



Q2 AND H1 2023 OPERATING AND FINANCIAL RESULTS

September 2023

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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.

KEY ACHIEVEMENTS IN H1 2023



RUB 136bn

Revenue



376

Net store openings⁽¹⁾



25.4%

Loyal customer base
growth year-on-year



33.3%

Gross margin



RUB 24bn

EBITDA



RUB 20bn

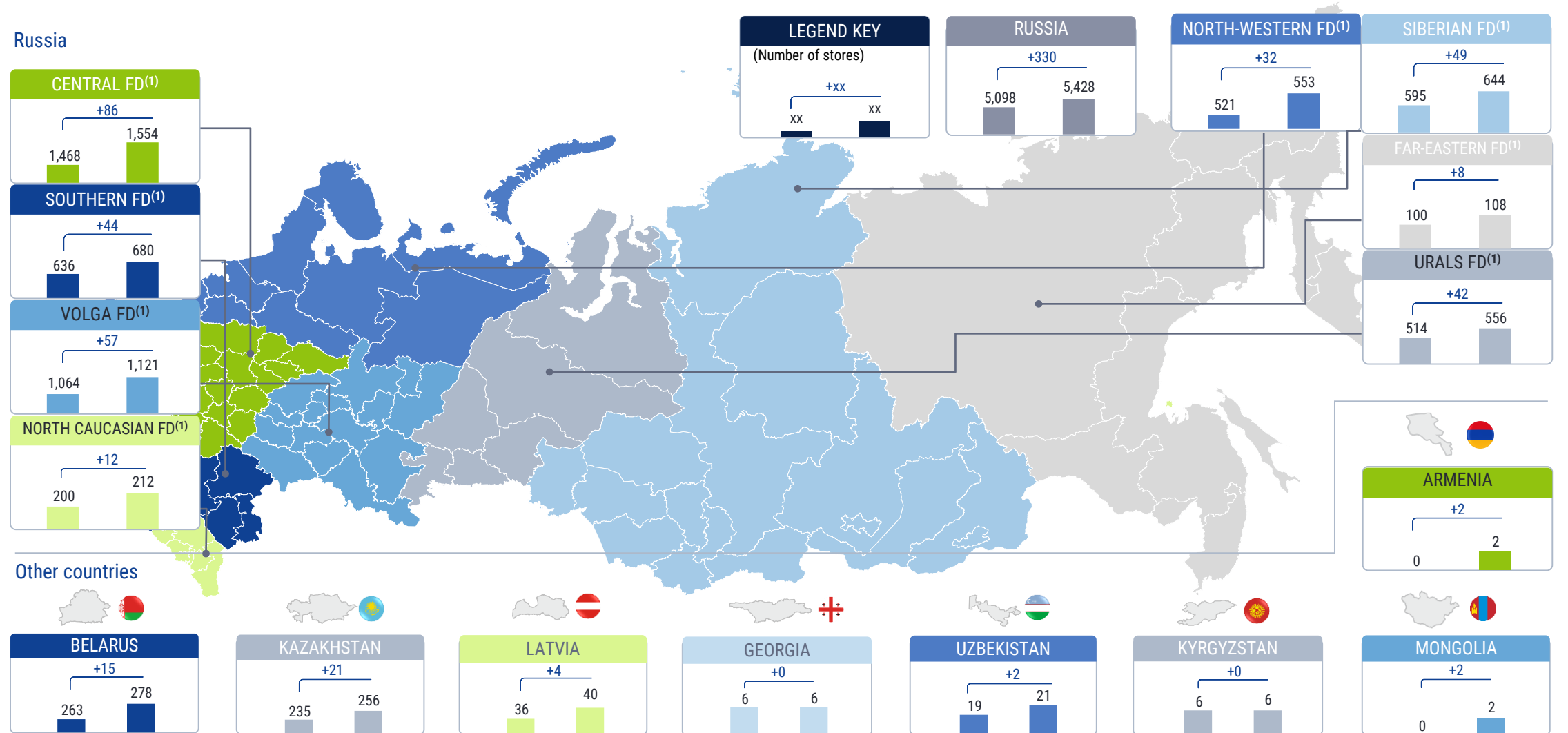
Net profit

Source: Company information, Reviewed IFRS accounts for H1 2022 and H1 2023

Notes: 1 Including Company-operated and franchise stores

CONTINUOUS STORE EXPANSION

GEOGRAPGICAL COVERAGE (2022 and H1 2023, eop)



Source: Company information

Notes: 1 Federal District

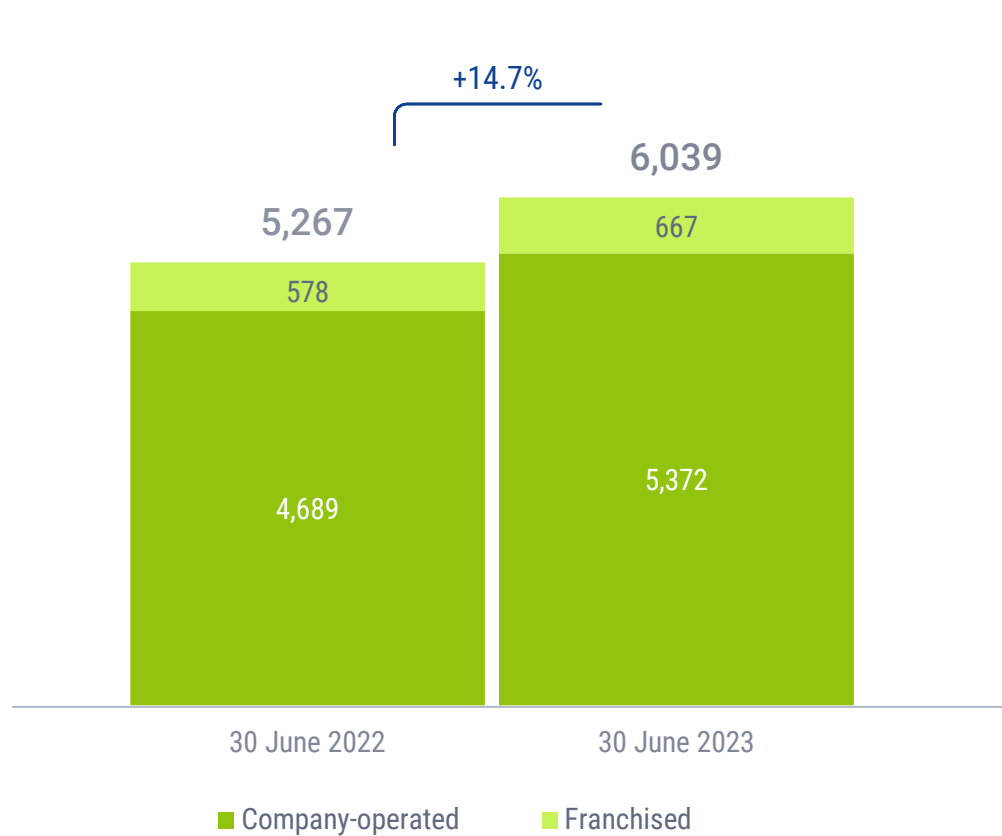
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CONTINUOUS STORE EXPANSION



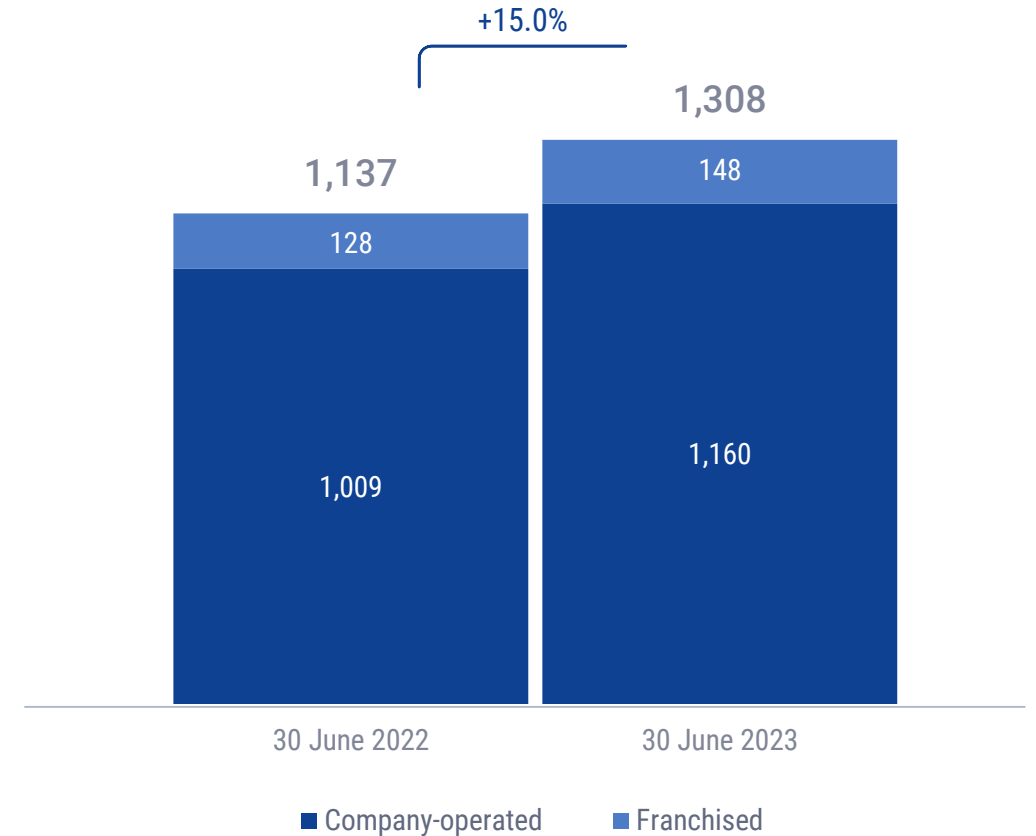
FIX PRICE STORE PORTFOLIO GROWTH

(Number of stores)



SELLING SPACE EXPANSION

(Thous. sqm)



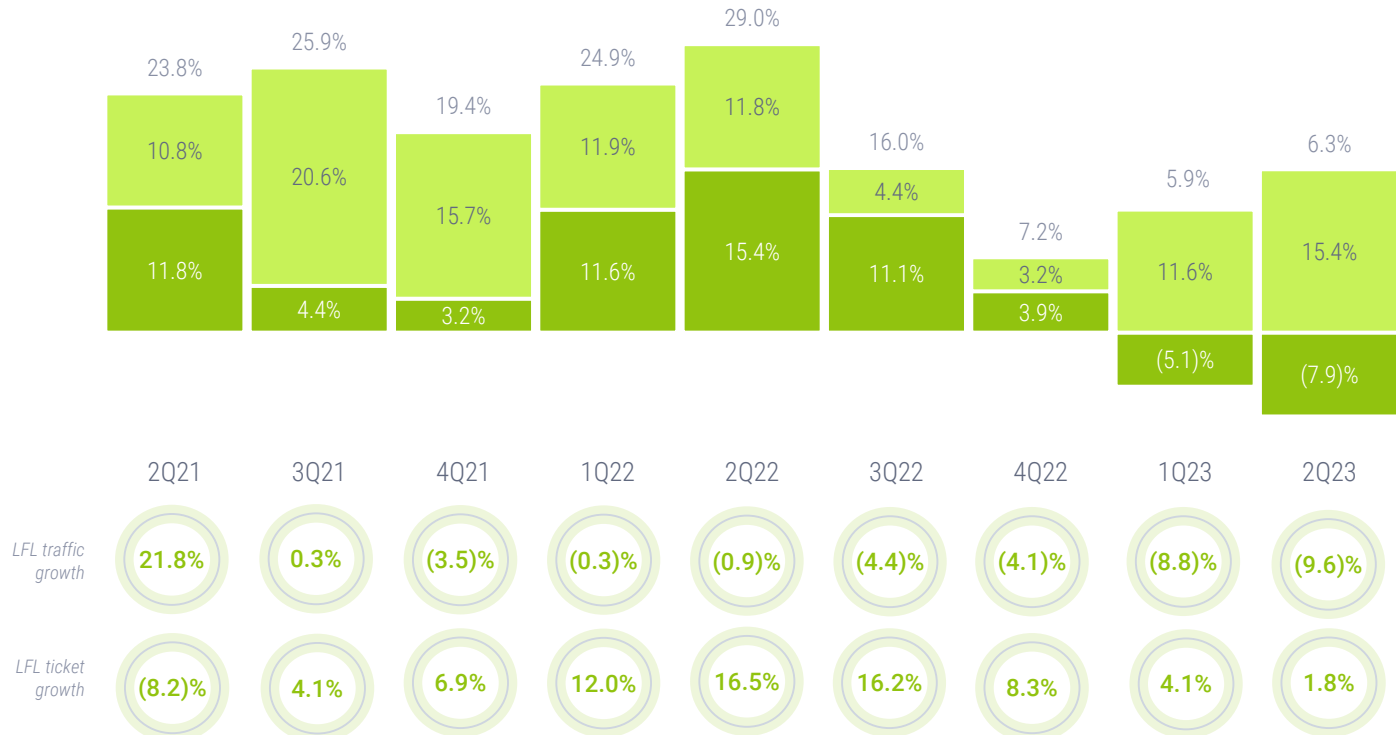
Source: Company information

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LFL PERFORMANCE

2-YEAR STACKED LFL SALES GROWTH⁽¹⁾⁽²⁾

- LFL Sales (Current Year)
- LFL Sales (Prior Year)



COMMENTS ON QUARTERLY DYNAMICS

- In Q2 2023, LFL sales were 7.9% lower y-o-y on the back of the high base effect from the previous year. The LFL average ticket grew by 1.8%; LFL traffic was 9.6% lower y-o-y

- On a 2-year basis LFL sales were 6.3% higher compared to Q2 2021

- LFL sales of Company-operated stores in Russia were down 9.3%. However, rouble-denominated LFL performance in Kazakhstan and Belarus was supportive due to the low base from the previous year and the currency conversion effect on the back of rouble depreciation

- In their national currency, stores in Belarus improved versus the low base from the previous year, when the Company had temporarily reduced its assortment due to government restrictions, while Kazakhstan's performance was still affected by inflationary pressure impacting consumer behaviour

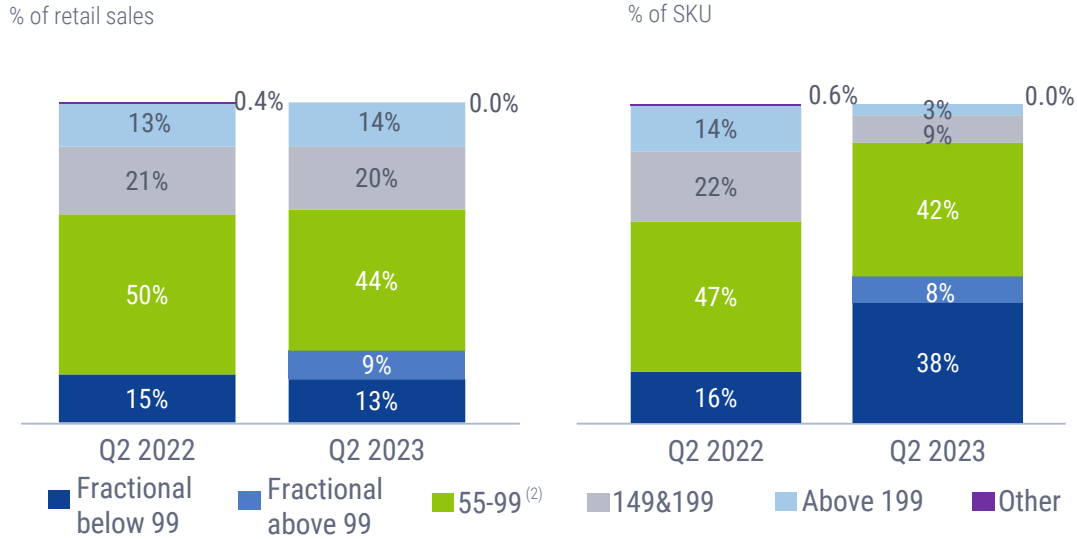
Source: Company information; LFL data as per Management Accounts

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

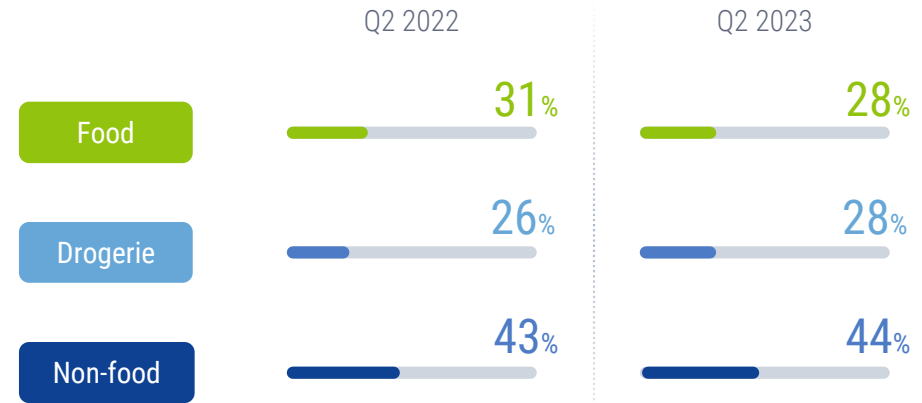
EXTENDED CVP AND CONTINUED ROBUST PRICE ADVANTAGE



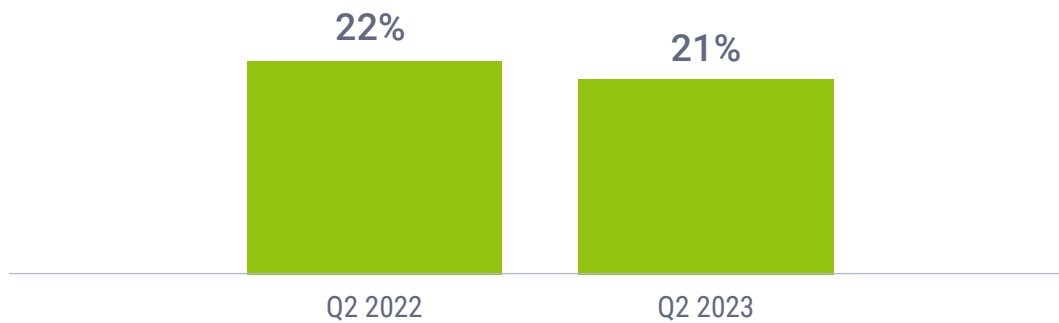
80% OF ASSORTMENT UNDER RUB 99⁽¹⁾



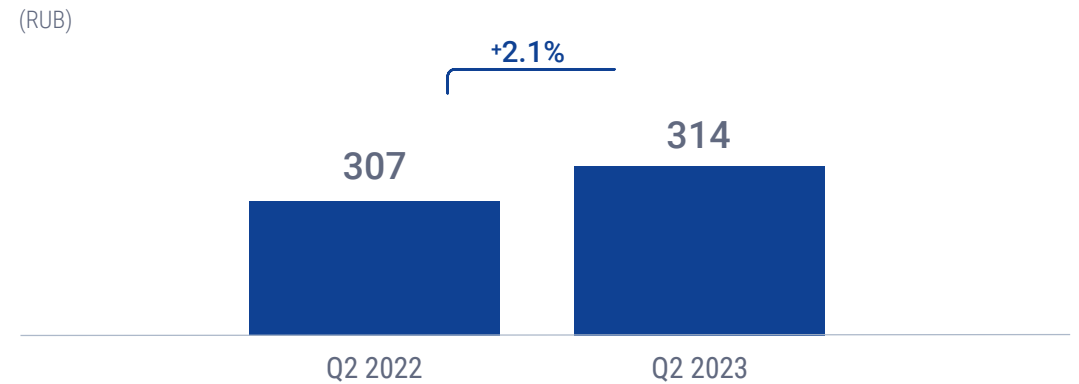
RETAIL SALES MIX



RETAIL SALES – SHARE OF IMPORT EVOLUTION



AVERAGE TICKET GROWTH



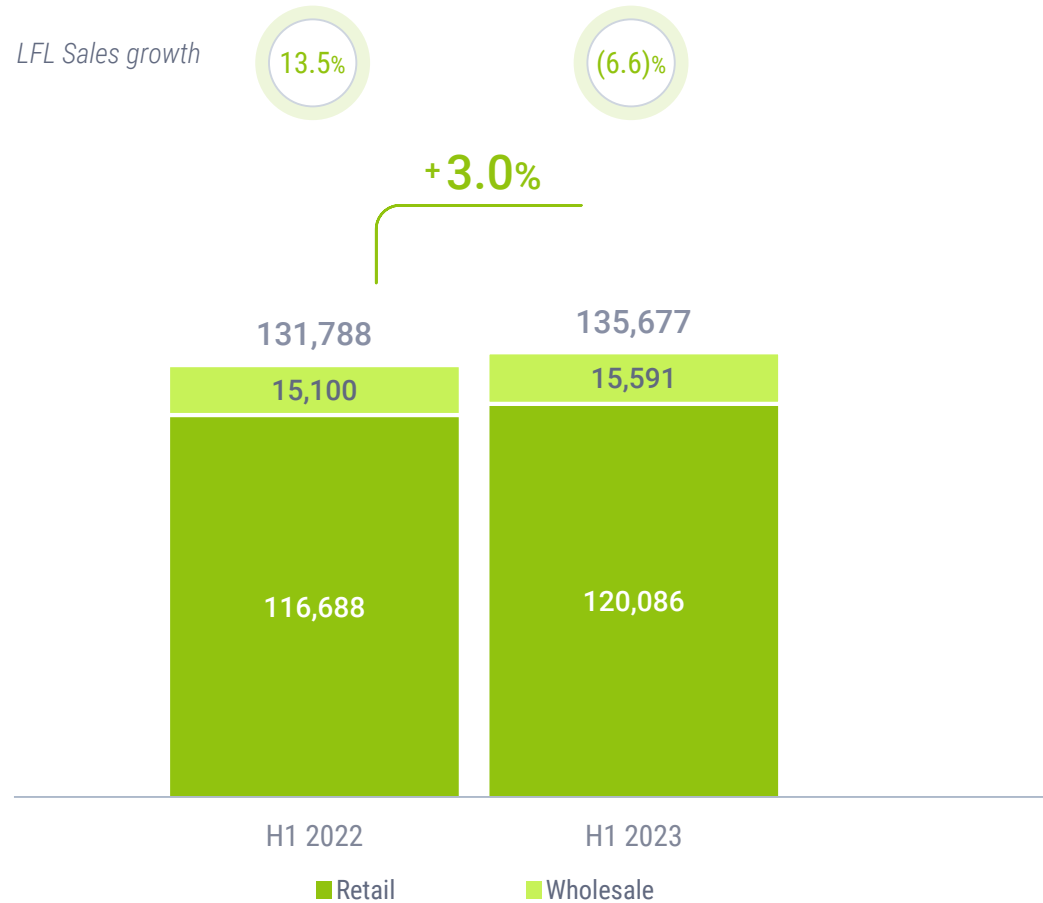
Source: Company information. Data on retail sales is based on the results of Company-operated stores in Russia

Notes: 1 For Q2 2023; 2 The category includes "55", "59", "79", "99"

REVENUE GROWTH AND ROBUST PROFITABILITY

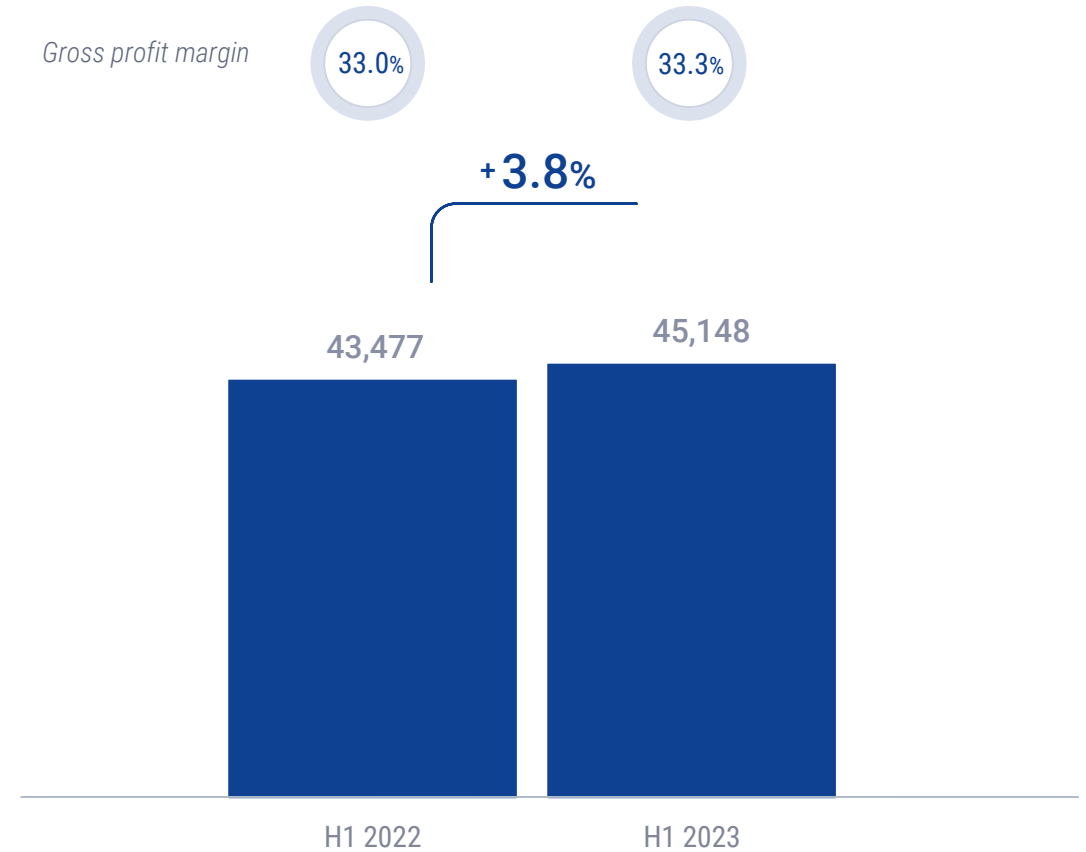
TOTAL REVENUE

(RUB m)



GROSS PROFIT

(RUB m)



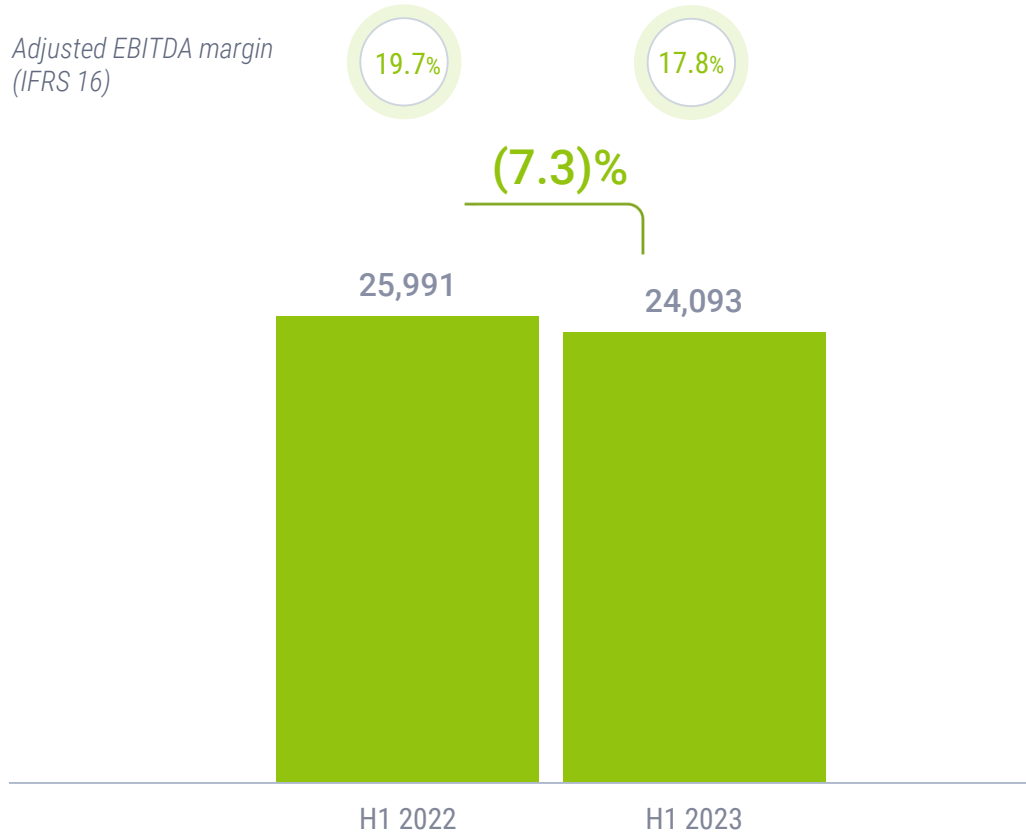
Source: Reviewed IFRS accounts for H1 2022 and H1 2023

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REVENUE GROWTH AND ROBUST PROFITABILITY (CONT'D)

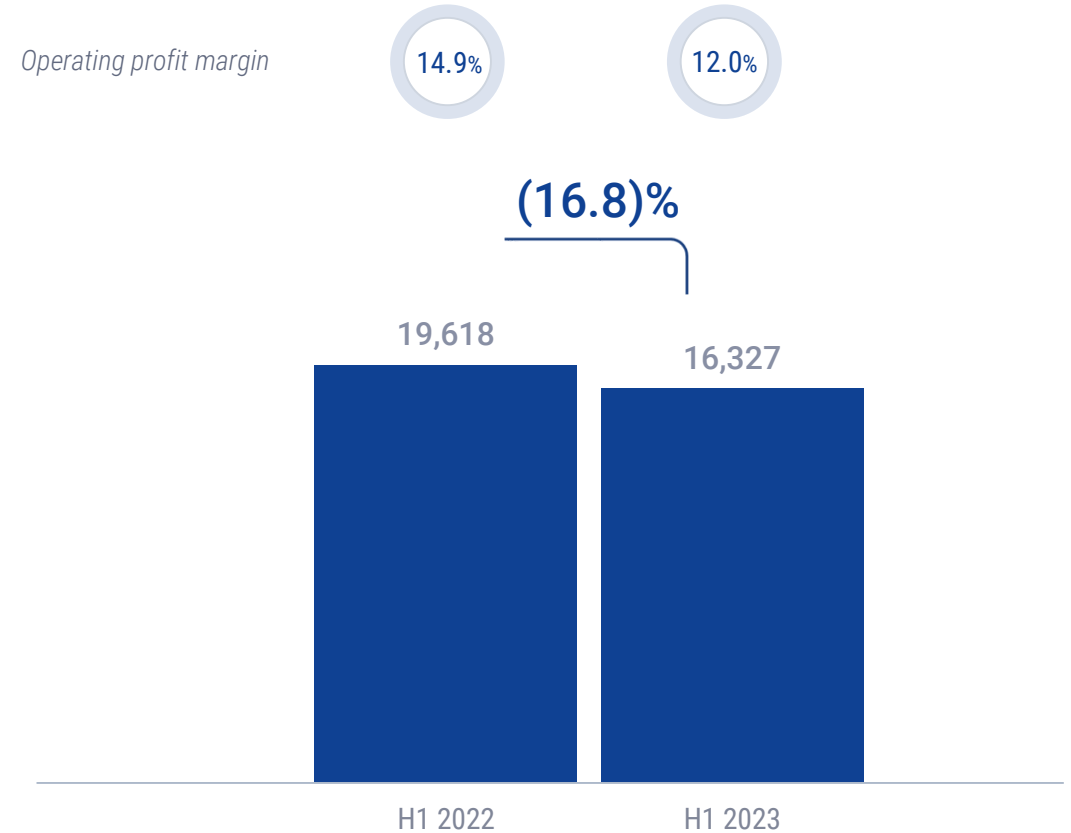
ADJUSTED EBITDA (IFRS 16) ⁽¹⁾

(RUB m)



OPERATING PROFIT

(RUB m)



Source: Reviewed IFRS accounts for H1 2021 and H1 2022

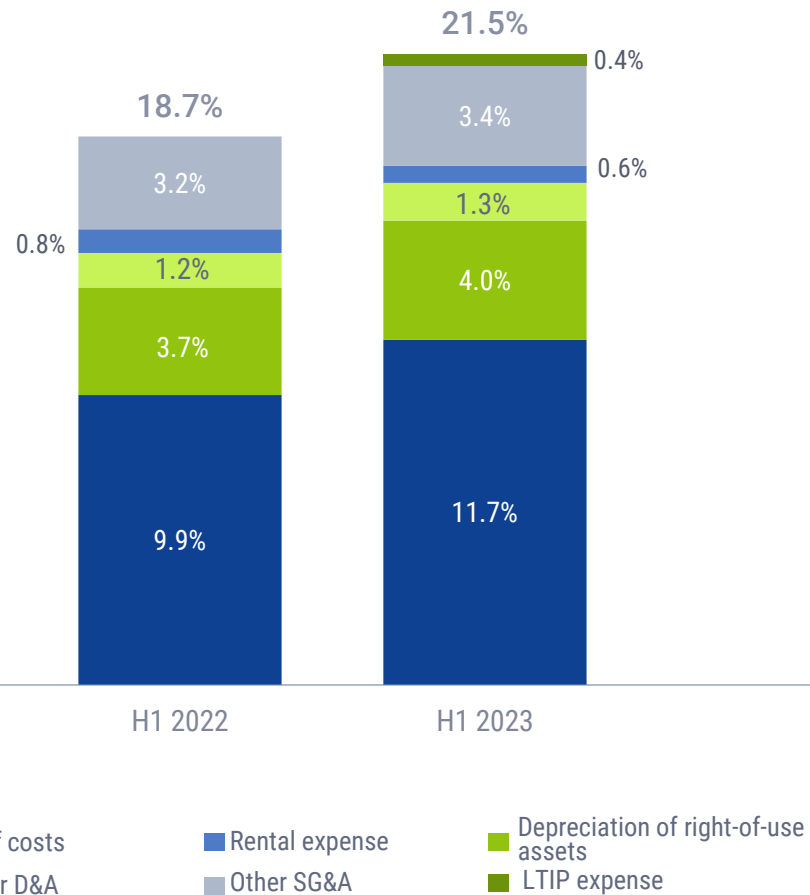
Notes: ¹ EBITDA adjusted to LTIP expenses (expense, related to the long-term incentive programme). EBITDA is calculated as profit for the respective period before income tax expense, net interest income / (expense), depreciation and amortisation expense, and foreign exchange gain / (loss)

SG&A EXPENSES ANALYSIS

SG&A BREAKDOWN⁽¹⁾

(% of revenue)

IFRS 16



Source: Reviewed IFRS accounts for H1 2021 and H1 2022

Notes: 1 Total may not equal the sum of the components due to rounding; 2 LTIP expense – expense, related to the long-term incentive programme (LTIP)

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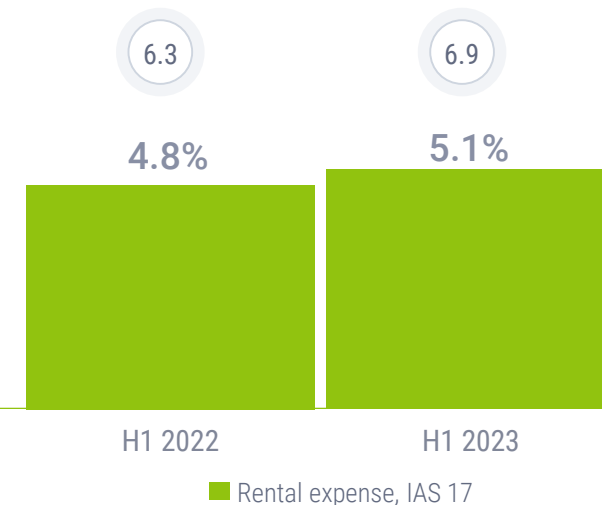
COMMENTS

- SG&A costs (excl. LTIP expense and D&A) as a percentage of revenue totalled 15.7%, compared to 13.8% a year ago, driven by negative operational leverage effect and increased staff costs
- Staff costs (excl. LTIP) as a percentage of revenue increased by 189 bps to 11.7% of revenue, driven by the negative operating leverage effect on the back of a slowdown in revenue as well as the opening of three new DCs in H2 2022 and Q1 2023. Tense competition in the labour market also resulted in continued salary indexation across all the Company's countries of operation
- Rental expense (under IAS 17) grew by 27 bps y-o-y to 5.1% of revenue (up 30 bps to 5.7% of retail revenue), reflecting the greater impact of lease expenses under fixed-rate contracts, which comprise 36% of the total contract base and are generally less sensitive to store revenue dynamics

CASH LEASE REMAINS LOW AS % OF REVENUE

(% of revenue)

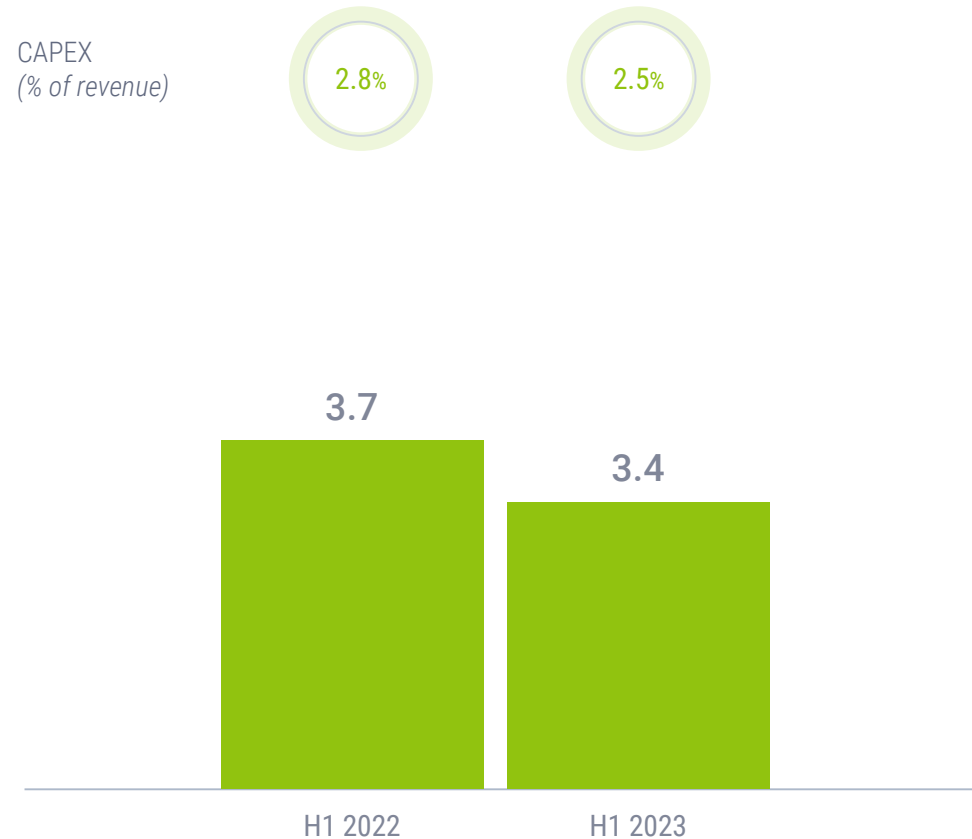
Rental expense, IAS 17 (RUBbn)



CAPITAL EXPENDITURES TO SUPPORT FURTHER GROWTH

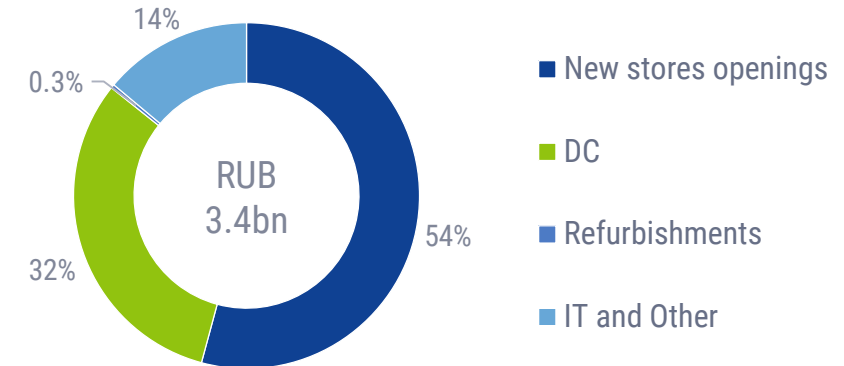
CAPEX⁽¹⁾

(RUB bn)



CAPEX COMPOSITION

(H1 2023, %)



COMMENTS

- CAPEX for H1 2023 was RUB 3.4 billion, down from RUB 3.7 billion in H1 2022, due to the completion of the active phase of the construction of distribution centres which had started in 2022. The new distribution centres will to a large extent cover the Group's warehouse space needs in the Central region of Russia for the next few years
- The Company confirms the forecast for 750 net new store openings in 2023 and plans to keep CAPEX low as a share of revenue thanks to the standardised store layouts and assortment and high levels of business process automation

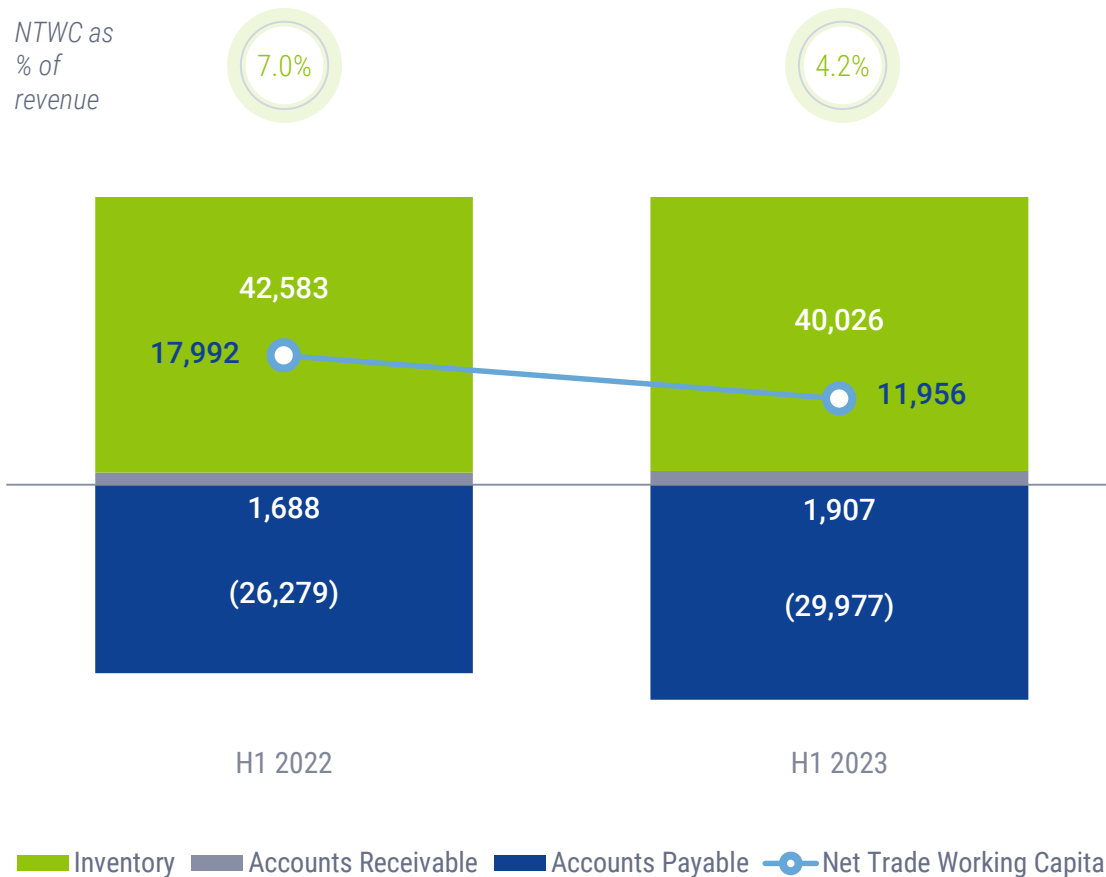
Source: Company information, Reviewed IFRS accounts for H1 2021 and H1 2022

Notes: 1 Capital Expenditure is calculated as cash flow related to the acquisition of property, plant and equipment, the acquisition of intangible assets and capital advances for the relevant period

NET WORKING CAPITAL DYNAMICS

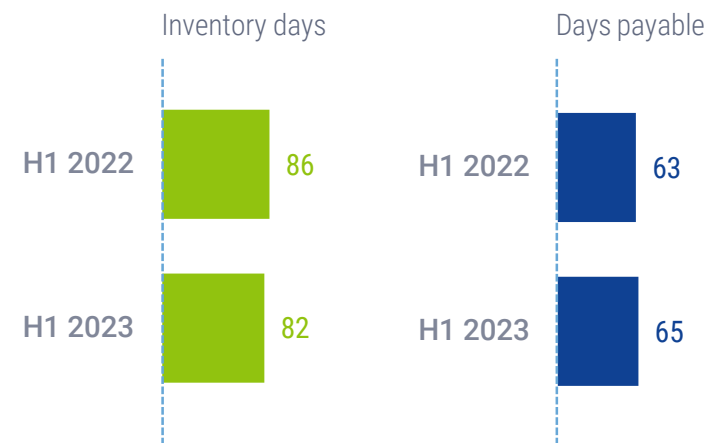
NET TRADE WORKING CAPITAL DEVELOPMENT⁽¹⁾

(RUB m)



ROBUST INVENTORY DAYS AND DAYS PAYABLE LEVELS

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



COMMENTS

- Net trade working capital improved to RUB 12.0 billion as of 30 June 2023 compared to the peak of RUB 18.0 billion as of 30 June 2022, despite organic network expansion and slowdown in revenue growth, reflecting efficient assortment management and flexibility of the business model

Source: : Reviewed IFRS accounts for H1 2022 and H1 2023

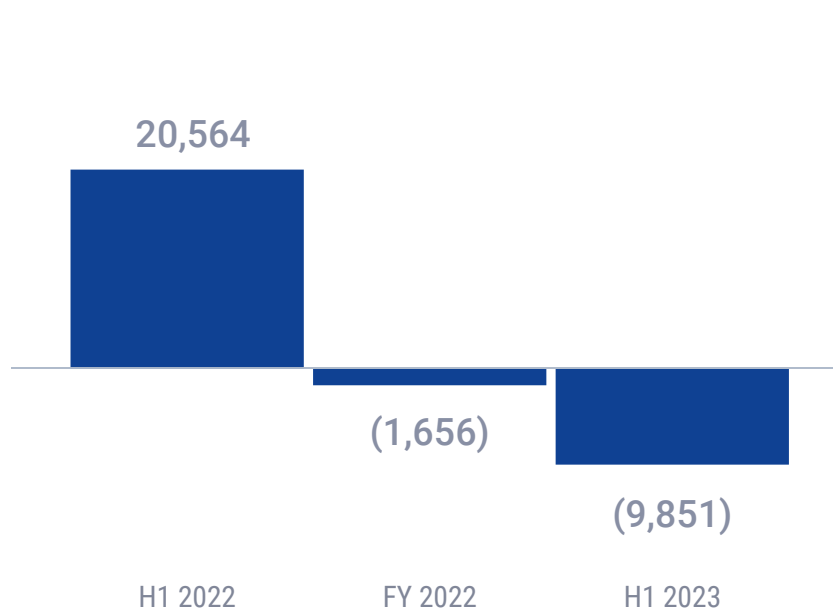
Notes: **1** Excludes Other current assets and liabilities; Trade NWC calculated as Inventories + Receivables and other financial assets – Payables and other financial liabilities; **2** Calculated as average Inventories for the beginning and the end of period divided by annualised Cost of sales multiplied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

CONSERVATIVE DEBT LEVEL AND SUPERIOR CASH FLOW GENERATION

NET DEBT / (CASH)⁽¹⁾

(RUB m)

Leverage ratio⁽²⁾



FCF DYNAMICS⁽³⁾

(RUB m)

% of revenue



Source: Audited IFRS Accounts for FY 2022, Reviewed IFRS accounts for H1 2022 and H1 2023

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 adjusted for Dividends payable to shareholders; **2** Reflects IAS 17-Based Adjusted Net Debt / (Cash) divided by IAS 17 EBITDA; **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)