

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.



VISION

To be the leading omni-channel retailer in Indonesia



We are a **P.E.O.P.L.E** oriented company



MISSION



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

People Centered Approach

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

Empowerment

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.

Originality

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

Principles

We subscribe to the highest principles of integrity and honesty.

Loyalty

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

Earnings

Earnings must be achieved without compromising our core values.

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 intoDepartment 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 RetailCongress







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

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

2015

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

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

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)

2020

- Ventured into Philippines (MAP Active)
- Top 50 Companies in Indonesia - Forbes Indonesia

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



ORGANIZATION STRUCTURE

BOARD of COMMISSIONERS BOARD of DIRECTORS Sri Indrastuti Hadiputranto H.B.L. Mantiri **Independent President Commissioner** President Director V.P. Sharma GBPH. H. Prabukusumo, S.Psi Vice President Director Independent Vice President Commissioner Susiana Latif **Hendry Hasiholan Batubara** Director Commissioner Michael D. Capper Tan Enk Ee Director Commissioner Sjeniwati Gusman Director Handaka Santosa Director Internal Audit Corporate Secretary

Active

(Sports & Leisure

and Kids)

Michael D. Capper

Fashion

Michele Wibisono

Department

Store

Handaka Santosa

Digital &

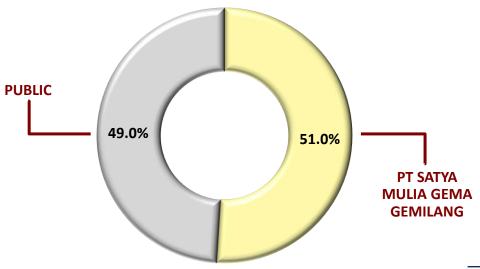
Others

Food &

Anthony Cottan



SHAREHOLDER STRUCTURE



MAP – as at 30 Sept 2021				
Local Share Ownership 66.4%				
Foreign Share Ownership	33.6%			

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



MORE THAN 150 EXCLUSIVE BRANDS ENTERTAIN OUR SHOPPERS 24 HOURS A DAY



WHAT IS UNIFIED RETAIL?



Integrating our offline, online and social channels into one ecosystem

OFFLINE SALES

- MAP stores
- Brand mono stores
- Wholesale

ANALYZE DIGITAL DATA

- CRM/ loyalty
- Social commerce







ONLINE SALES

- MAPemall → shop.MAPClub.com
- Multi-brand sites MAP
- Mono-brand sites MAP
- 3rd party marketplaces

MANAGER & MIM

BRAND

MAP CLUB

- Member acquisition
- Member reactivation
- Member customer service



OUR LOYALTY PROGRAM





- 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, as per September 30th 2021: 4.4 million
- Average value per transaction: IDR 790.1 k
- Average shopping frequency per year: 1.7 x



Earn & Redeem Points
Easily



Hundreds of Brands, Thousands of Stores



Remarkable Member Privileges







15+ Online Concepts, 150+ Exclusive brands

Physical stores in 78 Cities in Indonesia

ASEAN presence in Philippines, Thailand & Vietnam

Rp12.1 trillion sales in 9M 2021 (+18.3% YoY)

Digital sales growth of 48%, 14.0% contribution to sales

3.2% EBIT Margin

16.7% EBITDA margin

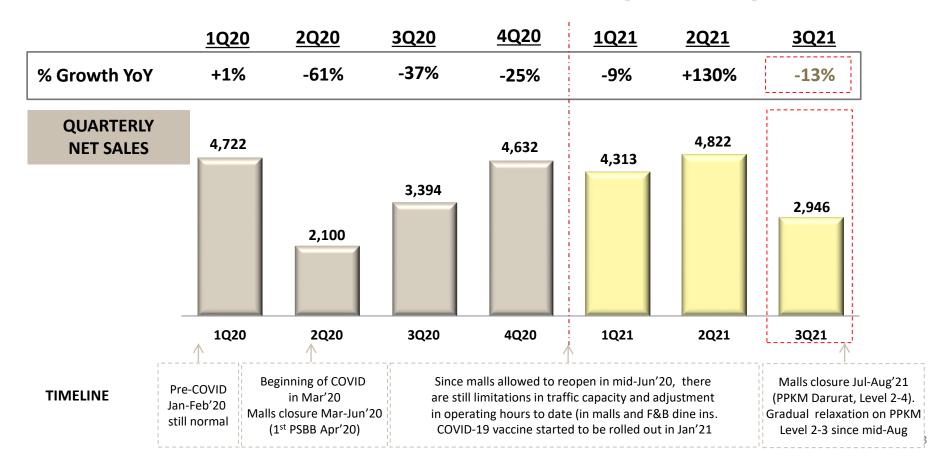
-1.0% net income margin in 9M 2021



*) Include Burger King & Domino's Pizza



NET SALES & GROWTH (IDR bn, %)





FINANCIAL HIGHLIGHTS (IDR bn, %)

	AFTER PSAK 73/ IFRS 16			PRIOR PSAK 73/ IFRS 16		
	9M21	9M20	Growth (%)	9M21	9M20	Growth (%)
Net sales	12,080	10,216	18.3%	12,080	10,216	18.3%
Gross Profit	5,022	4,297	16.9%	5,030	4,296	17.1%
GPM (%)	41.6%	42.1%		41.6%	42.1%	
EBIT	388	(414)	193.9%	262	(565)	146.4%
EBIT Margin (%)	3.2%	-4.0%		2.2%	-5.5%	
EBITDA	2,019	1,408	43.4%	913	145	531.9%
EBITDA Margin (%)	16.7%	13.8%		7.6%	1.4%	
Net Profit (Loss)	(115)	(673)	82.9%	(19)	(591)	96.8%
NPM (%)	-1.0%	-6.6%		-0.2%	-5.8%	
Norm. Net Profit (Loss)	2	(566)	100.3%	2	(566)	100.3%
Normalized NPM (%)	0.0%	-5.5%		0.0%	-5.5%	



FINANCIAL HIGHLIGHTS (IDR bn, %)

(In Rp bn, %)	<u>FY20</u>	<u>9M20</u>	<u>9M21</u>	<u>3Q20</u>	<u>3Q21</u>
Net Revenue	14,847	10,216	12,080	3,394	2,946
% Growth	-31%	-34%	+18%	-37%	-13%
EBIT	(57)	(414)	388	(113)	(296)
EBIT Margin (%)	-0%	-4%	3%	-3%	-10%
			i		



RETAIL FOOTPRINT				
	No. stores Space (sqr			
TOTAL	2,345	903,834		
DEPT STORE	55	359,801		
SPC. STORE	1,611	388,268		
ACTIVE	1,183	246,177		
FASHION & BEAUTY	398	138,185		
DIGITAL	30	3,906		
F & B	604	143,273		
OTHERS	75	12,492		

Exclude:

177 Burger King & 167 Domino's Pizza



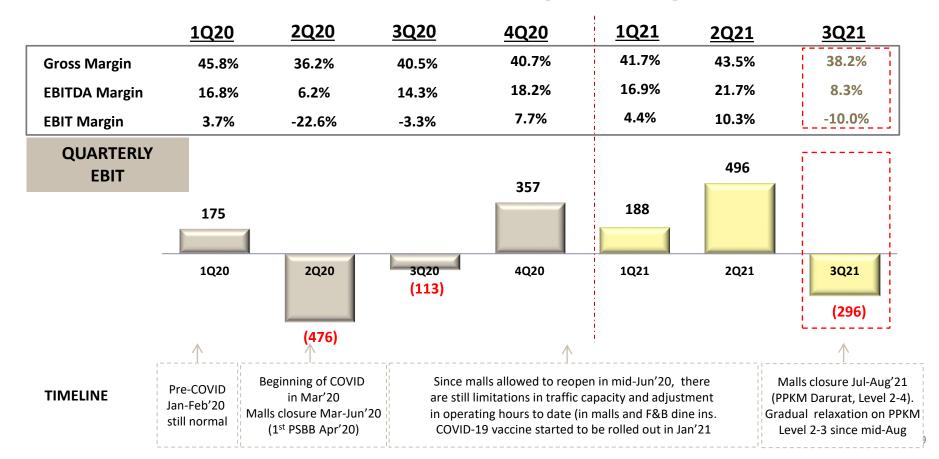
OPERATIONAL EXPENDITURE – 9M21

(IDR bn, %)

 	AFTER PSAK 73/ IFRS 16		PRIOR PSAK 73/ IFRS 16			RS 16	
 	9M21	9M20	% YoY	9M21		9M20	% YoY
LABOUR	1,653	1,642	0.7%	1,653		1,642	0.7%
RENTAL	48	59	-23.6%	1,149	+	1,321	-13.0%
DEPR. & AMORT.	1,613	1,813	-11.0%	643		702	-8.5%
UTILITIES	193	194	-0.6%	193		194	-0.6%
A & P	202	111	82.0%	202		111	82.0%
OTHERS	928	891	4.2%	928	†	891	4.2%
TOTAL OPEX	4,634	4,710	-1.6%	4,768		4,861	-1.9%



PROFITABILITY (IDR bn, %)



OUR DIGITAL CHANNELS



Online leads, current offline becomes physical distribution network

DEDICATED MULTI-BRAND PLATFORMS



WA CHAT AND BUY INITIATIVES



3rd PARTY MARKETPLACES & ONLINE DELIVERIES

MONO-BRAND SITES

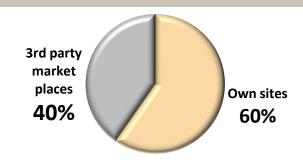




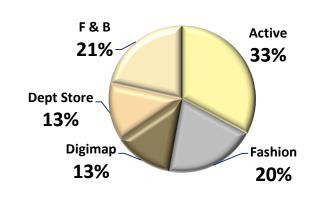


DIGITAL PERFORMANCE (IDR bn, %)

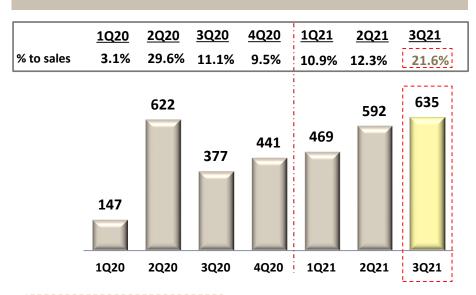
CONTRIBUTION BY CHANNEL



CONTRIBUTION BY SEGMENT



DIGITAL SALES PERFORMANCE



9M21 Sales Contribution

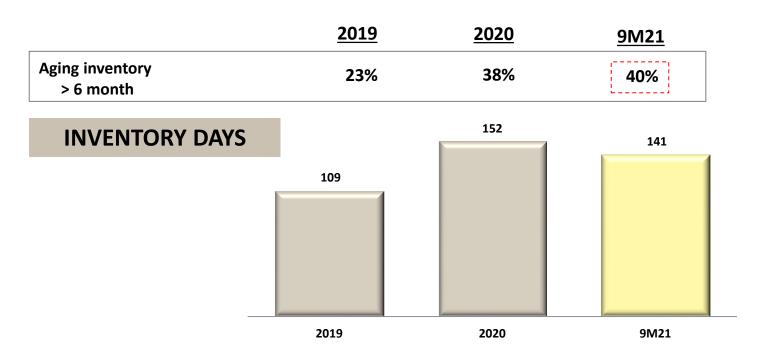
14.0%

9M21 Growth YoY (%)

48.1%



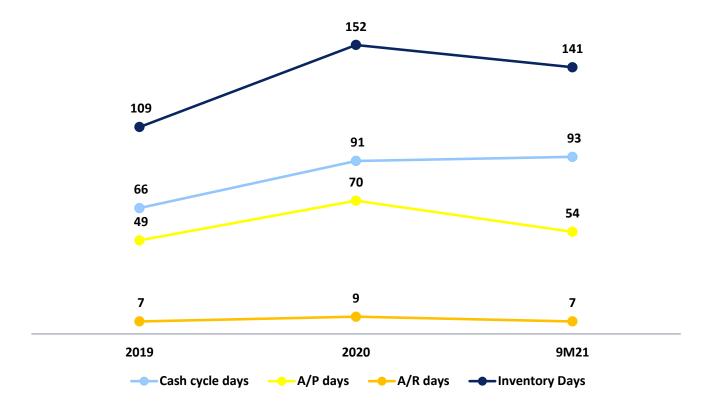
INVENTORY LEVEL (Days, IDR bn, %)



Most of the malls were closed in July until mid-August, as an immediate action by the government to tackle the 2nd wave of COVID-19 in Indonesia. Similarly, increasing cases in Vietnam, Thailand and Philippines in Q3 had also led to stricter restriction measures in respective countries.



CASH CYCLE DAYS (Days)





BALANCE SHEET (IDR bn)

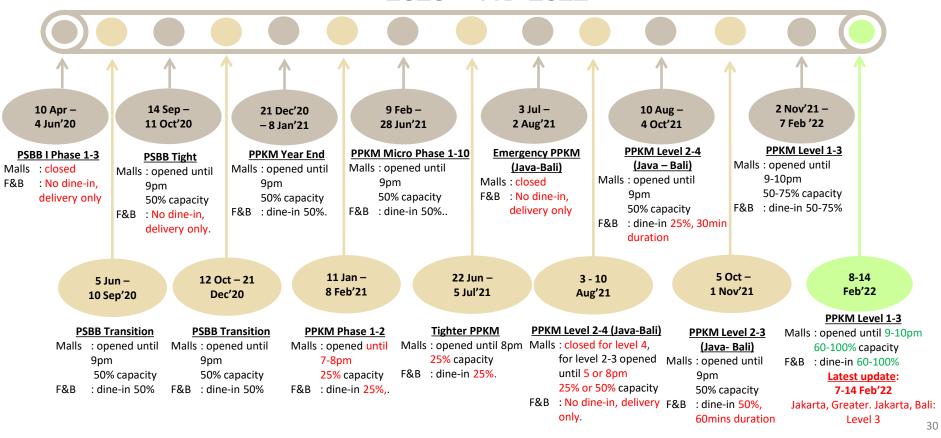
ASSETS	As of 30 Sep 21	As of 31 Dec 20	As of 31 Dec19
Cash & equivalents	2,099	2,788	1,817
Account Receivables	501	508	596
Inventories	4,351	3,715	3,615
Property, Plant, Equipment	3,675	3,926	4,350
ROU Asset	3,595	4,067	-
Other Assets	2,656	2,646	3,559
TOTAL ASSETS	16,877	17,650	13,937

LIABILITIES & EQUITY	As of 30 Sep 21	As of 31 Dec 20	As of 31 Dec 19
Bank loan	2,077	2,504	1,507
Account Payable	2,283	2,486	2,550
Bonds Payable	397	376	401
Lease Liability	3,603	3,918	-
Other Liabilities	2,063	1,867	2,109
Equity & Minority Interest	6,454	6,499	7,371
TOTAL LIABILITIES & EQUITY	16,877	17,650	13,937

PSBB & PPKM TIMELINE



2020 - YTD 2022





The Sustainable Development Goals





3 Pillars of SDGs







MSCI ESG RATINGS*)

COMPARISON WITH GLOBAL PEERS (RETAIL)

Industria de Diseno Textil, S.A.	AAA
The Home Depot, Inc.	AA
Lowe's Companies, Inc.	AA
PT Mitra Adiperkasa Tbk	BBB
Amazon.com, Inc.	BBB
Alibaba Group Holding Limited	ВВ

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*) As per 3rd November 2021

PT MITRA ADIPERKASA TBK Retail – Consumer Discretionary ID					
Weight Score					
Environment	18.0%	3.3			
Product Carbon Footprint	9%	2.2			
Raw Material Sourcing	9%	4.4			
Social	49%	4.7			
Labor Management	18%	7.3			
Chemical Safety	17%	2.5			
Privacy & Data Security	14%	3.5			
Governance	33%	3.7			
Corporate Governance	3.7				
Overall Score					
Weighted-Average Key Issue So	4.1				
Industry Adjusted Score	5.3				



GOVERNANCE



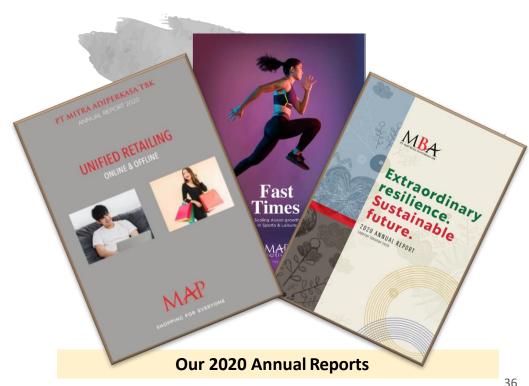
Governance (G) – Compliance to Regulations



As a Public Listed Company, we comply with regulations from Indonesia Stock Exchange (IDX), Financial Services Authority (OJK), and other relevant regulators.

Some of our responsibilities are:

- Submit monthly shareholder report to IDX
- Submit quarterly, 1H, 9M, FY financial report
- Conduct AGM and Public Expose
- Disclosure of Corporate information
- Conduct Management meetings regularly
 - a. BOD meeting
 - **BOC** meeting
 - **BOC BOD meeting**
 - d. Audit Committee meeting
- Set up corporate committees:
 - Internal Audit include store review
 - b. Audit Committee
 - Nomination and Remuneration Committee
- Produce and publish Annual Report
- Produce and publish Sustainability Report



Governance (G) – Brand Partners ESG Achievements/Ratings



Brands

INDITEX

AMORE PACIFIC





ESG Achievements/ Ratings







Brands







ESG Achievements/ Ratings







Less carbon emission in 2020 (compared to 2015 emission)



PLANET/ENVIRONMENT

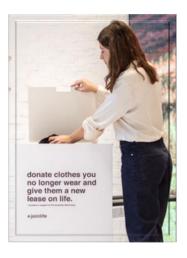










































Planet (E) – Enhancing Culture of Sustainability



"The Green Champions"







- 74 Employees have volunteered to become Green Champions
- The Green Champions are committed to implement sustainable practices in their daily activities
- The Green Champions also remind and encourage other employees to implement more sustainable lifestyle

Planet (E) - Single Use Plastic Reduction





"No Plastic Use" Campaign





plastic bag anymore to support DKI Jakarta's regulation

Encourage Tumbler Usage



Starbucks X 3.1 Phillip Lim Collection



% of Non-single Use Plastic Bags YTD Oct 2021:

85%

100%

99%

Fashion*

Kids and Active

F&B**

100%

100%

Department Stores

Digital &Others

(Digimap, Kinokuniya)

TOTAL: 28,151,935 (99%)

paper or non woven bags from total shopping bags of 28,538,335









- * Remaining plastic bags are biodegradable plastic bags (mostly in outstation)
- ** Remaining plastic bags are used by Genki Sushi
- **in compliance to Pergub DKI Jakarta No 142 Year 2019

Planet (E) – Single Use Plastic Reduction







Starbucks Greener Nusantara Program (since 2019)

Plastic Straws Replaced by Paper Straws



Plastic Utensils Replaced by Biodegradable Materials



* Data by end October 2021

Plastic Stirrer Replaced by Wooden Straws



Single Use Tissue Replaced by Recycled Materials



Less Plastic Bottles by Utilizing Glass Bottle



Single Use plastic Cups Replaced by 100% Recycled Cups



Starbucks Collaboration with Surya Indoplastik

(since Apr 2021)

Used rPET collected will be recycled by PT Surya Indoplastik into new rPET cups, creating closed cycle in our plastic cup lifecycle



299 Kg

Planet (E) – Fresh Water Availability









"Planet Water Partnership"





14th Aqua tower installation in SDN 6 Pemenang Barat, North Lombok

Since 2011, **14 Aqua Towers** (clean water filtration system) has been built in **6 locations** (Bali, Bekasi, Lombok, Medan, Surabaya, and Tangerang). Pumps, pipes and filter provided access to clean water for over one thousand people



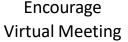
14th Aqua tower installation in Pondok Pesantren Al-Ijtihad, Danger, East Lombok

Planet (E) – Energy & Emission Reduction



To "Reduce Energy", we:







Switch off office light & AC during lunch break & after office hours



Utilize LED Bulb

Electricity Consumption*:

YTD Sep 2020

YTD Sep 2021

1.326.8 Mwh...



TOTAL ENERGY REDUCTION:

250,1 Mwh^{...}(-17.4% YoY)

Electricity & Water Cost 9M 2021** (in Rp Million/thousand sqm)

213.8 vs **217.0** in 9M20 Reduced by 1.5% YoY

Digital Implementation and Integrated System to Reduce Paper Consumption



Robotic Process Automation (RPA)

Simplify work process, improve accuracy, productivity and efficiency

Solar Panel Installation to "Reduce Emission"



- The first Starbucks Indonesia with solar panel installed at Starbucks Drive-Thru Cipondoh, started to operate in March 2021
- The solar panel provides 13% of the store electricity consumption every month.

- * Sahid Sudirman Center Office Only
- ** Store & office
- *** Mwh: Megawatt hour

Planet (E) – Emission Reduction













Plant Based Option

- Starbucks, Burger King and Pizza Marzano have offered plant based option in the menu
- Aside of providing various health benefit to our customer, those plant based menu is also environmental friendly
- Producing meat and dairy based menu may cause higher emission, due to excessive land use during farming

Planet (E) – Converse City Forest





Converse and PT Map Aktif Adiperkasa Tbk are working together with local artist to create a special mural, which created with special paint that can absorb emission and other air pollutant



CONVERSE





YTD 2021

4

: **7**0

Murals

"Planted" Trees

Jl. MH Thamrin Jakarta (Completed in 4 December 2020)

Mural Size: 13,6m x 2,8m (equals to 300 trees)





Jl. RS Fatmawati, Jakarta (Completed in 6 March 2021)



Jl. Ir. H. Juanda, Jakarta (Completed in June 2021)

(4)



Jl. Raya Joglo, Jakarta (Completed in 13 March 2021)

Mural Size: 6 m x 25 m (equals to 150 trees)

Mural Size: 15m x 12m (equals to 73 trees)

Planet (E) – Take Back Program





















2,763 kg

YTD Oct 2021





1,104 kg

Down cycled (For pillow/couch stuffing)

654 kg

Up cycled (Totebag/Bandana)

719 kg

Implementing Stores:

All Zara stores in 5 cities (Jakarta, Bandung, Denpasar, Medan, Surabava) + All Zara Home, Massimo Dutti, Pull & Bear, Stradivarius, and Bershka Store *Other Inditex brands will implement soon

Sold for second hand use, funds will be used for Sekolah Relawan operational funds (sold online only through various IG ex. Thriftbylovely, due to Pandemic)

Planet (E) – RAJAB Waste Reduction



Through Rumah Belajar Anak Bintang (RAJAB), our community development program, we also encourage sustainable lifestyle from the early age

Plant vase from used fabrics





Reusable bags from used plastic bags





Reuse/recycling of used paper







SOCIAL (PEOPLE & PROSPERITY)



People (S) – Skills for the Future







Our "Internal Training" consist of:





Online Platforms

Refreshments, sharing sessions, technical and soft skills



MAP Retail Academy

Focused on soft skills and certification preparation

Internal Trainings

Done By HR/Principals

SBU

From SBU

Focused on technical skills

86.1% of our employees are High School Graduates. Professional trainings can help them grow their career path.

MAP Retail Academy

The First Academy in Indonesia with professional retail certification

The Unbeatable Benefits

1. Part of Industry





Together with All Brands under MAP, including ZARA, Marks & Spencer, Skechers, Starbucks, etc., to provide real best practices, industry-standard learning & teaching, and practitioner.

2. International Curriculum



We adopt and adapt International curriculum standards in the retail industry.

3. Licensed by Government



Lembaga Sertifikasi Profesi (LSP) MAP is licensed by BNSP to be able to conduct assessment and release nationally recognized certificate.

People (S) - Online Training



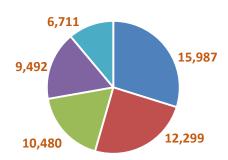






Employees Certified

1,356



Materials	Sessions	Participants
Personal development	58	15,987
Well being	17	12,299
Selling skills	36	10,480
Leadership	36	9,492
Customer service	42	6,711
Total	156	54,969

* Data by end October 2021

Total Access of Online Training

54.9 k

External Training Session Participants

899

Executive Enterprise Leadership



Motivational Session Merry Riana

3





i active









iActive Access by end Oct'21

Modul Category	Total	Total
wodui Category	Modules	Access
Soft Skills	140	5,142
Technical Skills	220	5,143
New Systems	20	5,130
TOTAL	380	15,415



People (S) – Edge Certification

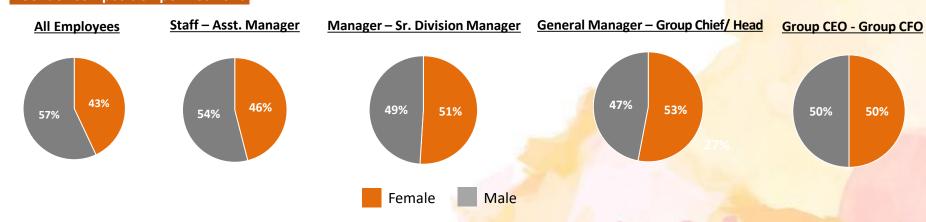






- MAP passed the EDGE Assess certification
- EDGE (Economic Dividends for Gender Equality) is a global assessment tools and business certification for gender equality
- Edge Certificate measure **Gender Equality** through 4 components:
 - Gender Balance at all levels
 - · Pay equity
 - The effectiveness of policies and practices to ensure equitable career flows for women and men
 - · An inclusive culture

Gender Composition per Dec 2020



People (S) - Special Crew









We aim to "Improve our Workplace" inclusion







95 Special Crew (hearing and speaking impaired) in Bali, Makassar and Jakarta for equal opportunity

People (S) – Ensuring Food Safety







Attained **ISO 22000**– Food Safety Management System



Implement clear **Standard Operating Procedure**of food handling, hygiene and sanitation



Provide clear Halal Label

For central production of:









F&B Brands that have obtained "Halal Certificate"













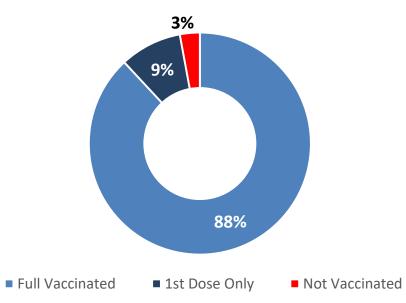
People (S) – % COVID-19 Vaccination



As per October 2021,

97% of MAP's employees

have already been vaccinated against COVID-19



















Rumah Belajar Anak Bintang (RAJAB)







This program, which was initiated in 2014, is now operating in 7 villages in West Java.



PT Mitra Adiperkasa Tbk



Karang Taruna

Jawa Barat

Character building education program is guided through 3 school subjects (Math, Science, & English), cultural education, field trip, and inspirational class.







To ensure the effectiveness of character building education, RAJAB also engages with the students' parents, local community, as well as providing capacity building to its mentors.

Prosperity – Quality Education for Public



"Community Store"





- The Community Store is located in Tanah Abang, the largest textile market in Southeast Asia
- Thousands of young people with limited access to education or career development opportunities live in Tanah Abang
- This Store will not only operate as a coffee shop, but it also house rooms for workshop and classes



- Part of the store revenue will also be used to support the activities done in the workshop and classes
- Most of the workers in this community store also comes from the Tanah Abang Community









Partnership with "Yayasan Olahraga Anak Nusantara (YOAN)"





- YOAN is a sports foundation that involves in coaching young athletes properly, carrying the concept: "Build people through sports".
- This program aims to:
 - Spread active and healthy lifestyle
 - Enhancing the love of sports through sports competitions
 - Further train and build young athletes character to help them achieve a better future



YOAN event with Trivaningsih

Olympian and SEA Games Gold Medals 5K, 10K, and Marathon









Working together with small and medium enterprise that wants to "Create Positive Impact"











- Their products utilize plastic and textile waste
- The Company also engage with the local community (near Ambarawa, Central Java), especially woman in creating their products

- The special woven bags are made by the hands of 20 – 50 years old farmers, living in East Java, Indonesia
- Making these handmade bags helped the farmers to have a flow of income during offseason

Prosperity – Department Store & Benih Baik









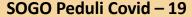








SOGO Help Kids in Hunger





IDR 2,268,695,022

Total Funds Collected

15 October 2020 – 15 January 2021

Donation Period



IDR 1,841,263,096

Total Funds Collected (YTD Apr 2021)

15 January – 5 April 2021
Donation Period

According to UNICEF, worldwide child malnutrition case increased by 15% during the COVID-19 Pandemic The fund will be used for:

Provide food for children in need

To help mitigate COVID-19 Pandemic, the fund will be used for:

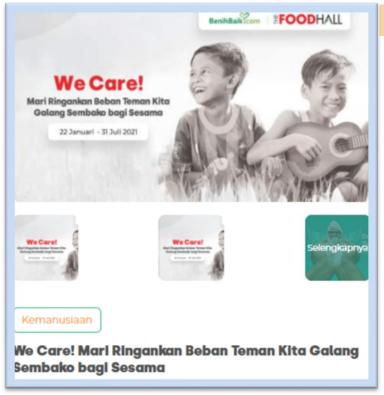
- Provide personal protective equipment for medical workers
- Provide free PCR test for community











The FoodHall "We Care!" Campaign

- To ease the impact of COVID 19 Pandemic, IDR 157 million worth of basic groceries were distributed directly by The FoodHall in September & October 2020
- To create more sustainable impact, The FoodHall is collaborating with BenihBaik.com for the next program
- Customers can choose to donate in kind or cash.
- 1st period started in 22 January 2021 31 July 2021
- After great response, the program is extended to 31 July 2022

IDR 455,577,037

Total Donation Collected (YTD Oct 2021)









THANK YOU



INVESTOR RELATIONS CONTACT DETAILS:

Ratih Darmawan Gianda

VP Investor – Media Relations, Corporate Communication and Sustainability for MAP Group

Email: Ratih.Gianda@map.co.id

Febby Stephanie

Investor Relations Manager

Email: Febby.Stephanie@map.co.id

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