



# Strategic Pillars

## Our Key Success Drivers



### The leader in a large and growing market

## Competitive Edge

Fix Price is the leader in the Russian variety value retail market with an approximately 90% market share.

We also consistently post one of the fastest organic growth rates globally compared to peers<sup>1</sup>

## Track Record

**16** years  
of business growth  
**~5,700** stores

**80**  
Russian regions of presence

**6** neighbouring countries

**~90%**  
market share in the variety value retail market in Russia



### A unique customer value proposition

Fix Price's policy is to be the price leader across our broad assortment, bringing significant savings to consumers compared to other offline and online retailers.

We provide remarkable value across a diverse, unique and ever-changing product range in an engaging treasure hunt-style shopping experience, helping customers live a better life

**60%**  
high NPS  
**~21.9** million  
registered loyalty cardholders

**56%**  
of retail sales in 2022 were generated by Fix Price loyalty cardholders

**~2/3**  
of retail sales are made up of general merchandise / changing assortment rotated up to 6 times a year



### Operational excellence

Fix Price's efficient business model is driven by lean decision making and a nimble management approach with a standardised store network, highly automated operations, centralised logistics and efficient procurement and sourcing

**A "one store" format: a consistent and uniform concept across the entire chain, with the same assortment and prices, and a similar look and feel**

**10**  
DCs including 6 owned and 4 leased centres

**~343,000** sq.m  
total DC space

**>500**  
local and international supplier base

**SAP ERP**  
on-premise backbone deployed since day one

<sup>1</sup> Based on information available in open access about publicly traded US and international dollar stores / value retailers, including Dollar General, Dollar Tree, Five Below, Grocery Outlet, Ollie's, B&M, Dino, and Dollarama



## Our Key Success Drivers



### Substantial growth potential

The total store potential for the Russian variety value retail market is estimated at approximately 15,600 stores<sup>1</sup> (including Fix Price stores), which is nearly 3.1x higher than the Company's current store network in Russia.

Outside of Russia, we target market capacity of approximately 3,000 stores<sup>1</sup> across Belarus and Kazakhstan for the respective VVR markets

## Competitive Edge

## Track Record

# 759

net store openings in 2022

# +21%

 CAGR

revenue growth  
in FY 2022 vs FY 2020

## Standardisation

across the store network enabling rapid  
and wide-reaching roll-out



### Best-in-class financial KPIs

We are one of the leading publicly traded variety value retailers globally by revenue growth and profitability<sup>2</sup>

# 19.5%

<sup>3</sup>

robust EBITDA margin

# 10

 months

average store payback period

# RUB 4.8

 million

average pre-opening CAPEX  
per store in 2022



### A top team with strong industry expertise

The Company benefits from founders and management with substantial prior experience at discount and non-food retailers, an entrepreneurial spirit that is fostered at all levels, and a flat corporate structure that empowers rapid and effective decision making

Top management with proven  
track record and low turnover

Governance policies  
developed in cooperation  
with an international law firm  
to ensure transparency and  
compliance with corporate  
governance and sustainability  
best practices

Targeted management  
incentives and KPIs, LTI aimed  
to achieve the strategic goals  
of the Company

<sup>1</sup> Source: INFOLine

<sup>2</sup> Based on information available in open access about publicly traded US and international dollar stores / value retailers, including Dollar General, Dollar Tree, Five Below, Grocery Outlet, Ollie's, B&M, Dino, and Dollarama

<sup>3</sup> For FY 2022 based on IFRS 16