Q4 / FY 2021 EARNINGS CALL

2 March 2022

AGENDA

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EXECUTIVE SUMMARY

▷ Strong 2021 performance despite Covid-19 pandemic

- Strong 4Q21 trading performance from PPKM easing (aiding recovery conditions) and Company-driven initiatives, resulting in EBITDA of IDR 527 Bn (41.4% higher than 2019 pre-pandemic) and Net Income of IDR 474 Bn despite 60% mall traffic for Q4 vs Q4 2019. Sales productivity grew 9.2% vs. 4Q20 and 4Q21 gross margin was at 35.2% vs. 31.3% in 4Q20 and 32.5% in 4Q19.
- FY21 performance exceeded expectations. FY21 sales at IDR 10.3 Tn, up 19.6% vs. FY20. FY21 SSSG was -41.5% vs. FY19, while mall traffic was 43% below FY19. EBITDA of IDR 1.3 Tn (vs IDR 1 Tn guidance) and Net Income of IDR 913 Bn.

▷ Business is well positioned for further growth

- Data-driven planning and analysis has led to insights to refine strategy.
- Intend to execute 12-15 stores openings per annum in the near to medium term with minimum 10 stores in 2022. Opened One Batam Mall and Cianjur, trading ahead of expectations. Launch of new stores formats also in progress.
- Curated customer-led merchandising range will accelerate sales and improve margin productivity.
- Infrastructure and investments in omni-offering in place to support growth.
- Previously communicated FY22 EBITDA target to be revised from IDR 1.8 Tn to 2.0 Tn given the strength of business.
- Five-year target KPIs have been set to more than triple EBITDA by 2026 from IDR 1.3 Tn in 2021.

▷ Corporate activities are enhancing shareholders' value

- Fully repaid loan, made interim dividend payment, and conducted share buyback; ended FY21 with strong cash of IDR 661 Bn, triggering earnings accretive buyback activities in January 2022 at a valuation significantly below peers and delivering strong EBITDA/share.
- For 2021 Interim dividend of IDR100/share paid in December 2021 and final dividend of IDR250/share to be approved in AGMS in April 2022. For FY 2022, Management's recommended a dividend payout of IDR 500/share.

MACROECONOMIC, INDUSTRY & TRADE UPDATES

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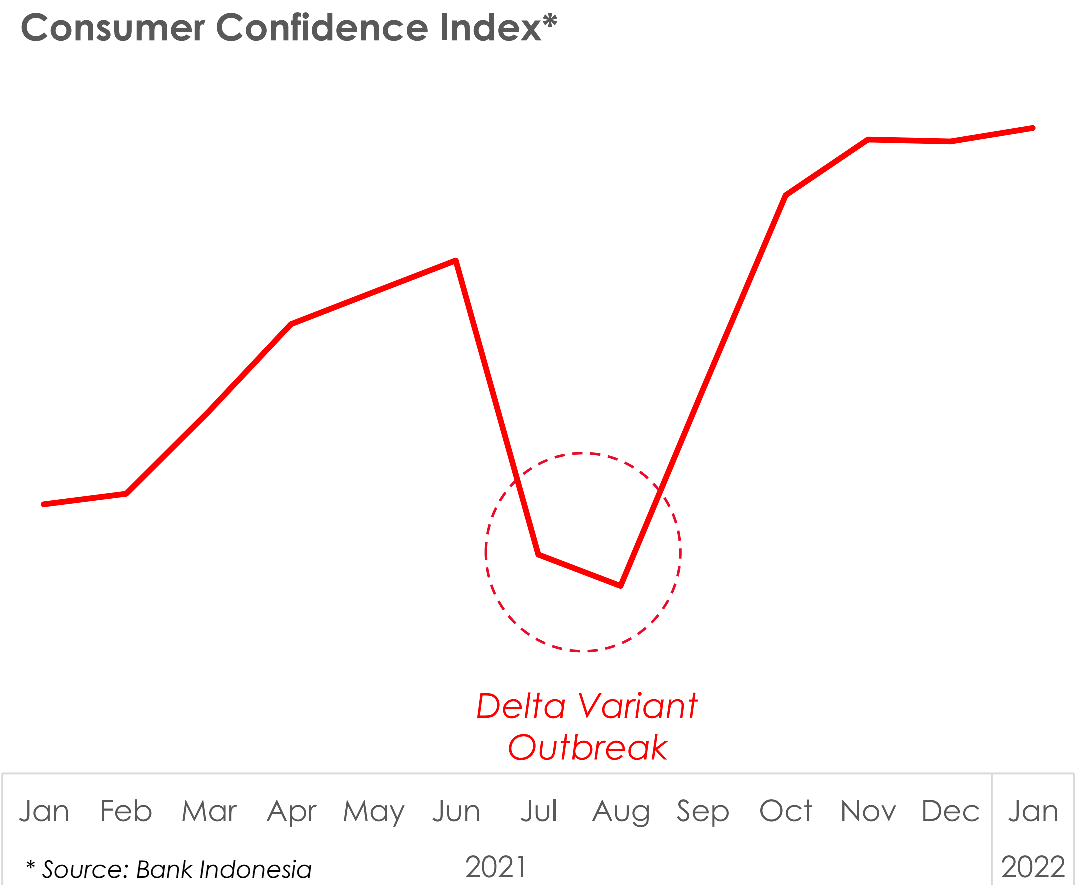
MACROECONOMIC / INDUSTRY UPDATES

In favour of Matahari

- **Performance accelerated with strong tailwind:**
  - Consumer confidence continued improving pre-Omicron on the back of low case levels and office/school reopening. With mall traffic rebounding post Omicron wave, travel and related clothing as well as formal/occasional wear gaining relevance, the fashion retail resurgence experienced in US, Europe and elsewhere is still expected in 2022.
  - Increases in commodity prices, e.g. coal or CPO, boosting purchasing power in several areas (we have seen strongest recovery rate in Kalimantan & Sulawesi).
  - Local textile industry optimism with Safeguard Import Duty (BMTP) on several apparel categories, helping retailers with major local sources.

- **Inflationary pressures due to tariffs and commodity pricing is an issue mainly for importers** and we believe, with strategic pricing strategies, we can have both healthy margin, whilst maintaining a competitive position.

- **We have mitigated any disruption in global supply chain** that drives higher logistic cost by organizing our imports early (primarily footwear) and leveraging our local sourcing.



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TRADE UPDATES

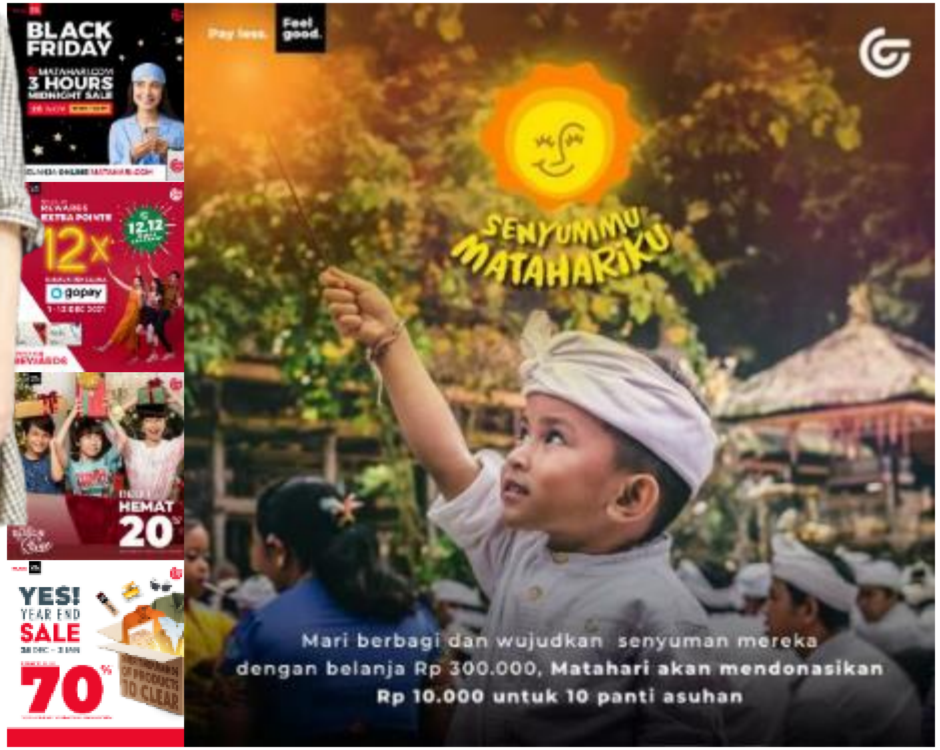
Excellent 4Q21 Trading despite mall traffic around 2/3rd of pre pandemic levels

▷ PPKM easing aids recovery conditions:

- 4Q21 as a whole was showing green shoots for trading:
  - ☐ 100% of our stores were operating with no operating hours restrictions albeit with mall traffic still to be optimized.
  - ☐ Initial decision to have Jakarta at PPKM Level 3 in the festive period was revoked.
- With a 100% of Matahari staff fully vaccinated, we also had a stable safe and conducive environment to trade.

▷ Key commercial events happenings:

- Shining Destinations lucky draw campaign well received.
- Nevada Sports launched in October 2021.
- Successful 11.11 and 12.12.
- Second year successful Black Friday.
- Baby shop launched in early November 2021.
- Christmas & New Year Trading above expectations in spite of no mass vacation.
- 2 news stores opened in Batam & Cianjur.
- CSR program 'Your Smile is My Sunshine' was initiated.



Q4 / FY 2021 FINANCIAL PERFORMANCE UPDATES

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KEY FINANCIAL HIGHLIGHTS

FY EBITDA IDR 1.3 Tn Vs IDR 1.0 Tn projected

(in IDR Bn)	FOURTH QUARTER					FULL YEAR				
	2021	2020	Var %	2019	Var %	2021	2020	Var %	2019	Var %
Gross Sales	**2,785**	**2,739**	*1.7%*	**4,220**	*-34.0%*	**10,284**	**8,599**	*19.6%*	**18,035** *	*-43.0%*
*SSSG%**	*4.7%*					*22.4%*				
DP mix:	*32.2%*	*35.6%*		*36.2%*		*33.5%*	*36.2%*		*36.4%*	
Gross Profit	**980**	**858**	*14.2%*	**1,372**	*-28.6%*	**3,597**	**2,816**	*27.7%*	**6,116**	*-41.2%*
GM%	*35.2%*	*31.3%*		*32.5%*		*35.0%*	*32.7%*		*33.9%*	
OPEX exc. Rental	(385)	(591)	*-34.9%*	(695)	*-44.6%*	(1,812)	(2,127)	*-14.8%*	(2,876)	*-37.0%*
EBITDAR	**595**	**267**	*123.0%*	**678**	*-12.2%*	**1,785**	**689**	*159.2%*	**3,240**	*-44.9%*
EBITDA Margin%	*21.4%*	*9.7%*		*16.1%*		*17.4%*	*8.0%*		*18.0%*	
Rental incl. Amortization	(68)	(190)	*-64.4%*	(266)	*-77.8%*	(481)	(711)	*-32.4%*	(1,034)	*-53.5%*
EBITDA	**527**	**77**	*584.7%*	**373**	*41.4%*	**1,304**	**(22)**	*5912.3%*	**2,207**	*-40.9%*
EBITDA Margin%	*18.9%*	*2.8%*		*8.8%*		*12.7%*	*-0.3%*		*12.2%*	
Net (Loss) Income	**474**	**(257)**	*284.8%*	**180**	*162.9%*	**913**	**(873)**	*204.5%*	**1,367**	*-33.2%*
Net Income Margin%	*17.0%*	*-9.4%*		*4.3%*		*8.9%*	*-10.2%*		*7.6%*	

* Like-for-like turnover **IDR 16.2Tn in 2019** after turnaround initiatives.

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Operating leverage achieved, pre pandemic profitability exceeded with 34% headroom ahead

BALANCE SHEET

Strong Balance Sheet with Net Cash of IDR 661 Bn

ASSETS			
(in IDR Bn)	Dec 2021	Dec 2020	*Dec'21 vs. Dec'20*
Net Cash (Debt)	**661**	*(487)*	***1,148***
Trade Receivables	26	61	*(35)*
Inventories	747	889	*(142)*
Right-of-Use Assets	2,602	2,672	*(70)*
Other Assets	1,168	1,311	*(143)*
Fixed Assets	647	862	*(215)*
TOTAL ASSETS	**5,851**	**5,308**	***543***

LIABILITIES AND EQUITY			
(in IDR Bn)	Dec 2021	Dec 2020	*Dec'21 vs. Dec'20*
CV Trade Payables	243	72	*171*
DP Trade Payables	487	276	*211*
Lease Liabilities	2,800	2,850	*(50)*
Other Liabilities	1,315	1,529	*(214)*
Equity	1,006	581	*425*
TOTAL LIAB. & EQUITY	**5,851**	**5,308**	***543***

Remarks:

- Strong net cash of IDR 661 Bn and **zero loan balance**, with **IDR 1.7 Tn loan facility**.
- IDR 255 Bn of dividend paid during the year and share buyback of IDR 201Bn.
- Right of use assets and lease liabilities reflect asset and liabilities created as a result of following PSAK 73.

CASH FLOW

Total Operating Cash Flow generated at IDR 1.8 Tn

(in IDR Bn)	2021	2020	2019
Opening Net Cash Balance	**(487)**	**1,173**	**1,184**
EBITDA	**1,304**	**(22)**	**2,207**
Movement in Working Capital	**523**	**(560)**	**85**
Operating Cash Flow	**1,827**	**(582)**	**2,292**
• Capex / investment	(100)*	(722)**	(422)
• Buy Back /Dividend	(456)	(337)	(1,476)
• Tax Installment	(122)	(18)	(405)
Non Operating Cash Flow	**(678)**	**(1,077)**	**(2,303)**
Total Cash Flow	**1,149**	**(1,659)**	**(11)**
Ending Net Cash Balance	**661**	**(487)**	**1,173**

* IDR 208 Bn committed in 2021.
** IDR 722 Bn includes investment in Nobu Bank of IDR 550 Bn.

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STRATEGY UPDATE

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KEY MESSAGES

Large market **opportunity**; significant headroom for **growth**

Where we are today: Well-positioned to win as leading omni-channel 'House of Specialists'

Where we want to go: Clear vision anchored around:

- Customer-Led Range
- Category Authority
- Omni-channel
- Geographic Reach
- Partnership

How to achieve our vision: Matahari formula for how to win clearly defined to delight customers and instill pride:

- Merchandising Full Potential
- Store Network Optimization
- Omni-channel Expansion
- Operational Excellence
- Loyalty and Personalization
- Environmental, Social, & Corporate Governance

The result over the **next 5 years** will be outgrowing the market in sales and generating best-in-class margins by channel

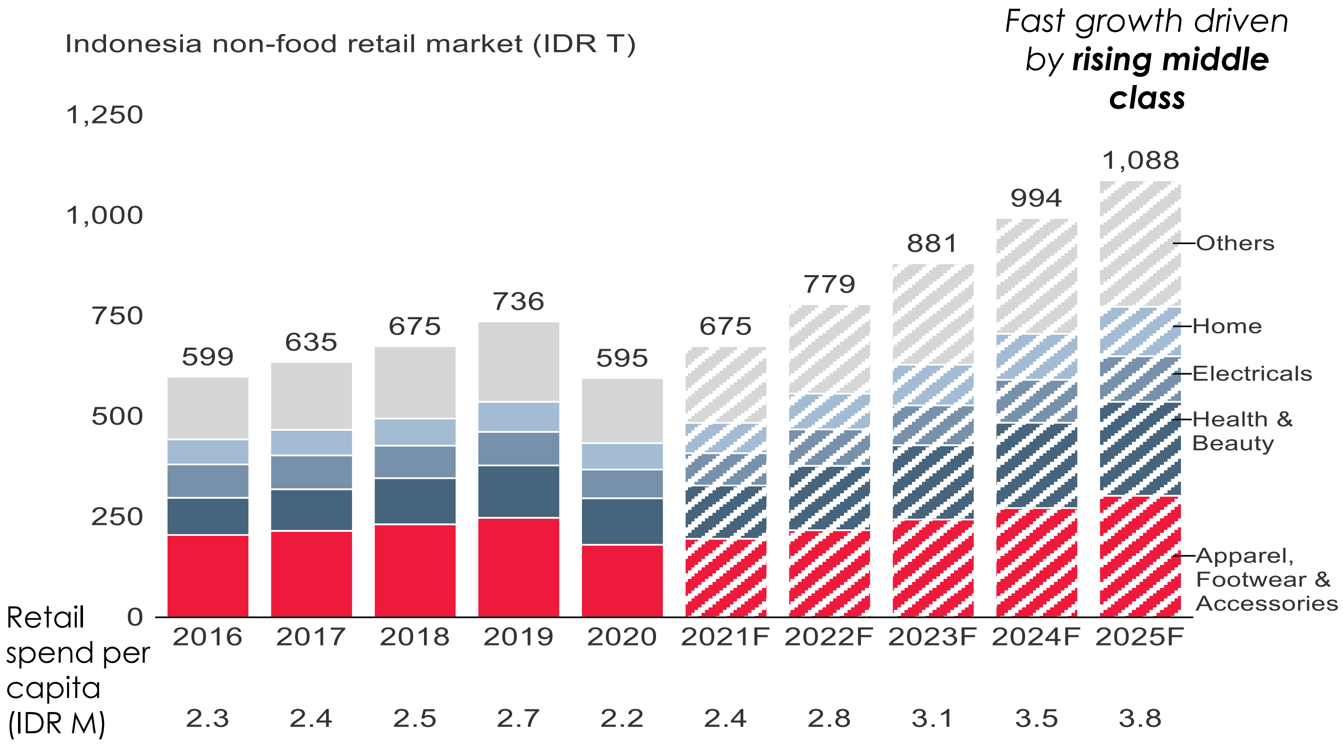
LARGE MARKET OPPORTUNITY

Significant headroom for growth

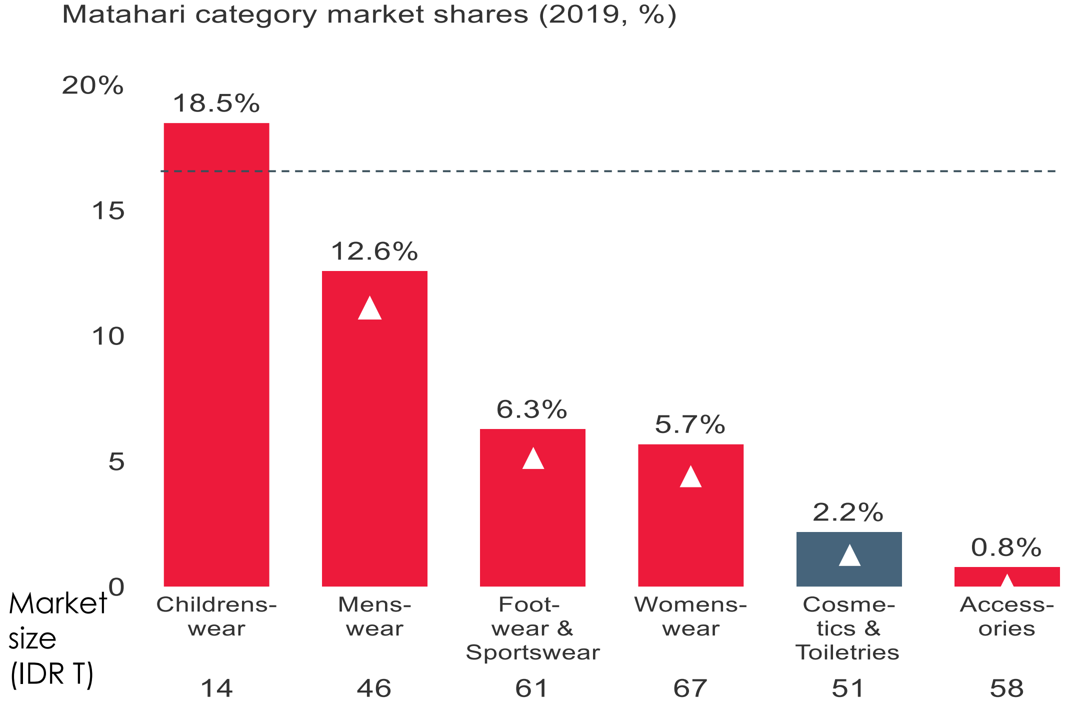
Indonesian retail market is **material and growing fast**

Matahari has headroom to **take share**

Large Indonesian retail market, growing spend per capita



Headroom for growth



We target to increase sales by 2.6x from 2021 to 2026

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WELL-POSITIONED

to win as leading omni-channel **'House of Specialists'**

Leading multi-category retailer

Relative Market Share (RMS)

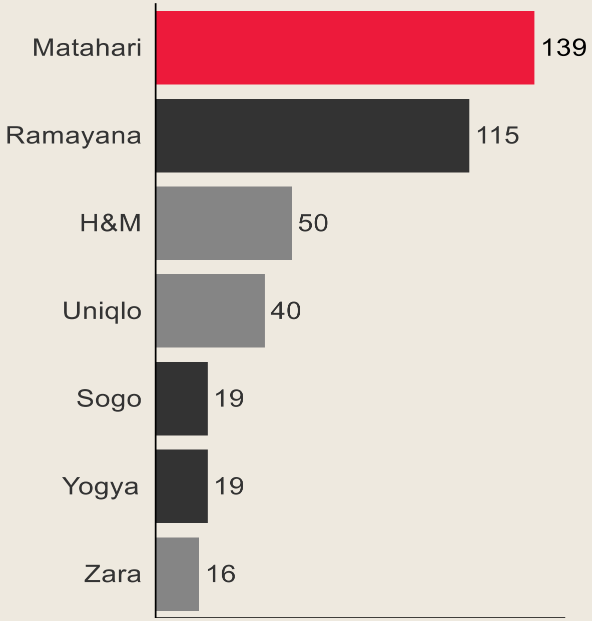
2.7x

vs. nearest competitor

Note: NPS % = % Promoters (score 9 & 10) - % Detractors (score 6 and below)
Source: Indonesia Customer Survey N = 4,993 (June – July 2021); Euromonitor (2019); Lit. search

Best reach

- # Brick-and-Mortar Stores



Well-loved brand, ready for Omnichannel

- Net Promoter Score
- **60%**

- Loyalty Members (2019)
- **7.7M**

+20% YoY Growth since 2017

- Contributing to
- **~57%**

of total sales

Known for quality and value-for-money

Customer feedback

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CLEAR VISION

anchored around customer, category, omni-channel, geographic reach and partnerships

Be a leading omni-channel lifestyle retailer as a customer-centric 'House of Specialists'

Customer-Led Range

We will refocus our strategy around attractive family-focused shopper segments and we have clearly defined 'grow' cohorts, 'attract' cohorts, and 'retain' cohorts

Category Authority

We will lead in categories important to families

Omni-channel

We will be market-leader in omnichannel, combining scale, physical assets with accelerated digital presence

Geo Reach

We will extend our market leading reach to address high potential whitespace in catchments where our target shoppers live, work, and play

External partnerships

We will build win-win world-class partnerships focusing on financial partners and consignment vendors

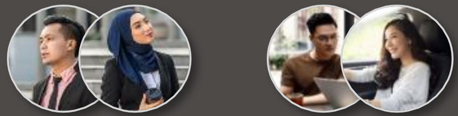
CUSTOMER – LED RANGE

We will refocus our strategy around attractive family-focused shopper segments and we have clearly defined 'grow' cohorts, 'attract' cohorts, and 'retain' cohorts

Grow

Professional Family Man | Working Mum | Trendy Dad | Trendy Homemaker Mum

Attract



Young Professionals | Fashionable SINKS / DINKS

Retain

Style-on-a-Budget | Function Seekers | Budget Seekers

Segmentation and offerings driven by data on market share, average spending, category spend mix, NPS, MDS shares of wallet, all with the objective of expanding customer lifetime value by relevant personalization leading to lower churn.

CATEGORY AUTHORITY

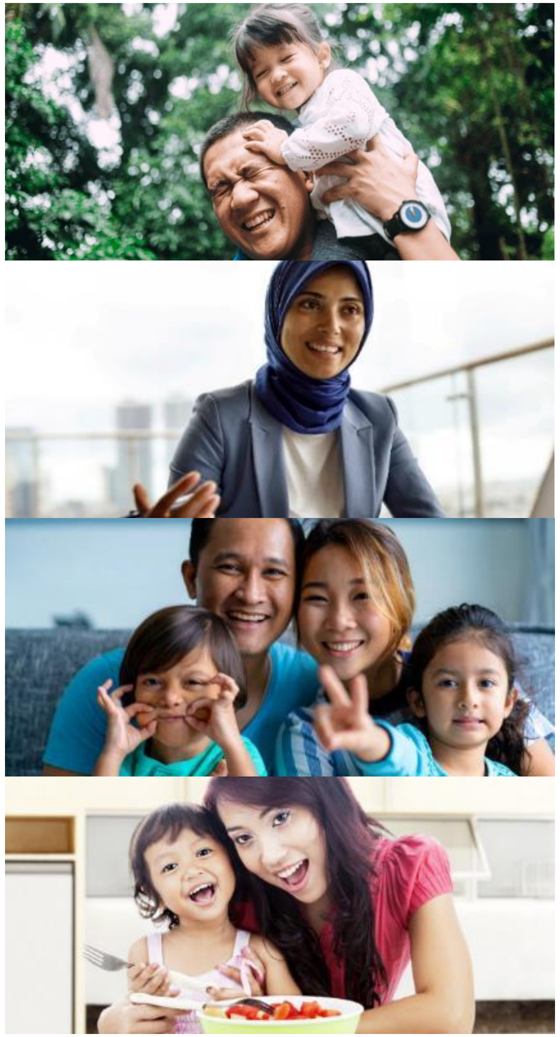
We will lead in categories important to families

Recruit customers with strong offers in **Childrenswear & Footwear**

>32% of spend	~18% (2.5x avg)	Differentiation
Top 3 wallet spend per customer in these two categories	Highest MDS market share in Childrenswear	vs. International specialties (e.g., Uniqlo)

Drive frequency with **Intimates & Wardrobe Essentials**

>40% cross shop	~5% (1.5x avg)	>36% Margin
Cross shopped with Hero Worlds	High basket penetration vs. other non-Heroes (3%)	vs. 34% MDS-wide average



Appeal to target customers with improved range for **Mens, Womens & Cosmetics**

>41% of spend	Below fair share	>35% of Revenue
Largest Worlds by spend	~6%, MDS market share, i.e., 1 ppt below fair share ~7%	Anchor on Men Casual, Men Denim & Young Fashion

Build a compelling proposition and grow share of wallet for **Soft Home**

>40% cross shop	Local sourcing	'Family destination'
Cross shopped with Hero Worlds	Advantages for MDS	Enforcement on MDS' overall positioning

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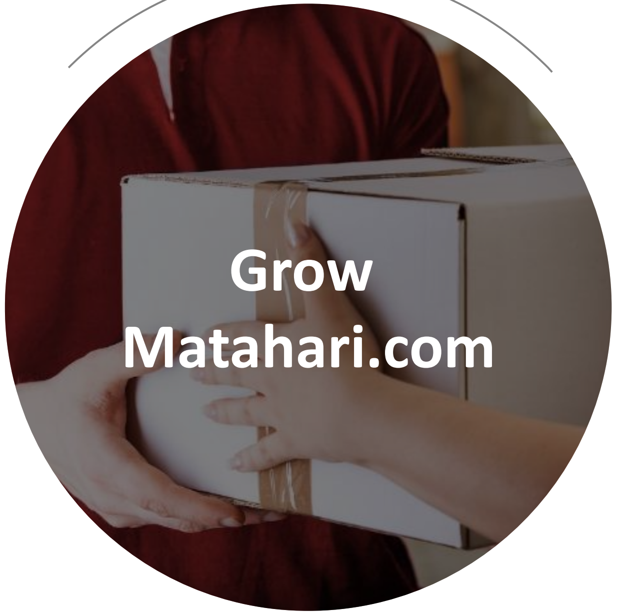
OMNI - CHANNEL

We will be market-leader in omnichannel, combining scale, physical assets with accelerated digital presence

* Include social commerce

** 7% when our stores were closed @ Q3.

- Best-in-class omni-channel experience (e.g., fulfill from store)
- Extended assortment (e.g., endless aisle)
- Foundation for vertical marketplace

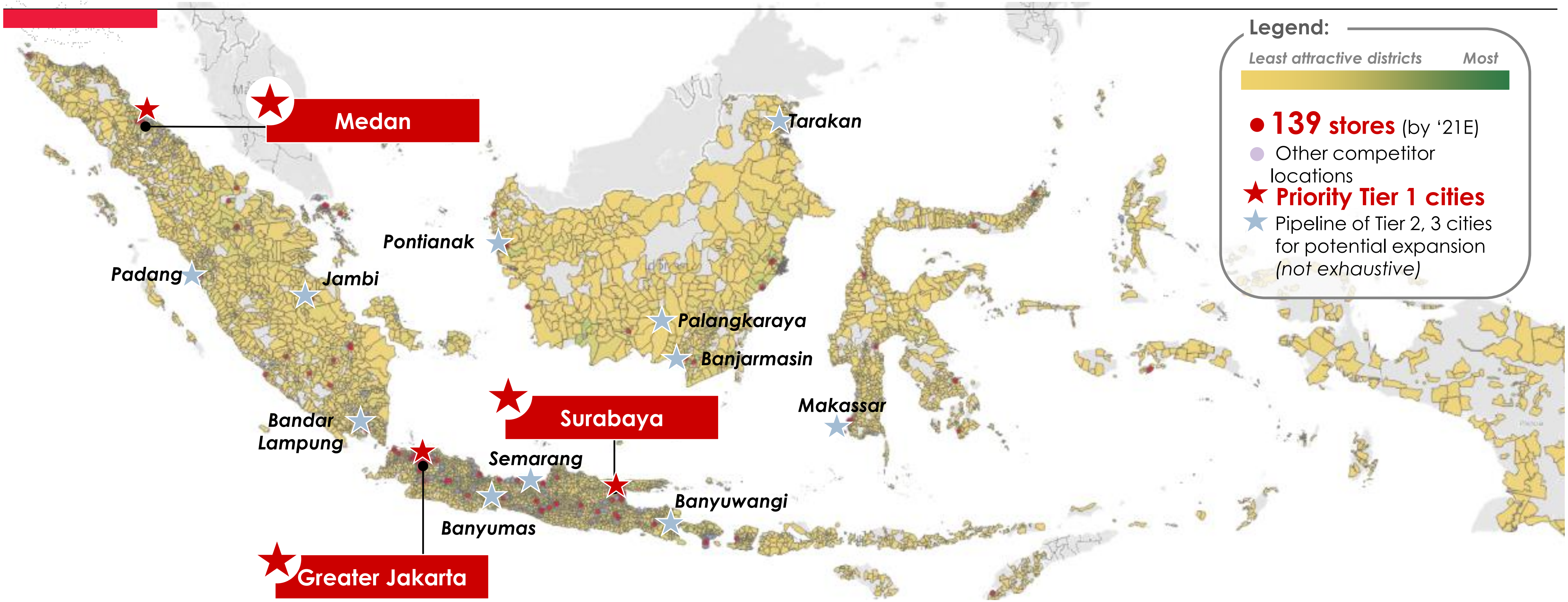


- Greater exposure to customers at scale
- Partner strategically with winning players

GEO REACH

We will extend our market leading reach to address high potential whitespace in catchments where our target shoppers live, work, and play

~110 attractive whitespace opportunities identified across the country and our priority is Tier 1 cities (~75% in Greater Jakarta, ~15% in Surabaya, ~10% in Medan) and new emerging economies – Potential to expand footprint with effective CAPEX deployment



EXTERNAL PARTNERSHIPS

We will build win-win world-class partnerships focusing on financial partners and consignment vendors

Strategic Partners

Long-term partnership bringing best of brands & ranges to Matahari

ROYAL SPORTING HOUSE

Disney

sociolla

Online Marketplaces

Market-leading omnichannel combination

Financial services

Differentiated offers to scale emerging financial products

ShopeePay

gopay

Kredivo Buy now, Pay later

atome

OVO

Loyalty partners

Joint marketing to leverage scale user base

Industry leaders, e.g.,

TELKOMSEL

BCA

MATAHARI

MATAHARI FORMULA FOR HOW TO WIN CLEARLY DEFINED

Merchandise Full Potential

Curate customer-led range to grow sales & improve margin productivity

Store Network Optimization

Rejuvenate, evolve and expand physical store network to full potential

Omnichannel Expansion

Excel & expand in online with leading omnichannel own site and strategic marketplace partnerships

Loyalty & Personalization

Increase customer retention & spend via loyalty and data-backed personalization

Operational Excellence

Harmonize across physical & digital for best-in-class all-round customer experience

OPEX Optimization

Optimize operating cost to achieve operating leverage as the business grows

Environmental, Social, & Corporate Governance

Focus on kids as part of our giving back initiatives

MERCHANDISING FULL POTENTIAL

We have defined our approach backed by data

5Y GOALS (by 2026) Be the House of Category Specialists for middle-income families seeking quality and on-trend products in Apparel, Footwear & Cosmetics, through best-in-class capabilities in Merchandising

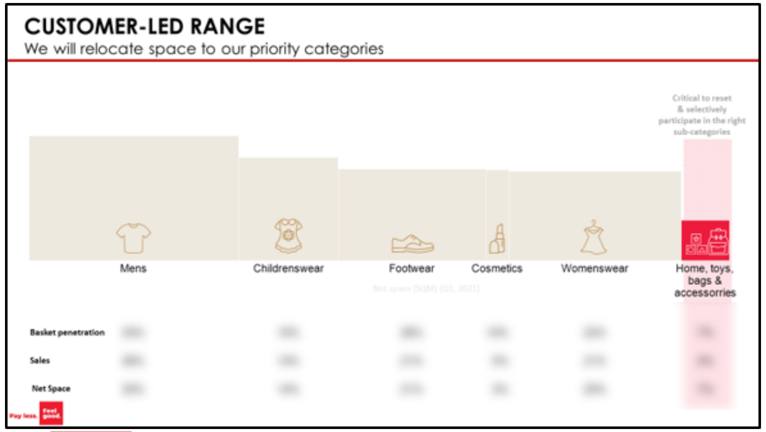
WHERE-TO-PLAY

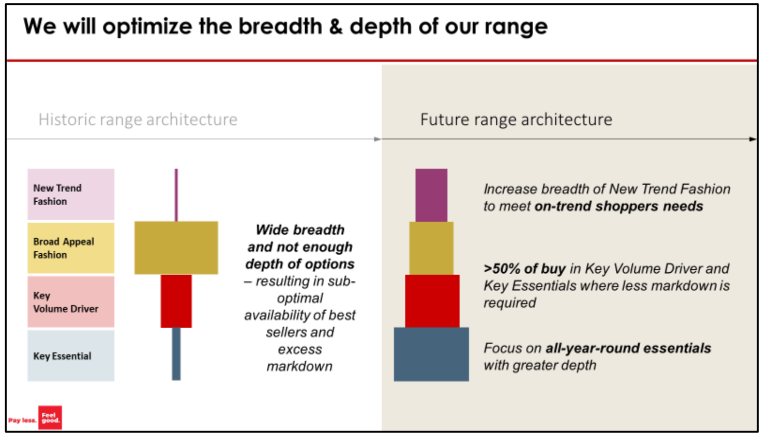
Double down on differentiated label brands to increase share of mix	Recruit customers with strong Childrenswear and Footwear offers	Appeal to target customers with improved range of Mens, Womens & Cosmetics	Drive frequency with Intimates and Wardrobe Essentials	Build a compelling Soft Home proposition to grow share of wallet with families

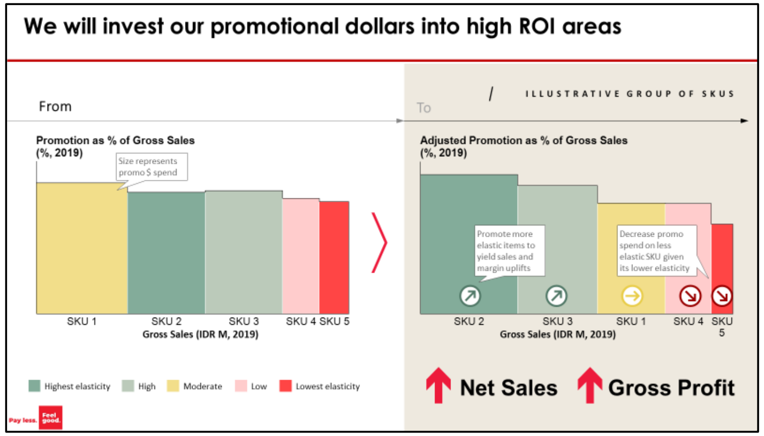
HOW-TO-WIN

Right Space in the Right Stores	Curated Customer-Led Range	Localization By Store Format	Supply Chain Optimization	Margin Optimization	CV Management

BACKED BY DATA







STORE NETWORK OPTIMIZATION

We clustered our stores with clear actions & investment priorities

5Y GOALS (by 2026)

Reinforce Matahari as Indonesia's leading apparel & beauty specialist retailer with the most extensive, well- placed and cost-effective footprint to serve middle-income families, with a particularly strong network in Greater Jakarta, Tier 1 cities, and tapping into the highest potential whitespaces throughout Indonesia

WHERE-TO-PLAY

- **Reinvest in key Flagship & Core stores in priority Tier 1 locations** *(E.g., Greater Jakarta, Medan, Surabaya)*
- **Expand reach with new stores in high-potential catchments**
- **Innovate new store formats in high density/spend locations** *(Pilot Pareto Compact store format in malls catering to Mid/ Mid-High families w/ less available space)*
- **Optimize portfolio by right-sizing occupancy costs** *(Right-size existing space, rents alongside plans for expansion)*

HOW-TO-WIN

- **Defend & grow high-performing stores in attractive catchments**
- **Reinvest in high-potential stores with intense competition**
- **Open new stores in priority, high-potential catchments**
- **Relocate/ Right-size/ Exit low productivity stores in less attractive catchments**
- **Renegotiate with landlords to reduce occupancy costs**

FLAGSHIP

Great Catchment	≥ 8K SQM (typically 10K +)

Marquee stores in key locations in Tier 1

Most **fresh, broadest, competitive range** that is always in-stock

Featuring **in-store "theatre" & signature services** (café, beauty bar)

CORE

Good Catchment	Avg. 6-8K SQM

Located in **Tier 1 and 2 cities**

Catering to **higher end of middle class**

Fresh, competitive range in line with nearby competitors

Dialed up **visual merchandising**, and **selected signature services**

MAINSTREAM

Emerging Catchment	Avg. 5-7K SQM

Strengthen market leader position in **Tier 2 and 3 cities**

Catering to **middle class** segment

Localized assortment for regional tastes

New 'pareto compact' store concept to be piloted…

- **~3K SQM** located in **Mid-High lifestyle malls** in **metro areas**
- **Optimal non-trading space**, together with re-designed trading areas
- Assortment of **Heroes & Traffic Drivers**, yet beyond just apparel
- Only **top-performing brands & SKUs** to be featured in store

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OMNICHANNEL EXPANSION

Omnichannel shoppers can shop where they like, when they like and how they like

5Y GOALS (by 2026) Capture fair share of Omni-channel (~15% of overall sales) while enhancing in-store traffic and incremental purchases to physical assets

WHERE-TO-PLAY

Create true Omnichannel experience

Enable integrated online and offline customer experiences like Click & Collect functionality to enhance physical assets

Build strategic partnerships with horizontal marketplaces

Access wider audience via strategic partnerships with winning Indonesian marketplaces complementary to Matahari strategy

Broaden Matahari.com to 3P vertical marketplace

For Apparel, Footwear & Accessories, onboard niche/regional/international brands in a 3P model to start creating the 'extended aisle' that will set up for a potential vertical marketplace

HOW-TO-WIN

Improve customer proposition on own platforms

- **Experience (pre/post)**
- **Selection**
- **Value**

Step up Marketing

Construct compelling proposition for CV vendors

Build win-win proposition for marketplace

Bolster Supply Chain design for Omni-channel setup

Be partner of choice to digital insurgents

Right Infrastructure & Operations

Technology process and infrastructure

People and capabilities

Enhanced **user experience** through integrated app

Brands and range beyond our largest store

Unbeatable value and **extended payment** options

LOYALTY & PERSONALIZATION

We will offer a best-in-class loyalty program while anticipating the needs of our customers

5Y GOALS (by 2026) Grow lifetime value of key loyalty customer cohorts through a market-leading program and best-in-class personalization

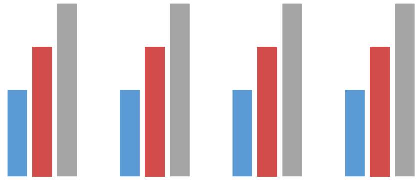
WHERE-TO-PLAY

Aggressively grow reach	Grow visit volume, drive stickiness with Loyalists	Explore monetization of new streams
Convert new loyalty members at first point of contact into the program (preferably digitally)	Deepen engagement to drive frequency of visits as a key lever across all customer cohorts	Test potential of service revenue from add-ons (e.g., BNPL, digital gift cards, etc.) and partnerships to monetize data

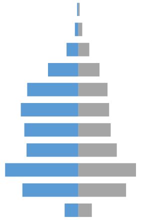
HOW-TO-WIN

- **Expand acquisitions Strategy**
- **Strengthen fundamentals of and differentiate our loyalty program**
- **Capture richer data to fuel personalization**
- **Build & scale personalization use cases**
- **Leverage data to make better Cat. Mgmt. and other strategic decisions**

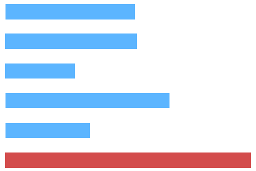
Customer Experience on Loyalty



Customer age



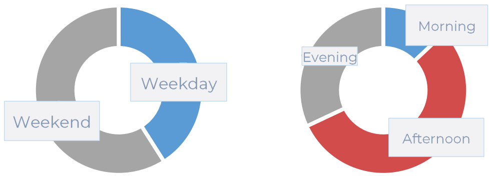
Customer Penetration



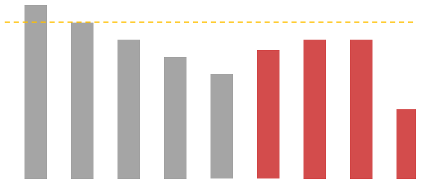
Customer Shopping

Time of week

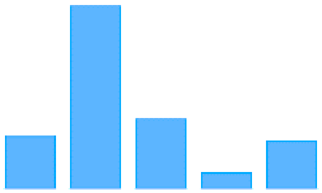
Time of day



Customer Retention Rate



Customer Feedback



OPERATIONAL EXCELLENCE

Optimize spaces, deliver new experiences and equip teams to be omnichannel store of choice

5Y GOALS (by 2026) Become the store of choice for our target customers, fulfilling their needs by delivering a market-leading customer experience across our stores and channels

WHERE-TO-PLAY

- **Continue to improve in-store offline customer experience** *(Across all stores with differentiated actions in Flagships)*
- **Enhance in-store digitally enabled experiences** *(Across stores, aligned to broader omni-channel ambition)*
- **Continue to innovate external offline customer experience** *(Select stores only to balance profitability)*

HOW-TO-WIN

- **Improve store layout, visual merchandising, and digital enablement to improve instore shopping experience**
- **Create unique customer experiences by dedicating space for special services**
- **Empower staff to multi-task; reinforce entrepreneurial and 'manager' mindset across teams**
- **Improve Bazaar experience & offering for customers and vendors**





OPEX OPTIMIZATION

Ensure faster sales growth vs. cost growth; the business will improve OPEX efficiency as it scales

5Y GOALS (by 2026) Ensure Matahari's operations continue to improve in cost efficiency – such that sales will grow faster than OPEX will increase – as the organization scales

WHERE-TO-PLAY

Shift to variable to drive down occupancy cost, while leveraging post- pandemic locked in opportunities	Increase investment in Brand & CRM in line with ROI-based OPEX efficiency guardrails	Increase steady-state support center efficiency, whilst overinvesting in Digital	All other cost items on stringent target ratios (linked to sales)

HOW-TO-WIN

Renegotiate with landlords & improve ops practices to reduce occupancy costs	Define clear guardrails to control key initiative spend across BUs; shift more costs to variable basis	Re-assess optimal in-store headcount (based on sales, required service levels)	Optimize support center headcount (based on sales recovery) and improve productivity





ENVIRONMENTAL, SOCIAL, & CORPORATE GOVERNANCE

Focus on kids as part of our giving back initiatives

5Y GOALS (by 2026)

Become the leading Indonesian Retail Company in ESG

WHERE-TO-PLAY

Continuously make over workplace and stores into an eco-friendly environment	Offer responsible products for customers	Ensure everyone with the same values can work with Matahari regardless of gender, race, religion, or physical conditions	Create an ecosystem where Indonesian people especially kids can grow and feel good	Improve stakeholders value and enable corporate governance organs to perform their duties responsibly

HOW-TO-WIN

Use more energy from renewable resources & reduce, reuse, recycle (3R) waste	Increase the eco-friendly product offering	Provide equal work and promotion opportunities for all employees	Provide programs and products for kids to grow healthily	Improve the way to reward & communicate with shareholders

5 YEAR TARGET

KEY METRICS		FROM (2021A)	TO (2026F)
Topline growth	Overall sales	**10.3T** (-43% p.a. vs. 2019)	**26.3T** (6% p.a. vs. 2019)
	SSSG	**-41.5%** p.a. vs. 2019	**+5%** p.a. vs. 2019
GM velocity	GM $	**3.6T**	**9.6T**
	GM %	**35.0%**	**36.4%**
Bottom-line discipline	EBITDA	**1.3T**	**4.3T**
	EBITDA %	**12.7%** (Online -57.7%, Offline 13.0%)	**16.4%** (Online 1.2%, Offline 17.7%)
	OPEX %	**22.3%** (Online 79.8%, Offline 22.1%)	**20.0%** (Online 28.8%, Offline 19.2%)
Omni-channel growth / Store Network	# Online MAU	**1.0M**	**15.6M**
	Number of stores	**139** stores	**12 to 15 new stores p.a.**
	New Stores Format	**Mainly middle class**	**Mid/Mid-High lifestyle malls**
Customer advocacy	NPS	**60%**	**65%**
	Active members	**~4.0M**	**~12M**

OTHER CORPORATE ITEMS

Pay less. Feel good.

SHARE BUYBACK UPDATE

IDR 735 Bn utilized to buy back 215 Mn shares (8.2%)

Share Buyback Phase I / 2021	Share Buyback Phase II / 2021	Share Buyback 2022 (ongoing)
Number of shares bought **64.9 Mn shares (2.5%)**	Number of shares bought **117.8 Mn shares (4.5%)**	Number of shares bought **32.1 Mn shares (1.2%)**
Average Share price **IDR 2,339 per share**	Average Share price **IDR 3,794 per share**	Average Share price **IDR 4,248 per share**
Funds used **IDR 151.8 Bn**	Funds used **IDR 447.2 Bn**	Funds used **IDR 136.5 Bn**
Period **6 Aug'21 to 5 Nov'21**	Period **5 Nov'21 to 4 Feb'22**	Period **4 Feb'22 to 1 Mar'22**

Total Outstanding Shares : 2,626 Mn; Treasury Shares 215 Mn , Outstanding Shares (excl. treasury shares) 2,411 Mn

SUSTAINABLE DIVIDEND INCOME DISTRIBUTION

Predictable Interim and Final Dividend cycle

2021 FINAL DIVIDEND of IDR 250 / Share to be approved in April 2022 AGMS

2021 Full Year Dividend : IDR 350 /share.

Dividend Guidance 2022 and 2023 : IDR 500 / share.

Recommendation basis:
Strong recurring and sustainable cash generation resulting in accumulation of excess cash projected even after budgeted IDR 400 – 500 Bn growth capex per annum.

Precondition:
The Company may declare dividends in any year if the Company has positive retained earnings after deduction of reserves fund.

Management Recommendation

Permanent shift to predictable interim and final dividend cycle.

Subject to Statutory Approvals.

RECOVERING MARKET & OUTLOOK GIVE ROOM FOR SCHEDULED DIVIDEND PAYOUT

Supported by healthy cashflow performance, strong balance sheet and projections

Management intends to pay a dividend of IDR 500 per share in calendar year 2022

* Subject to statutory approvals, buyback adjustments, and business performance

Month of Payment	IDR per Share	
May 2022	250	2021 Final Dividend
Sep 2022	125	2022 Interim Dividend 1
Dec 2022	125	2022 Interim Dividend 2
May 2023	250	2022 Final Dividend
Sep 2023	125	2023 Interim Dividend 1
Dec 2023	125	2023 Interim Dividend 2

500

Planned cash outflow of IDR ~1.2 Tn for dividend in 2022

MDS HAS BEEN SHAREHOLDER-FOCUSED

with its share buyback program and planned dividend payout

EBITDA Generation

1.3 Tn in 2021

2.0 Tn in 2022 (exp.)

support

Buyback Program

215 Mn Shares acquired (8.2% of shares outstanding)

3,423 Average price (IDR/ share)

2.41 Bn Shares outstanding after shares buyback

Dividend

500 Planned dividend for 2022 (IDR/share), the ***highest in the company's history***

~90% Dividend payout ratio

10.6% Implied dividend yield based on maximum buyback price of IDR 4,700/share

Pay less. Feel good.

MDS HAS BEEN SHAREHOLDER-FOCUSED

with its share buyback program and planned dividend payout

Key Ratios for Shares Buyback

	EV/EBITDA
Purchase Price	4.1x
Peers	7.1x

Shares acquired at a significant discount to peers

EBITDA per share	FY2018	FY2019	FY2022
EBITDA	2,768	2,207	2,001
Shares outstanding	2.92	2.80	2.41
EBITDA per share	**948**	**787**	**830**

2022 EBITDA per share to be 5% better than 2019 after buyback

	EBITDA/share	Div/EBITDA
FY22 EBITDA Before SB*	761	66%
FY22 EBITDA After SB*	830	60%
FY18 EBITDA After SB*	1,148	44%

**SB: Shares Buyback*

High dividend per share proposed backed by high and growing EBITDA generation

Pay less. Feel good.

CLOSING REMARKS

OUTLOOK IN 2022

Optimism going forward

- An Omicron peak in Jakarta is behind us and nationally improving picture sets up an uninterrupted and full Lebaran trading opportunity.
- With mall traffic rebounding post Omicron wave, travel and related clothing as well as formal/occasional wear gaining relevance, the fashion retail resurgence experienced in US, Europe and elsewhere is still expected in 2022.
- Upgrading 2022 EBITDA from earlier guidance of IDR1.8 Tn to 2.0 Tn.
- 2022 focus will be on delivery of project "Sunrise":
  - Curated customer-led range through brand & range reset, with new concept launched.
  - New signature stores underway at Taman Anggrek and Plaza Ambarrukmo; near completion of fresh new core format at Supermal Karawaci; concept work on new formats well underway.
  - Visibility of 10 new stores for 2022 and we are still seeking more opportunity.
  - Digital evolution gathers pace.
  - Expanded loyalty acquisition with free membership and better value proposition.
  - Improved store layout & visual merchandising for better shopping experience.
  - Ensuring faster sales growth vs. cost growth, helping improve OPEX efficiency.
  - Focus on kids as part of our giving back initiatives.
- No acquisitions/investments will be made in 2022 as we focus on building profitability.
- Rewarding shareholders with dividend of IDR 500 /share.

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THANK YOU