



PT Daya Intiguna Yasa Tbk (MR.D.I.Y. INDONESIA)

Annual Public Expose
2026:
4Q2025 & Full Year 2025
Result Announcement

12 March 2026

MR.D.I.Y.
Always Low Prices

Disclaimer and Cautionary Statements

Forward-Looking Statements

This document may contain forward-looking information or forward-looking statements including, but not limited to discussions of strategy, future plans and indicative financial performance (collectively, "forward-looking information"). All information contained in this document that is not clearly historical in nature or that necessarily depends on future or subsequent events is forward-looking information prepared as of the date of this document is based upon the opinions and estimates of management as well as the information available to management as of the date of this document. In some cases, forward-looking information can be identified by the use of forward-looking terminology such as "expect", "will", "should", "intend", "anticipate", "potential", "proposed", "estimate" and other similar words, expressions and phrases, including negative and grammatical variations thereof, or statements that certain events or conditions "may," or "will" happen, or by discussion of strategy,

Forward-looking information is based on a variety of current internal expectations, estimates, projections, assumptions, and beliefs that, while deemed reasonable by management, are subject to significant business, economic, competitive landscape, and other uncertainties and contingencies. This information does not serve as a guarantee of future performance which involves both known and unknown risks, uncertainties, conditions and other factors (including the risk factors outlined in the Company's IPO Prospectus pertaining the Company's consolidated financial statements and Management's Discussion & Analysis), which could result in actual outcomes, performance, or achievements differing materially from those expressed or implied by the forward-looking information. Any estimates, business or investment strategies, or views expressed in this document are based on current market conditions and/or data provided by unaffiliated third-party sources, and may change without prior notice. If any information in this document was obtained from third-party sources, the Company has not independently verified it, and there is a risk that the assumptions and conclusions drawn based on such information may not be accurate or complete. Unless required by law, the Company is under no obligation to update or revise any forward-looking information due to new information, events, or otherwise. Readers are advised not to place undue reliance on this forward-looking information, which should not be seen as the sole basis for making any investment decisions..

Non-IFAS Measures

The Company uses the following non-Indonesian Financial Accounting Standards (IFAS) financial measure such as EBITDA. This non-IFAS financial measure has certain limitations in that they do not include the impact of certain expenses that are reflected in Company's consolidated financial statements that are necessary to operate the Company's business. Non-IFAS measurements are not intended to replace the presentation of The Company's financial results in accordance with IFAS. Thus, this non-IFAS financial measures should be considered in addition to, not as substitutes for, or in isolation from, measures prepared in accordance with IFAS.

Consolidated Financial Information

The Company furnished the result for the year ended 31 December 2025 and 2024. The information for the year ended 31 December 2025 is extracted from the consolidated financial statements of the Company as of and for the year ended 31 December 2025 (with consolidated financial information as of and for the year ended 31 December 2024 disclosed as comparative) that has been audited by the Public Accountant in accordance with the auditing standards established by Indonesian Financial Accounting Standards with an unmodified opinion dated 12 March 2026.

Furthermore, in this document, the Company has also furnished the results of the three months ended 31 December 2025 and 2024 which have been prepared by and are the responsibility of management. The consolidated financial information for the three months ended 31 December 2025 and 2024 have not been audited, reviewed, examined, or had any procedures applied on. Accordingly, there are no opinions or any other form of assurance expressed with respect to any and all consolidated financial information for the three months ended 31 December 2025 and 2024 presented in this document.

Operating Metrics

Same Store Sales Growth or SSSG, a metric used to measure the revenue growth of stores that have been in operation for at least 24 months. The SSSG of the stores for a period (e.g. 6 or 12 months) is calculated by dividing (a) the revenue generated by the stores during that period after deducting the revenue generated by those same stores during the corresponding period of the same duration in the immediately preceding year, by (b) the revenue generated by those same stores during the period of the same duration in the immediately preceding year. SSSG for a six-month period can therefore only be calculated for the stores which have been in operation at a minimum of 24 months from July 1 in the two prior years and remained operating throughout the six months for the relevant period and SSSG for a 12-month period can therefore only be calculated for the stores which have been in operation for a minimum of 24 months from January 1 in the prior two years and remained operating throughout the relevant year

1. Business Highlights

2. Financial Results

3. Management Discussion

4Q 2025 at a Glance



Revenue
IDR 2,150.1 bn
(↑15.1% YoY)

GP Margin
54.1%
(↓0.9 p.p. YoY)

Profit after Tax ("PAT")
IDR 338.6 bn
(↑16.2% YoY)

PAT Margin
15.7%
(↑0.1 p.p. YoY)

Net cash from operating activities
IDR 1,306.1 bn
(↑70.2% YoY)

Gearing ratio
0.4x

1,226
Stores
74
New stores

Return on Equity
26.8%

Expanding Nationwide to Capture Indonesia's Large and Underpenetrated Retail Market

Total stores in
Indonesia

1,226

+272
in FY2025

7/7

Islands

37/38

Provinces

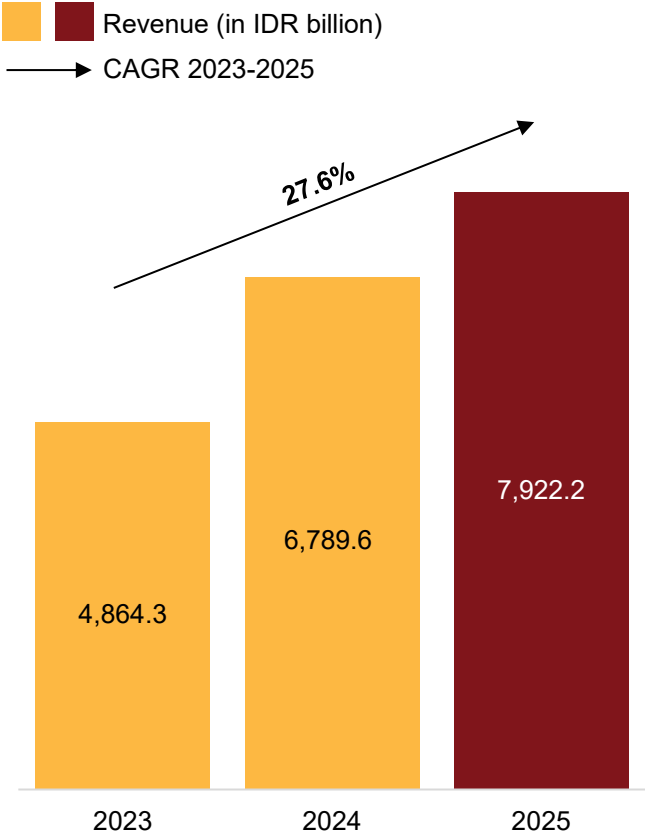
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Cities

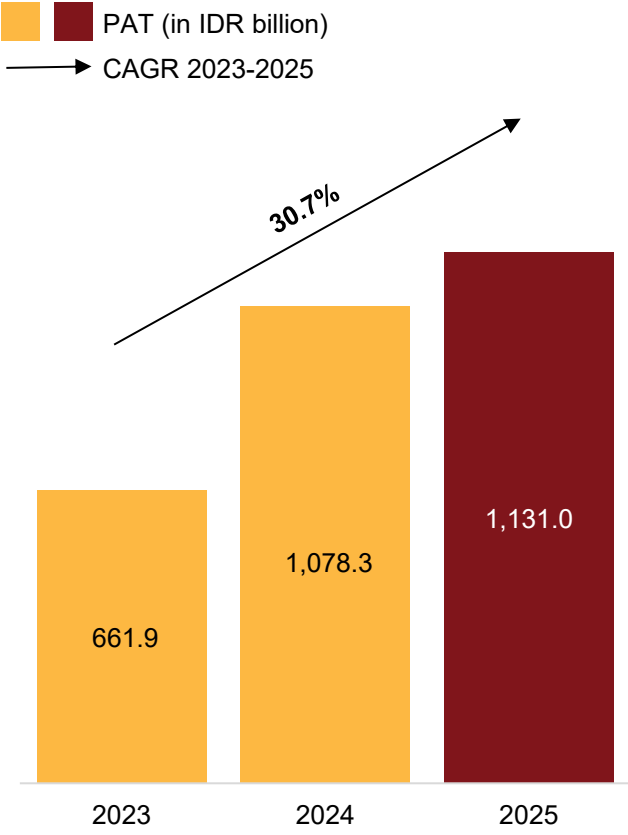


Consistent Revenue Growth with Improving Profitability

Revenue



PAT

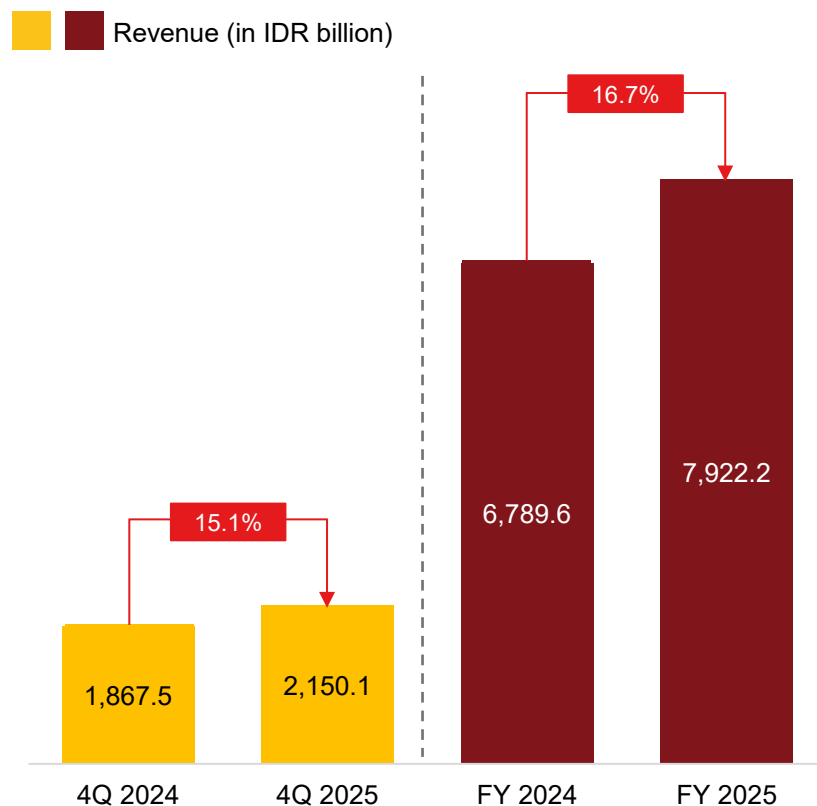


- Consistent year-on-year growth proving resilient business model
- Increasing net profit margin as operating leverage increase over time

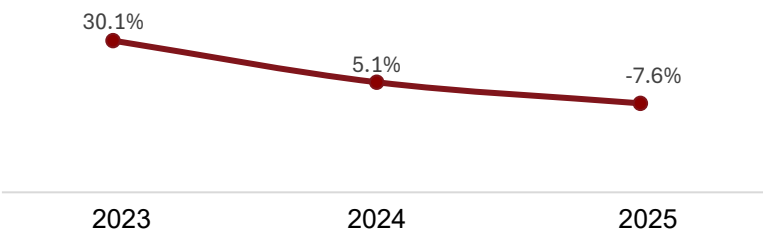
1. Business Highlights
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Strong Transaction Growth Driving Revenue Expansion

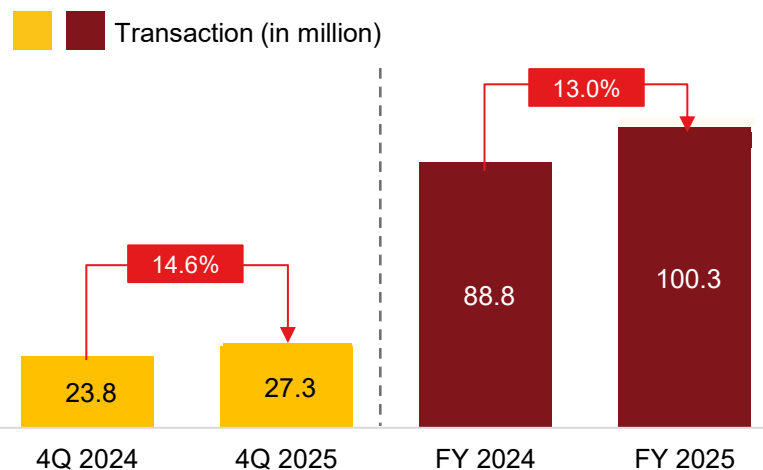
Revenue



Same-Store Sales Growth



Number of Transactions

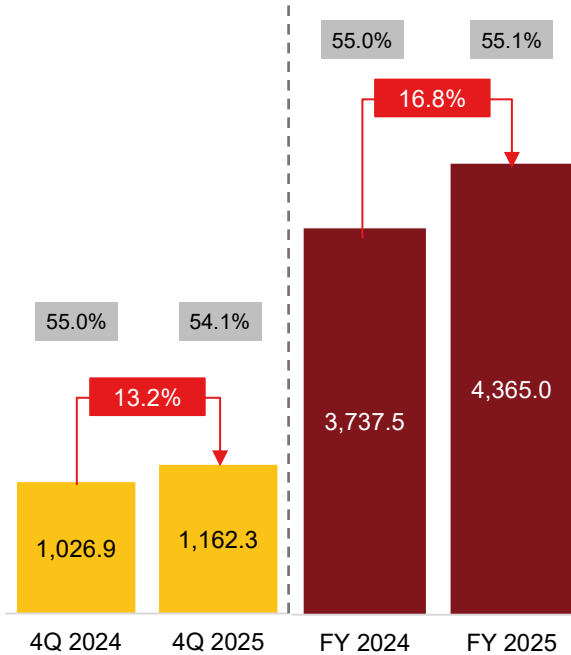


- 4Q25 revenue grew 15.1% YoY, driven primarily by higher transaction volumes
- Transactions increased 14.6% in 4Q25 and 13.0% for FY2025, reflecting continued customer traffic growth

Expanding at pace with sustainable profitability

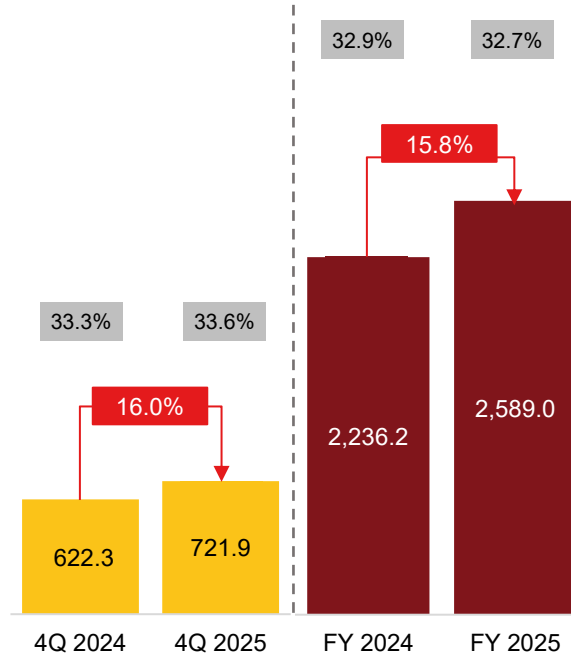
Gross Profit

■ Gross Profit (in IDR billion)
 ■ Margin (%)



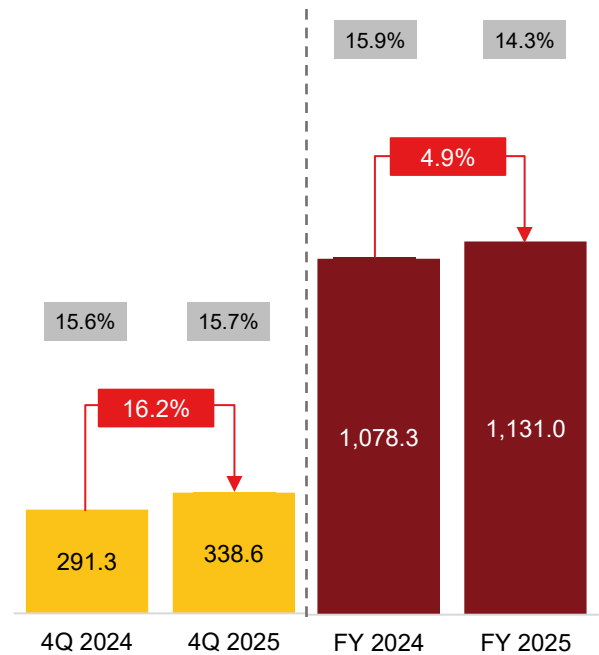
EBITDA

■ EBITDA (in IDR billion)
 ■ Margin (%)



PAT

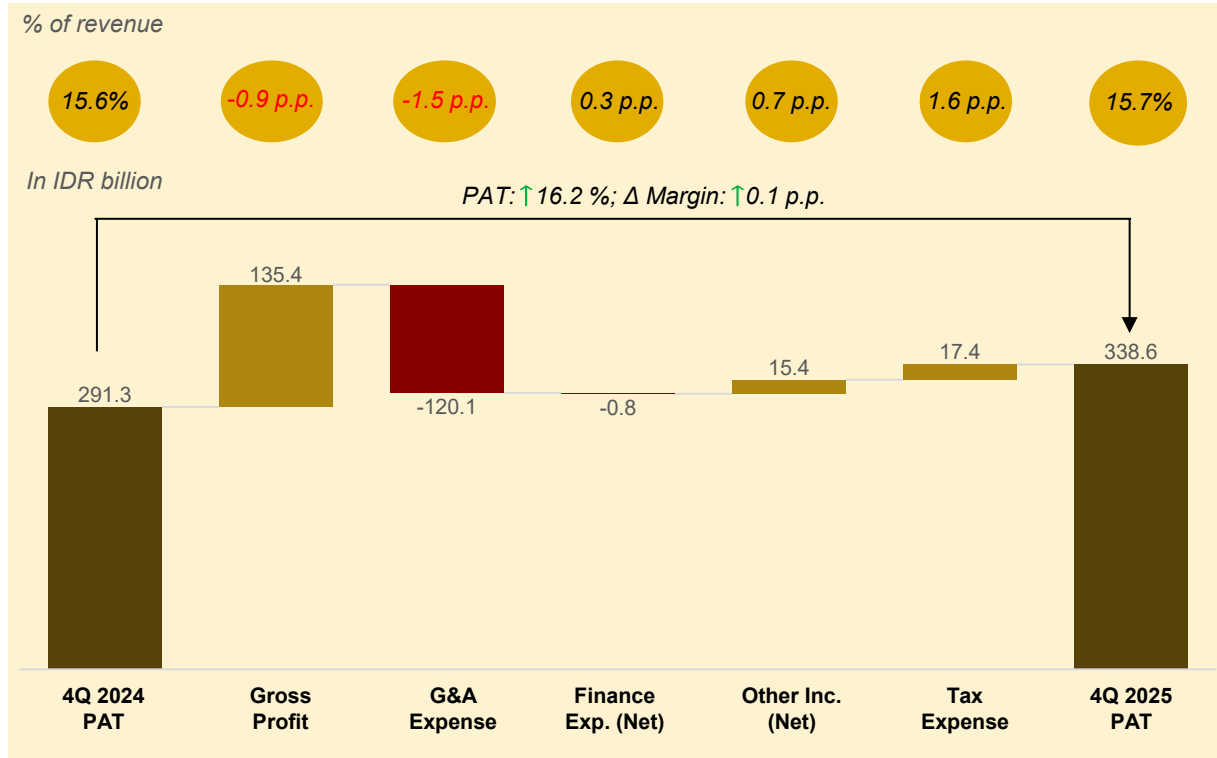
■ PAT (in IDR billion)
 ■ Margin (%)



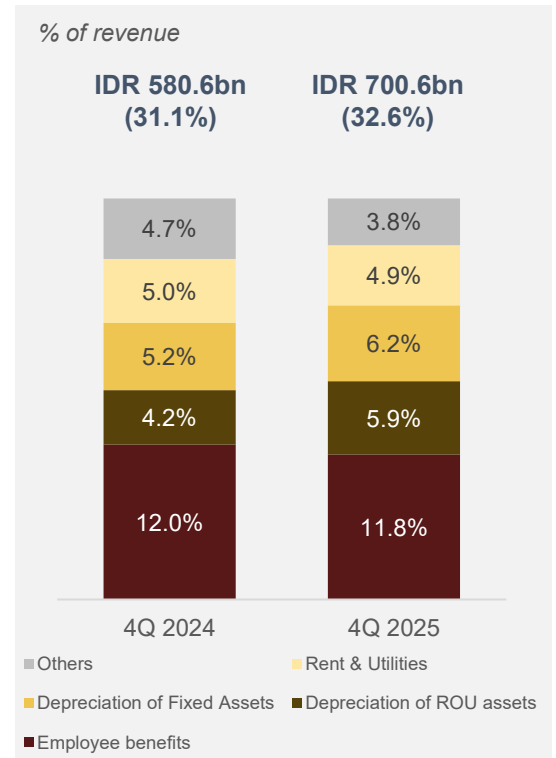
- Gross profit and EBITDA recorded solid growth across 4Q and FY2025, reflecting the underlying stability of the business
- Margins are broadly aligned with historical ranges

Prudent Cost Control Supporting Earnings Growth

Changes to PAT Margin



Breakdown of G&A expenses



- GP margin softer by 0.9 p.p. vs 4Q2024, mainly due to promotions under the value-for-money campaigns
- Disciplined cost management, with non-expansion-related expenses (Employee Benefits & Others) declining as a % of revenue

Statement of Profit and Loss

In IDR Billion	4Q 2025	4Q 2024	% change*	FY 2025	FY 2024	% change*
Revenue	2,150.1	1,867.5	15.1	7,922.2	6,789.6	16.7
Cost of sales	(987.8)	(840.6)	17.5	(3,557.2)	(3,052.0)	16.6
Gross profit	1,162.3	1,026.9	13.2	4,365.0	3,737.5	16.8
G&A expenses (excl. depreciation and amortization)	(440.4)	(404.5)	8.9	(1,776.0)	(1,501.3)	18.3
EBITDA	721.9	622.3	16.0	2,589.0	2,236.2	15.8
Depreciation and amortization	(260.2)	(176.0)	47.8	(936.4)	(653.3)	43.3
Operating profit	461.7	446.3	3.4	1,652.7	1,582.9	4.4
Finance income	1.6	1.4	18.0	6.4	5.5	15.8
Finance costs	(48.6)	(47.5)	2.2	(192.2)	(181.6)	5.9
Other Income – Net	13.5	(1.9)	N/A	10.2	30.2	(66.1)
Profit before tax	428.2	398.2	7.5	1,477.1	1,437.0	2.8
Income Tax expense – Net	(89.6)	(107.0)	(16.2)	(346.1)	(358.7)	(3.5)
Profit for the period	338.6	291.3	16.2	1,131.0	1,078.3	4.9
Other selected financial data:						
Gross profit margin (%)	54.1	55.0	(0.9 p.p.)	55.1	55.0	0.1 p.p.
EBITDA margin (%)	33.6	33.3	0.3 p.p.	32.7	32.9	(0.2 p.p.)
Net profit margin (%)	15.7	15.6	0.1 p.p.	14.3	15.9	(1.6 p.p.)

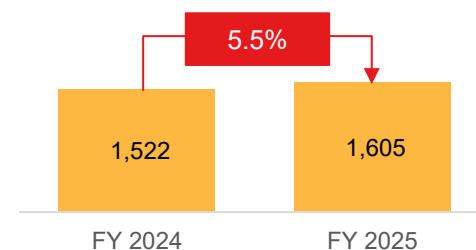
* Variance in %change is due to rounding

Statement of Financial Position

In IDR Billion	Audited 31.12.2025	Audited 31.12.2024	% change*
Non-Current Assets			
Fixed Assets (FA)	1,845.1	1,478.1	24.8
Rights-of-use assets (ROU)	1,617.3	1,207.0	34.0
Other Assets	582.7	402.1	44.9
Current Assets			
Inventories	2,596.0	1,894.9	37.0
Cash and bank balance	613.9	672.7	(8.7)
Other Assets	369.0	680.4	(45.8)
Total Assets	7,623.9	6,335.3	20.3
Non-Current Liabilities			
Lease liabilities	378.6	310.3	22.0
Borrowings	812.3	764.5	6.2
Others liabilities	42.7	27.9	53.1
Current Liabilities			
Lease Liabilities	582.5	437.8	33.0
Trade Payables	151.2	29.1	418.9
Borrowings	792.7	757.3	4.7
Others current liabilities	648.8	921.7	(29.6)
Total Liabilities	3,408.7	3,248.6	4.9
Total Equity	4,215.2	3,086.7	36.6
Total Liabilities & Equity	7,623.9	6,335.3	20.3

The increase in FA and ROU assets reflects **expansion of store network**, with 94.9% of these assets linked to stores

The increase in inventory is due to the **expansion of the store network**, as well as **preparation for Ramadan seasonality**, which is getting closer to the 2025 year-end seasonality.



Improved solvency as equity growth outpaced debt

Total equity increased by 36.6% on the back of strong YoY profitability

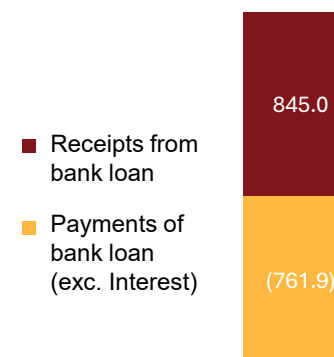
*) Variance in %change is due to rounding

Cash Flow Statement

In IDR Billion	31.12.2025	31.12.2024
Cash generated from operations	1,417.0	1,289.7
Net payment of finance charges	(110.9)	(522.4)
Net cash from operating activities	1,306.1	767.3
Acquisition of fixed assets	(726.4)	(706.7)
Acquisition of subsidiary with cash	-	(360.5)
Receipt from disposal of fixed assets	0.9	0.4
Net cash used in investing activities	(725.6)	(1,066.8)
Receipt of bank loan	845.0	1,314.7
Payment of bank loan	(761.9)	-
Payment of shareholders loan	-	(1,250.1)
Receipt from issuance capital	(0.7)	910.7
Receipt of related parties' transaction	-	357.2
Proceed for Dividend	(0.4)	-
Payment for leases	(721.3)	(651.6)
Net cash used in financing activities	(639.4)	680.9
Net (decrease)/increase in cash & equivalents	(58.9)	381.3
Cash & cash equivalents b/f	672.7	291.4
Cash & cash equivalents c/f	613.9	672.7

Net operating cash flow at the end-of-year
IDR 1,306.1 billion (+70.2%)

Loan Drawdown and Repayment (IDR Bn)



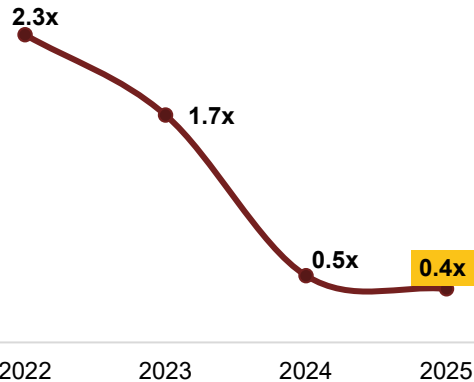
- IDR 845.0 bn drawdown to support working capital need
- IDR 761.9 bn of loan repayment (exc. Interest), including IDR 250.0 bn from IPO proceeds, supporting deleveraging

Cash & cash equivalent as at 31 December 2025
IDR 613.9 billion

Robust Key Metrics Driven by Solid Operation

Gearing Ratio

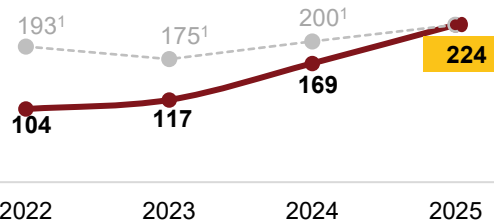
(Times)



Leverage improved supported by accumulated earnings

Inventory Turnover

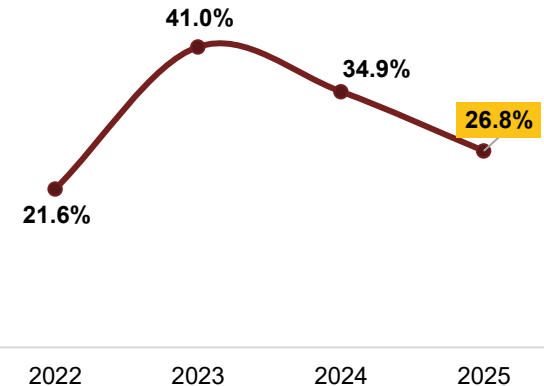
(Days)



Inventory days increased to 224 to anticipate Ramadan seasonality

Return on Equity

(%)



ROE remained strong at c.27%

Note:
(1) Figures as of FY22-24 for inventory turnover are as if MIY has been consolidated since 1 January 2022

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Reinforcing Value Leadership Through Scalable Campaigns

2025

Hemat-Mat-Mat (“Affordable-ble-ble”)



- 5,000 products priced below IDR 8k
- Savings across selected items
- Strengthened affordability image

2026

Hemat Mantul (“Outstanding Value Savings”)



- More savings for thousands of products
- Nationwide campaign activation

Super Bombastis (“Super Price”)



- Unbeatable pricing across key select products
- Supported by group collaboration sourcing

Value-driven campaigns reinforce affordability leadership and drive traffic

Elevating Customer Experience Through Flagship 2.0



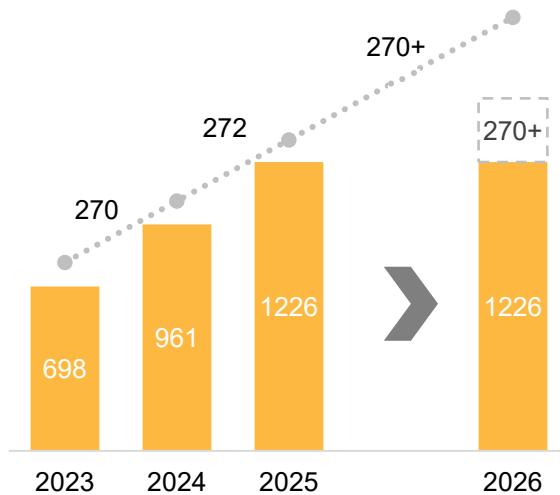
- 2nd flagship store launched in **Bekasi**, the **location of the first MR.DIY Indonesia store**
- Located in Summarecon Mall Bekasi, a high-end mall that attracts approximately **21 million*** visitors annually
- 1,100 sqm **premium and convenient** shopping space

*) Data as of 2024

2026: Advancing Toward Becoming the Retailer of Choice

Expanding Accessibility

Store Count



Expand nationwide store network

Strengthening Top-of-Mind



Strengthen “family” image & reinforce “Hemat”, “Lengkap”, “Dekat”

Relevancy from Scale

New Assortment



New Category



Enhance product offerings by leveraging group sourcing



Thank you

