

M.VideoEldorado

INVESTOR PRESENTATION

2021



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PRESENTING TEAM

**Alexander
Izosimov**

CEO



**Ekaterina
Sokolova**

CFO

M.VideoEldorado



**GROUP
TODAY**



01 KEY FACTS ABOUT M.VIDEO-ELDORADO GROUP

Top-10

CE retailer worldwide¹

with ~100m monthly traffic²

#1

Online CE retailer in Russia³

33% CE online market share in 2020³

Leading

CE retailer in Russia³

27% CE market share in 2020³

19m

Identified active customers⁴

with 72m loyal customer⁵ base

~60%

Total online sales

with +109% YoY growth in 2020

~1m m²

Fulfilment area⁶

with outstanding last-mile capabilities

100%

Prompted brand awareness⁷

86%⁷ NPS of M.Video/ 73%⁸ of Eldorado

RUB 0.5tn

GMV⁹

with +15% YoY growth in 2020

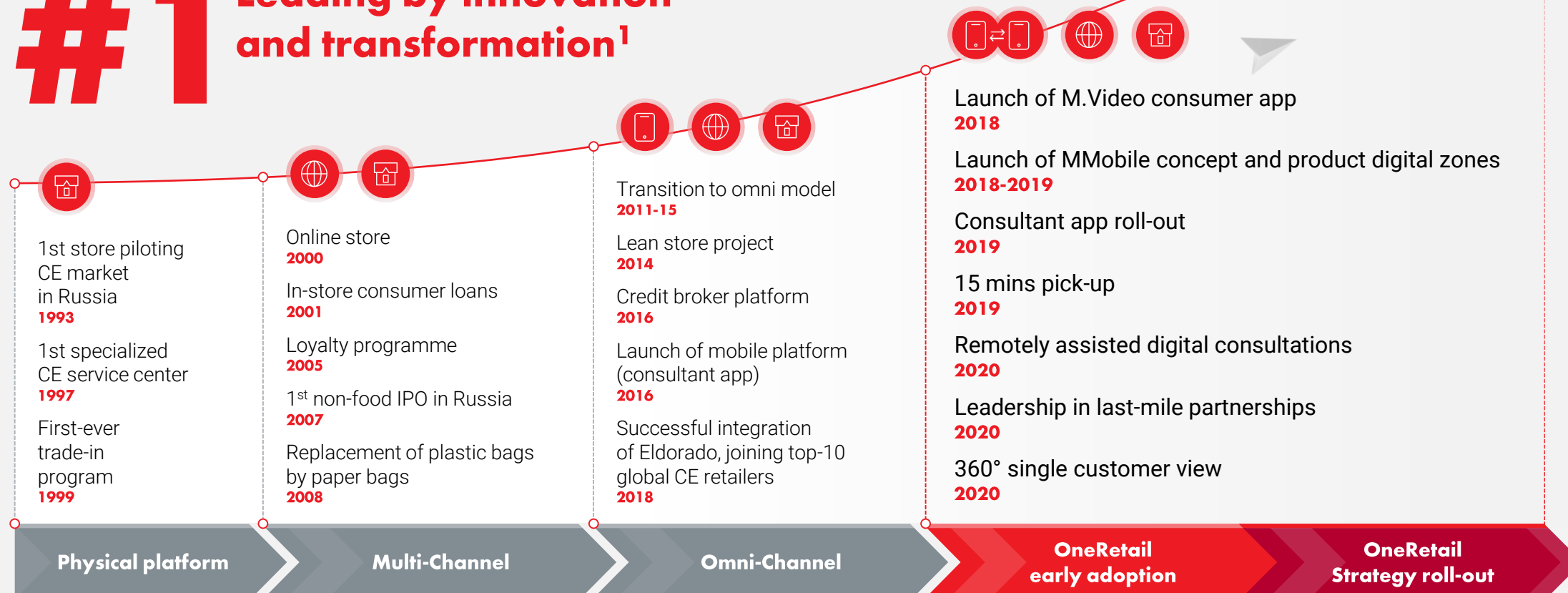
~5-7%

Historical EBITDA margin¹⁰

(1) Across global CE retailer specialists by revenue in 2019, data from Thomson Reuters; (2) Average monthly traffic for website, app and stores in FY 2020; (3) Data for FY 2020 market share, GfK; (4) Identified active customer denotes identified customers with at least one purchase for the last 12 months, data as of 31 Dec 2020; (5) Loyal customers represent a group of authorized customers with active loyalty cards; (6) Warehouse area in stores of ~540k m², distribution centers of ~418k m², and regional distribution centers of ~83k m² as of 31 Dec 2020; (7) Brand Health Tracking, 260 cities of presence M.Video and Eldorado stores (100k+ population), base 2020, customers CE during the last 6 months (9,599 respondents, Male / Female. 16-65 years), Millward Brawn A/R M/I-Marketing; (8) Q1 data for 2020, base 39/35 M.Video / Eldorado stores, survey at the exit from the store "M&P ANALYTICS LLC"; (9) Gross Merchandise Value (GMV) includes purchases in retail stores (including pick up orders), paid and delivered online orders, paid shipments to legal entities from warehouses. Purchases made in stores and online orders may be made by individuals and legal entities. GMV includes sales of goods and services, which may be owned by the Company or agents. GMV includes VAT, excludes returns and discounts offered to customers for the reporting period. GMV is not Revenue of the Company; (10) IAS 17 EBITDA margin in 2017-2019; Source: Company data, GfK "Consumer Electronics industry report" (Jan 2021), M&P ANALYTICS LLC, Millward Brawn A/R M/I-Marketing

01 PIONEER IN THE RUSSIAN CE MARKET SINCE INCEPTION WITH OUTSTANDING TRACK RECORDS IN INNOVATION AND EXECUTION

#1 Leading by innovation and transformation¹

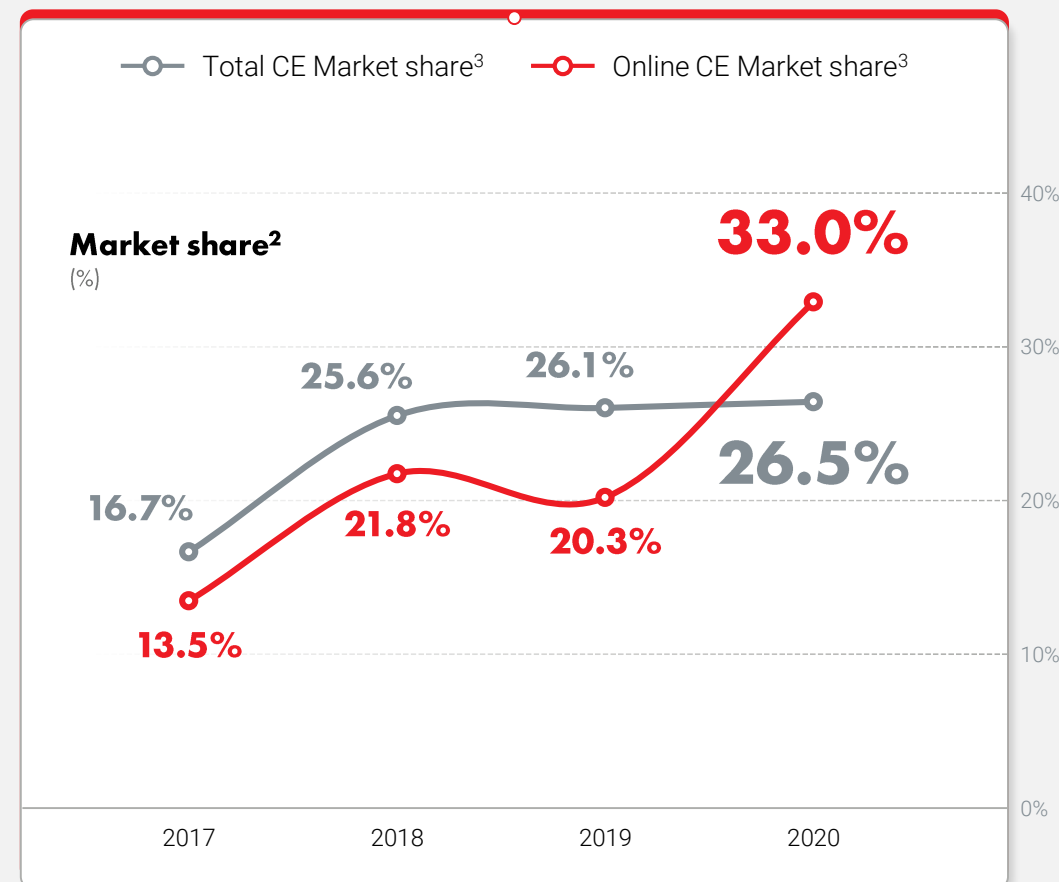
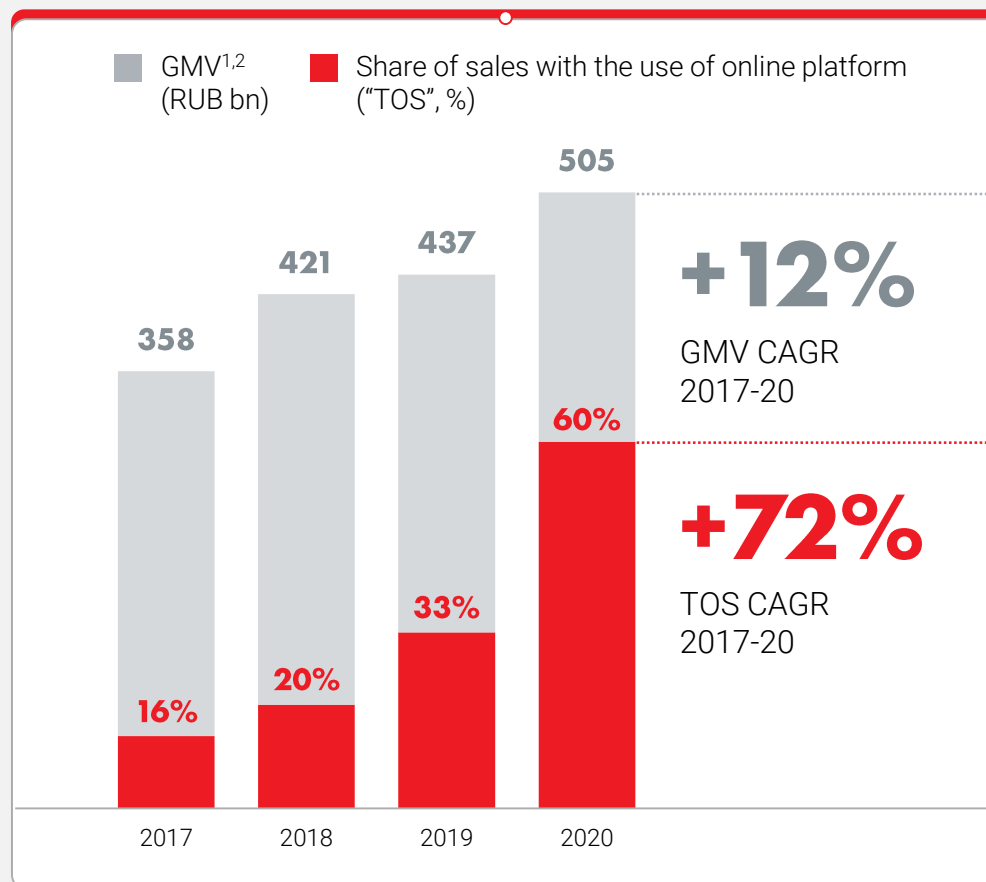


(1) In relation to above projects launched in 1993-2018, each of which was the first in the Russian CE market
 Source: Company data
 Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

01

GROWTH FUELED BY STRUCTURAL SHIFT TOWARDS ONLINE

Strong GMV growth driven by online development leading to increasing market share both in online and total market



(1) Gross Merchandise Value (GMV) includes purchases in retail stores (including pick up orders), paid and delivered online orders, paid shipments to legal entities from warehouses. Purchases made in stores and online orders may be made by individuals and legal entities. GMV includes sales of goods and services, which may be owned by the Company or agents. GMV includes VAT, excludes returns and discounts offered to customers for the reporting period. GMV is not Revenue of the Company; (2) GMV and total online sales numbers are taken from pro-forma adjusted for Eldorado acquisition based on 2017-2018 financials; (3) GfK data for FY 2020

Source: Company data, GfK "Consumer Electronics industry report" (Jan 2021)

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M.VideoEldorado



HACKING RETAIL

OUR DIGITAL STORY



02 M.VIDEO-ELDORADO GROUP IS A COMPELLING DIGITAL STORY IN A GROWING MARKET

Business



Versatile dual brand
approach with
high recognition



Unique
and successful
hybrid business model



Loyal client base
with high
retention



Well invested
proprietary tech
platform



Established countrywide
store presence and
effective logistics

Market



One of the largest
and most attractive
CE markets globally



The market has already
passed early stage of
structural shift to online

Performance



Robust financial profile
driven by strong
operational performance

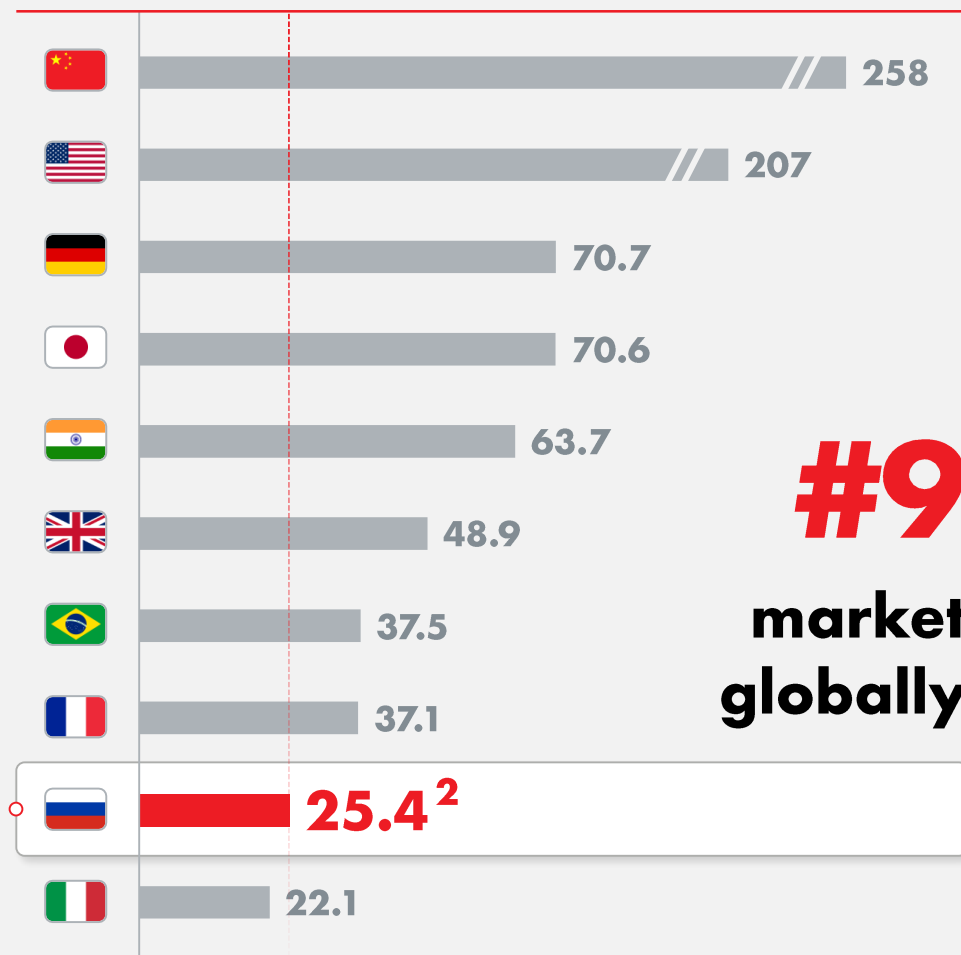


"Hacking Retail" growth
strategy backed by established
governance

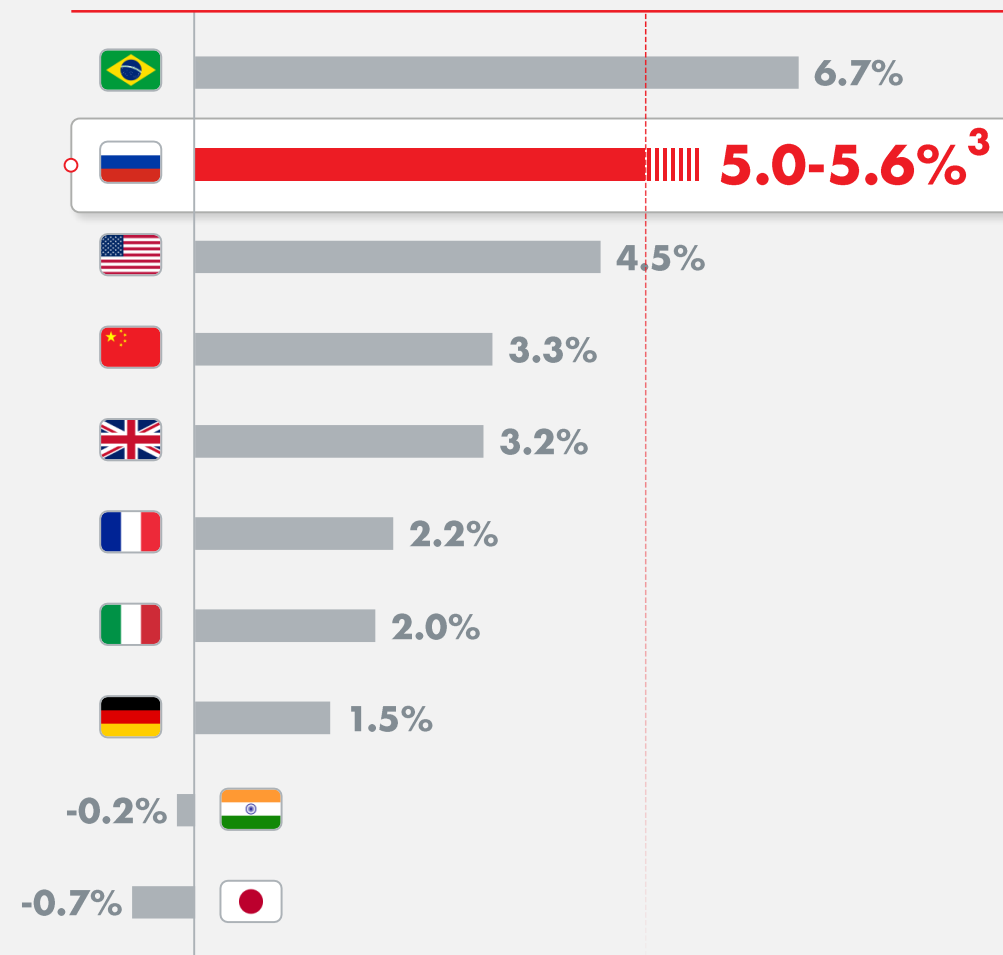
02

RUSSIAN CE MARKET IS ONE OF THE LARGEST AND FASTEST-GROWING

• CE markets¹ 2020 (US\$bn)



• CE markets¹ CAGR 2020-2024 in local currencies (%)



(1) Top selected countries

(2) Main CE categories according to GfK; CE market covered by GfK panel only

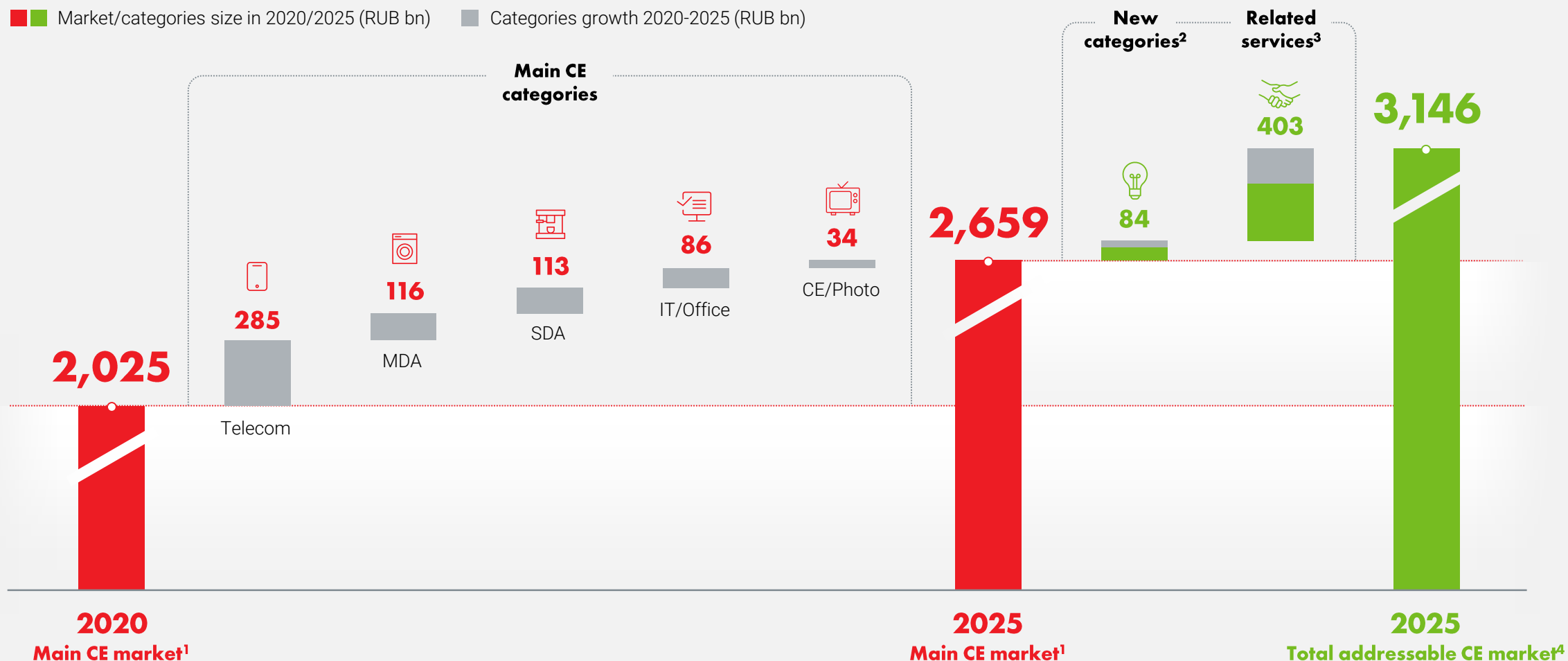
(3) CAGR 2020-2024 of +5.0% and CAGR 2020-2025 of +5.6% based on GfK estimated main CE categories (CAGR 2020-2025 for the other top-10 CE markets are not available);

Source: GfK "Consumer Electronics industry report" (Jan 2021)

02

GROWTH IN TOTAL ADDRESSABLE MARKET EXPECTED ACROSS ALL CATEGORIES AND RELATED SERVICES IN RUSSIA

■ Market/categories size in 2020/2025 (RUB bn) ■ Categories growth 2020-2025 (RUB bn)



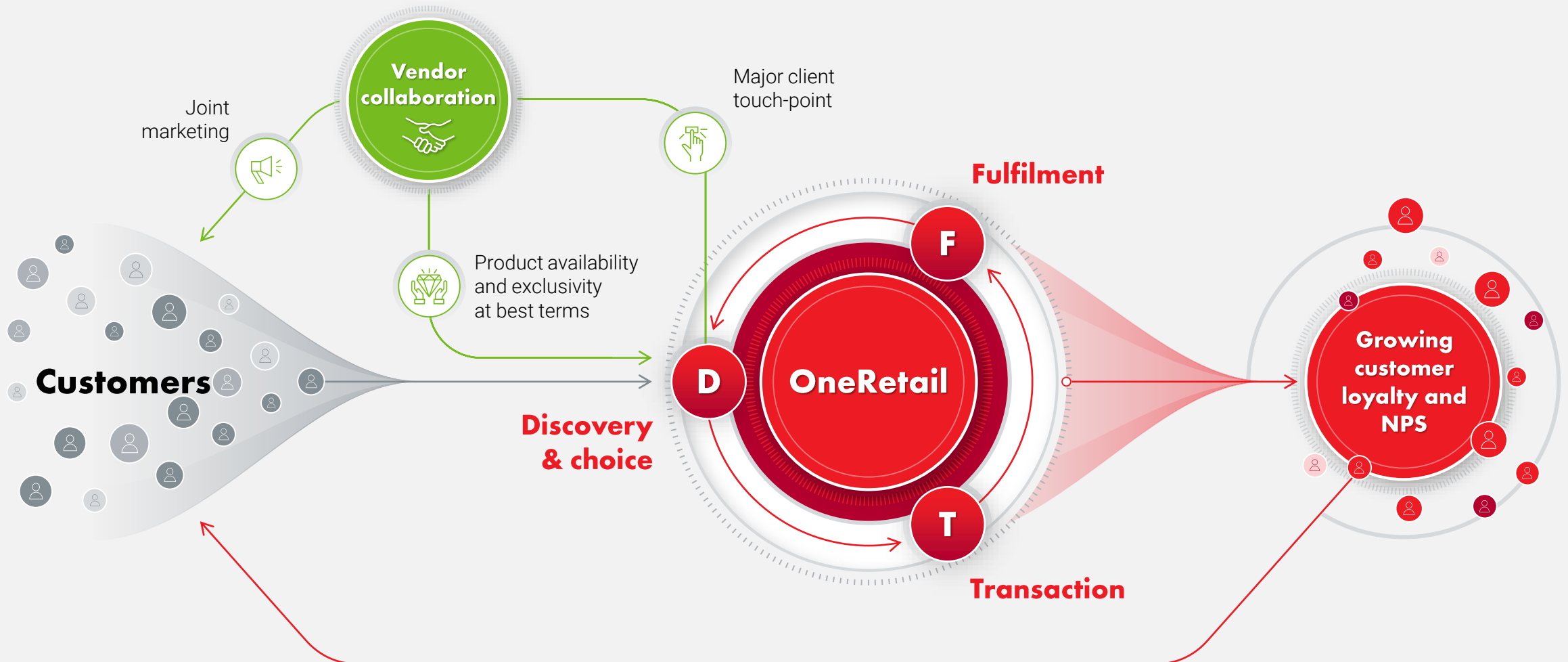
(1) Including 10% CE market not covered by GfK panel data; (2) GfK estimate for selected categories, not included in Main CE market; (3) Company's estimate, not included in GfK panel

(4) Company estimate of the total addressable CE market, including selected new categories (provided by GfK) and related services (estimated by the Company)

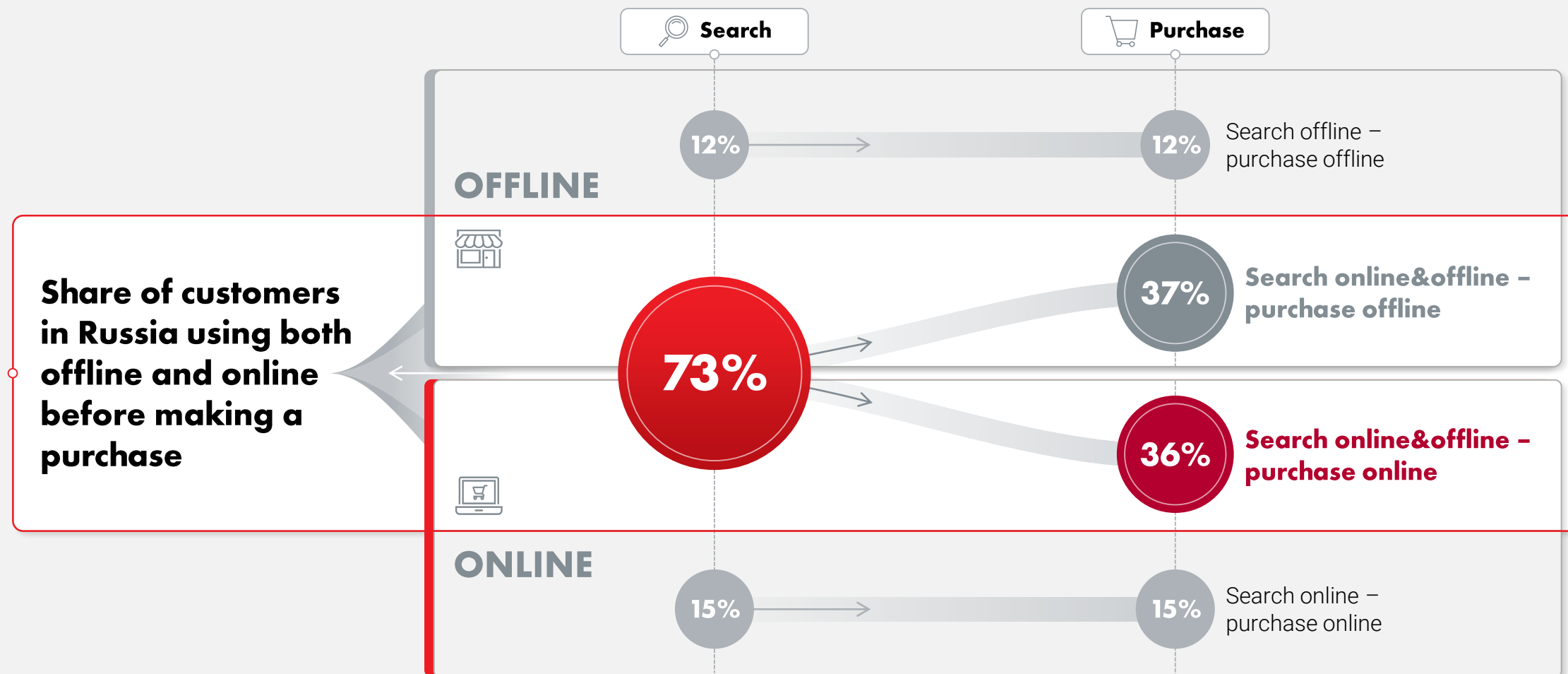
Source: GfK "Consumer Electronics industry report" (Jan 2021), company analysis

Information presented on the slide is related to the Russia CE market unless stated otherwise

02 HYBRID MODEL WITH NETWORK EFFECTS SPINS UP CUSTOMER LOYALTY AND VENDOR COLLABORATION



02 SEAMLESS INTEGRATION BETWEEN ONLINE AND OFFLINE CHANNELS IS KEY FOR WINNING CUSTOMERS



02 MOBILE PLATFORM HACKS RETAIL AND BRINGS STORE EXPERIENCE TO ONLINE

Consultant App¹

Personal client account
with order history

Understanding of
customer preferences

Personalized offerings
and promos

Access to endless
shelf across all stores

Follow-up of one-retail
basket to customer app

One-retail orders, seamless
connection with the client



Customer App

Smart search
in full catalogue

Personal
offers

Promotions
and bonuses

Online
payments

Credit
offering

Chat
support

(1) Consultant app, previously disclosed as "m_RTD" project, is an application on a tablet for consultants for authorization of customers in the store, consultations, basket formation and checkout. The main focus of the consultant app is to better understand customer needs, make individual proposals and use data analytics for more accurate business processes, which improves the company's brand recognition, loyalty and, ultimately, provides sales growth and efficiency

Source: Company data
Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

02

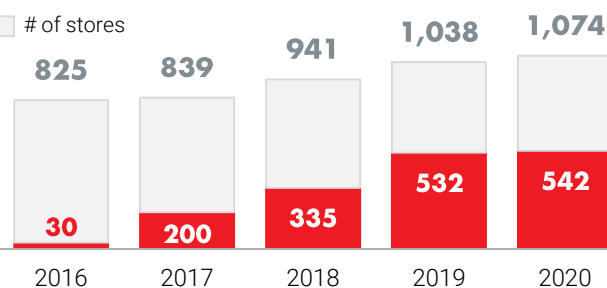
EXPLOSIVE GROWTH IN MOBILE PLATFORM SINCE LAUNCH

Consultant App

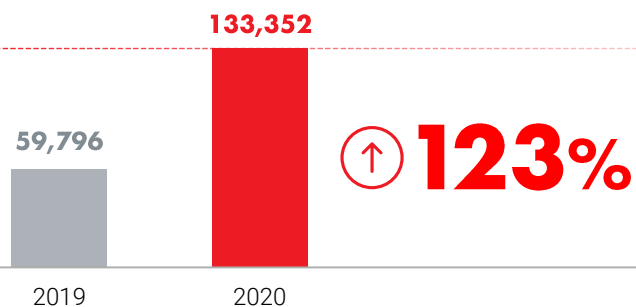
• Consultant App roll-out¹(%)

■ # of stores connected to Consultant app

□ # of stores

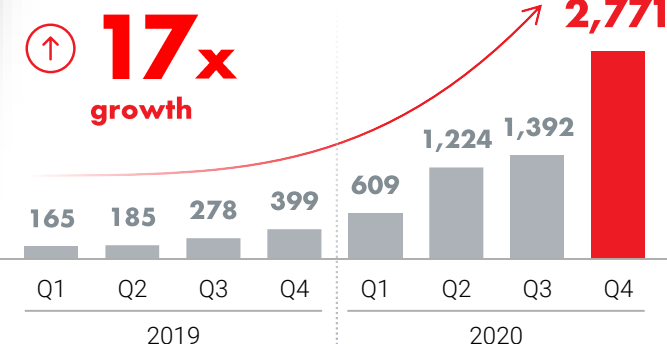


• Consultant App sales (RUB m)

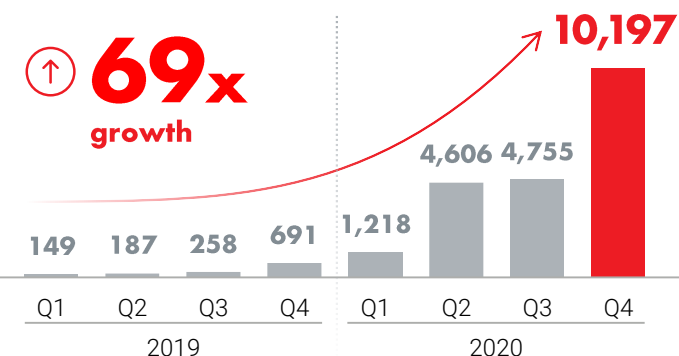


Customer App

• Monthly Active Users (k)



• Customer App sales (RUB m)



(1) M.Video and Eldorado stores as of 31 Dec for 2016-2020; calculated as % of stores connected to consultant app divided by total number of stores

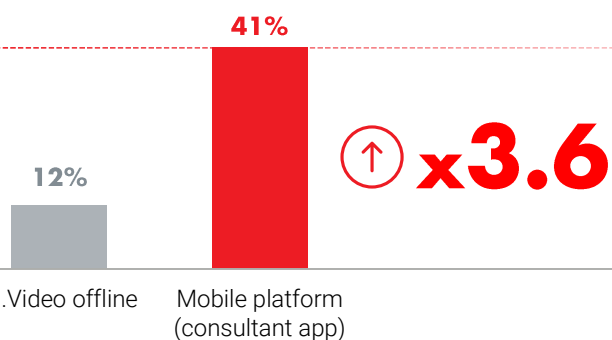
Source: Company data

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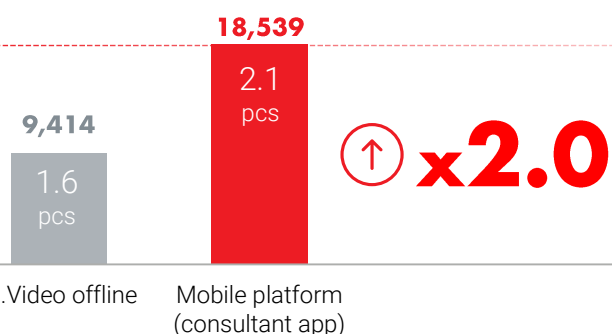
02 TRAFFIC MONETIZATION OF MOBILE PLATFORM IS SIGNIFICANTLY HIGHER

Consultant App

• Conversion rate 2020 (%)

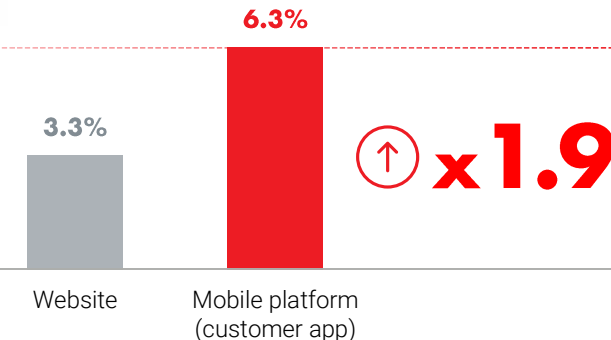


• Average check and units per transaction 2020 (%)

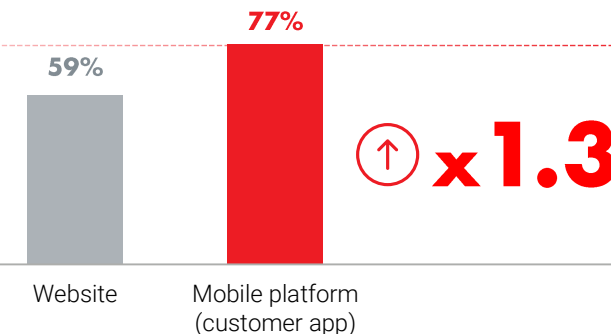


Customer App

• Conversion rate 2020 (%)



• Checkout completion rate 2020 (%)



02 SHARE OF MOBILE PLATFORM IN SALES HAS CONSIDERABLE POTENTIAL FOR GROWTH

Consultant App

- Share in in-store sales¹ (%)

75%+

39%

2020

Mid-term potential

Customer App

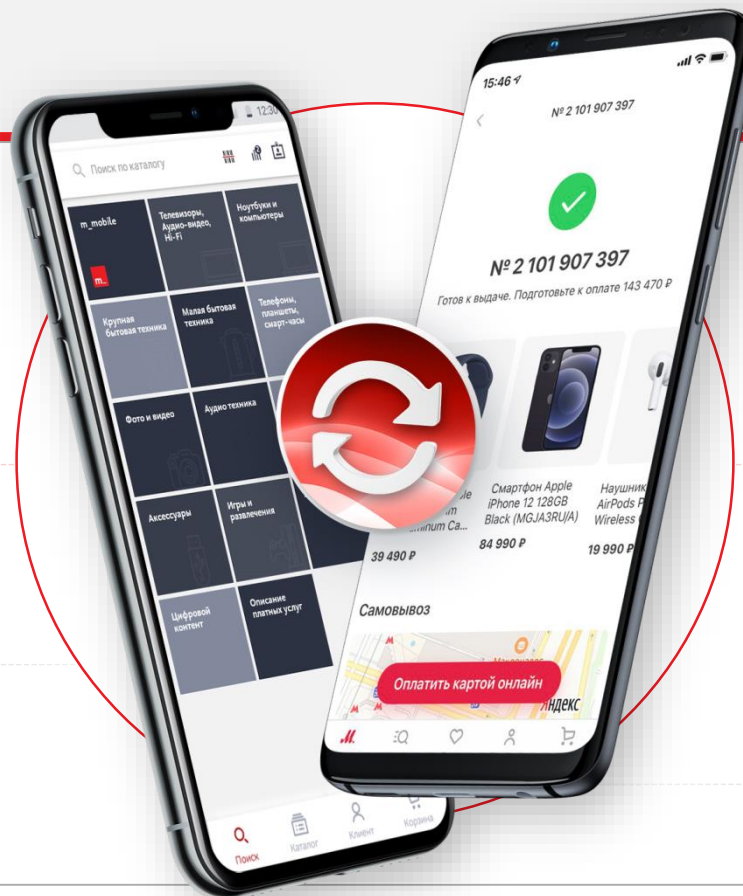
- Share in online sales² (%)

~50%

12%

2020

Mid-term potential



(1) calculated as consultant app sales divided by offline sales plus consultant app sales; (2) calculated as customer app sales divided on web-platform and customer app sales
Source: Company data
Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

Most popular
assortment

02 HIGH QUALITY ASSORTMENT THAT ADDRESSES BROAD SPECTRUM OF CUSTOMER DEMAND



Exclusive assortment
with ~11,000 exclusive SKUs¹



Innovate categories
requiring expert assistance
(14% of our GMV)



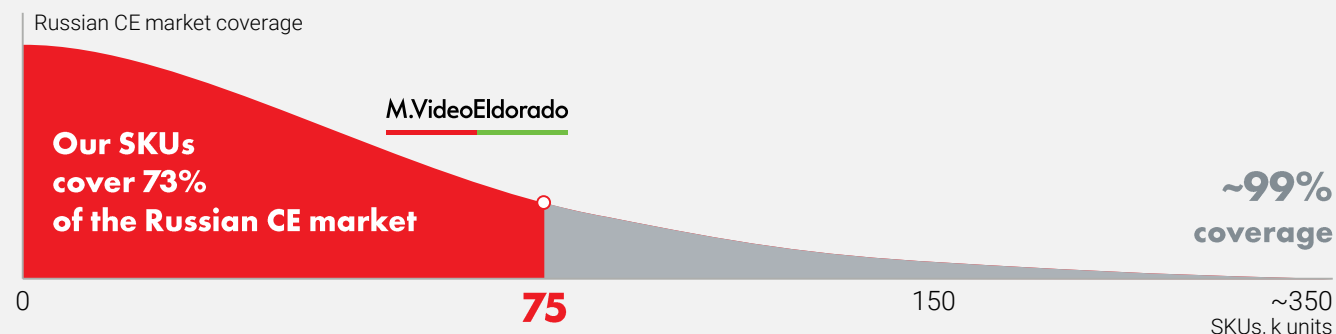
Broad portfolio of premium products
(7% of our GMV)



80% purchases
are done via **direct contracts**
with manufacturers

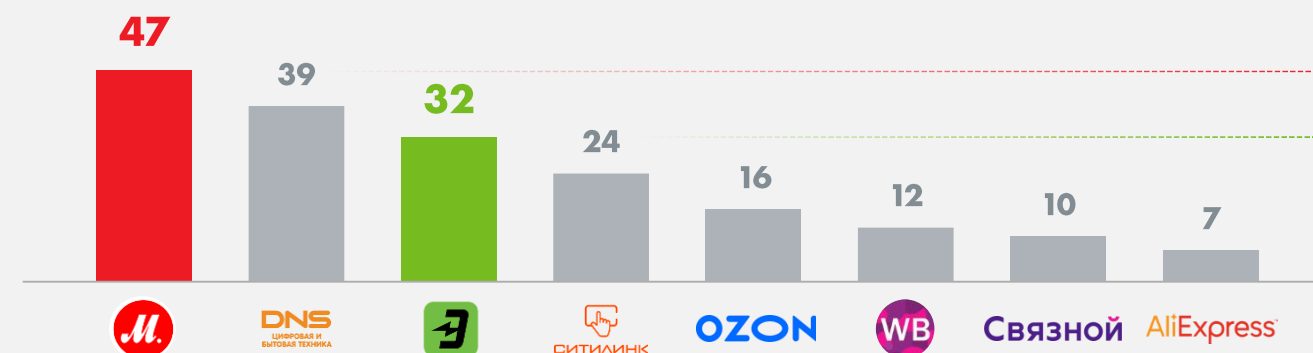
• Optimal balance between inventory and coverage of customer needs

Indicative coverage of the Russian CE market size by SKUs²



• Unmatched quality perception³

% of respondents considering "high quality of items" for corresponding player



(1) exclusive SKU denotes SKU with over 85% market share for respective unit; (2) data for FY 2020 (3) Brand Health Tracking, 260 cities of presence M.Video and Eldorado stores (100k+ population), base Q4'2020, customers CE during the last 6 months (2304 respondents, Male / Female 16-65 years), Millward Brawn A/R M/I-Marketing
Source: Company data, Millward Brawn A/R M/I-Marketing



FLEXIBLE PRICING GIVES COMPETITIVE EDGE



Price setter for the market thanks to superior purchasing power



Price match offering via online screening (incl. marketplaces)



Attractive prices for loyal customers through bonuses and ongoing promotions

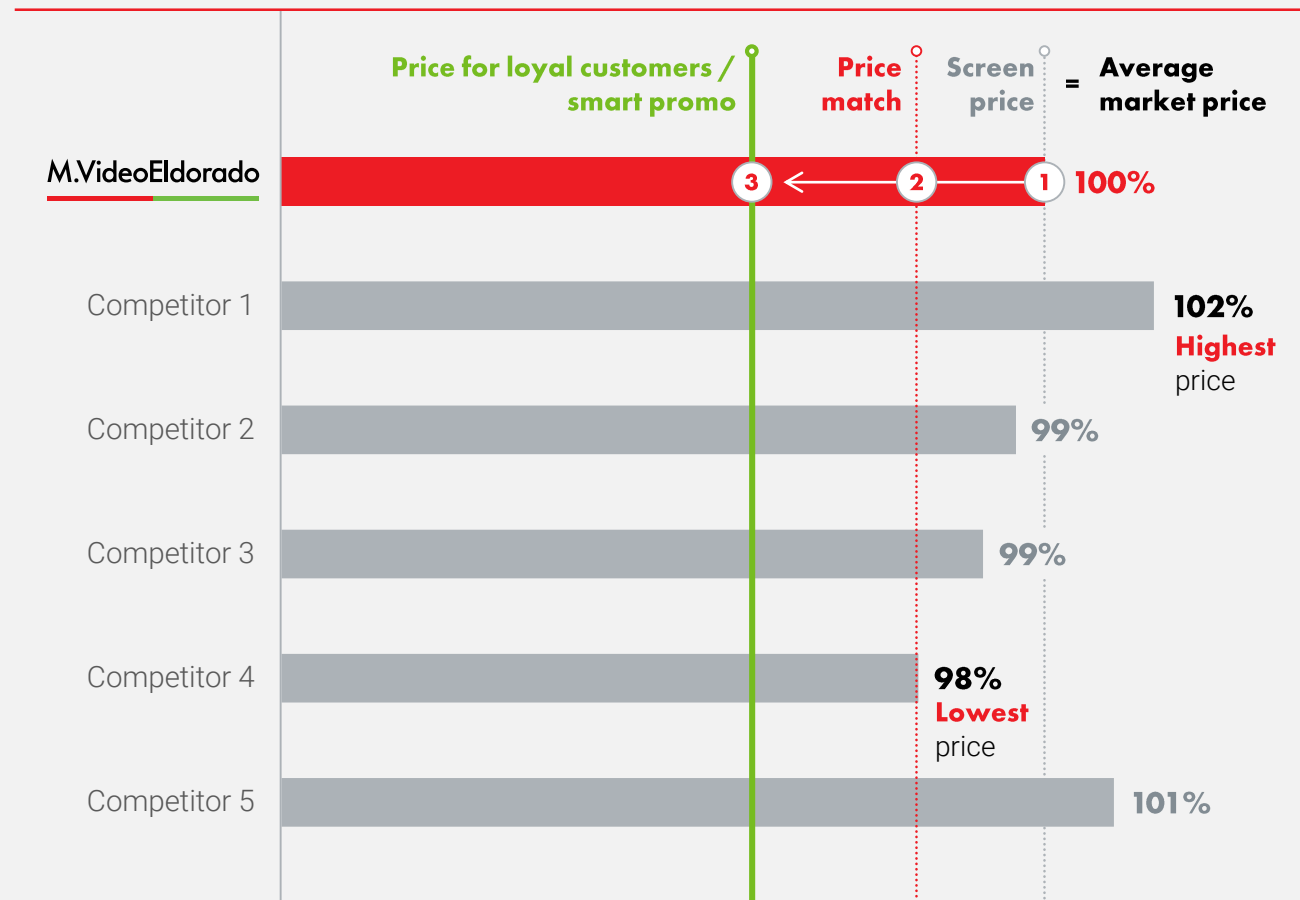


Smart promo coordinated with vendors

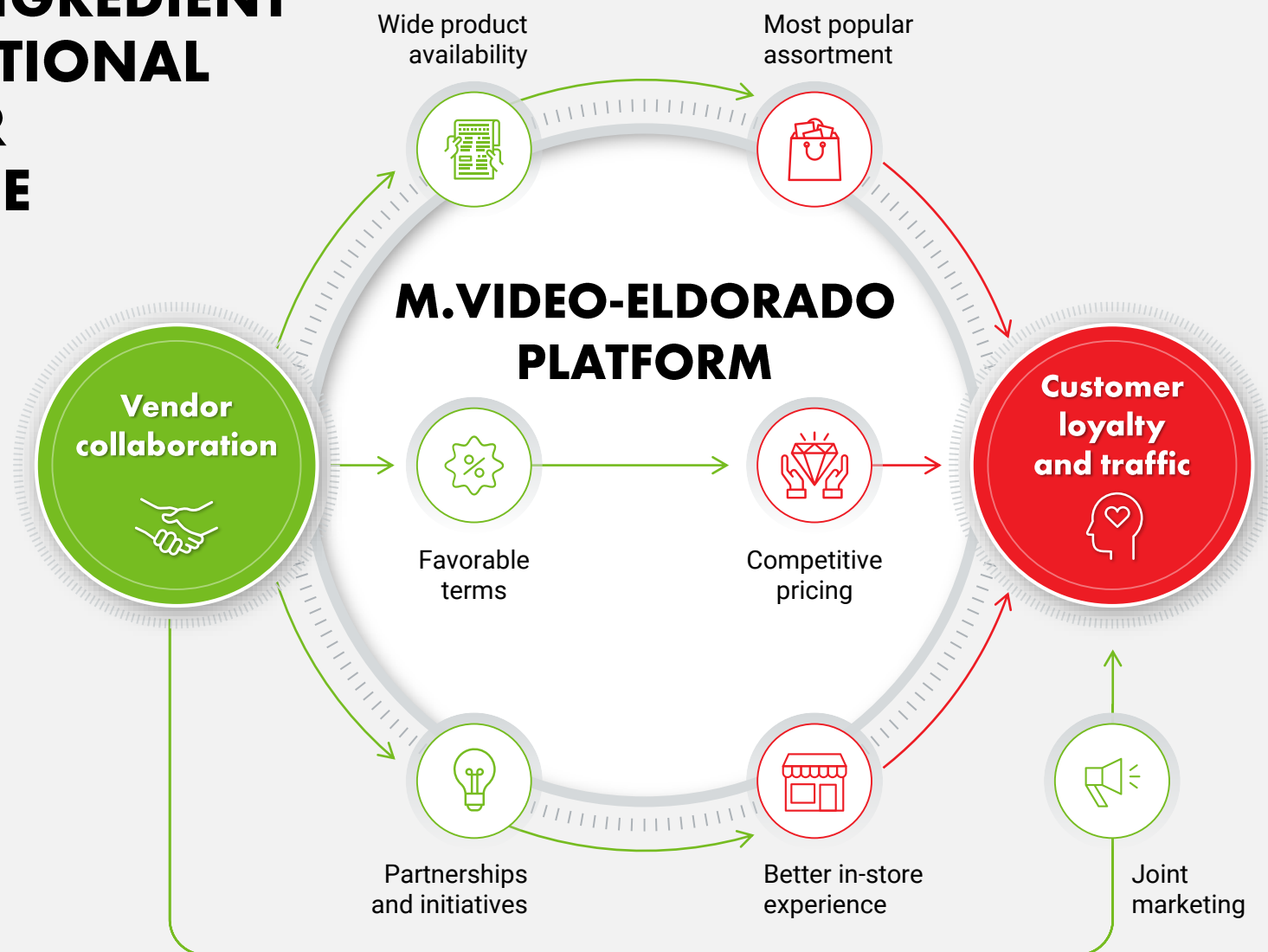


Sustainable strong margins supported by strong relationships with suppliers

Indicative pricing model for customer

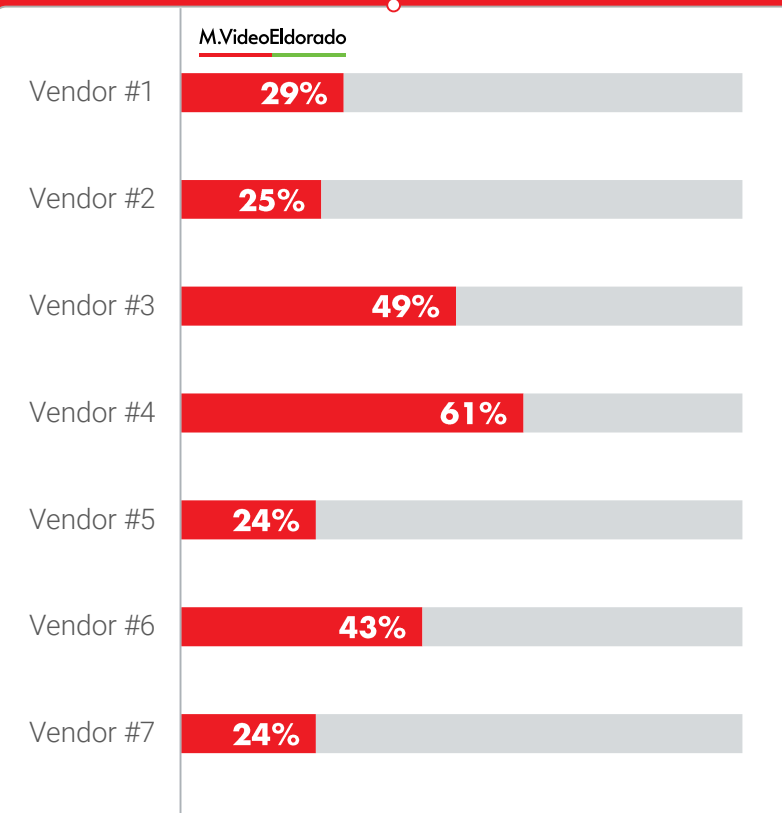


02 **VENDOR COLLABORATION IS A KEY INGREDIENT FOR EXCEPTIONAL CUSTOMER EXPERIENCE**



02 THE GROUP IS AN ESSENTIAL PARTNER FOR TOP CE VENDORS IN RUSSIA

Group's share in sales of top-7 largest CE vendors in Russia¹



• Mutually beneficial relationships acknowledged by suppliers

Throughout Samsung's 30-year history in Russia, we always have been passionate about providing our high-quality products and services to Russian consumers. This wouldn't be possible without a highly developed retail presence and support. We appreciate that M.Video-Eldorado Group has been helping us make this possible for 28 years already.

DH Kim, President of Samsung Electronics CIS

SAMSUNG

In the past years Huawei is dedicated to be a premium brand, and as well M.Video dedicated to be a premium retailer in the industry and has built the leading branding merch in the industry. We think that in the past years our collaboration is win-win collaboration.

Leo Lee, President Huawei's Russia division

HUAWEI

M.Video-Eldorado Group has built a unique business culture in the Russian market, combining the best parts of European and Russian business practices. The most important ingredient of M.Video-Eldorado Group's success is the trust they have earned from consumers and their ability and willingness to follow new trends. The Group is in a unique position in the world to create a successful and exemplary hybrid model combining offline retail with the efficiencies and opportunities of online and data-based consumer engagement.

Olmez Oguzhan, General Manager, Groupe SEB

SEB

(1) Top-7 largest CE top-A brand owners by sales in Russia for FY 2019
Source: Company data

02 **COMPREHENSIVE SERVICE OFFERING IS ESSENTIAL FOR SUCCESSFUL CE BUSINESS**

Installation

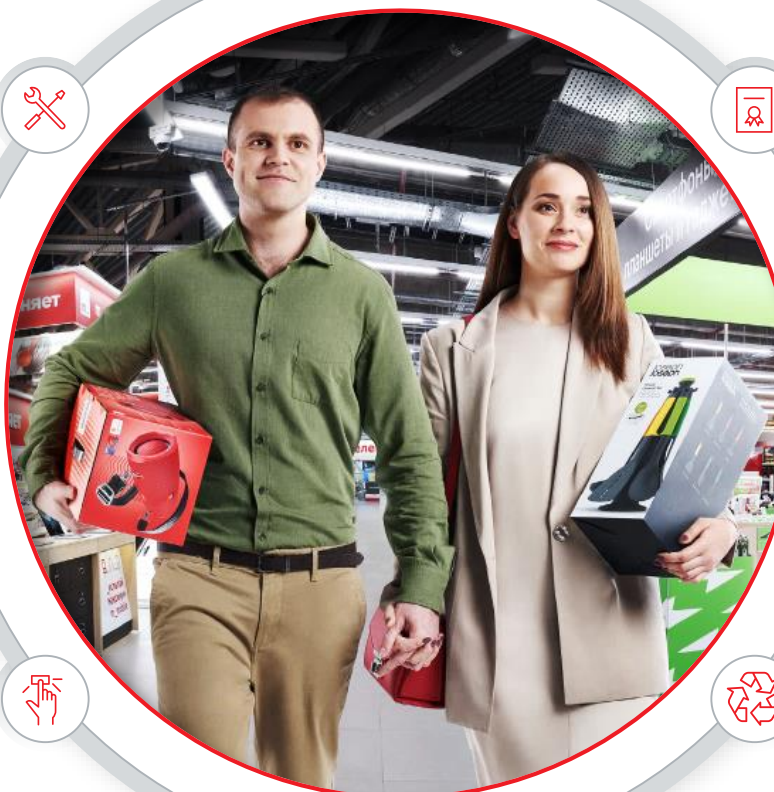
- Installation on a turnkey basis
- ~0.5m installations per year (~10% of all deliveries)¹

Credit platform

- 12 partners offering (9 banks)²
- Credit availability online via 10 mins application process

In-store assembly and digital services

- Sticking screen protectors
- Settings and soft/apps installation for devices



Certificates

- Expanded conditions for returns (30 days vs 14 days by law)
- “Quick service” – repair or exchange in 72h

Insurance

- Wide range of insurance programs: goods, home, health, travel, car, pet
- ~700 k insurance plans sold per year¹

Recycling

- Russia's first project for the recycling of electronics
- 1kt of electronics recycled per year¹

(1) data for FY 2020; (2) data as of 31 Dec 2020

Source: Company data

Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

02 HIGH QUALITY CUSTOMER EXPERIENCE DRIVEN BY LEADING LAST-MILE OFFERING



1,074¹ stores
in **279 cities in Russia**



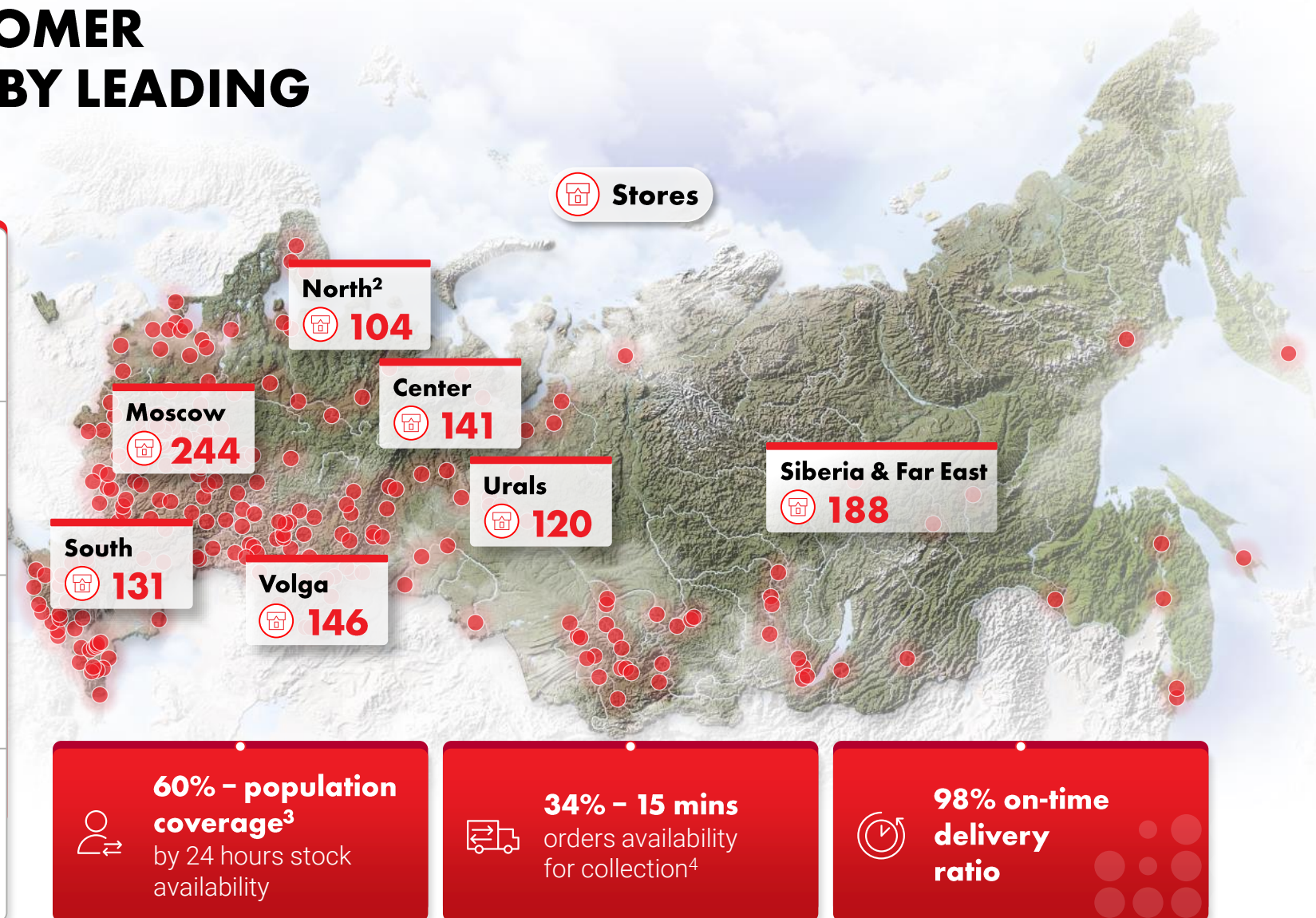
100% online coverage
in cities of presence¹



>55,000
partner pick-up points
and parcel lockers¹



15,000 store assistants
providing qualified professional
advice and personalized
support¹



(1) As of 31 Dec 2020; (2) Including Saint Petersburg; (3) calculated as population of cities with M.Video-Eldorado presence divided by total country population as of Dec 2020;

(4) calculated as GMV from channels offering 15-min order availability divided by GMV in 2020

Source: Company data

Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

02

LAST-MILE DELIVERY POWERED BY WELL-INVESTED LOGISTICS AND DISTRIBUTION PLATFORM WITH NATIONWIDE REACH



>RUB 150bn

invested in stores and logistics infrastructure since 1993¹



~540k m²

warehousing area in
1,074 stores²



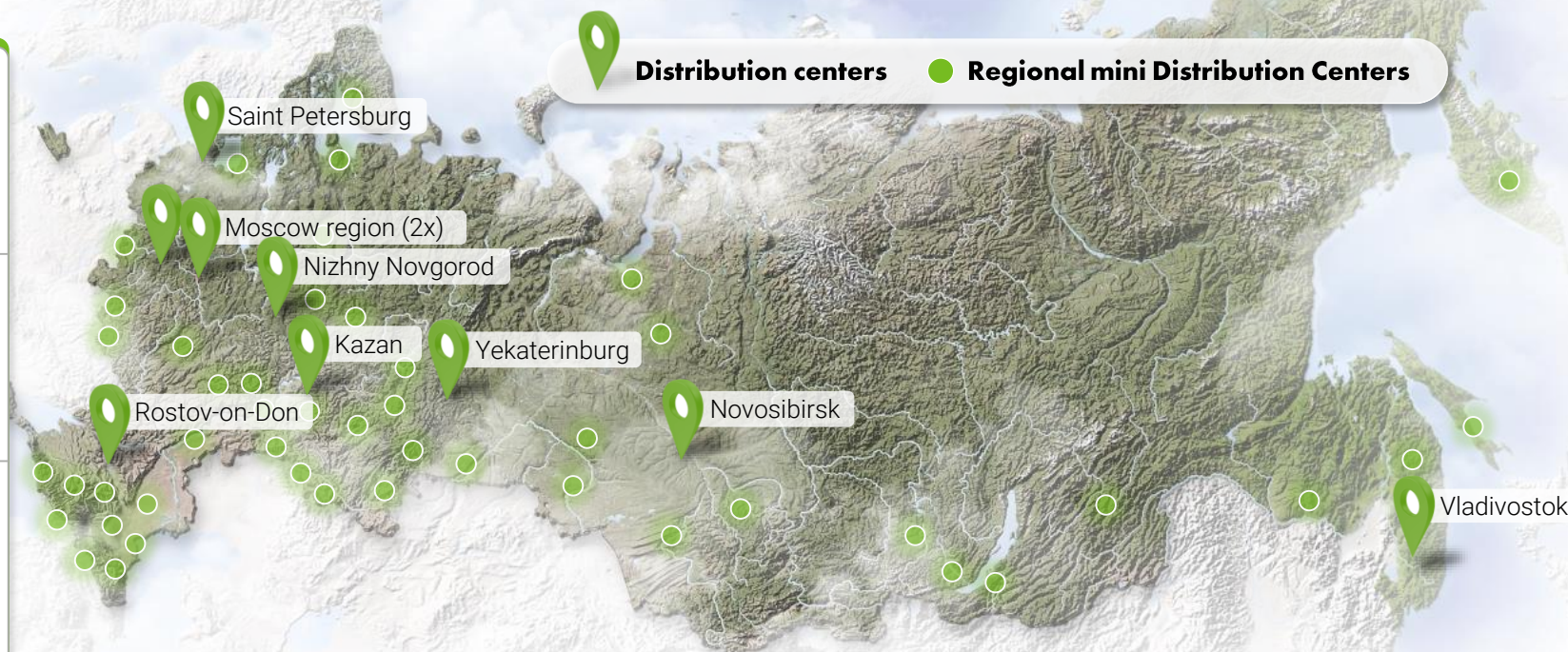
~418k m²

warehousing area in
9 Distribution Centers²



~83k m²

warehousing area in
58 mini regional DCs²



85% - 24 hours
stock availability³



67% online
orders collected
via pick-up⁴



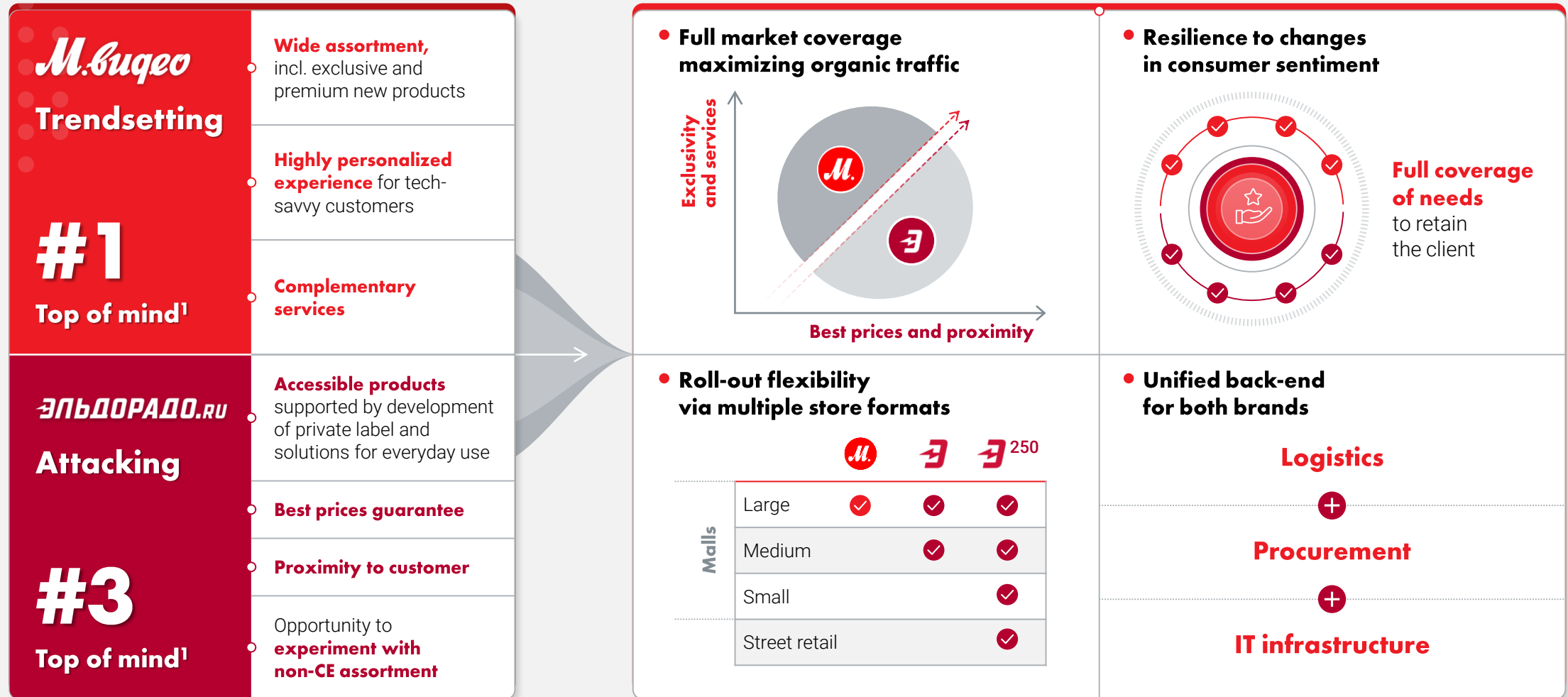
Inventory
storage²
46% stores; 43% DCs;
10% Regional DCs

(1) company estimates; (2) As of 31 Dec 2020; (2) calculated as inventory storage breakdown in m3 as of 2020; (3) calculated as GMV from channels offering same-next day delivery divided by total online sales, data for FY 2020; (4) percentage of web and customer app sales collected via pick-up in 2020;

Source: Company data

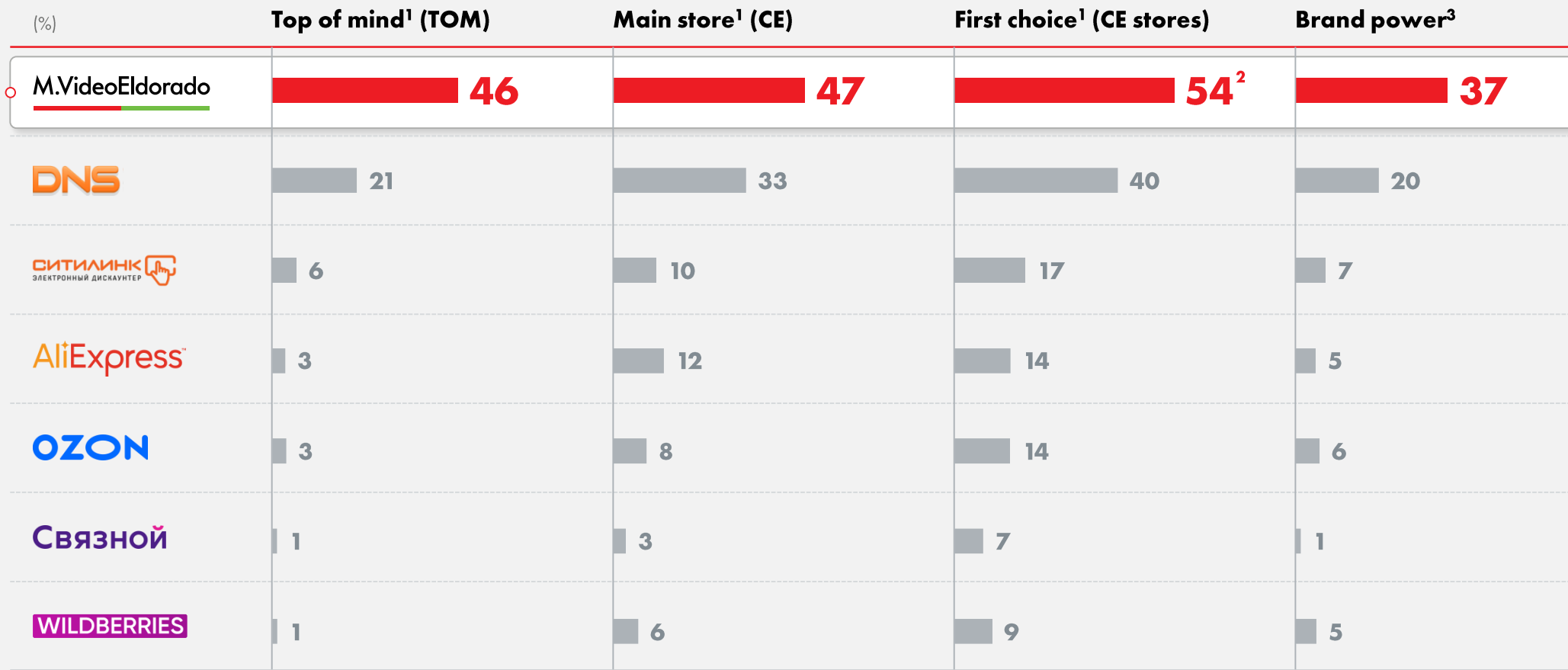
Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

02 VERSATILE DUAL BRAND MODEL CREATES MULTIPLE COMPETITIVE ADVANTAGES



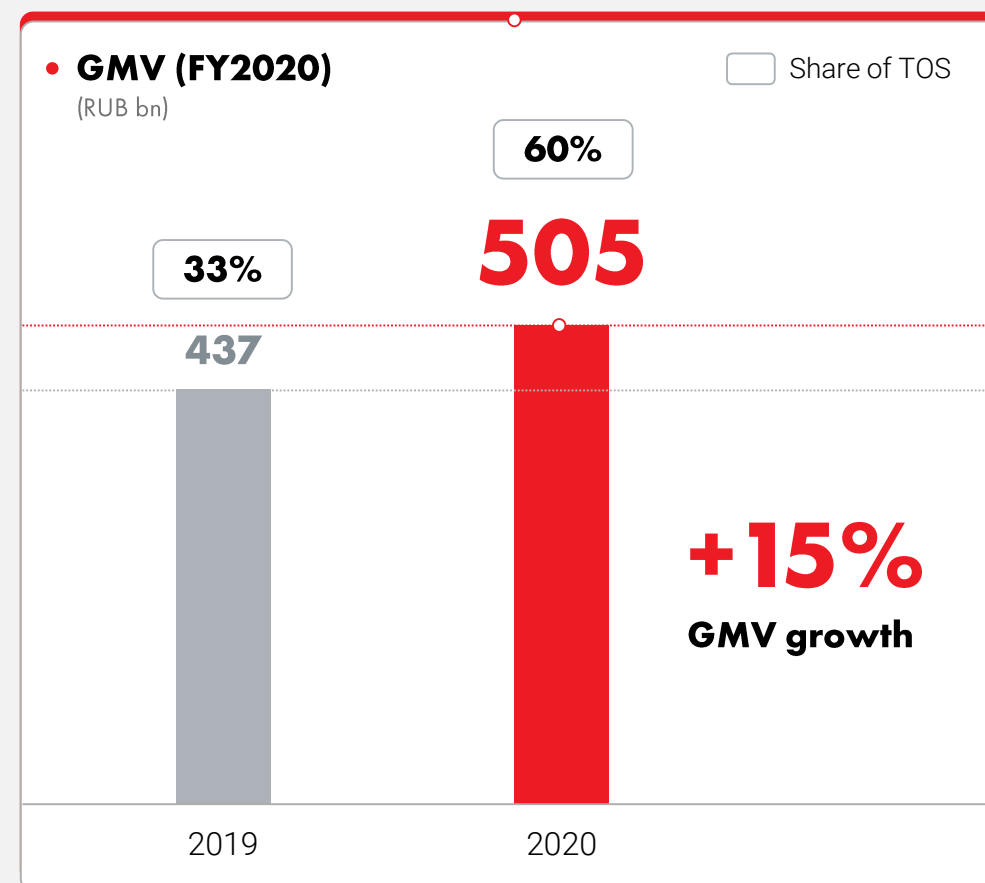
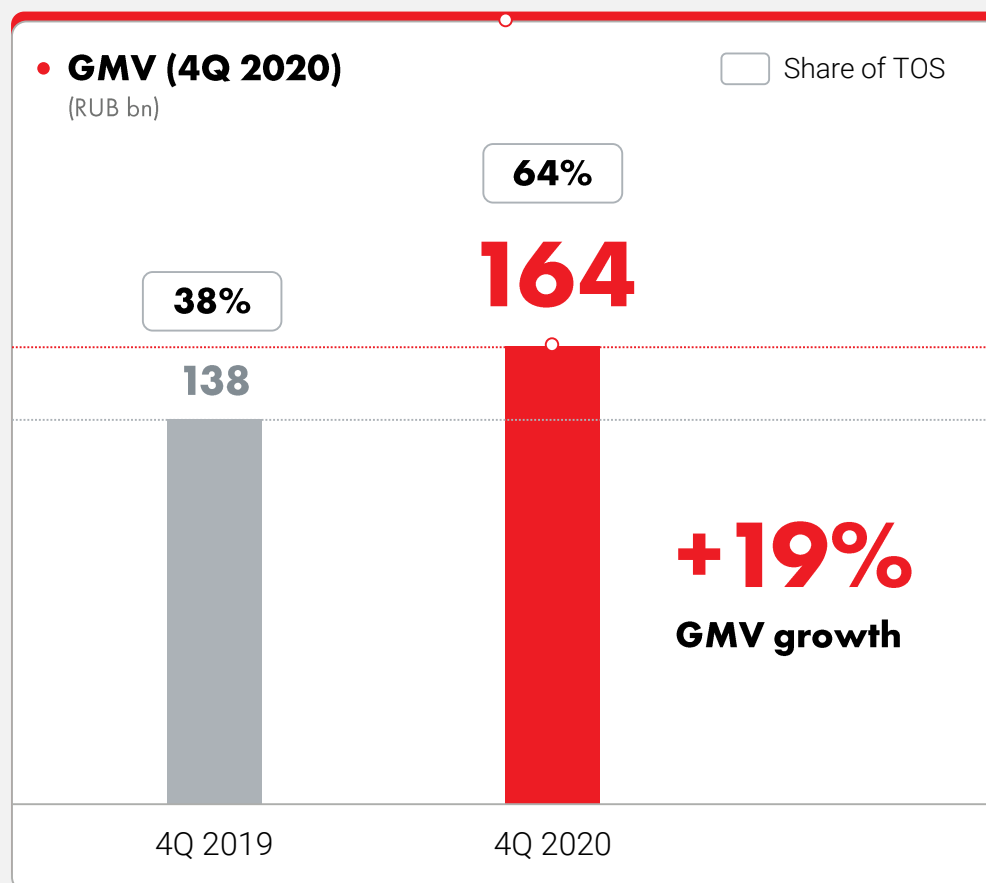
(1) Top of mind in CE in Russia, Brand Health Tracking, 260 cities of presence M.Video and Eldorado stores (100k+ population), base 2020, customers CE during the last 6 months (9,599 respondents, Male Female. 16-65 years)
Source: Company data, Millward Brown A/R M/I-Marketing

02 THE GROUP IS #1 IN ALL AWARENESS-RELATED METRICS IN THE RUSSIAN CE MARKET

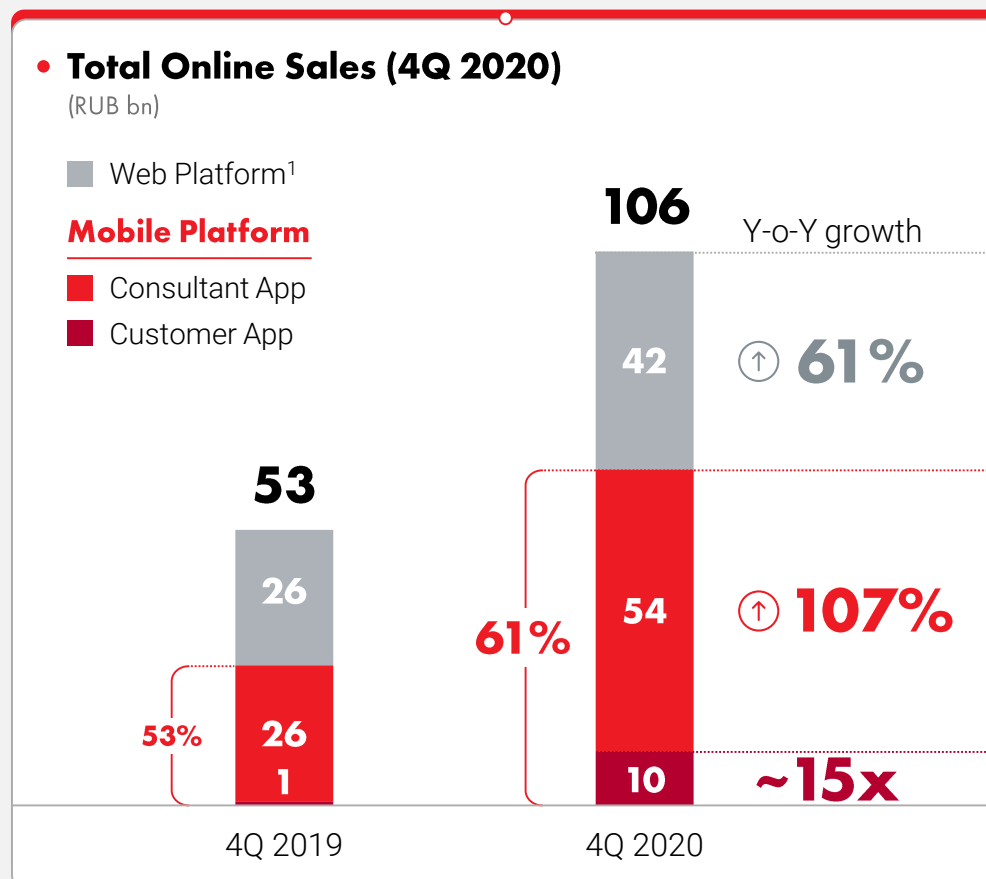


(1) Brand Health Tracking, 260 cities of presence M.Video and Eldorado stores (100k+ population), base 2020, customers CE during the last 6 months (9,599 respondents, Male / Female. 16-65 years), Millward Brawn A/R M/I-Marketing; (2) Consideration as a first choice for CE store, either M.Video or Eldorado or both brands together; (3) As of Q1-Q3'2020, base, 7,295 respondents; Source: Millward Brawn A/R M/I-Marketing

02 ROBUST GROWTH IN GMV DRIVEN BY ~2X INCREASE IN SHARE OF ONLINE SALES

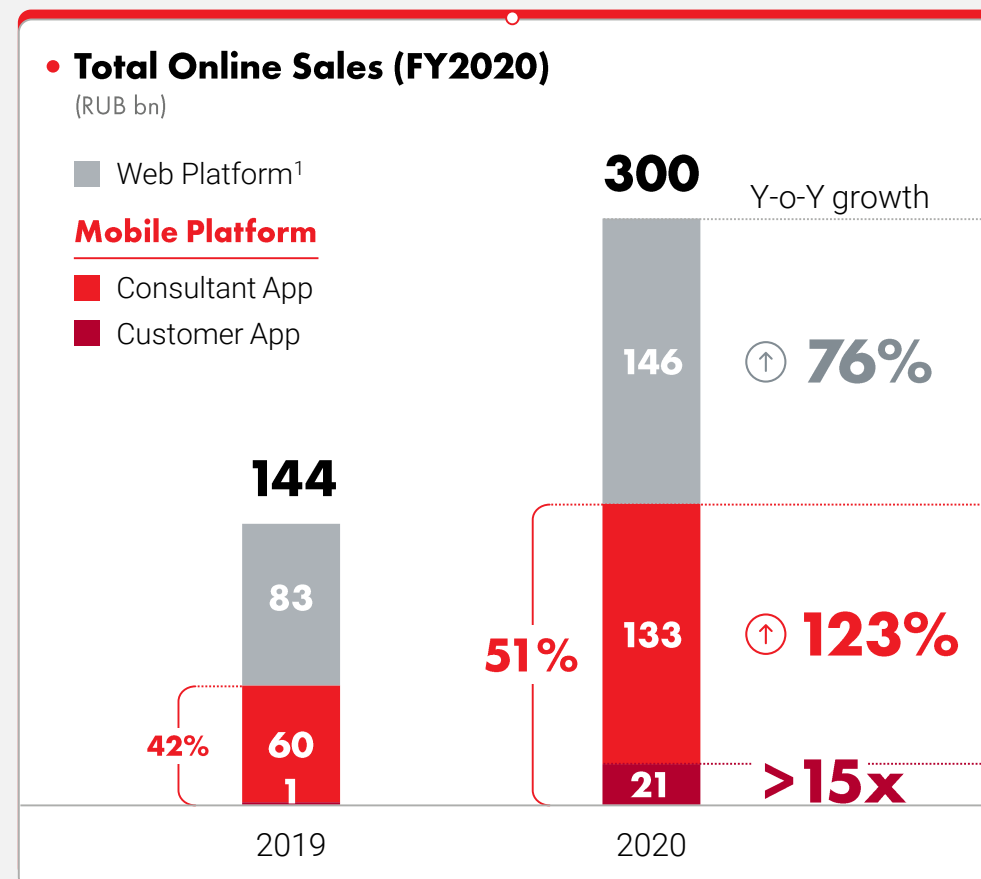


02 MOBILE PLATFORM DRIVES EXPLOSIVE GROWTH OF TOTAL ONLINE SALES



+101% Total online sales growth

+140% Mobile Platform sales growth



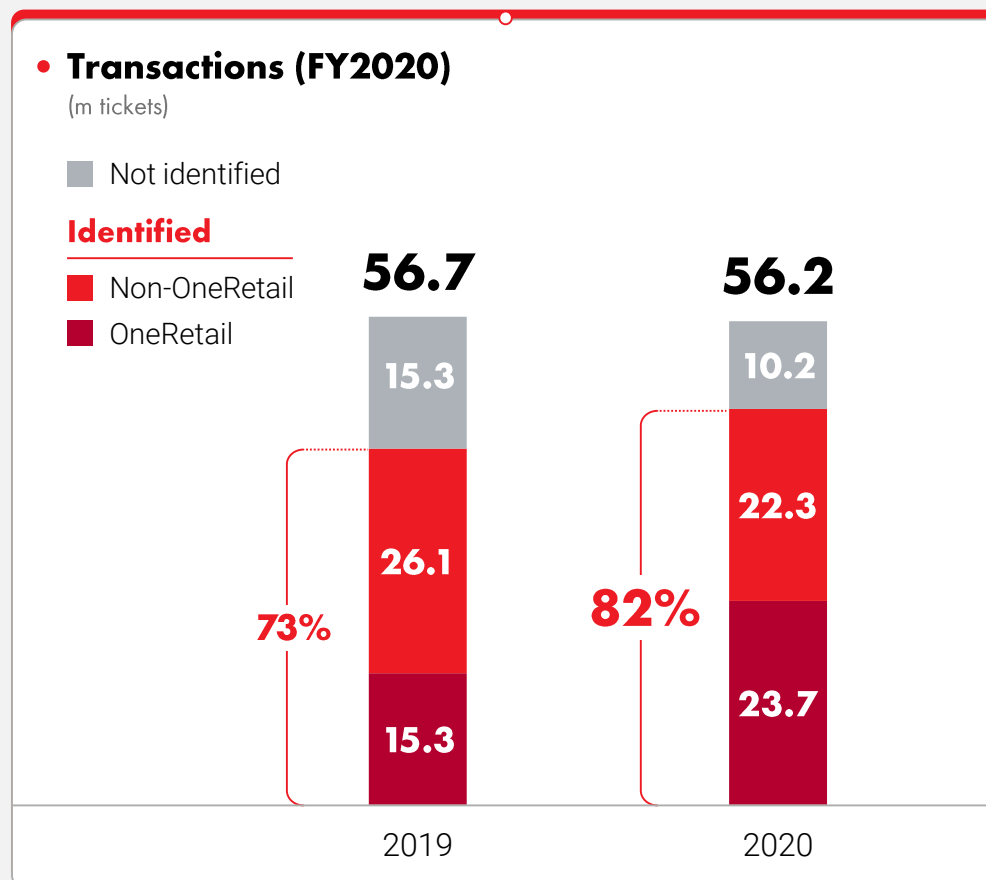
+109% Total online sales growth

+152% Mobile Platform sales growth

(1) Web Platform includes sales from website, marketplace, manual orders, vendor catalogue and contact center
Source: Company data
Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

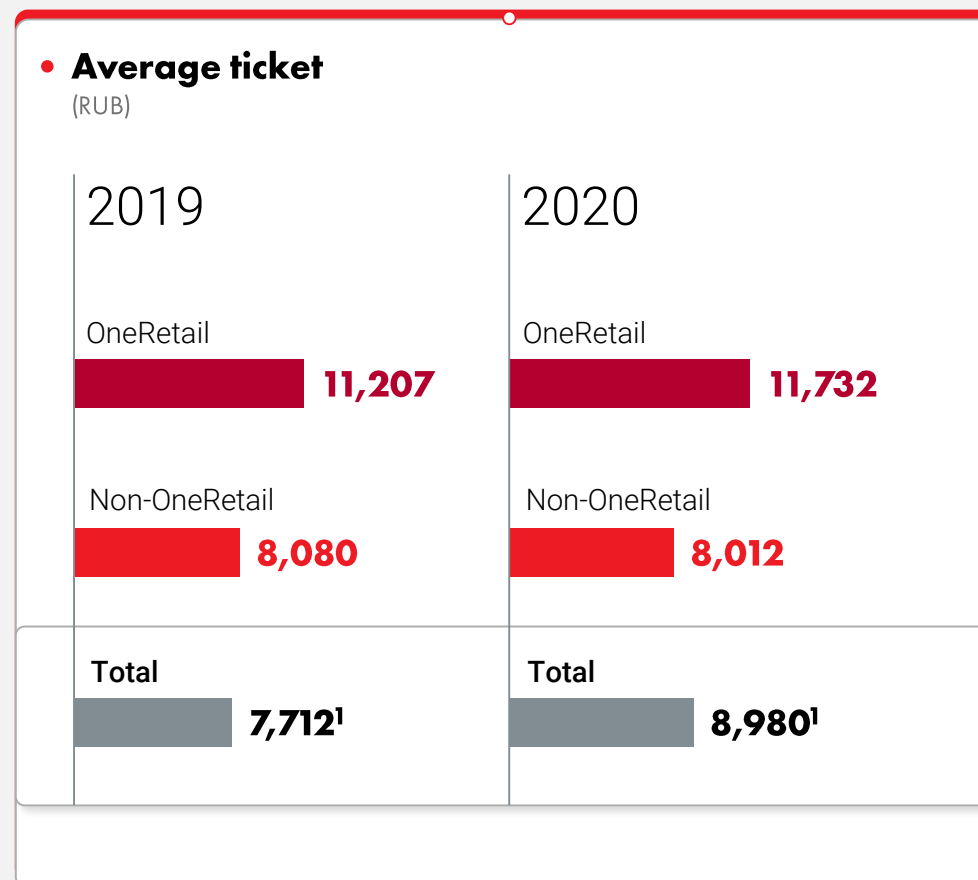
02

INCREASING SHARE OF ONERETAIL TRANSACTIONS RESULTS IN HIGHER OVERALL AVERAGE TICKET



+55% OneRetail transactions growth

42% Share of OneRetail transactions



+46% Higher average ticket for OneRetail customers

+16% Average ticket growth

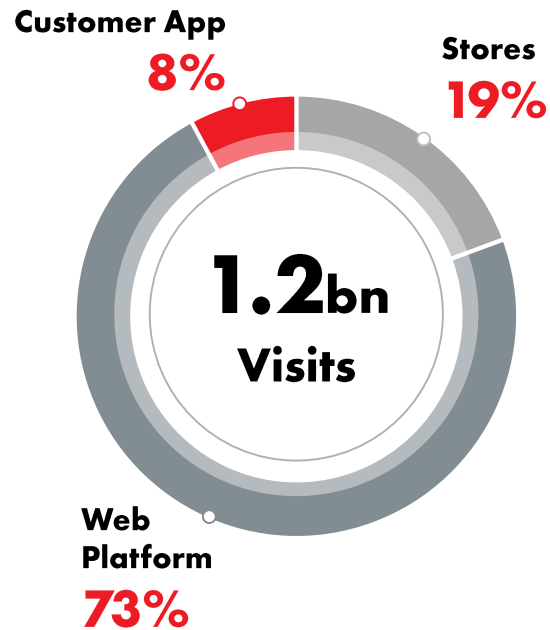
(1) including not identified

Source: Company data

Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

02 **STRONG GROWTH IN IDENTIFIED ACTIVE USERS WITH SHARE OF ONERETAIL CUSTOMERS REACHING 42%**

• Traffic (FY2020)



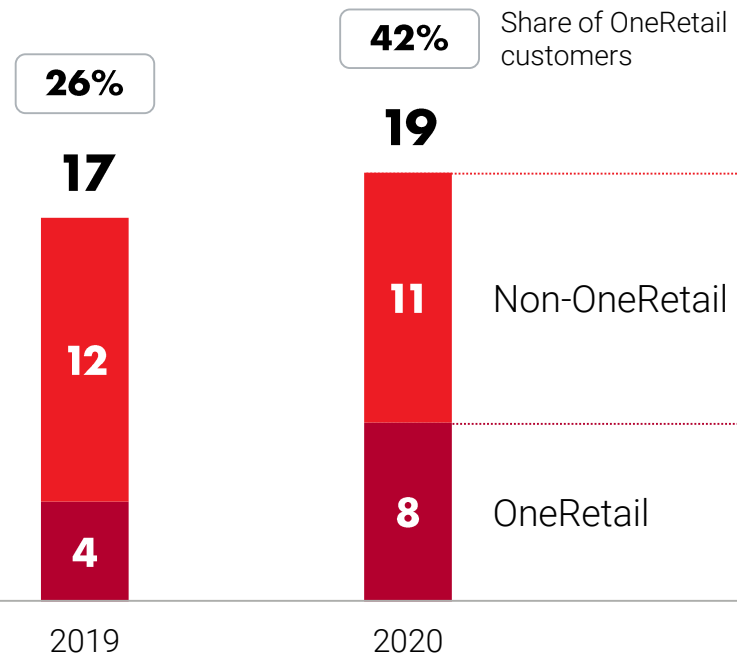
**72m
Loyal
Customer
Base**

>7x Customer App
traffic growth

+29% Web Platform
traffic growth

• Identified active customers (FY2020)

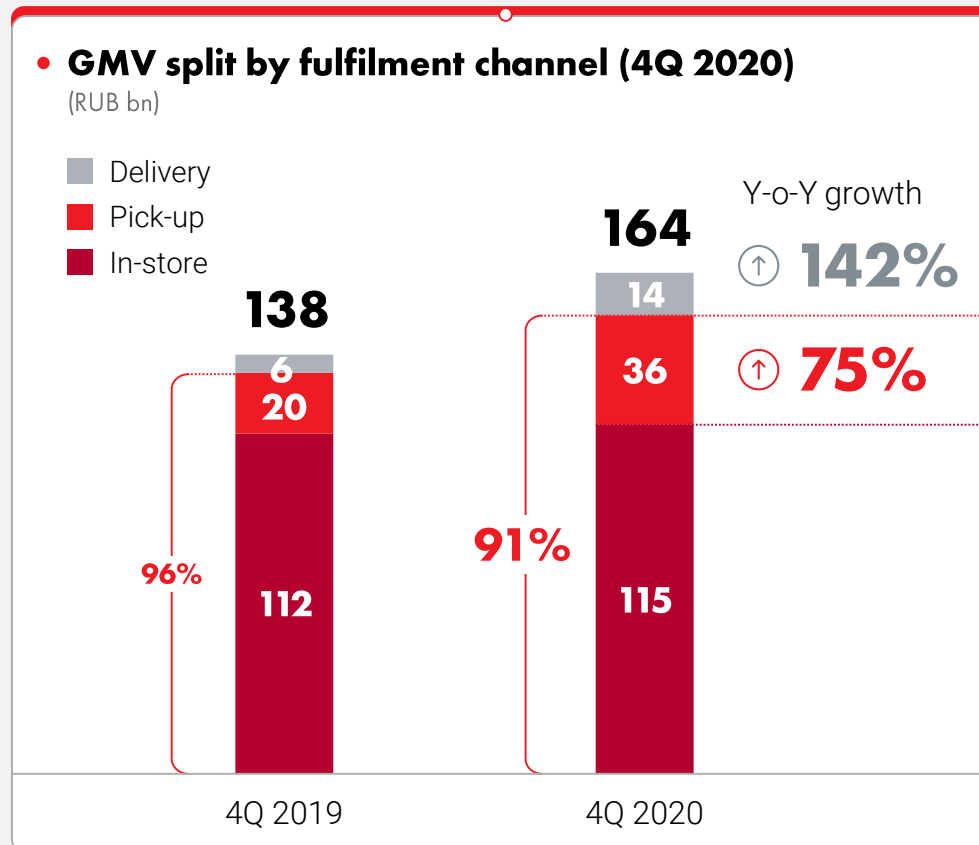
(m people)



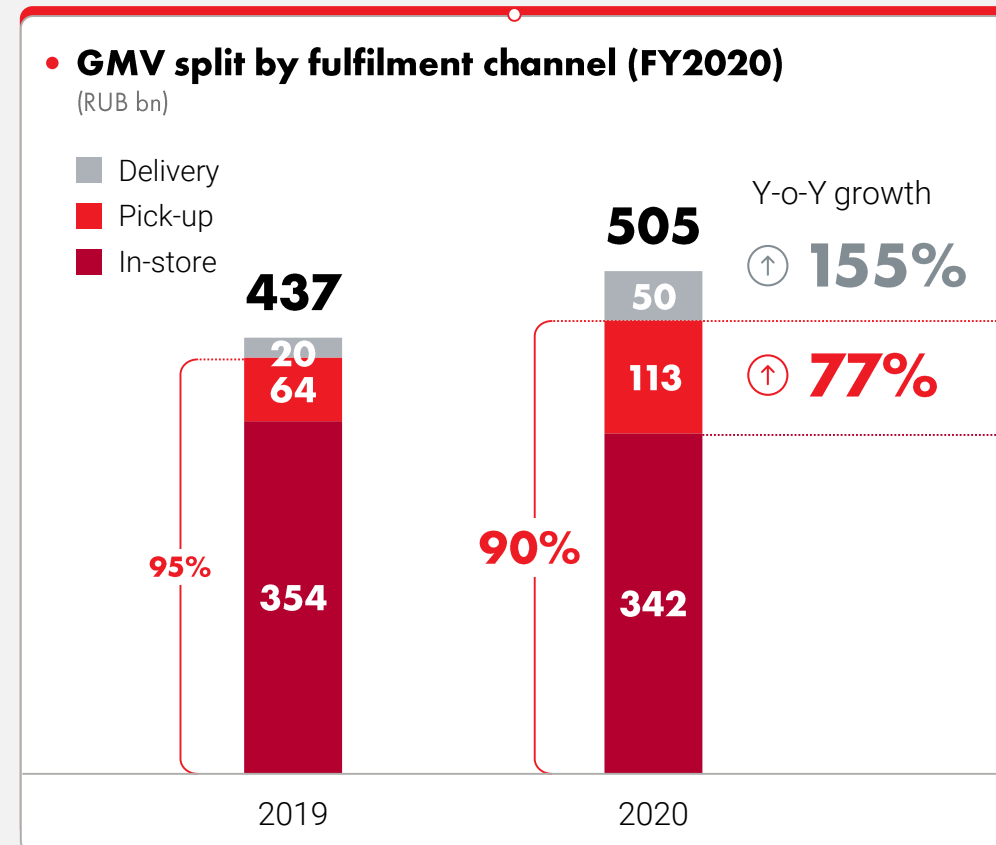
+79% OneRetail
customers growth

+12% Identified active
customers growth

02 OVER 90% OF ORDERS WERE FULFILLED USING STORE INFRASTRUCTURE, WHICH IS THE MOST COST-EFFICIENT OPTION



+75% Growth in pick-up orders



+77% Growth in pick-up orders

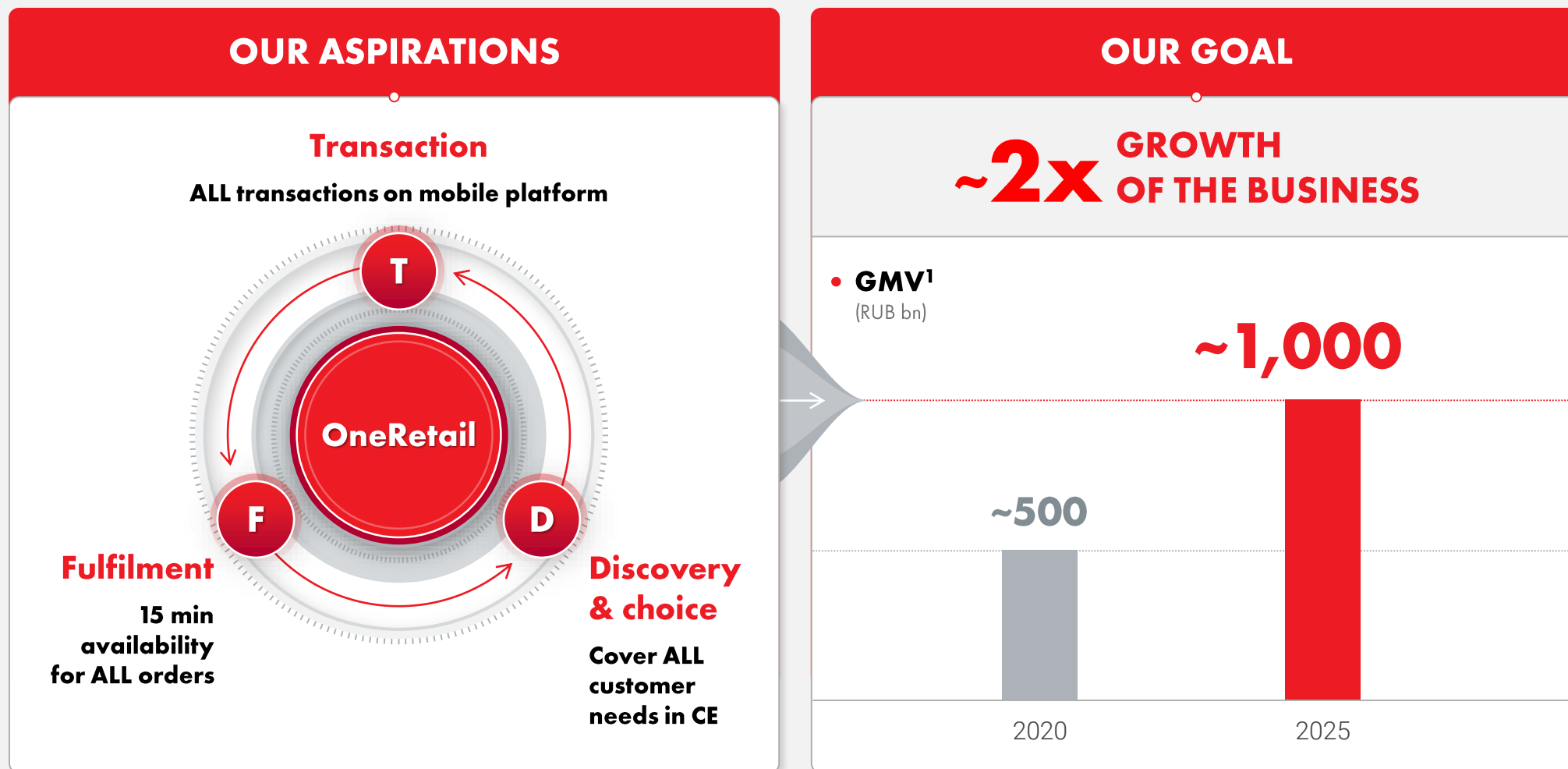
M.VideoEldorado



STRATEGY



03 STRATEGIC OBJECTIVE: DOUBLE SIZE OF BUSINESS TO RUB 1 TRILLION GMV BY FY 2025



03 STRATEGIC AIM: SCALE UP AND ENHANCE GROWTH "FLYWHEEL"

Engaged people



TRANSACTION

Key initiatives

Tight integration of all transaction points into OneRetail platform including launch of "Single basket"

Launch of AI driven personalized offering

Enhance easy check-out at any touchpoint with multiple payment options

Famous brands



FULFILMENT

Key initiatives

Further scaling our network to provide flexibility and increasing adaptability of the logistics platform

Further enhance delivery experience

Develop advanced complementary post-transaction services

DISCOVERY & CHOICE

Key initiatives

Expand CE assortment and share of premium and innovative products

Continue to roll-out and enhance mobile platform, incl. further development of digitally assisted consultations

Advanced technology








Effective logistics







03 STRATEGY OF PROFITABLE GROWTH: MEASURING OUR SUCCESS

OPERATING KPIs

	2020	Mid-term
 # of active identified active customers	19m	25m
 Share of OneRetail customers ¹	42%	85%+
 Total online sales ²	60%	85%+
 Mobile platform sales ²	31%	60%
 15 min order availability ²	34%	50%+



FINANCIAL KPIs

Mid-term	
5-7%	EBITDA margin 
< 2.0% of GMV	Moderate CAPEX 
Payout of 100% NI	Sustainable and attractive dividends 
< 2.0x	Net Debt / EBITDA 

(1) % of identified active customers; (2) % of GMV; (3) Incl. VAT
Source: Company data (based on IAS 17 figures, unaudited) and targets

03 **LOOKING BEYOND CURRENT STRATEGY**

DEVELOPMENT OF COMPLEMENTARY SERVICES

EXPAND ONERETAIL BEYOND CE



03 APPROACH TO SUSTAINABILITY: BUILDING A FUTURE TO BE PROUD OF

Our priority UN SDG	<div><div>3GOOD HEALTH AND WELL-BEING</div><div>10REDUCED INEQUALITIES</div></div>	<div>8DECENT WORK AND ECONOMIC GROWTH</div>	<div><div>12RESPONSIBLE CONSUMPTION AND PRODUCTION</div><div>13CLIMATE ACTION</div></div>	<div>17PARTNERSHIPS FOR THE GOALS</div>
<div><div></div><div>Results achieved in 2020</div></div>	<div>RUB 5m in donated devices to hospitals amid the pandemic</div>	<div>31% retail employees turnover (one of the lowest in the industry)</div>	<div>192 stores equipped with remote control power supply systems</div>	<div>WWF conservation projects active participant</div>
	<div>6k participants in the volunteer movement</div>	<div>+8% increase in training coverage of office staff</div>	<div>17 regions covered by Russia's first project for the recycling of electronics</div>	<div>Memorandum on Sustainable Development promoter</div>
	<div>COVID-19 prevention and support for all employees and customers</div>	<div>Ensuring security and wellbeing (financial, psychological and social)</div>	<div>1k tons+ of electronics recycled</div> <div>20 tons+ of batteries recycled</div>	<div>Leading cross- industry partnership to decrease single-use packaging in stores</div>
<div><div></div><div>Ambitions</div></div>	<div>Provide access to people with different abilities</div>	<div>Provide secure employment</div>	<div>Reduction of GHG emissions (Scope 1,2,3)</div>	<div>Promote responsible consumption by bringing together ecosystems of customers, partners and producers to drive sustainable growth</div>
	<div>Offer a broad selection of healthy lifestyle products</div>	<div>Increase employee satisfaction by creating learning, safe and diverse culture</div>	<div>Improvement of waste management practices</div>	
	<div>Strategic charitable and volunteering activities</div>			

03 SHAREHOLDERS SUPPORT TRANSFORMATION OF GOVERNANCE STRUCTURES

• Shareholding structure as of Dec-2020 (%)



Two-tier governance structure:

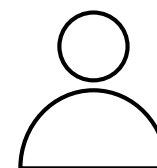
balanced BoD and distinguished Management Board



Exceptional treatment of minorities

since IPO in 2007 (including MTO terms in 2017)

• Expected Board of Directors structure¹



**Chairman
of the Board**



Indicate Independent Director ("INED")



Indicate shareholder representative

• Committees structure



Audit committee

fully comprised
of INEDs



Remuneration and Nomination committee









fully comprised
of INEDs



Strategy and digital transformation committee

chaired by founder of
M.Video A. Tynkovan

03 EXPERIENCED MANAGEMENT TEAM

 <div>25+ 1</div> <p>Alexander Izosimov CEO</p> <p>McKinsey & Company VimpelCom MARS</p>	 <div>20+ 5</div> <p>Ekaterina Sokolova CFO</p> <p>Deloitte. THKBP</p>	 <div>20+ 2</div> <p>Dagmara Ivanova Managing Director of M.Video</p> <p>X5RETAILGROUP Orkla</p>	 <div>20+ 12</div> <p>Sergey Li Managing Director of Eldorado</p> <p>PHILIPS Sulpak</p>
 <div>20+ 1</div> <p>Alexander Sokolovsky Chief Information Officer</p> <p>СБЕРБАНК LEROY MERLIN</p>	 <div>20+ 11</div> <p>Oleg Muraviev Commercial Director</p> <p>LG Electronics B/S/H/</p>	 <div>25+ 24</div> <p>Irina Dementieva Supply Chain Director</p>	 <div>20+ 10</div> <p>Natalya Maleeva Human Resources Director</p> <p>ДЕТСКИЙ МИР MARY KAY</p>

Years of relevant experience

Years with M.Video

Company logos denote previous experience

M.VideoEldorado

**WE WILL DOUBLE
THE BUSINESS
BY HACKING
RETAIL**

2x



APPENDIX

1. GROUP TODAY

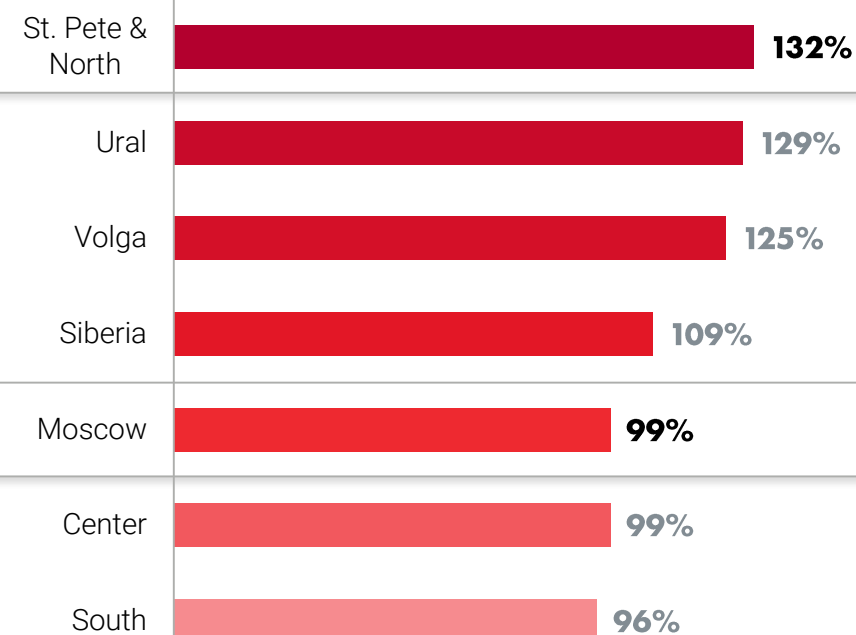
01

WELL-DIVERSIFIED ONLINE SALES ACROSS ALL REGIONS IN RUSSIA

• TOS¹ by regions in 2020 (RUB bn)



• TOS¹ growth by regions Y-o-Y growth in 2020 (%)



(1) TOS denotes Total Online Sales
Source: Company data
Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

01 UNMATCHED NATIONAL SCALE OF LOGISTICS BACKBONE AND OMNICHANNEL PRESENCE



~1m m² fulfilment area¹
1,074 stores and **67** DCs²



60% population coverage with
24 hours stock availability³



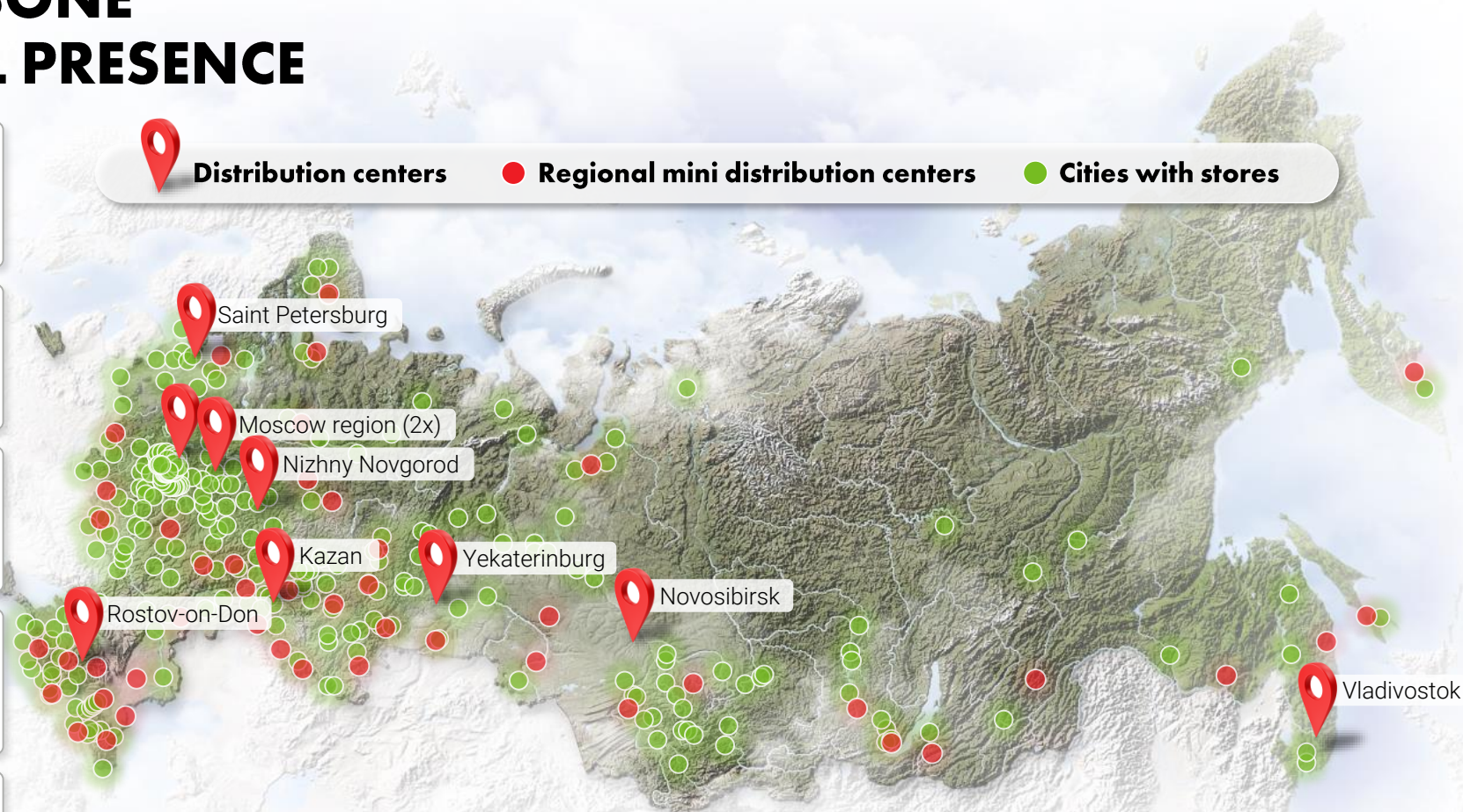
19m active customers⁴
1.2bn traffic⁵



56m transactions⁶
93% using in-store capabilities⁶

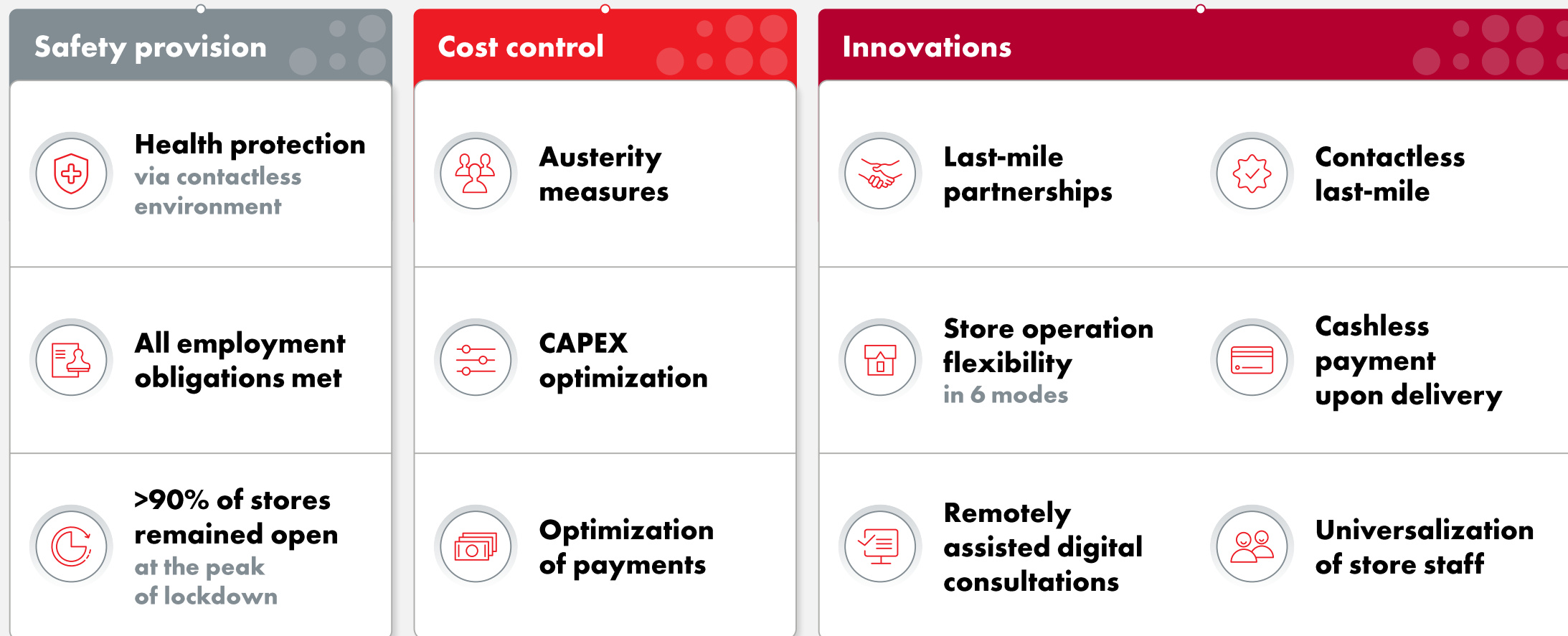


5m home visits⁶
60 last-mile partnerships⁴



(1) Warehouse area in stores of ~540k m², distribution centers of ~418k m² and regional distribution centers of ~83k m² as of 31 Dec 2020; (2) o/w 9 distribution centers and 58 mini-regional distribution centers as of 31 Dec 2020; (3) calculated as population of cities with M.Video-Eldorado presence divided by total country population as of Dec 2020; (4) as of 31 Dec 2020; (5) total traffic (including website, app and stores) for FY 2020; (6) data for FY 2020;
 Source: Company data
 Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

01 AGILE OPERATIONS AND FINANCIAL MANAGEMENT ENABLED SUCCESSFUL PANDEMIC RESPONSE

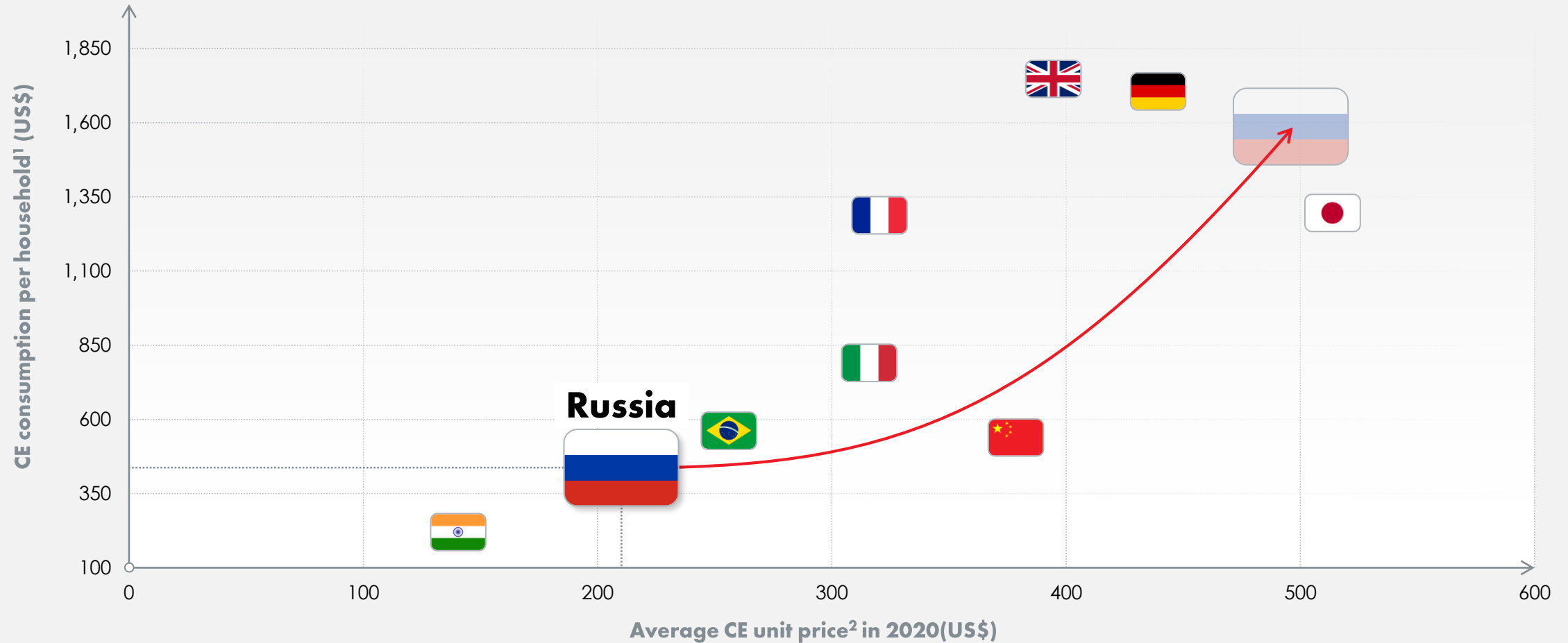




APPENDIX

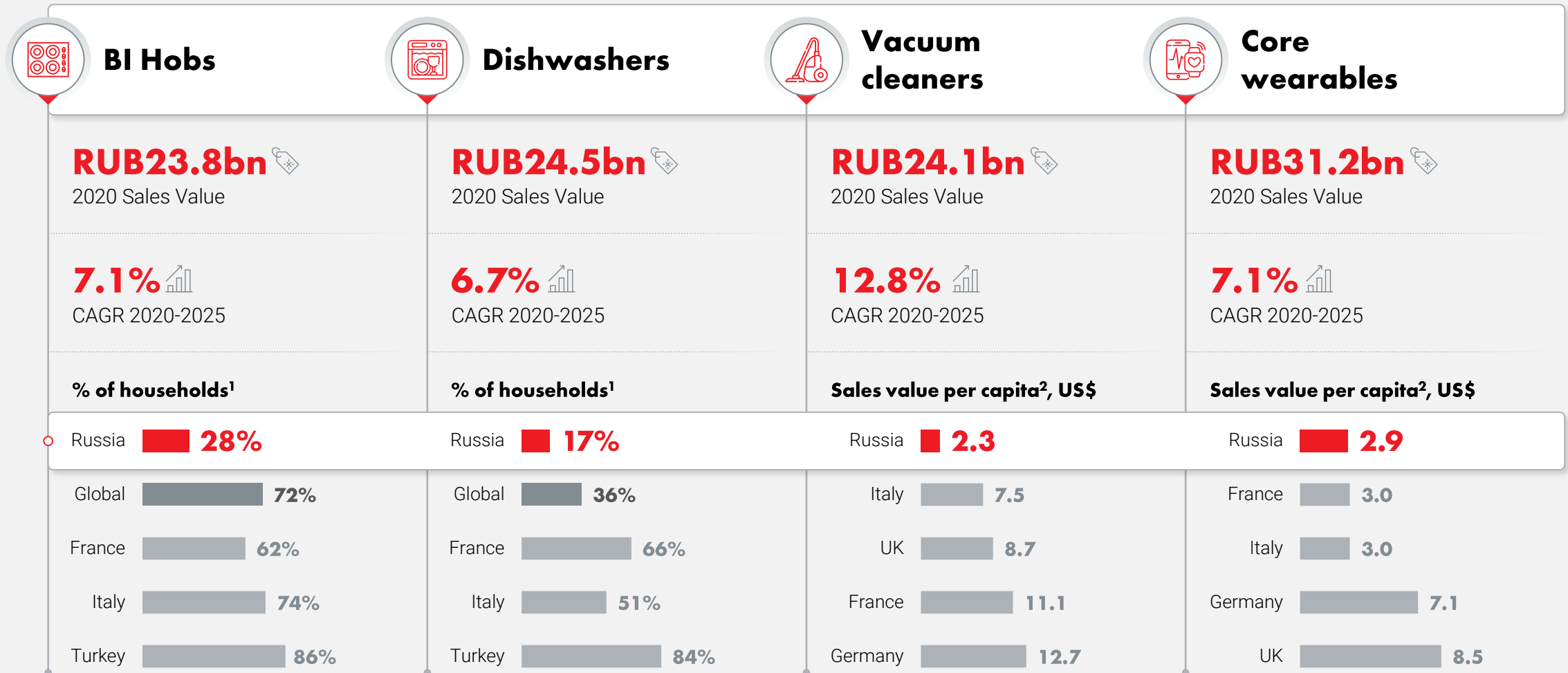
2. MARKET AND BUSINESS

02 RUSSIAN CE MARKET IS SIGNIFICANTLY UNDERPENETRATED VS. INTERNATIONAL BENCHMARKS



(1) CE consumption per household in 2020 per GfK estimations; (2) Calculated as average unit price for Q1-Q4 in 2020;
Source: GfK "Consumer Electronics industry report" (Jan 2021)

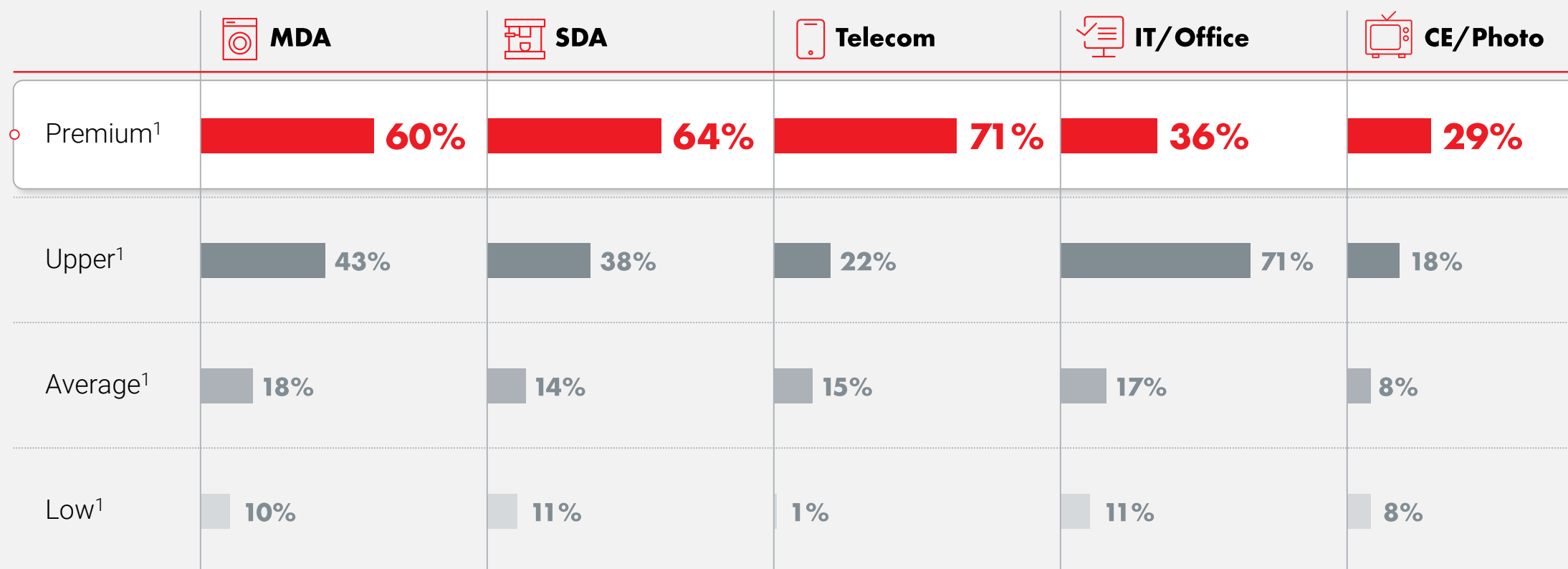
02 MAJOR CE CATEGORIES ARE STILL UNDERPENETRATED IN RUSSIA



(1) % of households by countries; (2) Total market size was provided by GfK
 Source: GfK "Consumer Electronics industry report" (Jan 2021), Eurostat, Rosstat

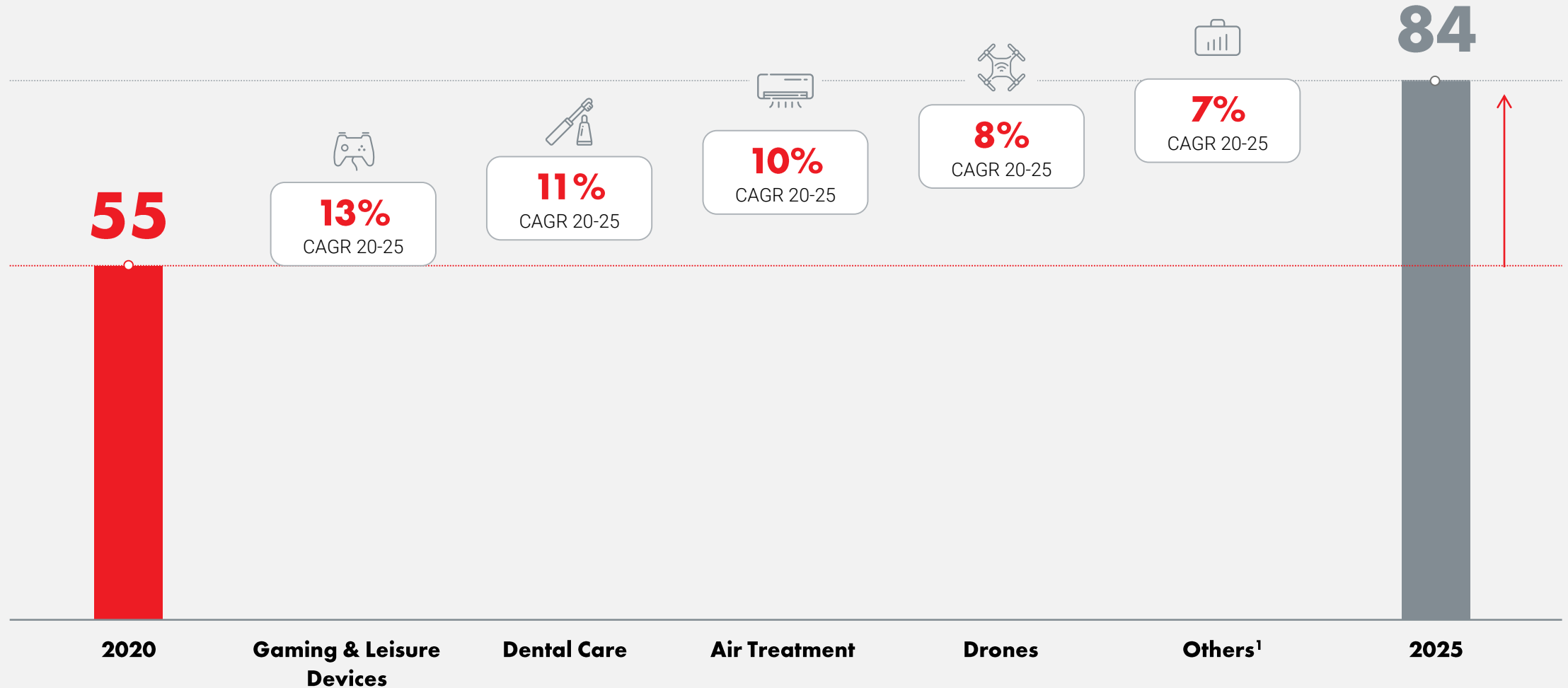
02 GROWTH IN MAIN CE CATEGORIES IS PREDOMINANTLY DRIVEN BY PREMIUM PRODUCTS IN RUSSIA

2020 Sales value growth



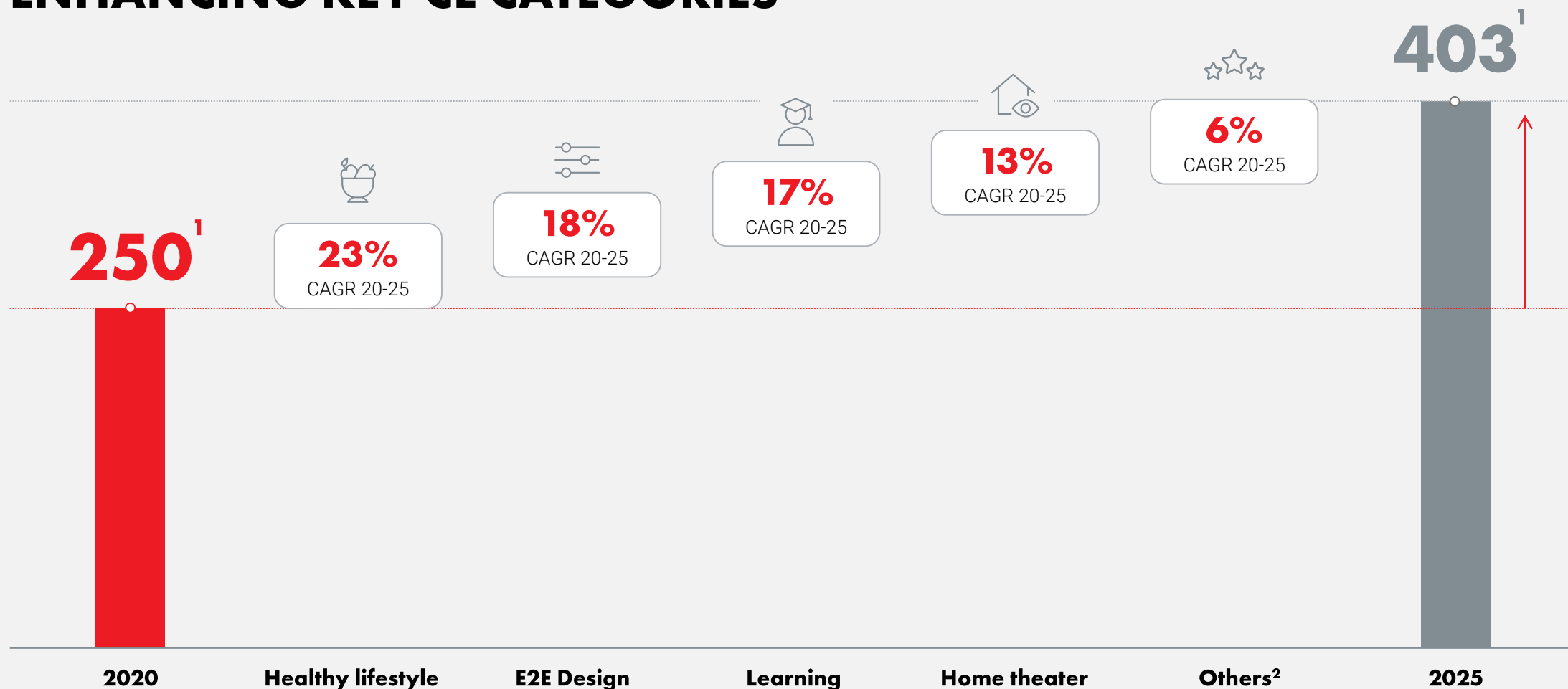
(1) Divided into quartiles depending on each category pricing
 Source: GfK "Consumer Electronics industry report" (Jan 2021)
 Information presented on the slide is related to the Russia CE market unless stated otherwise

02 EXPECTED GROWTH IN NEW CATEGORIES WILL BE DRIVEN BY TECHNOLOGICAL ADVANCES AND INNOVATIONS IN RUSSIA



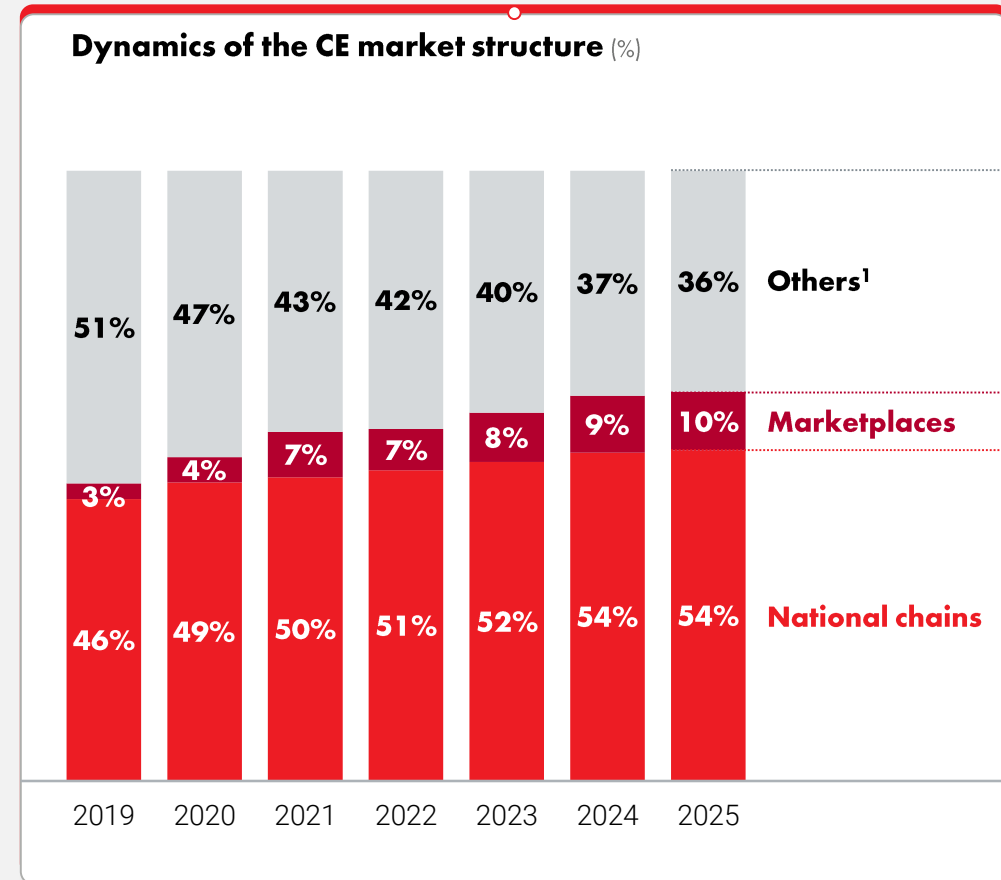
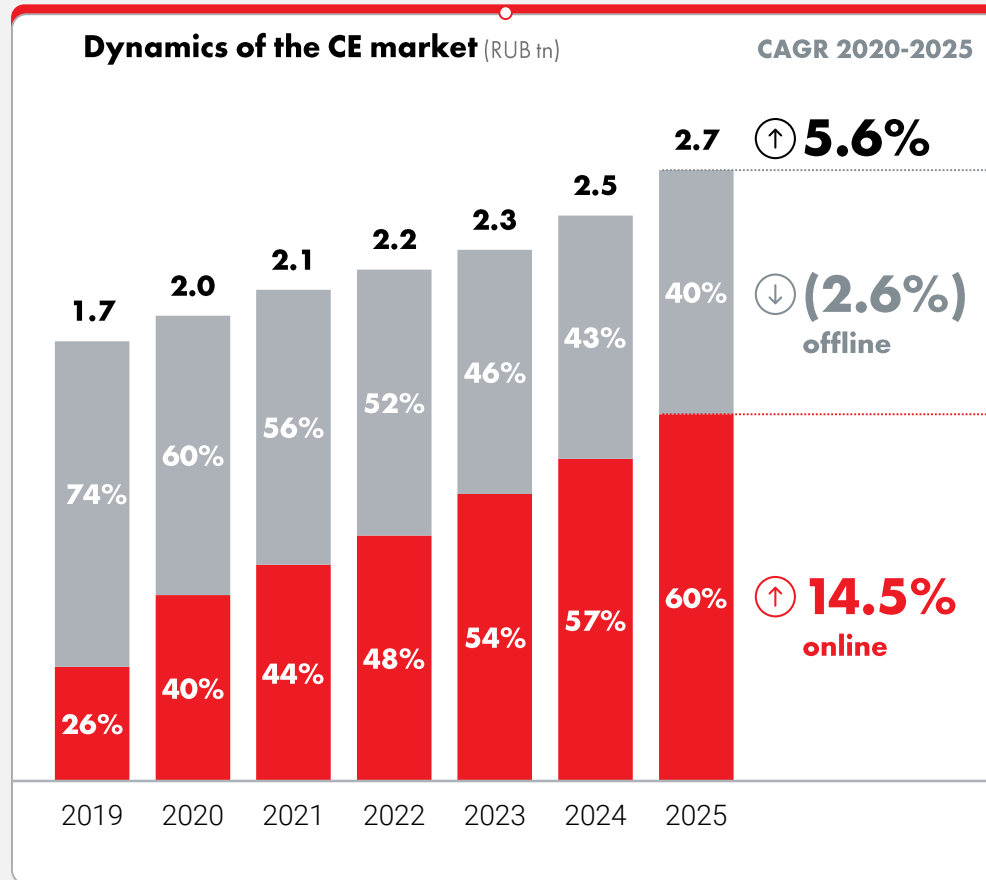
(1) Including Core Wearables and Personal Scales
Source: GfK "Consumer Electronics industry report" (Jan 2021), RUB bn, new categories are not included in the main CE market
Information presented on the slide is related to the Russia CE market unless stated otherwise

02 VALUE-ADDED SERVICES FORECAST TO GROW AROUND 10% P.A. WHILE ALSO ENHANCING KEY CE CATEGORIES



(1) Company estimate of services sub-segment (RUB bn), not included in GfK panel data; (2) Including Work-Gameplace, Kitchen, Mobile device
Source: Company estimates
Information presented on the slide is related to the Russia CE market unless stated otherwise

02 INCUMBENT PLAYERS ARE EXPECTED TO INCREASE MARKET SHARE AS ONLINE SEGMENT OUTGROWS OVERALL MARKET

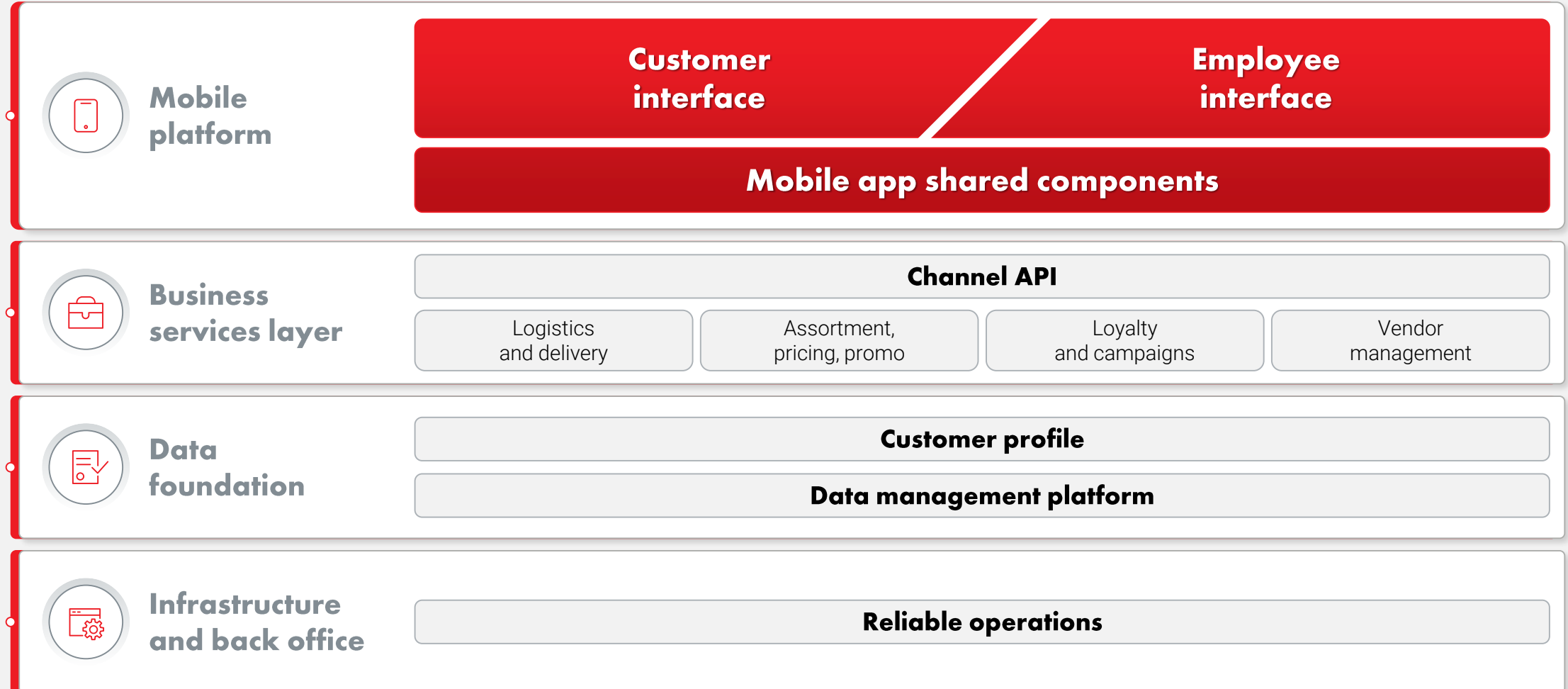


(1) Per GfK classification includes regional chains, other pure players, CSS, operators, other OER/TCR and all others
 Source: GfK "Consumer Electronics industry report" (Jan 2021)
 Information presented on the slide is related to the Russia CE market unless stated otherwise

02 SET OF KEY COMPETITIVE ADVANTAGES TO SUPPORT FUTURE GROWTH



02 ONERETAIL ARCHITECTURE USES A MOBILE PLATFORM AS THE CORE TO CREATE A HYBRID ONLINE AND OFFLINE EXPERIENCE

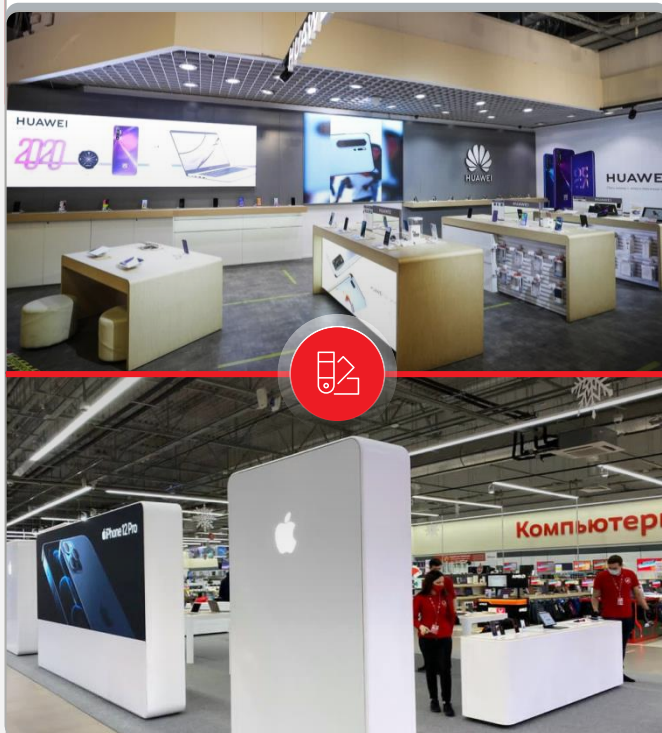


Better in-store
experienceJoint
marketing

02 VENDORS' SIGNIFICANT MARKET DEVELOPMENT FUNDS FOR MARKETING AND PROMO DRIVE HIGH ROI FOR THESE ACTIVITIES

In-store

Brand-zones



Events

M.Video Electronics Show 2019



Media



02 INSTALLATION SERVICE FOR LARGE APPLIANCES IS IMPORTANT DIFFERENTIATOR AND COMPETITIVE ADVANTAGE



5m

Deliveries / home visits



463k

Installations



>500

Installation and delivery staff



>150

Partners



RUB 1bn

Installation revenue

Installation service is essential for purchases of complex CE products

Differentiated fulfilment qualification

MDAs¹ delivery capabilities



Installation



Installation services in accordance with EU service standards



Own branded installation service



02 CUSTOMER PROPOSITION ENHANCED BY CONSUMER LOANS AND CASHLESS PAYMENTS



17%

Total share of credit sales



+19%

YoY growth in online loan applications



12 partners

9 banks and 3 micro financing institutions



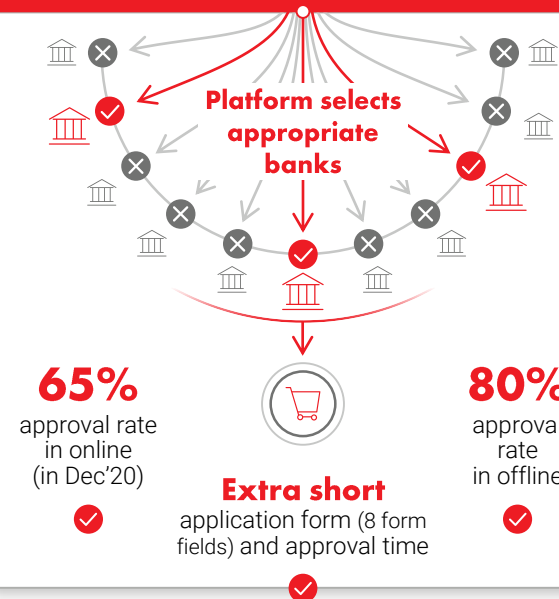
60%

Share of contactless payment in deliveries

Installment payments



Credit broker platform available both: online and offline, incl. Mobile Platform



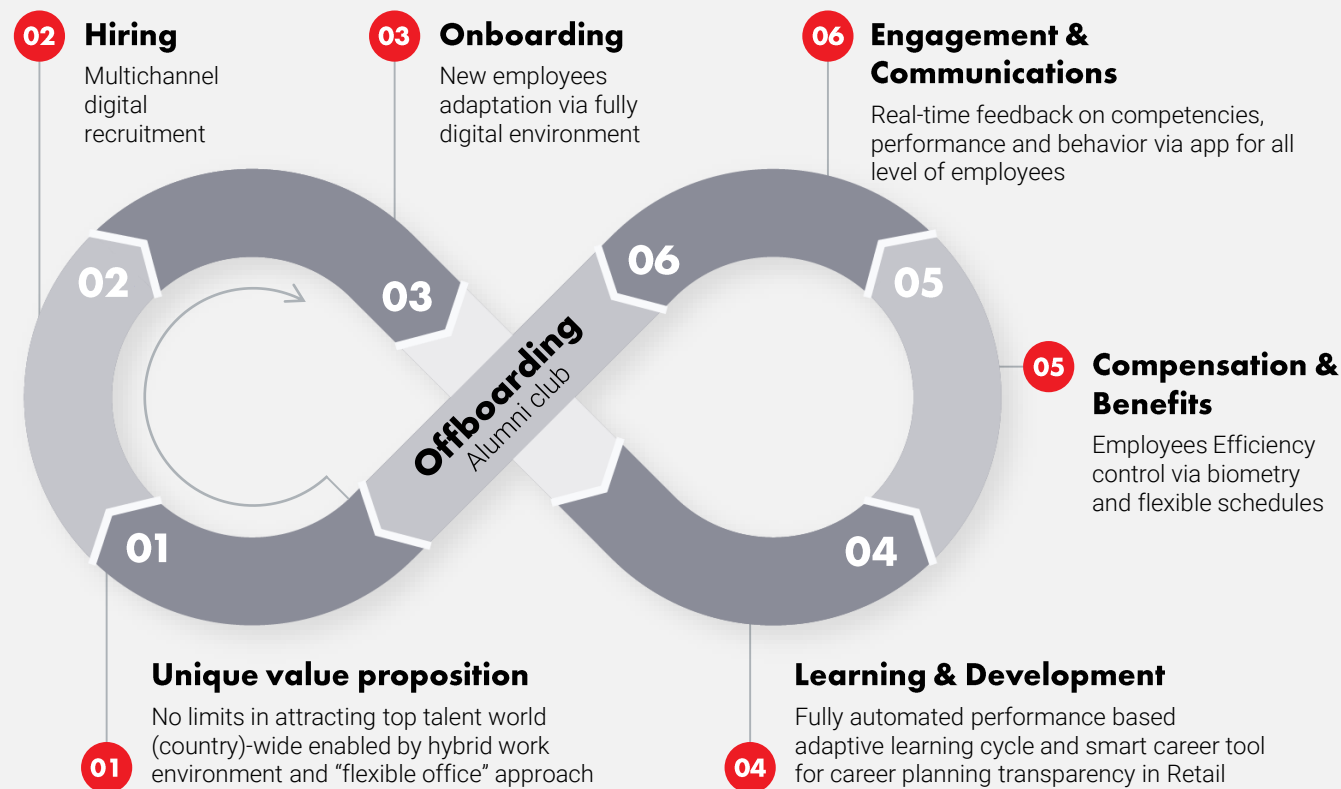
Payments via Dynamic QR-codes

One of the first pilots launched in Russia with VTB Bank (Moscow stores)



02 INDUSTRY LEADING CAPABILITIES IN RECRUITMENT, ENGAGEMENT AND RETENTION

>30,000 of employees in a single digital space



• Employee turnover¹

M.VideoEldorado	31%
Russian retail	57%
Global retail	45%

• Employee engagement²

M.VideoEldorado	80%
Russian retail	68%
Global retail	68%

(1) Employee turnover based on HR benchmarks "Human Resources Performance Indicators" AMT Consult and KPMG, 2020; (2) Employee engagement survey Kincentric (Aon Hewitt), January 2020;

Source: Company data, Aon Hewitt, AMTconsult, KPMG

Information presented on the slide is related to M.Video-Eldorado Group unless stated otherwise

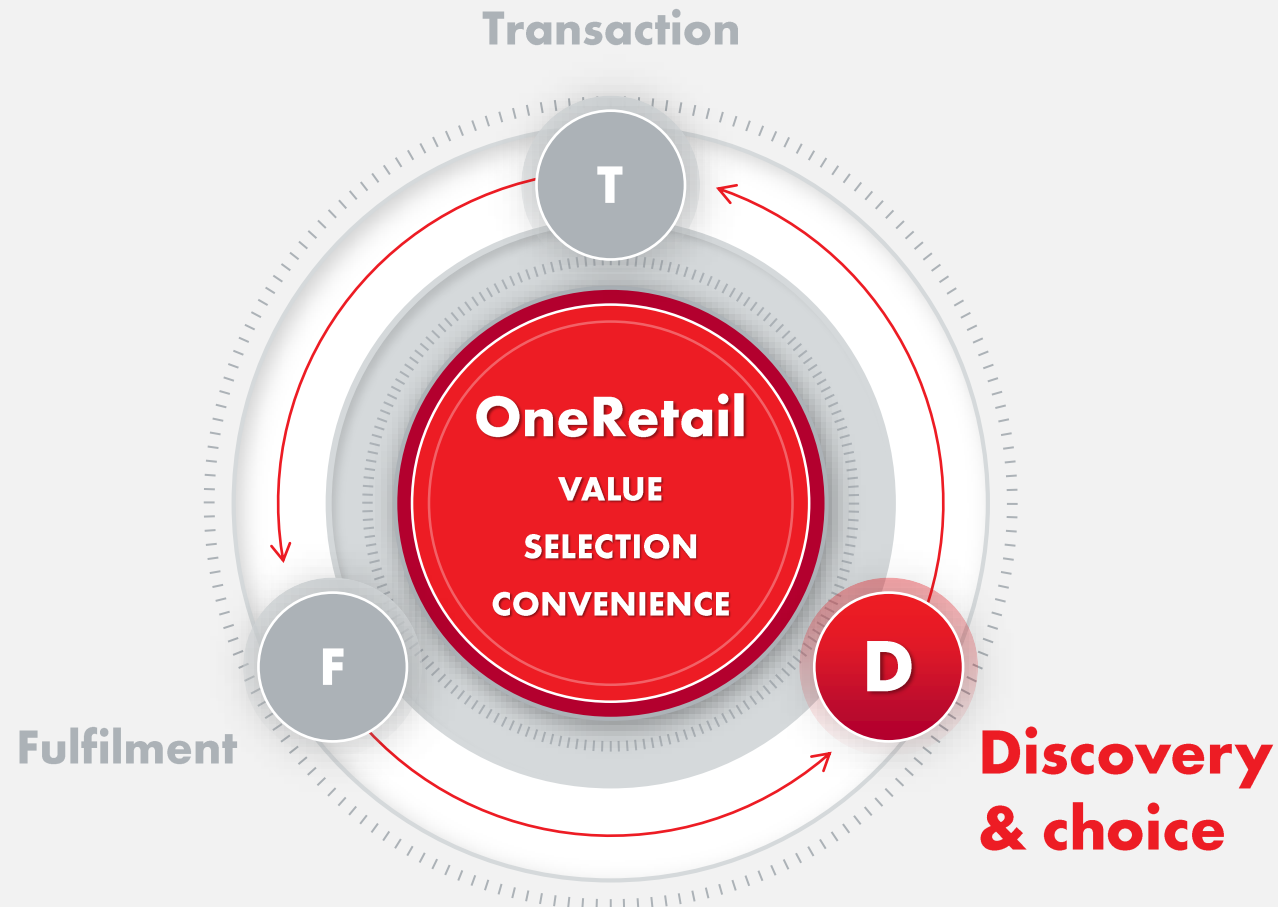


APPENDIX

3. STRATEGY

03

ASPIRATION: COVER ALL CUSTOMER NEEDS IN CONSUMER ELECTRONICS



KEY INITIATIVES



Expand CE assortment and share of premium and innovative products



Continue to roll-out and enhance mobile platform, incl. further development of digitally assisted consultations

03 SUBSTANTIAL EXPANSION OF CE ASSORTMENT



**Vendor
catalogue**

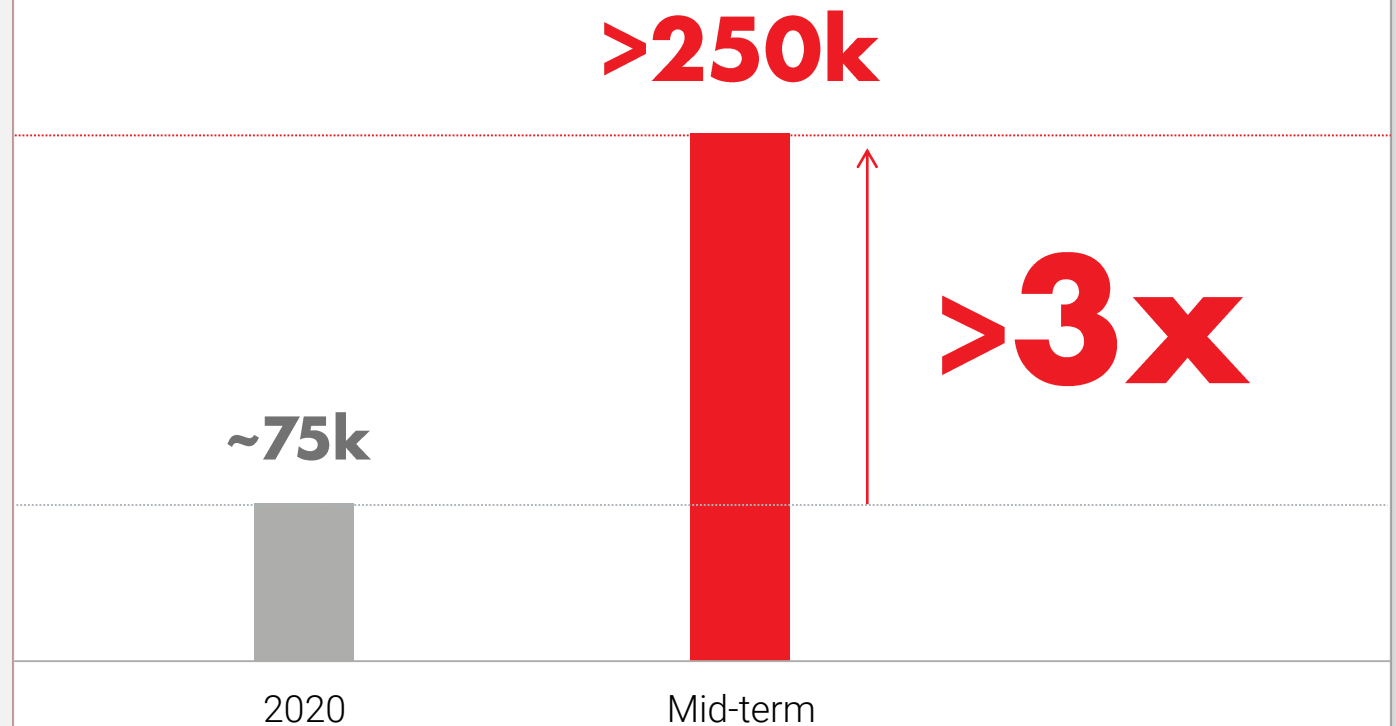


Endless shelf



Marketplace

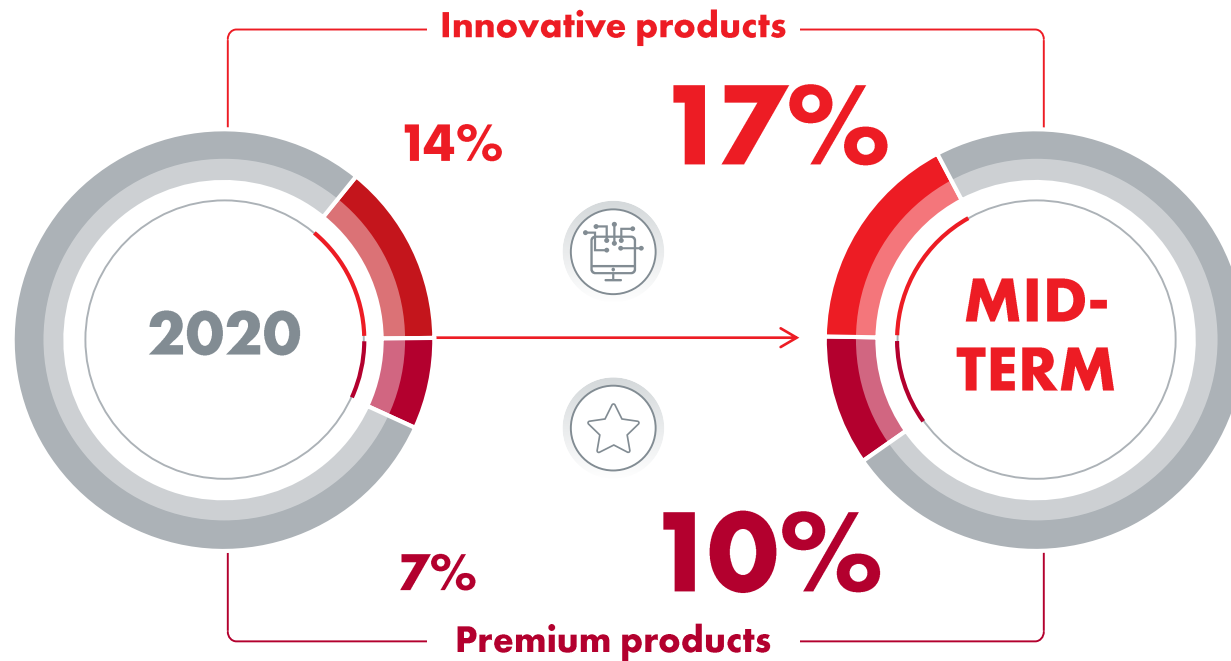
• **CE SKUs (#)**



03

CONTINUED FOCUS ON HIGH-GROWTH PREMIUM AND INNOVATIVE PRODUCT CATEGORIES

- Share of innovative and premium products (%)



Innovative / premium products:

Smart home installations



Remote security services and monitoring



Home robotic appliances

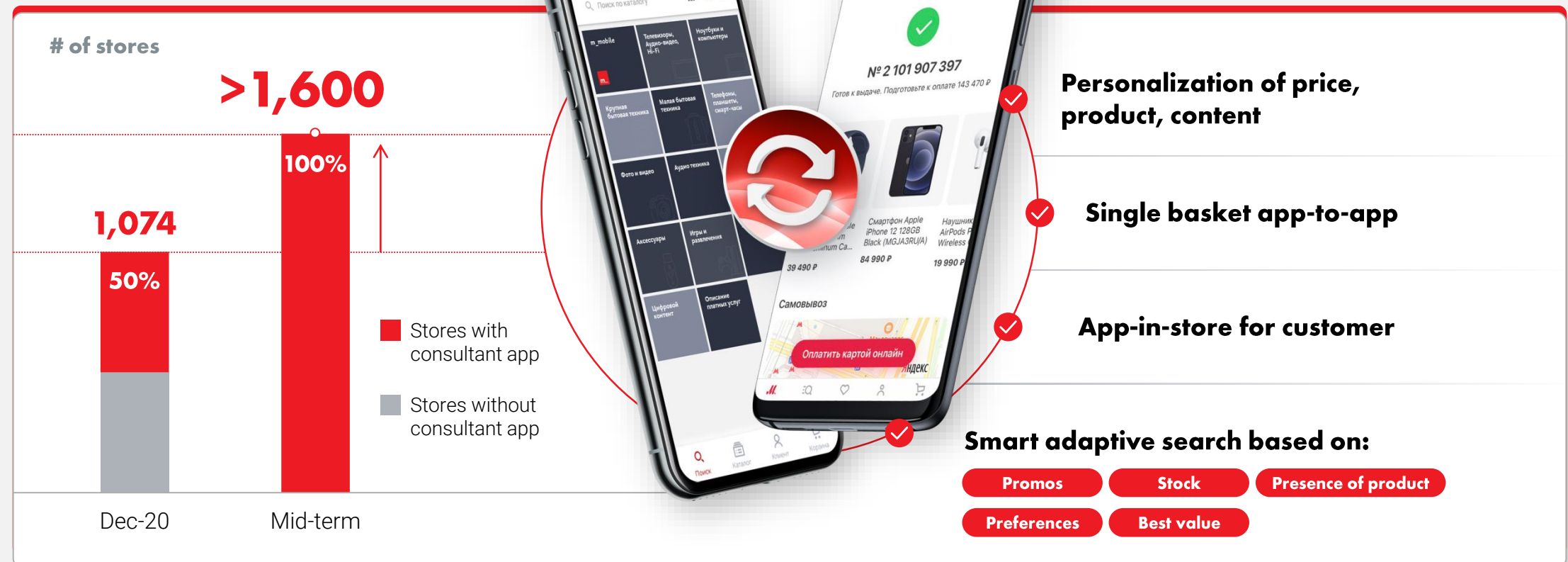


Healthcare wearables



03 CONTINUED ROLL-OUT AND ENHANCEMENT OF MOBILE PLATFORM

Further roll-out of mobile platform across our store network and evolution of mobile platform functionality to transform customer experience



03 FURTHER DEVELOPMENT OF DIGITALLY ASSISTED CONSULTATIONS

We are increasing the number of digitally assisted consultations to reinforce our differentiation against marketplaces and traditional retail

 **Chat with consultant**

 **In-store**

 **Contact center**

 **Video consultation**

 **Chat-bot**

 **New types to be introduced**

 New types of digitally assisted consultations



of transactions with digitally assisted consultations (mln)

8.7

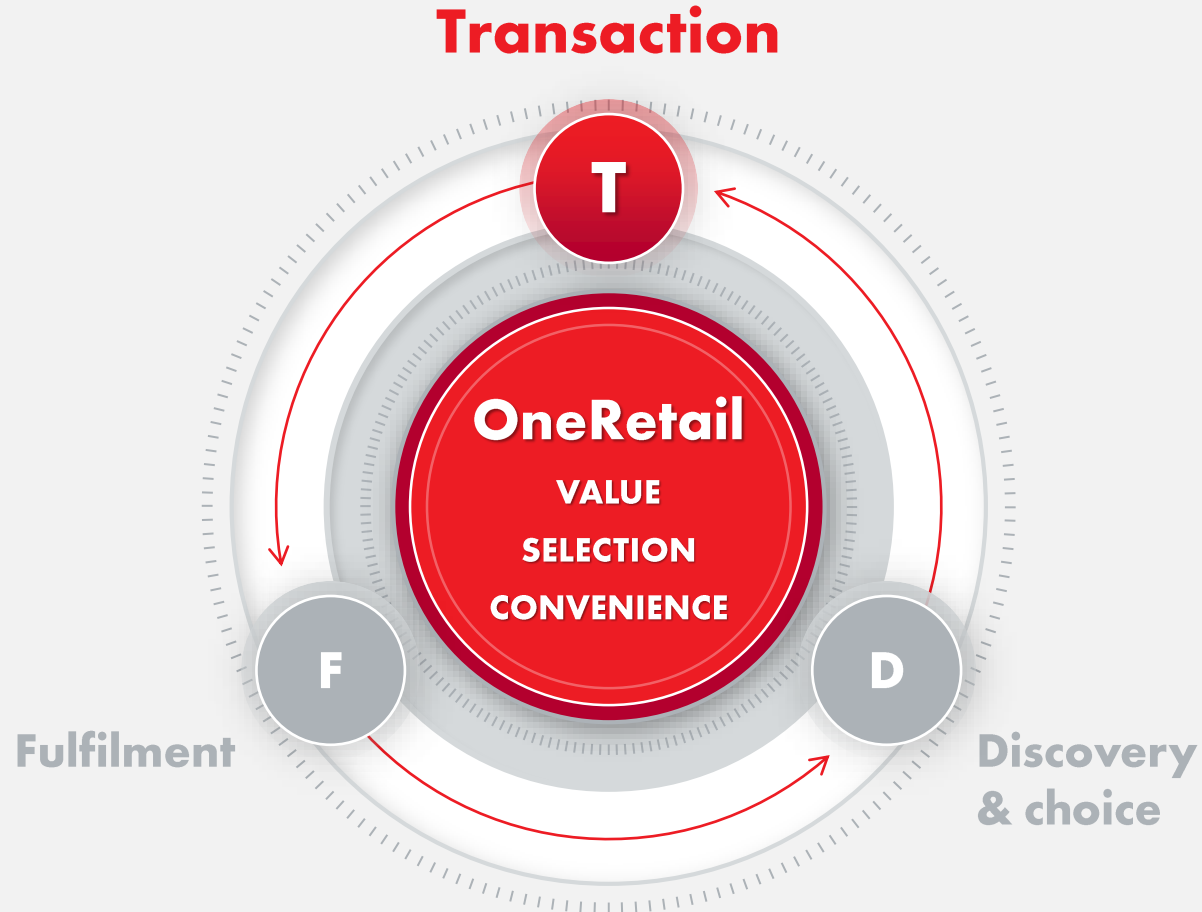
2020

>16

Mid-term

~2x

03 **ASPIRATION: ALL TRANSACTIONS ON MOBILE PLATFORM**



KEY INITIATIVES



Launch of AI driven personalized offering



Tight integration of all transaction points into OneRetail platform including launch of "Single basket"



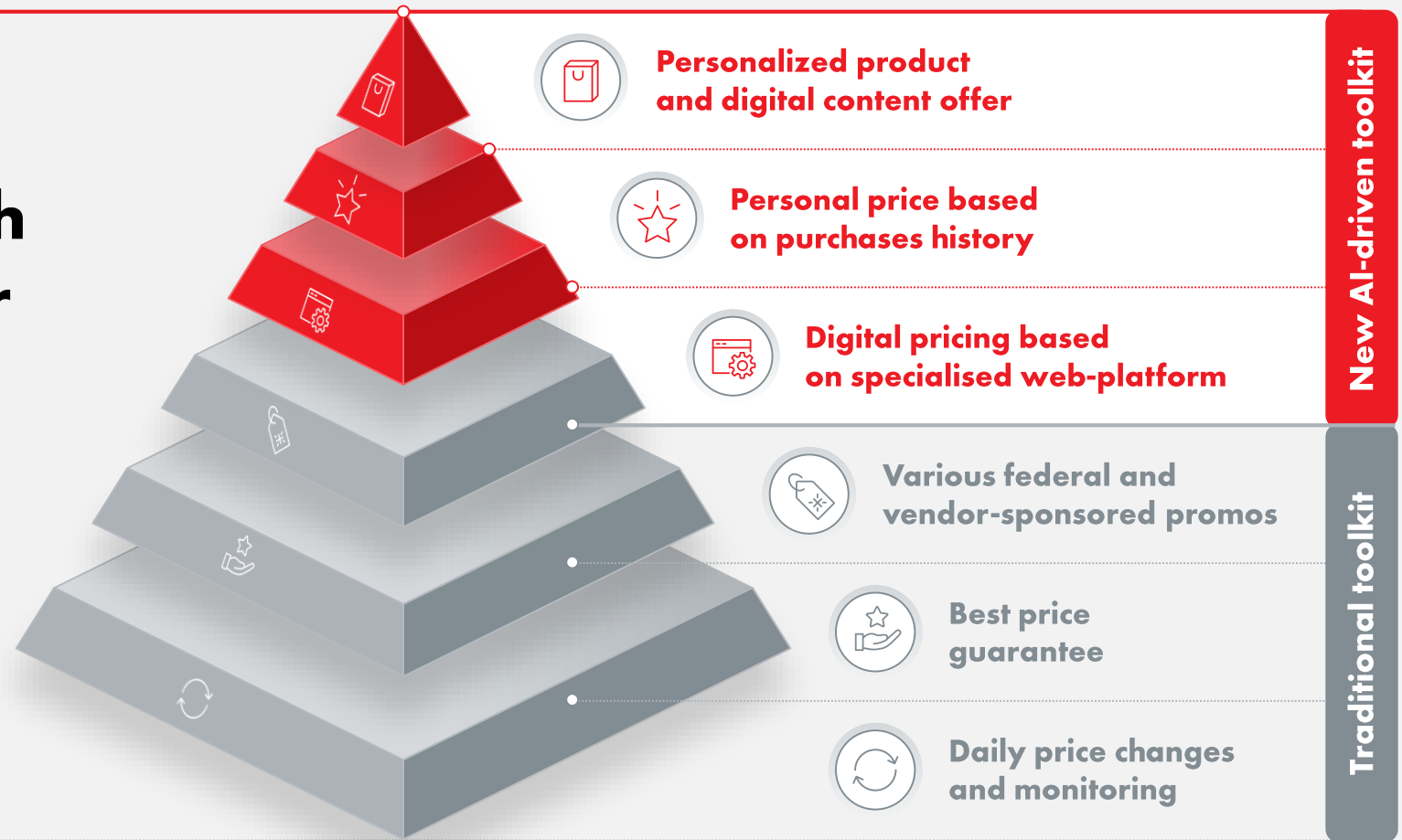
Enhance easy check-out at any touchpoint with multiple payment options

03 LAUNCH OF AI-DRIVEN PERSONALIZED OFFERING



Best value of any transaction for each particular customer

~0.35-0.50 pp
expected growth of traffic conversion



03

LAUNCH OF "SINGLE BASKET" TO LEAD TIGHTER INTEGRATION OF ALL TRANSACTION POINTS INTO ONERETAIL PLATFORM



03

ENHANCE EASY CHECKOUT AT ANY TRANSACTION POINT WITH MULTIPLE PAYMENT OPTIONS

Enhance check-out experience
via new payment options



Faster Payments
System



Payment
via chat



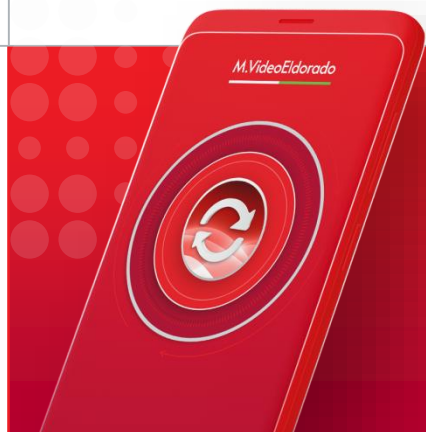
Payment with
connected card



Loans at any
transaction point¹

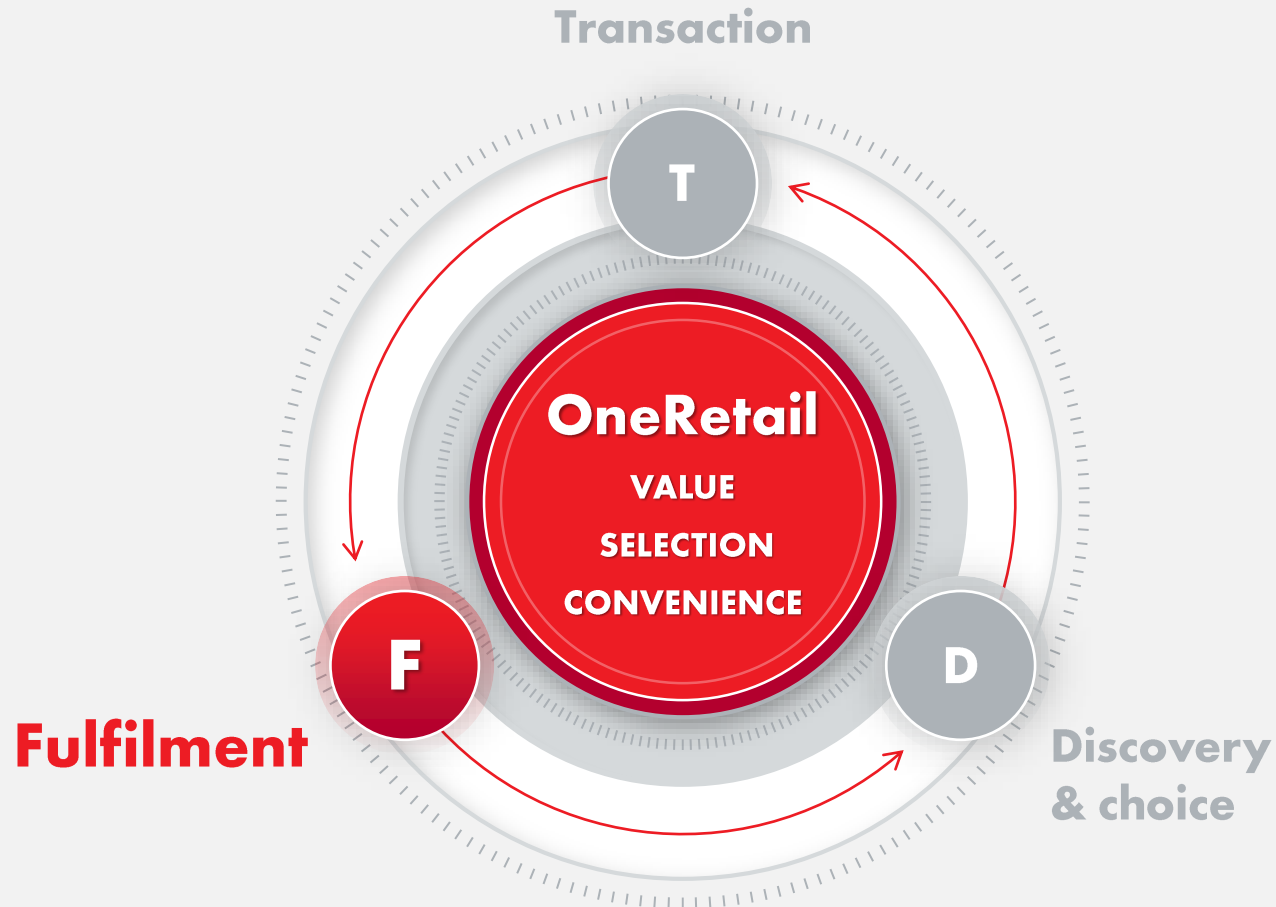


Use of pre-approved
credit limits



(1) customer app, consultant app, web, store
Source: Company data and targets

03 **ASPIRATION: 15 MINUTE AVAILABILITY FOR ALL ORDERS**



KEY INITIATIVES



Further scaling our network to provide flexibility and increasing adaptability of the logistics platform



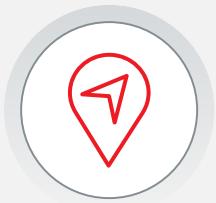
Further enhance delivery experience



Develop advanced complementary post-transaction services

03 SCALE UP LOGISTICS PLATFORM THROUGH EXPANSION OF STORE NETWORK

Roll-out of smaller store formats and entering smaller towns will further enhance network coverage



>100

New towns to be covered¹



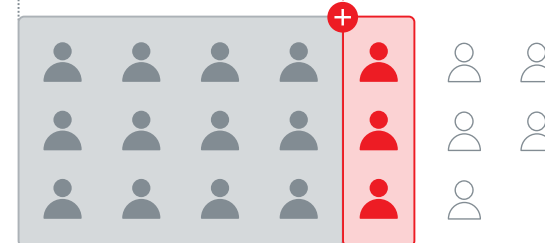
>500

New stores to be opened¹

- Increase of same day stock availability²

60%
2020

70%+
Mid-term



03 INCREASE FLEXIBILITY OF THE LOGISTICS PLATFORM

Further development of advanced logistics technologies to improve speed and efficiency of fulfilment



AI tools to manage in store stock:

Sales forecasting at SKU-store level

Goods redistribution between stores



AI tools to improve warehouse capacity utilization efficiency



Automate processes and settings, including:

Delivery schedule management

Order logistics management (goal-setting and monitoring)

- 15 min order availability¹

34%

2020



50%+

Mid-term



03

FURTHER ENHANCE DELIVERY EXPERIENCE

Large network of pick-up points

Widen network of pick-up points
via new partnerships aiming
to reach over 100k points



Environment friendly delivery options

**Delivery via bicycle,
scooter, walking**
among other options



End-to-end real-time tracking of orders

Chat with courier
Online adjustment of orders
via customer app

