



# Business Model

## Undisputed No.1 position in the Russian variety value retail market

**>39,000**

of personnel, a highly experienced and consistent team

**~500**

suppliers, **c. 77%** of purchases sourced domestically

**5,663**

stores in Russia and neighbouring countries

**Best-in-class**

profitability and robust EBITDA

**10**

DCs infrastructure with total space of **343 thous. sq.m**

**A scalable store format**

with low CAPEX requirement

### Key pillars of our business success



Unique CVP



Agile sourcing



Efficient store management model



Strict cost control



Smart & streamlined logistics



Well-developed tech platform

### Stakeholder value creation

#### For our customers

Equal access to wide assortment boosting the quality of life of our customers, no matter where they live

#### For our personnel

- Career opportunities
- Talent development
- Safe and healthy work environment

#### For our shareholders

Commitment to transparent and responsible management and long-term value creation

#### For our partners

Opportunities for growth, scale and stability

#### For our communities

- Good corporate citizenship is part of DNA
- Reliable supply of essential products to all regions of operation