

# PT SARATOGA INVESTAMA SEDAYA TBK

November 2014

# Disclaimer

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# Corporate Information

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# Saratoga, Indonesia's Active Investment Company



Edwin Soeryadjaya	PT Unitas Pertama	Sandiaga S. Uno	Public
29.2%	31.5%	29.2%	10.2%



- Leading active investment company in Indonesia with estimated NAV of IDR 21.8tn (USD 1.8bio)
- Listed on the IDX in 2013 with current market cap of IDR 14.5tn (USD 1.2bio)
- Edwin Soeryadjaya and Sandiaga Uno founded and invested through the Company since 1998
- Focus on early-stage, growth-stage, and special situation opportunities
- Actively engage and work closely with investee companies' management teams in unlocking value of investments
- Invested across key sectors of the Indonesian economy: Consumer, Infrastructure and Natural Resources



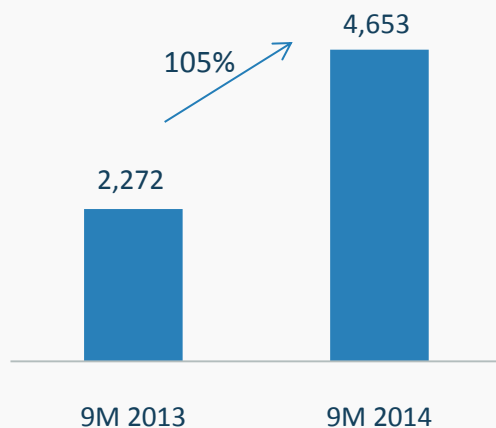
## Highlights in Q3 2014:

# Strong Financials driven by Investee Companies Performance



## Financial Highlights

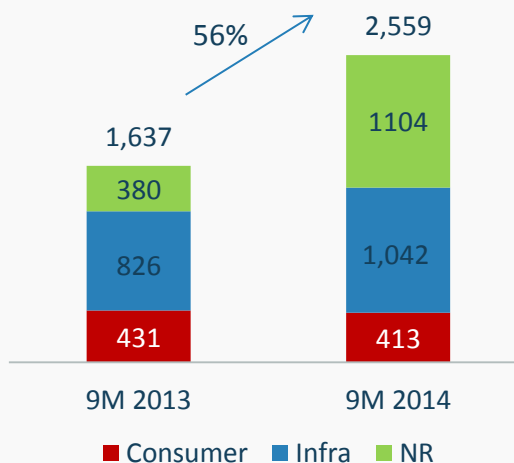
**Net Revenues**  
(in IDR billion)



### **Net Revenues +IDR2,381B:**

Contributed from the oil refinery business due to its increasing production from 6,000 bopd to 16,000 bopd

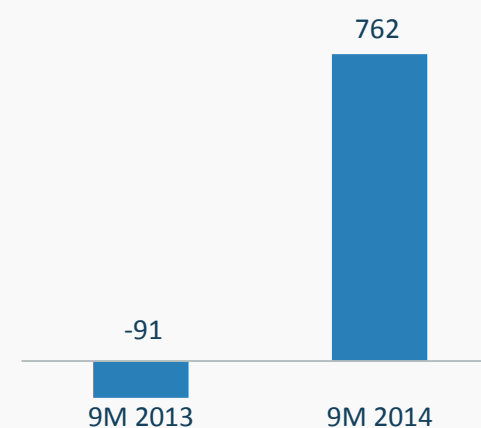
**Net Share Profit from Associates**  
(in IDR billion)



### **Net Share Profit +IDR 922B:**

- *Natural Resources:*  
Adaro (+IDR 219B)  
PALM (+IDR 476B)
- *Infrastructure*  
TBIG (+IDR 199B)

**Profit Attributable to Shareholders**  
(in IDR billion)



### **Profit attributable to Shareholders +IDR 853B:**

Mainly driven by net share profit from associates and production increase in the consolidated oil refinery business

## Highlights in Q3 2014:

# Discipline Execution to Drive Future Growth



## Investment Highlights

### New Investments

PT Gilang Agung Persada (4.17% interest)– lifestyle, Consumer Sector

- Added a new investment in the consumer sector through strategic acquisition of 4.17% stake in PT GAP, a company that manages well-known lifestyle and luxury brands, for a total of US\$5 million (IDR 63 B).
- The acquisition also paves the way for Saratoga to place US\$ 167,000 in *exchangable bonds*, which if executed, will raise Saratoga's effective share ownership in PT GAP up to 5.83%.

PT Trimitra Karya Jaya (80% interest) – Natural Resources Sector

- Acquired 80% shares of PT Trimitra Karya Jaya through exercising of Call Option agreement dated 1 April 2014 with PT Mitra Daya Mustika in the amount of IDR 275 B.

### Divestments

Sold Seroja Investment Limited (23.3%) & Pulau Seroja Jaya (9.77%) to PT Prime Asia Capital

- CSPA signed on 7 July 2014
- USD 5.6 M for 19.7% interest in KMK and 0.32% shares in LKM, both are shareholders of PSJ
- USD 8.6 M for 23.3% interest in SIL
- Bulk of settlement will be completed in 31 Dec 2014, part of settlement to be completed on 15 Mar 2014



## Highlights in Q3 2014:

# Consistent Growth in Net Asset Value Q-o-Q



CAP ATOGA

### Valuation as per 30 Sep 2014

Investments	Effective Ownership	Valuation Method	Ticker	CCY	This Quarter 30-Sep-14		Previous Year End 31-Dec-13			
					2wks VWAP Market Price (ccy)	Valuation (IDR bio)	2wks VWAP Market Price (ccy)	Valuation (IDR bio)	Change (Amount)	% Change (IDR)
1 PT Adaro Energy Tbk	16.38%	Market Value	ADRO	IDR	1248	6,540	1,128	5,913	628	11%
2 Provident Agro	44.16%	Market Value	PALM	IDR	503	1,581	371	1,165	416	36%
3 Mitra Pinasthika Mustika	47.62%	Market Value	MPMX	IDR	1035	2,199	1,221	2,458	(259)	-11%
4 Tower Bersama Infrastructure	30.08%	Market Value	TBIG	IDR	8101	11,689	5,745	8,337	3,353	40%
5 Seroja Investment Limited	23.26%	Market Value	SER:SP	SGD	0.079	68	0.111	97	(28)	-29%
6 Nusa Raya Cipta	7.01%	Market Value	NRCA	IDR	1016	177	706	123	54	44%
7 Sumatra Copper and Gold plc	18.78%	Market Value	SUM:AU	AUD	0.05	43	0.08	65	(22)	-34%
8 Sihayo Gold Limited	14.87%	Market Value	SIH:AU	AUD	0.01	23	0.03	40	(17)	-42%
9 Finders Resources	6.85%	Market Value	FND:AU	AUD	0.16	82	0.17	62	20	32%
10 Interra Resources Limited	17.79%	Market Value	ITRR: SP	SGD	0.29	217	0.41	319	(101)	-32%
11 Etika Karya Usaha	29.40%	Book Value				89		79	10	13%
12 Tenaga Listrik Gorontalo	46.25%	Book Value				59		101	(43)	-42%
13 Medco Power Indonesia	12.30%	Book Value				255		267	(12)	-4%
14 Agro Maju Raya	25.00%	Book Value				217		210	8	4%
15 Lintas Marga Sedaya	18.00%	Book Value				289		222	67	30%
16 Sinar Mentari Prima	50.00%	Book Value				91		88	3	3%
17 Tri Wahana Universal	35.00%	Book Value				285		188	97	51%
18 PT Pulau Seroja Jaya	9.61%	Book Value				27		27	-	0%
19 Gilang Agung Persada	4.17%	Book Value				59		-	59	#DIV/0!
20 Others**						600		373	227	61%
<b>Sum of investee companies</b>						<b>24,594</b>		<b>20,134</b>	<b>4,459</b>	<b>22%</b>
- Debt per 30 Sep 2014						3,005		2,715	290	
+ Cash Balance as per 30 Sep 2014						235		369	(134)	
<b>Net Asset Value for SIS</b>						<b>21,824</b>		<b>17,789</b>	<b>4,035</b>	<b>23%</b>
<b>Current Market Cap*</b>					<b>SRTG</b>	<b>IDR</b>	<b>5350</b>	<b>14,514</b>	<b>13,022</b>	

Notes:

\* Based on last price

\*\*Mainly consist of investment in MDM (non-trade receivables)

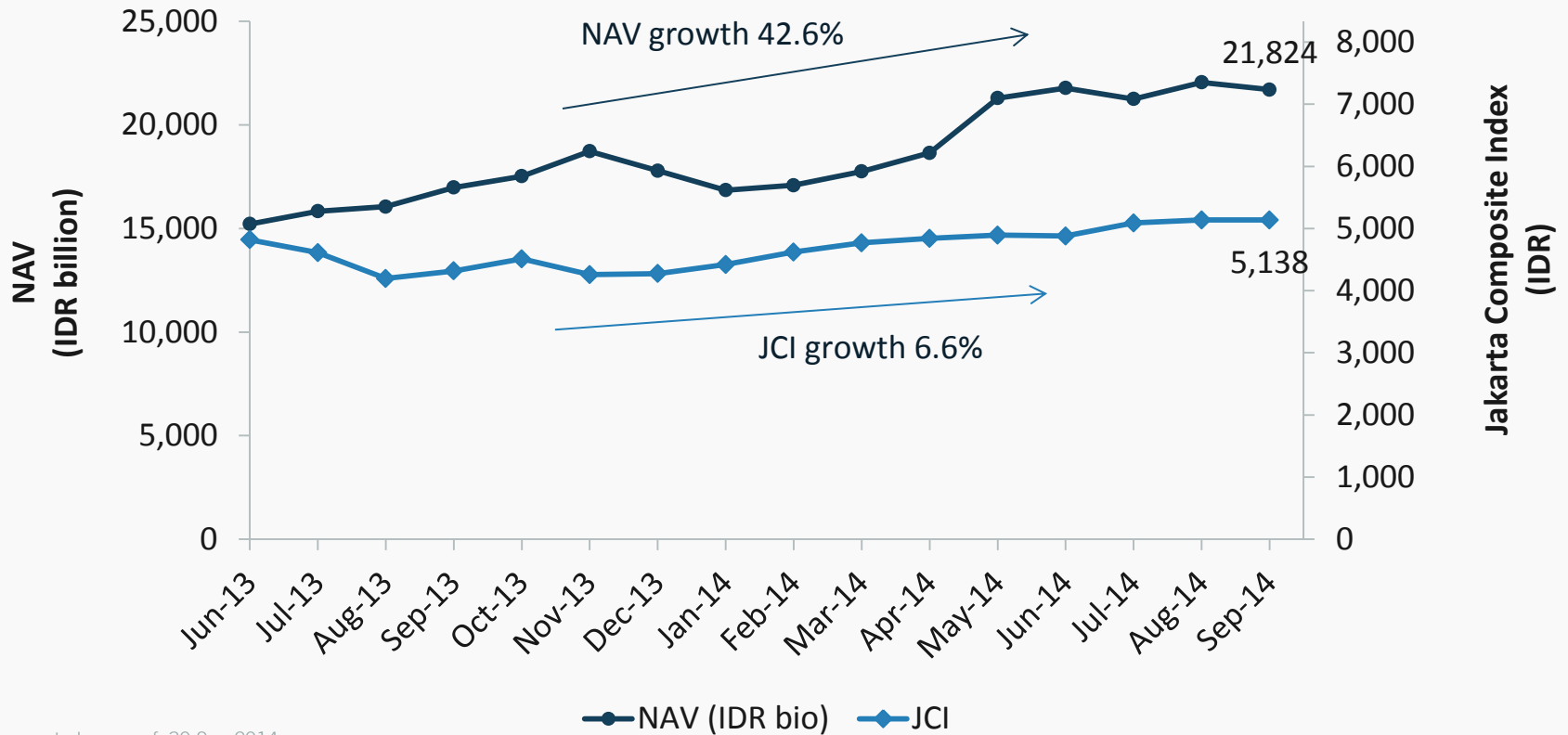
#### Disclaimer:

The information contained in this document is intended solely for the use of our internal reference. We used conservative method to do the above calculation. There might be some difference of calculation against the market value. We make no representations or warranties, express or implied, with respect to the information herein."

# Creating Values for Shareholders



## Saratoga's Net Asset Value Growth Jun 2013 (Listing) - Sep 2014





# Investment Highlights

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# Strong Sourcing Capability



- Our founders and management team's long-standing experience and network of contacts in the Indonesian investment landscape and multiple sourcing channels provide us with business opportunities that are not available to others
- Proven track record in adding value to and growing our investee companies through stronger access to potential business partners, financing channels and improved corporate governance

## Our Founders



**EDWIN SOERYADJAYA**  
President Commissioner

- Joined PT Astra International in 1978 and worked within the family business for over 15 years, serving as Vice President and Director
- Ernst & Young Indonesia Entrepreneur Of the Year in 2010



**SANDIAGA S. UNO**  
President Director

- An elected member of the Indonesian Economic Committee and vice president of Micro, Small and Medium Enterprises and Cooperatives of the Indonesian Chamber of Commerce and Industry and Chairman of the Indonesian Young Entrepreneurs Association

## Our Management Team

**MICHAEL SOERYADJAYA**  
Business Development Director

- Appointed Director in 2013
- Commissioner of PT Multi Pinasthika Mustika Rent since 2012 and Director of PT Bareika Capital since 2010

**JERRY NGO**  
Finance Director

- Appointed Independent Director in 2013, CFO since 2012
- Previously Executive Director of Institutional Banking at PT ANZ Bank Indonesia and held a number of senior positions at Standard Chartered Bank in Singapore, London and Vietnam

## Portfolio Executives

- |                           |                  |                       |
|---------------------------|------------------|-----------------------|
| ▪ Budianto Purwahjo       | ▪ Kumari         | ▪ Herman Setya Budi   |
| ▪ Yuliantina Wangsawiguna | ▪ Ellie Turjandi | ▪ Arif Qasimi Al Bone |

Supported by 52 full-time employees at the parent-level company

## Our Multiple Sourcing Channels

### Investee Companies

Investee Companies offer us opportunities to partner with them for larger transactions and often refer other opportunities to us

### Fund

The Fund's global network of limited partners provides an extensive base of referrals

### Financial advisors

We frequently meet with investment banks and other parties that are representing entities seeking a purchaser or strategic investment partner

# Capturing High Upside Potentials with Minimum Downside Risks



Early Stage Companies	Growth Companies	Listed Blue Chip Companies
<ul style="list-style-type: none"> <li>✓ Early-stage companies provide large upside potential</li> <li>✓ Ability to acquire larger stakes allows SIS to exert significant influence, develop company strategy and products and generate strong return</li> </ul>	<ul style="list-style-type: none"> <li>✓ Growth companies generate sustainable and healthy cash flows for SIS' portfolio</li> <li>✓ Provides great upside potential when growth companies enter into mature phases</li> </ul>	<ul style="list-style-type: none"> <li>✓ Blue-chip Investee Companies are established industry leaders with growth and capital appreciation opportunities</li> <li>✓ SIS to remain a long-term shareholder in these businesses</li> </ul>

SOTP

  	Natural Resources	 	 		36%
	Infrastructure		 		54%
	Consumer		 		10%

Portfolio Valuation  
% Sum of the Parts

IDR 718 B  
3.00%

IDR 5,003 B  
20.89%

IDR 18,230 B  
76.11%

# Growing through Partnership



Together with our partners, we grow our businesses to lead in their respective industries



Dato' Izzadin Idris  
Group Managing Director  
CEO, UEM Group Berhad

"We sought for a partner whose business focus and principles are aligned with ours and one that we can trust.

PT Saratoga Investama Sedaya fits the criteria perfectly and seven years later, our partnership is stronger than ever. In many ways, a business partnership is similar to a marriage, and we have found our partner in Saratoga."



# Creating Values in Our Investments



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Ability to manage and develop investee companies through team of experienced executives

## Expertise at SIS...

- Appointed operating executives with sector-based oversight and day-to-day management responsibilities at selected Investee Companies
- Assist Investee Companies on an ongoing basis on financial and strategic matters

### Company

### Position



Edwin Soeryadjaya (president commissioner), Herman Setya Budi (president director), Budianto Purwahjo (director)



Edwin Soeryadjaya (president commissioner), Sandiaga Uno (director)



Edwin Soeryadjaya (president commissioner), Michael Soeryadjaya (commissioner at MPMRent), Sandiaga Uno (member of nomination & remuneration committee)



Edwin Soeryadjaya (president commissioner), Sandiaga Uno (commissioner)



Yuliantina Wangsawiguna (CFO), Michael Soeryadjaya (commissioner)



Kumari (commissioner), Michael Soeryadjaya (commissioner)



Edwin Soeryadjaya (president commissioner), Sandiaga Uno (vice president director), Yuliantina Wangsawiguna (CFO)



Edwin Soeryadjaya (commissioner), Kumari (director), Budianto Purwahjo (director)



Edwin Soeryadjaya (chairman)



Edwin Soeryadjaya (president commissioner), Sandiaga Uno (commissioner), Arif Qasimi Al Bone (GM Finance)



Edwin Soeryadjaya (chairman), Sandiaga Uno (deputy chairman)

## ... To unlock value of Investee Companies...

Obtain board positions and/or to appoint key members of management

Facilitating improved assistance to Investee Company in identifying ways through which it can improve or expand the business

Provide access to our broad business network and to support opportunities for synergistic relationships, potential acquisitions or divestments as well as third-party financing

## Recent Actions...

Obtained Nissan distributorship together with MPM's management

Assisted in merging MPM's two finance companies & partnering with JACCS

Provided Amara & Provident Agro a round of financing

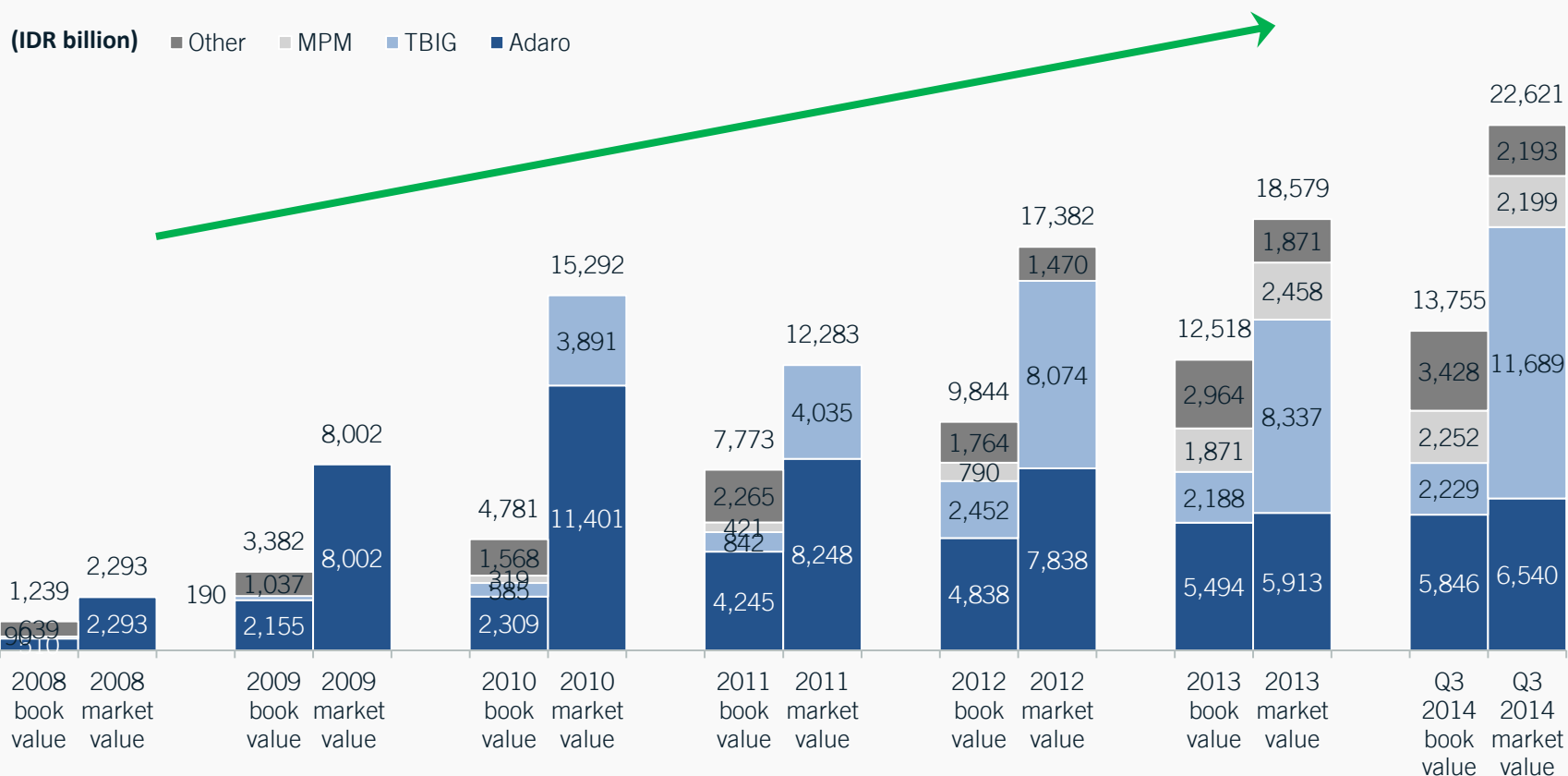
Assisted Interra in ongoing Benakat acquisition

Supported Finders on round of equity financing which brought it to production stage

# Strong Track Record



Investment portfolio has grown significantly and steadily since 2008 in terms of book value as well as market value, with growth coming from an increasing number of investee companies



Notes:

All financial numbers are based on their nominal values as of 31 December 2008, 2009, 2010, 2011, 2012 and 2013 and 30 September 2014.

No adjustments have been made for time value or inflation. The book value of our investments includes the carrying value of our investments and advances for investments.

The book value of our investment in Adaro Energy includes the book value of our investment in PT Adaro Strategic Capital and PT Adaro Strategic Lestari.

The book value of our investment in Tower Bersama includes the book value of our investment in PT Saratoga Infrastruktur

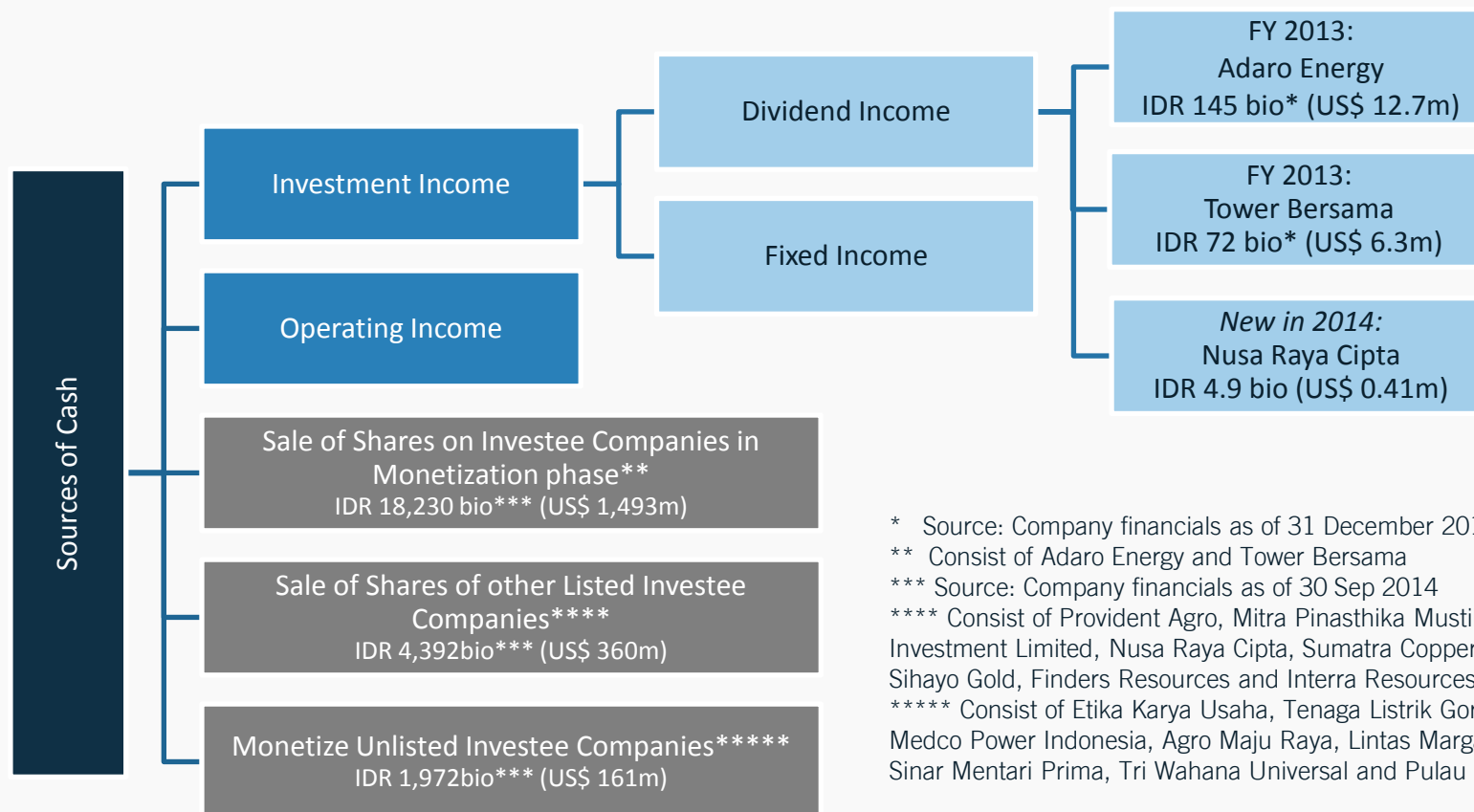
The market value of our effective shareholding calculated using two week volume weighted average price as of 31 December 2008, 2009, 2010, 2011, 2012 and 2013 and 30 September 2014.

Source: Company financials, Bloomberg

# Diversified Sources of Cash



Saratoga has multiple internal sources of cash and liquidity



\* Source: Company financials as of 31 December 2013

\*\* Consist of Adaro Energy and Tower Bersama

\*\*\* Source: Company financials as of 30 Sep 2014

\*\*\*\* Consist of Provident Agro, Mitra Pinasthika Mustika, Seroja Investment Limited, Nusa Raya Cipta, Sumatra Copper and Gold, Sihayo Gold, Finders Resources and Interra Resources

\*\*\*\*\* Consist of Etika Karya Usaha, Tenaga Listrik Gorontalo, Medco Power Indonesia, Agro Maju Raya, Lintas Marga Sedaya, Sinar Mentari Prima, Tri Wahana Universal and Pulau Seroja Jaya



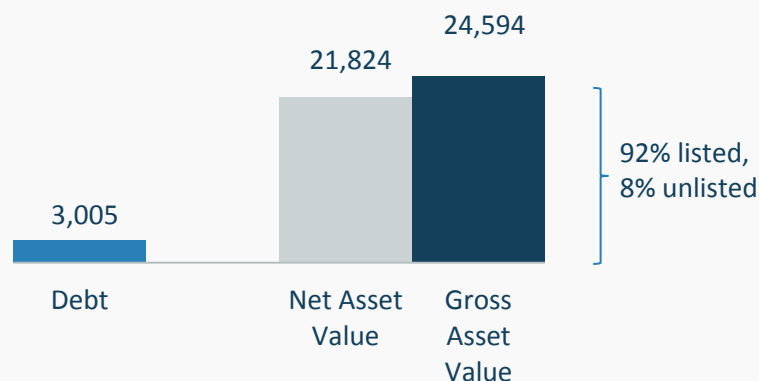


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# Conservative Leverage

Strong Debt to Net Asset Value and Total Asset of 0.14x and 0.12x show substantial equity coverage

Debt & Gross/Net Asset Values  
30 September 2014 (in IDRbn)



Note: Gross asset value = NAV + cash

The Company calculates the net asset valuation of its investments on the basis of:

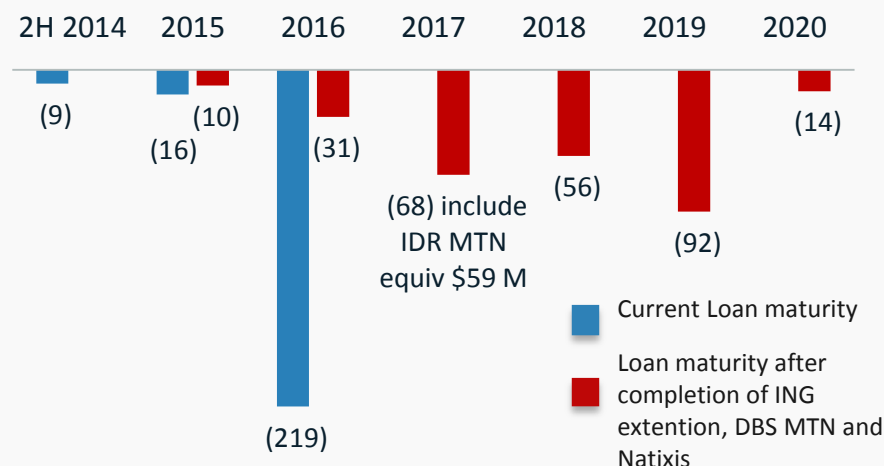
- For **listed companies**: the market value of the proportionate shares that are held by SRTG
- For **unlisted companies**: the book value of SRTG' shareholding in the company

Where:

- Market value** is derived from the 2 week volume weighted average share price.
- Book value** is derived from investment at cost adjusted by accumulated profit or loss to arrive at the ending balance

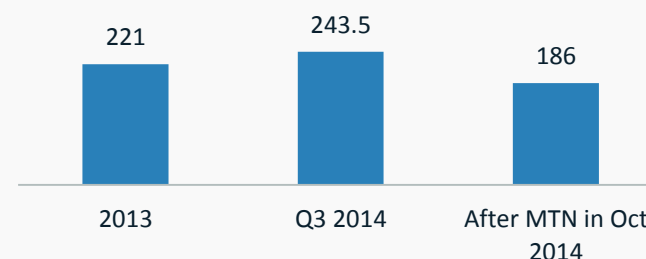
Aligning Loan Maturity Profile with Investment Duration

Maturity Profile - USD million



Managing exposure to USD/IDR movement

FX Exposure



Note: Financial numbers ended 30 Sep 2014 are unaudited

Source: Company financials

# Sound investment strategy and corporate governance framework

**SIS is highly committed to ensuring that its investments satisfy its strict corporate governance framework and also cooperates with the International Finance Corporation to develop similar practices in investee companies**



## INVESTMENT COMMITTEE

- Provide independent recommendations on systems, procedures and implementation thereof in areas related to investment, capitalization of investment and divestments activities, monitoring of investment performance and active monitoring of investment risk profile

## NOMINATION AND REMUNERATION COMMITTEE

- Provide independent recommendations on the systems and procedures related to succession programs and identification of candidates for the Board of Commissioners and Board of Directors
- Provide independent recommendations on the determination of remuneration of members of the Board of Commissioners and Board of Directors

## AUDIT COMMITTEE

- Assist in implementing supervisory function, especially in financial information management, effectiveness of internal control systems, effectiveness of internal and independent audit, implementation of risk management and compliance with prevailing laws and regulations

# Investee Companies Highlights





## Tri Wahana Universal (35% interest)



### Company overview

- Founded in 2005, Tri Wahana Universal is the only privately-owned oil refinery in Indonesia with integrated license from refining to retail distribution.
- Located in Bojonegoro Regency, East Java, Indonesia, 5 km from Banyu Urip oil field operated by Mobil Cepu Ltd
- Installed capacity: 16,000 bopd
- Products: High Speed Diesel (68%), Straight-Run Gasoil (2%), Residue: Vacuum Tower Bottom (VTB) & Heavy Vacuum Gas Oil (30%)

### Operational & Financial Highlights (IDRbn)

	2011	2012	2013	Q3 2014
Average Production (bopd)	5,656	5,748	8,757	13,776
Revenue	1,934	2,212	3,579	4,586
Net income	32	73	130	255
Assets	749	993	1,498	1,763
Liabilities	753	927	1,264	1,263

Acquired 35% of TWU for USD 16 mio

Increased Capacity from 6k bopd to 16k bopd

2011

2012

2013

2014

### Outlook

#### Strategic Location to Feedstock

- TWU located 5km from Banyu Urip oil field allowing supply to be transferred through pipe
- Maintained low transportation cost

#### Expansion Capacity

TWU's growth plan includes:

- Implement secondary Process to add 5k bopd
- Increase capacity to 30k bopd
- Establish new refining capacity in other provinces
- Penetrate to retail distribution

#### Strong Demand

- Domestic demand for fuel is expected to grow at 6% CAGR while production growth remain stagnant

#### Experienced Management

- With more than 20 years experience, senior management has extensive operational know-how and long-standing relationships in the oil refinery industry







## Lintas Marga Sedaya (18% interest)



PT Lintas Marga Sedaya is a concession holder of the 116 km Cikampek – Palimanan toll road, a major component of the Trans Java Toll Road.

### Project Highlights:

- Land acquisition has achieved 100%
- Construction has been completed 61% as of 30 September 2014 and well progressing
- Target completion in June 2015.
- Total project costs of IDR 12.56 trillion is financed through senior debt, mezzanine, and equity in 70:20:10 proportion.



### Saratoga's Investment in LMS:

- Saratoga invested in LMS since 2006 and jointly developed the project with PLUS Expressway Malaysia, the largest highway operator in Malaysia.
- Nusa Raya Cipta (Saratoga holds 7% interest) is the contractor of the project.

- Commencement Date : 1 February 2013
- Target Completion : 30 June 2015
- Target Opening : 1 August 2015
- Concession Period : 35 years (until 2041)
- Initial Tariff : Rp. 753/km (Class 1)

- Road Length : 116 km
- Interchange : 7 locations
- Carriageway : Initially 2 x 2, inner widening to dual-3
- Pavement : Rigid (concrete) 62 km, flexible 54 km
- Bridges : Total 98 (31 underbridge, 67 overbridge)
- Culvert/Pipes : Total 547 (194 box culvert, 353 RC Pipes)

# Medco Power Indonesia (12.3% interest)



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## Company overview

- A leading independent power plant company focusing on clean and renewable energy: gas, hydro, and geothermal.
- Operating 6 gas-fired power plants with total generating capacity of 220 MW located in Batam and S. Sumatera
- Building 330MW geothermal power plant, the world's largest single-contract geothermal power project to date
- Providing EPC and OM for other power plants including the Tanjung Jati B Power Plant owned by the Electricity State Company (PLN)

## Operational & Financial Highlights (IDRbn)

	2011	2012	2013	Q3 2014
Power Generation (GWh)		1,284	1,270	961
Revenue	35	922	968	1,331
Net income	1	56	99	90
Assets	2,036	2,482	3,326	4,584
Liabilities	871	835	1,460	2,807

Acquired 12.3% in MPI

Increased Capacity to 220 MW  
Reached Financial Closing for the Sarulla Project

2011

2012

2013

2014

## Outlook

### Stable Cash Flows

- Long term (~15-25 years) Power Purchase Agreement with PLN generating healthy and stable cash flows

### Clean Energy Focus

- Leverage on Indonesia position as the largest natural gas producer in the Asia Pacific region and home to 40% of the world's geothermal resources.
- Participating in the shift towards clean and renewable energy as the world put more emphasis on reducing harmful emissions.

### Sizeable Committed Projects

- Ongoing brownfield mini hydro and gas projects to add 110MW capacity by 2015
- Building the 330 MW Sarulla Geothermal Project which reached financial closing in 2014

### Strong Demand

- Electrification ratio was at 80.4% in 2013, still far below the government target of 99% by 2023.
- With electricity demand expected to grows 7-8% per year, the country needs to generate new capacity of ~6GW per year.





# PT Mitra Pinasthika Mustika Tbk



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## Company overview

- Founded in 1988 as a master distributor for Honda motorcycles in East Java and East Nusa Tenggara
- Now a diversified automotive company, with leading positions in terms of market share in five segments of the Indonesian automotive industry

As at 30 Sep '14:  
Invested:  
IDR 2.2tn  
Value of stake:  
IDR 11.7tn  
Effective  
interest: 30.08%

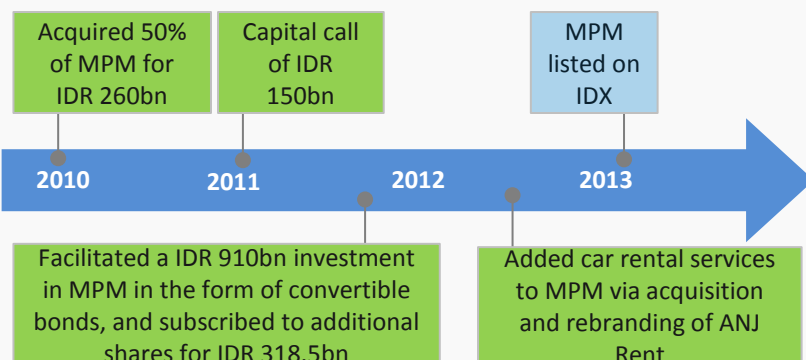
### Key historical financials (IDRbn)

	2012	2013	3Q14
Sales	10,777	13,879	10,311
Gross profit	1,618	2,024	1,513
Net income	406	564	440
Equity	1,837	4,395	5,340
Assets	9,071	11,220	14,356

### Key 9M14 operating data

Motorcycle sales ('000 unit)	732
Oil Sales Volume ('million liter)	47
Rental fleet size ('000 unit)	16
Auto Sales size (unit)	982

Part of MSCI Small Cap since November 2013  
Average daily traded volume (100d) = IDR 1.7bn (USD 0.2m)



## Outlook

### Market leading positions

- Operates businesses in the distribution, retail, consumer parts, auto services and financial services segments of the automotive industry
- Achieved market leading positions in its operating geographies

### Extensive nationwide network of customer access points

- Extensive network of customer access points with:
  - 288 retail distributorships under subsidiary PT Mitra Pinasthika Mulia in East Java and East Nusa Tenggara
  - 38 Honda motorcycle MPMMotor retail outlets
  - 28 master distributors with arrangements with PT Federal Karyatama
  - 22 MPMRent branches and service points
  - 47 PT Mitra Pinasthika Mustika Finance branches
  - 31 PT Sasana Artha Finance branches
- Nationwide presence provides platform to reach out to and service existing and potential customers, supporting cross-selling of products and services

### Experienced and well-connected management team and shareholders

- Senior management has extensive operational know-how and long-standing relationships in the Indonesian automotive industry
  - Edwin Soeryadjaya is the President Commissioner of MPM
  - Michael W. P. Soeryadjaya is Commissioner at MPMRent
  - Sandiaga S. Uno is Member of Nomination & Remuneration Committee

### Meaningful organic growth of its existing businesses

- New sales of two-wheel vehicles enjoyed strong growth of 23% to reach 905,175 units in 2013, majority of which had been contributed from sales in East Java and East Nusa Tenggara with a market share of 67%. This represents a two-fold growth compared to 10% growth in entire motorcycle industry new sales.
- Expanded number of its retail outlets from 38 to 40
- Increased sales volume of lubricant products from 45.3m liters in 2010 to 60.6m liters in 2013

### Evolving principal business

- Shifted the mix of its business towards principal-based businesses such as motorcycle retail sales and consumer parts, and away from agency businesses, allowing more control over the growth and expansion of its business and providing access to potentially higher margins.



## Company overview

- One of two leading independent tower businesses in Indonesia
- Principal business is leasing space for antennas and other equipment for wireless signal transmission at tower sites and shelter-only sites under long-term lease agreements

As at 30 Sep 2014:

Invested:  
IDR 2.2tn  
Value of stake:  
IDR 11.7tn  
Effective interest:  
30.08%

### Key historical financials (IDRbn)

	2013	3Q2014
Sales	2,691	2,432
Gross profit	2,295	2,056
EBITDA	2,205	1,847
Net income	1,352	1,223
Equity	4,114	4,387
Assets	18,719	21,310
Market capitalization	27,820	38,372

### Key 9M 14 operating data

Teleco sites	11,686
Tenants	18,802
Tenancy ratio	1.67x

Included in LQ 45 since Jan 2014

Average daily traded volume (100d) = IDR 30.2bn (USD 2.5m)

## Outlook

### Geographic reach

- Sites located across most provinces in Indonesia, with majority located in high population density areas such as Java, Sumatra and Bali
- Existing footprint coupled with strong relationships with large Indonesian telecom operators allows Tower Bersama to adapt quickly for growth in high-demand locations

### Stable cash flows

- Long-term contracts with ten of the leading telecommunications operators in Indonesia, including the four largest in terms of revenues – Telkom, Telkomsel, Indosat and XL
- Length of tower site lease agreements of generally ten years and length of Distributed Antenna Systems network license agreements of generally five to eight years to provide stable cash flows

### Attractive regulatory dynamics

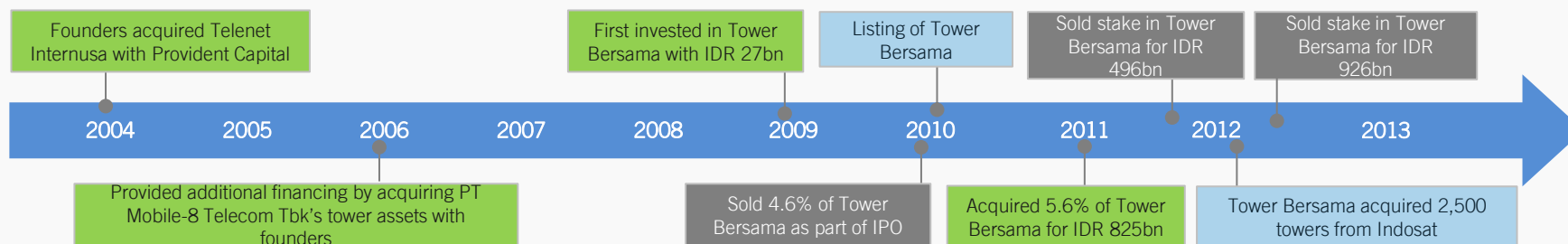
- Limited capital available to private companies allows SIS to source attractive entry valuations for add-on acquisitions
- Limited opportunities for foreign capital to invest in listed companies results in attractive exit opportunities

### Strong management team

- Management team has a successful track record of growing the company both organically and inorganically and to efficiently integrate acquired towers in the company's tower portfolio
  - Edwin Soeryadjaya has been President Commissioner since March 2010
  - Herman Setya Budi (President Director)
  - Budianto Purwahjo (Director)

### Favourable growth prospects

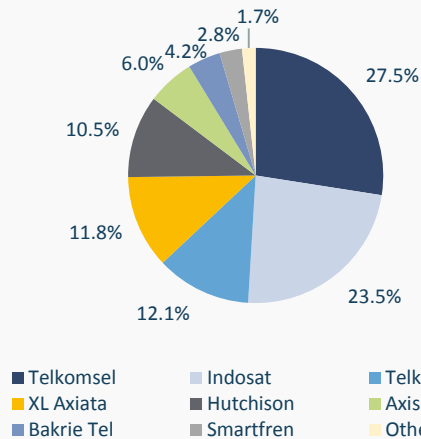
- Continued demand for additional towers in Indonesia supported by rising cellular penetration and 3G/4G upgrades
- Opportunity to continue stable organic growth, complemented by opportunistic inorganic growth
- Attractive towers portfolio mainly consists of high-rise towers which support rising co-location



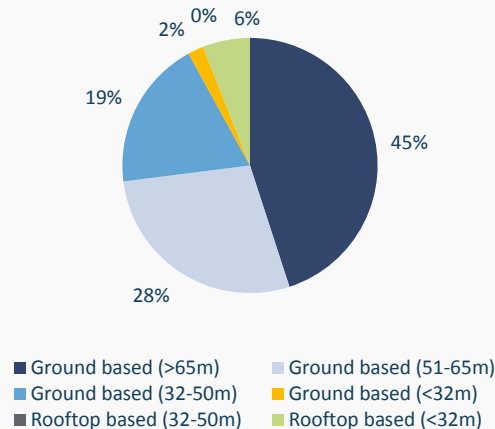
# Tower Bersama Infrastructure, A Leading Telecommunication Infrastructure Solution and Services Firm



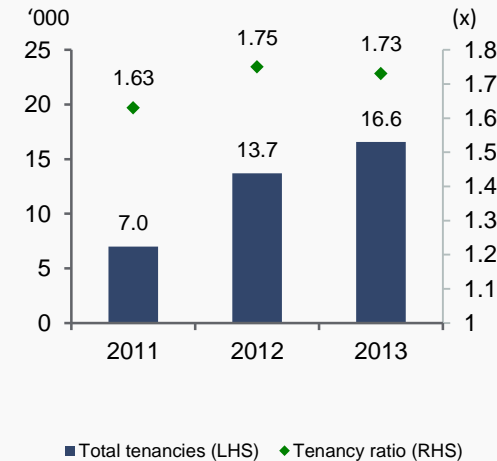
Diversified revenue sources (FY2013)



Tower portfolio mix (30 Jun 2013)

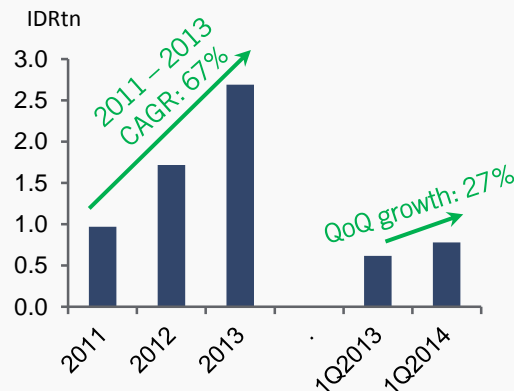


Tower tenancies

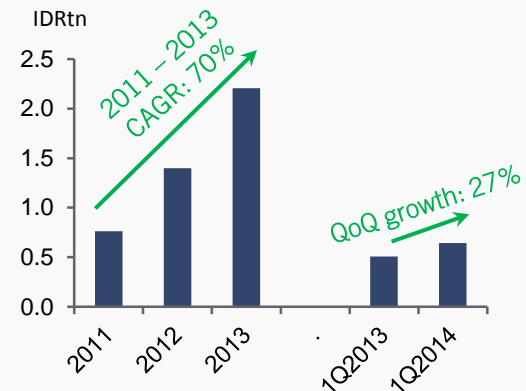


**74.9% of revenue from  
top 4 Indonesian telcos**

Robust revenue growth



Strong EBITDA growth



## Company overview

- Second largest thermal coal producer in Indonesia with mines in Tutupan, Wara and Paringin
- First vertically integrated coal producer in Indonesia, spanning coal mining, processing, transportation, storage, trading, and power.
- Coal resources and reserves calculated in compliance with Australasian JORC Code are estimated to be 4.9bn tonnes and 1.1bn tonnes respectively

As at 30 Sep 2014:

Invested:  
IDR 978bn  
Value of stake:  
IDR 6.5tn  
Effective interest:  
16.4%

Key historical financials (IDRbn)			Key 9M14 operating data	
	2013	3Q14	Production volume (million tonnes)	41.9
Sales	34,343	29,450	Sales volume (million tonnes)	42.4
Gross profit	7,727	6,883	Overburden removal (million bcm)	242
Net income	2,417	2,643	Average daily traded volume (100d) as of 30 Sep 2014 = IDR 71bn (USD 6.3m)	
Equity	38,944	40,958		
Assets	82,078	91,540		
Market capitalization	34,865	37,584		

## Outlook

### Indonesia's extensive coal resources

- Ideally placed to capitalize on Indonesia's abundant supply of thermal coal and meet the increasing demand for coal, particularly in Asia

### Strong demand

- Because of its low ash, sulfur and nitrogen content, Adaro Energy's coal is trademarked and marketed as "Envirocoal" with a high demand in the global export market
- Production volume has increased significantly from 36.1m tonnes in 2007 to 52.3m tonnes in 2013. Production guidance for 2014 is 54-56m tonnes.

### Expansion of power operations

- Currently constructing what will become the largest coal-fired power plant in Southeast Asia, a 2 x 1,000 MW plant in Central Java
- Also investing in independent power producers in Kalimantan and Java in conjunction with reputable global investors in the energy sector
- Expansion into power will provide Adaro Energy with the opportunity to take advantage of possible supply synergies and pricing stability

### Diversified operations

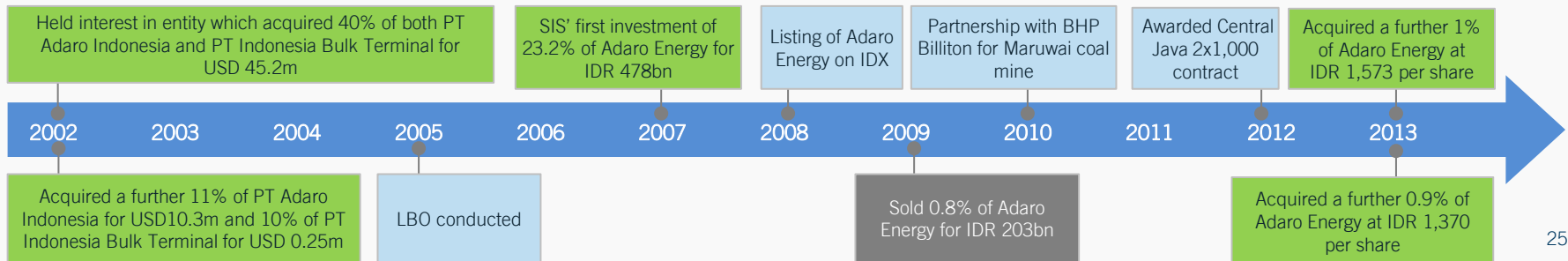
- Diversified sources of coal with multiple mines in Indonesia in both Kalimantan and Sumatra
- Source diversity complemented by product diversity provided by Adaro Energy's investments in both thermal and coking coal mines

### Experienced management team

- Managed by five well-respected Indonesian families
  - Edwin Soeryadjaya is the President Commissioner
  - Sandiaga S. Uno is Director, General Affairs

### Other drivers

- Other drivers for growth include:
  - Significant cost savings achieved by vertical integration of transportation systems and infrastructure

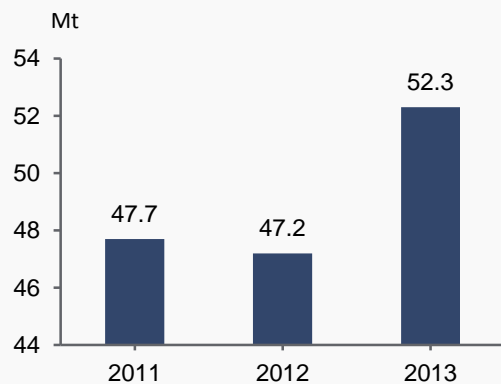


# Adaro Energy, The Largest Single-Concession Coal Producer in Southern Hemisphere

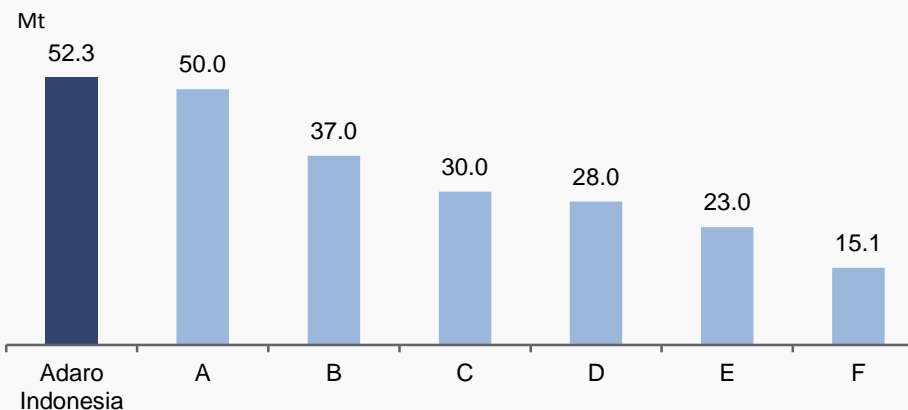


SARATOGA

## Strong production capabilities

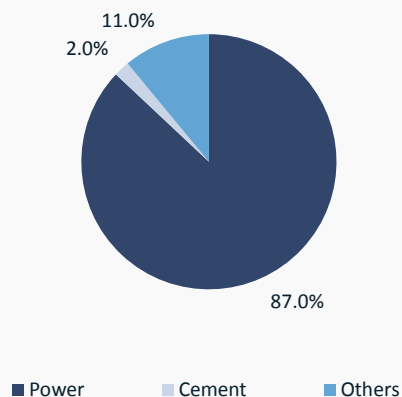


## 2013 largest producing concession in Southern Hemisphere

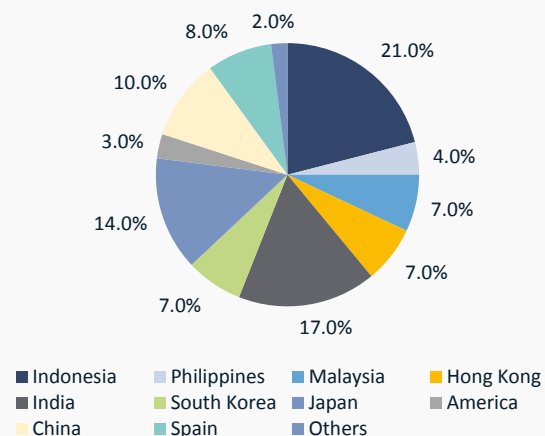


## Diversified customer base with long-term contracts

### Customer type by % volume (FY2013)



### Geographical breakdown of customers by revenue (FY2013)



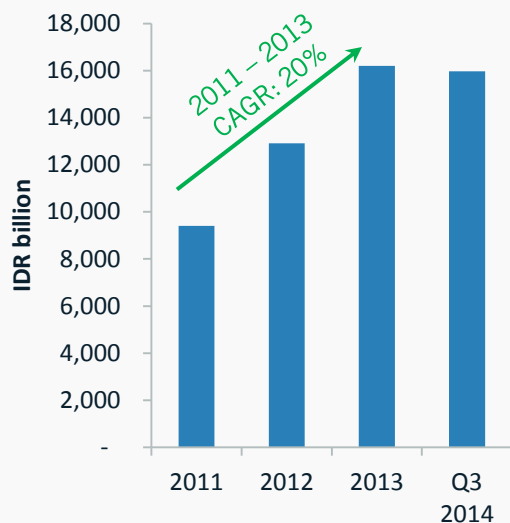
# APPENDIX

# Financial Positions

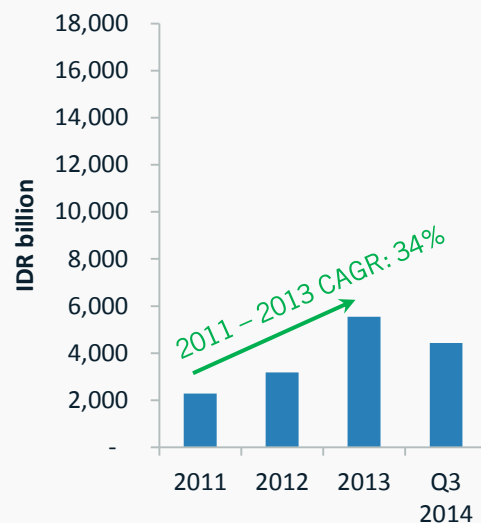


SARATOGA

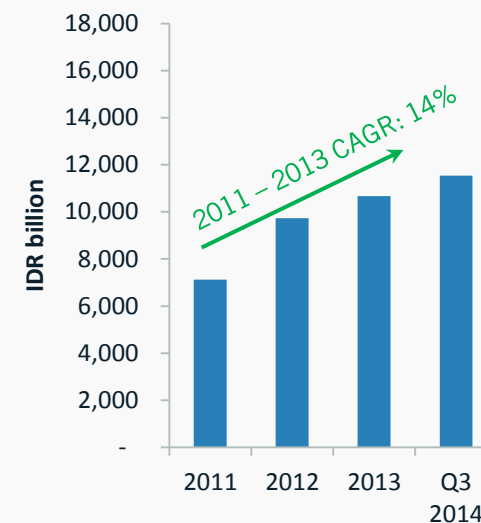
Consolidated Total Assets



Consolidated Total Liabilities



Consolidated Total Equity



Parent-Only\* Debt & Asset  
as of 30 Sep 2014

Debt / Equity = 0.21x

3,005

Debt

14,385

Asset

Consolidated Debt & Asset  
as of 30 Sep 2014

Debt / Equity = 0.26x

4,083

Debt

15,969

Asset

Notes:

\*Parent-only include SIS and intermediate holding companies

Due to reclassification of investment at end 2013, assets and liability were overstated and normalized back in 2014

Financial numbers ended 30 Sep 2014 are unaudited

Source: Company financials

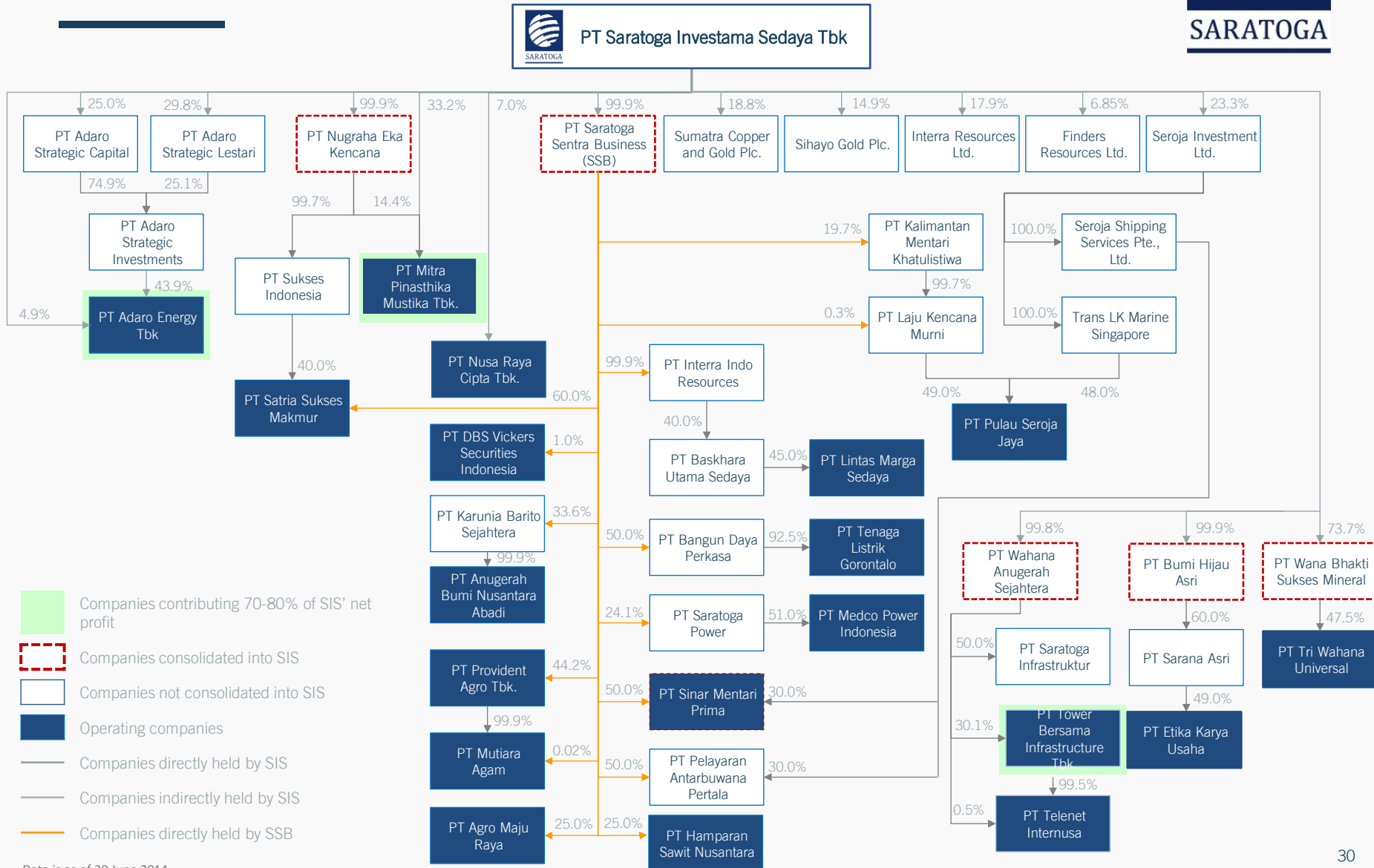
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Entity	Date	Lender(s)	Facility	Maturity	Interest Rate	Outstanding (in IDRbn)
PT Saratoga Investama Sedaya Tbk	October 2011	HSBC, UOB, Bank Central Asia, Bank Ekonomi Rahardja, Bank Permata, Bank UOB Indonesia	USD300m syndicated loan	5 years	USD: - Onshore bank: LIBOR + 5.2% - Offshore bank: LIBOR + 4.7% IDR: JIBOR + 4%	IDR 1,064
	May 2013	ING	USD80m	60 months	LIBOR + 3.85%	IDR 488
	May 2013	DBS	USD80m	5 years	LIBOR + 4.7%	IDR 702
	March 2014	SCB	USD10m	3 months - 1 year	LIBOR + 5%	IDR 122
	May 2013	Permata	USD10m	6 months - 1 year	USD: 5.5% float IDR: 12.5% float	IDR 50
Transaction cost & interest accrual						IDR (28)
<b>SUB-TOTAL (SIS)</b>						<b>IDR 2,399</b>
PT Wahana Anugerah Sejahtera	December 2012	ING	USD50m bank loan	Earlier of 60 months or 8 November 2016	LIBOR + 5%	IDR 611
Transaction cost & interest accrual						IDR (5)
<b>SUB-TOTAL (SIS + Intermediate Holding Companies)</b>						<b>IDR 3,005</b>
PT Sinar Mentari Prima	March 2011	Bank UOB Indonesia	USD24m bank loan	Earlier of 5.25 years or 30 April 2016	LIBOR + 2.75%	IDR 127
PT Tri Wahana Universal	June 2013	HSBC, SCB	USD150m syndicated loan - Facility A: Working capital - Facility B: Loan - Facility C: SBLC	Facility A – 5 years Facility B – 5 years, repaid in 58 monthly instalments Facility C – 5 years	Facility A: - Onshore: LIBOR + 3.5% - Offshore: LIBOR + 3.1% Facility B: - Onshore: LIBOR + 4.25% - Offshore: LIBOR + 3.1%	IDR 962
Transaction cost & interest accrual						IDR (11)
<b>TOTAL (SIS + Intermediate Holding Companies + Other Consolidated Operating Companies)</b>						<b>IDR 4,083</b>



# Shareholding Structure



# Management Structure



## INVESTMENT COMMITTEE

- Chairman: Edwin Soeryadjaya (non-voting)
- Member: Sandiaga S. Uno
- Member: Michael W. P. Soeryadjaya
- Member: Jerry Go Ngo

## NOMINATION AND REMUNERATION COMMITTEE

- Chairman: Anangga W. Roosdiono
- Member: Edwin Soeryadjaya
- Member: Handianto Ganis

## AUDIT COMMITTEE

- Chairman: Sidharta Utama
- Member: Mustofa
- Member: Ludovicus Sensi W.
- Member: Alida B. Astarsis

## BOARD OF COMMISSIONERS

- President Commissioner: Edwin Soeryadjaya
- Commissioner: Joyce Soeryadjaya Kerr
- Commissioner: Indra Cahya Uno
- Independent Commissioner: Sidharta Utama
- Independent Commissioner: Anangga W. Roosdiono S.H.

## BOARD OF DIRECTORS

- President Director: Sandiaga S. Uno
- Director: Michael W.P. Soeryadjaya
- Non-Affiliated Director: Jerry Go Ngo



*Thank you*

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**PT Saratoga Investama Sedaya Tbk.**

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Jakarta 12950

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