

|                       |                         |                           |  |  |
|-----------------------|-------------------------|---------------------------|--|--|
| 01<br>Main Highlights | 02<br>Management Report | 03<br>Company at a Glance | 04<br>Management Discussion and<br>Analysis on Company's Performance | 05<br>Review of Business<br>Support Function |
|-----------------------|-------------------------|---------------------------|--|--|

| Date of Meetings             | Meeting Agenda  | Wimboh Santoso | Imam Apriyanto Putro | Aviliani | Goei Siauw Hong | Bangun S. Kusmulyono | Abdul Aziz | Askolani | Suwihono*) | Ardan Adiperdana *) | Kartika Wirjoatmodjo | Sulaiman A. Arianto | Ogi Prastomyono | Pahala N. Mansury | Hery Gunardi | Tardi | Ahmad Siddik Badruddin | Kartini Sally | Royke Tumilaar | Rico Usthavia Frans** |
|------------------------------|---|----------------|----------------------|----------|-----------------|----------------------|------------|----------|------------|---------------------|----------------------|---------------------|-----------------|-------------------|--------------|-------|------------------------|---------------|----------------|-----------------------|
| 20 Jul                       | Financial Performance in June 2016  | √              | √                    | √        | √               | √                    | √          | √        |            |                     | √                    | √                   | √               | √                 | √            | √     | √                      | √             |                | √                     |
| 31 Aug                       | Financial Performance in July 2016  | √              | √                    | √        | √               | √                    | √          | √        |            |                     | √                    | √                   |                 |                   | √            |       | √                      |               | √              | √                     |
| 21 Sep                       | - Financial Performance in August 2016<br>- Approval of the budget increase to remove the book credit the financial year 2016 amounting to Rp2.5 trillion   | √              | √                    | √        | √               | √                    | √          | √        |            |                     |                      | √                   | √               | √                 |              |       |                        |               |                | √                     |
| 19 Oct                       | - Financial Performance In September 2016<br>- POJK Regulation No. 34/POJK/03/2016 about the minimum capital requirement for commercial banks their impact in the quarterly financial statements September 30, 2016 positions | √              | √                    | √        | √               | √                    | √          | √        |            | √                   | √                    | √                   |                 |                   | √            | √     | √                      | √             | √              | √                     |
| 23 Nov                       | - In October 2016 Financial Performance<br>- RKAP 2017 and RBB 2017-2019 Proposal   | √              | √                    | √        | √               | √                    | √          | √        |            | √                   | √                    | √                   | √               | √                 | √            | √     | √                      | √             | √              | √                     |
| 21 Dec                       | Financial performance in November 2016  | √              | √                    | √        | √               | √                    | √          | √        |            | √                   | √                    | √                   | √               | √                 | √            | √     | √                      | √             | √              | √                     |
| Number of Meetings           |   | 11             | 12                   | 12       | 12              | 12                   | 12         | 12       | 0          | 12                  | 12                   | 12                  | 12              | 12                | 12           | 12    | 12                     | 12            | 12             | 6                     |
| Total Attendance             |   | 11             | 12                   | 12       | 12              | 12                   | 12         | 12       | 0          | 9                   | 11                   | 9                   | 9               | 10                | 9            | 7     | 10                     | 9             | 8              | 6                     |
| Percentage of Attendance (%) |   | 100%           | 100%                 | 100%     | 100%            | 100%                 | 100%       | 100%     | 0          | 75%                 | 92%                  | 75%                 | 75%             | 83%               | 75%          | 58%   | 83%                    | 75%           | 66%            | 100%                  |

The Board of Directors who attended are the Directors relating to the material covered in the meeting.

\*) Serving as Commissioner until March 29, 2016. His term of office at Bank Mandiri was over due to his new assignment as President Director of PT Berdikari (Persero)

\*\*) According to fit and proper test result, Mr. Rico Usthavia Frans effectively held position as of July 18, 2016

## Induction Program for New Member of the Board of Directors

In order to provide an overview of business activities, the Company's future plans, guides and other work that is the responsibility of the Board of Directors, Bank Mandiri conducts an induction program for new members of the Board of Directors which is prepared by the Corporate Secretary of the Group in the form of soft copy and hard copy documents.

Such documents among others Annual Report, the Work Plan and Budget (CBP), Long-Term Plan of the Company (RJPP), Articles of Association, Corporate Governance Policy, Code of Ethics, Work Program of the Board of Directors and Committees under the Board of Directors, Code of Conduct of the Board of Directors, Code of Conduct of Committees under the Board of Directors, as well as laws and regulations related to the business process of Bank Mandiri.

Induction program is also conducted through on site (visits) to units in the Head Office, as well as in the region to meet and face to face with the ranks of Bank Mandiri in the Central and Regional Offices.

Regarding the change in composition of the Board of Directors of Bank Mandiri based on the AGMS Resolution dated March 21, 2016, Bank Mandiri conducted program of induction and enhancement of capabilities for the new Director by distributing Codes Board (Board Manual) as a reference in carrying out the functions of management duties.