

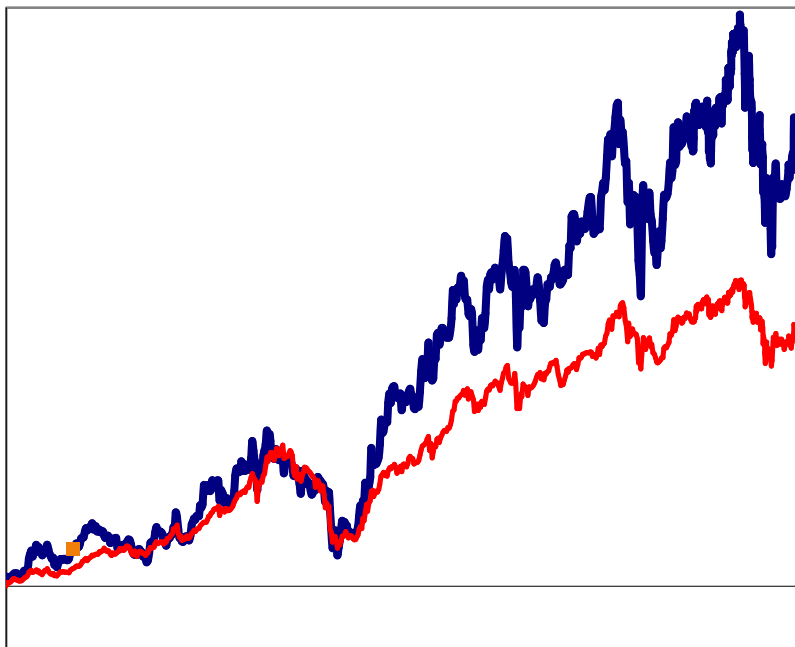
# PT Bank Mandiri (Persero) Tbk 1Q 2016 Results Presentation

May 16, 2016



**mandiri**  
sahabat negeri

# Share Information



$\Delta$ from:	IPO	Dec 31, 2015
BMRI	1,451.20%	16.06%
JCI	823.48%	7.14%

No.	Description	By 31 March 2016			
		No. of Investor	%	No. of shares	%
<b>I</b>	<b>DOMESTIC</b>				
1.	Government of RI	1	0.01%	14,000,000,000	60.00%
2.	Retail	14,777	79.41%	226,408,717	0.97%
3.	Employees	1,797	9.66%	11,969,418	0.05%
4.	Cooperatives	6	0.03%	1,295,956	0.01%
5.	Foundation	26	0.14%	19,597,245	0.08%
6.	Pension Funds	177	0.95%	175,100,330	0.75%
7.	Insurance	67	0.36%	413,889,702	1.77%
8.	Banks	-	0.00%	-	0.00%
9.	Corporations	111	0.60%	655,900,713	2.81%
10.	Mutual Funds	227	1.22%	739,666,729	3.17%
	<b>Total</b>	<b>17,189</b>	<b>92.37%</b>	<b>16,243,828,810</b>	<b>69.62%</b>
<b>II</b>	<b>INTERNATIONAL</b>				
1.	Retail	87	0.47%	929,249	0.00%
2.	Institutional	1,333	7.16%	7,088,575,274	30.38%
	<b>Total</b>	<b>1,420</b>	<b>7.63%</b>	<b>7,089,504,523</b>	<b>30.38%</b>
<b>III</b>	<b>TOTAL</b>	<b>18,609</b>	<b>100.00%</b>	<b>23,333,333,333</b>	<b>100.00%</b>

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## Additional Information

### Operating Performance Highlights

### Supporting Materials



# 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 Achievements (1Q 2016)

- **Total Wholesales Fees** Rp 632 Bn <sup>1)</sup>
- **Total Wholesale Low Cost Deposits** Rp 211.7 Tn
- **Growth of Cash Management Transaction** 18.1%<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 Achievements (1Q 2016)

- **Volume of Business Alliances :**
  - ✓ Bank Guarantee : Rp 34.9 Tn.
  - ✓ Foreign Exchange : Rp 16.4 Tn.
  - ✓ FUM : Rp 3.6 Tn
- **Income Alliance Wholesale = 35.0%**
  - ✓ 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 (1Q 2016)

- **Total Retail Fees** of Rp 1.7 Tn <sup>1)</sup>
- **Total Retail Low-Cost Funds** Rp 155.0 Tn
- **YoY increase in E-Channel transaction** : 19.9%
- **Mandiri Business Saving** reaches Rp 93.1Tn

1) Fee-Based Provision, Commission & Fee

2) Excluding Mandiri Transaction System

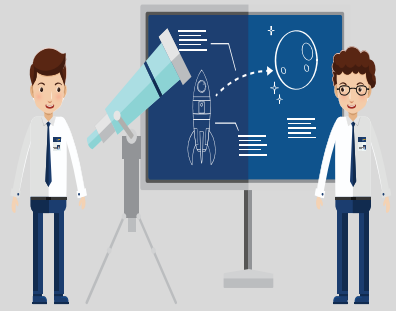
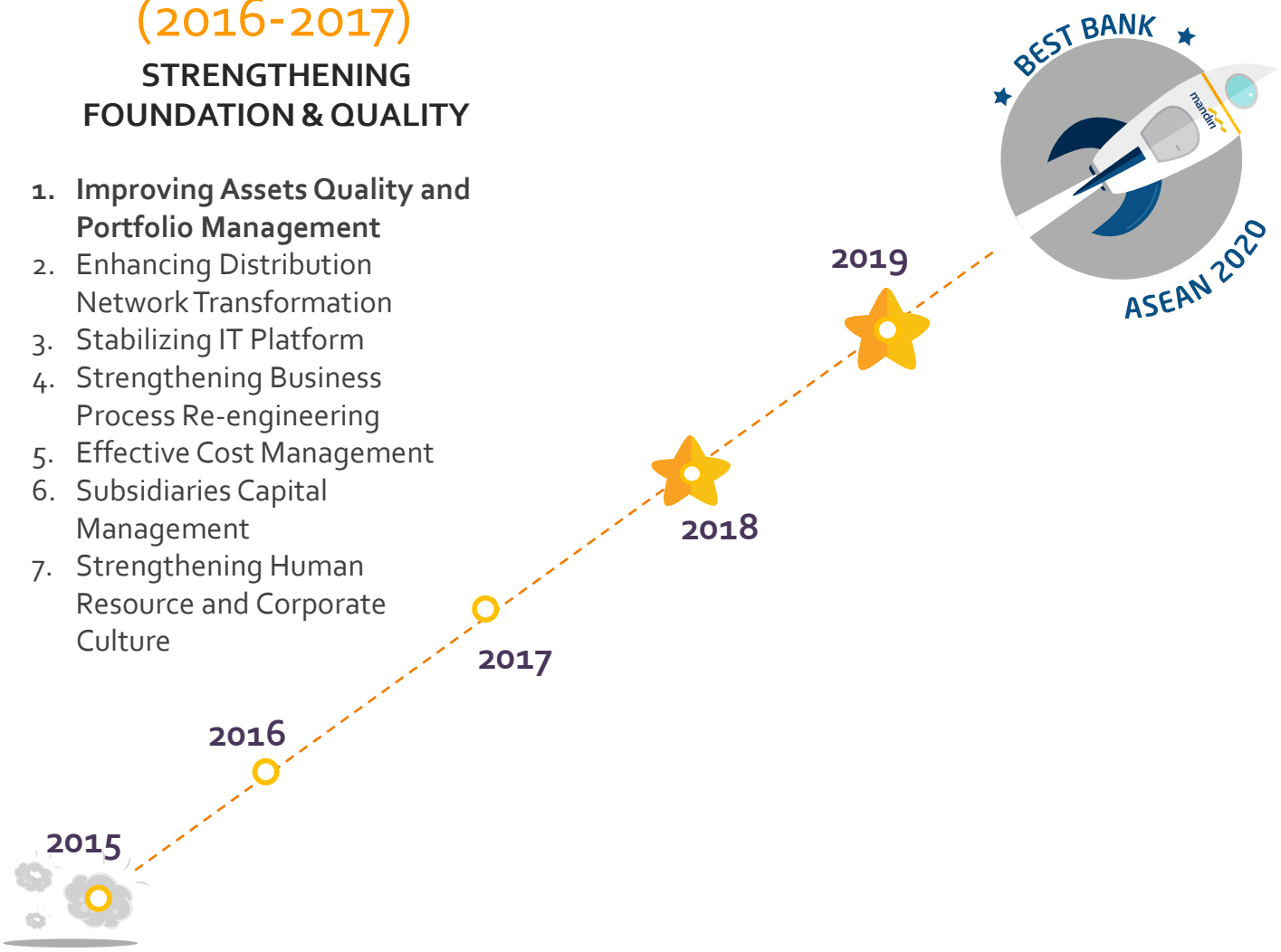
# Key Corporate Plan Initiatives In 2016-2017

“Programs to achieve the Corplan Aspirations 2015-2020 is structurally compiled to ensure a clear focus on each phase and to be executed directionally”

(2016-2017)

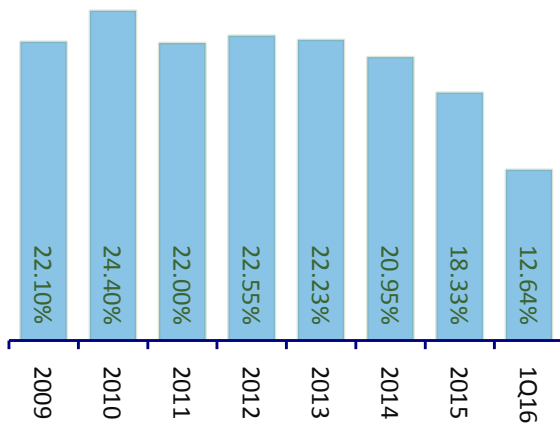
## STRENGTHENING FOUNDATION & QUALITY

1. Improving Assets Quality and Portfolio Management
2. Enhancing Distribution Network Transformation
3. Stabilizing IT Platform
4. Strengthening Business Process Re-engineering
5. Effective Cost Management
6. Subsidiaries Capital Management
7. Strengthening Human Resource and Corporate Culture

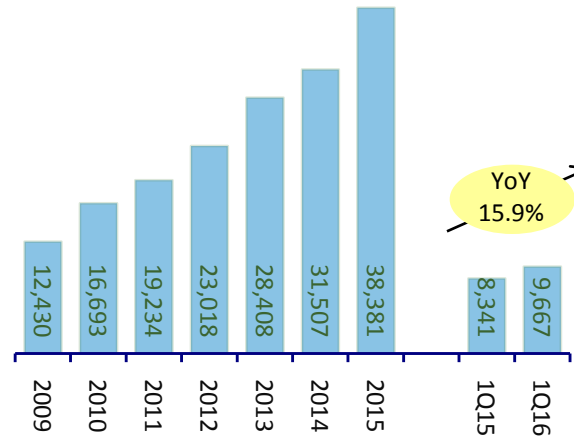


# NIM Of 6.4% Supports 15.9% YoY PPOP Growth

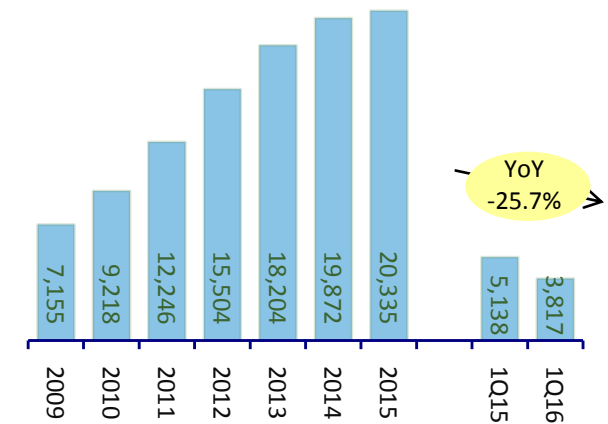
Return on Equity (%)



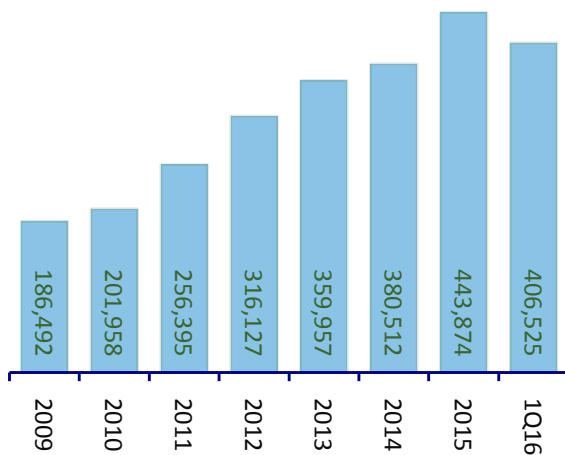
PPOP (Rp Bn)



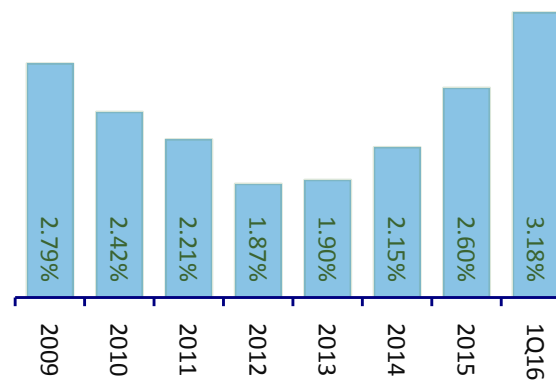
Earning After Tax (Rp Bn)



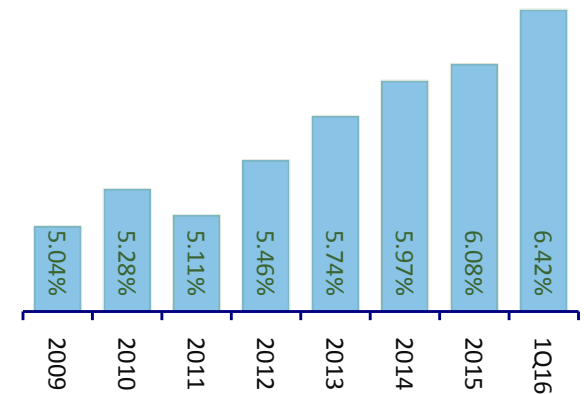
Total CASA (Rp Bn)



Non Performing Loan (%)



Net Interest Margin (%)



# Key Financial Highlights

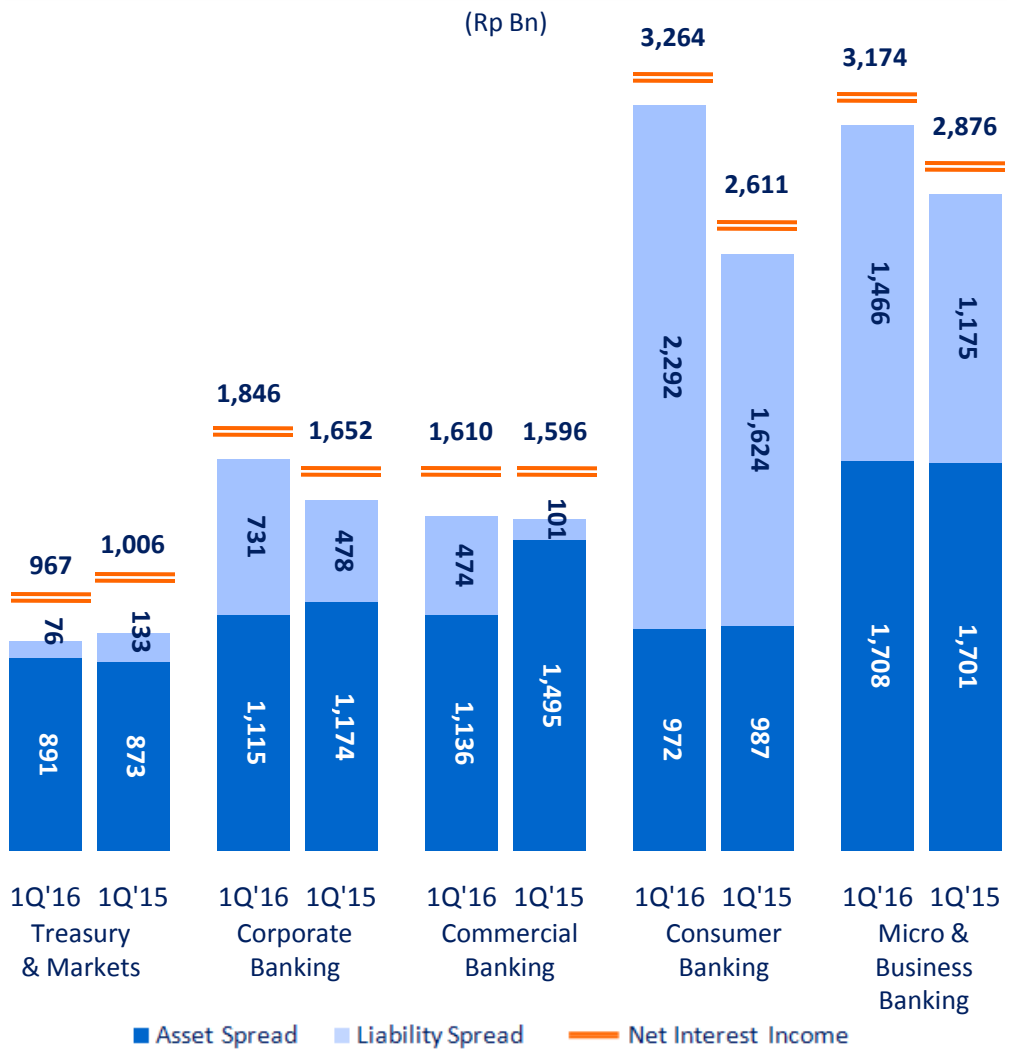
Bank Mandiri's 1Q 2016 performance across several key indicators:

	1Q 2015		1Q2016		△%
Loans	Rp 532.8Tn	→	Rp 574.7Tn	↑	7.9%
Gross NPL Ratio	2.27%	→	3.18%	↑	40.1%
Net NPL Ratio	0.89%		1.16%	↑	30.1%
Low Cost Funds Ratio	59.2%	→	62.1%	↑	4.9%
[Low Cost Funds (Rp)]	Rp 372.1 Tn		Rp 406.5 Tn		9.3%
NIM	5.62%	→	6.42%	↑	14.3%
Efficiency Ratio	44.4%	→	44.5%	↑	0.1%
PPOP	Rp 8,341 Bn	→	Rp 9,667 Bn	↑	15.9%
Earnings After Tax	Rp 5,138 Bn	→	Rp 3,817 Bn	↓	(25.7%)

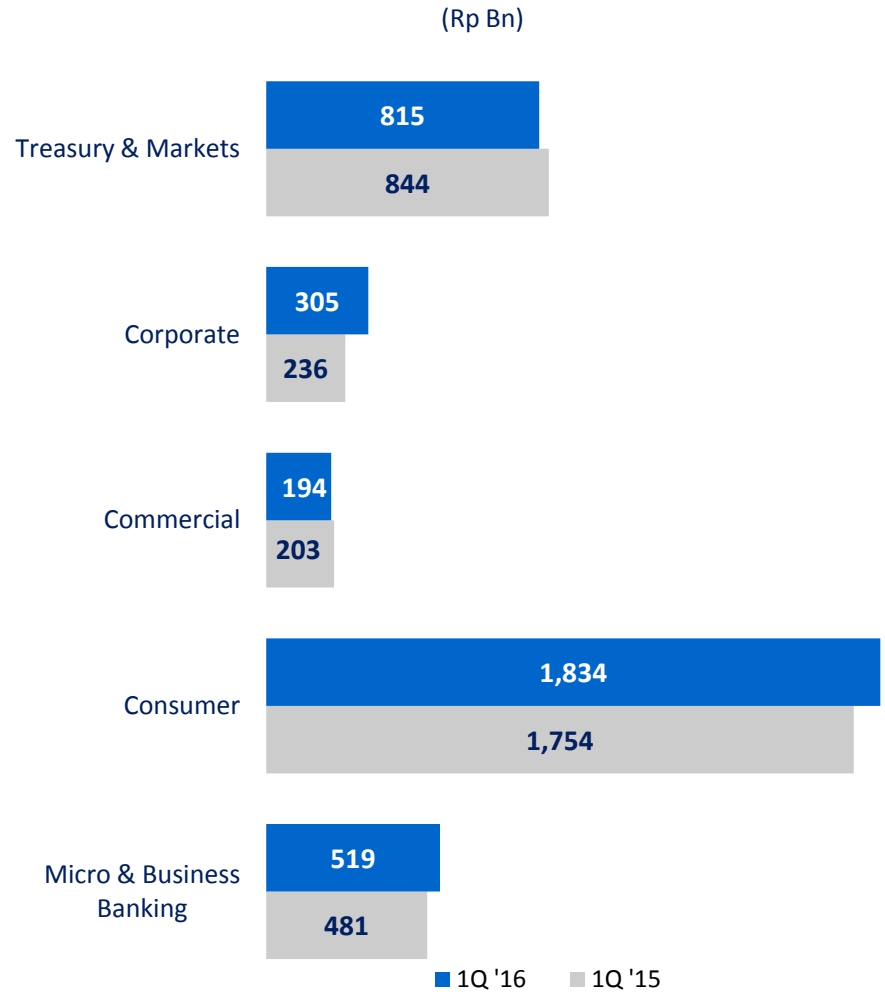


# Balanced Earnings from All Business Units

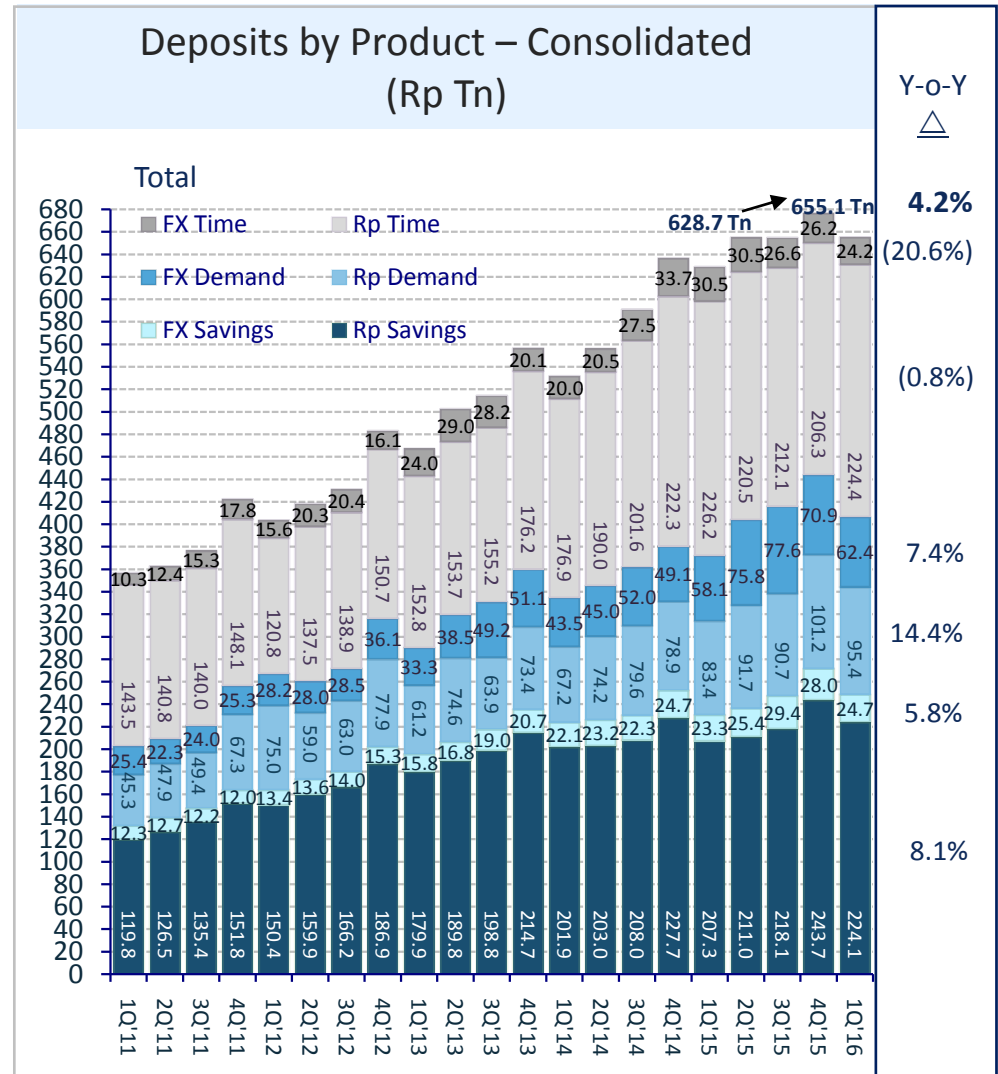
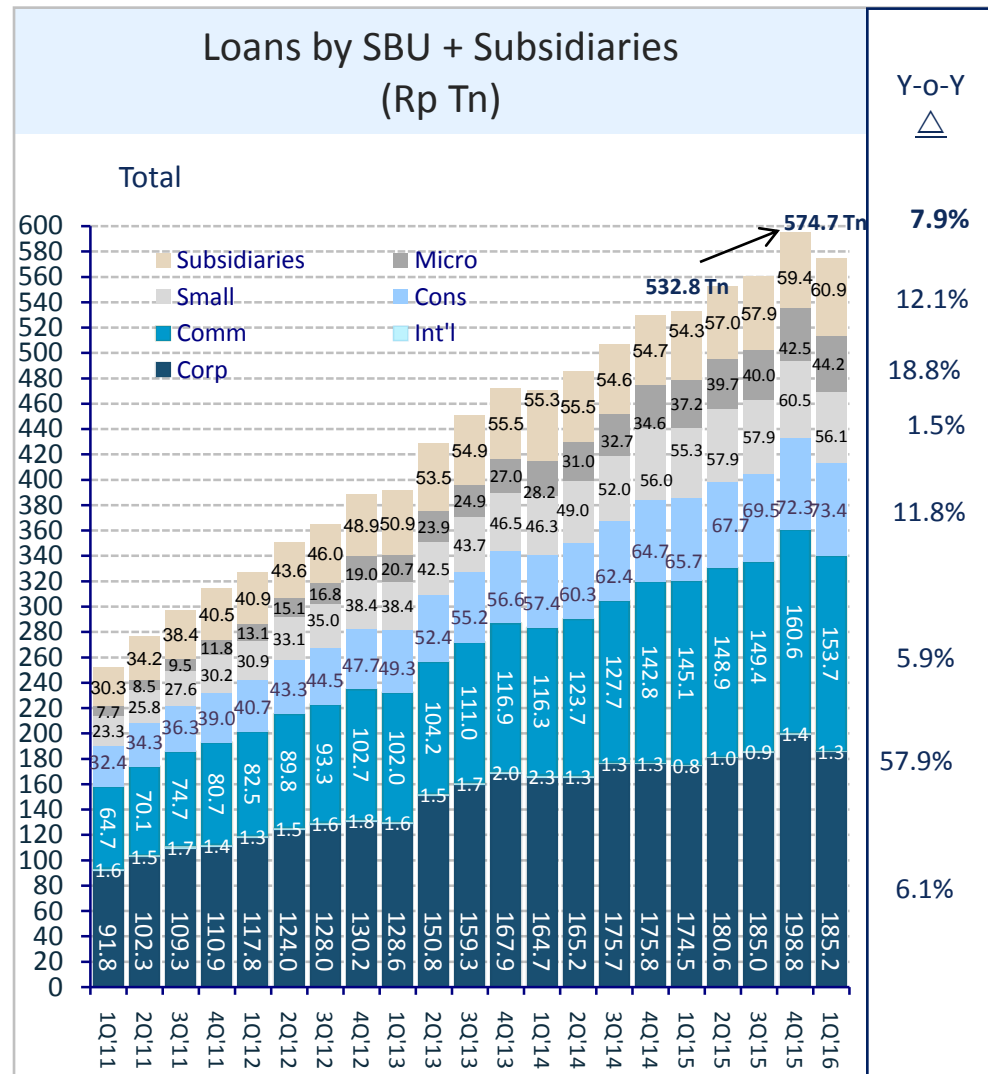
## Net Interest Income Analysis 1Q 2016



## Fee Based Income 1Q 2016



# Maintaining Momentum for Growth



# Strong and Liquid Balance Sheet

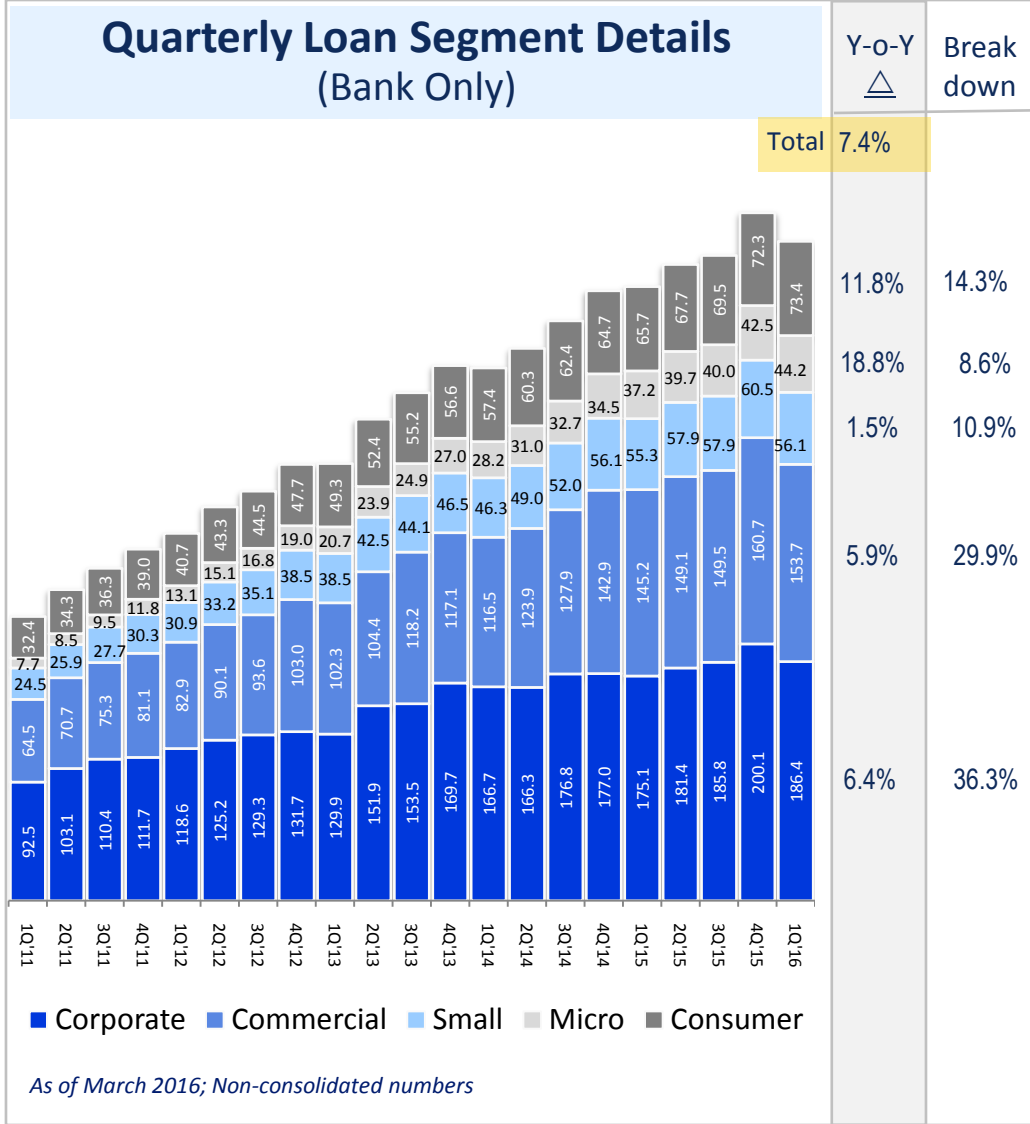
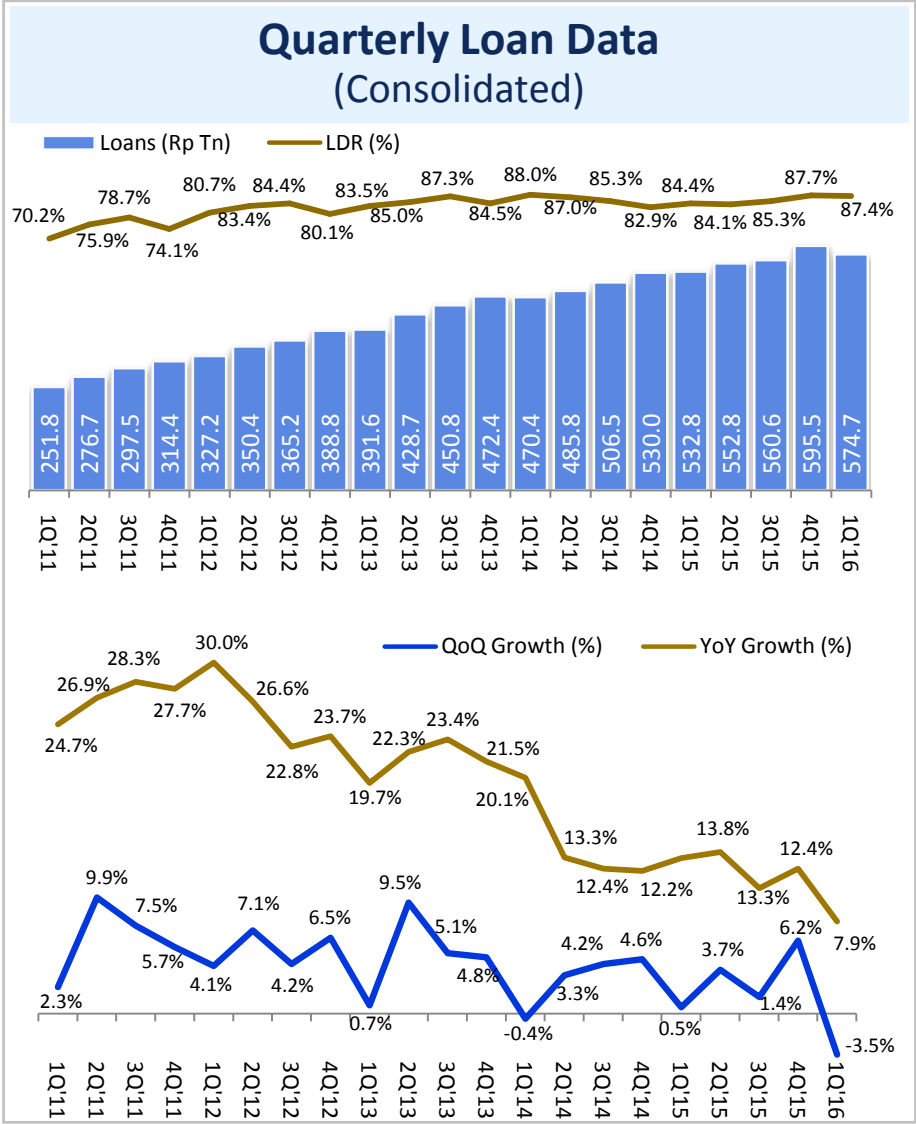
(Rp Bn, Consolidated)

Assets	1Q 2016	1Q 2015	Liabilities	1Q 2016	1Q 2015
Cash	18,440	16,756	Current Account	157,769	141,491
Current Acc w/ BI & Other Banks	57,414	60,165	Savings	248,757	230,584
Placement w/ BI & Other banks	58,048	62,821	Time Deposits	248,538	256,638
Advances (Other)	27,105	34,273			
Marketable Securities	45,787	44,664	<b>Total Deposits</b>	655,063	628,712
Government Bonds	98,607	100,115			
Loans (Gross)	574,704	532,824	Securities Issued	2,396	1,808
Provisions of Loans	(24,099)	(18,240)	Deposits from other banks	26,332	29,148
Net Loans	550,605	514,584	Borrowings	33,944	22,011
Reverse Repo	16,339	5,236	Other Int. Bearing Liabilities	13,122	21,202
Other Provisions	(2,312)	(2,341)	Non Int. Bearing Liabilities	57,835	60,676
Deferred Tax Assets	4,318	3,710	Equity incl. Minority Interest	118,047	104,791
Other Assets	32,388	28,366			
<b>Total</b>	<b>906,739</b>	<b>868,348</b>	<b>Total</b>	<b>906,739</b>	<b>868,348</b>

# Strong Revenue Growth

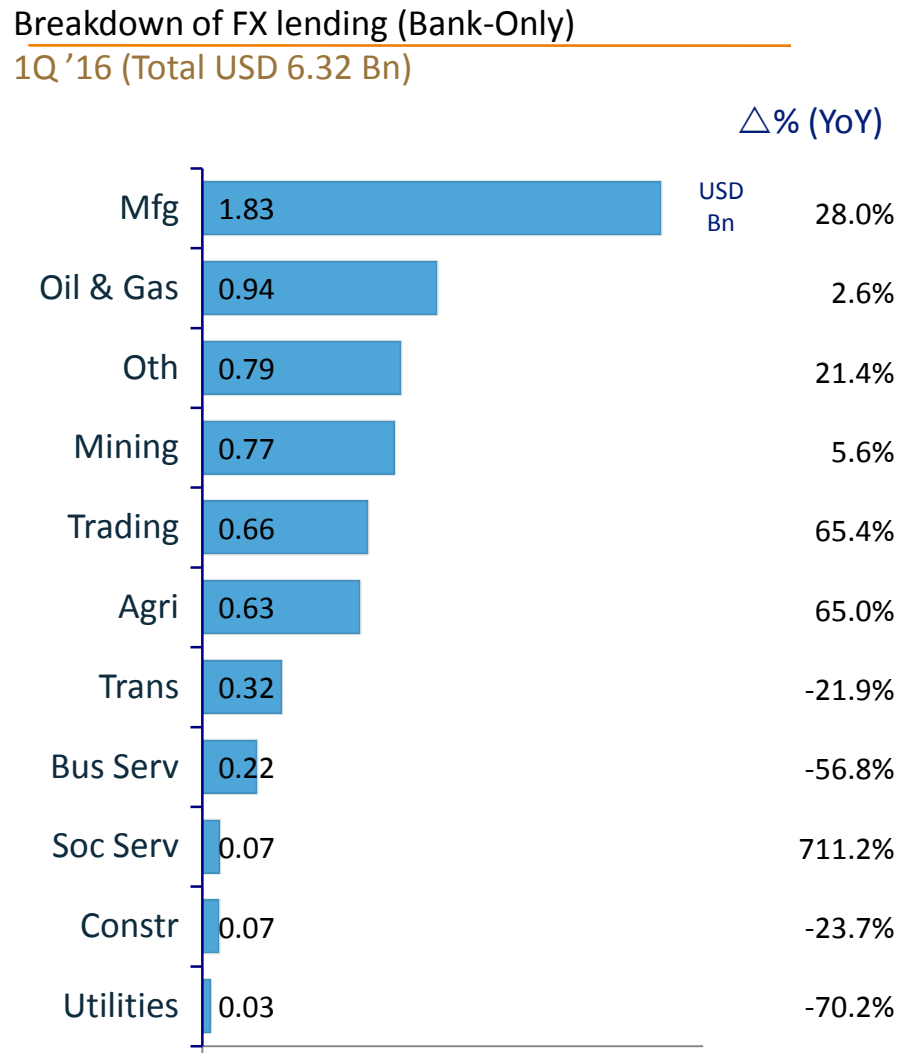
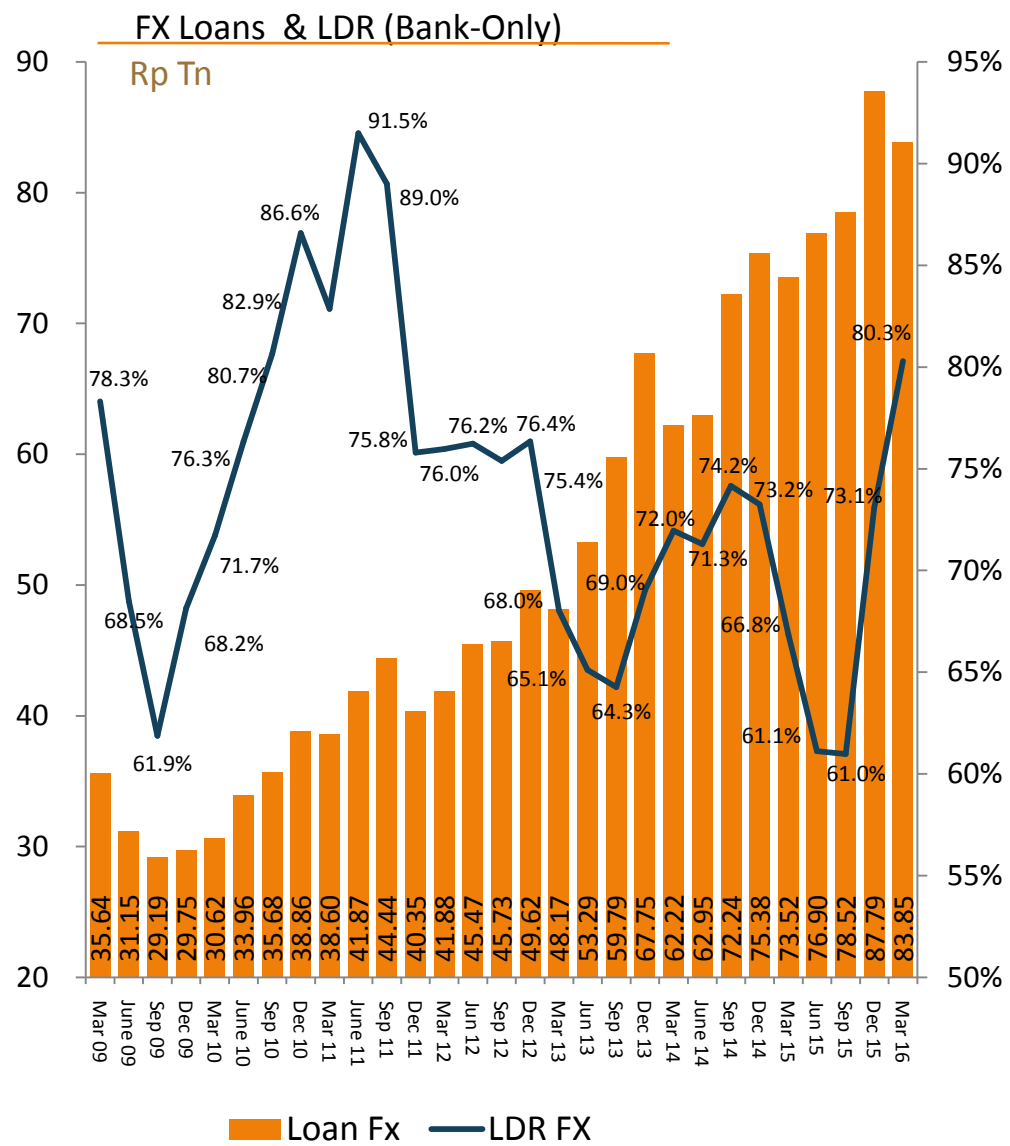
<b>Summary P&amp;L</b> (Rp Bn, Consolidated)	<b>1Q 2016</b>	<b>4Q 2015</b>	<b>1Q 2015</b>	<b>Y-o-Y Δ(%)</b>	<b>Q-o-Q Δ(%)</b>
Interest Income	18,308	18,933	17,117	7.0%	(3.3%)
Interest Expense	5,976	6,022	6,853	(12.8%)	(0.8%)
<b>Net Interest Income</b>	<b>12,331</b>	<b>12,911</b>	<b>10,264</b>	<b>20.1%</b>	<b>(4.5%)</b>
Net Premium Income	706	696	681	3.7%	1.4%
<b>Net Interest Income &amp; Premium Income</b>	<b>13,037</b>	<b>13,607</b>	<b>10,945</b>	<b>19.1%</b>	<b>(4.2%)</b>
Other Non Interest Income					
* Other Fees and Commissions	2,531	2,443	2,349	7.7%	3.6%
* Foreign Exchange Gains - Net	417	844	388	7.5%	(50.6%)
* Gain fr. sale & Incr. in Val & Sale of Bonds	203	178	230	(11.7%)	14.3%
* Others	1,052	2,015	911	15.5%	(47.8%)
<b>Total Non Interest Income</b>	<b>4,203</b>	<b>5,479</b>	<b>3,877</b>	<b>8.4%</b>	<b>(23.3%)</b>
<b>Total Operating Income</b>	<b>17,240</b>	<b>19,086</b>	<b>14,822</b>	<b>16.3%</b>	<b>(9.7%)</b>
<b>Provisions, Net</b>	<b>(4,596)</b>	<b>(3,552)</b>	<b>(1,549)</b>	<b>196.6%</b>	<b>29.4%</b>
Personnel Expenses	(3,406)	(3,444)	(2,920)	16.6%	(1.1%)
G&A Expenses	(3,305)	(3,730)	(2,574)	28.4%	(11.4%)
Loss from decr. in value of Sec & Gov Bonds	-	-	-	-	-
Other Expenses	(862)	(906)	(987)	(12.7%)	(4.8%)
<b>Total Expense</b>	<b>(7,572)</b>	<b>(8,080)</b>	<b>(6,481)</b>	<b>16.8%</b>	<b>(6.3%)</b>
<b>Profit from Operations</b>	<b>5,071</b>	<b>7,455</b>	<b>6,791</b>	<b>(25.3%)</b>	<b>(32.0%)</b>
Non Operating Income	(5)	23	2	N/A	N/A
Net Income Before Tax	5,066	7,478	6,794	(25.4%)	(32.3%)
<b>Net Income After Tax</b>	<b>3,817</b>	<b>5,752</b>	<b>5,138</b>	<b>(25.7%)</b>	<b>(33.6%)</b>

# LDR Increased to 87.4%, Bank-Only Loan Growth of 7.4%



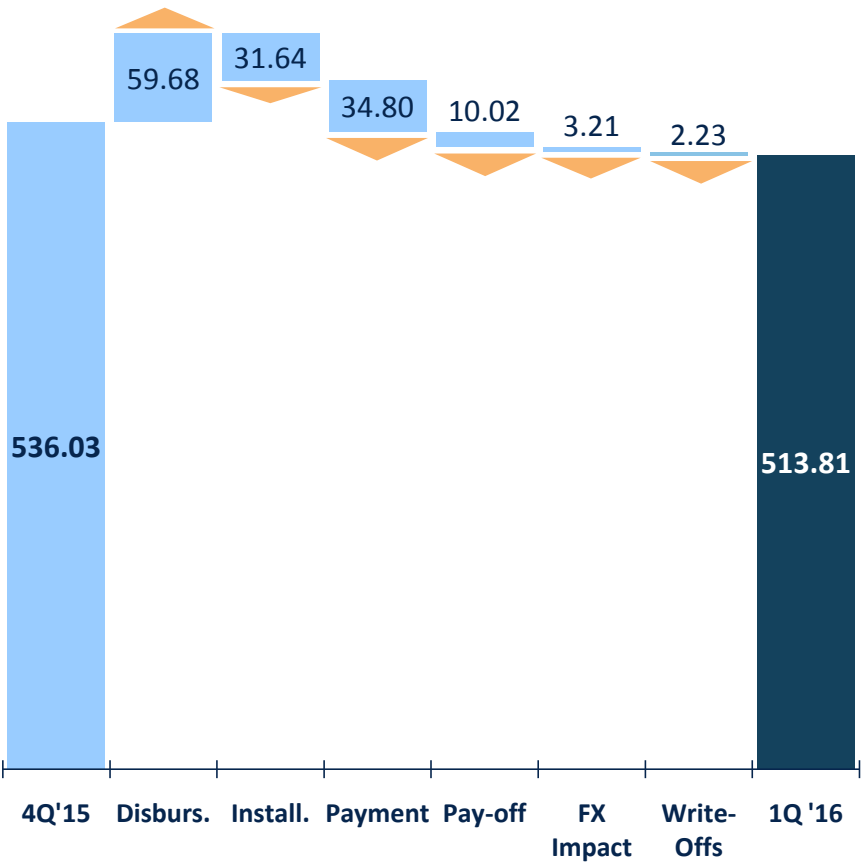
As of March 2016; Non-consolidated numbers

# Prudent Management of FX Balance Sheet

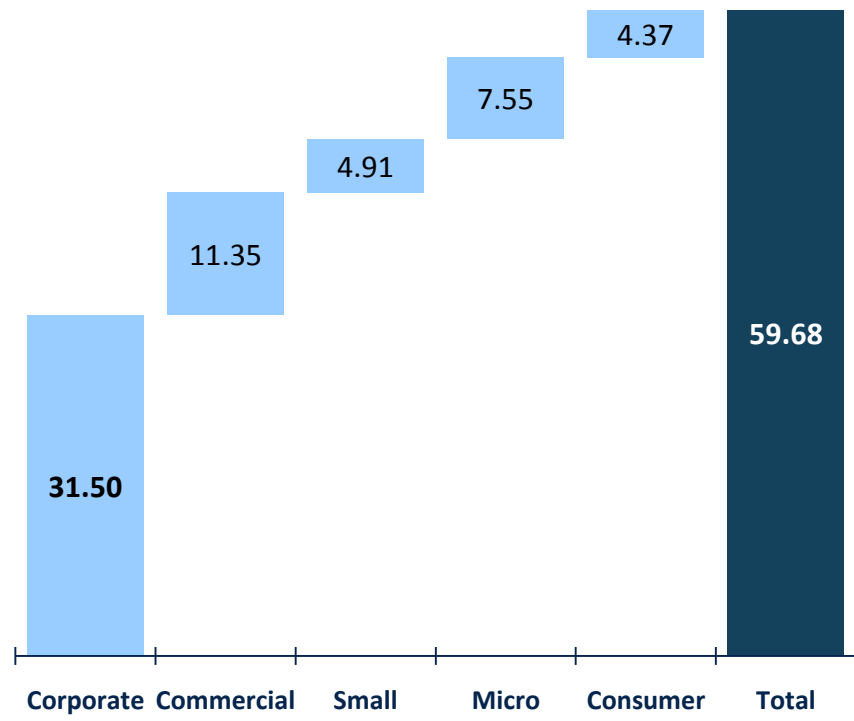


# Rp 59.68 Tn in Loans Disbursed in 1Q 2016

**Loan Movement– 1Q 2016 Bank-Only**  
Rp Tn

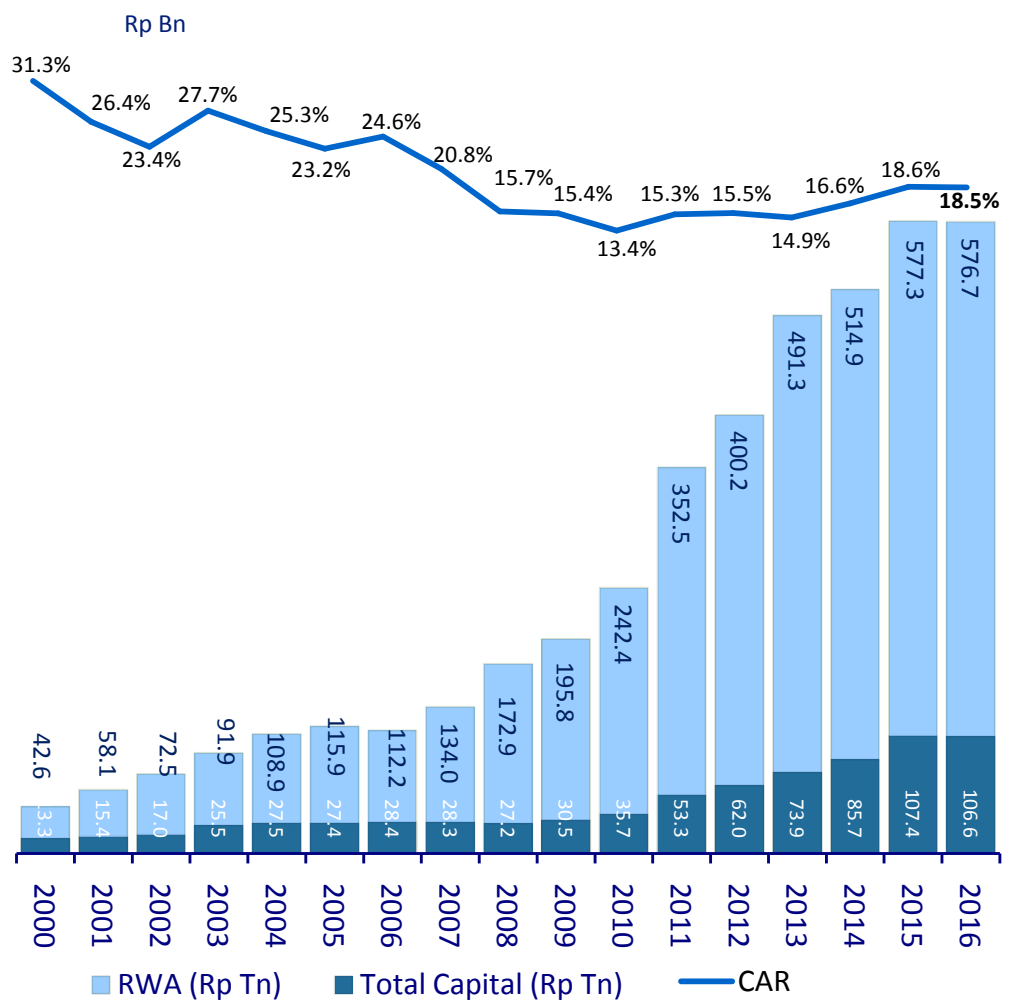


**Loan Disbursement by Segment – 1Q 2016 Bank-Only**  
Rp Tn



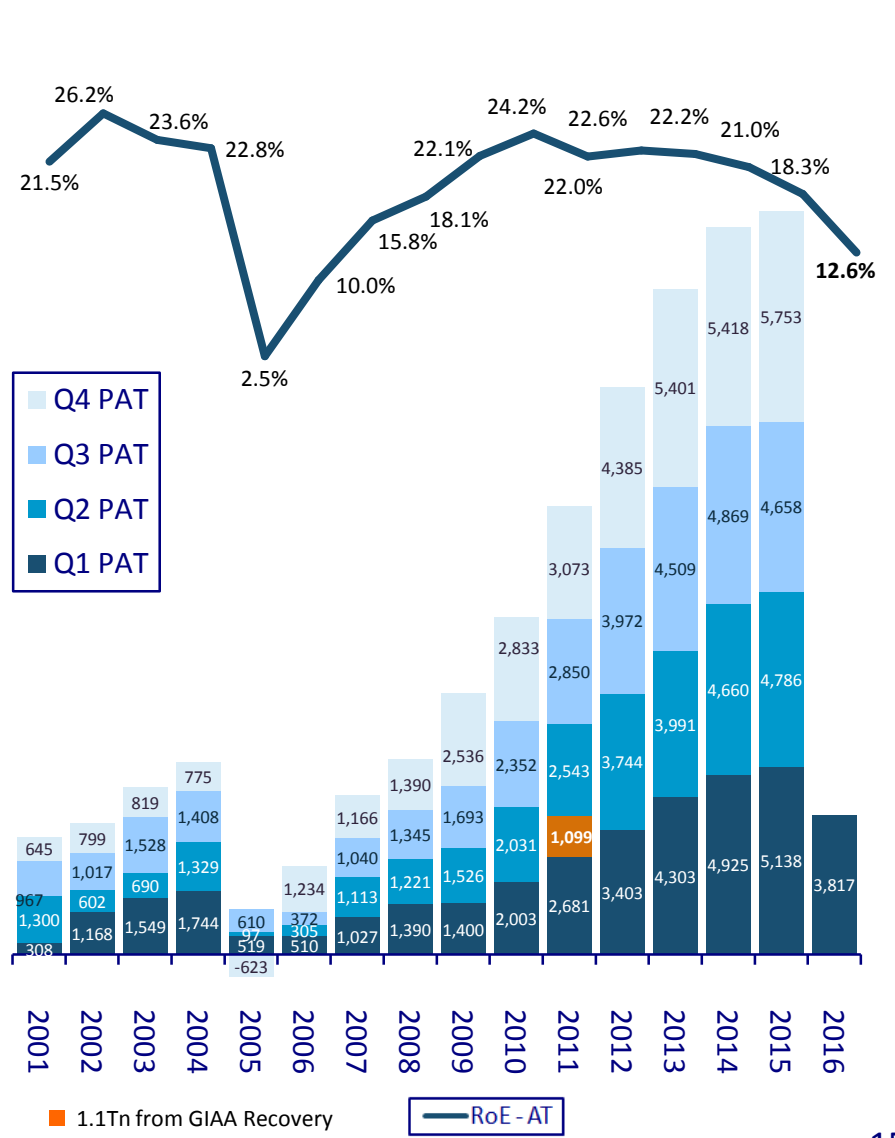
# 12.6% ROE, Supported By a Strong Capital Position

### Bank Only - Capital & RWA Movement



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

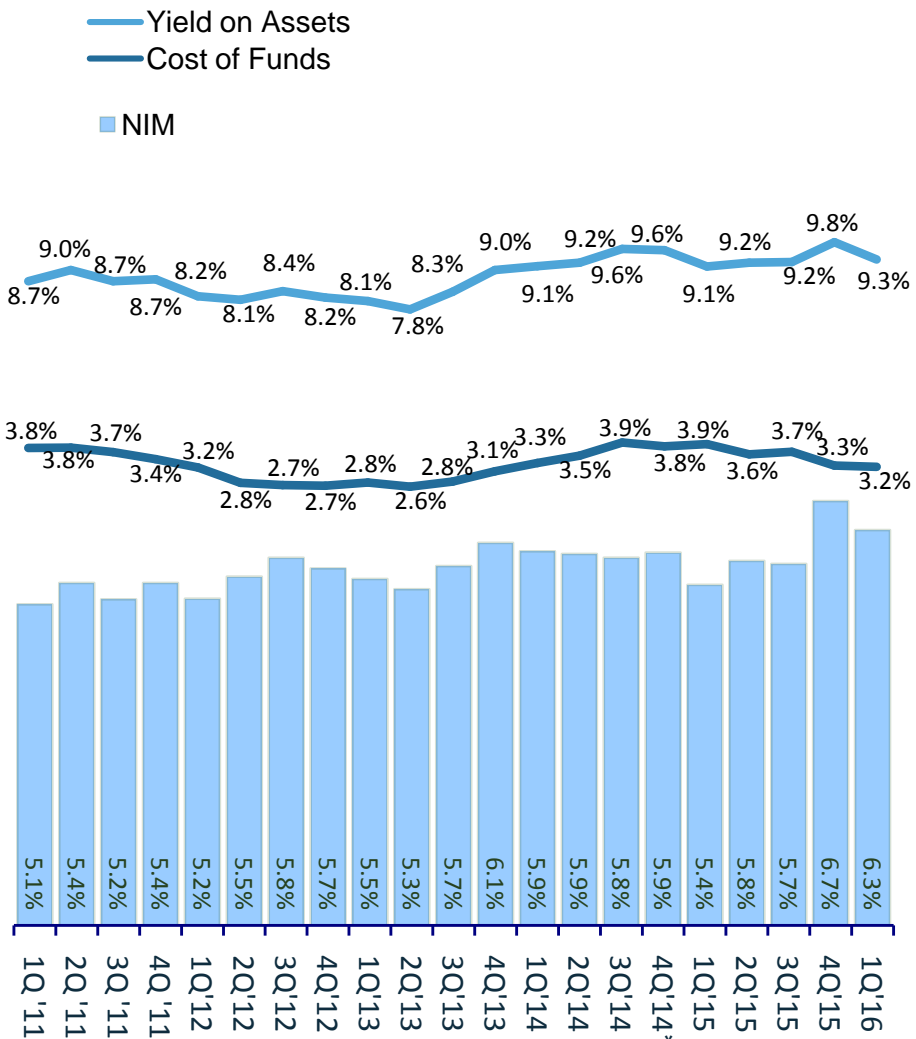
### Profit After Tax & ROE



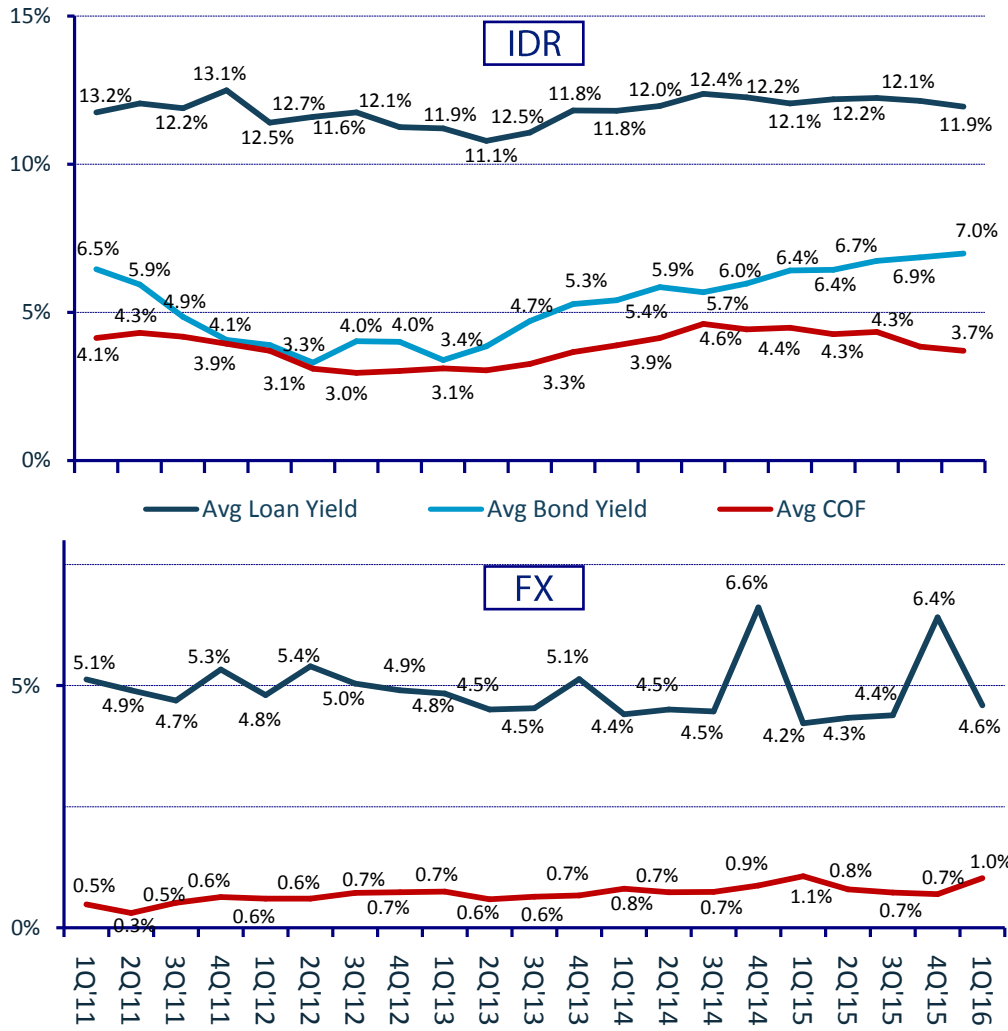


# NIM improved to 6.3% as Cost of Funds Decrease

Quarterly Net Interest Margin



Quarterly Yields & Costs by Currency



\* Starting on 4Q2014, we backout the LPS premium from the interest expense

\*\* 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

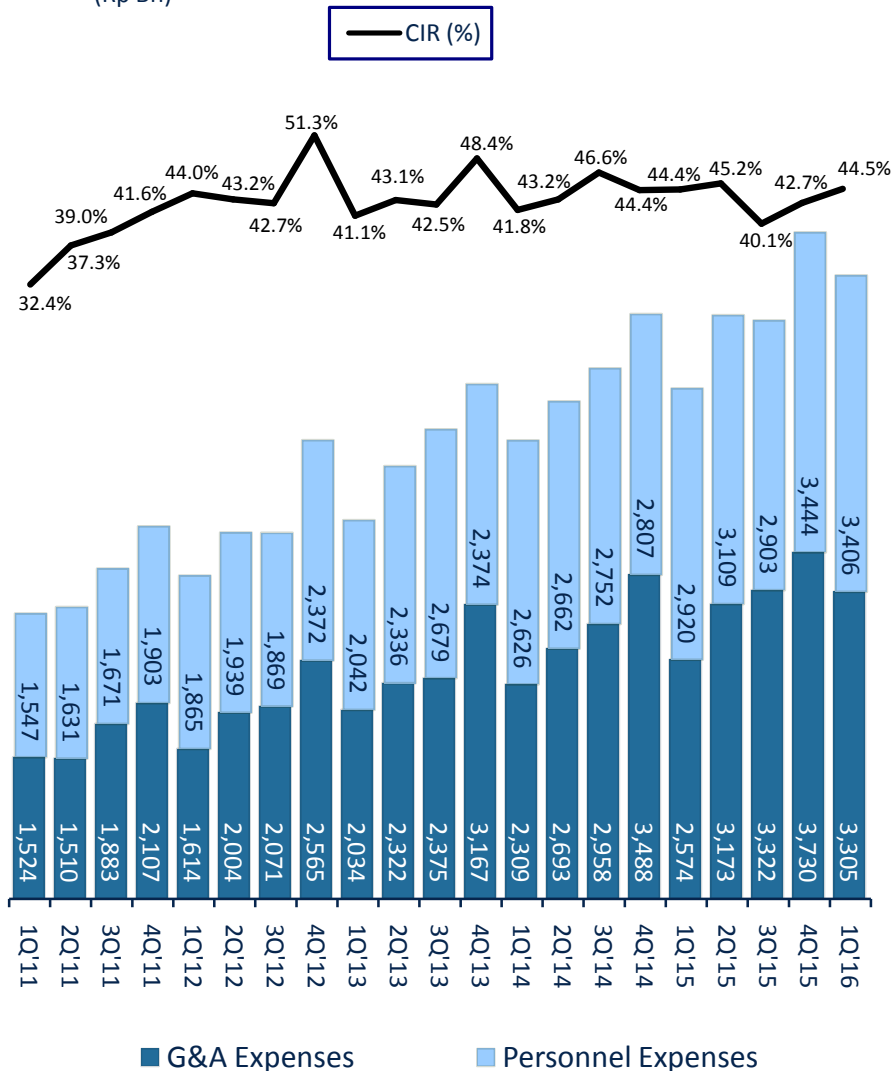
## Breakdown of 1Q 2016 Non-Loan Related Fees & Commissions (Rp Bn)

Non-Loan Related Fees & Commissions	1Q 2016	4Q 2015	1Q 2015	Y-o-Y Δ%	Q-o-Q Δ%
Administration Fees	763	840	644	18.5%	(9.3%)
Opening L/C, BG & Cap Market (custodian & trustee)	264	308	253	4.4%	(14.4%)
Subsidiaries	321	(9)	376	(14.7%)	N/A
Transfer, Retail Transaction	538	599	443	21.4%	(10.3%)
Credit Cards	354	382	379	(6.6%)	(7.2%)
Mutual Fund, ORI & Bancassurance	84	109	93	(9.3%)	(23.0%)
Syndications	58	80	7	N/A	(27.2%)
Payroll Package	18	20	17	1.6%	(11.0%)
Others	132	113	137	(4.0%)	16.0%
<b>Total</b>	<b>2,531</b>	<b>2,443</b>	<b>2,349</b>	<b>7.7%</b>	<b>3.6%</b>
Foreign Exchange Gains	417	844	388	7.5%	(50.6%)
Gains Fr Sale & Incr. in Value of Sec. & Gov. Bonds	203	178	230	(11.7%)	14.3%
Cash Recoveries	571	1,161	535	6.7%	(50.8%)
Other Income	<b>482</b>	<b>854</b>	<b>376</b>	<b>28.1%</b>	<b>(43.6%)</b>
<b>Total Fee Based Income (As Reported)</b>	<b>4,203</b>	<b>5,479</b>	<b>3,877</b>	<b>8.4%</b>	<b>(23.3%)</b>
<b>% of Non Loan Related fees to total opr. income</b>	<b>24.4%</b>	<b>28.7%</b>	<b>26.2%</b>		

# 1Q Cost to Income Ratio of 44.5%

## Quarterly Consolidated Operating Expenses & CIR

(Rp Bn)



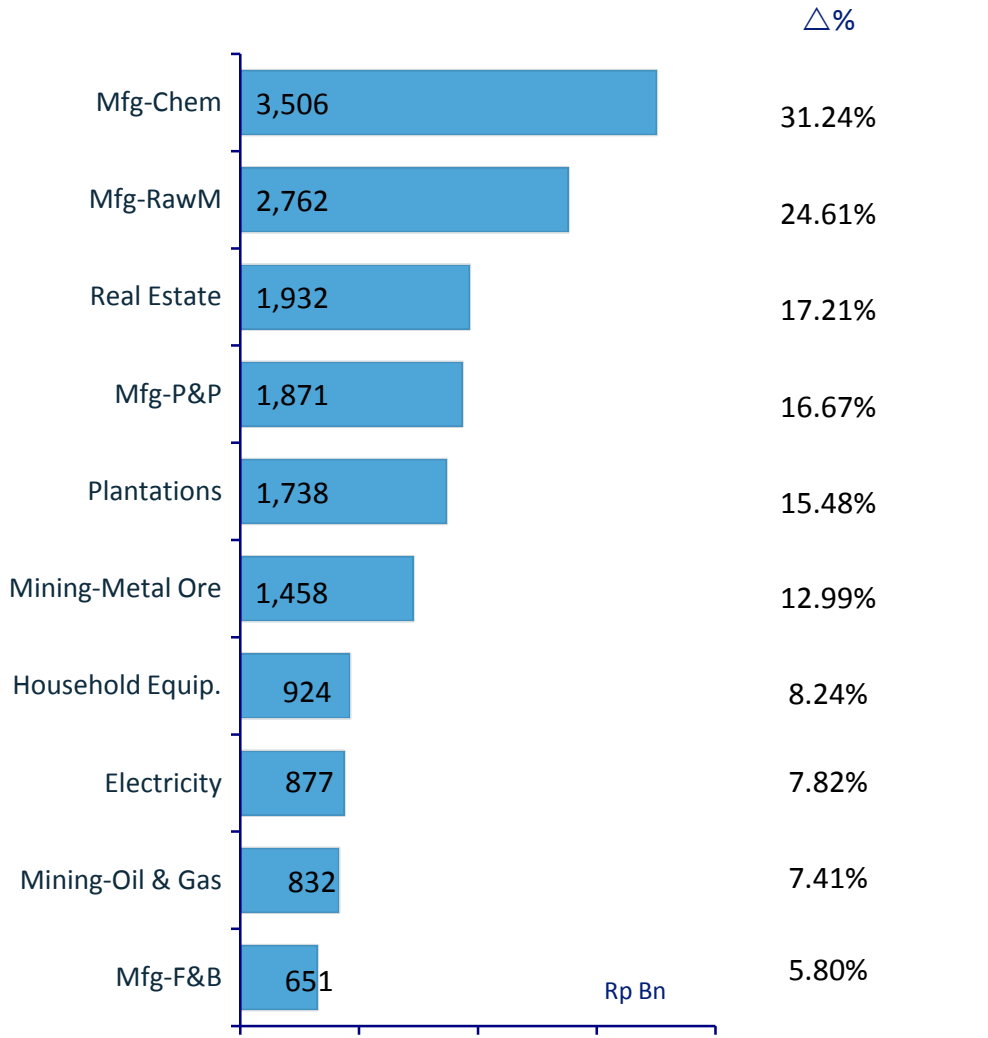
## Breakdown of 1Q 2016 Operating Expenses

(Rp Bn)

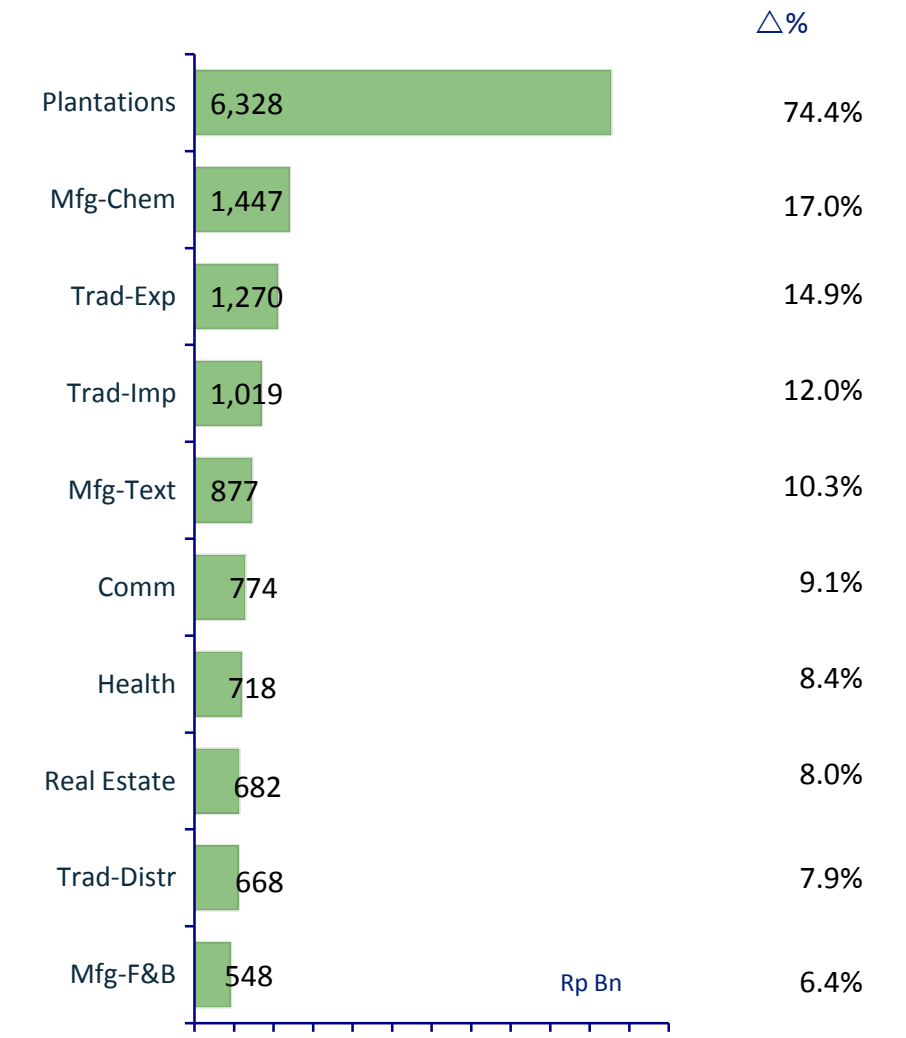
	Q1 2016	Q4 2015	Q1 2015	Growth	
				QoQ	YoY
<b>Personnel Expenses</b>					
Base Salary	879	786	759	11.8%	15.7%
Other Allowances	1,635	1,485	1,403	10.1%	16.5%
Post Empl. Benefits	96	191	92	(49.6%)	5.3%
Training	81	287	34	(71.7%)	138.8%
Subsidiaries	714	694	632	2.8%	13.0%
<b>Total Personnel Expenses</b>	<b>3,406</b>	<b>3,444</b>	<b>2,920</b>	<b>(1.1%)</b>	<b>16.6%</b>
<b>G&amp;A Expenses</b>					
IT & telecoms	540	484	392	11.4%	37.7%
Occupancy Related	621	889	567	(30.1%)	9.5%
Promo & Sponsor	293	426	165	(31.3%)	77.6%
Transport & Travel	150	184	122	(18.7%)	22.5%
Goods, Prof. Svcs. & Oth.	437	550	280	(20.5%)	56.2%
Employee Related	553	494	448	11.9%	23.3%
Subsidiaries	711	702	599	1.3%	18.6%
<b>Total G&amp;A Expenses</b>	<b>3,305</b>	<b>3,730</b>	<b>2,574</b>	<b>(11.4%)</b>	<b>28.4%</b>
<b>Other Expenses</b>	<b>862</b>	<b>906</b>	<b>987</b>	<b>(4.8%)</b>	<b>(12.7%)</b>
<b>Total Operating Expenses</b>	<b>7,572</b>	<b>8,080</b>	<b>6,481</b>	<b>(6.3%)</b>	<b>16.8%</b>

# Diversifying our Strength in Wholesale Lending...

**Top 10 Industries in Corporate Lending Expansion**  
 1Q '16 – 1Q '15 (Total Rp11.22 Tn)

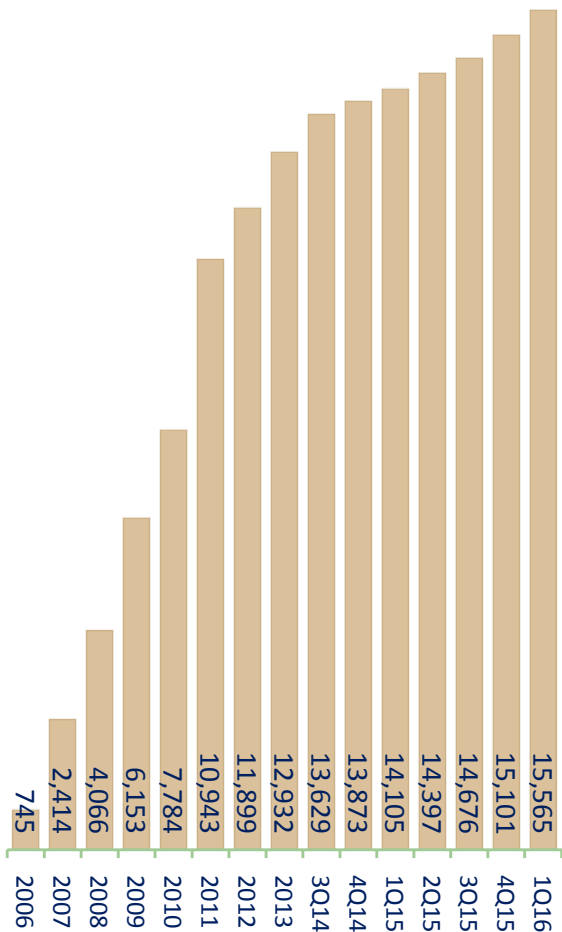


**Top 10 Industries in Commercial Lending Expansion**  
 1Q '16 – 1Q '15 (Total Rp8.50 Tn)

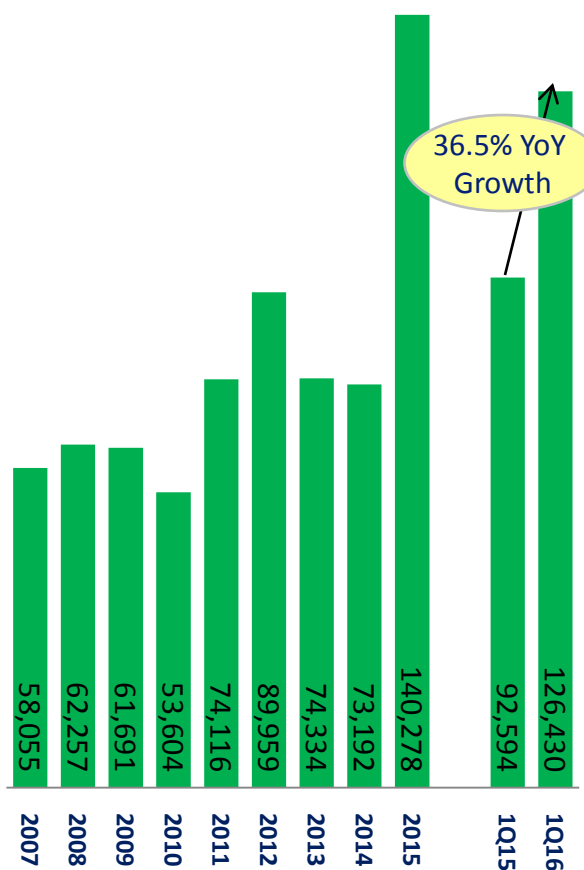


# Wholesale Transactions Driving CASA

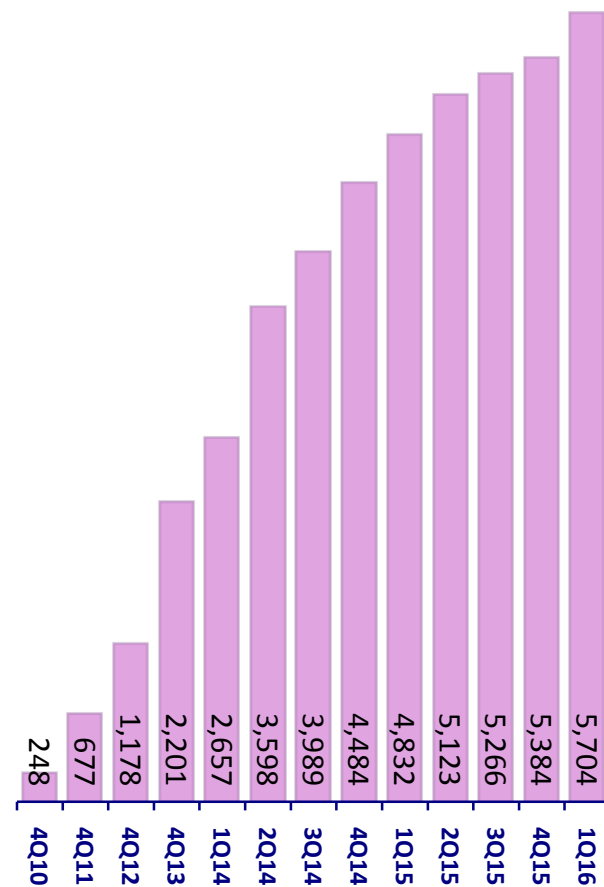
Cash Management Users



Wholesale CASA Deposits  
(Rp Bn)



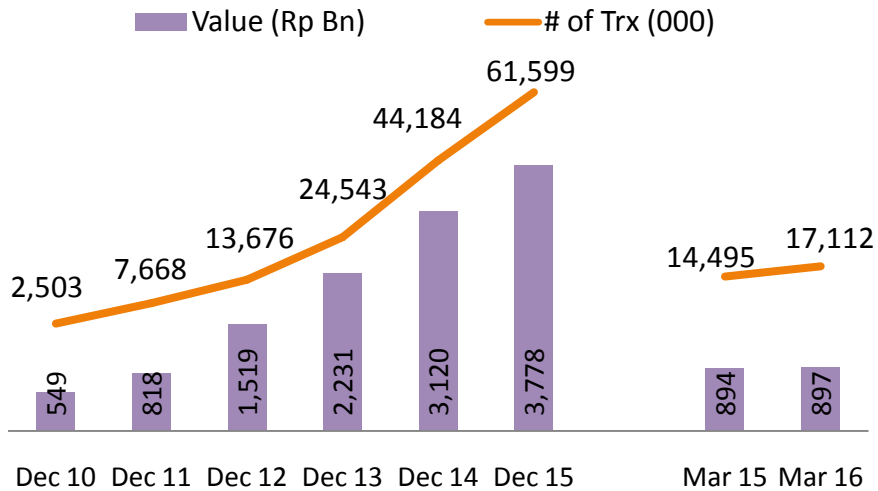
Average # of Cash Management Tx  
(000), total 17.1 Mn transactions in  
1Q 2016\*)



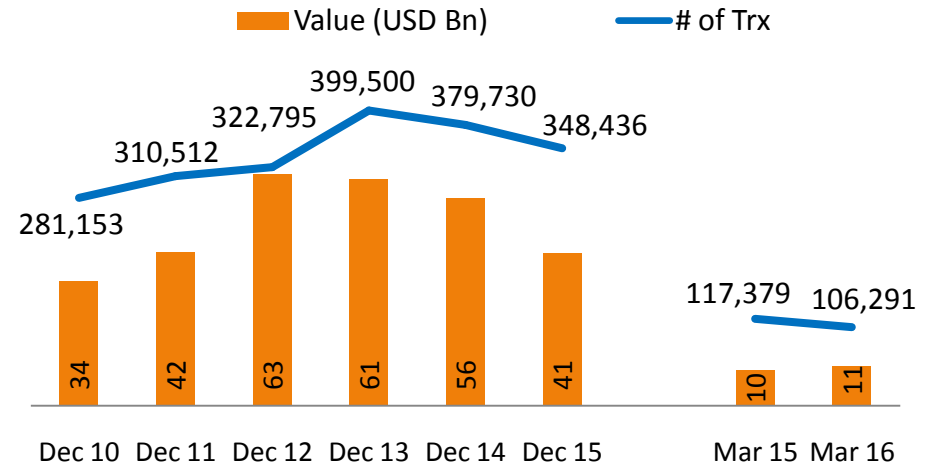
\* Excluding Mandiri Transaction System

# Wholesale Transaction Business

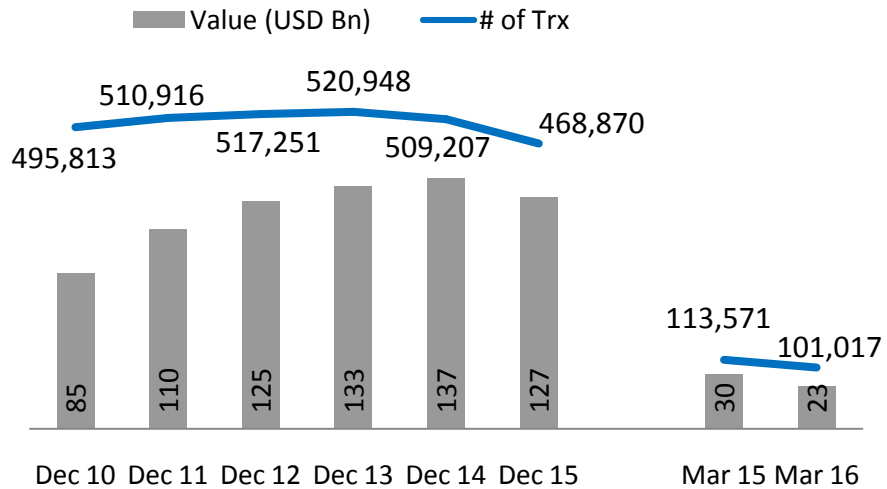
## Mandiri Cash Management\*



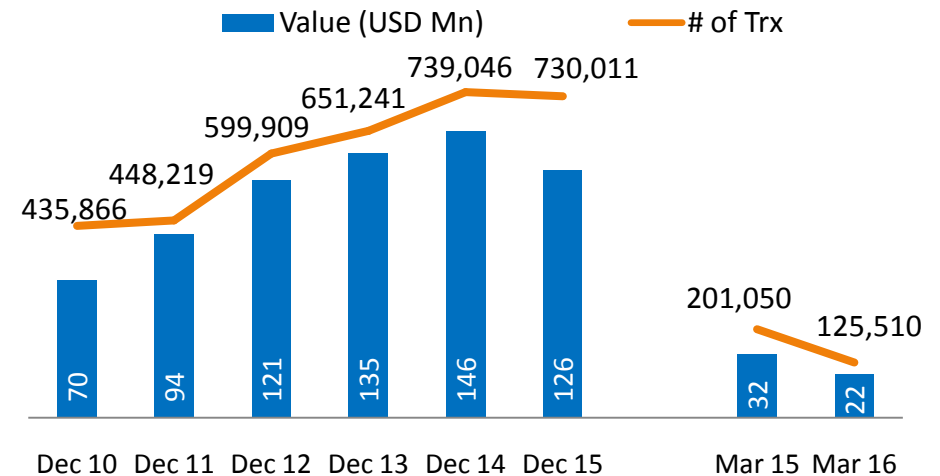
## Forex



## Trade Transactions : Export, Import, Domestic



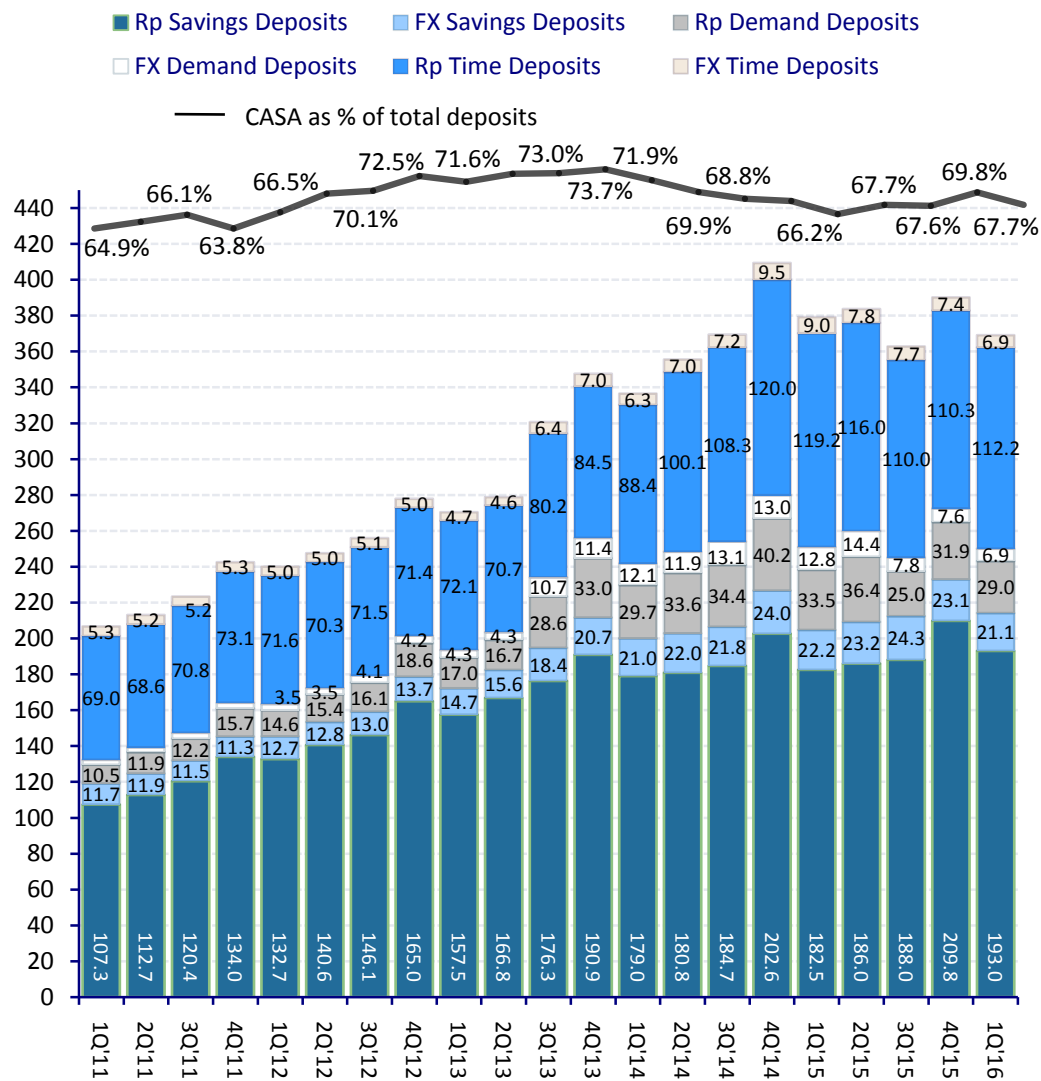
## Wholesale Remittance



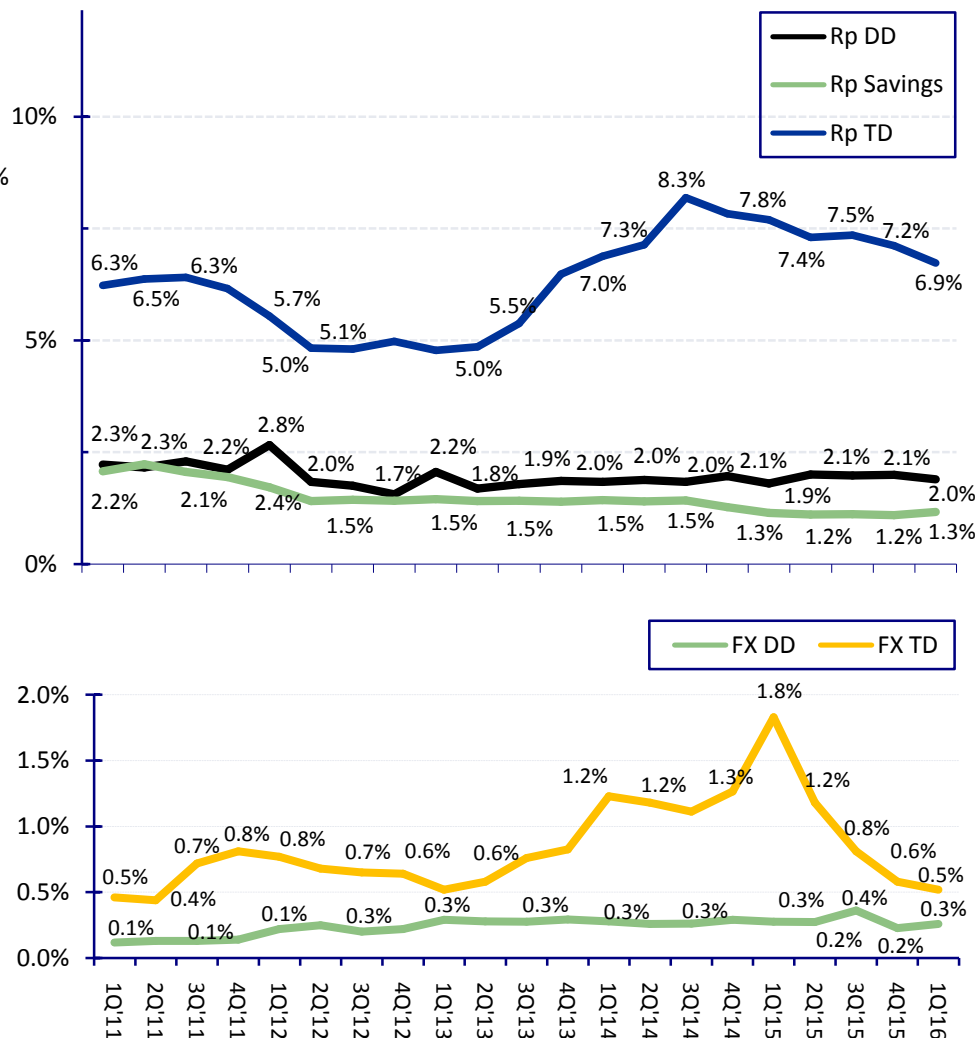
\* Excluding Mandiri Transaction System

# Retail Deposits Slight Contraction by 2.7% YoY

## Retail Deposit Analysis – Bank Only

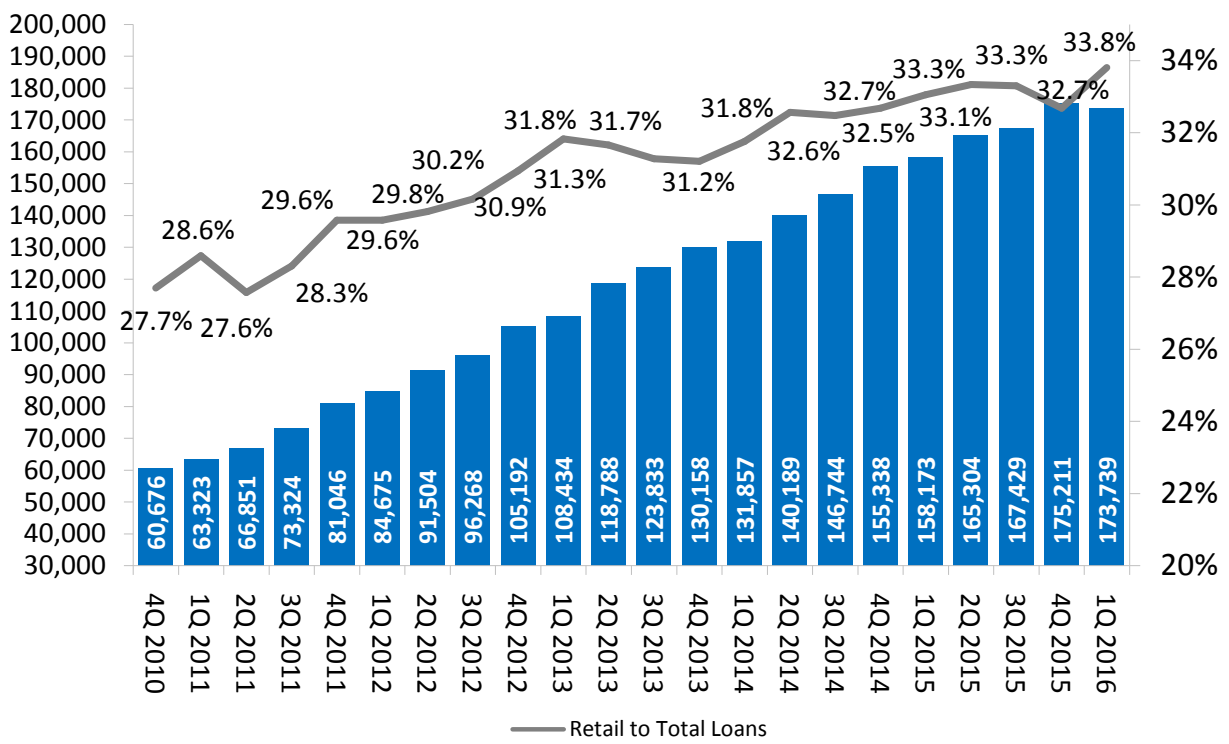


## Average Quarterly Deposit Costs (%)

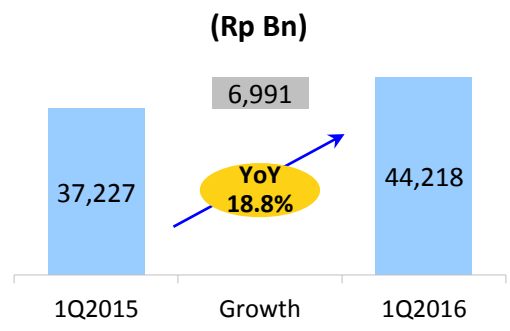


# Building our High Yield Business in Retail Lending

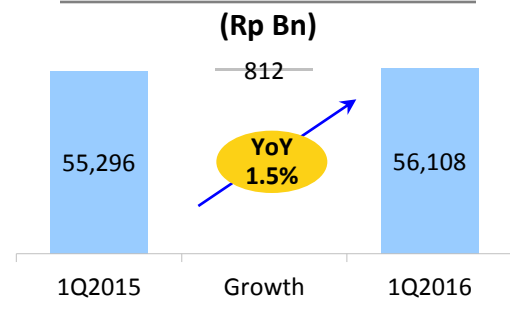
## Retail to Total Loans



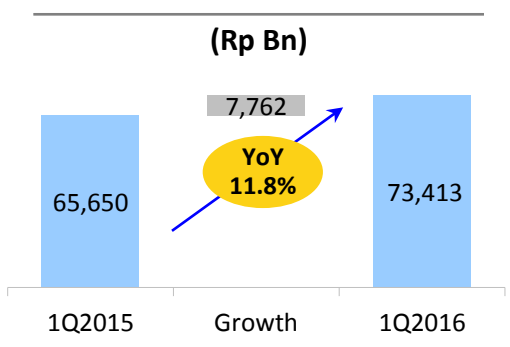
## Micro Credit



## Business Banking



## Consumer Finance



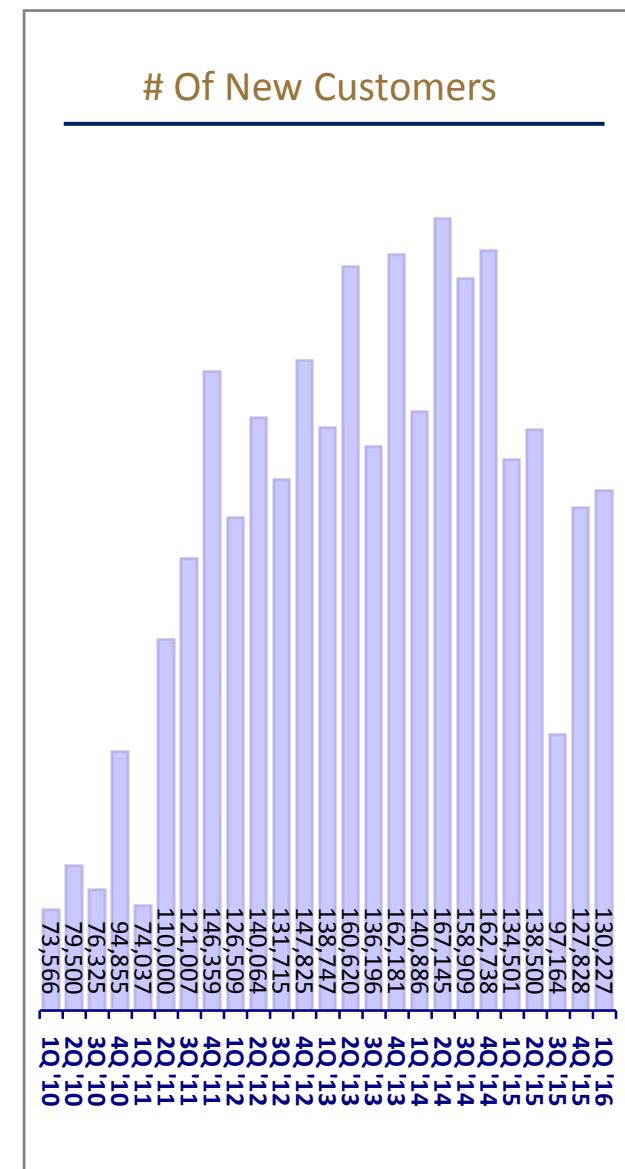
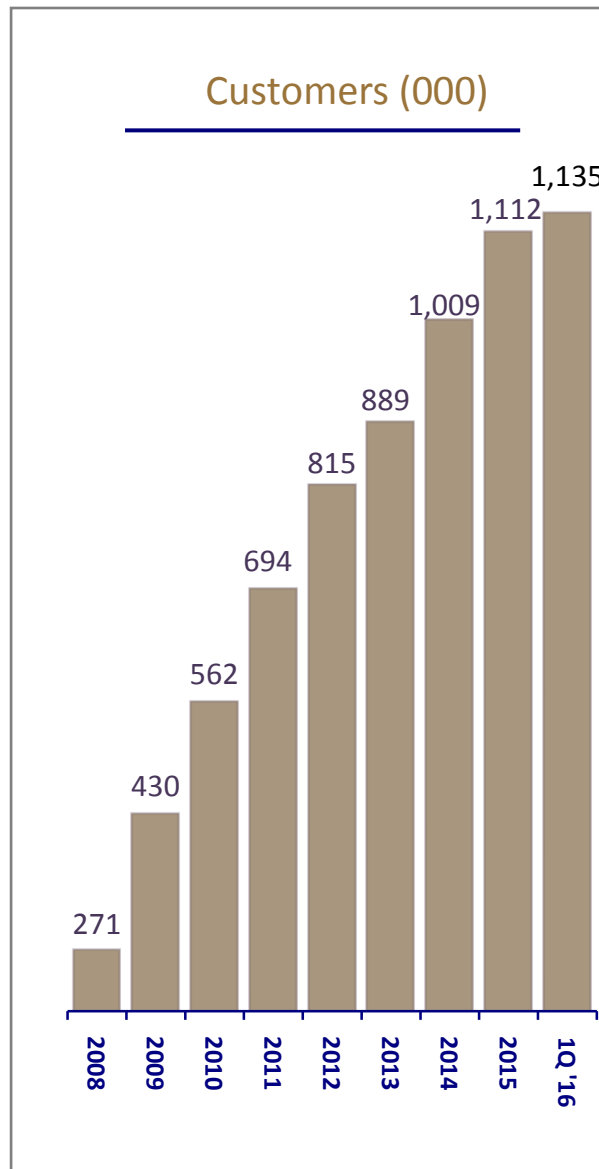
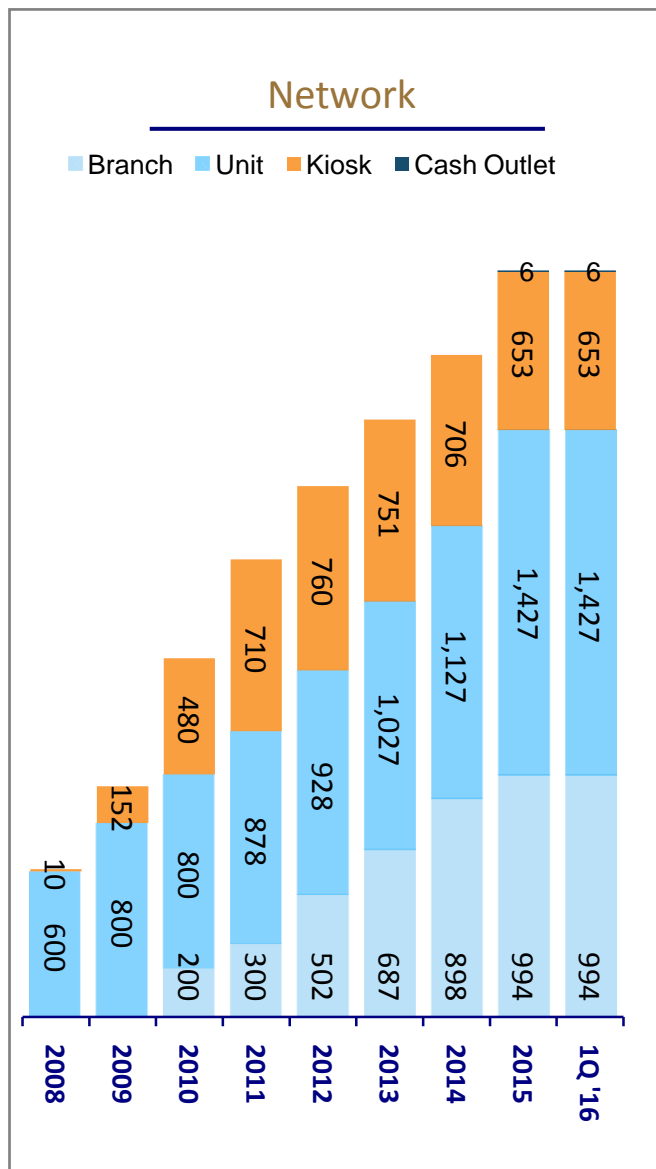
**Micro Credit**

**Business Banking**

**Consumer Finance**

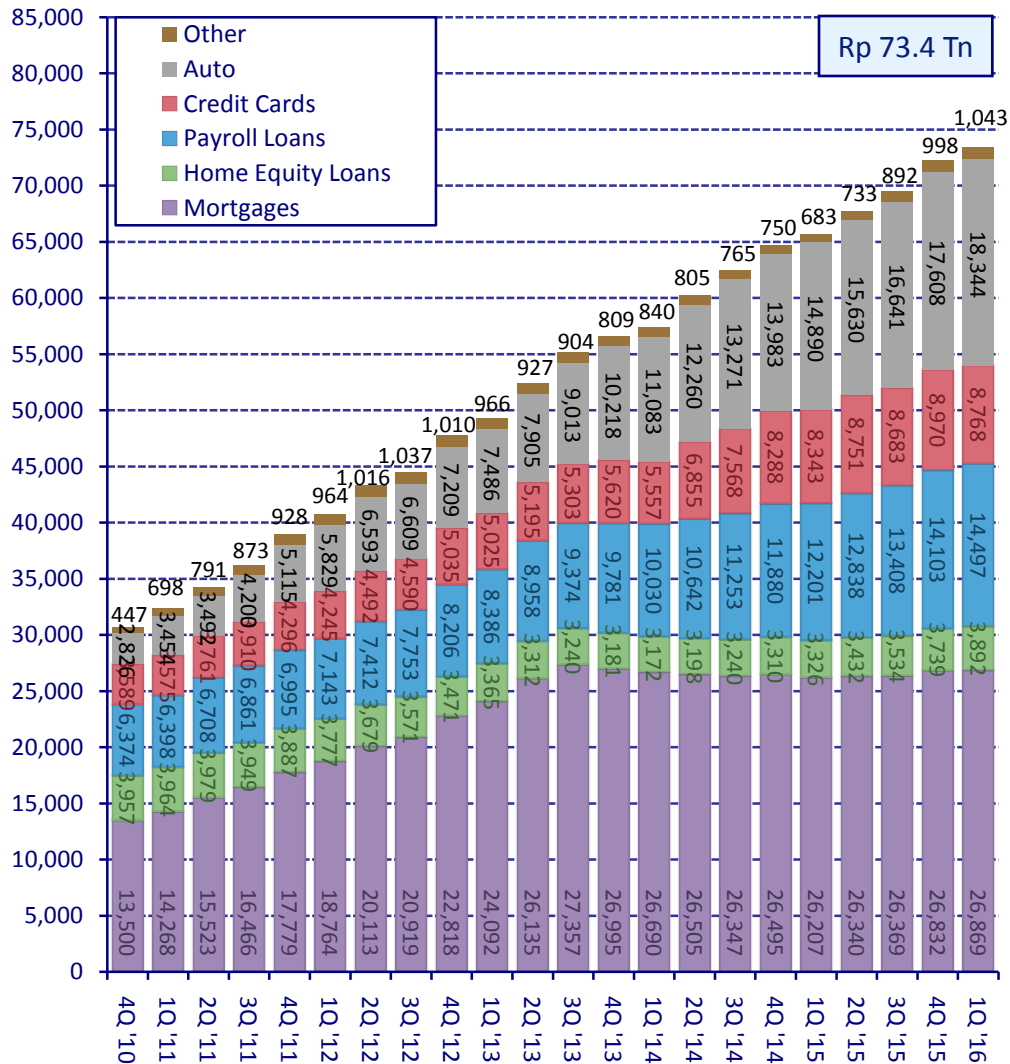


# Strong Microfinance Growth



# ...as well as Consumer Lending, which Rose 11.82% Y-o-Y as Auto Lending Remains Strong

## Quarterly Consumer Lending Balances by Type



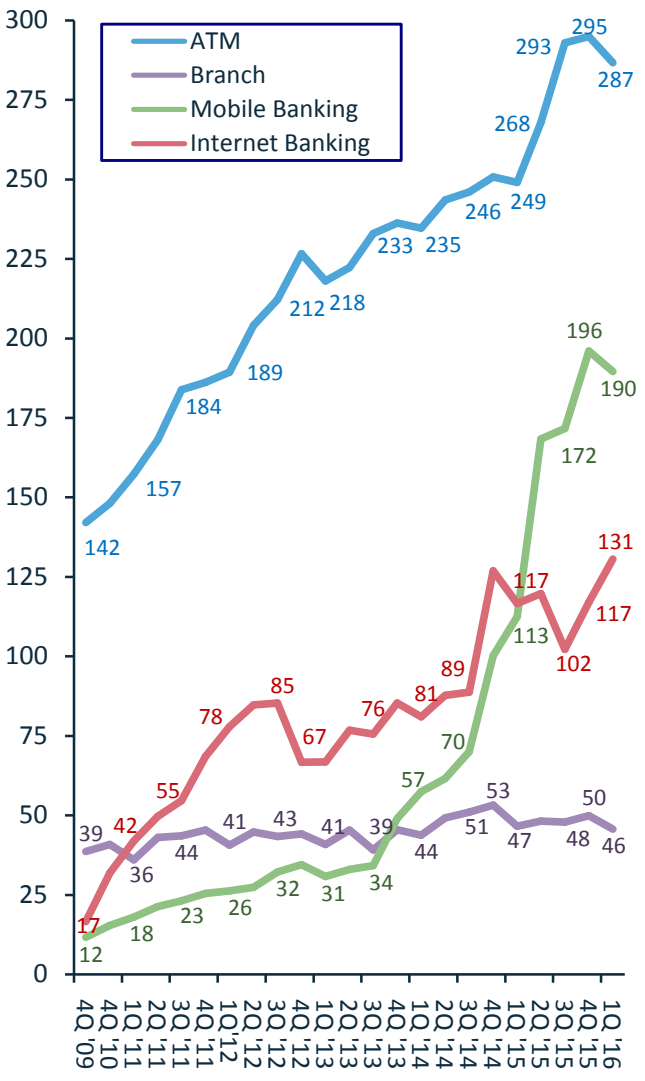
## Consumer Lending Growth by Type

Loan Type	Growth (%)	
	Y-o-Y	Q-o-Q
Other	52.72%	4.48%
Auto Loans*	23.20%	4.18%
Credit Cards	5.09%	-2.26%
Payroll Loans	18.82%	2.79%
Home Equity Loans	17.02%	4.09%
Mortgages	2.53%	0.14%
<b>Total Consumer</b>	<b>11.82%</b>	<b>1.61%</b>

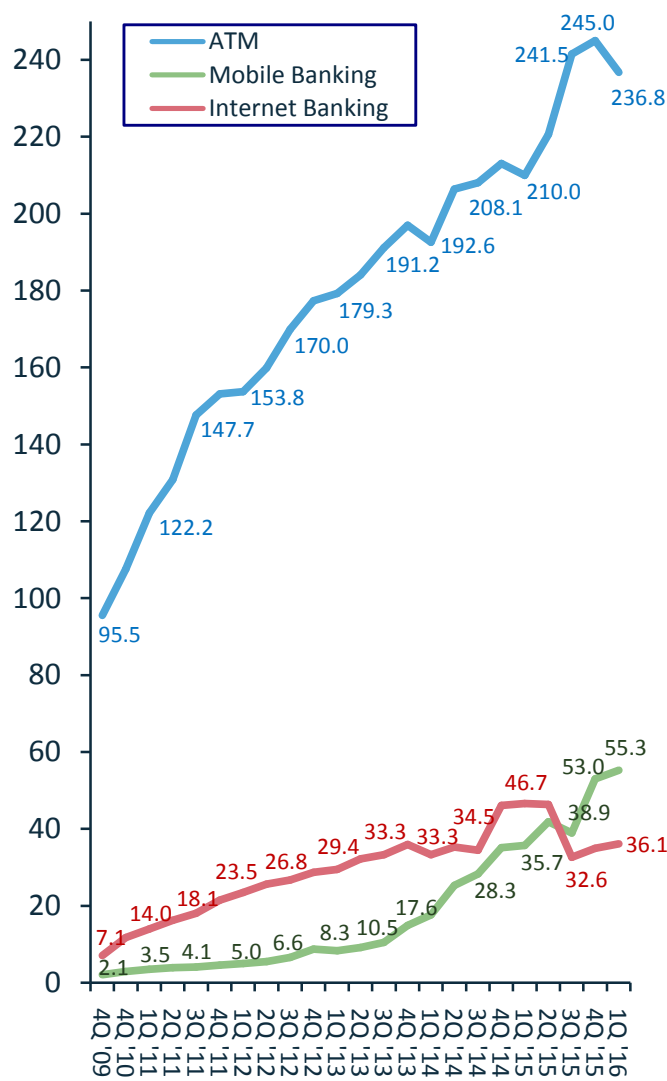
\*Auto & Motorcycle Loans channeled or executed through finance companies = Rp 9.1 Tn in our Commercial Portfolio

# Enhanced Transaction Capabilities

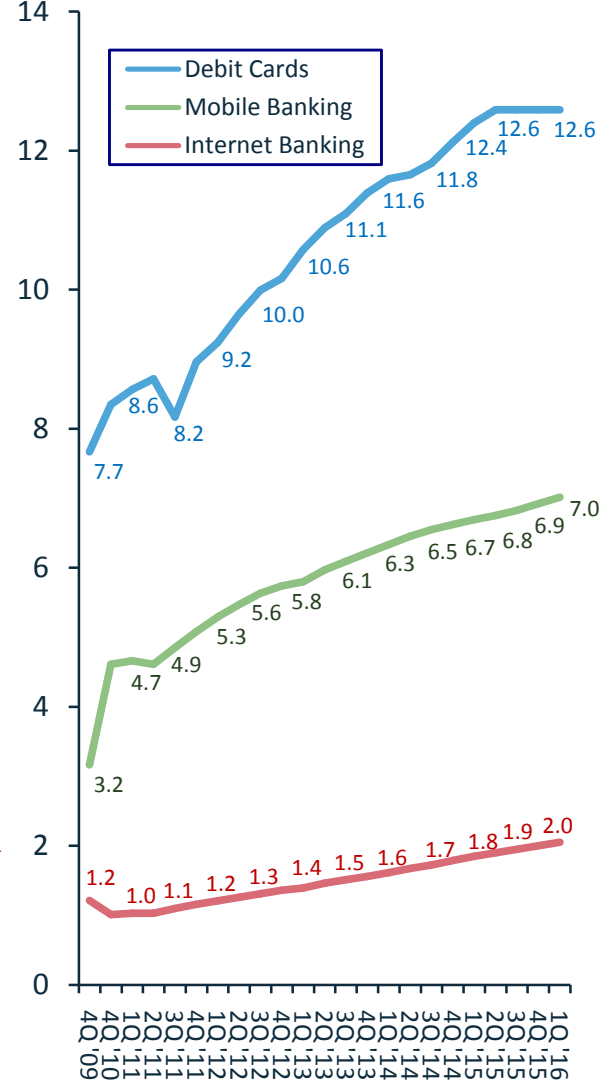
Quarterly Transaction Volume (Mn)



Quarterly Transaction Value (Rp Tn)

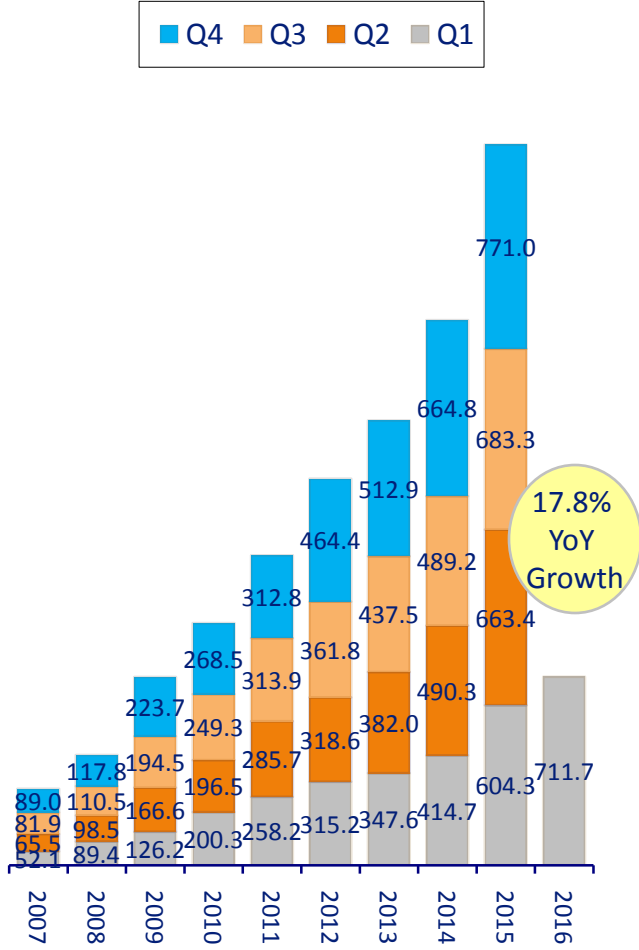


Quarterly Users (Mn)

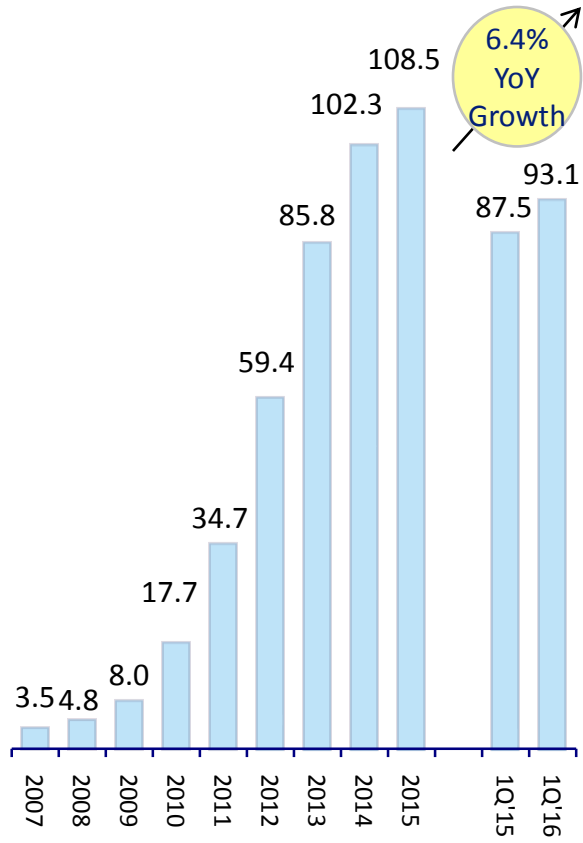


# Retail Payment System Gaining Traction

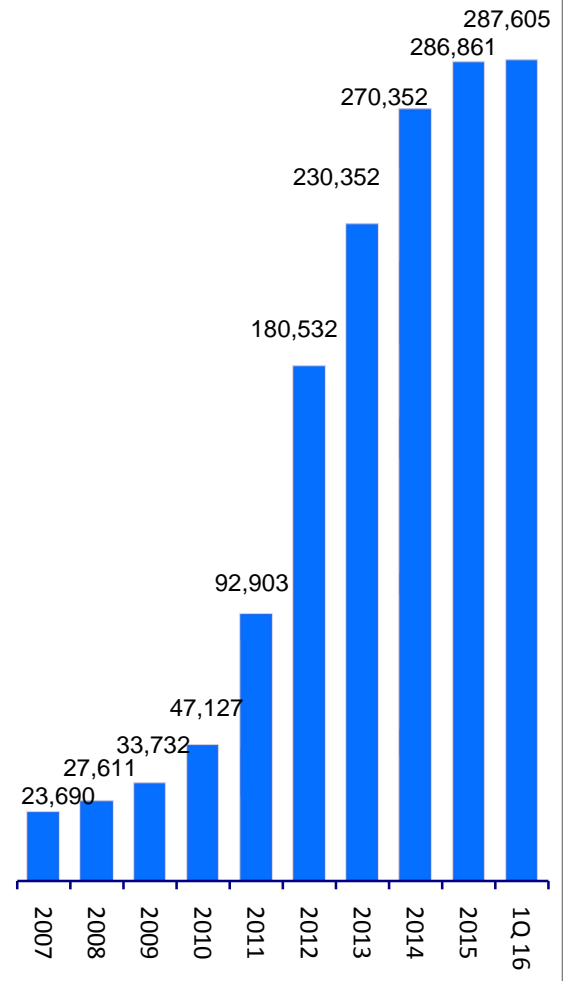
Fee Income from e-channel Tx (Rp Bn)



Volume Mandiri Business Saving Account (Rp Tn)

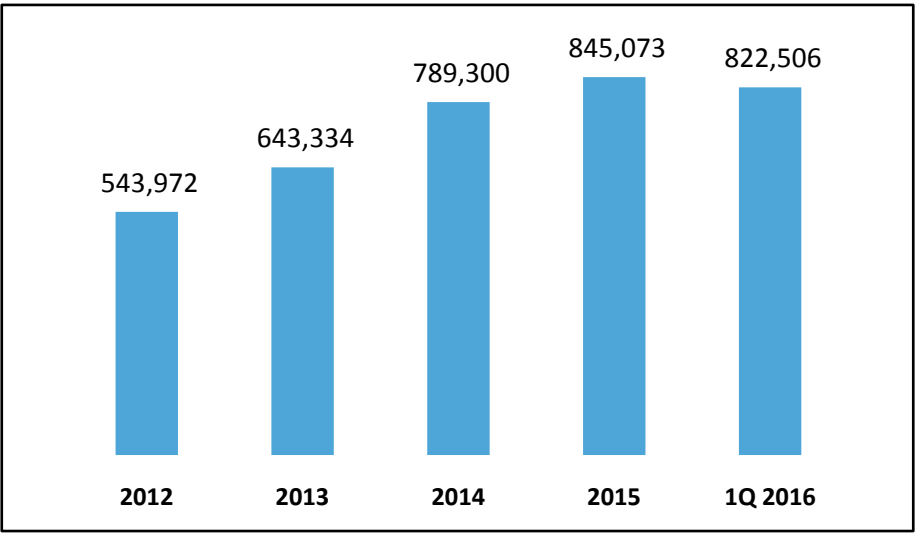


Numbers of EDC

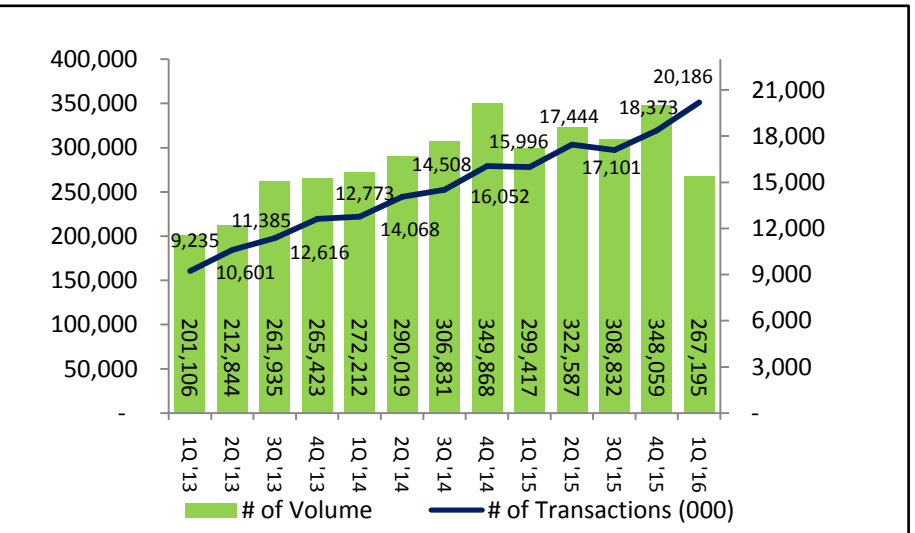


# Making Inroads into SME and Retail Payments

# SME Business w/ Mandiri Acc



# MTB Transaction & Volume



**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.

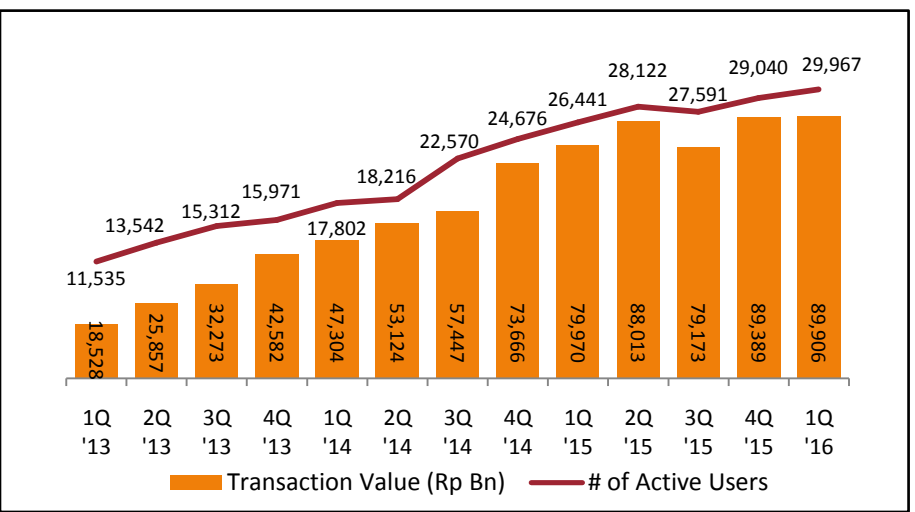
**Mandiri Belanja Untung Program**

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**

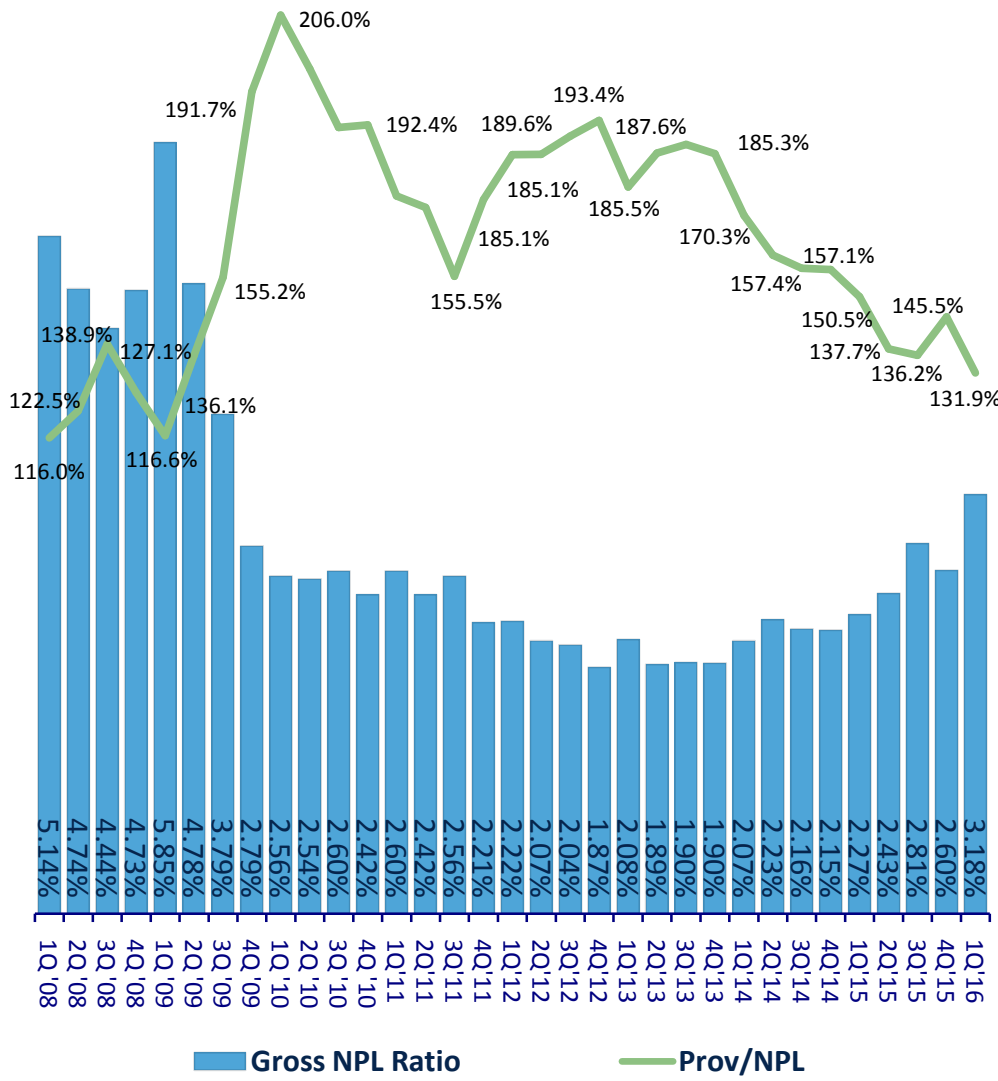
Co-promotion with the ITC Group for the merchants and the buyers who transact in ITC using Mandiri Debit and also a reward program for the building management.

# MIB Transaction Value & Users

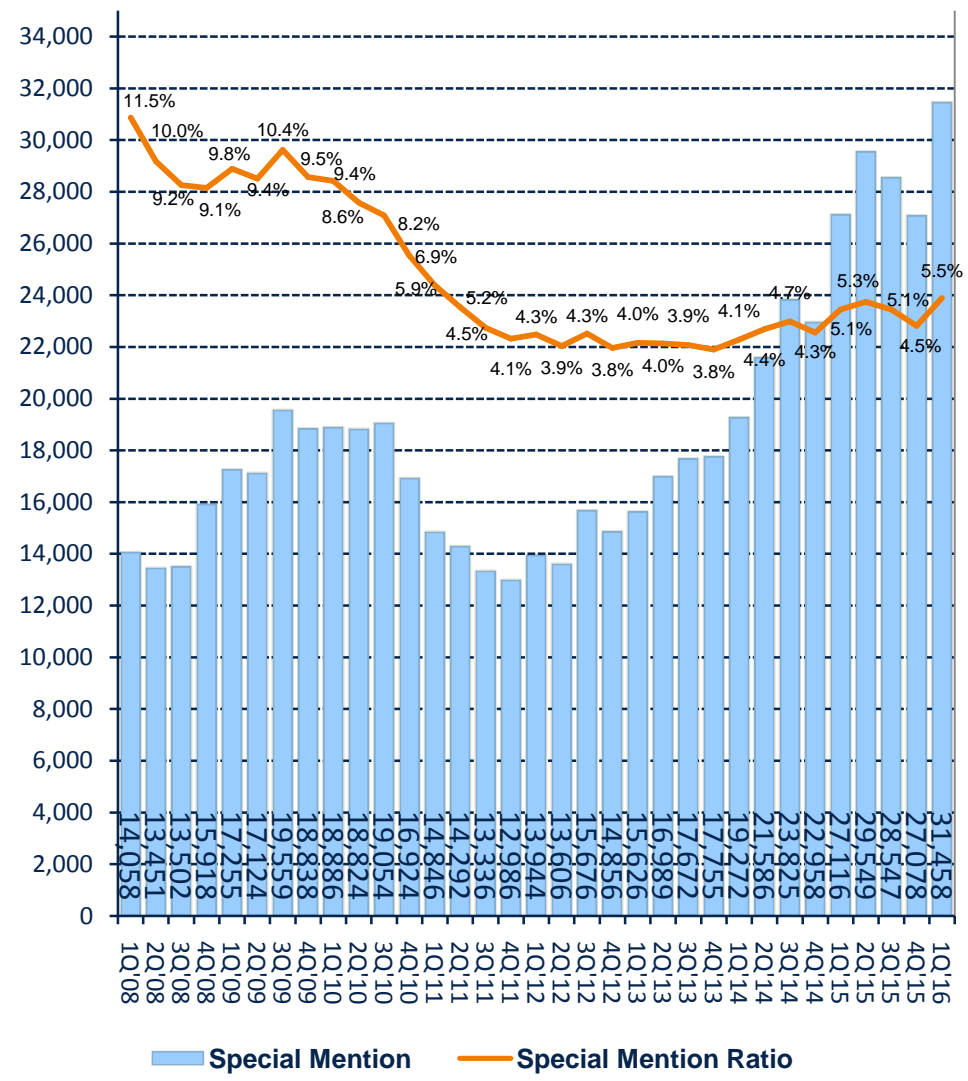


# Gross NPLs 3.18%, Coverage at 131.9% - Category 2 at 5.5%

## NPL Movement - Consolidated

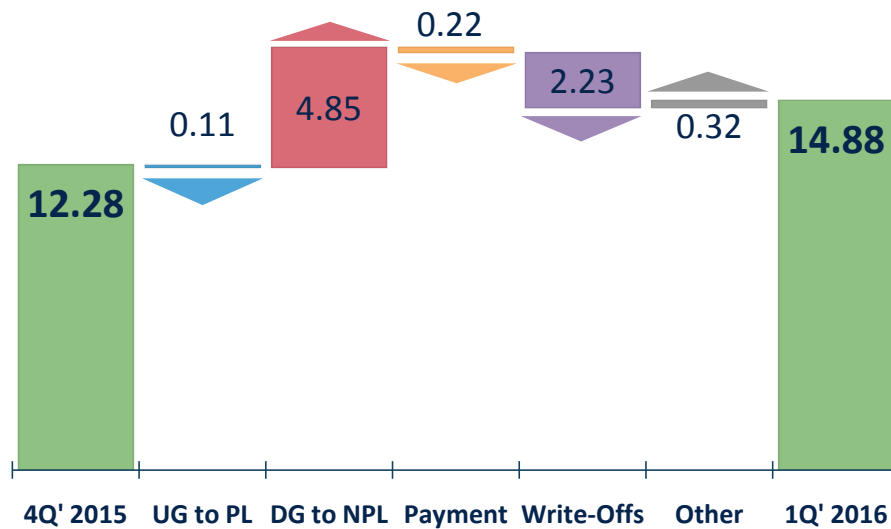


## Category 2 Loans



# Q1 2016 Total NPLs of Rp 14.88 Tn

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

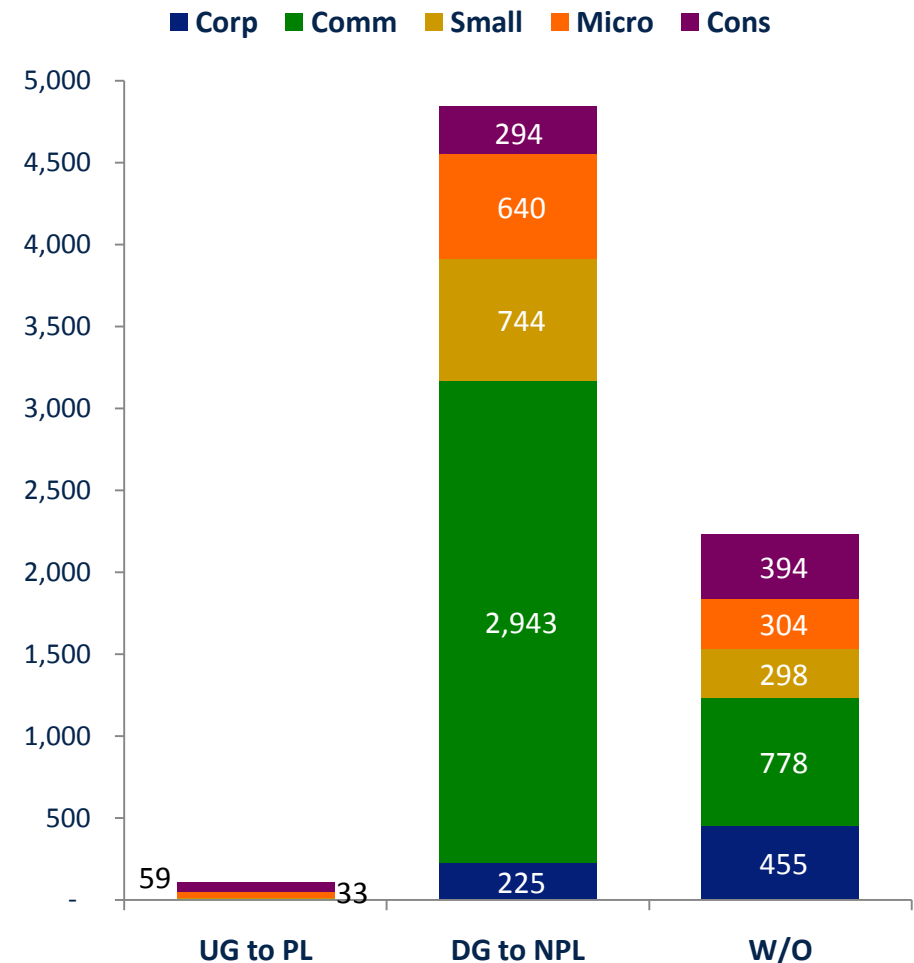


## Non-Performing Loans by Segment

	NPLs (Rp tn)	1Q△ (Rp tn)	NPLs (%)
Corporate	2.32	(0.28)	1.25%
Commercial	6.76	2.16	4.40%
Small	2.65	0.37	4.72%
Micro	1.76	0.22	3.97%
Consumer	1.40	0.13	1.91%
<b>Total</b>	<b>14.88</b>	<b>2.60</b>	<b>2.89%*</b>

\* Excluding loans to other banks

## Movement by Customer Segment (Rp Bn)



# 1Q 2016 Net Downgrades of 0.94% Loans Originated since 2005

Total Loans originated since 2005

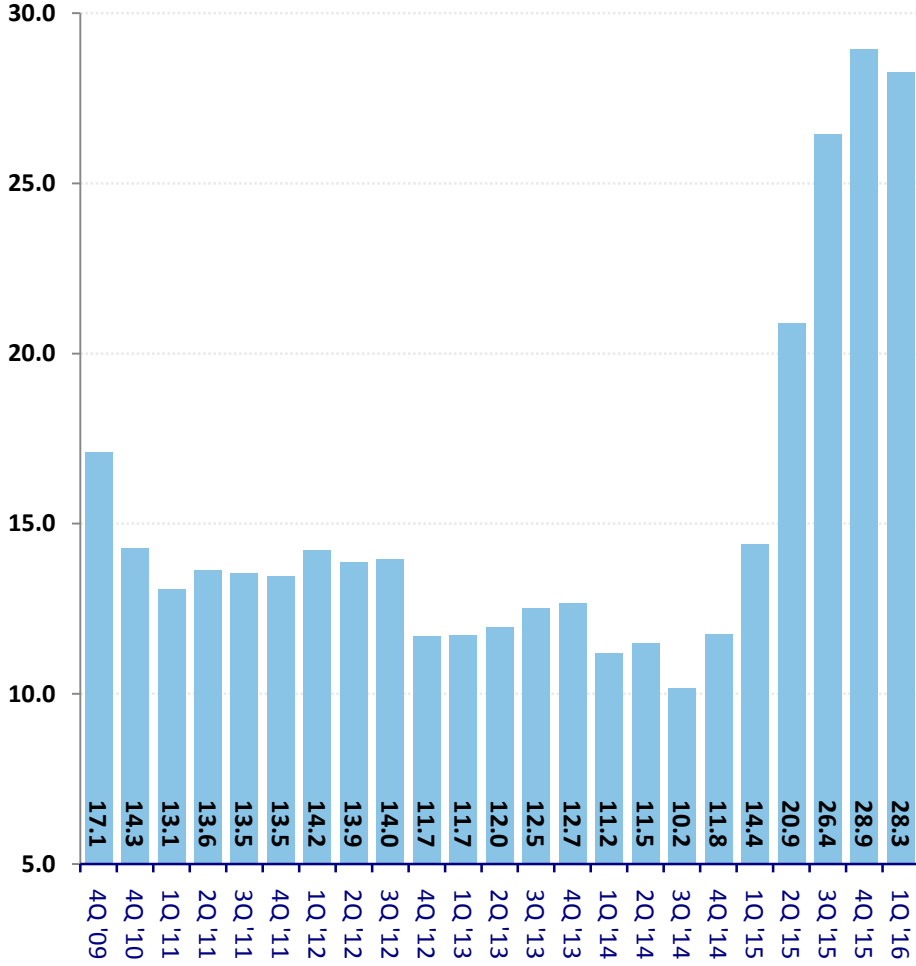
Loan Background	1Q'16 Balance (Rp Bn)	Net Upgrades(%)/Downgrades(%)#									1Q 2016 Details	
		1Q 2014	2Q 2014	3Q 2014	4Q 2014	1Q 2015	2Q 2015	3Q 2015	4Q 2015	1Q 2016	DG to NPL %	UG to PL %
Corporate	178,684	0.10	-	-	0.06	-	0.11	0.38	0.24	0.13	0.13	-
Commercial	148,175	0.08	0.04	0.12	0.37	0.13	0.95	0.83	0.77	1.97	1.97	-
Small	53,369	0.97	0.70	0.45	0.31	1.29	1.17	1.24	0.54	1.31	1.34	0.03
Micro	44,198	1.16	1.26	1.19	0.83	1.25	1.37	1.50	1.08	1.37	1.45	0.07
Consumer	73,206	0.35	0.20	0.20	0.09	0.28	0.23	0.25	0.17	0.32	0.40	0.08
<b>Total</b>	<b>497,632</b>	<b>0.30</b>	<b>0.21</b>	<b>0.20</b>	<b>0.25</b>	<b>0.33</b>	<b>0.60</b>	<b>0.68</b>	<b>0.31</b>	<b>0.94</b>	<b>0.96</b>	<b>0.02</b>

# % downgrades and upgrades are quarterly % figures

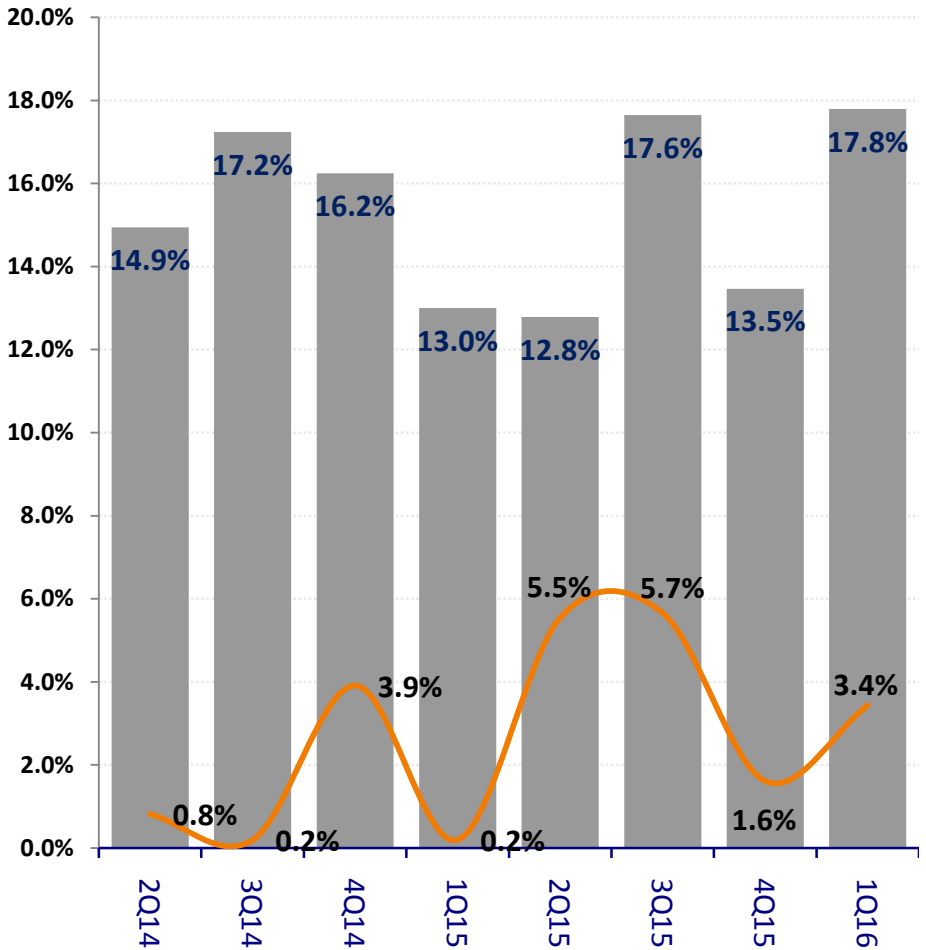


# Net Restructured Loans Have Stabilized

Restructured Loans

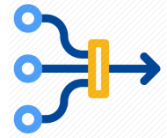



Downgrade to Non-Performing After being Restructured













■ % NPL in Restructured Loan    — % DG to NPL After Being Restructured

# Improving Asset Quality and Portfolio Management

- 
Reorganize SAM Group
- 
Transferring Problem Loans
- 
Resetting Risk Assessment Criteria
- 
Increase Monitoring Frequency
- 
Intensify Cash Recovery

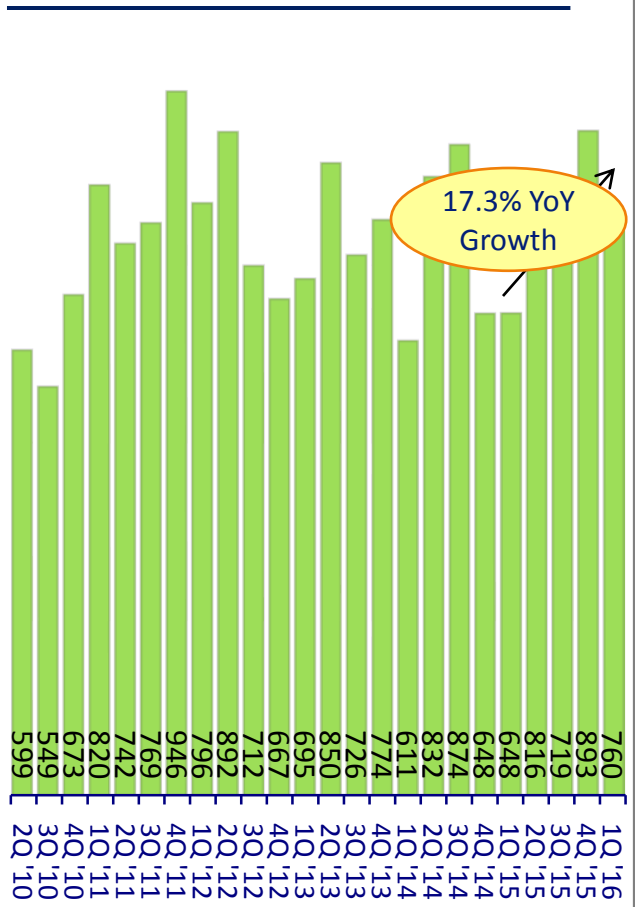
Key Areas	Remarks
<ul style="list-style-type: none"> <li>• <b>Restructuring Unit</b></li> <li>• <b>Recovery Unit</b></li> </ul>	<p>Focus on preventing increasing NPLs. To solve temporary problems in business's and take the necessary steps for loan restructuring.</p>
<ul style="list-style-type: none"> <li>• <b>Transferring Problem Loans</b></li> </ul>	<p>Transferring problem loan from business units to SAM group to be handled more effectively. We will continue to review for more loans to transfer.</p>
<ul style="list-style-type: none"> <li>• <b>Update Risk Assessment Criteria</b></li> </ul>	<p>Help to reset risk assessment criteria to support business units in improving the loan origination process.</p>
<ul style="list-style-type: none"> <li>• <b>Loan Monitoring</b></li> <li>• <b>Early Warning System</b></li> </ul>	<p>Preventive actions to improve asset quality by increasing standard process and upgrading risk tools</p>
<ul style="list-style-type: none"> <li>• <b>Incentives for Loan Repayment</b></li> <li>• <b>Auction Frequency</b></li> <li>• <b>Asset Marketing Unit</b></li> </ul>	<ul style="list-style-type: none"> <li>• Achieve Higher cash recovery than last year</li> <li>• Accelerate loan repayment, such as by writing off interest and penalty</li> <li>• Identify targeted buyers for specific assets</li> </ul>

# Enhancing Synergies & Value from Subsidiaries

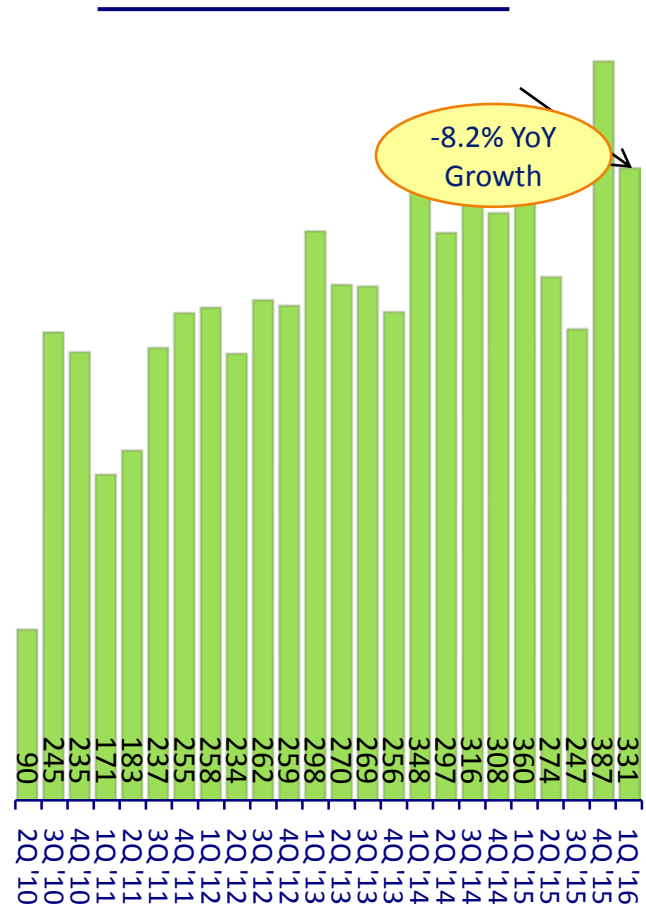
Syariah Banking	Investment Banking	Insurance	Niche Banking	Multi-Finance
 <p><b>mandiri syariah</b></p>	 <p><b>mandiri sekuritas</b></p>	 <p><b>mandiri</b></p>	 <p><b>mandiri taspen pos</b></p>	 <p><b>mandiri tunas finance</b></p>
Total Assets Rp71.5 Tn	Bond Trading Volume Rp19.9 tn	Total Assets Rp24.0 Tn	Total Loans Rp2.1 Tn	Total Financing Rp4.9Tn
Total Financing Rp50.7 Tn	Equity & FI Underwriting Rp1.5 tn	Annual FYP Rp760.0 Bn	Net Interest Margin 8.0 %	Net Interest Margin 3.52%
Total Deposits Rp63.2 Tn	Equity Trading Volume Rp25.9 tn	ROA 5.7%	ROA 1.98%	ROA 4.96%
ROE 5.67%	ROE 10.2%	ROE 65.0%	ROE 6.6%	ROE 29.9%
 <ul style="list-style-type: none"> <li>• Remains the leader in syariah financing</li> <li>• Capital injection program over 3 years</li> <li>• Cross-selling syariah products to Mandiri customers</li> </ul>	 <ul style="list-style-type: none"> <li>• Enhance Retail Brokerage Program.</li> <li>• Upgrade Singapore office business license to tap on new business from Indonesian client.</li> <li>• Improve efficiency in all business line.</li> </ul>	 <ul style="list-style-type: none"> <li>• Providing end-to-end bank assurance business</li> <li>• Continue to build cross-sell opportunities in various segments</li> <li>• Bancassurance products to complete our suite of consumer offerings</li> </ul>	 <ul style="list-style-type: none"> <li>• Enhancing operating model</li> <li>• Improving risk management systems and IT</li> <li>• Improving productivity</li> </ul>	 <ul style="list-style-type: none"> <li>• Penetrate Bank Mandiri's network and customer base to develop the multifinance segment with a strong focus on new 4 wheel vehicles.</li> </ul>

# AXA Mandiri Financial Services Performance

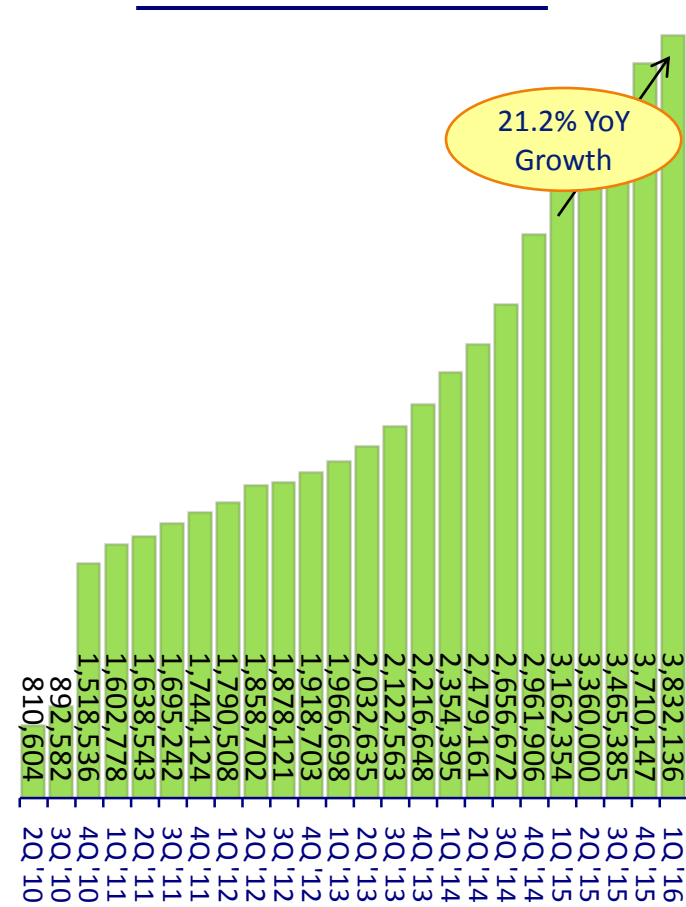
Annual First Year Premium (AFYP) (Rp Bn)



Net Profit After Tax (Rp Bn)



# of Policy Holders



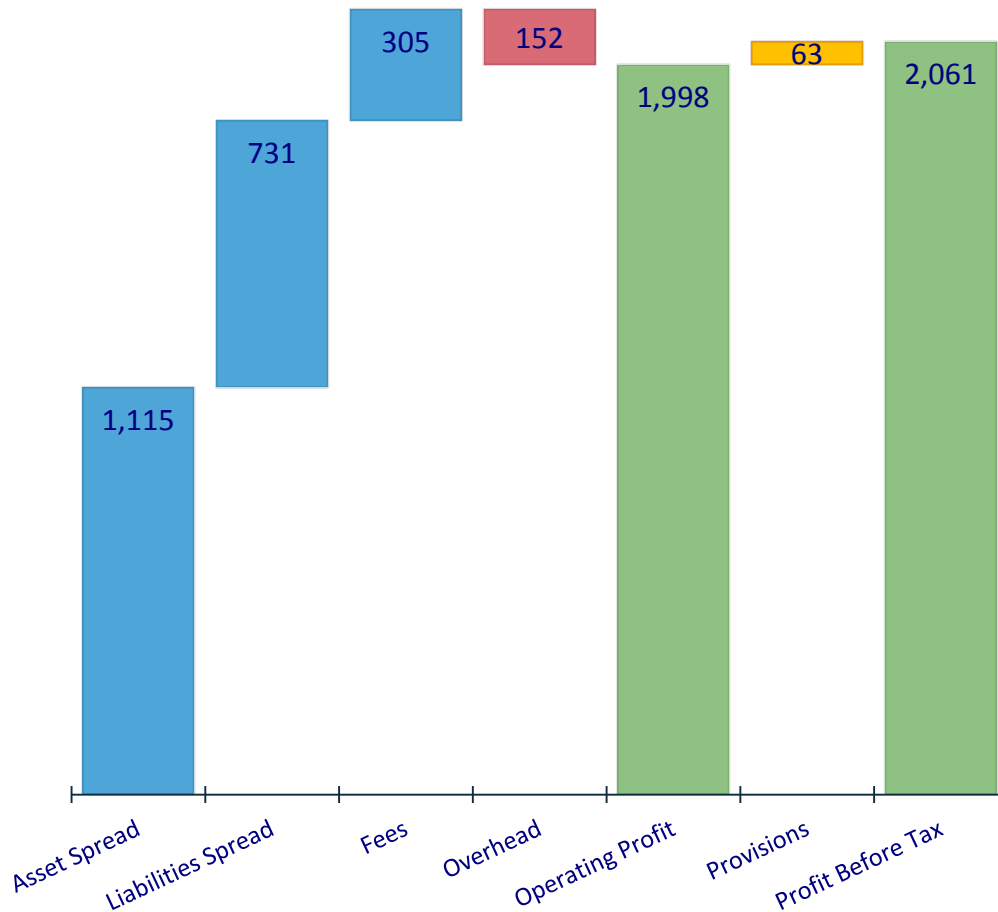
# Bank Mandiri's 2016 Corporate Guidance

	2016 Target	1Q2016 Realization
Gross Loan Growth (YoY)	12% - 14%	7.9%
Low Cost Deposits	Rp 480 Tn	Rp 407 Tn
Net Interest Margins	5.80% - 6.00%	6.42%
Efficiency Ratio	<45.00%	44.46%
Gross NPLs	2.5% - 3.0%	3.18%
Cost of Credit	1.9%-2.1%	3.19%
# of New ATMs	1,500	64
# of New EDCs	50,000	744
# of New Micro Outlets	150	-
# of New Conventional Branches		3

# Operating Performance Highlights

# Corporate Banking: Generating Strong Asset Spread

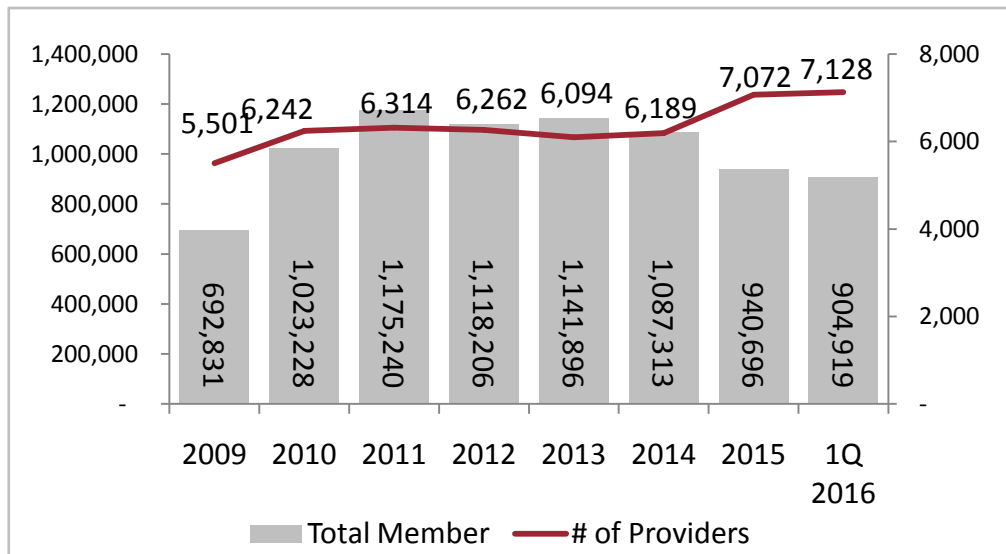
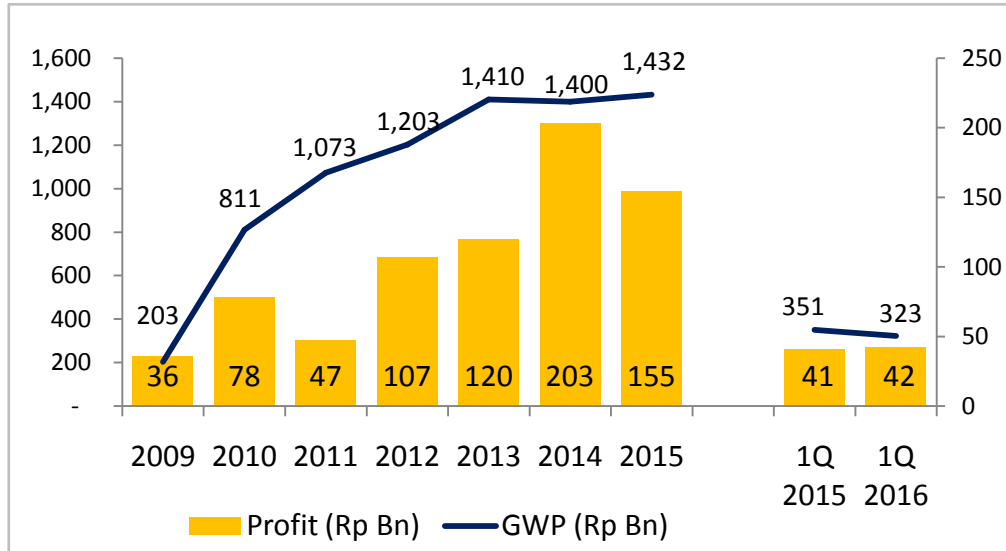
## Performance to Date: 1Q 2016 (Rp Bn)



## Strategies for 2016

1. 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 7,128 healthcare providers and recorded over Rp 253 Bn in claims year to date 2016
- 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

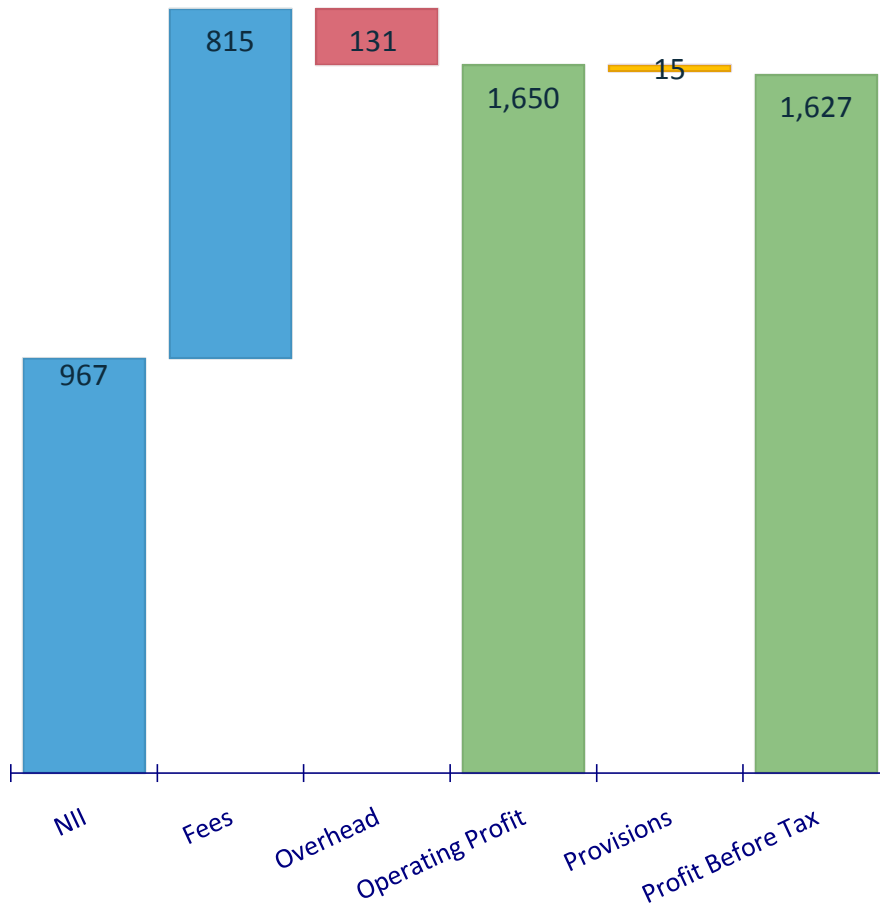
## Cross-selling Mandiri products to InHealth members

InHealth earned premium payments of Rp 323 Bn in 2016 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 904,919 InHealth members.



# Treasury & Market

## Performance to Date: 1Q 2016 (Rp Bn)



## Strategies for 2016

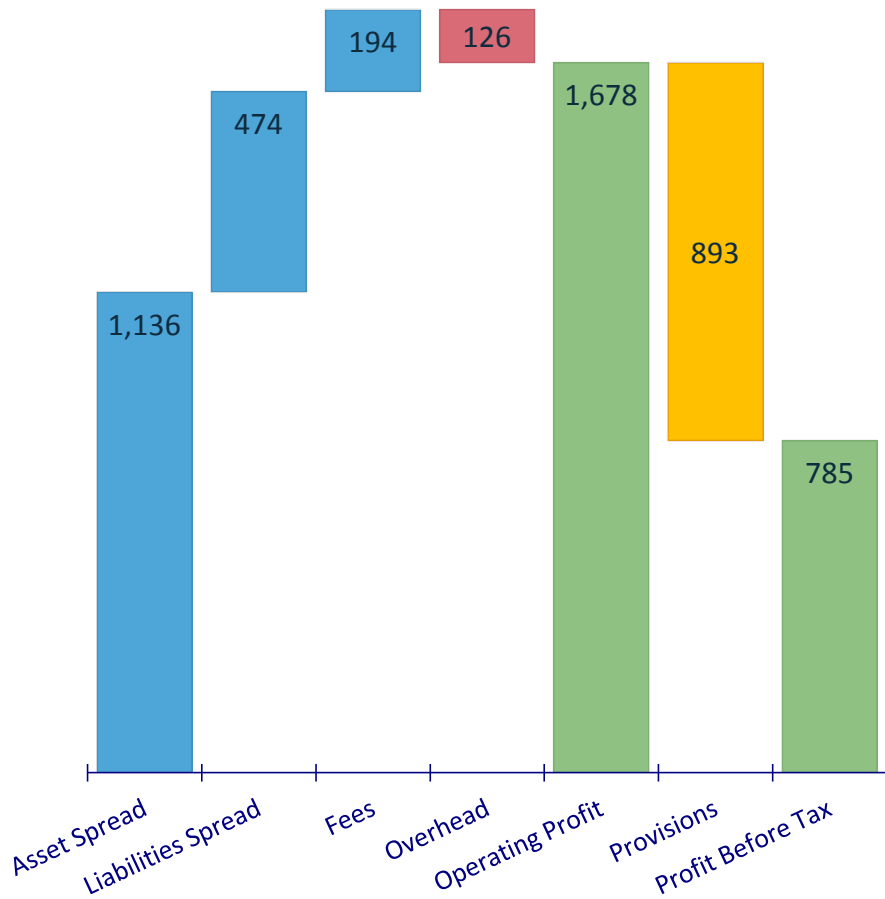
1. Implement client segmentation strategy for Treasury anchor and non-anchor clients.
2. Increase retail coverage of fixed income and structured products.
3. Develop new FI client coverage model and implement segmentation strategy.
4. Revitalize overseas offices' function as a distribution channel, and introduce new business models.
5. Enhance retail brokerage program in Mandiri Sekuritas.
6. Upgrade business license status of Mandiri Sekuritas Singapore Office.

# Mandiri Sekuritas' financial performance

(Rp Bn)	Q1 2016	Q1 2015	Y-o-Y $\Delta$ (%)
<b>Revenues</b>	<b>154</b>	<b>138</b>	<b>12%</b>
• Investment Banking	28	23	22%
• Capital Market	64	76	(15%)
• Proprietary	17	4	299%
• Investment Mgt	44	34	29%
Operating Expenses	117	104	12%
Earnings After Tax	26	19	35%
Equity Transactions – bn	25,864	36,625	(29%)
SUN Transactions - bn	19,934	21,192	(6%)
Equity & Bonds Underwritten – bn	1,537	1,150	34%
ROA	6.9%	5.3%	1.6%
ROE	10.2%	7.5%	2.7%

# Commercial Banking: Strong revenues from Assets

## Performance to Date: 1Q 2016 (Rp Bn)

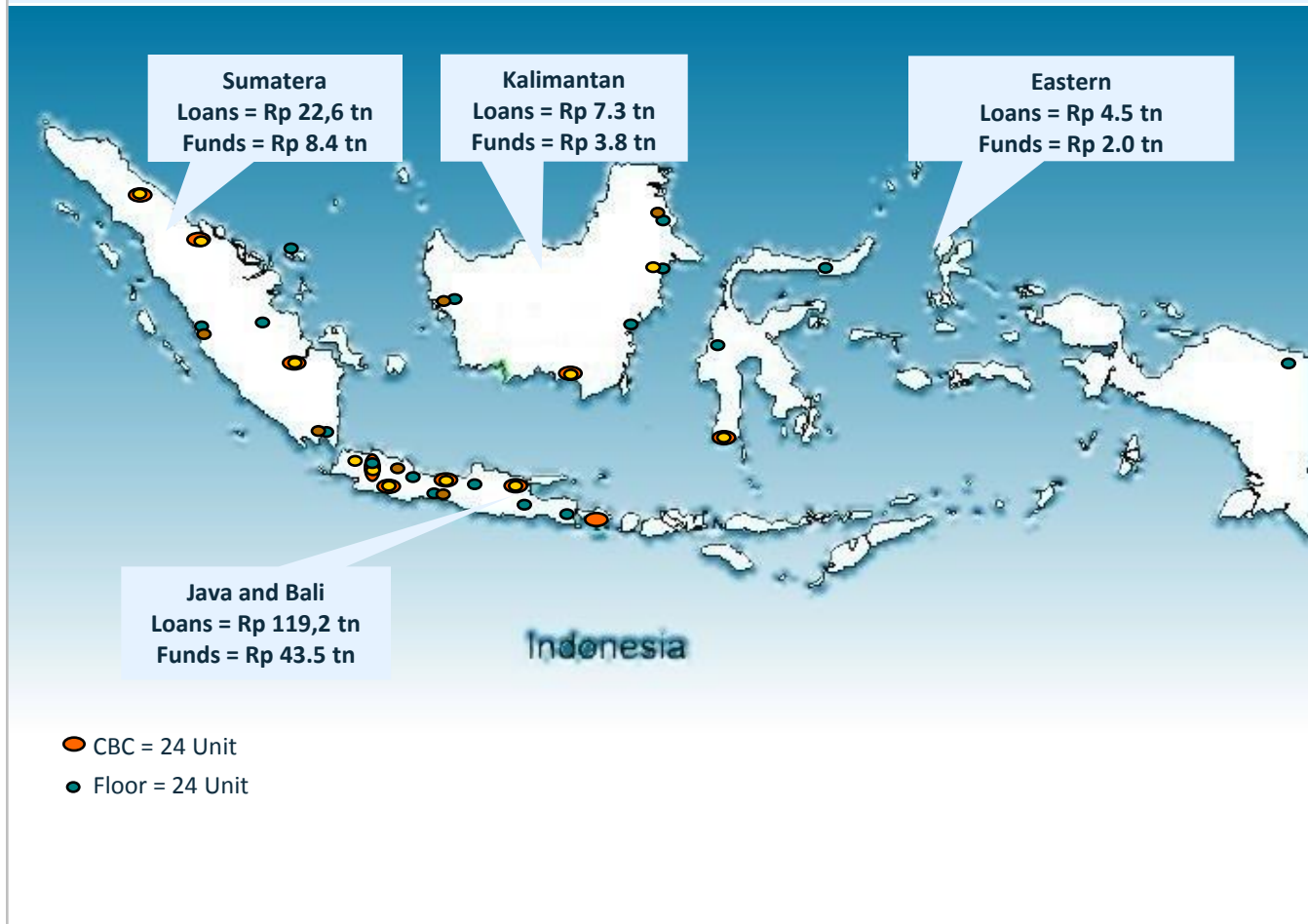


## Strategies for 2016

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

## Expanding Scope of Distribution, 1Q 2016



## Solid & Stable Source of Low Cost Funds

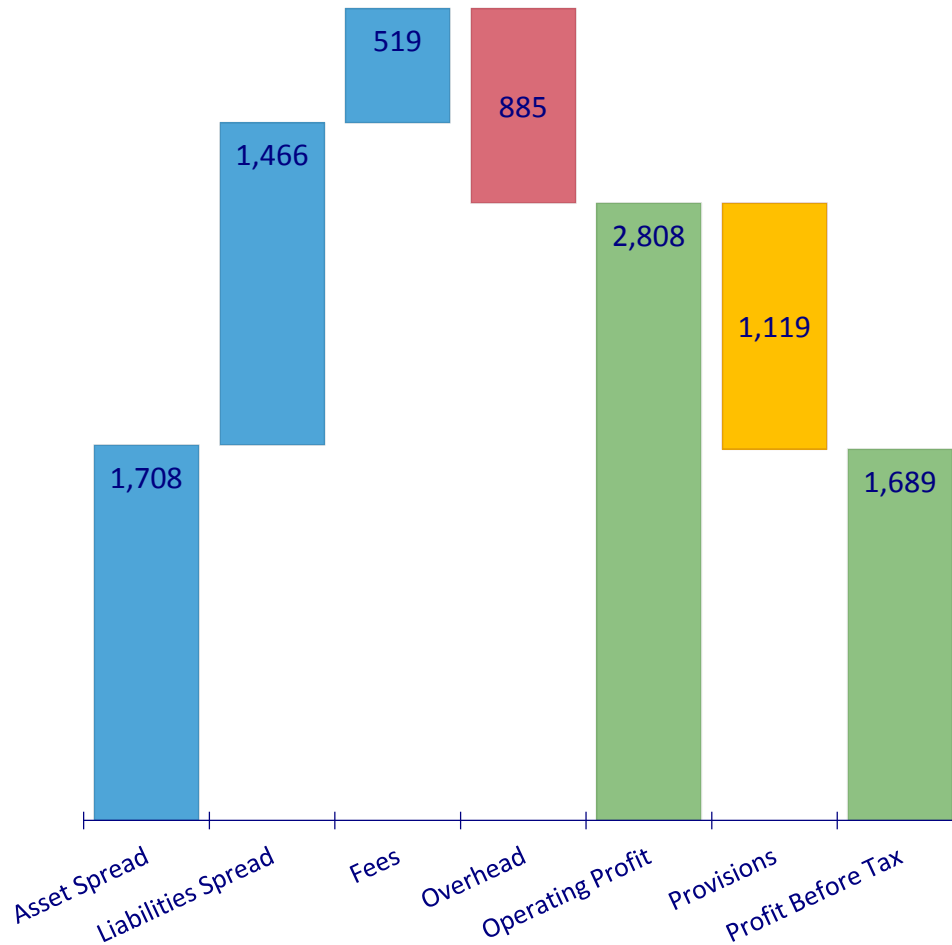
Product	Rp Tn		
	1Q 2016	1Q * 2015	Growth
Demand Deposit	35.07	13.10	18.61%
Rupiah	19.25	7.05	2.20%
FX	15.82	6.05	47.18%
Saving Deposit**	7.82	1.81	85.28%
Total CASA	41.38	14.91	26.99%
Total Funding	57.67	26.83	14.65%

CASA Ratio = 71.75%  
Funding from Java & Bali = 75.43%  
of total funding

\* Resegmentation  
\*\* Business Savings Product

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

## Performance to Date: 1Q 2016 (Rp Bn)

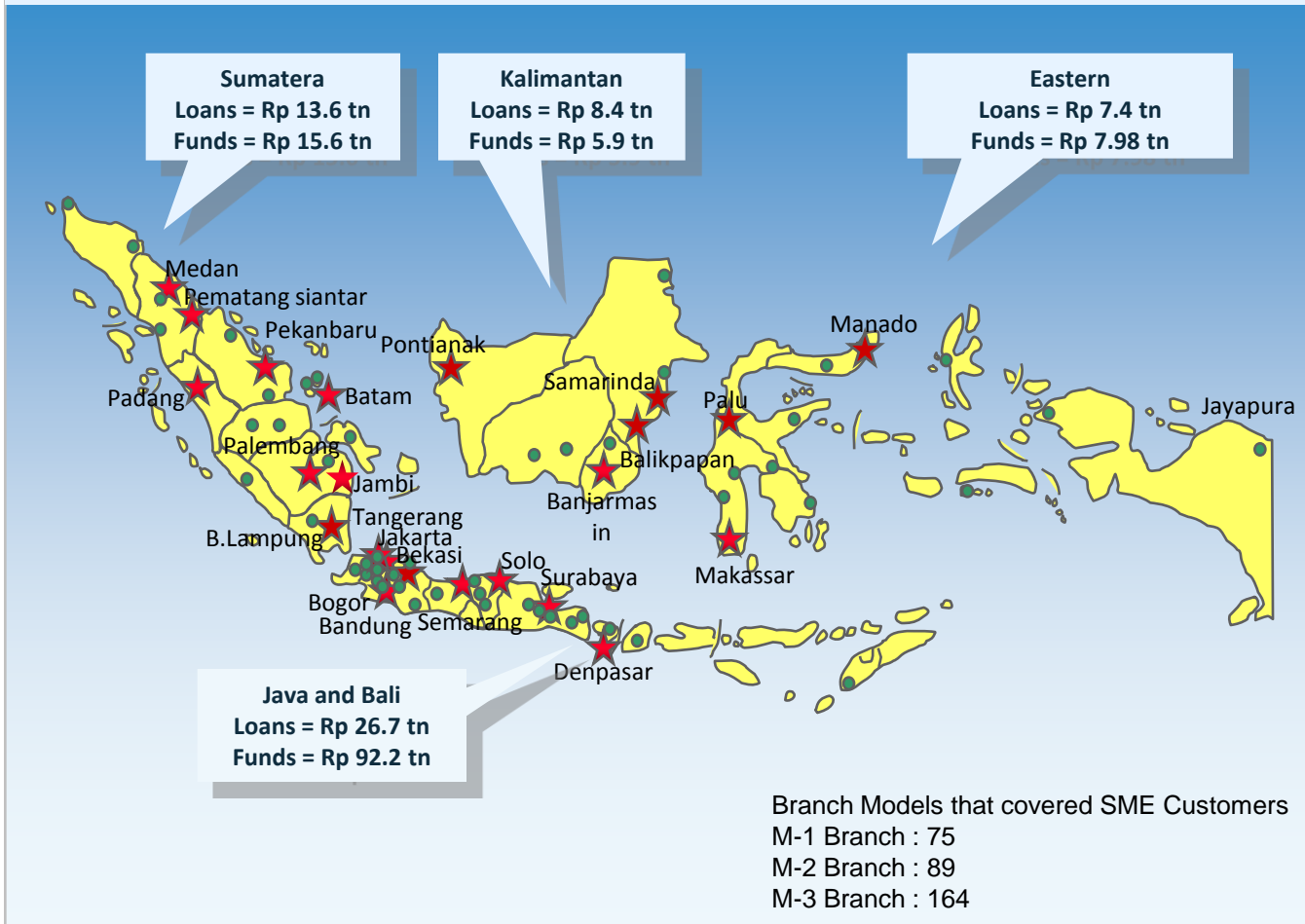


## Strategies for 2016

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

# Business Banking :

## Expanding Scope of Distribution, 1Q 2016



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

Product	Rp Tn		
	1Q 2015	1Q 2016	Growth YTD
Demand Deposit	42.8	33.1	-22.7%
Saving Deposit	65.8	65.5	-0.5%
Total CASA	108.6	98.6	-9.2%
Total Funding	147.1	121.7	9.5%

CASA Ratio = 81,02%  
Funding from Java & Bali = 75.8%  
of total funding

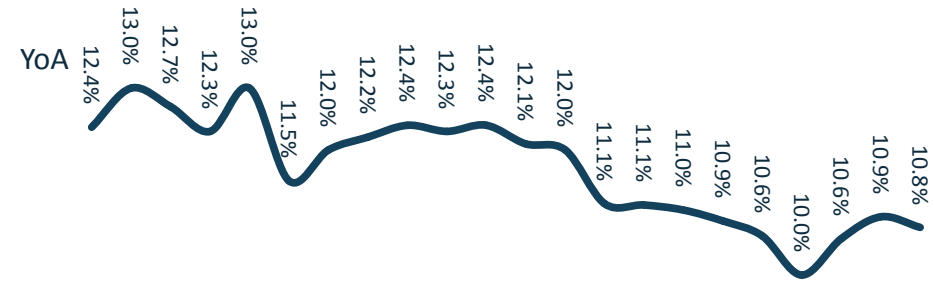
\* Numbers are restated after Resegmentation in Jul 2015

# BSM Addressing Asset Quality Issues

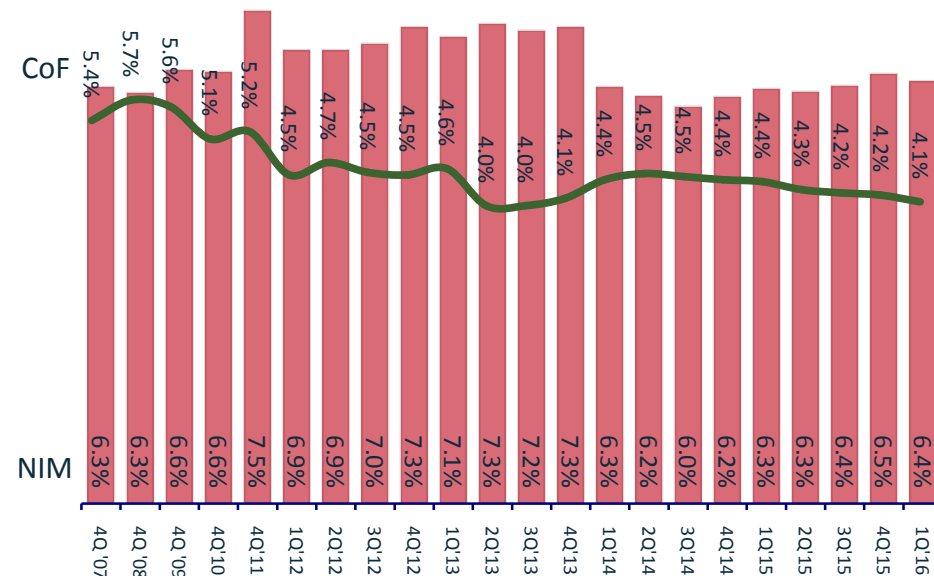
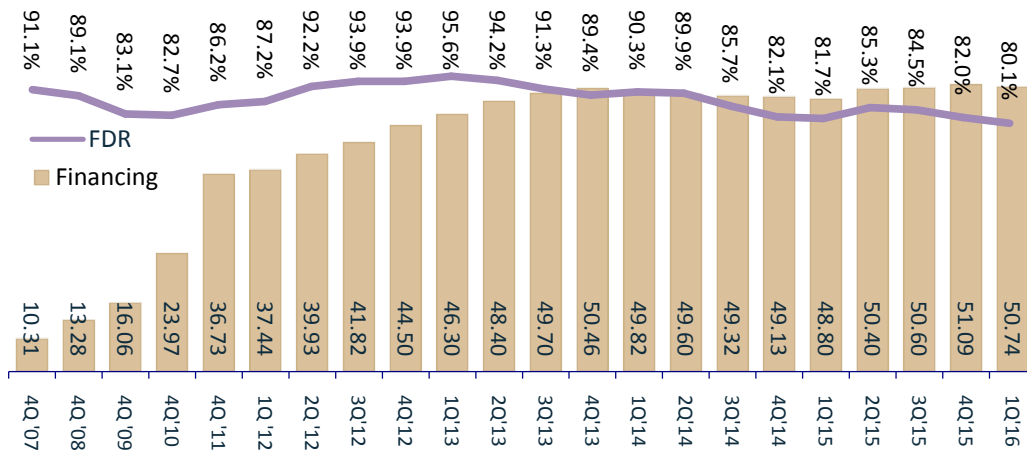
## Financial Performance (Rp bn)

	FY '09	FY '10	FY'11	FY'12	FY'13	FY'14	FY'15	1Q'16
Financing	16,063	23,968	36,664	44,755	50,460	49,133	51,090	50,739
Deposits	19,338	28,999	42,618	47,409	56,461	59,821	62,113	63,160
Assets	22,037	32,482	48,672	54,229	63,965	66,942	70,369	71,538
EAT	290.94	418.52	551.07	805.69	651.24	71.78	289.58	76.57
Ratios:								
ROA (%)	2.23	2.21	1.95	2.25	1.53	0.17	0.56	0.57
ROE (%)	21.40	25.05	24.24	25.05	15.34	1.49	5.92	5.67
Gross NPF	4.84%	3.52%	2.42%	2.82%	4.32%	6.83%	6.06%	6.41%

## Net Interest Margin & Cost of Funds

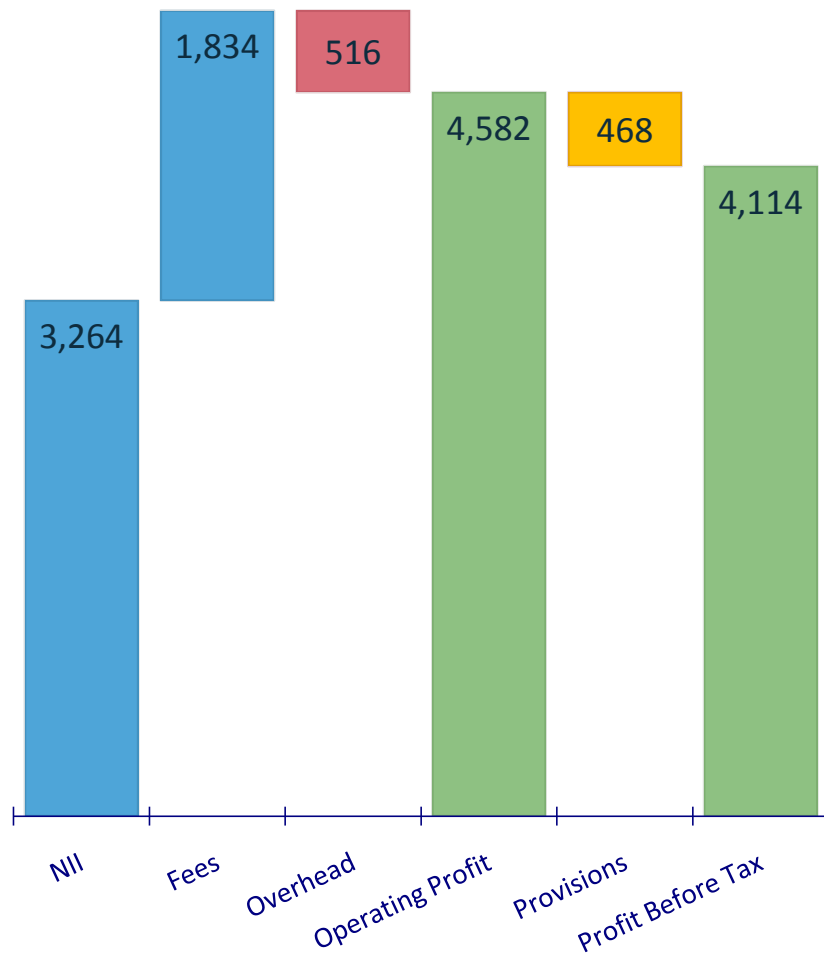


## Syariah Financing (Rp tn)



# Consumer Banking: Significant growth in spread and fee income

## Performance to Date: 1Q 2016 (Rp Bn)



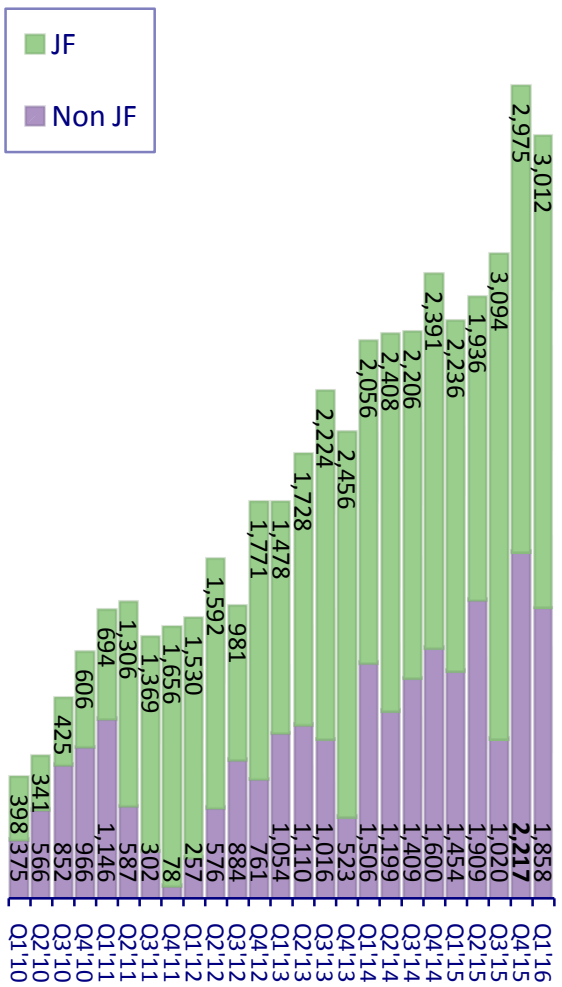
## Strategies for 2016

1. #1 in Auto with new product and 2W subsidiary build up
2. #1 position in Credit Card with innovation and portfolio optimization
3. #1 in mortgage via new segments and mandiri synergies
4. Drive growth in personal loans via new products and distribution.
5. #1 bank for Indonesia's Gen-Y
6. Recognized innovator in banking-unbanked.
7. Extend #1 position in wealthy and affluent.

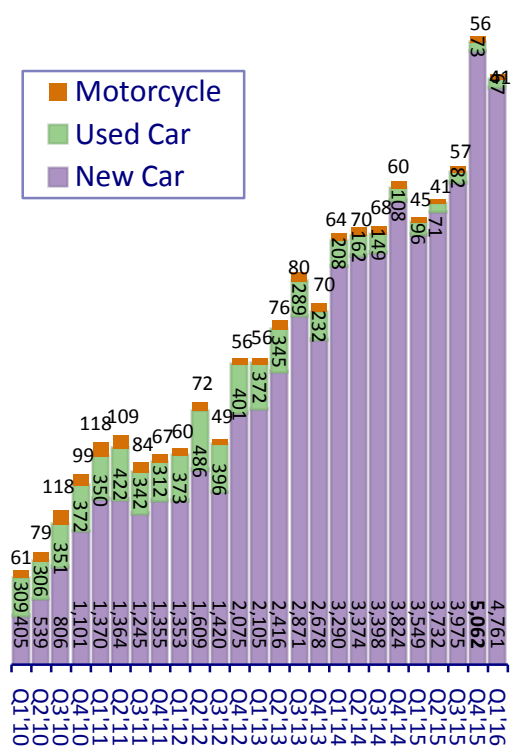


# Mandiri Tunas Finance: Total Financing YTD of Rp4.78Tn

Total Disbursement and the Breakdown for Joint Financing and Non JF



Breakdown of Financing



1Q 2016 Performance

(Rp Bn)	1Q 2016	1Q 2015	Change
Loans	28,466	21,650	31.48%
Net Income	90	77	18.15%
Approval Rate (%)	88.68%	86.78%	2.19%
Disbursement	4,870	3,690	31.98%
NIM (%)	3.56%	3.52%	1.03%
ROA (%)	4.96%	5.51%	-10.08%
ROE (%)	29.93%	32.66%	-8.34%
CER (%)	29.51%	35.73%	-17.42%
NPL (%)	1.09%	1.01%	7.08%



# Supporting Materials

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



## # of Accounts

- Deposit 17.34 Mn
- Loan 1.64 Mn including mortgage accounts of 160,595



## # of new Accounts (YTD)

- Deposit 440,115
- Loan 168,519



## # of Outlets

- 2,460 Branches
- 3,080 Micro Outlets <sup>(3)</sup>
- 17,452 ATMs



## e-Channel Tx

- 607Mn Trx YTD
- 19.9% YoY Growth



## # of Cards Issued

- Credit 4.04 Mn
- Debit 13.50 Mn
- Prepaid 7.17 Mn



## Cash Management

- 15,565 Customers
- 17.1 Mn Trx in 2016 <sup>(2)</sup>



## Retail Loans <sup>(1)</sup>

- Rp 173.7 Tn
- 33.8% of Loans
- High yield loan amounting Rp 117.6 Tn



## Subsidiary Income

- Total Rp 557 Bn
- Sum of income from 11 subsidiaries (14.6% of EAT)

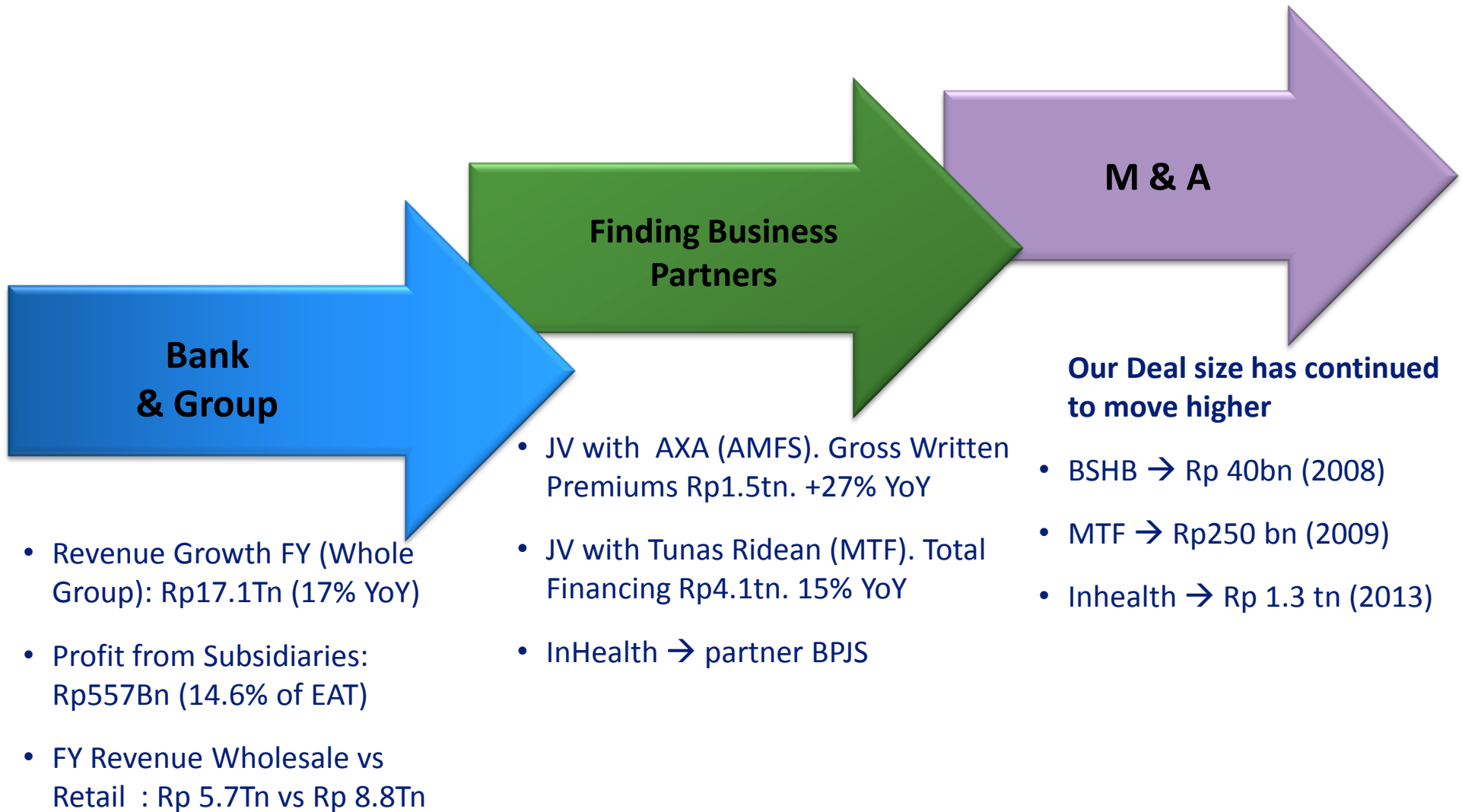


## Alliances

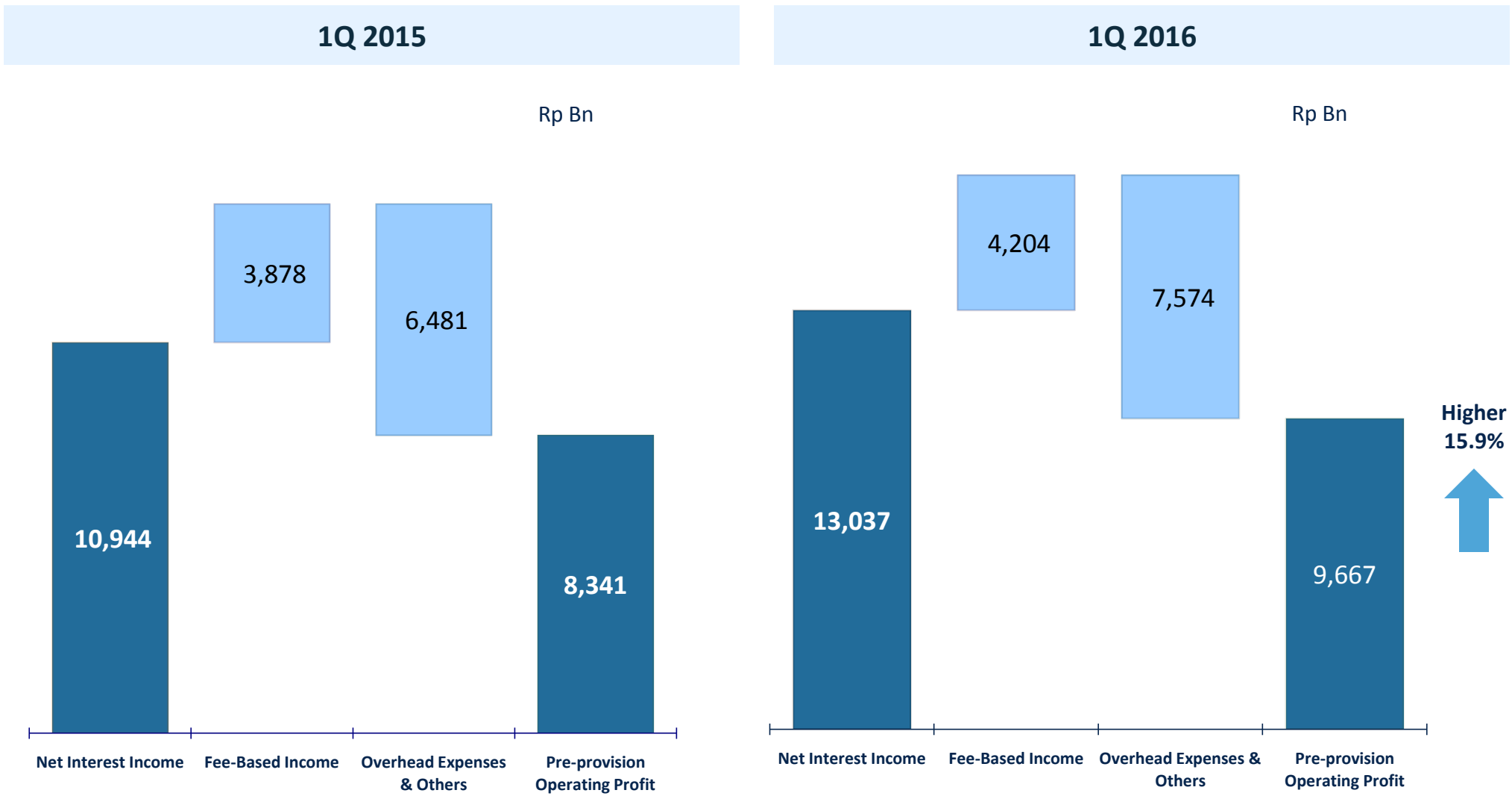
- Bank Guarantee: Rp 34.9 Tn
- Foreign Exchange: Rp 16.4 Tn
- Fund Under Management (FUM): Rp 3.6 Tn

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

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

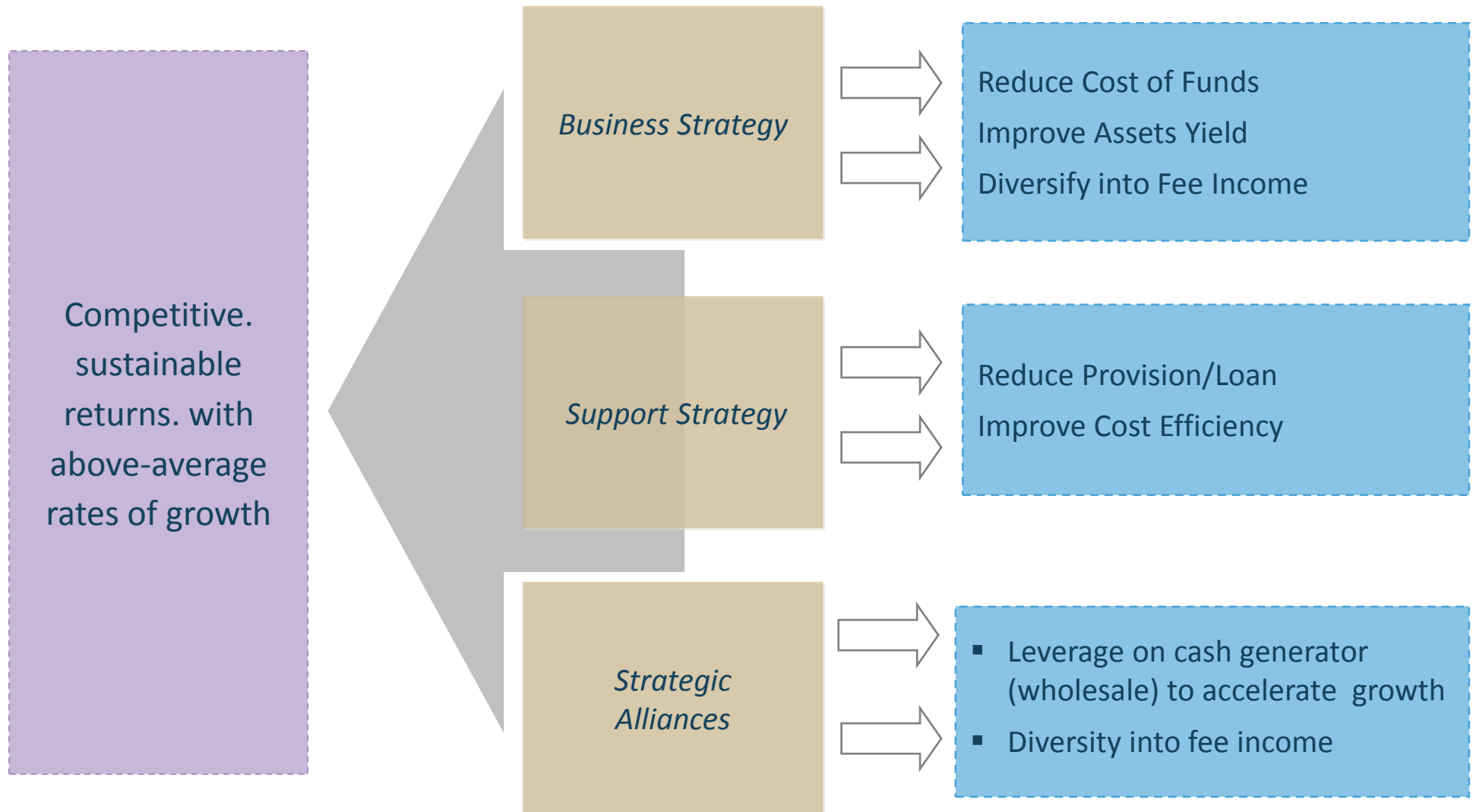


# 1Q 2016 Operating Profit Increased By 15.9% from 1Q 2015 on Higher NII



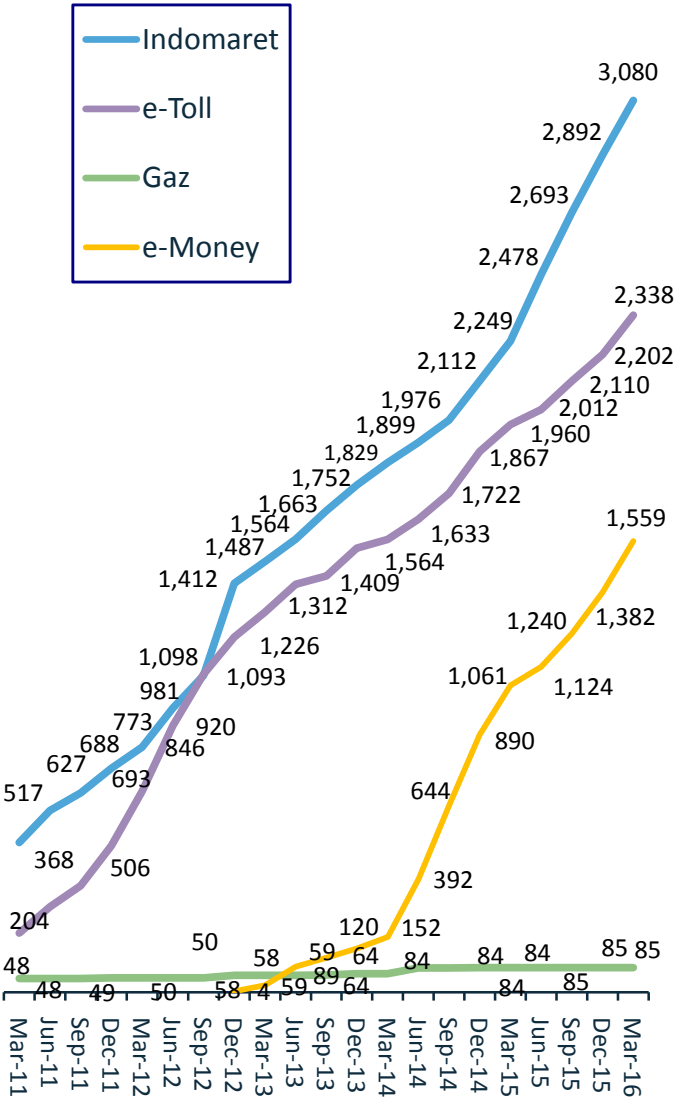
- Notes :
1. Fee based income excluding gain on sale & increasing value GB & securities
  2. Overhead expenses + others excluding provisions

# Committed to Improving Shareholder Value

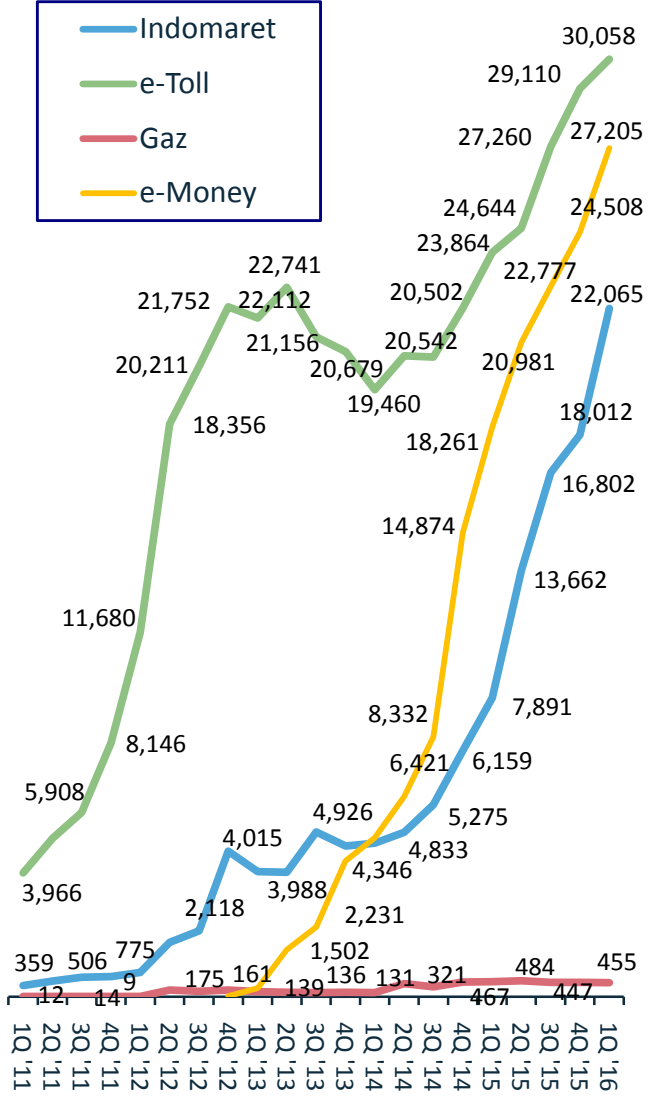


# ...and Offer Innovative Payment Solutions

Pre-Paid Card Volume (000s)



Pre-Paid Transaction Volume (000s)\*

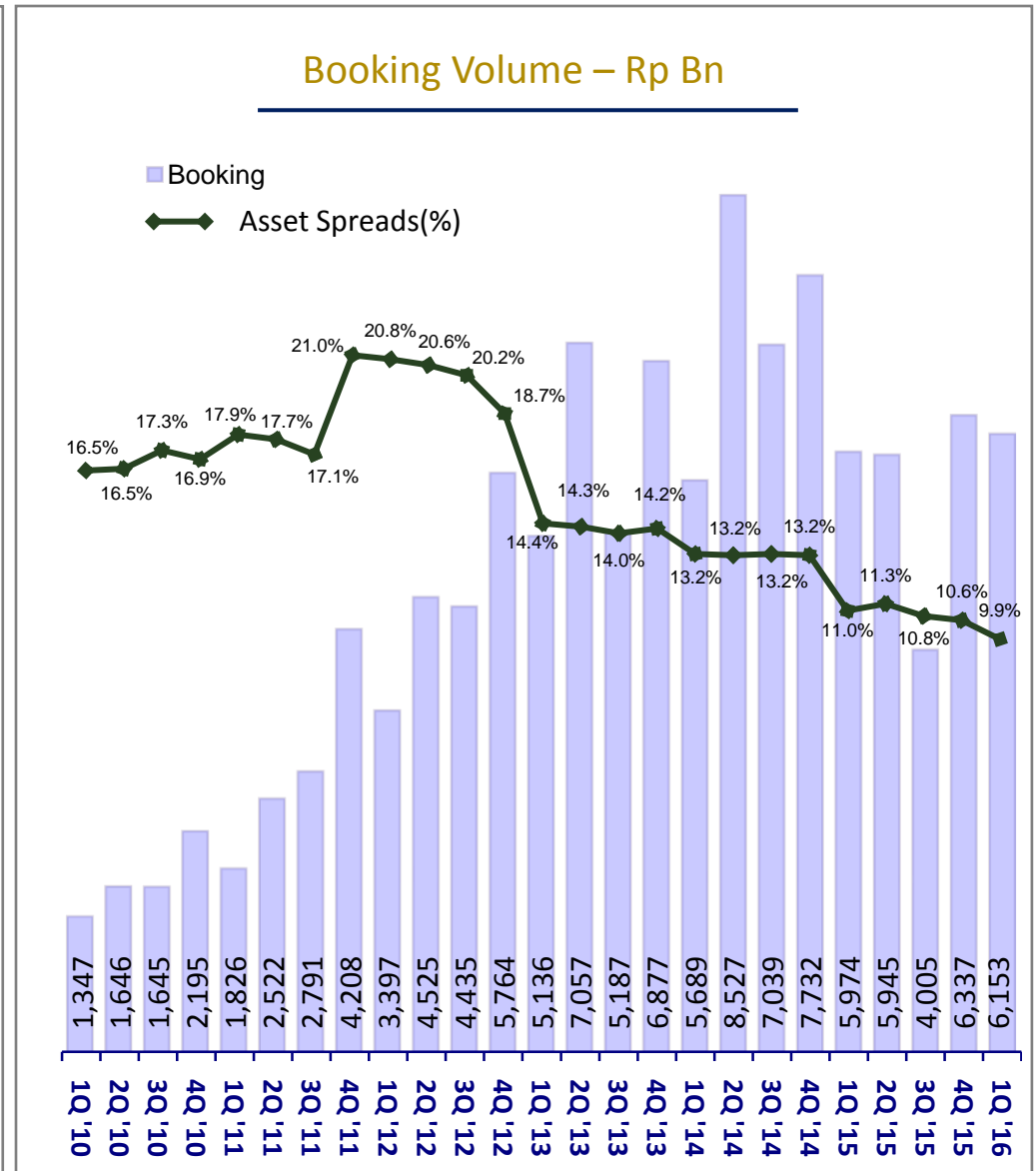
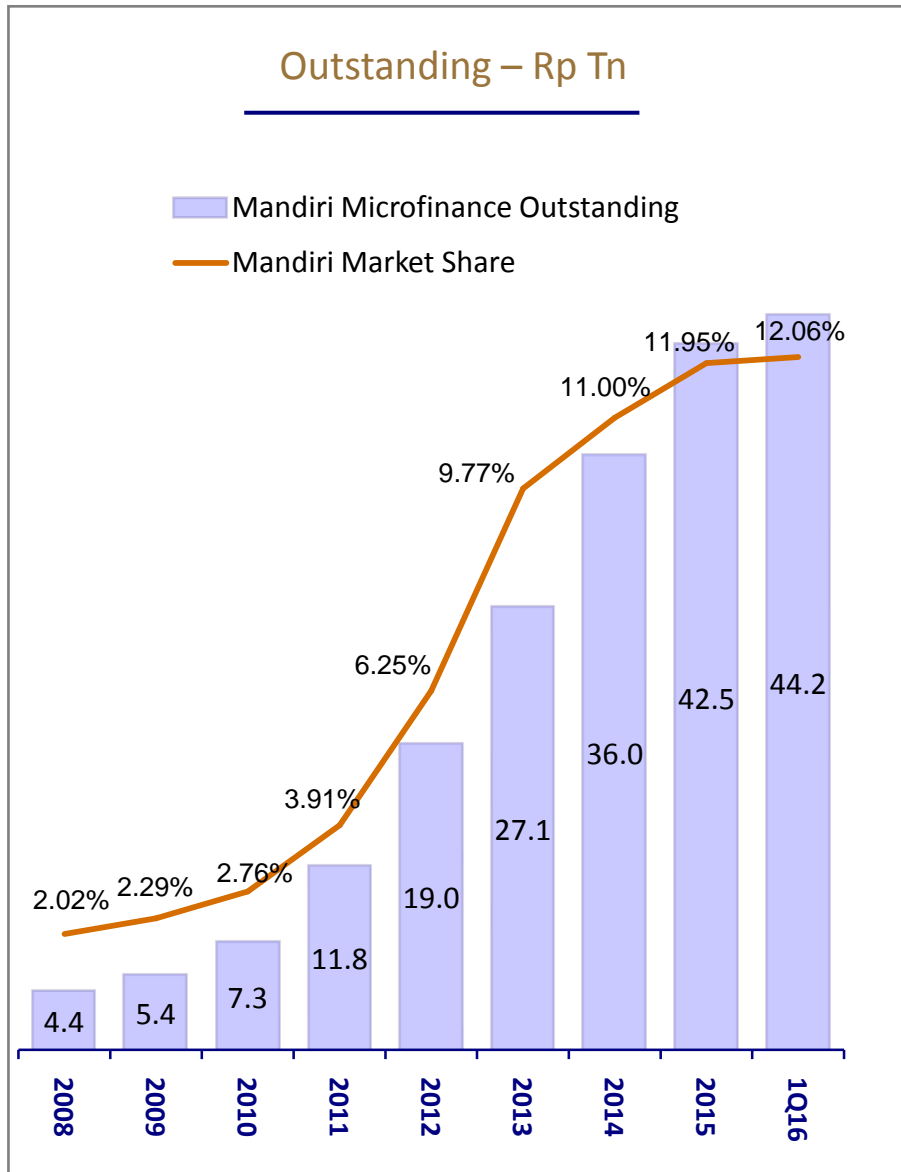


\*volume for quarter



- **E-Money** is the re-branding of prepaid Mandiri cards launched in October 2012.
- Can be used for **Toll-road Transactions (Jabodotabek). 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



\*based on OJK publication market data (micro small medium business/UMKM)



# Our Growth Remains On Track

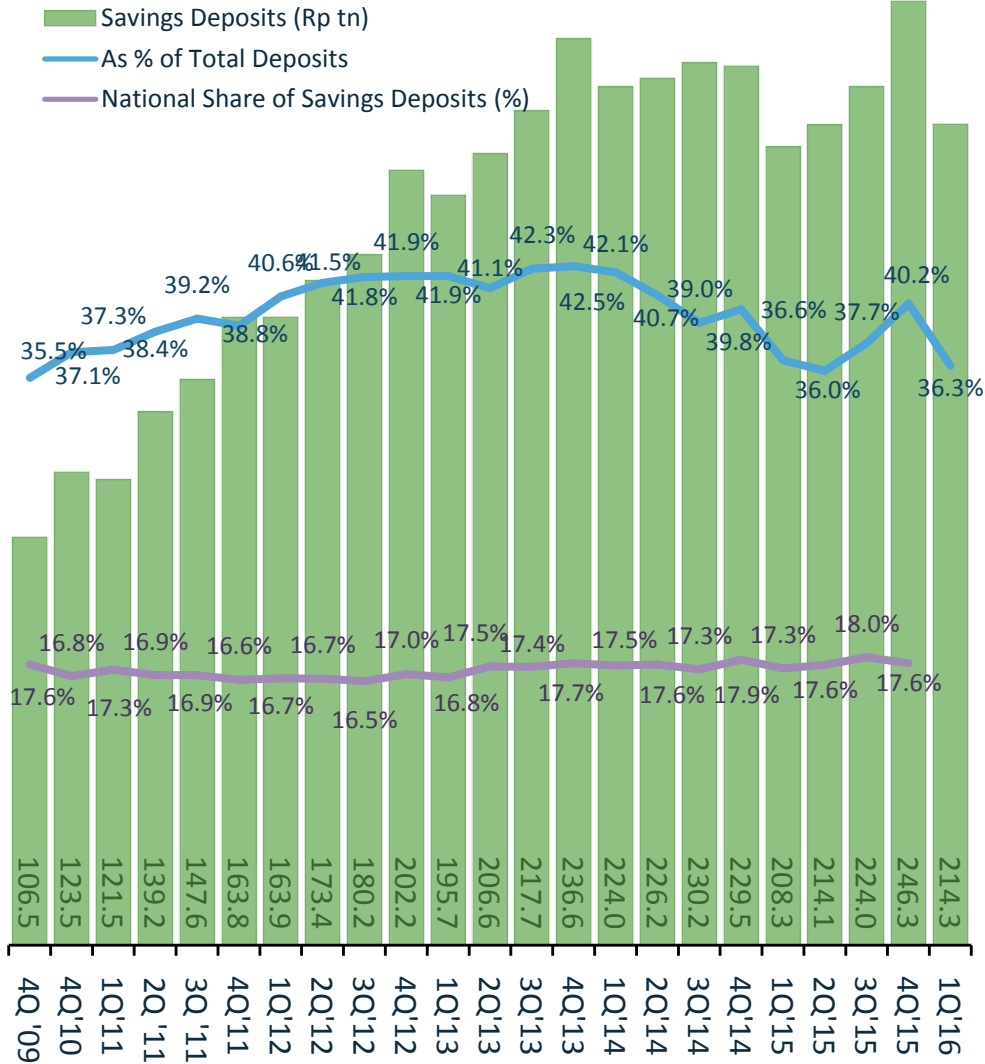
Rp Billion

	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%

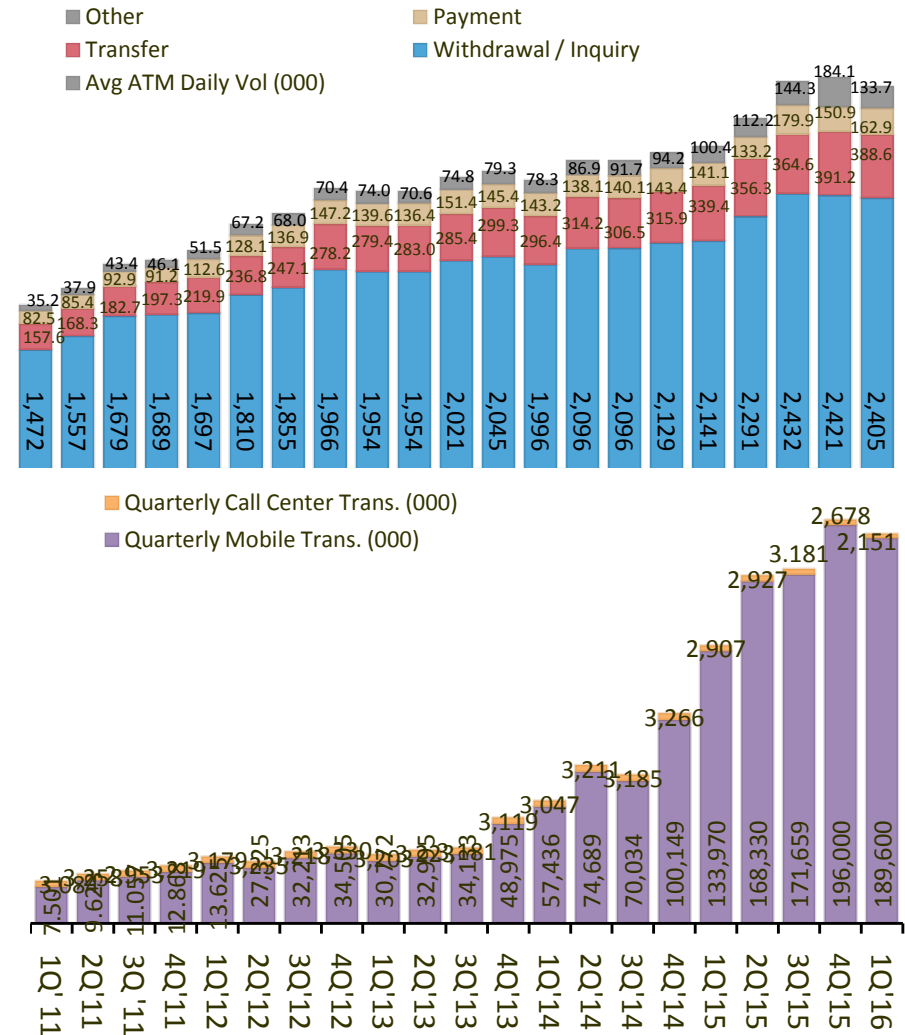
\*) CAGR based on EAT 2006 Rp. 238.28 bn

# Building a Strong Savings Deposit Franchise...

## Savings Deposit Growth



## Transaction channel growth



# 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

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

## Bank Mandiri Capital Requirement

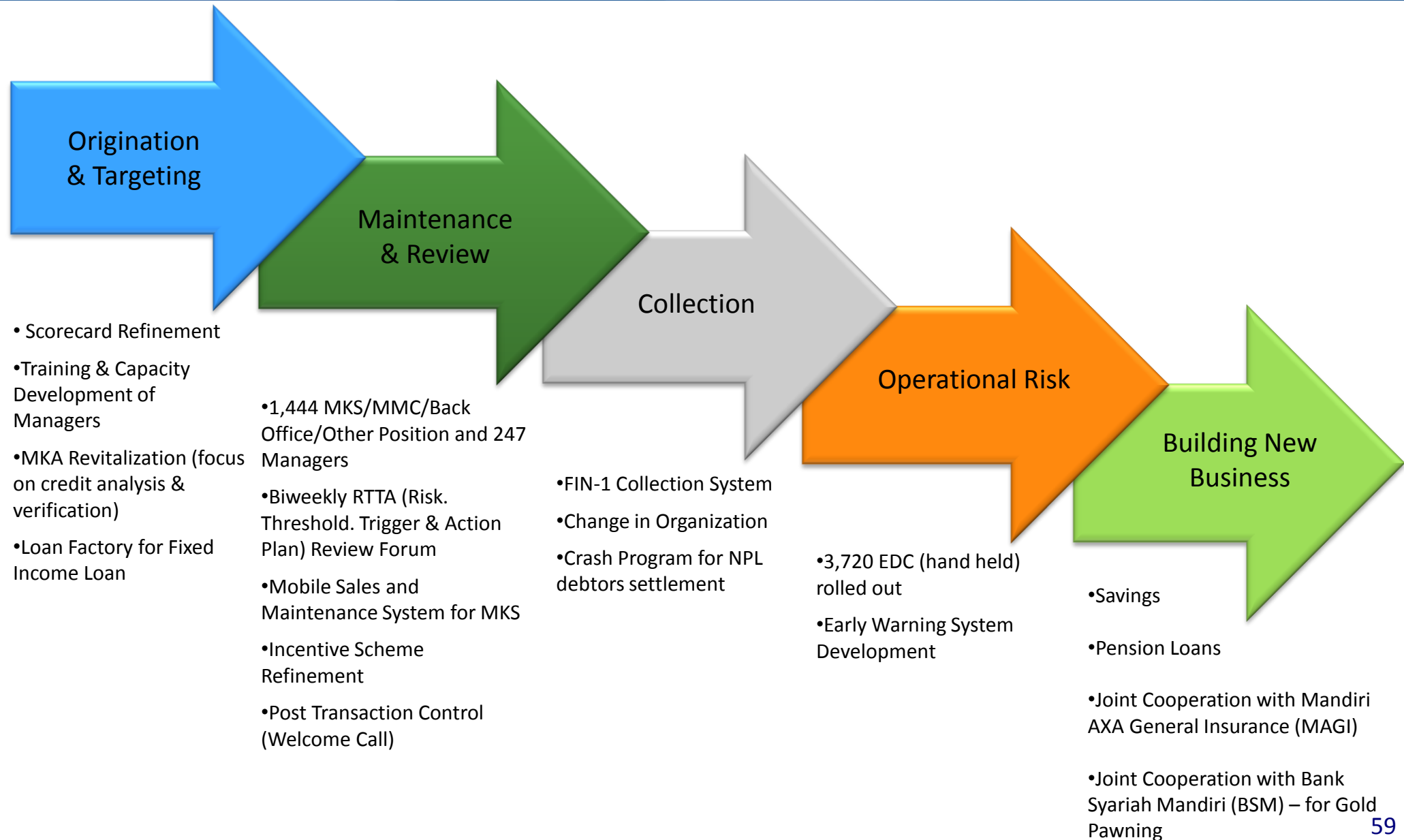
"BUKU"	Tier 1 Capital
1	< Rp 1 Trillion
2	Rp 1 Trillion - < Rp 5 Trillion
3	Rp 5 Trillion - < Rp 30 Trillion
4	≥ Rp 30 Trillion

## 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
<b>Total</b>	<b>133</b>	<b>1347</b>	<b>291</b>	<b>1771</b>

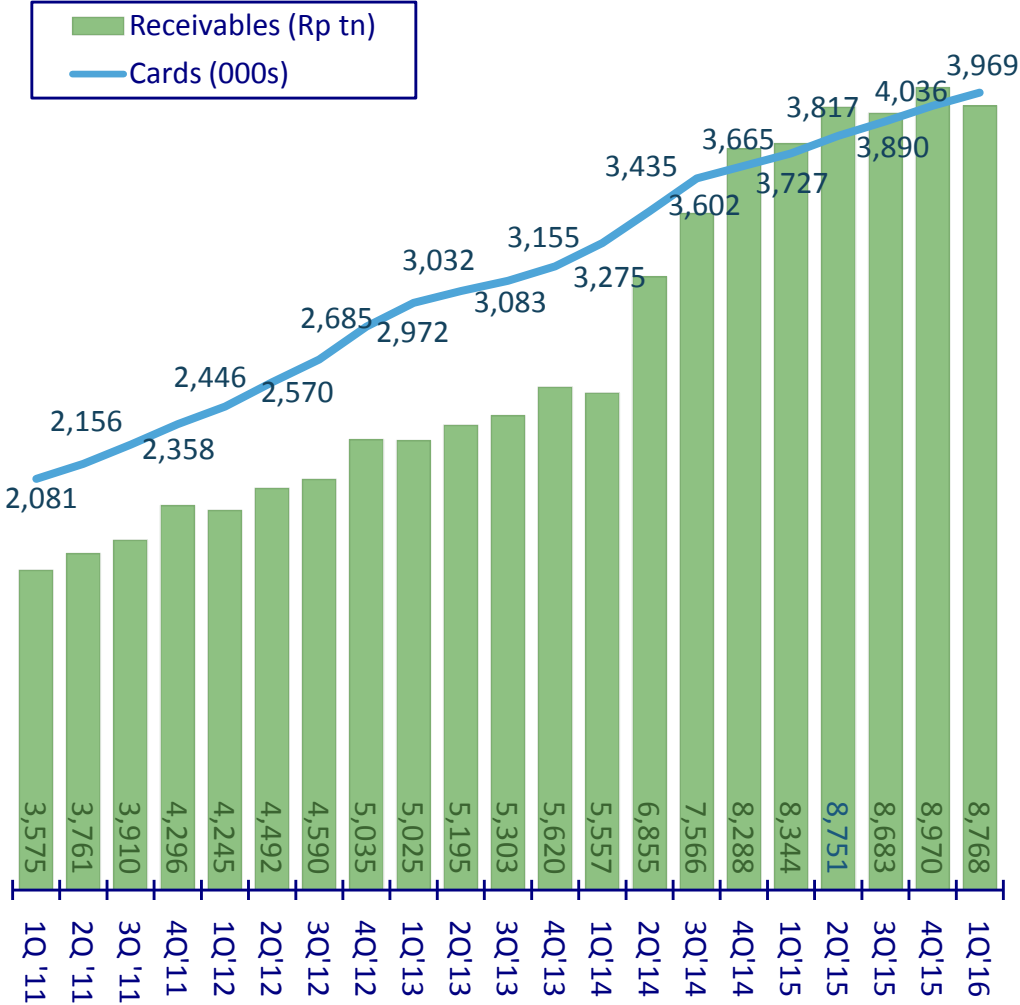
\*At October 31. 2012

# Continuous End to End Improvement in the Micro Business

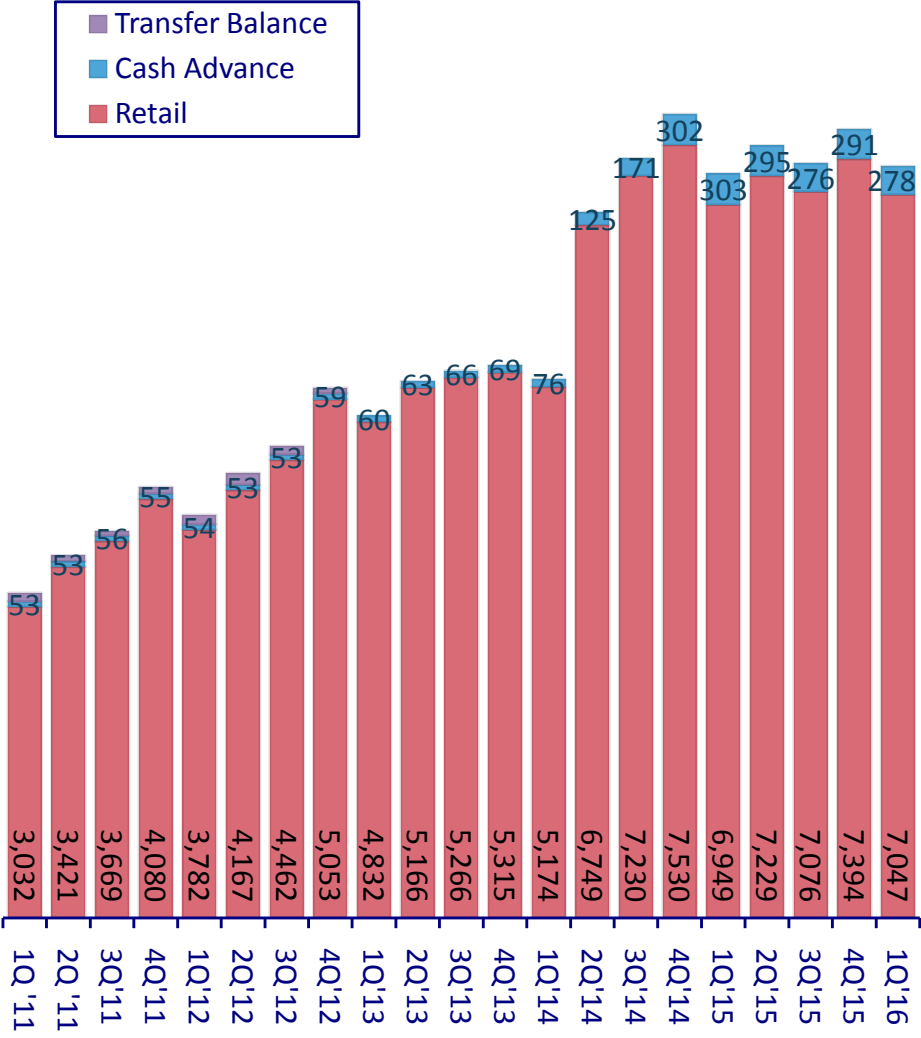


# 4.04 Million Cards Drove Rp 7.05 Tn in Transaction

Mandiri Visa & Mastercards and EOQ Receivables

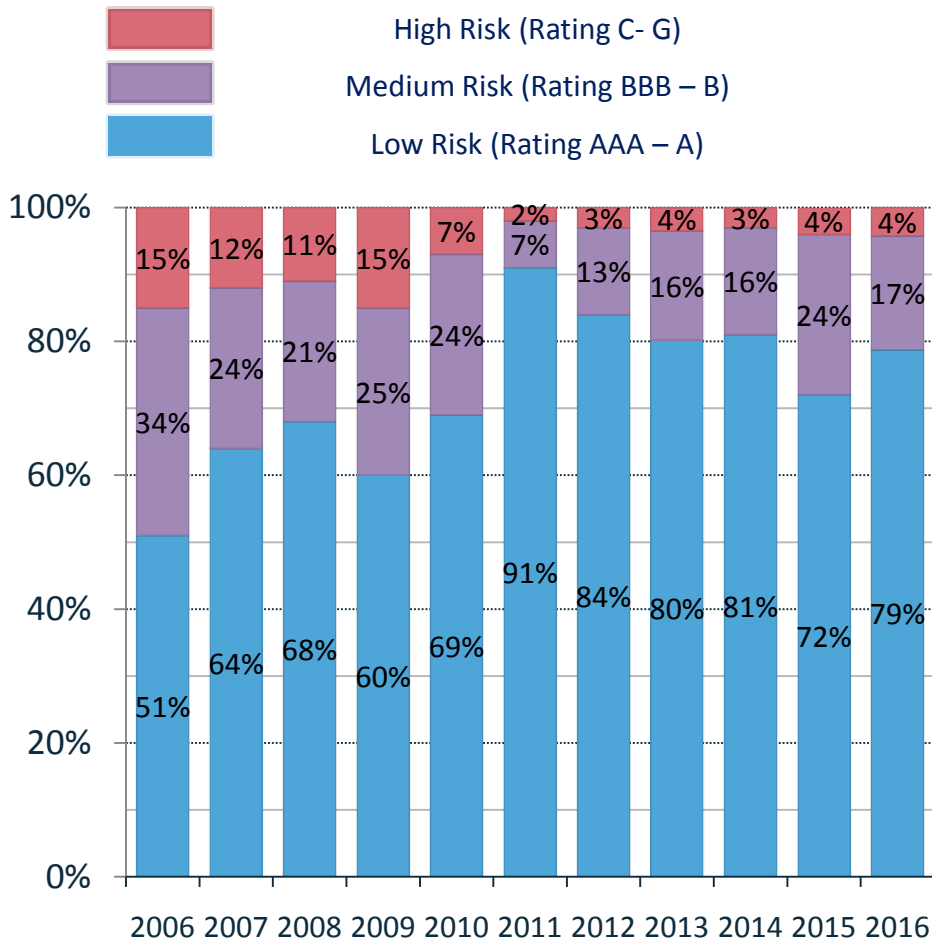


Total Card Quarterly Sales by Type of Transaction (Rp Bn)



# Strengthening Risk Management & Monitoring System

## Corporate Customer by Rating



## Summary of Risk Management Initiatives

*Credit*

- 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

*Market*

- 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

*Operational*

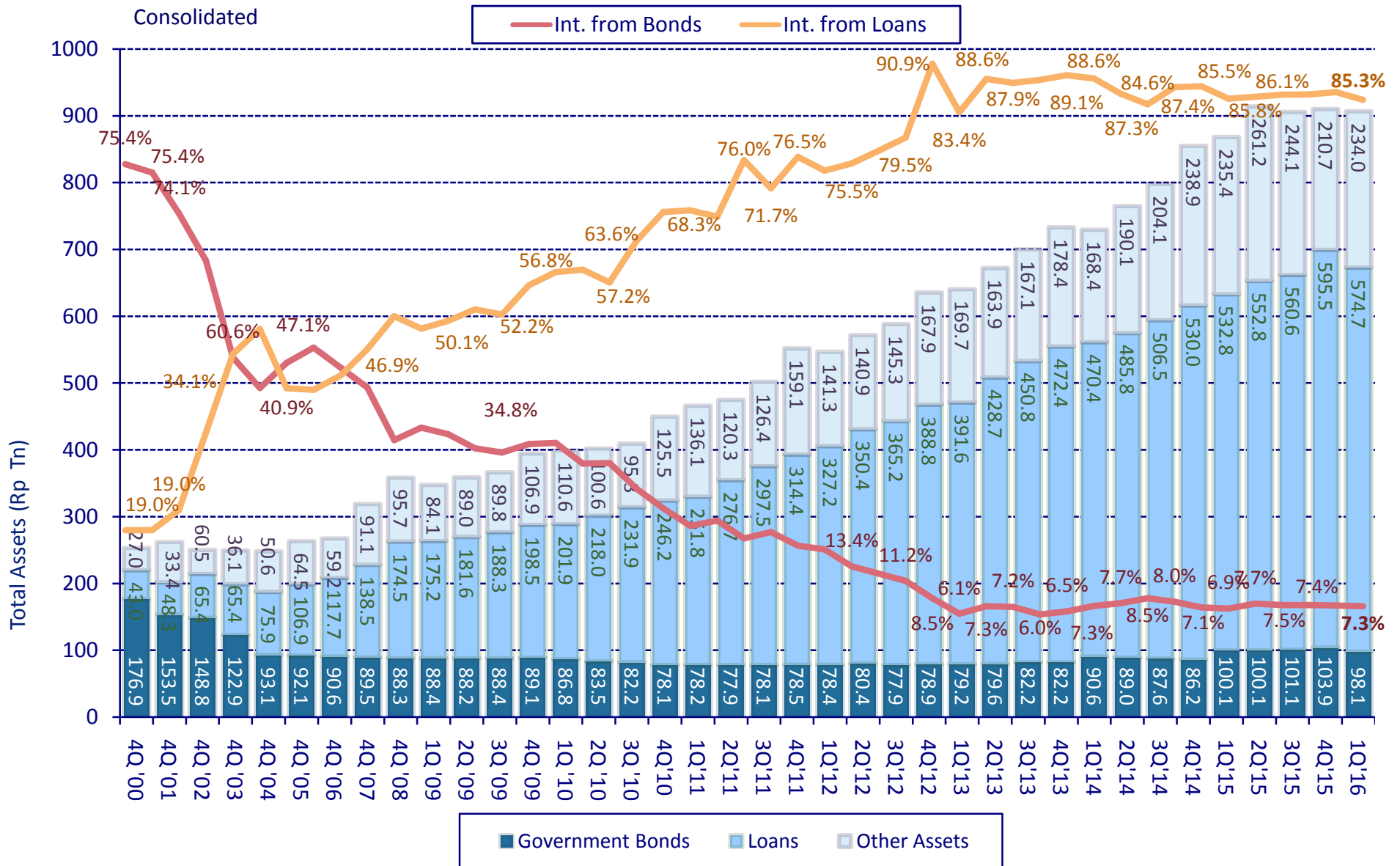
- ORM implementation in all unit. incl. overseas offices & subsidiaries
- Bring Op. Risk top issues into Management
- Review Op. Risk on new procedures & new products

# Key Quarterly Balance Sheet Items & Financial Ratios

<b>IDR billion / % (Cons)</b>	<b>1Q 2016</b>	<b>FY 2015</b>	<b>1Q 2015</b>	<b>YoY</b>
Gross Loans	574,704	595,457	532,824	7.86%
Government Bonds	98,607	103,869	100,115	(1.51%)
Total Assets	906,739	910,063	868,348	4.42%
Customer Deposits	655,063	676,387	628,712	4.19%
Total Equity	118,047	119,492	104,791	12.65%
RoA – before tax (p.a.)	2.27%	3.00%	3.17%	(28.37%)
RoE – after tax (p.a.)	12.64%	18.33%	19.32%	(34.58%)
Cost to Income	44.46%	43.00%	44.41%	0.09%
NIM (p.a.)	6.42%	6.08%	5.62%	14.29%
LDR	87.42%	87.68%	84.42%	3.55%
Gross NPL / Total Loans	3.18%	2.60%	2.27%	40.10%
Provisions / NPLs	131.87%	145.54%	150.47%	(12.36%)
Tier 1 CAR *	15.70%	16.15%	15.23%	3.07%
Total CAR incl. Credit, Opr & Market Risk*	17.92%	18.60%	17.28%	3.71%
EPS (Rp)	164	872	220	(25.72%)
Book Value/Share (Rp)	5,059	5,121	4,491	12.65%

\* Bank Only

# Total Assets Grew 4.4% Y-o-Y to Rp 906.7 Tn





# Additional Factors

## Recoveries of Written off Loans

- Aggregate of Rp 41.918 Tn (US\$ 3.161 Bn) in written-off loans as of end-of March 2016, with significant recoveries and write back on-going:

➤ 2001:	Rp 2.0 Tn		➤ Q1'13:	Rp 0.918 Tn	(US\$94.5m)
➤ 2002:	Rp 1.1 Tn		➤ Q2'13:	Rp 0.683 Tn	(US\$68.8m)
➤ 2003:	Rp 1.2 Tn		➤ Q3'13:	Rp 0.630 Tn	(US\$54.4m)
➤ 2004:	Rp 1.08 Tn		➤ Q4'13:	Rp 0.845 Tn	(US\$69.4m)
➤ 2005:	Rp 0.818 Tn	(US\$ 83.2m)	➤ Q1'14:	Rp 0.552 Tn	(US\$48.7m)
➤ 2006:	Rp 3.408 Tn	(US\$ 378.5m)*	➤ Q2'14:	Rp 0.765 Tn	(US\$64.5m)
➤ 2007:	Rp 1.531 Tn	(US\$ 249.3m)	➤ Q3'14:	Rp 0.566 Tn	(US\$46.4m)
➤ 2008:	Rp 2.309 Tn	(US\$ 211.8m)	➤ Q4'14:	Rp 0.803 Tn	(US\$64.8m)
			➤ Q1'15:	Rp 0.553 Tn	(US\$42.4m)
➤ Q4 '09:	Rp 0.775 Tn	(US\$ 82.5m)	➤ Q2'15:	Rp 0.646 Tn	(US\$48.5m)
➤ Q1 '10:	Rp 0.287 Tn	(US\$ 31.6m)	➤ Q3'15:	Rp 0.751 Tn	(US\$51.3m)
➤ Q2 '10:	Rp 0.662 Tn	(US\$ 73.0m)	➤ Q4'15:	Rp 1.089 Tn	(US\$79.0m)
➤ Q3 '10:	Rp 0.363 Tn	(US\$ 40.7m)**	➤ Q1'16:	Rp 0.570 Tn	(US\$43.0m)
➤ Q4 '10:	Rp 1.349 Tn	(US\$149.7m)			
➤ 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)			
➤ Q4 '11:	Rp 0.78 Tn	(US\$86.1m)			
➤ 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)			

\* including the write-back of *RGM* loans totaling Rp 2.336 Tn

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

# Summary Quarterly Balance Sheet 1Q 2016 – 1Q 2015

Summary BS	1Q '16	4Q '15	3Q '15	2Q '15	1Q'15	Y-o-Y
	Rp (tn)	Rp (tn)	Rp (tn)	Rp (tn)	Rp (tn)	% Δ
Total Assets	906.74	910.06	905.76	914.08	868.35	4.4%
Cash	18.44	25.11	19.06	19.52	16.76	10.0%
Current Acc w/ BI & other banks	57.41	66.47	71.42	64.74	60.16	(4.6%)
Placement w/ BI & other banks	58.05	37.39	57.21	61.16	62.82	(7.6%)
Securities Net	45.55	43.64	45.62	47.06	44.37	2.7%
Government Bonds	98.61	103.87	101.08	98.32	100.12	(1.5%)
- Trading	2.46	2.85	2.70	3.36	3.74	(34.2%)
- AFS	75.04	74.15	74.84	72.18	73.57	2.0%
- HTM	21.11	26.87	23.54	22.78	22.81	(7.5%)
Loans	574.70	595.46	560.63	540.91	532.82	7.9%
- Performing Loans	556.42	579.94	544.86	527.62	520.68	6.9%
- Non-Performing Loans	18.29	15.52	15.77	13.29	12.14	50.6%
Allowances	(24.10)	(22.56)	(21.45)	(18.80)	(18.24)	32.1%
Loans – Net	550.61	572.90	539.18	522.10	514.58	7.0%
Total Deposits – Non Bank	655.06	676.39	654.60	625.995	628.712	4.2%
- Demand Deposits	157.77	172.17	168.39	152.64	141.49	11.5%
- Savings Deposits	248.76	271.71	247.52	225.44	230.58	7.9%
- Time Deposits	248.54	232.51	238.69	247.92	256.64	(3.2%)
Shareholders' Equity*	118.05	119.49	113.14	108.18	104.79	12.6%

# Summary Quarterly P&L 1Q 2016 – 1Q 2015

Summary P&L	1Q 2016		4Q 2015		1Q 2015		Y-o-Y △ (%)	Q-o-Q △ (%)
	Rp (Bn)	% of	Rp (Bn)	% of	Rp (Bn)	% of		
		Av.Assets*		Av.Assets*		Av.Assets*		
Interest Income	18,308	8.1%	18,933	8.3%	17,117	7.9%	7.0%	(3.3%)
Interest Expense	5,976	2.6%	6,022	2.6%	6,853	3.2%	(12.8%)	(0.8%)
<b>Net Interest Income</b>	<b>12,331</b>	<b>5.4%</b>	<b>12,911</b>	<b>5.7%</b>	<b>10,264</b>	<b>4.7%</b>	<b>20.1%</b>	<b>(4.5%)</b>
Net Premium Income	706	0.3%	696	0.3%	681	0.3%	3.7%	1.4%
<b>Net Interest Income &amp; Premium Income</b>	<b>13,037</b>	<b>5.8%</b>	<b>13,607</b>	<b>6.0%</b>	<b>10,945</b>	<b>5.0%</b>	<b>19.1%</b>	<b>(4.2%)</b>
Other Non Interest Income					0			
*Other Fees and Commissions	2,531	1.1%	2,443	1.1%	2,349	1.1%	7.7%	3.6%
*Foreign Exchange Gains – Net	417	0.2%	844	0.4%	388	0.2%	7.5%	(50.6%)
<b>*Gain from Incr. in value of sec &amp; sale of Gov.Bonds</b>	<b>203</b>	<b>0.00</b>	<b>178</b>	<b>0.00</b>	<b>230</b>	<b>0.1%</b>	<b>(11.7%)</b>	<b>N/A</b>
*Others	1,052	0.5%	2,015	0.9%	911	0.4%	15.5%	(47.8%)
<b>Total Non Interest Income</b>	<b>4,203</b>	<b>1.9%</b>	<b>5,479</b>	<b>2.4%</b>	<b>3,877</b>	<b>1.8%</b>	<b>8.4%</b>	<b>(23.3%)</b>
Total Operating Income	17,240	7.6%	19,086	8.4%	14,822	6.8%	16.3%	(9.7%)
Provisions, Net	(4,596)	(2.0%)	(3,552)	(1.6%)	(1,549)	(0.7%)	196.6%	29.4%
Personnel Expense	(3,406)	(1.5%)	(3,444)	(1.5%)	(2,920)	(1.3%)	16.6%	(1.1%)
G&A Expenses	(3,305)	(1.5%)	(3,730)	(1.6%)	(2,574)	(1.2%)	28.4%	(11.4%)
Loss from decr in value of sec & Gov Bonds	-	-	-	-	-	-	-	-
Other Expenses	(862)	(0.4%)	(906)	(0.4%)	(987)	(0.5%)	(12.7%)	(4.8%)
Total Expense	(7,572)	(3.3%)	(8,080)	(3.6%)	(6,481)	(3.0%)	16.8%	(6.3%)
Profit from Operations	5,071	2.2%	7,455	3.3%	6,791	3.1%	(25.3%)	(32.0%)
Non Operating Income	(5)	0.0%	23	0.0%	2	0.0%	N/A	(120.8%)
Net Income Before Tax	5,066	2.2%	7,478	3.3%	6,794	3.1%	(25.4%)	(32.3%)
Net Income After Tax	<b>3,817</b>	<b>1.7%</b>	<b>5,752</b>	<b>2.5%</b>	<b>5,138</b>	<b>2.4%</b>	<b>(25.7%)</b>	<b>(33.6%)</b>

# Three Options to Pursue in Recap Bonds Resolution

## Bank Indonesia



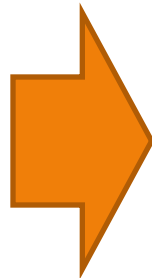
- BI will gradually replace their use of SBI for market operations with SUN
- BI could buy the Recap bonds gradually and this includes potential purchases of SUN VR

## 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



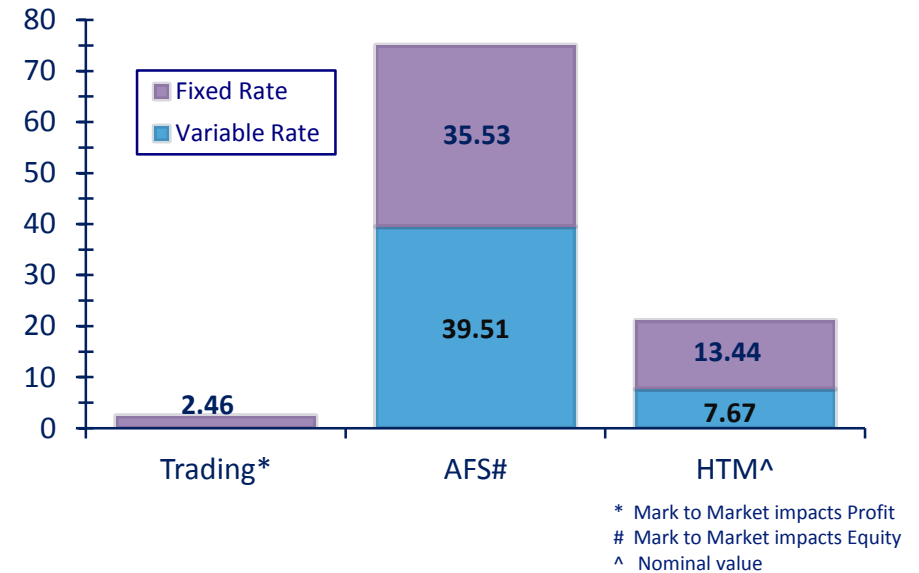
- Bundle the recap bonds with assets creating an asset backed security and sell it to the market.
- Sell the bonds. borrowing FX and use the liquidity to increase lending.

# Government Bond Portfolio

Government Bond Portfolio by Type and Maturity (Rp 98,607 Bn)

Maturity/ Rp bn	Trading Portfolio		Available for Sale		Held to Maturity
	Nominal	MTM	Nominal	MTM	
<b>Fixed Rate Bonds</b>					
< 1 year	540	541	2,358	2,408	2,401
1 - 5 year	279	288	18,953	19,948	4,263
5 - 10 year	971	982	14,408	14,931	815
> 10 year	652	649	2,141	2,223	187
<b>Sub Total</b>	<b>2,442</b>	<b>2,460</b>	<b>37,861</b>	<b>39,510</b>	<b>7,667</b>
<b>Variable Rate Bonds</b>					
< 1 year	-	-	10	10	12,297
1 - 5 year	-	-	35,909	35,519	1,145
5 - 10 year	-	-	-	-	-
> 10 year	-	-	-	-	-
<b>Sub Total</b>	<b>-</b>	<b>-</b>	<b>35,919</b>	<b>35,529</b>	<b>13,442</b>
<b>Total</b>	<b>2,442</b>	<b>2,460</b>	<b>73,780</b>	<b>75,039</b>	<b>21,109</b>

Bonds by Rate Type & Portfolio as of March 2016 (Rp 98,607 Bn)



1Q '16 Government Bond Gains/(Losses) (Rp Bn)

	2Q'15	3Q'15	4Q'15	1Q'16
<b>Realized Gains/Losses on Bonds</b>	50.67	37.39	5.75	136.032
<b>Unrealized Gains/Losses on Bonds</b>	(78.69)	(107.30)	113.08	(37.870)
<b>Total</b>	<b>(28.02)</b>	<b>(69.91)</b>	<b>118.83</b>	<b>98.16</b>

# Ex-Recap Bond Portfolio. March 2016 – Bank Only

No.	Series	Maturity Date	Interest Rate (%)	Nominal			Marked To Market (%)	Fair Value		
				Total Trading Port.	Total Available For Sale Port.	Total Held To Maturity Portfolio		Total Trading Port.	Total Available For Sale Port.	Total Investment Port.
<b>Fixed Rate</b>										
<b>Sub Total</b>				-	-	-		-	-	-
<b>Variable Rate</b>										
1	VR0021	25-Nov-15			-			-	-	-
2	VR0022	25-Mar-16						-	-	-
3	VR0023	25-Oct-16	6.56%		9,738	4,086,068	99.6090	-	9,700	4,086,068
4	VR0024	25-Feb-17	5.59%		-	8,210,550	99.3060	-	-	8,210,550
5	VR0025	25-Sep-17	5.55%		65,402	1,145,148	99.0590	-	64,787	1,145,148
6	VR0026	25-Jan-18	6.56%		1,379,267	-	99.2220	-	1,368,536	-
7	VR0027	25-Jul-18	6.56%		2,005,267	-	99.1420	-	1,988,062	-
8	VR0028	25-Aug-18	5.59%		3,571,695	-	98.9820	-	3,535,335	-
9	VR0029	25-Aug-19	5.59%		3,856,688	-	98.8670	-	3,812,992	-
10	VR0030	25-Dec-19	5.55%		8,016,765	-	98.7530	-	7,916,796	-
11	VR0031	25-Jul-20	6.56%		17,014,108	-	98.9350	-	16,832,908	-
<b>Sub Total</b>				-	<b>35,918,930</b>	<b>13,441,766</b>		-	<b>35,529,115</b>	<b>13,441,766</b>
<b>Grand Total</b>				-	<b>35,918,930</b>	<b>13,441,766</b>		-	<b>35,529,115</b>	<b>13,441,766</b>
				<b>0.00%</b>	<b>72.77%</b>	<b>27.23%</b>		<b>0.00%</b>	<b>72.55%</b>	<b>27.45%</b>
				<b>Total Nominal Value</b>				<b>Total Fair Value</b>		<b>48,970,881</b>

(Stated in Rp Millions)

# Bank Mandiri Credit Ratings

## Moody's (March 2015)

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 Rating (August 2015)

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-

## Pefindo (September 2015)

Outlook	STABLE
LT General Obligation	idAAA
Subordinated Debt	idAA+

## Standard & Poor's (December 2015)

Outlook	STABLE
LT Foreign Issuer Credit	BB+
LT Local Issuer Credit	BB+
ST Foreign Issuer Credit	B
ST Local Issuer Credit	B

# Corporate Actions

## Dividend Payment

Net Profit for the financial year of 2015 of Rp20,334,967,510,904.70 was distributed as follows:

- 30% or Rp6,100,490,253,271.41 for the annual dividend
- Total Dividend Payment of Rp261.44958 per share

Schedule :

a. Cum Date:

Regular and Negotiated Market: March 29, 2016

Cash Market: April 1, 2016

b. Ex Date:

Regular and Negotiated Market: March 30, 2016

Cash Market: April 4, 2016

c. Recording Date: April 1, 2016

d. Payment Date: April 22, 2016

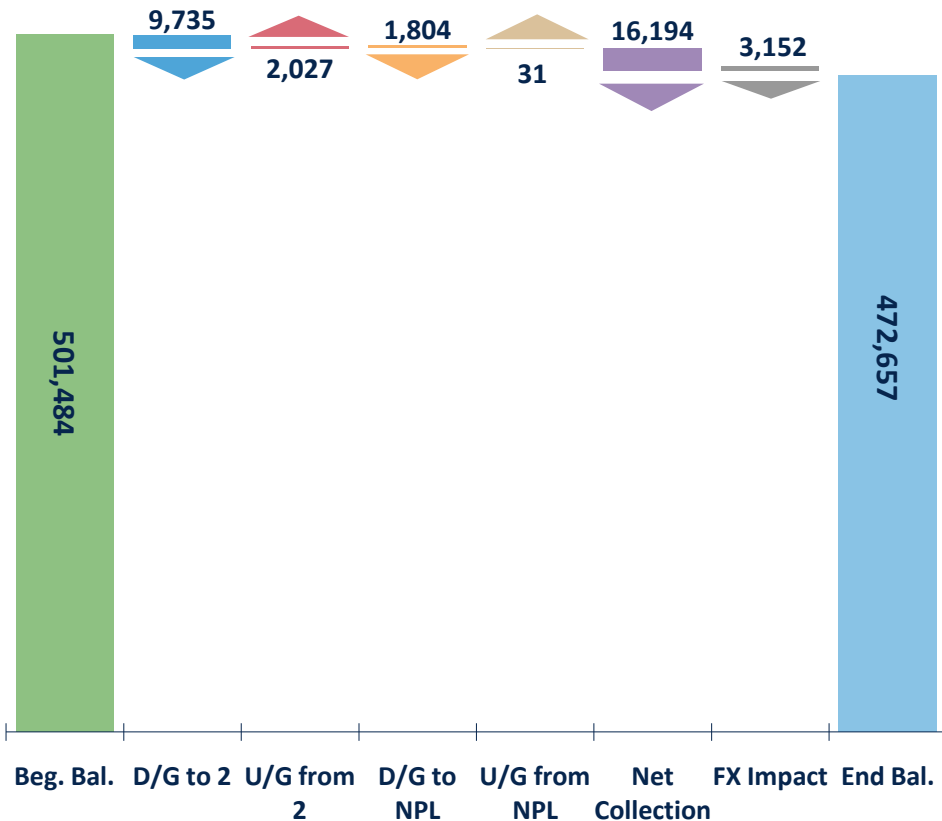
Net Profit for the financial year of 2014 of Rp19,871,873,276,792.60 was distributed as follows:

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

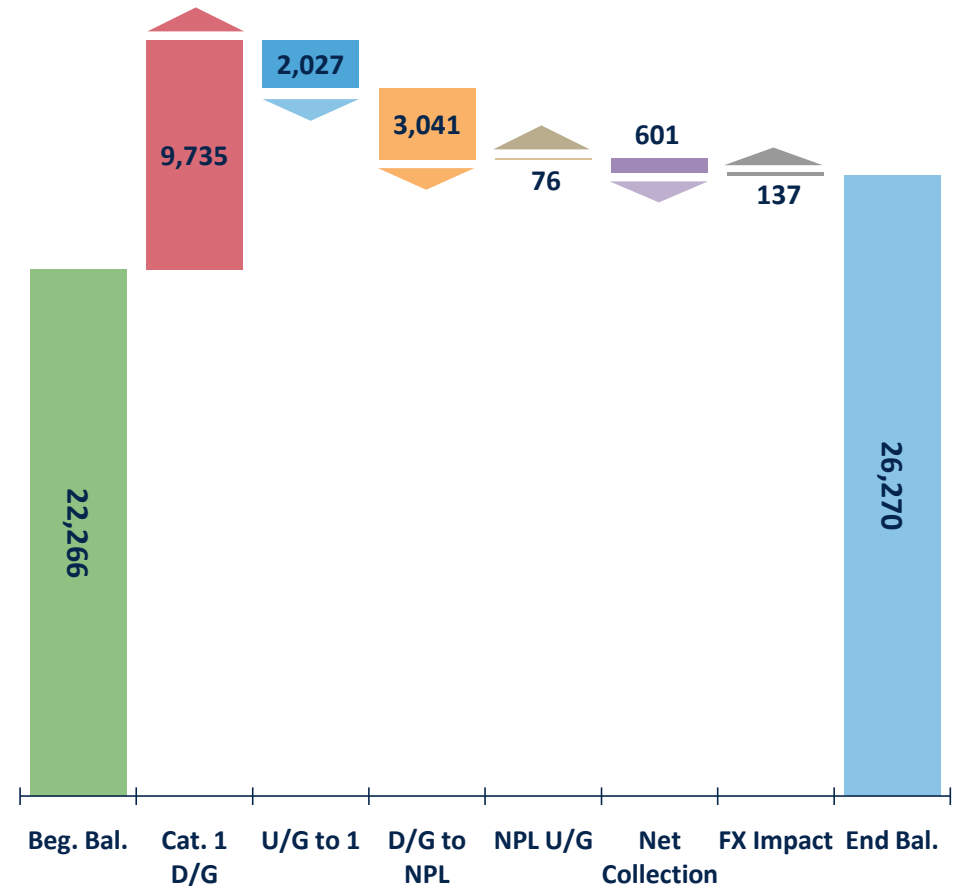


# 1Q 2016 Movement in Category 1 and 2 Loans

Category 1 Loan Movements (Rp Bn) – Bank Only



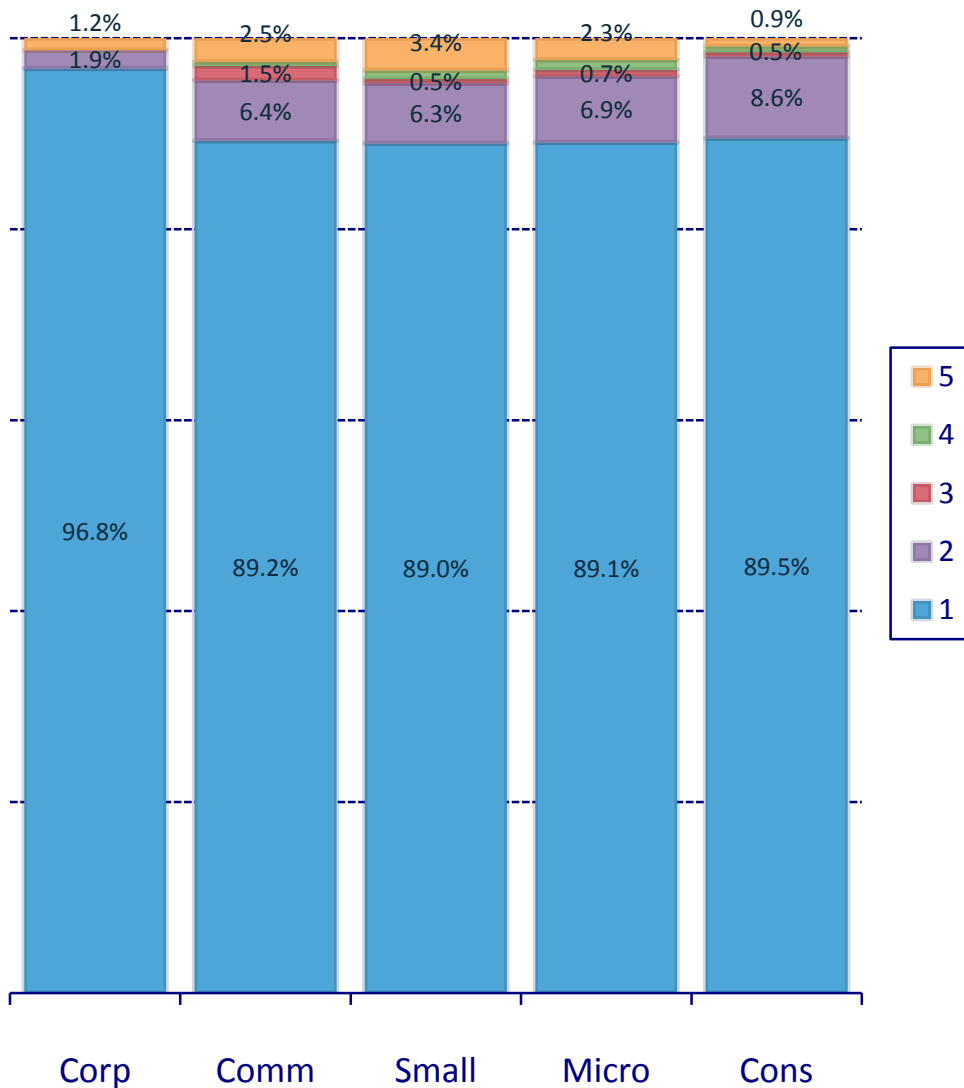
Category 2 Loan Movements (Rp Bn) – Bank Only



# 1Q 2016 Loan Detail: Collectability by Segment

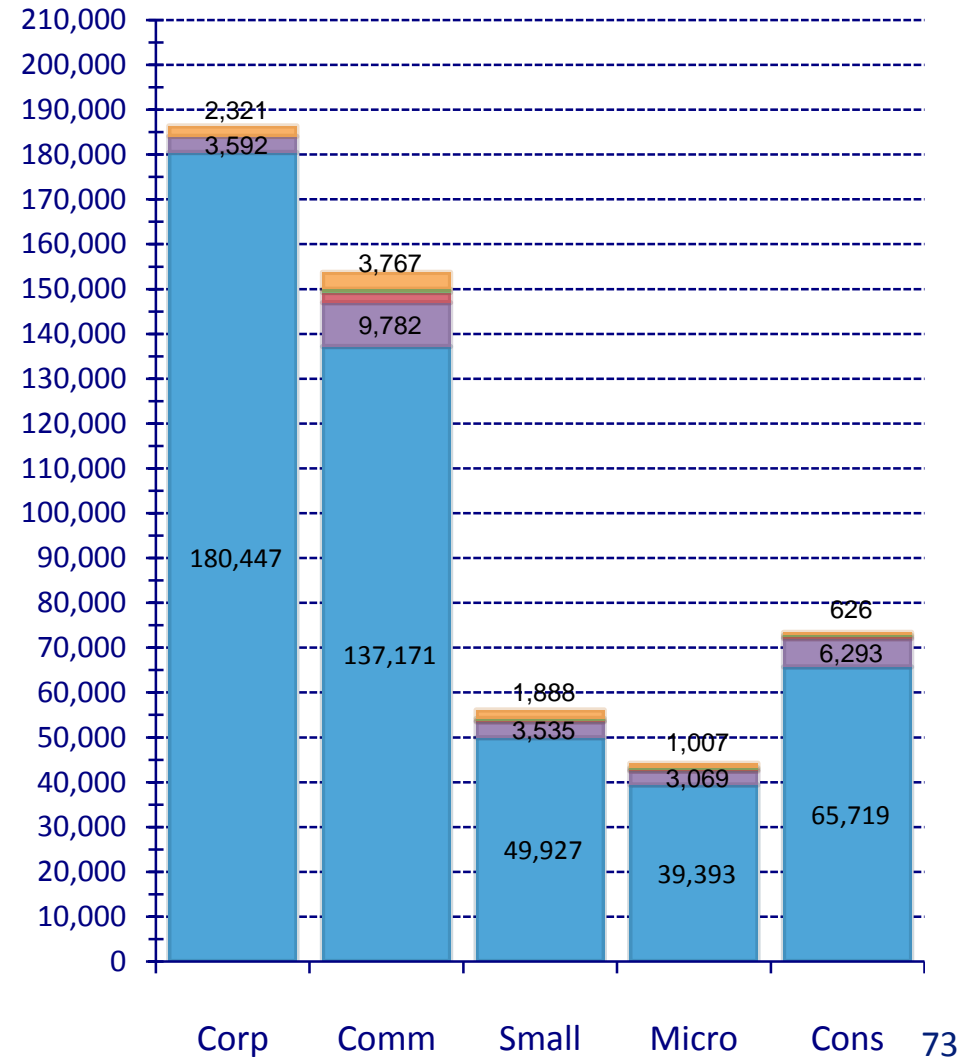
Loan Profile: 1Q Collectability (%) by Segment

Bank Only



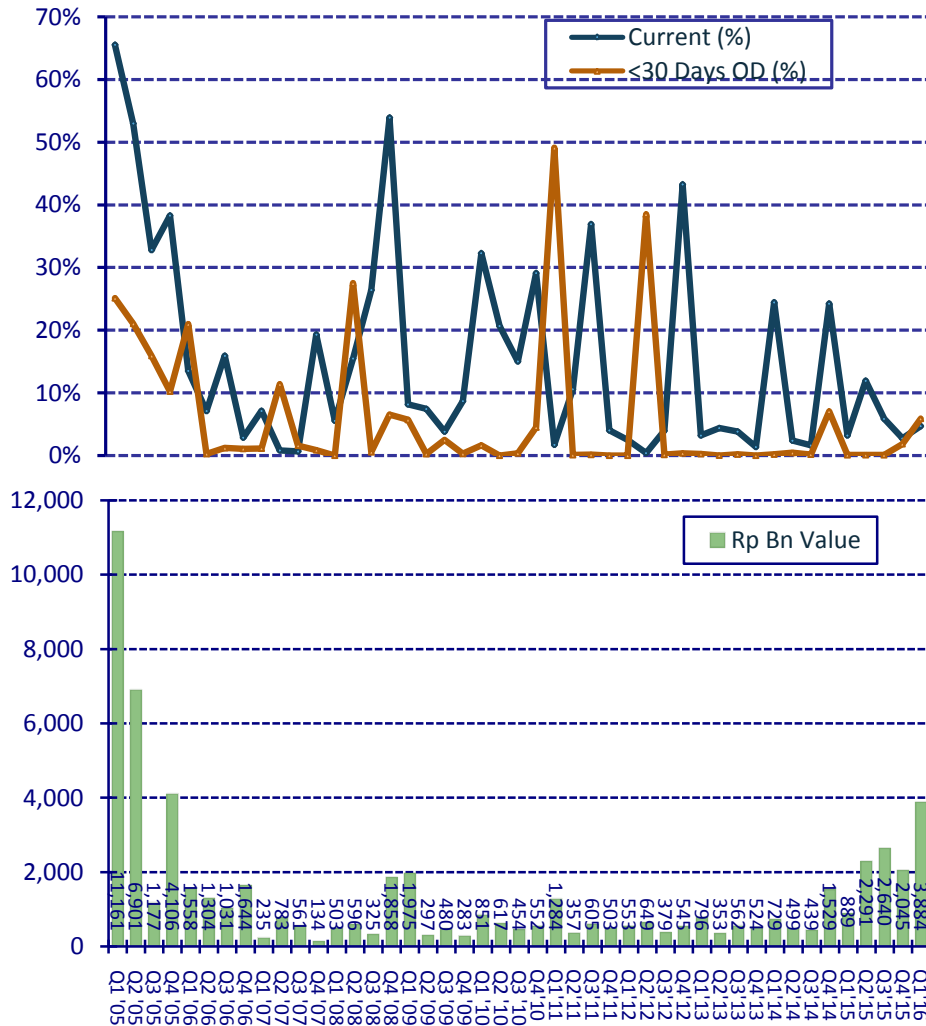
Loan Profile: 1Q Collectability (Rp bn) by Segment

Bank Only

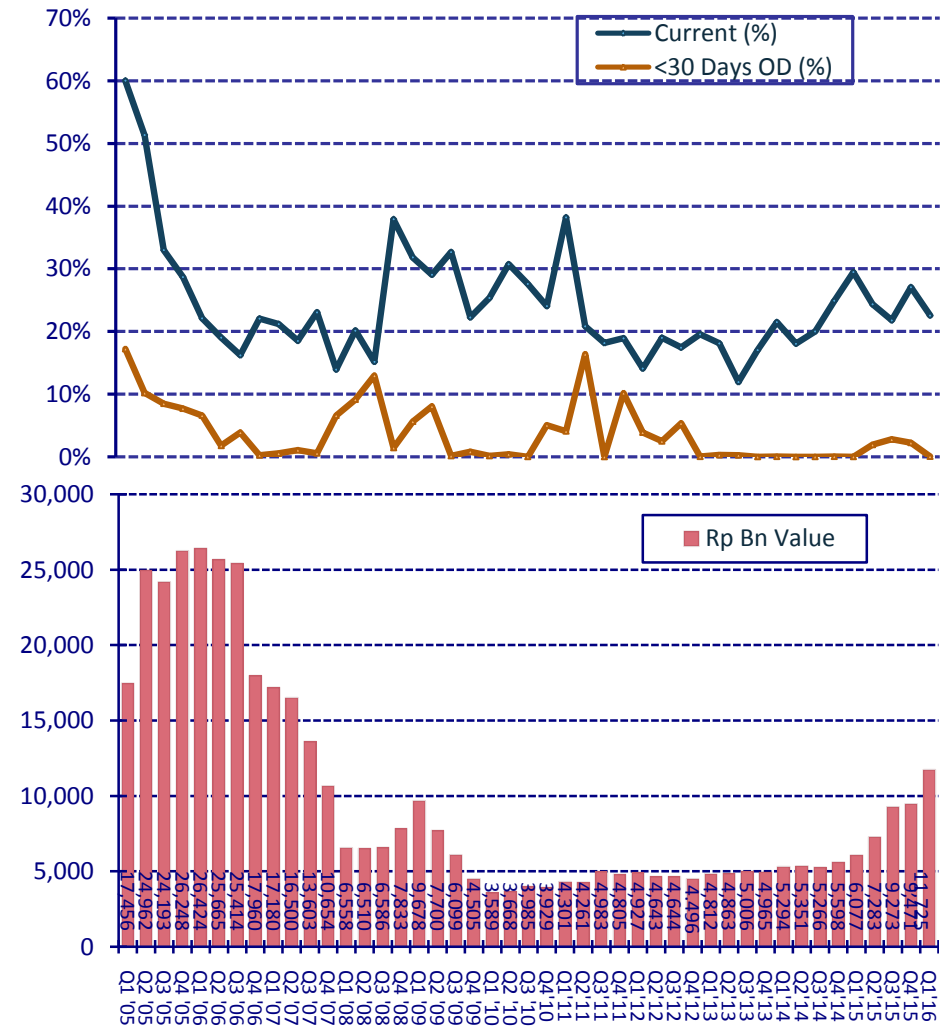


# NPL Loan Detail\*: Quarterly by Days Past Due

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



## Quarterly NPL Stock & Interest DPD - Bank Only

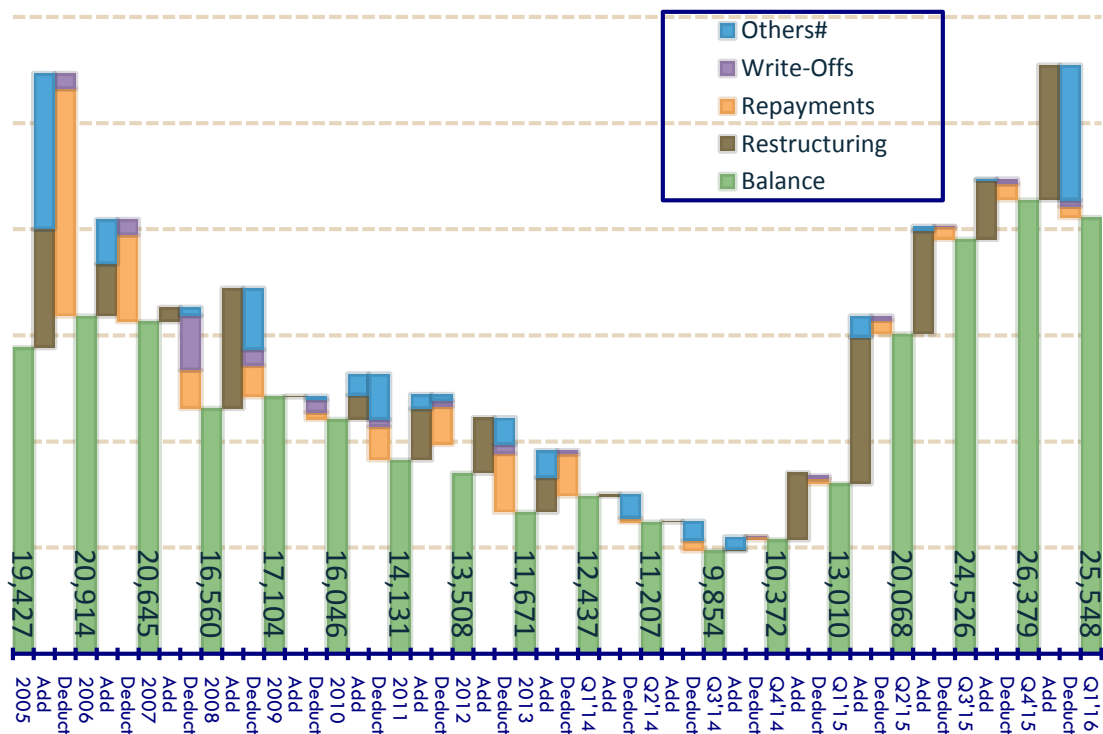


\* Excluding Micro & Consumer Loans Only

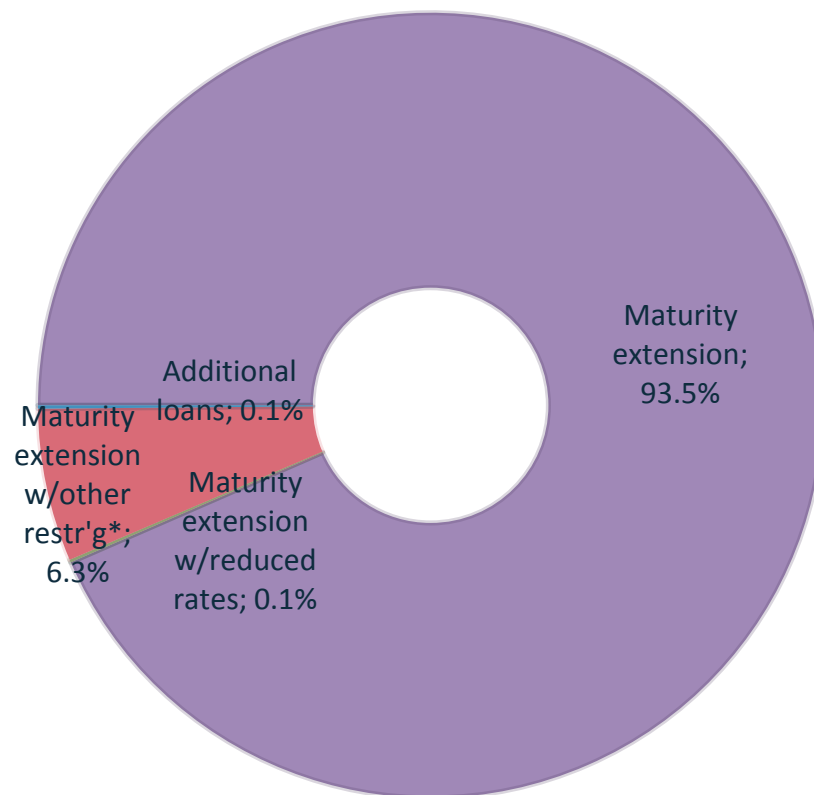
# Rp6,352bn in Loans were Restructured in 1Q '16

## Restructured Loan Movement 2005 - 1Q2016

IDR bn



## Loans by Restructuring Type in 1Q 2016

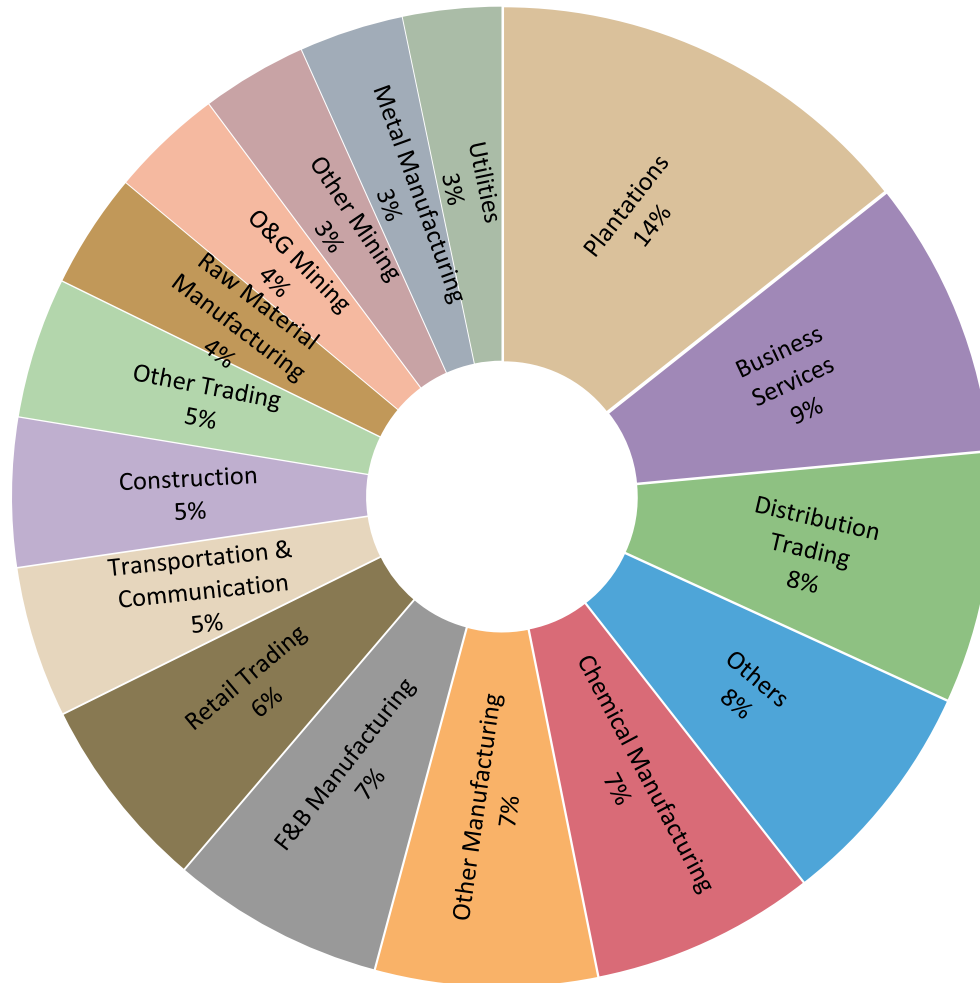
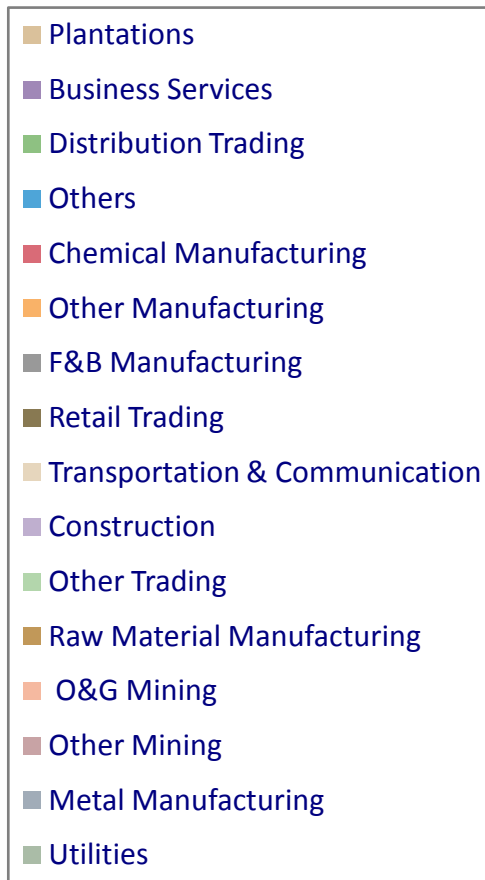


(Rp billions)	Q3 '14	Q4 '14	Q1 '15	Q2 '15	Q3 '15	Q4 '15	Q1 '16
Loans Restructured	44	64	3,159	6,902	4,850	2,781	6,352
NPL Collections	524	195	94	46	128	104	102

\*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, 1Q 2016

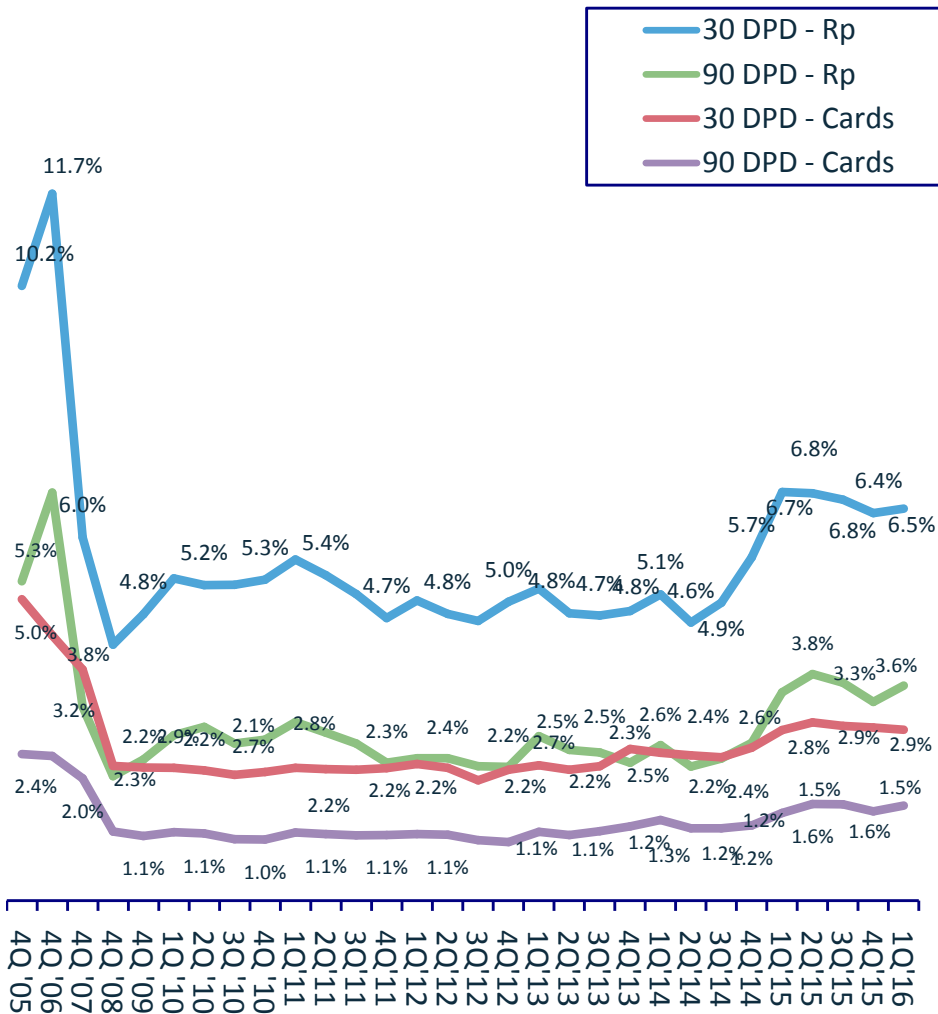


(1) Non-consolidated numbers  
\* Each sector < 3%

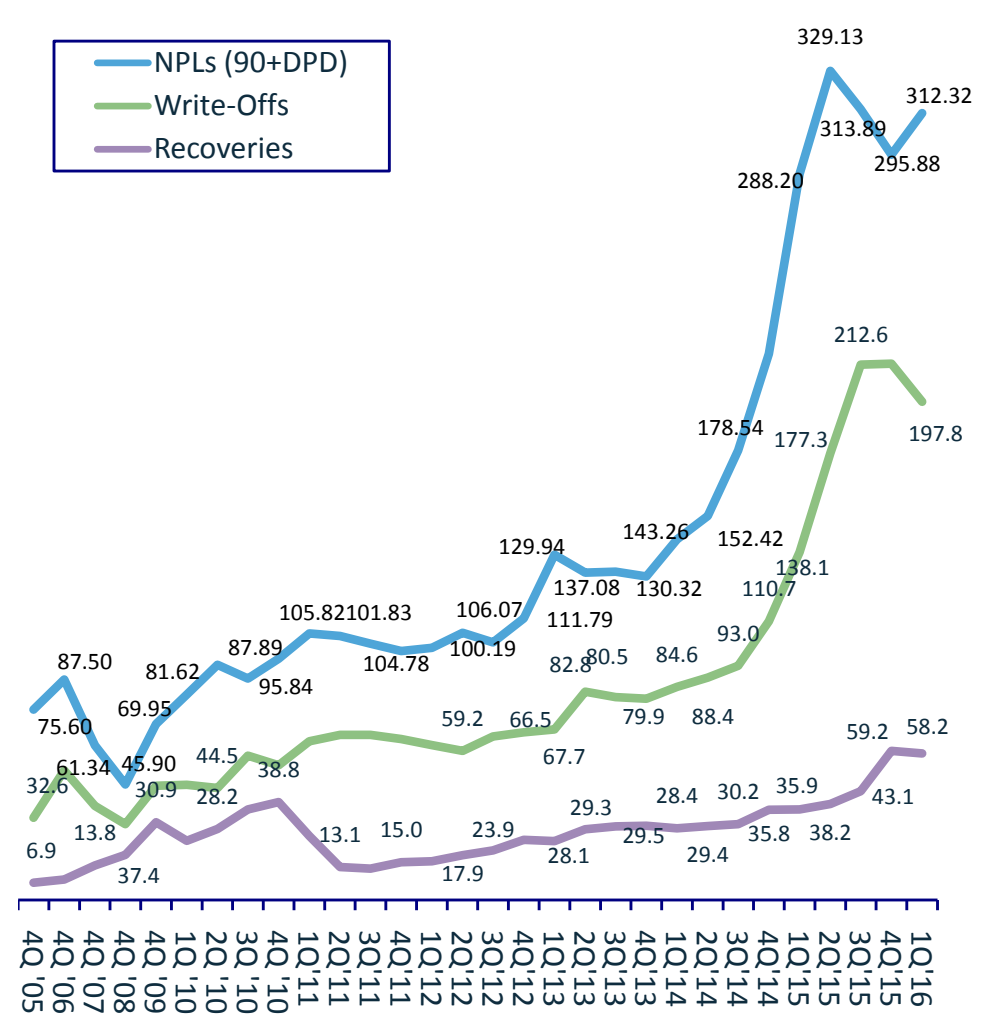
\* Excluding Micro & Consumer Loans Only

# Credit Card Portfolio Showed Modest Decrease in 1Q '16

## Mandiri Credit Card Delinquency Rates (%)

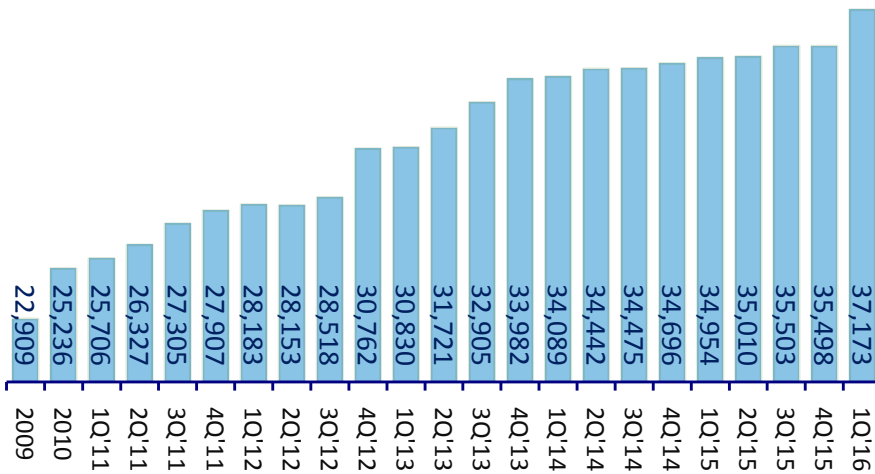


## Quarterly Charge-offs, NPLs & Recoveries (Rp Bn)

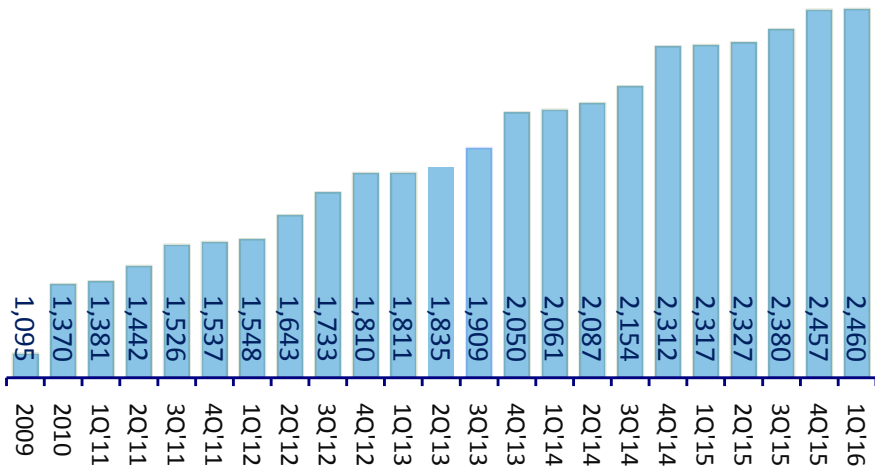


# Staffing and Distribution Network Growth

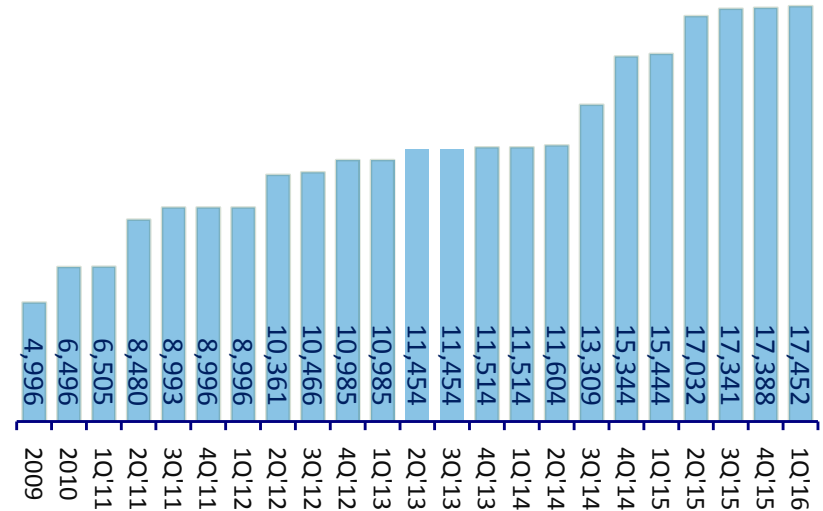
## Employees



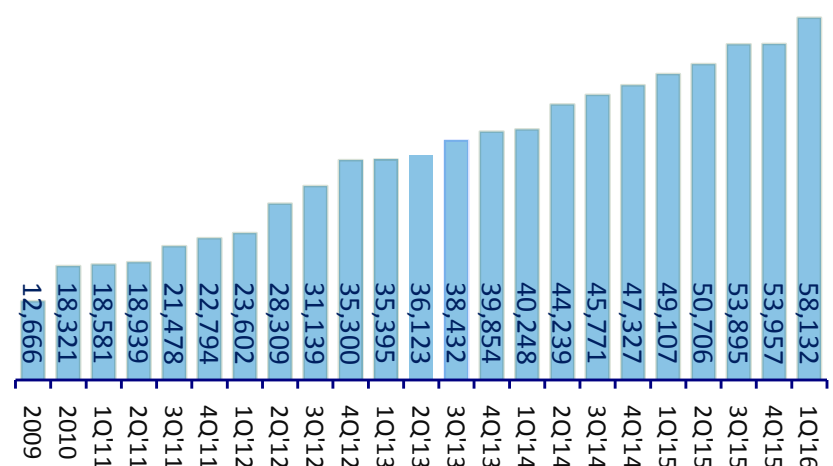
## Domestic Branch Network



## ATM Network

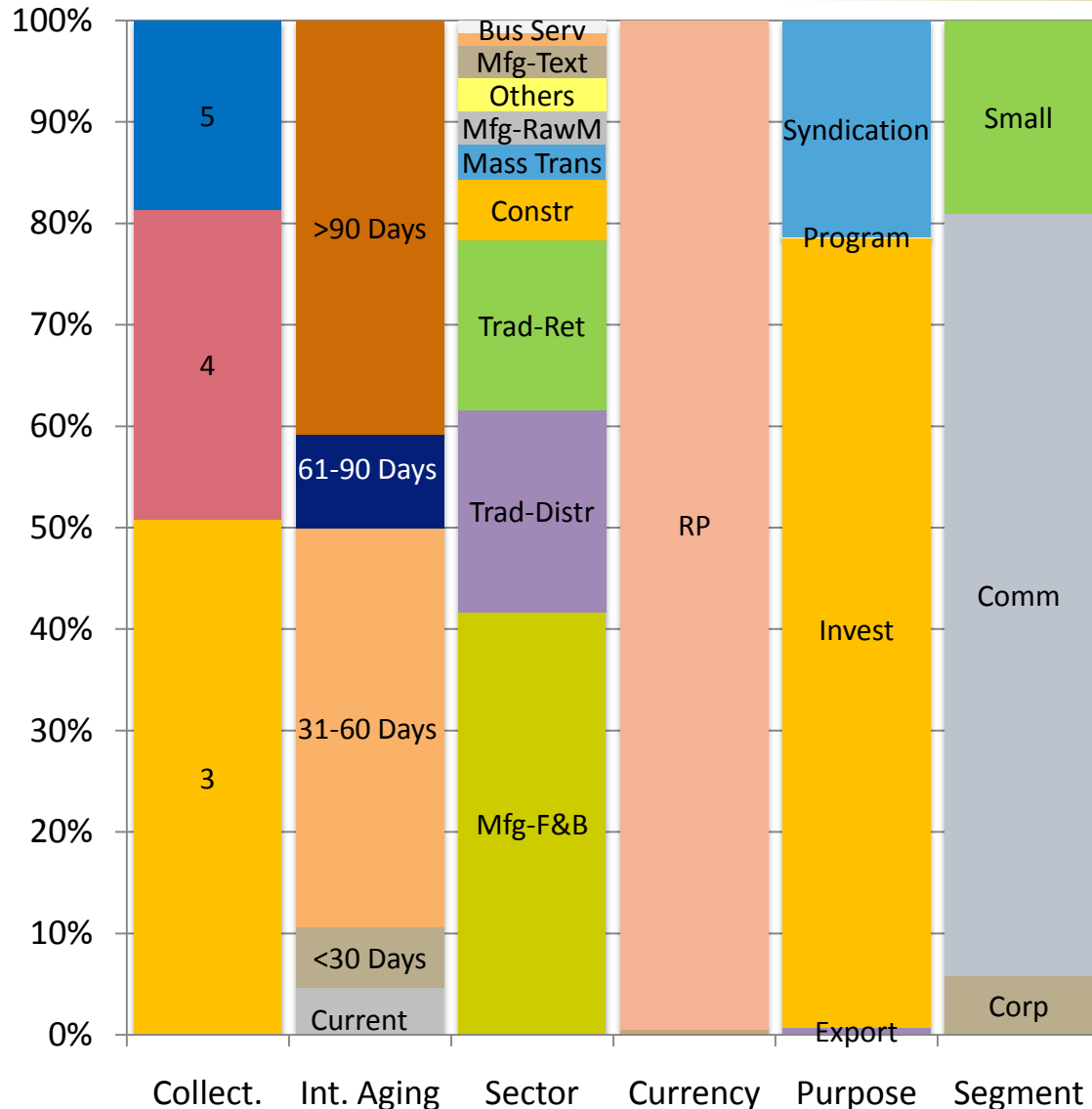


## ATM-Link Network



# 1Q 2016 Loan Detail\*: Downgrades to NPL

Loan Profile: 1Q NPL Downgrades Only (Rp 3,884 Bn) Bank Only



Corporate, Commercial & Small Business loans downgraded to NPL in 1Q totaled Rp 3,884 Bn. Of these loans:

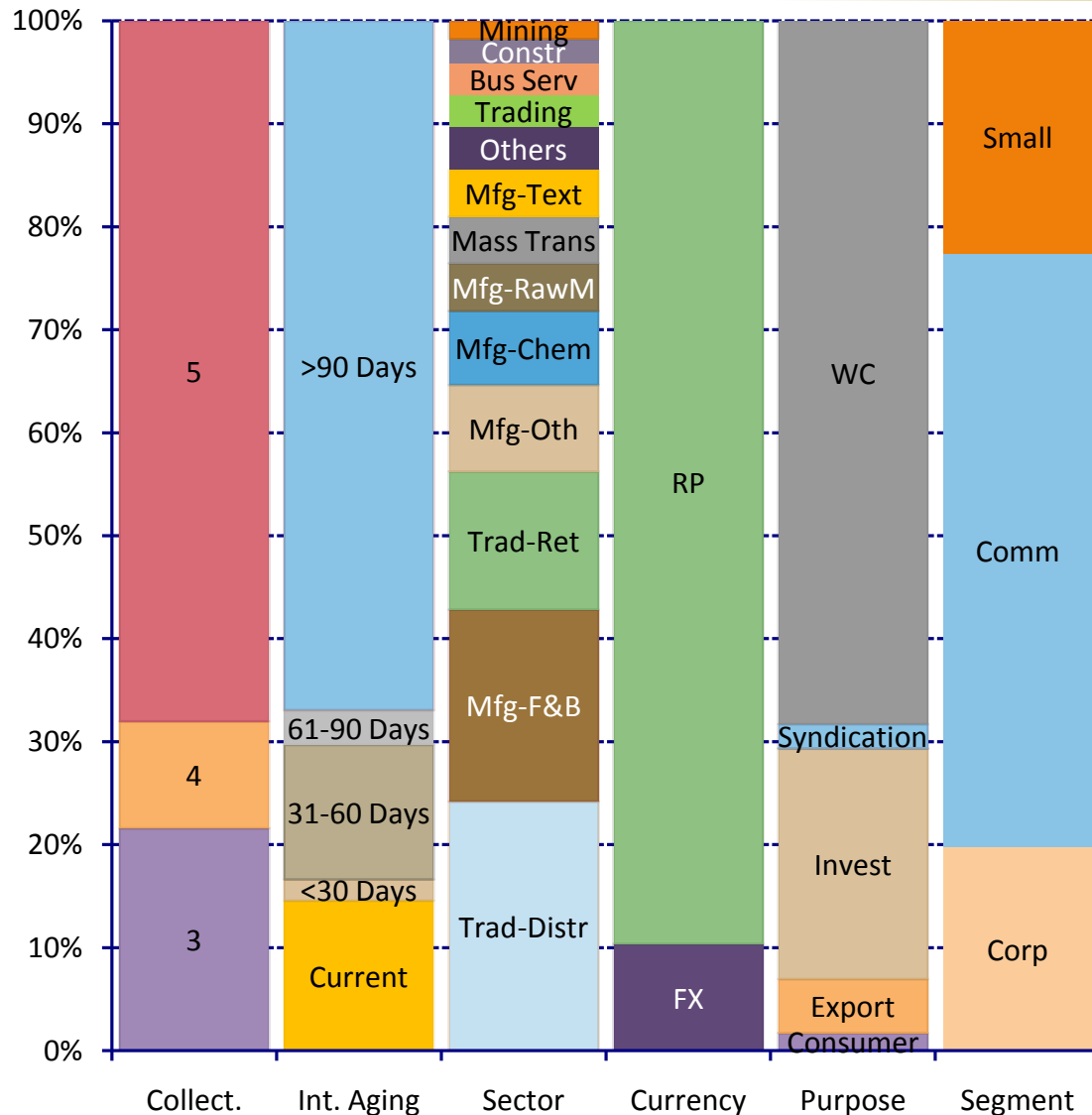
- 40.8% were more than 90 days overdue on interest payments
- 75.2% came from our Commercial Portfolio
- Largest downgrades by sector:
  - F&B Manufacturing
  - Trading Distributions
  - Retail Trading
- 99.4% were IDR loans
- 72.9% were Working Capital loans, 21.2% were Investment Loans

\* Excluding Micro & Consumer Loans Only



# 1Q 2016 Loan Detail\*: Non-Performing Loans

Loan Profile: 1Q Non-Performing Loans Only (Rp 11,725 Bn) Bank Only



Corporate, Commercial & Small Business NPLs totaled Rp 11,725 Bn in 1Q.

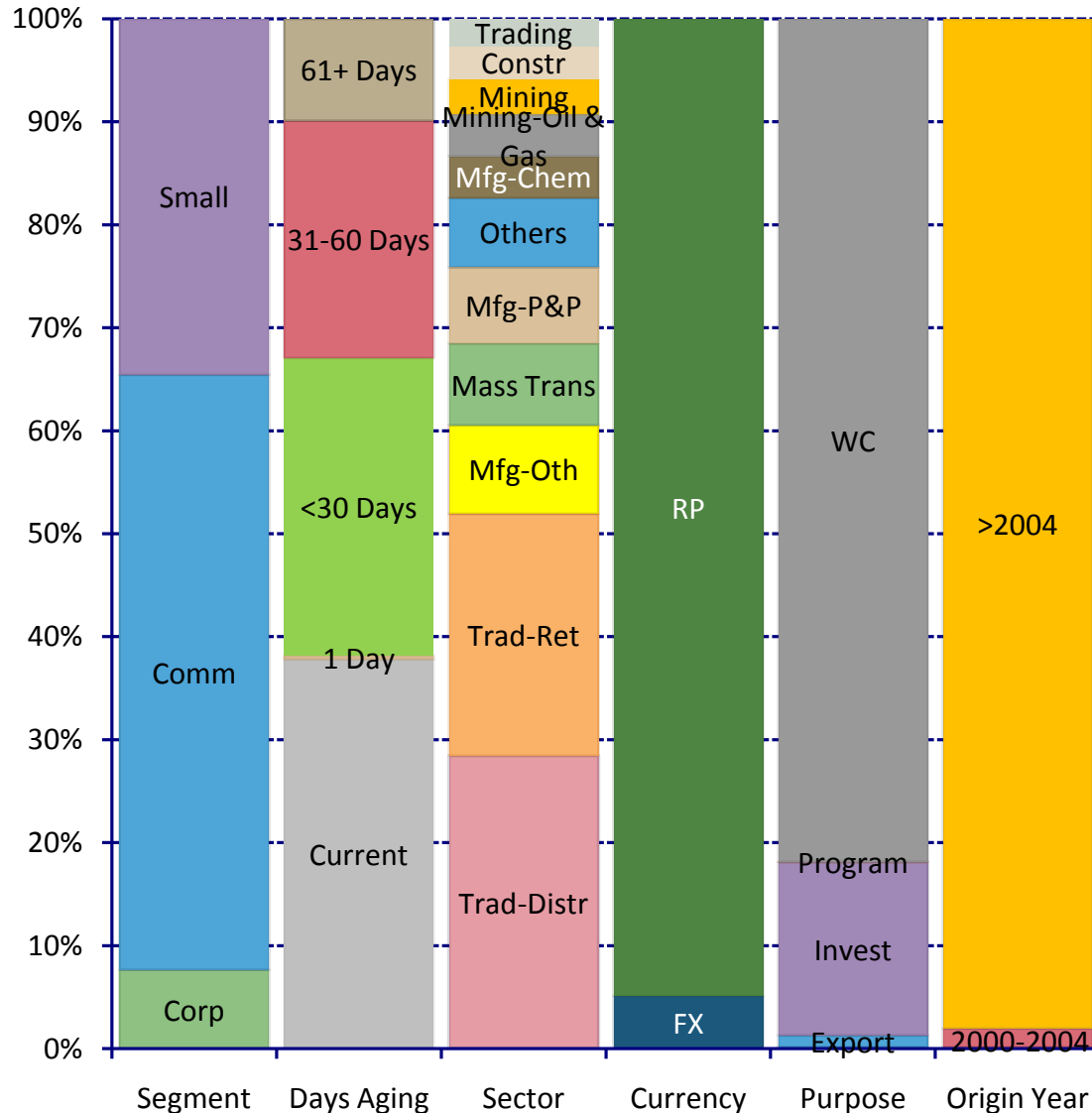
Of these NPLs in 1Q:

- 14.6% remain current on interest payments and an additional 18.5% are less than 90 days overdue
- 57.6% are to Commercial customers
- 68.3% are Working Capital loans and 22.4% are Investment loans
- Primary sectors are:
  - Trading Distributions
  - F&B Manufacturing
  - Retail Trading
- 89.6% are Rp loans
- 21.6% are Cat. 3 & 10.4% are Cat. 4

\* Excluding Micro & Consumer Loans Only

# 1Q 2016 Loan Detail\*: Downgrades to Cat. 2

Loan Profile: 1Q Downgrades to Cat. 2 Only (Rp 6,465 Bn) Bank Only



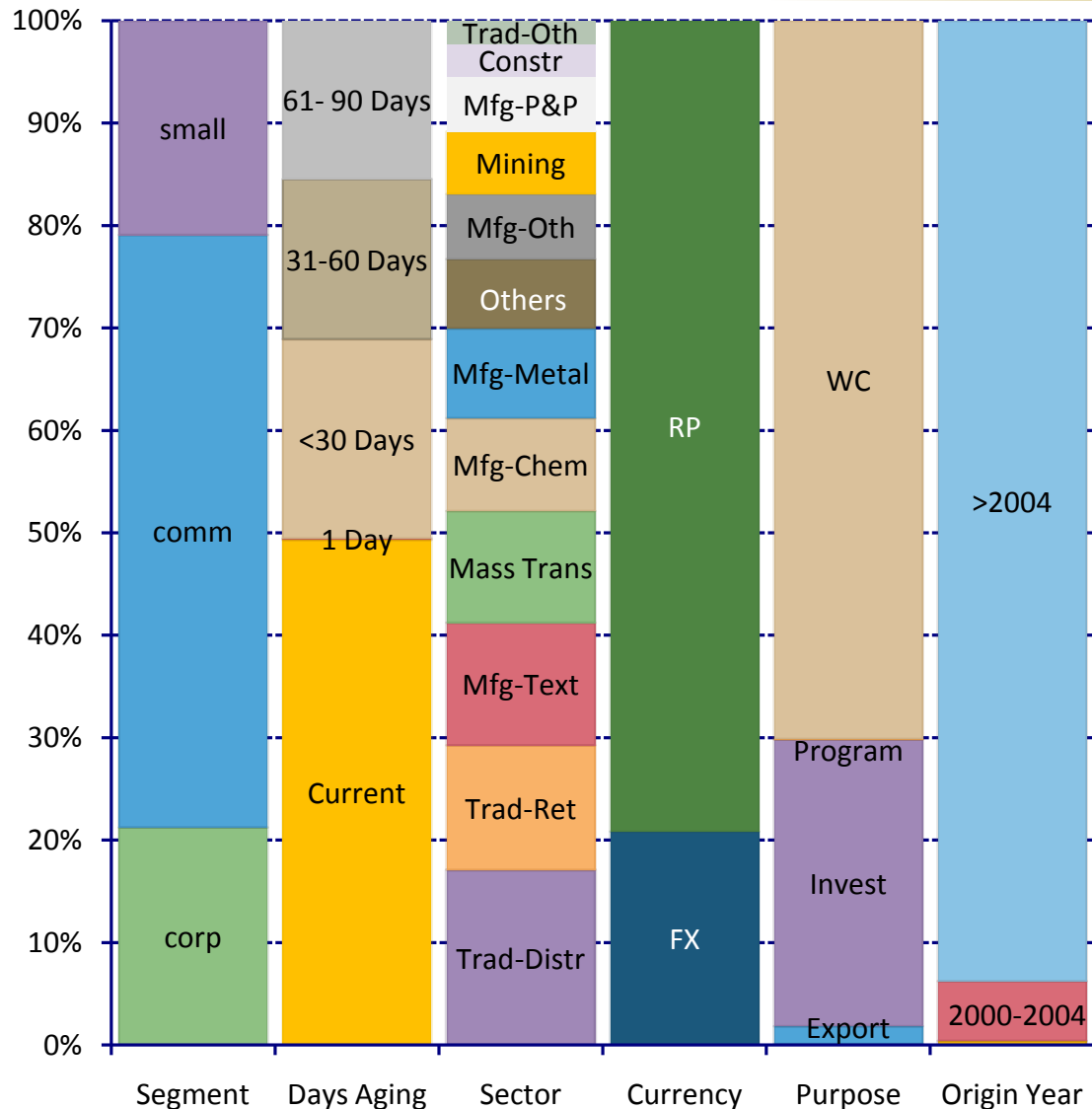
Rp6,465 Bn in Corporate, Commercial & Small Business loans were downgraded to Category 2 in 1Q. Of the Special Mention Loans downgraded:

- 57.8% are for Commercial & 34.6% are to Small Business customers
- 37.8% are current & 29.3% are less than 30 days overdue in interest payments
- Primary sectors downgraded are:
  - Trading Distributions
  - Retail Trading
- 94.9% are RP loans
- 81.8% are Working Capital loans

\* Excluding Micro & Consumer Loans Only

# 1Q 2016 Loan Detail\*: Category 2 Loans

Loan Profile: 1Q Category 2 Loans Only (Rp 16,909 Bn) Bank Only



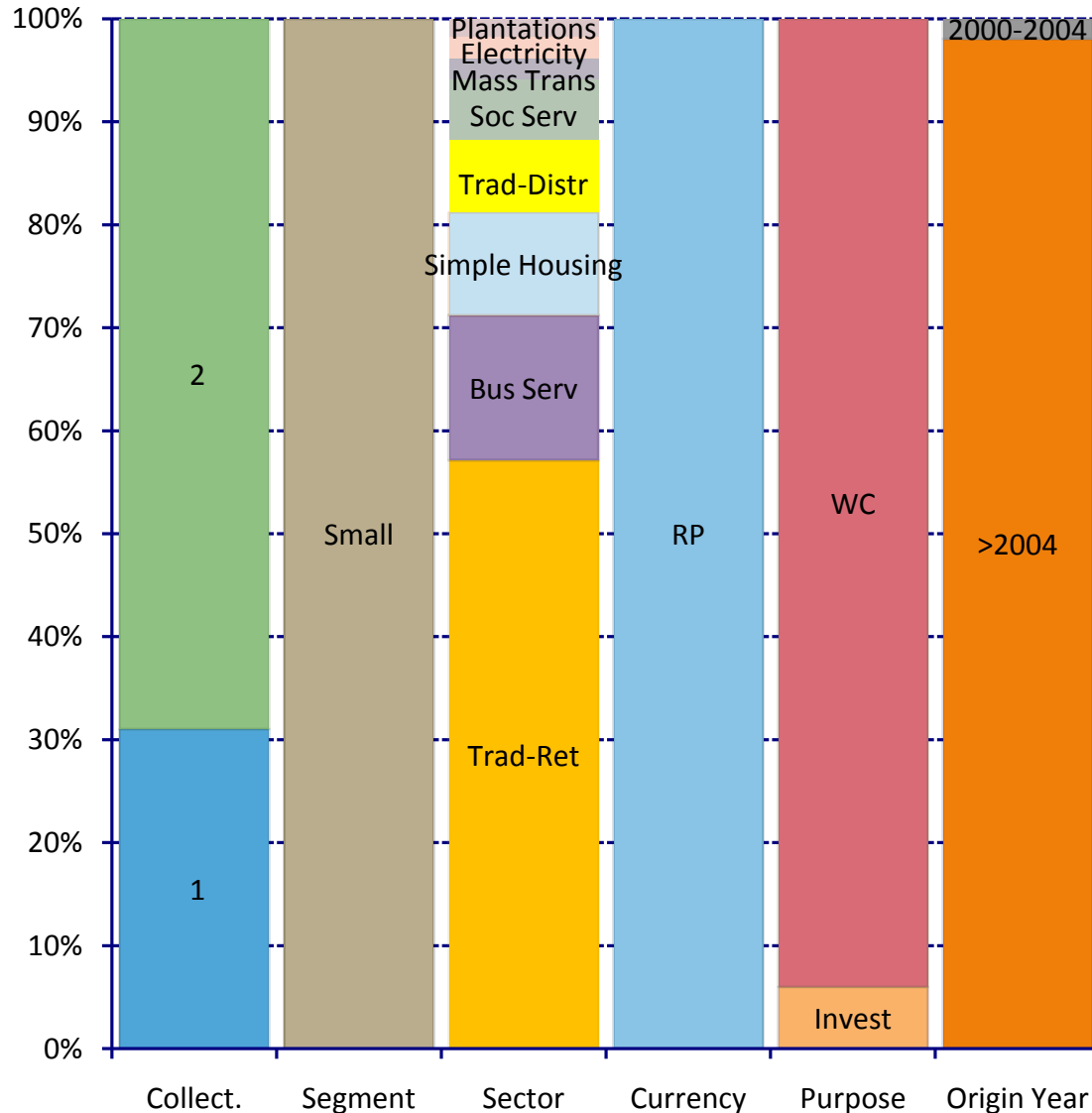
Rp 16,909 Bn in Corporate, Commercial & Small Business loans were in Category 2 in 1Q. Of these Special Mention loans:

- 57.9% are to Commercial customers
- 49.5% are current or 1 day overdue, with an additional 19.5% less than 30 days overdue
- Primary sectors in Category 2 are:
  - Trading Distribution
  - Retail Trading
  - Textile Manufacturing
- 79.2% are Rp loans
- 70.1% are Working Capital loans
- 60.4% were Category 2 in 4Q '15

\* Excluding Micro & Consumer Loans Only

# 1Q 2016 Loan Detail\*: Upgrades to PL

Loan Profile: 1Q Upgrades to PL (Rp 14.5 Bn) Bank Only



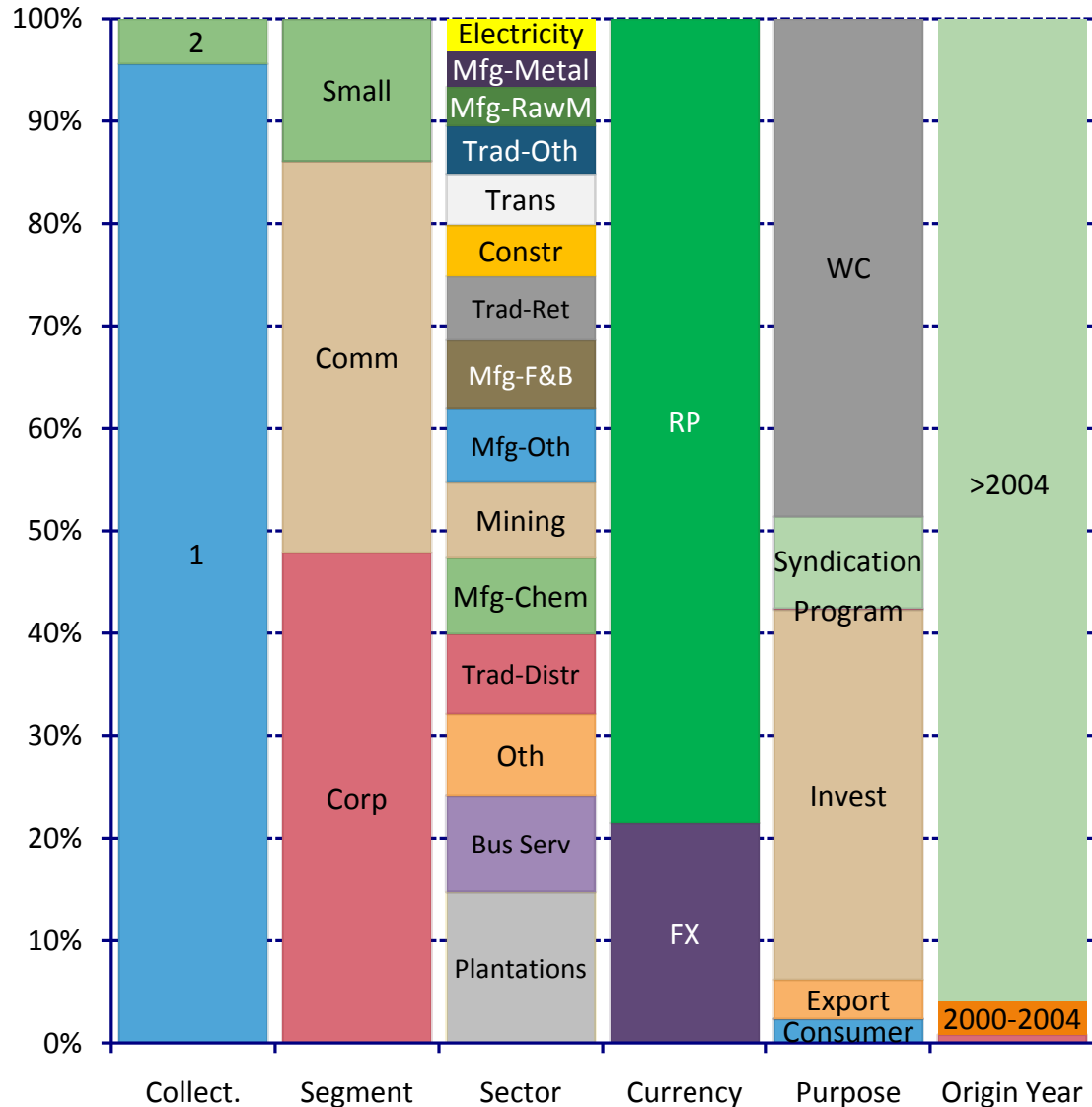
Corporate, Commercial & Small Business loans upgraded to PL in 1Q totaled Rp 14.5 Bn. Of these loans:

- All were to SME customers
- 98.1% originated later than 2004
- Largest upgrades by sector:
  - Retail Trading
  - Business Services
  - Simple Housing
- All were Rp loans
- 94.0% were Working Capital loans; 6.0% were Investment loans

\* Excluding Micro & Consumer Loans Only

# 1Q 2016 Loan Detail\*: Performing Loans

Loan Profile: 1Q Performing Loans Only (Rp 384,454 Bn) Bank Only



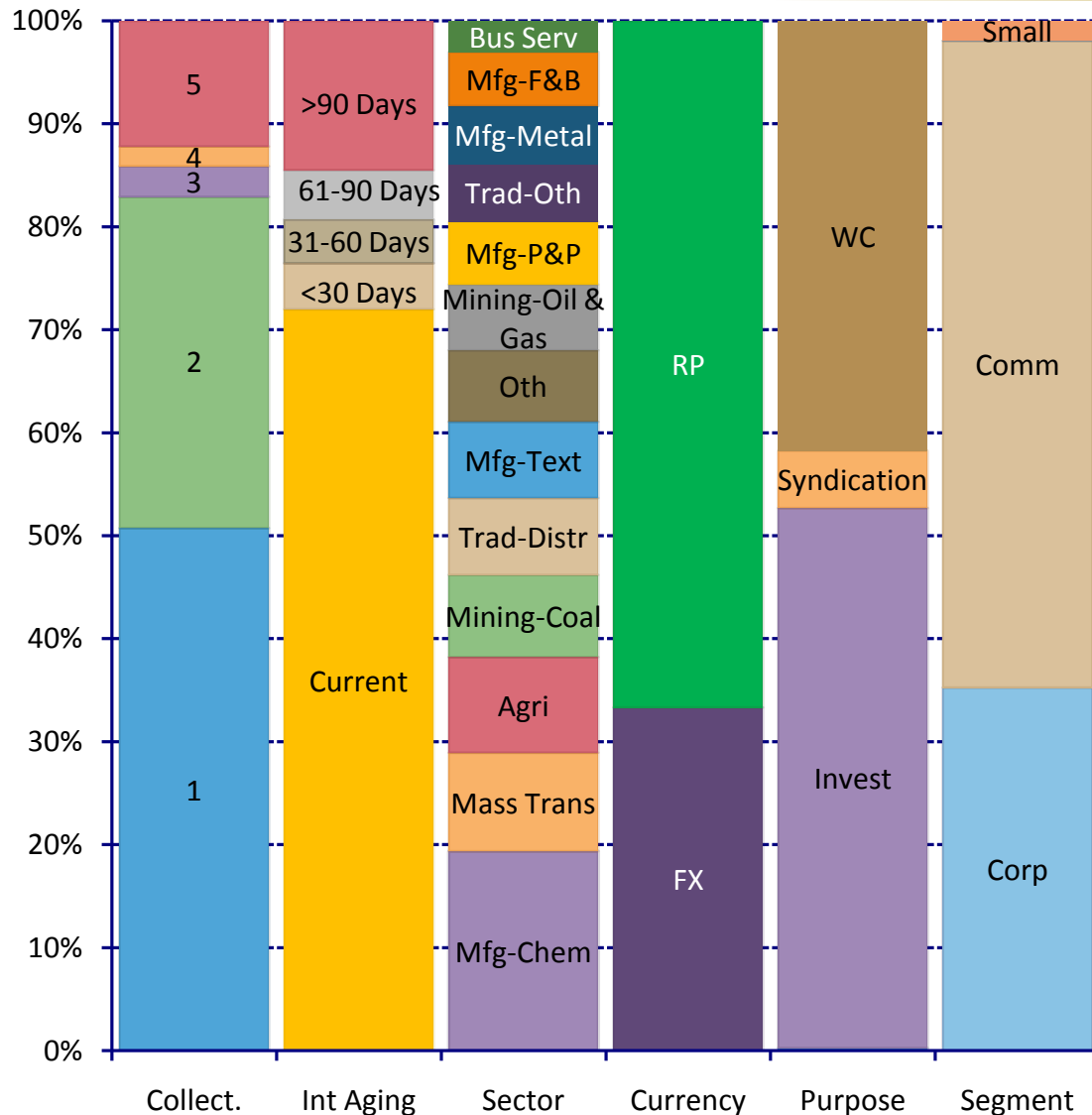
Rp 384,454 Bn in Corporate Commercial & Small Business loans were performing in 1Q. Of these performing loans:

- 47.9% are to Corporate customers & 38.2% are to Commercial customers
- 95.9% originated since 2005
- Primary sectors are:
  - Plantations
  - Business Services
- 78.5% are Rupiah loans
- 48.6% are Working Capital loans; 36.1% are Investment loans

\* Excluding Micro & Consumer Loans Only

# 1Q 2016 Loan Detail\*: Restructured Loans

Loan Profile: 1Q Restructured Loans Only (Rp25,548 Bn) Bank Only



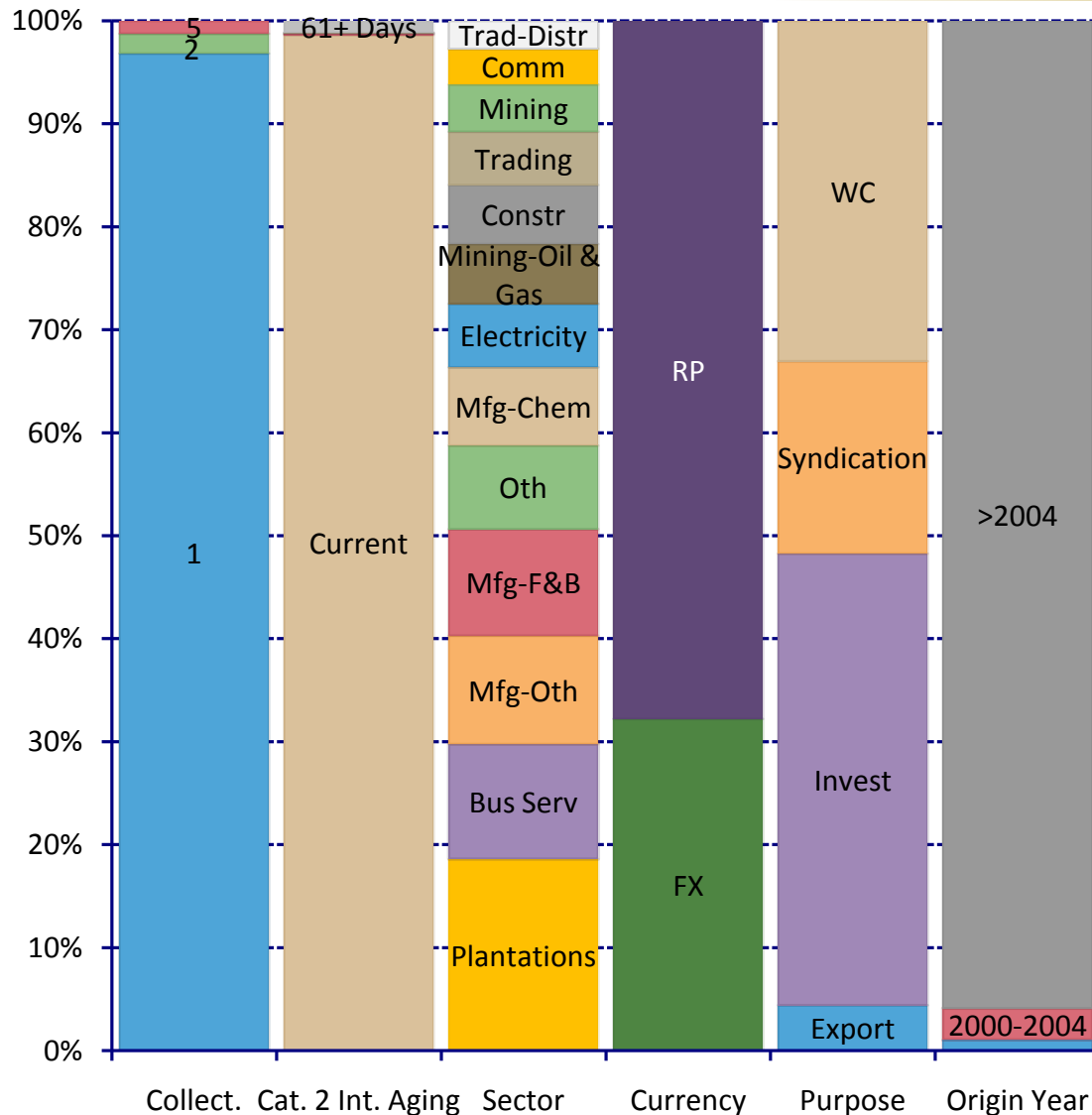
Of the remaining Rp 25,548 billion in restructured Corporate, Commercial & Small Business loans in 1Q :

- 82.9% are Performing
- 72.0% of Restructured Loans are current in interest payments
- Primary sectors are:
  - Chemical Manufacturing
  - Mass Transportations
  - Agriculture-related
- 66.7% are Rp loans
- 52.4% are Investment loans
- 62.8% are to Commercial customers

\* Wholesale Loans Only

# 1Q 2016 Loan Detail: Corporate Loans

Loan Profile: 1Q Corporate Loans Only (Rp 186,360 Bn) Bank Only

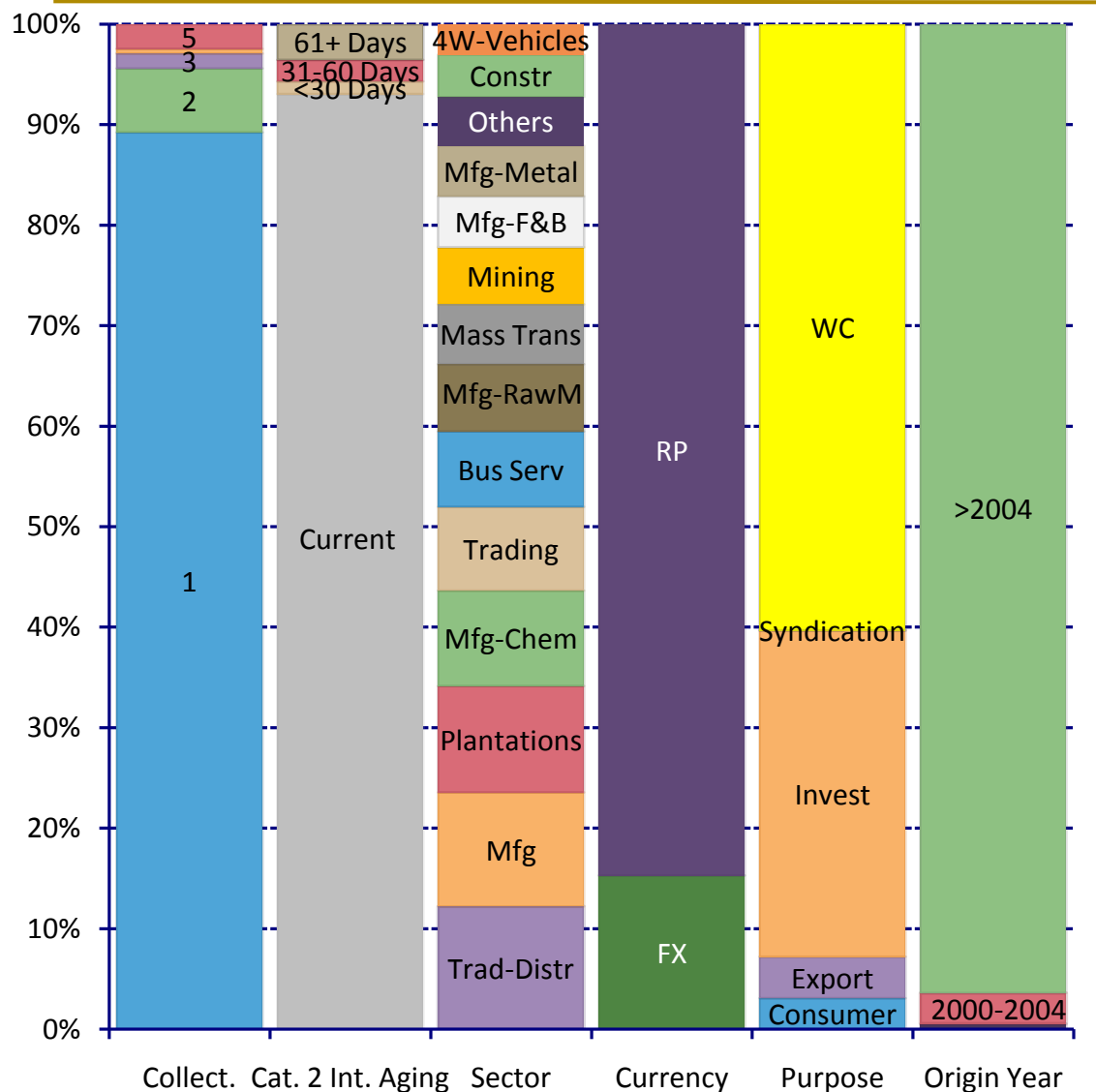


Rp 186,360 billion in loans were in the Corporate portfolio in 1Q. Of the Corporate Loans in 1Q :

- 98.8% are performing loans, with 1.9% in Category 2
- 73.6% of Category 2 loans are current in interest payments
- Primary sectors in Corporate are:
  - Plantations
  - Business Services
- 67.8% are Rupiah loans
- 43.8% are Investment loans; 33.1% are Working Capital loans

# 1Q 2016 Loan Detail: Commercial Loans

Loan Profile: 1Q Commercial Loans Only (Rp 153,711 Bn) Bank Only



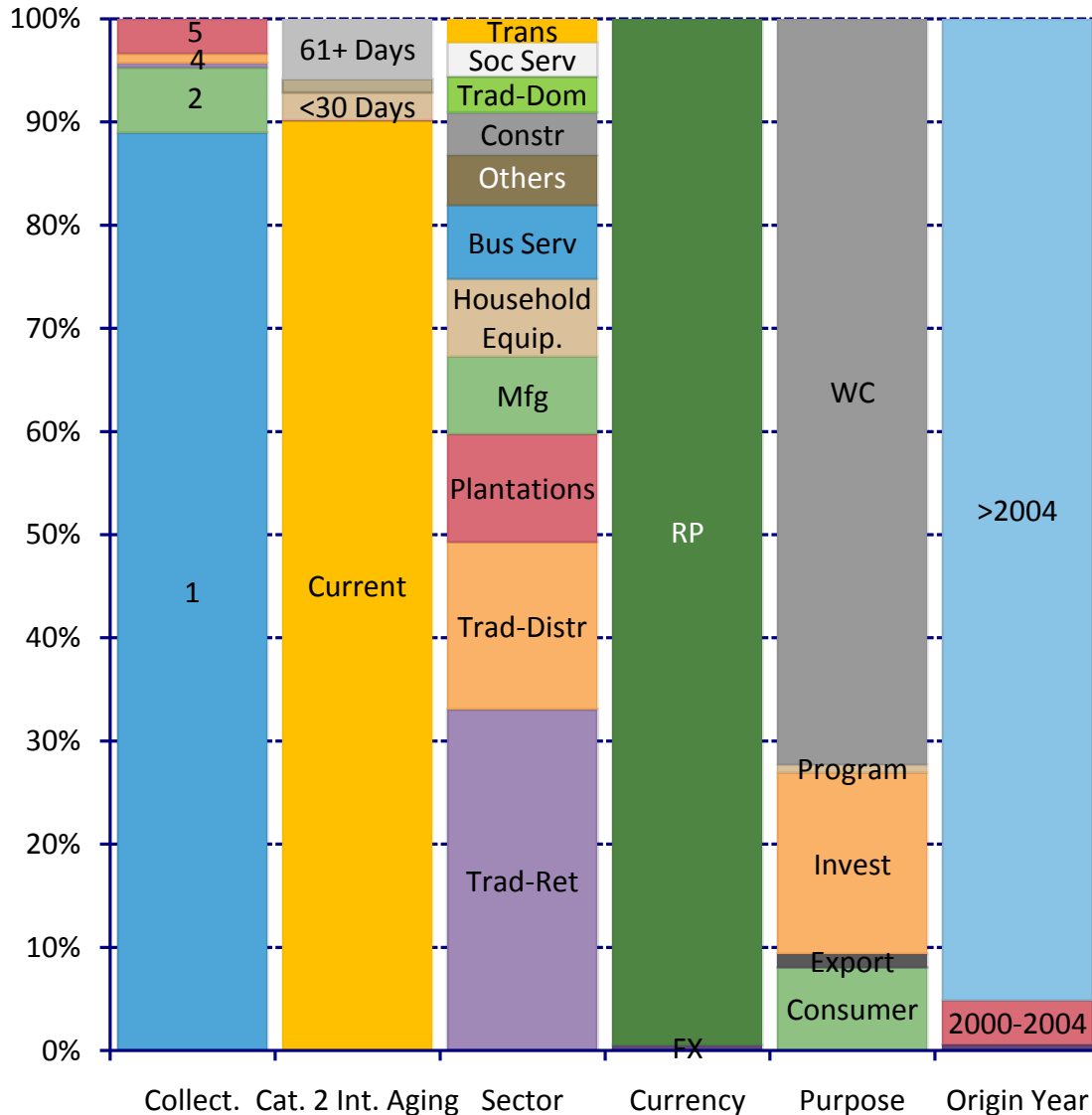
Rp153,711 Billion in loans were in the Commercial portfolio in 1Q. Of the Commercial Loans in 1Q:

- 95.6% are performing loans, with 6.4% in Category 2
- 51.7% of Category 2 loans are current in interest payments
- Primary sectors in Commercial are:
  - Trading Distribution
  - Manufacturing
  - Plantations
- 84.7% are Rupiah loans
- 60.3% are Working Capital loans, 32.5% are Investment loans



# 1Q 2016 Loan Detail: Small Business Loans

Loan Profile: 1Q Small Business Loans Only (Rp 56,108 Bn) Bank Only

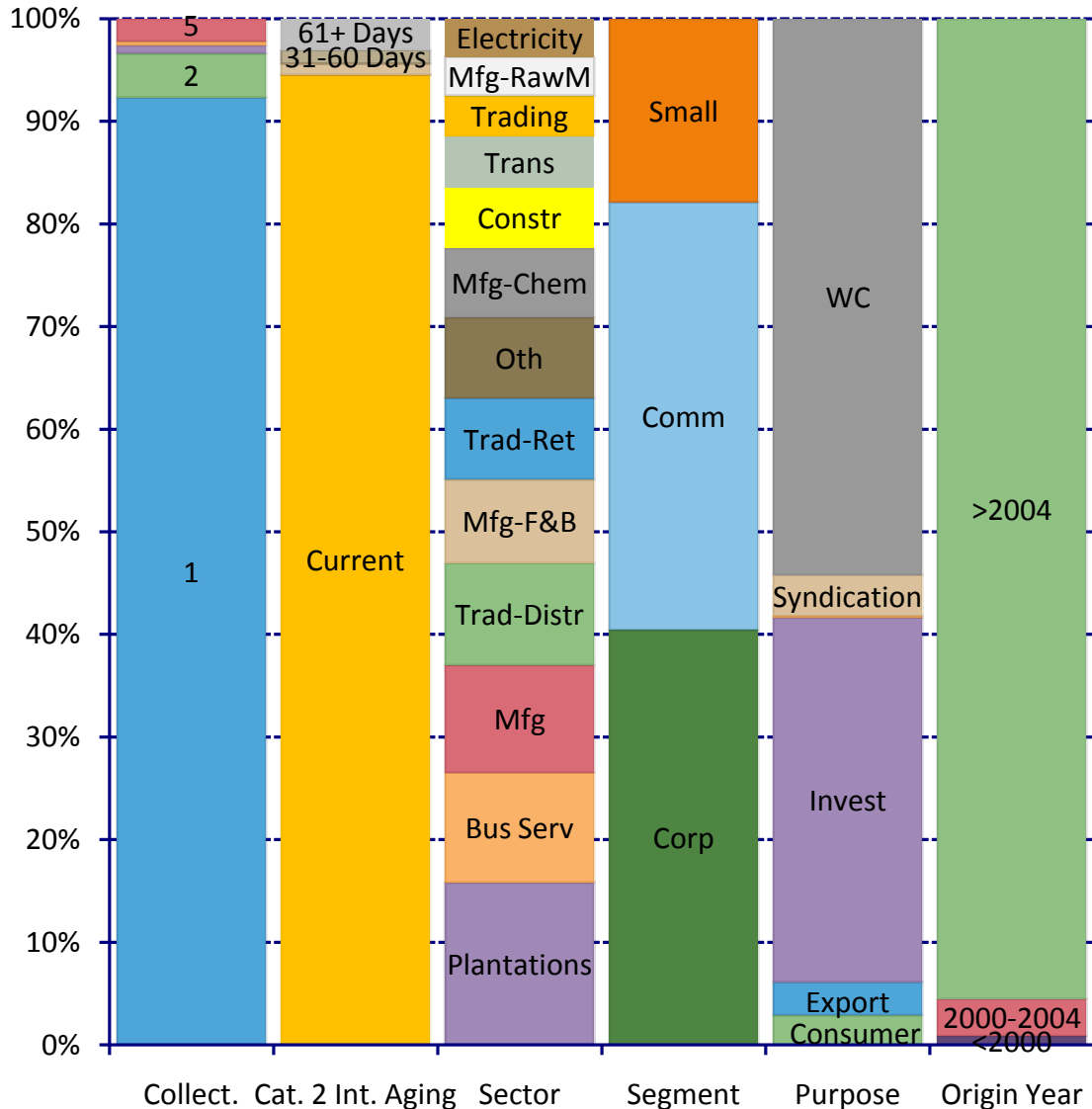


Rp 56,108 Bn in loans were in the Small Business portfolio in 1Q of the Small Business Loans in 1Q:

- 95.3% are performing loans, with 6.3% in Category 2
- 18.1% of Category 2 loans are current in interest payments
- Primary sectors in Small Business are:
  - Retail Trading
  - Distribution Trading
  - Plantations
- 99.4% are Rupiah loans
- 72.3% are Working Capital loans

# 1Q 2016 Loan Detail\*: Rupiah Loans

Loan Profile: 1Q Rupiah Loans Only (Rp 312,328 Bn) Bank Only



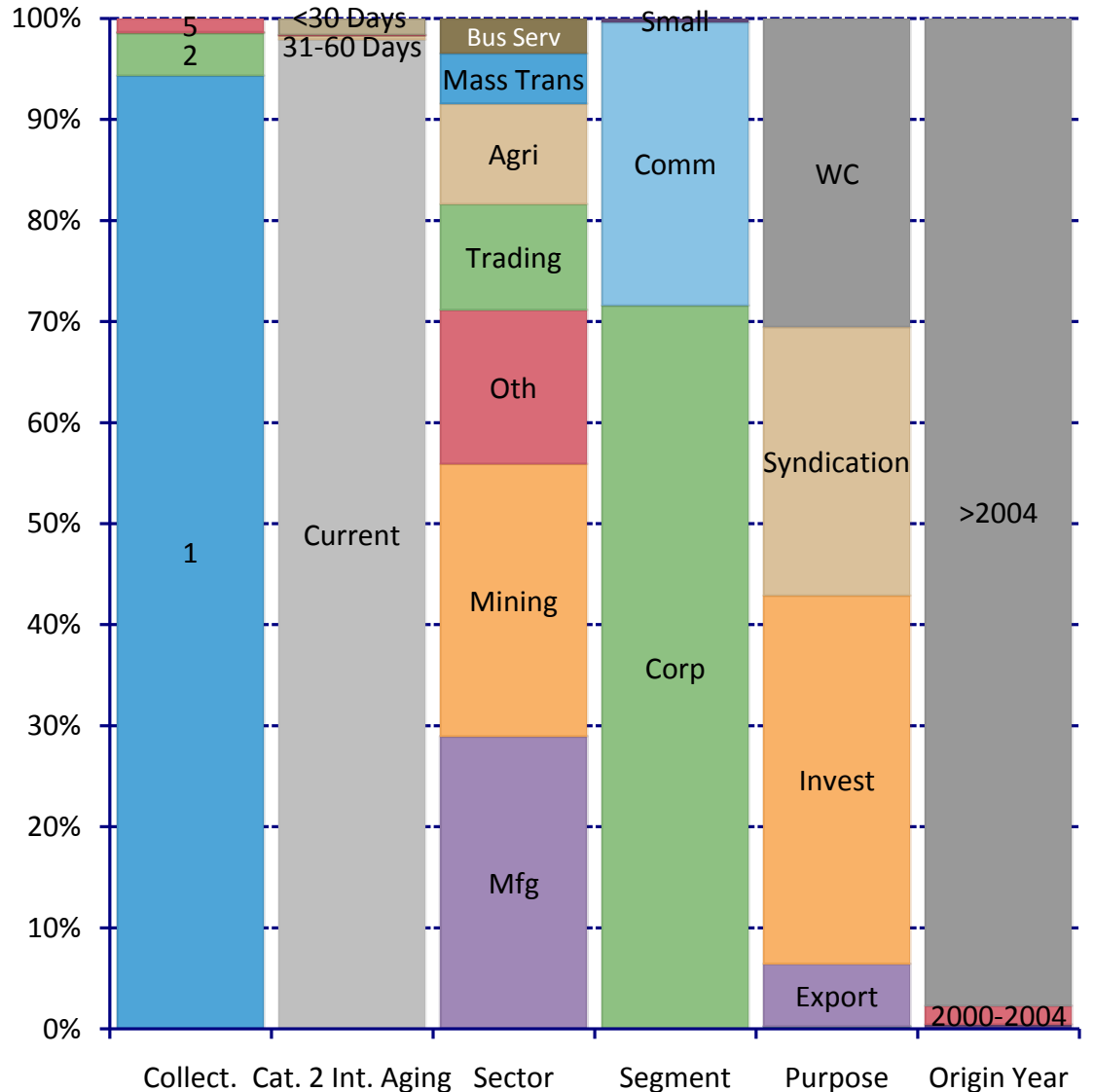
Rp 312,328 billion in loans were Rupiah denominated in 1Q Of the Rupiah Loans in 1Q:

- 96.6% are performing loans, with 4.3% in Category 2
- 46.0% of Category 2 loans are current in interest payments
- Primary sectors in Rupiah loans are:
  - Plantations
  - Business Services
  - Manufacturing
- 41.7% are Commercial loans
- 54.2% are Working Capital loans, 35.5% Investment loans

\* Excluding Micro & Consumer Loans Only

# 1Q 2016 Loan Detail\*: FX Loans

Loan Profile: 1Q FX Loans Only (Rp 83,851 Bn) Bank Only



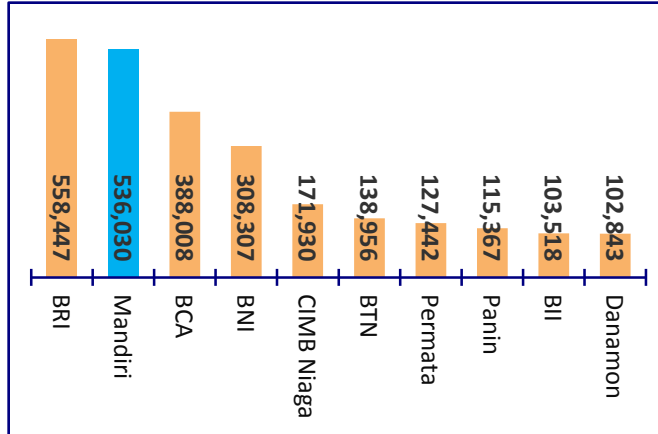
Rp 83,851 Bn in loans were FX denominated in 1Q.  
Of the FX Loans in 1Q:

- 98.6% are performing loans
- 62.1% of Category 2 loans are current in interest payments
- Primary sectors in FX loans are:
  - Manufacturing
  - Mining
- 71.6% are Corporate loans
- 36.4% are Investment loans; 30.5% are Working Capital loans

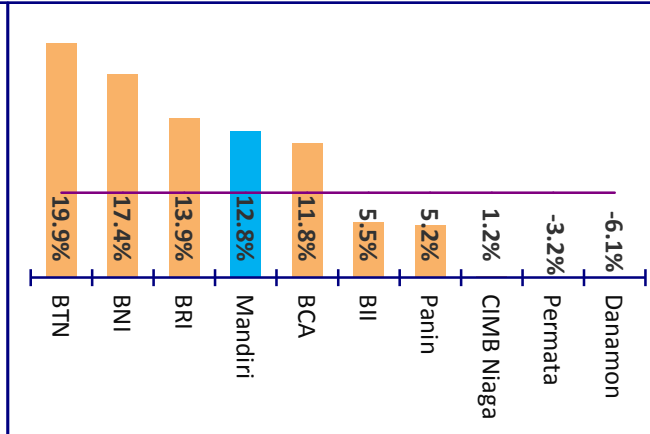
\* Excluding Micro & Consumer Loans Only

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

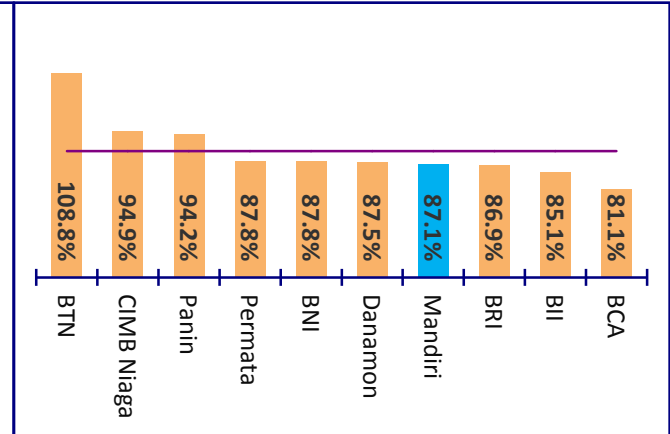
Total Loans  
(Rp bn)



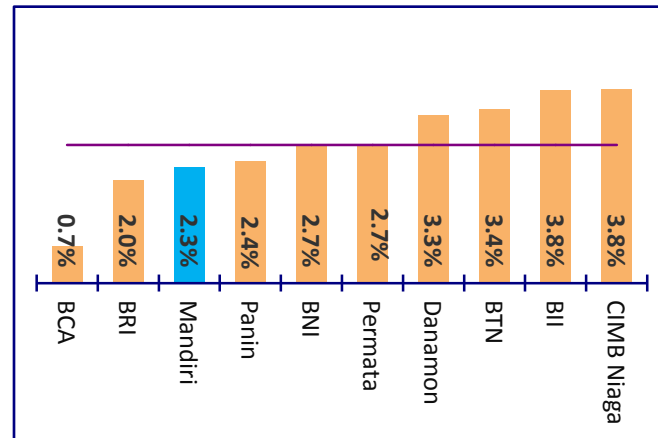
Loan Growth  
(%)



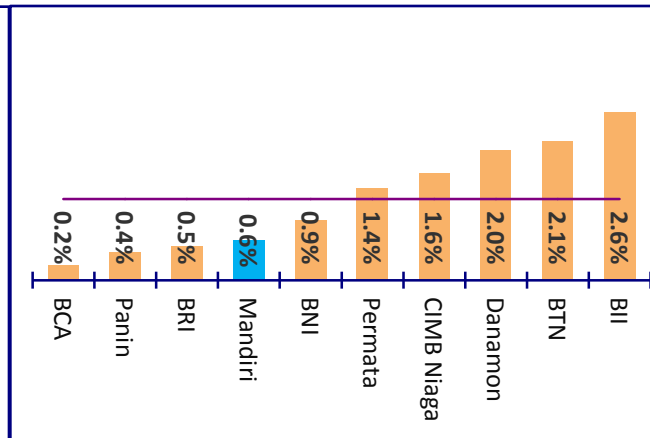
Loan to Deposit Ratio  
(%)



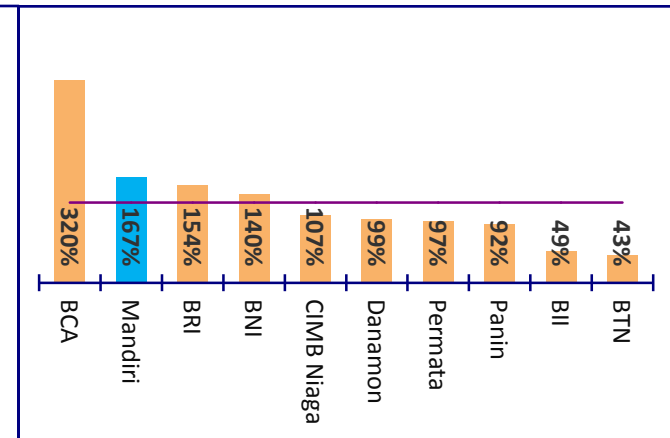
NPL Ratio (Gross)  
(%)



NPL Ratio (Net)  
(%)



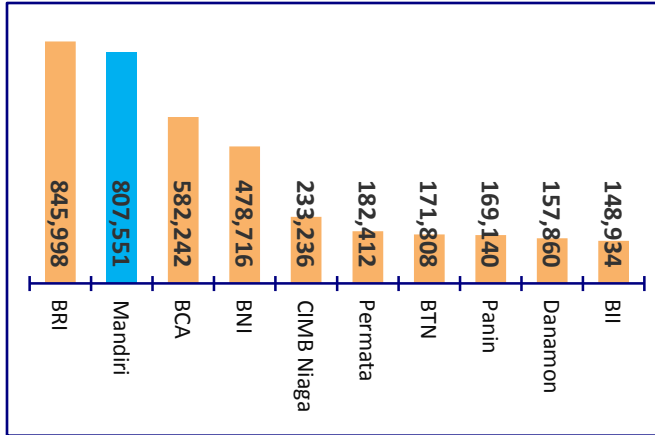
Ratio of Provisions to NPL  
(%)



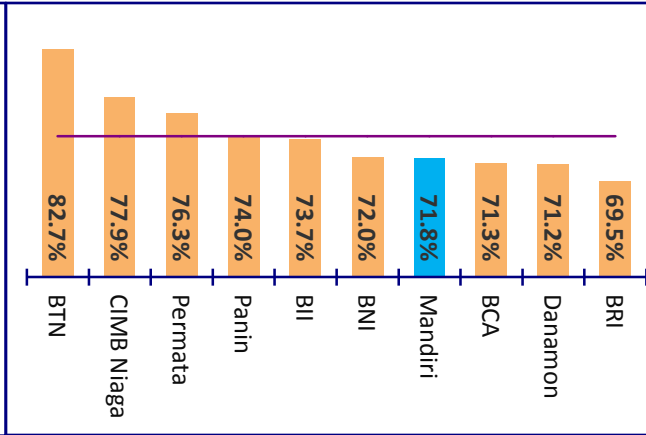
— Average

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

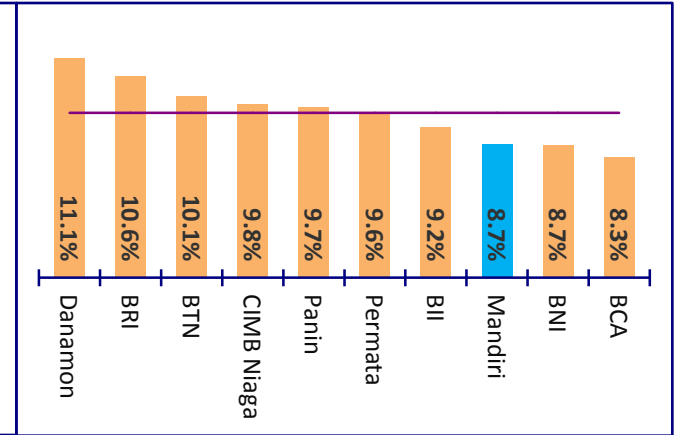
Total Assets  
(Rp bn)



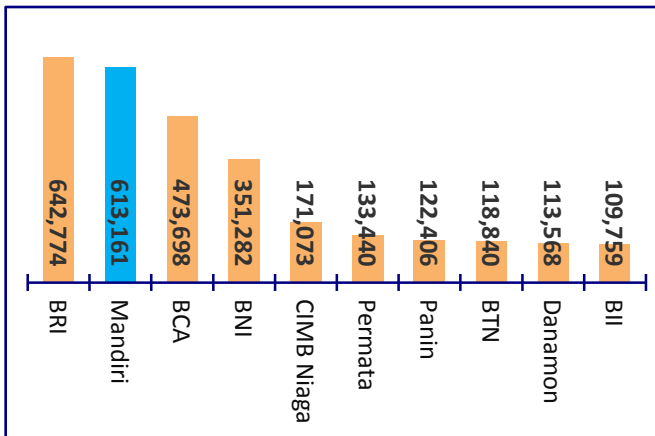
Loans to Total Earning Assets  
(%)



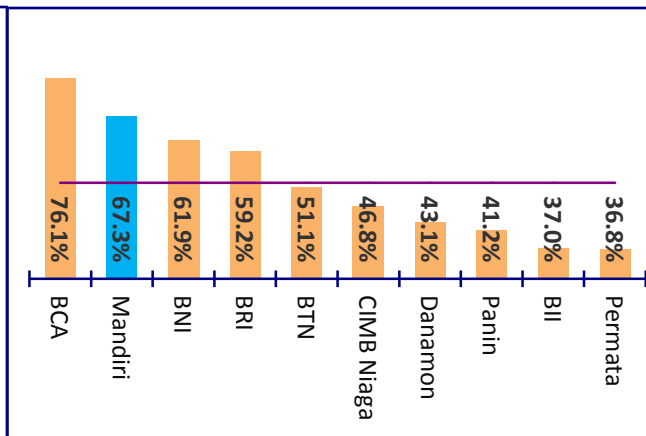
Yield on Assets (p.a.)  
(%)



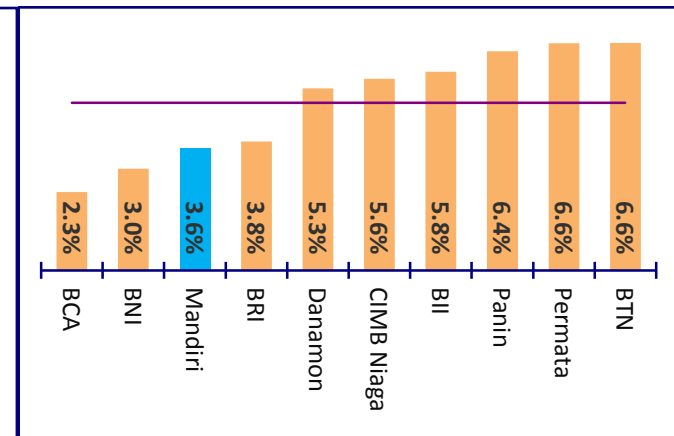
Total Deposits  
(Rp tn)



Low Cost Deposit Ratio  
(%)



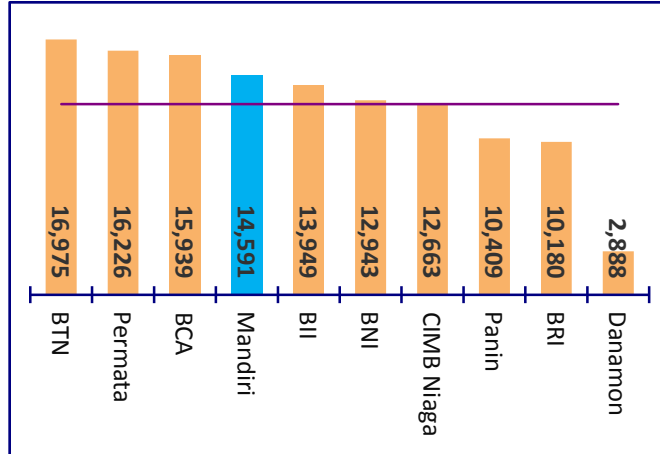
Cost of Funds (p.a.)  
(%)



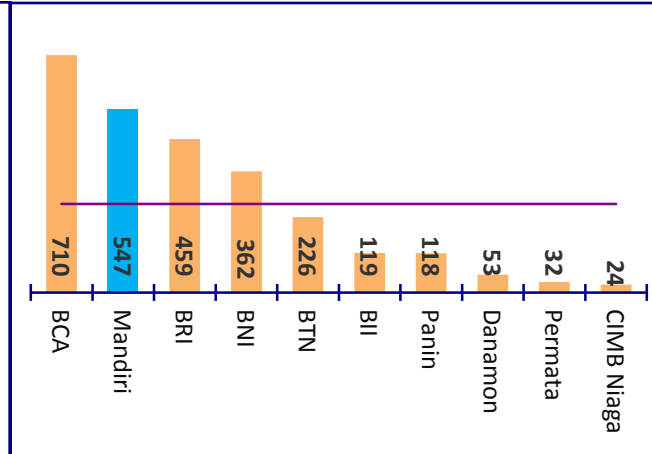
— Average

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

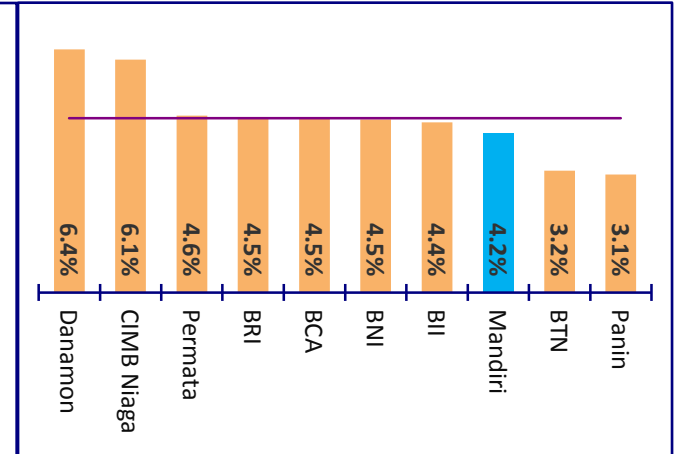
Loans/ Employee  
(Rp Mn)



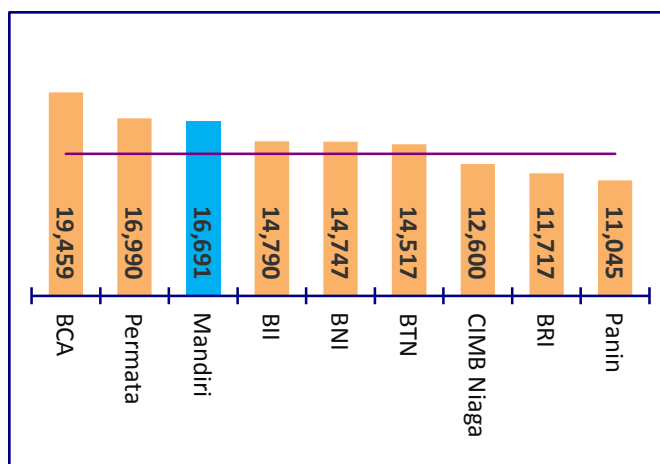
Profit/ Employee  
(Rp Mn)



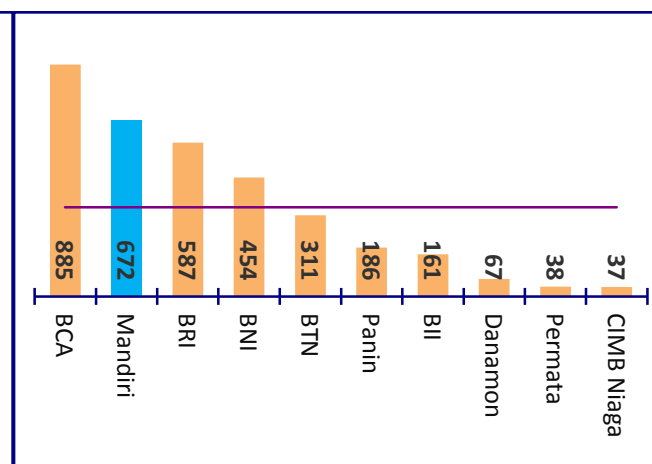
Cost/Assets  
(%)\*



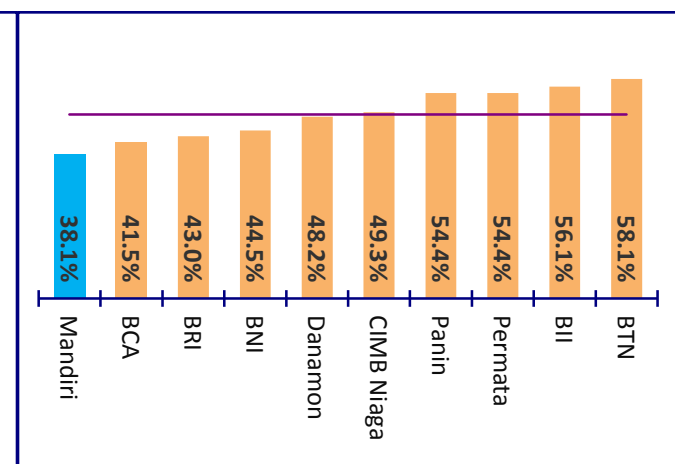
Deposits/ Employee  
(Rp Mn)



Pre Tax Income/Employee  
(Rp Mn)



Cost/ Income  
(%)

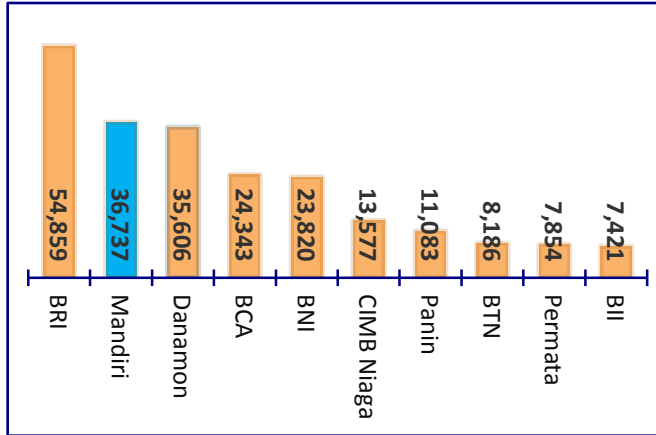


— Average

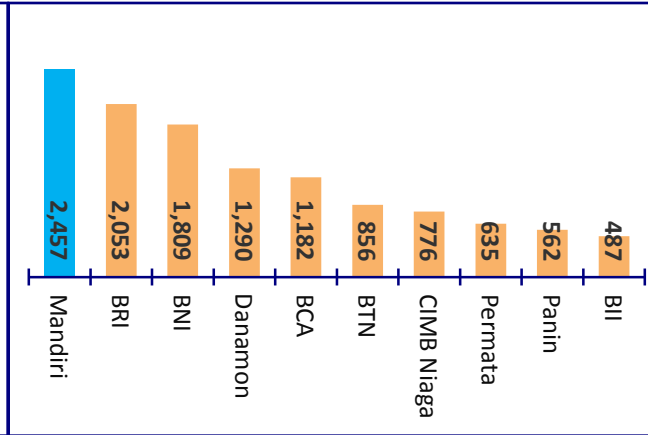
\*Annualized

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

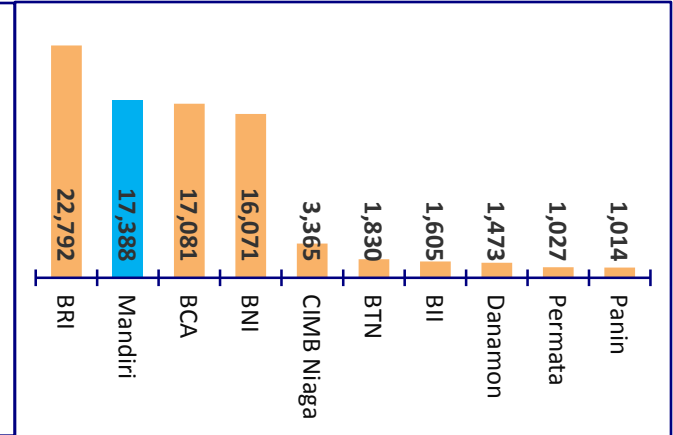
Employees



Branches

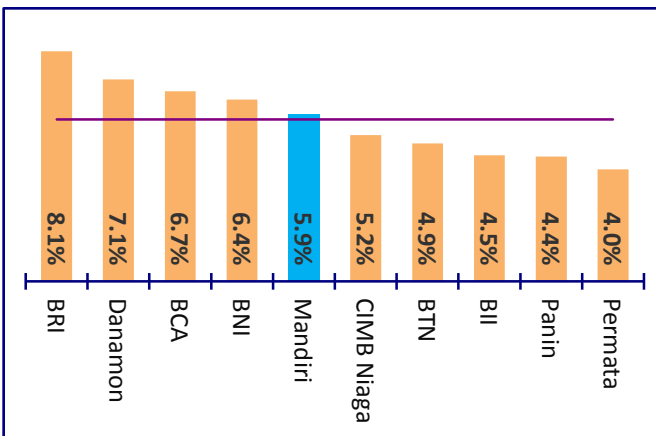


ATMs



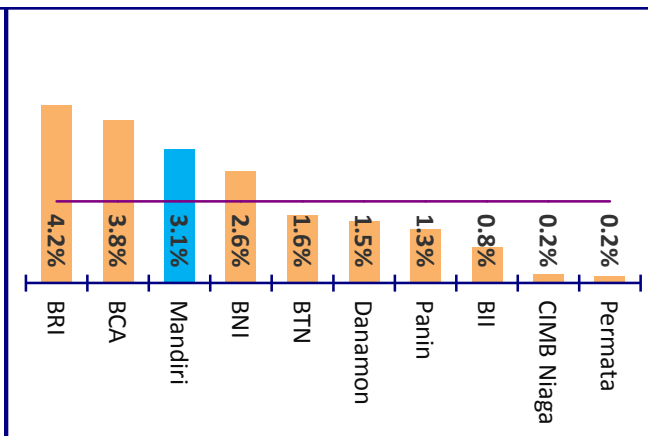
Net Interest Margins

(%)



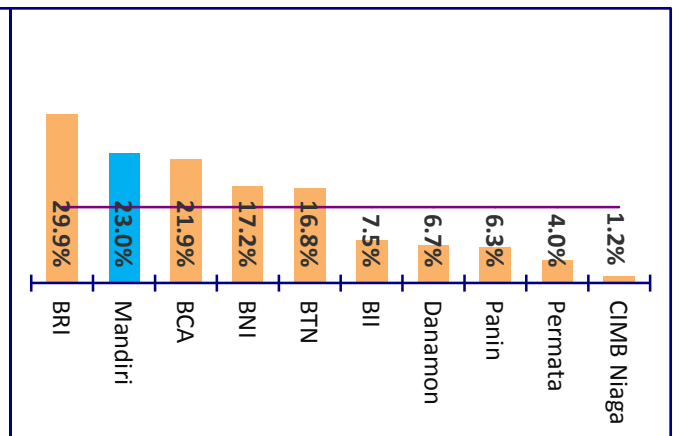
Return on Assets (Before Tax)

(%)



Return on Equity (After Tax)

(%)



— Average

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