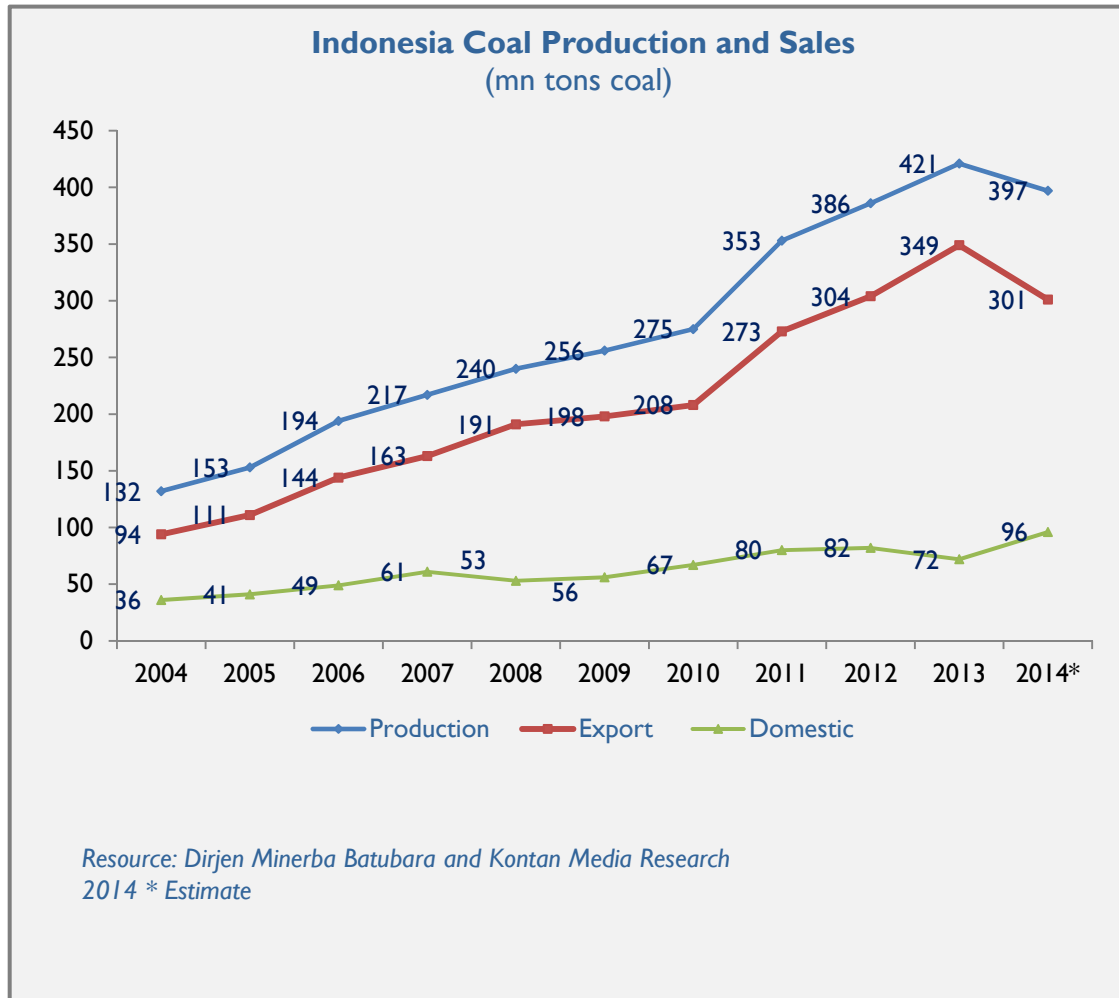




**PT Delta Dunia Makmur Tbk.**  
**Company Update**  
**6 November 2014**



## High-Low Coal Price (USD)

Year	High	Low
2007	90.90	51.60
2008	192.50	75.25
2009	86.25	60.20
2010	126.10	88.00
2011	138.50	108.95
2012	118.95	78.05
2013	94.05	76.10
2014	84.25	<b>63.72*</b>

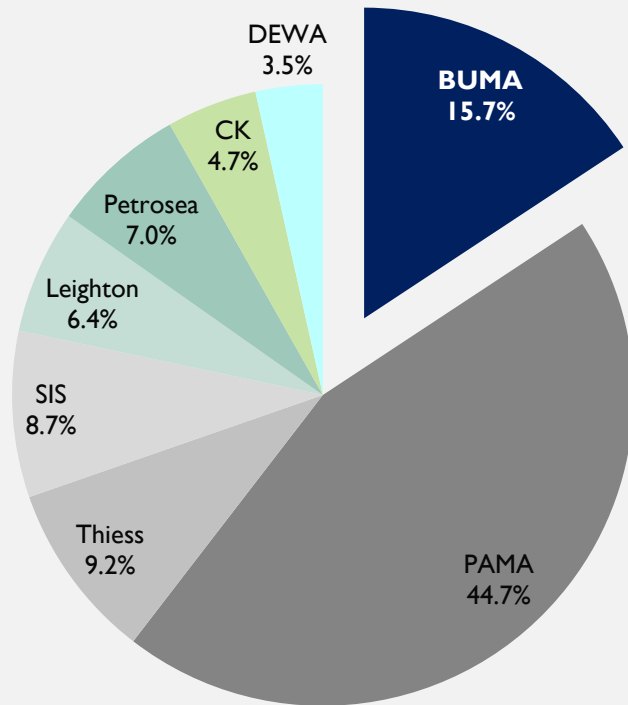
\* Coal price hit the lowest since 2009

### Australian Producers

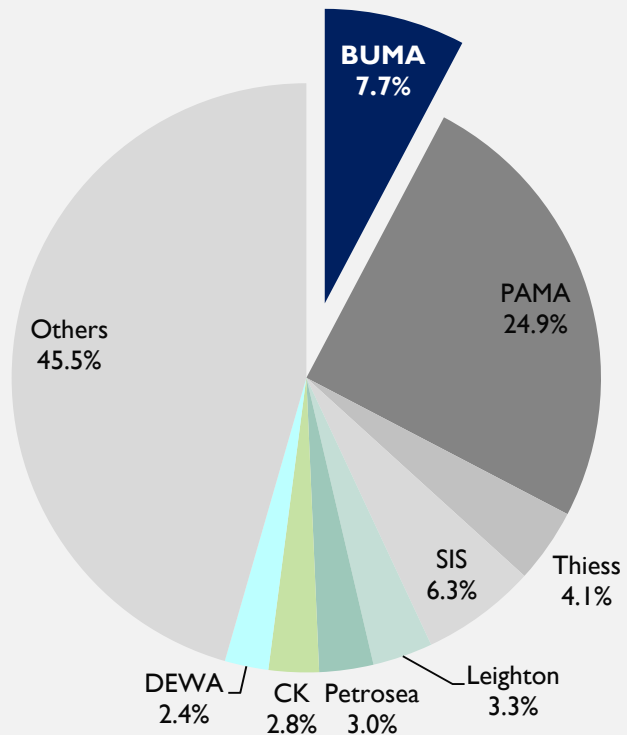
- Production cash costs north of **US\$65/ton**
- Half of its thermal coal exporters are loss-making, some up to US\$25/ton

Source: HDR Salva Australia

## Key Players



Based on OB Volume among key players



Based on Coal Volume

**BUMA is the 2<sup>nd</sup> largest mining contractor in Indonesia**

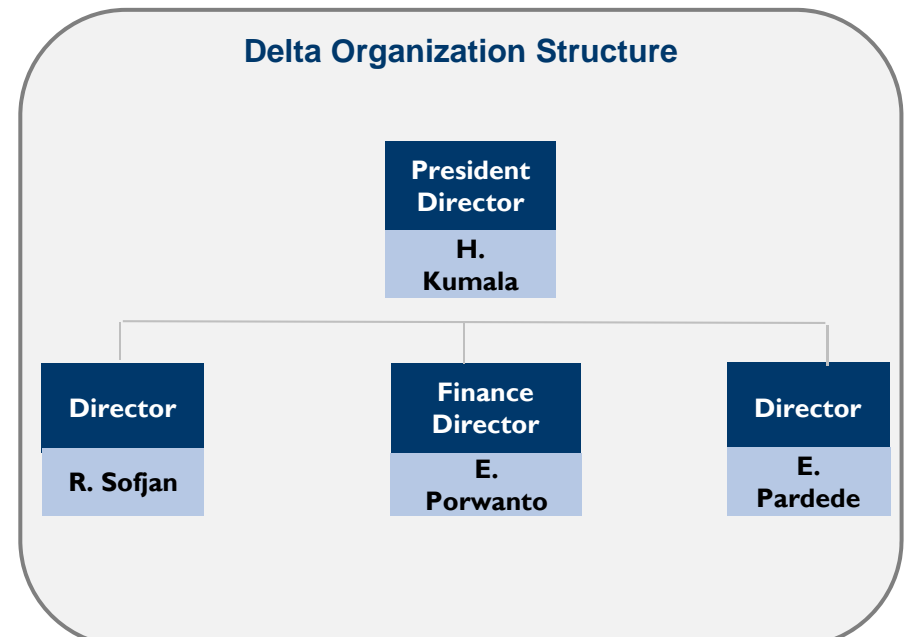
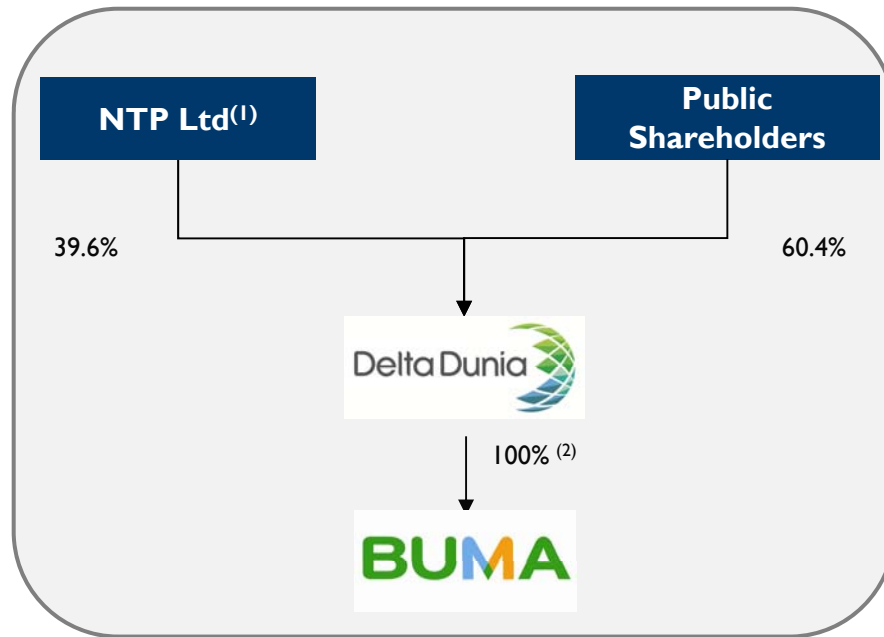


- ◆ PT Delta Dunia Makmur Tbk. -- **Delta Dunia**
- ◆ Listed on IDX as **DOID**
- ◆ Holdco of **BUMA**, second largest coal mining services contractor in Indonesia
- ◆ Acquired entire shares of BUMA less one share in 2009
- ◆ Delta Dunia then divested its real estate business and focused on coal mining services



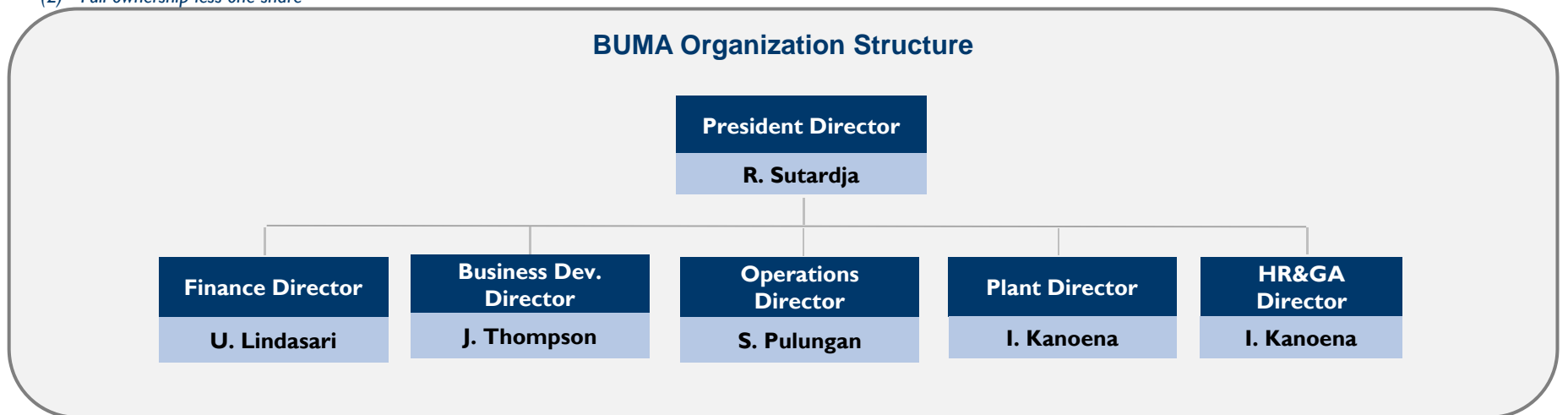
- ◆ PT Bukit Makmur Mandiri Utama – **BUMA**
- ◆ Established in 1998
- ◆ Providing coal mining services
- ◆ Customers include largest coal producers
- ◆ Main equipment consists of approximately 1700 top-quality equipment from Komatsu, Caterpillar, Hitachi, and Volvo
- ◆ Driven by over 8200 of full-time employees
- ◆ Since Q3 2012, implemented various strategic initiatives to improve performance

# Shareholder and Management Structure

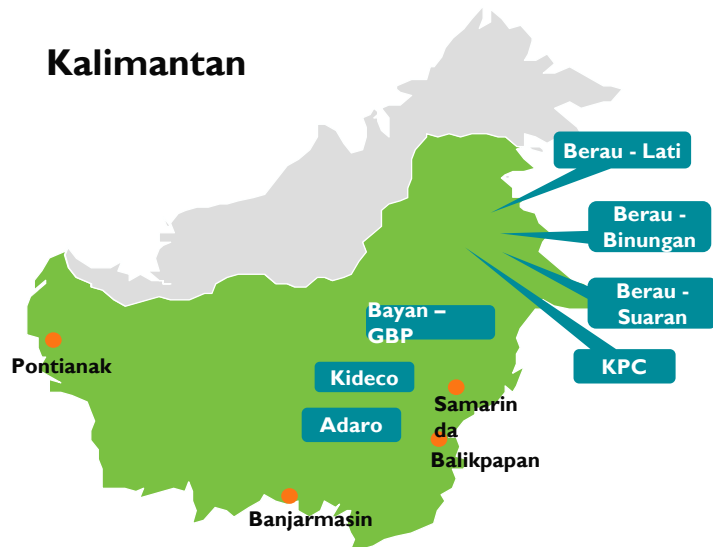


(1) Northstar Tambang Persada Ltd., a company owned by a consortium of investors consisting of affiliates/nominated investment vehicles of TPG Capital, Government of Singapore Investment Corporation, China Investment Corporation and Northstar Equity Partners

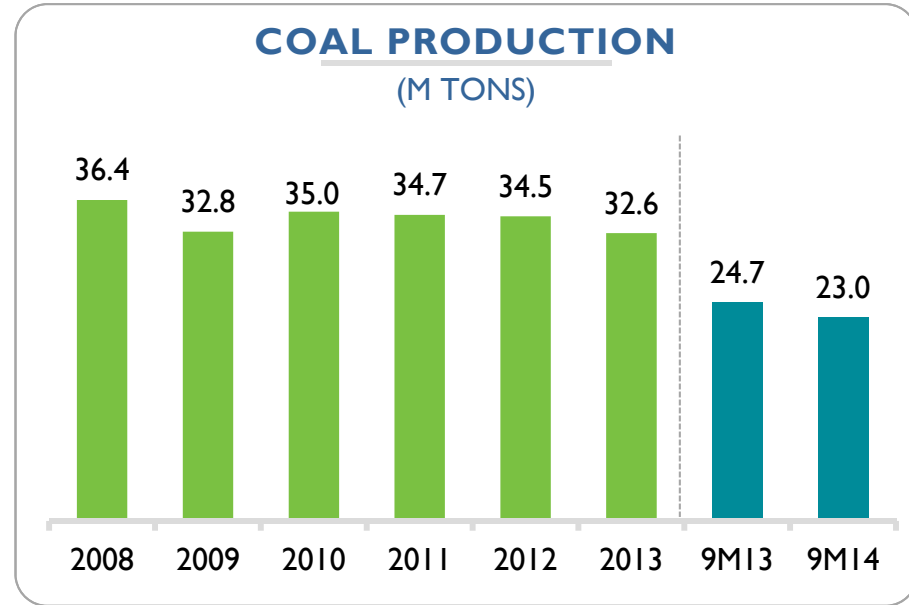
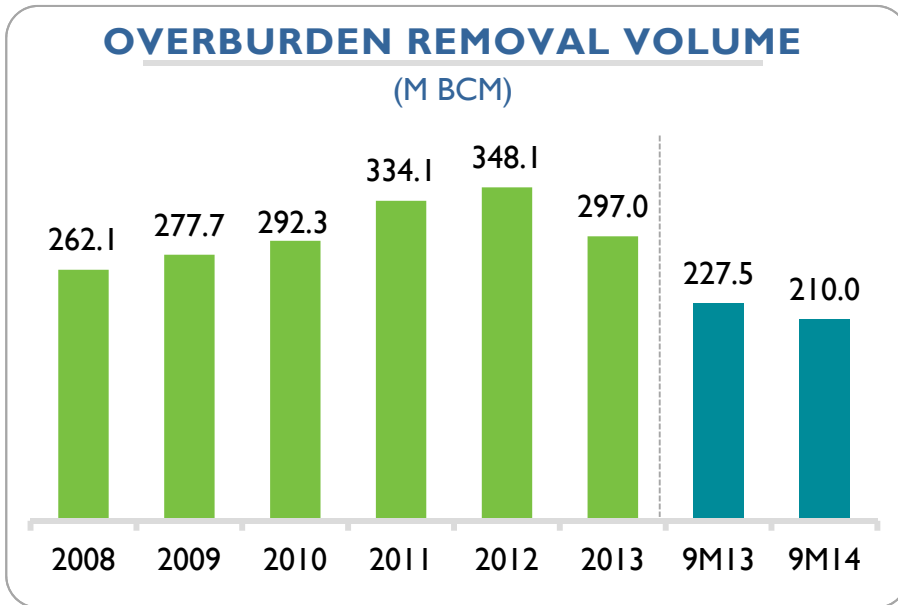
(2) Full ownership less one share



# Existing Contracts



No	Customers	Period
1	Adaro (Paringin)	2009-2014
2	Kideco	2004-2019
3	Berau Coal (Lati)	2012-2017
4	Berau Coal (Suaran)	2003-2018
5	Berau Coal (Binungan)	2003-2019
6	Bayan - GBP	2007-2017
7	KPC (Bengalon)	2011-2016
8.	Darma Henwa (KPC)	2014-2017
9.	Multi Tambangjaya Utama (Indika Group)	2014-2018



# Main Equipment

Fleet Type	Description	Total
OB Loader	120 T - UP Excavator	126
OB hauler	50T Up off Highway Dumptruck	687
Coal Loader	50T-120T Excavator, 40T Excavator and Wheel Loader	73
Coal Hauler	Hauling Dump Truck, Prime Mover	385
Drill	All Off Drilling Unit	30
Mine up	All of Mine Pump	122
Support	Bulldozer, Grader, Articulated Dumptruck	294
<b>Total</b>		<b>1717</b>

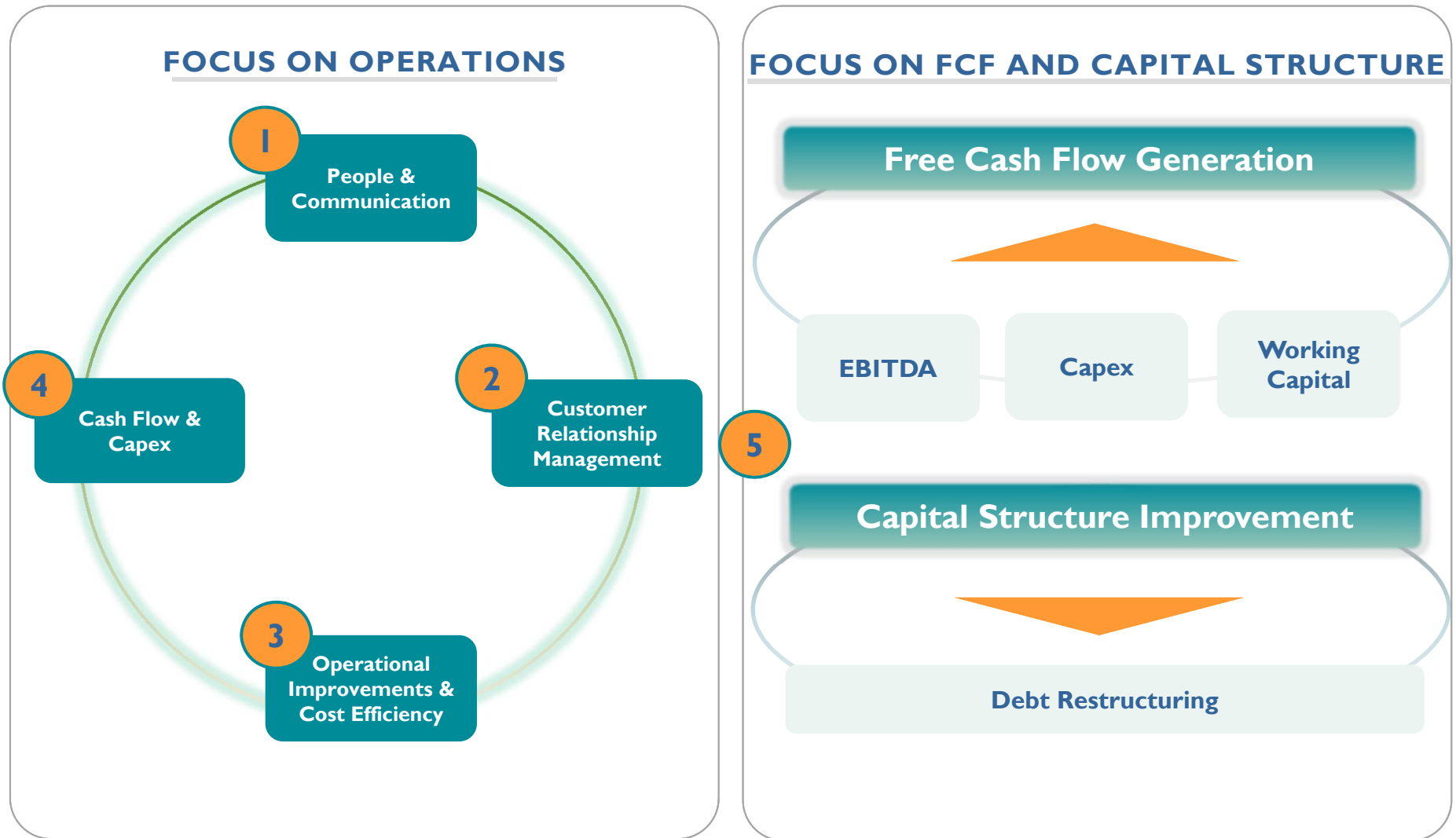


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## BUMA – Improvement and Turnaround

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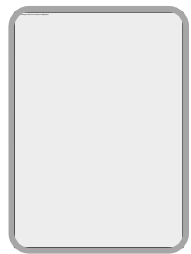
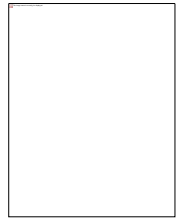
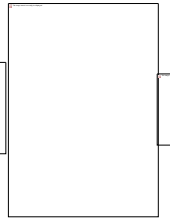
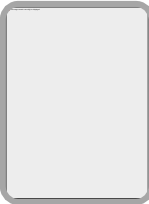







**Improvement plan requires lots of hard work and discipline**

# I People: Strengthened Management Team

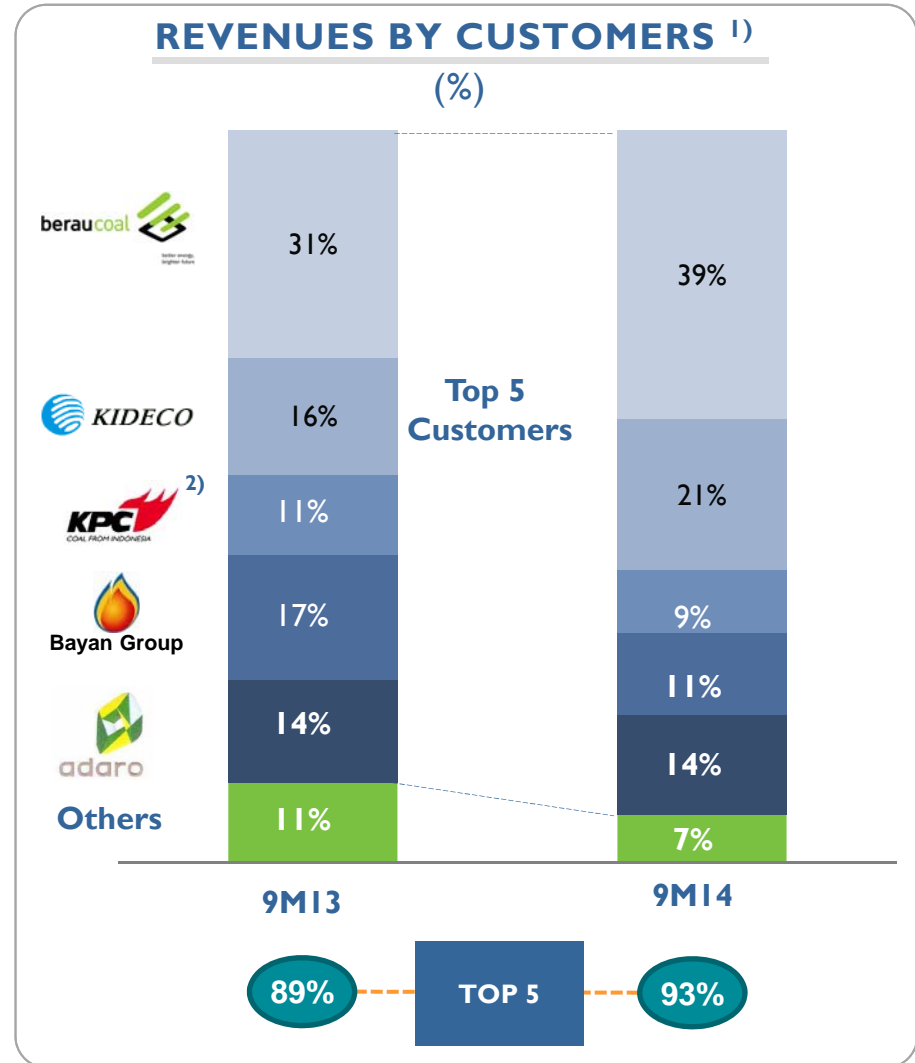
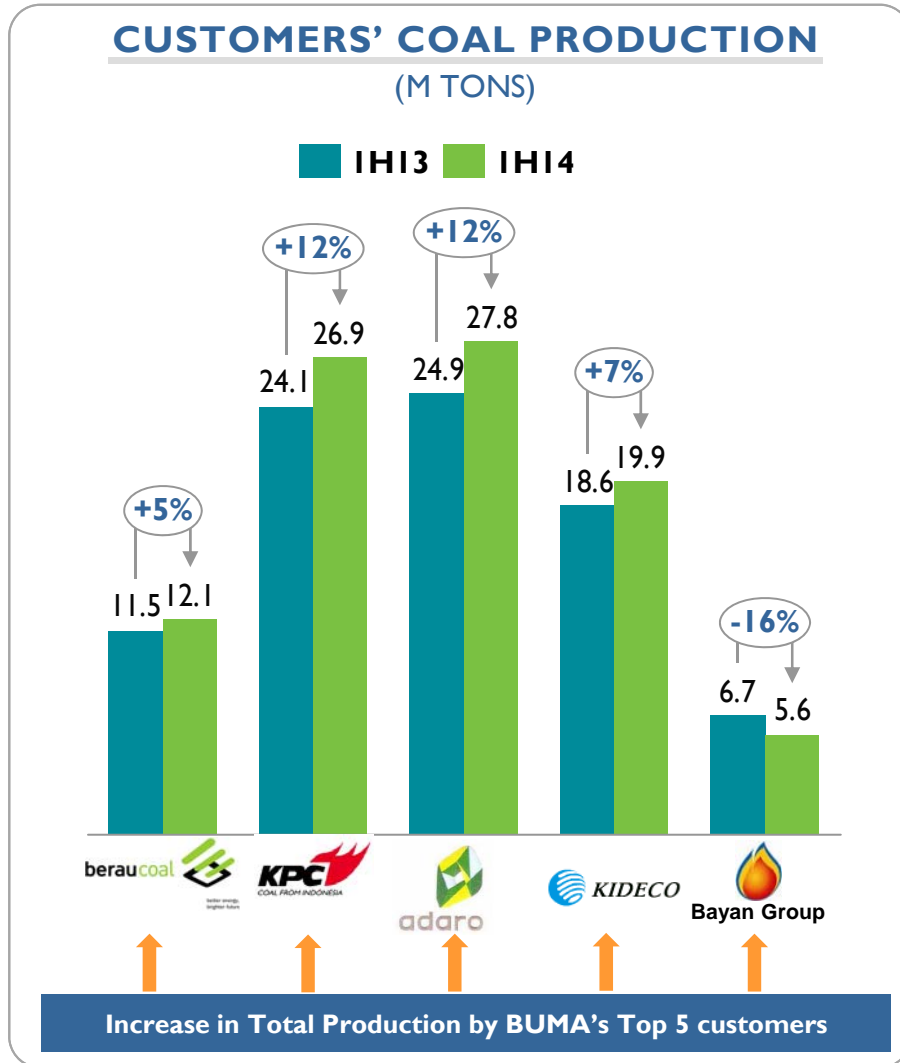


Assumed Active Role in 2012	2012	2014	Recent Additions	2013
<p><b>President Director</b></p>  <p><b>Hagianto Kumala</b> 39 Years of Experience</p> <p>Logos: BUMA, UNITED TRACTORS, ASTRA international</p>	<p><b>President Director</b></p>  <p><b>Ronald Sutardja</b> 23 Years of Experience</p> <p>Logos: BUMA, MICHELIN, Infineum, Sun, Booz Allen</p>	<p><b>Finance Director</b></p>  <p><b>Eddy Porwanto</b> 21 Years of Experience</p> <p>Logos: Delta Dunia</p>	<p><b>Corp. Affairs Director</b></p>  <p><b>Errinto Pardede</b> 16 Years of Experience</p> <p>Logos: Delta Dunia</p>	<p><b>HRGA Director</b></p>  <p><b>Indra Kanoena</b> 17 Years of Experience</p> <p>Logos: BUMA, VALE INCO, PT FREEPORT INDONESIA, PT HM SAMPOERNA Tbk</p>
	<p><b>Operations Director</b></p>  <p><b>Sorimuda Pulungan</b> 20 Years of Experience</p> <p>Logos: BUMA, VALE INCO</p>	<p><b>Finance Director</b></p>  <p><b>Una Lindasari</b> 28 Years of Experience</p> <p>Logos: BUMA, CALTEX, bp, noble group</p>	<p><b>BusDev Director</b></p>  <p><b>Jason Thompson</b> 24 Years of Experience</p> <p>Logos: BUMA, LEIGHTON, THIESS, HANJIRA ALUMINERIA LTD.</p>	

Source: Company

**Appointed experienced management team with complementary skills**

## 2 Customers: Sticking with the High Quality Ones



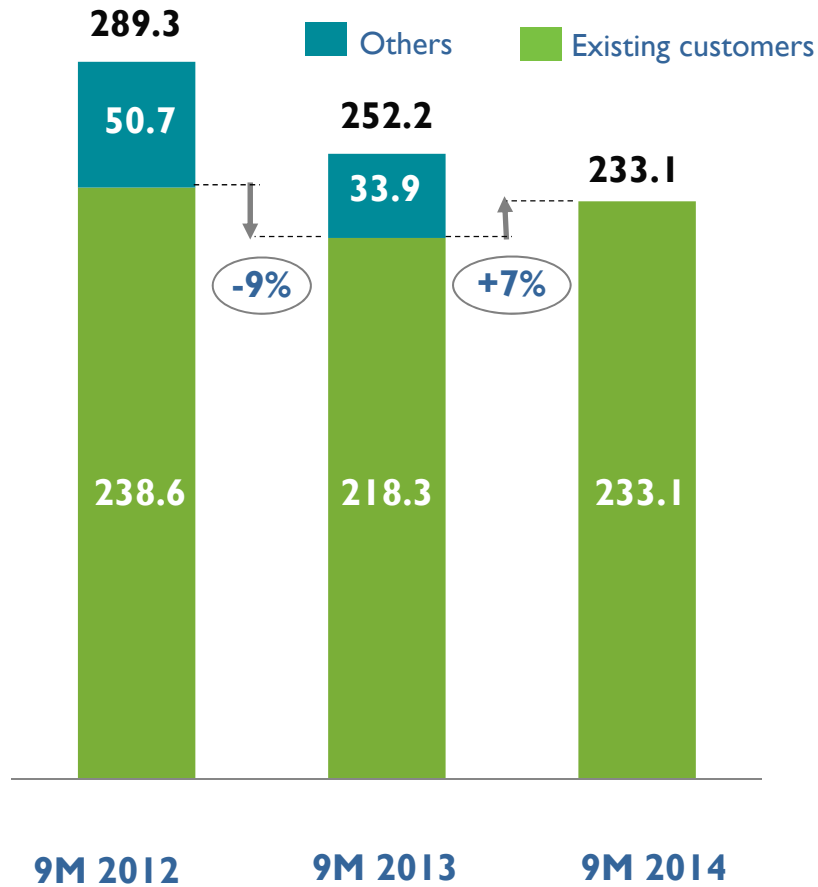
Note: <sup>(1)</sup> % of BUMA's Gross Revenue in USD, <sup>(2)</sup> Include DEWA

**Focusing efforts on major customers with higher profitability and increasing volume**

## 2 Customers: Volume Growth Trend

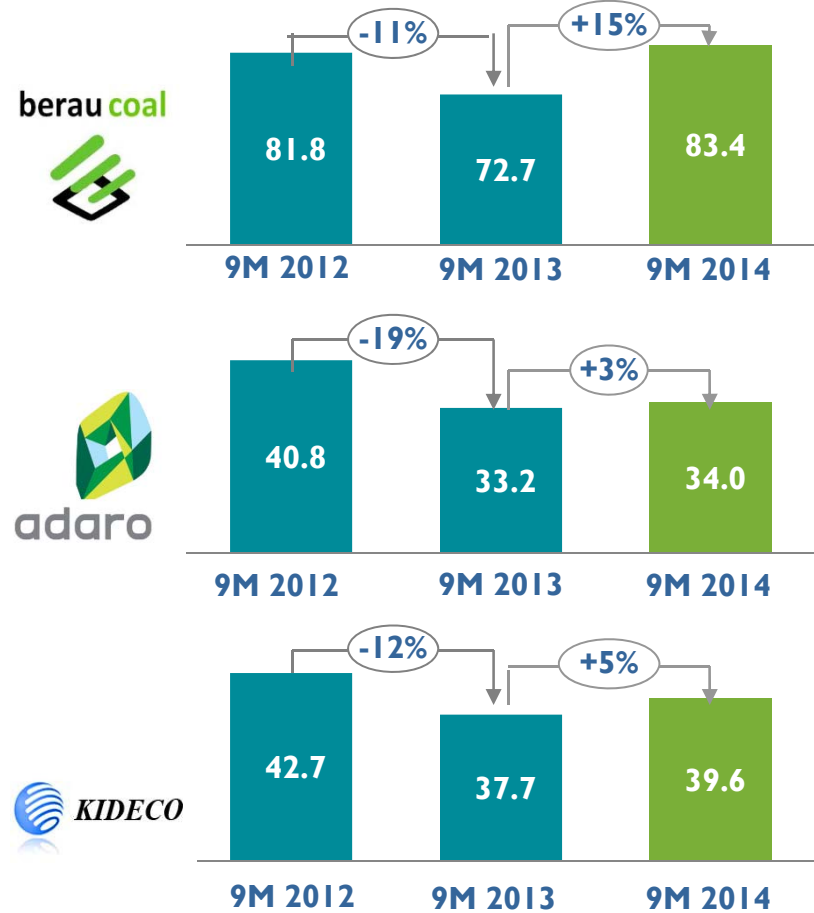
### TOTAL VOLUME PRODUCTION

(M BCM + M TONS)



### OB REMOVAL PRODUCTION

(M BCM)



Volumes have increased with major customers

## 2 Customers: New Contracts and Amendment

### Contract Amendments



- ◆ 2013 amendment with PT Kaltim Prima Coal (KPC) for Bengalon site
- ◆ Extended until 2016
- ◆ Target volume 63mn bcm OB and 5.8 mn tons coal
- ◆ Contract value approximately US\$120 mn



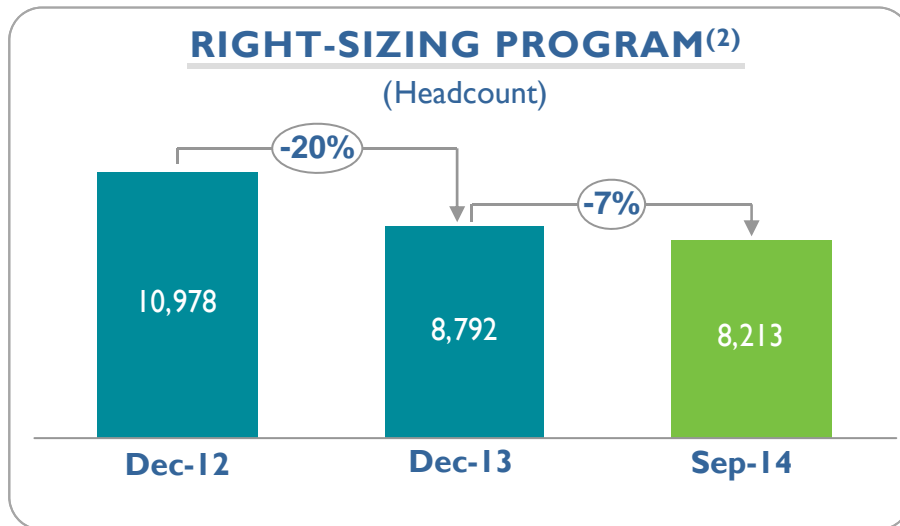
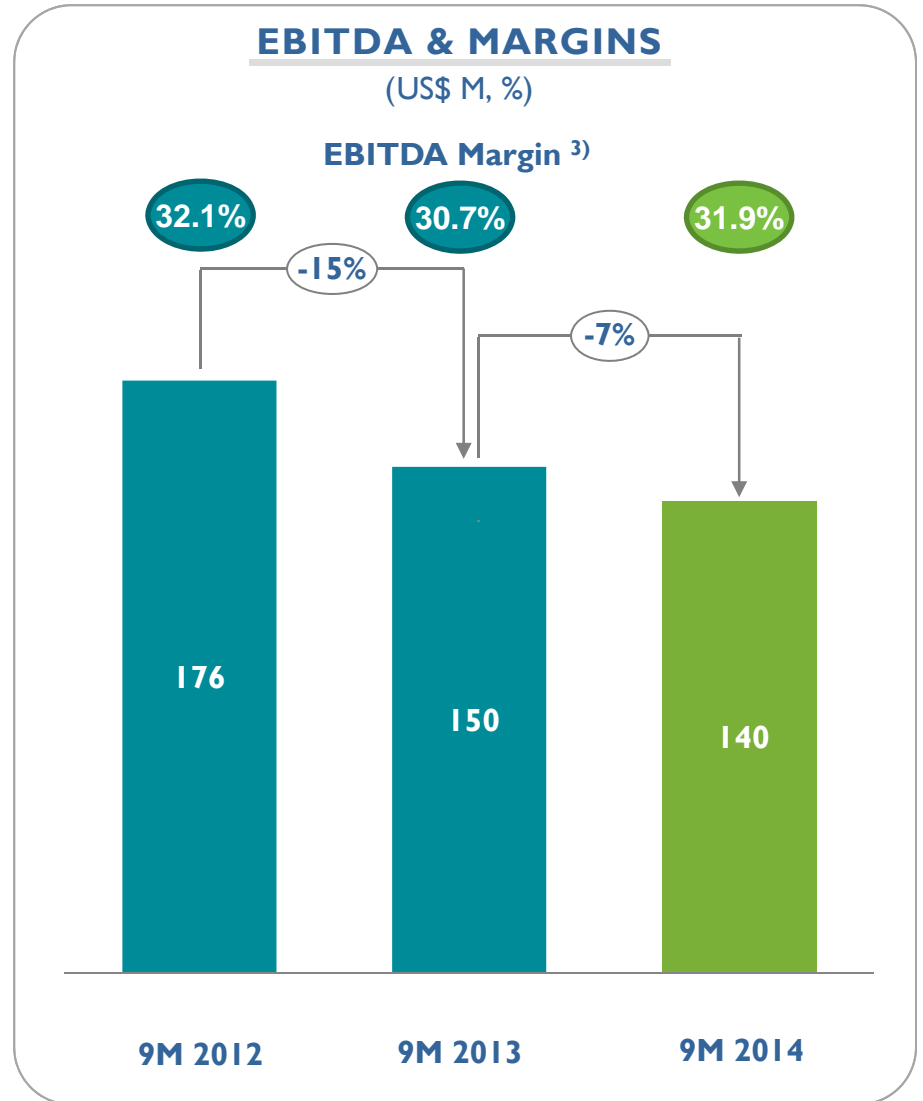
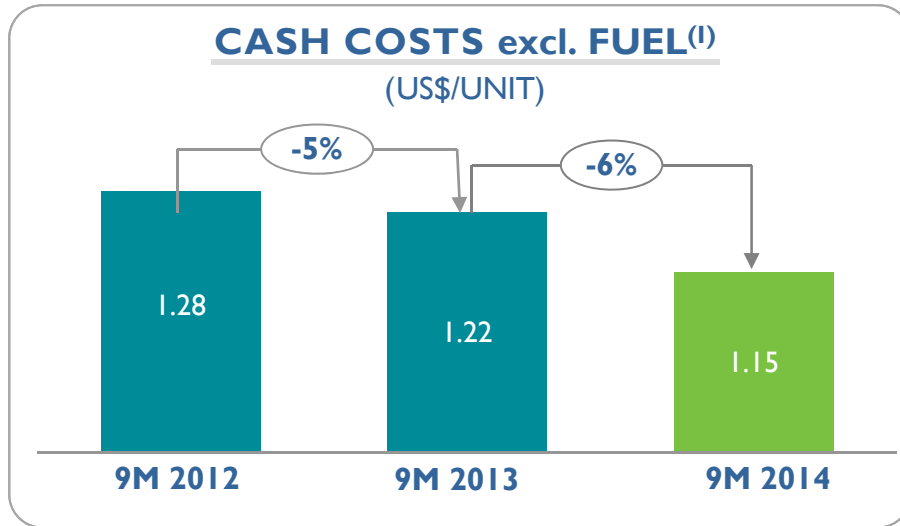
- ◆ 2014 amendment with PT Berau Coal ("Berau") for Lati and Binungan sites
- ◆ Maturity 2017 (Lati) & 2019 (Binungan)
- ◆ 26% p.a. higher volumes
- ◆ Target volumes 647 mn bcm OB and 67.9 mn tons coal.
- ◆ Contract value approximately US\$1.2 bn

### New Contract



- ◆ **New contract** – PT Multi Tambangjaya Utama (MUTU)
- ◆ Subsidiary of Indika Energy
- ◆ Mining services coverage at Central Kalimantan, including infrastructure
- ◆ The site – area 24,970 ha, 63km hauling road and 290 km barging
- ◆ CV of upper 6000 to upper 7000 kcal/kg of thermal and coking coal
- ◆ Resource 75.2 mn tons, reserve 40.6 mn tons
- ◆ Strip ratio of 13x (thermal) & 17x (coking)
- ◆ Contract value is approximately ~US\$200 mn

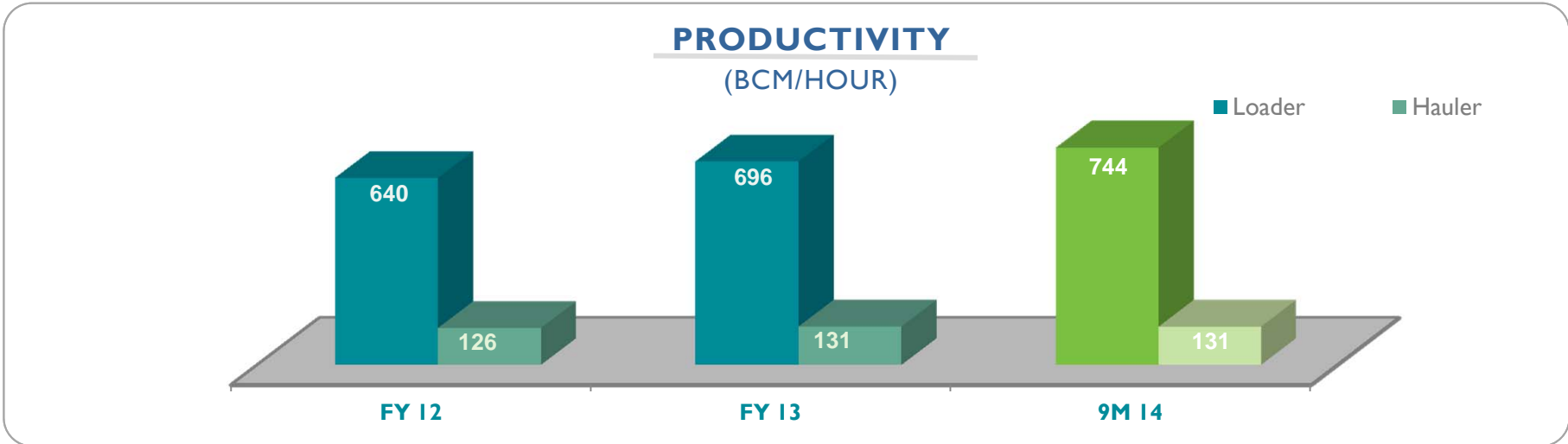
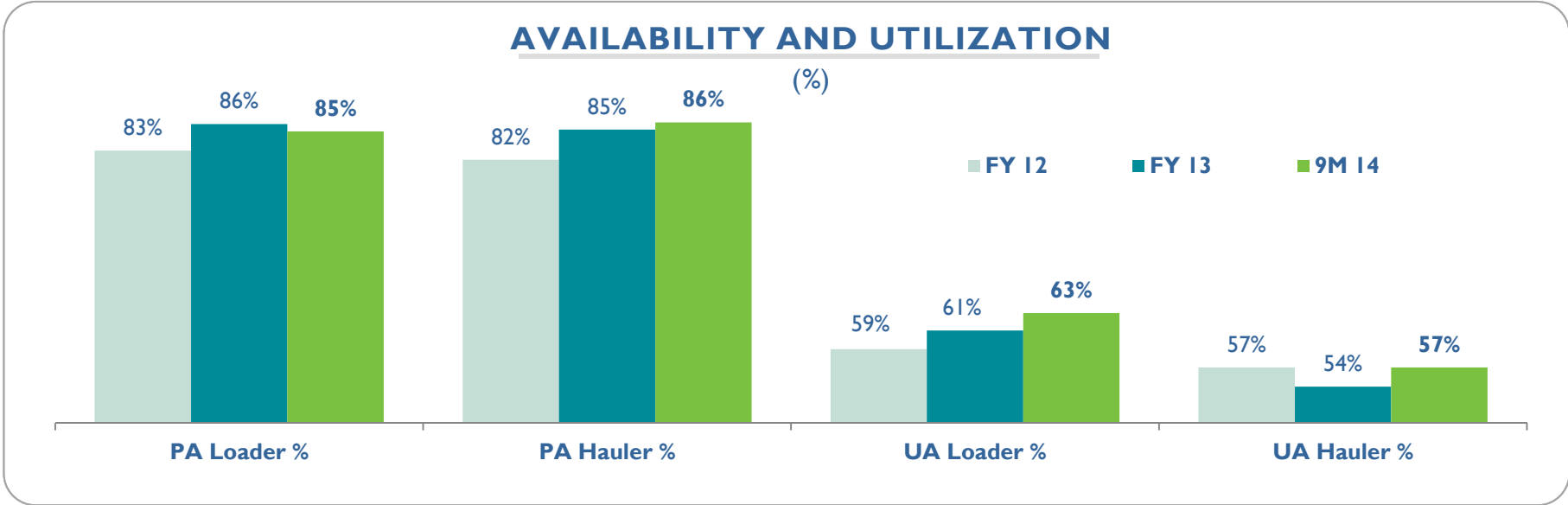
### 3 Operations: Cost Efficiencies



Note: <sup>(1)</sup>excludes OpEx; <sup>(2)</sup>include only permanent workforce; <sup>(3)</sup> margin is based on revenues excl. fuel

Encouraging progress on cost efficiencies

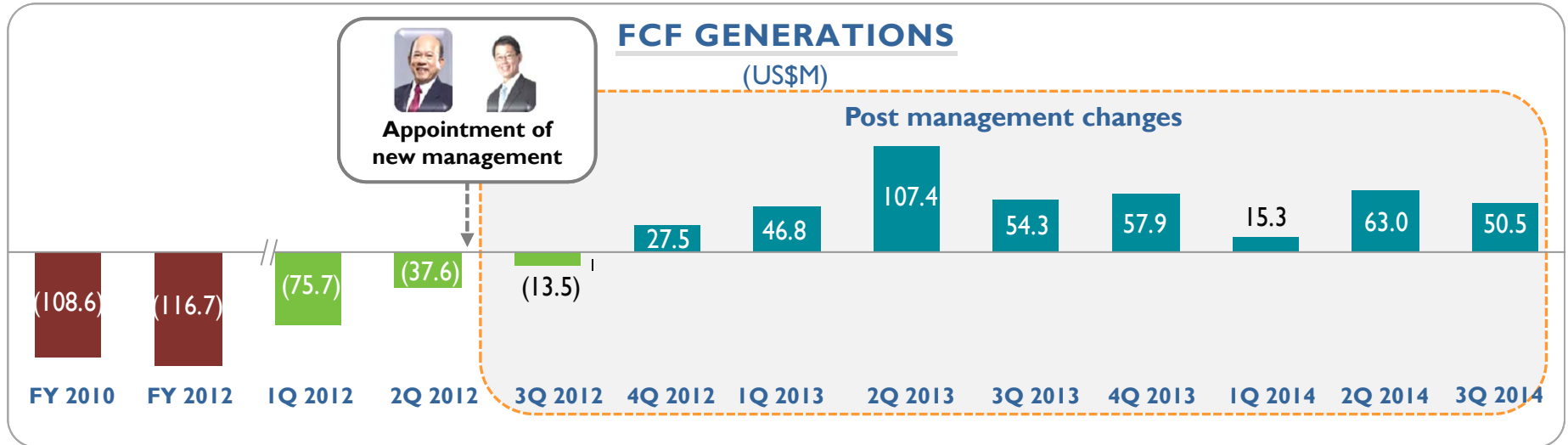
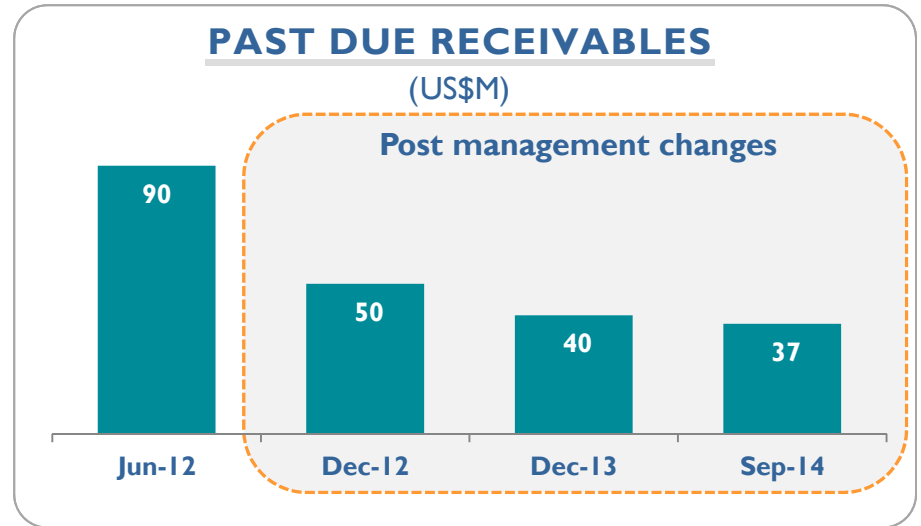
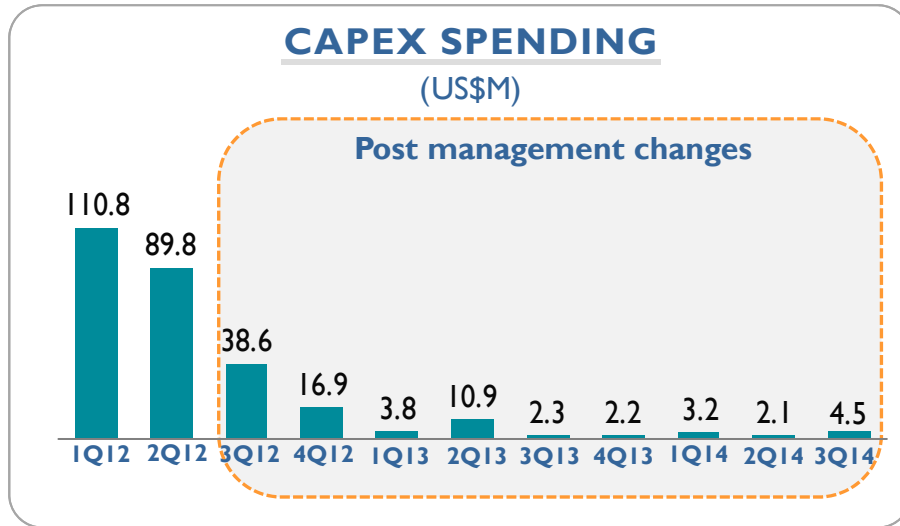
# 3 Operations: Operational Improvements



Operating metrics improvements

4

# Cash Flow and Capex: Focus on Generating FCF



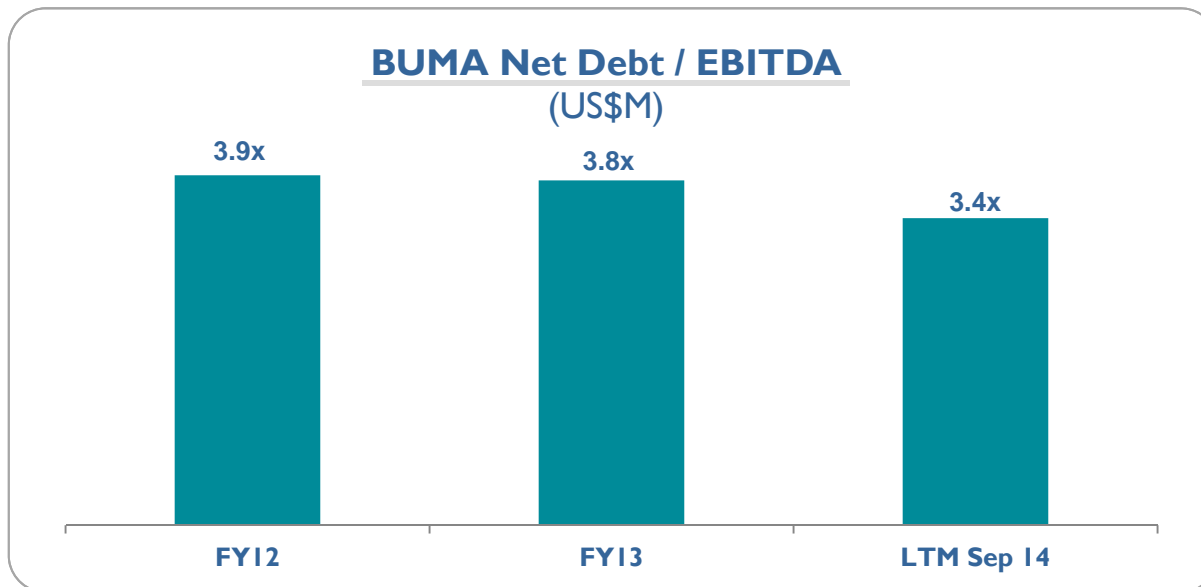
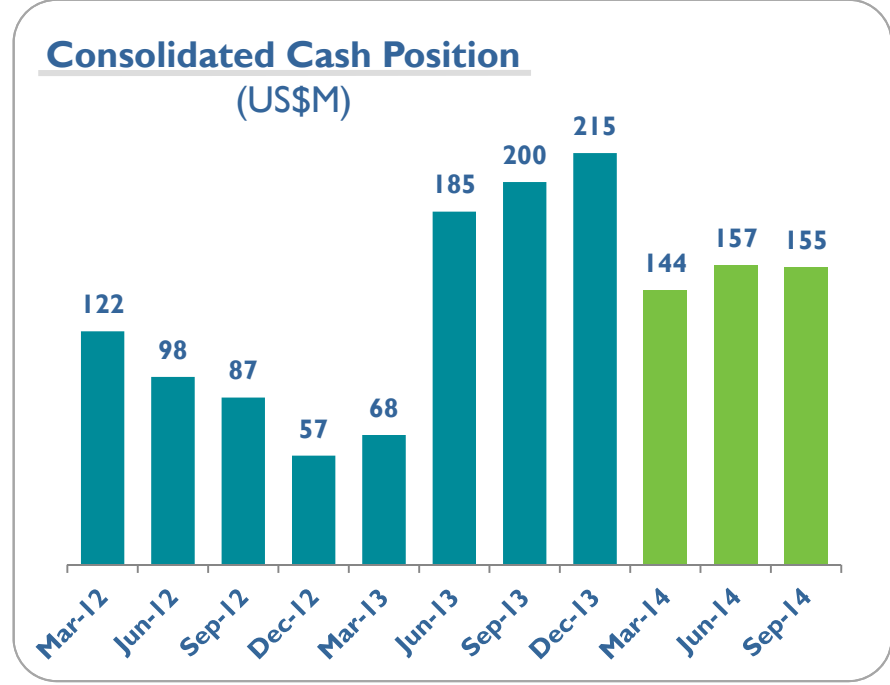
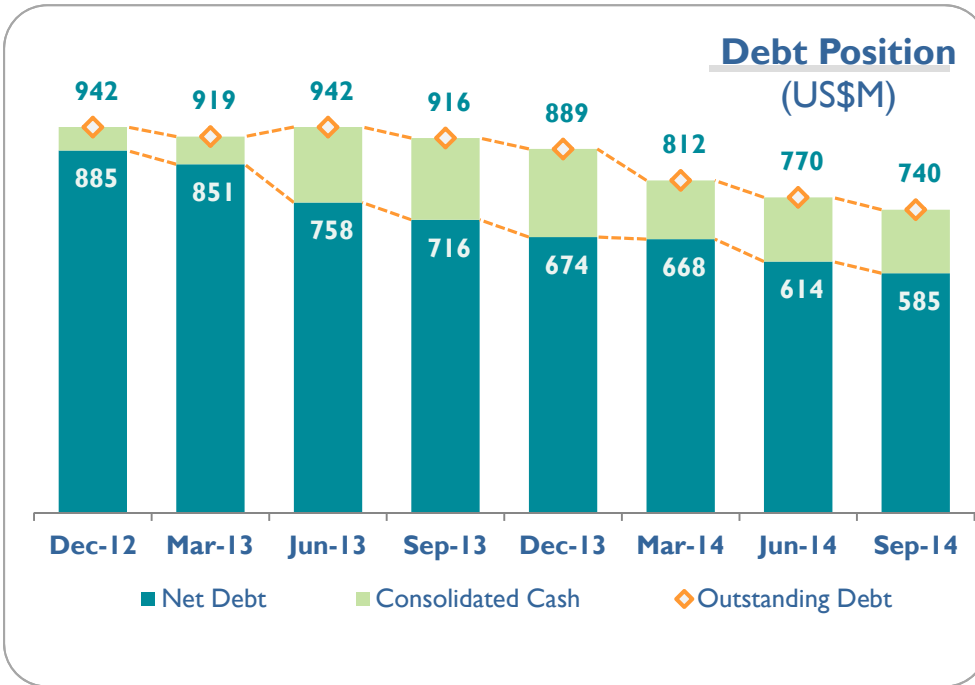
Note: All figures presented above are based on the financial performance of BUMA standalone..



**Positive free cash flows resulting from capex discipline and reduction in AR**



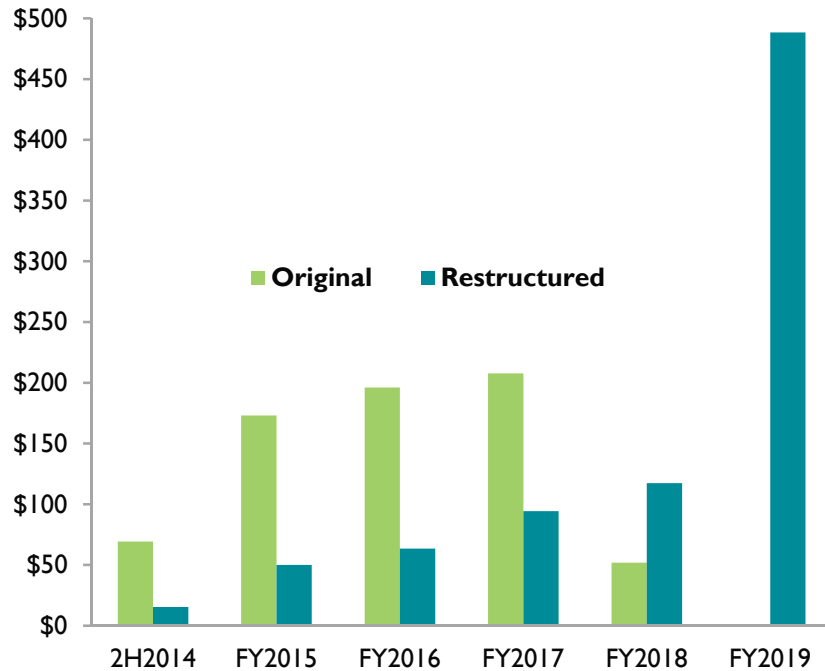
# 5 Capital Structure: FCF for Debt Reduction



## DEBT SERVICE PROFILE

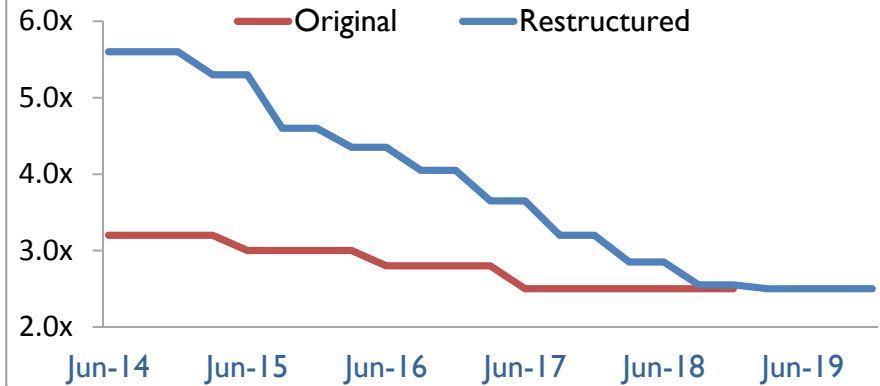
(US\$M)

### ORIGINAL VS RESTRUCTURED



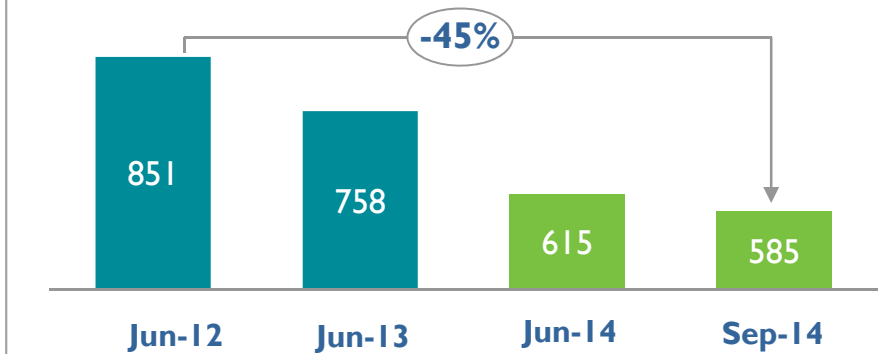
## DEBT COVENANTS

(Debt / EBITDA)



## NET DEBT

(US\$M)



**Deferred repayment & reset covenant level**

Terms Comparison	2014 Amended Facility	2011 Original Facility
Amended Facility Amount/ Original Facility	US\$602.69mn	US\$ 800.00mn
Final Maturity	31 Dec 2019	31 March 2018
Remaining Average Life	c.4.75 years	c.2.05 years
Interest Margin	3M Libor + 400bps to 500bps	3M Libor + 375bps
Repayment Schedule	Back Ended Payment	Spread Proportionally



Extended maturity

Amortization schedule re-profiling

Longer average life

More flexible covenants



Debt arrangement sustainability

Operational funding

Capturing growth opportunities

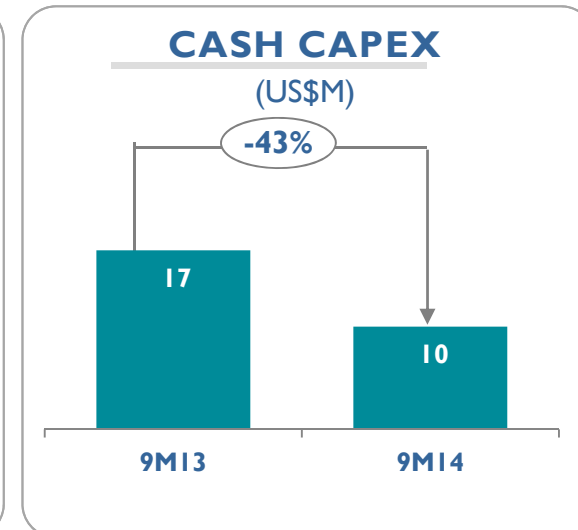
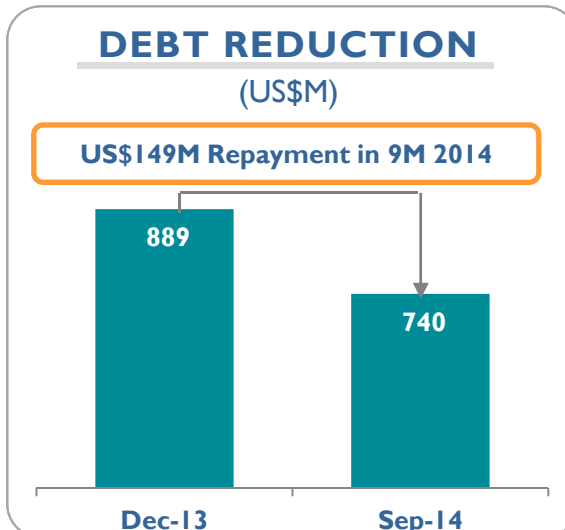
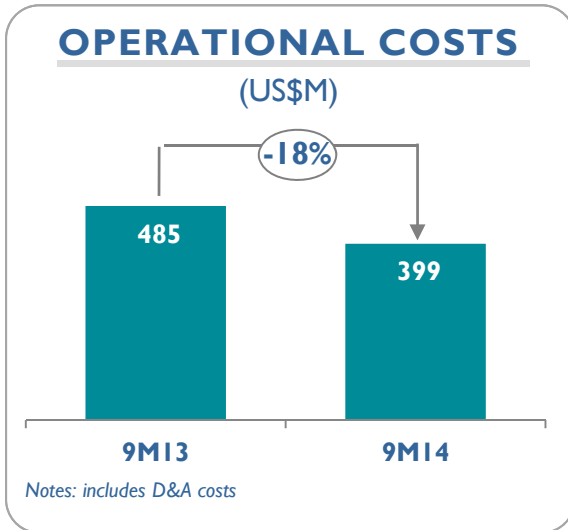
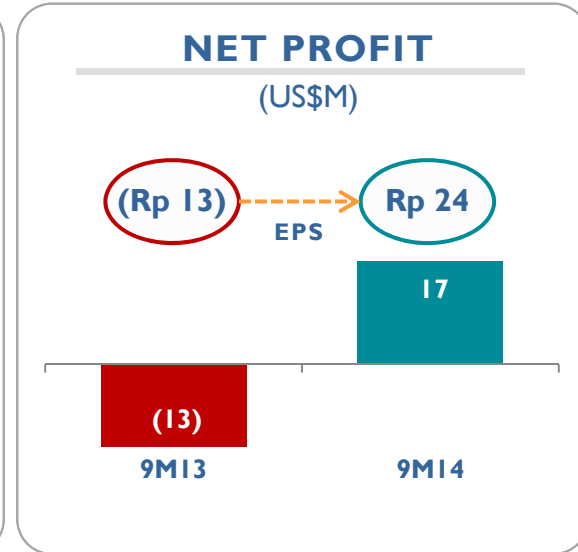
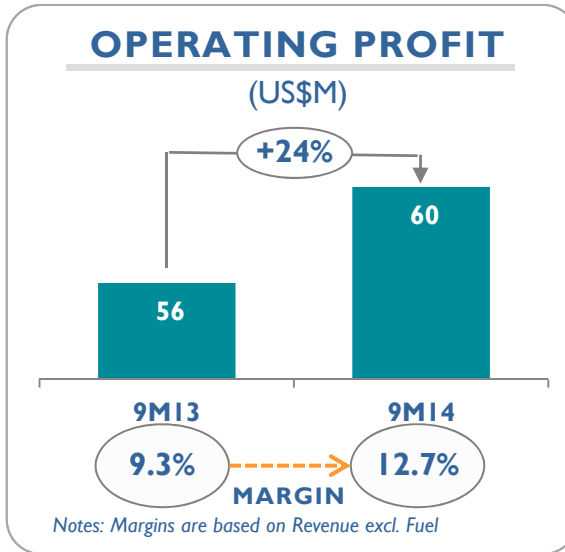
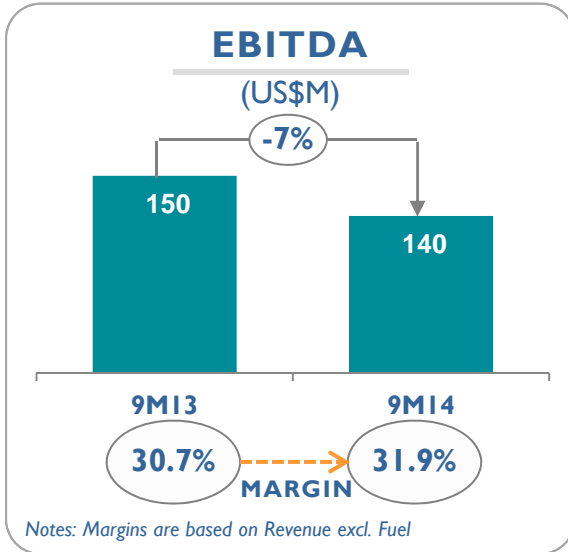
Volatility absorption

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## Performance Highlights – 9M 2014

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# Delta's Financial Highlights

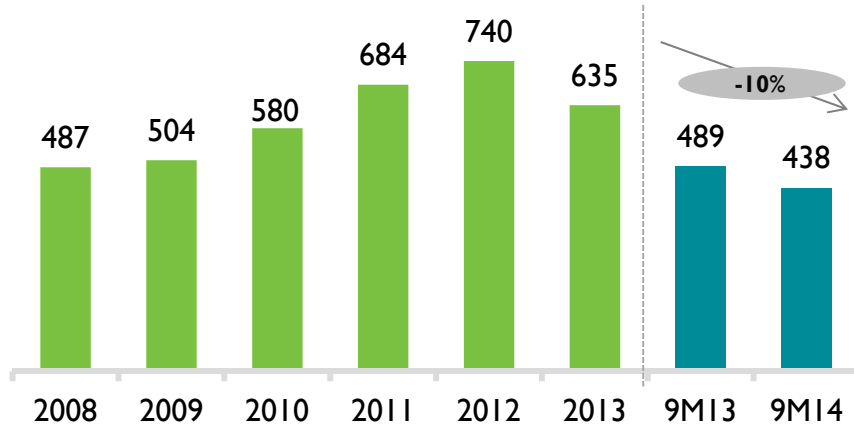


Hard work at executing the game plan results in encouraging financial turnaround in 2014

# BUMA's Financial Highlights

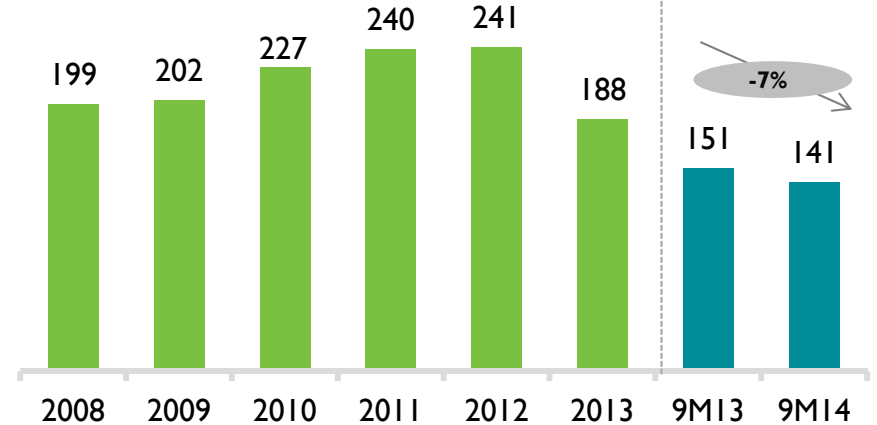
## NET REVENUE EXCL. FUEL

(US\$M)



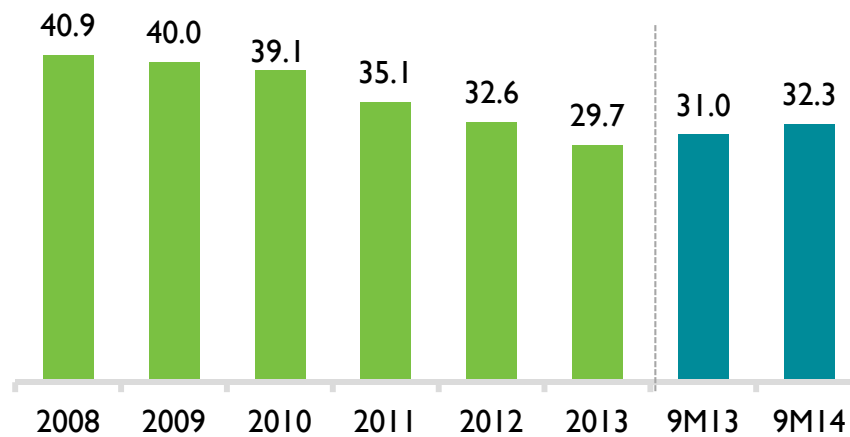
## EBITDA

(US\$M)



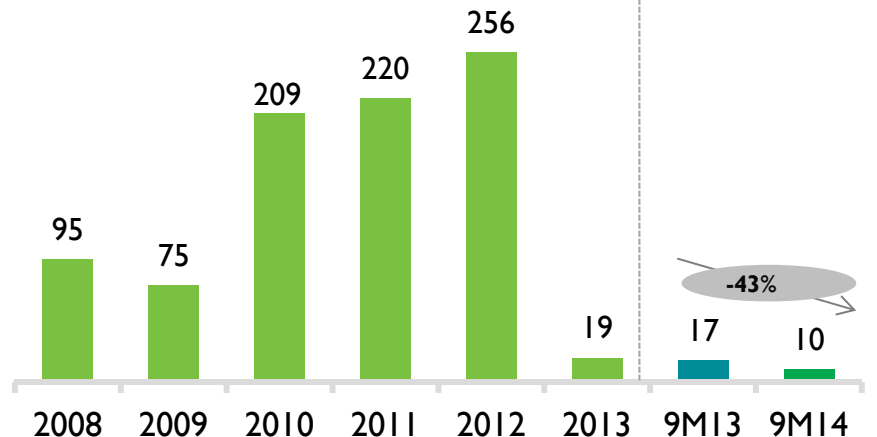
## EBITDA MARGIN\*

(%)



## CAPITAL EXPENDITURES

(US\$M)



\* EBITDA to net revenue excl. fuel

# Encouraging Share Price Performance

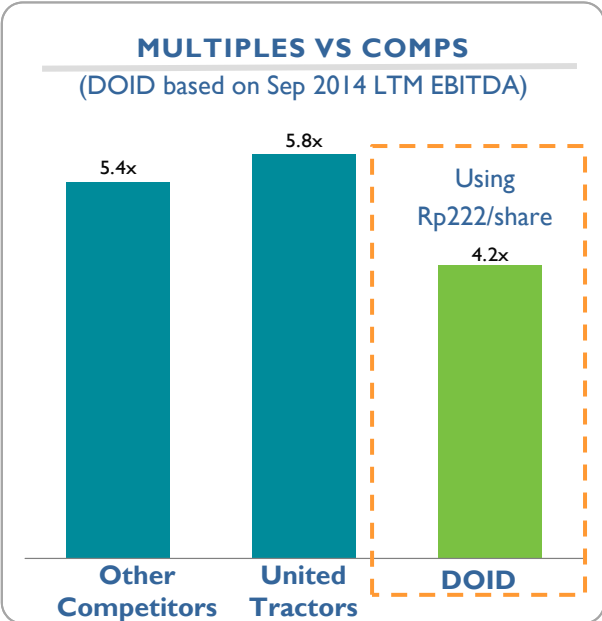
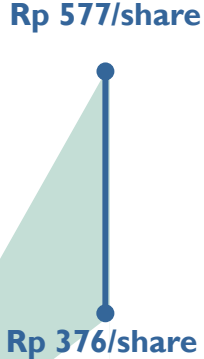
## DELTA SHARE PRICE SINCE 2H 2013

(in Rp/share)



## 2015 Share Price Sensitivity Analysis

- Assumptions:**
- ◆ EV/EBITDA: 4.5x – 5.0x
  - ◆ Net Debt Reduction: US\$50M- US\$100M
  - ◆ Using LTM Sep 2014 EBITDA of US\$176M
  - ◆ Exchange rate at US\$1 = Rp 12,000



**Value recovery following earnings announcement, debt restructuring, and new contract**

# Key Takeaways

## Challenging Environment

- ◆ Coal may stay below US\$ 70/ton for some time
- ◆ Lower cost producers are the first to reap benefits from coal price recovery

## Progress Post Management Changes

- ◆ Improved relationship with existing major customers
- ◆ Improved EBITDA margin
- ◆ Eight consecutive quarters of positive free cash flow
- ◆ Significant deleveraging

## Debt Restructuring

- ◆ Extended maturity, back-ended repayment profile with improved covenant levels
- ◆ Allows for cash flow preservation in facing challenging market

## Focus over Next 12 Months

- ◆ Selectively secure new contracts from profitable customers
- ◆ Continue to pursue operational excellence
- ◆ Continue to optimize FCF generation and debt reduction



◆◆ **Operational and financial turnaround**  
◆◆ **Improved capital structure**



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End of Presentation - Thank You

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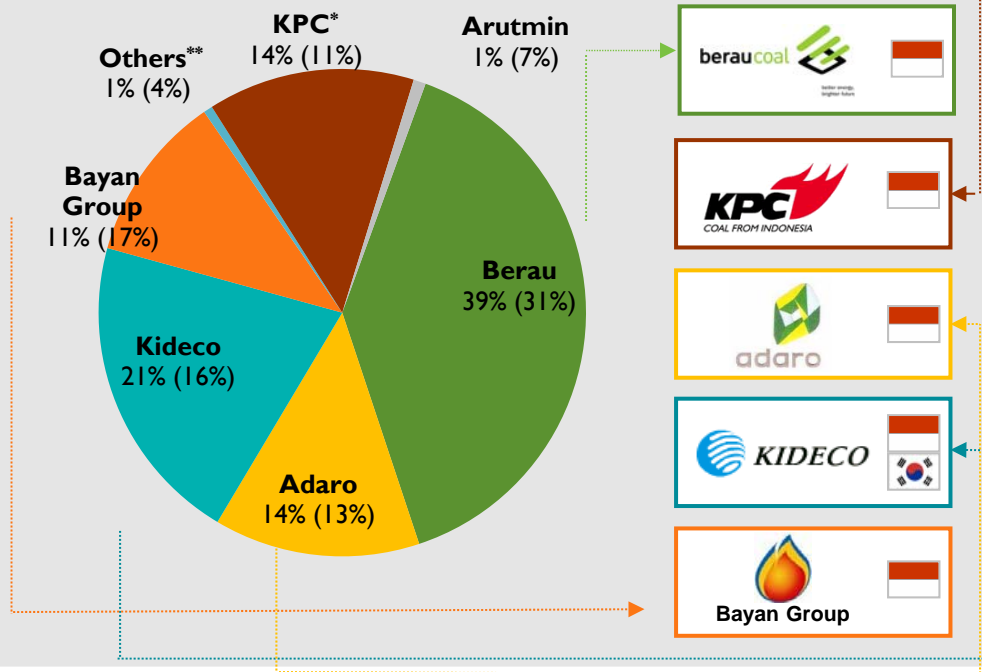
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# Appendix

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# High Quality and Diversified Customers

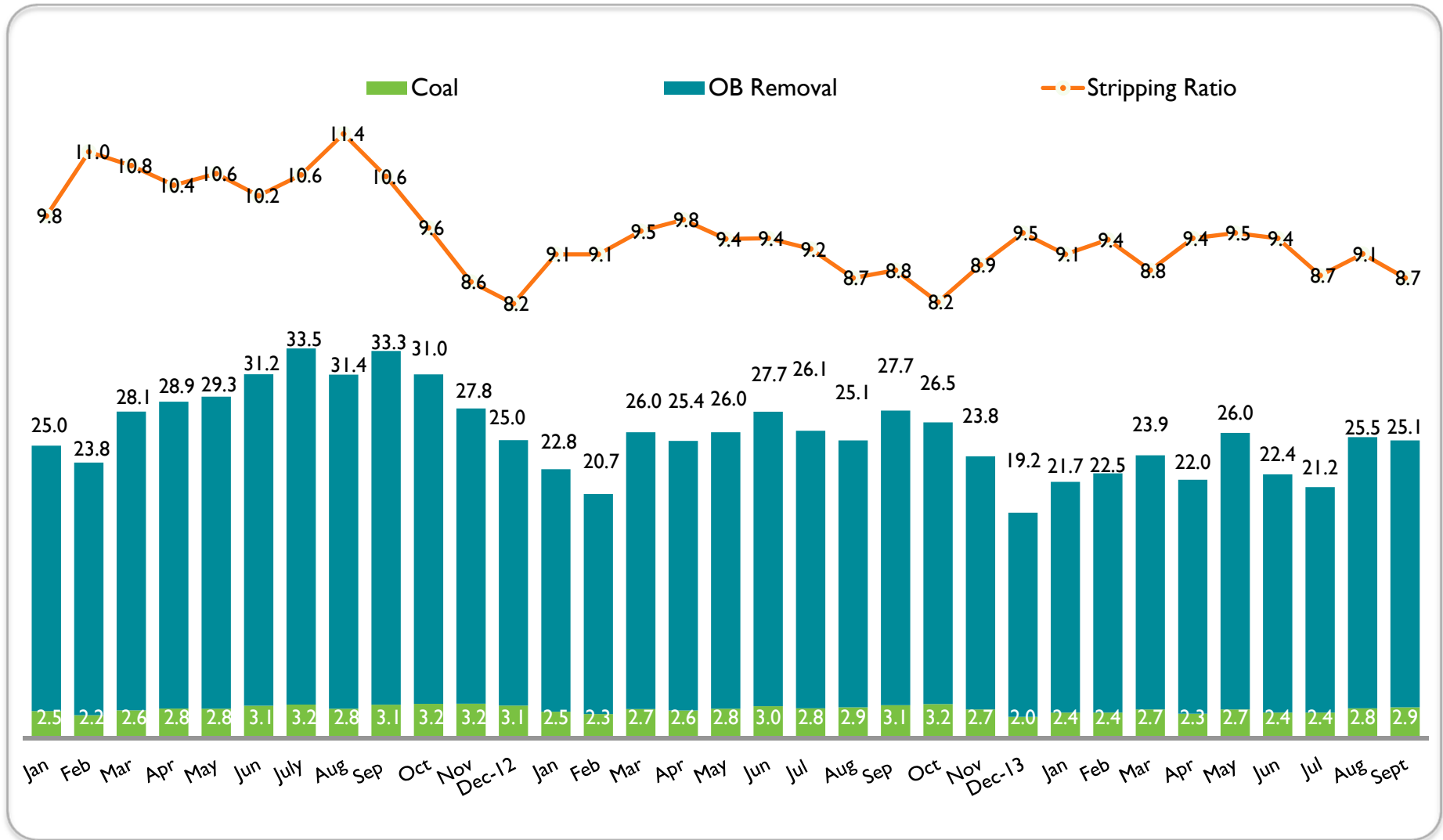
**BUMA Revenue by Customer  
9M 2014 (9M 2013) <sup>(1)</sup>**



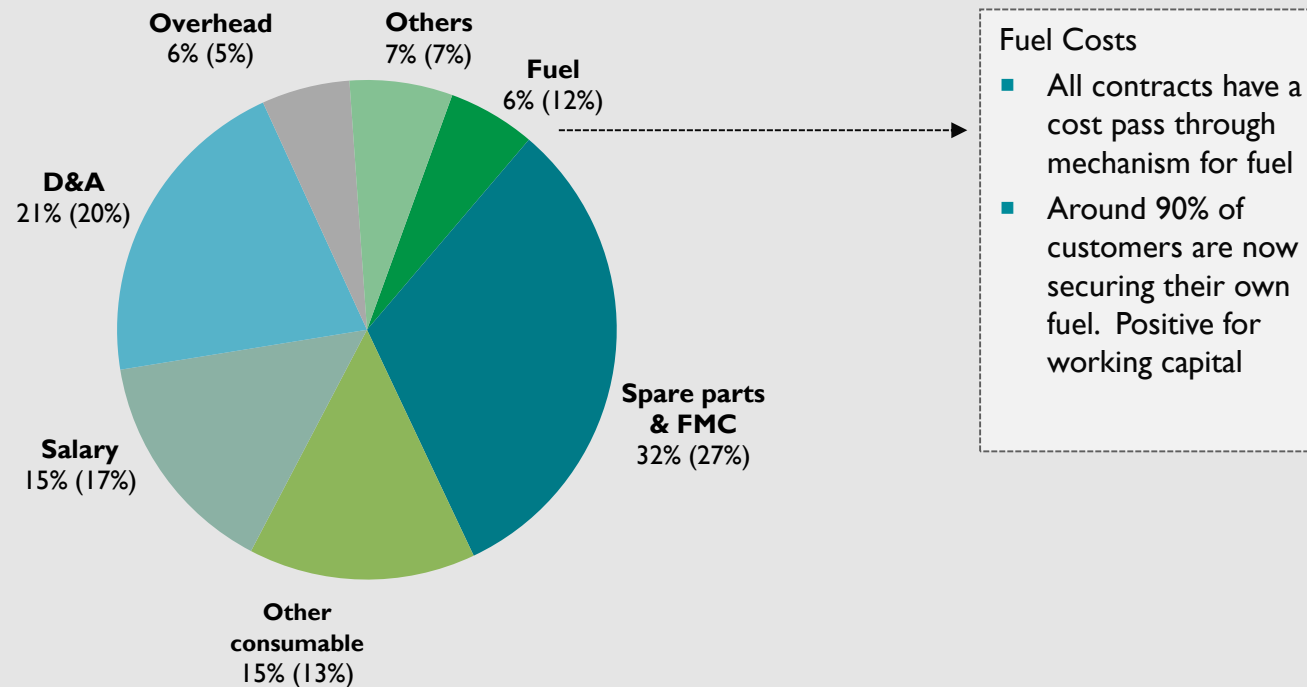
Coal Production in 2013 (mn tonnes)	BUMA's Share	Relationship Since
23.5	50%	1994
53.5	7%*	2008
52.3	12%	2002
37.3	18%	2004
13.7	15% <sup>(2)</sup>	2007

<sup>(1)</sup> Gross Revenue, based on USD  
\* Include Dewa

# Monthly Production Trend



## BUMA's Cost Structure for 9M 2014 (9M 2013)



**Note:**

- Other consumable: tires, blasting, drilling and oil
- Salary includes labor supply and human resources
- Others: mobilization, rental, subcontractor and travelling expenses

# Delta – Key Financial Highlights



## Delta's Consolidated Statements of Financial Position

<i>In USD mn (unless otherwise stated)</i>	Sep-14	Dec-13	YTD
Cash and cash equivalent	155	215	-28%
Trade receivable - current	132	145	-9%
Other current assets	96	62	55%
Trade receivable – non-current	1	-	n.m.
Fixed assets - net	416	488	-15%
Other non-current assets	135	172	-21%
<b>TOTAL ASSETS</b>	<b>935</b>	<b>1,082</b>	<b>-14%</b>
ST loan	-	50	n.m.
Trade payable	61	66	-7%
LT debt - current	50	144	-65%
Derivative liabilities-current	11	11	1%
Other current liabilities	25	29	-15%
LT debt - non current	640	684	-6%
Derivative liabilities	3	10	-71%
Other non-current liabilities	55	19	187%
<b>TOTAL LIABILITIES</b>	<b>844</b>	<b>1,013</b>	<b>-17%</b>
<b>TOTAL EQUITY</b>	<b>91</b>	<b>68</b>	<b>34%</b>

## Delta's Consolidated Statements of Cash Flows

<i>In US\$ mn (unless otherwise stated)</i>	9M 14	9M 13
Net CF from Operating Activities	89	179
Net CF from Investing Activities	(1)	(10)
Net CF from Financing Activities	(149)	(27)
Net change in cash & cash equivalents	(60)	143
Beginning balance cash & cash equivalents	215	57
<b>Ending balance cash &amp; cash equivalents</b>	<b>155</b>	<b>200</b>

## Delta's Consolidated Statements of Comprehensive Income

<i>In US\$ mn (unless otherwise stated)</i>	9M 14	9M 13	YoY
Net revenues	459	541	-15%
Revenue excl. fuel	438	489	-10%
Cost of revenues	368	452	-19%
<b>Gross profit</b>	<b>91</b>	<b>88</b>	<b>4%</b>
Operating expenses	32	32	-2%
<b>Operating income</b>	<b>60</b>	<b>56</b>	<b>7%</b>
<b>EBITDA</b>	<b>140</b>	<b>150</b>	<b>-7%</b>
Interest expense	(30)	(34)	-12%
Others	(3)	(35)	-91%
Other charges - net	(33)	(69)	-52%
<b>Pretax profit (loss)</b>	<b>27</b>	<b>(13)</b>	<b>n.m.</b>
Tax expense	10	0	n.m.
<b>Net profit (loss)</b>	<b>17</b>	<b>(13)</b>	<b>n.m.</b>
Translation adjustment	0	0	n.m.
Hedging reserves – net of tax effect	6	6	13%
<b>Total comprehensive income</b>	<b>22</b>	<b>(7)</b>	<b>n.m.</b>
<b>EPS (in Rp) <sup>1</sup></b>	<b>Rp 24</b>	<b>Rp (16)</b>	<b>n.m.</b>

<sup>1</sup>Reported EPS translated into Rp using 9-month average exchange rate of Rp11,748 and 10,045 for 9M14 and 9M13, respectively

## Delta's Financial Ratios

	9M 14	9M 13
Gross margin	20.9%	18.0%
Operating margin	13.6%	11.4%
EBITDA margin	31.9%	30.7%
Pretax margin	6.0%	-2.7%
Net margin	3.8%	-2.7%

# BUMA – Key Financial Highlights



## BUMA's Statements of Financial Position

<i>In USD mn (unless otherwise stated)</i>	Sep-14	Dec-13	YTD
Cash	133	168	-21%
Trade receivable - current	132	145	-9%
Other current assets	96	61	56%
Trade receivable - non current	1	-	n.m.
Receivables related party	239	262	-9%
Fixed assets - net	415	485	-15%
Other non-current assets	109	141	-22%
<b>TOTAL ASSETS</b>	<b>1,125</b>	<b>1,262</b>	<b>-11%</b>
ST Loan	-	50	n.m.
Trade payable	61	66	-7%
LT debt - current	50	144	-65%
Derivative liabilities-current	11	11	1%
Other current liabilities	25	29	-14%
LT debt	640	684	-6%
Derivative liabilities	3	10	-71%
Other non-current liabilities	51	15	235%
<b>TOTAL LIABILITIES</b>	<b>841</b>	<b>1,010</b>	<b>-17%</b>
<b>TOTAL EQUITY</b>	<b>284</b>	<b>253</b>	<b>12%</b>

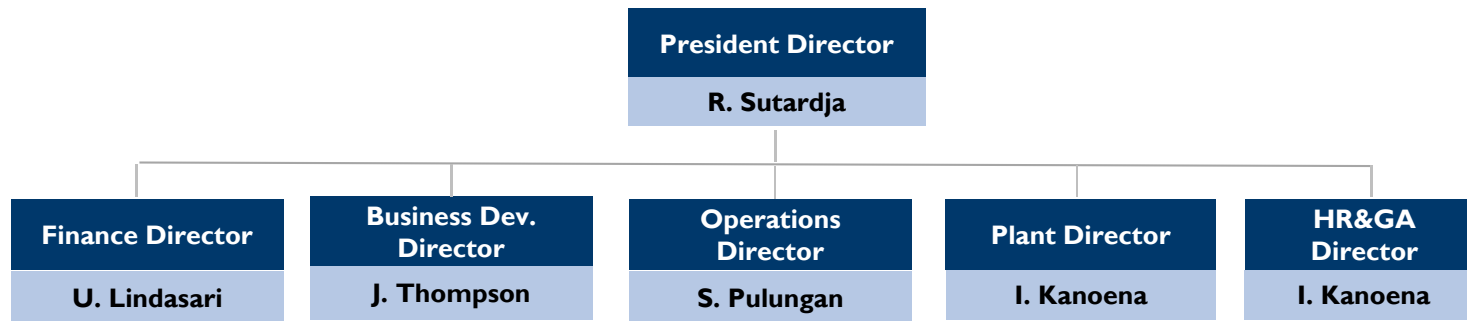
## BUMA's Statements of Comprehensive Income

<i>In US\$ mn (unless otherwise stated)</i>	9M 14	9M 13	YoY
Net revenue	459	541	-15%
Revenue excl. fuel	438	489	-10%
Cost of revenue	366	451	-19%
<b>Gross profit</b>	<b>93</b>	<b>90</b>	<b>4%</b>
Operating expenses	30	31	-2%
<b>Operating profit</b>	<b>63</b>	<b>59</b>	<b>7%</b>
<b>EBITDA</b>	<b>141</b>	<b>151</b>	<b>-7%</b>
Interest expense	(30)	(34)	-12%
Others	2	(23)	-110%
Other charges - net	(28)	(58)	-52%
<b>Pretax profit</b>	<b>35</b>	<b>1</b>	<b>2610%</b>
Tax expense	10	1	681%
<b>Net profit</b>	<b>26</b>	<b>0</b>	<b>n.m.</b>
Hedging reserve - net of tax effect	6	6	-13%
<b>Total comprehensive income</b>	<b>31</b>	<b>6</b>	<b>388%</b>

## BUMA's Statements of Cash Flows

<i>In US\$ mn (unless otherwise stated)</i>	9M 14	9M 13
Net CF from Operating Activities	89	183
Net CF from Investing Activities	(6)	(10)
Net CF from Financing Activities	(119)	(26)
Net change in cash	(35)	148
Beginning balance cash	168	4
<b>Ending balance cash</b>	<b>133</b>	<b>152</b>

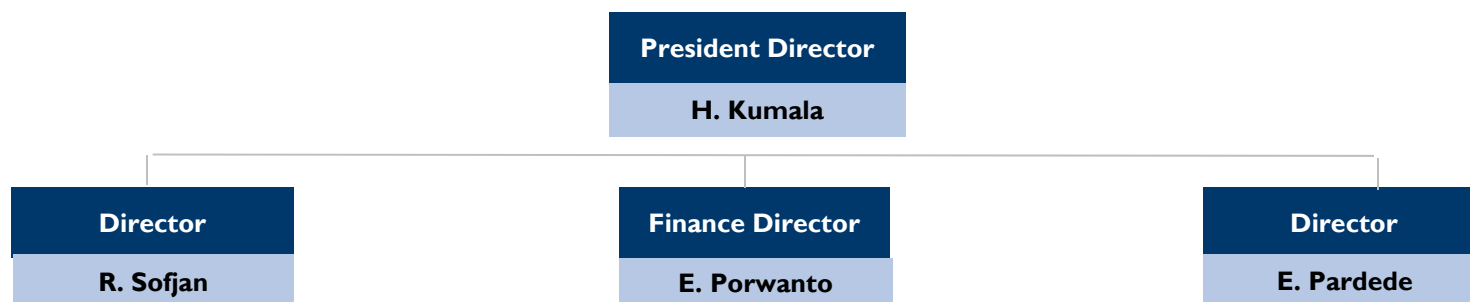
# BUMA Organization Structure



Management Background	
Name	Short CV Description
<b>Ronald Sutardja</b>	Appointed as VP Director at BUMA in June 2012 and as President Director in March 2014. He has been professionally associated with Northstar since 2010. During that time he held a Director position at PT Trikonsel Oke Tbk. Previous senior management experience includes positions with Infineum Singapore PTE LTD, Michelin Malaysia and Singapore. He started his professional career as a consultant at Booz, Allen & Hamilton. He holds Master of Science from MIT and Master of Manufacturing Management from Northwestern University-Kellogg Graduate School of Management.
<b>Una Lindsari</b>	Appointed as Director at BUMA in August 2014, she has 27+ years of experience in Finance area. Prior to joining BUMA, she was working at Noble Group Indonesia as the CFO from 2008. Previous senior management experience include position with BP Indonesia as a Finance Controller. She started her professional experience from Arthur Andersen Indonesia as an auditor.
<b>Jason Thompson</b>	Appointed as Director at BUMA in August 2014, he has 24+ years of experience on various positions in underground and surface mining operations in Australia, South America & South-East Asia. Prior to joining BUMA, he was working at PT Leighton Contractors Indonesia from Nov 2008. Previous experience includes positions in Thiess Pty Ltd, and Thiess Contractor. He graduated from Queensland University, Australia.
<b>Indra Kanoena</b>	Appointed as Director at BUMA in January 2013. Has 18+ years of experience on various positions in Human Resources areas. Prior to joining BUMA, he was working at PT HM Sampoerna Tbk. as Head of Organization and Management Strategy and from 2007-2012 at PT Freeport Indonesia as VP of Human Resources. Spent 10 years at PT INCO on various leadership positions.
<b>Sorimuda Pulungan</b>	Appointed as Director at BUMA in January 2012. Has 17+ years of experience in mining industry (gold/nickel/coal). Spent 9+ years at PT INCO Tbk. where his last position was General Manager Mine Engineering.



# Delta Organization Structure



Management Background	
Name	Short CV Description
<b>Hagiato Kumala</b>	Has served as the President Director of Delta since December 2009 and as President Director ad Interim of BUMA since June 2012. He served in various senior roles in the Astra Group, including President Director of United Tractor (UT) from 1999 to 2007.
<b>Eddy Porwanto</b>	Joined Delta as Director in June 2014. He is also serving as Commissioner of Buma since early 2014. Previously he served as Director Operations of Northstar since 2013. From 2010 to 2013, he served as Director in Archipelago Resources Plc, and as President Director of PT Meares Soputan Mining and PT Tambang Tondano Nusajaya. He has more than 17 years of experience in the field of Finance where he served as CFO in PT Garuda Indonesia, PT General Motor Indonesia, PT GM Autorworld, PT Reckitt Benckiser Indonesia after starting his career in PT BAT Indonesia. He holds Master of Business Administration from University of Illinois at Urbana Champaign.
<b>Rani Sofjan</b>	Has served as a Delta Dunia Director since 2009. She previously served as an Executive Director of PT Northstar Pacific Capital. From 2003 to 2008 she was the Head of Research at Mandiri Sekuritas and from 1999 to 2003 she was a Senior Analyst at PT Bahana Securities. She began her career as an Equity Analyst with Deutsche Morgan Grenfell Asia in 1994. She holds a Bachelor of Science in Finance from Oklahoma State University, USA.
<b>Errinto Pardede</b>	Joined Delta Dunia as a Director in June 2013. He previously served as Corporate Investor Relations of PT ABM Investama (Trakindo Utama Group) from 2011-2013. Prior to that, he was the Department Head of Investor Communication at PT Bank Mandiri (Persero) Tbk 2005-2011, a Senior Manager at IBRA/BPPN in 2002. He began his career in accounting and purchasing at Freeport McMoran in 1994. He holds a Bachelor Degree and MBA from Northeastern University, USA.

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