

Business Model

Broadening our horizons

~42,000
employees

Highly experienced and qualified management team

6,414 stores

in Russia and neighbouring countries with a total selling space of

1,391,000 sq. m

Scalable store format with low CAPEX requirement

560 suppliers

13 DCs with a total area of **484,000** sq. m

A value proposition built on efficiency

No. 1

in the Russian variety value retail market

CUSTOMERS

~26 million registered loyalty cardholders in Russia
+18% y-o-y

PRODUCT MIX

71% of retail sales come from regularly rotated merchandise

REVENUE

Retail sales
RUB 259 billion
Wholesale sales
RUB 33 billion

Industry-leading margins

12.2% net profit margin (+452 bps y-o-y)

34.0% gross margin (+84 bps y-o-y)

Robust EBITDA performance

18.6% adjusted EBITDA margin

Caring for stakeholders

CUSTOMERS

63% NPS

We sell **~77%** of our goods for no more than **RUB 99**

EMPLOYEES

48% y-o-y increase

in financial support to employees

2,300 office employees underwent corporate and external training

SHAREHOLDERS

The Company's GDRs are listed on three exchanges: **LSE, MOEX, AIX**

Redomiciliation from Cyprus to Kazakhstan launched in 2023

Dividends ¹ of

RUB 9.84

per share/GDR approved in 2024

¹ Interim dividends for 2023 and 2024

PARTNERS

79% share

of Russian suppliers in procurement

150 franchise programme participants

LOCAL COMMUNITIES

300,000 people

covered by our awareness raising campaign to support VK's anti-cyberbullying day

+143 new localities²

+2 new countries of presence²

² In 2023