

PT. RAMAYANA LESTARI SENTOSA Tbk.

MARCH 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.

DIRECTORY

• Economic Outlook	3
• Ramayana In Brief	4
• Financial Outlooks	5
• Capital Expenditure	6
• Where We Put Our Money	7
• Seasonality	8
• Sales Breakdown	9-10
• Sales By Region	11
• Gross Margin	12
• Same Store Growth	13
• Productivity	14
• Productivity By Region	15
• Number Of Stores	16
• Space Growth	17
• Space By Region	18
• Insurance	19
• Competition	20
• Number Of Employees	21
• Merchandise	22
• Highlights / Problems	23
• 2016 Plan	24



Economic Outlook

	2013	2014	2015	2016	2017 (P)
GDP (USD bn)	878	868	873	877	
GDP (IDR tr)	10.756	10.850	12.026	12.190	
Year end USD / IDR	12.250	12.500	13.776	13.503	13.300
GDP yoy growth (%)	5,62	5,01	4,70	5,02	5,20
Inflation (%)	8,36	8,36	3,35	3,02	4,0
Unemployment (%)	6,25	5,94	6,18	5,61	
Minimum Wage (IDR th)	1.288	1.505	1.782	1.916	
Minimum Wage growth (%)	12,40	16,84	18,40	7,52	
Interest rate - eoy (%)	7,50	7,75	7,50	6,00	4,75



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

		31-December-16	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 628,0 mn*

**stock price at IDR 1195 and USD at IDR 13.503 (31 December 2016)*



Financial Outlook

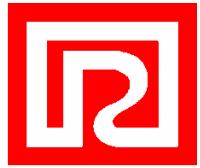
<i>(in IDR bn)</i>	2013	2014	2015	2016	2017
Sales	7.968	7.942	7.786	8.235	8.903
Net profit	390,5	355,1	336,1	408,5	502,7
<i>(as % of sales)</i>					
Gross margin	26,9	25,8	25,6	26,7	27,5
EBIT margin	5,1	3,8	3,2	4,5	5,6
Net margin	4,9	4,5	4,3	5,0	5,9
ROE	12,1	10,6	10,1	12,2	15,0
ROA	8,9	7,8	7,3	8,8	10,8
Oper. Expenses	21,9	22,1	22,6	22,4	24,0
Salaries	7,8	7,6	7,7	7,4	7,6
Utilities	3,2	3,6	3,7	3,5	4,0
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



Capital Expenditures

(in IDR mn)

Year	Expenditures				
	Fixed Assets		Long term Rent		Total
2012	214.496	38.5%	341.365	61.5%	555.860
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



Where We Put Our Money

- Cash & Bank :
 - IDR 1,60 tr
 - USD 11,95 mn
- Short Term Investment : IDR 68,1 bn



Seasonality

(in percentage)

Year	1Q	2Q	3Q	4Q
2012	18,5	22,7	38,3	20,5
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



Sales Breakdown

(% of sales)

Major class	2012	2013	2014	2015	2016
Women	13,0	13,7	13,6	9,9	10,0
Men	21,9	22,7	24,0	28,4	29,2
Children	7,2	7,0	6,7	8,4	8,7
S, B, A,	18,9	20,6	21,5	23,4	23,6
Special Buy	3,4	3,2	2,3	1,4	1,3
Toys & Sta.	2,6	2,2	1,8	1,4	1,4
Housewares	5,3	4,9	4,3	3,0	3,1
Supermarket	27,7	25,8	25,8	24,1	22,7
Total	100,0	100,0	100,0	100,0	100,0



Sales Breakdown (cont'd)

Year	Fashion		Toy, Sta, Hw*		Supermarket		Total	
	Out^	Con^^	Out	Con	Out	Con	Out	Con
2010	32,2	26,5	8,7	0,2	29,9	2,5	70,8	29,2
2011	33,9	29,9	9,0	0,4	39,2	2,0	67,9	32,1
2012	33,9	30,5	7,5	0,3	25,7	2,0	67,1	32,8
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

Toy, Sta, Hw = Toys, Stationery & House Hold; Out^ = Outright Merchandise; Con^^ = Consignment Merchandise



Sales by Region

REGION	2012		2013		2014		2015		2016	
Java	4.049.208	54,3%	4.514.915	56,7%	4.543.537	57,2%	4.582.674	58,9%	4.958.022	60,2%
Bali-NTT	422.409	5,7%	440.817	5,5%	449.462	5,7%	423.457	5,4%	435.080	5,3%
Sumatra	1.746.003	23,4%	1.686.931	21,2%	1.637.001	20,6%	1.528.595	19,6%	1.495.484	18,1%
Kalimantan	743.964	10,0%	735.494	9,2%	709.565	8,9%	646.451	8,3%	656.678	8,0%
Sulawesi	377.408	5,1%	405.571	5,1%	410.112	5,2%	411.163	5,3%	440.968	5,4%
Maluku	-	-	24.033	0,3%	34.701	0,4%	39.852	0,5%	46.521	0,6%
Papua	114.841	1,5%	160.673	2,0%	157.337	2,0%	154.003	2,0%	195.695	2,4%
Total	7.453.833	100,0%	7.968.434	100,0%	7.941.715	100,0%	7.786.194	100,0%	8.228.448	100,0%

REGION	2012		2013		2014		2015		2016	
Greater Jkt	2.187.626	29,3%	2.465.248	30,9%	2.503.668	31,5%	2.545.747	32,7%	2.756.978	33,5%
Outside G. Jkt	5.266.207	70,7%	5.503.186	69,1%	5.438.047	68,5%	5.240.447	67,3%	5.471.470	66,5%
Total	7.453.833	100,0%	7.968.434	100,0%	7.941.715	100,0%	7.786.194	100,0%	8.228.448	100,0%



Gross Margin

Major Class	2012	2013	2014	2015	2016
Women	37,9	36,8	36,7	32,4	32,9
Men	32,0	31,8	31,4	29,8	30,2
Children	38,0	37,2	37,3	35,2	37,1
S, B, A *	30,4	30,4	30,4	27,8	28,3
Special buy	32,3	32,7	31,1	28,5	32,8
Toys & Sta.**	25,4	26,6	24,0	25,3	22,4
Housewares	23,8	24,4	24,6	22,9	20,6
Supermarket	11,0	11,3	7,8	7,0	7,1
Total	26,5	26,9	25,8	24,3	25,0

**front margin*



Same Store Growth

Year	3M	1H	9M	FY
2011	3,0	2,9	3,7	5,0
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



Productivity

Year	per sqm / year	per sqm / day
	(IDR mn)	(IDR)
2011	7,8	21.285
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

*net sales/time weighted average gross operating space



Productivity by Region

REGION	2012	2013	2014	2015	2016
Java	7.7	8,0	8,1	8,2	8,7
Bali & NTT	11.0	11,4	11,7	11,0	11,3
Sumatera	7.3	7,1	7,0	7,0	7,3
Kalimantan	7.9	7,8	7,7	7,0	7,8
Sulawesi	10.7	10,9	10,4	10,4	11,2
Maluku	-	4,9	6,9	8,0	9,3
Papua	9.8	6,9	6,7	6,6	8,4
Total	8.0	8,0	8,0	8,0	8,5
Region					
Greater Jkt	7.5	8,1	8,0	8,4	9,0
Outside G. Jkt	7.8	8,0	8,0	7,8	8,3
Total	8.0	8,0	8,0	8,0	8,5

* net sales / time weighted average gross operating space



Number of Stores

	Owned		Affiliate		Gov't		Private		Total
Beginning 2015	23		39		14		40		116
New stores	1		-		-		-		1
Closed stores	-		-		2		1		3
Ending 2015	24		39		12		39		114

Beginning 2016	24		39		12		39		114
New stores	2		-		-		-		2
Closed stores	-		1		-		2		3
Ending 2016	26		38		12		37		113



Space Growth

	2011	2012	2013	2014	2015	2016
Existing stores						
Gross space	821,838	893,084	962,567	1.006.781	988.787	975.843
Net space	559,729	625,192	691,592	732.012	720.226	713.545
New stores						
Gross space	34,440	66,071	56.724	4.985	9.715	13.979
Net space	30,280	55,961	47.421	4.637	9.208	8.786
Expanded stores						
Gross space	51,083	10,764	1.165	-	-	-
Net space	44,178	12,352	1.255	-	-	-
Downsized/closed stores						
Gross space	(14,277)	(7352)	(13.675)	(22.979)	(22.659)	(23.316)
Net space	(8,995)	(1913)	(8.256)	(16.423)	(15.889)	(18.798)
Total gross	893,084	962,567	1.006.781	988.787	975.843	966.506
Total net	625,192	691,592	732.012	720.226	713.545	703.533



Space by Region

Region	# of stores	Gross space			%	Net space		%
G. Jkt	41	307.126	7.491	31,7%	224.840	5.484	32,0%	
West Java	13	117.506	9.039	12,2%	89.922	6.917	12,8%	
Central Java	7	49.938	7.134	5,2%	36.026	5.147	5,1%	
East Java	11	97.769	8.888	10,1%	64.184	5.835	9,1%	
Bali	3	30.819	10.273	3,2%	19.494	6.498	2,8%	
Sumatra	21	204.472	9.737	21,2%	146.797	6.990	20,9%	
Kalimantan	8	83.806	10.476	8,6%	59.982	7.498	8,5%	
Sulawesi	5	39.320	7.864	4,1%	33.758	6.752	4,8%	
N.T.T.	1	7.583	7.583	0,8%	5.530	5.530	0,8%	
Maluku	1	4.979	4.979	0,5%	3.041	3.041	0,4%	
Papua	2	23.188	11.594	2,4%	19.959	9.980	2,8%	
Total	113	966.506	8.553	100%	703.533	6.226	100%	
G. Jkt	41	307.126	7.491	31,7%	224.840	5.484	32,0%	
Outside G. Jkt	72	659.380	9.158	68,3%	478.693	6.648	68,0%	
Grand Total	113	966.506	8.553	100%	703.533	6.226	100%	



Insurance

- Coverage including riot, strike, malicious damage
- Value insured in IDR 2,5 tn with ASOKA MAS



Competition

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



Number of Employees

Job function	2012	2013	2014	2015	2016
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	2.378	2.142	1.854	1.636	1.360
Sales Staffs	12.792	10.954	9.455	8.610	7.073
Adm & others	1.723	1.503	1.503	1.503	1.503
Total	17.926	15.632	13.845	12.782	10.969
Sales/emply (IDR mn)	414,7	509,7	573,6	608,9	750,1
G. space/emply (sqm)	52,6	64,4	71,4	76,3	88,1
N. space/emply (sqm)	38,6	46,8	52,0	55,8	64,1



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 Plans

- 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.