

Evaluation L1

Shows a score of 5.48 from a minimum standard of 4.8 (scale 1-6). This shows that the participants considered the implementation of the training to have been well implemented.

Evaluation L2

Shows a score of 83.73 from a minimum standard of 75 (scale 1-100). This shows that the participants have sufficient understanding of the training material that is followed.

Evaluation L3

Shows a score of 5.41 from a minimum standard of 4.8 (scale 1-6). This shows that the behavior of the participants experienced satisfying positive changes after attending the training.

Evaluation L4

Shows a score of 39.22% from a minimum standard of 15% (scale 1%-100%). This shows that there is an impact of training on improving employee performance.

Competence Development Expense

The commitment of Bank Mandiri to always increasing the added value for the employees is manifested in the sustainability competence development. The realization of employee competence development expense of 2018 amounts to IDR592.7 billion, increasing IDR38.4 billion or 6.9% in comparison to 2017. The total amount of the employee competence development expense can be viewed in the following table.

Table of Competence Development Expense in 2017-2018

(in billion IDR)

Competence Development Expense		Growth	
2018	2017	in currency	in percent
592,665	554,232	38,433	6.9%

Table of Competence Development Expense by Program Type

(in million rupiah)

Program	2018	2017	2016	2015	2014
Executive Development Program	9,025	5,014	5,540	29,714	13,473
Middle and Junior Management Development Program	103,689	120,216	186,541	83,625	101,337
Retaining Competency Development Program	42,415	27,430	44,582	37,097	40,181
Change and Culture Development Program	19,036	14,840	13,379	17,000	17,000
Essential Leadership Capability Development Program	10,218	78,150	30,433	39,000	29,500
Organizational Capability Development Program	63,266	21,810	2,166	18,750	36,999
Pre Retirement Program	9,565	1,479	12,571	23,000	11,000
Employee Engagement Activities	25,918	38,007	16,133	16,350	15,000
Mandatory Skill Development Program	309,532	247,286	219,486	227,647	90,395
Total	592,665	554,232	530,831	492,100	354,885

Shareholders' Composition

Table of Bank Mandiri's Shareholders' Competition Per December 2018

Shareholding	Number of Shareholders	Total Share	Shareholding Percentage
National			
The Government of the Republic of Indonesia	1	28,000,000,000	60.00000%
Individual	20,856	489,212,358	1.04831%
Employees	1,548	16,357,404	0.03505%
Cooperatives	6	1,474,200	0.00316%

Shareholding	Number of Shareholders	Total Share	Shareholding Percentage
Foundations	30	44,361,190	0.09506%
Pension Fund	145	514,787,122	1.10312%
Insurance	105	1,121,497,738	2.40321%
Limited Liability Company	103	704,275,396	1.50916%
Mutual Fund	346	1,264,665,249	2.71000%
Sub Total	23,140	32,156,630,657	68.90707%
Foreign			
Foreign Individual	118	1,708,446	0.00366%
Foreign Business Entity	1,371	14,508,327,563	31.08927%
Sub Total	1,489	14,510,036,009	31.08820%
Total	24,629	46,666,666,666	100.00000%

The 20 Largest Shareholders' Composition

Table of Bank Mandiri's The 20 Largest Shareholders' Composition

No.	Investor Name	Status	Amount of Shares	Shareholding Percentage
1.	THE GOVERNMENT OF THE REPUBLIC OF INDONESIA	The Government of the Republic of Indonesia	28,000,000,000	60.0000000%
2.	SSB 2IB5 S/A OAKMARK INTERNATIONAL FUND-	Foreign Business Entity	1,277,232,100	2.7369259%
3.	DIRECTORATE GENERAL OF EMPLOYMENT'S PENSION BENEFITS PROGRAM	Local Business Entity	603,285,912	1.2927555%
4.	GIC S/A GOVERNMENT OF SINGAPORE	Foreign Business Entity	534,212,246	1.1447405%
5.	BNYMSANV RE BNYMLB RE EMPLOYEES PROVIDEN	Foreign Business Entity	379,075,776	0.8123052%
6.	BNYMSANV RE BNYMILLUX RE RE MILLUX RE BL	Foreign Business Entity	364,616,200	0.7813204%
7.	SSB 4545 S/A LAZARD EMERGING MARKETS EQU	Foreign Business Entity	347,304,142	0.7442232%
8.	JPMCB NA AIF CLT RE-STICHTING DEPOSITARY	Foreign Business Entity	301,524,500	0.6461239%
9.	PT PRUDENTIAL LIFE ASSURANCE - REF	Local Business Entity	290,494,218	0.6224876%
10.	JPMCB NA RE - VANGUARD EMERGING MARKETS	Foreign Business Entity	286,443,915	0.6138084%
11.	JPMCB NA RE-VANGUARD TOTAL INTERNATIONAL	Foreign Business Entity	280,481,371	0.6010315%
12.	CITIBANK NEW YORK S/A GOVERNMENT OF NORW	Foreign Business Entity	245,087,654	0.5251878%
13.	RD SCHRODER D PRESTASI PLUS-908294000	Local Business Entity	209,602,272	0.4491477%
14.	THE BANK OF NEW YORK MELLON DR	Foreign Business Entity	193,090,520	0.4137654%
15.	CITIBANK N.A.-BANK MANDIRI	Foreign Business Entity	178,038,380	0.3815108%
16.	SSB 2Q27 S/A ISHARES CORE MSCI EMERGING	Foreign Business Entity	168,389,600	0.3608349%
17.	PT AIA FINL - UL EQUITY	Local Business Entity	156,868,900	0.3361476%
18.	GIC S/A MONETARY AUTHORITY OF SINGAPORE	Foreign Business Entity	149,392,300	0.3201264%
19.	HSBC BANK PLC S/A SAUDI ARABIAN MONETARY	Foreign Business Entity	144,968,020	0.3106458%
20.	JPMBL SA UCITS CLT	Foreign Business Entity	144,342,900	0.3093062%

Composition of Shareholders' Holding 5% or More of Shares

Table of the Composition of Shareholders with 5% or More Shareholding

Investor Name	Amount of Share	Shareholding Percentage
The Government of the Republic of Indonesia	28,000,000,000	60.0000000%

Community Shareholders' Group Composition Holding Less Than 5% of Shares

Table of Community Shareholders' Group Composition Holding Less than 5% of Shares

No.	Public Shareholding	Number Shareholders	Number Share	Shareholding Percentage
Domestic				
1.	Individual	20,856	489,212,358	1.04831%
2.	Employees	1,548	16,357,404	0.03505%
3.	Cooperation	6	1,474,200	0.00316%
4.	Foundation	30	44,361,190	0.09506%
5.	Pension Fund	145	514,787,122	1.10312%
6.	Insurance	105	1,121,497,738	2.40321%
7.	Limited Liability Company	103	704,275,396	1.50916%
8.	Mutual Funds	346	1,264,665,249	2.71000%
Sub Total		23.139	4.156.630.657	8.90707%
International				
1.	Foreign Individual	118	1,708,446	0.00366%
2.	Foreign Business Entity	1,371	14,508,327,563	31.08927%
Sub Total		1,489	14,510,036,009	31.08820%
Total		24,628	18,666,666,666	40.00000%

Board of Commissioners' and Directors' Shareholding

Table of Bank Mandiri's Board of Commissioners' and Board of Directors' Shareholding

No.	Name	Position	Number of Shares	Shareholding Percentage
Board of Commissioners				
1.	Hartadi Agus Sarwono	President Commissioner/ Independent Commissioner	0	0.0000000
2.	Imam Apriyanto Putro	Vice President Commissioner	114,300	0.0002449
3.	Goei Siauw Hong	Independent Commissioner	0	0.0000000
4.	Bangun S. Kusmulyono	Independent Commissioner	0	0.0000000
5.	Askolani	Commissioner	109,000	0.0002336
6.	Ardan Adiperdana	Commissioner	109,000	0.0002336
7.	Makmur Keliat	Independent Commissioner	0	0.0000000
8.	R.Widyo Pramono	Commissioner	39,400	0.0000844