

CHANGES AND/OR ADDITIONAL INFORMATION
ON
DISCLOSURE OF INFORMATION TO THE SHAREHOLDERS
PT GARUDAFOOD PUTRA PUTRI JAYA Tbk.

In Order to comply to the Regulation of Financial Services Authority of the Republic of Indonesia No. 17 /POJK.04/2020 on Material Transactions and Changes in Business Activities
("POJK No. 17/2020")

In connection with the plan to additional of the business activities of PT Garudafood Putra Putri Jaya Tbk., namely in the field of Beverage Industry Business Activities, Traditional Medicinal Product Industry for Human, Groundnut Farming; and Corn Farming;

and

In connection with the plan to additional of the business activities of PT Sinarniaga Sejahtera (Controlled Company of PT Garudafood Putra Putri Jaya Tbk.) namely in the field of Wholesale in Laboratory, Pharmaceutical and Medical Equipment for Human, Wholesale in Cosmetics For Human, Wholesale in Household Appliances Equipment, Household Appliances and Equipment Wholesaler which is not included in the other, Warehousing and Storage Business Activities, Activities of Courier Activities, Multimoda Transportation and Motorized Transportation for General Goods.



PT Garudafood Putra Putri Jaya Tbk.
("Company")

Business Activities:
Food and beverages industry integrated with distribution activities

Domiciled in South Jakarta, Indonesia

Head Office:
Wisma Garudafood
Jl. Bintaro Raya No. 10A, Jakarta 12240
Tel. (021) 729 0110; Fax. (021) 729 0112
Website: www.garudafood.com
Email: corporate.secretary@garudafood.co.id

This Information Disclosure is important and shall be read carefully and pay attention by the shareholders of the Company to make decisions regarding to the Additional of the Company's Business Activities and Additional of the Company's Business Activities through its subsidiaries.

If you having any difficulties in understanding the information contained in this Information Disclosure or are in doubt in making a decision, it is advisable to consult with a securities broker, investment manager, legal counsel, public accountant, or other professional advisors.

The Board of Commissioners and Directors of the Company, shall be fully responsible both individually and collectively for the completeness and accuracy of all information or material facts contained herein and emphasize that the information disclosed in this Disclosure of Information is true and there is no omission of material facts which may cause the material information in this Disclosure of Information to be inaccurate and/or misleading.

This Disclosure of Information was issued on 10 May 2021

ESTIMATED AGMS TIMETABLE

The Company intends to seek the approval of the Company's shareholders for Additional of the Company's Business Activities and Additional of the Company's Business Activities through its subsidiaries ("**Amendment in Business Activities**") with an estimated timetable as follows:

No	Activities	Date
1	Announcement of the Plan for Annual General Meeting of Shareholders (" AGMS ") through the website of the Indonesia Stock Exchange (" Bursa ") to the Financial Services Authority (" OJK ")	30 April 2021
2	Announcement of the AGMS to the shareholders of the Company through the website of Bursa, eASY.KSEI, and the Company's website www.garudafood.com	10 May 2021
3	Announcement of Disclosure Information and providing of data regarding to Amendment in Business Activities through the website of Bursa and the Company's website www.garudafood.com .	10 May 2021
4	Invitation to the AGMS to the shareholders of the Company through the website of Bursa, eASY.KSEI and the Company's website www.garudafood.com .	25 May 2021
5	AGMS	16 June 2021
6	Announcement of the summary of the AGMS results through the website of Bursa and the Company's website www.garudafood.com .	18 June 2021

IMPLEMENTATION OF AGMS

In accordance with the prevailing laws and regulations, the proposed Amendment in Business Activities as described in this Disclosure of Information will seek approval from the Company's shareholders at the AGMS on June 16, 2021. Invitation of the AGMS will be announced through eASY.KSEI at the link <https://access.ksei.co.id>, web sites Indonesia stock Exchange, and the Company's website www.garudafood.com on 25 May 2021. the shareholders are entitled to attend or be represented in the Meeting is the shareholders whose names are registered in the Register of shareholders of the Company and/or the owner of the Company's share balance in the securities sub-account at the Collective Custody of PT Kustodian Sentral Efek Indonesia (KSEI) at the close of stock trading on the Indonesia Stock Exchange on 24 May 2021. Shareholders who are unable to attend the AGMS may grant their power of attorney to the third

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party other in accordance with the provisions stipulated in the summons for the Company's AGMS no later than 7 (seven) working days before the AGMS is held.

Quorum of attendance and quorum of resolutions of the AGMS for the agenda of the planned Amendment in Business Activities will be conducted under the following conditions:

- a. According to the articles of association of the Company, the GMS may be held if attended by shareholders who own shares representing at least $\frac{2}{3}$ (two thirds) of the total shares with valid voting rights issued by the Company, and approved by the shareholders who have valid voting rights. owning shares representing more than $\frac{2}{3}$ (two thirds) of the number of valid voting rights present at the GMS.
- b. If the quorum of attendance as described in point (a) above is not met, then the second GMS can be held if attended by shareholders who own shares representing at least $\frac{3}{5}$ (three-fifths) of the total number of shares with valid voting rights issued by Company, and approved by shareholders who own shares representing more than $\frac{1}{2}$ (one half) of the number of valid voting rights present at the GMS.
- c. If the attendance quorum as described in point b above is not met, then the third GMS can be held provided that the third GMS is valid and has the right to make decisions if attended by shareholders of shares with valid voting rights in the attendance quorum and decision quorum determined by OJK on Company's application.

The agenda for the AGMS to be held on June 16, 2021 is as follows:

1. Approval of the Annual Report and ratification of the Company's Consolidated Financial Statements including the Board of Commissioners' Supervisory Report for the fiscal year ended on 31 December 2020;
2. Determination of the use of Company's net profit for the fiscal year ended on 31 December 2020;
3. Determination of honorarium and benefits for members of the Board of Commissioners of the Company and salary and benefits for members of the Board of Directors for the fiscal year 2021;
4. Appointment of the Public Accountant to audit the Company Financial Statements for the fiscal year ended on 31 December 2021;
5. Approval on the buyback plan on Company's shares in accordance with the Financial Services Authority Regulation No. 30/POJK.04/2017 on the Buyback of Shares Issued by Public Company;
6. Approval on the additional business activities of the Company and the Company's controlled Company, namely PT Sinarniaga Sejahtera in accordance with the Financial Services Authority Regulation No.17/POJK.04/2020 on Material Transactions and Changes in Business Activities;
7. Approval on the proposed change of the nominal value of the Company's share (Stock Split) and amendment to Article 4 of the Articles of Association of the Company;
8. Approval on the plan of amendments to the Company's Article of Association in accordance with Regulation of the Financial Services Authority of the Republic of Indonesia Number 15/POJK.04/2020 on the Plan and the Implementation of the General Meeting of Shareholders of Public Company; and
9. Approval on change of the company's BOD composition.

I. GENERAL

A. General Information about the Company

PT Garudafood Putra Putri Jaya Tbk., Domiciled in South Jakarta, was established under the name PT Garuda Putra Putri Jaya based on the Deed of Establishment No. 21 dated 24 August 1994 drawn up before Dokteranda Selawati Halim, SH, Notary in Pati, which was approved by the Minister of Law and Human Rights of the Republic of Indonesia ("**Menkumham**") based on Decree No. C2-15.820.HT.01.01.TH.94 dated 20 October 1994, was registered in the register book at the Registrar's Office at the Pati District Court under No. 51/1994/AN/K/PT dated 11 November 1994, and has been announced in the State Gazette of the Republic of Indonesia No. 14 dated 17 February 1995, Supplement No. 1555.

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The articles of association have been amended several times and most recently based on the Deed No. 25 dated May 13, 2019, drawn up before Liestiani Wang, SH, M.Kn., Notary in South Jakarta, which has received approval from the Menkumham through Decree No. AHU-0027121.AH.01.02.Tahun 2019 dated 17 May 2019 and recorded in the database of the Legal Entity Administration System of the Ministry of Law and Human Rights of the Republic of Indonesia (“**Kemenkumham**”) and has been notified to the Menkumham as stated in the Acceptance Letter of Notification of Amendments to the Articles of Association of the Company No. AHU-AH.01.03-0261044 dated 17 May 2019 and has been registered in the Company Register No. AHU-0080731.AH.01.11.Tahun 2019 dated 17 May 2019.

The Company's head office is located at Wisma GarudaFood, Jl. Bintaro Raya No. 10A, Jakarta 12240 with telephone number (021) 729 0110, facsimile number (021) 729 0112 and email corporate.secretary@garudafood.co.id.

Pursuant to Article 3 of the Company's Articles of Association, the Company is engaged in Trade and Industry.

B. Capital and Composition of Shareholders of the Company

Based on the Deed of Meeting Resolution Statement No. 30 dated 21 December, 2018, drawn up before Liestiani Wang, SH, MKn., Notary in South Jakarta, which was notified to the Menkumham as evident in the Letter of Acceptance of Notification of Amendment to Articles of Association No. AHU-AH.01.03-0282011Tahun2019 dated 3 January 2019 and is registered in the Company Register at the Ministry of Law and Human Rights under No. AHU- 0179644.AH.01.11.Tahun 2018 dated 3 January, 2019, the capital structure of the Company is as follows:

Authorized capital	: Rp 2.000.000.000.000
Issued capital	: Rp 737.958.029.100
Paid-up capital	: Rp 737.958.029.100

The Company's Authorized Capital is divided into **20,000,000,000** shares with a **nominal value per share of Rp100**.

Based on the Shareholders Register of the Company as of 31 December, 2020, issued by PT Datindo Entrycom as the Company's Securities Administration Bureau, the shareholders of the Company are as follows:

Information	Nominal value of IDR100 per share		
	Number of Shares	Total Nominal Value	(%)
Authorized capital	20.000.000.000	2.000.000.000.000	
Moda Issued and fully deposited capital			
Shareholders > 5%:			
PT Tudung Putra Putri Jaya	1.499.605.800	149.960.580.000	20.32
Pelican Company Limited	1.220.537.090	122.053.709.000	16.54
Pangayoman Adi Soenjoto	591.611.600	59.161.160.000	8.02

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Kusumo Dewiningrum Sunjoto	621.432.300	62.143.230.000	8.42
Sudhamek Agoeng Waspodo S	561.985.501	56.198.550.100	7.62
Rahajoe Dewiningroem S, Dra	445.118.300	44.511.830.000	6.03
Shareholder < 5%	2.404.514.900	240.451.490.000	32.58
Treasury Shares	34.774.800	3.477.480.000	0,47
Amount of Issued and Fully Paid Capital	7.379.580.291	737.958.029.100	100,00

C. Company's Business Activities

Pursuant to Article 3 of the Company's Articles of Association, the purpose and objective of the Company is to carry out business in the trade and industry sectors.

To achieve the aforementioned purposes and objectives, the Company may carry out business activities as follows:

A. Main Business Activities

- a. To carry out business in the field of milk processing, including pasteurization, sterilization, homogenization and/or ultra-high temperature (UHT) processing, and in cream processing industry using fresh, pasteurized, sterilized and homogenized milk
- b. To carry out business in the field of production of powdered or condensed milk (sweetened/unsweetened) industry, and processing of milk or cream (in solid form);
- c. To carry out business in the field of processing of other milk products including butter, yoghurt, cheese and curd, casein or lactose (sweet milk) and ice cream powder;
- d. To carry out business in the field of production of various kinds of bread and cake industry, such as bread loaf industry and bread roll; cake industry, pie, tart, biscuit industry and any other types of dried bread; preservation of pastry and cake products industry; production of sweet and savory snack products industry (cookies, crackers, pastry); production of tortillas; and production of frozen bread products such as pancake, waffle and bread roll;
- e. To carry out business in the field of production of food with chocolate as the main ingredient, such as chocolate and chocolate-based candy; and production of candy such as caramel, cachous, nougat, fondant, and white chocolate. Also, production of powdered or liquid beverages made with chocolate;
- f. To carry out business in the field of production of food products made with soybean/other beans other than soy sauce and tempeh, such as rempeyek (traditional peanut crackers), synthetic meat, snow peas, salted nuts, various coated peanuts, kacang bogor (bambara groundnut), cashew nuts and enting-enting (confection of nuts and/or seeds and palm sugar pressed into a bar);
- g. To carry out business in the field of production of various kinds of traditional Indonesian crackers and chips, such as shrimp, fish, and starch crackers (sea eggplant crackers). Also, emping (melinjo seeds), kecipring (tapioca), karak and gendar (made from rice), opak (made from glutinous rice), and beef lung chips, escargot chips, skin chips, also dried anchovies and shrimp rempeyek;

B. Supporting Business Activities that support the Company's main business are:

- a. To carry out business in the field of wholesale trading of food, beverages and other produces such as herbs and spices;

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- b. To carry out business in the field of wholesale trading of milk and milk products;
- c. To carry out business in the field of wholesale trading of sugar, chocolate and confectionery;
- d. To carry out business in the field of wholesale trading of bread products;
- e. To carry out business in the field of wholesale trading of no-dairy non-alcoholic beverages; and
- f. To carry out business in the field of wholesale trading of other kinds of food and beverage such as rice flour, tapioca flour, caramel, shrimp crackers, etc.

D. The composition of the Board of Commissioners and Directors of the Company

The composition of the Board of Commissioners and the Board of Directors is based on a notarized Statement of Meeting Resolutions in accordance with the Notary Deed No. 25 dated 13 May, 2019 from Liestiani Wang SH, M.Kn. are as follows:

Board of Commissioners

President Commissioner:	Sudhamek Agoeng Waspodo Soenjoto
Commissioner:	Hartono Atmadja
Commissioner:	Atiff Ibrahim Gill
Independent Commissioner:	Dorodjatun Kuntjoro-Jakti
Independent Commissioner:	Guy-Pierre Girin

Directors

President Director:	Hardianto Atmadja
Director:	Robert Chandrakelana Adjie
Director:	Johannes Setiadharna
Director:	Paulus Tedjosutikno
Director:	Fransiskus Johny Soegiarto
Independent Director:	Rudy Brigianto

II. INFORMATION REGARDING TO ADDITIONAL OF THE COMPANY'S BUSINESS ACTIVITIES

As stipulated in the Financial Services Authority Regulation No.17/POJK.04/2020, to conduct a feasibility study on the Changes in Business Activities to be carried out by the Company, the Company has appointed an Independent Appraiser, namely the Public Appraisal Service Office of KJPP Iskandar Dan Rekan (" **KJPP** "), to provide a feasibility study report, in accordance with the Offer Letter No. 034.6/IDR/DO.2/Pr-FS/II/2021 dated 22 February 2021 which has been approved, as an official appraiser and registered as a capital market supporting professional service office at the OJK with a Capital Market Supporting Professional Registration Certificate from the OJK (re-registration of) No. STTD.PPB-33/PM.2/2018 dated 28 September 2018 as a Property/Asset Appraiser in the Capital Market.

A. Company

1. Groundnut Farming - KBLI 01114

Summary of Feasibility Study Report on the Plan to Add of Groundnut Farming Business Activities (KBLI 01114) PT Garudafood Putra Putri Jaya Tbk, Report No. 008.2/IDR/DO.2/KFS/VI/2021 dated June 4, 2021:

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Purpose and objectives

The purpose of the assessment is to provide an opinion on the feasibility of a business or project with the aim of assessing whether or not it is feasible for a business or project related to changes/additions to the Company's business activities.

Assumptions and Limiting Conditions

- This report is a non-disclaimer opinion.
- We have reviewed the legal status of the documents used in the assessment process.
- Data and information obtained from sources that can be trusted for accuracy.
- The financial projections used are adjusted financial projections that reflect the fairness of the financial projections made by the Company's management with the ability to achieve (fiduciary duty).
- We are responsible for the implementation of the assessment and fairness of the adjusted financial projections.
- The appraisal report is open to the public unless there is confidential information that could affect the company's operations.
- We are responsible for the assessment report and final grade conclusion.
- We have obtained information on the legal status of the object of assessment from the assignor.
- The KJPP report was carried out in uncertain conditions (high level of uncertainty) as a result of the Covid-19 pandemic so that users of the assessment report were asked to be careful in determining the relevance of the assessment results to their needs (related to the use of the assessment results), especially with regard to the difference between the valuation date and the time the valuation results are used in business and economic/financial decision-making.
- KJPP adheres to the Company's *management representation letter* on the assignment of KJPP to prepare a report, that they have submitted all important and relevant information and to the best of the Company's management there are no material factors that have not been disclosed and could be misleading.

Conclusion

a. Market Feasibility Analysis

Peanut production, unlike the main commodities of rice and corn, when calculated growth over the last five years (2013 to 2017) turned out to have decreased by 7.36%. The decline in production was due to the average peanut productivity decreasing by 8.12%, although the harvested area increased by an average of 1.00%.

The contribution of peanut production for the 2014-2018 period was contributed by 10 provinces whose percentage reached 91.36%. This means that the cultivation of peanuts in Indonesia is not spread across 34 provinces as well as rice and corn. Of the 10 provinces in 2018, the center turned out to be four provinces that contributed to large harvested areas in Java, namely East Java contributing 30.45%, Central Java 18.43%, DI Yogyakarta 15.07% and West Java 11.08 %. The remaining six other provinces, namely West Nusa Tenggara, South Sulawesi, East Nusa Tenggara, South Kalimantan, Banten and North Sumatra contributed to the total harvested area of 16.34%.

Based on the report from the Data Center and Information System in the 2018 Food Crops Commodity Outlook, the balance of peanut production and consumption in Indonesia in the 2017-2022 period is estimated to still be in deficit, or domestic production is still unable to meet domestic needs. This deficit is estimated to increase by 2.78% per year, so that Indonesia will still depend on imports of peanuts from

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other countries. From 2017 to 2022, it is estimated that there will be an average peanut deficit of 253.14 thousand tons.

Based on historical data and projections of Indonesian peanut production and consumption from the Indonesian Ministry of Agriculture's Pusdatin, the balance of production and consumption of peanuts in Indonesia in the 2017-2022 period is estimated to still be in deficit, or domestic production is still unable to meet domestic needs. This deficit is estimated to increase by 2.78% per year, so that Indonesia will still depend on imports of peanuts from other countries.

Peanuts are a group of nuts that are one of the sources of Indonesian food. Along with Indonesia's population growth, the potential for increasing food consumption needs will increase along with the increase in population.

Based on historical data and projections of Indonesian peanut production and consumption from the Indonesian Ministry of Agriculture's Pusdatin, the balance of production and consumption of peanuts in Indonesia in the 2017-2022 period is estimated to still be in deficit, or domestic production is still unable to meet domestic needs. This deficit is estimated to increase by 2.78% per year, so that Indonesia will still depend on imports of peanuts from other countries.

There are business competitors in similar business activities, however, with the increasing demand for peanut products, especially for the snack food industry, it is hoped that the products produced by the Project will still be absorbed by the market. To deal with business competitors who are first in the same line of business, the Company planted three seed varieties of peanuts so that they are unique compared to competitors.

The intended target market for the peanut farming business is snack food companies that use peanuts as basic ingredients and for the Company's internal needs.

The marketing strategy is to regulate the planting of peanuts so that they can be harvested when the supply of peanuts in the market declines so that the needs of peanuts in the Company's internal and snack food companies can be met at a more competitive price.

Based on the market feasibility analysis which includes market conditions, business competitors, target market and marketing strategy, it can be concluded that the market aspect of the project by the project sponsor is feasible.

b. Business Pattern Feasibility Analysis

The uniqueness of the Groundnut Farming business pattern is that the Company will apply appropriate technology in order to obtain high quality and high productivity products.

In addition, the project sponsor is a company that has been engaged in the food and beverage industry, although this business activity is a new business activity of the Company, the Company already has experienced personnel in the field of Groundnut Farming. The uniqueness of the business pattern (vertical integration) is a competitive advantage of the project sponsor.

In order for the Company to produce quality products with high productivity, the Company uses technology, among others, as follows:

- a. Tractor and implement disc plow, are machines used to cultivate soil to become crumbly.
- b. Rotary, is a tool used to help crumble the soil after tillage using a disc plow.
- c. Planter, is a tool used for planting peanuts and fertilization.
- d. Cultivator, is a tool used for cleaning weeds that grow between plants and for cleans up the plants.
- e. Boom sprayer, is a tool used for spraying herbicides, insecticides and fungicides to control pests, weeds and plant diseases.

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- f. The COSMIX traveler is a tool used for irrigation/irrigating plants.
- g. Harvester, this tool is used to help the harvest process.
- h. Digital farming equipment is a sensor used to monitor soil and weather conditions. Drones and cameras are used to monitor plant conditions by taking photos of plants with a wavelength spectrum that is analyzed by a special program.

In addition, the Company also uses three seed varieties (Garuda Biga) which are the result of the Company's internal R&D Farming development.

The ability of competitors to imitate the products of the project sponsor is very large, but the project sponsors have experienced personnel and adequate agricultural technology so that they can provide production standards that can meet customer needs.

The Company's efforts to minimize competitors from imitating products are by using three seed varieties which have been developed by the Company and have been registered with the right to protect their planting varieties.

Experts in agriculture who become company staff are empowered as expert consultants to be able to produce quality production according to customer needs.

The Company has a research and development (R&D) team on peanut products whose task is to develop superior seeds and increase land productivity. The company also has a farming team to conduct demonstration plots for planting peanuts as a lesson before entering the Groundnut Farming business. The Company through its R&D team has succeeded in developing three-seed peanuts and has been registered with the Company's Plant Variety Protection Rights. These three-seeded peanuts are one of the unique things and become a brand for BIGA peanut products.

Based on the feasibility analysis of the business pattern which includes competitive advantages due to the uniqueness of the business pattern, the ability of competitors to imitate products and the ability to create value, it can be concluded that the aspects of the project business pattern by the project sponsor are feasible.

c. Management Model Feasibility Analysis

The Company has the necessary human resources with the addition of business activities Groundnut Farming. The number of permanent workers needed for Groundnut Farming is 17 people for an area of ± 268 Ha and there is no additional permanent labor and additional daily labor (from the community around the land) needed during certain processes, such as at harvest, seed treatment and cleansing.

Thus the availability of manpower for the project by the project sponsor is sufficient.

The project sponsor has the capacity and management capability in managing the project, because the project sponsor has the competent workforce needed to manage the Groundnut Farming business.

The Company has experts in Groundnut Farming with more than 20 years of experience with areas of expertise covering agronomy and research and business development. In addition, the Company's experts have participated in various self-development trainings to increase their knowledge in the field of agriculture such as training on breeder seed quality management systems, training on insecticide and fungicide application techniques, training on processing waste into compost and developing activity plans.

The organizational structure is adjusted to the needs of the Project and there is no change in the organizational structure with the Project. The Company has the required human resources with the addition of business activities in the form of Groundnut Farming.

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The project sponsor has a peanut variety with the name “Garuda Biga” which has been registered with the Center for Plant Variety Protection of the Ministry of Agriculture and has obtained Plant Variety Protection Rights Certificate No. 00099/PPVT/S/2010 issued on May 5, 2010 with a rights protection period of 20 years.

In Groundnut Farming business activities, the risks that may occur are the risk of weather, pests and diseases, temperature, drought and flooding. As for as the prevention and countermeasures against risks - the risks described above through improved cropping and pest control.

Based on the feasibility analysis of the management model, which includes the availability of manpower, management capacity and capability, suitability of the organizational structure, intellectual property management and risk management, it can be concluded that the aspects of the project management model by the project sponsor are feasible.

d. Technical Feasibility Analysis

The Company leases land with a total land area of 268 hectares located in the Subang area of West Java and the Pati/Regaloh area, Central Java. Land productivity for Groundnut Farming is estimated at 4.8 tons/ha for one harvest cycle. For Groundnut Farming, the Company plans 1 harvest cycle per year for Subang land and 3 harvest cycles per year for Pati/Regaloh land.

The product produced by the Company is in the form of wet peas. With the increase in consumption expenditure of peanuts for the Indonesian population, it is hoped that the peanut products produced by the Company will continue to meet market needs. To deal with business competitors who are first in the same line of business, the Company planted three seed varieties of peanuts so that they are unique compared to competitors.

The Company has the required human resources with the addition of supporting business activities in the form of Groundnut Farming.

The Company's seed needs are supplied from the nucleus and plasma plantations. The quality of the seeds can be maintained because they come from seeds selected by purification and these peanuts are produced from the company's own research and are processed themselves into ready-to-use seeds with maintained quality.

Thus the availability of manpower for the project by the project sponsor is sufficient.

The production process is as follows:

- a. In nurseries, the use of quality seeds is the first step towards success in Groundnut Farming. The use of superior varieties has an important role in efforts to increase peanut productivity.
- b. Land preparation. Land preparation for planting peanuts can be done in two ways, namely perfect tillage (OTS) and no tillage (TOT) if the land is loose.
- c. Planting, carried out according to the spacing, then given manure or compost.
- d. Treatment, including fertilization, weeding, pest and disease control, and irrigation.
- e. Harvesting of peanuts is done when the peanuts are about 90 days after planting (days after planting) depending on the type of variety used.

Based on the technical feasibility analysis, it can be concluded that the technical aspects of the project by the project sponsor are feasible.

e. Financial Feasibility Analysis

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Total investment costs amounted to Rp13,080,773 thousand, consisting of fixed capital investment costs of Rp3,236,000 thousand and estimated working capital investment costs of Rp9,844,773 thousand. All sources of financing come from own capital.

Uraian	Tahun Proyeksi					
	Rata-rata	2021	2022	2023	2024	2025
Penjualan		10.520.601	10.836.219	11.161.306	11.496.145	11.841.029
Harga pokok penjualan (<i>Variable Cost</i>)		8.598.236	8.856.183	9.121.869	9.395.525	9.677.390
Beban usaha (<i>Fixed Cost</i>)		1.246.537	1.283.933	1.322.451	1.362.125	1.402.989
BEP Penjualan (Rp.000)	7.243.754	6.821.971	7.026.630	7.237.429	7.454.552	7.678.188

The average BEP of sales in Rupiah over the life of the projection is Rp7,243,754 thousand.

The average profitability ratios over the life of the projection are as follows:

Rasio Profitabilitas	Tahun					Rata-rata
	2021	2022	2023	2024	2025	
Penjualan (a) Rp.000	10.520.601	10.836.219	11.161.306	11.496.145	11.841.029	
Laba kotor (b) Rp.000	1.922.365	1.980.036	2.039.437	2.100.621	2.163.639	
EBITDA (c) Rp.000	675.828	696.103	716.986	738.496	760.651	
EBIT (d) Rp.000	271.328	226.883	183.046	139.836	97.271	
EBT (e) Rp.000	271.328	226.883	183.046	139.836	97.271	
EAT (f) Rp.000	211.636	181.506	146.437	111.869	77.817	
Margin Laba Kotor (b/a)	18,27%	18,27%	18,27%	18,27%	18,27%	18,27%
Margin EBITDA (c/a)	6,42%	6,42%	6,42%	6,42%	6,42%	6,42%
Margin EBIT (d/a)	2,58%	2,09%	1,64%	1,22%	0,82%	1,67%
Margin EBT (e/a)	2,58%	2,09%	1,64%	1,22%	0,82%	1,67%
Margin EAT (f/a)	2,01%	1,67%	1,31%	0,97%	0,66%	1,33%

Calculation of *return on investment* (ROI) are the air i kut:

Return on Invesment	Tahun					Rata-rata
	2021	2022	2023	2024	2025	
Laba bersih/EAT (a) Rp.000	211.636	181.506	146.437	111.869	77.817	
Jumlah investasi (b) Rp.000	13.080.773	13.080.773	13.080.773	13.080.773	13.080.773	
ROI (a/b)	1,62%	1,39%	1,12%	0,86%	0,59%	1,12%

The average ROI over the life of the projection is 1.12 %.

Based on the projected financial position, the liquidity and solvency of the project are quite high over the life of the projection. The average value of the current ratio, debt to equity ratio and debt to asset ratio indicators over the life of the projection is as follows:

Rasio Likuiditas dan Solvabilitas	Tahun					Rata-rata
	2021	2022	2023	2024	2025	
Aset lancar (a) Rp.000	7.941.429	8.290.051	8.668.968	9.078.701	9.519.787	
Total aset (b) Rp.000	10.772.929	10.975.931	11.144.508	11.279.181	11.380.487	
Liabilitas jangka pendek (c) Rp.000	716.520	738.015	760.156	782.960	806.449	
Total liabilitas (d) Rp.000	716.520	738.015	760.156	782.960	806.449	
Ekuitas (e) Rp.000	5.596.063	5.596.063	5.596.063	5.596.063	5.596.063	
Current Ratio (a/c)	1108,33%	1123,29%	1140,42%	1159,54%	1180,46%	1142,41%
Debt to Equity Ratio (d/e)	12,80%	13,19%	13,58%	13,99%	14,41%	13,60%
Debt to Asset Ratio (d/b)	6,65%	6,72%	6,82%	6,94%	7,09%	6,84%

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Based on the cash flow projections, it can be seen that the accumulation of cash is always positive every year and the cumulative net cash value at the end of the 5th year is Rp 7,726,585 thousand.

Based on the feasibility calculation, the IRR and NPV of the project during the projected life resulted in an IRR of 19.78% greater than the WACC discount rate of 10.35% and an NPV of Rp 1,084,695 thousand.

With the value of the feasibility indicator, from the financial aspect it can be concluded that the project is feasible.

Based on sensitivity analysis, if there is no change in sales and COGS, the project is feasible with IRR = 19.78%. If there is a change in sales with the HPP unchanged (fixed), then the project is feasible if the sales decrease is up to 0.50% (IRR = 15.13%). If sales do not change (fixed), then the project is feasible with an increase in HPP up to 1.00% (IRR = 11.90%). If there is a change in sales and HPP, then the project is feasible if sales fall by 0.50% accompanied by an increase in HPP up to 0.50% (IRR = 11.01%). Based on the sensitivity analysis, it can be concluded that the project is more sensitive to a decrease in sales compared to an increase in HPP.

Based on sensitivity analysis, if there is no change in sales and land rent costs, the project is feasible with IRR = 19.78%. If there is a change in sales with the cost of land rent not changing (fixed), then the project is feasible if the sales decrease is up to 0.50% (IRR = 15.13%). If sales do not change (fixed), then the project is feasible with an increase in land rental costs of up to 6.00% (IRR = 12.99%). If there is a change in sales and land rental costs, the project is feasible if sales decrease by 0.50% accompanied by an increase in land rental costs of up to 3.00% (IRR = 11.56%). Based on the sensitivity analysis, it can be concluded that the project is more sensitive to a decrease in sales compared to an increase in land rental costs.

Based on the financial feasibility analysis, it can be concluded that the project business by the Company is feasible because it has the potential to increase the Company's revenue from the project's income.

Opinion on the Feasibility of Amendment in Business Activities

Based on market feasibility analysis, business patterns, models of management, technical and financial services, we believe that the business of groundnut farming PT Garudafood Putra Putri Jaya Tbk is feasible.

This feasibility opinion can only be used in connection with the plans to be carried out by the Company and cannot be used for other purposes. This feasibility opinion is also not intended to provide a recommendation to approve or disapprove of the plan.

Availability of Experts

In connection with the plan to add Groundnut Farming business activities, the Company has prepared the necessary manpower to support the operational implementation of the Changes in Business Activities. The Company is committed to meeting the needs of competent workforce in their fields related to these business activities. The Company already has experts to support additional business activities in Groundnut Farming.

The following are the details of competent human resources who will support the plan to add Groundnut Farming business activities:

No	Business Activities To Be Executed	Number of Experts	Number of Additional Workers	
			Permanent	Contract
1	Groundnut Farming (KBLI No. 01114)	1 person	None	None

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The number of experts currently owned by the Company in connection with the addition of business activities in Groundnut Farming as mentioned above may change over time in accordance with the needs and strategies of the Company.

The capacity and availability of experts in supporting new business activities. Experts in Groundnut Farming are experts with more than 20 years of experience with areas of expertise covering agronomy and research and business development. In addition of the Company's experts have participated in various self-development training to improve their knowledge in the field of agriculture as pelati h's quality management system broader seed, training insecticide and fungicide application techniques, waste processing into compost training and developing activity plan.

Considerations and Reasons for Amendment in Business Activities

In order to improve the Company's performance in the future, the Company as a company engaged in trade and industry, sees business opportunities in the Groundnut Farming business. The business opportunity in question is the opportunity for the economic development of the three seed peanut plant variety, whose intellectual property rights are developed and owned by the Company. As well as to increase the variants of the Company's peanut products and market share in the crispy skin nuts business, especially the three-seed shell nuts. The business opportunity is business activities which previously was not one of the areas of business and types of business activities of the Company.

The Company has carefully calculated the business opportunities that can be run in a sustainable manner, and the Company believes that the Company is able to take advantage of existing opportunities to provide added value for shareholders. The added value obtained is the guarantee of the supply of raw materials in terms of quality, quantity and price, especially for the raw material for three-seed peanuts. In addition, the Company will also benefit from the sale of three-seeded crunchy peanuts, which are unique products that are only owned by the Company.

Therefore, the Company plans to make Amendment in Business Activities as follows:

Amendment in Supporting Business Activities in Groundnut Farming (KBLI-01114)

running a business in the field of Groundnut Farming starting from land processing activities, planting, maintaining, and also harvesting and post-harvest if it becomes a single unit of peanut (palawija) plant activities. Including the activities of seeding and seeding of peanut plants.

Effect of Amendment in Business Activities on Condition Financial

The effect of Amendment in Business Activities on the Company's condition financial is expected to increase revenue through amendment in business activities, which are expected to provide added value to the shareholders of the Company.

The added value expected from the proposed transaction to the condition financial of the Company is able to increase sales and profits of the Company and the Company is able to diversify its business by optimizing their assets.

The considerations and reasons for carrying out the transaction plan on the Company's condition financial are to increase the utility and optimize the assets owned by the Company so that it will increase business opportunities and increase the Company's sales and profits. The effect of the planned transaction on the Company's condition financial on profit or loss is to increase sales, cost of goods sold, operating expenses and interest expenses as a result of the credit portion of the investment to be made by the Company. Meanwhile, the financial position will increase current assets, which are mainly in cash and cash equivalents, trade receivables and inventories, increase non-current assets, which are mainly in fixed assets accounts, and

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increase short-term liabilities, which are mainly in accounts payable and bank loans. Thus the profitability, liquidity and solvency of the Company will increase.

Land Availability

The Company does not acquire land for its corn and Groundnut Farming activities. The land used in these business activities is land leased from a third party with an immaterial rental value, so it is not included in material transactions and affiliated transactions in accordance with the provisions of POJK 17/2020 and/or POJK 42/2020.

2. Corn Farming - KBLI 01111

Summary of the Feasibility Study Report on the Plan to Add of Corn Farming Business Activities (KBLI 01111) PT Garudafood Putra Putri Jaya Tbk, Report No. 008.3/IDR/DO.2/KFS/VI/2021 dated June 4, 2021:

Purpose and objectives

The purpose of the assessment is to provide an opinion on the feasibility of a business or project with the aim of assessing whether or not it is feasible for a business or project related to amendment/ additions to the Company's business activities.

Assumptions and Limiting Conditions

- This report is a non-disclaimer opinion.
- We have reviewed the legal status of the documents used in the assessment process.
- Data and information obtained from sources that can be trusted for accuracy.
- The financial projections used are adjusted financial projections that reflect the fairness of the financial projections made by the Company's management with the ability to achieve (fiduciary duty).
- We are responsible for the implementation of the assessment and fairness of the adjusted financial projections.
- The appraisal report is open to the public unless there is confidential information that could affect the company's operations.
- We are responsible for the assessment report and final grade conclusion.
- We have obtained information on the legal status of the object of assessment from the assignor.
- The KJPP report was carried out in uncertain conditions (high level of uncertainty) as a result of the Covid-19 pandemic, so that users of the assessment report were asked to be careful in determining the relevance of the assessment results to their needs (related to the use of the assessment results), especially with regard to the difference between the valuation date and the time the valuation results are used in business and economic/financial decision-making.
- KJPP adheres to the Company's management representation letter on the assignment of KJPP to prepare a report, that they have submitted all important and relevant information and to the best of the Company's management there are no material factors that have not been disclosed and could be misleading.

Conclusion

- a. Market Feasibility Analysis

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The harvested area component is one of the important components in calculating production. The growth of maize harvested area for the 2015–2019 period or in the last five years increased by an average of 4.38% per year. This shows the government's efforts to expand maize, especially by utilizing land that is temporarily not cultivated, such as garden land and forest land. During that period there was still a decrease in harvested area that occurred in 2015 by 1.29% and in 2018 by 26.52%, while the corn harvested area for the last 2 years (2016-2017) increased the average per year which was quite high, namely 17.35% and 24.50%, while in 2018 based on the agreement between BPS, the Directorate General of Food Crops and the Center for Data and Information, it decreased by 26.52%. In 2019, the corn harvested area increased again by 0.58% or the harvested area increased from 4.07 million hectares in 2018 to 4.09 million hectares. The increase in the contribution of harvested area for the 2015-2019 period mainly occurred outside Java by 54.81%, while in Java it was only 44.03%.

The development of corn productivity continues to increase. The average growth of corn productivity during the period 1980 - 2019 was 1.12% per year. During that period, the national corn productivity increased from 1.46 Tons/Ha in 1980 to 5.52 Tons/Ha in 2019. During the last five years or 2015-2019, corn productivity growth was higher by 2.21% (Figure 3.3). This shows that the rate of increase in productivity has increased in the last five years, because the use of hybrid corn has been widely applied. This corn productivity is expected to continue to increase, because in last few years' various hybrid corn varieties have been launched such as Bisi 816, P27, DK 7722, NK 6325, Pertiwi-3, SHS-4 and others. This hybrid maize group has higher productivity per hectare than composite maize or local maize.

Corn consumption for feed tends to increase. The use of corn for direct animal feed by small/independent farmers far exceeds the use of corn for households and the feed industry, which ranges from 2.52 million tons to 4.69 million tons with a growth rate of 34.24% per year. The total use of corn for industry, where in the period 2015 – 2019 the use of dry shelled corn increased by 2.63% per year.

There are business competitors in similar business activities, but with the increasing demand for corn products, especially for animal feed, it is hoped that the products produced by the Project will still be absorbed by the market. Then the Company will increase productivity by using appropriate technology and digital farming as well as making long-term purchase contracts with animal feed processing companies.

The target market for corn farming is animal feed companies.

Marketing strategy by segmenting, targeting, promoting market positioning and offering competitive prices. Production is carried out efficiently and meets the standards of customer requirements. The Company will do the following as part of its marketing strategy:

1. Binding a cooperation agreement with an agent from an animal feed manufacturing company begins with the cooperation in the use of seeds issued by the producer.
2. If there is an increase in a certain quota, the Company will cooperate with nearby farmers with a partnership system to achieve that quota.
3. Fulfill the demanded quality of corn and provide competitive prices by increasing land productivity.

Based on the market feasibility analysis which includes market conditions, business competitors, target market and marketing strategy, it can be concluded that the market aspect of the project by the project sponsor is feasible.

b. Business Pattern Feasibility Analysis

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The uniqueness of the corn farming business pattern is that the Company will apply appropriate technology, including by implementing full mechanization from the planting process to harvesting in order to obtain quality products with high productivity.

The project sponsor has personnel with sufficient experience in maize farming. By utilizing existing human resources and facilities, project sponsors will find it easier to adapt to corn farming business activities. The uniqueness of the business pattern is the competitive advantage of the project sponsor.

In order for the Company to produce quality products with high productivity, the Company uses technology, among others, as follows:

- a. Tractor and implement disc plow, are machines used to cultivate soil to become loose.
- b. Rotary and planter, Rotary is a tool used to help crumble the soil after processing the soil using a disc plow while the planter is a tool used for planting corn and fertilizing.
- c. Cultivator, is a tool used for cleaning weeds that grow between plants and for cleans up the plants.
- d. Boom sprayer, is a tool used for spraying herbicides, insecticides and fungicides to control pests, weeds and plant diseases.
- e. The COSMIX traveler is a tool used for irrigation/irrigating plants.
- f. Harvester, this tool is used to help the harvest process.
- g. Digital farming equipment is a sensor used to monitor soil and weather conditions. Drones and cameras are used to monitor plant conditions by taking photos of plants with a wavelength spectrum that is analyzed by a special program.

The ability of competitors to imitate products is very large, but the project sponsor is a multinational company that has experience in the food and beverage industry so that they know and can meet the quality standards expected by the market.

From the process of planting, harvesting and post-harvest, the Company will carry out an integrated approach so that costs will be more efficient. While most competitors buy corn from farmers, which is then carried out by the company after the post-harvest process is carried out by the company before being sold to animal feed producers so that corn supply from farmers is not sustainable because it depends on the price offered to farmers or there is competition between these competitors and other competitors to get corn from farmers that.

Experts in the field of agriculture who become company staff are empowered as expert consultants to be able to produce quality production according to customer needs, namely hybrid corn that is harvested from seeds or roots that can be used specifically for animal feed.

Based on the feasibility analysis of the business pattern which includes competitive advantage due to the uniqueness of the business pattern, the ability of competitors to imitate products and the ability to create value, it can be concluded that the aspects of the project business pattern by the project sponsor are feasible.

c. Management Model Feasibility Analysis

The Company has the necessary human resources with the addition of Corn Farming Business Activities. The number of permanent workers needed for corn farming is 10 people for an area of ± 225 ha and there is no additional permanent workforce. The need for daily freelance workers is adjusted to the type of work in the field and for harvest work, approximately 50 daily freelancers will be needed.

Thus the availability of manpower for the project by the project sponsor is sufficient.

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The project sponsor has the capacity and management capability in managing the project, because the project sponsor has the competent workforce needed to manage the corn farming business.

The Company has experts in the field of corn farming with more than 20 years of experience with areas of expertise covering agronomy and research and business development. In addition, the Company's experts have participated in various self-development trainings to increase their knowledge in the field of agriculture such as training on breeder seed quality management systems, training on insecticide and fungicide application techniques, training on processing waste into compost and developing activity plans.

The organizational structure is adjusted to the needs of the Project and there is no change in the organizational structure with the Project. The Company has the required human resources with the addition of business activities in the form of corn farming.

In running a corn farming business, the project sponsor does not require intellectual property management.

In corn farming activities, the risks that may occur are the risk of weather, pests and diseases, temperature, drought and flooding. As for the prevention and control of the above risks through improvement of cropping patterns and pest control.

Based on the feasibility analysis of the management model, which includes the availability of manpower, management capacity and capability, suitability of the organizational structure, intellectual property management and risk management, it can be concluded that the aspects of the project management model by the project sponsor are feasible.

d. Technical Feasibility Analysis

The Company leases a land area of ± 225 Ha in the Subang area of West Java. The productivity of land for corn farming is estimated at 8 tons/ha for one harvest cycle. For corn farming, the Company is planning 1 harvest cycle per year. The cost of renting land is Rp4,125,000, -/ha assuming an increase of 3% per year.

The product produced by the Company is in the form of dry shelled corn. With the continued increase in demand for corn products, especially for animal feed, it is expected that the corn products produced by the Company will continue to meet market needs. In addition, the Company will increase productivity by using appropriate technology and digital farming as well as making long-term purchase contracts with animal feed processing companies.

The Company has the required human resources with the addition of supporting business activities in the form of corn farming.

Thus the availability of manpower for the project by the project sponsor is sufficient.

The corn farming business production process is as follows:

- a. In nurseries, the use of quality seeds is the first step towards success in corn farming. The use of superior varieties has an important role in efforts to increase corn productivity. Quality seeds, if planted will grow simultaneously at the time of four days after planting under normal conditions.
- b. Land preparation. Land preparation for planting corn can be done in two ways, namely perfect tillage (OTS) and no tillage (TOT) if the land is loose.
- c. Planting, carried out according to the spacing, then given manure or compost.
- d. Treatment, including fertilization, weeding, pest and disease control, and irrigation.
- e. Harvesting of corn is done when the corn is about 100 days after planting (days after planting) depending on the type of variety used.

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Based on the technical feasibility analysis, it can be concluded that the technical aspects of the project by the project sponsor are feasible.

e. Financial Feasibility Analysis

Total investment costs amounted to Rp8,586,432 thousand, consisting of fixed capital investment costs of Rp3,236,000 thousand and estimated working capital investment costs of Rp5,350,432 thousand. All sources of financing come from own capital.

Uraian	Tahun Proyeksi					
	Rata-rata	2021	2022	2023	2024	2025
Penjualan		6.069.843	6.251.938	6.439.496	6.632.681	6.831.662
Harga pokok penjualan (<i>Variable Cost</i>)		4.423.095	4.555.787	4.692.461	4.833.235	4.978.232
Beban usaha (<i>Fixed Cost</i>)		927.337	955.157	983.812	1.013.326	1.043.726
BEP Penjualan (Rp.000)	3.629.457	3.418.124	3.520.668	3.626.288	3.735.077	3.847.129

The average BEP of sales in Rupiah over the life of the projection is Rp. 3,629,457 thousand.

The average profitability ratios over the life of the projection are as follows:

Rasio Profitabilitas		Tahun					Rata-rata
		2021	2022	2023	2024	2025	
Pendapatan (a)	Rp.000	6.069.843	6.251.938	6.439.496	6.632.681	6.831.662	
Laba kotor (b)	Rp.000	1.646.748	1.696.151	1.747.035	1.799.446	1.853.430	
EBITDA (c)	Rp.000	719.411	740.994	763.223	786.120	809.704	
EBIT (d)	Rp.000	314.911	271.774	229.283	187.460	146.324	
EBT (e)	Rp.000	314.911	271.774	229.283	187.460	146.324	
EAT (f)	Rp.000	245.631	217.419	183.427	149.968	117.059	
Margin Laba Kotor (b/a)		27,13%	27,13%	27,13%	27,13%	27,13%	27,13%
Margin EBITDA (c/a)		11,85%	11,85%	11,85%	11,85%	11,85%	11,85%
Margin EBIT (d/a)		5,19%	4,35%	3,56%	2,83%	2,14%	3,61%
Margin EBT (e/a)		5,19%	4,35%	3,56%	2,83%	2,14%	3,61%
Margin EAT (f/a)		4,05%	3,48%	2,85%	2,26%	1,71%	2,87%

The calculation of return on investment (ROI) is as follows:

Return on Invesment		Tahun					Rata-rata
		2021	2022	2023	2024	2025	
Laba bersih/EAT (a)	Rp.000	245.631	217.419	183.427	149.968	117.059	
Jumlah investasi (b)	Rp.000	8.586.432	8.586.432	8.586.432	8.586.432	8.586.432	
ROI (a/b)		2,86%	2,53%	2,14%	1,75%	1,36%	

The average ROI over the life of the projection is 2.13 %.

Based on the projected financial position, the liquidity and solvency of the project are quite high over the life of the projection. The average value of the current ratio, debt to equity ratio and debt to asset ratio indicators over the life of the projection is as follows:

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Rasio Likuiditas dan Solvabilitas		Tahun					Rata-rata
		2021	2022	2023	2024	2025	
Aset lancar (a)	Rp.000	6.369.154	6.730.306	7.122.519	7.546.334	8.002.312	
Total aset (b)	Rp.000	9.200.654	9.480.906	9.727.499	9.940.974	10.121.892	
Liabilitas jangka pendek (c)	Rp.000	368.591	379.649	391.038	402.770	414.853	
Total liabilitas (d)	Rp.000	368.591	379.649	391.038	402.770	414.853	
Ekuitas (e)	Rp.000	8.832.063	9.101.257	9.336.460	9.538.204	9.707.039	
Current Ratio (a/c)		1727,97%	1772,77%	1821,44%	1873,61%	1928,95%	1824,95%
Debt to Equity Ratio (d/e)		4,17%	4,17%	4,19%	4,22%	4,27%	4,21%
Debt to Asset Ratio (d/b)		4,01%	4,00%	4,02%	4,05%	4,10%	4,04%

Based on cash flow projections, cash accumulation is always positive every year and the cumulative net cash balance at the end of year 5 is Rp3,833,930 thousand.

Based on the feasibility calculation, the IRR and NPV of the project during the projected life resulted in an IRR of 28.50% greater than the WACC discount rate of 10.35% and an NPV of Rp2,025,045 thousand.

With the value of the feasibility indicator, from the financial aspect it can be concluded that the project is feasible.

Based on sensitivity analysis, if there is no change in sales and COGS, the project is feasible with IRR = 28.50%. If there is a change in sales with the HPP unchanged (fixed), then the project is feasible if the sales decline is up to 3.00% (IRR = 11.32%). If sales do not change (fixed), then the project is feasible with an increase in HPP up to 4.00% (IRR = 11.68%). If there is a change in sales and HPP, then the project is feasible if sales decrease by 2.00% accompanied by an increase in HPP up to 1.00% (IRR = 13.02%) and sales decrease by 1.00% accompanied by an increase in HPP up to 2 0.00% (IRR = 14.67%). Based on the sensitivity analysis, it can be concluded that the project is more sensitive to a decrease in sales compared to an increase in HPP.

Based on sensitivity analysis, if there is no change in sales and land rent costs, the project is feasible with IRR = 28.50%. If there is a change in sales with the cost of land rent not changing (fixed), then the project is feasible if the sales decrease is up to 3.00% (IRR = 11.32%). If sales do not change (fixed), then the project is feasible with an increase in land rental costs of up to 20.00% (IRR = 10.70%). If there is a change in land sales and rental costs, the project is feasible if sales decrease by 2.00% accompanied by an increase in land rental costs of up to 5.00% (IRR = 12.79%) and if sales decrease by 1.00% accompanied by with an increase in land rental costs of up to 10.00% (IRR = 14.23%). Based on the sensitivity analysis, it can be concluded that the project is more sensitive to a decrease in sales compared to an increase in land rental costs.

Based on the financial feasibility analysis, it can be concluded that the project business by the Company is feasible because it has the potential to increase the Company's revenue from the project's income.

Opinion on the Feasibility of Amendment in Business Activities

Based on the analysis of market feasibility, business pattern, management model, technical and financial, we believe that the business of corn farming PT Garudafood Putra Putri Jaya Tbk is feasible.

This feasibility opinion can only be used in connection with the plans to be carried out by the Company and cannot be used for other purposes. This feasibility opinion is also not intended to provide a recommendation to approve or disapprove of the plan.

Availability of Experts

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In connection with the plan to add corn farming business activities, the Company has prepared the necessary manpower to support the operational implementation of the Amendment in Business Activities. The Company is committed to meeting the needs of competent workforce in their fields related to these business activities. The Company already has experts to support additional business activities in corn farming.

The following are the details of competent human resources who will support the plan to add corn farming business activities:

No	Business Activities To Be Executed	Number of Experts	Number of Additional Workers	
			Permanent	Contract
1	Corn Farming (KBLI No. 01111)	1 person	None	50 persons

The number of experts currently owned by the Company in connection with the addition of business activities in corn farming as mentioned above may change over time in accordance with the needs and strategies of the Company.

The capacity and availability of experts in supporting new business activities. Experts in the field of Corn Farming are experts in the field of Groundnut Farming with more than 20 years of experience with areas of expertise covering agronomy and research and business development. In addition of the Company's experts have participated in various self-development training to improve their knowledge in the fields of agriculture such as quality management system breeder seed, training insecticide and fungicide application techniques, waste processing into compost training and developing activity plan.

Considerations and Reasons for Changes in Business Activities

In order to improve the Company's performance in the future, the Company as a company engaged in trade and industry, sees business opportunities in the Corn Farming Business Activities. The business opportunity in question is to meet the Company's need for corn raw materials, the Company also sees a large market demand for corn. These business opportunities are business activities that were not previously one of the business fields and types of business activities of the Company.

the Company has carefully calculated the business opportunities that can be run in a sustainable manner, and the Company believes that the Company is able to take advantage of existing opportunities to provide added value for shareholders. The added value obtained is to ensure the availability of corn raw materials for corn-based products needed by the Company.

Therefore, the Company plans to make Amendment in Business Activities as follows:

Amendment in Supporting Business Activities in Corn Farming (KBLI-01111)

Running a business in the field of corn commodity agriculture starting from land management activities, planting, maintaining, and also harvesting and post-harvest if it becomes a single unit of corn plant activities. Including the activities of seeding and seeding of corn plants.

Effect of Amendment in Business Activities on Condition Financial

The effect of Amendment in Business Activities on the Company's condition financial is expected to increase revenue through amendment in business activities, which are expected to provide added value to the shareholders of the Company.

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The added value expected from the proposed transaction to the condition financial of the Company is able to increase sales and profits of the Company and the Company is able to diversify its business by optimizing their assets.

The considerations and reasons for carrying out the transaction plan on the Company's condition financial are to increase the utility and optimize the assets owned by the Company so that it will increase business opportunities and increase the Company's sales and profits. The effect of the planned transaction on the Company's condition financial on profit or loss is to increase sales, cost of goods sold, operating expenses and interest expenses as a result of the credit portion of the investment to be made by the Company. Meanwhile, the financial position will increase current assets, which are mainly in cash and cash equivalents, trade receivables and inventories, increase non-current assets, which are mainly in fixed assets accounts, and increase short-term liabilities, which are mainly in accounts payable and bank loans. Thus the profitability, liquidity and solvency of the Company will increase.

Land Availability

The Company does not acquire land for Corn Farming activities. The land used in these business activities is land leased from a third party with an immaterial rental value, so it is not included in material transactions and affiliated transactions in accordance with the provisions of POJK 17/2020 and/or POJK 42/2020.

3. Beverage Industry - KBLI: 11040; and Traditional Medicinal Product Industry for Human - KBLI: 21022

Summary of the Feasibility Study Report on the Plan to Add of Beverage Industry - KBLI: 11040; and Traditional Medicinal Product Industry for Human - KBLI: 21022 PT Garudafood Putra Putri Jaya Tbk based on Report No. 008.1/IDR/DO.2/KFS/VI/2021 dated June 4, 2021:

Purpose and objectives

The purpose of the assessment is to provide an opinion on the feasibility of a business or project with the aim of assessing whether or not it is feasible for a business or project related to amendment/additions to the Company's business activities.

Assumptions and Limiting Conditions

- This report is a non-disclaimer opinion.
- We have reviewed the legal status of the documents used in the assessment process.
- Data and information obtained from sources that can be trusted for accuracy.
- The financial projections used are adjusted financial projections that reflect the fairness of the financial projections made by the Company's management with the ability to achieve (fiduciary duty).
- We are responsible for the implementation of the assessment and fairness of the adjusted financial projections.
- The appraisal report is open to the public unless there is confidential information that could affect the company's operations.
- We are responsible for the assessment report and final grade conclusion.
- We have obtained information on the legal status of the object of assessment from the assignor.

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- The KJPP report was carried out in uncertain conditions (high level of uncertainty) as a result of the Covid-19 pandemic, so that users of the assessment report were asked to be careful in determining the relevance of the assessment results to their needs (related to the use of the assessment results), especially with regard to the difference between the valuation date and the time the valuation results are used in business and economic/financial decision-making.
- KJPP adheres to the Company's management representation letter on the assignment of KJPP to prepare a report, that they have submitted all important and relevant information and to the best of the Company's management there are no material factors that have not been disclosed and could be misleading.

Conclusion

a. Market Feasibility Analysis

Indonesia's economic growth in the third quarter of 2020 still contracted by 3.49 percent (YoY), better than the previous quarter (-5.3 percent, YoY). Weak public consumption is still the main cause of the economic contraction. Import performance also contracted quite deeply in line with limited domestic activity. On the other hand, government spending provided a cushion for the economic contraction this quarter.

Of the 17 sectors, seven sectors grew slower, while the other sectors contracted. Infokom sectors, health services, and water supply sectors grew higher than in the third quarter of 2019. Although still generally contracted, all sectors experienced improvements from the previous quarter.

All regions in Indonesia are still experiencing economic contractions with the deepest contractions occurring in Bali and Nusa Tenggara. This is due to the low level of tourism activity, especially foreign tourist arrivals. Two provinces, namely Central Sulawesi and North Maluku, grew quite high in the third quarter of 2020.

This food and beverage industry sub-sector during the Covid-19 Pandemic still grew by 0.2% from 2019 with a GDP value of 755.9 trillion in 2020. The development of the food and beverage industry sub-sector for the provinces of DKI Jakarta and Java West shows positive developments for five years DKI Jakarta and West Java experienced positive growth in 2020 of 8.5%% and 9.3% with a GRDP value of 28.1 trillion for DKI Jakarta and 108.68 trillion Rupiah for West Java in year 2020.

The food and beverage industry is a sector with great potential to continue to be stimulated because it also contributes significantly to the national economy. Indonesia's population based on BPS data in 2020 reached 269.6 million, it is estimated that it will reach 318.96 million in 2045. Indonesia's demographic bonus has many implications, one of which is the driving factor for the food and beverage sub-industry. Along with population growth, demand for the food and beverage industry is in line with Indonesia's population growth.

The food, beverage and cigarette sectors other than restaurants in the structure of public expenditure in its development from year to year have increased. Based on the expenditure structure of the national consumption group, the consumption use group, the food, beverage and cigarette sector is the largest expenditure of the Indonesian people with a contribution of 41.24% to total expenditure in 2020.

The development of National GDP in the food and beverage industry sub-sector during 2016-2020 showed an average positive performance of 0.7% per year. Assuming constant growth using the average annual growth, this sector is projected to increase to 782.61 trillion in 2025.

There are business competitors in similar business activities, but with improving economic conditions and public awareness of the health of the demand for soft drink products and traditional medicines for humans, it is hoped that the services offered by the Project will still be absorbed by the market.

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In the production of soft drinks and traditional medicines, the Company is a provider of product packaging services from other companies by utilizing the existing idle capacity, so that the cost of packaging services for these products can be more competitive because there is no new investment. In addition, companies that will use packaging services in the Company have signed an NDA and MoU with the Company. In the future, we will create our own innovative and differentiated products from competitors' products and provide added value to consumers at affordable prices with good quality.

The intended target market is the soft drink industry and traditional medicine for humans who need packaging services for their products. The Company already has potential service users, namely PT Mustika Ratu Tbk and Madu Nusantara.

The Company has plans to make its own products for traditional medicinal products in the form of traditional medicinal drinks in addition to providing packaging services. As for soft drinks, they only provide packaging services. The target market for traditional medicinal drinks is the lower middle class with product marketing to modern and traditional markets. With the current covid-19 pandemic, the need for traditional medicinal drinks to increase endurance has increased quite high, so the opportunity to enter the traditional medicinal drink market with the RTD (Ready To Drink) concept is very large.

Marketing strategy by segmenting, targeting, promoting market positioning and offering competitive prices. Production is carried out efficiently and meets the standards of customer requirements.

The marketing strategy for traditional medicinal drinks will use the Above The Line and Below The Line approaches. In the Above The Line marketing strategy, the Company has experience in promoting existing products by means of integrated marketing communication through traditional media such as TVC and built-in in soap operas and digital social media such as FaceBook, Instagram, Tik Tok, Youtube and also utilizing e-commerce platforms. commerce through collaboration with Tokopedia, Shopee, BliBli and Bukalapak. As for the Below The Line strategy by providing incentives and the Golden Point program to salesmen to drive sales at wholesale and retail.

Based on the market feasibility analysis which includes market conditions, business competitors, target market and marketing strategy, it can be concluded that the market aspect of the project by the project sponsor is feasible.

b. Business Pattern Feasibility Analysis

The uniqueness of the business pattern of the beverages industry and traditional medicinal products is that the Company has a Tetra Brik Aseptic machine which is suitable for use in soft drink products and traditional medicines.

In addition, the project sponsor is a company that has been engaged in the food and beverage industry, although this business activity is a new business activity of the Company, the Company already has experienced personnel in the beverages and traditional medicine industry. The uniqueness of the business pattern is a competitive advantage of the project sponsor.

The Tetra Brick Aseptic Machine is widely known as one of the best filling and packing machines for dairy products in terms of hygiene. So that by using this machine for non- dairy (traditional medicinal drinks) it will be much safer and provide a high level of confidence for consumers in terms of product quality where this product can be circulated in the market for up to 1 year and minimizes the risk of product damage. When compared to competing products that use hot filling or retorts that do not use aseptic technology, the possibility of microbiological cross contamination is quite large. So that the product will provide convenience and hygiene for consumers compared to jamu carrying and herbal powder.

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Competitors' ability to imitate products from project sponsors is very large, but project sponsors already have experienced personnel so that they can provide production standards that can meet customer needs.

The Company's efforts to minimize competitors in imitating products are by conducting research to create products that are consumer needs and then conducting open innovation with companies that have the ability to manufacture traditional medicines which have not been made ready to drink. The formulation and process obtained from open innovation will be bound in the form of an agreement in which the formulation and process are exclusive to the Company.

Experts in the field of beverages who become company staff are empowered as expert consultants to be able to produce quality production according to customer needs.

The Company has experts in the field of beverages with more than 20 years of experience in the field of research and product development expertise in dairy products. In addition, the Company's experts have participated in various self-development trainings to increase their knowledge in the field of beverages such as training on basic packaging, aseptic technology, ISO 22000, thermal process and refresh safety, health & environment.

Based on the feasibility analysis of the business pattern which includes competitive advantages due to the uniqueness of the business pattern, the ability of competitors to imitate products and the ability to create value, it can be concluded that the aspects of the project business pattern by the project sponsor are feasible.

c. Management Model Feasibility Analysis

The Company has the necessary human resources with the addition of beverages industry and traditional medicinal product industry for human.

Currently for the production of existing products using existing workers. With the expansion of the beverages and traditional medicine industry, the Company will recruit 15 new employees which will be met from the recruitment process.

Thus the availability of manpower for the project by the project sponsor will be sufficient.

The project sponsor has the capacity and management capability in managing the project, because the project sponsor has the competent workforce needed to manage the beverages industry and traditional medicinal product industry for human.

The company has experience in the production and packaging process of packaged milk drinks under the "CLEVO" brand which has become the company's product so that the company has the capacity and ability to carry out the Project.

The organizational structure is adjusted to the needs of the Project and there is no change in the organizational structure with the existence of the Project because the Company only expands beverages products and traditional medicines which will add to the workforce in the existing organizational structure. The Company has the required human resources with the addition of business activities in the form of beverages industry and traditional medicinal products.

In running to the beverages industry and traditional medicinal products, project sponsors do not require intellectual property management.

In the business activities of beverages and traditional medicinal products, the risks that may occur are the risk of product quality that does not meet expectations, damage to machines that cause operational disruption and the risk that the Company's production cannot be absorbed by the market. The Company

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has mitigated the existing risks by conducting quality control on the products and services provided, performing regular machine maintenance and using appropriate marketing strategies.

For the packaging service business there is no risk of unsold products or obsolete products because these products will be distributed and sold by companies that use the Company's packaging services and production is based on:

- Make to order, where the packing process will be carried out according to the order and quantity requested.
- After the finished product passes quality control, the product will be sent directly to the warehouse companies that use the Company's packing services.

As for the production plan for the product itself, namely traditional medicinal drinks, the risk mitigation is as follows:

- Inventories of production will be controlled as low as possible by taking into account the demand in the market. The inventory control process will be discussed weekly at the S&OP meeting (Sales & Operational Planning meeting).
- At the S&OP meeting, apart from discussing the sales running rate, Day On-hand Inventory stock, stock age and production schedule and quantity were discussed. So that obsolete products due to excess stock will not occur.

If the product does not sell well, it will be monitored at the S&OP meeting so that it can be planned to do a discount promo to spend the stock of raw materials and finished goods before the product is delisted from the market.

Based on the feasibility analysis of the management model, which includes the availability of manpower, management capacity and capability, suitability of the organizational structure, intellectual property management and risk management, it can be concluded that the aspects of the project management model by the project sponsor are feasible.

d. Technical Feasibility Analysis

The Company has 1 (one) line of Tetra Bricks Aseptic machines with filling and packing capacity of 120,000 ctn/month or 1,440,000 ctn/year.

The packing process goes through 1 (one) aseptic processing line and 1 (one) aseptic packing line which functions to process raw materials to product packaging.

The Company has owned the Company's resources in the form of machines to support the business activities of the beverages and traditional medicine industry. Regarding the availability and quality of human resources, the Company currently has experts in the field of beverages with more than 20 years of experience in the field of research expertise and product development of dairy products. In addition, the Company's experts have participated in various self-development trainings to increase their knowledge in the field of soft drinks such as training on the basics of packaging, aseptic technology, ISO 22000, thermal process and refresh safety, health & environment and to support the Project, an additional workforce of as much as 15 people the Company will fulfill with the recruitment process.

The production process begins with the preparation of raw materials, then all the raw materials are mixed (mixing) and so on to packing into cartons (cartooning).

Based on the technical feasibility analysis, it can be concluded that the technical aspects of the project by the project sponsor are feasible.

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e. Financial Feasibility Analysis

The total investment cost is Rp297,000 thousand, all of which is working capital. All sources of financing come from own capital.

Uraian	Tahun Proyeksi					
	Rata-rata	2021	2022	2023	2024	2025
Pendapatan		4.320.000	4.449.600	4.583.088	4.720.581	4.862.198
Harga pokok pendapatan (<i>Variable Cost</i>)		2.700.000	2.781.000	2.864.430	2.950.363	3.038.874
Beban usaha (<i>Fixed Cost</i>)		864.000	889.920	916.618	944.116	972.440
BEP Penjualan (Rp.000)	2.446.450	2.304.000	2.373.120	2.444.314	2.517.643	2.593.172

The average BEP of sales in Rupiah over the life of the projection is Rp2,446,450 thousand.

The average profitability ratios over the life of the projection are as follows:

Rasio Profitabilitas		Tahun					Rata-rata
		2021	2022	2023	2024	2025	
Pendapatan (a)	Rp.000	4.320.000	4.449.600	4.583.088	4.720.581	4.862.198	
Laba kotor (b)	Rp.000	1.620.000	1.668.600	1.718.658	1.770.218	1.823.324	
EBITDA (c)	Rp.000	756.000	778.680	802.040	826.102	850.885	
EBIT (d)	Rp.000	756.000	778.680	802.040	826.102	850.885	
EBT (e)	Rp.000	756.000	778.680	802.040	826.102	850.885	
EAT (f)	Rp.000	589.680	622.944	641.632	660.881	680.708	
Margin Laba Kotor (b/a)		37,50%	37,50%	37,50%	37,50%	37,50%	37,50%
Margin EBITDA (c/a)		17,50%	17,50%	17,50%	17,50%	17,50%	17,50%
Margin EBIT (d/a)		17,50%	17,50%	17,50%	17,50%	17,50%	17,50%
Margin EBT (e/a)		17,50%	17,50%	17,50%	17,50%	17,50%	17,50%
Margin EAT (f/a)		13,65%	14,00%	14,00%	14,00%	14,00%	13,93%

The calculation of Return on Investment (ROI) is as follows:

Return on Investment		Tahun					Rata-rata
		2021	2022	2023	2024	2025	
Laba bersih/EAT (a)	Rp.000	589.680	622.944	641.632	660.881	680.708	
Jumlah investasi (b)	Rp.000	297.000	297.000	297.000	297.000	297.000	
ROI (a/b)		198,55%	209,75%	216,04%	222,52%	229,19%	215,21%

The average ROI over the life of the projection is 215.21 %.

Based on the projected financial position, the liquidity and solvency of the project are quite high over the life of the projection. The average value of the current ratio, debt to equity ratio and debt to asset ratio indicators over the life of the projection is as follows:

Rasio Likuiditas dan Solvabilitas		Tahun					Rata-rata
		2021	2022	2023	2024	2025	
Aset lancar (a)	Rp.000	1.111.680	1.741.374	2.389.959	3.058.001	3.746.085	
Total aset (b)	Rp.000	1.111.680	1.741.374	2.389.959	3.058.001	3.746.085	
Liabilitas jangka pendek (c)	Rp.000	225.000	231.750	238.703	245.864	253.239	
Total liabilitas (d)	Rp.000	225.000	231.750	238.703	245.864	253.239	
Ekuitas (e)	Rp.000	886.680	1.509.624	2.151.256	2.812.138	3.492.845	
Current Ratio (a/c)		494,08%	751,40%	1001,23%	1243,78%	1479,27%	
Debt to Equity Ratio (d/e)		25,38%	15,35%	11,10%	8,74%	7,25%	13,56%
Debt to Asset Ratio (d/b)		20,24%	13,31%	9,99%	8,04%	6,76%	11,67%

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Based on cash flow projections, cash accumulation is always positive every year and the cumulative net cash balance at the end of year 5 is Rp3,340,902 thousand.

Based on the calculation of the feasibility of the project's NPV during the projected life, it is Rp7,971,888 thousand.

With the value of the feasibility indicator, from the financial aspect it can be concluded that the project is feasible.

Opinion on the Feasibility of Amendment in Business Activities

Based on the market feasibility analysis, business pattern, management model, technical and financial, we believe that the business of beverages industry and traditional medicinal product industry for human PT Garudafood Putra Putri Jaya Tbk is feasible.

This feasibility opinion can only be used in connection with the plans to be carried out by the Company and cannot be used for other purposes. This feasibility opinion is also not intended to provide a recommendation to approve or disapprove of the plan.

Availability of Experts

In connection with the plan to add beverages industry and traditional medicinal products, the Company has prepared the necessary manpower to support the operational implementation of the Amendment in Business Activities. The Company is committed to meeting the needs of competent workforce in their fields related to these business activities. The Company already has experts to support additional business activities in the beverages industry and traditional medicinal products.

The following are the details of competent human resources who will support the plan to add beverages industry and traditional medicinal products:

No	Business Activities To Be Executed	Number of Experts	Number of Additional Workers	
			Permanent	Contract
1	Beverages Industry (KBLI No. 11040) and Traditional Medicinal Product Industry for Human (KBLI No. 21022)	1 person	15 persons	None

The number of experts currently owned by the Company in connection with the addition of business activities as mentioned above may change over time in accordance with the needs and strategies of the Company.

The capacity and availability of experts in supporting new business activities. Experts in the beverages industry and traditional medicinal products are experts with more than 20 years of experience in research and product development dairy products. In addition, the Company's experts have participated in various self-development trainings to increase their knowledge in the beverages industry and traditional medicinal products such as training on the basics of packaging, aseptic technology, ISO 22000, thermal process and refresh safety, healthy & environment.

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Considerations and Reasons for Amendment in Business Activities

In order to improve the Company's performance in the future, the Company as a company engaged in trade and industry sees business opportunities in the beverages industry and traditional medicinal products. The business opportunity in question is the current increasing public demand for a variety of healthy beverages made from natural ingredients and the public's demand for traditional medicinal product industry for human. These business opportunities are business activities that were not previously one of the business fields and types of business activities of the Company.

The Company has carefully calculated the business opportunities that can be run in a sustainable manner, and the Company believes that the Company is able to take advantage of existing opportunities to provide added value for shareholders. The added value obtained is the additional sales income from the sale of beverages and traditional medicinal product industry for human.

Therefore, the Company plans to make Amendment in Business Activities as follows:

Amendment in Main Business Activities in the Beverages Industry (KBLI-11040)

Running a business in the non-alcoholic beverage industry, except beer and wine without alcohol. Including the industry of flavored soft drinks without alcohol and or sweet taste, such as lemonade, orangeade, cola, fruit drinks, tonic water, lemonade, sparkling water, cream soda and wine, and carbonated drinks or not, and beverages containing concentrates, and powder drink.

Amendment in the Main Business Activities in Traditional Medicinal Product Industry for Human (KBLI-21022)

Running a business in the field of industrial processing of various traditional medicinal products whose ingredients come from plants, animal ingredients, mineral ingredients, sarian (galenic) preparations, or mixtures of these materials in the form of powders, chopped, pills, lunkhead/jenang, pastilles, tablets, capsules, liquids, solutions, emulsions and suspensions, ointments, creams and gels, suppositories. Including the herbal drink industry and health/food supplements not pharmaceutical products.

Effect of Changes in Business Activities on Condition Financial

The effect of Amendment in Business Activities on the Company's condition financial is expected to increase revenue through amendment in business activities, which are expected to provide added value to the shareholders of the Company.

The added value expected from the proposed transaction to the condition financial of the Company is able to increase sales and profits of the Company and the Company is able to diversify its business by optimizing their assets.

The considerations and reasons for carrying out the transaction plan on the Company's condition financial are to increase the utility and optimize the assets owned by the Company so that it will increase business opportunities and increase the Company's sales and profits. The effect of the planned transaction on the Company's condition financial on profit or loss is to increase sales, cost of goods sold, operating expenses and interest expenses as a result of the credit portion of the investment to be made by the Company. Meanwhile, the financial position will increase current assets, which are mainly in cash and cash equivalents, trade receivables and inventories, increase non-current assets, which are mainly in fixed assets accounts, and increase short-term liabilities, which are mainly in accounts payable and bank loans. Thus the profitability, liquidity and solvency of the Company will increase.

B. PT Sinarniaga Sejahtera (“SNS”)

1. Wholesale in Laboratory, Pharmacy, and Medical Equipment for Human - KBLI 46691

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Summary of Feasibility Study Report on the Plan to Add Wholesale in Laboratory Pharmaceutical and Medical Equipment for Human (KBLI 46691) PT Sinarniaga Sejahtera (Controlled Company PT Garudafood Putra Putri Jaya Tbk), Report No. 008.4/IDR/DO.2/KFS/VI/2021 dated June 4, 2021

Purpose and objectives

The purpose of the assessment is to provide an opinion on the feasibility of a business or project with the aim of assessing whether or not it is feasible for a business or project related to changes/additions to SNS business activities.

Assumptions and Limiting Conditions

- This report is a non-disclaimer opinion.
- We have reviewed the legal status of the documents used in the assessment process.
- Data and information obtained from sources that can be trusted for accuracy.
- The financial projections used are adjusted financial projections that reflect the fairness of the financial projections made by the Company's management with the ability to achieve (fiduciary duty).
- We are responsible for the implementation of the assessment and fairness of the adjusted financial projections.
- The appraisal report is open to the public unless there is confidential information that could affect the company's operations.
- We are responsible for the assessment report and final grade conclusion.
- We have obtained information on the legal status of the object of assessment from the assignor.
- The KJPP report was carried out in uncertain conditions (high level of uncertainty) as a result of the Covid-19 pandemic, so that users of the assessment report were asked to be careful in determining the relevance of the assessment results to their needs (related to the use of the assessment results), especially with regard to the difference between the valuation date and the time the valuation results are used in business and economic/financial decision-making.
- KJPP adhering to the letter of the management statement of the Company (management representation letter) on assignment KJPP to prepare a report, that they have submitted all necessary information and relevant as well as knowledge management throughout the Company no material factors which have not been disclosed and can be misleading.

Conclusion

a. Market Feasibility Analysis

Indonesia's economic growth in the third quarter of 2020 still contracted by 3.49 percent (YoY), better than the previous quarter (-5.3 percent, YoY). Weak public consumption is still the main cause of the economic contraction. Import performance also contracted quite deeply in line with limited domestic activity. On the other hand, government spending provided a cushion for the economic contraction this quarter.

Of the 17 sectors, seven sectors grew slower, while the other sectors contracted. The infocomm sectors, health services, and water supply sectors grew higher than in the third quarter of 2019. Although still generally contracted, all sectors experienced improvements from the previous quarter.

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All regions in Indonesia are still experiencing economic contractions with the deepest contractions occurring in Bali and Nusa Tenggara. This is due to the low level of tourism activity, especially foreign tourist arrivals. Two provinces, namely Central Sulawesi and North Maluku, grew quite high in the third quarter of 2020.

In the third quarter of 2020, the highest growth occurred in the health services and social activities sector which amounted to 15.3 percent (YoY) in line with the high demand for health services. The growth of the information and communication sector is also quite high, reaching 10.6 percent (YoY). The water supply, waste management, waste and recycling sectors grew 6.0 percent (YoY).

The development of the pharmaceutical and traditional medicine industries during 2016-2020 showed an average positive performance of 5.3% per year. The pharmaceutical and traditional medicine industries experienced negative growth only in 2018 with a growth of minus 1.42 percent.

The increasing demand for masks and hand sanitizers is one of the drivers of the growth of this sector. The demand for pharmaceuticals and traditional medicines is driven by a shift in people's behavior and consumption patterns. Based on SIRCLO data, the four products experienced an increase in purchases of more than 100% in February and March compared to January. Hand sanitizer experienced the biggest increase by 531%, followed by hand soap with an increase of 304%.

There are business competitors in similar business activities but SNS currently has a distribution network which is expected to absorb the products sold by the Company. The distribution network is currently used to distribute the Company's existing products and can also be used to distribute laboratory, pharmacy, and medical equipment for human.

The target market for the wholesale in laboratory pharmaceutical and medical equipment for human are modern retailers, wholesalers and retail agents. Currently, the Company has a captive market from the existing distribution network.

Marketing strategy by maximizing the distribution network that has been owned by SNS. Distribution is carried out efficiently and meets the standards of customer needs.

The details of the marketing strategy that will be carried out by SNS are as follows:

- The Company will sell to existing customers (cross selling).
- Existing salesmen will sell more product variants.
- Project products will be included in the product list in the MODIS (mobile distribution) application, which is an application used by salesmen to input orders from stores, so that salesmen can place orders directly through MODIS for Project products.
- In carrying out product storage, the Project will use the existing depot.
- In the case of delivery of Project products will be sent together with existing products.

Based on the market feasibility analysis which includes market conditions, business competitors, target market and marketing strategy, it can be concluded that the market aspect of the project by the project sponsor is feasible.

b. Business Pattern Feasibility Analysis

The uniqueness of the business pattern of wholesale in laboratory pharmaceutical and medical equipment for human is that the Company has a distribution network spread across various cities in

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Indonesia, including Bekasi, Bogor, Cirebon, Denpasar, Depok, Lombok, Malang, Manado, Pontianak, Semarang, Solo, Sukabumi and Yogyakarta.

In addition, the project sponsor is a company that has been engaged in the wholesale trade of food, beverages and tobacco as well as the wholesale trade of household goods and the Company has experienced personnel in the wholesale in laboratory pharmaceutical and medical equipment for human. The uniqueness of the business pattern is a competitive advantage of the project sponsor.

The types of products marketed by the Company are masks obtained from suppliers with the Skrineer and Diapro brands. Products with these brands have been circulating and accepted by the market.

SNS does not produce its own masks, but distributes masks under the Skrineer and Diapro brands which are obtained from suppliers. Mask products under the Skrineer and Diapro brands have good reputations that have been circulated and accepted by the market. Competitors' ability to imitate products from project sponsors is very large, but project sponsors already have a distribution network so that they can maintain their captive market.

The SNS Project Plan is a trading business so that trade experts who become company staff are empowered as expert consultants to be able to provide quality products according to customer needs.

Based on the feasibility analysis of the business pattern which includes competitive advantage due to the uniqueness of the business pattern, the ability of competitors to imitate products and the ability to create value, it can be concluded that the aspects of the project business pattern by the project sponsor are feasible.

c. Management Model Feasibility Analysis

SNS has the human resources needed by the addition of wholesale in laboratory pharmaceutical and medical equipment for human.

The number of workers needed as experts is sufficient, where SNS experts have sufficient experience in the field of trade. The workforce used is the existing workforce, with the concept of increasing productivity and also utilizing vacant capacity.

Thus, the availability of manpower for the project by the project sponsor is sufficient

The project sponsor has the capacity and management capability in managing the project, because the project sponsor has the competent workforce needed to manage a wholesale in laboratory pharmaceutical and medical equipment for human.

SNS has experience in shipping Garudafood, Suntory Garuda, Prochiz, Skippy products, etc., so this experience can be used as the basis for managing new products. In addition, SNS is also experienced in making deliveries to customers, whether wholesale, modern market or retail customers.

The organizational structure is adapted to the needs of the project. SNS has the human resources needed with the addition of business activities in the form of wholesale in laboratory pharmaceutical and medical equipment for human.

There is no change in the organizational structure before and after the project plan, the work management will use the current organizational structure. If there is any development in the future, it will be seen as needed.

In running a wholesale in laboratory pharmaceutical and medical equipment for human, project sponsors do not require intellectual property management.

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In the wholesale in laboratory pharmaceutical and medical equipment for human, the risks that may occur are product availability, price fluctuations and consumer needs. The Company minimizes these risks by implementing an inventory management system, making long-term contracts with suppliers and making projections regarding the level of customer demand for the Company's products.

Based on the feasibility analysis of the management model, which includes the availability of manpower, management capacity and capability, suitability of the organizational structure, intellectual property management and risk management, it can be concluded that the aspects of the project management model by the project sponsor are feasible.

d. Technical Feasibility Analysis

The Project's line of business is wholesale in laboratory pharmaceutical and medical equipment for human, the type of product traded by SNS is medical masks which will be marketed by the Company through 130 depots spread throughout Indonesia with the support of 1,796 salespeople. SNS does not produce its own masks but obtains masks from suppliers.

SNS currently has infrastructure in the form of warehouses, trucks, sales offices and administrative systems that have been running and have been utilized for the Company's existing business activities. The use of this infrastructure can be maximized by adding new business activities in the form of wholesale in laboratory pharmaceutical and medical equipment for human. In addition, the Company also has the human resources needed by the addition of these business activities.

The existing business activity of SNS is as a distributor of Garudafood products with the Project only adding the types of products traded, where the infrastructure used is the same as the current one. There is no additional manpower and dedicated resource sharing is also not carried out. With this concept, it is hoped that there will be an increase in productivity.

Project business activities do not produce masks themselves but obtain masks from suppliers. Project business activities are distribution business activities with the following process:

- a. SNS purchases merchandise inventory from manufacturers.
- b. SNS performs quality control over the products received.
- c. SNS sells to modern retailers, wholesalers, agents or retailers.

Based on the technical feasibility analysis, it can be concluded that the technical aspects of the project by the project sponsor are feasible.

e. Financial Feasibility Analysis

Total investment costs are working capital of Rp216,504 thousand. The source of financing is 65.00% credit and 35.00% with own capital.

Uraian	Tahun Proyeksi					
	Rata-rata	2021	2022	2023	2024	2025
Penjualan		390.000	421.785	456.160	493.338	533.545
Harga pokok penjualan (<i>Variable Cost</i>)		358.800	383.557	414.817	448.625	485.188
Beban usaha (<i>Fixed Cost</i>)		28.275	30.579	33.072	35.767	38.682
BEP Penjualan (Rp.000)	375.432	353.438	337.397	364.895	394.634	426.796

The average BEP of sales in Rupiah over the life of the projection is Rp357,432 thousand.

The average profitability ratios over the life of the projection are as follows:

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Rasio Profitabilitas		Tahun					Rata-rata
		2021	2022	2023	2024	2025	
Pendapatan (a)	Rp.000	390.000	421.785	456.160	493.338	533.545	
Laba kotor (b)	Rp.000	31.200	38.228	41.343	44.713	48.357	
EBITDA (c)	Rp.000	2.925	7.648	8.272	8.946	9.675	
EBIT (d)	Rp.000	2.925	7.648	8.272	8.946	9.675	
EBT (e)	Rp.000	(9.417)	(4.693)	8.272	8.946	9.675	
EAT (f)	Rp.000	(9.417)	(4.693)	8.272	8.324	7.740	
Margin Laba Kotor (b/a)		8,00%	9,06%	9,06%	9,06%	9,06%	8,85%
Margin EBITDA (c/a)		0,75%	1,81%	1,81%	1,81%	1,81%	1,60%
Margin EBIT (d/a)		0,75%	1,81%	1,81%	1,81%	1,81%	1,60%
Margin EBT (e/a)		-2,41%	-1,11%	1,81%	1,81%	1,81%	0,38%
Margin EAT (f/a)		-2,41%	-1,11%	1,81%	1,69%	1,45%	0,28%

The calculation of Return on Investment (ROI) is as follows:

Return on Invesment		Tahun					Rata-rata
		2021	2022	2023	2024	2025	
Laba bersih/EAT (a)	Rp.000	(9.417)	(4.693)	8.272	8.324	7.740	
Jumlah investasi (b)	Rp.000	216.504	216.504	216.504	216.504	216.504	
ROI (a/b)		-4,35%	-2,17%	3,82%	3,84%	3,57%	0,94%

The average ROI over the life of the projection is 0.94 %.

Based on the projected financial position, the liquidity and solvency of the project are quite high over the life of the projection. The average value of the current ratio, debt to equity ratio and debt to asset ratio indicators over the life of the projection is as follows:

Rasio Likuiditas dan Solvabilitas		Tahun					Rata-rata
		2021	2022	2023	2024	2025	
Aset lancar (a)	Rp.000	386.487	253.445	277.346	302.575	328.596	
Total aset (b)	Rp.000	386.487	253.445	277.346	302.575	328.596	
Liabilitas jangka pendek (c)	Rp.000	320.128	191.779	207.409	224.312	242.594	
Total liabilitas (d)	Rp.000	320.128	191.779	207.409	224.312	242.594	
Ekuitas (e)	Rp.000	66.360	61.666	69.938	78.262	86.002	
Current Ratio (a/c)		120,73%	132,15%	133,72%	134,89%	135,45%	131,39%
Debt to Equity Ratio (d/e)		482,41%	310,99%	296,56%	286,62%	282,08%	331,73%
Debt to Asset Ratio (d/b)		82,83%	75,67%	74,78%	74,13%	73,83%	76,25%

Based on the cash flow projections, it can be seen that the accumulation of cash is always positive every year and the cumulative net cash value at the end of the 5th year is Rp35.147 thousand. Based on the feasibility calculation, the IRR and NPV of the project during the projected life resulted in an IRR of 17.53% greater than the WACC discount rate of 12.85% and an NPV of Rp4,346 thousand. With the value of the feasibility indicator, from the financial aspect it can be concluded that the project is feasible.

Based on sensitivity analysis, if there is no change in sales and COGS, the project is feasible with IRR = 17.53%. If there is a change in sales with the HPP unchanged (fixed), then the project is feasible if the sales decrease is up to 0.10% (IRR = 13.94%). If sales do not change (fixed), then the project is feasible with an increase in HPP up to 0.10% (IRR = 14.22%). If there is a change in sales and HPP, then the project is feasible if sales decrease by 0.05% accompanied by an increase in HPP up to 0.05% (IRR = 14.08%). Based on the sensitivity analysis, it can be concluded that the project is more sensitive to a decrease in sales compared to an increase in HPP.

Based on this analysis, it can be concluded that the project business by SNS is feasible because it has the potential to increase the Company's revenue from the project's income.

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Opinion on the Feasibility of Amendment in Business Activities

Based on market feasibility analysis, business pattern, management model, technical and financial, we are of the opinion that the wholesale in laboratory pharmaceutical and medical equipment for human PT Sinarniaga Sejahtera (controlled company PT Garudafood Putra Putri Jaya Tbk) is feasible.

This feasibility opinion can only be used in connection with the plan to be carried out by SNS and cannot be used for other purposes. This feasibility opinion is also not intended to provide a recommendation to approve or disapprove of the plan.

Availability of Experts

In connection with the plan to add SNS business activities, namely wholesale in laboratory pharmaceutical and medical equipment for human, SNS has prepared the necessary manpower to support the operational implementation of the Changes in Business Activities. The Company is committed to meeting the needs of competent workforce in their fields related to these business activities. SNS already has experts to support the addition of business activities in the wholesale in laboratory pharmaceutical and medical equipment for human.

The following are the details of competent human resources who will support the plan to add wholesale in laboratory pharmaceutical and medical equipment for human:

No	Business Activities To Be Executed	Number of Experts	Number of Additional Workers	
			Permanent	Contract
1	Wholesale Trade of Laboratory Equipment (KBLI No. 46691)	1 person	None	None

The number of experts currently owned by SNS in connection with the addition of business activities as mentioned above may change over time in accordance with the needs and strategies of SNS.

The capacity and availability of experts in supporting new business activities. Experts in the wholesale trade of laboratory equipment, pharmaceutical equipment and medical equipment for humans are experts with more than 10 years of experience.

Considerations and Reasons for Amendment in Business Activities

In order to improve performance in the future SNS, the SNS as a company engaged in trading of large, see their business opportunities in the business of wholesale in laboratory pharmaceutical and medical equipment for human. The business opportunity in question is the increasing public need for health equipment, especially during the pandemic and changes in people's lifestyles. These business opportunities are business activities that were not previously one of the business fields and types of business activities of SNS.

SNS has carefully calculated the business opportunities that can be run in a sustainable manner, and SNS believes that SNS is able to take advantage of existing opportunities to provide added value for shareholders. The added value obtained is the additional sales income from the wholesale in laboratory pharmaceutical and medical equipment for human.

Therefore, SNS plans to make Amendment in Business Activities as follows:

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Amendment in Main Business Activities in Wholesale In Laboratory Pharmaceutical And Medical Equipment For Human (KBLI- 46691):

Wholesale of laboratory equipment, pharmaceutical equipment and medical equipment for humans.

Effect of Amendment in Business Activities on Condition Financial

The effect of amendment in business activities on the financial condition of SNS is expected to increase revenue through changes in business activities, which are expected to provide added value to SNS shareholders.

The added value expected from the proposed transaction to the condition financial SNS is able to increase sales and profit of SNS and SNS to diversify its business by optimizing their assets.

The considerations and reasons for conducting a transaction plan on the condition financial of SNS are to increase the utility and optimize the assets owned by SNS so that it will increase business opportunities and increase sales and profits of SNS. The effect of the planned transaction on SNS's condition financial on profit and loss is to increase sales, cost of goods sold, operating expenses and interest expenses as a result of the credit portion of the investment to be made by SNS. Meanwhile, the financial position will increase current assets, which are mainly in cash and cash equivalents, trade receivables and inventories, increase non-current assets, which are mainly in fixed assets accounts, and increase short-term liabilities, which are mainly in accounts payable and bank loans. Thus the profitability, liquidity and solvency of SNS will increase.

2. Wholesale of cosmetics for humans -KBLI 46443

Summary of Feasibility Study Report on the Plan to Add Wholesale in Cosmetics For Human (KBLI 46443) PT Sinarniaga Sejah tera (Controlled Company PT Garudafood Putra Putri Jaya Tbk), Report No. 008.5/IDR/DO.2/KFS/VI/2021 dated June 4, 2021:

Purpose and objectives

The purpose of the assessment is to provide an opinion on the feasibility of a business or project with the aim of assessing whether or not it is feasible for a business or project related to changes/additions to SNS business activities.

Assumptions and Limiting Conditions

- This report is a non-disclaimer opinion.
- We have reviewed the legal status of the documents used in the assessment process.
- Data and information obtained from sources that can be trusted for accuracy.
- The financial projections used are adjusted financial projections that reflect the fairness of the financial projections made by the Company's management with the ability to achieve (fiduciary duty).
- We are responsible for the implementation of the assessment and fairness of the adjusted financial projections.
- The appraisal report is open to the public unless there is confidential information that could affect the company's operations.
- We are responsible for the assessment report and final grade conclusion.
- We have obtained information on the legal status of the object of assessment from the assignor.

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- The KJPP report was carried out in uncertain conditions (high level of uncertainty) as a result of the Covid-19 pandemic, so that users of the assessment report were asked to be careful in determining the relevance of the assessment results to their needs (related to the use of the assessment results), especially with regard to the difference between the valuation date and the time the valuation results are used in business and economic/financial decision-making.
- KJPP adheres to the Company's management representation letter on the assignment of KJPP to prepare a report, that they have submitted all important and relevant information and to the best of the Company's management there are no material factors that have not been disclosed and could be misleading.

Conclusion

a. Market Feasibility Analysis

Indonesia's economic growth in the third quarter of 2020 still contracted by 3.49 percent (YoY), better than the previous quarter (-5.3 percent, YoY). Weak public consumption is still the main cause of the economic contraction. Import performance also contracted quite deeply in line with limited domestic activity. On the other hand, government spending provided a cushion for the economic contraction this quarter.

The manufacturing industry contracted by 4.3 percent (YoY), which occurred in almost all sub-sectors. The transportation equipment industry experienced the deepest decline of 30.0 percent (YoY). Weak domestic and foreign demand led to cuts in car and motorcycle production. In line with this, the machinery and equipment industry also contracted 10.8 percent (YoY). On the other hand, several industries are still growing positively. The chemical, pharmaceutical, and traditional medicine industries grew 15.0 percent (YoY) driven by increased production of medicines, multivitamins, and supplements in line with increasing demand for health products. The base metal industry grew higher than the third quarter of 2019, which was 5.2 percent (YoY). Meanwhile, the food and beverage industry slowed down by 0.7 percent (YoY).

The ongoing international travel restrictions put pressure on economic activity in Indonesia. This is reflected in the contraction in Indonesia's trade sector. Even though it is still contracting, on average, Indonesia's trade sector during 2016-2020 has a growth of 2.86% per year.

The wholesale and retail trade sector in 2020 contracted 3.72 percent (YoY). Trade in cars, motorcycles and their repairs experienced the deepest decline during the third quarter of 2020, which was -14.1 percent (YoY) with an average growth during 2016-2020 of 0.68% per year. Performance in the wholesale and retail trade sub-sector, not cars and motorcycles in 2020, the performance contracted but not as deep as the car and motorcycle trade, which was minus 1.3%.

The development of the large trading industry during 2016-2020 showed an average positive performance of 2.86% per year. In 2020, this industry experienced the impact of the Covid-19 Pandemic, contracting by 3.72% from 2019 to 1,386.69 trillion. One of the reasons for this decline was the government's policy to prevent the spread of the virus by restricting economic activity and travel to work more from home (WFH).

The development of sub-sectors of wholesale and retail trade, not cars and motorcycles for the provinces of DKI Jakarta and West Java showed positive developments for five years, namely 1.6% and 2.1% with a GRDP value of 403.83 trillion for DKI Jakarta and 266 43 trillion Rupiah for West Java in 2020.

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There are business competitors in similar business activities but SNS currently has a distribution network that is expected to absorb the products sold by SNS. The distribution network is currently used to distribute existing SNS products and can also be used to wholesale in cosmetics for human.

The intended target market for the wholesale business of cosmetics for humans are modern retailers, wholesalers and retail agents. Currently, SNS has a captive market from the existing distribution network.

Marketing strategy by maximizing the distribution network that has been owned by SNS. Distribution is carried out efficiently and meets the standards of customer needs.

The details of the marketing strategy that will be carried out by SNS are as follows:

- SNS will sell to existing customers (cross selling).
- Existing salesmen will sell more product variants.
- Project products will be included in the product list in the MODIS (mobile distribution) application, which is an application used by salesmen to input orders from stores, so that salesmen can place orders directly through MODIS for Project products.
- In carrying out product storage, the Project will use the existing depot.
- In the case of delivery of Project products will be sent together with existing products.

Based on the market feasibility analysis which includes market conditions, business competitors, target market and marketing strategy, it can be concluded that the market aspect of the project by the project sponsor is feasible.

b. Business Pattern Feasibility Analysis

The uniqueness of the wholesale in cosmetics for human is that the Company has a distribution network spread across various cities in Indonesia, including Bekasi, Bogor, Cirebon, Denpasar, Depok, Lombok, Malang, Manado, Pontianak, Semarang, Solo, Sukabumi and Yogyakarta.

In addition, the project sponsor is a company that has been engaged in the wholesale trade of food, beverages and tobacco as well as the wholesale trade of household goods and the Company has experienced personnel in the wholesale in cosmetics for human. The uniqueness of the business pattern is a competitive advantage of the project sponsor.

The types of products marketed by SNS are antiseptic, body lotion, deodorant, toothpaste, sanitary napkins, hand soap, bath soap, facial soap and shampoo obtained from suppliers with well-known trademarks such as Listerine, Dettol, Antis, Citra, Nivea, Rexona, Pepsodent, CloseUp, Charm, Lifebuoy, Nuvo, GIV, Lux, Clean & Clear, Fair & Lovely, Head & Shoulders, Dove, Clear, Pantene, Rejoice, Sunsilk and Zinc. Products with these brands have been circulating and accepted by the market.

SNS does not produce its own cosmetics but distributes cosmetic products with brands that are already circulating and accepted by the market. Competitors' ability to imitate products from project sponsors is very large, but project sponsors already have a distribution network so that they can maintain their captive market.

The SNS Project Plan is a trading business so that trade experts who become company staff are empowered as expert consultants to be able to provide quality products according to customer needs.

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Based on the feasibility analysis of the business pattern which includes competitive advantage due to the uniqueness of the business pattern, the ability of competitors to imitate products and the ability to create value, it can be concluded that the aspects of the project business pattern by the project sponsor are feasible.

c. Management Model Feasibility Analysis

SNS has the human resources needed with the addition of wholesale in cosmetics for human.

The number of workers needed as experts is sufficient, where SNS experts have sufficient experience in the field of trade. The workforce used is the existing workforce, with the concept of increasing productivity and also utilizing vacant capacity.

Thus the availability of manpower for the project by the project sponsor is sufficient.

The project sponsor has the capacity and management ability in managing the project, because the project sponsor has the competent workforce needed to manage the wholesale in cosmetics for human.

SNS has experience in shipping Garudafood, Suntory Garuda, Prochiz, Skippy products, etc., so this experience can be used as the basis for managing new products. In addition, SNS is also experienced in making deliveries to customers, whether wholesale, modern market or retail customers.

The organizational structure is adapted to the needs of the project. SNS has the human resources needed with the addition of business activities in the form of a wholesale in cosmetics for human.

There is no change in the organizational structure before and after the project plan, the work management will use the current organizational structure. If there is any development in the future, it will be seen as needed.

In carrying out the wholesale in cosmetics for human, the project sponsor does not require intellectual property management.

In the wholesale in cosmetics for human, risks that may occur are product availability, price fluctuations and consumer needs. SNS minimizes these risks by implementing an inventory management system, making long-term contracts with suppliers and making projections regarding the level of customer demand for SNS products.

Regarding the risk of business competitors in similar business activities, SNS can mitigate them by distributing them through existing distribution networks on a national scale so that it is hoped that the products sold by SNS will be absorbed by the market.

Based on the feasibility analysis of the management model, which includes the availability of manpower, management capacity and capability, suitability of the organizational structure, intellectual property management and risk management, it can be concluded that the aspects of the project management model by the project sponsor are feasible.

d. Technical Feasibility Analysis

The Project's line of business is the wholesale in cosmetics for human, the types of products traded by SNS in the form of antiseptic, body lotion, deodorant, toothpaste, sanitary napkins, hand soap, bath soap, face soap and shampoo which will be marketed by SNS through 130 depots spread over throughout Indonesia with the support of 1,796 salespeople. SNS does not produce its own products but obtains cosmetic products from suppliers.

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SNS currently has infrastructure in the form of warehouses, trucks, sales offices and administrative systems that have been running and have been used for SNS's existing business activities. The use of this infrastructure can be maximized by adding new business activities in the form of the wholesale in cosmetics for human. In addition, SNS also has the required human resources with the addition of these business activities.

The existing business activity of SNS is as a distributor of Garudafood products with the Project only adding the types of products traded, where the infrastructure used is the same as the current one. There is no additional manpower and *dedicated* resource sharing is also not carried out. With this concept, it is hoped that there will be an increase in productivity.

Thus the availability of resources for the project by the project sponsor is sufficient.

The Project's business activities do not carry out their own production but obtain cosmetic products from suppliers, the project's business activities are distribution business activities with the following processes:

- a. SNS purchases merchandise inventory from manufacturers.
- b. SNS performs quality control over the products received.
- c. SNS sells to modern retailers, wholesalers, agents or retailers.

Based on the technical feasibility analysis, it can be concluded that the technical aspects of the project by the project sponsor are feasible.

e. Financial Feasibility Analysis

Total investment costs are working capital of Rp6,268,834 thousand. The source of financing is 65.00% credit and 35.00% with own capital.

Uraian	Tahun Proyeksi					
	Rata-rata	2021	2022	2023	2024	2025
Penjualan		11.326.375	12.016.151	12.747.935	13.524.284	14.347.913
Harga pokok penjualan (<i>Variable Cost</i>)		10.420.265	10.924.606	11.591.247	12.297.154	13.046.050
Beban usaha (<i>Fixed Cost</i>)		707.898	751.009	796.746	845.268	896.745
BEP Penjualan (Rp.000)	9.019.191	8.848.730	8.267.401	8.780.990	9.315.752	9.883.081

The average BEP of sales in Rupiah over the life of the projection is Rp9,019,191 thousand.

The average profitability ratios over the life of the projection are as follows:

Rasio Profitabilitas	Tahun					Rata-rata
	2021	2022	2023	2024	2025	
Pendapatan (a) Rp.000	11.326.375	12.016.151	12.747.935	13.524.284	14.347.913	
Laba kotor (b) Rp.000	906.110	1.091.545	1.156.688	1.227.130	1.301.862	
EBITDA (c) Rp.000	198.212	340.536	359.942	381.863	405.118	
EBIT (d) Rp.000	198.212	340.536	359.942	381.863	405.118	
EBT (e) Rp.000	(159.143)	(16.819)	359.942	381.863	405.118	
EAT (f) Rp.000	(159.143)	(16.819)	323.146	305.490	324.094	
Margin Laba Kotor (b/a)	8,00%	9,08%	9,07%	9,07%	9,07%	
Margin EBITDA (c/a)	1,75%	2,83%	2,82%	2,82%	2,82%	2,61%
Margin EBIT (d/a)	1,75%	2,83%	2,82%	2,82%	2,82%	2,61%
Margin EBT (e/a)	-1,41%	-0,14%	2,82%	2,82%	2,82%	1,39%
Margin EAT (f/a)	-1,41%	-0,14%	2,53%	2,26%	2,26%	1,10%

The calculation of Return on Investment (ROI) is as follows:

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Return on Investment	Tahun					Rata-rata
	2021	2022	2023	2024	2025	
Labu bersih/EAT (a) Rp.000	(159.143)	(16.819)	323.146	305.490	324.094	
Jumlah investasi (b) Rp.000	6.268.834	6.268.834	6.268.834	6.268.834	6.268.834	
ROI (a/b)	-2,54%	-0,27%	5,15%	4,87%	5,17%	2,48%

The average ROI over the life of the projection is 2.48 %.

Based on the projected financial position, the liquidity and solvency of the project are quite high over the life of the projection. The average value of the current ratio, debt to equity ratio and debt to asset ratio indicators over the life of the projection is as follows:

Rasio Likuiditas dan Solvabilitas	Tahun					Rata-rata
	2021	2022	2023	2024	2025	
Aset lancar (a) Rp.000	11.319.823	7.480.433	8.136.899	8.795.343	9.493.885	
Total aset (b) Rp.000	11.319.823	7.480.433	8.136.899	8.795.343	9.493.885	
Liabilitas jangka pendek (c) Rp.000	9.284.875	5.462.303	5.795.623	6.148.577	6.523.025	
Total liabilitas (d) Rp.000	9.284.875	5.462.303	5.795.623	6.148.577	6.523.025	
Ekuitas (e) Rp.000	2.034.949	2.018.130	2.341.276	2.646.766	2.970.860	
Current Ratio (a/c)	121,92%	136,95%	140,40%	143,05%	145,54%	137,57%
Debt to Equity Ratio (d/e)	456,27%	270,66%	247,54%	232,31%	219,57%	285,27%
Debt to Asset Ratio (d/b)	82,02%	73,02%	71,23%	69,91%	68,71%	72,98%

Based on the cash flow projections, it can be seen that the accumulation of cash is always positive every year and the cumulative net cash value at the end of the 5th year is Rp1,655,571 thousand. Based on the feasibility calculation, the IRR and NPV of the project during the projected life resulted in an IRR of 17.97% greater than the WACC discount rate of 11.99% and an NPV of Rp349,873 thousand.

With the value of the feasibility indicator, from the financial aspect it can be concluded that the project is feasible.

Based on sensitivity analysis, if there is no change in sales and COGS, the project is feasible with IRR = 17.97%. If there is a change in sales with the HPP unchanged (fixed), then the project is feasible if the sales decrease is up to 0.30% (IRR = 12.80%). If sales do not change (fixed), then the project is feasible with an increase in HPP up to 0.30% (IRR = 13.23%). If there is a change in sales and HPP, then the project is feasible if sales decrease by 0.20% accompanied by an increase in HPP to 0.10% (IRR = 12.95%) and sales decrease by 0.10% accompanied by an increase in HPP to 0,20% (IRR = 13.09%). Based on the sensitivity analysis, it can be concluded that the project is more sensitive to a decrease in sales compared to an increase in HPP.

Based on this analysis, it can be concluded that the project business by the Company is feasible because it has the potential to increase the Company's revenue from the project's income.

Opinion on the Feasibility of Amendment in Business Activities

Based on the market feasibility analysis, business pattern, management model, technical and financial, we are of the opinion that the wholesale in cosmetics for human PT Sinarniaga Sejahtera (controlled company PT Garudafood Putra Putri Jaya Tbk) is feasible.

This feasibility opinion can only be used in connection with the plans to be carried out by the Company and cannot be used for other purposes. This feasibility opinion is also not intended to provide a recommendation to approve or disapprove of the plan.

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Availability of Experts

In connection with the plan to increase SNS's business activities, namely the wholesale in cosmetics for human, SNS has prepared the necessary manpower to support the operational implementation of the Amendment in Business Activities. The Company is committed to meeting the needs of competent workforce in their fields related to these business activities. SNS already has experts to support the addition of business activities in the wholesale in cosmetics for human.

The following are the details of competent human resources who will support the plan to add wholesale in cosmetics for human:

No	Business Activities To Be Executed	Number of Experts	Number of Additional Workers	
			Permanent	Contract
1	Cosmetics Wholesale for Humans (KBLI No. 46443)	1 person	None	None

The number of experts currently owned by SNS in connection with the addition of business activities as mentioned above may change over time in accordance with the needs and strategies of SNS.

The capacity and availability of experts in supporting new business activities. Experts in the field of wholesale in cosmetics for human are experts with more than 10 years of experience.

Considerations and Reasons for Amendment in Business Activities

In order to improve performance in the future SNS, the SNS as a company engaged in trading of large, see their business opportunities in the business of wholesale in cosmetics for human. Business opportunity in question is a public demand right product antiseptic, body lotion, deodorant, toothpaste, sanitary napkins, hand soap, bath soap, soap and shampoo until now large enough annually. These business opportunities are business activities that were not previously one of the business fields and types of SNS business activities.

SNS has carefully calculated the business opportunities that can be run in a sustainable manner, and SNS believes that SNS is able to take advantage of existing opportunities to provide added value for shareholders. The added value obtained is the additional sales income from the sale of antiseptic products, body lotion, deodorant, toothpaste, sanitary napkins, hand soap, bath soap, face soap and shampoo.

Therefore, SNS plans to make Amendment in Business Activities as follows:

Amendment in Main Business Activities Changes in wholesale in cosmetics for human (KBLI- 46443): Wholesale of cosmetics for humans such as perfume, soap, powder and others.

Effect of Changes in Business Activities on Condition Financial

The effect of amendment in business activities on the condition financial of SNS is expected to increase revenue through changes in business activities, which are expected to provide added value to SNS shareholders.

The expected added value from the planned transaction to SNS's condition financial is that it can increase sales and profits of SNS and that SNS can diversify its business by optimizing its assets.

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The considerations and reasons for carrying out a transaction plan on the condition financial of SNS are to increase the utility and optimize the assets owned by SNS so that it will increase business opportunities and increase sales and profits of SNS. The effect of the planned transaction on SNS's condition financial on profit or loss is to increase sales, cost of goods sold, operating expenses and interest expenses as a result of the credit portion of the investment to be made by SNS. Meanwhile, the financial position will increase current assets, which are mainly in cash and cash equivalents, trade receivables and inventories, increase non-current assets, which are mainly in fixed assets accounts, and increase short-term liabilities, which are mainly in accounts payable and bank loans. Thus the profitability, liquidity and solvency of SNS will increase.

3. Wholesale in Household Appliances Equipment - KBLI 46491 and Household Appliances and Equipment Wholesaler which is not included in the other - KBLI 46499

Summary of Feasibility Study Report on the Plan to Add Wholesale of Household Appliances and Equipment (KBLI 46491) and Wholesale of Various Household Goods and Equipment YTDL (KBLI 46499) PT Sinarniaga Sejahtera (Controlled Company PT Garudafood Putra Putri Jaya Tbk), No. 008.6/IDR/DO.2/KFS/VI/2021 dated June 4, 2021:

Purpose and objectives

The purpose of the assessment is to provide an opinion on the feasibility of a business or project with the aim of assessing whether or not it is feasible for a business or project related to amendment/additions to SNS business activities.

Assumptions and Limiting Conditions

- This report is a non-disclaimer opinion.
- We have reviewed the legal status of the documents used in the assessment process.
- The data and information obtained come from sources that can be trusted for accuracy.
- The financial projections used are adjusted financial projections that reflect the fairness of the financial projections made by SNS management with their fiduciary duty.
- We are responsible for the implementation of the assessment and fairness of the adjusted financial projections.
- The appraisal report is open to the public unless there is confidential information that could affect the company's operations.
- We are responsible for the assessment report and final grade conclusion.
- We have obtained information on the legal status of the object of assessment from the assignor.
- The KJPP report was carried out in uncertain conditions (high level of uncertainty) as a result of the Covid-19 pandemic so that users of the assessment report were asked to be careful in determining the relevance of the assessment results to their needs (related to the use of the assessment results), especially with regard to differences between the valuation date and the time the valuation results are used in business and economic/financial decision-making.
- KJPP cling to a statement of management of the Company (management representation letter) on assignment KJPP to prepare a report, that they have submitted all necessary information and relevant as well as knowledge management throughout the Company no material factors which have not been disclosed and can be misleading.

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Conclusion

a. Market Feasibility Analysis

Indonesia's economic growth in the third quarter of 2020 still contracted by 3.49 percent (YoY), better than the previous quarter (-5.3 percent, YoY). Weak public consumption is still the main cause of the economic contraction. Import performance also contracted quite deeply in line with limited domestic activity. On the other hand, government spending provided a cushion for the economic contraction this quarter.

The ongoing international travel restrictions put pressure on economic activity in Indonesia. This is reflected in the contraction in Indonesia's trade sector. Even though it is still contracting, on average, Indonesia's trade sector during 2016-2020 has a growth of 2.86% per year.

The wholesale and retail trade sector in 2020 contracted 3.72 percent (YoY). Trade in cars, motorcycles and their repairs experienced the deepest decline during the third quarter of 2020, which was -14.1 percent (YoY) with an average growth during 2016-2020 of 0.68% per year. Performance in the wholesale and retail trade sub-sector, not cars and motorcycles in 2020, its performance contracted but not as deep as the car and motorcycle trade, which was minus 1.3%.

The development of the large trading industry during 2016-2020 showed an average positive performance of 2.86% per year. In 2020, this industry experienced the impact of the Covid-19 Pandemic, contracting by 3.72% from 2019 to 1,386.69 trillion. One of the reasons for this decline was the government's policy to prevent the spread of the virus by restricting economic activity and travel to work more from home (WFH).

The development of sub-sectors of wholesale and retail trade, not cars and motorcycles for the provinces of DKI Jakarta and West Java showed positive developments for five years, namely 1.6% and 2.1% with a GRDP value of 403.83 trillion for DKI Jakarta and 266, 43 trillion Rupiah for West Java in 2020.

The development of National GDP in the wholesale and retail trade sub-sectors not cars and motorcycles during 2016-2020 showed an average positive performance of 3.4% per year. Assuming constant growth using the average annual growth, this sector is projected to increase to 1,361.66 trillion in 2025.

There are business competitors in similar business activities but SNS currently has a distribution network that is expected to absorb the products sold by SNS. The distribution network is currently used to distribute existing SNS products and can also be used to wholesale in household appliances equipment.

The target market for the wholesale in household appliances equipment and household appliances and equipment wholesaler which is not included in the other is modern retailers, wholesalers and retail agents. Currently, SNS has a captive market from the existing distribution network.

Marketing strategy by maximizing the distribution network that has been owned by SNS. Distribution is carried out efficiently and meets the standards of customer needs.

The details of the marketing strategy that will be carried out by SNS are as follows:

- SNS will sell to existing customers (cross selling).
- Existing salesmen will sell more product variants.

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- Project products will be included in the product list in the MODIS (mobile distribution) application, which is an application used by salesmen to input orders from stores, so that salesmen can place orders directly through MODIS for Project products.
- In carrying out product storage, the Project will use the existing depot.
- In the case of delivery of Project products will be sent together with existing products.

Based on the market feasibility analysis which includes market conditions, business competitors, target market and marketing strategy, it can be concluded that the market aspect of the project by the project sponsor is feasible.

b. Business Pattern Feasibility Analysis

The uniqueness of the business pattern of wholesale in household appliances equipment and household appliances and equipment wholesaler which is not included in the other is that the Company has a distribution network spread across various cities in Indonesia, including Bekasi, Bogor, Cirebon, Denpasar, Depok, Lombok, Malang, Manado, Pontianak, Semarang, Solo, Sukabumi and Yogyakarta.

In addition, the project sponsor is a company that has been engaged and experienced in the wholesale trade of food, beverages and tobacco as well as the wholesale trade of household goods and the Company has experienced personnel in the wholesale in household appliances equipment and household appliances and equipment wholesaler which is not included in the other. The uniqueness of the business pattern is a competitive advantage of the project sponsor.

The types of products marketed by SNS are detergents, fabric softeners and deodorizers, floor cleaners, clothes bleaches, laundry soaps, lighters and sponges obtained from suppliers with well-known trademarks such as Boom, Daia, Rinso, So Klin, Downy, Kispray, Molto, Royale, Harpic, Superpel, Vixal, Wipol, Bayclin, Vannish, Economy, Mama Lemon, Sunlight, Tokai and Klintex. Products with these brands have been circulating and accepted by the market.

SNS does not produce its own household appliances and equipment products, but distributes household appliances and equipment products with brands that are already circulating and accepted by the market. Competitors' ability to imitate products from project sponsors is very large, but project sponsors already have a distribution network so that they can maintain their captive market.

The SNS Project Plan is a trading business so that trade experts who become company staff are empowered as expert consultants to be able to provide quality products according to customer needs.

Based on the feasibility analysis of the business pattern which includes competitive advantage due to the uniqueness of the business pattern, the ability of competitors to imitate products and the ability to create value, it can be concluded that the aspects of the project business pattern by the project sponsor are feasible.

c. Management Model Feasibility Analysis

SNS has the necessary human resources with the addition of wholesale in household appliances equipment and household appliances and equipment wholesaler which is not included in the other.

The number of workers needed as experts is sufficient, where SNS experts have sufficient experience in the field of trade. The workforce used is the existing workforce, with the concept of increasing productivity and also utilizing vacant capacity.

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Thus the availability of manpower for the project by the project sponsor is sufficient.

The project sponsor has the capacity and management capability in managing the project, because the project sponsor has the competent workforce needed to manage the wholesale in household appliances equipment and household appliances and equipment wholesaler which is not included in the other.

SNS has experience in shipping Garudafood, Suntory Garuda, Prochiz, Skippy products, etc., so this experience can be used as the basis for managing new products. In addition, SNS is also experienced in making deliveries to customers, whether wholesale, modern market or retail customers.

The organizational structure is adapted to the needs of the project. SNS has the human resources needed with the addition of business activities in the form of wholesale in household appliances equipment and household appliances and equipment wholesaler which is not included in the other.

In carrying out the wholesale in household appliances equipment and household appliances and equipment wholesaler which is not included in the other, the project sponsor does not require intellectual property management.

In the business activities of wholesale in household appliances equipment and household appliances and equipment wholesaler which is not included in the other, the risks that may occur are product availability, price fluctuations and consumer needs. SNS minimizes these risks by implementing an inventory management system, making long-term contracts with suppliers and making projections regarding the level of customer demand for the Company's products.

Based on the feasibility analysis of the management model, which includes the availability of manpower, management capacity and capability, suitability of the organizational structure, intellectual property management and risk management, it can be concluded that the aspects of the project management model by the project sponsor are feasible.

d. Technical Feasibility Analysis

The Project's line of business is wholesale trading of household appliances and supplies, the types of products traded by SNS in the form of detergents, fabric softeners and deodorizers, floor cleaners, clothes bleaches, laundry soap, matches and sponges which will be marketed by SNS through 130 depots spread throughout Indonesia with the support of 1,796 sales. SNS does not produce its own products but obtains household appliances and equipment from suppliers.

SNS currently has infrastructure in the form of warehouses, trucks, sales offices and administrative systems that have been running and have been used for SNS's existing business activities. The use of this infrastructure can be maximized by adding new business activities in the form of wholesale in household appliances equipment and household appliances and equipment wholesaler which is not included in the other. In addition, SNS also has the required human resources with the addition of these business activities.

The existing business activity of SNS is as a distributor of Garudafood products with the Project only adding the types of products traded, where the infrastructure used is the same as the current one. There is no additional manpower and dedicated resource sharing is also not carried out. With this concept, it is hoped that there will be an increase in productivity.

Thus the availability of resources for the project by the project sponsor is sufficient.

The Project's business activities do not carry out their own production but obtain household appliances and equipment products from suppliers, the project's business activities are distribution business activities with the following processes:

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- a. SNS purchases merchandise inventory from manufacturers.
- b. SNS performs quality control over the products received.
- c. SNS sells to modern retailers, wholesalers, agents or retailers.

Based on the technical feasibility analysis, it can be concluded that the technical aspects of the project by the project sponsor are feasible.

e. Financial Feasibility Analysis

Total investment costs are working capital of Rp 8,007,636 thousand. The source of financing is 65.00% credit and 35.00% with own capital.

Uraian	Tahun Proyeksi					
	Rata-rata	2021	2022	2023	2024	2025
Penjualan		14.468.000	15.349.101	16.283.861	17.275.549	18.327.630
Harga pokok penjualan (<i>Variable Cost</i>)		13.310.560	13.954.791	14.804.644	15.706.247	16.662.758
Beban usaha (<i>Fixed Cost</i>)		904.250	959.319	1.017.741	1.079.722	1.145.477
BEP Penjualan (Rp.000)	11.512.672	11.303.125	10.560.550	11.203.736	11.886.044	12.609.904

The average BEP of sales in Rupiah over the life of the projection is Rp11,512,672 thousand.

The average profitability ratios over the life of the projection are as follows:

Rasio Profitabilitas		Tahun					Rata-rata
		2021	2022	2023	2024	2025	
Pendapatan (a)	Rp.000	14.468.000	15.349.101	16.283.861	17.275.549	18.327.630	
Laba kotor (b)	Rp.000	1.157.440	1.394.310	1.479.217	1.569.302	1.664.872	
EBITDA (c)	Rp.000	253.190	434.991	461.476	489.580	519.395	
EBIT (d)	Rp.000	253.190	434.991	461.476	489.580	519.395	
EBT (e)	Rp.000	(203.285)	(21.484)	461.476	489.580	519.395	
EAT (f)	Rp.000	(203.285)	(21.484)	414.135	391.664	415.516	
Margin Laba Kotor (b/a)		8,00%	9,08%	9,08%	9,08%	9,08%	8,87%
Margin EBITDA (c/a)		1,75%	2,83%	2,83%	2,83%	2,83%	2,62%
Margin EBIT (d/a)		1,75%	2,83%	2,83%	2,83%	2,83%	2,62%
Margin EBT (e/a)		-1,41%	-0,14%	2,83%	2,83%	2,83%	1,39%
Margin EAT (f/a)		-1,41%	-0,14%	2,54%	2,27%	2,27%	1,11%

The calculation of Return on Investment (ROI) is as follows:

Return on Investment		Tahun					Rata-rata
		2021	2022	2023	2024	2025	
Laba bersih/EAT (a)	Rp.000	(203.285)	(21.484)	414.135	391.664	415.516	
Jumlah investasi (b)	Rp.000	8.007.636	8.007.636	8.007.636	8.007.636	8.007.636	
ROI (a/b)		-2,54%	-0,27%	5,17%	4,89%	5,19%	

The average ROI over the life of the projection is 2.49%.

Based on the projected financial position, the liquidity and solvency of the project are quite high over the life of the projection. The average value of the current ratio, debt to equity ratio and debt to asset ratio indicators over the life of the projection is as follows:

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Rasio Likuiditas dan Solvabilitas	Tahun					Rata-rata
	2021	2022	2023	2024	2025	
Aset lancar (a) Rp.000	14.459.631	9.555.299	10.394.360	11.236.825	12.130.597	
Total aset (b) Rp.000	14.459.631	9.555.299	10.394.360	11.236.825	12.130.597	
Liabilitas jangka pendek (c) Rp.000	11.860.243	6.977.396	7.402.322	7.853.124	8.331.379	
Total liabilitas (d) Rp.000	11.860.243	6.977.396	7.402.322	7.853.124	8.331.379	
Ekuitas (e) Rp.000	2.599.387	2.577.903	2.992.038	3.383.702	3.799.218	
Current Ratio (a/c)	121,92%	136,95%	140,42%	143,09%	145,60%	137,59%
Debt to Equity Ratio (d/e)	456,27%	270,66%	247,40%	232,09%	219,29%	285,14%
Debt to Asset Ratio (d/b)	82,02%	73,02%	71,21%	69,89%	68,68%	72,97%

Based on the cash flow projections, it can be seen that the accumulation of cash is always positive every year and the cumulative net cash value at the end of the 5th year is Rp 2,050,655 thousand.

Based on the feasibility calculation, the IRR and NPV of the project during the projected life resulted in an IRR of 17.07% greater than the WACC discount rate of 11.99% and an NPV of Rp. 381,374 thousand.

With the value of the feasibility indicator, from the financial aspect it can be concluded that the project is feasible.

Based on sensitivity analysis, if there is no change in income and HPP, the project is feasible with IRR = 17.07%. If there is a change in income with the HPP unchanged (fixed), then the project is feasible if the income decline is up to 0.20% (IRR = 13.66%). If the income does not change (fixed), then the project is feasible with an increase in HPP up to 0.30% (IRR = 12.32%). If there is a change in income and HPP, then the project is feasible if income decreases by 0.20% accompanied by an increase in HPP to 0.10% (IRR = 12.04%) and income decreases to 0.10% accompanied by an increase in HPP to 0,20% (IRR = 12,18%). Based on the sensitivity analysis, it can be concluded that the project is more sensitive to a decrease in revenue compared to an increase in HPP.

Based on this analysis, it can be concluded that the project business by SNS is feasible because it has the potential to increase SNS income from the project's income.

Opinion on the Feasibility of Changes in Business Activities

Based on market feasibility analysis, business pattern, management model, technical and financial, we are of the opinion that the wholesale in household appliances equipment and household appliances and equipment wholesaler which is not included in the other PT Sinarniaga Sejahtera (controlled company PT Garudafood Putra Putri Jaya Tbk) is feasible.

This feasibility opinion can only be used in connection with the plan to be carried out by SNS and cannot be used for other purposes. This feasibility opinion is also not intended to provide a recommendation to approve or disapprove of the plan.

Availability of Experts

In connection with the plan to increase SNS's business activities, namely wholesale in household appliances equipment and household appliances and equipment wholesaler which is not included in the other, SNS has prepared the necessary manpower to support the operational implementation of the Changes in Business Activities. The Company is committed to meeting the needs of competent workforce in their fields related to these business activities. SNS already has experts to support the addition of business activities in wholesale in household appliances equipment and household appliances and equipment wholesaler which is not included in the other.

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The following are the details of competent human resources who will support the plan to add wholesale business activities for wholesale in household appliances equipment and household appliances and equipment wholesaler which is not included in the other:

No	Business Activities To Be Executed	Number of Experts	Number of Additional Workers	
			Permanent	Contract
1	Wholesale Trade of Household Appliances (KBLI No. 46491) and YTDL Household Appliances (KBLI No. 46499)	1 person	None	None

The number of experts currently owned by SNS in connection with the addition of business activities as mentioned above may change over time in accordance with the needs and strategies of SNS.

The capacity and availability of experts in supporting new business activities, experts in the field are experts with more than 10 years of experience.

Considerations and Reasons for Changes in Business Activities

In order to improve performance in the future SNS, the SNS as a company engaged in trading of large, see their business opportunities in wholesale in household appliances equipment and household appliances and equipment wholesaler which is not included in the other. The business opportunity in question is that SNS distribution channels spread throughout Indonesia, which are needed by well-known brands that market detergents, fabric softeners and deodorizers, floor cleaners, clothes bleaches, laundry soaps, matches and sponges with a very wide distribution area in Indonesia. These business opportunities are business activities that were not previously one of the business fields and types of SNS business activities.

SNS has carefully calculated the business opportunities that can be run in a sustainable manner, and SNS believes that SNS is able to take advantage of existing opportunities to provide added value for shareholders. Of the added value is the additional revenue from the sale of Seller from products detergent, softener and perfuming clothes, floor cleaners, bleach, dish soap, matches and a sponge.

Therefore, SNS plans to make Amendment in Business Activities as follows:

- **Amendment in Main Business at wholesale trading equipment and appliances (KBLI-46491):**
Wholesale of household appliances and equipment, such as furniture, kitchen and cooking utensils, lighting and fixtures, consumer electronics such as radios, televisions, CD and DVD recorders and players, stereo equipment, video game consoles; lighting equipment, various porcelain and glass cutlery, utensils, spoons, knives, forks, wooden utensils, woven and cork articles, carpets and so on.
- **Amendment in Main Business Activities in wholesale trading of various household goods and equipment YTDL (KBLI-46499):**
Wholesale trade of various goods and other household goods, such as leather goods, luggage, cleaning tools and so on. This includes audio and video recordings on cassettes, CDs and DVDs, household chemicals (detergents, floor cleaners, etc.), and educational aids.

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Effect of Amendment in Business Activities on Condition Financial

The effect of changes in business activities on the condition financial of SNS is expected to increase revenue through changes in business activities, which are expected to provide added value to SNS shareholders.

The expected added value from the planned transaction to SNS's condition financial is that it can increase sales and profits of SNS and that SNS can diversify its business by optimizing its assets.

The considerations and reasons for carrying out a transaction plan on the condition financial of SNS are to increase the utility and optimize the assets owned by SNS so that it will increase business opportunities and increase sales and profits of SNS. The effect of the planned transaction on SNS's condition financial on profit or loss is to increase sales, cost of goods sold, operating expenses and interest expenses as a result of the credit portion of the investment to be made by SNS. Meanwhile, the financial position will increase current assets, which are mainly in cash and cash equivalents, trade receivables and inventories, increase non-current assets, which are mainly in fixed assets accounts, and increase short-term liabilities, which are mainly in accounts payable and bank loans. Thus the profitability, liquidity and solvency of SNS will increase.

4. Warehousing and Storage -KBLI 52101

Summary of Feasibility Study Report on the Plan to Add Warehousing and Storage Business Activities (KBLI 52101) PT Sinarniaga Sejahtera (Controlled Company PT Garudafood Putra Putri Jaya Tbk), Report No. 008.7/IDR/DO.2/KFS/VI/2021 June 4, 2021:

Purpose and objectives

The purpose of the assessment is to provide an opinion on the feasibility of a business or project with the aim of assessing whether or not it is feasible for a business or project related to amendment/additions to SNS business activities.

Assumptions and Limiting Conditions

- This report is a non-disclaimer opinion.
- We have reviewed the legal status of the documents used in the assessment process.
- Data and information obtained from sources that can be trusted for accuracy.
- The financial projections used are financial projections that have been adjusted reflecting the fairness of the financial projections made by SNS management with the ability to achieve (fiduciary duty).
- We are responsible for the implementation of the assessment and fairness of the adjusted financial projections.
- The appraisal report is open to the public unless there is confidential information that could affect the company's operations.
- We are responsible for the assessment report and final grade conclusion.
- We have obtained information on the legal status of the object of assessment from the assignor.
- The KJPP report was carried out in uncertain conditions (high level of uncertainty) as a result of the Covid-19 pandemic, so that users of the assessment report were asked to be careful in determining the relevance of the assessment results to their needs (related to the use of the assessment results),

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especially with regard to the difference between the valuation date and the time the valuation results are used in business and economic/financial decision-making.

- KJPP adhering to the letter of the management statement of the Company (management representation letter) on assignment KJPP to prepare a report, that they have submitted all necessary information and relevant as well as knowledge management throughout the Company no material factors which have not been disclosed and can be misleading.

Conclusion

a. Market Feasibility Analysis

The development of the transportation and warehousing industry during the 2016-2020 period showed an average positive performance of 2.86% per year. In 2020, this industry experienced a fairly serious impact from the Covid-19 Pandemic, contracting by 15.04% from 2019 to 392.48 trillion. One of the reasons for this decline was the government's policy to prevent the spread of the virus by restricting people's travel activities. The rail and air transport sub-sectors were the worst affected.

In 2020, the warehousing and transportation support services, postal and courier sub-sectors contracted by 17.61 percent with a value of 63.2 trillion or decreased by 13.5 trillion Rupiah from 2019.

The development of the warehousing and transportation support service sub-sectors; Post and courier services for the provinces of DKI Jakarta and West Java showed positive developments for five years. DKI Jakarta and West Java experienced positive growth in 2020, namely 5.9% and 4.7% with a GRDP value of 36.5 trillion for DKI Jakarta and 4.6 trillion Rupiah for West Java.

The development of the warehousing industry and transportation, postal and courier support services in West Java during the 2016-2020 period showed an average positive performance of 6.8% per year. Assuming constant growth using the average annual growth, it is estimated that this sector for the West Java region is projected to increase to 6.5 trillion in 2025.

There are business competitors in similar business activities, but as logistics and e-commerce business activities increase, it is expected that the services offered by SNS will be absorbed by the market.

SNS will use all of its assets in the form of warehousing throughout Indonesia, spread over 130 depot points, as a competitive advantage that is not owned by business competitors who have already moved. With these two advantages, SNS should be able to compete and seize the market previously controlled by the main competitors.

The intended target market for the warehousing and storage is manufacturing, distributor and e-commerce companies that require warehousing and storage services.

Marketing strategy by segmenting, targeting, promoting market positioning and offering competitive prices. The provision of warehousing and storage services is carried out by meeting the standards of customer needs.

The marketing strategy that will be carried out is to use communication channels with existing relations and also parties who have collaborated with SNS previously on other projects. In addition, SNS will also cooperate with other logistics managers as an initial step to manage services in warehousing.

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Based on the market feasibility analysis which includes market conditions, business competitors, target market and marketing strategy, it can be concluded that the market aspect of the project by the project sponsor is feasible.

b. Business Pattern Feasibility Analysis

The uniqueness of the warehousing and storage business pattern is that the Company currently has 130 storage warehouses, consisting of warehouses that stand on their own buildings or warehouses for rent. The types of storage in the SNS warehouse are Full Racking, Block Stacked and Mezanine warehouse types, with a total of approximately 500,000 m² of warehouse buildings or the equivalent of 400,000 pallet positions.

SNS will only take advantage of the number of warehouses already owned by SNS or currently rented from other parties and there will be no increase in the number of warehouses.

SNS also has 700 experienced employees who help warehouse operations which are equipped with work aids such as reach trucks, counter balances, pallet movers, hand pallets and other work equipment. In addition, warehouse operations are currently assisted by a comprehensive information technology system to manage picking, put away and storage processes. The uniqueness of the business pattern is a competitive advantage of the project sponsor.

The workforce used is the existing workforce, with the concept of increasing productivity and also utilizing idle capacity. The division of tasks is carried out based on the function of the work not on the differences in the projects being carried out.

The uniqueness of the SNS project compared to competitors is that SNS has access to warehousing in big cities to areas that are not included in the big city category, which is something that competitors do not necessarily have.

Competitors' ability to imitate products from project sponsors is very large, but project sponsors have sufficient experience and warehouse management systems so that they are expected to compete in the market. Then SNS also provides products and services at low costs and good service levels.

SNS has a comprehensive information technology system on picking, put away and storage processes so as to make service delivery efficient. In addition, experts in the field of warehousing who become company staff are empowered as expert consultants to be able to provide quality services in accordance with customer needs.

Currently the company has more than 25 years of experience in warehouse management, besides that in terms of warehouse management, it has been assisted by Inventory Management (Bos.NET) and also WMS (Warehouse Management System).

c. Management Model Feasibility Analysis

SNS has the human resources needed with the addition of warehousing and storage business activities. The Project will use the currently available manpower, with the concept of utilizing idle capacity and increasing productivity and no additional manpower and the Project does not separate a special workforce to support the project's business activities.

Thus the availability of manpower for the project by the project sponsor is sufficient.

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The project sponsor has the capacity and management ability in managing the project, because the project sponsor has the competent workforce needed to manage the warehousing and storage business.

Currently the company has more than 25 years of experience in warehouse management, besides that in terms of warehouse management, it has been assisted by Inventory Management (Bos.NET) and also WMS (Warehouse Management System).

The organizational structure is adapted to the needs of the project. SNS has the human resources needed with the addition of business activities in the form of warehousing and storage businesses. There is no change in organizational structure due to the addition of this Project.

In running a warehousing and storage business, the project sponsor does not require intellectual property management.

In warehousing and storage business activities, the risks that may occur are the availability of the risk of damaged or lost goods, flooding and work safety. The Company minimizes these risks by implementing an adequate warehouse management system, selecting strategic warehouse locations and implementing a work safety management system.

In tackling the risk of fire, currently all warehouses are equipped with APAR (Light Fire Extinguishers) in accordance with HSE (Health & Safety Environment) standards, in addition, warehouses are also allocated for storage of non-flammable products and all warehouses, both buildings and goods, are insured for risk Fire.

Based on the feasibility analysis of the management model, which includes the availability of manpower, management capacity and capability, suitability of the organizational structure, intellectual property management and risk management, it can be concluded that the aspects of the project management model by the project sponsor are feasible.

d. Technical Feasibility Analysis

SNS currently has 130 storage warehouses, consisting of warehouses that stand on their own buildings or warehouses for rent. The types of storage in the SNS warehouse are Full Racking, Block Stacked and Mezanine warehouse types, with a total of approximately 500,000 m² of warehouse buildings or the equivalent of 40,000 pallet positions.

SNS has a warehouse with a capacity of approximately 500,000 m², some of which have been used for existing business activities. Of the total capacity, SNS has prepared a capacity of 4,000 m² for warehousing and storage business activities. In addition, SNS also has 700 experienced employees who assist warehouse operations which are equipped with work aids, be it reach trucks, counter balances, pallet movers, hand pallets and other work equipment. In addition, warehouse operations are currently assisted by a comprehensive information technology system to manage picking, put away and storage processes.

Warehouse management for existing and new businesses, in principle, there is no basic difference in the process of storing and handling products. Differences that may occur only from the type of product only. The distribution of resources is also not based on the type of product, but on the work function, such as the picker, checker and loader functions.

Thus the availability of resources for the project by the project sponsor is sufficient.

Project business activities are warehousing service business activities with the following processes:

- a. SNS prepares the warehouse space to be rented along with the supporting infrastructure.

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- b. SNS accepts warehouse rental requests from customers, for the initial stage it will focus on warehouses that are already owned or leased by SNS from other parties. If it is necessary, in the next stage, warehouse rental from other parties is possible as long as there is an agreement on price and location from the company and the tenant. The shortest time period is 1 year with the cost being the actual rental plus the profit margin for the company and will be included in the agreement that will be made.
- c. SNS provides warehousing and storage services to customers according to the agreement.

Based on the technical feasibility analysis, it can be concluded that the technical aspects of the project by the project sponsor are feasible.

e. Financial Feasibility Analysis

Total investment costs are working capital of Rp6,402 thousand. All sources of financing come from own capital.

The calculation of BEP for income is as follows:

Uraian	Tahun ke-					
	Rata-rata	1	2	3	4	5
Penjualan		79.200	99.000	118.800	138.600	158.400
Harga pokok penjualan (<i>Variable Cost</i>)		71.280	89.100	106.920	124.740	142.560
Beban usaha (<i>Fixed Cost</i>)		5.544	6.930	8.316	9.702	11.088
BEP Penjualan (Rp.000)	83.160	55.440	69.300	83.160	97.020	110.880

The average BEP of sales in Rupiah over the life of the projection is Rp83,160 thousand.

The average profitability ratios over the life of the projection are as follows:

Rasio Profitabilitas		Tahun					Rata-rata
		2021	2022	2023	2024	2025	
Pendapatan (a)	Rp. Juta	1.594.560	2.052.996	2.537.503	3.049.233	3.589.383	
Laba kotor (b)	Rp. Juta	159.456	205.300	253.750	304.923	358.938	
EBITDA (c)	Rp. Juta	79.728	102.650	126.875	152.462	179.469	
EBIT (d)	Rp. Juta	79.728	102.650	126.875	152.462	179.469	
EBT (e)	Rp. Juta	79.728	102.650	126.875	152.462	179.469	
EAT (f)	Rp. Juta	62.188	82.120	101.500	121.969	143.575	
Margin Laba Kotor (b/a)		10,00%	10,00%	10,00%	10,00%	10,00%	10,00%
Margin EBITDA (c/a)		5,00%	5,00%	5,00%	5,00%	5,00%	5,00%
Margin EBIT (d/a)		5,00%	5,00%	5,00%	5,00%	5,00%	5,00%
Margin EBT (e/a)		5,00%	5,00%	5,00%	5,00%	5,00%	5,00%
Margin EAT (f/a)		3,90%	4,00%	4,00%	4,00%	4,00%	3,98%

The calculation of return on investment (ROI) is as follows:

Return on Invesment		Tahun					Rata-rata
		2021	2022	2023	2024	2025	
Laba bersih/EAT (a)	Rp. Juta	62.188	82.120	101.500	121.969	143.575	
Jumlah investasi (b)	Rp. Juta	126.236	126.236	126.236	126.236	126.236	
ROI (a/b)		49,26%	65,05%	80,41%	96,62%	113,74%	81,02%

The average ROI over the life of the projection is 55.67 %.

Project activities do not record trade receivables, inventories and accounts payable because the revenue from the warehouse rental is obtained at the beginning of the rental period so there are no

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trade receivables, the project does not require inventory because it is only a warehouse space and the project business activities do not purchase any raw materials therefore no accounts payable. In addition, the project does not record short-term or long-term debt. so that the current ratio does not exist, the debt to equity ratio and debt to asset ratio are 0%. So that the liquidity and solvency of the project is quite high during the projected life.

Based on the cash flow projections, it can be seen that the accumulation of cash is always positive every year and the cumulative net cash value at the end of the 5th year is Rp24,222 thousand. Based on the feasibility calculation, the NPV of the project during the projected life resulted in an NPV of Rp39,947 thousand.

With the value of the feasibility indicator, from the financial aspect it can be concluded that the project is feasible.

Opinion on the Feasibility of Amendment in Business Activities

Based on the analysis of market feasibility, business pattern, management model, technical and financial, we are of the opinion that the warehousing and storage of PT Sinarniaga Sejahtera (controlled company of PT Garudafood Putra Putri Jaya Tbk) is feasible.

This feasibility opinion can only be used in connection with the plan to be carried out by SNS and cannot be used for other purposes. This feasibility opinion is also not intended to provide a recommendation to approve or disapprove of the plan.

Availability of Experts

In connection with the plan to increase SNS's business activities, namely warehousing and storage, SNS has prepared the necessary manpower to support the operational implementation of the Changes in Business Activities. The Company is committed to meeting the needs of competent workforce in their fields related to these business activities. SNS already has experts to support additional business activities in warehousing and storage.

The following are the details of competent human resources who will support the plan to add warehousing and storage business activities:

No	Business Activities To Be Executed	Number of Experts	Number of Additional Workers	
			Permanent	Contract
1	Warehousing and Storage (KBLI No. 52101)	1 person	None	None

The number of experts currently owned by SNS in connection with the addition of business activities as mentioned above may change over time in accordance with the needs and strategies of SNS.

Capacity and availability of experts held in support of new business activities of experts in the field of management of logistic experienced during 15 years in the world logisti k and supply chain.

Considerations and Reasons for Changes in Business Activities

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In order to improve performance in the future SNS, the SNS as a company engaged in trading of large, see their business opportunities in warehousing and storage. The business opportunity in question is the optimization of warehouse capacity owned by SNS through the addition of new business fields in the field of warehousing and storage. These business opportunities are business activities that were not previously one of the business fields and types of SNS business activities.

SNS has carefully calculated the business opportunities that can be run in a sustainable manner, and SNS believes that SNS is able to take advantage of existing opportunities to provide added value for shareholders. The added value obtained is the addition of SNS income for warehousing and storage services.

Therefore, SNS plans to make Amendment in Business Activities as follows:

Amendment in Main Business Activities in warehousing and storage (KBLI-52101):

Temporary storage of goods before the goods are sent to their final destination, for commercial purposes.

Effect of Amendment in Business Activities on Condition Financial

The effect of changes in business activities on the condition financial of SNS is expected to increase revenue through changes in business activities, which are expected to provide added value to SNS shareholders.

The expected added value from the planned transaction to SNS's condition financial is that it can increase sales and profits of SNS and that SNS can diversify its business by optimizing its assets.

The considerations and reasons for carrying out a transaction plan on the condition financial of SNS are to increase the utility and optimize the assets owned by SNS so that it will increase business opportunities and increase sales and profits of SNS. The effect of the planned transaction on SNS's condition financial on profit or loss is to increase sales, cost of goods sold, operating expenses and interest expenses as a result of the credit portion of the investment to be made by SNS. Meanwhile, the financial position will increase current assets, which are mainly in cash and cash equivalents, trade receivables and inventories, increase non-current assets, which are mainly in fixed assets accounts, and increase short-term liabilities, which are mainly in accounts payable and bank loans. Thus the profitability, liquidity and solvency of SNS will increase.

5. Courier activities - KBLI 53201, multimodal transportation - KBLI 52295 and motorized transportation for general goods - KBLI 49431

Summary of Feasibility Study Report on Plan to Add Courier Activities (53201), Multimodal Transportation (KBLI 52295) and Motorized Transportation for General Goods (KBLI 49431) PT Sinarniaga Sejahtera (Controlled Company PT Garudafood Putra Putri Jaya Tbk), Report No. 008.8/IDR/DO.2/KFS/VI/2021 dated June 4 2021

Purpose and objectives

The purpose of the assessment is to provide an opinion on the feasibility of a business or project with the aim of assessing whether or not it is feasible for a business or project related to changes/additions to SNS business activities.

Assumptions and Limiting Conditions

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- This report is a non-disclaimer opinion.
- We have reviewed the legal status of the documents used in the assessment process.
- Data and information obtained from sources that can be trusted for accuracy.
- The financial projections used are financial projections that have been adjusted reflecting the fairness of the financial projections made by SNS management with the ability to achieve (fiduciary duty).
- We are responsible for the implementation of the assessment and fairness of the adjusted financial projections.
- The appraisal report is open to the public unless there is confidential information that could affect the company's operations.
- We are responsible for the assessment report and final grade conclusion.
- We have obtained information on the legal status of the object of assessment from the assignor.
- The KJPP report was carried out in uncertain conditions (high level of uncertainty) as a result of the Covid-19 pandemic, so that users of the assessment report were asked to be careful in determining the relevance of the assessment results to their needs (related to the use of the assessment results), especially with regard to the difference between the valuation date and the time the valuation results are used in business and economic/financial decision-making.
- KJPP adheres to the SNS management statement letter (management representation letter) on the assignment of KJPP to prepare the report, that they have submitted all important and relevant information and to the best of SNS management's knowledge there are no material factors that have not been disclosed and could be misleading.

Conclusion

a. Market Feasibility Analysis

The development of the transportation and warehousing industry during the 2016-2020 period showed an average positive performance of 2.86% per year. In 2020, this industry experienced a fairly serious impact from the Covid-19 Pandemic, contracting by 15.04% from 2019 to 392.48 trillion. One of the reasons for this decline was the government's policy to prevent the spread of the virus by restricting people's travel activities. The rail and air transport sub-sectors were the worst affected.

In 2020, the warehousing and transportation support services, postal and courier sub-sectors contracted by 17.61 percent with a value of 63.2 trillion or decreased by 13.5 trillion Rupiah from 2019.

The development of the warehousing and transportation support service sub-sectors; Post and courier services for the provinces of DKI Jakarta and West Java showed positive developments for five years. DKI Jakarta and West Java experienced positive growth in 2020, namely by 5.9% and 4.7% with a GRDP value of 36.5 trillion for DKI Jakarta and 4.7% respectively 4.6 trillion Rupiah for West Java.

The development of the warehousing industry and transportation, postal and courier support services in West Java during the 2016-2020 period showed an average positive performance of 6.8% per year. Assuming constant growth using the average annual growth, it is estimated that this sector for the West Java region is projected to increase to 6.5 trillion in 2025.

There are business competitors in similar business activities, but as logistics and e-commerce business activities increase, it is expected that the services offered by SNS will be absorbed by the market.

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SNS will try to face business competitors who are already different in the same business field where SNS will use all vehicle and driver assets throughout Indonesia spread over 126 depot points, as a competitive advantage that is not owned by business competitors who have already moved. Due to this advantage, SNS should be able to compete and seize the market that was previously controlled by the main competitors.

The intended target market for the business of courier activities, multimodal transportation and motorized transportation for general goods are companies that require goods transportation services such as e-commerce, FMCG and manufacturing companies.

Marketing strategy by segmenting, targeting, promoting market positioning and offering competitive prices. The provision of services for courier activities, multimodal transportation and motorized transportation for general goods is carried out by meeting the standards of customer needs

The marketing strategy that will be carried out is to use communication channels with existing relations and also parties who have collaborated with SNS previously on other projects. In addition, SNS will also cooperate with other logistics managers as an initial step to maximize service management in courier activities, multi-modal transportation and motorized transportation for general goods.

Based on the market feasibility analysis which includes market conditions, business competitors, target market and marketing strategy, it can be concluded that the market aspect of the project by the project sponsor is feasible.

b. Business Pattern Feasibility Analysis

The uniqueness of the business pattern of courier activities, multimodal transportation and motorized transportation for general goods is that the Company currently has approximately 1,165 vehicles and drivers at 126 depot points throughout Indonesia which are able to reach almost all cities and sub-districts with a distribution of approximately 400,000 delivery points. The Company does not add new vehicles to the Project and maximizes productivity on existing vehicles.

The details of the vehicles owned by the Company to support the project plan are as follows:

Tipe Kendaraan	Unit
CDD	268
CDE	322
L300	372
BVAN	128
MOTOR	75
Jumlah	1165

In addition to the availability of vehicles, currently shipping operations are also equipped with the Routing Management System application, namely Zyllem, which will help to perform routing efficiently and optimally. Then for operational visibility and tracking, each driver is also equipped with a handheld that is installed with Modis Delivery Online which can capture all transactions online and in real time.

SNS will use all vehicle and driver assets throughout Indonesia, which are spread over 126 depot points, as a competitive advantage that is not owned by business competitors who have already moved. With this advantage, SNS should be able to compete and seize the market that was previously controlled by the main competitors.

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Competitors' ability to imitate products from project sponsors is very large, but project sponsors already have adequate infrastructure and support systems so that they are expected to compete in the market. In addition, to minimize competitors in imitating SNS products, it will create products and services at low costs and good service levels.

Experts in logistics who become company staff are empowered as expert consultants to be able to provide quality services according to customer needs.

Currently SNS already has experts in the field of logistics management led by Mr. Dony Ariya Iskandar who has 15 years of experience in logistics and supply chain, assisted by 5 experts at the head office, and 16 experts spread throughout region as a leader in logistics operations.

Based on the feasibility analysis of the business pattern which includes competitive advantage due to the uniqueness of the business pattern, the ability of competitors to imitate products and the ability to create value, it can be concluded that the aspects of the project business pattern by the project sponsor are feasible.

c. Management Model Feasibility Analysis

SNS has the required human resources with the addition of courier activities, multimodal transportation and motorized transportation for general goods.

The workforce used is the current workforce and does not carry out new recruitment for project plans, with the concept of increasing productivity and also utilizing available or vacant capacity.

Thus the availability of manpower for the project by the project sponsor is sufficient.

The project sponsor has the capacity and management capability in managing the project, because the project sponsor has the competent workforce needed to manage the business of courier activities, multimodal transportation and motorized transportation for general goods.

Currently the company has experience in shipping Garudafood, Suntory Garuda, Prochiz, Skippy products, etc., so this experience can be used as the basis for managing new products. In addition, SNS is also experienced in making deliveries to customers, whether wholesale, Modern Market or retail customers.

The organizational structure is adapted to the needs of the project. SNS has the human resources needed with the addition of business activities in the form of courier activities, multimodal transportation and motorized transportation for general goods.

There is no change in the organizational structure before and after the project plan, the work management will use the current organizational structure. If there is any development in the future, it will be seen as needed.

In carrying out the business of courier activities, multimodal transportation and motorized transportation for general goods, project sponsors do not require intellectual property management.

In the business activities of courier activities, multimodal transportation and motorized transportation for general goods, the risks that may occur are business competition, delivery errors, damage to goods, theft and fire resulting in damaged/defective goods and/or not arriving at their destination on time. SNS minimizes these risks by providing the best service for customers according to their needs, implementing a routing management system and implementing a work safety culture.

Based on the feasibility analysis of the management model, which includes the availability of manpower, management capacity and capability, suitability of the organizational structure,

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intellectual property management and risk management, it can be concluded that the aspects of the project management model by the project sponsor are feasible.

d. Technical Feasibility Analysis

SNS currently has approximately 1,165 vehicles and drivers at 126 depot points throughout Indonesia which are able to reach almost all cities and sub-districts with a distribution of approximately 400,000 delivery points with a total vehicle capacity of 183,612 m³.

SNS currently has infrastructure in the form of warehouses, trucks, sales offices and administrative systems that have been running and have been utilized for the Company's existing business activities. The use of this infrastructure can be maximized by adding new business activities in the form of courier activities, multimodal transportation and motorized transportation for general goods. From the capacity of 183,612 m³ owned, the Company has prepared a capacity for courier activities, multimodal transportation and motorized transportation for general goods of 2400 m³, 24,000 m² and 81,600 m³, respectively. In addition, the Company also has the human resources needed by the addition of these business activities. There is no additional manpower and dedicated resource sharing is also not carried out. With this concept, it is hoped that there will be an increase in productivity.

Currently the company has experience in shipping Garudafood, Suntory Garuda, Prochiz, Skippy products, etc., so this experience can be used as the basis for managing new products. In addition, SNS is also experienced in making deliveries to customers, whether wholesale, Modern Market or retail customers.

Project business activities are courier activities, multimodal transport and motorized transportation for general goods with the following processes:

- a. SNS receives requests for delivery of goods from customers.
- b. SNS makes the delivery and ensures the goods arrive at their destination.

Based on the technical feasibility analysis, it can be concluded that the technical aspects of the project by the project sponsor are feasible.

e. Financial Feasibility Analysis

Total investment costs are working capital of Rp126,236 thousand. All sources of financing come from own capital.

The calculation of BEP for income is as follows:

Uraian	Tahun Proyeksi					
	Rata-rata	2021	2022	2023	2024	2025
Penjualan		1.594.560	2.052.996	2.537.503	3.049.233	3.589.383
Harga pokok penjualan (<i>Variable Cost</i>)		1.435.104	1.847.696	2.283.753	2.744.310	3.230.444
Beban usaha (<i>Fixed Cost</i>)		79.728	102.650	126.875	152.462	179.469
BEP Penjualan (Rp.000)	1.282.367	797.280	1.026.498	1.268.752	1.524.616	1.794.691

The average BEP of sales in Rupiah over the life of the projection is Rp1,282,367 thousand.

The average profitability ratios over the life of the projection are as follows:

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Rasio Profitabilitas		Tahun					Rata-rata
		2021	2022	2023	2024	2025	
Pendapatan (a)	Rp. Juta	1.594.560	2.052.996	2.537.503	3.049.233	3.589.383	
Laba kotor (b)	Rp. Juta	159.456	205.300	253.750	304.923	358.938	
EBITDA (c)	Rp. Juta	79.728	102.650	126.875	152.462	179.469	
EBIT (d)	Rp. Juta	79.728	102.650	126.875	152.462	179.469	
EBT (e)	Rp. Juta	79.728	102.650	126.875	152.462	179.469	
EAT (f)	Rp. Juta	62.188	82.120	101.500	121.969	143.575	
Margin Laba Kotor (b/a)		10,00%	10,00%	10,00%	10,00%	10,00%	10,00%
Margin EBITDA (c/a)		5,00%	5,00%	5,00%	5,00%	5,00%	5,00%
Margin EBIT (d/a)		5,00%	5,00%	5,00%	5,00%	5,00%	5,00%
Margin EBT (e/a)		5,00%	5,00%	5,00%	5,00%	5,00%	5,00%
Margin EAT (f/a)		3,90%	4,00%	4,00%	4,00%	4,00%	3,98%

The calculation of return on investment (ROI) is as follows:

Return on Investment		Tahun					Rata-rata
		2021	2022	2023	2024	2025	
Laba bersih/EAT (a)	Rp. Juta	62.188	82.120	101.500	121.969	143.575	
Jumlah investasi (b)	Rp. Juta	126.236	126.236	126.236	126.236	126.236	
ROI (a/b)		49,26%	65,05%	80,41%	96,62%	113,74%	81,02%

The average ROI over the life of the projection is 81.02 %.

Based on the projected financial position, the liquidity and solvency of the project are quite high over the life of the projection. The average value of the current ratio, debt to equity ratio and debt to asset ratio indicators over the life of the projection is as follows:

Rasio Likuiditas dan Solvabilitas		Tahun					Rata-rata
		2021	2022	2023	2024	2025	
Aset lancar (a)	Rp. Juta	308.016	424.518	562.357	722.706	906.792	
Total aset (b)	Rp. Juta	308.016	424.518	562.357	722.706	906.792	
Liabilitas jangka pendek (c)	Rp. Juta	119.592	153.975	190.313	228.692	269.204	
Total liabilitas (d)	Rp. Juta	119.592	153.975	190.313	228.692	269.204	
Ekuitas (e)	Rp. Juta	188.424	270.544	372.044	494.013	637.588	
Current Ratio (a/c)		257,56%	275,71%	295,49%	316,02%	336,84%	296,32%
Debt to Equity Ratio (d/e)		63,47%	56,91%	51,15%	46,29%	42,22%	52,01%
Debt to Asset Ratio (d/b)		38,83%	36,27%	33,84%	31,64%	29,69%	34,05%

Based on the cash flow projections, it can be seen that the accumulation of cash is always positive every year and the cumulative net cash value at the end of the 5th year is Rp308,562 thousand. Based on the feasibility calculation, the NPV of the project during the projected life resulted in an NPV of Rp884,504 thousand.

With the value of the feasibility indicator, from the financial aspect it can be concluded that the project is feasible.

Opinion on the Feasibility of Amendment in Business Activities

Based on the market feasibility analysis, business pattern, management model, technical and financial, we are of the opinion that the business activities of courier, multimodal transportation and motorized transportation for general goods PT Sinarniaga Sejahtera (a controlled company of PT Garudafood Putra Putri Jaya Tbk) are feasible.

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This feasibility opinion can only be used in connection with the plan to be carried out by SNS and cannot be used for other purposes. This feasibility opinion is also not intended to provide a recommendation to approve or disapprove of the plan

Availability of Experts

In connection with the plan to add SNS business activities, namely courier activities, multimodal transportation and motorized transportation for general goods, SNS has prepared the necessary manpower to support the operational implementation of the Changes in Business Activities. The Company is committed to meeting the needs of competent workforce in their fields related to these business activities. SNS already has experts to support additional business activities in courier activities, multimodal transportation and motorized transportation for general goods.

The following are the details of competent human resources who will support the plan to add business activities for courier activities, multimodal transportation and motorized transportation for general goods:

No	Business Activities To Be Executed	Number of Experts	Number of Additional Workers	
			Permanent	Contract
1	Courier Activities (KBLI No. 53201), Multimodal Transportation (KBLI No.52295) and Motorized Transportation (KBLI No. 49431)	1 person	None	None

The number of experts currently owned by SNS in connection with the addition of business activities as mentioned above may change over time in accordance with the needs and strategies of SNS.

Capacity and availability of experts who have in supporting new business activity experts in the field of logistics management experienced during 15 years in the world logistical and supply chain.

Considerations and Reasons for Amendment in Business Activities

In order to improve the performance of SNS in the future, SNS as a company engaged in wholesale trade, sees business opportunities in courier activities, multimodal transportation and motorized transportation for general goods. The business opportunities in question are the increase in online purchase transactions that require delivery to consumers, the growth of transactions in logistics is quite large per year and the need for motorized transportation is still quite large, especially for the shipping category that is Least Container Load. These business opportunities are business activities that were not previously one of the business fields and types of SNS business activities.

SNS has carefully calculated the business opportunities that can be run in a sustainable manner, and SNS believes that SNS is able to take advantage of existing opportunities to provide added value for shareholders. The added value obtained is the addition of SNS income from the provision of courier activities, multimodal transportation and motorized transportation for general goods.

Therefore, SNS plans to make Amendment in Business Activities as follows:

- **Amendment in Main Business Activities in Courier Activities (KBLI-53201):**

Commercial goods delivery services other than universal postal delivery activities. Its activities include collection/collection, sorting/processing, transportation and delivery of letters, documents, parcels, goods, and packages both domestically and internationally through companies using one or more

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types of transportation and activities can use private transportation or public transportation. This activity includes all postal operations whose types and rates of service are determined by the postal operator based on a cost-based calculation formula as determined by the government.

- Amendment in Main Business Activities in Multimodal Transportation (KBLI-52295):

Transportation of goods using at least 2 different modes of transportation on the basis of 1 contract as a multimodal transport document from one place where the goods are received by the multimodal transport business entity to a place specified for delivery of goods to the recipient of the multimodal transport goods. Multimodal transportation business entities not only provide goods transportation services from the place of origin to the destination, but also provide additional services in the form of transportation management services (freight forwarding), warehousing services, cargo consolidation services, provision of cargo space, as well as customs management for multimodal transportation, abroad and within the country.

- Amendment in Main Business Activities in Motorized Transportation for General Goods (KBLI-49431):

Goods transportation operations using motorized vehicles and can transport more than one type of goods, such as transportation by trucks, pick up, open tubs and closed boxes (boxes).

Effect of Amendment in Business Activities on Condition Financial

The effect of changes in business activities on the condition financial of SNS is expected to increase revenue through changes in business activities, which are expected to provide added value to SNS shareholders.

The expected added value from the planned transaction to SNS's condition financial is that it can increase sales and profits of SNS and that SNS can diversify its business by optimizing its assets.

The considerations and reasons for carrying out a transaction plan on the condition financial of SNS are to increase the utility and optimize the assets owned by SNS so that it will increase business opportunities and increase sales and profits of SNS. The effect of the planned transaction on SNS's condition financial on profit or loss is to increase sales, cost of goods sold, operating expenses and interest expenses as a result of the credit portion of the investment to be made by SNS. Meanwhile, the financial position will increase current assets, which are mainly in cash and cash equivalents, trade receivables and inventories, increase non-current assets, which are mainly in fixed assets accounts, and increase short-term liabilities, which are mainly in accounts payable and bank loans. Thus the profitability, liquidity and solvency of SNS will increase.

III. ADDITIONAL INFORMATION

For further information regarding the above matters, please contact the Company at working hours with the address below:

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sincerely yours,

Board of Directors

PT Garudafood Putra Putri Jaya Tbk.,