

Revving up margins with financial services

Ancillary service revenue margin (as a percentage of asset value)

FINANCIAL SERVICE	MALAYSIA	INDONESIA	THAILAND
B2C financing (lead generation)	2-4%	3.5%	3%
B2B financing (net of cost of capital)	2-4%	5-20%	2-4%
Warranty	2%	2%	2%
Insurance	2-3%	2-5%	2.5%
Total	8-13%	12.5-30.5%	9.5-11.5%

Data: Momentum Works (May 2020 report)