015 the administration of overseas loans are managed by the Ministry of Finance, except loans in the form of BI Project Aid.
2. Channeling loans from former of PIR Plantations to farmers for community plantation development which includes the Nucleus Estate Smallholder (NES) ADB project, Special PIR and Local PIR. Bank Mandiri as the administrator for the repayment of receivables to PIR Plantation Farmers, whereas the Ministry of Finance is managing the repayment of receivables to farmers and the Ministry of Agriculture is managing the technical execution of the PIR Plantation Project, The distribution of PIRBUN loans has stopped.
3. Channeling loans of Industrial Plantation Forest Reforestation (DR HTI) from the Ministry of Environment and Forestry (KLHK), Since 1999, the Ministry of Environment and Forestry has stopped distributing the Reforestation Loans for Industrial Plantation Forests, therefore the DRHTI loans which currently managed by PT Bank Mandiri (Persero) Tbk are existing DRHTI Loans which were inherited from ex legacy Bank,

Channeling loans are not presented in the consolidated statement of financial position since the credit risk are not borne by the Bank and its Subsidiaries, In accordance to the agreement mentioned above, Bank Mandiri is responsible to collect from the debtors and made payments to the Government not only the principal, but also the interest and other charges including manage loan documentation, As compensation, Bank Mandiri receives banking fee which varies from 0.50% - 2%.

63. RISK MANAGEMENT

Bank Mandiri implements independent risk management and according to FSA's and Bank Indonesia's regulation and international banking best practices. Bank Mandiri adopts the Enterprise Risk Management (ERM) concept as comprehensive and integrated risk management strategy which is customised with the Bank's business and operational needs. ERM implementation provides value added benefits to the Bank's and its stakeholders.

ERM is a risk management process embedded in business strategies and operations that are integrated in the Bank's daily business decision making processes. With ERM, the Bank establishes a systematic and comprehensive risk management framework (credit risk, market risk and operational risk) by connecting the capital management and business processes with the risks in holistic approach. In addition, ERM also applies integrated risk management for the Subsidiaries, to maximise the effectiveness of supervision and value creation to the Bank based on FSA's Regulation No. 17/POJK.03/2014 regarding implementation of integrated risk management for financial conglomerates which are appropriate for the whole financial industries.

The Bank's risk management framework is based on FSA's Regulation No. 18/POJK.03/2016 regarding Risk Management Implementation for Commercial Banks. The Bank's risk management framework is included in Risk Management Policy (KMNR), which consists of various policies to support risk management function as a business enabler for business growth within the corridor of prudential principle by adopting the ideal risk management processes (identification - measurement - monitoring - risk control) at all organisation levels.

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63. RISK MANAGEMENT (continued)

As part of the ERM process, Bank Mandiri applies a Risk Appetite Statement (RAS), RAS represents, type and level of risk that the Bank is able to take/face in order to achieve business objectives. The application of RAS is also synchronised with monitoring of Bank Mandiri's Recovery Plan indicators (refer to POJK No. 14/POJK.03/2017 regarding Bank Systemic Recovery Plans). The Bank Mandiri Risk Appetite Statement is as follows:

Dimensions	Statement
Rentability	§ Maintain a stable and sustainable profit in accordance with the level of risk taken
Capital	§ Maintain capital in accordance with regulatory and internal requirements
Likuidity and Funding	§ Maintaining a strong liquidity position under a variety of stressful conditions
	§ Maintain stable and well-diversified funding
Credit Risk	§ Maintain asset quality
	§ Maintain credit concentraton both in the industrial sector and counterparty
Market Risk	§ Maintain market risk that arises from both the trading book and th banking book and is subject to low risk exposure
	§ There is a low appetite for exotic derivative transactions
Operational Risk	§ Intolerance to fraud, conclusion, theft, and issues related to IT system and data confidentiality
	§ Medium appetite for operational loss arising from business transformation and system implementation
Legal & Compliance Risks	§ Intolerance to serious violations or not following the mandatory regulatory rules, laws and regulations
Reputation Risk	§ Intolerance to activities that will have a negative impact on the bank and its products
	§ Zero appetite for forbidden transactions

All risks that faced by the Bank are measured and monitored on regular basis through internal measurement method quarterly risk profile report and semiannually Bank's soundness report in order to describe all the embedded risks in the Bank's business activities, including consolidated Subsidiaries risks.

Active supervision by the Board of Directors and the Board of Commissioners on risk management activities, directly and indirectly, is implemented through the establishment of committees at the level of the Board of Commissioners which are Risk Monitoring Committee, Integrated Governance Committee, Remuneration and Nomination Committee and Audit Committee. The Executive Committee under the supervision of the Board of Directors consists of Asset & Liability Committee (ALCO), Risk Management & Credit Policy Committee (RMPC), Integrated Risk Management Committee (IRC), Capital & Subsidiaries Committee (CSC), Business Committee, Information Technology Committee (ITC), Human Capital Policy Committee (HCPC), Policy & Procedure Committee (PPC) and Credit Committee.

From 9 Executive Committees supervised under Board of Directors, 4 committees directly involved with risk management, i,e RMPC, IRC, ALCO and PPC. All functions and key responsibilities are as follows:

1. Risk Management & Credit Policy Committee (RMPC)
 Discuss and recommends loan regulation as well as monitoring risk profile and all risks related to the Bank.

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63. RISK MANAGEMENT (continued)

All functions and key responsibilities are as follows (continued):

2. Integrated Risk Committee (IRC)
Provide recommendation to the Board of Directors in order to develop integrated risk management regulations and revised or refined the standards for integrated risk management based on the results of evaluation process. Bank Mandiri as present entity has formed IRC committee as an application of PJOK No. 17/PJOK.03/2014 about integrated risk management for financial Group. Member of IRC includes Boards of Directors of parent entity and Subsidiaries.
3. Asset & Liabilities Committee (ALCO)
Manages Bank's strategic management of asset and liabilities, interest rate, liquidity and other areas related to the asset and liability management of the Bank. Furthermore, ALCO has function and responsibility to monitor risk indicator and financial Bank which state the recovery plan and also recommend recovery plan activation in which this indicator has crossed the line.
4. Policy & Procedure Committee (PPC)
Manages synchronization regulation and operational procedures to be in line with the Bank's regulation.

Committees formed under Board of Commissioners including Risk Monitoring Committee, Integrated Governance Committee and Audit Committee, which have task and responsibility to review and evaluate the policy and implementation of Bank's risk management, as well as providing inputs and recommendations to the Board of Commissioners for their monitoring of rules.

At operational level, the Directorate of risk management together with business units are responsible to manage 10 risks faced by the Bank and Subsidiaries, also discuss and propose a guidance for risk management, The organization structure of risk management consist of Risk Taking Unit and Independent Risk Management Unit. Risk Taking Unit who run the four eye principles which are Wholesale Risk and Retail Risk Independent Risk Management Unit who responsible directly to Risk Management Director, which are Credit Portfolio Risk Group, Market Risk Group, Operational Risk Group, Credit Control & Supervision Group and Policy & Procedure Group.

A. Credit risk

The Bank's credit risk management is mainly focused to improve the balance between prudent loan expansion and prudent loan management to prevent quality impairment (downgrading) to Non Performing Loan (NPL) category and to optimise capital utiyg lisation by identifying business unit, segment, product, region which contributes to value added for the Bank.

The process of managing Bank Mandiri's credit for the wholesale segment begins with setting targets the market through the Portfolio Guidelines which establish Industry Classification (attractive, neutral, selective) and the appropriate industry limits, and select and filter target customers through Industry Acceptance Criteria and Name Clearance, to produce quality debtor pipelines. The next process is to conduct a credit risk assessment using a series of credit risk tools (credit risk rating, spreadsheets, CPA, NAK, etc,) which are then decided by the Authorized Person to Approve Credit (through Credit Committee Meetings) with the four-eyes principle which involve the Business Unit and Credit Risk Management Unit independently.

After the credit disbursement process, credit risk and the potential for debtor failure must always be monitored and detected early (Early Warning Signals), among others by using ALERT (watchlist) tools and if a debtor becomes problematic then an account strategy needs to be done including its collection, recovery and restructuring activities.

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

For the retail segment, because the nature it is a mass market, then the credit process is carried out more automatically by using a credit risk scorecard, with reference to each Risk Acceptance Criteria for each products, as well as processing through an automated work-flow (loan factory).

The monitoring process is carried out in a portfolio manner through the Portfolio Quality Review, which can be continued with the collection and recovery process for the problematic portion of the portfolio.

To anticipate the deterioration of macroeconomic conditions, a what-if analysis is conducted wholesale and retail portfolios through stress testing using certain several macroeconomics scenarios.

In distributing the credit, Bank Mandiri always prioritize the principle of prudence by placing the credit analysis function which is carried out by independent business units and credit risk units, Bank Mandiri always focus on prudent principal using credit policy which managing end to end credit risks, Operationally, the policy is formalised in Credit Standards Procedures (SPK) and products manual.

To manage concentration risk on debtor level, Bank Mandiri consistently monitor Legal Lending Limit (LLL). In general, loan processing and credit risk management in Bank Mandiri had been performed end to end and integrated with Business Unit, Credit Operation Unit and Credit Risk Management Unit.

The Bank periodically reviews and updates its policies and procedures for credit in general, credit procedure by business segment and tools risk management. These policies and procedures are intended to provide a comprehensive credit risk management guideline for identification, measurement and mitigation of credit risks in the end to end loan acceptance process, start from determine market target, credit analysis, approval, documentation, credit withdrawal, monitoring and settlement process for non-performing/restructuring loans.

To improve the Bank's social role and care for the environmental risk and as an implementation of Good Corporate Governance (GCG), Bank Mandiri has set up a Guideline for Technical Analysis of Environmental and Social in granting of credit which is used as a reference in analysing environmental risk in a credit analysis. This Guideline is in line with Bank Indonesia's Regulation regarding the Quality of Asset Assessment on Commercial Bank regulating that the assessment prospect link with debtor in taking care the environment. Moreover, in order to environment preservation, Bank has already established sustainable financial action plan which stated in FSA's regulation regarding sustainable financial implementation for financial services institution, Issuers, and Public Companies.

In principle, credit risk management is implemented at transactional and portfolio levels. At the transactional level, the Bank has implemented the four-eye principle, which each loan approval involves Business Unit and Credit Risk Management Unit which work independently to achieve objective credit decision. The four-eye principles are executed by Credit Committee according to the authority limit and the loan approval process conducted through Credit Committee Meeting mechanism. Executive Business Officer and Executive Credit Officer as the Credit Committee member, must be highly competent as well as has strong capability and high integrity so that the loan granting process can be performed objectively, comprehensively and prudently. To monitor the performance of the credit authorization holders in approving the loans, the Bank has developed a monitoring database system for the credit authorization holder. By using this system, the Bank can monitor the amount and quality of the loans approved by the credit authorization holders, so that the performance of the Executive Business Officer and Executive Credit Officer can be monitored from time to time.

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

To mitigate credit risk per debtor, Credit Committee sets loan structure for every debtor including appropriate covenants, which align with debtor's needs and conditions, to ensure loan granting is effective and meet the interest of the Bank and debtor. Guidelines for determining the structure of collateral regarding to credit risk mitigation policy has been regulated in detail according to the SPK (Credit Standard Procedures) for each segment.

Collateral type that can be accepted by the Bank includes moving objects (including cash, receivables, inventories, machine, and marketable securities), objects that are not moving (including land, building, and machine), and personal/corporate guarantee. The criteria of collateral adequacy coverage (unaudited) for each segment are divided as follows:

Segment	Collateral	Minimum Coverage Amount*)
Wholesale	Funded project	100% - 150% of credit limit
	Inventory	
	Receivable	
	Fixed Asset	
	Land or land and property	
	Other collateral accepted by the Bank	
Retail	Fixed asset	100% - 200% of credit limit
	Inventory	
	Receivable	
	Land or land and property	
	Other collateral accepted by the Bank	

*) Collateral coverage amount is determined by type and limit of credit facility, type and value of collateral and evaluation of debtor.

To guarantee the credit facility, the Bank prioritize collateral in the form of fixed assets such as land or land and building. Bank uses value of collateral based on appraisal value by internal appraiser (Credit Operation Unit) and external appraiser who are business partner of the Bank or non business partner but approved by authorised person in business unit or credit recovery unit.

Collateral can be replaced as long as the new collateral fulfills marketability aspect and collateral value adequacy criteria, If debtors failed to pay off their loan, the collateral will be liquidated as a second way out to ensure credit recovery.

To identify and measure risk at transactional level as part of implementation of prudential banking, the Bank utilises Credit Risk Tools, which includes Credit Rating and Credit Scoring Tools, financial spread sheet, comprehensive Credit Analysis Memorandum, At portfolio level, control is performed through master limit, ICLS (Integrated Credit Liabilities System) and name clearance.

The Rating and Scoring systems consist of Bank Mandiri Rating System (BMRS), Small Medium Enterprise Scoring System (SMESS), Micro Banking Scoring System (MBSS) and Consumer Scoring System (application, behaviour, collection and anti-attrition).

BMRS that has been developed by the Bank consists of Rating System for Corporate Banking, Rating System for Wholesale SME, Rating System for Project Finance, Rating System for Financial Institution - Bank, Rating System for Financial Institution - Non Bank (Multifinance), and Rating System for *Bank Perkreditan Rakyat* (BPR).

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

By using Rating System for Financial Institutions/Banks, Bank can identify and measure risk level of Bank's Counterpart which can be tolerated in granting Credit Line facilities.

To improve the measurement of transactional risk for the Overseas Offices, currently BMRS has been implemented in Overseas Office. To support the development of Rating and Scoring model, the Bank has a guideline for the development of Credit Rating and Credit Scoring model, which is a complete guidance for the Bank in developing credit rating and credit scoring model. In addition, to monitor the performance of credit rating and credit scoring model, the Bank conducts a review on the scoring and rating results performed by Business Units. In addition, the Bank already has a guidance to form probability of default (PD) model to support implementation of internal rating based approach. In order to monitor the performance of rating and scoring managed in the database, report of credit scoring review and rating review outlook are prepared periodically.

The models that have been developed by the Bank, both the credit and non-credit risk model, are validated internally by Model Validator, which is an independent and separate unit from the model development unit, This is performed to ensure the quality and model validity. Other than validity, another thing that is applied in risk model management is the implementation of model governance management (Risk Model Management) through Inventory Model, risk level assessment model by using model risk index, Model Control through valuation process which is first-time validation or on-going validation.

Currently the Bank is in the process of developing and enhancing further the internal rating and internal scoring to be in line with Advanced Internal Rating Based Approach (A-IRB Approach), which with development of Basel II Risk Parametas model Probability of Default (PD), Loss Given Default (LGD) and Exposure At Default (EAD) for wholesale, retail and consumer segment. This also serves as preparation of model of components for Expected Credit Loss for implementation of IFRS 9 (SFAS 71) for impairment calculation.

Aside from Credit Rating and Scoring, another tools used by the Bank is the loan monitoring system, which uses to identify debtors who potentially experience difficulty in repaying their loan. The Bank conducts early warning analysis called Watch List analysis (Early Warning Analysis) for all Corporate and Commercial debtors with collectibility 1 and 2 on quarterly basis. Based on the analysis, the Bank determines account strategy and action plan to prevent NPL.

In assessing and monitoring credit quality, Bank Mandiri always refers to Bank Indonesia regulation by prioritizing prudential principles by reviewing business prospects, as well as assessing the debtors performance and repayment ability. Credit monitoring on large corporate and middle corporate segments are performed at debtor level through Loan Monitoring System (ALERT System) that has been integrated into the IPS system. Loan monitoring system includes two functions, namely as an early detection tool through analysis of Watch List (Early Warning Analysis) and collectibility review based on 3 pillars. Loan Monitoring System is a standardised, structured and comprehensive method of debtor's performance monitoring, therefore action plan can be done immediately to prevent the deterioration of debtor credit quality.

Monitoring process is performed at the minimum on quarterly basis to identify any debtor who potentially experiencing difficulties to meet their obligations. Meanwhile, monitoring process on retail segments (SME, micro and consumer segment) is performed at portfolio level through portfolio analysis from various aspects as outlined in credit risk report.

As prevention (early warning signal), Bank Mandiri also performs simulation and stress testing on portfolio on regular basis to identify changing of portfolio quality by segment or industry, whereas the result will become a guidance for Bank Mandiri in monitoring the specific sector or debtor that potentially experiencing deterioration of quality more closely to prevent unexpected events.

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

At portfolio level, risk management uses the active portfolio management approach which proactively maintain the portfolio diversification at optimum level with risk exposure at risk appetite determined by the Bank. In practice, the Bank uses Portfolio Guideline (PG) tools which consist of industry classification, industry acceptance criteria and industry limit.

Industry Classification (IC) classifies industrial sectors into 4 categories based on the prospects and the corresponding risks. The Bank uses IC in determining the industry market target in order to grow in prospective sectors and avoid sectors that have high risk. Industry Acceptance Criteria (IAC) is a basic criteria (quantitative and qualitative) which become a key success factors in certain industrial sector, The Bank uses IAC in determining targeted customers, Meanwhile Industry Limit (IL) is used to determines maximum exposure limit for a particular industrial sector to avoid concentration risk.

PG harmonizes the credit concept whereas the Bank now proactively prioritize to industries with economic value added and select the best companies and individuals within those industries (winner players) as targeted customers. With this proactive approach, the Bank is expected to be able to maintain a healthy portfolio of the profitable companies and engaged in prospective industrial sector. Proactive approach will also prevent risk concentration within one particular industry or particular debtor because the Bank actively limits the exposure through Limit Policies (Industry limit and debtor limit).

PG is periodically reviewed and subject to back testing to ensure its always relevant and up-to-date and has predictive value at an acceptable level. The development and quality of the portfolio are also monitored regularly, both per business segment, industrial sector, region, product type, currency type and risk class.

To support targeted customers and quality pipelines, the Bank has also implemented an integrated Pipeline Management System as a tool for reviewing and monitoring pipeline processing progress.

As part of its active portfolio management, the Bank always monitors the development of credit risk portfolio by calculating the credit risk profile which reflects the inherent risk and the effectiveness of the risk control system. Therefore, the Bank can take preventive action and risk mitigation in both individual and portfolio level.

To monitor quality and test the elasticity of portfolio quality (NPL and yield) to changes in economic variables which can affect the Bank's capital adequacy, the Bank regularly and at ad hoc basis conducts a stress test on the credit portfolio by large debtors group, business segment, industry and products based on various scenarios.

With this stress test, Bank will be able to understand the possibility of negative impact to the business performance of Bank Mandiri, as well as earlier anticipate and take actions to manage the portfolio and identify the most optimal solution for short-term and long-term strategies therefore quality of the Bank's portfolio and capital adequacy can be well maintained.

To comply with FSA Regulation 14/POJK.03/2017 regarding Recovery Plans for Systemic Banks, Article 31 of POJK, Bank Mandiri as a Systemic Bank (Domestic Systemically Important Bank) is required to update its Recovery Plans to overcome possible financial stress and report to FSA no later than the end of November each year. In 2019, Bank Mandiri has updated the Recovery Plan which has been approved at the Board of Directors Meeting dated November 20, 2019.

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

In order to continuously develop the quality of human resources in risk management, the Bank has risk management academy which issued several risk management modules, both tailored to improve knowledge and skills as well as to generally increase employee risk awareness.

Credit Risk Management in Pandemic COVID-19 Condition

In order to support the government's efforts to maintain economic stability, the Bank has prepared a credit restructuring policy for debtors affected by COVID-19 through a Credit Procedure Memorandum regarding the National Economic Stimulus as a Countercyclical Policy on the Impact of the Spread of COVID-19 which was enforced from March 16, 2020.

The policy has stipulated criteria for debtors and business sectors affected by COVID-19 that can be restructured, The relaxation is done specifically for debtors and sectors affected by COVID-19 with reference to POJK No. 11/2020, Regulation of the Coordinating Minister for the Economy No. 6/2020 and Bank Mandiri internal regulations, In addition, decision making is carried out on the basis of the four eyes principle involving the Business Unit / Credit Recovery Unit and the Risk Unit to maintain the principle of prudence. The Bank has prepared a restructuring scheme with the following mechanisms:

- a. Granting of grace period for postponement of interest and / or principal payments
- b. Can be given a tenor extension or a change in installments

In its implementation, the Bank will tighten the assessment for debtors who apply for restructuring to avoid moral hazard and minimize the risk of inappropriate restructuring. The stimulus can only be given to debtors who meet the criteria set by the Bank. Determination of debtors who meet these criteria also involves the risk management unit as an independent party, In the implementation of providing stimulus and to avoid free riders (moral hazard), Bank Mandiri always refers to regulations (a.l. POJK 48/2020 [as adjustment of POJK 11/2020], Regulation of the Coordinating Minister for the Economy 6/2020, Regulation of the Minister of Finance regarding Fund Placement in the Context of Implementing the National Economic Recovery Program (PEN), including the mechanism for Placing State Money at Commercial Banks, Providing Interest Subsidies/Margin Subsidies for Loans/ Financing for Micro, Small and Medium Enterprises In order to support the implementation of the PEN Program and the Government Guarantee through the Guarantee Business Entity Designated in the Context of Implementing the PEN Program, etc.) and follows good governance (GCG).

With the implementation of this policy, it is hoped that Bank debtors who are affected by COVID-19 can be helped and the quality of the Bank's portfolio can be maintained properly.

In connection with the ongoing condition of the COVID-19 Pandemic, the Bank made a number of adjustments to the credit monitoring process and mechanism, both for debtors as an entity and as a portfolio. A number of adjustments were made so that the monitoring results can always provide early warning signals and determine risk mitigation to be effective in maintaining credit quality during the pandemic period.

Adjustments to the credit monitoring mechanism are carried out through:

1. Watchlist analysis of all debtors, especially debtor entities that are in the business sector affected by COVID-19 with reference to POJK 48/2020 (as adjustment of POJK No. 11/2020) and the Bank's internal regulations. The output watchlist for debtors that have the potential to experience a decline in performance is accompanied by an action plan that is monitored for its implementation on an ongoing basis.
2. Control of credit disbursement towards debtors who are experiencing credit restructuring (especially those through the POJK National Economic Stimulus POJK 48/2020 No. [as adjustment of POJK 11/2020]) so that the restructuring objectives can be achieved effectively.

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

Credit Risk Management in Pandemic COVID-19 Condition (continued)

3. Stress testing scenarios involving aspects of the COVID-19 pandemic as a support for judgmental decision making.
4. Implementation of post facto review of restructuring debtors affected by Covid-19 to avoid moral hazard and minimize the risk of inappropriate restructuring.

The Bank always conducts reviews on the implementation of the credit distribution and monitoring mechanism in the midst of the COVID-19 Pandemic so that adjustments can be made at the first opportunity when conditions change in the COVID-19 Pandemic by referring to government regulations and the applicable regulator.

Regarding the debtor restructuring scheme, the Bank made a number of adjustments to the provisions of the credit restructuring process by referring to POJK 48/2020 (as adjustment of No. POJK 11/2020) and internal policies related to providing economic stimulus for debtors affected by the spread of COVID-19. The adjustment of restructuring provisions through economic stimuli stimulus includes: criteria for affected debtors, business sectors affected by COVID-19, restructuring mechanisms and schemes, decision-making authority, determination of credit quality, monitoring, reporting to regulators and accounting journals.

It is hoped that adjustments to the provisions of the credit restructuring process affected by COVID-19 are expected to be able to help Bank debtors and the quality of the Bank's credit portfolio is always well maintained.

Regarding the condition of COVID-19 which may indirectly have implications for the risk measurement model used in the Bank, and as part of the implementation of the Risk Management Model to ensure the accuracy of model predictions, the Model Validator and Model Developer jointly carry out the Stock Opname Model. The main objective of the Stock Opname Model is to review the model's performance by backtesting the model during the COVID-19 period. Backtesting is carried out primarily for credit risk models including Rating/Scoring Model, Basel Model and Macro PD, The results of the review of the Stock Opname Model process will then produce the short term and long term action plans needed to minimize the impact of COVID-19 on the accuracy of predictions from the model.

(i) Maximum exposure to credit risk before considering collateral held and other credit supports

Maximum credit risk exposures on financial assets are presented net after allowance for impairment losses without considering collateral and other credit supports as of December 31, 2020 and 2019 are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Current Account with Bank Indonesia	49,638,625	46,490,930
Current Account with Other Banks	23,977,327	12,558,297
Placement with Bank Indonesia And Other Banks	79,766,597	37,568,760

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

- (i) Maximum exposure to credit risk before considering collateral held and other credit supports (continued)

Maximum credit risk exposures on financial assets are presented net after allowance for impairment losses without considering collateral and other credit supports as of December 31, 2020 and 2019 are as follows (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Marketable securities**)		
Government		
Fair value through profit or loss	1,600,971	4,319,700
Fair value through other comprehensive income	1,877,509	-
Amortized cost	20,000	-
At cost	123,603	405,881
Available for sale	-	1,615,886
Held to maturity	-	16,726
Non-government		
Fair value through profit or loss	6,627,802	3,189,247
Fair value through other comprehensive income	17,269,068	-
Amortized cost	8,436,963	-
At cost	17,585,718	13,436,875
Available for sale	-	18,285,290
Held to maturity	-	7,982,683
Government bonds***)		
Fair value through profit or loss	7,896,257	5,040,996
Fair value through other comprehensive income	102,726,597	-
Amortized cost	39,423,358	-
At cost	8,690,979	8,079,331
Available for sale	-	96,664,454
Held to maturity	-	18,003,259
Other receivables - trade transactions	28,308,088	29,104,111
Securities purchased under agreements to resell	55,094,456	1,955,363
Derivatives receivables	2,578,947	1,617,476
Loans and sharia loan/financing ⁾		
Corporate	325,716,019	360,345,989
Commercial	125,715,924	132,412,926
Retail	276,504,679	289,881,505
Sharia	79,937,741	73,206,424
Consumer financing receivables	18,649,899	18,211,088
Net investment finance leases	3,522,467	3,047,089
Acceptance receivables	10,033,684	10,058,035

⁾ Segments of risk management are classified into Corporate, Commercial, Retail and Sharia.

^{**) Excluding marketable securities which are the investment from the Subsidiaries' policyholder's unit-link which has no credit risk exposure.}

^{***) Excluding government bonds which are the investment from the Subsidiaries' policyholder's unit-link which has no credit risk exposure.}

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

- (i) Maximum exposure to credit risk before considering collateral held and other credit supports (continued)

Maximum credit risk exposures on financial assets are presented net after allowance for impairment losses without considering collateral and other credit supports as of December 31, 2020 and 2019 are as follows (continued):

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Other assets		
Accrued income	5,695,044	5,393,123
Receivables from customer transactions	3,130,963	1,304,879
Receivables from transactions related to ATM and credit card	543,698	595,697
Receivables from policyholders	223,556	147,564
Receivables from sale of marketable securities	-	75,789
Receivables from government bonds pledged as collateral	5,330,952	3,554,645
	<u>1,306,647,491</u>	<u>1,204,570,018</u>

Credit risk exposures relating to administrative accounts net after allowance for impairment losses as of December 31, 2020 and 2019 are as follows:

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
Bank guarantees issued	96,459,650	96,343,574
Unused loan facilities ¹⁾	78,188,869	39,132,832
Outstanding irrevocable letters of credit	15,356,343	17,552,391
Standby letter of credit	9,210,280	13,572,803
	<u>199,215,142</u>	<u>166,601,600</u>

¹⁾ Include committed and uncommitted credit card facilities.

The above table represents the maximum financial assets exposure on credit risk for Bank Mandiri and Subsidiaries as of December 31, 2020 and 2019, without taking into account any collateral held or other credit support. For financial assets in the consolidated statement of financial position, the exposures set out above are based on carrying amounts as reported in the consolidated financial statements.

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

- (i) Maximum exposure to credit risk before considering collateral held and other credit supports (continued)

Concentration of risks of financial assets with credit risk exposure

a) Geographical sectors

The following table breaks down Bank Mandiri's and Subsidiaries' credit exposure at their gross amounts (without taking into account any allowance for impairment losses, collateral held or other credit support), as categorised by geographical region as of December 31, 2020 and 2019. In the following table, Bank Mandiri and Subsidiaries have allocated exposures based on the geographical area where the transactions are recorded.

	December 31, 2020					Total
	Jawa and Bali	Sumatera	Kalimantan	Sulawesi	Others****)	
Current accounts with Bank Indonesia	49,638,625	-	-	-	-	49,638,625
Current accounts with other banks	18,505,545	10	566	-	5,542,250	24,048,371
Placement with Bank Indonesia and other banks	79,813,369	-	-	-	-	79,813,369
Marketable securities**)						
Government						
Fair value through profit or loss	1,600,971	-	-	-	-	1,600,971
Fair value through OCI	1,736,093	-	-	-	141,416	1,877,509
Amortized cost	20,000	-	-	-	-	20,000
At cost	123,603	-	-	-	-	123,603
Non Government						
Fair value through profit or loss	6,627,907	-	-	-	-	6,627,907
Fair value through OCI	16,863,160	-	-	-	406,828	17,269,988
Amortized cost	8,446,218	-	-	-	109,830	8,556,048
At cost	17,605,641	-	-	-	-	17,605,641
Government Bonds***)						
Fair value through profit or loss	7,896,257	-	-	-	-	7,896,257
Fair value through OCI	102,726,597	-	-	-	-	102,726,597
Amortized cost	39,423,358	-	-	-	-	39,423,358
At cost	8,690,979	-	-	-	-	8,690,979
Other receivables-trade transactions	29,772,858	-	-	-	223,006	29,995,864
Securities purchased under agreements to resell	55,094,456	-	-	-	-	55,094,456
Derivatives receivables	2,485,526	-	-	-	93,421	2,578,947
Loans ¹⁾						
Corporate	251,235,105	43,754,932	5,725,053	4,985,406	38,547,797	344,248,293
Commercial	109,975,182	31,925,534	8,920,323	2,884,405	592,630	154,298,074
Retail	192,906,823	49,047,848	18,870,692	21,726,225	5,824,634	288,376,222
Sharia	53,476,433	16,591,847	6,320,365	4,311,544	2,522,687	83,222,876
Consumer financing receivables	12,275,984	3,087,617	1,814,963	1,812,379	87,465	19,078,408
Net investment finance leases	3,463,274	54,302	39,862	16,834	7,150	3,581,422
Acceptance receivables	10,000,801	-	-	-	155,708	10,156,509
Other assets						
Accrued Income	4,797,522	404,170	113,740	136,400	243,212	5,695,044
Receivables from customer transactions	2,977,359	106,438	24,901	33,022	2,399	3,144,119
Receivables from transactions related to ATM and credit card	543,698	-	-	-	-	543,698
Receivables to policyholders	223,556	-	-	-	-	223,556
Bonds pledged as collateral	5,330,952	-	-	-	-	5,330,952
	1,094,277,852	144,972,698	41,830,465	35,906,215	54,500,433	1,371,487,663

¹⁾ Segments of risk management are classified into Corporate, Commercial, Retail and Sharia.

²⁾ Excluding securities which are the investment of the Subsidiary's unit-link policyholders with no credit risk.

³⁾ Excluding government bonds from investments from Subsidiary's unit-link policyholders with no credit risk.

⁴⁾ Others include portfolios in Papua and overseas branches.

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

- (i) Maximum exposure to credit risk before considering collateral held and other credit supports (continued)

Concentration of risks of financial assets with credit risk exposure (continued)

a) Geographical sectors (continued)

	December 31, 2019					Total
	Jawa and Bali	Sumatera	Kalimantan	Sulawesi	Others****)	
Current accounts with Bank Indonesia	46,490,930	-	-	-	-	46,490,930
Current accounts with other banks	10,224,194	10	572	-	2,338,714	12,563,490
Placement with Bank Indonesia and other banks	26,491,374	-	-	-	11,125,061	37,616,435
Marketable securities**)						
Government						
Fair value through profit or loss	2,469,184	-	-	-	1,850,516	4,319,700
Available for sale	-	-	-	-	1,615,886	1,615,886
Held to maturity	16,726	-	-	-	-	16,726
At cost	405,881	-	-	-	-	405,881
Non Government						
Fair value through profit or loss	2,496,979	-	-	-	692,268	3,189,247
Available for sale	17,725,826	-	-	-	559,464	18,285,290
Held to maturity	7,799,914	-	-	-	219,254	8,019,168
At cost	13,469,928	-	-	-	-	13,469,928
Government Bonds ***)						
Fair value through profit or loss	5,040,996	-	-	-	-	5,040,996
Available for sale	92,152,640	-	-	-	4,511,814	96,664,454
Held to maturity	16,685,335	-	-	-	1,317,924	18,003,259
At cost	8,079,331	-	-	-	-	8,079,331
Other receivables-trade transactions	30,202,607	-	-	-	213,095	30,415,702
Securities purchased under agreements to resell	1,955,363	-	-	-	-	1,955,363
Derivatives receivables	1,601,140	-	-	-	16,336	1,617,476
Loans ¹⁾						
Corporate	276,267,516	45,645,011	5,619,170	3,352,500	34,485,748	365,369,945
Commercial	107,231,695	27,635,833	9,632,986	3,558,414	963,009	149,021,937
Retail	196,531,462	52,278,744	19,661,042	21,848,099	5,950,233	296,269,580
Sharia	49,384,727	14,170,018	5,964,659	3,598,998	2,055,373	75,173,775
Consumer financing receivables	12,453,126	2,676,510	1,520,180	1,857,925	57,965	18,565,706
Net investment finance leases	2,968,215	42,243	32,107	11,404	1,102	3,055,071
Acceptance receivables	9,377,389	-	-	-	902,450	10,279,839
Other assets						
Accrued Income	4,422,687	436,656	126,126	129,827	277,827	5,393,123
Receivables from customer transactions	1,173,575	89,774	21,756	28,236	2,147	1,315,488
Receivables from transactions related to ATM and credit card	595,697	-	-	-	-	595,697
Receivables to policyholders	147,564	-	-	-	-	147,564
Receivables from sale of marketable securities	75,789	-	-	-	-	75,789
Receivables from Government Bonds pledged as collateral	3,554,645	-	-	-	-	3,554,645
	947,492,435	142,974,799	42,578,598	34,385,403	69,156,186	1,236,587,421

¹⁾ Segments of risk management are classified into Corporate, Commercial, Retail and Sharia.

²⁾ Excluding securities which are the investment of the Subsidiary's unit-link policyholders with no credit risk.

³⁾ Excluding government bonds from investments from Subsidiary's unit-link policyholders with no credit risk.

⁴⁾ Others include portfolios in Papua and overseas branches.

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

- (i) Maximum exposure to credit risk before considering collateral held and other credit supports (continued)

Concentration of risks of financial assets with credit risk exposure (continued)

a) Geographical sectors (continued)

Credit risk exposure relating to administrative accounts are as follows:

	December 31, 2020					Total
	Jawa and Bali	Sumatera	Kalimantan	Sulawesi	Others ¹⁾	
Administrative accounts						
Bank guarantees issued	95,274,430	242,117	30,975	54,896	2,665,925	98,268,343
Unused loan facilities ¹⁾	53,198,777	5,709,768	760,017	426,485	18,403,598	78,498,645
Outstanding irrevocable letters of credit	14,656,685	-	-	-	788,686	15,445,371
Standby letter of credit	9,573,044	-	-	-	901,273	10,474,317
	<u>172,702,936</u>	<u>5,951,885</u>	<u>790,992</u>	<u>481,381</u>	<u>22,759,482</u>	<u>202,686,676</u>

¹⁾ Include committed and uncommitted credit card facilities

	December 31, 2019					Total
	Jawa and Bali	Sumatera	Kalimantan	Sulawesi	Others ¹⁾	
Administrative accounts						
Bank guarantees issued	93,586,431	94,720	24,259	82,437	2,675,549	96,463,396
Committed unused loan facilities	12,769,401	4,872,577	772,094	415,516	20,331,214	39,160,802
Outstanding irrevocable letters of credit	16,173,203	5,275	-	-	1,386,875	17,565,353
Standby letter of credit	12,925,660	-	-	-	872,428	13,798,088
	<u>135,454,695</u>	<u>4,972,572</u>	<u>796,353</u>	<u>497,953</u>	<u>25,266,066</u>	<u>166,987,639</u>

b) Industry sectors

The following table describe Bank's credit exposure at gross amounts (without taking into account any allowance for impairment losses, collateral held or other credit support), as categorised by industry sectors as of December 31, 2020 and 2019.

	December 31, 2020						Total
	Government	Financial institution/ Bank	Manufacturing	Agriculture	Business services	Others ^(****)	
Current accounts with Bank Indonesia	-	49,638,625	-	-	-	-	49,638,625
Current accounts with other banks	-	24,048,371	-	-	-	-	24,048,371
Placement with Bank Indonesia and other banks	-	79,813,369	-	-	-	-	79,813,369
Marketable securities ^(*)							
Government							
Fair value through profit or loss	1,600,971	-	-	-	-	-	1,600,971
Fair value through other comprehensive income	1,877,509	-	-	-	-	-	1,877,509
Amortized cost	20,000	-	-	-	-	-	20,000
Held to maturity							
At cost	123,603	-	-	-	-	-	123,603
Non Government							
Fair value through profit or loss	-	5,897,287	-	-	-	730,620	6,627,907
Fair value through other comprehensive income	-	3,369,964	-	-	-	13,900,024	17,269,988
Amortized cost	-	1,356,135	-	-	-	7,199,913	8,556,048
Available for sale							
Held to maturity							
At cost	-	15,991,041	-	-	-	1,614,600	17,605,641
Government Bonds ^(****)							
Fair value through profit or loss	7,896,257	-	-	-	-	-	7,896,257
Fair value through other comprehensive income	102,726,597	-	-	-	-	-	102,726,597
Amortized cost	39,423,358	-	-	-	-	-	39,423,358
Available for sale							
Held to maturity							
At cost	8,690,979	-	-	-	-	-	8,690,979

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

- (i) Maximum exposure to credit risk before considering collateral held and other credit supports (continued)

Concentration of risks of financial assets with credit risk exposure (continued)

b) Industry sectors (continued)

The following table describe Bank's credit exposure at gross amounts (without taking into account any allowance for impairment losses, collateral held or other credit support), as categorised by industry sectors as of December 31, 2020 and 2019.

	December 31, 2020						Total
	Government	Financial institution/ Bank	Manufacturing	Agriculture	Business services	Others****)	
Other receivables-trade transactions	-	2,503,486	2,932,992	13,148,896	-	11,410,490	29,995,864
Securities purchased under resale agreements	-	55,094,456	-	-	-	-	55,094,456
Derivatives receivables	-	1,658,141	-	-	-	920,806	2,578,947
Loans ⁾							
Corporate	19,296,149	8,390,131	71,426,475	35,156,941	21,124,277	188,854,320	344,248,293
Commercial	-	1,157,013	47,333,942	32,037,068	15,030,314	58,739,737	154,298,074
Retail	-	43,742	7,243,319	22,970,489	20,205,901	237,912,771	288,376,222
Sharia	7,417	3,546,358	4,103,106	5,041,542	3,343,265	67,181,188	83,222,876
Consumer financing receivables	131,520	57,737	325,327	25,491	527,886	18,010,447	19,078,408
Net investment finance leases	43,072	8,053	165,668	125,405	587,335	2,651,889	3,581,422
Acceptance receivables	-	829,615	4,236,583	127,166	-	4,963,145	10,156,509
Other assets							
Accrued income	1,207,209	1,473,651	220,377	186,964	317,448	2,289,395	5,695,044
Receivables from customer transactions	-	433,750	-	-	-	2,710,369	3,144,119
Receivables from transactions related to ATM and credit card	-	-	-	-	-	543,698	543,648
Receivables to policyholders	-	223,556	-	-	-	-	223,556
Receivables from sale of marketable securities	-	-	-	-	-	-	-
Receivables from Government Bonds pledged as collateral	-	5,330,952	-	-	-	-	5,330,952
	183,044,641	260,865,433	137,987,789	108,819,962	61,136,426	619,633,412	1,371,487,663

⁾ Segments of risk management are classified into Corporate, Commercial, Retail and Sharia.

^{*)} Excluding marketable securities from investment from the Subsidiary's unit-link policyholder's with no credit risk.

^{**)} Excluding government bonds from investments from Subsidiary's unit-link policyholders with no credit risk.

^{****)} Others including trading, restaurant and hotel, mining, transportation, warehousing, construction, gas and water, and social services.

	December 31, 2019						Total
	Government	Financial institution/ Bank	Manufacturing	Agriculture	Business services	Others****)	
Current accounts with Bank Indonesia	-	46,490,930	-	-	-	-	46,490,930
Current accounts with other banks	-	12,563,490	-	-	-	-	12,563,490
Placement with Bank Indonesia and other banks	-	37,616,435	-	-	-	-	37,616,435
Marketable securities ⁾							
Government							
Fair value through profit or loss	4,319,700	-	-	-	-	-	4,319,700
Available for sale	1,615,886	-	-	-	-	-	1,615,886
Held to maturity	16,726	-	-	-	-	-	16,726
At cost	405,881	-	-	-	-	-	405,881
Non Government							
Fair value through profit or loss	-	3,016,983	92,548	88	53,029	26,599	3,189,247
Available for sale	-	11,020,052	318,793	154,072	2,450,311	4,342,062	18,285,290
Held to maturity	-	3,345,297	621,516	466,075	2,564,872	1,021,408	8,019,168
At cost	-	11,795,328	400,000	85,000	385,000	804,600	13,469,928
Government Bonds ^{**)}							
Fair value through profit or loss	5,040,996	-	-	-	-	-	5,040,996
Available for sale	96,664,454	-	-	-	-	-	96,664,454
Held to maturity	18,003,259	-	-	-	-	-	18,003,259
At cost	8,079,331	-	-	-	-	-	8,079,331
Other receivables-trade transactions	-	5,988,403	9,778,576	1,897,493	205,518	12,545,712	30,415,702

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

- (i) Maximum exposure to credit risk before considering collateral held and other credit supports (continued)

Concentration of risks of financial assets with credit risk exposure (continued)

b) Industry sectors (continued)

December 31, 2019							
	Government	Financial institution/ Bank	Manufacturing	Agriculture	Business services	Others****)	Total
Securities purchased under resale agreements	-	1,839,657	-	-	-	115,706	1,955,363
Derivatives receivables	-	1,165,889	-	-	-	451,587	1,617,476
Loans ⁾							
Corporate	13,567,951	6,114,177	85,521,532	39,480,182	45,702,704	174,983,399	365,369,945
Commercial	-	701,949	46,513,622	27,236,270	19,589,813	54,980,283	149,021,937
Retail	-	47,219	5,916,721	16,770,264	16,482,885	257,052,491	296,269,580
Sharia	17,276	5,871,056	3,708,803	3,936,036	3,801,803	57,838,801	75,173,775
Consumer financing receivables	153,821	25,052	555,174	35,211	167,630	17,628,818	18,565,706
Net investment finance leases	76,113	2,586	77,363	40,146	563,260	2,295,603	3,055,071
Acceptance receivables	1,469	981,419	872,765	-	5,245	8,418,941	10,279,839
Other assets							
Accrued income	666,736	1,468,736	312,435	109,486	339,177	2,496,553	5,393,123
Receivables from customer transactions	-	475,802	-	-	-	839,686	1,315,488
Receivables from transactions related to ATM and credit card	-	-	-	-	-	595,697	595,697
Receivables to policyholders	-	147,564	-	-	-	-	147,564
Receivables from sale of marketable securities	-	75,789	-	-	-	-	75,789
Receivables from Government Bonds pledged as collateral	-	3,554,645	-	-	-	-	3,554,645
	148,629,599	154,308,458	154,689,848	90,210,323	92,311,247	596,437,946	1,236,587,421

⁾ Segments of risk management are classified into Corporate, Commercial, Retail and Sharia.

^{*)} Excluding marketable securities from investment from the Subsidiary's unit-link policyholder's with no credit risk.

^{****)} Excluding government bonds from investments from Subsidiary's unit-link policyholders with no credit risk.

^{****)} Others including trading, restaurant and hotel, mining, transportation, warehousing, construction, gas and water, and social services.

Credit risk exposure relating to administrative accounts items are as follows:

December 31, 2020							
	Government	Financial institution/ Bank	Manufacturing	Agriculture	Business services	Others ⁾	Net
Administrative accounts							
Bank guarantees issued	17,982	30,744,973	21,739,897	259,653	444,240	45,061,598	98,268,343
Unused loan facilities ⁾	14,405,222	4,636,603	6,063,013	2,953,361	-	50,440,446	78,498,645
Outstanding irrevocable letters of credit	23,778	136,133	1,694,376	256,144	1,457,381	11,877,559	15,445,371
Standby letter of credit	-	13,072	3,112,625	435,550	3,066,778	3,846,292	10,474,317
	14,446,982	35,530,781	32,609,911	3,904,708	4,968,399	111,225,895	202,686,676

⁾ Include committed and uncommitted credit card facilities

December 31, 2019							
	Government	Financial institution/ Bank	Manufacturing	Agriculture	Business services	Others ⁾	Net
Administrative accounts							
Bank guarantees issued	25,582	27,584,799	21,890,489	221,225	425,821	46,315,480	96,463,396
Committed unused loan facilities	16,684,136	2,794,599	6,616,123	1,322,600	-	11,743,344	39,160,802
Outstanding irrevocable letters of credit	63,944	10,168	2,168,351	334,116	1,921,081	13,067,693	17,565,353
Standby letter of credit	-	-	2,224,023	-	3,832,186	7,741,879	13,798,088
	16,773,662	30,389,566	32,898,986	1,877,941	6,179,088	78,868,396	166,987,639

⁾ Others including trading, restaurant and hotel, mining, transportation, warehousing, construction, electricity, gas and water, and social services.

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63. RISK MANAGEMENT (continued)

A. Credit Risk (continued)

- (i) Maximum exposure to credit risk before considering collateral held and other credit supports (continued)

Concentration of risks of financial assets with credit risk exposure (continued)

c) Credit quality of financial assets

As of December 31, 2020 and 2019, exposure to credit risk on financial assets are as follows:

	December 31, 2020					
	Neither past due nor impaired	Past due but not impaired	Impaired	Total	Impairment provision	Net
Current account with Bank Indonesia	49,638,625	-	-	49,638,625	-	49,638,625
Current account with other bank	24,045,292	-	3,079	24,048,371	(71,044)	23,977,327
Placement with Bank Indonesia and others bank	79,768,792	-	44,577	79,813,369	(46,772)	79,766,597
Marketable securities **)						
Government						
Fair value through profit or loss	1,600,971	-	-	1,600,971	-	1,600,971
Fair value through other comprehensive income	1,877,509	-	-	1,877,509	-	1,877,509
Amortized cost	20,000	-	-	20,000	-	20,000
At cost	123,603	-	-	123,603	-	123,603
Non-government						
Fair value through profit or loss	6,627,907	-	-	6,627,907	(105)	6,627,802
Fair value through other comprehensive income	17,269,988	-	-	17,269,988	(920)	17,269,068
Amortized cost	8,556,048	-	-	8,556,048	(119,085)	8,436,963
At cost	17,605,641	-	-	17,605,641	(19,923)	17,585,718
Government Bonds ***)						
Fair value through profit or loss	7,896,257	-	-	7,896,257	-	7,896,257
Fair value through other comprehensive income	102,726,597	-	-	102,726,597	-	102,726,597
Amortized cost	39,423,358	-	-	39,423,358	-	39,423,358
At cost	8,690,979	-	-	8,690,979	-	8,690,979
Other receivables						
trade transactions	25,541,491	3,274,634	1,179,739	29,995,864	(1,687,776)	28,308,088
Securities purchased under resale agreements	55,094,456	-	-	55,094,456	-	55,094,456
Derivatives receivables	2,578,947	-	-	2,578,947	-	2,578,947
Loans ¹⁾						
Corporate	330,609,957	9,470,200	4,168,136	344,248,293	(18,532,274)	325,716,019
Commercial	117,213,482	19,246,040	17,838,552	154,298,074	(28,582,150)	125,715,924
Retail	276,336,163	8,291,926	3,748,133	288,376,222	(11,871,543)	276,504,679
Sharia	70,595,274	321,279	12,306,323	83,222,876	(3,285,135)	79,937,741
Consumer financing receivables	17,453,288	1,440,325	184,795	19,078,408	(428,509)	18,649,899
Net Investment finance leases	3,372,382	178,953	30,087	3,581,422	(58,955)	3,522,467
Acceptance receivables	10,155,118	-	1,391	10,156,509	(122,825)	10,033,684
Other assets						
Accrued income	5,695,044	-	-	5,695,044	-	5,695,044
Receivables from customer transactions	3,134,231	-	9,888	3,144,119	(13,156)	3,130,963
Receivables from transactions related to ATM and credit card	543,698	-	-	543,698	-	543,698
Receivable to policyholders	223,556	-	-	223,556	-	223,556
Receivables from Government Bonds pledged as collateral	5,330,952	-	-	5,330,952	-	5,330,952
	1,289,749,606	42,223,357	39,514,700	1,371,487,663	(64,840,172)	1,306,647,491

¹⁾ Segments of risk management are classified into Corporate, Commercial, Retail and Sharia.

²⁾ Excluding marketable securities from investment from the Subsidiary's unit-link policyholder's with no credit risk.

³⁾ Excluding government bonds from investments from Subsidiary's unit-link policyholders with no credit risk.

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

- (i) Maximum exposure to credit risk before considering collateral held and other credit supports (continued)

Concentration of risks of financial assets with credit risk exposure (continued)

c) Credit quality of financial assets (continued)

As of December 31, 2020 and 2019, exposure to credit risk on financial assets are as follows (continued):

	December 31, 2019					Net
	Neither past due nor impaired	Past due but not impaired	Impaired	Total	Impairment provision	
Current account with Bank Indonesia	46,490,930	-	-	46,490,930	-	46,490,930
Current account with other bank	12,560,200	-	3,290	12,563,490	(5,193)	12,558,297
Placement with Bank Indonesia and others bank	37,568,760	-	47,675	37,616,435	(47,675)	37,568,760
Marketable securities ^{*)}						
Government						
Fair value through profit or loss	4,319,700	-	-	4,319,700	-	4,319,700
Available for sale	1,615,886	-	-	1,615,886	-	1,615,886
Held to maturity	16,726	-	-	16,726	-	16,726
At cost	405,881	-	-	405,881	-	405,881
Non-government						
Fair value through profit or loss	3,189,247	-	-	3,189,247	-	3,189,247
Available for sale	18,285,290	-	-	18,285,290	-	18,285,290
Held to maturity	7,949,850	-	69,318	8,019,168	(36,485)	7,982,683
At cost	13,469,928	-	-	13,469,928	(33,053)	13,436,875
Government Bonds ^{****)}						
Fair value through profit or loss	5,040,996	-	-	5,040,996	-	5,040,996
Available for sale	96,664,454	-	-	96,664,454	-	96,664,454
Held to maturity	18,003,259	-	-	18,003,259	-	18,003,259
At cost	8,079,331	-	-	8,079,331	-	8,079,331
Other receivables						
trade transactions	22,418,217	6,502,375	1,495,110	30,415,702	(1,311,591)	29,104,111
Securities purchased under resale agreements	1,955,363	-	-	1,955,363	-	1,955,363
Derivatives receivables	1,617,476	-	-	1,617,476	-	1,617,476
Loans ⁾						
Corporate	334,409,001	21,838	30,939,106	365,369,945	(5,023,956)	360,345,989
Commercial	110,759,311	871,124	37,391,502	149,021,937	(16,609,011)	132,412,926
Retail	279,674,630	9,720,049	6,874,901	296,269,580	(6,388,075)	289,881,505
Sharia	71,119,651	635,401	3,418,723	75,173,775	(1,967,351)	73,206,424
Consumer financing receivables	16,993,116	1,362,530	210,060	18,565,706	(354,618)	18,211,088
Net Investment finance leases	2,845,500	182,377	27,194	3,055,071	(7,982)	3,047,089
Acceptance receivables	9,720,487	-	559,352	10,279,839	(221,804)	10,058,035
Other assets						
Accrued income	5,393,123	-	-	5,393,123	-	5,393,123
Receivables from customer transactions	1,304,877	-	10,611	1,315,488	(10,609)	1,304,879
Receivables from transactions related to ATM and credit card	595,697	-	-	595,697	-	595,697
Receivable to policyholders	147,564	-	-	147,564	-	147,564
Receivables from sale of marketable Securities	75,789	-	-	75,789	-	75,789
Receivables from Government Bonds pledged as collateral	3,554,645	-	-	3,554,645	-	3,554,645
	1,136,244,885	19,295,694	81,046,842	1,236,587,421	(32,017,403)	1,204,570,018

⁾ Segments of risk management are classified into Corporate, Commercial, Retail and Sharia.

^{*)} Excluding marketable securities from investment from the Subsidiary's unit-link policyholder's with no credit risk.

^{****)} Excluding government bonds from investments from Subsidiary's unit-link policyholders with no credit risk.

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

- (i) Maximum exposure to credit risk before considering collateral held and other credit supports (continued)

Concentration of risks of financial assets with credit risk exposure (continued)

- c) Credit quality of financial assets (continued)

As of December 31, 2020 and 2019, exposure to credit risk on administrative accounts are as follows:

	December 31, 2020					
	Neither past due nor impaired	Past due but not impaired	Impaired	Total	Impairment provision	Net
Administrative accounts						
Bank guarantees issued	98,079,132	-	189,211	98,268,343	(1,808,693)	96,459,650
Unused loan facilities ^{*)}	77,855,815	568,276	74,554	78,498,645	(309,776)	78,188,869
Outstanding irrevocable letters of credit	15,443,042	-	2,329	15,445,371	(89,028)	15,356,343
Standby letter of credit	10,474,317	-	-	10,474,317	(1,264,037)	9,210,280
	201,852,306	568,276	266,094	202,686,676	(3,471,534)	199,215,142

^{*)} Include committed and uncommitted credit card facilities

	December 31, 2019					
	Neither past due nor impaired	Past due but not impaired	Impaired	Total	Impairment provision	Net
Administrative accounts						
Bank guarantees issued	95,547,794	-	915,602	96,463,396	(119,822)	96,343,574
Committed unused loan facilities	38,732,357	4,389	424,056	39,160,802	(27,970)	39,132,832
Outstanding irrevocable letters of credit	16,813,849	-	751,504	17,565,353	(12,962)	17,552,391
Standby letter of credit	12,906,578	-	891,510	13,798,088	(225,285)	13,572,803
	164,000,578	4,389	2,982,672	166,987,639	(386,039)	166,601,600

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

- (i) Maximum exposure to credit risk before considering collateral held and other credit supports (continued)

Concentration of risks of financial assets with credit risk exposure (continued)

c) Credit quality of financial assets (continued)

As of December 31, 2020 and 2019, details of the quality of financial assets that are neither past due or nor impaired based on internal ratings are as follows:

	December 31, 2020		
	Not under Monitoring ¹⁾	Under monitoring ²⁾	Total
Assets			
Current accounts with Bank Indonesia	49,638,625	-	49,638,625
Current accounts with other banks	24,045,292	-	24,045,292
Placement with Bank Indonesia and other banks	79,768,792	-	79,768,792
Marketable securities ³⁾			
Government			
Fair value through profit or loss	1,600,971	-	1,600,971
Fair value through other comprehensive income	1,877,509	-	1,877,509
Amortized cost	20,000	-	20,000
At cost	123,603	-	123,603
Non Government			
Fair value through profit or loss	6,627,907	-	6,627,907
Fair value through other comprehensive income	17,269,988	-	17,269,988
Amortized cost	8,556,048	-	8,556,048
At cost	17,605,641	-	17,605,641
Government Bonds ⁴⁾			
Fair value through profit or loss	7,896,257	-	7,896,257
Fair value through other comprehensive income	102,726,597	-	102,726,597
Amortized cost	39,423,358	-	39,423,358
At cost	8,690,979	-	8,690,979
Other receivables-trade transactions	9,740,337	15,801,154	25,541,491
Securities purchased under agreements to resell	55,094,456	-	55,094,456
Derivatives receivables	2,578,947	-	2,578,947
Loans ⁵⁾			
Corporate	165,997,927	164,612,030	330,609,957
Commercial	58,489,360	58,724,122	117,213,482
Retail	267,818,712	8,517,451	276,336,163
Sharia	70,595,274	-	70,595,274
Consumer financing receivables	17,453,288	-	17,453,288
Net Investment finance leases	3,372,382	-	3,372,382
Acceptance receivables	7,317,273	2,837,845	10,155,118
Other assets			
Accrued income	5,695,044	-	5,695,044
Receivables from customer transactions	3,134,231	-	3,134,231
Receivables from transactions			
related to ATM and credit card	543,698	-	543,698
Receivables to policyholders	223,556	-	223,556
Receivables from Government Bonds pledged as collateral	5,330,952	-	5,330,952
Total	1,039,257,004	250,492,602	1,289,749,606

¹⁾ Segments of risk management are classified into Corporate, Commercial, Retail and Sharia.

²⁾ Excluding marketable securities from investment from the Subsidiary's unit-link policyholder's with no credit risk.

³⁾ Excluding government bonds from investments from Subsidiary's unit-link policyholders with no credit risk.

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

- (i) Maximum exposure to credit risk before considering collateral held and other credit supports (continued)

Concentration of risks of financial assets with credit risk exposure (continued)

- c) Credit quality of financial assets (continued)

As of December 31, 2020 and 2019, details of the quality of financial assets that are neither past due or nor impaired based on internal ratings are as follows (continued):

	December 31, 2019		
	Not under Monitoring ¹⁾	Under monitoring ²⁾	Total
Assets			
Current accounts with Bank Indonesia	46,490,930	-	46,490,930
Current accounts with other banks	12,560,200	-	12,560,200
Placement with Bank Indonesia and other banks	37,568,760	-	37,568,760
Marketable securities ³⁾			
Government			
Fair value through profit or loss	4,319,700	-	4,319,700
Available for sale	1,615,886	-	1,615,886
At cost	405,881	-	405,881
Held to maturity	16,726	-	16,726
Non Government			
Fair value through profit or loss	3,189,247	-	3,189,247
Available for sale	18,285,290	-	18,285,290
Held to maturity	7,693,805	256,045	7,949,850
At cost	13,469,928	-	13,469,928
Government Bonds ⁴⁾			
Fair value through profit or loss	5,040,996	-	5,040,996
Available for sale	96,664,454	-	96,664,454
Held to maturity	18,003,259	-	18,003,259
At cost	8,079,331	-	8,079,331
Other receivables-trade transactions	18,236,810	4,181,407	22,418,217
Securities purchased under agreements to resell	1,955,363	-	1,955,363
Derivatives receivables	1,617,476	-	1,617,476
Loans ⁵⁾			
Corporate	248,865,875	85,543,126	334,409,001
Commercial	97,676,865	13,082,446	110,759,311
Retail	277,420,366	2,254,264	279,674,630
Sharia	71,119,651	-	71,119,651
Consumer financing receivables	16,993,116	-	16,993,116
Net Investment finance leases	2,845,500	-	2,845,500
Acceptance receivables	9,310,881	409,606	9,720,487
Other assets			
Accrued income	5,393,123	-	5,393,123
Receivables from customer transactions	1,304,877	-	1,304,877
Receivables from transactions			
related to ATM and credit card	595,697	-	595,697
Receivables to policyholders	147,564	-	147,564
Receivables from sale of marketable securities	75,789	-	75,789
Receivables from Government Bonds pledged as collateral	3,554,645	-	3,554,645
Total	1,030,517,991	105,726,894	1,136,244,885

¹⁾ Segments of risk management are classified into Corporate, Commercial, Retail and Sharia.

²⁾ Excluding marketable securities from investment from the Subsidiary's unit-link policyholder's with no credit risk.

³⁾ Excluding government bonds from investments from Subsidiary's unit-link policyholders with no credit risk.

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

- (i) Maximum exposure to credit risk before considering collateral held and other credit supports (continued)

Concentration of risks of financial assets with credit risk exposure (continued)

c) Credit quality of financial assets (continued)

As of December 31, 2020 and 2019, details of the credit quality of administrative accounts that are neither past due nor impaired based on internal ratings are as follows:

	December 31, 2020		
	Not under monitoring ¹⁾	Under monitoring ²⁾	Total
Administrative accounts			
Bank guarantees issued	62,837,071	35,242,061	98,079,132
Unused loan facilities ¹⁾	67,559,568	10,296,247	77,855,815
Outstanding irrevocable letters of credit	7,104,254	8,338,788	15,443,042
Standby letters of credit	7,058,544	3,415,773	10,474,317
	144,559,437	57,292,869	201,852,306

¹⁾ Include committed and uncommitted credit card facilities

	December 31, 2019		
	Not under monitoring ¹⁾	Under monitoring ²⁾	Total
Administrative accounts			
Bank guarantees issued	77,740,283	17,807,511	95,547,794
Committed unused loan facilities	35,361,189	3,371,168	38,732,357
Outstanding irrevocable letters of credit	13,628,050	3,185,799	16,813,849
Standby letters of credit	10,396,314	2,510,264	12,906,578
	137,125,836	26,874,742	164,000,578

The credit quality of financial assets that are neither past due nor impaired is explained as follows:

- 1) Not under monitoring, there is no doubt on the recovery of the financial assets.
- 2) Under monitoring.

Bank Mandiri:

There are certain considerations in relation to the debtor's ability in repaying the loan at maturity date. However, up to December 31, 2020 and 2019, there was no late payment in terms of principal installment as well as interest at maturity date. This amount includes credit exposure on marketable securities (export bills), other receivables - trade transactions and acceptance receivables with Bank Indonesia's collectibility at two (special mention) but with no overdue as of December 31, 2020 and 2019.

Subsidiaries:

Financial assets which have experienced past due in the past but no overdue as of December 31, 2020 and 2019.

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

- (i) Maximum exposure to credit risk before considering collateral held and other credit supports (continued)

Concentration of risks of financial assets with credit risk exposure (continued)

c) Credit quality of financial assets (continued)

Aging analysis of financial assets that were past due, but not impaired as of December 31, 2020 and 2019 are as follows:

	December 31, 2020			
	1 - 30 days	31 - 60 days	61 - 90 days	Total
Assets				
Other receivables - trade transactions	3,274,634	-	-	3,274,634
Loans				
Corporate	9,470,200	-	-	9,470,200
Commercial	16,958,809	1,355,686	931,545	19,246,040
Retail	5,294,496	1,970,558	1,026,872	8,291,926
Sharia	120,247	80,526	120,506	321,279
Consumer financing receivables	1,071,544	261,604	107,177	1,440,325
Net investment finance leases	77,612	65,708	35,633	178,953
	36,267,542	3,734,082	2,221,733	42,223,357
	December 31, 2019			
	1 - 30 days	31 - 60 days	61 - 90 days	Total
Assets				
Other receivables - trade transactions	6,502,375	-	-	6,502,375
Loans				
Corporate	21,838	-	-	21,838
Commercial	511,024	69,720	290,380	871,124
Retail	6,663,463	1,739,707	1,316,879	9,720,049
Sharia	248,880	170,162	216,359	635,401
Consumer financing receivables	963,669	228,614	170,247	1,362,530
Net investment finance leases	74,146	43,160	65,071	182,377
	14,985,395	2,251,363	2,058,936	19,295,694

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

(ii) Loans

The gross amount of impaired loans, along with the provision for impairment, by class of asset as of December 31, 2020 and 2019, are summarised in the tables below:

	December 31, 2020 ¹⁾				
	Corporate	Commercial	Retail	Sharia	Total
Impaired (assessed individually)					
Gross amount	4,167,980	17,219,210	236,869	1,107,878	22,731,937
Allowance for impairment losses	(3,675,190)	(15,577,895)	(208,841)	(740,904)	(20,202,830)
Carrying amount	492,790	1,641,315	28,028	366,974	2,529,107
Impaired (assessed collectively)					
Gross amount	156	619,342	3,511,264	11,198,445	15,329,207
Allowance for impairment losses	(135)	(536,290)	(2,215,638)	(1,729,693)	(4,481,756)
Carrying amount	21	83,052	1,295,626	9,468,752	10,847,451
Total gross amount	4,168,136	17,838,552	3,748,133	12,306,323	38,061,144
Allowance for impairment losses	(3,675,325)	(16,114,185)	(2,424,479)	(2,470,597)	(24,684,586)
Total carrying amount	492,811	1,724,367	1,323,654	9,835,726	13,376,558

¹⁾ Segment of Risk Management are classified into Corporate, Commercial, Retail and Sharia.

²⁾ Represents restructured and non performing debtors which categorized as stage 3 in accordance with SFAS 71 "Financial Instruments" and loans with collectability of non-performing loans and loans that are calculated individually provided by a subsidiary engaged in Sharia Banking amounting to Rp12,306,323 with allowance for losses impairment amounting to Rp2,470,596

	December 31, 2019 ¹⁾				
	Corporate	Commercial	Retail	Sharia	Total
Impaired (assessed individually)					
Gross amount	29,668,029	32,418,201	1,144,055	814,820	64,045,105
Allowance for impairment losses	(4,663,478)	(14,663,017)	(451,096)	(604,973)	(20,382,564)
Carrying amount	25,004,551	17,755,184	692,959	209,847	43,662,541
Impaired (assessed collectively)					
Gross amount	1,271,077 ²⁾	4,973,301 ²⁾	5,730,846	2,603,903	14,579,127
Allowance for impairment losses	(2,300)	(622,990)	(1,769,668)	(610,343)	(3,005,301)
Carrying amount	1,268,777	4,350,311	3,961,178	1,993,560	11,573,826
Total gross amount	30,939,106	37,391,502	6,874,901	3,418,723	78,624,232
Allowance for impairment losses	(4,665,778)	(15,286,007)	(2,220,764)	(1,215,316)	(23,387,865)
Total carrying amount	26,273,328	22,105,495	4,654,137	2,203,407	55,236,367

¹⁾ Segment of Risk Management are classified into Corporate, Commercial, Retail and Sharia.

²⁾ Represents restructured and non performing debtors which had been subject to individual assessment but impairment losses are not recognised and therefore are collectively assessed.

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

(iii) Current accounts with other banks

	December 31, 2020		
	Non-impaired ¹⁾	Impaired	Total
Rupiah	1,019,563	-	1,019,563
Foreign currencies	23,025,729	3,079	23,028,808
Total	24,045,292	3,079	24,048,371
Less: allowance for impairment losses	(67,965)	(3,079)	(71,044)
Net	23,977,327	-	23,977,327

	December 31, 2019		
	Non-impaired ¹⁾	Impaired	Total
Rupiah	490,918	-	490,918
Foreign currencies	12,069,282	3,290	12,072,572
Total	12,560,200	3,290	12,563,490
Less: allowance for impairment losses	(1,903)	(3,290)	(5,193)
Net	12,558,297	-	12,558,297

¹⁾ Including financial assets of Subsidiary engaged in sharia banking which are assessed based on Bank Indonesia Regulation,

(iv) Placement with Bank Indonesia and other banks

	December 31, 2020		
	Non-impaired ¹⁾	Impaired	Total
Rupiah			
Bank Indonesia	35,732,489	-	35,732,489
Call money	1,780,000	-	1,780,000
Time deposits	1,308,099	-	1,308,099
	38,820,588	-	38,820,588
Foreign currencies			
Bank Indonesia	29,294,250	-	29,294,250
Call money	8,322,517	43,573	8,366,090
Placement "Fixed Term"	2,942,873	1,004	2,943,877
Time deposits	388,564	-	388,564
	40,948,204	44,577	40,992,781
Total	79,768,792	44,577	79,813,369
Less: allowance for impairment losses	(2,195)	(44,577)	(46,772)
Net	79,766,597	-	79,766,597

	December 31, 2019		
	Non-impaired ¹⁾	Impaired	Total
Rupiah			
Bank Indonesia	12,380,226	-	12,380,226
Call money	4,020,000	-	4,020,000
Time deposits	1,150,400	-	1,150,400
	17,550,626	-	17,550,626

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

(iv) Placement with Bank Indonesia and other banks (continued)

	December 31, 2019		
	Non-impaired ¹⁾	Impaired	Total
Foreign currencies			
Bank Indonesia	8,468,325	-	8,468,325
Call money	8,090,026	46,601	8,136,627
Placement "Fixed Term"	2,792,032	1,074	2,793,106
Time deposits	667,751	-	667,751
	<u>20,018,134</u>	<u>47,675</u>	<u>20,065,809</u>
Total	37,568,760	47,675	37,616,435
Less: allowance for impairment losses	-	(47,675)	(47,675)
Net	<u>37,568,760</u>	<u>-</u>	<u>37,568,760</u>

¹⁾ Including financial assets of Subsidiary engaged in sharia banking which are assessed based on Bank Indonesia Regulation.

(v) Marketable securities

	December 31, 2020		
	Non-impaired ¹⁾	Impaired ²⁾	Total
Government			
Rupiah			
Sharia corporation bonds	92,000	-	92,000
Bonds	897,306	-	897,306
Export bills	31,602	-	31,602
	<u>1,020,908</u>	<u>-</u>	<u>1,020,908</u>
Foreign currencies			
Treasury bills	2,601,175	-	2,601,175
Total	3,622,083	-	3,622,083
Non-government			
Rupiah			
Investments in mutual fund	4,295,974	-	4,295,974
Certificates of Bank Indonesia and Sharia	3,841,098	-	3,841,098
Sukuk Bank Indonesia	12,206,645	-	12,206,645
Bonds	11,733,595	-	11,733,595
Medium term notes	245,000	-	245,000
Sharia corporation bonds	1,838,601	-	1,838,601
Negotiable certificate of deposit	946,607	-	946,607
Shares	313,958	-	313,958
Export bills	952,248	-	952,248
Total	<u>36,373,726</u>	<u>-</u>	<u>36,373,726</u>
Foreign currencies			
Certificates of Bank Indonesia	4,497,492	-	4,497,492
Investments in mutual fund	3,245,455	-	3,245,455
Bonds	5,315,583	-	5,315,583
Export bills	627,328	-	627,328
Total	<u>13,685,858</u>	<u>-</u>	<u>13,685,858</u>
Total	<u>50,059,584</u>	<u>-</u>	<u>50,059,584</u>
	<u>53,681,667</u>	<u>-</u>	<u>53,681,667</u>
Less: allowance for impairment losses	(140,033)	-	(140,033)
Net	<u>53,541,634</u>	<u>-</u>	<u>53,541,634</u>

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

(v) Marketable securities (continued)

	December 31, 2019		Total
	Non-impaired ¹⁾	Impaired ²⁾	
Government			
Rupiah			
Bonds	2,768,698	-	2,768,698
Export bills	123,093	-	123,093
	2,891,791	-	2,891,791
Foreign currencies			
Treasury bills	3,466,402	-	3,466,402
Total	6,358,193	-	6,358,193
Non-government			
Rupiah			
Investments in mutual fund	4,174,652	-	4,174,652
Certificates of Bank Indonesia and Sharia	1,223,132	-	1,223,132
Sukuk Bank Indonesia	9,431,729	-	9,431,729
Bonds	11,342,344	-	11,342,344
Medium term notes	250,000	-	250,000
Sharia corporation bonds	3,163,600	-	3,163,600
Negotiable certificate of deposit	229,060	-	229,060
Shares	353,114	-	353,114
Export bills	717,386	29,345	746,731
Total	30,885,017	29,345	30,914,362
Foreign currencies			
Certificates of Bank Indonesia	2,149,755	-	2,149,755
Investments in mutual fund	3,193,387	-	3,193,387
Bonds	5,681,425	-	5,681,425
Export bills	984,731	39,973	1,024,704
Total	12,009,298	39,973	12,049,271
Total	42,894,315	69,318	42,963,633
	49,252,508	69,318	49,321,826
Less: allowance for impairment losses	(51,100)	(18,438)	(69,538)
Net	49,201,408	50,880	49,252,288

¹⁾ Including financial assets of Subsidiary engaged in sharia banking which are assessed based on Bank Indonesia Regulation.

²⁾ Excluding marketable securities which are the investment from the Subsidiary's unit-link policyholders with no credit risk exposure.

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

(vi) Other receivables - trade transactions

	December 31, 2020		
	Non-impaired ¹⁾	Impaired	Total
Rupiah			
Usance L/C payable at sight	868,129	13,638	881,767
Others	20,377,062	190,023	20,567,085
Total	21,245,191	203,661	21,448,852
Foreign currencies			
Usance L/C payable at sight	1,082,591	-	1,082,591
Others	6,488,343	976,078	7,464,421
Total	7,570,934	976,078	8,547,012
Less: allowance for impairment losses	28,816,125 (508,037)	1,179,739 (1,179,739)	29,995,864 (1,687,776)
Net	28,308,088	-	28,308,088

	December 31, 2019		
	Non-impaired ¹⁾	Impaired	Total
Rupiah			
Usance L/C payable at sight	901,013	144,339	1,045,352
Others	20,381,696	277,886	20,659,582
Total	21,282,709	422,225	21,704,934
Foreign currencies			
Usance L/C payable at sight	1,426,827	101,482	1,528,309
Others	6,211,056	971,403	7,182,459
Total	7,637,883	1,072,885	8,710,768
Less: allowance for impairment losses	28,920,592 (85,249)	1,495,110 (1,226,342)	30,415,702 (1,311,591)
Net	28,835,343	268,768	29,104,111

¹⁾ Including financial assets of Subsidiary engaged in sharia banking which are assessed based on Bank Indonesia Regulation.

(vii) Acceptance receivables

	December 31, 2020		
	Non-impaired	Impaired	Total
Rupiah	6,495,592	1,391	6,496,983
Foreign currencies	3,659,526	-	3,659,526
Less: allowance for impairment losses	10,155,118 (121,434)	1,391 (1,391)	10,156,509 (122,825)
Net	10,033,684	-	10,033,684

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

(vii) Acceptance receivables (continued)

	December 31, 2019		
	Non-impaired	Impaired	Total
Rupiah	4,948,214	320,969	5,269,183
Foreign currencies	4,772,273	238,383	5,010,656
	9,720,487	559,352	10,279,839
Less: allowance for impairment losses	(58,919)	(162,885)	(221,804)
Net	9,661,568	396,467	10,058,035

(viii) Consumer financing receivables

	December 31, 2020		
	Non-impaired	Impaired	Total
Rupiah	18,893,613	184,795	19,078,408
Less: allowance for impairment losses	(349,768)	(78,741)	(428,509)
Net	18,543,845	106,054	18,649,899

	December 31, 2019		
	Non-impaired	Impaired	Total
Rupiah	18,355,646	210,060	18,565,706
Less: allowance for impairment losses	(290,767)	(63,851)	(354,618)
Net	18,064,879	146,209	18,211,088

(ix) Securities purchased under agreements to resell

	December 31, 2020		
	Non-impaired	Impaired	Total
Rupiah Securities purchased under agreements to resell	55,094,456	-	55,094,456

	December 31, 2019		
	Non-impaired	Impaired	Total
Rupiah Securities purchased under agreements to resell	1,955,363	-	1,955,363

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

(x) Net investment finance leases

	December 31, 2020		
	Non-impaired	Impaired	Total
Rupiah	3,551,335	30,087	3,581,422
Less: allowance for impairment losses	(48,681)	(10,274)	(58,955)
Net	3,502,654	19,813	3,522,467

	December 31, 2019		
	Non-impaired	Impaired	Total
Rupiah	3,027,877	27,194	3,055,071
Less: allowance for impairment losses	(7,474)	(508)	(7,982)
Net	3,020,403	26,686	3,047,089

(xi) Estimated losses on commitments and contingencies

	December 31, 2020		
	Non-impaired ^{*)}	Impaired	Total
Rupiah			
Bank guarantees issued	57,652,076	188,777	57,840,853
Unused loan facilities ^{**)}	57,938,578	73,788	58,012,366
Outstanding irrevocable letters of credit	4,868,670	2,329	4,870,999
Standby letters of credit	2,022,517	-	2,022,517
Total	122,481,841	264,894	122,746,735
Foreign currencies			
Bank guarantees issued	40,427,056	434	40,427,490
Unused loan facilities ^{**)}	20,485,513	766	20,486,279
Outstanding irrevocable letters of credit	10,574,372	-	10,574,372
Standby letters of credit	8,451,800	-	8,451,800
Total	79,938,741	1,200	79,939,941
	202,420,582	266,094	202,686,676
Less: allowance for impairment losses	(3,292,887)	(178,647)	(3,471,534)
Net	199,127,695	87,447	199,215,142

*) Including financial assets of Subsidiary engaged in sharia banking which are assessed based on Bank Indonesia Regulation.

**) Including balance amounted to Rp2,726,885 which is classified as "special mention" and the calculation of provision for impairment losses is collectively assessed based on Bank Indonesia Regulation amounted to Rp3,292,887.

***) Include committed and uncommitted credit card facilities.

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63. RISK MANAGEMENT (continued)

A. Credit risk (continued)

(xi) Estimated losses on commitments and contingencies (continued)

	December 31, 2019		
	Non-impaired ^{*)}	Impaired	Total
Rupiah			
Bank guarantees issued	55,142,427	755,520	55,897,947
Committed unused loan facilities			
Outstanding irrevocable letters of credit	16,794,262	421,730	17,215,992
Standby letters of credit	3,988,133	564,547	4,552,680
	1,995,405	729,501	2,724,906
Total	77,920,227	2,471,298	80,391,525
Foreign currencies			
Bank guarantees issued	40,405,367	160,082	40,565,449
Committed unused loan facilities			
Outstanding irrevocable letters of credit	21,942,484	2,326	21,944,810
Standby letters of credit	12,825,716	186,957	13,012,673
	10,911,173	162,009	11,073,182
Total	86,084,740	511,374	86,596,114
	164,004,967	2,982,672	166,987,639
Less: allowance for impairment losses	(33,890)	(352,149)	(386,039)
Net	163,971,077	2,630,523	166,601,600

*) Including financial assets of Subsidiary engaged in sharia banking which are assessed based on Bank Indonesia Regulation.

**) Including balance amounted to Rp70,589 which is classified as "special mention" and the calculation of provision for impairment losses is collectively assessed based on Bank Indonesia Regulation amounted to Rp33,890.

B. Market risk and liquidity risk

(i) Liquidity risk management

Liquidity risk represents the Bank's inability to fulfill all financial liabilities when they become due from its financing cash flows and/or high quality liquid assets that can be pledged, without negatively impacting the Bank's activities and financial condition.

The Bank's liquidity risk is measured through several indicators, which include primary statutory reserve ratio in Bank Indonesia (GWM ratio) and cash, Macroprudential Liquidity Reserve (PLM), liquidity reserve, Macroprudential Intermediation Ratio (RIM), Liquidity Coverage Ratio (LCR), Net Stable Funding Ratio (NSFR) and dependency on large customer deposits.

GWM is a minimum deposits required to be maintained by the Bank in the form of current accounts with Bank Indonesia or marketable securities in which the amount is determined by Bank Indonesia based on certain percentage from total deposits from customers, Macroprudential Liquidity Reserve (PLM) is an ownership percentage in Rupiah marketable securities which can be used in open market operations i.e, SBI, SDBI and SBN.

As of December 31, 2020 (Bank Only), the Bank maintained Rupiah primary statutory reserve of 3.50% from total outstanding deposit from customers denominated in Rupiah in accordance with the regulated limit, while for RIM ratio is 0.00% and PLM ratio of 23.50% from the outstanding deposit from customer denominated in Rupiah. Meanwhile for the foreign exchange, the Bank maintained average foreign exchange statutory deposits at 4.10% from the outstanding deposits from customer denominated in foreign exchange in accordance with the regulated limit.

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(i) Liquidity risk management (continued)

Liquidity reserve is the Bank's liquidity on top of primary reserve as liquidity statutory reserve to anticipate unscheduled liquidity needs. In managing the liquidity reserve, Bank has liquidity reserve limit in the form of safety level limit, which represents the Bank's liquidity reserve projection for one following month. As of December 31, 2020, the liquidity reserve balance is above the safety level.

RIM is a ratio of loans and qualified marketable securities owned by the Bank to the customer deposits, qualified debt securities issued by the Bank and qualified borrowing received by the Bank. As of December 31, 2020, the Bank's RIM is 80.84%.

Liquidity Coverage Ratio (LCR) is a ratio between High Quality Liquid Assets (HQLA) with the estimation of total net cash outflow for the next 30 (thirty) days under a crisis scenario. LCR is used to improve the short-term liquidity of the Bank under a crisis conditions. As of December 31, 2020, the Bank's LCR is 217.53%.

Net Stable Funding Ratio (NSFR) is a ratio of the available stable funding to required stable funding. As of December 31, 2020, the Bank's NSFR is 126.10%.

The Bank uses liquidity gap methodology to project its liquidity conditions for the future. Liquidity gap is basically a maturity mismatch between components of assets and liabilities (including off-balance sheet), which are classified into time bucket based on their contractual maturity or behavioral maturity. As of December 31, 2020, the Bank's liquidity forecast up to next 12 months is at a surplus position. Even in the surplus position for the next 12 months, the Bank always prepares for alternative funding to anticipate tight liquidity in the market or the liquidity is not as expected.

To determine the impact of changes in market factors and internal factors under extreme conditions (crisis) to the liquidity, the Bank conducts stress testing of liquidity risk on a regular basis. The results of stress-testing performed was presented to the Management. The stress-testing result showed that the Bank will be able to survive under liquidity crisis conditions.

Even the stress testing result showed liquidity risk is well managed, Bank has Liquidity Contingency Plan (LCP) which cover funding strategy and pricing strategy including money market borrowing, repo, bilateral borrowing, FX swap and wholesale funding. In LCP, determination of liquidity situations and funding strategies have considered external and internal conditions.

To anticipate liquidity risks due to volatility of global economic condition, Bank Mandiri monitors external indicators, including 1-week JIBOR, BI 7-days RR, 10-years SUN Yield, Outstanding Bank Rupiah Liquidity, Composite Stock Price Index (IHSG), Rate Interbank Call Money, 10-years UST Yield, USD/IDR Exchange Rate, Indonesia's 5-years Credit Default Swap (CDS), and the current market informations.

The maturity profile as of December 31, 2020 and 2019 are based on the remaining period from these dates. Historically, there were a large portion of deposits to be renewed upon maturity. In addition, if there is a need for liquidity, Government Bonds (at fair value through profit or loss and fair value through other comprehensive income) can be exercised by utilizing as collateral in interbank market.

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(i) Liquidity risk management (continued)

The maturity profile of financial assets and liabilities presented using discounted cash flows method are as follows:

December 31, 2020								
Description	Total	No Maturity Contract	≤ 1 month	> 1 month - ≤ 3 months	> 3 months - ≤ 6 months	> 6 months - ≤ 12 months	> 1 year - ≤ 3 years	> 3 years
Assets								
Current accounts with Bank Indonesia	49,638,625	-	49,638,625	-	-	-	-	-
Current accounts with other banks - gross	24,048,371	-	24,045,292	-	-	-	-	3,079
Placement with Bank Indonesia and other banks	79,813,369	-	78,955,066	497,650	295,093	20,000	146	45,414
Marketable securities - gross	80,040,803	26,974,497	12,486,109	4,912,143	5,751,401	5,264,447	13,564,240	11,087,966
Government bonds	159,690,627	-	23,053	864,447	11,098,641	5,231,358	50,138,390	92,334,738
Other receivables-trade transactions - gross	29,995,864	-	7,029,795	13,730,684	7,645,753	423,531	-	1,166,101
Securities purchased under resale agreements - gross	55,094,456	-	52,597,058	2,021,470	387,414	88,514	-	-
Derivative receivables - gross	2,578,947	-	808,961	430,578	239,126	262,137	594,660	243,485
Loans - gross	870,145,465	-	59,938,343	42,470,227	41,283,753	65,579,329	146,485,148	514,388,665
Consumer financing receivables-gross	19,078,408	-	466,122	1,071,580	1,531,932	2,717,580	6,928,527	6,362,667
Net Investment finance leases - gross	3,581,422	-	165,707	323,022	513,545	883,430	1,594,509	101,209
Acceptance receivables - gross	10,156,509	-	3,532,920	3,115,485	3,502,625	5,479	-	-
Other asset - gross ^{*)}	14,937,369	223,556	6,383,794	150,055	158,870	271,138	774,162	6,975,794
	1,398,800,235	27,198,053	296,070,845	69,587,341	72,408,153	80,746,943	220,079,782	632,709,118
Allowance for impairment Losses	(64,840,172)							
Total	1,333,960,063							
Liabilities								
Deposits from customers								
Demand deposits	304,450,291	-	304,450,291	-	-	-	-	-
Savings deposits	351,362,191	-	351,362,191	-	-	-	-	-
Time deposits	307,781,280	-	171,073,621	117,417,841	12,650,546	5,946,093	693,179	-
Deposits from other banks								
Demand and saving deposits	4,122,630	-	4,122,630	-	-	-	-	-
Interbank call money	655,829	-	365,544	161,270	129,015	-	-	-
Time deposits	1,891,237	-	641,719	708,312	299,106	242,100	-	-
Securities sold under agreements to repurchase	1,330,068	-	-	111,757	684,680	-	533,631	-
Derivatives liabilities	1,570,506	-	262,812	179,467	34,242	272,923	636,808	184,254
Acceptance liabilities	10,156,509	-	3,532,920	3,115,485	3,502,625	5,479	-	-
Debt securities issued	38,111,472	-	65,086	-	679,758	1,194,896	9,470,945	26,700,787
Accrued expenses	5,650,785	-	4,934,578	-	-	716,207	-	-
Other liabilities ^{**)}	5,551,368	242,591	3,992,439	745,428	2,774	110,083	358,886	99,167
Fund borrowings	52,810,689	-	3,687,229	10,568,591	7,061,095	7,153,309	11,957,235	12,383,230
Subordinates loans and marketable securities	650,966	-	8,423	-	-	8,423	33,691	600,429
	1,086,095,821	242,591	848,499,483	133,008,151	25,043,841	15,649,513	23,684,375	39,967,867
Maturity gap	312,704,414	26,955,462	(552,428,638)	(63,420,810)	47,364,312	65,097,430	196,395,407	592,741,251
Net positions, net of allowance for impairment losses	247,864,242							

^{*)} Other assets consists of accrued income, receivables from government bonds pledged as collateral, receivables from customer transactions, receivables from transaction related to ATM and credit card, and receivables from policyholder.

^{**)} Other liabilities consists of customers transfer transaction, liabilities related to ATM and credit card transactions, guarantee deposits, lease liabilities, other liabilities related to UPAS transactions and claim payables.

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(i) Liquidity risk management (continued)

The maturity profile of financial assets and liabilities presented using discounted cash flows method are as follows (continued):

December 31, 2019								
Description	Total	No Maturity Contract	≤ 1 month	> 1 month - ≤ 3 months	> 3 months - ≤ 6 months	> 6 months - ≤ 12 months	> 1 year - ≤ 3 years	> 3 years
Assets								
Current accounts with Bank Indonesia	46,490,930	-	46,490,930	-	-	-	-	-
Current accounts with other banks - gross	12,563,490	-	12,560,200	-	-	-	-	3,290
Placement with Bank Indonesia and other banks	37,616,435	-	36,764,473	547,417	255,898	-	47,675	972
Marketable securities - gross	71,332,906	22,610,132	12,104,435	3,960,743	4,291,788	4,424,596	9,555,722	14,385,490
Government bonds	129,000,300	-	-	6,555,758	1,251,428	16,081,510	30,613,260	74,498,344
Other receivables-trade transactions - gross	30,415,702	-	7,094,900	13,626,197	8,485,162	51,698	47,359	1,110,386
Securities purchased under resale agreements - gross	1,955,363	-	1,830,404	-	100,229	24,730	-	-
Derivative receivables - gross	1,617,476	-	447,026	280,155	72,690	196,035	130,477	491,093
Loans - gross	885,835,237	-	84,495,249	40,565,045	55,064,536	69,544,986	148,025,156	488,140,265
Consumer financing receivables-gross	18,565,706	-	884,262	1,268,471	1,324,345	2,562,052	6,497,141	6,029,435
Net Investment finance leases - gross	3,055,071	-	151,564	300,764	427,000	746,415	1,363,886	65,442
Acceptance receivables - gross	10,279,839	-	2,888,591	4,075,099	3,252,199	63,950	-	-
Other asset - gross ¹⁾	11,082,306	147,564	4,247,866	156,113	183,734	243,576	832,507	5,270,946
	1,259,810,761	22,757,696	209,959,900	71,335,762	74,709,009	93,939,548	197,113,183	589,995,663
Allowance for impairment losses	(32,017,403)	-	-	-	-	-	-	-
Total	1,227,793,358	22,757,696	209,959,900	71,335,762	74,709,009	93,939,548	197,113,183	589,995,663
Liabilities								
Deposits from customers								
Demand deposits	247,444,267	-	247,444,267	-	-	-	-	-
Savings deposits	324,488,072	-	324,488,072	-	-	-	-	-
Time deposits	278,176,006	-	147,291,253	98,723,529	12,041,707	18,658,171	1,461,346	-
Deposits from other banks								
Demand and saving deposits	7,748,268	-	7,748,268	-	-	-	-	-
Interbank call money	219,360	-	159,534	59,826	-	-	-	-
Time deposits	5,430,238	-	2,742,501	2,267,137	1,700	418,300	600	-
Securities sold under agreements to repurchase	3,782,055	-	2,289,507	922,560	-	70,766	499,222	-
Derivatives liabilities	1,195,022	-	166,391	116,724	58,629	113,751	336,400	403,127
Acceptance liabilities	10,279,839	-	2,888,591	4,075,099	3,252,199	63,950	-	-
Debt securities issued	32,245,270	-	65,417	-	1,817,657	1,595,488	6,117,276	22,649,432
Accrued expenses	6,215,561	529,317	5,686,244	-	-	-	-	-
Other liabilities ²⁾	3,701,639	138,569	2,418,575	969,342	175,153	-	-	-
Fund borrowings	54,128,562	-	3,453,146	5,621,115	4,606,585	14,664,213	12,839,027	12,944,476
Subordinates loans and marketable securities	664,217	-	8,252	-	-	8,252	24,755	622,958
	975,718,376	667,886	746,850,018	112,755,332	21,953,630	35,592,891	21,278,626	36,619,993
Maturity gap	284,092,385	22,089,810	(536,890,118)	(41,419,570)	52,755,379	58,346,657	175,834,557	553,375,670
Net positions, net of allowance for impairment losses	252,074,982	22,089,810	(536,890,118)	(41,419,570)	52,755,379	58,346,657	175,834,557	553,375,670

¹⁾ Other assets consists of accrued income, receivables from government bonds pledged as collateral, receivables from customer transactions, receivables from sale marketable securities, receivables from transaction related to ATM and credit card, and receivables from policyholder.

²⁾ Other liabilities consists of customers transfer transaction, liabilities related to ATM and credit card transactions, guarantee deposits, payable from purchase of marketable securities, other liabilities related to UPAS transactions and claim payables.

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(i) Liquidity risk management (continued)

The following maturity table provides information regarding contractual maturities of financial liabilities based on undiscounted cash flows as of December 31, 2020 and 2019 as follows:

December 31, 2020								
Description	Total	No Maturity Contract	≤ 1 month	> 1 month - ≤ 3 months	> 3 months - ≤ 6 months	> 6 months - ≤ 12 months	> 1 year - ≤ 3 years	> 3 years
Liabilities								
Deposit from customers								
Demand deposits	304,829,070	-	304,829,070	-	-	-	-	-
Saving deposits	351,625,719	-	351,577,428	11,526	9,490	14,954	7,613	4,708
Time deposits	309,623,088	-	171,859,090	118,155,695	12,855,802	6,048,901	703,600	-
Deposits from other banks								
Demand and saving deposits	4,126,528	-	4,126,528	-	-	-	-	-
Interbank call money	659,891	-	367,407	162,543	129,941	-	-	-
Time deposits	2,002,005	-	737,162	709,452	309,404	245,987	-	-
Securities sold under agreements to repurchase	1,351,901	-	-	113,067	688,021	-	550,813	-
Derivative payables	1,960,034	-	299,094	271,759	94,156	493,495	658,513	143,017
Acceptance payables	10,156,509	-	3,532,920	3,115,485	3,502,625	5,479	-	-
Debt securities issued	46,827,651	-	65,086	418,400	1,497,767	2,203,681	13,108,669	29,534,048
Accrued expenses	5,650,785	-	4,934,578	-	-	716,207	-	-
Other liabilities	5,598,785	242,591	3,992,658	745,510	3,653	131,681	377,334	105,358
Fund borrowings	54,789,802	-	4,502,362	10,251,439	7,207,076	7,056,770	12,528,210	13,243,945
Subordinated loans and marketable securities	783,861	-	12,149	7,453	11,180	30,782	108,980	613,317
Total	1,099,985,629	242,591	850,835,532	133,962,329	26,309,115	16,947,937	28,043,732	43,644,393

December 31, 2019								
Description	Total	No Maturity Contract	≤ 1 month	> 1 month - ≤ 3 months	> 3 months - ≤ 6 months	> 6 months - ≤ 12 months	> 1 year - ≤ 3 years	> 3 years
Liabilities								
Deposit from customers								
Demand deposits	247,804,330	-	247,804,330	-	-	-	-	-
Saving deposits	324,761,507	-	324,739,543	2,182	3,158	8,603	5,073	2,948
Time deposits	281,097,825	-	148,500,361	99,585,281	12,458,704	19,078,217	1,475,262	-
Deposits from other banks								
Demand and saving deposits	7,759,275	-	7,759,275	-	-	-	-	-
Interbank call money	220,204	-	160,078	60,126	-	-	-	-
Time deposits	5,477,376	-	2,772,044	2,272,405	1,735	430,590	602	-
Securities sold under agreements to repurchase	3,800,274	-	2,293,702	925,164	-	71,274	510,134	-
Derivative payables	1,275,014	-	163,976	138,561	98,945	192,115	566,500	114,917
Acceptance payables	10,279,839	-	2,888,591	4,075,099	3,252,199	63,950	-	-
Debt securities issued	38,557,565	-	65,417	213,981	2,261,310	2,253,788	8,735,865	25,027,204
Accrued expenses	6,215,561	529,317	5,686,244	-	-	-	-	-
Other liabilities	3,701,639	138,569	2,418,575	969,342	175,153	-	-	-
Fund borrowings	56,949,984	-	3,552,661	5,751,039	4,771,677	14,933,191	14,327,028	13,614,388
Subordinated loans and marketable securities	837,824	-	20,271	-	10,479	30,941	122,147	653,986
Total	988,738,217	667,886	748,825,068	113,993,180	23,033,360	37,062,669	25,742,611	39,413,443

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(i) Liquidity risk management (continued)

The following maturity table provides information regarding contractual maturities of administrative accounts based on undiscounted cash flows as of December 31, 2020 and 2019 as follows:

December 31, 2020								
Description	Total	No Maturity Contract	≤1 month	>1 month - ≤3 months	>3 months - ≤6 months	>6 months - ≤12 months	> 1 year - ≤3 years	>3 years
Administrative accounts								
Bank guarantees issued	98,268,343	-	98,268,343	-	-	-	-	-
Unused loan facilities ⁷	78,498,645	-	78,498,645	-	-	-	-	-
Outstanding irrevocable letters of credit	15,445,371	-	2,566,569	5,625,825	2,388,901	1,947,578	2,025,090	891,408
Standby letter of credit	10,474,317	-	10,474,317	-	-	-	-	-
	202,686,676	-	189,807,874	5,625,825	2,388,901	1,947,578	2,025,090	891,408

*) Include committed and uncommitted credit card facilities

December 31, 2019								
Description	Total	No Maturity Contract	≤1 month	>1 month - ≤3 months	>3 months - ≤6 months	>6 months - ≤12 months	> 1 year - ≤3 years	>3 years
Administrative accounts								
Bank guarantees issued	96,463,396	-	96,463,396	-	-	-	-	-
Committed unused loan facilities	39,160,802	-	39,160,802	-	-	-	-	-
Outstanding irrevocable letters of credit	17,565,353	-	3,464,223	7,375,340	2,922,103	2,145,340	1,658,347	-
Standby letter of credit	13,798,088	-	13,798,088	-	-	-	-	-
	166,987,639	-	152,886,509	7,375,340	2,922,103	2,145,340	1,658,347	-

(ii) Interest rate risk management on banking book portfolio

Market risk is the risk of balance sheet position and administrative accounts, including derivative transactions, resulted from changes in market conditions, including changes in option price risk.

Managing market risk on banking book is performed by optimising the structure of the Bank's statement of financial position to obtain maximum yield of return at acceptable risk level to the Bank. The monitoring of market risk on banking book is performed by setting a limit which is refer to the regulator requirements and the internal policies, which are monitored on a weekly and monthly basis by the Market Risk Management Unit.

The sources of banking book's interest rate risk are repricing risk (repricing mismatch between asset and liability components), basis risk (usage of different interest rate reference), yield curve risk (changes in shape and slope of the yield curve) and the option risk (loan repayment or redeem of deposit before maturity). The Bank uses the repricing gap and performs sensitivity analysis to obtain the projected Net Interest Income (NII).

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(ii) Interest rate risk management on banking book portfolio (continued)

a. Sensitivity of net interest income

The table below shows the sensitivity of net income for the next 1 year to interest rate movement of interest bearing assets and liabilities of Bank Mandiri as of December 31, 2020 and 2019 (Bank Mandiri only) as follows:

	<u>Increased by 400 bps</u>	<u>Decreased by 400 bps</u>
December 31, 2020 ^{*)}		
Increase/(decrease) net interest income (Rp billion)	3,088.36	(5,328.19)
	<u>Increased by 400 bps</u>	<u>Decreased by 400 bps</u>
December 31, 2019 ^{*)}		
Increase/(decrease) net interest income (Rp billion)	3,627.54	(3,625.31)

^{*)} There was a change in the calculation following FSA circular letter No.12/SEOJK.03/2018 regarding implementation of Risk Management and Standard Approach of Risk Measurement for interest rate risk in banking book for commercial bank, started from June 2019

The above projections assumed that all other variables are held constant at reporting date.

b. Sensitivity of interest income from available for sale marketable securities

The table below shows the sensitivity of Bank Mandiri's interest income from available for sale marketable securities to movement of interest rates as of December 31, 2020 and 2019 (Bank Mandiri only) as follows:

	<u>Increased by 400 bps</u>	<u>Decreased by 400 bps</u>
December 31, 2020 ^{*)}		
Increase/(decrease) interest income (Rp billion)	261.61	(259.41)
	<u>Increased by 400 bps</u>	<u>Decreased by 400 bps</u>
December 31, 2019 ^{*)}		
Increase/(decrease) interest income (Rp billion)	650.41	(646.72)

^{*)} There was a change in the calculation following FSA circular letter No. 12/SEOJK.03/2018 regarding implementation of Risk Management and Standard Approach of Risk Measurement for interest rate risk in banking book for commercial bank, started from June 2019

The above projections assumed that all other variables are held constant at reporting date.

The sensitivities of interest income from available for sale marketable securities do not incorporate hedging and actions that Bank Mandiri would take to mitigate the impact of this interest rate risk. In practice, Bank Mandiri proactively seeks to mitigate the effect of prospective interest movements.

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63. RISK MANAGEMENT (continued)

A. Market risk and liquidity risk (continued)

(ii) Interest rate risk management on banking book portfolio (continued)

c. Bank Mandiri's exposure to interest rate risk (repricing gap)

The tables below summarise Bank Mandiri's financial asset and liabilities at carrying amounts categorised by earlier of contractual repricing date or maturity dates:

	December 31, 2020 ¹										
	Interest bearing								Non interest bearing	Total	
	Less than or equal to 1 month	Over 1 month but not more than 3 months	Over 3 months but not more than 1 year	Over 1 year but not more than 2 years	Over 2 years but not more than 3 years	Over 3 years but not more than 4 years	Over 4 years but not more than 5 years	Over 5 years			
Current accounts with Bank Indonesia	-	-	-	-	-	-	-	-	-	49,638,625	49,638,625
Current accounts with other banks	18,166,851	215	-	-	-	-	-	-	-	5,881,305	24,048,371
Placements with Bank Indonesia and other banks	78,885,066	567,650	315,093	-	146	394	444	44,576	-	-	79,813,369
Marketable securities	12,480,487	4,897,522	11,036,090	5,706,188	7,858,051	1,352,835	4,030,839	5,704,292	26,974,499	-	80,040,803
Government bonds	-	4,347,781	12,729,825	21,541,491	28,948,695	23,766,836	23,986,147	44,369,852	-	-	159,690,627
Other receivables - trade transactions	7,029,795	13,730,684	8,069,284	-	-	-	-	1,122,022	44,079	-	29,995,864
Securities purchased under resale agreements	52,597,058	2,021,470	475,928	-	-	-	-	-	-	-	55,094,456
Derivative receivables	-	14,448	191,802	54,119	547,959	92,833	4,944	-	1,672,842	-	2,578,947
Loans	123,318,930	353,420,411	158,146,353	42,562,299	27,057,436	11,076,905	4,519,760	66,820,563	83,222,808	-	870,145,465
Consumer financing receivables	622,421	1,391,233	5,299,883	5,551,270	3,752,335	1,932,101	526,350	2,815	-	-	19,078,408
Net investment finance leases	165,705	323,022	1,396,976	1,162,346	432,164	97,128	4,081	-	-	-	3,581,422
Acceptance receivables	-	-	-	-	-	-	-	-	10,156,509	-	10,156,509
Other assets	-	-	-	-	-	-	-	14,937,369	-	-	14,937,369
	293,266,313	380,714,436	197,661,234	76,577,713	68,596,786	38,319,032	33,072,565	133,001,489	177,590,667	-	1,398,800,235
Deposits from customers											
Demand deposits and wadiah demand deposits	70,531,775	6,001,214	27,005,462	36,007,282	36,007,282	36,007,282	36,007,282	36,007,282	20,875,430	-	304,450,291
Saving deposits and wadiah saving deposits	86,504,781	7,247,804	32,587,695	43,423,191	43,419,758	43,419,311	43,418,724	43,419,676	7,921,251	-	351,362,191
Time deposits	167,995,290	119,908,351	19,479,093	398,546	-	-	-	-	-	-	307,781,280
Deposits from other banks											
Demand and saving deposits	681,929	94,555	425,496	567,327	567,327	567,327	567,327	567,327	84,015	-	4,122,630
Interbank call money	655,829	-	-	-	-	-	-	-	-	-	655,829
Time deposits	288,346	1,004,929	597,962	-	-	-	-	-	-	-	1,891,237
Securities sold under agreements to repurchase	-	111,757	684,680	-	533,631	-	-	-	-	-	1,330,068
Derivative payables	-	14,331	242,068	61,890	543,523	92,081	4,904	-	611,709	-	1,570,506
Acceptance payables	-	-	-	-	-	-	-	-	10,156,509	-	10,156,509
Debt securities issued	-	-	1,874,969	4,530,265	7,343,035	14,622,668	7,715,062	1,650,473	375,000	-	38,111,472
Accrued expenses	-	-	-	-	-	-	-	-	5,650,785	-	5,650,785
Other liabilities	7,163	6,276	57,326	259,557	154,860	3,059	96,109	4,967,018	-	-	5,551,368
Fund borrowings	1,427,426	16,956,652	27,668,730	3,204,665	2,399,057	940,691	-	213,468	-	-	52,810,689
Subordinated loans and marketable securities	-	-	-	-	-	-	-	650,966	-	-	650,966
	328,092,539	151,345,869	110,623,481	88,452,723	90,968,473	95,652,419	87,809,408	87,476,210	45,674,699	-	1,086,095,821
Total interest repricing gap	(34,826,226)	229,368,567	87,037,753	(11,875,010)	(22,371,687)	(57,333,387)	(54,736,843)	45,525,279	131,915,968	-	312,704,414

¹ There was a change in the calculation following SEOJK regarding Interest Rate Risk in Banking Book (IRRBB) No. 12/SEOJK/03/2018 dated August 21, 2018.
² Represent receivables/and financing from subsidiary engaged in sharia business which earn margin and profit sharing.

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(ii) Interest rate risk management (continued)

c. Bank Mandiri's exposure to interest rate risk (repricing gap) (continued)

The tables below summarise Bank Mandiri's financial asset and liabilities at carrying amounts categorised by earlier of contractual repricing date or maturity dates (continued):

	December 31, 2019 ^{a)}									
	Interest bearing								Non interest bearing	Total
	Less than or equal to 1 month	Over 1 month but not more than 3 months	Over 3 months but not more than 1 year	Over 1 year but not more than 2 years	Over 2 years but not more than 3 years	Over 3 years but not more than 4 years	Over 4 years but not more than 5 years	Over 5 years		
Current accounts with Bank Indonesia	-	-	-	-	-	-	-	-	46,490,930	46,490,930
Current accounts with other banks	10,736,242	-	-	-	-	-	-	-	1,827,248	12,563,490
Placements with Bank Indonesia and other banks	30,941,392	414,008	300,535	-	-	-	-	-	5,960,500	37,616,435
Marketable securities	12,359,572	3,960,743	8,716,384	3,711,250	5,844,472	6,592,370	1,146,942	6,646,178	22,354,995	71,332,906
Government bonds	13,868,407	6,555,759	3,464,529	14,943,947	15,669,315	21,417,387	16,595,360	36,485,596	-	129,000,300
Other receivables - trade transactions	7,050,821	13,626,197	8,536,860	47,359	-	-	-	1,110,386	44,079	30,415,702
Securities purchased under resale agreements	1,831,089	-	124,274	-	-	-	-	-	-	1,955,363
Derivative receivables	3,111	37,575	26,751	93,401	9,825	442,890	23,794	-	980,129	1,617,476
Loans	146,698,796	350,698,252	165,646,704	37,825,603	27,977,678	14,270,948	6,969,935	60,573,533	75,173,788 ^{b)}	885,835,237
Consumer financing receivables	1,052,807	1,565,876	4,819,409	5,144,520	3,528,383	1,855,938	598,304	469	-	18,565,706
Net investment finance leases	151,566	300,764	1,173,415	992,968	370,918	58,622	6,818	-	-	3,055,071
Acceptance receivables	-	-	-	-	-	-	-	-	10,279,839	10,279,839
Other assets	-	-	-	-	-	-	-	11,082,306	-	11,082,306
	224,693,803	377,159,174	192,808,861	62,759,048	53,400,591	44,638,155	25,341,153	115,898,468	163,111,508	1,259,810,761
Deposits from customers										
Demand deposits and wadiah demand deposits	58,778,705	4,990,289	22,456,301	29,941,734	29,941,734	29,941,734	29,941,734	29,941,734	11,510,302	247,444,267
Saving deposits and wadiah saving deposits	79,782,298	6,750,269	30,378,153	40,492,172	40,489,943	40,489,217	40,489,269	40,490,025	5,126,726	324,488,072
Time deposits	151,633,441	95,178,850	30,203,318	1,160,397	-	-	-	-	-	278,176,006
Deposits from other banks										
Demand and saving deposits	1,502,683	174,041	783,184	1,044,245	1,044,245	1,044,245	1,044,245	1,044,245	67,135	7,748,268
Interbank call money	159,535	59,825	-	-	-	-	-	-	-	219,360
Time deposits	2,724,641	2,425,351	280,246	-	-	-	-	-	-	5,430,238
Securities sold under agreements to repurchase	2,287,749	921,852	70,712	-	501,742	-	-	-	-	3,782,055
Derivative payables	-	2,923	10,404	254,835	68,867	399,504	17,589	-	440,900	1,195,022
Acceptance payables	-	-	-	-	-	-	-	-	10,279,839	10,279,839
Debt securities issued	-	-	3,177,225	1,847,281	4,475,816	4,477,050	14,497,762	3,395,136	375,000	32,245,270
Accrued expenses	-	-	-	-	-	-	-	-	6,215,561	6,215,561
Other liabilities	-	-	-	-	-	-	-	3,701,639	-	3,701,639
Fund borrowings	4,436,438	16,893,818	27,138,964	3,232,326	1,847,610	520,727	58,679	-	-	54,128,562
Subordinated loans and marketable securities	-	-	-	-	499,171	-	-	165,046	-	664,217
	301,305,490	127,397,218	114,498,507	77,972,990	78,869,128	76,872,477	86,049,278	78,737,825	34,015,463	975,718,376
Total interest repricing gap	(76,611,687)	249,761,956	78,310,354	(15,213,942)	(25,468,537)	(32,234,322)	(60,708,125)	37,160,643	129,096,045	284,092,385

^{a)} There was a change in the calculation following SEOJK regarding Interest Rate Risk in Banking Book (IRRBB) No. 12/SEOJK.03/2018 dated August 21, 2018.
^{b)} Represent receivables/and financing from subsidiary engaged in sharia business which earn margin and profit sharing.

To assess the impact of changes in interest rates and exchange rates at extreme conditions (crisis) to earnings and capital, the Bank conducts stress testing on the market risk of banking book regularly.

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(iii) Pricing management

The Bank implements pricing policy for loans or deposit products, The pricing policy is one of the Bank's strategy to maximise Net Interest Margin (NIM) and to support the Bank to dominate the market share by considering the competition condition.

The Bank consistently manages to apply the strategy as market leader in terms of fund pricing. However, considering the liquidity conditions and funding needs, the Bank may implement an aggressive strategy (greater than major competitors) or defensive (equal to or smaller than major competitors).

In determine interest rates, the Bank implements risk-based pricing by providing a range of interest rate of loan to customers based on credit risk level. In order to minimize interest rate risk, the loan interest rate is adjusted with interest rate from cost of funds. Other than cost of funds, loan interest rates are determined with consideration to overhead costs, credit risk premiums and profit margins as well as taking into account the Bank's competitiveness with its major competitors, Interest rates for loan can be either a floating or a fixed rate for certain tenors.

(iv) Foreign exchange risk management

Exchange rate risk represents potential loss arising from unfavourable exchange rate movements in the market when the Bank has an open position. The Bank applies a proper foreign exchange risk management to avoid loss arising from exchange rate changes or volatility. Exchange rate risk arises from foreign exchange currency transactions with customer or counterparty which leads to an open position in foreign currency or structural positions in foreign currencies due to capital investment. The Bank manages exchange rate risk by monitoring and managing the Net Open Position (NOP) in accordance with internal limits and the regulation of Bank Indonesia.

The calculation of the net open position as of December 31, 2020 and 2019 is based on Bank Indonesia's Regulation No. 12/10/PBI/2010 dated July 1, 2010 which amended by Bank Indonesia's Regulation No. 17/5/PBI/2015 dated on May 29, 2015 regarding removal implementation NOP 30 minutes. In accordance with Bank Indonesia Regulation, the overall Net Open Position ratio is the sum of the absolute amount from the net difference between assets and liabilities for each foreign currency on statement of financial position which presented in Rupiah add with the net difference between receivables and payables of commitments and contingencies for each foreign currency recorded in administrative which presented stated in Rupiah. The net open position for the statement of financial position is the net difference between total assets and liabilities for each foreign currency which presented in Rupiah. As of March 20, 2020 in accordance with BI Letter No. 22/53/DPPK/Srt/B, Domestic Non-Deliverable Forward (DNDF) transactions are included in the NOP calculation.

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(iv) Foreign exchange risk management (continued)

a. Net open position

Net open position of Bank Mandiri by currencies (expressed in Rupiah) as of December 31, 2020 as follows:

Currency	Assets	Liabilities	Net open position
OVERALL (STATEMENT OF FINANCIAL POSITION AND ADMINISTRATIVE ACCOUNTS)^{*)}			
United States Dollar	304,988,957	306,042,354	1,053,397
European Euro	7,130,736	7,340,293	209,557
Singapore Dollar	2,023,733	1,949,667	74,066
Japanese Yen	393,846	395,857	2,011
Australian Dollar	708,317	696,579	11,738
Great Britain Poundsterling	215,068	251,511	36,443
Hong Kong Dollar	88,138	98,601	10,463
Others	5,300,495	5,277,969	106,854 ⁾
Total			<u>1,504,529</u>
STATEMENT OF FINANCIAL POSITION			
United State Dollar	233,299,662	197,050,680	36,248,982
European Euro	5,837,059	2,934,610	2,902,449
Singapore Dollar	1,806,292	1,949,667	(143,375)
Japanese Yen	384,013	395,245	(11,232)
Australian Dollar	708,317	214,974	493,343
Great Britain Poundsterling	205,562	181,762	23,800
Hong Kong Dollar	88,138	56,455	31,683
Others	4,898,455	5,002,107	(103,652) ^{**)}
Total			<u>39,441,998</u>
Total Tier I and Tier II Capital less investments in Subsidiaries (Note 59)			<u>164,657,355</u>
NOP ratio (statement of financial position)			23.95%
NOP ratio (overall)			0.91%
Net Open Position ratio as of December 31, 2020 if calculated using November 2020 capital as follows:			
November 2020 Capital			164,540,478
NOP ratio (Statement of financial position)			23.97%
NOP ratio (overall) ^{***)}			0.91%

⁾ Represents total absolute amount of difference between assets and liabilities from other foreign currencies.

^{**)} Represents total amount of difference between assets and liabilities from other foreign currencies.

^{***)} The calculation of Bank's net open position is based on Bank Indonesia's regulation No. 12/10/PBI/2010 dated July 1, 2010 and Bank Indonesia's regulation No. 17/5/PBI/2015 dated May 29, 2015 regarding the 4th amendment of Bank Indonesia's regulation No. 5/13/PBI/2003 regarding net open position for Commercial Banks. Under the regulation, starting on July 1, 2010, the Bank is only required to keep the net open position of a maximum of 20% of total capital.

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(iv) Foreign exchange risk management (continued)

a. Net open position (continued)

Net open position of Bank Mandiri by currencies (expressed in Rupiah) as of December 31, 2019 as follows:

Currency	Assets	Liabilities	Net open position
OVERALL (STATEMENT OF FINANCIAL POSITION AND ADMINISTRATIVE ACCOUNTS)**)			
United States Dollar	274,368,735	275,943,615	1,574,880
European Euro	9,031,438	8,976,453	54,985
Singapore Dollar	2,524,459	2,688,245	163,786
Japanese Yen	1,345,872	1,460,013	114,141
Australian Dollar	488,982	511,324	22,342
Great Britain Poundsterling	301,027	288,045	12,982
Hong Kong Dollar	103,282	93,219	10,063
Others	4,691,577	4,890,718	289,223 ⁾
Total			2,242,402
STATEMENT OF FINANCIAL POSITION			
United State Dollar	220,431,781	182,815,107	37,616,674
European Euro	7,527,135	6,354,640	1,172,495
Singapore Dollar	1,888,269	1,545,234	343,035
Japanese Yen	1,004,508	1,360,295	(355,787)
Australian Dollar	356,430	209,988	146,442
Great Britain Poundsterling	289,365	285,909	3,456
Hong Kong Dollar	64,365	26,528	37,837
Others	1,536,813	4,336,102	(2,799,289) ^{**))}
Total			36,164,863
Total Tier I and Tier II Capital less investments in Subsidiaries (Note 59)			188,828,259
NOP ratio (statement of financial position)			19.15%
NOP ratio (overall)			1.19%

Net Open Position ratio as of December 31, 2019 if calculated using November 2019 capital as follows:

November 2019 Capital	186,331,732
NOP ratio (Statement of financial position)	19.41%
NOP ratio (overall) ^{***)}	1.20%

⁾ Represents total absolute amount of difference between assets and liabilities from other foreign currencies.

^{**))} Represents total amount of difference between assets and liabilities from other foreign currencies.

^{***)} The calculation of Bank's net open position is based on Bank Indonesia's regulation No. 12/10/PBI/2010 dated July 1, 2010 and Bank Indonesia's regulation No. 17/5/PBI/2015 dated May 29, 2015 regarding the 4th amendment of Bank Indonesia's regulation No. 5/13/PBI/2003 regarding net open position for Commercial Banks. Under the regulation, starting on July 1, 2010, the Bank is only required to keep the net open position of a maximum of 20% of total capital.

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(iv) Foreign exchange risk management (continued)

b. Bank Mandiri exposure to foreign currency exchange rate risk

The table below summarizes the Group's exposure of foreign currency exchange rate risk as of December 31, 2020 and 2019, Included in the table are the Group's financial instruments at carrying amount, categorised by currencies.

	December 31, 2020								Total
	United States Dollar	European Euro	Singapore Dollar	Japanese Yen	Australian Dollar	Hong Kong Dollar	Great Britain Pound-sterling	Others	
Assets									
Cash	852,753	318,786	451,178	167,316	105,423	16,022	19,900	193,442	2,124,820
Current accounts with Bank Indonesia	7,145,152	-	-	-	-	-	-	-	7,145,152
Current accounts with other banks and other banks	16,626,985	1,433,845	498,999	166,833	123,590	45,428	154,563	3,978,565	23,028,808
Marketable securities	40,840,692	44,576	-	-	-	-	-	107,513	40,992,781
Government bonds	20,029,081	5,063	269,409	2,739	-	-	-	-	20,306,292
Other receivables-trade transactions	23,680,865	2,840,385	-	-	-	-	-	-	26,521,250
Derivative receivables	8,464,804	45,568	4,820	11,144	109	-	3,392	17,175	8,547,012
Loans	2,403,950	11,334	-	6	-	-	472	-	2,415,762
Acceptance receivables	135,712,718	1,334,871	547,015	-	473,255	-	-	1,739,289	139,807,148
Other assets	3,439,254	99,382	7,826	31,604	2,456	-	-	79,004	3,659,526
Total asset	261,918,474	6,179,453	1,779,895	379,841	712,580	61,450	178,354	6,130,436	277,340,483
Liabilities									
Deposits from customers									
Demand deposits and <i>wadiah</i> demand deposits	81,973,058	1,060,290	521,275	239,789	34,738	6,236	54,292	1,425,292	85,314,970
Saving deposits and <i>wadiah</i> saving deposits	27,409,858	742,773	622,423	79,153	88,696	7,022	78,249	24,257	29,052,431
Time deposits	27,694,418	762,248	563,128	7,464	81,660	10,153	4,201	71,287	29,194,559
Deposits from other banks-									
Demand deposits, <i>wadiah</i> demand deposits and saving deposits	1,402,913	565	57	858	-	-	-	93	1,404,486
Interbank call money	-	-	-	-	-	-	-	655,829	655,829
Time deposits	1,120,930	-	-	-	-	-	-	-	1,120,930
Securities sold under agreements to repurchase	1,218,311	-	-	-	-	-	-	-	1,218,311
Derivative payable	1,441,156	33,839	-	-	-	-	450	279	1,475,724
Acceptance payables	3,439,254	99,382	7,826	31,604	2,456	-	-	79,004	3,659,526
Debt securities issued	17,444,677	-	-	-	-	-	-	-	17,444,677
Accrued expenses	661,175	-	35,440	183	151	7,917	55	65,339	770,260
Other liabilities	4,785,365	116,547	107,932	33,392	6,635	17,186	44,864	205,966	5,317,887
Fund borrowings	38,314,570	-	-	184,114	-	-	-	2,729,347	41,228,031
Subordinated loans and marketable securities	151,623	-	-	-	-	-	-	-	151,623
Total liabilities	207,057,308	2,815,644	1,858,081	576,557	214,336	48,514	182,111	5,256,693	218,009,244
Net statement of financial position	54,861,166	3,363,809	(78,186)	(196,716)	498,244	12,936	(3,757)	873,743	59,331,239
Administrative accounts - net	(43,735,325)	(3,112,006)	217,441	9,221	(481,605)	(42,146)	(60,242)	126,179	(47,078,483)

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(iv) Foreign exchange risk management (continued)

b. Bank Mandiri exposure to foreign currency exchange rate risk

The table below summarizes the Group's exposure of foreign currency exchange rate risk as of December 31, 2020 and 2019, Included in the table are the Group's financial instruments at carrying amount, categorised by currencies (continued)

	December 31, 2019								
	United States Dollar	European Euro	Singapore Dollar	Japanese Yen	Australian Dollar	Hong Kong Dollar	Great Britain Pound-sterling	Others	Total
Assets									
Cash	1,299,141	192,564	413,716	41,111	256,572	23,337	17,695	302,168	2,546,304
Current accounts with Bank Indonesia	13,407,311	-	-	-	-	-	-	-	13,407,311
Current accounts with other banks	8,261,426	1,837,176	239,843	404,132	92,977	28,102	253,889	955,027	12,072,572
Placement with Bank Indonesia and other banks	19,719,007	47,675	-	-	-	-	-	299,127	20,065,809
Marketable securities	15,103,611	2,606	408,877	579	-	-	-	-	15,515,673
Government bonds	20,398,803	3,384,373	-	472,897	-	-	-	-	24,256,073
Other receivables- trade transactions	8,606,700	58,610	6,077	8,857	-	-	13,549	16,975	8,710,768
Derivative receivables	1,475,789	14,658	3	32	127	41	43	97	1,490,790
Loans	138,258,224	1,149,647	776,651	1,075	2,057	3,268	-	839,976	141,030,898
Acceptance receivables	3,959,983	886,870	9,785	75,957	2,021	-	-	76,040	5,010,656
Other assets	2,731,437	49,414	2,874	523	24	11	79	7,380	2,791,742
Total asset	233,221,432	7,623,593	1,857,826	1,005,163	353,778	54,759	285,255	2,496,790	246,898,596
Liabilities									
Deposits from customers									
Demand deposits and <i>wadiah</i> demand deposits	64,989,888	3,919,861	269,367	723,085	33,352	4,819	119,651	1,041,342	71,101,365
Saving deposits and <i>wadiah</i> saving deposits	25,144,146	999,247	641,029	165,687	128,805	8,481	139,399	13,931	27,240,725
Time deposits	35,260,149	358,521	353,189	29,508	37,647	-	5,124	16,028	36,060,166
Deposits from other banks-									
Demand deposits, <i>wadiah</i> demand deposits and saving deposits	1,218,653	598	3,182	533	-	-	-	120	1,223,086
Interbank call money	-	-	-	-	-	-	-	219,360	219,360
Time deposits	2,044,117	-	-	-	-	-	-	-	2,044,117
Securities sold under agreements to repurchase	2,479,142	-	-	-	-	-	-	-	2,479,142
Derivative payable	982,432	18,154	5	421	2,517	48	2	722	1,004,301
Acceptance payables	3,959,983	886,870	9,785	75,957	2,021	-	-	76,040	5,010,656
Debt securities issued	10,321,418	-	-	-	-	-	-	-	10,321,418
Accrued expenses	648,229	-	37,021	172	136	7,009	303	65,356	758,226
Other liabilities	1,793,110	135,612	143,739	249,622	1,418	1,098	20,515	52,182	2,397,296
Fund borrowings	41,479,276	-	-	367,962	-	-	-	3,036,141	44,883,379
Subordinated loans and marketable securities	165,045	-	-	-	-	-	-	-	165,045
Total liabilities	190,485,588	6,318,863	1,457,317	1,612,947	205,896	21,455	284,994	4,521,222	204,908,282
Net statement of financial position	42,735,844	1,304,730	400,509	(607,784)	147,882	33,304	261	(2,024,432)	41,990,314
Administrative accounts - net	(37,571,550)	(1,130,793)	(633,563)	241,646	(168,785)	(27,774)	9,526	2,600,150	(36,681,143)

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(iv) Foreign exchange risk management (continued)

c. The balance of monetary assets and liabilities in foreign currencies are as follows:

	December 31, 2020	
	Rupiah Equivalent (in million)	Foreign Currencies (in thousand)
Assets		
Cash		
United States Dollar	852,753	60,694
Singapore Dollar	451,178	42,539
Australian Dollar	105,423	9,805
European Euro	318,786	18,497
Chinese Yuan	8,310	3,865
Japanese Yen	167,316	1,230,536
Great Britain Poundsterling	19,900	1,047
Hong Kong Dollar	16,022	8,841
Others	185,132	13,177
	2,124,820	1,389,001
Deposits with Bank Indonesia		
United States Dollar	7,145,152	508,552
Deposits with other banks		
United States Dollar	16,626,985	1,183,415
Chinese Yuan	3,326,516	1,547,030
European Euro	1,433,845	83,197
Japanese Yen	166,833	1,226,984
Great Britain Poundsterling	154,563	8,130
Singapore Dollar	498,999	47,048
Australian Dollar	123,590	11,494
Hong Kong Dollar	45,428	25,066
Others	652,049	46,409
	23,028,808	4,178,773
Placement with Bank Indonesia and other banks		
United States Dollar	40,840,692	2,906,811
European Euro	44,576	2,586
Chinese Yuan	107,513	50,000
	40,992,781	2,959,397
Marketable securities		
United States Dollar	20,029,081	1,425,557
Singapore Dollar	269,409	25,401
European Euro	5,063	294
Japanese Yen	2,739	20,144
	20,306,292	1,471,396
Government bonds		
United States Dollar	23,680,865	1,685,471
European Euro	2,840,385	164,809
	26,521,250	1,850,280

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(iv) Foreign exchange risk management (continued)

c. The balance of monetary assets and liabilities in foreign currencies are as follows (continued):

	December 31, 2020	
	Rupiah Equivalent (in million)	Foreign Currencies (in thousand)
Assets (continued)		
Other receivables - trade transactions		
United States Dollar	8,464,804	602,477
European Euro	45,568	2,644
Singapore Dollar	4,820	454
Chinese Yuan	17,175	7,987
Japanese Yen	11,144	81,959
Australian Dollar	109	10
Great Britain Poundsterling	3,392	178
	8,547,012	695,709
Derivative receivables		
United States Dollar	2,403,950	171,100
European Euro	11,334	658
Japanese Yen	6	44
Great Britain Poundsterling	472	25
	2,415,762	171,827
Loan and sharia loan/financing		
United States Dollar	135,712,718	9,659,268
European Euro	1,334,871	77,454
Chinese Yuan	1,738,196	808,365
Singapore Dollar	547,015	51,575
Australian Dollar	473,255	44,014
Others	1,093	78
	139,807,148	10,640,754
Acceptance receivables		
United States Dollar	3,439,254	244,787
European Euro	99,382	5,766
Japanese Yen	31,604	232,434
Singapore Dollar	7,826	738
Chinese Yuan	79,004	36,742
Australian Dollar	2,456	228
	3,659,526	520,695
Other assets		
United States Dollar	2,722,220	193,752
European Euro	45,643	2,648
Australian Dollar	7,747	720
Chinese Yuan	15,445	7,183
Singapore Dollar	648	61
Japanese Yen	199	1,464
Great Britain Poundsterling	27	1
Others	3	-
	2,791,932	205,829
Total asset	277,340,483	24,592,213

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(iv) Foreign exchange risk management (continued)

c. The balance of monetary assets and liabilities in foreign currencies are as follows (continued):

	December 31, 2020	
	Rupiah Equivalent (in million)	Foreign Currencies (in thousand)
Liabilities		
Deposits from customers		
Demand deposits and <i>wadiah</i> demand deposits		
United States Dollar	81,973,058	5,834,381
European Euro	1,060,290	61,522
Singapore Dollar	521,275	49,148
Japanese Yen	239,789	1,763,543
Great Britain Poundsterling	54,292	2,856
Chinese Yuan	1,133,635	527,208
Australian Dollar	34,738	3,231
Hong Kong Dollar	6,236	3,441
Others	291,657	20,759
	85,314,970	8,266,089
Saving deposits and <i>wadiah</i> saving deposits		
United States Dollar	27,409,858	1,950,880
European Euro	742,773	43,098
Singapore Dollar	622,423	58,685
Great Britain Poundsterling	78,249	4,116
Australian Dollar	88,696	8,249
Japanese Yen	79,153	582,136
Chinese Yuan	16,593	7,717
Hong Kong Dollar	7,022	3,875
Others	7,664	545
	29,052,431	2,659,301
Time deposits		
United States Dollar	27,694,418	1,971,133
European Euro	762,248	44,228
Singapore Dollar	563,128	53,094
Chinese Yuan	71,287	33,153
Australian Dollar	81,660	7,595
Japanese Yen	7,464	54,894
Great Britain Poundsterling	4,201	221
Hong Kong Dollar	10,153	5,602
	29,194,559	2,169,920

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(iv) Foreign exchange risk management (continued)

c. The balance of monetary assets and liabilities in foreign currencies are as follows (continued):

	December 31, 2020	
	Rupiah Equivalent (in million)	Foreign Currencies (in thousand)
Liabilities (continued)		
Deposits from other banks		
Demand deposits, <i>wadiah</i> demand deposits and saving deposits		
United States Dollar	1,402,913	99,851
Singapore Dollar	57	5
European Euro	565	33
Japanese Yen	858	6,310
Chinese Yuan	93	43
	1,404,486	106,242
Interbank call money		
Chinese Yuan	655,829	305,000
Time Deposits		
United States Dollar	1,120,930	79,781
Securities sold under agreements to repurchase		
United States Dollar	1,218,311	86,713
Derivative payables		
United States Dollar	1,441,156	102,573
European Euro	33,839	1,963
Great Britain Poundsterling	450	24
Chinese Yuan	91	42
Others	188	13
	1,475,724	104,615
Acceptance payables		
United States Dollar	3,439,254	244,787
European Euro	99,382	5,766
Japanese Yen	31,604	232,434
Singapore Dollar	7,826	738
Chinese Yuan	79,004	36,742
Australian Dollar	2,456	228
	3,659,526	520,695
Debt securities issued		
United States Dollar	17,444,677	1,241,614
Accrued expenses		
United States Dollar	661,175	47,059
Chinese Yuan	65,330	30,382
Singapore Dollar	35,440	3,341
Hong Kong Dollar	7,917	4,368
Japanese Yen	183	1,346
Australian Dollar	151	14
Great Britain Poundsterling	55	3
Others	9	1
	770,260	86,514

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(iv) Foreign exchange risk management (continued)

c. The balance of monetary assets and liabilities in foreign currencies are as follows (continued):

	December 31, 2020	
	Rupiah Equivalent (in million)	Foreign Currencies (in thousand)
Liabilities (continued)		
Other liabilities		
United States Dollar	4,785,365	340,595
Japanese Yen	33,392	245,584
European Euro	116,547	6,762
Singapore Dollar	107,932	10,176
Australian Dollar	6,635	617
Hong Kong Dollar	17,186	9,483
Great Britain Poundsterling	44,864	2,360
Chinese Yuan	59,232	27,546
Others	146,734	10,444
	<u>5,317,887</u>	<u>653,567</u>
Fund borrowings		
United States Dollar	38,314,570	2,727,016
Chinese Yuan	2,729,347	1,269,310
Japanese Yen	184,114	1,354,075
	<u>41,228,031</u>	<u>5,350,401</u>
Subordinated loans and marketable securities		
United States Dollar	151,623	10,792
	<u>151,623</u>	<u>10,792</u>
Total Liabilities	<u>218,009,244</u>	<u>21,641,244</u>
	December 31, 2019	
	Rupiah Equivalent (in million)	Foreign Currencies (in thousand)
Assets		
Cash		
United States Dollar	1,299,141	93,581
Singapore Dollar	413,716	40,108
Australian Dollar	256,572	26,382
European Euro	192,564	12,367
Chinese Yuan	17,248	8,649
Japanese Yen	41,111	321,657
Great Britain Poundsterling	17,695	970
Hong Kong Dollar	23,337	13,090
Others	284,920	20,524
	<u>2,546,304</u>	<u>537,328</u>
Deposits with Bank Indonesia		
United States Dollar	13,407,311	965,771

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(iv) Foreign exchange risk management (continued)

c. The balance of monetary assets and liabilities in foreign currencies are as follows (continued):

	December 31, 2019	
	Rupiah Equivalent (in million)	Foreign Currencies (in thousand)
Assets (continued)		
Deposits with other banks		
United States Dollar	8,261,426	595,096
Chinese Yuan	583,725	292,714
European Euro	1,837,176	117,990
Japanese Yen	404,132	3,161,975
Great Britain Poundsterling	253,889	13,921
Singapore Dollar	239,843	23,252
Australian Dollar	92,977	9,560
Hong Kong Dollar	28,102	15,763
Others	371,302	26,746
	12,072,572	4,257,017
Placement with Bank Indonesia and other banks		
United States Dollar	19,719,007	1,420,422
European Euro	47,675	3,062
Chinese Yuan	299,127	150,000
	20,065,809	1,573,484
Marketable securities		
United States Dollar	15,103,611	1,087,961
Singapore Dollar	408,877	39,639
European Euro	2,606	167
Japanese Yen	579	4,530
	15,515,673	1,132,297
Government bonds		
United States Dollar	20,398,803	1,469,390
European Euro	3,384,373	217,356
Japanese Yen	472,897	3,700,000
	24,256,073	5,386,746
Other receivables - trade transactions		
United States Dollar	8,606,700	619,968
European Euro	58,610	3,764
Singapore Dollar	6,077	589
Chinese Yuan	16,975	8,512
Japanese Yen	8,857	69,298
Great Britain Poundsterling	13,549	743
	8,710,768	702,874

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(iv) Foreign exchange risk management (continued)

c. The balance of monetary assets and liabilities in foreign currencies are as follows (continued):

	December 31, 2019	
	Rupiah Equivalent (in million)	Foreign Currencies (in thousand)
Assets (continued)		
Derivative receivables		
United States Dollar	1,475,789	106,306
European Euro	14,658	941
Singapore Dollar	3	-
Japanese Yen	32	250
Australian Dollar	127	13
Hong Kong Dollar	41	23
Great Britain Poundsterling	43	2
Chinese Yuan	96	48
Others	1	-
	1,490,790	107,583
Loan and sharia loan/financing		
United States Dollar	138,258,224	9,959,173
European Euro	1,149,647	73,834
Hong Kong Dollar	3,268	1,833
Chinese Yuan	838,904	420,676
Singapore Dollar	776,651	75,293
Australian Dollar	2,057	212
Japanese Yen	1,075	8,411
Others	1,072	77
	141,030,898	10,539,509
Acceptance receivables		
United States Dollar	3,959,983	285,250
European Euro	886,870	56,958
Japanese Yen	75,957	594,296
Singapore Dollar	9,785	949
Chinese Yuan	76,040	38,131
Australian Dollar	2,021	208
	5,010,656	975,792
Other assets		
United States Dollar	2,731,437	196,754
European Euro	49,414	3,174
Australian Dollar	24	2
Chinese Yuan	7,374	3,698
Singapore Dollar	2,874	279
Hong Kong Dollar	11	6
Japanese Yen	523	4,092
Great Britain Poundsterling	79	4
Others	6	-
	2,791,742	208,009
Total asset	246,898,596	26,386,410

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(iv) Foreign exchange risk management (continued)

c. The balance of monetary assets and liabilities in foreign currencies are as follows (continued):

	December 31, 2019	
	Rupiah Equivalent (in million)	Foreign Currencies (in thousand)
Liabilities		
Deposits from customers		
Demand deposits and <i>wadiah</i> demand deposits		
United States Dollar	64,989,888	4,681,425
European Euro	3,919,861	251,747
Singapore Dollar	269,367	26,114
Japanese Yen	723,085	5,657,499
Great Britain Poundsterling	119,651	6,560
Chinese Yuan	790,905	396,607
Australian Dollar	33,352	3,429
Hong Kong Dollar	4,819	2,703
Others	250,437	18,040
	71,101,365	11,044,124
Saving deposits and <i>wadiah</i> saving deposits		
United States Dollar	25,144,146	1,811,212
European Euro	999,247	64,175
Singapore Dollar	641,029	62,145
Great Britain Poundsterling	139,399	7,643
Australian Dollar	128,805	13,244
Japanese Yen	165,687	1,296,351
Chinese Yuan	13,382	6,711
Hong Kong Dollar	8,481	4,757
Others	549	40
	27,240,725	3,266,278
Time deposits		
United States Dollar	35,260,149	2,539,899
European Euro	358,521	23,025
Singapore Dollar	353,189	34,240
Chinese Yuan	16,028	8,037
Australian Dollar	37,647	3,871
Japanese Yen	29,508	230,877
Great Britain Poundsterling	5,124	281
	36,060,166	2,840,230

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(iv) Foreign exchange risk management (continued)

c. The balance of monetary assets and liabilities in foreign currencies are as follows (continued):

	December 31, 2019	
	Rupiah Equivalent (in million)	Foreign Currencies (in thousand)
Liabilities (continued)		
Deposits from other banks		
Demand deposits, <i>wadiah</i> demand deposits and saving deposits		
United States Dollar	1,218,653	87,783
Singapore Dollar	3,182	308
European Euro	598	38
Japanese Yen	533	4,170
Chinese Yuan	120	60
	1,223,086	92,359
Interbank call money		
Chinese Yuan	219,360	110,000
Time Deposits		
United States Dollar	2,044,117	147,244
Securities sold under agreements to repurchase		
United States Dollar	2,479,142	178,580
Derivative payables		
United States Dollar	982,432	70,768
European Euro	18,154	1,166
Singapore Dollar	5	-
Japanese Yen	421	3,294
Great Britain Poundsterling	2	-
Australian Dollar	2,517	259
Hong Kong Dollar	48	27
Chinese Yuan	4	2
Others	718	52
	1,004,301	75,568
Acceptance payables		
United States Dollar	3,959,983	285,250
European Euro	886,870	56,958
Japanese Yen	75,957	594,296
Singapore Dollar	9,785	949
Chinese Yuan	76,040	38,131
Australian Dollar	2,021	208
	5,010,656	975,792
Debt securities issued		
United States Dollar	10,321,418	743,484
Accrued expenses		
United States Dollar	648,229	46,694
Chinese Yuan	65,348	32,769
Singapore Dollar	37,021	3,589
Hong Kong Dollar	7,009	3,932
Japanese Yen	172	1,346
Australian Dollar	136	14
Great Britain Poundsterling	303	17
Others	8	1
	758,226	88,362

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(iv) Foreign exchange risk management (continued)

c. The balance of monetary assets and liabilities in foreign currencies are as follows (continued):

	December 31, 2019	
	Rupiah Equivalent (in million)	Foreign Currencies (in thousand)
Liabilities (continued)		
Other liabilities		
United States Dollar	1,793,110	129,163
Japanese Yen	249,622	1,953,071
European Euro	135,612	8,709
Singapore Dollar	143,739	13,935
Australian Dollar	1,418	146
Hong Kong Dollar	1,098	616
Great Britain Poundsterling	20,515	1,125
Chinese Yuan	26,989	13,534
Others	25,193	1,815
	2,397,296	2,122,114
Fund borrowings		
United States Dollar	41,479,276	2,987,882
Chinese Yuan	3,036,141	1,522,501
Japanese Yen	367,962	2,878,977
	44,883,379	7,389,360
Subordinated loans and marketable securities		
United States Dollar	165,045	11,889
	165,045	11,889
Total Liabilities	204,908,282	29,085,384

d. Sensitivity to net income

The table below shows the sensitivity of Bank Mandiri's net income to movement of foreign exchange rates as of December 31, 2020 and 2019:

	Increased by 5%	Decreased by 5%
December 31, 2020		
Increase/(decrease) net income	1,812,449	(1,812,449)
December 31, 2019		
Increase/(decrease) net income	1,880,834	(1,880,834)

The projection above assumes only changes in foreign currency exchange rate of US Dollar while other foreign exchange rates remain unchanged. US Dollars is the major foreign exchange rate held by the Bank. The projection also assumes that all other variables are held constant at reporting date.

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(v) Fair value of financial assets and liabilities

Valuation is also an important component to manage most risks in banking industry including market risk, credit risk and liquidity risk. Valuation process is performed for all trading book position including marketable securities owned by the Group's portfolio measured at fair value through other comprehensive income.

The table below shows analysis of financial instruments carried at fair value based on method of valuation levels. The difference at each level of assessment methods is described as follows:

- Quoted prices (not adjusted) from active market for asset or liability which are the same/identical (Level 1);
- Inputs other than quoted market prices included in Level 1 that are observable for the asset and liability, either directly (as a price) or indirectly (derived from prices) (Level 2);
- Inputs for the asset or liability that are not based on observable market data (unobservable information) (Level 3);

The table below shows the Group's assets and liabilities that are measured at fair value as of December 31, 2020 and 2019:

	December 31, 2020			Fair value
	Level 1	Level 2	Level 3	
Assets measured at fair value				
Marketable securities				
Fair value through profit or loss	33,364,659	1,223,250	-	34,587,909
Fair value through other comprehensive income	11,560,317	7,586,260	-	19,146,577
Government bonds				
Fair value through profit or loss	8,816,163	33,530	-	8,849,693
Fair value through other comprehensive income	102,498,953	227,644	-	102,726,597
Derivative receivables	-	2,520,623	58,324	2,578,947
Assets disclosed at fair value				
Amortised cost				
Marketable securities	6,740,276	1,724,129	-	8,464,405
Government bonds	39,504,479	-	-	39,504,479
At cost				
Marketable securities	15,746,703	1,962,618	-	17,709,321
Government bonds	9,001,593	-	-	9,001,593
Loans	-	285,019,339	531,011,716	816,031,055
Consumer financing receivables	-	18,095,390	-	18,095,390
Net investment finance leases	-	2,547,136	-	2,547,136
Liabilities measured at fair value				
Derivative payables	-	1,570,506	-	1,570,506
Liabilities disclosed at fair values				
Debt securities issued	-	40,821,444	-	40,821,444
Fund borrowings	-	52,313,282	-	52,313,282
Subordinated loans and marketable securities	-	672,206	-	672,206

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(v) Fair value of financial assets and liabilities (continued)

The table below shows the Group's assets and liabilities that are measured at fair value as of December 31, 2020 and 2019 (continued):

	December 31, 2019			Fair value
	Level 1	Level 2	Level 3	
Assets measured at fair value				
Marketable securities				
Fair value through profit or loss	22,604,594	6,915,433	-	29,520,027
Available for sale	1,143,993	18,757,183	-	19,901,176
Government bonds				
Fair value through profit or loss	5,853,720	399,536	-	6,253,256
Available for sale	39,874,398	56,790,056	-	96,664,454
Derivative receivables	-	1,559,152	58,324	1,617,476
Assets disclosed at fair value				
Held to maturity				
Marketable securities	-	8,037,544	-	8,037,544
Government bonds	12,977,126	5,096,699	-	18,073,825
At cost				
Marketable securities	10,581,243	3,333,898	-	13,915,141
Government bonds	8,140,324	-	-	8,140,324
Loans	-	291,767,934	565,536,359	857,304,293
Consumer financing receivables	-	17,433,465	-	17,433,465
Net investment finance leases	-	3,055,071	-	3,055,071
Liabilities measured at fair value				
Derivative payables	-	1,195,022	-	1,195,022
Liabilities disclosed at fair values				
Debt securities issued	-	32,977,554	-	32,977,554
Fund borrowings	-	54,028,333	-	54,028,333
Subordinated loans and marketable securities	-	671,922	-	671,922

As of December 31, 2020 and 2019, the Bank and Subsidiaries have no transfers between Level 1 and Level 2 of the hierarchy.

Marketable securities classified as non liquid as of December 31, 2020 and 2019 amounted to RpNil and Rp13,868,408 (21.11% of total assets measured at fair value level 2), respectively, represent government bonds with variable interest rates and classified as measured at fair value through other comprehensive income.

The fair value of financial instruments traded in active markets (such as marketable securities which are measured at fair value through profit or loss and fair value through other comprehensive income) was determined based on quoted market prices at the reporting date. A market is considered active if the information regarding price quotations can be easily obtained and regularly available from an exchange, securities dealer or broker, the market price of a particular industry assessors, regulators and those price reflects actual and regular market transactions at a fair value. Quoted market price for financial assets owned by the Group are using current offering price. These instruments are included in level 1. The instruments included in level 1 generally include investments in shares in IDX and debt securities classified as held for trading and fair value through other comprehensive income.

The fair value of financial instruments that are not traded in an active market (include over-the-counter derivatives and inactive government bonds) are determined by internal valuation techniques.

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(v) Fair value of financial assets and liabilities (continued)

The valuation techniques maximise the use of observable market data when available and as far as possible to minimise the use of specific estimates of the entity. If all the inputs needed to determine the fair value of financial instruments are observable from market, therefore the instrument is included in level 2. Instead, if one or more data is not based on observable market data, these instrument are included in level 3.

As of December 31, 2020 and 2019, the carrying value of the Bank's financial assets and liabilities approximates their fair value except for the following financial instruments:

	December 31, 2020		December 31, 2019	
	Carrying value	Fair value	Carrying value	Fair value
Assets				
Marketable securities				
Amortized cost	8,456,963	8,464,405	-	-
At cost ¹⁾	17,709,321	17,709,321	13,875,809	13,915,141
Held to maturity	-	-	8,035,894	8,037,544
Government bonds				
Amortized cost	39,423,358	39,504,479	-	-
At cost ¹⁾	8,690,979	9,001,593	8,079,331	8,140,324
Held to maturity	-	-	18,003,260	18,073,825
Loans	807,864,363	816,031,055	855,863,865	857,304,293
Consumer financing receivable	18,649,899	18,095,390	18,211,088	17,433,465
Net Investment finance leases	3,522,467	2,547,136	3,047,089	3,055,071
	904,317,350	911,353,379	925,116,336	925,959,663
Liabilities				
Debt securities issued	38,111,472	40,821,444	32,245,270	32,977,554
Fund borrowings	52,810,689	52,313,282	54,128,562	54,028,333
Subordinated loans and marketable securities	650,966	672,206	664,217	671,922
	91,573,127	93,806,932	87,038,049	87,677,809

¹⁾ Marketable securities and government bonds owned by Subsidiary in accordance with SFAS No. 110 "Accounting for Sukuk".

- (i) Current accounts with Bank Indonesia, current accounts with other banks, placement with Bank Indonesia and other banks, other receivables, securities purchased under agreements to resell, acceptance receivables and other assets.

Placements with Bank Indonesia and other banks represent placements in the form of deposit facility, sharia FASBI, call money, "fixed-term" placements, time deposits and others.

The carrying amount of current accounts, placements and overnight deposits, which uses floating rate, is a reasonable approximation of fair value.

The estimated fair value of fixed interest bearing placements, other receivables, securities purchased under agreements to resell, acceptance receivables and other assets is based on discounted cash flows using prevailing money market interest rates for debts with similar credit risk and remaining maturity. Since the remaining maturity is below one year, the carrying amount of fixed interest bearing placements, other receivables, securities purchased under agreements to resell, acceptance receivables and other assets is a reasonable approximation of fair value.

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(v) Fair value of financial assets and liabilities (continued)

(ii) Marketable securities (held to maturity) and government bonds (held to maturity)

The fair value for held to maturity marketable securities and government bonds is based on market prices or broker/dealer price quotations. When this information is not available, fair value is estimated using quoted market prices for securities with similar credit, maturity and yield characteristics or using internal valuation method.

(iii) Loans and consumer financing receivables

Loans and consumer financing receivables are recorded at carrying amount net of charges for impairment. The estimated fair value of loans and consumer financing receivables represents the discounted amount of estimated future cash flows expected to be received. The fair value of loans and consumer financing receivables is determined by discounting the expected future cash flows at current market interest rates.

(iv) Deposits from customers and other banks, securities sold under agreements to repurchase, acceptance payables and other liabilities

The estimated fair value of deposits that can be withdrawn at any time, includes non-interest bearing deposits, is the payable amount/carrying amount when the payable is paid.

The estimated fair value of fixed interest bearing deposits, securities sold under agreements to repurchase, acceptance payables and other liabilities not quoted in an active market is based on discounted cash flows using interest rates for new debts with similar remaining maturity. As the remaining maturity is below one year, the carrying amount of fixed interest bearing deposits, acceptance payables and other liabilities is a reasonable approximation of fair value.

(v) Debt securities issued, fund borrowings and subordinated loans and marketable securities

The aggregate fair values are calculated based on quoted market prices. When information is not available, a discounted cash flow model is used based on the current yield curve appropriate for the remaining term to maturity.

(vi) Value at Risk (VaR)

The implementation of managing market risk of trading, the Bank's applies segregation of duties principle by separation front office unit (conduct trading transaction), middle office unit (conduct process of risk management, develop policies and procedures) and back office unit (conduct process of settlement transaction).

Daily market risk analysis of trading treasury activities using best practice approach by consider internal and external policies, such as through calculation of Value at Risk (VaR).

The Bank calculates VaR (Value at Risk), which is a value that describe the maximum potential losses to the Bank (Bank only) as a result of market volatility that affects the Bank's trading exposure in normal conditions with a confidence level of 99%. VaR calculation method used by the Bank is Historical Simulation method which does not require assumption of market factors are normally distributed. Bank calculate VaR based on 250 days historical market factor data.

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63. RISK MANAGEMENT (continued)

B. Market risk and liquidity risk (continued)

(vi) Value at Risk (VaR) (continued)

VaR realisation as of December 31, 2020 and 2019 (unaudited) are as follows:

December 31, 2020				
Type of Risk	Average VaR	Maximum VaR	Minimum VaR	End of period VaR
Interest rate risk	13,136	45,998	1,055	31,106
Foreign exchange risk	35,792	161,793	904	19,608
Total	44,584	158,422^{*)}	6,428	44,404

December 31, 2019 ⁾				
Type of Risk	Average VaR	Maximum VaR	Minimum VaR	End of period VaR
Interest rate risk	13,833	29,191	3,933	5,109
Foreign exchange risk	17,095	62,359	2,133	22,572
Total	27,117	81,837	8,379	33,381

⁾ Only trading book position

^{*)} NOP Calculation excludes Domestic Non-Delivarable Forward (DNDF) transactions in accordance with FAQ PBI No. 20/10/PBI/2018 regarding DNDF transactions

The Bank performs backtesting to ensure the accuracy of the VaR calculation method in predicting the profit/loss of treasury activities. Backtesting compares the daily profit/loss with the VaR calculated by the Bank.

Backtesting result for the period December 2020 shows that the VaR calculation has been performed accurately, where the number of irregularities of P/L to the daily VaR is still acceptable.

(vii) Cash management

Details of cash are as follows:

	December 31, 2020		December 31, 2019	
	Notional amount of foreign currencies equivalent (in thousand)	Rupiah	Notional amount of foreign currencies equivalent (in thousand)	Rupiah
Rupiah	-	22,557,851	-	25,547,963
Foreign currencies				
United States Dollar	60,694	852,753	93,581	1,299,141
Singapore Dollar	42,539	451,178	40,108	413,716
Australia Dollar	9,805	105,423	26,382	256,572
European Euro	18,497	318,786	12,367	192,564
Chinese Yuan	3,865	8,310	8,649	17,248
Japanese Yen	1,230,536	167,316	321,657	41,111
Great Britain Poundsterling	1,047	19,900	970	17,695
Hong Kong Dollar	8,841	16,022	13,090	23,337
Others	13,177	185,132	20,524	284,920
	1,389,001	24,682,671	537,328	28,094,267

As of December 31, 2020 and 2019, the cash balance, including money at the ATM (Automatic Teller Machine), amounted to Rp8,934,530 and Rp9,636,525, respectively.

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63. RISK MANAGEMENT (continued)

C. Operational risk

Operational risk is a risk which due from inadequacy and/or dysfunctional of internal process, human error, systems failure or external factors which impact the Bank's operations. The effectiveness of operational risk management can reduce losses due to operational risk.

In order to the achieve the effectiveness of operational risk management, the Bank has established a framework based on Bank Indonesia, Financial Services Authority, Basel and best practice in both local and global industries. The Bank has implemented Bank Mandiri's Risk Management Policy, Standard Operating Procedures for Operational Risk Management and Technical Guidelines for Operational Risk Management covering both aspects of governance and reporting systems.

Managing risk through operation

In managing operational risk through operation, the Bank has:

- (i) Established risk governance of operational risk management.
- (ii) Established policies and procedures and conducts periodic review.
- (iii) Established operational risk appetite.
- (iv) Designed methodologies and tools for operational risk management.
- (v) Provided Operational Risk Management System for all units.
- (vi) Established Risk Awareness across organizations including Risk Culture in the Bank's business activities.
- (vii) Implemented the operational risk management to the all units Head Office and Regional Offices including the operational risk management tools (ORM Tools) and Loss Event Database application system.
- (viii) Performed monitoring and reporting for internal and external (regulator).
- (ix) Developed standard competencies for employees involved in the implementation of operational risk management framework activities.

The implementation of operational risk governance begins with:

- (i) Active monitoring by Board of Commissioners and Directors
- (ii) The implementation of operational risk management is supervised by Director of Risk Management which supported by the involvement of:
 - Risk Management & Credit Policy Committee
 - Operational Risk Management and Development Unit
 - Operational Risk Management Unit
 - Business Unit and Risk Controlling Unit
 - Compliance Unit
 - Internal Audit Unit

The Bank has established internal policies and procedures for Operational Risk Management referred to as Bank Mandiri Risk Management Policy (KMRBM), which is the basis of risk management implementation.

The ORM Tools used by the Bank are:

- (i) Risk & Control Self Assessment (RCSA), is a register of key risk and main control of the business processes within the Bank, where inherent risk rating and control effectiveness either through control testing or by consensus are periodically assessed. The testing of inherent risk rating and control rating generated residual risk value which become a component of operational risk profile. The residual risk level is minimize by taking necessary mitigations before risk occurs.
- (ii) Loss Event Database, is a database of operational risk incidents which recorded on risk based basis as a lesson learned, remediation monitoring and future improvements, also as a component for calculation of operational risk capital calculation (regulatory capital charge) with the Standardized Approach (SA) method.

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63. RISK MANAGEMENT (continued)

C. Operational risk

Managing risk through operation (continued)

The ORM Tools used by the Bank are (continued):

- (iii) Key indicator (KI), is an indicator prepared to monitor applicable risks on risk based approach to ensure follow-up action are promptly taken before the risks are happened.
- (iv) Issue & Action Management (IAM), is a tool to monitor follow-up action that have been designed on identified issues through various activities, such as Control Testing, incident, key indicator, self identified issued and other.
- (v) Capital Modeling, an operational capital calculation model (regulatory capital charge) that complies with applicable regulations, as part of mitigating operational risk.

As the output of Operational Risk Management process, each unit generates operational risk profile reviewed by Internal Audit unit and presented to the Board of Commissioners and reported to regulators periodically also use to determine Banks's Rating ratio in Risk-Based Bank Rating (RBBR). In addition, in order to manage operational risk, there is an operational risk management reports that are submitted to management as a monitoring tool and consideration for priority decision making.

Managing risk through capital

In accordance with the regulation, the Bank uses the Basic Indicator Approach to calculate the operational risk capital charge. The Basic Indicator Approach calculation is based on Gross Income of the Bank for the last 3 (three) years.

The results of operational risk capital charge of Bank Mandiri (Bank only) is Rp10,297,317.12, meanwhile for the consolidation is amounted to Rp12,316,282.88. Based on balance of operational risk capital charge, the RWA of operational risk is amounted to Rp128,716,463.96 (Bank only) and Rp153,953,536.05 (consolidated).

64. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES

a. Integrated banking system agreement with vendor

On November 22, 2012, the Bank entered into an agreement with vendor to enhance eMAS features in accordance with Application Management Services 2011 agreement amounted to USD866,125 (full amount, after VAT) and Application Management Services 2012 agreement amounted to USD1,190,000 (full amount, after VAT) with blanket order system so that the maximum total value of the contract amounted to USD2,056,125 (full amount, after VAT). On December 31, 2020, the value of the contract using payment realisation approach for Application Management Services 2012 was USD1,083,250 (full amount, after VAT) and the Bank has recorded fixed asset based on the realization value of USD1,078,350 (full amount, after VAT), therefore estimated completion as of December 31, 2020 was 99.55%.

On September 3, 2013, the Bank entered into an agreement with vendors to enhance eMAS features related to Management Application's agreement 2013 with blanket order system with a maximum contract value of USD2,583,700 (full amount, after VAT). The blanket order agreements are based on estimation of actual mandays to be performed by the vendor for additional features of eMAS, As of December 31, 2020, the contract value based on the realisation payment was equal to USD2,443,000 (full amount) and the Bank has recorded the payment as fixed asset of USD2,333,800 (full amount) therefore the estimated project completion as of December 31, 2020 are 95.53%.

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64. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

a. Integrated banking system agreement with vendor (continued)

On September 15, 2014, the Bank entered into an agreement with vendors to enhance eMAS features related to Management Application 2014 with blanket order system with a maximum contract value of USD3,550,000 (full value, after VAT). The blanket order agreements are based on estimation of actual mandays to be performed by the vendor for additional features of eMAS. As of December 31, 2020, the contract value based on the realisation payment was equal to USD3,483,970 (full amount) and the Bank has recorded the payment as fixed asset of USD3,374,630 (full amount) therefore the estimated project completion are 96.86% as of December 31, 2020.

On January 7, 2016, the Bank entered into an agreement with vendors to enhance eMAS features related to Management Application 2015 with the blanket order system with a maximum contract value of 6,000 mandays. As of December 31, 2020, the contract value based on realisation payment was equal to USD3,729,381.75 (full amount) and the Bank has recorded the payment realisation as fixed asset of USD3,148,786 (full amount), therefore the estimated project completion as of December 31, 2020 was 84.43%.

On December 14, 2016, the Bank entered into an agreement with vendors to enhance eMAS features related to Management Application 2016 with the system blanket order with a maximum contract value of 5,256 mandays. As of December 31, 2020, the contract value using the realisation payment approach is equal to USD3,518,776.75 (full amount) and the Bank has booked the value of the payment realisation as fixed asset of USD3,138,370 (full amount), so that the estimated project completion as of December 31, 2020 was 89.19%.

On January 25, 2018, Bank Mandiri entered into an agreement with vendors to enhance eMAS features related to Management Application 2017 with the blanket order system with a maximum contract value of 8,592 mandays. On December 31, 2020 the payment realisation was equal to USD2,577,565.65 (full amount) and the Bank has recorded the payment realisation as a fixed asset of USD2,544,486 (full amount), therefore the estimated project completion as of December 31, 2020 was 98.72%.

On January 25, 2018, Bank Mandiri entered into an agreement with vendors to enhance eMAS features related to Management Application 2018 with the blanket order system with a maximum contract value of 8,592 mandays. On December 31, 2020 the payment realisation was equal to USD2,379,506.30 (full amount) and the Bank has recorded the payment realisation as a fixed asset of USD1,367,306 (full amount), therefore the estimated project completion as of December 31, 2020 was 57.46%.

On May 28, 2019, Bank Mandiri entered into an agreement with vendors to enhance eMas features related to Management Application 2019 with the blanket order system with a maximum contract value of 6,141 mandays. On December 31, 2020 the payment realisation was equal to USD1,380,589.35 (full amount) and the Bank has recorded the payment realisation as a fixed asset as of USD697,240, therefore the estimated project completion as of December 31, 2020 was 50.50%.

Bank Mandri and related parties has mutually agreed the terms and conditions.

b. Legal matters

Currently, the Bank has a number of outstanding litigation cases, including lawsuits with debtors and/or fund owners due to disputes that had been decided by the Court where the Bank was convicted by the Court to pay compensation amounted to Rp121. Currently, the Bank is still in the legal process to appeal against the decision.

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64. SIGNIFICANT AGREEMENTS, COMMITMENTS AND CONTINGENCIES (continued)

b. Legal matters (continued)

The Bank's total potential financial exposure arising from outstanding lawsuits as of December 31, 2020 and 2019 amounted to Rp716,546 and Rp849,421, respectively. As of December 31, 2020 and 2019, the Bank has provided a provision amounted to Rp132,478 and Rp170,021, respectively and believes that the provision is adequate.

c. Trade Agreement with Asian Development Bank

On November 25, 2009, Bank Mandiri has signed a contractual agreement with Asian Development Bank (ADB) through Trade Finance Facilitation Program (TFFP) which are Confirmation Bank Agreement (CBA) and Issuing Bank Agreement (IBA).

Based on CBA and IBA, Bank Mandiri can act either as confirming bank or issuing bank for export import transactions of its customers with Letter of Credit (L/C) arrangement. As a confirming bank, Bank Mandiri can request a guarantee from ADB for L/C issued by issuing bank and as issuing bank, Bank Mandiri can obtain confirmation guarantee from ADB for L/C that has been issued.

TFFP scheme is a program initiated by ADB to facilitate the L/C based trade transactions within Asian developing countries to increase the trade-volume growth. Becoming a participant in this program, Bank Mandiri will have an easier access to increase its trade finance credit lines, its trade volume and to open new business opportunities especially to countries in ADB program.

65. GOVERNMENT GUARANTEE FOR PAYMENT OBLIGATIONS OF COMMERCIAL BANKS

Based on the Law of the Republic of Indonesia No. 24 Year 2004 dated September 22, 2004, the Government of Republic Indonesia has established an independent agency called Deposit Insurance Agency (LPS), LPS guarantee public funds, including funds from other banks in form of demand deposits, time deposits, certificates of deposit, savings and/or other equivalent deposits.

Based on the LPS No. 2/PLPS/2014 dated September 22, 2014 regarding amendment of LPS Regulation No. 2/PLPS/2010 regarding the Deposit Guarantee Program, the maximum guaranteed amount for each customer in one bank is Rp2,000,000,000 (full amount).

The interest rate of LPS as of December 31, 2020 and 2019 is 4.50% and 6.25%, respectively, for deposits denominated in Rupiah, 1.00% and 1.75%, respectively, for deposits denominated in foreign currencies.

66. CHANGES IN FINANCING ACTIVITIES

Changes in liabilities arising from financing activities in the consolidated statement of cash flow are as follow:

	January 1, 2020	Cash Flow	Non-cash flow		December 31, 2020
			Differences due to exchange rate	Others	
Debt securities issued	32,245,270	5,721,589	144,670	(57)	38,111,472
Fund borrowing	54,128,562	(980,479)	(353,076)	15,682	52,810,689
Subordinated loans and marketable securities	664,217	(15,829)	2,406	172	650,966
Securities sold under agreements to repurchase	3,782,055	(2,593,152)	141,165	-	1,330,068
Total liabilities from financing activities	90,820,104	2,132,129	(64,835)	15,797	92,903,195

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66. CHANGES IN FINANCING ACTIVITIES (continued)

Changes in liabilities arising from financing activities in the consolidated statement of cash flow are as follow (continued):

	January 1, 2019	Cash Flow	Non-cash flow		December 31, 2019
			Differences due to exchange rate	Others	
Debt securities issued	19,088,923	13,379,710	(273,093)	49,730	32,245,270
Fund borrowing	51,653,982	3,865,402	(1,388,782)	(2,040)	54,128,562
Subordinated loans and marketable securities	685,730	(15,406)	(6,336)	229	664,217
Securities sold under agreements to repurchase	16,611,528	(12,330,221)	(499,252)	-	3,782,055
Total liabilities from financing activities	88,040,163	4,899,485	(2,167,463)	47,919	90,820,104

67. NEW (REVISED) FINANCIAL ACCOUNTING STANDARDS

Amendments and Improvements of Indonesian Financial Accounting Standards and Interpretations that are issued by the Indonesian Financial Accounting Standards Board (DSAK) - Institute of Indonesia Chartered Accountants (IAI), but not yet effective for current year financial statements are disclosed below. The Group intends to adopt these standards, if applicable, when they become effective.

Effective on January 1, 2021:

- SFAS No. 22 (2019 Amendment), "Business Combinations: Definition of Business", this amendment adopted from IFRS 3 Business Combination: Definition of Business derived from the result of joint project between International Accounting Standards Board (IASB) and US Financial Accounting Standards Board (FASB). This amendment clarified the definition of business to help entities determine whether an acquired set of activities and assets is a business or not.
- Amendments to SFAS No. 71, "Financial Instruments, Amendments to SFAS No. 55: Financial Instruments: Recognition and Measurement, Amendments to SFAS No. 60: Financial Instruments: Disclosures, Amendments to SFAS No. 62: Insurance Contracts and Amendments to SFAS No. 73: Leases on Interest Rate Reference Reforms - Stage 2". This amendment describes Interest Rate Reference Reform - Phase 2 adopted from IFRS regarding Interest Rate Benchmark Reform - Phase 2.
- SFAS No. 112: Accounting for Wakaf (Endowments) effective January 1, 2021, and earlier application is permitted. This SFAS regulates the accounting treatment for wakaf (endowments) from corporate donor to individual and corporate recipient.

Effective on January 1, 2022:

- Amendments to SFAS No. 22, "Business Combinations regarding Reference to Conceptual Frameworks". This amendment clarifies the interactions between SFAS No. 22, SFAS No. 57, ISAK No. 30 and the Conceptual Framework of Financial Reporting.
- Amendments to SFAS No. 57, "Provisions, Contingent Liabilities, and Contingent Assets regarding Aggravating Contracts - Contract-fulfillment Costs". This amendment clarifies the cost of fulfilling a contract in relation to determining whether a contract is a burdensome contract.
- 2020 Annual Adjustments - SFAS No. 71: "Financial Instruments - Fees in the 10 per cent test for derecognition of financial liabilities". The amendment clarifies the fees that an entity includes when assessing whether the terms of a new or modified financial liability are substantially different from the terms of the original financial liability.

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67. NEW (REVISED) FINANCIAL ACCOUNTING STANDARDS (continued)

Effective on January 1, 2023:

- Amendments to SFAS No. 1, "Classification of Liabilities as Current or Non-current", effective January 1, 2023, and earlier application is permitted, This amendment determine the requirements to classify liabilities as current liabilities or non current liabilities.

Effective on January 1, 2025:

- SFAS No. 74, "Insurance Contract", adopted from IFRS 17, is effective January 1, 2025, with earlier application permitted for entities that have also applied SFAS 71 and SFAS 72.

The Group is still in the process of evaluating the impact of the amendments and new SFAS mentioned above to the group's consolidated financial statements.

68. IMPACT OF IMPLEMENTATION OF SFAS 71 "FINANCIAL INSTRUMENT" AND SFAS 73 "LEASE"

As explained in Note 2.t. the Bank adopted SFAS 71 on January 1, 2020. The impact of the implementation of SFAS 71 on the consolidated financial statements on January 1, 2020 are as follows:

Classification of Financial Assets and Liabilities

The table below represents the classification of financial assets and liabilities in accordance of SFAS 55 while the new classification of the financial assets and liabilities in accordance to SFAS 71 on January 1, 2020 are as follow:

Notes	Classification based on SFAS 55 December 31, 2019	Classification based on SFAS 71 January 1, 2020	Classification based on SFAS 55 December 31, 2019	Classification based on SFAS 71 January 1, 2020
Financial Assets				
Cash	Loan and receivables	Amortised cost	28,094,267	28,094,267
Current accounts with Bank Indonesia	Loan and receivables	Amortised cost	46,490,930	46,490,930
Current accounts with other banks - net	Loan and receivables	Amortised cost	12,558,297	12,558,297
Placements with Bank Indonesia and other banks - net	Loan and receivables	Amortised cost	37,568,760	37,568,760
Marketable securities - net				
Fair value through profit or loss	Fair value through profit or loss	Fair value through profit or loss	29,520,027	29,520,027
Available for sale	Available for sale	Fair value through other comprehensive income	19,901,176	19,901,176
Held to maturity	Held to maturity	Amortised cost	8,035,894	8,010,894
At cost	At cost	Fair value through profit or loss	-	26,147
At cost	At cost	At cost	13,875,809	13,875,809
Government bonds				
Fair value through profit or loss	Fair value through profit or loss	Fair value through profit or loss	6,253,256	6,253,256
Available for sale	Available for sale	Fair value through other comprehensive income	96,664,454	96,664,454
Held to maturity	Held to maturity	Amortised cost	18,003,259	18,003,259
At cost	At cost	At cost	8,079,331	8,079,331
Other receivables - trade transactions - net	Loan and receivables	Amortised cost	29,104,111	29,104,111
Securities purchased under agreements to resell	Loan and receivables	Amortised cost	1,955,363	1,955,363
Derivative receivables	Fair value through profit or loss	Fair value through profit or loss	1,617,476	1,617,476

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68. IMPACT OF IMPLEMENTATION OF SFAS 71 “FINANCIAL INSTRUMENT” AND SFAS 73 “LEASE” (continued)

Classification of Financial Assets and Liabilities (continued)

The table below represents the classification of financial assets and liabilities in accordance of SFAS 55 while the new classification of the financial assets and liabilities in accordance to SFAS 71 on January 1, 2020 are as follows (continued):

Notes	Classification based on SFAS 55 December 31, 2019	Classification based on SFAS 71 January 1, 2020	Classification based on SFAS 55 December 31, 2019	Classification based on SFAS 71 January 1, 2020
Financial Assets (continued)				
Loans and sharia loan/ financing	Loan and receivables	Amortised cost	855,846,844	855,846,844
Consumer financing receivable - net	Loan and receivables	Amortised cost	18,211,088	18,211,088
Net investment finance leases - net	Loan and receivables	Amortised cost	3,047,089	3,047,089
Acceptance receivables - net	Loan and receivables	Amortised cost	10,058,035	10,058,035
Investment in shares - net	Available for sale	Fair value through other comprehensive income	606,010	112,395
		Fair value through profit or loss	-	493,615
Financial Liabilities				
Obligation due immediately	Financial liabilities with amortised cost	Financial liabilities with amortised cost	3,169,451	3,169,451
Deposits from customers	Financial liabilities with amortised cost	Financial liabilities with amortised cost	247,444,267	247,444,267
Demand deposits and <i>wadiah</i> demand deposits				
Saving deposits and <i>wadiah</i> saving deposits				
Time deposits	Financial liabilities with amortised cost	Financial liabilities with amortised cost	278,176,006	278,176,006
Deposits from other banks	Financial liabilities with amortised cost	Financial liabilities with amortised cost	7,748,268	7,748,268
Demand deposits, <i>wadiah</i> demand deposits and saving deposits				
Inter-bank call money	Financial liabilities with amortised cost	Financial liabilities with amortised cost	219,360	219,360
Time deposits	Financial liabilities with amortised cost	Financial liabilities with amortised cost	5,430,238	5,430,238
Liabilities to unit-linked policyholders	Financial liabilities at fair value through profit or loss	Financial liabilities at fair value through profit or loss	24,037,658	24,037,658
Securities sold under Agreements to repurchase	Financial liabilities with amortised cost	Financial liabilities with amortised cost	3,782,055	3,782,055
Derivative payables	Financial liabilities at fair value through profit or loss	Financial liabilities at fair value through profit or loss	1,195,022	1,195,022
Acceptance payables	Financial liabilities with amortised cost	Financial liabilities with amortised cost	10,279,839	10,279,839
Debt securities issued - net	Financial liabilities with amortised cost	Financial liabilities with amortised cost	32,245,270	32,245,270
Fund borrowings	Financial liabilities with amortised cost	Financial liabilities with amortised cost	54,128,562	54,128,562
Subordinated loans and Marketable securities - net	Financial liabilities with amortised cost	Financial liabilities with amortised cost	664,217	664,217
Other liabilities	Financial liabilities with amortised cost	Financial liabilities with amortised cost	16,861,260	16,861,260

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68. IMPACT OF IMPLEMENTATION OF SFAS 71 “FINANCIAL INSTRUMENT” AND SFAS 73 “LEASE” (continued)

Impact of Implementation SFAS 71 to Consolidated Financial Statements

The table below represents the impact of implementation SFAS 71 to consolidated financial statements as of January 1, 2020:

	Balance before implementation SFAS 71	Classification and measurement	Expected credit loss	Balance after implementation SFAS 71
Assets				
Cash	28,094,267	-	-	28,094,267
Current accounts with Bank Indonesia	46,490,930	-	-	46,490,930
Current accounts with other banks - net	12,558,297	-	(4,865)	12,553,432
Placements with Bank Indonesia and other banks - net	37,568,760	-	(2,960)	37,565,800
Marketable securities - net	71,263,368	1,147	(40,540)	71,223,975
Government bonds	129,000,300	-	-	129,000,300
Other receivables - trade transactions - net	29,104,111	-	(82,151)	29,021,960
Securities purchased under agreements to resell	1,955,363	-	-	1,955,363
Derivative receivables	1,617,476	-	-	1,617,476
Loans and sharia loan/financing - net	855,846,844	-	(22,459,928)	833,386,916
Consumer financing receivables - net	18,211,088	-	30,573	18,241,661
Net investment finance leases - net	3,047,089	-	(51,465)	2,995,624
Acceptance receivables - net	10,058,035	-	(32,819)	10,025,216
Investment in shares - net	606,010	-	-	606,010
Prepaid expenses	3,012,550	-	-	3,012,550
Prepaid taxes	1,176,600	-	-	1,176,600
Fixed assets - net	44,612,199	-	-	44,612,199
Intangible assets - net	3,321,284	-	-	3,321,284
Other assets - net	16,750,054	-	-	16,750,054
Deferred tax assets - net	3,951,710	-	4,901,586	8,853,296
Total Assets	1,318,246,335	1,147	(17,742,569)	1,300,504,913
Liabilities				
Obligations due immediately	(3,169,451)	-	-	(3,169,451)
Deposits from customers	(850,108,345)	-	-	(850,108,345)
Deposits for other banks	(13,397,866)	-	-	(13,397,866)
Liabilities to unit-link policyholders	(24,037,658)	-	-	(24,037,658)
Securities sold under agreements to repurchase	(3,782,055)	-	-	(3,782,055)
Derivative payables	(1,195,022)	-	-	(1,195,022)
Acceptance payables	(10,279,839)	-	-	(10,279,839)
Debt securities issued	(32,245,270)	-	-	(32,245,270)
Estimated losses on commitment and contingencies	(386,039)	-	(1,844,775)	(2,230,814)
Accrued expenses	(6,215,561)	-	-	(6,215,561)
Taxes payable	(1,286,973)	-	-	(1,286,973)
Employee benefit liabilities	(7,586,150)	-	-	(7,586,150)
Provision	(405,312)	-	-	(405,312)
Other liabilities	(16,861,260)	-	-	(16,861,260)
Fund borrowings	(54,128,562)	-	-	(54,128,562)
Subordinated loans and marketable securities	(664,217)	-	-	(664,217)
Total Liabilities	(1,025,749,580)	-	(1,844,775)	(1,027,594,355)

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68. IMPACT OF IMPLEMENTATION OF SFAS 71 “FINANCIAL INSTRUMENT” AND SFAS 73 “LEASE” (continued)

Impact of Implementation SFAS 71 to Consolidated Financial Statements (continued)

The table below represents the impact of implementation SFAS 71 to consolidated financial statements as of January 1, 2020 (continued):

	Balance before implementation SFAS 71	Classification and measurement	Expected credit loss	Balance after implementation SFAS 71
Equity				
Issued and fully paid-in capital	11,666,667	-	-	11,666,667
Additional paid-in capital/agio	17,316,192	-	-	17,316,192
Differences arising from translation of financial statements in foreign currencies	13,388	-	-	13,388
Net unrealised gain/(losses) from increase/(decrease) in fair value of available for sale marketable securities and government bonds - net of deferred tax	1,385,796	-	-	1,385,796
Effective portion of cash flow hedges	(30,045)	-	-	(30,045)
Net differences in fixed assets revaluation	30,306,255	-	-	30,306,255
Net actuarial gain from defined benefit program - net of deferred tax	653,489	-	-	653,489
Other comprehensive income	85,052	-	-	85,052
Difference in transactions with non controlling parties	(106,001)	-	-	(106,001)
Retained earnings				
Appropriated	5,380,268	-	-	5,380,268
Unappropriated	137,929,792	303,362	(19,587,344)	118,645,810
Noncontrolling interests in net assets of consolidated subsidiaries	4,433,672	-	-	4,433,672
Total Equity	209,034,525	303,362	(19,587,344)	189,750,543

The table below represents the impact of a change from “incurred loss approach” to “expected credit loss” for financial instruments measured at amortized cost:

	January 1, 2020							
	Allowance for impairment loss based on SFAS 55			Expected credit losses based on SFAS 71				Increase/ (decrease)
	Allowance for collective impairment loss	Allowance for individual impairment loss	Total	Stage 1	Stage 2	Stage 3	Total	
Current accounts with other banks	-	3,290	3,290 ¹⁾	4,865	-	3,290	8,155 ¹⁾	4,865
Placement with other bank	-	47,675	47,675	2,960	-	47,675	50,635	2,960
Marketable securities	19,465	17,020	36,485	55,109	21,147	769	77,025	40,540
Other receivables	85,248	1,182,263	1,267,511 ¹⁾	51,885	121,198	1,176,579	1,349,662 ¹⁾	82,151
Acceptance receivables	56,560	162,884	219,444 ¹⁾	32,701	176,701	42,861	252,263 ¹⁾	32,819
Loans	7,731,691	20,289,351	28,021,042 ¹⁾	11,311,405	23,263,033	15,906,532	50,480,970 ¹⁾	22,459,928
Consumer financing receivables	354,618	-	354,618	198,276	49,154	76,615	324,045	(30,573)
Net investment finance leases	7,982	-	7,982	30,281	15,397	13,769	59,447	51,465
Commitment and contingencies	363,263	6,036	369,299 ¹⁾	765,488	1,414,454	34,132	2,214,074 ¹⁾	1,844,775
Total	8,618,827	21,708,519	30,327,346	12,452,970	25,061,084	17,302,222	54,816,276	24,488,930

¹⁾ Excludes Subsidiary in sharia business

PT BANK MANDIRI (PERSERO) Tbk. AND SUBSIDIARIES
NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS
As of December 31, 2020 and for the year then ended
(Expressed in millions of Rupiah, unless otherwise stated)

68. IMPACT OF IMPLEMENTATION OF SFAS 71 “FINANCIAL INSTRUMENT” AND SFAS 73 “LEASE” (continued)

SFAS 73

The table below represents the impact of implementation SFAS 73 as of January 1, 2020:

	January 1, 2020		
	Before implementation	Implementation of SFAS 73	After Implementation
STATEMENT OF FINANCIAL POSITION			
ASSETS			
Prepaid expenses	3,012,550	(1,533,647)	1,478,903
Fixed assets - Right of use assets - after accumulation depreciation	-	2,162,722	2,162,722
LIABILITIES			
Other liabilities - lease liabilities	-	629,075	629,075

69. SIGNIFICANT EVENTS AFTER THE REPORTING PERIOD

Merger of PT Bank Syariah Mandiri, PT Bank BRI Syariah Tbk and PT Bank BNI Syariah

On October 12, 2020, PT Bank Mandiri (Persero) Tbk (Mandiri), PT Bank Rakyat Indonesia (Persero) Tbk (BRI), PT Bank Negara Indonesia (Persero) Tbk (BNI), PT Bank Syariah Mandiri (BSM), PT Bank BRISyariah Tbk (BRIS), and PT Bank BNI Syariah (BNIS) signed a Conditional Merger Agreement (CMA) in relation to merger between BSM, BRIS, and BNIS.

Based on CMA, after the effective date of merger, BRIS will become the surviving entity and all shareholders of BNIS and BSM will become shareholders of the entity receiving the merger based on the merger ratio.

On October 21, 2020, the Merger Participant's Bank announced a Merger Plan in which the composition of shareholders is as follows:

	Number of Shares	Amount (Full Rupiah)	Percentage
PT Bank Mandiri (Persero) Tbk	20,905,219,378	10,452,609,689,000	51.2%
PT Bank Negara Indonesia (Persero) Tbk	10,220,230,418	5,110,115,209,000	25.0%
PT Bank Rakyat Indonesia (Persero) Tbk	7,092,761,655	3,546,380,827,500	17.4%
DPLK BRI - Saham Syariah	841,296,000	420,648,000,000	2.1%
PT BNI Life Insurance	5,250,415	2,625,207,500	0.0%
PT Mandiri Sekuritas	34	17,000	0.0%
Public	1,782,055,843	891,027,921,500	4.3%
	40,846,813,743	20,423,406,871,500	100%

The composition of the Shareholders above is the composition of Shareholders as of September 30, 2020 assuming that no minority shareholders of the merger receiving bank exercise their right to request BRI and/or the BRI Workers' Welfare Foundation (YKP) to buy back their shares and assume MESOP of BRIS is not yet exercised.

The merger plan of BSM, BRIS and BNIS has been approved by the Financial Services Authority ("FSA") of the Capital Market through letter No. S-289/D.04/2020 dated December 11, 2020. The merger is planned to take effect on February 1, 2021 and the merged bank will use the name of PT Bank Syariah Indonesia ("BSI"). Bank Mandiri will become the controlling shareholder of BSI therefore BSI's financial statements will be consolidated into Bank Mandiri's consolidated financial statements from the effective date of the merger. Up to the date of the consolidated financial statements, approval from Financial Services Authority - Banking for this merge still in process.

These consolidated financial statements are originally issued in the Indonesian language.

**PT BANK MANDIRI (PERSERO) Tbk. AND SUBSIDIARIES
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(Expressed in millions of Rupiah, unless otherwise stated)**

70. ADDITIONAL INFORMATION

Additional Financial Information

The additional information presented in appendix 1 - 4 is a supplementary financial information of PT Bank Mandiri (Persero) Tbk., the Parent Entity, which presents the Bank's investment in its Subsidiaries using cost method.

SUPPLEMENTARY FINANCIAL INFORMATION OF THE PARENT ENTITY

**PT BANK MANDIRI (PERSERO) Tbk,
STATEMENT OF FINANCIAL POSITION - PARENT ENTITY
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)**

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
ASSETS		
Cash	22,030,645	25,356,393
Current accounts with Bank Indonesia	46,290,020	41,335,530
Current accounts with other banks		
Related parties	191,315	398,352
Third parties	17,150,630	9,996,763
	<u>17,341,945</u>	<u>10,395,115</u>
Less: allowance for impairment losses	(8,619)	(3,290)
Net	17,333,326	10,391,825
Placements with Bank Indonesia and other banks		
Related parties	2,315,440	1,409,074
Third parties	64,613,121	26,742,546
	<u>66,928,561</u>	<u>28,151,620</u>
Less: allowance for impairment losses	(46,578)	(47,675)
Net	66,881,983	28,103,945
Marketable securities		
Related parties	14,078,043	15,383,976
Third parties	19,137,703	17,452,896
	<u>33,215,746</u>	<u>32,836,872</u>
Add/(less): unamortised premium/(discounts), unrealised gains/(losses) from increase/ (decrease) in fair value of marketable securities and allowance for impairment losses	364,163	131,782
Net	33,579,909	32,968,654
Government bonds - net		
Related parties	141,318,618	112,502,409
Other receivables - trade transactions		
Related parties	13,951,855	14,186,619
Third parties	15,999,929	16,185,004
	<u>29,951,784</u>	<u>30,371,623</u>
Less: allowance for impairment losses	(1,643,697)	(1,267,512)
	<u>28,308,087</u>	<u>29,104,111</u>
Securities purchased under agreements to resell - third parties	54,043,600	248,143
Derivative receivables		
Related parties	199,977	18,817
Third parties	2,377,747	1,578,564
Net	<u>2,577,724</u>	<u>1,597,381</u>

SUPPLEMENTARY FINANCIAL INFORMATION OF THE PARENT ENTITY

**PT BANK MANDIRI (PERSERO) Tbk,
STATEMENT OF FINANCIAL POSITION - PARENT ENTITY (continued)
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)**

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
ASSETS (continued)		
Loans		
Related parties	164,014,705	165,431,044
Third parties	599,588,711	626,920,073
	<u>763,603,416</u>	<u>792,351,117</u>
Less: allowance for impairment losses	(58,491,446)	(27,812,363)
Net	705,111,970	764,538,754
Acceptance receivables		
Related parties	900,313	998,660
Third parties	9,119,951	9,057,052
	<u>10,020,264</u>	<u>10,055,712</u>
Less: allowance for impairment losses	(121,060)	(219,446)
Net	9,899,204	9,836,266
Investments in shares		
Related parties	8,865,222	8,459,823
Third parties	2,039	2,101
	<u>8,867,261</u>	<u>8,461,924</u>
Less: allowance for impairment losses	(27,927)	(175,420)
Net	8,839,334	8,286,504
Prepaid expenses	891,380	2,124,541
Prepaid taxes	2,083,970	974,947
Fixed assets	56,719,441	53,536,442
Less: accumulated depreciation	(12,454,995)	(10,825,270)
Net	44,264,446	42,711,172
Intangible assets	7,236,409	6,133,484
Less: accumulated amortization	(4,085,191)	(3,452,881)
Net	3,151,218	2,680,603
Other assets	16,139,571	12,934,942
Less: allowance for other impairment losses	(397,231)	(362,877)
Net	15,742,340	12,572,065
Deferred tax assets - net	6,697,667	3,350,632
TOTAL ASSETS	<u>1,209,045,441</u>	<u>1,128,683,875</u>

SUPPLEMENTARY FINANCIAL INFORMATION OF THE PARENT ENTITY

**PT BANK MANDIRI (PERSERO) Tbk,
STATEMENT OF FINANCIAL POSITION - PARENT ENTITY (continued)
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)**

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
LIABILITIES AND EQUITY		
LIABILITIES		
Obligations due immediately	4,286,333	3,169,451
Deposits from customers		
Demand deposits		
Related parties	88,080,879	60,152,672
Third parties	195,905,188	176,244,539
Total	<u>283,986,067</u>	<u>236,397,211</u>
Saving deposits		
Related parties	3,804,341	3,304,085
Third parties	334,894,596	312,549,148
Total	<u>338,698,937</u>	<u>315,853,233</u>
Time deposits		
Related parties	45,799,590	30,936,012
Third parties	240,471,712	231,919,085
Total	<u>286,271,302</u>	<u>262,855,097</u>
Total deposits from customers	908,956,306	815,105,541
Deposits from other banks		
Demand deposits, <i>wadiah</i> demand deposits and saving deposits		
Related parties	425,213	555,981
Third parties	3,978,191	7,549,097
Total	<u>4,403,404</u>	<u>8,105,078</u>
Interbank call money		
Third parties	655,829	219,360
Time deposits		
Third parties	<u>1,382,230</u>	<u>4,206,437</u>
Total deposits from other banks	6,441,463	12,530,875
Securities sold under agreements to repurchase - third parties	1,246,840	3,699,819

SUPPLEMENTARY FINANCIAL INFORMATION OF THE PARENT ENTITY

**PT BANK MANDIRI (PERSERO) Tbk,
STATEMENT OF FINANCIAL POSITION - PARENT ENTITY (continued)
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)**

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
LIABILITIES AND EQUITY		
LIABILITIES (continued)		
Derivative payables		
Related parties	131,127	42,505
Third parties	1,378,138	982,529
Total	<u>1,509,265</u>	<u>1,025,034</u>
Acceptance payables		
Related parties	1,686,142	2,035,636
Third parties	8,334,122	8,020,076
Total	<u>10,020,264</u>	<u>10,055,712</u>
Debt securities issued		
Related parties	8,523,100	8,653,400
Third parties	22,986,664	15,702,105
	<u>31,509,764</u>	<u>24,355,505</u>
Less: unamortised issuance cost	(58,668)	(51,597)
Net	<u>31,451,096</u>	<u>24,303,908</u>
Estimated losses on commitment and contingencies	3,455,497	369,300
Accrued expenses	4,229,859	4,983,813
Taxes payable	1,264,444	846,567
Employee benefit liabilities	5,721,973	6,480,327
Provision	546,237	405,312
Other liabilities	12,816,274	8,008,669
Fund borrowings		
Related parties	1,079,019	820,151
Third parties	39,663,395	41,753,834
Total	<u>40,742,414</u>	<u>42,573,985</u>
Subordinated loans and marketable securities		
Related parties	107,750	127,750
Third parties	543,216	536,467
Total	<u>650,966</u>	<u>664,217</u>
TOTAL LIABILITIES	<u>1,033,339,231</u>	<u>934,222,530</u>

SUPPLEMENTARY FINANCIAL INFORMATION OF THE PARENT ENTITY

**PT BANK MANDIRI (PERSERO) Tbk,
STATEMENT OF FINANCIAL POSITION - PARENT ENTITY (continued)
As of December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)**

	<u>December 31, 2020</u>	<u>December 31, 2019</u>
LIABILITIES AND EQUITY (continued)		
EQUITY		
Share capital - Rp250 (full amount) par value per share as of December 31, 2020 and 2019		
Authorised Capital - 1 share Dwiwarna Series A and 63,999,999,999 common shares Series B as of December 31, 2020 and 2019		
Issued and fully paid-in capital - 1 share Dwiwarna Series A and 46,666,666,665 common shares Series B as of December 31, 2020 and 2019	11,666,667	11,666,667
Additional paid-in capital/agio	17,476,308	17,476,308
Treasury stock	(150,895)	-
Differences arising from translation of financial statements in foreign currencies	(306,208)	(167,543)
Net unrealised gain from increase in fair value of marketable securities and government bonds - net of deferred tax		
Fair value through other comprehensive income	4,327,705	-
Available for sale	-	1,307,487
Net differences in fixed assets revaluation	29,913,897	29,910,569
Net actuarial gain from defined benefit program - net of deferred tax	1,026,130	621,066
Other comprehensive income	85,052	85,052
Retained earnings (accumulated losses of Rp162,874,901 were eliminated against additional paid-in capital/agio as a result of quasi- reorganisation as at April 30, 2003)		
Appropriated	5,380,268	5,380,268
Unappropriated	106,287,286	128,181,471
Total retained earnings	111,667,554	133,561,739
TOTAL EQUITY	175,706,210	194,461,345
TOTAL LIABILITIES AND EQUITY	1,209,045,441	1,128,683,875

SUPPLEMENTARY FINANCIAL INFORMATION OF THE PARENT ENTITY

**PT BANK MANDIRI (PERSERO) Tbk,
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME - PARENT ENTITY
For the year ended December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)**

	Year ended December 31,	
	2020	2019
INCOME AND EXPENSES FROM OPERATIONS		
Interest income	71,880,004	76,272,259
Interest expense	(25,069,952)	(25,950,700)
NET INTEREST INCOME	46,810,052	50,321,559
Other operating income		
Other fees and commissions	10,916,759	12,071,993
Net income from fair value through profit or loss classification	4,970,031	3,371,980
Others	5,236,661	6,371,107
Total other operating income	21,123,451	21,815,080
Allowance for impairment losses	(17,986,706)	(9,563,820)
Provision for impairment losses on commitments and contingencies	(1,222,354)	(257,783)
Provision for other allowances	(201,853)	(43,725)
Gain on sale of marketable securities and government bonds	945,801	793,519
Other operating expenses		
Salaries and employee benefits	(13,165,187)	(12,903,630)
General and administrative expenses	(13,334,127)	(13,730,800)
Others - net	(4,194,606)	(4,057,224)
Total other operating expenses	(30,693,920)	(30,691,654)
INCOME FROM OPERATIONS	18,774,471	32,373,176
Non-operating income - net	220,993	57,594
INCOME BEFORE TAX EXPENSE	18,995,464	32,430,770
Tax expense		
Current		
Current year	(3,934,648)	(6,317,547)
Prior year	(175,592)	(201,197)
Deferred	(729,905)	(462,046)
Total tax expense - net	(4,840,145)	(6,980,790)
NET INCOME FOR THE YEAR	14,155,319	25,449,980

SUPPLEMENTARY FINANCIAL INFORMATION OF THE PARENT ENTITY

**PT BANK MANDIRI (PERSERO) Tbk,
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME - PARENT ENTITY
(continued)**

**For the year ended December 31, 2020
(Expressed in millions of Rupiah, unless otherwise stated)**

	Year ended December 31,	
	2020	2019
OTHER COMPREHENSIVE INCOME		
Items that will not be reclassified to profit or loss		
Gains on fixed assets revaluation	3,328	3,870,948
Actuarial gain (losses) on defined benefit plan	490,495	402,679
Income tax related to the items that will not be reclassified to profit or loss	(85,431)	(80,536)
Others	-	85,052
	408,392	4,278,143
Items that will be reclassified to profit or loss		
Difference arising from translation of financial statements in foreign currencies	(138,665)	(69,497)
Changes in fair value of other comprehensive income financial assets	3,679,665	-
Changes in fair value of available for sale financial assets	-	3,631,166
Income tax related to items that will be reclassified to profit or loss	(659,447)	(682,813)
	2,881,553	2,878,856
Other comprehensive income for the year - net of income tax	3,289,945	7,156,999
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	17,445,264	32,606,979
EARNING PER SHARE		
Basic (full amount)	303.49	545.36
Dilluted (full amount)	303.49	545.36

These supplementary financial information are originally issued in the Indonesian language.

SUPPLEMENTARY FINANCIAL INFORMATION OF THE PARENT ENTITY

PT BANK MANDIRI (PERSERO) Tbk, STATEMENT OF CHANGES IN EQUITY - PARENT ENTITY For the year ended December 31, 2020 (Expressed in millions of Rupiah, unless otherwise stated)

	Issued and fully paid-in capital	Additional paid in capital/agio	Treasury stock	Difference arising from translation of financial statements in foreign currencies	Net unrealised gain from increase in fair value through other comprehensive income marketable securities and government bonds - net of deferred tax	Net differences in fixed assets revaluation	Net actuarial gain on defined benefit program - net of deferred tax	Other comprehensive income	Retained earnings			Total equity
									Appropriated	Unappropriated	Total	
Balance as of January 1, 2020	11,666,667	17,476,308	-	(167,543)	1,307,487	29,910,569	621,066	85,052	5,380,268	128,181,471	133,561,739	194,461,345
Impact of implementation SFAS 71	-	-	-	-	-	-	-	-	-	(19,560,224)	(19,560,224)	(19,560,224)
Balance as of January 1, 2020 after implementation of SFAS 71	11,666,667	17,476,308	-	(167,543)	1,307,487	29,910,569	621,066	85,052	5,380,268	108,621,247	114,001,515	174,901,121
Dividends payment from 2019 net income	-	-	-	-	-	-	-	-	-	(16,489,280)	(16,489,280)	(16,489,280)
Treasury stock	-	-	(150,895)	-	-	-	-	-	-	-	-	(150,895)
Income for the current year	-	-	-	-	-	-	-	-	-	14,155,319	14,155,319	14,155,319
Comprehensive income for the current year	-	-	-	(138,665)	3,020,218	3,328	405,064	-	-	-	-	3,289,945
Balance as of December 31, 2020	11,666,667	17,476,308	(150,895)	(306,208)	4,327,705	29,913,897	1,026,130	85,052	5,380,268	106,287,286	111,667,554	175,706,210

These supplementary financial information are originally issued in the Indonesian language.

SUPPLEMENTARY FINANCIAL INFORMATION OF THE PARENT ENTITY

**PT BANK MANDIRI (PERSERO) Tbk,
STATEMENT OF CHANGES IN EQUITY - PARENT ENTITY (continued)
For the year ended December 31, 2020 and 2019
(Expressed in millions of Rupiah, unless otherwise stated)**

	Issued and fully paid-in capital	Additional paid-in capital/agio	Difference arising from translation of financial statements in foreign currencies	Net unrealised (gain)/loss from decrease in fair value of available for sale marketable securities and government bonds - net of deferred tax	Net differences in fixed assets revaluation	Net actuarial gain/(loss) on defined benefit program - net of deferred tax	Other comprehensive income	Retained earnings			Total equity
								Appropriated	Unappropriated	Total	
Balance as of January 1, 2019	11,666,667	17,476,308	(98,046)	(1,640,866)	26,039,621	298,923	-	5,380,268	113,988,250	119,368,518	173,111,125
Dividends payment from 2018 net income	-	-	-	-	-	-	-	-	(11,256,759)	(11,256,759)	(11,256,759)
Income for the current year	-	-	-	-	-	-	-	-	25,449,980	25,449,980	25,449,980
Comprehensive income for the current year	-	-	(69,497)	2,948,353	3,870,948	322,143	85,052	-	-	-	7,156,999
Balance as of December 31, 2019	11,666,667	17,476,308	(167,543)	1,307,487	29,910,569	621,066	85,052	5,380,268	128,181,471	133,561,739	194,461,345

SUPPLEMENTARY FINANCIAL INFORMATION OF THE PARENT ENTITY

**PT BANK MANDIRI (PERSERO) Tbk,
STATEMENT OF CASH FLOWS - PARENT ENTITY
For the year ended December 31, 2020 and 2019
(Expressed in millions of Rupiah, unless otherwise stated)**

	Year ended December 31,	
	2020	2019
CASH FLOWS FROM OPERATING ACTIVITIES		
Receipts from interest income	68,492,858	72,318,950
Receipts from provision and commissions income	10,916,759	12,071,993
Payments of interest expense	(25,304,751)	(25,714,188)
Receipts from the sale of government bonds - fair value through profit or loss	225,351,210	127,488,748
Acquisition of government bonds - fair value through profit or loss	(226,813,138)	(127,333,266)
Foreign exchange gains - net	1,838,938	1,971,842
Income from fair value through profit or loss classification - net	732,909	521,341
Other operating income - others	1,544,236	1,623,875
Other operating expenses - others	(3,926,575)	(2,278,780)
Salaries and employee benefits	(13,518,477)	(13,148,918)
General and administrative expenses	(10,626,917)	(12,092,651)
Non-operating income - net	218,288	57,478
Payment of corporate income tax	(3,604,058)	(6,479,893)
Cash flows from operating activities before changes in operating assets and liabilities	25,301,282	29,006,531
Decrease/(increase) in operating assets:		
Placements with Bank Indonesia and other banks	271,928	422,587
Marketable securities - fair value through profit or loss	(765,549)	(3,654,698)
Other receivables - trade transactions	419,839	(4,234,287)
Loans	19,096,731	(84,225,726)
Securities purchased under agreements to resell	(53,795,457)	1,391,305
Prepaid taxes	(1,109,023)	116,345
Prepaid expenses	1,233,161	(207,461)
Other assets	(2,982,304)	2,179,167
Proceeds from collection of written-off financial assets	3,692,425	4,747,232
Increase/(decrease) in operating liabilities:		
Demand deposits	47,794,109	44,561,029
Saving deposits	18,938,777	19,611,508
Time deposits	20,591,998	16,761,487
Interbank call money	436,469	(8,152,837)
Obligations due immediately	1,116,882	(673,743)
Taxes payable	(88,305)	33,085
Other liabilities	7,248,294	2,705,436
Net cash provided by operating activities	87,401,257	20,386,960

These supplementary financial information are originally issued in the Indonesian language.

SUPPLEMENTARY FINANCIAL INFORMATION OF THE PARENT ENTITY

**PT BANK MANDIRI (PERSERO) Tbk,
STATEMENT OF CASH FLOWS - PARENT ENTITY (continued)
For the year ended December 31, 2020 and 2019
(Expressed in millions of Rupiah, unless otherwise stated)**

	Year ended December 31,	
	2020	2019
CASH FLOWS FROM INVESTING ACTIVITIES		
Decrease in marketable securities - other than fair value through profit or loss	40,238	8,475,762
Increase in government bonds - other than fair value through profit or loss	(23,388,262)	(15,016,592)
Proceeds from sale of fixed assets	313,581	443
Acquisition of fixed assets	(1,742,000)	(2,834,228)
Acquisition of intangible assets	(1,103,250)	(1,040,797)
Acquisition of right-of-use assets*)	(926,364)	-
Capital injection to subsidiary	(408,381)	(907,000)
Net cash used in investing activities	(27,214,438)	(11,322,412)
CASH FLOWS FROM FINANCING ACTIVITIES		
Increase in debt securities issued	7,009,589	10,579,710
(Decrease)/increase in fund borrowings	(1,527,690)	4,877,746
(Decrease)/increase in subordinated loans and marketable securities	(15,829)	(15,406)
(Decrease)/increase in marketable securities sold under agreements to repurchase	(2,593,152)	(11,923,245)
Payment of dividend	(16,489,280)	(11,256,759)
Purchase of treasury shares	(150,895)	-
Net cash used in financing activities	(13,767,257)	(7,737,954)
NET INCREASE IN CASH AND CASH EQUIVALENTS	46,419,562	1,326,594
EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS	1,165,400	(1,546,297)
CASH AND CASH EQUIVALENTS AT THE BEGINNING OF YEAR	104,192,787	104,412,490
CASH AND CASH EQUIVALENTS AT THE END OF YEAR	151,777,749	104,192,787

*) Related to the implementation of SFAS 73 "sewa"

These supplementary financial information are originally issued in the Indonesian language.

SUPPLEMENTARY FINANCIAL INFORMATION OF THE PARENT ENTITY

**PT BANK MANDIRI (PERSERO) Tbk,
STATEMENT OF CASH FLOWS - PARENT ENTITY (continued)
For the year ended December 31, 2020 and 2019
(Expressed in millions of Rupiah, unless otherwise stated)**

	Years ended December 31,	
	2020	2019
Cash and cash equivalents at the end of year consist of:		
Cash	22,030,645	25,356,393
Current accounts with Bank Indonesia	46,290,020	41,335,530
Current accounts with other banks	17,341,945	10,395,115
Short-term investments with a period of time maturity of three months or less from the date of acquisition	66,115,139	27,105,749
Total cash and cash equivalents	151,777,749	104,192,787



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