PART II

FORMULATION OF PPP SCHEME

OVERVIEW OF PPP

CHAPTER 5

CHAPTER 5

OVERVIEW OF PPP

5.1 **BENEFITS OF PROMOTING PPP**

There exists considerable variety in development stages of PPP legislation and regulations. Inevitably in this report experiences of the most advanced PPP jurisdictions, namely Europe, especially UK are more fully observed while those in developing countries are less accounted for because of limitation in experiences and records. Let us start with introduction of PPP.

5.1.1 **Definitions of PPPs**

First of all, there is no widely accepted definition of PPPs. This creates a challenge in developing legislation on PPPs: If a narrow definition is taken, this can result in legislation which only applies to a narrow range of project types or structures, which may be of limited practical value. Following are examples of defining remarks about PPP.

"There is no overarching definition for public-private partnerships. PPP is an umbrella notion covering a wide range of economic activity and is in constant evolution." (Speech by Commissioner Frits Bolkenstein, DG Internal Market)

"Public private partnership (PPPs) are a generic term for the relationships formed between the private sector and public bodies often with the aim of introducing private sector resources and/or expertise in order to help provide and deliver public sector assets and services. The term PPP is used to describe a wide variety of working arrangements from loose, informal and strategic partnerships to design-buildfinance-operate (DBFO) type service contracts and formal joint venture companies." (4Ps, UK local government procurement agency)

While there is no single definition of PPPs, there are some common characteristics which are often associated with PPPs. These include contracting between the public and private sectors for infrastructure development and management where risks are shared between the parties. Risks are allocated to the party which is best able to manage, and therefore minimize, the cost of risks. The need to utilize private sector management and expertise, not only the capability of raising finance, is also common.

The term PPP covers a range of different structures which can be used to deliver a project or a service. Depending on the country and the politics of the time, the term can cover a spectrum from relatively short term management contracts (with little or no capital expenditure); through concession contracts (which may encompass the design and build of substantial capital assets along with the provision of a range of services and the financing of the entire construction and operation); to joint ventures and partial privatizations where there is a sharing of ownership between the public and private sectors. Figure 5.1-1 illustrates that PPPs fill a space between traditionally procured government projects and full privatization, where government no longer has a direct role in ongoing operations. PPP enables to develop projects which do not have enough profitability with revenues only from projects and are not self-sustaining.

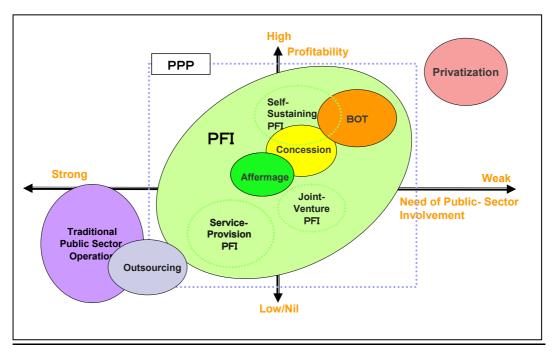


Figure 5.1-1 PPP Structures

(Source: "Strategy and Methods of Privatization" Yumiko Noda)

Under traditional public sector approach, the public sector designs, builds, operates, and maintains infrastructure, and sets level of quantity and standards of service quality, while under privatization approach, the private sector conducts all of these aspects in place of the public sector. Under PPP approach, the public sector is ultimately accountable for service provisions, although the private sector designs, builds, operates

and maintains infrastructure. PPP ensures provision of services to general public, but at lower cost and better quality by the use of private-sector management skills and finance capabilities.

5.1.2 Objectives of PPPs

There are a range of reasons as to why governments undertake PPPs. The objective of achieving improved value for money, or improved services for the same amount of money as the public sector would spend, is often stated as the prime objective. But other objectives may also be important. These can include the desire to provide increased infrastructure provision and services within imposed budgetary constraints by utilizing private sources of finance, if possible, via off balance sheet structures (in other words such expenditure is not accounted for in government balance sheet, giving rating agencies and multilateral institutions a more favorable spin to its fiscal position), or to accelerate delivery of projects which might otherwise have to be delayed. PPPs experience in UK has demonstrated satisfactory results.

- A report commissioned by the Treasury Taskforce found that the average percentage estimated saving against the Public Sector Comperator was 17%.
- 89% of project were delivered on time or earlier.
- 77% of public sector managers stated that their project was meeting their initial expectations.

In considering the appropriateness of any particular PPP structure it is important to bear in mind the competencies and capacity of the procuring entity and the environment in which the procurement is carried out.

5.1.3 **Progress in PPPs**

While there exists growing interest in PPPs globally, experience of PPPs is actually limited. UK stands out as having the longest and most substantial experience of PPPs. Progress of countries appears to have more to do with the interest in PPPs and the political will to promote them shown by individual governments than any other factor. Some countries have been reviewing the use of PPPs and developing pilot procurements for some time, but with limited results in terms of projects procured and financed. Others, which have only recently adopted PPPs as a valid method of procuring public services, have moved rapidly and have procured pilot projects within relatively short time scales. Even in the most advanced European countries there exists substantial variety of progress in PPPs by country and sector. Refer to Table 5.1-1.

In addition to reviewing the progress of PPPs in terms of project procurements, Table 5.1-2 summarizes two elements of institutional developments which are often associated with the progress of PPPs, the setting up of one or more PPP units at a certain development level and the promotion of generic PPP legislation. Although Table 5.1-1 & -2 demonstrate the relatively limited progress which has been achieved in Europe to date, the use of PPPs is growing. In 2003, ninety PPP projects were financed in Europe amounting to \$21.65billion.

Even where there is strong political will to develop PPPs, the complexities of individual procurements and the needs to develop both an institutional capability and capacity and an 'enabling environment' results in progress being slow initially. Figure 5.1-2 shows that even in UK it took some time for results to come through.

Development of PPPs in UK

- Government Reform under Thatcher Administration (1979)
 - Privatization of State-owned/Public Enterprises
 - Government executive branches converted into Agencies
- Introduction of market mechanism (1988)
 - Compulsory Competitive Tendering for government services
 - Wide spread outsourcing of government operations
- Launch of Citizen's Charter (1991)
 - To find better ways of converting money into better services
- Maastricht Pact (1992)
 - Target set for reduction of deficit/public debt for EU members
- Launch of PFI (1992)
 - Initiative by Chancellor Lamont for Value for Money (VFM)
 - PFI has been developed into PPP under the Labor Administration

	Airport	Defence	Housing	Health / Hospital	IT	Port	Prisons	Heavy Railway	Light Railway	Road	School	Sport/Leisure	Water/Wastewater
Austria				\triangle				\triangle		\triangle			
Belgium	\bigtriangleup		\bigtriangleup							\triangle			\bigtriangleup
Denmark						\triangle		\bigtriangleup		\triangle	\bigtriangleup	\bigtriangleup	
Finland				\bigtriangleup						\triangle	\bigtriangleup		
France	\triangle			\triangle		\bigtriangleup	\bigtriangleup	\bigtriangleup	0	0			\odot
Germany					\triangle		\bigtriangleup						0
Greece	\odot												
Ireland			\triangle	\triangle					\triangle	0			0
Italy	\triangle					\bigtriangleup				0		\bigtriangleup	\triangle
Luxembourg					\triangle								
Netherlands											\triangle		
Norway				\triangle							\bigtriangleup		
Portugal				\triangle	\triangle					0			
Spain				\triangle		0			\triangle	0			
Sweden													
UK	0	\odot	\odot	0	\odot		0		\odot	0	0	\odot	\odot
Cyprus						\triangle				\triangle			\triangle
Czech Rep.		\triangle								\triangle			
Estonia													
Hungary				\triangle			\triangle					\triangle	
Latvia													
Lithuania													
Malta				\triangle									
Poland						\triangle				\triangle			
Slovakia													
Slovenia													
Bulgaria													
Romania				\bigtriangleup								\bigtriangleup	
Turkey													

Table 5.1-1 Summary of PPPs by Country and Sector in Europe

Legend:

 \odot Substantial number of closed projects, majority of them in operation

O Substantial number of closed projects

■ Many procured projects, some projects closed

- \triangle Projects in procurements
- ▲ Discussions ongoing

Source: PricewaterhouseCoopers

Country	PPP Unit	PPP Law	Country	PPP Unit	PPP Law
Austria	0	-	Cyprus	-	-
Belgium	\bigtriangleup	\bigtriangleup	Czech Rep.	0	0
Denmark	0	-	Estonia	\bigtriangleup	-
Finland	-	\bigtriangleup	Hungary	0	\bigtriangleup
France	\bigtriangleup	0	Latvia	0	\bigtriangleup
Germany	0	0	Lithuania	-	-
Greece	\bigtriangleup	0	Malta	\bigtriangleup	-
Ireland	0	0	Poland	0	0
Italy	0	\bigtriangleup	Slovakia	-	-
Luxembourg	-	-	Slovenia	-	-
Netherlands	Ô	-	Bulgaria	\bigtriangleup	\bigtriangleup
Norway	\bigtriangleup	-	Romania	\bigtriangleup	0
Portugal	0	0	Turkey	-	Ô
Spain	-	∆*1	UK	0	-
Sweden	-	-			

Table 5.1-2 Summary of PPP Institutional Development in Europe

PPP Unit

O PPP unit existing (actively involved in PPP promotion)

O PPP unit in progress (or existing but in a purely consultative capacity)

 \triangle Need for PPP unit identified and some action taken (or only a regional PPP unit existing)

PPP Law

O Comprehensive legislation in place

O Comprehensive legislation being drafted/ some sector specific legislation in place

 \triangle Legislation being proposed

Source: PricewaterhouseCoopers

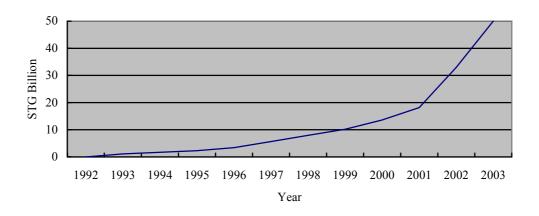


Figure 5.1-2 Cumulative Capital Value of PPPs in UK

Figure 5.1-3 is the PPP market in a global context which demonstrates European, especially UK dominance. European countries account for 86% and UK alone for 66% of PPPs worldwide in 2003. It coincides with a slower spread of PPP outside UK/Europe than expected.



Year 2000 in US\$bn (US\$15.8bn)

Year 2003 in US\$bn (US\$40.8bn)

Figure 5.1-3 Capital Value of Closed PPP Deals

This slow progress in the past has often related to deficiencies in legal and institutional frameworks in various countries and also to questions about whether value for money is being provided in the PPP format. However, with many countries now initiating legislative changes and developing institutions to encourage PPP, a surge in these transactions elsewhere in the world may be expected.

5.1.4 Survey of PPP Progress by Areas

Commonwealth countries such as Australia and Canada have developed a local framework through drawing upon the UK experience. European neighbors have also adopted techniques and learned lessons relevant to the rollout of PFI transactions in their own countries. After facing problems in their earlier attempts to introduce private investment in infrastructure in the 1990s, a more mature approach to PPP is now being seen in some emerging economies in Latin America and Asia.

Summary of Survey

As stated at the beginning of this chapter, there is no widely accepted definition of PPP. There are, however, some common characteristics which are often associated with PPP. These include contracting between the public and private sectors for infrastructure development and management where risks are shared between the parties.

5.1.5 Type of PPP

<u>Conventional BOT vs PPP.</u> Being a broad and flexible concept, PPP may comprehend BOT as its variant. But in comparison with 'traditional' BOT, PPP has following fundamental difference both in objectives and principles. In 'traditional' BOT the single most important objective is to secure finance. Often BOT has been attempted where there is no alternative other than securing private finance because of budget-constraint. As such, the public sector plays little role there and 'leaves it solely to the private sector.' Risks are often imposed to the private sector as much as possible regardless of the capacity and capability, all of which has led to failure of many projects.

On the contrary, even though mobilizing private finance is one of the main objectives, the prime PPP objective is to achieve VFM. In PPP, following a transparent and competitive process, whether to achieve higher quality services at lower cost compared with the traditional public procurement is strictly evaluated, verified and monitored, both quantitatively and qualitatively. If proved otherwise, PPP is dismissed. Risks are allocated to the party best able to manage, and therefore minimize the cost of risks. Full utilization of superior private management and expertise, not only the capability of raising finance, is highly encouraged in PPP. Allocation of risks and responsibilities between the public and private is clearly described in PPP contracts.

For example, under a conventional BOT scheme in road projects, the private sector takes demand risks and recovers its investment from toll revenues. On the other hand, under PPP scheme, the public sector and the private sector share demand risks and the private sector recovers its investment from the public sector's payments based primarily on availability and/or toll revenues. *Therefore, PPP can be applied to low-volume roads, whereas the conventional BOT is applied to high-volume roads.* Table 5.1-3 presents a summary of PPP methods.

<u>Political Environment for PPP.</u> There exists considerable variety in development of PPP by countries and sectors. While there exists growing interest in PPP globally (including emerging countries), experience of PPP is actually limited. UK stands out as having the longest and most substantial experience of PPP.

I OL FFF MEMIOUS	Conventional Affermage Concession PFI ROT/ROO	Lease	Public Public Public Public Public Public Public	Public	Public Public Public Private Private Private		Private Private Private Private Private Private	Payment from the Payment from the Toll Revenue Toll Revenue Payment from the	Public Public Public	(performance	based) based)	Toll Revenue	1-2 3-7 10-15 20-30 10-30 15-30		Low Medium Medium High High High	-
CONTRACT TATE OF A										(performance	based)					_
TADIE J. I-J DUIIIIIAI Y UL FFF INTELIIOUS			Ownership of P	Assets	Construction/ P	Finance	O&M P	Revenue Source P	to the Private P	Party			Project Term 1	(years)	Private Power & L	

Table 5.1-3 Summary of PPP Methods

(Source: "Strategy and Methods of Privatization" Yumiko Noda)

Difference in PPP progress by countries appears to have more to do with the interest in PPP and the political will to promote them, shown by individual governments than any other factor. Even where there is strong political will to develop PPP, however, the complexities of individual procurements and the needs to develop both an institutional capability and capacity and an 'enabling environment' results in progress being slow initially. Even in UK it took considerable time for results to come through.

This slow progress in the past has often related to deficiencies in legal and institutional frameworks in various countries and also to questions about whether VFM is being provided in the PPP format. But with many countries now initiating legislative changes and developing institutions to encourage PPP, e.g., a new concession law in Spain (2003), a PPP Law in Portugal (2003) and a new PPP enabling legislation in France (2004), a surge in these projects elsewhere in the world may be expected.

Government structure and consistency in policy have a significant impact on PPP development. For example, one of the reasons of the slow PPP progress in Germany is attributed to its decentralized government structure, because of which effective policy implementation is hampered. On the contrary, rapid progress of PPP in Spain owes a lot to the government's strong initiative. Reflecting private sector's needs properly, Spanish government is effectively promoting PPP pursuant to consistent policy agenda.

5.2 FACTORS FOR SUCCESS AND FAILURE FROM INTERNATIONAL EXPERIENCES

This section reviews international experience in PPP of road projects and summarize main factors for success and failure.

5.2.1 Road BOT Experiences in Asia

With regard to Asian BOT projects, after more than a decade of efforts, however, implementation experience has not matched expectation. As presented in Tables 5.2-1 and 5.2-2, following is the observation of Asian road BOT projects by Asian Development Bank (ADB) – 'Developing Best Practices for Promoting Private Sector Investment in infrastructure (Roads) 2000';

- Surprisingly little has been implemented just 21 projects are operational in Asia outside the People's Republic of China (PRC),
- Those projects implemented have usually required substantial, unexpected government support (the Asian crisis is bringing home the impact of contingent guarantee). Very few projects are profitable on a stand-alone basis without substantial government support,

- Projects have had unexpected adverse impacts, sometimes contrary to government policy. In particular, they have led to a concentration of government support in and near the capital cities and along existing major corridors,
- Their cumulative impact upon the problems of the roads sector has been small. Most BOT projects have been concentrated where traffic is high and BOT has had little impacts on problems elsewhere,
- There has been concern that financial objections have been the sole determinant of what happens to the detriment of development and social objectives;
- There has been concern that corruption, nepotism and cronyism have sometimes reduced the prospective benefits for road users.

Note: PRC is exceptional. Firstly in PRC railway has dominated its public transportation so there existed little free alternative roads. Secondly PRC has experienced high economic and population growth. Thirdly jointly promoted by local governments, a project's capital cost is quite low with cheap labor. All of these factors have made PRC road projects feasible. Also the fact historically little protests have been made by the public against government-imposed tariffs is also encouraging.

Country	Open	Construction	Planning	Pre-Planning	Abandoned	Total
Bangladesh			1			1
Myanmar						
Hong Kong	4	1				5
India			11	4		15
Indonesia	2	6	7	20		35
Lao PDR			1			1
Malaysia	9	15	8	8		40
Pakistan	1		3			4
Philippines		5	9	1		15
Sri Lanka			1			1
Taipei, China						
Thailand	5	5	2	1	2	15
Viet Nam				1		1
Total	21	32	43	35	2	133
PRC	21		11	3		35

Table 5.2-1 Expressway BOT Concessions in Asia (as at ADB observation)

Country	Project Name	Opening	Length (km)	Cost (\$b)
Hong Kong	Western Harbor Crossing	1997	-	0.7
	Tate's Cairn Tunnel	1991	4	
	Eastern Harbor Crossing	1989	2	0.5
	Cross Harbor Crossing	1972	2	
Indonesia	Jakarta N-S	1989	17	
	Jakarta Outer Ring Road (South)	1996	14.83	
Malaysia	Butterworth-Kulim Expressway	1996		24
	Second Malaysia-Singapore Crossing	1998	5	0.3
	KL-Karak Highway Upgrading	1994	60	0.1
	Penang Bridge	1996		14
	North-South Expressway Central Link	1996		0.3
	North-South Expressway	1988/94	848	1.6
	Seremban-Port Dickson Highway	1998	23	0.1
	New Klang Valley Expressway	1994		
	Shah Alam Expressway	1995/98	35	0.5
Pakistan	Islamabad-Lahore Motorway	1997	340	0.7
Thailand	Bangkok-Chonburi Highway	1997/99	83	0.3
	Don Muang Tollway	1995/97	15	0.3
	Second Stage Expressway System	1993	39	1.1
	First Stage Expressway System	1987	27	
	Ekamai-Ram Indra Expressway	1994/97	19	0.85

Table 5.2-2 Operational Expressway BOT (as at ADB observation)

5.2.2 DBFO Road Experience in UK

UK has developed a sophisticated PPP structure in the road sector using DBFO (Design, Build, Finance, and Operate) scheme. The Highway Agency in UK discloses the details of DBFO road projects, and this report is mostly relied on publicly disclosed materials.

The UK Highway Agency formally launched its use of PFI to procure a road service on parts of the motorway and trunk road network in August 1994. The Agency's objectives for each DBFO project were:

- to ensure that the project road is designed, maintained and operated safely and satisfactorily so as to minimise any adverse impact on the environment and maximise benefit to road users;
- to transfer the appropriate level of risk to the private sector;
- to promote innovation, not only in technical and operational matters, but also in financial and commercial arrangements;

- to foster the development of a private sector road-operating industry in the UK; and
- to minimise the financial contribution required from the public sector.

Contracts for the first 8 DBFO projects (Tranches 1 & 1A) were all awarded in 1996. These involve the private sector in managing about 600km network and delivering 11 road improvement schemes with an estimated capital value in excess of £550m. Reimbursement on these contracts is primarily by means of shadow tolls paid according to usage of the project road, plus bonus elements for safety enhancements and charges for lane closures and penalty points for not achieving set operating standards. Under the DBFO method of procuring road improvements and maintenance, value-for-money savings averaging 20% have been delivered.

(1) Policy

UK has a successful track record of public and private partnerships for trunk roads. It is expected that around 25 % by value of current and new major schemes will be procured using private finance contracts, including DBFO contracts. Under DBFO, the emphasis rests on the provision of an operating service rather than an asset, over the 30-year life of a contract, with the private sector assuming responsibility for the operation and maintenance of a length of existing road (where appropriate) and for building specified improvement schemes. The principal benefit of DBFO lies in the increased value for money to the taxpayer of procuring a road service in this way. This is achieved through a combination of transfer of risk and the introduction of private-sector innovations.

(2) Principles

The main principles of PPP inherent in DBFO contracts are:

Transfer of Risk

The allocation of risk and reward between the contracting parties should be clearly defined and private sector returns should be genuinely subject to risk. A special purpose company (DBFO Co) will be expected to assume the majority of the risks associated with the design, construction, maintenance, operation and financing of the Project. These risks will include the risks of construction and maintenance to time and to budget and making whole life cost judgments.

Value for Money

The government will establish whether the proposed levels of payment are justified by the benefits of the Project. Part of the assessment of whether the project constitutes value for money involves using a public sector comparator which makes allowance for risk transferred.

Managerial Responsibility

Managerial, operational and maintenance responsibility for the project road will be undertaken by the DBFO Co.

Payment for Service

The government will make payment in relation to the receipt of a service and payments may be adjusted to reflect the satisfaction of certain performance criteria. Under the terms of the DBFO contract the government appoints representatives to monitor the construction, operation and maintenance carried out by the DBFO Co to ensure that it complies with its contractual obligations. The DBFO contracts contain a penalty point mechanism which attributes points, for failure to perform under the contract. The allocation of penalty points have specific threshold triggers and increase monitoring requirements. Once a specified number of penalty points has been exceeded, the government has the right to terminate the contract. The government also has a number of other remedies arising from non-performance, including the right to remedy any default and invoice DBFO Co for its costs.

Partnership

The government is committed to establishing an effective partnership with the DBFO Co's in particular to ensure co-operative and non-adversarial working practices, well aligned objectives and constructive arrangements for quickly resolving differences.

Private-sector Innovation

Transferring many of the risks to the private sector has resulted in increased innovation and efficiency (for example, in matching design and construction with long-term service needs), which has led to significant savings in comparison with traditional procurement methods. The DBFO concept encourages a productive partnership between the public and private sectors, harnessing private capital and commercial expertise to fund initial construction and long-term maintenance of DBFO roads.

(3) Mechanism for Demand Risk Sharing-Shadow Toll Scheme

The Highways Agency pays each DBFO Co an amount, which is based on the number and type of vehicles using the road, with adjustments made for lane closure and safety performance. These are known as shadow tolls as opposed to real tolls, as payment for usage is made by the Highways Agency rather than by the road user. The payment mechanism was structured to meet government policy objectives for the trunk road network and PFI requirements, and incorporates payment based on (i) usage/demand, (ii) availability of service, and (iii) performance.

By changing a unit payment to the private sector according to the level of traffic, the public sector can share demand risks with the private sector. The public secotr provides additional unit payments for the provision of services when traffic demand is low, and the private sector can mitigate the impact of demand decrease to some extent.

5.2.3 Lessons Learned from International Experience: Main Factors for Successful and Failed PPPs

Aside from the most sophisticated and successful UK's DBFO road PPPs (which have achieved more than 20% VFM on average), results of PPP varies among countries; some are quite successful, while others have experienced miserable failure. Optimal risk allocation and political commitment are two key factors making successful PPPs.

(1) Main Factors for Failed PPPs

Excess Risk Transfer to the Private Sector.

- For example, Hungary's unfortunate experiences with its early PPP toll road concessions in the 1990s provide useful lessons. In summary, Hungary attempted to develop domestic toll road concessions with little or no financial involvement of the state and failed. The failure of the early Hungarian road projects serves to underscore the fact that drivers' willingness to pay was such that few, if any, fully stand-alone toll road projects in developing and transitioning economies would prove to be not viable.
- Hong Kong, China transferred in the past vast majority of risks to concessionaires and provided no guarantees, but now recognizes it has to assume a greater proportion of risk if private sector financing of road infrastructure is to be forthcoming.

Weak Political Commitment.

- In Philippines, failure to recognize the valid use of public support based upon erroneous assumption that expressways are profitable is part of reasons behind its slow progress.
- Objectives to introduce BOT must be deliberately considered and clearly defined in view of promoting public interest. As in Philippines often privately-funded expressways are solely driven by the small public investment budget ("there is no alternative to turning to private funds") even to the detriment of development and social objectives. There has been no discussion of use of tolling strategy as a matter of transportation policy to improve efficiency of resources allocation, to promote social equity, etc., which lead to lack in social support, policy inconsistency, and ultimately failure of the projects.

- Soundly-based transport policies and their consistency are crucial. Their absence leads to chaotic situation of conflicts among projects and agencies. Institutional conflicts, often caused by lack of well defined government planning constitute major obstacle to road BOT implementation. The lessons have been painfully experienced in Philippines and Thailand. In Philippines, local governments have occasionally opposed to national government plans. This has been particularly problematic for land acquisition. Thailand has suffered from increasing institutional conflicts between the related agencies and almost all major corridors had mega projects which conflicted with each other, often using the same airspace. These institutional conflicts, policy inconsistency and process difficulties damaged at least one project and caused two other serious contractual problems.
- Reliability of government promise occasionally became a critical issue. In Thailand, there have been problems of failure in toll increase even though justified under the contract. For example, the government's delay in promised removal of flyovers on the competing parallel road and no increase of toll during this delay almost forced bankruptcy of sponsors.

2) Main Factors for Successful PPPs

Optimal Risk Allocation.

- In UK, payments by the government are based on combination of traffic, service availability, and performance. Unit payments are set at a higher level when demand is low in order to mitigate demand risk for the private sector.
- As one of the major financial risks, foreign exchange risk is extremely important for domestic infrastructure projects. In Malaysia, virtually all debt has been domestic under the strong government protection.

Strong Government Commitment.

- As for Asian road BOT, after more than a decade of efforts, however, surprisingly little have been implemented except in the People's Republic of China (PRC). Generally speaking Hong Kong, China with effective government planning and transparent bidding process is regarded successful while Philippines and Thailand are not considered so. Hong Kong, China government's effective and integrated land use/transport planning system reduces uncertainty as to future development as well as future transport network and has suitable BOT projects to be identified.
- It must be recognized that very few road BOT projects are viable on a stand-alone basis, so without substantial government supports they are not getting through. Malaysian

government's commitment to promote road BOT and its strong supports are no doubt the prime contributor to the early achievements in that country. Later such aggressive expansion of government guarantee proved to be a serious risk.

- A transparent process associated with well-done project preparation under strong government initiative is extremely important since it stimulates private participation and allows project implementation to proceed with predictable consequences. Hong Kong, China is highly regarded with its thorough, transparent and effective process under the government leadership. It follows on from the government feasibility study and preliminary design and leads to production of detailed project brief and conforming design.
- In Hong Kong, China, its detailed toll increase schedule and size, clearly defined range of allowable financial internal rates of return for the project, etc. at the outset of a project strongly encourage private participation.

CHAPTER 6

REVIEW OF PPP ENVIRONMENT

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6.1 REVIEW OF LEGISLATIVE FRAMEWORK

6.1.1 Stages of Toll Road Financing

As described in Chapter 2, toll road financing has been developed under several stages. The following Table 6.1-1 summarizes the stages of toll road financing.

Period	Scheme of Financing							
First Period (1978-1983)	• Fully financed by Government funds (Government							
	Equity)							
Second Period	• Subsidiary Loan Agreement to PT Jasa Marga (two step							
(1983-1990)	loan), SOE for toll development							
	 Bonds issued by Jasa Marga 							
Third Period (1990-1994)	Cooperation with the private sector using BOT scheme							
Fourth Period	· Modified BOT scheme (i.e. revenue sharing concept,							
(1994-present)	land acquisition cost is part of investment cost born by							
	the investor)							
	· Modified Turnkey Scheme (Contractor finances land							
	acquisition and construction costs, Jasa Marga repays							
	costs including accrued interests from its toll revenue).							

Table 6.1-1 Stages of Toll Road Financing

(Source: BPJT)

6.1.2 Law and Regulation for Toll Road

Main regulatory framework for toll roads includes law, regulations, and decrees are presented in Table 6.1-2. As mentioned in Chapter 2, after regulatory reform with the Road Law No.38/2004 and Toll Road Government Regulation No.15/2005 allow the development of toll roads through public private partnership, including domestic and international investor.

Table 6.1-2 Toll Roads Laws and Regulations

Road Law No. 38 of 2004
Government Regulation of the Republic of Indonesia No.15 of 2005 concerning Toll
Road
Regulation of Minister of Public Works No. 295/PRT/M/2005 Concerning Toll Road
Regulatory Body
Public Work Ministerial Decree No. 369/KPTS/M/2005 on National Road Network
Master Plan to include toll road network master plan
Presidential Decree No. 36/2005 on Land Acquisition for Public Purpose
Presidential Decree No.67/2005 on PPP Between Government and Enterprises on
Infrastructure Provision
Finance Ministerial Decree No 518/KMK 01/2005 on Risk Management Unit

Finance Ministerial Decree No.518/KMK.01/2005 on Risk Management Unit

In general, the basic concept of toll road development and management are as follows.¹

- The Government establishes Master Plan of Toll Road Network as a guidance of toll road development, while the toll road links will be determined by the Minister.
- Government holds authority of toll road development, where as parts of the authority concerning toll road business are being executed by Indonesia Toll Road Authority (ITRA). (Task and authorities of ITRA are described in Minister of Public Works Regulation No.295/PRT/M/2005.)
- Toll road business can be financed by the Government and/or qualified business entity. Financing by Government is for the toll road links that economically feasible, but not financially feasible. Financing by business entity is for toll road links which are both economically and financially feasible.
- Under particular conditions, where the toll road can not be developed by business entities, the Government will take proper action in accordance with the authorities.
- Initial tariff will be established by Minister as stated in concession agreement.
- The tariff will be adjusted every two years based on inflation index, and determined by the Minister.
- Procurement of either part of all aspects of toll road operation will be done through an open and transparent tender process.
- Land acquisition is responsibility of the Government, however its budget can be provided by Government and/or business entity.

¹ "Investment Opportunities Toll Road in Indonesia" BPJT

6.1.3 Implementation Framework on Toll Road

According to the Road Law No.38 of 2004 and the Government Regulation No.15 of 2005 concerning Toll Road, roles and institutional framework of public and private partnership are defined as showed in Table 6.1-3. BPJT, a new regulatory agency is responsible for preparing feasibility study, EIA, bidding documents and selecting private concessionaires.

Task	Related Entity			
Toll road policy planning	DGH			
Toll road network master plan	DGH			
Development of pre feasibility study	DGH			
Feasibility study and EIA	BPJT			
Investment tender	BPJT			
Decision on concessionaire	BPJT			
Detail engineering	Enterprise			
Land acquisition	DGH			
Construction	Enterprise			
Operation and maintenance	Enterprise			
Hand over and further operation	DGH			

Table 6.1-3 Toll Road Institutional Framework

Note: DGH (Directorate General of Highway)

BPJT (Toll Road regulatory Board) Source: DGH

The following Table 6.1-4 shows the details of role sharing among DGH, BPJT, and private enterprises.

Table 6.1-4 Toll Road Provision Cycle

NO	PHASE	OUTPUT	G	OI	ENTER	REMARKS
NO	PHASE	OUTPUT	DGH	BPJT	PRISE	REMARKS
1	Decision on Planning Policy	Toll Road Planning Policy	•			Article 46 UU No. 38/'04, Article 10-11 PP No. 15/'05
2	General Planning	Decree on General Planning of Toll Road Networks				Article 47 UU No. 38/'04, Article 12 PP No 15/'05
3	Plan of Toll Road Section regarding Pre-feasibility Study	Decision on Toll Road Section				Article 47 UU No. 38/'04, Article 13 PP No 15/'05
4	Preparation of provision	Financial Pre-feasibility Study, Feasibility Study,and Environmental Impact Assessment				Article 50 UU No. 38/'04, Article 19, 24- 26,75 PP No 15/'05
	a. Decision on Route					
	b. SP2LP		Ŏ-			Article 61 UU No 38/'04, Article 28 PP No.15/'05
5	Investment Tender	Decision on Concessionaire	•	•		Article 51 UU No. 38/'04, Article 55-62, 75 PP No 15/'05
6	Final Engineering Design		0∆-	<u>×</u>		Article 50 UU No. 38/'04, Article 19-22,27, 75 PP No 15/2005
7	Land Acquisition			X		Article 61 UU No 38/2004, Article 28-29, 75 PP No 15/'05
8	SPMK		0	Å		Article 75 PP No. 15/'05
9	Construction		O		→ ()	Article 20-22, 30-35,75 PP No 15/'05
10	Operation and maintenance	Decision on functional and operational proper, initial tariff and adjustment				Article 48 UU No. 38/'04, Article 36-49, 67 75 PP No 15/'05
11	Handover after concession period	Decision on future operation	-	∐∢		Article 50-51, 75 PP No 15/2005

TOLL ROAD PROVISION CYCLE

NO	ACTIVITIES	DGH	BPJT	ENTER PRISE	REMARKS	
A	REGULATION				Article 9 PP No.15/05,Article 46-48 UU No. 38/'04	
1	Policy Planning	•			Article 10-11,19,75 PP No.15/'05, Article 46 UU No.38/04	
2	General Planning	•			Article 12-13 PP No.15/'05, Article 46,47 UU No.38/04	
	Pre-feasibility Study	•			Article 13,24,26,75 PP No.15/05	
	Development of General Plan on Toll Road Network	•			Article 12 PP No.15/05	
3	Development of Regulatory	•			Article 9,14 PP No.15/'05	
4	Permit on Land Use					
	- Excluded in CA (new junctions, on & off access connected to other road networks)	•			Article 48,52, 70, 71 Pł No.15/2005	
	- Included in CA (rest area, gas station, lane addition)		•			
В	MANAGEMENT				Article 15-18 PP No.15/05, Article 49 UU No. 38/'04	
1	Formation of Manual and Technical Standard	•			Article 15 PP No.15/'0	
2	Information/Service	•			Article 16 PP No.15/'05	
	Permits (ROW use and national activities)	•			Article 16,27,48,70,71 PPNo.15/'05	
3	Empowerment (training, study)	•			Article 17,75 PP No.15/'05	
4	Research and development	•			Article 18,19,75 PP No.15/'05	

TOLL ROAD PROVISION (2)

NO	ACTIVITIES	DGH	BPJT	ENTER PRISE	REMARKS
С	PROVISION				Article 19-26 PP No.15/05, Article 50-56 UU No. 38/'04
C1	PROVISION BY GOVERNMENT				Article 19,20,22-23 PP No.15/'05, Article 43 UU No.38/05
1	Preparation of provision				Article 24 PP No.15/'05, Article 43 UU No.38/04
	a. Feasibility Study	•			Article 19,25,75 PP No.15/05
	b. Environmental Impact Assessment	•			Article 19,25,75 PP No.15/05
2	Funding	•			Article 23 PP No.15/'05
3	Final Engineering Design	●			Article 27 PP No. 15/'05
4	Land Acquisition (funding and conduct)	●			Article 28,29 PP No.15/05, Article 61 UU No.30/04
5	Construction	•			Article 30 - 35 PP No.15/'05
6	Tendering for O & M Operator, Supervision / Facilitation, Monitoring		•		Article 36,37 PP No.15/05, Article 45 UU No.38/'04
7	Operation and Maintenance	0		•	Article 36,37,53,54 PP No.15/05

▲ Supervision/Facilitation

 \triangle Legalization 0

O Monitoring

Recommendation

Implementation

TOLL ROAD PROVISION (3)

NO	ACTIVITIES	DGH	BPJT	ENTER PRISE	REMARKS	
C2	PROVISION BY ENTERPRISE				Article 50-56 UU No.38/04, Article 19-26 PP No.15/05	
1	Preparation of Commercialization				Article 19 -22 PP No.15/'05, Article 50-52 UU No.38/04	
	a. Pre-feasibility Study		•			
	b. Feasibility Study		•		Article 24,26,75 PP No.15/'05	
	c. Environmental Impact Assessment		•			
2	Funding			•	Article 23 PP No.15/'05	
3	Investment Tender		•		Article 55-62,75 PP No.15/'05, Article 45 UU No.38/'04	
4	Engineering Design			•	Article 21, 27 PP No.15/'05	
5	Land Acquisition					
	a. Funding			•	Article 26 – 29,75 PP No.15/'05	
	b. Implementation of Land Acquisition	•			Article 58 - 61 UU No. 38/'04	
6	Construction	0		•	Article 20-22,75 PP No.15/'05	

Supervision/Facilitation

 \triangle Legalization 0

O Monitoring

Recommendation

Implementation

TOLL ROAD PROVISION (4)

NO	ACTIVITIES	DGH	BPJT	ENTER PRISE	REMARKS
C2	PROVISION BY ENTERPRISE (Cont'd)				Article 50-56 UUNo.38/04, Article 19-26 PP No.15/05
7	Operation and Maintenance	0		•	Article 20-22, 36- 49,75 PP No.15/'05
	Advertorial/utility relocation			•	Article 46 PP No.15/05
	Booth addition and change in operation system			•	Article 36-39, PP No. 15/2005
	Initial tariff, its adjustment and functional proper	0			Article 36-37, 67- 68, 75 PP No.15/'05
	Temporary handover due to commercialization fail and re- tender	0	•		Article 75 PP No.15/'0%
	Handover after concession period	0	•		Article 50, 75 PP No.15/'05
	Operation after concession period	0			Article 50-51,75 PPNo.15/'05
	Temporary closing permission	•			Article 48,70,71 PP
	Permission of heavy weight vehicle on toll road			•	No.15/05
D	MONITORING				
1	General Monitoring	•			Article 70 PP No.15/'05, Article 57 UU No.38/04
2	Commercialization Monitoring				Article 71, 75 PP No. 15/05, Article 57 UU No.38/04

▲ Supervision/Facilitation

 \triangle Legalization O Monitoring

Recommendation

Implementation

6.2 REVIEW OF ISSUES OF PREVIOUS ROAD BOT SCHEMES

6.1.4 Recent Toll Road Development Program

GOI intends to accelerate the toll road development in order to provide an efficient transportation system and promoted economic activities. GOI committed to construct approximately 1,500km of 38 new toll road projects, amounting to about US\$9.4 billion, during 2005-2009 at the Infra Summit in January 2005. Those toll projects are mainly located in Java Island and some in Sumatera, Sulawesi and Bali.

Table 6.2-1 List of Toll Road Projects (1/2)

No	Toll Section	Length	Investment	Investment		Investor	Implementatio
NO	Ton Section	(km)	Cost	Cost	Unit Cost	Investor	n
			(Rp:bil)	(US\$:mil)	(US\$/km)		Schedule
	Development by Government						
	Development by Government	r					
	Tanjung Priok Access Toll Road	12	4,148	477	39.40		2008-2010
2	Surabaya-Madura Bridge	5	3,445	396	73.33		2004-2008
	Sub Total	18	7,593	873	49.87		_
Ш	Development by State on Company						
	Development by Jasa Marga						
1	JORR section W2 North	7	687	79	11.28	n	2006-2008
2	JORR section E2 dan E3	12	750	86	7.12		2005-2007
3	Cikampek Padalarang Stage II	40	1.700	195	4.89		2004-2005
4	JORR Section E1 North	8	324	37	4.43		2004-2005
5	Palimanan - Plumbon (Capacity Expansion)		60	7			2004-2005
6	Cibitung - Cikampek (Capacity Expansion)			0			
	- Cibitung - Cikarang	6	17	2	0.31	PT Jasa Marga	2005-2006
	- Cibitung - Cikampek			0		r i Jasa Marya	2006-2008
7	Surabaya - Gempol (Capacity Expansion)	14	42	5	0.34		2005-2006
8	Sedyatmo (Capacity Expansion)		410	47			
	- Kapuk Penjaringan (Line A)			0			2005-2006
	- Kapuk Penjaringan (Line B)			0			2006-2008
	- Penjaringan Kamal			0			2006-2008
	Sub Total	88	3,990	459	5.22		_
C1	Pressesing by On Coing Investor						
U	Processing by On Going Investor						
1	Waru (Aloha) - Wonokromo - Tanjung Perak	18	3,107	357	10/11	PT Margaraya Jawa Tol	2005-2009
	SS Waru - Tg.Perak Tahap I (Waru -Juanda)	10	777	89		PT Citra Margatama Sby	2005-2008
-							2000 2000
3	Gempol - Pandaan	14	526	60	4.44	PT Margabumi Adhikaraya	2005-2008
4	Ciranjang - Padalarang	33	1,824	210		Bina Puri Holding Bhd.	2005-2008
5	Bekasi - Cawang - Kp.Melayu	21	3,648	419	19.97	PT Kresna Kusuma Dyandra Marga	2005-2008
	Sub Total	98	9,882	1136	11.55		
	Re-Evaluation of Previous Tender Result (1997)						
1	Cikampek - Palimanan	114	5,906	679	5.95	PT Lintas Marga Sedaya	2006-2009
	Sadang - Subang (37 km)			0			
	Subang - Dawuan (52.5 km) Dawuan - Palimanan (24.5 km)			0			
2	Surabaya - Mojokerto	37	2,231	256	6.02	PT Marga Nujyasumo Agung	2005-2008
2	JORR Section W1	10	1,900	200		PT Jalantol Lingkar Baratsatu	2005-2008
	Ciawi - Sukabumi	54	4,923	218		PT Bukaka Teknik Utama Tbk	2005-2007 2006-2010
5	Kanci - Penjagan	35	1,190	137		PT Bakrie Investindo	2006-2009
	Pejangan - Pemalang	58	1,130	193		PT Sumber Mitra Jaya	2006-2009
7	Pemalang - Batang	39	1,186	136		PT Sumber Mitra Jaya	2006-2009
	Semarang - Batang	75	3,600	414		PT Marga Setiapuritama	2006-2009
	Kertosono - Mojokerto	41	2,212	254		PT Hanurata	2006-2009
9		45	3,315	381	8.47	PT Bukaka Teknik Utama Tbk	2006-2009
	Pasuruan - Probolinggo				0.74	PT Setdco Intrinsic Nusantara	2006-2009
10	Pasuruan - Probolinggo Pandaan - Malang	38	2,852	328			2000-2009
10 11	Pandaan - Malang Gempol - Pasuruan	38 32	1,777	204	6.38	PT Jasa Marga	2005-2008
10 11 12 13	Pandaan - Malang Gempol - Pasuruan Semarang - Solo	38 32 76	1,777 5,819	204 669	6.38 8.84	PT Jasa Marga PT Jasa Marga	2005-2008 2005-2008
10 11 12 13	Pandaan - Malang Gempol - Pasuruan	38 32	1,777	204	6.38 8.84	PT Jasa Marga	2005-2008

No	Toll Section	Length (km)	Investment Cost	Cost	Unit Cost	Investor	Implementatio n
C3A	Tender Investor Batch I		(Rp:bil)	(US\$:mil)	(US\$/km)		Schedule
1	Makassar Section IV	12	440	51	4 37	PT Bosowa Marga Nusantara	2006-2007
	Depok- Antasari	23	2,248	258		Konsorsium Citra Waspphutowa	2008-2009
	Cinere- Jagorawi (Bagian JORR 2)	15	1.714	197		Konsorisium Transindo-Kopnatel-JLJ-Wa	
4	Cikarang- Tanjung Priok (Bagian JORR 2)	34	2.358	271		MTD Capital Bhd-PT Nusacipta Etika Pra	
4		83	6,760	777	9.36		2007-2009
cf	Medan - Binjai	16	964	111	7.01		
cf	Cisumdawu	59	4,305	495	8.46		
CI	Cisuindawu	59	4,305	495	0.40		
C3B	Tender Investor Batch II						
1	Tangerang/Merak- Tangerang-Sedyatmo	41	3,590	413	10.19		2007-2009
2	Tangerang/Merak- Serpong	11	1.847	212	18.97		2007-2009
3	Serpong-Cinere	10	1,589	183	18.01		2007-2009
4	Jagorawi-Jakarta/Cikampek	25	3,359	386	15.21		2007-2009
5	Pasirkoja - Soreang	15	520	60	3.98		2007-2008
6	Cileunyi- Sumedang	25	1.839	211	8.46		2007-2008
7	Semedang-Demak	24	2.950	339	14.13		2007-2008
	Medan-Kualanamu-Tebing Tinggi	55	4,129	475	8.63		2007-2009
	Medan - Binjai	16	964	111	7.01		2007-2009
	Pekanbaru - Kandis	40	2,000	230	5.75		2007-2009
	Serangan - Tanjung Benoa	8	515	59	7.89		2007-2008
	Menado - Bitung	46	1,800	207	4.50		2007-2009
13	Bakauheni - Terbanggi Besar (Tegineneg-Babatan)	51	2,800	322	6.31		2007-2009
	Sub Total	367	27,902	3207	8.75		
C3C	Tender Investor Batch III				•	•	
1	Probolinggo- Banyuwangi	170	6,086	700	4.11		2008-2011
2	Cilegon- Bojanegara	16	920	106	6.74		2008-2009
3	Jogja- Solo	40	2,330	268	6.61		2008-2009
4	Solo- Mantingan	56	3,157	363	6.47		2008-2010
	Mantingan- Ngawi	34	1,525	175	5.16		2008-2009
	Ngawi- Kertosono	81	3,826	440	5.42		2008-2011
7	Sukabumi- Ciranjang	28	1,483	170	6.09		2008-2009
	SS Waru- Tg. Perak Tahap II	24	750	86	3.64		2008-2009
	Palembang- Indralaya	25	497	57	2.33		2008-2009
	Kandis- Dumai	50	2,500	287	5.75		2008-2010
	Sumedang- Dawuan	34	2,465	283	8.46		2008-2010
12	Jogja- Bawen	104	4,900	563	5.42		2008-2010
	Sub Total	662	30,439	3499	5.29		

Table 6.2-1 List of Toll Road Projects (2/2)

Of the 38 projects (C1-C3 in Table 6.2-1), five projects of C1 (Table 6.2-1) are being implemented by private concessionaires; 11 of winner on 1997 tender are still willing to participate and continues the project the postponed projects upon the economic crisis; and three toll road links of C2 (Table 6-2) were assigned to Jasa Marga. The Government conducted the investment tender of Batch I for six toll road links of C3A in June 2005 and Batch II for 13 toll road links of C3B in October 2005. The results of two bidding in 2005 showed low interests from the private sector on toll road investment except toll roads in Jakarta area with high traffic demand (See Table 6.2-2 and 6.2-3.)

DGH considers that the main reasons of the low interest from the private investors may include:

- Feasibility of the project depending on the traffic volume and investment scale;
- · Macroeconomic, social, and political situation of Indonesia;
- No financial support from the government on land acquisition; and
- Concession Agreement (tender documents) is not bankable and not private investor friendly.

	Length		Investment	Projected initial			Number of		Number
	Section	Length (km)	Cost	traffic volume Location		Туре	Prequalification		of
	(k		(Rp:bil)	(veh/day)			Candidates	Passed	Bidders
1	Depok-	22.82	2,250	40,038	Jabodetabek	Intra	19	9	2
	Antasari					urban			
2	Cinere-	14.64	1,713	44,220	Jabodetabek	Intra	20	10	4
	Jagorawi					urban			
3	Cikarang-	33.92	2.360	19,243	Jabodetabek	Intra	18	5	2
	Tanjung					urban			
	Priok								
4	Makassar IV	11.57	440	15,330	South	Intra	8	4	2
					Sulawesi	Urban			
5	Medan-	15.80	964	24,600	North	Intra	8	4	-
	Binjai				Sumatera	urban			
6	Cisumdawu	58.50	4,305	18,000	West Java	Inter	7	3	-
						urban			

Table 6.2-2 Tender Results of Batch I in June 2005

6.1.5 Issues of Previous Road BOT Schemes

It was noted that previous Concession Agreement did not allocate appropriate risks to the public and private sector in order to attract the private sector to the market. MPW reviewed the issues of the concession agreement as well as the Government liabilities under the PPITA financed by the World Bank and drafted a new concession agreement in January 2006. The draft concession agreement was approved by MPW and is not under review of MOF. Main changes to the Concession Agreement are summarized in Table 6.2-4. The draft concession Agreement provides more flexibility to assure the feasibility of the project and allow GOI to support the project as well as the private sector to mitigate its risks.

	Section	Length (km)	Investment Cost (RP:bil)	Projected initial traffic volume (veh/day)	Location	Туре	Numbe Prequalifi Candidates	
1	Tangerang/Merak- Tangerang-Teluk Naga-Sedyatmo	25.00	2,475	91,244	Jabodetabek	Intra Urban	5	3
2	Tangerang/Merak- Serpong	24.81	2,457	87,591	Jabodetabek	Intra Urban	6	4
3	Serpong-Cinere	12.39	1,230	87,591	Jabodetabek	Intra Urban	5	4
4	Jagorawi-Jakarta/ Cikampek	27.10	2,680	130,957	Jabodetabek	Intra Urban	5	3
5	Pasir Koja-Soreang	15.00	520	29,000	Bandung	Inter Urban	2	1
6	Medan-Kualanamu- Tb.Tinggi	60.00	2,600	19,800	North Sumatera	Inter Urban	1	0
7	Pekan Baru-Kandis	40.00	2,000	9,841	Riau	Inter Urban	2	0
8	Serangan-Tanjung Benoa	7.50	515	38,063	Bali	Inter Urban	1	0
9	Teginening-Babatan	51.00	2,800	33.810	Lampung	Inter Urban	1	0
10	Cileunyi-Sumedang	25.00	1,840	22,000	West Java	Inter Urban	-	-
11	Semarang-Demak	25.00	841	15,400	Center Java	Inter Urban	-	-
12	Medan-Binjai	15.80	964	24,600	North Sumatera	Intra Urban	-	-
13	Menado-Bitung	46.00	1,800	6,160	North Sulawesi	Inter Urban	-	-

Table 6.2-3 Tender Results of Batch II in October 2005

Subject Matter	Original CA	Revised CA
Land Acquisition	All land cost to be born by Toll Road Company There is no obligation on GOI to fund any excess in the land cost (capping)	Land cost can be born by GOI only, by GOI and Toll Road Company or Toll Road Company only. CA drafted to allow for all 3 options If the excess is 10% or more, Toll Road Company is entitled to claim compensation by extending the CA period or by other means, but if Toll Road Company chooses not to, then GOI has to pay
Toll Tariff	Delay in issuing operational stipulation and failure to increase is not addressed	Delay in issuing operational decree and failure to increase the toll tariff allows the Toll Road Company to claim compensation by way of extension of CA period or other means
Taking Over of Ownership	Substituted Entity: The Lenders or the trustee is entitled to take over from the Toll Road Company without written approval of GOI in the event of default by the Toll Road Company.	Upon the Toll Road Company being notified by GOI for its default under the Agreement, the Lender will simultaneously be notified by GOI and given the right to take over the management of the Toll Road Company or appoint new shareholders as substituted shareholders of the Toll Road Company. If the Lender dose not with to take over or appoint new shareholders, GOI can terminate within 6 months after the date of notification.
Default by Toll Road Company	Event of default provided but no distinction is made as to when default could occur The Toll Road Company is given three -staged default notices to remedy the default but the cure period it not stated except for the third notice	Default is based on three stages, prior to commencement of construction, during construction and during operation Only one default notice is required and the Toll Road Company has three months to comply or such longer period as GOI may determine
Consequenc es of termination (payments)	Toll Road Company is not compensated and waived its right to claim compensation	If default prior to commencement of Construction, then GOI can at its sole discretion get third party to continue with the Construction works and pa back to the Toll Road Company the value of completed works by the Toll Road Company It default during Construction, then the GOI is entitled at its sole discretion to get third party to continues with the Construction works and pay to the Toll Road Company the value of completed works based on the debt portion as above If default during Operation the nGOI will pay the Toll Road Company or the Lender the value of completed works based on the debt portion proposed by the Toll Road Company as above
Default by GOI and consequenc es (payments)	GOI's events of default not clearly specified and the Toll Road Company cannot terminate, merely get extension of the CA period or adjustment in initial toll tariff	Event of default specified and if default is not remedied within 6 months or any extension agreed by the Toll Road Company, then the Toll Road Company can terminate

Table 6.2-4 Proposed Key Changes to the Concession Agreement (CA) under PPITA

Source: PPITA

CHAPTER 7

STUDY ON PPP SCHEME

CHAPTER 7

STUDY ON PPP SCHEME

7.1 OPTIONS OF PROJECT SCHEME

7.1.1 Objective to Introduce PPP

The project will be structured to be implemented under work and risk sharing between the public and private sectors. The government intends to utilize the private sector's funds as much as possible by allocating appropriate risks to the private sector. Main objectives of the government to introduce PPP which were discussed during the mission in April/May 2006 include to:

- Construct Jogjakarta-Kertosono Section as a critical part of Trans Jawa Toll Road;
- Develop optimal government support for finance and implementation to attract the private sector participation in the most efficient way in the long term;
- Utilize the private sector's operation, maintenance, and management skills as much as possible for the effective operation of toll roads, and achieve reduction in life cycle cost (under an appropriate monitoring by the Government / an independent regulator);
- Utilize the private sector funds as much as possible; and
- Introduce competition and provide better services for users.

7.1.2 **Options Considered**

Options for PPP were considered during the inception mission and discussed with the Government. For comparison, cases solely conducted by the Government or the private sector were also considered, but excluded from proposed options since they are not considered as PPP projects. One factor of consideration is whether public sector's involvement and private sector's involvement are implemented as separate projects or not. These options are categorized under two types, Separated Type and Integrated Type. "Separated Type" will include public and private sector participation for the project development but roles of each sector can be separated as different projects. "Integrated Type" will include public and private sector participation as an integral part of the project development and roles of each sector cannot be separate as different projects. Table 7.1-1 presents outline of different PPP options.

Option	Туре	Shared	Public Sector	Private Sector
1	Vertically Separated	Section	Solo- Kertosono	Jogya- Solo
2	Horizontally Separated	Work	Base, Sub-Base	Pavement
3	Integrated	Role (Lease)	Design, Build and Finance	Operate
4		Finance	Capital Subsidy (a)	
5		(DBFO)	Service Payment (b)	The rest of the finances
6	6		(a) and (b)	

Table 7.1-1 Outline of PPP Options

- Option 1: "Section sharing scheme." Financially feasible section is implemented under BOT scheme and not financially feasible sections will be constructed by the public sector and operated by the private sector, while a private company operates the whole sections.
- Option 2: "Work sharing scheme." A private company finances and constructs to the extent it can recover its cost by toll revenue and the public sector is responsible for financing and constructing remaining works, for example base, sub base, interchanges and bridges.
- Option 3: "Role sharing scheme (Lease)." The public sector designs, constructs, and finances whole section and a private company leases to operate.
- Option 4: "DBFO with upfront capital subsidy." A private company designs, constructs, finances, and operates the whole section based on concession right given through competitive bidding process by the Government. The Government makes initial upfront subsidy to PPP Co. to reduce financing requirements for construction and operation to a level supportable by tolls. (Revenue of PPP Co. mainly comes from tolls and PPP Co. bears toll revenue risk.)
- Option 5: "DBFO with annual service payment." The Government makes annual service payment to PPP Co. over the life of the road to reduce financing requirements for construction and operation to a level supportable by tolls. Toll revenue risk can be born by the public sector depending on the mechanism of service payment.
- Option 6: "DBFO with upfront capital subsidy and annual service payment." The Government makes initial upfront subsidy and an ongoing annual subsidy payment over the life of the road to the PPP Co. to reduce financing requirements for construction and operation to a level supportable by tolls. (Combination of Option 4 and Option 5).

Advantage of separated development:

• Traditional procedure will be used to some extent and shorten the development period.

Disadvantage of separated development:

- It will be difficult to coordinate with the public and the private sectors. Clear division of role and responsibilities will be required.
- It will not be able to leverage the use of government fund most effectively unless coordination among projects will be ensured.

Advantage of integrated development

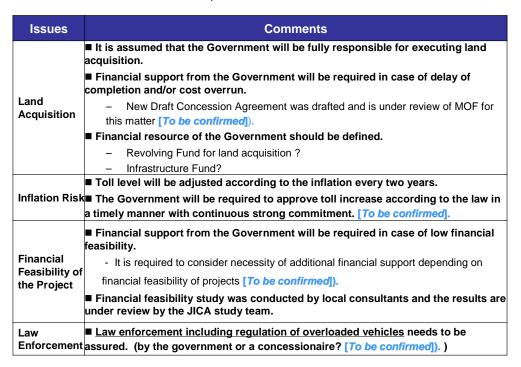
- One party or consortium can be in charge of design, construction, operation and maintenance of toll road and provide services effectively. Designing and constructing toll road from an operator's point of view will enable effective operation and maintenance structure.
- As a network, coordination of construction work and schedule will be easy and contribute to shorten the construction period.
- It will leverage the use of government fund effectively.

Disadvantage of integrated development

• It will be required to consider procedure for implementation among related parties.

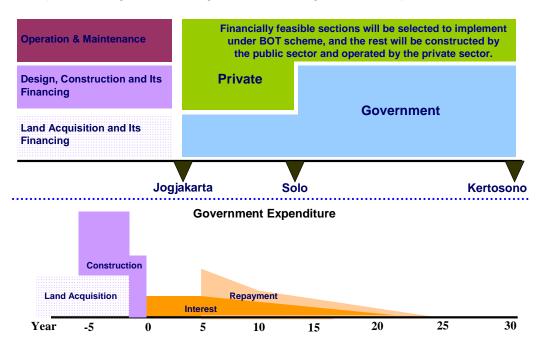
Mainly six options are discussed with MPW and comments were received. Each option is summarized below.

Common Issues under All Options



7.2 EVALUATION OF PPP OPTIONS

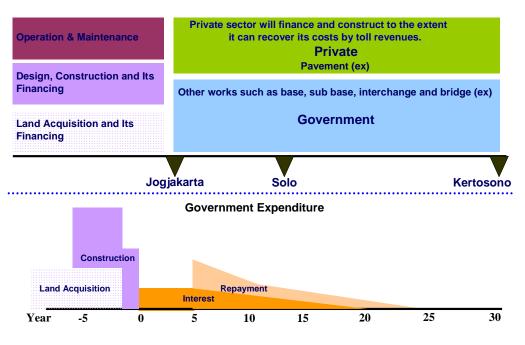
Table 7.2-1 gives an evaluation summary for the PPP options, while Table 7.2-2 gives the comments received from MPW.



Option 1: Segment dividing - Work Sharing and GOI expenditure

Option 1: Segment dividing - Evaluation

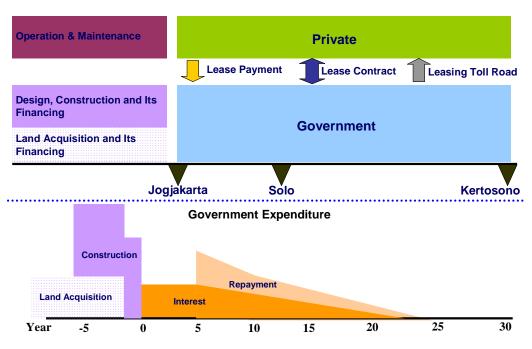
Issues	Comments
Division of works	This division is clear and applicable under the Road Law No.38/2004 and GR No.15/2005. However the actual application will be complicated and complex (Dividing a toll road project into several components requires close coordination among a concessionaire, the Government and other contractors.)
Implementation	Jogjakarta – Solo might be implemented in an integrated way from the design to the operation and maintenance. Dispersion on quality of structure of toll roads between Jogjakarta – Solo and Solo and Kertosono needs to be minimized. (Measures should be take on selection of contractors, announcement on design specification, and construction supervision and further review will be required.) Boundary of scope of construction works among a concessionaire, the Government, and other contractors should be clearly defined.
Use of GOI budget	Land acquisition, construction and finance cost on Solo - Kertosono
Construction completion risk	Completion delay on Solo – Kertosono should be taken by the private sector. Who takes the risk on failure to meet requirements on quality of structure and latent defect for Solo – Kertosono? (<i>To be confirmed</i>). Risk of completion delay of land acquisition should be taken by the Government.
Traffic demand risk	The private sector (For Solo – Kertosono, the budget support may be required.)
Legislative issue	The private sector's responsibility/required output must be clearly defined and stated in the CA both for BOT and O&M contract including the penalty for the concessionaire's default or unsatisfied performance. Clear agreement on latent defect should be defined.
Life cycle cost	Reduction in life cycle cost will be achieved only between Jogjakarta – Solo.
Fin. feasibility	Government will require a large amount of funds upfront. Financial feasibility will not attract the private sector.
Comments from the private	Possible if the financial feasibility is secured.
Remaining issues	Further consideration will be required for effective leverage of GOI's investment, Funds for initial investment by GOI, Measures to improve financial feasibility, Clear agreement on breakages, damages and latent defect, Mitigation measures for completion delay (<i>To be confirmed</i>)
Total evaluation	Possible if the financial feasibility of the project is secured



Option 2: Scope of works dividing - Work Sharing and GOI expenditure

Option 2: Scope of works dividing – Evaluation

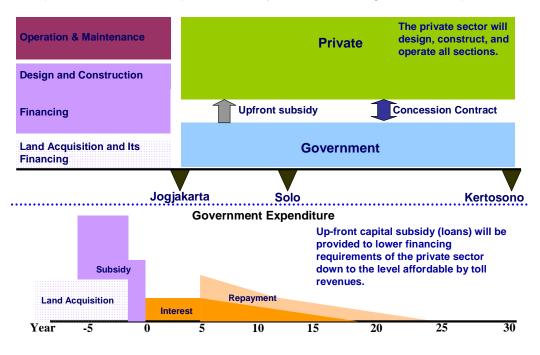
Issues	Comments
Division of works	More complicated and complex than Option 1. (Dividing construction work by pavement and other works requires close coordination among a concessionaire, the Government and other contractors.)
	Unclear responsibility on breakages and damages among the Government, a concessionaire and other contractors during operation
Implementation	A concessionaire hesitates to take rehabilitation and maintenance cost risk, requesting higher risk premium and/or lowering level of service during operation.
	Boundary of scope of construction works between a concessionaire and other contractors should be clearly defined.
Use of GOI budget	Land acquisition, construction excluding pavement on the whole route and its financing cost (If necessary)
	Completion delay especially construction works before pavement should be taken by the Government.
Construction completion risk	Quality of pavement by a concessionaire heavily depends on results of construction of base and sub base. Risk of failure in construction of base and sub base and defect liabilities should be taken by the Government.
	Risk of completion delay of land acquisition should be taken by the Government.
Traffic demand risk	The private sector
	Applicable under the Road Law No.38/2004 and GR No.15/2005.
Legislative issue	The private sector's responsibility/required output must be clearly defined and stated in the CA to include the technical specification, schedule and penalty or compensation for each party's unsatisfactory performance. Clear agreement on latent defect should be defined.
Life cycle cost	Reduction in life cycle cost will not be achieved.
Financial feasibility	Need to assess an appropriate division of work based on the prospective financial feasibility
Comments from the private	Possible if the above issues are clear.
Remaining issues	Funds for initial investment by GOI, Measures to improve financial feasibility, Clear agreement on breakages, damages and defect liabilities, Mitigation measures for completion delay [To be confirmed]
Total evaluation	difficult



Option 3: Lease - Work Sharing and GOI expenditure

Option 3: Lease – Evaluation

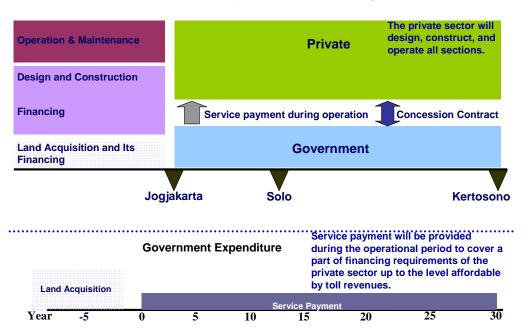
Issues	Comments
Division of works	Division of works is clear and simple. (Land acquisition and construction will be done by the Government. Operation and maintenance will be done by the private sector.)
Implementation	Responsibility on breakages and damages during operation should be defined. (<i>To be confirmed</i>) A concessionaire hesitates to take rehabilitation and maintenance cost risk, requesting higher risk premium and/or lowering level of service during operation. Performance monitoring mechanism should be introduced to alleviate abuse of monopolistic power.
Use of GOI budget	Land acquisition, construction and finance cost (GOI will require full finance for the construction upfront.)
Construction completion risk	Risk on failures in requirements on quality of structures and defect liabilities should be taken by the Government.
Traffic demand risk	Who takes toll revenue risk depends on lease payment mechanism. In case of variable lease payment in line with number of users, the government takes toll revenue risk. In case of fixed payment, a concessionaire takes toll revenue risk.
Legislative issue	Treatment of the lease revenue should be reviewed. (To be confirmed)
Life cycle cost	Reduction in life cycle cost will not be achieved.
Financial feasibility	Feasible from the view point of the private sector
Comments from the private	Reasonable
Remaining issues	Funds for initial investment by GOI, Legal basis on lease of toll road, Lease payment mechanism, Performance monitoring system, Clear agreement on breakages, damages and defect liabilities, number of contracts (To be confirmed)
Total evaluation	Possible



Option 4: DBFO with upfront subsidy - Work Sharing and GOI expenditure

Option 4: DBFO with upfront subsidy - Evaluation

Issues	Comments
Division of works	Division of works is very clear and simple. Land acquisition and budget support remains in the government's hand. Others are delegated to the private sector.
Implementation	Performance monitoring mechanism and incentive system should be introduced to alleviate abuse of monopolistic power. (<i>To be confirmed</i>)
Use of GOI budget	Land acquisition, subsidy to a concessionaire and its financing cost (If necessary) Is there any special funds for toll roads? (<i>To be confirmed</i>)
Construction completion risk	Risk of completion delay of land acquisition should be taken by the Government.
Traffic demand risk	The private sector; However, up-front capital subsidy (loans) will be provided to lower financing requirements of the private sector down to the level affordable by toll revenues.
Legislative issue	This scheme is lawful. (<i>To be confirmed</i>) Possibility of up front budget support from MOF to a concessionaire (equity, construction subsidy, loan including onlending of ODA loan) should be reviewed. Is there any related MOF regulation? (<i>To be confirmed</i>) Need a new mechanism and procedure for upfront subsidy and require approvals from MoF, KKPPI (Policy Committee for Infrastructure Development Acceleration) and Parliament What is the governing law for establishing and operating public – private JV?
Life cycle cost	Reduction in life cycle cost will be achieved.
Financial feasibility	Feasible from the view point of the private sector.
Comments from the private	Possible
Remaining issues	Approvals from related ministries, Raising necessary funds for subsidy to a concessionaire, Timely land acquisition, Incentive system to achieve good performance, Performance monitoring system, Defining evaluation criteria of a concessionaire, Number of contracts (<i>To be confirmed</i>)
Total evaluation	Possible

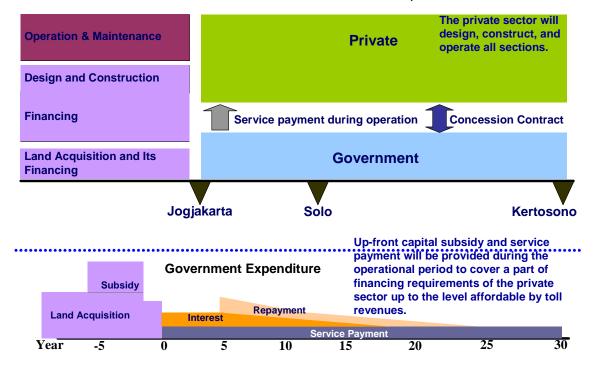


Option 5: DBFO with service payment - Work Sharing and GOI expenditure

Option 5: DBFO with service payment - Evaluation

Issues	Comments
Division of work	Division of works is very clear and simple. Land acquisition remains in the government's hand.
Implementation	Performance monitoring mechanism and incentive system should be introduced to alleviate abuse of monopolistic power. (To be confirmed)
Use of GOI budget	Land acquisition, service payment to a concessionaire and its financing cost . Can government commit service payment during 30 years? Is there any special funds for toll roads? (To be confirmed)
Construction completion risk	Risk of completion delay of land acquisition should be taken by the Government.
Traffic demand risk	Traffic demand risk will be shared between the Government and the private sector. Allocation of traffic demand risk between the government and a concessionaire depends on how to design service payment mechanism. (<i>To be confirmed</i>) Funds flow of collected toll also depends on service payment mechanism.
Legislative issue	Legal basis of service payment under a long term contract should be confirmed. The option is principally applicable under Road Law No. 38/2004 and GR No. 15/2005 . There is a possibility to apply the new MoF decree No. 38/PMK.01/2006 article 6 (4) of the demand risk In order to get the approval of service payment mechanism, long and complex procedure will be required. The approval must be obtained from the MoF, KKPPI (Policy Committee for Infrastructure Development Acceleration) and the Parliament. The documents must be submitted are Pre-FS, PPP Scheme, a financing plan and its sources, a plan of investment tender, and results of public consultation. What kind of process is necessary? <i>(To be confirmed)</i>
Life cycle cost	Reduction in life cycle cost will be achieved.
Financial feasibility	Feasible, but depending on service payment mechanism Credit enhancement mechanism will be necessary to assure government payments (?) (<i>To be confirmed</i>)
Comments from the private	Possible
Remaining issues	Raising necessary funds for land acquisition by GOI, Legal basis and commitment on service payment, Timely land acquisition, Incentive system to achieve good performance, Performance monitoring system, Defining evaluation criteria of a concessionaire, (To be confirmed)
Total evaluation	Possible

Option 6: DBFO with upfront subsidy and service payment – combination of Option 4 and 5



Combination of option 4 and 5 will be possible in order to level payments from the government, and utilize low costs financing of the government.

Table 7.2-1 Evaluation of PPP Options

		Option 1	Option 3	Option 4	Option 5	Option 6
		(Construction Section Divided)	(Lease)	(Upfront Subsidy)	(Operation Subsidy)	(Upfront and Operation Subsidy)
Division of Work						
Design/Construction		Public (eg. Solo-Kertosono)	Public	Private		Private
Finance		Private (eg. Yogja-Solo)		Public/Private	Private	Public/Private
Operation and Maintenance		Private	Private	Private		Private
Physical Implementation	Pros	If each section is divided by an interchange, division of work is clear.	Division of works is clear and simple.	Division of works is clear and simple.	Division of works is clear and simple.	Division of works is clear and simple.
	Cons	Latent defect needs to be defined and GOI needs to take some risks to assure the basis for the private sector's O&M.	Latent defect needs to be defined and GOI needs to take some risks to assure the basis for the private sector's O&M.			
		The private sector will require higher risk premium for O&M of Government constructed assets than O&M of assets under its control.	The private sector will require higher risk premium for O&M of Government constructed assets than O&M of assets under its control.			
		Risk of construction completion delay for the section GOI constructed needs to be taken by GOI.				
Evaluation		✓ Some Issues	✓ Some Issues	✓ Clear	✓ Clear	✓ Clear
Use of Public Funds		-				
GOI (MPW) Capital Contribution ((Rp: tril)	7.6 (eg. Solo-Kertosono)	10.8	6.9	2.3	4.6
[% of total CPAEX]		[70%]	[100%]	[64%]	[21%]	[43%]
Land Acquisition		1.6	2.3	2.3	2.3	2.3
Construction		6.0	8.5	4.6	0.0	2.3 *
GOI (MPW) Annual Service Pay	/ment	0.0	0.0	0.0	1.0 2.0	0.5 *
(Rp: tril)						* (The portion of two can be changed.)
Revenue for GOI		N.A.	Lease Payment	N.A.	N.A. Toll Revenue	N.A.
Risk Allocation				See attached tables		
Approach which can Leverage Public Funds	Pros	Private sector would contribute to construction of Jogja-Solo.		financing requirements of the private sector up to the level affordable by toll revenues.	Subsidy will be provided to cover a part of financing requirements of the private sector up to the level affordable by toll revenues.	sector up to the level affordable by toll revenues.
				The private sector will provide funds for a part of construction and O&M.	No public funds will be required during the construction.	Public funds will be required during the construction, but less than Option4.
					The private Sector will provide funds for construction and O&M.	The private Sector will provide funds for a part of construction and O&M.
	Cons	Public and private sector work is separated and little effect on mobilization	GOI is required to finance all construction costs.	Required public funds up-front will be a significant amount.	Annual service payment to the private sector has to be assured for a long-term.	Annual service payment to the private sector has to be assured for a
		of private funds. A significant amount of funds will be required by the Government. Government will be required to compensate financing costs of the private sector which will be higher than the public sector.		Government will be required to compensate financing costs of the private sector which will be higher than the public sector.	Risk premium for the long-term payment will be required by the private sector. Government will be required to compensate financing costs of the private sector which will be higher than the public sector.	long-term. Risk premium for the long-term paymen will be required by the private sector. Government will be required to compensate financing costs of the private sector which will be higher than the public sector.
Evaluation		∠ Low	✓ Low	✓ Medium	 High during the construction period 	 High and averaging government payments during construction and operation

		Option 1	Option 3	Option 4	Option 5	Option 6
		(Construction Section Divided)	(Lease)	(Upfront Subsidy)	(Operation Subsidy)	(Upfront and Operation Subsidy)
Use of Private Sector's Knowhow LCC reduction (Utilize the private sector's operation, maintenance, and management skills, and achieve reduction in life cycle cost) / Financial Sector's Monitoring	Pros	O&M can be outsourced to the private sector. LCC reduction can be achieved for Yogja-Solo. Financial monitoring by private financiers provides incentive to efficient operation for Yogja-Solo. LCC reduction will not be achieved for Solo-Kertosono.	O&M can be conducted by the private sector under performance-based contract.	LCC reduction will be achieved, since the party who constructs road is responsible for O&M. Financial monitoring by private financiers provides incentive for efficient operation.	LCC reduction will be achieved, since the party who constructs road is responsible for O&M. Financial monitoring by private financiers provides incentive for efficient operation.	LCC reduction will be achieved, since the party who constructs road is responsible for O&M. Financial monitoring by private financiers provides incentive for efficient operation.
Evaluation		✓ Some	✓ Some	✓ High	✓ High	✓ High
			• Some	v nign	v HigH	Ingn
Set-up Subsidy/Loan Mechanism Implementation of government payments and bidding for the private sector		Existing approval procedure will be applied for the government payment. (Approvals from BAPPENAS, MOF, and the Parliament are required.)	Existing approval procedure will be applied for the government payment. (Approvals from BAPPENAS, MOF, and the Parliament are required.)	Existing approval procedure will be applied for the government payment. (Approvals from BAPPENAS, MOF, and the Parliament are required.) * Different interpretation is provided by MPW and MOF, and this will be confirmed with KKPPI.	Existing approval procedure will be applied for the government payment. (Approvals from BAPPENAS, MOF, and the Parliament are required.) * Different interpretation is provided by MPW and MOF, and this will be confirmed with KKPPI.	Existing approval procedure will be applied for the government payment. (Approvals from BAPPENAS, MOF, and the Parliament are required.) * Different interpretation is provided by MPW and MOF, and this will be confirmed with KKPPI.
	Cons	GOI's initial capital contribution is a significant amount and a hurdle will be high for approvals from MOF (and BAPPENAS?). * Different interpretation is provided by MPW and MOF.	<u>Lease revenue</u> will be considered a part of the national budget.	It will be required further details on payment mechanism of upfront subsidy and bidding procedure for PPP.	It will be required further details on payment mechanism of service payments.	It will be required further details on payment mechanism of upfront subsidy and service payments.
Evaluation		✓ Applicability needs to be reviewed	✓ Further Steps Required	✓ Further Steps Required	✓ Further Steps Required	✓ Further Steps Required
Necessary Steps		 Confirm evaluation criteria/process with KKPPI, MOF Risk Management Unit, and BAPPENAS. Confirm tariff setting with BPJT when costs are (partly) subsidized. 	 Establish BLU (public service unit) to secure lease revenues for MPW. ⇒ Provide a proposal to MOF (and BAPPENAS) ⇒ Approval from MOF and xxx 	 Determine payment mechanism in MPW and get an approval from BAPPENAS, MOF (and xxx). Required mechanism ⇒ Ensure the use of funds disbursed to the private sector ⇒ Timely disbursement of funds Consider the use of BLU Confirm tariff setting with BPJT when costs are subsidized. 	 Determine payment mechanism in MPW and get an approval from BAPPENAS, MOF (and xxx). Required mechanism ⇒ Ensure the use of funds disbursed to the private sector ⇒ Timely disbursement of funds ⇒ Provide assurance on timely disbursement of funds to the private sector for a long-term 	 Determine payment mechanism in MPW and get an approval from BAPPENAS, MOF (and xxx). Required mechanism (see left) Consider the use of BLU Confirm tariff setting with BPJT when costs are subsidized. Determine bidding procedure in MPW and confirm with KKPPI (and xxx).
Estimated Time Required for Prepa	aration	xx months	xx months	Determine bidding procedure in MPW and confirm with KKPPI (and xxx). xx months	 Consider the use of BLU Confirm tariff setting with BPJT when costs are subsidized. Determine bidding procedure in MPW and confirm with KKPPI (and xxx). xx months 	xx months
Summary of Evaluation		Low impact in leveraging public funds	Low impact in leveraging public funds and utilizing private funds and know-how		High impact in leveraging public funds and utilizing private funds and know-how, but further steps are required on payment mechanism	High impact in leveraging public funds and utilizing private funds and know-how, but further steps are required on payment mechanism

Table 7.2-2 Comments from MPW

THE STUDY ON PPP SCHEME FOR TRANS JAVA TOLL ROAD EVALUATION OF THE PROPOSED PPP SCHEME OPTIONS FOR JOGJA-SOLO KERTOSONO TOLL ROAD

EVALUATION OF PROPOSED OPTION 1 BY PU

POINT		COMMENTS
DIVISION OF WORKS	•	This division is very clear and applicable under the Road Law No.38/2004 and GR No.15/2005. The financially viable one (i.e.
		Jogja-Solo) is conducted by the Private Sector and the less financially viable ones (i.e. Solo-Kertosno) are constructed by the
		Government, but the O & M are performed by the private sector. The concessionaire could be different of each section
		determined through transparent and open tender process
LEGAL/LEGISLATIVE	٠	This option is applicable under Road Law No. 38/2004 and Government Regulation No. 15/2005 on Toll Road
	٠	The private sector's responsibility/required output can/must be clearly defined and stated in the CA both for BOT and O&M
		contract to include the penalty if the concessionaire default or perform the unsatisfied condition
INSTITUTIONAL	٠	The Road Law No. 38/2004 and GR No. 15/2005 on Toll Road as a general basis for implementing this scheme
FINANCIAL	٠	Government require huge amount of budget for land acquisition and construction, additional foreign loan is necessary.
	٠	Cash flow of the project is possible to meet investment cost born by the private sector
IMPEMENTATION	٠	The procurement process of concessionaire (i.e. for BOT, O&M contracts) is conducted simply through transparent and open
		tender procedure.
	٠	The implementation will meet the target
ATTRACTIVENES	٠	This scheme will reduce the predevelopment risk (Jogja-Solo) and for the rest section also reduce the development risk of the
TO THE PRIVATE SECTOR		private sector thus the private sector will more interest.
OTHER ISSUES	•	This option will be easier to be implemented with support of foreign loan to Government
	٠	The Government will arrange in the CA mainly with respect to service quality and performance for the O & M contract
TOTAL EVALUATION	•	Possible

POINT		COMMENTS
DIVISION OF WORKS	• This div	This division is doubtful but applicable under the Road Law No.38/2004 and GR No.15/2005. The condition will more
	complica	complicated ff the concessionaire for O & M is different for each section.
LEGAL/	 This opti 	This option principally is applicable under Road Law No. 38/2004 and GR No. 15/2005 on Toll Road
LEGISLATIVE	• The priv	The private sector's responsibility/required output can/must be clearly defined and stated in the Concession Agreement to
	include	include the technical specification, schedule and penalty or compensation if the concessionaire perform the unsatisfied
	condition	n
INSTITUTIONAL	• The Roa	The Road Law No. 38/2004 and GR No. 15/2005 on Toll Road as a general basis for implementing this scheme
FINANCIAL	 Governi 	Government require huge amount of budget for land acquisition and construction, additional foreign loan is necessary.
	• Cash flo	Cash flow of the project is possible to meet investment cost born by the private sector
IMPEMENTATION	 The pro 	The procurement process of concessionaire is conducted simply through transparent and open tender procedure.
	• The im	The implementation can meet the target
ATTRACTIVENES	• This sc	This scheme will reduce the predevelopment and development risks of the private sector, thus the private sector will more
TO THE PRIVATE	interest	
SECTOR		
OTHER ISSUES	• Need m	Need more detail of the procedure and mechanism for the implementation
	• This op	This option will be easier to be implemented with support of foreign loan to Government
	 The Go 	The Government will arrange in the Concession Agreement mainly with respect to service quality and performance for the O &
	M contract	ract
TOTAL EVALUATION	• Difficult	It

EVALUATION OF PROPOSED OPTION 2 BY PU

TNIOT		COMMENTS
DIVISION OF WORKS	•	This division is clear and applicable under the Road Law No.38/2004 and GR No.15/2005. It will just few an eligible private
		sector if the concessionaire is only one for whole the section.
LEGAL/LEGESLATIVE	•	This option principally is applicable under Road Law No. 38/2004 and GR No. 15/2005
	•	The private sector's responsibility/required output can/must be clearly defined and stated in the Concession Agreement to include
		the method of lease payment, performance during the operation, minimum maintenance requirement, and penalty or
		compensation if the concessionaire default or perform the unsatisfied condition
TANOITUTITSNI	•	The Road Law No. 38/2004 and GR No. 15/2005 on Toll Road as a general basis for implementing this scheme
	•	Existing regulation do not allow direct application of this scheme
FINANCIAL	٠	Government require huge amount of budget for land acquisition and construction, additional foreign loan is necessary.
	•	Cash flow of the project may meet investment cost born by the private sector
IMPEMENTATION	٠	The procurement process of concessionaire is conducted simply through transparent and open tender procedure.
	•	The implementation will meet the target
ATTRACTIVENES	•	This scheme will reduce the predevelopment and development risks of the private sector thus the private sector will more
TO THE PRIVATE		interest.
SECTOR		
OTHER ISSUESS	•	Need more detail of the procedure and mechanism for the implementation
	•	This option will be easier to be implemented with support of foreign loan to Government
	•	The Government will arrange in the Concession Agreement mainly with respect to service quality and performance for the O &
		M contract
TOTAL EVALUATION	•	Possible

EVALUATION OF PROPOSED OPTION 3 BY PU

POINT		COMMENTS
DIVISION OF WORKS	•	This division is very clear and applicable under the Road Law No.38/2004 and GR No.15/2005. It will just few an eligible private
	Š	sector if the concessionaire is only one for whole the section.
LEGAL/LEGISLATIVE	• T	This option principally is applicable under Road Law No. 38/2004 and GR No. 15/2005
	•	The private sector's responsibility/required output can/must be clearly defined and stated in the Concession Agreement to include
	tl	the method of upfront subsidy, performance during the operation, minimum maintenance requirement, and penalty or
	ပ	compensation if the concessionaire default or perform the unsatisfied condition
INSTITUTIONAL	•	The Road Law No. 38/2004 and GR No. 15/2005 on Toll Road as a general basis for implementing this scheme
FINANCIAL	•	Government needs additional funding support for financing the land acquisition.
	•	Cash flow of the project may meet investment cost born by the private sector
IMPLEMENTATION	•	The procurement process of concessionaire is conducted simply through transparent and open tender procedure.
	•	The implementation will meet the target
ATTRACTIVENES	•	This scheme will reduce the predevelopment risk of the private sector thus the private sector will more interest.
TO THE PRIVATE		
SECTOR		
OTHER ISSUES	•	Need new mechanism and procedure of upfront subsidy and require approval from MoF, KKPPI (Policy Committee for
		Infrastructure Development Acceleration) and Parliament
	•	The Government will arrange in the Concession Agreement mainly with respect to service quality and performance for the O &
		M contract
TOTAL EVALUATION	•	Possible

EVALUATION OF PROPOSED OPTION 4 BY PU

POINT		COMMENTS
DIVISION OF WORKS	•	This division is very clear and applicable under the Road Law No.38/2004 and GR No.15/2005. It will just few an eligible private sector if the concessionaire is only one for whole the section.
LEGAL/LEGISLATIVE	••	This option principally is applicable under Road Law No. 38/2004 and GR No. 15/2005 There is a possibility to apply the service payment as the new MoF decree No. 38/PMK.01/2006 article 6 (4) state that the demand risk can be arranged in the CA as follow :
		o If the realization of revenue is higher than minimum revenue guaranteed by the Government as pre agreed in the CA, the Government will earn the financial benefit of exceed revenue
	•	The private sector's responsibility/required output can/must be clearly defined and stated in the Concession Agreement to include the technical specification, minimum level of service, level of service payment against the performance of service (e.g. in term of
		speed, traffic volume, level of accident), minimum maintenance requirement, and sanction or compensation if the private sector default or perform the unsatisfied condition
INSTITUTIONAL	•	The Road Law No. 38/2004 and GR No. 15/2005 on Toll Road as a general basis for implementing this scheme
FINANCIAL	٠	Government needs additional funding support for financing the land acquisition.
	•	Cash flow of the project will meet investment cost born by the private sector
IMPLEMENTATION	٠	The procurement process of concessionaire is conducted simply through transparent and open tender procedure.
	•	The implementation will meet the target
ATTRACTIVENES	٠	This scheme will reduce the predevelopment and revenue risk of the private sector thus the private sector will more interest .
TO THE PRIVATE		
SECTOR		
OTHER ISSUES	•	In order to get the approval of the service payment mechanism need long and complex procedure. The approval must be obtained from the MOF, KKPPI (Policy Committee for Infrastructure Development Acceleration) and Parliament. The document
		must be submitted are Pra FS, PPP Scheme, Financing plan and its sources, plan of investment tender, and result of public
		consultation.
TOTAL EVALUATION	•	Possible

EVALUATION OF PROPOSED OPTION 5 BY PU

7.3 PROJECT FINANCIAL ANALYSIS

7.3.1 Scenario Setting and Major Assumptions

Objectives of the projection - This financial projection in this study focus on (a) assessing profitability of the project and, (b) comparing financial feasibility on 15 cases (Section: 3 patterns, Scheme: 5 patterns), and (c) assessing potential government burden on each case. As we presume three traffic demand streams as shown in Figure 7.3-1, we adapt *Revenue Max Case*, which is more realistic and appropriate for this financial study.

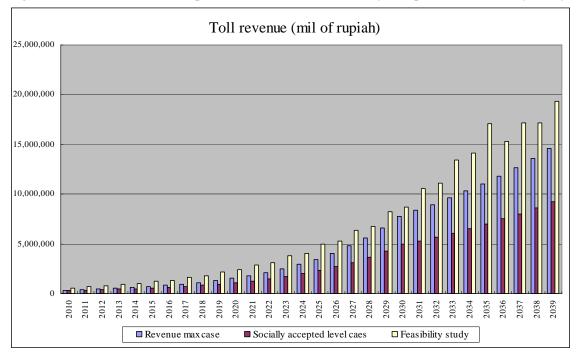


Figure 7.3-1 Toll Revenue Comparison (Revenue Max, Socially accepted and Feasibility Study)

Initial investment cost - Investment cost covering full sections (Jogjakarta-Solo -Kertosono) is estimated at Rupiah 10,777 billion (approximately \$US 1,268 million). Mainline construction is the major portion, estimated at Rupiah 7,712 billion, the second is Land acquisition, estimated at Rupiah 2,281 billion. Investment cost for Jogjakarta - Solo is Rupiah 3,200 billion and for Solo-Kertosono is Rupiah 7,577 billion. The compositions for three patterns are summarized in Table 7.3-1.

Financing – Special purpose company (SPC) would basically finance construction works by commercial borrowing with upfront subsidy from GOI. Financing assumption is as shown in Table 7.3-2. Terms of conditions of the long term loan are presumed to set 28 years maturity period, 3 years grace period and 15% interest rate. However, the assumed terms and conditions can't realize without any credit enhancement support to

the project. As toll road projects which has toll revenue risk require more risk capital, equity should be injected more than 30 % of a total raised fund.

Full sections (Jogjakarta - Kertosono)	
Construction cost	7,712,190 mil of rupial
Land acquisition cost	2,281,304 mil of rupial
Design cost	308,488 mil of rupial
Construction supervision cost	308,488 mil of rupial
Finance cost	166,583 mil of rupial
Total	10,777,052 mil of rupial
Jogjakarta - Solo	
Construction cost	2,302,084 mil of rupiah
Land acquisition cost	663,961 mil of rupial
Design cost	92,083 mil of rupial
Construction supervision cost	92,083 mil of rupial
Finance cost	49,725 mil of rupial
Total	3,199,937 mil of rupial
Solo - Kertosono	
Construction cost	5,410,105 mil of rupial
Land acquisition cost	1,617,343 mil of rupial
Design cost	216,404 mil of rupial
Construction supervision cost	216,404 mil of rupial
Finance cost	116,858 mil of rupial
Total	7,577,115 mil of rupial

Table 7.3-1 Assumption – Initial Investment Cost

Others – Annual operating expense is presumed at 20% of annual revenue. This analysis presumes exemption of corporate income tax to improve financial viability. Other assumptions are as shown in Table 7.3-2.

Financing		
DE ratio (Equity / (Ed	quity + Debt))	30%
Financing cost for fu	nd rasing	2%
Maturity period (year	rs)	28
Grace period (years)		3
Lending rate for med	ium term loan	15%
Lending rate for shor	t term loan	15%
Inflation rate		7.2%
Operating expense		
Operation cost / toll r	revenue	13%
Maintenance cost / to	ll revenue	5%
General administration	on cost / toll revenue	2%
Depreciation		
Salvage value		10%
Depreciation period	Main road	20
	Pavement	10
	Bridge	20
	Over bridge	20
	On river	20
	Interchange	20
	Financing cost for fund raising	4
	Design	4
	Construction supervision	4
Corporate income tax		
Tax allowance		Yes
taxable income < 50	million rupiah	0%
	axable income < 100 million rupiah	0%
100 million rupiah <	-	0%

Table 7.3-2 Assumption – Financing, OPEX, Depreciation & Tax

7.3.2 Results of Financial Study

As shown in Table 7.3-3 which is Full Sections Case (i.e.Jogjakarta – Kertosono), financial projections are comparably summarized, indicating that GOI has to give any budgetary contribution in order to improve financial viability up to attractive level for the private sector. The budgetary contribution has several forms such as upfront subsidy, tax exemption, long term service payment and so on.

Under Option 4 that a SPC not only collect toll revenue but also receive upfront subsidy from GOI, 64% of initial cost (6,899,032 millions of Rupiah, 812 millions of \$US or 84,135 millions of JPY) should be paid by GOI subject to the project achieving 20 % PIRR.

In case of Option 5-1 that a SPC not only collects toll revenue but also receives service

payment, a SPC would finance initial investment (Rupiah 8.6 billion) based on toll revenue and service payment. GOI would annually give service payment at Rp 1.0 trillion to a SPC.

In case of Option 5-2 that a SPC only receives service payment and GOI receives toll revenue, a SPC would mobilize the same amount as Option 5-1 and amortize debt by service payment from GOI, annually Rp 2.0 trillion.

In case of Option 6 that a SPC receives toll revenue, upfront subsidy and service payment, a SPC would finance remaining amount that is the total capital expenditure less upfront subsidy from GOI. The SPC would receive both toll revenue and service payment. Upfront subsidy from GOI is Rp 2.3 trillion and annual service payment is estimated at Rp 475 billion.

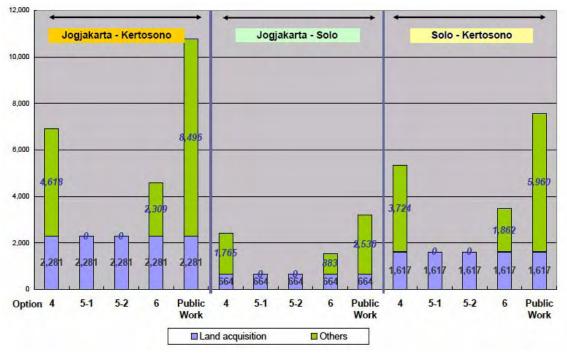
In case of traditional public work that GOI constructs toll road and a SPC executes operation of toll road, GOI has to mobilize Rp 8.4 trillion for initial investment. The SPC is responsible for operating toll road with service payment which is annually estimated at Rp 1.1 trillion for 30 years.

All results of financial projections in detail other two patterns (i.e. Jogjakarta – Solo and Solo - Kertosono) are as shown in Table 7.3-4 - Table 7.3-22.

(Millions of Rupiah)	Case1	Case2	Case3	Case4	Case5
Section		Full section	s: Jogjakarta ·	Kertosono	
Option	4	5-1	5-2	6	Public Work
Tariff setting		evenue max (S adjusted ever			,
Total toll revenue (2010-39)			151,323,719		
Toll revenue goes to	SPC	SPC	GOI	SPC	GOI
First year of positive net income after start of operation	2019	2010	2010	2014	2011
Total capital expenditure (CAPEX)			10,777,052		
Of which: Land acquisition cost (GOI burden)			2,281,304		
Of which: Construction Subsidy for a SPC	4,618,026	0	0	2,309,013	0
Of which: GOI capital expenditure	0	0	0	0	8,495,748
GOI initial contribution / CAPEX	64%	21%	21%	43%	100%
Private financing for CAPEX and SPC start up	4,004,092	8,622,118	8,622,118	6,313,105	126,370
Equity	1,201,227	2,586,635	2,586,635	1,893,931	126,370
Debt	2,802,865	6,035,482	6,035,482	4,419,174	0
Net Government Contribution (Actual Base)	6,899,331	30,379,337	-91,847,993	17,896,493	-107,397,225
Initial funds raised by GOI	6,899,331	2,281,304	2,281,304	4,590,318	10,777,052
Annual service payment	0	1,003,501	2,042,658	475,221	1,183,909

Table 7.3-3 Summary of Five Financial Results – Full Section (Jogjakarta – Kertosono)

As Figure 7.3-2 and Figure 7.3-3 show GOI obligated amounts on initial fund raising and service payment all through operation period, traditional public work requires the



highest upfront GOI fund raising. Option 5-2 that GOI fully takes revenue risk, needs the highest annual service payment.

Figure 7-3-2 Initial Funds Raised by GOI (Billions of Rupiah)

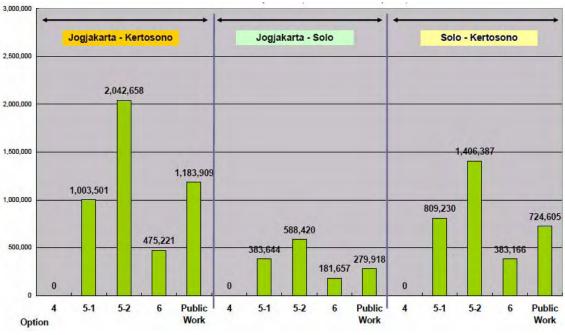


Figure 7-3-3 Annual Service Payment (Millions of Rupiah)

(Millions of Rupiah)	Case1	Case2	Case3	Case4	Case5
Section		Full section	is: Jogjakarta -	Kertosono	
Option	4	5-1	5-2	6	Public Work
PIRR (%)	20.0%	20.0%	20.0%	20.0%	-
Equity IRR (%)	19.9%	20.1%	21.6%	19.2%	15.0%
Annual Profit / Total annual expense (%)	-	-	-	-	15.1%
Tariff setting			tart at 400 rup y 2 years at 15		· ·
Total toll revenue (2010-39)			151,323,719		
Toll revenue goes to	SPC	SPC	GOI	SPC	GOI
Revenue guarantee	No	Partial	Full	Partial	Full
First year of positive net income after start of operation	2019	2010	2010	2014	2011
Corporate income tax	-		Exempted		
Total capital expenditure (CAPEX)			10,777,052		
Of which: Land acquisition cost (GOI burden)			2,281,304		
Of which: Construction Subsidy for a SPC	4,618,026	0	0	2,309,013	0
Of which: GOI capital expenditure	0	0	0	0	8,495,748
GOI initial contribution / CAPEX	64%	21%	21%	43%	100%
Private financing for CAPEX and SPC start up	4,004,092	8,622,118	8,622,118	6,313,105	126,370
Equity	1,201,227	2,586,635	2,586,635	1,893,931	126,370
Debt	2,802,865	6,035,482	6,035,482	4,419,174	0
Financing					
Discount rate			15.0%		
Equity / (Debt +Equity)			30.0%		
Base lending rate for commerical borrowing			15.0%		
Grace period for commercial borrowing			3		
Maturity period for commerial borrowing		28 years (r	efinancing eve	ry 7 years)	
Net Government Contribution (Actual Base)	6,899,331	30,379,337	-91,847,993	17,896,493	-107,397,22
+ Construction Subsidy to a SPC (+:cash out)	4,618,026	0	0	2,309,013	(
+ Service payment	0	28,098,033	57,194,421	13,306,176	33,149,44
+ GOI capital expenditure	0	0	0	0	8,495,748
+ Land acquisition	2,281,304	2,281,304	2,281,304	2,281,304	2,281,304
- Toll revenue (-:cash in)	0	0	-151,323,719	0	-151,323,719
- Tax	0	0	0	0	(
Initial funds raised by GOI	6,899,331	2,281,304	2,281,304	4,590,318	10,777,052
Land acquisition	2,281,304	2,281,304	2,281,304	2,281,304	2,281,304
Others	4,618,026	0	0	2,309,013	8,495,748
Annual service payment	0	1,003,501	2,042,658	475,221	1,183,90
Total Capex (millions of JPY)			131,427		
Construction subsidy for a SPC (millions of JPY)	56,317	0	0	28,159	(
GOI capital expenditure (millions of JPY)	0	0	0	0	103,60
Annual service payment (millions of JPY)	0	12,238	24,910	5,795	14,438

Table 7.3-4 Financial Projections for Full Sections (Jogjakarta - Kertosono)

(Millions of Rupiah)	Case6	Case7	Case8	Case9	Case10
Section		Separat	ion1: Jogjakari	ta - Solo	
Option	4	5-1	5-2	6	Public Work
PIRR (%)	20.0%	20.0%	20.0%	20.0%	-
Equity IRR (%)	20.2%	21.0%	21.6%	18.5%	15.0%
Annual Profit / Total annual expense (%)	-	-	-	-	16.7%
Tariff setting			•	iah / km in 201 % (=1.072*1.0	,
Total toll revenue (2010-39)			35,378,934		
Toll revenue goes to	SPC	SPC	GOI	SPC	GOI
Revenue guarantee	No	Partial	Full	Partial	Full
First year of positive net income after start of operation	2020	2010	2010	2014	2011
Corporate income tax			Exempted		
Total capital expenditure (CAPEX)			3,199,937		
Of which: Land acquisition cost (GOI burden)			663,961		
Of which: Construction Subsidy for a SPC	1,765,334	0	0	882,667	0
Of which: GOI capital expenditure	0	0	0	0	2,535,976
GOI initial contribution / CAPEX	76%	21%	21%	48%	100%
Private financing for CAPEX and SPC start up	801,836	2,567,170	2,567,170	1,684,503	31,194
Equity	240,550	770,151	770,151	505,350	31,194
Debt	561,286	1,797,019	1,797,019	1,179,153	0
Financing					
Discount rate			15.0%		
Equity / (Debt +Equity)			30.0%		
Base lending rate for commerical borrowing			15.0%		
Grace period for commercial borrowing			3		
Maturity period for commerial borrowing		28 years (r	efinancing eve	ry 7 years)	
Net Government Contribution (Actual Base)	2,429,295	11,405,982	-18,239,206	6,633,020	-24,341,295
+ Construction Subsidy to a SPC (+:cash out)	1,765,334	0	0	882,667	0
+ Service payment	0	10,742,020	16,475,767	5,086,392	7,837,701
+ GOI capital expenditure	0	0	0	0	2,535,976
+ Land acquisition	663,961	663,961	663,961	663,961	663,961
- Toll revenue (-:cash in)	0	0	-35,378,934	0	-35,378,934
- Tax	0	0	0	0	0
Initial funds raised by GOI	2,429,295	663,961	663,961	1,546,628	3,199,937
Land acquisition	663,961	663,961	663,961	663,961	663,961
Others	1,765,334	0	0	882,667	2,535,976
Annual service payment	0	383,644	588,420	181,657	279,918
Total Capex (millions of JPY)			39,024		
Construction subsidy for a SPC (millions of JPY)	21,528	0	0	10,764	0
GOI capital expenditure (millions of JPY)	0	0	0	0	30,927
Annual service payment (millions of JPY)	0	4,679	7,176	2,215	3,414

Table 7.3-5 Financial Projections for Jogjakarta - Solo

(Millions of Rupiah)	Case11	Case12	Case13	Case14	Case15
Section		Separat	ion2: Solo - Ke	ertosono	
Option	4	5-1	5-2	6	Public Work
PIRR (%)	20.0%	20.0%	20.0%	20.0%	-
Equity IRR (%)	20.1%	20.6%	21.6%	19.0%	15.0%
Annual Profit / Total annual expense (%)	-	-	-	-	15.6%
Tariff setting		evenue max (S adjusted every	•		,
Total toll revenue (2010-39)			92,188,314		
Toll revenue goes to	SPC	SPC	GOI	SPC	GOI
Revenue guarantee	No	Partial	Full	Partial	Full
First year of positive net income after start of operation	2020	2010	2010	2014	2011
Corporate income tax			Exempted		
Total capital expenditure (CAPEX)			7,577,115		
Of which: Land acquisition cost (GOI burden)			1,617,343		
Of which: Construction Subsidy for a SPC	3,723,617	0	0	1,861,808	0
Of which: GOI capital expenditure	0	0	0	0	5,959,772
GOI initial contribution / CAPEX	70%	21%	21%	46%	100%
Private financing for CAPEX and SPC start up	2,315,494	6,039,110	6,039,110	4,177,302	79,338
Equity	694,648	1,811,733	1,811,733	1,253,190	79,338
Debt	1,620,846	4,227,377	4,227,377	2,924,112	0
Financing					
Discount rate			15.0%		
Equity / (Debt +Equity)			30.0%		
Base lending rate for commerical borrowing			15.0%		
Grace period for commercial borrowing			3		
Maturity period for commerial borrowing		28 years (r	efinancing eve	ry 7 years)	
Net Government Contribution (Actual Base)	5,340,960	24,275,783	-51,192,137	14,207,805	-64,322,273
+ Construction Subsidy to a SPC (+:cash out)	3,723,617	0	0	1,861,808	0
+ Service payment	0	22,658,440	39,378,834	10,728,653	20,288,927
+ GOI capital expenditure	0	0	0	0	5,959,772
+ Land acquisition	1,617,343	1,617,343	1,617,343	1,617,343	1,617,343
- Toll revenue (-:cash in)	0	0	-92,188,314	0	-92,188,314
- Tax	0	0	0	0	0
Initial funds raised by GOI	5,340,960	1,617,343	1,617,343	3,479,151	7,577,115
Land acquisition	1,617,343	1,617,343	1,617,343	1,617,343	1,617,343
Others	3,723,617	0	0	1,861,808	5,959,772
Annual service payment	0	809,230	1,406,387	383,166	724,605
Total Capex (millions of JPY)			92,404		
Construction subsidy for a SPC (millions of JPY)	45,410	0	0	22,705	0
GOI capital expenditure (millions of JPY)	0	0	0	0	72,680
Annual service payment (millions of JPY)	0	9,869	17,151	4,673	8,837

Table 7.3-6 Financial Projections for Solo – Kertosono

Table 7.3-7 Financial Projection – Full Sections & Option 4

		Opt	tion 4	Full Sect	tions		ProjectIRR	20.0%		Equity	IRR	19.9%	GC	OI subsidy for	construction	4,618,026	G	iOI expendit	ture for LA	2,281,304		GOI expendit	ture / Total C	CAPEX	64%	NF	V GOI contr	ibution 5,	,982,709		Total service	payment	0			
atement of Income (In millions of Rupiah)	8,500 Total	82 Total	Total		Constru																	Ope	eration													
	(mil ofUS\$)	(mil of JPY)	(Indonesia Rupiah)	2006 : -3	2007 -2	2008 -1	2009 0	2010 1	2011 2	2012 3	2013 4	2014 5	2015 6	2016 7	2017 8	2018 9	2019 10	2020 11	2021 12	2022 13	2023 14	15	16	17	18	19	20	21	2031 22	2032 23	2033 24	2034 25	2035 26	2036 27	2037 28	2038 2 29
Toll revenue 2	17,803 17,803	1,845,411 1,845,411	151,323,719 151,323,719	0	0 0	0 0	0	330,390 330,390	384,144 384,144	446,900 446,900	520,211 520,211	605,907 605,907	706,140 706,140	82 <i>3,453</i> 823,453			1,310,651 1,310,651														9,605,170 9,605,170		11,033,442 11,033,442			13,583,760 14,5 13,583,760 14,
Service payment																																				
Other revenue erating Costs and expense	0 4,460	0 462,328	0 37,910,917	0	0	0	0	659,490	670,241	682,792	697,454	538.293	558,339	581.802	609,280	641,481	679,242	583,426	637,288	700.696	775,357	863,284	966.853 1	,088,871 1,.	232.650 1.4	402.102 1.0	501.849 1.5	60.365 1	,672,357	1.792.388	1.921.034	2.058.913	2,206,688	2.365.070	2.534.819	2.716.752 2.9
Operation expense 13%	2,314	239,903	19,672,083	0	0	0	0	42,951	49,939	58,097	67,627	78,768	91,798	107,049	124,909	145,840	170,385	199,186	234,196	275,412	323,941								,087,032	1,165,052	1,248,672	1,338,294	1,434,347	1,537,296	1,647,633	1,765,889 1,
Maintenance expense 5% Administration expense 2%	890 356	92,271 36,908	7,566,186 3,026,474	0	0	0	0	16,520 6,608	19,207 7,683	22,345 8,938	26,011 10,404	30,295 12,118	35,307 14,123	41,173 16.469	48,042 19,217	56,092 22,437	65,533 26,213	76,610 30,644	90,076 36,030	105,928 42.371	124,593 49,837	146,575 58,630	172,467 68,987	202,971 81,189	238,916 95,566	281,279 112.512	331,216 3 132,486	390,091 156.036	418,089 167,236	448,097 179,239	480,258 192,103	514,728 205,891	551,672 220,669	591,268 236,507	633,705 253,482	679,188 271.675
Depreciation expense 2%	900	93,246	7,646,173	0	0	0	0	593,412	593,412		., .	· · ·	417,111	417,111	417,111	417,111	., .			,					,	<i>'</i>	276,986	0	0	0	192,103	205,891	220,009	230,307	255,482	0
er revenue	543	56,317	4,618,026	0		1,847,210		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Jpfront subsidy er expense	543 1,221	56,317 126,516	4,618,026 10,374,300	0	0	1,847,210 0	2,770,816	474,112	505.582	535,322	561.992	583.865	598,736	603.810	595,567	569,601	520.420	441.205	381.348	373.510	364.497	354.131	342.210	328,502	312.737 2	294.607	273.758 2	49.781	222.208	190.499	154.034	112.099	63.873	8.414	0	0
nterest payment (Short term debt)	176	18,247	1,496,269	0	0	0	0	53,682	85,152		145,472	169,908	187,725	196,188	191,842	170,357	126,329	53,041	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
nterest payment (Debt A) 15% nterest payment (Debt B) 15%	889 155	92,161 16,108	7,557,197 1,320,835		0	0	357,880	357,880 62,550	357,880 62,550	356,198 62,550	354,264 62,256	352,040 61,918	349,482 61,529	346,541 61.082	343,158 60,568	339,268 59,977	334,794 59,297	329,649 58,515	323,733 57,616	316,929 56,581	309,104 55,392	300,106 54,025	289,758 52,452			.,	/	209,523 40,258	185,588 36,620	158,063 32,437	126,408 27,626	90,005 22,093	48,142 15,731	0 8.414	0	0
ings before taxes			107,656,528	0	0 1	1,847,210	2,412,936	-803,211	-791,679				-450,935		-244,005	-89,235	110,990	507,571						2,642,054 3,.							7,530,102				10,139,277	10,867,008 11,0
25	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
ncome tax 0 10% 15% 30% Dther tax	0	0	0					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
income	12,665	1,312,884	107,656,528	0	0 1	1,847,210	2,412,936	-803,211	-791,679	-771,214	-739,235	-516,251	-450,935	-362,159	-244,005	-89,235	110,990	507,571	782,874	1,044,345	1,352,003	,714,076 2,	,140,275 2	2,642,054 3,	232,933 3,9	928,871 4,3	748,708 5,9	91,677 6,	,467,221	6,979,053	7,530,102	8,123,554	8,762,880	9,451,866	10,139,277	10,867,008 11,0
ement of Cash Flows (In millions of Ru	ipiah)																																			
			Total	2006	Constru 2007	1ction 2008 2	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Ope 2024	eration 2025	2026	2027 2	2028	2029 2	2030	2031	2032	2033	2034	2035	2036	2037	2038 2
rating	0	0	0	-4	-3	-4	-1	1	2		4	5	0	252.150	0	9	10		12	10	14	15	10		10	020.071 4	20	21	. 467.001	25 C 070 052	7.530.102	45	20	21	10 120 277	10.867.008 11
et income dd (deduct) non - cash items	12,665 900 900	1,312,884 93,246 93,246	7,646,173	0	0	1,847,210 0	2,412,936	-803,211 593,412	593,412		593,412	417,111	417,111		417,111		417,111	276,986	276,986	276,986	276,986	276,986	276,986	2,642,054 3, 276,986	276,986	276,986	276,986	0	0,467,221	6,979,053 0	7,530,102	8,123,554	8,762,880 0	9,451,866	10,139,277	10,867,008 11,
Depreciation Installment cost recount ash provided by operations	0	93,246 0 1.406.130	7,646,173 0 115,302,701	0	0	1.847.210	2 412 026			593,412 -177,802																276,986		0	0	6 070 052	7 520 102	9 122 554	9 762 990	0 451 966	10 120 277	10.867.008 11
apital expenditure (excluding land acquisition)	0 -999	-103,607	-8,495,748	0.	-314,657 -:	-,,		-207,177	-1/0,207	-177,002	-145,625	-99,140	-55,624	54,752	175,100	527,070	520,101	764,357	1,057,000	1,521,551	1,020,707	1,771,002 2	2,417,200 2	2,717,037 3,	507,717 4,	203,037 3,	020,075 - 5,	//1,0// 0	,407,221	0,777,055	7,550,102	0,125,554	0,702,000	7,451,600	10,137,277	10,007,000 11,
cash used for investing activities	-999 0	-103,607	-8,495,748	0 .	-314,657 -:	-3,272,436	-4,908,654	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
suance of common stocks orrowing A	141 281	14,649 29,096	1,201,227 2,385,867	1,	,201,227	2,385,867																														
orrowing B oncessional borrowing	49	5,085	416,998				416,998																													
nfrastructure fund lepayment Debt A	0	0 -29,096	-2,385,867				0	0	-11.212	-12,894	-14.828	-17.052	10.610	-22,552	-25,934	-29.825	24 208	-39,443	45 250	52 162	50.099	69 096	70.224	-91,234 -	104.010	120 657	129 755	150 560	192 504	-211,030	242 694	-279.087	-320.950	0	0	0
tepayment Debt B	-281 -49 -11.360	-29,090 -5,085 -1,177,523	-2,365,807 -416,998 -96,556,884	0	0	0	0	0	-11,212	-1,960	-2,254	-2,592	-2,980	-3,427	-3,942	-4,533	-5,213	-5,995	-6,894	-7,928	-9,117	-10,485	-12,057	-13,866	-15,946	-18,338	-21,088	-24,251	-27,889	-32,073	-36,883	-42,416	-48,778	-56,095	0	0
ayment of dividends ash at liquidation	-11,360	-1,177,525	-11,451,296	U	0		0	0	0	0	0	U	0	U	0	0	0	-99,704	-704,387	-939,911 -	-1,210,803 -	1,542,009 -1	1,920,247 -2	2,377,848 -2,	909,640 -3,	555,984 -4,	273,837 -3,.	227,071 -3	0,030,245	-0,002,330	-0,525,481	-7,021,840	-7,333,837	-8,430,194	-9,125,549	-9,780,307 -11, -11,
cash provided by financing activities increase in cash and cash equivalents	-12,566 0	-1,302,524	-106,806,953 0		,201,227 2 886,570		416,998 -2,078,721	0 -209,799	-11,212 -209,479	-14,854 -192,655	-17,082 -162,904	-19,644 -118,784	-22,590 -56,415		-29,876 143,230	-34,357 293,519		-145,141 639,415	-756,840 - 303,020	-1,000,002 - 321,329	-1,285,907 - 343,081	1,622,139 -2 368,923	2,017,638 -2 399,622	2,482,948 -3, 436,091	030,504 -3, 479,414	674,978 -4, 530,878	433,681 -5,4 592,013 :	410,891 -5 580,786	625,583	-6,305,458 673,595	-6,805,048 725,053	-7,343,349 780,205	-7,923,565 839,315	-8,512,289 939,577	-9,125,349 1,013,928	-9,780,307 -23, 1,086,701 -11,
hort term borrowing ####### tepayment Short Term Debt						0	357,880 0	567,679 -357,880	-567,679	969,814 -777,158	-969,814 -	-1,132,718 -	-1,251,502 -	1,307,917 -	1,278,944	842,195 -1,135,714	353,604 -842,195	0 -353,604	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
and cash equivalents, beginning of year and cash equivalents, end of year			95,160,832 95,160,832	0	0 886.570	886,570 1.847,210	1,847,210 126,370		126,370 126,370		126,370 126,370		126,370 126,370		126,370 126,370	126,370 126,370		126,370 412,181																8,411,090 9,350,667		10,364,595 11, 11,451,296
solidated Balance Sheets (In millions o	f Runiah)																																			
				2006	Constru 2007	iction 2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023		ration 2025	2026	2027 :	2028	2029 2	2030	2031	2032	2033	2034	2035	2036	2037	2038 2
IS				-4	-3	-2	-1	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16		18	19	20	21	22	23	24	25	26	27	28	29
cash and cash equivalents					886,570 886,570		126,370 126,370																											9,350,667 9,350,667		
Other current assets xed assets																																				849,575
Property, equipments, buildings Less accumulated depreciation Other fixed assets				0 0	314,657 0	3,587,094 0	8,495,748 0																													8,495,748 8, -7,646,173 -7,
assets				0 1.	,201,227	5,434,304	8,622,118	8,028,706	7,435,294	6,841,882	6,248,470	5,831,359	5,414,247	4,997,136	4,580,025	4,162,913	3,745,802	3,754,627	3,780,662	3,825,005	3,891,100	3,983,038 4	4,105,674 4	4,264,779 4,	467,208 4,	721,101 5,	036,128 5,6	516,913 6	5,242,496	6,916,091	7,641,145	8,421,350	9,260,665	10,200,242	11,214,170	12,300,871
lities irrent liabilities				0	0	0	357,880 357,880			969,814 969,814								0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Short term debt				0			2,802,865	2,802,865	2,791,652	2,776,799	2,759,717	2,740,073	2,717,483	2,691,504	2,661,628	2,627,270	2,587,760	2,542,322	2,490,069	2,429,978	2,360,873	2,281,402 2		2,084,912 1,									0 56,095	0	0	0
Tranche A Tranche B					-			2,385,867 416,998																									0 56,095	0 0	0 0	0 0
Concessional borrowing er liabilities																																				
Liability holder's equity				0	0	2,385,867	3,160,745	3,370,544	3,568,811	3,746,613	3,892,435	3,991,575	4,025,400	3,970,447	3,797,341	3,469,465	2,941,364	2,542,322	2,490,069	2,429,978	2,360,873	2,281,402 2	2,190,011 2	2,084,912 1,	964,047 1,	825,052 1,	665,209 1,4	481,389 1	,269,995	1,026,893	747,326	425,823	56,095	0	0	0
Common stock Retanined earnings				1,	,201,227	1,201,227 1,847,210	1,201,227	1,201,227	1,201,227	1,201,227 1,894.042	1,201,227 1,154,808	1,201,227	1,201,227	1,201,227	1,201,227 -418,544	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227 193,800	1,201,227 329,000	1,201,227 1 500,408	1,201,227 1 714,436	1,201,227 1, 978,641 1	201,227 1,	201,227 1,	201,227 1,2	201,227 1	,201,227	1,201,227	1,201,227	1,201,227 6,794 300	1,201,227	1,201,227 8,999,015	1,201,227	1,201,227 11,099,644
																																				12,300,871

Long term debt															2,027,270													
Tranche A				2,38	85,867 2	,385,867	2,385,867	2,374,654	2,361,761	2,346,932	2,329,880	2,310,270	2,287,718	2,261,784	2,231,960	2,197,661	2,158,218	2,112,859	2,060,696	2,000,708	1,931,722	1,852,388	1,761,154	1,656,235	1,535,578	1,396,823	1,237,254	1,053,750
Tranche B					0	416,998	416,998	416,998	415,038	412,785	410,193	407,213	403,785	399,844	395,311	390,098	384,104	377,210	369,282	360,165	349,681	337,623	323,757	307,812	289,474	268,386	244,134	216,245
Concessional borrowing																												
Other liabilities																												
Total Liability			0	0 2,38	85,867 3	,160,745	3,370,544	3,568,811	3,746,613	3,892,435	3,991,575	4,025,400	3,970,447	3,797,341	3,469,465	2,941,364	2,542,322	2,490,069	2,429,978	2,360,873	2,281,402	2,190,011	2,084,912	1,964,047	1,825,052	1,665,209	1,481,389	1,269,995
Stockholder's equity																												
Stockholder's equity Common stock			1,201	,227 1,20	01,227 1	,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227	1,201,227
			1,201																									1,201,227 3,771,274
Common stock	'ES			0 1,84	47,210 4	,260,146	3,456,935	2,665,256	1,894,042	1,154,808	638,556	187,621	-174,538	-418,544	-507,779	-396,789	11,078	89,366	193,800	329,000	500,408	714,436	978,641	1,301,934	1,694,821	2,169,692		3,771,274
Common stock Retanined earnings	'ES			0 1,84	47,210 4	,260,146	3,456,935	2,665,256	1,894,042	1,154,808	638,556	187,621	-174,538	-418,544	-507,779	-396,789	11,078	89,366	193,800	329,000	500,408	714,436	978,641	1,301,934	1,694,821	2,169,692	2,934,298	3,771,274

Government net contribution (In millior	s of Rupiah)																																									
				2006	C 2007	onstruction 200		2009	2010	2011	2012	2013	201	4 2	2015	2016	2017	2018	2019	2020) 202	1 2	2022	2023	0 2024	peration 2025	2026	2027	2028	202	9 20	30	2031	2032	2033	2034	2035	203	36 2	2037	2038	2039
				-4	-3	-2		-1					5		6		8		10	11	12		13	14	15	16	17	18	19	20	2		22	23	24	25	26	27	7	28	29	30
Expenditure	543	56,317	4,618,026	() 2,281,3	04 1,847	,210	2,770,816	0		0	0	0	0	0	0	0	0) ()	0	0	0	0	0	0	()	0	0	0	0	0	0	0		0	0	0	0	0	0
Subsidy	543	56,317	4,618,026	()	0 1,847	,210	2,770,816	0		0	0	0	0	0	0	0	0) ()	0	0	0	0	0	0	()	0	0	0	0	0	0	0		0	0	0	0	0	0
Subsidy Service payment Others	0	0	0	()	0	0	0	0		0	0	0	0	0	0	0	0) ()	0	0	0	0	0	0	()	0	0	0	0	0	0	0		0	0	0	0	0	0
Others	0	0	0																																							
Land acquisition	268	27,821	2,281,304	(2,281,3	04	0	0	0		0	0	0	0	0	0	0	0) ()	0	0	0	0	0	0	()	0	0	0	0	0	0	0		0	0	0	0	0	0
Revenue	0	0	0	()	0	0	0	0		0	0	0	0	0	0	0	0) ()	0	0	0	0	0	0	()	0	0	0	0	0	0	0		0	0	0	0	0	0
Toll revenue	0 0	0	0	()	0	0	0	0		0	0	0	0	0	0	0	0) ()	0	0	0	0	0	0	()	0	0	0	0	0	0	0		0	0	0	0	0	0
Tax	0	0	0	()	0	0	0	0		0	0	0	0	0	0	0	0) ()	0	0	0	0	0	0	()	0	0	0	0	0	0	0		0	0	0	0	0	0
Government net contribution	812	56.317	6,899,331	() 2.281.3	04 1.847	.210	2.770.816	0		0	0	0	0	0	0	0	0) ()	0	0	0	0	0	0	()	0	0	0	0	0	0	0		0	0	0	0	0	0

Table 7.3-8 Financial Projection – Full Sections & Option 5-1

| Statement of Income (In millions of R | uniah) | Optio | on 5-1 | Full Section | ons | Project IRR

 | 20.0%
 | | Equity IR | RR 2
 | 20.1% | GOI subsi

 | dy for construction | 0 | GOI | expenditure for LA
 | 2,281,304 | GC | I expenditure / To
 | tal CAPEX
 | 21% |] | NPV GOI contr
 | ibution 7, | 238,872 | _ | Total service p | payment 2 | 28,098,033 | | | |
|--|---|---|---|--|--
--
--
--
--|--|---|--
--|---
--
--
---|---|--|---|--
--|--
--
--
--|--|---|--
--|---|--|---|--|---|---|--|--|
| Statement of Income (in minious of i | Total | Total
(mil of JPY) (1 | Total
Indonesia Rupiah) | 2006 20
-3 -: | Construction
07 2008
2 -1 | 2009
0

 | 2010
1
 | 2011
2 | 2012
3 | 2013 2
4
 | 2014 20
5 | 015 2016
6 7

 | 2017
8 | 2018
9 | | 2020 2021
11 12
 | 2022
13 | 2023 20
14 | Operation
024 2025
15 16
 | 2026
17
 | 2027
18 | 2028
19 | 2029
20
 | | 2031
22 | 2032
23 | 2033
24 | 2034
25 | 2035
26 | 2036
27 | 2037 :
28 | 2038 2039
29 30 |
| Sales
Toll revenue 2 | 21,108
17,803 | 2,188,070
1,845,411 | 179,421,752
151,323,719 | 0 | 0 | 0 0

 | 1,333,892
330,390
 | 1,387,645
384,144 | 1,450,401 1 |
 | ,609,408 1,7
605,907 7 | 09,641 1,826,9

 | 054 1,964,343 | 2,125,348
1.121.847 | | 535,703 2,805,0
532,202
1,801,5 | 11 3,122,053
10 2.118,552 | | 34,992 4,452,840
31,491 3,449,33
 |
 | 5,781,821
4,778,319 | |
 | 3,805,324 9,
7,801.823 8 | 365,287 9 | 9,965,441 1
8 061 040 | 10,608,671 1 | | | 12,828,851 13
11,825,350 12 | | 583,760 14,558,713 |
| Service payment 28 15% 6,556,383 | | 342,659 | 28,098,033 | 0 | 0 | 0 (

 | 1,003,501
 | 1,003,501 | 1,003,501 | 1,003,501 1,
 | ,003,501 1,0 | 00,140 823,
003,501 1,003,

 | 501 1,003,501 | 1,003,501 | 1,003,501 1, | ,003,501 1,003,5
 | 01 1,003,501 | 1,003,501 1,0 | 03,501 1,003,50
 | 1 1,003,501
 | 1,003,501 | 1,003,501 | 1,003,501
 | 1,003,501 1 | ,003,501 1 | 1,003,501 | 1,003,501 | 1,003,501 | 1,003,501 | 1,003,501 1 | ,003,501 | ,565,700 14,556,715 |
| Installment cost | 771 | 79,956 | 6,556,383 | | |

 | 20,044
 | 23,050 | 26,508 | 30,484
 | 35,057 | 40,315 46,

 | 362 53,317 | 61,314 | 70,511 | 81,088 93,2
 | 51 107,239 | 123,325 1 | 41,823 163,09
 | 7 187,562
 | 215,696 | 248,050 | 285,258
 | 328,046 | 377,253 | 433,841 | 498,917 | 573,755 | 659,818 | | 872,610 | 0 0 |
| Installment interest payment
Other revenue | 2,534
0 | 262,703
0 | 21,541,650
0 | | |

 | 983,457
 | 980,451 | 976,993 | 973,017
 | 968,445 9 | 63,186 957,

 | 139 950,184 | 942,187 | 932,990 | 922,413 910,2
 | 50 896,262 | 880,176 8 | 61,678 840,40
 | 4 815,940
 | 787,805 | 755,451 | 718,244
 | 675,455 | 626,248 | 569,660 | 504,584 | 429,746 | 343,683 | 244,710 | 130,891 | |
| Operating Costs and expense | 3,766 | 390,368 | 32,010,172 | 0 | 0 | 0 0

 | 201,539
 | 212,290 | 224,841 |
 | 216,397 2 | 36,444 259,9

 | | 319,585 | | 369,669 423,5
 | | 561,600 6- | 19,527 753,092
 |
 | 1,018,893 | | 1,388,092
 | ,560,365 1, | .672,357 1 | 1,792,388 | 1,921,034 | 2,058,913 | | 2,365,070 2 | ,534,819 2, | ,716,752 2,911,743 |
| Operation expense 13%
Maintenance expense 5% | 2,314 890 | 239,903
92,271 | 19,672,083
7,566,186 | 0 | 0 | 0 0

 | 0 42,951
0 16.520
 | 49,939
19.207 | 58,097
22,345 | 67,627
26.011
 | 78,768
30,295 | 91,798 107,
35,307 41.

 | 049 124,909
173 48.042 | 145,840
56.092 | 170,385
65,533 | 199,186 234,1
76,610
90.0 | 96 275,412
76 105,928 | 323,941 3
124,593 1 | 81,094 448,41
46.575 172.46
 | 4 527,725
7 202.971
 | 621,182
238,916 | 731,325
281.279 | 861,161
331,216
 | 1,014,237 1
390.091 | ,087,032 1
418,089 | 1,165,052
448,097 | 1,248,672
480.258 | 1,338,294
514,728 | 1,434,347
551.672 | 1,537,296 1
591,268 | ,647,633 1
633,705 | 1,765,889 1,892,633
679,188 727,936 |
| Administration expense 2% | 356 | 36,908 | 3,026,474 | 0 | 0 | 0 (

 | 6,608
 | 7,683 | 8,938 | 10,404
 | | 14,123 16,

 | 469 19,217 | 22,437 | 26,213 | 30,644 36,0
 | | | 58,630 68,98
 | 7 81,189
 | 95,566 | 112,512 | 132,486
 | 156,036 | 167,236 | 179,239 | 192,103 | 205,891 | 220,669 | | | 271,675 291,174 |
| Depreciation expense
Other revenue | 205 | 21,286 | 1,745,429 | 0 | 0 | 0 0

 | 135,461
 | 135,461 | 135,461 | 135,461
 | 95,216 | 95,216 95,

 | 216 95,216 | 95,216 | 95,216 | 63,229 63,2
 | 29 63,229 | 63,229 | 63,229 63,22
 | 9 63,229
 | 63,229 | 63,229 | 63,229
 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 0 |
| Upfront subsidy | 0 | 0 | 0 | 0 | 0 | 0 0

 | Ű
 | 0 | Ū | 0
 | 0 | 0

 | 0 0 | U | U | 0
 | 0 0 | 0 | 0 (
 | , 0
 | U | 0 | Ū
 | Ū | U | U | 0 | 0 | 0 | U | 0 | 0 0 |
| Other expense | 2,254 | 233,678 | 19,161,610 | 0 | 0 | 0 169,024

 | 930,676
 | 905,322 | 904,617 | 900,257
 | 895,243 8 | 89,476 882,8

 | 45 875,219 | 866,449 | 856,363 | 844,765 831,4
 | 27 816,088 | 798,448 7. | 78,162 754,834
 | 728,006
 | 697,154 | 661,675 | 620,873
 | 573,951 | 519,991 | 457,937 | 386,574 | 304,508 | 210,131 | 101,598 | 0 | 0 0 |
| Interest payment (Short term debt)
Interest payment (Debt A) 15% | 373 | 540
38,646 | 44,309
3,168,937 | 0 | 0 | 0 18,955
0 150,069

 | 5 25,354
9 150,069
 | 0
150,069 | 0
149,364 | 0
148,552
 | 0
147,620 1 | 0
46,547 145,

 | 0 0
314 143,895 | 142,264 | 0 140,388 | 138,231 135,7
 | 0 0
50 132,897 | 129,616 1 | 25,843 121,50
 | 3 116,513
 | 0
110,775 | 0 104,176 | 0
96,586
 | 0
87,859 | 77,822 | 66,280 | 53,006 | 37,742 | 20,187 | 0 | 0 | 0 0 |
| Interest payment (Debt B) 15% | 1,876 | 194,492 | 15,948,364 | | 0 | 0 (

 | 755,254
 | 755,254 | 755,254 |
 | | 42,929 737,

 | | 724,185 | 715,975 | 706,534 695,0
 | 77 683,191 | , | 52,320 633,33
 |
 | 586,379 | 557,499 | 524,286
 | | 442,169 | 391,657 | 333,568 | 266,766 | 189,943 | 101,598 | 0 | 0 0 |
| Earnings before taxes
Taxes | 15,088 | 1,564,024 | 128,249,970 | 0 | 0 | 0 -169,024

 | 201,676
 | 270,033 | 320,943 | 383,952
 | 497,768 5 | 83,721 684,2
0

 | 0 801,740 | 939,314
0 | 1,100,443 1,. | 321,269 1,550,0
0
 | 54 1,819,026
0 0 | 2,135,310 2,50 | 0 0
 | 3,459,807
 | 4,065,774 | 4,779,061 | 5,618,851 0
0
 | 5,671,008 7,
0 | .172,939 7 | 7,715,117 | 8,301,063 | 8,934,646 | 9,620,124 | 10,362,184 11
0 | .142,778 10, | 867,008 11,646,970 |
| Income tax 0 ## ## 30% | 0 | 0 | 0 | | |

 | 0
 | 0 | 0 | 0
 | 0 | 0

 | 0 0 | 0 | 0 | 0
 | 0 0 | 0 | 0
 | 0 0
 | 0 | 0 | 0
 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 0 |
| Other tax
Net income | 0 | 0
1,564.024 | 0
128,249,970 | 0 | 0 | 0 -169,024

 | 201,676
 | 270,033 | 320,943 | 383,952
 | 497,768 5 | 83,721 684,2

 | 801,740 | 939.314 | 1,100.443 1 | 321,269 1,550,0
 | 54 1,819,026 | 2,135,310 2.5 | 07,303 2.944 90
 | 3,459,807
 | 4,065.774 | 4,779.061 | 5,618.851
 | 5,671,008 7 | .172,939 7 | 7,715,117 | 8,301.063 | 8,934,646 | 9,620,124 | 10,362.184 11 | 142,778 10 | 867,008 11,646,970 |
| | 8500 | 82 | | | - | 107,024

 |
 | | |
 | ., |

 | | , | ,,. 1,. | , 1,550,0
 | .,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,, | ,, | 2,711,90
 | 2,22,007
 | .,,/// | ,, |
 | , , , , . , . , . , . | _,,_, / | ,, | ,, | .,, | ,,-27 | ,, | _, | , , 11,010,970 |
| Statement of Cash Flows (In millions | or Kupiah) | | Total | 2007 | Construction | 2000

 | 2010
 | 2011 | 2012 | 2012
 | 2014 | 015 - 2000

 | 2017 | 2019 | 2010 | 2020 - 2024
 | 2022 | 2022 | Operation
 | 2026
 | 2027 | 2028 | 2020
 | 2020 | 2021 | 2022 | 2022 | 2024 | 2025 | 2026 | 2027 | 2020 - 2020 |
| Oranting | | | Total | 2006 20 | 07 2008
3 -2 | 2009
-1

 | 2010
1
 | 2011
2 | 2012
3 | 2013 2
4
 | 2014 2
5 | 015 2016
6 7

 | 2017
8 | 2018
9 | | 2020 2021
11 12
 | 2022
13 | 2023 20
14 | 024 2025
15 16
 | 2026
17
 | 2027
18 | 2028
19 | 2029
20
 | | 2031
22 | 2032
23 | 2033
24 | 2034
25 | 2035
26 | 2036
27 | 2037 :
28 | 2038 2039
29 30 |
| Operating
Net income | 0
15,088 | 0
1,564,024 | 0
128,249,970 | 0 | 0 | 0 -169,024

 |
 | 270,033 | |
 | | 684,

 | | 939,314 | |
 | | | 07,303 2,944,90
 |
 | 4,065,774 | |
 | 6,671,008 7 | ,172,939 7 | 7,715,117 | 8,301,063 | 8,934,646 | 9,620,124 | 10,362,184 11 | ,142,778 10 | 0,867,008 11,646,970 |
| Add (deduct) non - cash items
Depreciation | 205
205 | 21,286
21,286 | 1,745,429
1,745,429 | 0
0 | 0
0 | 0 (

 |) 135,461
) 135,461
 | 135,461
135,461 | |
 | | 95,216 95,
95,216 95,

 | | 95,216
95,216 | | 63,229 63,2
63,229 63,2
 | | | 63,229 63,22
63,229 63,22
 |
 | 63,229
63,229 | 63,229
63,229 | 63,229
63,229
 | 0
0 | 0
0 | 0
0 | 0 | 0 | 0 | 0
0 | 0 | 0 0 |
| Installment cost recount
Net cash provided by operations | 0
15,294 | 0
1,585,310 | 0
129,995,398 | 0 | 0 | 0 -169,024

 | 337,137
 | 405,494 | 456,404 | 519,413
 | 592,984 6 | 578,937 779,

 | 418 896,956 | 1,034,530 | 1,195,659 1, | ,384,498 1,613,2
 | 83 1,882,255 | 2,198,538 2,5 | 70,532 3,008,13
 | 8 3,523,036
 | 4,129,002 | 4,842,290 | 5,682,080
 | 6,671,008 7 | ,172,939 7 | 7,715,117 | 8,301,063 | 8,934,646 | 9,620,124 | 10,362,184 11 | ,142,778 10 |),867,008 11,646,970 |
| Investing
Capital expenditure (excluding land acquisition
Net cash used for investing activities | 0
-999
-999 | 0
-103,607
-103,607 | -8,495,748
-8,495,748 | | | 436 -4,908,654
436 -4,908,654

 | 4
4 0
 | 0 | 0 | 0
 | 0 | 0

 | 0 0 | 0 | 0 | 0
 | 0 0 | 0 | 0
 | 0 0
 | 0 | 0 | 0
 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 0 |
| Financing
Issuance of common stocks | 0
304 | 0
31,544 | 0
2,586,635 | 2.58 | 6.635 |

 |
 | | |
 | |

 | | | |
 | | |
 |
 | | |
 | | | | | | | | | |
| Borrowing A
Borrowing B | 118
592 | 12,201
61,403 | 1,000,458
5,035,024 | | 1,000, | 458
5,035,024

 | 1
 | | |
 | |

 | | | |
 | | |
 |
 | | |
 | | | | | | | | | |
| Concessional borrowing | 0 | 0 | 0 | | | -,

 |
 | | |
 | |

 | | | |
 | | |
 |
 | | | | | | | | | |
 | | | | | | | | | |
| | 0 | 0 | 0 | | |

 |
 | | |
 | |

 | | | |
 | | |
 |
 | | |
 | | | | | | | | | |
| Infrastructure fund
Repayment Debt A
Repayment Debt R | 0
-118
502 | 0
-12,201 | 0
-1,000,458
5 035 034 | | | (

 | 0 0
 | -4,702 | -5,407 |
 | |

 | 457 -10,875 | | | -16,539 -19,0
 | | |
 |
 | | -50,595 | -58,184
 | | | | -101,764 | | | 0 | 0 | 0 0 |
| Repayment Debt A
Repayment Debt B
Payment of dividends | 0
-118
-592
-13,187 | -61,403
-1,366,953 | -5,035,024
-112,090,141 | 0 | 0 | 0

 | 0 0
0 0
0 -29,387
 | -4,702
0
-243,029 | -23,662 | -27,211
 | -31,292 - | -35,986 -41,

 | | -54,731 | -62,940 | -72,381 -83,2
 | 39 -95,724 | -110,083 -1 | 26,596 -145,58
 | 5 -167,423
 | -192,536 | -221,416 | -254,629
 | -292,823 | -336,747 | -387,259 | -445,347 | -512,149 | -588,972 | | 0 | 0 0
0 0
0,780,307 -11,646,970 |
| Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net cash provided by financing activities | 0
-118
-592
-13,187
-1,411
-14,294 | -61,403 | -5,035,024 | | | 0 (
0 (
458 5,035,024

 | 4 -29,387
 | 0
-243,029
-247,731 | -23,662
-288,849
-317,917 | -27,211
-345,557 -
-378,986 -
 | -31,292 -
-447,991 -5
-486,434 -5 | -35,986 -41,
25,349 -615,
669,558 -666,

 | 384 -47,592 782 -721,566 523 -780,033 | -54,731
-845,383
-912,619 | -62,940
-990,399 -1,
-1,067,721 -1, | -72,381 -83,3
,166,019
-1,359,9
,254,940 -1,462,3 | 39 -95,724 22 -1,588,191 81 -1,705,789 | -110,083 -1
-1,856,971 -2,1
-1,992,208 -2,3 | 26,596 -145,58
73,508 -2,546,35
29,031 -2,725,20
 | 5 -167,423
8 -2,985,621
9 -3,191,301
 | -192,536
-3,503,224
-3,739,755 | -221,416
-4,113,251
-4,385,262 | -254,629
-4,832,340
-5,145,153
 | -292,823
5,680,146 -6
6,039,881 -6 | -336,747
,083,320 -€
,497,015 -€ | -387,259
6,515,431 -
6,991,180 - | -445,347
-6,978,556
-7,525,667 | -512,149
-7,474,921
-8,104,099 | -588,972
-8,006,912
-8,730,467 | -8,716,379 -10
-9,393,697 -10 | 0
,028,500 -9
,028,500 -9 | -11,996,144
9,780,307 -23,643,114 |
| Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net cash provided by financing activities
Net increase in cash and cash equivalents
Short term borrowing ###### | | -61,403
-1,366,953 | -5,035,024
-112,090,141 | | 1,978 -2,271, |

 | 4 -29,387
 | 0 | -23,662
-288,849
-317,917 | -27,211
-345,557 -
-378,986 -
 | -31,292 - | -35,986 -41,
25,349 -615,
669,558 -666,

 | 384 -47,592 | -54,731
-845,383
-912,619 | -62,940
-990,399 -1,
-1,067,721 -1, | -72,381 -83,3
,166,019
-1,359,9
,254,940 -1,462,3 | 39 -95,724 22 -1,588,191 81 -1,705,789 | -110,083 -1
-1,856,971 -2,1
-1,992,208 -2,3 | 26,596 -145,58
 | 5 -167,423
8 -2,985,621
9 -3,191,301
 | -192,536 | -221,416
-4,113,251
-4,385,262 | -254,629
-4,832,340
-5,145,153
 | -292,823
5,680,146 -6
6,039,881 -6 | -336,747
,083,320 -€
,497,015 -€ | -387,259 | -445,347
-6,978,556
-7,525,667 | -512,149
-7,474,921
-8,104,099 | -588,972 | -8,716,379 -10
-9,393,697 -10 | 0
,028,500 -9
,028,500 -9 | |
| Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in lequidation
Net cash provided by financing activities
Net increase in cash and cash equivalents
Short term borrowing #####
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye | -1,411
-14,294
0
13,033 | -61,403
-1,366,953
-146,294
-1,481,703
0
1,350,978 | -5,035,024
-112,090,141
-11,996,144
-121,499,650
0
110,780,235 | 0 2,27 | 1,978 -2,271,
126,
0 2,271, | 978 -42,654 370 169,024 0 -126,370 978 126,370

 | 4 -29,387
4 307,750
4 0
-169,024
0 -169,024
0 126,370
 | 0
-243,029
-247,731
157,763
0
0
265,096 | -23,662
-288,849
-317,917
138,487
0
0 | -27,211
-345,557
-378,986
-140,428
0
0
561,346
 | -31,292 -
-447,991 -5
-486,434 -5
106,550 1
0
0
701,773 8 | -35,986 -41,
i25,349 -615,
i69,558 -666,
09,379 112,
0
0
0
00
00
00
00
00
0
0
0

 | 384 -47,592 782 -721,566 523 -780,033 795 116,923 0 0 0 0 0 0 702 1,030,497 | -54,731
-845,383
-912,619
121,910
0
1,147,420 | -62,940
-990,399 -1,
-1,067,721 -1,
127,938
0
1,269,331 1, | -72,381 -83,
,166,019
-1,359,
,254,940 -1,462,
129,558 151,
0
0
397,268 1,526,3 | 39 -95,724 22 -1,588,191 81 -1,705,789 02 176,466 0 0 0 0 26 1,677,929 | -110,083 -1
-1,856,971 -2,1
-1,992,208 -2,3
206,330 2
0
0
1,854,394 2,0 | 26,596 -145,58
73,508 -2,546,35
29,031 -2,725,20
41,501 282,92
0
60,724 2,302,22
 | 5 -167,423
8 -2,985,621
9 -3,191,301
9 331,736
0 0
0 0
5 2,585,154
 | -192,536
-3,503,224
-3,739,755
389,247
0
0
2,916,889 | -221,416
-4,113,251
-4,385,262
457,028
0
0
3,306,137 | -254,629
-4,832,340
-5,145,153
-536,927
0
0
3,763,165
 | -292,823
5,680,146 -6
6,039,881 -6
631,127
0
4,300,091 4 | -336,747
,083,320 -6
,497,015 -6
675,924
0
0
,931,219 5 | -387,259
6,515,431
-
<u>6,991,180</u>
-
723,937
0
0
5,607,143 | -445,347
-6,978,556
-7,525,667
775,395
0
0
6,331,080 | -512,149
-7,474,921
-8,104,099
830,547
0
0
7,106,475 | -588,972
-8,006,912
-8,730,467
889,657
0
0
7,937,022 | -8,716,379 -10
-9,393,697 -10
968,487 1
0
0
8,826,679 5 | 0
0,028,500 -9
0,028,500 -9
0,114,278 1
0
0
0,795,165 10 | -11,996,144
0,780,307 -23,643,114
1,086,701 -11,996,144
0
0
0,909,443 11,996,144 |
| Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in lequidation
Net cash provided by financing activities.
Net increase in cash and cash equivalents
Short term borrowing #####
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye
Cash and cash equivalents, end of year | -1,411
-14,294
0
13,033
13,033 | -61,403
-1,366,953
-146,294
-1,481,703
0
1,350,978
1,350,978 | -5,035,024
-112,090,141
-11,996,144
-121,499,650
0 | 0 2,27 | 1,978 -2,271,
126, | 978 -42,654 370 169,024 0 -126,370 978 126,370

 | 4 -29,387
4 307,750
4 0
-169,024
 | 0
-243,029
-247,731
157,763
0
0 | -23,662
-288,849
-317,917
138,487
0
0 | -27,211
-345,557
-378,986
-140,428
0
0
561,346
 | -31,292 -
-447,991 -5
-486,434 -5
106,550 1
0
0
701,773 8 | -35,986 -41,
i25,349 -615,
i69,558 -666,
09,379 112,
0
0
0
00
00
00
00
00
0
0
0

 | 384 -47,592 782 -721,566 523 -780,033 795 116,923 0 0 0 0 0 0 702 1,030,497 | -54,731
-845,383
-912,619
121,910
0
1,147,420 | -62,940
-990,399 -1,
-1,067,721 -1,
127,938
0
1,269,331 1, | -72,381 -83,
166,019
-1,359,
254,940 -1,462,
129,558 151,
0
0 | 39 -95,724 22 -1,588,191 81 -1,705,789 02 176,466 0 0 0 0 26 1,677,929 | -110,083 -1
-1,856,971 -2,1
-1,992,208 -2,3
206,330 2
0
0
1,854,394 2,0 | 26,596 -145,58
73,508 -2,546,35
29,031 -2,725,20
41,501 282,92
0
60,724 2,302,22
 | 5 -167,423
8 -2,985,621
9 -3,191,301
9 331,736
0 0
0 0
5 2,585,154
 | -192,536
-3,503,224
-3,739,755
389,247
0
0
2,916,889 | -221,416
-4,113,251
-4,385,262
457,028
0
0 | -254,629
-4,832,340
-5,145,153
-536,927
0
0
3,763,165
 | -292,823
5,680,146 -6
6,039,881 -6
631,127
0
4,300,091 4 | -336,747
,083,320 -6
,497,015 -6
675,924
0
0
,931,219 5 | -387,259
6,515,431
-
<u>6,991,180</u>
-
723,937
0
0
5,607,143 | -445,347
-6,978,556
-7,525,667
775,395
0
0
6,331,080 | -512,149
-7,474,921
-8,104,099
830,547
0
0
7,106,475 | -588,972
-8,006,912
-8,730,467
889,657
0
0
7,937,022 | -8,716,379 -10
-9,393,697 -10
968,487 1
0
0 | 0
0,028,500 -9
0,028,500 -9
0,114,278 1
0
0
0,795,165 10 | -11,996,144
0,780,307 -23,643,114
1,086,701 -11,996,144
0
0
0,909,443 11,996,144 |
| Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in lequidation
Net cash provided by financing activities
Net increase in cash and cash equivalents
Short term borrowing #####
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye | -1,411
-14,294
0
13,033
13,033 | -61,403
-1,366,953
-146,294
-1,481,703
0
1,350,978
1,350,978 | -5,035,024
-112,090,141
-11,996,144
-121,499,650
0
110,780,235 | 0 2,27 | 1,978 -2,271,
126, 0 2,271, 1,978 126, Construction 126, | 978 -42,654 370 169,024 0 -126,370 978 126,370

 | 4 -29,387
4 307,750
4 0
-169,024
0 -169,024
0 126,370
 | 0
-243,029
-247,731
157,763
0
0
265,096 | -23,662
-288,849
-317,917
138,487
0
0
422,859
561,346 | -27,211
-345,557
-378,986
-140,428
0
0
0
561,346
701,773
 | -31,292 -
-447,991 -5
-486,434 -5
106,550 1
0
0
701,773 8
808,323 9 | -35,986 -41,
i25,349 -615,
i69,558 -666,
09,379 112,
0
0
0
00
00
00
00
00
0
0
0

 | 384 -47,592 782 -721,566 523 -780,033 795 116,923 0 0 0 0 0 0 702 1,030,497 | -54,731
-845,383
-912,619
121,910
0
1,147,420 | -62,940
-990,399 -1,
-1,067,721 -1,
127,938
0
1,269,331 1,
1,397,268 1, | -72,381 -83,3
-766,019
-1,359,5
254,940 -1,462,
129,558 151,
0
397,268 1,526,3
526,826 1,677,5 | 39 -95,724 22 -1,588,191 81 -1,705,789 02 176,466 0 0 0 0 26 1,677,929 | -110,083 -1
-1,856,971 -2,1
-1,992,208 -2,3
206,330 2
0
0
1,854,394 2,0
2,060,724 2,3 | 26,596 -145,58
73,508 -2,546,35
29,031 -2,725,20
41,501 282,92
0
60,724 2,302,22
02,225 2,585,15
Operation
 | 5 -167,423
8 -2,985,621
9 -3,191,301
9 331,736
0 0
0 0
5 2,585,154
 | -192,536
-3,503,224
-3,739,755
389,247
0
0
2,916,889
3,306,137 | -221,416
-4,113,251
-4,385,262
457,028
0
0
3,306,137 | -254,629
4,832,340
536,927
0
0
3,763,165
4,300,091
 | -292,823
5,680,146
6,039,881
6
6,039,881
6
6,039,881
6
6
3,1,127
0
0
4,300,091
4,300,091
4,931,219
5 | -336,747
,083,320 -6
,497,015 -6
,675,924
0
,931,219 5
,607,143 6 | -387,259
6,515,431
-
<u>6,991,180</u>
-
723,937
0
0
5,607,143 | -445,347
-6,978,556
-7,525,667
775,395
0
0
6,331,080
7,106,475 | -512,149
-7,474,921
-8,104,099
830,547
0
0
7,106,475 | -588,972
-8,006,912
-8,730,467
889,657
0
0
7,937,022 | -8,716,379 -10
-9,393,697 -10
968,487 1
0
0
8,826,679 5
9,795,165 10 | 0
0
0
0
0
0
0
0
0
0
0
0
0
0 | -11,996,144
2,780,307 -23,643,114
1,086,701 -11,996,144
0
0
0
0
0
0
0
0
0
0
0
0
0 |
| Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net cash provided by financing activities
Nort time horowing #####
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye
Cash and cash equivalents, beginning of ye
Cash and cash equivalents, end of year
Consolidated Balance Sheets (In milli
Assets | -1,411
-14,294
0
13,033
13,033 | -61,403
-1,366,953
-146,294
-1,481,703
0
1,350,978
1,350,978 | -5,035,024
-112,090,141
-11,996,144
-121,499,650
0
110,780,235 | 0 2,27
0 2,27
2006 200
-4 -5 | '1.978 -2,271,' 126, - 0 2,271,' 11,978 126,' 0 2,271,' 11,978 126,' 0 2,271,' 0 2,271,' 0 2,271,' 0 2,271,' 0 2,271,' 0 2,271,' 0 2,008 3 -2 | 978 -42,654
370 169,024
0 -126,370
978 126,370
370 126,370
2009
-1

 | 29,387
307,750
0
-169,024
126,370
265,096
2010
1
 | 0
-243,029
-247,731
157,763
0
0
265,096
422,859
2011
2 | -23,662
-288,849
-317,917
138,487
0
0
422,859
561,346
2012
3 | -27,211
-345,557
-378,986
-140,428
0
0
561,346
701,773
2013
4
 | -31,292 -
-447,991 -5
-486,434 -5
106,550 1
0
701,773 8
808,323 9
2014 2
5 | 35,986 -41, 225,349 -615, i69,558 -666, 0,379 112, 0 0 008,323 917, 117,702 1,030, 015 2016 6 7

 | 384 -47,592 782 -721,566 523 -780,033 795 116,923 0 0 0 0 0 0 0 1,030,497 197 1,147,420 2017 8 | -54,731
-845,383
-912,619
121,910
0
0
1,147,420
1,269,331
2018
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| Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in lequidation
Net cash provided by financing activities
Short term borrowing #####
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye
Cash and cash equivalents, beginning of ye
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Cash and cash equivalents, end of year
Consolidated Balance Sheets (In milli
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| Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in lequidation
Net cash provided by financing activities.
Short term borrowing #####
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye
Cash and cash equivalents, beginning of ye
Cash and cash equivalents, beginning of ye
Cash and cash equivalents, end of year
Consolidated Balance Sheets (In milli
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| Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net cash provided by financing activities
Not time morrowing ######
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye
Cash and cash equivalents and the second
Current assets
Cash and cash equivalents
Other current assets
Fixed assets
Fixed assets
Installment credit 77% | -1,411
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Net cash provided by financing activities.
Net increase in cash and cash equivalents
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Repayment Short Term Debt
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Repayment Debt B
Payment of dividends
Cash in liquidation
Net cash provided by financing activities.
Net increase in cash and cash equivalents.
Short term borrowing ######
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye
Cash and cash equivalents.
Current assets
Current assets
Current assets
Fixed assets
Installment credit 77%
Property, equipments, buildings
Less accumulated depreciation
Other fixed assets
Total assets | -1,411
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Short term borrowing #####
Repayment Short Term Debt
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Current assets
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Other current assets
Fixed assets
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Property, equipments, buildings
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Consolidated Balance Sheets (In milli
Cash and cash equivalents, beginning of ye
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Other current assets
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Liabilities
Current liabilities
Short term debt
Long term debt
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Liabilities
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Short term debt
Long term debt
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Repayment Debt B
Payment of dividends
Cash in liquidation
Net increase in cash and cash equivalents
Short term borrowing #####
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye
Cash and cash equivalents, cash of year
Consolidated Balance Sheets (In milli
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Installment credit
Total assets
Labilities
Current liabilities
Short term debt
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Repayment Debt B
Payment of dividends
Cash in liquidation
Net cash provided by financing activities.
Short term borrowing #####
Repayment Short Term Debt
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Fixed assets
Total assets
Less accumulated depreciation
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Total Liability
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Long term debt
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Payment of dividends
Cash in liquidation
Net iccash provided by financing activities
Net increase in cash and cash equivalents.
Short term horrowing #####
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Installment credit 77%
Property, equipments, buildings
Less accumulated depreciation
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Total assets
Current liabilities
Short term debt
Tranche B
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Other liabilities
Total Liability
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Payment of dividends
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Net increase in cash and cash equivalents
Short term borrowing #####
Repayment Short Term Debt
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Other current assets
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Installment credit 77%
Property, equipments, buildings
Less accumulated depreciation
Other faced assets
Total assets
Liabilities
Current liabilities
Short term debt
Tranche A
Tranche B
Concessional borrowing
Other liabilities
Total Liability
Common stock
Retanined earnings
Total stockholder's equity YES
Balance YES
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Other current assets
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Installment credit 77%
Property, equipments, buildings
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Total assets
Liabilities
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Other current assets
Fixed assets
Installment credit 77%
Property, equipments, buildings
Less accumulated depreciation
Other fixed assets
Current liabilities
Short term debt
Tranche B
Concessional borrowing
Other liabilities
Total Liability
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Table 7.3-9 Financial Projection – Full Sections & Option 5-2

Statement of Learnin (Le millions of D	[Full Sect			Project IRR			Equity IR	RR	21.6%	GO	I subsidy for co	nstruction	0	GC)I expenditure	e for LA	,281,304	C	GOI expenditur	e / Total CAP	EX 21%		NPV GOI	contribution	4,978,949		Total service	payment	57,194,421			
Statement of Income (In millions of R	Total (mil ofUS\$)	Total (mil of JPY)	Total (Indonesia Rupiah)	2006	Constru 2007	ruction 2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019 10	2020	2021		2023 2 14	Operat 2024 2 15	ion 025 20 16 1		2028	2029	2030	2031 22	2032	2033 24	2034 25	2035	2036 27	2037	2038 2039
Sales	6,729	697,493	57,194,421	-5	-2	-1	0	2,042,658	2,042,658	2,042,658 2	2,042,658	2,042,658 2	,042,658 2	2,042,658 2,	042,658 2	,042,658 2	10	2,042,658 2,				10	10 1	2,658 2,042,	558 2,042,65	20 8 2,042,658	2,042,658		2,042,658	2,042,658	2,042,658	2,042,658		,042,658	0
Toll revenue 0 2 Service payment 28 24% 8,495,748	0 6,729	0 697,493	0 57,194,421	0	0	0	0	0	0 2,042,658	0	0	0 2.042.658 2	0 2.042.658	0 2.042.658 2	0 042 658 2	0 2,042,658 2	0 2.042.658 2	0 2.042.658 2	0 2.042.658 2	0	0	0	0 142.658 2.04	0	0 658 2.042.6	0 0 8 2.042.658	0 2.042.658	0 2.042.658	0	0 2.042.658	0 2.042.658	0	0	0	0
Installment cost	999	103,607	8,495,748					4,964	6,155	7,632	9,462	11,731	14,545	18,034	22,359	27,722	34,371	42,615	52,836	65,508	81,221	100,701 1		54,800 191	929 237,90	3 295,038	365,802	453,539	562,320	697,192	864,412	1,071,741		1,647,506	0
Installment interest payment	5,729	593,886	48,698,673					2,037,693	2,036,503	2,035,026	2,033,196	2,030,927 2	2,028,113	2,024,624 2	,020,299 2	2,014,936 2	2,008,287 2	2,000,043 1	,989,822 1	,977,149 1,	,961,437 1,	,941,957 1,9	17,804 1,88	37,858 1,850	729 1,804,69	5 1,747,620	1,676,856	1,589,119	1,480,338	1,345,466	1,178,245	970,917	713,862	395,152	
Other revenue Operating Costs and expense	2,898	300,442	24,636,249	0	0	0	0	66,078	76,829	89,380	104,042	121,181	141,228	164,691	192,168	224,369	262,130	306,440	360,302	423,710	498,371	586,298 6	89,868 81	1,885 955,	664 1,125,11	6 1,324,863	1,560,365	1,672,357	1,792,388	1,921,034	2,058,913	2,206,688	2,365,070 2	,534,819	0
Operation expense 13%	1,884	195,287	16,013,562	0	0	0	0	42,951	49,939	58,097	67,627	78,768	91,798	107,049	124,909	145,840	170,385	199,186	234,196	,	323,941			27,725 621			1,014,237	1,087,032	1,165,052	1,248,672	1,338,294	1,434,347		1,647,633	
Maintenance expense 5% Administration expense 2%	725 290	75,111 30,044	6,159,062 2,463,625	0	0	0	0	16,520 6,608	19,207 7.683	22,345 8,938	26,011 10.404	30,295 12,118	35,307 14,123	41,173 16,469	48,042 19,217	56,092 22.437	65,533 26,213	76,610 30.644	90,076 36.030	105,928 42,371	124,593 49.837		72,467 20 68,987 8	2,971 238 1.189 95			390,091 156,036	418,089 167,236	448,097 179.239	480,258 192,103	514,728 205,891	551,672 220,669		633,705 253,482	
Depreciation expense 2%	0	0	2,403,023	0	0	0	0	0,000	7,005	0,750	10,404	12,110	14,125	10,407	1),217	22,457	20,215	50,044	50,050	42,571	47,057	58,050	00,707 0	51,107 95	500 112,5	2 152,480	150,050	107,250	179,239	172,105	205,871	220,007	250,507	255,462	
Other revenue Upfront subsidy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0
Other expense	2,254	233,678	19,161,610	0	0	0	169,024	930,676	905,322	904,617	900,257	895,243	889,476	882,845	875,219	866,449	856,363	844,765	831,427	816,088	798,448	778,162 7	54,834 72	8,006 697,	154 661,67	5 620,873	573,951	519,991	457,937	386,574	304,508	210,131	101,598	0	0
Interest payment (Short term debt)	5	540	44,309	0	0	0	18,955	25,354	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	
Interest payment (Debt A) 15% Interest payment (Debt B) 15%	373 1.876	38,646 194,492	3,168,937 15,948,364		0	0	,	150,069 755,254	150,069 755,254	149,364 755,254	148,552 751,704	147,620 747.623	146,547 742,929		143,895 731,323	142,264 724,185		, .	135,750 695.677					6,513 110 1,493 586				77,822 442,169	66,280 391,657	53,006 333,568	37,742 266,766	20,187 189,943	0 101.598	0	
Carnings before taxes	1,576	163,373	13,396,562	0	0	0	-169,024	1,045,904	1,060,507	1,048,661	1,038,359	1,026,234 1	,011,954	995,123	975,271	951,840	924,165	891,453	850,929	802,860	745,839	678,197 5	97,956 50	2,766 389,	840 255,86	7 96,922	-91,658	-149,690	-207,667	-264,950	-320,763	-374,161	-424,010	-492,161	0
Taxes Income tax 0 ## ## 30%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0
Other tax 0 ## ## 50%	0	0	0					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0
Net income	1,576 8500	163,373 82	13,396,562	0	0	0	-169,024	1,045,904	1,060,507	1,048,661	1,038,359	1,026,234 1	,011,954	995,123	975,271	951,840	924,165	891,453	850,929	802,860	745,839	678,197 5	97,956 50	2,766 389,	840 255,86	7 96,922	-91,658	-149,690	-207,667	-264,950	-320,763	-374,161	-424,010	-492,161	0
Statement of Cash Flows (In millions		62																																	
			Total	2006 -4	Constru 2007 -3	ruction 2008 -2	2009 -1	2010 1	2011 2	2012 3	2013 4	2014 5	2015 6	2016 7	2017 8	2018 9	2019 10	2020 11	2021 12		2023 2 14	Operat 2024 2 15	ion 025 20 16 1	26 202' 7 18	2028 19	2029 20	2030 21	2031 22	2032 23	2033 24	2034 25	2035 26	2036 27	2037 : 28	2038 2039 29 30
Dperating Net income	0 1,576	0 163.373	0 13,396,562	0	0	0	-169.024	1.045.904	1,060,507	1,048,661	1.038.359	1,026,234	1.011.954	995,123	975,271	951,840	924,165	891,453	850,929	802,860	745,839	678,197 5	97,956 50	02.766 389	840 255,80	7 96,922	-91.658	-149.690	-207.667	-264.950	-320,763	-374,161	-424.010	-492,161	0
Add (deduct) non - cash items Depreciation	999	103,607	8,495,748	0	0	0	0	4,964	6,155	7,632	9,462	11,731	14,545	18,034	22,359	27,722	34,371	42,615	52,836					54,800 191				453,539	562,320	697,192	864,412	1,071,741	1,328,796	1,647,506	0
Installment cost recount Net cash provided by operations	999 2 576	103,607 266,979	8,495,748 21,892,310	0	0	0	0	4,964	6,155	7,632 1.056,292		11,731	14,545				34,371		52,836			100,701 1			929 237,90 769 493,83				562,320 354,653	697,192 432,242			1,328,796 1 904,786 1		0
Investing	0	-103.607	-8.495.748	0	214 (57	2 272 426	-4,908,654	1,050,808	1,000,002	1,030,292	1,047,821	1,037,905	1,020,499	1,015,150	997,030	979,302	938,330	934,008	903,703	808,508	827,039	110,020 1	22,810 0.	7,507 581	707 473,8.	0 391,900	2/4,143	505,849	334,033	432,242	545,050	091,319	904,780	1,155,545	0
Capital expenditure (excluding land acquisition) Net cash used for investing activities	-999	-103,607	-8,495,748	0	-314,657	-3,272,436	-4,908,654	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0
Financing Issuance of common stocks	0 304	0 31,544	0 2,586,635	2	2,586,635																														
Borrowing A Borrowing B	118 592	12,201 61,403	1,000,458 5,035,024			1,000,458	5,035,024																												
Concessional borrowing Infrastructure fund	0	0	0																																
Repayment Debt A Repayment Debt B	-118	-12,201	-1,000,458				0	0	-4,702 0	-5,407 -23.662	-6,218	-7,150 -31,292	-8,223												995 -50,59 536 -221,4			-76,948 -336,747	-88,490 -387.259	-101,764 -445,347	-117,029 -512,149	-134,583 -588,972	0 -677.318	0	0
Payment of dividends Cash in Liquidation	-1,589	-164,749	-13,509,451	0	0	0	0	0		-924,502				-866,084								-561,038 -4			714 -199,63			0	0	0	0	-588,972	0	0	0 2,473,747
Net cash provided by financing activities	-1,576	-163,373	-13,396,562		2,586,635		5,035,024	-789,192	-959,158 107,504	-953,570	-946,381	-938,013 99,952	<u>-928,270</u> 98,229	-916,925 ·	-903,714 93,916	-888,329 91,232	-870,414 88,121	-849,553 84,515	-823,615 80,151	-793,291 -	-757,877 - 69,182	-716,561 -€ 62,338	108,415 -61	2,378 -547	245 -471,64 524 22,18	8 -384,045 2 7,915	-359,735	-413,695	-475,749	-547,111	-629,178	-723,555	-677,318 227,469	0 -2	2,473,747
Net increase in cash and cash equivalents Short term borrowing #######	0	0	0	0 2	2,2/1,9/8	-2,271,978 126,370	-42,654 169,024	261,6//	107,504	0	0	99,952	98,229	96,232	93,916	91,232	88,121	84,515	80,151	0	0	0	0	0 0	0	2 7,915 0 0	-85,590	-109,845	-121,096	-114,870	-85,528	-25,976	0	1,155,345 -2 0	2,473,747
Repayment Short Term Debt Cash and cash equivalents, beginning of yea			35,366,550				-126,370 126,370																										1,090,933		2,473,747
Cash and cash equivalents, end of year	.,	,	35,366,550	0 2	2,2/1,9/8	126,370	126,370	219,022	326,526	429,249	530,688	630,640	/28,869	825,101	919,017 1	1,010,250 1	1,098,371 1	1,182,886 1	,263,036	,338,113 1,	,407,295 1,	,469,633 1,3	24,029 1,50	9,218 1,603	/41 1,625,9.	3 1,633,838	1,548,248	1,438,403	1,31/,30/	1,202,437	1,116,909	1,090,933	1,318,402 2	2,473,747	0
Consolidated Balance Sheets (In millio	ons of Rupia Total		Total		Constru																	Operat	ion												
	(mil ofUS\$)		(Indonesia Rupiah)	2006 -3	2007 -2	2008 -1	2009 0	2010 1	2011 2	2012 3	2013 4	2014 5	2015 6	2016 7	2017 8	2018 9	2019 10	2020 11	2021 12		2023 1 14		025 20 16 1			2029 20	2030 21	2031 22	2032 23	2033 24	2034 25	2035 26	2036 27		2038 2039 29 30
Assets Current assets							126,370		326,526		530,688																						1,318,402 2		0
Cash and cash equivalents Other current assets						126,370			326,526		530,688																	1,438,403					1,318,402 2	2,473,747	0
Fixed assets Installment credit																																2,976,302 2,976,302		0 0	0
Property, equipments, buildings Less accumulated depreciation																																			
Other fixed assets				0 2	2.586.635	3.713.463	8,622,118	8,709,806	8.811 155	8,906,246	8,998,223	9.086.444	0.170.128	9.248.326 9	.319.883	9.383.394	9.437.144	9.479.044 9	0.506.359	.515.927 9	.503.889 9	465.525 93	95.067 9.25	35,456 9.128	050 8.912.2	0 8.625.146	8,173,754	7.610.369	6,926,954	6.114.892	5,164,951	4.067-235	2,965,908	2.473.747	0
Liabilities Current liabilities				0 2		126,370			-0-	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0			0			,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	0	0
Short term debt				0		126,370	169,024	0	0	0 6.001.713	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0
Long term debt Tranche A				0		1,000,458	1,000,458	1,000,458	995,757	990,350	984,132	976,982	968,759	959,302	948,427	935,921	921,539	904,999	885,979	864,105	838,951	810,023 7	76,756 73	8,499 694	504 643,90	9 585,726	518,814	441,866	353,375	251,611	134,583	0	0	0	0
Tranche B Concessional borrowing						0	5,035,024	5,035,024	5,035,024	5,011,363	4,984,152	4,952,859 4	i,916,873 -	4,875,489 4	,827,897 4	4,773,166 4	4,/10,226 4	4,637,844 4	4,554,606 4	,458,881 4,	,348,798 4,	,222,203 4,0	76,618 3,90	19,195 3,716	659 3,495,24	3 3,240,614	2,947,791	2,611,045	2,223,786	1,778,439	1,266,289	677,318	0	0	0
Other liabilities Fotal Liability				0	0	1,126,828	6,204,507	6,035,482	6,030,781	6,001,713	5,968,284	5,929,841	5,885,632	5,834,791 5.	,776,324 5	5,709,087 5	5,631,764 5	5,542,843 5	5,440,584 5	,322,987 5,	,187,749 5,	,032,226 4,8	53,374 4,64	7,695 4,411	163 4,139,13	2 3,826,340	3,466,605	3,052,911	2,577,162	2,030,050	1,400,872	677,318	0	0	0
Stockholder's equity Common stock				2				2,586,635	2,586,635	2,586,635	2,586,635	2,586,635	2,586,635	2,586,635 2	,586,635 2	2,586,635 2	2,586,635 2	2,586,635 2	2,586,635 2	,586,635 2.	2,586,635 2,	.586,635 2,5	86,635 2,58	36,635 2,586	635 2,586,63	5 2,586,635	2,586,635	2,586,635	2,586,635	2,586,635	2,586,635	2,586,635	2,586,635	2,586,635	
Retanined earnings Fotal stockholder's equity YES					0	0	-169,024	87,688	193,739	317,898	443,304	569,968	697,861	826,900	956,924 1	1,087,671 1	1,218,744 1	1,349,565 1	,479,139 1	,606,305 1,	,729,505 1,	846,664 1,9	55,058 2,05	51,125 2,130	252 2,186,48	2 2,212,171	2,120,514	1,970,824	1,763,157	1,498,207	1,177,444	803,282	379,273 2,965,908	-112,889	0
Balance YES				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0
Government net contribution (In milli	, in the second s				Constru	uction																Operat	ion												
	Total (mil ofUS\$)	Total (mil of JPY)	Total (Indonesia Rupiah)	2006 -3	2007 -2	2008 -1	2009 0	2010 1	2011 2	2012 3	2013 4	2014 5	2015 6	2016 7	2017 8	2018 9	2019 10		2021 12			2024 2	025 20 16 1			2029 20	2030 21	2031 22	2032 23	2033 24	2034 25	2035 26		2037 : 28	2038 2039 29 30
Expenditure Subsidy	6,997	725,314	59,475,726 0	0 2	2,281,304	0	0	2,042,658	2,042,658	2,042,658	2,042,658	2,042,658 2	2,042,658	2,042,658 2. 0	,042,658 2	2,042,658 2									658 2,042,65		2,042,658			2,042,658			2,042,658		0
Service payment	6,729	697,493	57,194,421	0	0	0	0																									2,042,658	2,042,658 2	2,042,658	0
Others Land acquisition	0 268	0 27,821	0 2,281,304		2,281,304	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0 0		0	0	0	0	0	0	0	0
Revenue Toll revenue 1	17,803 17,803	1,845,411 1,845,411	151,323,719 151,323,719	0	0 0	0 0	0	330,390 330,390		446,900 446,900	520,211 520,211		706,140 706,140					1,532,202 1	,801,510 2	,118,552 2,	,491,857 2,	,931,491 3,4	49,339 4,05	9,426 4,778	319 5,625,58	0 6,624,314	7,801,823		8,961,940			11,033,442	11,825,350 12	2,674,096 13	3,583,760 14,558, 3,583,760 14,558,
Tax Government net contribution	-10.805	0	-91,847,993	0 -2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			0 0			0	-7.562.512	0			0	
			1.,011,000	0 2	.,201,004	0	0		1,000,014	-,0,00,000	-,,	-,,	,	-,,-0.0. 1,						10,004			-2,01			- ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	0,109,105	0,019,120	3,717,202	1,004,014		0,00,004			

Table 7.3-10 Financial Projection – Full Sections – Option 6

| Statement of Income (In millions of D | | Option 6 | Full Section | 8

 | Project IRR

 | 20.0% | | Eqjuity IRR
 | 19.2%
 | | OI subsidy for const | struction 2,309,013
 | GO
 | expenditure for LA | 2,281,304
 | GOI expe
 | enditure / Total C
 | CAPEX 43 | %
 | NPV GOI co | ontribution 6,47 | 79,725 | 1
 | Fotal service pa | ayment 13,3 | ,306,176 | | | |
|---|---|--|--
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--|---|--
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---|--|--|---
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---|---|--
---|--|--|--|---
---|---|--|--|
| Statement of Income (In millions of R | Total Tota
(mil of US\$) (mil of J | | Co
2006 2007
-3 -2 | onstruction
2008
-1

 | 2009
0

 | 2010
1 | 2011
2 | 2012 201
3 4
 | 13 2014
5
 | 2015
6 | 2016 20
7 8 | 017 2018
8 9
 | 2019
10
 | 2020 2021
11 12 |
 | 023 2024
14 15
 | 2025
16
 | 2026 20
17 1 |
 | 2029
20 | 2030 20
21 2 | 031 2
22 | 2032
23
 | 2033
24 | 2034 2
25 | 2035 :
26 | 2036 2
27 | 2037 2038
28 29 | 8 2039
30 |
| Sales
Toll revenue 2 | 19,368 2,007
17,803 1,845 | | 0
0 | 0 0
0 0

 | 0
) 0

 | 805,611
330,390 | |
 | 5,432 1,081,12
0,211 605,9
 | | |
 |
 | 007,422 2,276,73.
532,202 1,801,51 |
 | 57,077 3,406,712
91,857 2,931,491
 | 3,924,559 4
3,449,339 4
 | |
 | | | , | | | |
 | | | | ,300,571 13,1
,825,350 12,0 | | ,760 14,558,713
5,760 14,558,713 |
| Service payment 28 15% 3,104,857
Installment cost | | 2,270 13,306,176
7,864 3,104,857 | |

 |

 | 475,221
9,492 | 475,221
10.916 | 475,221 475
12,553 14
 | 5,221 475,2
4,436 16.6
 | 221 475,221
501 19.092 | 475,221 47
21.955 2 | 75,221 475,221
25,249 29,036
 | 475,221
 | 475,221 475,22
38,400 44,16 | 475,221 4
50,784
 | 75,221 475,221
58,402 67,162
 | 475,221
 | 475,221 47
88.822 10 | 5,221 475,2
2.145 117.4
 | 21 475,221
57 135.087 | 475,221 4
155,350 1 | | 475,221
205,451
 | 475,221
236,269 | 475,221
271,709 | 475,221
312.465 | | 475,221
413,235 | 0 0 |
| Installment interest payment
Other revenue | 1,200 124 | | |

 |

 | 465,729 | 464,305 | 462,667 460
 | 0,784 458,6
 | 519 456,129 | 453,265 44 | 49,972 446,184
 | 441,829
 | 436,820 431,06 |) 424,436 4
 | 16,819 408,058
 | 397,984
 | 386,398 37 | 3,075 357,7
 | 53 340,133 | 319,870 2 | 296,568 | 269,770
 | 238,952 | 203,512 | 162,755 | 115,886 | 61,985 | |
| Operating Costs and expense | 4,131 428
2,314 239 | | 0 | 0 0

 | 0

 | 442,622
42,951 | 453,372
49.939 |
 |),586 385,8:
7.627 78.7
 | 55 405,902 | | 6,842 489,043
 |
 | 482,199 536,06. |
 | 74,130 762,057
23.941 381.094
 |
 | 987,644 1,13
527,725 62 | 1,422 1,300,83
 | ,, | | |
 | | | | | 534,819 2,716,
647,633 1,765 | ,752 2,911,743 |
| Operation expense 13%
Maintenance expense 5% | 890 92 | 2,271 7,566,186 | 0 | 0 0

 |) 0

 | 16,520 | 19,207 | 22,345 26
 | 6,011 30,2
 | | 41,173 4 | 48,042 56,092
 | 65,533
 | 76,610 90,07 | 5 105,928 1
 | 24,593 146,575
 | 5 172,467
 | 202,971 23 | 8,916 281,2
 | 79 331,216 | 390,091 4 | 418,089 | 448,097
 | 480,258 | 514,728 | 551,672 | 591,268 | 633,705 679 | ,188 727,936 |
| Administration expense 2%
Depreciation expense | 571 59 | 5,908 3,026,474
9,168 4,851,802 | 0 | 0 0

 |) 0

 | 6,608
376,544 | 7,683
376,544 |
 | 0,404 12,1
6,544 264,6
 | 18 14,123
574 264,674 | | 19,217 22,437
54,674 264,674
 | 26,213
264,674
 | 30,644 36,03
175,758 175,75 |
 | 49,837 58,630
75,758 175,758
 |
 | | 5,566 112,5
5,758 175,7
 | | 156,036 1
0 | 167,236
0 | 179,239
0
 | 192,103
0 | 205,891
0 | 220,669
0 | 236,507 2
0 | 253,482 271
0 | ,675 291,174
0 0 |
| Other revenue
Upfront subsidy | 272 28
272 28 | 3,159 2,309,013 | 0 |

 | 1,385,408
5 1,385,408

 | 0 | 0 | 0
 | 0
 | 0 0 | 0 | 0 0
 | 0
 | 0 0 | 0
 | 0 0
 | 0
 | 0 | 0
 | 0 0 | 0 | 0 | 0
 | 0 | 0 | 0 | 0 | 0 | 0 0 |
| Other expense
Interest payment (Short term debt) | 1,655 171.
8 | ,545 14,066,651
841 68,984 | 0
0 | 0 0
0 0

 | 253,974
) 0

 | 700,972
38,096 | 693,764
30,888 | 661,683 658
0
 | 8,388 654,60
0
 | 00 650,244
0 0 | 645,234 639
0 | 9,472 632,846
0 0
 | 625,227
0
 | 516,464 606,383
0 | 594,799 58
) 0
 | 81,472 566,147
0 0
 | 548,522
) 0
 | 528,254 50-
0 | 4,945 478,14
0
 | 1 447,315
0 0 | 411,866 3.
0 | 0 0 | 324,218
0
 | 270,304
0 | 208,303
0 | 137,002
0 | 55,006
0 | 0
0 | 0 0
0 0 |
| Interest payment (Debt A) 15%
Interest payment (Debt B) 15% | | 5,363,067
5,300 8,634,599 | | 0 0
0 0

 |) 253,974
) 0

 | 253,974
408,902 | | 252,781 251
408,902 406
 | 1,408 249,8
6,980 404,7
 | 330 248,015 770 402,229 | 245,927 24
399,306 39 | 43,527 240,766
95,946 392,081
 | 237,591
387,636
 | 233,940 229,74
382,524 376,64 | ,
 | 19,360 212,974
62,112 353,172
 | ,
 | | 7,474 176,3
7,471 301,8
 | | | | 112,171
212,047
 | 89,707
180,597 | 63,874
144,430 | 34,165
102,837 | 0
55,006 | 0 | 0 0 0 |
| Earnings before taxes
Taxes | 13,854 1,436
0 | ,045 117,755,711
0 0 | 0 | 0 923,605
0 0

 | 1,131,433
0

 | -337,983
0 | -287,772 · | -205,486 -143,
0
 | 8,542 40,65
0
 | 72 125,215
0 0 | 224,075 339
0 | 9,748 475,178
0 0
 | 633,841
0
 | 008,759 1,134,28 | 1,399,505 1,7.
0
 | 0 0
 | 2,510,411 3
0
 | 3,018,749 3,61
0 | 7,172 4,321,78
0
 | 35 5,151,598
0 0 | 6,304,812 6,7
0 | 793,550 7,.
0 | ,320,555 7
0
 | 7,889,052 8
0 | 8,502,570 9,
0 | ,164,972 9,
0 | ,880,495 10,6
0 | 514,498 10,867,
0 | 008 11,646,970 |
| Income tax 0 ## ## 30%
Other tax | 0 | 0 0 | |

 |

 | 0 | 0 | 0
 | 0
 | 0 0 | 0 | 0 0
 | 0
 | 0 |) 0
 | 0 0
 |) 0
 | 0 | 0
 | 0 0 | 0 | 0 | 0
 | 0 | 0 | 0 | 0 | 0 | 0 0 |
| Net income | 13,854 1,436
8500 | 0 0
,045 117,755,711
82 | 0 | 0 923,605

 | 1,131,433

 | -337,983 | -287,772 - | -205,486 -143
 | 8,542 40,63
 | 72 125,215 | 224,075 339 | 9,748 475,178
 | 633,841
 | 008,759 1,134,28. | 1,399,505 1,7
 | 11,475 2,078,508
 | 2,510,411 3
 | 3,018,749 3,61 | 7,172 4,321,78
 | 35 5,151,598 | 6,304,812 6,7 | 793,550 7,. | ,320,555 7
 | 7,889,052 8 | 8,502,570 9, | ,164,972 9, | ,880,495 10,6 | 514,498 10,867, | ,008 11,646,970 |
| Statement of Cash Flows (In millions | of Rupiah) | | | onstruction

 | i.

 | | |
 |
 | | |
 |
 | |
 |
 | Operation
 | |
 | | | |
 | | | | | | <u></u> |
| Operating | Total Tota
(mil of US\$) (mil of J | | 2006 2007
-3 -2 | 2008
-1

 | 2009
0

 | 2010
1 | 2011
2 | 2012 201
3 4
 | 13 2014
5
 | 2015
6 | 2016 20
7 8 | 017 2018
8 9
 | 2019
10
 | 2020 2021
11 12 |
 | 023 2024
14 15
 | 2025
16
 | 2026 20
17 1 |
 | 2029
20 | 2030 20
21 2 | 031 2
22 | 2032
23
 | 2033
24 | 2034 2
25 | 2035 :
26 | 2036 2
27 | 037 2038
28 29 | 8 2039
30 |
| Net income
Add (deduct) non - cash items | | ,032 7,956,659 | 0
0 | 0 923,605
0 0

 | 5 1,131,433
) 0

 | 386,036 | 387,459 | 389,097 390
 | 3,542 40,6
0,980 281,2
 | 275 283,765 | 286,629 28 | 39,748 475,178
39,923 293,710
 | 298,065
 | 214,159 219,91 | 226,543 2
 | 11,475 2,078,508
34,160 242,921
 | 252,995
 | 264,581 27 | 7,904 293,2
 | 26 310,846 | 155,350 1 | | 205,451
 | 236,269 | 271,709 | 312,465 | | 413,235 | 0 11,646,970 0 |
| Depreciation
Installment cost recoung
Net cash provided by operations | | 0,168 4,851,802
7,864 3,104,857
8,078 125,712,370 | 0 | 0 0 0

 |) 0
) 0
5 1.131.433

 | 376,544
9,492
48,053 | 376,544
10,916
99,687 | 12,553 14
 | 6,544 264,6
4,436 16,6
7,427 221,0
 | | 21,955 2 | 54,674 264,674
25,249 29,036
 | 33,392
 | 175,758 175,75
38,400 44,16 | 50,784
 | 75,758 175,758
58,402 67,162
45,635 2,321,429
 | 2 77,237
 | 88,822 10 | 25,758 175,7
2,145 117,4
5,076 4,615,0
 | 57 135,087 | | |
 | | 0
271,709
774,270 0 | | | 0
413,235
027,733 10,867 | 0 0 0 0 |
| Investing
Capital expenditure (excluding land acquisition,
Net cash used for investing activities | 0
-999 -103 | 0 | | 57 -3,272,436

 | 5 -4,908,654

 | 48,055 | 0 | 0
 | 0
 | 0 0 | 0 | 0 0
 | 0
 | 0 |) 0
 | 0 0
 |) 0
 | 0 | 0
 | 0 0 | 0,400,103 0,9 | 0 | 0
 | 0 | 0 | 0 | 0 | 0 | 0 0 |
| Financing
Issuance of common stocks | | 0 0
\$,097 1,893,931 | 1,893,9 | 931

 | ,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,

 | 0 | 0 | 0
 | 0
 | 0 0 | 0 |
 | 0
 | 0 | , 0
 |
 | , 0
 | 0 | 0
 | 0 0 | 0 | 0 | 0
 | 0 | 0 | 0 | 0 | 0 | 0 0 |
| Borrowing A
Borrowing B
Concessional borrowing | | 0,648 1,693,163
0,244 2,726,011 | | 1,693,163

 | 3 2,726,011

 | | |
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 | |
 | | | | | | |
 | | | | | | |
| Infrastructure fund
Repayment Debt A | 0
-199 -20 | 0 0
0,648 -1,693,163 | |

 | 0

 | 0 | -7,957 |
 |
 | | |
 |
 | |
 | 42,571 -48,957
 |
 | |
 | | | |
 | | | | 0 | 0 | 0 0 |
| Infrastructure fund | 0
-199 -20
-321 -33
-12,382 -1,283
-1,631 -169 | 3,244 -2,726,011
3,521 -105,248,719 | 0 | 0 0

 | 0
0
0

 | 0
0
0 | |
 | 0,523 -12,1
4,732 -16,9
0 -36,6
 | 42 -19,483 | -22,406 -2 | 25,767 -29,632
 | -34,077
 | -39,188 -45,06 | 5 -51,826 -
 | 42,571 -48,957
59,600 -68,540
40,327 -1,870,658
 | -78,821
 | -90,644 -10 | 4,241 -119,8
 | 77 -137,858 | -158,537 -1 | 182,318 - | -209,666
 | -241,115 | -277,283 | -318,875 | -366,706 | 0
0
553,048 -9,780 | 0 0
0 0
0,307 -11,646,970
-13,861,834 |
| Infrastructure fund
Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net cash provided by financing activities
Net increase in cash and cash equivalents | | 3,244 -2,726,011
3,521 -105,248,719 | 0
<u>1,893,</u>
0 1,579,2 | 031 1,693,163
274 -655,668

 | 3 -1,051,210

 | | 0
0
-7,957 | -12,811 -14
0
-21,961 -25
 | 4,732 -16,9
0 -36,6
5,255 -65,6
 | 42 -19,483 505 -112,694 548 -146,094 | -22,406 -2
-201,668 -30
-240,078 -34 | 25,767 -29,632
05,773 -427,660
49,944 -478,457
 | -34,077
-570,457
-628,874
 | -39,188 -45,06
817,883 -1,020,85
885,062 -1,098,11 | 5 -51,826 -
5 -1,259,554 -1,5
1 -1,348,399 -1,6
 | 59,600 -68,540
 |) -78,821
3 -2,259,370 -2
4 -2,394,491 -2
 | -90,644 -10
2,716,874 -3,25
2,872,264 -3,43 | 4,241 -119,8
5,455 -3,889,6
4,153 -4,095,1
 | 77 -137,858
06 -4,636,438
09 -4,872,766 | -158,537 -1
-5,569,547 -5,9
-5,841,324 -6,3 | 182,318 -
993,693 -6,
306,237 -6, | -209,666
5,449,922 -4
5,809,348 -
 | -241,115
6,940,783 -7
7,354,123 -7 | -277,283
7,469,045 -8
7,944,385 -8 | -318,875
3,037,716 -8
3,584,358 -9 | -366,706
3,885,811 -9,5
9,252,517 -9,5 | 553,048 -9,780 | 0,307 -11,646,970
-13,861,834
0,307 -25,508,804 |
| Infrastructure fund
Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net icrease in cash and cash equivalents
Short term borrowing #####
Repayment Short Term Debt
Cash and cash equivalents, beginning of yea | -1,631 -169
-13,790 -1,429
0
16,130 1,672 | 2,244 -2,726,011
1,521 -105,248,719
1,047 -13,861,834
1,471 -117,216,622
0 0
2,040 137,107,257 | 0 1,579,2 | 031 1,693,163
274 -655,668
0
0
0 1,579,274

 | -1,051,210 0 253,974 0 0 4 923,605

 | 205,922
-253,974
126,370 | 0
0
-7,957
91,730
0
-205,922
126,370 | -12,811 -14
0
-21,961 -25
161,650 222
0
0
12,178 173
 | 4,732 -16,9
0 -36,6
5,255 -65,6
2,182 256,2
0
0
3,828 396,0
 | 042 -19,483 505 -112,694 548 -146,094 299 262,887 0 0 0 0 010 652,309 | -22,406 -2
-201,668 -30
-240,078 -34
270,627 27
0
0
915,196 1,18 | 25,767 -29,632 05,773 -427,660 49,944 -478,457 79,726 290,431 0 0 0 0 35,823 1,465,549
 | : -34,077
-570,457
-628,874
-303,033
0
0
1,755,979
2.
 | -39,188 -45,06
817,883 -1,020,85
885,062 -1,098,11
237,855 256,09
0
0
0
0
0
0
0
2,296,86 | 5 -51,826 -
5 -1,259,554 -1,5
1 -1,348,399 -1,6
1 277,649 3
0 0
0 0
7 2,552,958 2,8
 | 59,600 -68,540
40,327 -1,870,658
42,499 -1,988,154
03,137 333,275
0 0
0 0
30,607 3,133,744
 |) -78,821
3 -2,259,370 -2
4 -2,394,491 -2
5 368,915
) 0
0
4 3,467,019 3
 | -90,644 -10
2,716,874 -3,25
2,872,264 -3,43
411,066 46
0
0
3,835,934 4,24 | 4,241 -119,8
5,455 -3,889,6
4,153 -4,095,10
0,923 519,9
0
0
0
6,999 4,707,9
 | 77 -137,858 06 -4,636,438 09 -4,872,766 01 589,677 0 0 0 0 023 5,227,824 | -158,537 -1
-5,569,547 -5,9
-5,841,324 -6,3
618,839 6
0
0
5,817,502 6,4 | 182,318 -
993,693 -6,
306,237 -6,
665,966 0
0
436,340 7, | -209,666
5,449,922 -4
5,809,348 -
716,658
0
0
0
7,102,306
 | -241,115
6,940,783 -7
7,354,123 -7
771,198
0
0
7,818,964 8 | -277,283
7,469,045 -8
7,944,385 -8
829,894
0
0
8,590,162 9. | -318,875
3,037,716 -8
3,584,358 -9
893,080
0
0
9,420,056 10 | -366,706
8,885,811 -9,3
9,252,517 -9,3
987,312 1,4
0
0
0,313,136 11,3 | 553,048 -9,780
474,685 1,086
0
0
300,448 12,775 | $\begin{array}{cccc} 0,307 & -11,646,970 \\ & -13,861,834 \\ 0,307 & -25,508,804 \\ 0,701 & -13,861,834 \\ 0 \\ \hline 0 & 0 \\ 0 & 0 \\ 0 & 133 & 13,861,834 \\ \end{array}$ |
| Infrastructure fund
Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net increase in cash and cash equivalents
Short term borrowing ######
Repayment Short Term Debt
Cash and cash equivalents, beginning of year | -1,631 -169
-13,790 -1,429
0
16,130 1,672
16,130 1,672 | 2,244 -2,726,011
5,521 -105,248,719
,047 -13,861,834
0,471 -117,216,622
0 0 | 0 1,579,2 | 031 1,693,163
274 -655,668
0
0

 | -1,051,210 0 253,974 0 0 4 923,605

 | 205,922
-253,974
126,370 | 0
0
-7,957
91,730
0
-205,922
126,370 | -12,811 -14
0
-21,961 -25
161,650 222
0
0
12,178 173
 | 4,732 -16,9
0 -36,6
5,255 -65,6
2,182 256,2
0
0
 | 042 -19,483 505 -112,694 548 -146,094 299 262,887 0 0 0 0 010 652,309 | -22,406 -2
-201,668 -30
-240,078 -34
270,627 27
0
0
915,196 1,18 | 25,767 -29,632 05,773 -427,660 49,944 -478,457 79,726 290,431 0 0 0 0 35,823 1,465,549
 | : -34,077
-570,457
-628,874
-303,033
0
0
1,755,979
2.
 | -39,188 -45,06
817,883 -1,020,85
885,062 -1,098,11
237,855 256,09
0
0
0
0
0
0
0
2,296,86 | 5 -51,826 -
5 -1,259,554 -1,5
1 -1,348,399 -1,6
1 277,649 3
0 0
0 0
7 2,552,958 2,8
 | 59,600 -68,540
40,327 -1,870,658
42,499 -1,988,154
03,137 333,275
0 0 0
 |) -78,821
3 -2,259,370 -2
4 -2,394,491 -2
5 368,915
) 0
0
4 3,467,019 3
 | -90,644 -10
2,716,874 -3,25
2,872,264 -3,43
411,066 46
0
0
3,835,934 4,24 | 4,241 -119,8
5,455 -3,889,6
4,153 -4,095,10
0,923 519,9
0
0
0
6,999 4,707,9
 | 77 -137,858 06 -4,636,438 09 -4,872,766 01 589,677 0 0 0 0 023 5,227,824 | -158,537 -1
-5,569,547 -5,9
-5,841,324 -6,3
618,839 6
0
0
5,817,502 6,4 | 182,318 -
993,693 -6,
306,237 -6,
665,966 0
0
436,340 7, | -209,666
5,449,922 -4
5,809,348 -
716,658
0
0
0
7,102,306
 | -241,115
6,940,783 -7
7,354,123 -7
771,198
0
0
7,818,964 8 | -277,283
7,469,045 -8
7,944,385 -8
829,894
0
0
8,590,162 9. | -318,875
3,037,716 -8
3,584,358 -9
893,080
0
0
9,420,056 10 | -366,706
8,885,811 -9,3
9,252,517 -9,3
987,312 1,4
0
0
0,313,136 11,3 | 553,048 -9,780
474,685 1,086
0
0 | $\begin{array}{cccc} 0,307 & -11,646,970 \\ & -13,861,834 \\ 0,307 & -25,508,804 \\ 0,701 & -13,861,834 \\ 0 \\ \hline 0 & 0 \\ 0 & 0 \\ 0 & 133 & 13,861,834 \\ \end{array}$ |
| Infrastructure fund
Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net icrease in cash and cash equivalents
Short term borrowing #####
Repayment Short Term Debt
Cash and cash equivalents, beginning of yea | -1,631 -169
-13,790 -1,429
0
16,130 1,672
16,130 1,672 | 1244 -2,726,011
1521 -105,248,719
1047 -13,861,834
1,471 -117,216,622
0 0
0
0
0
0
0
0
0
0
0
0
0
0
0 | 0 1,579,2 | 031 1,693,163
274 -655,668
0
0
0 1,579,274

 | -1,051,210 0 253,974 0 0 4 923,605

 | 205,922
-253,974
126,370
126,370 | 0
0
0
-7,957
91,730
0
-205,922
126,370
12,178 | -12,811 -14
0
-21,961 -25
161,650 222
0
0
12,178 173
 | 4,732 -16,9
0 -36,6
5,255 -65,6
2,182 256,2
0
 | 042 -19,483 505 -112,694 548 -146,094 299 262,887 0 0 0 0 010 652,309 | -22,406 -2
-201,668 -30
-240,078 -34
270,627 27
0
0
915,196 1,18 | 25,767 -29,632
15,773 -427,660
19,944 -478,457
79,726 290,431
0 0 0
0 0 0
55,823 1,465,549
55,549 1,755,979
 | : -34,077
-570,457
-628,874
-303,033
0 0
1,755,979
2,059,012
2,
 | -39,188 -45,06
817,883 -1,020,85
885,062 -1,098,11
237,855 256,09
0
0
0
0
0
0
0
2,296,86 | 5 -51,826 - 5 -1,259,554 -1,5 1 -1,348,399 -1,6 2 277,649 3 0 0 0 7 2,552,958 2,8 8 2,830,607 3,1 2022 2 2
 | 59,600 -68,540
40,327 -1,870,658
42,499 -1,988,154
03,137 333,275
0 0
0 0
30,607 3,133,744
 |) -78,821 8 -2,259,370 -2 4 -2,394,491 -2 5 368,915 0 0 0 0 4 3,467,019 3 9 3,835,934 4
 | -90,644 -10
2,716,874 -3,25
2,872,264 -3,43
411,066 46
0
0
3,835,934 4,24 | 44,241 -119,8
5,455 -3,889,6
44,153 -4,095,11
40,0923 519,9
0
0
6,999 4,707,9
7,7923 5,227,8
 | 77 -137,858 06 -4,636,438 09 -4,872,766 01 589,677 0 0 0 0 023 5,227,824 | -158,537 -1
-5,569,547 -5,9
-5,841,324 -6,3
618,839 6
0
0
5,817,502 6,4
6,436,340 7,1 | 182,318 -
993,693 -6,
306,237 -6,
665,966
0
0
436,340 7,
102,306 7, | -209,666
5,449,922
 | -241,115
6,940,783 -7
7,354,123 -7
771,198
0
0
7,818,964 8
8,590,162 5 | -277,283
7,469,045 -8
7,944,385 -8
829,894
0
0
8,590,162 9
9,420,056 10 | -318,875
6,037,716 -8
8,584,358 -9
893,080
0
0
0
0
0
0
0
0
0
0
0
0
0 | -366,706
3,885,811 -9,3
987,312 1,4
0
0
0
0
0
0
0
0
0
0
0
0
0 | 553,048 -9,780
474,685 1,086
0
0
300,448 12,775 | 0,307 -11,646,970
-13,861,834
3,307 -25,508,804
7,701 -13,861,834
0 0 0
(1,133 13,861,834
,834 0 |
| Infrastructure fund
Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net cash provided by financing activities
Short term borrowing #####
Repayment Short Term Debt
Cash and cash equivalents, beginning Oyez
Cash and cash equivalents, end of year
Consolidated Balance Sheets (In milli
Assets
Current assets | -1,631 -169
-13,790 -1,429
0
16,130 1,672
16,130 1,672
nns of Rupiah)
Total Tota | 1244 -2,726,011
1521 -105,248,719
1047 -13,861,834
1,471 -117,216,622
0 0
0
0
0
0
0
0
0
0
0
0
0
0
0 | 0 1,579,2
0 1,579,2
0 1,579,2
Ct
2006 2007
-3 -2
0 1,579,2 | 231 1,693,163 274 -655,668 0 0 0 1,579,274 923,605 - onstruction 2008 -1 - 274 923,605

 | 8 -1,051,210
0 253,974
0 0
4 923,605
5 126,370
2009
0
5 126,370

 | 205,922
-253,974
126,370
126,370
2010
1
126,370 | 0
0
0
-7.957
91,730
0
-205,922
126,370
12,178
2011
2
2011
2 | -12,811 -14
0
-21,961 -255
161,650 222
0
0
12,178 173
173,828 396
2012 201
3 4
173,828 396
 | 4,732 -16,9
0 -36,6
5,255 -65,6
2,182 256,2
0 0
3,828 396,0
6,010 652,3
13 2014 5
6,010 652,3
 | 442 -19,483
-112,694
-112,694
-146,094
-146,094
-262,887
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0 | -22,406 -2
-201,668 -30
-240,078 -34
270,627 27
0
915,196 1,18
1,185,823 1,46
2016 20
7 8
1,185,823 1,46 | 25,767 -29,633 35,773 -427,660 49,944 -478,457 99,726 290,431 0 0 0 0 55,549 1,755,979 117 2018 8 9 55,549 1,755,979 | :
-34,077
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44,153 -4,095,11
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| Infrastructure fund
Repayment Debt B
Payment of dividends
Cash in liquidation
<u>Net cash provided by financing activities</u>
<u>Short term borrowing</u> #####
<u>Repayment Short Term Debt</u>
<u>Cash and cash equivalents, beginning of yea</u>
<u>Cash and cash equivalents, beginning of yea</u>
<u>Cash and cash equivalents, edition of year</u>
<u>Consolidated Balance Sheets (In million</u>
<u>Assets</u> | -1,631 -169
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16,130 1,672
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91,730
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-205,922
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12,178 | -12,811 -14
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-21,961 -255
161,650 222
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12,178 173
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2012 201
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173,828 396
 | 4,732 -16,9
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5,255 -65,6
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6,010 652,3
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548 -146,094
548 -146,094
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0 0
0 | -22,406 -2
-201,668 -30
-240,078 -34
-270,627 -27
-270,627 -27
-0
-0
-915,196 1,18
1,185,823 1,46
-2016 -20
7 -8
-1,185,823 1,46 | 25,767 -29,633 35,773 -427,660 19,944 -478,457 90,726 290,431 90,726 290,431 90,726 290,431 91,726 290,431 91,726 290,431 91,726 290,431 91,725,979 1,755,979 91,725 91,755,979 95,549 1,755,979 95,549 1,755,979
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8 -2,830,607 -3,1
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 | 59,600 -68,540 40,327 -1,870,658 42,499 -1,988,154 03,137 -333,275 0 0 0 0 0 0 0 0 0 20,24 14 15
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 | 90,644 -10
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2,872,264 -3,43
411,066 46
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17 1
4,246,999 4,70 | 4,241 -119,8
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7,923 5,227,8
 | -137,858 -137,858 -4,636,438 - 09 -4,872,766 01 589,677 0 0 0 0 23 5,227,824 24 5,817,502 20 20 24 5,817,502 24 5,817,502 | -158,537 -1
-5,569,547 -5,9
-5,841,324 -6,3
-618,383 -6
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-0
-5,817,502 -6,4
-6,436,340 -7,1
-2030 -20
-21 -2
-6,436,340 -7,1 | 182,318 993,693 -6, 306,237 -6, 665,966 - 0 - 0 - 031 2 22 - 102,306 7, 102,306 7, 102,306 7, | -209,666
4,449,922 +
5,809,348 -
716,658 0
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1,102,306 1
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77,354,123 -7
77,198 -0
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2033 24
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8,590,162 5
 | -277,283
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829,894
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| Infrastructure fund
Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net cash provided by financing activities
Short term borrowing #####
Repayment Short Term Debt
Cash and cash equivalents, beginning of yez
Cash and cash equivalents, beginning of yez
Cash and cash equivalents, beginning of yez
Consolidated Balance Sheets (In milli
Cash and cash equivalents
Other current assets
Current assets
Cust and cash equivalents
Other current assets
Fixed assets
Installment credit 37%
Property, equipments, buildings | -1,631 -169
-13,790 -1,429
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16,130 1,672
16,130 1,672
nns of Rupiah)
Total Tota | 1244 -2,726,011
1521 -105,248,719
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-1,348,399 -1,6
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 | 59,600 -68,540 40,327 -1,870,658 42,499 -1,981,654 33,137 333,272 0 0 0 15 33,744 3,467,015 14,029 4,071,108 0,891 5,530,890 0,891 5,530,890
 |) -78,821 8 -2,259,370 -2 4 -2,394,491 -2 5 368,915 -0 0 0 -0 4 3,467,019 3 0 3,835,934 4 0 3,835,934 4 3,835,934 4 3,835,934 4 3,835,934 4 3,835,934 4 3,835,934 3 3,818,113 3 5 2,575,990 2 5,330,8931 5 3,803
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2,716,874 -3,243
2,872,264 -3,43
411,066 -46
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4,246,999 -4,70
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4,246,999 -4,70
3,553,532 -3,27
2,487,167 -2,38
5,390,891 -5,39 | 4,241 -119,8
5,455 -3,889,6
4,153 -4,095,11
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 | 77 -137,858 36 -4,636,438 39 -4,872,766 30 -10,1588 30 -4,872,766 30 -0 0 0 0 0 23 5,227,824 24 5,817,502 24 5,817,502 24 5,817,502 22 2,671,556 53 2,132,467 1 5,39,08,91 | -158,537 -1
-5,569,547 -5,9
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-618,839 -6
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8,590,162 &
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| Infrastructure fund
Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net ash provided by financing activities
Short term borrowing ######
Repayment Short Term Debt
Cash and cash equivalents, beginning of yea
Cash and cash equivalents, beginning of yea
Current assets
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Cirrent assets
Fixed assets
Installment credit 37% | -1,631 -169
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| Infrastructure fund
Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net cash provided by financing activities
Short term borrowing ######
Repayment Short Term Debt
Cash and cash equivalents, beginning of yea
Cash and cash equivalents, beginning of yea
Cash and cash equivalents, beginning of yea
Cash and cash equivalents, beginning of yea
Consolidated Balance Sheets (In milli
Assets
Current assets
Cash and cash equivalents
Other current assets
Fixed assets
Installment credit 37%
Property, equipments, buildings
Less accumulated depreciation
Other fixed assets
Total assets
Liabilities
Current liabilities | -1,631 -169
-13,790 -1,429
0
16,130 1,672
16,130 1,672
nns of Rupiah)
Total Tota | 1244 -2,726,011
1521 -105,248,719
1047 -13,861,834
1,471 -117,216,622
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| Infrastructure fund
Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net cash provided by financing activities
Short term borrowing #####
Repayment Short Term Debt
Cash and cash equivalents, beginning of year
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Consolidated Balance Sheets (In million
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Payment Odb B
Payment of dividends
Cash in liquidation
Net increase in cash and cash equivalents.
Short term borrowing ######
Repayment Short Term Debt
Cash and cash equivalents, beginning of yea
Cash and cash equivalents, beginning of yea
Cash and cash equivalents, beginning of yea
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Consolidated Balance Sheets (In milli
Assets
Current assets
Cash and cash equivalents
Other current assets
Fixed assets
Installment credit 37%
Property, equipments, buildings
Less accumulated depreciation
Other fixed assets
Total assets
Current liabilities
Short term debt
Long term debt
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| Infrastructure fund
Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net cash provided by financing activities
Short term borrowing #####
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Cash and cash equivalents
Other current assets
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Fixed assets
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| Infrastructure fund
Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net increase in cash and cash equivalents.
Short term borrowing ######
Repayment Short Term Debt
Cash and cash equivalents, beginning of yea
Cash and cash equivalents, can of year
Consolidated Balance Sheets (In milli
Cash and cash equivalents
Other current assets
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Short term debt
Long term debt
Tranche A
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Tranche B
Concessional borrowing
Other liabilities
Total Liability
Shockholder's equity
Common stock
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Short term borrowing #####
Repayment Short Term Debt
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Property, equipments, buildings
Less accumulated depreciation
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Repayment Debt B
Payment of dividends
Cash in liquidation
Net cash provided by financing activities
Short term borrowing #####
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Less accumulated depreciation
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Short term debt
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| Infrastructure fund
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Repayment Debt B
Payment of dividends
Cash in liquidation
Net cash provided by financing activities
Short term borrowing #####
Repayment Short Term Debt
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Cash and cash equivalents
Other current assets
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Other current assets
Fixed assets
Installment credit 37%
Property, equipments, buildings
Less accumulated depreciation
Other fixed assets
Current liabilities
Short term debt
Long term debt
Concessional borrowing
Other liabilities
Total stockholder's equity
Common stock
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Fuel alocklower y YES
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| Infrastructure fund
Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net cash provided by financing activities
Short term borrowing #####
Repayment Short Term Debt
Cash and cash equivalents, beginning of yeg
Cash and cash equivalents
Other current assets
Fixed assets
Installment credit 37%
Property, equipments, buildings
Less accumulated depreciation
Other fixed assets
Liabilities
Current liabilities
Short term debt
Long term debt
Tranche B
Concessional borrowing
Other liabilities
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Common stock
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| Infrastructure fund
Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net increase in cash and cash equivalents.
Short term borrowing ######
Repayment Short Term Debt
Cash and cash equivalents, beginning of yea
Cash and cash equivalents, beginning of yea
Consolidated Balance Sheets (In milli
Assets
Current assets
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Installment credit 37%
Property, equipments, buildings
Less accumulated depreciation
Other fixed assets
Total assets
Liabilities
Current liabilities
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Stockholder's equity
Common stock
Retainined earnings
Total stockholder's equity YES
Balance YES
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| Infrastructure fund
Repayment Debt A
Repayment Debt B
Payment of dividends
Cash in liquidation
Net cash provided by financing activities.
Short term borrowing #####
Repayment Short Term Debt
Cash and cash equivalents, beginning of yer
Cash and cash equivalents, of yer
Cash and cash equivalents
Other current assets
Care and cash equivalents
Other current assets
Installment credit
37%
Property, equipments, buildings
Less accumulated depreciation
Other fixed assets
Installment credit
Current liabilities
Current liabilities
Current liabilities
Total stockholder's equity
Common stock
Retamined earnings
Total stockholder's equity
Sockholder's equity
Service payment
Others
Land acquisition | -1,631 -169
-13,790 -1,429
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-16,130 1,672
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			c Work	Full Sect	tions		Profit/To	otal expense (Fo	or Private sec	ctor)	15.1%		Equity rate of	return	15.0%		GOI CAPE	EX 8.	495,748	GOI	expenditure fo	for LA 2,281,	<u>804</u>	GOI exper	nditure / Total	CAPEX	100%	1	NPV GOI cor	tribution	3,333,487		Total service pa	ayment 33,1	149,441
Statement of Income (In millions of Rupiah)	8,500 Total (mil ofUS\$)	82 Total (mil of JPY)	Total (Indonesia Rupiah)	2006	Construct 2007		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018			2021		023 20 14 1	Operation 024 2025 15 16	2026	2027 18	2028 19	2029 20	2030 21	2031 22	2032 23	2033 24	2034 25	2035			2038 2039 29 30
Sales	3,900	404,261	33,149,441	-3	-2	0	0	38,017	82,219	95,625	111,282	129,579	150,973	176,005	205,313	239,648						4,047 734,2		9 1,016,931		20					2,289,798			20	,021,407 3,238,264
Toll revenue 2 Service payment 115%	0	(0		0	0	0	38,017	82,219	95,625	111,282	129,579	150,973	176,005	205,313	239,648	279,900	327,118	383,600	451,069 5	30,505 62	24,047 734,2	222 864,00	9 1,016,931	1,197,143	1,409,556 1	,659,969	1,859,894	1,993,385	2,136,458	2,289,798	2,454,145	2,630,288 2	2,819,072 3,	3,021,407 3,238,264
Other revenue Operating Costs and expense	0 3,561	369,082	0 30,264,744	0	0	0	0	66.078	76.829	89.380	104.042	121.181	141.228	164.691	192.168	224.369	262.130	306.440	360.302	423.710 4	98.371 58	6.298 689.8	68 811.88	5 955.664	1.125.116	1.324.863 1	560 365	1.672.357	1,792,388	1.921.034	2.058.913	2.206.688	2.365.070 2	534.819 2.3	,716,752 2,911,743
Operation expense 13%	2,314	239,903	19,672,083	0	0	0	0	42,951	49,939	58,097	67,627	78,768	91,798		124,909	145,840	170,385	,		275,412 3	23,941 38	31,094 448,4		,	731,325	-,				1,248,672	_,,	_,,	_,	,,,	,765,889 1,892,633
Maintenance expense 5% Administration expense 2%	890 356	92,271 36,908	7,566,186 3,026,474	0	0	0	0	16,520 6,608	19,207 7,683	22,345 8,938	26,011 10,404	30,295 12,118	35,307 14,123	41,173 16,469	48,042 19,217	56,092 22,437	65,533 26,213	76,610 30,644	90,076 36,030		24,593 14 49,837 5	46,575 172,4 58,630 68,9	,	1 238,916 9 95,566	281,279 112,512	331,216 132,486	390,091 156,036	418,089 167,236	448,097 179,239	480,258 192,103	514,728 205,891	551,672 220,669			679,188 727,936 271,675 291,174
Depreciation expense	0	(0	0													0				-		0										0		
Other revenue Upfront subsidy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0 0
Other expense Interest payment (Short term debt)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0 0 0	0	0	0	0	0	0	0	0	0	0	0 0
Interest payment (Debt A) 15%	0	(0	Ŭ	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0 0
Interest payment (Debt B) 15% Earnings before taxes	0 339	35,179	0 2,884,698	0	0	0	0	-28,061	0 5,390	0 6,246	0 7,240	0 8,397	0 9,745	0 11,315	0 13,145	0 15,279	0 17,769	0 20,678	0 23,297	0 27,359	0 32,134 3:	0 7,749 44,3	0	0 0 4 61,267	0 72,027	0 84,693	0 99,605	0 187,537	0 200,997	0 215,424	0 230,885	0 247,457	0 265,218	0 284,253	0 0 304,655 326,521
Taxes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0 0
Income tax 0 10% 15% 30% Other tax	0	(0					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0 0
Net income	339	35,179	2,884,698	0	0	0	0	-28,061	5,390	6,246	7,240	8,397	9,745	11,315	13,145	15,279	17,769	20,678	23,297	27,359	32,134 3.	7,749 44,3	54 52,12	4 61,267	72,027	84,693	99,605	187,537	200,997	215,424	230,885	247,457	265,218	284,253	304,655 326,521
Statement of Cash Flows (In millions of Ru	upiah)				Construct	tion	1															Operation	ı												
			Total	2006 -4			2009 -1	2010 1	2011 2	2012 3	2013 4	2014 5	2015 5 6	2016 : 7	2017 8	2018 9	2019 10	2020 11	2021 12	2022 2 13	023 20 14 1	024 2025 15 16	2026 17	2027 18	2028 19	2029 20	2030 21	2031 22	2032 23	2033 24	2034 25	2035 26	2036 27	2037 2 28	2038 2039 29 30
Operating Net income Add (deduct) non - cash items	0 339 0	35,179	0 2,884,698 0	0 0	0 0	0	0	-28,061 0	5,390 0	6,246 0	7,240 0	8,397 0	9,745 0	11,315 0	13,145 0	15,279 0	17,769 0	20,678 0	23,297 0	27,359 0	32,134 3 0	37,749 44,3 0		4 61,267 0 0		84,693 0	99,605 0	187,537 0	200,997	215,424 0	230,885 0	247,457 0	265,218 0	284,253 0	304,655 326,521 0 0
Depreciation Installment cost recoung Net cash provided by operations	0 0 339	35,179	0 2,884,698	0	0	0	0	-28,061	5,390	6,246	7,240	8,397	9,745	11,315	13,145	15,279	17,769	20,678	23,297	27,359	32,134 3	0 37,749 44,3	354 52,12	4 61,267	72,027	84,693	99,605	187,537	200,997	215,424	230,885	247,457	265,218	284,253	304,655 326,521
Investing Capital expenditure (excluding land acquisition) Net cash used for investing activities	0 0 0	(0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0 0
Financing Issuance of common stocks Borrowing A	0 15 0	(1,541 (0 126,370 0				126,370																												
Borrowing B Concessional borrowing	00	(000																																
Infrastructure fund Repayment Debt A	0	(0				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0 0
Repayment Debt B Payment of dividends Cash at liquidation	-309	-32,060	-2,628,880 -382,187	0	0	0	0	0	0	0	0	0	0	-10,183	-11,830	-13,751		0 -18,610	0		0 28,920 -3	33,974 -39,9					0 -89,644	-168,783	0	-193,881	-207,797	-222,711	-238,696	0	0 0
Net cash provided by financing activities Net increase in cash and cash equivalents	-339	-35,179	-2,884,698	0	0	0	126,370	-28.061	0	6.246	0	0	-8,062 1,683	-10,183	-11,830	-13,751	-15,992	-18,610 2.068	<u>-20,968</u> 2,330	<u>-24,623</u> -	<u>28,920 -3</u> 3,213	<u>33,974 -39,9</u>	9 <u>18 -46,91</u> 135 5.21	<u>2 -55,140</u> 2 6,127	-64,825 7.203	-76,224 8,469	-89,644	<u>-168,783</u> 18,754	-180,898 20,100	-193,881 21,542	-207,797	-222,711 24,746	-238,696 26,522	-255,828 -	<u>-274,189</u> -708,708 30,465 -382,187
Short term borrowing ####### Repayment Short Term Debt						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0 0	0	0	0	0	0	0	0	0	0	0	0 0
Cash and cash equivalents, beginning of year Cash and cash equivalents, end of year			5,352,029 5,352,029	0	0	0											131,239 133,016														248,941 272,029		296,775 323,297		351,722 382,187 382,187 0
Consolidated Balance Sheets (In millions of	of Rupiah)																																		
				2006 -4	Construct 2007 -3		2009 -1	2010 1	2011 2	2012 3	2013 4	2014 5	2015 6	2016 7	2017 8	2018 9	2019 10	2020 11	2021 12	2022 2 13	023 20 14 1	Operation 024 2025 15 16	1 2026 17	2027 18	2028 19	2029 20	2030 21	2031 22	2032 23	2033 24	2034 25	2035 26	2036 27	2037 2 28	2038 2039 29 30
Assets Current assets Cash and cash equivalents				0	0 0	0 0	126,370 126,370						127,265 127,265			131,239 131,239	133,016 133,016					47,138 151,5 47,138 151,5						207,299 207,299	227,398 227,398	248,941 248,941	272,029 272,029	296,775 296,775	323,297 323,297	351,722 351,722	
Other current assets Fixed assets Property, equipments, buildings Less accumulated depreciation				0 0	0 0	0 0 0	0 0	0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0	0 0 0	0 0 0	0 0 0	0 0 0 0 0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0	0 0 0	0 0 0	
Other fixed assets Total assets Liabilities				0	0	0	126,370	98,309	103,699	109,945	117,185	125,582	127,265	128,397	129,711	131,239	133,016	135,084	137,414	140,150 1	43,363 14	0 47,138 151,5	573 156,78	6 162,912	170,115	178,584	188,545	207,299	227,398	248,941	272,029	296,775	323,297	351,722	382,187 0
Current liabilities Short term debt				0	0	0	0	0 0	0	0	0 0	0	0 0	0 0	0 0	0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0 0 0	0 0	0 0	0 0	0 0	0	0 0	0 0	0 0	0 0	0 0	0 0 0 0
Long term debt Tranche A				0	0	0 0	0	0	0	0	0 0	0	0 0	0 0	0 0	0	0	0	0	0	0	0 0	0 0	0 0 0 0	0	0 0	0 0	0	0 0	0 0	0 0	0 0	0 0	0 0	0 0 0
Tranche B Concessional borrowing						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0 0
Other liabilities Total Liability				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0 0
Stockholder's equity Common stock					0	0	126,370										126,370 6,647																126,370 196,927		
Retanined earnings Total stockholder's equity YES Balance YES				0	0	0	126,370			109,945	117,185						6,647 133,016 0					47,138 151,	573 156,78		170,115	178,584				122,571 248,941 0	145,659 272,029 0	170,405 296,775		225,352 351,722	
Government net contribution (In millions)	of Rupiah)			U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	U	5	0	0	U	U	U	U	U	U	U	U	U	U U
	(2006	Construct 2007		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019							2027					2032	2033		2035		2037 2	2038 2039
Expenditure	4,899	507,868	41,645,189				-1 4,908,654	1 38,017	2 82,219	3 95,625	4 111,282	5 129,579	6 150,973	7 176,005	8 205,313	9 239,648	10 279,900	11 327,118	12 383,600	13 451,069 5	14 1 30,505 62	15 16 24,047 734,3	17 222 864,00	9 1,016,931		1,409,556 1	,659,969			24 2,136,458			2,630,288 2		29 30 3,021,407 3,238,264
Subsidy Service payment	0 3,900		0 33,149,441	0	0 0	0 0	0 0	0 38,017	0 82,219			0 129,579										0 24,047 734,2				0 1,409,556 1			0 1,993,385			0 2,454,145	0 2,630,288 2	0 2,819,072 3,	0 0 3,021,407 3,238,264
Capital expenditure Land acquisition	999 268	27,821	2,281,304	0 2	314,657 3 2,281,304	0	4,908,654 0	0	0			0	0	0		0						0					0	0	0	0			0		0 0
Revenue Toll revenue 1	17,803 17,803	1,845,411 1,845,411		0	0	0	0	330,390	384,144	446,900	520,211	605,907	706,140																						14,558,760 14,558,713 14,558,760 14,558,713
Tax	A		0	0	0	0	0	0	0	0	0	0	0	. 0	0	0	0	.,552,202 1.	001,010 2	,110,552 2,4	0	0	0	0 1,770,517	0,020,000	0		0	0	.,	0	11,055,442	1,825,550 12	0 10,	0 0

Table 7.3-11 Financial Projection – Full Sections & Traditional Public Work with Operation Outsourcing

Table 7.3-12 Financial Projection – Jogjakarta – Solo & Option 4

	Ι		ion 4	Jogjaka	rta-Solo	1	ProjectIRR	20.0%		Equity	IRR	20.2%	34	OI subsidy for	construction	1,765,334	C	GOI expenditu	ure for LA	663,961		GOI expendi	liture / Total (CAPEX	76%	NF	V GOI contr	ibution 2,	,078,898		Total service	payment	0				
Statement of Income (In millions of Rupiah)	8,500 Total (mil ofUS\$)	82 Total	Total	2006	Constr 2007	uction 2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Оре 2024	eration 2025	2026	2027	2028	2029 2	2030 :	2031	2032	2033	2034	2035	2036	2037	2038	2039
Sales	(mil ofUSS) 4,162	(mil of JPY) 431,450	(Indonesia Rupiah) 35,378,934	-3 0	-2 0	-1 0	0	1 65,775	2 75,149	3 85,896	4 98,224	5 112,369	6 128,606	7 147,250	8 168,668	9 193,279	10 221,569	11	12	13	14	15	16	17 849,760 1	18		20	21	22 ,052,781	23 2,200,116	24 2,358,026	25 2,527,269	26 2,708,660	27	28	29 3,334,751	30 3,574,098
Toll revenue 4 Service payment	4,162	431,450	35,378,934	0	0	0	0	65,775	75,149	85,896	98,224	112,369	128,606	147,250	168,668	193,279	221,569	254,101	310,397	379,337	463,792	567,290	694,168	849,760 1	,040,626 1,	,274,837 1,	562,324 1,9	915,312 2	2,052,781	2,200,116	2,358,026	2,527,269	2,708,660	2,903,070	3,111,433	3,334,751	3,574,098
Other revenue Operating Costs and expense	0 1,101	0 114,124	0 9,358,165	0	0	0	0	190.814	192.689	194.838	197,304	147.507	150.755	154,484	158,767	163,689	169.347	132,974	144,233	158,022	174,912	195,612	220,988	252,106	290,279	337,121	394,619 3	83.062	410,556	440,023	471,605	505,454	541,732	580,614	622,287	666,950	714.820
Operation expense 13%	541	56,089	4,599,261	0	0	0	0	8,551	9,769	11,167	12,769	14,608	16,719	19,143	21,927	25,126	28,804	33,033	40,352	49,314	60,293	73,748	90,242	110,469	135,281	165,729	203,102	248,991	266,861	286,015	306,543	328,545	352,126	377,399	404,486	433,518	464,633
Maintenance expense 5% Administration expense 2%	208 83	8,629	1,768,947 707,579	0	0	0	0	3,289 1,315	3,757 1,503	4,295 1,718	4,911 1,964	5,618 2,247	6,430 2,572	7,363 2,945	8,433 3,373	9,664 3,866	11,078 4,431	12,705 5,082	15,520 6,208	18,967 7,587	9,276	28,365 11,346	34,708 13,883	42,488 16,995		63,742 25,497		38,306	102,639 41,056	110,006 44,002	117,901 47,161	126,363 50,545	135,433 54,173	145,153 58,061	155,572 62,229	166,738 66,695	178,705 71,482
Depreciation expense Other revenue	269 208	27,834 21,528	2,282,378 1,765,334	0	0	706,134	1,059,200	177,659 0	177,659 0	177,659 0	177,659 0	125,034 0	125,034 0	125,034 0	125,034 0	125,034 0	125,034 0	82,154 0	82,154 0	82,154 0	82,154 0	82,154 0	82,154 0	82,154 0	82,154 0	82,154 0	82,154 0	0	0	0	0	0	0	0	0	0	0
Upfront subsidy Other expense	208 266	21,528 27,521	1,765,334 2,256,758	0	0	706,134 0	1,059,200 84,193	96,822	103,452	109,952	116.137	121.771	126,552	130.103	131.948	131.500	128.032	120,648	108.318	95.127	80.911	70.601	68.167	65.367	62,148	58,446	54,188	49.291	43,660	37,185	29,738	21,174	11,326	0	0	0	0
Interest payment (Short term debt)	56 209	5,840	478,893 1,777,865	0	0	0	0 84,193	12,629 84,193	19,259 84,193	26,155 83,797	32,795 83,342	38,952 82,819	44,335 82,217	48,577 81,525	51,219 80,729	51,686 79,814	49,270 78,762	43,097 77,551	32,158 76,160	20,568 74,559	8,193	0	0	0	0	0	0	0 49.291	0	0 37.185	0	0	0 11,326	0	0	0	0
Interest payment (Debt A) 15% Interest payment (Debt B) 15%	0	21,681 0	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	/2,/18	70,601	68,167 0	0	0	0	0	0	0	0	29,738 0	21,174 0	0	0	0	0	0
Earnings before taxes Taxes	3,003 0	311,333 0	25,529,345 0	0	0	706,134 0	975,007 0	-221,861 0	-220,992 0	-218,894 0	-215,218 0	-156,909 0	-148,701 0	-137,336 0	-122,047 0	-101,911 0	-75,810 0	479 0	57,846 0	126,189 0	207,969 0	301,077 0	405,014 0	532,287 0	688,199 0	879,270 1, 0	113,517 1,4 0	182,958 1, 0	,598,564 0	1,722,908 0	1,856,682 0	2,000,641 0	2,155,602 0	2,322,456 2 0	2,489,147 0	2,667,801 0	2,859,278 0
Income tax 0 10% 15% 30% Other tax	0 0	0 0	0 0					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net income	3,003	311,333	25,529,345	0	0	706,134	975,007	-221,861	-220,992	-218,894	-215,218	-156,909	-148,701	-137,336	-122,047	-101,911	-75,810	479	57,846	126,189	207,969	301,077	405,014	532,287	688,199	879,270 1,	113,517 1,4	182,958 1,	,598,564	1,722,908	1,856,682	2,000,641	2,155,602	2,322,456	2,489,147	2,667,801	2,859,278
Statement of Cash Flows (In millions of R	piah)				Constr	uction																Оре	eration														
Operating		-	Total	2006 -4	2007 -3	2008 -2	2009 -1	2010 1	2011 2	2012 3	2013 4	2014 5	2015 6	2016 7	2017 8	2018 9	2019 10	2020 11	2021 12	2022 13	2023 14	2024 15	2025 16	2026 17		2028 19	2029 2 20	2030 : 21	2031 22	2032 23	2033 24	2034 25	2035 26	2036 27	2037 28	2038 29	2039 30
Operating Net income Add (deduct) non - cash items	3,003 269	311,333 27,834	25,529,345 2,282,378	0	0 0	706,134 0	975,007 0			-218,894 177,659		-156,909 125,034		-137,336 125,034		-101,911 125,034			57,846 82,154		207,969 82,154			532,287 82,154			113,517 1,4 82,154	482,958 1 0	,598,564 0	1,722,908 0	1,856,682 0	2,000,641 0	2,155,602 0	2,322,456 0	2,489,147 0	2,667,801 0	2,859,278 0
Depreciation Installment cost recount	269 0	0	2,282,378 0	0	0	0	0			177,659				125,034		125,034	125,034	82,154	82,154	82,154							82,154	0	0	0	0	0	0	0	0	0	0
Net cash provided by operations Investing Capital expenditure (excluding land acquisition)	3,272 0	339,167 0 -30,927	-2,535,976	0	-93,925	706,134		-44,202	-43,333	-41,235	-37,558	-31,876	-23,668	-12,302	2,986	23,123	49,224	82,633	140,000	208,343	290,123	383,231	487,168	614,441	770,353	961,424 1,	195,671 1,4	482,958 1	,598,564	1,722,908	1,856,682	2,000,641	2,155,602	2,322,456	2,489,147	2,667,801	2,859,278
Net cash used for investing activities Financing	-298 -298 0	-30,927 0	-2,535,976		-93,925			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Issuance of common stocks Borrowing A	28 66	2,934 6,845	240,550 561,286		240,550	561,286																															
Borrowing B Concessional borrowing Infrastructure fund	0	0	0				0																														
Repayment Debt A Repayment Debt B	- <mark>66</mark> 0	-6,845 0	-561,286 0				0 0	0 0	-2,638 0	-3,033 0	-3,488 0	-4,012 0	-4,613 0	-5,305 0	-6,101 0	-7,016 0	-8,069 0	-9,279 0	-10,671 0	0	0		0	-21,463 0	0	0	0	0	0	0	-57,093 0	-65,656 0	-75,505 0	0 0	0 0	0 0	0 0
Payment of dividends Cash at liquidation Net cash provided by financing activities	-2,695 -306	-279,406 -31,769 -308 241	-22,911,275 -2,605,022 -25,275,747	0	0 240.550	0	0	0	-2 638	-3.033	0	0	0	0	0	-7.016	.8 069	-431																-2,090,210 -			-2,605,022
Net increase in cash and cash equivalents Short term borrowing 31,194	-2,974	-308,241	-23,273,747	0	146,625		-490,223 84,193	-44,202 128,395	-45,971	-44,268 218,634	-41,047	-35,888 295,568	-28,281 323,850	-17,608 341,457	-3,115 344,572	16,107 328,466	41,155 287,311	72,923	77,268	125,012	201,201	96,032 0	565,110	500,521	011,002	017,720 1,	051,000 1,	550,110 1	,115,025	167,326	179,959	1,007,145	208,010	2,070,210	2,210,252	266,780 - 0	5,101,501
Repayment Short Term Debt Cash and cash equivalents, beginning of year	2,257		19,184,389			0 146,625	0 437,224	-84,193 31,194	-128,395 31,194	-174,366 31,194	-218,634 31,194	-259,681 31,194	-295,568 31,194 31,194	-323,850 31,194	-341,457 31,194	-344,572 31,194	-328,466 31,194	-287,311 31,194	-214,388 31,194	-137,120 31,194		0 65,413					0 647,344 8	0 808,207 952,749 1				0 1,455,574 1,649,072	0 1,649,072 1,857,082	0 1,857,082	0 2,089,327	0 2,338,242	2,605,022
Cash and cash equivalents, end of year Consolidated Balance Sheets (In millions of	_,_+ .	255,950	19,184,389	0	146,625	437,224	31,194	31,194	31,194	31,194	31,194	31,194	51,194	31,194	31,194	31,194	31,194	31,194	31,194	31,194	65,413	161,446	265,438	3/9,337	505,648	047,344	808,207	952,749 1	,108,288	1,2/3,013	1,455,574	1,049,072	1,857,082	2,089,527	2,558,242	2,005,022	0
Consolidated Datable Offecto (in minious)	(Ruplan)			2006	Constr 2007	uction 2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023		eration 2025	2026	2027	2028	2029 2	2030 :	2031	2032	2033	2034	2035	2036	2037	2038	2039
Assets				-4	-3 146,625	-2 437,224	-1	1 31.194	2 31.194	3	4	5	6 31,194	7 31,194	8	9 31,194	10 31,194	11 31,194	12 31,194	13 31,194	14	15	265 428	17	18	19	20	21	22	23	24	25	26	27 2,089,327	28	29	30
Current assets Cash and cash equivalents Other current assets				0		437,224 437,224	31,194 31,194	31,194	31,194	31,194	31,194	31,194	31,194	31,194		31,194	31,194	31,194	31,194	31,194		161,446												2,089,327			0
Fixed assets Property, equipments, buildings				0		1,070,745 1,070,745		2,535,976	2,535,976	2,535,976	2,535,976	2,535,976	2,535,976	2,535,976	2,535,976	2,535,976		2,535,976	2,535,976	2,535,976	2,535,976	2,535,976	2,535,976	2,535,976 2	2,535,976 2,	,535,976 2,	535,976 2,5	535,976 2	,535,976	2,535,976	2,535,976			253,598 2,535,976	2,535,976		2,535,976
Less accumulated depreciation Other fixed assets Total assets				0	0 240,550	0	0										-1,460,838																	-2,282,378 - 2,342,925			-2,282,378 253,598
Liabilities Current liabilities				0	0	0	84,193	128,395	174,366	218,634	259,681	295,568	323,850	341,457	344,572	328,466	287,311	214,388	137,120	54,619	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Short term debt Long term debt Tranche A				0	0	561,286 561,286			558,648	218,634 555,615 555,615	552,127	548,115		538,196	532,095		287,311 517,010 517,010	507,731									0 328,609 2 328,609 2		0 247,900 247,900	0 198,254 198,254	0 141,161 141.161	0 75,505 75,505	0	0 0	0 0	0 0	0 0 0
Tranche B Concessional borrowing						0	0	561,286 0	558,048 0			548,115 0		0	0	525,079 0	0	0	497,080	484,788	470,878	434,446 0	455,785	414,320 0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other liabilities Total Liability				0	0	561,286	645,479	689,681	733,014	774,249	811,807	843,683	867,351	879,653	876,667	853,544	804,320	722,119	634,180	539,407	470,676	454,446	435,783	414,320	389,637	361,252	328,609	291,070	247,900	198,254	141,161	75,505	0	0	0	0	0
Stockholder's equity Common stock Retanined earnings						240,550 706,134																												240,550 2.102.375			0
Total stockholder's equity YES Balance YES				0						1,259,943		887,816	739,115	601,779	479,732		302,011	302,059		320,463	341,260	371,367	411,869	465,097										2,342,925			0 253,598
Government net contribution (In millions	of Rupiah)																																				
				2006	Constr 2007 -3	uction 2008 -2	2009	2010	2011 2	2012	2013 4	2014	2015	2016 7	2017 8	2018 9	2019 10	2020	2021 12	2022	2023		eration 2025 16	2026 17	2027	2028	2029 2 20	2030 : 21	2031 22	2032 23	2033 24	2034 25	2035 26	2036 27	2037 28	2038 29	2039 30
Expenditure Subsidy	208 208	21,528 21,528	1,765,334 1,765,334	-4 0 0	663,961 0	706,134 706,134	1,059,200 1,059,200	0	0	0	0 0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Service payment Others	0	0 0	0 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Land acquisition Revenue Toll revenue 0	78 0	8,097 0 0	663,961 0 0	0	663,961 0 0	0 0 0	0 0 0	0 0	0 0	0 0 0	0 0 0	0 0	0 0	0 0 0	0 0	0 0	0 0	0 0	0 0 0	0 0 0	0 0	0 0 0	0 0	0 0 0	0 0	0 0	0 0	0 0	0 0 0	0 0 0	0 0	0 0 0	0 0	0 0 0	0 0 0	0 0	0 0
Tax	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	Ő	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Government net contribution	286	21,528	2,429,295	0	663,961	706,154	1,059,200	0																													

Table 7.3-13 Finar				- 3010			-1				_												_				_						
Statement of Income (In millions of R	Option 5-1	Jogja	karta-Solo	I	Project IRR	20.0%		Equity IF	RR	21.0%	GO!	I subsidy for co	nstructior	0	GOI	expenditure f	for LA 6	63,961	GO	expenditure / To	tal CAPEX	21%	N	VPV GOI cont	tribution 2,	,559,264		Total service	payment 1	0,742,020			
sutchieft of ficonic (in finitions of i	Total Total Tota	al 2006	Constr 2007	uction 2008	2009	2010	2011	2012	2013	2014	2015	2016	2017 2	2018 2	2019 2	020 2	2021 2	022 20	023 20	Operation 24 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037 20	38 2039
Sales	(mil ofUS\$) (mil of JPY) (Indonesia I 5,426 562,451 46,120	Rupiah) -3	-2	-1	0	1 449.419	2	3	4	5	6	7	8	9	10	11	12	13 1	4 1		17	18	19	20	21	22	23	24	25	26	27	28 2	9 30 4,751 3,574,098
Toll revenue 4	4,162 431,450 35,37		0 0	0	0	65,775	438,792 75,149	409,340 85,896	481,807 98,224		128,606	147,250							.,	7,290 694,16		1,424,270		,,,,,									4,751 5,574,098 34,751 3,574,098
Service payment 28 15% 2,506,538						383,644	383,644	383,644	383,644	383,644	383,644	383,644	383,644	383,644	383,644 3	383,644 3	383,644 3	83,644 38	83,644 38	3,644 383,64	4 383,644	383,644	383,644	383,644	383,644	383,644	383,644	383,644	383,644	383,644		383,644	
Installment cost Installment interest payment	295 30,568 2,50 969 100,433 8,23					7,663 375,981	8,812 374,831	10,134 373,510	11,654 371,989	13,402 370,241	15,413 368,231	17,725 365,919			20,007		35,650 347,993 3	40,998 4 42,646 33	47,148 5 36,496 32	4,220 62,35 9,424 321,29	,	82,462 301,182	94,831 288,813	109,055 274,588	125,414 258,230	144,226 239,418	165,860 217,784	190,739 192,905	219,349 164,294	252,252 131,392		333,603 50,040	0 (
Other revenue	0 0	0								-			-			·			-	· · · ·											-	-	
Operating Costs and expense Operation expense 13%	836 86,613 7,10. 541 56,089 4,59		0 0	0	0	15,217 8,551	17,092 9,769	19,242 11,167	21,707 12,769	23,925 14,608	27,173 16,719	30,901 19,143			45,765 28.804	,			93,712 11- 50,293 7	4,412 139,78 3.748 90.24		209,079 135,281	255,921 165,729	313,418 203,102	383,062 248,991	410,556 266,861	440,023 286.015	471,605 306,543	505,454 328,545	541,732 352,126			6,950 714,820 33,518 464,633
Maintenance expense 5%	208 21,573 1,76	., .	0 0	0	0	3,289	3,757	4,295	4,911	5,618	6,430	7,363	8,433	9,664	11,078	12,705	15,520			8,365 34,70	.,	52,031	63,742	78,116	95,766	102,639	110,006	117,901	126,363	135,433	,		56,738 178,705
Administration expense 2% Depreciation expense)7,579 26,494	0 0	0	0	1,315 2,062	1,503 2,062	1,718 2,062	1,964 2,062	2,247 1,451	2,572 1,451	2,945 1,451	3,373 1,451	3,866 1,451	4,431 1,451	5,082 954	6,208 954	7,587 954	9,276 1 954	1,346 13,88 954 95		20,813 954	25,497 954	31,246 954	38,306	41,056	44,002	47,161	50,545	54,173	58,061	62,229	56,695 71,482 0
Other revenue	0 0	0	0 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0	0 0
Upfront subsidy Other expense	0 0 671 69,563 5,704	0	0 0	0	49,768	277,018	269.553	269.341	268,042	266,549	264,832	262.857	260.586 2	257,974 2	254.970 2	51,516 2	247.544 2	42,976 23	7,723 23.	1,682 224,73-	4 216,745	207,557	196.991	184.840	170.866	154,796	136.316	115.064	90.623	62,517	30,195	0	0 0
Interest payment (Short term debt)		2,144	0 0	0	4,679	7,465	209,555	209,541	200,042	200,549 . 0	0	0	0	0	0	0	0	42,970 23 0	0	0	0 0	207,557	0	0	0	0	0	0	90,025	02,517	0	0	0
Interest payment (Debt A) 15%		52,128	0	0	45,089	45,089	45,089	44,877	44,634	44,353	44,031	43,661		· · ·	· · ·	41,532			,.	7,810 36,50		33,283	31,300	29,020	26,398	23,382	19,914	15,926	11,340	6,065	0	0	0
Interest payment (Debt B) 15% Earnings before taxes	558 57,804 4,73 3,919 406,274 33,31-		0 0	0	0 -49,768	224,464 157,183	224,464	224,464 180,957	223,409 192,118					.,						3,871 188,22 4,840 713,29		174,274 1,007,634	165,690	155,820 1,447,709	144,468 1,745,027 1,	131,414 .871,072	116,402 2,007,420	99,137 2,155,001	79,284 2,314,836	56,452 2,488,054	30,195 2,675,904 2,	0 872,790 2,60	0 (7,801 2,859,278
Taxes	0 0	0	0 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0) 0	0	0	0	0	0	0	0	0	0	0	0	0 0
Income tax 0 ## ## 30% Other tax	0 0	0				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0	0 (
Net income	3,919 406,274 33,31	4,499	0 0	0	-49,768	157,183	172,147	180,957	192,118	205,538	220,245	237,136	256,541 2	278,841	304,477 3	34,455 3	383,464 4	43,184 51	6,001 60	4,840 713,29) 845,753	1,007,634	1,205,569	1,447,709	1,745,027 1,	,871,072	2,007,420	2,155,001	2,314,836	2,488,054	2,675,904 2,	872,790 2,60	7,801 2,859,278
Statement of Cash Flows (In millions	8500 82 of Rupiah)																																
	Tota	al 2006	Constru 2007	uction 2008	2009	2010	2011	2012	2013	2014	2015	2016	2017 2	2018 2	2019 2	020 2			023 20		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037 20	
Operating	0 0	-4 0	-3	-2	-1	1	2	3	4	5	6	7	8	9			12	13 1	14 1:		17	18	19	20	21	22	23	24	25	26	27	28 2	
Net income Add (deduct) non - cash items	3,919 406,274 33,31 3 323 2	4,499	0 0	0	-49,768 0	157,183 2,062	172,147 2,062	180,957 2,062	192,118 2,062	205,538 1,451	220,245 1,451	237,136 1,451	256,541 2 1,451	278,841 1,451	304,477 3 1,451	334,455 3 954	383,464 4 954	43,184 51 954	16,001 60 954	4,840 713,29 954 95		1,007,634 954	1,205,569 954	1,447,709 954	1,745,027 1	,871,072	2,007,420	2,155,001	2,314,836	2,488,054	2,675,904 2,	872,790 2,6 0	57,801 2,859,278
Depreciation Installment cost recount		26,494	0 0	0	0	2,062	2,062	2,062	2,062	1,451	1,451	1,451	1,451	1,451	1,451	954	954	954	954	954 95		954	954	954	0	0	0	0	0	0	0	0	0 0
Net cash provided by operations	3,922 406,597 33,34	10,992	0 0	0	-49,768	159,245	174,210	183,020	194,180	206,990	221,696	238,587	257,992	280,292	305,929 3	335,408 3	384,417 4	44,137 51	16,955 60	5,794 714,24	4 846,707	1,008,588	1,206,522	1,448,663	1,745,027 1	,871,072	2,007,420	2,155,001	2,314,836	2,488,054	2,675,904 2,	872,790 2,6	57,801 2,859,278
Capital expenditure (excluding land acquisition Net cash used for investing activities	-298 -30,927 -2,53	85,976 85,976	0 -93,925		-1,465,231	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0	0 (
Financing Issuance of common stocks	0 0 91 9,392 77	0 70,151	770.151	710,020	1,105,251						0			0													0		0	0			
Borrowing A		0,594	770,151	300,594	1,496,425																												
Borrowing B Concessional borrowing Infrastructure fund	0 0	0			1,490,423																												
Repayment Debt A	-35 -3,666 -30				0	0	-1,413 0	-1,625	-1,868	-2,148	-2,471	-2,841								8,692 -9,99		-13,219 -57,222	-15,202	-17,482		-23,120	-26,588	-30,576	-35,162	-40,436	0	0	0 0
Repayment Debt B Payment of dividends	-176 -18,249 -1,49 -3,373 -349,672 -28,67	73,063	0 0	0	0	0 -96,673	-154,933		-8,087 -165,802	-9,300 -175,987 -	-10,695 -187,677									7,625 -43,26 3,530 -594,88			-65,806 -1,012,964 -	-75,676 1,219,954	-87,028 -1,474,106 -1		-115,094 1,679,165	-132,359 -1,792,860	-152,212 -1,914,715		-201,301 -2,227,143 -2,	0 585,511 -2,4	01,021 -2,859,278
Cash in liquidation Net cash provided by financing activities	-341 -35,392 -2,90 -3,624 -375,671 -30,80			300,594	1,496,425	-70,075	-150,545	-165,583	-175,750	-167,430 -	-200,843	-210,242 -	-233,934 -2	254,266 -	211,039 -2	504,510 -5	349,021 -4	03,226 -46	09,207 -04	9,846 -648,14	0 -700,102	-914,775	-1,093,971 -	1,515,115	-1,581,238 -1	,070,205 -	1,020,047	-1,755,774	-2,102,007	-2,260,797 -	-2,420,444 -2,	565,511 -2,4	-2,902,104 01,021 -5,761,383
Net increase in cash and cash equivalents Short term borrowing 31,194	0 0	0	0 676,226	0.0,220	-18,574 49,768	62,572 0	17,864 0	17,436 0	18,422	19,554 0	20,853	22,345 0	24,058	26,027	28,290 0	30,893 0	35,396 0	40,912 4	47,668 5 0	5,948 66,09 0	8 78,545 0 0	93,815	0	135,550	163,790 0	0	186,574	199,207	212,746 0	227,257	247,460 0	287,279 2	56,780 -2,902,104 0
Repayment Short Term Debt Cash and cash equivalents, beginning of ye	2,909 301,547 24,72		0	0 676,226	-31,194 31,194	-49,768 31,194	0 43,998	0 61,862	0 79,298	0 97,721	0 117,275	100,120		0 184,531						0 3,716 449,66		0 594,307	0 688,122	0 800,674	0 936,224 1	,,	-,	0 1,461,375	0 1,660,581	0 1,873,327		0 348,045 2,6	0 0
Cash and cash equivalents, end of year	2,909 301,547 24,72	26,853	0 676,226	31,194	31,194	43,998	61,862	79,298	97,721	117,275	138,128	160,473	184,531	210,557	238,848 2	269,740 3	305,137 3	46,048 39	93,716 44	9,664 515,76	2 594,307	688,122	800,674	936,224	1,100,014 1	,274,801	1,461,375	1,660,581	1,873,327	2,100,585	2,348,045 2,	635,324 2,9)2,104 (
Consolidated Balance Sheets (In milli	ons of Rupiah)		Constr	uction	-															Operation	1												
		2006 -4	2007 -3	2008 -2	2009 -1	2010 1	2011 2	2012 3	2013 4	2014 : 5	2015 6	2016 7	2017 2 8	2018 2 9					023 20: 14 1:		2026 17	2027 18	2028 19	2029 20	2030 : 21	2031 22	2032 23	2033 24	2034 25	2035 26	2036 2 27	2037 20 28 2	38 2039 9 30
Assets Current assets			0 676,226	31,194	31,194	43,998	61,862	79,298	97,721	117,275	138,128	160,473	184,531	210,557	238,848 2	269,740 3	305,137 3	46,048 39	93,716 44	9,664 515,76	2 594,307	688,122	800,674	936,224	1,100,014 1	,274,801	1,461,375	1,660,581	1,873,327	2,100,585	2,348,045 2,	635,324 2,9)2,104 (
Cash and cash equivalents Other current assets			676,226	31,194	31,194	43,998	61,862	79,298	97,721	117,275	138,128	160,473	184,531	210,557	238,848 2	269,740 3	305,137 3	46,048 39	93,716 44	9,664 515,76	2 594,307	688,122	800,674	936,224	1,100,014 1	,274,801	1,461,375	1,660,581	1,873,327	2,100,585	2,348,045 2,	635,324 2,9	02,104 (
Fixed assets Installment credit 99%			0 93,925 92,835	1,070,745 1,058,316																9,650 2,086,34 1,939 2,079,58											336,547 333,603	2,944 0	2,944 2,944
Property, equipments, buildings Less accumulated depreciation			1,090	12,429	29,438		29,438	29,438	29,438	29,438	29,438	29,438	29,438	29,438	29,438	29,438	29,438	29,438 2	29,438 2		8 29,438	29,438	29,438	29,438	29,438	29,438	29,438		29,438	29,438	29,438		29,438 29,438 26,494 -26,494
Other fixed assets Total assets			0 770.151	1.101.939	2.567.170	2.570.249																									2.684.592 2	638.268 2.9)5.048 2.944
Liabilities Current liabilities					49.768	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0		0	0	0	0	0	0	0	0	0 (
Short term debt Long term debt				31,194	49,768									0	0	0	õ	0		0 8,228 1,444,96	0 0		0	0	0	0	0	0	0	0	0	0	0 0
Tranche A Tranche B			0 0	300,594	300,594	300,594	299,182	297,557	295,689	293,541	291,070	288,229	284,961 2	281,204	276,883 2	271,913 2	266,198 2	59,626 25	52,068 24	3,377 233,38 4,851 1,211,58	2 221,887	208,668	193,467	175,985	155,881	132,762	106,174	75,598	40,436 376,345	0	0	0	0 (
Concessional borrowing				0	1,490,423	1,490,425	1,490,425	1,409,392	1,461,505 1	,472,005 1,	,401,510 1	,449,010 1	,434,800 1,4	+10,399 1,	399,893 1,2	576,561 1,5	353,045 1,3	23,193 1,25	72,470 1,25	4,001 1,211,00	5 1,101,825	1,104,002	1,038,797	903,120	870,095	770,010	000,910	528,557	370,343	201,501	Ū	0	0 0
Other liabilities Total Liability Stockholder's amity			0 0	331,788	1,846,787	1,797,019	1,795,606 1	1,786,950	1,776,994 1	,765,546 1,	,752,380 1	,737,239 1	,719,827 1,6	599,803 1,	676,776 1,6	550,295 1,6	619,841 1,5	84,819 1,54	44,545 1,49	8,228 1,444,96	5 1,383,712	1,313,271	1,232,264	1,139,106	1,031,974	908,772	767,090	604,156	416,781	201,301	0	0	0 (
Stockholder's equity Common stock				770,151																													70,151 770,151
Retanined earnings Total stockholder's equity YES			0 770,151	0 770,151		780,892	798,107	822,138	848,454	878,005	910,573	946,607	986,625 1,0	031,224 1,	081,090 1,1	137,511 1,2	202,407 1,2	277,387 1,36	54,376 1,46	5,686 1,584,09	4 1,722,939	1,886,241	2,078,846	2,306,601	2,577,522 2	,875,511	3,203,767	3,565,908	3,966,028		4,857,527 5,		41,435 4,641,435 11,586 5,411,586
talance YES		I	0 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0	0
Government net contribution (In mill	ions of Rupiah)		Constr																	Operation													
		2006		2008 -2	2009 -1	2010 1		2012 3					2017 2 8					022 20 13 1	023 200 14 1:		2026 17	2027 18	19				2032 23	2033 24	2034 25	2035 26		2037 20 28 2	
Expenditure Subsidy	1,342 139,097 11,40 0 0	05,982 0	0 663,961 0 0	0	0	383,644 0	383,644 0	383,644 0	383,644 0	383,644 0	383,644 0	383,644 0	383,644 3 0							3,644 383,64		383,644 0		383,644 0		383,644 0	383,644 0	383,644 0	383,644 0	383,644 0	383,644 0	383,644 0	0 0
Service payment Others	1,264 131,000 10,74	2,020 0	0 0	0	0															3,644 383,64						383,644	383,644	383,644	383,644	383,644		383,644	0 0
Land acquisition Revenue	78 8,097 66	53,961	0 663,961	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0	0 0
Toll revenue	0 0	0	0 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0		0	0	0	0	0	0	0	0	0	0	0	0 0
Tax	1 342 139 097 11 40)5.982	0 663,961	0	0	383,644	383.644	383.644	383.644	383.644	383.644	383.644	383.644 3	383 644	383.644 3	0 383.644 - 3	0 383.644 - 3	83 644 39	83 644 38	3 644 383 64	0 0 4 383.644	383.644	383,644	383.644	383,644	383.644	383.644	383.644	383.644	383.644	383.644	383.644	0 0
overnment net contribution	1,542 155,657 11,46														565,044 .		565,044 5	05,044 50	55,011 50	.,													

Table 7.3-13 Financial Projection – Jogjakarta – Solo & Option 5-1

Table 7.3-14 Financial Pr	rojection – Jogjakarta –	Solo & Option 5-2

		Optio		Jogjakart	a-Solo	I	Project IRR	20.0%		Equity I	RR	21.6%	G	OI subsidy for c	construction	0	G	OI expenditu	ire for LA	663,961		GOI expendi	iture / Total C	APEX	21%	NI	PV GOI con	tribution	2,023,418		Total service	payment	16,475,767				
Statement of Income (In millions of Ru	Total	Total (mil of JPY) (Total (Indonesia Rupiah)	2006	Construe 2007	ction 2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	eration 2025		2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038 2039	
Sales	1,938		16,475,767	-3	-2	-1 0	0	1 588,420	2 588,420	3 588,420	4 588,420	5 588,420	6 588,420	7 588,420	8 588,420	9 588,420	10 588,420	11 588,420	12 588,420	13 588,420	14 588,420	15 588,420	16 588,420		18 588,420	19 588,420	20 588,420	21 588,420	22 588,420	23 588,420	24 588,420	25 588,420	26 588,420	27 588,420	28 588,420	29 30 0	0
Toll revenue 0 4 Service payment 28 23% 2,535,976	0 1,938	0 200,924	0 16,475,767	0	0	0	0	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0	0
Installment cost Installment interest payment	298 1,640	30,927 169,997	2,535,976 13,939,791					1,734 586,686	2,135 586,285	2,629 585,791	3,237 585,183	3,986 584,434	4,909 583,512	6,044 582,376	7,442 580,978	9,164 579,256	11,284 577,136	13,895 574,526	17,109 571,311	21,067 567,353	25,941 562,479	31,943 556,478	39,332 549,088	48,432 539,989	59,636 528,784	73,433 514,988	90,421 497,999	111,339 477,081	137,097 451,323	168,814 419,606	207,868 380,552	255,958 332,463	315,172 273,248	388,086 200,334	477,868 110,552	0	0
Other revenue Operating Costs and expense	0 670	0 69,439	0 5,694,017	0	0	0	0	13,155	15,030	17,179	19,645	22,474	25,721	29,450	33,734	38,656	44,314	50,820	62,079	75,867	92,758	113,458	138,834	169,952	208,125	254,967	312,465	383,062	410,556	440,023	471,605	505,454	541,732	580,614	622,287	0	0
Operation expense 13% Maintenance expense 5%	435 167	45,135 17,360	3,701,111 1,423,504	0 0	0 0	0 0	0 0	8,551 3,289	9,769 3,757	11,167 4,295	12,769 4,911	14,608 5,618	16,719 6,430	19,143 7,363	21,927 8,433	25,126 9,664	28,804 11,078	33,033 12,705	40,352 15,520	49,314 18,967	60,293 23,190	73,748 28,365	90,242 34,708	110,469 42,488	135,281 52,031	165,729 63,742	203,102 78,116	248,991 95,766	266,861 102,639	286,015 110,006	306,543 117,901	328,545 126,363	352,126 135,433	377,399 145,153	404,486 155,572		
Administration expense 2% Depreciation expense	67 0	6,944 0	569,402 0	0	0	0	0	1,315	1,503	1,718	1,964	2,247	2,572	2,945	3,373	3,866	4,431	5,082	6,208	7,587	9,276	11,346	13,883	16,995	20,813	25,497	31,246	38,306	41,056	44,002	47,161	50,545	54,173	58,061	62,229		
Other revenue Upfront subsidy	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other expense	671	69,563 148	5,704,175 12,144	0	0	0	49,768 4,679	277,018 7.465	269,553 0	269,341	268,042	266,549	264,832	262,857	260,586	257,974	254,970	251,516	247,544	242,976	237,723	231,682	224,734	216,745	207,557	196,991	184,840	170,866 0	154,796 0	136,316	115,064	90,623	62,517	30,195 0	0	0	0
Interest payment (Short term debt) Interest payment (Debt A) 15%	112	11,611	952,128	0	0	0	4,679	45,089	45,089	44,877	44,634	44,353	44,031	43,661	43,234	42,744	42,181	41,532	40,787	39,930	38,944	37,810	36,507	35,007	33,283	31,300	29,020	26,398	23,382	19,914	15,926	11,340	6,065	0	0		
Interest payment (Debt B) 15% Earnings before taxes	558 597	57,804 61,922	4,739,902 5,077,575	0	0	0	0 -49,768	224,464 298,247	224,464 303,838	224,464 301,900	223,409 300,733	222,196 299,397	220,801 297,867	219,196 296,113	217,352 294,101	215,230 291,790	212,790 289,136	209,984 286,084	206,757 278,797	203,046 269,577	198,779 257,939	193,871 243,281	188,228 224,852	181,737 201,723	174,274 172,738	165,690 136,462	155,820 91,116	144,468 34,492	131,414 23,068	116,402 12,081	99,137 1,752	79,284 -7,657	56,452 -15,829	30,195 -22,389	0 -33,866	0	0
Taxes Income tax 0 ## ## 30%	0 0	0 0	0 0	0	0	0	0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0
Other tax Net income	0 597	0 61,922	0 5,077,575	0	0	0	-49,768	298,247	303,838	301,900	300,733	299,397	297,867	296,113	294,101	291,790	289,136	286,084	278,797	269,577	257,939	243,281	224,852	201,723	172,738	136,462	91,116	34,492	23,068	12,081	1,752	-7,657	-15,829	-22,389	-33,866	0	0
Statement of Cash Flows (In millions o	8500 f Rupiah)	82			Country	otion																-	wation														_
			Total	2006 -4	Construe 2007 -3	2008 -2	2009 -1	2010 1	2011 2	2012 3	2013 4	2014 5	2015 6	2016 7	2017 8	2018 9	2019 10	2020 11	2021 12	2022 13	2023 14		eration 2025 16	2026 17	2027 18	2028 19	2029 20	2030 21	2031 22	2032 23	2033 24	2034 25	2035 26	2036 27	2037 28	2038 2039 29 30	
Operating Net income Add (deduct) non - cash items	0 597 298	0 61,922 30,927	0 5,077,575 2,535,976	0	0	0	-49,768 0	298,247 1,734	303,838 2,135	301,900 2,629	300,733 3,237	299,397 3.986	297,867 4,909	296,113 6.044	294,101 7.442	291,790 9.164	289,136 11,284	286,084 13,895	278,797 17.109	269,577 21.067	257,939 25,941	243,281 31,943	224,852 39,332	201,723 48,432	172,738 59,636	136,462 73,433	91,116 90,421	34,492 111.339	23,068 137,097	12,081 168,814	1,752 207,868	-7,657 255,958	-15,829 315,172	-22,389 388,086	-33,866 477,868	0	0
Depreciation Installment cost recount	0 298	0 30,927	0 2,535,976	0	0	0	0	1,734	2,135	2,629	3,237	3,986	4,909	6,044	7,442	9,164	11,284	13,895	17,109	21,067	25,941	31,943	39,332	48,432	59,636	73,433	90,421	111,339	137,097	168,814	207,868	255,958	315,172	388,086	477,868	0	0
Net cash provided by operations Investing Capital expenditure (excluding land acquisition	896 0 -298	92,848 0 -30,927	7,613,551		-93,925			299,981	305,973	304,529	303,970	303,384	302,776	302,157	301,543	300,955	300,420	299,978	295,906	290,644	283,880	275,223	264,185	250,155	232,374	209,895	181,537	145,831	160,165	180,895	209,620	248,301	299,343	365,697	444,001	0	0
Net cash used for investing activities Financing Issuance of common stocks	-298 0 91	-30,927 0 9,392	-2,535,976 0 770,151	0	-93,925 770,151	-976,820	-1,465,231	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowing A Borrowing B Concessional borrowing	35 176	3,666 18,249	300,594 1,496,425			300,594	1,496,425																														
Infrastructure fund Repayment Debt A	0 -35	0 -3,666	0 -300,594				0	0	-1,413	-1,625	-1,868	-2,148	-2,471	-2,841	-3,267	-3,758	-4,321	-4,969	-5,715	-6,572	-7,558	-8,692	-9,995	-11,495	-13,219	-15,202	-17,482	-20,104	-23,120	-26,588	-30,576	-35,162	-40,436	0	0	0	0
Repayment Debt B Payment of dividends Cash in Liquidation	-176 -526	-18,249 -54,557	-1,496,425 -4,473,648	0	0	0	0 0	0 -223,631	0 -273,454	-7,032 -266,285	-8,087 -264,614	-9,300 -262,741	-10,695 -260,649	-12,300 -258,315	-14,144 -255,718	-16,266 -252,838	-18,706 -249,653	-21,512 -246,147		-28,450 -230,060	-32,717 -219,245	-37,625 -206,016	-43,268 -189,829	-49,758 -170,012			-75,676 -79,541	-87,028 -31,043	-100,082 -20,761	-115,094 -10,873	-132,359 -1,576	-152,212 0	-175,044 0	-201,301 0	0 0	0 0 -1,374,078	0 0
Net cash provided by financing activities Net increase in cash and cash equivalents	-597 0	-61,922 0	-5,077,575 0	0	770,151 676,226	-676,226	-18,574	-223,631 76,350	31,106	-274,942 29,587	-274,569 29,402	-274,190 29,193	-273,815 28,961	-273,456 28,702	-273,130 28,413		-272,681 27,739				-259,520 24,361	22,891	-243,092 21,092	18,890	16,193	12,889	8,838	-138,175 7,657	-143,963 16,202	-152,555 28,340	-164,511 45,109	-187,374 60,926		-201,301 164,396	0 - 444,001 -	-1,374,078	0
Short term borrowing 31,194 Repayment Short Term Debt Cash and cash equivalents, beginning of yea	1,547	160,347	13,148,493		0	31,194 0 676,226	49,768 -31,194 31,194	0 -49,768 31,194	0 0 57,776	0 0 88,882	0 0 118,469	0 0 147,871	0 0 177,064	0 0 206,025	0 0 234,727	0 263,140	0 0 291,233	0 0 318,972	0 0 346,322	0 0 372,867	0 0 398,430	0 0 422,790	0 0 445,681	0 0 466,773	0 0 485,663	0 0 501,856	0 0 514,745	0 0 523,583	0 0 531,240	0 0 547,442	0 0 575,782	0 0 620,891	0 0 681,818	0 0 765,680	0 0 930,077	1,374,078	0
Cash and cash equivalents, end of year			13,148,493	0	676,226	31,194	31,194	57,776	88,882	118,469	147,871	177,064	206,025	234,727	263,140	291,233	318,972	346,322	372,867	398,430	422,790	445,681	466,773	485,663	501,856	514,745	523,583	531,240	547,442	575,782	620,891	681,818	765,680	930,077	1,374,078	0	0
Consolidated Balance Sheets (In millio	Total	nh) Total (mil of JPY) (Total (Indonesia Runiah)	2006	Construe 2007	ction 2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	eration 2025				2029	2030	2031	2032	2033	2034	2035	2036	2037	2038 2039	
Assets Current assets						-1 31,194	0 31,194	1 57,776		3 118,469	4 147,871		6 206,025					11 346,322		13 398,430			<u>16</u> 466,773					21 531,240	22 547,442	23 575,782	24 620,891	25 681,818	26 765,680	27 930,077		29 30 0	0
Cash and cash equivalents Other current assets Fixed assets						31,194	31,194 2,535,976	57,776			147,871	177,064		234,727				346,322		398,430			466,773					531,240	547,442	575,782	620,891	681,818	765,680 865,954	930,077 477,868	1,374,078	0	0
Installment credit Property, equipments, buildings				Ū																											1,437,084			477,868	0	Ū	Ŭ
Less accumulated depreciation Other fixed assets Total assets				0	770,151	1,101,939	2,567,170	2,592,018	2,620,989	2,647,947	2,674,111	2,699,318	2,723,371	2,746,028	2,766,999	2,785,928	2,802,383	2,815,838	2,825,274	2,829,769	2,828,189	2,819,137	2,800,897	2,771,355 2	,727,912 2	2,667,369 2	585,786	2,482,103	2,361,208	2,220,734	2,057,975	1,862,944	1,631,634	1,407,944	1,374,078	0	0
Liabilities Current liabilities				0	0	31,194		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Short term debt Long term debt Tranche A				0				0 1,797,019 300,594														0 1,498,228 243,377							0 908,772 132,762	0 767,090 106,174	0 604,156 75,598	0 416,781 40,436	0 201,301 0	0 0 0	0 0 0	0 0 0	00000
Tranche B Concessional borrowing						0	1,496,425																						776,010	660,916	528,557	376,345	201,301	0	0	0	0
Other liabilities Total Liability Stockholder's equity				0	0	331,788	1,846,787	1,797,019	1,795,606	1,786,950	1,776,994	1,765,546	1,752,380	1,737,239	1,719,827	1,699,803	1,676,776	1,650,295	1,619,841	1,584,819	1,544,545	1,498,228	1,444,965	1,383,712 1	,313,271	,232,264 1.	,139,106	1,031,974	908,772	767,090	604,156	416,781	201,301	0	0	0	0
Common stock Retanined earnings Total stockholder's equity YES					770,151 0 770,151	0	-49,768	24,848	55,232	90,847	126,966	163,622	200,840	238,639	277,021	315,974	355,456	395,393	435,282	474,799	513,493	550,757	585,781	617,492	644,490	664,954	676,529	679,978	682,285	683,493		676,011	770,151 660,182 1,430,333		603,927	0	0 0 0
Balance YES		-1)		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Government net contribution (In milli	Total	ah) Total (mil of JPY) (Total	2006	Construe 2007	ction 2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023		eration 2025		2027		2029		2031	2032	2033	2034	2035	2036	2037	2038 2039	
Expenditure Subsidy	(mil ofUS\$)	(mil of JPY) (209,021	(Indonesia Rupiah) 17,139,728	-3	-2 663,961	-1	0	1 588,420 0	2 588,420 0	3 588,420	4 588,420 0	5 588,420 0	6 588,420 0	7 588,420 0	8 588,420	9 588,420 0	10 588,420 0	11 588,420	12 588,420	13	14 588,420 0	15 588,420	16 588,420	17 588,420	18 588,420	19 588,420	20 588,420	21 588,420	22 588,420 0	23 588,420 0	24 588,420	25 588,420 0	26 588,420	27 588,420 0	28 588,420 0	29 30 0	0
Subsidy Service payment Others	0 1,938 0	0 200,924 0	0 16,475,767 0	0	0 0	0	0	0 588,420	0 588,420	0 588,420	0 588,420		0 588,420		0 588,420		0 588,420	0 588,420	0 588,420			0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0 588,420	0	0
Land acquisition Revenue	78 4,162		663,961 35,378,934	0	663,961 0	0	0	0 65,775	0 75,149	0 85,896	0 98,224	0 112,369	0 128,606					0 254,101	0 310,397		0 463,792					0										0 3,334,751 3,574	
Toll revenue 1 Tax	4,162	431,450	35,378,934	0 0 0	0 0 663.961	0	0	65,775 0	75,149 0 513,272	85,896 0	0	0	128,606	0	0	0	0	0	310,397	0	463,792	0	0	849,760 1	,040,626 1	,274,837 1,	,562,324 0	1,915,312	2,052,781	2,200,116	2,358,026	2,527,269	2,708,660	2,903,070	3,111,433	3,334,751 3,574 0 3 334 751 3 574	798 0 900

Table 7.3-15 Financial Projection – Jogjakarta – Solo & Option 6

Statement of Income (In millions of R	uniah)	Opt	ion 6	Jogjakart	a-Solo	Pr	oject IRR	20.0%		Eqjuity	IRR	18.5%	ЭC	I subsidy for	construction	882,667	C	GOI expendit	ture for LA	663,961		GOI expendit	ture / Total C	APEX	48%	NP	V GOI contrib	ution 2,26	58,864		Fotal service	payment	5,086,392				
	Total	Total (mil of JPY)	Total (Indonesia Rupiah)	2006 -3	Construe 2007 -2	tion 2008 -1	2009 0	2010 1	2011 2	2012 3	2013 4	2014 5	2015 6	2016 7	2017 8	2018 9	2019 10	2020 11	2021 12	2022 13	2023 14	2024 15	2025 16	2026 : 17	2027 18	2028 : 19	029 20 20 2			2032 23	2033 24	2034 25	2035 26	2036 27	2037 28	2038 29	2039 30
Sales Toll revenue 4	4,761 4,162	493,480 431,450	40,465,325 35,378,934	0 0	0 0	0 0	0 0	247,432 65,775	256,806 75,149	267,553 85,896	279,881 98,224	294,026 112,369	310,263 128,606	328,907 147,250	350,325 168,668	374,936 193,279	403,226 221,569	435,758 254,101	492,054 310,397	560,994 379,337	645,449 463,792	748,947 567,290	875,825 1, 694,168								2, <i>539,682</i> 2,358,026	2,708,926 2,527,269	2,890,317 2,708,660			<i>3,334,751</i> 3,334,751	3,574,098 3,574,098
Service payment 28 15% 1,186,856 Installment cost	598 140	62,029 14,474 47,555	5,086,392 1,186,856					181,657 3,628 178,028	181,657 4,173 177,484	181,657 4,799 176,858	181,657 5,518	181,657 6,346 175,311	181,657 7,298 174,359	181,657 8,393 173,264	181,657 9,652 172,005	181,657 11,099	181,657 12,764 168,893	181,657 14,679 166,978	181,657 16,881	181,657 19,413 162,244	181,657 22,325 159,332	181,657 25,673 155,984	181,657 29,524 152,133	33,953	181,657 39,046 142,611	181,657 44,903 136,754	81,657 18 51,638 5	9,384 6	68,292	181,657 78,535 103,122	181,657 90,316 91,341	181,657 103,863 77,794	181,657 119,442 62,215	181,657 137,359 44,298	181,657 157,962 23,694	0	0
Installment interest payment Other revenue Operating Costs and expense	439 0 975	47,555 0 101,097	3,899,535 0 8,289,994	0	0	0	0	107,668	109,543	111,693	114,158	88,991	92,238	95,967	172,003	105,173	108,895	94,526	104,776	119,573	139,352	155,984	,			,				440,023	471,605	505,454	541,732	580,614	622,287	666,950	714,820
Operation expense 13% Maintenance expense 5%	541 208	56,089 21,573	4,599,261 1,768,947	0 0	0 0	0 0	0 0	8,551 3,289	9,769 3,757	11,167 4,295	12,769 4,911	14,608 5,618	16,719 6,430	19,143 7,363	21,927 8,433	25,126 9,664	28,804 11,078	33,033 12,705	40,352 15,520	49,314 18,967	60,293 23,190	73,748 28,365	90,242 34,708	110,469 42,488	135,281 52,031	165,729 63,742	203,102 24 78,116 9		66,861 02,639	286,015 110,006	306,543 117,901	328,545 126,363	352,126 135,433	377,399 145,153	404,486 155,572	433,518 166,738	464,633 178,705
Administration expense 2% Depreciation expense	83 143	8,629 14,807	707,579 1,214,208	0	0	0	0	1,315 94,513	1,503 94,513	1,718 94,513	1,964 94,513	2,247 66,517	2,572 66,517	2,945 66,517	3,373 66,517	3,866 66,517	4,431 66,517	5,082 43,705	6,208 43,705	7,587 43,705	9,276 43,705	11,346 43,705	13,883 43,705			25,497 43,705	31,246 3 43,705	8,306 4 0	41,056 0	44,002 0	47,161 0	50,545 0	54,173 0	58,061 0	62,229 0	66,695 0	71,482 0
Other revenue Upfront subsidy Other expense	104 104 442	10,764 10,764 45,770	882,667 882,667 3,753,146	0	0	353,067 353,067 0	529,600 529,600 84,809	189.594	182,348	176,474	175.583	174.559	0	172.025	0	168,675	166,614	0	161.519	158.384	0	150.634	0	0	0	0	0 18,494 10	0 3.906 9	97,879	85,199	70,617	53,847	34,562	12,385	0	0	0
Interest payment (Short term debt) Interest payment (Debt A) 15%	2	222 21,840	18,196	0	0	0	0 84,809	12,721 84,809	5,475 84,809	0 84,411	0 83,952	0 83,425	0 82,819	0 82,122	0 81,320	0 80,399	0 79,338	0 78,119	0 76,717	0 75,105	0 73,251	0	0 68,666	0 65,846	0 62,603	0 58,873	0	0	0 43,980	0 37,457	0 29,956	0 21,329	0 11,409	0	0	0	0
Interest payment (Debt B) 15% Earnings before taxes	229 3,448	23,708 357,376	7. 7	0	0 0	0 353,067	0 444,791	92,064 -49,831	92,064 - <i>35,085</i>	92,064 -20,614	91,631 -9,861	91,133 <i>30,476</i>	90,561 44,644	89,903 60,915	89,147 79,607	88,276 101,088	87,276 125,781	86,125 176,989	84,801 224,751	83,279 283,037	81,529 354,206	79,516 441,149	,=0.5	,	,	,		-,	53,899 26,002 1	47,742 ,856,550	40,661 1,997,460	32,518 2,149,625	23,154 2,314,023	12,385 2,491,728	0 2,670,803	0 2,667,801	0 2,859,278
Taxes Income tax 0 ## ## 30%	0	0 0	0	0	0	0	0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0
Other tax Net income	3,448 8500	357,376 82	29,304,852	0	0	353,067	444,791	-49,831	-35,085	-20,614	-9,861	30,476	44,644	60,915	79,607	101,088	125,781	176,989	224,751	283,037	354,206	441,149	547,419	677,374 8	836,371 1,	030,990 1,2	69,317 1,60	5,001 1,72	26,002 1	,856,550	1,997,460	2,149,625	2,314,023	2,491,728	2,670,803	2,667,801	2,859,278
Statement of Cash Flows (In millions	Total	Total	Total (Indonesia Rupiah)	2006	Construe 2007		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Op 2024	eration 2025	2026	2027	2028	:029 20	30 20.)31	2032	2033	2034	2035	2036	2037	2038	2039
Operating Net income	(mil ofUSS) 0 3,448	(mil of JPY) 0 357,376	(Indonesia Rupiah) 0 29,304,852	-3 0	-2 0	-1	0 444,791	1 -49,831	2 -35,085	3 -20,614	4 -9,861	5 30,476	6 44,644	7 60,915	8 79,607	9 101,088	10 125,781	11 176,989	12 224,751	13	14 354,206	15	16	17	18	19 030,990 1,	20 2	1 2. 5,001 1,72	22 26,002 1	23 ,856,550	24 1,997,460	25 2,149,625	26 2,314,023	27 2,491,728	28 2,670,803	29 2,667,801	30 2,859,278
Add (deduct) non - cash items Depreciation Installment cost recoung Net cash provided by operations	282 143 140 3 730	29,281 14,807 14,474 386 658	2,401,064 1,214,208 1,186,856 31,705,916	0 0 0	0 0 0	0 0 353.067	0 0 0 444 701	98,142 94,513 3,628 48,311	98,686 94,513 4,173 63,601	99,312 94,513 4,799 78,698	100,032 94,513 5,518	72,863 66,517 6,346 103,339	73,815 66,517 7,298 118,459	74,910 66,517 8,393 135,824	76,168 66,517 9,652	77,616 66,517 11,099	79,281 66,517 12,764 205,062	58,384 43,705 14,679		63,118 43,705 19,413 346,155	66,030 43,705 22,325 420,236	69,379 43,705 25,673	43,705 29,524	43,705 33,953	39,046	43,705 44,903	43,705	0 9,384 6		78,535 0 78,535	90,316 0 90,316	103,863 0 103,863	119,442 0 119,442	137,359 0 137,359 2,620,087	157,962 0 157,962 2,828,766	0 0 0	0 0 0 2 850 278
Investing Capital expenditure (excluding land acquisition Net cash used for investing activities	0 -298 -298	0 -30,927 -30,927	-2,535,976 -2,535,976			-976,820 - -976,820 -	1,465,231	0	03,001	0	0	0	0	0	0	0	0	0	0	0	0	0	020,040	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financing Issuance of common stocks Borrowing A	0 59 67	0 6,163 6,895	0 505,350 565,395		505,350	565,395																															
Borrowing B Concessional borrowing Infrastructure fund	72 0 0	7,485 0 0	613,758 0 0				613,758																														
Repayment Debt A Repayment Debt B Payment of dividends	-67 -72 -3,051	-6,895 -7,485 -316,278	-565,395 -613,758 -25,934,796	0	0	0	0 0 0	0 0 0	-2,657 0 0	-3,056 -2,884 0	-3,514 -3,317 0	-4,041 -3,814 -27,429	-4,647 -4,387 -40,180	-5,344 -5,045 -54,823	-6,146 -5,801 -71,646	-7,068 -6,672 -90,979	-8,128 -7,672 -113,203	-9,347 -8,823 -159,290		-12,362 -11,669 -254,734	-14,216 -13,419 -318,785	-15,432		-20,408	-23,470	-26,990		5,694 -4	43,486 41,049 38,783 -1	-50,009 -47,206 ,654,083 -	-57,511 -54,287 1,778,381	-66,137 -62,430 -1,912,429	-76,058 -71,794 -2,057,052	0 -82,563 -2,242,555	0 0 -2,403,723		
Cash in liquidation Net cash provided by financing activities Net increase in cash and cash equivalents	-440 -3,432 0	-45,616 -355,731 0	-3,740,494 -29,169,940 0	0	505,350 411,425	565,395 -58,358	-406,682	0 48,311	-2,657 60,944	-5,940 72,758	-6,831 83,340	-35,284 68,055	-49,214 69,245	-65,212 70,612	-83,594 72,182	-104,718 73,986	-129,003 76,059	-177,460 57,913	-223,171 62,165	-278,764 67,392	-346,420 73,816	-428,814 81,714	-529,224 91,425	- <mark>651,666 -</mark> 103,367	801,067 - 118,055	<mark>983,474 -1,</mark> 136,124	206,306 -1,50 58,355 15	<mark>5,297 -1,62</mark> 9,088 17	<mark>23,318 -1</mark> 70,976	,751,298 - 183,787	1,890,178 197,598	-2,040,996 212,492	-2,204,904 228,561	-2,325,119 303,968	-2,403,723 - 425,043		-3,740,494 -6,599,773 -3,740,494
Short term borrowing 31,194 Repayment Short Term Debt Cash and cash equivalents, beginning of year	4,510		38,336,509		0	0 0 411,425	84,809 0 353,067	36,498 -84,809 31,194	0 -36,498 31,194	0 0 55,639	0 0 128,397	0 0 211,737	0 0 279,792	0 0 349,038	0 0 419,650	0 0 491,832	0 0 565,817			0 0 761,955	0 0 829,346	0 0 903,162					0 0 133,847 1,59			0 0 ,922,265	0 0 2,106,052	0 0 2,303,650	0 0 2,516,142	0 0 2,744,703	0 0 3,048,671		0 3,740,494
Cash and cash equivalents, end of year Consolidated Balance Sheets (In millio	4,510 ons of Rupial		38,336,509	0	411,425	353,067	31,194	31,194	55,639	128,397	211,737	279,792	349,038	419,650	491,832	565,817	641,877	699,789	761,955	829,346	903,162	984,876 1	1,076,301 1	,179,668 1,	297,723 1,	433,847 1,	592,202 1,75	1,289 1,92	22,265 2	2,106,052	2,303,650	2,516,142	2,744,703	3,048,671	3,473,714	3,740,494	0
		Total (mil of JPY)	Total (Indonesia Rupiah)	2006 -3	Construe 2007 -2	ction 2008 -1	2009 0	2010 1	2011 2	2012 3	2013 4	2014 5	2015 6	2016 7	2017 8	2018 9	2019 10	2020 11	2021 12	2022 13	2023 14		eration 2025 16		2027 18	2028 : 19	2029 20 20 2	30 20. 1 2.		2032 23	2033 24	2034 25	2035 26	2036 27	2037 28	2038 29	2039 30
Assets Current assets Cash and cash equivalents					411,425 411,425	353,067 353,067	31,194 31,194	31,194 31,194		128,397 128,397																									3,473,714 3,473,714		0 0
Other current assets Fixed assets Installment credit 47%				0	43,958	1,070,745 501,117	1,186,856	1,183,228	1,179,055	1,174,257	1,168,739	1,162,393	1,155,095	1,146,702	1,137,050	1,125,951	1,113,187	1,098,508	1,081,627	1,062,215	1,039,890	1,014,217	984,693		911,694	866,791	815,153 75	5,769 68	87,477	743,854 608,942	653,538 518,626	549,675 414,763	295,321	292,874 157,962	0	134,912	
Property, equipments, buildings Less accumulated depreciation Other fixed assets Total assets				0		569,628		-94,513	-189,027	-283,540	-378,053	-444,570	-511,087	-577,604	-644,121	-710,638	-777,155	-820,860	-864,565	-908,271	-951,976	-995,681 -1	1,039,386 -1	,083,092 -1,	126,797 -1,	170,502 -1,	214,208 -1,21	4,208 -1,21	14,208 -1	,214,208 -	1,214,208	-1,214,208	-1,214,208	-1,214,208	1,349,120 -1,214,208 3,608,626	-1,214,208	-1,214,208
Total assets Liabilities Current liabilities Short term debt				0	0	0	84,809	36,498 36,498	0	2,308,234	0	2,340,/34	0	0	0	2,550,251	0	2,320,357	0	0	0	0	0	,590,455 2, 0	0	-19,235 2, 0	0 0 0	0	0	0	0	0	0	0	0	0	0
Long term debt Tranche A				0	0	565,395 565,395	1,179,153 565,395	1,179,153 565,395	1,176,496 562,738	559,683	556,169	552,128	547,481	542,137	535,991	528,923	520,795	511,448	500,699	488,337	474,122	457,774	438,973	417,353	392,490	363,897	26,038 65 331,015 29	3,201 24	49,715	0 470,780 199,705 271,074	0 358,982 142,195 216,787	0 230,415 76,058 154,358	0 82,563 0 82,563	0	0 0 0	0 0 0	0
Tranche B Concessional borrowing Other liabilities Total Liability				0																							195,023 35 126.038 65							0	0	0	0
Stockholder's equity Common stock				0	505,350	505,350 353,067	505,350	505,350	505,350	505,350	505,350	505,350	505,350	505,350	505,350	505,350	505,350	505,350	505,350	505,350	505,350	505,350	505,350	505,350	505,350	505,350	505,350 50	5,350 50	05,350	505,350	505,350	505,350	505,350	505,350	505,350 3,103,276	505,350	0
Retanined earnings Total stockholder's equity YES Balance YES				0																															3,103,276 3,608,626 0		0
Government net contribution (In milli	Total	Total		2006	Construe		2000	2010	2011	2012	2012	2014	2015	2016	2017	2018	2010	2020	2021	2022	2022		eration	2026	2027	2028	020	20 . 20	21	2022	2022	2024	2035	2026	2027	2028	2020
Expenditure Subsidy			(Indonesia Rupiah) 6,633,020	-3	-2 663,961	2008 -1 353,067 353,067	2009 0 529,600 529,600	2010 1 181,657 0	2011 2 181,657 0	2012 3 181,657 0	2013 4 181,657 0	2014 5 181,657 0	2015 6 181,657 0	2016 7 181,657 0		2018 9 181,657 0	2019 10 181,657 0	2020 11 181,657 0	12 181,657	2022 13 181,657 0	2023 14 181,657 0	15	16	17	18	19		1 2	22	2032 23 181,657 0	2033 24 181,657	2034 25 181,657 0	2035 26 181,657 0	2036 27 181,657 0	2037 28 181,657	2038 29 0	2039 30 0
Subsidy Service payment Others Land acquisition	104 598 0 78	62,029 0 8,097		0	0 0 663.961	353,067 0	0																				0 181,657 18			0 181,657 0	0 181,657 0	181,657	0 181,657 0	181,657	181,657	0	0
Land acquisition Revenue Toll revenue 0 Tax	/8 0 0	6,097 0 0	003,901	0	663,961 0 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Tax Government net contribution	0 780	0 80,890	0 6,633,020	0	0 663,961	0 353,067	0 529,600	0 181,657	0 181,657	0 181,657	0 181,657	0 181,657	0 181,657	0 181,657	0 181,657	0 181,657	0 181,657	0 181,657	0 181,657	0 181,657	0 181,657	0 181,657	0 181,657	0 181,657	0 181,657	0 181,657	0 81,657 18	1,657 18	0 81,657	0 181,657	0 181,657	0 181,657	0 181,657	0 181,657	0 181,657	0	0

			Work	Jogjakarta	-Solo		Profit/Tota	al expense (For	r Private secto	or) I	16.7%		Equity rate o		15.0%		GOI CAP	EX	2,535,976	GC	OI expenditu	re for LA	663,961	(GOI expendit	ture / Total C.	APEX	100%		NPV GOI cor	ntribution	1,501,098		Total service p	ayment 7,	837,701	
Statement of Income (In millions of Rupiah)	8,500 Total	82 Total	Total	2006	Constructio		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Oper 2024		2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039
Sales	(mil ofUS\$) 922	(mil of JPY) (95,582	Indonesia Rupiah) 7,837,701	-3	-2	-1	0	1	2	3	4	5 24,568	6	7 32,182	8 36,855	9 42,225	10 48,396	11	12	13	14	15	16	17 180,116	18	19		21	22	23 496,146	24 531,756	25 569,922	26 610,827	27	28	29	30 805,991
Toll revenue 4	0	0	0	-	-	-																															
Service payment 117% Other revenue	0	0	0		0	0	0	7,673	16,440	18,788	21,480	24,568	28,112	32,182	36,855	42,225	48,396	55,492	65,855	80,465	98,360	120,287	147,163	180,116	220,534	270,123	330,985	405,703	462,920	496,146	531,756	569,922	610,827	654,668	701,656	752,016	805,991
Operating Costs and expense	832		7,075,787	0	0	0	0	13,155				22,474	25,721	29,450	33,734	38,656	44,314	50,820	62,079	75,867	92,758	113,458		169,952	208,125		312,465	383,062	410,556	440,023	471,605	505,454	541,732	580,614			714,820
Operation expense 13% Maintenance expense 5%	541 208		4,599,261 1,768,947	0	0	0 0	0	8,551 3,289	9,769 3,757	11,167 4,295	12,769 4,911	14,608 5,618	6,430	19,143 7,363	21,927 8,433	25,126 9,664	28,804 11,078	33,033 12,705	40,352 15,520	49,314 18,967	60,293 23,190	28,365	90,242 34,708	42,488	135,281 52,031	165,729 63,742	203,102 78,116	248,991 95,766	266,861 102,639	286,015 110,006	306,543 117,901	328,545 126,363	352,126 135,433	377,399 145,153	404,486 155,572		464,633 178,705
Administration expense 2%	83	8,629	707,579	0	0	0	0	1,315	1,503	1,718	1,964	2,247	2,572	2,945	3,373	3,866	4,431	5,082	6,208	7,587	9,276	11,346	13,883	16,995	20,813	25,497	31,246	38,306	41,056	44,002	47,161	50,545	54,173	58,061	62,229	66,695	71,482
Depreciation expense Other revenue	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Upfront subsidy Other expense	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest payment (Short term debt)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Interest payment (Debt A) 15% Interest payment (Debt B) 15%	0	0	0		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Earnings before taxes	90	9,292	761,914	0	0	0	0	-5,482	1,411	1,608	1,835	2,094	2,391	2,731	3,122	3,569	4,083	4,672	3,775	4,597	5,602	6,829	8,329	10,164	12,408	15,156	18,520	22,641	52,364	56,122	60,151	64,468	69,095	74,054	79,369	85,066	91,171
Taxes Income tax 0 10% 15% 30%	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other tax 0 10% 15% 50%	0	0	0					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	, c
Net income	90	9,292	761,914	0	0	0	0	-5,482	1,411	1,608	1,835	2,094	2,391	2,731	3,122	3,569	4,083	4,672	3,775	4,597	5,602	6,829	8,329	10,164	12,408	15,156	18,520	22,641	52,364	56,122	60,151	64,468	69,095	74,054	79,369	85,066	91,171
Statement of Cash Flows (In millions of Ru	piah)				Constructio	on																Oper	ration														
			Total	2006 : -4			2009 -1	2010 1	2011 2 2	2012	2013 : 4	2014 5	2015 6	2016 7	2017 8	2018 9	2019 10	2020 11	2021 12	2022 13	2023 14	2024		2026 17	2027 18	2028 19		2030 21	2031 22	2032 23	2033 24	2034 25	2035 26	2036 27	2037 28	2038 29	2039 30
Operating Net income	0 90	0 9,292	0 761,914	0	0	0	0	-5.482	1.411	1.608	1,835	2,094	2,391	2.731	3,122	3,569	4,083	4,672	3,775	4,597	5,602	6.829	8,329	10,164	12,408	15,156	20	22,641	52,364	56,122	60,151	64,468	69,095	74,054	79,369	85,066	91,171
Add (deduct) non - cash items Depreciation	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Installment cost recoung Net cash provided by operations	0	0 9,292	0 761.914	0	0	0	0	-5.482	1,411	1,608	1,835	2,094	2,391	2.731	3.122	3,569	4.083	4,672	3,775	4,597	5,602	6.829	8,329	10,164	12,408	15,156	18,520	22,641	52,364	56,122	60,151	64,468	69,095	74,054	79,369	85.066	91.171
Investing Capital expenditure (excluding land acquisition)	0	0	0						.,	-,000	-,	-,07 -	-,-,-		.,		.,	.,		.,			.,					,							.,,		
Net cash used for investing activities Financing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Issuance of common stocks Borrowing A	4	380	31,194 0				31,194																														
Borrowing B Concessional borrowing	0	0	0																																		
Infrastructure fund Repayment Debt A	0	0	0				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Repayment Debt B Payment of dividends	0 -82	0 -8,474	0 -694,840	0	0	0	0	0	0	0	0	0	0 -2,152	0	0 -2,810	0 -3,212	0 -3,674	0 -4,205	0	0 -4,138	0	0 -6,146	0	0 -9,147	0	0	0	0	0 -47,128	0 -50,510	0	0	0	0	0 -71,432	0	0 -91,171
Cash at liquidation Net cash provided by financing activities	-12 -90	-1,198	-98,268 -761,914		0	0	31,194	0	0	0	0	-1.319	-2.152	-2.458	-2.810	-3.212	-3.674	-4.205	-3.398	-4.138	-5.041	-6.146	-7.496	-9.147	-11.168	-13.640		-20.377	-47.128	-50.510	-54,135	-58.021	-62,185	-66.649	-71.432		-98,268 -189,439
Net increase in cash and cash equivalents Short term borrowing 31,194	0	0	0	0	0	0	31,194	-5,482	1,411	1,608	1,835	775	239	273	312	357	408	467	378	460	560 0	683	833	1,016	1,241	1,516	1,852	2,264	5,236	5,612	6,015	6,447	6,909	7,405	7,937	8,507	-98,268
Repayment Short Term Debt Cash and cash equivalents, beginning of year	156	16,136	1,323,148		0	0	0	0 31,194	0 25,712	0 27,123	0 28,731	0 30,566	0 31,340	0 31,580	0 31,853	0 32,165	0 32,522	0 32,930	0 33,397	0 33,775	0 34,235	0 34,795	0 35,478	0 36,310	0 37,327	0 38,568	0 40,083	0 41,935	0 44,199	0 49,436	0 55,048	0 61,063	0 67,510	0 74,419	0 81,825	0 89,762	0 98,268
Cash and cash equivalents, end of year	156	16,136	1,323,148	0	0	0	31,194	25,712	27,123	28,731	30,566	31,340	31,580	31,853	32,165	32,522	32,930	33,397	33,775	34,235	34,795	35,478	36,310	37,327	38,568	40,083	41,935	44,199	49,436	55,048	61,063	67,510	74,419	81,825	89,762	98,268	0
Consolidated Balance Sheets (In millions of	f Rupiah)				Constructio	on																Oper	ration														_
				2006 :			2009 -1	2010 1	2011 2	2012	2013 : 4	2014	2015	2016 7	2017 8	2018 9	2019 10	2020 11	2021 12	2022 13	2023 14	2024		2026 17	2027 18	2028 : 19	2029 : 20	2030 21	2031 22	2032 23	2033 24	2034 25	2035 26	2036 27	2037 28	2038 29	2039 30
Assets Current assets				0	0	0	31,194	25,712	27,123	28,731	30,566	31,340	31,580	31,853	32,165	32,522	32,930	33,397	33,775	34,235	34,795	35,478	36,310	37,327	38,568	40,083	41,935	44,199	49,436	55,048	61,063	67,510	74,419	81,825	89,762	98,268	0
Cash and cash equivalents Other current assets					0	0	31,194					31,340	31,580	31,853	32,165	32,522	32,930	33,397	33,775				36,310	37,327				44,199	49,436	55,048	61,063	67,510	74,419	81,825	89,762	98,268	0
Fixed assets Property, equipments, buildings				0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0
Less accumulated depreciation Other fixed assets				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total assets Liabilities				0	0	0	31,194	25,712	27,123	28,731	30,566	31,340	31,580	31,853	32,165	32,522	32,930	33,397	33,775	34,235	34,795	35,478	36,310	37,327	38,568	40,083	41,935	44,199	49,436	55,048	61,063	67,510	74,419	81,825	89,762	98,268	0
Current liabilities Short term debt				0	0	0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0
Long term debt Tranche A				0	0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0
Tranche B Concessional borrowing						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other liabilities Total Liability				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Stockholder's equity Common stock					0	0	31,194	31,194	31,194	31,194	31,194	31,194	31,194	31,194	31,194	31,194	31,194	31,194	31,194	31,194	31,194	31,194	31,194	31,194	31,194	31,194	31,194	31,194			31,194				31,194		0
Retanined earnings Total stockholder's equity YES				0	0		31,194	25,712		28,731	30,566	31,340	31,580	31,853	32,165		32,930	33,397	33,775	34,235	34,795	4,284 35,478	36,310	37,327	38,568	40,083	41,935	13,005 44,199	18,242 49,436	23,854 55,048	29,869 61,063	36,316 67,510	43,225 74,419	50,631 81,825	58,568 89,762	67,074 98,268	0 0
Balance YES				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Government net contribution (In millions of	of Rupiah)				Construction		1															Oper															
					2007 2	008 2	2009 -1	2010 1				2014 5		2016 7	2017 8	2018 9	2019 10					2024 :	2025	2026 17		2028 : 19			2031 22	2032 23	2033 24	2034 25	2035 26	2036 27	2037 28		2039 30
Expenditure Subsidy	1,220 0	126,508 0	10,373,677 0	0	757,886 9	976,820 1, 0	465,231 0	7,673 0	16,440 0	18,788 0	21,480 0	24,568 0	28,112 0	32,182 0	36,855 0	42,225 0	48,396 0	55,492 0	65,855 0		98,360 0	120,287	147,163	180,116					462,920 0	496,146 0	531,756 0	569,922 0	610,827 0	654,668 0	701,656 0	752,016 0	805,991 C
Service payment Capital expenditure	922 298	95,582 30,927	7,837,701 2,535,976		0 93,925	0 976,820 1,	0 465,231	7,673	16,440				28,112	32,182	36,855	42,225	48,396											405,703				569,922	610,827	654,668	701,656	752,016	805,991
Land acquisition Revenue	78 4,162	8,097	663,961 35,378,934		663,961 0	0 0	0	0 65,775	0 75,149	0 85,896	0 98,224	0 112,369	0 128,606	0 147,250	0 168,668	0 193,279	0 221,569	0 254,101	0 310,397	0 379,337	0 463,792	0 567,290	0 694,168	0 849,760 1	0	0 ,274,837 1,	0 562,324 1,	0 915,312	0 2,052,781	0 2,200,116	0 2,358,026	0 2,527,269	0 2,708,660	0 2,903,070	0 3,111,433	0 3,334,751 3	0 3,574,098
Toll revenue 1 Tax	4,162		35,378,934 0	0	0	0	0		75,149 0				128,606			193,279 0								849,760 1	,040,626 1	,274,837 1,								2,903,070	3,111,433		
Government net contribution	-2,864	-304,942	-24,341,295	0	757,886 9	976,820 1,	465,231	-58,102	-58,708	-67,109	-76,744	-87,801	-100,494	-115,069	-131,813	-151,054	-173.173	-198,609	-244,543	-298.872	-365,432	-447,003 -	-547,006	-669,645	-820,092 -1	,004,713 -1,	.231,339 -1,	509,609 -	1,589,860	-1,703,970	-1,826,270	-1,957,348	-2,097,833	-2,248,402 -	2,409,777 -:	2,582,735 -2	,768,107

Table 7.3-16 Financial Projection – Jogjakarta – Solo & Traditional Public Work with Operation Outsourcing

Table 7.3-17 Financial Projection – Solo – Kertosono & Option 4

			ion 4	Solo-Kerto	osono	F	ProjectIRR	20.0%		Equity II	RR	20.1%	GO	OI subsidy for	construction	3,723,617	G	iOI expenditu	re for LA 1,	617,343	GOI e	expenditure / To	otal CAPEX	70%	[NPV GOI co	ntribution	4,601,868		Total service	payment	0				
Statement of Income (In millions of Rupiah)	8,500 Total (mil ofUSS)	82 Total (mil of JPY)	Total (Indonesia Rupiah)	2006 2	Constru 2007	ction 2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019			2022 20			2026	2027	2028	2029	2030	2031	2032	2033	2034	2035			2038 2039	
Sales	10,846	1,124,248	92,188,314	-3	-2	-1	0	1 163,879					6 389,146	7 462,902	8 550,749	9 655,399	10 780,094		,092,956 1,2	286,521 1,51	4 15 4,676 1,783,0	661 2,100,85									25 6,304,505		7,241,974 7,	761,756 8,	29 30 318,843 8,915,9	
Toll revenue 5 Service payment	10,846	1,124,248	92,188,314	0	0	0	0	163,879	194,747	231,474	275,182	327,207	389,146	462,902	550,749	655,399	780,094	928,702 1	1,092,956 1,	286,521 1,51	4,676 1,783,	661 2,100,85	8 2,474,991	2,916,385	3,437,256	4,052,062	4,777,922	5,120,850	5,488,391	5,882,311	6,304,505	6,757,001	7,241,974 7	,761,756 8,	,318,843 8,915,9	15
Other revenue Operating Costs and expense	2,800		0 23,801,458	0	0	0	0	448,529					369,907	384,658	402,228	423,158	448,096				7,767 551,5			778,109		1,005,244	955,584	1,024,170	1,097,678			1,351,400	1,448,395 1,	552,351 1,	663,769 1,783,1	83
Operation expense 13% Maintenance expense 5%	5 1,410 5 542	56,212	11,984,481 4,609,416	0	0	0	0	21,304 8,194	25,317 9,737	30,092 11,574	35,774 13,759	42,537 16,360	50,589 19,457	60,177 23,145	71,597 27,537	85,202 32,770	101,412 39,005	120,731 46,435	54,648	167,248 19 64,326 7	06,908 231, 75,734 89,	876 273,11 183 105,04	3 123,750	379,130 145,819	446,843 171,863	526,768 202,603	621,130 238,896	665,710 256,042	713,491 274,420	764,700 294,116	819,586 315,225	878,410 337,850	941,457 1 362,099		,081,450 1,159,0 415,942 445,7	
Administration expense 2% Depreciation expense	631 631	65,412	1,843,766 5,363,795	0	0	0	0	3,278 415,753	3,895 415,753	4,629 415,753	5,504 415,753	6,544 292,078	7,783 292,078	9,258 292,078	11,015 292,078	13,108 292,078	15,602 292,078	18,574 194,832	21,859 194,832	25,730 3 194,832 19	30,294 35, 94,832 194,		,	58,328 194,832	68,745 194,832	81,041 194,832	95,558 0	102,417 0	109,768 0	117,646 0	126,090 0	135,140 0	144,839 0	155,235 0	166,377 178,3 0	18 0
Other revenue Upfront subsidy	438 438	45,410	3,723,617 3,723,617	0		1,489,447 1,489,447	2,234,170	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other expense Interest payment (Short term debt)	755 151	78,297 15,687	6,420,371 1,286,367	0 0	0 0	0 0	243,127 0	279,596 36,469	301,870 58,743		344,571 103,900		378,455 141,033	388,526 153,102	391,256 158,131	383,855 153,372	362,785 135,342	323,592 99,644	260,686 40,758	215,307 20 0	9,991 203,8 0	878 196,84 0	8 188,764 0 0	179,467 0 0	168,775 0	156,480 0	142,340 0	126,080 0	107,380 0	85,876 0	61,145 0	32,706 0	0 0	0 0	0 0	0 0
Interest payment (Debt A) 15% Interest payment (Debt B) 15%	604 6 0	62,610 0	5,134,004 0		0	0 0	243,127 0	243,127 0	243,127 0	241,984 0	240,670 0	239,159 0	237,422 0	235,423 0	233,125 0	230,482 0	227,443 0	0	0	215,307 20 0	09,991 203, 0	0	8 188,764 0 0	179,467 0 0	168,775 0	156,480 0	142,340 0	126,080 0	107,380 0	85,876 0	61,145 0	32,706 0	0 0	0 0	0 0	0
Earnings before taxes Taxes	7,728 0	801,099 0	65,690,103 0	0	0 1	1,489,447 0	1,991,043 0	-564,245 0	-561,825 0	-554,354 ·	-540,178 0	-393,547 - 0	-359,216 0	-310,282 0	-242,735 0	-151,613 0	-30,788 0	224,538 0	418,847 0	519,078 80 0	6,918 1,028,2 0	219 1,289,00 0	6 1,596,397 0 0	1,958,810 0	2,386,198 0	2,890,338 0	3,679,997 0	3,970,600 0	4,283,332 0	4,619,973 0	4,982,458 0	5,372,895 0	5,793,579 6, 0	209,404 6, 0	655,075 7,132,7 0	32 0
Income tax 0 10% 15% 30% Other tax	6 0 0	0	0 0					0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0 0	0	0	0	0	0	0	0	0	0	0	0	0
Net income		801,099	65,690,103	0	0 1	1,489,447	1,991,043	-564,245	-561,825	-554,354	-540,178	-393,547 -	359,216	-310,282	-242,735	-151,613	-30,788	224,538	418,847	519,078 80	6,918 1,028,2	219 1,289,00	6 1,596,397	1,958,810	2,386,198	2,890,338	3,679,997	3,970,600	4,283,332	4,619,973	4,982,458	5,372,895	5,793,579 6,	209,404 6,	655,075 7,132,7	32
Statement of Cash Flows (In millions of R	upiah)		Total	2006 2	Constru 2007	ction 2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 20	23 2024	Operation 2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037 2	2038 2039	
Operating Net income	0 7,728	0 801,099	0 65,690,103	-4	-3	-2 1,489,447	-1	1	2	3	4	5	6	7	8	9	10	11 224,538	12	13 1		16	17	18	19	20	21	22	23 4.283.332	24 4.619.973	25	26 5.372.895	27 5.793.579 6	28	29 30	132
Add (deduct) non - cash items Depreciation	631 631	65,412	5,363,795 5,363,795	0	0	0 0	1,991,043 0 0	415,753	415,753		415,753	292,078	292,078	292,078	292,078	292,078	292,078	194,832	194,832	194,832 19	0,918 1,028, 04,832 194, 04,832 194,	832 194,83	2 194,832	194,832	194,832	194,832	0 0	0 0	4,285,552 0 0	4,019,973 0 0	4,982,438 0 0	0 0	0 0	0 0	0 0	000
Installment cost recount Net cash provided by operations Investing	0 8,359 0	0 866,511 0	0 71,053,897	0	0 1	1,489,447	1,991,043	-148,493	-146,072	-138,602	-124,426	-101,469	-67,138	-18,204	49,343	140,465	261,290	419,370	613,679	813,910 1,00)1,749 1,223,	051 1,483,83	8 1,791,229	2,153,642	2,581,030	3,085,170	3,679,997	3,970,600	4,283,332	4,619,973	4,982,458	5,372,895	5,793,579 6	,209,404 6,	,655,075 7,132,7	32
Capital expenditure (excluding land acquisition) Net cash used for investing activities	-701 -701	-72,680 -72,680	-5,959,772 -5,959,772			2,295,616 2,295,616		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0 0	0	0	0	0	0	0	0	0	0	0	0	0
Financing Issuance of common stocks Borrowing A	82 191	8,471 19,766	694,648 1,620,846		694,648	1,620,846																														
Borrowing B Concessional borrowing Infrastructure fund	00000	0	0 0 0				0																													
Repayment Debt A Repayment Debt B Payment of dividends	-191 0 -6.939	-19,766 0 -719,272	-1,620,846 0 -58,980,323	0	0	0	0 0	0 0	-7,617 0	-8,760 0	-10,073 0	-11,585 0	-13,322 0	-15,321 0	-17,619 0	-20,261 0	-23,301 0	0	0	0		0	0 0	0 0	0	0	0	0	0	0	-189,598 0 -4 313 574	0	0 0 -5 214 221 -5	0 0 588.464 - 5	0 0 ,989,567 -7,132,7	0 0 132
Cash at liquidation Net cash provided by financing activities	-801 -7,658	-83,030 -793,831	-6,808,450 -65,094,125		694,648	1,620,846	0	0	-7,617	-8,760	-10,073	-11,585	-13,322	-15,321	-17,619	-20,261	-23,301	-26,796	-404,397 -	592,608 -76	6,979 -972,	263 -1,214,00	1 -1,498,738	-1,834,206	-2,229,547	-2,695,568	-3,322,838	-3,586,006	-3,869,335	-4,174,463	-4,503,172	-4,857,409	-5,214,221 -5	,588,464 -5,	-6,808,- 989,567 -13,941,	450 182
Net increase in cash and cash equivalents Short term borrowing 79,338 Repayment Short Term Debt	0	0	0	0 ·	473,916	814,676 0	-1,452,381 243,127 0	-148,493 391,619 -243,127	-153,689 545,309 -391,619	-147,361 692,670 -545,309	-134,499 827,169 -692,670	-113,054 940,223 1 -827,169	-80,460 ,020,683 -940,223 -	-33,524 1,054,207 1,020,683 -	31,724 1,022,483 1,054,207	120,203 902,280 -1.022,483	237,989 664,291 -902,280	392,574 271,717 -664,291	209,282 0 -271,717	221,302 23 0 0	84,771 250, 0 0	788 269,83 0 0	7 292,491 0 0 0 0	319,436	351,483 0 0	389,602 0	357,159 0	384,594 0 0	413,997 0 0	445,511 0 0	479,286 0	515,486 0	579,358 0 0	620,940 0	665,507 -6,808,4 0 0	50
Cash and cash equivalents, beginning of year Cash and cash equivalents, end of year			53,440,826 53,440,826	0 -	0 473,916	473,916 1,288,592	1,288,592 79,338	79,338 79,338	79,338 79,338	79,338 79,338	79,338 79,338	79,338 79,338	79,338 79,338	79,338 79,338	79,338 79,338	79,338 79,338	79,338 79,338				38,205 472, 72,976 723,												4,942,644 5 5,522,002 6		,142,943 6,808,4 ,808,450	50 0
Consolidated Balance Sheets (In millions	of Rupiah)				Constru																	Operation														
Assets				2006 2 -4	2007 -3	2008 -2	2009 -1	2010 1	2011 2	2012 3	2013 4	2014 5	2015 6	2016 7	2017 8	2018 9	2019 10	2020 11	2021 12	2022 20 13 1	23 2024 4 15	2025 16	2026 17	2027 18	2028 19	2029 20	2030 21	2031 22	2032 23	2033 24	2034 25	2035 26	2036 27	2037 2 28	2038 2039 29 30	
Current assets Cash and cash equivalents Other current assets					473,916 473,916		79,338 79,338	79,338 79,338	79,338 79,338	79,338 79,338	79,338 79,338		79,338 79,338	79,338 79,338	79,338 79,338	79,338 79,338	79,338 79,338				72,976 723, 72,976 723,												5,522,002 6 5,522,002 6			0 0
Fixed assets Property, equipments, buildings					220,732		5,959,772 5,959,772	5,959,772	5,959,772	5,959,772 5	,959,772	5,959,772 5	,959,772	5,959,772	5,959,772	5,959,772	5,959,772	5,959,772 5	5,959,772 5,	959,772 5,95		772 5,959,77	2 5,959,772	5,959,772	5,959,772	5,959,772	5,959,772						5,959,772 5	,959,772 5,	595,977 595,9 ,959,772 5,959,7	772
Less accumulated depreciation Other fixed assets Total assets				0	0 694,648	0 3,804,940	0 6,039,110																										-5,363,795 -5 6,117,979 6		,363,795 -5,363,7 ,404,427 595,9	
Liabilities Current liabilities Short term debt				0	0	0	243,127 243,127	391,619 391,619		692,670 692,670									0 0	0 0	0 0	0 0	0 0	0	0	0	0	0 0	0	0	0	0	0	0	0	0
Long term debt Tranche A				0			1,620,846 1,620,846	1,620,846	1,613,229 1,613,229	1,604,469 1	,594,396 ,594,396	1,582,811 1 1,582,811 1	,569,489 ,569,489	1,554,168 1,554,168	1,536,550 1,536,550	1,516,288 1,516,288	1,492,988 1,492,988	1,466,192 1 1,466,192 1	1,435,377 1, 1,435,377 1,	399,940 1,35 399,940 1,35	59,187 1,312, 59,187 1,312, 0	321 1,258,42 321 1,258,42	5 1,196,445 5 1,196,445	1,125,168	1,043,200 1,043,200	948,936	840,532 840,532		572,505 572,505 0	407,636 407,636 0	218,038 218,038	0 0	0	0	0	0000
Tranche B Concessional borrowing Other liabilities						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0				. 0	0	0	0	0	0	0	0	0	0	0	U	U
Total Liability Stockholder's equity Common stock				0	694,648	694,648	694,648	694,648	694,648	694,648	694,648	694,648	694,648	694,648	694,648	694,648	694,648	694,648	694,648	694,648 69	9,187 1,312, 94,648 694,	648 694,64	8 694,648	694,648	694,648	694,648	694,648	694,648	694,648	694,648	694,648	0	0	0	0	0
Total Liability Stockholder's equity Common stock Retanined earnings Total stockholder's equity YES	6				694,648 0	694,648 1,489,447	694,648 3,480,490	694,648 2,916,244 3,610,892	694,648 2,354,419 3,049,067	694,648 1,800,065 1 2,494,713 1	694,648 ,259,887 ,954,535	694,648 866,340 1,560,988 1	694,648 507,124 ,201,772	694,648 196,842 891,490	694,648 -45,893 648,755	694,648 -197,506 497,142	694,648 -228,294 466,354	694,648 -3,756 690,892	694,648 41,509 736,157	694,648 69 103,417 18 798,065 87	94,648 694, 34,109 286, 78,757 981,	648 694,64 931 415,83 579 1,110,47	8 694,648 1 575,471 9 1,270,119	694,648 771,352 1,466,000	694,648 1,009,972 1,704,620	694,648 1,299,006 1,993,654	694,648 1,764,568 2,459,216	694,648 2,273,826 2,968,474	694,648 2,831,186 3,525,834	694,648 3,441,565 4,136,213	694,648 4,110,450	4,843,973 5,538,621	0 694,648 5,423,331 6 6,117,979 6	,044,272 6,	,709,779	0 0 0 77
Total Liability Stockholder's equity Common stock Retanined earnings	of Rupiah)				694,648 0	694,648 1,489,447	694,648 3,480,490	694,648 2,916,244	694,648 2,354,419	694,648 1,800,065 1 2,494,713 1	694,648 ,259,887	694,648 866,340	694,648 507,124	694,648 196,842	694,648 -45,893	694,648 -197,506	694,648 -228,294	694,648 -3,756	694,648 41,509	694,648 69 103,417 18	94,648 694, 34,109 286, 78,757 981,	648 694,64 931 415,83 579 1,110,47	8 694,648 1 575,471	694,648 771,352 1,466,000	694,648 1,009,972 1,704,620	694,648 1,299,006 1,993,654	694,648 1,764,568	694,648 2,273,826	694,648 2,831,186	694,648 3,441,565	694,648 4,110,450	4,843,973	5,423,331 6	,044,272 6,	,709,779	0 0 0 77
Total Liability Stockholder's equity Common stock Retanined earnings Total stockholder's equity Balance YES	of Rupiah)			0 0	694,648 0 694,648 0 Constru	694,648 1,489,447 2,184,095 0	694,648 3,480,490	694,648 2,916,244 3,610,892	694,648 2,354,419 3,049,067 0	694,648 1,800,065 1 2,494,713 1 0	694,648 1,259,887 1,954,535 0	694,648 866,340 1,560,988 1 0	694,648 507,124 ,201,772 0	694,648 196,842 891,490	694,648 -45,893 648,755	694,648 -197,506 497,142	694,648 -228,294 466,354 0	694,648 -3,756 690,892 0	694,648 41,509 736,157 0 2021	694,648 69 103,417 18 798,065 87 0	94,648 694, 34,109 286, 78,757 981,	648 694,64 931 415,83 579 1,110,47 0 Operation	8 694,648 1 575,471 9 1,270,119	694,648 771,352 1,466,000	694,648 1,009,972 1,704,620	694,648 1,299,006 1,993,654	694,648 1,764,568 2,459,216	694,648 2,273,826 2,968,474	694,648 2,831,186 3,525,834	694,648 3,441,565 4,136,213	694,648 4,110,450	4,843,973 5,538,621	5,423,331 6 6,117,979 6 0	.044,272 6, .738,920 7, 0	,709,779	0000
Total Liability Stockholder's equity Common stock Retanined earnings Total stockholder's equity YES Balance YES Government net contribution (In millions Expenditure Subsidy	of Rupiah)	45,410 45,410	3,723,617 3,723,617	0 0 0 2006 2 -4 0 1,0	694,648 0 694,648 0 Construct 2007 -3 617,343 0	694,648 1,489,447 2,184,095 0 ction 2008 -2 1,489,447 1,489,447	694,648 3,480,490 4,175,138 0 2009 -1 2,234,170	694,648 2,916,244 3,610,892 0 2010 1 0	694,648 2,354,419 3,049,067 0	694,648 1,800,065 1 2,494,713 1 0	694,648 1,259,887 1,954,535 0	694,648 866,340 1,560,988 1 0	694,648 507,124 ,201,772 0	694,648 196,842 891,490 0	694,648 -45,893 648,755 0	694,648 -197,506 497,142 0	694,648 -228,294 466,354 0 2019	694,648 -3,756 690,892 0	694,648 41,509 736,157 0	694,648 69 103,417 18 798,065 87 0	04,648 694, 34,109 286, 78,757 981, 0 23 2024	648 694,64 931 415,83 579 1,110,47 0 Operation 4 2025	8 694,648 1 575,471 9 1,270,119 0 0	694,648 771,352 1,466,000 0	694,648 1,009,972 1,704,620 0	694,648 1,299,006 1,993,654 0	694,648 1,764,568 2,459,216 0	694,648 2,273,826 2,968,474 0	694,648 2,831,186 3,525,834 0	694,648 3,441,565 4,136,213 0	694,648 4,110,450 4,805,098 0	4,843,973 5,538,621 0	5,423,331 6 6,117,979 6 0	,044,272 6, ,738,920 7, 0	,709,779 ,404,427 0 595,5 2038 2039	0000777
Total Liability Stockholder's equity Common stock Retanined earnings YES Total stockholder's equity YES Balance YES Government net contribution (In millions) Expenditure Subsidy Service payment Others	438	45,410 0 0		0 0 0 -4 0 1,0 0	694,648 0 1 694,648 2 0 Construe 2007 -3 617,343 1	694,648 1,489,447 2,184,095 0 ction 2008 -2 1,489,447	694,648 3,480,490 4,175,138 0 2009 -1 2,234,170	694,648 2,916,244 3,610,892 0 2010 1 0	694,648 2,354,419 3,049,067 0	694,648 1,800,065 1 2,494,713 1 0	694,648 1,259,887 1,954,535 0	694,648 866,340 1,560,988 1 0	694,648 507,124 ,201,772 0	694,648 196,842 891,490 0	694,648 -45,893 648,755 0	694,648 -197,506 497,142 0	694,648 -228,294 466,354 0 2019	694,648 -3,756 690,892 0	694,648 41,509 736,157 0 2021	694,648 69 103,417 18 798,065 87 0	04,648 694, 34,109 286, 78,757 981, 0 23 2024	648 694,64 931 415,83 579 1,110,47 0 Operation 4 2025	8 694,648 1 575,471 9 1,270,119 0 0	694,648 771,352 1,466,000 0	694,648 1,009,972 1,704,620 0	694,648 1,299,006 1,993,654 0	694,648 1,764,568 2,459,216 0	694,648 2,273,826 2,968,474 0	694,648 2,831,186 3,525,834 0	694,648 3,441,565 4,136,213 0	694,648 4,110,450 4,805,098 0	4,843,973 5,538,621 0	5,423,331 6 6,117,979 6 0	,044,272 6, ,738,920 7, 0	,709,779 ,404,427 0 595,5 2038 2039	0 0 0 77 77
Total Liability Stockholder's equity Common stock Retanined earnings Total stockholder's equity Balance Government net contribution (In millions Expenditure Subsidy Service payment	438 438 0 0	45,410 0 0	3,723,617 0 0	0 0 0 -4 0 1,0 0	694,648 0 694,648 0 Construct 2007 -3 617,343 0 0	694,648 1,489,447 2,184,095 0 ction 2008 -2 1,489,447 1,489,447 0	694,648 3,480,490 4,175,138 0 2009 -1 2,234,170	694,648 2,916,244 3,610,892 0 2010 1 0	694,648 2,354,419 3,049,067 0	694,648 1,800,065 1 2,494,713 1 0	694,648 1,259,887 1,954,535 0	694,648 866,340 1,560,988 1 0	694,648 507,124 ,201,772 0	694,648 196,842 891,490 0	694,648 -45,893 648,755 0	694,648 -197,506 497,142 0	694,648 -228,294 466,354 0 2019	694,648 -3,756 690,892 0	694,648 41,509 736,157 0 2021	694,648 69 103,417 18 798,065 87 0	04,648 694, 34,109 286, 78,757 981, 0 23 2024	648 694,64 931 415,83 579 1,110,47 0 0 0 0 0 0 0 0 0 0 0 0 0	8 694,648 1 575,471 9 1,270,119 0 0	694,648 771,352 1,466,000 0	694,648 1,009,972 1,704,620 0	694,648 1,299,006 1,993,654 0	694,648 1,764,568 2,459,216 0	694,648 2,273,826 2,968,474 0	694,648 2,831,186 3,525,834 0	694,648 3,441,565 4,136,213 0	694,648 4,110,450 4,805,098 0	4,843,973 5,538,621 0	5,423,331 6 6,117,979 6 0	,044,272 6, ,738,920 7, 0	,709,779 ,404,427 0 595,5 2038 2039	0 0 0 0 777

Table 7.3-18 Financial	Projection –	Solo – Kertosono	& Option 5-1

Statement of Income (In millions of R	unick)	Opti	on 5-1	Solo-Kerto	osono	F	Project IRR	20.0%		Equity	/ IRR	20.6%	E	GOI subsidy for	construction	0	G	OI expenditu	re for LA	1,617,343	(GOI expendit	ure / Total CA	APEX	21%		NPV GOI co	ntribution	5,615,158	[Total service	payment	22,658,440			
Statement of income (in minious of K	Total (mil ofUS\$)	Total (mil of JPY)	Total (Indonesia Rupiah)	2006 2	Construe 2007	ction 2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 13	2023	Op 2024 15		2026 17	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038 2039
Sales	13,511	1,400,570	114,846,754	-3	-2	-1	0	973,109		3	4	1,136,437	6 1,198,376	1,272,132			1,589,324		12 1,902,186	2,095,751 2		,592,891 2,		284,221 3			4,861,292	5,587,152	5,930,080	6,297,621	6,691,541	7,113,735				29 30 3,318,843 8,915,91
Toll revenue 5 Service payment 28 15% 5,287,111	10,846 2,666		92,188,314 22,658,440	0	0	0	0	163,879 809,230	194,747 809,230	231,474 809,230	275,182 809,230	327,207 809,230	389,146 809,230	462,902 809,230	550,749 809,230	655,399 809,230	780,094 809,230	928,702 809,230	1,092,956 809,230	1,286,521 1 809,230	1,514,676 1 809,230	,783,661 2 809,230	2,100,858 2, 809,230	,474,991 2 809,230	2,916,385 809,230	3,437,256 809,230	4,052,062 809,230	4,777,922 809,230	5,120,850 809,230	5,488,391 809,230	5,882,311 809,230	6,304,505 809,230	6,757,001 809,230	7,241,974 809,230	7,761,756 8 809,230	8,318,843 8,915,9
Installment cost Installment interest payment	622 2,044	64,477 211,845	5,287,111 17,371,329					16,163 793.067	18,588 790.642	21,376 787,854	24,582 784.647	28,270 780,960	32,510 776,720	37,387 771.843	42,995 766,235	49,444 759,786	56,861 752,369	65,390 743,840	75,198 734.032	86,478 722,752	99,450 709,780	114,367 694,863		151,251 657,979	173,939 635,291	200,029 609,201	230,034 579,196	264,539 544,691	304,220 505,010	349,852 459,378	402,330 406,900	462,680 346,550	532,082 277,148	611,894 197,336	703,678 105,552	0
Other revenue	0	0	0			-		70 701	05.074	01.000	101.051	00.407	110.795	105.546	142.112	141.044	100.005	207.730	240.501	270.201	224.025	370 722	110.170	516.000	(05.247	700.441	032.402	055 504	1 02 4 170	1 007 (70	1.176.462	1260.001	1 351 (00	1 4 40 305		1.663.769 1.783.18
Operating Costs and expense Operation expense 13%	2,240 1,410	232,232 146,152	19,043,058 11,984,481	0	0	0	0	79,701 21,304	85,874 25,317	93,220 30,092	101,961 35,774	98,407 42,537	50,589	125,546 60,177	143,116 71,597	164,046 85,202	188,985 101,412	207,730 120,731	240,581 142,084	279,294 167,248	324,925 196,908			516,988 321,749	605,267 379,130	709,441 446,843	832,402 526,768	955,584 621,130	1,024,170 665,710	1,097,678 713,491	1,176,462 764,700	1,260,901 819,586	1,351,400 878,410	1,448,395 1 941,457	,552,351 1, 1,009,028 1	1,663,769 1,783,18 1,081,450 1,159,00
Maintenance expense 5% Administration expense 2%	542 217	56,212 22,485	4,609,416 1,843,766	0	0	0 0	0	8,194 3,278	9,737 3,895	11,574 4,629	13,759 5,504	16,360 6,544	19,457 7,783	23,145 9,258	27,537 11,015	32,770 13,108	39,005 15,602	46,435 18,574	54,648 21,859	64,326 25,730	75,734 30,294	89,183 35,673	105,043 42,017	123,750 49,500	145,819 58,328	171,863 68,745	202,603 81,041	238,896 95,558	256,042 102,417	274,420 109,768	294,116 117,646	315,225 126,090	337,850 135,140	362,099 144,839	388,088 155,235	415,942 445,79 166,377 178,3
Depreciation expense	71	7,383	605,395	0		0		46,925	46,925	46,925	46,925	32,966	32,966	32,966	32,966	32,966	32,966	21,990	21,990	21,990	21,990	21,990	21,990	21,990	21,990	21,990	21,990	0	0	0	0	0	0	0	0	0
Other revenue Upfront subsidy	0	0	0	0	0	0	U	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other expense Interest payment (Short term debt)	1,579 3	163,655 360	13,419,694 29,540	0	0 0	0 0	117,593 11,901	651,746 17,639	634,107 0	633,610 0	630,555 0	627,043 0	623,003 0	618,358 0	613,016 0	606,872 0	599,807 0	591,682 0	582,339 0	571,594 0	559,237 0	545,026 0	528,685 . 0	509,891 0	488,279 0	463,425 0	434,843 0	401,973 0	364,173 0	320,704 0	270,713 0	213,224 0	147,112 0	71,083 0	0 0	0 0
Interest payment (Debt A) 15%	263	27,218			0	0	105,692	105,692	105,692	105,196	104,624	103,968	103,212	102,343	101,344 511.671	100,195	98,874	97,355	95,608	93,598	91,287	88,630	85,574 443,111	82,060 427,832	78,018	73,370	68,025	61,878 340.095	54,810 309,364	46,680	37,332 233,381	26,581	14,218	0 71.083	0	0
Interest payment (Debt B) 15% Earnings before taxes	1,313 9,692	136,077 1,004,683	11,158,296 82,384,002	0	0	0	-117,593	528,414 241,663	528,414 283,996	528,414 313,874	525,931 351,895	523,075 410,987	519,791 464,577	516,015 528,228	603,848	506,677 693,711	500,933 800,532	494,327 938,519	486,731 1,079,266	477,995 1,244,863 1	467,949 ,439,743 1,				410,261	390,055 3,073,620	366,818 3,594,047	340,095 4,229,594		274,023 4,879,239	200,000	186,643 5,639,610	132,894 6,067,719		0 ,018,634 6,	0 5,655,075 7,132,73
Taxes Income tax 0 ## ## 30%	0 0	0 0	0 0	0	0	0	0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0	0 0	0
Other tax Net income	0	0	0 82,384,002	0	0	0	-117,593	241.662	202.004	212 074	251.002	410.007	164 577	528 228	602 949	602 711	800 522	028 510	1.070.266	1 244 862	420 742	660 142	020 2/2 2	257.242	622.060	2 072 630	2 504 047	4 220 504	4 541 726	4 970 320	5 244 266	5 620 610	6.067.710	6 521 706	018 624	5.655.075 7.132.73
Statement of Cash Flows (In millions of Cash Flo	8500		02,564,002	U	0	0	-117,393	241,005	205,990	515,674	551,095	410,987	404,377	526,228	003,040	095,/11	000,332	930,319	1,079,200	1,299,005 I	,+39,743 1,	,009,143 1,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	251,342 2	,052,009	5,075,020	5,594,047	4,229,394	7,341,/30	7,0/9,239	5,244,300	5,059,010	0,007,719	0,331,720 /	,010,034 0,	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
Statement of Cash Flows (In minions	or Kupian)		Total	2006 2	Construe 2007	ction 2008 -2	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022 13	2023	Op 2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038 2039 29 30
Operating Net income	0 9.692	0	0 82.384.002	0	0	-2	-117,593	241.663	283,996	313.874	351.895	410.987	464.577	528.228	603,848	693.711	800.532		1,079,266		14	.669.143 1			2.632.069	3.073.620	3.594.047	4.229.594	4.541.736	4.879.239	5.244.366	5.639.610	6.067.719	6.531.726	7.018.634 6	6,655,075 7,132,73
Add (deduct) non - cash items Depreciation	71 71	7,383 7,383		0	0	0	0 0	46,925 46,925	46,925 46,925				32,966 32,966	32,966 32,966	32,966 32,966	32,966 32,966	32,966 32,966	21,990 21,990	21,990 21,990	21,990 21,990	21,990	21,990	21,990	21,990 21,990	21,990 21,990	21,990 21,990	21,990 21,990	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0	0 0
Installment cost recount Net cash provided by operations	0 9,763	0 1,012,066	0 82,989,397	0	0	0	-117,593	288,588	330,921	360,799	398,820	443,953	497,543	561,194	636,814	726,677	833,498	960,509	1,101,256	1,266,853	1,461,734 1	,691,133 1	,961,232 2,	279,332 2	2,654,059	3,095,610	3,616,037	4,229,594	4,541,736	4,879,239	5,244,366	5,639,610	6,067,719	6,531,726	7,018,634 6	6,655,075 7,132,73
Investing Capital expenditure (excluding land acquisition) Net cash used for investing activities	0 -701 -701	0 -72,680 -72,680	-5,959,772 -5,959,772		-220,732 -4 -220,732 -4			0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Financing Issuance of common stocks Borrowing A	0 213 83	0 22,094 8,593		1,	,811,733	704,615																														
Borrowing B Concessional borrowing	414	42,961 0	3,522,762 0				3,522,762																													
Infrastructure fund Repayment Debt A Repayment Debt B	-83	0 -8,593 -42,961	0 -704,615 -3.522,762				0	0	- 3,311 0	-3,808 -16,555	-4,379 -19.038			-6,660 -28,955	-7,659 -33,298	-8,808 -38,292	-10,129 -44,036	-11,649 -50,642	-13,396 -58,238	-15,405 -66,974		-20,374	-23,430 -101,859 -		-30,986 -134,708	-35,633 -154,914	-40,978 -178,151	-47,125 -204,874	-54,194 -235,605	-62,323 -270,946	-71,672 -311,588	-82,422 -358,326	-94,786 -412,075	0 -473,886	0	0
Payment of dividends Cash in liquidation	-8,408	-871,528	-71,465,315 -7.376,043	0	0	0	0	-111,663		-282,487																									5,316,771 -5	5,989,567 -7,132,73 -7,376,04
Net cash provided by financing activities Net increase in cash and cash equivalents	-9,062 0	-939,386 0	-77,029,625 0	-,	,811,733 ,591,001 -1	1,591,001	-38,255	-111,663 176,925	-258,908 72,013	-302,850 57,949	-340,123 58,697	-396,818 47,135	-449,089 48,454	-508,636 52,558	-577,228 59,586	-658,720 67,958	-755,564 77,933	-870,687 89,822	-998,294 - 102,962	1,148,406 -1 118,447	1,325,034 -1 136,700	,532,914 -1 158,219	,777,637 -2, 183,594	065,807 -2 213,525	2,405,223 - 248,837	2,805,104 290,506	-3,276,346 339,691	-3,831,834 397,759	-4,116,542 425,194	-4,424,642 454,597	-4,758,255 486,111	-5,119,723 519,886	-5,511,633 556,086	-5,925,942 -0 605,784	5,316,771 -5 701,863	5,989,567 -14,508,77 665,507 -7,376,04
Short term borrowing 79,338 Repayment Short Term Debt						79,338 0	-79,338	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash and cash equivalents, beginning of year Cash and cash equivalents, end of year			65,574,257 65,574,257	0 1,	0 ,591,001	1,591,001 79,338	79,338 79,338		210,683	210,683 268,632	268,632 327,329		3/4,464 422,918		4/5,4/6 535,062		603,020 680,953																	5,402,888 6,008,672		6,710,536 7,376,04 7,376,043
Consolidated Balance Sheets (In millio	ons of Rupia	ah)			Constru	ction	1															Or	peration													
Assets				2006 2 -4		2008 -2	2009 -1	2010 1	2011 2	2012 3	2013 4	2014 5	2015 6	2016 7	2017 8	2018 9	2019 10	2020 11	2021 12	2022 13	2023 14	2024 15	2025 16	2026 17	2027 18	2028 19	2029 20	2030 21	2031 22	2032 23	2033 24	2034 25	2035 26	2036 27	2037 28	2038 2039 29 30
Current assets Cash and cash equivalents					,591,001 ,591,001	79,338 79,338	79,338 79,338																											6,008,672 6,008,672		
Other current assets Fixed assets Installment credit 89%					220,732		5,959,772 5,287,111																					3,434,003					1,382,839 1,315,572	770,944	67,266 0	67,266 67,26
Property, equipments, buildings Less accumulated depreciation					24,913			672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661	672,661 672,66 -605,395 -605,39
Other fixed assets Total assets				0 1,	,811,733	2,595,686	6,039,110																													7,443,309 67,20
Liabilities Current liabilities				0	0	79,338		0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Short term debt Long term debt Tranche A				0	0	704,615		0 4,227,377 704,615		4,203,703	4,180,286	4,153,356		4,086,772	4,045,815	3,998,714	3,944,549	3,882,259	3,810,625									0 2,427,823 265 207				0 980,747 94,786	0 473,886 0	0 0 0	0 0 0	0 0
Tranche B Concessional borrowing								3,522,762																										0	0	0
Other liabilities Total Liability				0	0	783,953	4,344,970	4,227,377	4,224,066	4,203,703	4,180,286	4,153,356	4,122,387	4,086,772	4,045,815	3,998,714	3,944,549	3,882,259	3,810,625	3,728,246	3,633,510 3	3,524,563 3	,399,275 3,	255,194 3	3,089,500	2,898,952	2,679,823	2,427,823	2,138,024	1,804,755	1,421,495	980,747	473,886	0	0	0
Stockholder's equity Common stock				1,																																1,811,733 1,811,73
Retanined earnings Total stockholder's equity YES Balance YES				0 1,			-117,593 1,694,140		1,852,540	1,883,927	1,919,117	1,960,215	2,006,673	2,061,880	2,129,456	2,211,549		2,440,804	2,593,410	2,772,246 2		,226,867 3	,513,759 3,	849,375 4	4,241,916			5,887,569	6,602,562				10,283,379			0,918,687 10,918,68 2,730,420 12,730,42
Government net contribution (In milli		iah)		U	0	0	0	U	0	0	0	0	0	0	0	0	0	0	0	0	U	U	0	0	U	0	0	0	0	U	U	0	U	U	U	
				2006 2	Construe 2007	2008	2009	2010	2011	2012	2013	2014	2015	2016		2018	2019					2024					2029			2032	2033	2034	2035		2037	2038 2039
Expenditure Subsidy	2,856	296,046	24,275,783	-4 0 1, 0	-3 ,617,343 0	-2 0 0	-1 0	1 809,230 0	2 809,230 0		4 809,230	5 809,230 0		7 809,230 0	8 809,230	9 809,230		11 809,230	12 809,230 0	13 809,230	809,230	809,230	809,230	809,230		19 809,230 0	20 809,230 0	21 809,230 0	22 809,230 0	23 809,230 0	24 809,230 0	25 809,230 0	26 809,230 0	27 809,230 0	28 809,230 0	29 30 0 0
Subsidy Service payment Others	2,666 0	276,322 0	22,658,440 0	0	0	0	0			-				809,230																				809,230		0
Land acquisition Revenue	190	19,724	1,617,343	0 1,	,617,343	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Revenue	0	01		0	0	0	0	0																												
Toll revenue 0 Tax	0	0	0	0	0 0 .617,343	0	0	0	0	0 0 809.230	0	0 0	0 0 809.230	0	0 0 809.230	0	0 0 809,230	0 0 809,230	0	0 0 809.230	0	0 0 809,230	0	0	0 0 809,230	0 0 809,230	0 0 809.230	0	0 0 809.230	0 0 809.230	0	0 0 809.230	0 0 809,230	0 0 809,230	0	0 0

Table 7.3-19 Financial Projection – Solo – Kertosono & Option 5-2

| | | Optio | on 5-2 | Solo-Kertoso
 | ono

 | Project IRR

 | . 20.0% |
 | Equity IR | RR | 21.6% | GOI
 | subsidy for constru- | tior 0 | G | OI expenditure for
 | A 1,617,343
 | 3
 | GOI expendi | iture / Total C/ | APEX 2 | 1%
 | NPV
 | GOI contributio | n 4,197,876 | | Total servic | ce payment
 | 39,378,834 | | | |
|--|--|--|---

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--
--
--	--	---
---|--|---|--
--
--

--|--|--|--
--
---|---|---|--|---
--	--	---
Statement of Income (In millions of R	Total	Total
 | Construction

 | 8 2009

 | 2010 | 2011
 | 2012 | 2013 | 2014 | 2015 2
 | 2016 2017 | 2018 | 2019 | 2020 2021
 | 2022
 | 2023
 | | eration
2025 | 2026 2 | 027 20
 | 028 202
 | 9 2030 | 2031 | 2032 | 2033 | 2034
 | 2035 | 2036 | 2037 | 2038 2039 |
| Sales | (mil ofUS\$)
4,633 | (mil of JPY) (
480,230 | Indonesia Rupiah)
39,378,834 | -3 -2
0
 | -1
0

 | 0

 | 1 | 2
 | 3 | 4 | 5 | 6
 | 7 8
406.387 1.406.3 | 9 | 10 | 11 12
1406.387 1.406.
 | 13
 | 14
 | 15 | 16 | 17 | 18
 | 19 20
06.387 1.406
 | 21 | 22 | 23 | 24 | 25
1.406.387
 | 26 | 27 | 28 | 2000 2000
29 30
0 |
| Toll revenue 0 5 | 0 | 0 | 0 | 0
 | 0

 | 0

 | 0 0 | 0
 | 0 | 0 | 0 | 0
 | 0 | 0 0 | 0 | 0
 | 0 0
 | 0 0
 | 0 | 0 | 0 | 0
 | 0
 | 0 | 0 0 | 0 | 0 | 0
 | 0 | 0 | 0 | 0 |
| Service payment 28 24% 5,959,772
Installment cost | 4,633 701 | | 39,378,834
5,959,772 |
 |

 |

 | 1,406,387
3,785 | 1,406,387
4,675
 | 1,406,387
5,776 | 1,406,387 1
7,135 | 1,406,387 1,
8,814 | ,406,387 1,4
10,889
 | 406,387 1,406,
13,451 16, | 87 1,406,387
17 20,528 | 1,406,387
25,359 | 1,406,387 1,406
31,327 38
 | 87 1,406,387
99 47,807
 | 7 1,406,387
7 59,058
 | 1,406,387
72,957 | 1,406,387 1
90,128 | ,406,387 1,4
111,339 1 | 06,387 1,4
37,542 1
 | 06,387 1,406
69,911 209
 | ,387 1,406,3
,899 259,2 | 87 1,406,387
98 320,322 | 1,406,387
395,708 | 1,406,387
488,836 | 1,406,387
603,882
 | 1,406,387
746,002 | , , | 1,406,387
1,138,457 | 0 |
| Installment interest payment
Other revenue | 3,932 | 407,550 | 33,419,062 |
 |

 |

 | 1,402,602 | 1,401,711
 | 1,400,611 | 1,399,252 | 1,397,573 1, | ,395,498 1,3
 | 392,936 1,389, | 70 1,385,859 | 1,381,028 | 1,375,060 1,367
 | 1,358,580
 | 0 1,347,329
 | 1,333,430 | 1,316,259 1 | ,295,048 1,2 | 68,845 1,2
 | 36,476 1,196
 | ,488 1,147,0 | 89 1,086,065 | 1,010,678 | 917,550 | 802,505
 | 660,385 | 484,817 | 267,930 | |
| Operating Costs and expense | 1,764 | | 14,990,711 | 0
 | 0

 | 0 0

 | 32,776 | 38,949
 | 46,295 | 55,036 | 65,441 | 77,829
 | 92,580 110,1 | 50 131,080 | 156,019 | 185,740 218,
 | 91 257,304
 | 302,935
 | 356,732 | 420,172 | 494,998 5 | 83,277 6
 | 87,451 810
 | 412 955,5 | 84 1,024,170 | 1,097,678 | 1,176,462 | 1,260,901
 | 1,351,400 | 1,448,395 | 1,552,351 | 0 |
| Operation expense 13%
Maintenance expense 5% | 1,146 | 118,829
45,703 | 9,743,962
3,747,678 | 0
 | 0
0

 | 0

 | 21,304
8,194 | 25,317
9,737
 | 30,092
11,574 | 35,774
13,759 | 42,537
16,360 |
 | 60,177 71,
23,145 27, | 97 85,202
37 32,770 | 101,412
39,005 | 120,731 142
46,435 54
 | 084 167,248
648 64,326
 | 8 196,908
5 75,734
 | 231,876
89,183 | 273,111
105,043 | 321,749 3
123,750 1 | 79,130 4
45,819 1
 | 46,843 526
71,863 202
 | ,768 621,1
,603 238,8 | | 713,491
274,420 | 764,700
294,116 | 819,586
315,225
 | 878,410
337,850 | 941,457
362,099 | 1,009,028
388,088 | |
| Administration expense 2% | 176 | 18,281 | 1,499,071 | 0
 | 0

 | 0

 | 3,278 |
 | 4,629 | 5,504 | 6,544 | 7,783
 | 9,258 11, | 15 13,108 | 15,602 | 18,574 21
 | 25,730
 | 30,294
 | 35,673 | 42,017 | 49,500 | 58,328
 | 68,745 81
 | ,041 95,5 | 58 102,417 | 109,768 | 117,646 | 126,090
 | 135,140 | 144,839 | 155,235 | |
| Depreciation expense
Other revenue | 0 | 0 | 0 | 0
 | 0

 | 0 0

 | 0 0 | 0
 | 0 | 0 | 0 | 0
 | 0 | 0 0 | 0 | 0
 | 0 0
 |) 0
 | 0 | 0 | 0 | 0
 | 0
 | 0 | 0 0 | 0 | 0 | 0
 | 0 | 0 | 0 | 0 |
| Upfront subsidy
Other expense | 0 | 0
163,655 | 0 | 0
 | 0

 | 0 117,593

 | 651,746 | 634.107
 | 633,610 | 630,555 | 627,043 | 623,003 6
 | 518.358 613.0 | 16 606,872 | 599.807 | 591,682 582,
 | 39 571.594
 | 559,237
 | 545,026 | 528,685 | 509.891 4 | 88,279 40
 | 63,425 434
 | .843 401,9 | 73 364,173 | 320,704 | 270,713 | 213,224
 | 147,112 | 71,083 | 0 | 0 |
| Interest payment (Short term debt) | 3 | 360 | 29,540 | 0
 | 0

 | 0 11,90

 | 1 17,639 | 0
 | 0 | 0 | 0 | 0
 | 0 | 0 0 | 0 | 0
 | 0 0
 | 0 0
 | 0 | 0 | 0 | 0
 | 0
 | 0 | 0 0 | 0 | 0 | 0
 | 0 | 0 | 0 | 0 |
| Interest payment (Debt A) 15%
Interest payment (Debt B) 15% | 263 | | 2,231,858
11,158,296 |
 | 0
0

 | 0 105,69

 | |
 | 105,196
528,414 | 104,624
525,931 | |
 | 102,343 101,
516,015 511, | 44 100,195
71 506,677 | 98,874
500,933 | 97,355 95
494,327 486
 |
 |
 | 88,630
456,396 | 85,574
443,111 | |
 |
 | ,025 61,8
,818 340,0 | | 46,680
274,023 | 37,332
233,381 |
 | 14,218
132,894 | 0
71,083 | 0 | |
| Earnings before taxes | 1,290 | 133,761 | 10,968,429 | 0
 | 0

 | 0 -117,592

 | 721,866 | 733,331
 | 726,482 | 720,795 | 713,903 | 705,554 0
 | 695,448 683,2 | 21 668,435 | 650,561 | 628,964 605,
 | 57 577,489
 | 544,215
 | 504,628 | 457,531 | 401,497 3 | 34,831 2:
 | 55,511 161
 | 132 48,8 | 29 18,044 | -11,995 | -40,789 | -67,738
 | -92,125 | -113,091 | -145,964 | 0 |
| Taxes
Income tax 0 ## ## 30% | 0 | 0 | 0 | 0
 | 0

 | 0 (

 | 0 0 | 0
0
 | 0 | 0 | 0 | 0
 | 0 | 0 0 | 0 | 0
 | 0 0
 | , <i>0</i>
D 0
 | 0 | 0 | 0 | 0
 | 0
 | 0 | 0 0 | 0 | 0 | 0
 | 0 | 0 | 0 | 0 |
| Other tax
Net income | 0 | 0
133,761 | 0
10,968,429 | 0
 | 0

 | 0 -117.59

 | 721.866 | 733,331
 | 726,482 | 720,795 | 713,903 | 705.554
 | 595,448 683 | 21 668.435 | 650,561 | 628,964 605,
 | 57 577.489
 |) 544,215
 | 504,628 | 457,531 | 401.497 3 | 34,831 2:
 | 55,511 161
 | .132 48,8 | 29 18,044 | -11.995 | -40,789 | -67.738
 | -92,125 | -113.091 | -145.964 | 0 |
| Statement of Cash Flows (In millions | 8500 | | , / 00, 729 | Ŭ
 |

 |

 | 721,000 |
 | 3, 132 | , , , J | , |
 | | -550,455 | | 000,
 | 577,439
 | 511,215
 | | | |
 |
 | 70,0 | .0,044 | ,775 | -10,707 | 07,750
 | 12,123 | | | |
| Statement of Cash Flows (In minions | or Ruplan) | | Total | 2006 200
 | Construction
7 2008

 | 8 2009

 | 2010 | 2011
 | 2012 | 2013 | 2014 | 2015 2
 | 2016 2017 | 2018 | 2019 | 2020 2021
 | 2022
 | 2023
 | Oper
2024 | eration
2025 | 2026 2 | 027 20
 | 028 202
 | 9 2030 | 2031 | 2032 | 2033 | 2034
 | 2035 | 2036 | 2037 | 2038 2039 |
| Operating | 0 | 0 | 0 | -4 -3
 | -2

 | -1

 | 1 | 2
 | 3 | 4 | 5 | 6
 | 7 8 | 9 | 10 | 11 12
 | 13
 | 14
 | 15 | 16 | 17 | 18
 | 19 20
 | 21 | 22 | 23 | 24 | 25
 | 26 | 27 | 28 | 29 30 |
| Net income
Add (deduct) non - cash items | 1,290
701 | 133,761
72,680 | 10,968,429
5,959,772 | 0
0
 | 0
0

 | 0 -117,59
0

 | 721,866
3,785 | 733,331
4,675
 | 726,482
5,776 | 720,795
7,135 | |
 | 695,448 683,
13,451 16, | | | 628,964 605
31,327 38
 |
 |
 | 504,628
72,957 | | |
 |
 | ,132 48,8
,899 259,2 | | -11,995
395,708 | |
 | -92,125
746,002 | -113,091
921,570 | -145,964
1,138,457 | 0
0 |
| Depreciation
Installment cost recount | 0
701 | | 0
5,959,772 | 0
 | 0

 | 0

 | 3,785 | 4,675
 | 5,776 | 7,135 | |
 | | 17 20,528 | |
 | 99 47,807
 |
 | | | |
 | 69,911 209
 | | | | |
 | | 921,570 | | 0 |
| Net cash provided by operations
Investing
Capital expenditure (excluding land acquisition | 1,992 | 206,441
0
-72,680 | -5,959,772 | 0 -220
 | 0

 | 0 -117,59
5,616 -3,443,42

 | 125,650 | 738,006
 | 732,258 | 727,930 | 722,717 | 716,443
 | /08,900 699, | 38 688,962 | 675,920 | 660,291 644
 | 56 625,296
 | 5 603,273
 | 577,586 | 547,658 | 512,836 4 | 12,312 4
 | 25,422 371
 | ,031 308,1 | 27 338,366 | 383,714 | 448,048 | 536,143
 | 653,877 | 808,479 | 992,493 | 0 |
| Net cash used for investing activities
Financing | -701
0 | -72,680 | -5,959,772 | 0 -220
 |),732 -2,295

 | 5,616 -3,443,42

 | 0 | 0
 | 0 | 0 | 0 | 0
 | 0 | 0 0 | 0 | 0
 | 0 0
 | 0 0
 | 0 | 0 | 0 | 0
 | 0
 | 0 | 0 0 | 0 | 0 | 0
 | 0 | 0 | 0 | 0 |
| Issuance of common stocks
Borrowing A | 213
83 | 8,593 | 1,811,733
704,615 | 1,81
 |

 | 4,615

 | |
 | | | |
 | | | |
 |
 |
 | | | |
 |
 | | | | |
 | | | | |
| Borrowing B
Concessional borrowing | 414
0 | 42,961 | 3,522,762
0 |
 |

 | 3,522,76

 | 2 |
 | | | |
 | | | |
 |
 |
 | | | |
 |
 | | | | |
 | | | | |
| Infrastructure fund
Repayment Debt A | 0
-83 | 0
-8,593 | 0
-704,615 |
 |

 |

 | 0 0 | -3.311
 | -3.808 | -4,379 | |
 | | 59 -8,808 | | -11,649 -13
 |
 |
 | | | |
 |
 | | | | -71,672 | -82,422
 | -94,786 | 0 | 0 | 0 |
| Repayment Debt B | | -42.961 | |
 |

 |

 | |
 | | | |
 | | | |
 |
 |
 | | | |
 |
 | | | | |
 | | | | |
| Payment of dividends | -1,162 | -120,437 | -3,522,762
-9,875,812 | 0
 | 0

 | 0

 | 0 0
0 -543,845 | 0
-659,998
 | | | -21,894
-626,208 - |
 | -28,955 -33,
605,957 -592, | | | -50,642 -58
-538,201 -515
 |
 |
 | | | |
 |
 | | 74 -235,605
46 -16,239 | -270,946
0 | -311,588
0 |
 | | -473,886
0 | 0
0 | 0
0 |
| Cash in Liquidation
Net cash provided by financing activities | -414
-1,162
-1,290 | | -3,522,762
-9,875,812
-10,968,429 | 1,811
 | 1,733 704

 | 0

 | 0 -543,845
2 -543,845 | -659,998
-663,309
 | -640,706 | -634,062
-657,479 | -626,208 -
-653,138 - | -616,926 -
-647,896 -
 | 605,957 -592,
641,571 -633, | 93 -577,676
50 -624,776 | -559,579
-613,744 | -538,201 -515
-600,491 -586
 | 270 -488,625
104 -571,005
 | 5 -457,684
5 -552,420
 | -421,775
-530,722 | -380,133 | -331,879 -2
-475,961 -4 | 276,011 -2
41,705 -4
 | 11,387 -136
01,935 -355
 | ,711 -43,9
,841 -295,9 | 46 -16,239
46 -306,038 | -333,269 | -383,259 | -358,326
0
-440,748
 | -412,075
0
-506,861 | 0
-473,886 | 0
-2
0 -2 | |
| Cash in Liquidation
Net cash provided by financing activities
Net increase in cash and cash equivalents
Short term borrowing 79,338 | -414
-1,162
-1,290
-0 | | -3,522,762
-9,875,812
-10,968,429
-0 | -
 | 1,733 704
1,001 -1,591

 | -

 | -543,845 | -659,998
-663,309
 | | | -626,208 -
-653,138 - | -616,926 -i
-647,896 -i
 | 605,957 -592,
641,571 -633, | | -559,579
-613,744 |
 | 270 -488,625
104 -571,005
 | 5 -457,684
5 -552,420
 | -421,775
-530,722 | | -331,879 -2
-475,961 -4 | 276,011 -2
41,705 -4
 | 11,387 -136
01,935 -355
 | ,711 -43,9 | 46 -16,239
46 -306,038 | -333,269 | -383,259 | -358,326
0
-440,748
 | -412,075
0
-506,861 | 0 | 0 -2 | 0
2,904,351 |
| Cash in Liquidation
Net cash provided by financing activities
Net increase in cash and cash equivalents | -1,290
-0
3,464 | | -10,968,429
-0
29,446,968 | 1,811
0 1,591
 | 1,733 704
1,001 -1,591

 | 4,615 3,522,76
1,001 -38,25
9,338 117,59
0 -79,33
1,001 79,33

 | -543,845
-543,845
-543,845
-543,845
-181,805
-181,805
-117,593
-117,593
-79,338 | -659,998
-663,309
74,697
0
0
143,550
 | -640,706
-661,069
71,190
0
218,247 | -634,062
-657,479
70,451
0
0
289,437 | -626,208 -
-653,138 -
69,579 0
0
359,888 | -616,926 -4
-647,896 -4
68,547 0
0
429,467 4
 | 605,957 -592,
641,571 -633,
67,329 65,
0
0
498,014 565, | 93 -577,676 50 -624,776 88 64,186 0 0 0 0 0 0 43 631,231 | -559,579
-613,744
62,175
0
0
695,417 | -538,201 -515
-600,491 -586
 | 170 -488,625 104 -571,005 152 54,292 0 0 0 0 193 874,645
 | 5 -457,684 5 -552,420 2 50,854 0 0 0 0 0 0 5 928,937
 | -421,775
-530,722
46,864
0
0
979,790 | -380,133
-505,421
42,237
0
1,026,654 1 | -331,879 -2
-475,961 -4
36,875 0
0
0
,068,891 1,1 | 41,705 -4
30,668 0
0
05,767 1,1
 | 11,387 -136
01,935 -355
23,487 15
0
0
36,435 1,159
 | ,711 -43,5
,841 -295,5
,190 12,1
0
0
922 1,175,1 | 46 -16,239 46 -306,038 81 32,327 0 0 0 0 12 1,187,294 | 0
-333,269
50,445
0
0
1,219,621 | 0
-383,259
64,788
0
0
1,270,066 | -358,326
0
-440,748
95,395
0
0
1,334,854
 | -412,075
0
-506,861
147,016
0
0
1,430,249 | 0
-473,886
334,593
0
0
1,577,265 | 0
-2
992,493
-2
992,493
-2
0
0
1,911,858
2 | 0
2,904,351
2,904,351
2,904,351 |
| Cash in Liquidation
Net cash provided by financing activities
Net increase in cash and cash equivalents
Short term borrowing 79,338
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye: | -1,290
-0
3,464
3,464 | -120,437
-133,761
-0
359,109
359,109 | -10,968,429
-0
29,446,968 | 1,811
0 1,591
 | 1,733 704
1,001 -1,591
79
0 1,591

 | 4,615 3,522,76
1,001 -38,25
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| Cash in Liquidation
Net cash provided by financing activities
Net increase in cash and cash equivalents
Short term borrowing 79,338
Repayment Short Term Debt
Cash and cash equivalents, beginning of yee
Cash and cash equivalents, end of year | -1,290
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| Cash in Liquidation
Net cash provided by financing activities
Net increase in cash and cash equivalents
Short term borrowing 79,338
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye
Cash and cash equivalents, end of year
Consolidated Balance Sheets (In milli
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| Cash in Liquidation
Net cash provided by financing activities
Net increase in cash and cash equivalents
Short term borrowing 79,338
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye
Cash and cash equivalents, end of year
Consolidated Balance Sheets (In milli
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| Cash in Liquidation
Net cash provided by financing activities.
Net increase in cash and cash equivalents.
Short term borrowing 79,338
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye
cash and cash equivalents, end of year
Consolidated Balance Sheets (In milli
Assets
Current assets | -1,290
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Total | -10,968,429
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| Cash in Liquidation
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Current liabilities
Short term debt | -1,290
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| Cash in Liquidation
Net cash provided by financing activities.
Short term borrowing 79,338
Repayment Short Term Debt
Repayment Short Term Debt
Cash and cash equivalents, end of year
Consolidated Balance Sheets (In milli
Cash and cash equivalents, end of year
Consolidated Balance Sheets (In milli
Cash and cash equivalents
Other current assets
Cash and cash equivalents
Other current assets
Fixed assets
Fixed assets
Installment credit
Property, equipments, buildings
Less accurulated depreciation
Other fixed assets
Tranche Short term debt
Long term debt
Tranche A
Tranche A
Tranche A
Concessional borrowing
Other liabilities
Total Liability
Stockholder's equity
Common stock | -1,290
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-0
3,464
3,464
0ns of Rupia | -120,437
-133,761
-0
359,109
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Total | -10,968,429
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29,446,968
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Total | 1,811
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Table 7.3-20 Financial Projection – Solo – Kertosono & Option 6

Statement of Income (In millions of Ru	miah)	Optio	on 6 S	Solo-Ker	tosono		Project IRR	20.0%		Eqjuit	y IRR	19.0%	30	OI subsidy for	construction	1,861,808	G	OI expenditu	ure for LA	1,617,343		GOI expenditu	ure / Total C	APEX	46%	NPV	GOI contribu	tion 5,002	,550	Т	`otal service I	payment]	0,728,653				
Sales	Total T (mil ofUS\$) (mil		Total adonesia Rupiah) 102,916,968	2006 -3	Constru 2007 -2 0	action 2008 -1 0	2009 0	2010 1 547.045	2011 2 577.913	2012 3 614,640	2013 4 658,348	2014 5 710.373	2015 6 772.312	2016 7 846.069	2017 8 933,915	2018 9 1.038.566	2019 10 1.163.260	2020 11 1.311.868	2021 12 1.476.123	13	14	2024 15 2.166.828 2	16	2026 : 17 858,157 3.2	18	2028 20 19 2 20.422 4.4	029 203 20 23 25.228 5.16	22		23	2033 24 265.477	2034 25 6.687.671	2035 26 7.140.167	2036 27 7.625.140	2037 28 8,144,922	2038 29 8.318.843	2039 30 8.915.915
Toll revenue 5 Service payment 28 10% 2,503,419 Installment interest payment Other revenue	10,846 1, 1,262 295	124,248 130,837 30,530 100,308	92,188,314 10,728,653 2,503,419 8,225,234	0	0	0	0	163,879 383,166 7,653 375,513	194,747 383,166 8,801	231,474 383,166 10,121 373,045	275,182 383,166 11,640 371,527	327,207 383,166 13,386 369,781	389,146 383,166 15,393 367,773	462,902 383,166 17,703 365,464	550,749 383,166 20,358 362,808	655,399 383,166 23,412 359,755	780,094 383,166 26,923 356,243	928,702 383,166 30,962 352,204		1,286,521 383,166 40,947		1,783,661 2, 383,166 54,152	2,100,858 2 383,166 62,275	,474,991 2, 383,166 71,616	916,385 3,4 383,166 3 82,359	137,256 4,0 137,256 3 1437,256 3 144,0 14	52,062 4,77 33,166 38 08,920 12	7,922 5,12 3,166 38 5,258 14	0,850 5, 3,166 4,046			6,304,505 383,166 219,077 164,090			7,761,756 383,166 333,188 49,978		8,915,915
Operating Costs and expense Operation expense 13% Maintenance expense 5% Administration expense 2% Depreciation expense 2%	1,410 542 217	262,785 146,152 56,212 22,485 37,936	21,548,380 11,984,481 4,609,416 1,843,766 3,110,717	0 0 0 0	0 0 0 0	0 0 0 0	0 0 0	273,890 21,304 8,194 3,278 241,115	280,064 25,317 9,737 3,895 241,115	287,409 30,092 11,574 4,629 241,115	296,151 35,774 13,759 5,504 241,115	234,831 42,537 16,360 6,544 169,390	247,219 50,589 19,457 7,783 169,390	261,970 60,177 23,145 9,258 169,390	279,539 71,597 27,537 11,015 169,390	300,470 85,202 32,770 13,108 169,390	325,408 101,412 39,005 15,602 169,390	298,732 120,731 46,435 18,574 112,992	331,583 142,084 54,648 21,859 112,992	167,248 64,326 25,730	415,927 196,908 75,734 30,294 112,992	231,876 89,183 35,673	273,111 105,043 42,017	321,749 123,750 49,500	379,130 145,819 58,328	146,843 5 171,863 2 68,745	26,768 62 02,603 23	3,896 25	5,710 5,042	713,491 274,420	,176,462 764,700 294,116 117,646 0	1,260,901 819,586 315,225 126,090 0	1,351,400 878,410 337,850 135,140 0	<i>1,448,395</i> 941,457 362,099 144,839 0	1,552,351 1,009,028 388,088 155,235 0	1,663,769 1,081,450 415,942 166,377 0	1,783,183 1,159,069 445,796 178,318 0
Other revenue Upfront subsidy Other expense Interest payment (Short term debt)	219 1,095 1 6	22,705 22,705 113,545 593 48,793	1,861,808 1,861,808 9,310,690 48,609 4,001,035	0 0 0	0 0 0 0		0	0 467,038 28,421 189,474	0 458,805 20,188 189,474	0 437,726 0 188,583	0 435,532 0 187,559	0 433,008 0 186,382	0 430,105 0 185,028	0 426,767 0 183,470	0	0 418,514 0 179,620	0 413,437 0 177,251	0 407,599 0 174,527	0 400,885 0 171,395	0	0 384,285 0 163,650	0	0	0	0	0	0	0	0	0 212,883 0 83,684	0 176,962 0 66,925	0 135,653 0 47,652	0 88,147 0 25,488	0 33,515 0	0 0 0	0 0 0	0
Interest payment (Debt A) 15% Interest payment (Debt B) 15% Earnings before taxes Taxes Income tax 0 ## ## 30%	619	64,159	4,001,055 5,261,046 73,919,706 0 0	0 0	0	0	927,611 0	-193,883 0 0			-73,335 0 0	246,626 42,535 0 0	245,077	243,297	241,249	238,894	236,186	174,527 233,071 605,537 0 0	229,490	225,371	220,634		208,923	201,719	193,435	83,908 1	72,952 16),352 14	5,863	129,200	110,037	88,001	62,659	0 33,515 6,143,230 0 0	0 0 6,592,571 0 0	0 0 6,655,075 0 0	0 0 7,132,732 0 0
Other tax Net income Statement of Cash Flows (In millions o	8500	0 901,460 82	0 73,919,706	0	0	744,723	927,611	-193,883	-160,956	-110,496	-73,335	42,535	94,988	157,332	231,448	319,582	424,414	605,537	743,654	906,227 1	1,097,630 1	1,323,030 1,.	,588,529 1,	901,340 2,2	269,986 2,7	04,541 3,2.	6,924 3,934	1,223 4,235	i,727 4,:	560,995 4	912,053	5,291,117	5,700,620	6,143,230	6,592,571	6,655,075	7,132,732
Operating Net income	(mil ofUS\$) (mil	Fotal of JPY) (In 0 901,460	Total adonesia Rupiah) 0 73,919,706	2006 -3	Constru 2007 -2	2008 -1	2009 0 927,611	2010 1 -193,883	2011 2 -160.956	2012 3	2013 4	2014 5 42,535	2015 6 94,988	2016 7 157,332	2017 8 231,448	2018 9	2019 10 424,414	2020 11 605,537	2021 12 743,654	13	14	2024	16	17	18	2028 20 19 1	029 203 20 23	22		23	2033 24 4.912.053	2034 25 5.291.117	2035 26	2036 27 6.143.230	2037 28 6,592,571	2038 29 6,655,075	2039 30
Add (deduct) non - cash items Depreciation Installment cost recoung Net cash provided by operations Investing	660 366 295	68,465 37,936 30,530 969,925 0	73,919,706 5,614,137 3,110,717 2,503,419 79,533,842	0 0 0 0	0 0 0 0	0 0 0	927,611 0 0 0 927,611	-193,883 248,768 241,115 7,653 54,885	249,916 241,115 8,801	251,236 241,115	252,754 241,115 11,640	182,775 169,390 13,386	184,783 169,390 15,393	187,092 169,390 17,703	189,748 169,390 20,358	192,801 169,390 23,412	196,313 169,390 26,923	143,954 112,992 30,962	148,598 112,992 35,606	153,939 112,992 40,947	160,081 112,992 47,089	167,144 112,992 54,152	175,267 112,992 62,275	184,609 112,992 71,616	195,351 112,992 82,359	207,705 2 112,992 1 94,713 1	21,912 12: 12,992 08,920 12:	5,258 14 0 5,258 14	4,046 0 4,046	165,653 0 165,653	190,501 0 190,501	219,077 0 219,077	251,938 0 251,938	289,729 0 289,729	333,188 0 333,188	0,055,075 0 0 0 0 6,655,075	0 0 0
Capital expenditure (excluding land acquisition Net cash used for investing activities Financing Issuance of common stocks Borrowing A	-701 0 147 149	-72,680 -72,680 0 15,283 15,404	-5,959,772 -5,959,772 0 1,253,190 1,263,158	0	-220,732 -220,732 1,253,190		-3,443,424	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Borrowing B Concessional borrowing Infrastructure fund Repayment Debt A Repayment Debt B Payment of dividends Cash in Liquidation	0 -149 -195 -7,739 -4	20,256 0 -15,404 -20,256 802,207 110,321	1,660,954 0 -1,263,158 -1,660,954 -65,780,941 -9,046,319	0	0	0	1,660,954 0 0	0 0 0	- <mark>5,936</mark> 0 0	-6,827 -7,805 0	-7,850 -8,976 0	-9,028 -10,323 -38,281	-10,382 -11,871 -85,490	-11,940 -13,652 -141,598	-13,731 -15,700 -208,303	-18,055	-20,763		-27,459	-31,578		-36,523 -41,761 1,190,727 -1,	-48,026	-55,229	-63,514	-73,041 -		5,596 -11	1,086 -	127,749			-169,922 -194,290 -5,029,512	0 -223,434 -5,528,907	0 0 -5,933,314	0 0 -5,989,567	0 0 -7,132,732 -9,046,319
Net cash provided by financing activities Net increase in cash and cash equivalents Short term borrowing 79,338 Repayment Short Term Debt Cash and cash equivalents, beginning of yea	-8,656 -4 0	897,245	-73,574,070 0 91 190 945	0	1,032,458	-287,734 0 0	1,660,954 -854,859 189,474 0 744,723	0 54,885 134,589 -189,474 79,338	0	-14,632 126,108 0 27,773	0	0	0	0	0	0	0	0	0	-874,799 -1 185,367 0 1 738 862	0	1,269,011 -1, 221,163 0 0 2,126,000 - 2	0	0	0	0	52,690 -3,67 36,146 38 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0	0 0	0		0	4,990,845 519,349 0 0 5,629,565	-5,393,723 558,835 0 0 6 148 914	0	0	-5,989,567 - 665,507 0 8,380,812	0
Cash and cash equivalents, end of year Consolidated Balance Sheets (In millio	10,728 1, ons of Rupiah)				1,032,458 Constru	uction		17,550		153,881	316,474	484,152	656,181	833,414	1,016,877	1,207,791	1,407,624	1,567,372	1,738,862	1,924,230	2,126,000	2,347,163 2, Ope	2,591,255 2 eration	,862,466 3,	165,754 3,3	506,993 3,8	93,138 4,28),979 4,69	8,132 5,	146,849	5,629,565	6,148,914	6,707,749	7,388,367	8,380,812	9,046,319	0
Assets Current assets Cash and cash equivalents			ndonesia Rupiah)	-3 0	2007 -2 1,032,458 1,032,458			2010 1 79,338 79,338	2011 2 27,773 27,773											13 1,924,230	14 2,126,000	15 2,347,163 2,	16 ,591,255 2	17 ,862,466 3,	18 165,754 3,5	19		22),979 4,69	8,132 5,	23 146,849					2037 28 8,380,812 8,380,812		2039 30 0 0
Other current assets Fixed assets Installment credit 42% Property, equipments, buildings Less accumulated depreciation Other fixed assets					92,719 128,013	1,056,999 1,459,349	2,503,419 3,456,353	2,495,766 3,456,353 -241,115	2,486,965 3,456,353 -482,229	2,476,843 3,456,353 -723,344	2,465,204 3,456,353 -964,459	2,451,818 3,456,353 -1,133,848	2,436,425 3,456,353 -1,303,238	2,418,722 3,456,353 -1,472,627	2,398,364 3,456,353 1,642,017	2,374,953 3,456,353 1,811,407	2,348,029 3,456,353 -1,980,796 -	2,317,068 3,456,353 2,093,789	2,281,461 3,456,353 -2,206,781	2,240,515 3,456,353 -2,319,773	2,193,425 3,456,353 2,432,765	2,545,757 -2,	2,076,998 2 3,456,353 3 2,658,749 -2	,005,381 1, ,456,353 3, ,771,741 -2,	923,022 1,8 456,353 3,4 884,733 -2,9	328,310 1,7 456,353 3,4 997,725 -3,1	19,390 1,59 56,353 3,45 10,717 -3,110	4,132 1,45 5,353 3,45 0,717 -3,11	0,086 1, 5,353 3, 0,717 -3,	284,432 456,353 110,717	1,093,931 3,456,353 3,110,717	3,456,353 -3,110,717	622,917 3,456,353 -3,110,717	3,456,353 -3,110,717	-3,110,717	345,635 3,456,353 -3,110,717 9,391,955	-3,110,717
Total assets Liabilities Current liabilities Short term debt Long term debt Tranche A Tranche A Concessional borrowing Other liabilities				0	0	0 0 1,263,158 1,263,158 0	189,474 189,474 2,924,112 1,263,158 1,660,954	134,589 134,589 2,924,112 1,263,158 1,660,954	0 0 2,918,176 1,257,222 1,660,954	0 2,903,544 1,250,396 1,653,148	0 0 2,886,717 1,242,545 1,644,172	0 0 2,867,366 1,233,517 1,633,849	0 0 2,845,113 1,223,135 1,621,978	0 0 2,819,521 1,211,195 1,608,326	0 0 2,790,091 1,197,465 1,592,626	0 0 2,756,246 1,181,675 1,574,572	0 0 2,717,325 1,163,516 1,553,809	0 0 2,672,566 1,142,634 1,529,932	0 0 2,621,092 1,118,619 1,502,473	0 0 2,561,897 1,091,002 1,470,896	0 0 2,493,824 1,059,242 1,434,581	0 0 2,415,539 2, 1,022,719 1,392,820 1,	0 0 2,325,511 2 980,717 ,344,795 1	0 0 ,221,980 2, 932,414 ,289,565 1,	0 0 102,918 1,9 876,867 8 226,052 1,5	0 0 065,998 1,8 812,987 7 153,011 1,0	0 0 08,539 1,62 39,525 65: 59,014 97:	0 0 7,461 1,41 5,044 55 2,417 86	0 0 9,222 1, 7,891 1,331	0 0 179,747 446,165 733,583	0 0 904,351 317,679 586,671	0 0 587,645 169,922 417,724	0 0 223,434 0 223,434	8,067,190 0 0 0 0	8,726,447 0 0 0 0 0	9,391,955 0 0 0 0 0	0 0 0 0 0
Total Liability Stockholder's equity Common stock Retanined earnings Total stockholder's equity Balance YES					1,253,190 0	1,253,190 744,723	1,253,190 1,672,335	1,253,190 1,478,452	1,253,190 1,317,495	1,253,190 1,207,000	1,253,190 1,133,665	1,253,190 1,137,918 2,391,108	1,253,190 1,147,417	1,253,190 1,163,150	1,253,190 1,186,295	1,253,190 1,218,253	1,253,190 1,260,695	1,253,190 1,321,248	1,253,190 1,395,614 2,648,804	1,253,190 1,486,237 2,739,427	1,253,190 1,596,000	1,728,303 1,	,253,190 1 ,887,155 2	,253,190 1, ,077,289 2,	253,190 1,2 304,288 2,5	253,190 1,2 574,742 2,8	53,190 1,25 96,435 3,34	3,190 1,25 0,095 3,82	3,190 1, 1,441 4,	253,190 1 343,980 4	1,253,190 4,911,591	1,253,190 5,528,569	1,253,190 6,199,677	6,814,000	0 1,253,190 7,473,257 8,726,447 0	8,138,765	0
Government net contribution (In millio		Fotal 1 of JPY) (In	Total adonesia Rupiah)	2006 -3	Constru 2007 -2	2008 -1	2009 0	2010 1	2011 2	2012 3	2013 4	2014 5	2015 6	2016 7	2017 8	2018 9	2019 10	2020 11	2021 12	13	14	2024 15	16	17	18	19	029 203 20 21	22		23	2033 24	2034 25	2035 26	2036 27	2037 28	2038 29	2039 30
Expenditure Subsidy Service payment Others Land acquisition Revenue Toll revenue 0 Tax Government net contribution	219	173,266 22,705 130,837 0 19,724 0 0 0 173,266	14,207,805 1,861,808 10,728,653 0 1,617,343 0 0 0 14,207,805	0 0 0 0 0 0	1,617,343 0 0 1,617,343 0 0 0 1,617,343	744,723 0 0 0 0 0 0 0	0 0 0 0	383,166 0 383,166 0 0 0 0 383,166	383,166 0 383,166 0 0 0 0 383,166	0 0 0 0	0 383,166 0 0 0 0	0 383,166 0 0 0 0	383,166 0 383,166 0 0 0 0 383,166	383,166 0 383,166 0 0 0 0 383,166	383,166 0 383,166 0 0 0 0 383,166	383,166 0 383,166 0 0 0 383,166	383,166 0 383,166 0 0 0 0 383,166	383,166 0 383,166 0 0 0 383,166	0		383,166 0 383,166 0 0 0 0 383,166	0 383,166 0 0 0 0	0	0 383,166 0 0 0 0	0	0	0	0	0	383,166 0 383,166 0 0 0 0 383,166	383,166 0 383,166 0 0 0 0 383,166	383,166 0 383,166 0 0 0 0 383,166	383,166 0 383,166 0 0 0 0 383,166	383,166 0 383,166 0 0 0 0 383,166	383,166 0 383,166 0 0 0 0 383,166	0 0 0 0 0 0 0 0	0 0 0 0 0 0 0 0

	[ic Work	Solo-Kert	tosono		Profit/Te	tal expense (F	or Private sec	ctor)	15.6%		Equity rate	of return	15.0%	[GOI CA	PEX	5,959,772	GO!	I expenditure	e for LA 1,617	,343	GOI exp	enditure / Tot	al CAPEX	100%		NPV GOI co	ntribution	3,004,503		Total service p	ayment 20,	288,927
Statement of Income (In millions of Rupiah)	8,500 Total (mil ofUS\$)	82 Total (mil of JPY)	Total (Indonesia Rupiah)	2006 -3	Construct 2007 -2		2009 0	2010 1	2011 2	2012 3	2013 4	2014 5	2015 6	2016 7	2017 8	2018 9	2019 10	2020 11	12	13	14	Operatic 2024 202 15 16	5 2026		2028 19	2029 20	2030 21	2031 22	2032 23	2033 24	2034 25	2035 26	2036 27	2037 28	2038 2039 29 30
Sales Toll revenue 5 Service payment 116%	2,387 0	247,426 (20,288,927	0	0 0	0 0	0 0	18,950 18,950	<i>41,469</i> 41,469	49,285 49,285	58,586 58,586	69,656 69,656	82,834 82,834	98,524 98,524	117,211 117,211	139,470 139,470	165,989 165,989			275,144 3 275,144		38 <i>1,394 449,</i> 381,394 449								1,314,820 1,314,820					,859,437 1,992,895 ,859,437 1,992,895
Other revenue Operating Costs and expense Operation expense 13%	0 2,169 1,410	224,850 146,152	0 0 18,437,663 11,984,481	0	0	0	0 0	32,776 21,304	38,949 25,317	46,295 30,092	55,036 35,774	6 <i>5,441</i> 42,537	77,829 50,589	92,580 60,177	110,150 71,597	131,080 85,202	156,019 101,412	185,740 120,731	218,591 142,084	257,304 3 167,248	302,935 196,908	356,732 420, 231,876 273	172 494,9 ,111 321,	998 583,27 749 379,13	7 687,451 0 446,843	810,412 526,768	955,584 621,130	1,024,170 665,710	1,097,678 713,491	1,176,462 764,700	1,260,901 819,586	1,351,400 878,410	1,448,395 941,457	,552,351 1 1,009,028 1	,663,769 1,783,183 ,081,450 1,159,069
Maintenance expense 5% Administration expense 2% Depreciation expense	542 217 0	56,212 22,485 0	4,609,416 1,843,766 0	0	0 0	0 0	0 0	8,194 3,278	9,737 3,895	11,574 4,629	13,759 5,504	16,360 6,544	19,457 7,783	23,145 9,258	27,537 11,015	32,770 13,108	39,005 15,602	46,435 18,574	54,648 21,859	64,326 25,730	75,734 30,294	89,183 105 35,673 42		750 145,81 500 58,32	,	202,603 81,041	238,896 95,558	256,042 102,417	274,420 109,768	294,116 117,646	315,225 126,090	337,850 135,140	362,099 144,839	388,088 155,235	415,942 445,796 166,377 178,318
Other revenue Upfront subsidy Other expense	0 0 0	0 0 0	0 0 0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0 0 0	0	0	0	0	0	0	0	0	0	0 0
Interest payment (Short term debt) Interest payment (Debt A) 15% Interest payment (Debt B) 15%	0 0 0	0 0 0		0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0 0 0 0	000000000000000000000000000000000000000	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0 0 0 0
Earnings before taxes Taxes Income tax 0 10% 15% 30%	218 0	22,576	1,851,264	0	0	0	0	-13,826 0	2,519 0	2,990	3,549 0	4,214	5,004 0	5,944 0	7,061	8,390 0	9,971 0	11,852 0	15,178 0	17,840 0	20,974 0	24,662 29, 0	004 34, 0	0 0	0 47,235 0 0 0	55,595	65,447 0	120,448 0	129,093 0	138,358 0	148,289 0	158,932 0	170,339 0	182,565 0	195,668 209,712 0 0 0 0
Other tax Net income	0 218	22,576	0 0	0	0	0	0	-13,826	2,519	2,990	3,549	4,214	5,004	5,944	7,061	8,390	9,971	11,852	15,178	17,840	20,974	24,662 29,	004 34,	118 40,14	0 47,235	55,595	65,447	120,448	129,093	138,358	148,289	158,932	170,339	182,565	195,668 209,712
Statement of Cash Flows (In millions of Ru	piah)		Total	2006	Construct 2007		2009	2010	2011	2012	2013 4	2014	2015	2016 7	2017 8	2018 9	2019 10	2020	2021 12			Operatio 2024 202 15 16	5 2020	5 2027 18	2028 19	2029 20	2030	2031 22	2032	2033 24	2034 25	2035 26	2036 27	2037	2038 2039 29 30
Operating Net income Add (deduct) non - cash items Depreciation	0 218 0 0	22,576 0	0 1,851,264 0 0	0	-3	0	0	-13,826 0	2,519 0 0	2,990	3,549 0 0	4,214 0 0	5,004 0 0	5,944 0 0	7,061 0	9 8,390 0	9,971 0 0	11,852 0 0	15,178 0 0					.118 40,14 0		55,595 0	65,447 0	120,448 0 0	129,093 0	138,358 0 0	148,289 0 0	158,932 0	170,339 0 0	182,565 0 0	29 30 195,668 209,712 0 0 0 0
Installment cost recoung Net cash provided by operations Investing Capital expenditure (excluding land acquisition)	0 218 0	22,576	0 1,851,264	0	0	0	0	-13,826	2,519	2,990	3,549	4,214	5,004	5,944	7,061	8,390	9,971	11,852	15,178	17,840	20,974	24,662 29	,004 34,	118 40,14	0 47,235	55,595	65,447	120,448	129,093	138,358	148,289	158,932	170,339	182,565	195,668 209,712
Net cash used for investing activities Financing Issuance of common stocks Borrowing A	0	0 0 968	000000000000000000000000000000000000000	0	0	0	0 79,338	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0 0
Borrowing B Concessional borrowing Infrastructure fund Repayment Debt A	000000000000000000000000000000000000000						0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0 0
Repayment Debt B Payment of dividends Cash at liquidation Net cash provided by financing activities	0 -198 -29 -218	-20,574 -2,969 -22,576	0 -1,687,108 -243,493 -1,851,264	0	0	0	0 0 79.338	0	0	0	0	0	0 -4,006	0 -5,349	0 -6,355	0 -7,551	0 -8,974 -8.974	0	0 -13,660		0 -18,876 -18,876	0 -22,196 -26		0 706 -36,12	0 0	0 -50,035	0 -58,902 -58.902	0 -108,403 -108,403	0 -116,183 -116,183	0 -124,522	0 -133,460	0 -143,039	0		0 0 -176,101 -209,712 -243,493 -176,101 -453,205
Net increase in cash and cash equivalents Short term borrowing 79,338 Repayment Short Term Debt Cash and cash equivalents, beginning of year	0	41.265	0	0	0	0	79,338 0 0	-13,826 0 0 79,338	2,519 0 0 65,512	2,990 0 0 68.031	3,549 0 71.022	4,214 0 0 74,571	998 0 0 78,785	594 0 0 79,783	706 0 0 80,378	839 0 0 81,084		0	0		2,097 0 0	2,466 2 0 89,504 91	0	0		5,559 0 0	6,545 0 0	12,045 0 0		13,836 0 0 144,078	14,829 0 0 157,914	15,893 0 0 172,743	17,034 0 0 188,636		$\begin{array}{cccc} 19,567 & -243,493 \\ \hline 0 & 0 \\ 223,927 & 243,493 \end{array}$
Cash and cash equivalents, end of year Consolidated Balance Sheets (In millions o	398 f Rupiah)	41,265		0	0	0	79,338	65,512	68,031	71,022	74,571	78,785	79,783	80,378	81,084	81,923	82,920	84,105	85,623			91,970 94	,871 98,	283 102,29			119,124	131,169	144,078	157,914	172,743	188,636	205,670	223,927	243,493 0
Assets				2006 -4	Construct 2007 -3	2008 -2	2009	1	2	3	2013 4	2014	2015 6	2016 7	2017 8	2018 9	2019 10	2020	12	13	14	Operatio 2024 202 15 16	5 2026 17	18	2028 19	2029 20	2030 21	2031 22	2032 23	2033 24	2034 25	2035 26	27	28	2038 2039 29 30
Current assets Cash and cash equivalents Other current assets Fixed assets				0	0	0 0 0	79,338 79,338 0	65,512 65,512 0	68,031 68,031 0	71,022 71,022 0	74,571 74,571 0	78,785 78,785 0	79,783 79,783 0	80,378 80,378 0	81,084 81,084 0	81,923 81,923 0			85,623 85,623 0			91,970 94 91,970 94 0		283 102,29 283 102,29 0				131,169 131,169 0	144,078 144,078 0	157,914 157,914 0	172,743 172,743 0	188,636 188,636 0		0	243,493 0 243,493 0
Property, equipments, buildings Less accumulated depreciation Other fixed assets Total assets				0	0	0	0 0 79,338	0 0 65,512	0 0 68,031	0 0 71,022	0 0 74,571	0 0 78,785	0 0 79,783	0 0 80,378	0 0 81,084	0 0 81,923	0 0 82,920	0 0 84,105	0 0 85,623	0 0 87,407	0 0 89,504	0 0 91,970 94	0 0 .871 98,	0 0 283 102,29	0 0 0 0 7 107,020	0 0 0	0	0	0 0 144,078	0 0 157,914	0	0 188,636	0 205,670	0 0 223,927	0 0 0 0 243,493 0
Liabilities Current liabilities Short term debt Long term debt Tranche A				0	0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0 0 0 0	000000000000000000000000000000000000000	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	0 0 0	
Tranche A Tranche B Concessional borrowing Other liabilities Total Liability				0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 0	0	0	0	0	0	0	0	0	0	0 0
Total Liaburg Stockholder's equity Common stock Retained earnings Total stockholder's equity YES				0	0	U	79,338	-13,826	79,338 -11,307 68,031	-8,317	-4,767	-553	445	1,040			79,338 3,582	79,338 4,767	6,285	8,069	10,166	79,338 79 12,632 15 91,970 94	,533 18,	.338 79,33 ,944 22,95	8 79,338 8 27,682	33,241	39,786	79,338 51,831 131,169				79,338 109,298 188,636	126,332		164,155 0
Balance YES Government net contribution (In millions	of Rupiah)			0	0	0	0	0	0	0	0	0	0	0		0				0	0	0	0		0 0		0	0	0	0	0	0	0	0	0 0
Expenditure Subsidu	3,088	320,106	26,248,699		-3 1,838,075 2	2008 -2 2,295,616	2009 -1 3,443,424	1 18,950	2 41,469	2012 3 49,285 0	2013 4 58,586 0	2014 5 69,656	2015 6 82,834	2016 7 98,524	8 117,211	2018 9 139,470		11 197,592		13 275,144	14 323,909	Operatic 2024 202 15 16 381,394 449	5 2020 17 ,176 529,	116 623,41						2033 24 1,314,820	2034 25 1,409,190		27 1,618,734	28 1,734,916 1	2038 2039 29 30 ,859,437 1,992,895
Subsidy Service payment Capital expenditure Land acquisition	0 2,387 701 190	72,680 19,724	5,959,772 1,617,343	0	0 0 220,732 2 1,617,343	0	0 0 3,443,424 0	0	0	49,285 0	58,586 0	0	0	98,524 0	117,211 0	0	165,989 0	197,592 0	233,769 0	275,144	0	381,394 449 0	,176 529, 0	,116 623,41 0	0 0	866,007	1,021,031 0	0	1,226,771 0	0	0	0	0	0	0 0 ,859,437 1,992,895 0 0 2318,842 8,015,015
Revenue Toll revenue 1 Tax Government net contribution	10,846 10,846 0 -7,567		92,188,314 92,188,314 0 -64,322,273	0 0 0	0 0 1,838,075 2	0 0 0 2,295,616	0 0 3,443,424		194,747 194,747 0 -153,278						550,749 550,749 0 -433,538	655,399 655,399 0 -515,930		928,702		1,286,521 1,		783,661 2,100	,858 2,474,	,991 2,916,38		4,052,062	4,777,922								3,318,843 8,915,915 3,318,843 8,915,915 0 0 6,459,407 -6,923,021

Table 7.3-21 Financial Projection – Solo – Kertosono & Traditional Public Work with Operation Outsourcing

7.4 SUMMARY OF RESULTS AND RECOMMENDATIONS

7.4.1 **Pros and Cons of Options**

Base on the results presented in Table 7.1-2 of the evaluation of proposed PPP options in regard to their Pros and Cons, Table 7.4-1 provides a summarized presentation for all options in which the two options of 2 and 3 can be excluded from further evaluation process due to their bad performance especially regarding to the reduction in life cycle cost in that depends on the participation of the private sector in more project tasks. These two options are considered as less attractive for private sector in terms of limited participation in maintenance and operation which are similar to the present traditional practice of outsourcing. The other four options of 1, 4, 5 and 6 are subject to further financial implications.

	Option 1	Option 2	Option 3	Option 4	Option 5	Option 6
Private Sector Participation	С	в	С	Α	А	А
Attractiveness for the private sector	В	С	А	В	В	В
Legal and policy issues	А	в	В	В	в	В
Uncertainty in process	А	в	В	С	С	С
Life cycle cost reduction	С	С	С	Α	A	A
Overall evaluation	B	C	С	В	В	B

Table 7.4-1 Summarized Pros and Cons of Options

Note: A: Good, B: Medium, C: Bad

7.4.2 Financial Evaluation

As presented in Section 7.3, Options 5 and 6 are divided into two schemes each based on the partner that will handle the collected revenue, either the private sector or the Government. Table 7.4-3 presents the summary results of financial evaluation for the six options 1 (similar to Public Works), 4, 5-1, 5-2, 6-1 and $6-2^{1}$. The results show that there are difficulties to adopt any of the 3 options of 4, 5-1 and 6-1 due to their non-bankable structure. The other 3 options show that 6-2 is the best, followed by 5-2 as the second best and option 1 as the third best.

¹ Assumption is made on a maturity of commercial loan to be 7 years for further analyses.

(Billions of Rupiah)		Case1	Case2	Case3	Case4	Case5	Case6						
Section	Solo - Kertosono												
Option	4	5-1	5-2	6-1	6-2	Public Work							
Criteria1: Bankable	Meeting DSCR requirement	No	No	Yes	No	Yes	Yes						
Criterian: Bankable	Roll over of short term debt	2010-2022	2011-2016	No	2010-2018	No	No						
	** 1 D 1 F 5 1	High	Low	Low	Medium	Medium	Too high						
Criteria2: Amount of Ir	niti al Public Funds	5,341	1,617	1,617	4,077	4,077	7,577						
Criterie 2 COL contribu	tion (NDV/ bosic)	Low	High	Medium	Medium	Low	Too high						
Criteria3: GOI contribu	Ition (NPV basis)	4,792	5,758	4,832	5,120	4,194	6,975						
Criteria & Amount of a	nnual convice novment	Low	Low Medium	High	Low	High medium	Low Medium						
Criteria4: Amount of a	nn ual service payment	0	808	1,923	274	1,390	673						
CritoriaEt Amount of p	rivato financing	OK	ОК	OK	OK	ОК	Marginal						
Criteria5: Amount of p	invate intaricity	2,315	6,039	6,039	3,579	3,579	79						
Criteria6: Possibility o	Yes	Yes	Yes	Yes	Yes	Very limited							
Financial evaluatio	Difficult	Difficult	2nd best	Difficult	Best	3rd best							

Table 7.4-3 presents the summary results of more comprehensive financial evaluation for the Options three selected options of 5-2, 6-2 and public works (option 1) which is considered under two cases pure public work (local finance) and concession loans of ODA financing as only a reference case due the difficulty in realizing such finance.

Results in the table are presented in regard to the applied financial assumptions and toll revenue, capital expenditure, service payment, interest payment as well as the strength and weakness of each of the four options. The overall evaluation confirms that Option 6-2 is still the best even with the extreme case of securing ODA finance.

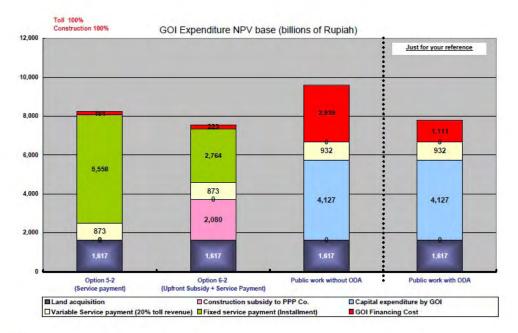
7.4.3 Sensitivity Analysis

Figures 7.4-1 (1 to 3) shows graphical presentation of 3 cases of financial sensitivity analysis for the governmental expenditures and net contribution in NPV basis for the same cases presented in Table 7.4-3. The cases are:

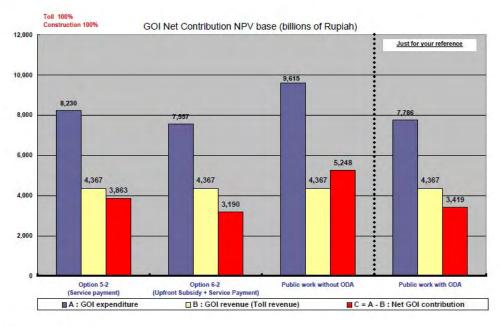
Toll Revenue: 100%	Cost: 100%
Toll Revenue: 50%	Cost: 100%
Toll Revenue: 100%	Cost 120%

Table 7.4-3 Assumptions and Financial Evaluation on Four Options

(Billion:	s of Rupiah)	А	D		
Secti	on		Solo - Ke	ertosono	
Optio	n	5-2	6-2	Public Work	Public Work
-			92,1	188	with ODA
oll r	evenue (2010-2039)	GOI: 80%	GOI: 80%	GOI: 100% *	GOI: 100% *
		PPP Co: 20%	PPP Co: 20%	PPP Co: 0%	PPP Co: 0%
_	capital expenditure (CAPEX)		6,7		1
	DI expenditure from tax source	1,541	2,319	1,534	
_	DI expenditure from bond finance	0			3,6
-	DI expenditure from ODA borrowing ivate financing	5,190	1,817 2,595	- 0	- 1,8
	Equity	1,557	2,333	<u> </u>	-
	Debt (Commercial Ioan)	3,633	1,817	-	-
	Interest rate	15.0%	15.0%	-	-
	Tenor	7 years	7 years	-	-
_	service payment (2010-2039)	52,024	35,137	20,243	20,
_	riable portion (20 % toll revenue)	18,438	18,438	20,243 *	20,24
_	ked portion (Installment)	33,587	16,700	0	
-	ilization of ODA borrowing	3,918	1,948	0 11,124	2,
	interest payment upto 2039 oond - Interest upto 2039	3,465	2,261		2,
_	erest rate	-	-	12.0%	12
	nor	-	-	10 years	10 ye
	d of GOI refinancing	-	-	Year 2032	Year 2
onc	essional loan - Interest upto 2039	1,134	1,095	0	
Int	erest rate	1.5%	1.5%	-	1
Те	nor	30 years	30 years	-	30 ye
_	ace period	10 years	10 years	-	10 ye
_	mercial loan - Interest upto 2039	2,331	1,165	0	
	erest rate	15.0%	15.0%	-	-
	nor GOI contribution (NPV base)	7 years	7 years	-	-
_	DI expenditure (NPV base)	3,863	3,190	5,248	3,
	Di revenue (NPV base)	4,367	7,557 4,367	4,367	7,
	of Net GOI cash in (break even year)	2025	4,307	2025	2
	ibility of concessional loan	Possible	Possible	-	Difficult
	ce of financing CAPEX (%)	1 0351010	1 0331510		Dinicult
	ublic Finance	0%	50%	100%	100%
	Of which : Development expenditure	0%	30%	30%	
	: GOI bond : ODA loan	0%	0% 70%	70%	
Pr	ivate finance	100%	50%	0%	0%
	Of which : Equity	30%	30%		
	: Debt s share of total CAPEX	70%	70% 100.0%		100.0%
A.	Development expenditure	0.0%	15.0%	30.0%	30
	GOI bond	0.0%	0.0%	70.0%	33
	ODA loan	0.0%	35.0%	0.0%	36
	Private finance Equity Private finance Debt	<u> </u>	15.0% 35.0%	0.0%	
itren	ıgth	* Possible long term borrowing of the private sector with GOI's constant payment. * High attractiveness to the private sector with GOI's constant payment. (e limited demand risk for the private sector.) * Contributing to developing local long term financial market * GoI burden (NFV) is stable regardless of realized toll revenue level based on sensitivity analysis	(= limited demand risk for the private sector.) * Mitigate initial funds requirement for the private sector with upfront subsidy * Contributing to developing local long term financial market * GOI burden (NPV) is stable	* Following the existing procedure and process	* 2nd lowest GOI contribution in NI lifecycle cost * Following the existing procedure and process * The fastest bread even year for G
leak	ness	* 2nd highest net GOI contribution in NPV * A new framework required through coordination of ministries in GOI (especially on long term commitment for service payment)	 New framework required through with-coordination of ministries in GOI (especially on upfront subsidy to PPP Go. and long term commitment for service payment) 	* The highest net GOI contribution * No private financing * Public funds required at upfront * High cost of GOI bond financing * Availability of GOI bond refinancing * GOI net contribution (NPV) fluctuates with toll revenue.	 No private financing Public funds required at upfront Unrealistic assumption to borrow ODA for public work GOI net contribution (NPV) fluctu with toll revenue.
			_		
	rall financial evaluation	2nd best	Best	3rd best	Difficult

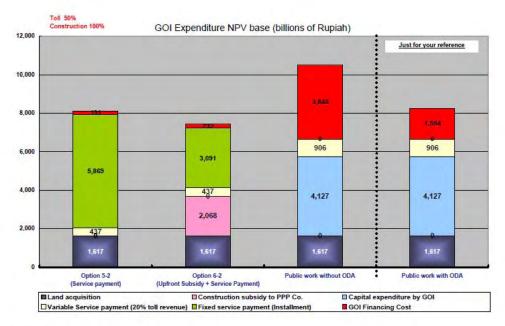


Base Case

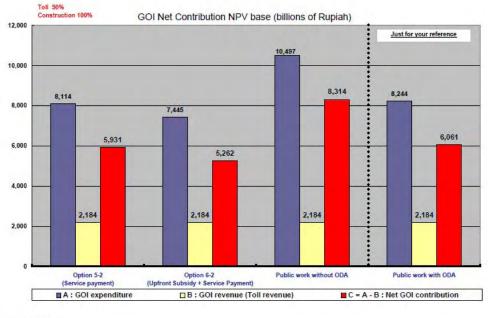


Base Case

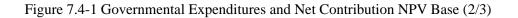
Figure 7.4-1 Governmental Expenditures and Net Contribution NPV Base (1/3)

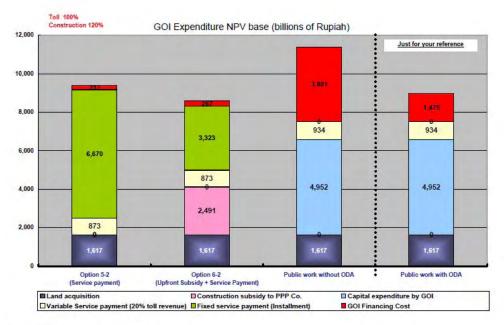


Toll 50% CAPEX100%

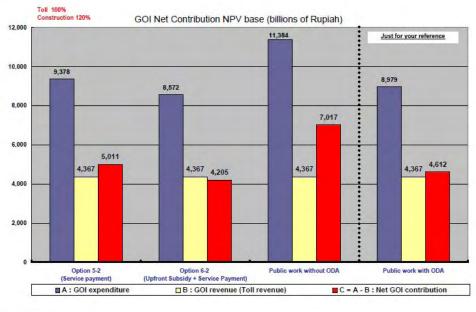


Toll 50% CAPEX100%

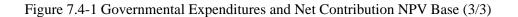




Toll 100% CAPEX120%



Toll 100% CAPEX120%



7.4.4 Recommendations

- Capital Subsidy from GOI to PPP Co.
 - It is recommended that GOI provide PPP Co. with capital subsidy to lower its financial requirements down to the level affordable by toll revenues.
 - The level of capital subsidy will be bid by the private sector.
 - The source of funds for GOI will be budget allowance, borrowing, and/or government bond.
- Stipulated Service Payment from GOI to PPP Co.
 - In order to secure revenues fro PPP Co. and promote the private sector's access to long-term financing, it is recommended to provide stipulated service payment from GOI to PPP Co.
 - GOI is able to structure a payment mechanism based on PPP Co.'s performance and avoid moral hazard of the private sector.
 - The service payment based on performance will provide PPP Co. an incentive for better services and enables GOI to provide with output based subsidy.

Next Steps for MPW:

- Set up PPP scheme
- Draft a proposal on a subsidy scheme (PSO) and project implementation plan, and propose to BAPPENAS/MOF for approval
- Draft a proposal on a funding source for GOI subsidy and propose to BAPPENAS and MOF for approval
- Set up BLU depending on a selected scheme
- Finalize EIA and create Resettlement Action Plan
- Clarify ongoing initiative on land acquisition scheme among related agencies and develop an implementation plan

Other Issues for Financial Structuring and Project Processing:

- Progress of Land Acquisition
 - Applicability of funds from Jasa Marga as a bridge finance
 - Applicability of Revolving Fund
- Market availability of tools for long-term funding for the private sector
 - Limitation on available loan term
 - High Interest rate
- Credit Enhancement for long-term Government payment
 - Applicability of Guarantee mechanism from multilateral aid agencies on GOI's long-term commitment
 - Applicability of Guarantee Fund

PART III

RECOMMENDED PPP SCHEME AND IMPLEMENTATION PLAN

CHAPTER 8

RECOMMENDED PPP SCHEME

CHAPTER 8

RECOMMENDED PPP SCHEME

This chapter describes recommended PPP scheme which is mentioned as Option 6 in the previous Chapter. The detail description includes project structure, financial analysis, subsidy mechanism, and work and risk sharing.

8.1 **PPP SCHEME UNDER OPTION 6**

8.1.1 **Project Scheme**

Under option 6, the private company is responsible for design, construct, finance and operate the whole section based on concession right given through competitive bidding process by the public sector with not only toll revenue but also service payment from the public sector.

Introducing service payment enables a private company to transfer some extent of toll revenue risk to the public sector. If service payment fully covers all cost and necessary profit to implement the whole section, the public sector fully takes toll revenue risk instead of a private company.

Option 6 is a combination of option 4 (upfront subsidy) and 5 (service payment). The option will be effective to level payments from Government and utilize low cost financing of Government. Summary of structure and government expenditure schedule is as shown in Figure 8.1-1.

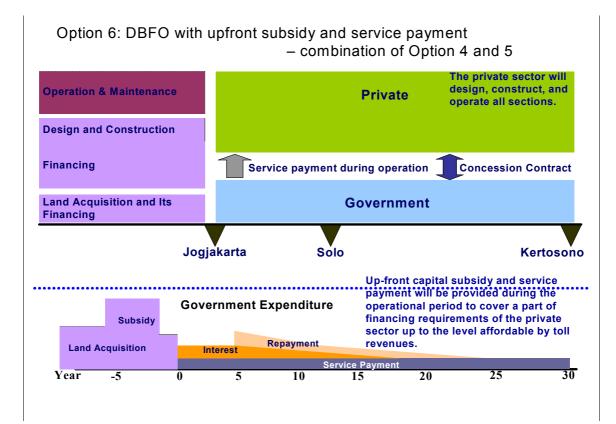


Figure 8.1-1 Summary of Structure and Government Expenditure Schedule

Proposed Payment Model - Overview

- Government makes initial subsidy payment to PPP Co. to reduce borrowing for construction to an amount supportable by tolls and the ongoing Operational subsidy.
- PPP Co. operates road and collects tolls.
- Government provides an ongoing annual subsidy payment to the PPP Co. over the life of the road.

Approach

Initial Construction

• PPP Co. borrows via debt/bond to fund entire construction cost of road

Operations and Maintenance

- PPP Co. has complete Operation and Maintenance risk for the toll road, including responsibility for toll collection:
 - PPP Co. passes the collected tolls to Government; and
 - Tolls are placed into a project-specific BLU.

Operating Subsidy

- An ongoing operational subsidy is made by Government to the PPP Co. during the Operations phase:
 - Payment from Government to PPP Co. could be funded by a long-term (30 40 yr) loan from facility such JBIC into a project-specific BLU, supplemented by deposits of toll revenue. Payments then made from BLU to PPP Co.;
 - Operating subsidy, along with portion of collected tolls, would serve to repay debt/bond; and
 - Payment to PPP Co. could be put at risk for poor performance of not meeting of technical and service standards. For example, if road not completed on time then no payment made to PPP Co. Further, if not maintained to desired standard then payment reduced. This mechanism can also be modified to have PPP Co. assume a certain amount of demand risk.

8.1.2 Evaluation on Option 6

Positive Aspects:

Physical implementation

• Division of works between the public sector and the private sector is clear and simple.

Leverage public funds

• Government subsidy and service payment (which is similar to revenue guarantee) will be utilized to attract the private funds.

Life cycle cost (LCC) reduction

• LCC reduction will be achieved by the private sector.

Utilization of Private Funds

• The private sector will provide funds for construction and O&M and recover its costs by service payment from Government.

Private sector attractiveness

• Upfront subsidy and service payment will mitigate demand risk for the private sector.

Negative Aspects:

Implementation

• It will be required that parliament endorses upfront subsidy and service payments after necessary consultation process with KKPPI and MOF.

Leverage public funds

• Government has to mobilize certain extent of funds while it has tightened

budgetary expenditure.

Utilization of Private Funds

• Financing costs of the private sector will be higher than the public sector and the Government tends to compensate for the higher financing costs.

8.2 FINANCIAL ANALYSIS ON OPTION 6

8.2.1 Scenario Setting and Major Assumptions

Objectives of the projection - The financial projection in this study focuses on (a) assessing feasibility of the project and (b) assessing potential government burden on each case.

Although we presume three traffic demand streams, we adapt *Revenue Max Case* as shown in Figure 8.2-1, which shows the potential of the project and is appropriate for this financial study. As Government prioritizes Solo – Kertosono rather than Jogjakarta – Solo according to MPW, the financial projection covers Solo – Kertosono.

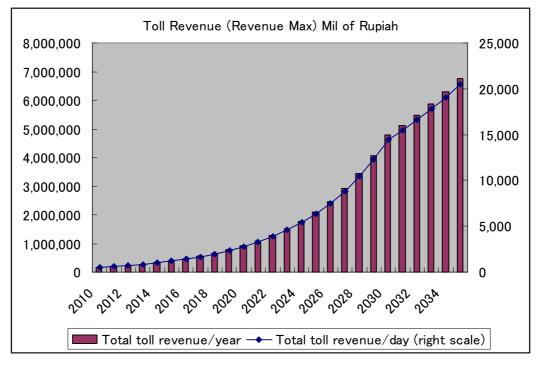


Figure 8.2-1 Toll Revenue

Initial investment cost - Investment cost covering Solo - Kertosono sections is estimated at Rupiah 6,731 billion (approximately \$US 687 million). Mainline construction is a major portion, estimated at Rupiah 4,641 billion, and the second

largest cost is one for land acquisition, estimated at Rupiah 1,617 billion. Investment cost assumption is as shown in Table 8.2-1.

	Capex	2007	Construction 2008	2009
Main road	1,900,459	0	728,703	1,171,755
Pavement	1,208,347	0	463,323	745,024
Bridge	1,408,509	0	540,073	868,437
Interchange	124,353	0	47,681	76,671
Subtotal	4,641,668	<u>0</u>	<u>1,779,781</u>	2,861,887
Land acquisition	1,617,343	1,617,343	0	0
Financing cost for fund raisir	100,260	3,713	37,019	59,527
Design	185,667	185,667	0	0
Construction supervision	185,667	0	71,191	114,475
<u>Total</u>	<u>6,730,605</u>	<u>1,806,723</u>	<u>1,887,991</u>	<u>3,035,890</u>

Table 8.2-1 Assumption – Initial Investment Cost (Millions of Rupiah)

Financing – Special purpose company (SPC) would basically finance construction works by commercial borrowing and upfront subsidy from GOI. Total necessary funds for initial investment are estimated at Rp6.8 billions of which includes working capital for SPC estimated at Rp76 millions as shown in Table 8.2-2. Necessary funds for toll road construction excluding land acquisition are estimated at Rupiah5.2 billion. Of which 70 % will be financed by public financing which includes budget expenditure and concessional loan. Of which 30% will be financed by private financing. Since toll road projects bearing toll revenue risk will require substantial risk capital, it will be necessary to inject equity more than 30 % of total funds raised.

Table 8.2-2 Fina	ncing Initial	Capital	Expenditure	(Billions of	of Rupiah)
------------------	---------------	---------	-------------	--------------	------------

Necessary funds for toll road construction 5,190						
Public financing :Upfront subsidy 3,633						
Budget expenditure (30%)	1,090					
Concessional loan (70%) 2,543						
Private financing	2					
Equity (30%)	467					
Debt (70%) 1,090						
Land acquisition Cost (GOI responsibility)1,617						
Total amount of financing6,807						

Concessional loan is assumed to have 30 years maturity period and 10 years grace period with interest rate of 1.5%. Commercial long term loan is presumed to have 7 years maturity period and 2 years grace period with interest rate of 15%.¹ The assumed terms and conditions can not be realized without any credit enhancement support to the project.

¹ Assumption of maturity of commercial long term loan was revised from analyses at Chapter 7 in order to adjust to more realistic figures based on current financial market in Indonesia.

Revenue, cost and tax – Two major revenue sources of SPC are fixed service payment from Government and 20 % of toll revenue. Fixed portion would be paid by Government for 15 years, achieving project internal rate of return of 20% after receiving 20% of estimated toll revenue. Annual operating expense is presumed at 20% of annual revenue. Depreciation is considered by straight line method. Details are shown at Table 8.2-3.

Operating expense		
Operation cost / toll r	revenue	13%
Maintenance cost / to	5%	
General administration	on cost / toll revenue	2%
Depreciation		
Salvage value		10%
Depreciation period	Main road	20
	Pavement	10
	Bridge	20
	Over bridge	20
	On river	20
	Interchange	20
	Financing cost for fund raising	4
	Design	4
	Construction supervision	4
Corporate income tax		
Tax allowance	Yes	
taxable income < 50	10%	
50 million rupiah < ta	axable income < 100 million rupiah	15%
100 million rupiah <	taxable income	30%

Table 8.2-3 Operation Cost, Depreciation and Tax Assumption

8.2.2 Results of Financial Study

Under Option 6, SPC receives 20% of toll revenues, upfront subsidy and service payment. SPC would finance remaining amount, that is, the total capital expenditure less upfront subsidy from GOI, however, SPC would receive sufficient cash to meet internal rate of return of 20 %. As a result, SPC's risk is mostly payment risks of Government with stipulated service payment rather than toll revenue risk. Major part of toll revenue risk is transferred to Government and this option is one of the most realistic schemes to attract the private sector in Indonesia.

Government will be required to raise funds for initial capital expenditure of Rupiah3,633billion (or about US\$371 million) and funds for land acquisition of Rupiah1,617billion (or about US\$165 million). The fixed service payment from Government will amount to about Rupiah353 billion (or about 36million), however, the toll revenue is expected to offset the cash outflow after 7 years of the operation.

(Bi	llior	ns of Rupiah)	
Тс		evenue (2010-2039)	GOI: 80.0%
IC	111	evenue (2010-2039)	PPP Co: 20.0%
Тс	otal	capital expenditure (CAPEX)	6,807
	Ρι	ublic financing	5,250
		GOI expenditure from tax source	2,707
		GOI expenditure from bond finance	0
		GOI expenditure from ODA borrowing	2,543
	Pr	ivate financing	1,557
		Equity	467
		Debt (Commercial Ioan)	1,090
		Interest rate	15.0%
		Tenor	7 years
Тс	otal	service payment (2010-2039)	24,968
	_	riable portion (20 % toll revenue)	18,438
		ked portion (Installment)	5,295
		ilization of ODA borrowing	1,236
Тс		interest payment upto 2039	1,801
		oond - Interest upto 2009	0
0		erest rate	
	_	nor	
		Id of GOI refinancing	
0		· · · · · · · · · · · · · · · · · · ·	-
C		essional loan - Interest upto 2039	1,102
		erest rate	1.5%
		nor	30 years
	-	ace period	10 years
Co	_	mercial loan - Interest upto 2039	699
	-	erest rate	15.0%
		nor	7 years
Ne	-	OI contribution (NPV base)	2,839
	Ne	et GOI expenditure (NPV base)	7,206
		et GOI revenue (NPV base)	4,367
Sc		ce of financing CAPEX (%)	
	Ρι		70%
		Of which : Development expenditure : GOI bond	<u> </u>
		: ODA loan	70%
	Pr	ivate finance	30%
		Of which : Equity	30%
		: Debt	70%
	As	s share of total CAPEX	100.0%
		Development expenditure	21.0%
		GOI bond	0.0%
		ODA loan Private finance Equity	49.0% 9.0%
		Private finance Debt	21.0%
		i mato manoo bobt	21.078

Table 8.2-5 Summary of Financial Projection of Option 6

Table 8.2-4 Financial Projection – Solo - Kertosono & Option 6

Statement of Income for PPF	Co. (In millions of Rupiah)

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 | Statement of Income for PPP Co. (In
 | millions of l | Rupiah) | | | |
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2018 | 2019 | 2020 : | 2021 | 2022 2023
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 | 2025 | 2026 | 2027 | 2028
 | 2029 20 | 0 203 | 1 2033
 | 2 2033 | 2034 | 2035 | 2036
 | 2037 | 2038 | 2039 |
|

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9 | 10 | 11 | 12 | 13 14
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| Image: Discrete state Image: Discrete s

 |
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 | 391,962

 | 399,308
 | 408,049 | 418,454
 | 430,842 | 445,593
 | 463,163 | 484,093 | 509,031 | 538,753
 | 571,604 | 510,317 655,9
 | 48 709,745

 | 5 420,172 | 494,998 | 583,277 | 687,451 | 810,412 95.
 | ,584 1,024 | ,170 1,097 | ,678 1,176,
 | .462 1,260, | 901 1,351,40 | 00 1,448,3 | 195 1,552,351 | 1,663,769 | 1,783,183
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592 277 | 0 | 0 05
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035 356.73

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1901 1351.4 | 00 1,448.5 | 395 1,552,351 | 1,003,709
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 | Operating Costs and expense
 | 2,379 | 284,310 | 23,313,379 | 0 | 0 | 0
 | 321,622 | 331,507

 | 343,409
 | 357,743
 | 296,721 | 317,535 | 342,628
 | 372,892 |
409,405 | 453,470 | 426,428 | 488,097 | 562,182 651,2.
 | 32 758,324

 | 534,168 | 608,994 | 697,273 | 801,447
 | 924,408 95. | ,584 1,024 | 4,170 1,097
 | ,678 1,176, | .462 1,260, | 901 1,351,40 | 00 1,448,3
 | 95 1,552,351 | 1,663,769 | 1,783,183 |
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 | Upfront subsidy
 | 371 | | | 0 | 1,453,217 | | 0
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 |
 | 328 | 39,212 | 3,215,345 | 0 | 1,453,217 | 2,016,338
 | -123,844 | -102,805

 | -78,898
 | -51,758
 | 57,311 | 92,174 | 102,965
 | 90,270 |
74,688 | 55,561 | 112,325 | 83,507 | 48,135 4,7
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 | Net income
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 | -123,844 | -102,805

 | -78,898
 | -51,758
 | 57,311 | 92,174 | 102,965
 | 90,270 |
74,688 | 55,561 | 112,325 | 83,507 | 48,135 4,7
 | 16 -48,579

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 | Statement of Cash Flows for PPP Co.
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 | Short term borrowing
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 | Short term borrowing
Repayment Short Term Debt
Cash and eash equivalents, beginning of ye
Cash and eash equivalents, end of year
Consolidated Balance Sheet for PPP of
Assets
Cash and cash equivalents
Other current assets
Cash and cash equivalents
Other current assets
Fixed assets
Installment credit
Property, equipment, buildings
Less accumulated depreciation
Other fixed assets
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Cash and cash equivalents, beginning of ye
Cash and cash equivalents, end of year
Consolidated Balance Sheet for PPP of
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Current assets
Cash and cash equivalents
Other current assets
Fixed assets
Installment credit
Property, equipments, buildings
Less accumulated depreciation
Other fixed assets
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 | Short term borrowing
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye
Cash and cash equivalents, end of year
Consolidated Balance Sheet for PPP of
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Cash and cash equivalents
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Repayment Short Term Debt
Cash and cash equivalents, beginning of ye
Cash and cash equivalents, tend of year
Consolidated Balance Sheet for PPP of
Assets
Current assets
Cash and cash equivalents
Other current assets
Fixed assets
Installment credit
Property, equipments, buildings
Less accumulated depreciation
Other fixed assets
Total assets
Liabilities
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 | Short term borrowing
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye
Cash and cash equivalents, tend of year
Consolidated Balance Sheet for PPP of
Assets
Current assets
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Fixed assets
Installment credit
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Less accumulated depreciation
Other fixed assets
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| Teal Lishing U U U U <th>Short term borrowing
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye
Cash and cash equivalents, end of year
Consolidated Balance Sheet for PPP
Assets
Current assets
Cash and cash equivalents
Other current assets
Fixed assets
Installment credit
Property, equipments, buildings
Less accumulated depreciation
Other fixed assets
Itabilities
Current liabilities
Short term debt
Long term debt
Tranche A</th> <th>6,640
Co. (In milli
Total</th> <th>0 793,547
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 | Short term borrowing
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye
Cash and cash equivalents, end of year
Consolidated Balance Sheet for PPP
Assets
Current assets
Cash and cash equivalents
Other current assets
Fixed assets
Installment credit
Property, equipments, buildings
Less accumulated depreciation
Other fixed assets
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Short term debt
Long term debt
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Repayment Short Term Debt
Cash and cash equivalents, beginning of ye
Cash and cash equivalents, end of year
Consolidated Balance Sheet for PPP of
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Other current assets
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Other fixed assets
Total assets
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Current liabilities
Short term debt
Long term debt
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 | Short term borrowing
Repayment Short Term Debt
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Cash and cash equivalents, end of year
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Cash and cash equivalents
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Other fixed assets
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Other current assets
Fixed assets
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Property, equipments, buildings
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Other fixed assets
Total assets
Liabilities
Current liabilities
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Cash and cash equivalents
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| India Total Total <th< th=""><th>Short term borrowing
Repayment Short Term Debt
Cash and cash equivalents, beginning of ye
Cash and cash equivalents, end of year
Consolidated Balance Sheet for PPP of
Assets
Current assets
Cash and cash equivalents
Other current assets
Fixed assets
Installment credit
Property, equipments, buildings
Less accumulated depreciation
Other fixed assets
Itabilities
Current liabilities
Current liabilities
Short term debt
Long term debt
Tranche B
Concessional borrowing
Other liabilities
Total Liability
Stockholder's equity
Common stock
Retanined earnings</th><th>6,640
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Consolidated Balance Sheet for PPP of
Assets
Current assets
Cash and cash equivalents
Other current assets
Fixed assets
Installment credit
Property, equipments, buildings
Less accumulated depreciation
Other fixed assets
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Current liabilities
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Consolidated Balance Sheet for PPP of
Assets
Current assets
Cash and cash equivalents
Other current assets
Fixed assets
Installment credit
Property, equipments, buildings
Less accumulated depreciation
Other fixed assets
Total assets
Long term debt
Current liabilities
Current liabilities
Current liabilities
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Current liabilities
Total
Liability
Stockholder's equity
Common stock
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Total stockholder's equity
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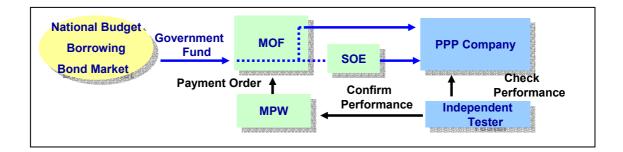
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8.3 PAYMENT MECHANISM

8.3.1 Upfront Payment

The proposed upfront payment mechanism will follow steps below.

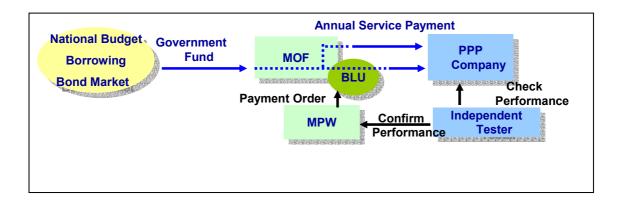


<Steps>

- 1. Raise Government Fund for its Participation
 - It is assumed that 70% of upfront subsidy is raised by concessional loan borrowing as a project loan and 30% of costs is raised by local source, i.e. budget, and/or government bond.
- 2. Disbursement Condition
 - Disbursement in tranches will be matched the construction milestones of PPP Co.
 - Independent Tester confirms previously-agreed milestones achieved
 - Construction milestones will be set in each phase
- 3. Disbursement Mechanism (during construction period)
 - Disbursement is based on existing disbursement procedure for construction in principle.
 - Government provides subsidy.
 - Send confirmation of agreed milestone achieved from Independent Tester to MPW.
 - MPW reviews documents and checks whether necessary conditions are met MOF.
 - MPW sends payment order and necessary data to MOF.
 - MOF disburses the proposed amount to PPP Co. (loan disbursement is based on the conditions lenders impose including the percentage of total costs, eligible items, etc.).

8.3.2 Service Payment

The proposed service payment mechanism will follow steps below.



<Steps>

1. Raise Government Fund for Service Payment

- It is assumed that 75% of subsidy is raised by concessional loan borrowing as a project loan or a program loan, and 25% of costs is raised by local source, i.e. budget and/or government bond.
- 2. Set up BLU (Public Service Unit) or Escrow Account / Special Account
 - Set up BLU / an account to separate funds and secure long-term subsidy payments from the Government
 - Deposit funds in BLU / an account from borrowing and own source
 - The account is under operation of MPW and under supervision of MOF* [* Responsibility of MOF and MPW should be determined.]
 - the account is replenished every year to assure annual service payment
- 3. Disbursement Condition
 - Set out service level (technical specification, lane closure, safety performance etc.) for PPP Co.
 - Independent Tester confirms previously- agreed conditions achieved
- 4. Disbursement Mechanism
 - Disbursement is based on service performance: (i) service availability; and (ii) performance
 - Send confirmation of agreed conditions achieved from Independent Tester to MPW
 - MPW reviews, check whether conditions are met or not , and calculates payment amount
 - MPW sends a payment order to MOF
 - MOF* disburses the proposed amount to PPP Co. from BLU (loan disbursement is based on the conditions lenders impose including the percentage of total costs, eligible items, etc.)

[* Responsibility of MOF and MPW should be determined.]

8.3.3 Required Subsidy Policy of MPW

It will be required to set up a subsidy scheme which is called Public Service Obligation (PSO) for upfront subsidy and/or service payment mechanism. Subsidy schemes have been formulated for some sectors including a transport sector (ex. inland ferry services). MPW is required to formulate PSO for toll roads complying with its policy and consulting with KKPPI and Risk Management Unit of MOF.

PSO may include:

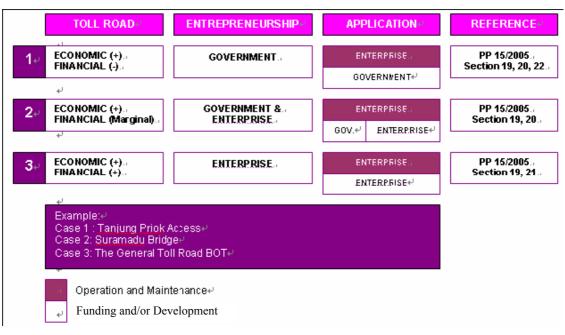
- Feasibility study of the project;
- Scheme of subsidy (structure, amount, term etc.);
- Procedure of subsidy payment;
- Project financing plan including financing source;
- Project implementation plan (schedule, steps etc.);
- Monitoring and reporting system of the use of subsidy ;
- Bidding procedure for private sector participation;
- Risks on the use of government funds; and
- Cost recovery of government funds.

In order to process PSO, MPW will identify financing plan including funding source of GOI. MPW will consider the use of BLU for service payment mechanism. MPW may consider the use of SOE as a conduit, if necessary. It will be required to receive approvals from BAPPENAS and MOF and draft bidding procedure and documents.

8.4 SUBSIDY SCHEME

8.4.1 Toll Road Investment Projects supported by Government

Government categorizes toll road investment in three areas: (1) economically viable but financially non-viable projects; (2) economically viable but marginally financially viable; and (3) economically and financially viable projects. Projects under category (3) will be conducted as BOT projects and projects under category (1) will be conducted by Government. Projects under category (2) are considered to be invested by both Government and the private sector.



Source: MPW

MOF issued Regulation No.38/PMK.01/2006 about "Direction of Implementation the Controlling and Risk Management in Infrastructure Project for Realization" in 2006. The regulation identified risk sharing scheme between Government and the private sectors on political risk, project performance risk, and demand risk. However, MOF Risk Management Unit and KKPPI noted that the regulation will be only applied for financially feasible projects and will not be suitable for the study project. There is no concrete definition of marginally financially feasible projects, but KKPPI noted that PIRR of higher than 20% will be considered as such kind of projects. Therefore, it will be necessary to develop PSO in order to enable government support for the identified project.

8.4.2 Infrastructure Policy Package in Indonesia

GOI's National Committee for the Acceleration of Infrastructure Provision announced Infrastructure Policy Package in February 2006. The GOI noted that it has embarked on a program to reform the infrastructure sector, consisting of three inter-related elements: namely,

- removing any form of monopolistic abuse and increasing healthy competition;
- eliminating discriminatory practices that obstruct the private sector to participate in infrastructure provision; and
- re-positioning government's role, including the separation of policy making from operational functions.

It also noted that four policy frameworks are formulated in the policy package: namely,

- Strategic cross sector policy reform;
- Sector and corporate policy reforms and restructuring of the industry to increase fair competition;
- Regulatory reforms to prevent the abuse of natural monopoly rights and to protect the consumer and investor; and
- Re-alignment of functions/roles of the Minister/Head of Agency/Regional Government Head as policy maker and State-Owned/Local Government-Owned Enterprises as operator.

The package reinforces the government's commitment to accelerate infrastructure provision through public service obligation (PSO) projects and Private Sector Participation (PSP).

It is noted that the national budget will be approved every year in Indonesia and it is not usual to approve a long-term payment from the government as required under the service payment mechanism. The issue was raised during the meeting with MOF and MPW although the study team understands that there are precedents whose budget is approved every year but considered as de facto long term payment. It would be recommended to have a regulatory framework which allows a long-term payment commitment by the government for PPP Projects in order to ensure smooth implementation of projects.

8.5 MECHANISM OF PSO

8.5.1 Governing Law in Indonesia Concerning Application of PSO

There are laws that enable application of PSO in Indonesia.

- National Law UUD 1945
- Law in the specific sector, such as energy sector, transport sector etc.
- Government regulation related to the sector, such as energy sector, transport sector etc.
- Other regulations (Presidential Regulation, Presidential Instruction, Ministry Regulation, etc)

8.5.2 Mechanism of PSO Application

- Sector defines the criteria of PSO within a clear framework systematically.
- Sector prepares work program and its target of PSO and budged that is needed for the application.
- Sector decides operator to implement the PSO plan (in can be a pure private or state owned enterprises, ideally via tender)
- Periodic evaluation must be conducted in order to improve implementation

quality of the PSO program.

• Role of local government should be clearly stated, particularly in operational stage. The project will need to involve local governments which could play an important role on acquiring lands, providing funds, and protecting environment.

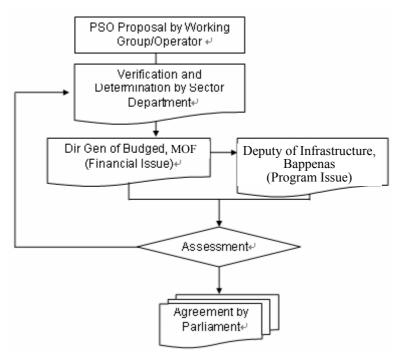


Figure 4.5-1 Mechanism of PSO Development

8.5.3 Implementation of PSO

- Definition of term of reference, such as limit of service, operational area, and also performance indicators have to be defined clearly.
- If the mandate is granted to a particular operator or a state owned enterprise under specific condition, clarification is required on following items:
 - Quality and service assurance;
 - > Clear definition between commercial activity and PSO activity, via:
 - List of assets and its facility and function;
 - List of fees for every function and costumer category;
 - List of sales/service for every costumer category;
 - Cost benchmarking for similar activity
 - > Degree of return allowance as PSO operator
- Financial report of the private enterprises or state owned enterprises must be audited by public accountants and the results must be open to the public.

8.5.4 Aspects, Required in regulating PSO

Related to determining PSO, the following issues need to be addressed:

- User protection and compensation; including claims received and responses, obligation to fulfill costumer privilege, obligation to provide general information that is needed to improve service quality and costumer involvement;
- Representatives from costumer in order to make possibility in decision taking process;
- Environmental standard, which includes obligation to fulfill any standard related to environment issues;
- Institutional and regulatory process, transparent accounting, governing institution, and procedure for monitoring;
- Social condition; including detail mechanism in providing services;
- Tariff levels to guarantee that it can be accepted by costumers; and
- Standard of quality including standard of service or minimum performance, safety standard, right for getting refund and compensation if services do not reach the standards.

8.6 USE OF BLU

It is noted that the Public Service Unit (BLU) will be useful structure to separate funds for the long-term payment from other MPW's budget and secure service payments from Government. The BLU acts as an agent of the Ministry, but can be strictly controlled in the planning, budgeting, and operating. If strict internal control system can be adopted for BLU operation, BLU will be a useful tool to secure funds which are allocated by budget, bond issuance, and/or borrowings and to disburse service payments for a long term.

8.7 WORK AND RISK SHARING

Work and risk sharing between the public and private sectors were discussed with MPW and details are attached at Appendix 8-1 and 8-2.

8.7.1 Illustrative Work Sharing for Java Toll Road

When the government conducts public services on road under a traditional public procurement, a part of public works, such as construction and maintenance, has been undertaken by the private sector. The major interest of the government is procuring capital expenditure at the lowest cost, while the private sector is responsible for delivering an asset on time and budget.

In contrast, PPP requires the private sector to compete to deliver services over the long-term at the most economically advantageous price. The public sector is not interested in simply procuring initial capital expenditure at the lowest cost as the case with traditional procurement which the private sector is indifferent to higher maintenance costs thereafter. With PPP, the public sector is looking to achieve the best value over the life of the asset and project. Private sector has to design and implement projects at the lowest life cycle cost rather than the lowest initial capital investment.

Land acquisition is one of the largest issues for toll road development in Indonesia. It is noted that an initiative to revise concession agreement in order to share some risks on land acquisition between the public and the private sectors. However, the implementation of land acquisition on time and budget is a high hurdle for the private sector to participate in toll road construction and operation. Under this study, it is assumed that land acquisition will be financed and implemented by Government.

It is assumed that design, construction management, construction work, toll collection, clearance of traffic accident, maintenance management, maintenance work, and rehabilitation work will be conducted by the private sector. Tender documents will specify required output and a series of work will be tendered as a package in order to achieve the best value for money during the life cycle of the project. On the other hand, Government is responsible for setting up a framework for PPP transactions, conducting overall planning, undertaking a part of financing responsibilities and related risks, and monitoring the private sector's performance.

The summary of work sharing was provided in Table 8.7-1 below and detailed proposed work sharing is in Appendix 8-1.

Work sharing	PU	Private
Establishing institutional framework	*	
Network planning	*	
Financing	*	*
Negotiation and monitoring private sector	*	
Land acquisition	*	
Design approval & Construction management		*
Design & construction work		*
Traffic management		*
Toll collection		*
Clearance of traffic accident		*
Maintenance work		*
Upgrading & rehabilitation planning	*	
Upgrading & rehabilitation work		*

Table 8.7-1 Summary of Work Sharing among PU and the Private Sector

8.7.2 Illustrative Risk Sharing for Java Toll Road

Various risks are defined and allocated to appropriate parties who are able to manage risks in minimum costs. Taking the above assumption on work sharing into account, proposed risk sharing matrix is shown in Table 8.7-2. Detailed proposed risk sharing is in Appendix.

Risk	Public	Private	Shared
Design		✓	
Construction		1	
Technology & Integration		✓	
Approval Process	✓		
Customer Acceptance		✓	
Right of Way Acquisition	✓		
Operations & Maintenance		✓	
Traffic & Revenue			✓
Finance			✓
Force Majeure	✓		
Inflation			1

Table 8.7-2 Summary of Risk Sharing with Upfront Subsidy and Ongoing Operational Subsidy

8.7.3 General Risk Sharing

"Legislative Guide on Privately Financed Infrastructure Projects" (Guide) published by the United Nations Commission on International Trade Law (UNCITRAL) defines main risks as noted below.

Force Majeure: The parties face the risk that the project may be disrupted by unforeseen or extraordinary events outside their control, which may be of a physical nature, such as natural disasters—floods, storms or earthquakes—or the result of human action, such as war, riots or terrorist attacks. Such unforeseen or extraordinary events may cause a temporary interruption of the project execution or the operation of the facility, resulting in construction delay, loss of revenue and other losses. Severe events may cause physical damage to the facility or even destruction beyond repair. This risk will be

Political Risk: The project company and the lenders face the risk that the project execution may be negatively affected by acts of the contracting authority, another agency of the government or the host country's legislature. Such risks are often referred to as "political risks" and may be divided into three broad categories: "traditional" political risks (for example, nationalization of the project company's assets or

imposition of new taxes that jeopardize the project company's prospects of debt repayment and investment recovery); "regulatory" risks (for example, introduction of more stringent standards for service delivery or opening of a sector to competition) and "quasi-commercial" risks (for example, breaches by the contracting authority or project interruptions due to changes in the contracting authority's priorities and plans). In addition to political risks originating from the host country, some political risks may result from acts of a foreign government, such as blockades, embargoes or boycotts imposed by the governments of the investors' home countries.

Construction and Operation Risks: The main risks that the parties may face during the construction phase are the risks that the facility cannot be completed at all or cannot be delivered according to the agreed schedule (completion risk); that the construction cost exceeds the original estimates (construction cost overrun risk); or that the facility fails to meet performance criteria at completion (performance risk). Similarly, during the operational phase the parties may face the risk that the completed facility cannot be effectively operated or maintained to produce the expected capacity, output or efficiency (performance risk); or that the operating costs exceed the original estimates (operation cost overrun). It should be noted that construction and operation risks do not affect only the private sector.

Commercial Risks (Traffic demand and toll revenue risks): "Commercial risks" relate to the possibility that the project cannot generate the expected revenue because of changes in market prices or demand for the goods or services it generates. Both of these forms of commercial risk may seriously impair the project company's capacity to service its debt and may compromise the financial viability of the project.

Exchange rate and other financial risks: Exchange rate risk relates to the possibility that changes in foreign exchange rates alter the exchange value of cash flows from the project. Prices and user fees charged to local users or customers will most likely be paid for in local currency, while the loan facilities and sometimes also equipment or fuel costs may be denominated in foreign currency. In addition to exchange rate fluctuations, the project company may face the risk that foreign exchange control or lowering reserves of foreign exchange may limit the availability in the local market of foreign currency needed by the project company to service its debt or repay the original investment.

Another risk faced by the project company concerns the possibility that interest rates may rise, forcing the project to bear additional financing costs. This risk may be significant in infrastructure projects given the usually large sums borrowed and the long duration of projects, with some loans extending over a period of several years.

Risk Category	Allocation
Political/Legislative	
0	Government is often best placed to control regulatory and
and Regulatory	legislative risks.
Force Majeure	Neither Government nor the private sector can control this risk.
	However, Government is often takes or shares the risks, since the
	risk will not be able to be managed by the private sector.
Network Planning	The national and local government will be responsible for their
	own development plan and be responsible for technical network
	planning.
Devaluation and	Government will have a control on exchange rate policy and
Exchange Rate	often plans for currency risk mitigation measures with its foreign
	reserve. The private sector will take some exchange rate risks
	which can be mitigate by tools available in foreign exchange
	markets.
Other Financing	An implementing agency, the private sector, will take interest
0	rate risks and other financial risks and some risks will be able to
	be mitigated by tools available in financial markets.
Inflation	Inflation risks on the price of basic utilities are often transferred
	to consumers and will be able to indexed in the toll level setting.
Land Acquisition	Land acquisition often requires Government commitment on the
*	land acquisition plan, and MPW conducts land acquisition will
	take a main financial and implementational risks.
Traffic Demand	Traffic demand is often difficult to forecast and it depends on
and Toll Revenue	building alternative routes and other transportation. Traffic
	demand of the planned route is not promising and is assumed not
	enough to attract private investors. The risks will be retained by
	Government or shared with the private sector.
Design,	The risks will be transferred to contractor.
construction and	The fisks will be transferred to contractor.
operation	
operation	

CHAPTER 9

IMPLEMENTATION PLAN

CHAPTER 9

IMPLEMENTATION PLAN

9.1 DETAILED PLAN OF PUBLIC SECTOR TASKS

9.1.1 Feasibility Study

Feasibility study and preliminary design of the toll road section was conducted by the Ministry. As a result of the study, the following documents were prepared in January 2006:

- Feasibility study report
- Preliminary design drawings
- Cost estimate
- Survey data

In the study, the project toll road is divided into 4 sections which are applicable to PPP toll road scheme, as follows:

- Yogya Solo
- Solo Mantingan
- Mantingan Ngawi
- Ngawi Kertosono

9.1.2 Public Funding Arrangement

The Ministry will set up subsidy scheme and ensure approvals from MOF, BAPPENAS and related government agencies on funding from the public sector. MOF executes financing from loans and/or bond issuance and upfront and operating subsidy payment during the project term.

9.1.3 Preparation of Tender Documents

The procurement committee of the Ministry will prepare the tender documents for selection of PPP companies. The tender documents comprise the followings:

- General information of the tender
- Instruction on preparation of tender documents
- Instruction on submission of tender documents
- Explanation on tender opening and evaluation
- Technical provisions

- Financial terms and conditions
- Provision of the toll road concession agreement

A template of the tender documents is provided in Chapter 11.

9.1.4 Selection of PPP Company

The procurement committee will select a successful tenderer as a PPP company for each toll road package through tendering. Prequalification of tender participants is presently in progress. The procurement committee for toll investment issued invitation to tender for Solo – Mantingan, Mantingan – Ngawi and Ngawi – Kertosono section in July 2006. The prequalified tender participants will be invited to submit the tender proposals. A pre-bid meeting will be held to explain tender procedures and contents of the tender documents. A site visit will be organized for the site inspection of the toll road. Following the pre-bid meeting and the site inspection, the tenderers may submit queries in relation to the tender documents.

The procurement committee will open the tender and evaluate the submitted tender proposals in accordance with the evaluation criteria which should have been set prior to the opening of the tender. The evaluation, clarification, negotiation and awarding procedures should be in accordance with the PD8, 2006 Implementation Guidelines of Government Procurement of Goods/Services. The successful tenderer will be awarded based on the least public support required which gives the highest advantages to the public.

9.1.5 Environmental Impact Assessment

The environmental impact assessment (EIA) of the project road is presently being conducted by the Ministry. The EIA is scheduled to be finalized in 2006. Environmental Management Plan (UKL) and Environmental Monitoring Plan (UPL) will be prepared with EIA.

9.1.6 Land Acquisition of ROW

Land acquisition of ROW will be undertaken by The Ministry referring to the Presidential Regulation No. 36/2005 regarding Land Acquisition for the Construction Implementation for Public Service. The ROW acquisition will be conducted on the basis of the feasibility study and the preliminary design. The compensation cost for land, buildings, plants, utility structures and resettlement will be arranged by the Ministry. The land acquisition of ROW should be completed before the PPP concession contract.

9.1.7 Monitoring of Detailed Design and Construction

The Ministry will monitor the detailed design and the construction undertaken by PPP Company. The PPP Company should submit monthly reports status of the detailed design and the construction progress and status of source and use of fund to the Ministry. The Ministry will be entitled to conduct supervision over the PPP Company performance. The PPP Company should allow and give an access to data and information for the supervision.

9.1.8 Confirmation of Construction Completion

Prior to the start of the toll road operation by PPP Company, the Ministry will conduct an examination and test to ensure that its construction has been executed according to the detailed design and construction specifications approved by the Ministry. After completing all inspection and testing, the Ministry will sign an official report of inspection.

9.2 DETAILED PLAN OF PRIVATE SECTOR TASKS

9.2.1 Preparation of Tender

Prequalified tender participants will be invited for submission of the tender proposals. The tenderers are supposed to prepare the tender proposals complying with the instructions and requirements of the tender documents. The tender proposal may be submitted in 3 envelopes:

Technical proposal

- Proposal for detailed design requirements
- Proposal for construction requirements
- Proposal for operation and maintenance requirements
- Management plan

Commercial proposal

- Profile of PPP company
- Contractual arrangements
- Financial structure

Financial proposal

- Form of Bid
- Cost estimate

9.2.2 Detailed Design of Toll Road

The detailed design will be managed by the PPP Company. The PPP Company will hire a group of detailed design team or a design consultant firm and a quality control consultant (QC Consultant). The detailed design team which is proposed in the Tender and accepted by the Ministry will undertake the detailed design of the toll road in accordance with the accepted detailed design schedule and method.

The QC Consultant proposed in the Tender and accepted by the Ministry will undertake the check and approving of the detailed design output in accordance with the accepted schedule and method of checking.

The detailed plan of the detailed design is explained in Section 9.4.

9.2.3 Construction of Toll Road

The toll road construction will be managed by PPP Company. PPP Company will hire contractors for the toll road construction. The contractors which are proposed in the tender and accepted by the Ministry will undertake the construction in accordance with the accepted construction schedule and method.

The QC Consultant for construction supervision proposed in the Tender and accepted by the Ministry will undertake the construction inspection and approve the works in accordance with the approved schedule and method of construction supervision.

The detailed plan of the construction and its supervision is explained in Section 9.5.

9.3 DETAILED DESIGN OF TOLL ROAD

Lower cost and more efficient detailed design method compared to the traditional procurement method is required for the PPP toll road project. The following methods contribute to realize it:

- Lower cost: Design standards different from the ones issued by the Ministry are allowed to be used in case they are proposed in the tender and approved by the Ministry. (Departure from standard)
- More efficient: Approval on the detailed design will be issued by the QC Consultant who will be hired by the PPP company and is proposed in the tender and approved by the Ministry instead of direct approval by the Ministry.

9.3.1 Organization

The organization of the detailed design is in Figure 9.3-1.

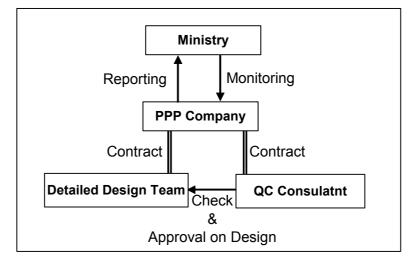


Figure 9.3-1 Organization of Detailed Design

9.3.2 Toll Roads to be designed

Outline of toll road facilities segregated by segment are as in Table 9.3-1.

	Yogja - Solo	Solo - Mantingan	Mantingan - Ngawi	Ngawi - Kertosono
Road Length (Km)	40.495	56.100	34.000	87.018
Design Speed (km)	120	120	120	120
No. of Lane (Initial)	2 x 2	2 x 2	2 x 2	2 x 2
No. of Lane (Final)	2 x 3	2 x 3	2 x 3	2 x 3
Lane Width (m)	3.60	3.60	3.60	3.60
Outer Shoulder Width (m)	3.00	3.00	3.00	3.00
Inner Shoulder Width (m)	1.50	1.50	1.50	1.50
Median Width (m)	2.50	2.50	2.50	2.50
ROW Width (m)	60 - 70	60 - 70	60 - 70	60 - 70
No. of Interchange	5	4	1	3
No. of Junction	1	0	0	0
No. of Bridge	124	85	53	107

Toll road facilities to be designed are as follows:

- Road (Earthwork and Pavement)
- Bridges
- Drainage facilities
- Safety facilities
- Toll facilities
- Landscaping and rest areas

- Toll equipments
- Other facilities and equipments necessary for the toll road operation

Detailed Design Outputs

The major outputs of the detailed design are as follows:

- Supplemental survey (topographic, geotechnical, hydrological and other surveys necessary for the detailed design) reports
- Design reports
- Detailed drawings
- Bill of Quantities
- Technical Specifications

9.3.3 Design Standards and Criteria

There is a set of design standards and guidelines covering the detailed design of the toll road established by the Ministry.

Standard of Geometric Design

- Government Regulation No. 15/2005 on Toll Road
- Guidelines for Geometric Design of Inter-Municipal Road, September 1997
- Geometric Design Standard of Urban Road, Dir Gen. of Road Development, Ministry of Public Works, March 1992
- Decree of the Minister of Settlement and Regional Infrastructure No. 353/KPTS/M/2001 dated 22nd June 2001, on Technical Decree, Procedure of Toll Road Development and Maintenance
- A Policy on Geometric Design of Highway and Streets 2001, AASHTO
- Decree of Communication Ministry No. 74/1990 on Container Transportation on Road
- Decree of Communication Ministry No. 53/2000 on Intersection and/or Point of Contact with Railway and Other Structures
- Regulation of the Minister of Mining and Energy No. 01.p/14/MPE/1992 on Clearing for High Voltage Aerial Cable (SUTT) and Extra High Voltage Aerial Cable (SUTET) for Power Distribution

Standard of Structural Design

- Loading Guidelines for Design of Highway Bridges, Ministry of Public Works SKBI 1.2.28.1987
- Procedure of Earthquake Design for Highway Bridges, Ministry of Public Works, SKSNI-14-1990-03
- Procedure of Earthquake Resistance Design for Highway Bridges, Ministry of Public Works, SNI 03-2833-1992

- Bridge Management System, Directorate General of Bina Marga: Bridge Design Manual (1991) and Bridge Design Code (1992)

The design criteria were established in the feasibility study and the preliminary design of the toll road which was prepared by the Ministry. These design standards and criteria should be applied for the detailed design of the toll road. However, PPP Company is allowed to propose different standards or criteria for the particular parts of the design. The different standards and criteria which will be proposed in tender and approved by the Ministry can be adopted in the detailed design.

A set of copies of the feasibility study and preliminary design will be delivered as a part of the tender documents.

9.3.4 Quality Assurance and Approval on Detailed Design

The detailed design of the toll road should be carried out by the certified engineers. The staff of the detailed design team should be proposed in the tender and approved by the Ministry. The minimum qualifications for engineers for the detailed design are as follows:

- Team Leader / Highway Engineer
- Highway Engineer
- Structural Engineer
- Geodetic Engineer
- Geotechnical Engineer
- Hydrology Engineer
- Drainage Engineer
- Facility Engineer
- Mechanical / Electrical Engineer
- Document Specialist

The detailed design output should be checked and approved by the QC Consultant who is a group of experts proposed in the tender and approved by the Ministry. The QC Consultant should be independent from the group of detailed design engineers. The minimum qualifications for expert of the QC Consultant are as follows:

- Highway / toll road expert
- Structural expert
- Toll facility expert

The Ministry will monitor the detailed design and will be entitled to inspect the detailed design. Inception report and monthly progress reports of the detailed design should be

submitted to the Ministry. Sets of the final reports including design reports and drawings should also be submitted to the Ministry.

9.3.5 Change in Detailed Design

Any change in detailed design, if needed, can be made in accordance with the contract and approval of the Ministry.

9.3.6 The Detailed Design Schedule

The detailed design including surveys will be required around 13-month term. The typical detailed design schedule is shown on Table 9.3-2.

		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
	Supplementary Topographic Survey							•																	
	Soil/Material Investigation		•																						
Road Design	Review of Preliminary Design Alignnent				J																				
	Drawing of Plan & Cross Sections				•							•													
	Quantity Calculation								•																
	Supplementary Topographic Survey																								
	Supplementary Geotechnical Survey																								
	Hydrological Survey and Analysis		•																						
Bridge Design	Reviw of Preliminary Bridge Planning		•																						
	Strucrutal Analysis and Design			ſ	-																				
	Drawing of Structure Detail				•																				
	Quantity Calculation								•																
	Supplementary Topographic Survey																								
Drainage Design	Hydrological Survey and Analysis		•																						
Drainage Design	Detailed Drawings of Dainage Facilities				•																				
	Quantity Calculation									ſ			-												
	Toll Gates						•																		
	Toll Equipment						•																		
	Sign Borads						•																		
Facility Design	Safety Facilities						•																		
r aciiity Design	Traffic Control Facilities						•																		
	Communication Facilities						•																		
	Rest Areas																								
	Landscaping					•																			
Technical Specifica	tion								•				•												
Check and Approva	al of Detailed Design					•																			

Table 9.3-2 Typical Detailed Design Schedule

9.4 CONSTRUCTION OF TOLL ROAD

Lower cost and more efficient construction method compared to the traditional procurement method is required for the PPP toll road project. The following methods contribute to realize it:

- Lower cost: Construction standards which are different from the ones issued by the Ministry are allowed to be used in case proposed in the tender and approved by the Ministry. (Departure from Standard)
- More efficient: Construction will be supervised and approval by the QC Consultant

who are proposed in the tender and approved by the Ministry. Construction will be implemented simultaneously with the detailed design. (Design-Build Method)

9.4.1 Organization

The organization of the detailed design is in Figure 9.4-1.

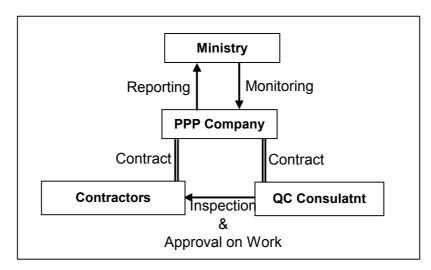


Figure 9.4-1 Organization of Construction

9.4.2 Scope of Construction Work

Outline of the toll road facilities are as explained in Section 9.4. The categories of works are as follows:

- Site Clearance (removal of trees, grass, buildings, other obstacles)
- Fencing (barriers)
- Earthwork
- Drainage work (culverts, ditches, curbs)
- Structural work (bridges, retaining walls)
- Pavement work (toll road, ramps, overpass roads)
- Installation of safety facilities (guardrails, road marking, sign boards)
- Installation of toll facilities (toll booth, tollgate office, toll collection operation office)
- Landscaping and construction of rest areas
- Installation of toll equipments (ticket reading machine, ticket issuing machine, lane terminal, integrated optical booth, loop coil censor, fare display, reversible lane booth, lane close barrier, overhead lane traffic light, lane traffic light, vehicle class display, violation alarm, etc.)
- Procurement of safety equipments (emergency warning lamp, traffic cone, rotator lamp, emergence traffic signs, traffic barrier, patrol vehicles)

9.4.3 Construction Schedule

The given construction period is around 2 years. PPP Company may sublet the work to contractors to complete the work within the period. The typical construction schedule is on Table 9.4-1.

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Site Clearance	-																							
Fencing																								
Earthwork	—															•								
Drainage work			•															•						
Structural work																				•				
Pavement work													•											
Archaeological work											•										•			
Traffic signs and road marking																•								
Installation of safety facilities																•								
Installation of equipments	T																		•					
Landscaping	T																							

Table 9.4-1 Typical Construction Schedule

9.4.4 Stage-by-Stage Construction

In the event that PPP Company intends stage-by-stage construction, PPP Company should propose the scheme in the tender proposal for approval of the Ministry. In the event that the Government intends a sectioning-by-section operation of the toll road, the Ministry and PPP Company will negotiate on the stages and execution schedule of the toll road construction for operational feasible toll road section.

9.4.5 Construction Supervision and Quality Assurance

The qualified engineering staff of the contractors should be proposed in the tender and approved by the Ministry. The certified construction supervision staff of the QC Consultant should be proposed in the tender and approved by the Ministry. The construction supervision should be carried out in accordance with the standards, specifications and approved quality management plan.

The minimum qualification for construction supervisors are as follows:

- Highway Engineer
- Structural Engineer
- Material Engineer

- Quality Engineer

- Electric / Mechanic Engineer

The Ministry will monitor the construction and will be entitled to conduct inspection and test on the construction to ensure that the construction is compliant to the detailed design and technical specification stipulated in the contract. PPP Company should oblige to report construction status monthly and to provide requested data to the Ministry.

9.4.6 Change of Scope of Works

Any change to the scope of works, if needed, can be made in accordance with the detailed design, technical specification and approval of the Ministry.

9.4.7 Environmental Monitoring in Construction

Environmental Impact Assessment (EIA) in accordance to Government Regulation No. 27/1999 will be prepared by BPJT prior to the selection of PPP company. Environmental Management Plan (UKL) and Environmental Monitoring Plan (UPL) in accordance to No. 86/2002 are required to be prepared with EIA.

PPP company should observe and monitor the above UKL and UPL in the toll road construction in accordance to A Guideline in Implementation UKL/UPL (No. 86/2002).

The expected major adverse impacts during the toll road construction are as follows:

- Disposal and waste spill (oil) from base camps
- Vibration, noise and air pollution from construction operation
- Traffic congestion and damage to existing roads
- Safety risks for workers
- Disturbance on public utilities, effect on graveyards and cultural/historical sites, loss/disturbance of flora and fauna
- Interruption of water flows, erosion/sedimentation, change in groundwater level and impact on aesthetics

9.5 OVERALL IMPLEMENTATION SCHEDULE

The implementation plan and schedule of this project, as presented in Table 9.5-1, are designed to meet the target dates of completing and operating Trans Java Toll Road to accelerate development in Java Island.

The on-schedule implementation of the project depends mainly on:

- Mobilizing strong and consistent political commitment is required to introduce and successfully implement PPP schemes for road infrastructure projects.
- Setting-up the required payment mechanism for both up-front subsidies at the construction stage and annual service payment during operation.
- Accelerating the land acquisition issue as a major factor for smooth and fast implementation process.
- Providing legislation system and financial resources and allocating the budget required for both land acquisition and government upfront subsidy and service payment.

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	Draft PPP Contract																												_	T	-
	Analyze costs and finances of the project																												-	+	-
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П.	Set up subsidy scheme																												-	+	-
	Draft Scheme framework in PU																												-	+	-
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Table 9.5-1 Overall Implementation Schedule

CHAPTER 10

MAINTENANCE AND OPERATION PLAN

CHAPTER 10

MAINTENANCE AND OPERATION PLAN

10.1 MAINTENANCE PLAN

10.1.1 Maintenance System

(1) General

PPP Company will be obliged to maintain toll road in accordance with maintenance plan and specifications agreed in the concession contract during the concession period. PPP Company will be responsible for activity management and financial management of the toll road maintenance. The maintenance cost will be allocated from the PPP Company's shear of the toll revenue.

(2) Objectives of Maintenance

Objectives of toll road maintenance are:

- Maintain safety and proper function of the road and related facilities
- Maintain traffic condition in acceptable level of comfort/efficiency
- Optimizing durability of facilities
- (3) Maintenance Activities

Toll road maintenance comprises the following activities: Inspection of facilities condition

- To identify facilities condition and traffic condition
- To find out defects on the facilities that require maintenance works
- To investigate defects/failures in order to plan/design maintenance works

Management of maintenance work on the basis of inspection data

- To collect inspection data and analyze the necessity of maintenance work
- To plan and design maintenance work to remedy the defects on the facilities
- To allocate budget for the planned maintenance works
- To procure contractor(s) for implementing the maintenance works

Procurement of maintenance contractor to conduct maintenance work

- To implement maintenance works and supervise the works

(4) Maintenance Category

Inspection and maintenance works are categorized as follows:

Routine Inspection/Maintenance

- Relatively frequent (daily to yearly) activities
- Relatively light works such as cleaning, grass cutting and small repair works

Periodic Inspection/Maintenance

- Relatively long term periodic (1 to 10 years interval) activities
- Relatively large scaled works such as overlaying and repainting of road marking

Special (emergency) Inspection/Maintenance

- Unscheduled activities urgently necessary such as sudden structural failures
- Repair work urgently required
- (5) Maintenance Procedure

The maintenance procedure is explained in Figure 10.1-1.

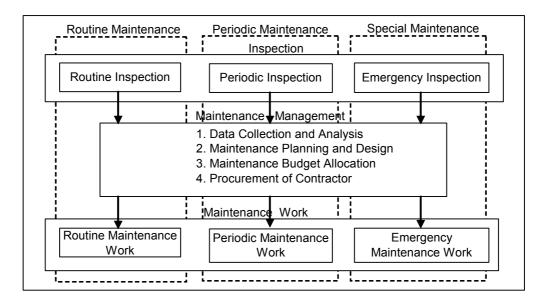


Figure 10.1-1 Maintenance Procedure

(6) Maintenance Organization

The maintenance organization is explained in Figure 10.1-2.

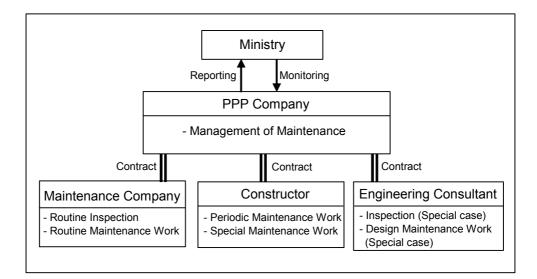


Figure 10.1-2 Maintenance Organization

10.1.2 Inspection

Objective of inspection is to find out any defects on the road facilities in order to take necessary actions to maintain the provision of safety and comfort for road uses and to prolong structural soundness of the toll road facilities. This includes finding out any signs of possible future defects which are often found well before the actual defects occur.

(1) Routine inspection

Routine inspection will be conducted with ocular inspection using patrol cars traveling on the shoulder or slow vehicle lane. Items to be inspected are concentrated on those may be observed from the patrol vehicles. The major inspection items are:

- Road surface: pavement condition, road marking condition, existence of obstacles, etc.
- Drainage: deposit level, inlet condition, existence of covers, etc.
- Cut slope: existence of erosion and sliding, drainage condition, length of grass, etc.
- Road facilities (guardrail, lights, sign boards): damage, dirt, corrosion, etc.

The routine inspection will be carried out by inspectors of road maintenance company hired by PPP Company. The inspectors are supposed to fill out the inspection record forms. The inspection data will be compiled in the database of the PPP Company's computer.

(2) Periodic inspection

Periodic inspection will be conducted on particular facilities which can not be covered by routine inspections. The inspection schedules, items and methods are planned depend on facility requirement of maintenance. The periodic inspection of the common facilities is as follows:

- Bridges: cracks on concrete structures, deformation/settlement of structures, corrosion on steel structures, expansion joints, guardrails, river erosion protections, etc.
- Slope protections: cracks, deformation, movement, signs of failure, etc.
- Embankment slope: slope failure, vegetation condition, drainage condition, etc.
- Culverts: crack, deformation, deposit level, water flow condition, etc.

Periodic inspection will be carried out by maintenance specialists including engineers hired by PPP Company. The inspectors will examine soundness of the structures and record the condition. Further investigation using special equipment will then be carried out if necessary to examine the defects.

(3) Special inspection

Special inspection will be conducted in case natural disaster such as heavy rain or earthquake occurs or sudden failure of road structure occurs. The main purpose of emergency inspection is to check the soundness of the facilities. The inspection focuses on the following items:

- Bridge/viaducts: soundness of bearings, expansion joints, piers and abutments, etc.
- Slopes: land sliding, slope failure, erosion, etc.
- Pavement: cracks, deformation, etc.

Special inspection will be carried out by the maintenance staff of the PPP company or PPP company, otherwise the PPP Company organizes special inspection team depend on the inspection needs.

10.1.3 Maintenance Management

(1) Inspection Data Collection and Analysis

Data recorded in the inspections will be compiled in the computer database of the PPP Company. The data will be screened and needs of maintenance works required will be identified in accordance with the maintenance criteria and specifications.

The identified maintenance needs will be prioritized. The data collection and analysis will be undertaken by the maintenance management of PPP Company.

(2) Panning and Design of Maintenance Work

Maintenance works will be scheduled on the basis of priority level, availability of work force and budget and provision of specifications of PPP concession contract. The general maintenance (such as cleaning and light repair work) will be categorized under routine maintenance. While the relatively large scale repair/ rehabilitation work will be categorized under periodic or special maintenance works.

Repair/rehabilitation work will be designed, and drawings and technical specifications will be prepared. Based on the drawings and specifications, cost will be estimated.

Planning and designing of maintenance works will be undertaken by maintenance management staff of PPP Company. Engineering consultant will be hired if necessary for the design of special repair/rehabilitation work.

(3) Allocation of Budget for Maintenance Work

Budget for the maintenance works will be allocated by PPP Company.

(4) Procurement of Maintenance Work

Routine maintenance works maybe contracted by private road maintenance company on a long-term period. The unit rate of each work item is agreed on the contract, and payment will be made based on the basis of quantities of works actually implemented.

Periodic maintenance work will be contracted by the same constructors as for the general construction work.

Special (emergency) maintenance work maybe undertaken by constructors directly appointed by PPP Company since procurement of work is urgently necessary.

10.1.4 Maintenance Work

(1) Routine Maintenance Work

Toll road maintenance works categorized under routine maintenance are as follows:

- Need to be implemented more frequently than "periodic maintenance". Time interval or frequency may vary from more than once a day to once a year.
- Relatively simple or small in scale.

Common routine maintenance works are as follows:

- Road surface cleaning using road cleaning machines (1 2 times/week)
- Grass cutting on slopes using grass cutters (1 4 times/year)
- Cleaning of drainage facilities using jet / vacuum cleaner (1 2 times/year)
- Repair of minor defects (patching and sealing of cracks) (whenever any defect is found)
- Repair of facility (lights, sign boards) (whenever any defect is found)
- (2) Periodic Maintenance

Toll road maintenance works categorized under periodic maintenance are as follows:

- Longer interval of implementation (once a year to once per 10 years)
- Relatively large in scale: Often requires closure of traffic lane or even several sections of the toll road

Common periodic maintenance works are as follows:

- Pavement overlay using asphalt pavers (every 5 10 year)
- Repainting steel bridges (every 5 15 years)
- Repainting road marking (every 3 5 years)
- Replacement of traffic sign boards (every 5 10 years)
- (3) Emergency maintenance

Emergency maintenance refers to the kinds of urgent rectification works for serious defects of road structure. Quite often the defects occur or are found unexpectedly. There are various forms of such defects that is very difficult to anticipate what happens and when. The followings are some examples of such defects:

- Failure of embankment/cut slope during/after heavy rain
- Damage due to earthquake (Bridge/viaduct, cut/embankment slope, retaining wall, pavement, etc.)

- Cracks in deck slab, beam or pier of bridge/viaduct (often caused by repeated loading of heavy vehicles)

10.1.5 Maintenance Criteria and Specifications

Maintenance criteria and specifications should be prepared in tender proposal and agreed in the PPP concession contract between the Ministry and PPP Company. The toll road maintenance management by PPP Company should be carried out in accordance with the criteria and the specifications.

(1) Reference of Maintenance Specifications

Toll roads maintenance is being implemented for the sections already opened in the country. BPJT issued the reference for the toll road maintenance specifications as the minimum requirement in the toll road maintenance. This specifications can be referred to, and modified if necessary, to proposed for the maintenance criteria and specifications for the project road maintenance. A part of the reference of the reference of maintenance specifications is shown in Table 10.1-1.

Scope of Maintenance	Type of Maintenance			Timing of Maintenance	Type of Defect	Requiremnets
Maintenance	R	Ρ	S	Than iter lance		
			Х	Incidental	Settlement	Max. depth 3 cm
			Х	Incidental	Polished	Max. area 0.1 m2
Asphalt Pavement			Х	Incidental	Wave	Max. height 2 cm
			Х	Incidental	Pothole	Nil
		х		Incidental	Slippery	Min. 0.33 scale of MU meter, Min 45 pendulum equipment
	X Incidental Corrosion		Corrosion	Max. 20 % area		
Guardrail	Х			Incidental	Pole damage	Not straight, Loose
			Х	Incidental	Hight	Max. 15 cm lower
Dood Light	Х			Incidental	Lamp off	Max. 2 days
Road Light		Х		Incidental	Pole damage	Unstable
			х	Incidental	Surface not reflective	Refletive decrease 25%
			х	Incidental	Width of line	Width of line decrease 20%
Road Marking			х	Incidental	Shape of arrow and letter	Area decrease 20%, not clear
	х			As required	Pealed off	Max. 1m length
	х			As required	Faded	Max thickness 0.1mm

Table 10.1-1 Part of Reference of Maintenance Specifications

Source: BPJT sample specification for toll road concession

(2) Things to Considerations in Toll Road Maintenance Criteria and Specifications

The following should be considered in preparing the toll road maintenance criteria and specifications:

- The road should be maintained safe for uses
- Maintenance const should be reasonable minimal to allow the toll to be reasonably affordable
- Maintenance level should be proportional to other toll road sections
- Facilities should be maintained on the basis of asset management
- Maintenance procedure should be simple and standardized
- Environment should be taken into consideration

10.1.6 Monitoring/Quality Assurance

The Ministry will monitor the maintenance management and will be entitled to conduct inspection on the maintenance management to ensure that the maintenance management is compliant to the criteria and specifications agreed in the PPP concession contract.

PPP Company should be obliged to submit the following reports:

- Inspection and Maintenance activity report (quarterly)
- Road and facility condition survey report (annual)

The road and facility condition survey report may included the following survey condition results:

- Pavement flatness survey
- Pavement grip survey
- Pavement undulation survey
- Pavement serviceability survey

10.2 OPERATION PLAN

PPP Company is obliged to undertake the toll road operation in accordance with the operation plan and specifications agreed in the concession contract during the concession period. PPP Company will be responsible for the activity management and financial management of the toll road operation. The operation cost will be allocated from the PPP Company shear of the toll revenue.

The major tasks of the toll road operation are:

- Toll collection management
- Traffic management service

10.2.1 Toll Collection Management

PPP Company will be responsible for collection of toll on behalf of the Ministry. The collected revenue will be transferred to the account of the Ministry. The toll collection system should be integrated with the other toll road section. The Ministry should provide basic specifications of the toll collection system and equipments. The tariff system will also be given by the Ministry.

(1) Toll Collection System/Equipment

The major toll collection system/equipments are as follows:

- (a) Toll Booth Equipment
 - Toll Collector Terminal (auto-machine process of toll collection and report)
 - Ticket Reading/Issuing Machine
 - Fare Display Panel
 - Lane Closure Barrier
- (b) Toll Equipment in Gate Office
 - Plaza Computer System (monitoring all activities at toll gates)
 - Plaza Computer Administration (recording all gate operation data, process statistic data of toll operation for planning and evaluation of toll operation
- (2) Toll Collection Operation

Toll collection operation is a series of activities related to toll transactions in the form of service process to road users, control over transaction implementation, toll income administration process and other supporting process.

The toll collection operation should be based on the following aspects:

- To provide fast, appropriate and convenient service to toll users
- To provide assurance to road users that the transaction is made according to the designated tariff
- To be compatible and integrated with the existing system as well as the system to be developed

Toll Collection Operation

Toll collection operation will by undertaken by operation staff of PPP Company, otherwise PPP Company hires private company for toll operation. Toll collection will be operated by toll collectors for 24 hours. The toll collectors are divided into several shifts (working hours). Tollgate officer will supervise the toll collection operation.

(3) Supervision of Toll Collection by the Ministry

PPP Company will be obliged to submit reports of toll road operation status to the Ministry. The Ministry will be entitled to conduct supervision and examination of PPP Company's operation to ensure that the operation is conform to the agreed plan and specification.

The following reports should be submitted to the Ministry:

- Traffic volume by type and origin of each tollgate (monthly)
- Toll revenue at each toll gate (monthly)

10.2.2 Traffic Management Service

In return to the toll road users pay, they demand smooth and safe travel and immediate aid in case of accident/trouble. PPP Company is obliged to provide the following traffic management services in toll road operation.

(1) Traffic Control

The traffic control will be provided by traffic service teams comprise police and toll operation staff. PPP Company is obliged to provide transportation, office, communication system and the traffic control equipments to the traffic service teams. The traffic service teams monitor the traffic condition for 24 hours a day and regulate the traffic speed and traffic lanes when necessary for the traffic safety and other reasons. In case of accident, traffic service teams are supposed to take control of the traffic in order to secure the accident area and keep the safety of the traffic users, and avoid additional accident.

(2) Traffic Information Service

Variable information or message sign containing changeable messages should be displayed at remarkable locations where the road users can see and have alternatives to select whether to continue entering the toll road or going out to non-toll road.

Traffic information and message sign will be controlled by toll operation center based on the data obtained from closed-circuit TV (CCTV) and patrol officers. The information may be broadcasted through radio transmission also.

CCTV camera will be installed at storied cross-locations at around 2 km interval to monitor the traffic condition continuously.

Information of toll road operation or safety message through brochures/leaflets will be distributed to road users at entry gates and information center at rest areas.

(3) Patrol Service

Patrolling with patrol will be conducted along the toll road. The tasks of the patrol are:

- To observe traffic situations, road conditions and report to the operation center
- To provide emergency aid for toll road users having accidents/trouble
- Initial handling of traffic accidents

Patrol will be conducted for 24 hours a day in 3 shifts. One unit of patrol consists of 2 officers in charge for segment length of 10 - 15 km.

(4) Towing Service

Towing service to remove vehicles having engine trouble or involved in an accident to a preserved site is necessary to maintain smooth traffic flow of the toll road.

A crane with a minimum lifting capacity of 7.5 ton should stand by at a certain location within 30-minute reach to any incident / accident location. Two officers will be in charge for one unit of towing service.

(5) Ambulance and Rescue Service

Ambulance and rescue squad service is to transport accident victims to the nearest hospital. Ambulance and rescue unit should stand by at certain locations/spots within 15-minute reach to any incident/accident location. The duty will be performed for 24 hours a day in 3 shifts.

Ambulance car should be minibus type designed for ambulance provided with 2 beds with rotator and siren. A unit of ambulance crewed by 2 officers including a nurse.

Rescue should be equipped at least with the following:

- Petrol pump

- Hydraulic foot pump
- Hydraulic cutter
- Hydraulic spreader
- Hydraulic ram
- Potable hose reel
- Lifting bag (Pneumatic high pressure air bag)

Two officers will be in charge of each unit of rescue squad.

(6) Communication Service

Communication system between toll operation center and operation units is necessary for smooth and effective operation. Communication system is necessary to allow toll users to contact toll operator requesting urgent aid whenever they are in trouble. Communication center is the main controller of the communication system between road operation units and external communications. The communication center will be in service for 24 hours a day. The following communication facilities should be equipped:

- Radio communication system: Base station (operation center), mobile station (operation vehicles) and handy talky (operation officers)
- Hand phone (operation officers)
- Emergency call instrument: An emergency phone is located at every 1 km interval at both sides of road.
- (7) Rest Area Service

Rest areas is necessary at every 50 km or less along the toll road to allow road users to take a rest and to find basic needs usually required in a long journey. The rest area should open 24 hours a day.

There are 2 types of the rest area:

Type A: The minimum facilities are as follows:

- Parking area for 100 vehicles
- Rest space
- Toilet
- Praying room
- Restaurant
- Fuel / petrol filling station

- Garage
- Small shops
- Information facility
- Public telephone

Type B: The minimum facilities are as follows:

- Parking area for 25 vehicles
- Toilet
- Praying room
- Food-stall
- Information facility
- Public telephone

CHAPTER 11

BIDDING GUIDELINES

CHAPTER 11

BIDDING GUIDELINES

11.1 OVERVIEW

This Chapter provides:

- a summary of the proposed allocation of risk/responsibility between the PPP Contractor ("PPP Co.") and the Government;
- the procedure for procuring this project as a PPP; and
- overview of how PPP tenders would be evaluated for this Project.

More detail on the role of the parties, the Invitation to Tender submission requirements, and the evaluation process can be found in Appendix11-1, Template Bidding Document, of this Report.

11.2 ROLE OF PPP CONTRACTOR

Under the proposed PPP model for the Project, the PPP Co. would sign a single contract with Government (the "PPP Contract") for the design, build, finance, and operation of the Project for the duration of the PPP Contract. The PPP Co. would be responsible for:

- Design and construction of the sub-base, road, drainage, signage/lighting and the toll collection facilities;
- Finance, via a mix of equity and funding by debt or bond issues, the construction of all facilities. This amount would be less any upfront capital subsidy provided by Government;
- Operate and maintain all facilities for the life of the PPP Contract (e.g. 30 years); and
- Return the facilities to Government with an agreed residual life at the end of the PPP Contract.

The price of providing the above services is to be fixed in the Tender submitted by bidders to Government. Tenders should not allow variations for cost overruns or schedule slippage by PPP Contractor during construction and Operation – the PPP Contractor takes all cost risk.

The operation of the Project as a PPP would have one critical difference to the present BOT projects operated throughout Indonesia. The PPP Co. would collect the toll revenue on behalf of Government, i.e. toll revenue would likely be deposited into a BLU or other separated account from regular budget which could then serve to fund the Service Payment to the PPP Co.

Finally, the interest rate of the private finance would be allowed to float between the time of tender submission and financial close. This is in recognition that bidders can not effectively hedge against interest rate fluctuations in this period, and certainly can not do so while providing Value for Money to Government.

11.3 ROLE OF GOVERNMENT

Government would sign the PPP Contract with PPP Co. providing them the necessary rights to design, build, finance, and operate the Project. Government would be responsible for:

- purchasing the land necessary for the Project, and providing rights of access to the PPP Co. (likely through a long-term lease);
- providing, via budgetary allocation and potentially via ODA loans and or bond issuance, an up-front subsidy for construction of all facilities, reducing the required quantum of private finance. This subsidy would be:
 - provided pro-rata to private funds;
 - provided only if scheduled work is done and verified by an expert; and
 - fixed in quantum in the Invitation to Tender documents.
- Providing a fixed Service/Operating Payment for the life of PPP Contract. This Payment would serve to repay the private equity and finance and cover the ongoing service and life cycle costs. Toll revenue collected by PPP Co. on behalf of Government could be used to further fund the Service Payment;
- Government takes demand risk on road.

In summary, Government makes initial capital subsidy payment to PPP Co. to reduce private borrowing for construction to an amount supportable by tolls and the ongoing Service Payment while PPP Co. has all design, construction, life cycle and operations cost risk. The PPP Co. has risk of ensuring adequate traffic flow capacity while Government has risk of toll revenue (i.e. Government is responsible for setting toll rates for traffic on routes connecting to Project and therefore is the party best placed to take toll revenue risk).

11.4 OVERVIEW OF PAYMENT MECHANISM

The Service Payment to the PPP Co. will only commence once construction is complete and the road and related facilities are provided to performance parameters set out in the Tender documents and the PPP Contract. The Service Payment is based on measurable performance parameters:

- Condition Criteria;
- Congestions Management Payment for capacity of road and speed of traffic on road; and
- Safety Performance.

Condition Criteria

The Condition Criteria are the fundamental performance parameters for determining the Service Payment. Government will make no payment to the PPP Contractor if:

- A section of road closed in one direction for all or part of [one] hour.
- This is consistent with the principles of PPP, i.e. Government should only make payment if the service has been provided as outlined in the PPP Contract. In this instance, the road is closed and therefore Government is not receiving the Service for which it contracted, and therefore no payment is made;
- Minimum Performance Criteria are not met, including:
 - Structural defects;
 - Ride quality;
 - Rutting; and
 - Texture and Surfacing.

Congestion Management Charge

The Congestion Management Charge is the portion of the payment attributable to the amount and speed of vehicles on the road. Government wants to ensure fast, smooth progress of vehicles and goods. Therefore the Congestion Management Charge seeks to incentivise PPP Co. to Payment to PPP Contractor to do so, and it is reduced if target vehicle flow or road speed not achieved in any hour, e.g. single lane closures or traffic stoppages/slowing result in reduced payment to PPP Contractor.

Safety Performance

The Purpose of the Safety Performance payment is to encourage the PPP Contractor to operate and maintain the road to high safety standard. Payment is made at the end of the year by comparing actual safety performance on the Project road against a Safety Benchmark:

- performance better than Benchmark results in positive payment to PPP Contractor; and
- if less than Benchmark then a negative payment to PPP Contractor (i.e. overall Service Payment reduced).

11.5 PROCUREMENT PROCESS

As the proposed PPP model will entail Government enter into a long-term PPP Contract with the PPP Co., it is critical the procurement process ensures Government is contracting with qualified consortia who are capable of delivering the PPP Contractor for its duration. Therefore, a two-stage procurement procedure using a Pre-Qualification ("PQ") and an Invitation to Tender ("ITT") stage is commonly used in PPP procurement.

Pre-Qualification

The purpose of the PQ stage is to shortlist 3 or 4 qualified consortia (in PPP, generally the individual firms together form a Special Purpose Vehicle, or SPV, that will undertake the PPP Contract) that have necessary experience, expertise and financial capability to provide the requirements outlined in the Tender documents and the PPP Contract. The PQ would seek to:

- evaluate the Constructor, Toll Operator and O&M Contractor's experience and expertise in similar projects;
- evaluate the financial capability of firms, both individually and as a consortium, to undertake work of this scope; and
- evaluate the ability of consortia to raise necessary debt and equity for Project.

Only those consortia who meet the minimum PQ criteria would be allowed to progress to ITT stage.

Invitation to Tender

The ITT Stage will require Bidders to submit a detailed Technical bid including:

- well-developed designs for main road, slip roads, drainage, signage and toll collection facilities; and
- Construction, Toll Operation and O&M methodologies and management plans. These plans will outline the Bidders approach to provision of the required assets and services and will become contractual at commercial close.

Bidders will also be required to provide a very detailed financial model providing:

- financing commitments from banks and equity provider;
- detailed breakdown of all Capex costs;
- detailed lifecycle and O&M costs;
- all inflation and financing assumptions; and
- required amount of government subsidy for Operating Period:
 - In annual terms (e.g. Annual Service Payment); and
 - In total NPV terms (e.g. NPV of all Annual Service Payments).

11.6 TENDER EVALUATION

Government and the Advisors (Financial, Legal and Technical) will evaluate Technical and Financial submissions and select the Preferred Bidder with whom they will then negotiate with to reach Financial Close. The Preferred Bidder is one who provides:

- the most "affordable" Service Payment in operating period (e.g. lowest NPV of annual Service Payments as bid in tender);
- a deliverable financing structure, in regards to provision of both debt and equity;
- deliverable technical solution for the road and all related facilities;
- road and toll facilities that meet Government requirements as set out in the ITT documents;
- a solution that is constructable and deliverable within the specified timeframe; and
- an Operations and Maintenance methodology that meets Government requirements and is technically sound.

11.7 DIFFERENCES FROM CURRENT BIDDING DOCUMENTS

Current bidding documents for BOT toll road projects under MPW consists of mainly of three documents: general requirements (book 1); specification (book 2); and draft concession agreement (book 3).¹ Since Concession Agreement was extensively reviewed, and revised draft Concession Agreement was developed under PPITA funded by the World Bank, we focus on reviewing book 1 and 2 of the documents at this section. It is noted that MPW provided the study team with a draft Operational Guidelines Manual developed under PPITA and the study team basically considered the manual as the latest draft procedure for PPP.

The general layout of book 1 is essentially the same as the PPP ITT proposed under the study. Both documents similarly provide:

- general information an overview of the tender document, project scope, and an explanation of terminology used in the document;
- Instructions to Tenderers for preparation of tender;
- Explain the evaluation process;
- Provide an overview of the Contract;
- Discuss technical requirements for the design, construction and operation of the road and toll collection facilities; and
- Discuss the financial proposal.

¹ Bidding documents for Jakarta Outer Ring Road (JORR) II was provided to the consultant as an example of currently used bidding documents under BOT scheme.

However, the PPP ITT is substantially different in the following areas:

- <u>Instructions to Tenderers</u> (Part Two of the PPP ITT) the PPP ITT asks for quite different detail in submissions, recognizing that in a PPP government is in fact the one paying for the provision of a service (in this case, the ability to transport vehicles). Notably, the PPP ITT requires bidders to submit their proposed service methodology for:
 - <u>Construction</u>
 - Operations and maintenance;
 - <u>Quality management;</u>
 - <u>Communications and toll collection</u>, including mechanism for monitoring traffic flows in order to calculate payment mechanism²;
- <u>Guidance to Tenderers</u> (Part Three of the PPP ITT) is fundamentally different from Chapter II, III and IV of book 1. Specific differences include:
 - Explanation of Contract Management Requirements (Sub-Part A) the PPP ITT requests bidders provide their approach to partnering with Government, consistent with the Project being procured as a PPP and not as a pure traditional tender. The Project will be a long term contract between Government and PPP Co., a period of time in which characteristics of the project may change, and therefore it is important bidders have a clear understanding of how bidders propose to partner with Government to provide the required services;
 - Technical Requirements (Sub-Part B) both documents request technical details, but the PPP ITT asks for a details technical requirements based on output specifications chiefly performance/output-based criteria and not input-based criteria. Further, the PPP ITT allows for bidders to propose variations from the Government requirements, allowing room for bidders to innovate providing that their proposal meets basic legal and safety requirements. However, it is worth noting this section is similar in intent in both documents, though somewhat different in execution due to differences in PPP with traditional BOT;
 - Explanation of Commercial Requirements (Sub-Part C) the PPP ITT requires specific structure which is not included in traditional BOT bidding documents, and this is encapsulated in the Payment Mechanism. The PPP Payment Mechanism outlines how the payment for services (i.e. provision of road and toll collection facilities to the required performance criteria) is

² Consequently, it will not be sufficient to procure investors only for PPP projects as investors have been generally selected under BOT projects. PPP will require a wide range of service methodology for bidders.

structured and how and when deductions are made for poor performance in relation to Quality, Congestion and Safety. The PPP Payment Mechanism is fundamentally different from a BOT mechanism (i.e. a real toll payment, with full demand risk transfer to the private sector, for numbers of vehicles using the road) and therefore there is little similarity between these two sections of the documents. Further this Section discusses Guarantees, Refinancing, Indexation of Payments, Change Procedures, the Financial Model, and Insurance - all aspects very different for a PPP compared to a BOT;

- Explanation of Tenders Required (Sub-Part D) As Government is entering into a long-term contract with the PPP Co., and it will be making payments to the PPP Co. for a long period, the PPP ITT asks for a large amount of information on the PPP Co. including details of the PPP Co., financing (both debt and equity) arrangements, detailed cost inputs and subcontracts. Notably different from traditional BOT bidding documents, the PPP bidders are required to identify the level of annual payment they will require from Government in exchange for the PPP Co. providing the road and related services, as follows:
 - Construction Period Payments bidders are requested to identify the quantum and timing of payments required from Government during the Construction Period;
 - Congestion Management Payment bidders are requested to identify the quantum of payment required for providing the road and facilities to the required standard and to accommodate the forecast traffic volumes; and
 - Safety Performance Adjustment bidders must specify the *expected* quantum of payment they expect to receive for their performance in respect of the Safety Benchmark.

Further, this section is very detailed in its requirements for information on the financing structure proposed by the bidders - an important consideration when Government will be contracting with the PPP Co. for a very long period of time; and,

- <u>Tender Evaluation (Sub-Part E)</u> the PPP ITT provides guidance on the methodology for tender evaluation. The evaluation will be structure into two general categories, Technical Evaluation and the Financial & Commercial Evaluation. The Technical Evaluation will evaluate the following aspect of the bidder's proposals against the Core Requirements (i.e. the base Government requirements):
 - Construction Requirements;
 - Communications and Toll Collection Requirements;

- O&M Requirements;
- Quality Management Systems; and,
- Health and Safety compliance.

The Financial and Commercial Evaluation will evaluate bidder's total bid price in Net Present Value (NPV) terms based on the following:

- Congestion Management Payment quantum- the NPV of the bid levels of Congestion Management Payments over the life of the Concession will be calculated on the basis of zero congestion (i.e. on the basis of 100% of the Annual Gross Congestion Management Payment) and that the NPV of the Safety Performance Adjustment is zero;
- NPV of Subsidy payments in the Construction Period; and
- Amount of risk transfer, e.g. the expected NPV of the risks being retained by Government.

This total bid price will be examined in context with the Technical Evaluation and the best total proposal, assuming it is affordable to Government and subject to the final weighting of the evaluation criteria, will be selected.

In contrast to book 2, PPP's phrase their detailed technical requirements in the form of an Output Specification - a document that details what the desired 'output' is, in contrast to traditional procurement where Government would specify in input terms what they require. This 'output' is generally measured against definable performance criteria. The PPP Output Specification would be a schedule to the PPP Contract and would be developed in the implementation stage. Book 2 appears to identify some 'output' criteria; however, a great deal of the information is more input based and is more specific to a BOT project. This information would be a valuable reference for the Technical Advisor in the Implementation stage, as it could serve as the basis for developing the Output Specification and the required performance criteria.

In summary, the general layout of the PPP ITT and book 1 is similar; however, the areas specific to PPP (e.g. Commercial and Financial, and to a lesser extent Technical) are fundamentally different in the PPP ITT.

Finally, the Concession Agreement will also certainly require review and amendment to suite the specific circumstances of the PPP; however, this work will be undertaken in the implementation stage by an experience PPP legal advisor in conjunction with the financial advisor.

CHAPTER 12

CONCLUSIONS AND RECOMMENDATIONS

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12.1 CONCLUSIONS

Project Justification:

- The Project Road between Yogyakarta and Kertosono is basically a part of Trans Java Toll Road that connects Merak at the west to Surabaya at the east connecting the centres of socioeconomic activities in Java Island with a total length of about 864 kilometres.
- The project meets the targets of national development plans to cope with growth in social, economic and tourism activities and to enhance regional development in central and eastern areas of Java Island.
- The project has been declared in the RPJM (Mid-Term Development Plan 2005-2009) and also has been stated in the following:
 - Strategic Plan of the Ministry of Public Works, 2005-2009
 - Minister of Public Works Decree No. 369/KPTS/M/2005 on National Road Network Master Plan to include toll road network master plan.
 - GOI has launched the Toll Road Acceleration Development Program through Indonesia Infrastructure Summit I, January 2005.
- The Project has also been declared as a Model Project for the implementation of toll road projects under PPP schemes during the Indonesian Infrastructure Exhibition and Conference (IIEC) on November 2006.
- The project road condition is still far from satisfactory with only small sections that served by toll road and most parts are still marked as bad condition road.
- The Trans Java Toll Road is the backbone of Java Island road network and is essential for the island from the social, economic and commercial points of view. It is the artery of land transportation in the island used by 50-70 thousand units of vehicles every day and handles higher shares than rail and sea transport.
- This East-West main road has been a dream for decades. A notable connection between Jakarta and West Tangirang, as a segment of the road, was completed in

1984. In East Java, another segment was completed in 1986, connecting Surabaya and Gempol. Jakarta Cikampek Toll Road, going eastward from Jakarta, was completed in 1988 to be a busy road along the northern coast of Java.

- Implementing Yogyakarta Kertosono Toll Road has the main objectives of:
 - Improving the accessibility and capacity of road networks for the movement of people and freight on this transport corridor.
 - Promoting both national and regional socio-economic development in corridor-impact areas and cities along the road in eastern parts of Java Island
 - Increasing productivity with repression of distributional cost and giving access to regional and international markets.
 - Providing an efficient road transport network in Java Island to promote its rapid socioeconomic development.

Economic Evaluation:

• Results of the economic analysis show that the project road between Yogyakarta and Kertosono, with a total length of about 219km and cost of Rp. billion 8,059, is economically feasible with the following economic indicators (based on an annual discounted rate of 15% and constant 2006 prices):

B/C: 1.887 NPV: Rp. million 7,152,916 EIRR: 28.18%

• Implementing only the Trans Java section between Solo and Kertosono, with a length of 165.8 km and cost of Rp. billion 5,902, gives a considerably low and unviable FIRR of 13.1% with the following viable economic indicators:

B/C: 1.655 NPV: Rp. million 3,917,406 EIRR: 24.51%

Toll Rate Setting:

• The results of Willingness-to-Pay (WTP) survey showed that a toll rate of Rp. 200/km is socially accepted on the first operation year of 2010 for passenger vehicles. On the other hand, toll simulation results show that the maximum revenue will be generated at a toll rate of Rp. 400/km, which is recommended for this road project. The toll rates of Rp. 600/km and 800/km are applied for the two larger categories of vehicles.

• The applied toll rates for future years are subject to an adjustment mechanism that considers an annual inflation rate of about 7.2% that doubles the toll rate every a period of 10 years.

Future Traffic Demand:

- Traffic assignment results for the first operation year of 2010 show that the traffic shifted from the ordinary road to the new toll road has a ratio of about 65% when applying the socially accepted toll rate of Rp. 200/km, and the ration of 42% when applying the maximum-revenue toll rate of Rp. 400/km.
- The socially accepted toll rate will produce an average daily traffic volume (ADT) of 16,789 vehicles on the whole project road between Yogyakarta and Kertosono, and 14,748 vehicles on the Trans Java section between Solo and Kertosono.
- The maximum-revenue toll rate will produce an average daily traffic volume (ADT) of 9,276 vehicles on the whole project road between Yogyakarta and Kertosono, and 7,797 vehicles on the Trans Java section between Solo and Kertosono.

Necessity of PPP:

- The Project Road, as economically feasible and financially unviable, can't be implemented under conventional BOT finance and it requires governmental subsidy under a PPP scheme.
- Applying PPP scheme on the study road has many objectives and is expected to generate many benefits, including:
 - To provide a pilot PPP project that will open the market for more participation by private sector in financing public infrastructure projects in general.
 - To develop and provide more business opportunities for the private sector in order to carry out more roles in future.
 - To reduce governmental burden in financing public infrastructure projects.
 - To allow the utilization of private sector experience, efficiency, flexibility and advanced technology in implementing and operating public projects.
 - To deliver better services to road users at lower costs.

PPP Scheme:

• At the end of 1980s, the Government of Indonesia invited the private sector to take

part in the development of the toll road network through BOT schemes. However, BOT schemes can't be applied on financially unviable toll road projects with low traffic volumes. Such toll road projects, when economically feasible, require governmental contribution (subsidy) to be materialized under PPP schemes.

- Under PPP approach, the public sector is ultimately accountable for service provisions, although the private sector designs, builds, operates and maintains infrastructure. Applying PPP ensures provision of services by using private-sector management skills and finance capabilities at lower cost and better quality.
- To select the optimum PPP scheme to be applied on the project road, six PPP options were developed with common issues including the full responsibility of the Government for financing and executing land acquisition, applying adjustment mechanics on the toll rate that depends on inflation rates.
- The developed PPP options are:
 - Option 1: Segment dividing between government and private sector
 - Option 2: Scope of work dividing; sub-base/base or structures by government
 - Option 3: Construction by government and lease to private sector
 - Option 4: Upfront subsidy by government during construction
 - Option 5: Service payment by government during operation
 - Option 6: Upfront subsidy during construction and service payment during operation by government.
- PPP options are evaluated and assessed from all related aspects such as the practicability of physical and institutional implementation, attractiveness for private sector participation, financial projection and cash flow analysis, lifecycle cost reduction and least required government contribution.
- Evaluation results show that Option 6 is the most recommended option as the Optimum PPP scheme to be applied for project implementation. This scheme provides the least government contribution of Rp. 3,190 billion in NPV basis and amount of annual service payments of Rp. 1,390 billion with the earliest breakeven point at the year 2022.
- PPP involves contracts between the public and private sectors for toll road infrastructure construction and operation where risks are shared between the parties. Risks are allocated to the party which is best able to manage, and therefore minimize, the cost of risks.

12.2 RECOMMENDATIONS

PPP Promotion:

- As a prior, the PPP program for the implementation of the project road as a pilot PPP road project should be launched by the Government as the political commitment in order to establish legalistic and financial steps required to proceed in the implementation process.
- While growing interest in PPPs exists globally, experience of PPPs is limited. UK stands out as having the longest and most substantial experience of PPPs. Progress of countries appears to have more to do with the interest in PPPs and the political will to promote them shown by individual governments. The complexities of procurements and the needs to develop an institutional capability resulted in progress being slow initially.
- With the high cost of land acquisition and implementing the road project, it is the most appropriate approach to utilize concessional loans, such as ODA funds with low interest rates, to finance the governmental subsidy portion under the selected PPP scheme.
- Details of transfer of finance and businesses from the Government to private sector and risk allocation among the public and the private participants need to be developed and defined in the project agreement. Excess risk transfer to the private sector and weak political commitment are main factors for failed PPPs. On the other hand, optimal risk allocation and strong political commitment are two key factors making good PPP projects.
- The slow progress has often related to deficiencies in legal and institutional frameworks in various countries and also to questions about whether value for money is being provided in the PPP. However, with many countries now initiating legislative changes and developing institutions to encourage PPP, a surge in these transactions elsewhere in the world may be expected.
- It is recommended to have a regulatory framework which allows a long-term payment commitment by the Government for PPP Projects in order to ensure systematical and smooth implementation of projects.

Optimum PPP Scheme:

- Option 6 is recommended as the Optimum PPP Scheme to implement Solo Kertosono Toll Road, in which the government contribution is divided into upfront capital subsidy and annual service payment.
- Capital Subsidy from GOI to PPP Co.
 - It is recommended that GOI provide PPP Co. with capital subsidy to lower financial requirements of PPP Co. down to the level affordable by toll revenues.
 - The level of capital subsidy will be bid by the private sector.
 - The source of funds for GOI will be budget allowance, borrowing, and/or government bond.
- Annual Service Payment from GOI to PPP Co.
 - In order to secure revenues fro PPP Co. and promote the private sector's access to long-term financing, it is recommended to provide annual service payment from GOI to PPP Co.
 - GOI is able to structure a payment mechanism based on performance of the PPP Co. and to avoid moral hazard of the private sector.
 - The service payment based on performance will provide PPP Co. an incentive for better services and enables GOI to provide with output based subsidy.
- With regard to PPP procedure, it is recommended to assure competitive procedure enables optimal conditions for economy, transparency and efficiency. At the same time, it is desirable to take into account characteristics of the PPP approach which involves a long-term contract, requires the private sector a wide range of responsibilities, and encourages the private sector's free ideas for better services at lower costs.
- For government contribution, it is recommended to utilize concessional loans, such as ODA (Official Development Assistance) funds and national bank loans, to lower financial burden for an organization owns the network. In addition, private sector participation will require capital subsidy from the government and demand risk sharing with the government in order to lower financing requirements of the private sector down to the level affordable by toll revenues.
- Main factors for the success of PPP projects with regard to legislative issues can be summarized in three areas: (i) appropriate and effective transfer of businesses from the public sector to the private sector; (ii) effective and efficient selection process

of proposals from the private sector; (iii) appropriate risk allocation among the public sector and private participants.

• The next step for PU is to draft a proposal on the subsidy scheme with long-term guarantee, funding resources and project implementation plan, setting up required payment mechanism and propose to BAPPENAS, KKPPI and MOF for approval.

Coordination with other related Agencies:

- Implementation of the road project under PPP scheme should be carried out as scheduled and in complete coordination with other infrastructure and socioeconomic development plans and major projects to provide optimum integration and maximum benefits.
- Good understanding and supporting by policy makers and budgeting agencies, such as Bappenas, KKPPI, Ministry of Finance and BPJT, are indispensable for successful implementation of the expressway network. MOPW should exert full effort to obtain understanding of those policy-makers and agencies.
- The preparation of an Environmental Impact Assessment and Resettlement Action Plan (or compensation plan) with mitigating measures that minimize any negative impact on both natural and social environmental conditions, and coordination with the environmental agencies are important to be done throughout the different stages of project implementation.