

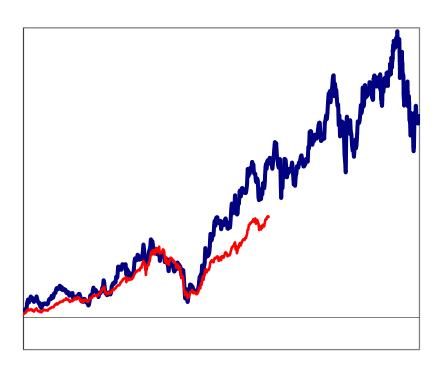
PT Bank Mandiri (Persero) Tbk FY 2015 Results Presentation

berkarya untuk

February 23, 2016

indonésia

### **Share Information**



Δ from:	IPO	Dec 31, 2014
BMRI	1,236.60%	-17.63%
JCI	761.97%	-13.47%

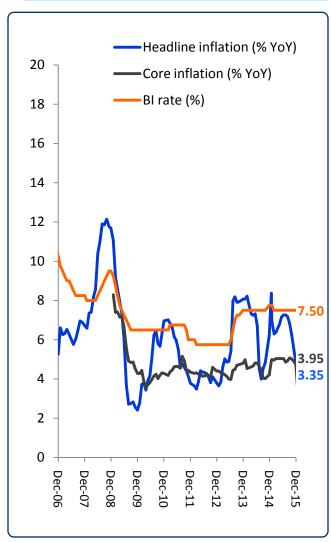
		By 31 December 2015								
No.	Description	No. of Investor	%	No. of shares	%					
ı	DOMESTIC									
	I. Government of RI	1	0.00%	14,000,000,000	60.00%					
	2. Retail	17,977	82.00%	263,459,960	1.13%					
	3. Employees	1,816	8.28%	22,727,018	0.10%					
	4. Cooperatives	8	0.04%	1,426,656	0.01%					
	5. Foundation	29	0.13%	21,268,745	0.09%					
	6. Pension Funds	195	0.89%	183,054,830	0.78%					
	7. Insurance	91	0.42%	433,192,751	1.86%					
	8. Banks	-	0.00%	-	0.00%					
	9. Corporations	134	0.61%	628,711,398	2.69%					
	10. Mutual Funds	231	1.05%	698,731,242	2.99%					
	Total	20,482	93.42%	16,252,572,600	69.65%					
II	INTERNATIONAL									
	I. Retail	98	0.45%	1,053,749	0.00%					
	2. Institutional	1,344	6.13%	7,079,706,984	30.34%					
	Total	1,442	6.58%	7,080,760,733	30.35%					
Ш	TOTAL	21,924	100.00%	23,333,333,333	100.00%					

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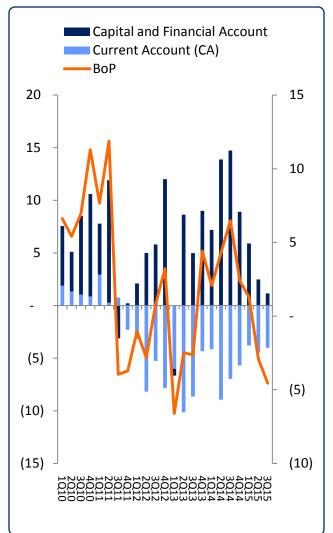
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### Inflation And Current Account Deficit Appear Manageable

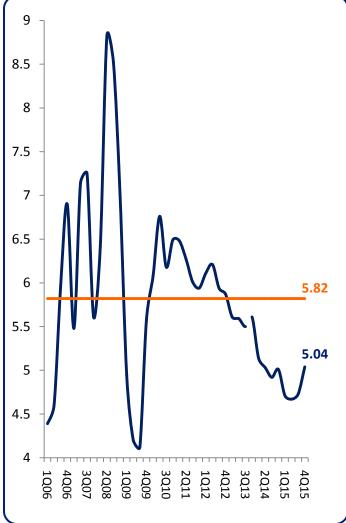
Core inflation remains stable and headline inflation expected to drop



The Current Account Deficit is improving through 4Q15



GDP expansion remains below the historical average and under pressure



Source: CEIC, Bloomberg

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



# of Accounts

- Deposit 16.92 Mn
- Loan 1.62 Mn including mortgage accounts of 162,673



# of new Accounts (YTD)

- Deposit 4.14 Mn
- Loan 609,336



# of Outlets 2,457 Branches 3,100 Micro Outlets <sup>(3)</sup> 17,388 ATMs



e-Channel Tx

- •2.1 Bn Trx
- 16.6% YoY Growth



# of Cards Issued

- Credit 3.97 Mn
- Debit 13.25 Mn
- Prepaid 6.66 Mn



Cash Management

- 15,101 Customers
- 61.6 Mn Trx in 2015 (2)



Retail Loans (1)

- Rp 175.2 Tn
- 32.7% of Loans
- High yield loan amounting Rp 114.8 Tn



Subsidiary Income

- Total Rp 2.07 Tn
- Sum of income from 11 subsidiaries (10.2 % of EAT)



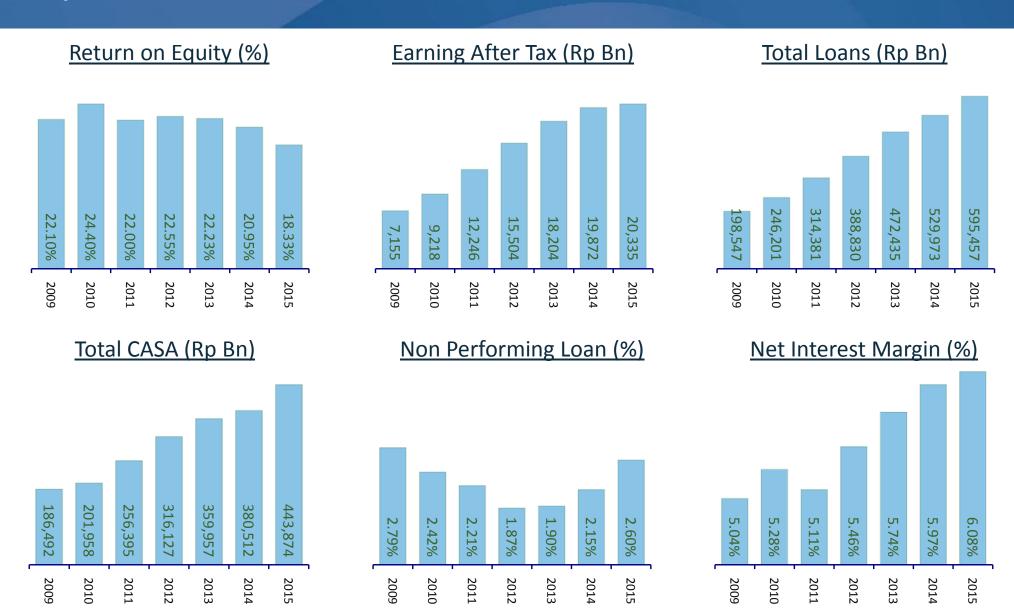
**Alliances** 

- Bank Guarantee: Rp 34.7 Tn
- •Foreign Exchange: Rp 16.4 Tn
- •Fund Under Management

(FUM): Rp 3.6 Tn

- (1) Small Business, Micro and Consumers
- (2) Excluding Mandiri Transaction System
- (3) Incl. KSM Centre, MMU Cash outlet and MobilMU

### Key Indicators Remain Stable

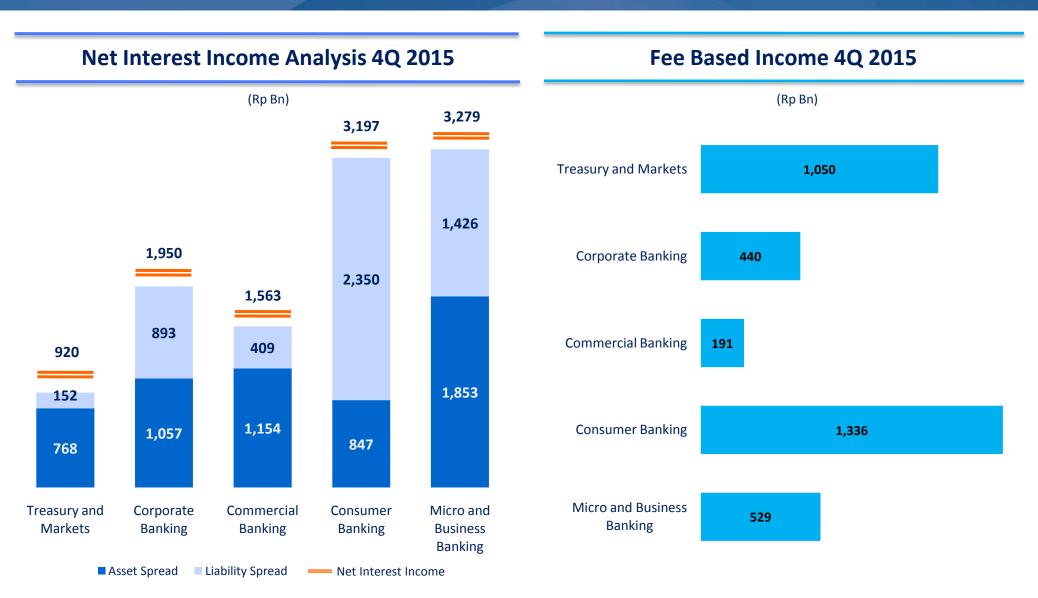


# Key Financial Highlights

Bank Mandiri's FY 2015 performance across several key indicators:

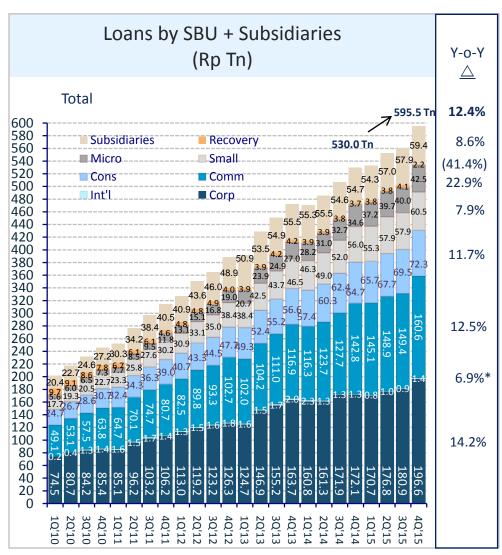
	FY'14	FY'15	△%
Loans	Rp 529.97Tn	Rp 595.46Tn	12.4%
Gross NPL Ratio Net NPL Ratio	2.15% 0.81%	2.60% 0.90%	21.1% <sub>11.5%</sub>
Low Cost Funds Ratio [Low Cost Funds (Rp)]	<b>59.8%</b> Rp 380.5Tn	65.6% Rp 443.9 Tn	9.8% <sub>16.7%</sub>
NIM	5.97%	6.08%	1.7%
Efficiency Ratio	44.9%	43.0%	(4.3%)
Earnings After Tax	Rp 19,872Bn	Rp 20,335 Bn	2.3%

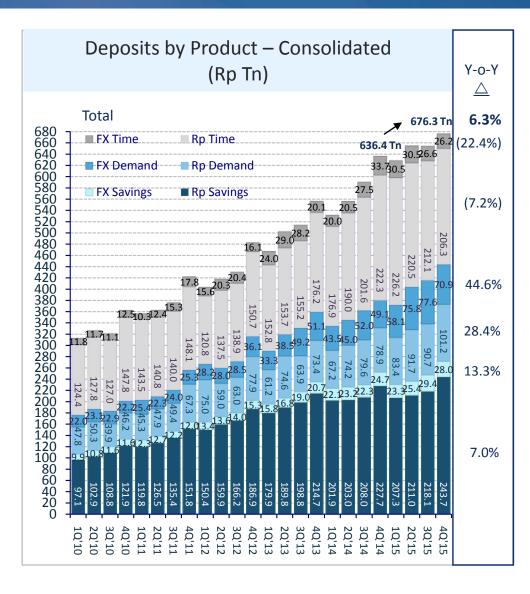
## Balanced Earnings from All Business Units



**Notes :** Due to reorganization of Bank Mandiri, we cannot provide the historical data from the previous years

### Maintaining Momentum for Growth





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

### 3 Key Areas of Focus for 2020

#### **Wholesale Strategy**



Deepen Client Relationship

#### **Integrated Wholesale Transaction Bank**

**Holistic Product Suite** 



#### **Sector-Led Solutions**

Through Expertise-led Client Solutions



#### **Cross-Border Coverage**

Supporting Clients' Regional Needs

#### **Current Achievments (FY 2015)**

- Total Wholesales Fees Rp 2.6 Tn <sup>1)</sup>
- Total Wholesale Low Cost Deposits Rp 140.3 Tn.
- Growth of Cash Management Transaction 21.1.7%<sup>2).</sup>

#### **Group-wide Strategy**



**Integrate The Group** 

**Culture of Cross-Selling across Wholesale, Retail and Subsidiaries** 



Engaging in Integrated Retail Initiatives with Subsidiaries and Business Units to Drive Cross-Selling

#### **Current Achievments (FY 2015)**

- Volume of Business Alliances :
  - ✓ Bank Guarantee : Rp 34.7Tn.
  - ✓ Foreign Exchange : Rp 16.4Tn.
  - ✓ FUM: Rp 3.6 Tn
- Income Alliance Wholesale = 49.2%
  - ✓ Auto & 2 W Loan : 325 Bn
  - ✓ # Credit Cards: 359,111

### Retail Strategy



Accelerate Growth Segment

#### Micro

**Easy Access & Simple Products** 



#### **SME**

One-Stop Sales & Service



#### **Individual**

**Growing with our Customers** 

### **Current Achievements (FY 2015)**

- Total Retail Fees of Rp 7.0 Tn <sup>1)</sup>
- Total Retail Low-Cost Funds Rp 272.4 Tn
- YoY increase in E-Channel transaction: 16.6%
- Mandiri Business Saving reaches Rp 108.5 Tn

# Strong and Liquid Balance Sheet

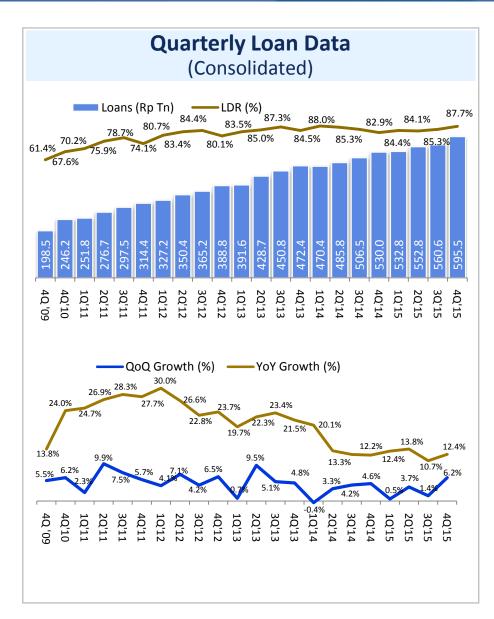
(Rp Bn, Consolidated)

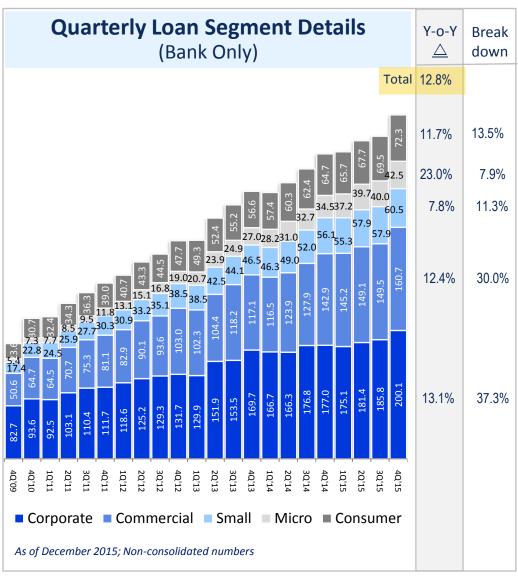
Assets	4Q 2015	4Q 2014	Liabilities	4Q 2015	4Q 2014
Cash	25,109	20,705	Current Account	172,166	128,067
Current Acc w/ BI & Other Banks	66,470	59,586	Savings	271,708	252,445
Placement w/ BI & Other banks	37,388	61,213	Time Deposits	232,514	255,870
Advances (Other)	26,945	26,423			
Marketable Securities	43,951	40,767	Total Deposits	676,387	636,382
Government Bonds	103,869	86,154			
Loans (Gross)	595,458	529,974	Securities Issued	2,398	2,010
Provisions of Loans	(22,558)	(17,919)	Deposits from other banks	12,954	17,774
Net Loans	572,899	512,055	Borrowings	33,765	24,227
Reverse Repo	677	19,787	Other Int. Bearing Liabilities	12,787	14,427
Other Provisions	(2,224)	(2,139)	Non Int. Bearing Liabilities	52,281	55,375
Deferred Tax Assets	4,835	4,189	Equity incl. Minority Interest	119,492	104,845
Other Assets	30,145	26,301			
Total	910,063	855,040	Total	910,063	855,040

# Strong Revenue Growth

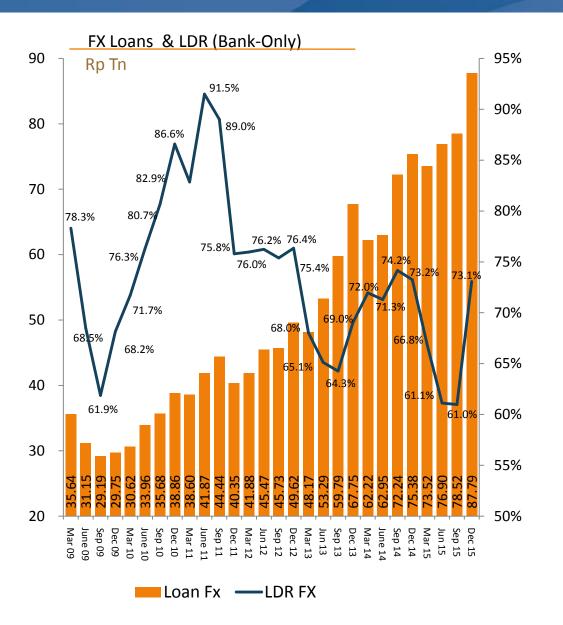
Summary P&L (Rp Bn)	4Q 2015	3Q 2015	4Q 2014	FY 2015	FY 2014	FY Y-o-Y (%)	4Q Y-o-Y (%)	Q-o-Q (%)
Interest Income	18,933	18,066	17,363	71,570	62,638	14.3%	9.0%	4.8%
Interest Expense	6,022	6,814	6,536	26,207	23,506	11.5%	(7.9%)	(11.6%)
Net Interest Income	12,911	11,252	10,827	45,363	39,132	15.9%	19.3%	14.7%
Net Premium Income	696	886	697	3,137	2,681	17.0%	(0.1%)	(21.4%)
Net Interest Income & Premium Income	13,607	12,138	11,524	48,500	41,813	16.0%	18.1%	12.1%
Other Non Interest Income								
* Other Fees and Commissions	2,443	2,546	2,534	10,015	9,132	9.7%	(3.6%)	(4.0%)
* Foreign Exchange Gains - Net	844	533	399	2,238	1,588	41.0%	111.2%	58.1%
* Gain fr. sale & Incr. in Val & Sale of Bonds	178	(134)	111	257	381	(32.5%)	60.3%	N/A
* Others	2,015	2,182	1,132	6,126	3,968	54.4%	78.0%	(7.7%)
Total Non Interest Income	5,479	5,127	4,176	18,636	15,069	23.7%	31.2%	6.9%
Total Operating Income	19,086	17,265	15,700	67,136	56,882	18.0%	21.6%	10.5%
Provisions, Net	(3,552)	(4,495)	(1,779)	(12,043)	(5,529)	117.8%	99.7%	(21.0%)
Personnel Expenses	(3,444)	(2,903)	(2,807)	(12,377)	(10,848)	14.1%	22.7%	18.6%
G&A Expenses	(3,730)	(3,322)	(3,488)	(12,800)	(11,448)	11.8%	6.9%	12.3%
Loss from decr. in value of Sec & Gov Bonds	-	-	-	-	-	-	-	-
Other Expenses	(906)	(744)	(620)	(3,578)	(3,078)	16.2%	46.1%	21.6%
Total Expense	(8,080)	(6,970)	(6,914)	(28,755)	(25,374)	13.3%	16.9%	15.9%
Profit from Operations	7,455	5,800	7,007	26,339	25,978	1.4%	6.4%	28.5%
Non Operating Income	23	5	10	30	30	1.8%	145.2%	N/A
Net Income Before Tax	7,478	5,805	7,016	26,369	26,008	1.4%	6.6%	28.8%
Net Income After Tax	5,752	4,658	5,418	20,335	19,872	2.3%	6.2%	23.5%

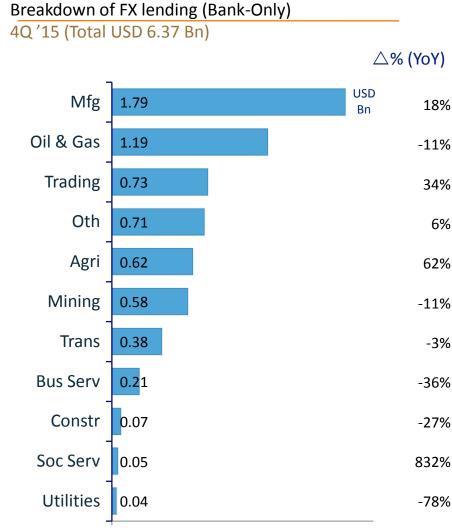
### LDR Increased to 87.7%, Bank-Only Loan Growth of 12.8%





### Prudent Management of FX Balance Sheet



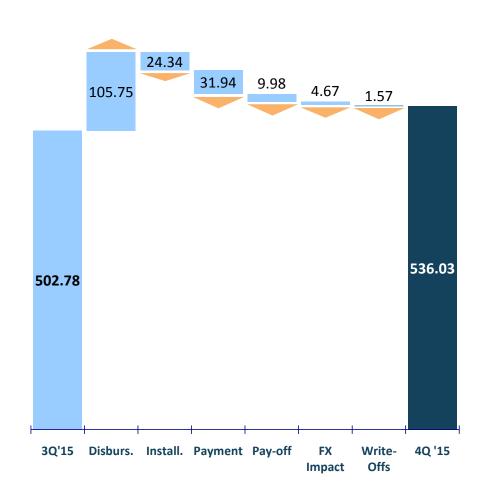


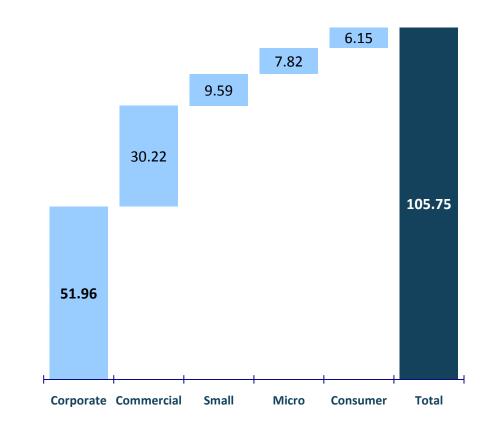
## Rp 105.75 Tn in Loans Disbursed in 4Q 2015



Rp Tn

Loan Disbursement by Segment – 4Q 2015 Bank-Only
Rp Tn





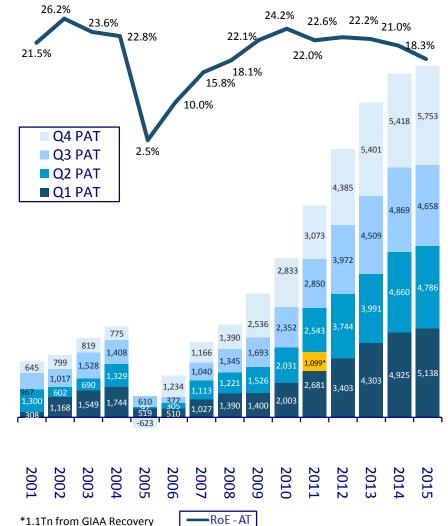
### 18.3% ROE, Supported By a Strong Capital Position



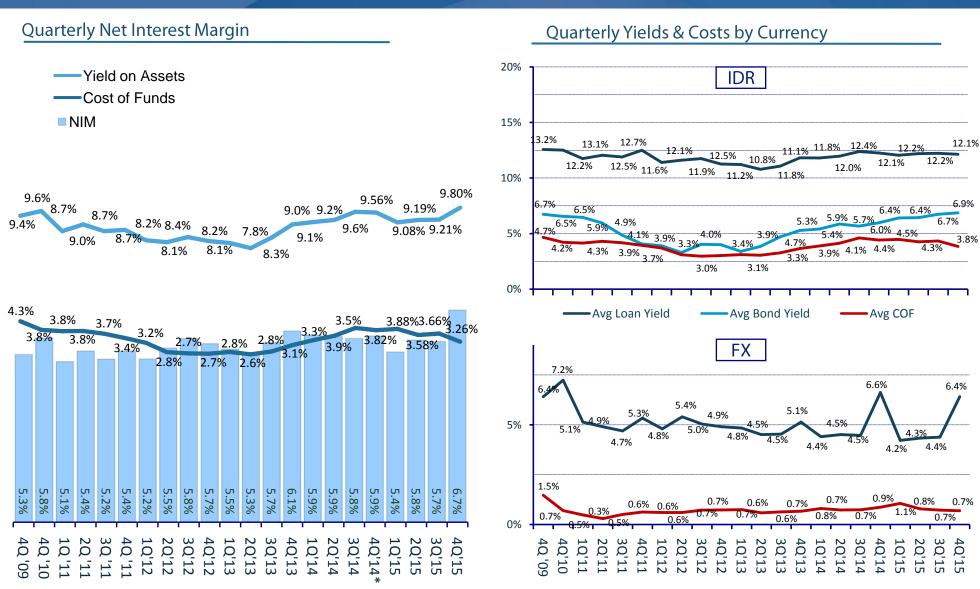


- CAR inclusive of Credit and Market Risk started in December 2004
- CAR inclusive of Credit, Market and Operational Risk started in January 2010

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



### Q4 NIM of 6.7% as Yield on Assets Increases



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

<sup>\*\*</sup> If we backout the interest income from RGM, our NIM would be 6.5%, YoA would be 9.5%, Average FX Loan Yield would be 4.2%

### Greater Detail On Fee-Based Income

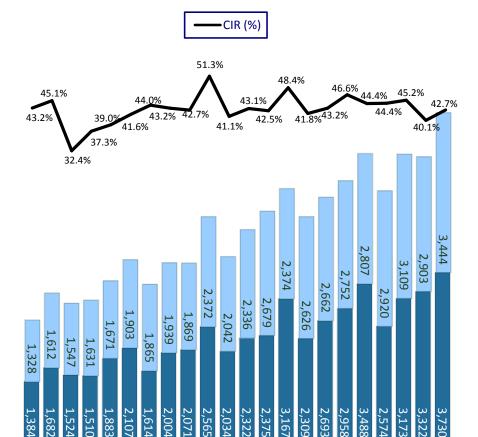
Breakdown of 4Q 2015 Non-Loan Related Fees & Commissions (Rp Bn)

Non-Loan Related Fees & Commissions	4Q 2015	3Q 2015	4Q 2014	FY 2015	FY 2014	FY Y-o-Y (%)	4Q Y-o-Y (%)	Q-o-Q (%)
Administration Fees	840	805	707	3,087	2,704	14.2%	18.8%	4.4%
Opening L/C, BG & Cap Market (custodian & trustee)	308	272	258	1,111	931	19.3%	19.7%	13.5%
Subsidiaries	(9)	292	339	1,031	1,481	(30.4%)	(102.6%)	(103.0%)
Transfer, Retail Transaction	599	480	543	1,992	1,626	22.5%	10.3%	24.9%
Credit Cards	382	386	410	1,547	1,427	8.4%	(6.9%)	(1.0%)
Mutual Fund, ORI & Bancassurance	109	85	94	388	353	10.2%	16.8%	28.4%
Syndications	80	34	52	214	137	56.1%	54.5%	135.0%
Payroll Package	20	21	18	77	74	3.8%	9.6%	(5.5%)
Others	113	171	113	567	398	42.4%	0.0%	(33.7%)
Total	2,443	2,546	2,534	10,015	9,132	9.7%	(3.6%)	(4.0%)
Foreign Exchange Gains	844	533	399	2,238	1,588	41.0%	111.2%	58.1%
Gains Fr Sale & Incr. in Value of Sec. & Gov. Bonds	178	(134)	111	257	381	(32.5%)	60.3%	N/A
Cash Recoveries	1,161	731	771	3,041	2,607	16.6%	50.6%	58.8%
Other Income	854	1,451	361	3,085	1,361	126.7%	136.3%	(41.1%)
Total Fee Based Income (As Reported)	5,479	5,127	4,176	18,636	15,069	23.7%	31.2%	6.9%
% of Non Loan Related fees to total opr. Income	28.7%	29.7%	26.6%	27.8%	26.5%			

### 4Q Cost to Income Ratio of 42.7%



(Rp Bn)



3Q'14 2Q'14 1Q'14 4Q'13 3Q'13 2Q'13 1Q'13 4Q'12 2Q'12 2Q'12 1Q'12 4Q'11

■ G&A Expenses

4Q'14

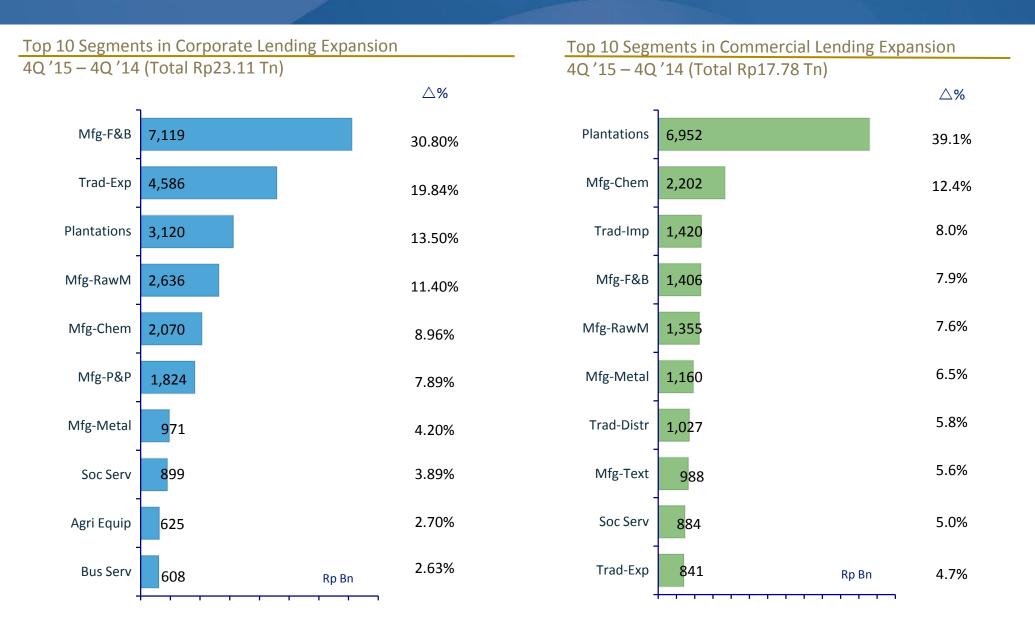
Personnel Expenses

### Breakdown of 4Q 2015 Operating Expenses

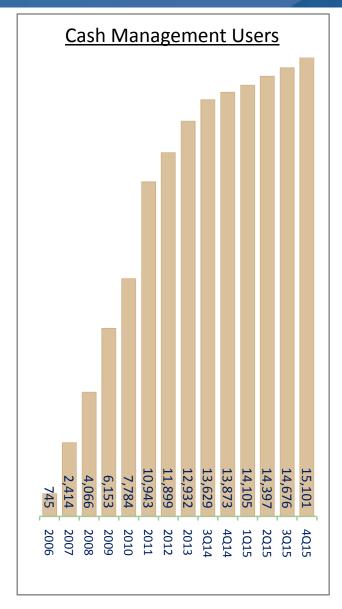
(Rp Bn)

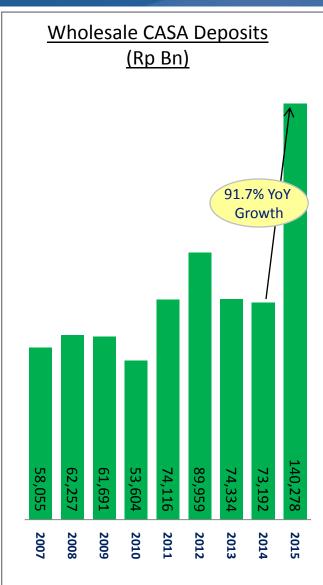
						Growth	
	4Q 2015	4Q 2014	FY 2015	FY 2014	QoQ	4Q YoY	FY YoY
Personnel Expenses							
Base Salary	786	675	3,137	2,725	(1.1%)	16.5%	15.1%
Other Allowances	1,485	1,261	5,806	5,151	3.6%	17.8%	12.7%
Post Empl. Benefits	191	82	475	308	92.1%	132.6%	54.1%
Training	287	187	485	429	190.2%	53.9%	13.0%
Subsidiaries	694	602	2,473	2,235	45.9%	15.3%	10.7%
Total Personnel Expenses	3,444	2,807	12,377	10,848	18.6%	22.7%	14.1%
G&A Expenses		:					
IT & telecoms	484	441	1,817	1,504	(1.0%)	9.9%	20.8%
Occupancy Related	889	787	2,810	2,412	27.6%	12.9%	16.5%
Promo & Sponsor	426	357	1,149	1,100	42.3%	19.5%	4.5%
Transport & Travel	184	209	634	656	17.7%	(11.8%)	(3.2%)
Goods, Prof. Svcs. & Oth.	550	517	1,633	1,599	20.0%	6.5%	2.1%
Employee Related	494	491	1,991	1,811	(3.6%)	0.7%	10.0%
Subsidiaries	702	686	2,766	2,366	(1.1%)	2.2%	16.9%
Total G&A Expenses	3,730	3,488	12,800	11,448	12.3%	6.9%	11.8%
Other Expenses	906	620	3,578	3,078	21.6%	46.1%	16.2%
Total Operating Expenses	8,080	6,914	28,755	25,374	15.9%	16.9%	13.3%

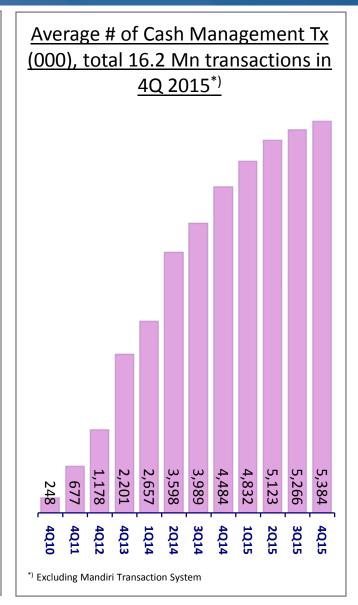
## Diversifying our Strength in Wholesale Lending...



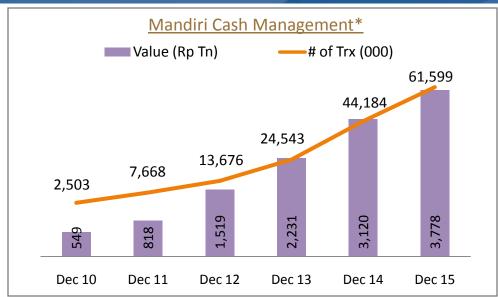
### Wholesale Transactions Driving CASA

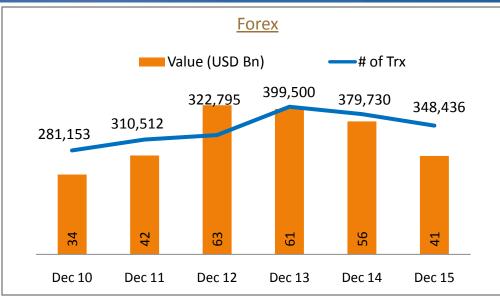


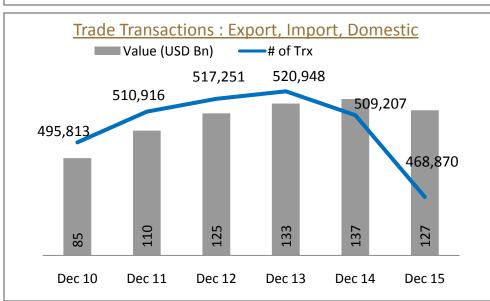


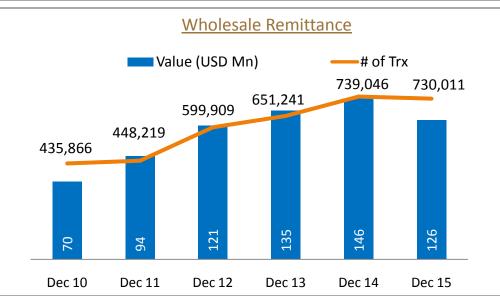


### Growing Volume in Wholesale Transaction Business



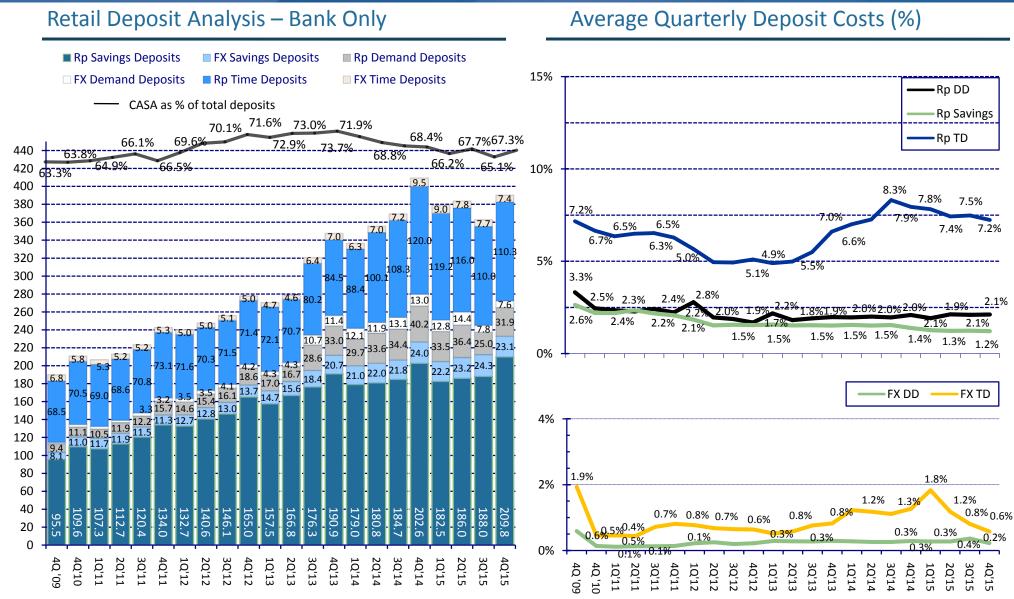




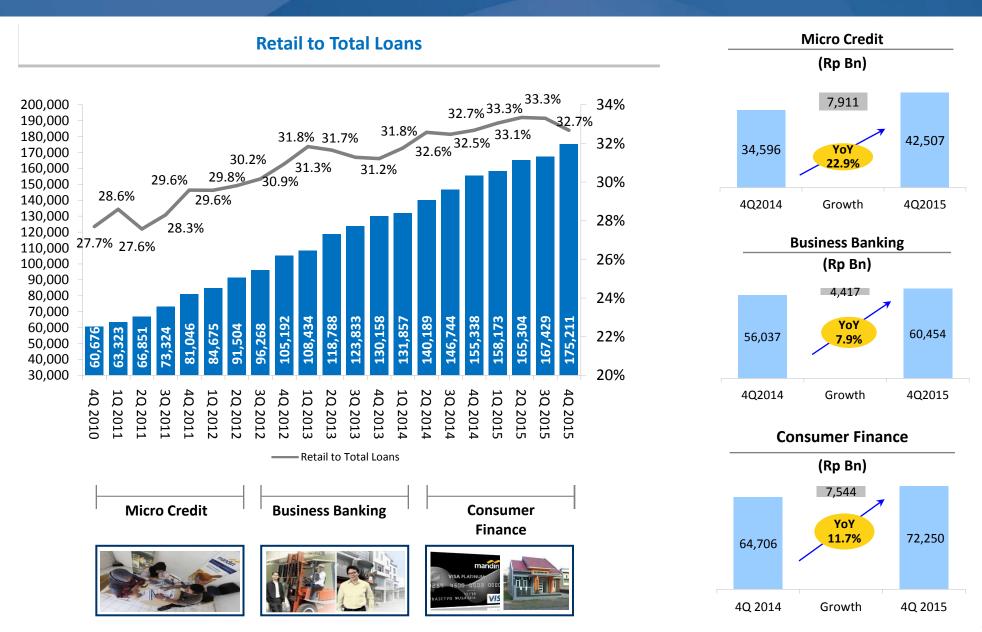


<sup>\*)</sup> Excluding Mandiri Transaction System

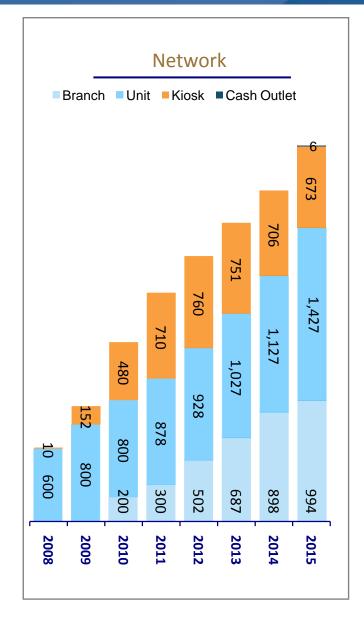
## Retail Deposits Decreased by 4.7% Y-o-Y

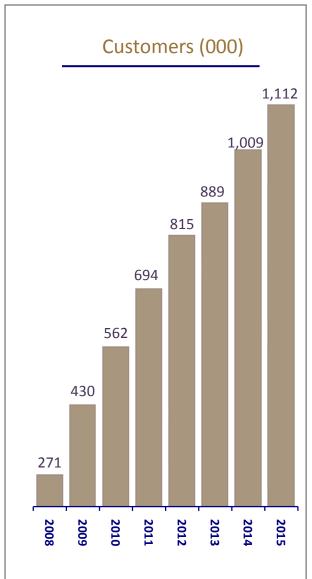


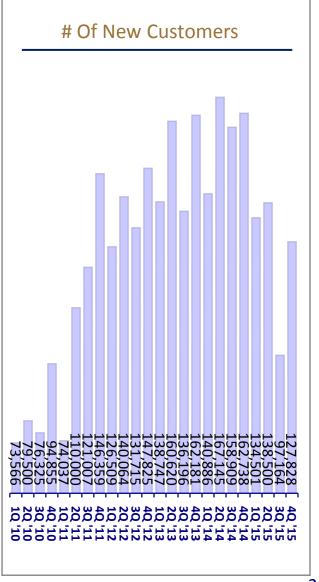
### Building our High Yield Business in Retail Lending



### Strong Microfinance Growth

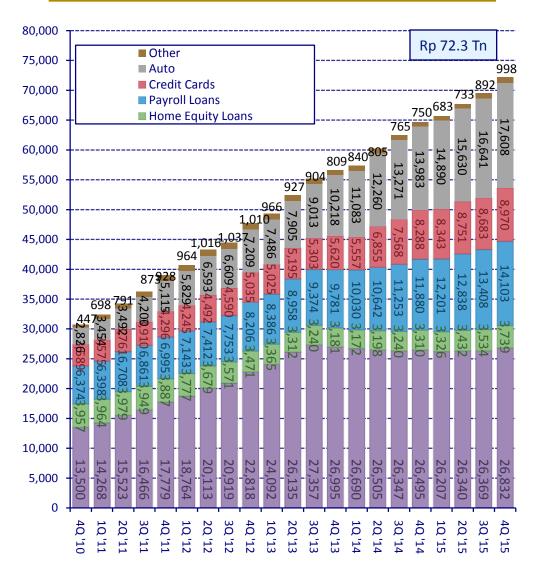






# ...as well as Consumer Lending, which Rose 11.66% Y-o-Y as Auto Lending Remains Strong

### Quarterly Consumer Lending Balances by Type

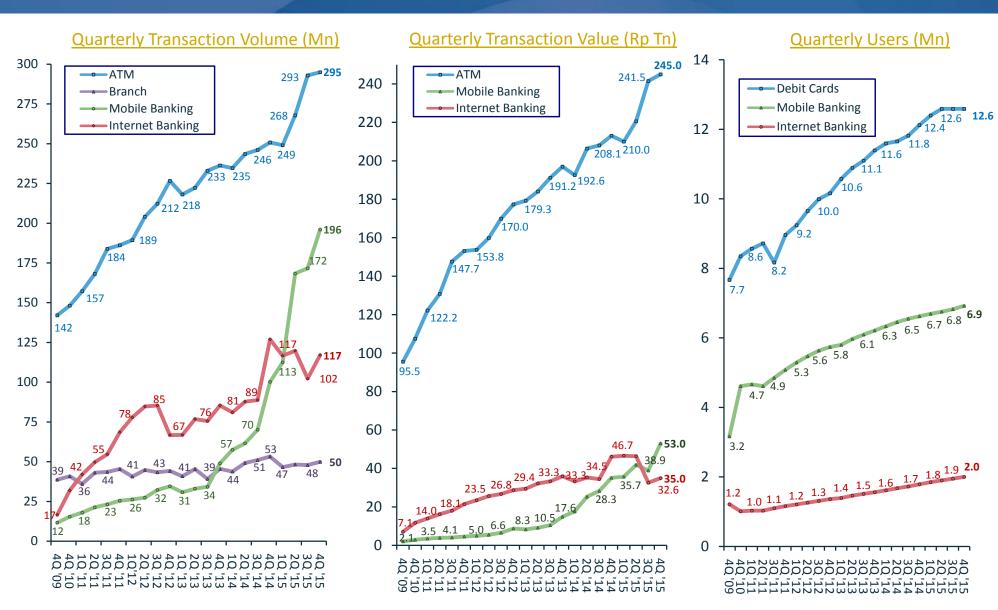


### Consumer Lending Growth by Type

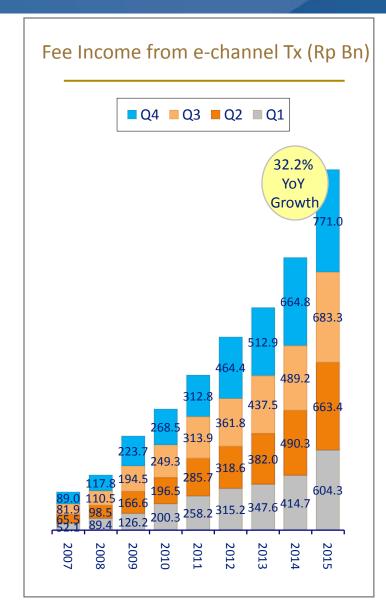
Loan Type	Growt	h (%)
Loan Type	Y-o-Y	Q-o-Q
Other	19.94%	5.78%
Auto Loans*	25.92%	5.81%
Credit Cards	8.22%	3.30%
Payroll Loans	26.58%	5.64%
Home Equity Loans	12.97%	5.81%
Mortgages	1.27%	1.75%
Total Consumer	11.66%	3.92%

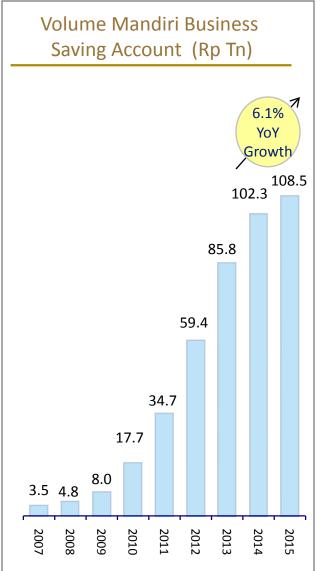
<sup>\*</sup>Auto & Motorcycle Loans channeled or executed through finance companies = Rp 8.2 Tn in our Commercial Portfolio

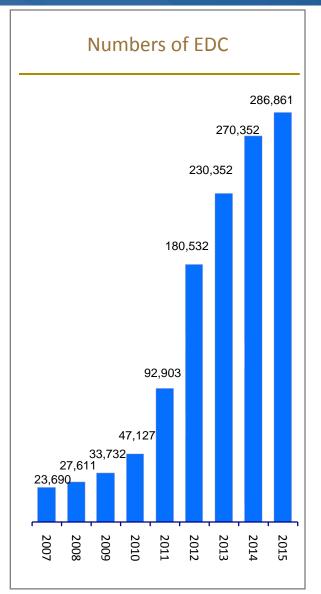
# **Enhanced Transaction Capabilities**



### Retail Payment System Gaining Traction

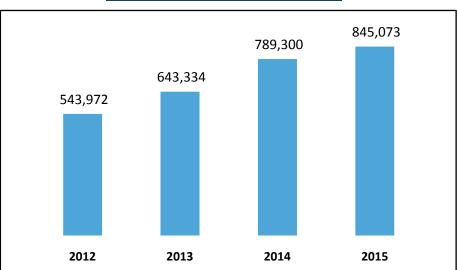






### Making Inroads into SME and Retail Payments

#### # 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 customer has the opportunity to earn immediate prizes.

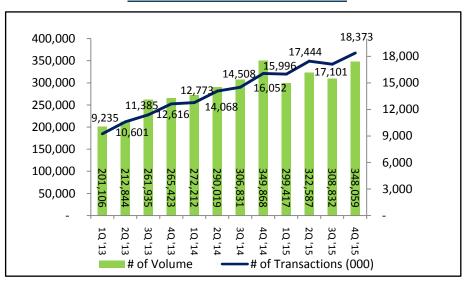
#### **Mandiri Belanja Untung Program**

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 into the national lucky draw.

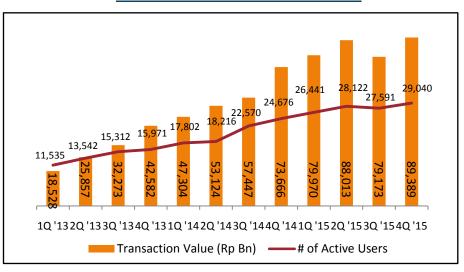
#### Belanja Hoki/ Dagang Hoki Program

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

#### # MTB Transaction & Volume

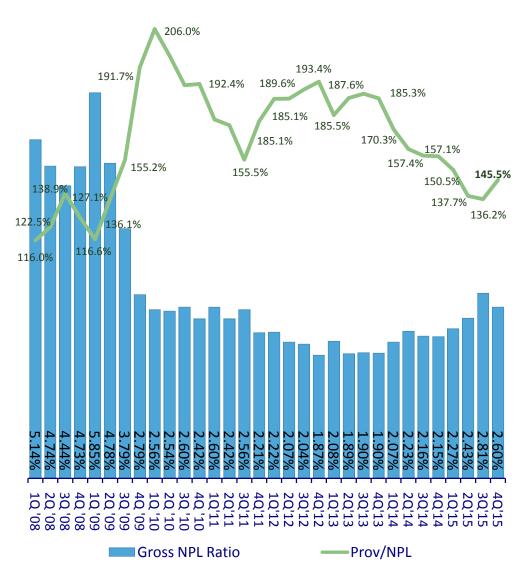


#### # MIB Transaction Value & Users

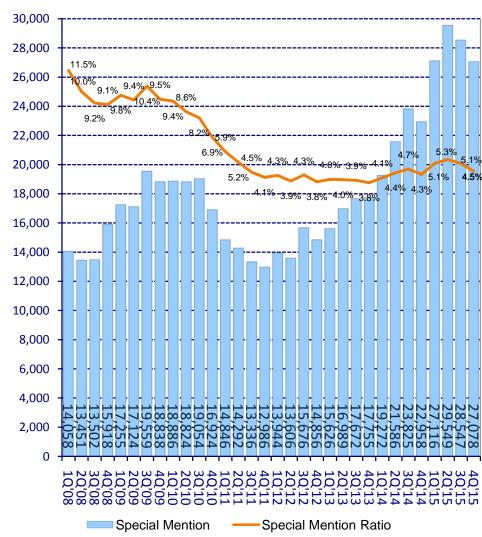


# Gross NPLs 2.60%, Coverage at 145.5% - Category 2 at 4.5%





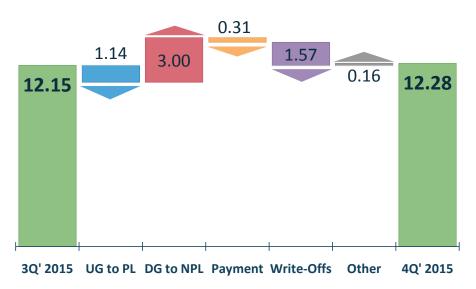
### Category 2 Loans



### Q4 2015 Total NPLs of Rp 12.28 Tn with Rp 1.57 Tn in Write-Offs

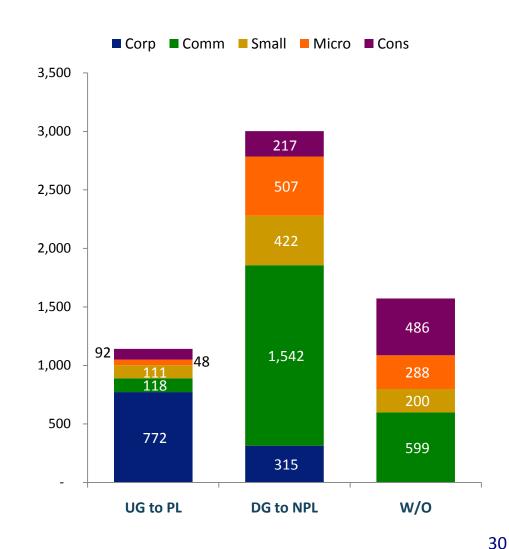
### Non-Performing Loan Movements (Rp Tn) – Bank-Only

### Movement by Customer Segment (Rp Bn)



### **Non-Performing Loans by Segment**

	NPLs	<b>4Q</b> △	NPLs
	(Rp tn)	(Rp tn)	(%)
Corporate	2.60	(0.59)	1.30%
Commercial	4.60	0.79	2.86%
Small	2.28	0.00	3.76%
Micro	1.54	0.06	3.61%
Consumer	1.27	(0.12)	1.76%
Total	12.28	0.13	2.29%



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

# 4Q 2015 Annualized Net Downgrades of 1.3% on Loans Originated Since 2005

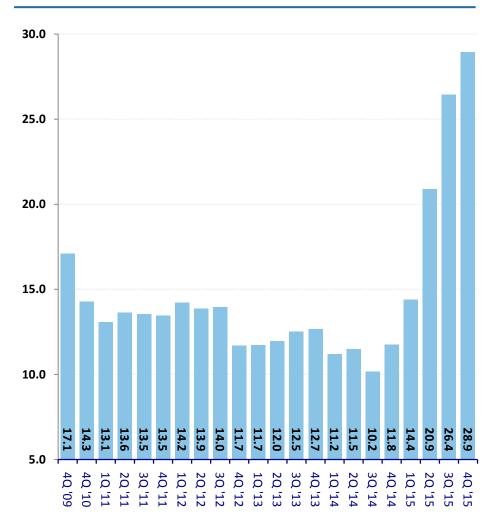
### Total Loans originated since 2005

	Net Upgrades(%)/Downgrades(%)#								4Q 2015 Details			
Loan Background	4Q'15 Balance (Rp Bn)	4Q 2013	1Q 2014	2Q 2014	3Q 2014	4Q 2014	1Q 2015	2Q 2015	3Q 2015	4Q 2015	DG to NPL %	UG to PL %
Corporate	192,762	0.00	0.10	-	-	0.06	-	0.11	0.38	0.24	0.16	0.40
Commercial	154,795	0.01	0.08	0.04	0.12	0.37	0.13	0.95	0.83	0.77	0.85	0.08
Small	57,622	0.64	0.97	0.70	0.45	0.31	1.29	1.17	1.24	0.54	0.73	0.18
Micro	42,487	0.89	1.16	1.26	1.19	0.83	1.25	1.37	1.50	1.08	1.19	0.11
Consumer	72,024	0.07	0.35	0.20	0.20	0.09	0.28	0.23	0.25	0.17	0.30	0.13
Total	519,690	0.13	0.30	0.21	0.20	0.25	0.33	0.60	0.68	0.31	0.53	0.22

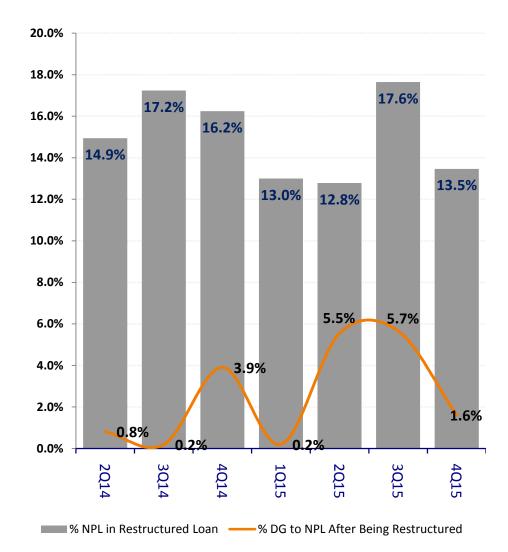
<sup># %</sup> downgrades and upgrades are quarterly % figures

### Restructured Loans

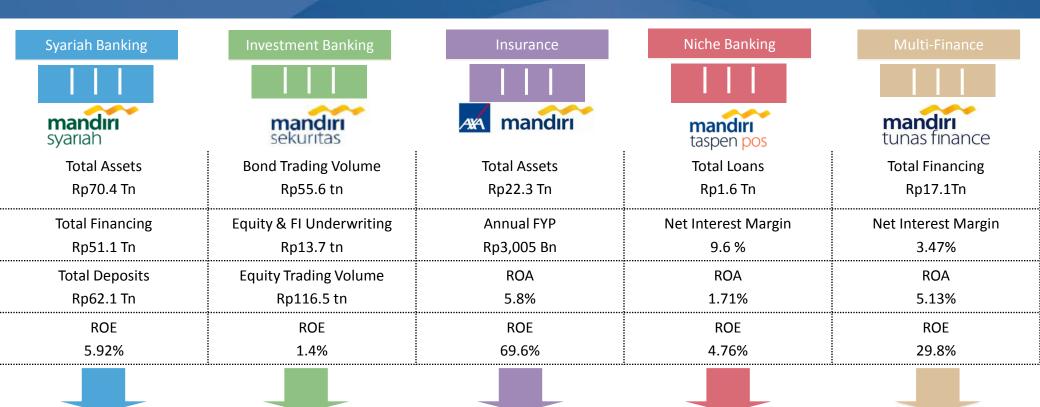
#### **Restructured Loans**



### Downgrade to Non-Performing After being Restructured



## Enhancing Synergies & Value from Subsidiaries

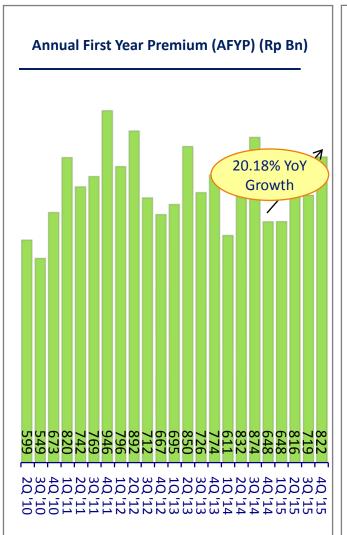


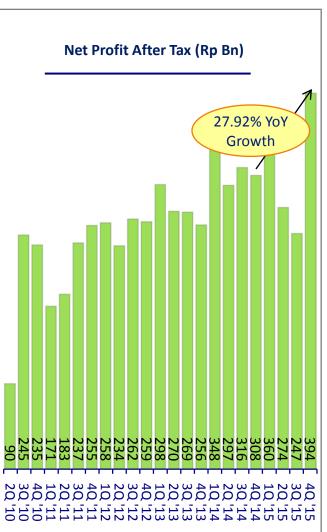
- Remains the leader in syariah financing
- Capital injection program over 3 years
- Cross-selling syariah products to Mandiri customers
- Expansion of business to fully utilize current capital base
- Cross-sell capital market services to broad range of Mandiri customers
- Refocus business toward higher fee income

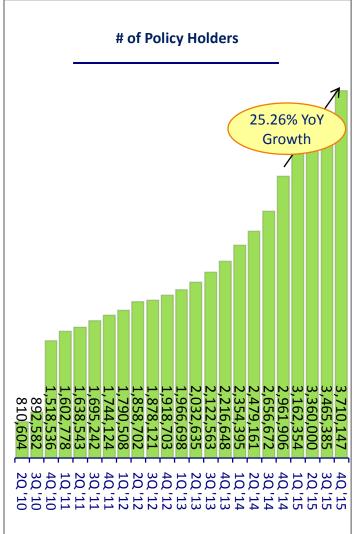
- Providing end-to-end bank assurance business
- Continue to build cross-sell opportunities in various segments
- Bancassurance products to complete our suite of consumer offerings

- Enhancing operating model
- Improving risk management systems and IT
- Improving productivity
- Penetrate Bank Mandiri's network and customer base to develop the multifinance segment with a strong focus on new 4 wheel vehicles.

### **AXA Mandiri Financial Services Performance**







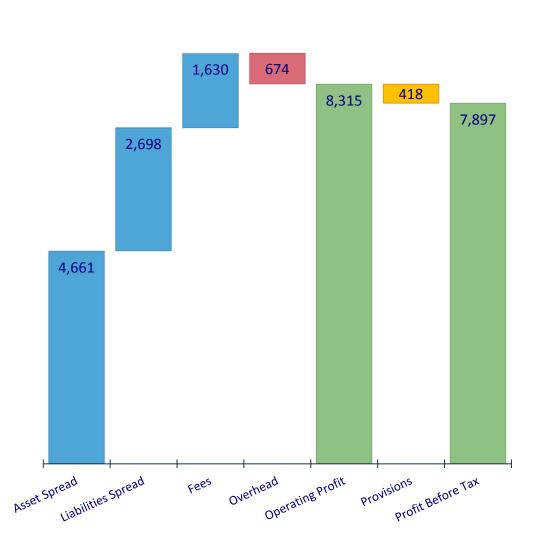
# Bank Mandiri's 2016 Corporate Guidance

	2015 Target	2015 Realization	2016 Target
Gross Loan Growth (YoY)	11%-13%	12.4%	12% - 14%
Low Cost Deposits	Rp 420 Tn	Rp 444 Tn	Rp 480 Tn
Net Interest Margins	>5.80%	6.08%	5.80% - 6.00%
Efficiency Ratio	<45%	43.00%	<45.0%
Gross NPLs	2.5%-3.0%	2.60%	2.5% - 3.0%
Cost of Credit	1.9%-2.1%	2.12%	1.9%-2.1%
# of New ATMs	2,500	2,044	1,500
# of New EDCs	40,000	55,544	50,000
# of New Micro Outlets	300	355	150
# of New Conventional Branches	50	145	150

# Operating Performance Highlights

## Corporate Banking: Generating Strong Asset Spread

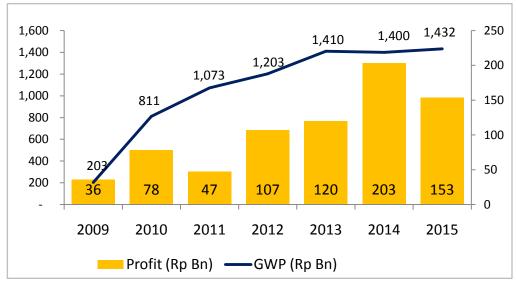
#### Performance to Date: FY 2015 (Rp Bn)

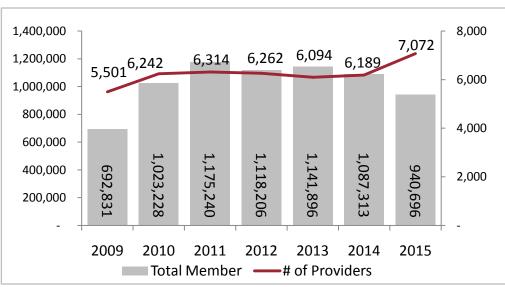


#### **Strategies for 2016**

- Focusing on Anchor Clients and penetrating through using of Transaction Banking
- 2. Account Plan implementation for top 76 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.
- 4. Strengthen business alliance with Mandiri InHealth & Mandiri DPLK to ease corporate customers to manage their needs in health insurance & pension fund / severance

## 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

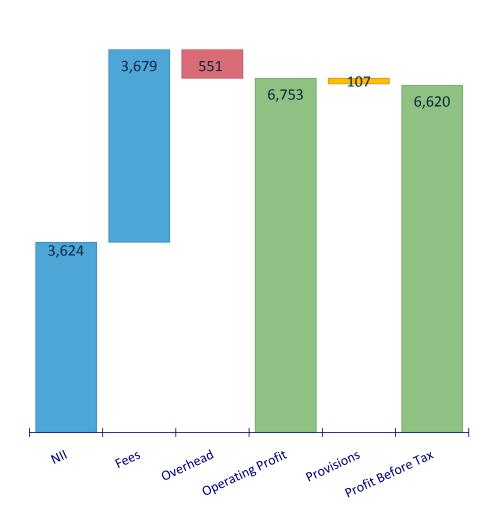
- InHealth has over 7,072 healthcare providers and recorded over Rp 954 Bn in claims year to date 2015
- Bank Mandiri will leverage the hospital network as InHealth's partner to increase transactions through enhanced cash management products
- Bank Mandiri also will provide retail packaged products for all the doctors as InHealth's partner

## Cross-selling Mandiri products to InHealth members

InHealth earned premium payments of Rp 1,432 Bn in 2015 year to date from clients. Going forward, Bank Mandiri will encourage the use of cash management products through Bank Mandiri's distribution channels and cross sell other products to over 940,696 InHealth members.

## Treasury & Market

#### Performance to Date: FY 2015 (Rp Bn)



#### **Strategies for 2016**

- 1. Integrated Wholesale Transaction Banking.
- 2. Broaden product offering and services.
- 3. Acquire RMB License for Bank Mandiri Shanghai Branch.
- 4. Open new Distribution Channel in BMHK.
- 5. Increased capacity and business processes for distribution and retail brokerage.
- 6. New product innovations to improve alliances and synergies with Mandiri Group.

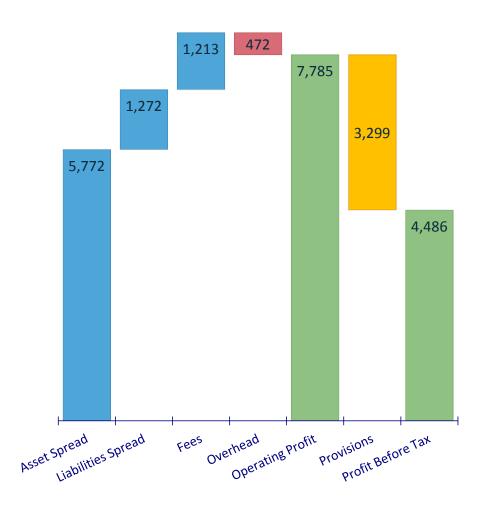
## Mandiri Sekuritas' financial performance

(Rp Bn)	Q4 2015	Q42014*)	Y-o-Y △ (%)
Revenues	588	652	(10%)
<ul> <li>Investment Banking</li> </ul>	142	139	2%
<ul> <li>Capital Market</li> </ul>	268	312	(14%)
<ul><li>Proprietary</li></ul>	3	65	(95%)
<ul> <li>Investment Mgt</li> </ul>	175	135	29%
Operating Expenses	506	452	12%
Earnings After Tax	15	93	(84%)
Equity Transactions – bn	116,543	129,037	(10%)
SUN Transactions - bn	55,570	75,685	(27%)
Equity & Bonds Underwritten – bn	13,711	8,751	57%
ROA	1.1%	5.5%	(79%)
ROE	1.4%	9.5%	(84%)

\*As restated from auditor

## Commercial Banking: Strong revenues from Assets

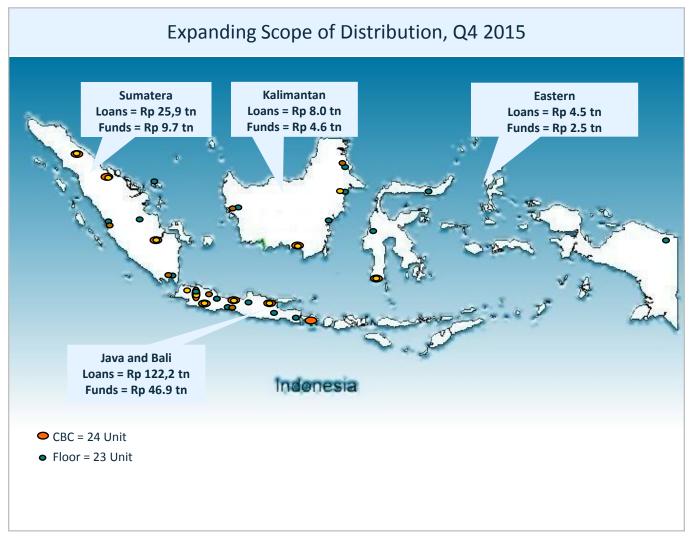
#### Performance to Date: FY 2015 (Rp Bn)



#### **Strategies for 2016**

- 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.
- 3. 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. Effective Alliance in units based on customer base in Commercial 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 2015	Q4 * 2014	Growth
Demand Deposit	38.12	32.14	18.61%
Rupiah	20.87	20.42	2.20%
FX	17.25	11.72	47.18%
Saving Deposit**	8.56	4.62	85.28%
Total CASA	46.68	36.76	26.99%
Total Funding	63.63	55.50	14.65%

CASA Ratio = 73.36%

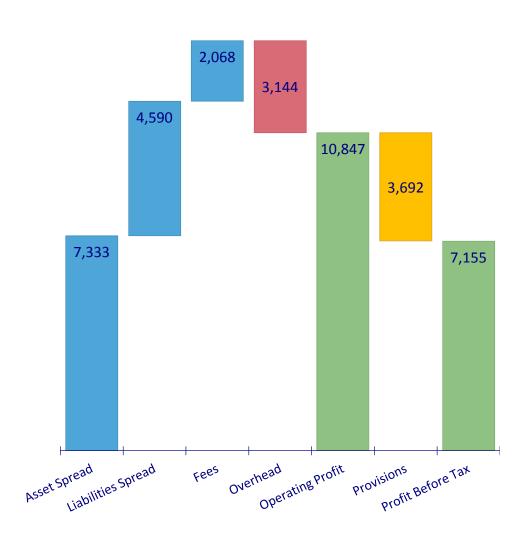
Funding from Java & Bali = 73.71% of total funding

Resegmentasi

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

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

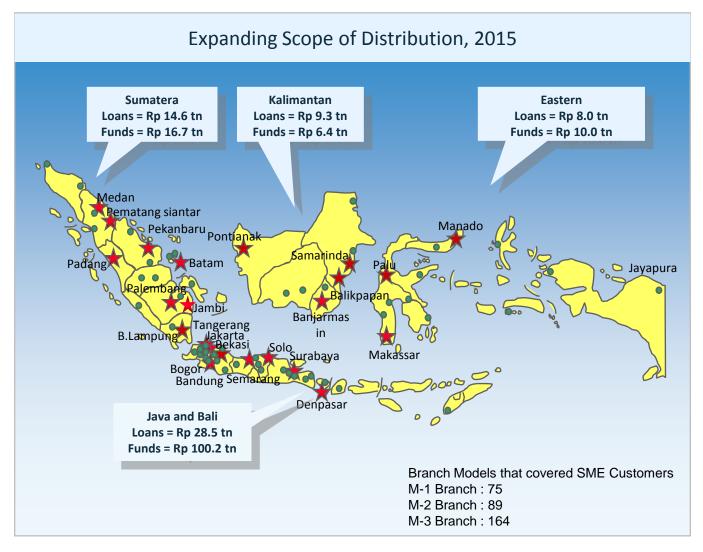
#### Performance to Date: FY 2015 (Rp Bn)



#### **Strategies for 2016**

- 1. Continue to develop retail payment solutions for top retail industry value chains and business clusters in order to increase low cost deposit and feebased income
- 2. Develop customer education to further increase usage of new retail products (e.g., pre-paid) as well as echannel transactions in order to increase customer's loyalty and balances.

## **Business Banking:**



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

Rp Tn

Q4 2014	Q4 2015	Growth YTD
25.6	36.4	42.2%
66.1	74.3	12.4%
91.7	110.7	20.7%
121.7	133.2	9.5%
	2014 25.6 66.1 91.7	2014     2015       25.6     36.4       66.1     74.3       91.7     110.7

CASA Ratio = 83,2%

Funding from Java & Bali = 75.2%

of total funding

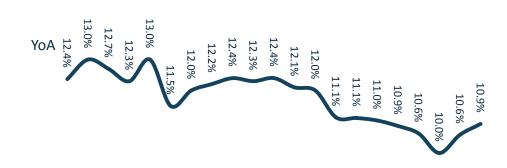
<sup>\*</sup> Numbers are restated after Resegmentation in Jul 2015

## BSM Addressing Asset Quality Issues

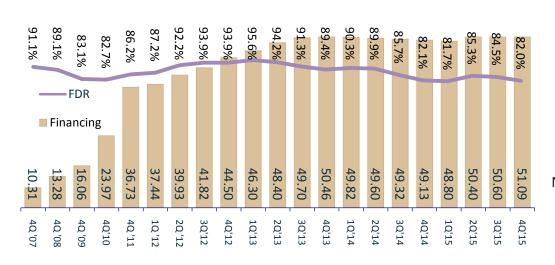
#### Financial Performance (Rp bn)

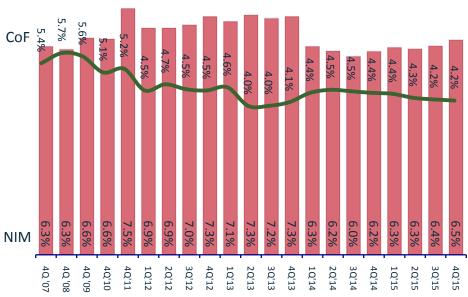
	FY '08	FY '09	FY '10	FY'11	FY'12	FY'13	FY'14	FY'15
Financing	13,278	16,063	23,968	36,664	44,755	50,460	49,133	51,090
Deposits	14,899	19,338	28,999	42,618	47,409	56,461	59,821	62,113
Assets	17,066	22,037	32,482	48,672	54,229	63,965	66,942	70,369
EAT	196.42	290.94	418.52	551.07	805.69	651.24	71.78	289.58
Ratios:								
ROA (%)	1.83	2.23	2.21	1.95	2.25	1.53	0.17	0.56
ROE (%)	21.34	21.40	25.05	24.24	25.05	15.34	1.49	5.92
Gross NPF	5.66%	4.84%	3.52%	2.42%	2.82%	4.32%	6.83%	6.06%

#### Net Interest Margin & Cost of Funds



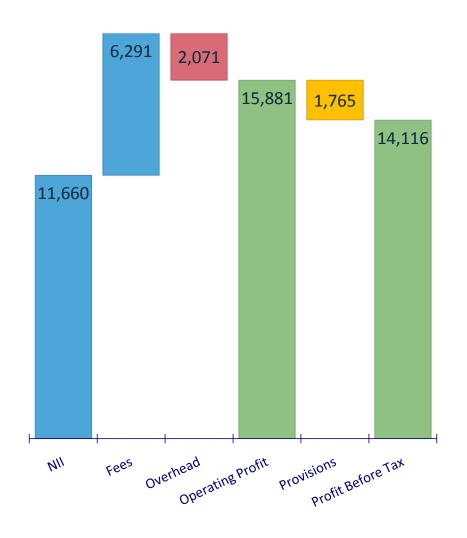
#### Syariah Financing (Rp tn)





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

#### Performance to Date: FY 2015 (Rp Bn)

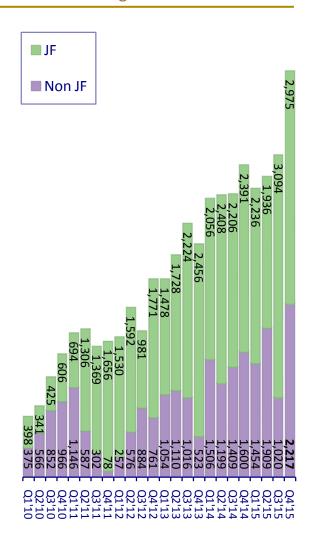


#### **Strategies for 2016**

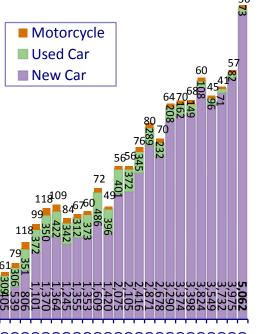
- 1. #1 in Auto with new product and 2W subsidiary build up
- 2. #1 position in Credit Card with innovation and portfolio optimization
- #1 in mortgage via new segments and mandiri synergies
- 4. Drive growth in personal loans via new products and distritbution.
- #1 bank for Indonesia's Gen-Y
- Recognized innovator in bankingunbanked.
- 7. Extend #1 position in wealthy and affluent.

## Mandiri Tunas Finance: Total Financing YTD of Rp17.14Tn

Total Disbursement and the Breakdown for Joint Financing and Non JF



#### Breakdown of Financing



#### 4Q 2015 Performance

(Rp Bn)	4Q 2015	4Q 2014	Change
Loans	26,758	21,160	26.46%
Net Income	307	234	31.20%
Approval Rate (%)	86.15%	89.38%	-3.61%
Disbursement	17,142	14,775	16.02%
NIM (%)	3.47%	3.28%	5.81%
ROA (%)	5.13%	4.74%	8.17%
ROE (%)	29.79%	29.69%	0.35%
CER (%)	45.33%	44.82%	1.14%
NPL (%)	1.20%	1.15%	4.56%



# Supporting Materials

#### We are Preparing For Our Next Transformation

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 60 Tn Revenue Market Share: 8% STAGE 2 Net Profit: IDR 2.41 Tn **ROE: 10%** mandırı Gross NPL: 16.3% 2009 mandırı 2005 2<sup>nd</sup> Transformation Wholesale transaction banking • Retail payment & deposits 1<sup>st</sup> Transformation Retail financing

ROE: >25% Gross NPL: <4%

2020

#### 3<sup>rd</sup> Transformation

STAGE 3

• Business transformation

Market Cap: >IDR 225 Tn

mandırı

2014

Revenue Market Share: 14-16%

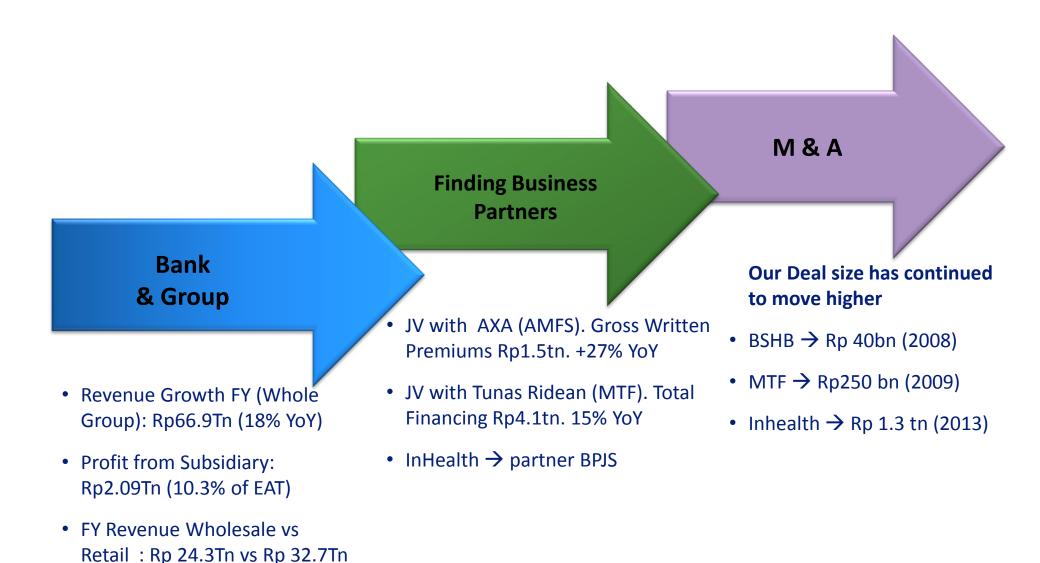
- Developing integrated Human Capital & IT
- Focusing on non-organic growth

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

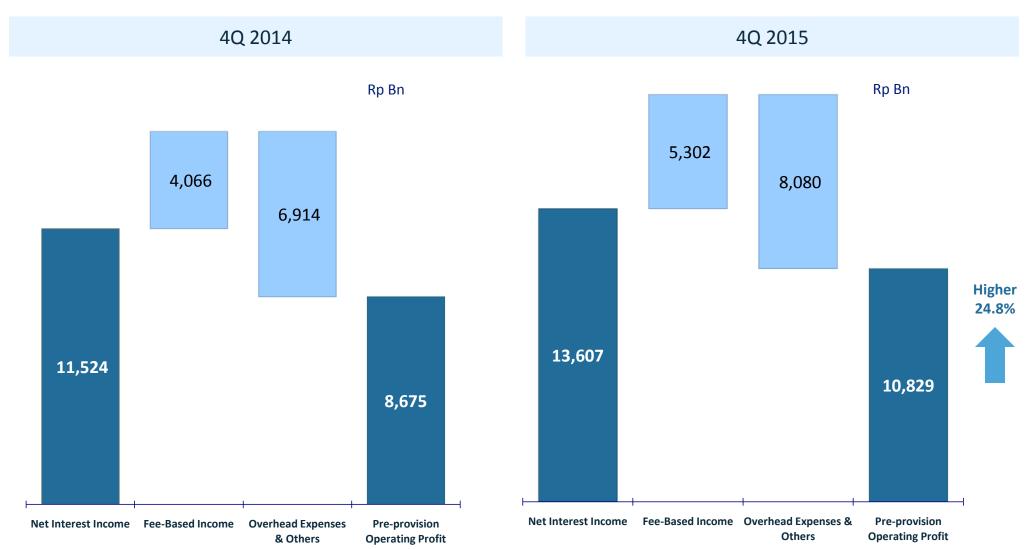


Top Bank In ASEAN

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



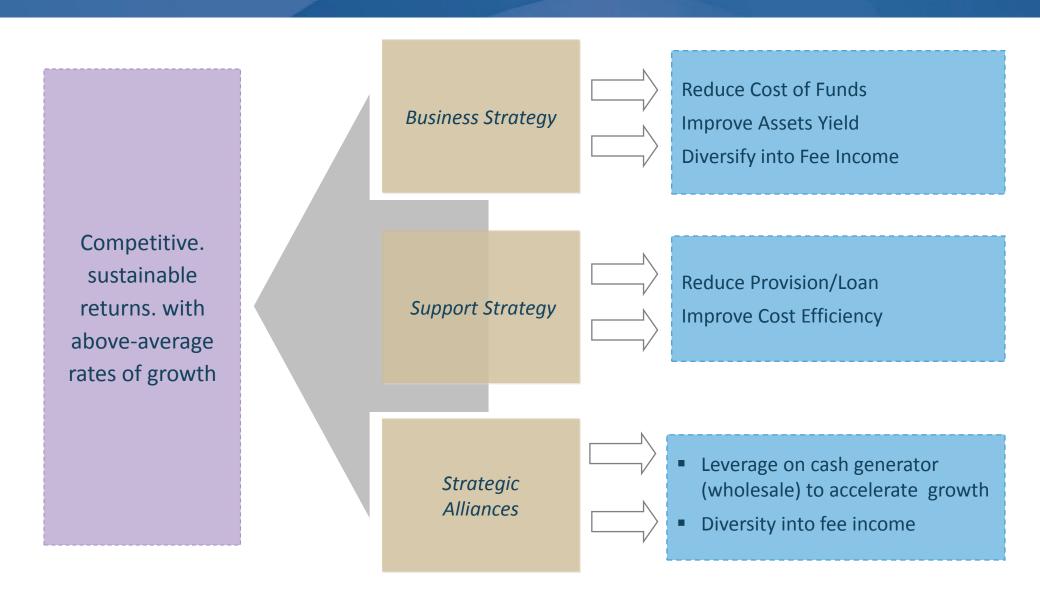
## 4Q 2015 Operating Profit Increased By 24.8% from 4Q 2014 on Higher NII



#### Notes:

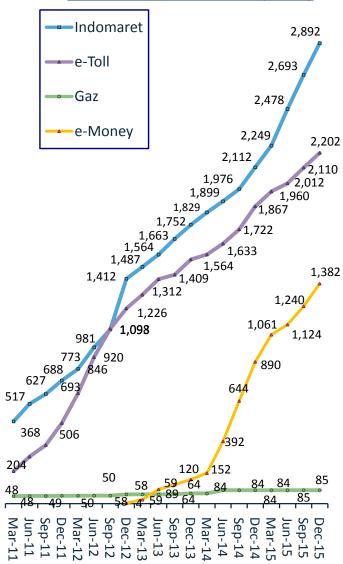
- 1. Fee based income excluding gain on sale & increasing value GB & securities
- 2. Overhead expenses + others excluding provisions

### Committed to Improving Shareholder Value

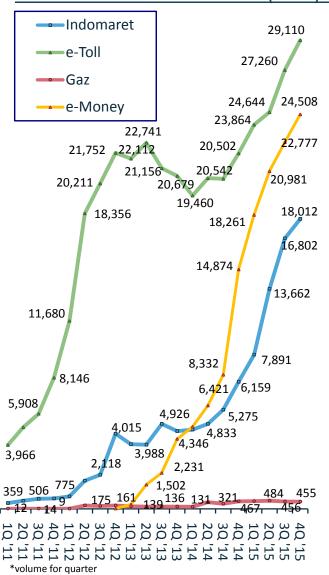


## ...and Offer Innovative Payment Solutions

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



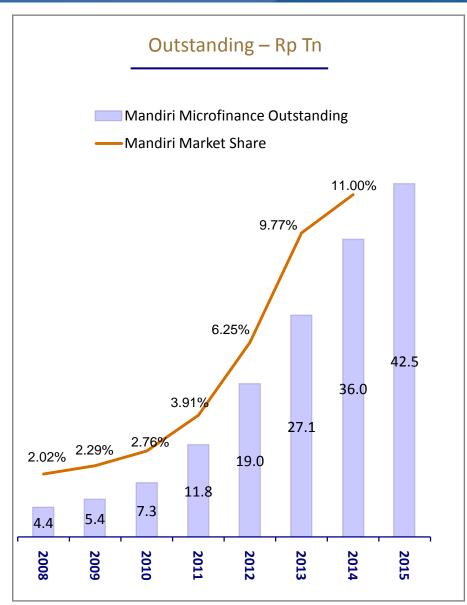
#### Pre-Paid Transaction Volume (000s)\*

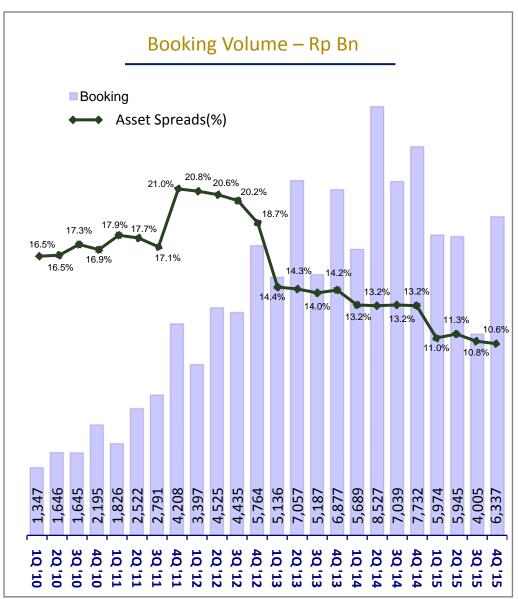




- E-Money is the re-branding of prepaid
   Mandiri cards launched in October 2012.
- Can be used for Toll-road Transactions
   (Jabodatabek). Parking (ISS Parking). Bus
   (Trans Solo & Trans Jogja). Fuel
   (Pertamina Gas Stations). Retail Shops
   (Indomaret. Alfamart. Alfamidi. Lawson.
   Superindo). 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.

## **Strong Microfinance Growth**





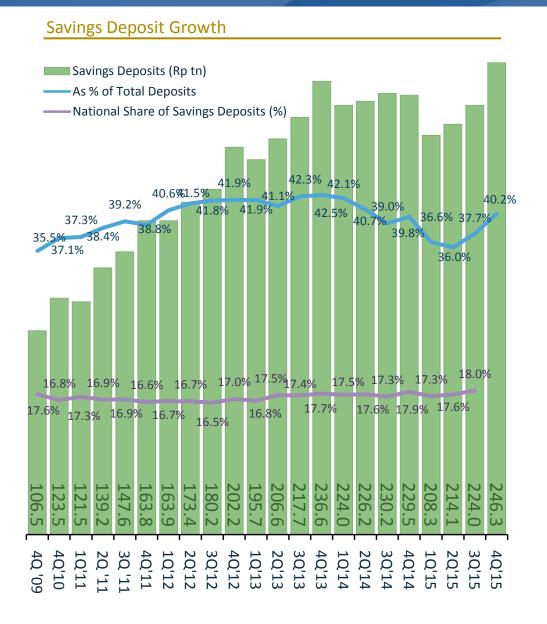
## Our Growth Remains On Track

**Rp Billion** 

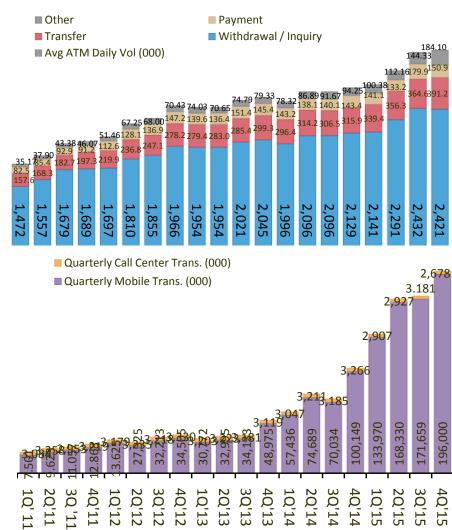
	2005	2009	CAGR 2005-2009	2010	2014	CAGR 2010-2014	2015	YoY Growth
Assets	263,383	394,617	10.6%	449,775	855,040	17.4%	910,063	6.4%
Loans	106,853	198,547	16.8%	246,201	529,973	21.1%	595,458	12.4%
Deposits	206,290	319,550	11.6%	362,212	636,382	15.1%	676,387	6.3%
Revenues	10,835	22,261	19.7%	28,504	56,501	18.7%	66,879	18.4%
ROE	2.52%	22.06%	72.0%	24.24%	20.95%	(3.6%)	18.33%	(12.5%)
Gross NPL Ratio	25.20%	2.79%	(5.60%)	2.42%	2.15%	(2.9%)	2.60%	20.9%
Net NPL Ratio	15.34%	0.42%	(3.73%)	0.62%	0.81%	6.9%	0.90%	11.1%
LDR	51.72%	61.36%	2.41%	67.58%	82.86%	5.2%	87.68%	5.8%
EAT	603	7,155	85.6%	9,218	19,872	21.2%	20,335	2.3%
Subsidiary EAT	N/A	434	22.2% *)	994	1,086	2.2%	2,085	92.0%

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

## Building a Strong Savings Deposit Franchise...



#### Transaction channel growth



## Leveraging Cash Generator to Accelerate High Yield Growth and Deposit Franchise

#### Co-Branding Prepaid Card Program







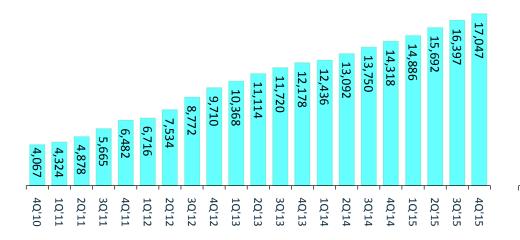
Consumer Loans from Alliance Program

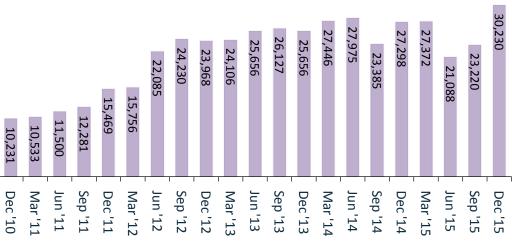
(10 top corporate clients)

Rp Billion

Total Payroll in 2010-2015(\*)

Rp Billion





## Regulation Summary: Capital Based on Risk Profile. Business Activity & Branch Networking

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

Risk Profile	CAR Min
1 – Low	8%
2 – Low to Moderate	9% - < 10%
3 – Moderate	10% - < 11%
4 – Moderate to High & 5 - High	11% - 14%

	Bank Mandiri is under the "LOW to MODERATE" risk profile	
ı	Bank Mandiri is under "BUKU 4".	
П	Minimum 70% loans and financing to	
	the productive sector required to be	
	met at the end of June 2016.	

"BUKU"	Tier 1 Capital
1	< Rp 1 Trillion
2	Rp 1 Trillion - < Rp 5 Trillion
3	Rp 5 Trillion - < Rp 30 Trillion
4	> Rn 30 Trillion

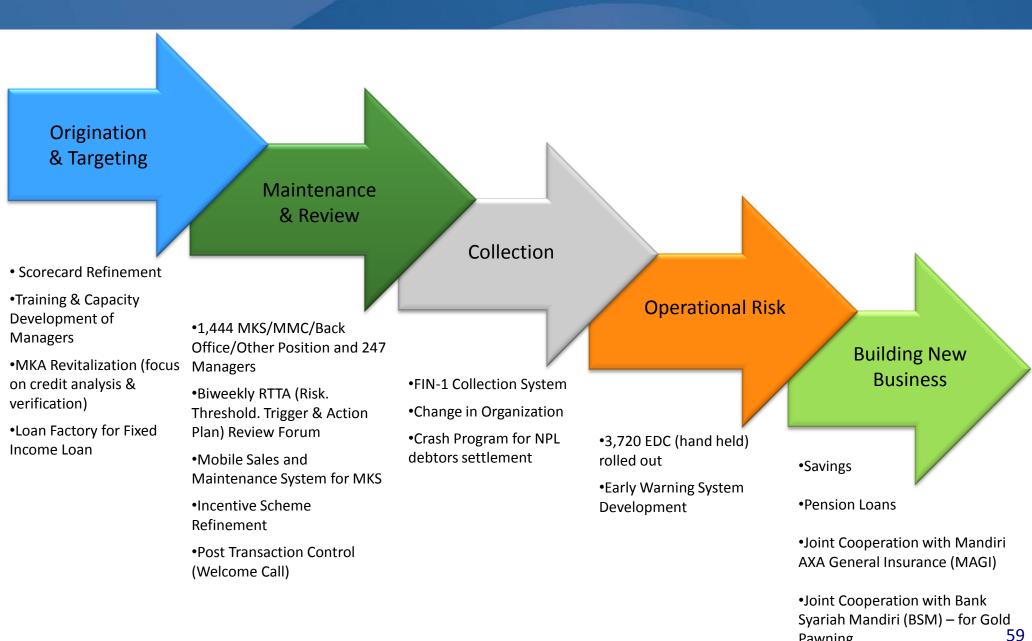
**Bank Mandiri Capital Requirment** 

#### **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

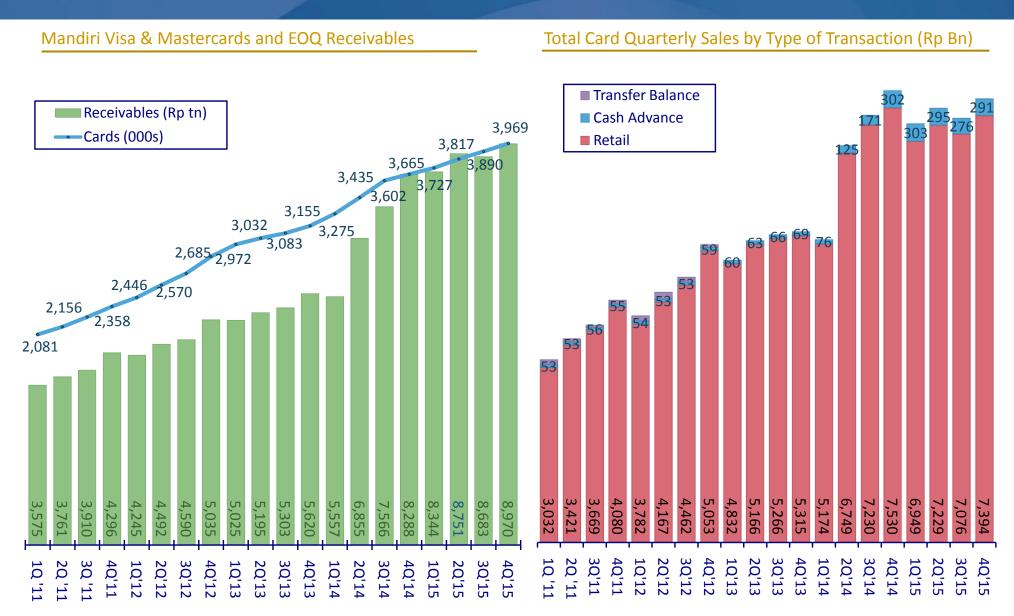
<sup>\*</sup>At October 31, 2012

## Continuous End to End Improvement in the Micro Business



**Pawning** 

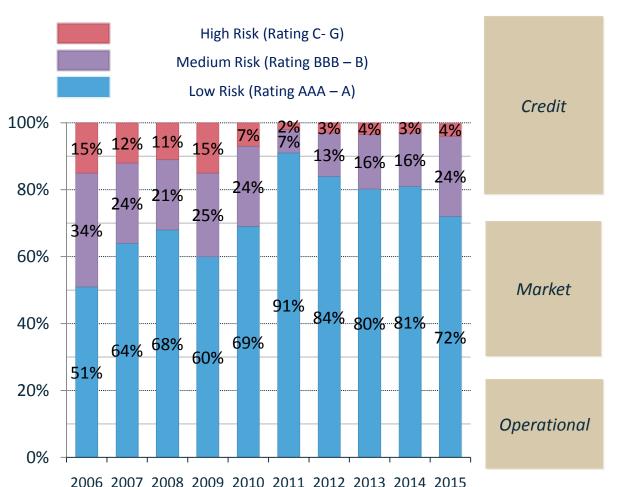
#### 3.96 Million Cards Drove Rp 7.39 Tn in Transaction



#### Strengthening Risk Management & Monitoring System



#### **Summary of Risk Management Initiatives**

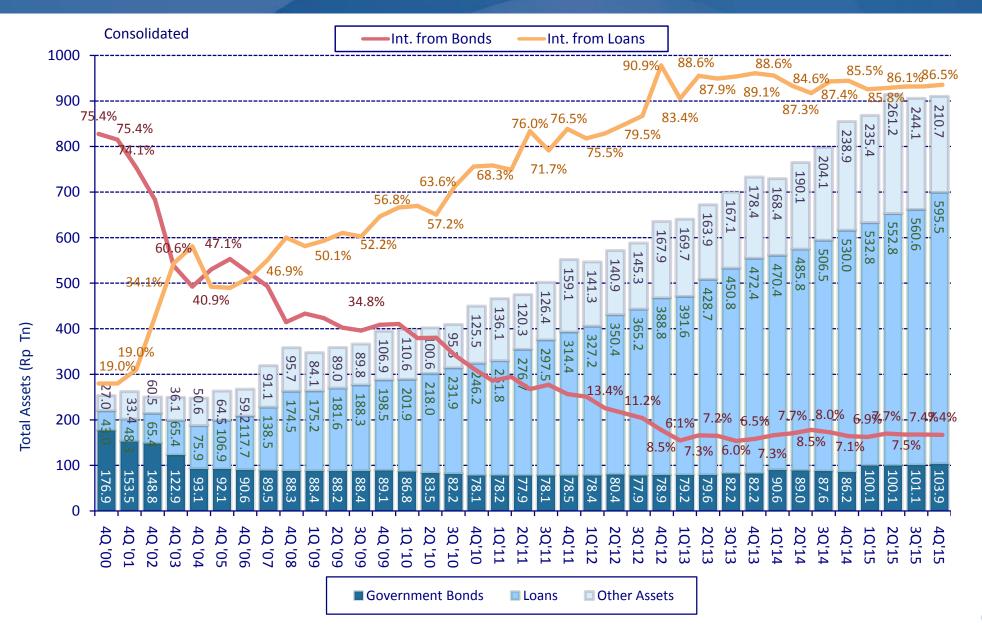


- Wholesale Transaction: Optimize credit decision process by focusing on quantitative factors of analysis. redefining clear role of risk team. and aligning RM Organization into business expansion
- High Yield Business: Assign dedicated team. set up loan factory. enhanced business process (incl. tools. 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)	FY 2015	9M 2015	FY 2014	YoY
Gross Loans	595,457	560,630	529,973	12.4%
Government Bonds	103,869	101,079	86,154	20.6%
Total Assets	910,063	905,759	855,040	6.4%
Customer Deposits	676,387	654,595	636,382	6.3%
Total Equity	119,492	113,137	104,845	14.0%
RoA – before tax (p.a.)	3.00%	2.85%	3.39%	(12.0%)
RoE – after tax (p.a.)	18.33%	17.89%	20.95%	(12.5%)
Cost to Income	43.00%	43.10%	44.91%	(4.3%)
NIM (p.a.)	6.08%	5.81%	5.97%	1.7%
LDR	87.68%	85.32%	82.86%	5.8%
Gross NPL / Total Loans	2.60%	2.81%	2.15%	21.1%
Provisions / NPLs	145.54%	136.18%	157.11%	(7.4%)
Tier 1 CAR *	16.15%	15.33%	15.35%	5.2%
CAR Under Basel III	+	-	-	-
Total CAR incl. Credit, Opr &	19 600/	17.81%	16.60%	E 00/
Market Risk*	18.60%	17.81%	10.00%	5.8%
EPS (Rp)	872	625	852	2.3%
Book Value/Share (Rp)	5,121	4,849	4,493	14.0%

## Total Assets Grew 6.4% Y-o-Y to Rp 910.0 Tn



#### Additional Factors

Recoveries of Written off Loans

 Aggregate of Rp 40.814 Tn (US\$ 2.961 Bn) in written-off loans as of end-of December 2015, with significant recoveries and write back on-going:

Rp 0.918 Tn

Rp 0.683 Tn

Rp 0.630 Tn

Rp 0.845 Tn

Rp 0.552 Tn

Rp 0.765 Tn

Rp 0.566 Tn

Rp 0.803 Tn

Rp 0.553 Tn

Rp 0.646 Tn

Rp 0.751 Tn

Rp 1.089 Tn

(US\$94.5m)

(US\$68.8m)

(US\$54.4m)

(US\$69.4m)

(US\$48.7m)

(US\$64.5m)

(US\$46.4m)

(US\$64.8m)

(US\$42.4m)

(US\$48.5m)

(US\$51.3m)

(US\$79.0m)

```
> 2001:
                  Rp 2.0 Tn
                                                   > Q1'13:
                                                   > Q2'13:
> 2002:
                  Rp 1.1 Tn
                                                   > Q3'13:
> 2003:
                  Rp 1.2 Tn
> 2004:
                  Rp 1.08 Tn
                                                   > Q4'13:
  2005:
                  Rp 0.818 Tn
                               (US$ 83.2m)
                                                   > Q1'14:
> 2006:
                  Rp 3.408 Tn
                               (US$ 378.5m)*
                                                   > Q2'14:
                                                   > Q3'14:
> 2007:
                  Rp 1.531 Tn
                               (US$ 249.3m)
                                                   > Q4'14:
> 2008:
                               (US$ 211.8m)
                  Rp 2.309 Tn
                                                   > Q1'15:
                  Rp 0.775 Tn
                               (US$ 82.5m)
                                                   > Q2'15:
> Q4 '09:
> Q1 '10:
                  Rp 0.287 Tn
                               (US$ 31.6m)
                                                   > Q3'15:
> Q2 '10:
                  Rp 0.662 Tn
                               (US$ 73.0m)
                                                   > Q4'15
> Q3 '10:
                  Rp 0.363 Tn
                               (US$ 40.7m)**
> Q4 '10:
                               (US$149.7m)
                  Rp 1.349 Tn
> Q1 '11:
                  Rp 0.468 Tn
                               (US$53.8m)
> Q2 '11:
                  Rp 0.446 Tn
                               (US$51.9m)
> Q3 '11:
                  Rp 0.508 Tn
                               (US$57.8m)
                               (US$86.1m)
> Q4 '11:
                  Rp 0.78 Tn
> Q1'12:
                  Rp 1.647 Tn
                               (US$180.1m)
> Q2'12:
                  Rp 0.721 Tn
                               (US$76.8m)
> Q3'12:
                  Rp 0.489 Tn
                               (US$51.1m)
> Q4'12:
                  Rp 0.885 Tn
                               (US$91.8m)
```

<sup>\*</sup> including the write-back of RGM loans totaling Rp 2.336 Tn

<sup>\*\*</sup> Including the write back of *Kharisma Arya Paksi* loans totaling Rp 0.124 Tn and Gde Kadek Rp 0.59Tn.

## Summary Quarterly Balance Sheet 4Q 2015 – 4Q 2014

Company DC	4Q '15	3Q '15	2Q '15	1Q '14	4Q'14	Y-o-Y
Summary BS	Rp (tn)	% △				
Total Assets	910.06	905.76	914.08	868.35	855.04	6.4%
Cash	25.11	19.06	19.52	16.76	20.70	21.3%
Current Acc w/ BI & other banks	66.47	71.42	64.74	60.16	59.59	11.6%
Placement w/ BI & other banks	37.39	57.21	61.16	62.82	61.21	(38.9%)
Securities Net	43.64	45.62	47.06	44.37	40.47	7.8%
Government Bonds	103.87	101.08	98.32	100.12	86.15	20.6%
- Trading	2.85	2.70	3.36	3.74	2.90	(1.6%)
- AFS	74.15	74.84	72.18	73.57	61.19	21.2%
- HTM	26.87	23.54	22.78	22.81	22.07	21.7%
Loans	595.46	560.63	540.91	532.82	529.97	12.4%
- Performing Loans	579.94	544.86	527.62	520.68	518.56	11.8%
- Non-Performing Loans	15.52	15.77	13.29	12.14	11.41	36.0%
Allowances	(22.56)	(21.45)	(18.80)	(18.24)	(17.92)	25.9%
Loans – Net	572.90	539.18	522.10	514.58	512.06	11.9%
Total Deposits – Non Bank	676.39	654.60	625.995	628.712	636.382	6.3%
- Demand Deposits	172.17	168.39	152.64	141.49	128.07	34.4%
- Savings Deposits	271.71	247.52	225.44	230.58	252.45	7.6%
- Time Deposits	232.51	238.69	247.92	256.64	255.87	(9.1%)
Shareholders' Equity*	119.49	113.14	108.18	104.79	104.85	14.0%

## Summary Quarterly P&L 4Q 2015 – 4Q 2014

	4Q 2	2015	3Q 2015		4Q 2014		Y-o-Y	Q-o-Q
Summary P&L	D. (D.)	% of	Des (Des)	% of	D., (D.,)	% of	A (0/)	A (0/)
	Rp (Bn) Av.Assets*		Rp (Bn)	Av.Assets*	Rp (Bn)	Av.Assets*	△ (%)	△ (%)
Interest Income	18,933	8.3%	18,066	8.0%	17,363	8.1%	9.0%	4.8%
Interest Expense	6,022	2.6%	6,814	3.0%	6,536	3.1%	(7.9%)	(11.6%)
Net Interest Income	12,911	5.7%	11,252	5.0%	10,827	5.1%	19.3%	14.7%
Net Premium Income	696	0.3%	886	0.4%	697	0.3%	(0.1%)	(21.4%)
Net Interest Income & Premium Income	13,607	6.0%	12,138	5.4%	11,524	5.4%	18.1%	12.1%
Other Non Interest Income			0		0			
*Other Fees and Commissions	2,443	1.1%	2,546	1.1%	2,534	1.2%	(3.6%)	(4.0%)
*Foreign Exchange Gains – Net	844	0.4%	533	0.2%	399	0.2%	111.2%	58.1%
*Gain from Incr. in value of sec & sale of Gov.Bonds	178	0.00	(134)	(0.1%)	111	0.1%	60.3%	N/A
*Others	2,015	0.9%	2,182	1.0%	1,132	0.5%	0.78	(7.7%)
Total Non Interest Income	5,479	2.4%	5,127	2.3%	4,176	2.0%	31.2%	6.9%
Total Operating Income	19,086	8.4%	17,265	7.6%	15,700	7.3%	21.6%	10.5%
Provisions, Net	(3,552)	(1.6%)	(4,495)	(2.0%)	(1,779)	(0.8%)	99.7%	(21.0%)
Personnel Expense	(3,444)	(1.5%)	(2,903)	(1.3%)	(2,807)	(1.3%)	22.7%	18.6%
G&A Expenses	(3,730)	(1.6%)	(3,322)	(1.5%)	(3,488)	(1.6%)	6.9%	12.3%
Loss from decr in value of sec & Gov Bonds	-	0.0%	-	`	-	-		0
Other Expenses	(906)	(0.4%)	(744)	(0.3%)	(620)	(0.3%)	46.1%	21.6%
Total Expense	(8,080)	(3.6%)	(6,970)	(3.1%)	(6,914)	(3.2%)	16.9%	15.9%
Profit from Operations	7,455	3.3%	5,800	2.6%	7,007	3.3%	6.4%	28.5%
Non Operating Income	23	0.0%	5	0.0%	10	0.0%	145.2%	371.1%
Net Income Before Tax	7,478	3.3%	5,805	2.6%	7,016	3.3%	6.6%	28.8%
Net Income After Tax	5,752	2.5%	4,658	2.1%	5,418	2.5%	6.2%	23.5%

## 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**



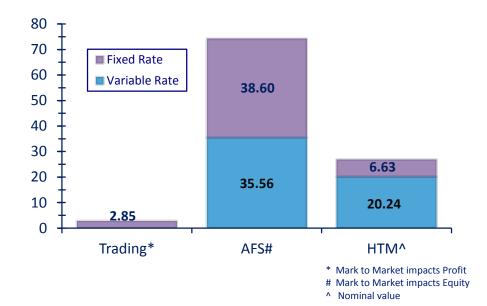
- Bundle the recap bonds with assets creating an asset backed security and sell it to the market.
- Sell the bonds. borrowing FX and use the liquidity to increase lending.

### Government Bond Portfolio

Government Bond Portfolio by Type and Maturity (Rp103,869 Bn)

Maturity/	Trading F	Portfolio Available for Sale H		g Portfolio Available for Sale		Available for Sale	
Rp bn	Nominal	MTM	Nominal	MTM	Maturity		
Fixed Rate I	Bonds						
< 1 year	834	833	3,361	3,371	3,099		
1 - 5 year	429	429	22,050	22,946	3,275		
5 - 10 year	962	938	11,478	11,264	105		
> 10 year	635	650	1,053	1,017	148		
Sub Total	2,860	2,850	37,944	38,597	6,627		
Variable Ra	te Bonds						
< 1 year	-	-	103	102	10,883		
1 - 5 year	-	-	35,909	35,454	9,356		
5 - 10 year							

5 - 10 year	- - 5,012	35,454 - - 35,556	9,356
5 - 10 year	-	-	
5 - 10 year	-	35,454	9,356
, ,		35,454	9,356
1 - 5 year   - 3!	,909	35,454	9,356
4 5		25.45.4	0.256
< 1 year	103	102	10,883



#### 4Q '15 Government Bond Gains/(Losses) (Rp Bn)

	1Q'15	2Q'15	3Q'15	4Q'15
Realized Gains/Losses on Bonds	146.76	50.67	37.39	5.75
Unrealized Gains/Losses on Bonds	53.62	(78.69)	(107.30)	113.08
Total	200.38	(28.02)	(69.91)	118.83

## Ex-Recap Bond Portfolio. December 2015 – 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									
	Sub '	Total		-	•	-		-	-	-
	iable Rate	05.11 45	2.222							
	VR0021	25-Nov-15			-	0.700.040		-	-	-
	VR0022	25-Mar-16			92,844	6,796,813	99.4560	-	92,339	6,796,813
3	VR0023	25-Oct-16	6.20%		9,738	4,086,068	99.3490	-	9,675	4,086,068
4	VR0024	25-Feb-17	6.23%		-	8,210,550	99.0810	-	-	8,210,550
5	VR0025	25-Sep-17	5.87%		65,402	1,145,148	98.7860	-	64,608	1,145,148
6	VR0026	25-Jan-18	6.20%		1,379,267	-	99.0410	-	1,366,040	-
7	VR0027	25-Jul-18	6.20%		2,005,267	-	98.9700	-	1,984,613	-
8	VR0028	25-Aug-18	6.23%		3,571,695	=	98.8050	-	3,529,013	-
9	VR0029	25-Aug-19	6.23%		3,856,688	-	98.6990	-	3,806,512	-
10	VR0030	25-Dec-19	5.87%		8,016,765	-	98.5100	-	7,897,315	-
11	VR0031	25-Jul-20	6.20%		17,614,108	-	98.7780	-	17,398,864	
	Sub	Total		-	36,611,774	20,238,579		•	36,148,979	20,238,579
	Grand	Total		-	36,611,774	20,238,579		-	36,148,979	20,238,579
				0.00%	64.40%	35.60%	]	0.00%	64.11%	35.89%
				Total N	ominal Value	56,850,353	] [	Total	Fair Value	56,387,558

(Stated in Rp Millions)

## Bank Mandiri Credit Ratings

Moody's (March 20	)15)
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

Jemor Griscourca Best	••••	
Bank Financial Strength	D+	
Foreign Currency ST Deposits	P-3	
Local Currency ST Deposits	P-3	
Pefindo (September 2015	5)	
Outlook	STABLE	
LT General Obligation id/		

**Subordinated Debt** 

Fitch Rating (August 2015	5)
LT Issuer Default Rating	BBB-
ST Issuer Default Rating	F3
Local Currency LT Issuer Default Rating	BBB-
National LT Rating	AAA(idn)
National ST Rating	F1+(idn)
Viability Rating	bb+
Support Rating	2
Support Rating Floor	BBB-

STABLE
idAAA
idAA+

	Standard & Poor's (Dece	nber 2015)		
Outlo	ook	STABLE		
LT Fo	reign Issuer Credit	BB+		
LT Lo	cal Issuer Credit	BB+		
ST Fo	oreign Issuer Credit	В		
ST Lo	ocal Issuer Credit	В		

## **Corporate Actions**

Dividend Payment

Net Profit for the financial year of 2014 of Rp19,871,873,276,792.60 was distributed as follows:

- 25% or Rp4,967,968,319,198.15 for the annual dividend
- Total Dividend Payment of Rp212.91292 per share

#### Schedule:

a. Cum Date:

Regular and Negotiated Market: March 23, 2015
Cash Market: March 26, 2015

b. Ex Date:

Regular and Negotiated Market: March 24, 2015
Cash Market: March 27, 2015
c. Recording Date: March 26, 2015
d. Payment Date: April 17, 2015

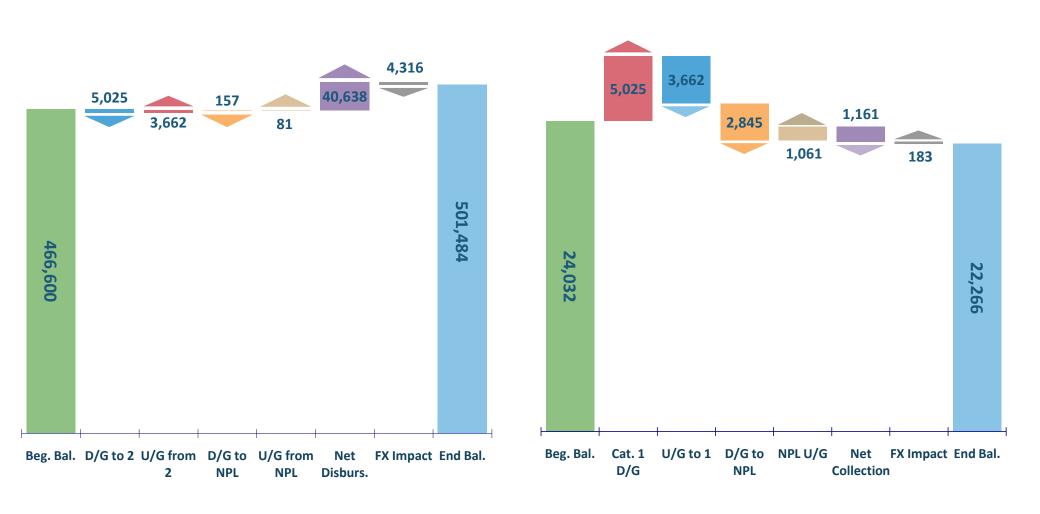
Net Profit for the financial year of 2013 of Rp18,203,753,301,421.70 was distributed as follows:

- 30% or Rp5,461,125,990,426.51 for the annual dividend
- Total Dividend Payment of Rp234.04825 per share

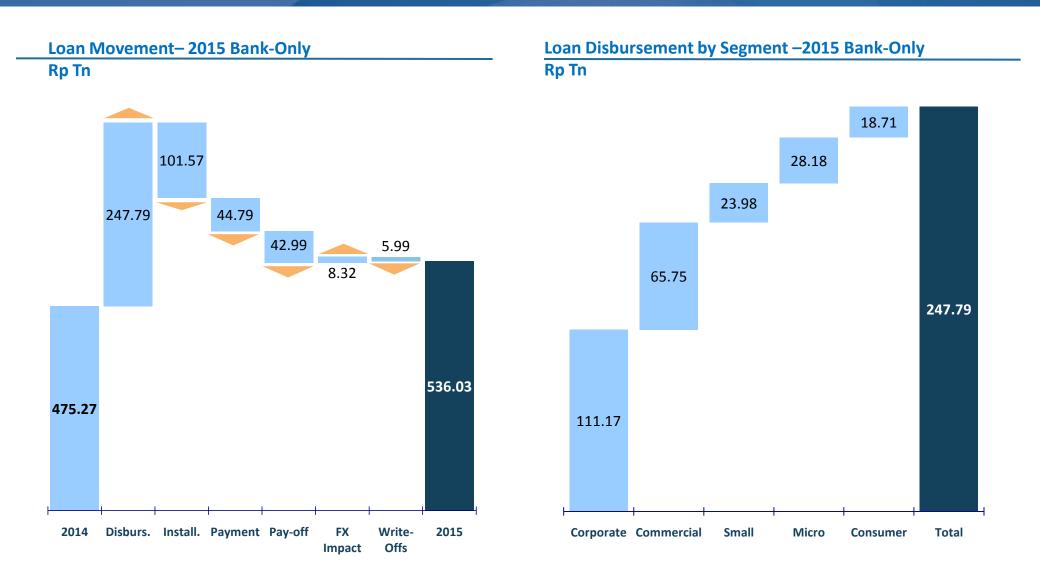
### 4Q 2015 Movement in Category 1 and 2 Loans

Category 1 Loan Movements (Rp Bn) – Bank Only

Category 2 Loan Movements (Rp Bn) – Bank Only



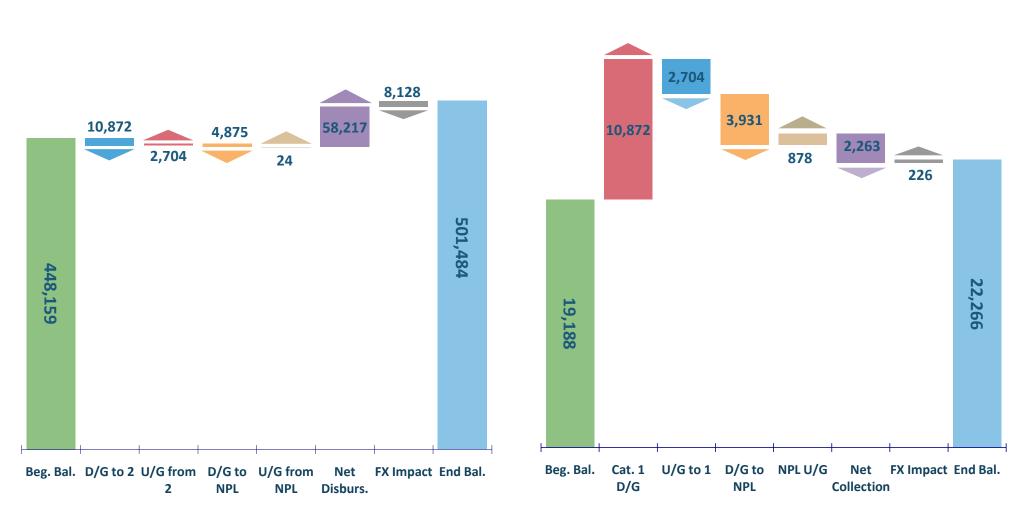
## Rp 247.79 Tn in Loans Disbursed in 2015



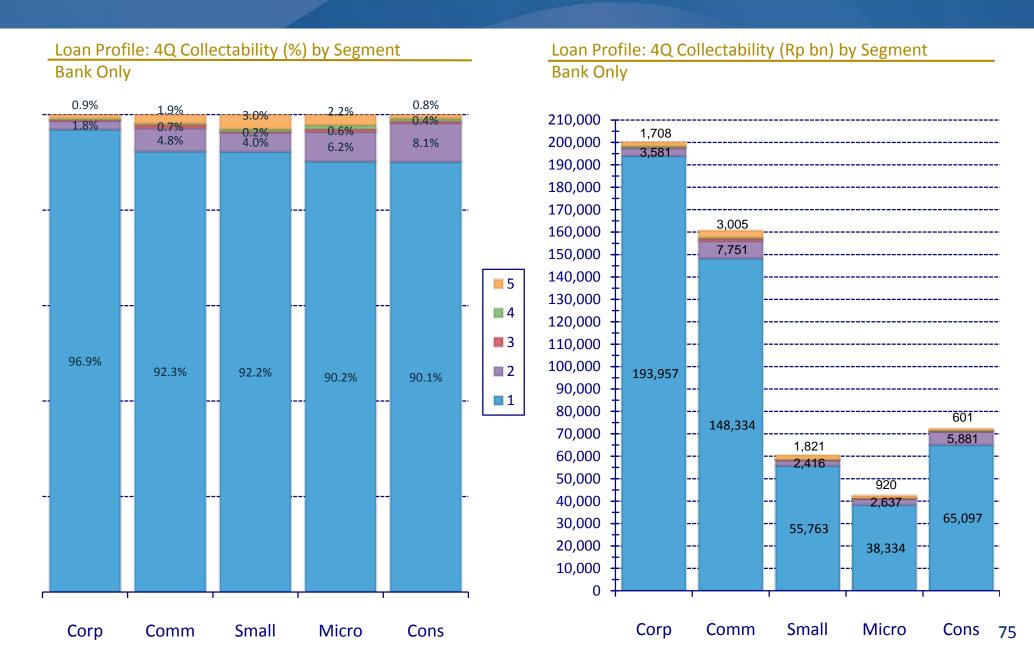
## FY 2015 Movement in Category 1 and 2 Loans

Category 1 Loan Movements (Rp Bn) - Bank Only

Category 2 Loan Movements (Rp Bn) – Bank Only

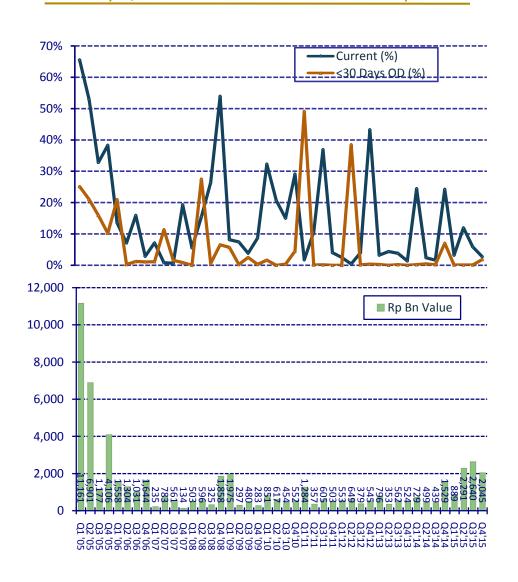


# 4Q 2015 Loan Detail: Collectability by Segment

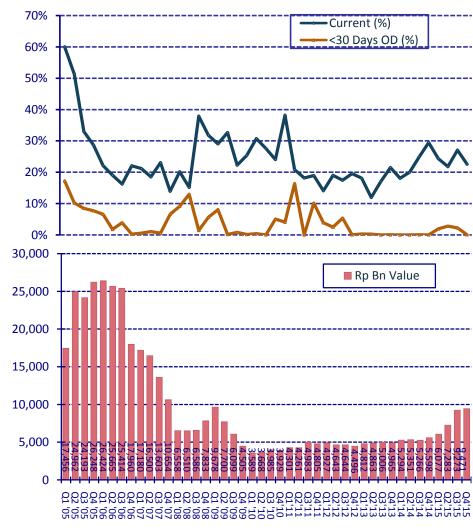


## NPL Loan Detail\*: Quarterly by Days Past Due

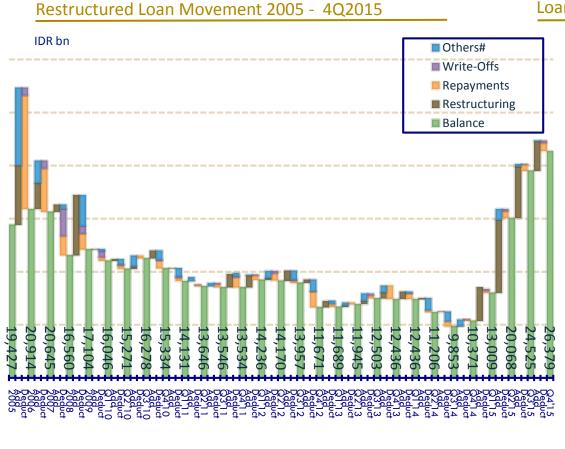
#### Quarterly D/G to NPL & Interest DPD - Bank Only



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

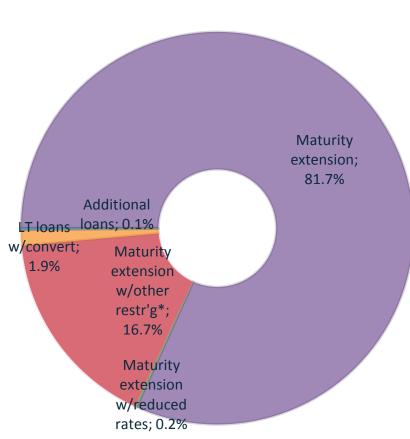


#### Rp2,781bn in Loans were Restructured in 4Q '15



(Rp billions)	Q2 ′14	Q3 ′14	Q4 '14	Q1 '15	Q2 ′15	Q3 ′15	Q4 '15
Loans Restructured	555	44	64	3,159	6,902	4,850	2,781
NPL Collections	180	524	195	94	46	128	104

#### Loans by Restructuring Type in 4Q 2015

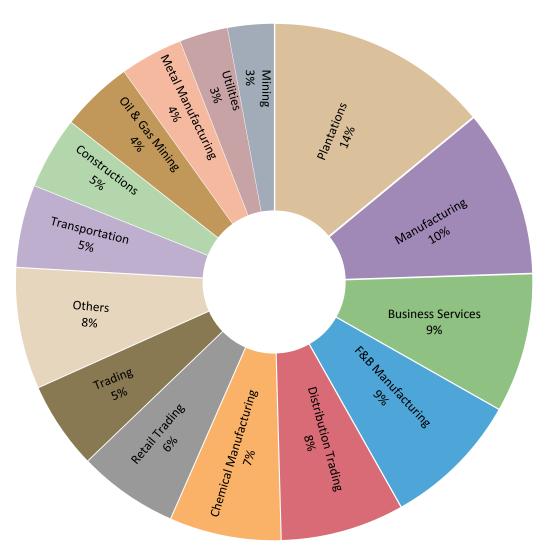


\*Other Restructuring includes reduction of interest rates, rescheduling of unpaid interest & extension of repayment period for unpaid interest

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

#### Loan Portfolio Sector Analysis, 4Q 2015

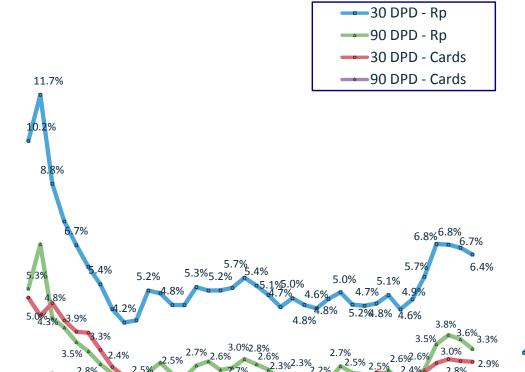




<sup>(1)</sup> Non-consolidated numbers \* Each sector < 3%

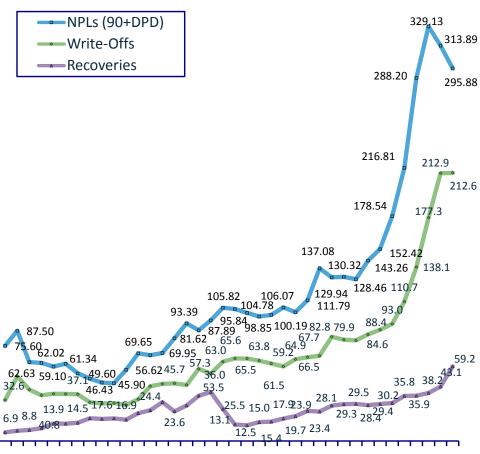
#### Credit Card Portfolio Showed Modest Decrease in 4Q '15

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

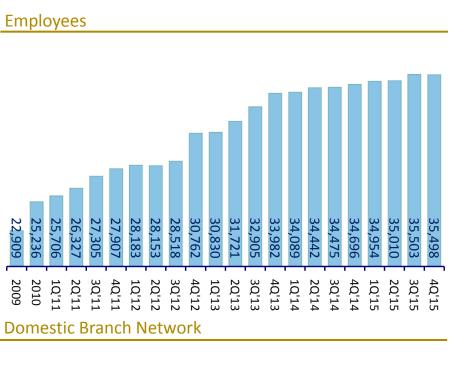


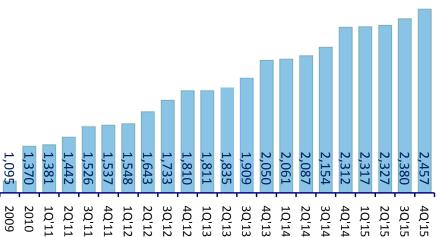
2.4%.5%

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

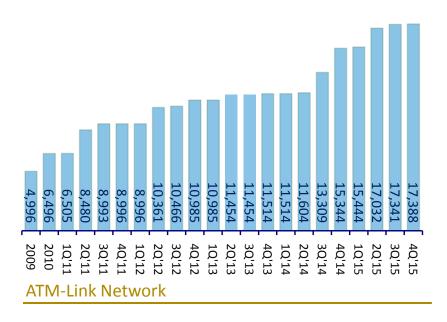


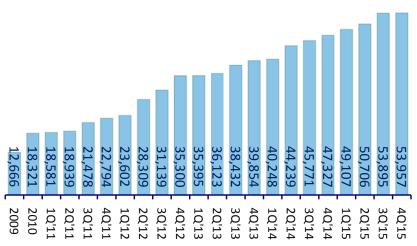
# Staffing and Distribution Network Growth



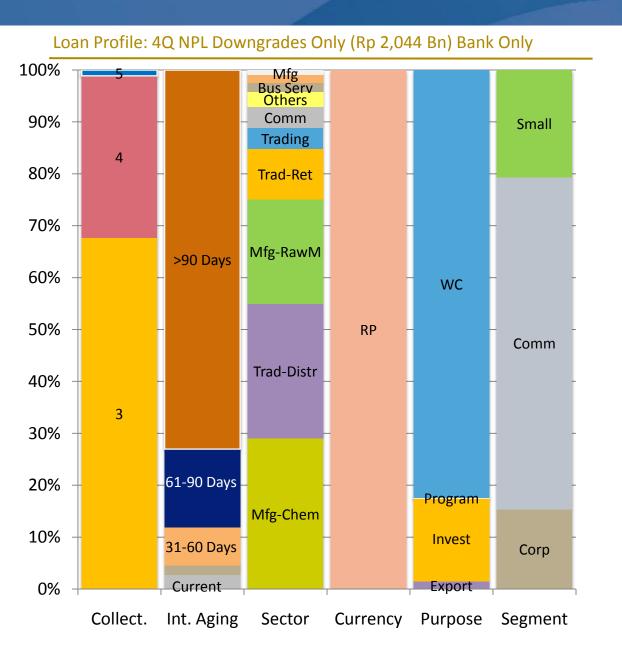








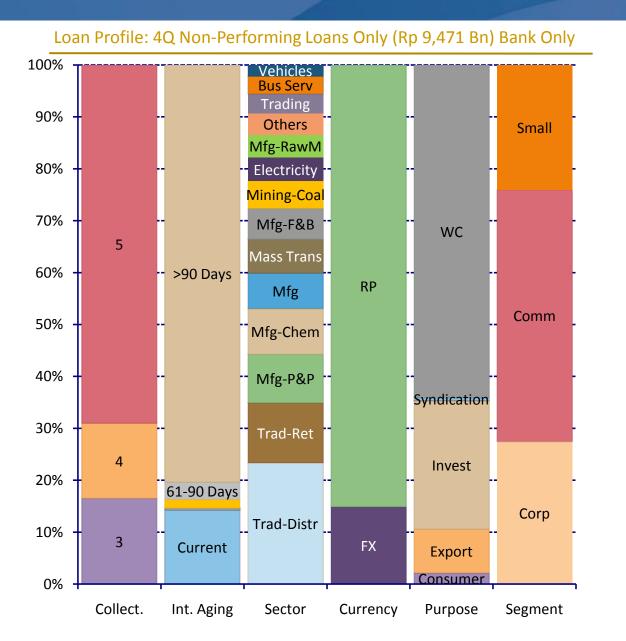
# 4Q 2015 Loan Detail\*: Downgrades to NPL



Corporate, Commercial & Small Business loans downgraded to NPL in 4Q totaled Rp 2,044 Bn. Of these loans:

- 73.0% were more than 90 days overdue on interest payments
- 64.0% came from our Commercial Portfolio
- Largest downgrades by sector:
  - Chemicals Manufacturing
  - > Trading Distributions
  - Raw Materials Manufacturing
- 99.9% were IDR loans
- 82.4% were Working Capital loans, 16.1% were Investment Loans

### 4Q 2015 Loan Detail\*: Non-Performing Loans

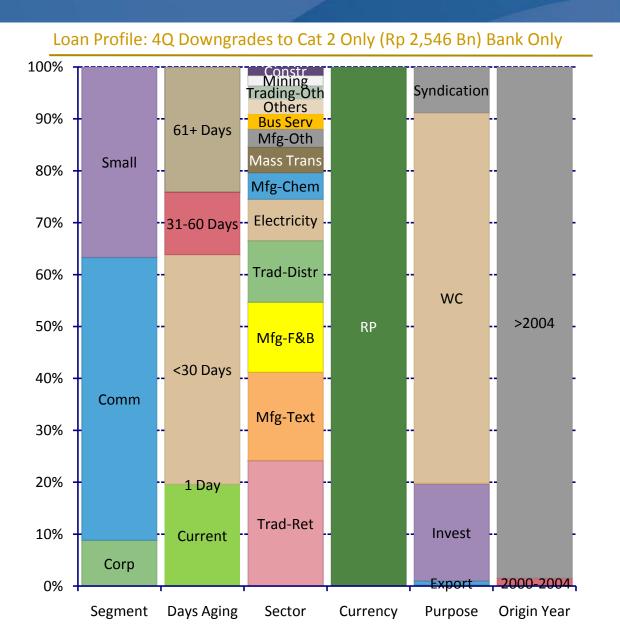


Corporate, Commercial & Small Business NPLs totaled Rp 9,471 Bn in 4Q.

#### Of these NPLs in 4Q:

- 14.3% remain current on interest payments and an additional 5.4% are less than 90 days overdue
- 48.5% are to Commercial customers
- 64.1% are Working Capital loans and 24.7% are Investment loans
- Primary sectors are:
  - > Trading Distributions
  - Retail Trading
  - Pulp & Paper Manufacturing
  - Chemicals Manufacturing
- 85.1% are Rp loans
- 16.5% are Cat. 3 & 14.5% are Cat. 4
- \* Excluding Micro & Consumer Loans Only

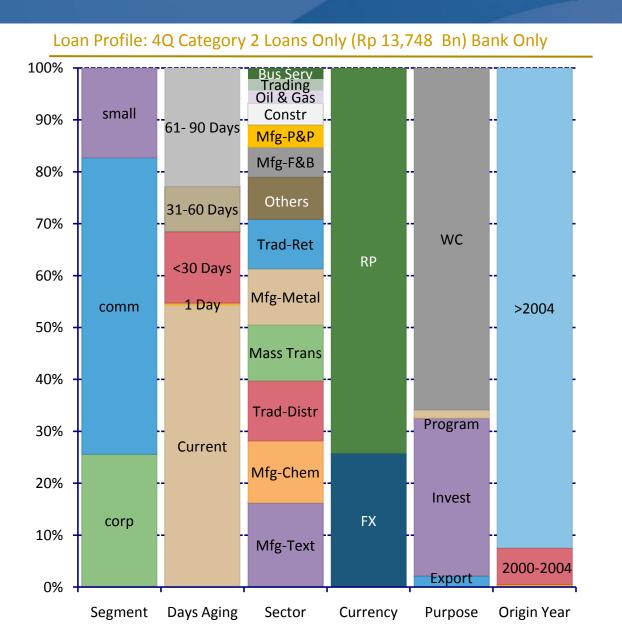
## 4Q 2015 Loan Detail\*: Downgrades to Cat. 2



Rp2,546 Bn in Corporate, Commercial & Small Business loans were downgraded to Category 2 in 4Q. Of the Special Mention Loans downgraded:

- 36.7% are to Small Business customers & 54.5% are for Commercial
- 19.6% are current & 44.3% are less than 30 days overdue in interest payments
- Primary sectors downgraded are:
  - Retail Trading
  - > Textile Manufacturing
  - Food & BeveragesManufacturing
  - > Trading Distributions
- 100.0% are RP loans
- 71.4% are Working Capital loans
- \* Excluding Micro & Consumer Loans Only

## 4Q 2015 Loan Detail\*: Category 2 Loans

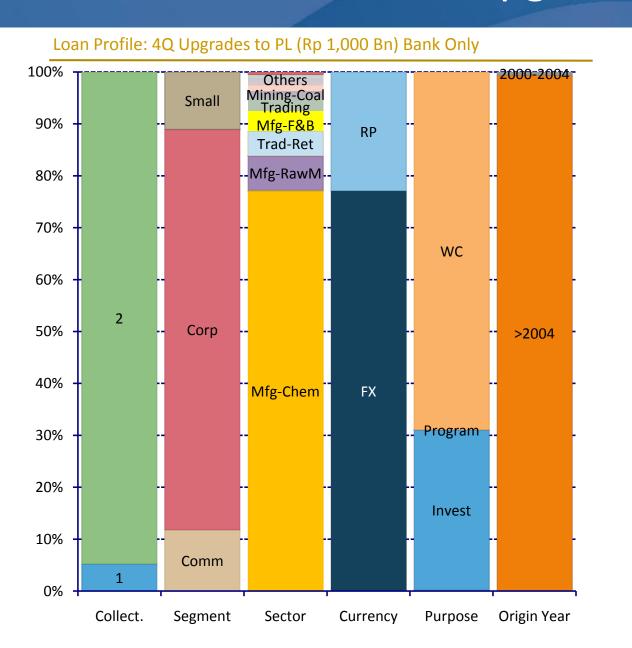


Rp 13,748 Bn in Corporate, Commercial & Small Business loans were in Category 2 in 4Q. Of these Special Mention loans:

- 56.4% are to Commercial customers
- 55.5% are current or 1 day overdue, with an additional 14.0% less than 30 days overdue
- Primary sectors in Category 2 are:
  - > Textile Manufacturing
  - > Trading Distribution
  - Mass Transportation
- 73.8% are Rp loans
- 65.7% are Working Capital loans
- 72.7% were Category 2 in Q3 '15

<sup>\*</sup> Excluding Micro & Consumer Loans Only

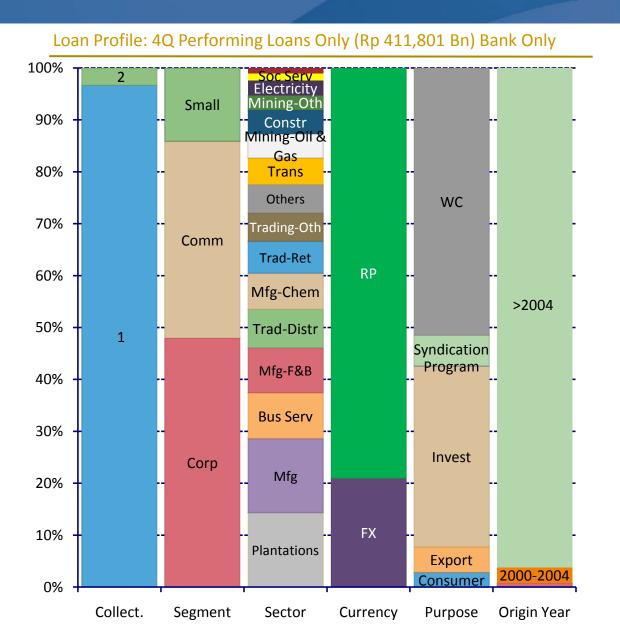
## 4Q 2015 Loan Detail\*: Upgrades to PL



Corporate, Commercial & Small
Business loans upgraded to PL in 4Q
totaled Rp 1,000 Bn. Of these loans:

- 77.1% were to Corporate customers
- 99.4% originated later than 2004
- Largest upgrades by sector:
  - Chemical Manufacturing
  - > Raw Material Manufacturing
  - Retail Trading
- 77.1 % were Rp loans
- 68.9% were Working Capital loans; 30.9% were Investment loans

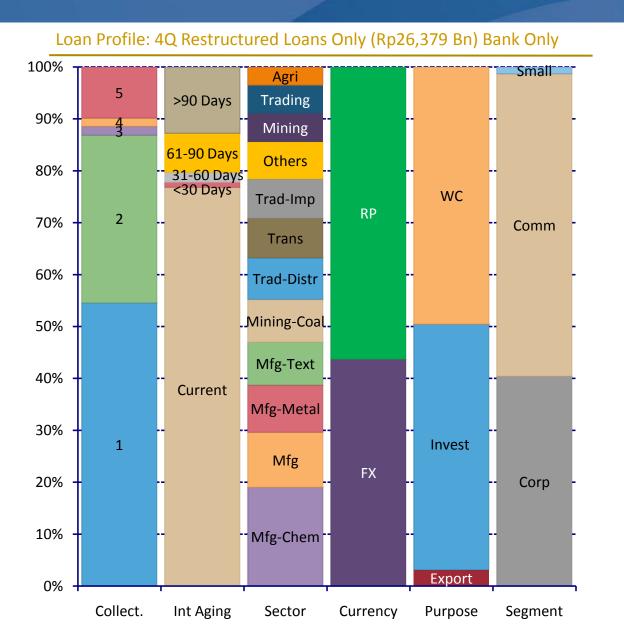
## 4Q 2015 Loan Detail\*: Performing Loans



Rp 411,801 Bn in Corporate Commercial & Small Business loans were performing in 4Q. Of these performing loans:

- 48.0% are to Corporate customers & 37.9% are to Commercial customers
- 96.2% originated since 2005
- Primary sectors are:
  - Plantations
  - Manufacturing
  - Business Services
- 79.0% are Rupiah loans
- 51.5% are Working Capital loans; 34.8% are Investment loans

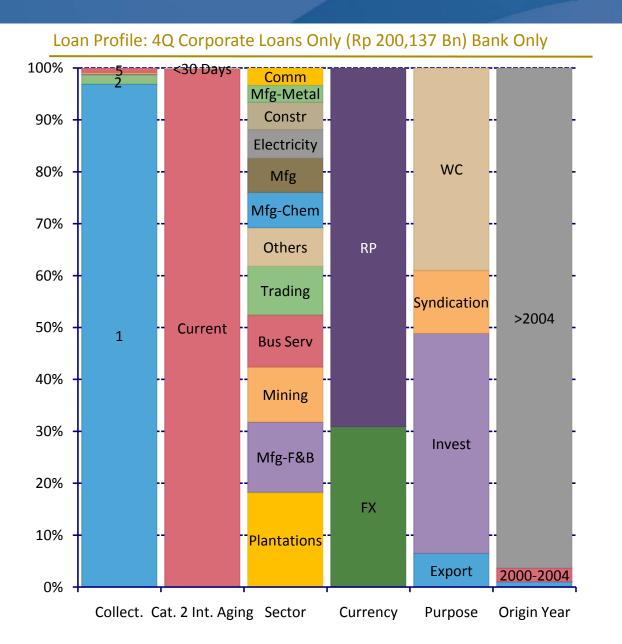
#### 4Q 2015 Loan Detail\*: Restructured Loans



Of the remaining Rp 26,379 billion in restructured Corporate, Commercial & Small Business loans in 4Q:

- 86.9% are Performing
- 76.8% of Restructured Loans are current in interest payments
- Primary sectors are:
  - Chemical Manufacturing
  - Manufacturing
  - > Textile Manufacturing
- 56.3% are Rp loans
- 49.5% are Working Capital loans
- 58.3% are to Commercial customers
- 10.5% deteriorated in collectability

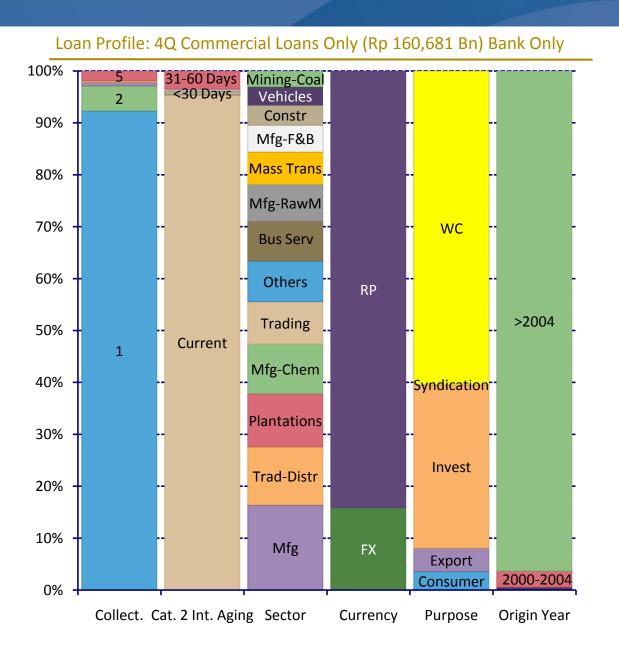
#### 4Q 2015 Loan Detail: Corporate Loans



Rp 200,137 billion in loans were in the Corporate portfolio in 4Q. Of the Corporate Loans in 4Q:

- 98.7% are performing loans, with 1.6% in Category 2
- 71.5% of Category 2 loans are current in interest payments
- Primary sectors in Corporate are:
  - Plantations
  - Food & Beverages
    Manufacturing
  - Mining
- 69.1% are Rupiah loans
- 42.4% are Investment loans; 39.0% are Working Capital loans

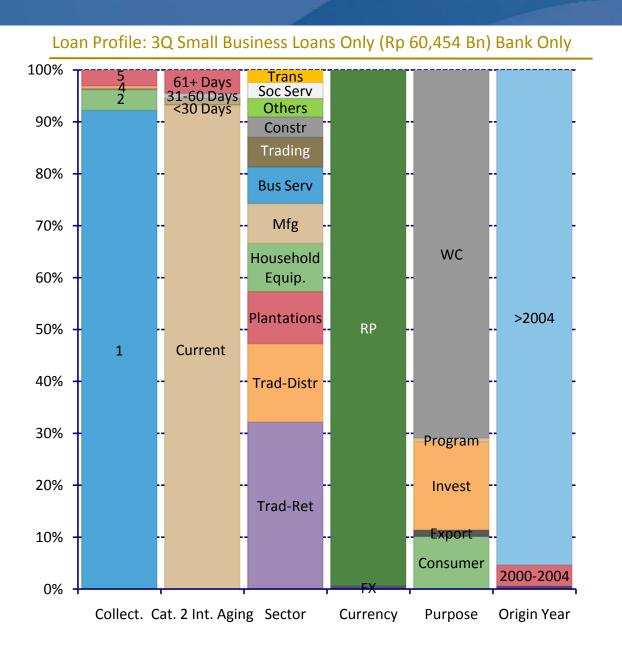
#### 4Q 2015 Loan Detail: Commercial Loans



Rp160,681 Billion in loans were in the Commercial portfolio in 4Q. Of the Commercial Loans in 4Q:

- 97.1% are performing loans, with 4.8% in Category 2
- 58.0% of Category 2 loans are current in interest payments
- Primary sectors in Commercial are:
  - Manufacturing
  - > Trading Distribution
  - Plantations
- ■84.1% are Rupiah loans
- 60.4% are Working Capital loans, 31.5% are Investment loans

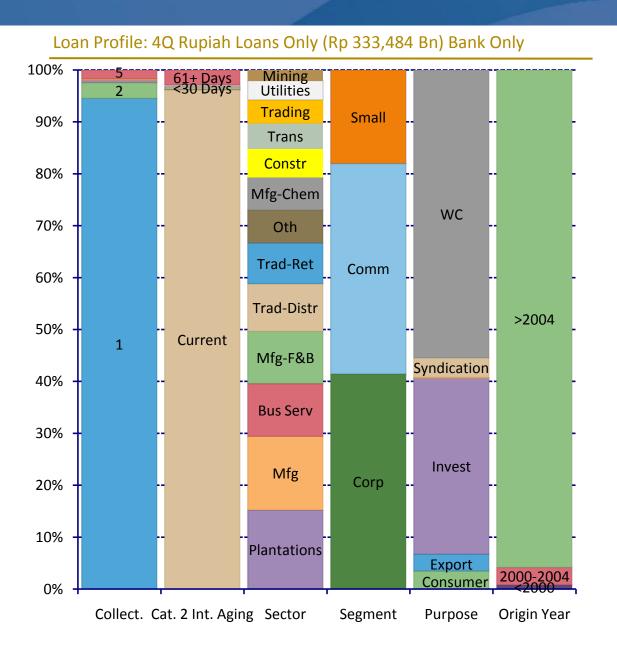
#### 4Q 2015 Loan Detail: Small Business Loans



Rp 60,454 Bn in loans were in the Small Business portfolio in 4Q of the Small Business Loans in 4Q:

- 96.2% are performing loans, with 4.0% in Category 2
- 23.7% 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
- 70.9% are Working Capital loans

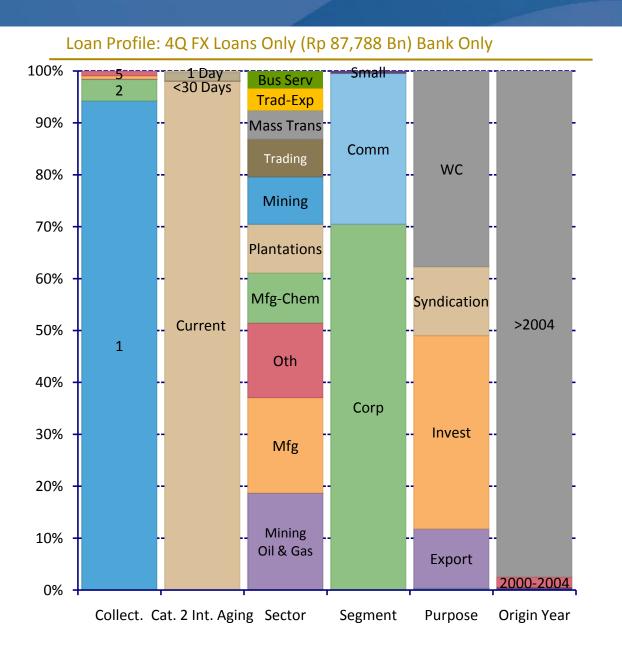
## 4Q 2015 Loan Detail\*: Rupiah Loans



Rp 333,484 billion in loans were Rupiah denominated in 4Q Of the Rupiah Loans in 4Q:

- 97.6% are performing loans, with 3.0% in Category 2
- 50.8% of Category 2 loans are current in interest payments
- Primary sectors in Rupiah loans are:
  - Plantations
  - Manufacturing
  - Business Services
- 41.5% are Corporate loans
- 55.4% are Working Capital loans, 33.9% Investment loans

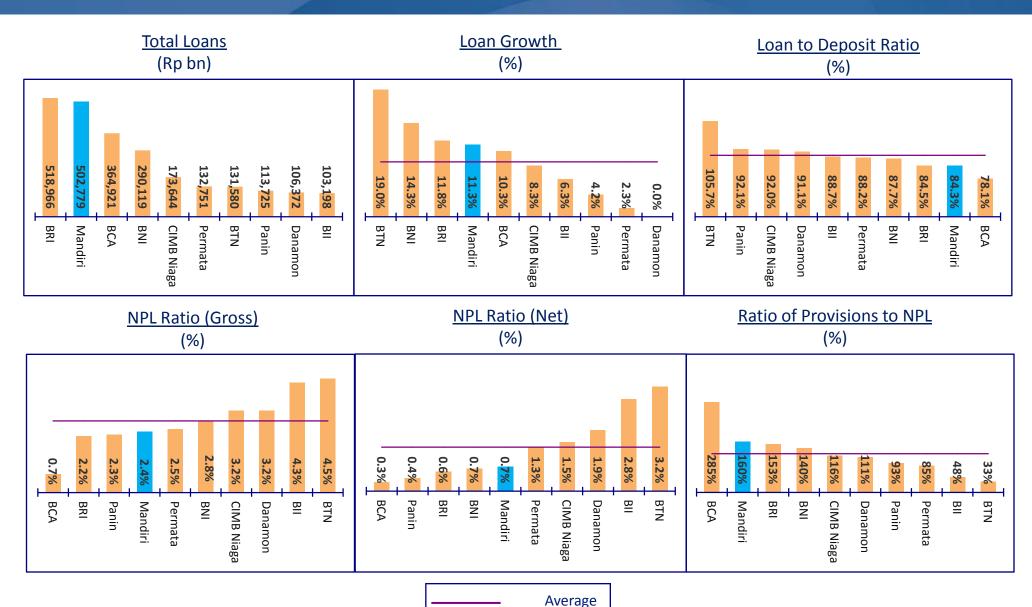
#### 4Q 2015 Loan Detail\*: FX Loans



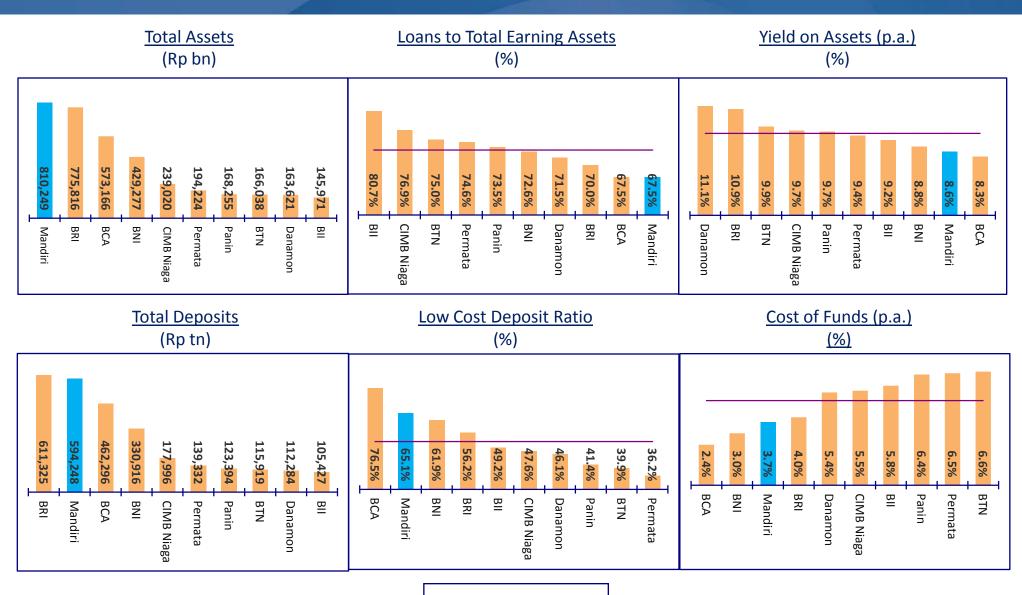
Rp 87,788 Bn in loans were FX denominated in 4Q.
Of the FX Loans in 4Q:

- 98.4% are performing loans
- 68.7% of Category 2 loans are current in interest payments
- Primary sectors in FX loans are:
  - ➤ Mining Oil & Gas
  - Manufacturing
- 70.5% are Corporate loans
- 37.2% are Investment loans; 37.7% are Working Capital loans

# Loan growth, Quality & Provisioning Relative to Peers Bank Only, As of September 2015



# Asset and Liability Mix Relative to Peers Bank Only, As of September 2015



Average

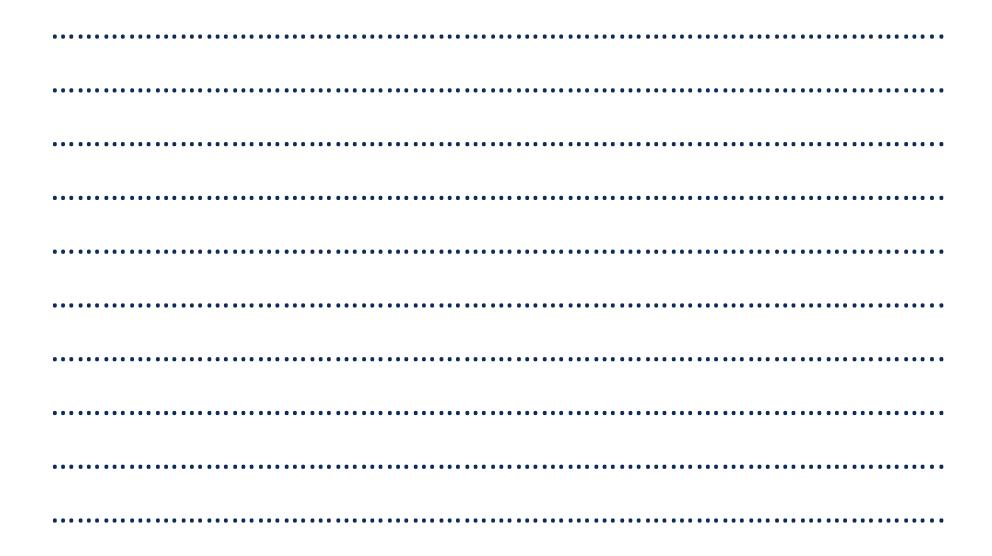
# Efficiency Measures Relative to Peers Bank Only, As of September 2015



# Measures of Scale and Returns Relative to Peers Bank Only, As of September 2015



#### Notes



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