



THE FASTEST GROWING  
VALUE RETAILER  
GLOBALLY

March 2021

# DISCLAIMER



IMPORTANT: Please read the following before continuing. The following applies to this document, which has been prepared by Fix Price Group Ltd (the "Company") and comprises information in relation to the Company and its subsidiaries (together, the "Group") extracted from the final prospectus, which was prepared in connection with the offering of the global depositary receipts representing shares in the Company and their admission to the standard listing segment of the Official List of the Financial Conduct Authority and to trading on the London Stock Exchange's main market for listed securities and on the Moscow Exchange (the "Prospectus"). The Prospectus is available at [https://ir.fix-price.com/en/investors/regulatory\\_disclosure/restricted\\_information/](https://ir.fix-price.com/en/investors/regulatory_disclosure/restricted_information/). Any decision to purchase Company's securities should be made solely on the basis of information contained in the Prospectus. This document is not, and should not be construed as, a prospectus or an offering document, and has not been reviewed or approved by any regulatory or supervisory authority.

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 Adjusted 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.





# THE FASTEST GROWING VALUE RETAILER GLOBALLY<sup>(1)</sup>



Source: Company information; Rosstat; Prospectus; All figures are presented according to IFRS 16; Audited IFRS accounts for 2018-2020; Number of stores is as of January 2021 (90% company operated stores and 10% franchises)

Notes: USD Revenue and IFRS 16 Adjusted EBITDA are converted at an average exchange rate of 72.32 USD/RUB for Jan'20-Dec'20 (calculated based on Central Bank of Russia data); Adjusted EBITDA equals profit for the respective period adjusted for income tax expense, interest expense, interest income, depreciation and amortisation expense, and foreign exchange loss / (net); **1** Fix Price is the fastest growing company among publicly traded US and international dollar stores / value retailers: Dollar General, Dollar Tree, Five Below, Grocery Outlet, Ollie's, B&M, Dino, Dollarama; **2** As stated in the Prospectus, Fix Price has 93% market share in 2019 in the variety value retail market in Russia by sales (estimate based on Company and other sources' data); **3** Measured by sales (refer to the Prospectus); **4** Computed based on 12M2020 Revenue and 12M2019 Revenue; **5** Like-for-like growth considering the period 1Q17-4Q20, Like-for-like (LFL) sales are calculated based on the results of stores operated by Fix Price and that have been operational for at least the 12 full calendar months preceding the reporting date. LFL sales 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 period or the comparable period; **6** Identified total store potential for the variety value retail market (for Fix Price and competitors; incl. existing stores) across Russia (~11.7k) and other international geographies: Belarus, Kazakhstan and Uzbekistan (~3.8k) as per the Prospectus; **7** IFRS 16 Adjusted EBITDA margin calculated as Adjusted EBITDA (profit for the respective period adjusted for income tax expense, interest expense, interest income, depreciation and amortisation expense, and foreign exchange loss / (net)) divided by Revenue; **8** IFRS 16 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 is 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; **9** Considering Fix Price current mid-term targeted expansion rates of 700 stores in FY21, 750 stores in FY22 and 800 stores per annum in 2023-2025 (net openings, including operated and franchised stores); **10** Other international geographies of existing operations in addition to Russia: Belarus, Georgia, Kazakhstan, Kyrgyzstan, Latvia and Uzbekistan

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



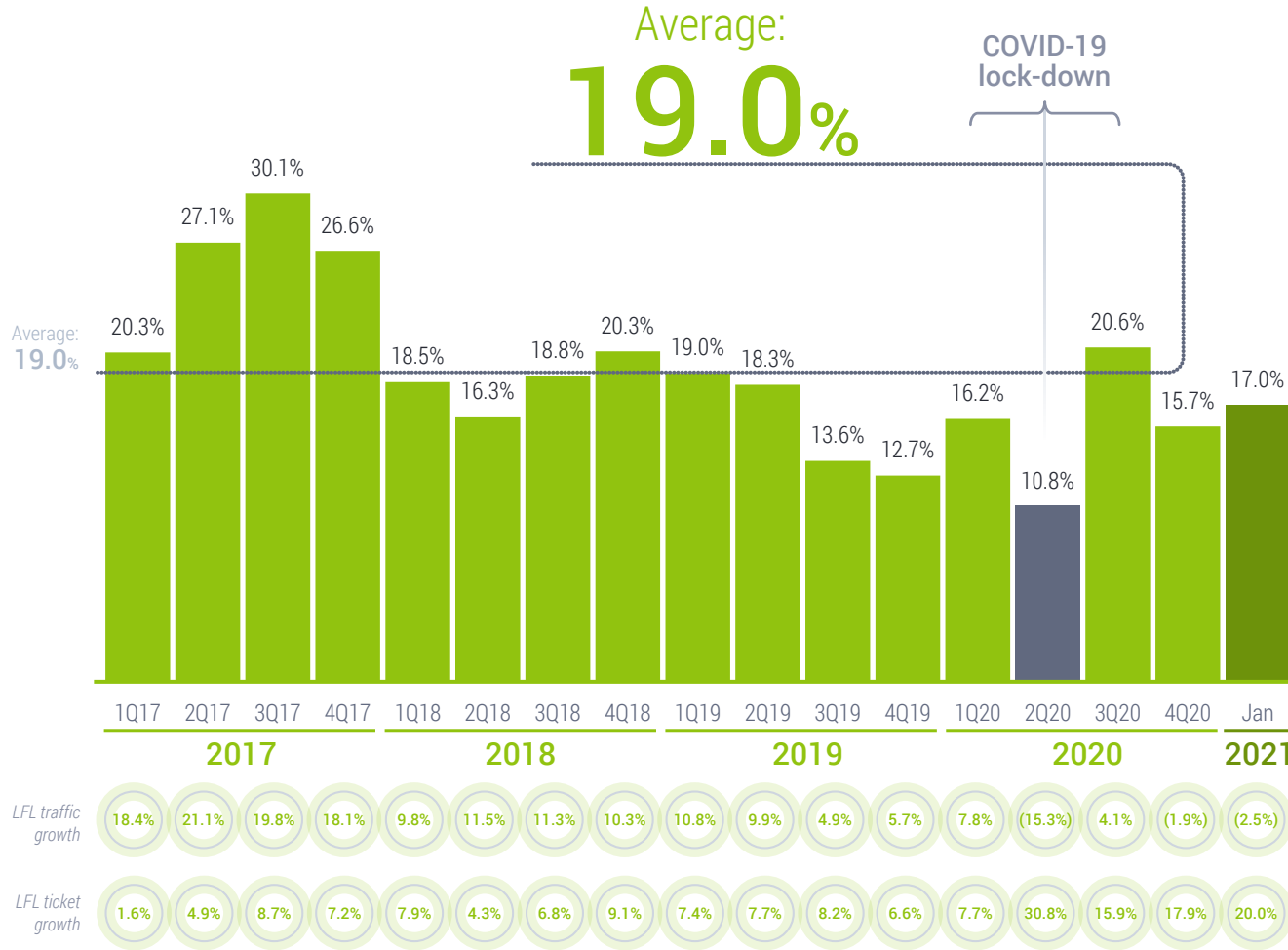
Source: Company information; Prospectus

Notes: 1 International geographies: Belarus, Georgia, Kazakhstan, Kyrgyzstan, Latvia and Uzbekistan; 2 As per the Prospectus, identified total store potential for the variety value retail market (for Fix Price and competitors; incl. existing stores) across Russia (~11.7k) and other international geographies: Belarus, Kazakhstan and Uzbekistan (~3.8k)

●●● *Fastest Growing Value Retailer Globally*

# EXCELLENT LFL GROWTH AND PROFITABILITY

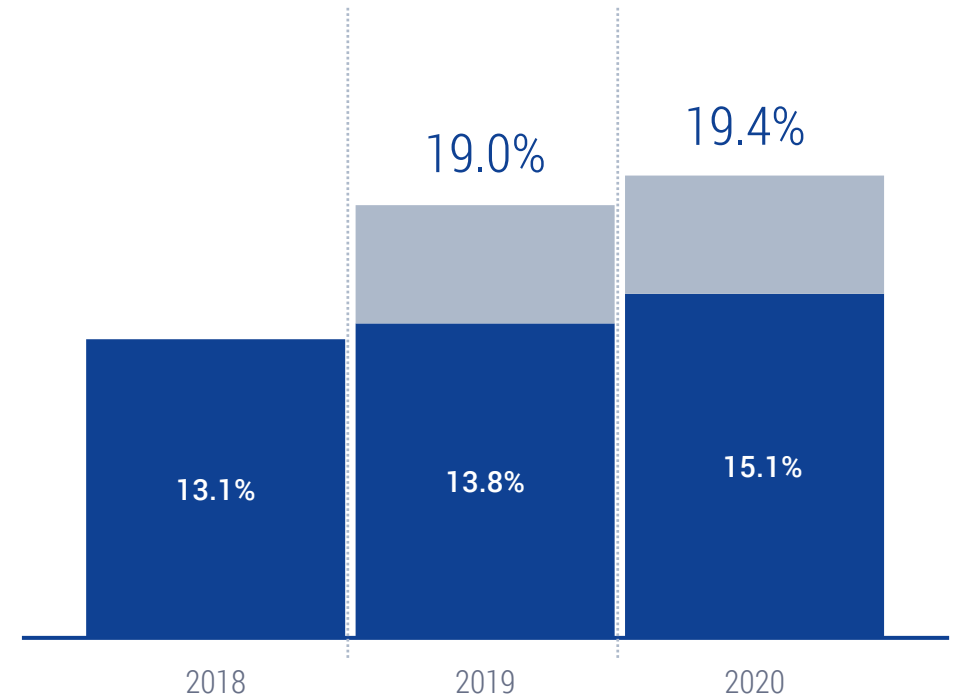
## 16 CONSECUTIVE QUARTERS OF DOUBLE-DIGIT LFL SALES GROWTH<sup>(1)</sup>...



## ...WHILST EXPANDING PROFITABILITY

### Adjusted EBITDA<sup>(2)</sup> margin development

■ IFRS 16 ■ IAS 17<sup>(3)</sup>



Source: Company information; Audited IFRS accounts for 2018 - 2020. January 2021 LFL data per Management Accounts

Notes: **1** Like-for-like (LFL) sales are calculated based on the results of stores operated by Fix Price and that have been operational for at least the 12 full calendar months preceding the reporting date. LFL sales 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 period or the comparable period. LFL average ticket and LFL traffic are calculated using the same methodology as LFL sales; **2** Adjusted EBITDA computed as profit for the respective period adjusted for income tax expense, interest expense, interest income, depreciation and amortisation expense, and foreign exchange loss / (net); **3** IAS 17 Adjusted EBITDA for 2019 and 2020 computed by removal of IFRS 16 adoption effects



# KEY PILLARS OF FIX PRICE SUCCESS





LEADER IN A LARGE  
AND GROWING MARKET

1

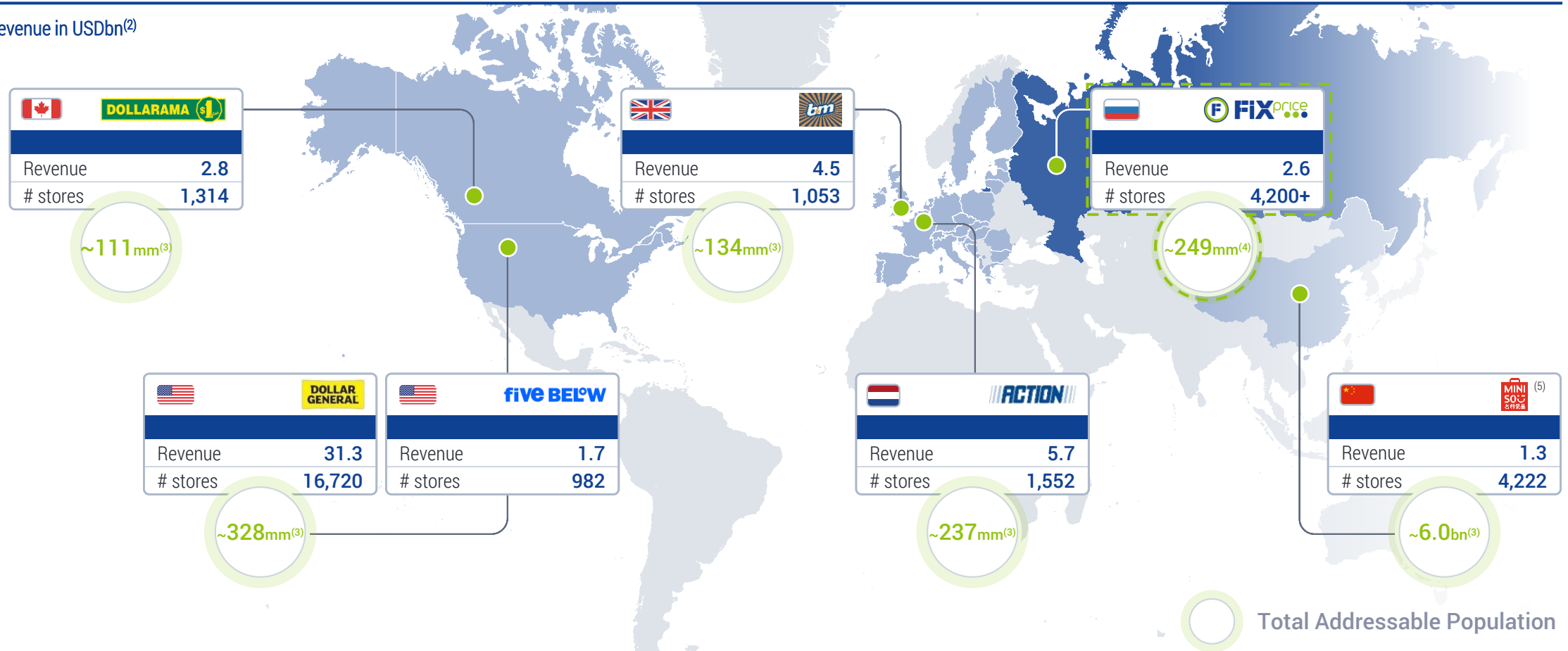




# VALUE RETAIL IS PROVEN GLOBALLY

## FIX PRICE IS AMONGST THE GLOBAL SECTOR LEADERS<sup>(1)</sup>

Revenue in USDbn<sup>(2)</sup>



Source: World Bank; Public company reports; Addressable population of Fix Price taking into account CIS countries, Latvia and Georgia (~249mm); Audited IFRS accounts for 2020; Fix Price number of stores is as of end of January 2021

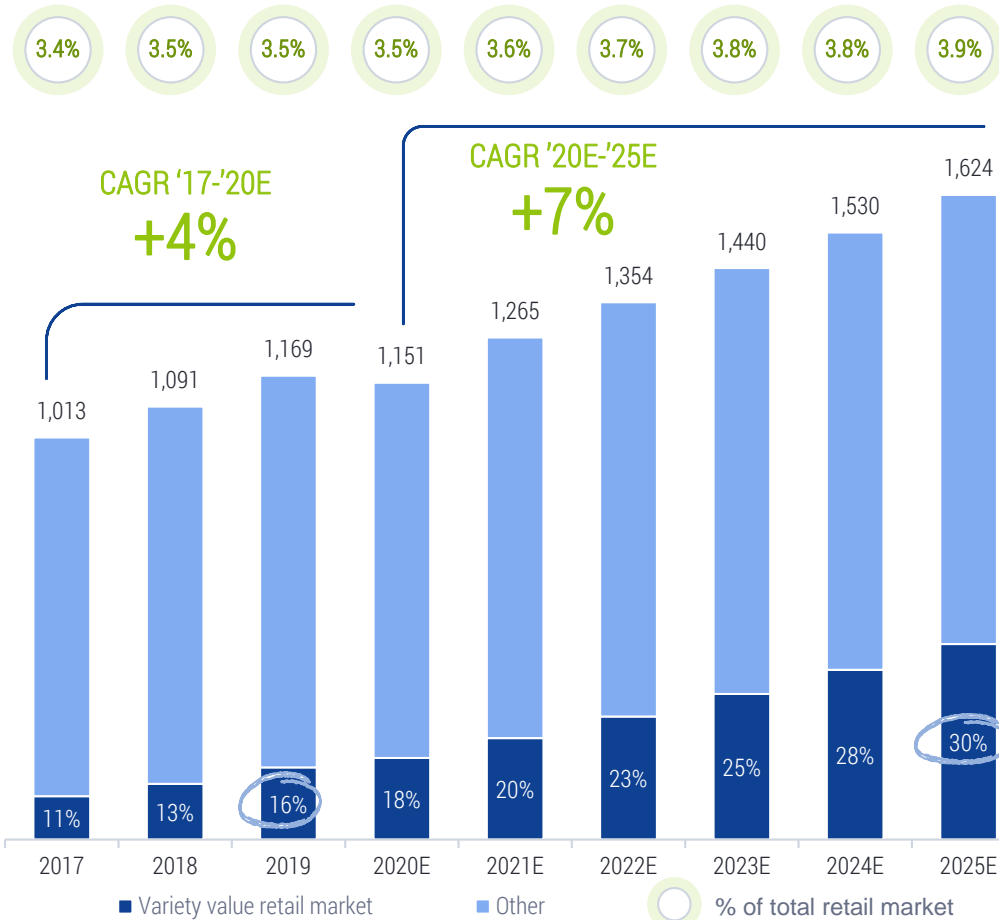
Notes: Countries highlighted are home countries for companies shown; 1 LTM Jul'20 Revenue and number of stores as of Jul'20 for Dollarama, Dollar General and Five Below; LTM Jun'20 revenue for B&M and Miniso; Number of stores as of Jun'20 for Miniso and B&M; Number of stores as of Jan'21 for Fix Price; Dec'19 Revenues and number of stores for Action; 2 Converted at LTM Jul'20 average CAD/USD of 0.7434; Converted at 2019 average EUR/USD of 1.1196 for Action, no LTM Jun'20 data available, Revenue and number of stores as of Dec'19; Converted at an average exchange rate of 72.32 USD/RUB for Jan'20-Dec'20 (calculated based on Central Bank of Russia data) for Fix Price; Converted at Jun'20 LTM average GBP/USD of 1.2606; 3 World Bank as of 2019; Total addressable population is shown for the following countries – Dollarama: Canada, Colombia, Guatemala and El Salvador; Dollar General and Five Below: US; B&M: France & UK; Action: Netherlands, Belgium, France, Germany, Luxembourg, Austria, Poland, Czech Republic; Miniso: 73 countries listed on [website](#) with largest population being in China, India, and US; 4 World Bank as of 2019; Includes CIS countries (Armenia, Azerbaijan, Belarus, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan, and Uzbekistan), Georgia and Latvia; 5 Metrics as of LTM Jun'20 based on Miniso IPO prospectus, FX rate applied based on IPO prospectus

●●● Leader in a Large and Growing Market

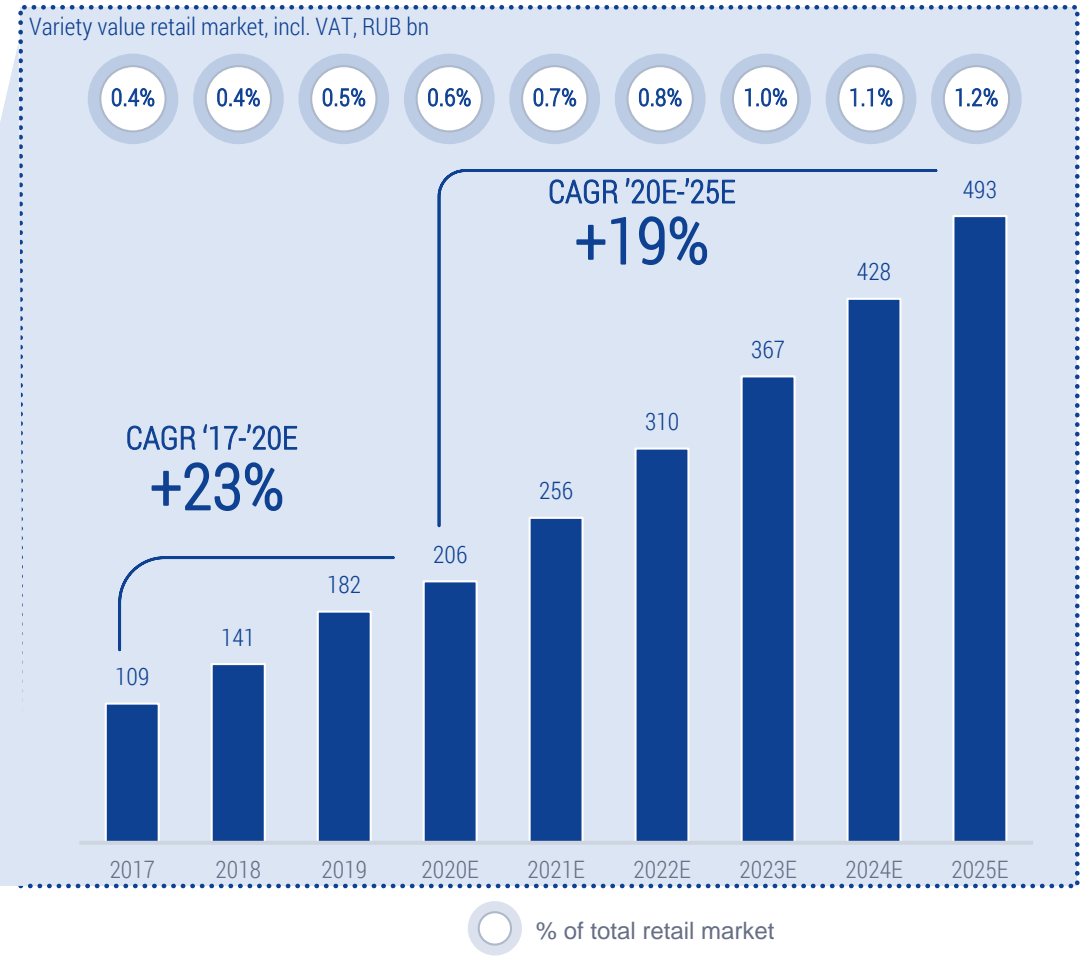
# THE VARIETY VALUE RETAIL IS ONE OF THE FASTEST GROWING SEGMENTS OF THE RUSSIAN RETAIL MARKET

## SUSTAINABLE GROWTH OF THE ADDRESABLE MARKET<sup>(1)</sup>

Addressable market for variety value retail, incl. VAT, RUB bn



## RAPID EXPANSION OF THE VARIETY VALUE RETAIL MARKET



Source: Prospectus based on information published by or derived from Rosstat, Euromonitor, GFK and Ministry of Economic Development

Note: 1 Russian variety value retail addressable market defined as Russian total retail market filtered using the following criteria: product mix and assortment, price caps, customer profile and preferences, customers insights (refer to the Prospectus)

# FIX PRICE = VARIETY VALUE RETAIL IN RUSSIA



## FAVOURABLE CONDITIONS FOR VARIETY VALUE RETAIL IN THE ADDRESSABLE MARKET

<b>218mm+</b>	Population in Russia and other core countries of operation <sup>(1)</sup>
<b>249mm+</b>	Population in CIS and neighbouring countries <sup>(2)</sup>
<b>&gt;75%</b>	of Russian population are immediate target customers <sup>(3)</sup>
<b>74%</b>	of customers consider price as the most important factor in shopping decisions <sup>(4)</sup>

## STRONG BARRIERS TO ENTRY

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

Source: Prospectus (based on Euromonitor), Company's information, information published by or derived from Spark Interfax; Rosstat; World Bank

Notes: **1** World Bank as of 2019, including Fix Price's current countries of operation: Russia, Belarus, Georgia, Kazakhstan, Kyrgyzstan, Latvia and Uzbekistan; **2** World Bank as of 2019; Includes CIS countries (Armenia, Azerbaijan, Belarus, Kazakhstan, Kyrgyzstan, Moldova, Russia, Tajikistan, Turkmenistan and Uzbekistan), Georgia and Latvia; **3** Referring to population earning \$600 or less; Rosstat as of 2019, converted at average 2019 exchange rate of 64.62 RUB/USD; **4** According to customer survey held in Sep'20 (refer to the Prospectus); **5** Based on sales, considering variety value retail market; **6** Home market and Zaodno data is merged (Home market formerly operated under the brand Zaodno)

●●● Leader in a Large and Growing Market

## STRONG INCUMBENT POSITION

93% Market share<sup>(5)</sup> captured by Fix Price in Russia

Company	Number of stores		Stores CAGR 2015 – 2019	Revenue (2019), RUB BN	Year of market entry
	2015	2019			
	2,063	3,371	+13.1%	142.9	2007
<sup>(6)</sup>	74	114	+11.4%	2.4	2013
	20	25	+5.7%	1.2	2015
	19	Closing		0.1	2009



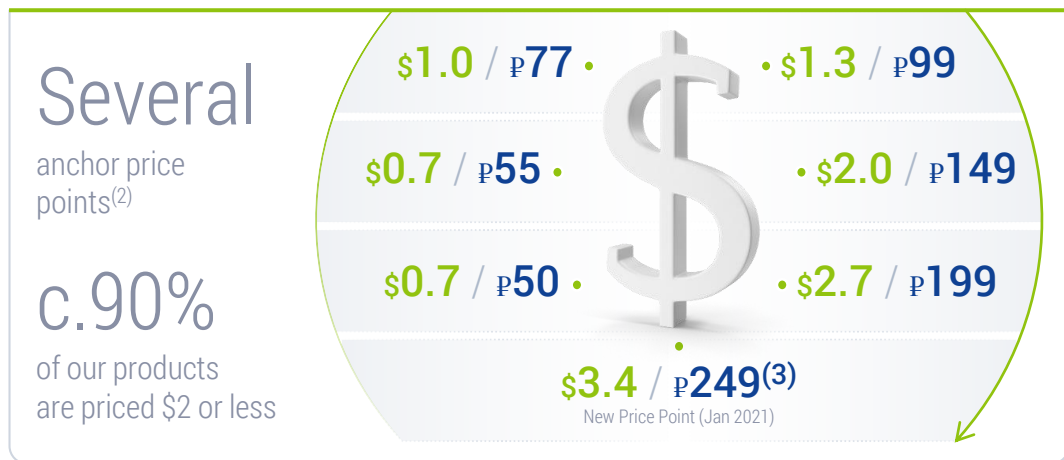
# UNIQUE CUSTOMER VALUE PROPOSITION

# 2

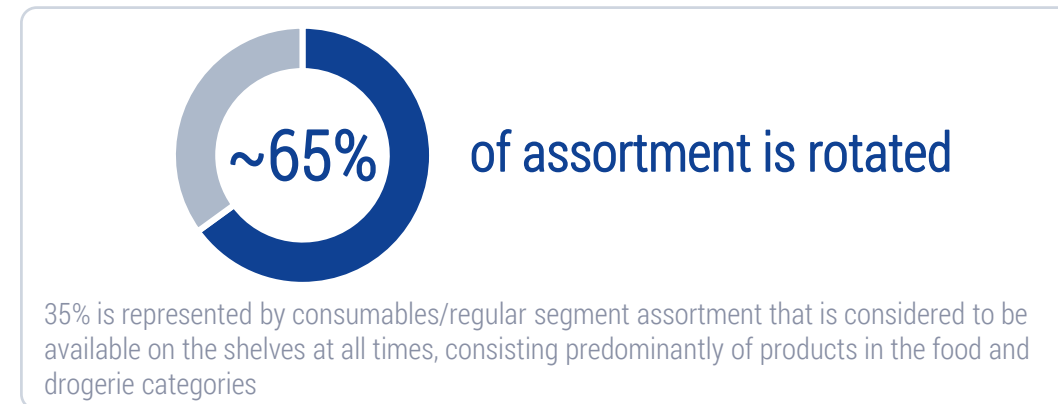


# DEEP VALUE ACROSS A DIVERSE PRODUCT OFFERING

## UNCOMPROMISING EDLPs<sup>(1)</sup>...

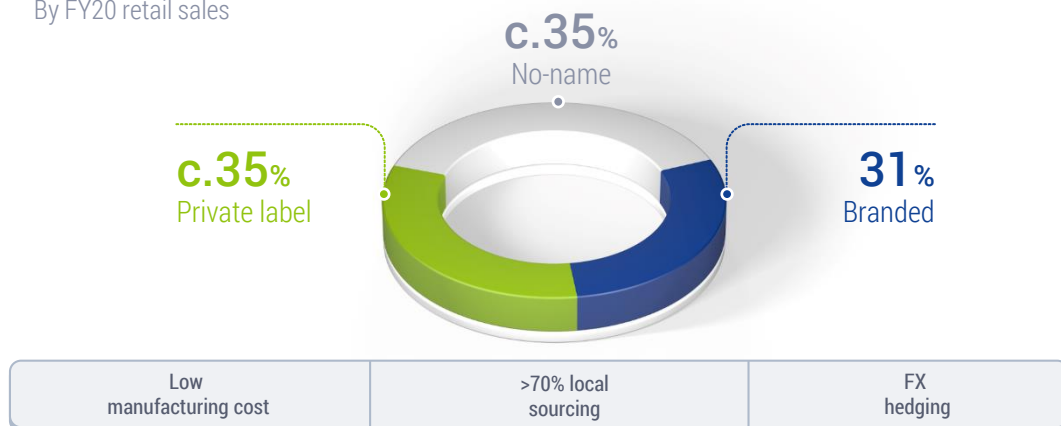


## ...CONSTANTLY CHANGING ASSORTMENT...



## ...A BALANCED PRODUCT PORTFOLIO<sup>(4)</sup>...

By FY20 retail sales



## ...AND A WELL-DIVERSIFIED ASSORTMENT MIX<sup>(5)</sup>



Source: Company information; All prices in RUB or USD are converted at the CBR exchange rate of 73.47 RUB/USD as of February 26, 2021

Notes: 1 EDLPs refers to everyday low prices; 2 As of January 2021; 3 In January 2021, the Group launched a new price point of RUB 249 (US\$ 3.27) for a limited range of products to test customer reaction. The Group will consider expanding its product range offered at this new price point as and if necessary; 4 Based on FY20 retail sales; percentages do not add up to 100% due to rounding; 5 Others refer to electronics, healthy lifestyle, car accessories, pet supplies and other general merchandise



# DRIVING CONSTANT NEWNESS IN ASSORTMENT

## WHAT?

**40-60 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				

**60% of assortment rotated every year, up to 6 times per year**

**8 SEASONAL DEDICATED COLLECTIONS**

Valentine's Day	March 8 <sup>th</sup>
Easter	Father's Day
Horticulture	Back to School
Halloween	New Year, Christmas

## HOW?

**TRACKING OF GLOBAL TRENDS**

**CONTINUOUS BROWSING**

**LEVERAGING LONG-STANDING PARTNERSHIPS WITH SUPPLIERS**

*What are the latest on-trend products?*

**MONITORING OF RETAILERS' ASSORTMENT**

**LEVERAGING FIX PRICE EXPERIENCE**

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

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

Source: Company information

# TURNING AN ESSENTIAL TRIP INTO AN EXCITING TREASURE HUNT

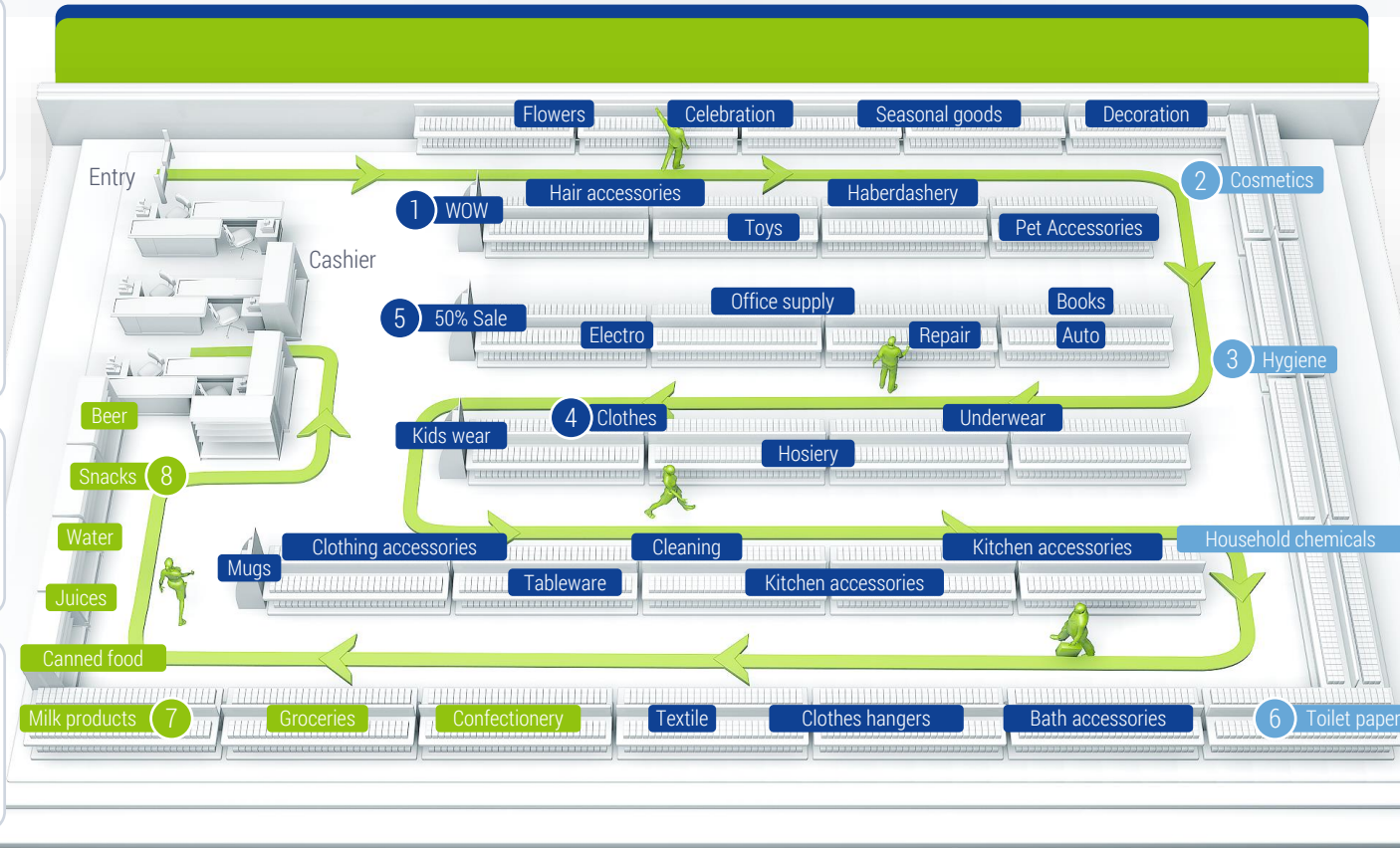
“THINGS YOU NEED, THINGS YOU DREAMT OF AND THINGS YOU NEVER KNEW EXISTED”

**₱199**  1  
Wow, no way the price can be that low!


**₱199**  5  
This is a great bargain!

**₱50**  8  
So much shopping done—I deserve a snack!

**₱77**  7  
I guess I did promise to buy milk...oat milk is even better



I just needed to get shampoo...  2 **₱99**

Great, this place has masks and they don't cost a fortune!  3 **₱99**

Doesn't this look great? Just like H&M  4 **₱99**

Better stock up on soap and toilet paper!  6 **₱176** <sup>(1)</sup>

Non-food      Food      Drogerie

Total Basket: **₱998** (\$14)

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 73.47 set by the Central Bank of Russia (CBR) as of February 26, 2021; RUB prices as of February 2021; 1 Considering toilet paper at ₱99 and soap at ₱77

# GROWING LOYALTY PROGRAMME WITH ATTRACTIVE BENEFITS



## HOW IT WORKS

1 point = RUB 1 when spent


up to **10%**  
of purchase amount is returned to the card in form of points

+

Participation in  
**promotions and partner offers**

+

Every day we sell  
**c. 5**  
cards per store



**c. 12mm** registered cardholders<sup>(4)</sup>

## BENEFITS FOR CUSTOMERS

Get the maximum value  
through **customised offers**<sup>(1)</sup>

Save on every purchase  
up to **50%**  
savings on a single purchase

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

**~70%** of customers are promoters<sup>(5)</sup>

## BENEFITS FOR US

Data and feedback of the active client base



Loyalty members visit stores often... **4.0 times** a month on average<sup>(2)</sup>

...and spend more **1.7x** higher average ticket<sup>(3)</sup>

Share of purchases of loyalty cardholders



**36%** of retail sales in 2020<sup>(4)</sup>

2018      2019      2020

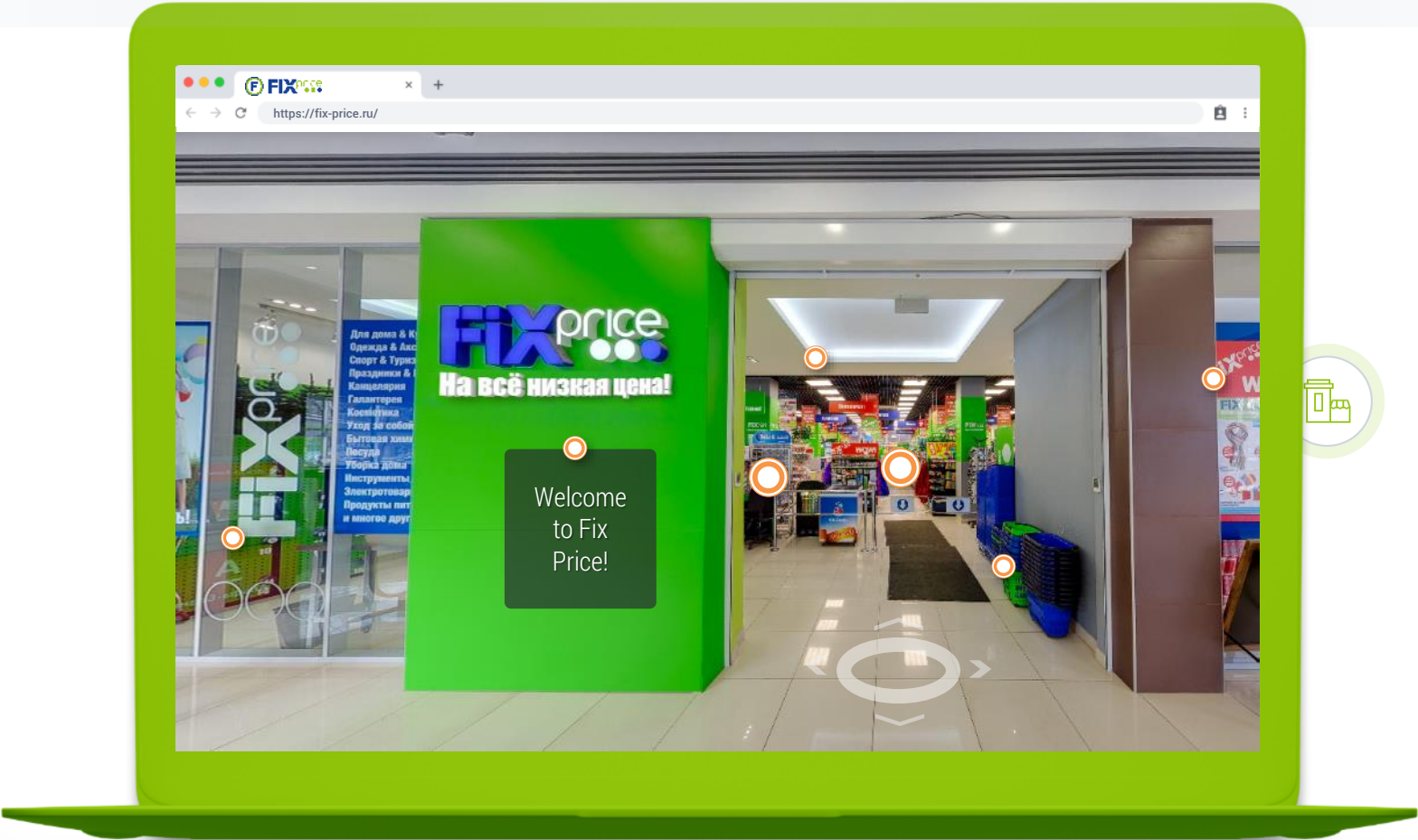
Source: Company information; Vector market research as of Nov'20

Notes: 1 These include "Favourite product" enhanced point schemes and one-off bonus points for Fix Price events; 2 Based on Vector market research as of Nov'20; 3 Compared to average ticket of customers not participating in the loyalty programme; calculated for FY20; 4 In FY20; 5 Promoters are customers that are ready to recommend Fix Price to others (based on Vector market research as of Nov'20)

# 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 4,200+ stores<sup>(1)</sup>*



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

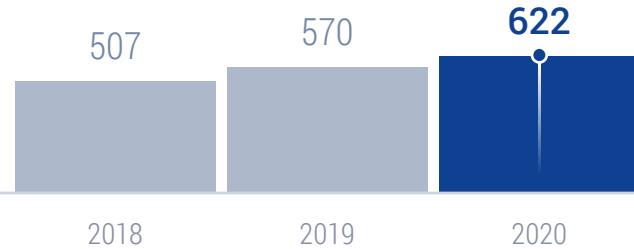
Note: 1 Number of Fix Price stores as of January 2021

# AGILE SOURCING MODEL AND LONG-STANDING SUPPLIER RELATIONSHIPS

## LARGE AND DIVERSIFIED SUPPLIER BASE

- Top-10 suppliers account for 39% of goods sold<sup>(1)</sup>

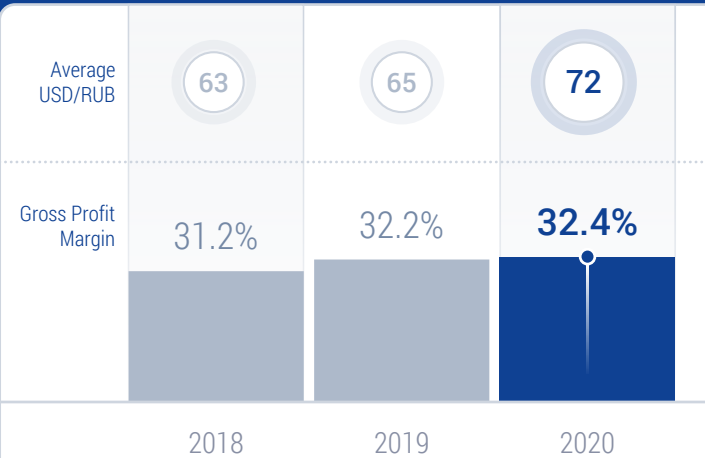
# of suppliers



## WHY SUPPLIERS WANT TO WORK WITH US

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

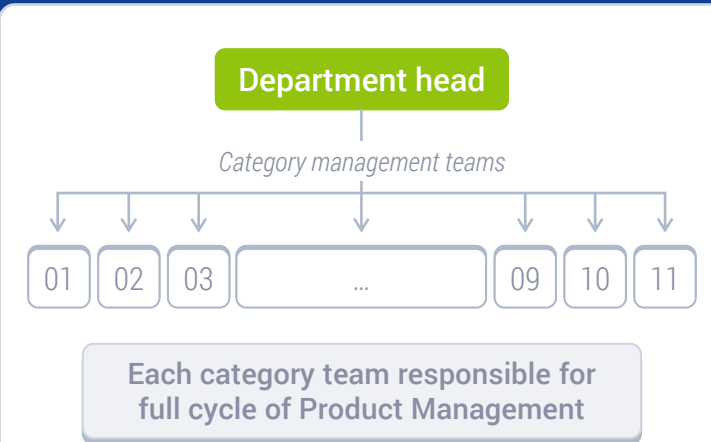
## EFFECTIVELY MANAGING FX EXPOSURE



## LEVERAGING A CLEAR SET OF TOOLS

- ✓ Increasing share of local suppliers and hedging policy adoption
- ✓ Introduction of new SKUs at higher price points / optimised cost base
- ✓ Flexibility to add new price points

## HIGHLY EFFICIENT TEAM ORGANISATION



## PROVIDING TANGIBLE BENEFITS

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

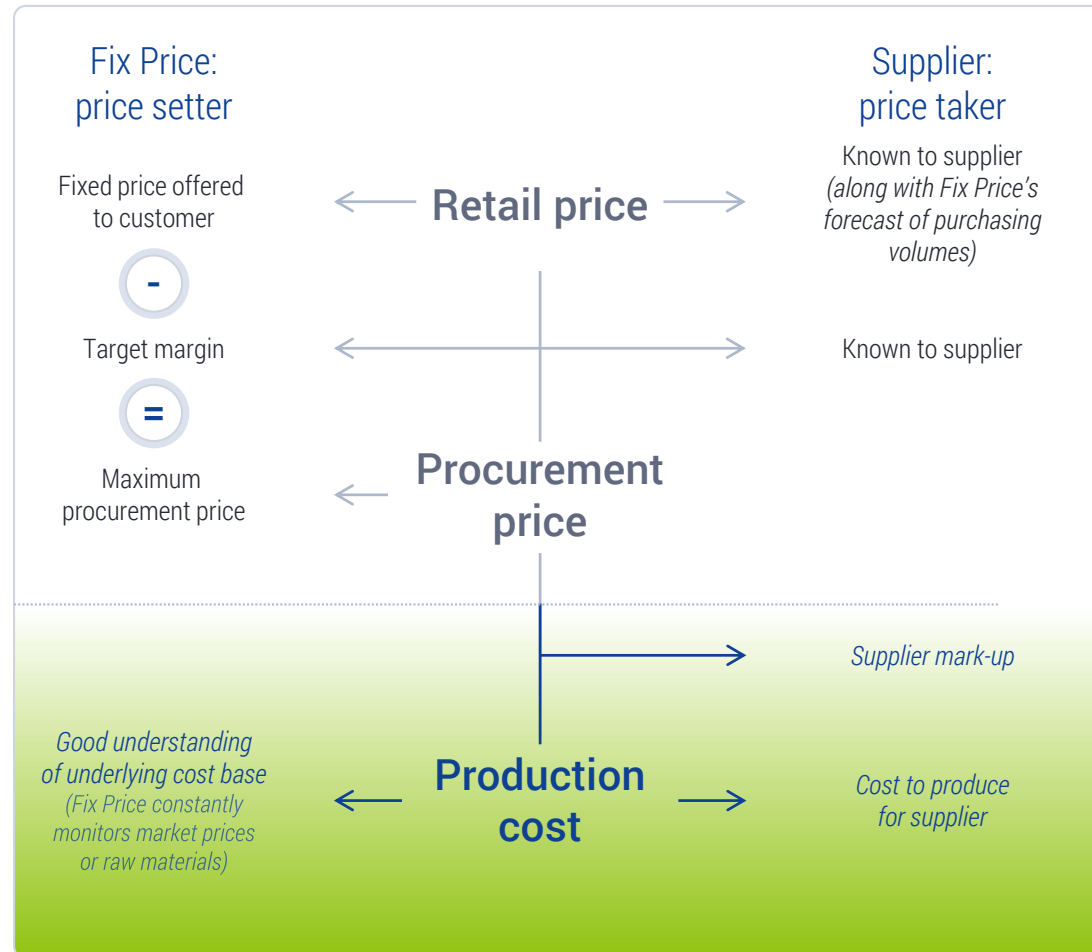
Source: Company information, Central Bank of Russia

Notes: <sup>1</sup> The top-5 suppliers (account for 29% of goods sold) are primarily Chinese agents that work directly with hundreds of manufacturers in China

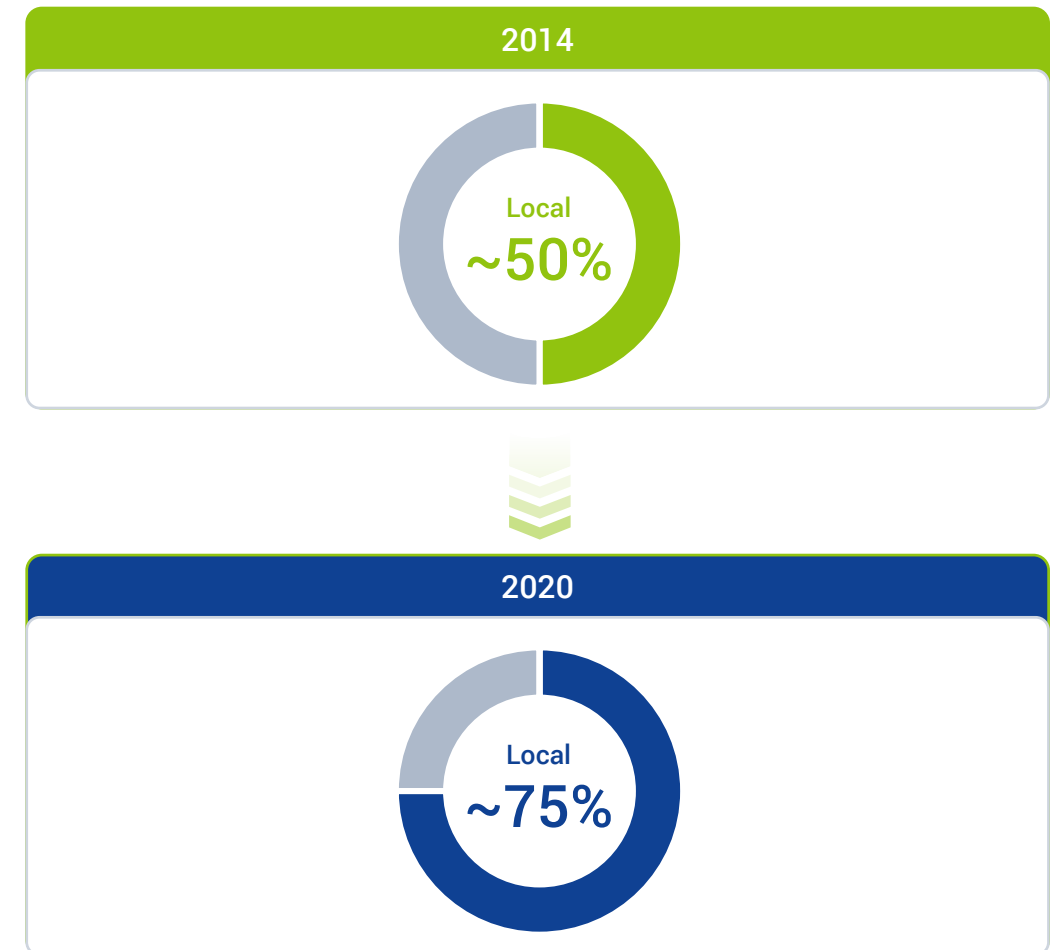
# SOURCING RIGHT GOODS AT RIGHT PRICES



## TRANSPARENT PROCUREMENT MODEL BEHIND LOW PRICE STRATEGY



## INCREASING SHARE OF LOCAL SUPPLIERS<sup>(1)</sup>

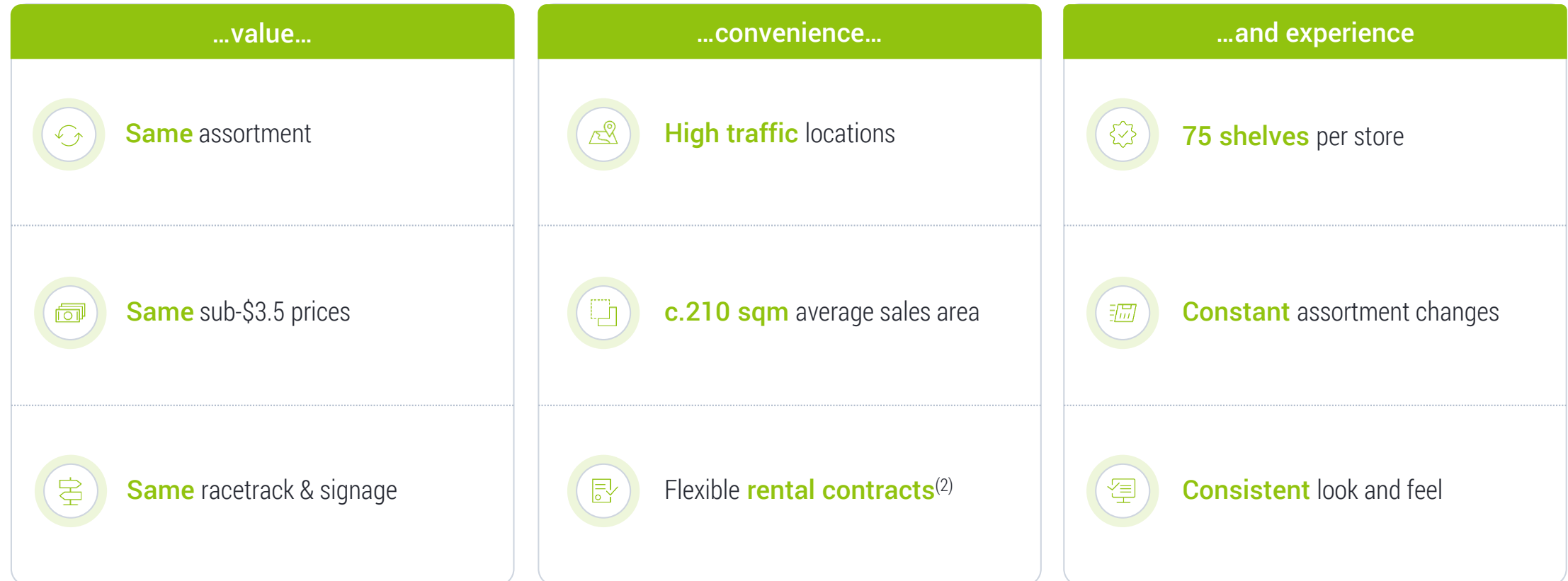


Source: Company information

Note: 1 Refers to share of COGS

# 100% STANDARDISED STORE PORTFOLIO POSITIONED TO DRIVE OUTSTANDING UNIT ECONOMICS

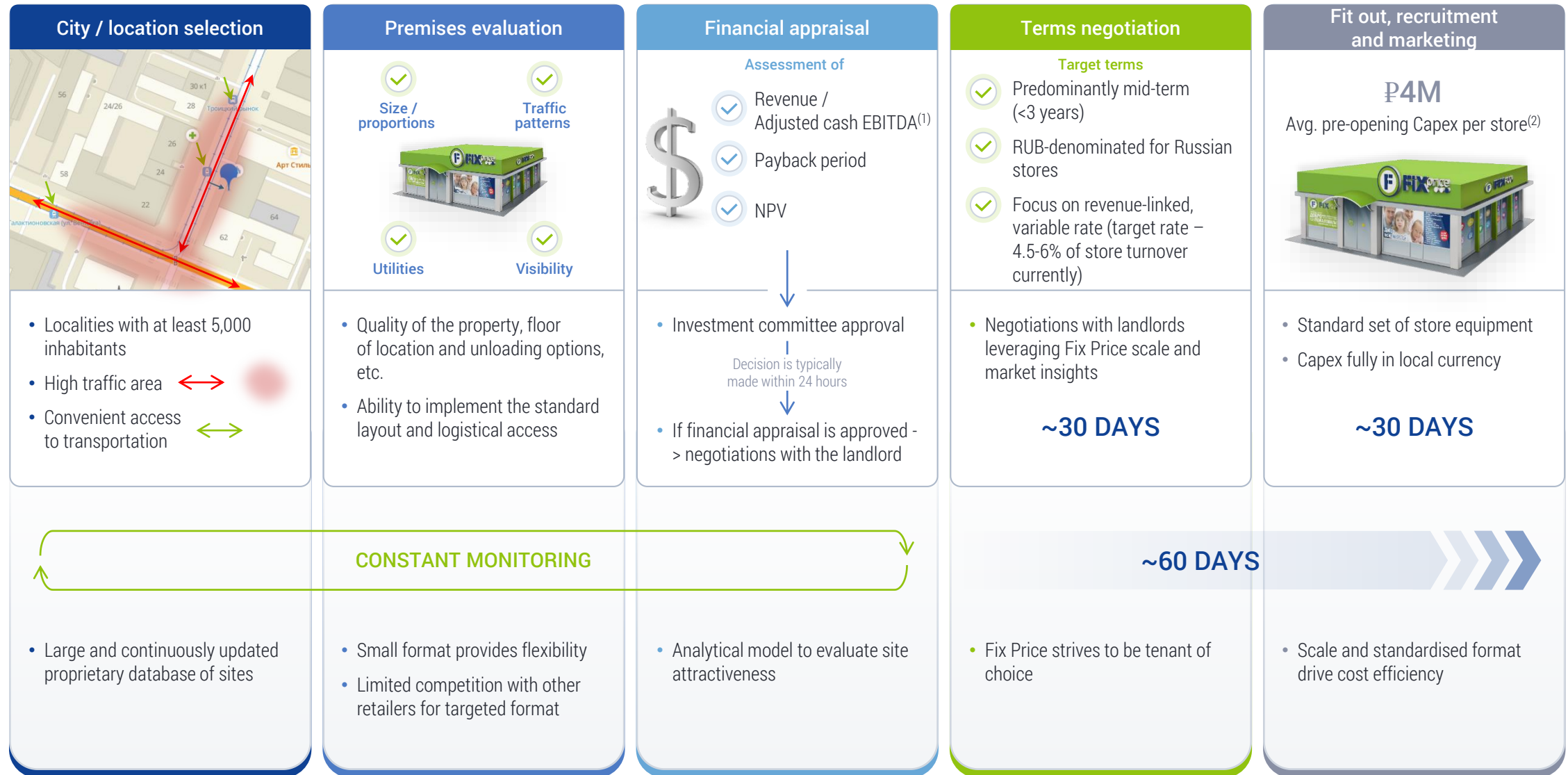
WE HAVE 100% STANDARDISED BOXES DELIVERING TO OUR CUSTOMERS<sup>(1)</sup>...



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 62% of contracts below 1 year, as of December 31, 2020

# PROVEN STORE ROLLOUT PROCESS



Source: Company information

Notes: 1 IAS 17 Adjusted EBITDA; 2 Average capital expenditure required to open a new Company-operated Russia-based store; average net investment for non-Russian Company operated Fix Price stores is lower



# EFFICIENT PROPERTY MANAGEMENT FRAMEWORK

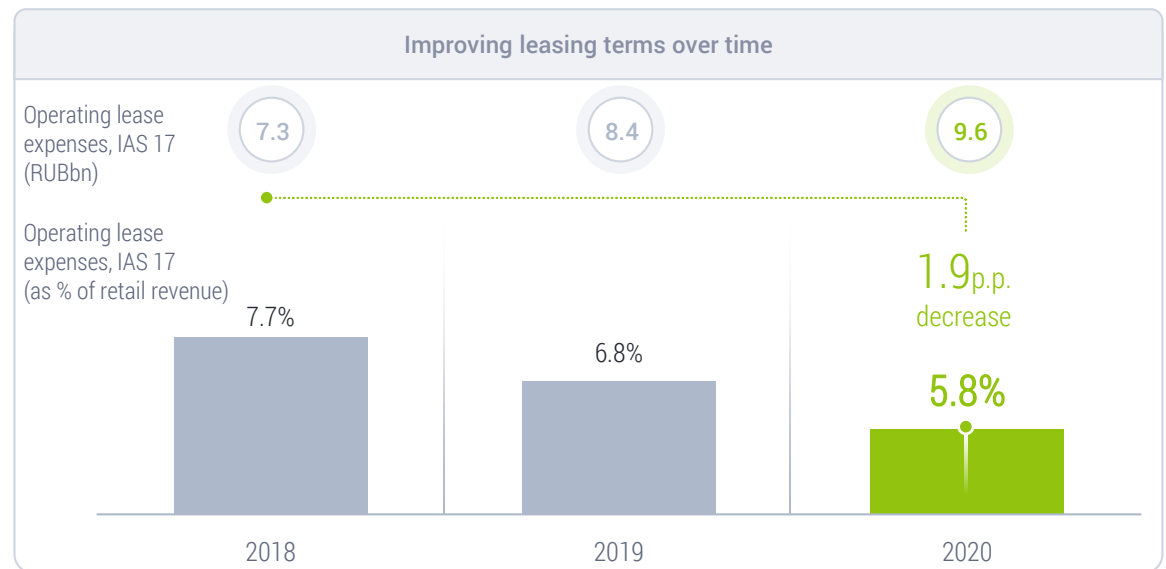


## KEY REAL ESTATE STRATEGY HIGHLIGHTS<sup>(1)</sup>



## CONSTANT FOCUS ON PORTFOLIO OPTIMISATION

- Highly automated store roll-out and property management processes
- Fix Price proactively negotiates with property owners and sometimes closes stores if negotiations fail (even if stores are adjusted cash EBITDA<sup>(2)</sup> positive – usually reopening a new store in a close proximity)
- COVID-19 created an opportunity to improve existing rental terms and reduce new contract costs
  - Significant rent optimisation following extensive renegotiation efforts in the first half of the year
  - 85% of rent contracts were renegotiated achieving more favourable terms<sup>(3)</sup>



Source: Company information

Notes: 1 As of December 31, 2020; 2 IAS 17 Adjusted EBITDA; 3 For remaining 15% of contracts, rental terms were already favourable compared to renegotiated ones

# LOGISTICS INFRASTRUCTURE SCALED FOR GROWTH



**STRATEGICALLY  
LOCATED  
A-CLASS DCs**

**SUPPORTING  
COMPANY'S  
OPERATIONS IN**

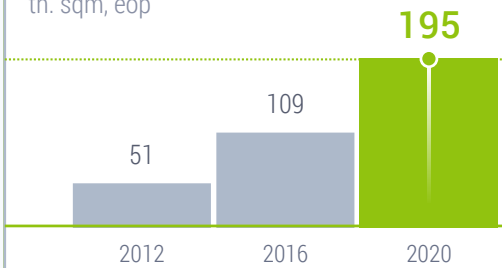
**78 / 85**

Russian regions  
& 6 other countries



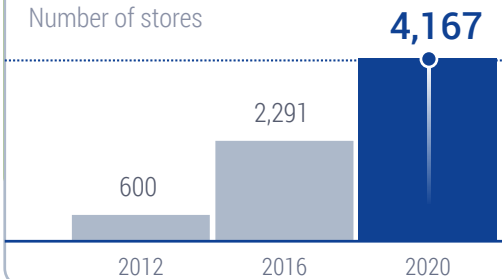
## STEADY GROWTH OF DISTRIBUTION CENTER SPACE...

th. 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<sup>(1)</sup>

NWC<sup>(2)</sup> management

### AUTOMATION

OF DCs OPERATIONS  
(incl. distinctive weighting system)

Limitation of human factor

### INTEGRATION

IN IT SYSTEM

Real-time management

Source: Company information

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

# 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 providing 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

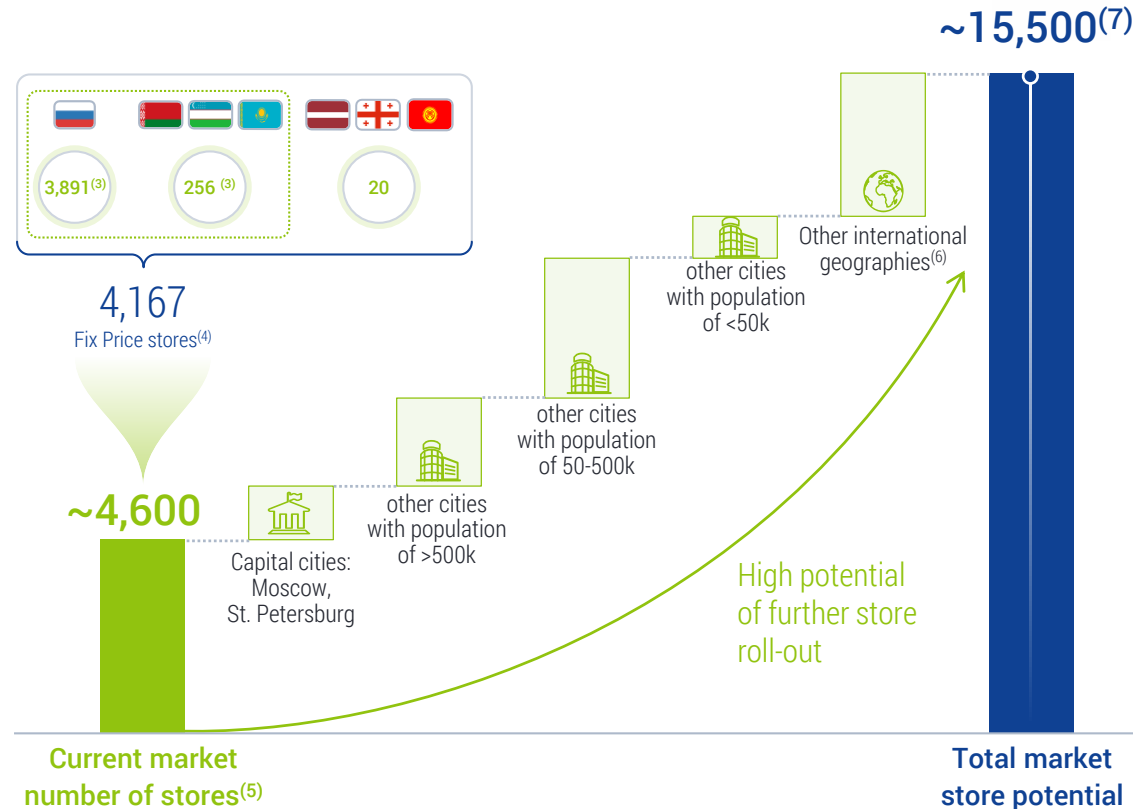
4



# UP TO 15 YEARS OF STORE RUNWAY POTENTIAL AHEAD<sup>(1)</sup>

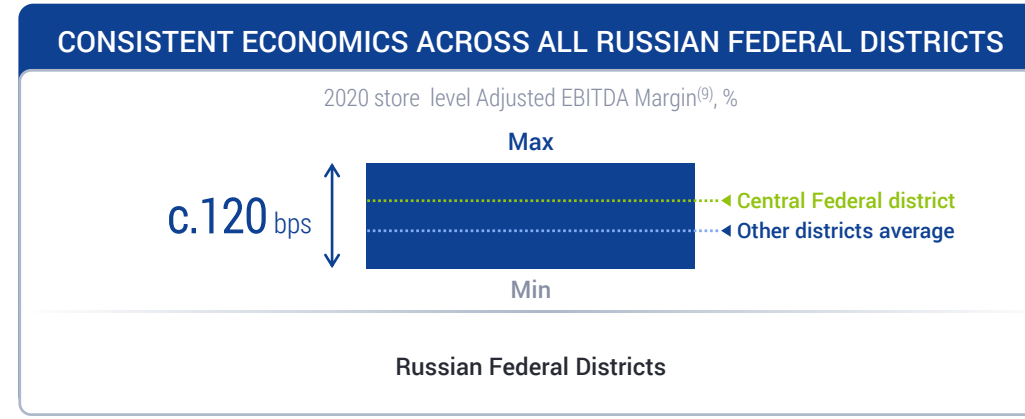
## SIZEABLE WHITE SPACE POTENTIAL ACROSS RUSSIA AND OTHER INTERNATIONAL GEOGRAPHIES...

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



## ...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 **62% of contracts <1 year lease-term<sup>(8)</sup>**
- High barriers to entry** & low competition for space



Source: Company information; Prospectus; Audited IFRS accounts for 2018-2020

Notes: 1 Highly illustrative analysis assuming 750 new openings per year in the mid-term, value computed considering mid-point of range; 2 Based on the Prospectus; Potential evolution of number of stores for the market per city size; Other international geographies refers to Kazakhstan, Belarus and Uzbekistan; 3 4,147 stores in the selected Fix Price countries of operation (Russia, Belarus, Kazakhstan, Uzbekistan); 4 Number of stores of Fix Price as of December 31, 2020; 5 Market number of stores as of October 31, 2020; refers to Russia and other international geographies of Belarus, Kazakhstan and Uzbekistan – analysed in the Prospectus; 6 Belarus, Kazakhstan and Uzbekistan; 7 Total store potential for the market for Russia and other international geographies Belarus, Kazakhstan and Uzbekistan (for Fix Price and competitors; including existing stores); 8 Space breakdown by lease term as of 2020; 9 Calculated based on stores opened by December 31, 2019 (so stores opened at least 1 year) and excluding closed stores; reflects max / min / average metrics based on average 2020 Adjusted EBITDA (IFRS 16) margins of Company operated stores by Russian federal district

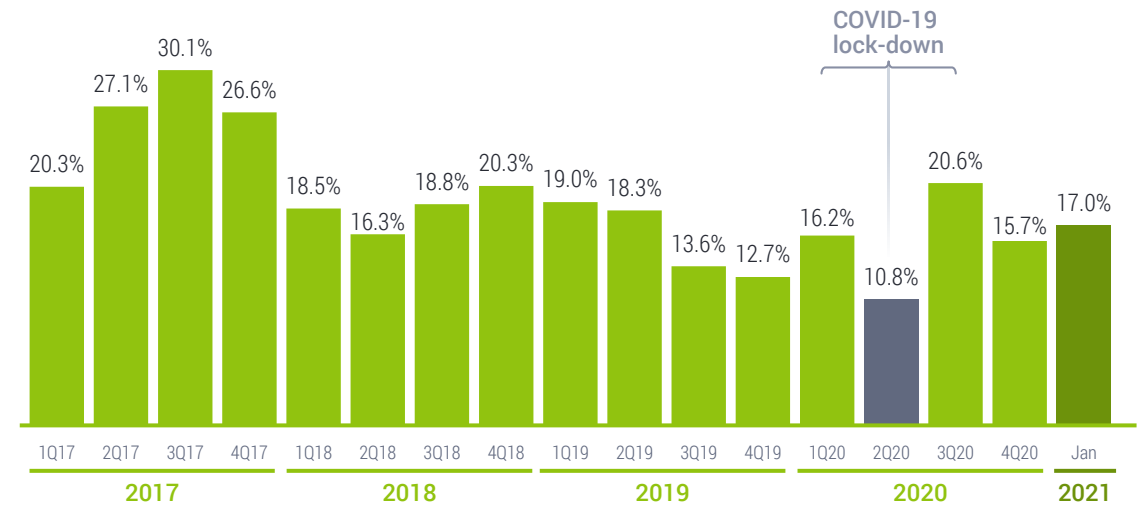
●●● Substantial Growth Potential



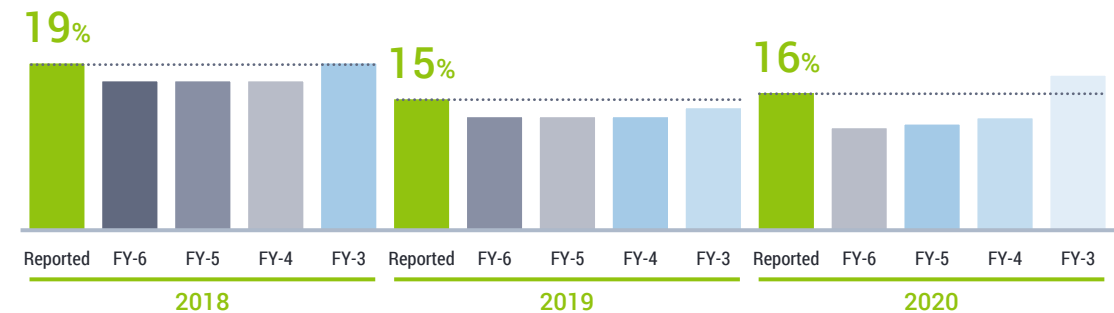
# TESTED LEVERS TO DRIVE REPEAT LFL GROWTH

<p><b>Creating constant range “newness”</b></p>	<p>Drives desire to visit store</p>
<p><b>Delivering essential products</b></p>	<p>Drives need to visit store</p>
<p><b>Growing active “Bonus Card” holders</b></p>	<p>Higher spend, higher frequency, better insight</p>
<p><b>Managing pricing</b></p>	<p>Flexible price point architecture Consistent mature stores’ LFL growth</p>
<p><b>Investing in store and customer experience</b></p>	<p>Attractive, clean, well-lit stores to shop comfortably Click-and-collect opportunities to deliver convenience</p>

## 16 CONSECUTIVE QUARTERS OF DOUBLE-DIGIT LFL SALES GROWTH<sup>(1)</sup>



## STRONG LIKE-FOR-LIKE GROWTH ACROSS MATURITIES<sup>(2)</sup>



Source: Company information; Vintage LFL and January 2021 LFL data based on management accounts

Notes: 1 Like-for-like (LFL) sales are calculated based on the results of stores operated by Fix Price and that have been operational for at least the 12 full calendar months preceding the reporting date. LFL sales 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 period or the comparable period; 2 Color coding links data points referring to stores opened in the same period (e.g. FY-4 in 2020 and FY-3 in 2019 refer to stores opened in 2016 hence the same shading)



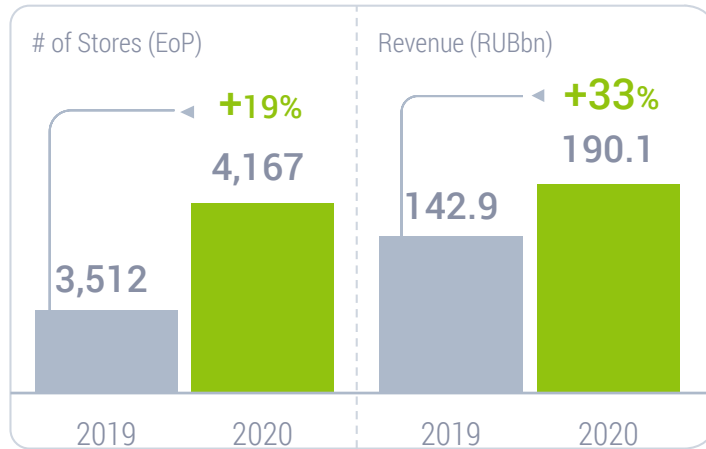
BEST-IN-CLASS  
FINANCIAL KPIS

5



# STRONG GROWTH, PROFITABILITY AND CASHFLOW

## 1 RAPID GROWTH AT SCALE

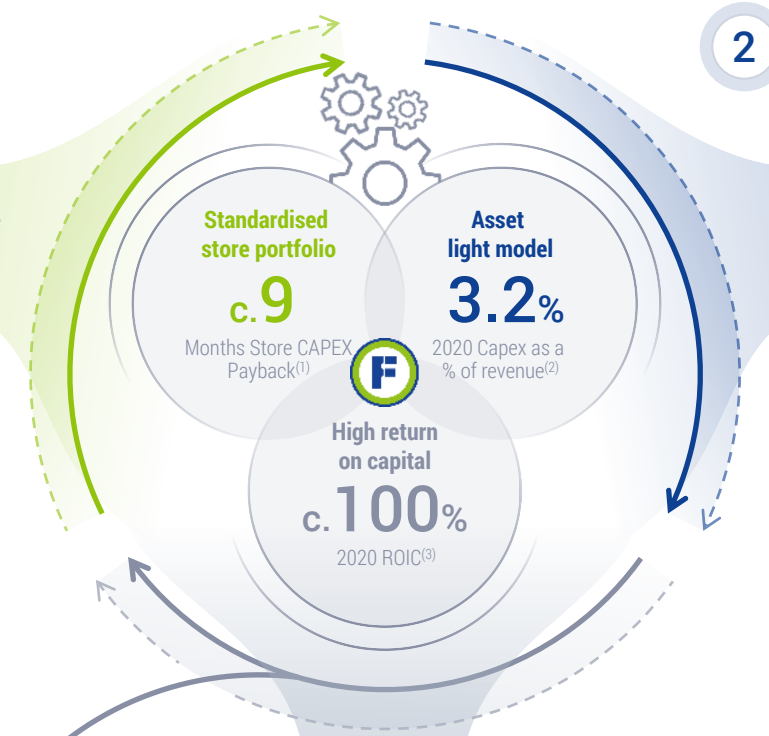
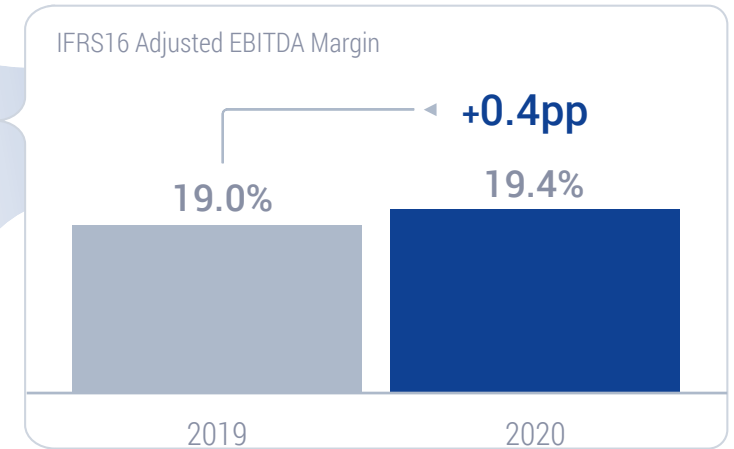


**16** Consecutive quarters of +10% LFL growth

Historic payout ratio<sup>(4)</sup>  
**151%**

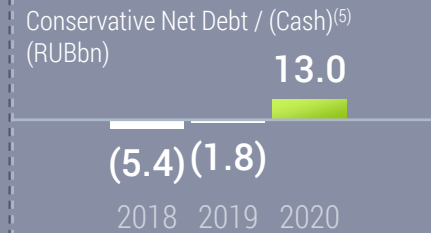


## 2 STRONG PROFITABILITY



## 3

**CASH ENABLES FURTHER EXPANSION AND HEALTHY DIVIDENDS**



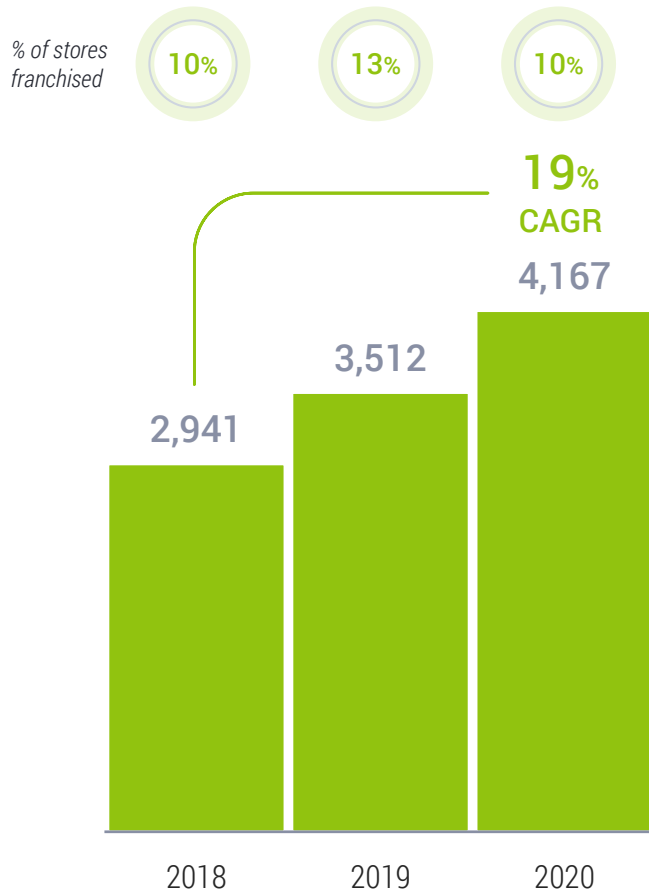
Source: Company information; Audited IFRS accounts for 2018 - 2020

Notes: **1** Considering 409 Fix Price stores (Revenue and Adjusted EBITDA for 12 full months after store opening) that were opened during 2019, are still operating (as of December 31, 2020) and paid back Capex (i.e. cumulative IAS17 Adjusted EBITDA since opening is >RUB4m); **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** Payout Ratio calculated as cumulative Dividends Declared for 2019 and 2020 divided by cumulative Profit for the year for 2019 and 2020; **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

# 1 STRONG GROWTH ALGORITHM

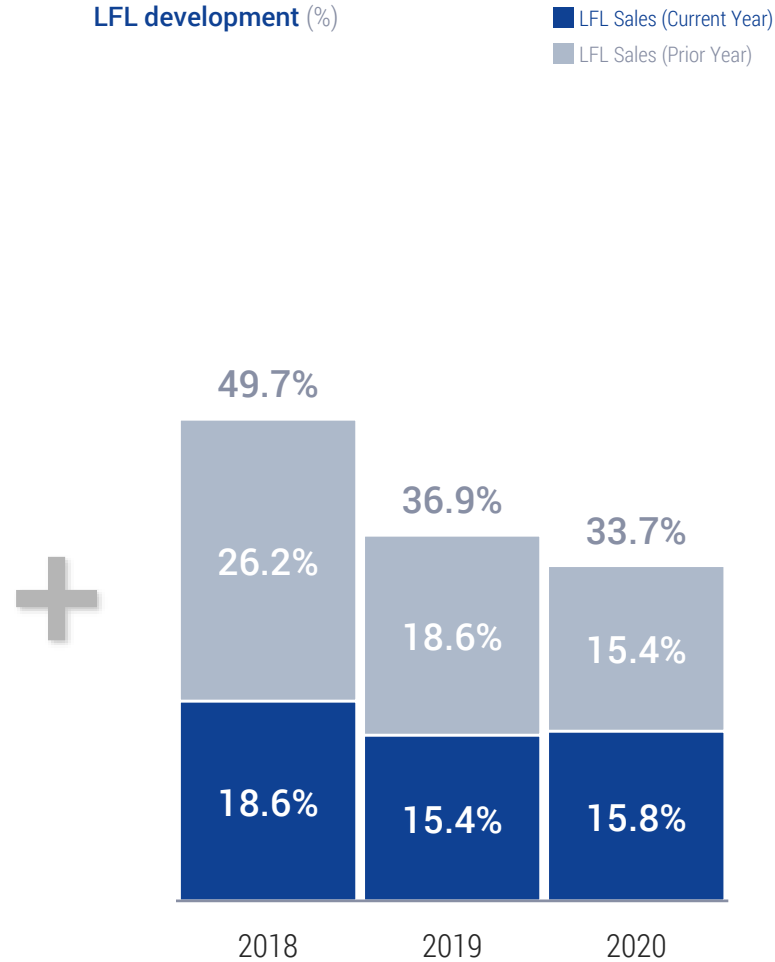
## STRONG AND CONSISTENT UNIT GROWTH CADENCE

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



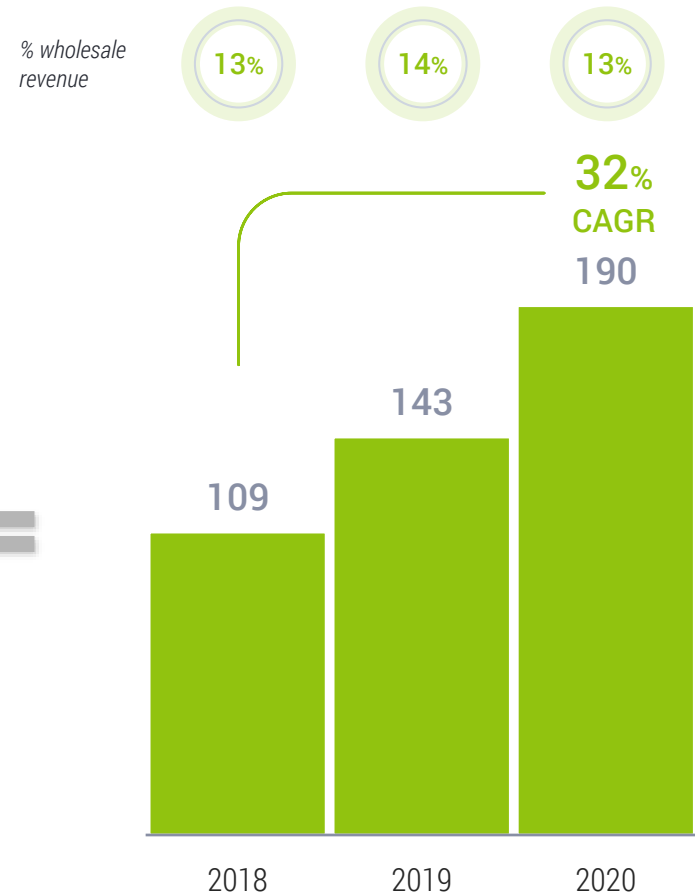
## > 30% TWO-YEAR STACKED LFL<sup>(1)(2)</sup>

LFL development (%)



## INDUSTRY-LEADING TOP LINE GROWTH

Revenue development (RUBbn)



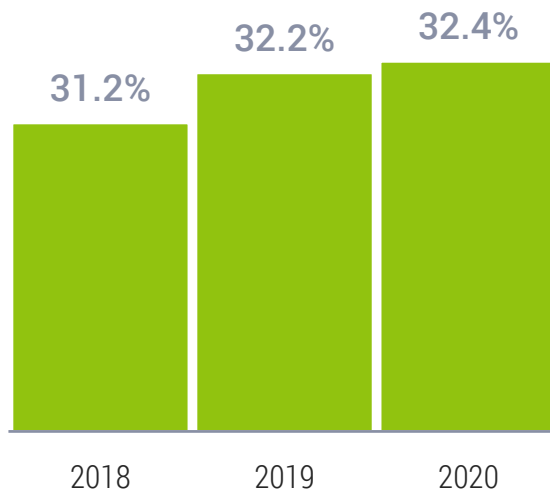
Source: Company information; Audited IFRS accounts for 2018 - 2020

Notes: 1 Like-for-like (LFL) sales are calculated based on the results of stores operated by Fix Price and that have been operational for at least the 12 full calendar months preceding the reporting date. LFL sales 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 period or the comparable period; 2 Stacked LFL is calculated according to the following formula:  $(1 + \text{LFL FY}) * (1 + \text{LFL FY-1}) - 1$ , where LFL FY is current year LFL sales growth and LFL FY-1 is previous year LFL Sales growth

# EFFICIENT COST OPTIMISATION SUPPORTING STRONG PROFITABILITY

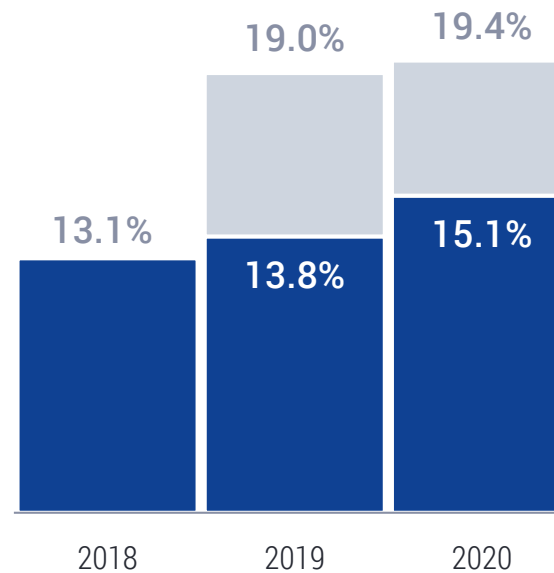
## ROBUST GROSS MARGIN

Gross margin development (%)



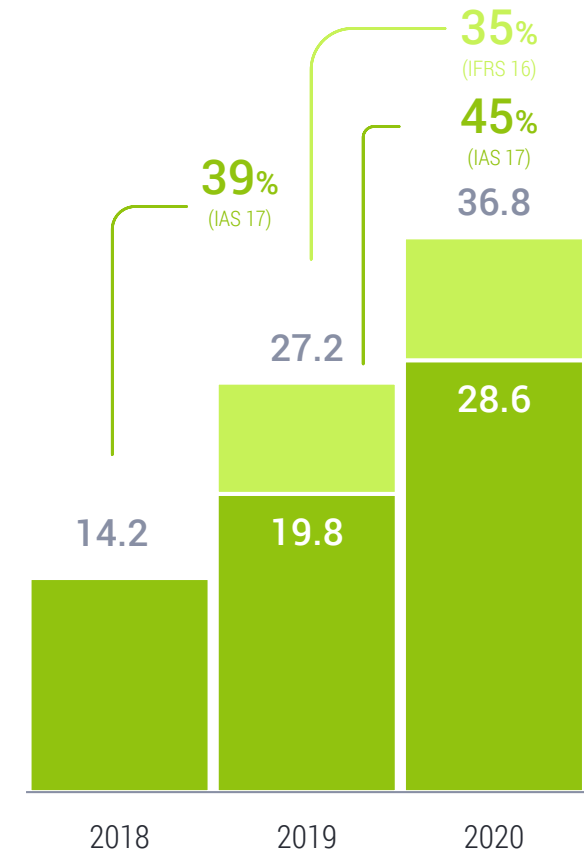
## ADJUSTED EBITDA MARGIN

Adjusted EBITDA margin development (%) ■ IFRS 16 ■ IAS 17



## ADJUSTED EBITDA GROWTH

Adjusted EBITDA development (RUBbn) ■ IFRS 16 ■ IAS 17



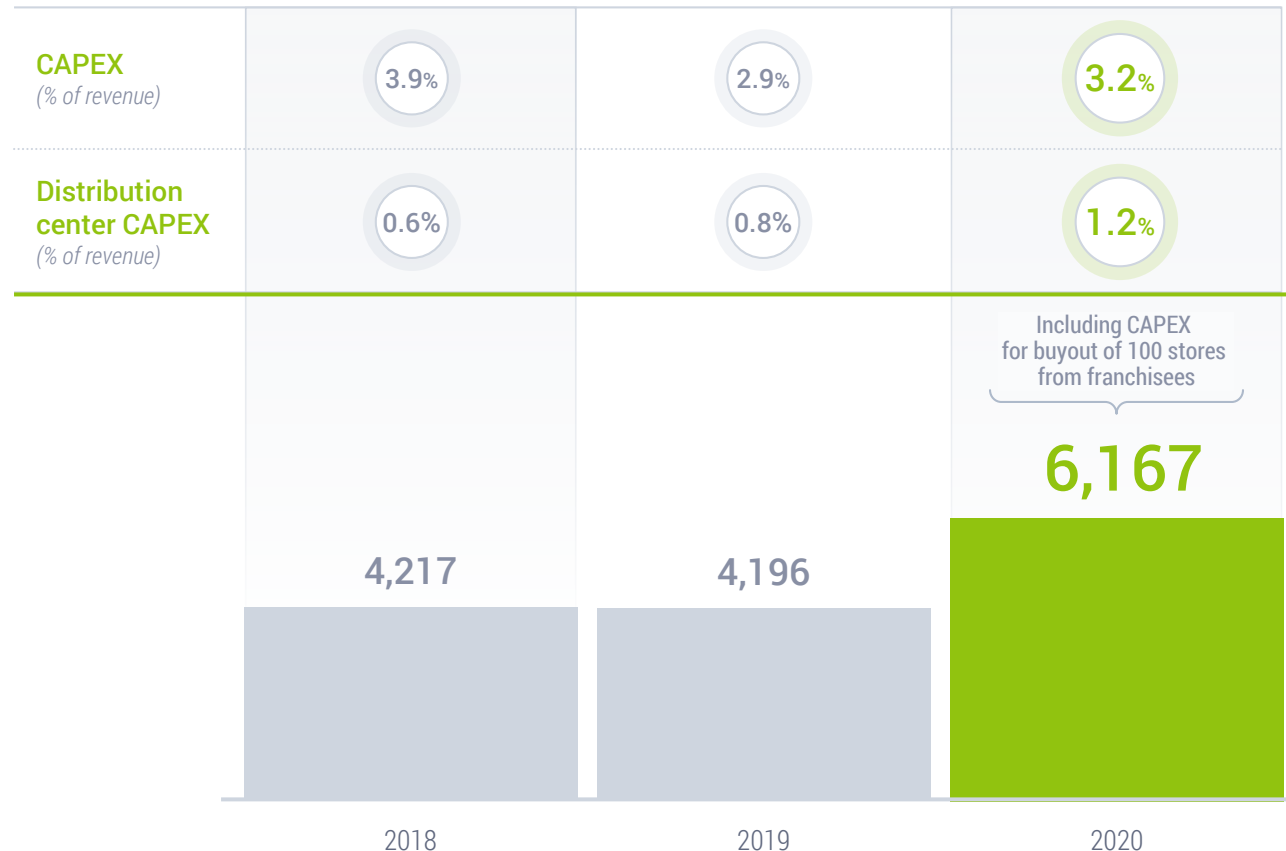
Source: Company information; Audited IFRS accounts for 2018 - 2020

Notes: Adjusted EBITDA equals profit for the respective period adjusted for income tax expense, interest expense, interest income, depreciation and amortisation expense, and foreign exchange loss / (net); IAS 17 Adjusted EBITDA figures calculated for 2019, 2020 as IFRS 16 reported Adjusted 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<sup>(1)</sup>

CAPEX (RUBm)



### CAPEX COMPOSITION

Key CAPEX components	Other CAPEX components
New Store Openings CAPEX	Refurbishment CAPEX
DC CAPEX	IT and Other CAPEX

### OUTSTANDING UNIT ECONOMICS

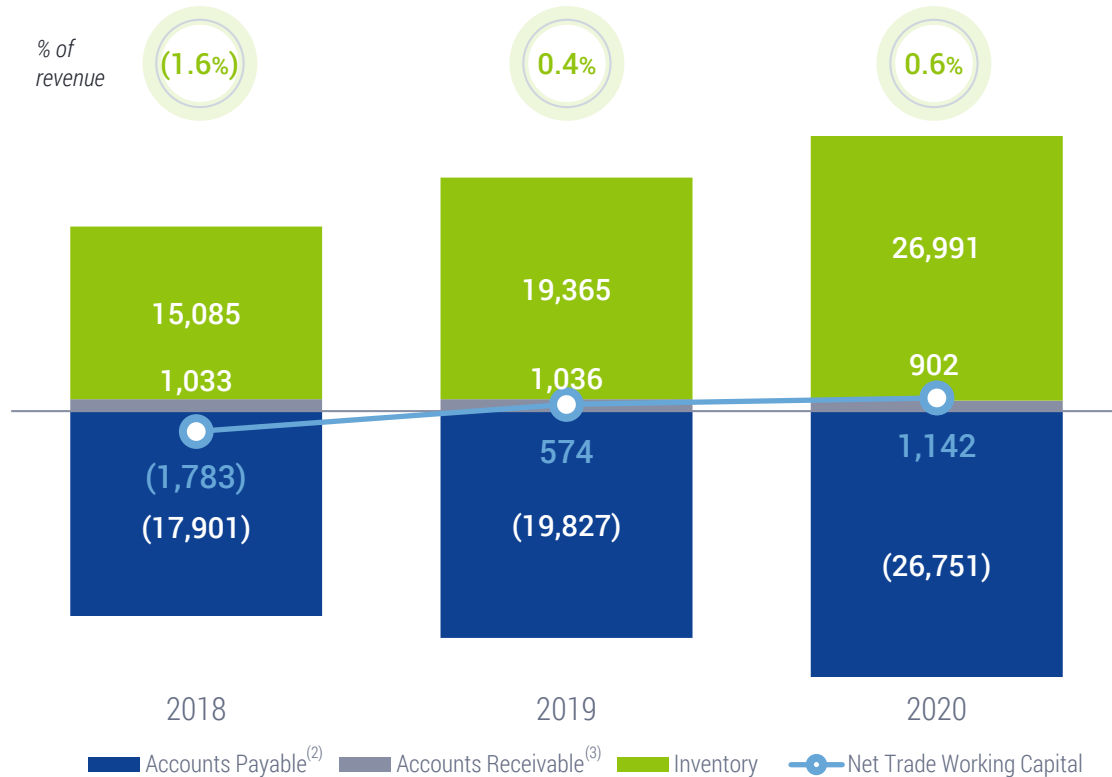


Source: Company information; Audited IFRS accounts for 2018 - 2020

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 409 Russian Company operated Fix Price stores (Revenue and Adjusted EBITDA for 12 full months after store opening) that were opened during 2019 and are still operating (as of December 31, 2020) and paid back Capex i.e. cumulative IAS17 Adjusted EBITDA since opening is >RUB4m; average net investment lower for non-Russian Company operated Fix Price stores; 3 Fiscal year 2020 data, revenue per sq. meter calculated as retail revenue / average selling space; 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 Calculated as Average store EBITDA / Average net investment

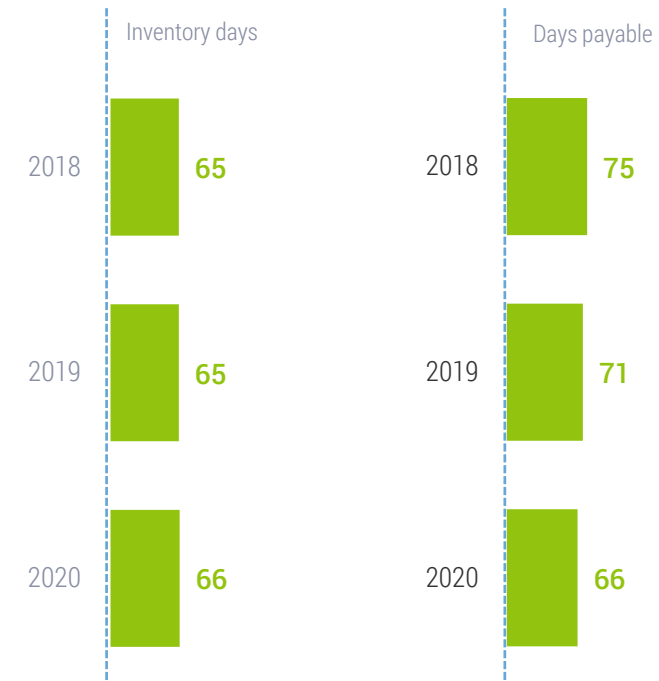
## EFFICIENT BUSINESS MODEL RESULTS IN CLOSE TO ZERO TRADE NWC<sup>(1)</sup> AND...

Net trade working capital development (RUBm)



## ... INDUSTRY LEADING INVENTORY DAYS AND DAYS PAYABLE LEVELS

Inventory days<sup>(4)</sup> (days) and Days payable<sup>(5)</sup> (days)

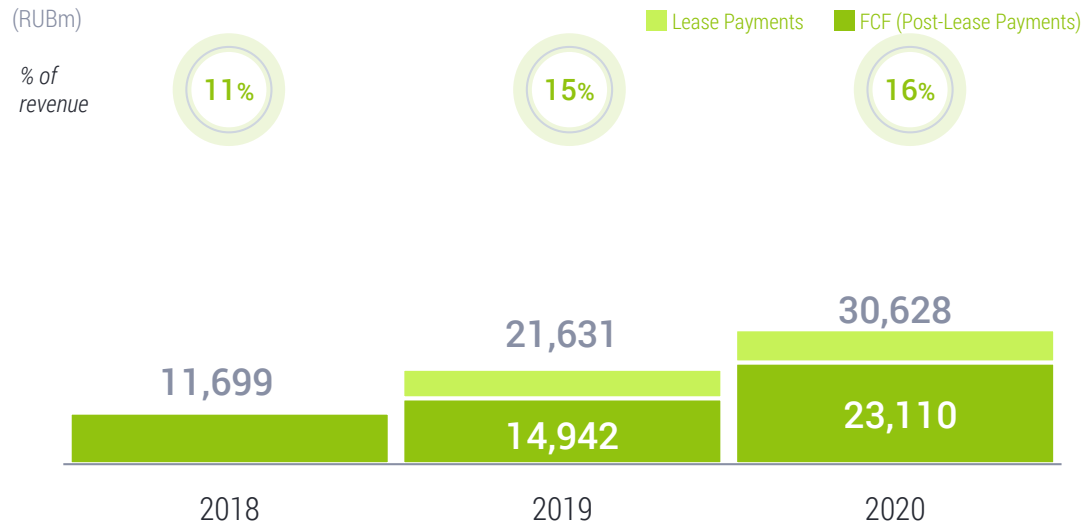


Source: Company information; Audited IFRS accounts for 2018 - 2020

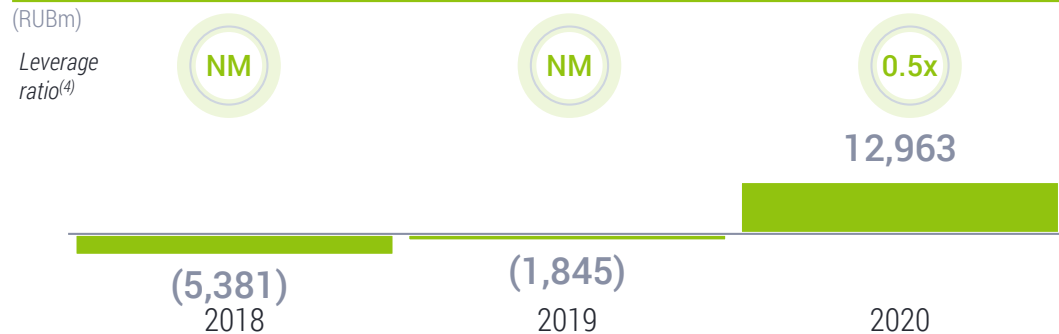
Notes: 1 Excludes Other current assets and liabilities; Trade NWC calculated as Inventory + Accounts receivable – Accounts payable; 2 Represents "Payables and other financial liabilities" from IFRS financials; 3 Represents "Receivables and other financial assets" from IFRS financials; 4 Calculated as average Inventory of current and previous period divided by Cost of sales multiplied by 365 days; 5 Calculated as average days payable divided by Cost of Sales multiplied by 365 days

# SUPERIOR CASH FLOW GENERATION, STRONG BALANCE SHEET AND CONSISTENT SHAREHOLDER RETURNS

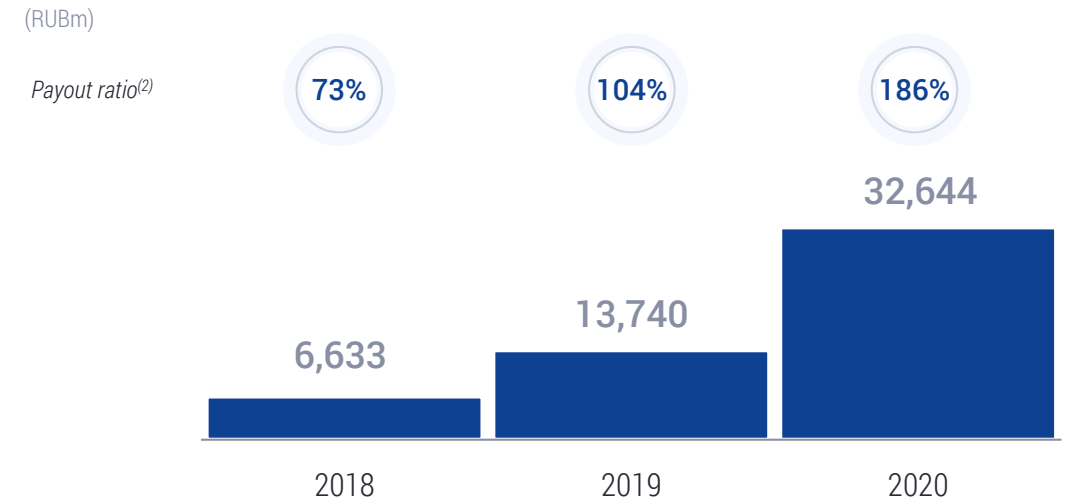
## FCF DYNAMICS<sup>(1)</sup>



## NET DEBT / (CASH)<sup>(3)</sup>



## DIVIDENDS DECLARED



## DIVIDEND POLICY OVERVIEW

- The Company currently intends to pay dividends semi-annually with a target pay-out ratio of at least 50% of net income calculated under IFRS
- The Board currently intends to regularly consider and has a discretion to increase annual dividend payout should the Company accumulate excess cash balance whilst prioritizing its growth investment requirements and net leverage targets
- The Company currently plans to maintain a conservative financial policy with IAS 17 net leverage below 1.0x (defined as IAS 17 Net Debt / IAS 17 Adj. EBITDA) in mid-term with no intention to accumulate significant excess cash balance

Source: Company information; Audited IFRS accounts for 2018 - 2020

Notes: **1** FCF calculated as Net cash flows generated from operations 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); **2** Payout ratio calculated as Dividends declared divided by Profit for the period; **3** 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; **4** Reflects IAS 17-Based Adjusted Net Debt / (Cash) divided by IAS 17-Based Adj. EBITDA calculated as IFRS 16 reported Adjusted EBITDA minus Rent expense and Associated non-lease components net of variable lease costs and Costs of lease of low-value items; "NM" defined as "Not Meaningful"



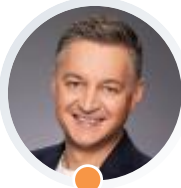

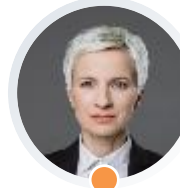












# STRONG MANAGEMENT AND CORPORATE GOVERNANCE

# 6



# MANAGEMENT TEAM WITH PROVEN TRACK RECORD



2007-2009		FIX price foundation		Subsequent hires	2020 and beyond	
 <b>Dmitry Kirsanov</b> Chief Executive Officer	 <b>Valery Ryazanov</b> Sales Director	 <b>Inna Kondratyeva</b> Head of Category Management	 <b>Oleg Shtainagel</b> Logistics Director	 <b>Vladimir Pogonin</b> Real Estate Director	 <b>ZERO ROTATION IN SENIOR MANAGEMENT</b>	
 <b>Anton Maksimenko</b> Head of HR	 <b>Marina Kroschkina</b> Chief Accountant	 <b>Andrey Zaykin</b> Head of Security	 <b>Victoria Smirnova</b> Head of Marketing	 <b>Anton Makhnev</b> Chief Financial Officer		 <b>EFFICIENT, FAST DECISION-MAKING</b>
 <b>Elena Ivanova</b> Director of Controlling Department	 <b>Irina Osipova</b> Chief Treasurer	 <b>Oleg Leksin</b> Head of IT				 <b>UPWARD MOBILITY &amp; CULTURE</b>

Previous experience in the same companies:



Source: Company information

●●● Strong Management and Corporate Governance



# CORPORATE GOVERNANCE: BOARD OF DIRECTORS



**Sergey Lomakin**  
Chairman and Founding Shareholder



**Artem Khachatryan**  
Founding Shareholder



**Dmitry Kirsanov**  
Executive Director



Non-Exec

**Aleksey Makhnev**  
Board Member



INED

**Elena Titova**  
Board Member



INED

**Alexander Tynkovan**  
Founder and former President of M.Video



INED

**Gregor Mowat**  
CFO and co-founder of LOQBOX



With effect from the **IPO**, the **Board of Directors** will consist of **7 members**, **3 of which** will be **INEDs**

**Highly experienced** Board of Directors with **strong international** pedigree

**Sergey Lomakin**, chair of the **Board of Directors** and **Founding Shareholder**, is a **non-executive director**












**3 Committees: Audit, Nomination and Remuneration** and **Strategy**, all of which will consist of **INEDs**<sup>(1)</sup>

Source: Company information

Note: 1 The audit committee includes a majority of INEDs; the strategy committee includes one INED

# FIX PRICE ESG AGENDA IS EMBEDDED IN COMPANY CULTURE



<h1>E</h1>	 <h2>ENVIRONMENTAL</h2> <p>Minimizing environmental impact</p>	<p>20-35% reduction in electricity consumption<sup>(1)</sup></p>	<p>~2.5x reduction in consumption of stretch film<sup>(2)</sup></p>	<p>Increased offering of healthy lifestyle products</p>	<p>~6.5x less energy consumed at Fix Price's DC<sup>(3)</sup></p>	 <p>Good Deeds-Ecology program<sup>(4)</sup></p>	 <p>Eco Best Award in 2019 and 2020</p>
<h1>S</h1>	 <h2>SOCIAL</h2> <p>Supporting local communities and our employees</p>	<p>125 social institutions, orphanages, families and animal shelters received help<sup>(5)</sup></p>	<p>55 educational lectures delivered<sup>(5)</sup></p>	<p>11.6k employees trained internally<sup>(6)</sup></p>	<p>COVID-19 employee insurance</p>	 <p>Best social projects of Russia in 2018, 2019 and 2020<sup>(7)</sup></p>	
<h1>G</h1>	 <h2>GOVERNANCE</h2> <p>Setting robust quality control, risk management and corporate policies</p>	 <p>Risk identification and assessment performed as part of the annual budget planning / internal audit checks</p>	 <p>Annual risk review sessions with CEO</p>	 <p>EHS, supplier and other business conduct policies</p>	<p>Rigorous supplier audit checklists with:</p> <p> 55+ test points</p> <p> over 90% required compliance rate</p>		

Source: Company information

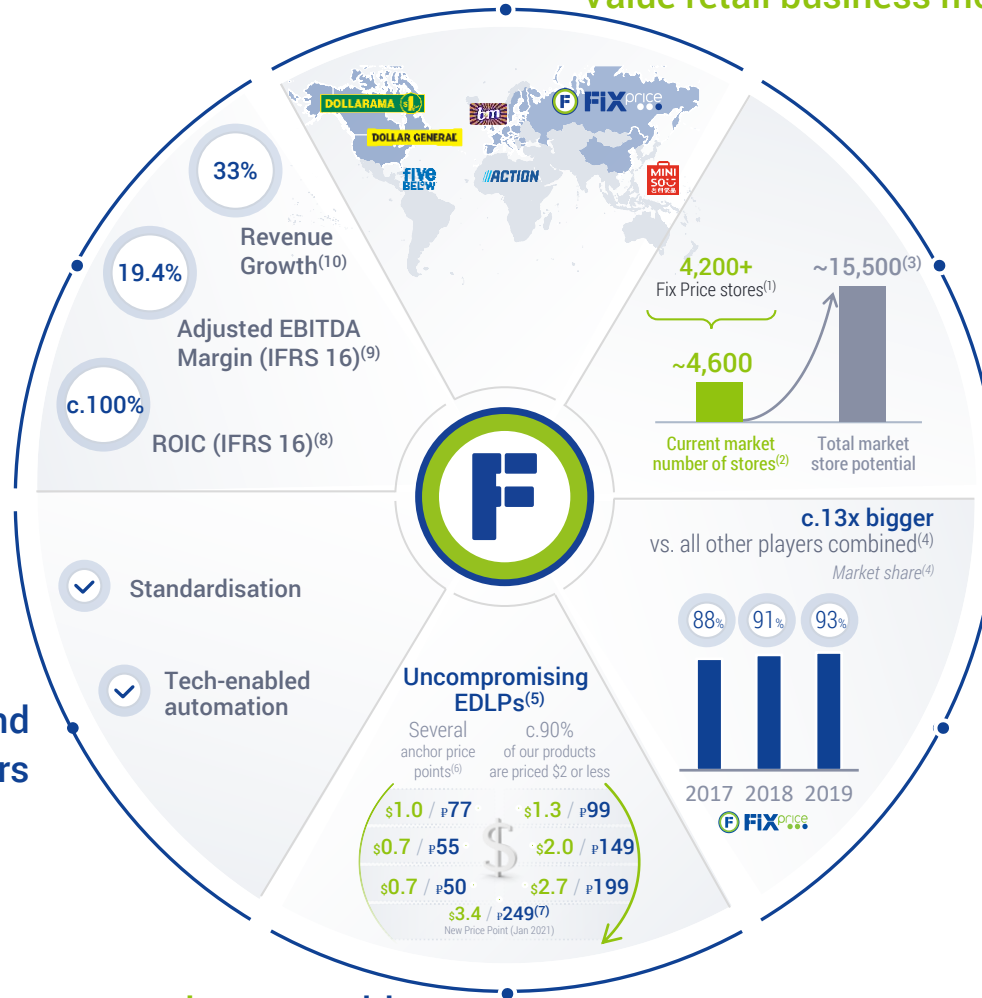
Notes: 1 In owned warehouses thanks to installation of LED lighting and motion sensors vs. if the latter system had not been installed (as estimated by the Company); 2 Compared to the manual wrapping of pallets; the reduction is achieved through the installation of pallet wrappers in Fix Price's distribution centres from the date of opening of each distribution centre (as estimated by the Company); 3 In comparison with traditional DCs with refrigeration chambers (as estimated by the Company); 4 Fix Price actively participates in multiple environmental and educational projects to protect the environment (e.g. batteries and paper waste collection for further recycling, waste management, tree planting); 5 Since 2014; 6 In 2020; 7 Refers to year of presentation and based on results from the previous year; award delivered by SocialProjects.org

# UNDISPUTED LEADER IN VALUE RETAIL



Value retail business model proven globally

Strong financial algorithm



~1/4bn addressable population – up to 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; Prospectus; World Bank; Public sources; Rosstat; Audited IFRS accounts for 2018 – 2020

Notes: **1** Number of Fix Price stores as of January 2021; **2** Current market number of stores as of October 31, 2020; **3** Total store potential for the market for Russia and other international geographies of Belarus, Kazakhstan and Uzbekistan (for Fix Price and competitors; including existing stores); refers to Russia and other international geographies of Belarus, Kazakhstan and Uzbekistan – analysed in the Prospectus; **4** Estimate based on Company and other sources' data, measured by sale; Fix Price based on sales of operated and franchised stores in Russia (refer to the Prospectus); **5** EDLPs refers to everyday low prices; **6** As of January 2021; **7** In January 2021, the Group launched a new price point of RUB 249 (US\$ 3.27) for a limited range of products to test customer reaction. The Group will consider expanding its product range offered at this new price point as and if necessary; **8** 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; **9** 2020 data on IFRS 16 basis; **10** Computed based on 12M2020 Revenue and 12M2019 Revenue



# APPENDIX



# P&L SUMMARY



In millions of Russian rubles	IAS 17	IAS 17	IAS 17	IFRS 16	IFRS 16
	2018	2019	2020	2019	2020
<b>Revenue</b>	<b>108,724</b>			<b>142,880</b>	<b>190,059</b>
Growth, %	34.8%			31.4%	33.0%
Cost of sales	(74,838)			(96,919)	(128,544)
<b>Gross profit</b>	<b>33,886</b>			<b>45,961</b>	<b>61,515</b>
Gross margin, %	31.2%			32.2%	32.4%
SG&A (excl. D&A)	(20,037)			(19,184)	(25,067)
Other op. income and share of profit of associates	345			373	340
<b>Adjusted EBITDA<sup>(1)</sup></b>	<b>14,194</b>	<b>19,777</b>	<b>28,632</b>	<b>27,150</b>	<b>36,788</b>
Adjusted EBITDA margin, %	13.1%	13.8%	15.1%	19.0%	19.4%
D&A	(1,464)			(8,695)	(9,865)
<b>EBIT</b>	<b>12,730</b>			<b>18,455</b>	<b>26,923</b>
EBIT margin, %	11.7%			12.9%	14.2%
Net finance costs	(118)			(846)	(749)
FX income / (loss), net	(343)			(74)	136
<b>Profit before tax</b>	<b>12,269</b>			<b>17,535</b>	<b>26,310</b>
Income tax	(3,141)			(4,362)	(8,735)
<b>Profit for the period</b>	<b>9,128</b>	<b>13,151</b>	<b>17,588</b>	<b>13,173</b>	<b>17,575</b>
Net profit margin, %	8.4%	9.2%	9.3%	9.2%	9.2%

Source: Company information; Audited IFRS accounts for 2018 - 2020

Note: 1 Adjusted EBITDA equals profit for the respective period adjusted for income tax expense, interest expense, interest income, depreciation and amortisation expense, and foreign exchange loss (net)



# BALANCE SHEET SUMMARY

In millions of Russian rubles	IAS 17	IFRS 16	IFRS 16
	31.12.2018	31.12.2019	31.12.2020
<b>ASSETS</b>			
<b>Non-current Assets</b>	<b>12,071</b>	<b>18,930</b>	<b>25,297</b>
Property, plant and equipment	9,108	10,882	13,308
Right-of-use assets (non-current)	–	6,220	8,554
Other non-current assets	2,963	1,828	3,435
<b>Current Assets</b>	<b>23,207</b>	<b>34,730</b>	<b>56,810</b>
Inventories	15,085	19,365	26,991
Trade and other receivables	1,033	1,036	902
Prepayments	158	247	303
Cash and cash equivalents	5,882	11,881	26,375
Right-of-use assets (current)	–	1,943	1,724
Other current assets	1,049	258	515
<b>TOTAL ASSETS</b>	<b>35,278</b>	<b>53,660</b>	<b>82,107</b>
<b>LIABILITIES AND EQUITY</b>			
<b>Stockholders' equity</b>	<b>13,237</b>	<b>11,453</b>	<b>(3,609)</b>
Equity	13,237	11,453	(3,609)
<b>Liabilities</b>	<b>22,041</b>	<b>42,207</b>	<b>85,716</b>
Long-term (LT) borrowings	–	–	–
LT lease liabilities	–	2,496	3,713
Deferred tax liabilities	583	346	385
Payables and other financial liabilities	17,901	19,827	26,751
Short-term (ST) loans and borrowings	501	5,006	15,680
ST lease liabilities	–	5,306	6,339
Other ST liabilities <sup>(1)</sup>	3,056	4,196	9,190
Dividends payable	–	5,030	23,658
<b>TOTAL LIABILITIES AND EQUITY</b>	<b>35,278</b>	<b>53,660</b>	<b>82,107</b>

Source: Company information; Audited IFRS accounts for 2018 - 2020

Note: 1 Includes Advances received, Income tax payable, Tax liabilities other than income taxes and Accrued expenses

# CASH FLOW SUMMARY

	IAS 17	IFRS 16	IFRS 16
In millions of Russian rubles	2018	2019	2020
Profit before tax	12,269	17,535	26,310
Cash from operating activities before changes in working capital	15,152	28,216	38,338
Changes in working capital	732	(2,428)	(1,548)
<b>Net cash generated from operations</b>	<b>15,884</b>	<b>25,788</b>	<b>36,790</b>
Net interest paid	(240)	(905)	(833)
Income tax paid	(2,015)	(3,459)	(5,687)
<b>Net cash from operating activities</b>	<b>13,629</b>	<b>21,424</b>	<b>30,270</b>
<b>Net cash used in investing activities</b>	<b>(7,766)</b>	<b>(4,366)</b>	<b>(6,025)</b>
<b>Net cash used in financing activities</b>	<b>(6,247)</b>	<b>(10,228)</b>	<b>(11,079)</b>
Effect of exchange rate fluctuations on cash and equivalents	164	(831)	1,328
<b>Net (decrease) / increase in cash and equivalents</b>	<b>(220)</b>	<b>5,999</b>	<b>14,494</b>

Source: Company information; Audited IFRS accounts for 2018 - 2020

# SG&A BREAKDOWN



In millions of Russian rubles	IAS 17	IFRS 16	IFRS 16
	2018	2019	2020
Staff costs	9,085	13,361	17,329
<i>% of revenue</i>	8.4%	9.4%	9.1%
Amortisation of right-of-use assets	--	6,921	7,618
<i>% of revenue</i>	--	4.8%	4.0%
Other depreciation and amortisation	1,476	1,772	2,247
<i>% of revenue</i>	1.4%	1.2%	1.2%
Bank charges	790	1,258	2,009
<i>% of revenue</i>	0.7%	0.9%	1.1%
Operating lease expenses	7,291	1,160	1,642
<i>% of revenue</i>	6.7%	0.8%	0.9%
Security services	901	1,107	1,343
<i>% of revenue</i>	0.8%	0.8%	0.7%
Advertising costs	453	645	659
<i>% of revenue</i>	0.4%	0.5%	0.3%
Repair and maintenance costs	503	625	757
<i>% of revenue</i>	0.5%	0.4%	0.4%
Utilities	522	501	570
<i>% of revenue</i>	0.5%	0.4%	0.3%
Other expenses	480	529	758
<i>% of revenue</i>	0.4%	0.4%	0.4%
<b>Total SG&amp;A</b>	<b>21,501</b>	<b>27,879</b>	<b>34,932</b>
<i>% of revenue</i>	<b>19.8%</b>	<b>19.5%</b>	<b>18.4%</b>

Source: Company information; Audited IFRS accounts for 2018 - 2020

# ADJUSTED EBITDA RECONCILIATION

In millions of Russian rubles	IAS 17	IFRS 16	IFRS 16
	2018	2019	2020
<b>Profit for the period</b>	<b>9,128</b>	<b>13,173</b>	<b>17,575</b>
<i>Add: Income tax expense</i>	3,141	4,362	8,735
<i>Add: Interest expense</i>	205	1,040	1,125
<i>Less: Interest income</i>	(87)	(194)	(376)
<i>Add: D&amp;A</i>	1,464	8,695	9,865
<b>EBITDA</b>	<b>13,851</b>	<b>27,076</b>	<b>36,924</b>
<i>Add: Foreign exchange loss / (gain)</i>	343	74	(136)
<b>Adjusted EBITDA</b>	<b>14,194</b>	<b>27,150</b>	<b>36,788</b>
<i>Rent expense and associated non-lease components net of variable lease costs and costs of lease of low-value items</i>		(7,373)	(8,156)
<b>IAS 17-based Adjusted EBITDA</b>		<b>19,777</b>	<b>28,632</b>

Source: Company information; Audited IFRS accounts for 2018 - 2020

# IMPACT OF IFRS 16 STANDARD

## NET INCOME RECONCILIATION

In millions of Russian rubles	2019	2020
<b>Profit for the period</b>	<b>13,173</b>	<b>17,575</b>
Interest expense accrued on lease liabilities	698	656
Amortisation of right-of-use assets	6,921	7,618
Rent expense and associated non-lease components net of variable lease costs and costs of lease of low-value items	(7,373)	(8,156)
Amortisation of lease rights recognised before adoption of IFRS 16	(166)	(271)
Impact of IFRS 16 adoption on foreign exchange loss/ (gain), net, arising on revaluation of foreign currency-denominated lease liabilities	-	113
Impact of IFRS 16 adoption on deferred income tax expense / (benefit)	(102)	53
<b>IAS 17-based Net income</b>	<b>13,151</b>	<b>17,588</b>

## SG&A RECONCILIATION

In millions of Russian rubles	2019	2020
<b>SG&amp;A expense</b>	<b>27,879</b>	<b>34,932</b>
Rent expense and associated non-lease components net of variable lease costs and costs of lease of low-value items	7,373	8,156
Amortisation of lease rights recognised before adoption of IFRS 16	166	271
Amortisation of right-of-use assets	(6,921)	(7,618)
<b>IAS 17-based SG&amp;A expense</b>	<b>28,497</b>	<b>35,741</b>

## NET DEBT RECONCILIATION

In millions of Russian rubles	2019	2020
<b>Net debt / (cash)</b>	<b>927</b>	<b>(643)</b>
Dividends payable	5,030	23,658
<b>Adjusted net debt / (cash)</b>	<b>5,957</b>	<b>23,015</b>
Current lease liabilities	(5,306)	(6,339)
Non-current lease liabilities	(2,496)	(3,713)
<b>IAS 17-based Adjusted net debt / (cash)</b>	<b>(1,845)</b>	<b>12,963</b>

Source: Company information; Audited IFRS accounts for 2018 - 2020