

# **PT Link Net Tbk**

**Company presentation October 2017** 





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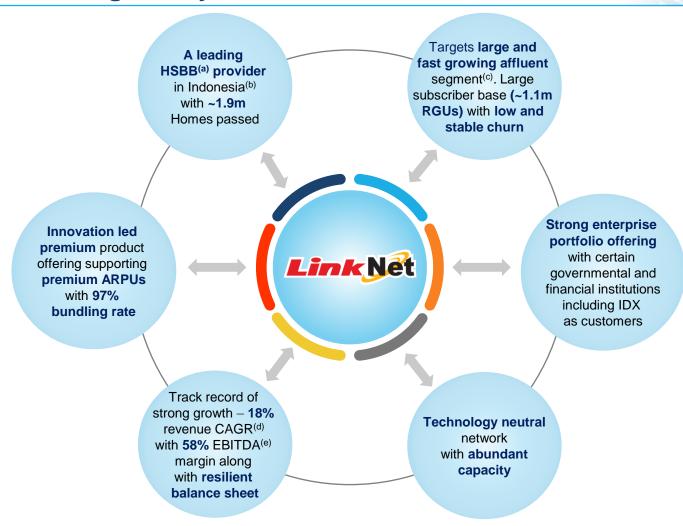
- 1. Company overview
- 2. Key investment highlights
- 3. Key strategies
- 4. Financial overview
- 5. Appendix







# **Link Net – The gateway to Indonesian consumer homes**

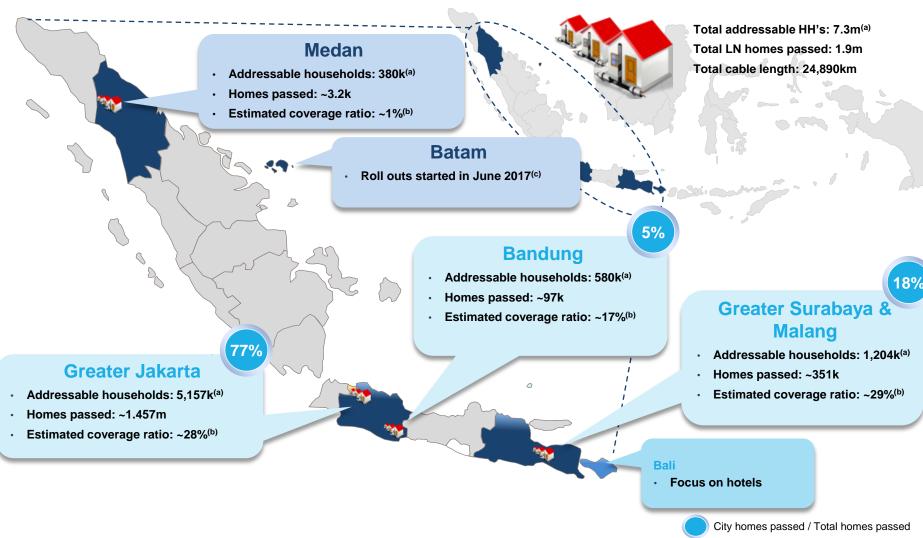


Note: Company data as of 30 June 2017 unless otherwise stated

- a) HSBB refers to High Speed Broadband which is a fixed network capable of providing internet speeds of at least 4Mbps
- b) Source: 2017 Media Partners Asia. Link Net is a leading HSBB provider in Indonesia in terms of subscriber market share as of 30 June 2017 according to Media Partners Asia
- c) 7.3m addressable homes According to, and based on addressable market of Upper 1, Upper 2 and Middle 1 SEC households, as defined by, Nielsen (2Q17 definition of SEC classification) For Greater Jakarta, Greater Bandung, Greater Surabaya (Includes Malang) and Medan. Nielsen reports based on number of people aged 10 and above. Addressable homes or households is derived by assuming each home or household has 4 people each
- d) Revenue CAGR over FY2014 to FY2016
- e) Refers to 2016. EBITDA is a non-GAAP financial measure of the Company's performance and should not be considered as an alternative to performance measures derived in accordance with IFAS. Other companies may calculate this non-GAAP measure differently which limits its usefulness as a comparative measure. EBITDA margin is defined as EBITDA divided by revenue



# HSBB provider of SCALE, operating in the some of the most attractive metropolitan areas of Indonesia



Note: Company data as of 30 June 2017 unless otherwise stated

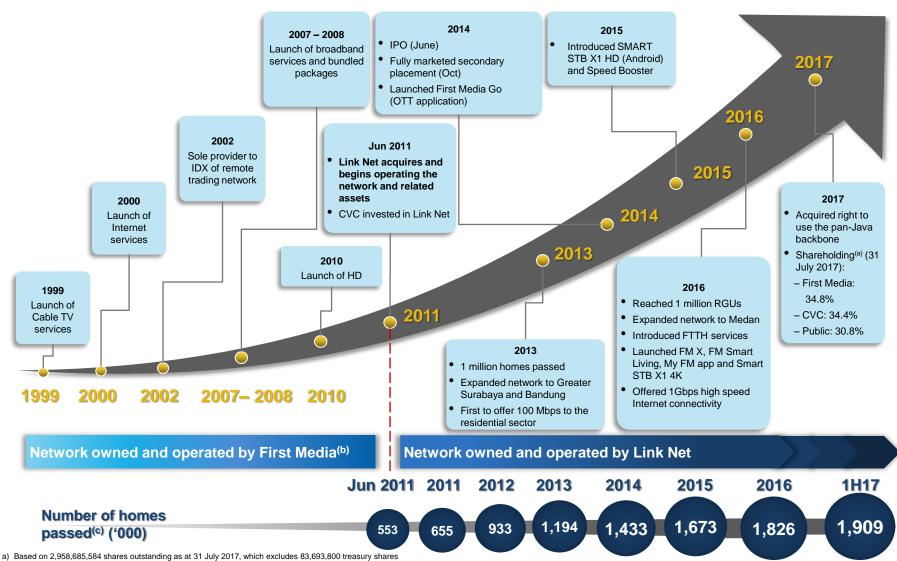
a) According to, and based on addressable market of Upper 1, Upper 2 and Middle 1 SEC households as defined by, Nielsen (2Q17 definition of SEC classification) – For Greater Jakarta, Greater Bandung, Greater Surabaya (Includes Malang) and Medan. Nielsen reports based on number of people aged 10 and above. Addressable homes or households is derived by assuming each home or household has 4 people each

b) Coverage ratio calculated as homes passed divided by the total addressable households (based on Nielsen data)

c) Nielsen does not report SEC households data for Batam



## **Key corporate milestones**

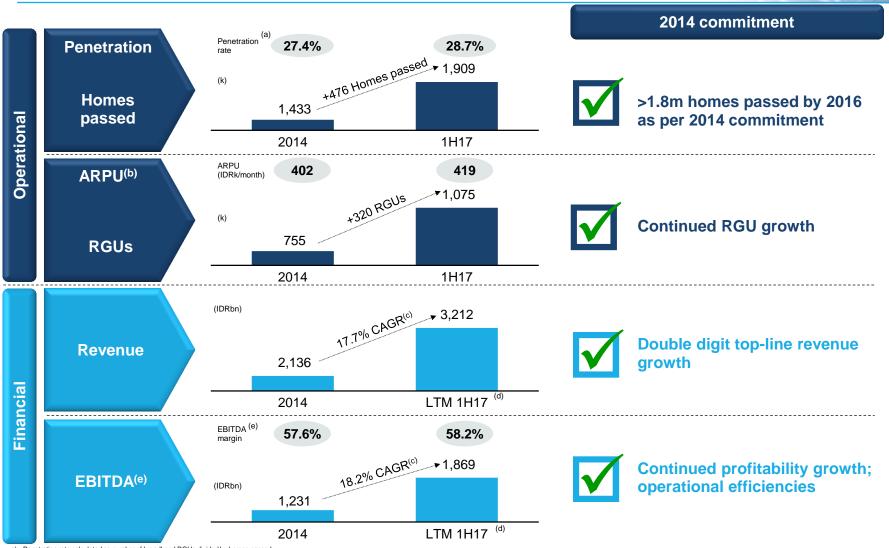


b) The Company acquired certain assets, liabilities and rights of use relating to the Network from PT First Media Tbk ("First Media") in June 2011 and commenced its current broadband and cable TV business thereafter. As of 31 July 2017, First Media held 34.8% of the outstanding shares of Link Net

c) Number of homes passed are as at the end date for each period



## Link Net has delivered since 2014



a) Penetration rate calculated as number of broadband RGUs divided by homes passed

ARPU is calculated by dividing revenue generated during a period by the number of total RGUs at the end of such period, then dividing the quotient by the number of months in such period

<sup>2014-</sup>LTM 1H17 CAGR calculated using a factor of 2.5 to account for the 2.5 years from 31 December 2014 to 30 June 2017

Last Twelve Months (LTM) 1H17 refers to the twelve months period ended 30 June 2017. The unaudited financial data for LTM 1H17 has been derived by adding the Company's financial data for 2016 to the financial data for 1H17 and subtracting the financial data for 1H16. The information is not indicative of the Company's results of operations for the full financial year ending 31 December 2017 or any interim period and may not reflect the Company's actual performance for the full financial year ending 31 December 2017

e) EBITDA is a non-GAAP financial measure of the Company's performance and should not be considered as an alternative to performance measures derived in accordance with IFAS. Other companies may calculate this non-GAAP measure differently which limits its usefulness as a comparative measure. EBITDA margin is defined as EBITDA divided by revenue







# **Key investment highlights**

Highly attractive long term fundamentals for Indonesia's fixed broadband and pay TV markets<sup>(a)</sup>

- HSBB provider of significant scale and operating in some of the most attractive metropolitan areas of Indonesia with high barriers to entry<sup>(b)</sup>
  - Technologically resilient HSBB network

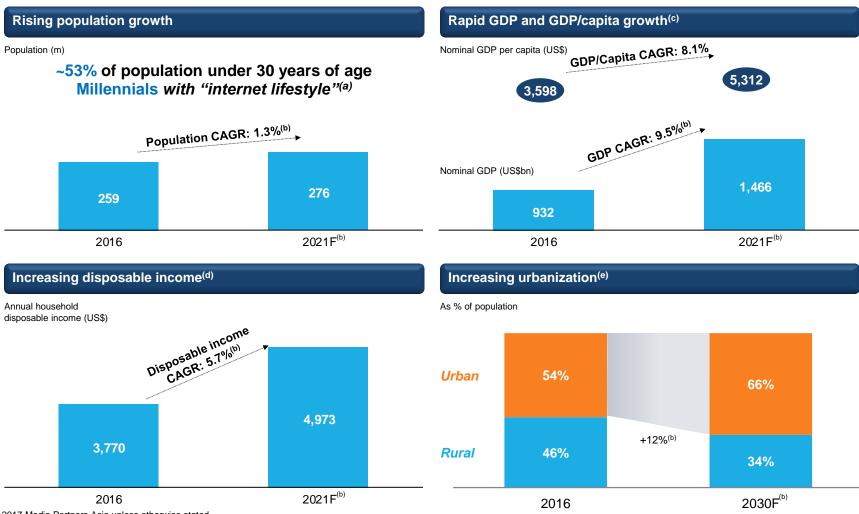


- Compelling product offerings with superior service quality
- 5 Strong track record of profitable growth
- Strong balance sheet and significant cash flow generation have provided high ROIC and positions Link Net for further expansion
- 7 Experienced management team with a strong track record





# Indonesia's highly attractive long term fundamentals



Source: 2017 Media Partners Asia unless otherwise stated

e) Source: World Bank and IMF

a) As of December 2015

b) Indicates a forecast, which is inherently subject to various risks and uncertainties. Actual results and future events could differ materially

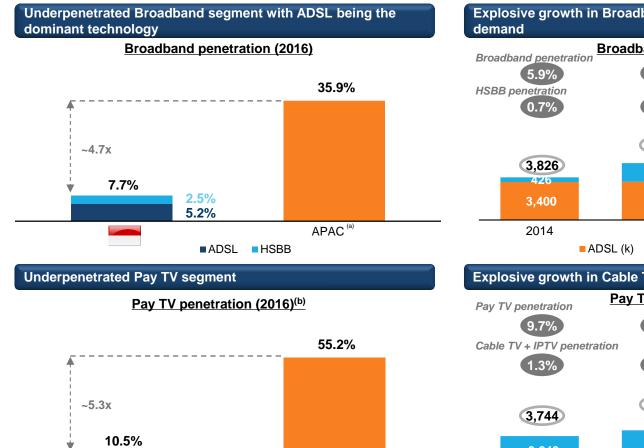
c) Source: IMF Data (GDP refers to nominal GDP)

d) Source: OECD Data





# Highly attractive long term fundamentals for Indonesia's fixed broadband markets and pay TV markets



APAC (a)

DTH + DTT

Source: 2017 Media Partners Asia unless otherwise stated

a) Refers to average APAC Broadband and Pay TV penetration rates respectively

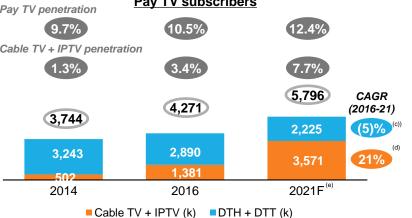
■ Cable TV + IPTV

7.1%

3.4%

- b) Pay TV penetration is as a % of TV households
- c) Refers to DTH and DTT CAGR
- d) Refers to Cable TV and IPTV CAGR
- e) Indicates a forecast, which is inherently subject to various risks and uncertainties. Actual results and future events could differ materially

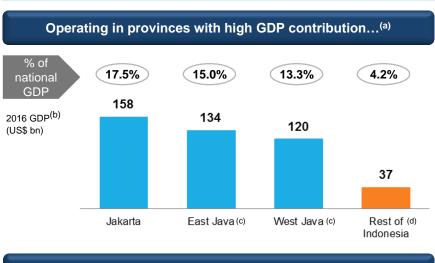
### Explosive growth in Broadband market driven by HSBB **Broadband subscribers** 7.7% 9.8% 6,831 CAGR 5,090 (2016-21)26% 5,231 1.661 3,429 (14)% 1,600 2021F (e) 2016 HSBB (k) **Explosive growth in Cable TV & IPTV markets** Pay TV subscribers





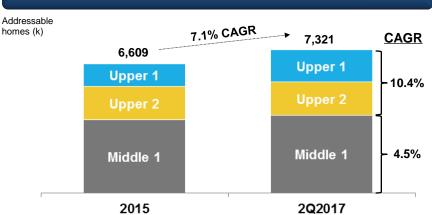


# Link Net – Leading HSBB provider of scale and operating in some of the most attractive metropolitan areas of Indonesia...

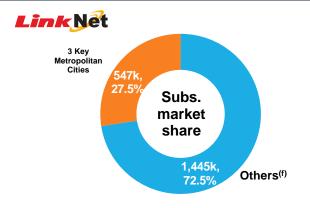




### Link Net's large and fast growing addressable market<sup>(e)</sup>







Source: 2017 Media Partners Asia unless otherwise stated

- a) Source: Badan Pusat Statistik ("BPS")
- b) GDP assumes USD/IDR exchange rate of 13,322
- c) Key cities in East Java include Gresik, Bangkalan, Mojokerto, Surabaya, Sidoarjo, Lamongan and in West Java includes Bandung
- d) Rest of Indonesia figure is the average of the remaining top 9 provinces as per BPS excluding Jakarta, East Java and West Java
- e) According to, and based on addressable market of Upper 1, Upper 2 and Middle 1 SEC households as defined by Nielsen (2Q17 definition of SEC classification) For Greater Jakarta, Greater Bandung, Greater Surabaya (Includes Malang) and Medan. Nielsen reports based on number of people aged 10 and above. Addressable homes or households is derived by assuming each home or household has 4 people each
- f) Consists of 5 other key HSBB players in Indonesia
- g) Refers to P1's nationwide coverage which covers more than 10 cities on Java island, plus key cities in Sumatra (Medan, Banda Aceh, Bandar Lampung, Bengkasi, Palembang, Bengkulu), Kalimantan (Pontianak, Benjarmasin, Balikpapan, Samarinda), Sulawesi (Makassar) and Nusa Tenggara





## ...with high barriers to entry

### High barriers to entry from...



Access to Existing Subscribers: Existing subscribers reluctant to provide access for new cable laying, which would result in disruptions and a high degree of inconvenience



**Financial Capability:** Able to invest in significant capital expenditure to improve existing network and support future expansion plans



**Strong Brand and Customer Base:** Established position and significant market share results in attractive economies of scale in the long run

### Link Net's business profile

Geographic focus

**Product focus** 

**Demographic focus** 



### **Urban areas**

with high population density and GDP concentration (1.9m homes passed)

Superior fixed broadband and pay TV offerings

Affluent households
Upper 1, Upper 2 & Middle 1(a)

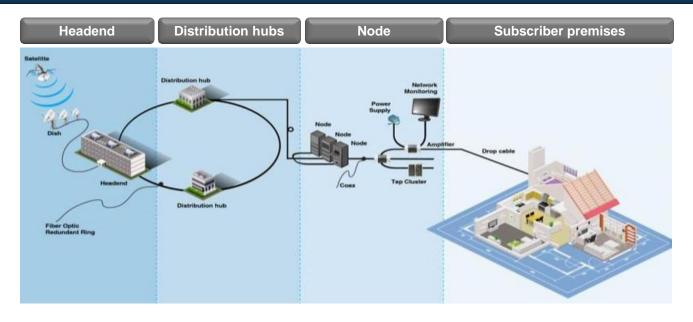
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# Technologically resilient HSBB network

### Future proof network with abundant bandwidth capacity and high level of network redundancy





24,890 km of cable across Indonesia(a)



Has access to a total of **780 Gbps of International** bandwidth capacity



Has the capability to operate at least 8 Tbps fiber lines to Singapore gateway



Substantially self-owned last mile roll-out(b)



Technologically agnostic approach to future rollout:

- HFC network in the existing brownfield areas and FTTH network to be rolled out in new areas rolled out within parts of existing coverage areas for enhancement
- FTTH network to be rolled-out in greenfield areas with market skewed to the fiber-centric infrastructure



Offering a high quality network using HFC and FTTH capable of speeds up to 10 Gbps

a) As of 30 June 2017





# Technologically resilient HSBB network (cont'd)

Link Net has already completed most of its end-to-end network infrastructure, assuring network quality and reducing future investment requirement

**International Gateway** 

**Inter-city Connection** 

**Intra-city Connection** 

**Last Mile Roll-out** 

### **Vertically Integrated End-to-end Network Infrastructure**

2 proprietary international fibre lines / submarine cables<sup>(a)</sup> providing bandwidth to Singapore

Pan-Java backbone<sup>(a)</sup>

24.890 km of cable network(b)

Jakabare and B2JS in submarine cables<sup>(a)</sup>

100% proprietary intracity connection in all of the operating cities Substantially self-owned last mile roll-out<sup>(c)</sup>









### **Selective Usage of Third Party Network for Quality**

a) Link Net acquired an 11-year right to use the Jakabare submarine cables in 2011, a 15-year right to use the B2JS submarine cables in 2015 and a 15-year right to use the pan-Java backbone 2017

b) Total cable length includes HFC and FTTH

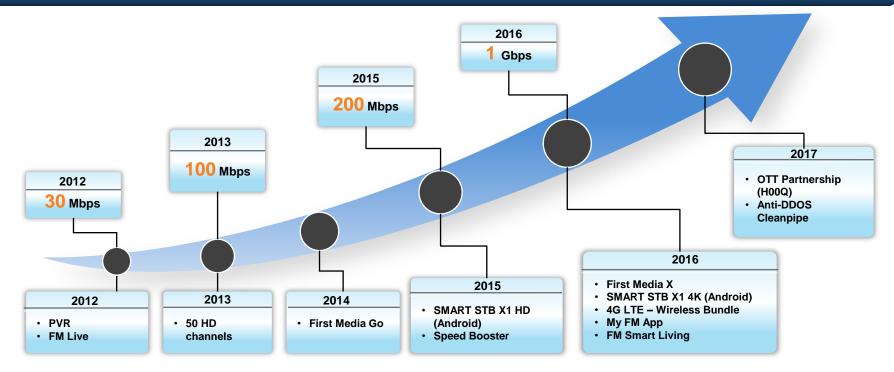
c) Limited exceptions for certain last mile owned by property developers





# Compelling product offerings with superior service quality

### Superior innovation-led product strategy and service quality





Multi-Screen Interactive Experience with next generation cable OTT STB



Ultra High Definition Resolutions



Bringing Convenience to Subscribers via My FM App



First Media Go with First Media X



Smart Living



Translate to increase upselling transactions per year



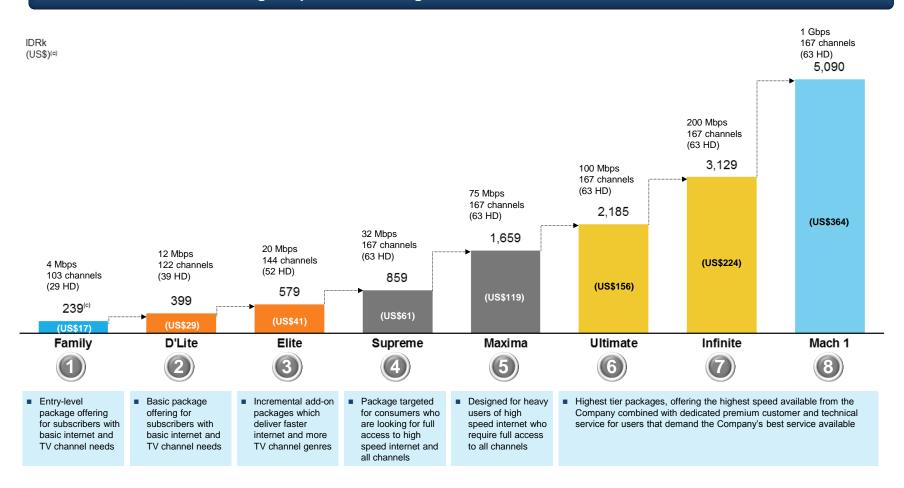
On average ARPU increases 13% after 1 year subscription up to 75% in the 6th year (a)





# Compelling product offerings with superior service quality (cont'd)

### Wide range of product offerings to cater to different customer needs(a,b)



Note: As of July 2017

- a) All price is including CPE rental, excluding 10% VAT and add-on channels. Total Link Net channel offering are 188 channels including 21 add-on channels (19 SD, 2 HD)
- b) Wireless Docsis 3.0 Modem (previously Docsis 2.0) and HD STB for FAMILY and D'LITE & Wireless Docsis 3.0 Wi-fi Modem and X1 4K STB (previously X1 HD STB) for ELITE. Prices for all packages exclude First Media X

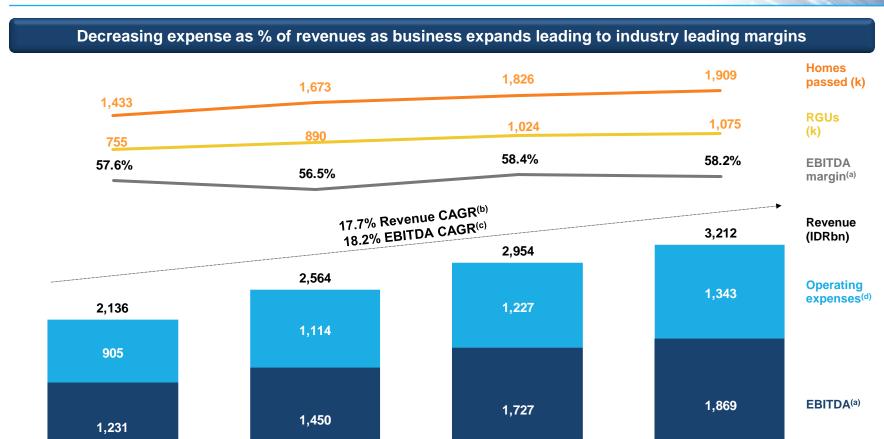
c) USD/IDR exchange rate of 14,000



LTM 1H17<sup>(e)</sup>



# Strong operating and financial track record



2016

2014

2015

a) EBITDA is a non-GAAP financial measure of the Company's performance and should not be considered as an alternative to performance measures derived in accordance with IFAS. Other companies may calculate this non-GAAP measure differently which limits its usefulness as a comparative measure. EBITDA margin is defined as EBITDA divided by revenue

b) 2014-LTM 1H17 Revenue CAGR calculated using a factor of 2.5 to account for the 2.5 years from 31 December 2014 to 30 June 2017

c) 2014-LTM 1H17 EBITDA CAGR calculated using a factor of 2.5 to account for the 2.5 years from 31 December 2014 to 30 June 2017

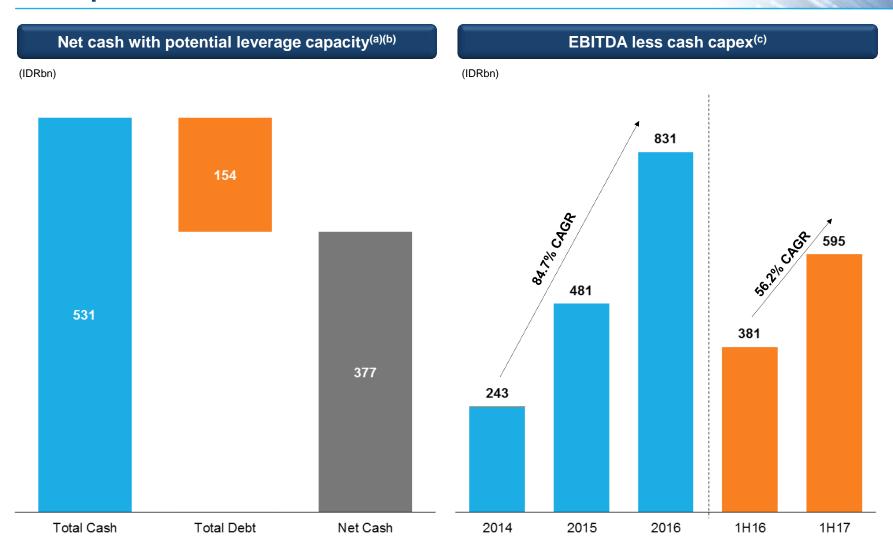
d) Operating expenses defined as the summation of Cost of Revenue, Selling Expenses, General and Administrative Expenses and Other Expenses (Income)

e) Last Twelve Months (LTM) 1H17 refers to the twelve months period ended 30 June 2017. The unaudited financial data for LTM 1H17 has been derived by adding the Company's financial data for 2016 to the financial data for 1H16. The information is not indicative of the Company's results of operations for the full financial year ending 31 December 2017 or any interim period and may not reflect the Company's actual performance for the full financial year ending 31 December 2017



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# Strong balance sheet and significant cash flow generation capabilities



a) Net cash is defined as total debt (current portion of long-term debt and finance lease payables plus non current portion of finance lease payables) less cash and cash equivalents

b) Total cash and debt as of 30 June 2017

EBITDA less cash capital expenditures (comprising purchases of property, plant and equipment for installation and purchase of intangible assets plus IDR140bn representing the one-time amount spent on acquisition of B2JS subsea cables in 2015) does not take into account the Company's mandatory debt service requirements or other non-discretionary expenditures and should not be relied on as a measure of the Company's residual cash flow available for discretionary expenditures. EBITDA less cash capital expenditure is a non-GAAP financial measure of the Company's liquidity, excludes components that are significant in understanding and assessing the Company's cash flows and should not be considered as an alternative to liquidity measures derived in accordance with IFAS. The Company's cash from operating activities was IDR1,182.7bn, IDR1,181.7bn, IDR54.4bn and IDR360.7bn, IDR632.4bn and IDR360.7bn, IDR632.4bn and IDR360.0bn for 2014, 2015, 2016 and the six months ended 30 June 2016 and 2017. The Companies may calculate this non-GAAP measure differently which limits its usefulness as a comparative measure





# Experienced management team with a strong track record



#### Irwan Djaja, Chief Executive Officer

- Over 23 years of experience in auditing, consulting and corporate finance in various industries
- Holds two doctorate degrees in Management and Law
- Earned numerous accounting professional certifications
- Has numerous leadership roles in leading successful companies under Lippo's TMT pillar to growth. Prior experiences include:
   CEO and CFO First Media, Berita Satu CEO and CFO of Link Net



#### Timotius Sulaiman, Chief Financial Officer

- Over 21 years of experience in auditing, accounting, in big five accounting firms, various leadership experience roles in multimedia and telco companies, including Orange TV, Nokia Siemens Network, and Mobile-8 Telecom
- Holds a master degree in Management
- Previously Director and CFO in BOLT 4G LTE



#### Sutrisno Budidharma, Sales Director

- Over 27 years of extensive experience in leading product sales teams in banking and branch management in the banking sector
- Previously Business Development and Direct Sales Director in Link Net



#### Liryawati, Chief Marketing Officer

- Over 23 years of experience in area of marketing, sales and retail FMCG, major electronic company, and telco
- Previously worked in Philip Morris International, Samsung Electronics and the last position held was CMO for BOLT 4G LTE



#### **Edward Sanusi, Chief Operation Officer**

- Over 21 years of experience in managing technology related business models for software development, ISP, Cable TV, social media, and system integration
- Previously Director / CEO in PT Plexis Erakarsa Pirantiniaga (PlasMedia)



#### Meena Adnani, Content Director

- Over 23 years of experience in media, content and marketing and legal counsel
- Previously EVP, Content Development and Business Affairs in PT First Media Tbk



#### Desmond Poon, Chief Technology Officer & Product Director

- Over 22 years of experience in technology, media and networks
- Prior to joining Link Net, he was the VP/Head, Home Solutions & Architecture (SHINE) in StarHub Ltd, Singapore



#### Agus Setiono, New Roll Out Director

- Seasoned leader in operations, marketing in major foreign bank with more than 28 years of experience in technology, media and networks
- Prior to joining Link Net, he was the VP of Card Marketing in Citibank Indonesia



#### Ferliana Suminto, Corporate Resource Director

- Seasoned leader with more than 23 years of experience in finance, business development, information and communication technology, including an exposure in UPH, and PT. Matahari Putra Prima
- Prior to joining Link Net, she was the Chief Financial Officer in PT. Indonesia Media Televisi

Complementary skills and expertise with strong domestic and international track record







# Four strategic growth pillars

Focus

Description

**Maintain expansion** momentum through strategic roll-out

**Maximize capital** utilization through intensifications

Cementing position as a leading HSBB provider of choice

**Continued expansion of** enterprise business

- **Extend strategic** partnerships & extensions
- Continue to "Fill in the gaps" in existing cities
- **Explore**, utilize and test new technologies
- **Boost penetration rates** and increase returns via remarketing initiatives & compelling bundles
- **Upsell with value added** services
- **Continuously enhance** overall product & network service quality
- **Innovative product** offerings
- Standardized service packages to cater to **SMEs**
- **Experiment different** product offerings, technologies and services for large **Enterprises**
- **Further develop internal** resource competencies



# Maintain expansion momentum through strategic roll-out

Management seeks to maintain the expansion momentum to achieve 2.8m homes passed by end 2021



**Existing cities** 

#### **Potential**

- 1.9m homes passed vs. 7.3m addressable households<sup>(a)</sup>
- Further upside in addressable households with economic growth

### Commentary

- Focus on premium locations and selected households
- Leverage strong execution track record and technical know-how



 Java intercity fiber backbone (acquired right of use in 3Q17) provides instant access to ~43 new cities<sup>(b)</sup>

- Selective expansion into key metropolitan cities in Java Island
- Employ robust and stringent ROIC<sup>(c)</sup> analysis in evaluation



Strategic partnership with reputable real estate developers





Sinarmas Land
ModernLand







- Reduction in upfront capex
- Provides stronger initial HSBB takeup

a) According to, and based on addressable market of Upper 1, Upper 2 and Middle 1 SEC households as defined by Nielsen (2Q17 definition of SEC classification) – For Greater Jakarta, Greater Bandung, Greater Surabaya (Includes Malang) and Medan. Nielsen reports based on number of people aged 10 and above. Addressable homes or households is derived by assuming each home or household has 4 people each

b) Source: 2017 Media Partners Asia

Return on invested capital ("ROIC") is defined as tax-adjusted operating profit divided by the average sum of total capital. Tax-adjusted operating profit assumes Indonesia's marginal corporate tax rate of 25% (instead of the Company's actual effective tax rate, which was 26.2%, 25.3%, 24.8% and 24.7% for 2014, 2015 and 2016 and the six months ended 30 June 2017, respectively). Total capital is calculated as the sum of net debt and total equity attributable to owners of the parent and non-controlling interests as of the end of the relevant period. Average sum of total capital is the average of total capital as the sum of net debt and total equity attributable to owners of the parent and non-controlling interests as of the end of the relevant period. Average sum of total capital is the average of total capital as of the start date and end date of each period. Net debt is calculated as total cash and cash equivalents expected in accordance with IFAS. Other companies may calculate this non-GAAP measure differently, which limits its usefulness as a comparative measure



# Cementing position as a leading HSBB provider of choice





# **Continued expansion of enterprise business**

### Strategic roadmap for enterprise business



Complementary bandwidth utilization from residential broadband



Increasing customer stickiness, especially for SMEs with end-to-end solutions



Dedicated internal resource allocation to focus solely on marketing to enterprise customers

### Recent initiatives



More competitive product offerings

- Standardized service packages
- End to end solution via bundled offering
- Value added services and managed services



Continued service expansions and improvements

- Pre-wiring of office buildings
- Standardized and automation of work orders to increase efficiency and reduce delivery lead time

### Selected enterprise clients

Allianz BCA Ritz Carlton IDX<sup>(a)</sup> Garena Grab

Kompas Gramedia CIMB Niaga NSIAPay

JIS<sup>(b)</sup> WPP<sup>(c)</sup> Lippo

DBS JW Marriott Orion Cyber Internet

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Sales capability and internal process improvement

- Dedicated sales team
- Automation of network monitoring and trouble ticketing system

a) Indonesia Stock Exchange

b) Jakarta International School

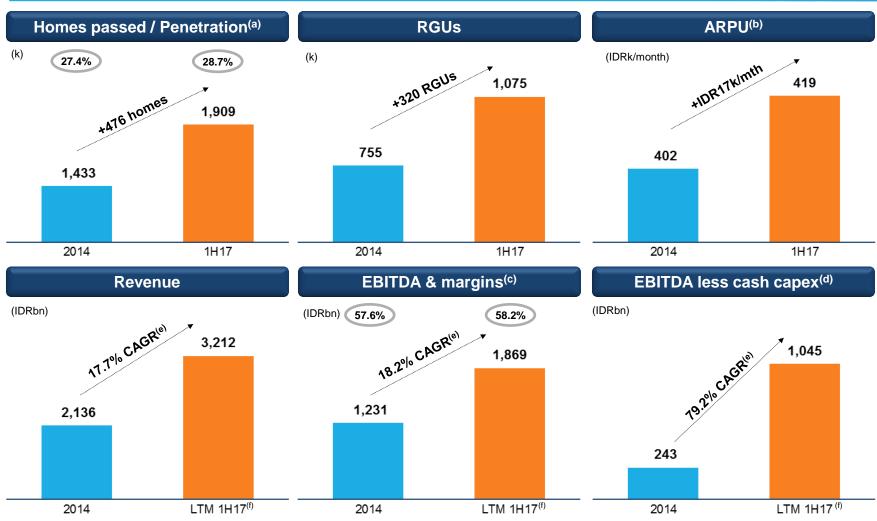
c) PT Wira Pariwara Pamungkas (Group M Indonesia)







# Our key drivers since 2014



a) Broadband penetration based on broadband subscribers divided by homes passed

b) ARPU is calculated by dividing revenue generated during a period by the number of total RGUs at the end of such period, then dividing the quotient by the number of months in such period

EBITDA is a non-GAAP financial measure of the Company's performance and should not be considered as an alternative to performance measures derived in accordance with IFAS. Other companies may calculate this non-GAAP measure differently which limits its usefulness as a comparative measure. EBITDA margin is defined as EBITDA divided by revenue

d) EBITDA less cash capital expenditures (comprising purchases of property, plant and equipment for installation and purchase of intangible assets plus IDR140bn representing the one-time amount spent on acquisition of B2JS subsea cables in 2015) does not take into account the Company's mandatory debt service requirements or other non-discretionary expenditures and should not be relied on as a measure of the Company's residual cash flow available for of additionation understanding and assessing the Company's cash flows and should not be considered as an alternative to liquidity measures derive to liquidity measures derive to liquidity measures derive to liquidity measures derive to proper the Company's cash from operating activities was IDR1, 438.6h, IDR1, 148.6h, IDR314.6bn, IDR314.3bn and IDR380.6bn for 2014, 2015, 2016 and the six months ended 30 June 2016 and 2017. Other companies may calculate this non-GAAP measure differently which limits its usefulness as a comparative measure

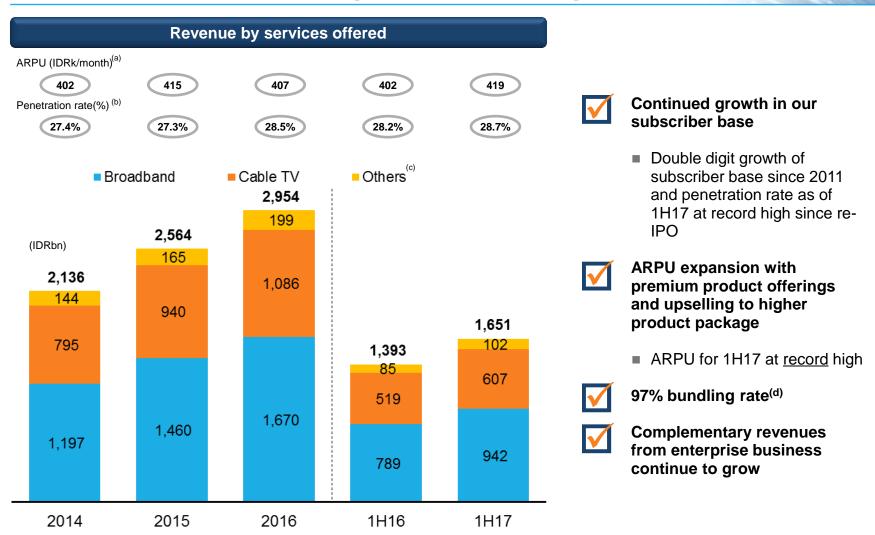
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# Continued robust revenue growth across segments



a) ARPU is calculated by dividing revenue generated during a period by the number of total RGUs at the end of such period, then dividing the quotient by the number of months in such period

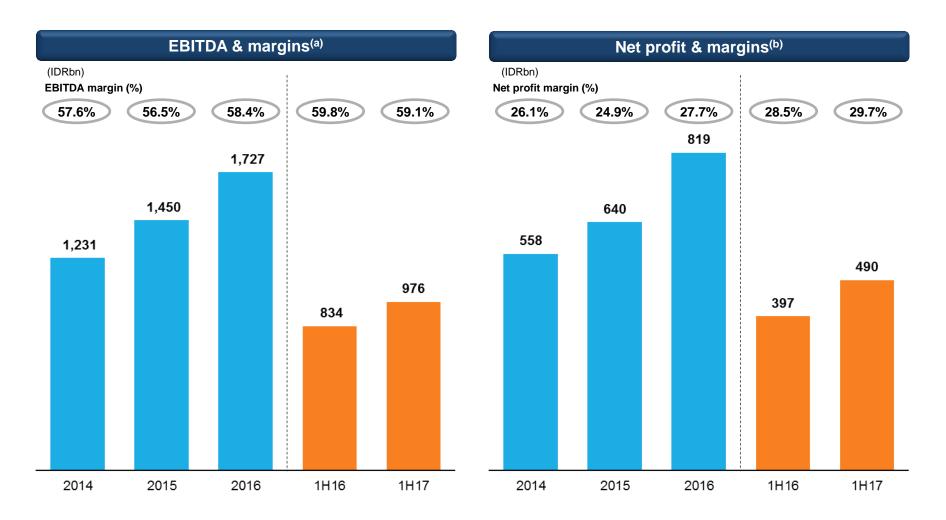
d) As at 30 June 2017

b) Penetration rate calculated as number of broadband RGUs divided by homes passed

c) Others include advertising sales, fees related to payment gateway providers, fees on late payments, installation charges in connection with new service setup, and sales of customer premises equipment



# Operational efficiencies continue to drive profitability growth



a) EBITDA is a non-GAAP financial measure of the Company's performance and should not be considered as an alternative to performance measures derived in accordance with IFAS. Other companies may calculate this non-GAAP measure differently which limits its usefulness as a comparative measure. EBITDA margin is defined as EBITDA divided by revenue

b) Net profit margin is defined as net income / total revenue







# Link Net industry accolades and awards



### **Best of the Best Companies 2017**

2<sup>nd</sup> place From Forbes Indonesia



### **Service Quality Award 2017**

Diamond (First Rank) Pay TV Category by Service Excellence Magazine and Carre-CCSL



### Indonesia WOW Brand 2015 & 2017

Silver Champion for Pay TV Category, 2015 & 2017

**Gold Champion for Fixed ISP** Category, 2015

From Markplus Inc



### **Top Telco** 2014-2016

**Top Fixed Internet** Category From Itech Magazine



### **Indonesia Most Innovative Business Award 2017**

Advertising, Printing, and Media Category From Warta Ekonomi



LEADER 2016

### **Customer Loyalty Award Net Promoter** Leader Award 2016

Pay TV & Broadband/Fixed ISP category SWA magazine, 2011-2016







**Word Of Mouth Marketing Award** 2015



**Brand Finance plc Brand Rating** 

2015



2012-2014



**PEFINDO25 Index** (01/08/2015 to 31/01/2016)



**Net Promoter Leader** Award 2011-2014





Corporate Image Award 2012-2014



2015 Frost & Sullivan **Indonesia Excellent Awards**