

PT. RAMAYANA LESTARI SENTOSA, Tbk.

OCTOBER 2017



This presentation materials include the latest updates, projections and strategies of the Company. The information contained herein reflects the Company's reasonable judgments on its forward-looking views and is subject to changes caused by unforeseeable risks and other uncertainties that could affect the Company's business such as economic conditions and government regulations that may cause the results to differ significantly.



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Economy Outlook

	2012	2013	2014	2015	2016
GDP (USD bn)	852	878	868	873	877
GDP (IDR tr)	7.464	10.756	10.850	12.026	12.190
Year end USD / IDR	8.800	12.250	12.500	13.776	13.503
GDP yoy growth (%)	6,70	5,62	5,01	4,70	5,02
Inflation (%)	5,30	8,36	8,36	3,35	3,02
Unemployment (%)	7,50	6,25	5,94	6,18	5,61
Minimum Wage (IDR th)	1.146	1.288	1.505	1.782	1.916
Minimum Wage growth (%)	12,20	12,40	16,84	18,40	7,52
Interest rate - eoy (%)	6,50	7,50	7,75	7,50	6,00



Ramayana in Brief

- Middle-lower and lower markets
- Offers full range of fashion goods, toys, household items, stationery and food
- 40.5% free float or 2.871 bn shares

		30-Sep-17	IPO
.	PT Ramayana Makmur Sentosa	55.8%	61.1%
.	Paulus Tumewu	3.7%	16.0%
.	Public	40.5%	22.9%

- Listed in July 1996, current market capitalization of approximately USD 471,0 mn*

** stock price at IDR 900 and USD at IDR 13.559 (30 September 2017)*



Financial Outlook

	2013	2014	2015	2016	9M17
Sales	7.968	7.942	7.786	8.235	8.269
Net profit	390,5	355,1	336,1	408,5	383,0

** in IDR billion*

Gross margin	26,9	25,8	25,6	26,7	27,0
EBIT margin	5,1	3,8	3,2	4,5	4,3
Net margin	4,9	4,5	4,3	5,0	4,6
ROE	12,1	10,6	10,1	12,2	15,0
ROA	8,9	7,8	7,3	8,8	10,8
Opex	21,9	22,1	22,6	22,4	22,4
Salaries	7,8	7,6	7,7	7,4	7,4
Utilities	3,2	3,6	3,7	3,5	3,5
Rental (net)	2,9	2,7	2,5	2,4	2,4
Net interest income	0,7	1,1	1,5	1,2	1,1

** % of sales*



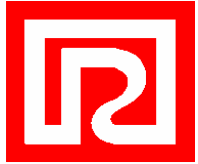
Capital Expenditure

YEAR	EXPENDITUREX (IN MILLION)				
	FIXED ASSETS		LONG-TERM RENT		TOTAL
2013	426.721	63,1%	249.331	36,9%	676.052
2014	126.809	42,9%	168.463	57,1%	295.272
2015	145.442	76,7%	44.079	23,3%	189.521
2016	134.985	37,5%	224.821	62,5%	359.806
9M17	116.893	63,3%	67.798	36,7%	184.691



Where We Put Our Money

- Cash & Bank :
 - IDR 1,53 tr
 - USD 12,05 mn
- Short Term Investment : IDR 119,6 bn



Seasonality

YEAR	1Q	2Q	3Q	4Q
2013	17,8	23,0	37,8	21,4
2014	19,5	24,3	35,3	20,9
2015	19,2	25,0	33,7	22,1
2016	18,0	35,0	25,2	21,8
2017	17,9	42,4	17,0	-

* in percentage



Sales Breakdown

DEPT	2013	2014	2015	2016	9M17
Women	13,7	13,6	9,9	10,0	10,0
Men	22,7	24,0	28,4	29,2	30,4
Children	7,0	6,7	8,4	8,7	9,2
S, B, A	20,6	21,5	23,4	23,6	25,1
Special Buy	3,2	2,3	1,4	1,3	1,4
Toys & Sta.	2,2	1,8	1,4	1,4	1,3
Housewares	4,9	4,3	3,0	3,1	2,6
Supermarket	25,7	25,8	24,1	22,7	20,0
TOTAL	100,0	100,0	100,0	100,0	100,0

* % of sales



Sales Breakdown (cont'd)

Year	Fashion		Toys, Stationery, &Household		Supermarket		Total	
	DP	CONS	DP	CONS	DP	CONS	DP	CONS
2012	33,9	30,6	7,5	0,3	25,7	2,0	67,1	32,9
2013	35,0	32,1	6,8	0,3	23,9	1,9	65,7	34,3
2014	34,1	34,0	5,8	0,3	24,8	1,0	64,7	35,3
2015	34,0	37,4	4,1	0,3	23,4	0,8	61,5	38,5
2016	35,6	37,1	4,3	0,3	21,9	0,8	61,8	38,2
9M17	36,0	40,1	3,5	0,3	19,2	0,8	58,8	41,2



Sales by Region

REGION	2013		2014		2015		2016		9M17	
Java	4.514.915	56,7%	4.543.537	57,2%	4.582.674	58,9%	4.958.022	60,2%	3.975.586	62,2%
Bali-NTT	440.817	5,5%	449.462	5,7%	423.457	5,4%	435.080	5,3%	303.554	4,7%
Sumatera	1.686.931	21,2%	1.637.001	20,6%	1.528.595	19,6%	1.495.484	18,1%	1.115.956	17,5%
Kalimantan	735.494	9,2%	709.565	8,9%	646.451	8,3%	656.678	8,0%	493.782	7,7%
Sulawesi	405.571	5,1%	410.112	5,2%	411.163	5,3%	440.968	5,4%	334.214	5,2%
Maluku	24.033	0,3%	34.701	0,4%	39.852	0,5%	46.521	0,6%	33.675	0,5%
Papua	160.673	2,0%	157.337	2,0%	154.003	2,0%	195.695	2,4%	137.812	2,2%
TOTAL	7.968.434	100,0%	7.941.715	100,0%	7.786.194	100,0%	8.228.448	100,0%	6.394.579	100,0%

REGION	2013		2014		2015		2016		9M17	
G. Jakarta	2.465.248	30,9%	2.503.668	31,5%	2.545.747	32,7%	2.756.978	33,5%	2.216.994	34,7%
Outside G. Jakarta	5.503.186	69,1%	5.438.047	68,5%	5.240.447	67,3%	5.471.470	66,5%	4.177.585	65,3%
TOTAL	7.968.434	100,0%	7.941.715	100,0%	7.786.194	100,0%	8.228.448	100,0%	6.394.579	100,0%



Gross Margin

DEPT	2013	2014	2015	2016	9M17
Women	36,8	36,7	32,4	32,9	33,2
Men	31,8	31,4	29,8	30,2	30,4
Children	37,2	37,3	35,2	37,1	37,6
S, B, A	30,4	30,4	27,8	28,3	28,2
Special buy	32,7	31,1	28,5	32,8	32,4
Toys & Sta.	26,6	24,0	25,3	22,4	23,1
Housewares	24,4	24,6	22,9	20,6	21,7
Supermarket	11,3	7,8	7,0	7,1	6,3
TOTAL	26,9	25,8	24,3	25,0	25,7

* front margin



Same Store Sales Growth

YEAR	3M	1H	9M	FY
2012	9,5	12,1	9,2	8,8
2013	-3,5	1,3	0,6	2,2
2014	7,5	6,8	1,3	0,6
2015	-3,3	-1,2	-4,1	-2,7
2016	-0,1	27,5	7,1	6,3
2017	1,0	14,4	-0,7	-

* in percentage



Productivity

YEAR	PRODUCTIVITY	
	per sqm per year (million)	per sqm per day (IDR)
2012	8,0	21.990
2013	8,0	22.003
2014	8,0	21.992
2015	8,0	21.850
2016	8,5	23.325
9M17	6,6	24.212

* net sales/time weighted average gross operating space

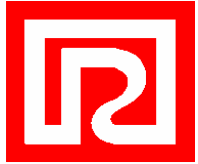


Productivity by Region

REGION	2013	2014	2015	2016	9M17
Java	8,0	8,1	8,2	8,7	6,8
Bali-NTT	11,4	11,7	11,0	11,3	7,9
Sumatera	7,1	7,0	7,0	7,3	5,5
Kalimantan	7,8	7,7	7,0	7,8	5,9
Sulawesi	10,9	10,4	10,4	11,2	9,5
Maluku	4,9	6,9	8,0	9,3	6,8
Papua	6,9	6,7	6,6	8,4	5,9
TOTAL	8,0	8,0	8,0	8,5	6,6

REGION	2013	2014	2015	2016	9M17
G. Jakarta	8,1	8,0	8,4	9,0	7,0
Outside G. Jakarta	8,0	8,0	7,8	8,3	6,4
TOTAL	8,0	8,0	8,0	8,5	6,6

* in IDR million



Number of Stores

	OWNED	AFFILIATE	GOVT	PRIVATE	TOTAL
Beginning 2016	24	39	12	39	114
New Stores	2	-	-	-	2
Closed Stores	-	1	-	2	3
End of 2016	26	38	12	37	113

Beginning 2017	26	38	12	37	113
New Stores	1	1	-	1	3
Closed Stores	-	-	-	2	2
End of Sep 2017	27	39	12	36	114



Space Growth

	2012	2013	2014	2015	2016	9M17
Existing Stores						
Gross Space	893.084	962.567	1.006.781	988.787	975.843	966.506
Net Space	625.192	691.592	732.012	720.226	713.545	703.533
New Stores						
Gross Space	66.071	56.724	4.985	9.715	13.979	14.860
Net Space	55.961	47.421	4.637	9.208	8.786	11.781
Expanded Stores						
Gross Space	10.764	1.165	-	-	-	-
Net Space	12.352	1.255	-	-	-	-
Downsized / Closed Stores						
Gross Space	(7.352)	(13.675)	(22.979)	(22.659)	(23.316)	(10.365)
Net Space	(1.913)	(8.256)	(16.423)	(15.889)	(18.798)	(8.999)
Total Space						
Gross Space	962.567	1.006.781	988.787	975.843	966.506	971.001
Net Space	691.592	732.012	720.226	713.545	703.533	706.315



Space by Region

REGION	%	# of Stores	SPACE (sqm)		SPACE (%)		AVG SPACE (sqm)	
			GROSS	NET	GROSS	NET	GROSS	NET
Greater Jakarta	37,7%	43	315.921	231.922	32,5%	32,8%	7.347	5.394
West Java	11,4%	13	117.506	89.922	12,1%	12,7%	9.039	6.917
Central Java	6,1%	7	49.938	36.026	5,1%	5,1%	7.134	5.147
East Java	9,6%	11	97.769	64.184	10,1%	9,1%	8.888	5.835
Bali	2,6%	3	30.819	19.494	3,2%	2,8%	10.273	6.498
Sumatera	18,4%	21	204.472	146.797	21,1%	20,8%	9.737	6.990
Kalimantan	7,0%	8	83.806	59.982	8,6%	8,5%	10.476	7.498
Sulawesi	3,5%	4	35.020	29.458	3,6%	4,2%	8.755	7.365
Maluku	0,9%	1	4.979	3.041	0,5%	0,4%	4.979	3.041
Nusa Tenggara	0,9%	1	7.583	5.530	0,8%	0,8%	7.583	5.530
Papua	1,8%	2	23.188	19.959	2,4%	2,8%	11.594	9.980
TOTAL	100,0%	114	971.001	706.315	100,0%	100,0%	8.518	6.196



Insurance

- Coverage including riot, strike, malicious damage
- Value insured in IDR 3,14 tn with PT. Asuransi FPG Indonesia



Competition

- Small organized regional retailers, such as:
 - Borobudur (Jabodetabek)
 - Yogya (West Java)
 - Hardy's (Bali)
 - Sri Ratu (Central Java)
 - Suzuya (Sumatera)
- Trade Centers / wholesales markets for fashion, mostly in Greater Jakarta
- Mini markets for supermarket



Number of Employee

JOB FUNCTION	2013	2014	2015	2016	9M17
Commissioners	4	4	4	4	4
Directors	5	5	5	5	5
Division & Sub	535	535	535	535	535
Section Heads	489	489	489	489	489
Cashiers	2.142	1.854	1.636	1.360	1.233
Sales Staffs	10.954	9.455	8.610	7.073	6.402
Adm & others	1.503	1.503	1.503	1.503	1.503
TOTAL	15.632	13.845	12.782	10.969	10.171
Sales/emply (IDR mn)	509,7	573,6	608,9	750,1	628,7
G. space/emply (sqm)	64,4	71,4	76,3	88,1	95,5
N. space/emply (sqm)	46,8	52,0	55,8	64,1	69,4



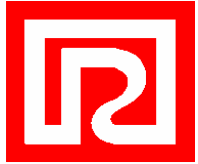
Merchandise

- Market leader in soft lines with strong house brands / private labels, strong relationship with suppliers with contract manufacturing resulting in 'value for money' price points.
- Up-to-date fashion trend and fast fashion strategy to ensure and attract strong customer following.
- Central buying for all soft lines and non food items. All food items are purchased and controlled regionally.
- Uniform one price policy for all products with the exception of variable pricing in locations with higher distribution cost and near monopoly trading conditions.



Highlights / Problems

- A mild sign of recovery of export sector in commodities has not yet translated into strong sales performance.
- Pressure from underperforming Supermarket business with low yield, low margin, and high cost.
- Continuous expected cost pressure as the result of minimum wage and energy cost increases.



2017 Plan

- Increase consignment sales by providing more space and more brands, in order to achieve lower operating expenses, negative working capital and higher operating margin.
- Reinventing supermarket with SPAR for better efficiency, productivity and profitability.
- Continue store expansion policy by opening new one stop shopping stores and converting current supermarkets to SPAR format inline with current economic conditions.