













#### CORPORATE GOVERNANCE

## **BOARD OF DIRECTORS**

	Monthly/quarterly review of the Company's performance.
	Quarterly review of the Company and Subsidiaries' performance.
	Preparation of the Annual General Meeting of Shareholders.
Quarter I	Review of the Company's Strategic Plans.
	Review and approval of the Audit Financial Statements.
	Selection of External Auditor for Fiscal Year 2022.
	Monthly/quarterly review of the Company's performance.
Quarter II	Quarterly review of the Company and Subsidiaries' performance.
	Review of the Company's Strategic Plans.
	Monthly/quarterly review of the Company's performance.
0	Quarterly review of the Company and Subsidiaries' performance.
Quarter III	Monthly review of strategic, business plans and Human Capital.
	Review of the Company's Strategic Plans.
	Monthly/quarterly review of the Company's performance.
0 1 11/	Quarterly review of the Company and Subsidiaries' performance.
Quarter IV	Review of the Company's Strategic Plans
	Discussion on Financial and Business Plan Fiscal Year 2023.

## **Submission of Board of Directors Meetings Materials**

- 1. The Board of Directors meetings materials are submitted 5 (five) days prior to the meeting.
- 2. The Board of Directors meetings are deemed legitimate and has the rights to take decision if its attended and/ or approved by more than 2/3 of total numbers of the Board.

## **Board of Directors Meetings Implementation**

The following are agenda, date and participants of the Director's Meeting in 2022.

## **Board of Directors Meetings Agenda**

No.	Date	Meeting Agenda	Meeting Participants	Participants who Absent	Reasons for Absence
1	10 January 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Plan to hold annual GMS     General Discussion: c. Update on the Development of Digital Platform     IT Service Updates	All Directors	Agus Dwi Handaya Riduan Sigit Prastowo	Leave
2	17 January 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on Corporate Event     Consolidated Financial Statements of the Company 31 December 2021 (Audited) and Financial Performance December 2021     IT Risk Update     Update of Investor Relations	All Directors	-	-
3	20 January 2022	Human Capital Updates	All Directors	-	-
4	24 January 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform     General Discussion: c. Strategy Progress Update 2022     General Discussion: d. RBB Update     Procurement of Audit Services for Bank Mandiri's Financial Statements 2022     Preparation of Public Expose & Analyst Meeting Q4 2021	All Directors	-	-
5	26 January 2022 Joint Meeting	Financial Performance December 2021	All Directors	-	-
6	28 January 2022	Human Capital Proposal     Human Capital Performance Updates     Human Capital Updates	All Directors	-	-



# **BOARD OF DIRECTORS**

1. General Discussions - Lightant on the Company's Latest Developments of the England Programs (Company's Latest Developments of Company's Latest Developments of Com	No.	Date	Meeting Agenda	Meeting Participants	Participants who Absent	Reasons for Absence
Latest Development of Corner Discussion: b. Update on Office of Chief Corner Discussion: b. Update on the Development of Corner Discussion: c. Update on the Company's Latest Development of Corner Discussion: b. Update on the Company's Development of Corner Discussion: b. Update on the Development of Digital Platform  John Scholler Discussion: c. Update on the Cornpany's Latest Development of Digital Platform  John Scholler Discussion: c. Update on the Cornpany's Latest Development of Digital Platform  John Scholler Discussion: c. Update on the Cornpany's Latest Development of Digital Platform  John Scholler Discussion: c. Update on the Discussion: b. Update on the Discussion: b. Update on the Cornpany's Latest Development Corner Discussion: b. Update on the Cornpany's Latest Development Corner Discussion: b. Update on the Cornpany's Latest Development Corner Discussion: b. Update on the Cornpany's Latest Development Corner Discussion: b. Update on the Cornpany's Latest Development Corner Discussion: b. Update on the Cornpany's Latest Development Corner Discussion: b. Update on the Cornpany's Latest Development Corner Discussion: b. Update on the Cornpany's Latest Development Corner Discussion: b. Update on the Cornpany's Latest Development Corner Discussion: b. Update on the Cornpany's Latest Development Corner Discussion: b. Update on the Cornpany's Latest Dev	7	31 January 2022	Latest Developments 2. General Discussion: b. Strategy Progress Update 2022	All Directors	-	-
14 February 2022 2 General Discussions - Update on the Development Source of Progress Update on the Development Source of Progress Update on the Company's Latest Development - Update on the Development - Update on the Company's Latest Development - Update on the Company's Latest Development - Update on the Development - Update on the Company's Latest Development - Update on the Development - Update on the Update Opdate Update Opdate Update Opda	8	8 February 2022	Latest Developments 2. General Discussion: b. Update on Office of Chief Economist 3. General Discussion: c. Update on the Development of Digital Platform 4. General Discussion: d. Strategy Progress Update	All Directors	-	-
Latest Developments General Discussion: a Update on the Development General Discussion: a Update on the Development General Discussion: a Update on the Development General Discussion: d Update on the Company's Latest Development General Discussion: a Update on the Company's Latest Developments General Discussion: a Update on the Company's Latest Developments General Discussion: a Update on the Company's Latest Developments General Discussion: b Strategy Progress Update July General Discussion: b Update on the Company's Latest Developments General Discussion: b Update on the Company's Latest Developments General Discussion: b Update on the Company's Latest Developments General Discussion: b Update on the Company's Latest Developments General Discussion: b Update on the Company's Latest Developments General Discussion: b Update on the Development General Discussion: b Update on the Company's Latest Developments General Discussion: b Update on the Development General Discussion:	9	14 February 2022	Latest Developments 2. General Discussion: b. Update on the Development & Handling of Covid-19 3. General Discussion: c. Strategy Progress Update 2022	All Directors	-	-
Latest Developments   Company   Co	10	21 February 2022	Latest Developments 2. General Discussion: b. Update on Proposed Annual GMS 3. General Discussion: c. Update on the Development of Digital Platform 4. General Discussion: d. Strategy Progress Update	All Directors	-	-
Latest Developments 2. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: a. Update on the Company's Latest Developments 3. If General Discussion: a. Update on the Development of Digital Platform 14. 23 March 2022 SISM proposal 15. 28 March 2022 SISM proposal 16. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: a. Update on the Company's Latest Developments 3. General Discussion: a. Update on the Development of Digital Platform 4. April 2022 SISM proposal 5. General Discussion: a. Update on the Development of Digital Platform 5. General Discussion: b. Update on the Development of Digital Platform 6. General Discussion: b. Update on the Development of Digital Platform 7. General Discussion: b. Update on the Development of Digital Platform 8. General Discussion: a. Update on the Development of Digital Platform 9. General Discussion: b. Update on the Development of Digital Platform 17. Latest Developments 18. Latest Developments 19. General Discussion: a. Update on the Development of Digital Platform 19. General Discussion: b. Update on the Development of Digital Platform 19. General Discussion: b. Update on the Development of Digital Platform 19. General Discussion: b. Update on the Development of Digital Platform 19. General Discussion: b. Update on the Development of Digital Platform 19. General Discussion: b. Update on the Development of Digital Platform 19. General Discussion: b. Update on the Development of Digital Platform 20. General Discussion: b. Update on the Development of Digital Platform 20. General Discussion: b. Update on the Development of Digital Platform 20. General Discussion: b. Update on the Development of Digital Platform 20. Update Persiapan Public Expose & Analyst Meeting 21. Update Persiapan Public Expose & Analyst Meeting 22. Human Capital Proposal	11	7 March 2022	Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform	All Directors	-	-
Latest Developments   Company's	12	14 March 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Strategy Progress Update 2022     Financial Performance February 2022	All Directors	-	-
1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform  1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 3. Human Capital Proposal  1. General Discussion: a. Update on the Development of Digital Platform 3. Human Capital Proposal  1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: a. Update on the Development of Digital Platform 3. General Discussion: b. Update on the Development of Digital Platform 3. General Discussion: b. Strategy Progress Update 2022 4. Update on Eid Al-Fitr Preparations in 2022 5. Human Capital Proposal  1. General Discussion: a. Update on the Company's Latest Developments 1. General Discussion: a. Update on the Development of Digital Platform 3. Financial Performance March 2022  1. General Discussion: a. Update on the Development of Digital Platform 3. Financial Performance March 2022  1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: a. Update on the Development of Digital Platform 3. Update Persiapan Public Expose & Analyst Meeting 0.1 2022 4. Human Capital Proposal	13	21 March 2022	Latest Developments 2. General Discussion: b. Update on the Development	All Directors	-	-
1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 3. General Discussion: b. Update on the Development of Digital Platform 4. April 2022 1. General Discussion: b. Update on the Development of Digital Platform 3. Human Capital Proposal 1. General Discussion: a. Update on the Development of Digital Platform 3. Human Capital Proposal 1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: a. Update on the Development of Digital Platform 3. General Discussion: b. Strategy Progress Update 2022 4. Update on Eid Al-Fitr Preparations in 2022 5. Human Capital Proposal 1. General Discussion: a. Update on the Company's Latest Developments 0. General Discussion: a. Update on the Development of Digital Platform 3. Financial Performance March 2022 1. General Discussion: a. Update on the Development of Digital Platform 3. Financial Performance March 2022 1. General Discussion: a. Update on the Company's Latest Developments 0. General Discussion: a. Update on the Company's Latest Developments 0. General Discussion: a. Update on the Company's Latest Developments 0. General Discussion: a. Update on the Development of Digital Platform 3. Update Persiapan Public Expose & Analyst Meeting 0.1 2022 4. Human Capital Proposal	14	23 March 2022	SISM proposal	All Directors	-	-
Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 3. Human Capital Proposal  1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 3. General Discussion: b. Update on the Development of Digital Platform 3. General Discussion: b. Strategy Progress Update 2022 4. Update on Eid Al-Fitr Preparations in 2022 5. Human Capital Proposal  1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: a. Update on the Development of Digital Platform 3. Financial Performance March 2022  1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: a. Update on the Company's Latest Developments 3. Financial Performance March 2022  1. General Discussion: a. Update on the Development of Digital Platform 3. Financial Performance March 2022  1. General Discussion: b. Update on the Development of Digital Platform 3. Update Persiapan Public Expose & Analyst Meeting 01 2022 4. Human Capital Proposal	15	28 March 2022	General Discussion: a. Update on the Company's     Latest Developments     General Discussion: b. Update on the Development	All Directors	-	-
Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 3. General Discussion: b. Strategy Progress Update 2022 4. Update on Eid Al-Fitr Preparations in 2022 5. Human Capital Proposal  1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 3. Financial Performance March 2022  1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: a. Update on the Company's Latest Developments 3. Update on the Development of Digital Platform 3. Update on the Development All Directors Agus Dwi Handaya Leave  1. Update Persiapan Public Expose & Analyst Meeting O1 2022 4. Human Capital Proposal	16	4 April 2022	Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform	All Directors	-	-
Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 3. Financial Performance March 2022  1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 4. All Directors Agus Dwi Handaya Leave 3. Update Persiapan Public Expose & Analyst Meeting O1 2022 4. Human Capital Proposal	17	11 April 2022	Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 3. General Discussion: b. Strategy Progress Update 2022 4. Update on Eid Al-Fitr Preparations in 2022	All Directors	-	-
Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform All Directors Agus Dwi Handaya Leave 3. Update Persiapan Public Expose & Analyst Meeting O1 2022 4. Human Capital Proposal	18	18 April 2022	General Discussion: a. Update on the Company's     Latest Developments     General Discussion: b. Update on the Development     of Digital Platform	All Directors	-	-
	19	25 April 2022	Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 3. Update Persiapan Public Expose & Analyst Meeting Q1 2022	All Directors	Agus Dwi Handaya	Leave
	20	27 April 2022	Human Capital Proposal	All Directors	Agus Dwi Handaya	Leave















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# BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Participants who Absent	Reasons for Absence
21	10 May 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on Office of Chief Economist     General Discussion: c. Update on the Development of Digital Platform	Leave		
22	23 May 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform     Financial Performance April 2022	All Directors	Darmawan Junaidi Toni E. B. Subari	Leave
23	25 May 2022 Joint Meeting	Financial Performance April 2022	All Directors	-	-
24	30 May 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform	All Directors	-	-
25	6 June 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. SISM proposal     General Discussion: c. Update on the Development of Digital Platforms     Proposed RKAP 2022 Revision & RBB 2022-2024 Revision	All Directors	-	-
26	13 June 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform     Human Capital Proposal	All Directors	-	-
27	20 June 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform     Financial Performance in May 2022     Proposed RKAP 2022 Revision & RBB 2022-2024 Revision     Update of ESG	All Directors	Alexandra Askandar	Sick Leave
28	27 June 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Proposed Digital Platform Branding     General Discussion: c. Update on the Development of Digital Platforms     Update of Investor Relations	All Directors	-	
29	4 July 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform     Update on Business Transformation	All Directors	-	-
30	11 July 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform	All Directors	-	-
31	18 July 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Macroeconomic Updates     General Discussion: c. Update on the Development of Digital Platforms     Financial Performance in June 2022     Human Capital Proposal	All Directors	Timothy Utama	Leave
32	25 July 2022	<ol> <li>General Discussion: a. Update on the Company's Latest Developments</li> <li>General Discussion: b. Project Update</li> <li>General Discussion: c. Update on the Development of Digital Platform</li> <li>General Discussion: d. Update of Operation</li> <li>Preparation of Analyst Meeting Ω2 2022</li> <li>Human Capital Proposal</li> </ol>	All Directors	·	
33	1 August 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform     Update of Risk Management	All Directors	-	-



# **BOARD OF DIRECTORS**

No.	Date	Meeting Agenda	Meeting Participants	Participants who Absent	Reasons for Absence
34	8 August 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform	All Directors	-	-
35	15 August 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform	All Directors	-	-
36	22 August 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform     Financial Performance July 2022     Human Capital Proposal	All Directors	-	-
37	29 August 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform     Stress Test Q2 2022     Human Capital Proposal: a. Position Recruitment     Human Capital Proposal: b. Organizational Structure	All Directors	Rohan Hafas	Leave
38	14 September 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform	All Directors	Aquarius Rudianto	Leave
39	19 September 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform     Update on the Series of Events for Bank Mandiri's 24th Anniversary     Financial Performance August 2022	All Directors	Aquarius Rudianto	Leave
40	22 September 2022 Join Meeting	Financial Performance August 2022	All Directors	Aquarius Rudianto Susana Indah K. Indriati	Leave
41	26 September 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform	All Directors	Susana Indah K. Indriati	Leave
42	4 October 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform     Update of Investor Relations	All Directors	Susana Indah K. Indriati	Leave
43	10 October 2022	Human Capital Proposal	All Directors	-	-
44	20 October 2022	General Discussion: a. Update on the Company's Latest Developments     Financial Performance September 2022	All Directors	-	-
45	24 October 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform     Update on the Preparation of Public Expose & Analyst Meeting Q3 2022	All Directors	Panji Irawan	Leave
46	31 October 2022	General Discussion: Update on the Development of Digital Platform     Update of Recovery Plan in 2022 and Preparation of Resolution Plan in 2022	All Directors	Panji Irawan	Leave
47	16 November 2022	General Discussion: a. Update on the Company's Latest Developments     Financial Performance in October 2022 and Proposed RKAP 2023 & RBB 2023-2025     Proposed Sustainable Finance Action Plan (RAKB) 2023-2027     Human Capital Proposal	All Directors	Ahmad Siddik Badruddin	Leave
48	21 November 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform     Update on SISM     Update on Legal	All Directors	-	-















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No.	Date	Meeting Agenda	Meeting Participants	Participants who Absent	Reasons for Absence
49	28 November 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update on the Development of Digital Platform     General Discussion: c. Update on the Implementation of the Bank Mandiri National Meeting     Human Capital Proposal: a. Position Filling and Promotion     Human Capital Proposal: b. Performance Management System	All Directors	Panji Irawan Toni E. B. Subari	Leave
50	5 December 2022	General Discussion: a. Update on the Company's Latest Developments     Update on Business Case	All Directors	Ahmad Siddik Badruddin Aquarius Rudianto	Leave
51	13 December 2022	General Discussion: Update on the Development of Digital Platform     Update on Distribution Strategy Progress     BCC proposal     Human Capital Proposal     Corporate Secretary proposal	All Directors	-	-
52	22 December 2022	General Discussion: a. Update on the Company's Latest Developments     General Discussion: b. Update Office of Chief Economist     Financial Performance November 2022     Risk Management Proposal	All Directors	Agus Dwi Handaya	Leave

**Meeting Frequency and Attendance**In 2022, the Board of Directors held 52 (fifty-two) meetings. The frequency and attendance of Director's meetings is as below.

Position	BOD Meetings		Joint Meetings of BOD & BOC				
	Total Meetings	Total Attendance	Total Meetings	Total Attendance	lotal Meetings	lotal Attendance	%
President Director	49	48	3	3	52	51	98%
Vice President Director	49	48	3	3	52	51	98%
Director of Risk Management	49	46	3	3	52	49	94%
Director of Compliance & HR	49	45	3	3	52	48	92%
Director of Treasury & International Banking	49	46	3	3	52	49	94%
Director of Commercial Banking	49	48	3	3	52	51	98%
Director of Network & Retail Banking	49	46	3	2	52	48	92%
Director of Operation	49	47	3	3	52	50	96%
Director of Corporate Banking	49	47	3	2	52	49	94%
Director of Institutional Relations	49	48	3	3	52	51	98%
Director of Finance & Strategies	49	48	3	3	52	51	98%
Director of Information Technology	49	48	3	3	52	51	98%
	President Director  Vice President Director  Director of Risk Management  Director of Compliance & HR  Director of Treasury & International Banking  Director of Commercial Banking  Director of Network & Retail Banking  Director of Operation  Director of Corporate Banking  Director of Institutional Relations  Director of Finance & Strategies  Director of Information	President Director 49  Vice President Director 49  Director of Risk Management 49  Director of Compliance 49  Director of Treasury & International Banking 49  Director of Network & Retail Banking 49  Director of Operation 49  Director of Corporate Banking 49  Director of Institutional Relations 49  Director of Finance & Strategies 49  Director of Information 49	President Director 49 48  Vice President Director 49 48  Director of Risk Management 49 45  Director of Compliance & HR  Director of Treasury & Hoternational Banking 49 46  Director of Commercial Banking 49 46  Director of Operation 49 47  Director of Operation 49 47  Director of Operation 49 47  Director of Institutional Relations 49 48  Director of Finance & 49 48  Director of Finance & 49 48  Director of Institutional Relations 49 48	BOD Meetings         & I           Position         Total Meetings         Attendance         Total Meetings           President Director         49         48         3           Vice President Director         49         48         3           Director of Risk Management         49         46         3           Director of Compliance & HR         49         45         3           Director of Treasury & International Banking         49         46         3           Director of Commercial Banking         49         48         3           Director of Network & Retail Banking         49         46         3           Director of Operation         49         47         3           Director of Corporate Banking         49         47         3           Director of Institutional Relations         49         48         3           Director of Finance & Strategies         49         48         3	BOD Neetings         & BOC           Total Meetings         Total Attendance           President Director         49         48         3         3           Vice President Director         49         48         3         3           Director of Risk Management         49         46         3         3           Director of Compliance & HR         49         45         3         3           Director of Treasury & International Banking         49         46         3         3           Director of Commercial Banking         49         48         3         3           Director of Network & Retail Banking         49         46         3         2           Director of Operation         49         47         3         3           Director of Eorporate Banking         49         47         3         2           Director of Institutional Relations         49         48         3         3           Director of Finance & Strategies         49         48         3         3	Position         Total Meetings         Total Attendance         Total Meetings         Total Meetings         Total Meetings           President Director         49         48         3         3         52           Vice President Director         49         48         3         3         52           Director of Risk Management         49         46         3         3         52           Director of Compliance & HR         49         45         3         3         52           Director of Treasury & International Banking         49         46         3         3         52           Director of Commercial Banking         49         48         3         3         52           Director of Network & Retail Banking         49         46         3         2         52           Director of Operation         49         47         3         3         52           Director of Corporate Banking         49         48         3         3         52           Director of Institutional Relations         49         48         3         3         52           Director of Finance & Strategies         49         48         3         3         3         52	Position   Total   Meetings   Total   Meetings   Total   Meetings   Total   Meetings   Total   Attendance