



# Q3 & 9M INVESTOR CALL

NOVEMBER 2020



# OVERVIEW

## The Way Ahead

MAP retail Sports, Fashion, Department stores, Digital Technology, F&B, Travel, Lifestyle & Convenience stores

Our diversified portfolio of brands are unified via our MAPclub APP which creates a new shopper dimension by conveying who shops where, when, why & how across the archipelago

The Covid19 pandemic has created unprecedented challenges to retailers. MAP is adapting its model to capture sales at every layer of consumerism by leveraging our 150+ exclusive brands across all modes of physical, digital & social channels

Our new Unified Retail strategy will reinvent the shopping experience ensuring we remain consumer relevant while upgrading our proposition across stores, brand.com, value pricing, and first class loyalty engagement





# MAP is SHOPPING FOR EVERYONE from dawn to dusk





# MILESTONES

1995

- **Incorporation**  
Started with Sports before venturing into Fashion and Lifestyle

1997

- Foray into **Kids products** (toys & apparel)

2002

- Diversified into **Food & Beverage** with Starbucks Coffee
- Started operations of **Garment Factory** in Gunung Putri, Bogor

2003

- Ventured into **Department Stores**



2004

- **IPO of MAP** (Listed on Indonesia Stock Exchange)



2005

- **Best Managed Company** in Indonesia - AsiaMoney



2007

- **Best Managed Company** in Indonesia - FinanceAsia



2011

- **Top 40 Companies** in Indonesia - Forbes Indonesia



2012

- **Most Admired Companies** in Indonesia - Fortune Indonesia
- **Best Capital Award** (nomination) - Indonesia Stock Exchange
- **#1 Retail Company** in Indonesia - SWA Magazine

2013

- **Nomination for Retailer of the Year (Emerging Market)** - World Retail Congress



# MILESTONES

## 2014

- **Most Powerful & Valuable Company** in Indonesia (Retail) – Warta Ekonomi
- **Corporate Social Responsibility (CSR) Award** – Finance Asia
- **Investor Relations Award** – FinanceAsia
- **Strategic partnership** with Everstone for Burger King and Domino's Pizza

EVERSTONE

## 2015

- **Most Admired Companies** in Indonesia (Retail) – Warta Ekonomi
- **Strategic partnership** with CVC for Active Division (MAA)

CVC  
Capital Partners

## 2016

- Launch of **MAPEMALL.com**
- Launch of **MAP Club**
- Launch of **MAP Retail School**
- **Ventured into Vietnam** (First Zara Store in HCM City)
- **Strategic partnership** with General Atlantic for F&B Division (MBA)

GENERAL ATLANTIC

## 2017

- **IPO of MBA (F&B)**
- **Further expansion in Vietnam** (Zara in Hanoi, and Pull & Bear, Massimo Dutti and Stradivarius in HCM City)
- **Best Mid-Cap Company** in Indonesia (3rd placing) – FinanceAsia
- **Best CEO** – Obsession Media Group
- **Most Powerful Company** (Retail Trade) – Warta Ekonomi
- **"Best in CSR"** – Padmamitra Award from Jakarta Provincial Government

## 2018

- **IPO of MAA** (MAP Active)
- **"Best in CSR"** – Padmamitra Award (National level) –for excellence in CSR from Indonesia's Ministry of Social Affairs and Forum CSR Kessos
- **Best in Corporate Communication/ PR** – SWA Group Magazine
- Launch **Planetsports.asia & Kidzstation.asia**

## 2019

- **Ventured into new-age technology** with the launch of Digimap (Apple Premium Reseller)
- Launched **Zara.com/id & Zara.com/vn**

- **Launched Starbucks Dewata**, the biggest and one-of-a-kind Starbucks Reserve in South East Asia

# OUR VALUES

We are a **P.E.O.P.L.E** Oriented Company

## **P**eople Centered Approach

We put our customers, employees and the community at the heart of all our business decisions

## **E**mpowerment

We empower our people with authority. We believe that delegation of power and autonomy promoted contribution, accountability, and entrepreneurship. Entrepreneurship is key for retailing, and it helps in the personal development of staff.

## **O**riginality

We pioneer new concepts and ideas in all our endeavors – be it retailing, distribution, manufacturing or food & beverage.

## **P**rinciples

We subscribe to the highest principles of integrity and honesty.

## **L**oyalty

We cultivate strong employee and customer loyalty and long term relationships with principals, partners, landlords, and suppliers.

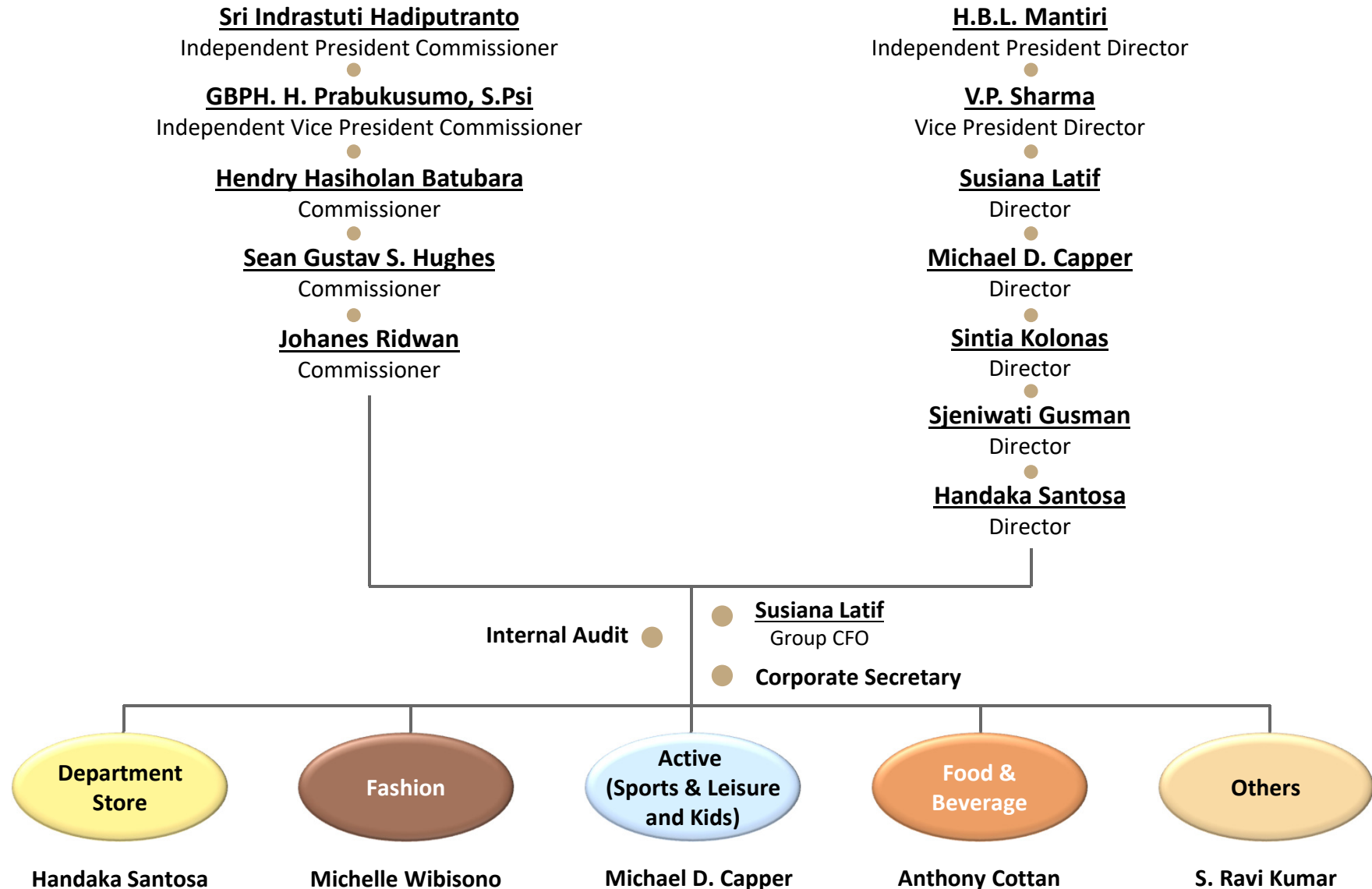
## **E**arnings

Earnings must be achieved without compromising our core values.

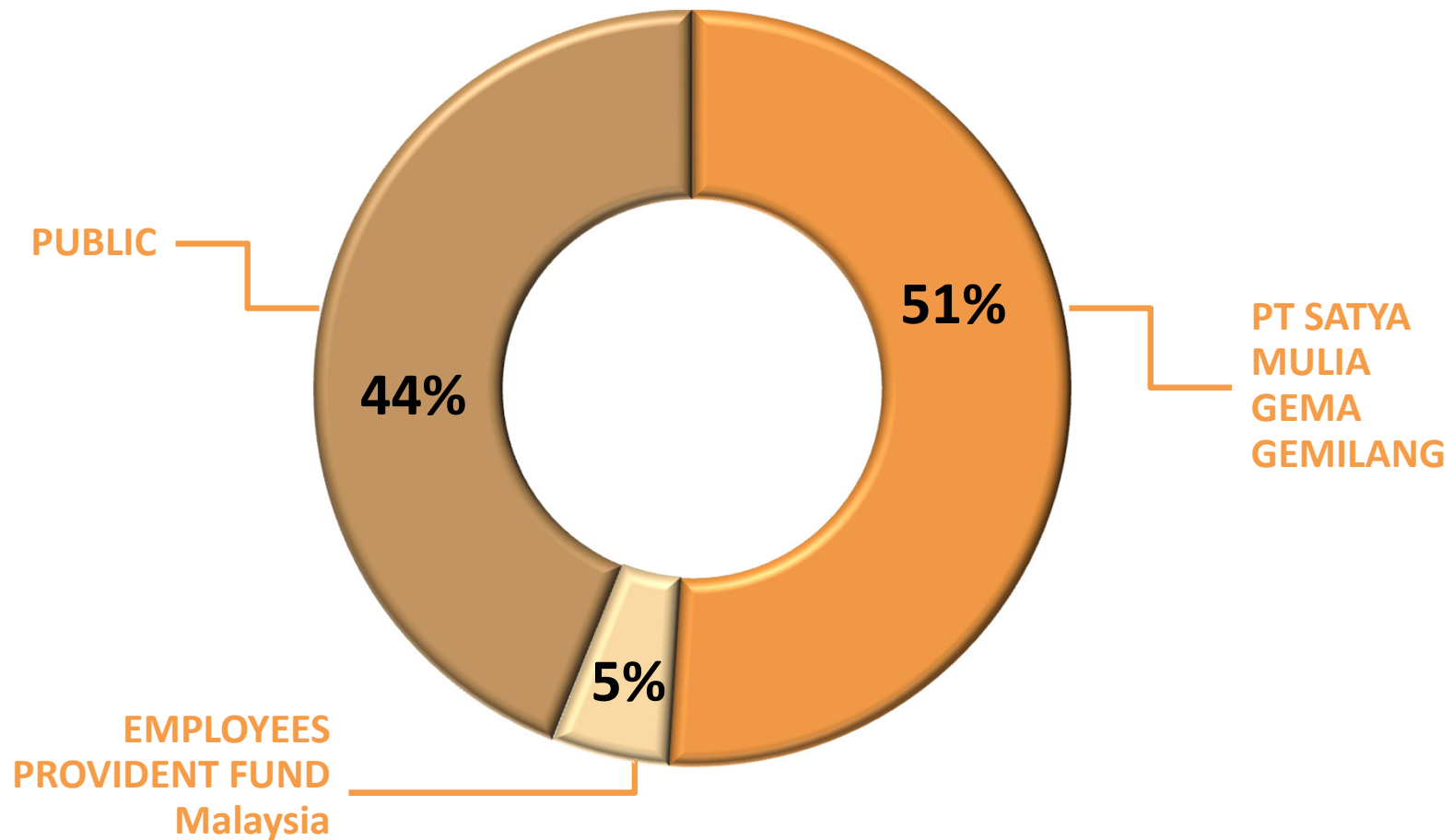
# ORGANIZATION STRUCTURE

## BOARD of COMMISSIONERS

## BOARD of DIRECTORS



# SHAREHOLDER STRUCTURE



**MAP – as at 30 September 2020**

Local Share Ownership	64.2%
Foreign Share Ownership	35.8%

There is no affiliation between numbers of the board of Commissioners, the Board of Directors, or Majority and/or Controlling Shareholders.



# OUR VISION & MISSION



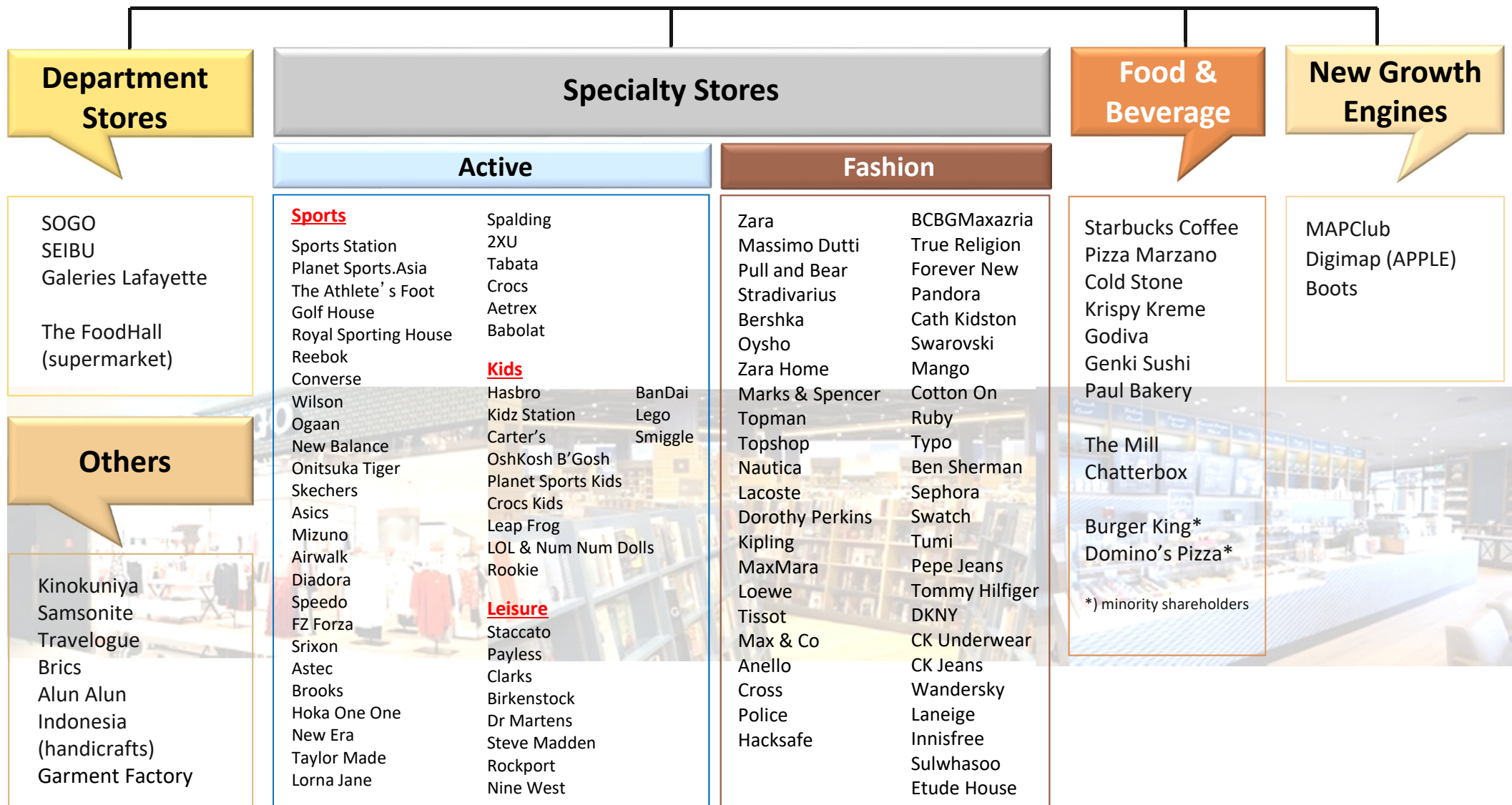
**To be the leading  
omni-channel  
retailer in  
Indonesia**



**To bring health, happiness  
and a more fulfilling lifestyle  
to our valued customers  
through our portfolio of  
world class brands and  
omni-channel retail network**

# MORE THAN 150 EXCLUSIVE BRANDS

## ENTERTAIN OUR SHOPPERS 24 HOURS A DAY



# UNIFYING OUR RETAIL EXPERIENCE

seamlessly between Physical, Digital, and Social channels

## 1. POWER BRANDS

Apple • Converse • Foodhall  
Kidz Station • Lacoste • M&S  
Mango • New Balance • P&B  
Planet Sports • Stradivarius  
Starbucks • Skechers • Sephora  
Sports Station • Zara



Physical Flagships



Digital stores & Social  
Commerce



CRM / Loyalty

## 2. GROUP CRM & SALES

MAP CLUB



Uniting all 150+ brands to one App



Create sharper data for  
custom shopper insight



Boost member base by  
trading point rewards to  
all sectors of economy

## 3. VALUE

Sports Station &  
Brand Factory Outlets



Value for Money shoppers



Best Brands : Lowest Prices  
Online / Offline



Extending Group reach  
to 260 million shoppers



# CONTRIBUTION TO THE SDG's



- MAP helps to grow **Indonesian Economy** and eradicate poverty by providing jobs and social protection to more than 30,000 employees
- Our business activities also **create income to other business** (landlord, vendors, etc) and **to the government** (taxes)
- We work together with **small and medium enterprise** that wants to “Create Positive Impact”



- Our product promotes **Healthy and active lifestyle**
- We ensure our **food and product safety** through relevant certification and provide clear labelling
- Our CSR program brings **health and wellness to Indonesia**
- Our CSR program **brings food** to those who need
- We provide **safe, healthy and fun** working environment to our employees



- We provide **constant training opportunities** for all employees
- We support the establishment of labor union and implement **collective bargain agreement**
- We participate and passed Economic Dividends for Gender Equality **(EDGE) Certification**
- Our CSR program brings **Quality Education for All**
- Through Burger King, we already hired more than **100 special crews**

# CONTRIBUTION TO THE SDG's



- Our CSR Program **provide clean water** to the communities
- We constantly remind our employees to **reduce energy, save water and implement more sustainable lifestyle**
- Our Rumah Belajar Anak Bintang (RAJAB) also encourage **young people to adopt more sustainable lifestyle** from the early age
- We also have several **energy reduction initiative** (switch to LED bulb, turning off office AC and lighting during lunch break and after office hour)
- We develop **secure and easy to use ecommerce platform**



- We are partnering with **principals that have good ESG standards and implement sustainable sourcing**
- We **replace single use plastic bags** into paper bags and non woven bags
- Through Greener Nusantara campaign, we replace plastic straws and other plastic materials into **paper straws and more sustainable materials**
- We encourage the use of **reusable** food/beverage **containers**
- We **work together with SMEs** that can **segregate and utilize our waste**
- We have other initiatives to **reduce, reuse or recycle our waste**
- We train our employees to be more efficient in their works, **reducing food and other material loss**



- We implement **good corporate governance** in running our business
- As a Public Listed Company, **we comply with regulations** from IDX, OJK, and other relevant regulators
- We form **partnership with 3<sup>rd</sup> parties (NGO)** in planning or implementing our CSR activities to create sustainable impacts
- We are partnering with **principals that have good ESG standards and implement sustainable sourcing**

# MSCI ESG RATINGS\*)

## COMPARISON WITH GLOBAL PEERS (RETAIL)

Industria de Diseno Textil, S.A.	AAA
Marks and Spencer Group P.L.C.	AAA
Adidas AG	AAA
The Home Depot, Inc.	AA
Nike, Inc.	A
<b>PT Mitra Adiperkasa Tbk</b>	<b>BBB</b>
Starbucks Corporation	BBB
Alibaba Group Holding Limited	BBB
Lowe's Companies, Inc.	BBB
Amazon.com, Inc.	BB
Ace Hardware Indonesia Tbk	B

## PT MITRA ADIPERKASA TBK Retail – Consumer Discretionary | ID

	Weight	Score	Quartile
<b>Environment</b>	<b>20.0%</b>	<b>3.3</b>	
Product Carbon Footprint	10.0%	2.1	● ●
Raw Material Sourcing	10.0%	4.4	● ● ●
<b>Social</b>	<b>61.0%</b>	<b>4.7</b>	
Labor Management	23.0%	7.3	● ● ● ●
Chemical Safety	19.0%	2.5	● ●
Privacy & Data Security	19.0%	3.7	●
<b>Governance</b>	<b>19.0%</b>	<b>5.2</b>	
Corporate Governance	19.0%	5.2	● ● ●
<b>Overall Score</b>			
Weighted-Average Key Issue Score		4.6	
Industry Relative Score		5.3	

\*) As per 5<sup>th</sup> November 2020



# COVID-19 TACTICAL ACTIONS

## KEEP EMPLOYEES & CUSTOMERS SAFE



- Store and office sanitation, provide hand sanitizer and impose health protocols
- Travel restriction for all employees
- WFH since mid-March

## SALES INITIATIVES



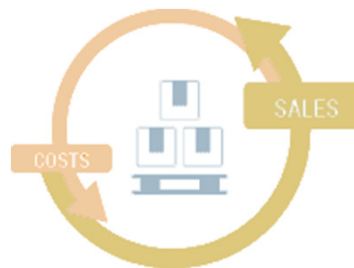
- Continue to serve customer through E-Commerce, both own platform or collaboration with 3<sup>rd</sup> party marketplaces and delivery aggregators
- Initiated Chat & Buy Program
- From 15<sup>th</sup> June, most of our stores have been reopened with strict health protocol

## SUPPORT FROM BRAND PRINCIPALS AND VENDORS



- Adjusted outstanding order and deliveries
- Adjusted term of payment & FOB price
- Waiver of minimum purchase

## COST CONTROL



- Rental waiver/discount from landlords
- Salary reductions
- Gradual reduction of contract-based workforce
- Elimination of variable costs i.e overtime/ incentives, etc.

## CAPEX



- Huge reduction of capex for new stores and renovations.

# 9M FLASH

**2,681** Retail Stores<sup>\*)</sup> **110+** Retail Concepts

**12+** Online Concepts

**150+** Exclusive brands

Physical stores in **81** Cities

**ASEAN** presence in Philippines, Thailand & Vietnam

**Rp10.2 trillion** sales in 9M 2020

Digital sales expansion at **394%**

**13.4%** EBITDA margin

**-6.6%** net income margin in 9M 2020



<sup>\*)</sup> Include Burger King & Domino's Pizza

# FINANCIAL HIGHLIGHTS

(In Rp bn, %)	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>9M19</u>	<u>9M20*</u>	<u>9M20</u>
<b>Net Revenue</b>	16,306	18,921	21,579	15,410	10,169	10,169
<i>% Growth</i>		16%	14%		-34%	-34%
<b>EBIT</b>	1,121	1,506	1,931	1,342	(611)	(460)
<i>EBIT Margin (%)</i>	7%	8%	9%	9%	-6%	-5%



RETAIL FOOTPRINT		
	No. stores	Space (sqm)
<b>TOTAL</b>	<b>2,358</b>	<b>895,473</b>
<b>DEPT STORE</b>	<b>55</b>	<b>357,230</b>
<b>SPC. STORE</b>	<b>1,615</b>	<b>393,138</b>
<b>ACTIVE FASHION</b>	1,199	253,061
	416	140,077
<b>F &amp; B</b>	<b>571</b>	<b>127,858</b>
<b>OTHERS</b>	<b>117</b>	<b>17,248</b>

Exclude:

**178** Burger King & **145** Domino's Pizza

\*) Before PSAK 73 SEWA / IFRS 16 LEASES



# SPECIALTY STORE

(In Rp bn, %)	FY17	FY18	FY19	9M19	9M20*	9M20
Net Revenue	11,263	13,552	15,167	11,015	6,337	6,337
% Growth		20%	12%		-43%	-43%
EBIT	1,004	1,275	1,595	1,129	(384)	(294)
EBIT Margin (%)	9%	9%	11%	10%	-6%	-5%



\*) Before PSAK 73 SEWA / IFRS 16 LEASES

## ACTIVE

**No. of stores: 1,199**

SPORTS STATION	378 outlets
PLANET SPORTS	37 outlets
SKECHERS	110 outlets
CONVERSE	56 outlets
REEBOK	11 outlets
PAYLESS	92 outlets
KIDZ STATION	122 outlets
OSHKOSH B'GOSH	5 outlets
OTHER CONCEPTS	388 outlets
<b>TOTAL ACTIVE</b>	<b>1,199 outlets</b>

## FASHION

**No. of stores: 416**

ZARA	17 outlets
STRADIVARIUS	14 outlets
PULL & BEAR	14 outlets
BERSHKA	9 outlets
MARKS & SPENCER	20 outlets
COTTON ON	44 outlets
SEPHORA	18 outlets
TUMI	11 outlets
OTHER CONCEPTS	269 outlets
<b>TOTAL FASHION</b>	<b>416 outlets</b>

# FOOD & BEVERAGE

(In Rp bn, %)	FY17	FY18	FY19	9M19	9M20*	9M20
Net Revenue	2,119	2,589	3,103	2,236	1,458	1,458
% Growth		22%	20%		-35%	-35%
EBIT	149	155	221	142	(180)	(152)
EBIT Margin (%)	7%	6%	7%	6%	-12%	-10%

## F&B

**No. of stores: 571**

STARBUCKS	456 outlets
COLD STONE	24 outlets
PIZZA MARZANO	20 outlets
KRISPY KREME	34 outlets
GODIVA	4 outlets
PAUL BAKERY	6 outlets
GENKI SUSHI	26 outlets
THE MILL	1 outlet
<b>TOTAL F&amp;B</b>	<b>571 outlets</b>

BURGER KING	178 outlets
DOMINO'S PIZZA	145 outlets
<b>TOTAL BK &amp; DOM'S</b>	<b>323 outlets</b>



ownership: 34%  
not consolidated

\*) Before PSAK 73 SEWA / IFRS 16 LEASES

# DEPARTMENT STORE

(In Rp bn, %)

	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>9M19</u>	<u>9M20*</u>	<u>9M20</u>
Net Revenue	2,482	2,300	2,060	1,532	1,296	1,296
% Growth		-7%	-10%		-15%	-15%
EBIT	36	201	161	119	(153)	(122)
EBIT Margin (%)	1%	9%	8%	8%	-12%	-9%

No. of stores : 55 stores



: 19 stores



: 1 store



: 1 store



: 34 stores

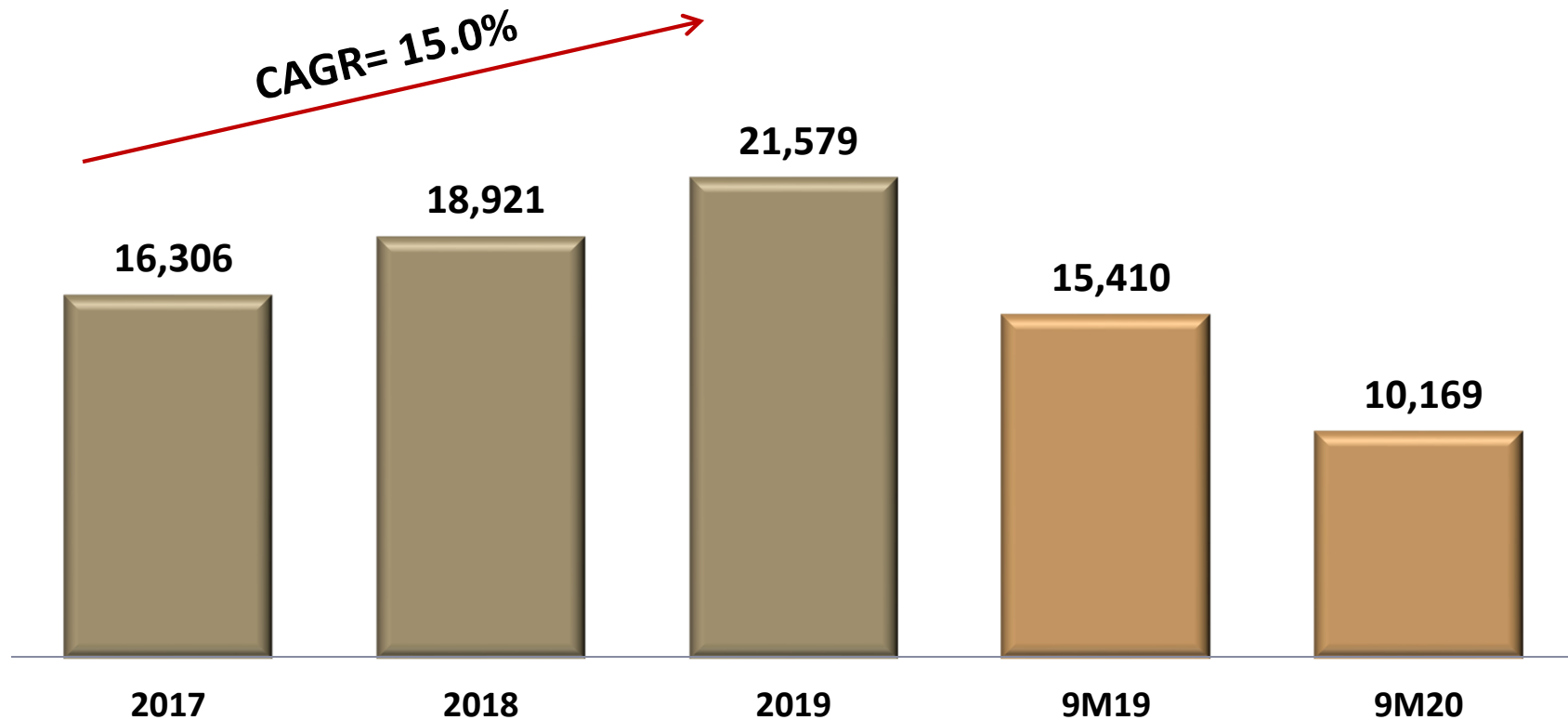


\*) Before PSAK 73 SEWA / IFRS 16 LEASES



# NET REVENUE & GROWTH (IDR bn, %)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>9M19</u>	<u>9M20</u>
Rev Growth	+15%	+16%	+14%	+11%	-34%

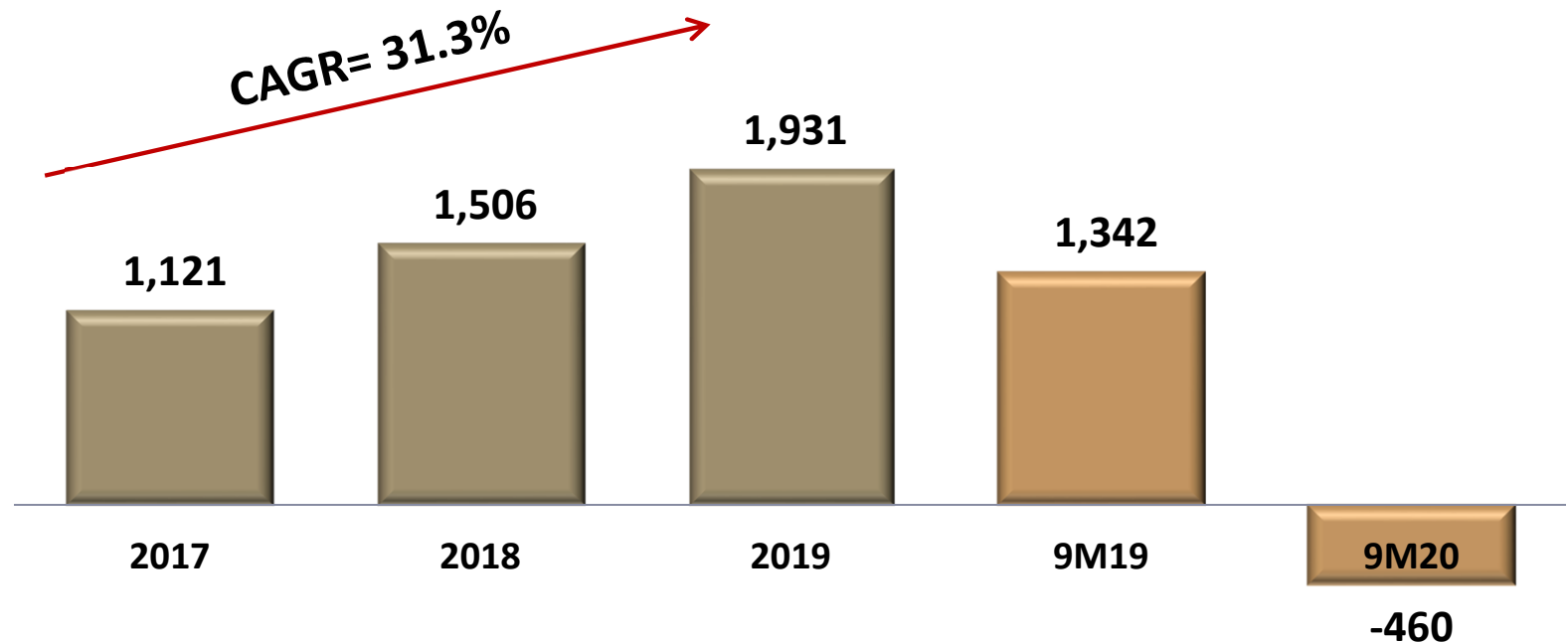




# PROFITABILITY (IDR bn, %)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>9M19</u>	<u>9M20</u>
Gross Margin	48.2%	47.8%	47.5%	48.1%	41.8%
EBITDA Margin	11.2%	12.1%	12.9%	12.8%	13.4%
EBIT Margin	6.9%	8.0%	8.9%	8.7%	-4.5%

## EBIT



# OPERATIONAL EXPENDITURE (as % of sales)

	9M20	9M19	2019	2018	2017
LABOUR	16.1%	13.4%	12.8%	13.0%	13.5%
RENTAL	0.6%	11.7%	11.1%	11.8%	12.3%
DEPR. & AMORT.	17.8%	4.1%	3.9%	4.1%	4.3%
UTILITIES	1.9%	1.5%	1.7%	1.8%	2.0%
A & P	1.1%	0.8%	1.4%	1.3%	1.1%
OTHERS	8.8%	7.9%	7.7%	7.9%	8.1%
TOTAL OPEX	46.3%	39.4%	38.6%	39.9%	41.3%

# OPERATIONAL EXPENDITURE (IDR bn, %)

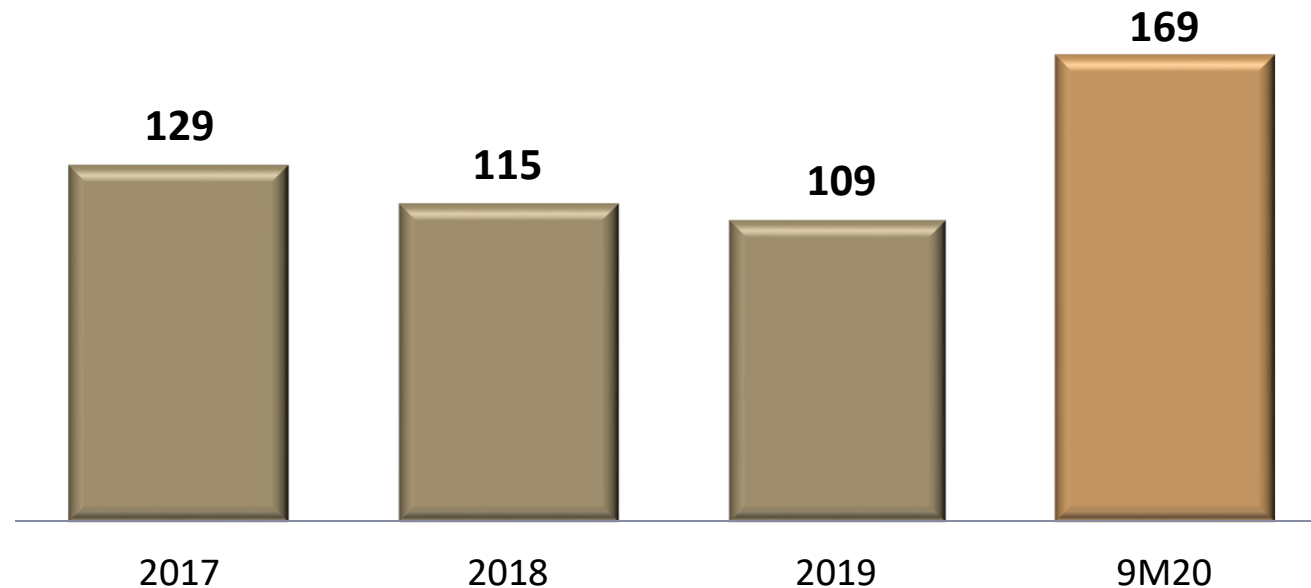
	In IDR bn		% growth	In IDR bn		% growth
	9M20*	9M19	9M20* vs 9M19	3Q20*	3Q19	3Q20* vs 3Q19
LABOUR	1,642	2,064	-20.4%	536	697	-23.0%
RENTAL	1,321	1,806	-26.9%	427	622	-31.4%
DEPR. & AMORT.	702	628	11.8%	229	215	6.7%
UTILITIES	194	229	-15.3%	58	79	-26.5%
A & P	111	130	-14.7%	43	56	-23.4%
OTHERS	891	1,211	-26.9%	272	430	-36.7%
TOTAL OPEX	4,861	6,068	-19.9%	1,565	2,099	-25.4%

\*) Before PSAK 73 SEWA / IFRS 16 LEASES

# INVENTORY LEVEL (Days, IDR bn, %)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>9M20</u>
Aging inventory > 6 month	29%	25%	23%	45%

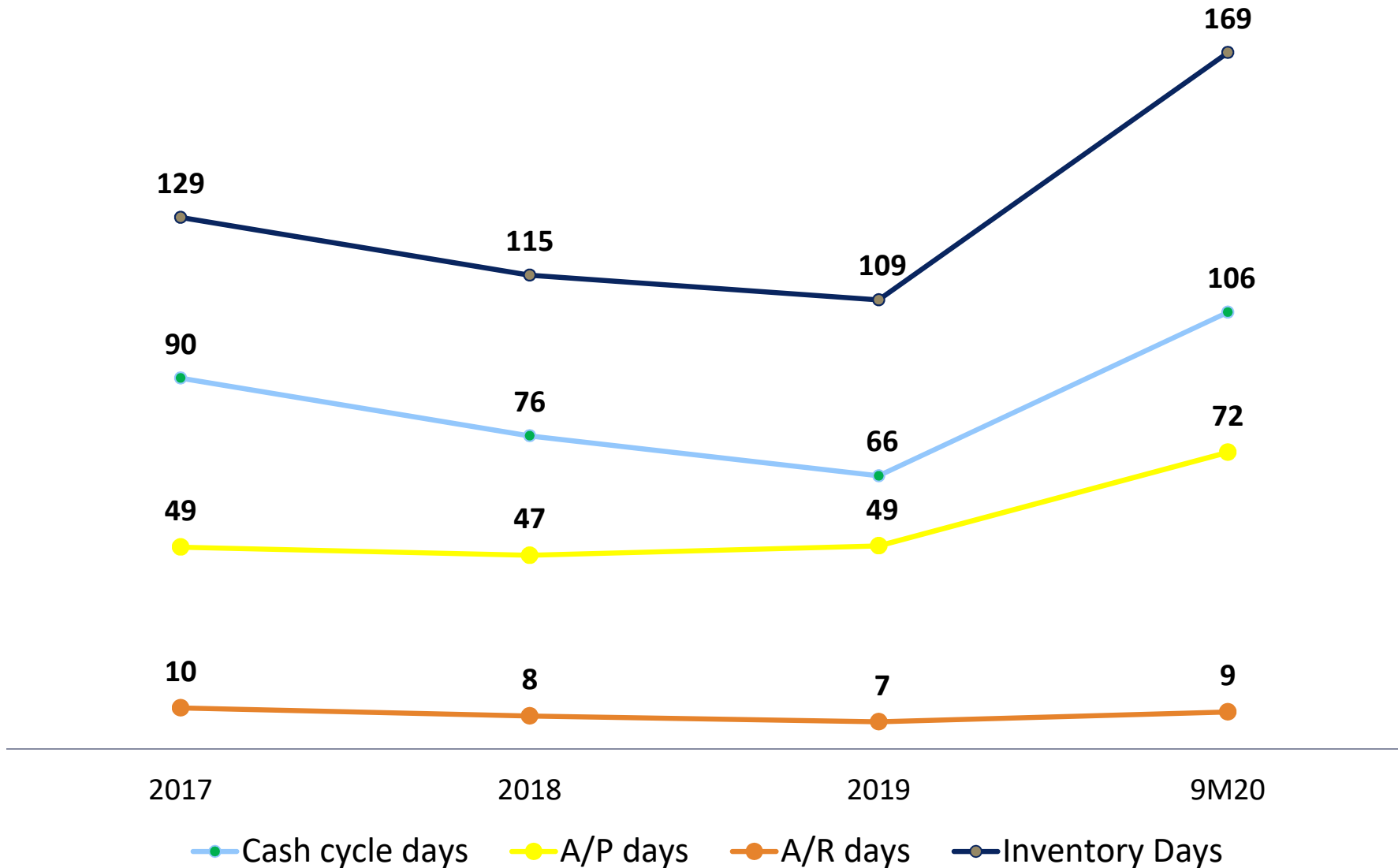
## INVENTORY DAYS



While inventory days have been increasing over the 9M20 against slower sales during pandemic, in absolute amount it was relatively flat at Rp4.2 trillion at the end of Q3 compared to Rp4.1 trillion as per end of Q2.

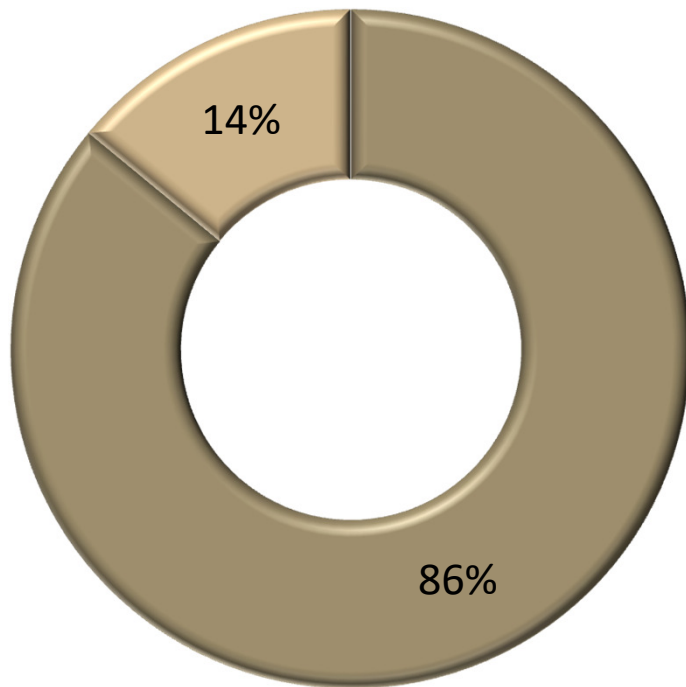


# CASH CYCLE DAYS (Days)



# DEBT STRUCTURE & LEVERAGE (IDR bn, %)

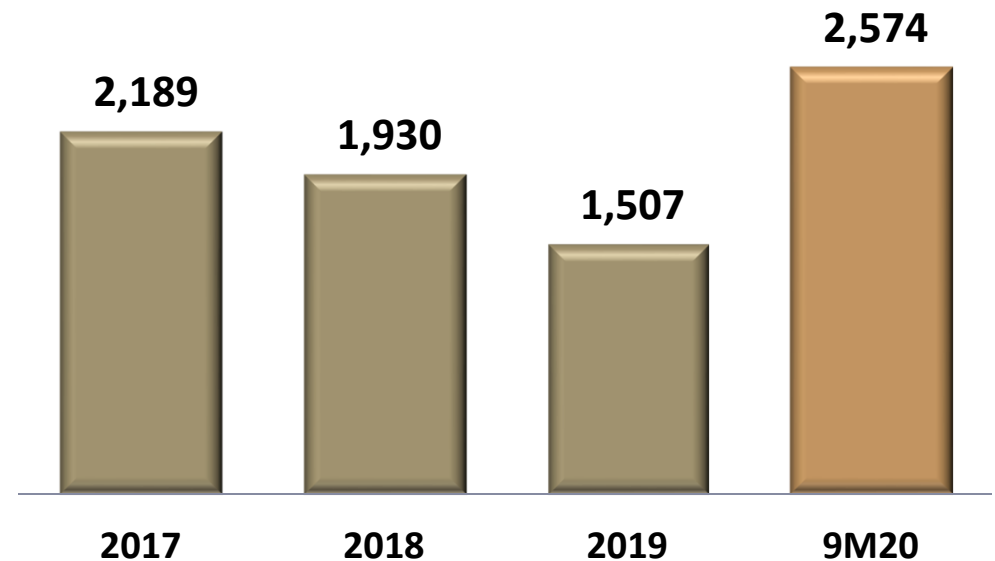
## DEBT PROFILE



- Loan with Floating Interest Rate
- Loan with Zero Coupon

## LEVERAGE\*

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>9M20</u>
Net DER	21%	9%	-4%	13%
Blended CoF	8.8%	9.7%	6.9%	6.7%

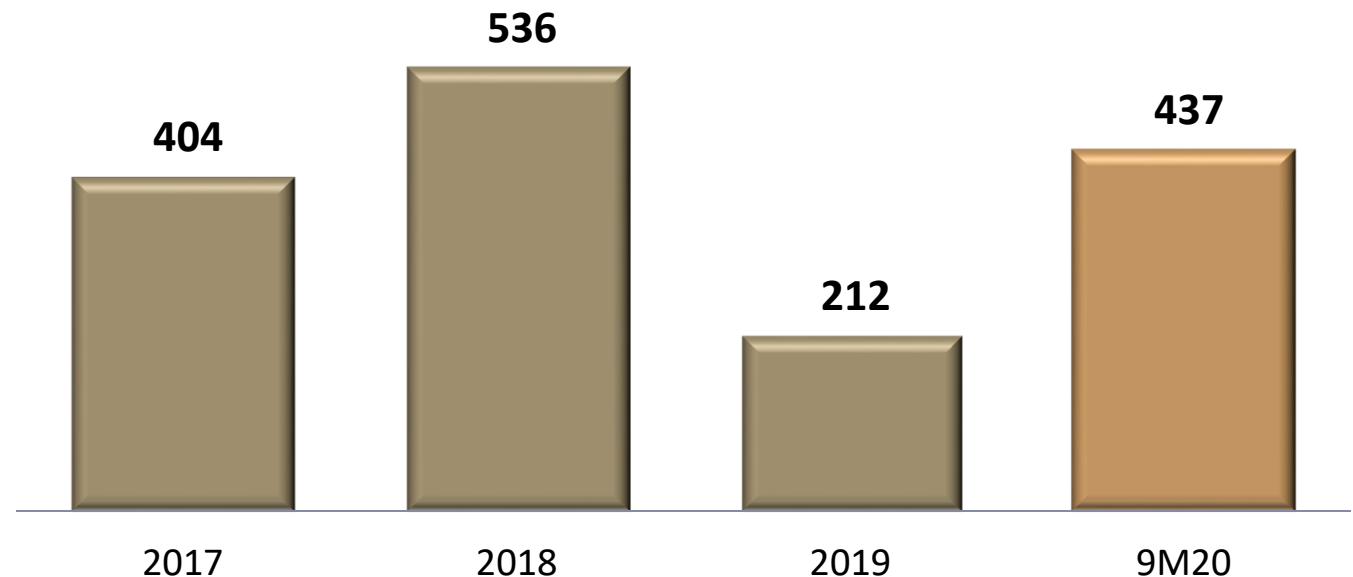


\*) Exclude zero coupon bond (GA)

# FINANCIAL CHARGES STRUCTURE (IDR bn)

	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>9M20</u>
Interest expense on loans	257	200	171	160
Amortized interest on zero coupon bond	147	336	41	25
Interest expense on lease liabilities	-	-	-	252

## FINANCE CHARGES



# BALANCE SHEET (IDR bn)

ASSETS	As of 30 Sep 20	As of 31 Dec 19	As of 31 Dec 18	LIABILITIES & EQUITY	As of 30 Sep 20	As of 31 Dec 19	As of 31 Dec 18
Cash & equivalents	1,731	1,817	1,412	Bank loan	2,564	1,493	1,434
Account Receivables	519	596	702	Account Payable	2,970	2,550	2,018
Inventories	4,251	3,615	3,231	Bonds Payable	393	401	1,319
Property, Plant, Equipment	4,090	4,350	4,034	Lease Liability	4,146	-	-
ROU Asset	4,628	-	-	Other Liabilities	2,017	2,123	1,800
Others	3,270	3,560	3,254	Equity & Minority Interest	6,399	7,371	6,062
<b>TOTAL ASSETS</b>	<b>18,489</b>	<b>13,938</b>	<b>12,633</b>	<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>18,489</b>	<b>13,938</b>	<b>12,633</b>





# THANK YOU

**INVESTOR RELATIONS CONTACT DETAILS:**

**Ratih Darmawan Gianda**

VP Investor – Media Relations & Corporate Communication  
for MAP Group

Email : [Ratih.Gianda@map.co.id](mailto:Ratih.Gianda@map.co.id)

**Febby Stephanie**

Investor Relations Manager

Email : [Febby.Stephanie@map.co.id](mailto:Febby.Stephanie@map.co.id)

" This presentation material contains the latest financial information, business strategies and the prospective financial information of the Company. The business strategies are subject to changes due to uncertainties that could affect the business of the Company and are not within the Company's control. The prospective financial information is prepared based on the assumption made by the Company and is presented on a basis consistent with the accounting policies adopted by the Company and it reflects the current reasonable judgment of the Company regarding the expected conditions. The prospective financial information is based on a number of assumptions which are inherently subject to significant uncertainty due to factors, which are not within the Company's control. The Company's actual result may differ from such forecast and such differences may be material. Under no circumstances should this prospective financial information be regarded as a representation or warranty with respect to the achievement by the Company of any particular result and there can be no assurance that the business strategies will not vary."



A dramatic, low-key photograph featuring a golfer in silhouette, captured mid-swing. The golfer is positioned on the right side of the frame, with their arms and club forming a powerful arc. A bright, circular light source, likely the sun, is positioned behind the golfer's head, creating a strong backlighting effect and a lens flare. In the upper left corner, a large, out-of-focus golf ball is visible, its dimpled texture clearly defined. The background is a soft, hazy landscape with silhouettes of trees, all bathed in a warm, golden light. The overall mood is one of intense focus and athletic power.

# APPENDIX

# NEW ACCOUNTING STANDARD IMPLEMENTATION NOTES

## PSAK 73 SEWA (IAI) or IFRS 16 LEASES (IASB)

- Effective in Indonesia from 2020
- We adopt this new standard with **Modified Retrospective** method (no restatement for FY19 book)

	Old Standard (PSAK 30)	New Standard (PSAK 73)
Commitment on lease	Off balance sheet	On balance sheet
Impact on Balance Sheet	We recognized prepaid rent for down payment	New Accounts arise: <ul style="list-style-type: none"> <li>• Rights of Use (ROU) Asset → Increase in Non-Current Asset</li> <li>• Lease Liability → Increase in Liability</li> </ul>
Impact on Income Statement	We booked rental payment as part of opex	New Accounts arise: <ul style="list-style-type: none"> <li>• Depreciation of ROU Asset → Increase in OPEX</li> <li>• Interest expense on lease liability → Increase in Finance Cost</li> </ul>

# FINANCIAL HIGHLIGHTS (IDR bn, %)

AFTER PSAK 73/ IFRS 16	9M20	9M19*	Growth (%)	3Q20	3Q19*	Growth (%)
Net sales	10,169	15,410	-34%	3,377	5,393	-37%
Gross Profit	4,250	7,410	-43%	1,358	2,471	-45%
GPM (%)	41.8%	48.1%		40.2%	45.8%	
EBIT	(460)	1,342	-134%	(129)	372	-135%
EBIT Margin (%)	-4.5%	8.7%		-3.8%	6.9%	
EBITDA	1,362	1,976	-31%	468	589	-21%
EBITDA Margin (%)	13.4%	12.8%		13.9%	10.9%	
Net Profit (Loss)	(673)	813	-183%	(217)	208	-204%
NPM (%)	-6.6%	5.3%		-6.4%	3.9%	
Norm. Net Profit (Loss)	(566)	846	-167%	(207)	216	-196%
Normalized NPM (%)	-5.6%	5.5%		-6.1%	4.0%	

\*) Not restated, still according to old accounting standard (PSAK 30)



# FINANCIAL HIGHLIGHTS (IDR bn, %)

PRIOR PSAK 73/ IFRS 16	9M20	9M19	Growth (%)	3Q20	3Q19	Growth (%)
Net sales	10,169	15,410	-34%	3,377	5,393	-37%
Gross Profit	4,250	7,410	-43%	1,358	2,471	-45%
GPM (%)	41.8%	48.1%		40.2%	45.8%	
EBIT	(611)	1,342	-146%	(208)	372	-156%
EBIT Margin (%)	-6.0%	8.7%		-6.2%	6.9%	
EBITDA	98	1,976	-95%	24	589	-96%
EBITDA Margin (%)	1.0%	12.8%		-0.7%	10.9%	
Net Profit (Loss)	(591)	813	-173%	(215)	208	-203%
NPM (%)	-5.8%	5.3%		-6.4%	3.9%	
Norm. Net Profit (Loss)	(566)	846	-167%	(207)	216	-196%
Normalized NPM (%)	-5.6%	5.5%		-6.1%	4.0%	

# QUARTERLY INCOME STATEMENT (IDR bn, %)

	IDR bn				YoY Growth (%)			
	9M20	3Q20	2Q20	1Q20	9M20	3Q20	2Q20	1Q20
<b>Net sales</b>	10,169	3,377	2,083	4,708	-34.0%	-37.4%	-61.0%	0.6%
<b>Gross Profit</b>	4,250	1,358	743	2,149	-42.6%	-45.0%	-72.9%	-2.2%
<b>GPM (%)</b>	41.8%	40.2%	35.7%	45.6%				
<b>EBITDA</b>	1,362	468	114	780	-31.1%	-20.6%	-87.2%	57.8%
<b>EBITDA Margin (%)</b>	13.4%	13.9%	5.5%	16.6%				
<b>EBIT</b>	(460)	(129)	(492)	161	-134.3%	-134.6%	-172.1%	-43.8%
<b>EBIT Margin (%)</b>	-4.5%	-3.8%	-23.6%	3.4%				
<b>Net Profit (Loss)</b>	(673)	(217)	(483)	27	-182.7%	-204.1%	-210.3%	-83.6%
<b>NPM (%)</b>	-6.6%	-6.4%	-23.2%	0.6%				

- ❖ **1Q20** : Positive Net Income although COVID-19 impact started in March 2020
- ❖ **2Q20** : PSBB started in April 2020 caused Jabodetabek malls closed and this impacted 58% of MAP stores closed temporarily
- ❖ **3Q20** : Malls are operational with shorter operation hours. Malls have low traffic due to work from home still in place for most of the offices

# QUARTERLY INCOME STATEMENT (IDR bn, %)

	3Q20	2Q20	Growth (%)	2Q20	1Q20	Growth (%)
<b>Net sales</b>	3,377	2,083	62.1%	2,083	4,708	-55.8%
<b>Gross Profit</b>	1,358	743	82.7%	743	2,149	-65.4%
<b>GPM (%)</b>	40.2%	35.7%		35.7%	45.6%	
<b>EBITDA</b>	468	114	309.0%	114	780	-85.3%
<b>EBITDA Margin (%)</b>	13.9%	5.5%		5.5%	16.6%	
<b>EBIT</b>	(129)	(492)	73.8%	(492)	161	-405.1%
<b>EBIT Margin (%)</b>	-3.8%	-23.6%		-23.6%	3.4%	
<b>Net Profit (Loss)</b>	(217)	(483)	55.1%	(483)	27	-1869.3%
<b>NPM (%)</b>	-6.4%	-23.2%		-23.2%	0.6%	

# UNIFYING OUR RETAIL EXPERIENCE

Online leads, current offline becomes physical distribution network

## Dedicated Multi-brand platforms



## Mono-brand sites

ZARA.COM/ID CONVERSE.id  
ZARA.COM/VN SKECHERS.id  
PULL&BEAR.COM/ID Reebok.id  
SHOP.MANGO.COM/ID Crocs.co.id  
SEPHORA.CO.ID digimap.co.id  
ID.TUMI.COM

## Chat and Buy Initiatives



## 3rd Party Online Market Places and Online Deliveries



# OUR LOYALTY PROGRAM

## MAP CLUB

- Launched in 2016
- #1 Loyalty Program in Indonesia
- Database for cross-selling and marketing
- Over 60,000 Social Media followers
- More than 20,000 mobile apps users
- Potential to create lifestyle coalition loyalty program
- **Members:** 3.25 million (>290,000 new members YTD)
- Average value per transaction: IDR 716k
- Average shopping frequency per year: 1.7x

