

Glossary

Average ticket	a figure calculated by dividing total sales at all stores during the relevant year by the number of tickets in that year
CAPEX	the money an organisation or corporate entity spends to buy, maintain, or improve its fixed assets, such as buildings, vehicles, equipment, or land
Consumer Confidence Index (CCI)	a survey, administered by The Conference Board, which measures how optimistic or pessimistic consumers are regarding their expected financial situation
Customer Decision Tree (CDT)	a graphical representation of a customer's buying decision process expressed in a tree format
CPI (Consumer Price Index)	a price index that measures changes in the price level of a weighted average market basket of consumer goods and services for a certain period of time
Cross-docking	is a transshipment platform used to consolidate incoming products for outgoing destinations.
CSR (Corporate Social Responsibility)	a responsible attitude in managing a company's impact on a range of stakeholders: customers, colleagues, investors, suppliers, the community and the environment
CVP	Customer Value Proposition
Drogerie	a retail store selling beauty, hygiene and household related products as well as certain non-prescription medications
End-to-end process (E2E process)	a process which takes a method or service from its beginning to its end, delivering a complete functional solution
EGAIS	national automated information system for the control of alcohol production and distribution
ERP (Enterprise Resource Planning)	integrated management of main business processes, often in real time and mediated by specialised software and technology
EVP	Employer Value Proposition
Federal state informational system "Mercury"	automated system for electronic certification of goods subject to state veterinary control in Russian Federation
LFL (like-for-like)	the method of comparing current year sales figures to prior year's sales figures excluding the expansion effect
Net debt	a liquidity metric used to determine how well a company can pay all of its debts if they were due immediately
Platon Electronic Toll Collection (ETC) system	a Russian electronic toll collection system which collects tolls from trucks over 12 tonnes, with the proceedings going to a federal fund for road maintenance
Private label (PL)	brand owned not by a manufacturer or producer, but by a retailer or supplier, who gets its goods made by a contract manufacturer under its own label

Glossary (continued)

RACI	RACI matrix, or linear responsibility chart (LRC), describes the participation by various roles in completing tasks or deliverables for a project or business process
Real GDP	an inflation-adjusted measure that reflects the value of all goods and services produced by an economy
Real disposal income (RDI)	the post-tax and benefit income available to households after an adjustment has been made for price changes
Return on Investment Capital (ROIC)	a profitability or performance ratio measuring the percentage return that investors in a company are earning from their invested capital
SaaS (Software as a Service)	is a software licensing and delivery model in which software is licensed on a subscription basis and is centrally hosted
Sales density	the revenue generated for a given area of sales space, presented as a monetary value per square metre
Selling space	the area inside stores used to sell products, excluding areas rented out to third parties, own-production areas, storage areas and the space between store entry and the cash desk line
SKU (stock keeping unit)	a number assigned to a particular product to identify the price, product options and manufacturer of the merchandise
Sustainable development	development that meets the needs of the present without compromising the ability of future generations to meet their own needs
Traffic	the number of tickets issued for the period under review
WACC (weighted average cost of capital)	the rate that a company is expected to pay on average to all its security holders to finance its assets

Abbreviations

ACRA	Accounting and Corporate Regulatory Authority
AGM	Annual General Meeting
BPs	Basis points
CAGR	Compound annual growth rate
CEO	Chief Executive Officer
CRM	Client Relationship Management
EBITDA	Earnings before interest, taxes, depreciation and amortization
ESG	Environmental, Social, Governmental
FY	Financial Year
GDP	Gross domestic product
GDR	Global depositary receipts
GHG	Greenhouse gases
H	Half of the year
HR	Human resources
IFRS	International Financial Reporting Standards
IPO	Initial Public Offering
IR	Investor relations
IT	Information Technologies
JSC	Joint Stock Company
KPI	Key Performance Indicators
LLC	Limited Liability Company
LSE	London Stock Exchange
LTI	Long-term incentive
M	Month of the year
M&A	Mergers & Acquisitions
MICEX	Moscow Interbank Currency Exchange
MOEX	Moscow Exchange
NGO	Non-governmental organization
PJSC	Public Joint Stock Company
p.p.	Percentage point
Q	Quarter of the year
RTS	Russian Trading System
RUB	Russian rouble
SPO	Secondary public offering
Sq.m	Square metre
STI	Short-term incentive
VAT	Value-added tax
WMS	Warehouse management system
Y-o-Y	Year Over Year