



## LENTA REPORTS TOTAL SALES GROWTH OF 50.4% AND 8.0% EBITDA MARGIN IN Q4'23

**21 March 2024**  
**St. Petersburg,**  
**Russia**

Lenta IPJSC (MOEX: LENT), one of the largest multi-format retail chains in Russia, today announces its financial results for the fourth quarter and audited financial results for full year of 2023.

### Q4 2023 Highlights<sup>1,2</sup>

- Total Sales increased by 50.4% y-o-y to RUB 222.8 billion
- Retail Sales reached RUB 219.9 billion, representing 50.8% y-o-y growth
- Gross Profit was RUB 49.8 billion, increased by 58.6%. Gross Margin increased by 116 bps and stood at 22.4%
- SG&A expenses decreased as a percent of Sales by 7 bps thanks to lower advertising costs, professional fees, and store operations costs
- EBITDA was RUB 17.9 billion, increase of 84.7%. EBITDA Margin increased by 149 bps and stood at 8.0%

### FY 2023 Highlights<sup>1,2</sup>

- Lenta and Monetka FY 2023 unconsolidated total revenue was RUB 767 billion.
- Total Sales increased by 14.6% y-o-y to RUB 615.9 billion
- Retail Sales reached RUB 604.7 billion, representing 14.0% y-o-y growth
- Gross Profit was RUB 129.3 billion, an increase of 7.1%. Gross Margin declined by 147 bps and stood at 21.0%
- SG&A expenses decreased as a percent of Sales by 111 bps thanks to lower store operations expenses, payroll and related taxes, and advertising expenses
- EBITDA was RUB 33.6 billion with an 5.5% EBITDA Margin
- CapEx stood at RUB 11.1 billion, up 2.2% y-o-y
- As of 31 December 2023, the Net Debt to EBITDA ratio was 2.8x vs. 1.6x as of 31 December 2022

1. Including Monetka's results starting from 2 October 2023  
2. Please note that all Financial Highlights are based upon pre-IFRS 16 figures

**Vladimir  
Sorokin,**  
Chief Executive  
Officer



In 2023, an anniversary year for us, we diligently pursued our key development objectives: improving LFL performance, bolstering margins, developing our formats, and expanding our network. Through the concerted efforts of our team and the implementation of effective strategies, we achieved substantial progress across these fronts. Specifically, in the fourth quarter, we saw a notable improvement in the LFL performance of all our formats, Group revenue increased by 50% year-on-year. Moreover, our EBITDA margin reached a commendable 8.0%, reflecting the efficacy of our operational initiatives.

During the reporting period, we completed a pivotal deal by acquiring Monetka, well-established player in the convenience store segment since 2001. With over two thousand stores located in the Urals and Western Siberia, along with a loyal customer base, a strong brand, and a highly skilled workforce. Monetka's successful business model in conjunction with its excellent operating and financial performance will serve as a solid foundation for organic expansion and for consolidating the Group's leading position in the convenience store segment.

Looking ahead to 2024, we are poised to open a minimum of 500 new stores, primarily in convenience format. This expansion plan aligns with our strategic vision and is expected to be executed with capital expenditures capped at no more than 5% of revenue.

I am proud to say that our efforts to enhance the customer experience and optimize our formats' operating models are yielding the significant results. Despite market-related structural challenges, in the fourth quarter, we were able to reverse the downward trend and achieve double-digit growth in LFL sales at our hypermarkets, supermarkets, and convenience stores, with increases of 12.1%, 22.0%, and 10.8%, respectively. Our online revenue surged by 58% year-on-year thanks to the successful development of our own channel and our online partnerships. We have also seen a positive trend in Group sales since the beginning of this year.

When it comes to our hypermarkets, we are steadfast on our commitment to offering everyday low prices on a diverse assortment while strengthening the unique nature of our value proposition by expanding in-house production, our private labels, and direct imports. In our supermarkets, we are focused on establishing ourselves as a provider of affordable prices, elevating service standards, and enhancing in-house production capabilities. Notably, Super Lenta's Net Promoter Score (NPS) increased by 14 percentage points last year, outperforming single-format peers nationwide.

We also remain focused on improving our operational efficiency and financial discipline, which has already yielded notable results. For example, we are constantly looking for ways to reduce the number of redundant operations at our stores and warehouses, integrating automated personnel scheduling systems, reducing inventories and ramping up the collection of recyclable materials. These measures along with the consolidation of Monetka and the effect of operating leverage alongside increased LFL sales drove a strong Group EBITDA margin of 8.0% in Q4 2023. In the reporting period, we also improved working capital turnover thanks to better planning and assortment management. As a result, Lenta's operating cash flow increased by 73% year-over-year in full year 2023.

I would like to thank our entire team throughout the Group for their dedicated work and excellent performance. This year, we will continue to work on our strategic priorities to 2025: integrating and expanding Monetka, improving the operating models of our formats and online channels, as well as improving the customer value proposition.



## Q4 & FY 2023 FINANCIAL HIGHLIGHTS, pre-IFRS 16

### Key Financial Results, pre-IFRS 16

RUB million	Q4'23	Q4'22	Change	FY'23	FY'22	Change
<b>Total Sales</b>	<b>222,782</b>	<b>148,157</b>	<b>50.4%</b>	<b>615,923</b>	<b>537,401</b>	<b>14.6%</b>
<b>Gross Profit</b>	<b>49,809</b>	<b>31,400</b>	<b>58.6%</b>	<b>129,297</b>	<b>120,739</b>	<b>7.1%</b>
<i>Gross Margin (%)</i>	<i>22.4%</i>	<i>21.2%</i>	<i>116 bps</i>	<i>21.0%</i>	<i>22.5%</i>	<i>-147 bps</i>
<b>SG&amp;A</b>	<b>-41,301</b>	<b>-27,565</b>	<b>49.8%</b>	<b>-122,660</b>	<b>-112,987</b>	<b>8.6%</b>
<i>SG&amp;A as % of Total Sales</i>	<i>-18.5%</i>	<i>-18.6%</i>	<i>7 bps</i>	<i>-19.9%</i>	<i>-21.0%</i>	<i>111 bps</i>
<b>EBITDAR</b>	<b>23,073</b>	<b>12,868</b>	<b>79.3%</b>	<b>47,575</b>	<b>44,681</b>	<b>6.5%</b>
<i>EBITDAR Margin</i>	<i>10.4%</i>	<i>8.7%</i>	<i>167 bps</i>	<i>7.7%</i>	<i>8.3%</i>	<i>-59 bps</i>
<i>Rent as % of Total Sales</i>	<i>-2.3%</i>	<i>-2.1%</i>	<i>-18 bps</i>	<i>-2.3%</i>	<i>-2.2%</i>	<i>-3 bps</i>
<b>EBITDA</b>	<b>17,891</b>	<b>9,684</b>	<b>84.7%</b>	<b>33,571</b>	<b>32,638</b>	<b>2.9%</b>
<i>EBITDA Margin</i>	<i>8.0%</i>	<i>6.5%</i>	<i>149 bps</i>	<i>5.5%</i>	<i>6.1%</i>	<i>-62 bps</i>
<b>Operating Profit before impairment</b>	<b>11,304</b>	<b>4,810</b>	<b>135.0%</b>	<b>13,889</b>	<b>14,404</b>	<b>-3.6%</b>
<i>Operating Profit Margin before impairment</i>	<i>5.1%</i>	<i>3.2%</i>	<i>183 bps</i>	<i>2.3%</i>	<i>2.7%</i>	<i>-43 bps</i>
<i>(Impairment) / Reversal of impairment</i>	<i>-6,614</i>	<i>-2,322</i>	<i>184.8%</i>	<i>-6,908</i>	<i>-2,322</i>	<i>197.5%</i>
<b>Operating Profit</b>	<b>4,689</b>	<b>2,488</b>	<b>88.5%</b>	<b>6,981</b>	<b>12,082</b>	<b>-42.2%</b>
<i>Operating Profit Margin</i>	<i>2.1%</i>	<i>1.7%</i>	<i>43 bps</i>	<i>1.1%</i>	<i>2.2%</i>	<i>-111 bps</i>
Net Interest Expense	-2,777	-1,284	116.3%	-6,642	-4,924	34.9%
Net FX gain / (loss)	22	-265	-	-270	-52	419.2%
Profit / (Loss) before Income Tax	1,934	939	106.0%	-69	7,106	-
<b>Net Income / (Loss)</b>	<b>317</b>	<b>207</b>	<b>53.1%</b>	<b>-1,829</b>	<b>4,850</b>	<b>-</b>
<i>Net Income Margin</i>	<i>0.1%</i>	<i>0.1%</i>	<i>-</i>	<i>-0.3%</i>	<i>0.9%</i>	<i>-120 bps</i>

For Q4 & FY 2023 financial highlights prepared in accordance with IFRS 16, please refer to Appendix 1

In Q4 2022, Total Sales surged by 50.4% to RUB 222.8 billion, while Lenta's Retail Sales in Q4 2023 increased by 50.8% to RUB 219.9 billion, compared to RUB 145.8 billion in Q4 2022. This growth was driven by 30.0% expansion in Total Selling Space following the acquisition of Monetka, further amplified by LFL Sales growth of 13.3%.

# 58.6%

Q4'23 Gross Profit,  
y-o-y

In Q4 2023, Gross Profit (pre-IFRS 16) increased by 58.6% year-over-year to RUB 49.8 billion. Gross Margin expanded by 116 bps to 22.4%. This increase in Gross Margin was mainly fueled by the consolidation of Monetka, which was complemented by significant improvement in Supermarkets' profitability.

# 8.0%

Q4'23  
EBITDA Margin

The increase in Gross Profit coupled with a reduction in Total SG&A as percentage of Sales led to a 84.7% increase in EBITDA (pre-IFRS 16) year-over-year. In Q4 2022, Lenta's EBITDA Margin stood at 8.0%. EBITDA Margin increased by 149 bps compared to the previous year, driven by the growth of Gross Margin supported by the decrease in SG&A as a percentage of Total Sales resulting from lower advertising costs, professional fees, and store operations expenses.

In FY 2023 Total Sales increased by 14.6% to RUB 615.9 billion. Lenta's Retail Sales in FY 2023 increased by 14.0% year-over-year, driven by a 30.0% Total Selling Space growth resulting from the acquisition of Monetka, further buoyed by 4.6% growth in LFL Sales.

In FY 2023, Gross Profit (pre-IFRS 16) increased by 7.1% year-over-year to RUB 129.3 billion following Total Sales growth which was partially offset by Gross Margin decline. Gross Margin decreased by 147 bps to 21.0% primarily as a result of price reductions to match competitors, the sell-off of excess inventories to optimize the assortment, closures of inefficient small-format stores accompanied by inventory clearance sales.

FY 2023 EBITDA reached RUB 33.6 billion, marking a 2.9% year-over-year increase. Lenta's EBITDA Margin for FY 2023 stood at 5.5%. EBITDA Margin declined by 62 bps compared to the previous year, primarily due to the decline in Gross Margin, partially offset by lower SG&A as a percentage of Sales.

## Selling, General, and Administrative (SG&A) expenses, pre-IFRS 16

RUB million	Q4'23	Q4'22	Change	FY'23	FY'22	Change
<b>Payroll and related taxes</b>	<b>16,431</b>	<b>9,391</b>	<b>75.0%</b>	<b>48,193</b>	<b>44,169</b>	<b>9.1%</b>
<i>as a % of Total Sales</i>	<i>7.4%</i>	<i>6.3%</i>	<i>104 bps</i>	<i>7.8%</i>	<i>8.2%</i>	<i>-39 bps</i>
<b>Depreciation and Amortization (D&amp;A)</b>	<b>6,588</b>	<b>4,874</b>	<b>35.2%</b>	<b>19,682</b>	<b>18,234</b>	<b>7.9%</b>
<i>as a % of Total Sales</i>	<i>3.0%</i>	<i>3.3%</i>	<i>-33 bps</i>	<i>3.2%</i>	<i>3.4%</i>	<i>-20 bps</i>
<b>Lease Expenses</b>	<b>5,182</b>	<b>3,184</b>	<b>62.8%</b>	<b>14,004</b>	<b>12,043</b>	<b>16.3%</b>
<i>as a % of Total Sales</i>	<i>2.3%</i>	<i>2.1%</i>	<i>18 bps</i>	<i>2.3%</i>	<i>2.2%</i>	<i>3 bps</i>
<b>Utilities</b>	<b>2,576</b>	<b>1,206</b>	<b>113.6%</b>	<b>7,393</b>	<b>6,053</b>	<b>22.1%</b>
<i>as a % of Total Sales</i>	<i>1.2%</i>	<i>0.8%</i>	<i>34 bps</i>	<i>1.2%</i>	<i>1.1%</i>	<i>7 bps</i>
<b>Store Operations</b>	<b>2,709</b>	<b>2,665</b>	<b>1.7%</b>	<b>10,142</b>	<b>11,218</b>	<b>-9.6%</b>
<i>as a % of Total Sales</i>	<i>1.2%</i>	<i>1.8%</i>	<i>-58 bps</i>	<i>1.6%</i>	<i>2.1%</i>	<i>-44 bps</i>
<b>Professional Fees</b>	<b>1,954</b>	<b>1,774</b>	<b>10.1%</b>	<b>6,066</b>	<b>5,994</b>	<b>1.2%</b>
<i>as a % of Total Sales</i>	<i>0.9%</i>	<i>1.2%</i>	<i>-32 bps</i>	<i>1.0%</i>	<i>1.1%</i>	<i>-13 bps</i>
<b>Advertising</b>	<b>2,187</b>	<b>2,693</b>	<b>-18.8%</b>	<b>7,917</b>	<b>8,031</b>	<b>-1.4%</b>
<i>as a % of Total Sales</i>	<i>1.0%</i>	<i>1.8%</i>	<i>-84 bps</i>	<i>1.3%</i>	<i>1.5%</i>	<i>-21 bps</i>
<b>Other</b>	<b>3,674</b>	<b>1,778</b>	<b>106.6%</b>	<b>9,263</b>	<b>7,245</b>	<b>27.9%</b>
<i>as a % of Total Sales</i>	<i>1.6%</i>	<i>1.2%</i>	<i>45 bps</i>	<i>1.5%</i>	<i>1.3%</i>	<i>16 bps</i>
<b>Total SG&amp;A</b>	<b>41,301</b>	<b>27,565</b>	<b>49.8%</b>	<b>122,660</b>	<b>112,987</b>	<b>8.6%</b>
<i>as a % of Total Sales</i>	<i>18.5%</i>	<i>18.6%</i>	<i>-7 bps</i>	<i>19.9%</i>	<i>21.0%</i>	<i>-111 bps</i>
<b>SG&amp;A excluding D&amp;A</b>	<b>34,713</b>	<b>22,691</b>	<b>53.0%</b>	<b>102,978</b>	<b>94,753</b>	<b>8.7%</b>
<i>as a % of Total Sales</i>	<i>15.6%</i>	<i>15.3%</i>	<i>27 bps</i>	<i>16.7%</i>	<i>17.6%</i>	<i>-91 bps</i>

For Q4 & FY 2023 SG&A expenses in accordance with IFRS 16, please refer to Appendix 1

# -7 bps

Q4'23 Total SG&A as  
% of Sales, y-o-y

In Q4 2023, Total Selling, General, and Administrative expenses (pre-IFRS 16) increased by 49.8% year-over-year to RUB 41.3 billion primarily driven by Monetka acquisition. Meanwhile, SG&A as a percentage of Total Sales decreased by 7 bps to 18.5%. This dynamics was mainly driven by reductions in advertising costs, professional fees, and store operations costs.

In 2023, Lenta faced intensified competition for employees, prompting the Company to implement salary increases to remain competitive in the job market. In Q4 2023, Payroll expenses increase by 75.0% year-over-year as a result of Monetka consolidation and implemented salary increase, while personnel expenses as a percentage of Total Sales increased by 104 bps.

In Q4'23, D&A increased by 35.2%, mainly due to the acquisition of Monetka's distribution centers, while D&A as a percentage of Total Sales decreased by 33 bps. Lease expenses as a percentage of Total Sales rose by 18 bps, attributed to an increase in the share of rented selling space following the Monetka acquisition, which reached 50.1% in Q4'23 compared with 35.1% in the previous year.

Store Operations as percentage of Total Sales decreased by 58 bps year-over-year, driven by declines in cleaning costs, repairs and maintenance, and security costs by 29 bps, 15 bps, and 14 bps, respectively.

Advertising costs during Q4 2022 were down 18.8% year-over-year, mainly driven by significantly lower advertising expenses in Supermarkets following the introduction of new CVP.

# -111 bps

FY'23 Total SG&A as  
% of Sales, y-o-y

In FY 2023, Total Selling, General and Administrative expenses (pre-IFRS) increased by 8.6% to RUB 122.7 billion. SG&A as a percentage of Total Sales decreased by 111 bps mainly driven by 44 bps decrease store operations costs, 39 bps decline in Payroll and related taxes, and 21 bps drop in Advertising.

## Cash Flow Statement, pre-IFRS 16

RUB million	Q4'23	Q4'22	Change	FY'23	FY'22	Change
<b>Profit before income tax</b>	<b>1,934</b>	<b>939</b>	<b>106.0%</b>	<b>69</b>	<b>7,106</b>	<b>-99.0%</b>
Net adjustments for loss on disposal of assets, impairment, depreciation & amortization, and other	16,077	8,251	94.8%	34,168	25,445	34.3%
Movements in Working Capital	19,329	12,272	57.5%	16,650	-2,834	-
<b>Cash generated from Operating Activities</b>	<b>37,340</b>	<b>21,462</b>	<b>74.0%</b>	<b>50,887</b>	<b>29,717</b>	<b>71.2%</b>
Net Interest & Income Taxes Paid	-4,354	-2,532	72.0%	-9,209	-9,511	-3.2%
<b>Net Cash generated from Operating Activities</b>	<b>32,986</b>	<b>18,930</b>	<b>74.3%</b>	<b>41,678</b>	<b>20,206</b>	<b>106.3%</b>
Net cash used in Investing Activities	-78,863	-8,246	856.4%	-84,638	-17,290	389.5%
Net cash (used in) / generated from financing activities	-20	-5,017	-99.6%	58,449	-7,068	-
Effect of exchange rates on cash and cash equivalents	4	51	-92.2%	8	-155	-
<b>Net (Decrease) / Increase in Cash &amp; Cash Equivalents</b>	<b>-45,893</b>	<b>5,718</b>	<b>-</b>	<b>15,497</b>	<b>-4,307</b>	<b>-</b>

For the Q4 & FY 2023 cash flow statement prepared in accordance with IFRS 16, please refer to Appendix 1

Capital Expenditures in Q4 2023 amounted to RUB 5.5 billion, and marking an increase of 200% year-over-year. These expenditures were primarily allocated to the openings of new Monetka stores and conversion of Mini Lenta stores to Monetka format.

The Company's Profit before Income Tax for Q4 2023 was RUB 1.9 billion, compared to RUB 0.9 billion in Q4 2022. The increase was mainly the result of a 135.0% year-over-year growth of Operating Profit before Impairment, which was partially offset by significant impairment of Utkonos's assets, as well as a goodwill acquired as part of Billa transaction.

In Q4 2023, Net Cash generated from Operating Activities (pre-IFRS 16) amounted to RUB 33.0 billion, compared to RUB 18.9 billion in the previous year. This growth was attributable to increased Operating Profit before impairment, supported by a higher positive movement of Working Capital.

Net Cash used in Investing Activities was 78.9 billion compared to 8.2 billion for the same period of the previous year and primarily related to the acquisition of Monetka.

In Q4 2023, Net Cash used in Financing Activities amounted to RUB 0.02 billion, compared to RUB 5.0 billion in Q4 2022.

Free Cash Flow for Q4 2023 was negative RUB 45.9 billion, compared to positive RUB 10.7 billion in Q4 2022, mainly due to higher Net Cash used in Investing Activities.

For FY 2023, Capital Expenditures amounted to RUB 11.1 billion, representing a 2.2% year-over-year increase. These expenditures were primarily associated with the openings of new Monetka convenience store, conversion of Mini Lenta stores to Monetka format, and IT-systems development.

Free Cash Flow for FY 2023 was negative RUB 43.0 billion, compared with positive RUB 2.9 billion in the previous year, mainly due to a significant increase in Net Cash used in Investing Activities, partially offset by the higher in Net Cash generated from Operating Activities.

## Debt Position and Leverage

RUB million	IFRS 16		IAS 17	
	31-Dec-23	31-Dec-22	31-Dec-23	31-Dec-22
<b>Gross Debt</b>	<b>217,225</b>	<b>134,273</b>	<b>139,922</b>	<b>81,123</b>
Long-term Debt	97,503	26,968	97,503	26,968
Short-term Debt	42,419	54,155	42,419	54,155
Lease Liabilities (IFRS 16)	77,303	53,150	-	-
<b>Cash &amp; Cash Equivalents</b>	<b>44,516</b>	<b>29,020</b>	<b>44,516</b>	<b>29,020</b>
<b>Net Debt</b>	<b>172,709</b>	<b>105,253</b>	<b>95,406</b>	<b>52,103</b>
<b>Net Debt / EBITDA (LTM) ratio</b>	<b>-</b>	<b>-</b>	<b>2.8</b>	<b>1.6</b>

# 2.8x

Net Debt / EBITDA  
pre-IFRS 16 (LTM),  
as of 31 December 2023

Lenta's cash position at the end of Q4 2023 was RUB 44.5 billion. Gross Debt increased by 72.5% compared to 31 December 2022 and stood at RUB 139.9 billion as of 31 December 2023. Net Debt (pre-IFRS 16) increased by RUB 43.3 billion compared to year-end 2022 and stood at RUB 95.4 billion.

All the Company's debt has fixed interest rates and is fully ruble-denominated, matching its revenue structure. The LTM weighted average effective interest rate for Lenta's debt portfolio for the period ended 31 December 2023 was 9.5%, compared to 7.7% for the twelve-month period ended 31 December 2022.

Lenta's Net Debt to EBITDA ratio was 2.8x as of 31 December 2023 vs. 1.6x as of 31 December 2022.

## FY 2024 Guidance

# +500 stores

on a gross basis

Lenta expects it will add at least 500 stores in 2024. This figure reflects the Company's decision to focus on expansion in convenience format. In 2023, Lenta will continue to look for attractive growth opportunities and expansion in existing and new formats, as well as further development of our online business.

Capex

# up to 5% of Sales

Lenta plans to invest up to 5% of its Sales in Capital Expenditures in 2024. Lenta plans to invest into organic expansion and required infrastructure to support the development of convenience format. Capital spending in 2024 will also include investments into IT & digitalization projects, as well as repair and maintenance expenses.



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## About Lenta

Lenta (MOEX: LENT) is a leading multi-format food and FMCG retailer in Russia. The Company operates hypermarkets, supermarkets, and convenience stores. In October 2023, Lenta acquired Monetka, one of Russia's top ten retail chains. Lenta offers its customers online shopping options using its Lenta Online services, Online Partners, and Utkonos platforms. Lenta is Russia's largest hypermarket chain and fourth largest food retailer by revenues. The Company was founded back in 1993 in St Petersburg. As at 31 December 2023, Lenta operated 261 hypermarkets, 246 supermarkets, and 2,312 Convenience stores with a total selling space of over 2.32 million sq m in more than 650 cities and towns across Russia. The average Lenta hypermarket has approximately 5,500 sq m of selling space, the average Lenta supermarket has 860 sq m, and Convenience stores feature an average selling space of 320 sq m. The Company operates 19 distribution centres all over Russia. Lenta generated revenues of RUB 616 billion (around USD 8.8 billion) in 2023.

## Forward-Looking Statements

This announcement includes statements that are, or may be deemed to be, "forward-looking statements." These forward-looking statements can be identified by the fact that they do not only relate to historical or current events. Forward-looking statements often use words such as "anticipate," "target," "expect," "estimate," "intend," "expected," "plan," "goal," "believe," or other words of similar meaning. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances, a number of which are beyond Lenta's control. As a result, actual future results may differ materially from the plans, goals, and expectations set out in these forward-looking statements. Any forward-looking statements made by or on behalf of Lenta speak only as of the date of this announcement. Except as required by any applicable laws or regulations, Lenta undertakes no obligation publicly to release the results of any revisions to any forward-looking statements in this document that may occur due to any change in its expectations or to reflect events or circumstances after the date of this document.

## Q4 & FY 2022 FINANCIAL HIGHLIGHTS, IFRS 16

### Key Financial Results, IFRS 16

RUB million	Q4'23	Q4'22	Change	FY'23	FY'22	Change
<b>Total Sales</b>	<b>222,782</b>	<b>148,157</b>	<b>50.4%</b>	<b>615,923</b>	<b>537,401</b>	<b>14.6%</b>
<b>Gross Profit</b>	<b>49,875</b>	<b>31,503</b>	<b>58.3%</b>	<b>129,644</b>	<b>121,204</b>	<b>7.0%</b>
<i>Gross Margin (%)</i>	<i>22.4%</i>	<i>21.3%</i>	<i>112 bps</i>	<i>21.0%</i>	<i>22.6%</i>	<i>-151 bps</i>
<b>SG&amp;A</b>	<b>-39,778</b>	<b>-26,636</b>	<b>49.3%</b>	<b>-118,766</b>	<b>-110,264</b>	<b>7.7%</b>
<i>SG&amp;A as % of Total Sales</i>	<i>-17.9%</i>	<i>-18.0%</i>	<i>12 bps</i>	<i>-19.3%</i>	<i>-20.5%</i>	<i>124 bps</i>
<b>EBITDAR</b>	<b>23,441</b>	<b>13,046</b>	<b>79.7%</b>	<b>49,126</b>	<b>45,289</b>	<b>8.5%</b>
<i>EBITDAR Margin</i>	<i>10.5%</i>	<i>8.8%</i>	<i>172 bps</i>	<i>8.0%</i>	<i>8.4%</i>	<i>-45 bps</i>
<i>Rent as % of Total Sales</i>	<i>-0.3%</i>	<i>-0.2%</i>	<i>-7 bps</i>	<i>-0.3%</i>	<i>-0.3%</i>	<i>3 bps</i>
<b>EBITDA</b>	<b>22,756</b>	<b>12,688</b>	<b>79.4%</b>	<b>47,421</b>	<b>43,665</b>	<b>8.6%</b>
<i>EBITDA Margin</i>	<i>10.2%</i>	<i>8.6%</i>	<i>165 bps</i>	<i>7.7%</i>	<i>8.1%</i>	<i>-43 bps</i>
<b>Operating Profit before impairment</b>	<b>13,194</b>	<b>5,917</b>	<b>123.0%</b>	<b>19,334</b>	<b>17,735</b>	<b>9.0%</b>
<i>Operating Profit Margin before impairment</i>	<i>5.9%</i>	<i>4.0%</i>	<i>193 bps</i>	<i>3.1%</i>	<i>3.3%</i>	<i>-16 bps</i>
(Impairment) / Reversal of impairment	-6,736	-2,322	190.1%	-7,030	-2,322	202.8%
<b>Operating Profit</b>	<b>6,458</b>	<b>3,594</b>	<b>79.7%</b>	<b>12,304</b>	<b>15,412</b>	<b>-20.2%</b>
<i>Operating Profit Margin</i>	<i>2.9%</i>	<i>2.4%</i>	<i>47 bps</i>	<i>2.0%</i>	<i>2.9%</i>	<i>-87 bps</i>
Net Interest Expense	-4,903	-2,619	87.2%	-12,484	-10,017	24.6%
Net FX gain / (loss)	234	-660	-	-751	162	-
Profit / (Loss) before Income Tax	1,789	315	467.9%	-931	5,557	-116.8%
<b>Net Income / (Net Loss)</b>	<b>201</b>	<b>-292</b>	<b>-</b>	<b>-2,629</b>	<b>3,611</b>	<b>-</b>
<i>Net Income Margin</i>	<i>0.1%</i>	<i>-0.2%</i>	<i>29 bps</i>	<i>-0.4%</i>	<i>0.7%</i>	<i>-110 bps</i>

### Selling, General, and Administrative (SG&A) expenses, IFRS 16

RUB million	Q4'23	Q4'22	Change	FY'23	FY'22	Change
<b>Payroll and related taxes</b>	<b>16,431</b>	<b>9,391</b>	<b>75.0%</b>	<b>48,193</b>	<b>44,169</b>	<b>9.1%</b>
<i>as a % of Total Sales</i>	<i>7.4%</i>	<i>6.3%</i>	<i>104 bps</i>	<i>7.8%</i>	<i>8.2%</i>	<i>-39 bps</i>
<b>Depreciation and Amortization (D&amp;A)</b>	<b>9,562</b>	<b>6,771</b>	<b>41.2%</b>	<b>28,087</b>	<b>25,930</b>	<b>8.3%</b>
<i>as a % of Total Sales</i>	<i>4.3%</i>	<i>4.6%</i>	<i>-28 bps</i>	<i>4.6%</i>	<i>4.8%</i>	<i>-26 bps</i>
<b>Lease Expenses</b>	<b>685</b>	<b>358</b>	<b>91.3%</b>	<b>1,705</b>	<b>1,624</b>	<b>5.0%</b>
<i>as a % of Total Sales</i>	<i>0.3%</i>	<i>0.2%</i>	<i>7 bps</i>	<i>0.3%</i>	<i>0.3%</i>	<i>-3 bps</i>
<b>Utilities</b>	<b>2,576</b>	<b>1,206</b>	<b>113.6%</b>	<b>7,393</b>	<b>6,053</b>	<b>22.1%</b>
<i>as a % of Total Sales</i>	<i>1.2%</i>	<i>0.8%</i>	<i>34 bps</i>	<i>1.2%</i>	<i>1.1%</i>	<i>7 bps</i>
<b>Store Operations</b>	<b>2,709</b>	<b>2,665</b>	<b>1.7%</b>	<b>10,142</b>	<b>11,218</b>	<b>-9.6%</b>
<i>as a % of Total Sales</i>	<i>1.2%</i>	<i>1.8%</i>	<i>-58 bps</i>	<i>1.6%</i>	<i>2.1%</i>	<i>-44 bps</i>
<b>Professional Fees</b>	<b>1,954</b>	<b>1,774</b>	<b>10.1%</b>	<b>6,066</b>	<b>5,994</b>	<b>1.2%</b>
<i>as a % of Total Sales</i>	<i>0.9%</i>	<i>1.2%</i>	<i>-32 bps</i>	<i>1.0%</i>	<i>1.1%</i>	<i>-13 bps</i>
<b>Advertising</b>	<b>2,187</b>	<b>2,693</b>	<b>-18.8%</b>	<b>7,917</b>	<b>8,031</b>	<b>-1.4%</b>
<i>as a % of Total Sales</i>	<i>1.0%</i>	<i>1.8%</i>	<i>-84 bps</i>	<i>1.3%</i>	<i>1.5%</i>	<i>-21 bps</i>
<b>Other</b>	<b>3,674</b>	<b>1,778</b>	<b>106.6%</b>	<b>9,263</b>	<b>7,245</b>	<b>27.9%</b>
<i>as a % of Total Sales</i>	<i>1.6%</i>	<i>1.2%</i>	<i>45 bps</i>	<i>1.5%</i>	<i>1.3%</i>	<i>16 bps</i>
<b>Total SG&amp;A</b>	<b>39,778</b>	<b>26,636</b>	<b>49.3%</b>	<b>118,766</b>	<b>110,264</b>	<b>7.7%</b>
<i>as a % of Total Sales</i>	<i>17.9%</i>	<i>18.0%</i>	<i>-12 bps</i>	<i>19.3%</i>	<i>20.5%</i>	<i>-124 bps</i>
<b>SG&amp;A excluding D&amp;A</b>	<b>30,216</b>	<b>19,865</b>	<b>52.1%</b>	<b>90,679</b>	<b>84,334</b>	<b>7.5%</b>
<i>as a % of Total Sales</i>	<i>13.6%</i>	<i>13.4%</i>	<i>15 bps</i>	<i>14.7%</i>	<i>15.7%</i>	<i>-97 bps</i>

## Cash Flow Statement, IFRS 16

RUB million	Q4'23	Q4'22	Change	FY'23	FY'22	Change
<b>Profit / (Loss) before income tax</b>	<b>1,789</b>	<b>315</b>	<b>467.9%</b>	<b>-931</b>	<b>5,557</b>	<b>-</b>
Net adjustments for loss on disposal of assets, impairment, depreciation & amortization, and other	20,786	11,806	76.1%	47,815	37,879	26.2%
Movements in Working Capital	19,445	12,267	58.5%	16,406	-2,736	-
<b>Cash generated from operating activities</b>	<b>42,020</b>	<b>24,388</b>	<b>72.3%</b>	<b>63,290</b>	<b>40,700</b>	<b>55.5%</b>
Net Interest & Income Taxes Paid	-6,490	-3,878	67.4%	-15,082	-14,633	3.1%
<b>Net Cash generated from Operating Activities</b>	<b>35,530</b>	<b>20,510</b>	<b>73.2%</b>	<b>48,208</b>	<b>26,067</b>	<b>84.9%</b>
Net cash used in Investing Activities	-78,779	-8,237	856.4%	-84,525	-17,252	389.9%
Net cash (used in) / generated from financing activities	-2,648	-6,606	-59.9%	51,806	-12,967	-
Effect of exchange rates on cash and cash equivalents	4	51	-92.2%	8	-155	-
<b>Net (Decrease) / Increase in Cash &amp; Cash Equivalents</b>	<b>-45,893</b>	<b>5,718</b>	<b>-</b>	<b>15,497</b>	<b>-4,307</b>	<b>-</b>