

Achievements in 2022

We faced a number of external and internal challenges in 2022. To ensure the resilience of our business, we had to redesign existing business processes and revisit our approach to many business elements. That said, the Company delivered on its key objective of providing customers with high-quality and fresh goods in a timely and complete manner.

In spite of the headwinds, we continued to grow organically by opening new stores and experimenting with new formats. Magnit focused on efficiency and

localisation. We ramped up our own production capacities to bolster our independence from fluctuations of external markets, create new jobs, and build trust in the quality of the products we offer to our customers. In the reporting period, we placed particular emphasis on contracts with local suppliers, which have favourable impact on economy across our regions and maintain customer confidence. We have invested a lot of effort into streamlining our supply chain management by optimising our warehouses and selling space and mapping out new

transport routes. Our logistics has proven resilient in the most challenging circumstances.

One of our priorities is to track changes and respond appropriately. We keep a watchful eye on the market and customer behaviour and identify new niches to become even friendlier and closer to our customers.

We will work hard to optimise processes, increase efficiency, localise, and cooperate with our partners. Day by day, we continue doing our job to become the store of choice for each and every family.

Highlights of the year



1,736
new store openings (gross)



26.7%
total sales growth



12.1%
LFL sales growth



72 thous.
online orders per day



RUB 32.6 bln
e-commerce GMV



70%
increase in DIXY's EBITDA after integration, bringing DIXY's margin closer to that of Magnit



10.6 days
reduction in inventory turnover; RUB 42.1 bln¹ cash release

¹ Based on management accounts in accordance with IAS 17.



Strategic priorities in 2022



LFL sales growth



Smart ROI-centric organic growth



Development of new formats



DIXY stores consolidation and margins improvement



Improvement of the working capital cycle

Our geography

Federal District	Convenience stores ²	Supermarkets ³	Drogeries	Convenience stores	Distribution centres
North Caucasian	518	19	255		1
Southern	2,713	122	1,323		8
Central	4,596	85	1,876	1,742	14
Volga	4,607	124	1,833		10
Northwestern	2,059	37	706	466	4
Urals	1,812	82	826		4
Siberian	1,111	24	457		3
Total	17,416	493	7,276	2,208	44
	Magnit			DIXY	

27,405
stores

4,068
cities and townships

7
federal districts⁴

¹ Magnit convenience stores include Magnit City and My Price stores.
² Magnit supermarkets include Magnit Family supermarkets and superstores.
³ 12 drogerie stores operate in Uzbekistan.