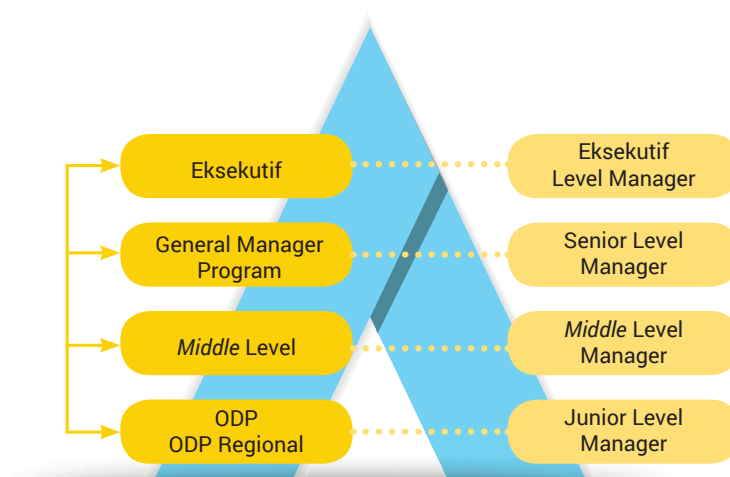


Training and Development

Bank Mandiri continues to provide opportunities for employees to grow and maximize the potential that becomes an important factor to build the organization. Employee training and development programs organized in order to improve productivity, professionalism and capability of personnel on an ongoing basis with reference to the People Development Framework, i.e. employee development

based on the talent or advantages (strength based). Employee competence development adapted to the necessary competence units by the Bank's strategic plan for all levels of positions that are part of the Comprehensive Leadership Development Program as illustrated in the schematic below.



In addition, to accommodate the growing number of employees with a wider distribution, the Bank utilizes the development of information technology through the online portal, i.e. three-learn, i-share, and i-know. I-learn portal contains information about e-learning, training registration and assessment tools. Portal i-Share is a social media learning so that it becomes a means of sharing information among all employees. While knowledge management systems to manage

knowledge and collaboration means corresponding international best practices contained in the portal i-know.

During 2015, the Bank has organized educational programs, training and development, followed by 325 525 participants. Here the number of employees who follow these programs in the past three years.

Total Employees Attending Education, Training and Development Programs in 2013-2015

NO.	PROGRAM	2015	2014	2013
1.	Classroom	50.501	28.822	27.340
2.	eLearning	152.531	36.739	28.984
3.	ODP (Officer Development Program)	709	844	872
4.	SDP (Staff Development Program)	1.176	1.022	1.123
5.	Executive Officers	1.010	270	83
6.	Post-Graduate	45	72	43
Total		205.972	67.769	58.445

In addition to the training program, employees are given the opportunity to participate in public training appropriate to the needs of the work so that the target of training each employee a minimum of once per year can be achieved.

The total budgeted cost of training in 2015 reached Rp492.2 billion, an increase of approximately 8.2% compared to 2014, with the balance of approximately 65.6% for the technical development capabilities, and the rest for professional development capabilities, managerial capabilities, and leadership capabilities.

Costs of Education, Training and Development Programs in 2013-2015 (IDR billion)

PROGRAM	2015	2014	2013
Executive Development Program	29.714	13.473	17.700
Management Development Program	83.625	101.337	126.500
Retaining Competency Development Program	37.097	40.181	30.380
Change & Culture Development Program	17.000	17.000	12.000
Organization Capability Development Program	39.000	29.500	36.120
Leadership Capability Development Program	18.750	36.999	24.700
Pre Retirement Program	23.000	11.000	10.500
Employee Engagement Activities	16.350	15.000	12.000
Mandatory Skill Development Program	227.647	90.395	120.120
Total	492.183	454.885	390.020

Mandiri University

Bank Mandiri enhance strategy and policy learning and development in regularly form Bank Mandiri employees into knowledge workers who excel. This is done through the harmonization of business and the strengthening of the strategic functions into a corporate university learning center called Mandiri University. Policy learning center using a strategic approach to learning with the Mandiri University as a strategic business partner for all work units to support the achievement of the vision and mission of the Bank.

Mandiri University wants to be “a machine that produces” the best talents not only for the bank but for the nation of Indonesia. Best talent produced has the technical competence of the best on the market and spirited leadership that qualified so that they can become role models for the environment as stated in the Mandiri University's vision statement, “To be a

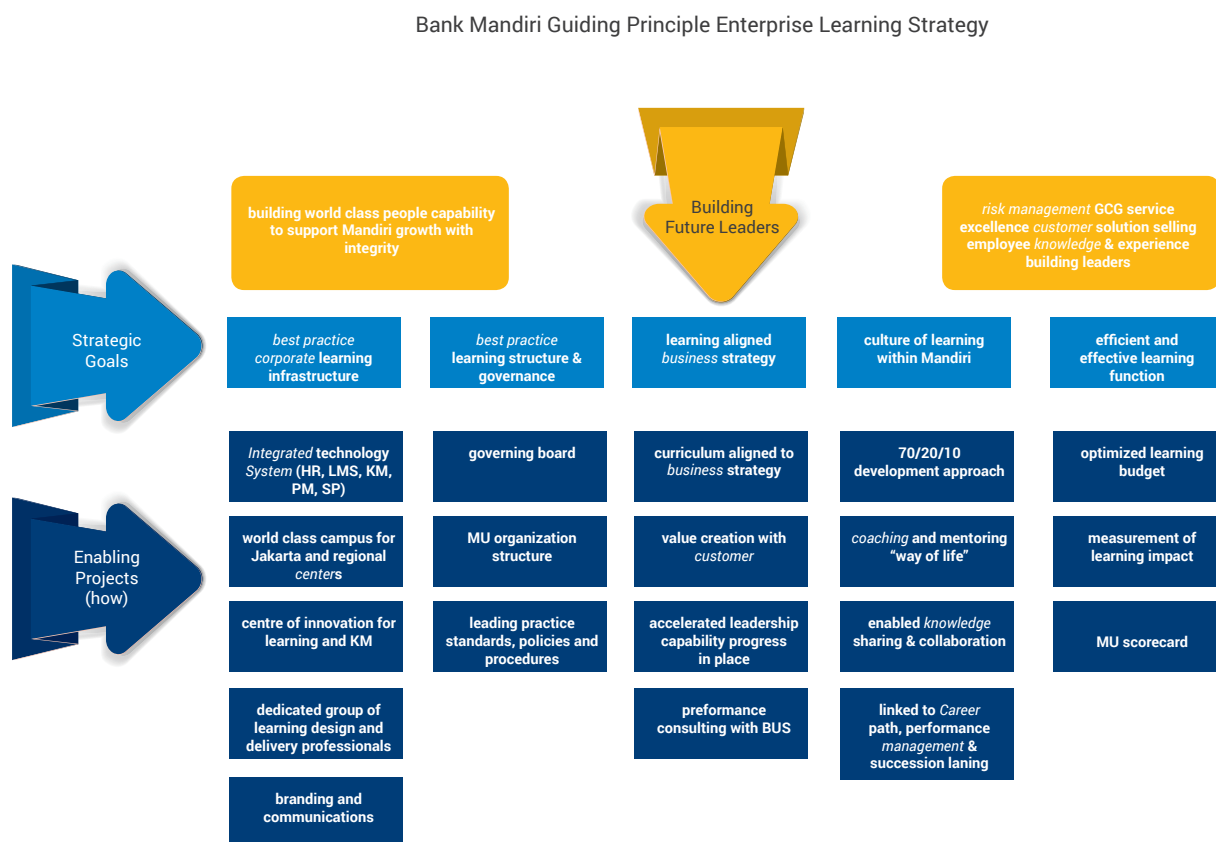
producer of best leader and excellent employee for Mandiri and Indonesia”. To achieve this vision, it has been declared three (3) Mandiri University's mission as follows:

- Speed up learning to sustain high performance culture
- Boost talent mobility
- Leverage intangible assests to attract, retain, and motivate the best talent

Mandiri University built with three key pillars: People, Infrastructure and Curriculum. The concept of using adult learning methods and strategic learning Blended Learning Solution is 20% education dan 80% exposure & experience.



Construction of Mandiri University refers to the Bank Guiding Principle Enterprise Learning Strategy which consists of five strategies Mandiri University, as follows:



To realize this strategy, the development of Mandiri University carried out gradually. Currently Mandiri University has entered the third phase, namely Learning Organization and Implementation of Mandiri University completely.

Mandiri University supports employee achieve professional excellence and leadership effectiveness. This is done through the development of capabilities that focus on four technical, professional, managerial, and leadership capabilities.

Fourth means to develop these capabilities by forming academies which refers to the segmentation of Bank

Mandiri's business as a whole. Currently there are seven colleges, each headed by a Dean (Dean), namely:

1. Wholesale Banking Academy
2. Retail Banking Academy
3. Banking Operations, Sales & Service Academy
4. IT & Supporting Academy
5. Governance, Risk Management & Compliance Academy
6. Leadership Academy
7. Syariah Finance Academy

Infrastructure of Mandiri University

Mandiri University infrastructure development which focus on three aspects, namely the establishment of the organization and the overall business process, campus building construction, and technology as the impact of the application of the method of Blended Learning Solution.

Mandiri University campus construction has been planned entire region with three campus types, types A, B, and C. Type A campus has the most complete facilities including classroom, conference call, dormitory, e-learning facilities, space simulation, breakout room per international standards, wi-fi, cafe, gym, theater room, and other supporting facilities.

Mandiri University technology infrastructure built by developing Enterprise Learning Management System to facilitate and support the administrative activities of learning and integrate human resources functions in the context of people development as a whole. Enterprise Knowledge Management System was also developed to support business processes through the

presentation of information that is current, accurate, provide answers to the challenges of existing businesses, provide improved service to customers and drive innovation within the company and increase employee productivity.

In 2015, Mandiri University has completed enhance organizational structure focused on increasing the role as a business partner as well as improving the curriculum in keeping with international best practices. Development of infrastructure to support the new business process is also being conducted. In 2015, already operates 15 Mandiri University Campus scattered across Indonesia, optimization of employee Contribute to the system Enterprise Learning Management System (ELMS), as well as the implementation of Enterprise Knowledge Management System (EKMS) to activate the activity of the Community of Practice (CoP) in unit- work units and an increase in utility use becomes 33 958 employees. Increased competence of trainers is also being conducted by holding certifications for Learning Consultant and Learning Facilitator.

Performance and Reward Management

Bank Mandiri is a performance-based organization. Target companies are distributed to each individual based on the potential and capability of personnel, as outlined in the Key Performance Indicator (KPI) Employees. Individual performance planned, established, reviewed and rated using the Individual Performance Management System (IPMS). IPMS is structured so employees can carry out their duties optimally, enhances employee loyalty and drive the work climate that is open, positive and progressive. IPMS is done in the form of an annual cycle Work Planning (planning and goal setting) as well as monitoring and evaluation. This process is inputted

online at Mandiri system Easy Internet-based so it can be accessed by any employee anywhere and anytime.

Performance becomes the foundation of reward employees with the principles of competitiveness and fairness. Reward given to employees, either financial or non-financial nature that are tailored to the ability of the Bank in order to accommodate changes in employee demographics. One form of financial reward to employees of Bank Mandiri means annual performancebonus given on the Bank's performance has been achieved. Performance bonuses are granted in accordance with the assessment of the performance