

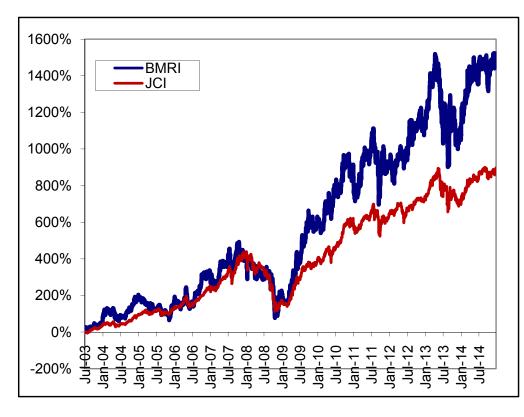
February 11, 2015





memakmurkan negeri

### **Share Information**



			P	er 31 December 2014	
No.	Description	No. of Investor %		No. of shares	%
ı	DOMESTIC				
	I. Government of RI	1	0.01%	14,000,000,000	60.00%
	2. Retail	10,434	72.21%	165,921,940	0.71%
	3. Employees	1,926	13.33%	32,648,218	0.14%
	4. Cooperatives	6	0.04%	489,856	0.00%
	5. Foundation	24	0.17%	13,928,446	0.06%
	6. Pension Funds	139	0.96%	156,992,615	0.67%
	7. Insurance	62	0.43%	409,486,236	1.75%
	8. Banks	-	0.00%	-	0.00%
	9. Corporations	93	0.64%	430,487,915	1.84%
	10. Mutual Funds	201	1.39%	683,305,141	2.93%
	Total	12,886	89.18%	15,893,260,367	68.11%
п	INTERNATIONAL				
	I. Retail	71	0.49%	836,974	0.00%
	2. Institutional	1,493	10.33%	7,439,235,992	31.88%
	Total	1,564	10.82%	7,440,072,966	31.89%
Ш	TOTAL	14,450	100.00%	23,333,333,333	100.00%

Δ from:	IPO	Dec 31, 2013
BMRI	1522.74%	37.26%
JCI	896.20%	22.29%

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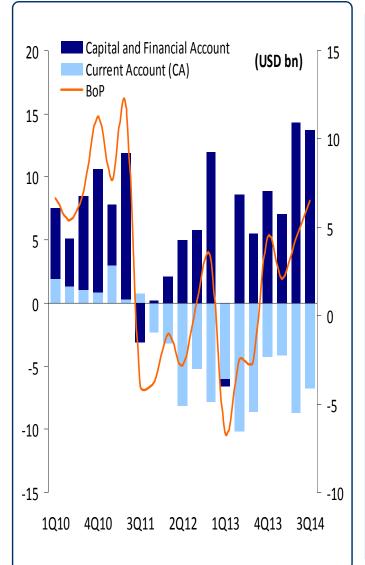
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# Inflation And Current Account Deficit Appear Manageable As GDP Is Expected To Rise

#### **Core inflation Remains Stable**

### 20 —— Headline inflation (% YoY) 18 ——Core inflation (% YoY) 16 -BI rate (%) 14 12 10 8.36

#### **Current Account Deficit**



GDP expansion remains strong at average (2006-2014) of 6.05%



Source : CEIC, Bloomberg

## Bank Mandiri Remains on Track to become Indonesia's Most Admired Financial Institution



# of Accounts

- Deposit 15.71 Mn
- Loan 1.51 Mn including mortgage accounts of 169,294



# of new Accounts (YTD)

- Deposit 4.16 Mn
- Loan 733,173



# of Outlets 2,312 Branches 2,745 Micro Outlets 15,344 ATMs



e-Channel Tx

- •1,648Mn YTD
- 21% Growth



# of Cards Issued

- Credit 3.67 Mn
- Debit 12.12 Mn
- Prepaid 5.01 Mn



Cash Management

- 13,873 Customers
- 44.2 Mn Tx YTD 2014 (2)



Retail Loans (1)

- Rp 158.0 Tn
- 33.2% of Loans
- High yield loan amounting Rp 100.7 Tn



Subsidiary Income

- Total Rp 1.81 Tn
- Sum of income from 8 subsidiaries (9.1 % of EAT)



Alliances

- Foreign Exchange: \$28.0bn
- Bank Guarantee: Rp 23.4tn
- Fund Under Management
   (FUM) of Rp 5.25tn

- (1) Small Business, Micro and Consumers
- (2) Exclude Mandiri Transaction System

### Key Indicators in 2<sup>nd</sup> Transformation Remain Strong



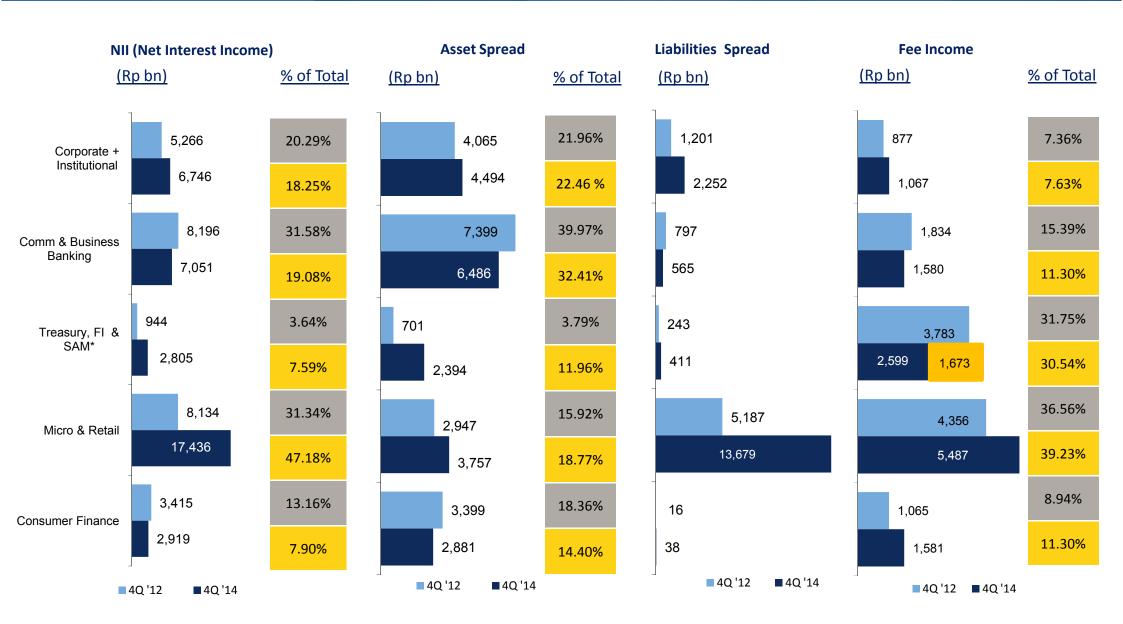
### Key Financial Highlights

Bank Mandiri's FY 2014 Performance demonstrated marked improvements across several key indicators:

	FY'13	FY'14	△%
Loans	Rp472.4tn	Rp530.0tn	12.2%
Net NPL Ratio Gross NPL Ratio	0.58% 1.90%	0.81%	39.2% <sub>13.2%</sub>
Low Cost Funds Ratio [Low Cost Funds (Rp)]	<b>64.7%</b> Rp360.0 tn	59.8% Rp380.5 tn	(7.6%) 5.7%
NIM*	5.74%	5.97%	3.9%
Efficiency Ratio	44.1%	44.9%	1.9%
Earnings After Tax	Rp18,204 bn	Rp19,872 bn	9.2%

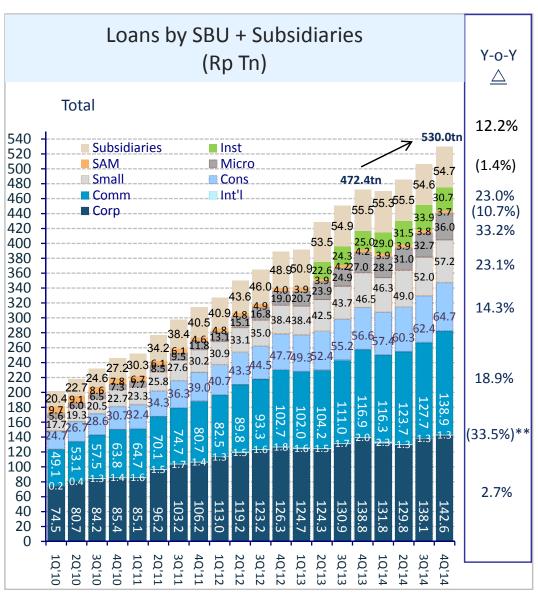
<sup>\*</sup> Starting 4Q2014, we backout the LPS premium from interest expense. using the same computation with the previous method, our FY14/FY13 NIM was 5.79% /5.57% 6

### Balanced Earnings from All Business Units



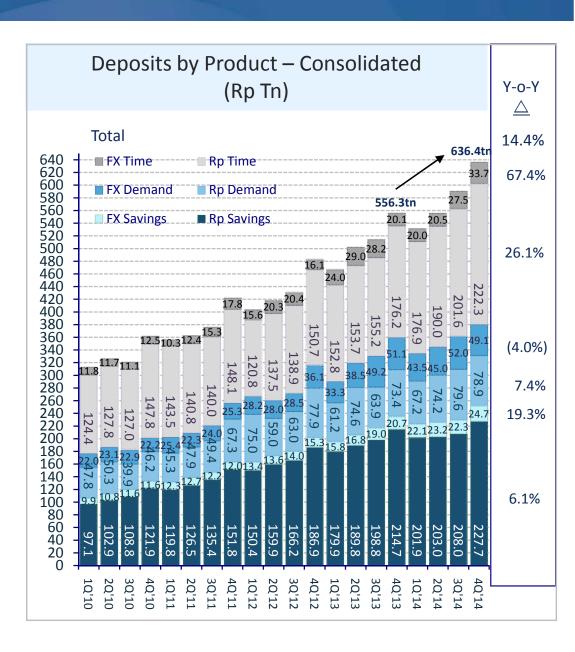
<sup>\*</sup>Rp 1,673Bn from SAM recoveries on W/O loans

### Maintaining Momentum for Growth





<sup>\*\*</sup>Loans from Treasury & International have been reallocated to Corporate following the reorganization in early 2010



# Good Progress On Our 3 Strategic Priorities: Wholesale Transactions, Retail Payments & High Yield Loans

#### Pillar 1

#### Strengthen leadership in wholesale transaction banking

- Comprehensive financing & transaction solutions
- Holistic relationship approach for leading Indonesian institutions

#### Pillar 2

#### Be the retail deposit bank of choice

- Win through differentiated customer experience and targeted propositions
- Deploy innovative payment solutions

#### Pillar 3

#### Build #1 or #2 positions in key retail financing segments

- Win in mortgage, personal loan & cards
- Become a major player in microbanking
- Champion Syariah in Indonesia

- Total Wholesales Fees Rp4.4Tn<sup>1)</sup>
- Total Wholesale Low Cost Deposits Rp73Tn
- Growth of Trx cash management 103.7% YoY<sup>2)</sup>

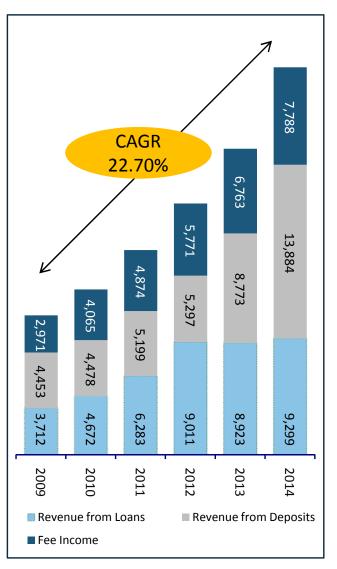
- Total Retail Fees of Rp7.8 Tn<sup>1)</sup>
- Total Retail Low Cost Funds Rp280Tn
- YoY increase in # of E-channel transaction: 21.0%

- Total Retail Loans of Rp158.0 Tn
- Assets Spread Rp9.0 Tn
- 33.2% of total loans

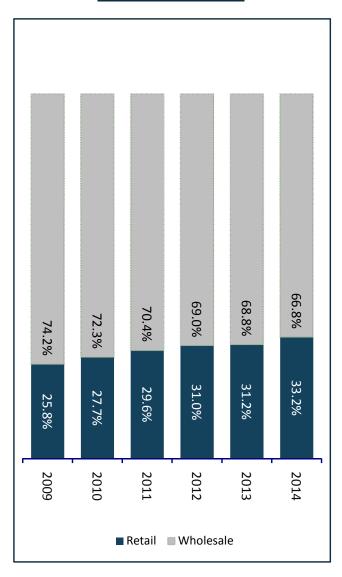
- 1) Fee-Based Provision, Commission & Fee
- 2) Excluding Mandiri Transaction System

### On Track In Executing The Plan

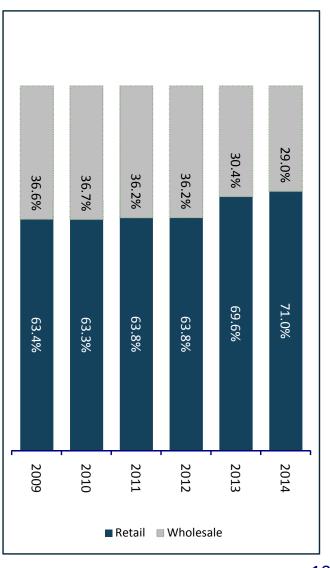
#### Revenue from Retail (Rp bn)



#### **Loan Portfolio**



#### **Funding Mix**



All Numbers are Bank Only

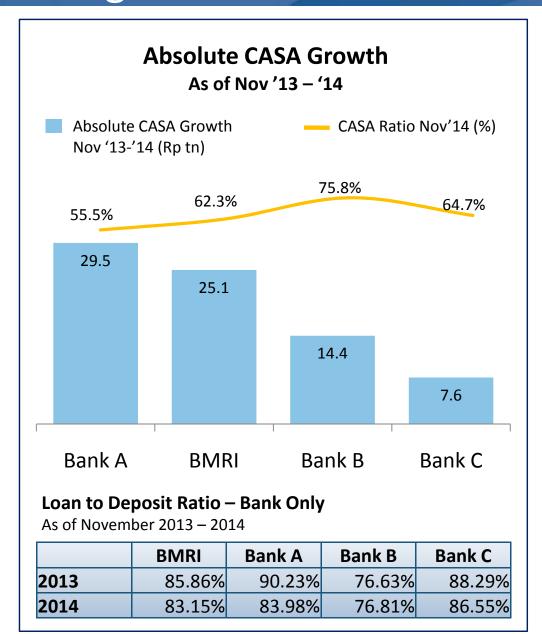
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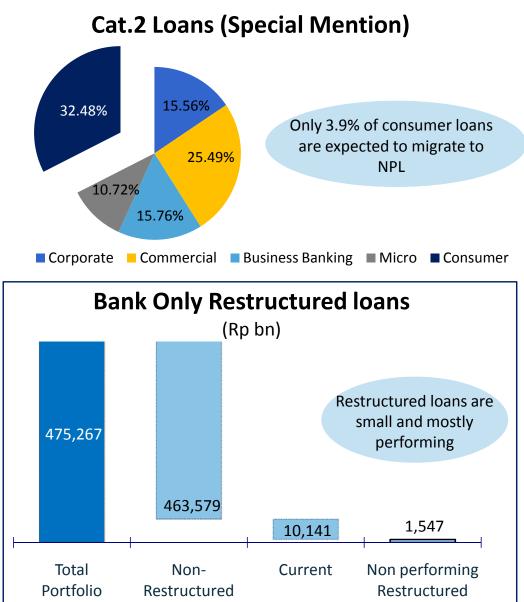
### Strong and Liquid Balance Sheet

(Rp Bn, Consolidated)

Assets	FY 2014	FY 2013	Liabilities	FY 2014	FY 2013
Cash	20,705	19,052	Current Account	128,067	123,446
Current Acc w/ BI & Other Banks	59,586	57,952	Savings	252,445	236,511
Placement w/ BI & Other banks	61,213	45,219	Time Deposits	255,870	196,385
Advances (Other)	26,423	19,298			
Marketable Securities	40,767	27,120	Total Deposits	636,382	556,342
Government Bonds	86,154	82,227			
Loans (Gross)	529,974	472,435	Securities Issued	2,010	1,780
Provisions of Loans	(17,919)	(16,677)	Deposits from other banks	17,774	12,672
Net Loans	512,055	455,758	Borrowings	24,227	15,997
Reverse Repo	19,787	3,738	Other Int. Bearing Liabilities	14,427	11,167
Other Provisions	(2,139)	(1,925)	Non Int. Bearing Liabilities	55,375	46,352
Deferred Tax Assets	4,189	4,322	Equity incl. Minority Interest	104,845	88,791
Other Assets	26,301	20,338			
Total	855,040	733,100	Total	855,040	733,100

# Despite Recent Volatility Our Balance Sheet Remains Strong

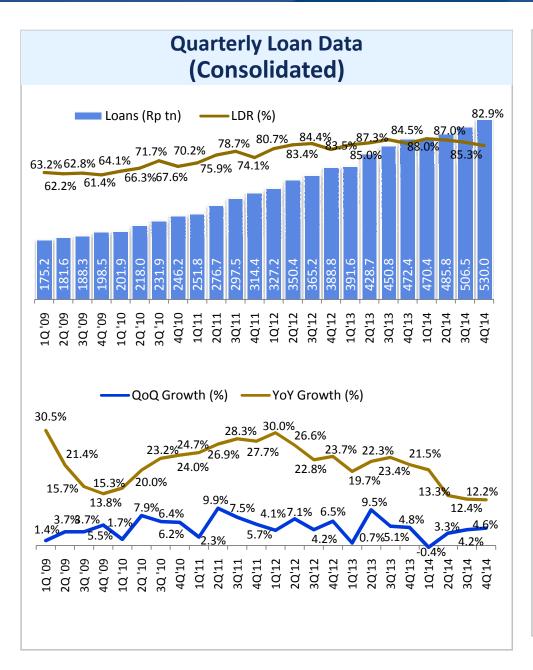


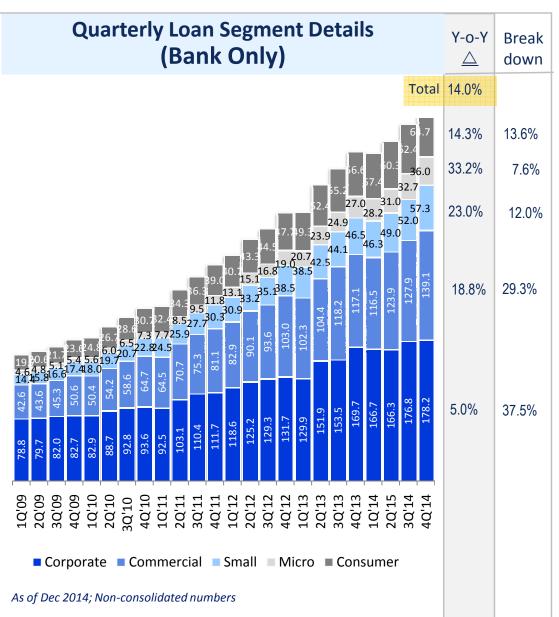


### Strong Revenue Growth

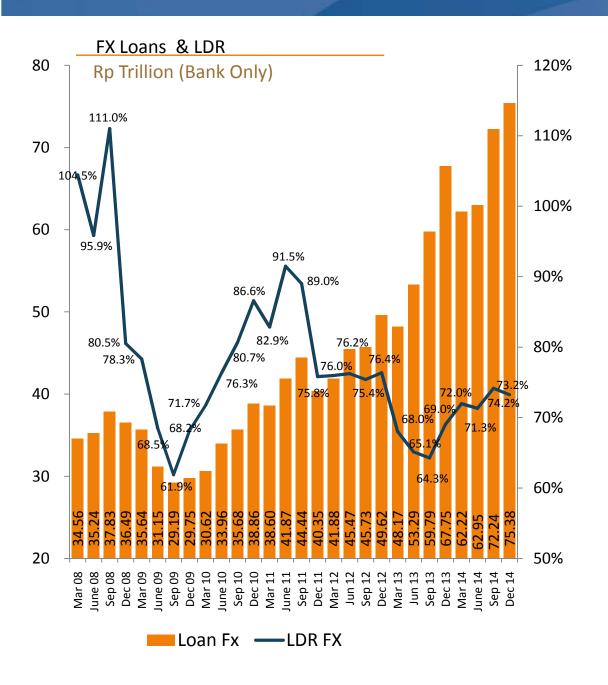
Course on a DO L (Du Du)		Q3	Q4	FY	FY	4Q Y-o-Y	FY	Q-o-Q
Summary P&L (Rp Bn)	2014	2014	2013	2014	2013	Δ(%)	Δ(%)	Δ(%)
Interest Income	17,363	15,984	14,411	62,638	50,209	20.5%	24.8%	8.6%
Interest Expense	5,709	6,608	4,020	23,506	16,399	42.0%	43.3%	(13.6%)
Net Interest Income	11,654	9,376	10,391	39,132	33,809	12.1%	15.7%	24.3%
Net Premium Income	697	724	605	2,681	2,626	15.2%	2.1%	(3.8%)
Net Interest Income & Premium Income	12,350	10,100	10,996	41,813	36,435	12.3%	14.8%	22.3%
Other Non Interest Income								
<ul><li>* Other Fees and Commissions</li></ul>	2,534	2,255	2,606	9,132	8,704	(2.8%)	4.9%	12.4%
<ul><li>* Foreign Exchange Gains - Net</li></ul>	399	404	347	1,588	1,853	15.0%	(14.3%)	(1.1%)
* Gain fr. sale & Incr. in Val & Sale of Bonds	111	71	(3)	381	(180)	n/a	n/a	55.1%
* Others	1,132	889	1,226	3,968	4,129	(7.6%)	(3.9%)	27.3%
Total Non Interest Income	4,176	3,620	4,176	15,069	14,506	0.0%	3.9%	15.4%
Total Operating Income	16,527	13,720	15,172	56,882	50,942	8.9%	11.7%	20.5%
Provisions, Net	(1,779)	(909)	(851)	(5,529)	(4,856)	109.0%	13.9%	95.7%
Personnel Expenses	(2,807)	(2,752)	(2,374)	(10,848)	(9,431)	18.2%	15.0%	2.0%
G&A Expenses	(3,488)	(2,958)	(3,167)	(11,448)	(9,898)	10.1%	15.7%	17.9%
Loss from decr. in value of Sec & Gov Bonds	-	-	-	-	-	-	-	-
Other Expenses	(1,447)	(680)	(1,800)	(3,078)	(3,204)	(19.6%)	(3.9%)	112.6%
Total Expense	(7,741)	(6,391)	(7,342)	(25,374)	(22,534)	5.4%	12.6%	21.1%
Profit from Operations	7,007	6,419	6,979	25,978	23,552	0.4%	10.3%	9.2%
Non Operating Income	10	15	334	30	510	(97.1%)	(94.1%)	(37.0%)
Net Income Before Tax	7,016	6,434	7,313	26,008	24,062	(4.1%)	8.1%	9.0%
Net Income After Tax	5,418	4,868	5,400	19,872	18,204	0.3%	9.2%	11.3%

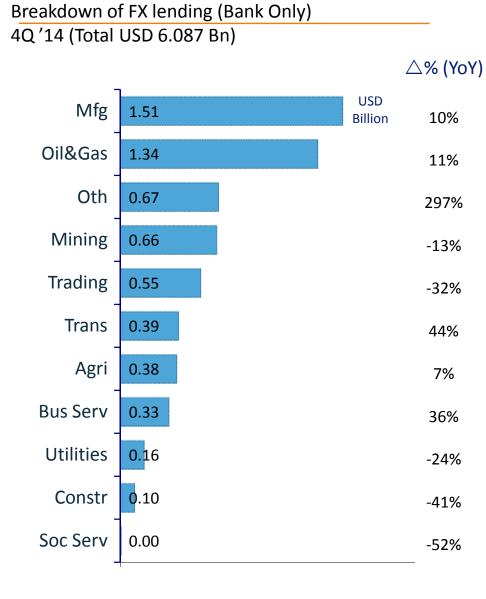
#### LDR Decreased to 82.9%, Bank-Only Loan Growth of 14.0%





### Prudent Management of FX Balance Sheet

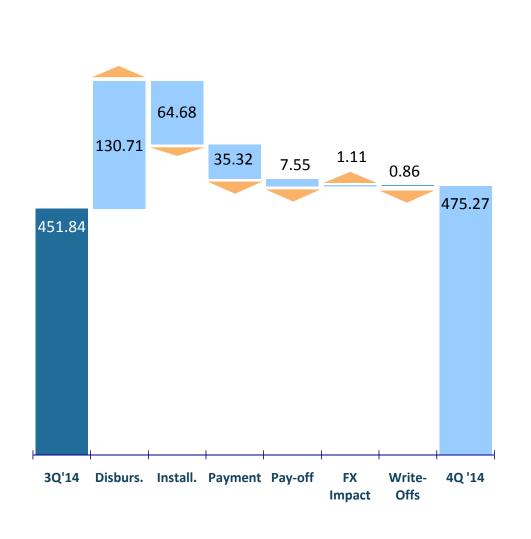


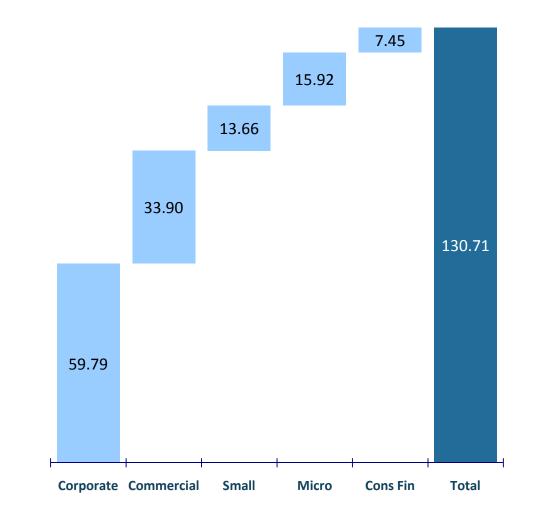


### Rp 130.71 tn in Loans Disbursed in 4Q 2014

Loan Movement (Rp tn) – Bank Only 4Q (2014)

Loan Disbursement by Segment in 4Q (Rp tn) – Bank Only

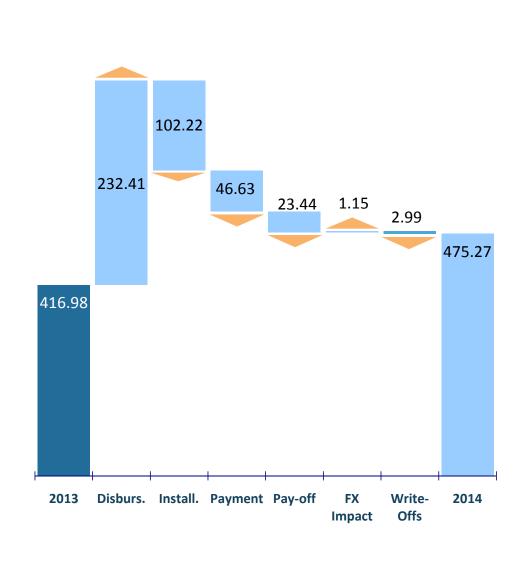


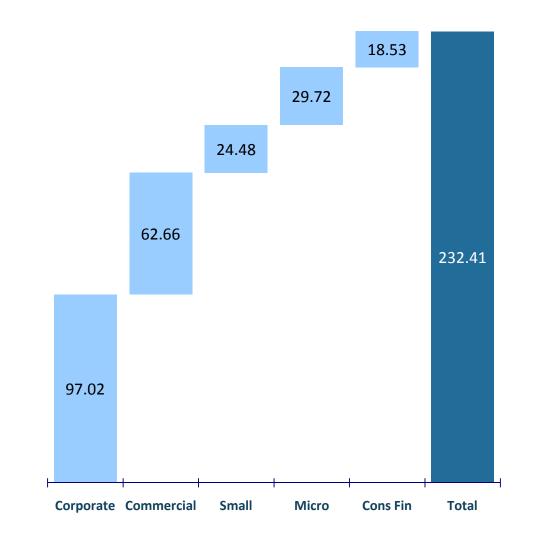


### Rp 232.41tn in Loans Disbursed in 2014

Loan Movement (Rp tn) - Bank Only 2014

Loan Disbursement by Segment in 2014 (Rp tn) – Bank Only



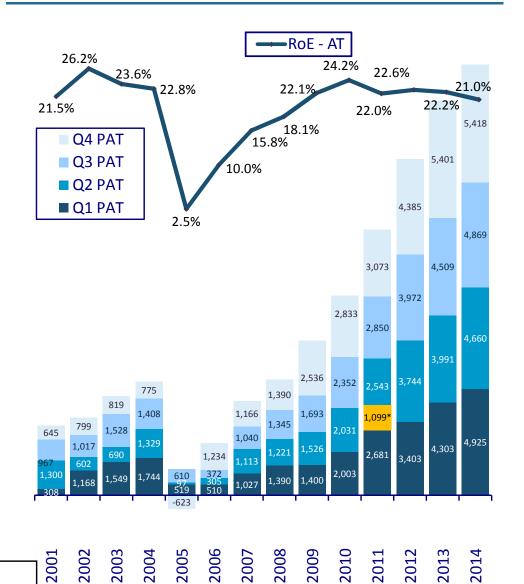


#### 21.0% ROE, Supported by a Strong Capital Position

#### Bank Only - Capital & RWA Movement

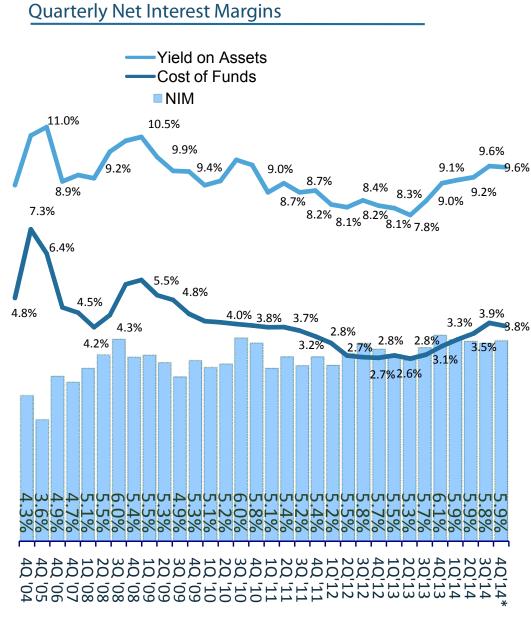


#### **Profit After Tax & ROE**



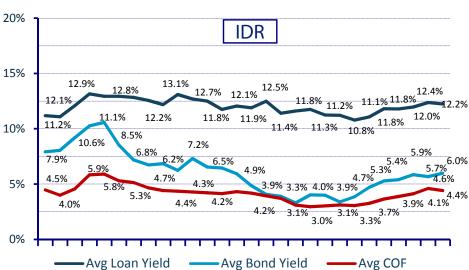
- · CAR inclusive of Credit and Market Risk started in December 2004
- CAR inclusive of Credit, Market and Operational Risk started in January 2010
- CAR under BASEL III in December 2013 was 16.7%

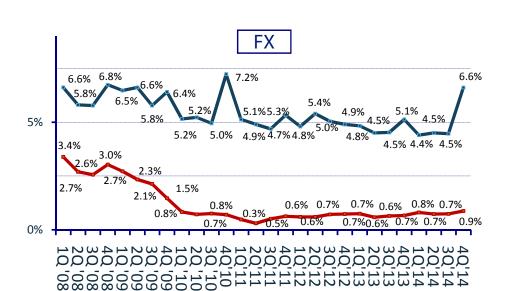
### Q4 NIM of 5.9% as Yield on Assets Rises 4bps



<sup>\*</sup> Starting on 4Q2014, we backout the LPS premium from the interest expense

### Quarterly Yields & Costs by Currency





### ...into Fee-based Income

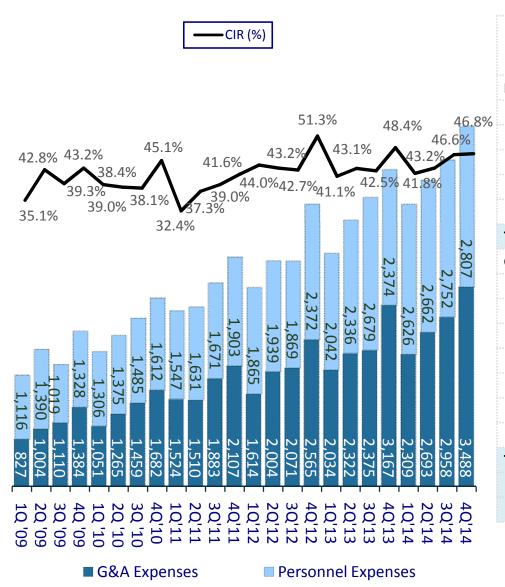
#### Breakdown of FY 2014 Non-Loan Related Fees & Commissions (Rp bn)

Non-Loan Related Fees & Commissions	4Q 2014	3Q 2014	4Q 2013	FY 2014	FY 2013	4Q YoY △%	FY △%	QoQ △%
Administration Fees	707	696	863	2,704	2,603	(18.1%)	3.9%	1.6%
Opening L/C, BG & Cap Market (custodian & trustee)	258	218	236	931	784	9.3%	18.8%	18.3%
Subsidiaries	339	387	419	1,553	1,648	(9.1%)	(5.8%)	(12.4%)
Transfer, Retail Transaction	543	368	426	1,626	1,373	27.5%	18.4%	47.6%
Credit Cards	410	374	297	1,427	1,138	38.0%	25.4%	9.6%
Mutual Fund, ORI & Bancassurance	94	86	99	353	359	(5.1%)	(1.7%)	9.3%
Syndications	52	33	31	137	130	67.7%	5.4%	57.6%
Payroll Package	18	21	19	74	72	(5.3%)	2.8%	(14.3%)
Others	113	66	216	327	597	(47.7%)	(45.2%)	71.2%
Total	2,534	2,255	2,606	9,132	8,704	(2.8%)	4.9%	12.4%
Foreign Exchange Gains	399	404	347	1,588	1,853	15.0%	(14.3%)	(1.2%)
Gains Fr Sale & Incr. in Value of Sec. & Gov. Bonds	111	71	(3)	381	(180)	n.a.	n.a	56.3%
Cash Recoveries	771	549	842	2,607	3,003	(8.4%)	(13.2%)	40.4%
Others	433	341	384	1,361	1,127	12.8%	20.8%	27.0%
Total Fee Based Income (As Reported)	4,248	3,620	4,176	15,140	14,506	1.7%	4.4%	17.3%
Total Operating Income	16,527	13,720	15,172	56,882	50,942	8.9%	11.7%	20.5%
% of Non Loan Related fees to total opr. income	25.7%	26.4%	27.5%	26.6%	28.5%			

#### Q4 Cost to Income Ratio of 46.84 %

#### Quarterly Consolidated Operating Expenses & CIR

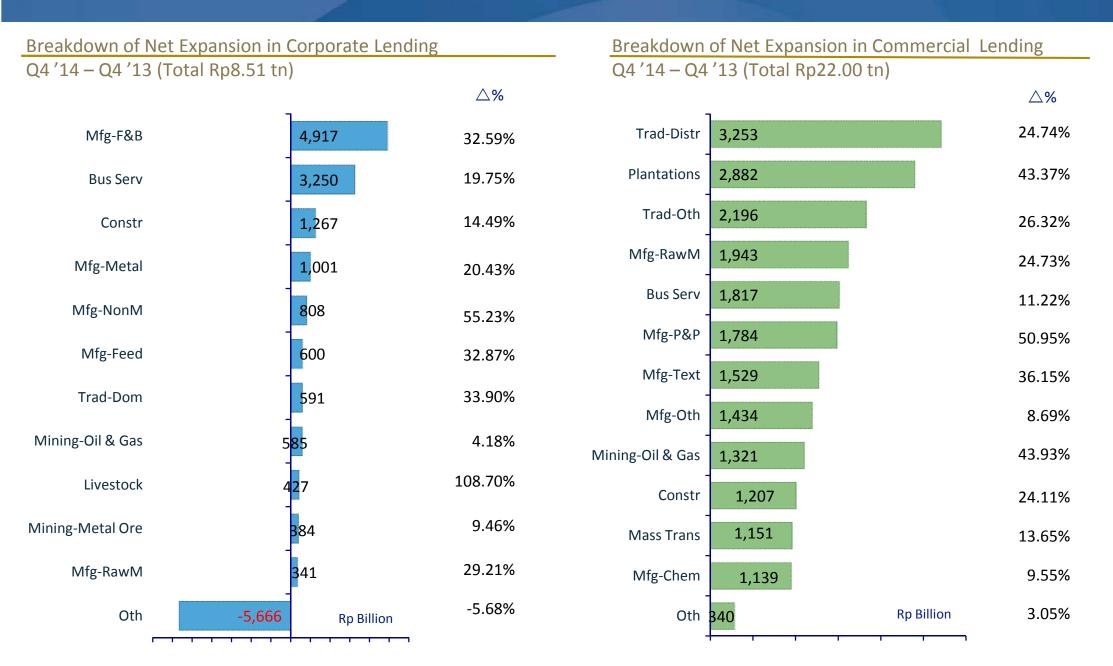
#### Breakdown of 4Q 2014 Operating Expenses



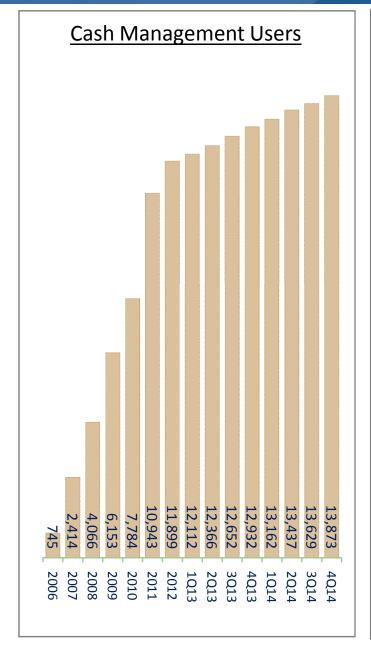
					Growth (%)				
	4Q '14	4Q '13	FY '14	FY '13	4Q YoY	FY YoY	QoQ		
Personnel Expenses									
Base Salary	675	623	2,725	2,383	8.4%	14.3%	(0.7%)		
Other Allowances	1,261	1,149	5,151	4,453	9.7%	15.7%	(6.7%)		
Post Empl. Benefits	82	18	308	327	354.0%	(5.6%)	27.2%		
Training	187	122	429	374	53.5%	14.8%	88.6%		
Subsidiaries	602	463	2,235	1,894	30.1%	18.0%	8.0%		
<b>Total Personnel Expenses</b>	2,807	2,374	10,848	9,431	18.2%	15.0%	2.0%		
G&A Expenses									
IT & telecoms	441	329	1,504	1,208	33.8%	24.6%	19.4%		
Occupancy Related	787	716	2,412	2,108	10.0%	14.4%	30.5%		
Promo & Sponsor	357	417	1,100	1,100	(14.3%)	0.0%	10.9%		
Transport & Travel	209	199	656	579	5.1%	13.2%	34.9%		
Goods, Prof. Svcs. & Oth.	517	481	1,599	1,318	7.5%	21.4%	22.5%		
Employee Related	491	410	1,811	1,440	19.6%	25.8%	2.3%		
Subsidiaries	686	616	2,366	2,146	11.5%	10.3%	13.0%		
Total G&A Expenses	3,488	3,167	11,448	9,898	10.1%	15.7%	17.9%		
Other Expenses *	1,447	1,800	3,078	3,204	(19.6%)	(3.9%)	112.6%		
<b>Total Operating Expenses</b>	7,741	7,342	25,374	22,534	5.4%	12.6%	21.1%		

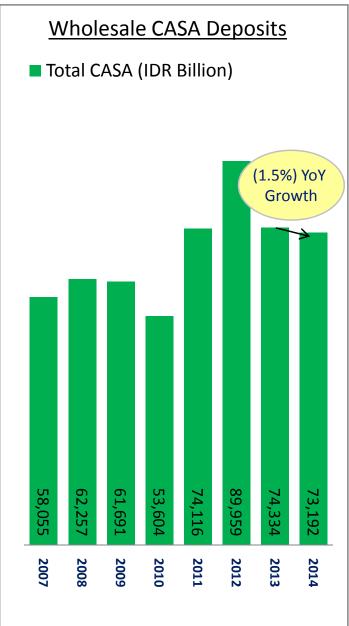
<sup>\*</sup>Reclassification of LPS fee from interest expense to other expense of Rp 1.2 tn in 2014 and Rp 1.0tn in 2013

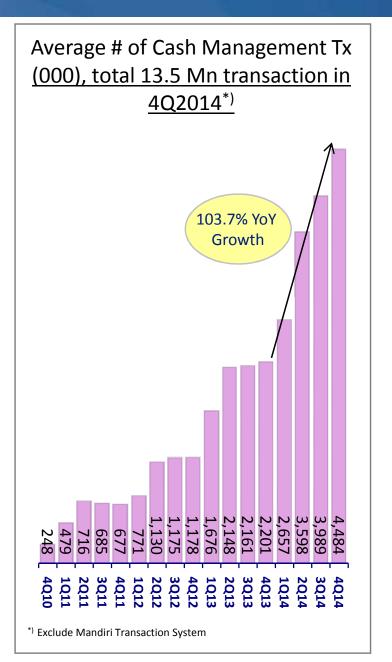
### Diversifying our Strength in Wholesale Lending...



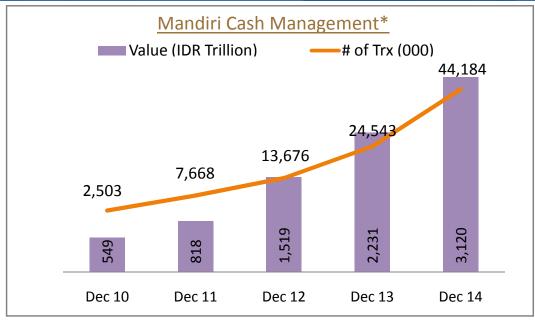
### Wholesale Transactions Driving CASA

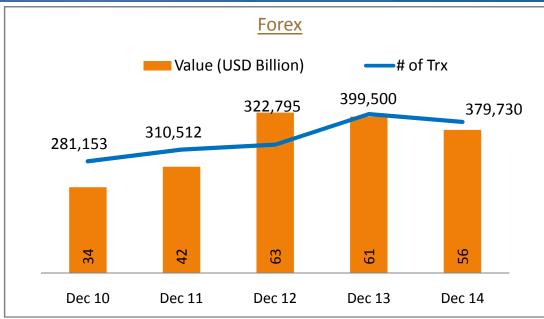


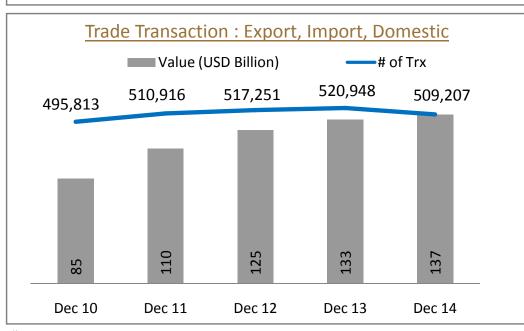


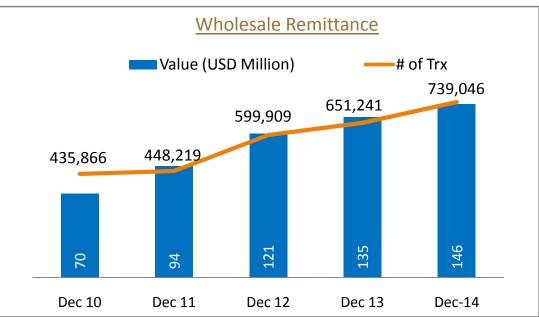


### Growing Volume in Wholesale Transaction Business



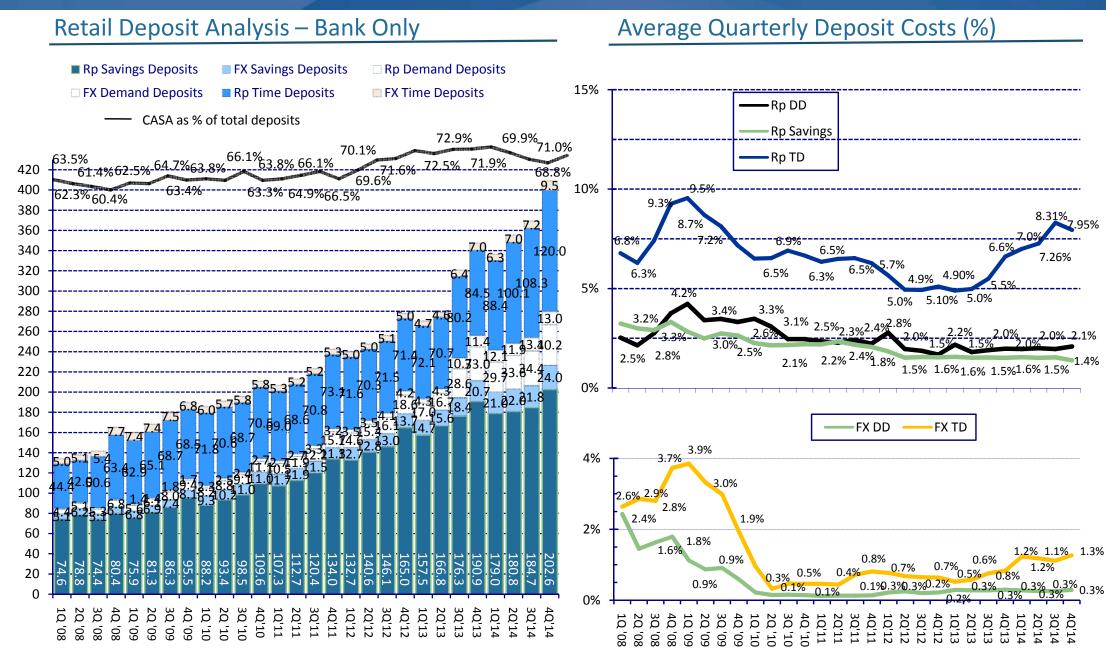




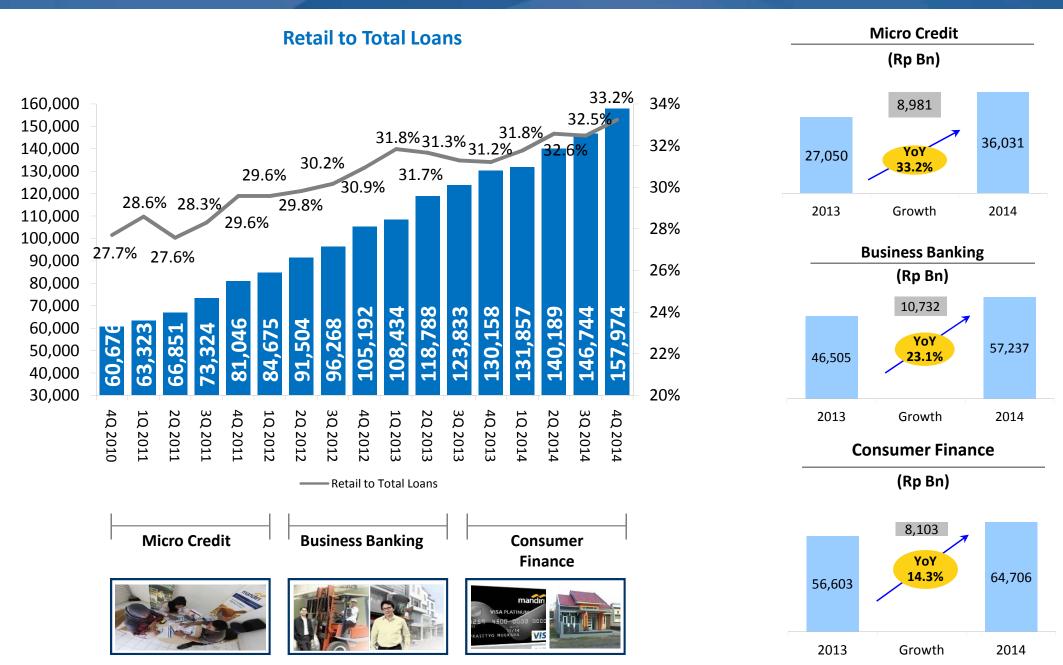


<sup>\*)</sup> Exclude Mandiri Transaction System

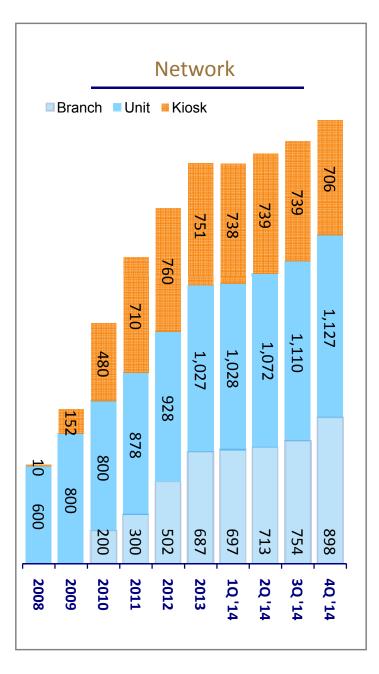
### Retail Deposits Increased by 17.8% Y-o-Y

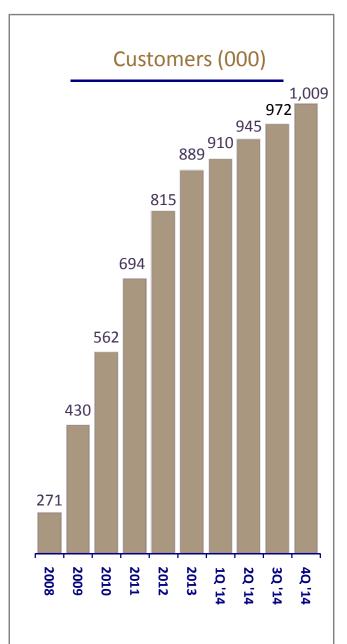


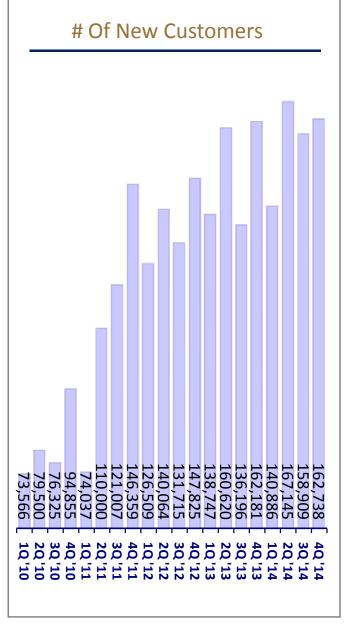
### Building our High Yield Business in Retail Lending



### Strong Microfinance Growth



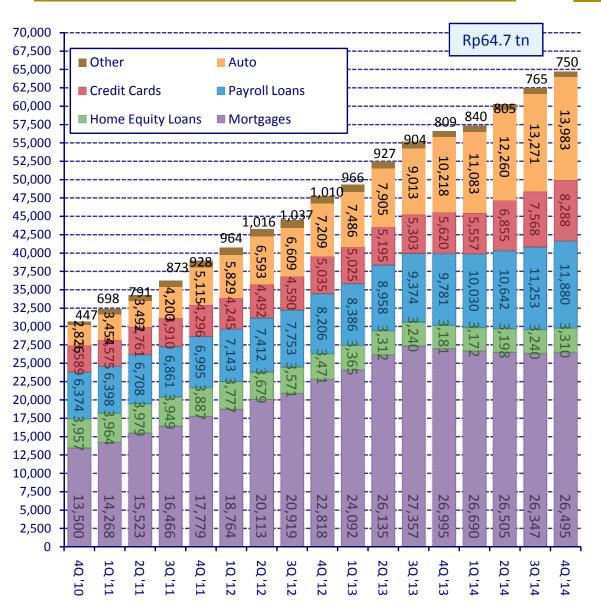




## ...as well as Consumer Lending, which Rose 14.31% Y-o-Y as Auto Lending Remains Strong

#### Quarterly Consumer Loan Balances by Type

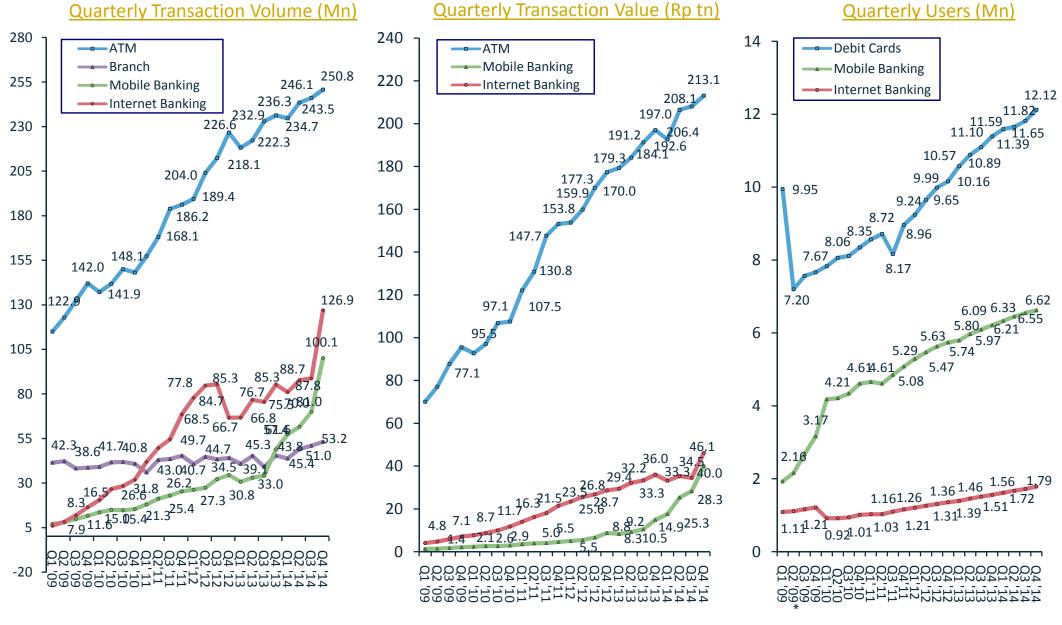
#### Consumer Loan Growth by Type



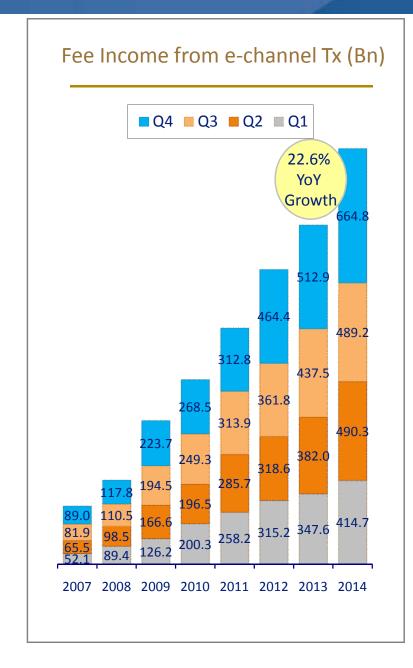
Loan Tyno	Growth (%)					
Loan Type	Y-o-Y	Q-o-Q				
Other	(9.44%)	(4.92%)				
Auto Loans*	36.85%	5.37%				
Credit Cards	47.49%	9.52%				
Payroll Loans	21.64%	5.78%				
Home Equity Loans	4.04%	2.17%				
Mortgages	(1.85%)	0.56%				
Total Consumer	14.31%	3.62%				

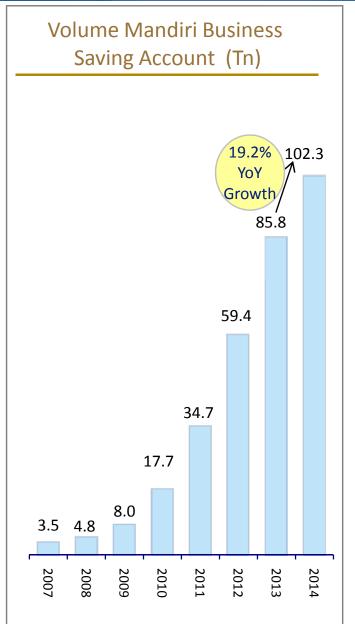
<sup>\*</sup>Auto & Motorcycle Loans channeled or executed through finance companies = Rp 10.74 Tn in our Commercial Portfolio

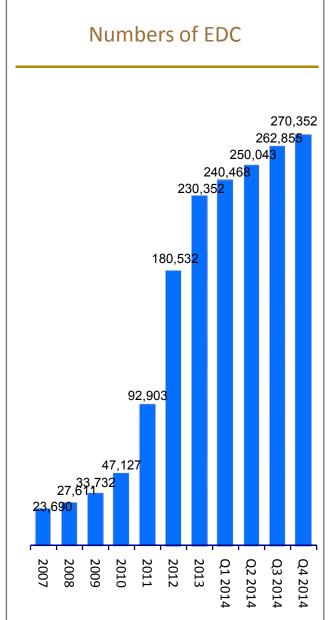
### **Enhanced Transaction Capabilities**



### Retail Payment system gaining Traction

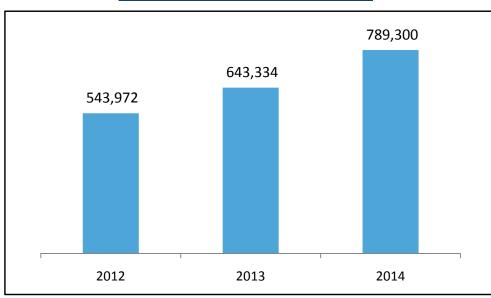






### Making Inroads into SME and Retail Payments

#### # SME Business w/ Mandiri Acc



#### **Fiesta Point Program**

A program to get points based on savings average balance and #of transactions through e-channel or branch, so that the Customer has the opportunity to earn immediate prizes.

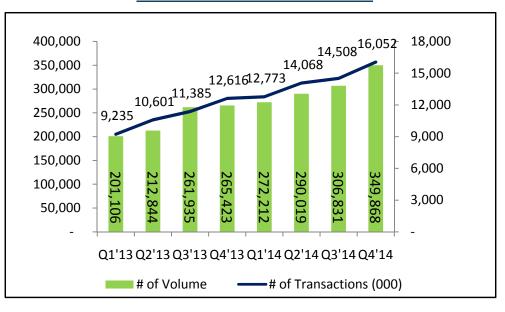
#### **Mandiri Belanja Untung Program**

Prizes for buyers who do the transactions in the merchant (as a participants), or using Mandiri EDC. For sellers, they have the opportunity to be included to the national lucky draw.

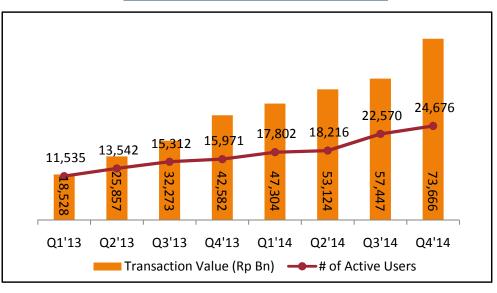
#### Belanja Hoki/ Dagang Hoki Program

Co-promotion with the ITC Group for the merchant and the buyers who transact in ITC by using Mandiri Debit and also a reward program for the building management.

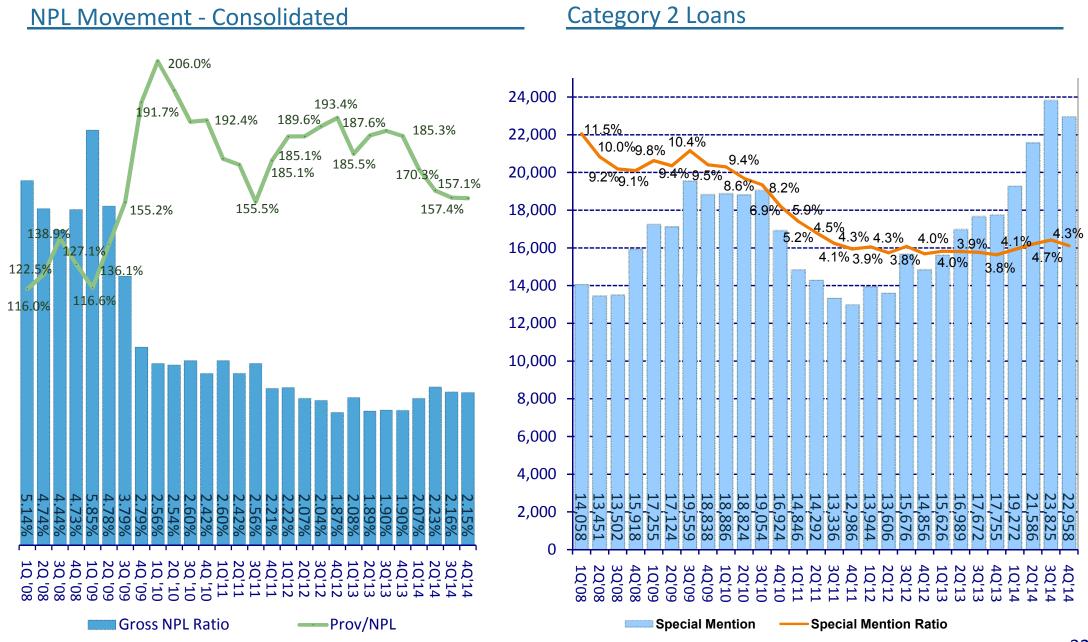
#### # MTB Transaction & Volume



#### # MIB Transaction Value & Users



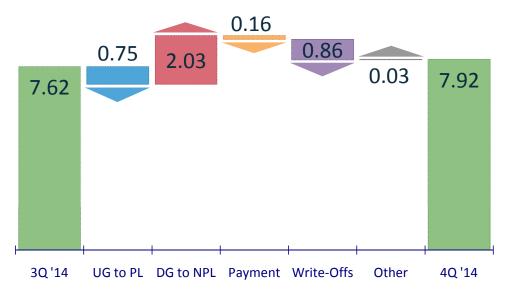
## Gross NPLs 2.15%, Coverage at 157.1% - Category 2 Stable at 4.33%



#### Q4 Total NPLs of Rp7.92 tn with Rp856 bn in Write-Offs

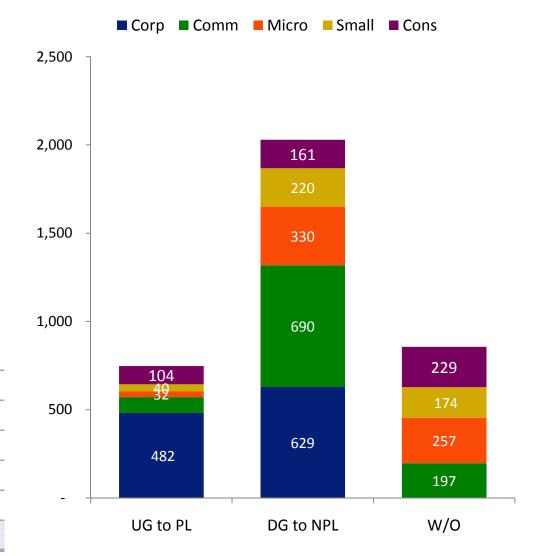
Non-Performing Loan Movements (Rp tn) – Bank Only

Movement by Customer Segment (Rp Bn)



#### Non-Performing Loans by Segment

	NPLs (Rp tn)	4Q△ (Rp tn)	NPLs (%)
Corporate	2.72	0.09	1.53%
Commercial	1.40	0.33	1.00%
Small	1.48	(0.09)	2.59%
Micro	1.07	(0.04)	2.96%
Consumer	1.26	0.00	1.94%
Total	7.92	0.30	1.66%*



<sup>\*</sup> excluding loans to other banks

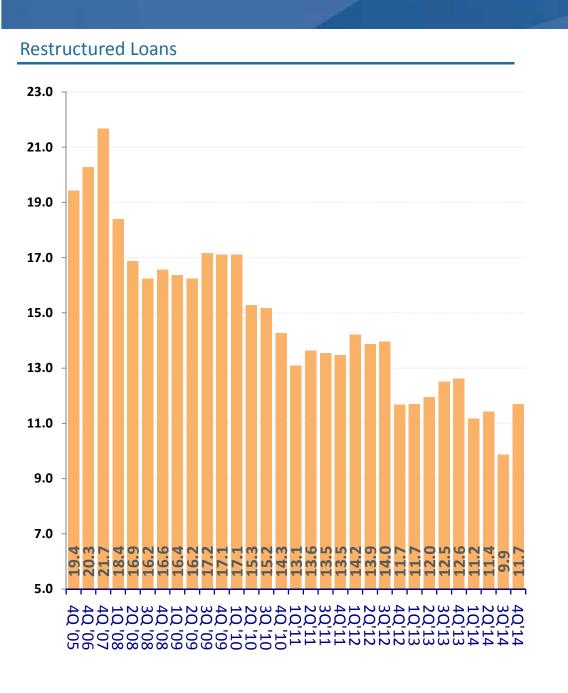
## 4Q 2014 Annualized Net Downgrades of 1.0% on Loans Originated Since 2005

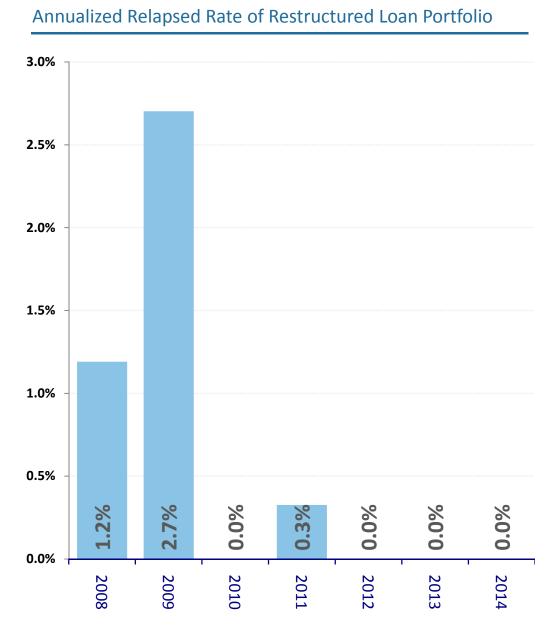
#### Total Loans originated since 2005

	<b>,</b>										_		
			Net Upgrades(%)/Downgrades(%)#									4Q 2014 Details	
Loan Background	4Q'14 Balance (Rp bn)	4Q 2012	1Q 2013	2Q 2013	3Q 2013	4Q 2013	1Q 2014	2Q 2014	3Q 2014	4Q 2014		DG to NPL %	UG to PL %
Corporate	170,445	0.25	0.00	0.01	0.00	0.00	0.10	-	-	0.06		0.28	0.22
Commercial	133,596	0.27	0.24	0.05	0.10	0.01	0.08	0.04	0.12	0.37		0.44	0.07
Small	54,026	0.49	1.28	0.59	1.05	0.64	0.97	0.70	0.45	0.31		0.38	0.07
Micro	35,942	1.00	1.25	1.10	1.18	0.89	1.16	1.26	1.19	0.83		0.92	0.09
Consumer	64,388	0.07	0.28	0.18	0.17	0.07	0.35	0.20	0.20	0.09		0.25	0.16
Total	458,397	0.11	0.34	0.18	0.25	0.13	0.30	0.21	0.20	0.25		0.38	0.14

# % downgrades and upgrades are quarterly % figures

#### Declining Restructured Loans Since 2005





## Enhancing Synergies & Value from Subsidiaries

#### **Syariah Banking** mandir syarıah **Total Assets** Rp66.9 tn **Total Financing** Rp49.1 tn **Total Deposits** Rp59.8 tn **ROE** 1.49%



Investment Banking



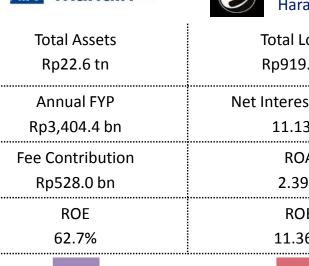


- fully utilize current capital base
- Cross-sell capital market services to broad range of Mandiri customers
- higher fee income

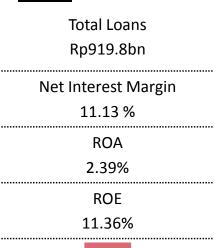


Insurance













over 3 years

Capital injection program

• Cross-sell syariah products

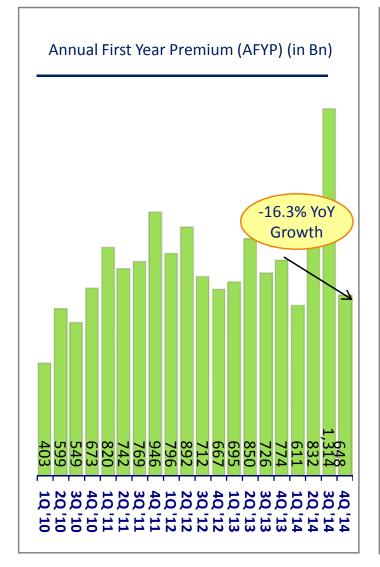
to Mandiri customers

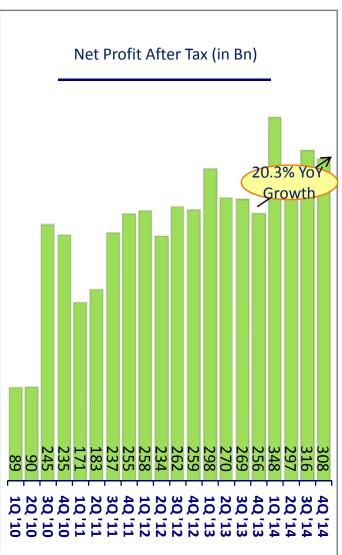
- Expansion of business to
- Refocus business toward

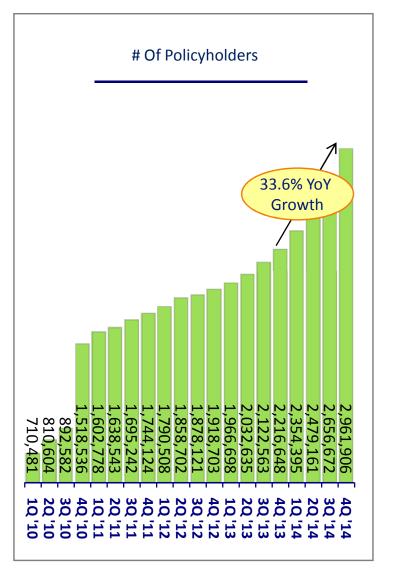
- Provide end-to-end bank assurance business
- Continue to build cross-sell opportunities in various segments
- Bank assurance products complete our suite of consumer offerings

- Enhance operating model
- Improve risk management systems and IT
- Improve productivity
- Use Bank Mandiri's network and customer throughout Indonesia to develop multi-finance segment, especially in vehicle-ownership financing.

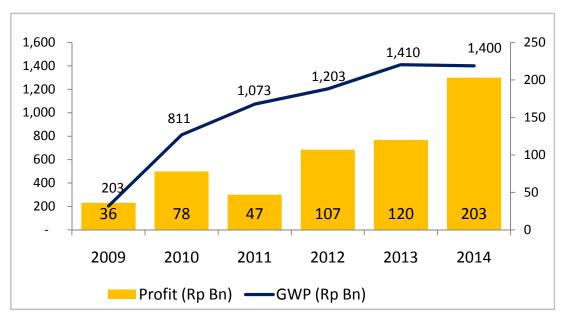
## **AXA Mandiri Financial Services Performance**

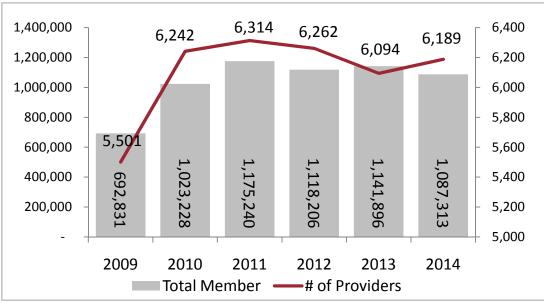






## InHealth – Opportunity to Increase Fee Income and Contribute to the Insurance Portfolio









## Leveraging our institutional, corporate, & commercial customers

We have over 700 institutional, 300 corporate, and 1,700 commercial customers with the potential to become members of InHealth

## Providing solutions through our banking products to InHealth healthcare provider

- InHealth has nearly 6,100 healthcare providers and recorded over Rp. 1.018 trillion in claims year to date 2014
- Bank Mandiri will leverage the hospital network as InHealth's partner to increase transactions through enhanced cash management products
- Bank Mandiri also will provide retail packaged products for all the doctors as InHealth's partner

## Cross-selling Mandiri products to InHealth members

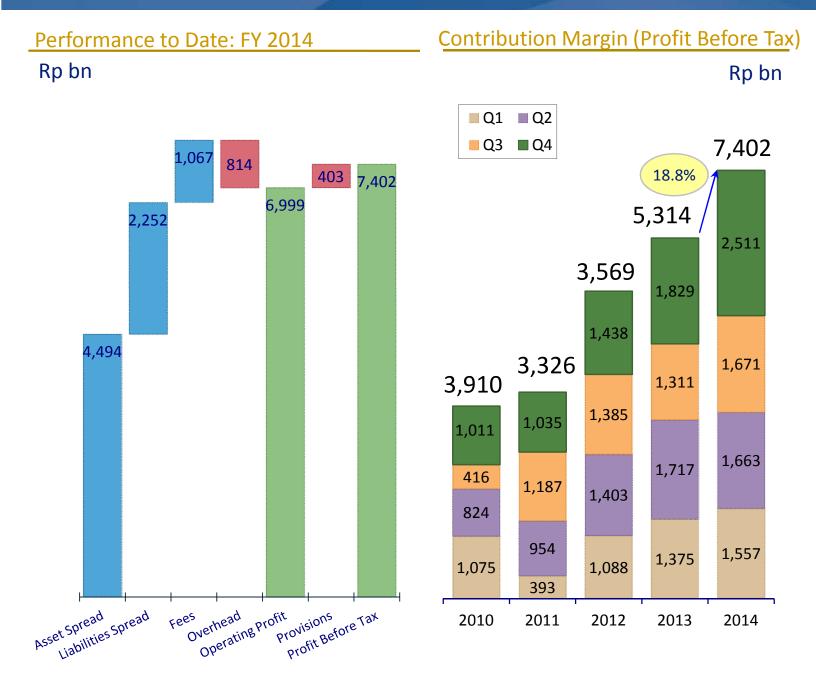
InHealth earned premium payments of Rp. 1,400 trillion in 2014 year to date from clients. Going forward, Bank Mandiri will encourage the use of cash management products through Bank Mandiri's distribution channel and cross-sell other product to over 1.1 million InHealth member

## Bank Mandiri's 2015 Corporate Guidance

	2014 Target	2014 Achievement	2015 Target
Gross Loan Growth (YoY)	16%-18%	12.2%	15%-17%
Low Cost Deposits	Rp 400 Tn	Rp 381 Tn	Rp 435 tn
Net Interest Margins	>5.70%	5.97%	>6.05%
Efficiency Ratio	<45%	44.91%	<45%
Gross NPLs	<2.10%	2.15%	2.0%
Cost of Credit	~1.2%-1.3%	1.1%	~1.2%-1.3%
# of New ATMs	2,500 – 4,000	3,830	2,500
# of New EDCs	40,000	40,000	40,000
# of New Micro Outlets	300	266	300
# of New Conventional Branches	50	52	50

# Operating Performance Highlights

## Corporate + Institutional Banking: Contribution Margin increased on provision



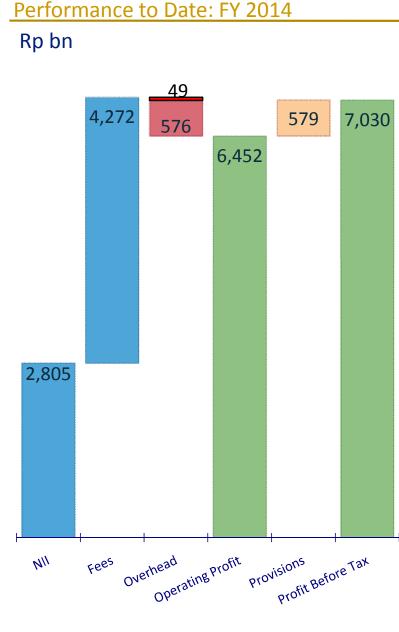
#### Strategies for 2014

- Focusing on Anchor Clients and penetrating through using of Transaction Banking
- Account Plan implementation for top 100 Corporate Banking Customers.
- 3. Provide 'one stop service' solutions for customer's transactions and create new business process to accelerate the execution of Account Plan including effective and responsive Complaint Handling.
- Strengthen business alliance with Mandiri Sekuritas to ease customers in capital market

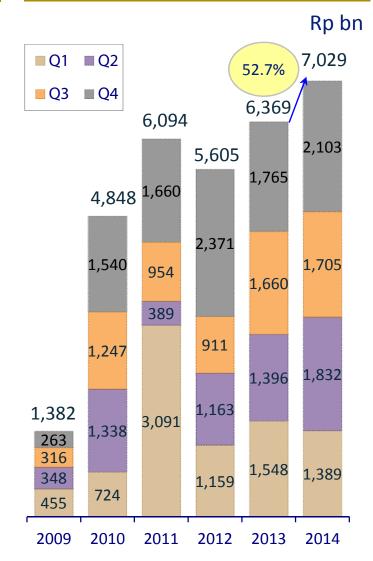
## Mandiri Sekuritas' financial performance

(Rp Bn)	FY 2014	FY 2013	Y-o-Y △ (%)
Revenues	513	399	28.3
<ul> <li>Investment Banking</li> </ul>	139	108	29.5
<ul> <li>Capital Market</li> </ul>	308	262	17.4
<ul><li>Proprietary</li></ul>	65	29	120.9
<ul> <li>Investment Mgt</li> </ul>	136	118	14.5
Operating Expenses	455	375	21.2
Earnings After Tax	88	93	(5.5)
Equity Transactions – bn	129.037	115.175	12
SUN Transactions - bn	75.685	60.586	24.9
Equity & Bonds Underwritten – bn	7.763	11.432	(32,1)
ROA	4,2%	6,8%	(38,2)
ROE	9,0%	10,7%	(15,9)

## Treasury, FI & SAM



#### Contribution Margin (Profit Before Tax)

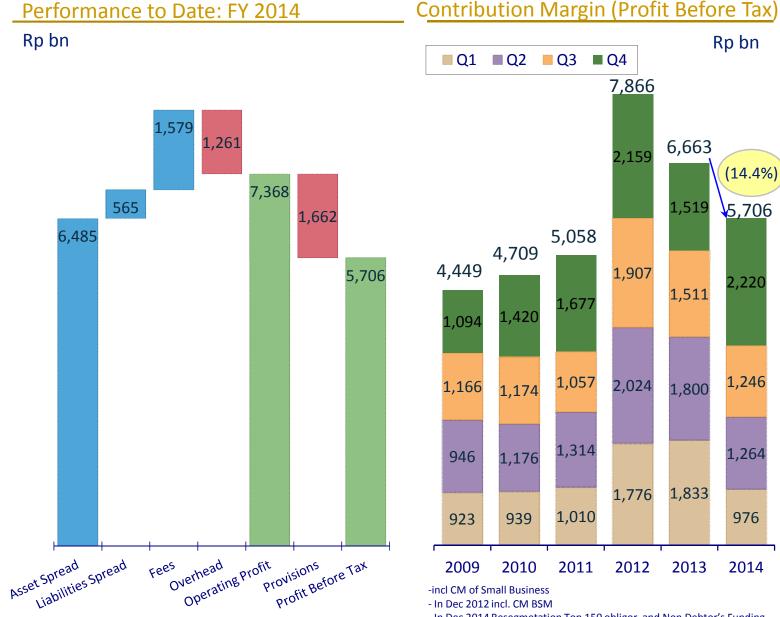


#### Strategies for 2014

- Optimize Off-Shore Branches as a regional treasury transaction distribution channel.
- 2. Refocusing on retail FX Transaction.
- 3. Developing Sharia Custody.
- 4. Increasing our presence as main correspondent bank in Indonesia.
- Maintain NPL ratio with effective restructuring and joint effort with Business Unit.
- 6. Optimize off balance sheet accounts through auction and legal action.
- 7. Joint planning session and joint monitoring implementation.
- 8. Creates nation-wide vendor accreditation.

<sup>• 2010 - 2012 :</sup> Including collection from SAM and excluding International branches (except Cayman)

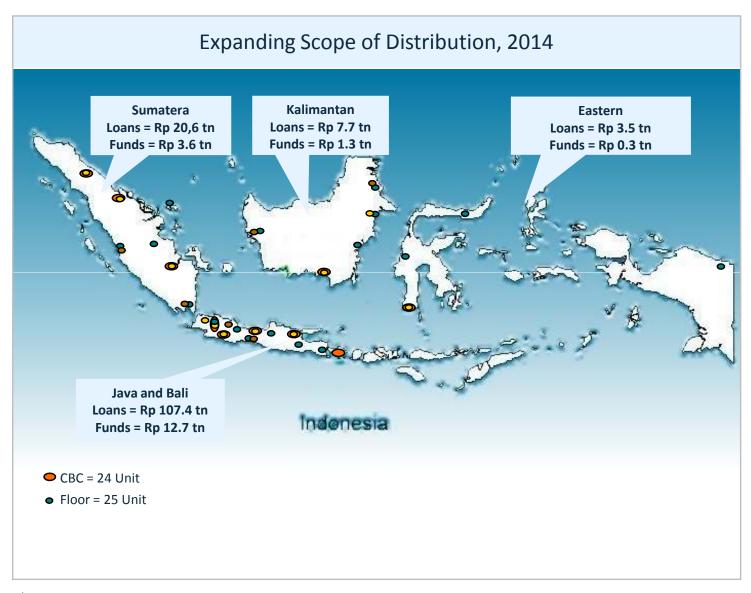
## Commercial Banking: Strong revenues from Assets



#### Strategies for 2014

- 1. Support Bank Mandiri's Wholesale
  Banking vision as an Integrated
  Wholesale Bank through
  sophisticated, customized and
  complete services leading to
  increased revenue through Wholesale
  Deposit generation and Fee Income.
- 2. Increasing profit and market share through increasing existing customer's share of wallet, increasing revenue from new customer's and managing NPL's.
- Provide the best total business solutions for commercial customers by developing products and services including quality bundling of products, quick service and competitive pricing.
- 4. Provide "quick and easy" services for small business customers by increasing distribution channels in 'blank spot' area and improving small business model and process
- 5. Effective Alliance in units based on customer base in Commercial and Small segment, especially in developing value chain business.

## Commercial Banking: Stronger Platform & Improved Distribution Capability



#### Solid & Stable Source of Low Cost Funds

Rp Tn \*\*

Product	Q4 2014	Q4 2013	Growth		
Demand Deposit	10.77 14.44		10.77 14.44 (25.42		(25.42%)
Rupiah	5.77	7.15	(19.30%)		
FX	5.00	7.29	(45.8%)		
Saving Deposit*	1.12	1.13	(0.88%)		
Total CASA	11.89	15.57	(23.64%)		
Total Funding	17.98	21.35	(15.78%)		

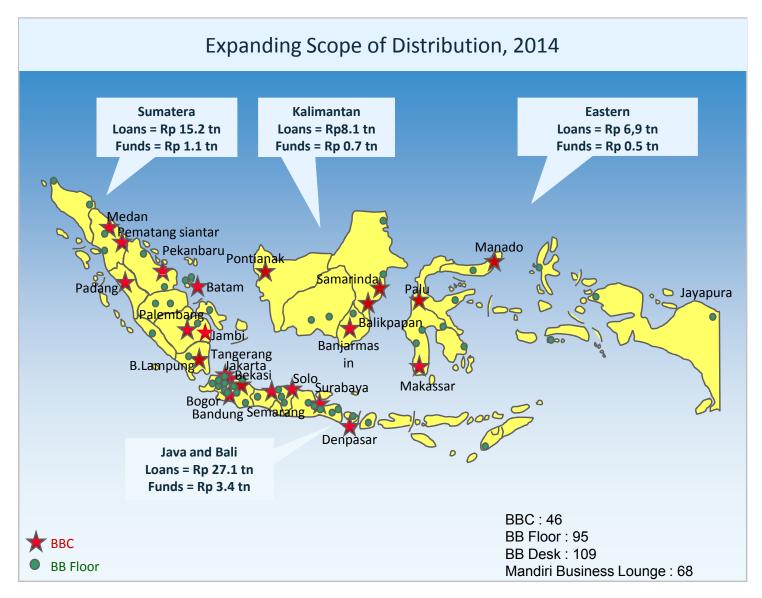
CASA Ratio = 66.13% Funding from Java & Bali = 70.6% of total funding

Q3 2014 : exclude funding from Non Debtors Q3 2013 : include funding from Non Debtors

<sup>\*</sup> Business Savings Product

<sup>\*\*</sup> excl. BB

## **Business Banking:**



# Total 5.67 5.90 Funding

Solid & Stable Source of

**Low Cost Funds** 

Q4

2014

2,16

2.16

4.32

Product

Demand

Deposit

Saving

Deposit\*

**Total CASA** 

Q4

2013

2.62

2.61

5.22

Rp Tn\*\*

Growth

(17.56%)

(17.56)

(17.24%)

(16.29%)

CASA Ratio = 76.2% Funding from Java & Bali = 60.0% of total funding

Business Savings Product

\*\* Exclude mirroring with MRB Directorate

Q3 2014 : exclude funding from Non Debtors Q3 2013 : include funding from Non Debtors

## BSM Addressing Asset Quality Issues

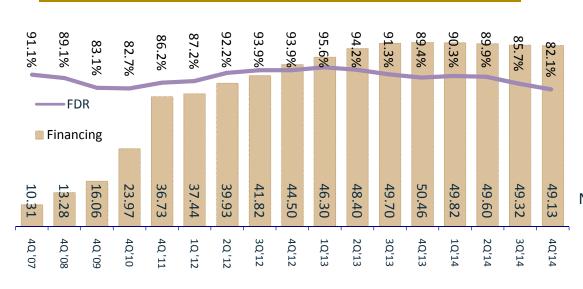
#### Financial Performance (Rp bn)

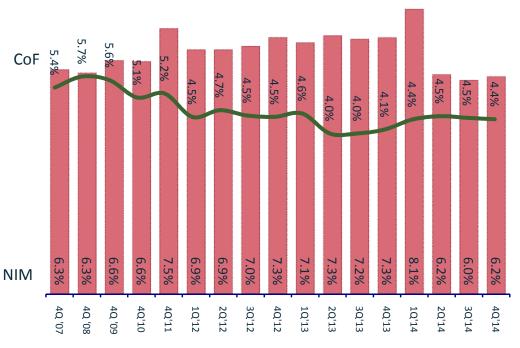
	FY '08	FY '09	FY'10	FY'11	FY'12	FY'13	Q3'14	Q4'14
Financing	13,278	16,063	23,968	36,664	44,755	50,460	49.323	49.133
Deposits	14,899	19,338	28,999	42,618	47,409	56,461	57.566	59.821
Assets	17,066	22,037	32,482	48,672	54,229	63,965	65.368	66.942
EAT	196.42	290.94	418.52	551.07	805.69	651.24	275	72
Ratios:								
ROA (%)	1.83	2.23	2.21	1.95	2.25	1.53	0.80	0.17
ROE (%)	21.34	21.40	25.05	24.24	25.05	15.34	7.63	1.49
Gross NPF	5.66%	4.84%	3.52%	2.42%	2.82%	4.32%	6.76%	6.84%

#### Net Interest Margin & Cost of Funds

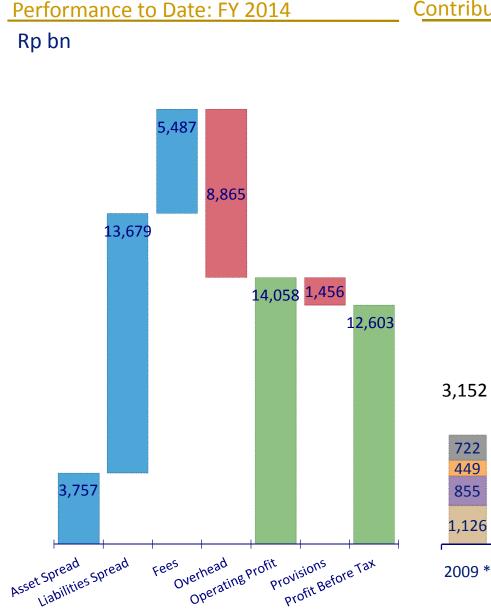


#### Syariah Financing (Rp tn)

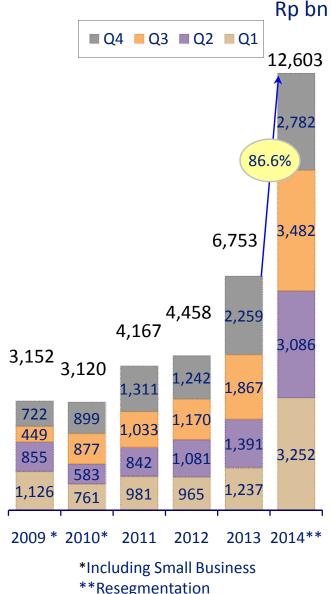




### Micro & Retail Banking: Rapidly growing our high margin business



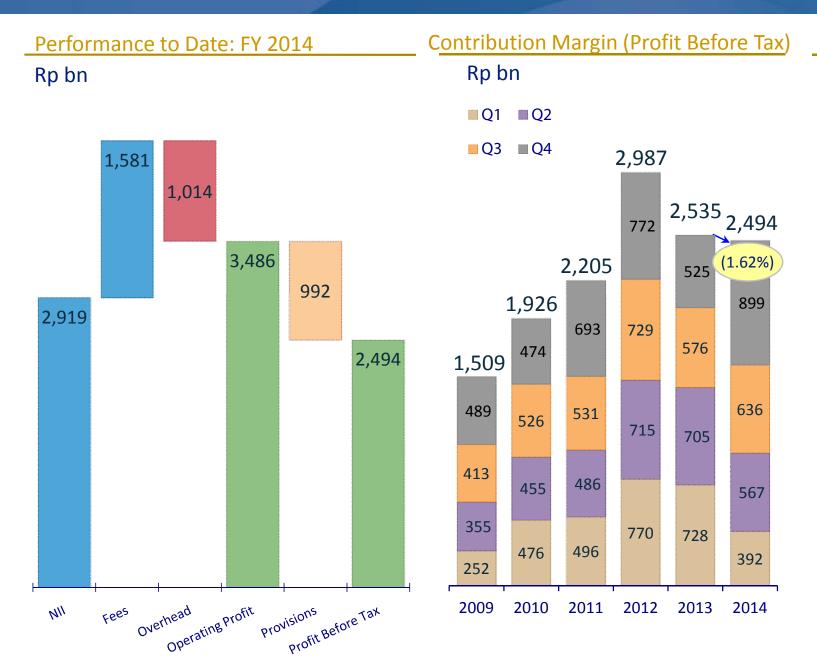
#### Contribution Margin (Profit Before Tax)



#### Strategies for 2014

- Continue to develop retail payment solutions for top retail industry value chains and business clusters in order to increase low cost deposit and fee-based income
- Develop customer education to further increase usage of new retail products (e.g., prepaid) as well as e-channel transactions in order to increase customer's loyalty and balances.
- Continue to develop integrated branding, marketing strategies and comprehensive distribution strategy (ATMs, Branches, EDCs located at optimal locations)

### Consumer Finance: Significant growth in spread and fee income



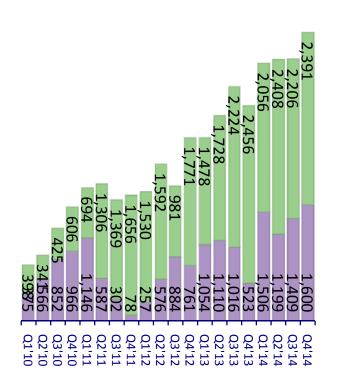
#### Strategies for 2014

- Develop clear portfolio strategy, targeted to key customer segments
- Differentiate acquisition strategy by markets
- 3. Increase existing sales executive productivity
- 4. Strengthen Consumer Loan organization structure to support the achievement of business target, internal portfolio growth and the increasing proportion of market share
- Focusing in branch as main channel acquisition for credit card and personal loan
- 6. Increasing alliance with other Business Units to support the achievement of business targets

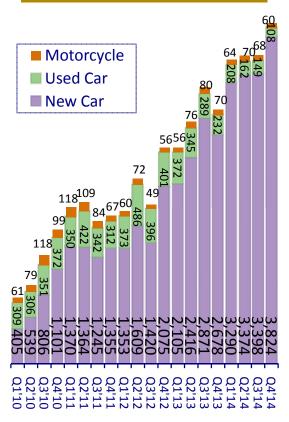
## Mandiri Tunas Finance: Total Financing YTD of Rp14.8Tn

Total Disbursement and the Breakdown for Joint Financing and Non JF





#### Breakdown of Financing



#### 4Q 2014 Performance

(Rp Bn)	4Q 2014	4Q 2013	Change
Loans	21,160	15,628	35.40%
Net Income (after tax)	234	176	32.95%
Approval Rate (%)	89.4%	86.4%	3.47%
Disbursement	14,775	11,590	27.48%
NIM (%)	3.27%	3.54%	-7.63%
ROA (%)	4.76%	4.45%	6.97%
ROE (%)	29.66%	29.13%	1.82%
CER (%)	44.74%	45.59%	-1.86%
NPL (%)	1.64%	1.72%	-4.65%



# Supporting Materials

### We are Preparing For Our Next Transformation

Market Cap: IDR 60 Tn Revenue Market Share: 8% Net Profit: IDR 2.41 Tn

**ROE: 10%** 

Gross NPL: 16.3%

Market Cap: IDR 136.9 Tn Revenue Market Share: 13.4% Net Profit: IDR 9.22 Tn

ROE: 24.24%

**Gross NPL: 2.42%** 

Market Cap: >IDR 225 Tn

Revenue Market Share: 14-16%

ROE: >25%

Gross NPL: <4%

mandırı

2014

mandırı 2020 **Top Bank In ASEAN** 

STAGE 2 mandırı 2009

2<sup>nd</sup> Transformation

- Wholesale transaction banking
- Retail payment & deposits
- Retail financing

3<sup>rd</sup> Transformation

STAGE 3

- Business transformation
- Developing integrated Human Capital & IT
- Focusing on non-organic growth

mandırı 2005

#### 1<sup>st</sup> Transformation

- Building a winning organization
- Delivering tailored proposition for priority segments
- Building alliances
- Strengthening risk management

### ...But We Need to Consider Growing Beyond the Bank

#### Bank & Group

- Revenue Growth FY (Whole Group): Rp56.5tn (13% YoY)
- Profit from Subsidiary: Rp1.81tn (9.1% of EAT)
- FY Revenue Wholesale vs Retail: Rp 18.3tn vs Rp 30.7tn

## Finding Business Partners

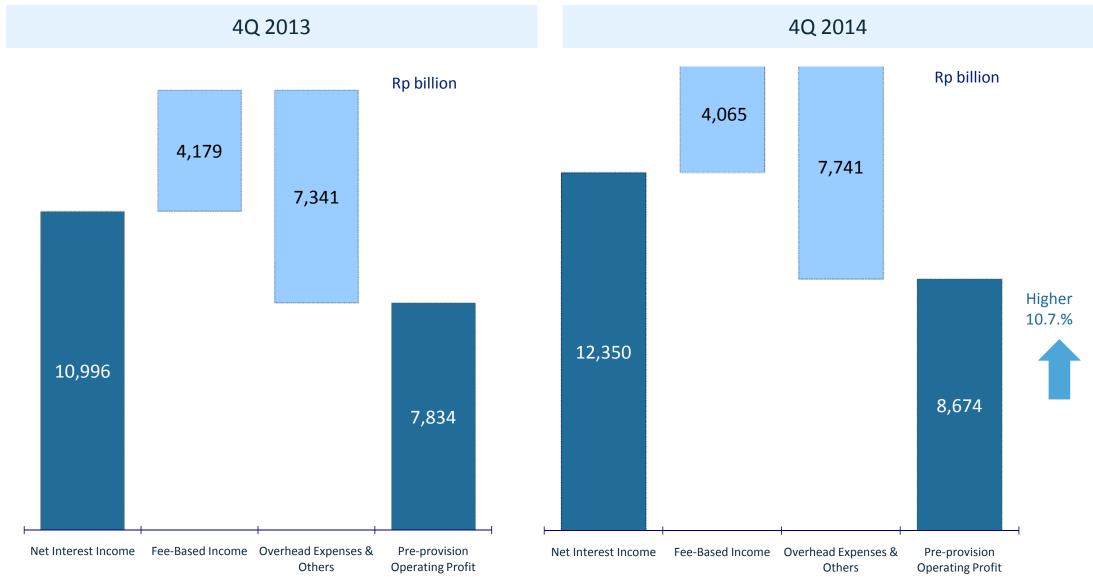
- JV with AXA (AMFS). Gross Written Premiums Rp3.4tn. +12% YoY
- JV with Tunas Ridean (MTF). Total Financing Rp4.0tn. 34% YoY
- InHealth → partner BPJS

#### **M & A**

Our Deal size has continued to move higher

- BSHB → Rp 40bn (2008)
- MTF → Rp250 bn (2009)
- Inhealth → Rp 1.3 tn (2013)

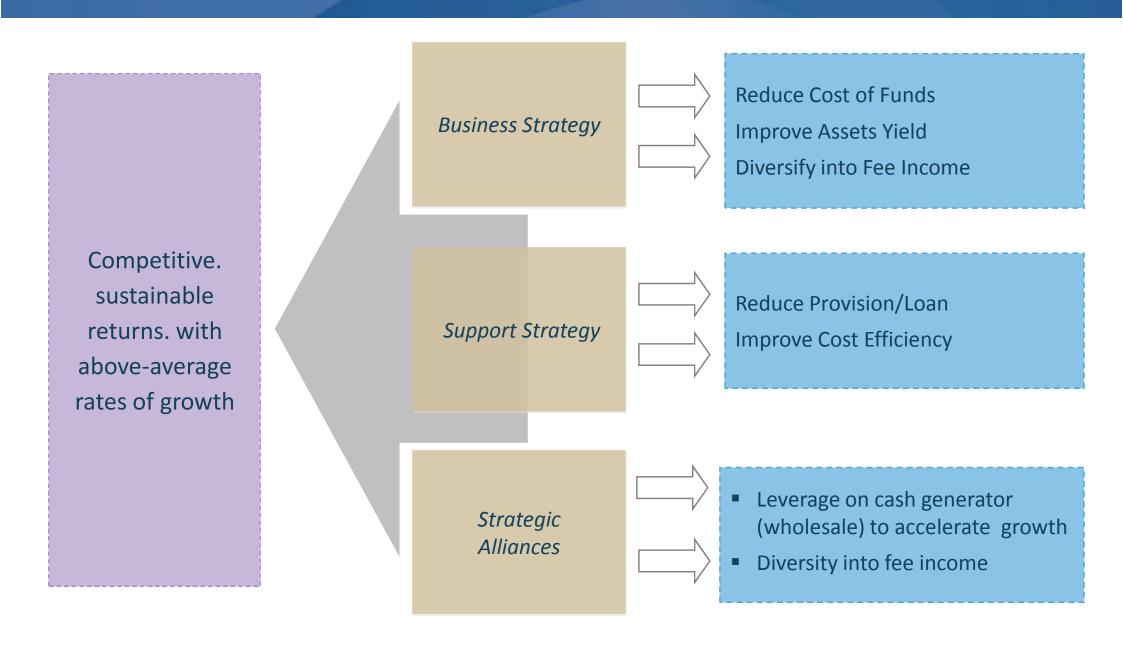
## 4Q 2014 operating profit increased by 10.7% from 4Q 2013 on higher NII



#### Notes:

- 1. Fee based income excluding gain on sale & increasing value GB & securities
- 2. Overhead expenses + others excluding provisions

### Committed to Improving Shareholder Value



#### We Focus on 3 Main Pillars

#### Pillar 1

## Strengthen leadership in wholesale transaction banking

- Comprehensive financing & transaction solutions
- Holistic relationship approach for leading Indonesian institutions

## 19.7% market share in Corporate & IB lending and 13.0% in Commercial lending\*

- 3,054 Corporate customers
- Target of 16% growth in Wholesale funding & 21% in fees

#### Pillar 2

#### Be the retail deposit bank of choice

- Win through differentiated customer experience and targeted propositions
- Deploy innovative payment solutions

#### # of Credit cards: 3.67 Mn

# of Debit cards: 12.12 Mn

# of Prepaid cards: 5.01 Mn

# of Mortgages: >160,000

#### Pillar 3

## Build #1 or #2 positions in key retail financing segments

- Win in mortgage. personal loan & cards
- Become a major player in microbanking
- Champion Syariah in Indonesia

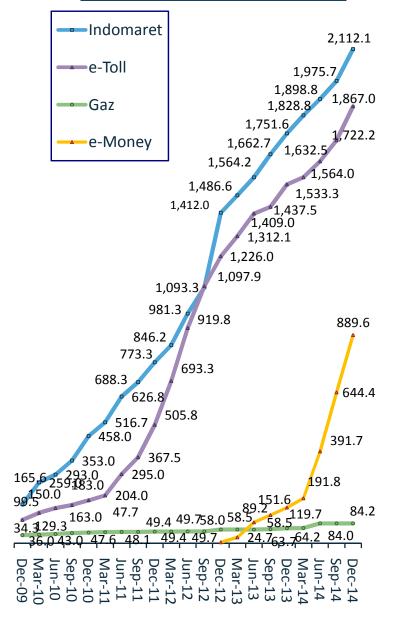
Target 40% of total loan

Building on relationship with 17.22 million retail customers and employees and suppliers of Corporate/Commercial businesses

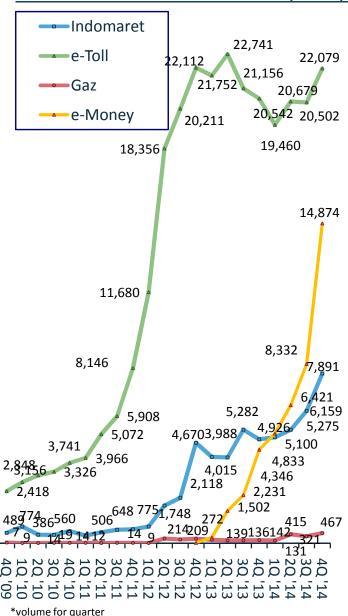
<sup>\*</sup> Dec 2013

## ...and Offer Innovative Payment Solutions

#### Pre-Paid Card Volume (000s)



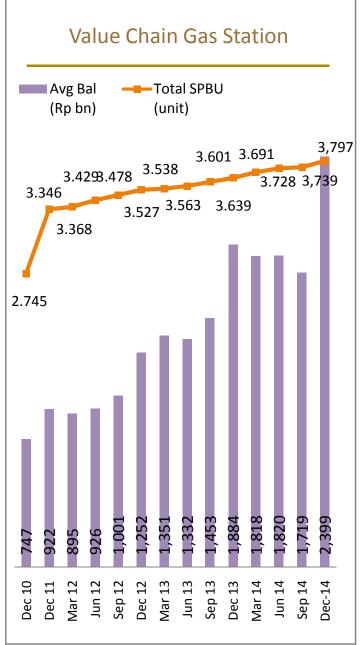
#### Pre-Paid Transaction Volume (000s)\*

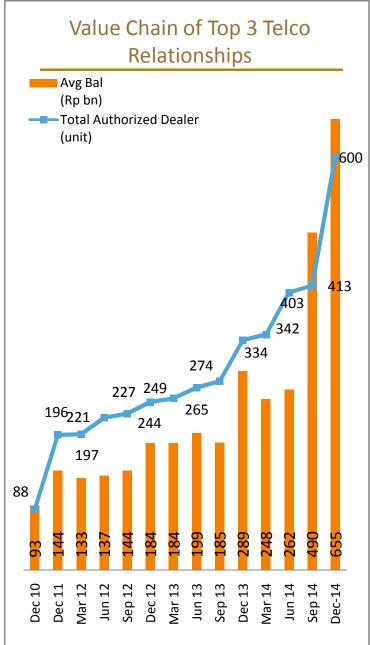




- E-Money is the re-branding of prepaid
   Mandiri cards launched in October 2012.
- Can be used for Toll-road Transactions
   (Jabodatabek). Parking (ISS Parking). Bus
   (Trans Solo & Trans Jogja). Fuel
   (Pertamina Gas Stations). Retail Shops
   (Indomaret. Alfamart. Alfamidi. Lawson.
   Superindo). Restaurants (Solaria.
   Excelso. Es Teller 77).
- Can be owned by all customers & non customers with a maximum balance of Rp 1 million. Recharge available at Mandiri ATM. ATM Bersama. E-money machines. and E-money merchants.

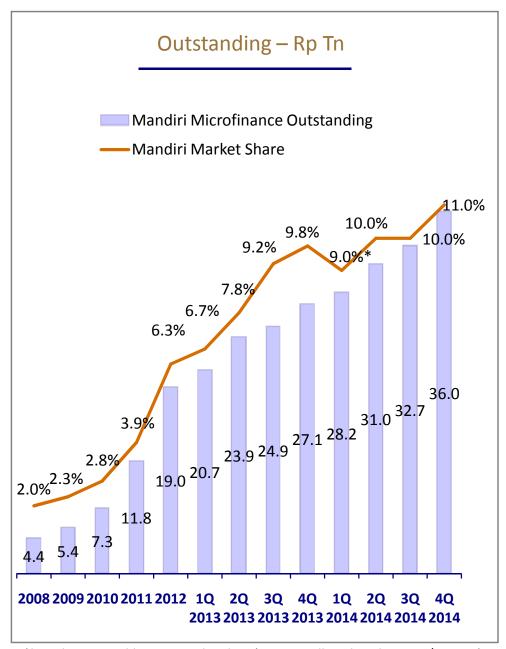
## Retail Value Chain in Gas Station & Telco Industry

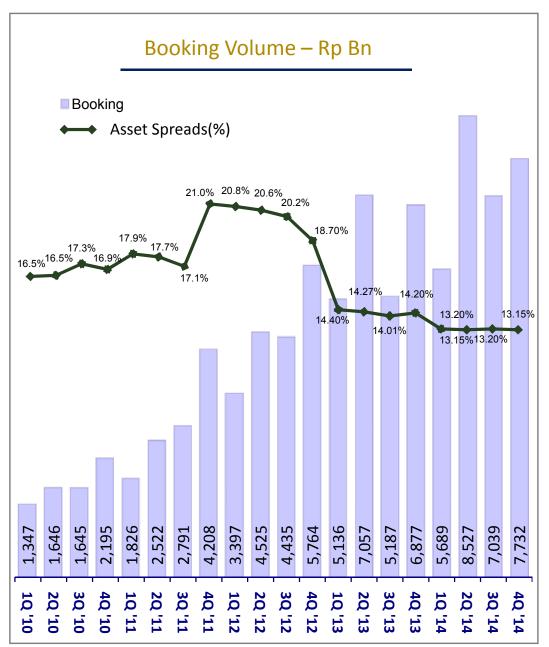






## Strong Microfinance Growth (2)





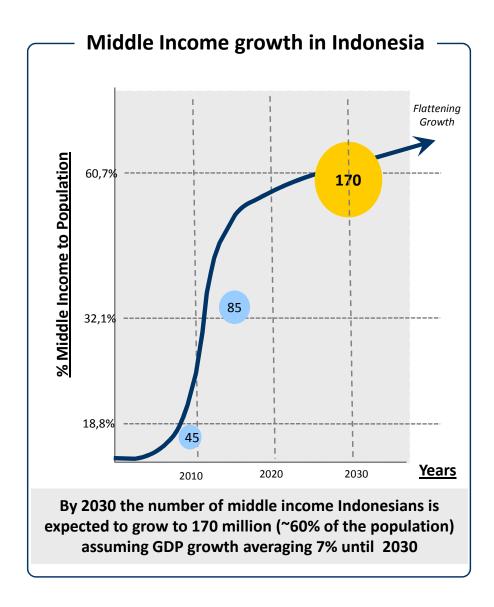
## Our Growth Remains On Track

**Rp Billion** 

	2005	2009	<b>CAGR</b> 2005-2009	2010	2014	CAGR 2010-2014
Assets	263,383	394,617	10.6%	449,775	855,040	17.4%
Loans	106,853	198,547	16.8%	246,201	529,973	21.1%
Deposits	206,290	319,550	11.6%	362,212	636,382	15.1%
Revenues	10,835	22,261	19.7%	28,504	56,501	18.7%
ROE	2.52%	22.06%	72.0%	24.24%	20.95%	(3.6%)
Gross NPL ratio	25.20%	2.79%	(5.60%)	2.42%	2.15%	(2.9%)
NPL Net ratio	15.34%	0.42%	(3.73%)	0.62%	0.81%	6.9%
LDR	51.72%	61.36%	2.41%	67.58%	82.86%	5.2%
EAT	603	7,155	85.6%	9,218	19,872	21.2%
Subsidiary EAT	N/A	434	22.2% *)	994	1,086	2.2%

<sup>\*)</sup> CAGR based on EAT 2006. Rp. 238.28 bn

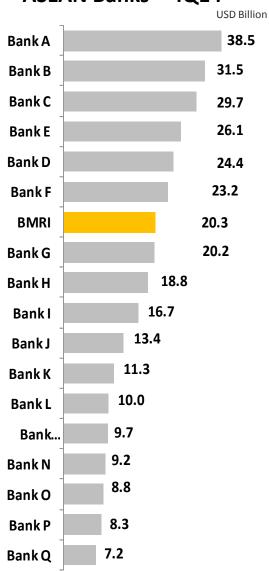
## Benefit From Accelerating Growth in the Coming Years







## Market Cap of Largest ASEAN Banks – 4Q14



Source: McKinsey, CIA World Fact Book

#### This 2<sup>nd</sup> Stage of Transformation We Focus On 6 Major Initiatives



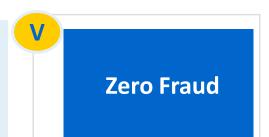
- Double payroll from Government personnel
- Develop Program in cooperation with Task Force and State Treasury Service Office



- Payroll based personal & pension loans
- 200-300 new micro outlets
- Retain competitiveness in consumer secured lending



- Focus on Top 100 Anchor Clients
- Transactional Banking to grow 25-30%



- Increase Collections of Retail
   & Consumer Risk
- Manage NPL comprehensively
- Strengthen Risk
   Management & Control

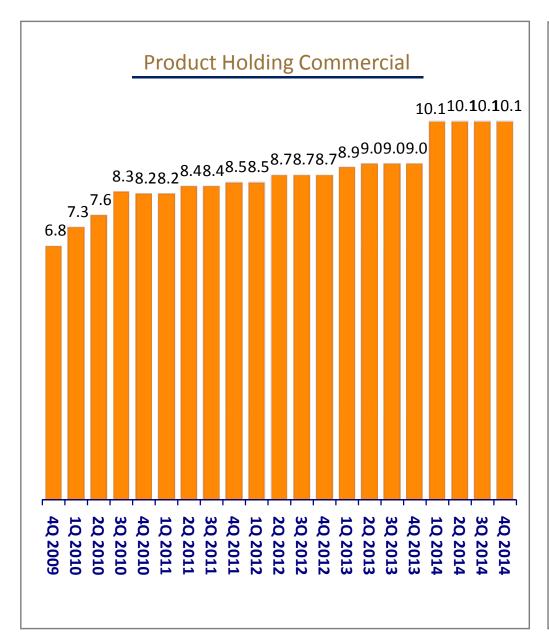


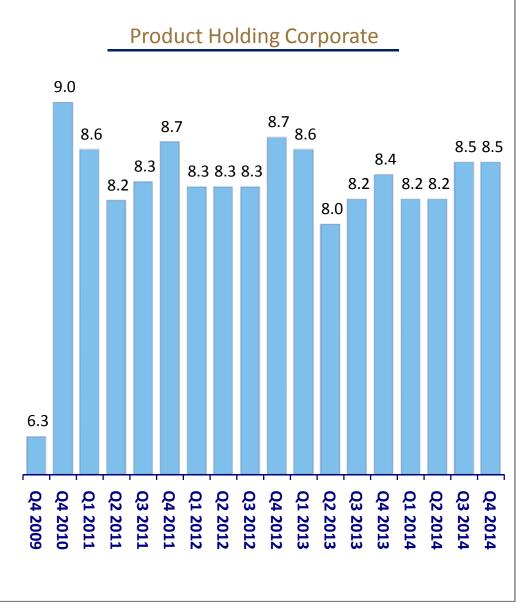
- Growing Business Saving > 25%
- Intensify the usage of installed EDCs

Non Organic

- Strategic alliance focused on Pension Lending
- Explore the opportunity of inorganic acquisitions

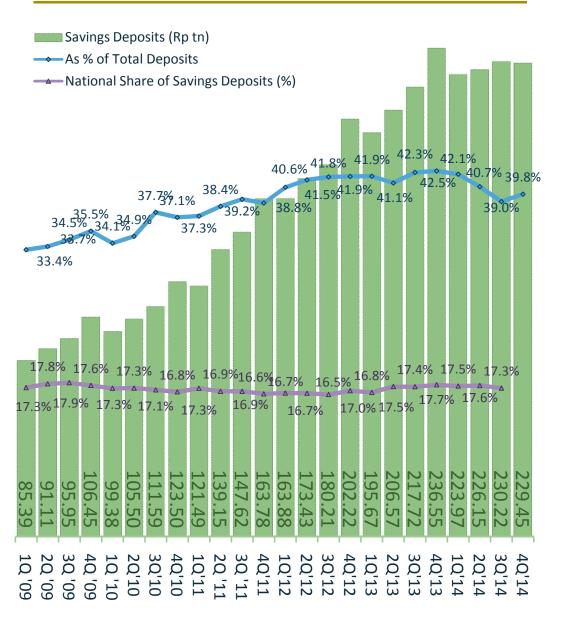
## Product Holding for Commercial & Corporate



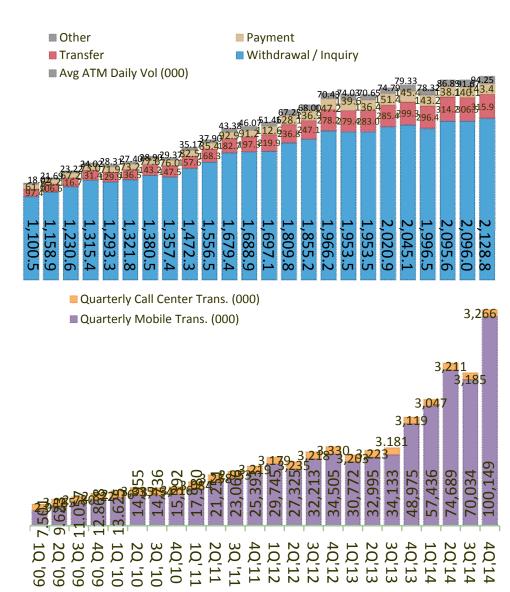


## Building a strong savings deposit franchise...

#### **Savings Deposit Growth**



#### Transaction channel growth



## Leveraging cash generator to accelerate high yield growth and deposit franchise

#### Co-Branding Prepaid Card Program







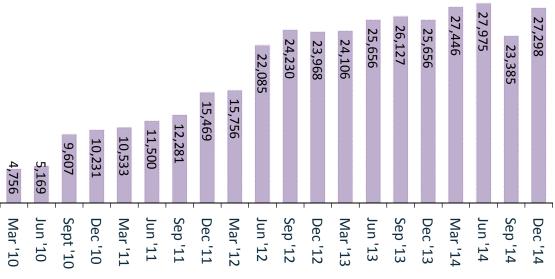
Consumer Loans from Alliance Program

(10 top corporate clients)

**Rp Billion** 

Total Payroll in 2010-2014(\*)





(\*) Including all payments to the employees

**Rp Billion** 

## Regulation Summary: Capital based on risk profile. Business Activity & Branch Networking

#### **Bank Mandiri's Capital Requirement Based on our Risk Profile**

#### **Bank Mandiri Capital Requirment**

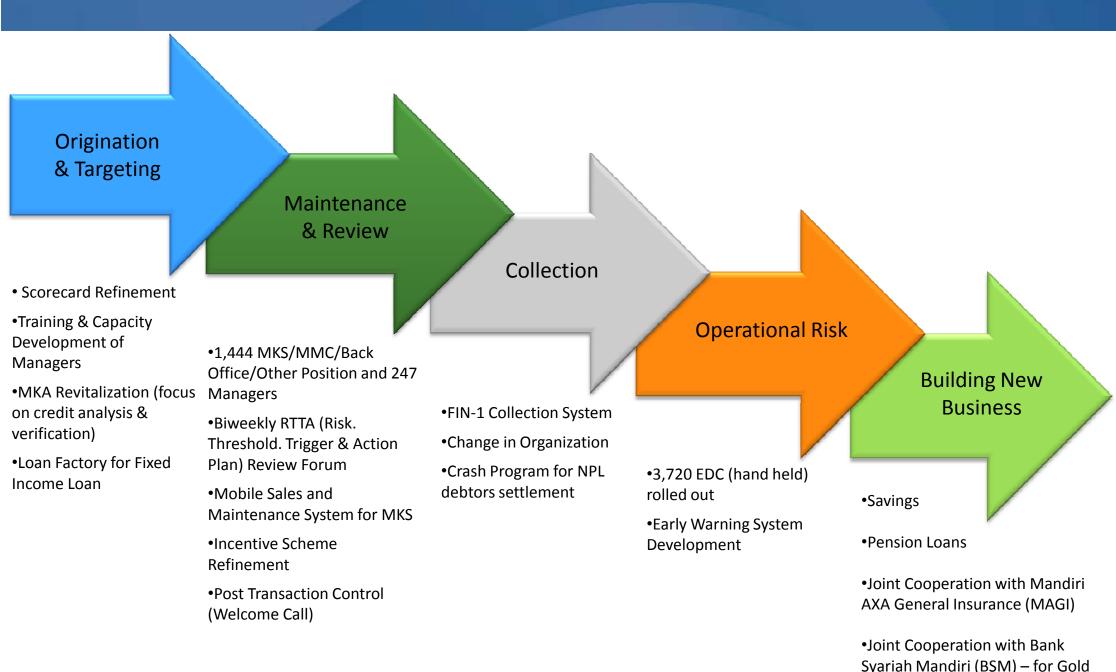
Risk Profile	CAR Min		"BUKU"	Tier 1 Capital
1 – Low	8%	Bank Mandiri is under	1	< Rp 1 Trillion
2 – Low to Moderate	9% - < 10%	the "LOW" risk profile	2	Rp 1 Trillion - < Rp 5 Trillion
3 – Moderate	10% - < 11%	Bank Mandiri is under "BUKU 4".  Minimum 70% loans and financing to	3	Rp 5 Trillion - < Rp 30 Trillion
4 – Moderate to High & 5 - High	11% - 14%	the productive sector required to be met at the end of June 2016.	4	≥ Rp 30 Trillion

#### **Branch Networking by Zone\***

	Branch	Sub Branch	Cash Office	Total
Zone 1	21	286	114	421
Zone 2	38	609	109	756
Zone 3	15	110	20	145
Zone 4	29	164	32	225
Zone 5	18	124	11	153
Zone 6	12	54	5	71
Total	133	1347	291	1771

<sup>\*</sup>At October 31. 2012

## Continuous End to End Improvement in the Micro Business

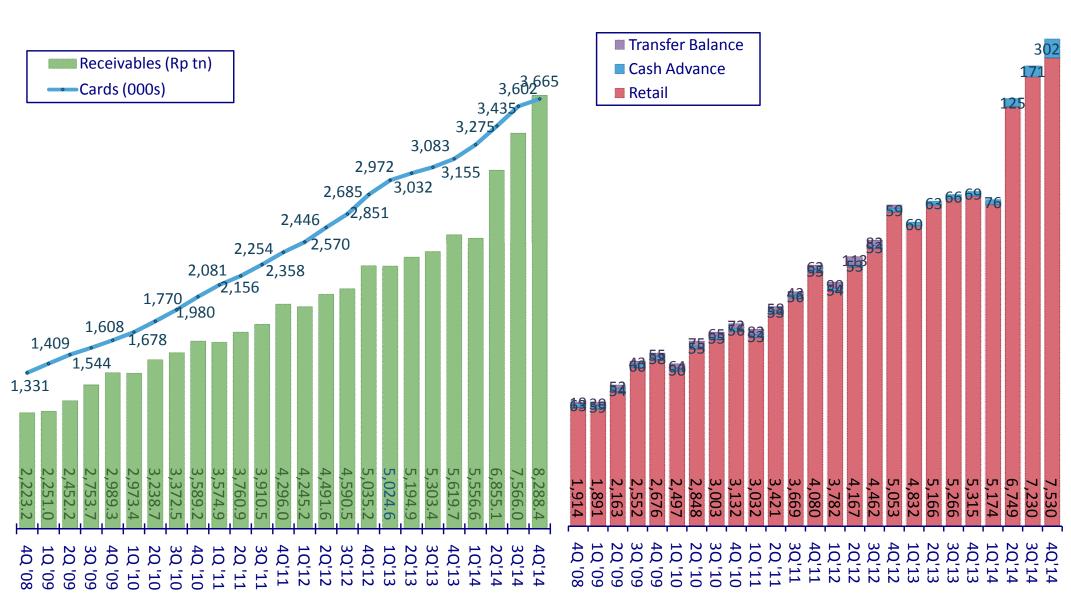


**Pawning** 

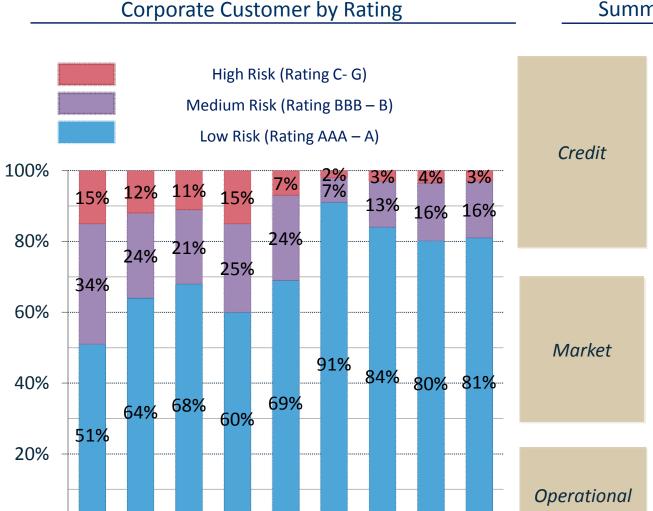
#### 3,665 k Visa & Mastercards transacted Rp7.83 tn in 4Q 2014



#### Total Card Quarterly Sales by Type of Transaction (Rp Bn)



### Strengthening Risk Management & Monitoring System



2006 2007 2008 2009 2010 2011 2012 2013 2014

0%

#### Summary of Risk Management Initiatives

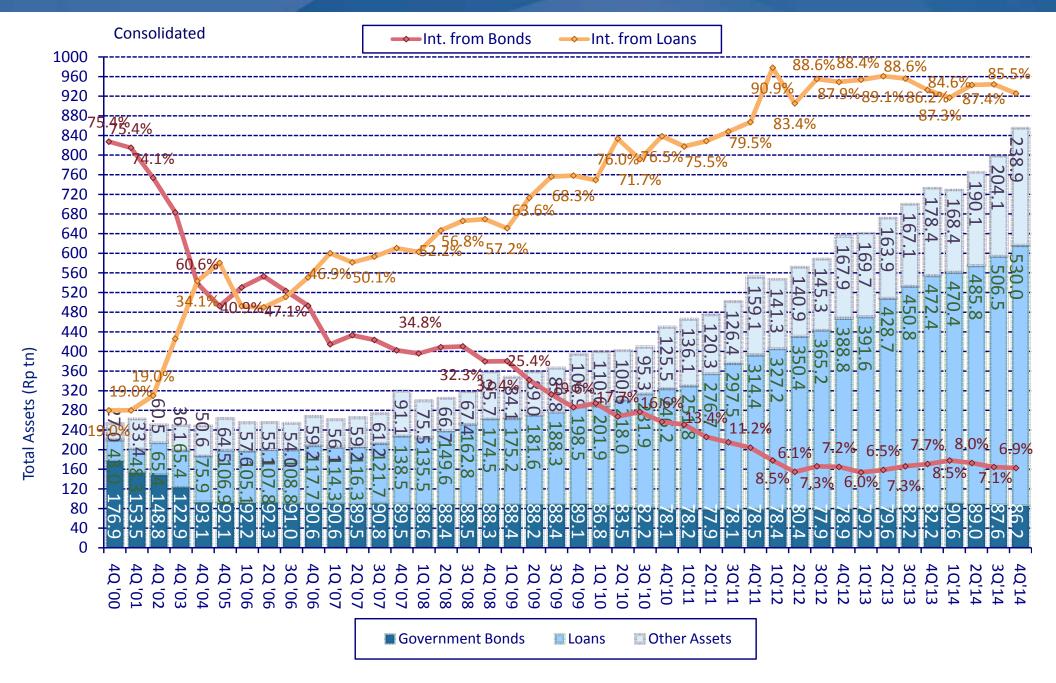
- Wholesale Transaction: Optimize credit decision process by focusing on quantitative factors of analysis. redefining clear role of risk team. and aligning RM Organization into business expansion
- High Yield Business: Assign dedicated team. set up loan factory. enhanced business process (incl. tools. monitoring & collection system. policy)
- Optimize capital by implementing ERM & VBA
- Consolidate risk management of subsidiaries
- Development of risk measurement system for derivative & structured product (Summit)
- Implement Market Risk Internal Model
- Intraday Limit Monitoring
- Enhance Policy & Procedure for Treasury & ALM
- Enhance FTP (Fund Transfer Pricing) method
- Develop liquidity stress test & safety level
- Develop measurement of capital for IRBB
- ORM implementation in all unit. incl. overseas offices & subsidiaries
- Bring Op. Risk top issues into Management
- Review Op. Risk on new procedures & new products

## Key Quarterly Balance Sheet Items & Financial Ratios

IDR billion / % (Cons)	4Q 2014	3Q 2014	4Q 2013	Y-o-Y △ (%)
Gross Loans	529,973	506,456	450,766	17.57%
Government Bonds	86,154	87,640	82,188	4.83%
Total Assets	855,040	798,161	700,083	22.13%
Customer Deposits	636,382	590,890	514,221	23.76%
Total Equity	104,845	99,034	83,742	25.20%
RoA - before tax (p.a.)	3.39%	3.38%	3.35%	
RoE – after tax (p.a.)	20.95%	20.84%	21.38%	
Cost to Income	44.91%	43.99%	42.26%	
NIM (p.a.)	5.97%	5.73%	5.41%	
LDR	82.86%	85.31%	87.26%	
Gross NPL / Total Loans	2.15%	2.16%	1.90%	
Provisions / NPLs	157.11%	157.39%	187.60%	
Tier 1 CAR *	15.39%	15.18%	13.40%	
CAR Under Basel III	-	-	-	
Total CAR incl. Credit, Opr & Market Risk*	16.64%	16.47%	15.14%	
EPS (Rp)	852	619	549	55.21%
Book Value/Share (Rp)	4,493	4,244	3,589	25.20%

<sup>\*</sup> Bank Only

## Total Assets grew 16.6% Y-o-Y to Rp855.0 tn



### Additional Factors

Recoveries of Written off Loans

Aggregate of Rp35.937 tn (US\$ 2.902 bn) in written-off loans as of end-of September 2014, with significant recoveries and write back on-going:
 2001: Rp2.0 tn
 2002: Rp1.1 tn

```
2003:
                   Rp1.2 tn
  2004:
                   Rp1.08 tn
  2005:
                   Rp0.818 tn (US$ 83.2 mn)
> 2006:
                   Rp3.408 tn (US$ 378.5 mn)*
> 2007:
                   Rp1.531 tn (US$ 249.3 mn)
                   Rp2.309 tn (US$ 211.8 mn)
> 2008:
  Q4 '09:
                   Rp0.775 tn (US$ 82.5 mn)
 Q1 '10:
                   Rp0.287 tn (US$ 31.6 mn)
> Q2 '10:
                   Rp0.662 tn (US$ 73.0 mn)
                   Rp0.363 tn (US$ 40.7 mn)**)
> Q3 '10:
> Q4 '10:
                   Rp1.349 tn (US$149.7 mn)
> Q1 '11:
                   Rp0.468 tn (US$53.8 mn)
> Q2 '11:
                   Rp0.446 tn (US$51.9 mn)
> Q3 '11:
                   Rp0.508 tn (US$57.8 mn)
> Q4 '11:
                   Rp0.78 tn (US$86.1 mn)
> Q1'12:
                   Rp1.647tn (US$180.1mn)
> Q2'12:
                   Rp0.721tn (US$76.8mn)
> Q3'12:
                   Rp0.489tn (US$51.1mn)
> Q4'12:
                   Rp0.885tn (US$91.8mn)
> Q1'13:
                   Rp0.918tn (US$94.5mn)
> Q2'13:
                   Rp0.683tn (US$68.8mn)
> Q3'13:
                   Rp0.630tn (US$54.4m)
> Q4'13:
                   Rp0.845tn (US$69.4m)
> Q1'14:
                   Rp0.552tn (US$48.7m)
> Q2'14:
                   Rp0.765tn (US$64.5m)
> Q3'14:
                   Rp0.566tn (US$46.4m)
> Q4'14
                   Rp0.803tn (US$64.8m)
```

<sup>\*</sup> including the write-back of RGM loans totaling Rp2.336 tn

<sup>\*\*</sup> Including the write back of *Kharisma Arya Paksi* loans totaling Rp 0.124 tn and Gde Kadek Rp0.59tn.

# Summary Quarterly Balance Sheet: Q4'14 – Q4'13

Summary BS	Q4 '14	Q3 '14	Q2 '14	Q1′14	Q4'13	Y-o-Y
	Rp (tn)	% △				
Total Assets	855.04	798.16	764.94	729.48	733.10	16.6%
Cash	20.70	15.73	16.35	14.50	19.05	8.7%
Current Acc w/ BI & other banks	59.59	56.97	57.17	60.15	57.95	2.8%
Placement w/ BI & other banks	61.21	60.39	49.11	33.18	45.22	35.4%
Securities	40.47	36.45	34.00	30.63	26.80	51.0%
Government Bonds	86.15	87.64	88.97	90.65	82.23	4.8%
- Trading	2.90	2.79	2.50	2.26	1.83	57.9%
- AFS	61.19	61.75	63.36	65.51	57.21	6.9%
- HTM	22.07	23.10	23.12	22.89	23.18	(4.8%)
Loans	529.97	506.46	485.84	470.42	472.44	12.2%
- Performing Loans	518.56	495.46	474.96	460.65	456.79	13.5%
- Non-Performing Loans	11.41	10.99	10.88	9.78	9.02	26.5%
Allowances	(17.30)	(17.30)	(17.46)	(16.63)	(16.47)	5.0%
Loans – Net	512.06	489.16	468.39	453.79	455.76	12.4%
Total Deposits – Non Bank	636.38	590.89	555.92	531.61	556.34	14.4%
- Demand Deposits	128.07	131.55	119.47	110.74	123.45	3.7%
- Savings Deposits	252.45	230.22	226.15	223.97	236.51	6.7%
- Time Deposits	255.87	229.12	210.30	196.90	196.90	29.9%
Shareholders' Equity*	104.85	99.03	93.96	89.04	88.79	18.1%

\* incl. Minority Interest # USD1 = Rp12.385 73

# Summary Quarterly P&L 4Q 2014– 4Q 2013

	4Q	2014	3Q 2014		4Q 2013		Y-o-Y	Q-o-Q
Summary P&L	Rp (Bn)	% of Av.Assets*	Rp (Bn)	% of Av.Assets*	Rp (Bn)	% of Av.Assets*	△ (%)	△ (%)
Interest Income	17,363	8.4%	15,984	8.2%	14,411	8.0%	27.9%	4.6%
Interest Expense	5,709	2.8%	6,608	3.4%	4,020	2.2%	45.3%	9.8%
Net Interest Income	11,654	5.6%	9,376	4.8%	10,391	5.8%	12.1%	24.3%
Net Premium Income	697	0.3%	724	0.4%	605	0.3%	15.2%	(3.8%)
Net Interest Income & Premium Income	12,350	6.0%	10,100	5.2%	10,996	6.1%	12.3%	22.3%
Other Non Interest Income							n/a	n/a
*Other Fees and Commissions	2,534	1.2%	2,255	1.2%	2,606	1.5%	(2.8%)	12.4%
*Foreign Exchange Gains – Net	399	0.2%	404	0.2%	347	0.2%	15.0%	(1.1%)
*Gain from Incr. in value of sec & sale of Gov.Bonds	111	0.1%	71	0.0%	(3)	(0.0%)	n/a	55.1%
*Others	1,132	0.5%	889	0.5%	1,226	0.7%	(7.6%)	27.3%
Total Non Interest Income	4,176	2.0%	3,620	1.9%	4,176	2.3%	0.0%	15.4%
Total Operating Income	16,527	8.0%	13,720	7.0%	15,172	8.5%	8.9%	20.5%
Provisions, Net	(1,779)	(0.9%)	(909)	(0.5%)	(851)	(0.5%)	109.0%	95.7%
Personnel Expense	(2,807)	(1.4%)	(2,752)	(1.4%)	(2,374)	(1.3%)	18.2%	2.0%
G&A Expenses	(3,488)	(1.7%)	(2,958)	(1.5%)	(3,167)	(1.8%)	10.1%	17.9%
Loss from decr in value of sec & Gov Bonds	-	0.0%	-	0.0%	-	0.0%	n/a	n/a
Other Expenses	(1,447)	(0.7%)	(680)	(0.3%)	(1,800)	(1.0%)	(19.6%)	112.6%
Total Expense	(7,741)	(3.7%)	(6,391)	(3.3%)	(7,342)	(4.1%)	5.4%	21.1%
Profit from Operations	7,007	3.4%	6,419	3.3%	6,979	3.9%	0.4%	9.2%
Non Operating Income	10	0.0%	15	0.0%	334	0.2%	(97.1%)	(37.0%)
Net Income Before Tax	7,016	3.4%	6,434	3.3%	7,313	4.1%	(4.1%)	9.0%
Net Income After Tax	5,418	2.6%	4,868	2.5%	5,400	3.0%	0.3%	11.3%

<sup>\* %</sup> of Average Assets on an annualized basis

### Three Options to Pursue in Recap Bonds Resolution

### Bank Indonesia



- BI will gradually replace their use of SBI for market operations with SUN
- BI could buy the Recap bonds gradually and this includes potential purchases of SUN VR

# Ministry of Finance



- The Ministry of Finance will consider to buyback the SUN VR
- Potential for debt switching with a different tenor of fixed rate bonds.

#### **Market Sale**



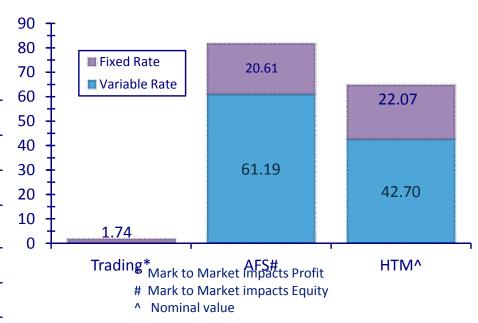
- Bundle the recap bonds with assets creating an asset backed security and sell it to the market.
- Sell the bonds. borrowing FX and use the liquidity to increase lending.

# Limited Impact on Government Bonds

Gov't Bond Portfolio by Type and Maturity (Rp85,004bn)

Maturity/	Trading Po	ortfolio	Available	Held to			
Rp bn	Nominal	MTM	Nominal	MTM	Maturity		
Fixed Rate Bonds							
< 1 year	114	115	2,405	2,407	1,127		
1 - 5 year	599	601	15,224	14,591	20,697		
5 - 10 year	412	411	2,985	3,158	90		
> 10 year	618	618	-	-	158		
Sub Total	1,744	1,745	20,614	20,156	22,072		
Variable	Rate Bonds						
< 1 year	-	-	99	100	392		
1 - 5 year	-	-	15,757	15,944	20,239		
5 - 10 year	-	-	24,716	25,031	-		
> 10 year	-	-	-	-	-		
Sub Total	-	-	40,573	41,075	20,630		
Total	1,744	1,745	61,187	61,231	40,702		

Bonds by Rate Type & Portfolio as of Dec 2014 (Rp85,004bn)



#### 4Q'14 Gov't Bond Gains/(Losses) (Rp bn)

	1Q'14	2Q'14	3Q'14	4Q'14
Realized Gains/Losses on Bonds	45.59	(21.15.)	11.12	49.27
Unrealized Gains/Losses on Bonds	38.47	44.16	41.24	(31.70)
Total	50.60	5.70	23.01	17.57

# Ex-Recap Bond Portfolio. Dec'14 – Bank Only

				Nominal					Fair Value	
No.	Series	Maturity Date	Interest Rate (%)	Total Trading Port.	Total Available For Sale Port.	Total Held To Maturity Portfolio	Marked To Market (%)	Total Trading Port.	Total Available For Sale Port.	Total Investment Port.
Fi	xed Rate									
	Cb.	Total								
Var	Sub and a sale	lotai		-	•	-		-	-	-
	VR0020	25-Apr-15	6.34%			391,029	99.72		-	391,029
	VR0021	25-Nov-15	5.97%		100,000	690	99.32	-	99,321	690
3	VR0022	25-Mar-16	5.97%		92,844	6,796,813	99.15	-	92,055	6,796,813
4	VR0023	25-Oct-16	6.34%		9,738	4,086,068	99.14	-	9,654	4,086,068
5	VR0024	25-Feb-17	5.97%		-	8,210,550	99.03	-	-	8,210,550
6	VR0025	25-Sep-17	5.97%		65,402	1,145,148	98.89	-	64,673	1,145,148
7	VR0026	25-Jan-18	6.34%		1,379,267	-	98.97	-	1,365,005	-
8	VR0027	25-Jul-18	6.34%		2,005,267	-	98.92	-	1,983,550	-
9	VR0028	25-Aug-18	5.97%		3,571,695	-	98.86	-	3,530,835	-
10	VR0029	25-Aug-19	5.97%		8,819,688	•	98.78	-	8,711,647	-
11	VR0030	25-Dec-19	5.97%		8,016,765	-	98.69	-	7,911,425	-
12	VR0031	25-Jul-20	6.34%		17,614,108	ı	98.77	-	17,397,278	-
	Sub			-	41,674,774	20,630,298		-	41,165,443	20,630,298
	Grand	Total		-	41,674,774	20,630,298		-	41,165,443	20,630,298
				0.00%	66.89%	33.11%		0.00%	66.62%	33.38%
				Total N	ominal Value	62,305,072	<u> </u>	Total	Fair Value	61,795,741

(Stated in Rp Millions)

# Bank Mandiri Credit Ratings

Moody's	
Outlook	STABLE
Long Term Rating	Baa3
Foreign LT Bank Deposits	Baa3
Local LT Bank Deposits	Baa3
Senior Unsecured Debt	WR
Bank Financial Strength	D+
Foreign Currency ST Deposits	P-3
Local Currency ST Deposits	P-3

Fitch	
Outlook	STABLE
LT FC Issuer Default	BBB-
LT LC Issuer Default	BBB-
Subordinated Debt	NR
ST Issuer Default Rating	F3
Individual Rating	WD
Support Rating	2

Pefindo	
Outlook	STABLE
LT General Obligation	idAAA
Subordinated Debt	idAA+

Standard & Poor's	
Outlook	STABLE
LT Foreign Issuer Credit	BB+
LT Local Issuer Credit	BB+
ST Foreign Issuer Credit	В
ST Local Issuer Credit	В

## **Corporate Actions**

Dividend Payment

Net Profit for the financial year of 2013 of Rp18.203.753.301.421.70 was distributed as follows:

- 30%, or 5.461.125.990.426.51, for the annual dividend
- Total Dividend Payment of Rp234.04825 per share

#### Schedule:

a. Cum Date:

Regular and Negotiated Market: March 26. 2014
Cash Market: April 01. 2014

b. Ex Date:

Regular and Negotiated Market: March 27. 2014
Cash Market: April 02. 2014
c. Recording Date: April 1. 2014
d. Payment Date: April 15. 2015

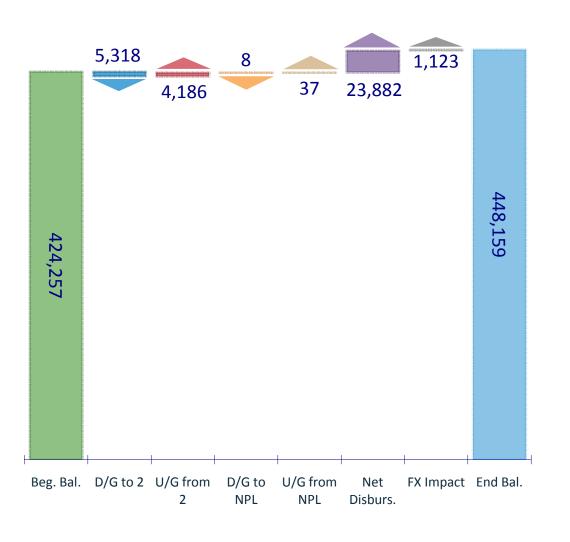
Net Profit for the financial year of 2012 of Rp15.504.066.523.686.20 was distributed as follows:

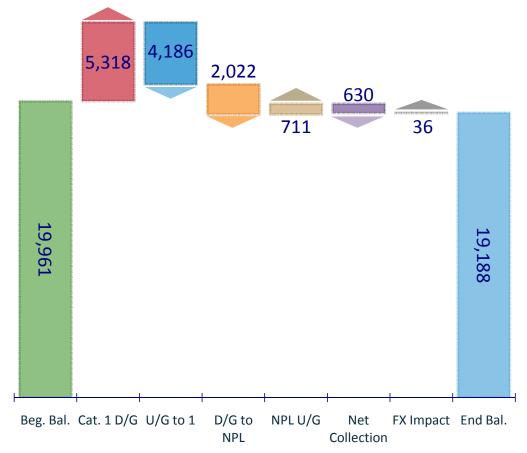
- 30%. or 4.651.219.957.105.86. for the annual dividend
- Total Dividend Payment of Rp199.33 per share

# 4Q 2014 Movement in Category 1 and 2 Loans

Category 1 Loan Movements (Rp bn) – Bank Only

Category 2 Loan Movements (Rp bn) – Bank Only

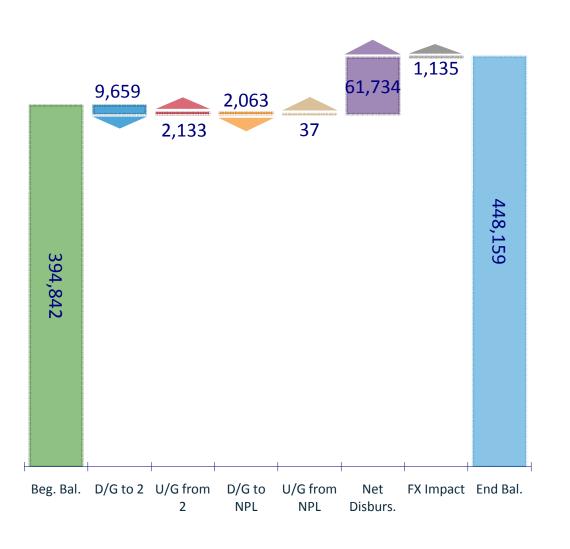


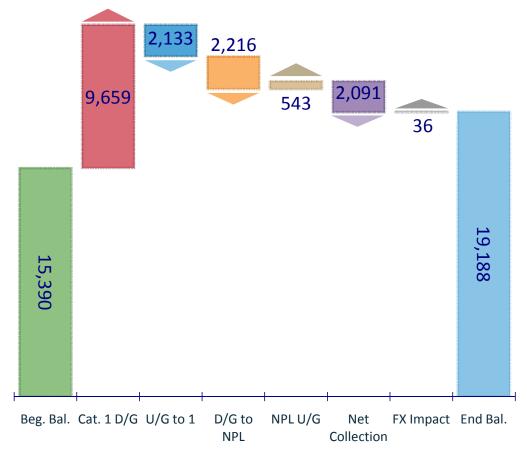


# FY 2014 Movement in Category 1 and 2 Loans

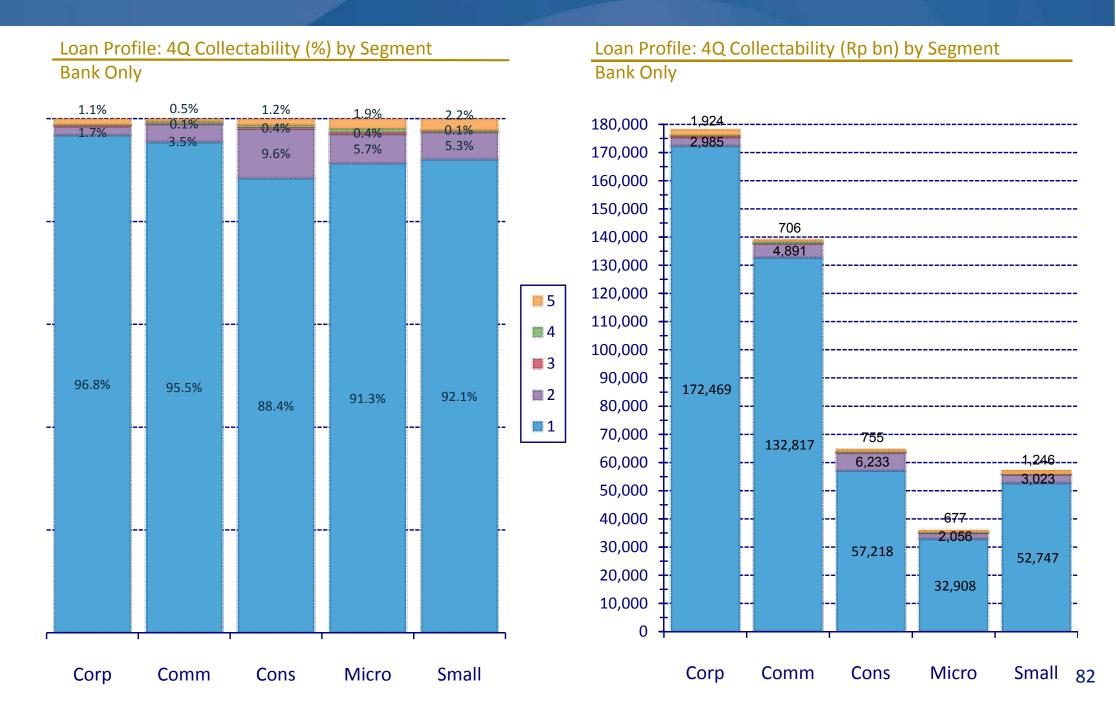
Category 1 Loan Movements (Rp bn) – Bank Only

Category 2 Loan Movements (Rp bn) – Bank Only



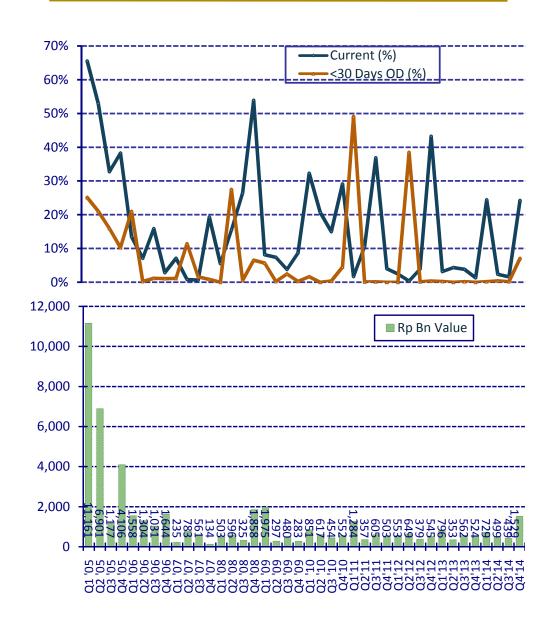


# 4Q 2014 Loan Detail: Collectability by Segment

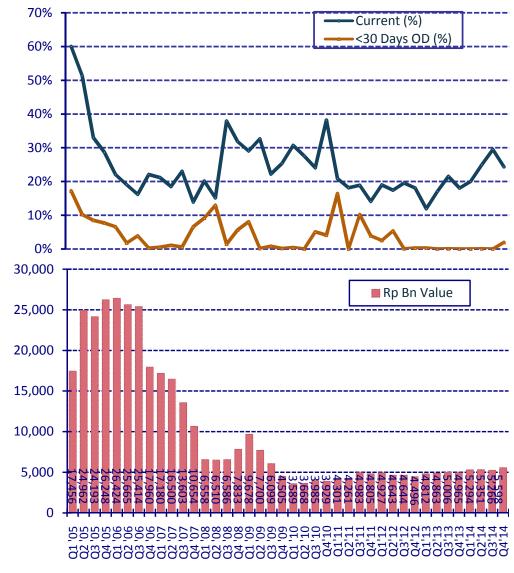


# NPL Loan Detail\*: Quarterly by Days Past Due

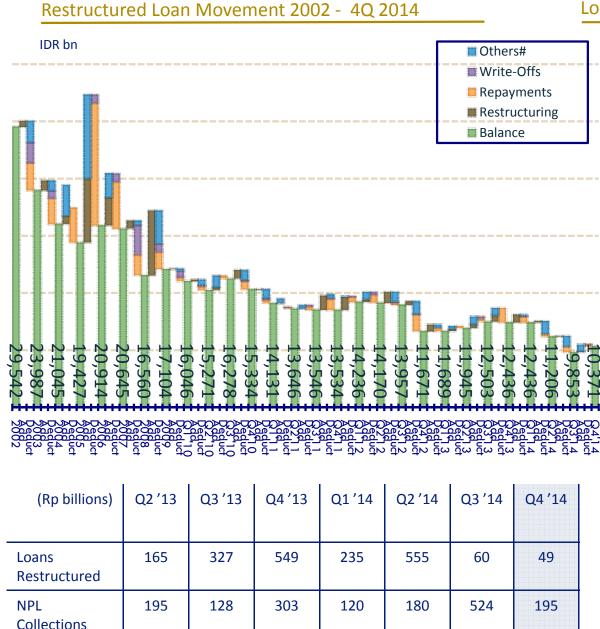
#### Quarterly D/G to NPL & Interest DPD - Bank Only



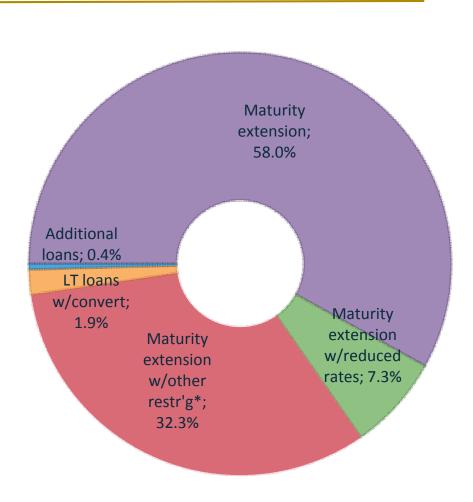
#### Quarterly NPL Stock & Interest DPD - Bank Only



### Rp790bn in loans were restructured in 4Q '14



#### Loans by Restructuring Type in 4Q 2014

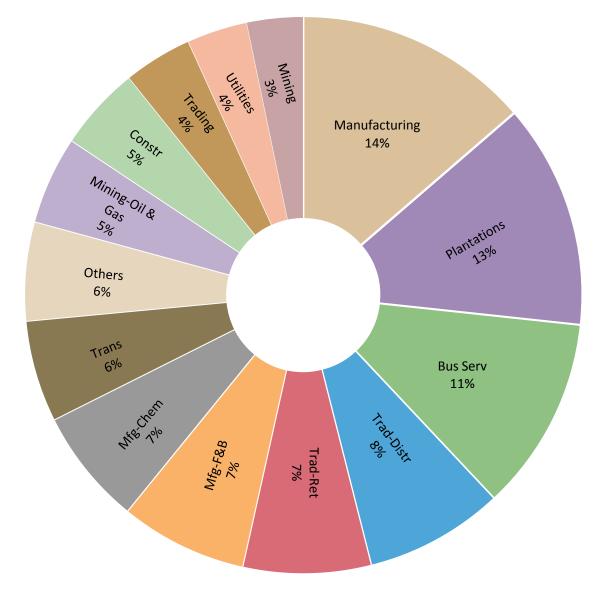


<sup>\*</sup>Other Restructuring includes reduction of interest rates, rescheduling of unpaid interest & extension of repayment period for unpaid interest

#Others includes partial payments, FX impacts, and fluctuation in Working Capital facilities

# Loan Portfolio Sector Analysis, 4Q 2014

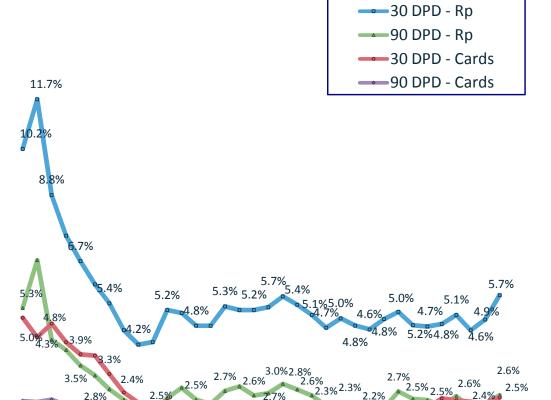




<sup>(1)</sup> Non-consolidated numbers \* Each sector < 3%

### Credit Card portfolio showed modest decrease in 4Q '14

#### Mandiri Credit Card Delinguency Rates (%)



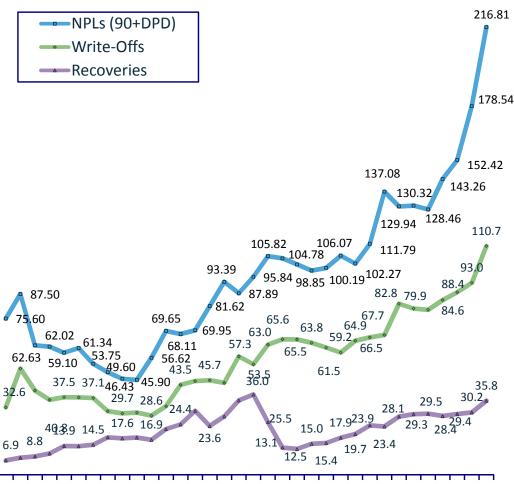
3Q114 11Q114 11Q114 14Q113 3Q113 3Q113 3Q113 11Q113 11Q113

2.4%2.5%

2.2% 2.4% 2.2% 2.2% 2.2% 2.4%

1.1% 1.0%

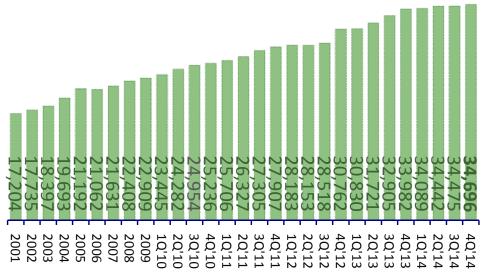
#### Quarterly Charge-offs, NPLs & Recoveries (Rp Bn)



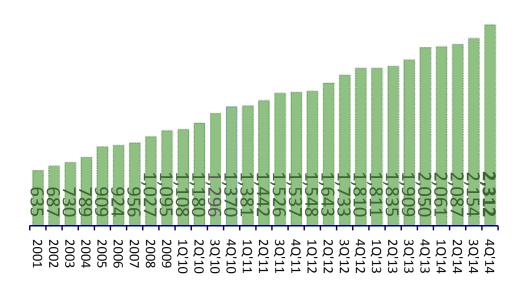
3Q114 3Q114 4Q114 4Q114 4Q114 4Q113 3Q113 3Q113 11Q113 11Q

# Staffing and Distribution Network Growth

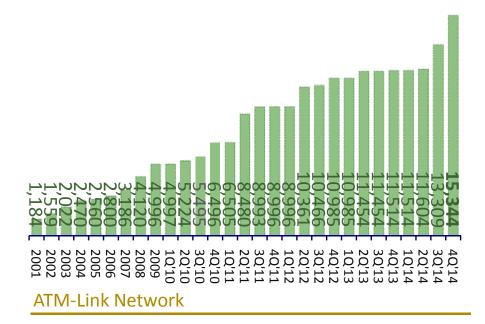
#### **Employees**

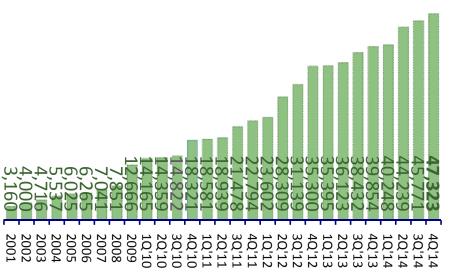


#### **Domestic Branch Network**



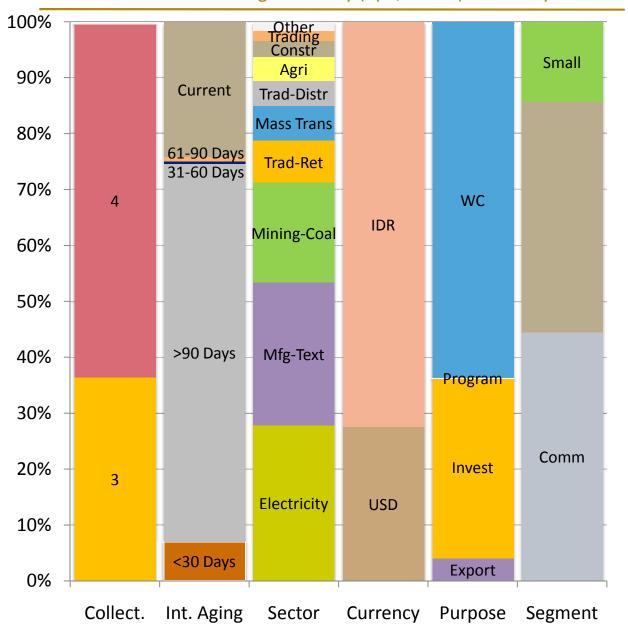
#### **ATM Network**





# 4Q 2014 Loan Detail\*: Downgrades to NPL



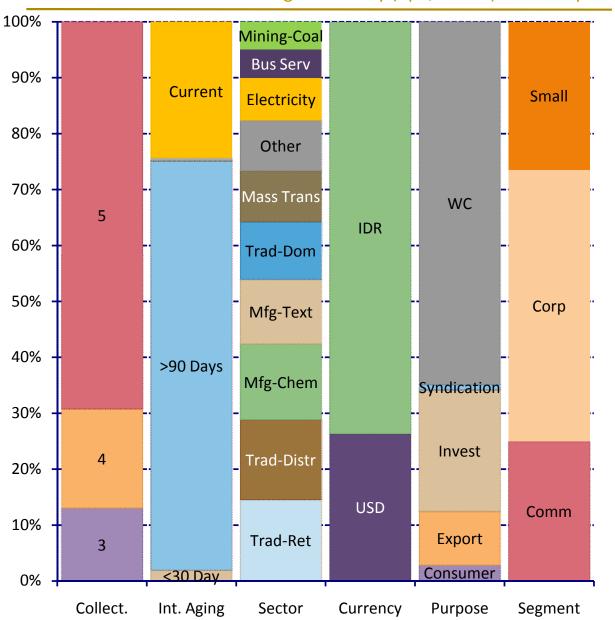


Corporate, Commercial & Small
Business loans downgraded to NPL in
4Q totaled Rp 1,528 Billion. Of these
loans:

- 93.2% were more than 90 days overdue on interest payments
- 44.5% came from our Commercial Portfolio
- Largest downgrades by sector:
  - Retail Trading
  - Manufacturing Textile
  - Mining Coal
- 72.4% were IDR loans
- 63.6% were Working Capital loans, 32.2% were Investment Loans

# 4Q 2014 Loan Detail\*: Non-Performing Loans



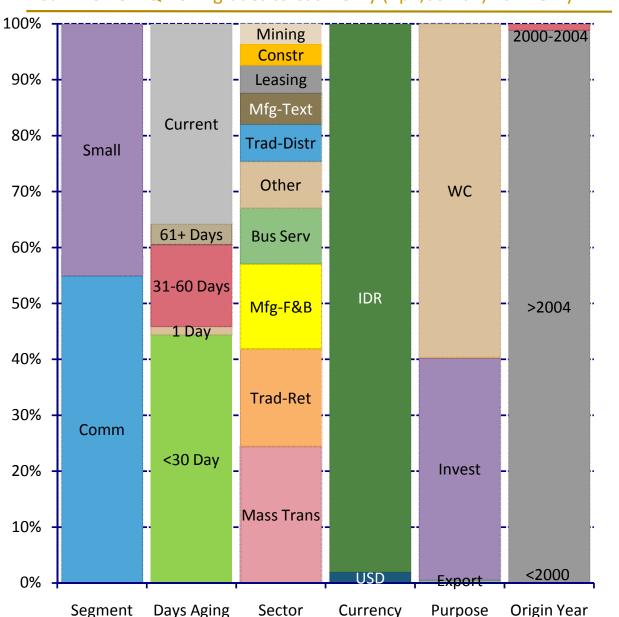


Corporate, Commercial & Small
Business NPLs totaled Rp5,598 Billion in
4Q. Of these NPLs in 4Q:

- 24.3% remain current on interest payments and an additional 2.5% are less than 90 days overdue
- 48.6% are to Corporate customers
- 64.9% are Working Capital loans and 21.7% are Investment loans
- Primary sectors are:
  - Retail Trading
  - Distribution Trading
  - Chemical Manufacturing
  - Textile Manufacturing
- 73.6% are Rp loans
- 13.0% are Cat. 3 & 17.7% are Cat. 4

# 4Q 2014 Loan Detail\*: Downgrades to Cat. 2



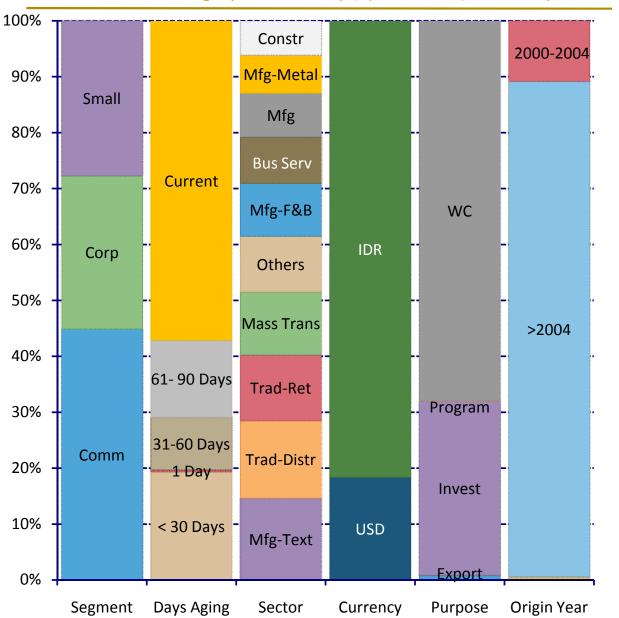


Rp2,662 Billion in Corporate, Commercial & Small Business loans were downgraded to Category 2 in 4Q. Of the Special Mention Loans downgraded:

- 45.1% are to Small Business customers & 54.9% are for Commercial
- 35.7% are current & 45.8% are less than 30 days overdue in interest payments
- Primary sectors downgraded are:
  - Mass Transportation
  - Retail Trading
  - Food & Beverages Manufacturing
  - Business Services
- 98.0% are IDR loans
- 59.7% are Working Capital loans
- \* Excluding Micro & Consumer Loans Only

# 4Q 2014 Loan Detail\*: Category 2 Loans





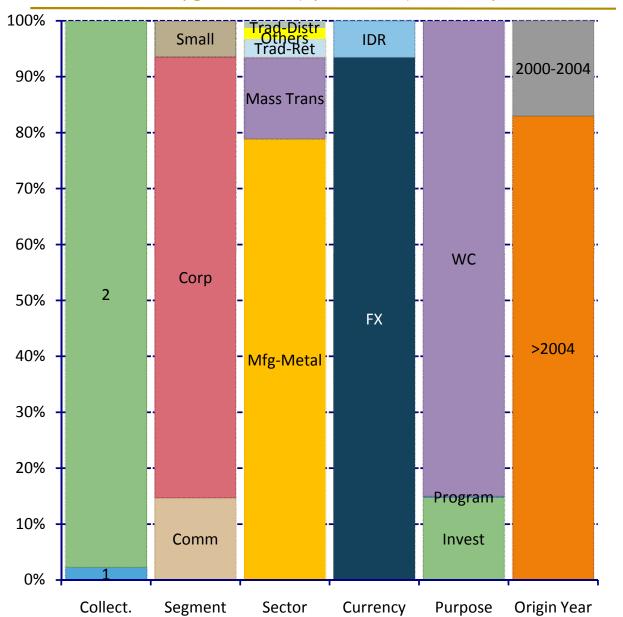
Rp10,899 billion in Corporate, Commercial & Small Business loans were in Category 2 in

4Q. Of these Special Mention loans:

- 44.9% are to Commercial customers
- 58.3% are current or 1 day overdue, with an additional 19.3% less than 30 days overdue
- Primary sectors in Category 2 are:
  - > Textile Manufacturing
  - Distribution Trading
  - Retail Trading
- 81.6% are IDR loans
- 67.9% are Working Capital loans
- 69.3% were Category 2 in Q3 '14

# 4Q 2014 Loan Detail\*: Upgrades to PL



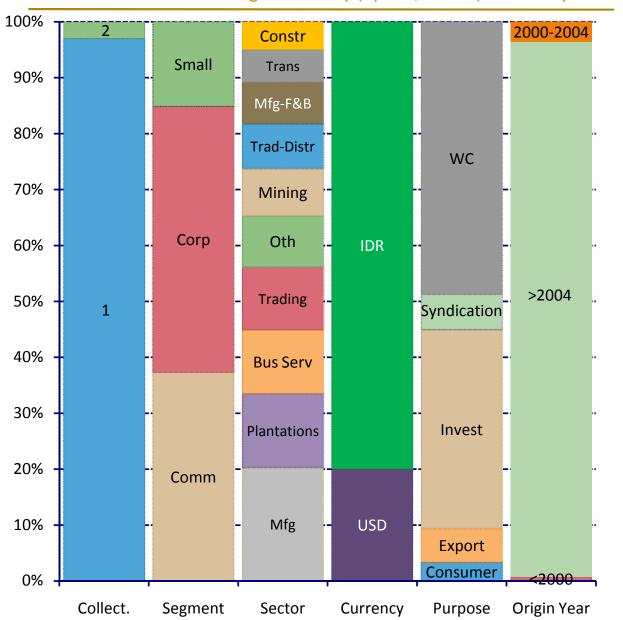


Corporate, Commercial & Small
Business loans upgraded to PL in 4Q
totaled Rp610.71 billion. Of these loans:

- 78.9% were to Corporate borrowers
- 83.0% originated later than 2004
- Largest upgrades by sector:
  - Metal Manufacturing
  - Mass Transportation
  - Retail Trading
- 93.4% were FX loans
- 85.0% were Working Capital loans; 14.8% were Investment loans

# 4Q 2014 Loan Detail\*: Performing Loans



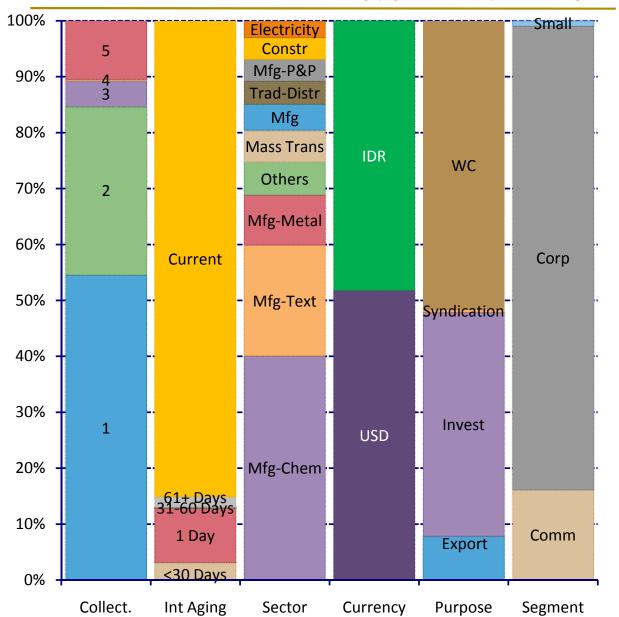


Rp368,932bn in Corporate, Commercial & Small Business loans were performing in 4Q. Of these performing loans:

- 47.6% are to Corporate customers & 37.3% are to Commercial customers
- 95.7% originated since 2005
- Primary sectors are:
  - Manufacturing
  - Business Services
  - Plantations
- 80.0% are Rupiah loans
- 48.7% are Working Capital loans; 35.1% are Investment loans

### 4Q 2014 Loan Detail\*: Restructured Loans



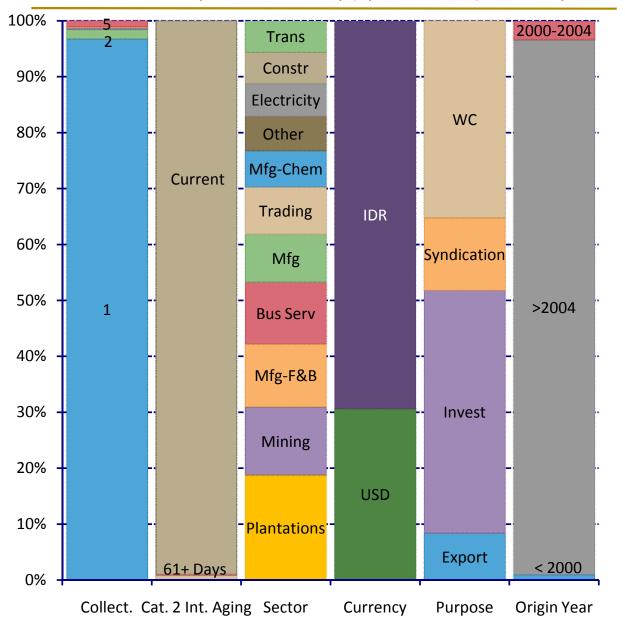


Of the remaining Rp 10,374 billion in restructured Corporate, Commercial & Small Business loans in 4Q:

- ■84.7% are Performing
- 85.1% of Restructured Loans are current in interest payments
- Primary sectors are:
  - Chemical Manufacturing
  - Textiles Manufacturing
  - Metal Manufacturing
- 51.8% are Fx loans
- 51.6% are Working Capital
- ■83.0% are to Corporate customers
- 5.4% deteriorated in collectability

## 4Q 2014 Loan Detail: Corporate Loans



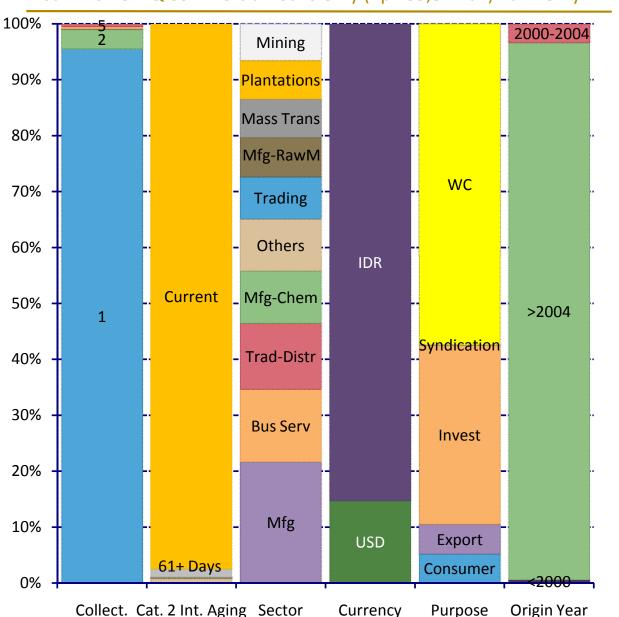


Rp 178,469 billion in loans were in the Corporate portfolio in 4Q. Of the Corporate Loans in 4Q:

- 98.5% are performing loans, with 1.7% in Category 2
- 99.0% of Category 2 loans are current in interest payments
- Primary sectors in Corporate are:
  - Plantations
  - Mining
  - Food & Beverage Manufacturing
  - Business Services
- 69.4% are Rupiah loans
- 43.4% are Investment loans; 35.2% are Working Capital loans

### 4Q 2014 Loan Detail: Commercial Loans



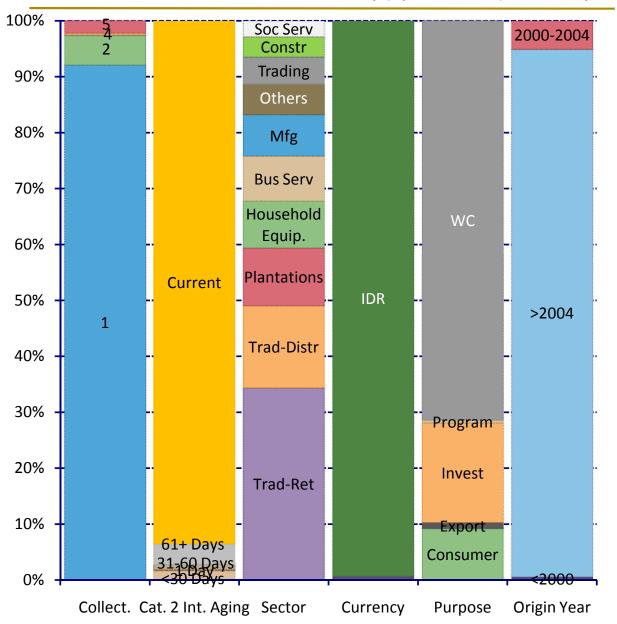


Rp139,817 billion in loans were in the Commercial portfolio in 4Q. Of the Commercial Loans in 4Q:

- 99.0% are performing loans, with 3.5% in Category 2
- 97.5% of Category 2 loans are current in interest payments
- Primary sectors in Commercial are:
  - Manufacturing
  - Business Services
  - Distribution Trading
  - Chemical Manufacturing
- 85.3% are Rupiah loans
- 57.4% are Working Capital loans, 32.1% are Investment loans

### 4Q 2014 Loan Detail: Small Business Loans



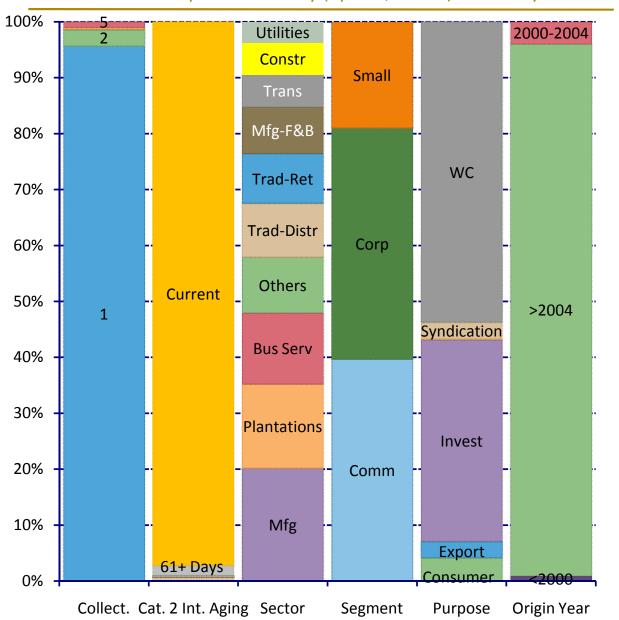


Rp 57,251 billion in loans were in the Small Business portfolio in 4Q of the Small Business Loans in 4Q:

- 97.4% are performing loans, with 5.3% in Category 2
- 93.5% of Category 2 loans are current in interest payments
- Primary sectors in Small Business are:
  - Retail Trading
  - Distribution Trading
  - Plantations
- 99.3% are Rupiah loans
- 71.4% are Working Capital loans

# 4Q 2014 Loan Detail\*: Rupiah Loans



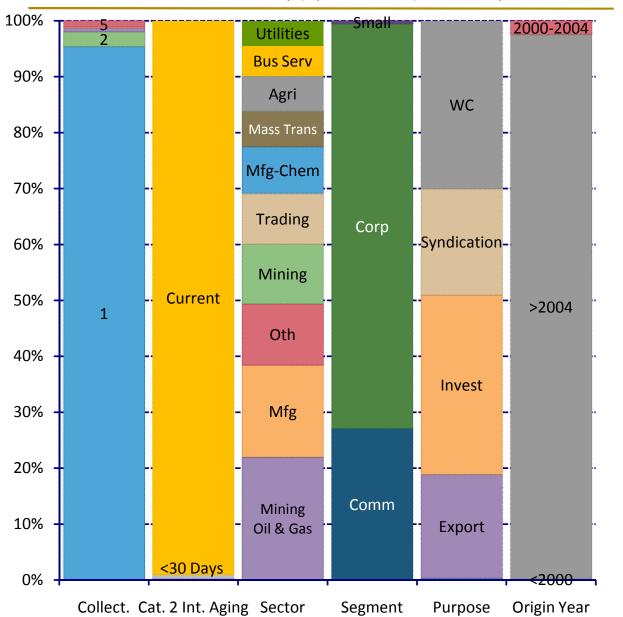


Rp299,148 billion in loans were Rupiah denominated in 4Q Of the Rupiah Loans in 4Q:

- 98.6% are performing loans, with 3.0% in Category 2
- 97.2% of Category 2 loans are current in interest payments
- Primary sectors in Rupiah loans are:
  - Manufacturing
  - Plantations
  - Business Services
- 41.3% are Corporate loans
- 53.7% are Working Capital loans, 36.1% Investment loans

## 4Q 2014 Loan Detail\*: FX Loans





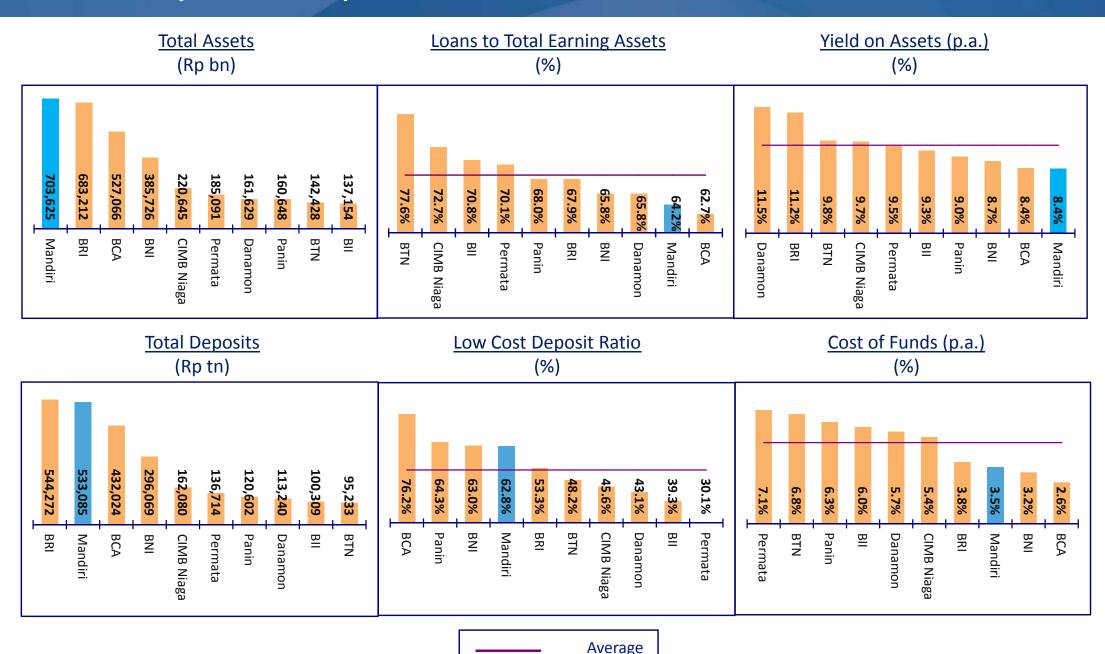
Rp75,381 billion in loans were FX denominated in 4Q.
Of the FX Loans in 4Q:

- 98.1% are performing loans
- 99.0% of Category 2 loans are current in interest payments
- Primary sectors in FX loans are:
  - ➢ Oil & Gas Mining
  - Manufacturing
- 72.3% are Corporate loans
- 32.1% are Investment loans; 30.0% are Working Capital loans

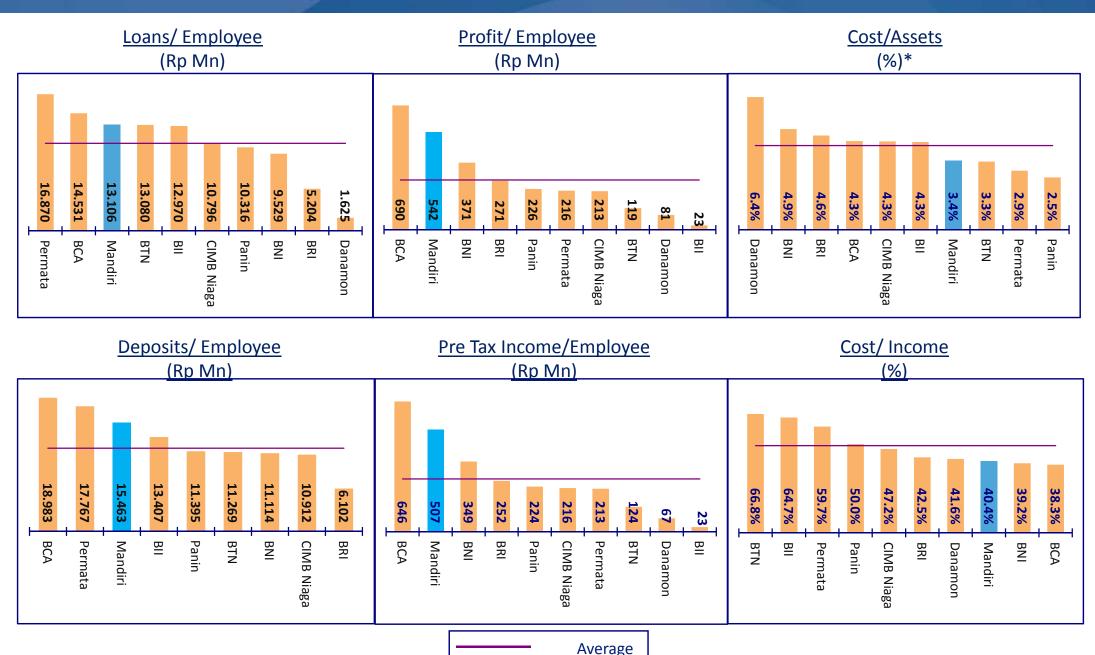
# Loan growth. quality & provisioning relative to peers Bank Only, As of Sep 2014



# Asset and liability mix relative to peers Bank Only, As of Sep 2014

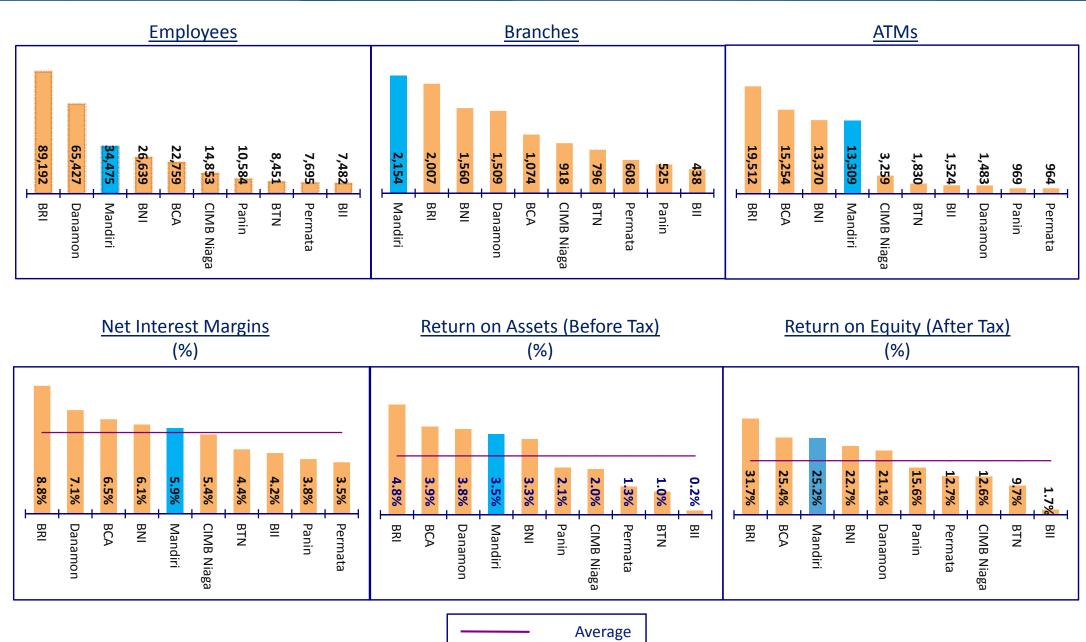


# Efficiency measures relative to peers Bank Only, As of Sep 2014

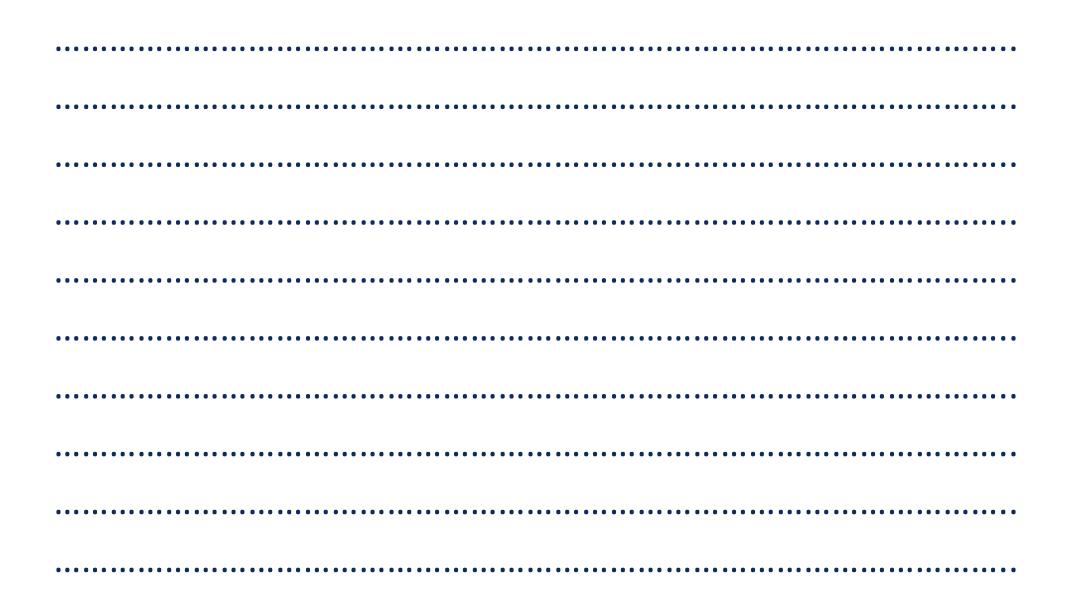


\*Annualized

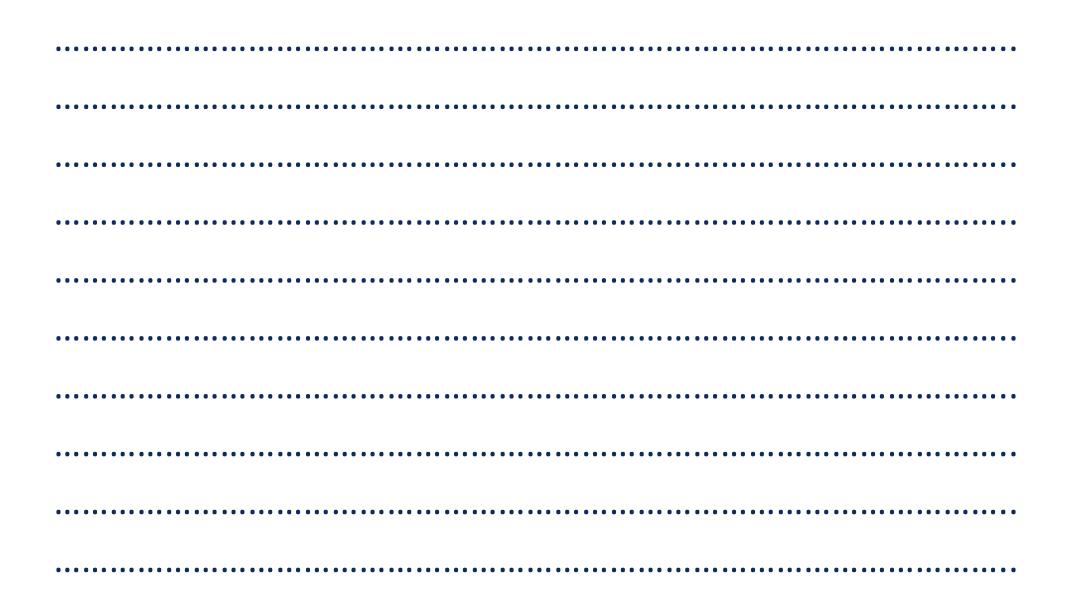
# Measures of scale and returns relative to peers Bank Only, As of Sep 2014



# Notes



# Notes



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