



**UNDISPUTED LEADER IN
RUSSIAN VALUE RETAIL**

April 2024

IMPORTANT: This document does not constitute or form part of, and should not be construed as an offer for sale or subscription of or a solicitation or invitation of any offer to subscribe for or purchase any loans or securities of the Company or any other member of the Group or any other entity in any jurisdiction, and nothing contained therein shall form the basis of or be relied on in connection with any contract or commitment whatsoever, in particular, it must not be used in making any investment decision.

No representation, warranty or undertaking, express or implied, is made by the Company or any of the Company's respective affiliates or any of its of their respective directors, officers, employees or agents ("Representatives") or any other person as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of this document or the opinions contained therein or any other statement made or purported to be made in connection with the Company or the Group, for any purpose whatsoever, including but not limited to any investment considerations. No responsibility, obligation or liability whatsoever, whether arising in tort, contract or otherwise, is or will be accepted by the Company or any of its respective Representatives or any other person for any loss, cost or damage howsoever arising from any use of this document, or for information or opinions or for any errors, omissions or misstatements contained therein or otherwise arising in connection therewith.

This document is subject to updating, revision, amendment, verification, correction, completion and change without notice. In providing access to this document, none of the Company or any of their respective Representatives or any other person undertakes any obligation to provide the attendee or recipient with access to any additional information or to update this document or to correct any inaccuracies in this document, including any financial data or forward-looking statements. This document should be considered in the context of the circumstances prevailing at the time and has not been, and will not be, updated to reflect material developments which may occur after the date thereof.

This document may constitute or include forward-looking statements. Forward-looking statements are statements that are not historical facts and may be identified by words such as "plans", "targets", "aims", "believes", "expects", "anticipates", "intends", "estimates", "will", "may", "continues", "should" and similar expressions. These forward-looking statements reflect, at the time made, the Company's beliefs, intentions and current targets/aims concerning, among other things, the Company's or the Group's results of operations, financial condition, liquidity, prospects, growth and strategies. Forward-looking statements include statements regarding: objectives, goals, strategies, outlook and growth prospects; future plans, events or performance and potential for future growth; liquidity, capital resources and capital expenditures; economic outlook and industry trends; developments of the Company's or the Group's markets; the impact of regulatory initiatives; and the strength of the Company's or any other member of the Group's competitors. Forward-looking statements involve risks and uncertainties

because they relate to events and depend on circumstances that may or may not occur in the future. The forward-looking statements in this document are based upon various assumptions, many of which are based, in turn, upon further assumptions, including without limitation, management's examination of historical operating trends, data contained in the Company's records (and those of other members of the Group) and other data available from third parties. Although the Company believes that these assumptions were reasonable when made, these assumptions are inherently subject to significant known and unknown risks, uncertainties, contingencies and other important factors which are difficult or impossible to predict and are beyond its control. Forward-looking statements are not guarantees of future performance and such risks, uncertainties, contingencies and other important factors could cause the actual outcomes and the results of operations, financial condition and liquidity of the Company and other members of the Group or the industry to differ materially from those results expressed or implied in this document by such forward-looking statements. No representation or warranty is made that any of these forward-looking statements or forecasts will come to pass or that any forecast result will be achieved. Undue influence should not be given to, and no reliance should be placed on, any forward-looking statement. No statement in this document is intended to be nor may be construed as a profit forecast.

To the extent available, the industry, market and competitive position data contained in this document come from official or third party sources. Third party industry publications, studies and surveys generally state that the data contained therein have been obtained from sources believed to be reliable, but that there is no guarantee of the accuracy or completeness of such data. While the Company believes that each of these publications, studies and surveys has been prepared by a reputable source, none of the Company or any of its Representatives has independently verified the data contained therein. In addition, certain of the industry, market and competitive position data contained in this document come from the Company's own internal research and estimates based on the knowledge and experience of the Company's management in the markets in which the Company and the other members of the Group operate. While the Company believes that such research and estimates are reasonable, they, and their underlying methodology and assumptions, have not been verified by any independent source for accuracy or completeness and are subject to change and correction without notice. Accordingly, reliance should not be placed on any of the industry, market or competitive position data contained in this document.

Some of the Company's historical financial data for the periods following 1 January 2019 are presented herein under IAS 17 standard in addition to being presented under IFRS 16 standard, the lease standard under the IFRS that the Company started applying beginning on 1 January 2019. Presentation herein under IAS 17 for the periods following 1 January 2019 is primarily due to the fact that the Company believes that the investment community continues to focus on IAS 17 in analysing performance of retail companies. The results of the Company's operations presented under IAS 17 following 1 January 2019, however, are shown only for illustrative purposes. You should note that

the results of the Company's operations presented under IAS 17 after 1 January 2019 have not been audited or reviewed by the Company's independent auditors. In addition, the Company reserves the right to change its approach to presentation of its results of operations going forward. Therefore, you are strongly cautioned not to rely on the results of the Company's operations presented under IAS 17.

Furthermore, certain companies mentioned in this presentation, report under generally accepted accounting principles in the United States ("U.S. GAAP") or other local accounting standards. IFRS differ in certain significant respects from U.S. GAAP and such local accounting standards. Therefore, financial measures of such companies presented herein on the basis of such accounting principles and standards could be significantly different were such companies to report under IFRS. You should, therefore, consult your own advisors for an understanding of the differences between IFRS and other accounting principles, including U.S. GAAP, and how these differences might affect the financial information herein. Furthermore, certain financial measures presented herein (including EBITDA and ROIC) are unaudited supplementary measures of the Company's performance that are not required by, or presented in accordance with, IFRS, including financial measures for the periods after 1 January 2019 presented under IAS 17. The Company's use and definition of these metrics may vary from other companies in the Company's industry due to differences in accounting policies or differences in the calculation methodology as different companies use such measures for differing purposes that reflect the circumstances of those companies. These non-IFRS measures have limitations and should not be considered in isolation, or as substitutes, for financial information as reported under IFRS. Accordingly, undue reliance should not be placed on these non-IFRS measures presented herein.

Trading of the Company's GDRs is currently suspended on the London Stock Exchange. The Company can provide no assurance that trading of the GDRs will resume on the London Stock Exchange or that the trading of the Company's GDRs on the Moscow Exchange will not be suspended.



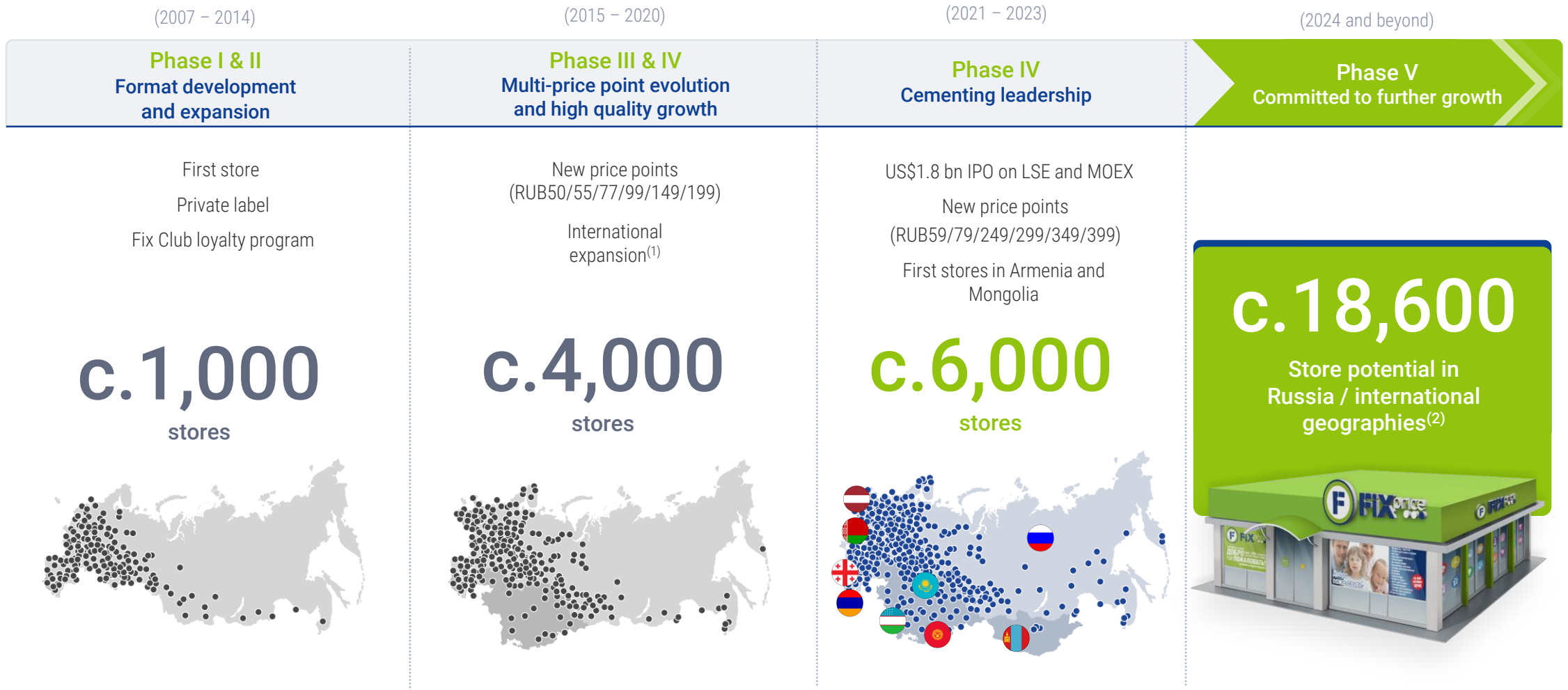
UNDISPUTED LEADER IN RUSSIAN VALUE RETAIL



Source: Company information; Rosstat; INFOLine; All figures are presented according to IFRS 16; Audited IFRS accounts for 2020-2023; Number of stores is as of 31 March 2024 (89% Company operated stores and 11% franchises)

Notes: 1 USD Revenue and IFRS 16 EBITDA are converted at an average exchange rate of 85.25 USD/RUB for Jan'23-Dec'23 (calculated based on Central Bank of Russia data); 2 Fix Price has 89.0% market share in 2023 in the variety value retail market in Russia by sales (estimate by INFOLine based on Company and other sources' data); 3 ROIC is calculated as operating profit less income tax expense for the LFY divided by Average Invested Capital for LFY and LFY-1. Average Invested Capital is calculated by adding the Invested Capital at the beginning of LFY to Invested Capital at year's end and dividing the result by two. Invested Capital calculated as total equity plus total current and non-current loans and borrowings plus total current and non-current lease liabilities plus dividends payable less cash and cash equivalents; 4 Identified total store potential for the variety value retail market (for Fix Price and competitors; incl. existing stores) across Russia, Belarus and Kazakhstan (~18.6k) as per INFOLine data; 5 Considering Fix Price current mid-term targeted expansion rates of 750 stores per annum (net openings, including Company-operated and franchise stores); 6 Other international geographies of operations in addition to Russia as of FY 2023: Armenia, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Latvia, Mongolia and Uzbekistan

FIX PRICE – PURPOSE-BUILT FROM INCEPTION TO DISRUPT THE RETAIL MARKET AT SCALE



Source: Company information; INFOLine

Notes: 1 International geographies: Belarus, Georgia, Kazakhstan, Kyrgyzstan, Latvia and Uzbekistan; 2 As per INFOLine data, identified total store potential for the variety value retail market (for Fix Price and competitors; incl. existing stores) across Russia (~15.6k) and other international geographies: Belarus and Kazakhstan (~3.0k)

●●● Undisputed Leader in Russian Value Retail

KEY PILLARS OF FIX PRICE SUCCESS





LEADER IN A LARGE
AND GROWING MARKET

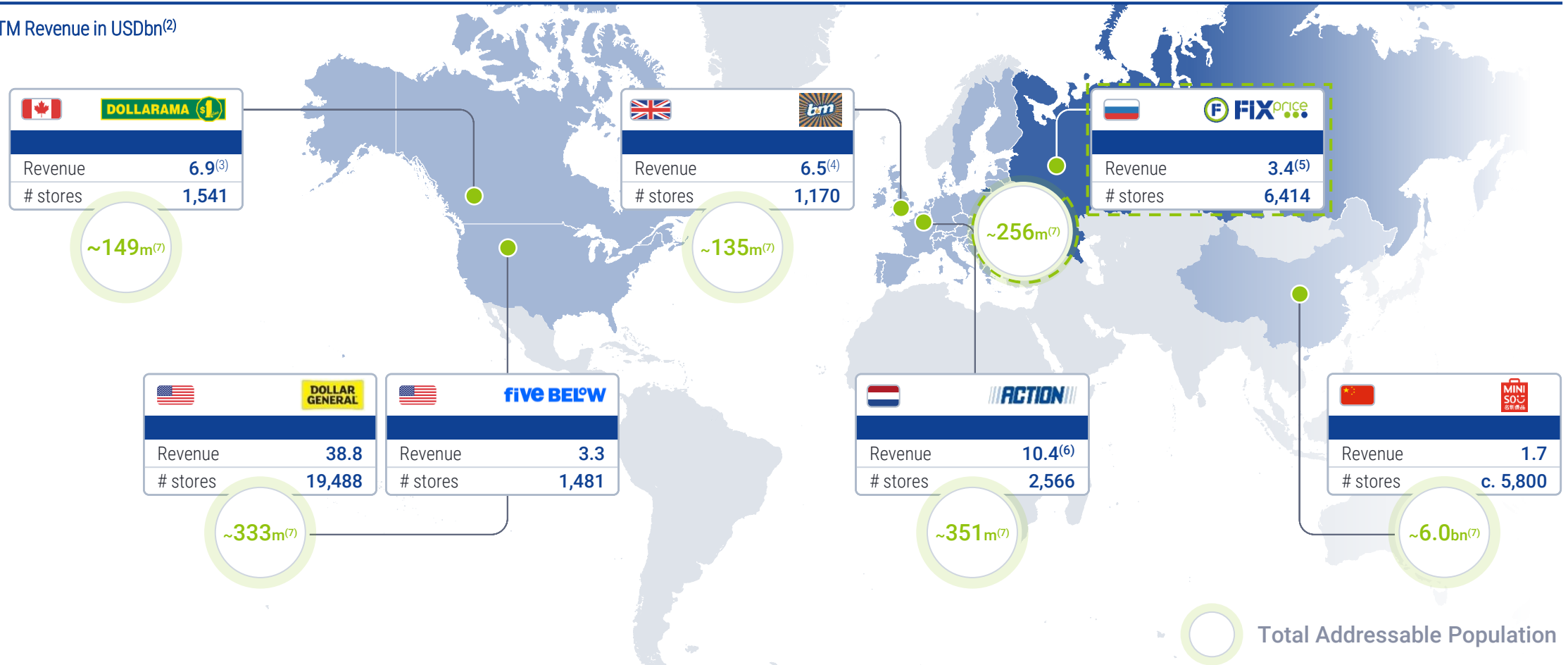
1



VALUE RETAIL IS PROVEN GLOBALLY

FIX PRICE IS AMONGST THE GLOBAL SECTOR LEADERS⁽¹⁾

LTM Revenue in USDbn⁽²⁾



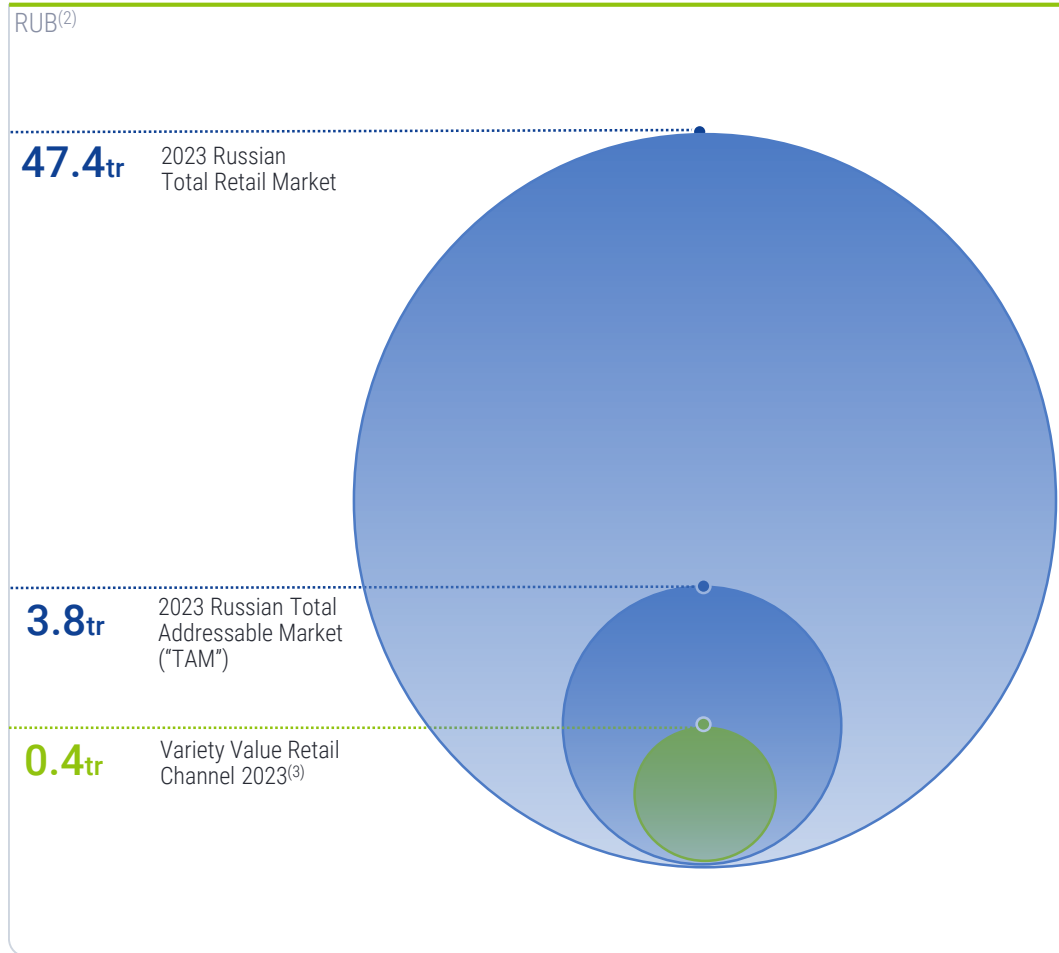
Source: World Bank; Public company reports; Addressable population of Fix Price taking into account CIS countries, Latvia, Georgia and Mongolia (~256m); Company information

Notes: Countries highlighted are home countries for companies shown; **1** Number of stores as of latest available date; **2** LTM Revenue is based on companies' information as of the latest available date; **3** Dollarama revenue converted at LTM Oct'23 average CAD/USD 0.74; **4** B&M revenue converted at LTM Sep'23 average GBP/USD 1.22; **5** Fix Price revenue for FY 2023 converted at 2023 average RUB/USD of 85.25; **6** Action revenue for FY 2023 converted at 2023 average EUR/USD of 0.92; **7** World Bank as of 2022; Total addressable population is shown for the following countries – Dollarama: Canada, Colombia, Guatemala, El Salvador and Peru; Dollar General and Five Below: US; B&M: France & UK; Action: Netherlands, Belgium, France, Germany, Luxembourg, Austria, Poland, Czech Republic, Italy, Spain and Slovakia; Miniso: countries listed on [website](#) with largest population being in China, India, and US; Fix Price: CIS countries (Armenia, Azerbaijan, Belarus, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan, and Uzbekistan), Latvia, Georgia and Mongolia

●●● Leader in a Large and Growing Market

WE ARE DISRUPTING LARGE AND GROWING TAM⁽¹⁾

SIGNIFICANT POTENTIAL IN THE GROWING ADDRESSABLE MARKET⁽¹⁾



FIX PRICE IS DRIVING ADDRESSABLE MARKET IN RUSSIA



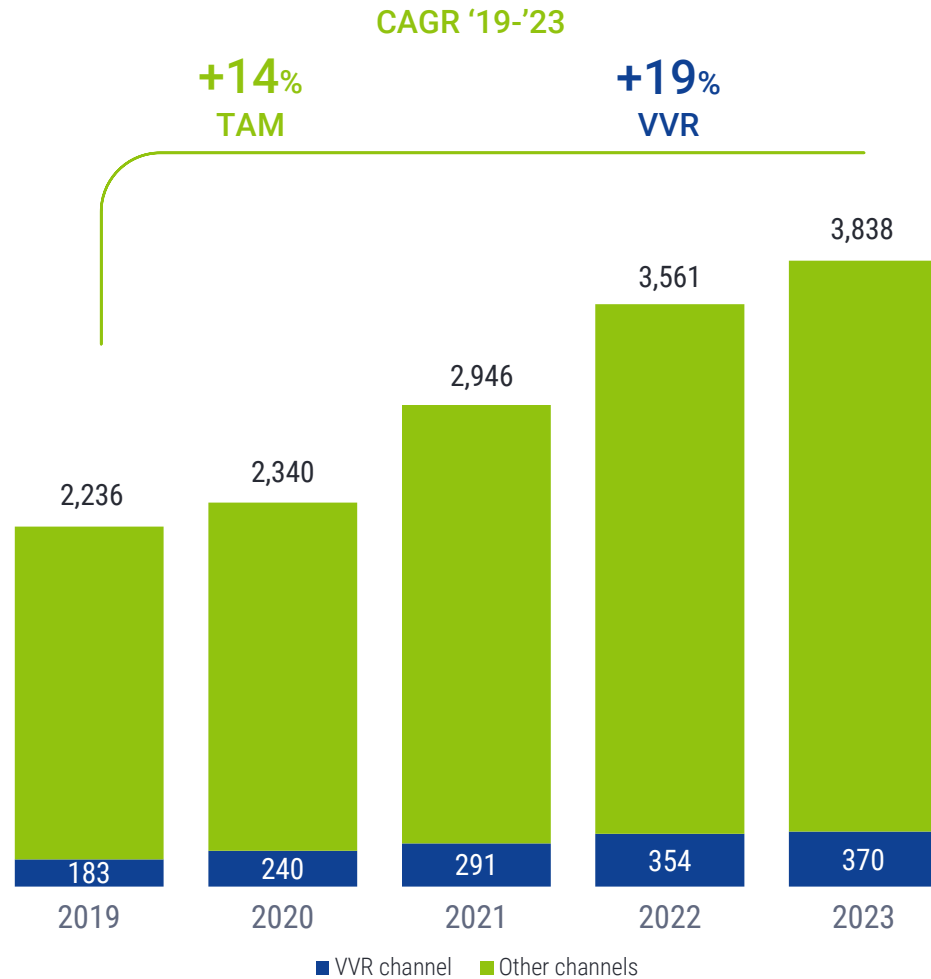
Source: Company information; Rosstat; INFOLine; Public data

Notes: 1 Total addressable market for Fix Price is defined by INFOLine as Russian total retail market filtered by taking only applicable assortment separately for food and non-food categories; 2 Including VAT; 3 Variety Value Retail Channel in 2023 in Russia including VAT; 4 INFOLine estimate for 2023; 5 NPS refers to net promoter score, according to 2023 Vector's survey; 6 Guided brand awareness, according to the survey conducted by Vector in cities with 1mm+ population as of 2023











●●● Leader in a Large and Growing Market

TAM AND VVR CHANNEL ARE GAINING SHARES IN RETAIL MARKET

SUSTAINABLE GROWTH OF THE TAM⁽¹⁾ AND VVR⁽²⁾ CHANNEL, RUB BN



FILTERING ONLY RELEVANT PRODUCTS ACROSS CATEGORIES

	As % of addressable market	As % of total category
 Food and Drinks	40%	7%
 Homewares, Home Furnishing and DIY	12%	17%
 Health and Beauty	9%	13%
 Apparel and Footwear	6%	8%
 Electronics and Appliances	5%	7%
 Toys and Children's Goods	3%	15%
 Car Accessories	3%	5%
 Pet Supplies	3%	17%
 Leisure and Personal Goods	1%	14%
 Other Non-food Categories	18%	8%

Source: INFOline

Note: 1 Total addressable market; 2 Variety value retail channel

 Leader in a Large and Growing Market

FIX PRICE = VARIETY VALUE RETAIL IN RUSSIA

FAVOURABLE CONDITIONS FOR VARIETY VALUE RETAIL

226m+	Population in Russia and other core countries of operation ⁽¹⁾
256m+	Population in the CIS and neighboring countries ⁽²⁾
77%	of Russian population are immediate target customers ⁽³⁾
90%	of customers are sensitive to prices ⁽⁴⁾

STRONG BARRIERS TO ENTRY

First mover advantage	Operational complexities of running a non-food retailer across Russia, broader CIS and neighbouring countries	Well-invested operations
Unique customer value proposition	Nationwide presence	Robust supply chain

Source: Company's information, World Bank; INFOLine, Public data

Notes: **1** World Bank as of 2022, including Fix Price's current countries of operation: Armenia, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Latvia, Mongolia, Russia and Uzbekistan; **2** World Bank as of 2022; Includes the CIS countries (Armenia, Azerbaijan, Belarus, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan and Uzbekistan), Georgia, Latvia and Mongolia; **3** Referring to population earning \$669 or less, Rosstat as of 2022, converted at 31 December 2023 exchange rate of 89.69 RUB/USD; **4** Romir Consumer Scan Panel Q3 2023; **5** Based on sales including VAT; **6** Two separate store formats of Galacentre Group: Galamart and PMR (a Russian abbreviation standing for Permanent Sale Store); **7** Number of stores in Russia; **8** Market share as estimated by INFOLine based on the product assortment corresponding to the VVR TAM; **9** Home market and Zaodno have merged before exiting the business

●●● Leader in a Large and Growing Market

STRONG INCUMBENT POSITION

Company	Number of stores, end of period		Market share ⁽⁵⁾		Year of market entry / Exit
	2017	2023	2019	2023	
FIX price	2,477	5,756 ⁽⁷⁾	89%	89%	2007
Галамарт ⁽⁶⁾ МПР	181	1,045 ⁽⁷⁾	9% ⁽⁸⁾	11% ⁽⁸⁾	2009
Home Market ⁽⁹⁾ Заодно	116				2013 / 2021
Коzyюшка	22				2010 / 2019
еврошоп МАГАЗИНЫ С ОДНОЙ ЦЕНОЙ	27		Closed		2015 / 2018
ОХАЛКА	50				2012 / 2018



UNIQUE CUSTOMER VALUE PROPOSITION

2



DEEP VALUE ACROSS A DIVERSE PRODUCT OFFERING

UNCOMPROMISING EDLPs⁽¹⁾...



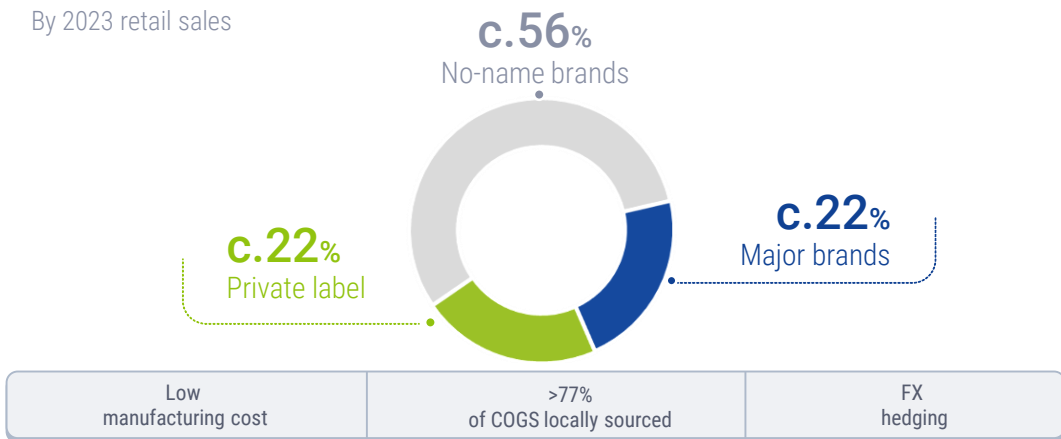
...CONSTANTLY CHANGING ASSORTMENT...

By 2023 retail sales

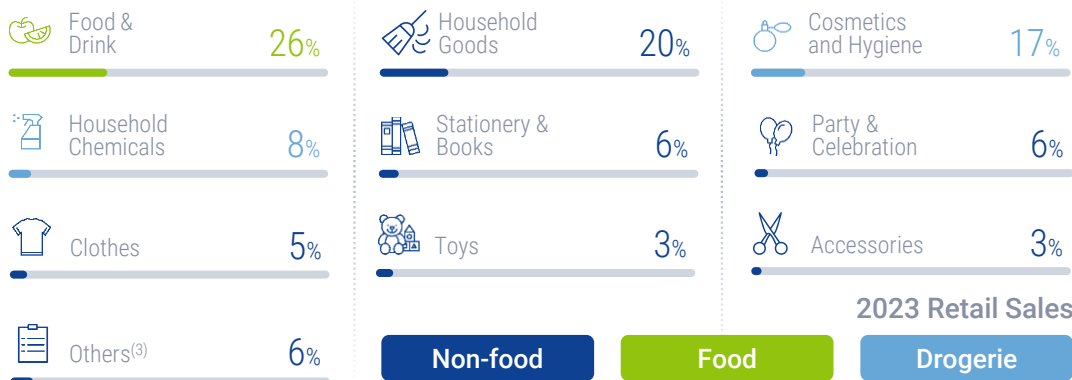


...A BALANCED PRODUCT PORTFOLIO...

By 2023 retail sales



...AND A WELL-DIVERSIFIED ASSORTMENT MIX



Source: Company information; All prices in RUB or USD are converted at the CBR exchange rate of 89.69 USD/RUB as of 31 December 2023

Notes: 1 EDLPs refers to everyday low prices; 2 As of 31 December 2023; 3 Others refer to electronics, healthy lifestyle, car accessories, pet supplies and other general merchandise

DRIVING CONSTANT NEWNESS IN ASSORTMENT

WHAT?

C.60 PRODUCTS LAUNCHED EVERY WEEK DRIVING TREASURE HUNT EXPERIENCE				
	Week 1	Week 2	Week 3	Week 4
Accessories				
Household & Home Care				
Drogerie				
Toys				
Stationery & Books				
Clothes				
Party & Celebration				
Food & Drink				
Kitchenware				
Healthy Lifestyle				

71% of assortment rotated every year, up to **6** times per year

8 SEASONAL DEDICATED COLLECTIONS	
Valentine's Day	March 8 th
Easter	Father's Day
Horticulture	Back to School
Halloween	New Year, Christmas

HOW?

TRACKING OF GLOBAL TRENDS

CONTINUOUS BROWSING

Recommend.ru
ОТЗЫВЫ ОБО ВСЕМ!

Suppliers' Expos

Direct relations with suppliers

LEVERAGING LONG-STANDING PARTNERSHIPS WITH SUPPLIERS

What are the latest on-trend products?

FIX price ↔ **Product Supplier**

MONITORING OF RETAILERS' ASSORTMENT

five BELOW

LEVERAGING FIX PRICE EXPERIENCE

Continuous customer feedback to identify the right product (loyalty card, market research, surveys, etc.)

17 years of accumulated, top quality data given high degree of in-store, pricing and proposition standardisation

TURNING AN ESSENTIAL TRIP INTO AN EXCITING TREASURE HUNT

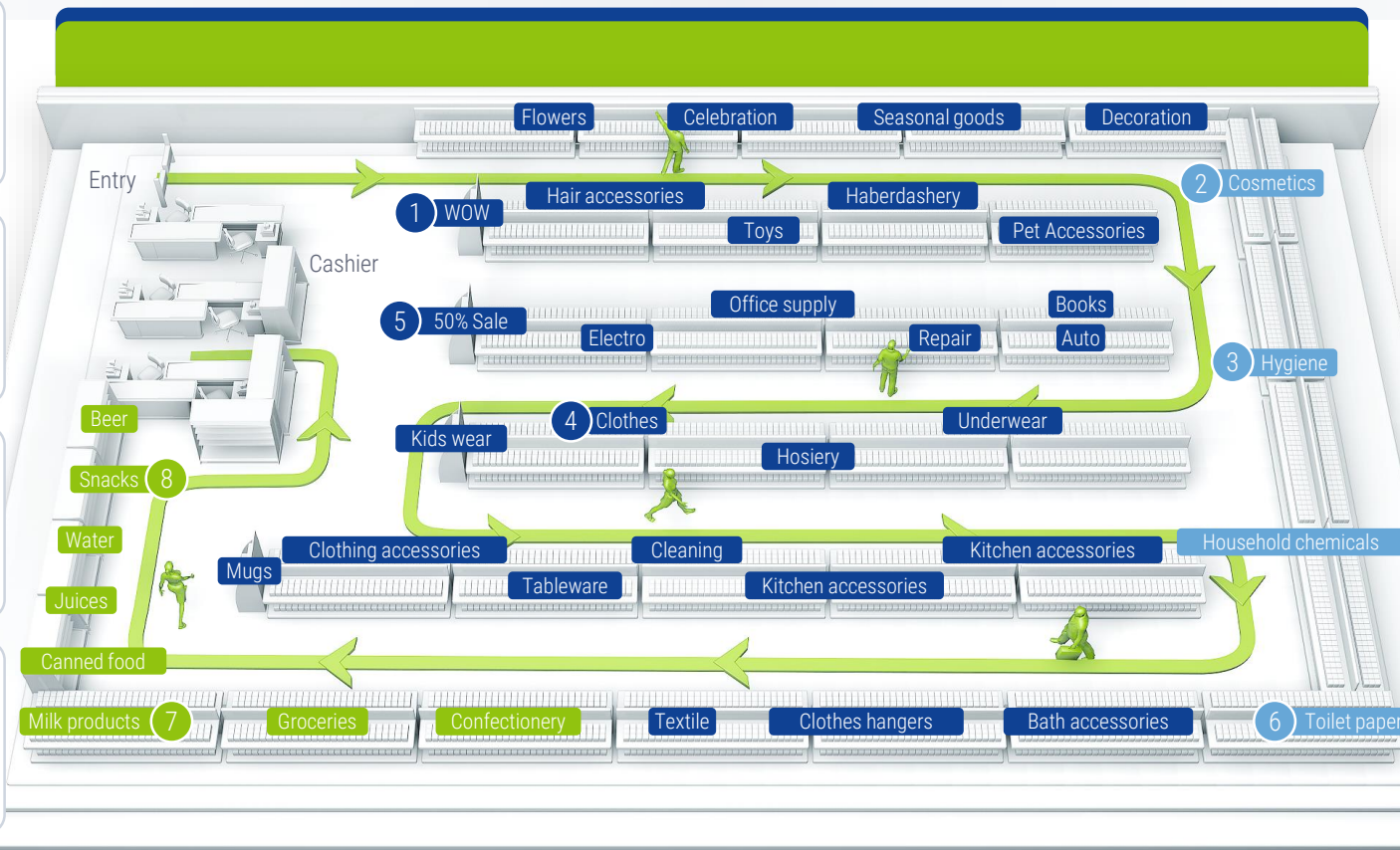
“THINGS YOU NEED, THINGS YOU DREAMT OF AND THINGS YOU NEVER KNEW EXISTED”

₱299  **1** Wow, no way the price can be that low!

₱69  **5** This is a great bargain!


₱9,1  **8** So much shopping done—I deserve a snack!

₱79  **7** I guess I did promise to buy milk...oat milk is even better



I just needed to get shampoo...  **2** **₱59**

Great, this place has cotton pads and they don't cost a fortune!  **3** **₱79**

Doesn't this look great and affordable?  **4** **₱299**

Better stock up on soap and toilet paper!  **6** **₱101,5⁽¹⁾**

Non-food Food Drogerie

Total Basket: **₱994.6** (\$11.1)

Source: Company information: illustrative basket and standard store layout

Notes: All prices in RUB are converted to USD at the official USD/RUB exchange rate of 89,67 set by the Central Bank of Russia (CBR) as of February 1, 2024; RUB prices as of February, 2024; 1 Considering toilet paper at ₱62 and soap at ₱39.5

GROWING LOYALTY PROGRAMME WITH ATTRACTIVE BENEFITS



HOW IT WORKS

1 point = RUB 1 when spent

up to **30%**
of purchase amount is returned to the card in form of points

+

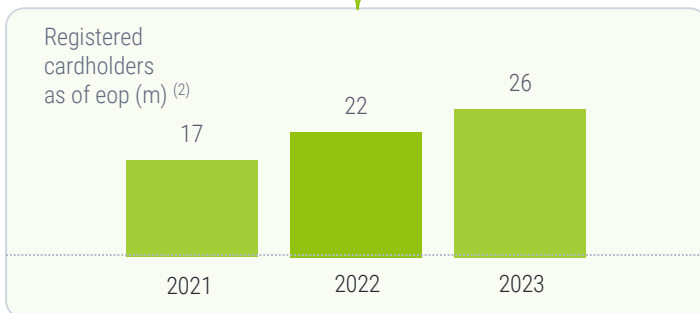
up to **x2 bonuses**
accruals on favourite categories for 4th and 8th purchase during a month

+

Mobile App options
Possibility to use the electric version of card to award bonuses and to view the history of purchases (accruals and write-offs of points)

Every day we sell

c.2
cards per store ⁽¹⁾



BENEFITS FOR CUSTOMERS

Get the maximum value

through **customised offers**⁽³⁾

Save on every purchase

up to **50%** savings on a single purchase + **special prices** for part of the assortment

Can influence **the assortment** through additional feedback on customer preferences

70% of customers are promoters⁽⁴⁾

BENEFITS FOR US

Data and feedback of the active client base **26m**

Loyalty members visit stores more often... **1.2x** a month on average⁽⁵⁾

...and spend more **1.9x** higher average ticket⁽⁶⁾

Share of retail sales generated by loyalty cardholders

62% of sales ⁽⁷⁾

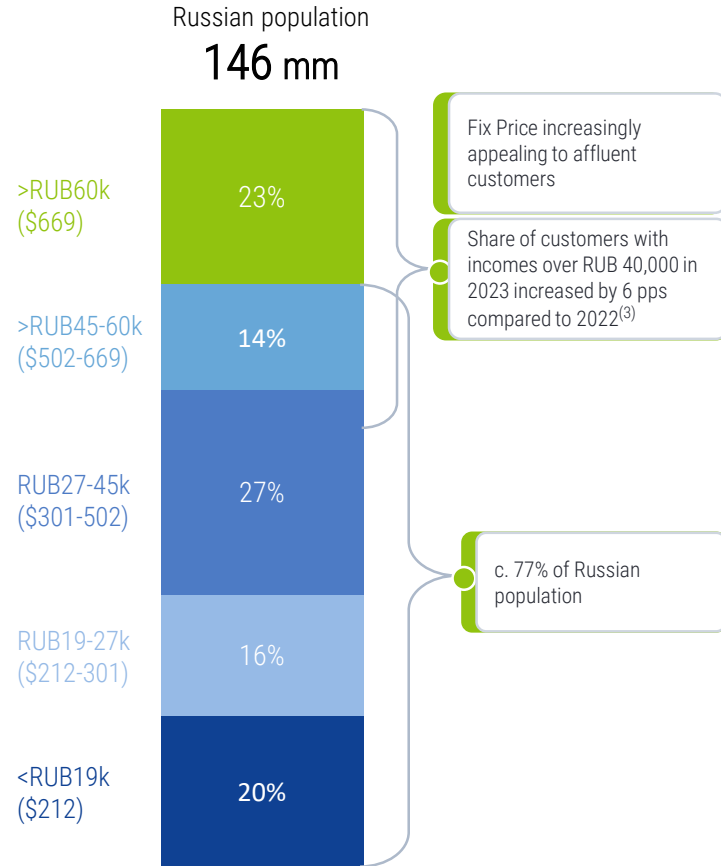
Source: Company information; Vector market research for Autumn 2023

Notes: **1** Calculated based on 2023 data; **2, 6, 7** The data on loyalty program is calculated for Fix Price stores operating in Russia; **3** These include "Favorite product" enhanced point schemes and one-off bonus points for Fix Price events; **4** Promoters are customers that are ready to recommend Fix Price to others (based on Vector market research); **5** Vector market research for Autumn 2023 **6** Compared to average ticket of customers not participating in the loyalty programme for FY 2023; **7** Calculated as percentage of sales of Russian stores for FY 2023

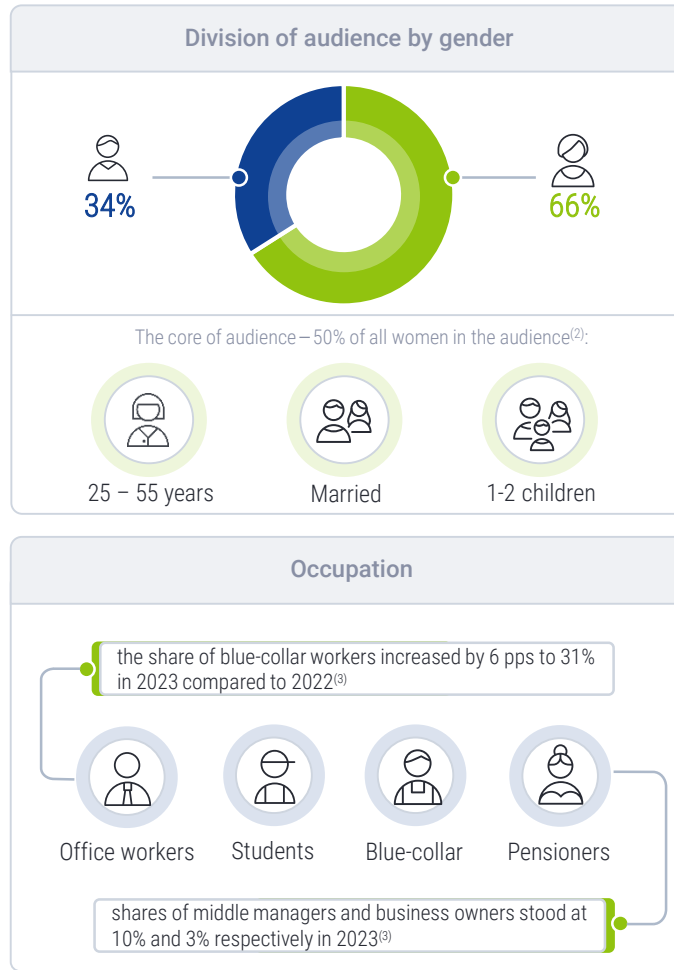
WE KNOW OUR CUSTOMERS AND THEIR SHOPPING HABITS

LARGE AND GROWING KEY DEMOGRAPHICS

Russian population split by monthly income (%)⁽¹⁾



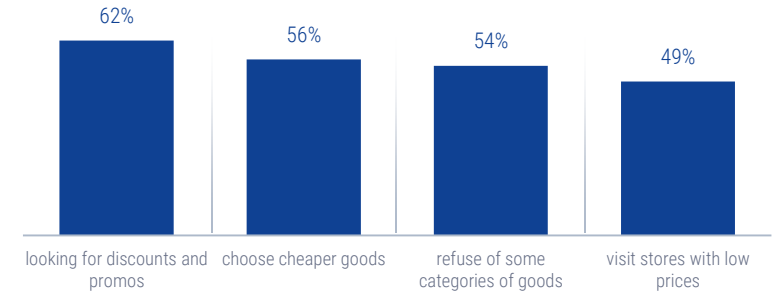
PORTRAIT OF FIX PRICE CUSTOMER⁽²⁾⁽³⁾



RUSSIAN CUSTOMERS ARE SENSITIVE TO PRICES⁽⁴⁾...

Russian customer

9 of 10 Russian customers tend to save money⁽⁴⁾



...AND THEY KNOW THEY GET THE BEST VALUE AT OUR STORES⁽³⁾

Fix Price customer

74% of customers choose Fix Price stores because of low prices and wide assortment⁽³⁾



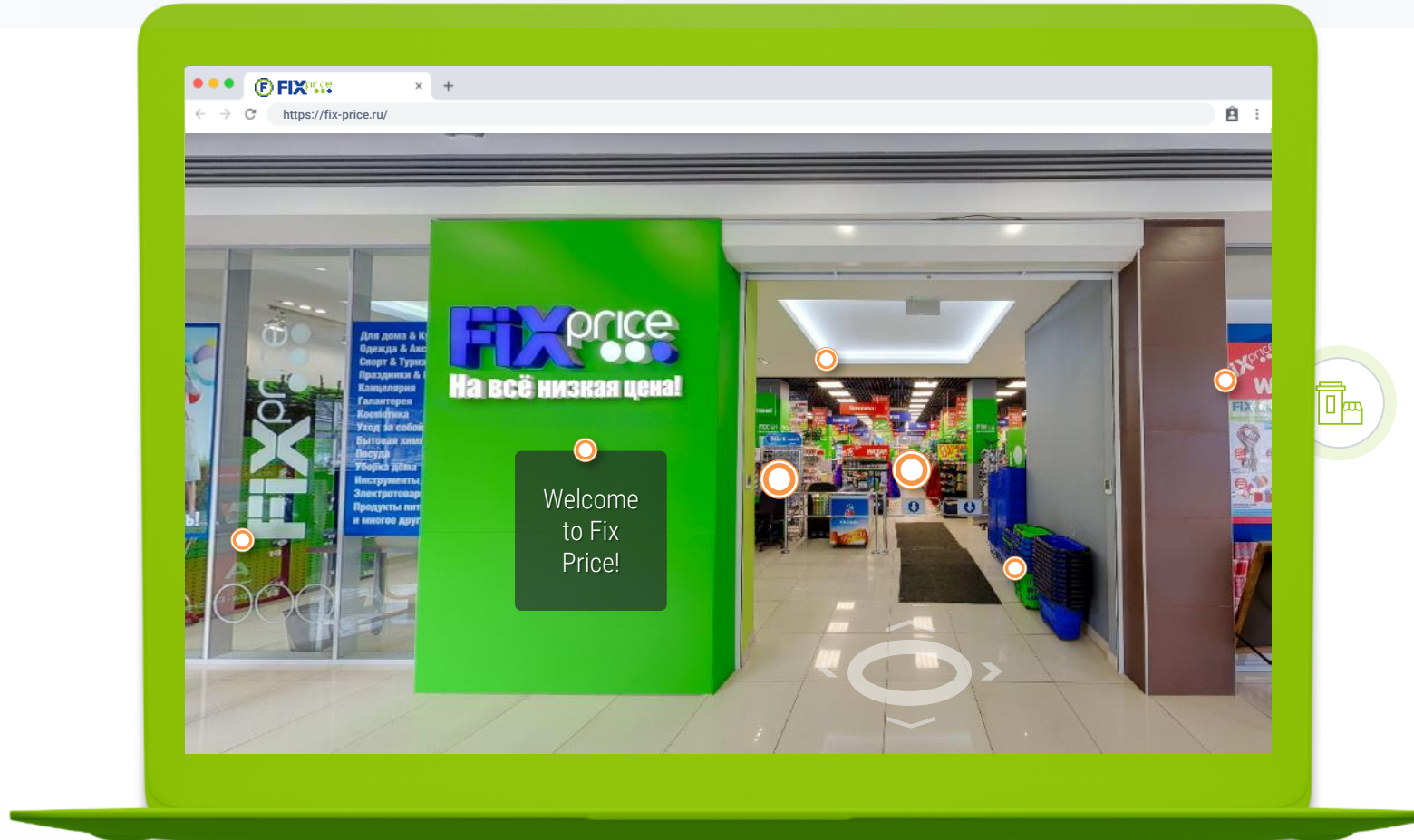
Source: Company information; Rosstat data for 2023; Vector market research data for 2023 and Vector market research as of 2022; Central Bank of Russia

Notes: 1 RUB converted to USD at the official USD/RUB exchange rate of 89.69 set by the Central Bank of Russia (CBR) as of 31 December 2023; Rosstat, Russian population as of 1 January 2023; 2 Fix Price internal research on the loyalty program for the 2nd half of 2023; 3 Vector market research as of Autumn 23 and Vector market research as of Autumn 22; 4 Romir Consumer Scan Panel 3Q 2023

INSTEAD OF THOUSANDS WORDS: INTRODUCTION TO OUR STORES



YOU ARE WELCOME AT ANY TIME AT OUR VIRTUAL STORE





OPERATIONAL EXCELLENCE

3



OPERATIONAL EXCELLENCE – EFFICIENT, HARD TO REPLICATE BUSINESS MODEL

1

AGILE SOURCING

Direct sourcing backed by sophisticated algorithms



2

STANDARDISATION

Across all 6,500+ stores⁽¹⁾



3

EFFICIENT PROPERTY MANAGEMENT

Fueling expansion at scale and driving efficiencies



4

WELL-INVESTED LOGISTICS

Platform scaled for growth



5

TECH-ENABLED AUTOMATION

Powered by state-of-the-art IT infrastructure

Source: Company information

Notes: 1 Number of Fix Price stores as of March 2024

AGILE SOURCING MODEL AND LONG-STANDING SUPPLIER RELATIONSHIPS

LARGE AND DIVERSIFIED SUPPLIER BASE

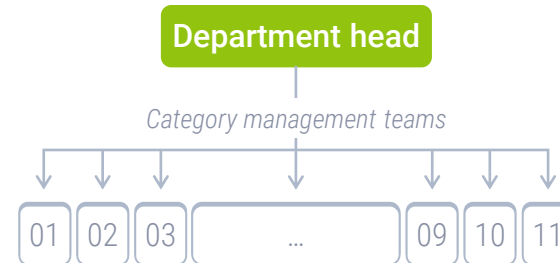


Top-10 suppliers account for 29% of goods sold⁽¹⁾

WHY SUPPLIERS WANT TO WORK WITH US

- ✓ Large, recurring & predictable volumes
- ✓ Transparent terms
(target price and margins known to suppliers)
- ✓ Punctual payments

HIGHLY EFFICIENT TEAM ORGANISATION



Each category team responsible for full cycle of Product Management

PROVIDING TANGIBLE BENEFITS

- ✓ Flat organisational structure with no assortment or procurement committees
- ✓ Unique in-house assortment development / customisation expertise
- ✓ Flexible and quick decision-making

EFFECTIVELY MANAGING FX EXPOSURE

LEVERAGING A CLEAR SET OF TOOLS



② Introduction of new SKUs at higher price points / optimised cost base

Revise price point	Optimise cost base
Introduce a slightly different product at a higher price point	Same price point, but optimised cost base (e.g. smaller size, simplified package, etc.)

③ Flexibility to add new price points

2016	2018	2019	2021-2023	
Intro of multiple price points (RUB 50/55/77/99)	RUB 199 price point	RUB 149 price point	Intro of additional price points (RUB 59/79/249/299/349/399)	Potential for new price points

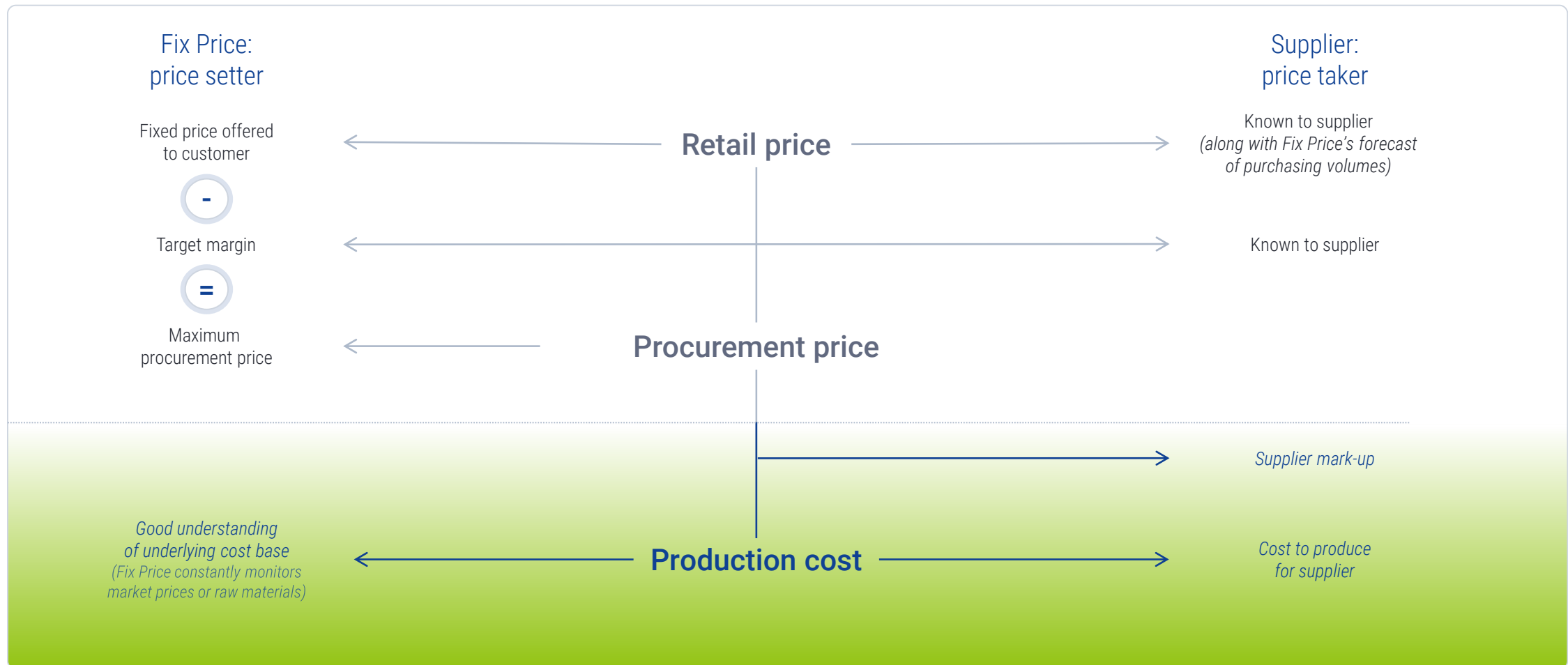
Source: Company information

Notes: 1 The top-5 suppliers are primarily Chinese agents that work directly with hundreds of manufacturers in China; 2 Refers to share of COGS

SOURCING RIGHT GOODS AT RIGHT PRICES












TRANSPARENT PROCUREMENT MODEL BEHIND LOW PRICE STRATEGY



100% STANDARDISED STORE PORTFOLIO POSITIONED TO DRIVE OUTSTANDING UNIT ECONOMICS

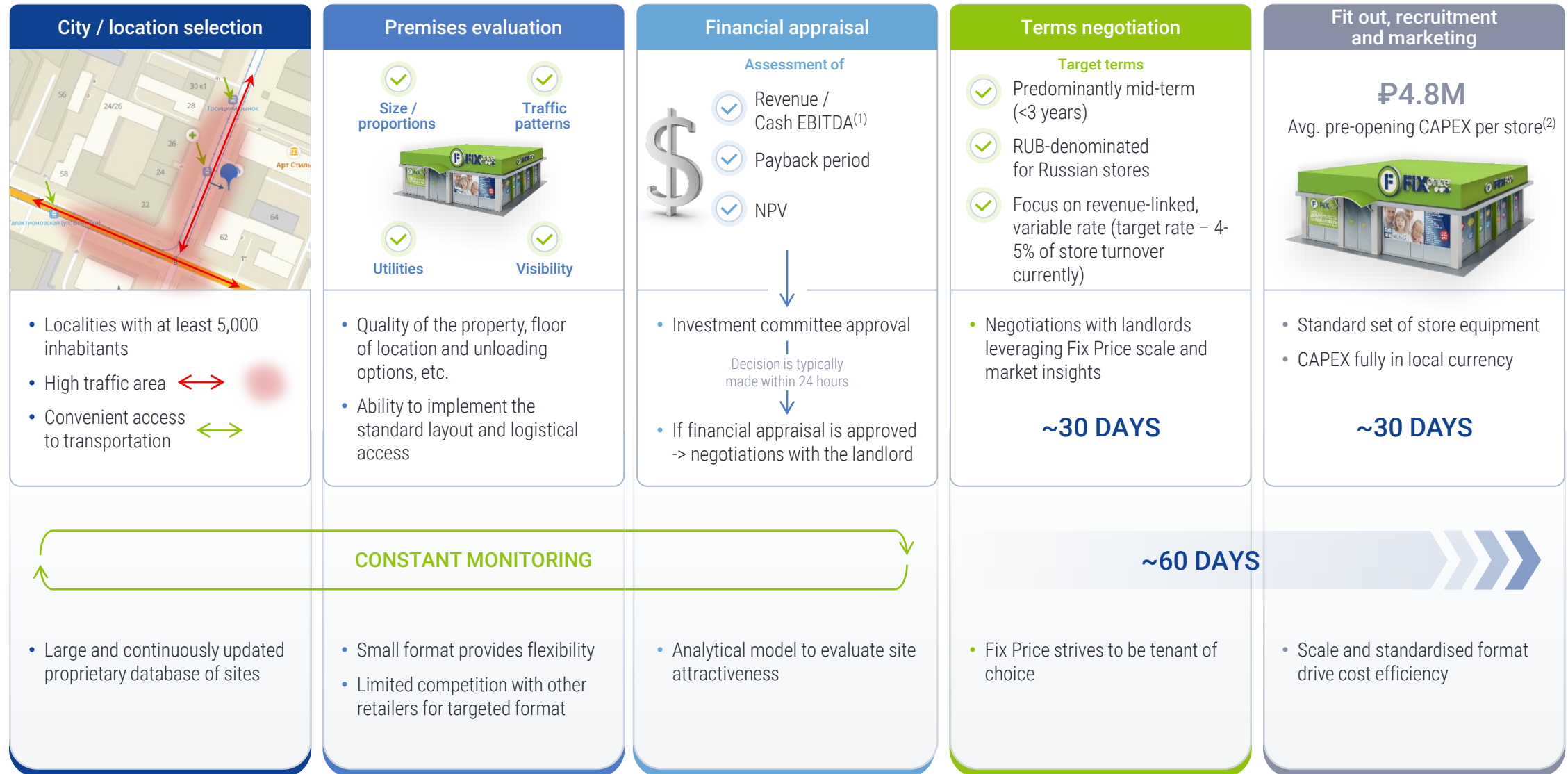
WE HAVE 100% STANDARDISED BOXES DELIVERING TO OUR CUSTOMERS⁽¹⁾...

...value...	...convenience...	...and experience
 Same assortment	 High traffic locations	 75 shelves per store
 Same low prices	 c.215 sqm average sales area	 Constant assortment changes
 Same racetrack & signage	 Flexible rental contracts ⁽²⁾	 Consistent look and feel

Source: Company information

Notes: 1 Except for remote locations (e.g. Russian Far East and countries other than Russia) where assortment and prices may vary; 2 Length of 68% of contracts below 1 year, as of 31 December 2023

PROVEN STORE ROLLOUT PROCESS



Source: Company information

Notes: 1 IAS 17 EBITDA; 2 Average capital expenditure required to open a new Company-operated Russia-based store in FY 2023

EFFICIENT PROPERTY MANAGEMENT FRAMEWORK



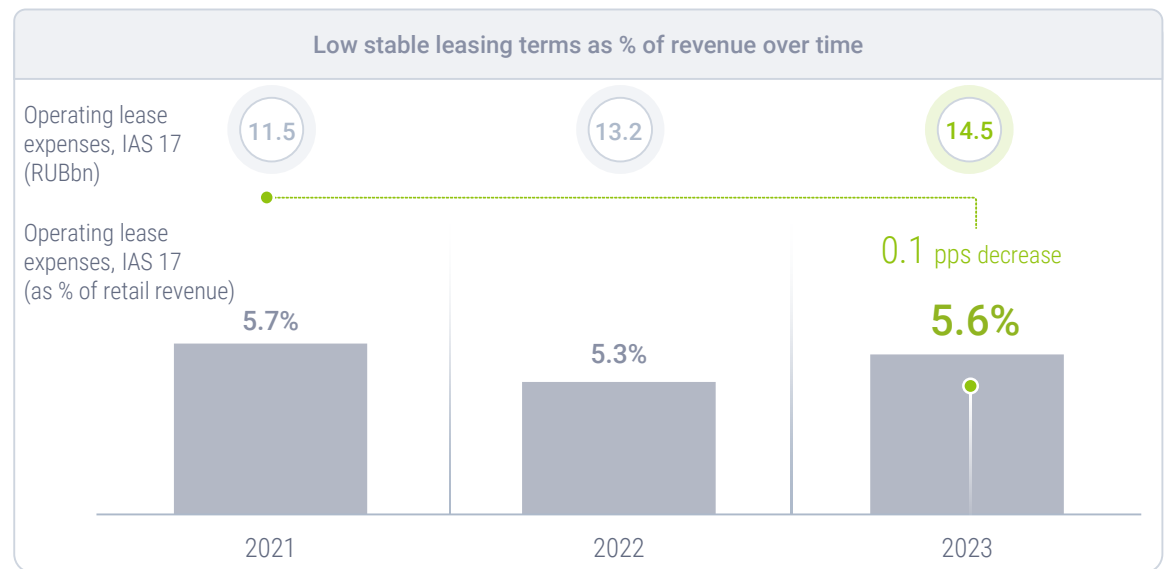
KEY REAL ESTATE STRATEGY HIGHLIGHTS⁽¹⁾



CONSTANT FOCUS ON PORTFOLIO OPTIMISATION

✓ Highly automated store roll-out and property management procedures help streamline store opening process and get the best lease rates and improve them over time

✓ Fix Price proactively negotiates with property owners and sometimes closes stores if negotiations fail (even if stores are cash EBITDA⁽²⁾ positive – usually reopening a new store in a close proximity)



Source: Company information

Notes: 1 As of 31 December 2023; 2 IAS 17 EBITDA

●●● Operational Excellence

LOGISTICS INFRASTRUCTURE SCALED FOR GROWTH



**STRATEGICALLY
LOCATED
A-CLASS DCs**

**SUPPORTING
COMPANY'S
OPERATIONS IN**

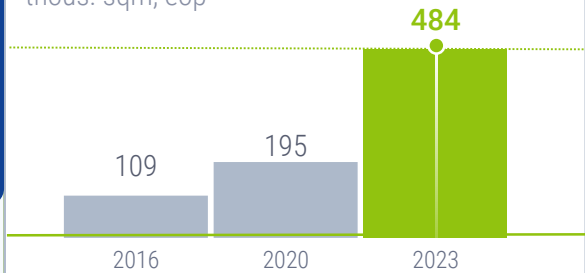
81

Russian regions
& 8 other countries



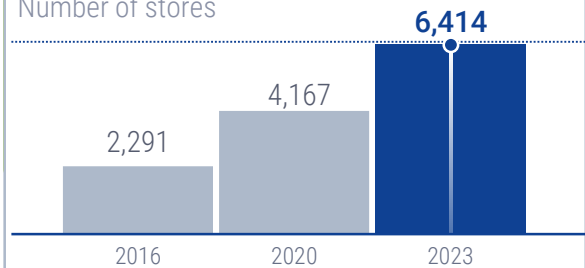
STEADY GROWTH OF DISTRIBUTION CENTER SPACE...

thous. sqm, eop



...TO SUPPORT STORE ROLLOUT

Number of stores



ASSORTMENT

STABLE SHELF LIFE

Lower transportation costs

OUTSOURCED

DC → STORE LOGISTICS

Scalability and cost control

100% CENTRALISED

SUPPLIES VIA DCs⁽¹⁾

NWC⁽²⁾ management

AUTOMATION

OF DCs OPERATIONS
(incl. distinctive weighting system)

Limitation of human factor

INTEGRATION

IN IT SYSTEM

Real-time management

Source: Company information

¹ Not accounting for a small number of SKUs delivered directly to stores (e.g. ice-cream); ² Net Working Capital, computed as accounts receivables and inventories, net of account payables

●●● Operational Excellence

STATE OF THE ART IT INFRASTRUCTURE CONSTANTLY ENHANCED TO SUPPORT FUTURE GROWTH



STRATEGY FOR SCALING BUSINESS SINCE DAY 1

All systems are integrated within SAP environment supported inhouse and located on the Company's servers, provides ability to operate thousands of stores



WE LEVERAGE TECHNOLOGY TO AUTOMATE DECISION-MAKING, RESULTING IN BETTER DECISIONS AND LOWER COSTS



IT Infrastructure supported by **in-house development**



Automated store roll-out, budgeting and payments



One-point access to all business stats



Precise **demand planning** and **pricing algorithms**



Mobile solutions for employees

Data powering every facet of the business

Free from legacy tech issues – easy and quick to innovate

Entire network managed as a single store with a relatively small HQ

All-around automation for rapid scaling

Empowering store and HQ employees



SUBSTANTIAL
GROWTH POTENTIAL

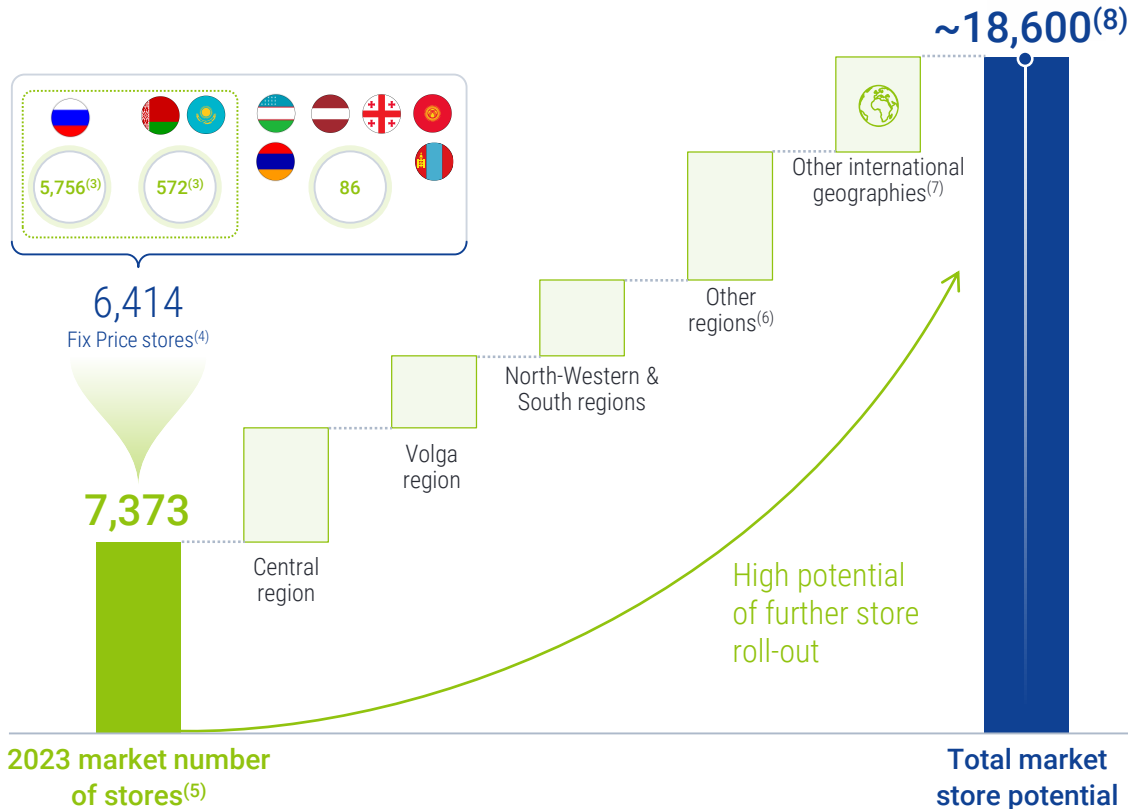
4



OVER 15 YEARS OF STORE RUNWAY POTENTIAL AHEAD⁽¹⁾

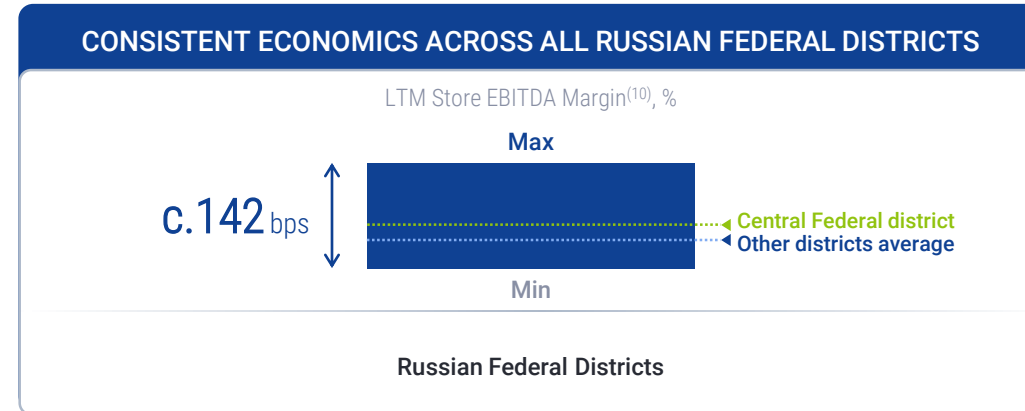
SIZEABLE WHITE SPACE POTENTIAL ACROSS RUSSIA AND OTHER INTERNATIONAL GEOGRAPHIES...

Potential total number of variety value retail stores in Russia and other international geographies⁽²⁾



...SUPPORTED BY STRUCTURAL FORMAT ADVANTAGES

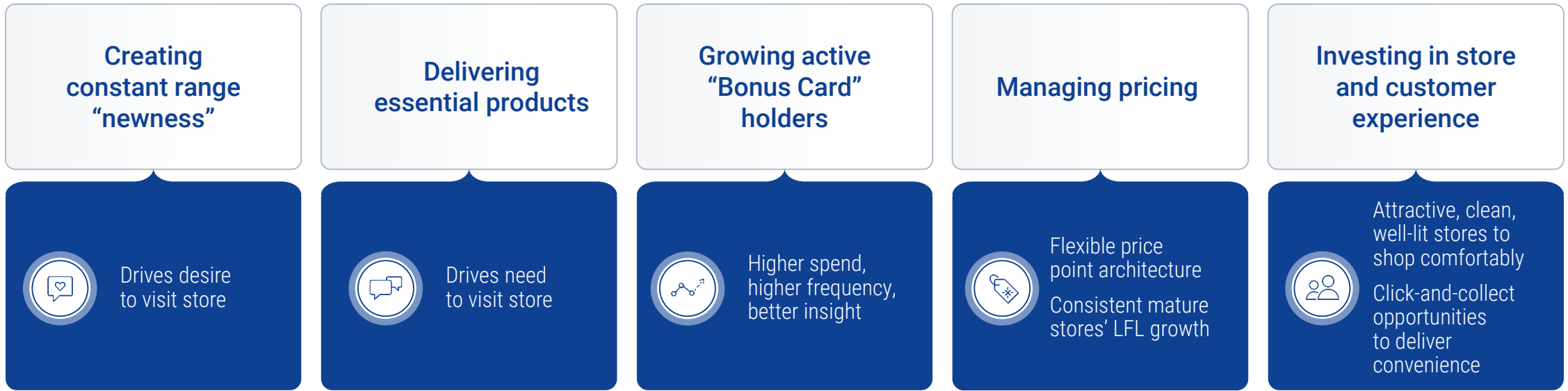
- Ability to penetrate deeply** across Russian regions
- Consistent profitability** across all Russian geographies
- Convenient** locations driving footfall
- Attracting customers** across all segments (incl. affluent)
- 100% of Russian lease contracts denominated in RUB** and **68% of contracts <1 year lease-term⁽⁹⁾**
- High barriers to entry** & low competition for space



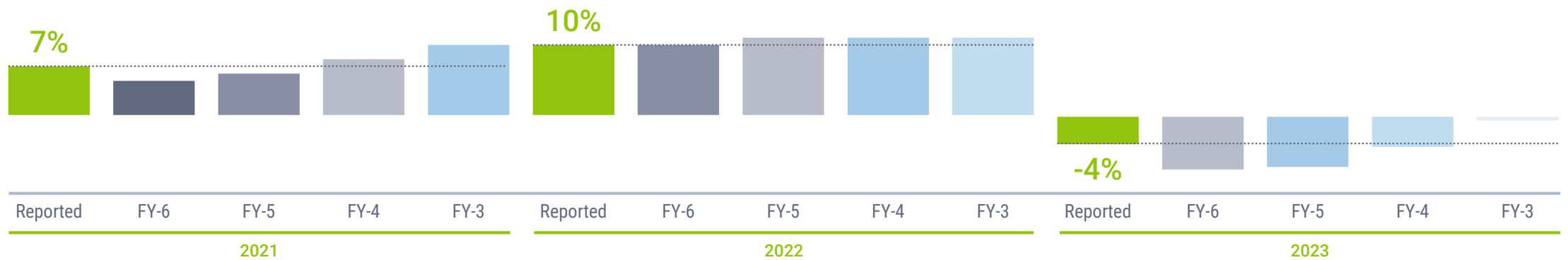
Source: Company information; INFOLine

Notes: 1 Highly illustrative analysis assuming 750 new openings per year in the mid-term, value computed considering mid-point of range; 2 Other international geographies refers to Kazakhstan and Belarus; 3 6,328 stores in the selected Fix Price countries of operation (Russia, Belarus and Kazakhstan); 4 Number of Fix Price stores as of Dec'23; 5 Number of stores in VVR channel in 2023 refers to Russia and other international geographies of Belarus and Kazakhstan – analysed by INFOLine; 6 Siberian, Urals, Far East and North-Caucasus regions; 7 Belarus and Kazakhstan; 8 Total store potential for the market for Russia and other international geographies Belarus and Kazakhstan (for Fix Price and competitors; incl. existing stores); 9 Space breakdown by lease term as of 2023 financial year; 10 Calculated based on stores opened by 1 January 2023 (to reflect full 12 months) and excluding closed stores; reflects max / min / average metrics based on average 2023 Store EBITDA (IFRS 16) margins by district

TESTED LEVERS TO DRIVE LFL GROWTH



LIKE-FOR-LIKE ACROSS MATURITIES⁽¹⁾



Source: Company information; Vintage LFL data based on management accounts

Notes: 1 Color coding links data points referring to stores opened in the same period (e.g. FY-5 in 2023 and FY-4 in 2022 refer to stores opened in 2018 hence the same shading)

●●● Substantial Growth Potential



BEST-IN-CLASS FINANCIAL KPIS

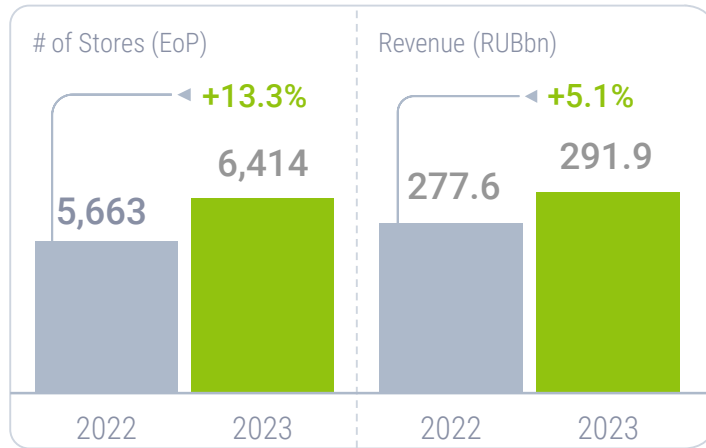
5



STRONG GROWTH, PROFITABILITY AND CASHFLOW

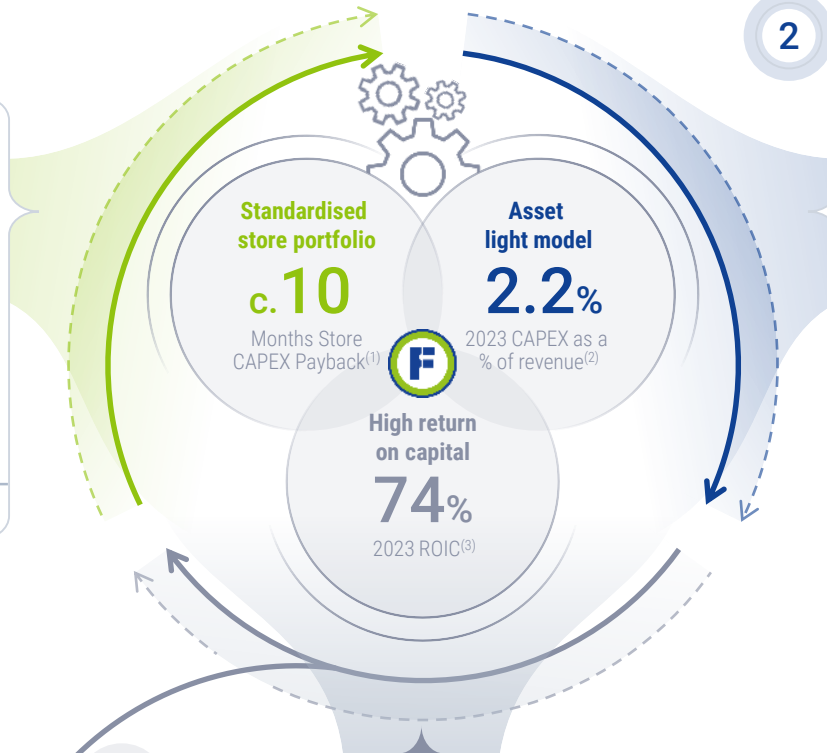
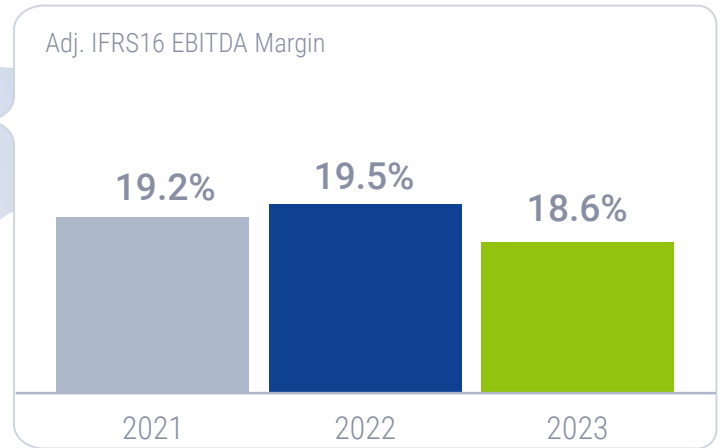
1

SCALE SUPPORTS GROWTH



2

STRONG PROFITABILITY



Historic payout ratio⁽⁴⁾
>100%



3



Source: Company information; Audited IFRS accounts for FY 2022-2023

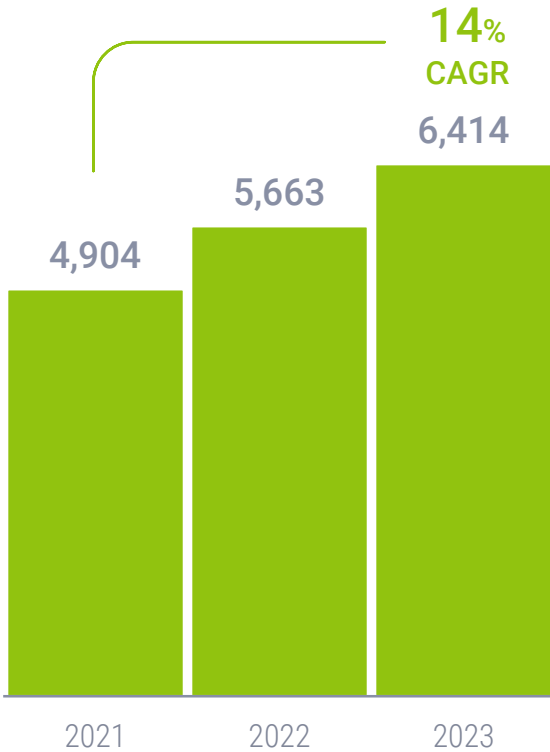
Notes: **1** As of FY2023; **2** Capital Expenditure is calculated as cash flow related to the acquisition of property, plant and equipment and the acquisition of intangible assets for the relevant period; **3** ROIC is calculated as operating profit less income tax expense for the LFY divided by Average Invested Capital for LFY and LFY-1. Average Invested Capital is calculated by adding the Invested Capital at the beginning of LFY to Invested Capital at year's end and dividing the result by two. Invested Capital calculated as total equity plus total current and non-current loans and borrowings plus total current and non-current lease liabilities plus dividends payable less cash and cash equivalents; **4** Before the suspension of dividend policy because of external factors in 2022, Historic Payout Ratio for 2019-2021 was 108%. The ratio was calculated as cumulative Dividends for 2019-2021 divided by cumulative Profit for the year for 2019-2021; **5** Reflects IAS 17-Based Adjusted Net Debt / (Cash) calculated as the total current and non-current loans and borrowings less cash and cash equivalents adjusted for dividends payable to shareholders

STRONG GROWTH ALGORITHM

STRONG AND CONSISTENT UNIT GROWTH CADENCE

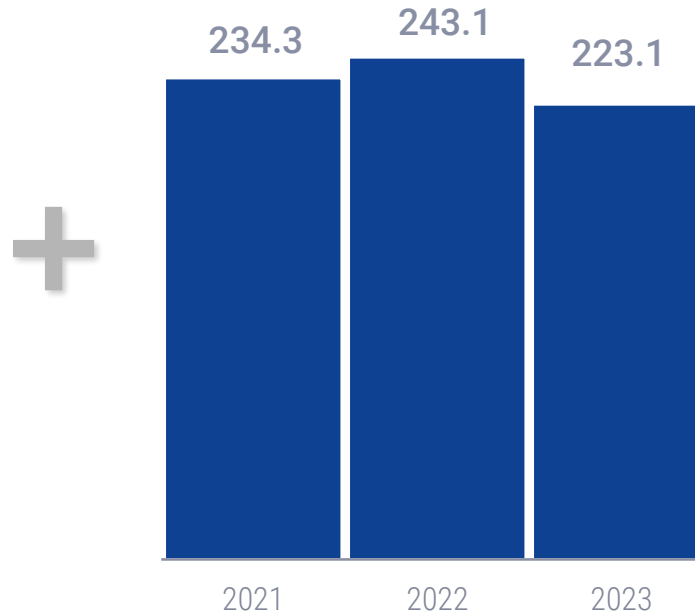
Unit development (# of stores as of end of period)

% of franchise stores



SALES DENSITY⁽¹⁾

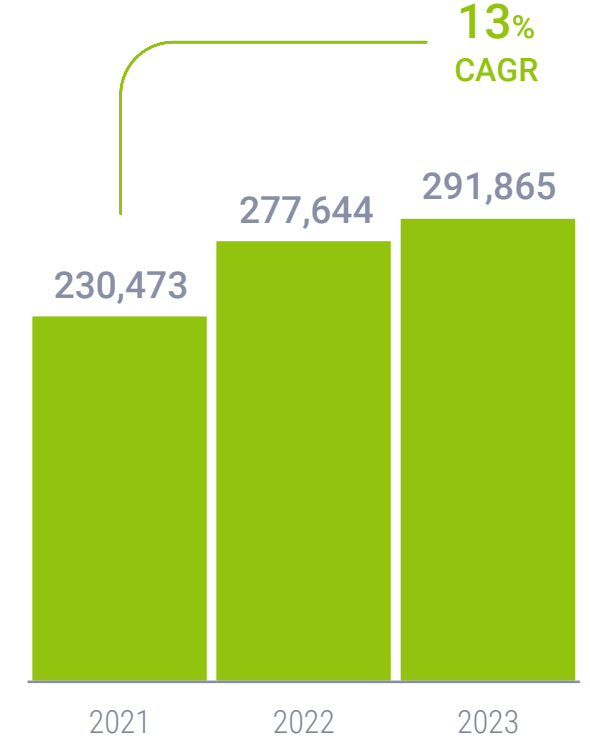
Sales density (RUB thous. per sqm)



DECENT TOP LINE GROWTH

Revenue development (RUBm)

% wholesale revenue



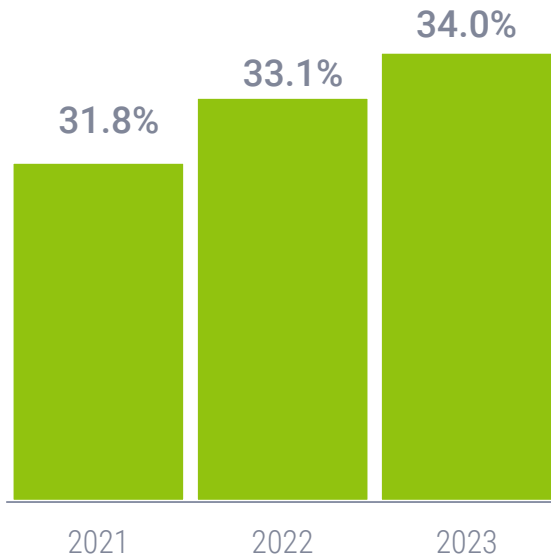
Source: Company information; Audited IFRS accounts for FY 2021-2023

Notes: 1 Sales density is calculated as retail revenue for the period divided by average selling space of Company-operated stores for the period

EFFICIENT WORK WITH ASSORTMENT SUPPORTS STRONG PROFITABILITY

GROSS MARGIN

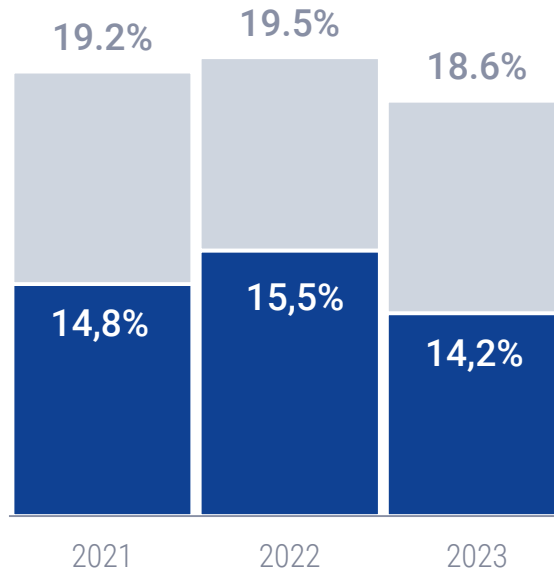
Gross margin (%)



ADJUSTED EBITDA MARGIN

Adjusted EBITDA margin (%)

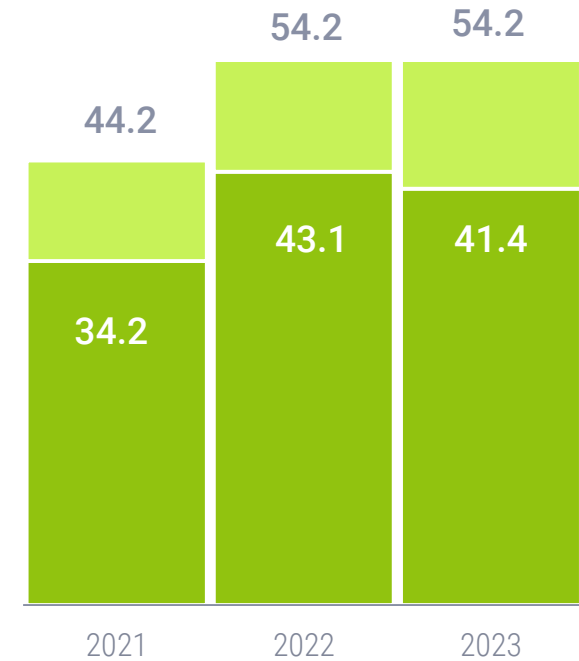
■ IFRS 16 ■ IAS 17



EBITDA

Adjusted EBITDA (RUBbn)

■ IFRS 16 ■ IAS 17

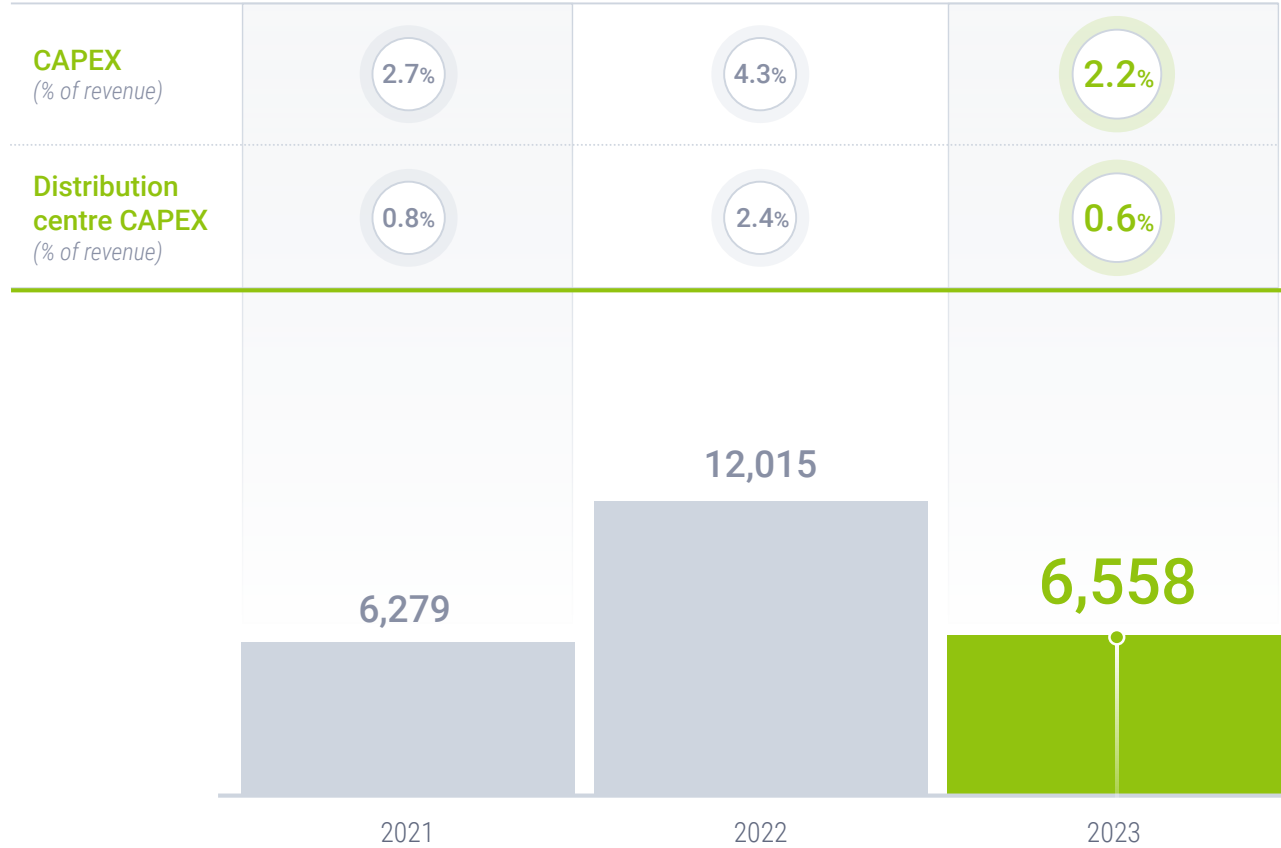


Source: Company information; Audited IFRS accounts for FY 2021-2023

Notes: Adjusted IAS 17 EBITDA figures calculated for 2021-2023 as adjusted IFRS 16 EBITDA minus Rent expense and Associated non-lease components net of variable lease costs and Costs of lease of low-value items

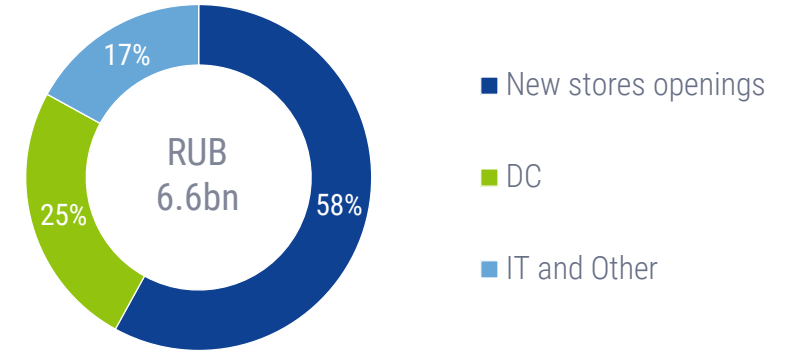
LAST THREE YEARS CAPEX⁽¹⁾

CAPEX (RUBm)

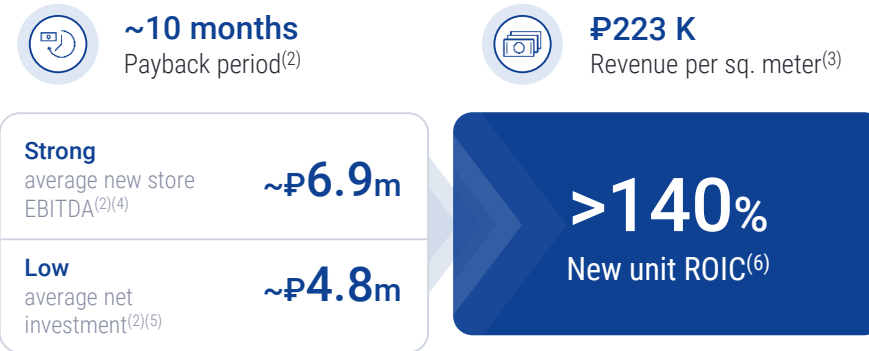


CAPEX COMPOSITION

(12M 2023, %)



OUTSTANDING UNIT ECONOMICS

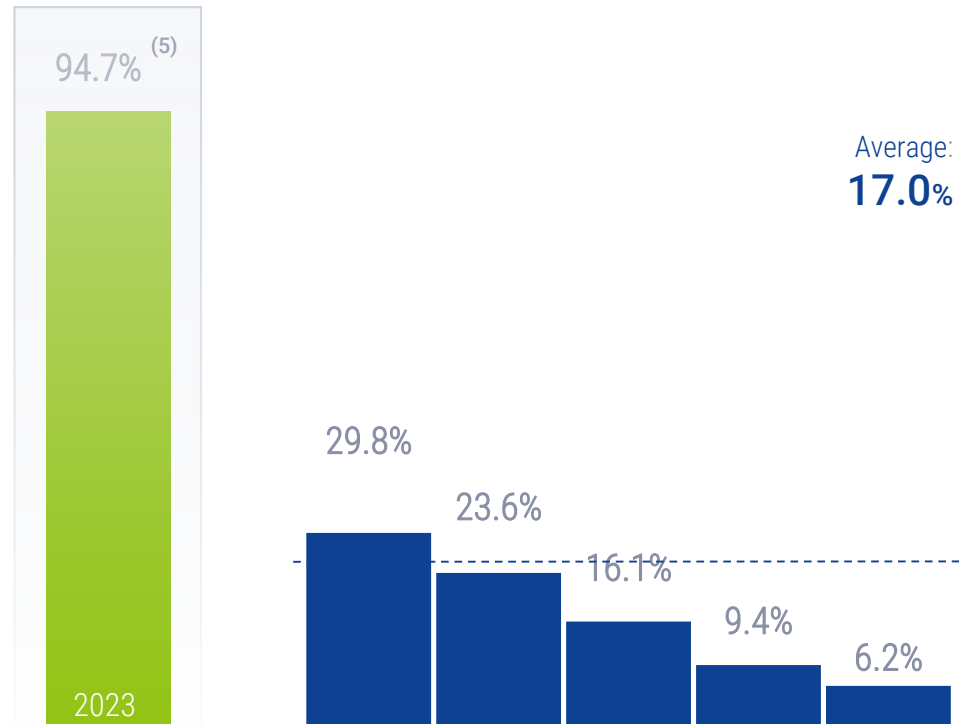


Source: Company information; Audited IFRS accounts for FY 2021-2023

Notes: **1** Capital Expenditure is calculated as cash flow related to the acquisition of property, plant and equipment and the acquisition of intangible assets for the relevant period; **2** Calculated as average for Russian Company-operated Fix Price stores (Revenue and EBITDA for 12 full months after store opening) that were opened during 2022 and are still operating (as of December 31, 2023) and paid back CAPEX i.e. cumulative IAS 17 EBITDA since opening is >RUB4.8m; **3** Fiscal year 2023 data, revenue per sq. meter calculated as retail revenue / average selling space of Company operated stores; **4** Average store EBITDA is based on IAS 17 Standard and is calculated as Store revenue less store level expenses associated with Cost of goods sold, Transportation costs, Shrinkage costs, Supplier bonuses, Staff costs, Operating lease expense, Bank charges, Security costs, Maintenance costs, Advertising expense, Utility expense and Other expenses; **5** Average net investment per store outside Russia is lower than RUB4.8m; **6** Calculated as Average store EBITDA / Average net investment

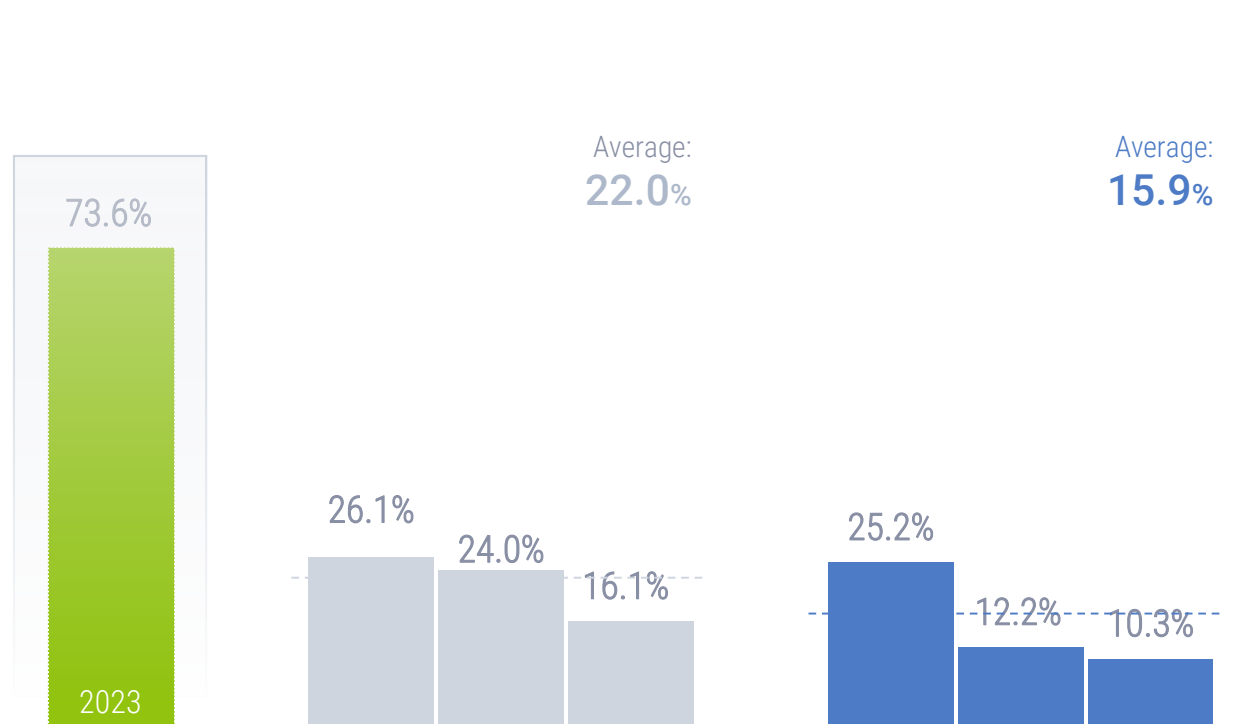
US DOLLAR STORES / VALUE RETAIL⁽³⁾

Non-capitalised leases



INTERNATIONAL VALUE RETAIL⁽⁴⁾

Capitalised leases

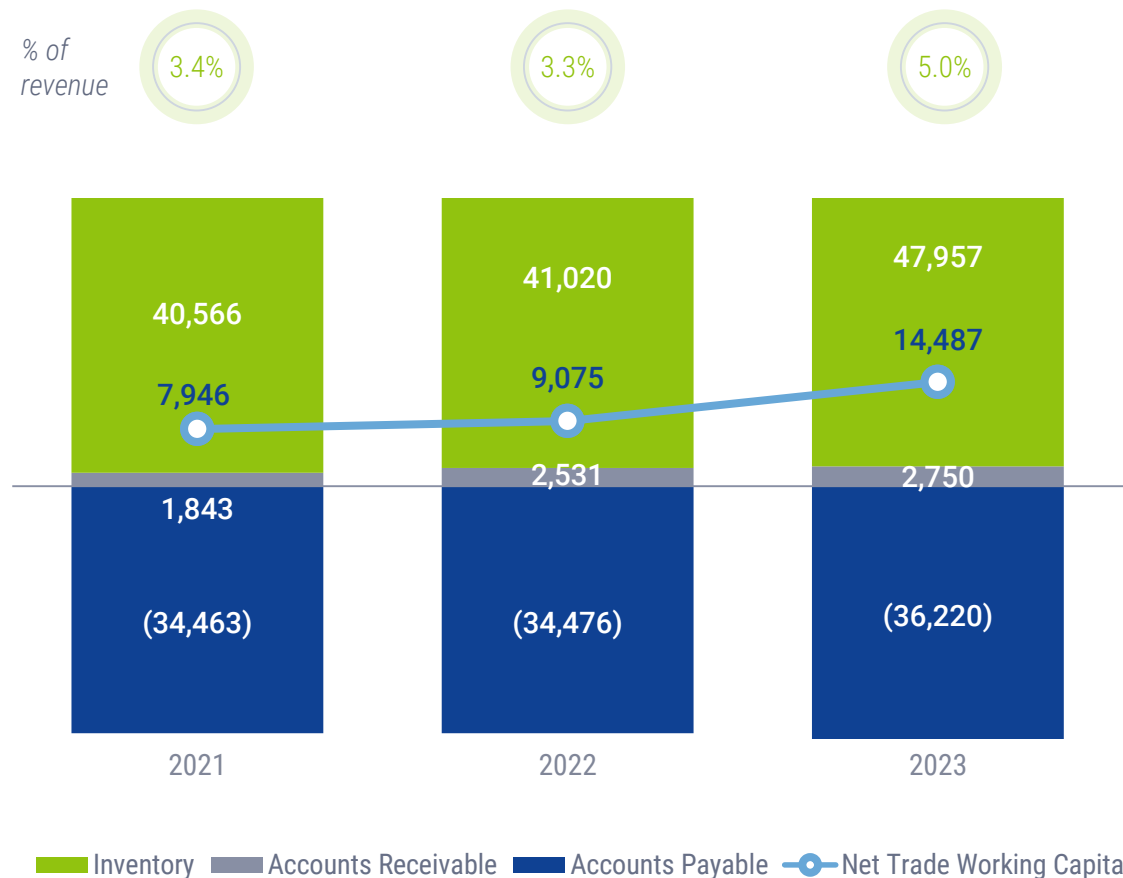


Source: Management accounts, Audited IFRS and US GAAP accounts; All figures are presented according to local accounting standards

Notes: 1 2022 financial year data for peer companies; 2 ROIC is calculated as operating profit less income tax expense for the LFY divided by Average Invested Capital for LFY and LFY-1. Average Invested Capital is calculated by adding the Invested Capital at the beginning of LFY to Invested Capital at year's end and dividing the result by two. Invested Capital calculated as total equity plus total current and non-current loans and borrowings plus total current and non-current lease liabilities plus dividends payable less cash and cash equivalents; 3 US Dollar Stores/Value Retail financials based on US GAAP; 4 International Value Retail and Russian Retail based on IFRS; 5 Illustrative ROIC if Lease liabilities were excluded from Invested Capital

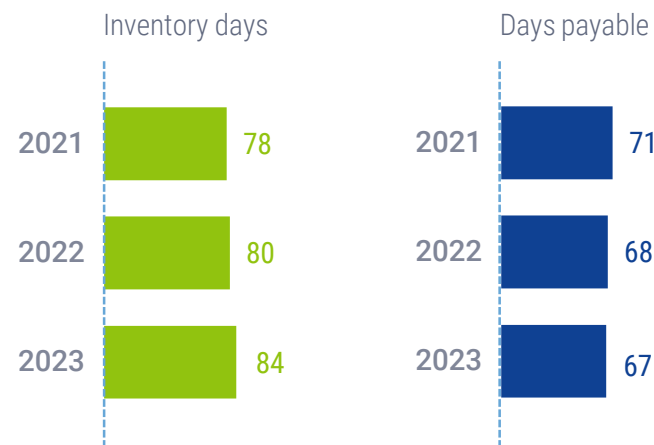
NET TRADE WORKING CAPITAL DEVELOPMENT⁽¹⁾

(RUBm)



ROBUST INVENTORY DAYS AND DAYS PAYABLE LEVELS

Inventory days⁽²⁾ (days) and Days payable⁽³⁾ (days)



COMMENTS

- With a significant cash balance on its balance sheet in an environment of high interest rates, the Company proactively prepaid suppliers' orders at the end of 2023 to benefit from improved commercial terms. This positively impacted the Group's gross profit, but resulted in an increase in net trade working capital to RUB 14.5 billion (5.0% of revenue) as of 31 December 2023, from RUB 9.1 billion (3.3% of revenue) as of 31 December 2022

Source: Audited IFRS accounts for FY 2021-2023

Notes: 1 Excludes Other current assets and liabilities; Trade NWC calculated as Inventories + Receivables and other financial assets – Payables and other financial liabilities; 2 Calculated as average Inventories for the beginning and the end of period divided by annualised Cost of sales multiplied by 365 days; 3 Calculated as average Payables and other financial liabilities for the beginning and the end of period divided by annualised Cost of Sales multiplied by 365 days



COMMITMENT TO SUSTAINABLE DEVELOPMENT

6



ESG strategic priorities – the 4Ps

Our ESG practices are guided by four strategic priorities, the 4Ps – People, Product, Partners and Planet

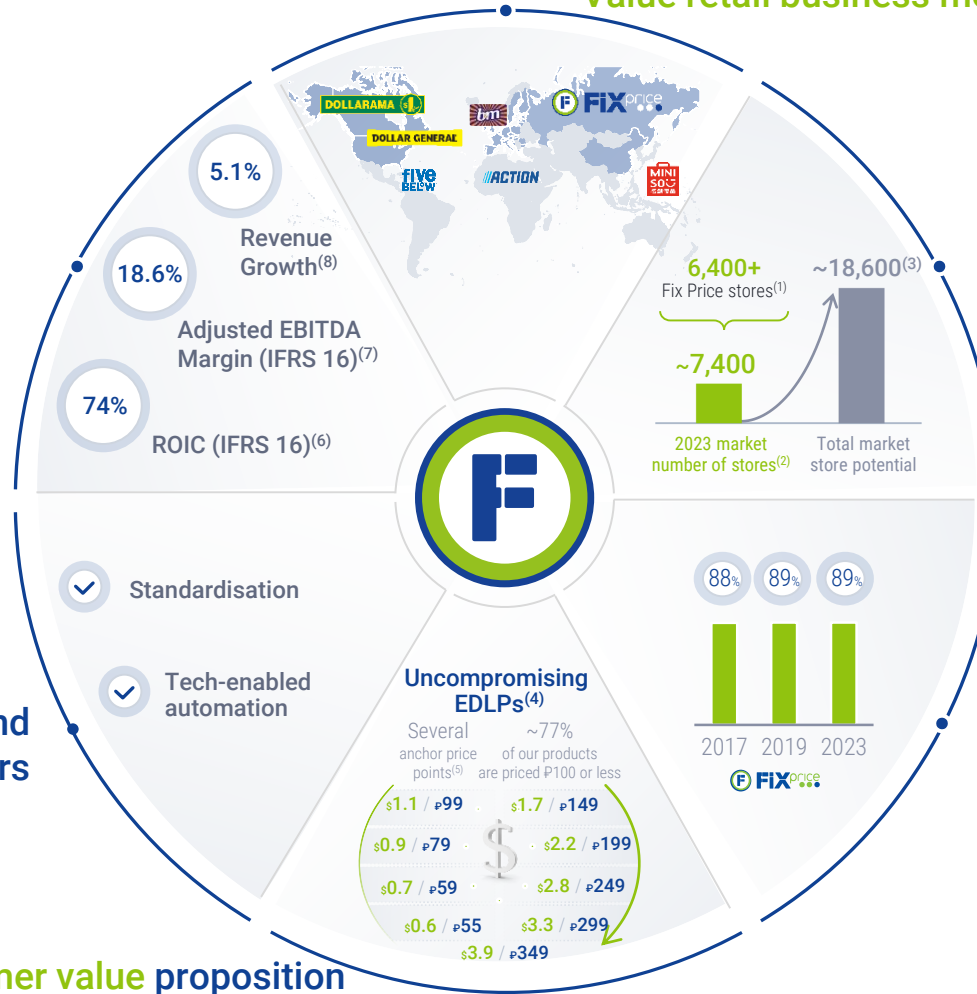


Notes: More information about key ESG data can be found in [ESG Databook](#) or in the relevant section of the Company's Annual Report

UNDISPUTED LEADER IN VALUE RETAIL

Value retail business model proven globally

Strong financial algorithm



~1/4bn addressable population – over 15 years of roll-out potential ahead

Maximising control and minimising human errors

Fix Price = value retail in Russia

Compelling customer value proposition

Source: Company information; INFOLine; World Bank; Public sources; Rosstat; Audited IFRS accounts for FY 2021-2023; All prices in RUB or USD are converted at the CBR exchange rate of 89.69 USD/RUB as of 31 December 2023

Notes: **1** Number of stores of Fix Price as of 31 December 2023; **2** Number of stores in VVR channel refers to Russia and other international geographies of Belarus and Kazakhstan – analysed by INFOLine; **3** Total store potential for the market for Russia and other international geographies of Belarus, Kazakhstan (for Fix Price and competitors; including existing stores); refers to Russia and other international geographies of Belarus, Kazakhstan – analysed by INFOLine; **4** EDLPs refers to everyday low prices; **5** As of December 2023; **6** ROIC is calculated as operating profit less income tax expense for the LFY divided by Average Invested Capital for LFY and LFY-1. Average Invested Capital is calculated by adding the Invested Capital at the beginning of LFY to Invested Capital at year's end and dividing the result by two. Invested Capital calculated as total equity plus total current and non-current loans and borrowings plus total current and non-current lease liabilities plus dividends payable less cash and cash equivalents; **7** 2023 data on IFRS 16 basis; **8** Computed based on FY 2023 Revenue and FY 2022 Revenue



Q1 2024 OPERATING AND FINANCIAL RESULTS



KEY ACHIEVEMENTS IN Q1 2024



RUB 71.7bn

Revenue



131

Net store openings⁽¹⁾



14.6%

Loyal customer base
growth year-on-year



32.7%

Gross margin



RUB 9.8bn

EBITDA



RUB 3.3bn

Net profit

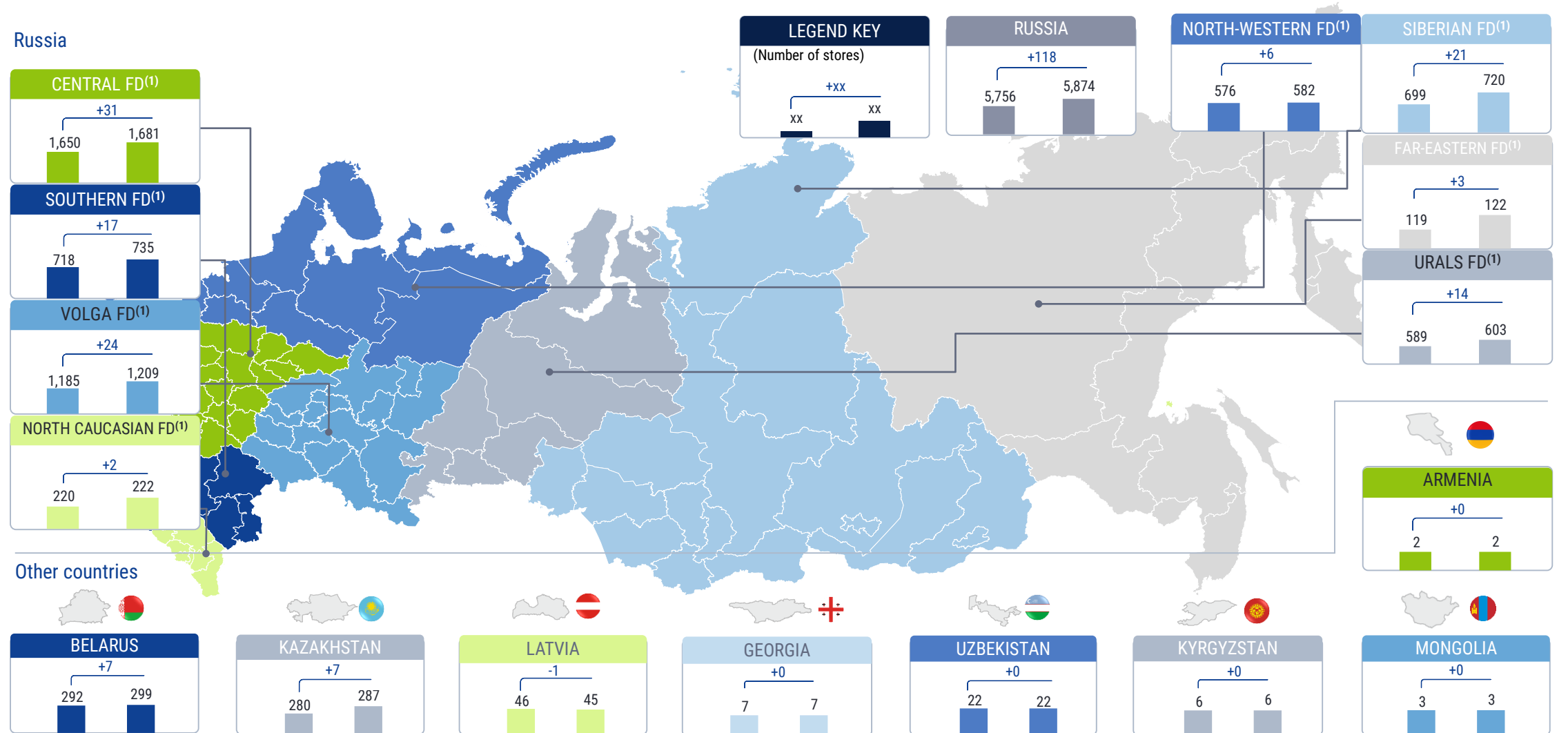
Source: Company information, Management Accounts for Q1 2024

Notes: 1 Including Company-operated and franchise stores

●●● Q1 2024 Operating and Financial Results

CONTINUOUS STORE EXPANSION

GEOGRAPHICAL COVERAGE (2023 and 3M 2024, eop)



Source: Company information

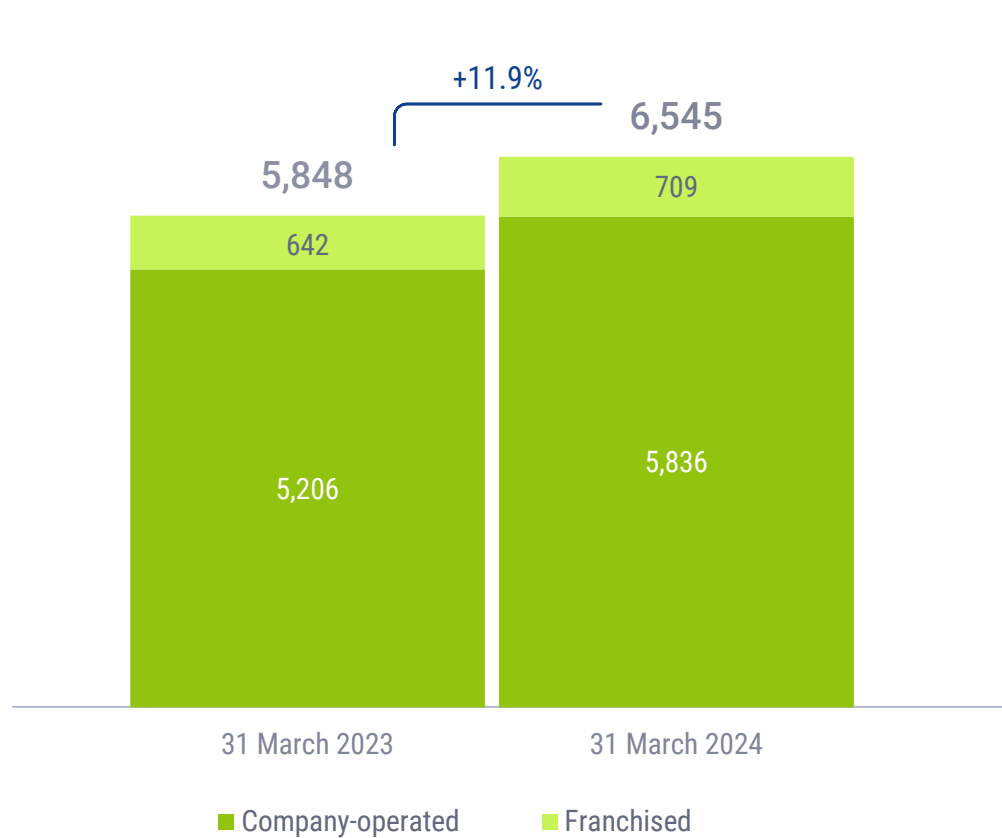
Notes: 1 Federal District

●●● Q1 2024 Operating and Financial Results

CONTINUOUS STORE EXPANSION

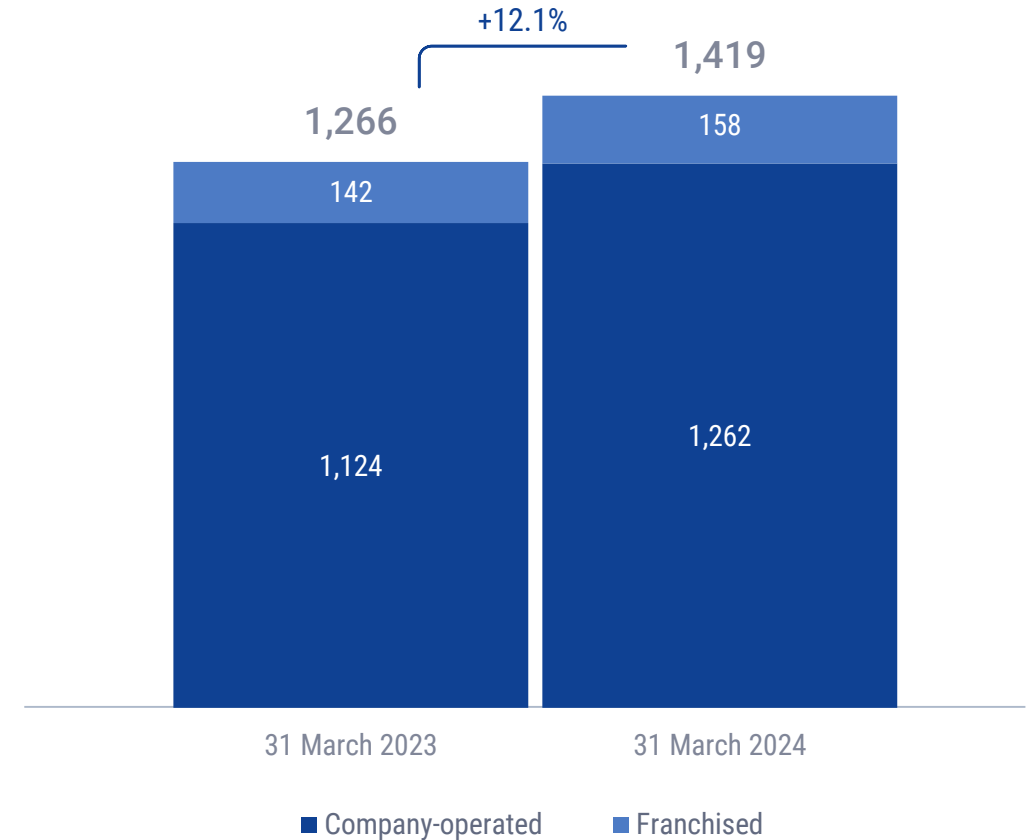
FIX PRICE STORE PORTFOLIO GROWTH

(Number of stores)



SELLING SPACE EXPANSION⁽¹⁾

(Thous. sqm)



Source: Company information

Notes: 1 Total may not equal the sum of the components due to rounding

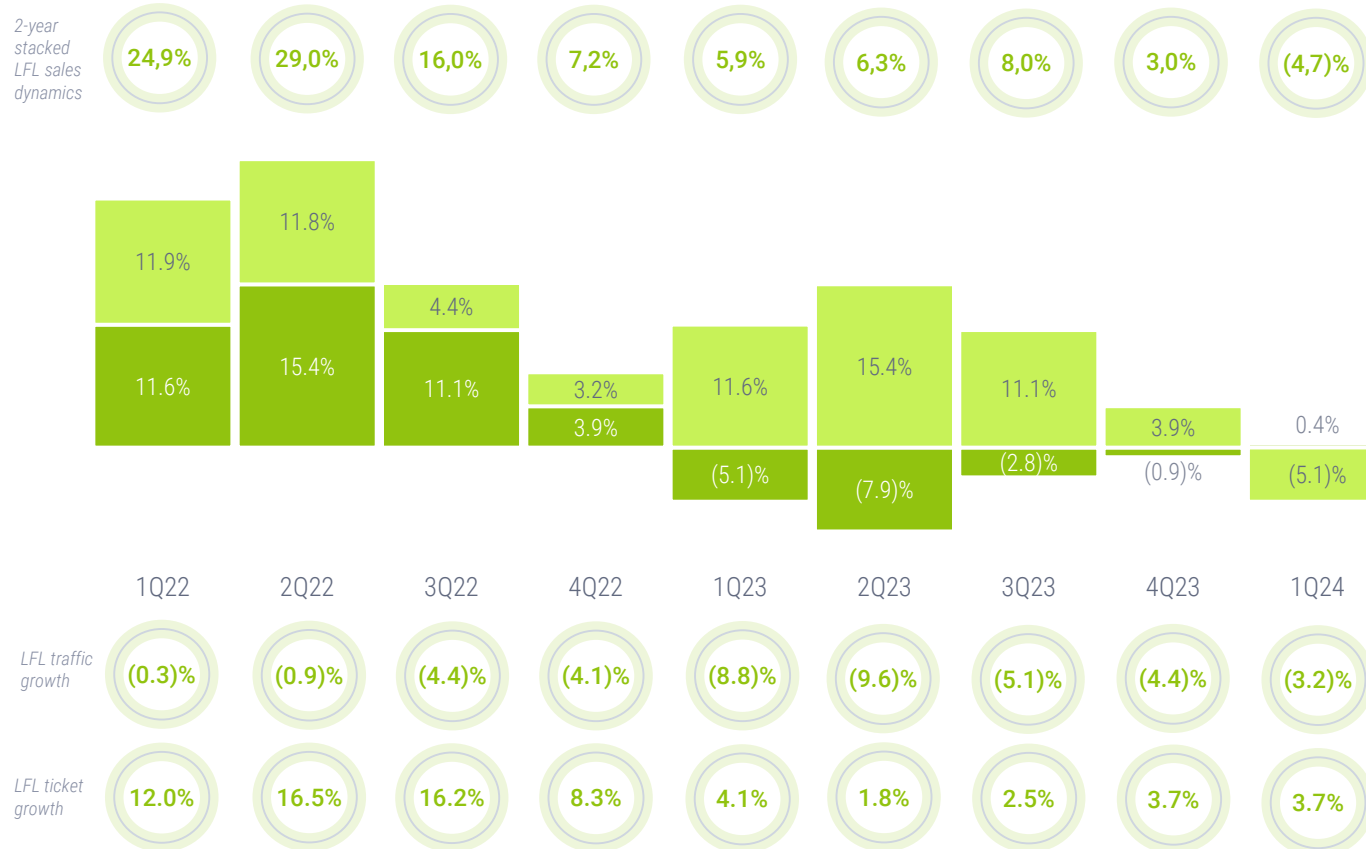
●●● Q1 2024 Operating and Financial Results

LFL PERFORMANCE

2-YEAR STACKED LFL SALES DYNAMICS⁽¹⁾⁽²⁾

■ LFL Sales (Current Year)
■ LFL Sales (Prior Year)

2-year stacked LFL sales dynamics



COMMENTS ON QUARTERLY DYNAMICS

- In Q1 2024, LFL sales turned positive to 0.4% due to LFL average ticket growth of 3.7% offsetting a 3.2% contraction in LFL traffic, which was milder y-o-y on the back of gradually recovering consumer sentiment. However, people still opted for food and big non-food purchases rather than buying inexpensive items, or save money in the environment of record deposit interest rates

- LFL sales of Company-operated stores in Russia were down 1.1% in Q1 2024. At the same time, the Group's LFL performance was supported by the rouble-denominated LFL sales dynamics in Kazakhstan and Belarus, on the back of currency conversion effect due to the rouble depreciation

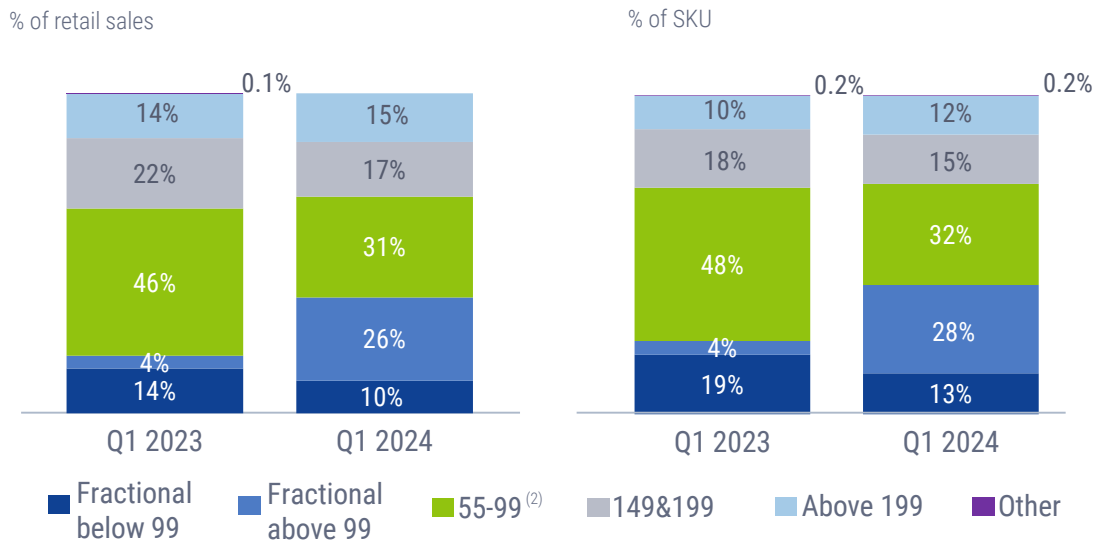
- The positive LFL dynamics in their national currencies for stores in Belarus and Kazakhstan were a result of the improved traffic due to highly compelling value proposition, while the average ticket in both countries was impacted by the high base of the previous year

Source: Company information; LFL data as per Management Accounts

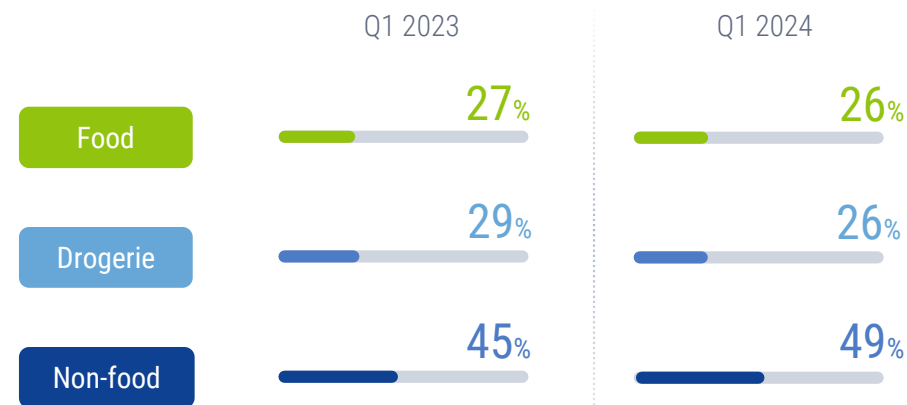
Notes: 1 Like for like (LFL) sales, average ticket and number of tickets are calculated based on the results of stores operated by Fix Price and that were open for at least 12 full calendar months preceding the reporting date. LFL sales and average ticket are calculated based on retail sales including VAT. LFL numbers exclude stores that were temporarily closed for seven or more consecutive days during the reporting and/ or comparable period; 2 Stacked LFL is calculated according to the following formula: $(1 + \text{LFL Q}) * (1 + \text{LFL Q-1}) - 1$, where LFL Q is current quarter LFL sales growth and LFL Q-1 is LFL sales growth for the same quarter of previous year

EXTENDED CVP AND CONTINUED ROBUST PRICE ADVANTAGE

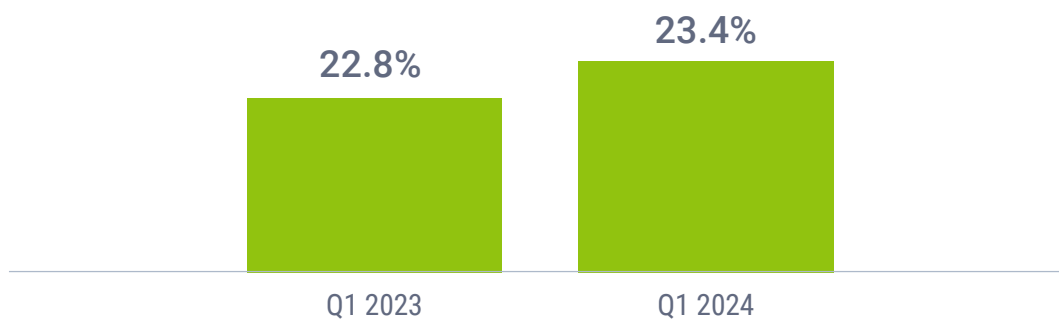
88% OF ASSORTMENT UNDER RUB 200⁽¹⁾



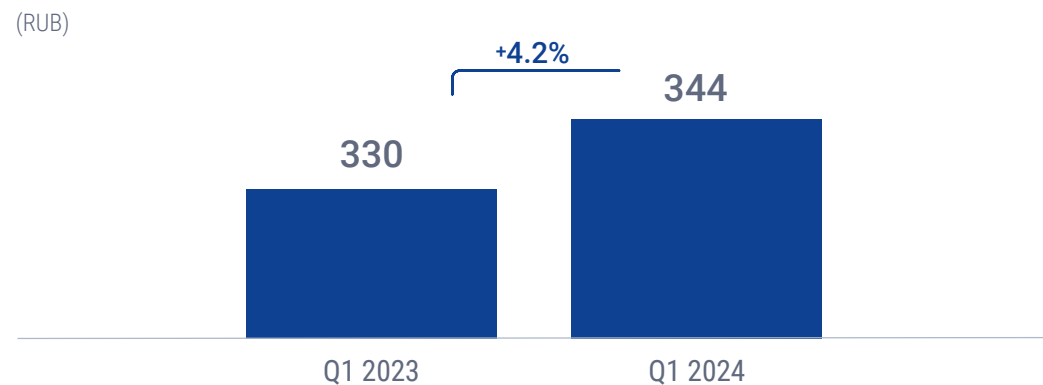
RETAIL SALES MIX⁽³⁾



RETAIL SALES – SHARE OF IMPORT EVOLUTION



AVERAGE TICKET GROWTH⁽⁴⁾



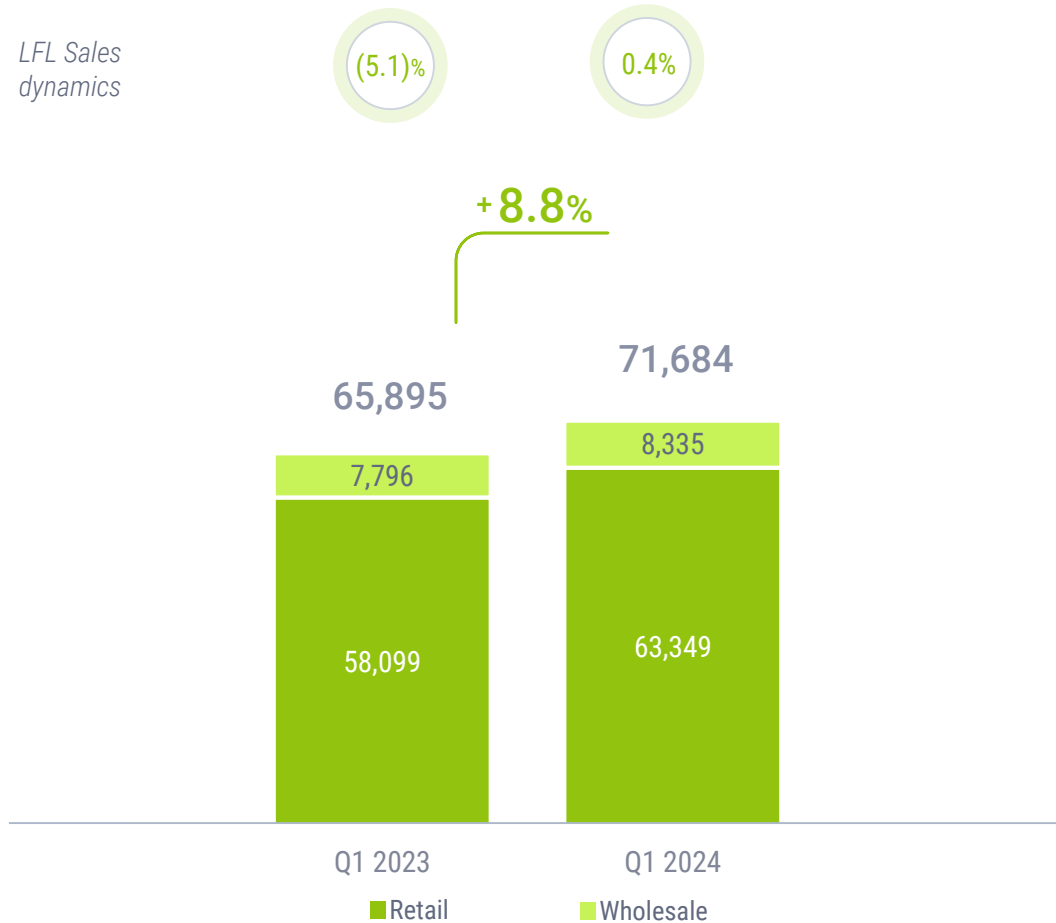
Source: Company information. Data on retail sales is based on the results of Company-operated stores in Russia

Notes: 1 For Q1 2024; 2 The category includes "55", "59", "79", "99"; 3 Due to rounding, the sum may not be equal to 100%; 4 For all Company-operated stores

REVENUE GROWTH AND ROBUST PROFITABILITY

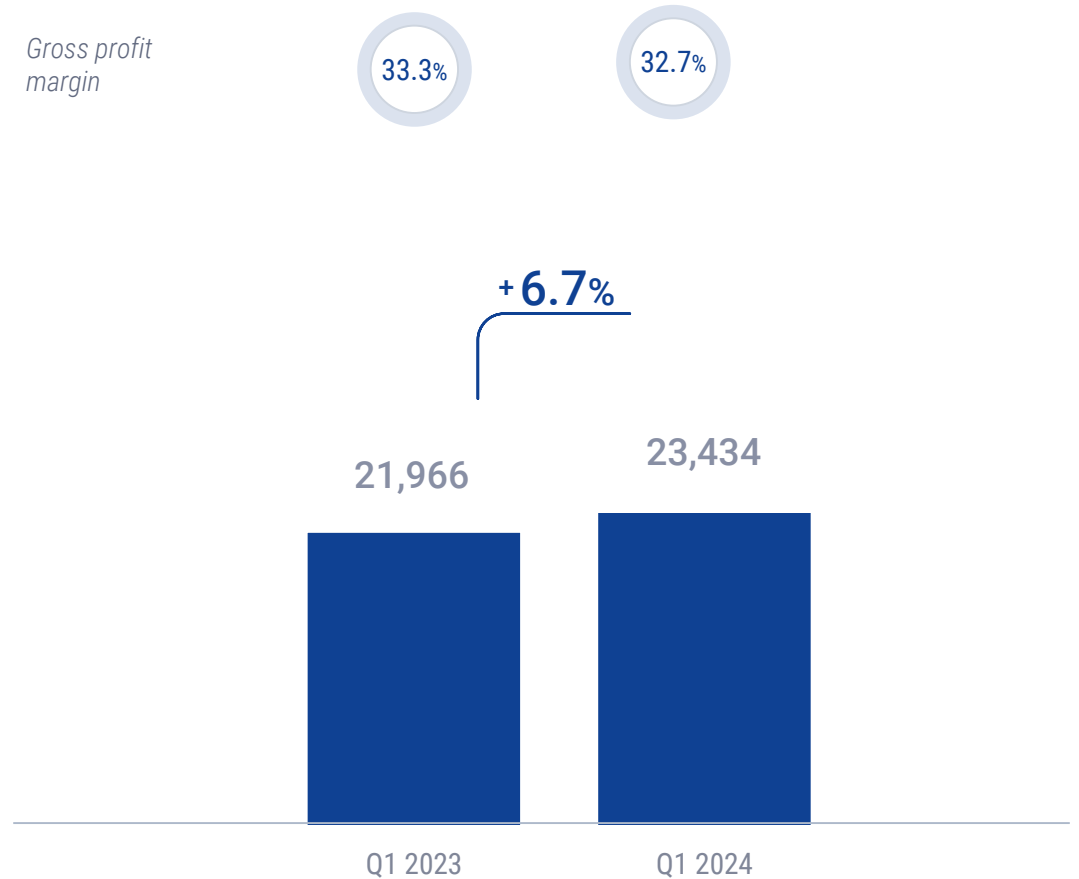
TOTAL REVENUE

(RUBm)



GROSS PROFIT

(RUBm)

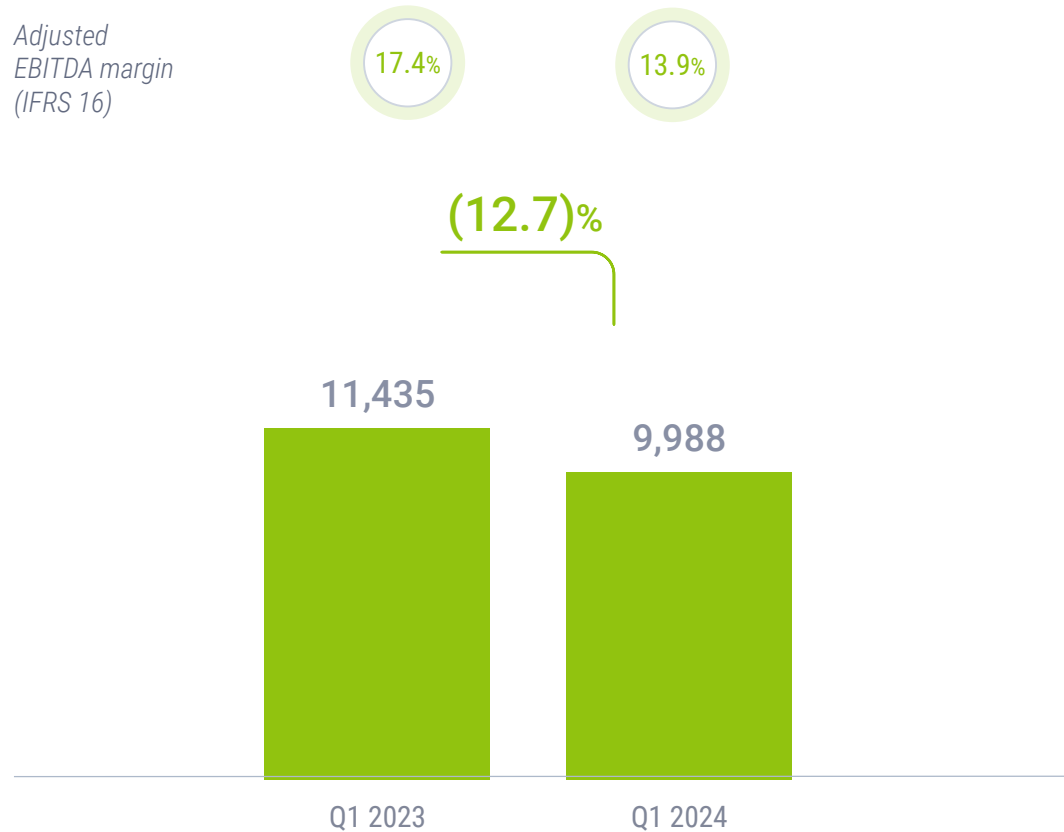


Source: Management Accounts for Q1 2023 and Q1 2024

REVENUE GROWTH AND ROBUST PROFITABILITY (CONT'D)

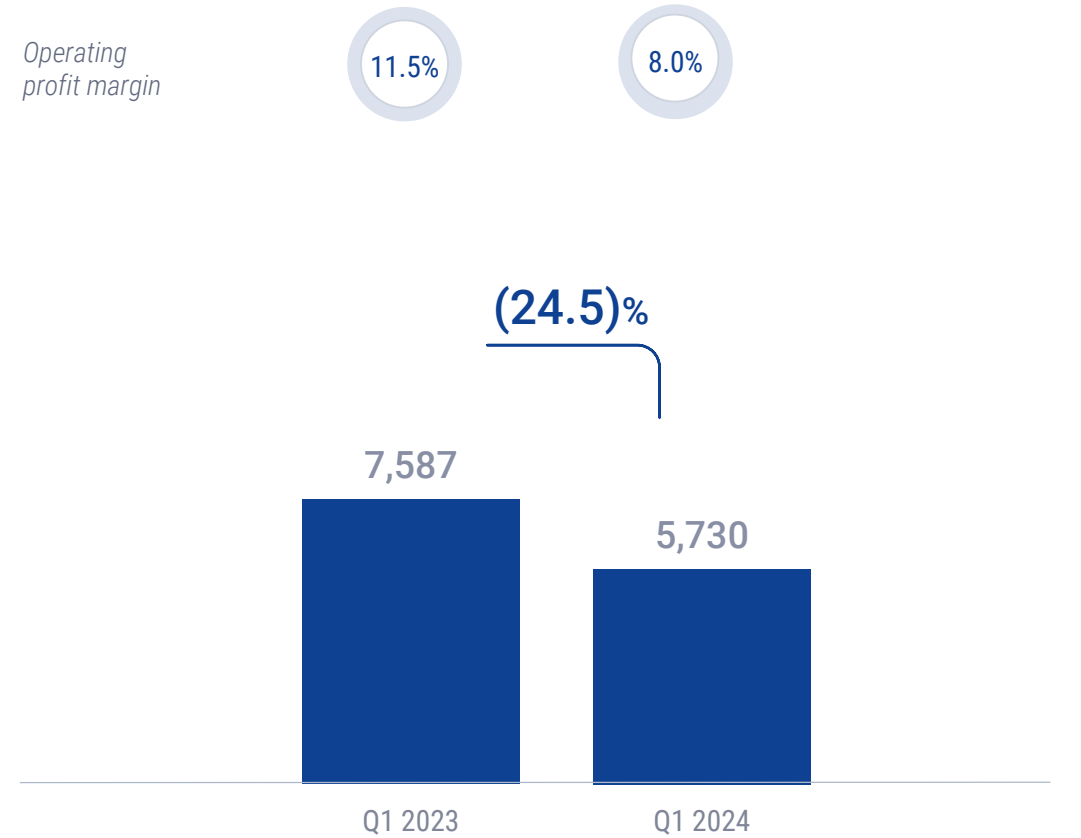
ADJUSTED EBITDA (IFRS 16)

(RUBm)



OPERATING PROFIT

(RUBm)



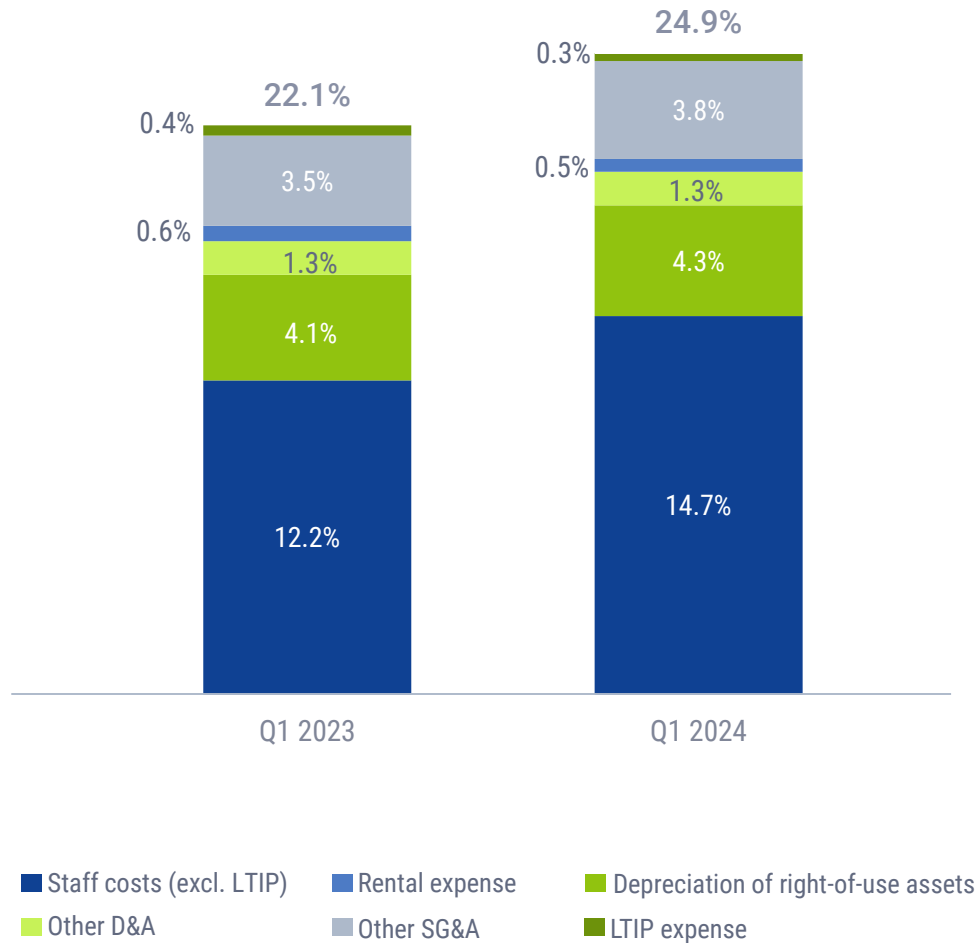
Source: Management Accounts for Q1 2023 and Q1 2024

SG&A EXPENSES ANALYSIS

SG&A BREAKDOWN

(% of revenue)

IFRS 16



Source: Management Accounts for Q1 2023 and Q1 2024

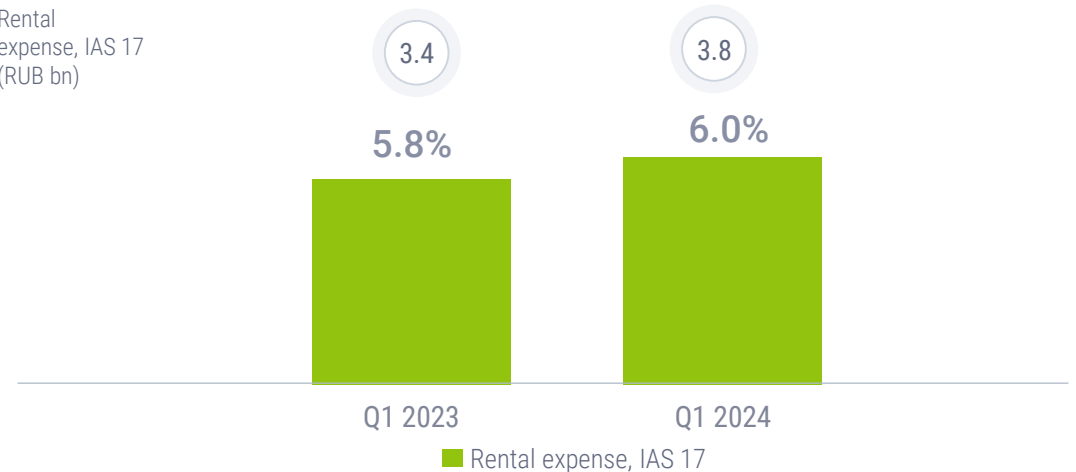
COMMENTS

- Selling, general and administrative expenses (SG&A) excluding LTIP and D&A expenses increased by 275 bps y-o-y to 19.0% of revenue mainly due to growth in the shares of staff costs, advertising and other expenses coupled with the negative operating leverage effect. Pressure on the cost base was partially mitigated by efficiencies gained in rental expenses and security services as a percentage of revenue
- Staff costs excluding LTIP grew by 250 bps y-o-y to 14.7% of revenue, mostly due to salary indexation for store and DC employees caused by continued labour shortages and persistently growing competition in the market, and due to an increase in the number of employees as a result of new DC openings
- Rental expense (under IFRS 16) decreased by 7 bps y-o-y to 0.5% of revenue (down 8 bps to 0.6% of retail revenue), caused by a decline in the share of the variable component in the lease payment structure due to slower revenue growth

CASH LEASE REMAINS LOW AS % OF REVENUE

(% of retail revenue)

Rental expense, IAS 17 (RUB bn)

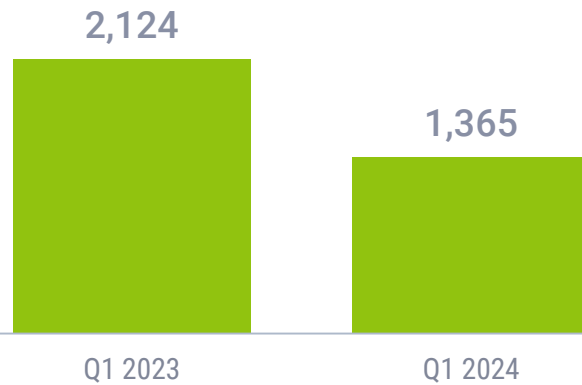


CAPITAL EXPENDITURES TO SUPPORT FURTHER GROWTH

CAPEX⁽¹⁾

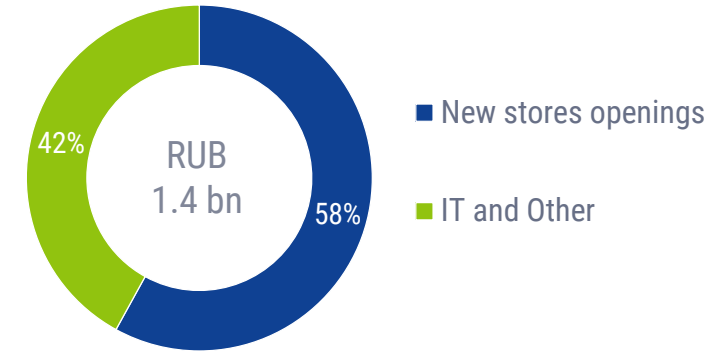
(RUBm)

CAPEX
(% of revenue)



CAPEX COMPOSITION

(Q1 2024, %)



COMMENTS

- CAPEX decreased to RUB 1.4 billion compared to RUB 2.1 billion in Q1 2023, when Fix Price was investing in the construction of new distribution centres that started in 2022
- The Company plans to open approximately 750 new stores in 2024 on the net basis and intends to keep CAPEX low as a share of revenue thanks to the standardised store layouts and assortment and high levels of business process automation

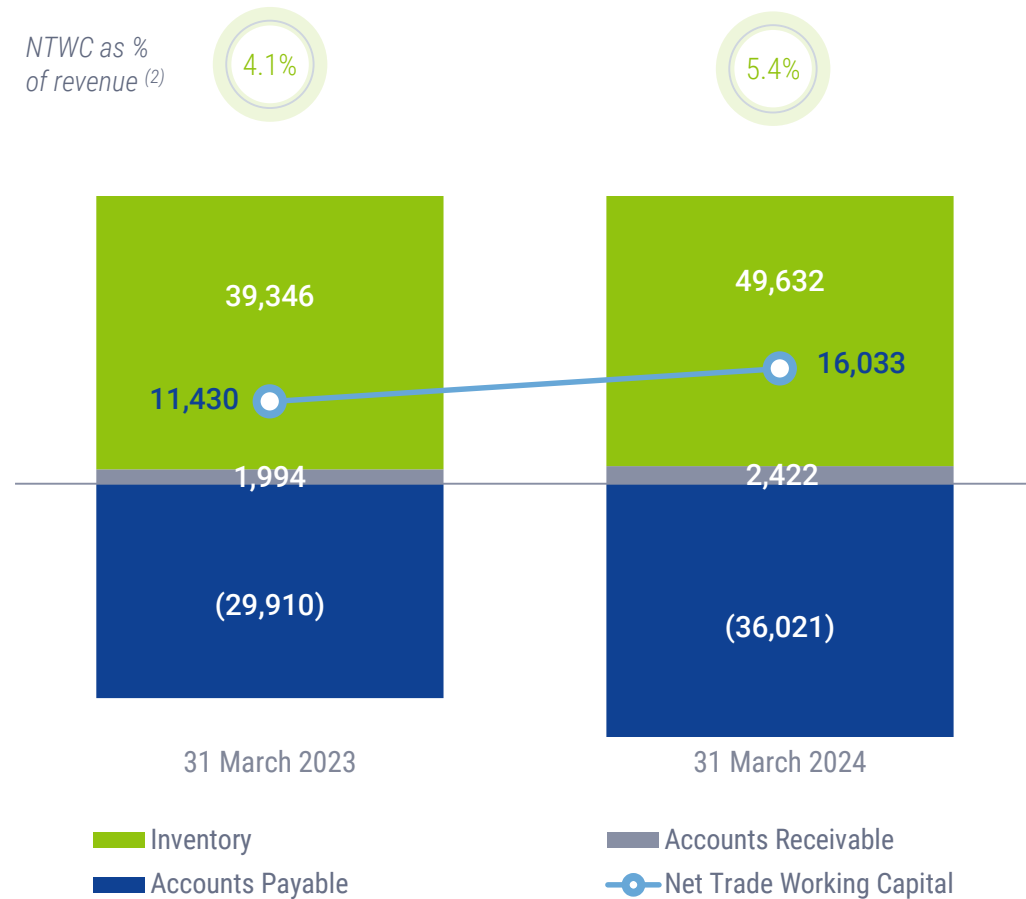
Source: Management Accounts for Q1 2023 and Q1 2024

Notes: 1 Capital Expenditures are calculated as cash flow related to the acquisition of property, plant and equipment and the acquisition of intangible assets for the relevant period

NET WORKING CAPITAL DYNAMICS

NET TRADE WORKING CAPITAL DEVELOPMENT⁽¹⁾

(RUB m)



ROBUST INVENTORY DAYS AND DAYS PAYABLE LEVELS

Inventory days⁽³⁾ (days) and Days payable⁽⁴⁾ (days)



COMMENTS

Net trade working capital⁽¹⁾ reached RUB 16.0 billion (5.4% of revenue)⁽⁵⁾ as of 31 March 2024 compared to RUB 11.4 billion (4.1% of revenue) as of 31 March 2023, while still remaining on a comfortable and manageable level. The Company is ordering and testing new assortment to gauge consumer sentiment and find products that resonate with our customers the most. On top of that, an increase in inventories was associated with uneven deliveries amid a reshuffling of logistics routes, while revenue growth rates remain subdued

Source: Management Accounts for Q1 2023 and Q1 2024

Notes: **1** Net trade working capital is calculated as inventories plus receivables and other financial assets minus payables and other financial liabilities; **2** The calculation of the percentage of net trade working capital in revenue is based on revenue for the last 12 months; **3** Calculated as average Inventories for the beginning and the end of period divided by annualised Cost of sales multiplied by 365 days; **4** Calculated as average Payables and other financial liabilities for the beginning and the end of period divided by annualised Cost of Sales multiplied by 365 days; **5** The calculation of the percentage of net trade working capital in revenue is based on revenue for the last 12 months

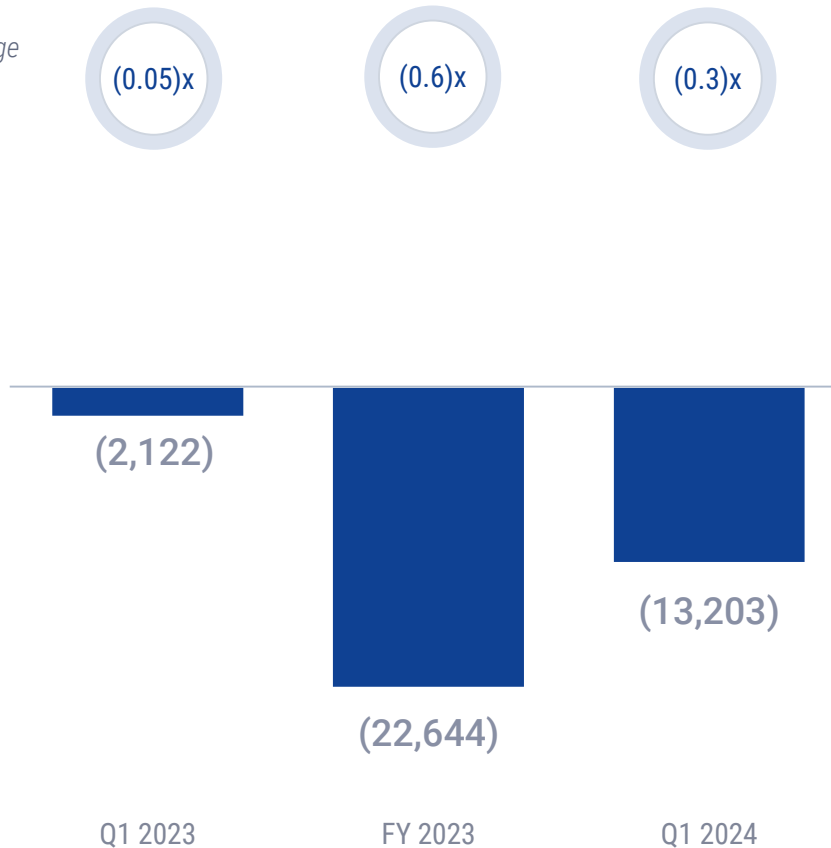
CONSERVATIVE DEBT LEVEL AND SOLID CASH FLOW GENERATION



NET DEBT / (CASH)⁽¹⁾

(RUB m)

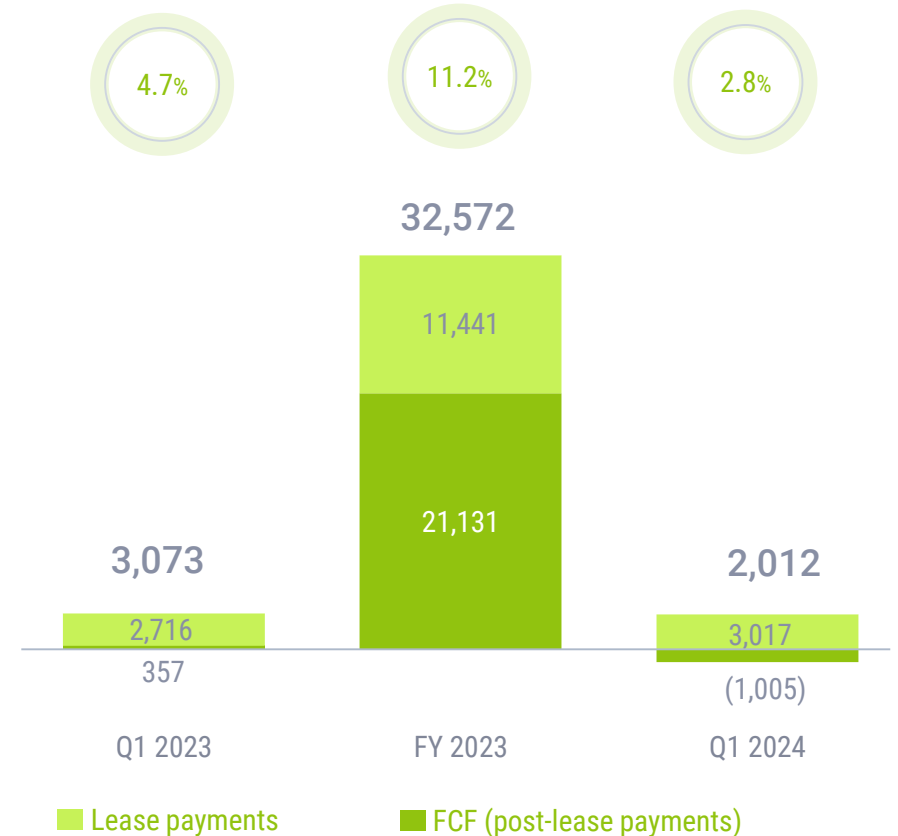
Leverage ratio⁽²⁾



FCF DYNAMICS⁽³⁾

(RUB m)

% of revenue



Source: Management Accounts for Q1 2023, FY 2023 and Q1 2024

Notes: **1** Reflects IAS 17-Based Adjusted Net Debt / (Cash) calculated as the total Current and Non-current loans and borrowings less Cash and cash equivalents; **2** Reflects IAS 17-Based Adjusted Net Debt / (Cash) divided by LTM IAS 17 EBITDA. Here and hereinafter, the calculation of net debt (net cash) to EBITDA is based on EBITDA for the last 12 months; **3** FCF calculated as Net cash flows generated from operating activities less Net capital expenditures (calculated as Purchase of property, plant and equipment plus Purchase of intangibles less Proceeds from sale of property, plant and equipment)

●●● Q1 2024 Operating and Financial Results



APPENDIX



P&L SUMMARY

In millions of Russian roubles	2021	2022	2023
Revenue	230,473	277,644	291,865
Retail revenue	203,328	246,212	258,967
Wholesale revenue	27,145	31,432	32,898
Cost of sales	(157,073)	(185,650)	(192,693)
Gross profit	73,400	91,994	99,172
Gross margin, %	31.8%	33.1%	34.0%
SG&A (excl. LTIP and D&A)	(30,162)	(39,149)	(45,603)
Other op. income and share of profit of associates	917	1,353	643
EBITDA ⁽¹⁾	44,155	54,198	53,065
EBITDA margin, %	19.2%	19.5%	18.2%
LTIP expense ⁽²⁾	-	-	1,147
Adjusted EBITDA ⁽³⁾	44,155	54,198	54,212
Adjusted EBITDA margin, %	19.2%	19.5%	18.6%
D&A	(11,829)	(13,138)	(15,138)
EBIT	32,326	41,060	37,927
EBIT margin, %	14.0%	14.8%	13.0%
Net finance costs	(1,647)	(3,001)	(439)
FX gain / (loss), net	(83)	(234)	550
Profit before tax	30,596	37,825	38,038
Income tax	(9,207)	(16,414)	(2,331)
Profit for the period	21,389	21,411	35,707
Net profit margin, %	9.3%	7.7%	12.2%

Source: Audited IFRS accounts for FY 2021-2023

Notes: 1 EBITDA is calculated as profit for the respective period before income tax expense, net finance costs, depreciation and amortisation expense and net FX gain / (loss); 2 LTIP expense – expense, related to the long-term incentive programme (LTIP); 3 EBITDA adjusted for LTIP expense

BALANCE SHEET SUMMARY

In millions of Russian roubles	31.12.2021	31.12.2022	31.12.2023
ASSETS			
Non-current assets	29,804	40,532	45,045
Property, plant and equipment	18,142	19,692	29,317
Right-of-use assets (non-current)	9,636	11,598	12,586
Other non-current assets ⁽¹⁾	2,026	9,242	3,142
Current assets	55,125	72,494	92,661
Inventories	40,566	41,020	47,957
Right-of-use assets (current)	1,718	1,790	2,033
Receivables and other current assets	1,843	2,531	2,750
Prepayments	1,801	2,093	1,444
Cash and cash equivalents	8,779	23,584	37,343
Other current assets ⁽²⁾	418	1,476	1,134
TOTAL ASSETS	84,929	113,026	137,706
LIABILITIES AND EQUITY			
Stockholders' equity	7,979	29,267	65,319
Equity	7,979	29,267	65,319
Liabilities	76,950	83,759	72,387
Long-term (LT) loans and borrowings	-	4,352	4,675
LT lease liabilities	3,765	4,615	4,974
Deferred tax liabilities	533	421	418
Short-term (ST) loans and borrowings	21,523	17,576	10,024
ST lease liabilities	6,971	7,997	8,800
Payables and other financial liabilities	34,463	34,476	36,220
Other ST liabilities ⁽³⁾	9,695	14,322	7,276
TOTAL LIABILITIES AND EQUITY	84,929	113,026	137,706

Source: Audited IFRS accounts for FY 2021-2023

Notes: **1** Includes Investment property, Goodwill, Intangible assets, Capital advances and Investments in associates; **2** Includes Value added tax receivable; **3** Includes Advances received, Income tax payable, Tax liabilities other than income taxes and Accrued expenses

CASH FLOW SUMMARY

In millions of Russian roubles	2021	2022	2023
Profit before tax	30,596	37,825	38,038
Cash from operating activities before changes in working capital	46,155	56,889	55,416
Changes in working capital	(9,646)	(1,688)	(7,476)
Net cash generated from operations	36,509	55,201	47,940
Net interest paid	(1,776)	(2,852)	(493)
Income tax paid	(9,396)	(15,567)	(8,331)
Net cash flows from operating activities	25,337	36,782	39,116
Net cash flows used in investing activities	(6,159)	(11,880)	(6,479)
Net cash flows used in financing activities	(36,829)	(10,000)	(19,031)
Effect of exchange rate fluctuations on cash and cash equivalents	55	(97)	153
Net (decrease) / increase in cash and equivalents	(17,596)	14,805	13,759