

BOARD OF DIRECTORS

Affiliations of The Board of Directors

Name	Position	Financial, Family, and Management Relations of the BOD													
		Financial Relations With						Family Relations With						Management Relations	
		BOC		BOD		Controlling Shareholders		BOC		BOD		Controlling Shareholders			
		Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No
Darmawan Junaidi	President Director		√		√		√		√		√		√		√
Alexandra Askandar	Vice President Director		√		√		√		√		√		√		√
Ahmad Siddik Badruddin	Director of Risk Management		√		√		√		√		√		√		√
Agus Dwi Handaya	Director of Information Technology		√		√		√		√		√		√		√
Panji Irawan	Director of Compliance and HR		√		√		√		√		√		√		√
Riduan	Director of Commercial Banking		√		√		√		√		√		√		√
Aquarius Rudianto	Director of Network and Retail Banking		√		√		√		√		√		√		√
Toni E. B. Subari	Director of Operations		√		√		√		√		√		√		√
Susana Indah K. Indriarti	Director of Corporate Banking		√		√		√		√		√		√		√
Rohan Hafas	Direktur Hubungan Kelembagaan		√		√		√		√		√		√		√
Sigit Prastowo	Director of Finance and Strategies		√		√		√		√		√		√		√
Timothy Utama	Director of Information Technology		√		√		√		√		√		√		√

BOARD OF DIRECTORS MEETINGS

The policy of the Board of Directors Meeting refers to the BOD Charter, the Articles of Association and POJK 33/2014, whereby the Board of Directors Meeting shall be conducted periodically at least once a month, or at any time as necessary as requested by one or more members of the Board of Directors, or as per written request from the Board of Commissioners. The Board of Directors shall also hold a joint meeting with the Board of Commissioners periodically in at least 1 (once) in 4 (four) months.

The Board of Directors Meetings are legal and have the right to make binding decisions when attended or represented by more than 2/3 of members of the Board of Directors. The meeting material shall be delivered to all participants 5 (five) working days prior to the meeting.

The President Director shall lead the Board of Directors Meeting, and in the event that the President Director is absent or unavailable, the Vice President Director shall lead. If the Vice President Director is absent or unavailable, the Meeting Chairman is the Substitute Director of the President Director or the Substitute Director of the Vice Director as

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

Board of Director Meetings Plan

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



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	-	-

BOARD OF DIRECTORS

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



CORPORATE GOVERNANCE

BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Participants who Absent	Reasons for Absence
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. SIM 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	-	-

BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Participants who Absent	Reasons for Absence
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 SISM 4. Update on Legal	All Directors	-	-



CORPORATE GOVERNANCE

BOARD OF DIRECTORS

No.	Date	Meeting Agenda	Meeting Participants	Participants who Absent	Reasons for Absence
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%

BOARD OF DIRECTORS

Joint Meeting of Directors and Board of Commissioners

The frequency and attendance of meetings of the Directors with the Board of Commissioners are presented in the above table.

BOARD OF DIRECTORS DECISIONS AND IMPLEMENTATION OF DUTIES

During 2022, the Board of Directors has carried out its duties, obligations and responsibilities for the management of the Company as stipulated in the prevailing laws and regulations, the Company's Articles of Association and the Work Plan set at the beginning of the year.

The general implementation of the Board of Directors duties in 2022 were as followed:

1. Drafting the Bank Business Plan.
2. Fulfilling of the Bank's performance targets.
3. Drafting the 2020-2026 Sustainable Finance Action Plan (SFAP).
4. Managing Assets and Financial.
5. Organizing Board of Directors meetings. During 2021, there were 52 (fifty-two) 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 2022, the General Meetings of Shareholders were held 1 (one) time, on 10 March 2022.
8. Supervising and improving internal business processes.

9. Implementing Good Corporate Governance in every business activity.
10. 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).
11. 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.
12. Implementing other duties related to the management of the Bank.

The following are decrees issued by the Board of Directors in 2022 include:

Date	Subject
20/01/2022	Implementation of Non-IT Initiatives in 2022
26/01/2022	Dismissal of Employees Due to Appointment as Directors of State-Owned Enterprises (SOEs)
09/02/2022	Pension Fund Regulations from Bank Mandiri Pension Fund Board of Directors of PT Bank Mandiri (Persero) Tbk
09/02/2022	Determination of the Composition of the Public Tender Committee for Procurement of Flat Construction Cijagra Bandung
16/02/2022	Establishment of Steering Team and Implementation Team for the Annual GMS for the Fiscal Year 2021 of PT Bank Mandiri (Persero) Tbk.
16/02/2022	Determination of the Composition of the General Tender Committee for Construction Contractors (Design & Build) Landscape Arrangement and Traffic Flow on the South Side of the Plaza Mandiri building
23/02/2022	Dismissal of Employees Due to Appointment as Directors of State-Owned Enterprises (SOEs)
09/03/2022	Implementation of IT Initiatives in 2022
05/04/2022	Determination of the Composition of the Public Tender Committee for Procurement of Flat Construction on Jl. BRI No. 5 Radio, South Jakarta
07/04/2022	Definitive Determination of Employee Position Dindin Rosyidin as Group Head of Mandiri University Group
07/04/2022	Definitive Determination of Employee Position Dolly Roza Evelina Pasaribu as Group Head Corporate Banking 4 Group
07/04/2022	Definitive Determination of Employee Position Erwanza Nirwan as Group Head Corporate Solution Group



CORPORATE GOVERNANCE

BOARD OF DIRECTORS

Date	Subject
07/04/2022	Definitive Determination of Employee Position Firman Nugraha as Deputy Group Head of Treasury Group
07/04/2022	Definitive Determination of Employee Position Jhon Andri Asman as Head Of Government Project 1 Group
12/04/2022	Business Committee
18/04/2022	Determination of the Audit Committee Memberships
18/04/2022	Determination of the Risk Monitoring Committee Memberships
18/04/2022	Determination of Integrated Governance Committee Memberships
18/04/2022	Determination of Remuneration and Nomination Committee Memberships
15/06/2022	Decree on Employees Termination
28/06/2022	Capital & Subsidiaries Committee
01/07/2022	Team Determination and Procurement of Consultancy Services for Internal Rating Construct & EWS Project in 2022
04/07/2022	Team Determination and Procurement of Consultancy Services for Dynamic Monitoring System (DMS) Project
19/07/2022	Employees Termination from Resignation
19/07/2022	Employees Termination from Resignation
21/07/2022	Appointment of Director of Trustees of Subsidiaries
11/08/2022	Determination of the Composition of the Strategic Partner Consulting Services Procurement Team for the Integrated Human Capital Infrastructure Project
23/08/2022	Determination of the Composition of the Public Tender Committee for Procurement of the Construction of Flat Hang Lekir Jakarta
23/08/2022	Appointment of a Team for Increasing the Use of Domestic Products (P3DN), Micro Enterprises, Small Businesses & Cooperatives
25/08/2022	Employees Termination from Resignation
08/09/2022	Determination of the Composition of the Committee for the Purchase of Land and/or Buildings in 2022
12/09/2022	Organizational Structure
23/09/2022	Appointment and Designation of Culture Squad
23/09/2022	Appointment and Designation of Culture Squad Captain
04/10/2022	Organizational Structure
07/10/2022	Determination of Team and Reviewer for Procurement of Audit Services for Consolidated Financial Statements of PT Bank Mandiri (Persero) Tbk and Subsidiaries, Financial Statements of Micro and Small Business Funding Program (PUMK) of PT Bank Mandiri (Persero) Tbk and Other Services on and for the Year Ended 31 December 2023
25/10/2022	Report on the assets of state operators (LHKPN) within PT Bank Mandiri (Persero) Tbk.
23/11/2022	Decision of the Board of Directors regarding the Establishment of the ATTB Settlement Team (TPA) of PT Bank Mandiri (Persero) Tbk
23/11/2022	Decision of the Board of Directors regarding the Establishment of a Price Estimator Team (TPH) of PT Bank Mandiri (Persero) Tbk
24/11/2022	Decision of the Board of Directors regarding the Determination of the Composition of the General Tender Committee for the Contractor for the Renovation of Treasury Group Workspace, 8th Floor of the Plaza Mandiri Building PT Bank Mandiri (Persero) Tbk.
25/11/2022	Employees Termination from Resignation
08/12/2022	Board of Directors' Decision on Employees Termination Due to Pass Away
14/12/2022	Employees Termination from Resignation
22/12/2022	Appointment and Stipulation of Senior Executive Vice President of PT Bank Mandiri (Persero) Tbk. - Information Technology
22/12/2022	Appointment and Stipulation of Senior Executive Vice President of PT Bank Mandiri (Persero) Tbk. - Wholesale Risk
22/12/2022	Organizational Structure
23/12/2022	Determination of Team and Reviewer of Procurement of Auditor Services (Public Accounting Firm) and Tax Consultant for the Issuance of Bank Mandiri's Global Bond in 2023
23/12/2022	Determination of Team and Reviewer for Procurement of Auditor Services (Public Accounting Firm) for the Issuance of Bank Mandiri's Green Bond in 2023
23/12/2022	Determination of Team and Reviewer for Auditor Service Procurement (Public Accounting Firm) for the Issuance of Rupiah Green Bonds of Bank Mandiri Year 2023
30/12/2022	Social & Environmental Responsibility Committee