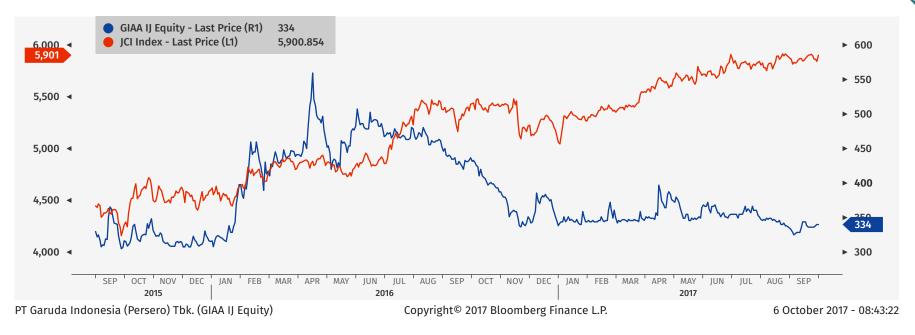


Jakarta, 25 October 2017

## Analyst Meeting 3Q / 2017



#### **Shares Information**



(currency in IDR, except stated otherwise)

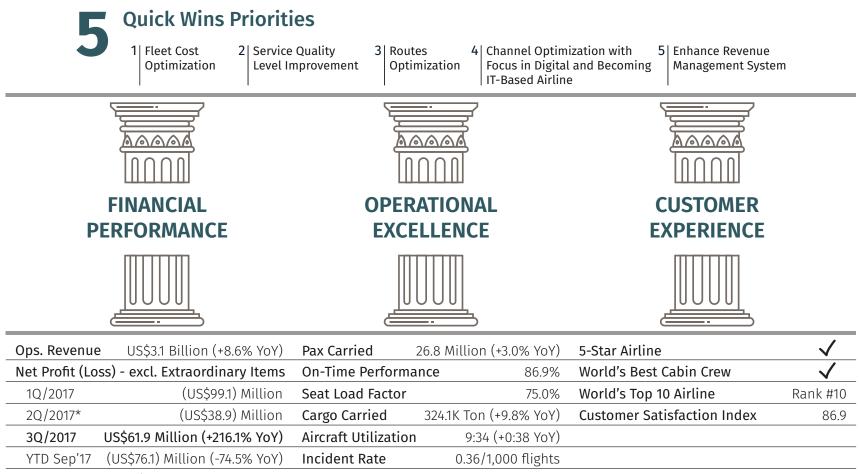
INDICATOR	FY/2016	1Q/2017	2Q/2017	3Q/2017
Average Value	14.78B	3.36B	4.97B	1.24B
Average Volume	32.85M	9.59M	13.43M	3.64M
Last Price	338	342	348	334
Market Capitalization	8.75T	8.85T	9.01T	8.65T

GIAA selected as contributed share in SRI-Kehati and Kompas-100 Index.



### A Frame-Work Has Been Established with 3 Pillars

#### **MEDIUM TERM INITIATIVES**



\* Extraordinary Items US\$145.8 Million: Tax Amnesty & Contingencies



### Making Good Progress in Our Quick Wins Priorities



#### Progress YTD September 2017

1 •	Boeing 777-300ER seat re-configuration to increase number of seats by 79 seats per aircraft. Re-negotiate all contract to lessors & manufactures, <b>9 contracts of 30 contracts of target 2017 is</b> <b>completed</b> .
2 •	Maintained the <b>OTP level &gt; 90% in the last 2</b> <b>months</b> . Increase number of passenger using aviobridge services; <b>International 97.2%, Domestic 87.5%</b> . The World's Best Cabin Crew and World's Top 10 Airlines by Skytrax
3.	SLF increased from 73.4% to 75.0%. Aircrafts utilization increase by <b>38 minutes</b> . Passenger growth 3.0% YoY, international increase by <b>12.8% YoY</b> .
4 · •	Revenue contribution from digital platform increased by <b>7.6% to US\$450.6 Million</b> Number of mobile apps downloader increased by <b>698 thousands to 2 millions downloaders</b>
5 • • •	Passenger Yield (Q1: US¢6.3; Q2: US¢6.7, <b>Q3: US¢7.1</b> ). Average Fares (Q1: US\$86.0; Q2: US\$88.4, <b>Q3: US\$84.9</b> ). Cargo Revenues US\$170.8 Million (+9.6% YoY). Ancillary Revenues US\$54.0 Million (+19.0% YoY). Improving Group Routes Result (Q1: -US\$124.1 Million; Q2: -US\$43.4 Million, <b>Q3: +US\$60.0 Million</b> ).

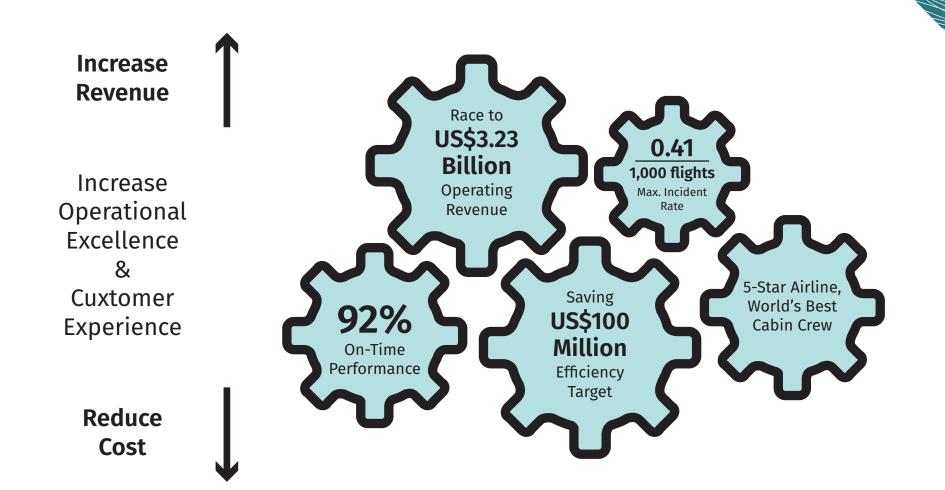


### ... As Well As Our Medium Term Initiatives

STRATEGY	ACTION
Develop Performance Culture & Discipline	<ul> <li>Board Forum &amp; Monthly Meeting to "Switch On" Performance Alert</li> <li>Weekly Performance Dashboard Monitoring</li> </ul>
Reduce Cost Significantly	<ul> <li>Improve cost efficiency by re-negotiation with supplier or service provider</li> <li>Reinforce cost controller and transaction validation</li> </ul>
Enhance Value from Subsidiaries	<ul> <li>Increase revenue contribution non-airlines</li> <li>Better offering to customer by product bundling with subsidiaries</li> </ul>
Diversification of Revenue Beyond Passenger	<ul> <li>Collaborate to offer door to door</li> <li>Aggressively generate ancillary business with goals on loyalty/GarudaMiles program</li> </ul>
Loyalty Program Enhancement to Customer and Corporate Partners	<ul> <li>Enhance loyalty program integration between GA and Citilink</li> <li>Improve GarudaMiles member engagement</li> </ul>



### Sustainably Maintain These 5 Areas





### Visioning 2020 to Have US\$3.5 Billion as Group Value



Citilink





asyst



### Operating Revenues Increased by 11.2% YoY to US\$1.2 Billion

(currency in million USD, except stated otherwise)

INDICATOR	3Q.16	1Q.17	2Q.17	3Q.17	% YoY	9M.16	9M.17		% YoY
REVENUE									
EBITDAR	350.1	181.7	187.5	422.4	20.6	884.6	799.8		(9.6)
Scheduled Airline Service	884.0	782.1	853.8	885.9	0.2	2,447.5	2,521.9		3.0
Non-Scheduled Airline Service	125.1	23.8	22.7	210.3	68.1	145.2	256.8		76.9
Others*	92.0	103.6	101.0	128.5	39.6	272.5	333.0		22.2
Operating Revenues	1,101.1	909.5	977.5	1,224.7	11.2	2,865.1	3,111.6		8.6
EXPENSES									
Fuel	259.6	292.3	278.8	297.2	14.5	678.1	868.3		28.1
Aircraft Rental	263.4	257.4	259.8	281.8	7.0	751.5	799.0		6.3
Others	535.9	469.1	544.1	540.4	0.8	1,431.1	1,553.6		8.6
Total Expense	1,058.9	1,018.8	1,082.7	1,119.4	5.7	2,860.7	3,220.9		12.6
PROFIT (LOSS)									
EBIT	42.2	(109.4)	(105.2)	105.3	149.6	4.4	(109.2)	▼	(2,573.6)
EBT	20.7	(128.4)	(125.7)	85.2	312.3	(57.3)	(168.9)	▼	(194.6)
Net Income	19.6	(99.1)	(184.7)	61.9	216.1	(43.6)	(221.9)	▼	(408.7)
Net Income (excl. Extraordinary Items)	19.6	(99.1)	(38.9)	61.9	216.1	(43.6)	(76.1)	▼	(74.5)
Comprehensive Income	21.7	(96.5)	(195.7)	84.8	291.3	(12.5)	(207.5)	▼	(1,562.6)
) Subsidiaries (Non-Airlines) & Strategic Business Unit (SBU)	)								

EBITDAR Margin Asia Pacific Airline in Average 22%-23% (Source: Bloomberg 1H - 2017)

31.8%

20.0%

19.2%

34.5%



30.9%

25.7%

**EBITDAR Margin** 

### The Aircraft Utilization is Improved by 38 Minutes

INDICATOR	3Q.16	1Q.17	2Q.17	3Q.17		% YoY	9M.16	9M.17		% YoY
OPERATIONAL										
Utilization (Hour)	9:15	9:19	9:32	9:49		0:34	8:56	9:34		0:38
On-Time Performance (%)	87.8	86.8	85.0	89.2		1.4 pp	90.1	86.9		(3.2) pp
ASK (Billion)	14.3	15.8	15.8	14.6		2.0	43.9	46.2		5.2
Seat Load Factor (%)	78.9	72.5	74.2	78.5	▼	(0.3) pp	73.4	75.0		1.5 pp
Passenger Carried (Million)	9.5	8.4	8.9	9.6		1.4	26.0	26.8		3.0
Cargo Uplifted (Thousand Ton)	96.9	108.4	111.0	104.7		8.1	295.2	324.1		9.8
FINANCIAL										
Revenue Passenger (in Million USD)	828.5	723.5	786.2	816.9		(1.4)	2,254.9	2,326.6		3.2
Passenger Yield (US¢)	7.3	6.3	6.7	7.1	▼	(2.9)	7.0	6.7	▼	(4.0)
Average Fares (US\$)	87.4	86.0	88.4	84.9	▼	(2.9)	86.3	86.4		0.1
CASK (US¢)	6.1	5.9	5.9	5.9	▼	(4.7)	5.8	5.9		1.0
CASK – excl. Fuel (US¢)	4.5	4.1	4.1	4.2	▼	(8.0)	4.4	4.1	▼	(5.1)
Average Fuel Price (US\$/L)	0.5	0.5	0.5	0.5		6.7	0.4	0.5		19.0

#### **MARKET SHARE**

	DOMESTIC		INTERNATIONAL					
2017	29.1% 9.9%		61.0%	26.2%				
2016	30.5% 10.3%		59.2%	26.0%	74.0%			
	GARUDA INDONESIA	CITILINK	OTHERS		Source: Company Data, YTD August 2017			



#### **Balance the Revenue Domestic and International**

INDICATOR	3Q.16	1Q.17	2Q.17	3Q.17		% YoY	9M.16	9M.17		% YoY
DOMESTIC										
Passenger Carried (Million)	5.2	4.5	4.6	5.0	▼	(3.8)	14.6	14.2		(2.6)
ASK (Billion)	5.7	5.6	5.7	5.8		0.6	16.9	17.1		1.5
Seat Load Factor (%)	78.6	68.8	70.6	76.2	▼	(2.4) pp	74.2	71.9	▼	(2.3) pp
Revenue Passenger (in Million USD)	393.8	297.9	332.8	375.6	▼	(4.6)	1,057.4	1,006.3	▼	(4.8)
Passenger Yield (US¢)	8.7	7.7	8.2	8.5	▼	(2.3)	8.4	8.1	▼	(3.2)
Average Fares (US\$)	74.8	66.3	71.4	74.2	▼	(0.9)	72.4	70.8	▼	(2.3)
Cargo Uplifted (Thousand Ton)	57.5	62.2	62.9	59.9		4.2	177.0	185.0		4.5
CASK (US¢)	7.1	7.2	7.0	6.8	▼	(4.5)	6.9	7.0		0.9
CASK – excl. Fuel (US¢)	5.4	5.1	5.0	4.9		(8.4)	5.3	5.0		(5.1)
INTERNATIONAL										
Passenger Carried (Million)	1.1	1.3	1.3	1.1	▼	(0.9)	3.3	3.7		12.8
ASK (Billion)	5.7	7.5	7.1	5.6	▼	(1.9)	18.8	20.1		7.3
Seat Load Factor (%)	77.4	74.5	74.9	77.5		0.1 pp	71.1	75.4		4.3 pp
Revenue Passenger (in Million USD)	295.5	327.2	326.0	292.7	▼	(1.0)	864.6	946.0		9.4
Passenger Yield (US¢)	6.7	5.9	6.1	6.7		0.7	6.5	6.2	▼	(3.9)
Average Fares (US\$)	257.2	254.1	258.1	257.0	▼	(0.1)	264.3	256.4	▼	(3.0)
Cargo Uplifted (Thousand Ton)	21.7	28.3	31.0	26.2		20.5	66.0	85.5		29.6
CASK (US¢)	5.9	5.3	5.4	5.7	▼	(4.6)	5.4	5.4		0.4
CASK – excl. Fuel (US¢)	4.4	3.7	3.9	4.2	▼	(6.1)	4.1	3.9	▼	(5.6)

Note: All numbers and figures represent only for Garuda Indonesia (Main Brand)



### **Our International Operations Growth is Above Average**

15.5 15.5

13.3

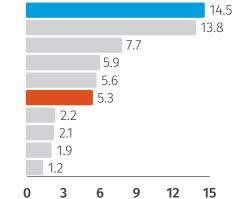
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Source: Company Data & AAPA International Statistic, YTD August 2017

#### PASSENGER CARRIED GROWTH

	_
Garuda Indonesia	
Thai Airways	
All Nippon Airways	
Qantas Airways	
China Southern Airlines	
Asia Pacific	
China Airlines	
Singapore Airlines	
China Eastern Airlines	
Japan Airlines	
Growth (%)	0

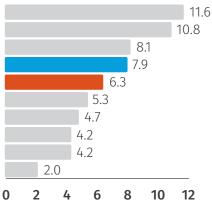


#### **REVENUE PASSENGER KILOMETERS (RPK) GROWTH**

	_			
Garuda Indonesia				
Thai Airways	1			
China Southern Airlines				
All Nippon Airways	Ī			9.9
China Eastern Airlines			8.0	)
Asia Pacific			7.9	
Air China		5.2		
China Airlines		3.9		
Japan Airlines		3.7		
Asiana Airlines		3.6		
Growth (%)	0	5	1(	0

#### AVAILABLE SEAT KILOMETERS (ASK) GROWTH





#### **CARGO CARRIED GROWTH**

China Airlines	57.8
Garuda Indonesia	31.3
China Southern Airlines	20.9
Japan Airlines	20.2
All Nippon Airways	16.0
Asia Pacific	15.5
Thai Airways	14.2
Cathay Pacific Airways	11.9
Air China	10.0
Asiana Airlines	9.5
Growth (%)	0 10 20 30 40 50 60



11

### Garuda Indonesia Group Flew 26.8 Million Passenger

INDICATOR	3Q.16	1Q.17	2Q.17	3Q.17		% YoY	9M.16	9M.17		% YoY
GARUDA INDONESIA										
Passenger Carried (Million)	6.4	5.8	5.9	6.2	▼	(3.3)	17.8	17.8		0.2
ASK (Billion)	11.4	13.1	12.8	11.4	▼	(0.7)	35.7	37.3		4.5
Seat Load Factor (%)	78.0	72.1	72.9	76.8	▼	(1.2) pp	72.6	73.8		1.2 pp
Revenue Passenger (in Million USD)	689.3	625.2	658.9	668.3	▼	(3.0)	1,921.9	1,952.3		1.6
Passenger Yield (US¢)	7.7	6.6	7.0	7.6	▼	(0.9)	7.4	6.2	▼	(16.8)
Average Fares (US\$)	107.5	108.1	111.1	107.7		0.2	107.5	109.0		1.4
Cargo Uplifted (Thousand Ton)	79.3	90.5	93.9	86.1		8.7	243.0	270.5		11.3
CASK (US¢)	6.5	6.1	6.1	6.2	▼	(4.4)	6.1	6.2		0.3
CASK – excl. Fuel (US¢)	4.9	4.3	4.4	4.5		(7.2)	4.7	4.4		(5.8)
CITILINK										
Passenger Carried (Million)	3.1	2.6	3.0	3.4		11.4	8.2	9.0		9.1
ASK (Billion)	2.9	2.7	3.0	3.3		12.4	8.2	8.9		8.4
Seat Load Factor (%)	82.4	74.6	79.4	84.5		2.2 рр	77.2	79.8		2.6 pp
Revenue Passenger (in Million USD)	139.2	98.3	127.4	148.7		6.8	333.0	374.3		12.4
Passenger Yield (US¢)	5.8	4.8	5.4	5.4	▼	(7.6)	5.2	5.2		0.2
Average Fares (US\$)	45.3	37.3	42.9	43.3	▼	(4.2)	40.2	41.4		2.9
Cargo Uplifted (Thousand Ton)	17.6	17.9	17.1	18.6		5.5	52.2	53.5		2.5
CASK (US¢)	4.6	4.9	4.8	4.5	▼	(2.2)	4.5	4.7		5.6
CASK – excl. Fuel (US¢)	3.1	3.1	3.1	2.9	▼	(6.9)	3.0	3.0		1.7



### Operating Expenses Increased by 5.7% YoY in 3Q17

(currency in million USD, except stated otherwise)

INDICATOR	3Q.16	1Q.17	2Q.17	3Q.17		% YoY	PoC	9M.16	9M.17		% YoY	PoC
Fuel	259.6	292.3	278.8	297.2		14.5	26.6	678.1	868.3		28.1	27.0
Rental	263.4	257.4	259.8	281.8		7.0	25.2	751.5	799.0		6.3	24.8
Maintenance	136.8	88.6	101.6	140.8		2.9	12.6	315.2	330.9		5.0	10.3
User Charge	90.7	92.0	97.9	96.2		6.1	8.6	253.1	286.2		13.1	8.9
Ticketing & Sales	81.8	76.7	76.3	83.9		2.6	7.5	228.5	236.9		3.7	7.4
Passenger Services	77.9	76.5	75.8	76.5	▼	(1.8)	6.8	218.8	228.7		4.6	7.1
General Administration	63.2	61.4	121.0	66.0		4.4	5.9	177.3	248.5		40.1	7.7
Others	85.4	74.0	71.5	76.9	▼	(9.9)	6.9	238.3	222.4	▼	(6.7)	6.9
Total Expenses	1,058.9	1,018.9	1,082.7	1,119.4		5.7	100.0	2,860.7	3,220.9		12.6	100.0

PoC: Percentage of Contributions

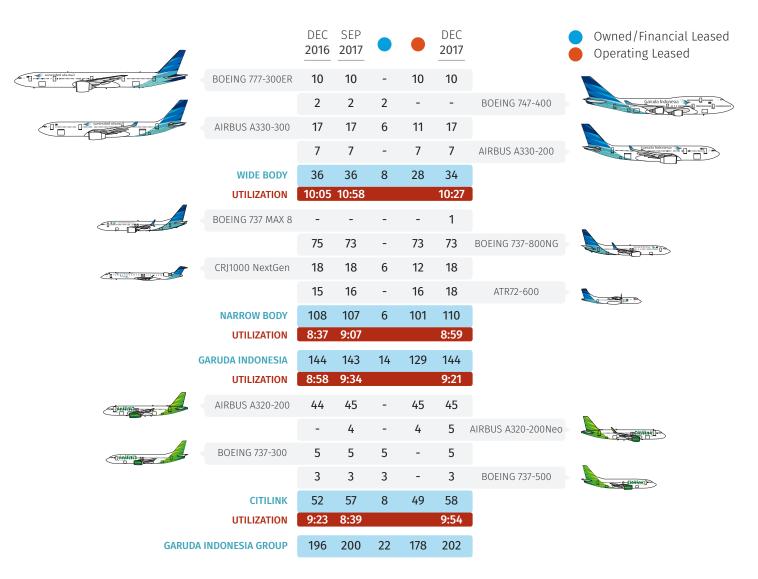
General Administration increased by +40.1% YoY, inclusion the extraordinary items in 2Q17 was US\$57.8 Million

- a. General Administration—Tax Expense US\$50.3 Million
- b. Legal Commitment US\$7.5 Million

The General Administration – excl. extraordinary items was US\$190.7 Million or increased by 7.6% YoY in YTD September 2017.



#### To Boost the Utilization of Existing Number of Fleets





#### Improves the Equity through 3Q17 Performance

(currency in million USD, except stated otherwise)

INDICATOR	FY.16	1Q.17	% Chg.	2Q.17	% Chg.	3Q.17	0	% Chg.
ASSET								
Current Assets	1,165.1	1,171.5	0.5	1,052.9	(9.6)	1,074.3		(7.8)
Non Current Assets	2,572.4	2,715.0	5.5	2,719.3	5.7	2,649.6		3.0
Total Assets	3,737.6	3,886.5	4.0	3,772.2	0.9	3,723.9		(0.4)
LIABILITY								
Current Liabilities	1,563.6	1,798.8	15.0	1,891.4	21.0	1,993.1		27.5
Non Current Liabilities	1,164.1	1,174.3	0.9	1,163.1	(0.1)	927.8		(20.3)
Total Liabilities	2,727.7	2,973.1	9.0	3,054.5	12.0	2,920.9		7.1
EQUITY								
Total Equities	1,009.9	913.4	(9.6)	717.7	(28.9)	803.0		(20.5)
Total Liabilities & Equities	3,737.6	3,886.5	4.0	3,772.2	0.9	3,723.9		(0.4)
Lease Adj. Net Debt / EBITDAR	6.4	7.3		7.8		7.3		

Lease Adj. Net Debt / EBITDAR Formula = (Total Debt - Cash + 7 Rentals) / EBITDAR



### To Set the Cash from Operating; US\$126.5 Million in 3Q17

(currency in million USD, except stated otherwise)

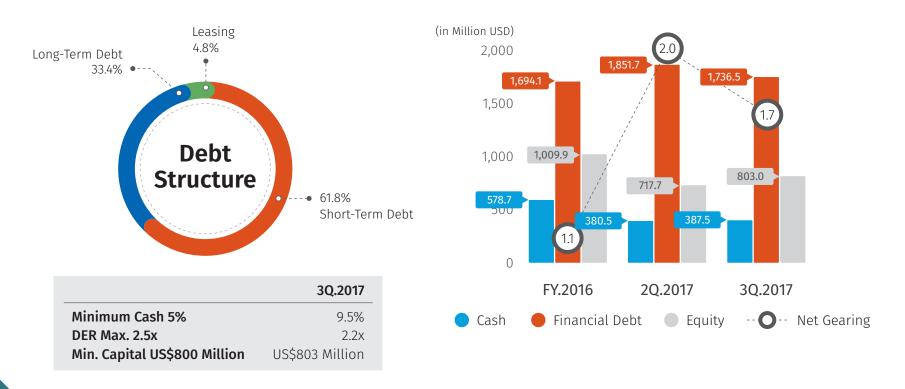
INDICATOR	3Q.16	1Q.17	2Q.17	3Q.17		% YoY	9M.16	9M.17		% YoY
Beginning Cash	537.7	578.7	548.9	380.5		(29.2)	520.0	578.7		11.3
Cash from Operating Activities	121.5	(62.1)	(87.0)	126.5		4.2	78.0	(22.5)	▼	(242.3)
Cash from Investing Activities	(108.8)	(78.2)	(91.2)	(108.8)	▼	(0.1)	(280.7)	(278.3)	▼	(1.5)
Cash from Financing Activities	(91.2)	106.7	9.6	(11.2)		87.7	130.7	105.1	▼	(47.6)
Net Increase (Decrease) in Cash	(78.5)	(33.6)	(168.6)	6.5		n/a	(72.1)	(195.7)		n/a
Effect of Foreign Exchange Rate	3.4	3.8	0.2	0.5		n/a	14.7	4.5		n/a
Ending Cash	462.6	548.9	380.5	387.5	▼	(16.2)	462.6	387.5	▼	(29.2)



### Maintaining Financial Ratio to Improves; Net Gearing 1.7 times

(currency in million USD, except stated otherwise)

INDICATOR	FY.16	1Q.17	% Chg.	2Q.17	% Chg.	3Q.17	9	6 Chg.
Short Term Debt	759.7	895.8	17.9	927.8	22.1	1,072.8		41.2
Long Term Debt	773.5	758.6	(1.9)	741.9	(4.1)	579.6	▼	(25.1)
Leasing	160.9	181.6	12.9	182.0	13.1	84.1	▼	(47.7)
Financial Debt	1,694.1	1,836.0	8.4	1,851.7	9.3	1,736.5		2.5





# The Subsidiaries Revenues US\$687.2 Million, Contributed 22.1% of Total Group

	Citilin	k			Aerowisata		
INDICATOR	9M.2017	% Chg.	9M.2017	% Chg.	9M.2017	% Chg.	
Revenue Contribution to Group (%)	14.0		3.5		3.3		
Operating Revenue	436,745.3	15.8	310,536.6	14.5	183,217.4	2.9	
Operating Income	(37,320.4)	(373.7)	57,636.9	8.1	9,980.5	(20.8)	
Net Income	(44,285.2)	(290.6)	38,151.7	8.9	6,221.2	188.5	
Asset	371,872.8	12.8	455,240.3	2.9	230,622.9	0.8	
Liabilities	405,772.6	27.1	242,079.5	(10.4)	68,029.9	(2.2)	
Equity	(33,899.8)	(428.0)	213,160.8	23.5	162,593.0	2.1	

(currency in thousand USD, except stated otherwise)

		Ira	Sabre.		asyst	
INDICATOR	9M.2017	% Chg.	9M.2017	% Chg.	9M.2017	% Chg.
Revenue Contribution to Group (%)	1.0		0.1		0.1	
Operating Revenue	87,544.9	5.8	3,363.4	7.3	8,817.3	(0.6)
Operating Income	(799.8)	(169.5)	1,053.6	6.3	(764.0)	(261.1)
Net Income	(58.3)	(107.3)	845.9	5.0	(298.3)	66.9
Asset	64,472.6	(51.0)	10,191.2	11.7	28,091.0	(7.0)
Liabilities	35,875.8	(65.0)	1,615.1	14.7	18,502.5	0.5
Equity	28,596.7	(1.1)	8,576.1	11.2	9,588.5	(18.6)

(currency in thousand USD, except stated otherwise)



V

### **Maintaining Prestigious Awards**



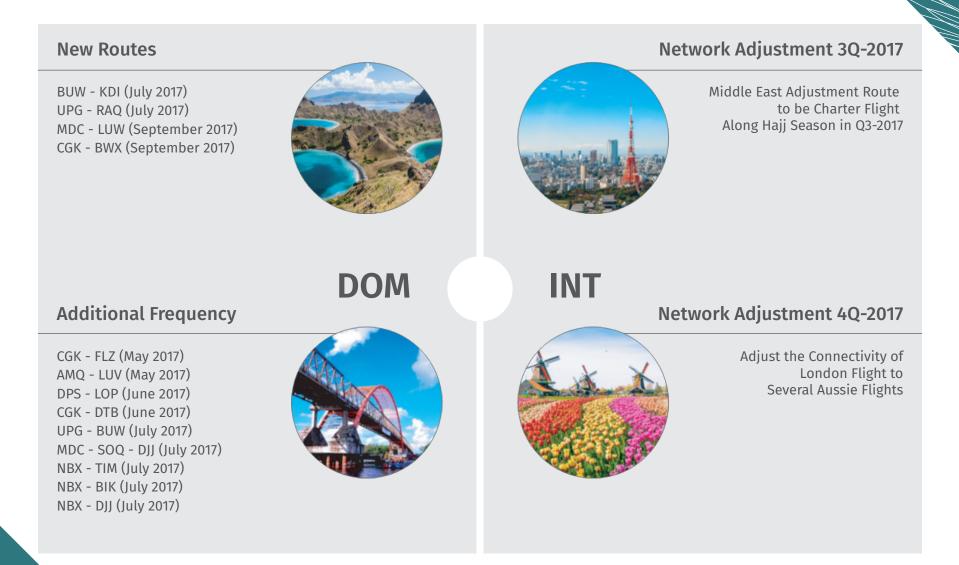
#### **22 Awards** 13 Domestic & 9 International

- 3rd Winner Annual Report Award 2016 New BUMN Non Finance, Listed Company by Otoritas Jasa Keuangan (OJK)
- Five Star Global Airline New by APEX (Airline Passenger Experience Association)
- (PATA) Pacific Asia Travel Association Gold Award New by Macao Government Tourism Office (MGTO)
- Indonesia Most Admired Companies by Warta Ekonomi

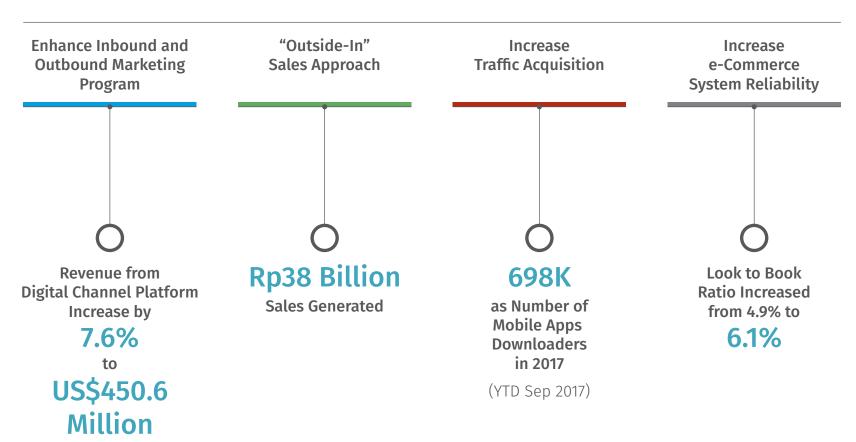
- World's Best Cabin Crew 2017
- Top 10 Airlines 2017 by Skytrax
- Best Airlines in the World Top 10
- Top 5 Traveler's Choice Major Airline Asia Pacific
- Best Airline from Indonesia by TripAdvisor
- Sustainable Responsible Investment (SRI) Kehati Index 2017 by Yayasan Keanekaragaman Hayati Indonesia (Kehati)



#### Network Development Implemented in Q3 and Plan 2017







#### **Digital Business Solution & Enhancement**



### The IPO of Garuda Maintenance Facility AeroAsia





Number of Shares 2,823,351,100 shares (Approximately 10% of Enlarged Capital)

IPO Price Rp400

nip 100

#### Market Capitalization

Rp11.3 Trillion (equivalent US\$836.5 Million)

#### Peers Barometer: Valuation Estimation - 2017

Ticker Code	Market Cap. (USD)	PE	PBV
GMFI	836.5 Million	12.8x	3.5x
SIA SP	2.7 Billion	21.5x	2.3x
44 HK	1.1 Billion	41.3x	1.3x

Source: Bloomberg & Internal Data - October 2017

#### Next Step - Strategic Investor

- Garuda & GMF are exploring the possibility of investments from one or more strategic investors. The investment offered could be the issuing new shares and/or sale of the GMF's shares owned by Garuda within a period of 12-months subsequent to the IPO.
- It Shall Be Conducted Through The Sale Of The GMF's Shares By Garuda, Garuda Shall Conduct Such Sale Of Shares Upon Approval From The Ministry Of State Owned Enterprises Of The Republic Of Indonesia.

#### Why We Find Strategic Investor

With the inclusion of Strategic Investors is expected to improve technology capabilities, expand the consumer base, and strengthen the capital of GMF and Garuda as Group. These provide added value for GMF AeroAsia.

Strategic Investors are preferred to have a reliable capability in the field of Maintenance, Repair and Overhaul ("MRO") and/or aircraft industry and/or private equity with experience in aviation investment.



### **Expanding Cargo Capability & Services**





Cargo Capability - What We Can Handle

- Dangerous Goods (the 1st Airline in Indonesia which received Dangerous Goods Certificate from Transportation Ministry of Indonesia)
- Pharmaceuticals
- Perishable Goods
- Valuable Goods
- Marine Product



Over 800 Cities in Indonesia \*\*Certain Destinations

GO EXPRESS service delivery of Door to Door packages and documents with domestic and international destinations\*\*. There are various types of services to meet customer needs.



Premium Service Delivery with (same day services)



Premium Service Delivery with (one night services)



Premium Service Delivery with (+2 days services)





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