



## Total Addressable Market<sup>1</sup>

The total addressable market (TAM) consists of retail products that have a similar price and assortment to VVR products but are currently available through various retail channels. In 2022, the estimated volume of the addressable market was RUB 3.6 trillion, representing 8.4% of the total retail market in Russia. Non-food categories consistently made up more than half of the total addressable market.

The channel mix has also shifted in recent years, with neighbourhood and variety value stores gaining ground, while traditional trade has seen a decline in its market share.

### Diligent approach to TAM estimation for 2022<sup>2</sup>

#### 1. Total retail market

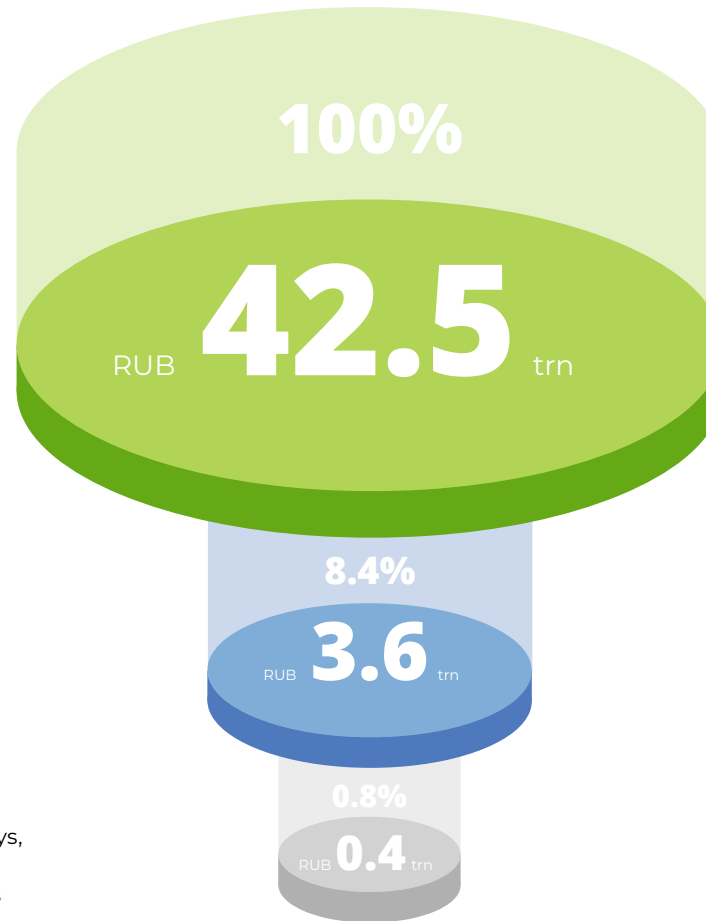
Total retail market including all channels, categories and regions (grocery and non-grocery segments)

#### 2. Total addressable market

Goods that are relevant for variety value retail in price terms taking into account the profile of variety value retail customers, with an assortment mix limited by average store space and relevant categories

#### 3. Variety value retail channel

Variety Value Retail channel covers stores that sell general merchandise, such as apparel, automotive supplies, dry goods, toys, hardware, home furnishings, and a selection of groceries usually at discounted prices, sometimes at one or more fixed price points



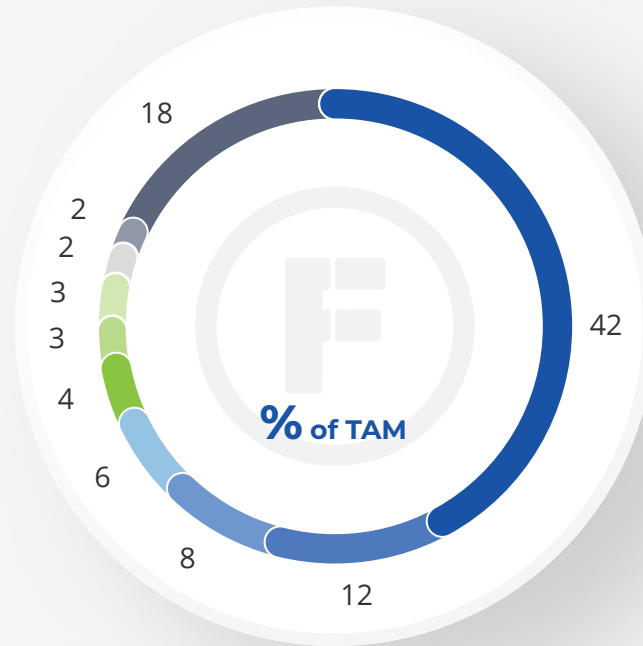
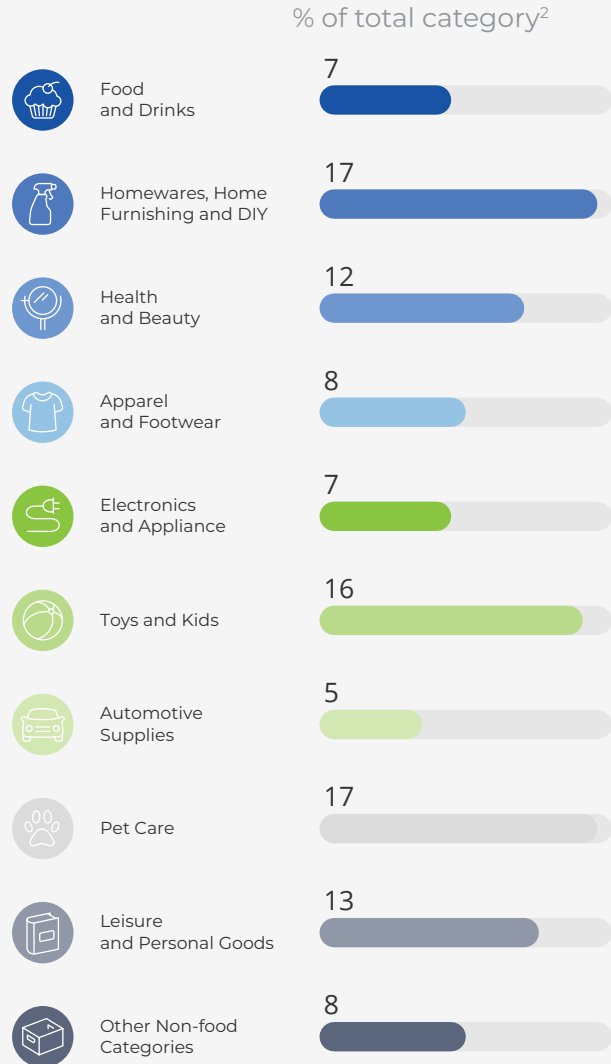
<sup>1</sup> All figures in this section are based on INFOline data unless otherwise noted

<sup>2</sup> Including VAT





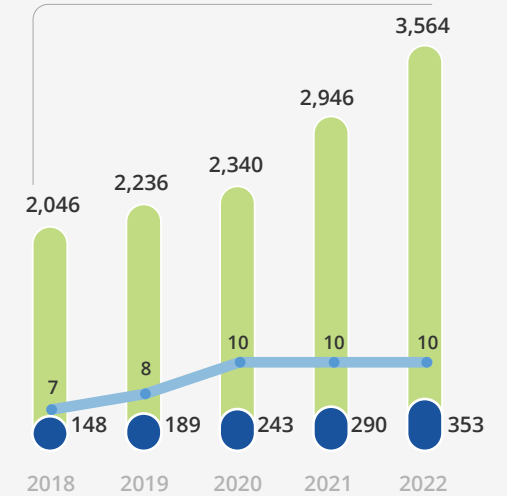
### TAM<sup>1</sup> relevant products across categories



### Sustainable growth of the TAM<sup>1</sup> and VVR<sup>3</sup> channel, RUB billion

CAGR 18-22

**+15% TAM**    **+24% VVR**



- Variety value retail channel
- Other channels
- % of VVR in TAM

The VVR channel's share in the target market is about 10%, and this format is projected to become one of the largest channels in terms of market share, while the traditional and fragmented trade will continue to decline.<sup>4</sup>

<sup>1</sup> Total addressable market  
<sup>2</sup> Calculated as Total Addressable Market for the specific category divided by the respective category value in the total retail market  
<sup>3</sup> Variety value retail channel  
<sup>4</sup> Source: INFOLine