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Section 1
Bintraco Dharma Highlights
Overview of Bintraco Dharma

Leading Brands

About Bintraco

- PT Bintraco Dharma Tbk (“Bintraco” or the “Company”) is an automotive holding company that has been established since 1969.

- PT New Ratna Motor (NRM) as subsidiary of Bintraco is the pioneer Toyota dealers in Central Java & Daerah Istimewa Yogyakarta. The brand name for automotive dealer under NRM be known as Nasmoco.

- The Company via PT Andalan Finance Indonesia (AFI) provides financing services for new & used cars throughout Indonesia.

- Integrated network
  - 24 Dealers in Central Java & Daerah Istimewa Yogyakarta (except Kudus and Jepara)
  - 43 Financing Branches & 1 outlet across the nation

- Strong Consumer Base in the last 3 years
  - Sold 80,000+ cars;
  - Repaired 1,000,000+ cars; &
  - Financed 100,000+ cars.
Bintraco Dharma was born in Central Java ...

“Central Java economy is relatively stable compared to overall Indonesia economy, with business domination mainly from processing industries, AFF, WRAS, and Construction. Central Java contributed 7% of total Indonesia car population.”

% Central Java of Indonesia Cars Population 2017

*IPSOS, BPS, BI, and Company estimates
Old car population is estimated based on 2016 figure of car population and additional new car in 2017.
... that is grew rapidly
1961 Ratna Dewi Motor Company was founded known with ASMOCO (Asiatic Motor Company) that sold Toyota Tiara
Founders: Agustinus H. Budi
Hadi Soejanto
Bambang Budi Hariono
H. Zoebaidi Maksum

1972 Appointed as Main Dealer by Toyota-Astra Motor

1973 Changed name into PT New Ratna Motor with network NASMOCO
With this Growth Story, how is the Business Structure?
Business Strategies

Focus on Existing Business

Increase synergy in Focused Businesses

Boost revenue by developing high-profit automotive-related businesses

Expand distribution by opening new branch & acquisition

Implement Prudent Policy in loan approval process & inventory procurement

Solid Financial Planning

Online & Integrated IT System

Human Resources Quality

Automotive

Financing
Board of Commissioners and Board of Directors

**Board of Commissioners**

- **Simon Harto Budi**
  - *President Commissioner*
  - 22 years with Bintraco Group

- **Jonathan Budi**
  - *Commissioner*
  - Starting career from Toyota up to now

- **Margeret Mutiara Tang**
  - *Independent Commissioner*
  - 30 years in many industries, 1 year with Bintraco Group

**Board of Directors**

- **Sebastianus Harno Budi**
  - *President Director*
  - 27 years with Bintraco Group

- **Benny Redjo Setyono**
  - *Vice President Director*
  - 20 years in Senior Management position in Automotive Industry, 2 year with Bintraco Group

- **Fatrijanto**
  - *Director*
  - 25 years with Bintraco Group

- **Joko Tri Sanyoto**
  - *Director*
  - 42 years in Toyota, 4 years with Bintraco Group

- **David Iskandar**
  - *Independent Director*
  - 24 years in Automotive and Finance Industry
Section 2
Business Segments
Automotive Business

PT New Ratna Motor (NRM) as subsidiary of Bintraco is the pioneer Toyota dealers providing the best ownership experience in Central Java & Daerah Istimewa Yogyakarta (except Kudus and Jepara). The Brand name of NRM is known as Nasmoco. NRM owns Meka aftersales business.

Competitive Advantages
- Integrated distribution networks & information technology
- Service excellence
- The Toyota Founder Dealer in Central Java & Daerah Istimewa Yogyakarta, except in Kudus & Jepara
- Effectively implemented Kaizen Principle
- Experienced management team
- Strong relationship with Toyota
- Sustainable human resource development system
- Strong customer base

Automotive Sales & Service Center Results

**Unit Sales of Vehicle**

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>9M18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>29,958</td>
<td>26,995</td>
<td>23,000</td>
<td>27,185</td>
<td>28,480</td>
<td>20,150</td>
</tr>
</tbody>
</table>

**After Sales Revenue (IDR Bio)**

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>9M18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>553</td>
<td>667</td>
<td>775</td>
<td>879</td>
<td>1,005</td>
<td>910</td>
</tr>
</tbody>
</table>

Source: Company Information
Automotive Distribution network

- Highly extensive distribution of Automotive Business in Central Java & Daerah Istimewa Yogyakarta
- Market share +30% in the primary marketing area

Authorized Dealers
- Brebes
- Tegal
- Pemalang
- Pekalongan
- Kendal
- Ungaran
- Demak
- Kudus
- Pati
- Rembang
- Blora
- Purwokerto
- Purbalingga
- Banyumas
- Cilacap
- Kebumen
- Purworejo
- Bantul
- Surakarta
- Sukoharjo
- Wonogiri
- Wonosobo
- Temanggung
- Magelang
- Boyolali
- Sragen
- Karanganyar
- Bantul

Flexible Outlets
- Special Region of Yogyakarta
<table>
<thead>
<tr>
<th>Year</th>
<th>Location</th>
<th>Awards</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>Nasmoco Kaligawe</td>
<td>Best Branch Manager (1st winner)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Skill Contest Body (1st winner)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>GR Marketing Kaizen Contest (Best Innovation)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Best Outlet After sales Performance Body &amp; Paint (Group 1)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nasmoco Ringroad Solo</td>
<td>Body Repair Kaizen Contest (1st winner)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nasmoco Slamet Riyadi</td>
<td>GR Marketing Kaizen Contest (1st winner)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nasmoco Pemuda</td>
<td>Best Outlet Sales Performance</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Best Outlet for Beating Honda</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>Nasmoco Mlati</td>
<td>Best Outlet After Sales Performance GR</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Best of the Best After Sales Performance GR</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nasmoco Brebes</td>
<td>Best Outlet After Sales Performance BP</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Best of the Best After Sales Performance BP</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nasmoco Bantul</td>
<td>Best Branch Manager (1st winner)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Best Service Manager (1st winner)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Best Supervisor (1st winner)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nasmoco Pemuda</td>
<td>Body Technician (1st winner)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>GR Technician (1st winner)</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>Nasmoco Mlati</td>
<td>Outlet of The Year</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Best Outlet Sales Performance</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Best Kaizen Leader (Service)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nasmoco Pati</td>
<td>Best of the Best After Sales GR Performance</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Best Service Manager (2nd winner)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nasmoco Majapahit</td>
<td>Best Foreman (1st winner)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nasmoco Pemuda</td>
<td>Best Sales Person (1st winner)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Best Sales Supervisor (1st winner)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nasmoco Bantul</td>
<td>Best Innovation National at National Kaizen Innovation Marathon</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Best Technical Handling (1st winner)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nasmoco Majapahit</td>
<td>Best Foreman (1st winner)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nasmoco Pemuda</td>
<td>Best Sales Person (1st winner)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Best Sales Supervisor (1st winner)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nasmoco Bantul</td>
<td>Best Innovation National at National Kaizen Innovation Marathon</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Outstanding Kaizen Award (1st winner) at CS Kaizen Evolution: Dealer Operation BP</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nasmoco</td>
<td>Best Partman (2nd winner)</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Best Car Dealer in Solo Area</td>
<td></td>
</tr>
</tbody>
</table>
**Financing Business**

**Key Highlight**

PT Andalan Finance Indonesia (“AFI”) is one of the key players of auto financing in Indonesia due to management excellence & rapid growth of automotive.

**Competitive Advantages**

- 43 branches and 1 outlet spread across Indonesia
- Providing fair & transparent service to customers
- Gaining customer’s trust by keeping customer’s confidentiality
- Fast loan approval & credit disbursement process with prudence
- Strong source of financing & wide range of alternatives
- Strong customer base

**New Cars vs. Used Cars**

**Total New Car vs Used Car Financing (IDR Bio)**

<table>
<thead>
<tr>
<th>Year</th>
<th>New Car</th>
<th>Used Car</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>1,022</td>
<td>1,570</td>
</tr>
<tr>
<td>2014</td>
<td>1,090</td>
<td>1,677</td>
</tr>
<tr>
<td>2015</td>
<td>816</td>
<td>2,004</td>
</tr>
<tr>
<td>2016</td>
<td>919</td>
<td>2,584</td>
</tr>
<tr>
<td>2017</td>
<td>1,256</td>
<td>3,182</td>
</tr>
<tr>
<td>9M18</td>
<td>664</td>
<td>2,756</td>
</tr>
</tbody>
</table>

*Source: Company Information*

**Number of New Financing Facility (Unit)**

<table>
<thead>
<tr>
<th>Year</th>
<th>New Car</th>
<th>Used Car</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>7,295</td>
<td>19,092</td>
</tr>
<tr>
<td>2014</td>
<td>8,324</td>
<td>20,933</td>
</tr>
<tr>
<td>2015</td>
<td>6,024</td>
<td>24,341</td>
</tr>
<tr>
<td>2016</td>
<td>6,277</td>
<td>28,761</td>
</tr>
<tr>
<td>2017</td>
<td>7,691</td>
<td>33,740</td>
</tr>
<tr>
<td>9M18</td>
<td>4,098</td>
<td>27,059</td>
</tr>
</tbody>
</table>

*Source: Company Information*
Financing Distribution Network

- Nationwide presence as platform to reach out to existing and potential customers
- Proven expansion track record
- Hub-and-spoke strategy for expansion outside Java (Medan, Pontianak, Makassar and Denpasar)
Automotive After Sales Business

PT Meka Adi Pratama (MAP) is a distribution company of various service parts and consumables with over 30 years of experience.

PT Global Carfix Indonesia (GCI) is a subsidiary of MAP owning notable workshops network in Central Java & Daerah Istimewa Yogyakarta.

Competitive Advantages
- Experience & resilience as distributor with experience more than 30 years
- Excellent distributor way
- Utilizing reliable information & communication technology
- Strong supply chain in aftersales business as MAP guaranteeing availability of GCI parts supply

Source: Company Information
ENGINEERING OUR FUTURE

Automotive After Sales Distribution Network

- Well established distribution network in Central Java & Daerah Istimewa Yogyakarta
- High potential expansion growth of CARfix outlets in Central Java & Daerah Istimewa Yogyakarta, also across Indonesia

Total Trading Outlets Meka are above 7000 outlets.

Trading Outlet by Geographical Area
- Jawa Tengah, 72%
- Yogyakarta, 11%
- Kalimantan, 16%
- Others, 1%

Trading Outlet with Workshops
- Jawa Tengah, 70%
- Yogyakarta, 7%
- Kalimantan, 23%

714 CARfix network

PT BINTRACO DHARMA TBK
## Automotive Aftersales Distribution Products

<table>
<thead>
<tr>
<th>PRODUCT</th>
<th>BRAND</th>
<th>REMARKS</th>
<th>LOGO</th>
<th>CONTRIBUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>BATTERY</strong></td>
<td>INCOE BATTERY</td>
<td>4W</td>
<td>![INCOE Logo]</td>
<td>27%</td>
</tr>
<tr>
<td></td>
<td>GS BATTERY</td>
<td>2W &amp; 4W</td>
<td>![GS Battery Logo]</td>
<td>15% 42%</td>
</tr>
<tr>
<td><strong>LUBRICANT</strong></td>
<td>SHELL</td>
<td>2W &amp; 4W</td>
<td>![Shell Logo]</td>
<td>26% 33%</td>
</tr>
<tr>
<td></td>
<td>EVALUBE</td>
<td>2W &amp; 4W</td>
<td>![Evalube Logo]</td>
<td>5%</td>
</tr>
<tr>
<td></td>
<td>AGIP</td>
<td>4W</td>
<td>![AGIP Logo]</td>
<td>2%</td>
</tr>
<tr>
<td><strong>TYRE</strong></td>
<td>MICHELIN PC &amp; TB</td>
<td>4W</td>
<td>![Michelin Logo]</td>
<td>7%</td>
</tr>
<tr>
<td></td>
<td>KINGLAND</td>
<td>2W</td>
<td>![Kingland Logo]</td>
<td>2% 9%</td>
</tr>
<tr>
<td><strong>SPAREPARTS</strong></td>
<td>DENSO PARTS</td>
<td>2W &amp; 4W</td>
<td>![Denso Parts Logo]</td>
<td>8%</td>
</tr>
<tr>
<td></td>
<td>OSRAM HALOGEN</td>
<td>2W &amp; 4W</td>
<td>![Osram Halogen Logo]</td>
<td>3%</td>
</tr>
<tr>
<td></td>
<td>AISIN PARTS</td>
<td>4W</td>
<td>![Aisin Parts Logo]</td>
<td>1.6%</td>
</tr>
<tr>
<td></td>
<td>EXEDY CLUTCH</td>
<td>4W</td>
<td>![Exedy Clutch Logo]</td>
<td>1%</td>
</tr>
<tr>
<td></td>
<td>KYB SHOCK ABSORBER</td>
<td>2W &amp; 4W</td>
<td>![Kyb Shock Absorber Logo]</td>
<td>1% 15%</td>
</tr>
<tr>
<td></td>
<td>ASPIRA PARTS</td>
<td>4W</td>
<td>![Aspira Parts Logo]</td>
<td>0.4%</td>
</tr>
<tr>
<td></td>
<td>FORTAG PART</td>
<td>4W</td>
<td>![Fortag Logo]</td>
<td>0.3%</td>
</tr>
<tr>
<td></td>
<td>KX CAR CARE</td>
<td>4W</td>
<td>![Kx Car Care Logo]</td>
<td>0.2%</td>
</tr>
<tr>
<td></td>
<td>CADIC IGNITION COIL</td>
<td>4W</td>
<td>![Cadic Ignition Coil Logo]</td>
<td>0.03%</td>
</tr>
<tr>
<td></td>
<td>AKEBONO BRAKE</td>
<td>4W</td>
<td>![Akebono Brake Logo]</td>
<td>0.01%</td>
</tr>
</tbody>
</table>

**Pareto Products**
Andalan Rental is car rental services that is part of NRM. By the end of 2016, rental volume was 550 units and already 820 by the end of 2017. Andalan Rental plans to extend business by providing rental of forklifts.

PT Bayauc Nasmoco Investindo (BNII), established in end of 2016 and fully operating in 2017, is a joint venture company between Bayauc Co. Ltd and NRM. BNII provides auction place for used cars. Total revenue in 2017 was Rp11.7billion. The 2017 revenue was based on 3908 units transactions, with transaction value Rp352.5billion.

PT Aisan Nasmoco Industri (ANI) is a joint venture of NRM with Toyota Tsusho Co. Ltd and Aisan Co. Ltd. ANI manufactures original parts components (OEM / Original Equipment Manufacturer) for cars (Toyota, Daihatsu, Nissan, Suzuki & Mazda) and motorcycles (Yamaha).

PT Toyota Tsusho Logistic Center (TTLC) is a logistic company providing vendor to vendor business, import-export service, bonded warehouse and general warehouse. PT Toyota Tsusho Logistic Center Nasmoco Transport (TTNT) is a joint venture between NRM and affiliates with Toyota Tsusho Co. Ltd. TTNT mainly supports delivery of vehicle units and parts from PT Toyota-Astra Motor (TAM) to NRM.

PT Aisan Nasmoco Industri (ANI) is a joint venture of NRM with Toyota Tsusho Co. Ltd and Aisan Co. Ltd. ANI manufactures original parts components (OEM / Original Equipment Manufacturer) for cars (Toyota, Daihatsu, Nissan, Suzuki & Mazda) and motorcycles (Yamaha).
Section 3
Current Financial Updates
Bintraco’s Financial Performance

### Profitability Trend

**Revenue**
(Rp in billions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>5,862</td>
</tr>
<tr>
<td>2014</td>
<td>5,926</td>
</tr>
<tr>
<td>2015</td>
<td>5,657</td>
</tr>
<tr>
<td>2016</td>
<td>6,790</td>
</tr>
<tr>
<td>2017</td>
<td>7,202</td>
</tr>
</tbody>
</table>

CAGR (13-17) **+5.3%**

YOY **+7.8%**

### Net Income*
(Rp in billions)

<table>
<thead>
<tr>
<th>Year</th>
<th>Net Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>213</td>
</tr>
<tr>
<td>2014</td>
<td>122</td>
</tr>
<tr>
<td>2015</td>
<td>108</td>
</tr>
<tr>
<td>2016</td>
<td>165</td>
</tr>
<tr>
<td>2017</td>
<td>202</td>
</tr>
</tbody>
</table>

CAGR (13-17) **-1.3%**

YOY **+25.5%**

*Attributable to Owners

Source: Consolidated Financial Statements PT Bintraco Dharma Tbk as of Sep 2018
Bintraco’s Financial Performance

Financial Position Trend
(Rp in billions)

CAGR (13-17)
Total Assets: **14.3%**
Total Liabilities: **14.9%**
Total Equity: **12.1%**

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Assets</th>
<th>Total Liabilities</th>
<th>Total Equity</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>4,810</td>
<td>3,734</td>
<td>1,076</td>
</tr>
<tr>
<td>2014</td>
<td>5,490</td>
<td>4,296</td>
<td>1,194</td>
</tr>
<tr>
<td>2015</td>
<td>5,858</td>
<td>4,560</td>
<td>1,298</td>
</tr>
<tr>
<td>2016</td>
<td>6,451</td>
<td>5,040</td>
<td>1,410</td>
</tr>
<tr>
<td>2017</td>
<td>6,519</td>
<td>6,519</td>
<td>1,698</td>
</tr>
<tr>
<td>SEP-18</td>
<td>9,318</td>
<td>7,472</td>
<td>1,846</td>
</tr>
</tbody>
</table>

Source: Consolidated Financial Statements PT Bintraco Dharma Tbk as of Sep 2018
Contribution from Business Segments

Profitability Contribution as of Sep 2018\(^{(a)}\)

- **Revenue**: Rp5,672 bn
  - Gross Profit: 84.1%
    - Rp917 bn (33.9%)
  - Net Profit*: 15.9%
    - Rp202 bn (29.0%)

Financial Position Contribution as of Sep 2018\(^{(a)}\)

- **Total Assets**: Rp9,318 bn
  - Total Liabilities: Rp7,472 bn
  - Total Equity: Rp1,846 bn
  - Financial Position:
    - **Automotive**: 68.2%
      - 31.8% of Total Assets
      - 43.3% of Total Equity
    - **Financing**: 74.0%
      - 26.0% of Total Liabilities
      - 56.7% of Total Equity

- **Source**: Consolidated Financial Statements PT Bintraco Dharma Tbk
- **Amount**: Based on Consolidated Financial Statement PT Bintraco Dharma Tbk
- **Contribution**: Calculated as % of sum of business segments before elimination

\(^{(a)}\) Note: Figures may not add up due to rounding.
Section 4
Growth Story
Car Population by Age & Motorization Rate

*PV population and sales include light-duty/pick-up trucks
Market Potential

GOAL:
To be market leader in Automotive After Sales Business (minimum market share = 25%)

We will establish more than 500 CARfix workshops with capacity about 40 units/day.

*) Assumed: UE = 3x UIO
**) Source: police registration x 1,000,000
Positioning and Service Behavior

<table>
<thead>
<tr>
<th>Quality</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authorized Workshop</td>
<td>Branded Workshop</td>
</tr>
<tr>
<td><img src="image" alt="Authorized Workshop" /></td>
<td><img src="image" alt="Branded Workshop" /></td>
</tr>
<tr>
<td>new car owner utilizes warranty service at authorized workshop</td>
<td>4-15 year-old vehicle owner needs branded service center with good quality and affordable price</td>
</tr>
<tr>
<td>1 - 3 years</td>
<td>4 - 15 years</td>
</tr>
</tbody>
</table>

- Authorized Workshop
- Branded Workshop
- Independent Workshop

- Quality
- Price

- Independent
- Authorized

CARfix
Modern Full Service Center

Professional Mechanics
Professional mechanics, graduated from reputable mechanic school, regularly certified with an equal standard with ATPM.

Modern Tools
Modern tools equal with ATPM workshop. 58 years experience in managing professional car workshop.

Modern Management
Integrated management system to help managing and controlling workshop operation.
CARfix Expansion Plan

Java area by 2019

- **2019 – 89 Outlets**
  - Central Java
  - West Java
  - East Java
  - Banten

- **2020 – 214 Outlets**
  - Jakarta
  - Bali

- **2021 – 389 Outlets**
  - Sumatra
  - Kalimantan

- **2022 – 571 Outlets**
  - Indonesia
Joint-Venture Business Model

1. Equity Sharing
2. Loan
3. Rent
4. Management Fee
5. Repayment
6. Profit Sharing

INVESTOR

CARfix

Financial Institution
Grand Opening of 1st Partnership Store
## Joint-Venture Progress

<table>
<thead>
<tr>
<th>No.</th>
<th>JV</th>
<th>Renovation</th>
<th>Grand Opening</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CARfix BANYUMANIK (PT. HADI SISWOYO MEKATAMA)</td>
<td>85%</td>
<td>27 December 2018</td>
</tr>
<tr>
<td></td>
<td>Jl. Setiabudi No. 229 RT04/01 Banyumanik, Semarang</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>CARfix KENDAL(PT. KETAPANG JAYA MEKATAMA)</td>
<td>85%</td>
<td>28 December 2018</td>
</tr>
<tr>
<td></td>
<td>Jl. Soekarno-Hatta No.60 RT14/05 Ketapang, Kendal</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
# JV Progress

<table>
<thead>
<tr>
<th>No.</th>
<th>JV</th>
<th>Renovation</th>
<th>Grand Opening</th>
</tr>
</thead>
</table>
| 3   | CARfix NGALIYAN (PT. ANDALAN ADHI NIAGA)  
Jl. Raya Ngaliyan, Kedungpane, Semarang | 75% | 28 December 2018 |
| 4   | CARfix UNTUNG SUROPATI (PT. ASRINDO RAYA MEKATAMA)  
Jl. Untung Suropati, Kalipancur, Semarang | 15% | February 2018 |
Enhancing CARfix Performance

ERP Implementation
• New ERP implementation
• ERP Enhancement

Distribution Center
• DC Expansion to Support CARfix

Promotion Activity
• Event Flyering
• Package Promotion
• Online Advertising
• Reminder Service

Digital Service
• Service booking
• Cost Estimation
• Progress Notification
• Historical Service

Service Enhancement
• Customer survey & FGD
• Service SOP
• Recruitment & Training
• Complaint Handling
Promotion Activity

Event & Flyering
- Community event
- Neighborhood Event
- Flyering in public space

Package Promotion
- Seasonal package promotion
- Combo package promotion

Online Advertising
- Digital ads
- Social media update

Reminder Service
- Reminder call/SMS
- Service booking
Digital Service with CARS WORLD

- Service Booking
- Cost Estimation
- Progress Notification
- Historical Service
Recruitment & Training

Training Center : (Feb’19)
• 8 Class Room ➔ 160 persons/day
• Dojo : Mini workshop model
• R&D facilities

Manpower Sourcing :
▪ Recruitment @Kelas Budaya Industri Yayasan Toyota Astra (15 SMK)
▪ Networking with BKK SMK
▪ SMK Curriculum Penetration (Internship for SMK Teacher & Student)