



CORPORATE GOVERNANCE

BOARD OF DIRECTORS

Quarter I	Monthly/quarterly review of the Company's performance.
	Quarterly review of the Company and Subsidiaries' performance.
	Preparation of the Annual General Meeting of Shareholders.
	Review of the Company's Strategic Plans.
	Review and approval of the Audit Financial Statements.
	Selection of External Auditor for Fiscal Year 2022.
Quarter II	Monthly/quarterly review of the Company's performance.
	Quarterly review of the Company and Subsidiaries' performance.
	Review of the Company's Strategic Plans.
Quarter III	Monthly/quarterly review of the Company's performance.
	Quarterly review of the Company and Subsidiaries' performance.
	Monthly review of strategic, business plans and Human Capital.
	Review of the Company's Strategic Plans.
Quarter IV	Monthly/quarterly review of the Company's performance.
	Quarterly review of the Company and Subsidiaries' performance.
	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	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Plan to hold annual GMS 3. General Discussion: c. Update on the Development of Digital Platform 4. IT Service Updates	All Directors	Agus Dwi Handaya Riduan Sigit Prastowo	Leave
2	17 January 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on Corporate Event 3. Consolidated Financial Statements of the Company 31 December 2021 (Audited) and Financial Performance December 2021 4. IT Risk Update 5. Update of Investor Relations	All Directors	-	-
3	20 January 2022	Human Capital Updates	All Directors	-	-
4	24 January 2022	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: c. Strategy Progress Update 2022 4. General Discussion: d. RBB Update 5. Procurement of Audit Services for Bank Mandiri's Financial Statements 2022 6. 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	1. Human Capital Proposal 2. Human Capital Performance Updates 3. Human Capital Updates	All Directors	-	-

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No.	Date	Meeting Agenda	Meeting Participants	Participants who Absent	Reasons for Absence
7	31 January 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Strategy Progress Update 2022 3. Human Capital Proposal	All Directors	-	-
8	8 February 2022	1. General Discussion: a. Update on the Company's 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 2022	All Directors	-	-
9	14 February 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development & Handling of Covid-19 3. General Discussion: c. Strategy Progress Update 2022 4. Financial Performance January 2022	All Directors	-	-
10	21 February 2022	1. General Discussion: a. Update on the Company's 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 2022	All Directors	-	-
11	7 March 2022	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: c. IT Updates	All Directors	-	-
12	14 March 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Strategy Progress Update 2022 3. Financial Performance February 2022 4. Human Capital Proposal	All Directors	-	-
13	21 March 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform	All Directors	-	-
14	23 March 2022	SISM proposal	All Directors	-	-
15	28 March 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform	All Directors	-	-
16	4 April 2022	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	All Directors	-	-
17	11 April 2022	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. Strategy Progress Update 2022 4. Update on Eid Al-Fitr Preparations in 2022 5. Human Capital Proposal	All Directors	-	-
18	18 April 2022	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	All Directors	-	-
19	25 April 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 3. Update Persiapan Public Expose & Analyst Meeting Q1 2022 4. Human Capital Proposal	All Directors	Agus Dwi Handaya	Leave
20	27 April 2022	Human Capital Proposal	All Directors	Agus Dwi Handaya	Leave



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21	10 May 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on Office of Chief Economist 3. General Discussion: c. Update on the Development of Digital Platform	All Directors	Ahmad Siddik Badruddin	Leave
22	23 May 2022	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 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	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform	All Directors	-	-
25	6 June 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. SISM proposal 3. General Discussion: c. Update on the Development of Digital Platforms 4. Proposed RKAP 2022 Revision & RBB 2022-2024 Revision	All Directors	-	-
26	13 June 2022	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	All Directors	-	-
27	20 June 2022	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 in May 2022 4. Proposed RKAP 2022 Revision & RBB 2022-2024 Revision 5. Update of ESG	All Directors	Alexandra Askandar	Sick Leave
28	27 June 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Proposed Digital Platform Branding 3. General Discussion: c. Update on the Development of Digital Platforms 4. Update of Investor Relations	All Directors	-	-
29	4 July 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 3. Update on Business Transformation	All Directors	-	-
30	11 July 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform	All Directors	-	-
31	18 July 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Macroeconomic Updates 3. General Discussion: c. Update on the Development of Digital Platforms 4. Financial Performance in June 2022 5. Human Capital Proposal	All Directors	Timothy Utama	Leave
32	25 July 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Project Update 3. General Discussion: c. Update on the Development of Digital Platform 4. General Discussion: d. Update of Operation 5. Preparation of Analyst Meeting Q2 2022 6. Human Capital Proposal	All Directors	-	-
33	1 August 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 3. Update of Risk Management	All Directors	-	-

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34	8 August 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform	All Directors	-	-
35	15 August 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform	All Directors	-	-
36	22 August 2022	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 July 2022 4. Human Capital Proposal	All Directors	-	-
37	29 August 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 3. Stress Test Q2 2022 4. Human Capital Proposal: a. Position Recruitment 5. Human Capital Proposal: b. Organizational Structure	All Directors	Rohan Hafas	Leave
38	14 September 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform	All Directors	Aquarius Rudianto	Leave
39	19 September 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 3. Update on the Series of Events for Bank Mandiri's 24th Anniversary 4. 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	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform	All Directors	Susana Indah K. Indriati	Leave
42	4 October 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 3. Update of Investor Relations	All Directors	Susana Indah K. Indriati	Leave
43	10 October 2022	Human Capital Proposal	All Directors	-	-
44	20 October 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. Financial Performance September 2022	All Directors	-	-
45	24 October 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 3. Update on the Preparation of Public Expose & Analyst Meeting Q3 2022	All Directors	Panji Irawan	Leave
46	31 October 2022	1. General Discussion: Update on the Development of Digital Platform 2. Update of Recovery Plan in 2022 and Preparation of Resolution Plan in 2022	All Directors	Panji Irawan	Leave
47	16 November 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. Financial Performance in October 2022 and Proposed RKAP 2023 & RBB 2023-2025 3. Proposed Sustainable Finance Action Plan (RAKB) 2023-2027 4. Human Capital Proposal	All Directors	Ahmad Siddik Badruddin	Leave
48	21 November 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update on the Development of Digital Platform 3. Update on SIS 4. Update on Legal	All Directors	-	-



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49	28 November 2022	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: c. Update on the Implementation of the Bank Mandiri National Meeting 4. Human Capital Proposal: a. Position Filling and Promotion 5. Human Capital Proposal: b. Performance Management System	All Directors	Panji Irawan Toni E. B. Subari	Leave
50	5 December 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. Update on Business Case	All Directors	Ahmad Siddik Badruddin Aquarius Rudianto	Leave
51	13 December 2022	1. General Discussion: Update on the Development of Digital Platform 2. Update on Distribution Strategy Progress 3. BCC proposal 4. Human Capital Proposal 5. Corporate Secretary proposal	All Directors	-	-
52	22 December 2022	1. General Discussion: a. Update on the Company's Latest Developments 2. General Discussion: b. Update Office of Chief Economist 3. Financial Performance November 2022 4. 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.

Name	Position	BOD Meetings		Joint Meetings of BOD & BOC		Total Meetings	Total Attendance	%
		Total Meetings	Total Attendance	Total Meetings	Total Attendance			
Darmawan Junaidi	President Director	49	48	3	3	52	51	98%
Alexandra Askandar	Vice President Director	49	48	3	3	52	51	98%
Ahmad Siddik Badruddin	Director of Risk Management	49	46	3	3	52	49	94%
Agus Dwi Handaya	Director of Compliance & HR	49	45	3	3	52	48	92%
Panji Irawan	Director of Treasury & International Banking	49	46	3	3	52	49	94%
Riduan	Director of Commercial Banking	49	48	3	3	52	51	98%
Aquarius Rudianto	Director of Network & Retail Banking	49	46	3	2	52	48	92%
Toni E. B. Subari	Director of Operation	49	47	3	3	52	50	96%
Susana Indah K. Indriati	Director of Corporate Banking	49	47	3	2	52	49	94%
Rohan Hafas	Director of Institutional Relations	49	48	3	3	52	51	98%
Sigit Prastowo	Director of Finance & Strategies	49	48	3	3	52	51	98%
Timothy Utama	Director of Information Technology	49	48	3	3	52	51	98%