Our strategy

Business model



Strategic

goal

to secure Magnit's leading

positions in Russian retail

by expanding its presence

high business profitability

in the market and maintaining

to become the store of choice for customers, employees and

investors

52% local SKUs

Vertical integration

>310 thous. tonnes of products per year

>2.5 thous. private label SKUs

Quality control "from field to plate"

12

laboratories daily tests

in **7** federal districts

>4.3 thous. trucks

91% centralisation ratio

Logistics transformation

3.5 thous.



Best customer

38 distribution centres

Eco-Initiatives

—**13 mln** customers daily

Cross-format loyalty programme

70% penetration in sales

Supreme Quality

~6 thous. suppliers

Best local product range

17 own production facilities

10% share of PL

7% direct import supplies

in Russia

Largest supply chain network

Multi-format & omni-channel under single brand

14,911 convenience stores

470 supermarkets

6,183 drogeries

1,165 pharmacies

3,752 Cities & townships

Online across all segments and missions:

- regular delivery (stock-up)
- express
- E-pharma

Covers >1 thous. stores in 47 regions of Russia



experience

Unique cross-format brand

- Enhanced CVP & clustering
- New retail technologies

- **14,354** new concept stores

>43 mln active users of loyalty cards

Environment Responsible supply chain

Modern and efficient platform

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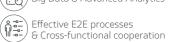
<u>កាំាំ</u> Employees



Health and wellbeing



Big Data & Advanced Analytics



Delivering

Value creation for...

Customers

21,564 fresh and high-Russian retailer stores quality products in terms of proximity in **3,752** cities to customers and and townships geographical

Employees

>316 thous.

Retail with purpose Sustainability Strategy employees – one of the largest private employers in Russia

#1

coverage

200 thous. employees joined

Magnit's Corporate Academy

84% employee engagement rate

73% employee satisfaction rate

Suppliers

52%

of SKUs supplied by 4.1 thous. local producers

7%

direct import supplies (**~700** contracts)

Communities

RUB 210 min RUB 2.9 bin

allocated for charity responsible approach towards environment

Goverment

RUB 94 bln

44

taxes paid in 2020

procurement sessions in **38** regions

Investors

RUB 578 bln capitalization

(+ **66%** in 2020)

RUB 31 bln dividends paid

in 2020

x2

ROIC growth in 2020

2020 magnit.com