

M.VideoEldorado

COMPANY PRESENTATION

2021



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M.VideoEldorado



HACKING RETAIL

OUR DIGITAL STORY



KEY FACTS ABOUT M.VIDEO-ELDORADO GROUP

Top-10 

CE retailer worldwide¹

with ~100m monthly traffic²

#1 

Online CE retailer in Russia³

33% CE online market share in 2020³

Leading 

CE retailer in Russia³

27% CE market share in 2020³

19m 

Identified active customers⁴

with 72m loyal customer⁵ base

~60% 

Total online sales

with +109% YoY growth in 2020

~1m m² 

Fulfilment area⁶

with outstanding last-mile capabilities

100% 

Prompted brand awareness⁷

86%⁷ NPS of M.Video/ 73%⁸ of Eldorado

RUB 0.5tn 

GMV⁹

with +15% YoY growth in 2020

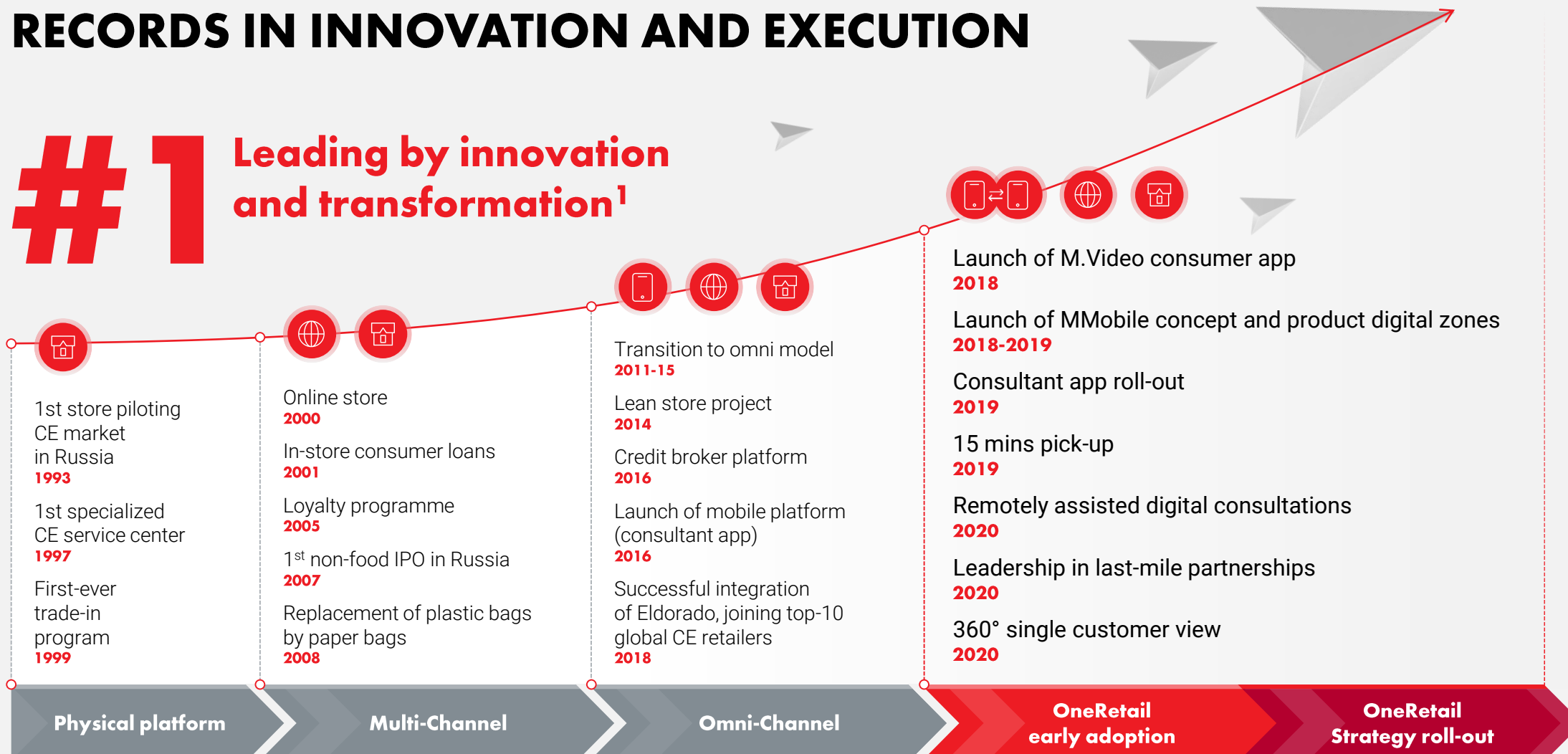
~5-7% 

Historical EBITDA margin¹⁰

(1) Across global CE retailer specialists by revenue in 2019, data from Thomson Reuters; (2) Average monthly traffic for website, app and stores in FY 2020; (3) Data for FY 2020 market share, GfK; (4) Identified active customer denotes identified customers with at least one purchase for the last 12 months, data as of 31 Dec 2020; (5) Loyal customers represent a group of authorized customers with active loyalty cards; (6) Warehouse area in stores of ~540k m², distribution centers of ~418k m², and regional distribution centers of ~83k m² as of 31 Dec 2020; (7) Brand Health Tracking, 260 cities of presence M.Video and Eldorado stores (100k+ population), base 2020, customers CE during the last 6 months (9,599 respondents, Male / Female. 16-65 years), Millward Brown A/R M/I-Marketing; (8) Q1 data for 2020, base 39/35 M.Video / Eldorado stores, survey at the exit from the store "M&P ANALYTICS LLC"; (9) Gross Merchandise Value (GMV) includes purchases in retail stores (including pick up orders), paid and delivered online orders, paid shipments to legal entities from warehouses. Purchases made in stores and online orders may be made by individuals and legal entities. GMV includes sales of goods and services, which may be owned by the Company or agents. GMV includes VAT, excludes returns and discounts offered to customers for the reporting period. GMV is not Revenue of the Company; (10) IAS 17-Based EBITDA margin in 2017-2019; Source: Company data, GfK "Consumer Electronics industry report" (Jan 2021), M&P ANALYTICS LLC, Millward Brown A/R M/I-Marketing

PIONEER IN THE RUSSIAN CE MARKET SINCE INCEPTION WITH OUTSTANDING TRACK RECORDS IN INNOVATION AND EXECUTION

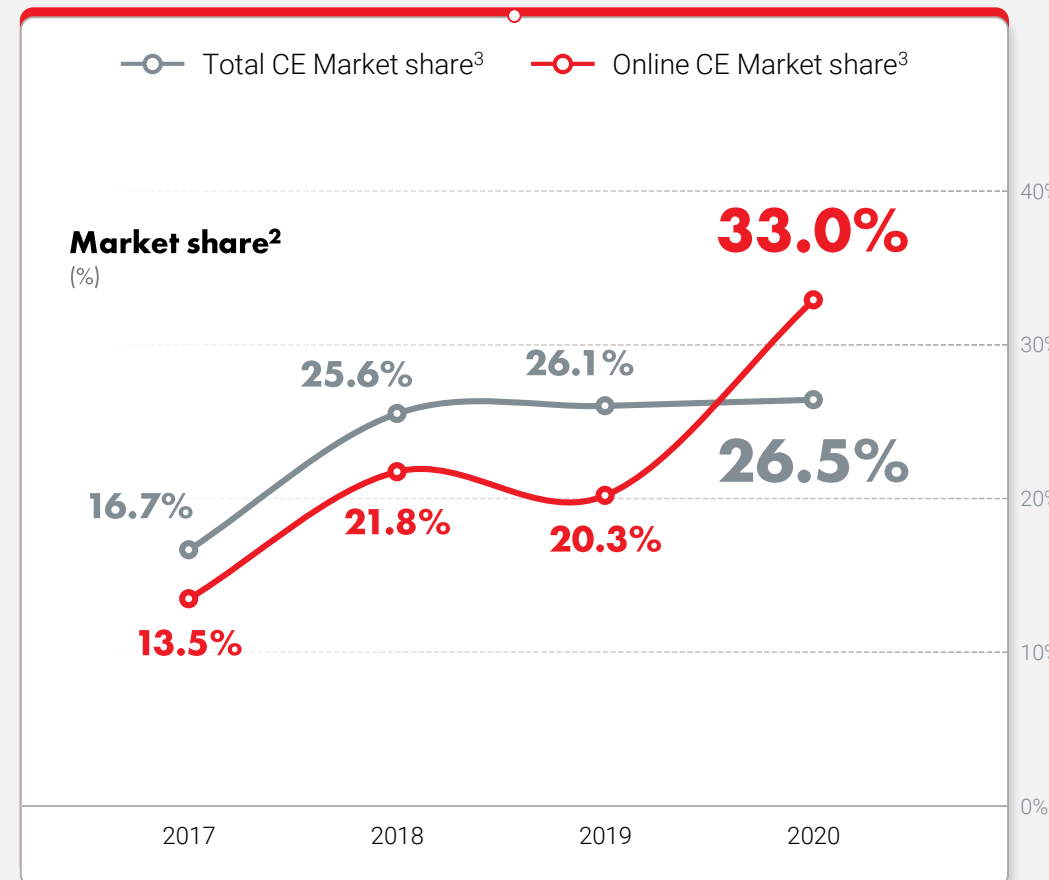
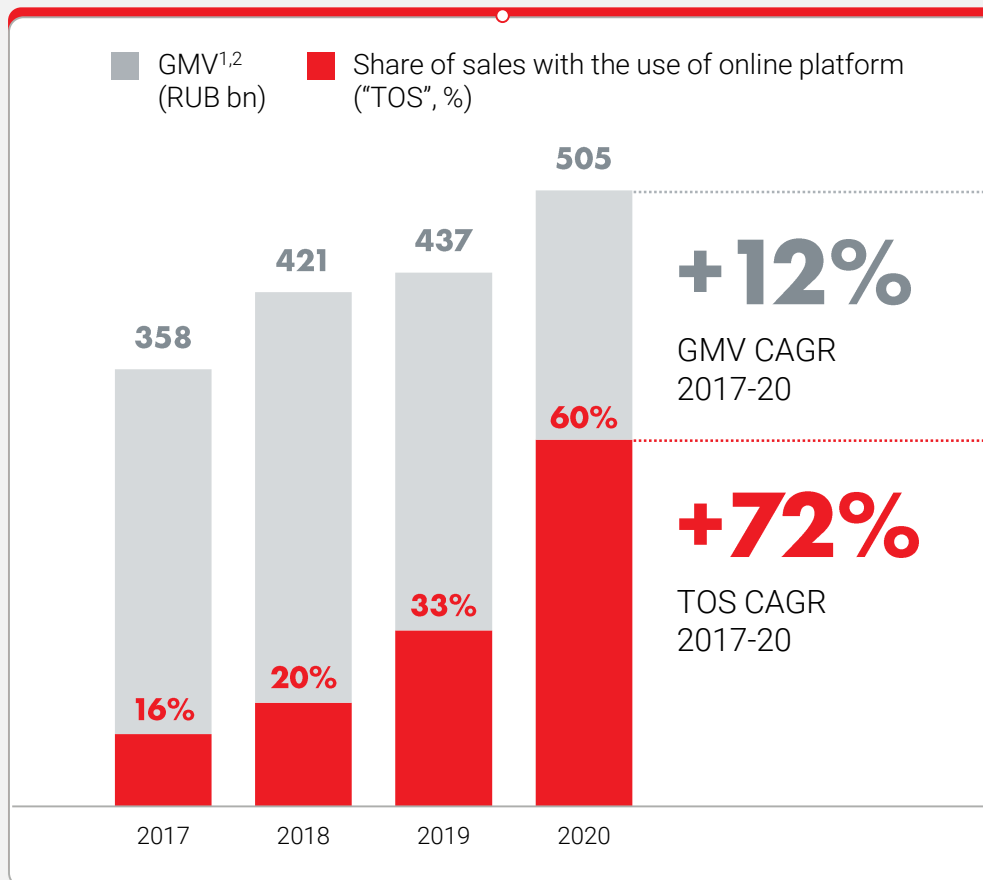
#1 Leading by innovation and transformation¹



(1) In relation to above projects launched in 1993-2018, each of which was the first in the Russian CE market
 Source: Company data
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GROWTH FUELED BY STRUCTURAL SHIFT TOWARDS ONLINE

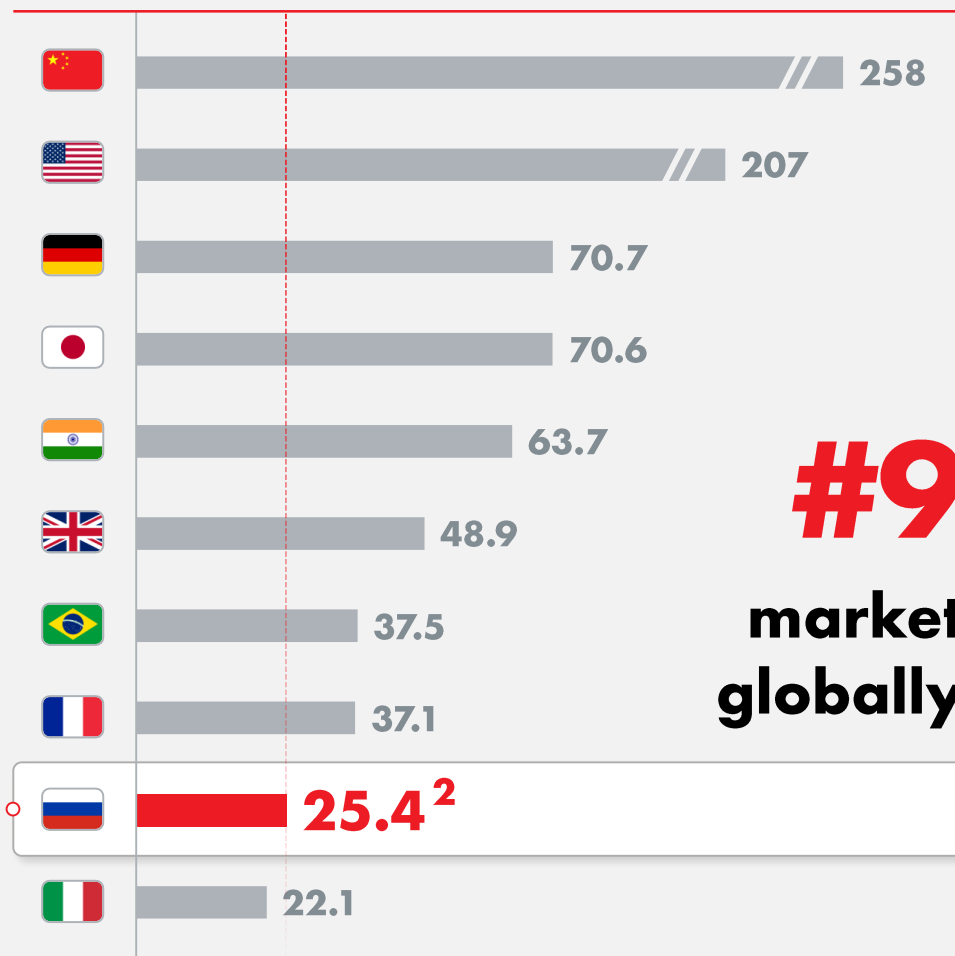
Strong GMV growth driven by online development leading to increasing market share both in online and total market



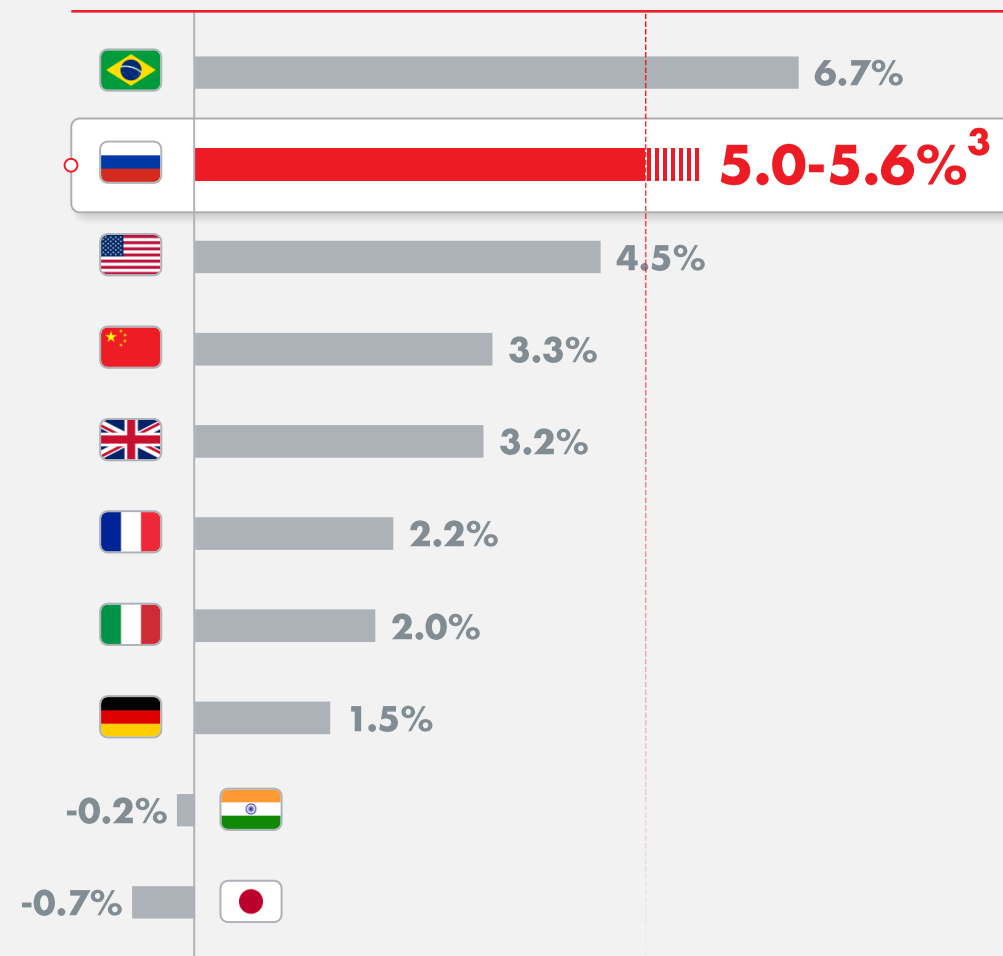
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 Source: Company data, GfK "Consumer Electronics industry report" (Jan 2021)
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RUSSIAN CE MARKET IS ONE OF THE LARGEST AND FASTEST-GROWING

• CE markets¹ 2020 (US\$bn)



• CE markets¹ CAGR 2020-2024 in local currencies (%)



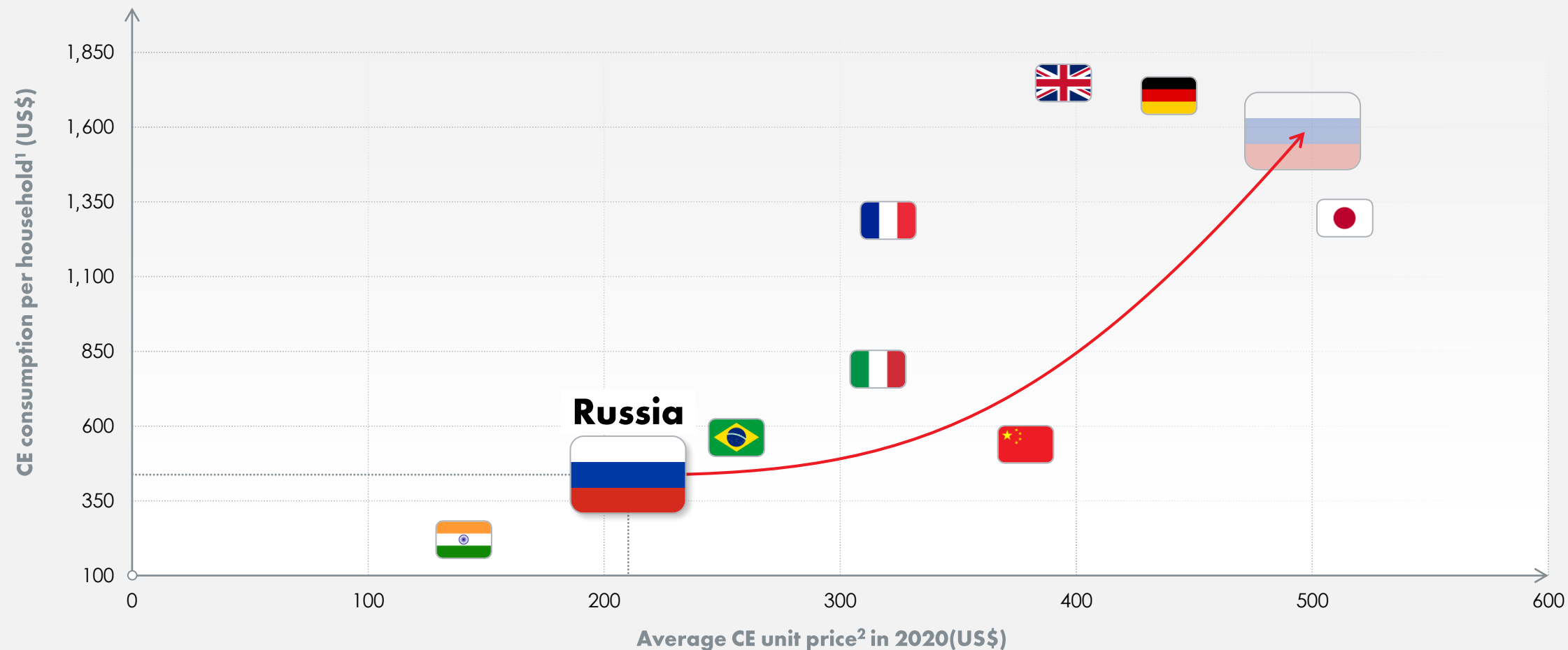
(1) Top selected countries

(2) Main CE categories according to GfK; CE market covered by GfK panel only

(3) CAGR 2020-2024 of +5.0% and CAGR 2020-2025 of +5.6% based on GfK estimated main CE categories (CAGR 2020-2025 for the other top-10 CE markets are not available);

Source: GfK "Consumer Electronics industry report" (Jan 2021)

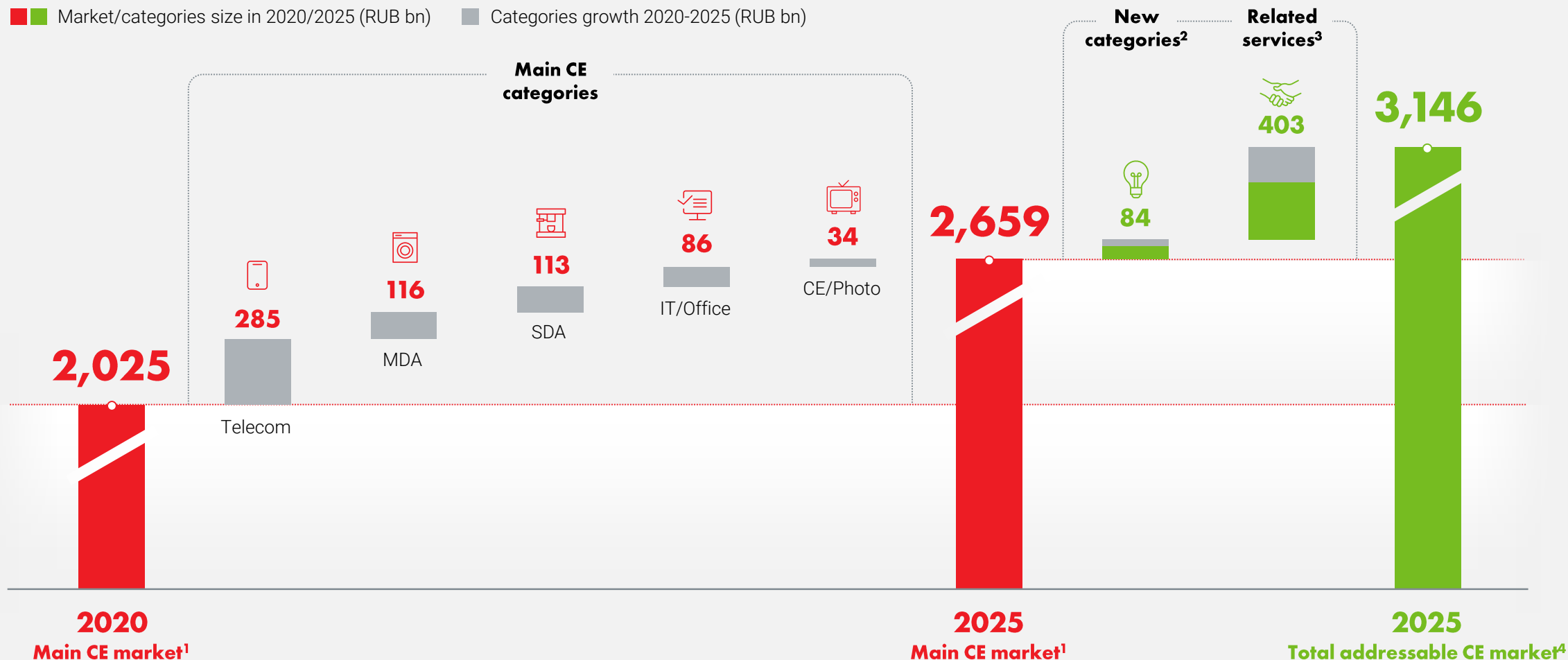
RUSSIAN CE MARKET IS SIGNIFICANTLY UNDERPENETRATED VS. INTERNATIONAL BENCHMARKS



(1) CE consumption per household in 2020 per GfK estimations; (2) Calculated as average unit price for Q1-Q4 in 2020;
Source: GfK "Consumer Electronics industry report" (Jan 2021)

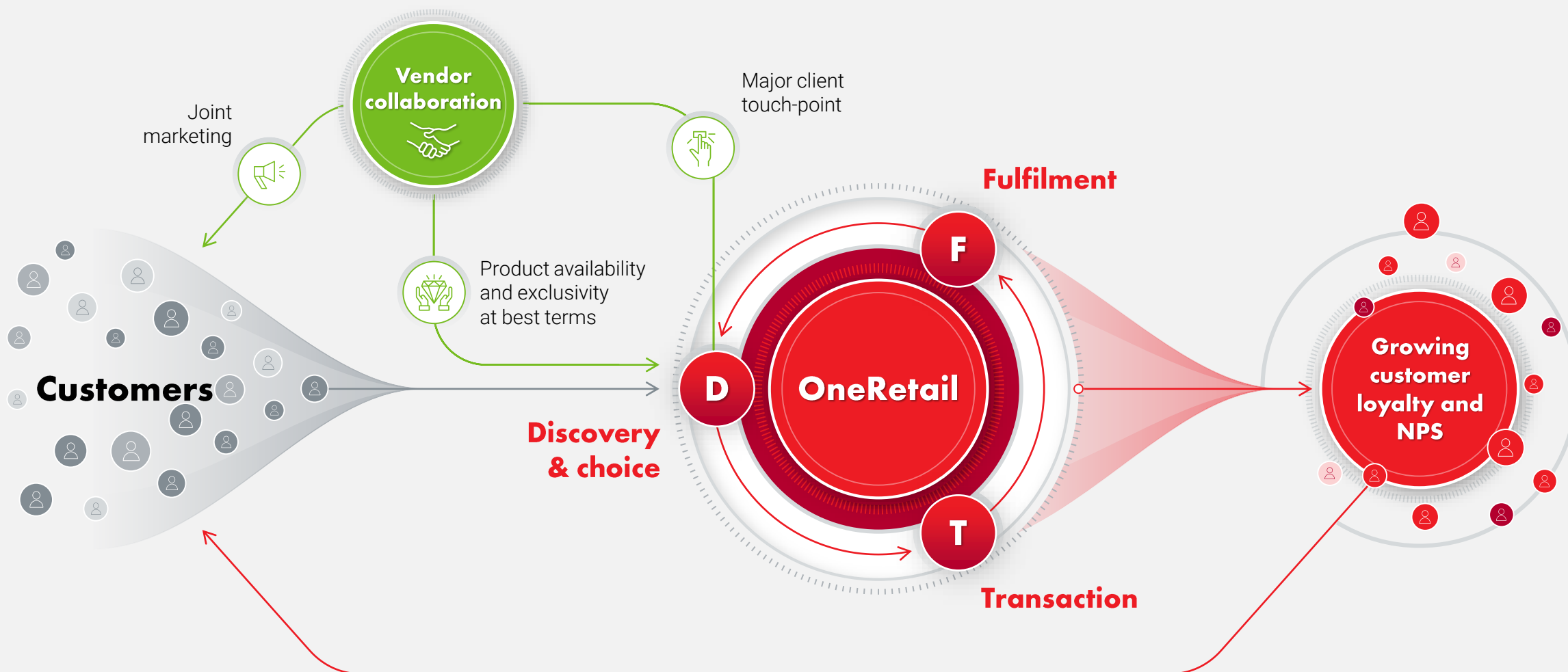
GROWTH IN TOTAL ADDRESSABLE MARKET EXPECTED ACROSS ALL CATEGORIES AND RELATED SERVICES IN RUSSIA

■ Market/categories size in 2020/2025 (RUB bn) ■ Categories growth 2020-2025 (RUB bn)

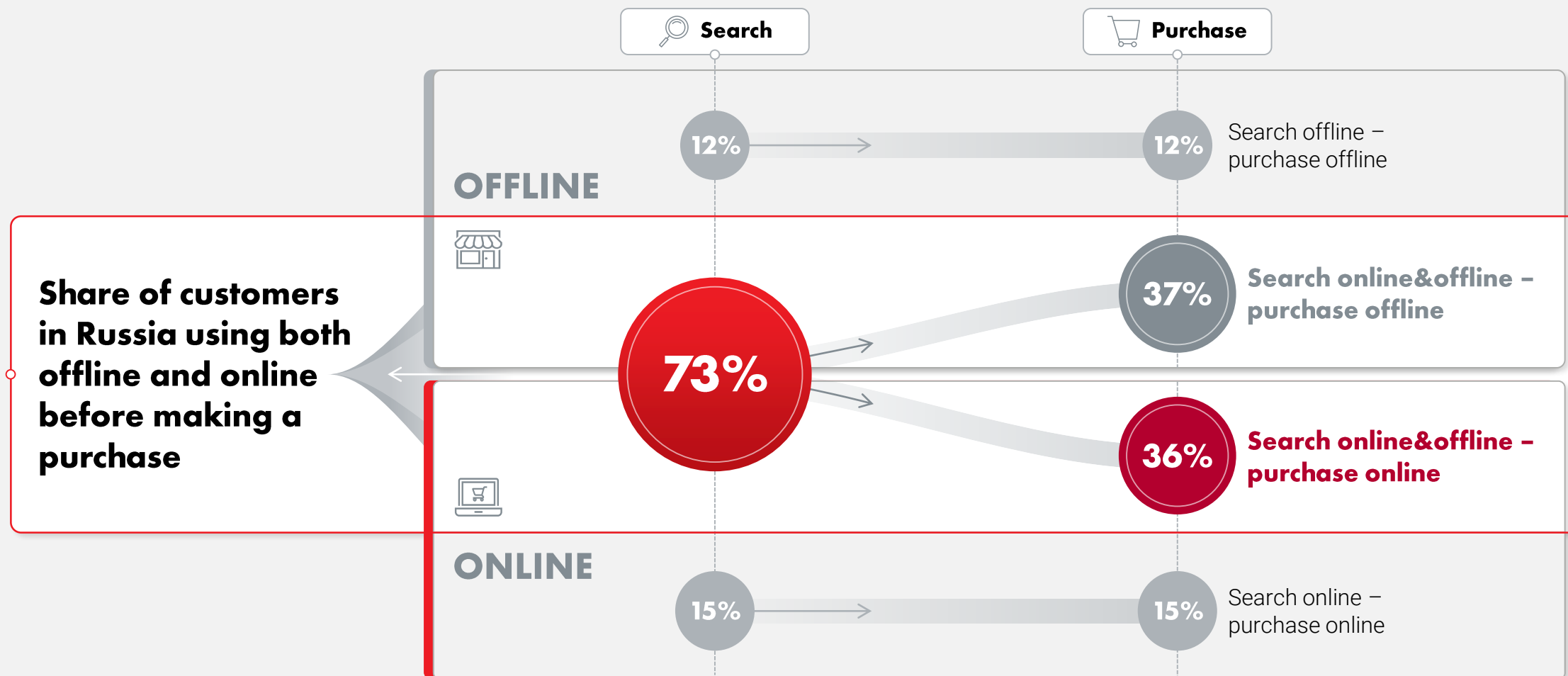


(1) Including 10% CE market not covered by GfK panel data; (2) GfK estimate for selected categories, not included in Main CE market; (3) Company's estimate, not included in GfK panel (4) Company estimate of the total addressable CE market, including selected new categories (provided by GfK) and related services (estimated by the Company)
 Source: GfK "Consumer Electronics industry report" (Jan 2021), company analysis
 Information presented on the slide is related to the Russia CE market unless stated otherwise

HYBRID MODEL WITH NETWORK EFFECTS SPINS UP CUSTOMER LOYALTY AND VENDOR COLLABORATION



SEAMLESS INTEGRATION BETWEEN ONLINE AND OFFLINE CHANNELS IS KEY FOR WINNING CUSTOMERS



MOBILE PLATFORM HACKS RETAIL AND BRINGS STORE EXPERIENCE TO ONLINE

Consultant App¹

Personal client account
with order history

Understanding of
customer preferences

Personalized offerings
and promos

Access to endless
shelf across all stores

Follow-up of one-retail
basket to customer app

One-retail orders, seamless
connection with the client

Customer App

Smart search
in full catalogue

Personal
offers

Promotions
and bonuses

Online
payments

Credit
offering

Chat
support

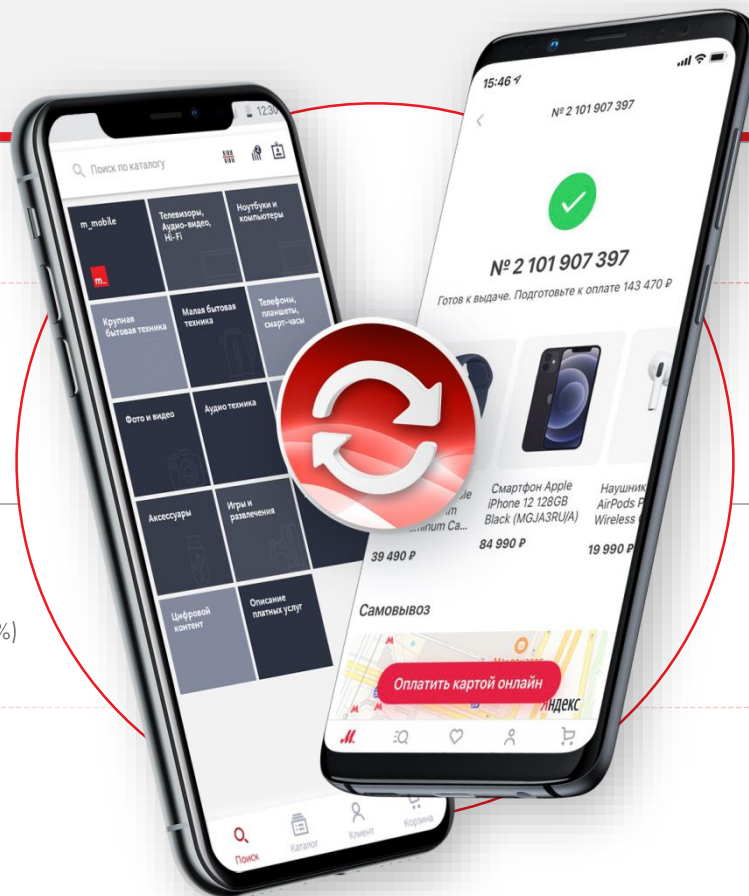


(1) Consultant app, previously disclosed as "m_RTD" project, is an application on a tablet for consultants for authorization of customers in the store, consultations, basket formation and checkout. The main focus of the consultant app is to better understand customer needs, make individual proposals and use data analytics for more accurate business processes, which improves the company's brand recognition, loyalty and, ultimately, provides sales growth and efficiency
Source: Company data
Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

TRAFFIC MONETIZATION OF MOBILE PLATFORM IS SIGNIFICANTLY HIGHER

Consultant App

Customer App



• **Conversion rate 2020 (%)**

• **Conversion rate 2020 (%)**

41%

6.3%

12%

↑ **x3.6**

↑ **x1.9**

M.Video offline Mobile platform
(consultant app)

Website Mobile platform
(customer app)

• **Average check and units per transaction 2020 (%)**

• **Checkout completion rate 2020 (%)**

18,539

77%

9,414

2.1
pcs

↑ **x2.0**

59%

↑ **x1.3**

M.Video offline Mobile platform
(consultant app)

Website Mobile platform
(customer app)

SHARE OF MOBILE PLATFORM IN SALES HAS CONSIDERABLE POTENTIAL FOR GROWTH

Consultant App

• Share in in-store sales¹ (%)

75%+

39%

2020

Mid-term potential

Customer App

• Share in online sales² (%)

~50%

12%


2020

Mid-term potential





(1) calculated as consultant app sales divided by offline sales plus consultant app sales; (2) calculated as customer app sales divided on web-platform and customer app sales
 Source: Company data
 Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

HIGH QUALITY ASSORTMENT THAT ADDRESSES BROAD SPECTRUM OF CUSTOMER DEMAND

- 

Exclusive assortment
with ~11,000 exclusive SKUs¹
- 

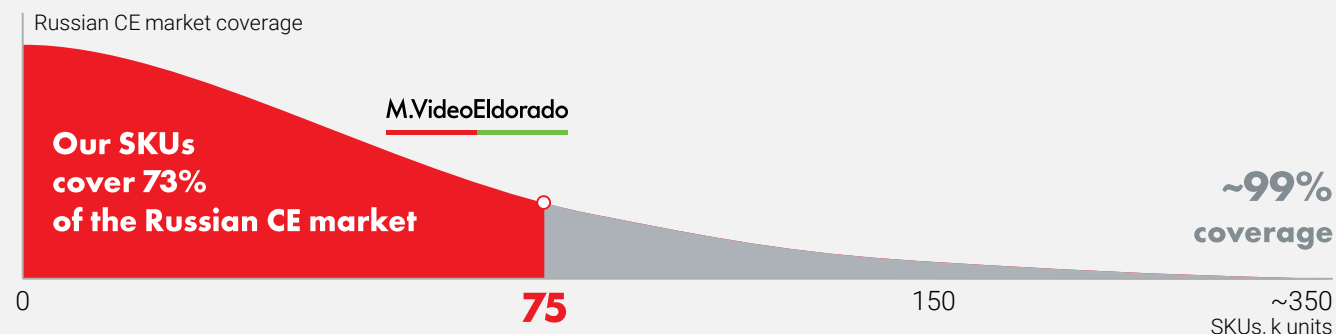
Innovate categories
requiring expert assistance
(14% of our GMV)
- 

Broad portfolio of premium products
(7% of our GMV)
- 

80% purchases
are done via **direct contracts**
with manufacturers

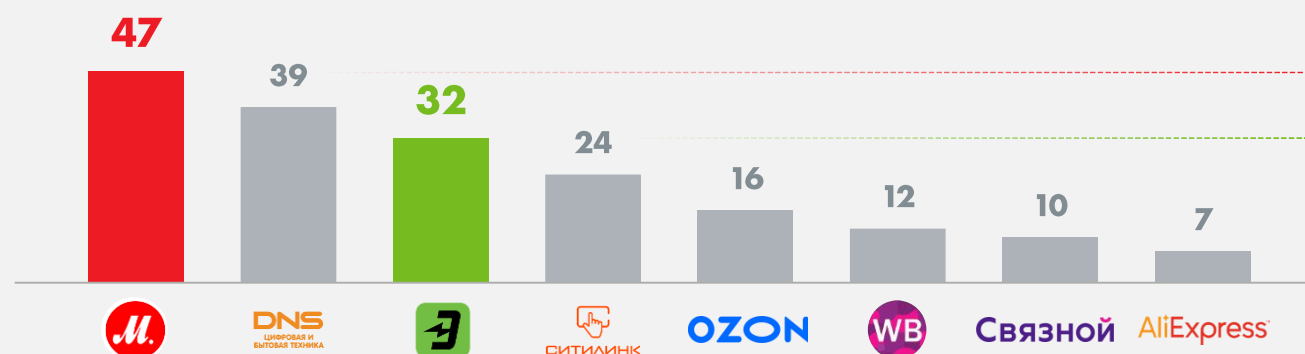
• **Optimal balance between inventory and coverage of customer needs**

Indicative coverage of the Russian CE market size by SKUs²








• **Unmatched quality perception³**

% of respondents considering "high quality of items" for corresponding player

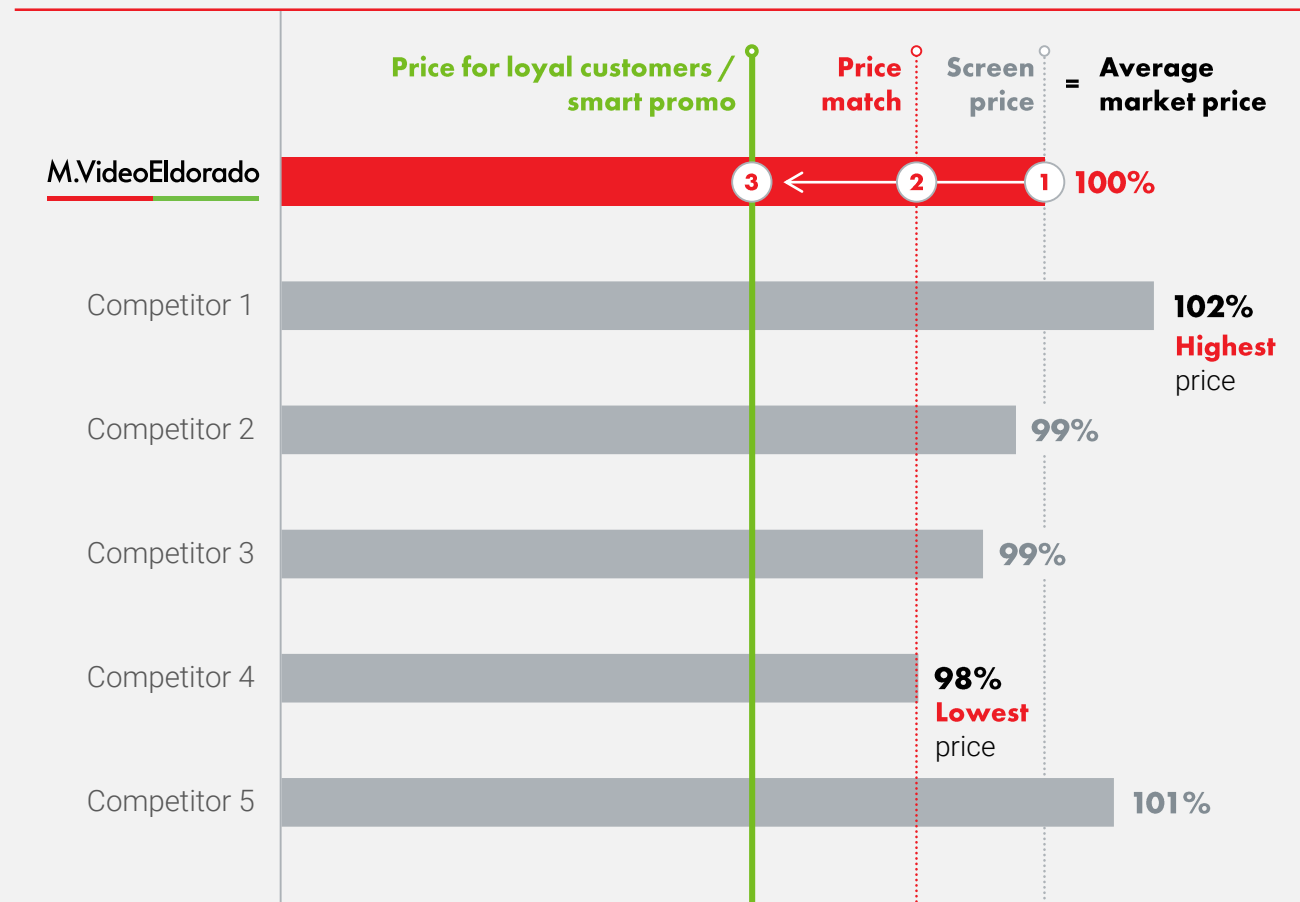


(1) exclusive SKU denotes SKU with over 85% market share for respective unit; (2) data for FY 2020 (3) Brand Health Tracking, 260 cities of presence M.Video and Eldorado stores (100k+ population), base Q4'2020, customers CE during the last 6 months (2304 respondents, Male / Female 16-65 years), Millward Brown A/R M/I-Marketing
Source: Company data, Millward Brown A/R M/I-Marketing

FLEXIBLE PRICING GIVES COMPETITIVE EDGE

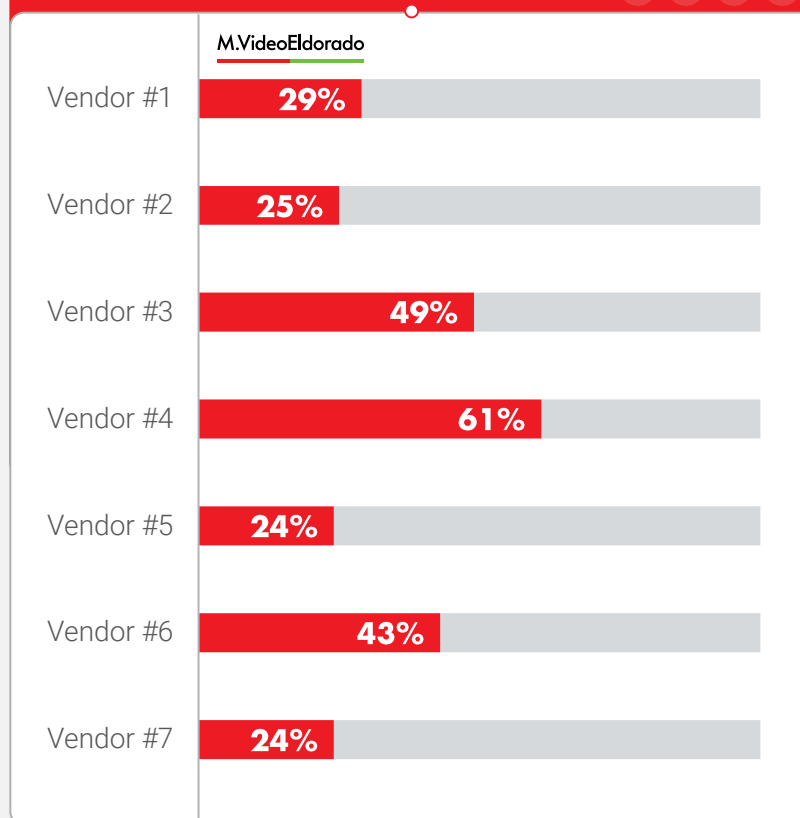
- 
Price setter for the market thanks to superior purchasing power
- 
Price match offering via online screening (incl. marketplaces)
- 
Attractive prices for loyal customers through bonuses and ongoing promotions
- 
Smart promo coordinated with vendors
- 
Sustainable strong margins supported by strong relationships with suppliers

• Indicative pricing model for customer



THE GROUP IS AN ESSENTIAL PARTNER FOR TOP CE VENDORS IN RUSSIA

Group's share in sales of top-7 largest CE vendors in Russia¹



• Mutually beneficial relationships acknowledged by suppliers

// Throughout Samsung's 30-year history in Russia, we always have been passionate about providing our high-quality products and services to Russian consumers. This wouldn't be possible without a highly developed retail presence and support. We appreciate that M.Video-Eldorado Group has been helping us make this possible for 28 years already.

DH Kim, President of Samsung Electronics CIS

SAMSUNG

// In the past years Huawei is dedicated to be a premium brand, and as well M.Video dedicated to be a premium retailer in the industry and has built the leading branding merch in the industry. We think that in the past years our collaboration is win-win collaboration.

Leo Lee, President Huawei's Russia division

HUAWEI

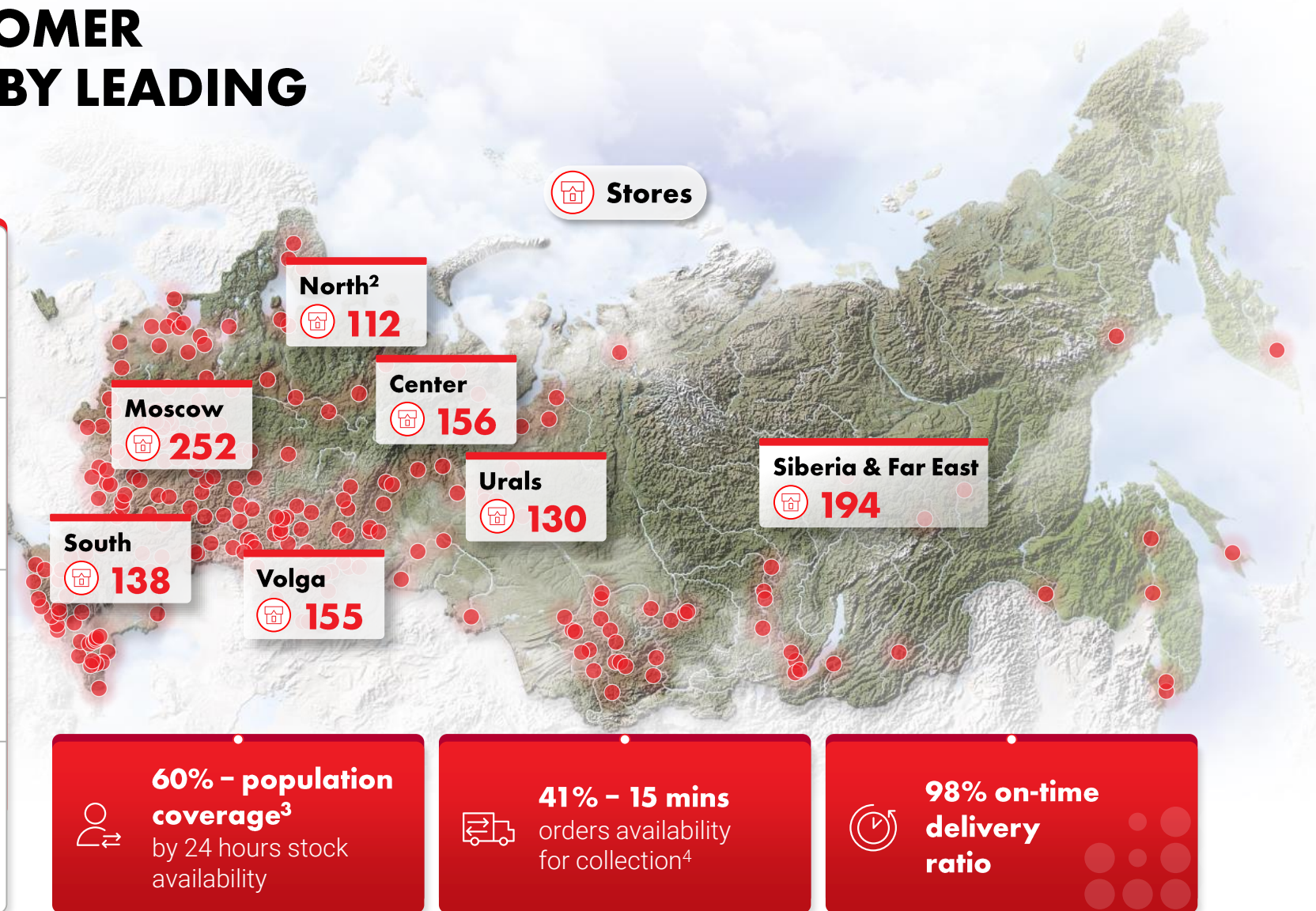
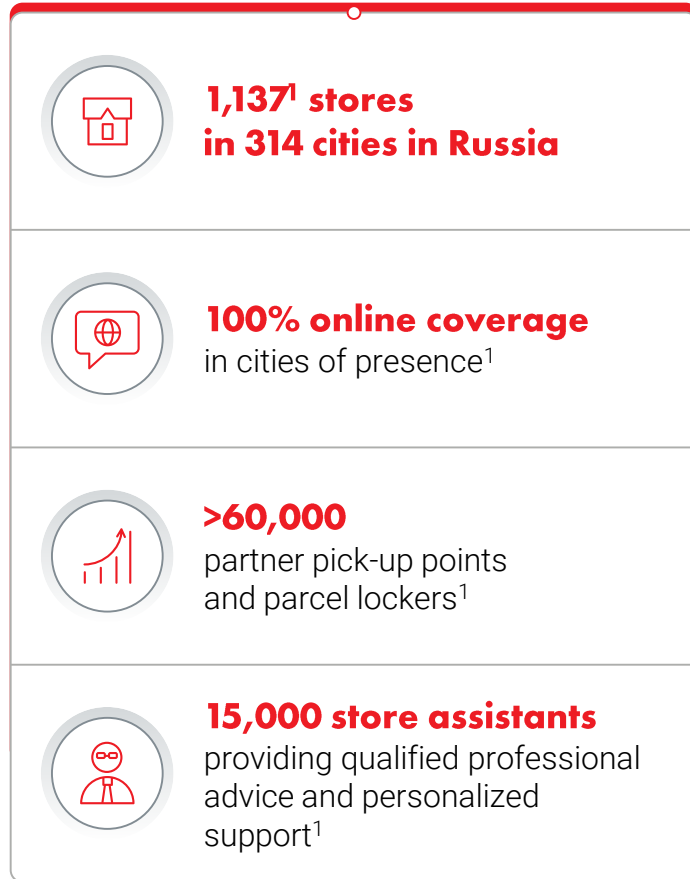
// M.Video-Eldorado Group has built a unique business culture in the Russian market, combining the best parts of European and Russian business practices. The most important ingredient of M.Video-Eldorado Group's success is the trust they have earned from consumers and their ability and willingness to follow new trends. The Group is in a unique position in the world to create a successful and exemplary hybrid model combining offline retail with the efficiencies and opportunities of online and data-based consumer engagement.

Olmez Oguzhan, General Manager, Groupe SEB

SEB

(1) Top-7 largest CE top-A brand owners by sales in Russia for FY 2019
Source: Company data

HIGH QUALITY CUSTOMER EXPERIENCE DRIVEN BY LEADING LAST-MILE OFFERING



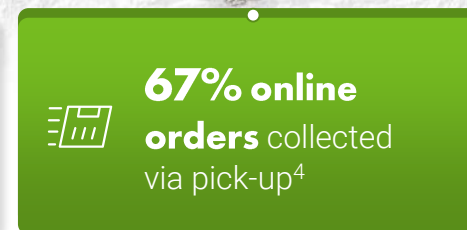
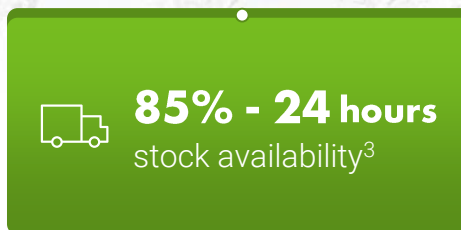
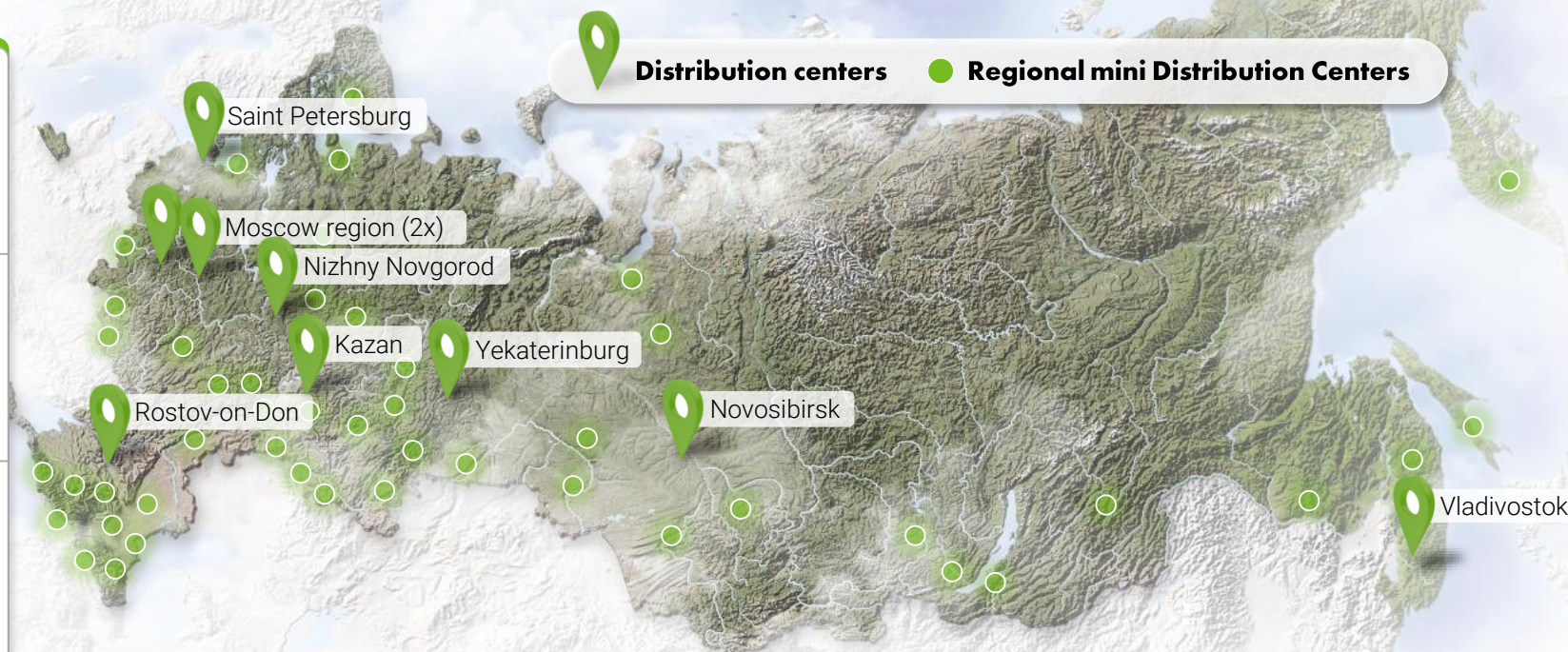
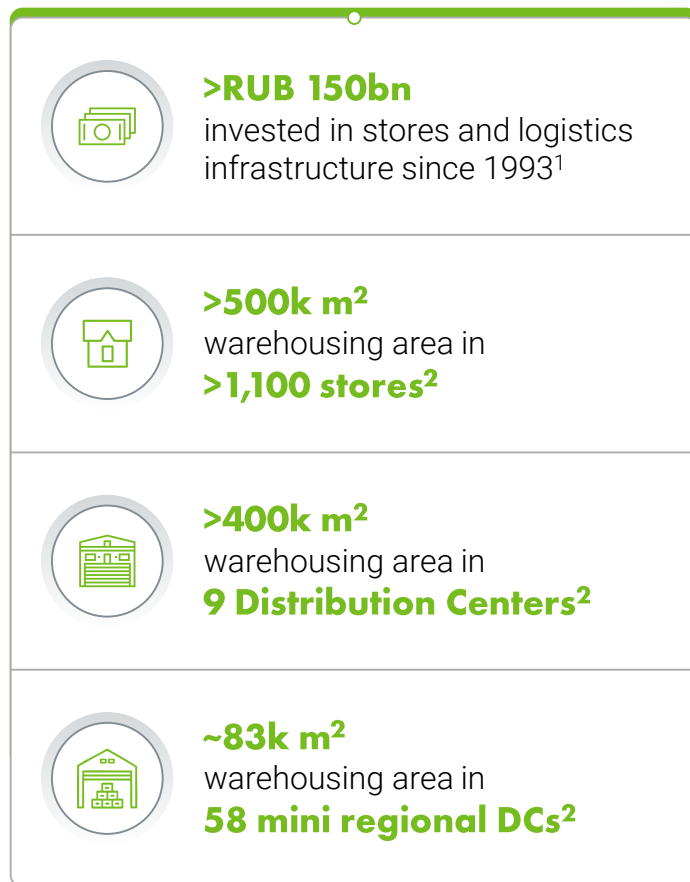
(1) As of 30 June 2021; (2) Including Saint Petersburg; (3) calculated as population of cities with M.Video-Eldorado presence divided by total country population as of Dec 2020;

(4) calculated as GMV from channels offering 15-min order availability divided by GMV in 2020

Source: Company data

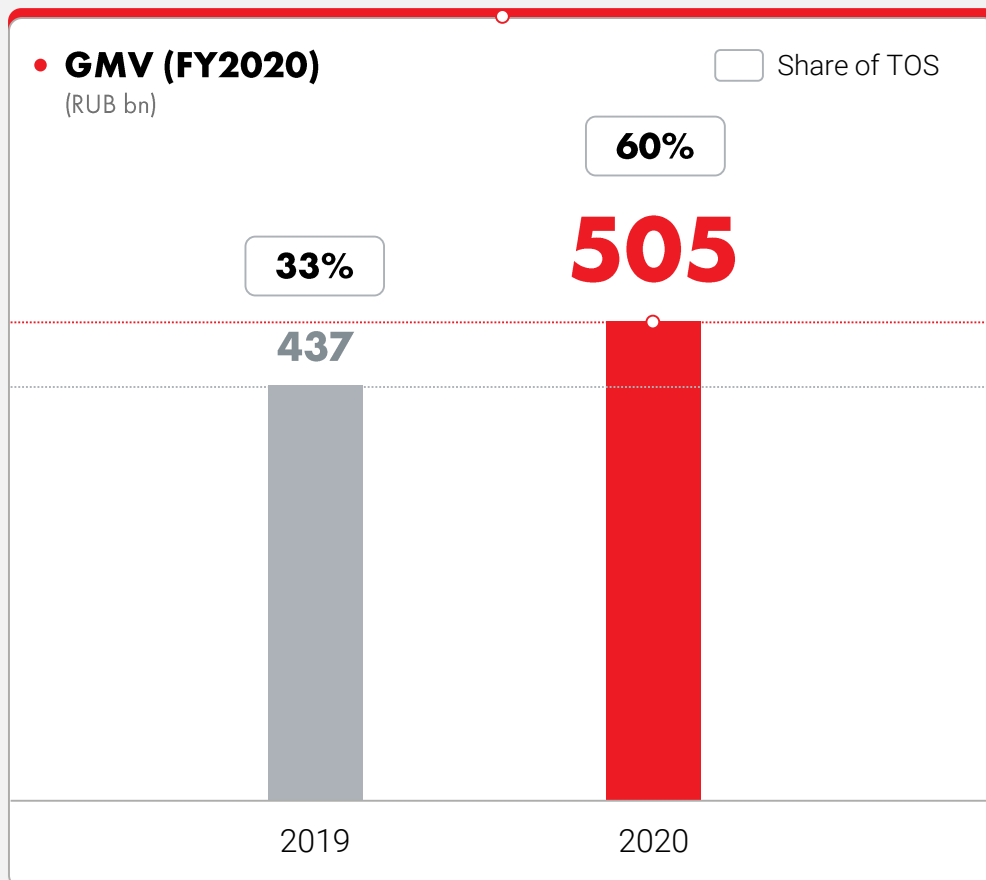
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LAST-MILE DELIVERY POWERED BY WELL-INVESTED LOGISTICS AND DISTRIBUTION PLATFORM WITH NATIONWIDE REACH



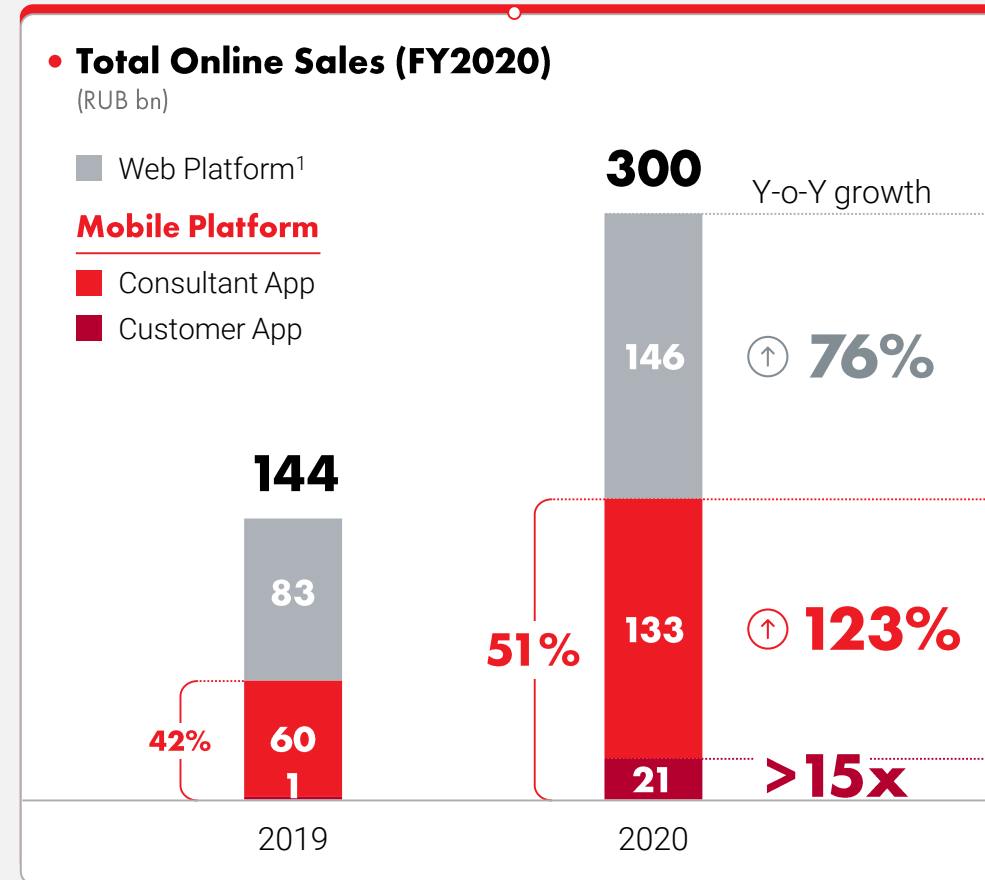
(1) company estimates; (2) As of 30 Jun 2021; (2) calculated as inventory storage breakdown in m3 as of 2020; (3) calculated as GMV from channels offering same-next day delivery divided by total online sales, data for FY 2020; (4) percentage of web and customer app sales collected via pick-up in 2020;
Source: Company data
Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

ROBUST GROWTH IN GMV DRIVEN BY ~2X INCREASE IN SHARE OF ONLINE SALES AND MOBILE PLATFORM RAMP-UP



+15% GMV growth

60% share of online sales in GMV

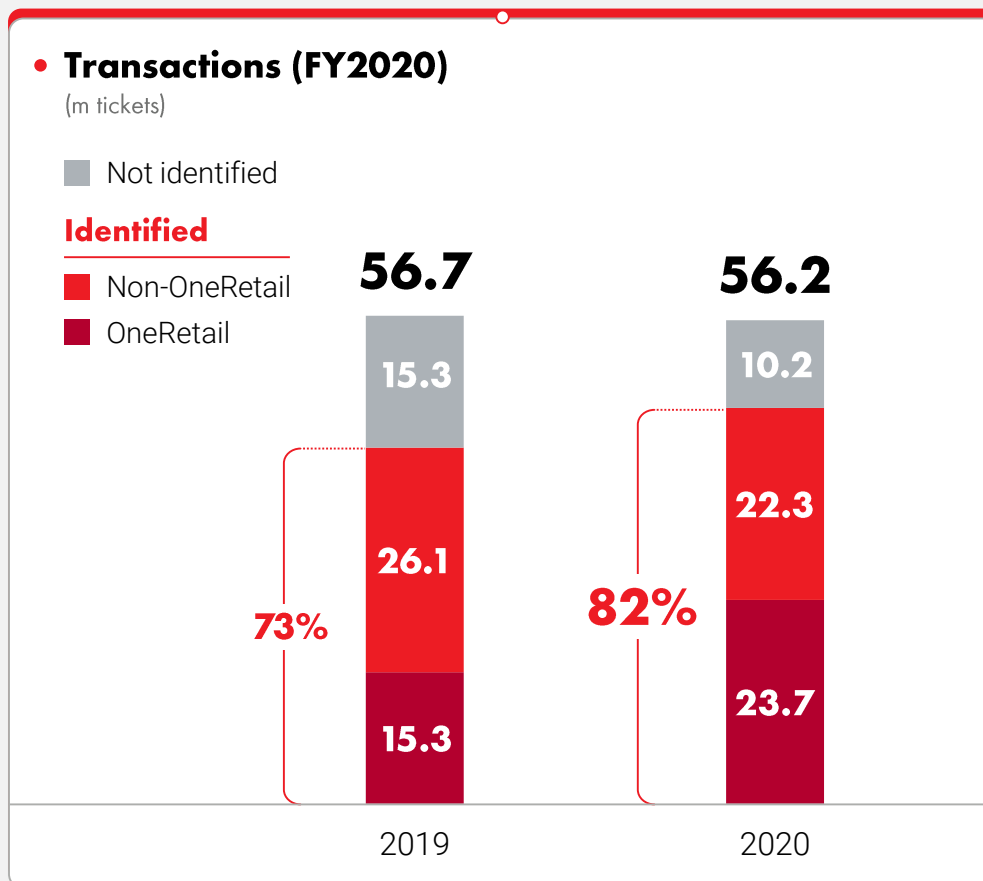


+109% Total online sales growth

+152% Mobile Platform sales growth

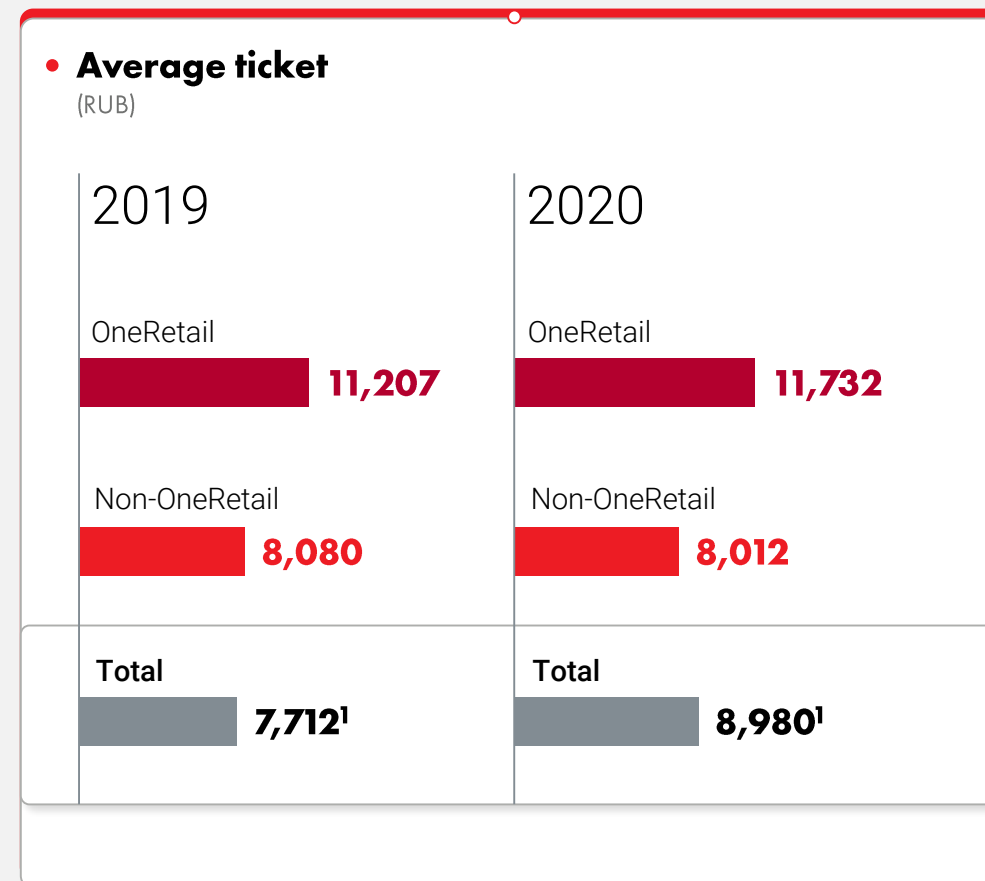
(1) Web Platform includes sales from website, marketplace, manual orders, vendor catalogue and contact center
Source: Company data
Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

INCREASING SHARE OF ONERETAIL TRANSACTIONS DRIVES HIGHER OVERALL AVERAGE TICKET



+55% OneRetail transactions growth

42% Share of OneRetail transactions

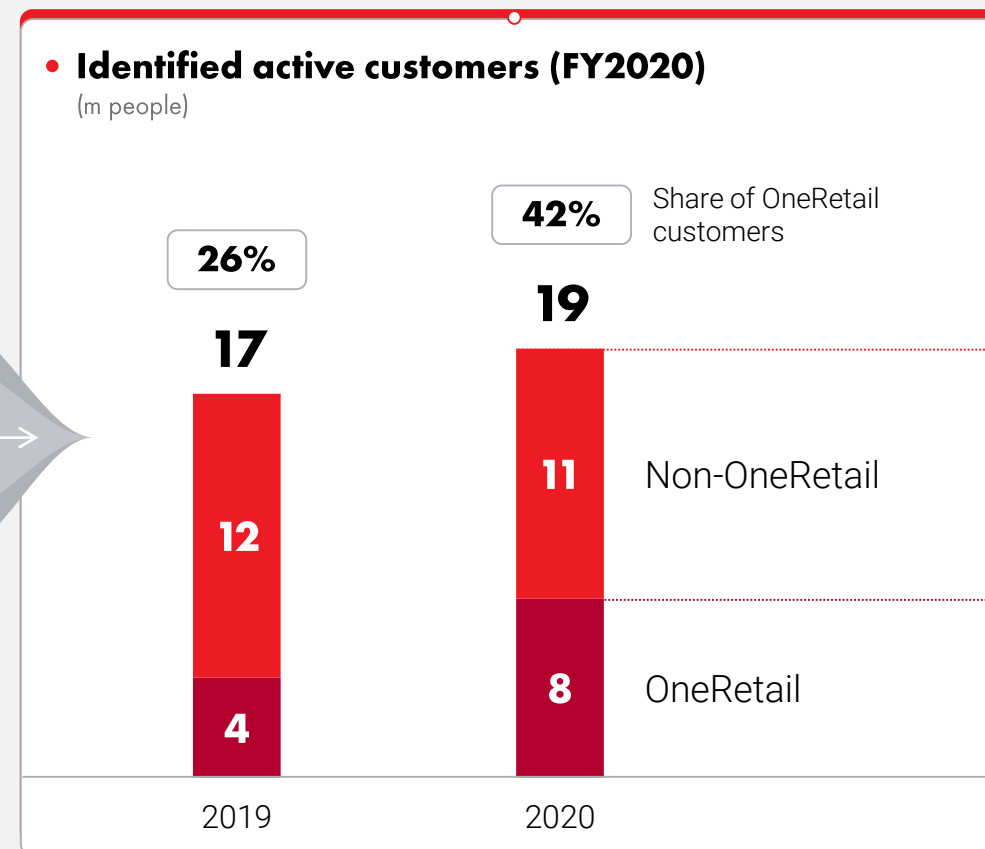
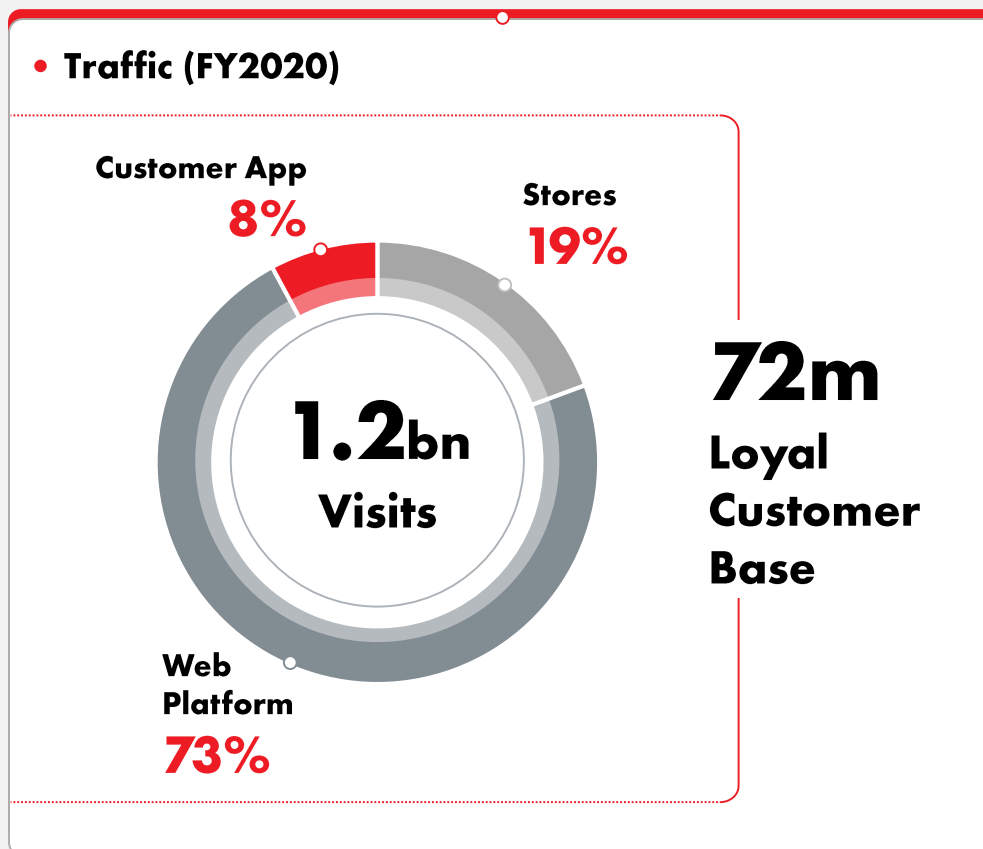


+46% Higher average ticket for OneRetail customers

+16% Average ticket growth

(1) including not identified
 Source: Company data
 Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

STRONG GROWTH IN IDENTIFIED ACTIVE USERS WITH SHARE OF ONERETAIL CUSTOMERS REACHING 42%



>7x Customer App traffic growth

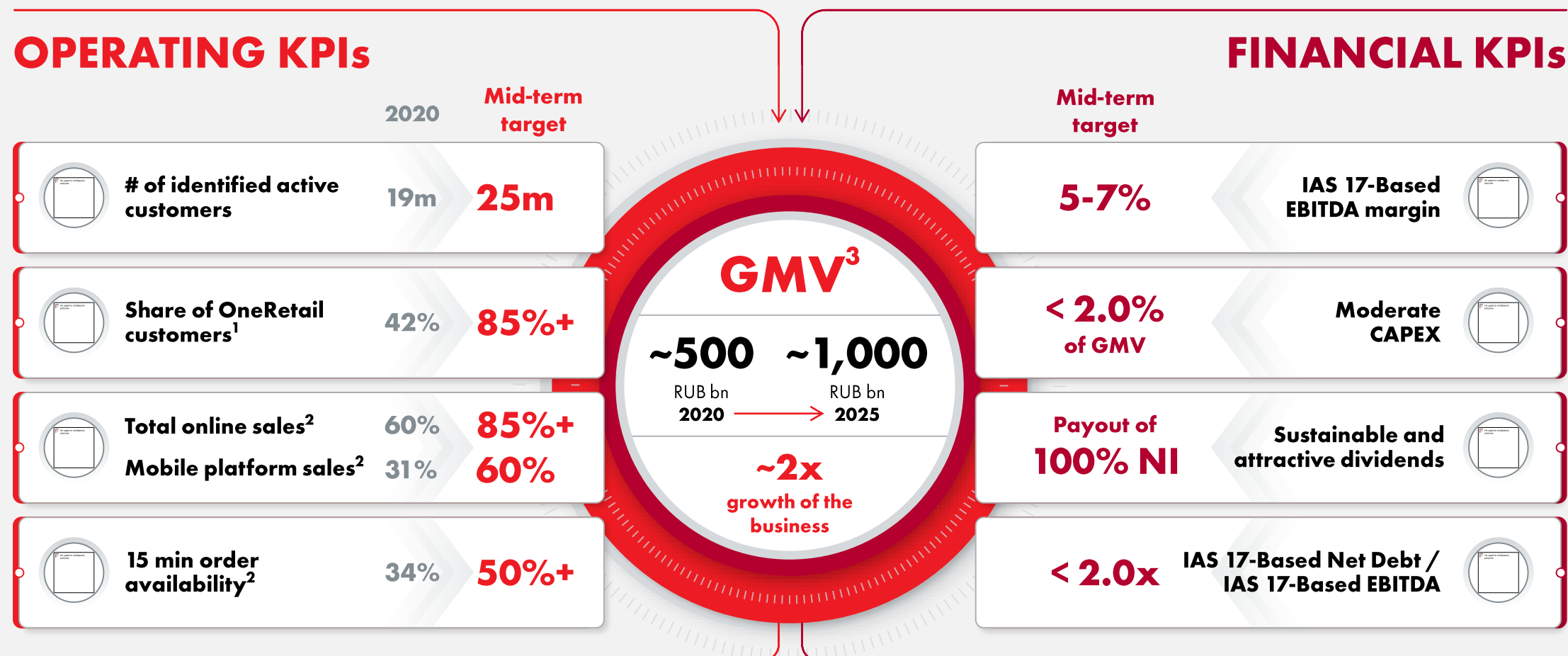
+29% Web Platform traffic growth

+79% OneRetail customers growth

+12% Identified active customers growth

Source: Company data
Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

STRATEGY OF PROFITABLE GROWTH: MEASURING OUR SUCCESS



WE AIM TO DOUBLE OUR BUSINESS BY 2025

(1) % of identified active customers; (2) % of GMV; (3) Incl. VAT
 Source: Company data (based on IAS 17 figures, unaudited) and targets (Note: There is no guarantee or certainty the outlined growth targets will be achieved)

LOOKING BEYOND CURRENT STRATEGY

DEVELOPMENT OF COMPLEMENTARY SERVICES

EXPAND ONERETAIL BEYOND CE



Source: Company data and targets (Note: There is no guarantee or certainty the outlined growth targets will be achieved)

M.VideoEldorado



1H 2021

2021

**BUSINESS
UPDATE**



KEY 1H 2021 HIGHLIGHTS AND KEY DEVELOPMENTS



RUB 258 bn

GMV¹

+24%

GMV growth



67%

Total online sales

+49%

total online sales growth



19.8 mn

Identified active customers

57%

Share of OneRetail customers



RUB 18.3 bn

IAS 17-Based EBITDA

5.8%

IAS 17-Based adjusted EBITDA margin

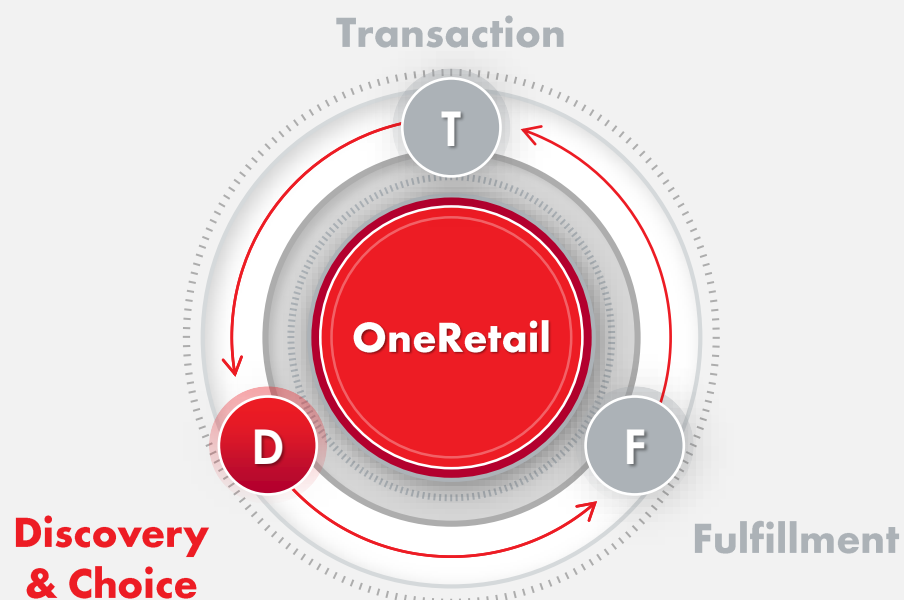






RUB 6.4 bn

Amount for 1H'21 dividend distribution (BoD's proposal to EGM)

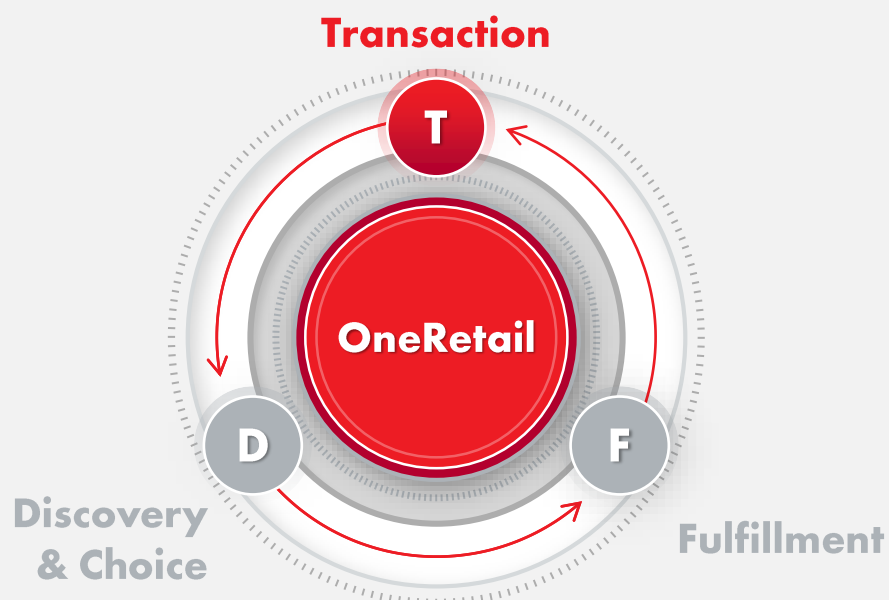
(1) Gross Merchandise Value (GMV) includes purchases in retail stores (including pick up orders), paid and delivered online orders, paid shipments to legal entities from warehouses. Purchases made in stores and online orders may be made by individuals and legal entities. GMV includes sales of goods and services, which may be owned by the Company or agents. GMV includes VAT, excludes returns and discounts offered to customers for the reporting period. GMV is not Revenue of the Company;





PROGRESS AGAINST STRATEGY METRICS IN 1H 2021: **DISCOVERY & CHOICE**



Metric	1H'20	2020	1H'21	Strategic objective
 # of SKUs	64k	75k	150k	>250k
 Share of innovative & premium assortment	18.0%	21.0%	21.0%	27.0%
 Share of accessories	10.1%	10.1%	10.7%	12.6%
 Share of services	2.3%	2.8%	3.3%	5.1%

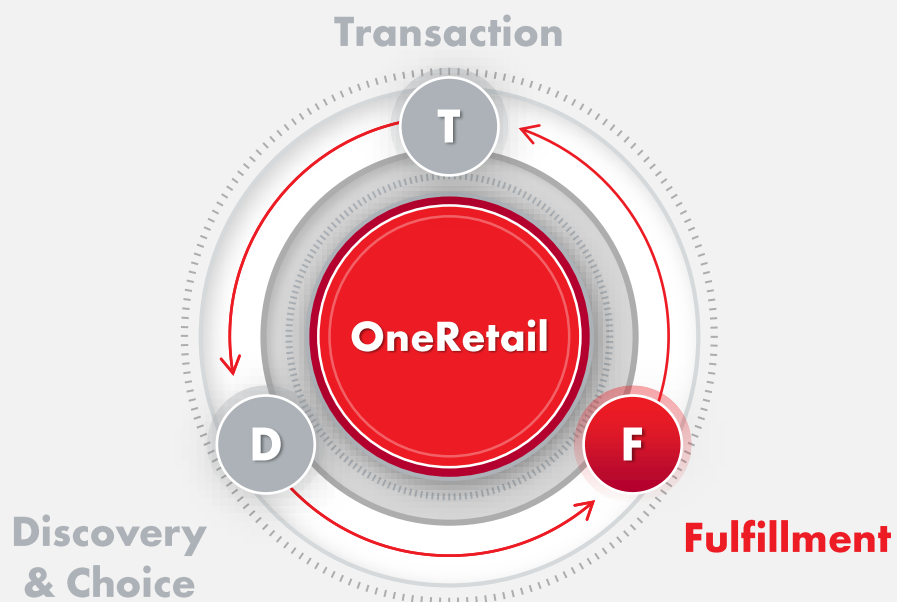
PROGRESS AGAINST STRATEGY METRICS IN 1H 2021: TRANSACTION¹







Metric	1H'20	2020 ²	1H'21	Strategic objective
 One retail transactions	26.2 mn	30.4 mn	35.5 mn	n/a
 Share of One Retail transactions	47.8%	54.1%	60.3%	n/a
 OneRetail customers average ticket	10,294	10,950	11,247	n/a
 Share of mobile platform	21.8%	30.5%	42.2%	60.0%

(1) Information on Active Identified Customers, OneRetail customers, Share of OneRetail customers, OneRetail customers average ticket provided on a last twelve months basis; (2) restated compared to previously disclosed 2020 metrics to include OneRetail clients of Eldorado.

PROGRESS AGAINST STRATEGY METRICS IN 1H 2021: **FULFILLMENT**



Metric	1H'20	2020	1H'21	Strategic objective
 15 min order availability	29.9%	34.0%	40.6%	>50.0%
 24 hours order availability	83.8%	85.0%	85.3%	>90.0%
 Stores opened (net)	-1	+36	+63	>500
 New towns covered	+2	+28	+35	>100

OUR DIGITALIZATION PATH: BECOMING A RETAIL-TECH PLAY


DIGITAL TRANSFORMATION CHALLENGES

Implementing digital projects and products

Developing in-house digital competencies


Increasing flexibility and reliability of IT systems

PROGRESS TO DATE




- ✓ Personalized pricing
- ✓ "I'm in the store" mode for Client App (including payment at the shelf)
- ✓ OneRetail cart new functionality

& 1,000+ other features, tweaks and upgrades





- ✓ Launch of Corporate Digital Academy and Agile school
- ✓ MVP application for couriers
- ✓ Personal online account for merchants (marketplace)



- ✓ Competency centers for IT, data and agile teams launched
- ✓ IT development roadmap finalized
- ✓ Ongoing shift to cloud-based infrastructure

ORGANIZATIONAL EVOLUTION

 **Product teams launched** **100+**

 **Product and tech team members** **1,600**
+ 430 hired

 **Trained in-house specialists with new digital skills** **150+**

 **New OneRetail organizational structure** **From vertical departments to tribes**

LATEST ONERETAIL FEATURES FURTHER IMPROVE CUSTOMER JOURNEY AND INCREASE CONVERSION

Customer app

Personalized pricing

OneRetail order (create, modify and pay for order anywhere)

In-app loans in the customer app

App in Store feature enabling tools for in-store use of the customer app



Consultant app

Data driven tools support upselling, cross-sales and better customer interaction

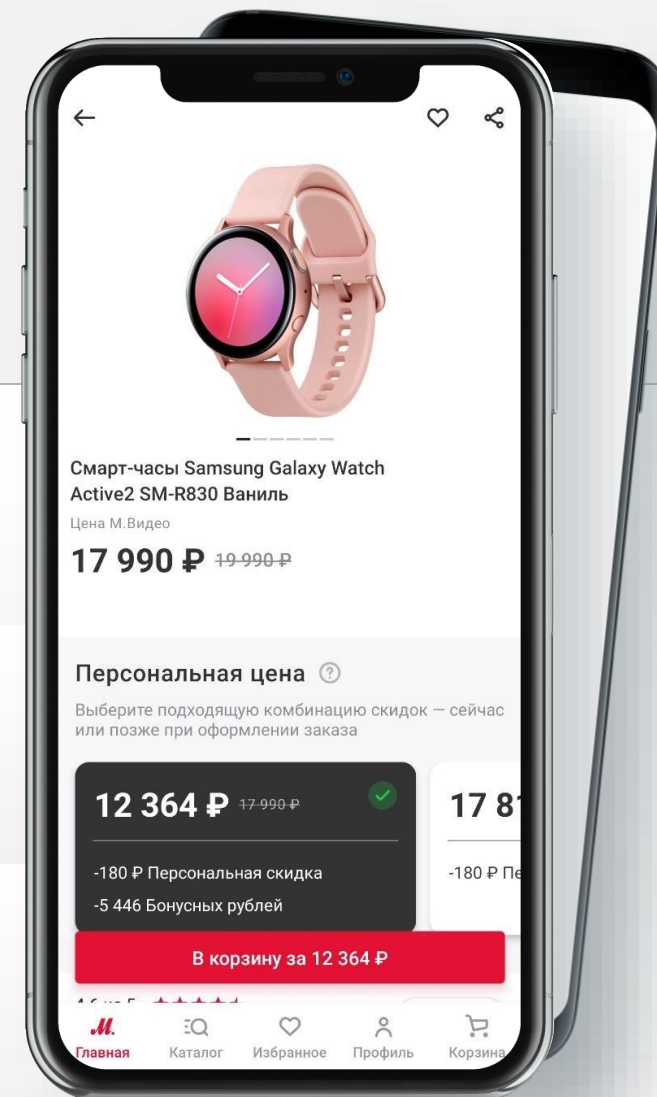
PERSONALIZED PRICING: ENCOURAGE PURCHASES AND BOOST CONVERSION

Key features:

In-house AI-based tool enables consistent personalized pricing offers across mobile platform

Personalized pricing based on frequency and value of purchases at M.Video

During testing, the feature helped achieve a significant uplift in conversion

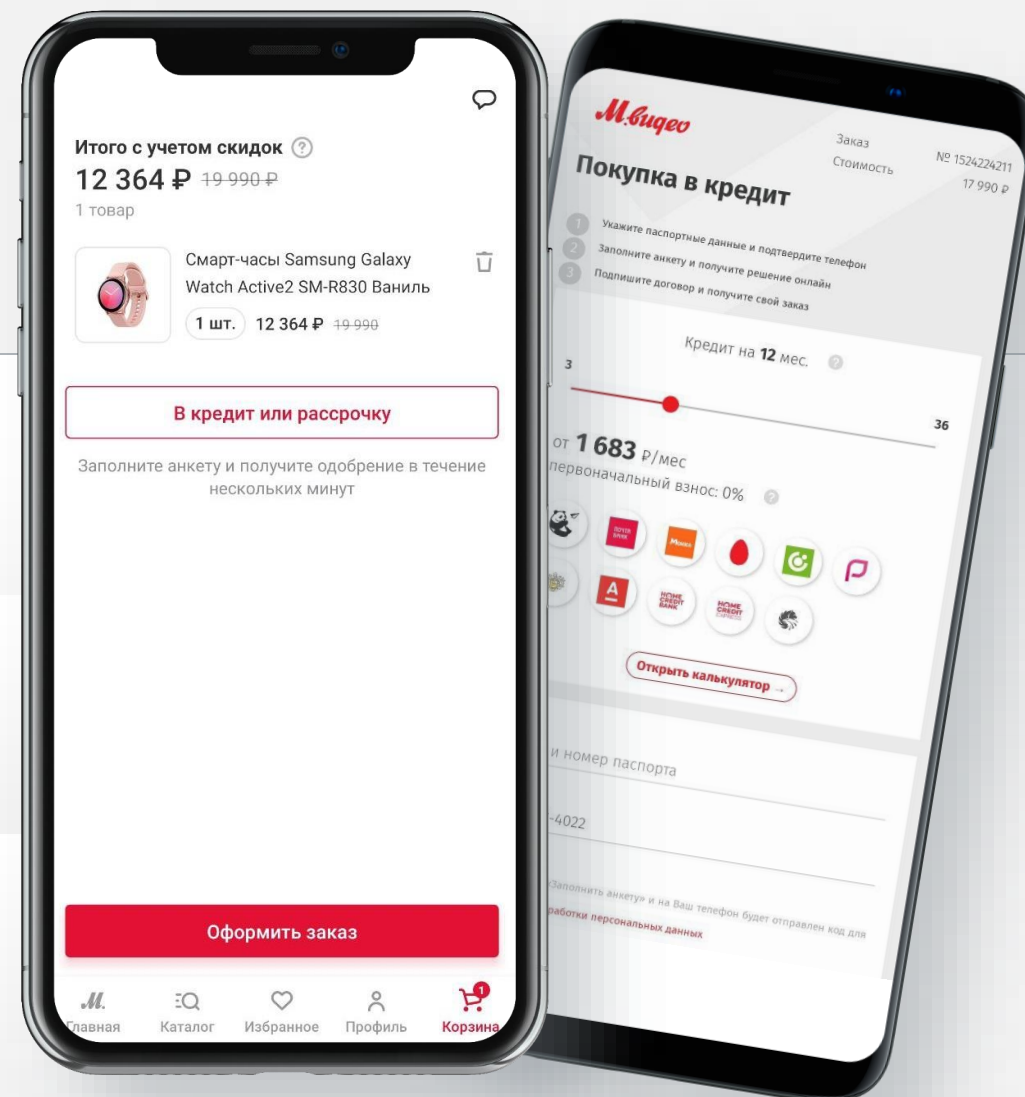


IN-APP LOANS: **BOOSTING ONLINE SALES** **WITH NEW PAYMENT OPTION**

Key features:

Consumer loan option integrated into Customer App at transaction stage

Lending features will be further developed in next 6-9 months



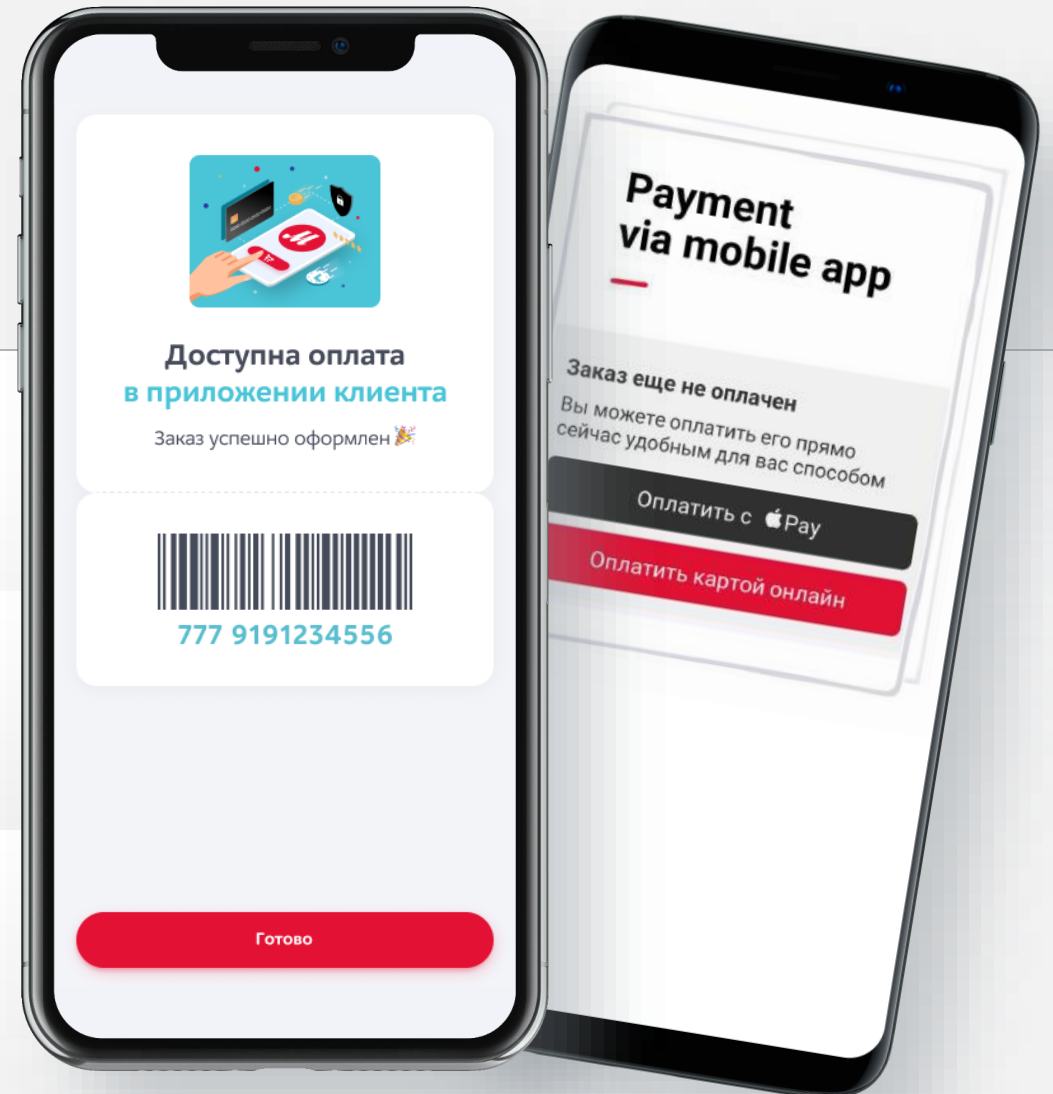
ONERETAIL ORDER: FACILITATING PAYMENT STAGE OF CUSTOMER JOURNEY

Key features:

Order created for customer in Consultant App
can be paid for anywhere
(in customer app, at check-out counter or on website)

Following payment, customer
can pick up order in-store

Added convenience helps
to enroll new OneRetail clients



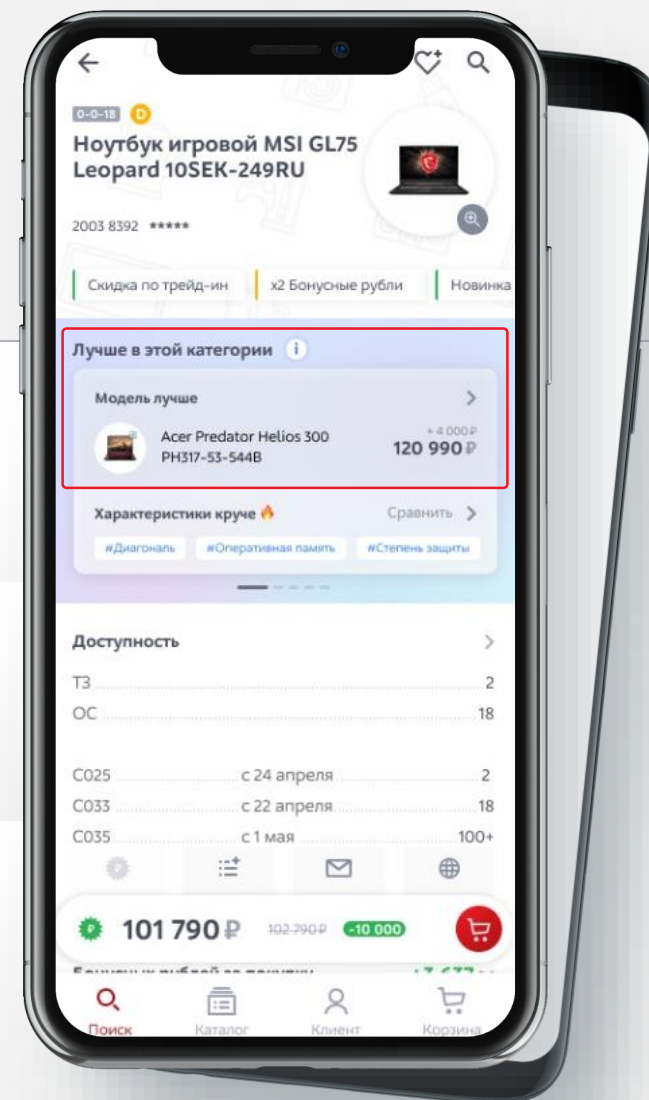
DATA DRIVEN TOOLS IN CONSULTANT APP: SUPPORT UPSELLING, CROSS-SALES AND CUSTOMER INTERACTION

Key features:

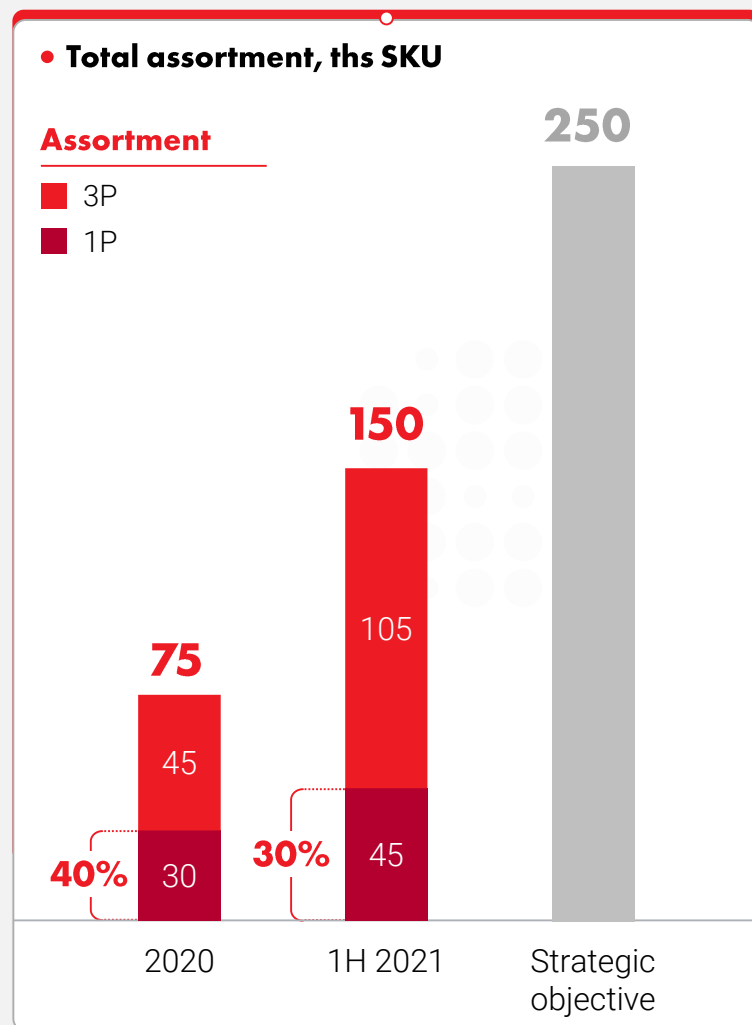
Provide store consultants with access to all relevant customer data

Helpful suggestions to facilitate more efficient customer interactions

Automated recommendations for store consultant to offer higher-end products and/or additional purchases



CONSUMER ELECTRONICS MARKETPLACE: 2X ASSORTMENT EXPANSION YTD



Marketplace progress in 1H 2021

+ 45,000 SKUs

Available through new and existing vendors

+ 30,000 SKUs

Available through SberMegaMarket white-label integration

+ 650

3P partners (total – 1,200)

15%

of online traffic driven by marketplace assortment

Brands working with 3P model

ASUS®

hp

LIEBHERR

smeg

SIEMENS

BOSCH

msi

Electrolux

Lenovo

dyson

Miele

acer

Apple

LEADERSHIP IN INNOVATIVE AND PREMIUM ASSORTMENT DRIVES GROUP GMV

1H 2020 → 1H 2021

18% **21%**

Share of premium and innovative assortment in GMV

+130 stores

With special premium zones

5x

Sales growth in smart home devices vs +30% for Russian market

+51%

Premium assortment

+70%

growth in sales of wearables vs +55% for Russian market

+77%

Growth of services sales with premium products



ESG IS INTEGRATED IN OUR HACKING RETAIL STRATEGY: 1H 2021 RESULTS



PLANET

Reduction of GHG emissions

- Developed a GHG emissions model (scope 1,2,3) using GHG Protocol and IPCC Guidelines to regularly report and monitor our carbon footprint.
- Will publish the results of our first GHG assessment in our ESG databook in 2H 2021.

Circular economy and waste management

Project to promote responsible consumption

- 17 cities, 500 pick-up points
- 700 metric tonnes of e-waste collected and processed

Recycling programs

- Involved 35 stores
- Collected 8 tonnes of recyclable materials (including packaging)

Consumer battery collection

- Collected 16 tonnes of batteries



PEOPLE AND COMMUNITIES

Safety, inclusion and diversity

- Supported the creation of an inclusive coworking space for disabled individuals by providing electronics worth > RUB 2.5 m.

Local community development

- Donated goods worth ~ RUB 900k to 8 local medical centers.
- Launched a contest for grants with a total fund of RUB 5 m, supporting 16 NGOs from 11 regions.
- Helped 53 children and supported 16 environmental projects through The Group's corporate foundation 'Beautiful Children in a Beautiful World' with a total budget of >RUB 30 m



CUSTOMERS AND TECHNOLOGY

Accessibility

- Reviewed our commercial websites and mobile apps to improve their accessibility.
- Developed online trainings for store and call center employees on communication and inclusivity.

Cybersecurity

- Informed 100% of our employees about cybersecurity through various channels, including training courses, our internal portal and emails.

Responsible consumption

- Designed a system to select products that have a lower environmental impact and support a healthy lifestyle.



OUR RESPONSE TO COVID-19

During the ongoing pandemic we go extra mile to help keep people safe and healthy by:

01

Expanding employee insurance programs to include post-COVID-19 recovery

02

Providing additional material support to employees who have contracted COVID-19

03

Making telemedicine available across the country

04

Hosting webinars on financial literacy, health and work-life balance

05

Launching social media and intranet campaigns to promote vaccination and solidarity among employees

06

Incentivizing vaccination among all employees



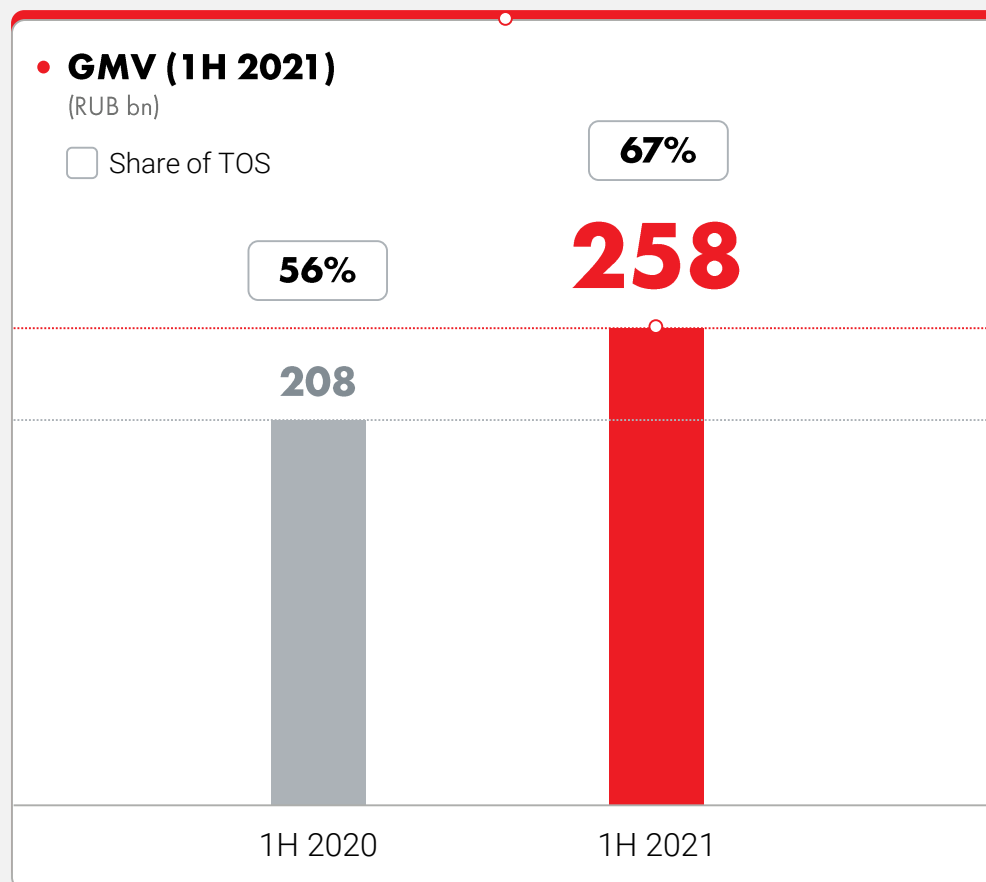
1H 2021

2021

**FINANCIAL
HIGHLIGHTS**

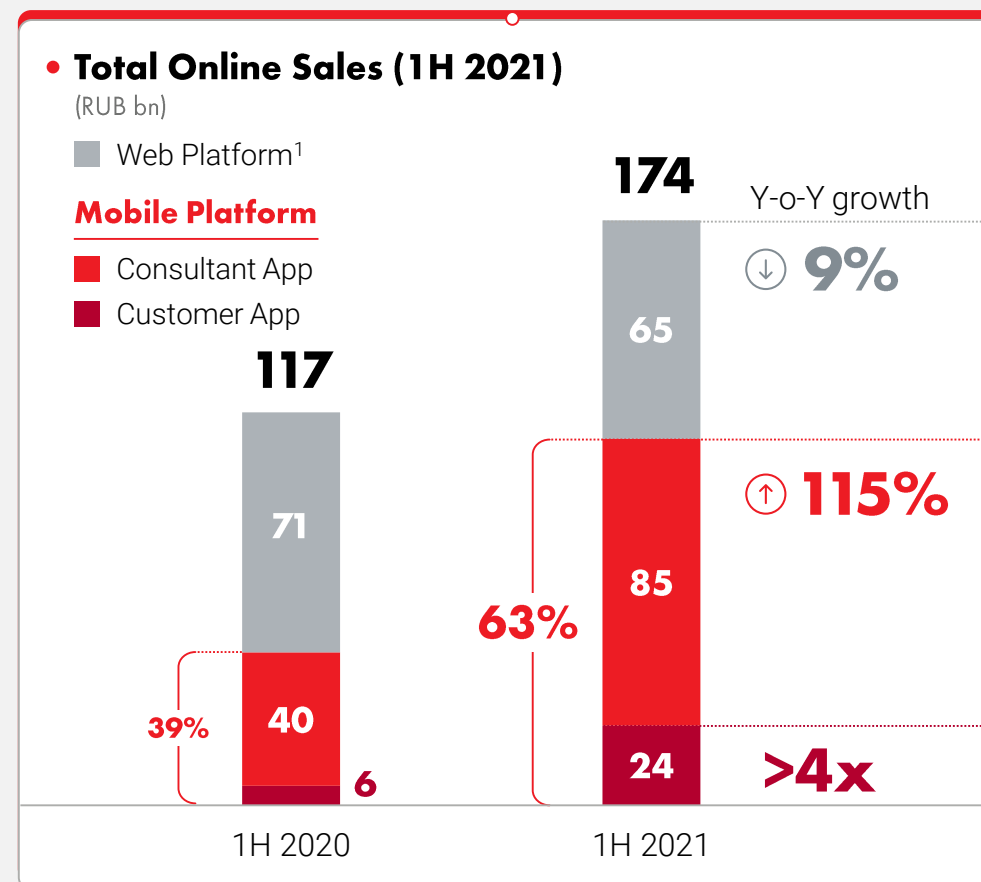


ROBUST GROWTH IN GMV DRIVEN BY INCREASE IN TOTAL ONLINE SALES AND MOBILE PLATFORM DEVELOPMENT



+24% GMV growth

67% share of online sales in GMV

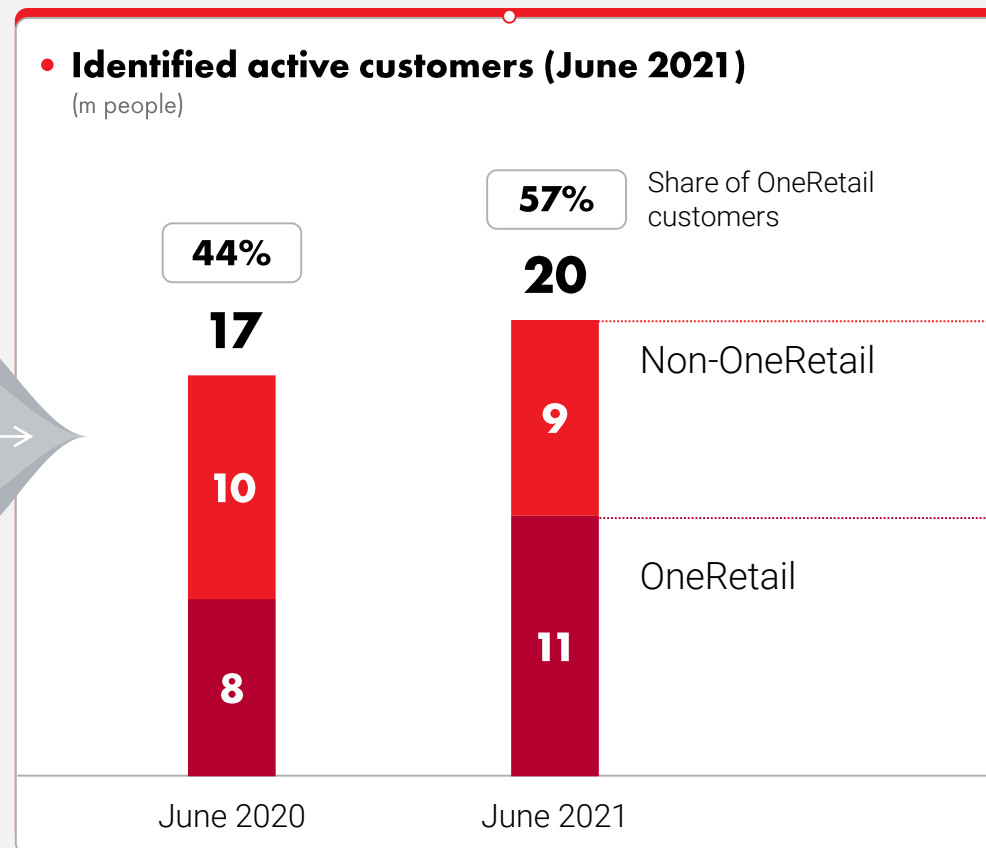
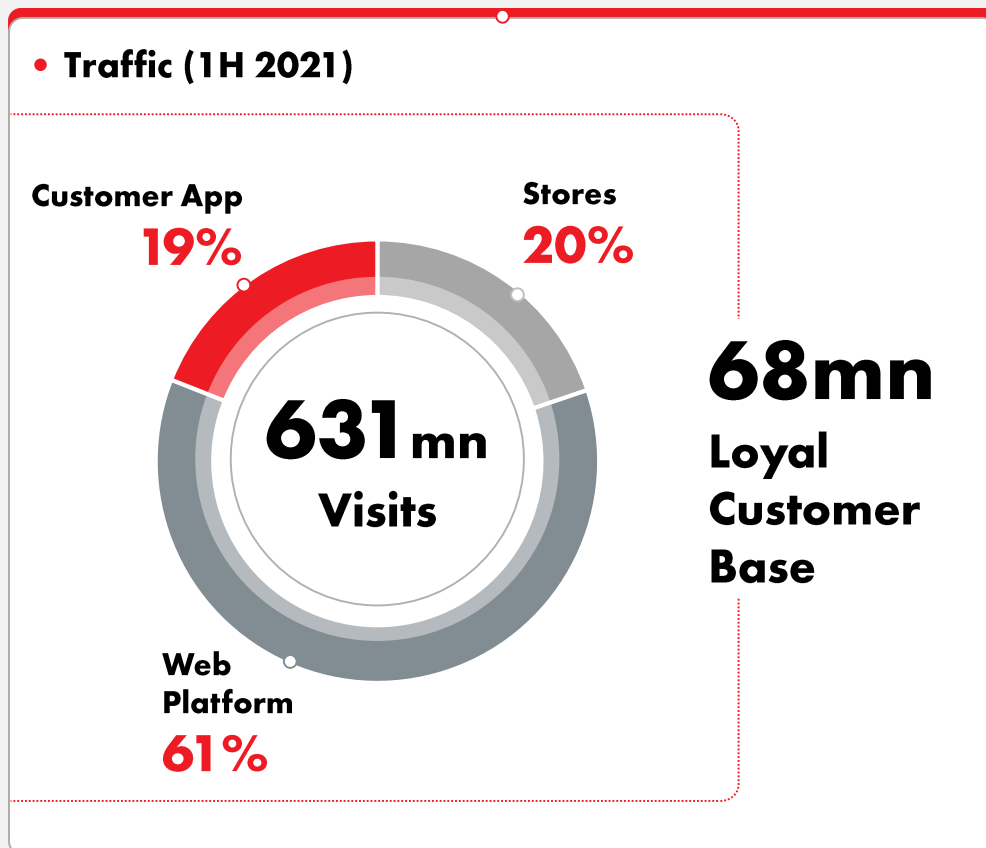


+49% Total online sales growth

+139% Mobile Platform sales growth

(1) Web Platform includes sales from website, marketplace, manual orders, vendor catalogue and contact center
Source: Company data
Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

STRONG GROWTH IN IDENTIFIED ACTIVE USERS WITH SHARE OF ONERETAIL CUSTOMERS REACHING 57%



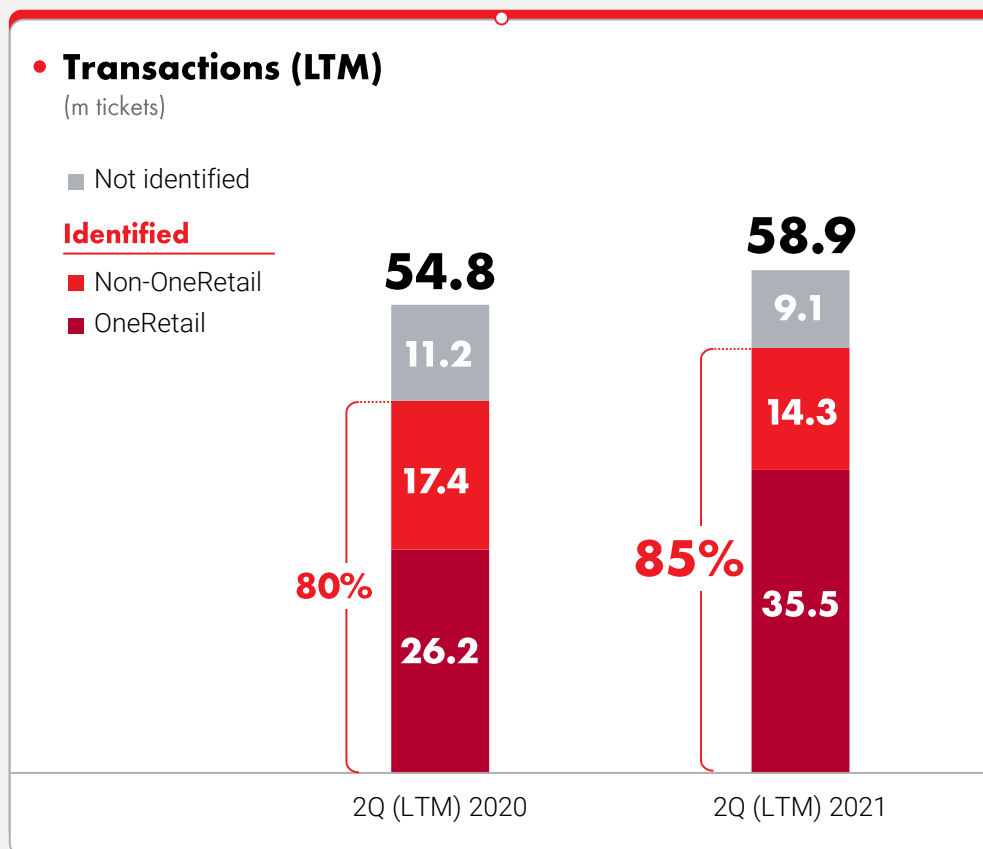
>3.5x Customer App traffic growth

+18% Stores traffic growth

+47% OneRetail customers growth

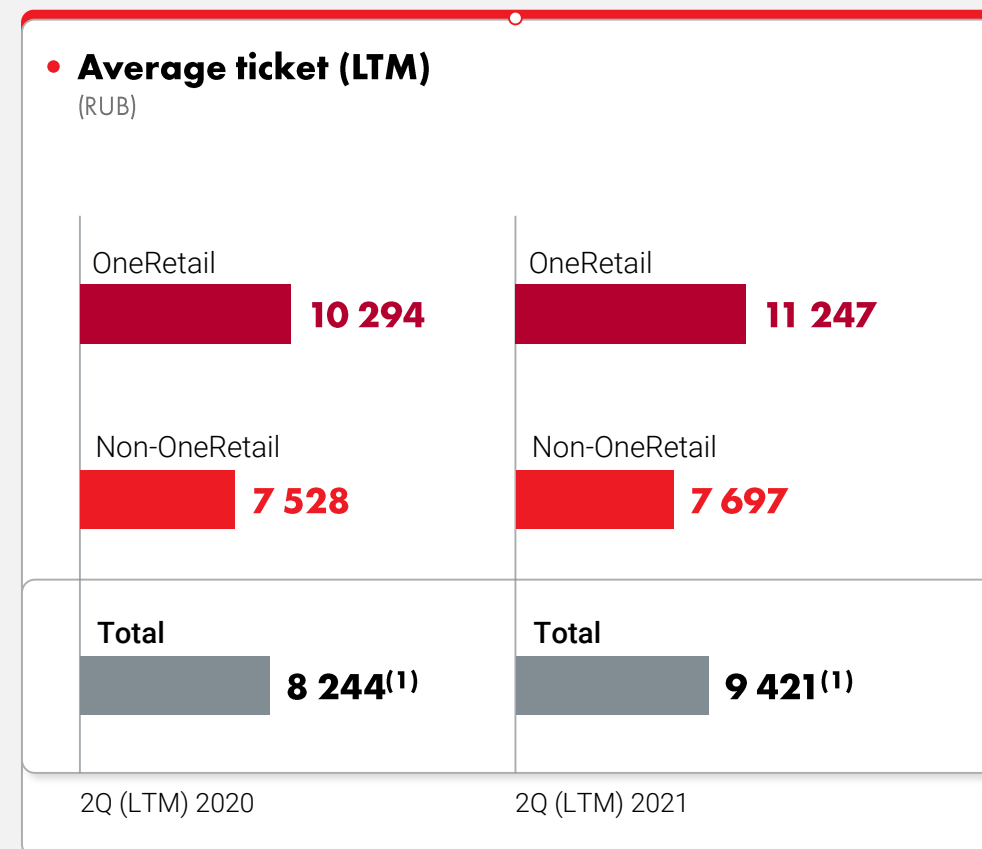
+14% Identified active customers growth

INCREASING SHARE OF ONERETAIL TRANSACTIONS RESULTS IN HIGHER OVERALL AVERAGE TICKET



+36% OneRetail transactions growth (LTM)

60% Share of OneRetail transactions (LTM)

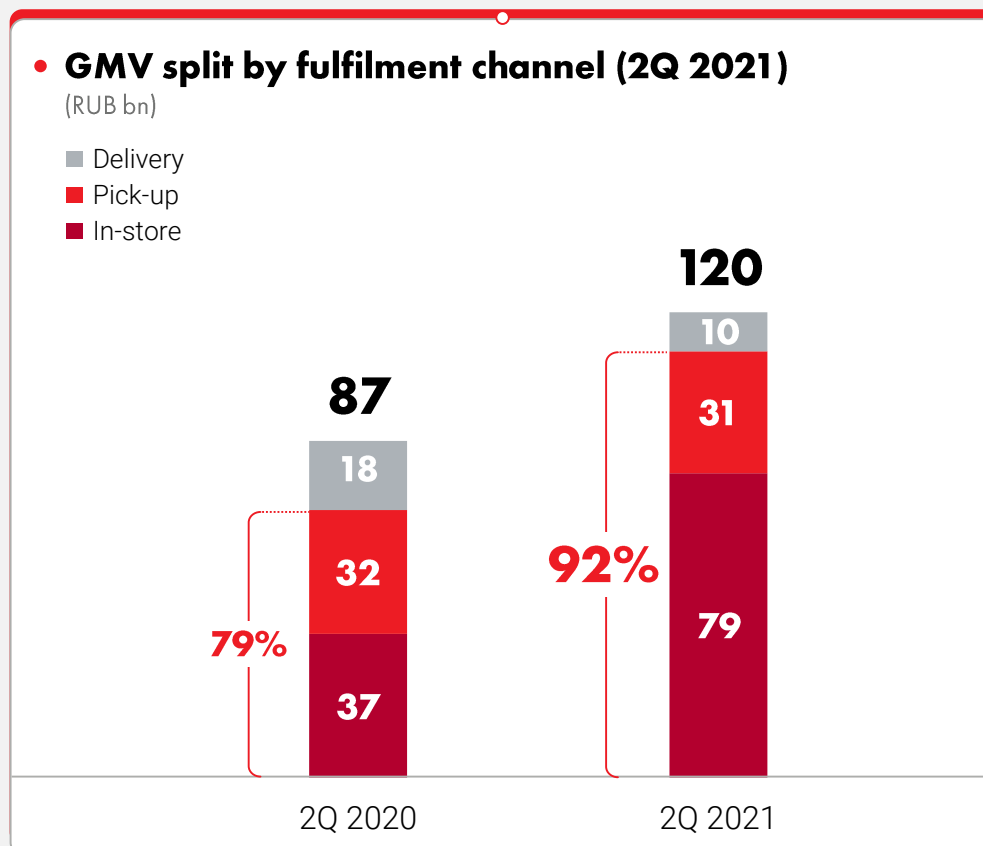


+46% Higher average ticket for OneRetail customers

+14% Average ticket growth

(1) Including unidentified transactions
Source: Company data

OVER 90% OF ORDERS WERE FULFILLED USING STORE INFRASTRUCTURE, THE MOST COST-EFFICIENT OPTION

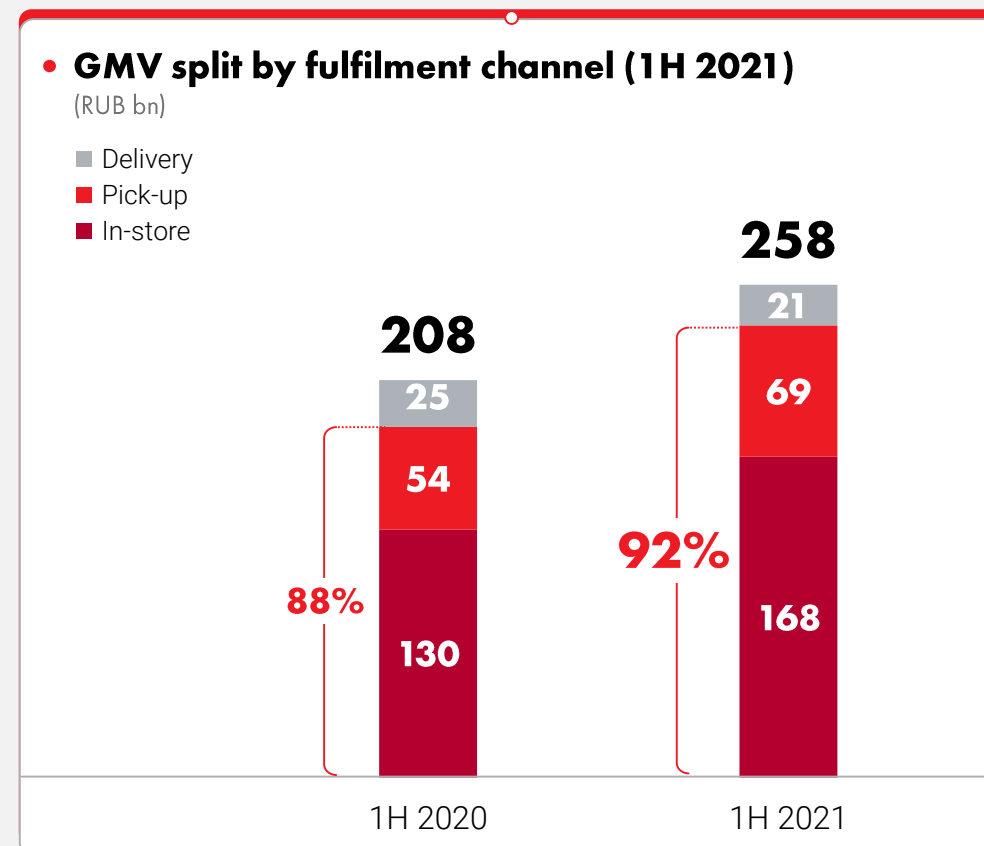


+13pp

Growth in share of orders fulfilled using store infrastructure

+112%

Growth of in-store orders



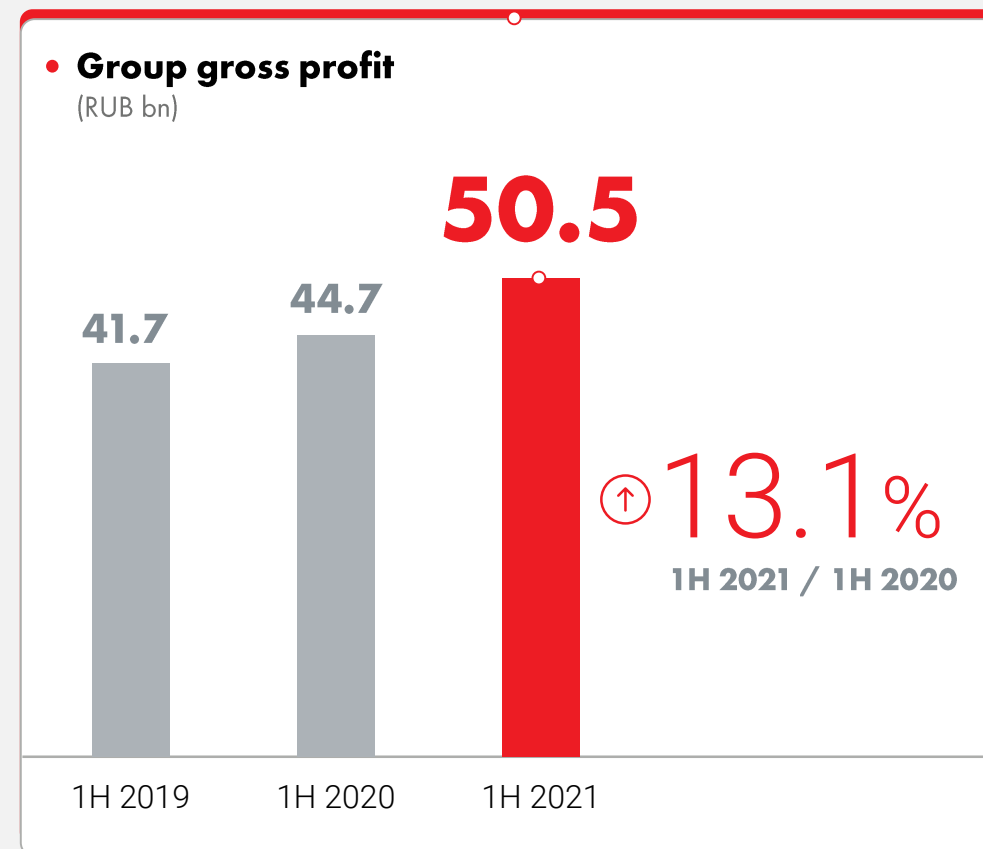
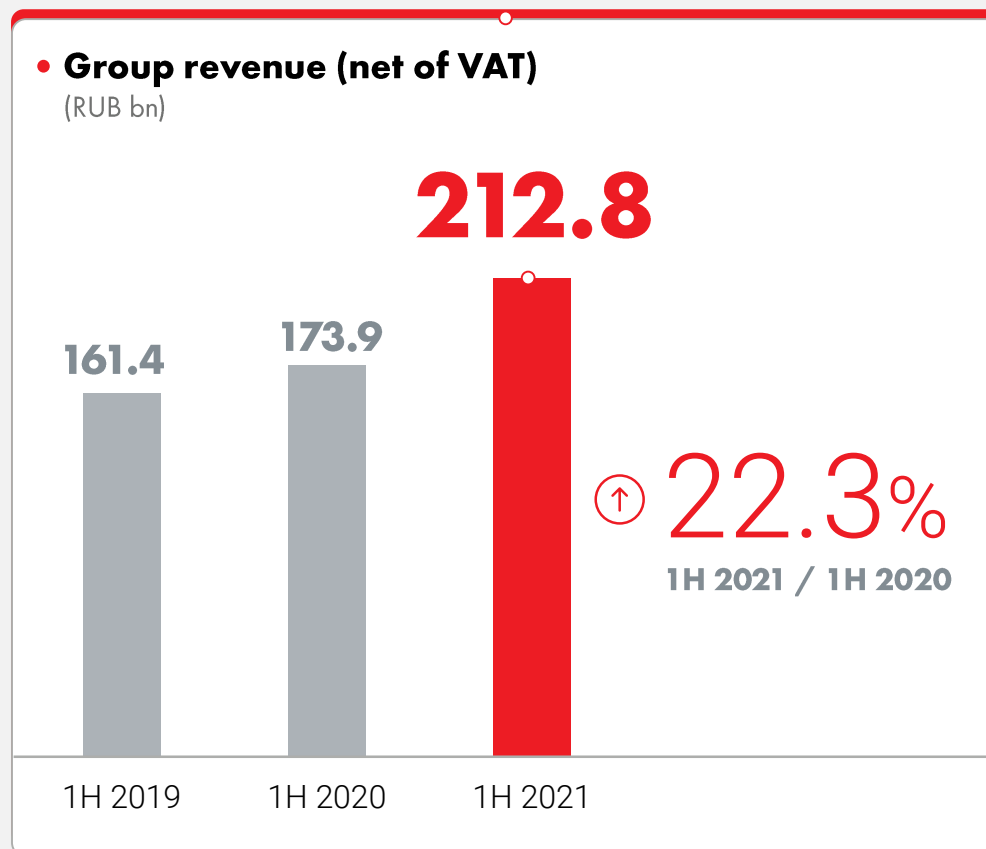
+4pp

Growth in share of orders fulfilled using store infrastructure

+29%

Growth of in-store orders

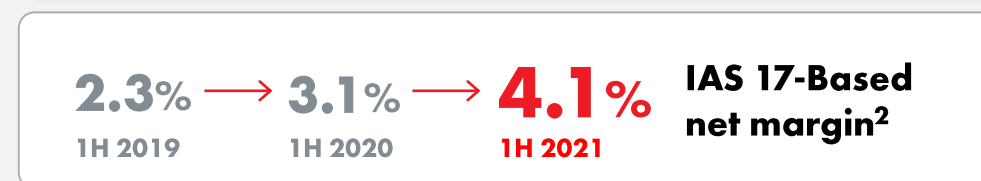
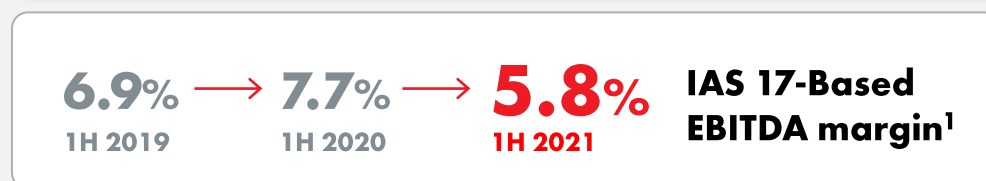
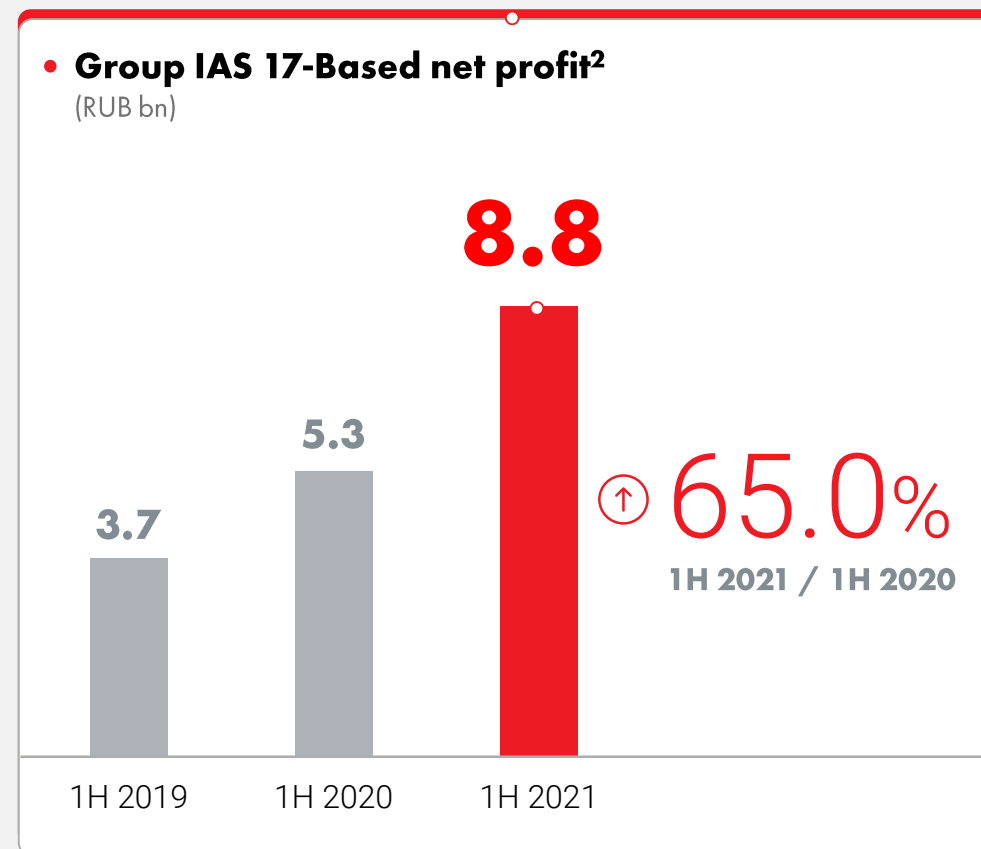
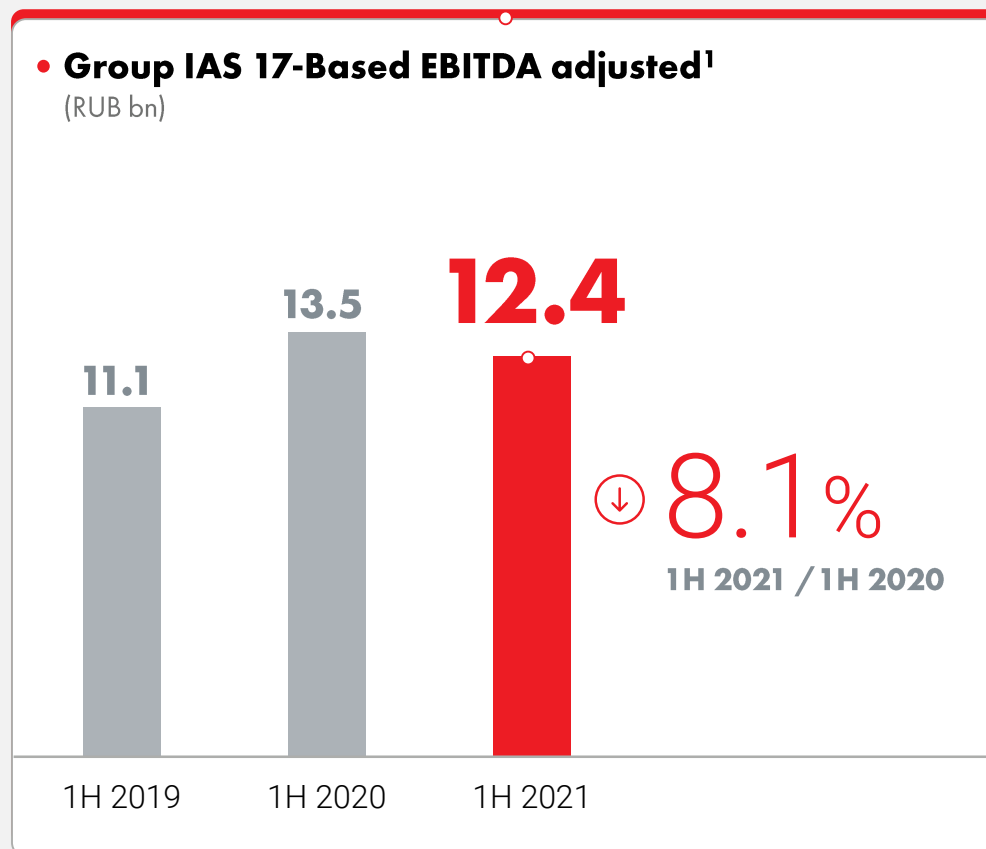
1H 2021 GROUP REVENUE AND GROSS PROFIT



31% → **56%** → **67%** % of online
1H 2019 1H 2020 1H 2021 in total sales

25.9% → **25.7%** → **23.7%** **Gross margin**
1H 2019 1H 2020 1H 2021

1H 2021 GROUP EBITDA AND NET PROFIT



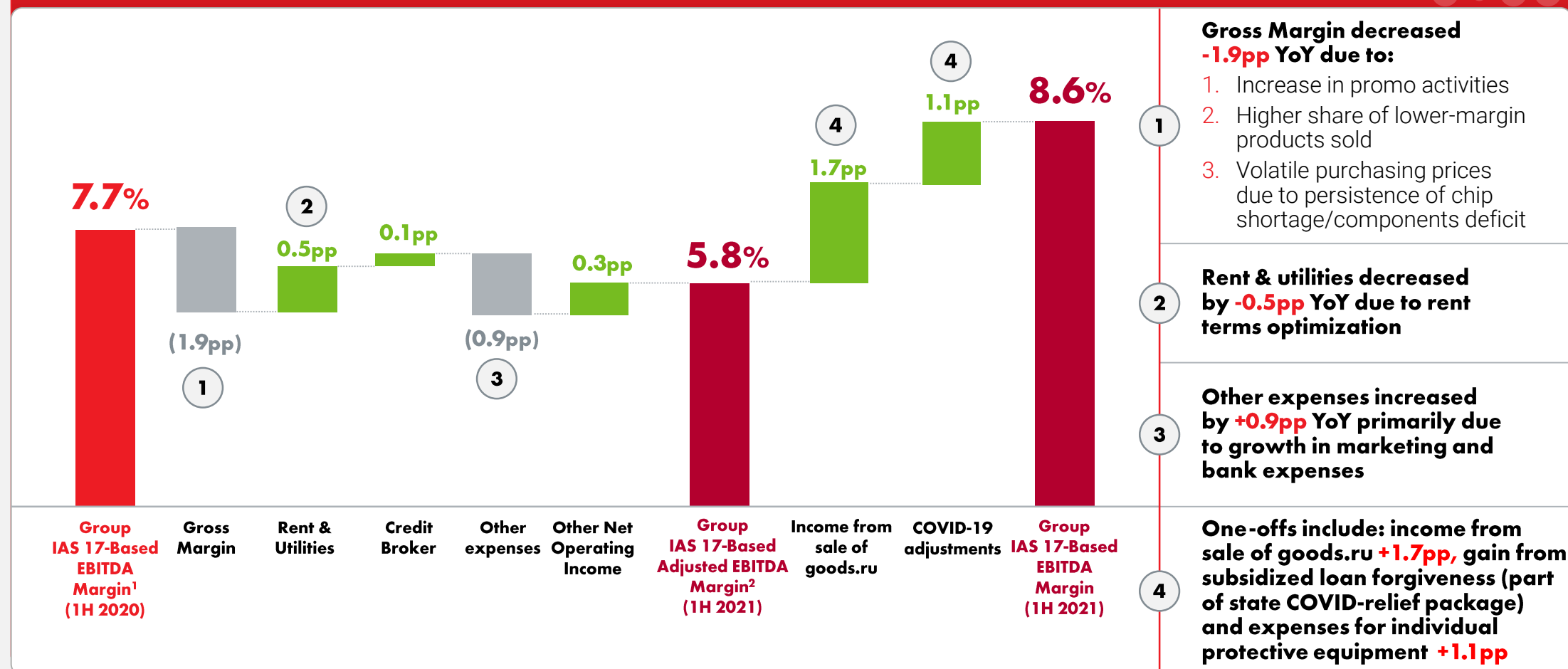
Source: Company data. Note: Company financials in accordance with IAS 17 accounting standard, unless stated otherwise

(1) IAS 17-Based Adjusted EBITDA excludes proceeds from sale of goods.ru (3,6 bn), write-off of subsidized loan (2,5 bn) and expenses for individual protective equipment (0,1 bn)

(2) IAS 17-Based net profit adjusted for loss from investments in associates (RUB 1,267 mn in 1H 2020, 945 RUB mn in 1H 2021)

1H 2021 EBITDA MARGIN EVOLUTION

IAS 17-Based EBITDA margin evolution



Source: Company data

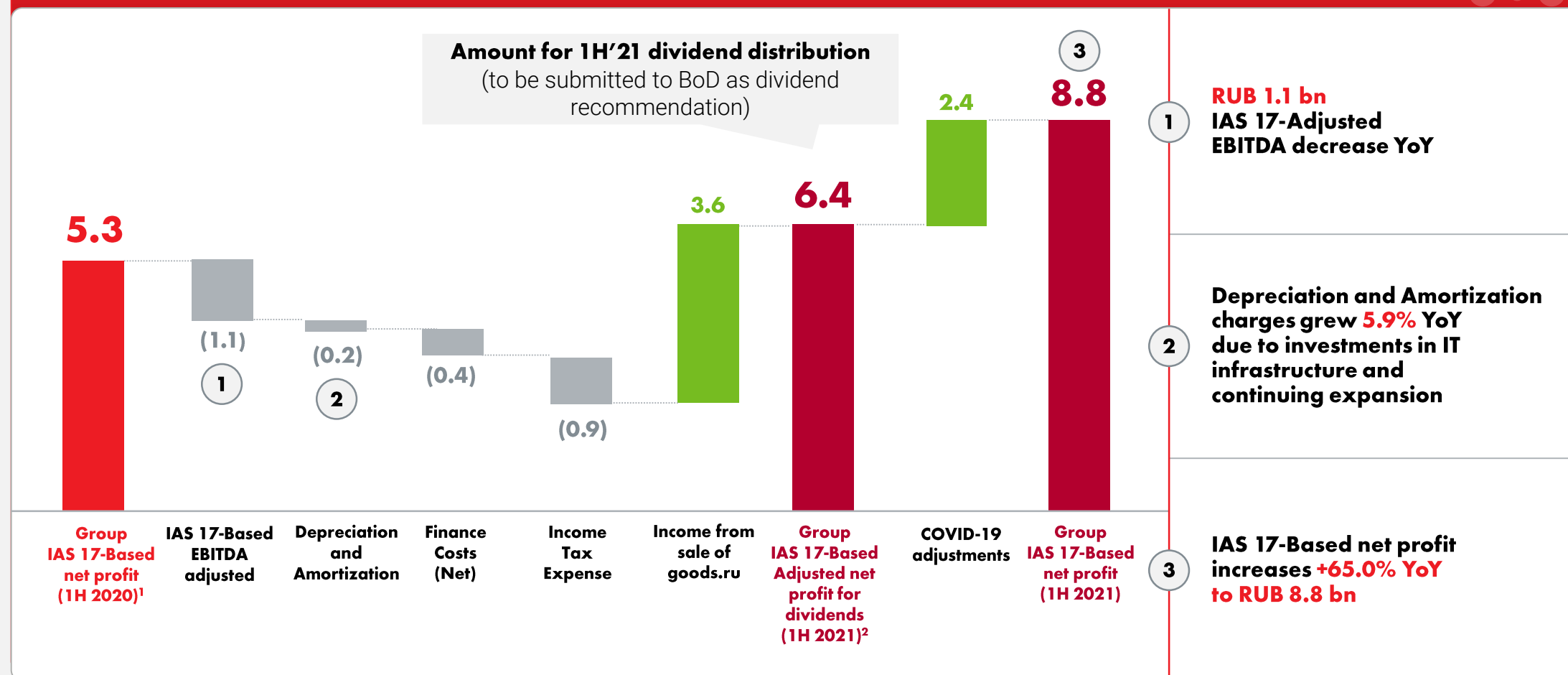
Note: Company financials in accordance with IAS 17 accounting standard, unless stated otherwise

(1) IAS 17-Based EBITDA includes proceeds from sale of goods.ru (3,6 bn), gain from subsidized loan forgiveness (part of state COVID-relief package) (2,5 bn) and expenses for individual protective equipment (0,1 bn)

(2) IAS 17-Based Adjusted EBITDA excludes proceeds from sale of goods.ru (3,6 bn), gain from subsidized loan forgiveness (part of state COVID-relief package) (2,5 bn) and expenses for individual protective equipment (0,1 bn)

1H 2021 NET PROFIT EVOLUTION

IAS 17-Based net profit¹ evolution (RUB bn)



Source: Company data

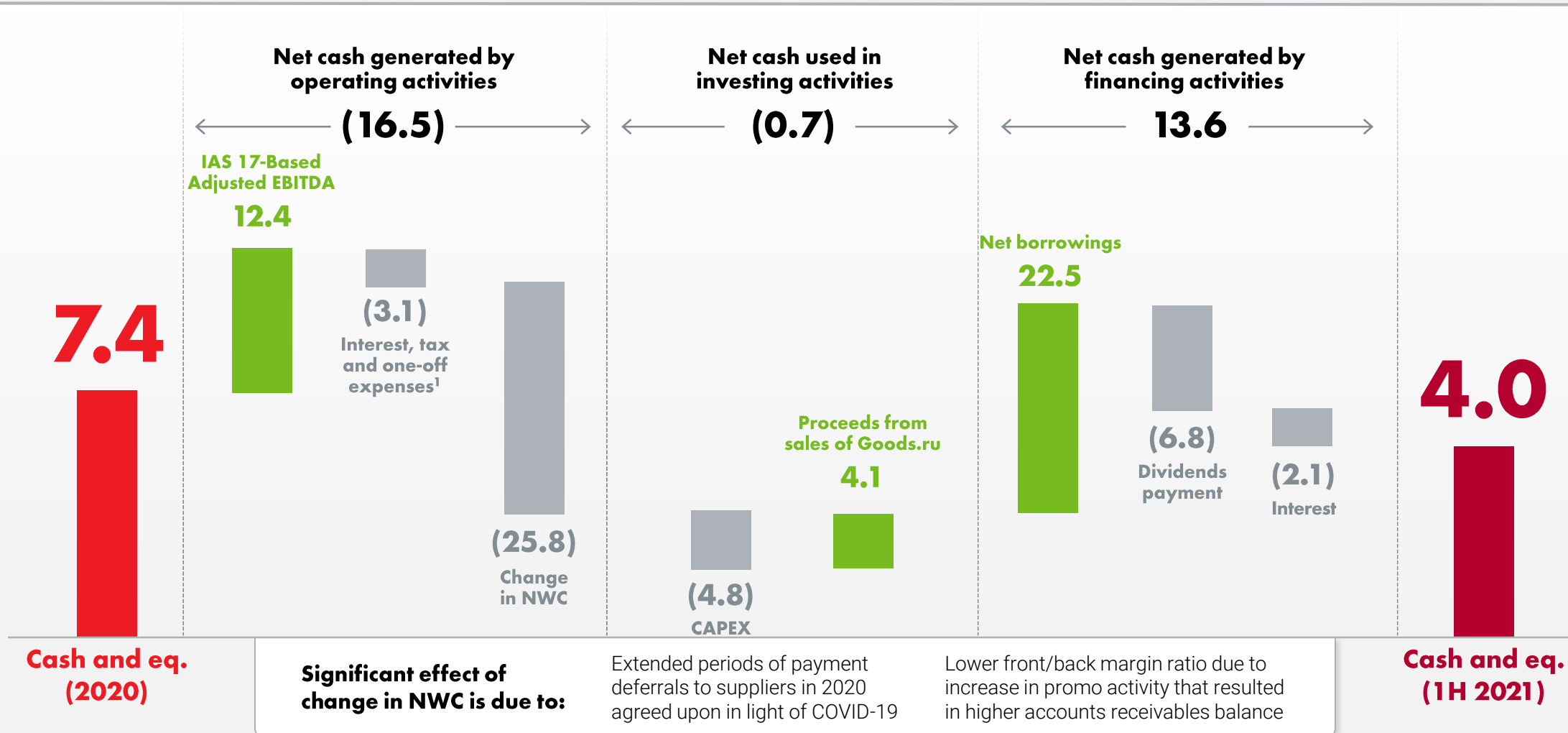
Note: Company financials in accordance with IAS 17 accounting standard, unless stated otherwise

(1) IAS 17-Based net profit adjusted for loss from investments in associates (RUB 1,267 mn in 1H 2020, 945 RUB mn in 1H 2021)

(2) IAS 17 Based Adjusted net profit for dividends includes proceeds from sale of goods.ru (3,6 bn) and expenses for individual protective equipment (0,1 bn)

1H 2021 GROUP CASH FLOW EVOLUTION

1H 2021 cash flow evolution (RUB bn)



Source: Company data

Note: Company financials in accordance with IAS 17 accounting standard, unless stated otherwise

(1) Also includes changes in allowance for long-term advances paid and change in allowance for obsolete and slow-moving inventories and inventory losses (net of surpluses), change in provisions and other non-cash reconciling items

1H 2021 GROUP LEVERAGE

- Lower net debt/EBITDA ratio in **1H 2020** is due to the following:

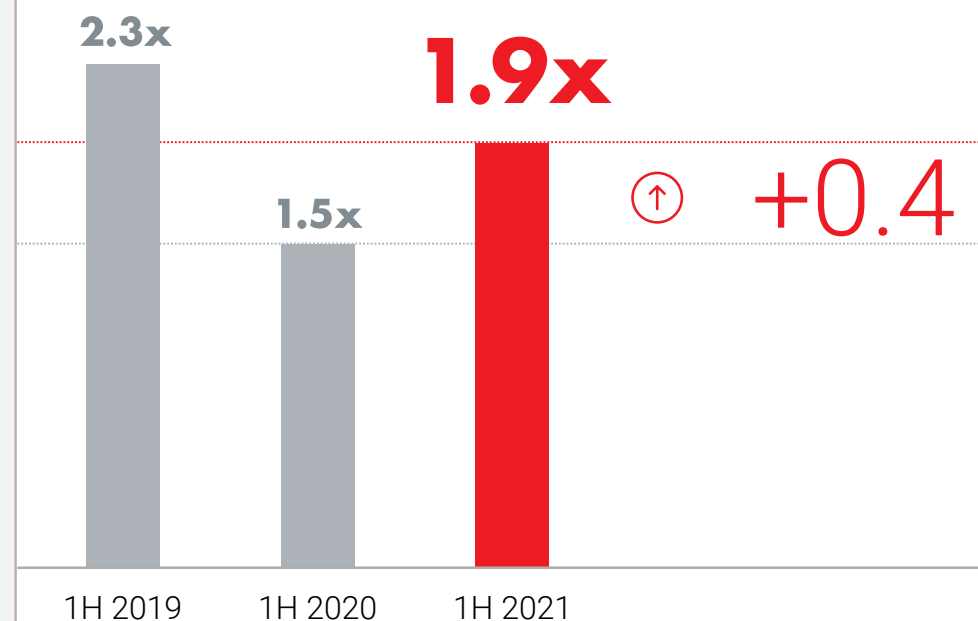
01

Additional pool of liquidity created in 1H'20 due to significant drop in sales in 2Q'20 as the result of COVID-19 lockdown restrictions

02

Extended periods of payment deferrals to suppliers in 2020 agreed upon in light of COVID-19, which resulted in a large cash balance accumulated by the end of June

- IAS 17-Based Net debt / IAS 17-Based Adjusted EBITDA¹



56.0 → **42.9** → **64.1** Net debt (RUB bn)

Source: Company data

Note: Company financials in accordance with IAS 17 accounting standard, unless stated otherwise

(1) IAS 17-Based Adjusted EBITDA includes proceeds from sale of goods.ru (RUB 3.6 bn), gain from subsidized loan forgiveness (RUB 2.5 bn), excludes expenses for individual protective equipment (RUB 0.1 bn) and one-off incentive payments for the Company's top management for their roles in crisis management (RUB 1.5 bn)



9M 2021

2021

TRADING HIGHLIGHTS



KEY FIGURES AND HIGHLIGHTS

GMV⁽¹⁾ growth slowed in 3Q 2021 as the result of a conscious decision to scale back promo activity in order to test clients' response to various promo mechanisms



Continued growth in TOS⁽²⁾ and its share of GMV driven by mobile platform (+47%), share of mobile platform >70% of TOS as of 3Q 2021



Further scaling of OneRetail platform via growth of identified active customers⁽³⁾ and OneRetail customers



Growth in customer app (+156%) and consultant app (+33%) demonstrates the stickiness of m-commerce and the importance of a personalized shopping experience



3Q 2021 key figures

+2%



GMV YoY

+28%



GMV vs 3Q'19

+17%



Total Online Sales (TOS) YoY

+47%



Mobile Platform Sales YoY

68%



TOS share as % of GMV (vs 59% in 3Q'20)

59%



Share of OneRetail customers⁽⁴⁾ (vs 48% in Sep'20 and 53% in Dec'20)

(1) Gross Merchandise Value (GMV) includes purchases in retail stores (including pickup orders), paid and delivered online orders, and paid shipments to legal entities from warehouses. Purchases made in stores and online orders may be made by individuals and legal entities. GMV includes sales of goods and services that may be owned by the Company or agents. GMV includes VAT, excludes returns and discounts offered to customers for the reporting period. GMV is not revenue of the Company; (2) TOS denotes Total Online Sales; (3) The Company defines identified active customers as those who have logged in and made at least one purchase through any sales channel during the year; (4) The Company defines OneRetail customers as those who signed in and made at least one purchase during the year through the web platform or mobile platform, including the customer and consultant apps.

KEY FIGURES AND HIGHLIGHTS

Strong GMV⁽¹⁾ growth driven by Total Online Sales⁽²⁾ performance



Continued growth in TOS

and its share of GMV driven by the mobile platform (+100%), with the share of the mobile platform in GMV reaching 46%



Further scaling of OneRetail platform

via strong growth of identified active customers⁽³⁾ and OneRetail customers



Growth in sales pickup (+26%) shows

the stickiness of e-commerce and the resilience of stores as points of customer contact and experience




9M 2021 key figures


+15% 
GMV YoY

+31% 
GMV YoY

+39% 
Total Online Sales (TOS) YoY

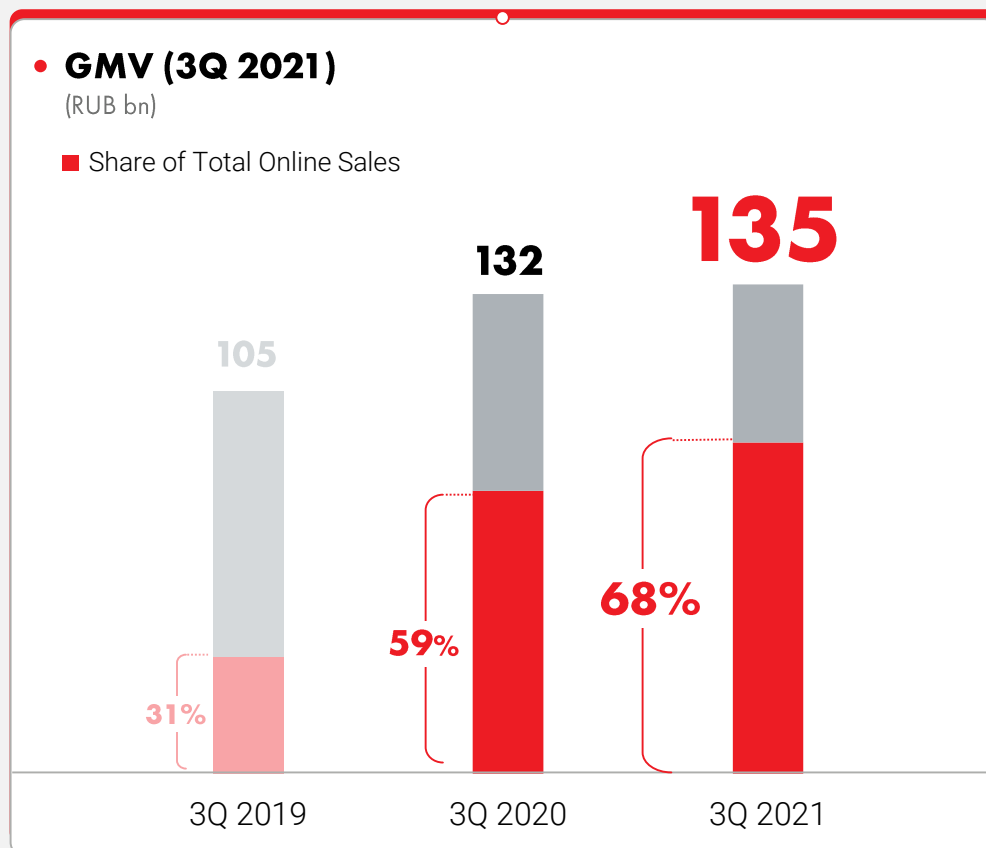
+100% 
Mobile Platform
Sales YoY

69% 
TOS share as % of GMV
(vs 57% in 9M'20)

59% 
Share of OneRetail customers⁽⁴⁾
(vs 48% in Sep'20 and 53% in Dec'20)

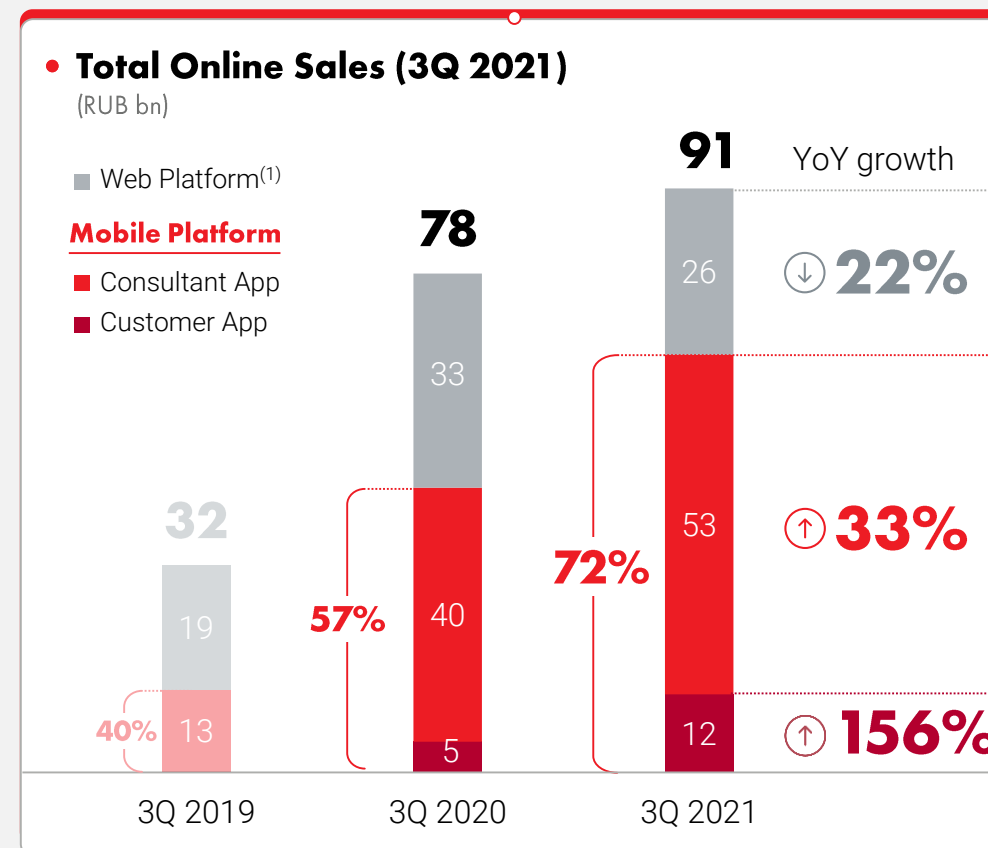
(1) Gross Merchandise Value (GMV) includes purchases in retail stores (including pickup orders), paid and delivered online orders, and paid shipments to legal entities from warehouses. Purchases made in stores and online orders may be made by individuals and legal entities. GMV includes sales of goods and services that may be owned by the Company or agents. GMV includes VAT, excludes returns and discounts offered to customers for the reporting period. GMV is not revenue of the Company; (2) TOS denotes Total Online Sales; (3) The Company defines identified active customers as those who have logged in and made at least one purchase through any sales channel during the year; (4) The Company defines OneRetail customers as those who signed in and made at least one purchase during the year through the web platform or mobile platform, including the customer and consultant apps.

3Q 2021: ROBUST GROWTH IN TOS DRIVEN BY MOBILE PLATFORM



+2% GMV growth YoY

68% TOS share of GMV

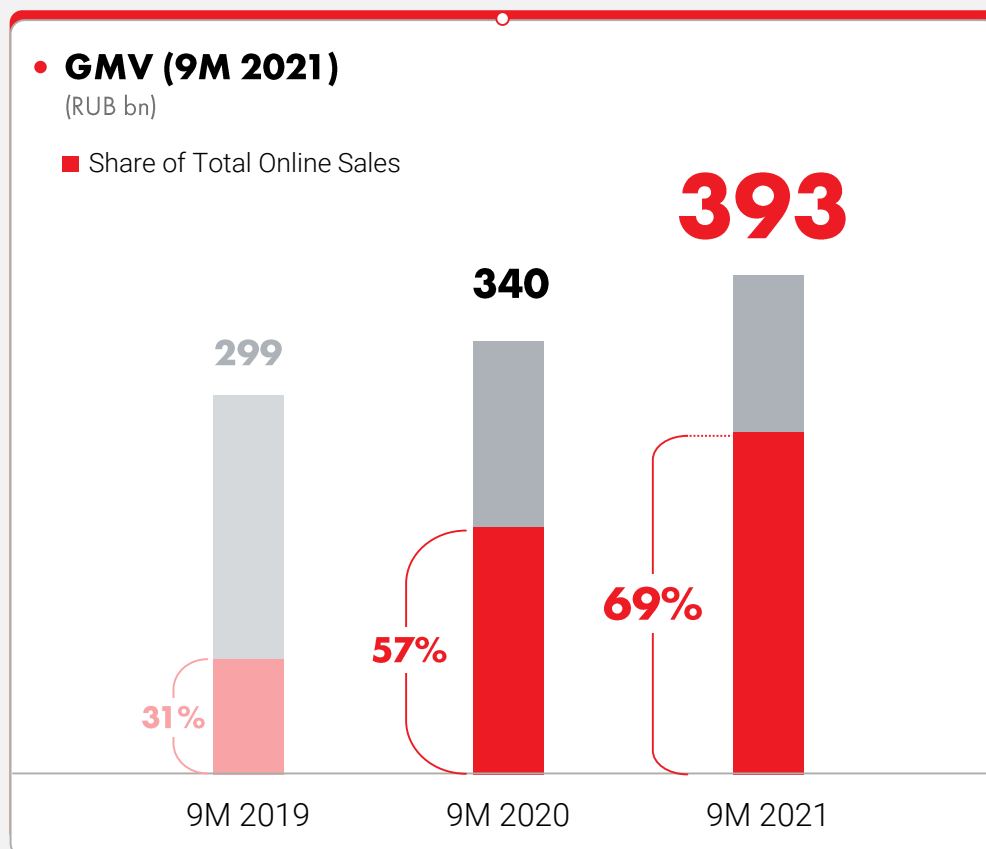


+17% TOS growth YoY

+47% Mobile Platform sales growth YoY

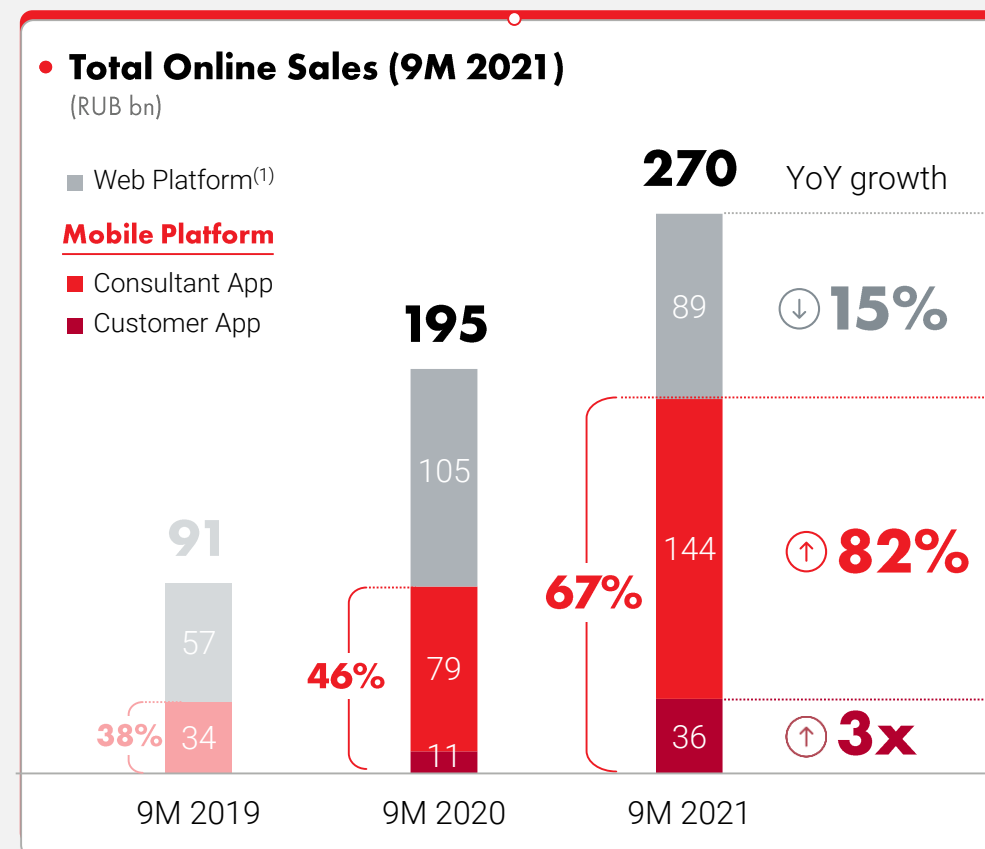
(1) The Web Platform includes sales from the website, marketplace, manual orders, the vendor catalogue and the contact center
Source: Company data

9M 2021: STRONG GROWTH IN GMV DRIVEN BY 39% INCREASE IN TOTAL ONLINE SALES



+15% GMV growth YoY

69% TOS share of GMV

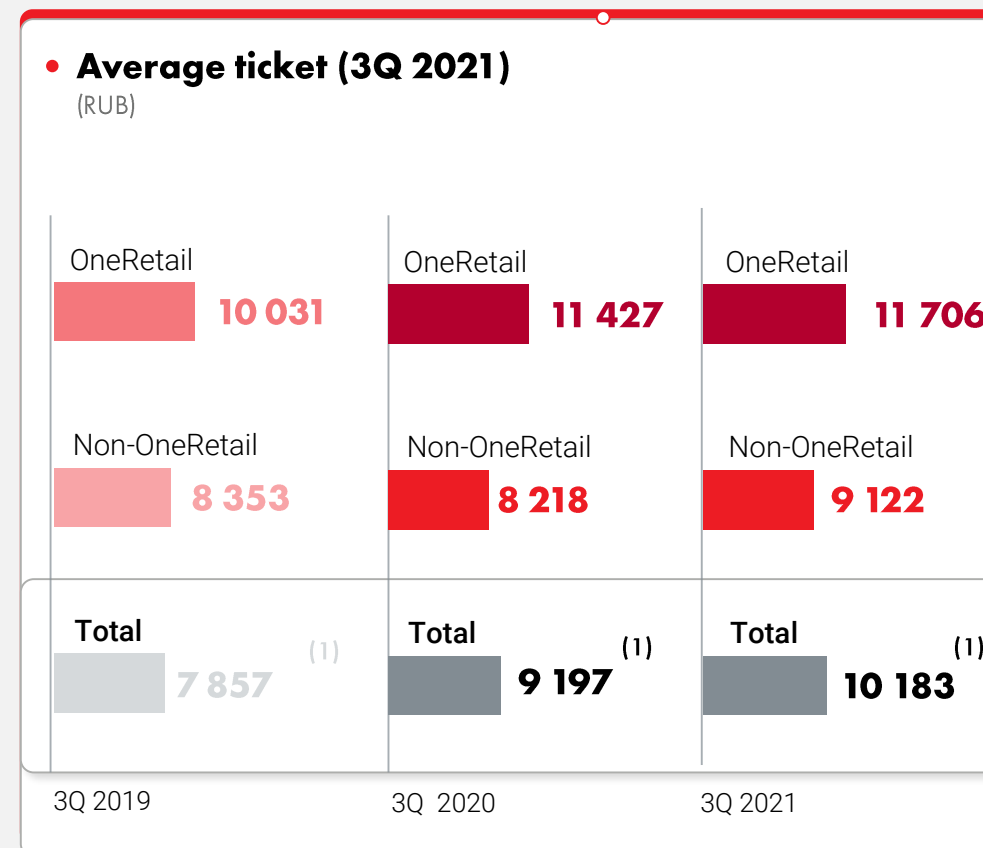
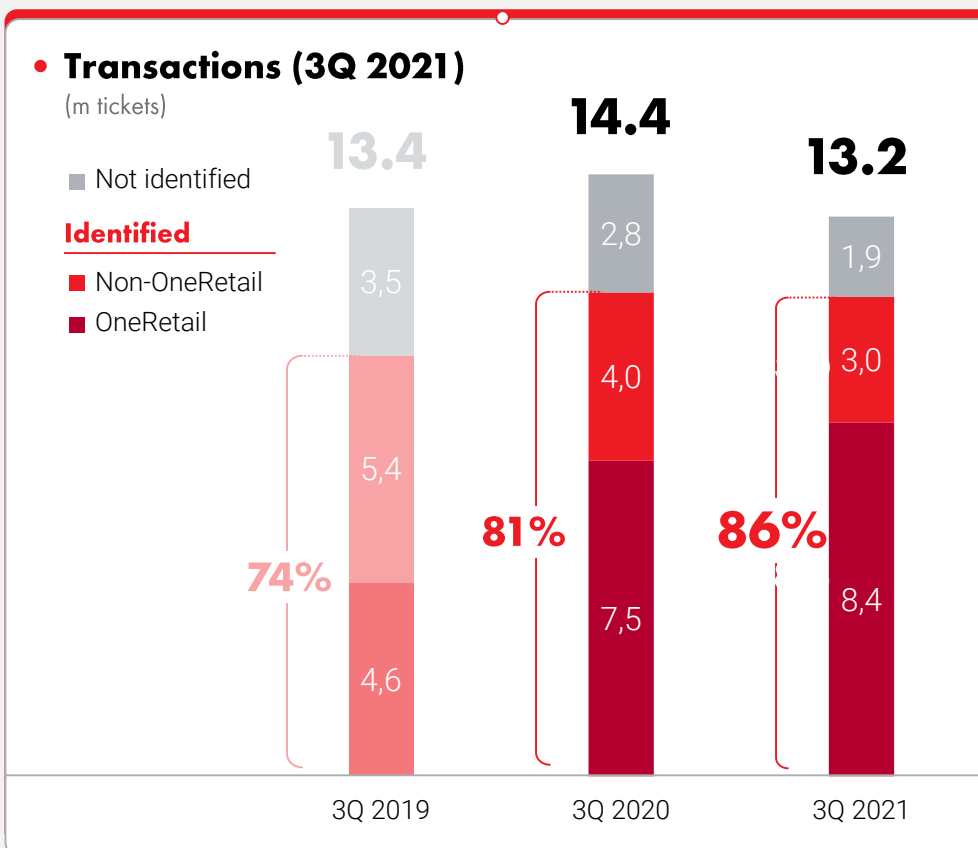


+39% TOS growth YoY

+100% Mobile Platform sales growth YoY

(1) Web Platform includes sales from the website, marketplace, manual orders, vendor catalogue and contact center
Source: Company data

IN 3Q 2021 THE NUMBER OF ONERETAIL TRANSACTIONS INCREASED BY 11% AND REACHED 63% OF THE TOTAL NUMBER OF TRANSACTIONS



+11% OneRetail transactions growth YoY

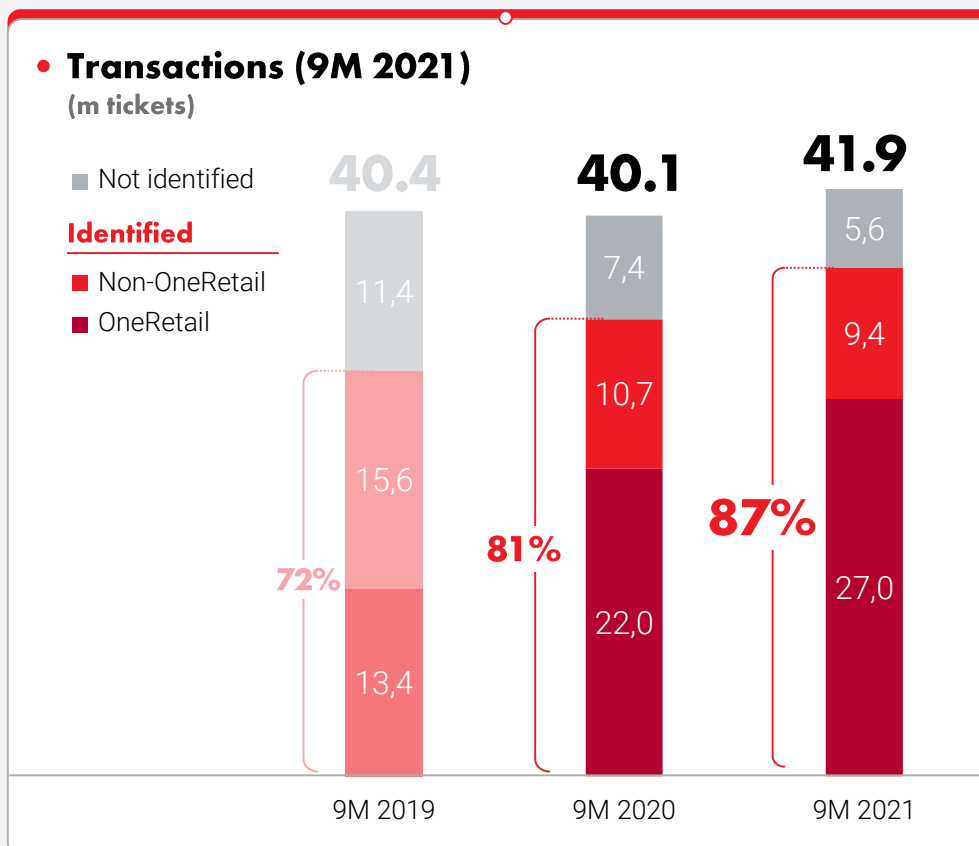
63% Share of OneRetail transactions

+28% Higher average ticket for OneRetail customers

+11% Average ticket growth YoY

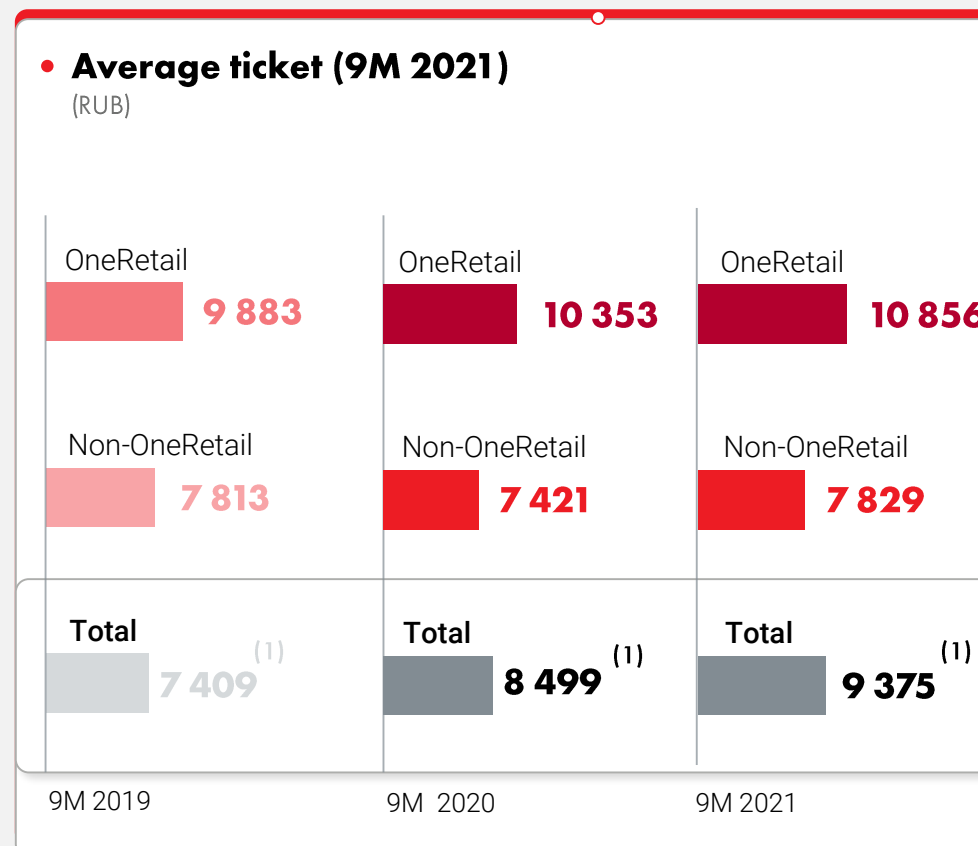
(1) Including unidentified transactions
Source: Company data

IN 9M 2021 THE NUMBER OF ONERETAIL TRANSACTIONS INCREASED BY 23% AND REACHED 64% OF THE TOTAL NUMBER OF TRANSACTIONS



+23% OneRetail transactions growth YoY

64% Share of OneRetail transactions

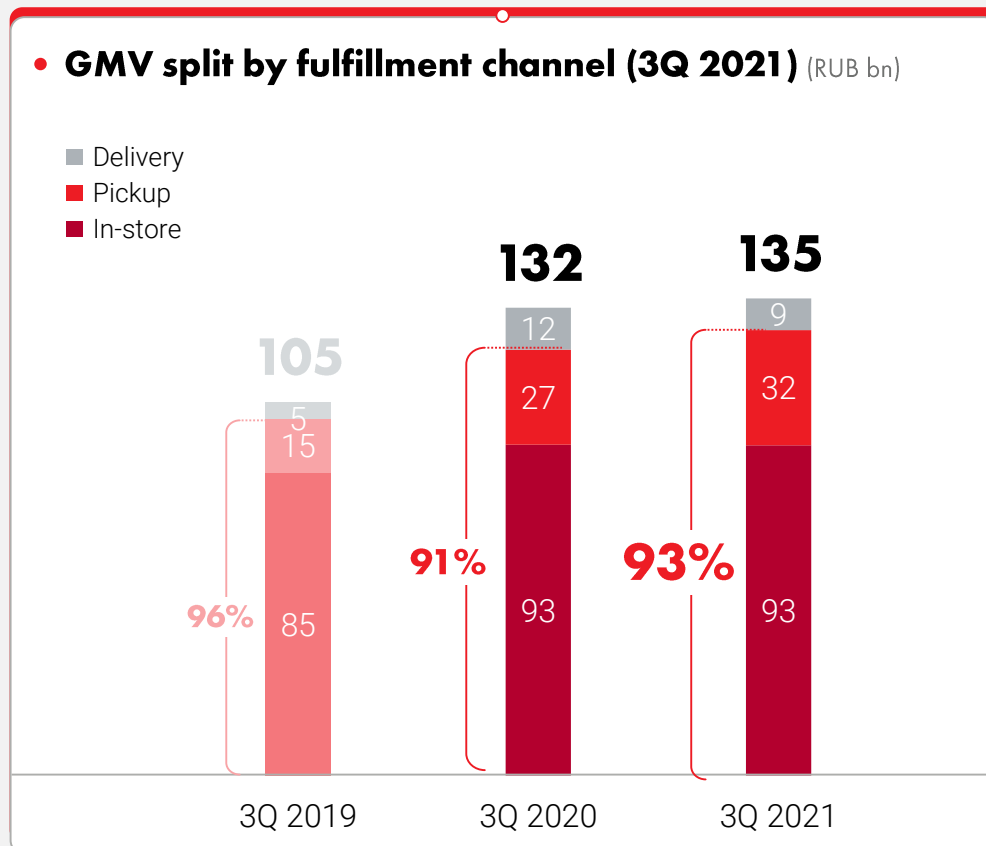


+39% Higher average ticket for OneRetail customers

+11% Average ticket growth YoY

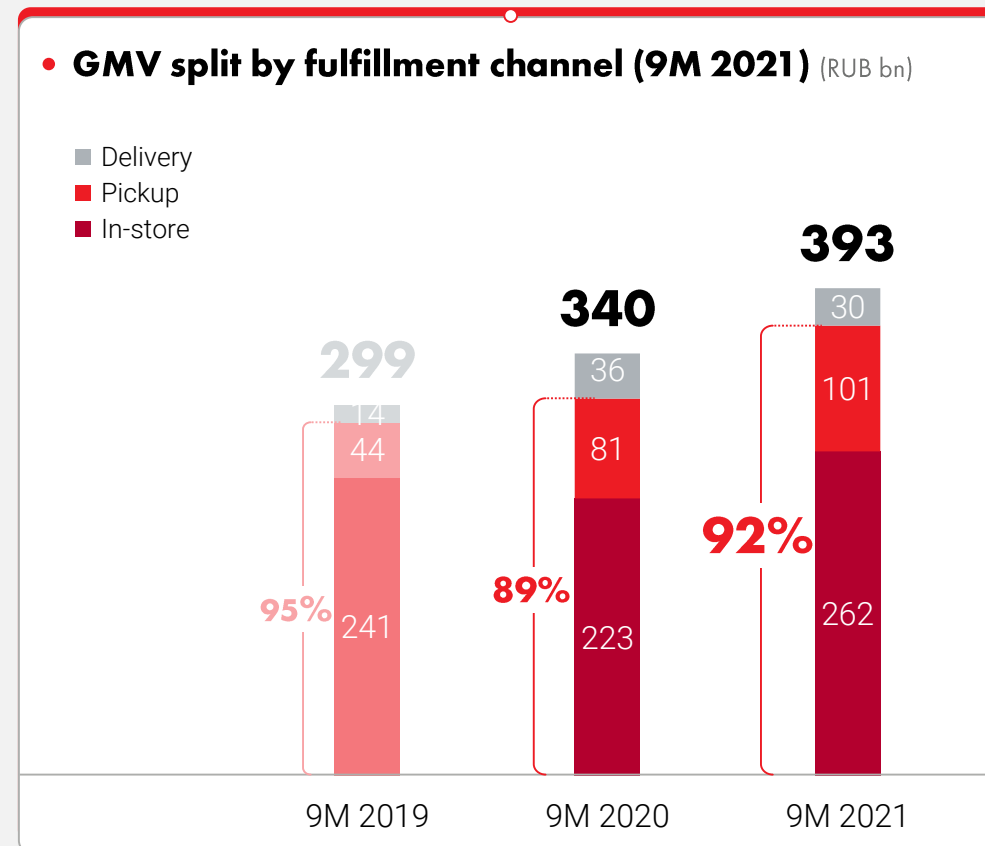
(1) Including unidentified transactions
Source: Company data

OVER 90% OF ORDERS WERE FULFILLED USING STORE INFRASTRUCTURE, THE MOST COST-EFFICIENT OPTION



+2pp Growth in share of orders fulfilled using store infrastructure

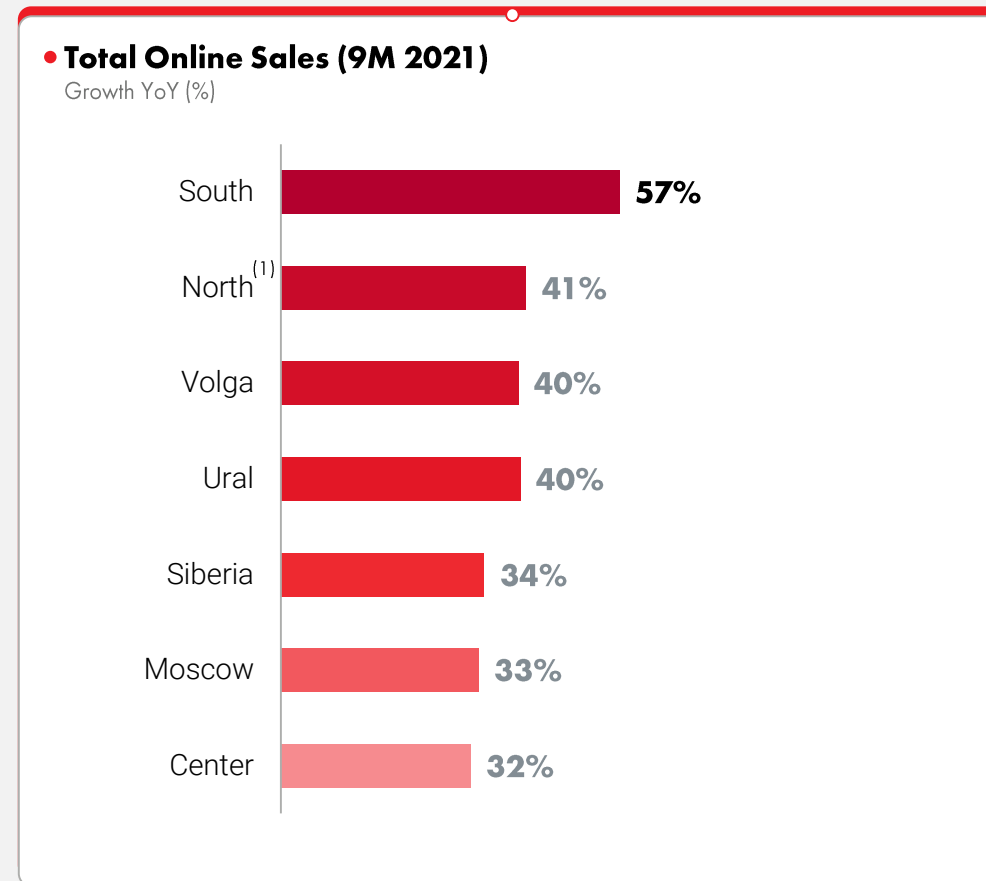
~0% In-store orders remain flat despite a very high base in 3Q 20



+3pp Growth in share of orders fulfilled using store infrastructure

+17% Growth of in-store orders

TOS DYNAMICS IN THE REGIONS CONTINUE TO OUTPACE THOSE OF MOSCOW AND THE CENTER



(1) Including St. Petersburg
Source: Company data

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