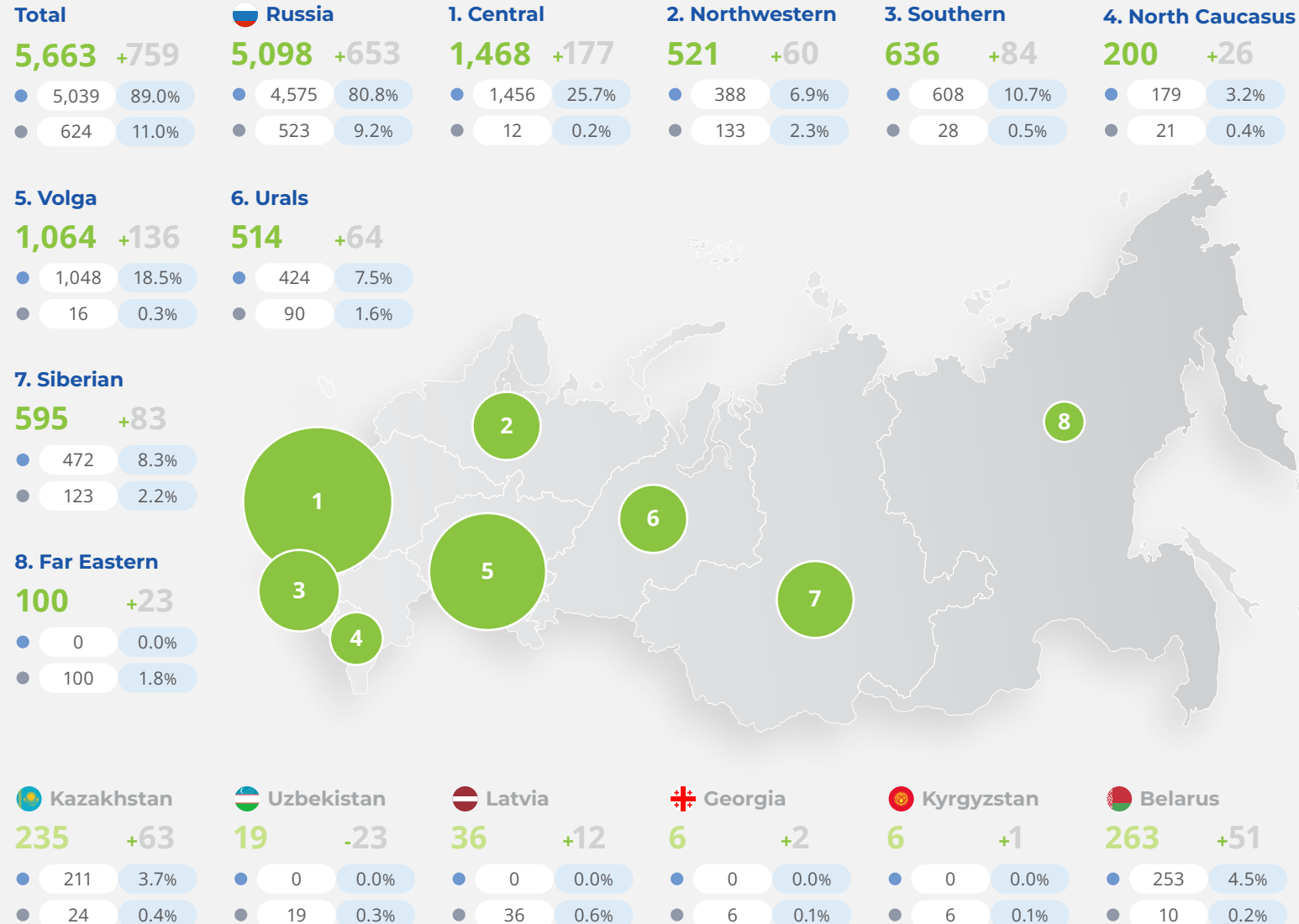


# Store Portfolio and Locations



## 293

Average total store size (sq.m)<sup>1</sup>

## 216

Average store selling space (sq.m)<sup>1</sup>

## 4.8

Average net investment (RUB million)<sup>2</sup>

## 7.2

Average IAS 17-based store EBITDA (RUB million)<sup>3</sup>

## ~2,000

SKUs

## 10

Average payback period (months)<sup>4</sup>

## 149

Average store-level ROIC (%)<sup>5</sup>

- <sup>1</sup> For Company-operated stores
- <sup>2</sup> Average net investment is the average capital expenditure required to open a new Russia-based Company-operated store, including IT equipment and intangible assets (e.g. software licences) (based on capital expenditures for stores opened in 2022)
- <sup>3</sup> Average IAS 17-based store EBITDA is calculated as store revenue less store level expenses associated with the cost of goods sold, transportation costs, shrinkage costs, staff costs, operating lease expenses, bank charges, security costs, maintenance costs, advertising expenses, utility expenses, and other operating expenses for the first full 12 calendar month period after opening (based on Company-operated Russian stores that were opened during 2021, were operating as of 31 December 2022 and repaid the average net investment [i.e. where the cumulative IAS 17-based store EBITDA since store opening exceeded RUB 4.8 million])
- <sup>4</sup> Average payback period is defined as the time period required for the cumulative IAS 17-based store EBITDA from a new Russia-based Company-operated store as per Note 3 above to cover the sum of average net investment, as per Note 2 above, expressed in months
- <sup>5</sup> Average store-level ROIC is defined as average IAS 17-based store EBITDA as per Note 3 above divided by average net investment, as per Note 2 above, expressed as a percentage

- Total number of stores
- Number of Company-operated stores
- Number of franchise stores
- % of total number of stores
- Net store openings, 2022