

ONE HEART.
ONE NATION.
ONE BANK.

2004

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Bank Mandiri
2004 Annual Report

TABLE OF CONTENTS

3	Message from the Chairman
9	Message from the President
17	Report by the Audit Committee
20	Awards
21	2004 Macroeconomic Development
22	Financial Highlights
25	Management's Discussion And Analysis Of Financial Statements And Operating Results
49	Management Strategy
52	Corporate Governance
59	Risk Management
65	Information Technology
68	Distribution Networks, Operations & Subsidiaries
72	Human Capital
79	Corporate Banking
85	Commercial Banking
90	Consumer Banking
96	Treasury & International
102	Credit Recovery
103	Shareholder Information
106	A Rich Heritage
107	Organizational Structure
108	Corporate Social Responsibility
110	Management
112	Bank Mandiri Domestic Branch Network
131	Consolidated Financial Statements With Independent Auditors' Report

ONE HEART.

Each person has different needs, but we all share one common goal: a better life.

ONE NATION.

Indonesia's incredible diversity uniquely colors our experience, binding us together.

ONE BANK.

Our commitment is to continuously strive to satisfy your diverse financial needs, to become your only bank.

- Chairman of PT Bank Mandiri (Persero) Tbk (June 1999–present)
- Member of the National Committee on Governance Policy (2004–present)
- President Commissioner, Bank Syariah Mandiri (1999–2002)
- President Director, Niaga Management Company (1994–1999)
- Non-Executive Director, Niaga Finance Company in Hong Kong (1996–1999)
- President Commissioner, Bank Ficorinvest (1983–1993)
- Managing Director (member of the Board of Directors), Bank Indonesia (1983–1993)
- A career banker with Bank Indonesia commencing in 1957



Binhadi –Chairman

Message from the Chairman

Dear Shareholders,

Indonesia peacefully conducted three nation-wide direct elections in 2004, within a broadly encouraging macroeconomic environment. One of the most encouraging macroeconomic indicators was the sustained single-digit inflation rate of 6.4%.

As a result, the SBI rate at the end of 2004 remained steady at 7.43%. These two factors contributed to lower overall interest rates within the banking sector. Time deposit rates declined from an average of 10.59% in 2003 to 6.71% in 2004. Interest rates on loans declined from an average of 16.94% in 2003 to 13.41% in December 2004. At the same time, the Rupiah depreciated by roughly 4% from around Rp8,577/US\$ in 2003 to an average of Rp8,936/US\$ in 2004.

Lower inflation and interest rates combined to create an environment conducive to economic growth. The economy grew by 5.14% in 2004, the highest growth rate since the 1997/98 financial crisis, and was higher than the government's and most analysts' expectations. Although growth in 2004 was dominated by domestic consumption, figures for the last two quarters of the year showed emerging signs of a pick-up in investment. It is worth noting that this 5.14% growth rate took place in the midst of significant political uncertainty.

Toward the end of 2004, Indonesia was confronted with the massive natural disaster in the form of the earthquake and tsunami affecting Aceh and North Sumatra. Along with so many others, Bank Mandiri's staff and their families were among the casualties. All of us at Bank Mandiri express our condolences to those families. As part of our response to this tragedy, Bank Mandiri has been actively involved in assisting victims of the disaster. While this event did not have a significant impact on the Indonesian economy, the extent of the damage in Aceh and North Sumatra should serve to refocus attention on the condition of Indonesia's infrastructure after a lengthy period of neglect.

In line with improvements in the macro economy, Bank Mandiri delivered encouraging results in 2004. Despite a slight decline in total assets and deposits, by 2.2% and 3.5% respectively, net profit increased by 14.6% to Rp5.3 trillion. At the same time, the mix of both our assets and liabilities improved. Total loans disbursed accounted for 29.8% of total assets in 2003, and by the end of 2004 this ratio had increased to 36.8%. Our LDR increased to 51.8% from 41.5%, while the government bond component of total assets declined to 38.6% from 49.9%. At the same time, the proportion of time deposits to total deposits declined to 45.9% from 55.5%, with retail third-party funds increasing to 73.2% of the total from 67.0% in 2003.

In 2004, Bank Mandiri also completed several infrastructure expansion initiatives that will enable the bank to provide high quality services to our customers as an integral component of our future business development programs. Given the bank's improved financial structure and enhanced infrastructure, we are optimistic as we enter 2005 that the transformation of Bank Mandiri into a Regional Champion Bank in the years to come has a sound foundation, and that eventually we will achieve International Bank status in accordance with the Indonesian Banking Architecture.

We are also optimistic regarding the macroeconomic environment in 2005. Inflation, which will certainly increase as a result of higher fuel prices, is expected to remain in the single digits at around 8%. Bank Indonesia, on the other hand, is expected to target inflation rates of 4% over the next 5-6 years. The current interest rate environment remains conducive to maintaining economic growth, despite higher inflation and SBI rates. The economy is expected to grow between 5% and 6% in 2005. Even more encouraging, an increasing share of this growth should come from investment by domestic and foreign private firms, especially in the area of infrastructure. Any such significant inflow of investment should lead to a stronger Rupiah.

During 2004, Bank Mandiri received a number of awards from domestic and international institutions for its performance. The Board of Commissioners would like to congratulate the Board of Directors for the many achievements acknowledged by these various awards. I would also like to thank the staff of Bank Mandiri for their tireless efforts and support during the year.

In conclusion, the Board of Commissioners wishes to thank everyone who has contributed to the progress of the Bank, and provided the support for Bank Mandiri to continue to improve our service quality in a manner consistent with becoming your trusted and preferred Bank.



Binhadi
Chairman

Board of Commissioners

1. **Binhadi**
Chairman
2. **Markus Parmadi**
Deputy Chairman and Independent
Commissioner
3. **Fransiska Oei**
Commissioner
4. **Darmin Nasution**
Commissioner
5. **A. Tony Prasetiantono**
Independent Commissioner
6. **Riswinandi**
Independent Commissioner
7. **Arie Soelendro**
Commissioner



Board of Commissioners



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Board of Commissioners

Markus Parmadi Deputy Chairman and Independent Commissioner	Darmin Nasution Commissioner	A. Tony Prasetyantono Independent Commissioner	
<ul style="list-style-type: none"> • Deputy Chairman and Independent Commissioner of PT Bank Mandiri (Persero) Tbk (September 2003–present). • Commissioner of PT Bank Mandiri (Persero) Tbk (December 1998–September 2003) and appointed as Chairman of the Audit Committee, PT Bank Mandiri (Persero) Tbk (November 2003–present). • Independent Commissioner, PT Citra Marga Nusaphala Persada Tbk (June 1999–December 2000, June 2001–present). • Commissioner, PT Indosat Tbk (April 1998–April 2000). • Assistant Minister/Deputy for Financial and Other Services, Ministry of State Owned Enterprises (December 1998–January 2000). • President Commissioner, PT Jamsostek (Persero) (May 1998–February 1999). 	<ul style="list-style-type: none"> • Assistant Minister/Deputy for Human Resources and Public Services, Ministry of State-Owned Enterprises (April–December 1998). • President Commissioner (1994–1998), Commissioner (1990–1994), Lippo Securities. • President Director (1990–1998), Commissioner (1989), PT Bank Lippo Tbk. • Career with PT Bank Central Asia (1983–1990), concluding as Executive Director. • Career with Citibank, N.A (1971–1983), concluding as a Vice President. 	<ul style="list-style-type: none"> • Commissioner of PT Bank Mandiri (Persero) Tbk (September 2003–present). • Director General, Financial Institutions, Ministry of Finance (January 2000–present). • Commissioner, PT Tugu Pratama Indonesia (September 2002–present). • Lecturer, Economic Faculty, University of Indonesia (1976–present). • Commissioner, PT Bank Danamon Tbk (Agustus 2002–June 2003). • President Commissioner, PT Bank Tabungan Negara (Persero) (May 2000–April 2001). • Commissioner, PT Inalum (1998–2002). • Commissioner, PT Pelindo I (1998–2002). • Commissioner, PT Asuransi Kerugian Jasa Raharja (Persero) (July 1995–May 2000). • Commissioner, Reasuransi Umum Indonesia (May 1989–July 1995). 	<ul style="list-style-type: none"> • Independent Commissioner of PT Bank Mandiri (Persero) Tbk (September 2003–present). • Lecturer, Faculty of Economics, Gadjah Mada University (1986–present). • Lecturer, Master Program in Economics, Gadjah Mada University (1997–present). • Lecturer, Master Program in Management, Gadjah Mada University (1992–present). • Lecturer, Master Program in Development Economics, Gadjah Mada University (1997–2000). • Lecturer, Master Program in Public Administration, Gadjah Mada University (1997–2000). • Head of Macroeconomics Division, Center for Economics and Public Policy Studies, Gadjah Mada University (1992–2000). • Lecturer, Master Program in Management, Atma Jaya University, Yogyakarta (1997–2000). • Lecturer, Master Program in Management, Udayana University, Denpasar (1998–2000). • Lecturer, Master Program in Management, University of Surabaya (1997–2000).

Board of Commissioners

Riswinandi Independent Commissioner

- Independent Commissioner of PT Bank Mandiri (Persero) Tbk (September 2003-present).
- Audit Committee Member of PT Bank Mandiri (Persero) Tbk (September 2004-present).
- Commissioner, PT Asuransi Ekspor Indonesia (October 2004-present).
- Director, PT Bank Danamon Tbk (2002-June 2003).
- Executive Vice President—Corporate Lending Division, PT Bank Danamon Tbk (2001-2002).
- Senior Vice President—Loan Work Out & Collection Division Head, IBRA (2000-2001).
- Commissioner, PT Bank Prima Express (2000-2001).
- Vice President—Risk Management Credit Review, IBRA (1999-2000).
- Career with PT Bank Niaga Tbk (1986-1999), concluding as Vice President—Human Resources Group Head.
- Senior Assistant, SGV Utomo (1984-1986).

Arie Soelendro Commissioner

- Commissioner of PT Bank Mandiri (Persero) Tbk (September 2003-present).
- Head of the State Financial and Development Supervisory Board (BPKP), (1999-present).
- Commissioner, PT Semen Tonasa.
- Lecturer, Graduate Degree Program, University of Indonesia.
- Head of Finance Training, The Ministry of Finance (1998-1999).
- Expert staff to Minister of State-Owned Enterprises (1998).
- Expert staff to Minister of Finance (1997-1998).
- Joined Directorate General of Taxation in 1972. Final position as Head of Region VI Jakarta Raya.

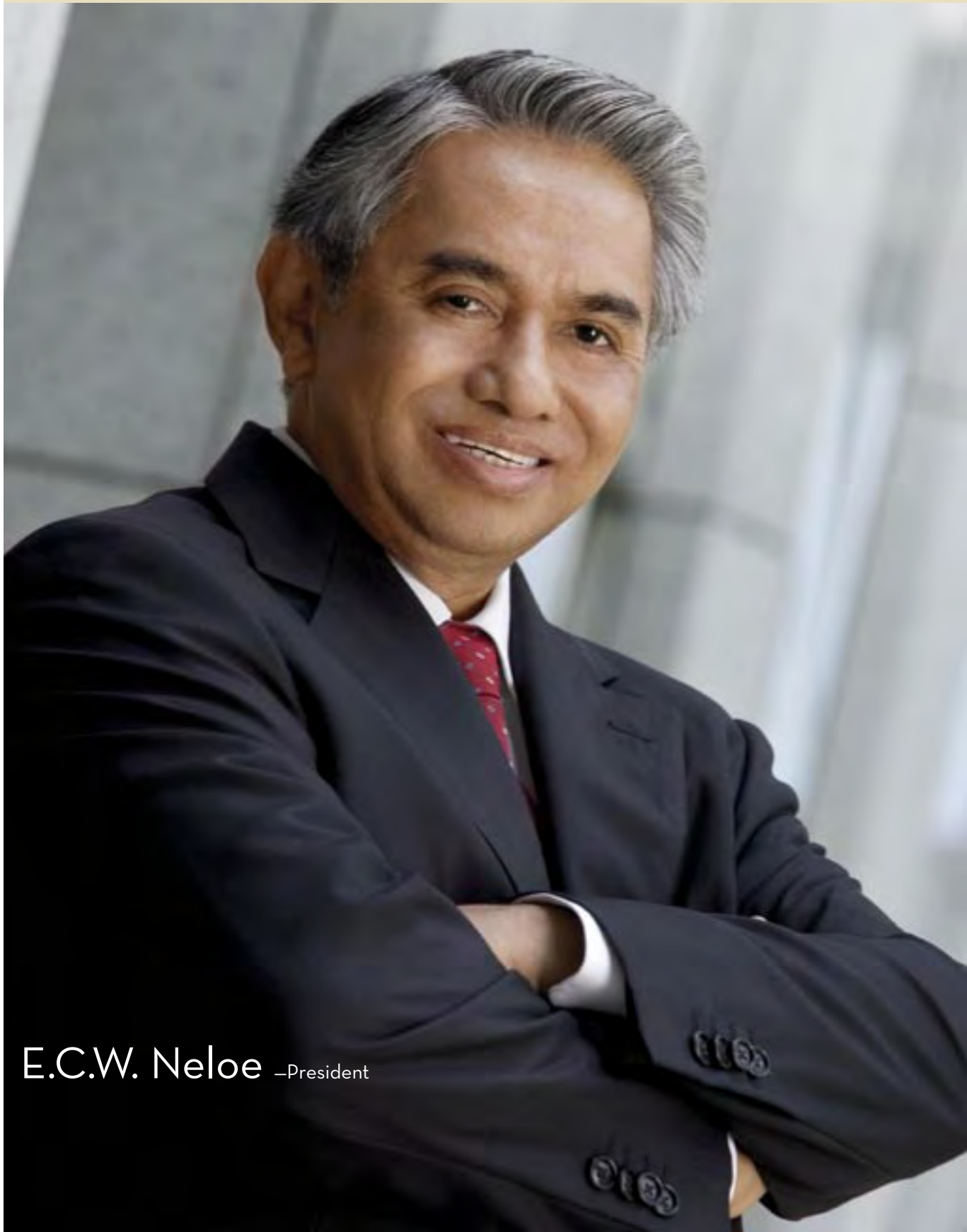
Fransiska Oei Commissioner

- Commissioner of PT Bank Mandiri (Persero) Tbk (April 2004-present).
- Audit Committee Member of PT Bank Mandiri (Persero) Tbk (September 2004-present).
- Legal & Compliance Advisor, Bank International Indonesia (2004-present).
- Founder & Senior Partner LBAF Law Firm (2002-2004).
- Managing Director, Bank International Indonesia (2000-2001).
- Compliance Director, Chief of Legal Staffs, Citibank N.A. (1998-2000).
- Director, Legal, Human Resources & General Services, PT Suryamas Duta Makmur (1997-1998).
- Legal Head, Citibank N.A. (1984-1997).
- Legal Head, PT Ficorinvest (1982-1984).

- President & CEO, Bank Mandiri since May 2000
- President Director, PT Chandra Asri Petrochemical Centre (1999-2000).
- Managing Director, Bank Dagang Negara (1991-1998).

- President Commissioner, BDN Bank AG in Düsseldorf (1994-1999).
- Managing Director, Bank Duta (1990),
- Chief Representative for the Representative Office, Bank Dagang Negara, Hong Kong.

- Director, Staco International Finance Limited, Hong Kong (1987-1990).



E.C.W. Neloe –President

Message from the President

Dear Shareholders,

I would like to take this opportunity to elaborate upon our vision of Bank Mandiri - to be a Regional Champion Bank, in accordance with Bank Indonesia's long-term plan for the Indonesian Banking Architecture. In order to achieve this, Bank Mandiri has planned for three stages of transformation: Phase I (2000-2004) to become a Universal Bank; Phase II (2005-2009) to become a Dominant Domestic Bank; and Phase III (2010 onwards) to become a Regional Champion Bank. This past year marked the completion of the first phase of Bank Mandiri's journey of transformation, which established the foundations for future growth and development. By the end of Phase II (2009), we have targeted an increase in the value of the company to achieve a market capitalization of Rp100 trillion.

I would now like to highlight several major milestones achieved during the recent post-merger and consolidation phases of Bank Mandiri.

- In 2000 we consolidated and rationalized our branch network and staffing, established Good Corporate Governance and Risk Management procedures, and implemented a hub & spoke IT system.
- In 2001 we completed the integration of MASTER (Mandiri Integrated System), reorganized our business units, developed our corporate plan, launched our Visa credit card and Mandiri Prioritas products, introduced the "3 No's" policy, and issued a US\$125 million FRN that signaled Indonesia's return to international capital markets following the economic crisis.
- In 2002 we aligned job grading across the organization, launched the Officer Development Project (ODP), established our Call Center & SMS Banking, opened Commercial Banking Centers (CBCs), introduced Credit Scoring & Rating Systems, and issued US\$125 million in subordinated debt.
- In 2003, we implemented eMAS (Enterprise Mandiri Advanced System), launched internet banking, adopted a Balanced Scorecard, conducted a quasi reorganization, issued a US\$300 million MTN, and launched our Initial Public Offering (IPO).

Let me now describe several more recent achievements that are central to the on-going development and future growth of Bank Mandiri:

1. Universal Banking

In 2004, Bank Mandiri achieved its goal of becoming a

universal bank, capable of serving all customer segments. For the first time, the bank's loan portfolio was evenly balanced between corporate and non-corporate (commercial and consumer) lending, where previously the corporate segment dominated as a result of the extensive legacy of Bank Mandiri in corporate banking. In order to increase the bank's competitive strengths in the non-corporate segments, Bank Mandiri has launched several initiatives in product development, distribution network expansion and customer service enhancement to expand both commercial and consumer banking.

2. Additional Divestment

Following the success of our Initial Public Offering (IPO) on 14 July 2003, the Government of Indonesia continued its divestment program for Bank Mandiri through the sale of two billion Series B shares, representing 10% of paid-in capital of PT Bank Mandiri (Persero) Tbk, at Rp1,450 per share on 11 March 2004. The sale price reflected a 1.1% discount to the weighted average price of the previous trading day (10 March 2004) of Rp1,466 per share or a 3.3% discount to the previous day's closing price of Rp1,500 per share. Proceeds from this divestment totaled Rp2.9 trillion or USD336 million.

The divestment was done through a private placement after an accelerated overnight book building. Investors' response to the private placement was quite positive, despite the general decline of the Jakarta Stock Exchange Composite Index at that time. Top tier domestic and international investors (North America, Europe and Asia) accounted for 30% and 70% of the private placement, respectively. The divestment resulted in a broader investor base for Bank Mandiri's shares and contributed significantly to the Government's privatization target for 2004.

3. Distribution Network Expansion

As part of the drive to increase coverage area and market share for funding and loans, Bank Mandiri aggressively expanded several distribution channels in 2004. Fifty-nine new branch offices bring the total branch network to 789. Our ATM network grew to 2,470 units with the addition of 473 new ATMs. Bank Mandiri also continues to support the commercial banking business, opening five new Commercial Banking Centers (CBCs) during the year and bringing the total to thirteen.

Finally, to enhance customer service quality - particularly for high net worth customers - the Bank opened six new Priority Banking outlets, for a total of 22, by the end of 2004.

“With improving financial performance and the success of our several business transformation initiatives over the past few years, Bank Mandiri is now ready to move into Phase II.”

4. Human Capital Revitalization

In order to support the second phase transformation, Bank Mandiri has repositioned human capital management from a primarily administrative role and operational function to a strategic development function in order to optimize human capital support for the Bank's on-going business development and increase shareholder value. The primary aim in human capital revitalization is as follows:

- Reinventing, repositioning, and revitalizing the role of human capital management by repositioning the Bank's human capital as strategic assets and strategic partners.
- Establishing an integrated and comprehensive Competency-Based Human Resource system, changing the Bank's human capital management from job-description-based to competency-based, and focusing on the individual's role and achievements.

5. Malcolm Baldrige Performance Excellence Assessment

Bank Mandiri conducted an internal assessment of our current management systems and performance through an appraisal process based upon Malcolm Baldrige Criteria.

The Malcolm Baldrige Criteria were developed as a corporate appraisal methodology to measure performance excellence. First introduced in the US, the methodology has become the worldwide standard for assessing performance excellence.

The assessment covers seven criteria including leadership; strategic planning; customer & market focus; measurement, analysis & knowledge management; human resources focus; process management; and business results.

Based on this initial assessment, Bank Mandiri scored band/level 3 high, out of 6 bands/levels, which is considered very encouraging for a first-time user company.

6. Focus on Strategic & Operational Excellence

In order to achieve the Bank's vision of becoming a Regional Champion Bank, Bank Mandiri has implemented strategic excellence as a means of ensuring the sustainability of our long-term growth and profitability. This sustainability can be achieved by implementing effective strategies within a conducive and adaptive organization culture. Implementation relies on three critical fundamentals: quality, cost effectiveness and speed. Each of Bank Mandiri's products and services must engender superior quality, cost effectiveness and reasonable speed, with the individual variables adjusted to achieve lasting customer satisfaction.

Financial Performance

I would also like to briefly highlight our encouraging 2004 financial performance:

- A 14.6% increase in profit after tax to Rp5,256 billion from Rp4,586 billion in 2003.
- Return on Assets (ROA) improved to 3.1% compared to 2.8% in 2003, largely due to the higher average growth rate of profit before tax compared to growth in total assets.
- Return on Equity (ROE) declined to 22.8% compared to 23.6% in 2003 as a result of a lower average growth rate in profit after tax compared to equity.
- Capital Adequacy Ratio (CAR) declined to 25.3% compared to 27.7% in 2003, as the significant expansion in Risk-Weighted Assets out-stripped capital growth. CAR still far exceeded the minimum BI requirement of 8%.
- Earnings per Share (EPS) increased to Rp262 compared to Rp229 in 2003, while Book Value Per Share (BVPS) increased to Rp1,244 compared to Rp1,020 in 2003.

Tragic End to 2004

In the final weeks of 2004, Indonesia and its neighboring countries were confronted with a massive natural disaster. On December 26 2004, Indonesia suffered a massive earthquake centered on the west coast of the province of Nanggroe Aceh Darussalam (NAD), followed by a tsunami. The damage caused by this natural disaster exceeded anything the world has seen for the past 40 years: more than 250,000 people were killed in Indonesia, India, Sri Lanka, Thailand, Malaysia, the Maldives, and as far away as Somalia.

Indonesia suffered the highest casualty rate, and saw the total destruction of the west coast of NAD province along with significant damage to the capital city of Banda Aceh. Bank Mandiri employees in Banda Aceh were tragically affected by the tsunami: two of our employees were killed and 7 were missing as the result of this tragedy.

We at Bank Mandiri express our sincerest condolences to the families of our affected staff and to all victims of this terrible tragedy. Bank Mandiri has undertaken and will continue to support emergency and reconstruction relief efforts in coordination with the government of Indonesia and local and international relief agencies. Just as important, we intend to work with the people of Aceh and North Sumatra to rebuild the affected areas, with particular attention to the reconstruction of facilities focused on the provision of health, education, infrastructure, and small and micro business development services.

Future Challenges

Following the improved financial performance and achievements in several transformation programs over the past few years, Bank Mandiri is ready to enter Phase II. The future challenges for Bank Mandiri are many:

a. Competitive forces will pressure margins

Competition in the consumer and commercial segments in the years ahead is likely to be intense, largely due to the entry of foreign banks into the local market targeting the attractive Indonesian consumer segment. The foreign banks' loan market share between 1999 and 2004 increased from 22% to 27%. Intense competition could put pressure on margins, especially if the trend of increasing interest rates continues. This decline in margins must be anticipated by increasing business volume and developing new businesses-primarily from micro banking and consumer banking, creating additional product features, diversifying transaction services, improving service quality, and developing strategic alliances.

b. Yield management optimization

During the past year, Bank Mandiri has successfully brought down its cost of funds to a more competitive level primarily through a decline in high-cost corporate funds. In terms of asset productivity, however, Bank Mandiri still lagged behind its competitors. Following the significant decrease of the recap bond portfolio in 2004, Bank Mandiri needs to develop a higher-yielding asset portfolio in 2005, with a focus on increasing loans to micro banking and consumer segments. In addition, the Bank needs to move from a strategy of price-based competition toward a strategy focused on excellent service as measured by speed and service quality, accessibility, full-featured products and convenience.

c. Growth in total deposits

In 2004, Bank Mandiri's deposits declined significantly, primarily due to a strategy to release high-cost corporate funds. In 2005, driven by the Bank's more competitive technology, distribution network, and products and services arising from our consumer banking initiatives, the decline of high-cost funds should be compensated by aggressive growth in transactional deposits. Successful deposit growth will determine Bank Mandiri's loan growth in 2005, and should allow the Bank to recapture the market share in deposits that was lost in 2004.

d. Strengthen income structure

Optimizing fee-based income is necessary in order to

Transformation Phases to achieve the vision of becoming a Regional Champion Bank



strengthen the Bank’s income structure. This has been a significant challenge for Bank Mandiri over the past few years as the Bank has completed preparations in our technology platforms, products, alliances and networks to optimize cross selling and provide a variety of financial and banking services and features. The Bank needs to derive maximize value from this infrastructure capability to generate higher fee-based income.

e. Anticipate the Indonesian Banking Architecture Plan

In 2004, Bank Indonesia launched a blueprint for national banking development called the Indonesian Banking Architecture (Arsitektur Perbankan Indonesia or API). In line with the API, Bank Mandiri will need to prepare and develop several strategic initiatives in order to achieve its vision as the domestic bank with the highest potential to become an international bank. The Bank has prepared a detailed strategic plan to achieve this vision within the next five years.

f. Non-organic growth initiatives

In order to realize our aspiration to become a Regional Champion Bank, Bank Mandiri cannot rely solely on organic growth, but would need to undertake a quantum leap. Our vision anticipates that the Bank will develop our various businesses through both organic and non-organic (mergers & acquisitions) means, especially in strengthening the consumer and commercial banking franchises.

g. Risk management preparations for Basel II implementation

Following the completion of the various basic foundations for risk management, including organization aspects, methods, and tools, Bank Mandiri is committed to being the national leader in the implementation Basel II in the coming years. This commitment was initiated by conducting a gap analysis between the requirements of Bank Indonesia (BI) and Basel II accord, followed by the development and implementation of an action plan to bridge the gaps.

h. Implementation of a performance-based culture

Having completed the consolidation phase, Bank Mandiri expects to enter a growth period in the coming years. During this period, a performance monitoring function is a fundamental building block from which to establish effective and efficient business management and optimize resource allocation. The urgency in establishing a performance-based culture is primarily due to the Bank’s large scale, diverse business activities, and complex operating environment.

Without a strong performance-based culture, the business could lose focus, misallocate resources, and fail to increase shareholder value.

i. Establishment of a sales and service culture

As Bank Mandiri has transformed from a corporate bank to a universal bank, this paradigm shift necessitated drastic change in the business infrastructure (distribution channels, technology, products, organization structure, business processing, etc) and has also compelled the Bank to rapidly establish a new sales and service culture. This is especially critical in light of the high level of competition, especially in the consumer and commercial segments. As our competitors maximize their sales efforts, our customers' service expectations continuously increase. Only with a strong sales and service culture can our existing infrastructure generate optimum value-added.

I remain convinced that with our capabilities and the commitment of all of the management and staff at Bank Mandiri, along with the continuing support of our many stakeholders, we can overcome these challenges and achieve our vision of being the trusted and preferred bank.

On behalf of the Board of Directors I would like to thank the staff of Bank Mandiri for their unceasing efforts in building the bank we have today. I would also like to thank the Board of Commissioners and Audit Committee for their invaluable contributions in guiding us throughout the year.

Finally, I would like to thank our many stakeholders and customers. We appreciate your support.

PT Bank Mandiri (Persero) Tbk.



E.C.W. Neloe
President

Directors and Senior Executive Vice Presidents

1. **E.C.W. Neloe**
President & CEO
2. **I Wayan Pugeg**
Deputy President Director & COO
3. **I Wayan Agus Mertayasa**
Managing Director & SEVP
Risk Management
4. **M. Sholeh Tasripan**
Managing Director & SEVP
Corporate Banking
5. **Omar Sjawaldy Anwar**
Managing Director & SEVP
Consumer Banking
6. **Ventje Rahardjo**
Managing Director & SEVP
Commercial Banking
7. **Nimrod Sitorus**
Managing Director & SEVP
Corporate Secretary,
HR & Compliance
8. **Johanes Bambang Kendarto**
Managing Director & SEVP
Treasury & International
9. **Zulkifli Zaini**
Managing Director & SEVP
Distribution Network
10. **Lee Kuan Keat**
CFO & SEVP Finance & Strategy
11. **Andreas E. Susetyo**
CTO & SEVP
Information Technology



Directors and Senior Executive Vice Presidents



Audit Committee

1. **Markus Parmadi**
Chairman

3. **Riswinandi**
Member

5. **Zulkifli Djaelani**
Member

2. **Imam Sukarno**
Member

4. **Fransiska Oei**
Member



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Report by the Audit Committee

Bank Mandiri's Audit Committee was established on August 19, 1999 based upon Commissioners' Decree PT Bank Mandiri (Persero) Tbk No. 013/KEP/KOM/1999 and was renewed by Commissioners' Decree PT Bank Mandiri (Persero) Tbk No. 002/KEP/KOM/2003 on November 1, 2003, with the objective to assist and facilitate the Commissioners' activities and supervisory functions with respect to financial information, internal control systems, the effectiveness of internal and external audit procedures, the effectiveness of risk management implementation, and compliance with relevant laws and regulations.

As detailed in the annual report submitted to the Board of Commissioners, in 2004 the Audit Committee completed the following tasks:

- Reviewed the Company's 2004 Working Plan and Budget, 2004 Working Plan and Budget Realization Report, quarterly financial reports and audited consolidated financial report.
- Reviewed Regular Audit Reports of the Internal Audit Task Force related to policy implementation, systems and procedures, internal control implementation, compliance toward internal and external regulations, and fraud.
- Reviewed and negotiated the audit fees proposed by the audit firm for the 2004 financial report audit.
- Communicated and met regularly with external auditors to discuss the 2004 audit effectiveness, progress, significant findings, adjustments and audit problems.
- Met regularly with the Internal Audit Task Force to discuss 2004 internal audit effectiveness including scope, focus and audit program, enhancement of risk-based audit, improvement of valuation/ performance measurement methods, improvements in the information technology audit system and quality, and audit findings requiring follow-up.
- Held meetings with working units, among others the Accounting Group, Human Resources Group, Credit Recovery Group, Compliance Group and Corporate Relationship Group to discuss and clarify findings from internal and external audits.
- Reviewed tasks as requested by Commissioners including reviews of Internal Audit Reports, Commissioners' reports on Implementation of Working Plans and conducted specific investigations through the Internal Audit Task Force related to third party information for Commissioners.

Based upon the review and discussion above, the Audit Committee determined that:

- Published financial reports have met disclosure principles.
- The Bank has established satisfactory internal control systems.
- The Bank has adopted sufficient control over compliance toward laws and regulations.

The Audit Committee concludes, therefore, that there are no significant additional issues to be reported.

Audit Committee



Markus Parmadi
Chairman

Audit Committee

Markus Parmadi Chairman

- Deputy Chairman and Independent Commissioner of PT Bank Mandiri (Persero) Tbk (September 2003–present).
- Commissioner of PT Bank Mandiri (Persero) Tbk (December 1998–September 2003) and appointed as Chairman of the Audit Committee, PT Bank Mandiri (Persero) Tbk (November 2003–present).
- Independent Commissioner, PT Citra Marga Nusaphala Persada Tbk (June 1999–December 2000, June 2001–present).
- Commissioner, PT Indosat Tbk (April 1998–April 2000).
- Assistant Minister/Deputy for Financial and Other Services, Ministry of State Owned Enterprises (December 1998–January 2000).
- President Commissioner, PT Jamsostek (Persero) (May 1998–February 1999).

Zulkifli Djaelani Member

- Assistant Minister/Deputy for Human Resources and Public Services, Ministry of State-Owned Enterprises (April–December 1998).
- President Commissioner (1994–1998), Commissioner (1990–1994), Lippo Securities.
- President Director (1990–1998), Commissioner (1989), PT Bank Lippo Tbk.
- Career with PT Bank Central Asia (1983–1990), concluding as Executive Director.
- Career with Citibank, N.A (1971–1983), concluding as a Vice President.

- Re-appointed as Audit Committee Member of PT Bank Mandiri (Persero) Tbk (November 2003–present).
- 22-year career with Bank Niaga in the positions of:
- Director of Operations and Human Resources (1994–1999).
- Regional Head for Jakarta (1991–1994), for Central Java (1988–1991), and Branch Head for Jakarta (1986–1987) and Solo (1984–1986).
- Head of the Credit and Marketing Division, Jakarta Head Office (1981–1984).
- Staff of Credit and Marketing Division, Jakarta Head Office (1980–1981).
- Head of Credit and Marketing Division, Semarang (1979–1980).

Imam Sukarno Member

- Audit Committee of PT Bank Mandiri (Persero) Tbk (November 2003–present).
- Career with Bank Indonesia since 1975 in the positions of:
- Director of Licensed and Banking Information Directorate (2000–May 2002).
- Supervisory Team of Bank Universal (2002).
- Director of Rural Bank Supervision (Bank Perkreditan Rakyat) (1998–2000).
- Director of Procurement Directorate (1996–1998).
- Deputy Division Head of Human Resources Directorate (1993–1996).







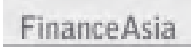



Riswinandi
Member

- Independent Commissioner of PT Bank Mandiri (Persero) Tbk (September 2003-present).
- Audit Committee of PT Bank Mandiri (Persero) Tbk (September 2003-present)
- Commissioner, PT Asuransi Ekspor Indonesia (October 2004-present).
- Director, PT Bank Danamon Tbk (2002-June 2003).
- Executive Vice President—Corporate Lending Division, PT Bank Danamon Tbk (2001-2002).
- Senior Vice President—Loan Work Out & Collection Division Head, IBRA (2000-2001).
- Commissioner, PT Bank Prima Express (2000-2001).
- Vice President—Risk Management Credit Review, IBRA (1999-2000).
- Career with PT Bank Niaga Tbk from 1986-1999. Final position as Vice President, Human Resources Group Head.
- Senior Assistant, SGV Utomo (1984-1986).

Fransiska Oei
Member

- Commissioner of PT Bank Mandiri (Persero) Tbk (April 2004-present).
- Audit Committee of PT Bank Mandiri (Persero) Tbk (September 2003-present)
- Legal & Compliance Advisor, Bank International Indonesia (2004-present).
- Founder & Senior Partner, LBAF Law Firm (2002-2004).
- Managing Director, Bank International Indonesia (2000-2001).
- Compliance Director, Chief of Legal Staffs, Citibank N.A. (1998-2000).
- Director, Legal, Human Resources & General Services, PT Suryamas Duta Makmur (1997-1998).
- Legal Head, Citibank N.A. (1984-1997).
- Legal Head, PT Ficorinvest (1982-1984).

Awards

	<p>Best Domestic Commercial Bank 2004 Best Electronic Delivery Channels/Online Platforms</p>
	<p>Category: Fund Sourcing Product or Program Project: IPO Retail Marketing Program</p>
	<p>Best Domestic Bank 2004, 2003, 2002</p>
	<p>Bank Of The Year Indonesia 2004, 2003, 2002, 2001</p>
	<p>Best Trade Finance Bank Southeast Asia 2004</p>
	<p>Best Domestic Bank 2004, 2003</p>
	<p>Best Local Bank 2004, 2003, 2002, 2001</p>
	<p>ICS Award (Indonesian Customer Satisfaction) for Deposit Accounts and Mutual Funds</p>
	<p>Best Trade Finance Bank 2004, 2003, 2002, 2001 Best Indonesian Bank 2003, 2002, 2001</p>
	<p>MIS Innovation Award 2004 category: IT Governance</p>

2004 Macroeconomic Development

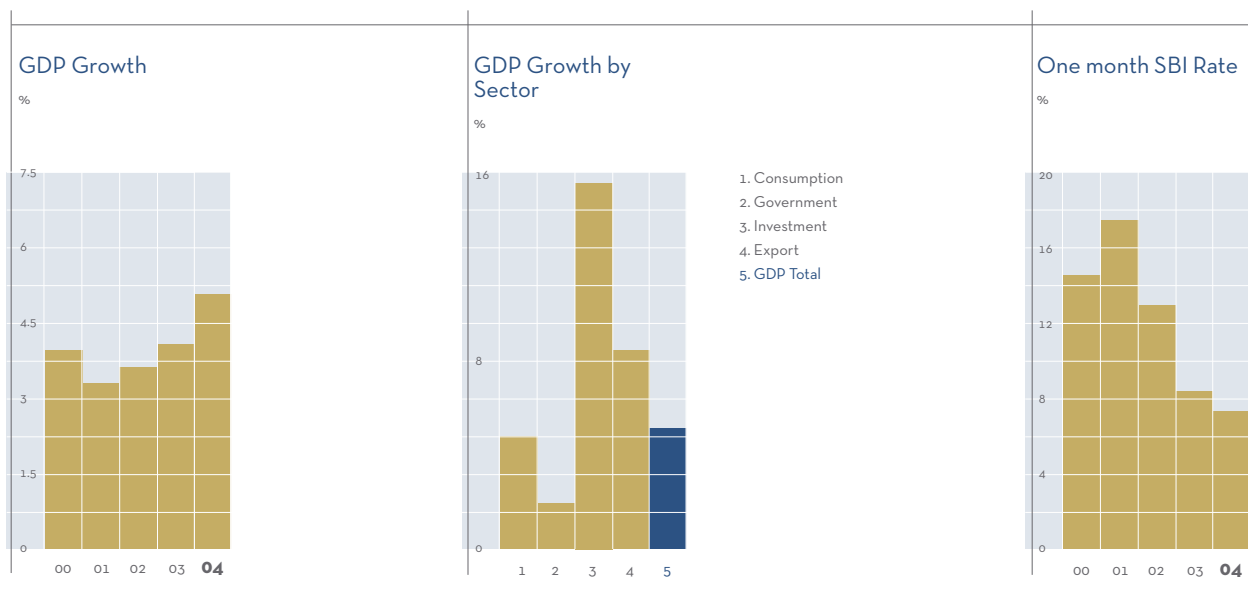
Following from a 5.06% rate of inflation in 2003, Indonesian inflation remained in the single digits at 6.4% in 2004. In spite of an increase of more than 30% in fuel prices, we expect inflation to remain in the single digits at 8% for 2005.

In line with lower inflation, SBI rates also remained in the single digits at 7.43% in 2004. This contributed to the declining trend of interest rates within the banking sector. Interest rates for time deposits stood at 6.71%, while interest rates for working capital loans declined to 13.41% in 2004. Despite the expected spike in inflation in 2005, Bank Indonesia is likely to maintain a target rate of inflation of 4% over the ensuing 5-6 years. The current interest rate environment, which is conducive to maintaining the current level of economic growth, is expected to remain stable in 2005 regardless of higher inflation and SBI rates.

On the other hand, there was a weakening trend in the Rupiah, by as much as 5%, from an average of Rp8,577/US\$ in 2003 to Rp8,936/US\$ in 2004. This took place despite the global trend of weakening of the US dollar.

Lower inflation and interest rates have contributed to create a favorable environment for economic growth. Despite the three direct elections in 2004, the macroeconomic environment remained encouraging, leading to a 5.14% growth in GDP that was the highest level achieved since the 1997/98 financial crisis.

Looking ahead, there is significant optimism that growth in 2005 will be higher at between 5% and 6%. The sources of this growth will come not only from domestic consumption, but also from investment by domestic and foreign private firms, especially in the area of infrastructure. Any such inflow of investment should lead to a stronger Rupiah, at a level of Rp9,000/US\$.



Financial Highlights

	2000	2001	2002	2003	2004	2004
	Rp billion Audited	Rp billion Audited	Rp billion Audited	Rp billion Audited	Rp billion Audited	USD million
Income Statement						
Net Interest Income	6,404	7,109	6,862	8,007	9,466	1,019
Non Interest Income (1)	3,942	1,456	3,633	3,746	4,115	443
Operating Income (2)	10,346	8,565	10,495	11,753	13,581	1,463
Overhead Expenses (3)	3,213	3,417	3,626	3,915	5,391	581
Provision/(Reversal) for Possible Losses on Earning Assets and Commitments & Contingencies	(4,815)	4,791	1,226	538	333	36
Provision/(Reversal) for Possible Losses on Other Assets	6,017	(2,334)	231	(321)	(309)	(33)
Profit (Loss) Before Provision for Income Tax and Minority Interest	2,023	3,850	5,811	7,032	7,525	810
Net Profit (Loss)	1,181	2,746	3,586	4,586	5,256	566
Balance Sheets						
Total Assets	253,355	262,291	250,395	249,436	248,156	26,727
Earning Assets (Gross)	238,589	246,550	237,668	230,170	225,156	24,249
Earning Assets (Net)	222,852	236,408	226,433	218,807	214,214	23,071
Loans	43,023	48,339	65,417	75,943	94,403	10,167
Allowance for Possible Loan Losses (4)	(12,500)	(6,100)	(9,071)	(9,100)	(8,636)	(930)
Total Deposits	163,375	190,446	184,114	178,811	175,838	18,938
Total Liabilities	239,089	251,511	235,957	229,037	223,218	24,041
Total Shareholders' Equity	14,262	10,777	14,435	20,395	24,935	2,686
Financial Ratios						
Return On Assets (ROA)—Before Tax (5)	0.8%	1.5%	2.3%	2.8%	3.1%	
Return On Equity (ROE)—After Tax (6)	8.1%	21.5%	26.2%	23.6%	22.8%	
Net Interest Margin	2.7%	3.0%	2.9%	3.4%	4.4%	
Non Interest Income to Operating Income	38.1%	17.0%	34.6%	31.9%	30.3%	
Overhead Expenses to Operating Income (7)	31.1%	39.9%	42.8%	40.4%	45.2%	
Overhead Expenses to Total Assets	1.3%	1.3%	1.4%	1.6%	2.2%	
Non Performing Loan (NPL)—Gross	19.8%	9.7%	7.3%	8.6%	7.1%	
Non Performing Loan (NPL)—Net	6.6%	2.7%	1.6%	1.8%	1.6%	
Provision to NPL Exposure	146.7%	129.5%	190.4%	139.1%	128.8%	
Loan to Deposit Ratio—Non Bank	26.3%	25.3%	35.5%	42.5%	53.7%	
Tier-1 Capital Ratio (8)	16.7%	15.2%	15.2%	19.4%	18.6%	
Capital Adequacy Ratio (CAR) (9)	31.3%	26.4%	23.4%	27.7%	25.3%	

Notes

- (1) Including gains from increase in value of and sale of securities and government bonds.
- (2) Net Interest Income + Non Interest Income.
- (3) General and Administrative Expenses + Salaries & Employee Benefit Expenses.
- (4) Including Deferred Income arising from Loans Purchased from IBRA.
- (5) Profit before Provision for Income Tax & Minority Interest divided by the average of the quarterly balances of Total Assets for the year.
- (6) Net Profit divided by the average of the quarterly balances of Total Shareholders' Equity for the year.
- (7) Overhead Expenses/Operating Income (excludes gain from increase in value of and sale of securities and government bonds)
- (8) Tier-1 Capital and Capital Adequacy Ratios are calculated based on bank only numbers.
- (9) The 2004, 2003, 2002, 2001 and 2000 financial highlights shown herein are calculated/

derived from the consolidated financial statements of PT Bank Mandiri (Persero) Tbk. and Subsidiaries as of and for the year ended December 31, 2004, for the eight month period ended December 31, 2003, for the four month period ended April 30, 2003 (after quasi reorganization) and for the year ended December 31, 2002 that have been audited by independent auditors Prasetyo, Sarwoko & Sandjaja, member of Ernst & Young Global, and for the year ended December 31, 2001 and December 31, 2000 (restated) that have been audited by independent auditors Hanadi, Sarwoko & Sandjaja, member of Ernst & Young Global, and therefore are not a complete presentation. Some financial highlights for the year 2000, 2001, 2002 and 2003 have been reclassified for comparison purpose to year 2004 financial highlights.



as of December 31

“We are committed to continuously develop Bank Mandiri’s operational foundation and augment its long-term value. The target of our short-term program is to strengthen the Bank’s position within Indonesia, with a long term aspiration to become an international bank.”



I Wayan Pugeg
Deputy President Director

- Deputy President Director of Bank Mandiri since September 2003.
- COO of Bank Mandiri since April 2003.
- Managing Director, Bank Mandiri (October 1998–September 2003).
- Senior Executive Vice President, Distribution Network, Bank Mandiri (April 2003–September 2003).
- Senior Executive Vice President, Risk Management, Bank Mandiri (August 2000–April 2003).
- Director of Compliance, Bank Mandiri (July 1999–November 2001).
- Managing Director, Bank Dagang Negara (1992–1997).
- Chairman, Koexim BDN Finance, Commissioner, Bank Indovest, Salindo Perdana Finance and Bina Usaha Indonesia.
- General Manager, Bank Dagang Negara, New York Agency (1988),
- Citibank N.A., Jakarta, 1972.

Management's Discussion And Analysis Of Financial Statements And Operating Results

Discussion and Analysis of Bank Mandiri's Financial Statements and Operating Results

25

The discussion of Bank Mandiri's operating results for the year ended December 31, 2004 and 2003 respectively should be read in conjunction with the audited financial statements, including the auditor's notes, contained elsewhere in this Annual Report.

The following discussion has been prepared based upon Bank Mandiri's Consolidated Financial Statement, which has been prepared in accordance to Indonesian GAAP (PSAK) for the year ended December 31, 2004. Our independent auditors, Ernst & Young Prasetio, Sarwoko & Sandjaja, have audited that financial statement. The 2004 financial data are also presented in US Dollars based upon the exchange rate of Rp9,285 per USD as of December 31, 2004.

Unless stated otherwise, all financial information herein is stated on a consolidated basis in accordance to Indonesian GAAP.

This discussion and analysis of financial statements and operating results is presented in three sections as follows:

Analysis of Financial Performance and Condition

This will briefly review the historical performance of Bank Mandiri against 12 key indicators. It will also compare Bank Mandiri's performance to the average performance of the largest Indonesian state-owned and private banks. A more in-depth discussion of our financial performance and condition will be presented in the Management's Discussion and Analysis of Financial Statements and Operating Results section.

Operating Results

This section will examine the Bank's financial operating results based on an analysis of the Profit and Loss statement for the years ended December 31, 2004 and 2003.

Financial Statement Analysis

This section will analyze Bank Mandiri's financial performance based on the Balance Sheet, Statement of Cash Flows and Statement of Commitments and Contingencies on subsequent pages.

Analysis of Financial Performance and Condition

Notes

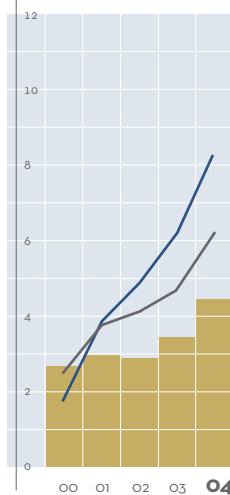
- (1) Data for state-owned banks represent average data from Bank Rakyat Indonesia (BRI), Bank Negara Indonesia (BNI) and Bank Tabungan Negara (BTN). The data on private banks are averaged from the financial statements of Bank Central Asia (BCA), Bank Danamon, Bank International Indonesia (BII), Bank Lippo and Bank Niaga, Indonesia's five largest private banks based on total assets, for which data is available since 2000.
- (2) Cost to Income Ratio = overhead expenses / operating income (excluding gains from increase in value of and sale of securities and government bonds).

Overview of Bank Mandiri's Performance and Financial Conditions ⁽¹⁾

Net Interest Margin

in percentage

Bank Mandiri (4.4%)
State-owned Banks (8.3%)
Private Banks (6.2%)



Bank Mandiri

- NIM rose by 29.4% in 2004 compared with the previous year's increase of 17.2%.
- An improved liability mix and a decline in time deposit rates resulted in a higher NIM.

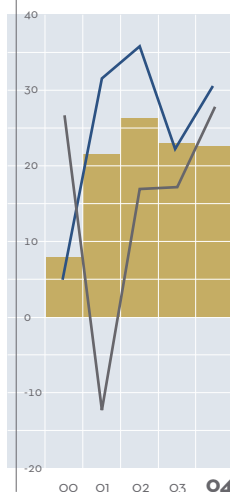
Other Banks

- Despite improvements in Bank Mandiri's NIM, it remains lower than the average NIMs for state-owned banks (8.3%) and private banks (6.2%)

Return on Equity (ROE)

in percentage

Bank Mandiri (22.8%)
State-owned Banks (30.8%)
Private Banks (28.3%)



Bank Mandiri

- In 2004, ROE declined by 3.4% compared to previous year.
- The decline was primarily due to an increase in average equity.

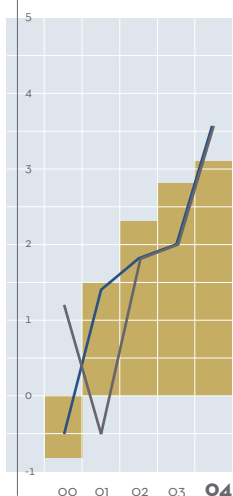
Other Banks

- Growth in 2004 net profit drove an increase in ROE for most major banks.
- Bank Mandiri's ROE remained below the average of other state-owned banks (30.8%) and private banks (28.3%)

Return on Assets (ROA)

in percentage

Bank Mandiri (3.1%)
 State-owned Banks (3.6%)
 Private Banks (3.6%)



Bank Mandiri

- ROA has improved steadily since 2000.
- ROA for 2004 was 3.1%.

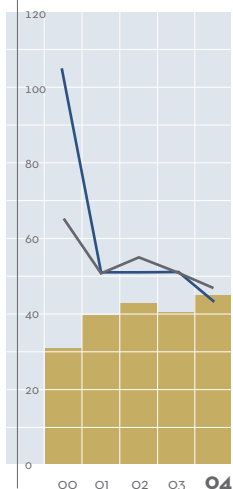
Other Banks

- Growth in 2004 net profit led to higher ROA for most major banks.
- Average ROA for banks was 3.4%, the highest in Asia, indicating strong profitability and a healthy banking sector.

Cost to Income Ratio⁽²⁾

in percentage

Bank Mandiri (45.2%)
 State-owned Banks (43.6%)
 Private Banks (46.6%)



Bank Mandiri

- Cost to income ratio increased somewhat, reflecting the continued development of the distribution network and retail banking franchise (45.2%).

Other Banks

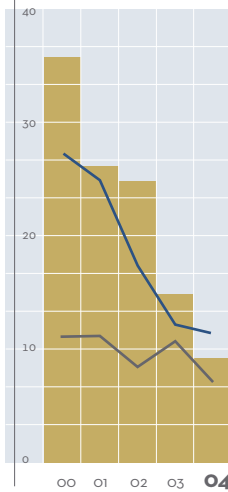
- Bank Mandiri's cost to income ratio was better than the average for private banks (46.6%) but higher than other state-owned banks (43.6%).

Overview of Bank Mandiri's Performance and Financial Conditions ⁽¹⁾(continued)

Ratio of Category 2 Loans to Total Loans

in percentage

Bank Mandiri (9.1%)
State-owned Banks (11.4%)
Private Banks (6.9%)



Bank Mandiri

- Category 2 loans declined significantly in 2004 from 14.8% in 2003 to 9.1%.

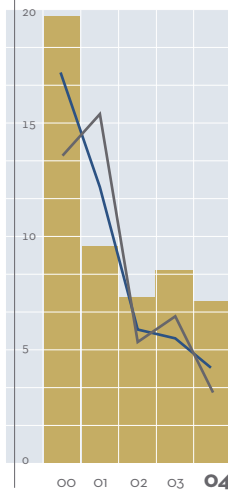
Other Banks

- The general decline in the ratio of Category 2 loans across the industry affirmed a healthier banking system.
- Bank Mandiri's ratio of Category 2 loan was above the average for private banks (6.9%) but lower than the average for other state-owned banks (11.4%).

Non Performing Loan (NPL)—Gross

in percentage

Bank Mandiri (7.1%)
State-owned Banks (4.21%)
Private Banks (3.05%)



Bank Mandiri

- Gross NPLs dropped significantly to 7.1% at the end of 2004, from 8.6% a year earlier.
- The net NPL ratio (Gross NPLs—Provisions for NPLs) for Bank Mandiri at the end of 2004 stood at 1.6%.

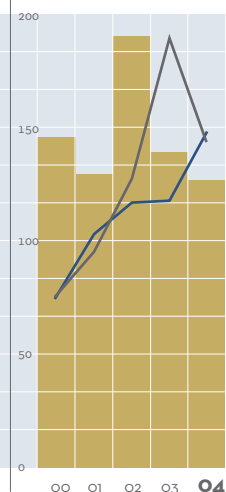
Other Banks

- Bank Mandiri's gross NPL ratio remained higher than the average for state-owned and private banks at 4.2% and 3.0% respectively, but the decline was more significant compared to others (17.5%).

Provision to NPL Exposure Level

in percentage

Bank Mandiri (128.8%)
State-owned Banks (149%)
Private Banks (142%)



Bank Mandiri

- The ratio of provisions to NPL exposure in 2004 declined slightly, but still remained well above 100%.

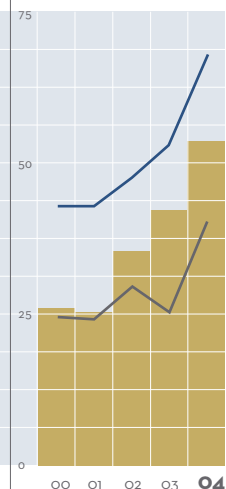
Other Banks

- Bank Mandiri’s provision to NPL exposure ratio (128.8%) was lower than that of other state-owned banks (149%) and the private banks’ average of 142%.

Loan to Deposit Ratio (LDR)– Non Bank

in percentage

Bank Mandiri (53.7%)
State-owned Banks (68.6%)
Private Banks (40.1%)



Bank Mandiri

- LDR–non bank in 2004 increased by 26.4% from a year earlier
- Bank Mandiri’s remains committed to playing an active intermediary role.

Other Banks

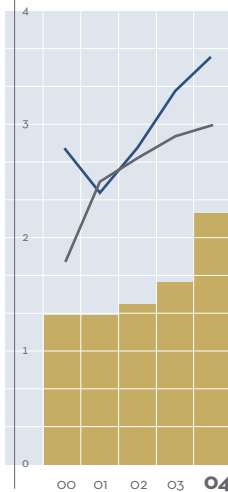
- Bank Mandiri’s LDR (53.7%) remained lower than other state-owned banks, indicating future growth potential
- Bank Mandiri’s LDR far exceeded the average for private banks (40.1%).

Overview of Bank Mandiri's Performance and Financial Conditions ⁽¹⁾(continued)

Ratio of Overhead Expenses to Total Assets

in percentage

Bank Mandiri (2.2%)
State-owned Banks (3.6%)
Private Banks (3.0%)



Bank Mandiri

- Despite a step-up in overhead expenses due to an expanded retail franchise, the ratio of overhead expenses to total assets remained at a relatively low 2.2%.

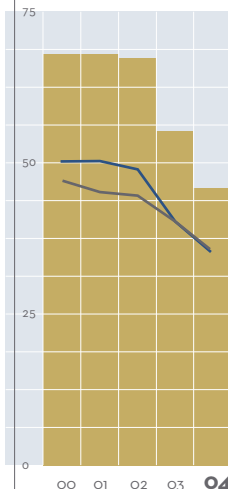
Other Banks

- As the largest bank in Indonesia, Bank Mandiri demonstrates advantages of operational scale and efficiency compared to other banks
- Bank Mandiri's overhead to total assets (2.2%) was significantly lower than that of state-owned banks (3.6%) and private banks (3.0%).

Ratio of High Cost of Funds

in percentage

Bank Mandiri (46.2%)
State-owned Banks (35.4%)
Private Banks (36.6%)



Bank Mandiri

- Our ratio of high-cost funds to total funds continued to improve significantly, to 46.2% in 2004.
- While the proportion of time deposits continued to decline, savings and demand deposit volumes increased by 29.6% and 7.5% respectively.

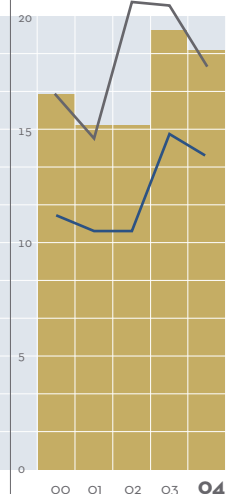
Other Banks

- In general, the high-cost fund component declined due to lower spreads among funding types.
- The proportion of high-cost funds at Bank Mandiri remained higher than the average of state-owned banks (35.4%) and private banks (36.6%).

Tier 1 Capital Adequacy Ratio (Tier 1 CAR)

in percentage

Bank Mandiri (18.6%)
State-owned Banks (13.9%)
Private Banks (17.9%)



Bank Mandiri

- Bank Mandiri's Tier I CAR declined from 19.4% in 2003 to 18.6% in 2004.
- This decline was due to the increase in Risk Weighted Assets.

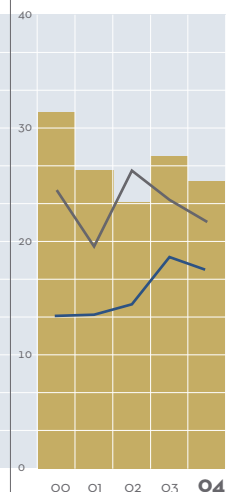
Other Banks

- Bank Mandiri's Tier I CAR in 2004 exceeded the average of other state-owned banks (13.9%) and the average of private banks (17.9%).
- The banking system is well positioned to fund anticipated demand for loan growth, given its substantial capital base.

Capital Adequacy Ratio (CAR)

in percentage

Bank Mandiri (25.3%)
State-owned Banks (17.43%)
Private Banks (21.89%)



Bank Mandiri

- Bank Mandiri's CAR fell to 25.3% in 2004 from 27.7% in 2003.

Other Banks

- Bank Mandiri's CAR (25.3%) was higher than the average for other state-owned banks.
- Indonesian banks have shown improvement in terms of capital far exceeding the minimum standard set by Bank Indonesia (8%).

Analysis of Financial Performance and Condition

Operating Results

- Earning Per Share (EPS) improved by 14.4%
- Net profit increased by Rp670 billion, or 14.6%
- Other fees and commission incomes grew by Rp436 billion, or 47.2%
- Operating income rose by Rp1, 828 billion, or 15.6%

Summary of Statements of Profit and Loss for the years ended December 31, 2003 and 2004

	2003	2004	2004	Change
	Rp billion	Rp billion	USD million	%
Interest Income	25,557	19,145	2,062	(25.1)
Interest Expenses	(17,550)	(9,679)	(1,042)	(44.8)
Net Interest Income	8,007	9,466	1,020	18.2
Other Fees and Commissions	924	1,360	146	47.2
Income from Foreign exchange transactions	114	402	43	252.6
Gain from Sale of Securities & Government Bonds	2,123	1,585	171	(25.3)
Gain (Loss) from Increase (Decrease) in Value of Securities & Government Bonds	(51)	66	7	229.4
Other Income	636	702	76	10.4
Operating Income	11,753	13,581	1,463	15.6
Provision for Possible Losses on Earning Assets, Commitments and Contingencies and Other Assets—Net	(217)	(24)	(3)	(88.9)
General and Administrative Expenses	(2,250)	(2,989)	(322)	32.8
Salary and Employee Benefits	(1,665)	(2,402)	(259)	44.3
Other Operating Expense—Others	(807)	(645)	(69)	(20.1)
Profit from Operations	6,814	7,521	810	10.4
Non Operating Income—Net	218	4	-	(98.2)
Profit before Tax	7,032	7,525	810	7.0
Net Profit	4,586	5,256	566	14.6

Net Interest Income

Net interest income grew by 18.2% in 2004 to Rp9,466 billion from Rp8,007 billion in 2003. This increase was mainly due to a decline in interest expenses by 44.8% from Rp17,550 billion

in 2003 to Rp9,679 billion in 2004, and a more moderate drop in interest income of 25.1% from Rp25,557 billion in 2003 to Rp19,145 billion in 2004.

The following table provides an analysis of net interest income during 2003 and 2004.

Rp Billion

	2003			2004		
Assets	Average	Income	%	Average	Income	%
a. Loans						
Rupiah	42,993	6,427	14.95	53,001	6,757	12.75
Forex	26,884	1,948	7.25	30,256	2,052	6.78
b. Placements						
Rupiah	4,310	307	7.12	6,520	441	6.76
Forex	6,063	57	0.94	5,830	78	1.34
c. Securities						
Rupiah	11,533	728	6.31	11,966	850	7.10
Forex	3,567	140	3.92	3,887	103	2.65
d. Government Bonds	138,581	15,390	11.11	103,907	8,182	7.87
e. Others		560			682	
Sub Total (1)	233,931	25,557	10.93	215,367	19,145	8.89
Liabilities	Average	Expense	%	Average	Expense	%
a. Demand Deposits						
Rupiah	27,857	1,162	4.17	30,887	1,085	3.51
Forex	8,691	132	1.52	11,316	46	0.41
b. Savings Deposits	33,428	2,324	6.95	45,233	2,112	4.67
c. Time Deposits						
Rupiah	105,831	12,111	11.44	77,996	4,981	6.39
Forex	19,373	413	2.13	15,517	166	1.07
d. Securities Issued	3,054	265	8.68	4,636	362	7.82
e. Acceptance Payable						
Rupiah	3,241	327	10.09	2,864	189	6.59
Forex	7,178	206	2.87	5,041	161	3.19
f. Subordinated Loans	5,719	383	6.70	5,432	310	5.71
g. Loan Capital	2,914	28	0.96	2,614	35	1.35
h. Others		199			231	
Sub Total (2)	217,286	17,550	8.08	201,526	9,679	4.80
Net (1-2)	16,645	8,007	2.85	13,841	9,466	4.09

Analysis of Financial Performance and Condition

Interest Income

Rp billion

	2003	%	2004	%
Government Bonds	15,390	60,2	8,182	42,7
Loans	8,375	32,8	8,809	46,0
Securities	868	3,4	953	5,0
Placements with Bank Indonesia and Other Banks	364	1,4	519	2,7
Fees and Commissions from Loan Facilities	495	1,9	507	2,7
Others	65	0,3	175	0,9
Total Interest Income	25,557	100%	19,145	100%

Interest income from government bonds comprised 42.7% of total interest income in 2004, representing a decrease of 17.5% from the level of 60.2% a year earlier. Interest income from loans accounted for 46.0% of total interest income in 2004, an improvement of 13.2% from the level of 32.8% in 2003.

Interest income from government bonds fell 46.8% from Rp15,390 billion in 2003 to Rp8,182 billion in 2004. This decline was primarily due to a decrease in the average volume of the government bond portfolio, as well as a reduction in

interest rates paid on the variable rate component of that portfolio. The average volume of government bonds fell from Rp138,581 billion in 2003 to Rp103,907 billion in 2004. This decline was a largely due to the sale of Rp32,334 billion (nominal value) in government bonds during 2004.

Interest income attributable to loans increased by 5.2% from Rp8,375 billion in 2003 to Rp8,809 billion in 2004, primarily due to a higher average volume of loans. The average loan volume rose by 19.1% from Rp69,877 billion in 2003 to Rp83,257 billion in 2004.

Interest Expense

Rp billion

	2003	%	2004	%
Demand Deposits	1,294	7.4	1,131	11.7
Saving Deposits	2,324	13.2	2,112	21.8
Time Deposits (1)	12,524	71.4	5,147	53.2
Total Interest on Deposits	16,142	92.0	8,390	86.7
Fund Borrowings (2)	533	3.0	350	3.6
Subordinated Loans	383	2.2	310	3.2
Securities Issued	265	1.5	362	3.7
Loan Capital (3)	28	0.2	35	0.4
Other Financing Expenses (4)	113	0.6	157	1.6
Others	86	0.5	75	0.8
Total Interest Expense	17,550	100	9,679	100

Notes

- (1) Includes Certificates of Deposit
- (2) Includes loans from the Indonesian Government and private entities
- (3) Interest expense of FRN previously issued by Bank Dagang Negara
- (4) Includes promotional expenses in consumer banking

Interest expenses declined by 44.8% from Rp17,550 billion in 2003 to Rp9,679 billion in 2004. Interest on deposits expenses comprised 86.7% of total interest expenses, falling by 5.3% from the previous level of 92.0%, while interest on securities issued expenses accounted for 3.7% of total interest expenses, up 2.2% from 1.5% in 2003.

Average deposits fell by 7.3% from Rp195,180 billion to Rp180,939 billion in 2004. Average Rupiah-denominated deposits declined from Rp167,116 billion in 2003 to Rp154,106 billion in 2004. Average foreign currency-denominated deposits fell from Rp28,064 billion in 2003 to Rp26,833 billion in 2004.

Interest on borrowed funds declined by 34.3% from Rp533 billion in 2003 to Rp350 billion in 2004. The average volume of borrowed funds dropped from Rp10,419 billion in 2003 to Rp7,905 billion in 2004.

In 2004, interest on securities issued increased by 36.6% from Rp265 billion in 2003 to Rp362 billion. The average volume of securities issued increased from Rp3,054 billion in 2003 to Rp4,636 billion in 2004.

Interest on subordinated loans fell by 19.1% to Rp310 billion in 2004 from Rp383 billion a year earlier. The average outstanding subordinated loans declined to Rp5,432 billion from Rp5,719 billion in 2003.

Pre-Provision Operating Profit

Rp billion

	2000	2001	2002	2003	2004
Core Earnings (*)	3,357	4,154	4,034	4,845	5,492
Profit (Loss) from Foreign Exchange Transactions	1,454	260	(25)	114	402
Gain from Increase in Value of and Sale of Securities and Government Bonds	0	0	2,021	2,072	1,651
Pre-Provision Operating Profit	4,811	4,414	6,030	7,031	7,545

Notes

- (*) Core earnings consist of net interest income, fees and commissions and other operating income less overhead expenses and other operating expenses.

Pre-provision operating income continued to improve in 2004, rising by 7.3% to Rp7,545 billion from Rp7,031 billion in the previous year.

Analysis of Financial Performance and Condition

Other Operating Income

Rp billion

	2003	2004
Net Gain on Foreign Exchange Transactions	114	402
Other Fees and Commissions (1)	924	1,360
Others	636	702
Other Operating Income	1,674	2,464

Notes

(1) Other fees and commissions are derived from trade finance services, consumer banking services (such as credit cards), cash management services, treasury services and capital market.

Other operating income increased by 47.2% from Rp1,674 billion in 2003 to Rp2,464 billion in 2004.

Net foreign exchange gains increased from Rp114 billion in 2003 to Rp402 billion in 2004. This increase was primarily due to foreign exchange trading and revaluation.

Income from other fees and commissions increased by 47.2% from Rp924 billion in 2003 to Rp1,360 billion in 2004. Other income increased by 10.4% from Rp636 billion in 2003 to Rp702 billion in 2004. Other income mainly comprises administrative fees charged to customers and an increase in the value of guarantees for, as well as an effective decrease in the principal value of, SUFRNs.

(Provision)/Reversal of Provision

Bank Mandiri's policy for provisioning for possible losses on loans is as follows:

Collectibility	1	2	3	4	5
Bank Indonesia	1%	5%	15%	50%	100%
Bank Mandiri	2%	15%	50%	100%	100%

For group debtors, Bank Mandiri establishes the provision level based upon the lowest collectibility classification within the group.

Provision for possible losses on earning assets, commitments and contingencies, and other provisions as of December 31, 2003 and December 31, 2004 are as follows:

	2003	2004
Provisions for Possible Losses on Earning Assets	(1,179)	(371)
Reversal of Provisions for Possible Losses on Commitments and Contingencies	641	38
Net Provision for Possible Losses on Earning Assets and Commitments and Contingencies	(538)	(333)
Reversal for Other Provisions	321	309
Net Provisions	(217)	(24)

Rp billion

Total net provisions for possible losses declined by 88.9% from Rp217 billion in 2003 to Rp24 billion in 2004. For 2004, provision for possible losses on earning assets totaled Rp371 billion, primarily due to additional provisions for possible losses on loans of Rp276 billion, and for securities, trade documents and other facilities of Rp72 billion.

The additional provision for possible losses of Rp276 billion was primarily due to an increase in loan disbursements in 2004.

Additional provisions for securities and trade documents and other facilities of Rp72 billion was primarily due to an increase in the volume of trade documents and other facilities.

Gains/(Losses) from Sale of Securities and Government Bonds

Gains from the sale of securities and government bonds in 2004 declined to Rp1,585 billion compared to Rp2,123 billion in 2003. Government bond sales increased to Rp32,334 billion (nominal value) during 2004 from Rp24,505 billion in 2003. The resulting gains of Rp1,365 billion were lower than

the previous year as the bonds sold were primarily held in the Trading portfolio on which mark-to-market gains had previously been booked.

Unrealized Gains/(Losses) from Changes in Value of Securities and Government Bonds

Gains due to an increase in the value of securities and government bonds reached Rp66 billion in 2004, an increase of 229.4% from Rp51 billion losses in 2003. This increase was mainly due to higher mark-to-market of the government bond portfolio at the end of 2004 compared with the end of 2003.

Other Operating Expenses

Rp billion

	2003	2004
General and Administrative Expenses	2,250	2,989
Salaries and Employee Benefits	1,665	2,402
Others—Net (1)	807	645
Other Operating Expenses	4,722	6,036

Notes

(1) Includes expenses related to third-party fund guarantees under the Government Blanket Guarantee Program.

Other operating expenses increased by 27.8% from Rp4,722 billion in 2003 to Rp6,036 billion in 2004. This increase was mainly due to an increase in general and administrative expenses by 32.8% from Rp2,250 billion in 2003 to Rp2,989 billion in 2004 and an increase in salaries and employee benefits by 44.3% from Rp1,665 billion in 2003 to Rp2,402 billion in 2004.

These increased overheads (general and administrative expenses and salaries and employee benefits) in 2004 were a result of growth in staffing levels, adjustments in compensation to reflect market conditions, and continuing infrastructure development to support business growth.

Analysis of Financial Performance and Condition

Net Non-Operating Income

Net non-operating income declined by 98.2% from Rp218 billion in 2003 to Rp4 billion in 2004. In 2003, revenue was derived from a reversal of provisions due to the closing down of the ex legacy New York branch.

Provision for Income Tax

Provision for income tax declined by 7.2% from Rp2,446 billion in 2003 to Rp2,269 billion in 2004.

Bank Mandiri adopts the liability method to determine income tax expense. Under this method, deferred tax assets and liabilities are recognized for all temporary differences between the financial and the tax bases of asset and liability values on each reporting date. This method also requires the recognition of future tax benefits, such as the carry-forward of unused tax losses, to the extent that realization of such benefits is probable.

Items that can be categorized as temporary differences include:

- Depreciation of fixed assets
- Provision for personnel expenses
- Provision for possible losses on earning assets and commitments and contingencies
- Provision for possible losses in legal cases
- Gains (losses) on value increase (decrease) of securities and government bonds

Assets and income tax liability are calculated based on the effective tax rate expected to be applicable at the time of realization.

Deferred tax assets—net as of December 31, 2004 were Rp2,252 billion, compared to Rp2,338 billion as of December 31, 2003.

Earnings and Book Value per Share

Rp

	2003	2004
Earnings Per Share	229	262
Book Value Per Share	1.020	1.244

Earnings per share (EPS) are calculated as net profit divided by the weighted average number of shares outstanding for the year. For 2004, the weighted average number of shares outstanding is 20,047,890,270, while that for 2003 is 20,000,000,000 shares. EPS for 2004 was Rp262, compared to Rp229 in 2003 as net profit improved by 14.6% to Rp5,256 billion from Rp4,586 billion in 2003.

Net profit improved in 2004 as a result of net interest income growth to Rp9,466 billion from Rp8,007 billion in 2003, operating income reaching Rp13,581 billion from Rp11,753 billion in 2003, and a decline in provisions for possible losses on earning assets, commitments and contingencies, and other provisions from Rp217 billion in 2003 to Rp25 billion in 2004.

Bank Mandiri's book value per share (BVPS) increased by 22.0% to Rp1,244 as of December 31, 2004 from Rp1,020 at the end of 2003.

Financial Condition

Summary of Balance Sheet as of December 31, 2003 and 2004

	2003	2003	2004	2004	% Change
	Rp billion	USD million	Rp billion	USD million	
Total Assets	249,436	29,607	248,156	26,727	(0.5)
Cash and Placements with Bank Indonesia	27,089	3,215	32,380	3,487	19.5
Demand Deposits and Placements with Other Banks—Net	6,972	828	8,834	951	26.7
Securities—Net	3,809	452	4,548	490	19.4
Government Bonds	122,907	14,588	93,081	10,025	(24.3)
Trading	1,389	165	1,580	170	13.8
Available for Sale	51,437	6,105	27,584	2,971	(46.4)
Held to Maturity	70,081	8,318	63,917	6,884	(8.8)
Loans	75,943	9,014	94,403	10,167	24.3
Performing	69,401	8,238	87,699	9,445	26.4
Non Performing	6,542	776	6,704	722	2.5
Provision for Possible Loan Losses	(9,100)	(1,080)	(8,636)	(930)	(5.1)
Loans—Net	66,843	7,934	85,767	9,237	28.3
Total Deposits—Non Bank	178,811	21,224	175,838	18,938	(1.7)
Demand Deposits	38,232	4,538	41,083	4,425	7.5
Savings	41,307	4,903	53,533	5,765	29.6
Time Deposits and Certificates of Deposit	99,272	11,783	81,222	8,748	(18.2)
Equity	20,395	2,421	24,935	2,686	22.3

Total assets declined by 0.5% from Rp249,436 billion as of December 31, 2003 to Rp248,156 billion as of December 31, 2004.

Cash and Placements with Bank Indonesia

Cash and placements with Bank Indonesia increased by 19.5% from Rp27,089 billion as of December 31, 2003 to Rp32,380 billion as of December 31, 2004.

Placements with Bank Indonesia increased from Rp24,860 billion as of December 31, 2003 to Rp29,940 billion as of December 31, 2004 as current accounts with Bank Indonesia rose from RpRp12,157 billion to Rp15,986 in order to meet the minimum legal Rupiah reserve requirements of Bank Indonesia of 5% and 8% for 2003 and 2004 respectively.

Demand Deposits and Placements with Other Banks

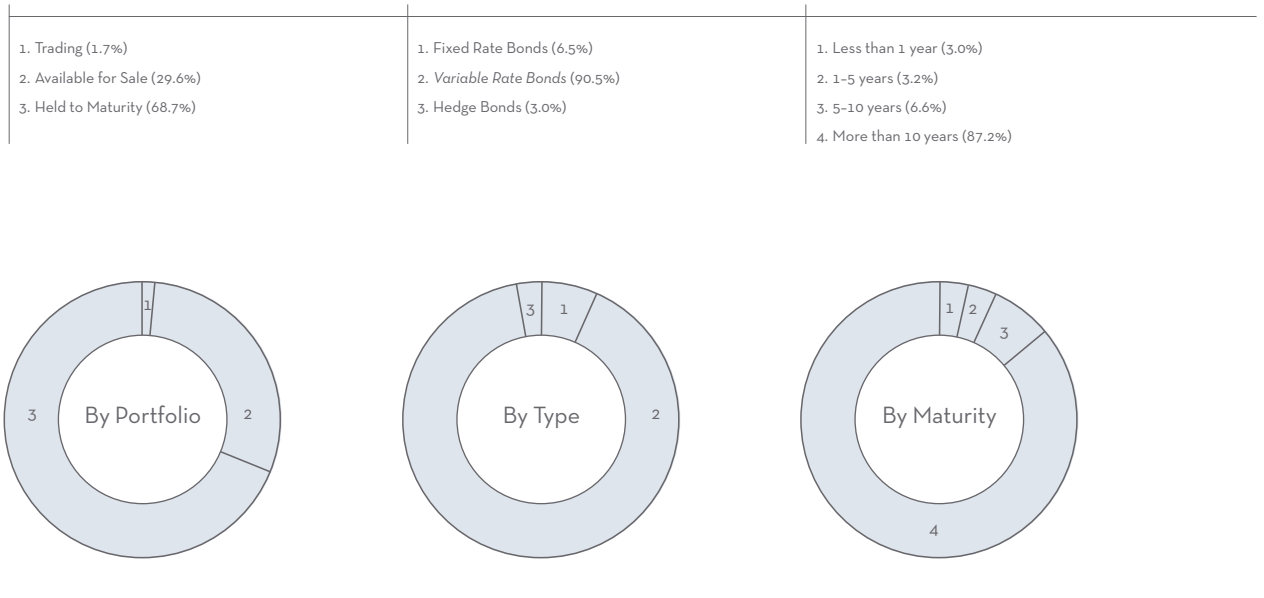
Demand Deposits and placements with other banks increased by 26.7% from Rp6,972 billion as of December 31, 2003 to Rp8,834 billion as of December 31, 2004, primarily due to an increase in placements with other banks from Rp6,707 billion as of December 31, 2003 to Rp8,275 billion as of December 31, 2004.

Securities

Securities - net rose by 19.4% from Rp3,809 billion as of December 31, 2003 to Rp4,548 billion as of December 31, 2004, particularly due to an increase in Rupiah denominated securities - available for sale from Rp1,035 billion as of December 31, 2003 to Rp1,831 billion as of December 31, 2004 and securities purchased with agreement to resell as of December 31, 2004 of Rp708 billion.

Analysis of Financial Performance and Condition

Government Bonds



As of December 2004, Bank Mandiri held Rp93,081 billion of government bonds, accounting for 37.4% of the Bank's total assets. These bonds consist of Fixed Rate Bonds, Variable Rate Bonds and Hedge Bonds. The interest rates for Fixed Rate Bonds ranged from 12.25% to 15.58% per annum. For Variable Rate Bonds, the rates are equal to the rates for 3-months SBIs. The Hedge Bond rate stands at SIBOR +2.0% and the principal is indexed to the Rupiah/US Dollar exchange rate quoted on Reuters. The index value on issuance date, or as of 28 December 1999, was Rp7,200, which was then revised by Bank Indonesia on March 6, 2000 to Rp7,008. The index value of Hedge Bonds as of December 31, 2003 and 2004 was Rp8,425 and Rp9,285 respectively. The index value posted in the balance sheet is reset every year-end. As of December 31, 2004, government bond holdings comprised 90.5% Variable Rate Bonds, 3.0% Hedge Bonds and 6.5% Fixed Rate Bonds.

Bank Mandiri sold Rp32,334 billion (nominal value) of government bonds in 2004 and recognized a gain of Rp1,365 billion.

For 2004, the unrealized losses on securities and government bonds declined by 78.3%, from Rp1,861 billion in 2003 to Rp404 billion in 2004.

In accordance with Indonesian GAAP, the unsold portion of government bond – Trading and Available for Sale should be valued based on market value at the end of each month, while the government bond–Held to Maturity should be recorded at its acquisition cost.

Corporate Loan

Loan Growth

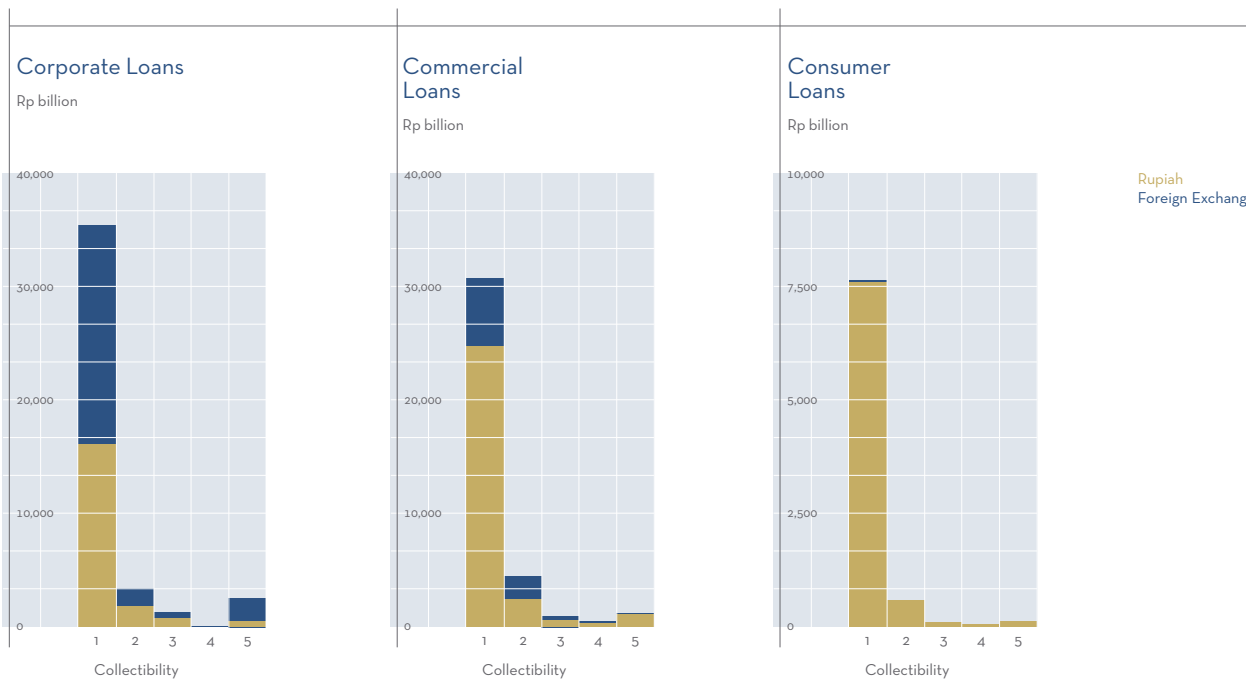
	2003	2004
Loan to Total Asset Ratio	30.5 %	38.0%
Ratio of Loan Interest Income to Total Interest Income	32.8%	47.6%

Total loans (gross and consolidated) as of December 31, 2004 stood at Rp9,440,3 billion and accounted for 38.0% of Bank Mandiri's total assets.

Loan growth during 2004 (net and bank only) amounted to Rp15,234 billion, consisting of new loan - net Rp15,052 billion, foreign exchange impacts Rp2,769 billion, deductions due to restructured loan payments of Rp813 billion, and write-offs for the year of Rp1,774 billion.

Loan Segmentation Details

The table below provides loan segmentation details (bank only) as of December 31, 2004:



Analysis of Financial Performance and Condition

The following table details the composition of the loan portfolio (based upon the Bank's numbers) as of December 31, 2004:

Size of Loan	Number of Accounts	Percentage of Accounts	Balance	Percentage of Total Loans
Rpbillion			Rpbillion	
Less than 35	189,083	99.8%	37,362	42.2%
35 to less than 75	251	0.1%	12,632	14.3%
75 to less than 200	156	0.1%	19,007	21.5%
200 to less than 700	36	-	11,693	13.2%
700 or greater	8	-	7,851	8.8%
Total	189,534	100.0%	88,545	100.0%

Restructured Loans

As of December 31, 2004, 22.3% of total loans, or Rp21,045 billion, were restructured loans. Comparable figures for December 31, 2003 were 31.6% of total loans and Rp23,988 billion.

The table below details the movement of restructured loans throughout 2004:

Rp billion

	2004
Balance at the Beginning of Year	23,988
Additional Restructurings	391
Loan Repayments	(3,675)
Loans Written-off	(673)
Others (1)	1,014
Balance at End of Year	21,045

Note

(1) Included partial payments, foreign currency translation effects and fluctuation in working capital facilities.

Restructured loans by type of restructuring scheme and amount are as follows:

Rp billion

	2003	2004
Long-term Loans with Option to Convert Debt to Equity	2,145	1,941
Additional Loan Facilities	381	415
Extension of Loan Maturity Dates	13,161	11,200
Extension of Loan Maturity Dates and Reduction of Interest Rates	2,342	1,989
Extension of Loan Maturity Dates and other Restructuring Schemes (1)	5,959	5,500
Total	23,988	21,045

Note

(1) Other restructuring schemes mainly involve reduction of interest rates, rescheduling of delayed interest payments and extension of delayed interest payment period.

Written-Off Loans

In 2004, Bank Mandiri wrote-off loans totaling Rp1,774 billion and recovered Rp1,076 billion (USD115.9 million) from loans previously written-off during and before 2004. As of December 31, 2004, the balance of loans previously written-off totaled Rp21,527 billion. These written-off loans were not recorded in the financial statements.

The table below shows the impact of the movement in written-off loans for 2003 and 2004 (Bank only):

	Rp billion	
	2003	2004
Balance at Beginning of Year	20,588	20,471
Write-offs	2,159	1,774
Recoveries	(1,240)	(1,076)
Others (1)	(1,036)	358
Balance at End of Year	20,471	21,527

Note

(1) Included foreign currency translation effects.

Loans purchased from IBRA

Loans purchased from IBRA, which were included in the year-end balance of total loans, stood at Rp5,075 billion as of December 31, 2004. Bank Mandiri has established provisions of Rp2,262 billion against these loans acquired from IBRA.

At the end of December 2004, Bank Mandiri, PT. Kiani Kertas and its main investor, Nusantara Energy, had signed a loan restructuring agreement. This agreement would be effective upon approval by the Committee for Financial Sector Policy (KKSK). Prior to any approval, this loan, totaling Rp1.7 trillion, was categorized as loss, with a 100% provision.

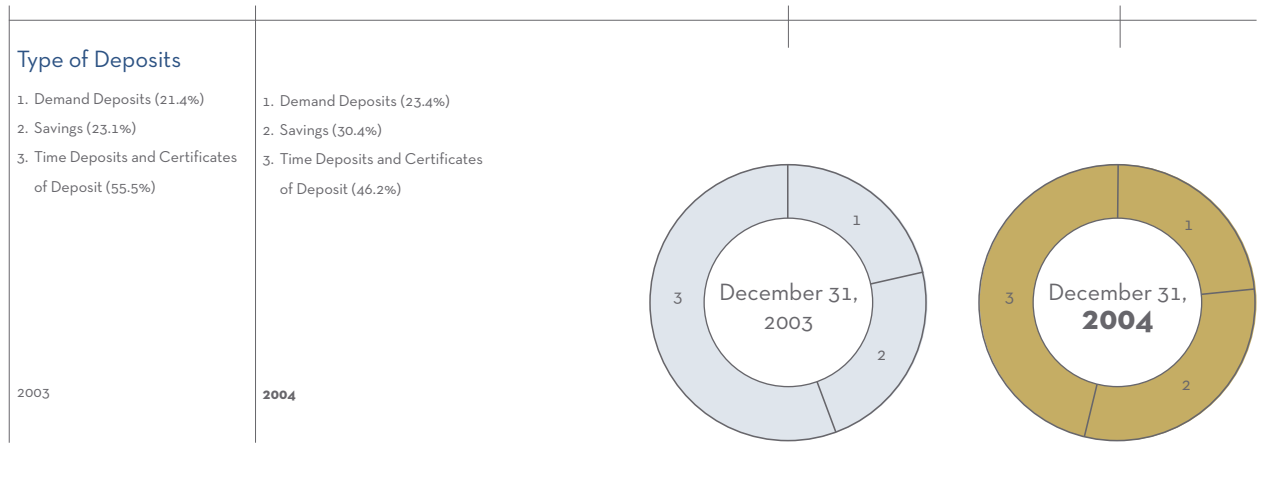
Bank Mandiri records differences between the face value and acquisition cost of these loans as a provision for possible losses on earning assets or as deferred income, depending on the availability of new loan agreements. Deferred income as of December 31, 2004 amounted to Rp165 billion. By December 31, 2004, Bank Mandiri had signed new loan agreements on the total amount of loans purchased from IBRA. Total additional loans provided to ex-IBRA debtors in 2004 were Rp334 billion, while total payment of loan principal reached Rp464 billion. For 2004, the total interest income and other income from loans purchased from IBRA reached Rp343 billion.

Deposits

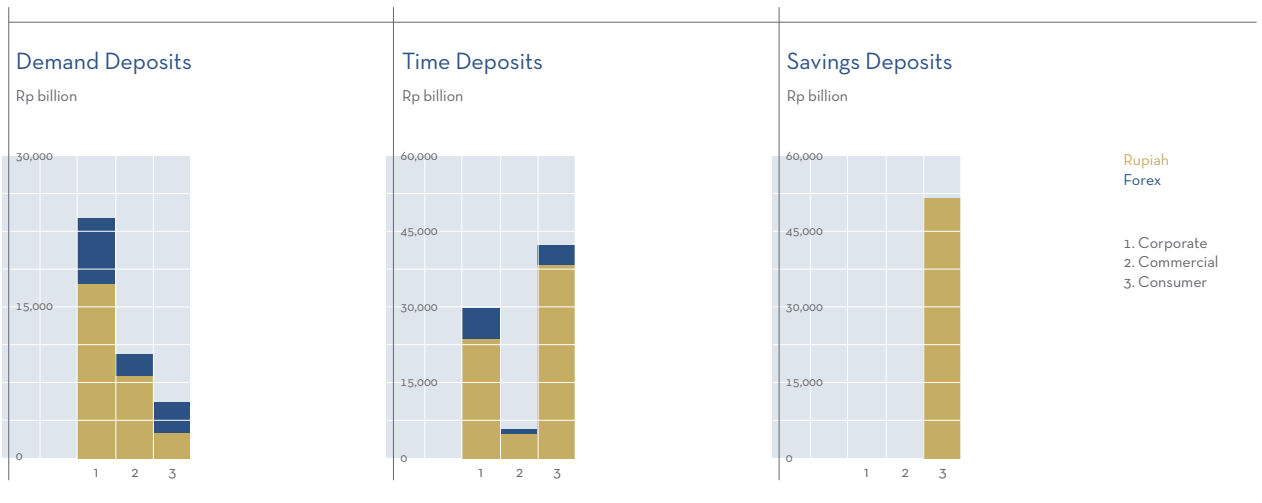
Total deposits declined by 1.7% from Rp178,811 billion as of December 31, 2003 to Rp175,838 billion as of December 31, 2004, primarily due to a reduction in time deposits from Rp99,272 billion as of December 31, 2003 to Rp81,222 billion as of December 31, 2004. Savings and demand deposits increased from Rp79,539 billion as of December 31, 2003 to Rp94,616 billion as of December 31, 2004. For the year, demand deposits rose by 2.0%, savings deposits grew by 7.3% and time deposits fell by 9.3%.

Analysis of Financial Performance and Condition

The table below shows the deposit composition by account type as of December 31, 2003 and 2004:



The table below shows the deposit composition (bank only) by customer segment as of December 31, 2004:



Equity

Total equity increased by 22.3% from Rp20,395 billion as of December 31, 2003 to Rp24,935 billion as of December 31, 2004. This increase was largely due to an increase of retained earnings from Rp3,229 billion as of December 31, 2003 to Rp6,161 billion as of December 31, 2004, and a decline in unrealized losses from the Available for Sale portfolio of government bonds and securities from Rp1,861 billion as of

December 31, 2003 to Rp404 billion as of December 31, 2004. This decline in unrealized losses was due to the increase in market value of the fixed rate component of the portfolio as SBI rates declined.

On 30 December 2004, Bank Mandiri paid an interim dividend of Rp60.0 per share, or a total of Rp1,208 billion, which was booked as a pre-payment of dividends.

Liquidity and Capital Resources

The liquidity position of Bank Mandiri as of December 31, 2003 and 2004 is as follows:

	2003	2004
Liquid Assets (1)	35,884	43,917
Government Recapitalization Bonds Held for Trading and Available for Sale	52,826	29,164
Loan to Deposit Ratio (2)	42.5%	53.7%
Liquid Assets to Total Assets	14.4%	17.7%
Liquid Assets to Deposits (2)	20.1%	25.0%

Rp billion

Notes

- (1) Liquid assets consist of cash, current accounts with Bank Indonesia and other banks, placements with Bank Indonesia, other banks and financial institutions, and securities (excluding government recapitalizations bonds) held in trading and available for sale portfolios.
- (2) Excluding deposits from other banks.

Bank Mandiri's activities for 2004 were funded primarily through a combination of interest income, sale of government bonds, and an increase in demand and saving deposits. In addition, Bank Mandiri also earned income from money market transactions and repurchases of bonds and securities. Bank Mandiri maintained its liquidity reserve position, which is usually larger than the Minimum Reserve Requirement of Bank Indonesia, to anticipate any increase in deposit withdrawals.

Bank Mandiri used most of its funding sources and capital to pay interest expenses for third party funding and fund borrowings, loans, repayment of fund borrowings, placements with other banks, and operating expenses (including salary and benefits for employees and general and administrative expenses).

Bank Mandiri utilized the government bond portfolio to support liquidity and improve earnings assets through collateral fund borrowing, bond selling with agreement to repurchase and outright sales. Bank Mandiri sold a significant amount of government bonds in 2004 through outright selling of Rp32,334 billion and selling with agreement to repurchase of a nominal value Rp2,914 billion on June 6, 2005, October 25, 2006 and November 3 and 4, 2009.

Cash flows from third party funds significantly affected the bank's liquidity. In 2004, Bank Mandiri had a positive cash flow generated from the increase in demand and saving deposits, despite the outflow from time deposits. In line with Bank

Mandiri's strategy to lower its excess-liquidity and enhance the funding mix, in the second semester of 2004 Bank Mandiri lowered its time deposit interest rates. As a result, the volume of time deposits declined toward the end of 2004.

Cash Flow from Operating Activities

Net cash inflows from operating activities in 2004 were recorded at Rp13,517 billion, derived primarily from interest income of Rp19,127 billion, of which interest from loans contributed Rp8,809 billion. Net cash inflow was also affected by selling of government bond of Rp32,227 billion, an increase in demand and saving deposits amounting to Rp14,505 billion, and partially offset by cash outflows due to interest expenses of Rp9,380 billion, additional loans of Rp17,648 billion and a decline in time deposits of Rp20,750 billion.

Cash inflows from operating activities in 2003 reached Rp16,592 billion, generated from interest income totaling Rp25,530 billion, of which interest on government bonds accounted for Rp15,390 billion. Net cash inflows were also bolstered by the decline in placements with Bank Indonesia and other banks amounting to Rp4,691 billion and an increase in saving and demand deposits totaling Rp17,051 billion, and were partially offset by cash outflows for interest expenses of Rp17,824 billion, loans of Rp14,089 billions, and a decline in time deposits of Rp23,718 billion.

Analysis of Financial Performance and Condition

Cash Flow from Investing Activities

For 2004, cash outflows from investing activities amounted to Rp2,148 billion, primarily due to an increase in Securities –Held to Maturity amounting to Rp929 billion.

Cash outflows from investing activities in 2003 reached Rp9,956 billion, in line with the increase in Securities – Held to Maturity (especially SBLs) amounting to Rp8,780 billion.

The Statement of Cash Flows has also reflected cash inflows from the government in payment for government hedge bonds as those bonds have matured.

Cash Flow from Funding Activities

During 2004, cash outflows from funding activities reached Rp7,004 billion, of which a portion was used to repay borrowed funds of Rp2,019 billion, repurchase of securities sold with agreement to repurchase of Rp1,492 billion, and payment for dividends and tantiem of Rp2,323 billion.

Cash outflows from funding activities in 2003 totaled Rp4,005 billion, comprising the repayment of fund borrowings and subordinated loans of Rp5,437 billion, a return of excess paid-up capital during recapitalization totaling Rp1,412 billion, and payment for dividends and PUKK of Rp2,930 billion.

Capital Expenditure

Consolidated capital expenditures for the past two years were as follows:

	Rp billion	
	2003	2004
Land and Buildings	29	38
Office Equipment, Hardware and Software	913	650
Vehicles	14	21
Total	956	709

Bank Mandiri has budgeted Rp930 billion in 2005 for capital expenditures, consisting of Rp175 billion for network expansion and renovation, Rp630 billion for IT (including ATMs) and Rp125 billion for other items such as office equipment and inventories.

Commitments and Contingencies

The table below shows credit risk bearing commitments and contingencies as of December 31, 2003 and 2004:

	Rp billion	
	2003	2004
Rupiah		
Outstanding Irrevocable Letters of Credit	960	369
Bank Guarantees Issued	2,508	3,186
Standby letters of credit	30	30
Subtotal (1)	3,498	3,585
Forex		
Outstanding Irrevocable Letters of Credit	4,213	6,117
Bank Guarantees Issued	2,656	4,308
Standby letters of credit	2,733	2,943
Subtotal (2)	9,602	13,368
Total (1+2)	13,100	16,953

Commitments and contingencies collectibility as of December 31, 2003 and 2004 is as follows:

Rp billion

	2003	2004
Performing	12,994	16,944
Non Performing	106	9

Total credit risk bearing commitments and contingencies as of December 31, 2004 increased by 29.4% compared to 2003. This increase was due to a greater issuance of Letters of Credit and Bank Guarantees.

Allowances for possible losses on commitments and contingencies as of December 31, 2004 and December 31, 2003 were Rp566 billion and Rp572 billion respectively.

Other Financial Ratios (Bank Only)

The following table provides other financial ratios, in accordance with Bank Indonesia's regulations:

Ratio	2003	2004
Fixed Assets to Capital	20.6%	19.2%
Non-Performing Earning Assets	3.5%	3.7%
Allowance for Possible Losses on Earning Assets to Earning Assets	4.9%	4.9%
Provision for Possible Losses on Earning Assets	141.1%	132.8%
Operating Expenses to Operating Income (1)	76.4%	66.6%
Percentage of Lending in Excess of Legal Lending Limit		
· Related Party	0.0%	0.0%
· Third Party	0.0%	0.0%
Percentage of Violation of Legal Lending Limit		
· Related Party	0.0%	0.0%
· Third Party	0.0%	0.0%
Rupiah Minimum Reserve Requirement	6.7%	9.1%

Note

(1) Operating expenses, including interest expenses, provision for possible losses on earning assets and other assets divided by operating income including interest income.

“Bank Mandiri in 2004 has become a universal bank, catering to all customer segments. This provides a strong foundation for our next phase transformation into a Dominant Domestic Bank and eventually a Regional Champion Bank.”



Lee Kuan Keat
CFO & SEVP

- CFO & SEVP, Finance & Strategy, Bank Mandiri since September 2003.
- CFO & SEVP, Financial & Information, Bank Mandiri (January 2001–September 2003).
- Chairman, Bank Mandiri (Europe) Ltd. London since November 2002.
- CFO & EVP Coordinator, Information & Financial, Bank Mandiri (August 2001–December 2002).
- CFO & Executive Vice President, Financial Control, Bank Mandiri (September 1999–July 2001).
- Project Advisor, Andersen Consulting, Jakarta 1999.
- CFO, Esanda Finance Limited / Group Senior Finance Manager, ANZ Banking Group, Australia (1988–1998).
- Director / Senior Manager, Victorian Auditor General, Australia (1984–1988).
- Consultant, Arthur Andersen, Australia (1979–1984).

Management Strategy

In order to achieve our aspiration to become a Regional Champion Bank, Bank Mandiri needs to build upon several inter-connected strategies:

1. Retaining a leading position in Corporate Banking

The four legacy banks that were merged to form Bank Mandiri were each focused primarily on corporate banking. From the outset, therefore, Bank Mandiri has been positioned as the clear market leader in the corporate banking segment. This strength has been bolstered by the completion of extensive loan restructuring and subsequent improvements in the quality of the corporate loan portfolio.

As the economic recovery continues over the next few years, Indonesia will enter a new investment cycle that is expected to create significant opportunities, particularly within the infrastructure sector. As a prominent intermediary in the national economy and the market leader in corporate banking, Bank Mandiri expects to selectively participate in these opportunities to optimize our loan exposure while strictly adhering to prudential banking principles.

In order to maintain competitiveness, Bank Mandiri needs to continue to diversify its corporate banking business through improvements in the productivity and quality of the loan portfolio as well as by exploring opportunities to generate fee-based income, especially in conjunction with Mandiri Sekuritas.

2. Increasing market share in Commercial & Consumer Banking

The Bank's market shares in the commercial and consumer banking segments are much smaller compared to corporate banking. These segments, however, offer prospects for significant growth given the increasingly important role of small and medium enterprises (SME) within Indonesia's post-crisis economy, and Bank Mandiri's relatively low market penetration in the highly fragmented consumer banking segment.

The Bank's strategy is to increase market share in the commercial and consumer banking segments through aggressive business development, including organic growth, mergers & acquisitions, the ongoing expansion of our distribution networks, and sustainable product development.

These consumer and commercial banking development initiatives are integral elements of Bank Mandiri's positioning as a Universal Bank that is capable of serving all customer segments. The early results of this strategy are implied by our

achieving a loan portfolio balance between corporate and non-corporate of 48% to 52% at end of 2004.

3. Expanding the utilization of Information Technology

To optimize and support Bank Mandiri's long-term plan, the Bank has developed a Strategic Plan for Information Systems Development 2000-2007 as a master plan and road map for IT development through the next several years. This strategic plan follows on from the previous three-year strategic plan during which Bank Mandiri invested USD176 million to replace inherited IT infrastructure with more reliable and sophisticated hardware and software.

4. Fortifying Risk Management

Bank Mandiri will continue to build organization-wide risk management capabilities and optimize the risk management and monitoring unit to identify and mitigate credit risk, market risk, liquidity risk, operational risk, legal risk, reputation risk, strategic risk and compliance risk. This program includes the continuous development and implementation of specialized tools, methodologies and analyses for risk management. This expansion of the Bank's risk management capability will ably prepare the Bank for Basel II implementation.

5. Enhancing Human Capital Management

In line with Bank Mandiri's Phase II transformation (2005-2009) focusing on growth, the function of human resource development will be repositioned from a largely administrative and operational function to a more strategic development role. Through this repositioning, human resource development is expected to provide greater support for the business development that will ultimately generate superior value-added for the Bank. The development of the Human Capital Management Strategic Plan has formalized a new vision, mission, working values and new paradigms to prepare the organization for Competency Based Human Resources Management.

6. Garnering competitive advantage through Mergers & Acquisitions

To support the medium-term objective of becoming a Dominant Domestic Bank, Bank Mandiri will continue to seek out non-organic growth opportunities through mergers and acquisitions (M&A). The Bank's anticipated M&A initiatives can be divided into two primary categories: acquisition of scale and acquisition of capability. Acquisition of scale will focus on both exponentially expanding Bank Mandiri's market share and customer base and increasing operational scale to take advantage of greater cost efficiencies. Acquisition of

capability will aim to acquiring specific products, organizational capabilities or market segments that would be difficult to build or penetrate through organic growth alone. Potential targets for such acquisition could include multifinance companies or banks with a specialized business. Should such an acquisition take place, the target company would remain as an independent business with a mandate to optimize cross-selling opportunities and strategic alliances with the Bank's other businesses.

Integrating a Performance-Based Culture and Tools into the Strategic Management Process

Bank Mandiri's development into a world-class company, effectively applying Active Value Management, will require a comprehensive and integrated set of strategic management

tools for business planning, performance measurement, goal-setting and decision-making, as well as for undertaking corrective actions.

The formulation of a Bank-wide strategy provides a road map for the achievement of shareholders' vision and aspiration as declared in corporate business plan. This is a critical process that must be managed effectively and efficiently and subsequently translates into derivative strategies and action plans for each business and working unit which can be measured, monitored and controlled. The result should be the optimum alignment of and synergy among the Bank's many working units.

Performance Management Development in supporting Performance Based Culture

Years/Period	1999	2000	2001	2002	2003	2004 >
Corporate Strategy	Restructuring, recapitalization and integration phase		Consolidation and business infrastructure preparation phase		Growth and market development phase	
Performance Control Tools	Investment Management Performance Agreement (IMPA)		<ul style="list-style-type: none"> • KPI summarized from an Annual Plan • Performance Measurement System (PMS) development started 		<ul style="list-style-type: none"> • KPI formulation using Balanced Scorecard and PMS approaches 	
Measurement System	Monitoring Team Unit Ministry of Finance measured IMPA target achievement		<ul style="list-style-type: none"> • Self assessed KPI measurement • Decentralized formulation and measurement 		<ul style="list-style-type: none"> • Centralized monitoring and control in Strategy and Performance unit 	
KPI	Focused on restructuring indicators, such as NPL, LLL, NOP, Loan concentration		Focused on profitability (earnings, ROE, ROA) and business volume		Four perspectives (Financial, customer, process and human resources) Financial aspect including profitability per business unit	

Bank Mandiri has been actively developing and refining an array of performance management tools in the past few years, and has now successfully implemented the Balanced Scorecard Method and a Performance Measurement System (PMS) to assess each working unit's performance, and to provide data-driven analysis from which to develop their respective businesses.

The Balanced Scorecard requires that every area within the Bank adopt a set of key performance indicators that incorporate and achieve a balance between the financial, customer, internal business and people development perspectives. The process for formulating, calibrating and evaluating these key performance indicators is integrated within the annual planning process, and makes the Balanced Scorecard an effective tool for communication and negotiation in integrating each working unit's action plan and strategic goals within the overall goals of the Bank. These key performance indicators (KPIs) become, in turn, a formal commitment from each working unit to a specific, measurable performance benchmark contributing to bank-wide strategic goals. This approach guides each unit to contribute optimally to the sustained value-creation of the company.

The Performance Measurement System (PMS) is a set of tools that provide data for examining detailed Unit Profitability Analysis (UPA), Product Profitability Analysis (PPA) and Customer Profitability Analysis (CPA) within a Risk Adjusted Performance Measurement (RAPM) approach.

Analyses resulting from the Performance Measurement System (PMS) have broken down bank-wide performance into detailed multi-dimensional variables, providing more specific information for the strategy formulation process. Segregation at the levels of segments, customers and products enables each business unit to analyze its financial strengths and weaknesses, and identify new opportunities.

Over the long term, the Performance Measurement System application will be integrated with risk management applications in managing the business in accordance to Basel II. The more measured capital allocation process should, therefore, improve risk adjusted returns (RAROC) and optimize shareholder value added (SVA).

Corporate Governance

Bank Mandiri's strategic and consistent approach to corporate value creation has contributed to improve the image of and confidence in the Bank among both the domestic and international communities. While Bank Mandiri has received numerous awards from domestic and international institutions for its efforts, management views the continued emphasis on and enhancement of good corporate governance practices at Bank Mandiri as requisite in order to build shareholder value, protect the institution's reputation and trust, and oversee stakeholders' interests.

At the same time, the Bank's mission is to be market-oriented, maximizing returns to our shareholders while demonstrating sensitivity and concern for the community, the environment, and the many constituencies that comprise our stakeholders.

We adhere to the high standard of TARIF, i.e. Transparency, Accountability, Responsibility, Independence and Fairness in all aspects of our business activities, and we continuously communicate these values to our staff through various programs.

These values are also embedded in many of the Bank's policies, including through:

- Maintaining strong capital by meeting or exceeding the requirement for Capital Adequacy Ratio (CAR) set by Bank Indonesia;
- Developing business processes with optimal use of advanced information technology in order to deliver products and services demanded by our customers, increase operational efficiency and establish built-in control systems;
- Implementing comprehensive risk management and good corporate governance practices at all levels of the Bank's organizational and operational structure based on international best practices, including complying with the minimum reserve requirement set by Bank Indonesia;
- Developing comprehensive and competitive human capital management.

Information Disclosure

Bank Mandiri reliably reports to Bank Indonesia, Indonesian Capital Markets Supervisory Agency (BAPEPAM), Jakarta Stock Exchange (JSX) and Surabaya Stock Exchange (SSX), and publicly announces all events and material information which could impact the share price or investors' decisions on a timely and objective basis and based upon existing rules and regulations.

This information included resolutions of the Annual General Meeting on May 5, 2004 which approved the utilization of profit for the fiscal year 2003 following the quasi reorganization (May to December 2003 period) in the amount of Rp3.2 trillion, the appointment of a public accounting firm for fiscal year 2004, established the remuneration/salary and allowance for members of the Board of Directors and Board of Commissioners and announced the payment schedule of interim dividends for fiscal year 2004, which were paid on November 24, 2004.

In line with Bank Indonesia's regulations, Bank Mandiri announces its financial results (profit & loss and balance sheet) on a quarterly basis and publishes these in at least two newspapers. In addition, the information is posted on the Bank's website as well as that of Bank Indonesia, which also includes the Bank's monthly reports to Bank Indonesia.

This level of transparency demonstrates Bank Mandiri's commitment to comply with good corporate governance practices at the standard of international banks.

Compliance towards Good Corporate Governance Principles

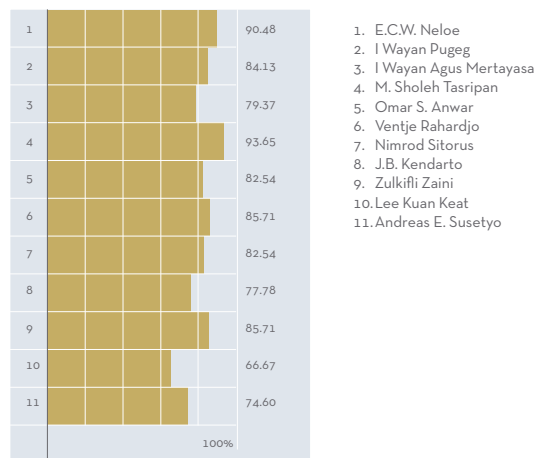
Our principles for good corporate governance are stipulated in the Bank's mission and vision, Code of Conduct, Code of Information Transparency, the Board of Commissioners Manual, Annual Disclosure and the 'Three No's' policy, all of which have been implemented for some time.

The Three No's policy (No Errors, No Delays and No Special Payments) has been stipulated in all operational activities. The prohibition of No Special Payments has been communicated through the media and through written notices to all suppliers and vendors banning all gifts/ payments to staff at Bank Mandiri. Should there be evidence of any violations of this policy, the Bank will reconsider its relationship with the suppliers and sanction the employee.

Commissioners, Independent Commissioners and

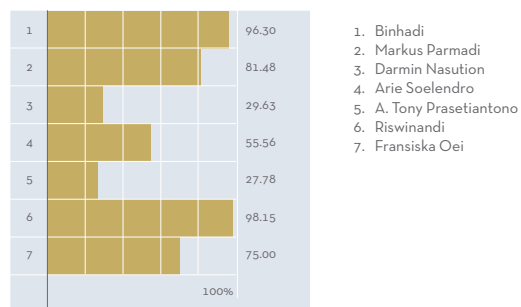
Board of Directors Meetings 2004

% Attendance



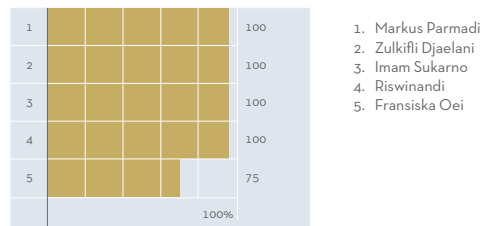
Board of Commissioners Meetings 2004

% Attendance



Audit Committee Meetings 2004

% Attendance

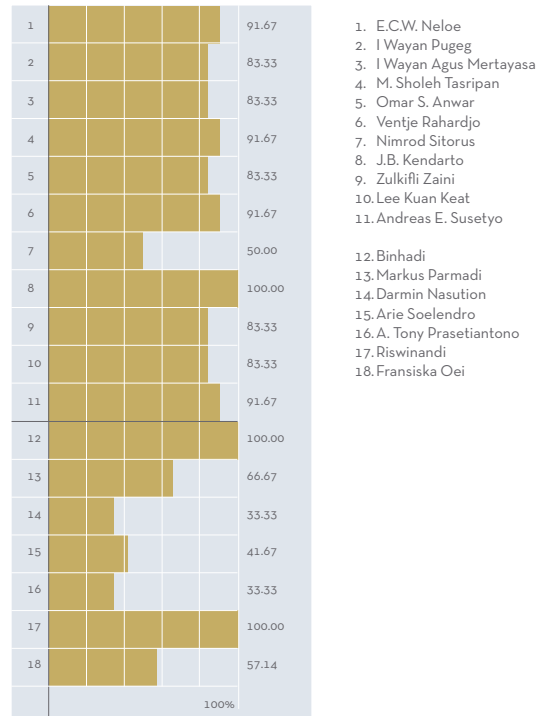


Notes

Absences are due to sick leave and/or business trips.

Joint Meetings 2004

% Attendance



Notes

Absences are due to sick leave and/or business trips

Directors

Commissioners and Directors in Bank Mandiri have separate tasks and functions. The Commissioners' main responsibilities are to monitor and supervise the activities and operations of the company by the Board of Directors. The Board of Directors, on the other hand, is responsible for managing the company in order to accomplish the mission and goals of the company, as well providing leadership for those tasks. The Board of Directors has the right to represent the company in and out of court as well as enter into binding agreements with external parties.

Commissioners and Directors are appointed and replaced by, and held accountable to, shareholders during the Bank's Annual General Meeting (AGM). During the Extraordinary General Meeting of Shareholders (EGM) on September 29, 2003, shareholders appointed seven Commissioners (three of them are Independent Commissioners) and nine Directors.

Commissioners and Directors Meetings

In 2004, the Board of Commissioners and Board of Directors held 54 and 63 meetings respectively. There were also 12 joint meetings between the Boards of Commissioners and Directors.

Meetings of Commissioners/Directors can be held at any time if requested by one or more members of the Board, or by written request by Directors/Commissioners or one or more shareholders representing 1/10th of total outstanding shares.

Corporate Secretary

To facilitate effective communication and availability of information to various stakeholders, Bank Mandiri has designated one Director to be the company's Corporate Secretary.

Senior Executive Vice President (SEVP)

There are 2 SEVPs at Bank Mandiri, accountable to the Board of Directors. They are the Chief Financial Officer (CFO) and Chief Technology Officer (CTO).

Committees Reporting to the Commissioners and Directors

Bank Mandiri places great importance on the integrity and independence of the Bank's audit process. An Audit Committee has been established since August 1999 and has assumed the audit responsibility assigned by the Board of Commissioners. In addition to the Audit Committee, at the end of 2003 the Board of Commissioners established three committees - Nomination and Compensation Committee, Risk Policy Committee and Research & Secretariat Committee, and designated the Deputy Chairman and Independent Commissioner as the Chairman of the Audit Committee.

The Board of Directors has established three committees to assist the Board: Risk and Capital Committee (RCC), Information Technology Committee (ITC) and Personnel Policy Committee (PPC).

RCC is responsible for setting guidelines for risk management, consisting of market risk, credit risk, portfolio risk and operational risk, and aims to maximize benefits in line with the bank's overall strategy and prudent banking practices as outlined in the risk manual and delimited by the bank's risk appetite. RCC also monitors compliance with internal and external guidelines as set by Bank Indonesia.

ITC's main task is to ensure consistent implementation of our IT strategic plan to be in line with the overall strategy of the bank. ITC also monitors various IT projects to ensure they are consistent with the Project Charter. This committee is also expected to provide strategic guidance with regard to the development and enhancement of IT resources, as well as plan for critical projects to avoid disruption in IT services.

PPC has the authority to establish human resource development policies in line with the Bank's business

strategy, and the responsibility to ensure the implementation of PPC's resolutions.

Remuneration Policy

Commissioners and Directors receive salary/bonus and other allowances as stipulated in the AGM resolutions. The May 5, 2004 AGM approved the amount of salary/bonus and remuneration package for Directors/Commissioners and Commissioners' Secretary, as follows:

a. President Director's salary to be increased by Rp25 million or 33.3% per month from the annual salary for the year 2003, beginning on January 1, 2004.

b. Salary for Deputy President Director, Directors, Chairman, Deputy Chairman, Commissioners and Commissioners' Secretary would be 95%, 90%, 40%, 38%, 36% and 15% respectively from the President Director's salary, commencing on January 1, 2004.

c. Facilities and allowances stipulated by AGM resolution for FY 2001, effective since June 14, 2002.

d. Pension package in line with AGM resolution dated January 22, 2003.

In 2004, total compensation/salaries, facilities, allowances and pension packages paid for Commissioners, Directors, Audit Committee, SEVPs, Group Heads and BOD Advisors was Rp96.2 billion, as follows:

	Member	Salary	Benefit	Bonus	Total
Board of Commissioners	7	4,436	2,663	7,302	14,401
Board of Directors	9	14,919	7,752	20,750	43,421
Audit Committee	3	636	123	272	1,031
SEVPs, Group Heads and BOD Advisors	37	21,333	4,903	11,079	37,315
Total	56	41,324	15,441	39,403	96,168

Rp billion

Anti Money Laundering (AML) and Know Your Customer (KYC) Principles

Bank Mandiri implements all AML and KYC principles in line with the regulations of Bank Indonesia. The Bank makes every effort to ensure that each unit implements both principles consistently.

The effectiveness of this implementation is monitored by a special task-force (department-level) within the Compliance Group. This unit reports to the Compliance Group Head—a special officer assigned by Directors according to Bank Indonesia’s regulation, and the Group Head reporting to Compliance Directors.

The Bank has undertaken an on-desk review and an on-site review to ensure the implementation of KYC/AML principles. The on-desk review is a monitoring process based on reports from all units, which are followed up and reported to the authorities. On-site review is a monitoring process based on “unit’s risk factor” and/or “unit’s personnel understanding.”

A unit’s risk factor is usually related to a high transaction volume, which can occasionally impair the supervision of front-liners and subsequently adversely impact the implementation of KYC/AML principles. If it is revealed during on-desk review that there is insufficient level of understanding of the KYC/AML principles, in addition to an on-site review, the Bank will also conduct additional training for front-liners.

The implementation of KYC/AML principles is also subject of audit by the Internal Audit Group. Results of any internal audit will be reported to the Compliance Director and Compliance Group for follow-up of the findings through corrective action to the specified unit.

Bank Indonesia has determined that the Bank’s implementation of the KYC/AML principles is sufficient and sound. Nevertheless, the Bank will continue to improve its Customer Information File (CIF) and automatic information system to monitor unusual monetary transactions. The automatic information system will provide timely and accurate reports in line with Bank Indonesia’s regulations.

Communicating with Stakeholders

As required by the law, Bank Mandiri discloses information related to its performance, financial condition and corporate developments to all stakeholders through the Jakarta Stock Exchange, Bank Mandiri’s website (www.bankmandiri.co.id), Bank Indonesia (www.bi.go.id) and State Ministry of State Owned Enterprises of the Republic of Indonesia (www.bumn-ri.com).

Commissioners, Board of Directors, SEVPs and Audit Committee Ownership of Stock and Stock Option as of December 31, 2004

in shares

Names	Shares	Option (1)
Commissioners		
Binhadi	922,219	-
Markus Parmadi	80,000	-
Darmin Nasution	-	-
Arie Soelendro	-	-
Fransiska Oei	-	-
A. Tony Prasentiantono	-	-
Riswinandi	-	-
Sub-Total	1,002,219	-
Directors		
E.C.W. Neloe	2,305,554	11,088,011
I Wayan Pugeg	2,075,000	8,316,008
I Wayan Agus Mertayasa	200,000	8,316,008
M. Sholeh Tasripan	2,075,000	8,316,008
Omar Sjawaldy Anwar	200,000	8,316,008
Ventje Rahardjo	2,075,000	8,316,008
Nimrod Sitorus	4,358,004	4,158,004
JB Kendarto	2,075,000	8,316,008
Zulkifli Zaini	160,038	998,562
Sub-Total	15,523,596	66,140,625
SEVPs		
Lee Kuan Keat	2,305,554	9,240,009
Andreas E. Susetyo	861,868	603,385
Sub-Total	3,167,422	9,843,394
Audit Committee		
Markus Parmadi (2)	-	-
Zulkifli Djaelani	59,444	-
Imam Sukarno	-	-
Sub-Total	59,444	-
TOTAL	19,752,681	75,984,019

Notes

(1) Valid for a five-year period (through July 14, 2008)

- Vesting 1, 50% as of July 14, 2004
- Vesting 2, 50% as of July 14, 2005
- Strike Price: Rp742.50 (110% of IPO price)

(2) Also as Deputy Chairman

“...Bank Mandiri has realized the need for fundamental change in the implementation of prudent banking practices, through integrated risk management and an optimized control function. This fundamental change has created a healthier and more controlled credit culture within the Bank.”



I Wayan Agus Mertayasa
Managing Director & SEVP

- Managing Director of Bank Mandiri since August 2002.
- SEVP, Corporate Secretary & Compliance, Bank Mandiri (August 2001–July 2002).
- EVP, Risk Management, Bank Mandiri (July 1999–July 2001).
- Director, Bank Pembangunan Indonesia (1994–1999).
- General Manager, Bank Bumi Daya New York (1993–1994).
- Chief Representative, Bank Bumi Daya Representative Office Hong Kong and Chief Executive, Bumi Daya International Finance, Hong Kong (1992–1993).
- General Manager, Bank Bumi Daya, Los Angeles (1991–1992).
- Credit Analyst, Bank Bumi Daya, and Deputy Branch Manager and Branch Manager at various branches (1973–1992).
- Member of Board of Commissioners of several Bank Mandiri-affiliated companies in Indonesia.

Risk Management

The difficult lessons of the financial crisis created awareness at Bank Mandiri of the critical need to implement prudent banking practices based upon integrated risk management. During the merger process itself, risk management, especially credit risk management, was a priority for the Bank's management given the fundamental role of risk management in the "four-eye principle" (the separation of lending decisions from credit risk decisions). This fundamental change has created a healthier and more controlled credit culture in the Bank.

In addition, in line with the commitment of the Bank's management (President Director & CEO, Board of Directors, and Board of Commissioners) and in order to improve the function of risk management as a whole, the Bank has formed a risk management unit, with responsibility for managing and mitigating credit risk, market risk and operational risk.

Several initiatives have been adopted by the Bank to optimize the risk management function, including the formation of the 'Risk and Capital Committee' (RCC), which is responsible for overall risk management implementation in Bank Mandiri. The Committee's members comprise the Bank's senior executives, led by the President Director & CEO. Other initiatives include the development of tools for the identification, measurement, and control of credit, market, and operational risks in order to support the development of the Bank. These initiatives are in keeping with Bank Indonesia's guidelines, which are derived from a risk-based supervision approach and the Basel Accord.

We continue to enhance our risk management systems in accordance with the Basel Accord as well as Bank Indonesia's guidelines, in order to comply with international standards and practice for risk management implementation.

One of the key milestones in 2004 was the introduction of risk management implementation referencing Basel II. This was a continuation and amplification of earlier risk management initiatives within the Bank. In fulfilling its intermediary function, Bank Mandiri must also ensure adherence to prudent banking through an integrated, measured, and controlled risk management platform. We have, therefore, formed a Basel II Compliance Committee as the first step toward full compliance with the Basel II Accord (the new Basel Capital Accord), which is in line with Bank Indonesia's plan for implementation of Basel II in Indonesia.

A. Long Term Benefits Of Adopting Basel II

Basel II requires an international-scale financial institution to improve and enhance its risk management. Implementing Basel II principles as a whole is expected to engender the creation of a healthy and well-managed banking system.

Bank Mandiri will strive to implement Basel II principles that reflect prudential banking practices and support long-term sustainable growth. The Bank is committed to establishing risk management as one of its core competences in order to assure all stakeholders that Bank Mandiri's growth will be prudent.

Implementation of Basel II will be done in stages, beginning with the Standard Model and followed by the Internal Model. The preparation for Basel II covers effective practice of risk management, competent human resources, capable information technology and data, and other supporting elements such as IFRS-based accounting standards.

B. Implementation of Basel II

Bank Mandiri has identified eight risk types - market, credit, liquidity, operational, strategic, compliance, legal, and reputation - to address through its risk management procedures. Based upon a diagnostic review, in 2004 the Bank delineated an action plan consisting of several initiatives to close the gap between current risk management implementation and future requirements.

In line with Bank Indonesia mandates, Bank Mandiri has initiated the implementation of three (3) pillars of Basel II; CAR (Capital Adequacy Ratio) calculation, enhancement of risk management process as required by the regulator, and implementation of transparency principles as required by the market. All of these strategic initiatives were conducted through the formation of the Basel II Committee.

C. Credit Risk

Loan Origination System

In order to strengthen the Bank's competitiveness in originating loans, Bank Mandiri has launched a web-based Loan Origination System (LOS) for Small & Medium Enterprises/Commercial as a tool to standardize and shorten loan processing time. Our SME Scoring System (SMES) and Bank Mandiri Rating System (BMRS) serve to more comprehensively evaluate credit risk levels.

The LOS SME/Commercial processes loan applications from small businesses and middle commercial customers. The system spans the entire process from loan application to account recording, and includes facilities for keying in the required data for scoring and rating. The LOS also provides the capacity to track the progress of loan applications.

By monitoring all loan applications through the LOS implementation, the Bank can more efficiently ensure that our service commitments are met. In addition, the loan application database is more accurate and avoids duplicate entries.

Scoring and Rating System

Bank Mandiri calculates credit risk using several parameters including probability of default, loss given default, exposure at default and maturity via scoring and rating systems for Consumer, Small Business, Middle Commercial and Corporate segments. These systems help to quantify the risk level for individual debtors and to determine the appropriate interest rate (risk-based pricing).

Implementation of the scoring system in the Consumer segment enabled the Bank to record significant consumer loan growth in the past year, accompanied by a relatively low level of non-performing loans (NPLs).

Portfolio Analysis and Guidelines

The quality of earning assets over the past year has improved through the application of a comprehensive risk management system. The level of NPLs in 2004 has shown an encouraging downward trend.

One factor in controlling NPLs has been continued business expansion through a focus only on prospective sectors. Each sector is analyzed from a portfolio view, taking into account leading, coincidence and lagging indicators to determine the risk and return prospects for each economic sector. This analysis serves as a guideline for each business unit to plan for further expansion. This guideline model can then be reflected in a Portfolio Guideline, which highlights three categories of risk: Green (high expected return, low risk), Yellow (average expected return, average risk) and Red (low expected return, high risk).

Portfolio Guidelines also serve to control credit exposure for certain segments or sectors. With the guidelines, the Bank expects to expand within any prospective sectors and to control exposures in any non-prospective sectors.

The Bank regularly issues portfolio reports (Portfolio Cockpit, Portfolio Monthly Report & Portfolio Quarterly Report), which examines the portfolio performance for the past, current and future periods. These reports can be used as references to calculate Risk Adjusted Return on Capital (RAROC) and Economic Value Added (EVA), which will eventually be implemented as the basis for lending.

Portfolio analysis provides input for the Risk & Capital Committee in setting the Bank's strategy for loan expansion. Any resulting expansion will be more focused on specified sectors in order to obtain maximum diversification of the loan profile.

Sector	Dec, 2003		Dec, 2004		Growth (YoY)	
	Rp billion	%	Rp billion	%	Rp billion	%
Agriculture	8,992	12.27	8,317	9.39	(675)	(7.51)
Mining	2,499	3.41	3,743	4.23	1,245	49.82
Food, Beverage & Tobacco	5,331	7.27	7,800	8.81	2,469	46.31
Textile & Leather Manufacturing	5,203	7.10	5,243	5.92	41	0.78
Wood Manufacturing	2,748	3.75	3,304	3.73	556	20.23
Pulp & Paper Industry	3,761	5.13	4,047	4.57	286	7.60
Chemical, Oil Refinery, Coal, Rubber & Plastic	7,636	10.42	7,680	8.67	44	0.58
Non-metal Manufacturing	2,916	3.98	2,468	2.79	(447)	(15.34)
Other Manufacturing	4,521	6.17	6,622	7.48	2,101	46.47
Electricity, Oil & Water	1,428	1.95	1,657	1.87	229	16.00
Construction	3,864	5.27	6,030	6.81	2,166	56.06
Trading, Restaurants & Hotels	9,791	13.35	11,567	13.06	1,776	18.14
Transportation, Warehousing & Communication	4,323	5.90	3,923	4.43	(400)	(9.25)
Services	4,896	6.68	6,141	6.94	1,245	25.43
Others	5,403	7.37	10,002	11.30	4,598	85.10
Total	73,311	100.00	88,545	100.00	15,234	20.78

Credit Policy

Credit risk management on a transactional level is regulated through the Bank's credit policy and strengthened by the Four Eye principle, and has laid the foundation for a healthy credit culture with greater objectivity and quality in decision-making. In addition, Bank Mandiri sees the importance of monitoring and controlling credit risks after the loan has been disbursed until its final payment.

D. Market Risk

Interest Rate Risk

Interest rate risk management is applied to both the banking book and trading book portfolios. The portion of the banking book portfolio which is interest rate sensitive includes loans, government bonds, third party funding (demand deposits, savings deposits, and time deposits), and fund borrowings. Interest rate gaps between assets and liabilities in this portfolio can impact the profits and equity of the Bank.

The trading book portfolio is interest rate sensitive due to changes in mark-to-market value and includes assets held as 'available for sale'.

A re-pricing gap analysis is used to measure the impact of interest rate changes on the Bank's profitability. We use duration gap analysis to measure the impact of interest rate changes on the Bank's equity value (economic value of equity or EVE). In addition, to measure trading activity risk, the Bank adopts Bank Indonesia's standard procedures and internal approach simultaneously.

Interest rate risk is managed and mitigated through credit limits that are reviewed by the market risk management unit and approved by the Risk & Capital Committee. Limits for the banking book portfolio include a re-pricing gap limit and an equity value sensitivity to interest rate change limit (i.e. 100 bps). For the trading portfolio, including derivatives,

we use VaR as the limit, which will be reflected in trading limits such as maximum open position for each dealer, maximum loss limits and counter-party limits.

In order to comply with risk-based minimum capital requirements, we have begun calculating capital reserves to cover the interest rate risk on the trading book (Tier 1) and banking book (Tier 2).

Foreign Exchange Risk Management

Foreign exchange transaction activities are centralized and managed on a daily basis by the fund management unit. The market risk management unit monitors foreign exchange risk and uses an integrated system of front office (fund management unit), back office (operational management unit), and middle office (market risk management unit).

Bank Indonesia sets the daily net reserves at a maximum of 20% of total capital. The Bank, however, prudently sets a lower internal limit of 5% of total capital.

E. Liquidity Risk

Liquidity risks that the Bank may face arise primarily from third party funding positions, asset liquidity, and liabilities to counter-parties. Meanwhile, the most significant off-balance sheet component of the Bank's liquidity and funding is credit commitments to the Bank's customers.

The liquidity level of the Bank is measured through primary reserve and secondary reserve levels, among other liquidity ratios. The Bank maintains primary reserves in terms of the Minimum Reserve Requirement at Bank Indonesia, and cash in various branches.

The Bank's liquidity risk is measured by the liquidity gap, which is derived from projected needs or liquidity surpluses according to asset and liability maturity period as well as the future business strategy. Based on the Bank's 2005 plan, liquidity is projected to be in a surplus position for the next 12 months.

In general, the market and liquidity risk profile throughout 2004 was within the established limits.

F. Operational Risk

Operational Risk Management Tools

Bank Mandiri has instituted a systematic and measured operational risk management program including the development of risk governance, Operational Risk Management Policy, risk management information systems and Operational Risk Management (ORM) tools.

Our calculation methodology for operational risk capital charges is based on the Basic Indicator approach, which will be continuously enhanced to higher levels, i.e. the Advanced Measurement Approach (AMA).

Bank Mandiri also seeks to build a risk culture, focusing on the implementation of integrated operational risk management in line with the development of operational risk management procedures by adopting the following principals:

1. To establish a conducive operational risk management environment and an efficient and effective risk management platform;
2. Every group unit has the responsibility to understand and implement operational risk management processes in a measured, proactive yet efficient manner;
3. Management of the bank is conducted in a transparent manner and should demonstrate the Bank's ability to implement sound operational risk management to all stakeholders.

The implementation of operational risk management will improve Bank Mandiri's operations, while reinforcing the accountability for operational risk management. Every group head will be equipped with operational risk management tools to identify, appraise, monitor and mitigate their respective risks effectively.

In 2004, Bank Mandiri began to develop a Pro-active Risk Management mechanism, which enabled identification of the operational risks faced by each unit independently, using the Risk Self Assessment (RSA). This bottom-up process involves the staff directly responsible for

the transactions, to ensure the primacy and relevance of the identified risks. The Bank has also developed a risk assessment and identification process for new products and services prior to their launch, in order to enhance its control function. The control function on risk identification finding must be based on minimum control standards required by each group within the Bank and will subsequently become the Key Operational Risk Controls (KORC).

Risk management for the additional four classes of risk - legal, reputation, strategic and compliance - is coordinated by the Risk Management Task Force through the implementation of rules, regulations and control systems, whereas operational management remains the responsibility of the business and task units in charge of legal, reputation, strategy and compliance functions.

G. The Road Ahead

According to Bank Indonesia's timeline, all banks in Indonesia should implement Basel II by adopting the Standard Model by the beginning of 2008, with the Internal Model to follow in 2010. In anticipation of this timeline, Bank Mandiri will continue to build upon the above risk management initiatives to enhance the credit risk, market risk, and operational risk management systems according to Basel II. Bank Mandiri will continue to seek guidance from international banks that have successfully implemented Basel II and from competent international consulting firms.

Bank Mandiri's Risk Profile

In order to provide a comprehensive risk profile of the Bank based on a bank-wide or business unit perspective, Bank Mandiri is in the process of preparing a Risk Profile Report that describes the risk type at each business unit and the control systems for 8 classes of risk: market risk, liquidity risk, credit risk, operational risk, legal risk, strategic risk, reputation risk and compliance risk. The Bank will then be able to identify the composite risk level (low, moderate or high) based on those two factors. This risk profile will also inform the conduct of other business activity such as investments in other companies or foreign financing activity.

Mandiri Operational Risk Information System [MORIS]

By adopting the Mandiri Operational Risk Information System (MORIS), Bank Mandiri will continue to learn from its experience with losses in a transparent manner. MORIS will be an information system examining operating losses, and used as a learning tool for operating risk events and mitigating factors. Data on such losses is expected to be an important source of information for strategic decision-making processes based on a comprehensive database of operating losses.

Enterprise Risk Management [ERM]

To support the establishment of an enterprise risk management system, Bank Mandiri will begin collecting historical data sets for each risk class. The creation of this database will be conducted by integrating the banking book and trading book so that the calculation of capital charges and bank-wide risk analysis can be done by using the same source data. From the credit and operational risk perspectives, several enterprise-wide initiatives will be implemented through 2008, including a Central Liability System (CLS) to provide a limit-monitoring system especially in managing credit risk.

“Winning the 2004 MIS Asia Innovation Award for IT Governance positions Bank Mandiri as the organization which best ensures that IT is aligned with the business objectives and delivers value.”



Andreas E. Susetyo
CTO & SEVP

- Chief Information and Technology Officer & Senior Executive Vice President, Information & Technology, Bank Mandiri, since October 2003.
- Executive Vice President, Information & Technology, Bank Mandiri (August 2001–October 2003).
- Senior Vice President, Head of Information Technology, Bank Mandiri (2000–August 2001).
- Director, Bank Niaga (1999–2000).
- Senior Vice President & Group Head, Information & Technology, Bank Niaga (1995–1999).
- Director, Mitra Info Konsultasi Jakarta (1991–1995).
- Vice President, Technology Planning, Swadharma Duta Data (1987–1990).
- Account Manager, Daeng Brothers (1984–1986).

Information Technology

IT Governance

Concern for corporate governance, which is gaining prominence on the agenda of Boards across Asia including Bank Mandiri's, has cascaded down to governance activities of IT within Bank Mandiri. Bank Mandiri's IT governance has been recognized in the 2004 MIS Asia Innovation Awards for IT transformation through the Enterprise Mandiri Advanced System (eMAS) program.

Our eMAS implementation provided Bank Mandiri with a robust information technology infrastructure and application systems for our universal banking business in accordance with the 2001 - 2003 IT Strategic Plan. It established Application, Infrastructure and Information architectures as the strategic enablers to support current business needs and future business growth through the development of new products and services, channel expansion, features enrichment and mergers & acquisition. The immediate post-merger focus of IT was to achieve a level playing field through integrated transaction processing, enhanced and expanded delivery channels and MIS support. This has now shifted to systems for productivity, risk management and information and knowledge management in the 2004 - 2007 IT Strategic Plan, through the following programs:

- Leverage and optimize eMAS for creating business value to compete,
- Customer Relationship Management and Business Intelligence for better customer and business knowledge,
- Integrating systems with process flow capabilities for efficient processes,
- Basel II Compliant Risk Management systems for prudential banking,
- Payment Systems with Host-to-Host capabilities for delivering market distinctive services to extended enterprises.

Consolidating IT Infrastructure

Bank Mandiri's data center, disaster recovery center, server farm, networks, help desk infrastructure and transaction processing applications have been consolidated to achieve lower unit costs.

Infrastructure initiatives implemented in 2004 to attain higher availability and effective service levels include a fully resilient Disaster Recovery Center (DRC) with mirroring technology to replicate data for all business applications. An intelligent integrated network with IP technology has been implemented. This high availability communications network allows for an effective and efficient branch and ATM network,

electronic banking, call center, centralized back office processing and workflow automation with imaging.

The convergence of voice, data and image, high band-width usage for multiple applications, reduced price per unit of bandwidth and utilizing band width to up-load and down-load high volumes of data during off peak hours has resulted in higher business value and lower costs for transaction processing.

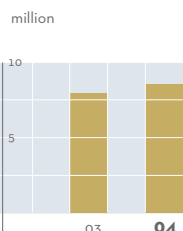
Keeping pace with technology developments, high resilience blade servers have been installed and applications migrated to a common technology platform - .NET.

Leveraging IT Solutions across all business units

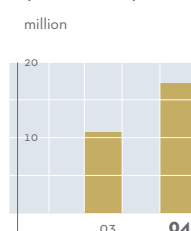
New products and features were offered to our customers through all of our delivery channels by building on the eMAS infrastructure. This expansion continues with the implementation of Point of Sales, Commercial Purchase Cards, Consumer Debit Cards and Syariah Mandiri synergy. Purchase and payment relationships with 3rd party payee corporations have been added to cover all utilities. Additional purchase and payment relationships can be incorporated at will.

On-line transactions processed by these systems increased from 19 million in the month of Dec 2003 to 25 million in Dec 2004 - an increase of over 35%. Much of the transaction increase has been in electronic delivery channels, which recorded a 55% increase, while branch transactions grew by only 9% compared to the same period last year. Today, transactions done through electronic channels stand at almost double that of branch transactions.

On-Line Transactions (Branch)



On-Line Transactions (Electronic)



The established architectures have allowed us to add functionalities to our ATM, electronic banking, call center, and branch networks at nominal cost. Our existing application portfolio and policies on expansions and enhancements maximizes the utilization of installed infrastructure and optimizes the communications network, thereby reducing transaction processing costs and leveraging our IT investments.

Maintaining a close relationship with our customers also plays an important role in sustaining and growing the business. Essential Customer Relationship Management (CRM) capabilities, such as cross-selling and single-customer-view, have been established prior to a full implementation of CRM.

A common view of information on current products and management information across the organization is essential in order to make appropriate business decisions and to ensure that consistent reporting is provided through the enterprise-wide data warehouse. Our recently implemented business intelligence for Consumer Banking and enhanced MIS systems allows the Bank to access near-real-time information from the operational level to the Board of Directors in order to better inform decision-making.

The successful implementation of our Loan Origination System for Consumer Loans has resulted in reduced loan approval cycle times. As a result, we have extended its implementation to Credit Cards and Small & Medium Enterprises as well.

Solutions already implemented for one business unit can be further leveraged by extending the usage to other business units in the coming year, including support for the new business segment of micro banking. Extending business intelligence and collections solutions to appropriate business units is also planned.

BASEL II and Risk Management

An enterprise-wide data warehouse has been established to be the common source for data. This integrates data for decision-making, regulatory reporting and risk management analytics, and eliminates silo implementations. This, combined with the completion of credit scoring for consumer and commercial loans and other significant initiatives in market risk and credit risk, lays a solid foundation for Basel II compliance and prudent banking

practices. This is further complemented by ongoing initiatives in the areas of operational & compliance risk. Additional initiatives for Enterprise Risk Management will be pursued to ensure compliance with Basel II.

With the implementation of our operationally resilient disaster recovery center, continuity of operations with full services is ensured and operational risks relating to the data center activities have been mitigated.

Business Process Standardization

The key driver behind our ERP initiative was to increase internal efficiency and effectiveness through systematically analyzing and streamlining our internal business and support processes. The immediate objective was to lower material and procurement costs, with longer-range goals of capitalizing on exploiting synergies across related organizational units and branches for human resources planning, performance management and budgeting.

A payment gateway with host-to-host capabilities will soon be initiated with a secure, timely and rule-managed nationwide electronic payment and transaction acquiring network for integrated credit and debit payments to consumers, merchants, corporates and other banks.

Leveraging Procurement

The established architectures, governance processes and structures set strict standards for technology, platforms, applications and communications sourcing. Through this, Bank Mandiri has been able to pool and negotiate bank-wide purchasing agreements while standardization has optimized our skill sets and future modernization and upgrade efforts.

The just implemented e-Procurement purchasing platform ensures a uniform procurement process and keeps material and procurement costs down. This will be extended to all branches in the coming year.

“The branches function as our primary Point of Service and Sales, and we are continuously enhancing our level of service quality and coverage area through opening new branches and optimizing existing ones. We have centralized the processing functions for all branches using Straight-Through Processing. In addition, we also manage our equity investments in financial subsidiaries.”



Zulkifli Zaini
Managing Director & SEVP

- Managing Director of Bank Mandiri since September 2003.
- SEVP, Distribution Network, Bank Mandiri since September 2003.
- SVP, Retail Risk Management Group, Bank Mandiri (January 2003–September 2003).
- Vice President and Division Head, Government Relationship Management, Bank Mandiri (September 1999–January 2003).
- Senior Manager, Team Leader, Credit Risk Management, Bank Mandiri (May–September 1999).
- Branch Manager, Bapindo Jambi Branch (1998–1999).
- Deputy Branch Manager, Bapindo Bandung Branch (1996–1998).
- Started career with Bank Pembangunan Indonesia in 1988.
- Project Engineer, Civil & Structural Supervisor, Wahana Muda Indonesia (1983–1988).
- Civil & Structural Engineer, Wiratman and Associates (1980–1983).

Distribution Networks, Operations & Subsidiaries

In order to enhance service quality, Bank Mandiri has received ISO 9001-2000 certification in:

- Incoming/outgoing transfer, RTGS, transfer investigations, tele-transmission and other services.
- Clearing Processing in Jakarta City Operations (JCO).
- Provision of Security Services in Bank Mandiri Head Office.
- Document Management (files and expedition).

2004 Performance

The strategies adopted by the Distribution Network Directorate in 2004 had positive impact on the growth of Bank Mandiri's businesses. Management targets achieved include the following:

1. Local Branch Network

We continued to expand the branch network, opening fifty new offices consisting of nineteen sub-branches and thirty-one cash outlets. We also set up an additional nineteen service delivery points consisting of nine mobile cash outlets and ten payment points.

Existing branches were optimized through the upgrading of eighteen branches (nine cash outlets, three mobile cash outlets and one payment point were elevated to supporting branches; two mobile cash outlets and three payment points were converted to cash outlets) and downgrading two branch offices to sub-branches. In addition, six new outlets for Priority Banking were opened. For ex-Jakarta regions, we also developed twenty-three new community branches.

Outlet	2002	2003	2004
Branch	241	129	127
Supporting Branch Office	247	382	416
Cash Outlets	196	219	246
Total	687	730	789

By end of December 2004, Bank Mandiri's branch network comprised a total of 789 outlets. In addition, the Bank maintained 84 mobile cash outlets and 228 payment points.

2. Operations

The branches function as our primary Point of Service and Sales. Following from the centralization of all processing functions at the City Operations level—including trade services processing—each outlet has been enabled to provide services to all customers (corporate, commercial, and consumer).

The centralization of trade services (LC) processing (export, import and SKBDN) in eleven Bill Processing Centers (BPCs) has been followed by the implementation of Straight-Through Processing (STP) for Trade Services and Bank Guarantees. This system of centralized administration supports more accurate reporting and facilitates more comprehensive risk management.

In addition to the trade services systems, in 2004 Bank Mandiri implemented a new treasury transaction system named OPICS which can support dealing, settlement and treasury transaction analysis using STP in order to accelerate verification, authorization, risk analysis and liquidity analysis.

We implemented STP and arranged for exceptional collaboration with several Correspondent Banks to accelerate incoming/outgoing payments. As a result, we can execute all foreign exchange incoming transfers within certain nominal values and unlimited nominal amounts for US dollars only from several banks to our customers on the same day.

To support this approach, we introduced a "Service Excellence" program with the objective to motivate our staff to deliver consistently excellent service to customers, build a new service culture within Bank Mandiri and monitor service quality at the branch level in collaboration with an independent third party. Through this program, the Bank was awarded third place in the Customer Service Championship by the State Ministry for State-Owned Enterprises (MSOE) during National Customer Day in 2004.

In order to maintain our service quality, in December 2004 Bank Mandiri was awarded the ISO 9001-2000 certification for Quality Management in Domestic and International Payment (including Incoming/Outgoing Transfer, Real Time Gross Settlement (RTGS), Transfer Investigation, Tele-transmission

and Other Services) and Clearing Processing in Jakarta City Operation (JCO).

In order to sustain our operations for the above services, Bank Mandiri has set up a Disaster Recovery Center (DRC) to provide operational backup in the event of a disaster at the head offices. During 2004, we continued to improve our operational backup system to ensure business continuity in the case of a disaster.

3. Procurement and Fixed Assets

- In order to improve efficiency, effectiveness, transparency and planning functions as well as procurement control, we have adopted an e-procurement system for self service procurement since August 2004, and developed an operational manual for inventory, procurement and fixed assets recording, standard operating procedures and manuals (SOP/SOM) for procurement. We also developed a supplier review system including continuous review of price lists for goods.
- To maximize benefits from our unused assets, we conducted a Current Assets Auction, which was held in July and August 2004, that generated Rp 5.1 billion in proceeds.
- As part of our efforts to provide comfort and service to users and third parties, there was on-going maintenance and improvements to the head office, archive center, training center, dormitory, operational vehicles, and improved security functions including enhancing service levels for payment.
- In order to maintain quality standard of the PFA Group's activities, in 2004 we successfully maintained ISO 9001:2000 Certification for Documentation Management (filing and expedition), and were awarded new ISO 9001:2000 Certification for the Provision of Security Services in Bank Mandiri Head Office.
- We also opened the Bank Mandiri Museum as part of our efforts to maintain the historical value of the various goods and antiques owned by the Bank, which included collections from NHM, NHB, Ned. Indische Maatschaf and Bank Industri Negara as well as the four legacy banks (BBD, BDN, BankExim, Bapindo). This Museum is open to the public.

4. Assets Management

Bank Mandiri continued to consolidate extraneous assets and assets (e.g. offices and outlets) located in non-strategic locations by selling them or managing them in collaboration with third parties. Bank Mandiri has developed a Master Plan for Property as a guideline for asset disposal and management.

Bank Mandiri also constructed and renovated new offices to increase our coverage area and support the activities of our business units. For existing offices, we continued to maintain, rehabilitate and renovate in order to ensure those offices' condition to present an appropriate corporate image.

Focus For 2005

1. Domestic Branch Network

- Further optimize the distribution network by opening and/or relocating branches at several strategic locations to support efforts to achieve business targets, increase coverage area, funding, asset product and fee based income/profitability, as well as maintain cost efficiency.
- Increase level of service through branches and electronic channels.

2. Operations

- Develop additional systems to manage transactions based on Straight-Through Processing to improve customer service and satisfaction .
- Continue to implement service-oriented programs and introduce new initiatives such as a recognition program to give appreciation to branches that demonstrate improvements in service quality.
- Implement Continuous Improvement for Bank Mandiri's operational backup system.

3. Procurement and Fixed Assets

- Provide support for the transfer of several groups from head office to BBD Plaza and Rp Soeroso in an efficient and effective manner.
- Provide support for several groups' plan to move from head office to an integrated operation center outside of the Central Business District (CBD).
- Develop the second phase of the electronic Procurement (e-Proc) system, which will be implemented in branches outside of Jakarta, and streamline finance process through e-Proc (eliminate interfacing to JDE).
- Develop Management Information Systems (MIS) to include correspondence, supplier management accreditation

systems, Bank Mandiri's pricing forecasts as well as improve the internal control function to achieve better efficiency, work effectiveness and transparency in procurement processes.

- Expand the role of the Bank Mandiri Museum as an internal and external communications channel.

4. Assets Management

- Conduct additional Equity and Property divestments.
- Increase non-operating income contribution through the sale and rental of property assets.
- Support various business units with the opening of new branches.
- Renovate, recondition and rehabilitate official houses and offices on a periodic basis.

“Our initiatives to increase the level of staff productivity were largely a continuation of the human resource development strategy from the previous year, which was to position our employees as Strategic Assets and Strategic Partners through programs based on Management, Leadership, Development and Tracking, and retaining employees in order to achieve maximum performance.”



Nimrod Sitorus
Managing Director & SEVP

- Managing Director of Bank Mandiri since April 2003
- SEVP, HR & Compliance, Bank Mandiri since April 2003
- Corporate Secretary, Bank Mandiri since September 2003
- SEVP & Group Head, Strategy & Performance Management Group, Bank Mandiri (January 2003–March 2003)
- Group Head, Strategy & Performance Management Group, Bank Mandiri (September 1999–December 2002),
- Division Head, Planning and Budgeting, Bank Pembangunan Indonesia (1997–1999).

Human Capital

In addition, management continues to create a better working environment that enables all employees to work and contribute at an optimal level.

Several strategic initiatives to support this program include: Employees' Soft Skills enhancement through:

1. Leadership development program
 - a. Bank Mandiri, in collaboration with INSEAD, organized a leadership development program for Managers and the promising candidates from the Senior Manager's level, Middle Managers and Junior Managers. By the end of 2004, 359 participants had attended the program. Bank Mandiri will continue to enroll its staff selectively in the Public Leadership Course to provide them with new perspectives and as part of the benchmarking process.
 - b. Bank Mandiri has also conducted an in-house training program called "Transformational Leadership From Within" (TLFW) from the Board of Directors level to first line management at the business units. 110 staff participated in the program in 2004.
2. Conducted a Behavioral Assessment for managers selectively starting from the Senior Manager Level, Middle Manager and down to first line management. The main objective is for competency development purposes and determining compatibility between the position and person being assigned. There were 371 staff participants in this Assessment Program.
3. Implemented a skill development coaching program for managers in collaboration with Daya Dimensi Indonesia, which will later be conducted independently by Bank Mandiri through cascading the process to the rest of managers in the main office and branches.

In addition to skills improvement efforts, the Bank has also enhanced the policy infrastructure and supporting systems including:

1. Organizational realignment to enhance and improve organizational structure through the realignment of the Consumer, Commercial, Corporate, Micro Banking and Treasury units, focusing on enhancing services to customers and increasing market share within each market segment.
2. Job grading system enhancement aligned with the responsibilities arising from the new organizational structure.
3. Development of Competency Profiling and Growth (Career) Plans to provide clear guidelines on an individual's career path.
4. Adoption of the Competency Based Performance Management System (CBPMS) in an incremental manner

in specific Directorates, as well as preparing Individual Development Plans (IDP).

5. Improvement of the competence-based reward system to include reward & recognition systems in the form of bonuses, Best Employee Awards and Best Group Awards.
6. Implementation of the Employee Engagement Survey (EES) in order to monitor employee's involvement and satisfaction and gain feedback to help management in improving the effectiveness of the Compensation & Benefit system.

Integrated Management Information System Program for Human Resources based on SAP-HR

The implementation of programs related to human capital development requires the support of suitable information technology systems which can accommodate both the business and operational requirements. Bank Mandiri is currently in the process of developing an information system for its Human Capital unit using the SAP-HR system. This system consists of 8 modules covering the business model of human capital - Personnel Administration, Organization Management, Career Planning, Recruitment, Performance Management, Payroll & Compensation Benefits, Training & Event Management and Travel Management.

The implementation of SAP-HR is expected to reduce the administrative activities of the Human Capital Group, and allow a greater focus on employee competency development programs to engender skilled and competitive human resources throughout the Bank.

Composition of Human Capital

Detailed breakdown on staff composition from 1999 through 2004 is as follows:

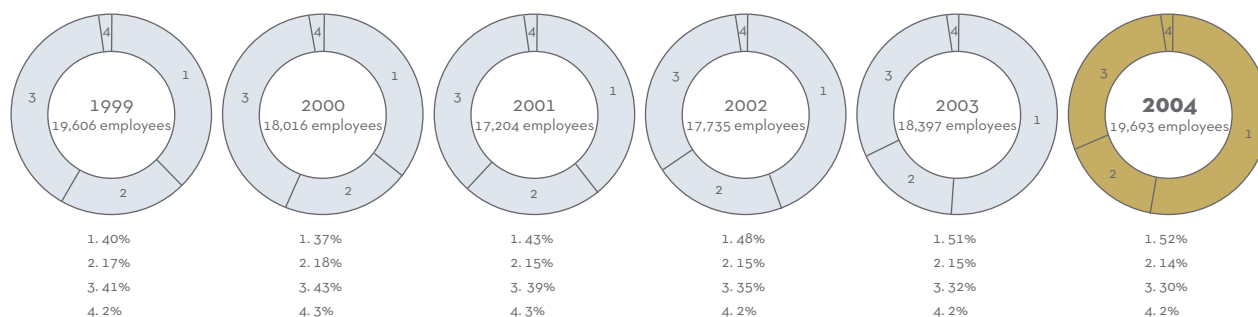
Level	1999	2000	2001	2002	2003	2004
BOD & SEVP	19	20	8	8	11	11
Group Head (1)	76	85	30	30	27	33
Deputy Group Head (2)	-	-	3	3	3	3
Department Head (3)	330	437	134	134	190	198
Senior Officer (4)	1,206	1,693	2,063	2,063	2,635	2,868
Officer	2,753	2,771	2,936	2,936	2,560	3,153
Clerk	7,293	9,972	8,649	8,649	11,947	12,619
Non Clerk	2,012	2,604	3,910	3,910	1,006	790
Miscellaneous (5)	1	1	2	5	18	18
Bank Mandiri's total employees	13,690	17,583	17,204	17,735	18,397	19,693
Selection process	5,916	433	-	-	-	-
Total employees	19,606	18,016	17,204	17,735	18,397	19,693

Notes

- (1) Group Head was previously designated as Division Head in 1999 & 2000.
- (2) Deputy HR, Deputy IT, JCO.
- (3) Department Head was previously designated as Group Head + AVP & VP in 1999 & 2000.
- (4) Including the instructor, inspector, Regional Manager and Hub Manager.
- (5) Commissioner, Advisor, Audit Committee .

Staff Composition Breakdown by Level of Education

As of December 31



1. University/ Advanced Degree (S1=Bachelors degree, S2=Masters degree, S3=Doctorate degree) 2. Academy Diploma 3. Upper Secondary 4. Lower Secondary/Elementary

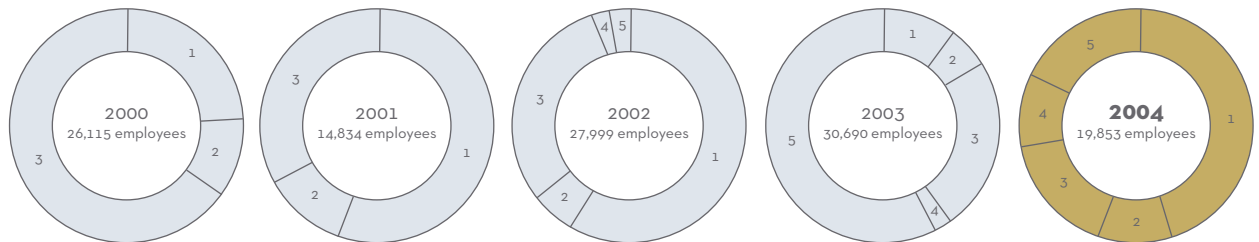
Human Capital

Employees' Training and Development Programs

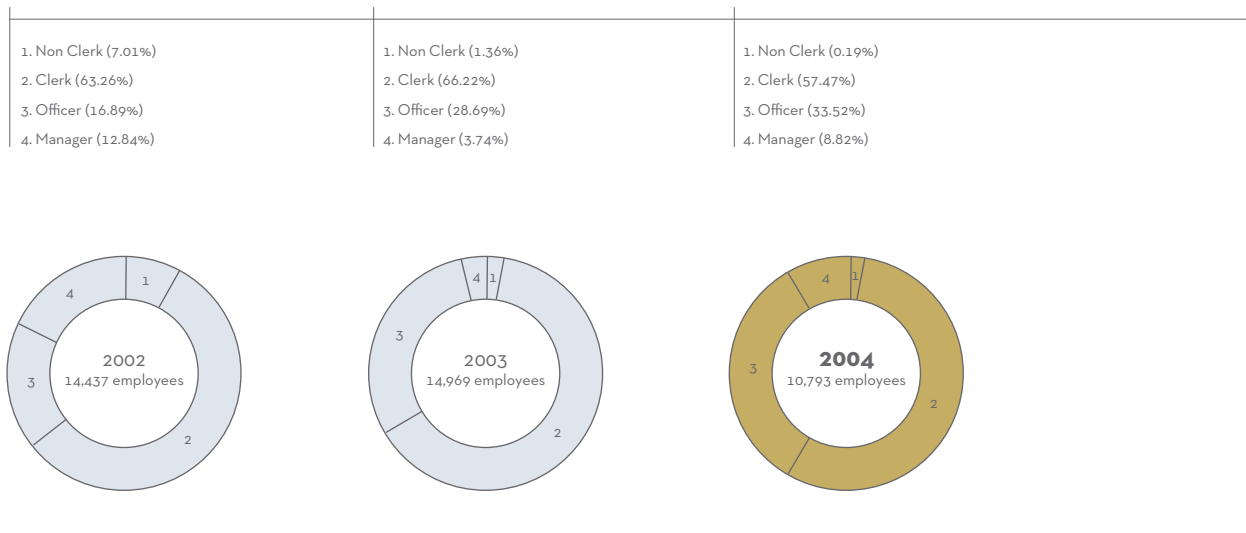
The following training activities and programs were conducted in 2004:

1. Training sessions for 19,853 participants included in-house training, public classes, special projects, the Officer Development Program, Staff Development Program, Post-Graduate Program and Executive Development Program.
2. E-learning training programs, covering 67 modules, were attended by 36,777 participants.
3. Learning Management System (LMS) was developed and implemented to support external and in-house training programs.
4. Bank Mandiri's 2005 Training Plan was prepared based on a Training Needs Assessment (TNA) and the Corporate Plan through a comprehensive and integrated Training Assessment System.
5. Transformed the organization of the Training Group into the Learning Center Group.

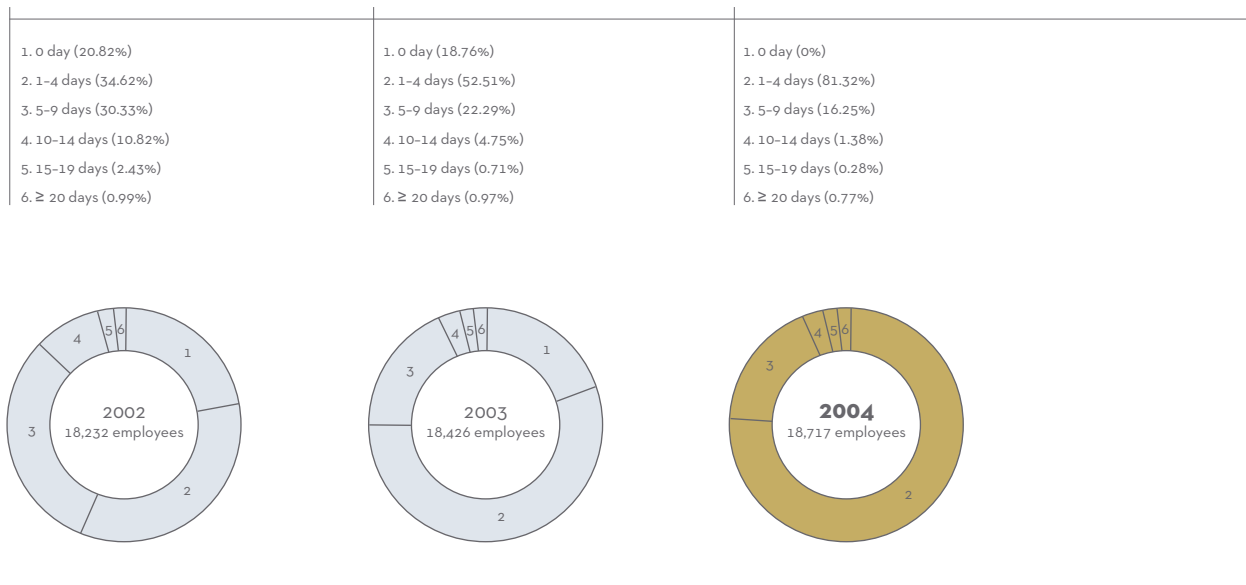
<ol style="list-style-type: none"> 1. In-house Training (24.37%) 2. External Training (9.33%) 3. Socialization (66.31%) 	<ol style="list-style-type: none"> 1. In-house Training (56.22%) 2. External Training (10.49%) 3. Socialization (33.30%) 	<ol style="list-style-type: none"> 1. In-house Training (59.58%) 2. External Training (6.01%) 3. Socialization (30.77%) 4. Special Projects (Master Degree, ODP, SDP, e-Learning, etc) (0.35%) 5. E-mas Training (3.28%) 	<ol style="list-style-type: none"> 1. Inhouse Training (13.58%) 2. External Training (7.85%) 3. Socialization (21.20%) 4. Special Projects (Master Degree, ODP, SDP, e-Learning, etc) (1.77%) 5. E-mas Training (55.60%) 	<ol style="list-style-type: none"> 1. Inhouse Training (42.62%) 2. External Training (10.59%) 3. Socialization (19.59%) 4. Special Projects (Master Degree, ODP, SDP, e-Learning, etc) (8.81%) 5. E-mas Training (18.39%)
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Profile of training participants by organization level in 2002, 2003 and 2004



Composition of training programs by length of program in 2002, 2003 and 2004



Human Capital

Notes:

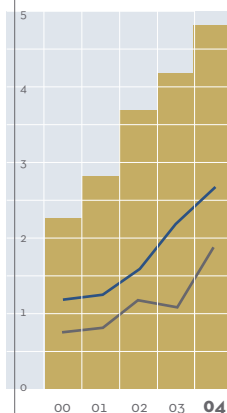
- *) Data for state-owned banks represent average data from Bank Rakyat Indonesia (BRI), Bank Negara Indonesia (BNI) and Bank Tabungan Negara (BTN). The data on private banks are averaged from the financial statements of Bank Central Asia (BCA), Bank Danamon, Bank International Indonesia (BII), Bank Lippo and Bank Niaga, Indonesia's five largest private banks based on total assets, for which data is available since 2000.
- ***) Other operating income exclude gains from increase in value and sale of securities and government bonds.

Employee Productivity *)

Loans per employee

Rp million

Bank Mandiri (4,793.7)
State-owned Banks (2,730.5)
Private Banks (1,913.2)



Bank Mandiri

- Bank Mandiri's staff productivity in extending loans continues to increase in line with increased levels of loan disbursements
- Loans/employee productivity continued to increase despite an 7.1% increase of total staff
- Loans per employee as of December 31, 2004 increased by 16.1% to Rp 4,793.7 million from Rp 4,128.0 million as of December 31, 2003

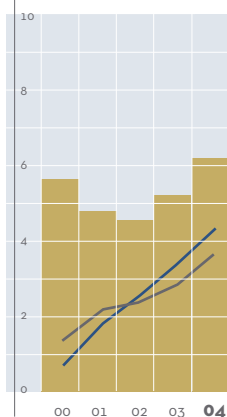
Other Banks

- Bank Mandiri's loans per employee in 2004 exceeded both other state-owned banks (Rp2,730.5 million) and private banks (Rp1,913.2 million)
- Bank Mandiri's employee productivity in generating loans is higher, on average, than peer banks due advantages of operational scale as well as business mix.

Net Interest Income and other operating income per employee**)

Rp million

Bank Mandiri (605.8)
State-owned Banks (429.09)
Private Banks (366.59)



Bank Mandiri

- Net interest income and other operating revenues per employee in 2004 increased by 15.1% to Rp605.8 million, from Rp526.2 million in 2003 due to an increase in net interest income and other operating income.

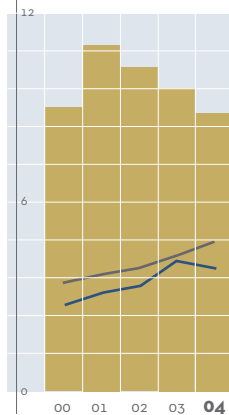
Other Banks

- Net interest income and other operating income per employee at state-owned banks continue to improve since 2000, reflecting results of the restructuring process. On the other hand, there was 5.4% decline in net interest income and operating income per employee among private banks.
- Bank Mandiri's employee profitability is among the highest of the leading banks in Indonesia.

Deposits per employee

Rp million

Bank Mandiri (8,929.0)
 State-owned Banks (3,978.84)
 Private Banks (4,776.58)



Bank Mandiri

- Average deposits per employee declined by 8.1% to Rp 8,929.0 million as of December 31, 2004 from Rp9,719.6 million as of December 31, 2003
- This is particularly Bank Mandiri’s strategy to increase demand and savings deposits in its deposit composition and lower down time deposits at the same time as well as liquidate its government bonds.

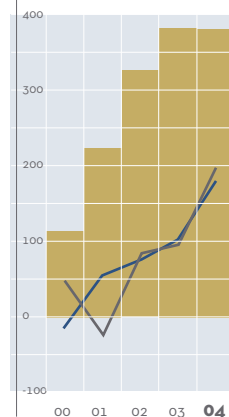
Other Banks

- Bank Mandiri’s employee productivity in generating deposits far exceeds that state-owned banks (Rp3.9 billion) and private banks (Rp4.8 billion).

Pre-tax Income per employee

Rp million

Bank Mandiri (382.12)
 State-owned Banks* (180.64)
 Private Banks (197.45)



Bank Mandiri

- From 2000 through 2003, pre-tax income per employee increased strongly, and was relatively stable in 2004 despite the hiring of additional staff in anticipation of future business development.
- Pre-tax income per employee in 2004 was Rp382.12 million.
- Pre-tax income per employee remained far higher than the average of state-owned banks or private banks.

Other Banks

- Average pre-tax income per employee in the banking sector continues to improve since 2000 despite the significant average decline among private banks following the extensive losses suffered by one major private bank in 2001.

“Corporate lending will focus on prospective and potential sectors including agro-industry, mining, infrastructure, food & beverage and increasing fee-based income through leveraging value chain linkages and product bundling.”



M. Sholeh Tasripan
Managing Director & SEVP

- Managing Director of Bank Mandiri since April 2003.
- SEVP, Corporate and Government, Bank Mandiri since August 2001.
- SVP, Corporate Banking, Bank Mandiri (August 1999–August 2001).
- Managing Director, Bank Ekspor Impor Indonesia (August 1997–August 1999).
- Began his career at Bank Ekspor Impor Indonesia in 1978.

Corporate Banking

Financial Performance for year ended December 31, 2004

Rp billion

Earning Assets (Average Balance)	31,325
Deposits & Borrowings (Average Balance)	62,421
Interest Income Margin on Assets	1,614
Interest Income Margin on Liabilities	1,976
Total Interest Income Margin	3,590
Other Operating Income	137
Provision for Possible Losses on Earning Assets	(320)
Other Operating Expenses	(723)
Profit from Operations	2,684
% Of Total Operating Profit	36.1%

2004 Performance

As the economy improved in 2004, Corporate Banking extended new loans of Rp3.2 trillion, a 9.8% increase for a total of Rp36 trillion. Corporate lending focused on prospective and potential sectors including agro-industry, mining, telecommunications and trading sectors.

Corporate loan growth was somewhat slower than the Bank's overall loan growth of Rp12.7 trillion, in line with the Bank's strategy to reduce corporate lending to less than 50% of total loans. As of December 31, 2004, Bank Mandiri's loan book comprised 48% corporate and 52% non-corporate loans.

Total third party deposits attributed to corporate clients as of December 31, 2004 reached Rp50.7 trillion, or 30% of total third party deposits at the Bank. The funding mix for Corporate Banking improved from 38%:62% for demand and time deposits in 2003 to 46%:54% in 2004.

Fee-based income for the year reached Rp338.5 billion or 99.5% of the target of Rp340 billion. Most of the fee-based income was generated from trade finance

(51%), investments in Mandiri Sekuritas (20%), fees from channeling loans (13%) and cash management and syndication (4%).

In an effort to improve loan channeling and product development, Corporate Banking has undertaken the following initiatives:

1. Rescheduled the loan payment date from the end of month to the 23rd of each month, allowing one week's leeway for customers to settle their obligations prior to month-end in order to maintain the current classification status of the loans.
2. Maintained customers with investment-grade ratings (customers with ratings AAA-B according to Bank Mandiri's internal rating system) and worked closely with lower rated borrowers in order to improve their potential for rating upgrades. In 2004, customers with investment-grade ratings increased to 148 from 144 in 2003.

The borrower composition at Bank Mandiri based upon the internal rating system at the end of 2004 is as follows:

2003			2004		
Rating	Borrowers	Percentage	Rating	Borrowers	Percentage
AAA-B	144	44.58 %	AAA-B	148	45.40 %
C-G	79	24.46 %	C-G	68	20.86 %
NR (1)	100	30.96 %	NR (1)	110	33.74 %

Notes

(1) Non-rated—borrowers that did not receive nor need ratings through the internal rating system (i.e. financial companies, state enterprises/government institutions).

3. Implemented risk-based pricing by adjusting interest rates for loans according to the credit risk rating of the customer. While customers with better ratings will receive lower interest rates, riskier borrowers can still be accommodated at appropriately higher rates.
4. Achieved an average product-holding of three, meaning that Corporate Banking clients tended to utilize at least three distinct products from Bank Mandiri (e.g. loans, deposits, cash management, trade finance, or trade services). This was achieved through cross-selling along with the customers' loan facilities.
5. Achieved customer satisfaction index of 7.48 (2nd rank overall), with 1st rank in risk mitigation and cost efficiency, according to a survey by MarkPlus examining customer satisfaction in trade finance and services.
6. Improved synergy with Mandiri Sekuritas in servicing Corporate Banking customers intending to go public or issue bonds. In 2004, ten Corporate Banking customers accessed Mandiri Sekuritas services, as either Joint Lead Bond Underwriter or Sole Arranger for MTN.

- industries and agro-based commodity trading;
 - Consumer Related Industries: food and beverage, cigarettes, textiles, automotive, electronics, pharmaceuticals, paper and packaging, transportation, media, and retail trading;
 - Strategic Industries: mining, energy, telecommunications and high technology, oil and gas, infrastructure operations (toll road operator) and infrastructure-related services;
 - Multi Industries: government/department institutions, property, financial institutions, cement and steel, chemicals, fertilizer, leisure and tourism.
- b. Appoint professional consultants to assist Corporate Banking in addressing the needs of the agribusiness and infrastructure sectors.
 - c. Co-operate with banks or non-bank financial institutions experienced in infrastructure financing.

Focus in 2005

The areas of focus for Corporate Banking in 2005 will include:

1. Building a proactive customer-focused relationship

To specialize and become competitive within the agribusiness and infrastructure sectors, Corporate Banking will:

- a. Re-align the organization into four business units:
 - Agro Based Industries: plantations, agriculture, fisheries, farming, forestry, downstream agro

2. Leveraging value chain linkages

Corporate Banking will leverage market leadership within the corporate segment to maximize the potential for business development throughout the related value chains for Commercial, Micro and Consumer Banking, and improve synergies with Mandiri Sekuritas, AXA Mandiri and Bank Syariah Mandiri.

3. Product bundling

Corporate Banking will develop and offer competitively priced suites of products to efficiently address the full range of customer requirements.

4. Increasing fee-based income

- a. A total service approach should encourage customers to direct the totality of their transactions through Bank Mandiri. A new Loan Follows Fee policy will link the extension of credit to the extent of fee-based transactions that have been and will be conducted through Bank Mandiri.
- b. Actively marketing a revitalized business process and strategic cash management blueprint to become the leader in cash management services in Indonesia.
- c. Enhancing and actively selling trade finance & service capabilities to become the market leader in the trade finance & service business.

5. Implementing Macstools, Syndication Information System and Loan Origination System (LOS).

- a. Macstools is a sales application for Relationship Managers,
- b. Syndication Information System supports syndicated loan administration,
- c. Loan Origination System (LOS) is used to monitor and analyze the loan approval process, starting from the receipt of the loan application letter to the approval (monitored based on end-to-end process).

Products and Services

Loans

- Investment Loans
- Working Capital Loans (WCL)
 - General WCL
 - Aflopend WCL
 - Revolving WCL
 - Export-Import WCL
 - WCL for special transaction

Trade Services

- Export (Pre-Export Financing, Forfaiting)
- Import (Usance Payable at Sight/ UPAS)
- Domestic Trade (SKBDN)

Bank Guarantee & Standby L/C

- Bid Bond, Advance Payment Bond
- Performance Bond, Retention Bond
- BG for Shipping Companies
- BG for Tobacco Duty
- BG for trade
- BG for Deferral of Duty
- Standby LC

Structured Trade Finance–Export Finance Facilities

- Banker’s Acceptance
- Refinancing facilities for:
 - Working Capital Loans
 - Export Bills (with Recourse)
 - SKBDN
 - Export Financing Scheme from IDB

Structured Trade Finance–Import Finance Facilities

- Import LC Refinancing
- Import LC Guarantee by BM’s Correspondent Banks
- Sight LC Refinancing
- Usance LC Refinancing
- Buyer’s Credit Facilities
- IMFAS for US Agricultural Products Specified in the GSM 102 Programs
- IMFAS for the Import of Cotton from Australia
- Line of import Trade Finance Operation (ITFO) Fas from IDB

Cash Management Services

- Cash Management System
- Mass Transaction System
- Account Pooling
- Immediate Cash
- Customized Cash Management
- Electronic Fund Transfer
- Electronic Payment Order
- Inquiry Cash Management

Syndication

- Arranger
- Facility Agent
- Security Agent
- Escrow Agent

Treasury & Liabilities

- Cash Transaction/Foreign Currency Trading
- Derivative Transactions
 - Foreign Exchange transaction Services (Forward, Swap, Option)
 - Interest Rate Transaction (Interest Rate Swap, Interest Rate Floor, Interest Rate Cap)
- Mutual Funds “Korporasi Mandiri”
- Foundation Savings

Securities and Related Services

- Custodial Services
 - Sub Custody Euroclear
 - Administration of Mutual Funds
 - Overseas Securities Sub Custody Services
 - Local Custodial Services for ADR/GDR
 - Sub-registry Services for Government Bonds and SBI
 - General Custody Services
- Trust Services Mandiri

PT Mandiri Sekuritas

The rise of Mandiri Sekuritas to local prominence is due in large part to the strategic decision of Bank Mandiri to establish capital market and investment banking services as one of its three main business pillars. Mandiri Sekuritas has responded positively to its re-capitalization by Bank Mandiri, climbing the league tables in both the bond and equity markets while consolidating its market leadership in the fund management segment.

Solid Performance Throughout

Mandiri Sekuritas had strong performance in all three businesses areas: Investment Banking, Debt and Equity Capital Markets, and Investment Management.

Investment Banking. Investment Banking had an active year in 2004, with the firm involved in underwriting bond issuances and medium term notes (MTN) totaling Rp2.72 trillion, or 14% of the total value of notes issued in 2004. This was an improvement from 2003 where the firm underwrote a total of Rp1.39 trillion in bonds and notes. Mandiri Sekuritas climbed to third place based on the volume of bonds underwritten during the year. 2004 also marked the return of Mandiri Sekuritas to the Initial Public Offering (IPO) market, raising Rp238 billion after an inactive 2003.

This strong showing in bond underwriting came on the heels of equally robust activities in mergers and acquisitions, structured financing and debt restructuring. Synergies from investment banking activities gave Mandiri Sekuritas an edge in corporate bond underwriting. In 2004, Mandiri Sekuritas secured mandates for many of the year's largest and most prestigious deals, including bond issuances of Rp1.0 trillion or more from HM Sampoerna, Medco Energi and Bank Jabar, among other issuers.

Debt and Equity Capital Markets. In 2003 and 2004, Mandiri Sekuritas has also shown healthy performance in secondary trading for both bonds and equities. It was the second largest trader of government bonds in 2004, generating deals totaling Rp48.2 trillion and accounting for 21% of all secondary trading in the government bond market during the year.

Mandiri Sekuritas was ranked 5th and 14th in terms of trading for corporate bonds and shares in the amounts of Rp1.2 trillion and Rp11.1 trillion, respectively. These rankings were significantly better than those of the previous year. In 2003, Mandiri Sekuritas was acknowledged by the Surabaya Stock Exchange (Bursa Efek Surabaya) as the most active trader for government bonds (Surat Utang Negara or SUN).

Mandiri Sekuritas' success in facilitating trades in the capital market contributed to many prestigious accolades received during the year, including the IFR Asia Awards 2004 for the Indonesian Bond House of the Year and second-place for the Best Local Brokerage by Asia Money. Mandiri Sekuritas was also awarded Rising Bond House in 2004 by The Asset, for the second time in a row. This recognition comes at a time when the bond market is playing an increasingly important role in providing liquidity to accelerate the economic recovery in Indonesia, and reinforces Mandiri Sekuritas' commitment to be the leading liquidity provider in the secondary market for government and corporate bonds.

Investment Management. Mandiri Sekuritas' mutual fund activities grew in line with the Indonesian market in 2004. Total assets under management increased almost five-fold in 2004 from Rp4.01 trillion in the beginning of 2004 to Rp19.2 trillion by year-end, representing 17% of total assets under management in the mutual fund industry. As the winner of the "Fastest Growing Mutual Fund Award 2003", Mandiri Sekuritas in 2004 became the largest investment fund manager in Indonesia, offering a variety of mutual fund products including fixed income funds, money market funds, equity funds and mixed funds.

In an on-going effort to enhance business development, Mandiri Sekuritas has formed a wholly owned subsidiary, PT Mandiri Manajemen Investasi, to provide investment management services exclusively for investment banking and capital market services commencing in 2005.



“We have concentrated on a systematic and focused business development strategy to become the market leader in the commercial business segment through continuous improvement in service delivery quality.”



Ventje Rahardjo

Managing Director & SEVP

- Managing Director of Bank Mandiri since April 2003.
- SEVP, Commercial Banking, Bank Mandiri since January 2003.
- SVP, Assistant to President Director, Bank Mandiri (July 2002-January 2003).
- Branch Manager, Bank Pembangunan Indonesia (1997-1999).
- General Manager, Treasury and Banking Services, Bank Pembangunan Indonesia (1996-1997).
- General Manager, Hong Kong Branch, Bank Pembangunan Indonesia (1992-1994).
- Started career at Bank Pembangunan Indonesia in 1981.

Commercial Banking

Financial Performance for year ended December 31, 2004

Rp billion

Earning Assets (Average Balance)	21,690
Deposits & Borrowings (Average Balance)	17,588
Interest Margin on Assets	1,421
Interest Margin on Liabilities	563
Total Interest Margin	1,984
Other Operating Income	30
Provision for Possible Losses on Earning Assets	(331)
Other Operating Expenses	(815)
Profit from Operations	869
% of Total Operating Profit	11.7%

Commercial Banking launched several initiatives to improve service delivery in 2004 including:

- Development of the Loan Origination System (LOS).
- Roll-out of a Rating & Scoring System.
- Installing a specialist team within the Commercial Banking Centers.
- Establishing a Relationship Manager for Funding & Trade Service Marketing.

Looking ahead, business development activities will focus on economic sectors with good growth potential and the prospect of higher yields. Our coverage area will continue to expand, especially into regions with strong business potential.

2004 Performance

In 2004, Commercial Banking established five new CBCs (Jakarta-Plaza Mandiri, Palembang, Semarang, Denpasar and Banjarmasin) to expand the Bank's loan delivery channels for commercial customers, as well as 95 community branches throughout Indonesia. By the end of 2004, the Bank operated thirteen CBCs consisting of four within Jakarta (Kota, Thamrin, Sudirman and Plaza Mandiri) and nine outside of Jakarta (Bandung, Semarang, Surabaya, Denpasar, Medan, Pekanbaru, Makassar, Palembang and Banjarmasin). Of the 95 community branches, 85 branches have the decision-making authority and supporting infrastructure for loan disbursement. The remaining ten community branches will be granted similar authority once they have achieved adequate staffing and infrastructure. This expansion of the distribution network should facilitate the channeling of commercial loans and move the Bank

closer to its customers. This larger network contributed to an increase in the number of Middle Commercial customers from 1,434 at the end of 2003 to 1,855 at the end of 2004, and to the acquisition of 22,993 new Small Business customers. For the year, total loan growth stood at Rp 6,950 billion and Rp 1,812 billion for Middle Commercial and Small Business customers respectively following the expansion of product and service offerings.

Focus for 2005

Following the implementation of the "Breakthrough Commercial Banking" program, the Commercial Banking directorate, which is comprised of Middle Commercial and Small Business Groups, will be reorganized into Jakarta Commercial Sales, Regional Commercial Sales and Commercial Business Development & Strategy. The Small Business Group will be expanded into the Small Business and Micro Banking Directorate.

Commercial Banking

In 2005, Commercial Banking will focus on growth within eight industry sub-sectors: retail trade; multi finance; distribution; business services; food, beverages & tobacco; energy; construction; and plantations. The directorate will also expand its distribution network through setting up four additional CBCs in Kelapa Gading (Jakarta), Bekasi, Balikpapan and Banten.

Several application systems will be expanded to improve overall performance including Customer Relationship Management to strengthen the quality of information and expand opportunities for cross-selling, Loan Review for maintaining credit quality and Collections to facilitate loan monitoring and the repayment process.

Small Business

In 2005, the Small Business Group will focus on sectors with strong growth potential, including the retail trade for food, clothing, furniture or household goods and the plantation sector.

- The Small Business Group will establish a new distribution network to facilitate loan disbursement to Small Business customers. The network will consist of: Twelve Small Business District Centers (SBDCs) independent of the existing CBCs to ensure effective communication and better control between the Small Business Sales Group and its customers;
- 122 branches within the Small Business distribution network consisting of the current 85 community branches with the authority to disburse loans and 37 new branches.

Sales functions will be separated into officers targeting new customers (Sales Managers) and officers maintaining existing customers (Account Managers). In order to more effectively manage borrowers, the Bank will expand its Loan Review Model and Collection System with the aim of maintaining credit quality and facilitating loan repayment.

Separating Micro Credit from Small Business

The Micro Credit Group will be separated from the Small Business Group in order to focus on and secure a significant share of the expected potential market for micro-credit loans of Rp 125 trillion by 2010. This market segment holds out the promise of net interest income and NPL levels similar to those of credit cards. Our market entry strategy for the micro-banking segment is a hybrid strategy consisting of two approaches:

- **Linkages with Rural Development Banks (BPRs):** Establishing linkage programs with BPRs for executing, channeling and sharing of financing. Through this approach, the BPRs will channel micro credit and also act as agents for development.
- **In-House Micro Units** A measured expansion of a Mandiri-branded distribution network will provide greater control over loan disbursement and provide a positive impact on the business performance and the company's image.

Establishing an Alliance Management Unit

An Alliance Management Unit will be established in 2005 for the following purposes:

- As an effective way to acquire new customers
- To facilitate expansion within captive markets
- As a mechanism for selecting quality customers

Products and Services

Middle Commercial

- Asset & Liability Products
- Export Development Support for Small & Medium Enterprises
- Mining Loans
- E-Biz Card Mandiri Working Capital Loan
- Loans for Contractors in the Telecommunications Sector
- Bridging Loan for Special Hajj Program
- Trade Service Products
- Domestic LCs
- Shipping Guarantees

Small Business

- Cash Loans
- Small Commercial Loans
 - Investment Loans
 - Working Capital Loans
 - Small-Scale Business Loans
 - Loans for Rural Credit Banks
 - Fishery Loans
 - Non-Collateralized Micro-Finance Loans
 - Multi-Purpose Loans
 - E-Biz Card Mandiri Working Capital Loan
 - Cash Collateral Loans
 - Agricultural Loans
- Loan Programs
 - Food Sufficiency Loans
 - SUP Government Bond Loans
 - Partnership Program for Cooperative & Rural Community Development (PUKK & Bina Lingkungan)
- Non Cash Loan
- Bank Guarantees
- Import LCs
- Domestic LCs
- Standby LCs
- Forex Lines

PT Bank Syariah Mandiri

PT Bank Syariah Mandiri, established on November 1, 1999, is one of three syariah banks in Indonesia offering deposit and lending products based on Islamic syariah principles. The focus of its lending is in the following sectors: wholesale trade, agriculture, industry, retail trade, housing, and public infrastructure including telecommunications. The bank's deposit products consist of time, demand and savings deposits, as well as hajj savings. By the end of 2004, Bank Syariah Mandiri had roughly 22,564 individual and institutional customers for financing facilities, with 356,746 individual and institutional customers maintaining deposit accounts. Bank Syariah Mandiri has 134 branch outlets in 20 provinces in Indonesia. Its customers can access 33 proprietary ATMs and 2,470 ATMs within the network of Bank Mandiri.

As of December 31, 2004, total financing extended reached Rp5.28 trillion, or 5.6% of total loans outstanding at Bank Mandiri. Third party funds reached Rp5.73 trillion or 3.3% of total third party funds at Bank Mandiri. The syariah banking business generated an operating income of Rp695 billion in 2004. In the course of 2004, the Bank received several acknowledgments from the public, including "Healthy Bank"

status by Bank Indonesia, "Very Good Bank" by Infobank since 2001, "Best Syariah Bank" by the Indonesian Council of Ulemmas (Majelis Ulama Indonesia or MUI), "Best Syariah Bank Category" by Investor magazine, "The Best Service Quality" and "The Most Comfortable Musholla" by Karim Business Consulting in collaboration with Modal weekly, and ISO 9001:2000 Certification for Provision of Internal Audit, Provision of Loan Management and Provision of Service Quality from Lloyd's Register Quality Assurance (LRQA).



“Consumer Banking introduced several initiatives to support business development and operational efficiency, with the objective of adding to the range of products offered for existing and potential customers of the Bank in order to provide one-stop financial services...”



Omar Sjawaldy Anwar
Managing Director & SEVP

- Managing Director of Bank Mandiri since April 2003.
- SEVP, Consumer Banking, Bank Mandiri since January 2003
- SEVP, Retail Banking, Bank Mandiri (August 2001–January 2003)
- SVP, Business and Products Development, Bank Mandiri (July 1999–July 2001),
- Vice President, ABN AMRO Bank, Jakarta (1998–1999)
- Deputy Director, Bimantara Citra, Jakarta (1997–1998)
- Vice President, Citibank N.A., Jakarta (1989–1997)
- Field Accounting Coordinator, Huffco, Indonesia (1983–1989).

Consumer Banking

Financial Performance for year ended December 31, 2004

Rp billion

Earning Assets (Average Balance)	5,328
Deposits & Borrowings (Average Balance)	91,255
Interest Income Margin on Assets	436
Interest Income Margin on Liabilities	2,321
Total Interest Income Margin	2,756
Other Operating Income	825
Provision for Possible Losses on Earning Assets	(191)
Other Operating Expenses	(2,313)
Profit from Operations	1,077
% Of Total Operating Profit	14.5%

The competitive landscape in the consumer/retail banking segment changed in 2004 as the result of consolidation and acquisitions. The Consumer Banking directorate, therefore, focused its efforts on strategic initiatives to increase market share, improve operational efficiency and realign internal structures to ensure a high level of competitiveness and support the Bank's strategic development in the coming years.

The business units within Consumer Banking introduced several initiatives to support business development and operational efficiency, with the objective of adding to the range of products offered for existing and potential customers of the Bank in order to provide one-stop financial services, improve the level of customer satisfaction from services provided by the Bank, increase the level of awareness and brand recognition of Bank Mandiri, realign various processes and internal structures and intensify marketing efforts to capture market share.

In 2005, Consumer Banking will focus on additional activities to support business growth in line with Bank Mandiri's strategic development goals. Consumer Banking will continue to seek ways to improve operational efficiency to reduce operational costs and increase income potential, align business units and process within the directorate to provide better focus and improve customer service levels, develop products targeting specific customer segments and conduct

focused and well-planned marketing campaign.

Consumer Liabilities & Wealth Management

Through December 31, 2004, Bank Mandiri continued to attract low cost funds from the consumer segment, with total deposits of Rp100,082 billion (up 7.6% compared to Rp93 trillion in 2003) comprising demand deposits (Rp5,696 billion), savings deposits (Rp51,997 billion) and time deposits (Rp42,389 billion).

Innovative marketing campaigns contributed to the success of these fund-raising efforts throughout 2004, including Mandiri Fiesta (a marketing campaign for the Mandiri Savings program with 600 Toyota Avanza cars as prizes), Easy Reward Program for time deposit products, Remittance Reward Program and We Get Customer (WGC) Program.

In addition to third party fund raising activities, the Group focused on increasing the Bank's fee-based income. In the course of 2004, Bank Mandiri opened several money changer outlets, provided utility payment facilities (Bill Payment Program) as well as transfer facilities through Western Union (WUMT), conducted programs to promote mutual fund products and highlighted various delivery channels (Priority Banking, call center, internet banking, ATM, phone banking and SMS banking) with the ultimate goal of increasing fee-based income through customers' transactions. Those initiatives contributed to fee-based income of Rp835 billion primarily

through deposit administrative fees (Rp24.3 billion), mutual funds (Rp54 billion) and bancassurance (Rp4.4 billion). The bancassurance business, conducted through PT AXA Mandiri Financial Services (AMFS), generated Annual First Year Premiums (AFYP) of Rp88.7 billion from 16,422 policyholders. In its first year of operation, AMFS placed 5th in terms of New Business according to a report by the Indonesia Insurance Council as of the first nine months of 2004.

Mandiri Prioritas (Priority Banking) undertook several initiatives in 2004 to support its business growth, including implementing a Member-Get-Member program for existing Prioritas members, communicating to customers through periodic brochures, magazines and news bulletins, and conducting recurrent customer satisfaction surveys to ensure the competitiveness of Mandiri Prioritas' products. In 2004, the customer base for Mandiri Prioritas grew by 137.6% from 2003, with total deposits of Rp27.8 trillion against a target of Rp23.5 trillion (118.44% achievement).

Another critical element that directly affects consumer perceptions of service levels, operational efficiency and the Bank's competitiveness is the availability of ATM & e-Banking facilities to serve customers 24 hours a day. During 2004, the Bank increased the operational flow and security of the ATM network, built awareness and increased usage of the facilities through advertisements in print and electronic media, added and enhanced ATM features, expanded the network and relocated older ATMs to more strategic locations.

E-Banking channels also experienced a significant increase in transactions, with 497,400 users of SMS Banking (205% over target), 165,845 users of Internet Banking (276% over target), 165,062 users of Call Mandiri (1,111% over target) and the issuance of 2.6 million Visa Electron cards. For this performance in debit cards, Visa International Asia Pacific awarded first place to Bank Mandiri for card issuance and second place for transaction volume by debit cards in 2004.

For Wealth Management and Investment Products, in 2004 Bank Mandiri introduced the Funds Supermarket, Funds Awards and Funds Rating services, which were all part of the most comprehensive mutual fund service offering in the market. As of December 31, 2004, Wealth Management and Investment Products contributed Rp54 billion of fee-based income (an increase of 400% compared to 2003) with total Assets Under Management of Rp9.2 trillion (an increase of 383% compared to 2003).

To date, Bank Mandiri offers 31 mutual fund products covering various asset classes and managed by seven investment managers. To ensure its competitiveness in the future, the Bank will continue to expand these offerings to include a diversity of investment products including structured-financed products, brokerage services, retail treasury services and even FX-based products to address the investment needs of our customers

Consumer Cards

2004 marked the first full year for Mandiri Visa's management and operational activities, following the acquisition of the portfolio from PT GE Finance Indonesia in mid-August 2003.

Since that acquisition, Bank Mandiri has added 388,000 new cardholders bringing total cards issued to 650,000 as of December 31, 2004. In addition, the Bank introduced new features and launched market-leading products, as well as implemented risk management measures to significantly reduce the level of risk within the card portfolio.

Several domestic and international institutions acknowledged the credibility, service quality and innovative products introduced by Mandiri Visa. A survey conducted by SWA and InfoBank publications in 2004 placed Mandiri Visa products in the top two based on service quality and customer satisfaction. Visa International also gave an award for Mandiri Visa's customer loyalty and usage program, which was launched in 2004.

The new credit card products at Bank Mandiri have proven to be strong contributors to fee-based income. As of December 31, 2004, the Consumer Cards group booked outstanding receivables of Rp1,270 billion from 650,000 cardholders, interest income of Rp405 billion and fee-based income of Rp204 billion-representing the largest single fee-based income component of the Bank.

The card business in 2005 will continue to focus on new customer acquisition through an integrated marketing program geared to our existing customer database, capitalize on strong relationships with corporate customers and improve the perception of our products' value-added through the introduction of new features and products in line with customers' needs.

Consumer Banking

Consumer Loans

In 2004, Bank Mandiri extended Rp4.2 trillion in new consumer loans, or 3 times the total loan expansion in 2003, to a total of 113,300 customers. Mortgages (Graha Mandiri) and Home Equity Loans (Multiguna Mandiri) remain the key consumer loan products, contributing more than 50% of the total, with Payroll Loans (Mitrakarya Mandiri), Cash Collateral Loans, Unsecured Loans and Automobile/Motorcycle Loans (KPM Kendara Mandiri) comprising the remainder.

This strong loan growth was enabled by the roll-out of a new credit scoring system, part of the Loan Origination System (LOS) installed in all branches, the establishment of Consumer Loan Processing Centers (CLPCs) in seven main areas, as well as the restructuring of processes through the CLPCs and branches to accelerate the loan approval process.

Bank Mandiri has also augmented collaborative efforts with property developers, real estate brokers and dealers/showrooms in selected cities in order to channel housing and auto loans, targeted marketing programs for mortgage re-financing and increased public awareness of consumer loan products with competitive features and interest rates.

In 2005, the Consumer Loan group will continue to focus on product development and promotions based on customers' needs, with target marketing driven by the current Bank Mandiri database of potential customers and increase the scale and scope of relationships with property developers, real estate brokers, dealers and auto showrooms. In addition, Bank Mandiri will continue to aggressively re-structure the loan application process to reduce approval periods in order to maintain competitive service quality.

Electronic Banking

Electronic Banking serves as the backbone for service quality to Consumer Banking clients. During 2004, total ATM transactions reached 158.9 million, or an average of 7,438 transactions per ATM/month. From December 2003 to December 2004, there was a two-fold increase from 8.7 million to 18.2 million transactions. In anticipation of continuing increases in transaction volumes and to ensure a high level of service quality, Bank Mandiri implemented the following initiatives in 2004:

- Expanded the ATM network to a total of 2,495 installed ATMs
- Improved ATM network uptime from 97.5% at the end of

2003 to 98.36% by end of 2004

- Expanded payment services and purchasing features through ATM, SMS and Internet Banking channels, and added service provision features for all VISA cards at Mandiri's ATMs. Mandiri ATMs currently offer a total of 39 features to address customers' needs.
- Increased the usage of e-Channel transactions at branches from 36.45% to 47.89%, reducing the burden on front-line staff in order to take advantage of cross-selling efforts for customer at the branches.
- Implemented ATM Cash Management System to increase the efficiency for cash deposits in the ATM network and to reduce the amount of unproductive idle funds within the network.

Electronic Banking will continue to focus on improving customer satisfaction in 2005 through the following activities:

- Adding new features in all electronic channels, improving the quality of Customer Information Files (CIFs) and increase the usage of electronic channels to support the Consumer Bank’s business development strategy to increase fee-based income and implement cross selling at branches.
- Ensuring a high standard of performance, availability and reliability of the electronic banking network.
- Adding new ATMs, relocating existing ATMs to more strategic locations, and expanding Single Access Number Call Mandiri to make it easier for customers to conduct transactions.

Products and Services

<p>Loans</p> <ul style="list-style-type: none"> • Graha Mandiri Housing Loans • Mandiri Multi Purpose Loans • Mitrakarya Mandiri (Payroll) Loans • Cash Collateral Loans • Unsecured Loans • Kendara Mandiri (Motorcycle) Loans 	<p>Treasury Services</p> <ul style="list-style-type: none"> • Banknotes Sale/Purchase • Currency Options • Spot, Today, Tomorrow for IDR/USD and major currencies • Dual Currency Deposits • Deposito Swap 	<p>Mandiri Prioritas (Priority Banking)</p> <ul style="list-style-type: none"> • Dedicated Personal Bankers • Upscale Premises • Airport Executive Lounge • Exclusive Loyalty Programs • Airport Handling Services • Flexible ATM Limit • Safe Deposit Box Facility • Travel Related Services
<p>Deposits</p> <ul style="list-style-type: none"> • Demand Deposits (Rupiah & USD) • Deposit on Call (Rupiah & USD) • Hajj Savings Account • Negotiable Certificate of Deposit • Savings Deposits • Time Deposits (Rupiah & USD) 	<p>Credit Card</p> <ul style="list-style-type: none"> • Mandiri Visa • Merchant Acquiring Business (EDC) <p>Electronic Banking</p> <ul style="list-style-type: none"> • Call Center • ATMs • SMS Banking • Internet Banking 	<p>Other Services</p> <ul style="list-style-type: none"> • Bank Reference • Bill Payment • Clearing • Collection • Mandiri Travellers Cheque • Money Changer • Payroll Package • Remittance • Safe Deposit Box

PT AXA Mandiri Financial Services

Commencing operations in December 2003, PT AXA Mandiri Financial Services (AXA Mandiri), a joint venture between PT Bank Mandiri (Persero) Tbk (49%) and AXA (51%), was active in more than 420 Bank Mandiri branches by the end of 2004. With more than 520 Financial Advisors (FA) in place, AXA Mandiri offers financial planning and wealth management services through value-added insurance and investment products to customers of Bank Mandiri.

For the retail business, AXA Mandiri offers pure insurance products known as traditional products, as well as combined insurance and investment products known as unit-linked/ investment-linked. The unit-linked product has a variety of flexible options with a relatively high rate of return for different needs such as retirement, educational or holiday funds. AXA Mandiri also offers the option for additional coverage that can extend the benefits of these products, namely health and accident insurance and premium payments. In addition, for groups, AXA Mandiri also offers insurance coverage for Mandiri's credit cardholders (Mandiri Protection), Hajj Savings and Bank Mandiri's consumer loans.

During 2004, AXA Mandiri generated premium income of Rp477 billion, which consisted of premiums from unit-linked products of Rp443 billion (93%) and premiums from traditional products of Rp33.7 billion (7%). The traditional product premium income consisted primarily of group premiums in the amount of Rp33.6 billion, with the remainder generated from individual clients in the amount

of Rp95 million.

As of December 31, 2004 total assets for AXA Mandiri stood at Rp458 billion, with a risk based capital (RBC) of 803%. RBC is one of the parameters used to evaluate the health of an insurance company and AXA Mandiri's ratio was well above the minimum requirement of 120% set by the Ministry of Finance in 2004.

Based on data from the Indonesian Insurance Council (Dewan Asuransi Indonesia or DAI) on individual new business premiums for Q3 2004, AXA Mandiri was ranked 5th among all life insurance companies in Indonesia. With new individual premiums of Rp224 billion and a market share of 5%, AXA Mandiri is the fastest growing bancassurance company in the market.

AXA Mandiri has set a target to operate in more than 600 Bank Mandiri branches by mid-2005. In addition, AXA Mandiri plans to expand its activities to develop innovative new products, as well as penetrate further into new market segments in order to increase its services to customers of Bank Mandiri.

“Bank Mandiri will continue to optimize its domestic and international networks to provide foreign exchange and securities transaction services and improve the quality of service through implementation of new systems...”



J.B. Kendaro
Managing Director & SEVP

- Managing Director of Bank Mandiri since April 2003.
- SEVP, Treasury & International, Bank Mandiri since April 2003.
- Executive Vice President, Financial Institutions and Overseas Network, Bank Mandiri (August 2001–April 2003).
- Head, Treasury and Global Markets, Bank Mandiri (June 1999–August 2001).
- Managing Director, Bank Ekspor Impor Indonesia (1998–1999).
- Head, Treasury Bureau, Bank Ekspor Impor Indonesia (1998).
- Chief Executive & Managing Director, BELL (DTC) Ltd., Hong Kong (1985–1997).
- Began his career at Bank Ekspor Impor Indonesia in 1980 at various branches within and outside of Indonesia, including as officer in Bank Ekspor Impor Indonesia, London (1987–1989) and Paris (1991–1994).

Treasury & International

Financial Performance for year ended December 31, 2004

Rp billion

Earning Assets (Average Balance)	24,326
Deposits & Borrowings (Average Balance)	20,809
Interest Income Margin on Assets	(540)
Interest Income Margin on Liabilities	523
Total Interest Income Margin	(17)
Other Operating Income	504
Provision for Possible Losses on Earning Assets	(87)
Other Operating Expenses	(126)
Profit from Operations	273
% Of Total Operating Profit	3.7%

Bank Mandiri will continue to optimize its domestic and international networks to provide foreign exchange and securities transaction services and improve the quality of service through implementation of new systems, as well as increase market share in foreign exchange transactions through the opening of Regional Treasury Marketing. In addition, our branches will begin offering trading services in Government Bonds to retail customers to provide them with alternative investments.

The Bank will also continue its strong commitment to improving custodian services for clients actively investing in securities in domestic and international capital and money markets through setting up online reporting systems for key customers to support their investment decision-making processes.

2004 Performance

In 2004, Bank Mandiri satisfied new regulations by the monetary authority regarding Net Open Position (NOP) and reserve requirements. The Bank's Rupiah reserves (GWM) reached an average of 5.08% between January 1 and June 30, 2004 and 8.12% between July 1 and December 31,

2004, while the average foreign exchange GWM was maintained at 3.01%. The average Net Reserve Position in 2004 was long at 2.44%.

We remain consistently one of the leading foreign transaction players in the inter bank market and directly with customers as well. For direct transactions with customers, our market share increased from 15.18% to 17.51%. The increase of market share was achieved through aggressive market penetration and the addition of new dealers.

In order to provide alternative financing products to our customers, we entered a new phase in Treasury product development through the introduction of yield-enhanced structured products, which received a very positive response from the retail segment where we see strong potential for further growth. This was proved by the significant level of demand, despite the short offering period, for products such as Dual Currency Deposit, FX Range Deposit and other structured products.

Fixed income securities transactions in 2004 concentrated on optimizing income through reducing the volume of Recap Bonds held by the Bank in favor of loans and corporate

bonds, as well as increasing of the volume of bond trading in the secondary market. This was done to enhance yield from securities, meet liquidity requirements and lock in capital gains.

The impact was to reduce the component of Recap Bonds to 37.5% of total assets in 2004 from 49.3% in 2003, with a total of Rp32,334 billion in Recap Bonds sold. The Bank purchased Rp1.57 trillion in corporate bonds in 2004 for secondary reserves, and traded a total volume of bonds (excluding Recap Bonds) of Rp55.17 trillion. The average yield for fixed- and variable-rate Government Bonds was 12.52% and 8.25% respectively, while the average yield for Rupiah and USD corporate bonds was 12.47% and 7.05% respectively. Bank Mandiri was acknowledged by the Surabaya Stock Exchange as “the most active Bank in Government Bonds Trading” for 2004.

Bank Mandiri set up two new dealing rooms for treasury transaction services in Surabaya and Medan, known as Regional Treasury Marketing (RTM), in order to extend our market penetration, support the treasury business and serve customers more efficiently. These offices offer foreign exchange transaction services and other related products at the same price and service level as provided by head office.

Bank Mandiri's expansion in the markets for foreign exchange, fixed income and derivatives has been reinforced through the adoption of New Treasury Solution infrastructure through the OPICS system to integrate the middle and back office functions. The new system consolidates recording, reporting, and control for treasury transactions.

Bank Mandiri maintains a correspondence network with 1,275 correspondence banks around the globe to support international business transactions. In 2004, Bank Mandiri established 42 new collaborations with correspondence banks for various products including Trade Services, Trade Finance, Remittances, and Collections.

Bank Mandiri has also assigned a liaison officer at Al Rajhi BIC in Riyadh to facilitate increased levels of remittances by Indonesian workers in Saudi Arabia.

For capital market services, Bank Mandiri completed the expansion of the Receiving Bank product & service, implemented Technical Support Sub Custody in the Kemayoran Branch and developed Mutual Fund Administration System and Disaster Recovery Plan for Custodian Systems. As of December 31, 2004, Bank Mandiri was managing Rp51,351 billion and USD 221.4 million through custodian services, with trustee services accounting for Rp9,703.5 billion and USD100 million.

Focus for 2005

Bank Mandiri will continue to aggressively expand in 2005, offering a wider array of Treasury products and broadening the scope of the market through the retail and corporate sectors in which we have long experience. This will depend on strengthening the existing supporting systems to accommodate the full range of product features. In fulfilling a wider variety of customer needs, we expect to deepen customer relationships over the long term.

Bank Mandiri will be more aggressive in executing trading for fixed income securities, both government and corporate bonds, by tapping into Consumer Banking customers and institutional investors willing to trade with a minimum amount of Rp250 million. As Bank Mandiri is one of the pioneers of the Indonesian General Master Repo Agreement, which will be implemented in February 2005, we expect as well to be more active in Repo transactions.

To strengthen the Bank's funding structure, especially for foreign exchange and to refinance foreign debt maturing in 2005, Bank Mandiri plans to issue 5- to 10-year Senior Debt in the international market. The 10-year alternative, in addition to anticipating and managing the maturity profile of the Bank's loans, is expected to be a landmark for 10-year bonds issued by Indonesian corporates.

The Bank will introduce Consumer Banking Treasury (CBT) in 2005 to provide better facilities for treasury transactions for retail customers. The Dealing Room CBT will directly service retail transactions in a focused manner, supported by experienced dealers.

Bank Mandiri will also set up an additional Regional Treasury Marketing office in Bandung to expand and enhance service provision in a city with significant potential for foreign exchange transactions.

In 2004, Bank Mandiri instituted a program to standardize the foreign branches' banking systems, which will be implemented through 2006. The objective is to increase transaction flows between the Bank's foreign branches. In 2005, the new system is expected to be installed in the Singapore, Bank Mandiri Europe, London and Dili branches. The new system is expected to enhance the service quality provided by the bank's foreign branches in line with international standards of service.

The directorate will also implement Central Liabilities System (CLS) to monitor the exposure to correspondence banks and provide reciprocity management reports in a timely manner. With CLS, Bank Mandiri will be able to monitor limit usage to customers and correspondent banks through consolidation of accurate data from each business unit on the levels of limit utilization.

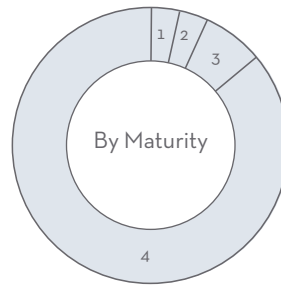
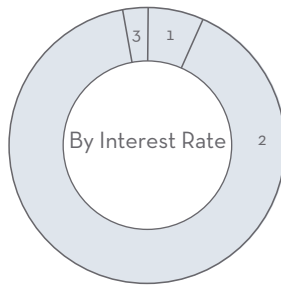
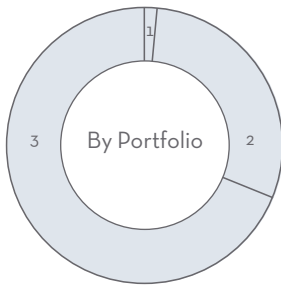
To enhance competitiveness in capital market services, Bank Mandiri will complete its Custodian System Enhancement Project to provide online reporting services to customers.

In 2005 Bank Mandiri will also seek the approval of Bank Indonesia and the China Banking Regulatory Commission (CBRC) to upgrade the status of its Shanghai representative office to a Branch office, to take advantage of the increase in business opportunities between Indonesia and China.

The Bank will retain its status as a custodian bank for the Jakarta Central Custodian Exchange (KSEI) at the Jakarta Stock Exchange (BEJ) for the period 2005 - 2009 in order to maintain third-party funds in the Indonesian capital market.

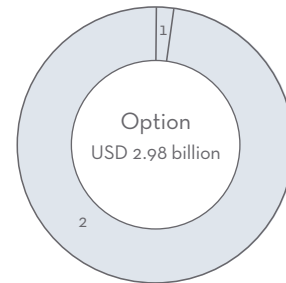
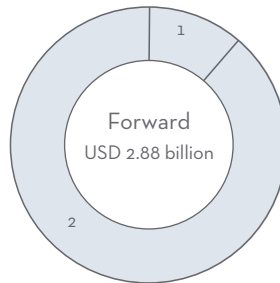
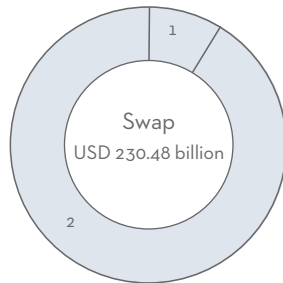
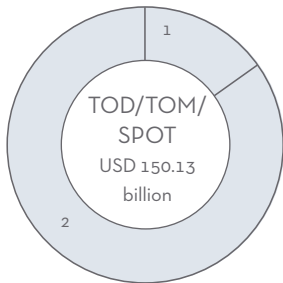
Government Bonds

<ul style="list-style-type: none"> 1. Trading (1.7%) 2. Available for Sale (29.6%) 3. Held to Maturity (68.7%) 	<ul style="list-style-type: none"> 1. Fixed Rate (6.5%) 2. Variable Rate (90.5%) 3. Hedge Bonds (3.0%) 	<ul style="list-style-type: none"> 1. Less Than One Year (3.0%) 2. 1-5 Years (3.2%) 3. 5-10 Years (6.6%) 4. More than 10 Years (87.2%)
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Bank Mandiri Share in Treasury Transactions in 2004

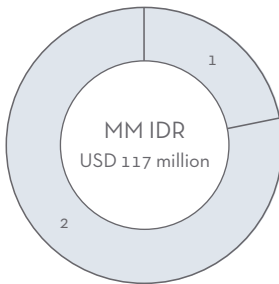
<p>1. Foreign Exchange</p> <ul style="list-style-type: none"> 1. Bank Mandiri Market Share (14.78%) 2. Other Banks (85.22%) 	<ul style="list-style-type: none"> 1. Bank Mandiri Market Share (6.96%) 2. Other Banks (93.04%) 	<ul style="list-style-type: none"> 1. Bank Mandiri Market Share (11.3%) 2. Other Banks (88.7%) 	<ul style="list-style-type: none"> 1. Bank Mandiri Market Share (0.94%) 2. Other Banks (99.06%)
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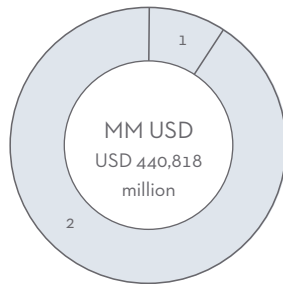
*) Source: Bank Mandiri and Money Market Information Center (PIPU)

2. Money Market

- 1. Bank Mandiri Market Share (19.39%)
- 2. Other Banks (80.61%)

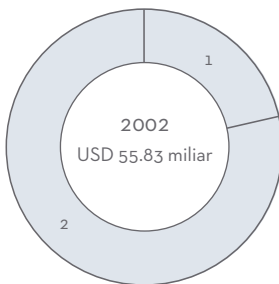


- 1. Bank Mandiri Market Share (9.98%)
- 2. Other Banks (90.2%)

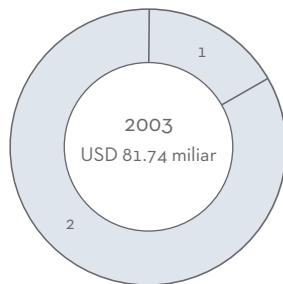


3. Volume & Market Share for Customer FX Transactions*)

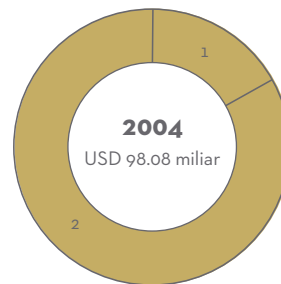
- 1. Bank Mandiri Market Share (20.38%)
- 2. Other Banks (79.62%)



- 1. Bank Mandiri Market Share (15.18%)
- 2. Other Banks (84.82%)



- 1. Bank Mandiri Market Share (17.51%)
- 2. Other Banks (82.49%)



*) Source: Bank Mandiri and Money Market Information Center (PIPU)

Products and Services

<p>FX transaction</p> <ul style="list-style-type: none"> • Banknotes Sale/Purchase • Currency Forwards • Currency Options • Currency Swaps • Spot, Today, Tomorrow for IDR/USD and major currencies • Dual Currency Deposits • Deposito Swaps • FX Range Deposits 	<p>Trade Finance</p> <ul style="list-style-type: none"> • Usance Payable At Sight (UPAS) • Export Usance Bills Discounting • Forfeiting • Trust Receipt • Buyer's Credit • Refinancing L/C • Islamic Trade Finance 	<p>Custodian Services</p> <ul style="list-style-type: none"> • General Custody • Sub Registry Government Bond & SBI • Sub Custody Euroclear • Local Custody for ADR/GDR • Mutual Fund Administration • Overseas Sub Custody
	<p>Trade Services</p> <ul style="list-style-type: none"> • Issuance L/C and Amendment • Advising L/C • Confirming L/C • Negotiating L/C • Export Bills Collections • Documentary Collections 	<p>Trustee Services</p> <ul style="list-style-type: none"> • Trustee • Payment Agent • Facility/Collateral Agent • Escrow Agent • Receiving Bank
<p>Securities</p> <ul style="list-style-type: none"> • Asset Swaps • Bonds Outright Sale/Purchase • Collateralized Fund Facility • Repo & Reverse Repo • Exchangeable Deposits 	<p>Assets Products</p> <ul style="list-style-type: none"> • Call Loan • Syndicated Loan • Investment Loan • Working Capital Loan • Two-Step Loans • Ship Scraping Business • Bill Acceptance Financing • Renegotiating Export Drafts • GSM 102 Program 	<p>Other Services</p> <ul style="list-style-type: none"> • Bank Guarantee • International Remittance • International Collection • Vostro Account • Interbank Risk Participation • Mandiri Transfer Indonesia • Financial Advisory • Bank Reference • Payment Bank KSEI • Intra day Facilities
<p>Money Market</p> <ul style="list-style-type: none"> • Interest Rate Swaps • SBI Auctions & Repo 	<p>Liabilities Products</p> <ul style="list-style-type: none"> • Demand Deposits • Time Deposits • Certificates of Deposit 	

Credit Recovery

The Credit Recovery Group at Bank Mandiri undertakes credit restructuring of non-performing loans to minimize potential losses and maximize potential recoveries. These restructuring efforts are based upon careful analysis and supported by a timely decision-making process to improve the collectibility of these non-performing loans. In addition, the Credit Recovery Group recovers funds from previously written-off loans.

In order to achieve these objectives, we focused on the following activities in 2004:

1. Accelerating the restructuring process for non-performing loans based upon appropriate restructuring schemes
2. Monitoring, collections from and assistance for borrowers post-restructuring
3. Intensive recovery efforts for previously written-off loans
4. Recovery of Rp 1,076 billion from previously written-off loans
5. Write-off of a total of Rp 1,774 billion of loans

Thus the breakdown of non-performing loans as at the end of 2004 was as follows:

Corporate banking:	Rp 3,781 billion
Commercial banking:	Rp 2,552 billion
Consumer banking:	Rp 242 billion

Focus 2005

In 2005, Credit Recovery will focus not strictly on the stock of NPLs, but will also initiate an early detection program for identifying potential problem loans. The objective of this strategy is for credit restructuring to take place before problems become structural issues. In doing so, we should be able to minimize future losses by the Bank in an effective manner.

Bank Mandiri has already implemented an Early Warning System (EWS) through which we are able to detect and address problems faced by borrowers earlier and facilitate the restructuring program before the credit facility becomes non-performing.

To improve the group performance, the focus in 2005 will be:

1. Manage Category 2 loans ("Special Mention") through the further implementation of the Early Warning System in collaboration with the business units.
2. Accelerate credit restructuring for Category 3 loans, emphasizing the appropriate restructuring schemes.
3. Continue sustained monitoring efforts for borrowers that have gone through the restructuring process
4. Further enhance recoveries from previously written-off loans in a pro-active manner.

Shareholder Information

Annual General Meeting of Shareholders in 2004

Wednesday, May 5, 2004, with the following agenda:

1. To approve the company's annual financial report as of December 31, 2003.
2. To approve the usage of the company's net profit for the year ended on December 31, 2003.
3. To appoint a public accounting firm to audit the company's financial report for the year ended on December 31, 2004.
4. To determine salary, bonus, facilities and other allowances for members of the Boards of Directors and Commissioners.
5. To approve the resignation of Mr. Mohammad Syahril as a member of the Board of Commissioners and the appointment of his replacement.
6. Others:
 - a) To report on the progress of collections of previously written-off loans as stipulated during the September 29, 2003 EGM.
 - b) To report on the membership of the Audit Committee.

Dividend Payment

Based on the decision of the Board of Directors' meeting on November 1, 2004 and the approval of the Task Force on Government Guarantee Program (Unit Pelaksana Penjaminan Pemerintah or UP3) of the Ministry of Finance dated November 12, 2004, Bank Mandiri paid an interim dividend of Rp60/share for the fiscal year of 2004 with the following timetable:

Cum dividend	
• Regular and Negotiation Market	: December 16, 2004
• Cash Market	: December 21, 2004

Ex-dividend	
• Regular and Negotiation Market	: December 17, 2004
• Cash Market	: December 22, 2004

Dates for Shareholders Eligible for Interim Dividend:	
Recording date	: December 21, 2004

Payment date of Interim Cash	
Dividends FY 2004	: December 30, 2004

Agenda for the Annual General Meeting of Shareholders 2005

- a. To approve the company's annual financial report as of December 31, 2004 and annual report of Partnership Program for Cooperative & Rural Community Development for the year ended December 31, 2004.
- b. To approve the usage of the company's net profit for the year ended December 31, 2004.
- c. To appoint a public accounting firm to audit the company's financial report for the year ended December 31, 2005 and annual report of Partnership Program for Cooperative & Rural Community Development for the year ended December 31, 2005.
- d. To determine salary, bonus, facilities and other allowances for members of the Board of Directors and Commissioners.
- e. To decide implementation on Employee Stock Option Plan (ESOP) and Management Stock Option Plan (MSOP) Phase II and III
- f. To add/change members of the Board of Directors and Commissioners.

Background on Listing and Additional Shares

During the government's divestment through an Initial Public Offering (IPO) on July 14, 2003, the total shares issued by Bank Mandiri were 20,000,000 shares, of which 19,800,000,000 shares were listed on the Jakarta Stock Exchange (JSX) and Surabaya Stock Exchange (SSX).

With the implementation of the Management Stock Ownership Plan (MSOP), conducted through the issuance of new shares as agreed during May 29, 2003 EGM, Bank Mandiri had pre-listed 1,000,000,000 stock options as approved by JSX based on its decree No.S-1065/BEJ.PSJJ/P/07-2004 dated July 13, 2004 and SSX based on its decree No.JKT-023/LIST-EMITEN/BES/VII/2004 dated July 13, 2004.

As of December 31, 2004, a total of 132,854,872 shares new shares had been converted from stock options, raising the total shares issued by the Company to 20,132,854,872 shares.

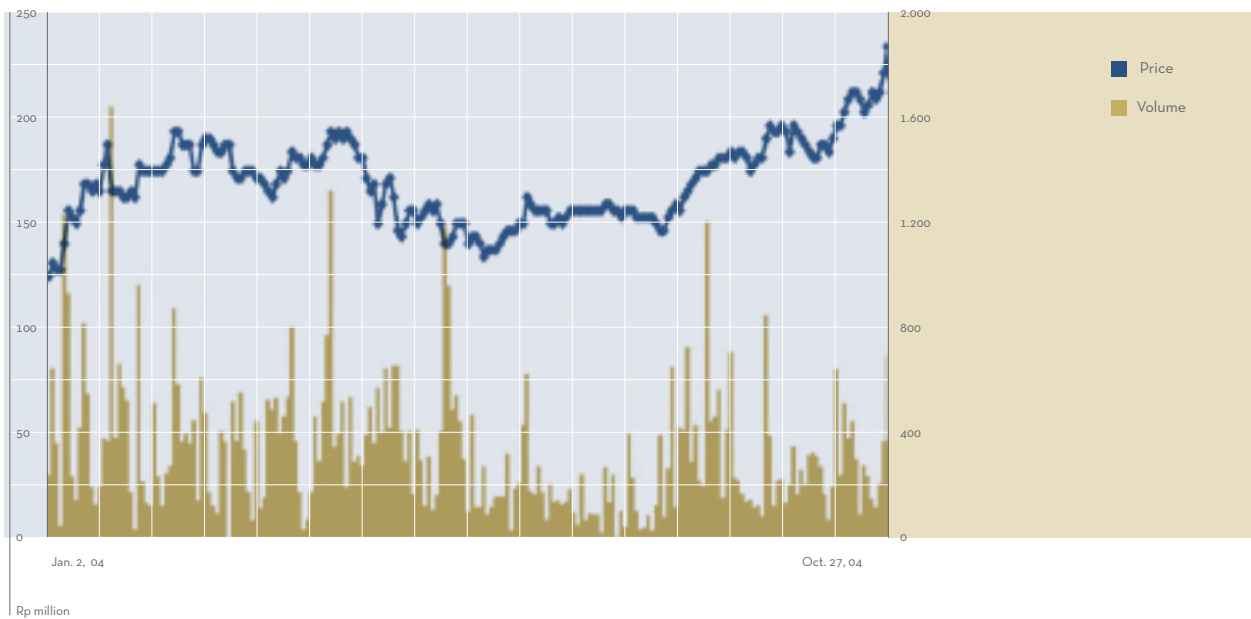
Shareholder Information

List of Shareholders as of December 31, 2004

Name	Shareholders	Number of Shares (units)	%
Domestic Investors			
1. Government of the Republic of Indonesia	1	14,000,000,000	69.5%
2. Retail Investors	8,056	284,069,000	1.4%
3. Employees	17,406	223,179,872	1.1%
4. Pension Funds	61	32,874,500	0.2%
5. Insurance Companies	17	35,432,000	0.2%
6. Corporations	147	148,648,146	0.7%
7. Mutual Funds	30	39,192,500	0.2%
Total	25,718	14,763,396,018	73.3%
Foreign Investors			
1. Individuals	48	5,660,500	0.0%
2. Institutions	385	5,363,798,354	26.6%
Total	433	5,369,458,854	26.7%
Total	26,151	20,132,854,872	100.00%

Monthly Share Price in 2004

Period	Highest	Lowest	Closing	Volume
January	1,500	975	1,300	1,262,761,000
February	1,575	1,225	1,400	817,949,000
March	1,550	1,250	1,400	876,835,000
April	1,550	1,325	1,450	1,066,318,500
May	1,450	1,125	1,250	918,519,500
June	1,275	1,050	1,175	842,276,000
July	1,300	1,150	1,250	466,896,000
August	1,300	1,150	1,250	466,537,500
September	1,475	1,250	1,450	915,455,500
October	1,600	1,425	1,575	709,922,000
November	1,950	1,575	1,825	771,296,500
December	2,000	1,750	1,925	853,312,000



Information on Share Listing and Trading

Jakarta Stock Exchange

Gedung Bursa Efek
 Jakarta, Lt.4
 Jl. Jend. Sudirman
 Kav. 52-53
 Jakarta 12190, Indonesia
 Tel. 62.21.515 0515
 Fax. 62.21.515 0550
 www.jsx.co.id

**Surabaya Stock Exchange
 Head Office:**

Gedung Medan Pemuda, Lt. 5
 Jl. Pemuda No. 27-31
 Surabaya 60271, Indonesia
 Tel. 62.31.534 0888
 Fax. 62.31.534 2888

Operations Office:

Plaza Bapindo Building,
 Mandiri Tower 20th & 23rd Fl.,
 Jl. Jend. Sudirman Kav. 54-55
 Jakarta 12190, Indonesia
 Tel. 62.21.52 66210
 Fax. 62.21.526 6219
 www.bes.co.id

Share Registrar

Datindo Entrycom
 Wisma Diners Club Annex
 Jl. Jend. Sudirman Kav. 34-35
 Jakarta 10220, Indonesia
 Telephone 61.21.570 9009
 Facsimile 62.21.526 6702
 www.datindo.com

**Registered Public
 Accountant**

**Ernst & Young, Prasetyo,
 Sarwoko & Sandjaja**
 Menara I Gedung Bursa
 Efek Jakarta, Lt. 13
 Jl. Jend. Sudirman Kav. 52-53
 Jakarta 12190, Indonesia
 Tel. 62.21.5289 5000
 Fax. 62.21.5289 5555
 www.ey.com

**Investor Information
 Corporate Secretary:**

Nimrod Sitorus
 Director and SEVP
 Tel. 62.21.524 5649
 Fax. 62.21.526 8229

Investor Relations:

Jonathan Zax
 Group Head
 Investor Relations
 Tel. 62.21.526 3817
 Fax. 62.21.5290 4249
 ir@bankmandiri.co.id

A Rich Heritage

Bank Mandiri was formed in October 2, 1998 as part of the Government of Indonesia's bank restructuring program. In July 1999, four state-owned banks - Bank Bumi Daya, Bank Dagang Negara, Bank Exim and Bapindo - were amalgamated into Bank Mandiri. The history of these four banks can be traced back over 140 years. Together they encapsulated the development of the Indonesian banking sector.

Bank Dagang Negara was one of the oldest banks in Indonesia. It was originally known as Nederlandsch Indische Escompto Maatschappij in 1857, when it was founded in Batavia, now known as Jakarta. In 1949 the name was changed to Escomptobank NV. In 1960 Escomptobank was nationalized and had its name changed again, to Bank Dagang Negara, a state-owned bank that focused on the industry and mining sectors.

Bank Bumi Daya was established as a result of a series of events starting in 1959 with the nationalization of a Dutch company, De Nationale Handelsbank NV, which operated under the name of Bank Umum Negara. In 1964, Chartered Bank (formerly a British Bank) was also nationalized, and Bank Umum Negara was given the right to continue its banking business. In 1965, Bank Umum Negara was brought under the umbrella of Bank Negara Indonesia and became known as Bank Negara Indonesia Unit IV. In 1968, BNI Unit IV was spun off from Bank Negara Indonesia as Bank Bumi Daya, an independent state-owned bank.

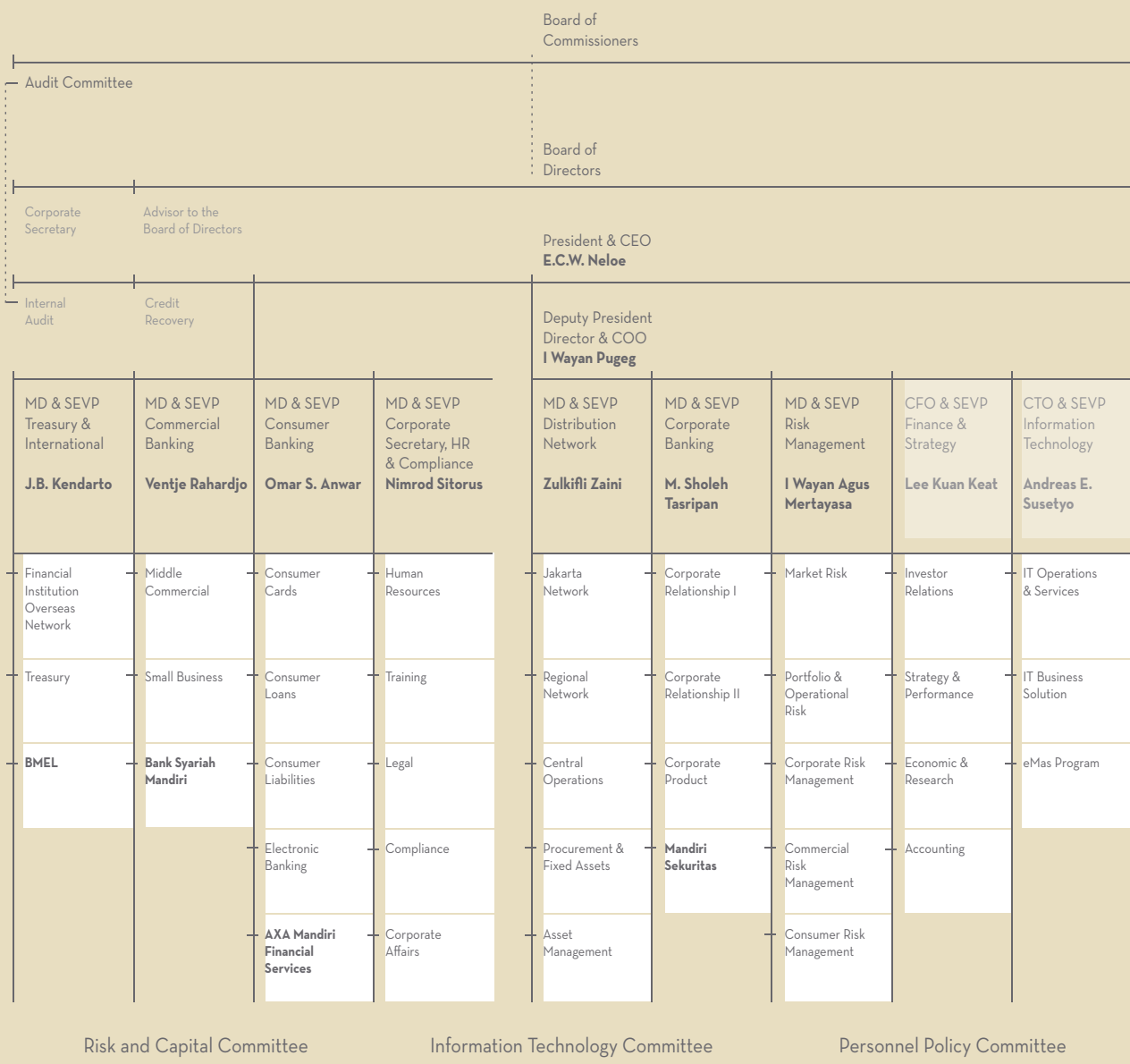
Bank Ekspor Impor Indonesia's (BankExim) roots can be traced back to Dutch trading company N.V. Nederlandsche Handels Maatschappij, which was established in 1824, and expanded its business into the banking sector in 1870. The Government of Indonesia nationalized this company in 1960, and in 1965 it was merged into Bank Negara Indonesia under the name Bank Negara Indonesia Unit II. In 1968, BNI Unit II was divided into two units, one of which, then known as BNI Unit II Export-Import Division, ultimately became BankExim. The special business line of Bank Exim was to finance exports and imports.

Bank Pembangunan Indonesia's (Bapindo) predecessor Bank Industri Negara (BIN) was established in 1951. Bank Industri Negara's mission was to support the development of specific economic sectors, particularly plantations, industry and

mining. Bapindo was established as a state-owned bank in 1960 and BIN was then merged into it. In 1970 Bapindo was assigned by the government to support national development through offering medium and long-term financing to the manufacturing, transportation and tourism sectors.

Today, Bank Mandiri continues this tradition of more than 140 years of delivering expertise in banking and financial services throughout Indonesia. Each of our four legacy banks has played an integral role in the development of the Indonesian economy.

Organizational Structure



Corporate Social Responsibility

Bank Mandiri strives to contribute toward community welfare and empowerment through a variety of Corporate Social Responsibility programs including:

- Mandiri Peduli Pendidikan (Mandiri Cares for Education)
- Mandiri Peduli Olah Raga (Mandiri Cares for Sports)
- Mandiri Peduli Kesehatan (Mandiri Cares for Public Health)
- Mandiri Peduli Lingkungan (Mandiri Cares for the Environment)
- Mandiri Peduli Budaya (Mandiri Cares for Culture)
- Mandiri Peduli Usaha Kecil (Mandiri Cares for Small Business)

Mandiri Cares for Education

Scholarships

- Awarded one-year public school scholarships (Elementary, Junior and Senior High School) to 2,300 students in 102 schools nationwide, consisting of 39 schools in Jakarta and 63 in areas outside of Jakarta. The program was launched in May 2004 by the Minister of Education, Republic of Indonesia.
- Awarded one-year scholarships to 96 high-performing students with demonstrated concern for social well-being and the environment in 12 locations: Banjarmasin, Mataram, Ambon, Manado, Medan, Ternate, Kupang, Banda Aceh, Makasar, Palu, Palembang and Jakarta (in collaboration with Yayasan Nurani Dunia).
- Provided scholarship to students under the KPD Program of Banten Province.
- Provided scholarships to 30 ITB students.
- Provided scholarships to 90 children from Yayasan Nurul Iman.

Science

- Provided introductory courses on banking and personal finance taught by the Bank's staff in the 102 schools receiving the Bank's scholarships.
- Through Program Anak Mandiri (Mandiri Childrens Program), we shared life skill knowledge through edutainment workshops on the multimedia world, entertainment and entrepreneurship to senior high schools and universities in 20 schools in Jakarta and 15 schools in Yogyakarta. The main event was held on October 9 and 10 at Klub Rasuna Jakarta and December 19 in Yogyakarta.
- Admitted 495 interns from university and high schools in the head office and branches.

School Equipment

- Provided 102 computers to the 102 schools receiving the Bank's scholarships.
- Provided AS/400 Main Frame ex legacy to 6 universities: UI, ITB, ITS, UGM, USU, Unhas.
- Distributed notebooks to support an anti-drug campaign, which were sent to the 102 schools receiving scholarships.
- Provided tables, chairs and sports equipments to schools in Purwakarta, Bekasi, Depok, Sukabumi, and others.

Renovated damaged schools including:

Name of Schools	Branch
SMP 1, Serang	Serang
SD Negeri Cisarua IV, Purwakarta	Purwakarta
SD Negeri 02 Tonjong, Bogor	Bogor
SD Sumberbening V, Malang	Malang
SD Pringgodani V, Malang	Malang
SDN Inpres 4 Tolli Banggai, Luwuk Sulawesi Tengah	Luwuk
YP3TN-YP-AI Muawanah, Bogor	Bogor Juanda
TPA Syubanul Jombang	Surabaya
MI dan MTS di Panti Asuhan Albarkah Dumai	Dumai
SD Thomas Aquinos Mando	Menado
TK Al Barokah Depok	Depok
SLTP Darma Asih Cikarang	Bekasi
SDN Polisi 1 Kota Bogor	Bogor Juanda
SDN Pamaruyun 1 Sukabumi	Sukabumi
SDN Kayuringin Jaya V, Bekasi	Bekasi
SDN 408 Genengwaru, Pasuruan	Pasuruan
SDN Bantur Malang	Malang
SD No. 174559 Porsea	Pematang Siantar
SD No. 173633 Porsea	Pematang Siantar
Madrasah Nurul Falah	Bogor

Mandiri Cares for Sports

- Liga Bank Mandiri (Bank Mandiri's League)—sponsored the Indonesian national soccer league—one of the most popular national sports. Each league season lasts for 8 months.
- Sponsored a chess competition called Gelegar Catur.
- Thomas Uber Cup—sponsored the Thomas Uber Cup, a major International Badminton championship.
- Established Jawa-Bali Athletics Competition in collaboration with the Indonesian Athletic Union (Persatuan Atletik Seluruh Indonesia or PASI) to recruit future athletes.
- Sponsored the 2004 National Sports Week or Pekan Olahraga Nasional (PON XVI) in Palembang.
- Supported the Indonesian Fencing Association, or IKASI, in Sumatera by providing fencing equipment.
- Sponsored the Central Java IKASI team for a tournament in Thailand.

Mandiri Cares for Health

- Donated one Mobile Unit for Mammography Screening (pre-detection device for breast cancer) to the Jakarta Breast Cancer Foundation.
- Donated an ambulance to Islam Hospital in Klaten.
- Built 3 supporting public health centers in Makasar.
- Provided free medication for poor families in collaboration with local NGOs.
- Conducted a mass cataract surgery for the underprivileged community in collaboration with Perdami at RSCM on September 18 2004.
- Promoted TBC eradication in collaboration with PPTI.
- Provided medical support for the underprivileged community to continue their hospital stays.

Mandiri Cares for the Environment

Provided assistance to victims of natural disasters including:

- Natural disaster in Lawang Mountain—Sumatera Utara
- Earthquake—Padang
- Dengue victims, by donating bed sheets and pillows to two hospitals in Jakarta
- Landslide in Gunung Bawakaraeng - Makasar
- Forest Fire in Pasar Pariaman - Padang
- Fire in Tambora sub-district
- Landslide in Ciwalahir - Bandung
- Donation for Gunung Awu's refugees
- Forest fire in Simaresmi village - Sukabumi
- Flood and Malaria in Riau
- Natural disaster in Alor, East Nusa Tenggara

- Natural disaster in Nabire, Papua
- Earthquake and Tsunami in Aceh and North Sumatra

Supported security and environmental development

- Donated a Patrol Ship to secure Semangka Strait—Lampung
- Assisted a reforestation campaign in Yogyakarta (Mount Merapi, Kulon Progo, Gunung Kidul).

Supported renovations for the places of worship:

- Nurul Falah Mosque at Dermaga, Pasar Bogor
- Muslimah Center Yayasan Daarut Tauhid—Bandung
- At Tauhid Mosque—Demangan—Yogyakarta
- Donated 10,000 basic food packages nationwide during Idul Fitri 1425 H.

Mandiri Cares for Culture

- Sponsored the Y2K to join the 3rd Choir Olympics in Germany and earned second place.
- Jaya Suprana's solo concert
- Historical Museum of Jakarta Batavia
- Auction and exhibition of Bung Karno's (first president) paintings
- Asia Pacific Children Theater Festival
- Yayasan Harumanada's Painting Exhibition
- Siti Nurhaliza's concert

Mandiri Cares for Small Business

- Invited SME customers to a series of domestic trade & craft exhibitions such as PPEI, Inacraft etc.
- Invited SME customers to trade shows in Singapore and Malaysia.
- Training/Education at LPB Yogyakarta.
- TV program on "Our house: from nothing to something".
- Training for the Cooperative Unit of the Jakarta government.
- Training and education on entrepreneurship for the visually impaired community.
- Training for BMT (Baitul Maal wat Tamwil), a distributor for Bank Mandiri's small business partnership program.
- Provided financial assistance to potential pioneers in micro, small and medium-scale entrepreneurs.

Management

Board of Commissioners

Binhadi	Chairman
Markus Parmadi	Deputy Chairman & Independent Commissioner
Darmin Nasution	Commissioner
Arie Soelendro	Commissioner
Fransiska Oei	Commissioner
A. Tony Prasetyantono	Independent Commissioner
Riswinandi	Independent Commissioner

Board of Directors

E. C. W. Neloe	President Director & CEO
I Wayan Pugeg	Deputy President Director & COO
I Wayan Agus Mertayasa	Managing Director & SEVP, Risk Management
M. Sholeh Tasripan	Managing Director & SEVP, Corporate Banking
Omar Sjawaldy Anwar	Managing Director & SEVP, Consumer Banking
Ventje Rahardjo	Managing Director & SEVP, Commercial Banking
Nimrod Sitorus	Managing Director & SEVP, Corporate Secretary, HR & Compliance
Johanes Bambang Kendarto	Managing Director & SEVP, Treasury & International
Zulkifli Zaini	Managing Director & SEVP, Distribution Network

SEVPs

Lee Kuan Keat	CFO & SEVP Finance & Strategy
Andreas E. Susetyo	CTO & SEVP Information Technology

Committees under the Board of Commissioners

Nomination and Corporate Governance Committee

Binhadi
Darmin Nasution
Arie Soelendro

Audit Committee

Markus Parmadi
Zulkifli Djaelani
Imam Sukarno
Fransiska Oei
Riswinandi

Remuneration Committee

Darmin Nasution
Markus Parmadi
Fransiska Oei
Nimrod Sitorus (*Non Voting Member*)
Kustiawan (*Non Voting Member*)

Risk Policy Committee

Riswinandi
Fransiska Oei
A. Tony Prasetyantono
Arie Soelendro

Secretariat & Research

A. Tony Prasetyantono
Imam Sukarno
Antonius
Andus Winarno

Advisors to the Board of Directors

Nopirin
Clemente Escano ⁽¹⁾
Martin Panggabean

Committees under the Board of Directors

Risk and Capital Committee
Information Technology Committee
Personnel Policy Committee

Group Heads

Roy A. Ilham	Internal Audit
Bambang Ari Prasodjo	Financial Institution & Overseas Network
C. Paul Tehusijarana	Treasury
Tofani Kadir	Corporate Relationship I
Abdul Rachman	Corporate Relationship II
Herry D. Pohan	Corporate Product
A. Kaduhu Sasrayuda	Middle Commercial
Sri Haryanto	Small Business
Kemal I. Santoso	Consumer Cards
Sarastri Baskoro	Consumer Loans
Kostaman Thayib	Consumer Liabilities ⁽²⁾
Widhayati Darmawan	Electronic Banking
Pardi Sudradjat	Market Risk
Arry Basuseno	Portfolio & Operational Risk
Fachruddin Yasin	Corporate Risk Management
Sudirman Suwin	Commercial Risk Management
Sentot A. Sentausa	Consumer Risk Management
Alexander F.H. Roemokoy	Credit Recovery
Sasmita	Jakarta Network
Maryono	Regional Network
Honggo Widjojo	Central Operations
Marcus Soeroto Rahardjo	Deputy Central Operations
Marwan Budiarsyah	Procurement & Fixed Assets
Mudjadi	Asset Management
Kustiawan	Human Resources
I Nengah Rentaya	Deputy Human Resources
Riyani T. Bondan	Training
M. Isa	Legal
Bambang Setiawan	Compliance ⁽³⁾
Koen Sardjono S.	Corporate Affairs
Raizal Munir	IT Operations & Services
Suresh Gummalam	IT Business Solutions
Mohammad Guntur	eMAS Program
Jonathan Zax	Investor Relations
Budi Sulistio	Strategy & Performance
Pahala N. Mansury	Economic & Financial Research
Hartati	Accounting

(1) Resigned in 2004

(2) Resigned in 2004 and became director in Bank Mega

(3) Promoted to PPAK in 2004

Bank Mandiri Domestic Branch Network

No.	Office	Address	Municipal	Post Code	Phone	Fax	
Region I/Medan		Jl. Imam Bonjol No. 7	Medan	20112	(061) 4153396, 4150600, 567985	4153273	
Hub Medan Imam Bonjol							
1	1	KC Medan Imam Bonjol	Jl. Imam Bonjol No. 7	Medan	20112	(061) 4150600	4527365, 4155385
2	2	KCP Medan Taman Setiabudi	Ira Building, Jl. Cactus Raya No. 1	Medan	20122	(061) 800122	800121
3	3	KCP Medan Gatot Subroto	Jl. Jend. Gatot Subroto No. 139	Medan	20112	(061) 4551162	4566626
4	4	KCP Medan Tiara	Jl. Imam Bonjol No. 28-30	Medan	20152	(061) 4519666, 4518477	4538471
5	5	KCP Medan Zainul Arifin	Jl. Imam Bonjol No. 16 D	Medan	20112	(061) 4538555	45338383
6	6	KCP Medan Kirana	Jl. Kirana Raya No. 40-42	Medan	20112	(061) 4157555	4155269
7	7	KCP Kabanjahe	Jl. Veteran No.23, Kabanjahe	Tanah Karo	20303	(0628) 323977	20087
8	8	KK Medan Dharma Agung	Jl. Batam No. 21	Medan	20153	(061) 4529059	4526613
9	9	KK Medan PLN Region II	Jl. Yos Sudarso No. 284	Medan	20112	(061) 6617848	6613930
10	10	KK Medan Pertamina	Jl. Kl. Yos Sudarso No. 8-10	Medan	20112	(061) 4552406	4552406
11	11	KC Pangkalan Brandan	Komplek Pertamina Sumbagut	Pangkalan Brandan	20857	(0620) 21000, 21490	20190
12	12	KK Stabat	Jl. Kh Zainul Arifin No. 32, Stabat	Langkat	20811	(061) 8910691, 8912239	8912240
13	13	KC Banda Aceh	Jl. Teuku H. Daud Beureuh No. 15 H	Banda Aceh	23123	(0651) 23981	25455
14	14	KK Banda Aceh Unsyiah Darussalam	Gedung Aac Prof. Dr. Dayan Dawood, Universitas Syah Kuala, Jl. Teuku Nyak Arief Kampus Unsyiah Darussalam	Banda Aceh	23111	(0651) 51809	51809
15	15	KK Banda Aceh Cut Meutia	Jl. Cut Meutia No. 2	Banda Aceh	23242	(0651) 23370, 23381, 23686	23575
16	16	KC Lhokseumawe Merdeka	Jl. Merdeka No. 135 C	Lhokseumawe	24301	(0645)40082	42922
17	17	KCP Lhokseumawe Pendopo	Jl. Merdeka No. 1	Lhokseumawe	24315	(0645) 43702	43062
18	18	KK Blang Lancang	Main Office Bld. PT Arun NGL Co	Blang Lancang	24352	(0645) 654252	6527111
19	19	KK Batuphat	Komplek PT Arun NGL Co.	Batuphat	24352	(0645) 653157, 653158	653971
20	20	KK Lhoksukon	Kompleks Mobil Oil Inc., Point A Landing	Lhoksukon	24381	(0645) 393119, 393120	393177
21	21	KC Langsa	Jl. Jend. Ahmad Yani No. 20	Langsa	24416	(0641) 21023	21212
22	22	KCP Kuala Simpang	Jl. Cut Nyak Dhien No. 21 A, Kuala Simpang	Aceh Tamiang	24475	(0641) 31000, 333155	333499
Hub Medan Balaikota							
23	1	KC Medan Balaikota	Jl. Balaikota No. 8-10	Medan	20111	(061) 4524900	41552209, 4577691
24	2	KCP Medan Gunung Krakatau	Jl. Gunung Krakatau No. 7 G-H	Medan	20239	(061) 6619000, 6629000	6619540
25	3	KCP Medan Asia	Jl. Asia No. 97 C-D	Medan	20214	(061) 7368798	7361897
26	4	KCP Medan Willem Iskandar	Jl. Willem Iskandar No. 120-121	Medan	20222	(061) 7359125, 7359925	7358219
27	5	KCP Medan Lapangan Merdeka	Jl. Balaikota No. 12-14	Medan	20111	(061) 4538122	45385666
28	6	KCP Medan Pusat Pasar	Jl. Pusat Pasar No. 94-95	Medan	20212	(061) 4531164	4517644
29	7	KCP Medan Ahmad Yani	Jl. Jend. Ahmad Yani No. 109	Medan	20111	(061) 4536800	4512459
30	8	KCP Medan Belawan	Jl. Pelabuhan II Kotak Pos 15	Belawan	20411	(061) 6941152	6941733
31	9	KCP Medan Pulo Brayang	Jl. Yos Sudarso Blok A No.1a, Pulo Brayang	Medan	20116	(061) 6610033	611100
32	10	KCP Medan Kim	Wisma Kawasan Industri Medan, Jl. Pulau Batam No. 1	Medan	20242	(061) 6871050, 6871030	6871049
33	11	KCP Binjai	Jl. Jend. Sudirman No. 397	Binjai	20711	(061) 8826000	8828064
34	12	KCP Medan Jalan Cirebon	Jl. Cirebon No. 97-99	Medan	20212	(061) 4567162, 4157547	4157246
35	13	KK Medan Universitas Sumatera Utara	Jl. Universitas, Gelanggang Mahasiswa USU, Kampus USU	Medan	20155	(061) 8200361, 8210548	8210548
36	14	KK Medan M. Yamin	Jl. Prof. H.M. Yamin, SH No.17 G, H, I	Medan	20234	(061) 4532609, 4532111, 4532262	4537282
37	15	KC Tebing Tinggi	Jl. Dr. Sutomo No. 17	Tebing Tinggi	20633	(0621) 21723	21093
Hub Pematangsiantar							
38	1	KC Pematangsiantar Sudirman	Jl. Jend. Sudirman No. 14	Pematangsiantar	21117	(0622) 22035	23211
39	2	KCP Pematangsiantar Sutomo	Jl. Sutomo No. 16	Pematangsiantar	21115	(0622) 21540, 21211	23446
40	3	KK Bah Jambi	Mess Kecil Komplek Kantor Direksi PTPN IV, Bah Jambi	Simalungun	21182	(0622) 563110	563143
41	4	KK Balige	Jl. Patuan Nagari No.10	Balige	22313	(0632) 322431	322432

Bank Mandiri Domestic Branch Network

No.	Office	Address	Municipal	Post Code	Phone	Fax
42	5 KC	Padang Sidempuan	Jl. Sudirman No. 30-32	Padang Sidempuan	22718	(0634) 21032 21238
43	6 KK	Panyabungan	Jl. Willem Iskandar No. 105, Panyabungan	Mandailing Natal	22913	(0636) 20925 20926
44	7 KC	Sibolga	Jl. Brigjend. Katamso No. 43	Sibolga	22522	(0631) 21376, 21591 22313
45	8 KC	Rantau Prapat Ahmad Yani	Jl. Jend. Ahmad Yani No. 2	Rantau Prapat	21415	(0624) 21434 21091
46	9 KCP	Rantau Prapat M. Lubis	Jl. Letkol. Martinus Lubis 11	Rantau Prapat	21412	(0624) 21712 21713
47	10 KK	Kota Pinang	Jl. Bukit No.6, Kota Pinang	Rantau Prapat	21464	(0624) 496351 496431
48	11 KC	Kisaran	Jl. Cokroaminoto No. 65	Kisaran	21215	(0623) 41855, 41375 41857
49	12 KCP	Tanjung Balai	Jl. Teuku Umar No. 48-54	Tanjung Balai	21312	(0623) 93137 597142
Hub Pekanbaru						
50	1 KC	Pekanbaru Sudirman Bawah	Jl. Jend. Sudirman No. 140	Pekanbaru	28113	(0761) 31786, 32881, 32403, 32223 28683, 33500, 46920
51	2 KCP	Pekanbaru Nangka	Jl. Tuanku Tambusai No. 301	Pekanbaru	28282	(0761) 571610, 572517 572623, 572618
52	3 KCP	Pekanbaru Ahmad Yani	Jl. Jend. Ahmad Yani No. 85	Pekanbaru	28115	(0761) 24888 38003
53	4 KCP	Ujungbatu	Jl. Jend. Sudirman No.15	Ujungbatu	28454	(0762) 61147, 61636, 61620 61148
54	5 KCP	Pekanbaru Sudirman Atas	Jl. Jend. Sudirman No. 452	Pekanbaru	28115	(0761) 31021-5, 21464 36383
55	6 KCP	Siak Perawang	Jl. Raya Perawang Kilometer 5	Siak	28772	(0761) 693426 693468
56	7 KCP	Pangkalan Kerinci	Jl. Raya Lintas Timur	Pangkalan Kerinci	28381	(0761) 493696, 493906 493719
57	8 KCP	Pekanbaru Jalan Riau	Jl. Riau No. 12 D-E	Pekanbaru	28292	(0761) 859381, 859580, 859581 47764
58	9 KK	Pekanbaru Rumbai	Kompleks PT Caltex Pasific Indonesia, Rumbai, Pekanbaru	Pekanbaru	28271	(0761) 592190 594398
59	10 KK	Pekanbaru Minas	Main Office PT Caltex Pasific Indonesia, Minas, Pekanbaru	Pekanbaru	28885	(0761) 993894, 993895 43177
60	11 KC	Dumai Sudirman	Jl. Jend. Sudirman No. 133 A	Dumai	28812	(0765) 31088 31097
61	12 KCP	Dumai Syarif Kasim	Jl. Sultan Syarif Kasim No. 99	Dumai	28812	(0765) 32203-4 32302
62	13 KCP	Baganbatu	Jl. Jend. Sudirman No. 219, Bagan Sinembah	Bengkalis	28992	(0765) 51093, 51091 51092
63	14 KCP	Bengkalis	Jl. Ahmad Yani	Bengkalis	28712	(0766) 22771-2 22773
64	15 KK	Pertamina Sungai Pakning	Kompleks Pertamina, Sungai Pakning, Jl. Cendana, Sungai Pakning	Dumai	28700	(0766) 91220 - 22 Ext. 4269 391777
65	16 KC	Duri	Jl. Hangtuah No.289-292	Duri	28884	(0765) 91170 91137
66	17 KK	Caltex Duri	Kompleks PT Caltex Pasific Indonesia, Duri	Duri	28884	(0765) 996156 995500
67	18 KK	Duri Sudirman	Jl. Jend. Sudirman Kav. 109	Duri	28884	(0765) 598795, 598791 598796
68	19 KC	Rengat	Jl. Jend. M.t. Haryono No. 11	Rengat	29319	(0769) 21383 21382
69	20 KCP	Air Molek	Jl. Jend. Sudirman No. 190-192	Air Molek	29352	(0769) 41075 41074
Hub Batam						
70	1 KC	Batam Imam Bonjol	Jl. Imam Bonjol No. 90	Batam	29432	(0778) 454444, 458137, 458280 452606, 452607, 431740
71	2 KCP	Batam Lubuk Baja	Jl. Imam Bonjol, Lubuk Baja	Batam	29432	(0778) 458159 457830
72	3 KCP	Batam Sekupang Martadinata	Jl. R.E. Martadinata, Komp. Harapan Business Center Blok I No.1	Batam	29422	(0778) 322126 322474
73	4 KCP	Batam Nagoya	Jl. Imam Bonjol, Komp. Bumi Ayu Lestari Blok D/25-27, Nagoya	Batam	29432	(0778) 456717 457988
74	5 KCP	Batam Industrial Park	Batam Industrial Park, Jl. Rasamala No. 1	Batam	29434	(0778) 611666, 611444 611333
75	6 KCP	Batam Panbil	Kawasan Industri Panbil, Jl. Ahmad Yani	Batam	29433	(0778) 371283, 371284 371281
76	7 KK	Batam Bandara Hang Nadim	Bandara Hang Nadim	Batam	29431	(0778) 761318 761317
77	8 KK	Batam Center	Gedung Otorita Batam, Batam Center	Batam	29432	(0778) 462048, 462264 462216
78	9 KK	Batam Batuaji	Komplek Saguling Mas Indah Blok A No. 3, Batuaji	Batam	29422	(0778) 392040, 322047 322765
79	10 KK	Batam Pulau Sambu	Jl. Pasar	Pukau Sambu	29411	(0778) 310059, 310053 310053
80	11 KK	Batam Tiban	Jl. Tiban Raya, Komplek Tiban Garden Blok C No. 20	Batam	29421	(0778) 327177, 326877 323264

Bank Mandiri Domestic Branch Network

No.		Office	Address	Municipal	Post Code	Phone	Fax
81	12	KC	Tanjungpinang	Jl. Teuku Umar No. 23	Tanjungpinang	29111 (0771) 22437, 21805	28047
82	13	KCP	Tanjung Uban	Jl. Permaisuri No. 3	Tanjung Uban	29152 (0771) 81007, 81006	81008
Region II/ Palembang			Jl. Kapten a. Rivai no. 1008	Palembang	30135	(0711) 364008 - 012, 364013	310992, 3120417, 374279
Hub jambi							
83	1	KC	Jambi Gatot Subroto	Jl. Jend. Gatot Soebroto No. 60 A	Jambi	36138 (0741) 31581-2, 21412	20066
84	2	KCP	Jambi Telanaipura	Jl. Prof. Dr. Sri S.M. Sofwan, SH No. 27, Telanaipura	Jambi	36122 (0741) 62184, 63267	62292
85	3	KCP	Jambi Sam Ratulangi	Jl. Dr. Sam Ratulangi No. 20	Jambi	36113 (0741) 22202, 31089	22202
86	4	KCP	Jambi Dr. Sutomo	Jl. Dr. Sutomo, P.O.Box 14	Jambi	36113 (0741) 34374, 22864	34185
87	5	KK	Bajubang	Jl. Pramuka No. 1, Bajubang	Bajubang	21366 (0743) 21366	20066
88	6	KK	Sengeti	Jalan Lintas Timur Km.35, Desa Sengeti, Muaro Jambi	Jambi	36381 (0741) 51900	51900
89	7	KC	Muara Bungo	Jl. Lintas Sumatra Km. 1	Muara Bungo	37212 (0747) 21188, 21138	21137
90	8	KCP	Bangko	Jl. Jend. Sudirman, Pematang Kandis	Bangko	37314 (0746) 323224	323225
Hub Padang							
91	1	KC	Padang Lapangan Imam Bonjol	Jl. Bagindo Aziz Chan No. 12	Padang	31505 (0751) 31501-2	31505, 36726
92	2	KCP	Padang Indarung	Social Center PT Semen Padang	Padang	25237 (0751) 777618, 777619, 72333	777620
93	3	KCP	Sawahlunto	Jl. Jend. Ahmad Yani No. 40	Sawahlunto	27411 (0754) 61144	61422
94	4	KCP	Padang Sudirman	Jl. Sudirman No. 2a	Padang	25001 (0751) 26940, 28940, 33840	31571
95	5	KCP	Padang Bagindo Aziz Chan	Jl. Bagindo Aziz Chan No. 21	Padang	25211 (0751) 33331	28332
96	6	KCP	Padang Muara	Jl. Batang Arau No. 42	Padang	25215 (0751) 34872	34036
97	7	KK	Padang Veteran	Jl. Veteran No. 62 J	Padang	22115 (0751) 32726, 32748	32749
98	8	KC	Bukittinggi	Jl. Jend. Sudirman No. 22	Bukittinggi	26138 (0752) 626401	626406
99	9	KK	Bukittinggi Aur Kuning	Jl. Raya By Pass No.42, Aur Kuning	Bukittinggi	26131 (0752) 627880, 627881	627879
100	10	KC	Solok	Jl. K.H. Akhmad Dahlan	Solok	27322 (0755) 21123	20169
101	11	KK	Sungai Rumbai	Jl. Lintas Sumatera No. 2, Sungai Rumbai	Sawahlunto	27584 (0754) 583393, 583394	583395
Hub Palembang Sudirman							
102	1	KC	Palembang Sudirman	Jl. Jend. Sudirman No. 419	Palembang	30134 (0711) 311177, 358325	310393
103	2	KCP	Palembang Pusat Dagang	Jl. T.p. Rustam Effendi No. 550	Palembang	30125 (0711) 313767, 356436	310873
104	3	KCP	Lubuk Linggau	Jl. Garuda No. 8-9	Lubuk Linggau	31616 (0733) 325350, 321925	325680
105	4	KCP	Palembang Atmo	Jl. Kolonel Atmo No.118	Palembang	30125 (0711) 354144, 354245	313655
106	5	KCP	Palembang Pusri	Jl. Mayor Zen No. 9, Gedung YDPK	Palembang	30118 (0711) 711023, 711023	710994
107	6	KCP	Palembang R.S.U	Jl. Jend. Sudirman Km. 3,5	Palembang	30126 (0711) 313498, 364020	313977
108	7	KK	Palembang Sako Kenten	Terminal Sako Kenten, Ruko K3 No.1, Sako Kenten	Palembang	30762 (0711) 810771	810772
109	8	KC	Tanjungenim	Jl. Jend. A. Yani No.8	Tanjungenim	31711 (0734) 451033-35	451036
110	9	KCP	Lahat	Jl. Mayor Ruslan Blok A No. 7-8	Lahat	31411 (0731) 323700, 321012, 321013, 322381, 322383	323600
111	10	KK	Muara Enim	Jl. Jenderal Sudirman No. 44	Muara Enim	31315 (0734) 424148, 421363	423338
112	11	KC	Baturaja	Jl. Serma Zakaria No. 35-37	Baturaja	32116 (0735) 20688, 20687	23576
113	12	KC	Pangkalpinang	Jl. Jend. Sudirman No. 7	Pangkalpinang	33128 (0717) 432385	432623
114	13	KCP	Sungailiat	Jl. Sudirman No. 18	Sungailiat	32111 (0717) 92233, 92416	92233
115	14	KCP	Mentok	Jl. Yos Sudarso No. 1 / 78	Mentok	33311 (0717) 21194, 31942	21194
116	15	KC	Tanjungpandan	Jl. Merdeka No. 6	Tanjungpandan	33411 (0719) 21011, 21012	21600
Hub Palembang Arief							
117	1	KC	Palembang Arief	Jl. Kapten A. Rivai No. 27	Palembang	30129 (0711) 310952, 352346, 373271	313379, 313627
118	2	KCP	Palembang Plaju	Pertamina UEP III, Jl. Kurnia	Plaju	20368 (0711) 352432	352432
119	3	KCP	Palembang A. Rivai	Jl. Kapten A. Rivai No. 39	Palembang	30135 (0711) 313455, 311556	312016
120	4	KCP	Palembang Pasar 16 Ilir	Jl. Pasar 16 Ilir No. 165-167	Palembang	30122 (0711) 318511, 322226	311481
121	5	KCP	Prabumulih Sudirman	Jl. Sudirman No. 117	Prabumulih	31121 (0713) 326000, 326093, 326094	326095
122	6	KK	Sekayu	Petro Muba Building Jl. Merdeka Lk I, Sekayu	Musi Banyuasin	30711 (0714) 322900-2	322904
123	7	KK	Palembang Bandara Sultan Badaruddin	Bandara Sultan Mahmud Badaruddin II	Palembang	30152 (0711) 410150	420183
124	8	KK	Palembang Uniba	Jl. Mayor Ruslan	Palembang	30113 (0711) 364025	372233
125	9	KK	Palembang Gedung Kanwil	Jl. Kapten A. Rivai No. 1008	Palembang	30137 (0711) 364013, 322131	312477
126	10	KK	Palembang R. Sukamto	Jl. R. Soekamto No.79, Simpang Patal	Palembang	30114 (0711) 360808	357670
127	11	KK	Palembang Veteran	Jl. Veteran No. A-8	Palembang	30113 (0711) 374004, 357472, 357496	350013

Bank Mandiri Domestic Branch Network

No.	Office	Address	Municipal	Post Code	Phone	Fax	
128	12 KK	Pendopo Komplek Pertamina II, Jl. Cemara 18	Pendopo	31211	(0711) 90204	90808	
129	13 KK	Prabumulih Pertamina Uep II, Jl. Pramuka	Prabumulih	31122	(0713) 20868	21515	
130	14 KC	Bengkulu S. Parman Jl. Letjend. S. Parman No. 183	Bengkulu	38223	(0736) 20016, 22138, 21244	21361, 20464	
131	15 KCP	Bengkulu Ahmad Yani Jl. Jend. Ahmad Yani No. 60	Bengkulu	38115	(0736) 22881, 22916	22882	
132	16 KK	Bengkulu Panorama Jl. Salak Raya No. 297 B, Bengkulu	Bengkulu	38226	(0736) 346890	346891	
Hub Bandar Lampung							
133	1 KC	Bandarlampung Malahayati Jl. Laksamana Malahayati No. 3	Bandarlampung	35221	(0721) 481222, 486146, 481431	489064, 473752	
134	2 KCP	Bandarlampung Cut Meutia Jl. Cut Meutiah No. 46	Bandarlampung	35214	(0721) 486087	483849	
135	3 KCP	Tanjungkarang Bambu Kuning Jl. Bukit Tinggi No. 21 D	Tanjungkarang	35114	(0721) 255167	268602	
136	4 KCP	Bandarlampung Telukbetung Jl. Laksamana Malahayati No. 30	Bandarlampung	34223	(0721) 481945	486847	
137	5 KCP	Bandarlampung Supratman Jl. W.r. Supratman No. 70	Bandarlampung	35111	(0721) 486942-3	485684	
138	6 KCP	Tanjungkarang Kartini Jl. Kartini No. 79	Tanjungkarang	35111	(0721) 251414	252796	
139	7 KCP	Metro Jl. Jend. Sudirman No. 39 A	Metro	34111	(0725) 41363	41860	
140	8 KCP	Pringsewu Jl. Ahmad Yani No. 9, Pringsewu	Tanggamus	35373	(0729) 24452, 24453	21472	
141	9 KK	Tanjungkarang Plaza Jl. Kartini No. 21	Bandarlampung	35117	(0721) 267497	263230	
142	10 KK	Bandarlampung Antasari Jl. Pangeran Antasari No. 149 A	Bandarlampung	35133	(0721) 782555	782333	
143	11 KK	Bandar Jaya Jl. Proklamator No. 33 A, Bandar Jaya	Lampung Tengah	34163	(0725) 529999	529127	
144	12 KK	Bandarlampung Raden Intan Jl. Raden Intan No. 132	Bandarlampung	35118	(0721) 251312, 251510	51510	
145	13 KC	Kotabumi Jl. Raden Intan No. 11-15	Kotabumi	34519	(0724) 25038	21975	
Region III/ Jakarta Kota			Jl. Lapangan Stasiun No. 2	Jakarta Barat	11110	(021) 6922004, 2600500	6922006
Hub Jakarta Kota							
146	1 KC	Jakarta Kota Jl. Lapangan Stasiun No. 2	Jakarta Barat	11110	(021) 2600500, 2600506	2600505, 2600508	
147	2 KCP	Jakarta Mitra Bahari Komplek Pertokoan Mitra Bahari Blok E No.7-8, Jl. Pasar Ikan	Jakarta Utara	14440	(021) 6625325-8, 6627901	6625327	
148	3 KCP	Jakarta Glodok Plaza Ruko Glodok Plaza Blok H No.45-46, Jl. Pinangsia Raya	Jakarta Barat	11180	(021) 6291486, 6281936	6281937	
149	4 KCP	Jakarta Mangga Dua Arkade Dusit Mangga Dua No. 5, Jl. Arteri Mangga Dua Raya	Jakarta Pusat	10730	(021) 6127623-4	6127624	
150	5 KCP	Jakarta Bandengan Komplek Puri Deltamas Blok J 1-2 Jl. Bandengan Selatan No.43	Jakarta Utara	14450	(021) 6603086, 6603087	66603981, 6690602	
151	6 KCP	Jakarta Pluit Selatan Jl. Raya Pluit Selatan No. 31-35	Jakarta Utara	14450	(021) 6670909, 6670101	6697201	
152	7 KCP	Jakarta Pangeran Jayakarta Jl. Pangeran Jayakarta No. 73	Jakarta Pusat	10730	(021) 6299030, 6264215	6399070	
153	8 KCP	Jakarta Mega Mal Pluit Ruko Mega Mal Pluit No. Mg 46-47	Jakarta Utara	14450	(021) 6670926, 6683566	6683565	
154	9 KCP	Jakarta Muara Karang Dalam Jl. Muara Karang Blok O / VIII Timur No. 69-70	Jakarta Utara	14440	(021) 6685553, 6628061	6678048	
155	10 KCP	Jakarta Muara Karang Raya Jl. Muara Karang Raya No. 93-95	Jakarta Utara	14450	(021) 6603482, 6603884	6630936	
156	11 KCP	Jakarta Pluit Kencana Jl. Raya Pluit Kencana No. 51-53	Jakarta Utara	14450	(021) 6601602/5, 6601609	6601608	
157	12 KCP	Jakarta Ketapang Indah Komplek Ketapang Indah, Jl. K.H. Zainal Arifin Blok A1	Jakarta Barat	11140	(021) 6336461, 6336601	6349340, 6340164	
158	13 KCP	Jakarta Mangga Besar Jl. Mangga Besar Raya No. 73-75	Jakarta Barat	11170	(021) 2600044	6391113	
159	14 KCP	Jakarta Glodok Sky Pasar Glodok Lt. 2 A.102 Bks039,	Jakarta Barat	11120	(021) 6336120, 6336320	6336440	
160	15 KK	Jakarta Pasar Pagi Mangga Dua Gedung Pusat Perdagangan Grosir Mangga Dua Blok Ka No.12a-14, Jl. Mangga	Jakarta Utara	14430	(021) 6019948	6019257	
161	16 KK	Jakarta ITC Mangga Dua ITC Mangga Dua Lt. I Blok B/13-14, Jl. Mangga Dua Raya	Jakarta Utara	14430	(021) 62300268, 62300269	62300267	
162	17 KK	Jakarta Harco Mangga Dua Gedung Pusat Elektronika Harco Mangga Dua, Lt.dasar Blok B No. 62	Jakarta Utara	10730	(021) 6123135	6121827	
163	18 KK	Jakarta WTC Mangga Dua Wtc Mangga Dua Lantai 5 Blok D No. 27, Jl. Mangga Dua Raya No. 8	Jakarta Utara	14430	(021) 30012229, 30012234, 30012235	30012227	
164	19 KK	Jakarta Mangga Dua Square Mangga Dua Square Blok B No.9, Jl. Gunung Sahari Raya 1	Jakarta Utara	14430	(021) 62312970	62312971	
165	20 KK	Jakarta Pasar Pagi Lama Jl. Pintu Kecil III No. 54, Pasar Pagi	Jakarta Barat	11230	(021) 6916434, 6926655	6909647	
Hub Jakarta S. Parman							
166	1 KC	Jakarta S. Parman Wisma Barito Pacific, Jl. S. Parman Kav. 62-63, Slipi	Jakarta Barat	11410	(021) 5346627, 5483595	5347012	
167	2 KCP	Jakarta Bandara Soekarno-Hatta Terminal D Bandara Soekarno-Hatta, Terminal D & E Departures	Jakarta Barat	19100	(021) 5506744, 5507283	5501383	
168	3 KCP	Jakarta R.S. Pelni Jl. Aipda KS Tubun 92-94, Petamburan	Jakarta Barat	11410	(021) 5306783-4	5480027	
169	4 KCP	Jakarta Tanjung Duren Jl. Tanjung Duren Raya No. 56 A-B	Jakarta Barat	11470	(021) 5666503, 5669125	5666552	
170	5 KCP	Jakarta Kepa Duri Jl. Mangga Raya Blok Y No. 20	Jakarta Barat	11510	(021) 5656646-7	5656645	
171	6 KCP	Jakarta Gedung Pusri Jl. Taman Anggrek-Kemanggis Jaya	Jakarta Barat	11480	(021) 53672756, 53672801	5482003	
172	7 KCP	Jakarta Bandara Soekarno-Hatta Cargo Bandara Soekarno-Hatta, Cargo Area Gedung 501	Jakarta Barat	19101	(021) 5501260, 5507172	5501289	

Bank Mandiri Domestic Branch Network

No.	Office	Address	Municipal	Post Code	Phone	Fax	
173	8	KK Jakarta R.S. Harapan Kita	Jl. S. Parman Kav. 87	Jakarta Barat	11420	(021) 5681153	56963325
174	9	KK Jakarta Garuda Sentra Operasi	Bandara Soekarno-Hatta, Cengkareng	Jakarta Barat	19110	(021) 5590369, 5590370	5590369
175	10	KK Jakarta Slipi Jaya	Jl. Letjend. S. Parman Kav. 17-18, Gedung Slipi Jaya	Jakarta Barat	11480	(021) 5356830, 5356802	5356917
176	11	KK Jakarta Bandara Soekarno-Hatta Gedung Angkasa Pura	Bandara Soekarno-Hatta, Gedung 601	Jakarta Barat	19120	(021) 5501240/1378/2426	5502427
177	12	KK Jakarta R.S. Kanker Dharmais	Jl. Letjend. S. Parman Kav. 84-88, Slipi	Jakarta Barat	11420	(021) 5681573	56943406
178	13	KK Tangerang Taman Niaga Soewarno	Taman Niaga Soewarno Lantai Dasar Blok B Lot 1-5, Bandara International Soekarno Hatta	Tangerang		(021) 55911440, 55911242	55911441
179	14	KC Serang	Jl. Diponegoro No. 8	Serang	42111	(0254) 201260	217723
180	15	KK Serang Pasar Lama	Jl. Maulana Hasanuddin No. 57 B	Serang	42112	(0254-220404-6	201224
181	16	KK Serang Cikande	Kawasan Industri Modern Cikande, Komplek Ruko Modern Cikande Blok B No. 1, Jl. Raya Cikande,	Serang	42186	(0254) 404102-4	400439
182	17	KC Cilegon Anyer	Jl. Raya Anyer No. 2	Cilegon	42431	(0254) 391515, 931234	391396
183	18	KCP Cilegon Merak	Jl. Raya Merak No. 3	Cilegon	42431	(0254) 391577, 391133	391606
184	19	KK Cilegon Krakatau Steel	Kawasan Industri Berat Cilegon, Gedung Adb Krakatau Steel	Cilegon	42431	(0254) 372124	391396
185	20	KK Cilegon Pasar Anyar	Jl. Raya Anyer No. 103, Anyer	Serang	42166	(0254) 603515	603516
Hub Jakarta Kyai Tapa							
186	1	KC Jakarta Kyai Tapa	Jl. Kyai Tapa No. 99	Jakarta Barat	11440	(021) 5634614	5634613
187	2	KCP Jakarta Puri Indah	Jl. Puri Indah Raya Ruko Blok I / 1	Jakarta Barat	11610	(021) 5824408-9	5824410
188	3	KCP Jakarta Kebon Jeruk Perjuangan	Jl. Perjuangan No. 9 B, Kebon Jeruk	Jakarta Barat	11520	(021) 5360735-7	5348757
189	4	KCP Jakarta Kedoya	Rukan Golden Green No. 21, Jl. Arteri Kedoya	Jakarta Barat	11520	(021) 5824804	5824806
190	5	KCP Jakarta Design Center	Jl. Jend. Gatot Subroto Kav. 53-54	Jakarta Pusat	10260	(021) 5495136-8, 5495144	5495139
191	6	KCP Jakarta Jelambar	Jl. Pangeran Tubagus Angke No. 10	Jakarta Barat	11460	(021) 5647439, 5665804	5675890
192	7	KCP Jakarta Roxy Mas	Jl. K.H. Hasyim Ashari No. 125	Jakarta Pusat	10150	(021) 6329512	6329487
193	8	KCP Jakarta Taman Kebon Jeruk	Jl. Meruya Ilir Blok A No. 19	Jakarta Barat	11650	(021) 5304300, 5868489	5304127
194	9	KCP Jakarta Jembatan Lima	Jl. K.H. Moch. Mansyur No. 18	Jakarta Barat	11210	(021) 6306118, 6310068	6306112
195	10	KK Jakarta Taman Kedoya Baru	Ruko Agave Blok B1/12a, Jl. Agave Kedoya	Jakarta Barat		(021) 5822882	5823111
196	11	KK Jakarta Universitas Trisakti	Kampus A Universitas Trisakti, Jl. Kyai Tapa No. 1, Grogol	Jakarta Barat	11440	(021) 5636771	5636527
197	12	KK Jakarta Mal Taman Anggrek	Mal Taman Anggrek Ground Level C 13a&c 13z Jl. Letjend. S. Parman Kav.21	Jakarta Barat	11470	(021) 56998570-8572	56998574
198	13	KK Jakarta Mal Puri Indah	Komplek Mal Puri Indah, Lantai Dasar Unit 70 C, Jl. Puri Agung, Puri Indah	Jakarta Barat	11610	(021) 5822723, 5822778	5822302
Hub Jakarta Daan Mogot							
199	1	KC Jakarta Daan Mogot	Jl. Daan Mogot	Jakarta Barat	11460	(021) 5606248, 5674668-9	5606252
200	2	KCP Tangerang Merdeka	Jl. Merdeka No. 197 D	Tangerang	15133	(021) 5517019, 5516959	5523718
201	3	KCP Jakarta Kalideres	Jl. Peta Selatan No. 6a-6b, Kalideres	Jakarta Barat	11840	(021) 54391549, 5450258-9	5450257
202	4	KCP Tangerang Bumi Serpong Damai	Jl. Gunung Rinjani No.13 Blok R-g, Sektor IV Bumi Serpong Damai	Tangerang	15311	(021) 5376767/68	5376769
203	5	KCP Tangerang Daan Mogot	Jl. Daan Mogot No. 32	Tangerang	15111	(021) 5521050/58, 5510120	5521047
204	6	KCP Tangerang Cikokol	Mahkota Mas Blok C / 14-15, Cikokol	Tangerang	15117	(021) 5543218	5543048
205	7	KCP Tangerang Ahmad Yani	Jl. Jend. Ahmad Yani No. 9	Tangerang	15111	(021) 5522206, 5524965	5525004
206	8	KCP Tangerang Ciledug	Jl. Ciledug Raya No. 77, Kav. 1-2, Ciledug	Tangerang	42431	(021) 7325200, 5847825	5847827
207	9	KCP Jakarta Grenvil	Grenvil Real Estate Blok Bg 31-36	Jakarta Barat	11510	(021) 5689044/47	5689048
208	10	KCP Tangerang Ki Samaun	Jl. Ki Samaun No. 214	Tangerang	15118	(021) 5523618, 5521818	5525344
209	11	KK Jakarta Taman Palem Lestari	Jl. Boulevar Taman Palem Lestari Blok D1 No. 19	Jakarta Barat	11730	(021) 55955409	55955410
210	12	KK Tangerang Pinangsia Karawaci	Ruko Pinangsia Blok A-39, Lippo Karawaci	Tangerang	15139	(021) 5516058, 5515745	5588869
211	13	KK Tangerang Kota Modern	Perumahan Modernland Blok Br No.19, Jl. Jendral Sudirman.	Tangerang	15117	(021) 55749147-8	55749149
212	14	KK Jakarta Taman Semanan Indah	Komplek Perumahan Taman Semanan Indah, Jl. Dharma Kencana Blok D No. 6	Jakarta Barat	11750	(021) 5407035-6	5445098
213	15	KK Jakarta Daan Mogot Baru	Pertokoan Daan Mogot Baru, Jl. Jimbaran Blok 7 B No. 14	Jakarta Barat	11840	(021) 54381659, 5459397	5459827
214	16	KK Tangerang Cikupa	Pertokoan Cikupa Blok B No.3 Jl. Raya Serang Km 14,8	Tangerang	15710	(021) 5960561, 5963003	5961708
215	17	KK Tangerang Gading Serpong	Ruko Gading Serpong Blok Aa4 No 38,,jl. Boulevard	Tangerang	15333	(021) 5462297, 5462330	5462220

Bank Mandiri Domestic Branch Network

No.	Office	Address	Municipal	Post Code	Phone	Fax	
216	18 KK	Tangerang Alam Sutera	Ruko Sutera Niaga I No. 71, Jl. Raya Serpong	Tangerang	15325	(021) 53124348, 53124349	5398754
Hub Jakarta Gambir							
217	1 KC	Jakarta Gambir	Jl. Ir. H. Juanda No. 18	Jakarta Pusat	10120	(021) 3808367-9, 3842654	3808357
218	2 KCP	Jakarta Gunung Sahari	Jl. Industri No. 1	Jakarta Pusat	10720	(021) 2600025, 2600170	2600236
219	3 KCP	Jakarta Krekot	Jl. H. Samanhuri No. 2 Ab	Jakarta Pusat	10710	(021) 2311508, 2310593	2310314
220	4 KCP	Jakarta Ancol	Jl. Parang Tritis No. 4	Jakarta Utara	14430	(021) 6909447-9	6927821
221	5 KCP	Jakarta Tomang	Jl. Tomang Raya No. 32	Jakarta Barat	11430	(021) 56968006, 56968281	56968284
222	6 KCP	Jakarta Juanda	Jl. Ir. H. Juanda No. 25	Jakarta Pusat	10110	(021) 2310203, 2310455	2310311
223	7 KCP	Jakarta Angkasa	Kantor Pusat PT MNA, Jl. Angkasa Blok B-15 Kav. 2-3	Jakarta Pusat	10720	(021) 6540703, 6544906	6540705
224	8 KCP	Jakarta KP Pertamina	Jl. Perwira No. 2	Jakarta Pusat	10110	(021) 2310380, 3815339	2310509
225	9 KCP	Jakarta Pasar Baru	Jl. H. Samanhuri No. 46	Jakarta Pusat	10710	(021) 2311443, 2310277	2310318
226	10 KK	Jakarta Pasar Seni Ancol	Jl. Lodan Timur, Blok F	Jakarta Utara	14420	(021) 6413614, 6408862	682210
227	11 KK	Jakarta Departemen Hankam	Jl. Merdeka Barat No. 13-14	Jakarta Pusat	10110	(021) 3828403/05, 34830689	3840918
228	12 KK	Jakarta KPKN II	Jl. Dr. Wahidin II No. 3	Jakarta Pusat	10710	(021) 3850160	3850159
229	13 KK	Jakarta Karang Anyar	Ruko Karang Anyar Blok C / 26	Jakarta Pusat	10740	(021) 6247383-4	6249405
230	14 KK	Jakarta Plumpang	Jl. Yos Sudarso, Depot Pertamina Uppdn III Plumpang	Jakarta Utara	14230	(021) 43906859/61	43906860
231	15 KK	Jakarta Departemen Keuangan	Gedung 16 Lantai Departemen Keuangan, Jl. Lapangan Banteng Timur No. 2-4	Jakarta Pusat	10710	(021) 3522074	3522072
232	16 KK	Jakarta Pertamina UPMS III	Jl. Kramat Raya No. 59	Jakarta Pusat	10450	(021) 3100242 - 3925876-77	3925876
233	17 KK	Jakarta Taspem	Jl. Letjend. Suprpto, Cempaka Putih	Jakarta Pusat	10510	(021) 4256546	4256537
Hub Jakarta Tanjungpriok							
234	1 KC	Jakarta Tanjung Priok Enggano	Jl. Enggano No. 42	Jakarta Utara	14310	(021) 4351168-9, 498274	493637
235	2 KCP	Jakarta Cempaka Mas	Kompleks Pertokoan Graha Cempaka Mas Blok A 24-25, Jl. Letjend. Suprpto	Jakarta Pusat	10640	(021) 42800153-4, 4263947	4263946
236	3 KCP	Jakarta Universitas Yarsi	Jl. Letjend. Soeprpto, Cempaka Putih	Jakarta Pusat	10510	(021) 4262540, 4259277/85	4259339
237	4 KCP	Jakarta Cakung	Komplek PT KBN, Jl. Raya Cakung, Cilincing	Jakarta Utara	14410	(021) 44820957, 4416566	44820937
238	5 KCP	Jakarta Sunter Permai	Jl. Sunter Permai Raya No. 1-4	Jakarta Utara	14350	(021) 6408751, 6408766	6408763
239	6 KCP	Jakarta Tanjung Priok Yos Sudarso	Jl. Yos Sudarso No. 750	Jakarta Utara	14210	(021) 4371946, 490617	490980
240	7 KCP	Jakarta Cempaka Putih Permai	Cempaka Putih Permai Blok A No. 20-21, Jl. Letjend. Suprpto	Jakarta Pusat	10510	(021) 4203363-4	4205880
241	8 KCP	Jakarta Sunter Paradise	Jl. Sunter Paradise Blok F20 No. 45-a/b, Sunter	Jakarta Utara	14350	(021) 6459934, 6503701	686453
242	9 KCP	Jakarta Tanjung Priok Tawes	Jl. Tawes No. 23, Tanjung Priok	Jakarta Utara	14310	(021) 4300138, 492500	4300182
243	10 KCP	Jakarta Ahmad Yani	Jl. Jend. Ahmad Yani No. 2	Jakarta Pusat	10510	(021) 4211167, 44820942	4249658
244	11 KCP	Jakarta Perumpul Tanjung Priok	Gedung Pulau Laut, Jl. Banda No. 1, Tanjung Priok	Jakarta Utara	14310	(021) 4304953, 4304944, 43930230, 43904547	4304952
245	12 KCP	Jakarta Pulomas	Komplek Artamas, Jl. Jend. Ahmad Yani No. 2	Jakarta Timur	13210	(021) 4714814-5, 47865223	47868923
246	13 KK	Jakarta Rawasari	Jl. Rawasari Selatan No. 9	Jakarta Pusat	10570	(021) 42802853-4	42802852
247	14 KK	Jakarta Tanjung Priok Bea & Cukai	Kantor Pelayanan Bea & Cukai Tipe A Tanjung Priok I & III Ja\l. Pabean No. 1	Jakarta Utara	14310	(021) 43903235, 43903236	43903237
248	15 KK	Jakarta R.S. Islam Jakarta	Jl. Cempaka Putih Tengah 1	Jakarta Pusat	10510	(021) 4250451 Ext. 368	4206683
249	16 KK	Jakarta Pertamina DPKK	Jl. Yos Sudarso No. 32-34	Jakarta Utara	14320	(021) 43904578	497827
250	17 KK	Jakarta ITC Cempaka Mas	ITC Cempaka Mas Mega Grosir Lg No. 155-156, Jl. Letjend. Suprpto	Jakarta Pusat	10640	(021) 42874324, 42876943, 42874774	42873090
251	18 KK	Jakarta Tanjungpriok Departemen Agama	Kantor Departemen Agama Kota Jakarta Utara, Jl. Plumpang Raya Semper No.52	Jakarta Utara	14210	(021) 4300489, 4304572, 4308769, 4300821	4300733
Region IV/ Jakarta Thamrin			Jl. M.H. Thamrin No. 5	Jakarta Pusat	10340	(021) 39832922, 2300412	39832917-8, 39832923
Hub Jakarta Kebon Sirih							
252	1 KC	Jakarta Kebon Sirih	Jl. Tanah Abang Timur No. 1-2	Jakarta Pusat	10110	(021) 2311800,108, 628	2310604, 2310216
253	2 KCP	Jakarta Pasar Tanah Abang	Pasar Tanah Abang Blok D / 1 Los H 27	Jakarta Pusat	10250	(021) 2300977	2300749
254	3 KCP	Jakarta Cideng	Jl. Cideng Barat No. 87	Jakarta Pusat	10150	(021) 3850658, 3446955	3857935

Bank Mandiri Domestic Branch Network

No.	Office	Address	Municipal	Post Code	Phone	Fax
255	4	KCP Jakarta Duta Merlin	Komplek Pertokoan Duta Merlin, Blok A/26-28, Jl. Gajah Mada No. 3-5	Jakarta Pusat	10130	(021) 2311525 6342220
256	5	KCP Jakarta Kebon Jati	Jl. Kebon Jati No.18, Komplek Ruko No.116-117	Jakarta Pusat	10250	(021) 3914859, 3914860 2303146
257	6	KCP Jakarta Suryopranoto	Jl. Suryopranoto No. 48 C-d	Jakarta Pusat	10130	(021) 6304431-2, 6307747 6307748
258	7	KCP Jakarta Fakhrudin	Jl. K.H. Fakhrudin No.15, Tanah Abang	Jakarta Pusat	10250	(021) 2311079, 2301488 2301338
259	8	KCP Jakarta Gedung Pelni	Jl. Gajah Mada No. 14	Jakarta Pusat	10130	(021) 6335770, 5510 63857742
260	9	KK Jakarta Tanah Abang Bukit	Pasar Tanah Abang Bukit Blok B No.3, Jl. Fachrudin No. 36	Jakarta Pusat	10250	(021) 3456372, 31908817 3456373
261	10	KK Jakarta KP BPKP	KP BPKP, Jl. Hayam Wuruk	Jakarta Pusat	10120	(021) 3866724 3866724
Hub Jakarta Thamrin						
262	1	KC Jakarta Thamrin	Jl. Kebon Sirih No. 83	Jakarta Pusat	10340	(021) 2302411 2303744, 2302567
263	2	KCP Jakarta Menteng	Jl. Gereja Theresia No. 45	Jakarta Pusat	10350	(021) 3928625 3143413
264	3	KCP Jakarta Jalan Sunda	Jl. Sunda No. 7	Jakarta Pusat	10350	(021) 2300469 2301077
265	4	KCP Jakarta Menara Thamrin	Jl. M.H. Thamrin Kav. 3	Jakarta Pusat	10340	(021) 2303860 2302841
266	5	KCP Jakarta Gedung Jaya	Jl. M.H. Thamrin No. 12	Jakarta Pusat	10250	(021) 2300272, 821, 629 2300316
267	6	KCP Jakarta Wisma Nusantara	Jl. M.H. Thamrin No. 59	Jakarta Pusat	10310	(021) 39000909 334947
268	7	KCP Jakarta Sabang	Jl. Kebon Sirih No. 73	Jakarta Pusat	10340	(021) 3919931, 3919736 325285
269	8	KCP Jakarta Plaza Indonesia	Jl. M.H. Thamrin Kav. 28-30	Jakarta Pusat	10350	(021) 2300766 2300320
270	9	KCP Jakarta Sarinah	Jl. M.H. Thamrin No. 11	Jakarta Pusat	10340	(021) 2300644 2300720
271	10	KK Jakarta Gedung Indosat	Jl. Medan Merdeka Barat No. 21	Jakarta Pusat	10110	(021) 3802614 2310141
272	11	KK Jakarta Gedung Depparpostel	Jl. Merdeka Barat No. 17	Jakarta Pusat	10110	(021) 3867496 3520678
273	12	KK Jakarta Caltex Pacific Indonesia	Gedung Sarana Jaya, Jl. Budi Kemuliaan	Jakarta Pusat	10110	(021) 3512124 3512122
Hub Jakarta Imam Bonjol						
274	1	KC Jakarta Imam Bonjol	Jl. Imam Bonjol No. 61	Jakarta Pusat	10310	(021) 2300300, 2301555 2300433, 2300927
275	2	KCP Jakarta R.S.C.M	Jl. Diponegoro No. 71	Jakarta Pusat	10430	(021) 3908574, 3909217 3100145
276	3	KCP R.S. Jakarta	Jl. Jend. Sudirman Kav. 49	Jakarta Selatan	12930	(021) 5732241-43 5710329
277	4	KCP Jakarta Bendungan Hilir	Jl. Bendungan Hilir No. 94 A	Jakarta Pusat	10210	(021) 5711658 5711671
278	5	KCP Jakarta Cik Ditiro	Jl. Ki S. Mangunsarkoro No. 49	Jakarta Pusat	10310	(021) 2300955, 956 2300837, 2300291
279	6	KCP Jakarta Wisma Indosemen	Jl. Jend. Sudirman Kav. 70-71	Jakarta Selatan	12910	(021) 2510381 2510380
280	7	KCP Jakarta Berdharma	Jl. Jend. Sudirman Kav. 32-33	Jakarta Pusat	10220	(021) 5701916 5706563
281	8	KCP Jakarta Mid Plaza	Jl. Jend. Sudirman Kav. 10-11	Jakarta Pusat	10220	(021) 5704560, 5720710 5746474
282	9	KCP Jakarta Kebun Melati	Jl. M.H. Thamrin No. 8 A-b	Jakarta Pusat	10230	(021) 3907390 3907384, 3907278
283	10	KCP Jakarta Wisma Metropolitan	Jl. Jend. Sudirman Kav. 29	Jakarta Selatan	12920	(021) 5253208, 5705386 5701647, 5712288
284	11	KK Jakarta Gedung Pelita Air Service	Jl. Abdul Muis No.52-56	Jakarta Pusat	10160	(021) 3450750 3450750
285	12	KK Jakarta Plaza Dua Mutiara	Plaza Mutiara Jl. Jend. Sudirman Kav. 25	Jakarta Selatan	12920	(021) 5208915/7 5208913
Hub Jakarta Cikini						
286	1	KC Jakarta Cikini	Jl. Cikini Raya No. 56	Jakarta Pusat	10330	(021) 31931732 327002
287	2	KCP Jakarta Salemba Raya	Jl. Salemba Tengah No. 4 B	Jakarta Pusat	10440	(021) 3907605 3913331
288	3	KCP Jakarta Pasar Rumput	Jl. Sultan Agung No. 59 D	Jakarta Selatan	12970	(021) 8294959 8315687
289	4	KCP Jakarta PLN Gambir	Jl. M. Ikhwan Ridwan Rais No. 1	Jakarta Pusat	10110	(021) 3454001, 3510691 3453880
290	5	KCP Jakarta Prapatan	Jl. Prapatan No. 30	Jakarta Pusat	10410	(021) 34831074, 3847101 3847110
291	6	KCP Jakarta Atrium Senen	Ruko Segitiga Senen Blok E-21/22, Jl. Senen Raya No. 135	Jakarta Pusat	10410	(021) 3852370 3852369
292	7	KCP Jakarta Pasar Senen	Proyek Pasar Senen Blok III Lantai I-II No. 1-4	Jakarta Pusat	10410	(021) 4210035, 4210451 4211153
293	8	KCP Jakarta Taman Ismail Marzuki	Jl. Cikini Raya No. 34-36	Jakarta Pusat	10330	(021) 2300361 2301511
294	9	KCP Jakarta Kramat Raya	Jl. Kramat Raya No. 94-96	Jakarta Pusat	10450	(021) 3161941, 3161938 3161946
295	10	KCP Jakarta Wisma Alia	Jl. M. Ikhwan Ridwan Rais No. 10-18	Jakarta Pusat	10110	(021) 2311533, 2312029 2310175
296	11	KCP Jakarta Cut Meutia	Jl. Cut Meutiah No. 16	Jakarta Pusat	10340	(021) 3927781-3 2301586
297	12	KCP Jakarta Gedung Bimantara	Gedung Bimantara, Jl. Kebon Sirih 17-19	Jakarta Pusat	10340	(021) 3920105 3920017
298	13	KK Jakarta Departemen Agama	Jl. Lapangan Banteng No. 3-4	Jakarta Pusat	10710	(021) 3504143-153- 156 3504132
299	14	KK Jakarta Pasar Mobil Kemayoran	Pasar Mobil Kemayoran Blok C No.s-044a,	Jakarta Pusat	10260	(021) 6540806 6543016
300	15	KK Jakarta Gedung Askrindo	Jl. Angkasa Blok B-9 Kav.8	Jakarta Pusat	10610	(021) 6546550 6546550
301	16	KK Jakarta Percetakan Negara	Departemen Kesehatan Direktorat Jenderal Ppm & Pl Jl. Percetakan Negara No.29	Jakarta Pusat	10560	(021) 42802567 42802567
302	17	KK Jakarta Salemba Jamsostek	Gedung Jamsostek, Jl. Salemba Raya No. 65	Jakarta Pusat	10440	(021) 42802567 42802567
303	18	KK Jakarta Kenari Mas	Gedung Kenari Mas Lantai 2 Blok G-5, Jl. Kramat Raya No. 101	Jakarta Pusat	10440	(021) 39842765 39840413

Bank Mandiri Domestic Branch Network

No.	Office	Address	Municipal	Post Code	Phone	Fax
Hub Jakarta Casablanca						
304	1	KC Jakarta Casablanca	Jl. Casablanca Kav. 18	Jakarta Selatan	12870	(021) 8317028-29-32 8317011
305	2	KCP Jakarta Gedung Tira	Jl. H.R. Rasuna Said Kav. B-3	Jakarta Selatan	12920	(021) 5209343-5 5209325
306	3	KCP Jakarta Tebet Barat	Jl. Tebet Barat Ix No. 36 B, Tebet	Jakarta Selatan	12810	(021) 83700179, 83795438 83700178, 8295960
307	4	KCP Jakarta Tebet Supomo	Jl. Prof. Dr. Supomo, SH No. 43, Tebet	Jakarta Selatan	12180	(021) 8301180-81 8291001
308	5	KCP Jakarta Kuningan	Jl. H.R. Rasuna Said Kav. B-9, Gedung Menara Duta	Jakarta Selatan	12920	(021) 5207075, 5207887 5200301
309	6	KCP Jakarta Rasuna Said	Jl. H.R. Rasuna Said Kav. C-5, Gedung Enterprise	Jakarta Selatan	12920	(021) 2501256, 1240 2501249, 2501250
310	7	KCP Jakarta Graha Irama	Jl. H.r. Rasuna Said Kav. X-1, No. 1-2, Graha Irama Lantai Dasar	Jakarta Selatan	12950	(021) 52964180, 52964282 52964179
311	8	KCP Jakarta Asem Baris	Jl. Kh. Abdullah Syafie No.45e, Tebet	Jakarta Selatan	12840	(021) 8308035, 8308065 8318593
312	9	KCP Jakarta Mega Kuningan	Jl. Denpasar Kav. D III, Gedung RNI	Jakarta Selatan	12950	(021) 2522852/55 2522853
313	10	KCP Jakarta Saharjo	Unit J Komp. Gajah, Jl. Dr. Saharjo No. 111	Jakarta Selatan	12810	(021) 8293567-8 8319768
314	11	KK Jakarta Ambassador	Mall Ambassador, Jl. Prof. Dr. Satrio	Jakarta Selatan	12940	(021) 57930970, 57930971-72 57930973
315	12	KK Jakarta Wisma Tugu	Jl. H.r. Rasuna Said Kav. C 8/9	Jakarta Selatan	12940	(021) 5208814 8298464
316	13	KK Jakarta Tebet Timur	Jl. Tebet Timur Dalam Raya No. 115	Jakarta Selatan	12820	(021) 8290675, 8290521, 8290721 8291788
Hub Jakarta Jatinegara						
317	1	KC Jakarta Jatinegara Timur	Jl. Jatinegara Timur No. 58	Jakarta Timur	13310	(021) 2800033 2800056-57
318	2	KCP Jakarta Plaza Kramatjati Indah	Jl. Raya Bogor, Pertokoan Ramayana Blok A No.11-12	Jakarta Timur	13510	(021) 8090364 8090324
319	3	KCP Jakarta Jatiwaringin	Jl. Raya Jatiwaringin No. 263, Pondok Gede	Bekasi	17411	(021) 84972840, 8465362 8473566
320	4	KCP Jakarta Kalimalang	Jl. Raya Tarum Barat Blok M I No. 2, Kav. Billy Moon, Kalimalang	Jakarta Timur	13450	(021) 8645943-4 8656511
321	5	KCP Jakarta Pahlawan Revolusi	Jl. Pahlawan Revolusi No. 57, Pondok Bambu	Jakarta Timur	13470	(021) 8623403 8625120
322	6	KCP Jakarta Dewi Sartika	Jl. Dewi Sartika No.184 A, Cawang	Jakarta Timur	13630	(021) 8094755 8094754
323	7	KCP Jakarta Puri Sentra Niaga	Jl. Seulawah Raya, Puri Sentra Niaga Blok C-50, Jatiwaringin	Jakarta Timur	13620	(021) 86600854-5 8604829
324	8	KCP Jakarta Rawamangun Pemuda	Jl. Pemuda No. 73	Jakarta Timur	13220	(021) 4757445-50 4705267
325	9	KCP Jakarta Pondok Bambu	Jl. Pahlawan Revolusi No. 125 F/G, Pondok Bambu	Jakarta Timur	13430	(021) 8610456-67 8612422
326	10	KCP Jakarta Rawamangun Pegambiran	Jl. Pegambiran No. 4, Rawamangun	Jakarta Timur	13220	(021) 4702841 4750071
327	11	KCP Jakarta D.I. Panjaitan	Jl. D.I. Panjaitan Kav. 9, Gedung Wika	Jakarta Timur	13340	(021) 8192808 8195074
328	12	KCP Jakarta Matraman	Jl. Matraman Raya No. 31	Jakarta Timur	13150	(021) 8503181, 8503183 8502389
329	13	KCP Jakarta Jatinegara Barat	Jl. Jatinegara Barat No. 142 Ab	Jakarta Timur	13320	(021) 8199747, 8508805 8508807
330	14	KCP Jakarta Pondok Kelapa	Jl. Tarum Barat Km. 4,5, Kalimalang	Jakarta Timur	13450	(021) 8645173 8655418
331	15	KK Jakarta Pasar Jatinegara	Jl. Matraman Raya No. 242	Jakarta Timur	13310	(021) 2800064 2800072
332	16	KK Bekasi Jatibening	Rukan Villa Jatibening Toll Kaveling No.A-05, Jl. Caman Raya, Jatibening, P. Gede	Bekasi	17412	(021) 84978016 84993901
333	17	KK Jakarta Waskita Karya	Jl. Biru Laut X Kav. 10, Cawang	Jakarta Timur	13340	(021) 8564421 8564422
334	18	KK Jakarta Klender	Kompleks Ruko Blok B1 No.6, Jl. I Gusti Ngurah Rai	Jakarta Timur	13470	(021) 86612125-7 86612129
335	19	KK Jakarta Pramuka	Gedung IS Plaza, Jl. Pramuka Raya Kav.151	Jakarta Timur	13120	(021) 8199377, 8564666 8199341
336	20	KK Jakarta Halim Perdanakusuma	Bandara Halim Perdanakusuma No. 21/HT	Jakarta Timur	13610	(021) 80889951 80889950
337	21	KK Jakarta Otto Iskandardinata	Gedung Graha Marba, Lantai 1, Jl. Otto Iskandardinata No. 64	Jakarta Timur	13450	(021) 85904114, 85903837 85903966
Hub Jakarta Pulogadung						
338	1	KC Jakarta Pulogadung	Jl. Raya Bekasi Km. 21, Pulogadung	Jakarta Utara	14250	(021) 4602877 4602875, 4602879
339	2	KCP Jakarta Kawasan Industri Pulogadung	Jl. Pulobuaran No. 2, Pulogadung	Jakarta Timur	13930	(021) 46826936, 4600081 46825364
340	3	KCP Jakarta Kelapa Gading Bolevar	Jl. Bolevar Raya Blok L No. 8, Kelapa Gading	Jakarta Utara	14240	(021) 4520245, 4520474 4520203
341	4	KCP Jakarta Perumnas Klender	Jl. Raya Teratai Putih Blok 19 No.5 C-D, Klender	Jakarta Timur	13460	(021) 86601823-4 86601828
342	5	KCP Bekasi Ahmad Yani	Jl. Jend. Ahmad Yani, Pusat Perdagangan Kalimalang Blok A VIII No.17-18	Bekasi	17141	(021) 8848683 8846716
343	6	KCP Jakarta Kelapa Gading Barat	Jl. Bolevar Barat Raya Blok LC-7 No. 22-23, Kelapa Gading	Jakarta Utara	14240	(021) 45841815-6 4504788
344	7	KCP Bekasi Juanda	Jl. Ir. H. Juanda No. 155	Bekasi	17112	(021) 8803023 8800881
345	8	KCP Bekasi Cikarang	Ruko Union Blok E No.1, Jl. M.H. Thamrin, Lippo Cikarang	Bekasi	17550	(021) 89909420-1 89909422
346	9	KCP Bekasi Kemang Pratama	Ruko Kemang Pratama, Jl. Kemang Pratama Raya Blok MM-02	Bekasi	17114	(021) 8271328 8271326
347	10	KCP Jakarta Kelapa Gading	Jl. Kelapa Gading Bolevar Blok TB2 No. 6-8, Kelapa Gading	Jakarta Utara	14240	(021) 4509076-7 4520566
348	11	KCP Bekasi Sentra Niaga Kalimalang	Jl. Jend. Ahmad Yani, Sentra Niaga Kalimalang Blok A3 No. 6-7	Bekasi	17141	(021) 8853507 8862613

Bank Mandiri Domestic Branch Network

No.	Office	Address	Municipal	Post Code	Phone	Fax	
349	12	KK Jakarta Mal Kelapa Gading	Mal Kelapa Gading 3, Unit LG 47, Jl. Bulevar Raya Blok M, Kelapa Gading Permai	Jakarta Utara	14240	(021) 45853740-2	45853745
350	13	KK Cikarang Jababeka	Kawasan Industri Cikarang, Ruko Commercial Blok A, No. 25-26	Cikarang	17550	(021) 89832280-81	89832282
351	14	KK Bekasi Pondok Ungu	Pertokoan Naga Swalayan Blok A 17, Jl. Sultan Agung	Bekasi	17132	(021) 88852531-32	88852533
352	15	KK Bekasi Taman Galaxi	Komplek Pertokoan Taman Galaxi, Jl. Galaxi Raya Blok G No. 1	Bekasi	17147	(021) 82424918, 82424919	8205212
353	16	KK Bekasi Grand Mal	Komplek Ruko Grand Mal Bekasi Kaveling B No. 7, Jl. Raya Sudirman	Bekasi	17135	(021) 88854988-9	88854987
354	17	KK Cikarang Ruko Sentra	Ruko Sentra Cikarang Blok C No. 2, Jl. Raya Cikarang-Cibusrah	Bekasi	17550	(021) 89902333, 89903742	89901502
355	18	KK Jakarta Artha Gading	Rukan Artha Gading Niaga Blok A.17, Jl. Raya Boulevard Artha Gading	Jakarta Utara	14240	(021) 45847771-2	45847773
356	19	KK Bekasi Cibitung	Kawasan Industri Mm 2100, Cibitung, Bekasi Fajar	Bekasi	17520	(021) 8981217	8980344
357	20	KK Bekasi Harapan Indah	Ruko Sentra Niaga Blok Sn 07, Jl. Boulevard Hijau, Kompleks Perumahan Harapan Indah	Bekasi	17131	(021) 88872211, 88872244, 88872266	88875533
358	21	KK Bekasi Kalimas	Ruko Kalimas, Jl. Chairil Anwar Blok C No. 3 A	Bekasi	17113	(021) 88353687, 88355577	8810011
Region V/ Jakarta Sudirman			Jl. Jend. Sudirman Kav. 54-55	Jakarta Selatan	12190	(021) 5266566 Ext.8710-15	5267371, 5267365
Hub Jakarta Plaza Mandiri							
359	1	KC Jakarta Plaza Mandiri	Jl. Jend. Gatot Subroto Kav. 36-38	Jakarta Selatan	12190	(021) 5263553	5263656, 5263756
360	2	KCP Jakarta Mampang	Jl. Mampang Prapatan No. 61	Jakarta Selatan	12790	(021) 7995559, 7980695	7989909
361	3	KCP Jakarta Wisma Argo Manunggal	Jl. Jend. Gatot Subroto Kav. 22	Jakarta Selatan	12930	(021) 2520051-3	2520054
362	4	KCP Jakarta Gedung Bidakara	Jl. Jend. Gatot Subroto Kav. 71-73	Jakarta Selatan	12870	(021) 83793115-9	83793120
363	5	KCP Jakarta Wisma Baja	Jl. Jend. Gatot Subroto Kav. 54	Jakarta Selatan	12170	(021) 5200683, 5221261-2	5204338, 5207277
364	6	KCP Jakarta Pancoran	Jl. Raya Pasar Minggu No.17 A	Jakarta Selatan	12780	(021) 7983377	7983422
365	7	KCP Jakarta Gatot Subroto	Ged. Menara Jamsostek Jl. Jend. Gatot Subroto Kav. 38	Jakarta Selatan	12710	(021) 52961514, 52962256-7	52961513
366	8	KCP Jakarta Gedung Jamsostek	Jl. Jend. Gatot Subroto No. 79	Jakarta Selatan	12930	(021) 5201885, 5255155	5221632
367	9	KCP Jakarta M.T. Haryono	Jl. Letjend. M.T. Haryono Kav. 17	Jakarta Selatan	12810	(021) 83792003, 8291043-4	8297223
368	10	KCP Jakarta Gedung Patrajasa	Gedung Patrajasa, Jl. Jend. Gatot Subroto Kav. 32-34	Jakarta Selatan	12950	(021) 5227994	5227993, 5252265
369	11	KCP Jakarta Grha Citra Caraka	Grha Citra Caraka/witel IV, Jl. Jend. Gatot Subroto No. 52	Jakarta Selatan	12710	(021) 5222185-6	5203868
370	12	KK Jakarta Nindya Karya	Jl. Letjend. M.T. Haryono No. 3-7	Jakarta Timur	13630	(021) 8096961	8096961
371	13	KK Jakarta BKPM	Gedung BKPM, Jl. Jend. Gatot Subroto Kav. 44	Jakarta Selatan	12190	(021) 5225828-9	5225828
372	14	KK Jakarta Wisma IKPT	Wisma IKPT Jl. M.t. Haryono Kav.4-5	Jakarta Selatan	12820	(021) 8294717	8353987
Hub Jakarta Sudirman							
373	1	KC Jakarta Sudirman	Plaza Bapindo, Jl. Jend. Sudirman Kav. 54-55	Jakarta Selatan	12190	(021) 5266527	5266528-29
374	2	KCP Jakarta Mayestik	Jl. Kyai Maja No. 6 A1-2, Kebayoran Baru	Jakarta Selatan	12120	(021) 7233486, 7233487	7233715
375	3	KCP Jakarta Ratu Plaza	Perkantoran Ratu Plaza Unit Gb 2A & 2B, Jl. Jend. Sudirman No. 9	Jakarta Pusat	10270	(021) 2700851, 2700853	2700854
376	4	KCP Jakarta DPR RI	Gedung MPR/DPR RI Senayan, Jl. Jend. Gatot Subroto	Jakarta Pusat	10270	(021) 5701274, 5715400	5701275
377	5	KCP Jakarta Bursa Efek	Gedung Bursa Efek Jakarta, Jl. Jend. Sudirman Kav. 52-53	Jakarta Selatan	12190	(021) 5153003-4	5153012, 5154165
378	6	KCP Jakarta Simprug	Jl. Kramat No. 5 A-c, Arteri Simprug, Kebayoran Lama	Jakarta Selatan	12240	(021) 7231355, 7253780	7253787, 7231358
379	7	KCP Jakarta Gedung Pusat Kehutanan	Jl. Jend. Gatot Subroto, Mangala Wanabakti	Jakarta Pusat	10270	(021) 5703265, 5703246	5732972, 5711204
380	8	KCP Jakarta Puncak Emas	Jl. Jend. Sudirman Kav. 61-62	Jakarta Selatan	12190	(021) 5200208, 5200234	5202462, 5202464
381	9	KK Jakarta Palmerah	Jl. Palmerah Barat No.39	Jakarta Pusat	10270	(021) 5308376	5308376
382	10	KK Jakarta Gedung Aka	Gedung Aka Lantai Dasar, Jl. Bangka Raya No. 2	Jakarta Selatan	12730	(021) 71790829	7198430
383	11	KK Jakarta Permata Hijau	Pertokoan Permata Hijau Blok Dc No. 25	Jakarta Selatan	12210	(021) 5346918, 5346981	5485627
384	12	KK Jakarta Mabes Polri	Jl. Trunojoyo No. 3, Kebayoran Baru	Jakarta Selatan	12110	(021) 7255467, 2700299	2700300
385	13	KK Jakarta Pakubuwono	Jl. Pakubuwono VI No. 39a, Kebayoran Baru	Jakarta Selatan	12120	(021) 7223462-63	72790837
386	14	KK Jakarta Pos Pengumben	Kompleks Intercon Megah Blok W.3 No. 20	Jakarta Barat	11640	(021) 5864931, 5864951, 5865075	5864448
Hub Jakarta Falatehan							
387	1	KC Jakarta Falatehan	Jl. Falatehan I No.44	Jakarta Selatan	12160	(021) 2700501-3	2700516, 2700202
388	2	KCP Jakarta Panglima Polim	Jl. Panglima Polim Raya No. 192 Blok A, Kebayoran Baru	Jakarta Selatan	12000	(021) 2700106, 2700119	2700122
389	3	KCP Jakarta Kalibata	Jl. Raya Pasar Minggu Km. 17 No.8	Jakarta Selatan	12740	(021) 7945427-8	7945429

Bank Mandiri Domestic Branch Network

No.	Office	Address	Municipal	Post Code	Phone	Fax	
390	4	KCP Jakarta Pasar Minggu	Jl. Raya Pasar Minggu No. 89 J, Pejaten	Jakarta Selatan	12510	(021) 79190338-9	79190337
391	5	KCP Jakarta Wolter Monginsidi	Jl. Wolter Monginsidi No. 57, Kebayoran Baru	Jakarta Selatan	12180	(021) 2702861-3	2702864
392	6	KCP Jakarta Departemen PU	Jl. Patimura No. 20, Kebayoran Baru	Jakarta Selatan	12110	(021) 2700017, 72796883	2700018
393	7	KCP Jakarta PLN Pusat	Jl. Trunojoyo M 1 No. 135, Kebayoran Baru	Jakarta Selatan	12160	(021) 72794359, 7251091	2700019
394	8	KCP Jakarta Grand Wijaya	Jl. Wijaya II, Komp. Wijaya Grand Center Blok B 1-3	Jakarta Selatan	12160	(021) 2700107	2700938
395	9	KCP Jakarta Kemang Raya	Jl. Kemang Raya No. 18 A	Jakarta Selatan	12370	(021) 7199123-7	7190448
396	10	KCP Jakarta Iskandarsyah	Graha Iskandarsyah, Jl. Iskandarsyah Raya No. 66	Jakarta Selatan	12160	(021) 2702711-3	2702716, 2700016
397	11	KCP Jakarta Melawai	Jl. Melawai Raya No. 12-14, Kebayoran Baru	Jakarta Selatan	12160	(021) 2700346	2700352, 2700324
398	12	KK Jakarta R.S. Pusat Pertamina	Jl. Kyai Maja No. 43, Kebayoran Baru	Jakarta Selatan	12120	(021) 2700347, 7219288	2700347
399	13	KK Jakarta Jatipadang	Jl. Raya Ragunan No. 8 D	Jakarta Selatan	12520	(021) 7890989	78845753
400	14	KK Jakarta Kemang Plaza	Kemang Plaza, Jl. Kemang Raya No. 15c	Jakarta Selatan	12790	(021) 71794582, 71794583, 71794585	71790789
Hub Jakarta Pondok Indah							
401	1	KC Jakarta Pondok Indah	Jl. Metro Pondok Indah Kav.II UA No. 48-50	Jakarta Selatan	12310	(021) 7507208-9, 7505045	7694850, 7698778
402	2	KCP Jakarta Gandaria	Jl. Gandaria Tengah III No. 21, Kebayoran Baru	Jakarta Selatan	12130	(021) 2702865-7	2702867
403	3	KCP Jakarta Cirendeudeu	Jl. Cirendeudeu Raya, Pertokoan Prima Indah No. 10	Tangerang	15419	(021) 7444809-810	7444812
404	4	KCP Jakarta Radio Dalam	Jl. Radio Dalam Raya No.11-11a	Jakarta Selatan	12140	(021) 2700439-626- 440	2700627
405	5	KCP Jakarta Mal Pondok Indah	Jl. Metro Pondok Indah, Pondok Indah Mal Blok B/2	Jakarta Selatan	12310	(021) 7506717-9, 7506793	7506721
406	6	KCP Jakarta Aminta Plaza	Gedung Aminta Plaza, Jl. Letjend. T.B. Simatupang Kav. X	Jakarta Selatan	12310	(021) 7512062-67	7512061, 7512071
407	7	KCP Jakarta Plaza Pondok Indah	Jl. Taman Duta Kav. II Ua 36-37, Pondok Indah	Jakarta Selatan	12310	(021) 7507213-4	7507213
408	8	KCP Jakarta Lebak Bulus	Jl. Karang Tengah, Bona Indah Blok A2/B7, Lebak Bulus	Jakarta Selatan	12440	(021) 7692733-34, 7692063	7691845
409	9	KCP Jakarta Pondok Pinang Center	Pertokoan Pondok Pinang Center Blok A 36/38/40, Jl. Ciputat Raya	Jakarta Selatan	12310	(021) 7507366-7	7507365
410	10	KCP Cinere	Jl. Cinere Raya Kav. 32-33	Depok	16514	(021) 7541916, 7543844	7533985, 7547565
411	11	KK Jakarta Pondok Indah Metro	Jl. Metro Pondok Indah Kav.II UA No. 24-27, Pondok Indah	Jakarta Selatan	12310	(021) 7503057	7653061
412	12	KK Tangerang Serpong	Simpang Tiga Puspittek Serpong	Tangerang	15310	(021) 7560948-9	7560950
413	13	KK Jakarta Arteri Pondok Indah	Jl. Sultan Iskandar Muda No. 8A, Kebayoran Lama Selatan	Jakarta Selatan	12240	(021) 2701173-5	7396772
414	14	KK Cinere PLN Gandul	Kompk. Kantor Pln (Persero) UBS P3B, Jl. Garuda No. 15	Depok	16514	(021) 7542646	7533209
Hub Jakarta Fatmawati							
415	1	KC Jakarta Fatmawati	Jl. R.s. Fatmawati No. 8, Cilandak	Jakarta Selatan	12430	(021) 7504791, 7509191	7504326, 7692309
416	2	KCP Jakarta Cipete	Gedung Chase Worth, Jl. R.S. Fatmawati No. 75, Cipete	Jakarta Selatan	12410	(021) 7236142-5	7236141
417	3	KCP Jakarta Pejaten	Jl. Warung Jati Barat No. 15 A, Pejaten	Jakarta Selatan	12550	(021) 78831247, 78831086	78831127
418	4	KCP Jakarta Pondok Labu	Jl. R.S. Fatmawati No. 8, Pondok Labu	Jakarta Selatan	12430	(021) 75816903, 7692324	7699803
419	5	KCP Jakarta Simatupang	Gedung PT AAF, Jl. Letjend. T.B. Simatupang Kav. 18	Jakarta Selatan	12430	(021) 75816558-9	75816560
420	6	KCP Jakarta Ragunan	Jl. Harsono RM No.3, Gedung D, KP Departemen Pertanian	Jakarta Selatan	12550	(021) 7805441, 7805184	7805116
421	7	KCP Jakarta Kawasan Komersial Cilandak	Jl. Raya Cilandak KKO, Kawasan Komersial Cilandak Gedung III	Jakarta Selatan	12560	(021) 7801478, 7802464	7801479
422	8	KCP Jakarta Warung Buncit Raya	Jl. Warung Buncit Raya No. 6, Wisma Ritra	Jakarta Selatan	12740	(021) 7970906, 7980666	7980644
423	9	KK Jakarta Gedung Elnusa	Graha Elnusa, Jl. Letjend. T.B. Simatupang Kav. 1 B	Jakarta Selatan	12560	(021) 78831183-4	78831184
424	10	KK Jakarta Universitas Pancasila	Jl. Raya Lenteng Agung, Srenseng Sawah	Jakarta Selatan	12640	(021) 7270086 Ext.120	78880410
425	11	KK Jakarta ITC Fatmawati	Ruko ITC Fatmawati No.17 Jl. RS. Fatmawati	Jakarta Selatan	12150	(021) 7248700, 727988815	7392522
Hub Jakarta Bintaro							
426	1	KC Jakarta Bintaro Jaya	Jl. Bintaro Utama, Bintaro Jaya Sektor I	Jakarta Selatan	12330	(021) 7340924-8	7364068-9
427	2	KCP Jakarta Pamulang	Komplek Pertokoan Pamulang Permai	Tangerang	15417	(021) 7421007-8	7421009
428	3	KCP Tangerang Bintaro	Jl. Bintaro Utama 3 A Blok D No. 42-43 Sektor III, Bintaro Jaya	Tangerang	15225	(021) 7362419, 7362404	7375884
429	4	KCP Jakarta Bintaro Burung Gereja	Jl. Burung Gereja Blok B2 Hs 2 No.6, Sektor II, Bintaro Jaya	Jakarta Selatan	12330	(021) 7357272, 7357277	7357318
430	5	KCP Tangerang Graha Karnos	Jl. Ir. H. Juanda No. 39, Ciputat	Tangerang	15412	(021) 74701725, 74701726, 74701727	74705316
431	6	KCP Jakarta Ciputat Center	Pertokoan Ciputat Center, Jl. Ciputat Raya No. 75	Tangerang	15412	(021) 7493125	7491621
432	7	KCP Jakarta Kebayoran Lama	Jl. Raya Kebayoran Lama No. 222	Jakarta Selatan	12220	(021) 2700602-5	2700606, 2702690

Bank Mandiri Domestic Branch Network

No.		Office	Address	Municipal	Post Code	Phone	Fax	
433	8	KK	Jakarta Gedung Lemigas	Kanpus. PPPTMGB Lemigas, Jl. Ciledug Raya	Jakarta Selatan	12230	(021) 2700298, 72795635	2700298
434	9	KK	Tangerang Pondok Cabe Mutiara	Komplek Pertokoan Pondok Cabe Mutiara Blok B-3A, Jl. Raya Parung	Tangerang	15418	(021) 7490389	7424976
435	10	KK	Tangerang Bintaro Sentra Menteng	Ruko Sentra Menteng, Bintaro Jaya Sektor VII Blok MN 29	Tangerang	15225	(021) 74864018-9	74863971
436	11	KK	Jakarta Bintaro Veteran	Jl. R.S. C. Veteran No. 23 Bintaro	Jakarta Selatan	12330	(021) 73889818, 7351265, 7374758	7351303
Hub Jakarta Pasar Rebo								
437	1	KC	Jakarta Pasar Rebo	Plaza PP, Jl. Letjend. T.B. Simatupang No. 57	Jakarta Timur	13760	(021) 8403957, 8408283	8403961, 8414446
438	2	KCP	Jakarta Gedung Aneka Tambang	Jl. Letjend. T.B. Simatupang, Tanjung Barat	Jakarta Selatan	12530	(021) 7892955-7, 7891226	7892953
439	3	KCP	Jakarta Cilangkap	Komplek Mabes ABRI Cilangkap	Jakarta Timur	13870	(021) 8441076, 8711748	8711447
440	4	KCP	Jakarta Cibubur	Jl. Lapangan Tembak, Pertokoan Cibubur Indah Blok. A-22-23	Jakarta Timur	13720	(021) 87704204-6	8703106
441	5	KCP	Jakarta Kramatjati	Kokan Angatra Puskikes No.PP8-A1 dan PP9-A1 Jl. Raya Bogor Km.18	Jakarta Timur	13510	(021) 8000455, 80882150	8000378, 80876863
442	6	KCP	Bekasi Plaza Pondok Gede	Jl. Raya Pondok Gede No. 50 B, Pondok Gede	Bekasi	17414	(021) 8485643, 8485645	8482936
443	7	KCP	Jakarta Cimanggis	Jl. Raya Jakarta Bogor Km. 28	Jakarta Timur	13710	(021) 8710013, 87100775	8710776
444	8	KCP	Depok	Jl. Margonda Raya No. 2	Depok	16432	(021) 7520569	7762684
445	9	KK	Jakarta Mal Cijantung	Mall Cijantung Lantai Dasar No. 33, Jl. Pendidikan I, Cijantung	Jakarta Timur	13770	(021) 87797855-6	87797857
446	10	KK	Depok Kelapa Dua	Jl. Raya Akses Ui No. 88 C, Kelapa Dua, Cimanggis	Depok	16951	(021) 87712226	87712226
447	11	KK	Depok Tengah	Komplek Ruko Sukmajaya No. 15, Jl. Tole Iskandar, Depok II Tengah	Depok	16411	(021) 7715427, 7715432	7715441
448	12	KK	Cibubur Citra Grand	Komplek Citra Grand Ruko 2 No. 15, Jl. Alternatif Km.4, Pondok Gede	Bekasi	17435	(021) 84596942, 84596941	84300086
449	13	KK	Jakarta Taman Mini Indonesia Indah	Komplek TmlI, Gedung Sasana Kriya No. B 16	Jakarta Timur	13560	(021) 8403190	8714954
450	14	KK	Jakarta R.S. M.H. Thamrin	Jl. Raya Pondok Gede No. 23, Kramatjati	Jakarta Timur	13550	(021) 8096791	8008963
451	15	KK	Jakarta Pasar Induk Kramatjati	Pasar Induk Kramatjati, Jl. Raya Bogor	Jakarta Timur		(021) 8400248	8400879
452	16	KK	Depok Cisalak	Jl. Raya Bogor km 31 No. 8, Cisalak	Depok	16416	(021) 8734224, 8734117	8734220
453	17	KK	Depok I	Jl. Nusantara Raya No. 25 Ab	Depok	16432	(021) 77205078, 77205270	77205361
Region VI/ Bandung			Jl. Soekarno Hatta No. 486	Bandung	40266	(022) 7506242, 7511478	7505810, 7506632	
Hub Bandung Asia-afrika								
454	1	KC	Bandung Asia Afrika Utara	Jl. Asia Afrika No. 107	Bandung	40112	(022) 4207026, 4203461, 4336693	4206998, 4233546
455	2	KCP	Bandung Kiaracondong	Jl. Kiara Condong No. 95	Bandung	40281	(022) 7273046	7205633
456	3	KCP	Bandung Buah Batu	Jl. Buah Batu No. 268	Bandung	40264	(022) 7320854-5	7300369
457	4	KCP	Bandung Binacitra	Jl. Soekarno Hatta No. 162	Bandung	40235	(022) 5422366, 5406674, 5406693	5411336, 5409846
458	5	KCP	Bandung Asia Afrika Selatan	Jl. Asia Afrika No. 118-120	Bandung	40261	(022) 4240282	4240281
459	6	KCP	Bandung Metro	Jl. Soekarno Hatta No. 638	Bandung	40286	(022) 7508202	7562091
460	7	KCP	Bandung Soekarno-Hatta	Jl. Soekarno Hatta No. 486	Bandung	40266	(022) 7562950	7562944
461	8	KCP	Bandung Siliwangi	Jl. Siliwangi No. 3	Bandung	40132	(022) 2506858, 2502549, 2531941, 2531942	2531940
462	9	KCP	Bandung Kopo	Jl. Raya Terusan Kopo 228 A	Bandung	40226	(022) 5425541-3	5410568
463	10	KCP	Bandung Alun-alun	Jl. Asia Afrika No. 51	Bandung	40001	(022) 4205555	4205312
464	11	KK	Bandung Jamika	Jl. Jamika No. 33 C	Bandung	40231	(022) 6403199	6403199
465	12	KK	Bandung Sumpersari	Jl. Soekarno Hatta No. 132-B	Bandung	40222	(022) 6046262	6046261
466	13	KK	Bandung Burangrang	Jl. Burangrang No. 35-D	Bandung	40262	(022) 7333999	7333995
Hub Bandung Surapati								
467	1	KC	Bandung Surapati	Jl. Surapati No. 2	Bandung	40115	(022) 4241411	4207552, 4241436
468	2	KCP	Bandung Ahmad Yani	Jl. Jend. Ahmad Yani No. 730, Gerbang Puri Tirta Kencana	Bandung	40282	(022) 7213707	7213708
469	3	KCP	Bandung Martadinata	Jl. R.E. Martadinata No.103	Bandung	40115	(022) 4209093	4204991
470	4	KCP	Bandung Ujungberung	Jl. Raya Ujungberung No.134	Bandung	40612	(022) 7800135	7815020
471	5	KCP	Bandung Kanpus Telkom	Gedung Kantor Pusat PT Telkom, Jl. Japati No. 1	Bandung	40133	(022) 706661	706562
472	6	KK	Bandung STT Telkom	Komplek STT Telkom, Jl. Japati No. 1	Bandung	40133	(022) 7512480	
473	7	KK	Bandung Rancaekek	Jl. Raya Dandeur No. 137, Rancaekek	Bandung	40394	(022) 7791010, 7791001	7791001
474	8	KK	Bandung Jamsostek	Jl. Cikutra No. 204 A	Bandung	40125	(022) 7207437	7207437
475	9	KK	Bandung Gatot Subroto	Jl. Jend Gatot Subroto No. 295 A	Bandung	40274	(022) 7320412	7313469
476	10	KC	Tasikmalaya Otto Iskandardinata	Jl. Otto Iskandardinata No. 26	Tasikmalaya	46113	(0265) 331821	331824
477	11	KCP	Tasikmalaya Mustofa	Jl. H.S. Mustofa No. 294	Tasikmalaya	46125	(0265) 333328	333336
478	12	KCP	Garut	Jl. Ahmad Yani No. 24	Garut	44115	(0262) 231698	232675

Bank Mandiri Domestic Branch Network

No.	Office	Address	Municipal	Post Code	Phone	Fax
479	13	KCP Tasikmalaya Sutisna	Jl. Sutisna Senjaya No. 88	Tasikmalaya	46114	(0265) 323261 335059
480	14	KCP Ciamis	Jl. Ahmad Yani No. 21	Ciamis	46211	(0265) 771538 771384
481	15	KK Tasikmalaya Cihideung	Jl. Raya Cihideung No. 39	Tasikmalaya	46121	(0265) 311214 311212
482	16	KK Ciamis Banjar	Jl. Letjend. Suwarta No. 48	Ciamis	43622	(0265) 742466 744719
Hub Bandung Braga						
483	1	KC Bandung Braga	Jl. Braga No. 133	Bandung	40111	(022) 4236030 4204444, 4238129
484	2	KCP Bandung R.S. Hasan Sadikin	Jl. Pasteur No. 38	Bandung	40161	(022) 2034953-5 2031849, 2043311
485	3	KCP Cimahi	Jl. Raya Cimahi No. 612	Bandung	40525	(022) 6644628 6644628
486	4	KCP Bandung Pasteur	Jl. Dr. Junjuna No. 155 A	Bandung	40173	(022) 6020295-6 6020360
487	5	KCP Purwakarta	Jl. Sudirman No. 176	Purwakarta	41115	(0264) 201505 201507
488	6	KCP Bandung Pajajaran	Jl. Pajajaran No. 125	Bandung	40174	(022) 6018862, 6032296, 6002019 6032301
489	7	KCP Bandung Setiabudi	Jl. Setiabudi No. 170 F	Bandung	40141	(022) 2038481 234958
490	8	KCP Pamanukan	Jl. Ion Martasasmita No.35, Pamanukan	Subang	41254	(0260) 554555 551357
491	9	KK Baros Lewigajah	Ruko Taman Pondok Mas Indah No. 4, Jl. Baros	Cimahi	40532	(022) 6634666 6634659
492	10	KK Bandung Setrasari Plaza	Setrasari Plaza Blok A No.5 Jl. Suria Sumantri	Bandung	40146	(022) 2002465 2007496
493	11	KK Bandung Otista	Jl. Otto Iskandardinata No. 293	Bandung	40251	(022) 4237271 4204444
494	12	KC Karawang	Jl. Tuparev No. 44	Kerawang	41312	(0267) 402353 402853
495	13	KC Dawuan Cikampek	Jl. Jend. Ahmad Yani (Pupuk Kujang)	Cikampek	41373	(0264) 316140 316385
496	14	KK Cikampek GKB PT Pupuk Kujang	Kawasan PT Pupuk Kujang	Cikampek	41373	(0264) 316386 611623
Hub Bogor						
497	1	KC Bogor Juanda	Jl. Ir. H. Juanda No. 12	Bogor	16121	(0251) 313644, 320008, 324836 323967, 382401
498	2	KCP Bogor Suryakencana	Jl. Suryakencana No. 310	Bogor	16123	(0251) 381136, 329611 381134, 353104
499	3	KCP Bogor Kapten Muslihat	Jl. Kapten Muslihat No. 17	Bogor	16121	(0251) 311129 326852
500	4	KCP Cibinong	Jl. Raya Bogor Km. 47 Cibinong	Bogor	16916	(021) 87916724 87916724
501	5	KK Bogor Warung Jambu	Jl. Raya Pajajaran No. 1-b	Bogor	16153	(0251) 380733, 380763 390287
502	6	KK Bogor Tajur	Jl. Raya Tajur No. 130	Bogor	16720	(0251) 387356 319825
503	7	KC Sukabumi Sudirman	Jl. Jend. Sudirman No. 124	Sukabumi	43132	(0266) 221319 221236
504	8	KCP Sukabumi Ahmad Yani	Jl. Ahmad Yani No. 44	Sukabumi	43131	(0266) 222801 221116
505	9	KCP Cianjur	Jl. Suroso No. 51	Cianjur	43211	(0263) 268383 266078
506	10	KCP Cipanas	Jl. Raya Cipanas No. 43, Pacet	Cianjur	43553	(0263) 511037 511039
507	11	KCP Cicurug	Jl. Siliwangi No. 287 B, Cicurug	Sukabumi	43159	(0266) 732512 736364
Hub Cirebon						
508	1	KC Cirebon Yos Sudarso	Jl. Yos Sudarso No. 11	Cirebon	45111	(0231) 205506-7, 23450-1, 206204 203084
509	2	KCP Cirebon Jalan Kantor	Jl. Kantor No. 4	Cirebon	45112	(0231) 203025 201596
510	3	KCP Cirebon Siliwangi	Jl. Siliwangi No. 139	Cirebon	45124	(0231) 202125 207021
511	4	KCP Cirebon Tegalwangi	Jl. Raya Tegalwangi Km. 9 No. 58	Cirebon	45154	(0231) 321260, 321513 321026
512	5	KCP Indramayu Panjaitan	Jl. D.I. Panjaitan No. 8	Indramayu	45212	(0234) 22001 22901
513	6	KCP Kuningan	Pertokoan Siliwangi No.39-40 Jl. Siliwangi	Kuningan	45511	(0232) 876457, 876557 871742
514	7	KCP Majalengka Kadipaten	Jl. Raya Timur No. 124, Kadipaten	Majalengka	45453	(0233) 663007, 663008, 663010 662004
515	8	KK Jatibarang	Jl. Mayor Dasuki No.92	Jatibarang	45273	(0234) 351450, 351440 353569
516	9	KK Indramayu Balongan	Jl. Raya Balongan (Depo Pertamina)	Indramayu	45217	(0234) 28475 28722
Region VII/ Semarang			Jl. Pemuda No. 73	Semarang	50139	(024) 3520486, 3520487, 3517349 3520485
Hub Semarang Pemuda						
517	1	KC Semarang Pemuda	Jl. Pemuda No. 73	Semarang	50139	(024) 3514321, 3514327 3545365
518	2	KCP Semarang Kepodang	Jl. Kepodang No. 32-34	Semarang	50137	(024) 3544181 3544184
519	3	KCP Semarang R.S. Kariadi	Jl. Dr. Sutomo No. 16	Semarang	50231	(024) 8412503, 8413191, 8453529 8317546
520	4	KCP Salatiga	Jl. Diponegoro No. 41	Salatiga	50711	(0298) 321002, 324030, 323917 321331
521	5	KCP Semarang Pandanaran	Jl. Pandanaran No.104	Semarang	50134	(024) 8310325, 8310259, 8310719 8414125
522	6	KCP Semarang Bangkong Plaza	Jl. M.t. Haryono No. 864-866, Komp. Bangkong Plaza B 4-6	Semarang	50242	(024) 8312736, 8312807, 8414263 8414346
523	7	KCP Semarang Gedung Telkom	Gedung PT Telkom (Persero), Jl. Pahlawan No. 10	Semarang	50241	(024) 8442595, 8303005, 8445672 8445710
524	8	KCP Semarang Majapahit	Kompleks Ruko Majapahit, Jl. Majapahit No. 339	Semarang		
525	9	KK Semarang Patrajasa	Jl. Sisingamangaraja	Semarang	50232	(024) 8505673, 8314450, 8314441 Psw 8826 8505672
526	10	KK Semarang Srandol	Jl. Setiabudi No. G 62 E & F	Semarang	50263	(024) 7461192, 7461215, 7461216 7461191
527	11	KK Semarang Pelindo	Kompleks Pelabuhan Tanjung Emas, Jl. Coaster No. 10	Semarang	50174	(024) 3585382 3563450
528	12	KC Kudus	Jl. Jend. Sudirman No. 164	Kudus	59301	(0291) 432974, 438768 438769, 439278

Bank Mandiri Domestic Branch Network

No.		Office		Address	Municipal	Post Code	Phone	Fax
529	13	KCP	Jepara	Jl. Hos Cokroaminoto No. 4	Jepara	59417	(0291) 591555	591666
530	14	KCP	Cepu	Kompleks Kantor Pos Jl. Rumah Sakit Umum No.37	Cepu	58312	(296) 424630, 424631, 424632	424625
531	15	KK	Pati	Pertokoan Plaza Puri Blok A No. 6-7	Pati	59112	(0295) 385909, 386067	385065
Hub Semarang Pahlawan								
532	1	KC	Semarang Pahlawan	Jl. Pahlawan No. 3	Semarang	50241	(024) 8415362	8311366
533	2	KCP	Semarang Sugiyopranoto	Jl. Mgr. Sugiyopranoto No. 36 A-B	Semarang	50246	(024) 3522790	3585084
534	3	KCP	Semarang Mpu Tantular	Jl. Mpu Tantular No. 19	Semarang	50010	(024) 3544031-3, 3542041-2	3517337
535	4	KCP	Semarang Candi Baru	Jl. S. Parman No. 55 K, Ruko Sultan Agung	Semarang	50232	(024) 8312141, 8442550	8505501
536	5	KCP	Ungaran	Jl. Jend. Gatot Subroto No. 671 E-F	Semarang	50511	(024) 6924296, 921989	6924295
537	6	KCP	Parakan	Jl. H. Saubari No.10, Parakan	Temanggung	56254	(0293) 596471-73	596239
538	7	KCP	Weleri	Jl. Utama Tengah No. 198	Weleri	51355	(0294) 644009, 642010, 642148	643460
539	8	KK	Semarang Kawasan Industri Candi	Kawasan Industri Candi Blok 10	Semarang	50181	(024) 7606303, 7604357	7604357
540	9	KC	Magelang	Jl. Sudirman No. 26, Komplek Pertokoan Rejotumoto	Magelang	56126	(0293) 364012, 364989, 366763	64282
541	10	KCP	Muntilan	Kompleks Ruko Muntilan Plaza, Jl. Pemuda	Muntilan	56414	(0293) 586066	586065
542	11	KCP	Wonosobo	Jl. Sumbing No. 18	Wonosobo	56311	(0286) 322474	322460
543	12	KCP	Kutoarjo	Jl. Pangeran Diponegoro No. 114	Kutoarjo	54212	(0275) 642000	642652
544	13	KK	Magelang A Yani	Jl. Ahmad Yani No. 203	Magelang	56115	(0293) 314503	314546
Hub Yogyakarta								
545	1	KC	Yogyakarta Sudirman	Jl. Jend. Sudirman No. 26	Yogyakarta	55232	(0274) 586425	561893, 586432
546	2	KCP	Yogyakarta Adisucipto	Jl. Laksda Adi Sucipto No. 168	Yogyakarta	55281	(0274) 489934 S.d. 489938	489252
547	3	KCP	Yogyakarta Gejayan	Jl. Gejayan No. 28, Condong Catur	Yogyakarta	55283	(0274) 584041, 584140	543029
548	4	KCP	Yogyakarta Diponegoro	Jl. Pangeran Diponegoro No. 107	Yogyakarta	55231	(0274) 584758, 562415	562878
549	5	KCP	Yogyakarta UGM	Jl. Kaliurang, Sekip Blok L-6	Yogyakarta	55281	(0274) 543032	543031, 551654
550	6	KCP	Yogyakarta Katamso	Jl. Brigjen. Katamso No. 69 B	Yogyakarta	55121	(0274) 415392, 415616, 415670, 415672	415388, 415389
551	7	KK	Yogyakarta Malioboro	Hotel Garuda, Jl. Malioboro No. 60	Yogyakarta	55213	(0274) 561556, 566353 Ext. 148	565475
552	8	KK	Bantul	Jl. Gajah Mada No. 14, Bantul	Bantul	55711	(0274) 368469, 368470	368470
553	9	KK	Yogyakarta Gedung Magister UGM	Lobby Gedung Magister UGM, Jl. Nusantara, Bulak Sumur	Yogyakarta	55281	(0274) 521412	548956
554	10	KK	Sleman	Jl. Raya Magelang Km. 10	Sleman	55511	(0274) 865123, 868405 Ex.285	865566
555	11	KK	Yogyakarta Ahmad Dahlan	Jl. K.H. Ahmad Dahlan No. 25	Yogyakarta	55121	(0274) 376428	376428
556	12	KK	Yogyakarta STIE YKPN	Kampus STIE YKPN, Jl. Seturan	Yogyakarta	55281	(0274) 486163	487657
557	13	KK	Yogyakarta Suryotomo	Hotel Limaran, Jl. Suryotomo No. 1	Yogyakarta	55121	(0274) 515621	515621
558	14	KK	Yogyakarta R.S. Sardjito	Jl. Kesehatan Sekip, Kotak Pos 21	Yogyakarta	55284	(0274) 518671	518671
Hub Solo								
559	1	KC	Solo Sriwedari	Jl. Brigjend. Slamet Riyadi No. 294	Solo	57141	(0271) 715455	711888
560	2	KCP	Solo Purwotomo	Jl. Brigjend. Slamet Riyadi No. 329	Solo	57142	(0271) 711161	713896
561	3	KCP	Solo Slamet Riyadi	Jl. Brigjend. Slamet Riyadi No. 16	Solo	57111	(0271) 644911	645500
562	4	KCP	Solo Pasar Klewer	Komplek Pasar Klewer Los E 27-29, Jl. Dr. Rajiman	Solo	57115	(0271) 642925	635018
563	5	KCP	Klaten	Jl. Pemuda Tengah No. 54	Klaten	57413	(0272) 327844, 327840, 327841	321277
564	6	KCP	Sragen	Plaza Atrium Blokc C-D, Jl. Raya Sukowati No. 302-304	Sragen	57211	(0271) 890585	894611
565	7	KK	Wonogiri	Jl. Jenderal Sudirman No. 132	Wonogiri	57611	(0273) 323656, 323657	323658
566	8	KK	Palur	Jl. Raya Palur No.32, Jaten	Karanganyar	57771	(0271) 827029	827589
567	9	KK	Kartosuro	Jl. Ahmad Yani No. 9	Kartosuro	57162	(0271) 780822	784240
Hub Tegal								
568	1	KC	Tegal Arif Rahman Hakim	Jl. Arief Rahman Hakim No. 19	Tegal	52123	(0283) 351181, 356211, 357411	353628
569	2	KCP	Pemalang	Jl. Sudirman No. 31	Pemalang	52313	(0284) 321647, 321980, 324880	321433
570	3	KCP	Tegal Sudirman	Jl. Jend. Sudirman No. 11	Tegal	52131	(0283) 351391, 351310, 358151, 342155, 342156	351309, 322194
571	4	KCP	Brebes	Jl. Jend Sudirman No. 109	Brebes	52212	(0283) 673535, 673536, 3304210	3308880

Bank Mandiri Domestic Branch Network

No.	Office	Address	Municipal	Post Code	Phone	Fax	
572	5	KCP Gombong	Jl Yos Sudarso No. 245	Gombong	54411	(0287) 473620, 473621, 473115	472695
573	6	KC Purwokerto	Jl. Jend. Sudirman No. 463	Purwokerto	53114	(0281) 632222 - 5	636687
574	7	KCP Banjarnegara	Jl. S. Parman No. 31	Banjarnegara	53411	(0286) 591333, 591999	591839
575	8	KK Purbalingga	Jl. Jenderal Sudirman No. 53	Purbalingga	53312	(0281) 895555	891977
576	9	KK Purwokerto Unsoed	Jl. Prof. Dr. Hr. Boenjamin No. 15	Purwokerto	53124	(0281) 642555, 642556	642557
577	10	KC Cilacap	Jl. Jend. Ahmad Yani No. 100	Cilacap	53212	(0282) 533193, 533806, 534826	535408
578	11	KCP Kroya	Jl. Jend. Ahmad Yani No. 10 A	Kroya	53282	(0282) 492086, 492105	492087
579	12	KK Cilacap Maos	Komplek Pertamina Depot Maos, Jl. Pertamina, Maos Kidul	Cilacap	57232	(0282) 695026	695009
580	13	KC Pekalongan Imam Bonjol	Jl. Imam Bonjol No. 34	Pekalongan	51111	(0285) 425131-33	425134
581	14	KCP Pekalongan Hayam Wuruk	Jl. Hayam Wuruk No. 5	Pekalongan	51119	(0285) 424671, 422550, 422085, 424670	421501
582	15	KK Pekalongan Alun-alun	Jl. Alun-alun No. 3	Pekalongan	51101	(0285) 421758, 422212, 425240, 423990	421780
Region VIII/ Surabaya			Jl. Basuki Rahmat No. 129-137	Surabaya	60271	(031) 5316760-66	5316776, 5320641, 5316597
Hub Surabaya Niaga							
583	1	KC Surabaya Niaga	Jl. Veteran No. 42-44	Surabaya	60175	(031) 3524223-6	3547571, 3533029
584	2	KCP Surabaya Stasiun Kota	Jl. Stasiun Kota No.60 C-D Kav. No.1 Dan 2	Surabaya	60160	(031) 3530293	3530951
585	3	KCP Surabaya Pelabuhan Tanjungperak	Jl. Perak Timur No. 512 Blok H3-H4	Surabaya	60165	(031) 3295924	3294234
586	4	KCP Surabaya Tanjungperak	Jl. Perak Timur No. 398	Surabaya	60164	(031) 3293568, 3293578	3293579
587	5	KCP Surabaya Jembatan Merah	Jl. Jembatan Merah No. 25-27	Surabaya	60175	(031) 3520091-99	3525779
588	6	KCP Surabaya THR Mall	Jl. Kusuma Bangsa No.116-118, Surabaya Mall Blok B/7	Surabaya	60135	(031) 5322108	5342230
589	7	KCP Surabaya Baruna	Jl. Perak Barat No. 217 A	Surabaya	60177	(031) 3298333, 3294481	3294675, 3292354
590	8	KCP Surabaya Kembang Jepun	Jl. Kembang Jepun No.168-170	Surabaya	60162	(031) 3550091	3550576
591	9	KCP Surabaya Indrapura	Jl. Indrapura No. 45	Surabaya	60176	(031) 3535715	3522653
592	10	KCP Gresik	Jl. R.a. Kartini No. 210	Gresik	61122	(031) 3981300	3981442
593	11	KCP Tuban	Jl. Basuki Rachmat No. 55	Tuban	62317	(0356) 320786, 331436, 331437	320787
594	12	KCP Bojonegoro	Jl. Panglima Sudirman No. 107-109	Bojonegoro	62113	(0353) 892110, 892113	892114
595	13	KCP Lamongan	Jl. Lamongrejo No. 120	Lamongan	62213	(0322) 318200, 318300, 318774	318773
596	14	KK Surabaya Margorejo	Jl. Raya Margorejo Indah Kav. A No.131-132	Surabaya	60238	(031) 8499502, 8499773	8499031
597	15	KK Surabaya Pasar Turi	Kompleks Pertokoan Dupak Megah Blok B-6, Jl. Dupak No. 3-9	Surabaya	60174	(031) 5345620	5345603
598	16	KK Surabaya PT. Pal	Kantor Pusat PT. Pal	Surabaya		(031) 3298482	329848
599	17	KK Surabaya Pertamina Jagir	Jl. Jagir, Wonokromo	Surabaya		(031) 8420753-54	840754
600	18	KK Surabaya Kapasan	Jl. Kapasan No. 159	Surabaya	60141	(031) 319944, 3717529	3719944
601	19	KK Gedung Utama Semen Gresik	Jl. Veteran	Gresik	61121	(031) 3978504, 3981745 Ext.2077	3984608
602	20	KK Surabaya Armada Timur	Markas Komando TNI AL, Gedung Panti Tjahaya Armada Basis TNI AL Ujung	Surabaya	60155	(031) 3281075	3292354
603	21	KK Surabaya Unika Widya Mandala	Jl. Dinoyo No. 42-44	Surabaya	60265	(031) 5624344	5623963
604	22	KCP Surabaya Pahlawan	Jl. Pahlawan No. 120	Surabaya	60174	(031) 3534072-74	3530561
Hub Surabaya Gentengkali							
605	1	KC Surabaya Gentengkali	Jl. Gentengkali No. 93-95	Surabaya	60275	(031) 5319511-15	5316716, 5478401
606	2	KCP Surabaya Sungkono	Jl. Mayjend. Sungkono No. 121 F	Surabaya	60225	(031) 5663045	5678075
607	3	KCP Surabaya Mulyosari	Jl. Raya Mulyosari, Pertokoan Sutorejo Prima I Blok PC-21	Surabaya	60113	(031) 5927468	5926432
608	4	KCP Surabaya Rungkut Megah Raya	Jl. Raya Rungkut, Komp. Ruko Rungkut Megah Raya Blok E-5-6	Surabaya	60293	(031) 8720705-6	8707941
609	5	KCP Surabaya Darmo Park	Jl. Mayjend. Sungkono, Ruko Darmo Park Blok III No. 2	Surabaya	60293	(031) 5661745-5	5672987
610	6	KCP Surabaya Darmo Permai	Jl. H.r. Muhammad 36, Ruko Permai Blok B-1	Surabaya	60226	(031) 7344473-4	7344472
611	7	KCP Surabaya Rungkut	Jl. Rungkut Industri Raya No. 10	Surabaya	60293	(031) 8439581	8410435
612	8	KCP Sidoarjo	Jl. Ahmad Yani No. 7	Sidoarjo	61219	(031) 8921327	8941577
613	9	KCP Pamekasan	Jl. Pangeran Diponegoro No.151	Pamekasan	69315	(0324) 331000, 330803, 330806	324302
614	10	KK Sidoarjo Pahlawan	Ruko Pondok Mutiara Indah Blok N-01 Jl. Pahlawan	Sidoarjo	61213	(031) 8922634	8922283
615	11	KK Surabaya Pucang Anom	Jl. Pucang Anom Timur No.28	Surabaya	60282	(031) 5020126, 5020701	5026330
616	12	KK Surabaya Pasar Atom	Pusat Perbelanjaan Pasar Atom, Lt.1 Stand No.1001t-1002t, Jl. Bunguran No.45	Surabaya	60161	(031) 3531820, 3531825	3531796

Bank Mandiri Domestic Branch Network

No.		Office	Address	Municipal	Post Code	Phone	Fax	
617	13	KK	Sidoarjo Krian	Jl. Raya Krian No. 47, Krian	Sidoarjo	61262	(031) 8982375, 8982376, 8982377	8971304
618	14	KK	Surabaya Bandara Juanda	Bandara Juanda	Surabaya	61253	(031) 8667514-16	8667596
619	15	KK	Surabaya Darmo Indah	Kompleks Ruko Darmo Indah Timur, Jl. Darmo Indah Timur Blok SS No. 8	Surabaya	60187	(031) 7328524, 7317618	7328525
Hub Surabaya Basuki Rahmat								
620	1	KC	Surabaya Basuki Rahmat	Jl. Basuki Rahmat No. 129-137	Surabaya	60271	(031) 5316760-66	5316778, 5320631, 5316752
621	2	KCP	Surabaya Pondok Chandra	Jl. Palem Tc 1/12, Pondok Chandra Indah	Surabaya	61256	(031) 8663363	8673866
622	3	KCP	Surabaya PDAM	Jl. Prof. Dr. Moestopo No. 2	Surabaya	60131	(031) 5034988	5034988
623	4	KCP	Surabaya Diponegoro	Jl. Raya Diponegoro No. 153	Surabaya	60145	(031) 5674347	5674348
624	5	KCP	Surabaya Bratang Binangun	Jl. Ngagtek Jaya Selatan, Plaza Manyar Megah Indah Blok J 5-6	Surabaya	60284	(031) 5624701	5043702
625	6	KCP	Surabaya Gubeng	Jl. Kalimantan No.10	Surabaya	60281	(031) 5030765	5035346
626	7	KCP	Surabaya Kertajaya	Jl. Dharmahusada Indah No.130	Surabaya	32190	(031) 5999869, 5981670	5981622
627	8	KCP	Surabaya Sudirman	Jl. Panglima Sudirman No. 101-103	Surabaya	60271	(031) 5481601	5481602
628	9	KCP	Surabaya Swandayani	Menara Bbd, Jl. Basuki Rahmat No. 2-4	Surabaya	60261	(031) 5311303-4	5311305
629	10	KCP	Mojokerto	Jl. Mojopahit No. 375 A-B	Mojokerto	61321	(0321) 323086	323093
630	11	KCP	Surabaya Pemuda	Jl. Pemuda No. 27-31	Surabaya	60271	(031) 5340756	5311432
631	12	KCP	Jombang	Ruko Cempaka Mas Blok A 1-2, Jl. Soekarno Hatta No. 3	Jombang	61481	(0321) 875141, 875541	875542
632	13	KCP	Surabaya Wiyung	Jl. Raya Menganti No. 207, Wiyung	Surabaya	60222	(031) 7660056, 7664559	7668423
633	14	KK	Surabaya Telkom Ketintang	Jl. Ketintang No.156	Surabaya	60245	(031) 8292659, 8292314, 8285823	8285713
Hub Jember								
634	1	KC	Jember Alun-alun	Jl. Jend. Ahmad Yani No. 3	Jember	68118	(0331) 486671	485461, 487704
635	2	KCP	Jember Ahmad Yani	Jl. Jend. Ahmad Yani No. 6-8	Jember	68137	(0331) 484691	486094
636	3	KCP	Jember Wijaya Kusuma	Jl. Wijaya Kusuma No. 1	Jember	68118	(0331) 486096-8, 422687	484370
637	4	KK	Bondowoso	Jl. R.E. Martadinata No. 39, Bondowoso	Bondowoso	68211	(0332) 420800, 420844	428888
638	5	KK	Jember Ambulu	Jl. Manggar No. 23, Ambulu	Jember	68172	(0336) 88117, 881118	882549
639	6	KC	Probolinggo	Jl. Suroyo No. 23	Probolinggo	67211	(0335) 421205	422303
640	7	KCP	Lumajang	Jl. Panglima Sudirman No. 33	Lumajang	67311	(0334) 886866	882151
641	8	KC	Situbondo	Jl. Jend. Ahmad Yani No. 102	Situbondo	68311	(0338) 671853	671854
642	9	KC	Banyuwangi	Jl. Dr. Wahidin Sudiro Husodo No. 2	Banyuwangi	68411	(0333) 424674, 424815	423257
643	10	KCP	Genteng	Jl. Gajah Mada No. 253, Genteng	Banyuwangi	68465	(0333) 845375	845827
Hub Malang								
644	1	KC	Malang Wahid Hasyim	Jl. K.H. Wahid Hasyim No. 5-7	Malang	65119	(0341) 364961-2	364977, 342102
645	2	KCP	Pasuruan	Jl. Soekarno Hatta Kotak Pos 27	Pasuruan	67112	(0343) 420221	426875
646	3	KCP	Malang Merdeka	Jl. Merdeka Barat No. 1	Malang	65119	(0341) 325658	366959
647	4	KCP	Malang Suprpto	Jl. Jaks Agung Suprpto 65	Malang	65112	(0341) 368691	364665
648	5	KCP	Batu	Jl. Dewi Sartika No. 45, Batu	Malang	65315	(0341) 592998, 596534, 512334	512335
649	6	KK	Pandaan	Kompleks Pandaan Delta Permai A 18-19	Pandaan	67156	(0343) 638444, 638585	639493
650	7	KK	Kepanjen	Jl. Ahmad Yani No. 62 A, Kepanjen	Malang	65163	(0341) 399858	399855
651	8	KK	Lawang	Jl. MH Thamrin No. 8, Lawang	Malang	65211	(0341) 422999	422998
652	9	KK	Malang Griya Shanta	Ruko Griya Shanta Blok MP-53, Jl. Soekarno-Hatta	Malang	65142	(0341) 404300	404301
653	10	KC	Kediri	Jl. Diponegoro No. 17	Kediri	64123	(0354) 681396, 681480	681629
654	11	KK	Pare	Jl. Argopuro No. 20, Kecamatan Pare	Kediri	64211	(0354) 398400	395489
655	12	KC	Madiun	Jl. Pahlawan No. 29	Madiun	63116	(0351) 462557, 451598	463482
656	13	KCP	Ponorogo	Jl. Urip Sumoharjo No. 102	Ponorogo	63411	(0352) 488909, 488910	484207
657	14	KC	Tulungagung	Jl. Sudirman No. 55	Tulungagung	66219	(0355) 326543-44	322571
658	15	KCP	Blitar	Jl. Merdeka No. 30	Blitar	66112	(0342) 813546, 813547	813548
Hub Denpasar								
659	1	KC	Denpasar Veteran	Jl. Veteran No. 1	Denpasar	80111	(0361) 226761-3	224077
660	2	KCP	Kuta Setiabudi	Jl. Setiabudi No. 3	Kuta	80361	(0361) 752060	752221
661	3	KCP	Denpasar Teuku Umar	Rukan Denpasar Business Center Blok C, No.3 & 5 Jl. Teuku Umar No.1	Denpasar	80114	(0361) 257566	257567
662	4	KCP	Denpasar Gajah Mada	Jl. Gajah Mada No. 3	Denpasar	80112	(0361) 224705	234646
663	5	KCP	Nusa Dua	Pertokoan Niaga Nusa Dua No. 2-4, Jl. By Pass I Gusti Ngurah Rai, Nusa Dua	Badung	80362	(0361) 772095, 772096, 778052	772097
664	6	KCP	Denpasar Udayana	Jl. Udayana No. 11	Denpasar	80112	(0361) 223511	231277
665	7	KCP	Pelabuhan Benoa	Jl. Raya Pelabuhan Benoa	Denpasar	80222	(0361) 723551	723552
666	8	KCP	Singaraja	Jl. Jend. Ahmad Yani No. 60	Singaraja	81116	(0362) 25222	24543
667	9	KCP	Tabanan	Jl. Jend. Ahmad Yani No. 11, Kediri	Tabanan	82122	(0361) 815362, 815363	815364
668	10	KK	Kuta Hotel Bintang Bali	Jl. Kartika Plaza	Kuta	80361	(0361) 753292, 753416	753417

Bank Mandiri Domestic Branch Network

No.	Office	Address	Municipal	Post Code	Phone	Fax
669	11 KK Ubud	Jl. Raya Ubud No. 14, Ubud	Gianyar	80561	(0361) 977022, 975946	975889
670	12 KCP Legian	Jl. Raya Legian No. 494 E, Legian-Badung	Badung	80361	(0361) 762589, 7762586, 763412	751894
671	13 KK Denpasar Sanur	Jl. Danau Tamblingan No. 27	Denpasar	80228	(0361) 282663	
672	14 KK Denpasar Gatot Subroto	Jl. Gatot Subroto No. 180 X	Denpasar	80116	(0361) 418807, 418133	418133
673	15 KK Gianyar	Jl. Raya Sukawati	Gianyar	80582	(0361) 294810, 294991	294729
674	16 KK Denpasar Nitimandala	Gedung Keuangan Nitimandala, Jl. Dr. Kusumaatmaja, Renon	Denpasar	80226	(0361) 263451	255715
675	17 KK Denpasar Pasar Kumbasari	Jl. Gajah Mada No. 15	Denpasar	80118	(0361) 434812	261453
676	18 KK Denpasar Bandara Ngurah Rai	Wisti Sabha Building Lantai 1 / 6	Denpasar	80031	(0361) 756497	756497
677	19 KC Mataram Cakranegara	Jl. Pejanggih No. 20-22, Cakranegara	Mataram	83231	(0370) 631813, 636071	631810
678	20 KCP Mataram Aa Gde Ngurah	Jl. Aa Gde Ngurah No. 48 A-B	Mataram	83231	(0370) 21481	37118
679	21 KC Kupang Urip Sumoharjo	Jl. Urip Sumoharjo No. 16	Kupang	85229	(0380) 833216	833818
680	22 KCP Kupang M. Hatta	Jl. Muhammad Hatta No. 54 A	Kupang	85112	(0380) 832459	832460
Region IX/ Banjarmasin		Jl. Lambung Mangkurat No. 3	Banjarmasin	70111	(0511) 51405, 51403, 365767/69/70/71	52249, 66719
Hub Pontianak						
681	1 KC Pontianak Diponegoro	Jl. Diponegoro No. 17	Pontianak	78123	(0561) 769769, 736390	733767, 768330
682	2 KCP Pontianak Ngurah Rai	Jl. I Gusti Ngurah Rai No. 2, Humaera B	Pontianak	78117	(0561) 734247, 736943, 737053, 734153	734147
683	3 KCP Pontianak Tanjungpura	Jl. Tanjungpura No. 110	Pontianak	78117	(0561) 734464, 732886	734752, 736522
684	4 KCP Pontianak Sidas	Jl. Sidas No. 2	Pontianak	78111	(0561) 734670, 747495	733672
685	5 KCP Ketapang	Jl. Letjen. R. Suprpto No. 1-2	Pontianak	78812	(0534) 35822, 35833, 35844	35755
686	6 KK Pontianak Rs Santo Antonius	Jl. K.H. Wahid Hasyim	Pontianak	78115	(0561) 737454	737454
687	7 KK Pontianak Bandara Supadio	Komp. Bandara Supadio/term.penumpang, Desa Arang Lingsung	Pontianak	78391	(0561) 743883	722859
688	8 KC Sambas	Jl. Kramat No. 78-79	Sambas	79162	(0562) 391208, 391138, 392567	391294
689	9 KC Singkawang	Jl. Merdeka No. 20	Singkawang	79122	(0561) 631335, 631389, 637546, 631735	631151, 631190
Hub Banjarmasin						
690	1 KC Banjarmasin Lambung Mangkurat	Jl. Lambung Mangkurat No. 3	Banjarmasin	70111	(0511) 68475, 67812, 365831, 53553	67856, 52510, 366051
691	2 KCP Banjarmasin A. Yani	Jl. Achmad Yani No. 13-17	Banjarmasin	70233	(0511) 264261, 263333, 262690-92	257278, 257281
692	3 KCP Banjarmasin Pangeran Samudera	Jl. Lambung Mangkurat No. 4	Banjarmasin	70111	(0511) 54339, 66303, 66636, 66316, 54298	50928
693	4 KCP Banjarmasin Mitra Plaza	Jl. Pangeran Antasari, Mitra Plaza Blok B-1 No.37-38	Banjarmasin	70234	(0511) 267748, 267749	267751
694	5 KCP Banjarbaru	Jl. A. Yani Km.34 No.31d Rt.04/01 Loktabat	Banjarbaru	70713	(0511) 777058, 780926, 773002	780777
695	6 KCP Batulicin	Jl. Raya Btulicin, Kabupaten Kota Baru	Kota Baru	72171	(0518) 71480 - 83	71484
696	7 KK Banjarmasin Bandara Syamsuddin Noor	Bandara Syamsuddin Noor, Jl. Landasan Ulin	Banjarmasin		(0511) 705277 Ext.296, 705203	705203
697	8 KK Banjarmasin Pelindo III/ Trisakti	Pelabuhan Trisakti, Jl. Barito Hilir No. 6	Banjarmasin	70119	(0511) 364965, 366354	366345
698	9 KK Banjarmasin Sentra Antasari	Pusat Perbelanjaan Sentra Antasari Blok Dt.001 Ltantai 2, Jl. Pangeran Antasari	Banjarmasin	70234	(0511) 360900, 361948	361949
699	10 KC Tanjung	Jl. Pangeran Antasari No. 43	Tanjung	71513	(0526) 21575, 21898, 21079, 23473	21739
700	11 KCP Barabai	Pusat Perbelanjaan Murakata Blok D1, Site 1 Lantai 2, Jl. P.H.M. Noor	Barabai	71311	(0517) 43702, 44240, 44250	43701
701	12 KC Palangkaraya	Jl. Jend. Ahmad Yani No. 70	Palangkaraya	73111	(0536) 21378, 21969, 22961, 22702	21781
702	13 KC Sampit	Jl. M.T. Haryono No. 81 A	Sampit	74322	(0531) 21035, 21322, 30850, 21098	21632, 22622
703	14 KCP Pangkalan Bun	Jl. Pangeran Antasari No. 41	Pangkalan Bun	74113	(0532) 24255, 22779	22710
704	15 KC Kuala Kapuas	Jl. Jend. Sudirman No. 32	Kuala Kapuas	73513	(0513) 21132, 21695, 22727	21028
Hub Samarinda						
705	1 KC Samarinda Mulawarman	Jl. Mulawarman No. 23	Samarinda	75112	(0541) 742097, 741464, 741462	742855, 205720
706	2 KCP Samarinda Sudirman	Jl. Jend. Sudirman No. 9	Samarinda	75111	(0541) 200836-7, 731531, 731529, 743402	731530
707	3 KCP Samarinda Kesuma Bangsa	Jl. Kesuma Bangsa No. 76	Samarinda	75121	(0541) 742549, 743915, 743049, 745095-96	743777, 749075

Bank Mandiri Domestic Branch Network

No.	Office	Address	Municipal	Post Code	Phone	Fax
708	4	KCP Tanjungredeb	Jl. Jend. Sudirman No. 747	Tanjungredeb	77312	(0554) 26031, 26032, 26030 26033
709	5	KCP Tenggarong	Jl. K.H. Akhmad Muksin No. 36	Tenggarong	75512	(0541) 662150, 661945
710	6	KCP Samarinda Irian	Jl. Irian No. 16 C	Samarinda	75111	(0541) 742066, 67731696, 742102, 743455
711	7	KCP Samarinda A Yani	Jl. Hasan Basri Blok A No.1	Samarinda	75117	(0541) 736514, 736587
712	8	KK Sangatta	Jl. Yos Sudarso II No. 2, Sangatta	Kutai Timur	75611	(0549) 25084, 25085
713	9	KC Tarakan Yos Sudarso	Jl. Yos Sudarso No. 80	Tarakan	77113	(0551) 25960-63, 51141, 51444
714	10	KK Tarakan Simpang Tiga	Jl. Yos Sudarso No. 25	Tarakan	71112	(0551) 21933, 21700, 21358, 25936
715	11	KK Pulau Bunyu	Jl. Pangkalan, Rt 01, Pulau Bunyu	Tarakan	77181	(0551) 24318, 25001
716	12	KC Bontang	Jl. Angkasa No. 1, Airport Road, Komp. PT Badak	Bontang	75324	(0548) 21490, 21492, 21489 26309
717	13	KCP Lhoktuan	Wisma Kie PT Pupuk Kaltim, Lhoktuan, Jl. Pakuaji Kav. 79	Bontang Utara	75313	(0548) 41558, 41559, 41219, 41535 41410, 41217
Hub Balikpapan						
718	1	KC Balikpapan Ahmad Yani	Jl. Jend. Ahmad Yani No. 15	Balikpapan	76113	(0542) 422882, 424994
719	2	KCP Balikpapan Sudirman	Jl. Jend. Sudirman No. 379	Balikpapan	76114	(0542) 731257, 733860
720	3	KCP Balikpapan Klandasan	Jl. Jend. Sudirman No. 71	Balikpapan	76112	(0542) 422821, 422900, 422822
721	4	KCP Balikpapan Suprpto	Jl. Letjend. Suprpto No. 1	Balikpapan	76131	(0542) 427000, 422840, 422842, 424511
722	5	KK Balikpapan Muara Rapak	Jl. Jend. Ahmad Yani, Komp. Pertokoan Muara Rapak D-04	Balikpapan	76125	(0542) 421559
723	6	KK Balikpapan Kandatel	Jl. Jend. Ahmad Yani No. 418, Kantor Kandatel	Balikpapan		(0541) 415803
724	7	KK Balikpapan Telkom DIVRE VI	Gedung Telkom, Jl. MT. Haryono No. 169 - Ring Road	Balikpapan	76114	(0542) 872588
725	8	KK Balikpapan Baru	Kompleks Ruko Balikpapan Baru Blok D.6 No. 2	Balikpapan	76114	(0542) 871584, 876614
Region X/ Makassar			Jl. R.a. Kartini No. 12-14	Makassar	90111	(0411) 329097, 323547
Hub Manado						
726	1	KC Manado Datu Lolong Lasut	Jl. Dotulolong Lasut No. 15	Manado	95122	(0431) 866228, 863477
727	2	KCP Manado Sam Ratulangi	Jl. Sam Ratulangi No. 331	Manado	95117	(0431) 866047
728	3	KCP Manado Toar	Jl. Toar No. 4-6	Manado	95112	(0431) 863079, 866950
729	4	KCP Manado Sudirman	Jl. Jend. Sudirman No. 47	Manado	95122	(0431) 824312, 860570
730	5	KCP Tomohon	Kompleks Rs Bethesda, Jl. Raya Tomohon	Tomohon	95362	(0431) 354951
731	6	KK Manado Boulevard	Komplek Megamas, Blom 1 A No.23 Jl. Pierre Tendean, Boulevard	Manado	95111	(0431) 858407
732	7	KC Kotamobagu	Jl. Kartini No. 22	Kotamobagu	95715	(0434) 215851
733	8	KC Bitung	Jl. Dr. Sam Ratulangi No. 51	Bitung	95521	(0438) 21022
734	9	KC Gorontalo	Jl. Jend. Ahmad Yani No. 28	Gorontalo	96112	(0435) 823551, 824131
735	10	KCP Marisa	Jl. Trans Sulawesi No.29, Marisa	Pohuwato	96266	(0443) 210071, 210371
736	11	KCP Limboto	Jl. Jend. Sudirman No. 35, Limboto	Gorontalo	96211	(0435) 880512, 880653
737	12	KC Tahuna	Jl. Dr. Sutomo No. 1	Tahuna	95813	(0432) 21051
738	13	KC Ternate	Jl. Nukila No. 51	Ternate	97721	(0921) 22778
739	14	KK Ternate Mononutu	Jl. A. Mononutu No. 91	Ternate	97712	(0921) 327304, 327358, 24604
Hub Palu						
740	1	KC Palu Sam Ratulangi	Jl. Dr. Sam Ratulangi No. 60	Palu	94111	(0451) 424971, 423975, 423942
741	2	KCP Poso	Jl. Hasanuddin No. 13, Poso	Poso	94616	(0452) 21367, 21467, 21567, 21704
742	3	KCP Palu Imam Bonjol	Jl. Imam Bonjol No. 88	Palu	94223	(0451) 421480-2
743	4	KCP Palu Hasanudin	Jl. Sultan Hasanuddin No. 35	Palu	94112	(0451) 4215880
744	5	KCP Donggala	Jl. Moro No. 78	Donggala	94351	(0457) 71175
745	6	KCP Parigi	Jl. Trans Sulawesi No. 117	Parigi	94371	(0450) 22244 - 47
746	7	KC Luwuk	Jl. Jend. Ahmad Yani No. 132	Luwuk	94711	(0461) 21143
747	8	KC Toli Toli	Jl. W.R. Supratman No. 1	Toli Toli	94514	(0453) 21360
Hub Makassar						
748	1	KC Makassar Kartini	Jl. R.A. Kartini No. 12-14	Makassar	90111	(0411) 319443, 324095
749	2	KCP Makassar Slamet Riyadi	Jl. Brigjend. Slamet Riyadi No. 8	Makassar	90111	(0411) 319963-4

Bank Mandiri Domestic Branch Network

No.	Office	Address	Municipal	Post Code	Phone	Fax	
750	3 KCP	Makassar Sulawesi	Jl. Sulawesi No. 81	Makassar	90174	(0411) 317378, 317388	320629, 320473
751	4 KCP	Makassar Cokroaminoto	Jl. Hos Cokroaminoto No. 3	Makassar	90174	(0411) 323809, 317545	316488
752	5 KCP	Sungguminasa	Kompleks Graha Satelit Blok 12 A, Jl. Sultan Hasanuddin	Gowa	92111	(0411) 840133	840134
753	6 KCP	Makassar Cenderawasih	Jl. Cenderawasih No. 185	Makassar	90133	(0411) 837609	837609
754	7 KCP	Makassar Tanjung Bunga	Mall Gtc Tanjung Bunga No. 22	Makassar	90134	(0411) 838841	838842
755	8 KCP	Makassar Panakkukang	Jl. Bolevar 89 F	Makassar	90231	(0411) 425290, 441605	443777
756	9 KK	Makassar Kampus IKIP	Kampus IKIP Gedung 4c, Jl. Bontolangkasa, Gunungsari Baru	Makassar	90221	(0411) 874744	874747
757	10 KK	Makassar Andalas	Jl. Andalas No. 116 F	Makassar	90155	(0411) 334023, 310164	310372
758	11 KK	Makassar Veteran	Jl. Veteran Utara No. 220	Makassar	90145	(0411) 319981, 332354	332354
759	12 KK	Makassar Daya	Kompleks Bukit Khatulistiwa Blok B/9, Jl. Perintis Kemerdekaan Km. 13	Makassar	90241	(0411) 591255, 591256	591257
760	13 KK	Semen Tonasa	Komplek PT Semen Tonasa I, Kotak Pos 114	Tonasa	90662	(0411) 320672	311973
761	14 KC	Watampone	Jl. M.H. Thamrin No. 10	Watampone	92713	(0481) 21330, 21227	21938
762	15 KCP	Sengkang	Jl. Bau Mahmud No. 1	Sengkang	90913	(0485) 324333, 324222	324111
763	16 KC	Pare Pare	Jl. Andi Isa No. 5	Pare Pare	91114	(0421) 21046, 24339, 25339, 25439, 21339	21416
764	17 KC	Palopo	Jl. Jend. Sudirman No. 123	Palopo	91921	(0471) 21313, 23672, 23673, 23674, 326270, 326271	23671
765	18 KC	Soroako	Jl. Gamalama Kav. 2	Soroako	91984	(0475) 321045, 321043, (021) 5249860-2	32144, (021) 5249584
766	19 KC	Kendari Mesjid Agung	Jl. H. Abdullah Silondae 45, Mondonga	Kendari	93111	(0401) 327708	322386
767	20 KK	Kendari Soekarno	Jl. Soekarno No. 37	Kendari	93127	(0401) 331211, 321477	331210
768	21 KC	Pomalaa	Komplek Aneka Tambang, Jl. Ahmad Yani	Pomalaa	93562	(0405) 310572	310562
769	22 KK	Kolaka	Jl. Repelita No. 1	Kolaka	93560	(0405) 22225, 22226	
770	23 KC	Ambon Pantai Mardika	Jl. Pantai Mardika	Ambon	97123	(0911) 354572-5	354578
771	24 KC	Ambon Pattimura	Jl. Raya Pattimura No. Sk.2 / 1	Ambon	90172	(0911) 345587, 353122	352208
Hub Jayapura							
772	1 KC	Jayapura Ahmad Yani	Jl. Jend. Ahmad Yani No. 35	Jayapura	99111	(0967) 531028, 534186/9, 533919	534494, 531836
773	2 KK	Jayapura Sentani	Jl. Raya Kemiri, Sentani	Jayapura	99352	(0967) 91668	91668
774	3 KK	Jayapura Waena	Pertokoan Topaz, Jl. Raya Waena Sentani No. 231	Jayapura	99351	(0967) 572813, 572816	572817
775	4 KCP	Jayapura Abepura	Jl. Raya Abepura, Abepura	Jayapura	99351	(0967) 581397, 587183	587182
776	5 KK	Jayapura Sentra Bisnis Pasifik	Kompleks Ruko Pasifik Permai Blok D No.5 Jl. Reklamasi Pantai Apo	Jayapura	99112	(0967) 535166, 535177	535178
777	6 KC	Manokwari	Jl. Yos Sudarso No. 61	Manokwari	98311	(0986) 213567	211222
778	7 KC	Merauke	Jl. Raya Mandala No. 1	Merauke	99613	(0971) 321333	322094
779	8 KC	Nabire	Jl. Pepera No. 19	Nabire	98801	(0984) 21145	31683
780	9 KC	Serui	Jl. Diponegoro	Serui	98212	(0963) 31535-7	31636
781	10 KC	Fak Fak	Jl. Izak Telussa No. 26	Fak-fak	98601	(0956) 22120-4	22636
782	11 KC	Biak	Jl. Jend. Ahmad Yani No. 2	Biak	98112	(0981) 21527	21557
783	12 KC	Sorong Ahmad Yani	Jl. Jend. Ahmad Yani No. 99	Sorong	98414	(0951) 23146/48	323400
784	13 KK	Sorong Basuki Rahmat	Jl. Basuki Rahmat No. 22	Sorong	98401	(0951) 21440	21113
785	14 KC	Timika	Jl. Yos Sudarso No. 30	Timika	98663	(0901) 321727, 321145, 321045	321515
786	15 KCP	Tembagapura	Jl. Numfor	Tembagapura	98100	(0901) 351125, 361027	351155
787	16 KCP	Kuala Kencana	Jl. Mandala Raya Selatan	Kuala Kencana	99920	(0901) 302265, 302266	302264
788	17 KK	Tembagapura Shopping Centre	Family Shopping Center Tembagapura	Tembagapura	98100	(0901) 351125	407625
789	18 KC	Wamena	Jl. Trikora No. 92	Wamena	99511	(0969) 31033, 31010	32520