



**PT SELAMAT SEMPURNA Tbk**  
MEMBER OF ADR GROUP



**J.P. Morgan Asia Rising Dragons 1x1 Forum**

**November 24-25 (Thursday-Friday), 2016**

**Mandarin Oriental Hotel, Hong Kong**

## Fact Sheet about PT Selamat Sempurna Tbk

- ❑ PT Selamat Sempurna Tbk is the flagship of ADR Group (Automotive Division)
- ❑ The Largest Filter Manufacturer in the region
- ❑ The Most Comprehensive range of products
- ❑ Serve more filtration and radiator products than any other auto component company
- ❑ Exported to more than **115** countries worldwide
- ❑ Trademark Registration in more than **100** countries worldwide
- ❑ Over 90% of our revenue is recurring aftermarket revenue
- ❑ Strong Balance Sheet and Cash Flow

## Brand Names

Our Product brand names are well recognized in the after market as well as OEM & OES, both locally and internationally. Some of our brand names are:



**SAKURA**  
Filtration Product



**RADIATOR**



**DUMP HOIST**



**COOLANT**



**BRAKE PARTS**

## List of OEM/OES

- ATLAS COPCO
- BEI BEN
- CARRIER
- CASE NEW HOLLAND
- CHEVROLET
- CMC
- DAIHATSU
- FOTON
- GEHL
- GREATWALL
- HINO
- HITACHI
- HONDA
- HUPPENKOTHEN
- HYUNDAI
- IHI
- ISEKI
- ISUZU
- JCB
- KAITEC
- KIA
- KOBELCO
- KUBOTA
- LINDE
- LONKING
- MAN
- MANITOU
- MAZDA
- MITSUBISHI
- NANNI DIESEL
- NISSAN
- SDE
- SHAN TUI
- SUMITOMO
- SUZUKI
- TAKEUCHI
- TCM
- TCIM
- TEREX
- TOYOTA
- UD TRUCKS
- VOLVO
- YALE
- YANMAR

# Technical Assistance

## Filters

- **1984:** Donaldson Company Inc., USA (PT Panata Jaya Mandiri)
- **1985:** Mahle Japan Limited, Japan. (formerly Tsuchiya Manufacturing Co. Ltd., Japan)
- **1988:** Tokyo Roki Co., Ltd., Japan (PT Selamat Sempurna Tbk)

## Radiators & Others

- **1979:** Tokyo Radiators Mfg. Co. Ltd., Japan  
(Radiator - PT Selamat Sempurna Tbk)
- **1982:** Usui Kokusai Sangyo Kaisha Ltd., Japan  
(Brake Pipes - PT Selamat Sempurna Tbk.)
- **1989:** ShinMaywa Industrial Co. Ltd., Japan.  
(PT Hydraxle Perkasa)
- **2013:** Sueyoshi Kogyo Co. Ltd., Japan.  
(Fuel Tank and Hydraulic Tank for Construction Machinery – PT Selamat Sempurna Tbk)

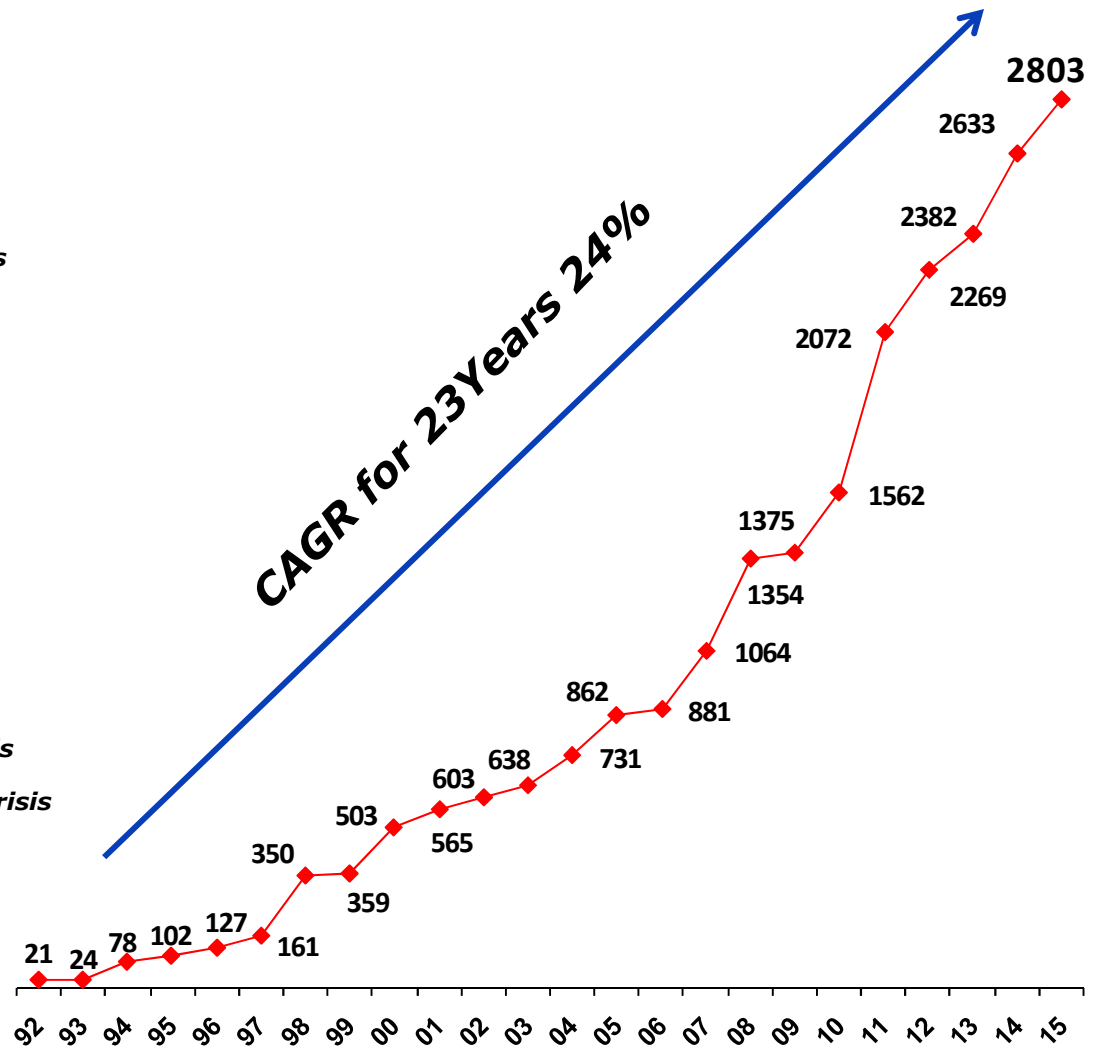
## 23 Years Consecutive Sales Growth

| No | Year | Net Sales |
|----|------|-----------|
|    | 1992 | 21        |
| 1  | 1993 | 24        |
| 2  | 1994 | 78        |
| 3  | 1995 | 102       |
| 4  | 1996 | 127       |
| 5  | 1997 | 161       |
| 6  | 1998 | 350       |
| 7  | 1999 | 359       |
| 8  | 2000 | 503       |
| 9  | 2001 | 565       |
| 10 | 2002 | 603       |
| 11 | 2003 | 638       |
| 12 | 2004 | 731       |
| 13 | 2005 | 862       |
| 14 | 2006 | 881       |
| 15 | 2007 | 1.064     |
| 16 | 2008 | 1.354     |
| 17 | 2009 | 1.375     |
| 18 | 2010 | 1.562     |
| 19 | 2011 | 2.072     |
| 20 | 2012 | 2.269     |
| 21 | 2013 | 2.382     |
| 22 | 2014 | 2.633     |
| 23 | 2015 | 2.803     |

→ *Asia Crisis*

→ *USA Crisis*

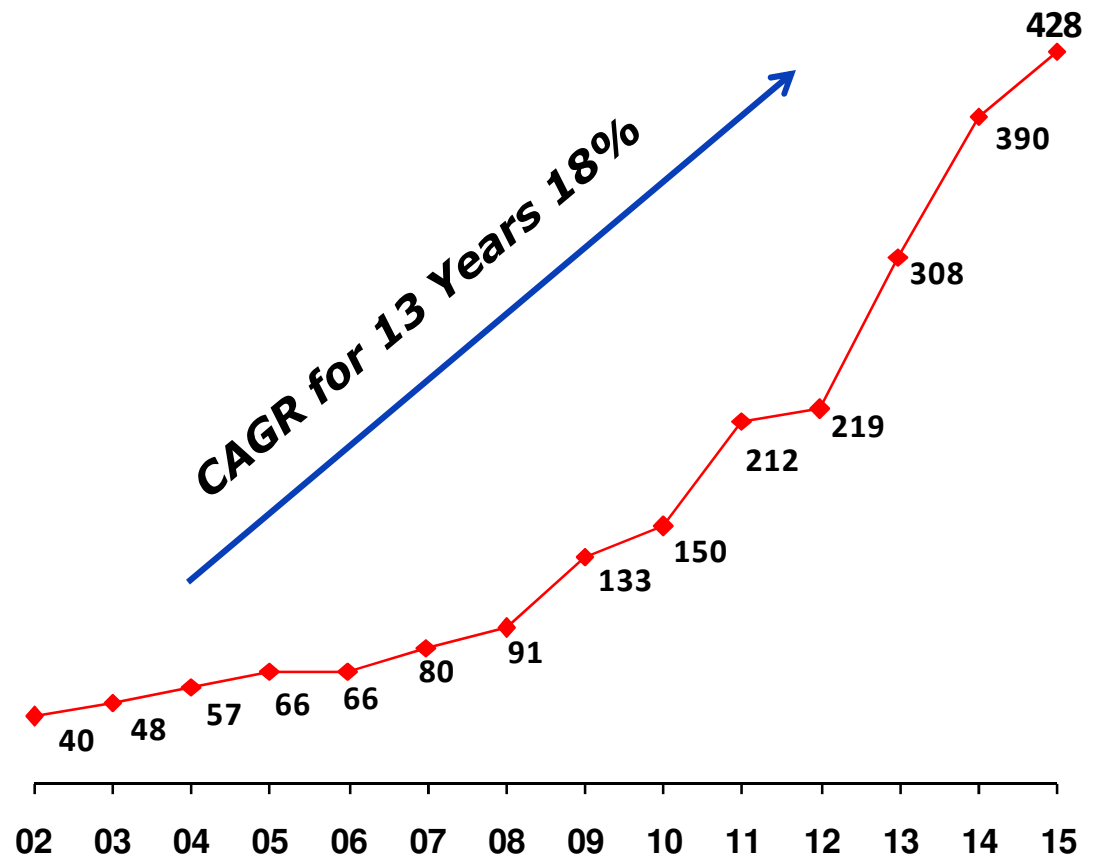
→ *Europe Crisis*



## 13 Years Consecutive Net Income

| No | Year | Net Income |
|----|------|------------|
|    | 2002 | 40         |
| 1  | 2003 | 48         |
| 2  | 2004 | 57         |
| 3  | 2005 | 66         |
| 4  | 2006 | 66         |
| 5  | 2007 | 80         |
| 6  | 2008 | 91         |
| 7  | 2009 | 133        |
| 8  | 2010 | 150        |
| 9  | 2011 | 212        |
| 10 | 2012 | 219        |
| 11 | 2013 | 308        |
| 12 | 2014 | 390        |
| 13 | 2015 | 428        |

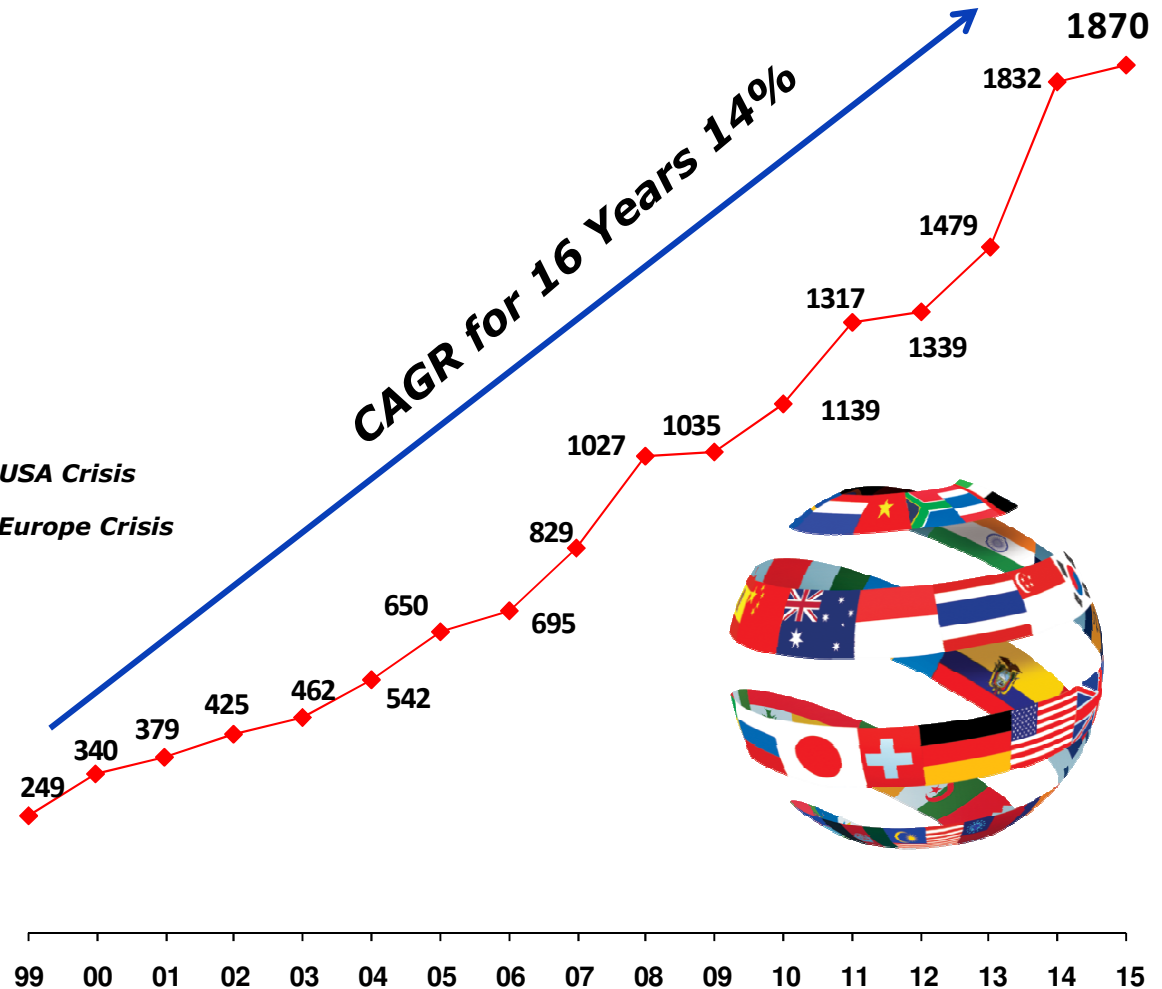
*Amount in Billion Rupiah*



# 16 Years Consecutive Export Sales Growth

| No | Year | Export Sales |
|----|------|--------------|
|    | 1999 | 249          |
| 1  | 2000 | 340          |
| 2  | 2001 | 379          |
| 3  | 2002 | 425          |
| 4  | 2003 | 462          |
| 5  | 2004 | 542          |
| 6  | 2005 | 650          |
| 7  | 2006 | 695          |
| 8  | 2007 | 829          |
| 9  | 2008 | 1.027        |
| 10 | 2009 | 1.035        |
| 11 | 2010 | 1.139        |
| 12 | 2011 | 1.317        |
| 13 | 2012 | 1.339        |
| 14 | 2013 | 1.479        |
| 15 | 2014 | 1.832        |
| 16 | 2015 | 1.870        |

Amount in Billion Rupiah



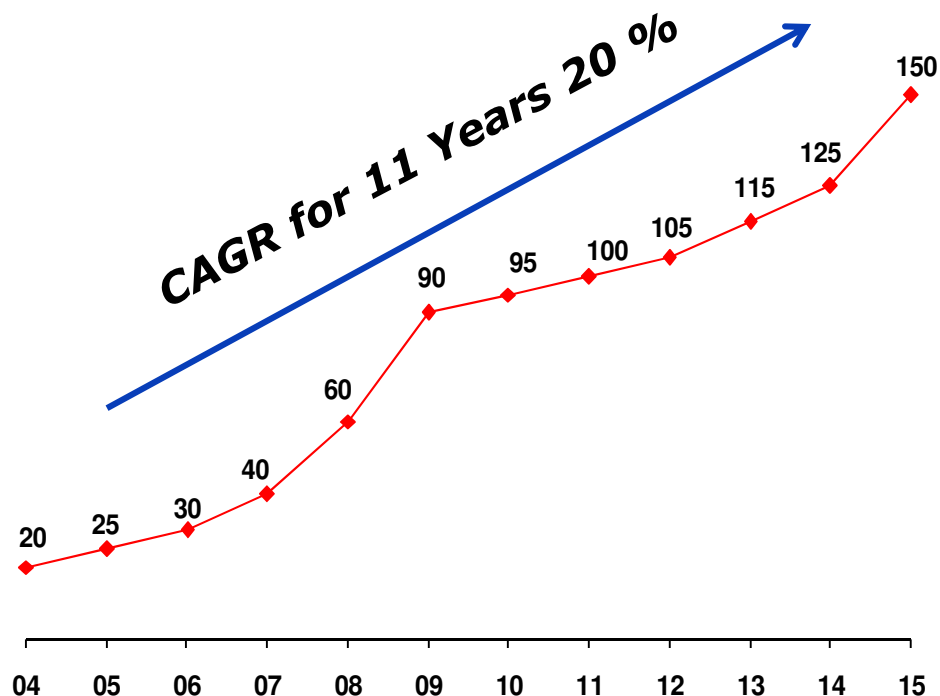
# 11 Years Consecutive Dividend Payment Growth

| No | Book Year | Total Dividend<br>(In Bio IDR) | Net Income<br>(In Bio IDR) | Dividend Per Share | Payout Ratio |
|----|-----------|--------------------------------|----------------------------|--------------------|--------------|
|    | 2004      | 25,97                          | 57                         | 20                 | 45%          |
| 1  | 2005      | 32,47                          | 66                         | 25                 | 49%          |
| 2  | 2006      | 41,08                          | 66                         | 30                 | 62%          |
| 3  | 2007      | 57,59                          | 80                         | 40                 | 72%          |
| 4  | 2008      | 86,38                          | 91                         | 60                 | 94%          |
| 5  | 2009      | 129,57                         | 133                        | 90                 | 98%          |
| 6  | 2010      | 136,77                         | 150                        | 95                 | 91%          |
| 7  | 2011      | 143,97                         | 212                        | 100                | 71%          |
| 8  | 2012      | 151,27                         | 219                        | 105                | 65%          |
| 9  | 2013      | 165,56                         | 308                        | 115                | 54%          |
| 10 | 2014      | 179,96                         | 390                        | 125                | 46%          |
| 11 | 2015      | 215,95                         | 428                        | 150                | 50%          |
|    | 2016      | 208,75                         | 328                        | 100*)              | 64%          |

## DIVIDEND POLICY

Dividend percentage of net income are :

- Net income up to Rp 10 billion : 35% ;
- Net income above Rp 10 billion - Rp 30 billion : 40% ;
- Net income above Rp 30 billion : 45%.



## Dividend Distribution on year 2016 :

**1<sup>st</sup> Interim Dividend For Book Year 2016 : IDR 35 per share on May 25, 2016**

**Final Dividend For Book Year 2015 : IDR 50 per share on June 24, 2016**

**2<sup>nd</sup> Interim Dividend For Book Year 2016 : IDR 50 per share on August 25, 2016**

**3<sup>rd</sup> Interim Dividend For Book Year 2016 : IDR 15 per share on November 24, 2016**

## \*) Interim Dividend FY 2016 :

**1<sup>st</sup> Interim Dividend IDR 35 per share on May 25, 2016**

**2<sup>nd</sup> Interim Dividend IDR 50 per share on August 25, 2016**

**3<sup>rd</sup> Interim Dividend IDR 15 per share on November 24, 2016**

## Corporate Action for 9 Months ended 30 Sept 2016

On Tuesday, 18 October 2016 the Company has held an Extraordinary General Meeting of Shareholders, with Resolutions of the Meeting were as follows:

Approval to perform stock split of the Company's shares with a ratio of 1:4 ; from 1,439,668,860 shares with a nominal value of Rp100 (one hundred Rupiah) per share to 5,758,675,440 shares with a nominal value of Rp25 (twenty-five Rupiah) per share.

As for the capital structure after the stock split is as follows:

| Capital Structure | No. of Shares | value per Share | Amount (Rp)     |
|-------------------|---------------|-----------------|-----------------|
| Authorized        | 8.000.000.000 | 25              | 200.000.000.000 |
| Paid-Up           | 5.758.675.440 | 25              | 143.966.886.000 |

## Summary Performance 9M 2016

|             | Position as per<br>30 Sept 16 |                                                                                      | Changes |
|-------------|-------------------------------|--------------------------------------------------------------------------------------|---------|
| Net Sales   | Rp. 2,044 B                   |   | 0.09%   |
| Net Income* | Rp. 328 B                     |   | 0.20%   |
| EPS         | Rp. 228                       |  | 0.20%   |

*\* Attributable to Owners of the parent entity*

# Comparative Financial Highlights

|                                              | 3 Months Ended |            | 9 Months Ended |              | Compare Q to Y |              |
|----------------------------------------------|----------------|------------|----------------|--------------|----------------|--------------|
|                                              | 9M'16          | 9M'15      | 9M'16          | 9M'15        | 9M'16          | 2015         |
| <b>Net Sales</b>                             | <b>705</b>     | <b>753</b> | <b>2,044</b>   | <b>2,042</b> | <b>2,044</b>   | <b>2,803</b> |
| <b>Gross Profit</b>                          | <b>228</b>     | <b>240</b> | <b>647</b>     | <b>605</b>   | <b>647</b>     | <b>870</b>   |
| <b>Operating Profit</b>                      | <b>173</b>     | <b>178</b> | <b>472</b>     | <b>460</b>   | <b>472</b>     | <b>603</b>   |
| <b>Profit for the year attributable to :</b> |                |            |                |              |                |              |
| <b>Owners of the parent entity</b>           | <b>120</b>     | <b>122</b> | <b>328</b>     | <b>328</b>   | <b>328</b>     | <b>428</b>   |
| <b>Non-controlling Interest</b>              | <b>14</b>      | <b>12</b>  | <b>34</b>      | <b>25</b>    | <b>34</b>      | <b>34</b>    |
| <b>Total Assets</b>                          |                |            | <b>2,149</b>   | <b>2,329</b> | <b>2,149</b>   | <b>2,220</b> |
| <b>Total Current Assets</b>                  |                |            | <b>1,330</b>   | <b>1,480</b> | <b>1,330</b>   | <b>1,369</b> |
| <b>Total Current Liabilities</b>             |                |            | <b>405</b>     | <b>586</b>   | <b>405</b>     | <b>572</b>   |
| <b>Total Liabilities</b>                     |                |            | <b>591</b>     | <b>851</b>   | <b>591</b>     | <b>780</b>   |
| <b>Equity attributable to :</b>              |                |            |                |              |                |              |
| <b>Owners of the parent entity</b>           |                |            | <b>1,346</b>   | <b>1,244</b> | <b>1,346</b>   | <b>1,220</b> |
| <b>Non-controlling Interest</b>              |                |            | <b>212</b>     | <b>233</b>   | <b>212</b>     | <b>220</b>   |
| <b>Earnings per Share</b>                    | <b>83</b>      | <b>85</b>  | <b>228</b>     | <b>228</b>   | <b>228</b>     | <b>297</b>   |

## Financial Ratio

|                           | 9 Months Ended |       | Compare Q to Y |      |
|---------------------------|----------------|-------|----------------|------|
|                           | 9M'16          | 9M'15 | 9M'16          | 2015 |
| Net Sales Growth          | 0,09%          |       |                |      |
| Total Asset Growth        | -8%            |       | -3%            |      |
| Equity Growth *)          | 8%             |       | 10%            |      |
| Gross Profit Margin       | 32%            | 30%   | 32%            | 31%  |
| Operating Profit Margin   | 23%            | 23%   | 23%            | 22%  |
| Net Income Margin *)      | 16%            | 16%   | 16%            | 15%  |
| Return on Assets          | 17%            | 15%   | 17%            | 21%  |
| Return on Equity *)       | 24%            | 26%   | 24%            | 35%  |
| Total Debt / Total Assets | 27%            | 37%   | 27%            | 35%  |
| Total Debt / Equity       | 38%            | 58%   | 38%            | 54%  |
| Current Ratio             | 328%           | 253%  | 328%           | 239% |

**\* Attributable to Owners of the parent entity**

## Sales Performance 9M 2016 (9 Months Ended)

| Market       | Sales (Rp)   |             |              |             | Increase /(Decrease) |              |
|--------------|--------------|-------------|--------------|-------------|----------------------|--------------|
|              | 9M'16        | %           | 9M'15        | %           | Rp                   | %            |
| Export       | 1,211        | 59%         | 1,395        | 68%         | (183)                | (13.13%)     |
| Local        | 832          | 41%         | 647          | 32%         | 185                  | 28.56%       |
| <b>Total</b> | <b>2,044</b> | <b>100%</b> | <b>2,042</b> | <b>100%</b> | <b>2</b>             | <b>0.09%</b> |

| Product       | Sales (Rp)   |             |              |             | Increase /(Decrease) |              |
|---------------|--------------|-------------|--------------|-------------|----------------------|--------------|
|               | 9M'16        | %           | 9M'15        | %           | Rp                   | %            |
| Filter        | 1,534        | 75%         | 1,545        | 76%         | (11)                 | (0.73%)      |
| Trading       | 517          | 25%         | 365          | 18%         | 152                  | 41.74%       |
| Others        | 531          | 26%         | 612          | 30%         | (81)                 | (13.19%)     |
| (Elimination) | (539)        | 26%         | (480)        | 24%         | (58)                 | 12.21%       |
| <b>Total</b>  | <b>2,044</b> | <b>100%</b> | <b>2,042</b> | <b>100%</b> | <b>2</b>             | <b>0.09%</b> |

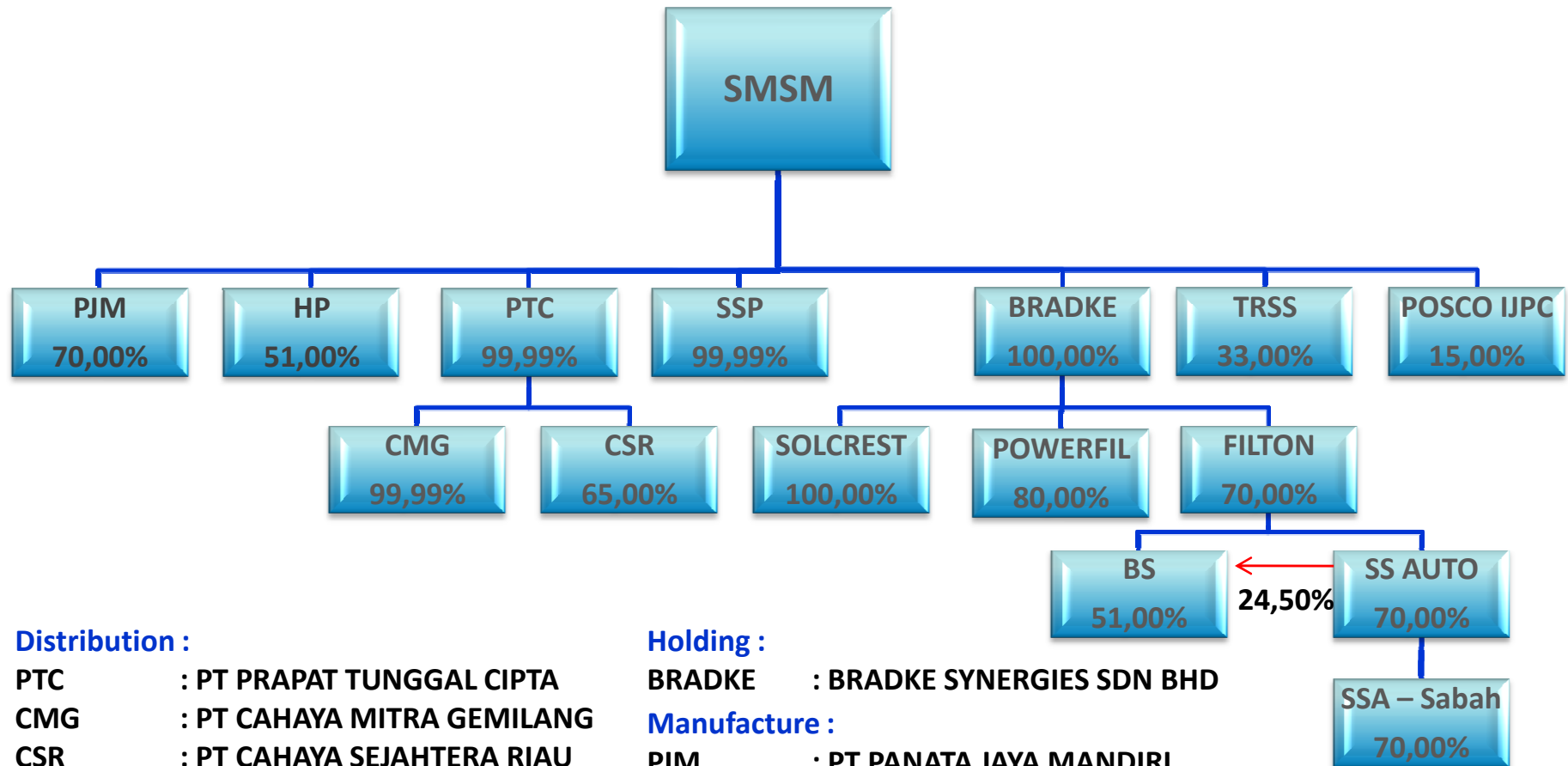
*Amount In Billion Rupiah*

# Sales by Region

| Continent    | 3 Months Ended |             |            |             |                | 9 Months Ended |             |              |             |                |
|--------------|----------------|-------------|------------|-------------|----------------|----------------|-------------|--------------|-------------|----------------|
|              | 9M 2016        |             | 9M 2015    |             | Inc /<br>(Dec) | 9M 2016        |             | 9M 2015      |             | Inc /<br>(Dec) |
|              | Rp             | %           | Rp         | %           |                | Rp             | %           | Rp           | %           |                |
| Local        | 293            | 41%         | 253        | 34%         | 15.42%         | 832            | 41%         | 647          | 32%         | 28.56%         |
| Asia         | 175            | 25%         | 222        | 29%         | (20.90%)       | 496            | 24%         | 587          | 29%         | (15.48%)       |
| America      | 114            | 16%         | 138        | 18%         | (17.55%)       | 345            | 17%         | 424          | 21%         | (18.79%)       |
| Europe       | 80             | 11%         | 94         | 12%         | (14.68%)       | 246            | 12%         | 237          | 12%         | 3.64%          |
| Australia    | 28             | 4%          | 37         | 5%          | (23.34%)       | 90             | 4%          | 116          | 6%          | (22.49%)       |
| Africa       | 15             | 2%          | 8          | 1%          | 79.99%         | 35             | 2%          | 30           | 1%          | 16.31%         |
| <b>Total</b> | <b>705</b>     | <b>100%</b> | <b>753</b> | <b>100%</b> | <b>(6.3%)</b>  | <b>2,044</b>   | <b>100%</b> | <b>2,042</b> | <b>100%</b> | <b>0.09%</b>   |

*Amount in Billion Rupiah*

# Structure of Company with the Subsidiaries and Associates



## Distribution :

PTC : PT PRAPAT TUNGGAL CIPTA  
 CMG : PT CAHAYA MITRA GEMILANG  
 CSR : PT CAHAYA SEJAHTERA RIAU  
 SOLCREST : SOLCREST PTY LTD  
 POWERFIL : POWERFIL AUTOPARTS SDN BHD  
 SS AUTO : SS AUTO SDN BHD  
 BS : BS ENTERPRISE SDN BHD  
 SS A-Sabah : SS AUTO (Sabah) SDN BHD

## Holding :

BRADKE : BRADKE SYNERGIES SDN BHD

## Manufacture :

PJM : PT PANATA JAYA MANDIRI  
 HP : PT HYDRAXLE PERKASA  
 SSP : PT SELAMAT SEMPANA PERKASA  
 TRSS : PT TOKYO RADIATOR SELAMAT SEMPURNA  
 POSCO IJPC : PT POSCO INDONESIA JAKARTA PROCESSING CENTER  
 FILTON : FILTON INDUSTRIES SDN BHD

## PT Panata Jaya Mandiri – PJM (Subsidiary Company)

- ☐ SMSM owns a 70% stake in PJM
- ☐ *Joint venture* with Donaldson Company Inc., USA

| Financial Highlights   | 9M'16(U) | 9M'15(U) | 2015(A) | 2014(A) | 2013(A) | 2012(A) |
|------------------------|----------|----------|---------|---------|---------|---------|
| Net Sales              | 443      | 438      | 587     | 557     | 488     | 450     |
| Gross Profit           | 116      | 107      | 142     | 133     | 118     | 106     |
| Income From Operations | 95       | 88       | 118     | 112     | 98      | 83      |
| Net Income             | 69       | 69       | 88      | 84      | 73      | 62      |
| Current Asset          | 265      | 261      | 225     | 215     | 239     | 181     |
| Total Asset            | 340      | 339      | 305     | 295     | 312     | 260     |
| Current Liabilities    | 83       | 77       | 58      | 62      | 69      | 43      |
| Total Liabilities      | 105      | 97       | 76      | 79      | 82      | 54      |
| Total Equity           | 236      | 242      | 229     | 216     | 230     | 206     |

**Amount in Billion Rupiah**

**A = Audited**

**U = Unaudited**



## PT Hydraxle Perkasa – HP (Subsidiary Company)

- ❑ SMSM owns a 51% stake in HP
- ❑ Manufacture dump hoist and body maker of dump truck, trailer, mixer, and tank

| Financial Highlights   | 9M'16(U) | 9M'15(U) | 2015(A) | 2014(A) | 2013(A) | 2012(A) |
|------------------------|----------|----------|---------|---------|---------|---------|
| Net Sales              | 103      | 114      | 160     | 185     | 243     | 340     |
| Gross Profit           | 17       | 12       | 18      | 26      | 39      | 63      |
| Income From Operations | 8        | 3        | 7       | 14      | 24      | 47      |
| Net Income             | 7        | 2        | 6       | 12      | 20      | 34      |
| Current Asset          | 74       | 90       | 101     | 89      | 135     | 147     |
| Total Asset            | 153      | 174      | 184     | 180     | 232     | 250     |
| Current Liabilities    | 15       | 10       | 19      | 16      | 20      | 14      |
| Total Liabilities      | 26       | 22       | 29      | 26      | 28      | 19      |
| Total Equity           | 127      | 152      | 155     | 154     | 203     | 231     |

**Amount in Billion Rupiah**

**A = Audited**

**U = Unaudited**



## PT Prapat Tunggal Cipta– PTC (Subsidiary Company)

- ❑ SMSM owns a 99.9% stake in PTC
- ❑ Sole distributor that specializes on the trading of the Company products in Indonesia aftermarket sectors.

| Financial Highlights   | 9M'16(U) | 9M'15(U) | 2015(A) | 2014(A) | 2013(A) | 2012(A) |
|------------------------|----------|----------|---------|---------|---------|---------|
| Net Sales              | 263      | 244      | 330     | 329     | 329     | 290     |
| Gross Profit           | 53       | 49       | 67      | 67      | 49      | 39      |
| Income From Operations | 28       | 27       | 39      | 37      | 27      | 19      |
| Net Income             | 21       | 20       | 29      | 27      | 20      | 13      |
| Current Asset          | 165      | 153      | 152     | 169     | 149     | 120     |
| Total Asset            | 170      | 160      | 159     | 176     | 155     | 126     |
| Current Liabilities    | 36       | 58       | 48      | 94      | 85      | 72      |
| Total Liabilities      | 40       | 62       | 52      | 97      | 88      | 75      |
| Total Equity           | 130      | 99       | 107     | 79      | 67      | 50      |

**Amount in Billion Rupiah**

**A = Audited**

**U = Unaudited**



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## PT Selamat Sempurna Perkasa – SSP (Subsidiary Company)

- ❑ SMSM owns a 99.9% stake in SSP
- ❑ manufacturers rubber O-rings, rubber compounds, polyurethanes, and plastisol adhesives for automotive industries

| Financial Highlights   | 9M'16(U) | 9M'15(U) | 2015(A) | 2014(A) | 2013(A) | 2012(A) |
|------------------------|----------|----------|---------|---------|---------|---------|
| Net Sales              | 134      | 135      | 184     | 183     | 138     | 115     |
| Gross Profit           | 22       | 19       | 27      | 27      | 18      | 13      |
| Income From Operations | 17       | 14       | 23      | 22      | 11      | 7       |
| Net Income             | 14       | 11       | 17      | 16      | 8       | 5       |
| Current Asset          | 63       | 48       | 47      | 44      | 39      | 43      |
| Total Asset            | 84       | 71       | 69      | 68      | 60      | 66      |
| Current Liabilities    | 23       | 15       | 13      | 13      | 9       | 16      |
| Total Liabilities      | 27       | 18       | 16      | 16      | 12      | 21      |
| Total Equity           | 58       | 52       | 53      | 51      | 48      | 45      |

**Amount in Billion Rupiah**

**A = Audited**

**U = Unaudited**



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## Bradke Synergies Sdn Bhd – BRADKE (Subsidiary Company)

☐ SMSM owns a 100,00% stake in Bradke [since June 30, 2015]

| Financial Highlights   | 9M'16(U) | 9M'15(U) | 2015 (A) | 2014 (A) | 2013 (A) |
|------------------------|----------|----------|----------|----------|----------|
| Net Sales              | 92       | 84       | 116      | 118      | 117      |
| Income From Operations | 15       | 12       | 16       | 18       | 17       |
| Net Income             | 10       | 8        | 11       | 8        | 6        |
| Current Asset          | 71       | 63       | 66       | 60       | 65       |
| Total Asset            | 126      | 118      | 121      | 114      | 120      |
| Current Liabilities    | 27       | 23       | 27       | 24       | 33       |
| Total Liabilities      | 43       | 40       | 42       | 42       | 53       |
| Total Equity           | 83       | 78       | 79       | 53       | 50       |

*Amount in Million Ringgit Malaysia*

*A = Audited  
U = Unaudited*

# PT POSCO Indonesia Jakarta Processing Center (Associate Company)

- ☐ Established in 2005
- ☐ Formerly PT International Steel Indonesia
- ☐ SMSM owns a 15% stake in POSCO IJPC
- ☐ *Joint venture* with POSCO and DAEWOO International Corporation
- ☐ Scope of activities mainly steel processing

| Financial Highlights | 9M'16(U) | 9M'15(U) | 2015 (A) | 2014 (A) | 2013 (A) | 2012 (A) |
|----------------------|----------|----------|----------|----------|----------|----------|
| Net Sales            | 52,56    | 52,72    | 68,67    | 69,34    | 73,56    | 67,89    |
| Gross Profit         | 7,63     | (2,99)   | (0,10)   | 3,34     | 2,68     | 2,49     |
| Net Income           | 6,38     | (10,13)  | (7,06)   | (1,12)   | (4,67)   | (1,07)   |
| Asset                | 57,94    | 74,23    | 60,33    | 82,47    | 85,26    | 65,64    |
| Liabilities          | 43,56    | 69,30    | 52,33    | 67,42    | 69,08    | 44,79    |
| Equity               | 14,38    | 4,93     | 7,99     | 15,06    | 16,17    | 20,84    |

**Amount in Million USD**

**A = Audited**

**U = Unaudited**



## PT Tokyo Radiator Selamat Sempurna (Associate Company)

- ❑ Established in 2012 , Commercial Operation on June , 2013
- ❑ SMSM owns a 33% stake in TRSS
- ❑ *Joint venture* with Tokyo Radiator Mfg. Co. Ltd
- ❑ Scope of activities mainly manufacture heat exchanger for OE Market in Indonesia

| Financial Highlights | 9M'16(U) | 9M'15(U) | 2015 (U)<br>Jan-Dec | 2014 (U)<br>Jan-Dec | 2013 (U)<br>Jan-Dec |
|----------------------|----------|----------|---------------------|---------------------|---------------------|
| Net Sales            | 67,79    | 57,87    | 74,79               | 67,24               | 14,54               |
| Gross Profit         | 15,5     | 11,57    | 15,27               | 10,17               | 1,04                |
| Net Income/(Loss)    | 4,75     | 4,34     | 5,64                | (3,09)              | (12,47)             |
| Asset                | 76,70    | 74,26    | 77,45               | 74,61               | 69,33               |
| Liabilities          | 18,91    | 56,01    | 24,70               | 60,54               | 52,18               |
| Equity               | 57,79    | 18,25    | 52,75               | 14,07               | 17,15               |

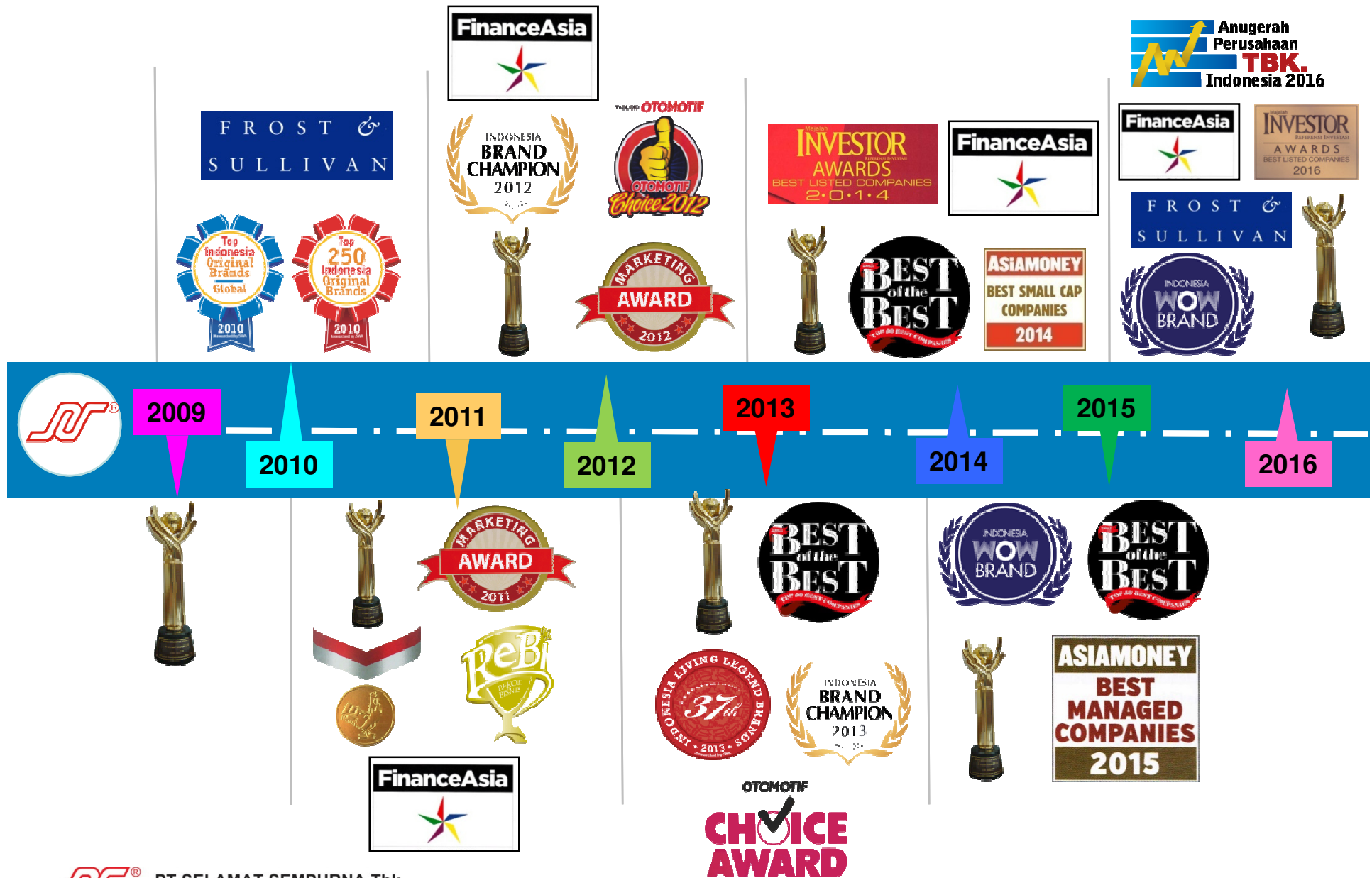
**Amount in Billion IDR**

**U = Unaudited [01 Jan – 31 Dec]  
Company Fiscal Year : 01 Apr – 31 Mar**

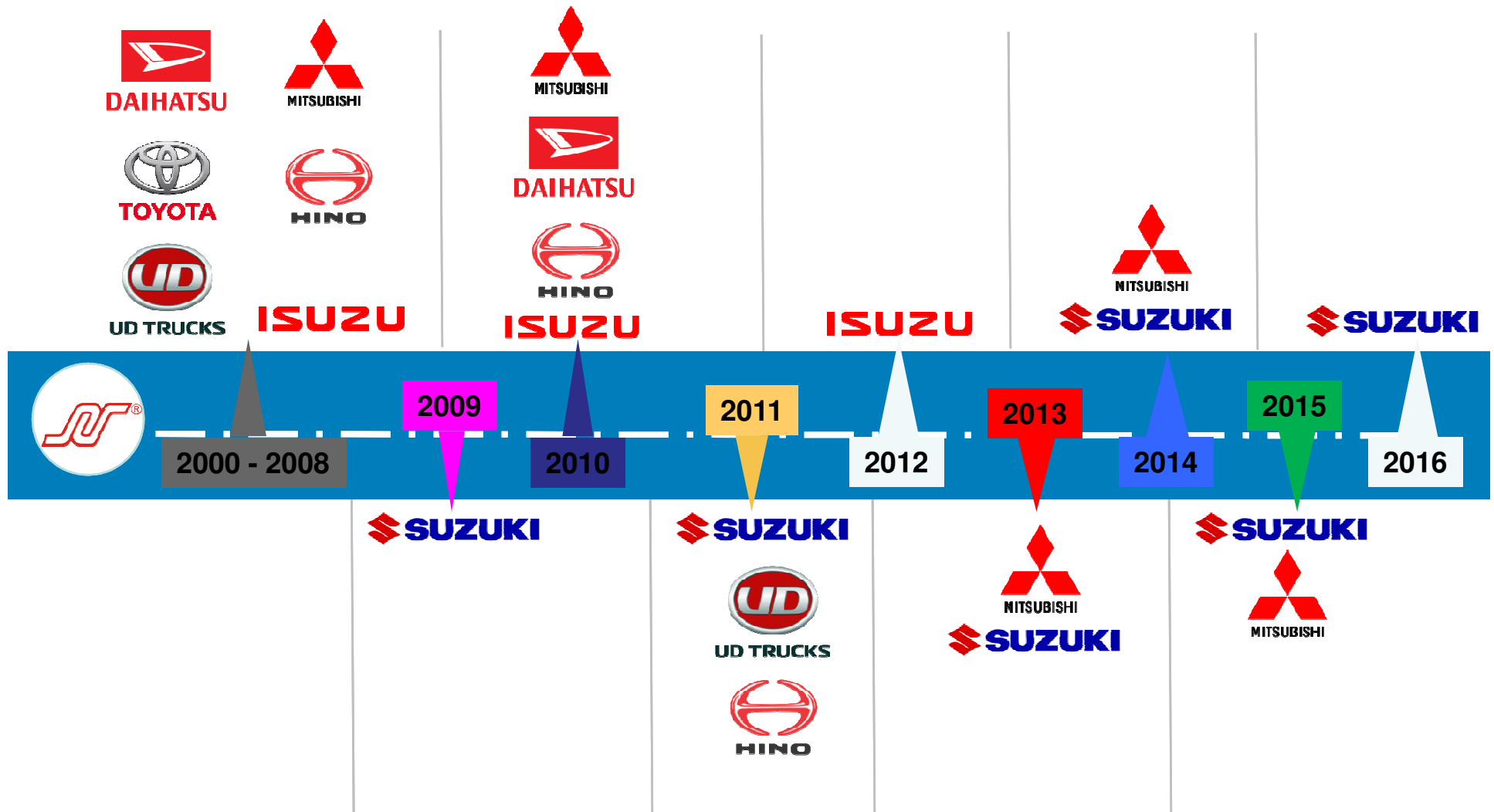
## Achievement 9M 2016

| Month   | Description                                                                                                                                                                                         |
|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Jan     | Frost & Sullivan Indonesia Excellence 2016 Award                                                                                                                                                    |
| Feb     | Sakura Brand Recognition in WOW Brand 300                                                                                                                                                           |
| March   | Asia's Best Companies 2016 by Finance Asia in the Best Mid Cap Category                                                                                                                             |
| April   | Best Listed Company 2016 in Diversified Manufacturing Sector by Investor Awards 2016                                                                                                                |
| October | <ul style="list-style-type: none"> <li>• Primaniyarta Award 2016 (<i>for sixth consecutive years</i>)</li> <li>• Listed Company Award (Anugerah Perusahaan Terbuka Indonesia, APTI) 2016</li> </ul> |

# Achievement for the Automotive Division & Brand 2009 - 2016



# Appreciation from OEM/OES



# Thank You

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