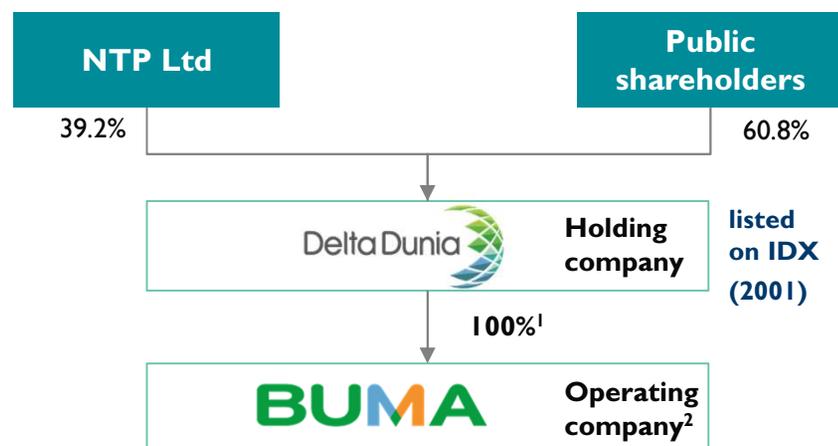




PT Delta Dunia Makmur Tbk.
FY 2016 Results
March 2017

Ownership structure



Financial metrics (US\$mm)

Financial year	2012	2013	2014	2015	2016
Revenue	843	695	607	566	611
Net Revenue ex. fuel	740	635	583	551	584
EBITDA	238	188	186	186	217
% margin ³	32.1%	29.7%	32.0%	33.8%	37.1%
Net debt	885	674	633	568	497

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 39.3% 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 a 17% market share at 2015
- ▶ Customers include largest and lowest cost coal producers in Indonesia with average contract length of 5 years
- ▶ Secured long-term, life of mine contracted volume
- ▶ c.2,000 high quality equipment from Komatsu, Caterpillar, Hitachi, Volvo, Scania and Mercedes
- ▶ c.9,600 employees

FY2016 key consolidated results

HIGHLIGHTS OF CONSOLIDATED RESULTS			
<i>(in US\$ mn unless otherwise stated)</i>			
Volume	FY16	FY15	YoY
OB Removal (mbcm)	299.8	272.5	10%
Coal (mt)	35.1	33.2	6%
Profitability	FY16	FY15	YoY
Revenues	611	566	8%
EBITDA	217	186	16%
EBITDA Margin ⁴⁾	37.1%	33.8%	-
Operating Profit	122	88	40%
Operating Margin ⁴⁾	20.9%	15.9%	-
Net Profit (Loss)	37	(8)	547%
EPS (in Rp)	Rp 59	Rp (13)	541%
Cash Flows	FY16	FY15	YoY
Capital Expenditure ⁵⁾	126	56	127%
Free Cash Flow ³⁾	107	110	-3%
Balance Sheet	Dec-16	Dec-15	Δ
Cash Position ¹⁾	96	99	(3)
Net Debt ²⁾	497	568	(70)

HIGHLIGHTS OF QUARTERLY RESULTS								
<i>(in US\$ mn unless otherwise stated)</i>								
Volume ⁶⁾	1Q15	2Q15	3Q15	4Q15	1Q16	2Q16	3Q16	4Q16
OB Removal (mbcm)	59.0	70.1	72.3	71.1	61.2	71.9	81.8	84.9
Coal (mt)	8.1	7.9	8.9	8.3	7.8	7.7	9.3	10.3
Financials	1Q15	2Q15	3Q15	4Q15	1Q16	2Q16	3Q16	4Q16
Revenues	122	145	152	147	127	132	159	193
EBITDA	33	49	58	46	39	43	58	77
EBITDA Margin ⁴⁾	27.5%	34.4%	38.4%	33.7%	31.6%	33.4%	38.5%	42.1%
Operating Profit	8	24	33	23	15	19	35	53
Operating Margin ⁴⁾	6.4%	16.8%	21.9%	16.5%	11.9%	14.9%	23.3%	29.1%
Net Profit (Loss) ⁷⁾	(10)	0	6	(5)	3	5	17	12

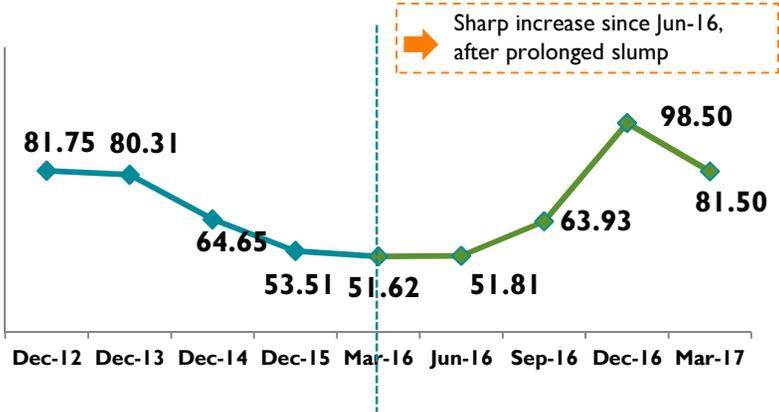
Notes:

- 1) Includes restricted cash in bank.
- 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.
- 6) 2016 volume is restated to include adjustment related to additional work.
- 7) Certain figures were restated due to the implementation of PSAK 24 (Employee Benefits), effective 2015.

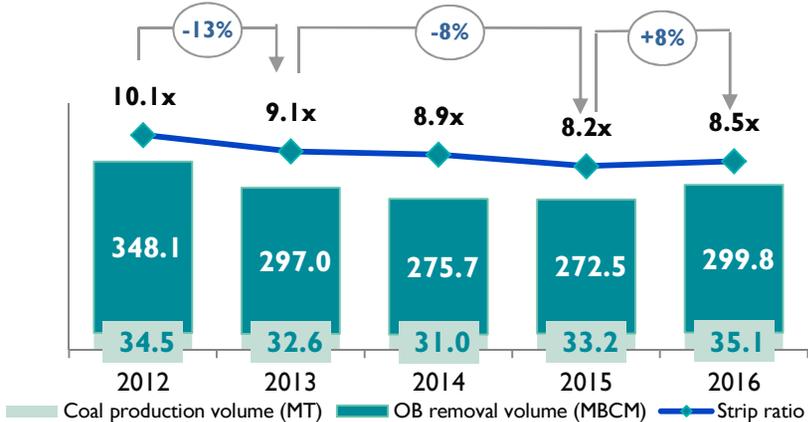
Cost efficiency, FCF generation and deleveraging

Survival and turnaround

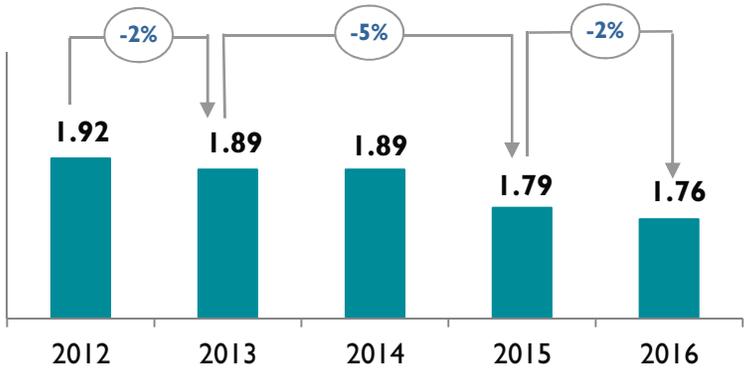
Newcastle coal price (US\$)



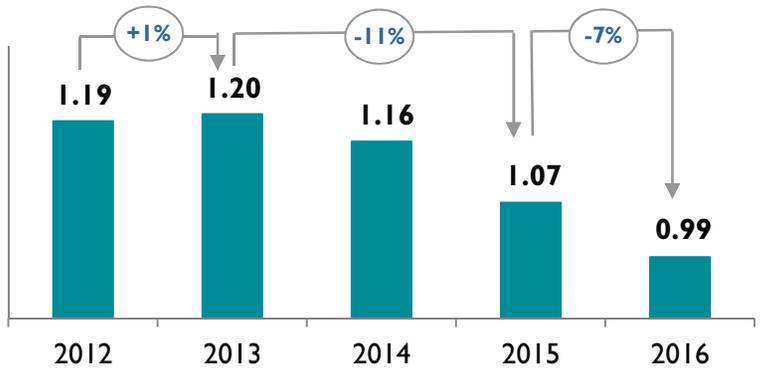
Historical volume



Revenue ex fuel (US\$/unit)



Cash cost ex fuel (US\$/unit)



Stable production volume

Operational excellence

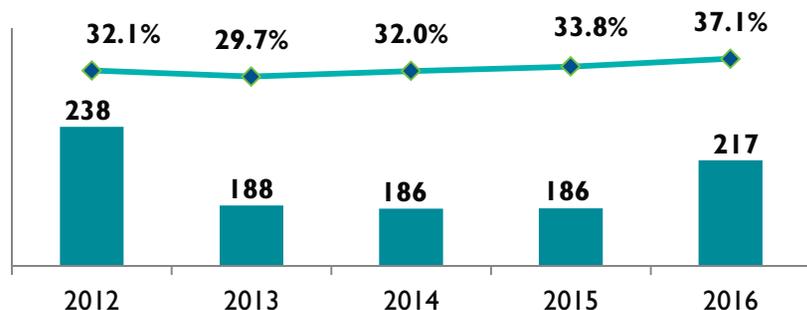
Significant cost reduction

Resilience during coal market downturn

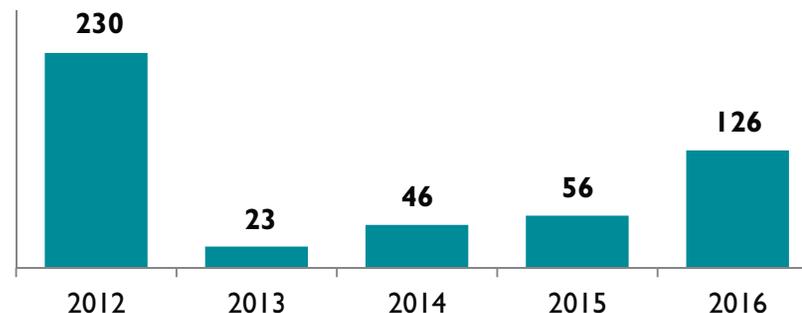
Survival and turnaround

Liquidity management – EBITDA improvement and strict capex monitoring

EBITDA (US\$mm) and EBITDA margin (%)

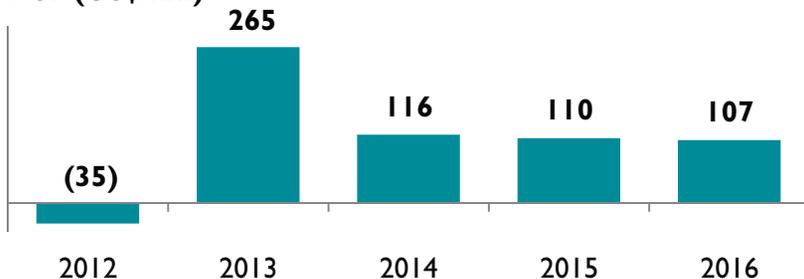


Capex (US\$mm)

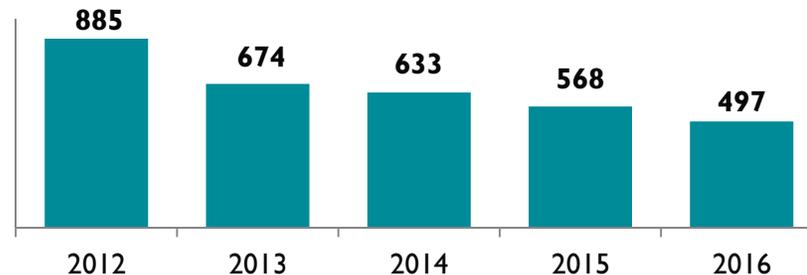


Generating FCF and deleveraging

FCF (US\$mm)



Net debt (US\$mm)



Stable EBITDA margins

Liquidity management

Positive FCF generation

Significant deleveraging during the coal market downturn

BUMA Refinanced of its Syndicated (SMBC) and CIMB bank facility on February 14, 2017

Settlement of US\$454 million

US\$603 million

Syndicated Loan Facility

- Outstanding of USD442m
- Interest at LIBOR 3M + 450/475bps
- Back-end fee to be settled at 3%

US\$15 million

CIMB Loan Facility

- Outstanding of USD12m
- Interest at LIBOR 3M + 450/475bps
- Back-end fee to be settled at 3%



US\$350 million

Senior Notes

- Coupon of 7.75% p.a.
- Tenor of 5NC3
- Settlement at maturity (no amortization)
- Secured by DSRA

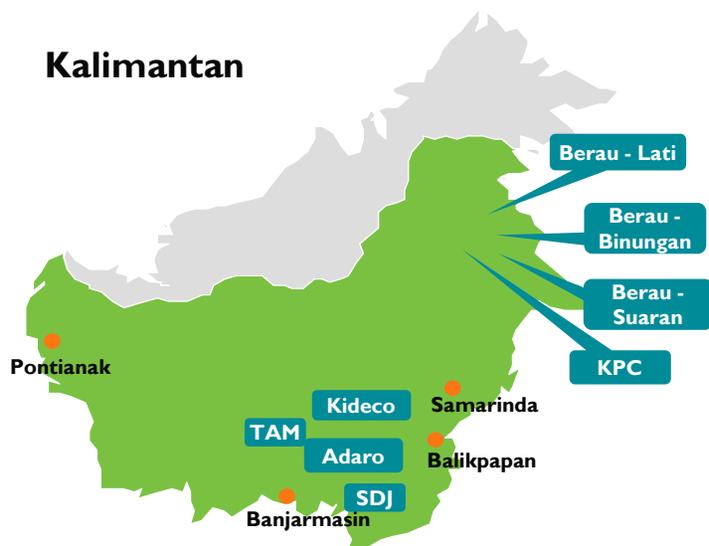
US\$100 million

BTMU Loan Facility

- US\$50m term loan + US\$50m revolver
- Interest of LIBOR+3% p.a.
- Tenor of 4 years
- Straight-line amortization
- Same security package as previous loan

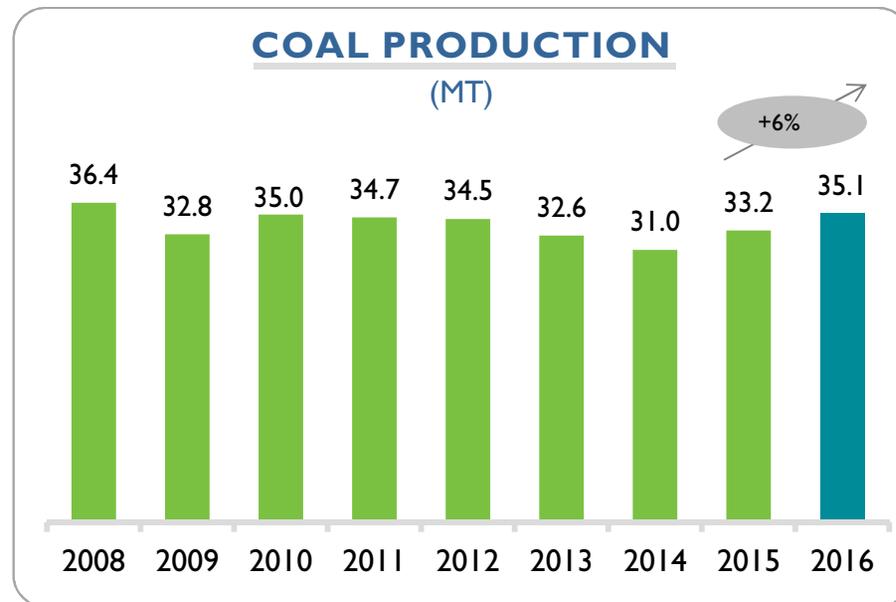
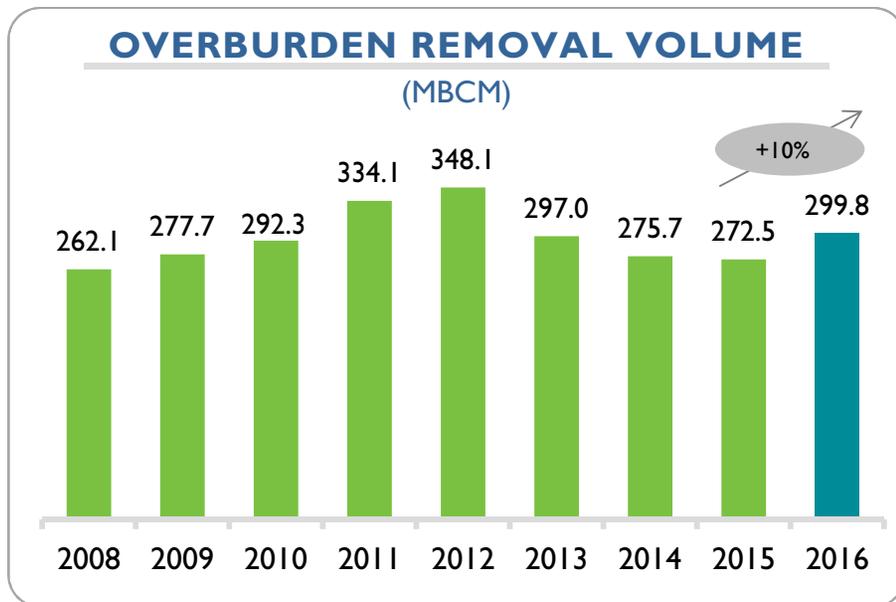
- ▶ Extended debt maturity
- ▶ Reduced amortization will improve cash flow flexibility
- ▶ Improved operational flexibility will support BUMA's future growth

Existing contracts

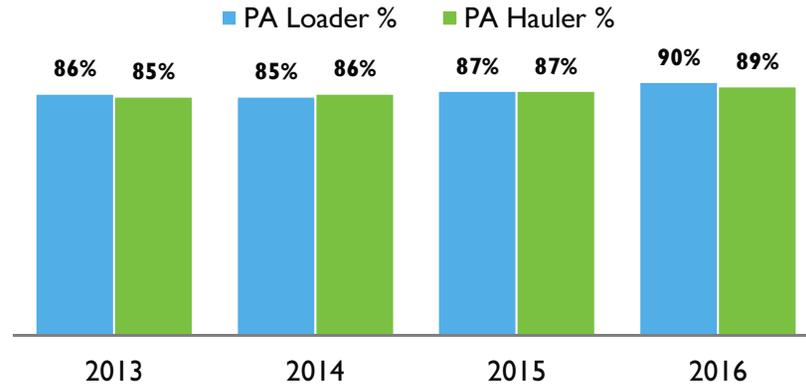


No	Customers	Period
1	Adaro (Paringin)	2009-2022 ¹⁾
2	Kideco	2004-2019
3	Berau Coal (Lati)	2012-2025 ¹⁾
4	Berau Coal – Hauling (Suaran)	2003-2018
5	Berau Coal (Binungan)	2003-2020
6	Sungai Danau Jaya (SDJ)	2015-2023 ¹⁾
7	Tadjahan Antang Mineral (TAM)	2015-2024 ¹⁾
8	Angsana Jaya Energi (AJE)	2016-2018

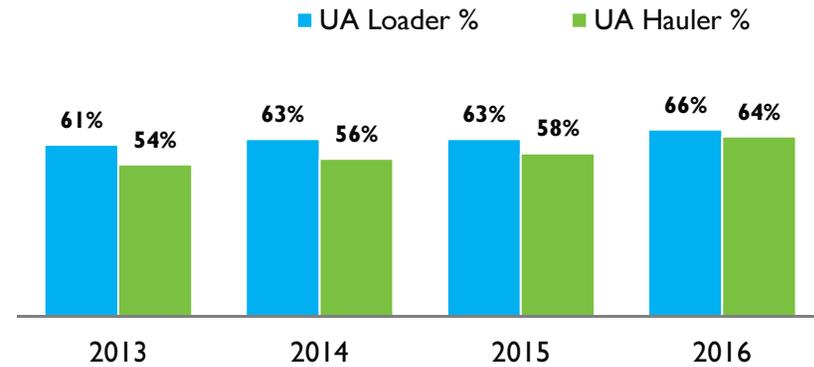
1) Life of mine contract



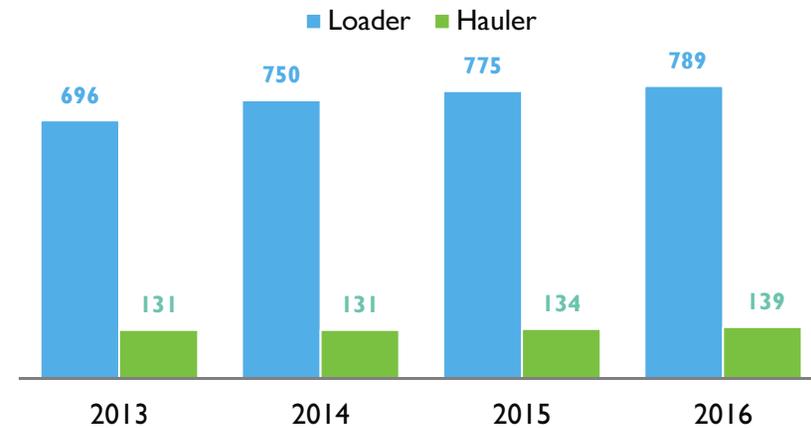
Availability¹ (%)



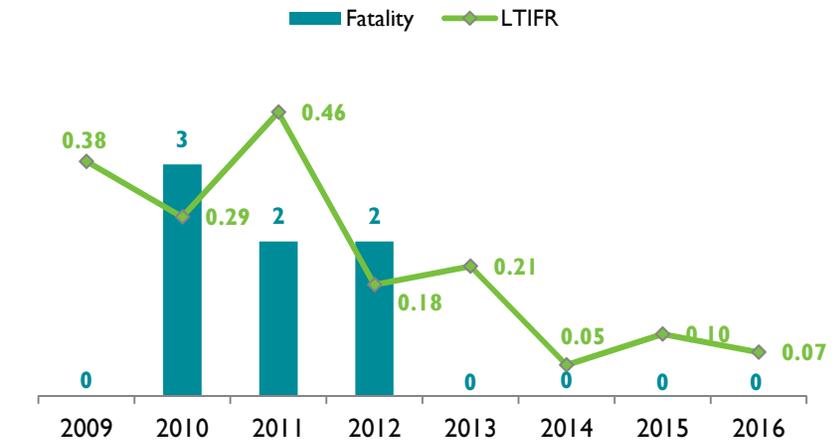
Utilization^{2,3} (%)



Productivity (BCM/Hour)



LTIFR (Lost Time Injury Frequency Rate) & Fatality Rate



Improvement in productivity coupled with focus on safety has resulted in solid operational excellence

Notes:

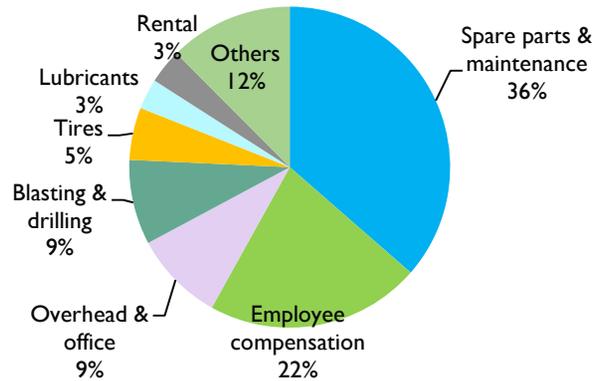
¹ Availability refers to % of available time equipment was operating based on production schedule

² Utilization refers to % of physical available time equipment was operating

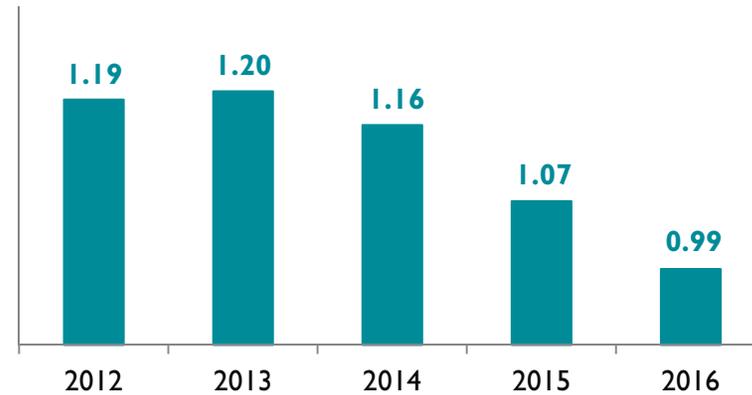
³ Total utilization includes rain, halts due to slippery ground, prayer and meals

Sustainable low cost

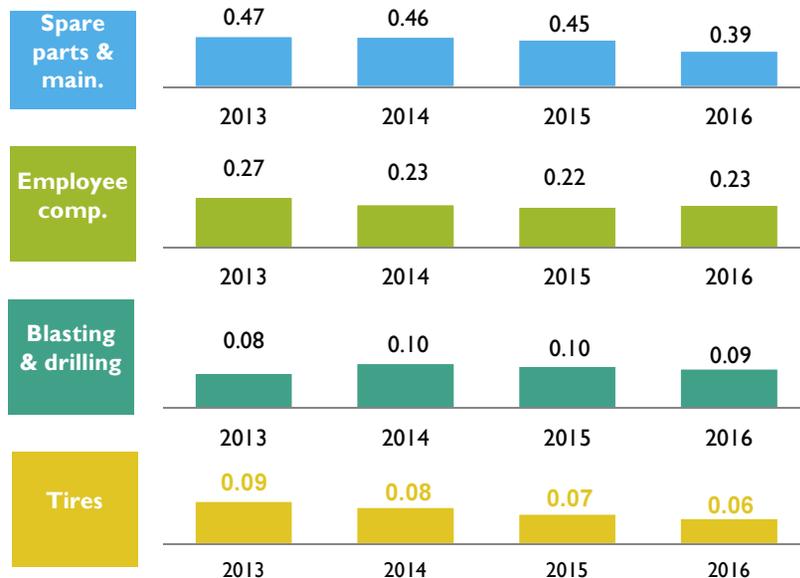
Breakdown of BUMA's cash cost (FY2016)



Cash cost ex fuel (US\$/unit)



Per unit trend of major cost items (US\$/unit)



Key cost reduction initiatives

- ▶ In-house equipment maintenance instead of third party contracts
- ▶ Extend component life

- ▶ Right size employee headcounts
- ▶ Equipment optimization that leads to reduced employee costs

- ▶ Optimize drilling & blasting process to reduce explosives usage and deliver quality blasting

- ▶ Deliver efficient and consistent tire monitoring process

BUMA's initiatives has led to improved efficiency and lower costs

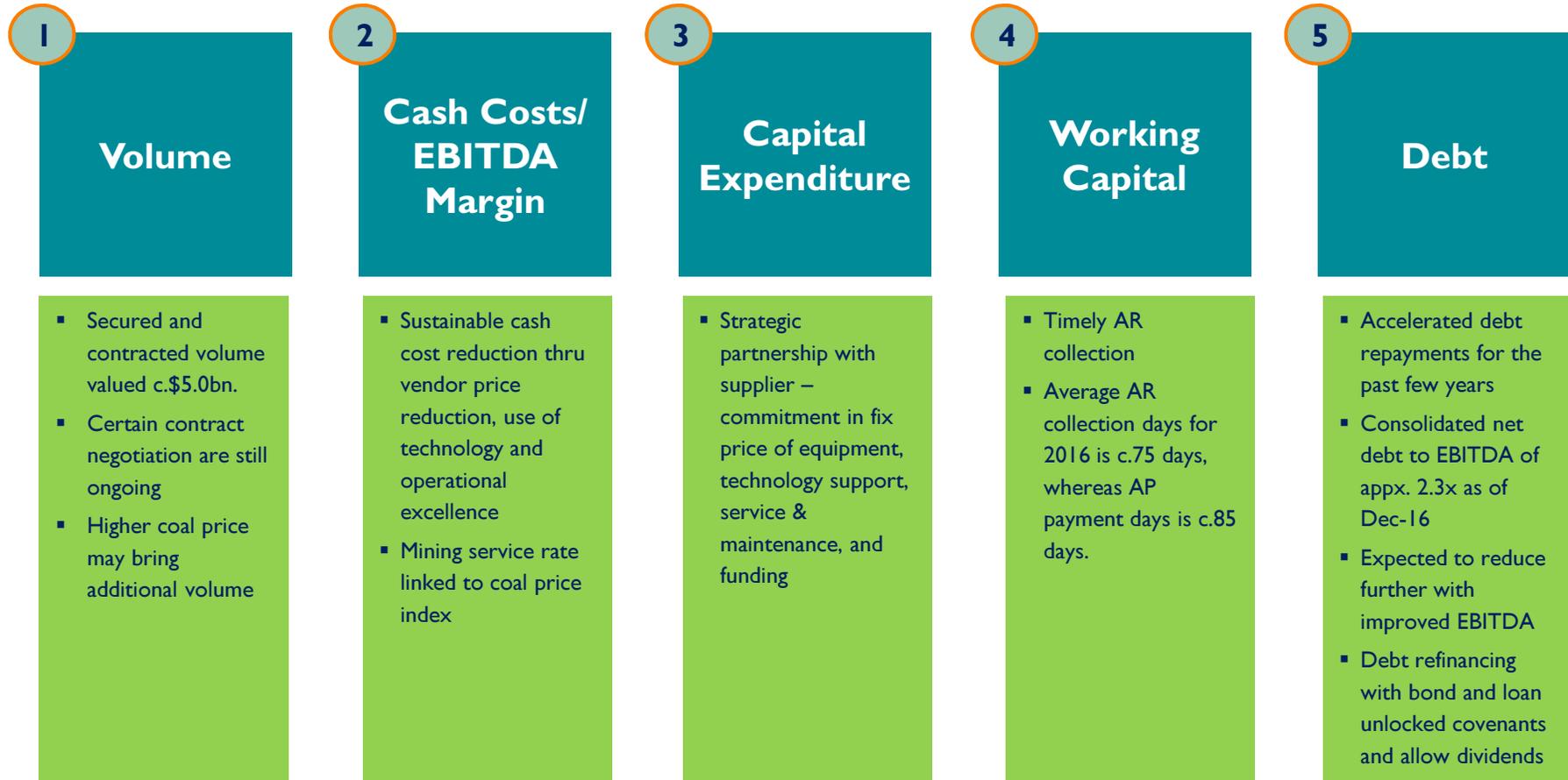
Fleet type	Strategic partner	Strategy	Investment strategy with supply partners
Large fleet ¹	N/A	<ul style="list-style-type: none"> Fully deploy existing fleet to match LATI Life of Mine Full utilization without incremental capex 	<ul style="list-style-type: none"> Lock in partnership in down cycle to gain maximum benefits Ensure back-to-back investment and customer contracts esp. volume No annual “must” spend and flexibility to delay spending, if necessary
Medium fleet ²		<ul style="list-style-type: none"> Continue to invest to service contracts on hand Most flexible fleet easily redeployed if required Sign strategic partners to lock in long term benefits 	Partnership benefits with supply partners
Support equipment ³			Guaranteed or cost cap for equipment lifecycle cost
Coal hauler			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



Value Creation



End of Presentation - Thank You

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



Errinto Pardede, Director 22+ years
 ■ Joined Delta Dunia as a Director in June 2013
 ■ Previously was Corporate Investor Relations of PT ABM Investama Tbk.

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 Trikonsel Oke Tbk.



Una Lindsari, 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)

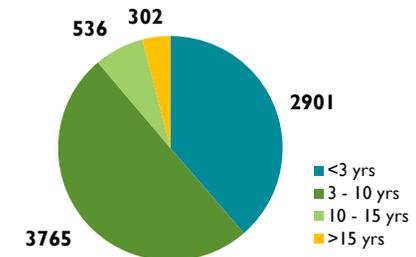
Experienced BUMA operational team



General manager overview

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

Years of service

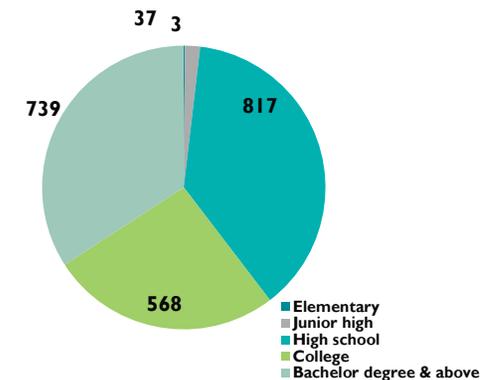


Skilled workers: 7,504 employees

Manager overview

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

Employees education

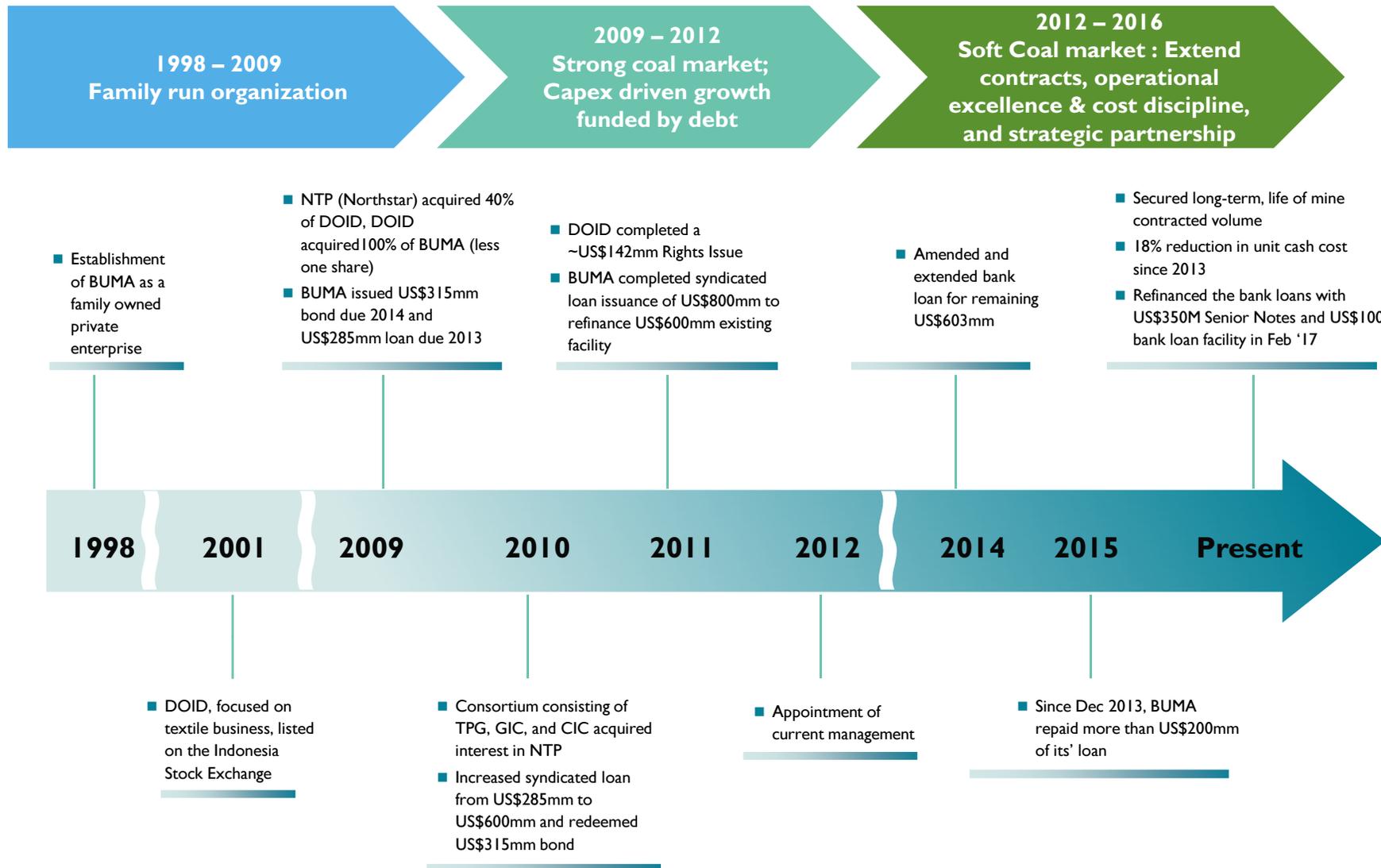


Leadership positions: 2,164 employees

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

Historical overview

► **Company has taken a series of steps to transform into a professionally managed organization**



Latest development

New Contracts

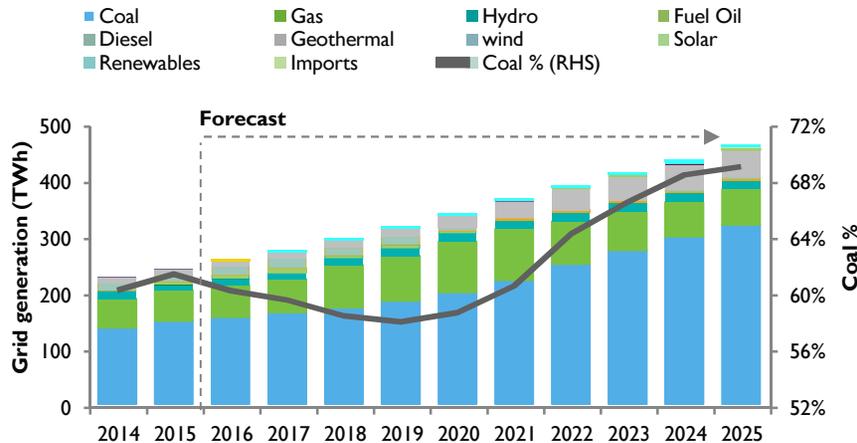
- ▶ Several new contracts were signed in November and December 2016:
 - **PT Tadjahan Antang Mineral (“TAM”)**
 - Life of mine contract (to August 2025), an extension of existing contract, previously signed in August 2015.
 - Valued at approximately IDR 3.8 trillion (~US\$288 million) with total production target of approximately 147 million bcm of overburden removal and 28 million tonnes of coal.
 - **PT Berau Coal (“Berau”)**
 - Two contract amendments for Lati and Binungan projects, which were initially signed in 2014.
 - Valued at approximately Rp39 trillion (~US\$3 billion) for a total production target of approximately 1,660 million bcm of overburden removal and 145 million tonnes of coal . These contracts were initially signed in 2014.
 - **PT UPC Sidrap Bayu Energy**
 - An Infrastructure Contract with **PT UPC Sidrap Bayu Energy**, which is the first power plant infrastructure project for BUMA, revolving around earthmoving operations.
 - Valued at approximately Rp57 billion (~US\$4 million)
 - **PT Adaro Indonesia**
 - An amendment to extend the existing contract to life-of-mine (2022) for the Paringin Pit
 - Valued at approximately Rp5.7 trillion (~US\$428 million)
 - **PT Angsana Jaya Energy**
 - A contract with new customer, who is a subsidiary of Geo Energy (SGX-listed)
 - Value at approximately Rp862 billion (~US\$66 million)

Debt repayments

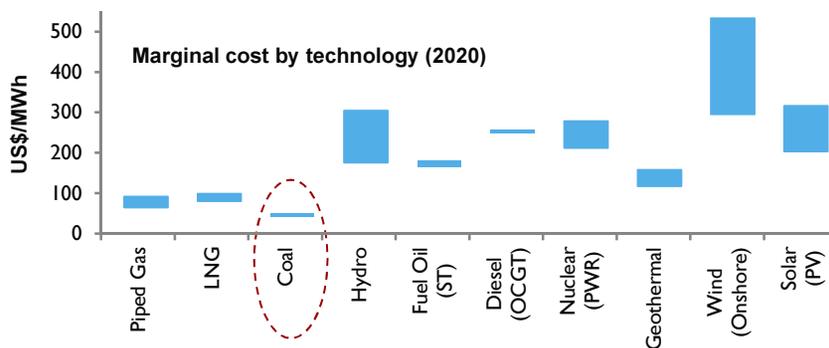
- ▶ BUMA was further deleveraged after US\$159 million debt repayment throughout 2016, with US\$103 million being voluntary prepayments toward its bank loan facilities. Despite incurring new finance leases of US\$86 million to support capital expenditure needs, outstanding debt was reduced by a net of US\$73 million, resulting in net debt position of US\$497 million and net debt to EBITDA ratio of 2.3x.
- ▶ In February 2017, the two bank facilities were refinanced (see next slide).

Domestic

Coal will continue to dominate Indonesia's fuel mix demand



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

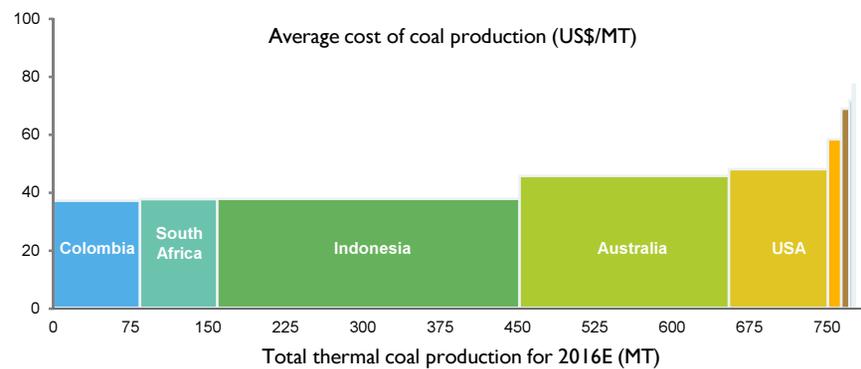


Foreign

Indonesia has proximity to key export markets



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

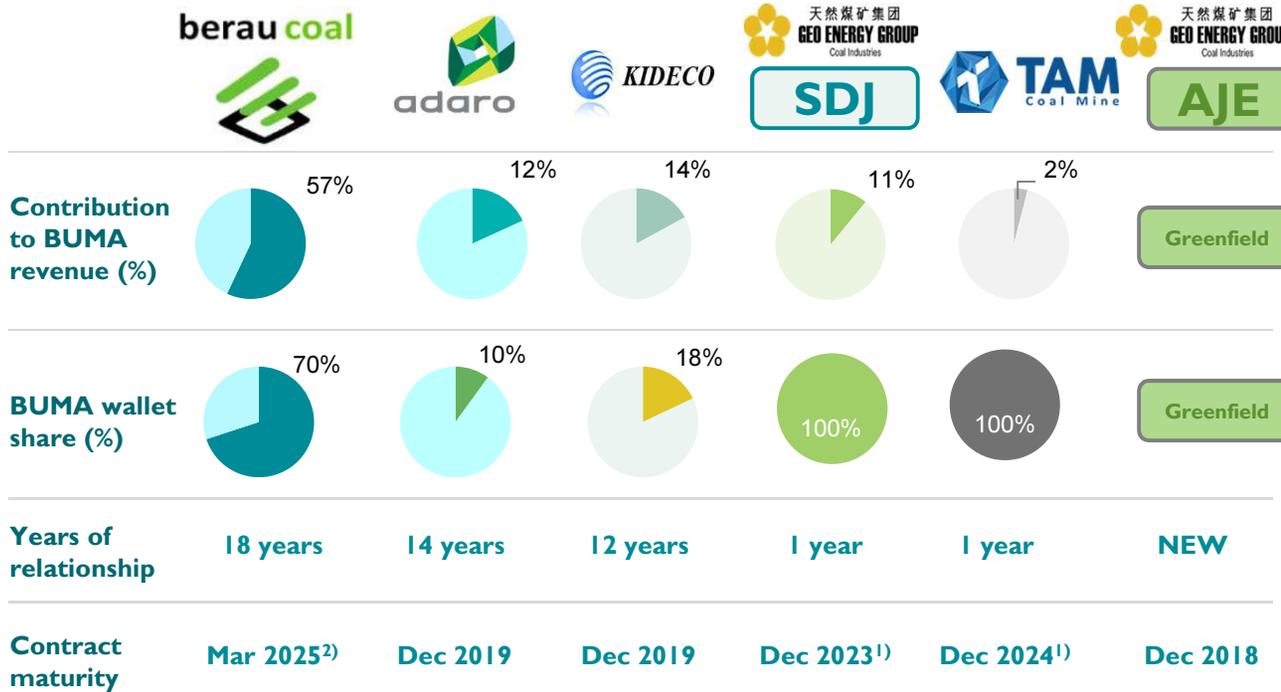


- ✓ Strong foreign market demand due to proximity to key markets and the low cost
- ✓ Strong domestic market demand due to policy initiatives, electrification agenda

Strong, interdependent customer base

BUMA is deeply entrenched with its customers

Sound and transparent contractual terms



Price

Volume

- Coal-index linked price grid in key contracts
 - Floor price with ability to share upside with customers
- Contracted volume under long term or Life of Mine ("LOM") contracts
 - BUMA agrees annual volume with customers based on various factors such as mine plan etc.
 - Key contracts have minimum volume guarantee with penalty if not met

1) Life of mine contracts
2) Life of mine contract on certain pit



Significant achievements

- ✓ Long-term, life of mine, contracted volume
- ✓ Achieved solid operational and cost metrics and stable EBITDA
- ✓ Consistently delivered FCF generation through the down cycle
- ✓ Demonstrated strong capex and working capital management
- ✓ Reduced net debt by close to US\$500mm since 2012

Future strategy

- ✓ Continue delivering operational excellence in execution of existing secured contracts
- ✓ Continue delivering stable profitability and free cash flow generation
- ✓ Continue to maintain stable capital structure and strong liquidity
- ✓ Further improve cost competitiveness with technology and strategic partnership
- ✓ Capture new contracts only when internal rigorous thresholds are met