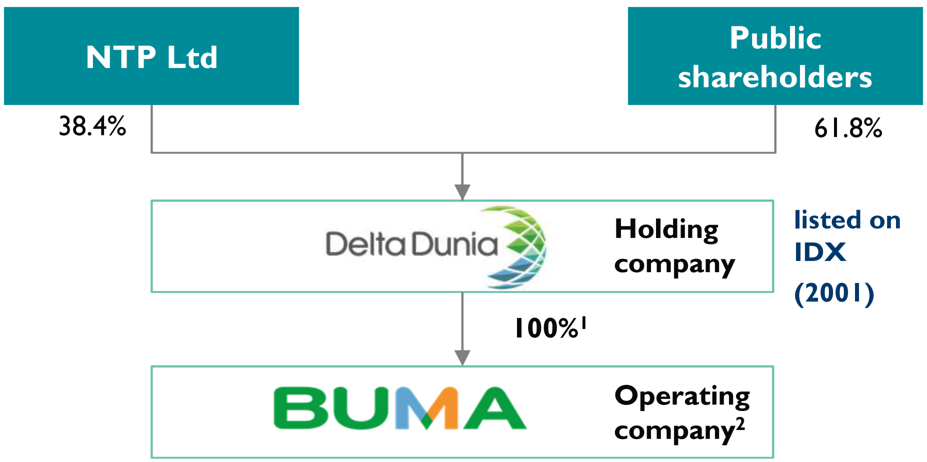
# PT Delta Dunia Makmur Tbk.

Full Year 2017 Results

*March 2018*

# General overview

## Ownership structure




### Financial metrics (US$M)

| Financial year | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 |
|---|---|---|---|---|---|---|
| Revenue | 843 | 695 | 607 | 566 | 611 | 765 |
| *Revenue ex. fuel* | *740* | *635* | *583* | *551* | *584* | *727* |
| EBITDA | 238 | 188 | 186 | 186 | 217 | 281 |
| *% margin*[3] | *32.1%* | *29.7%* | *32.0%* | *33.8%* | *37.1%* | *38.6%* |
| Net debt | 885 | 674 | 633 | 568 | 497 | 488 |

*Notes:*
1. *Full ownership less one share*
2. *All current debt is at BUMA level*
3. *Calculated as EBITDA divided by revenue ex. fuel*

### PT Delta Dunia Makmur Tbk.

- Established in 1990, listed in IDX as DOID in 2001.
- TPG, GIC, CIC and Northstar, together as Northstar Tambang Persada Ltd. own 38.2% with remainder owned by public shareholders
- Holding company of PT Bukit Makmur Mandiri Utama ("BUMA"), one of the leading coal mining services contractor in Indonesia
- BUMA, acquired in 2009, is the primary operating of DOID

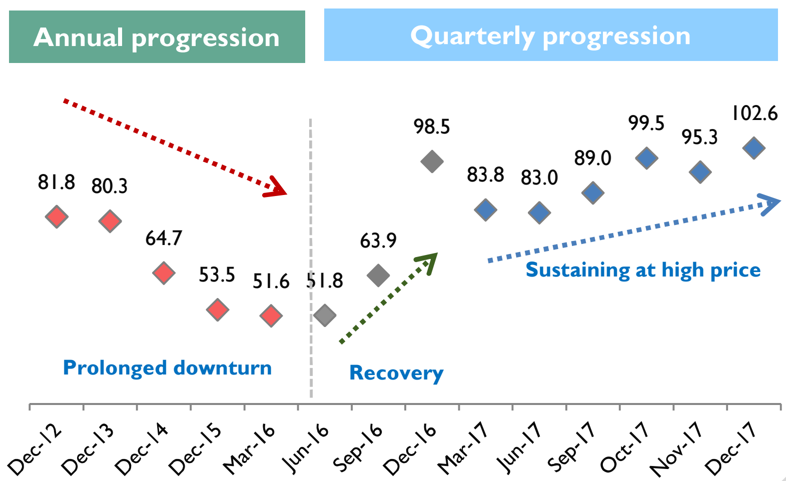
### PT Bukit Makmur Mandiri Utama

- Established in 1998, and wholly owned by PT Delta Dunia Makmur (DOID) since 2009
- Strong #2 mining contractor in Indonesia with c.20% market share
- Customers include largest and lowest cost coal producers in Indonesia and new players with high potential for future growth
- Secured long-term, life of mine contracted volume, with total order book of around US$5.5 billion
- c.2,500 high quality equipment from Komatsu, Caterpillar, Hitachi, Volvo, Scania and Mercedes
- c.11,500 employees

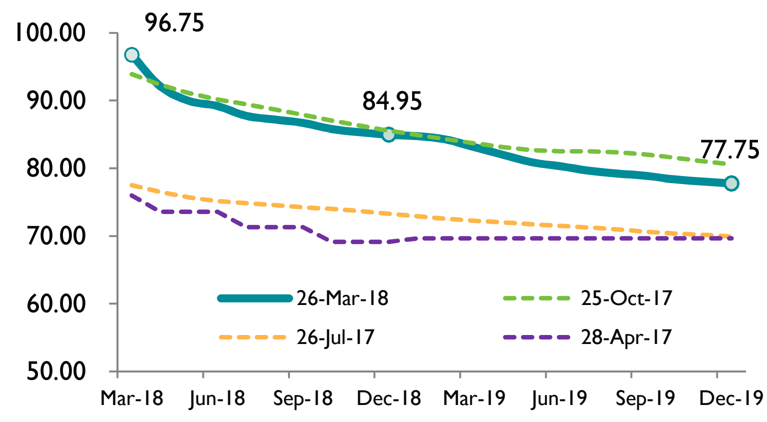
# Industry update

Delta Dunia

## Newcastle coal price (US$)

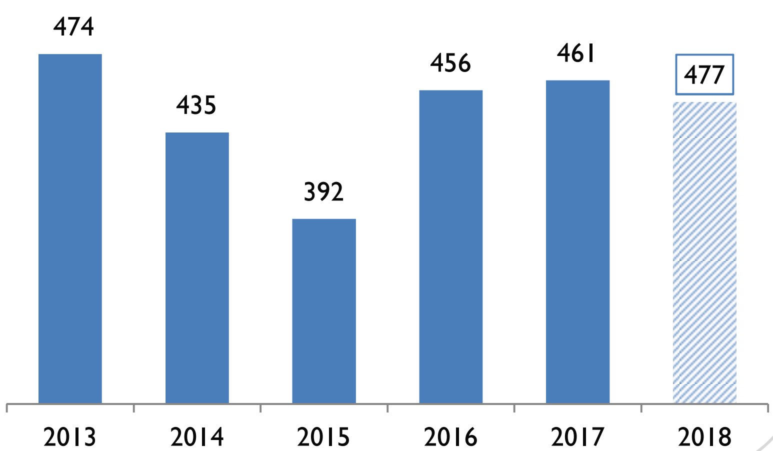



## Coal futures

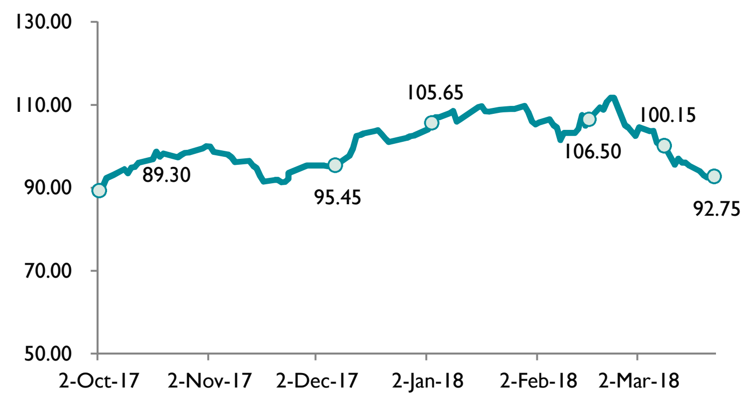



*Source: www.barchart.com ICE Newcastle futures*

## Indonesia Coal Production (MT)




## Coal price trend in last six months




*Source: Platts' FOB Newcastle 6,300 GAR*

**Market recovery**

- Market confidence has improved over sustainability of coal price in 2017 running over to 2018
- Having coal price remained sustainably high over a lengthy period of time brought overall volume growth in Indonesia particularly from increased strip ratio
- China's supply control will continue to sustain global coal price

**DMO Price Cap**

- DMO selling price intended for domestic power plant of US$70 or HBA whichever is lower
- Compliance over DMO rules puts miners eligible for 10% additional production volume
- DMO applies to only 20-25% of BUMA's customers production
- Price cap will not impact BUMA while global coal price continue to sustain at current level

# Key consolidated results

| HIGHLIGHTS OF CONSOLIDATED RESULTS (in US$ mn unless otherwise stated) | | | |
|---|---|---|---|
| **Volume** | **FY17** | **FY16** | **YoY** |
| OB Removal (mbcm) | 340.2 | 299.8 | 13% |
| Coal (mt) | 40.2 | 35.1 | 14% |
| **Profitability** | **FY17** | **FY16** | **YoY** |
| Revenues | 765 | 611 | 25% |
| **EBITDA** | **281** | **217** | **30%** |
| **EBITDA Margin** [4] | **38.6%** | **37.1%** | **1.5%** |
| Operating Profit | 172 | 122 | 40% |
| Operating Margin [4] | 23.6% | 20.9% | 2.7% |
| Net Profit | 47 | 37 | 26% |
| **Recurring profit** | **87** | **51** | **69%** |
| EPS (in Rp) | *Rp* 74 | *Rp* 59 | 25% |
| **Cash Flows** | **FY17** | **FY16** | **YoY** |
| Capital Expenditure [5] | 186 | 126 | 48% |
| Operating Cash Flow | 262 | 228 | 15% |
| Free Cash Flow [3] | 77 | 107 | -28% |
| **Balance Sheet** | **Dec-17** | **Dec-16** | **Δ** |
| Cash Position [1] | 94 | 96 | (2) |
| Net Debt [2] | 488 | 497 | ( 9) |

| HIGHLIGHTS OF QUARTERLY RESULTS (in US$ mn unless otherwise stated) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| **Volume** | **Q1 16** | **Q2 16** | **Q3 16** | **Q4 16** | **Q1 17** | **Q2 17** | **Q3 17** | **Q4 17** |
| OB Removal (mbcm) | 61.2 | 71.9 | 81.8 | 84.9 | 83.2 | 83.1 | 91.3 | 82.6 |
| Coal (mt) | 7.8 | 7.7 | 9.3 | 10.3 | 10.2 | 9.9 | 10.5 | 9.6 |
| **Financials** | **Q1 16** | **Q2 16** | **Q3 16** | **Q4 16** | **Q1 17** | **Q2 17** | **Q3 17** | **Q4 17** |
| Revenues | 127 | 132 | 159 | 193 | 181 | 180 | 198 | 206 |
| **EBITDA** | 39 | 43 | 58 | 77 | 70 | 61 | 76 | 74 |
| **EBITDA Margin** [4] | 31.6% | 33.4% | 38.5% | 42.1% | 40.3% | 35.7% | 40.2% | 38.2% |
| Operating Profit | 15 | 19 | 35 | 53 | 44 | 35 | 47 | 45 |
| Operating Margin [4] | 11.9% | 14.9% | 23.3% | 29.1% | 25.8% | 20.4% | 25.2% | 23.0% |
| Net Profit (Loss) | 3 | 5 | 17 | 12 | 24 | (15) | 23 | 15 |
| **Cash** | **Q1 16** | **Q2 16** | **Q3 16** | **Q4 16** | **Q1 17** | **Q2 17** | **Q3 17** | **Q4 17** |
| Operating cash flows | 78 | (32) | 136 | 46 | 41 | 86 | 40 | 95 |
| Free cash flows | 76 | (33) | 108 | (44) | 21 | 15 | 15 | 26 |

*Notes:*

1) *Includes restricted cash in bank and current investments.*
2) *Debt includes only the outstanding contractual liabilities.*
3) *Free cash flow is cash flow before debt service, excluding financing proceeds.*
4) *Margins are based on net revenues excluding fuel.*
5) *Capital expenditures as recognized per accounting standards.*

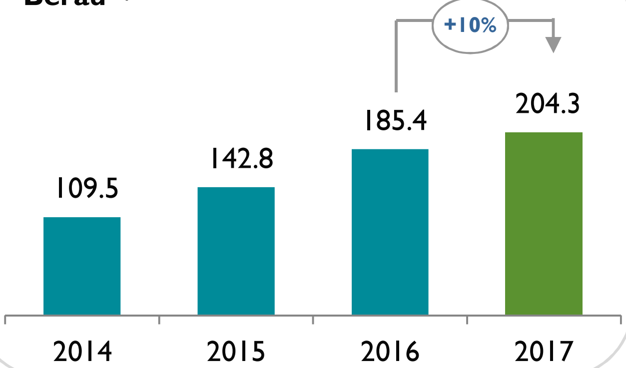
**Focused on operating performance and cash flow generation**

# Extensive expansion

## Volume expansion (MBCM) [1]

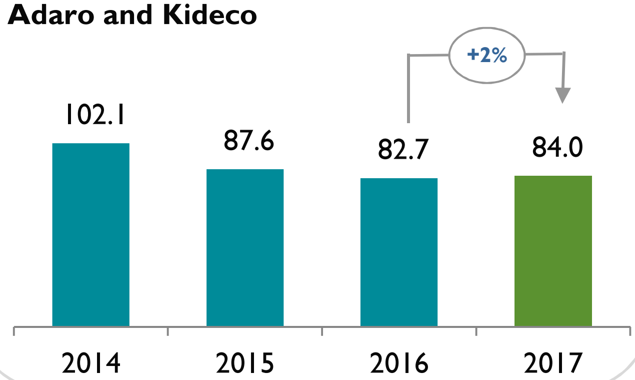
**Berau** [2]

*Expansion growth*



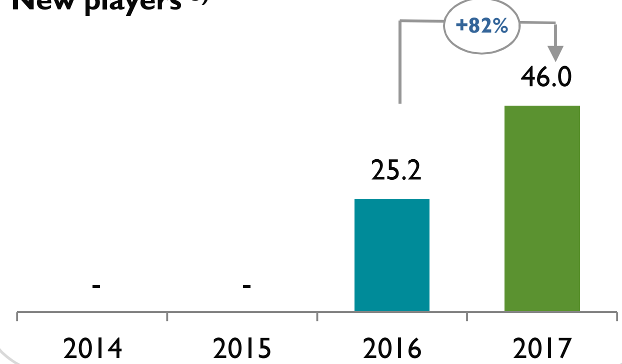

**Adaro and Kideco**

*Stable volume*



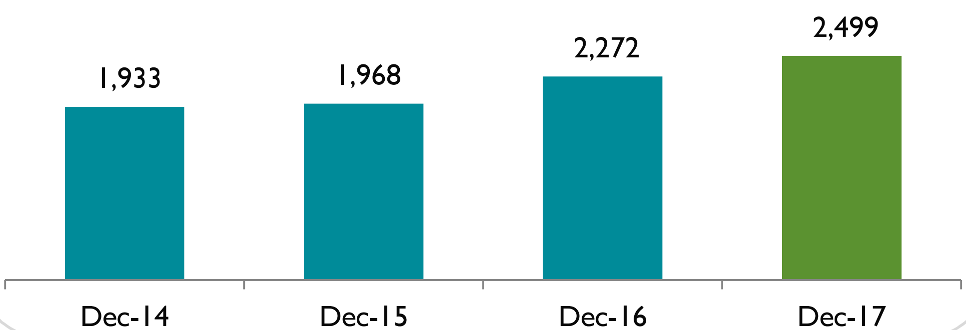

**New players** [3]

*Ramp-up growth*

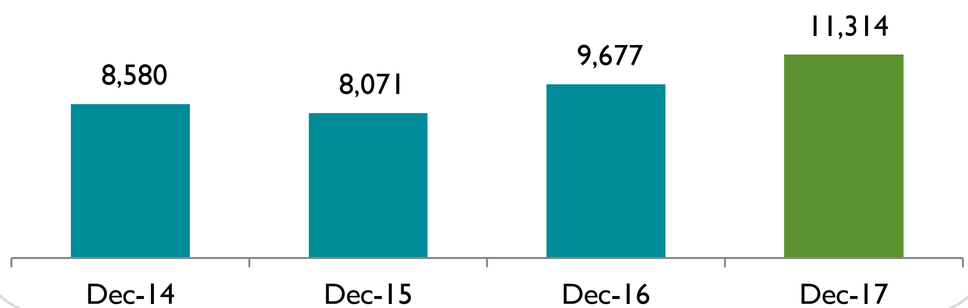



## Resources expansion

**Number of Equipment**




**Number of Employees**




**Significant expansion by contracts**

**Limited availability of equipment and skilled labors**

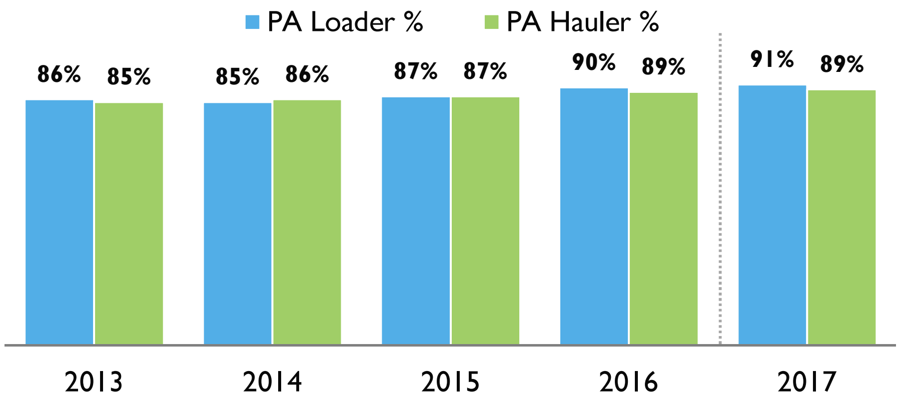
**Timely resource fulfillment and ramp-up became challenging**

Notes:
[1] *Presented in terms of million bcm of overburden removal volume*
[2] *Includes Lati and Binungan pits*
[3] *Includes Geo Energy group, TAM, and Pada Idi*

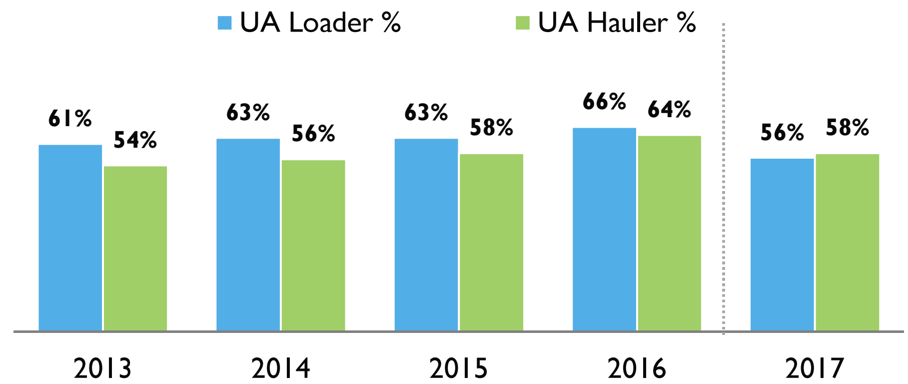
# Operational metrics

Delta Dunia

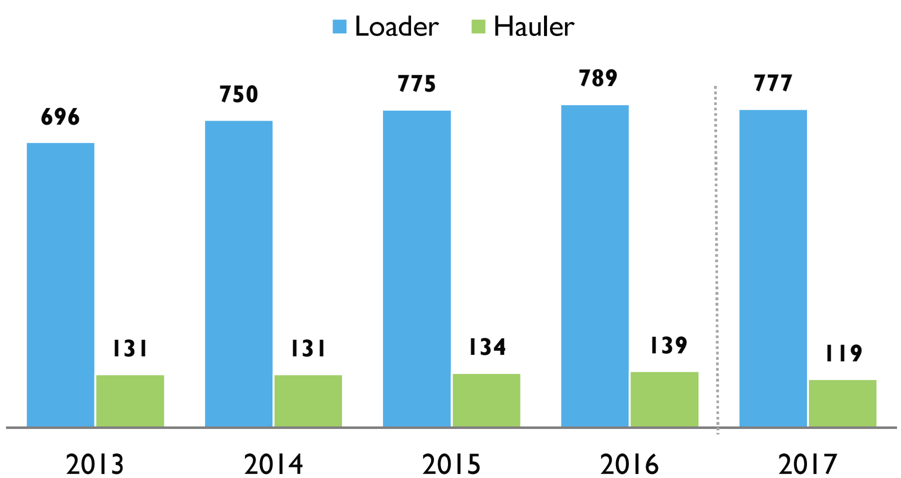
**Availability[1] (%)**




**Utilization[2,3] (%)**




**Productivity (BCM/Hour)**




**Prolonged weather challenges**

**Extensive ramp-up challenges**

**Operational measurements**

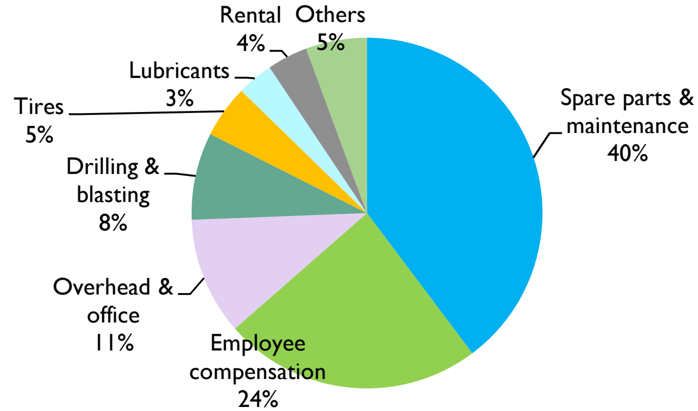
- Delayed productivity improvement
- Lower utilization rate

**BUMA focuses on resources optimization and solid operational excellence to deliver profitable growth**

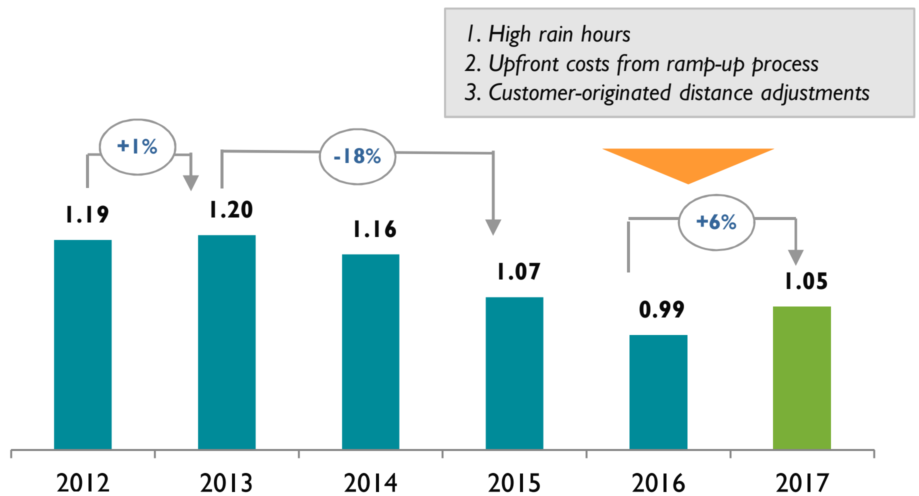
*Notes:*
*[1] Availability refers to % of available time equipment was operating based on production schedule*
*[2] Utilization refers to % of physical available time equipment was operating*
*[3] Total utilization includes rain, halts due to slippery ground, prayer and meals*

# Cash costs

## BUMA's cash cost ex fuel (FY 2017)




## Cash cost ex fuel (US$/unit)




## Key cost reduction initiatives

| | |
|---|---|
| **Spareparts & maintenance** | ▶ **In-house maintenance instead of outsourced to suppliers**<br>▶ **Extended component life through condition-based monitoring** |
| **Employee compensation** | ▶ **Right size employee headcounts**<br>▶ **Equipment optimization that leads to reduced employee costs** |
| **Drilling & blasting** | ▶ **Optimize drilling & blasting process to reduce explosives usage and deliver quality blasting** |
| **Tires** | ▶ **Deliver efficient and consistent tire monitoring process** |

**Technology implementation** | **Procedures streamlining** | **Resource optimization**

**Increased productivity** | **Improved efficiency**

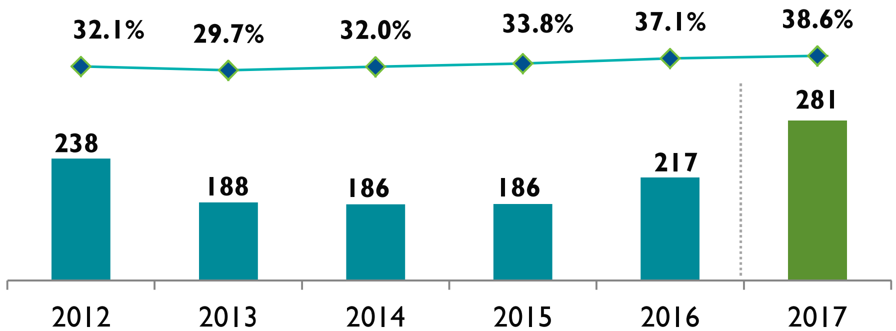
**Using less resources for higher volume**

**Sustainable cost efficiency**

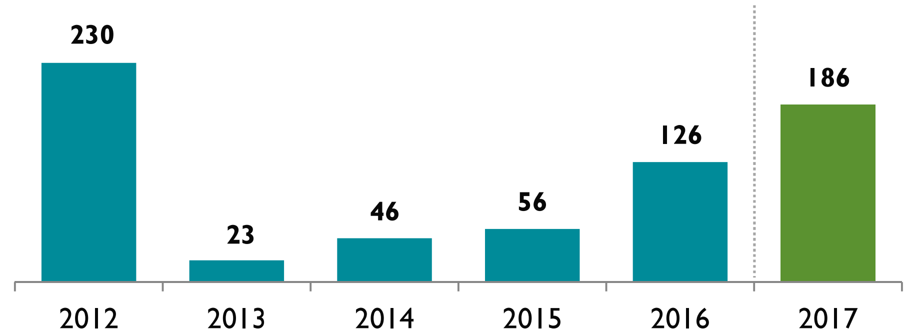
# Liquidity and capital structure

## Liquidity management – EBITDA improvement and strict capex monitoring

**EBITDA (US$M) and EBITDA margin (%)**

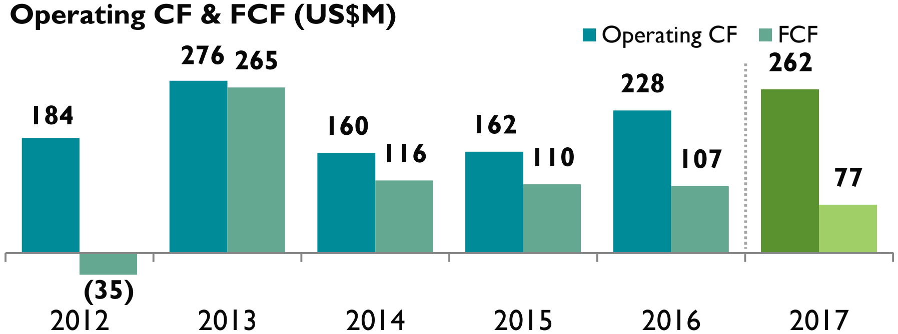



**Capex (US$M)**

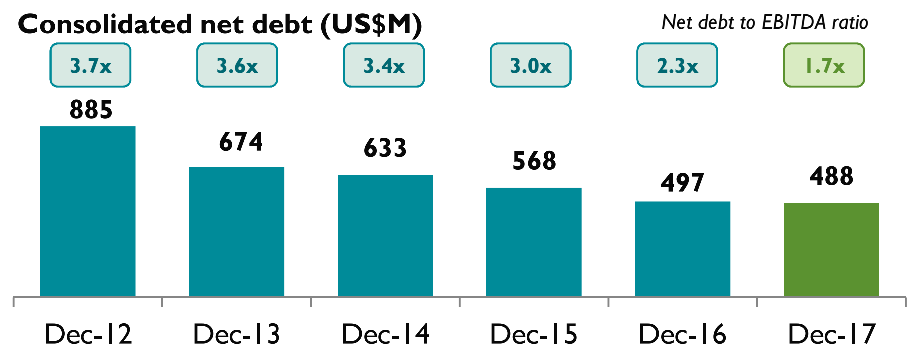



## Generating cash flows and deleverage

**Operating CF & FCF (US$M)**




**Consolidated net debt (US$M)**



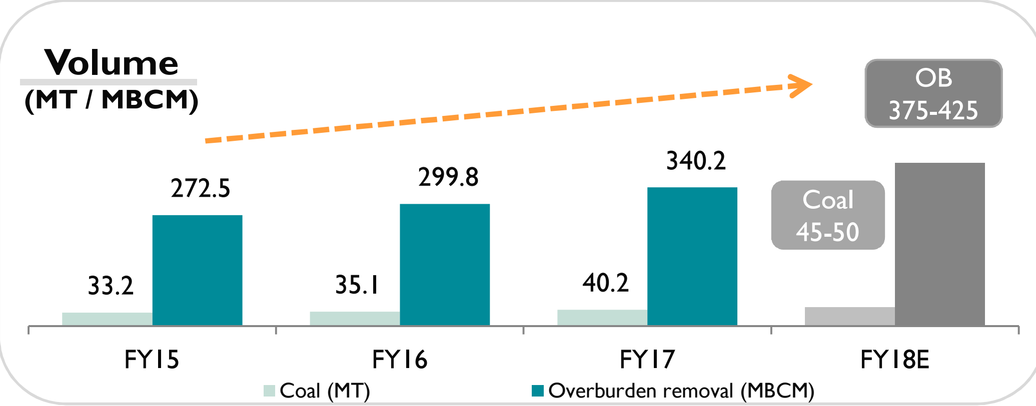

**Stable EBITDA margins**

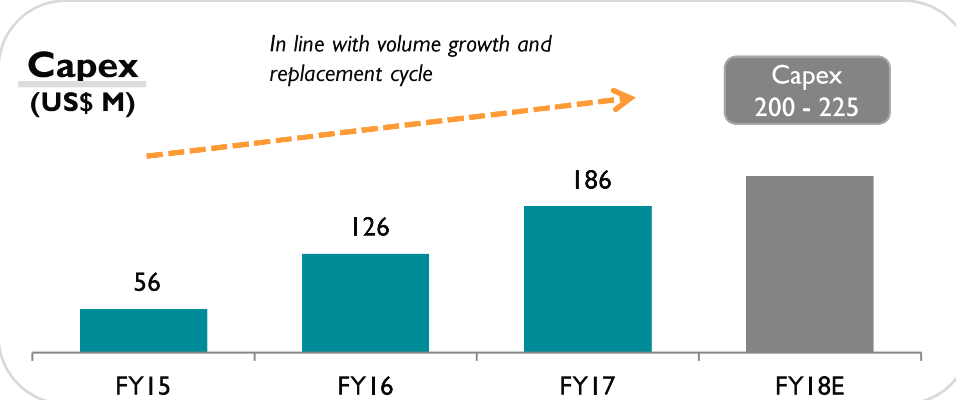
**Liquidity management**

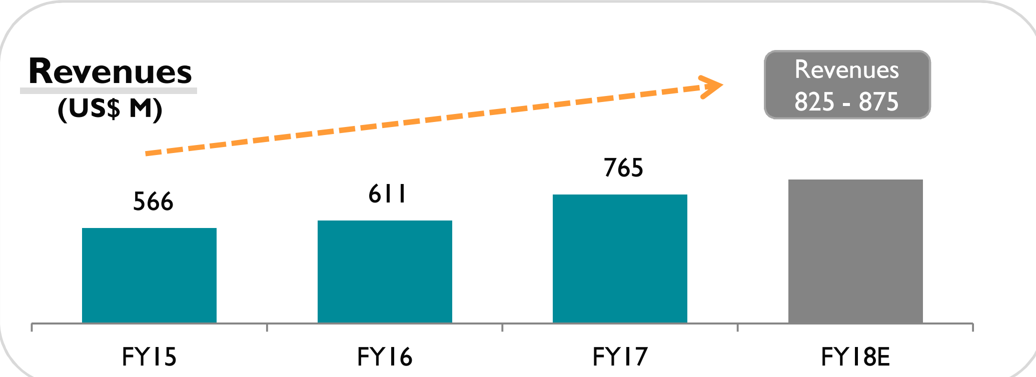
**Positive FCF generation**

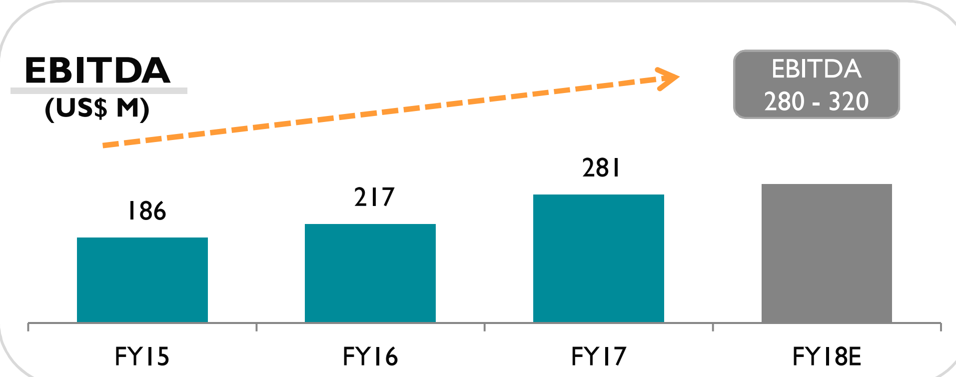
**Significant deleveraging and investing for profitable growth**

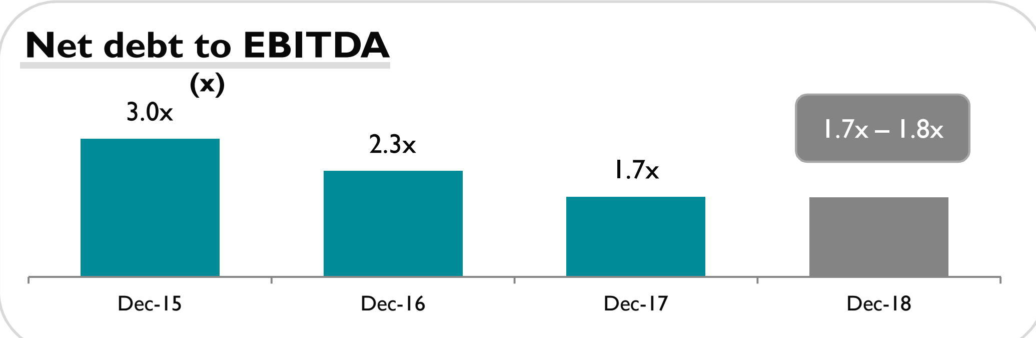
# 2018 Guidance – Continued growth



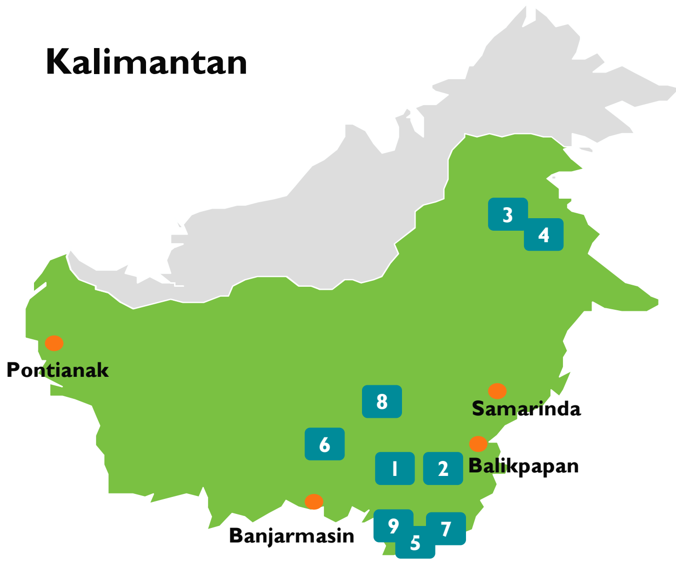



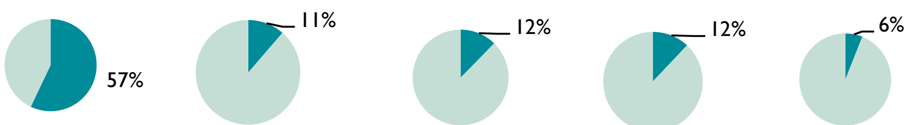

- Continuing trend of growth on key measures including profitability
- Maintaining healthy ratio of debt level in the midst of higher capex needs from growth and replacement cycle
- Allocating excess cash not only to accommodate growth but also to returning profits to shareholders

# Existing contracts




| No | Customers | Period |
|---|---|---|
| 1 | Adaro (Paringin) [1)] | 2009-2022[1)] |
| 2 | Kideco | 2004-2019 |
| 3 | Berau Coal (Lati) [1)] | 2012-2025[1)] |
| 4 | Berau Coal (Binungan) | 2003-2020 |
| 5 | Sungai Danau Jaya ( SDJ) [1)] | 2015-2023[1)] |
| 6 | Tadjahan Antang Mineral (TAM) [1)] | 2015-2024[1)] |
| 7 | Angsana Jaya Energi (AJE) | 2016-2018 |
| 8 | Pada Idi (P-Di) | 2017 - 2027 |
| 9 | Tanah Bumbu Resources (TBR) [1)] | 2018-2024[1)] |

## BUMA is deeply entrenched with its customers



| | berau coal | adaro | KIDECO | SDJ | AJE | P-Di | TBR | TAM |
|---|---|---|---|---|---|---|---|---|
| Contribution to BUMA revenue (%) [2)] | 57% | 11% | 12% | 12% | 6% | Ramp-up | Preparation | On Hold |
| Years of relationship | 19 years | 15 years | 13 years | 3 year | 2 year | NEW | NEW | 3 year |

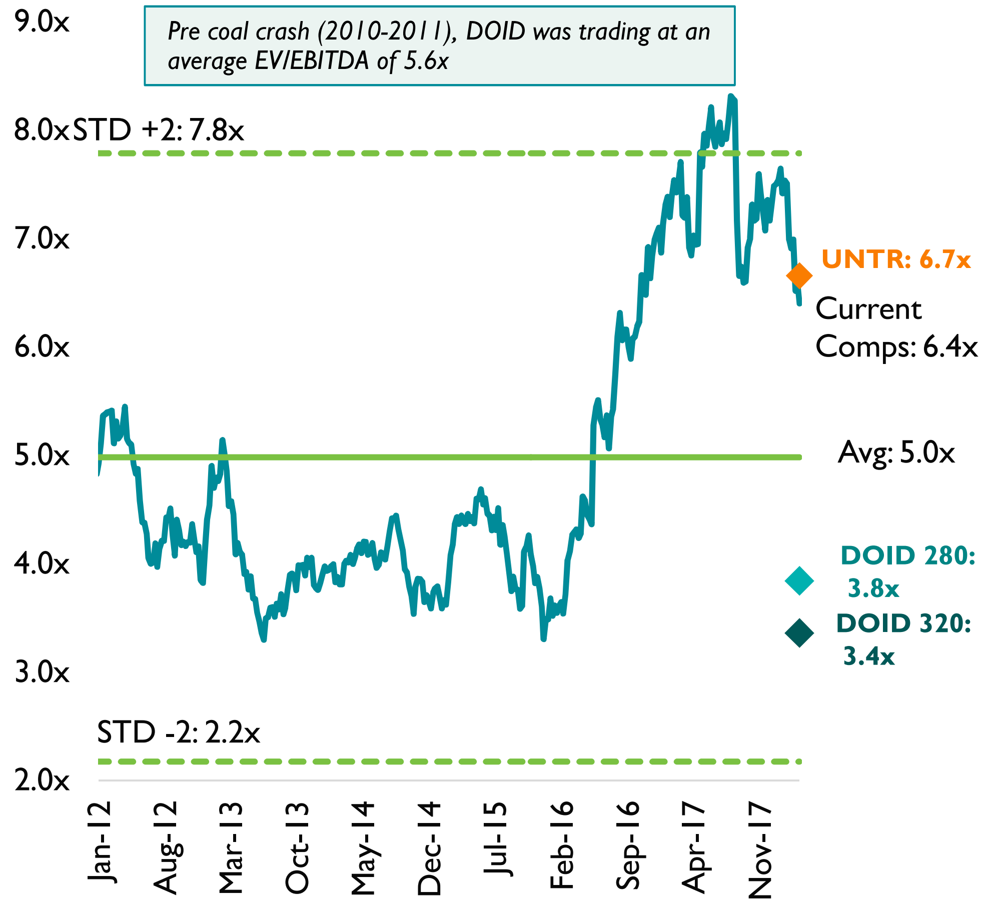
**The contracts**

Long-term contracts | Secured volume | Market-linked pricing

1) *Life of mine contract*
2) *Based on FY2017 Revenues*

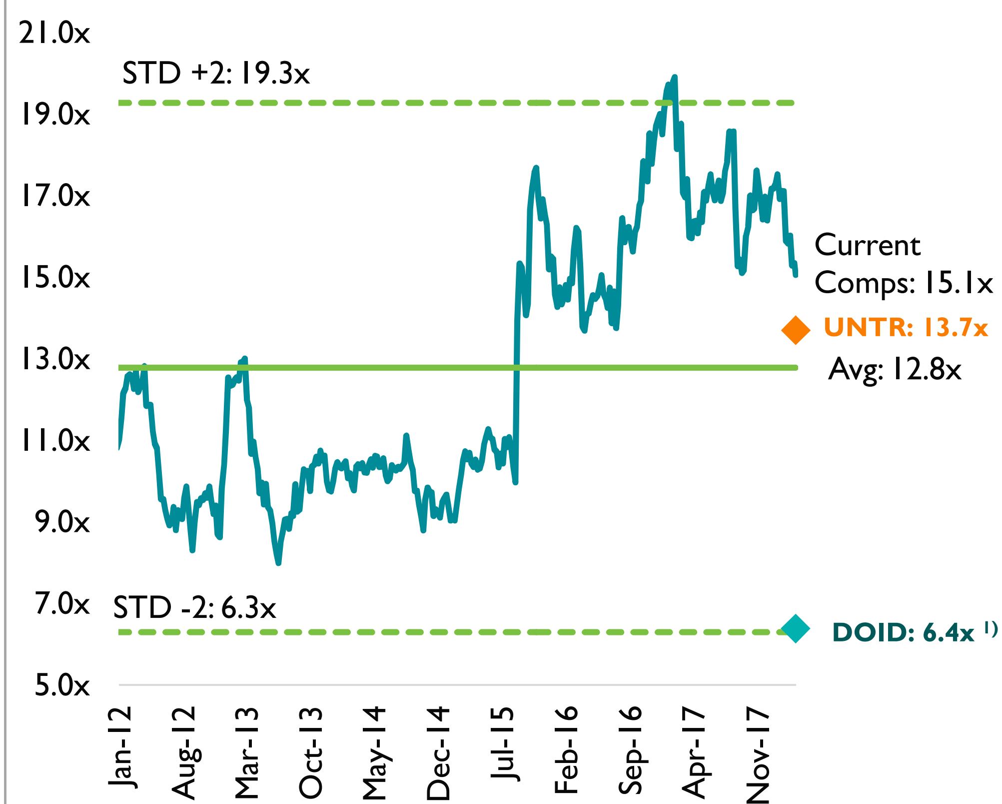
# Valuation gap

### EV/EBITDA OF COMPARABLE COMPANIES
**(x)**




*Source: Capital IQ*

### P/E OF COMPARABLE COMPANIES
**(x)**




*Source: Capital IQ*

1) *Based on consensus 2018 profit*
2) *Comps include United Tractors, CIMIC, Downer EDI and Macmahon*

# End of Presentation

# Appendix

# Value creation pillars

Delta Dunia | BUMA

## Value Creation

| 1 Volume | 2 Cash Costs/ EBITDA Margin | 3 Capital Expenditure | 4 Working Capital | 5 Debt |
|---|---|---|---|---|
| ▪ Secured and contracted volume valued c.$5.5bn.<br>▪ Certain contract negotiations are still ongoing<br>▪ Consistently high coal price may bring additional volume | ▪ Sustainable cash cost reduction through the use of technology and operational excellence<br>▪ Mining services rates linked to coal price index | ▪ Strategic partnership with supplier – commitment in fix price of equipment, technology support, service & maintenance, and funding | ▪ Timely AR collection<br>▪ Average AR collection days for last twelve months is c.77days, whereas AP payment days is c.90 days.<br>▪ AR and AP cycle are matched to optimize effectiveness of Company's cash flows and liquidity. | ▪ Accelerated debt repayments for the past few years<br>▪ Consolidated net debt to EBITDA of appx. 1.7x as of Dec-17<br>▪ Debt refinancing with bond and loan unlocked covenants and allow dividends<br>▪ Currently at a healthy level, considering growth in volume and profitability |

# Consolidated performance

## Consolidated Statements of Financial Position

| *In US$ mn (unless otherwise stated)* | Dec-17 | Dec-16 | YTD |
|---|---|---|---|
| Cash and cash equivalents | 68 | 67 | *1%* |
| Other financial assets - current | 26 | - | *100%* |
| Trade receivables - current | 175 | 144 | *21%* |
| Other current assets | 84 | 88 | *-4%* |
| Trade receivables - non-current | 4 | - | *100%* |
| Other financial assets | - | 29 | *-100%* |
| Fixed assets - net | 484 | 406 | *19%* |
| Other non-current assets | 104 | 148 | *-30%* |
| **TOTAL ASSETS** | **946** | **882** | ***7%*** |
| | | | |
| Trade payables | 102 | 80 | *28%* |
| LT liabilities - current | 67 | 106 | *-36%* |
| Other current liabilities | 49 | 34 | *45%* |
| LT liabilities - non current | 502 | 501 | *0%* |
| Other non-current liabilities | 48 | 35 | *36%* |
| **TOTAL LIABILITIES** | **768** | **756** | ***2%*** |
| **TOTAL EQUITY** | **177** | **126** | ***40%*** |

## Consolidated Statements of Profit or Loss and OCI

| *In US$ mn (unless otherwise stated)* | FY17 | FY16 | YoY |
|---|---|---|---|
| Net revenues | 765 | 611 | *25%* |
| *Revenue excl. fuel* | *727* | *584* | *24%* |
| Cost of revenues | 539 | 447 | *21%* |
| **Gross profit** | **225** | **164** | ***37%*** |
| Operating expenses | (53) | (42) | *28%* |
| Finance cost | (52) | (53) | ***-3%*** |
| Others - net | (33) | (8) | *313%* |
| **Pretax profit** | **87** | **61** | ***43%*** |
| Tax expense | 40 | 24 | ***69%*** |
| **Profit for the year** | **47** | **37** | ***26%*** |
| Other comprehensive income - net | (4) | 1 | *-378%* |
| **Comprehensive income** | **43** | **39** | ***11%*** |
| | | | |
| **EBITDA** | **281** | **217** | ***30%*** |
| **Basic EPS** (in Rp) [3] | **74** | **59** | ***25%*** |

## Consolidated Statements of Cash Flows

| *In US$ mn (unless otherwise stated)* | FY17 | FY16 |
|---|---|---|
| Net CF from Operating Activities | 162 | 190 |
| Net CF from Investing Activities | (63) | (36) |
| Net CF from Financing Activities | (99) | (159) |
| | | |
| Net change in cash & cash equivalents | 1 | (5) |
| Beginning balance cash & cash equivalents | 67 | 71 |
| Effect of foreign exchange rate changes | (0) | 1 |
| **Ending balance cash & cash equivalents[2)]** | **68** | **67** |

## Financial Ratios [1)]

| | FY17 | FY16 |
|---|---|---|
| Gross margin | 31.0% | 28.0% |
| Operating margin | 23.6% | 20.9% |
| EBITDA margin | 38.6% | 37.1% |
| Pretax margin | 11.9% | 10.4% |
| Net margin | 6.4% | 6.3% |

***Notes:***

*1) Margins are based on net revenues excluding fuel.*
*2) Excludes other financial assets which consists of restricted cash in bank and current investments.*
*3) Reported EPS are translated into Rp using average exchange rate of Rp13,384 and Rp13,307 for FY17 and FY16, respectively.*

# BUMA performance

## Consolidated Statements of Financial Position

| *In US$ mn (unless otherwise stated)* | **Dec-17** | **Dec-16** | ***YTD*** |
|---|---|---|---|
| Cash | 40 | 49 | *-18%* |
| Restricted cash in bank - current | 11 | - | *100%* |
| Trade receivables - current | 175 | 144 | *21%* |
| Due from related party - current | 150 | 182 | *-18%* |
| Other current assets | 84 | 88 | *-4%* |
| Trade receivables - non-current | 4 | - | *100%* |
| Restricted cash in bank | - | 29 | *-100%* |
| Fixed assets - net | 484 | 405 | *19%* |
| Other non-current assets | 104 | 148 | *-30%* |
| **TOTAL ASSETS** | **1,052** | **1,045** | ***1%*** |
| | | | |
| Trade payables | 102 | 80 | *28%* |
| LT liabilities - current | 67 | 106 | *-36%* |
| Other current liabilities | 51 | 35 | *44%* |
| LT liabilities - non-current | 502 | 501 | *0%* |
| Other non-current liabilities | 48 | 35 | *36%* |
| **TOTAL LIABILITIES** | **770** | **757** | ***2%*** |
| **TOTAL EQUITY** | **283** | **288** | ***-2%*** |

## Consolidated Statements of Profit or Loss and OCI

| *In US$ mn (unless otherwise stated)* | **FY17** | **FY16** | ***YoY*** |
|---|---|---|---|
| Net revenues | 765 | 611 | *25%* |
| *Revenue excl. fuel* | *727* | *584* | ***24%*** |
| Cost of revenues | 539 | 447 | ***21%*** |
| **Gross profit** | **225** | **164** | ***37%*** |
| Operating expenses | (50) | (39) | *29%* |
| Finance cost | *(52)* | *(53)* | ***-3%*** |
| Others - net | *(33)* | *(1)* | ***2564%*** |
| **Pretax profit** | **90** | **71** | ***28%*** |
| Tax expense | 40 | 22 | ***79%*** |
| **Profit for the year** | **50** | **48** | ***4%*** |
| Other comprehensive income - net | (4) | 1 | *-376%* |
| **Comprehensive income** | **46** | **50** | ***-7%*** |
| | | | |
| **EBITDA** | **284** | **220** | ***30%*** |

## Consolidated Statements of Cash Flows

| *In US$ mn (unless otherwise stated)* | **FY17** | **FY16** |
|---|---|---|
| Net CF from Operating Activities | 163 | 194 |
| Net CF from Investing Activities | (48) | (36) |
| Net CF from Financing Activities | (124) | (159) |
| | | |
| Net change in cash | (9) | (1) |
| Beginning balance cash | 49 | 50 |
| Effect of foreign exchange rate changes | (0) | 1 |
| **Ending balance cash** [2] | **40** | **49** |

## Financial Ratios [1]

| | **FY17** | **FY16** |
|---|---|---|
| Gross margin | 31.0% | 28.0% |
| Operating margin | 24.1% | 21.4% |
| EBITDA margin | 39.1% | 37.6% |
| Pretax margin | 12.4% | 12.1% |
| Net margin | 6.9% | 8.2% |

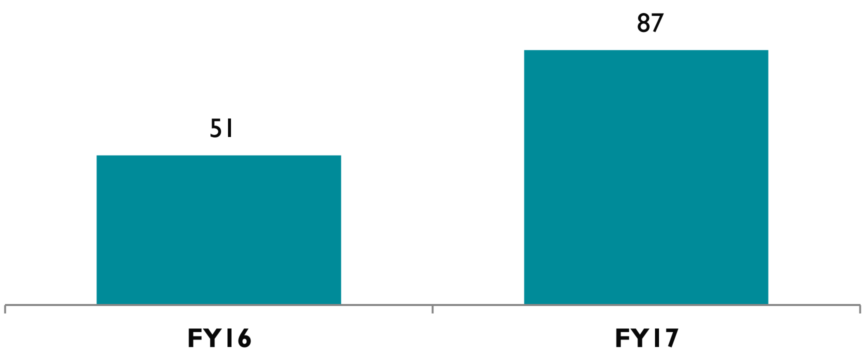
***Notes:***

*1) Margins are based on net revenues excluding fuel.*

*2) Excludes restricted cash in bank.*

# Profit discussion

## Recurring profit




**Adjusted for the impact of:**

- Foreign exchange gains or losses
- Impairment losses
- Provisions
- Any other one-off income or charges

## Net profit to recurring profit

**Net profit**

**US$47**

**million**

**Recurring profit**

**US$87**

**million**

**Primary adjustments:**

- US$33 million provision related to tax receivables
- Extraordinary, accounting-based provision
- Offset by US$6 million income from tax cases won

## Tax receivables

- Tax policies related to coal mining have historically resulted in tax overpayment for BUMA; Thus, the high tax receivables asset.
- BUMA diligently exerts every possible effort in accordance with the prevailing tax law to recover all of its tax receivables.
- Generally, in recent years, BUMA has obtained at least 70% of its tax receivables within 2 years of each respective fiscal year, except for certain extraordinary cases.
- In June-July 2017, BUMA received unfavorable decisions from Supreme Court related to certain old, long-outstanding extraordinary cases, originated under previous ownership. Such decision does not affect BUMA's cash flows considering BUMA has previously settled the tax liabilities. While BUMA is considering its next course of legal action related to the decision, US$33 million has been provisioned in compliance to accounting standard. As of September 30, 2017, BUMA has filed Second Motion for Reconsideration to Supreme Court.
- BUMA's remaining tax receivables are pending under various proceedings. Management believes they are recoverable.

# Strategic partnership

| Fleet type | Strategic partner | Strategy |
| --- | --- | --- |
| Large fleet[1] | N/A | ▪ Fully deploy existing fleet to match LATI Life of Mine<br>▪ Full utilization without incremental capex |
| Medium fleet[2] | CAT | ▪ Continue to invest to service contracts on hand<br>▪ Most flexible fleet easily redeployed if required<br>▪ Sign strategic partners to lock in long term benefits |
| Support equipment[3] | KOMATSU | |
| Coal hauler | SCANIA | |

## Investment strategy with supply partners

- Lock in partnership in down cycle to gain maximum benefits
- Ensure back-to-back investment and customer contracts esp. volume
- No annual "must" spend and flexibility to delay spending, if necessary

## Partnership benefits with supply partners

Guaranteed or cost cap for equipment lifecycle cost

No price escalation or rise & fall scheme linked with certain coal index

Longer & robust warranty scheme and promise to improve performance annually

Guaranteed second life at lower price

Provide more value add, such as training, improve technology & equipment buyback schemes

Secured leasing facility for new equipment

[1] Large: Loader > 300 ton; Hauler > 150 ton; [2] Medium: Loader > 100 ton; Hauler > 60ton; [3] Support equipment = Excavator > 20 ton

**Strategic and flexible capex support plan to support contracted production volumes**

# Debt structure

BUMA Refinanced of its tightly-restricted syndicated bank facilities in February 2017

## Current Debt Structure

**US$350 million Senior Notes**
- Coupon of 7.75% p.a.
- Tenor of 5NC3 – ending 2022
- Settlement at maturity (no amortization)
- Secured by DSRA

**US$150 million BTMU Loan Facility**
- US$50m term loan + US$100m revolver
- Interest of LIBOR+3% p.a.
- Tenor of 4 years
- Straight-line amortization
- Same security package as previous loan

**Various Finance Leases**
- Average cost of LIBOR + 3.5%
- Tenor 4 – 5 years, some extendable to 7 years
- Straight-line installments
- Outstanding at Dec 2017 appx. US$180m

**Cash flow and operational flexibility to support future growth**

**Lower cost of funding to accommodate ongoing growth**

**Currently healthy debt ratio**

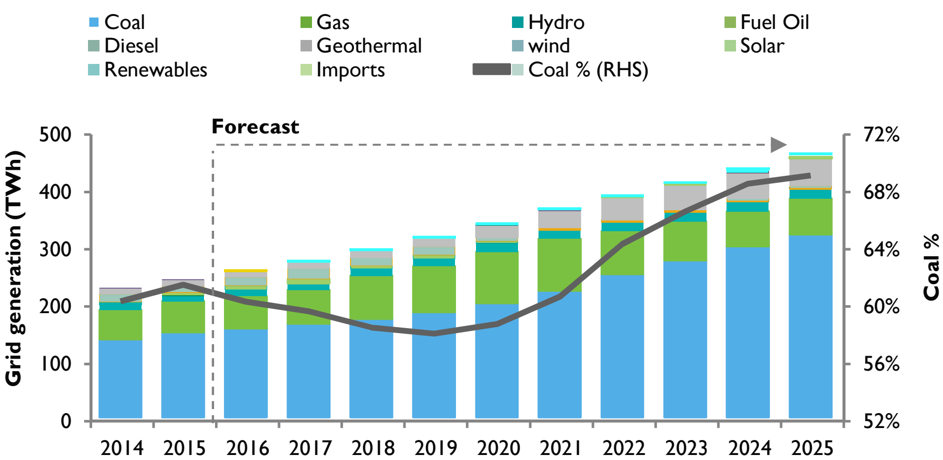
**Ample headroom from debt covenant**

**Wide access to capital funding needed for the growth**

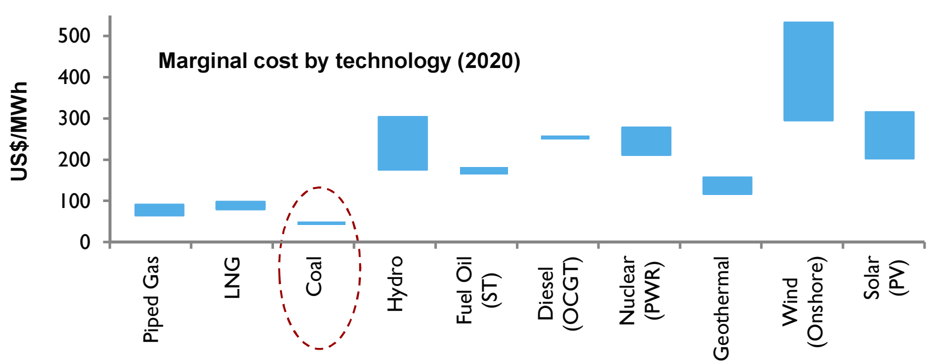
# Indonesian coal market

## Domestic

### Coal will continue to dominate Indonesia's fuel mix demand



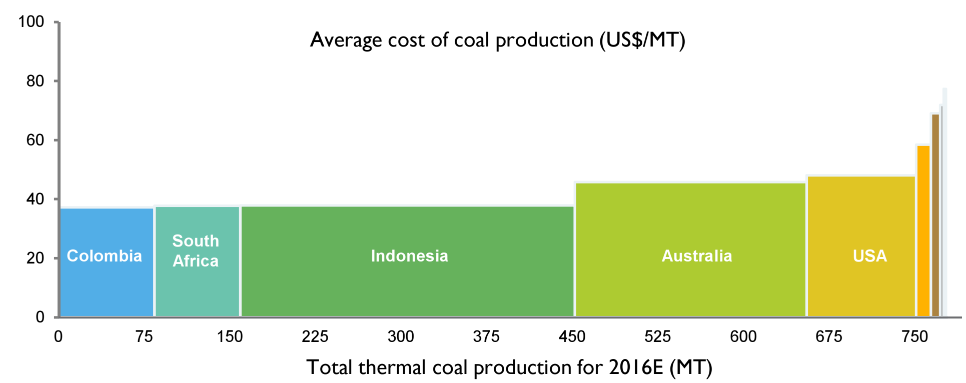

### Coal continues to be the preferred fuel for power generation in Indonesia




## Foreign

### Indonesia has proximity to key export markets


### Indonesia is one of the lowest relative cost producing markets globally (US$/MT)




☑ **Strong foreign market demand due to proximity to key markets and the low cost**

☑ **Strong domestic market demand due to policy initiatives, electrification agenda**

# Strong management team

## Delta Dunia senior management

**Hagianto Kumala, *President Director*** — *30+ years*
- Has served as President Director of Delta Dunia since 2009
- Previously held various senior roles in Astra Group, including UNTR

**Rani Sofjan, *Director*** — *22+ years*
- Has served as Director of Delta Dunia since 2009
- Also serves as an Executive Director of PT Northstar Pacific Capital

**Eddy Porwanto, *Finance Director*** — *23+ years*
- Serves as Delta Dunia as Director and BUMA Commissioner since 2014
- Previously a Director at Archipelago Resources and Garuda Indonesia

## BUMA senior management

**Ronald Sutardja, *President Director*** — *23+ years*
- Appointed VP Director in June 2012, President Director in March 2014
- Previously a Director at PT Trikomsel Oke Tbk.

**Una Lindasari, *Finance Director*** — *30+ years*
- Appointed as Director in August 2014
- Previously CFO of Noble Group from 2008

**Jason Thompson, *Business Development Director*** — *25+ years*
- Appointed as Director in August 2014
- Previously held various positions in surface mining operations

**Indra Kanoena, *Plant Director / HR &GA*** — *18+ years*
- Appointed as Director in January 2013
- Previously held various senior positions in Human Resources areas

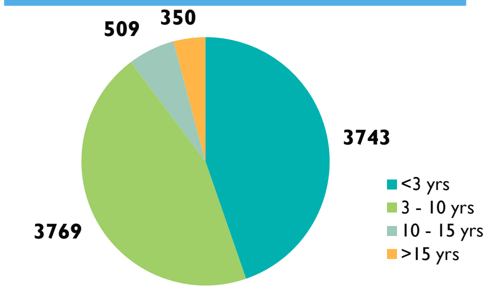
**Sorimuda Pulungan, *Operations Director*** — *17+ years*
- Appointed as Director in January 2012
- Experienced in mining industry (gold/nickel/coal)

## Experienced BUMA operational team [1)]

### General manager overview

- **15 people**
- **18 years average industry experience**
- **6 years average tenure with BUMA**

### Years of service

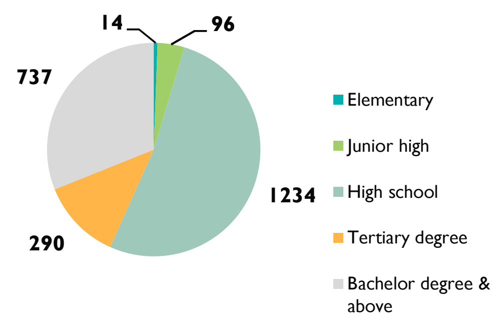



**Skilled workers: 8,371 employees**

### Manager overview

- **51 people**
- **17 years average industry experience**
- **7 years average tenure with BUMA**

### Employees education




**Leadership positions: 2,371 employees**

*1) Data as per December 31, 2016*

**Management's vision and experienced BUMA operational team is key to the resilient performance of the Company**

Thank You