



Consolidated Statement of Comprehensive Income

	IFRS 16
In millions of Russian roubles	9M 2024
Revenue	227,190
Retail	204,290
Wholesale	22,900
Cost of sales	(151,217)
Gross profit	75,973
Gross profit margin, %	33.4%
Selling, general and administrative expenses	(54,073)
Other operating income	411
Share of profit of associates	24
Operating profit	22,335
Operating profit margin, %	9.8%
Interest income	3,142
Interest expense	(3,525)
Foreign exchange gain/(loss), net	(909)
Profit before tax	21,043
Income tax expense	(5,942)
Profit for the period	15,101
Net profit margin, %	6.6%



Consolidated Statement of Financial Position

IFRS 16

In millions of Russian roubles	30.09.2024
ASSETS	
Non-current assets	46,324
Property, plant and equipment	30,076
Investment property	338
Goodwill	227
Intangible assets	2,612
Capital advances	369
Right-of-use assets	12,675
Operating lease deposits	--
Long-term investments	--
Investment in associates	27
Current assets	102,071
Inventories	53,086
Right-of-use assets	2,563
Receivables and other current assets	3,644
Prepayments	1,661
Income tax prepaid	382
Value added tax receivable	1,009
Loans receivable	--
Cash and cash equivalents	39,726
TOTAL ASSETS	148,395
EQUITY AND LIABILITIES	
Equity	72,391
Share capital	1
Additional paid-in capital	154
Treasury shares	(207)
Retained earnings/(Deficit)	72,619
Currency translation reserve	(176)
Non-current liabilities	10,125
Loans and borrowings	4,947
Lease liabilities	4,859
Deferred tax liabilities	319
Current liabilities	65,879
Loans and borrowings	15,043
Lease liabilities	9,572
Payables and other financial liabilities	35,046
Advances received	395
Income tax payable	--
Tax liabilities, other than income taxes	2,921
Dividends payable	--
Accrued expenses	2,902
TOTAL LIABILITIES	76,004
TOTAL EQUITY AND LIABILITIES	148,395



Consolidated Statement of Cash Flows

IFRS 16

9M 2024

In millions of Russian roubles

CASH FROM OPERATING ACTIVITIES

Profit before tax for the period	21,043
Adjustments for:	--
Depreciation and amortisation	12,488
Write-offs of merchandise inventories relating to shrinkage and write-down to net realisable value	1,737
Loss on disposal of property, plant and equipment	--
Change in allowance for expected credit losses	(2)
Share of profit of associates	(24)
Interest income	(3,142)
Interest expense	3,525
Expenses arising from long-term incentive programme (LTIP expense*)	525
Foreign exchange (gain)/loss, net	909
Cash from operating activities before changes in working capital	37,059
(Increase)/Decrease in inventories	(6,856)
(Increase)/Decrease in receivables and other financial assets	(881)
(Increase)/Decrease in prepayments	(216)
(Increase)/Decrease in value added tax receivable	117
(Increase)/Decrease in operating lease deposits	--
Increase /(Decrease) in payables and other financial liabilities	(2,029)
Increase/(Decrease) in advances received	(322)
Increase/(Decrease) in tax liabilities, other than income taxes	(1,668)
Increase/(Decrease) in accrued expenses	931
Net cash flows generated from operations	26,135
Interest paid	(3,233)
Interest received	3,142
Income tax paid	(6,421)
Net cash flows from operating activities	19,623
CASH FLOWS FROM INVESTING ACTIVITIES	
Purchase of property, plant and equipment	(3,691)
Purchase of intangible assets	(762)
Proceeds from sale of property, plant and equipment	3
Acquisition of business, net of cash acquired	0
Dividends received from associates	56
Loans issued	--
Proceeds from repayment of loans issued	0
Net cash flows used in investing activities	(4,394)
CASH FLOWS FROM FINANCING ACTIVITIES	
Proceeds from loans and borrowings	17,600
Repayment of loans and borrowings	(12,600)
Lease payments	(9,235)
Dividends paid	(8,359)
Purchase of treasury shares	--
Net cash flows (used in)/from financing activities	(12,594)
Cash (used in)/from operating, investing and financing activities	2,635
Effect of exchange rate fluctuations on cash and cash equivalents	(252)
Net (decrease)/increase in cash and cash equivalents	2,383

Cash and cash equivalents at the beginning of the period	37,343
Cash and cash equivalents at the end of the period	39,726

*LTIP expense – expense, related to the long-term incentive programme (LTIP)



Selling, General and Administrative Expenses (SG&A)

In millions of Russian roubles	IFRS 16 9M 2024
SG&A BREAKOUT	
Staff costs	31,925
Bank charges	2,309
Rental expense	1,305
Security services	1,525
Advertising costs	832
Repair and maintenance costs	869
Utilities	751
Other expenses	1,544
Total SG&A (excl. D&A and LTIP expense)	41,060
LTIP expense*	525
Depreciation of right-of-use assets	9,429
Other depreciation and amortisation	3,059
Total SG&A	54,073

*LTIP expense – expense, related to the long-term incentive programme (LTIP)

In millions of Russian roubles	IFRS 16 9M 2024
Profit for the year	15,101
Adjusted for:	
Income tax expense	5,942
Interest expense	3,525
Interest income	(3,142)
Depreciation and amortisation expense	12,488
Foreign exchange loss / (gain)	909
EBITDA	34,823
EBITDA margin, %	15.3%
LTIP expense*	525
Adjusted EBITDA	35,348
Adjusted EBITDA margin, %	15.6%
Rental expense	(10,606)
Utilities	(179)
Adjusted EBITDA IAS 17	24,563
Adjusted EBITDA IAS 17 margin, %	10.8%
LTIP expense*	(525)
EBITDA IAS 17	24,038
EBITDA IAS 17 margin, %	10.6%

*LTIP expense – expense, related to the long-term incentive programme (LTIP)

	IFRS 16
In millions of Russian roubles	30.09.2024
Current loans and borrowings	15,043
Non-current loans and borrowings	4,947
Current lease liabilities	9,572
Non-current lease liabilities	4,859
Cash and cash equivalents	(39,726)
(Net cash)/net debt	(5,305)
Dividends payable	--
Adjusted (net cash)/net debt	(5,305)
Adjusted (net cash)/net debt to EBITDA (IFRS 16)	(0,1)x
Current lease liabilities	(9,572)
Non-current lease liabilities	(4,859)
IAS 17-based adjusted (net cash)/net debt	(19,736)
IAS 17-based adjusted (net cash)/net debt to EBITDA	(0,5)x



Stores and Selling Space

30.09.2024

NUMBER OF STORES

Total number of stores	6,891
Company-operated stores	6,157
Franchise stores	734

SELLING SPACE (TH. SQ. M.)

Total selling space of Company-operated and franchise stores	1,493
Company-operated stores	1,329
Franchise stores	163

Number of stores 30.09.2024

RUSSIA (SPLIT BY FEDERAL DISTRICT)

Company-operated stores	5,552
Central	1,768
North-West	443
South	737
North Caucasian	206
Volga	1,255
Urals	516
Siberia	627
Far East	--

Franchise stores	616
Central	12
North-West	156
South	26
North Caucasian	22
Volga	16
Urals	118
Siberia	139
Far East	127

Russia total 6,168

OTHER COUNTRIES

Company-operated stores	605
Belarus	310
Kazakhstan	295
Latvia	--
Georgia	--
Kyrgyzstan	--
Uzbekistan	--
Mongolia	--
Armenia	--
UAE	--

Franchise stores	118
Belarus	10
Kazakhstan	17
Latvia	43
Georgia	7
Kyrgyzstan	6
Uzbekistan	24
Mongolia	4
Armenia	5
UAE	2

Other countries total 723

TOTAL NUMBER OF STORES	6,891
Company-operated stores	6,157
Franchise stores	734

Development of Company-operated stores		Q3 2024
Gross openings, incl. buy-outs		197
Closures		38
Net openings, incl. buy-outs		159

Net openings of Company-operated and franchised stores		Q3 2024
--	--	---------

RUSSIA (SPLIT BY FEDERAL DISTRICT)	
Central	52
North-West	4
South	10
North Caucasian	3
Volga	31
Urals	14
Siberia	29
Far East	4
UAE	--

Russia total	147
---------------------	------------

OTHER COUNTRIES

Belarus	11
Kazakhstan	8
Latvia	(2)
Georgia	--
Kyrgyzstan	1
Uzbekistan	1
Mongolia	--
Armenia	1
UAE	2

Other countries total	22
------------------------------	-----------

TOTAL NUMBER OF NET OPENINGS OF COMPANY-OPERATED STORES	169
--	------------



Like-for-Like Metrics

% change, year-on-year	Q3 2024
Like-for-like sales	0.1%
Like-for-like traffic	(3.1)%
Like-for-like average ticket	3.2%