

MANAGEMENT PRESENTATION

As of December 31, 2024

PT Sumber Alfaria Trijaya Tbk.



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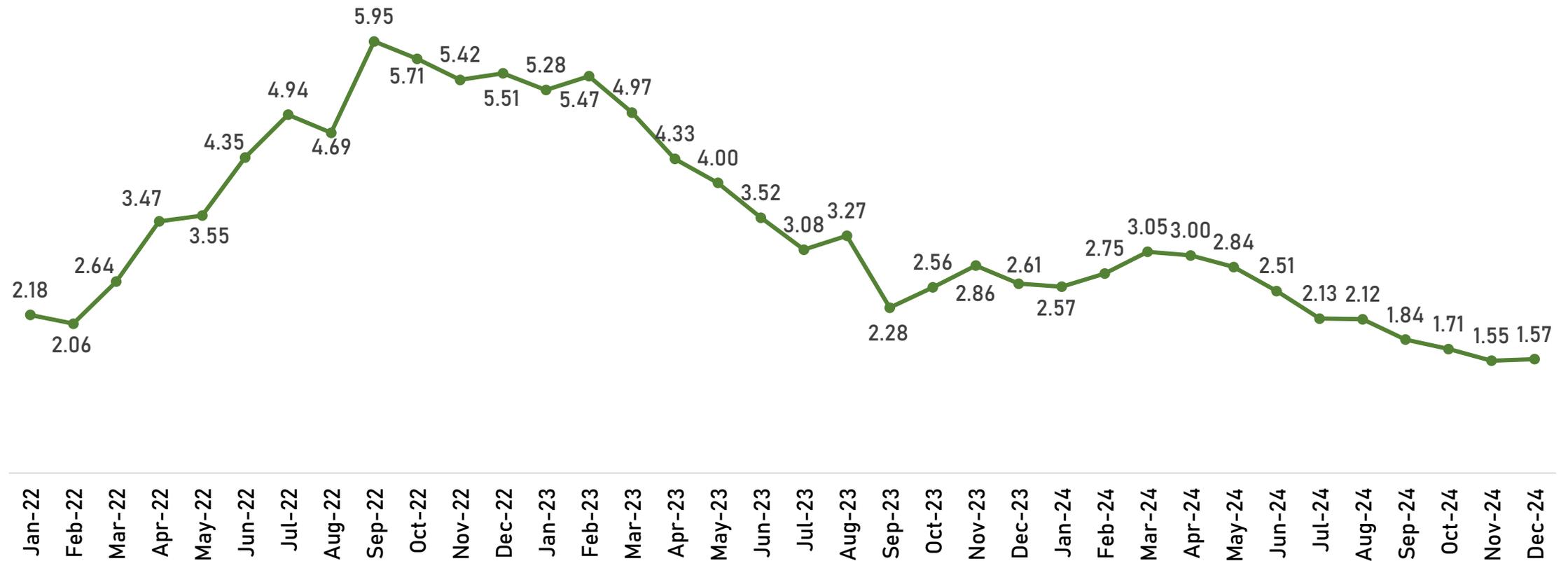
MACRO & INDUSTRY OVERVIEW



INFLATION



Indonesia maintained a low and steady level of inflation rate throughout the Q4 2024.

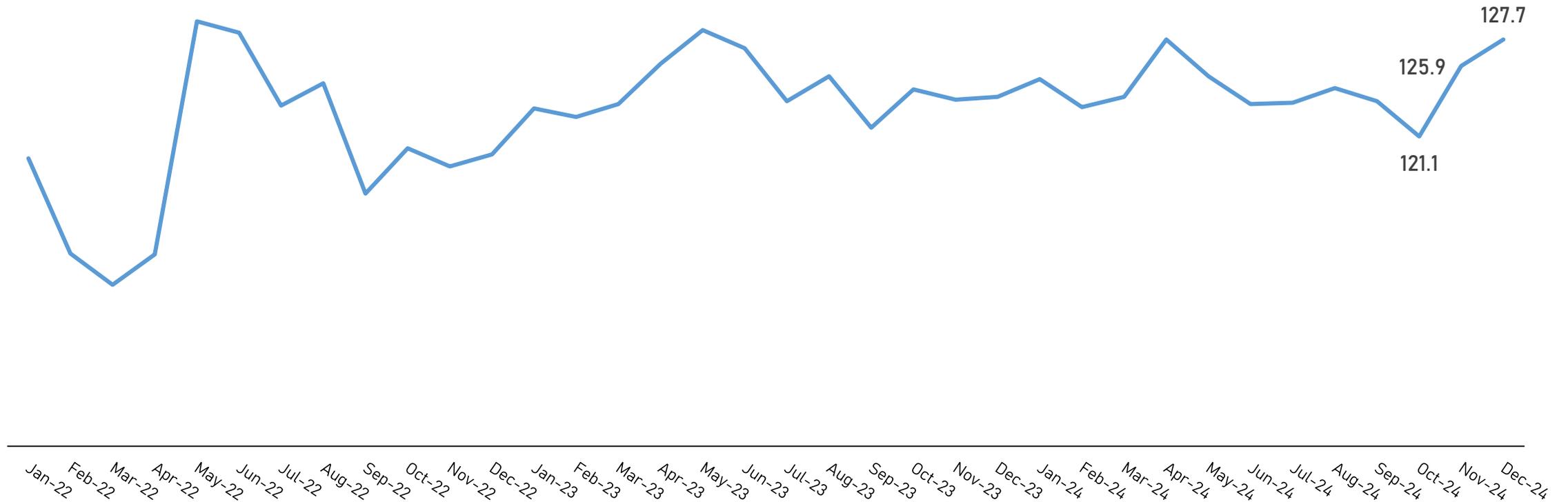


Source: Bank Indonesia

CONSUMER CONFIDENCE



The Consumer Confidence index peaked during the Festive periods of Idul Fitri as well as Year End.



Source: Bank Indonesia

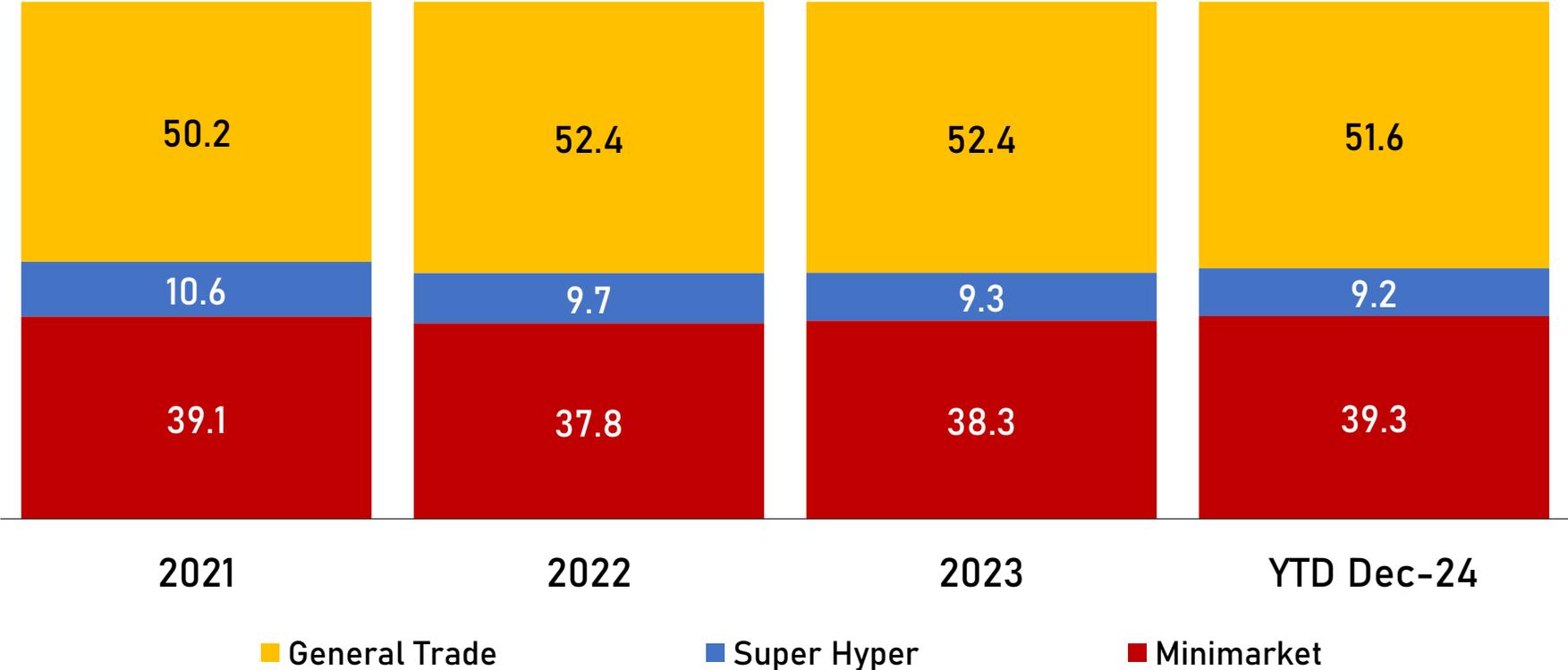
TRADE CHANNEL CONTRIBUTION



Indonesia Total Grocery | Total 68 Categories (excluding Cigarettes)

YTD Dec-23 vs YTD Dec-24

Minimarkets maintains its positive growth, while General Trade and Super/Hypermarkets face a steady decline.



Source: Nielsen

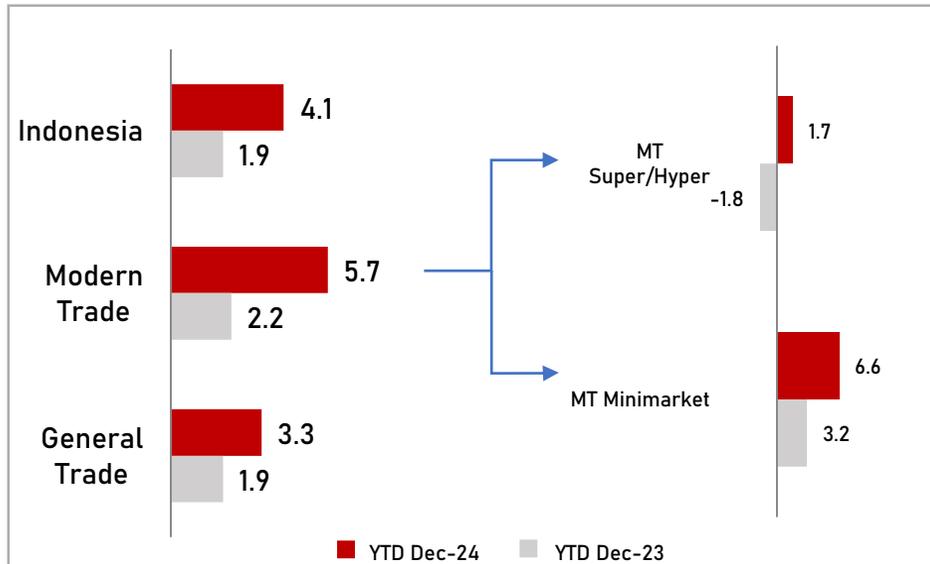
CHANNEL GROWTH & MARKET SHARE



Trade Channel Growth

YTD Dec-24 / YTD Dec-23 (%)

(Indonesia Total Groceries / 68 categories)



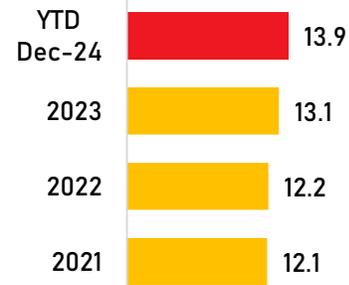
- Both Modern Trade and General Trade experienced significantly stronger growth compared to the previous year.

Source: Nielsen

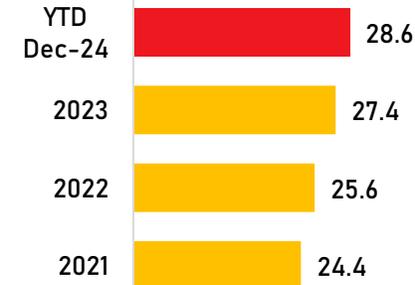
Alfamart Market Share (%)

Alfamart consistently gains market share.

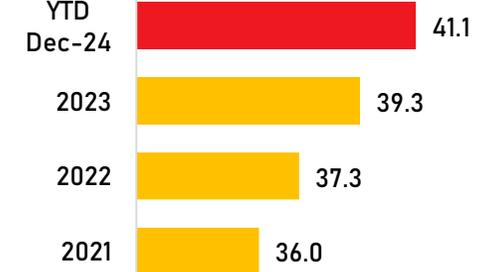
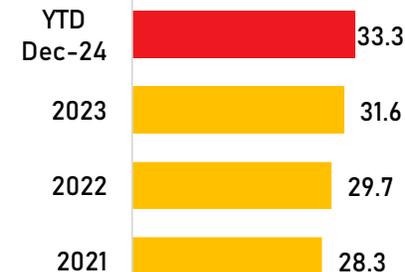
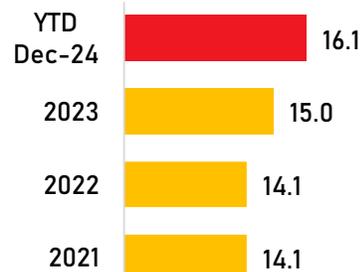
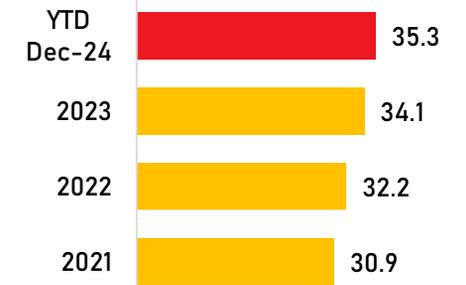
To Indonesia



To Modern Trade



To MT Minimarket



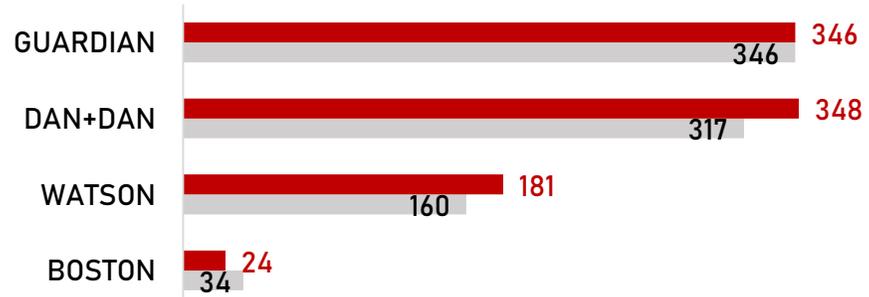
MT STORES IN INDONESIA



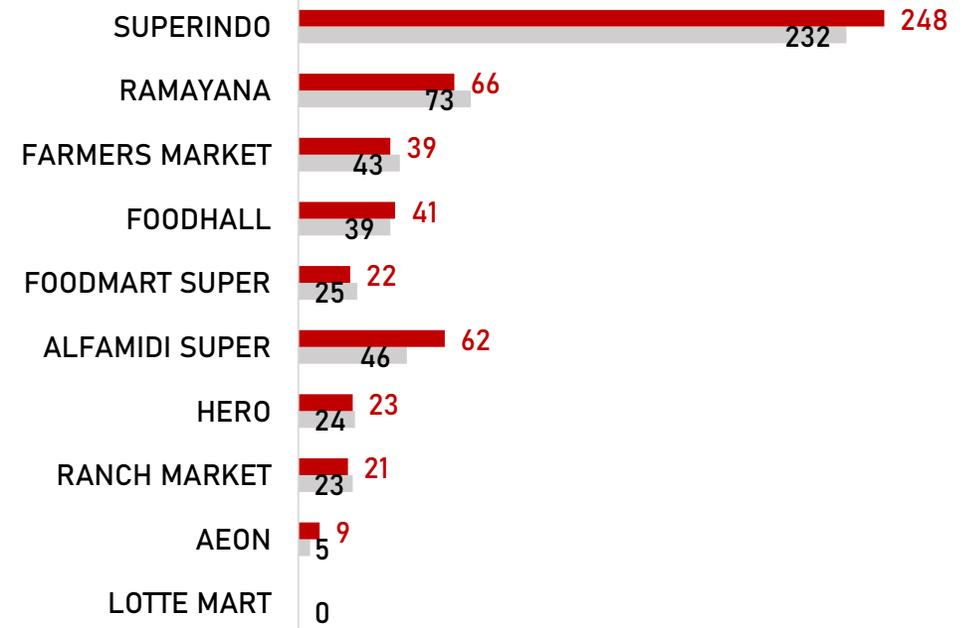
MINIMARKET



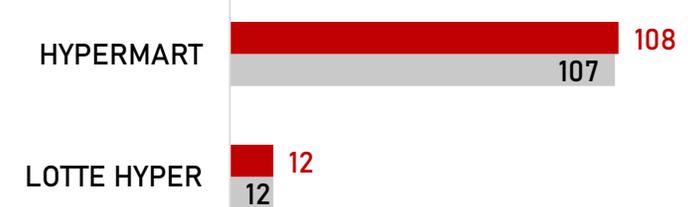
PERSONAL CARE



SUPERMARKET



HYPERMARKET



■ FY 2024 ■ FY 2023

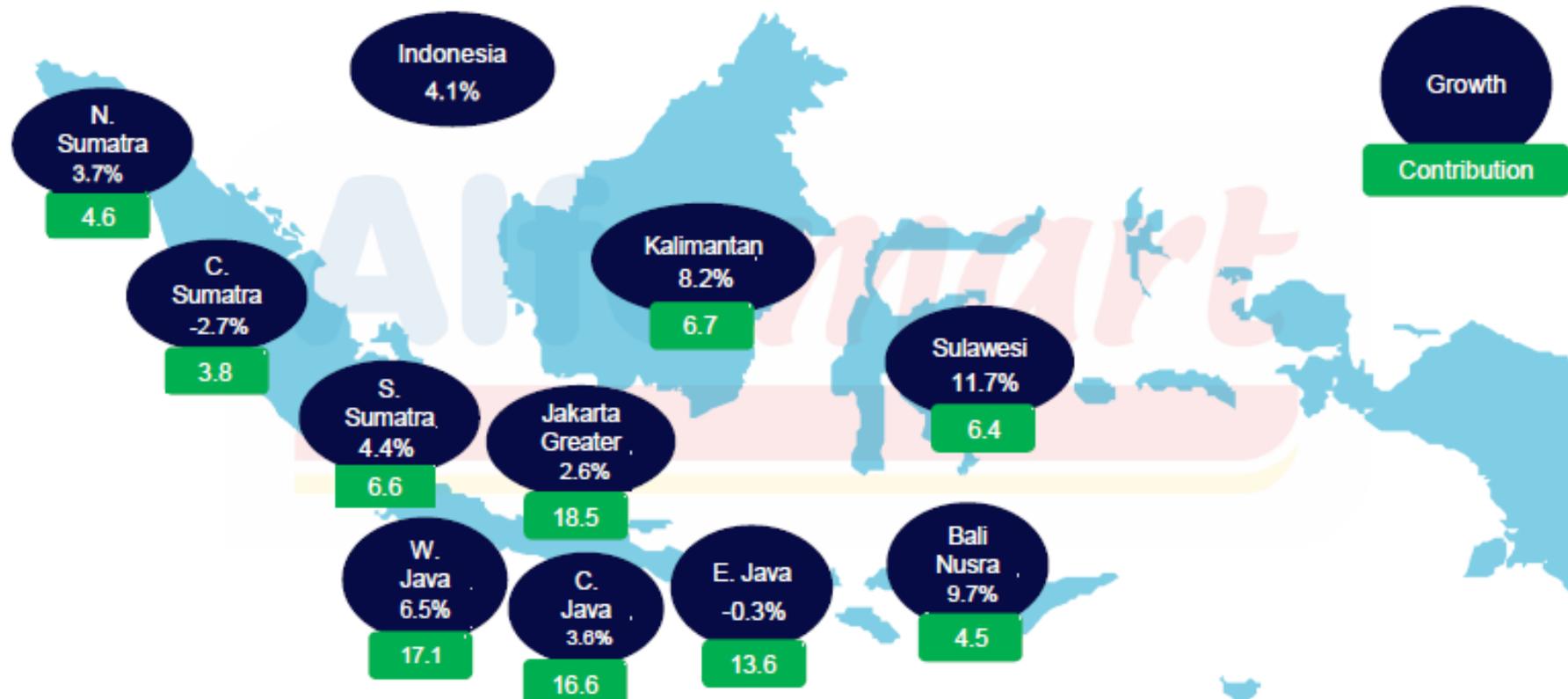
Source: Nielsen

INDONESIA GROCERIES GROWTH BY REGION



- Indonesia reported overall growth of 4.1%.
- Strongest growth regions are in Outer Islands: Sulawesi (11.7%), Bali Nusra (9.7%), and Kalimantan (8.2%)

Indonesia Total Grocery | Total 68 Categories | YTD Dec-24 vs YTD Dec-23



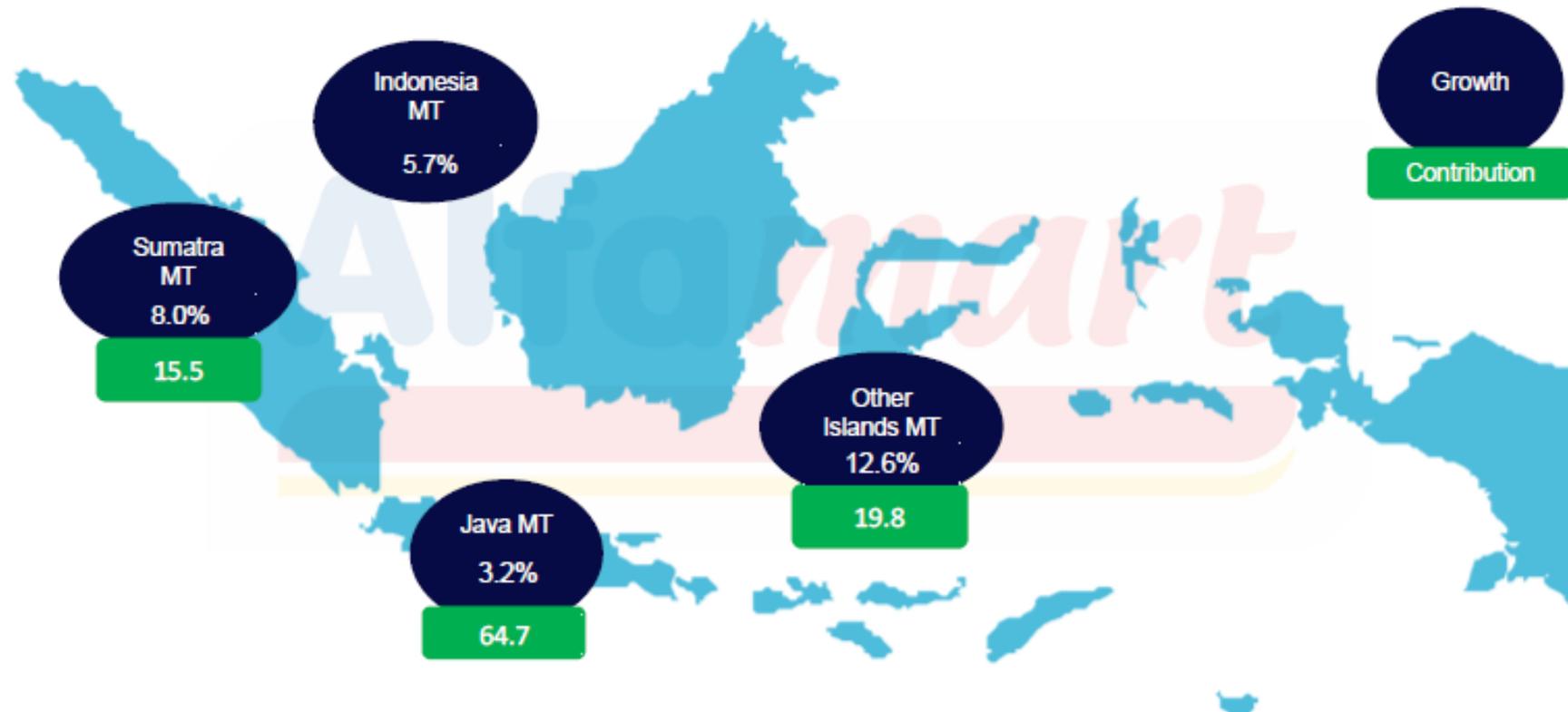
Source: Nielsen

MODERN TRADE GROWTH BY REGION



- Indonesia's MT outperformed the national growth rate, recording a robust 5.7% increase.
- The Other Islands continue to demonstrate strong momentum, achieving a solid double-digit growth rate.

Indonesia Total Grocery | Total 68 Categories | YTD Dec-24 vs YTD Dec-23

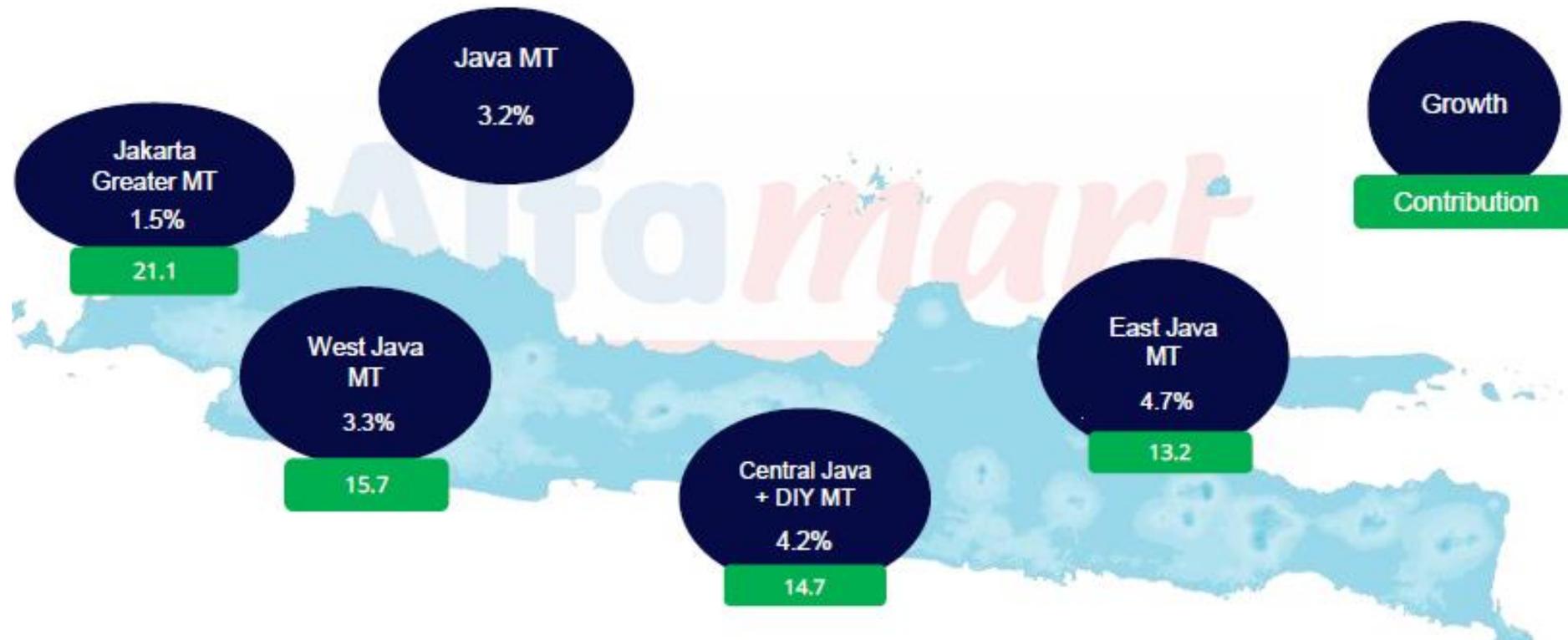


Source: Nielsen

JAVA MT GROWTH BY REGION

- East Java outpacing all other regions, achieving a 4.7% increase.
- Greater Jakarta remains the largest contributor.

Indonesia Total Grocery | Total 68 Categories | YTD Dec-24 vs YTD Dec-23



Source: Nielsen

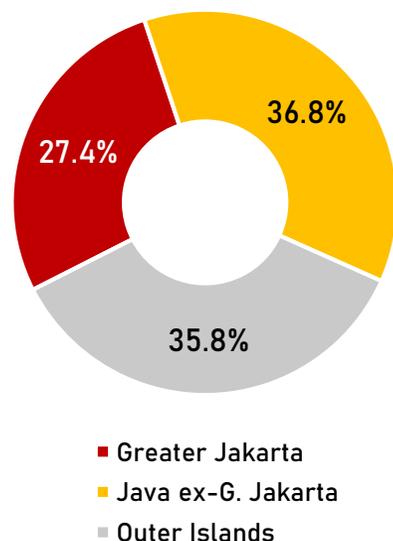


BUSINESS OVERVIEW

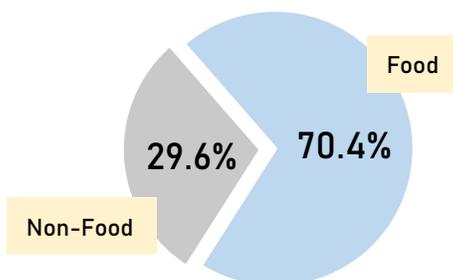
FINANCIAL HIGHLIGHT FY 2024



Revenue by Region



Revenue by Type



	FY23	FY24	Growth (YoY)	4Q23	3Q24	4Q24
Revenue	106,945	118,227	10.5%	26,920	28,998	30,010
Gross Profit <i>GP Margin</i>	23,066 21.57%	25,365 21.45%	10.0%	6,169 22.92%	6,095 21.02%	6,497 21.65%
Operating Income <i>Op. Income Margin</i>	4,429 4.14%	4,079 3.45%	-7.9%	1,548 5.75%	788 2.72%	973 3.24%
Net Profit Att. <i>NP Margin</i>	3,404 3.18%	3,148 2.66%	-7.5%	1,213 4.51%	605 2.08%	749 2.50%
EBITDA <i>EBITDA Margin</i>	8,086 7.56%	8,267 6.99%	2.2%	2,494 9.27%	1,841 6.35%	2,085 6.95%

GROSS MARGIN DECLINE

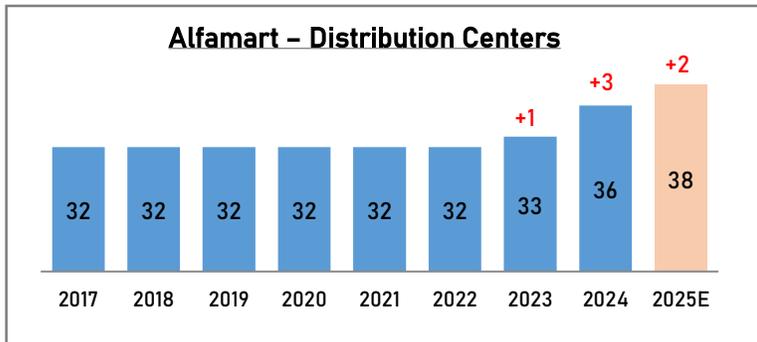
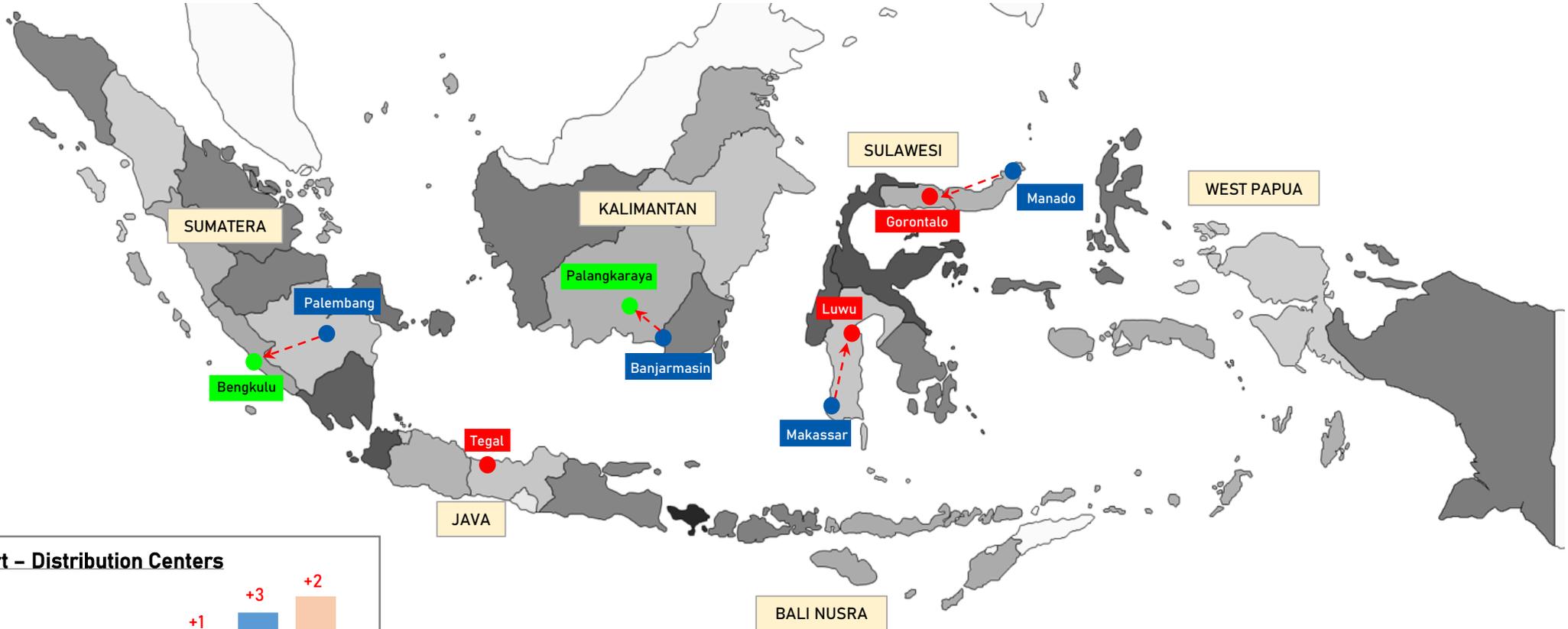


- **2024 Consumption & Promotional Expenses**
 - ❑ Consumer spending softened, particularly in Q4 2024
 - ❑ Expanded promotions successfully drove sales but resulted in GM decline
- **2025 Promotional Strategy: A More Data-Driven Decision**
 - ❑ Strategic and more effective promotional programs to maximize efficiency
 - ❑ Consumers are more selective and buy more value-for-money products

OPEX INCREASE: DC EXPANSION & OTHER EXPENSES



- Existing DC
- New DC 2024
- Upcoming 2025



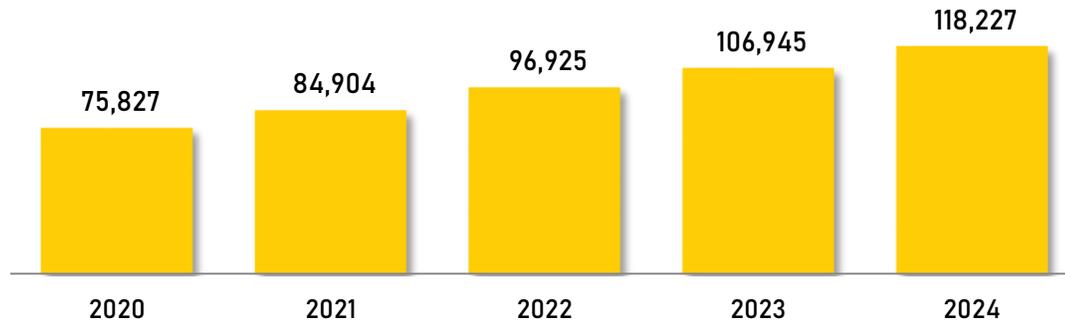
- OPEX increase in 2024 was largely driven by DC network expansion.
- New DCs expand network coverage, enhance supply chain efficiency, and drive long-term OPEX optimization.

CONS. INCOME STATEMENT / FY 2024



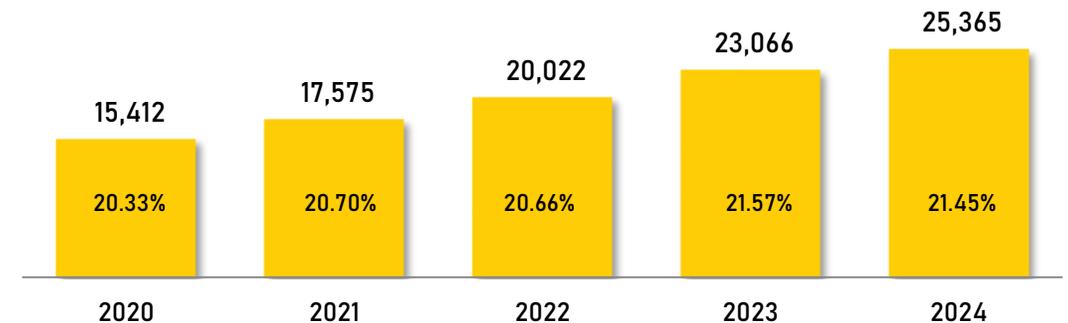
REVENUE

CAGR = 11.74%



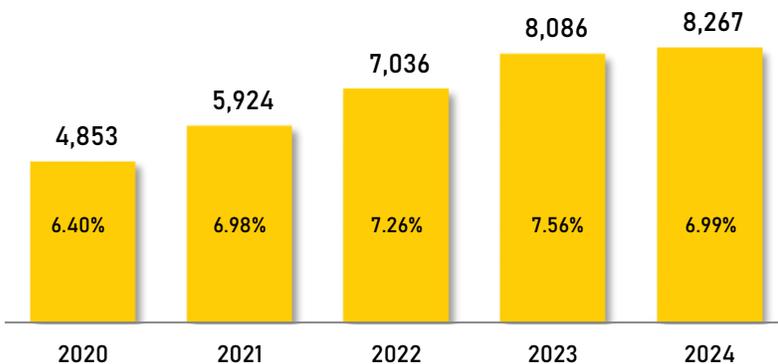
GROSS PROFIT (IDR bn / %)

CAGR = 13.26%



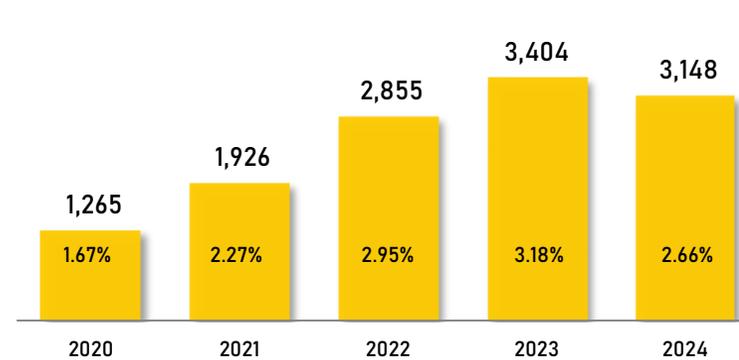
EBITDA (IDR bn / %)

CAGR = 14.24%



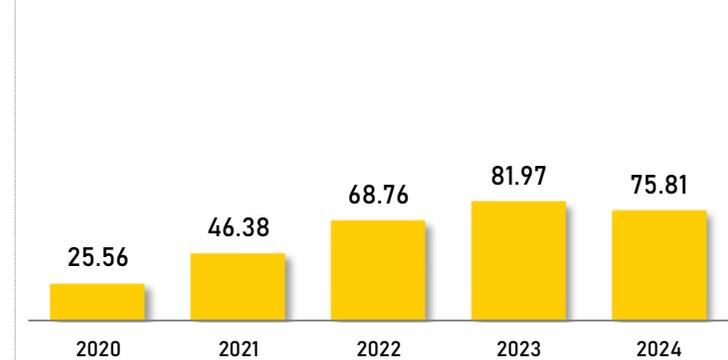
Net Profit attributable to Owners of the Parent Company (IDR bn / %)

CAGR = 25.59%



EARNINGS PER SHARE

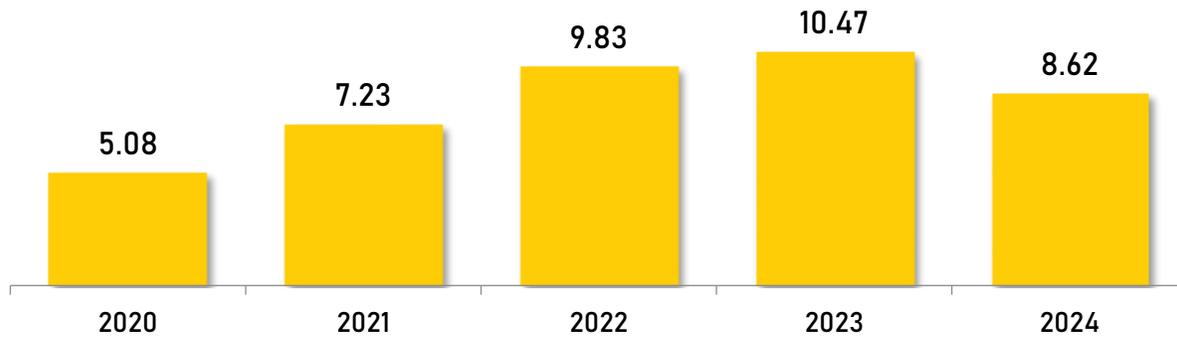
CAGR = 31.23%



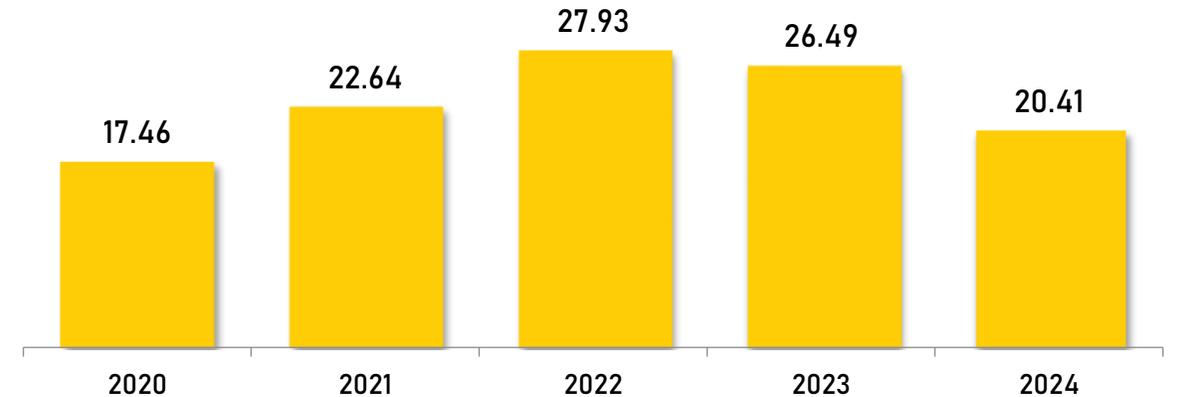
RETURN & LEVERAGE / FY 2024



ROAA (%)

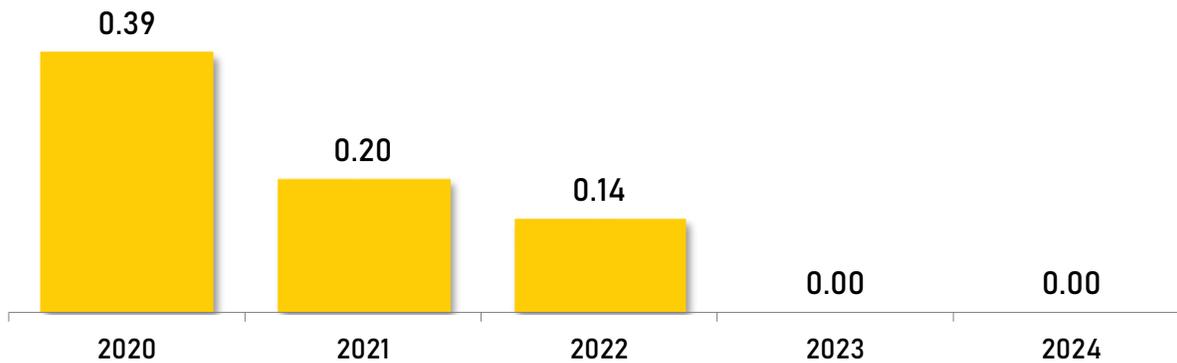


ROAE (%)

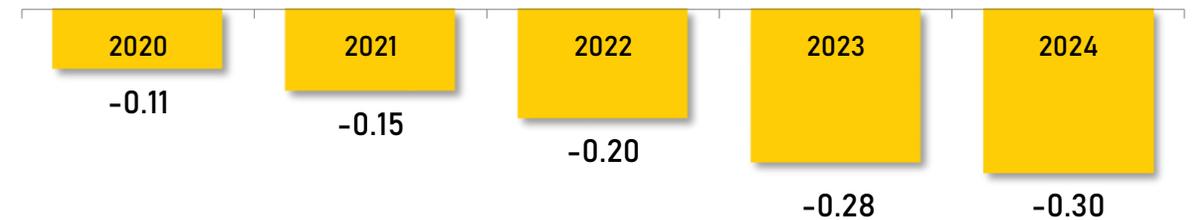


*Equity Attributable to Owners of the Parent Company

DER (Gross Debt to Equity)



Net Gearing Ratio (x)



ONLINE SALES (ALFAGIFT)



Free delivery,
no min. charge



Quick delivery
from the closest
store



Integrated points
offline and online



More SKUs
available



Available on



- As of YTD Dec-24, Online Sales accounted for ~7% of total Revenue, grew by more than 45% YoY.
- The size of online basket is twice of offline basket.
- The Company has designated ~3,000 stores as delivery points.
- Alfagift is part of the omnichannel strategy to adapt to changing consumer behavior.

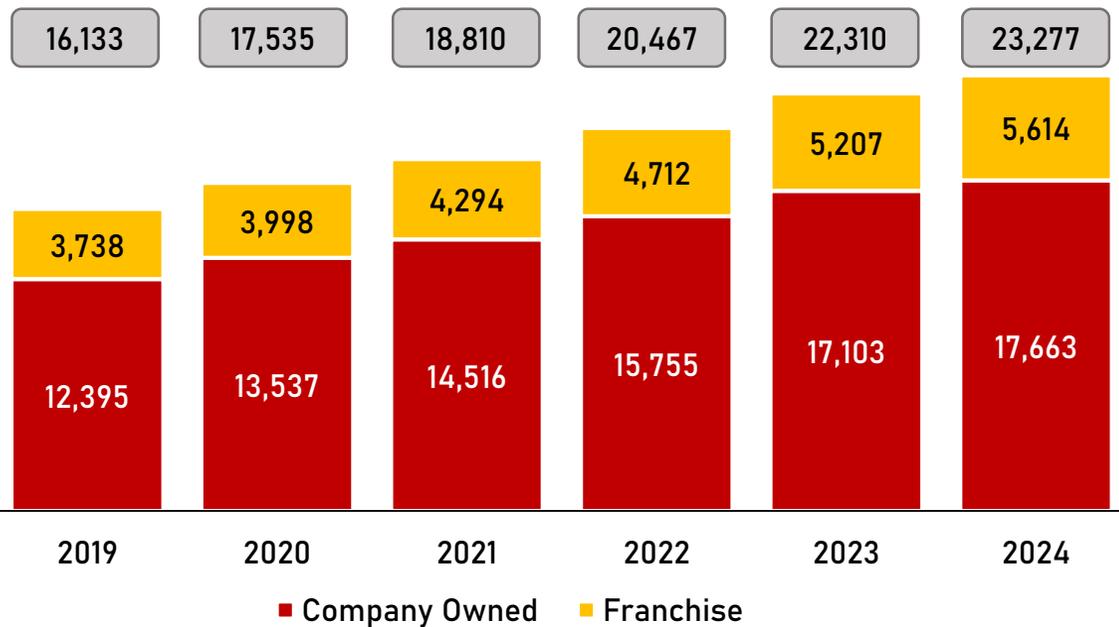


OPERATIONAL EXCELLENCE

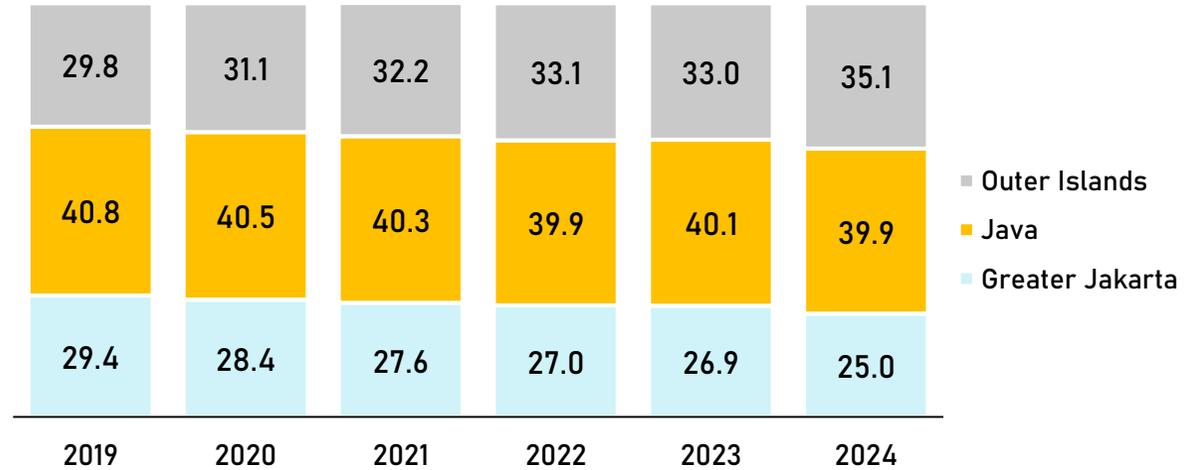
STORES



Company Owned & Franchise Stores



Store Geographical Breakdown (%)



- As of YTD Dec-2024, the Group has expanded its total number of stores to 23,277 across Indonesia.
- The Outer Islands continue to offer robust growth prospects, with more store openings expected in the coming years.
- Net addition of 407 franchise stores have been opened in 2024

*Above are the consolidated numbers of Alfamart, Alfamidi, Lawson, and Dan+Dan stores

DISTRIBUTION CENTERS



Warehouses & Stores

- As of YTD Dec-24, we manage 48 warehouses (Alfamart, Alfamidi, & Dan+Dan), 24 Depos, & 19 Store hubs scattered throughout Indonesia.
- 23,277 stores scattered across Indonesia. (25.0% Greater Jakarta; 39.9% Java; 35.1% Outer Islands)



Greater Jakarta

- Balaraja
- Bekasi 1 & 2^a
- Bitung 1^a & 2^b
- Bogor
- Cikokol
- Cileungsi
- Parung

Java

- Bandung 1 & 2
- Cianjur
- Cilacap
- Jember
- Karawang
- Klaten
- Malang
- Pasuruan^a
- Plumbon
- Rembang
- Semarang
- Serang
- Sidoarjo
- Boyolali^a
- Madiun
- Tegal

Outer Islands

- Ambon^a
- Bali
- Banjarmasin
- Batam
- Jambi
- Kendari^a
- Kotabumi
- Lampung
- Lombok
- Luwu
- Makassar 1 & 2^a
- Manado 1 & 2^a
- Medan 1 & 2^a
- Palembang
- Palu^a
- Pekanbaru
- Pontianak
- Samarinda^a
- Gorontalo

Depos & Store hubs

24 Depos

- Sumbawa
- Bitung
- Cikokol
- Yogyakarta
- Bandung
- Bengkulu
- Pangkal Pinang
- Balaraja
- Balikpapan
- Kupang
- Lhokseumawe
- P. Siantar
- Aceh
- Kletek
- Pekanbaru
- Banjarmasin
- Medan
- Makassar
- Kotabumi
- Tarakan
- Ternate
- Tobelo
- Jayapura
- Patimura

19 Store Hubs

Tj. Pinang, Bangka Belitung, NTT, West Papua, East Kalimantan

Notes : ^{a)} DC Alfamidi ^{b)} DC Dan+Dan



ESG & EMPLOYEE ENGAGEMENT

Sustainable Energy

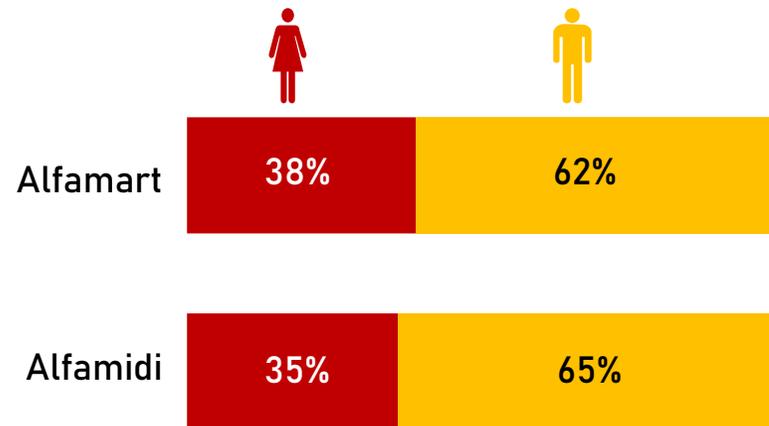
- **Alfamart**
 - Has installed solar panels in 32 branches + 2 stores
 - YTD Dec-24, reduction of ~4,094tons CO₂ emissions
- **Alfamidi**
 - Has utilized solar panels in 6 branches and 15 Super stores YTD Dec-24, reduction of ~334.1tons CO₂ emissions
 - Under construction: 3 branches + 24 Alfamidi Super stores



Reduction of Plastic Bag Use

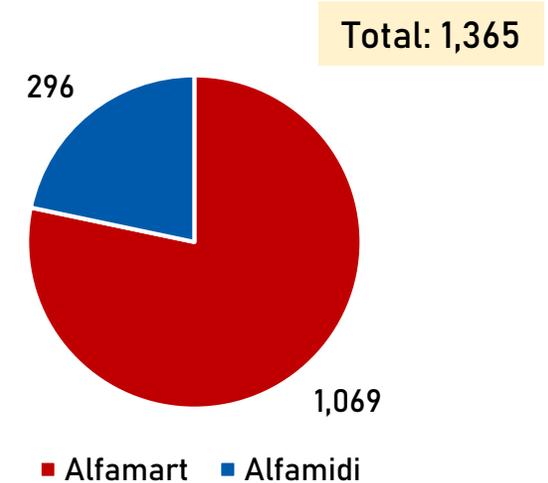
In YTD Dec-24, the transactions with plastic bags have been reduced to 37.1% in Alfamart and 23.1% in Alfamidi.

Gender Diversity



Empowerment of Individuals with Disabilities - *Alfability*

The Company's program, initiated in 2016, offers employment opportunities for individuals with disabilities, ensuring equal career development.



EMPLOYEE ENGAGEMENT



- Voice of Employee (VOE): Alfamart's employee engagement program
- Since 2017, VOE has included an annual survey and employee activities.
- The program collects feedbacks on workplace activities and interactions, providing a platform for employees to express their aspirations.
- These initiatives are aimed to foster a positive work environment, enhance morale, and boost productivity.



- The employee survey is conducted annually.
- It is carried out at the head office, branch offices, and store levels.

~111,000
Respondents

Satisfaction 3.5/4

Happiness 8.6/10

Job	Peer
Superior	Organization

- Engaging & Balanced Workload
- Encouragement & Employee Development
- Employee Involvement
- Appreciation & Recognition
- Acting on Employee Feedback

*Based on 2024 survey

Thank You

PT Sumber Alfaria Trijaya Tbk.
Alfa Tower
Alam Sutera, Tangerang
Indonesia

