O`KEY GROUP

Investors' presentation, September 2019

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Agenda

O`KEY Group at a glance

ОКЕЙ ОТЛИЧНО ЖИТЬ ПРАКТИЧНО

78
Hypermarkets Stores

ДА!

87
Discounters Stores

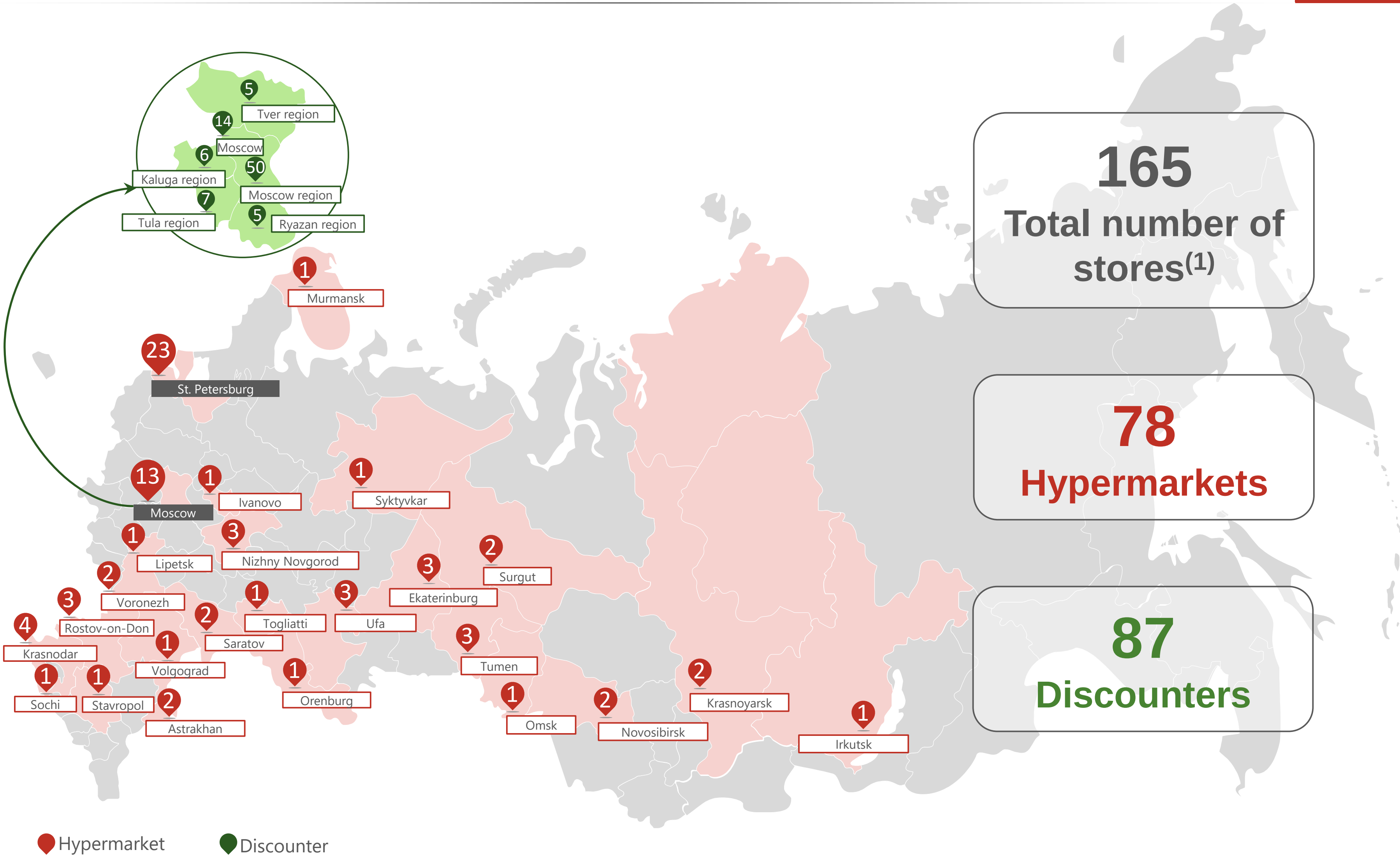
588
selling space (ths sqm)

RUB 80bn
Revenue 1H 2019

8.5%
Revenue CAGR 1H 2010- 1H 2019

99 mln
Clients shopped in 1H 2019

O`KEY geography



165
Total number of stores(1)

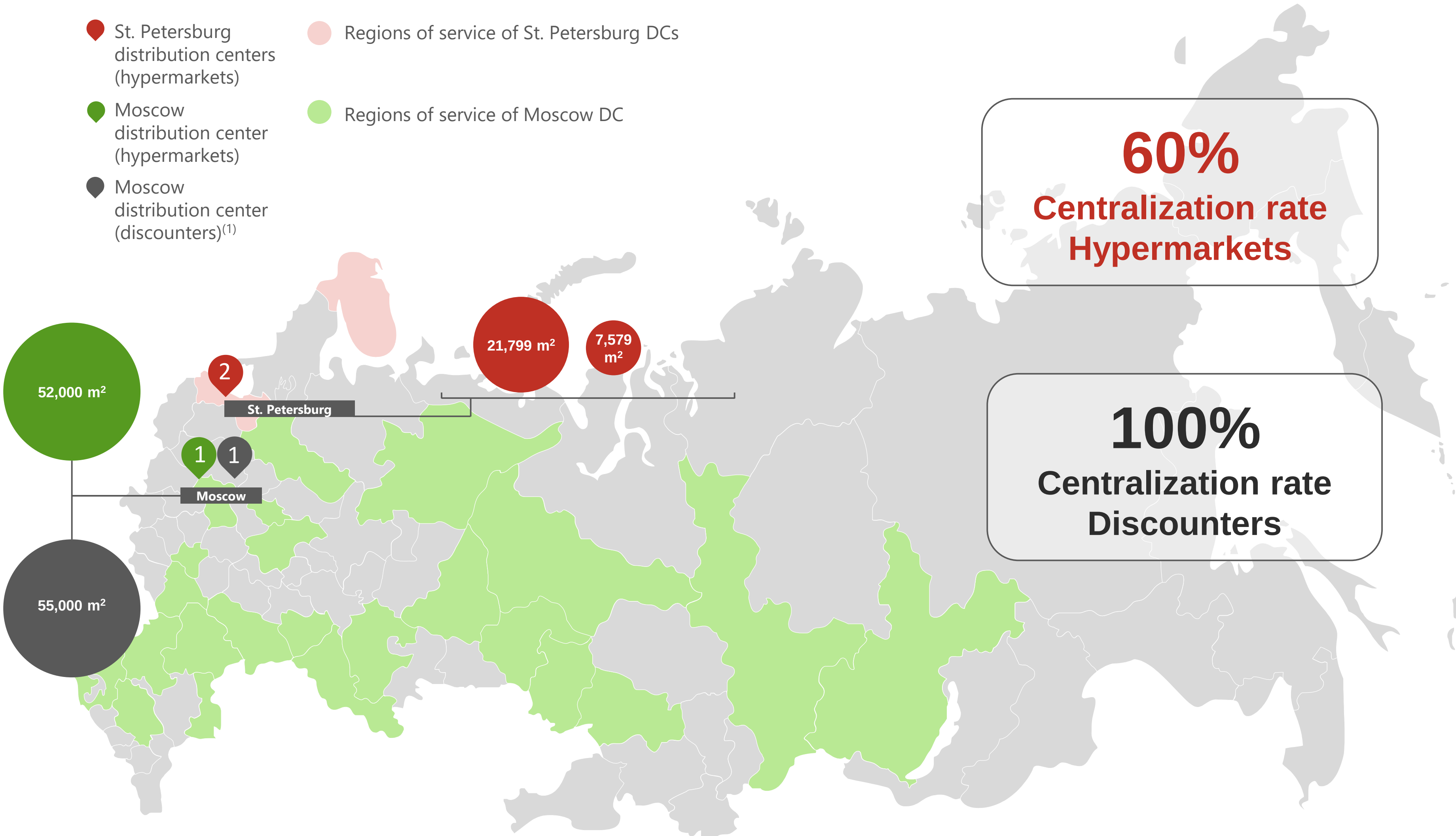
78
Hypermarkets

87
Discounters

Notes: (1) Number of stores as of September 2019.

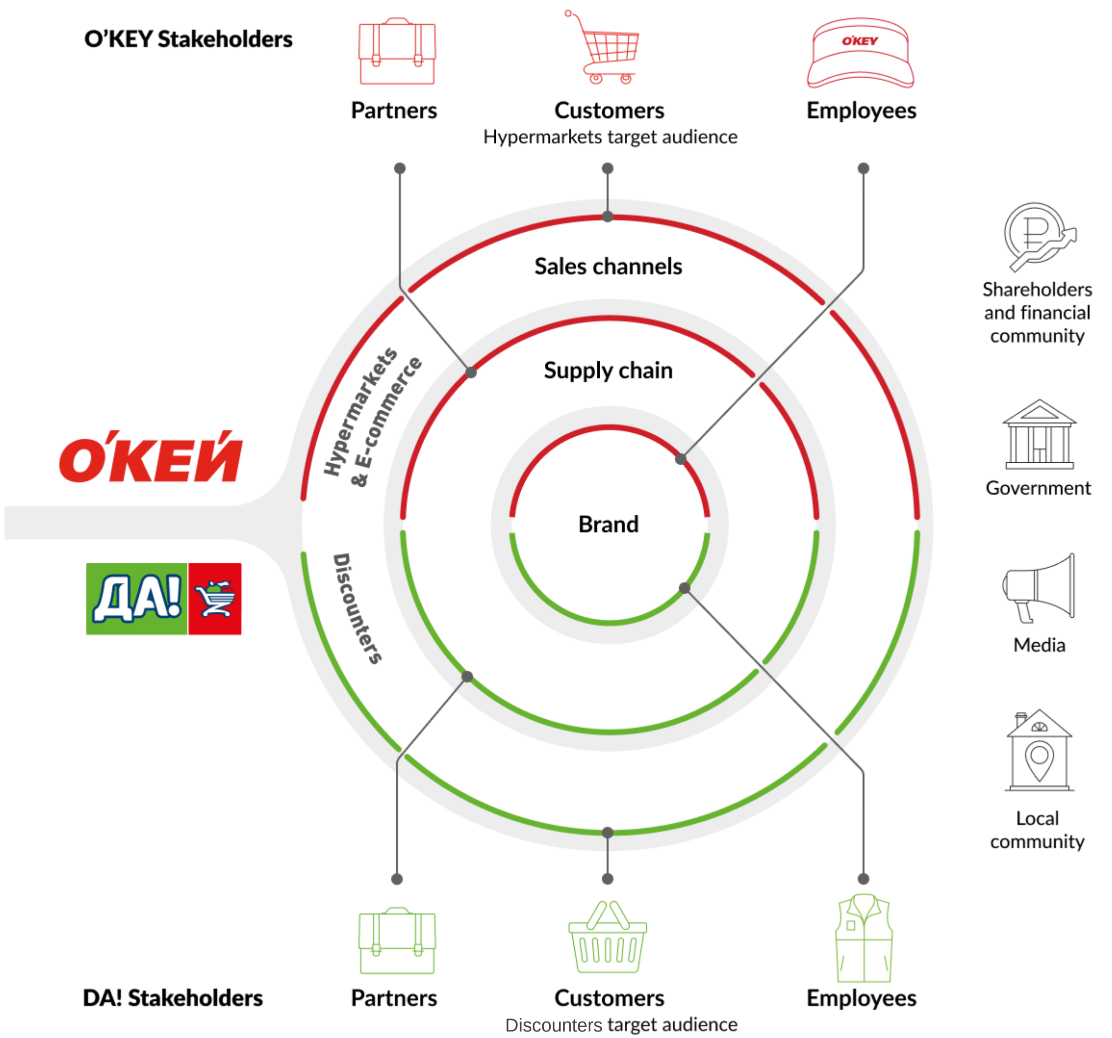
O'KEY GROUP OF COMPANIES

O`KEY supply chain



Notes: (1) Service areas are limited to Moscow, Moscow region, Tula region,Tver region, Kaluga region and Ryazan region.

O`KEY business model



O`KEY Group – An established history

2001 - 2003

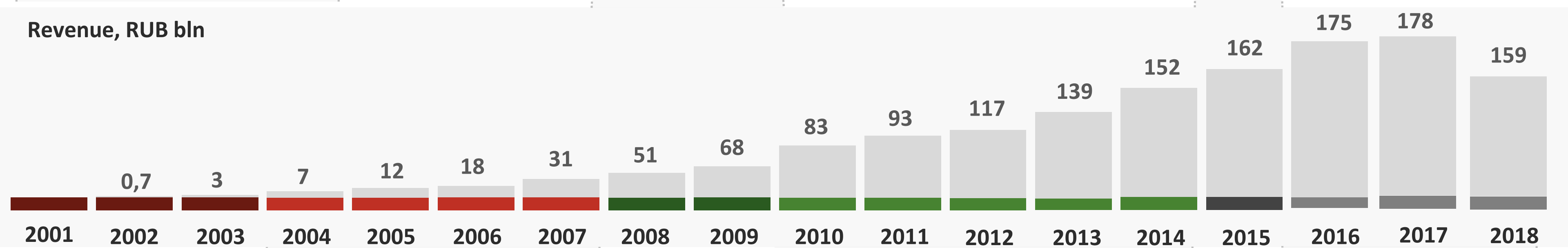
- **O`KEY GROUP** was founded
- **FIRST O`KEY HYPERMARKET** opened in St Petersburg

2008 - 2009

- Focus on **EXPANSION** in Russia's key regional markets
- **6 NEW REGIONS**
- **TOP-10** retailer by revenue
- 37 total stores
- **DOUBLED** selling space to >190 k m2

2015

- **ONLINE SALES PLATFORM** launched
- **STRENGTHENING** of management team
- **NEW DISCOUNTER FORMAT** under the DA! brand
- 146 total stores
- **>590 K M2** selling space



2004 - 2007

- Strategy of establishing **REGIONAL MARKET LEADERSHIP**
- **8 HYPERMARKETS AND 2 SUPERMARKETS** opened in St Petersburg
- **×15 TIMES** increased selling space to 87 k m2

2010 - 2014

- Emergence as a **ONE OF THE LEADING** national Russian retailers
- **RAPID EXPANSION** in Moscow and key regional markets
- IPO on the London Stock Exchange
- >100 total stores
- **>550 K M2** selling space

2016-2018

- **SALE OF SUPERMARKETS BUSINESS**
- **60%** logistics centralisation level
- **MOBILE APP** for iOS and Android launched in 2016
- 145 total stores
- **578 K M2** selling space

O`KEY has an experienced management team

Armin Burger
CEO of O`KEY
2013-2018: CEO of Da! discounters
2012-2013: CEO and a Member of the Supervisory Board of Praktiker AG
2008-2011: Member of the Super. Board Aldi Süd
1999-2008: CEO Hofer KG, Sattledt, Austria

Konstantin Arabidis
Chief Financial Officer
2012-2016: various positions in O`KEY Group
Before 2012: various positions in PWC

Anton Farlenkov
Corporate Development Director
2006-2016: Various leadership positions at Goldman Sachs
2003-2006: various positions in Royal Dutch Shell, Infoshare

Ivan Dropuljic
Commercial and marketing Director
2012-2017: Purchasing and Marketing Director, Member of the Board of Kaufland Croatia
2007-2012: Fresh Food Director at Kaufland Croatia
Up to 2007: various positions at Pik Vrbovec and Jamnica

Sergey Shadrin
Supply Chain Director
2017-2018: Auchan Moscow, Supply Chain Director
2004-2018: various positions at Danone Russia, Ukraine, Saudi Arabia

Pavel Lokshin
Operations Director
2016-2018: CEO of Perekrestok Express
2013-2016: CEO of K-Rauta
2001-2013: various positions in METRO Cash & Carry Russia Co.

Elena Polozova
Human Resources Director
2013-2015: Senior HR, OKEY
2003-2013: HR Business partner in Magnit

Pavel Remezov
Real Estate Director
2017-2018: Real Estate and Development Director at OBI
2013-2017: Format development Director at Lenta

Ivart Papli
Director for Security and Risk Management
2012-2015: Risk & Security manager IKEA Russia
2002-2012: Various positions at DHL

Agenda

O`KEY Group pillars

COMPACT
HYPERMARKETS

E-COMMERCE

DISCOUNTERS

Hypermarket Profile

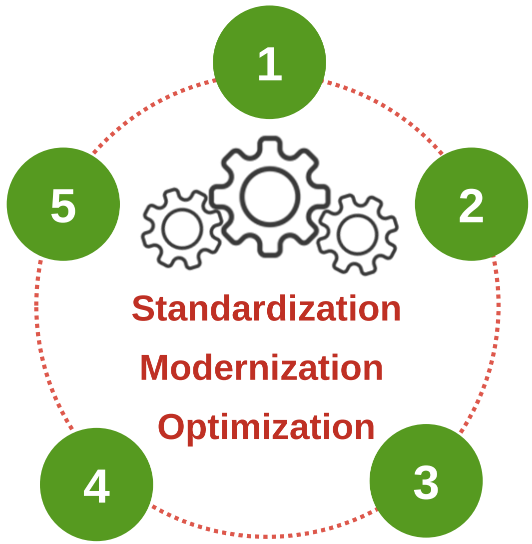
Share in sales in 1H 2019	89.2%
Number of stores	78
Average store selling space, ‘000m^2	7.1
Total selling space (m^2)	528,124
Percentage of owned trade space	54%
Average CAPEX per owned store	RUB 1.1 bln
Average CAPEX per leased store	RUB 350 mln
Payback period per owned store	7 years
Payback period for leased store	4-5 years
Product range	SKUs: 34,000 Fresh + UltraFresh: 45.0% Dry: 15% Non-food: 14% Drinks: 13% Cosmetics/Detergents: 9% Own production: 4%
Average ticket (RUB) in 1H 2019	1,026
Target audience	Lives within 15 min by car
Locations	Near public transportation hubs, in areas with limited competition

Facade of hypermarket in Yekaterinburg

Interior of hypermarket in Yekaterinburg

City hypermarkets: our strategic commitment

Efficiency to value
Process excellence
Improvement of working environment
Being professional in everything we do



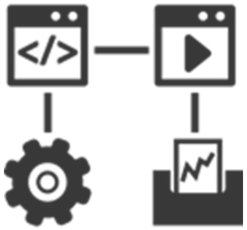
Enhancing of Supply chain
Easy stock replenishment
Maximum level of availability

Store enhancement
Store renovation

New IT Infrastructure
More automation
Fast and user friendly IT tools

Assortment & Marketing
Standard diverse assortment portfolio
Private labels evolution
New marketing tools

1 Efficiency to value



STANDARD BUSINESS PROCESSES

Establishing process baseline in order to prepare to breakthrough

ENHANCEMENT OF IN-STORE OPERATING GOVERNANCE MODEL

Leveraging corporate platform to create value as a company

STRIVING FOR EXCELLENCE

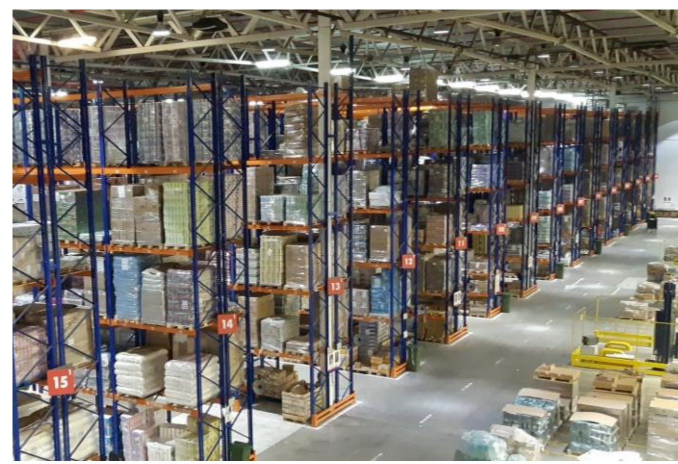
Best-in-class team to achieve quality leadership and service excellence

SC: On-time. Full. Efficient.

Centralization	60%
# of DCs	1 federal & 2 regional DCs
WH and transport management	Manhattan WMS(1) Cloud TMS(2)
Replenishment (WH and store)	ORACLE RPAS roll out phase

Plans for 2019	• Optimization of business processes, aimed at:
	  • Working capital reduction;
	  • Improvement of on shelf availability.
	• Implementation of “Track and trace technology”, in order to meet requirements of Russian legislation.

DC Shushary, St. Petersburg region, 7,579 m²



DC Petroslavyanka, St. Petersburg region, 21,799 m²

Notes: (1) Manhattan WMS - warehouse management system; (2) Cloud TMS – transport management system based on the cloud platform.

3 Store enhancement: Modern. Simple. Convenient.

MODERN LOOKING STORES

«LIFE-STYLE» DESTINATION

SIMPLIFIED SHOPPING EXPERIENCE

3 Store enhancement: Modern. Simple. Convenient.

- ✓ Modern look & feel to respond to the customers' expectations for fun and hassle-free shopping
- ✓ Orientation is facilitated by multicolored navigation
- ✓ More efficient organisation of the selling space to respond to the customer expectations
- ✓ Self-checkout counters with Self Scanning technology
- ✓ “Freshh Area” – styled as an open market, area where customers can find the variety of fresh products
- ✓ “Farmer's Corner” – the area with fresh dairy products delivered every morning from farms
- ✓ Self-service green salad bar
- ✓ Sections of men and women clothes and shoes put at the central positions in the store
- ✓ Enhanced drinks and alcohol sections placed at the far-right corner of the shop

Cafe and bakery in O`KEY hypermarket, Yekaterinburg

“Fresh area” in O`KEY hypermarket, Yekaterinburg

3 Store enhancement: Modern. Simple. Convenient.

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SC: On-time. Full. Efficient.

ERP	Microsoft Dynamics AXAPTA 2004/2012 (implementation in all DCs and HQ)
Supply Chain	Manhattan WMS, Cloud TMS Oracle RPAS (70-80% of sales)
Category management	Oracle RPAS (implementation in all categories)
Space management	JDA (implementation in top-18 categories)
Plans for 2019	Further implementation of innovative IT technologies aimed at business processes enhancement.

Self-scanning stand at O`KEY Svyatoozerskaya hypermarket, Moscow

Electronic shelf labeling at O`KEY RIO hypermarket, Moscow

Notes: (1) Manhattan WMS - warehouse management system; (2) Cloud TMS – transport management system based on the cloud platform.

5 A&M: Full. Unique. Competitive.

SMART PROMO

- New promo tools
- Co-promo and incremental sales
- Flexible approach across store formats, customer segments & geo-locations

TARGET MARKETING

- Personalized offers
- Cross & Up-sell activities

LOYALTY PROGRAM

- Reward initial loyalty and encourage more purchases
- Providing customers a sense of value
- Target segment-focused solution

PRICING POSITION IMPROVEMENT

- Changing of customer's pricing perception

PRIVATE LABEL EVOLUTION

- Increase of Private Label share

ALIGNMENT OF ASSORTMENT

- Focus on imports to create a differentiating factor

5 A&M: Private label evolution

- ✓ Our supermarkets and hypermarkets offer two types of PL brand:
  - ✓ **“That’s What You Need!”** - to cater to the price-sensitive customers (874 SKU)
  - ✓ **“O`KEY”** - to address the needs of customers seeking value-for-money (827 SKU)
- ✓ 85% of products produced by local suppliers
- ✓ Our PL brands are on average cheaper by 20-30% than branded products of the same quality
- ✓ Implemented special quality control programme “Trademark O`KEY – Customers` Guarantee”[(1)] aids for testing both production facilities as well as samples in independent accredited laboratories
- ✓ O`KEY products are featured in regular catalogues and in dedicated catalogues published twice a year
- ✓ Dedicated section at the e-commerce website, direct mailing to customer base and advertising campaigns supports sales of our PL products
- ✓ In coming years we plan to double the share of private label brands, including non-food categories
- ✓ In 3Q 2018 we launched premium private label brand “O`KEY selection”

PL AS % OF REVENUE

2018

6.6%

SKU

2018

1,600+

under three brands

AWARD

2018

Best PL brand in non-food segment

Best PL in the economy segment

Responsible approach to PL

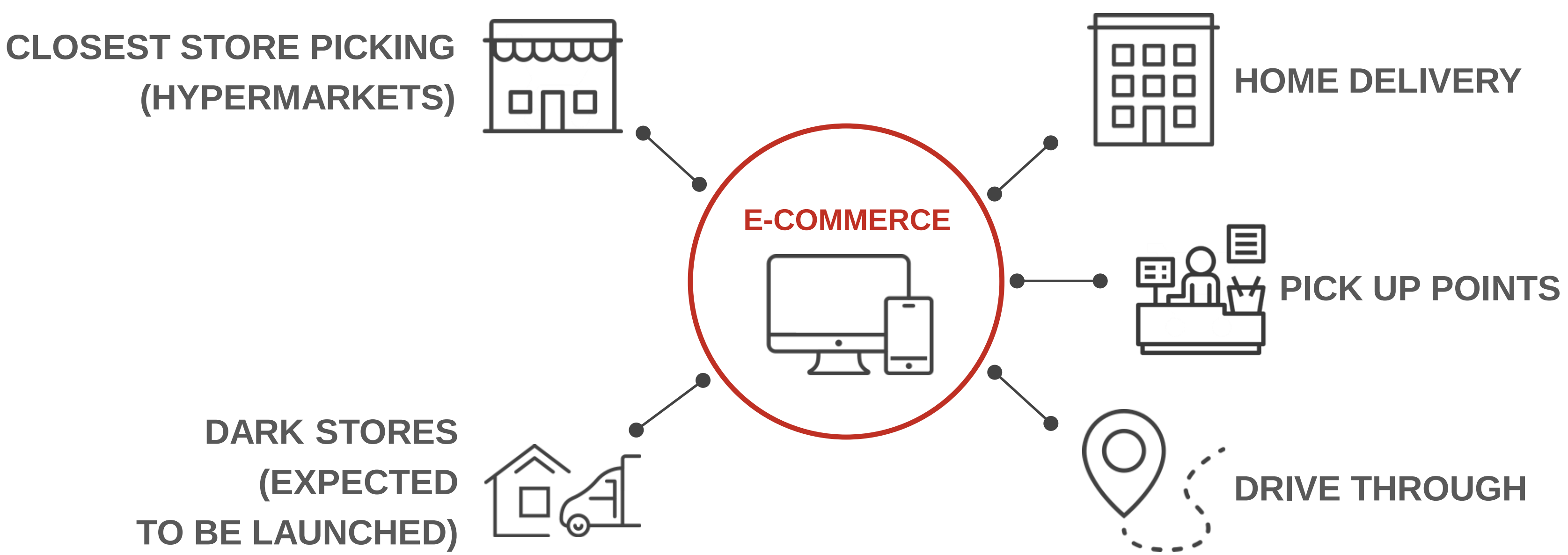
4th International Exhibition by IPLS

Notes: (1) Is a part of our quality control system for products and goods under our private label.

Omni: Simple. Fast. Convenient.

OPERATIONAL MODEL FOR ORDER MANAGEMENT

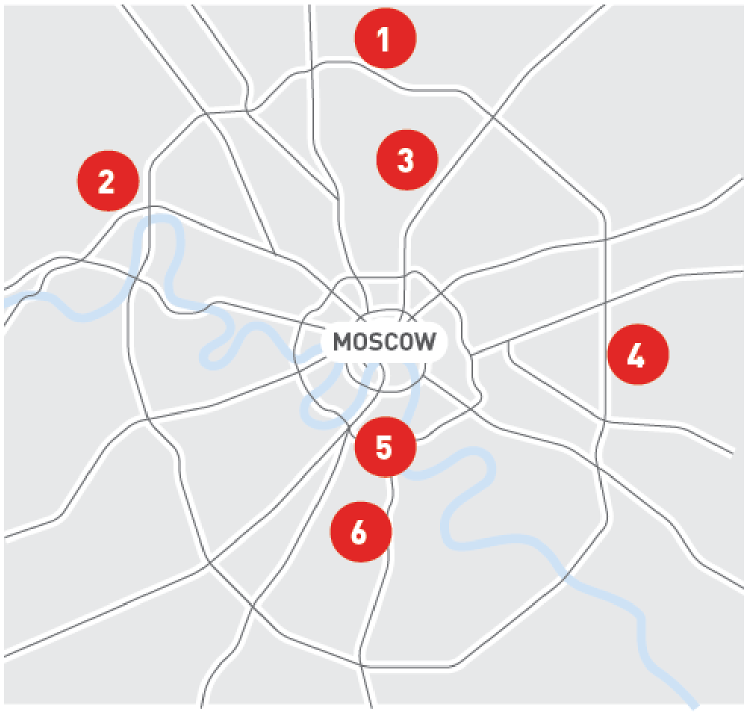
CONSUMER CHOICES FOR ORDER COLLECTION

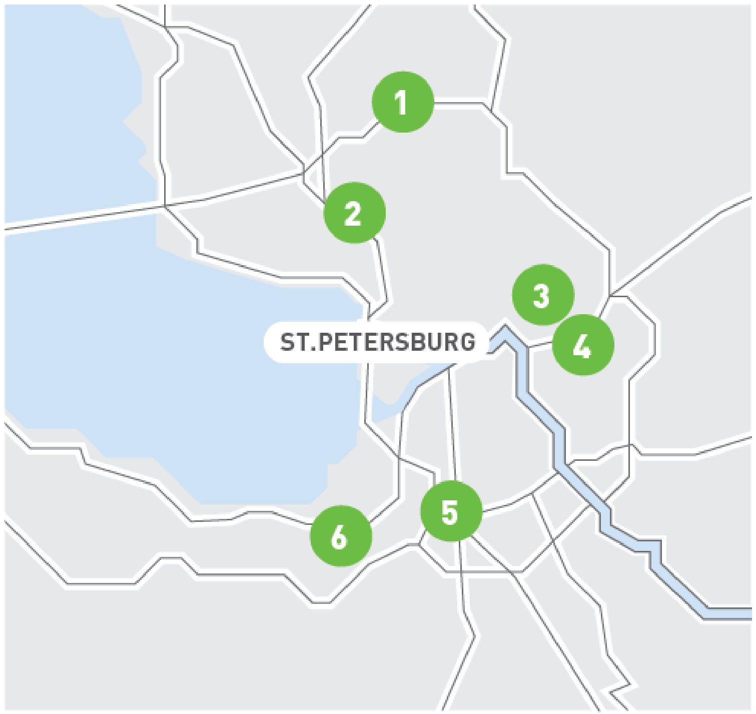


Omni: Functional mobile app

- Purchase goods
- Use facet search and filters
- Use easy templates
- Share basket between users
- View promotions
- Pay online
- View order history
- View offline catalogues
- Locate the nearest store
- Create an electronic loyalty card
- Access the shopping history, both in the form of a detailed receipt and overall monthly expenses
- Check accumulated loyalty points and personalised offers

Omni: Delivery zones





1 HM 'Vesna Altufevo'
2 HM 'Putilkovo'
3 HM 'Rostokino'
4 HM 'Svyatoozerskaya'
5 HM 'GOOD ZONE'
6 HM 'Kirovograd Columbus'

1 HM 'Vyborgskoye'
2 HM 'Bogatyrskiy Yakhtennaya'
3 HM 'Ladozhskaya'
4 HM 'Bolshevikov'
5 HM 'Pulkovskoye'
6 HM 'Tallinskoe shosse'

2018 awards

O`KEY recognized as the **“Best Food Retail Chain”** in 2018 and **“Consumer Choice”** for **“Best Prices”**

In 2018 O`KEY was awarded the **Russian mark of quality** (Roskachestvo)

O`KEY awarded **gold and two silver medals** at the international competition **"Quality Assurance 2018"**

O`KEY mobile app (Mobile Family) won the **platinum award** in the **“Convenience and Ease of Use”** nomination in 2018

Discounters at glance

87
Stores

RUB 8.6bn
Revenue 1H 2019

700 sq. m
Average store selling space

100%
Logistics centralisation

2,571
SKU

42%
Private label SKUs

Discounters Profile

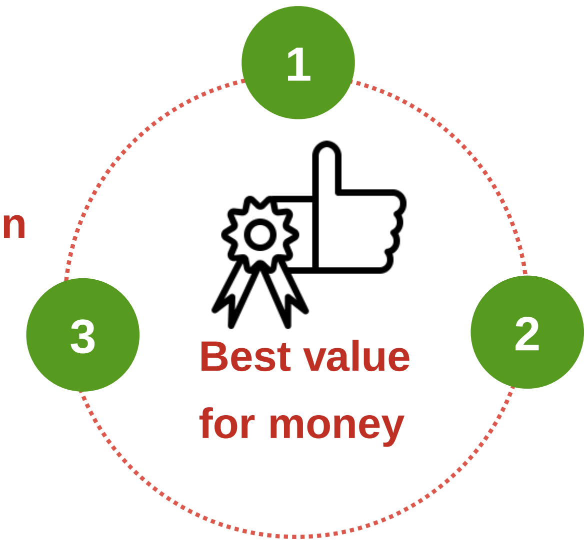
Share in sales in 1H 2019	10.8%
No. of stores	87
Average store selling space ('000m²)	0.7
Total selling space (m²)	59,654
Percentage of owned space	27.9%
Average CAPEX per owned store	RUB 150 mln
Average CAPEX per leased store	RUB 50 mln
SKU	SKUs: 2,571 PL SKUs: 42% of total SKUs
Product range	Fresh: 45% Dry: 28% F&V: 15% Non-food: 8% Non-food special: 3% Food special: 1%
Full time equivalent	8
Average ticket (RUB) in 1H 2019	496
Target audience	Lives within 5 minutes by car/ 15 min walking distance
Locations	Within highly populated residential districts in close proximity to roads

Interior of discounter in Moscow region

Interior of discounter in Moscow region

Discounters: our strategic commitment

Growth and expansion
Up to 130 stores by the end of 2020
Enhancing shopping experience

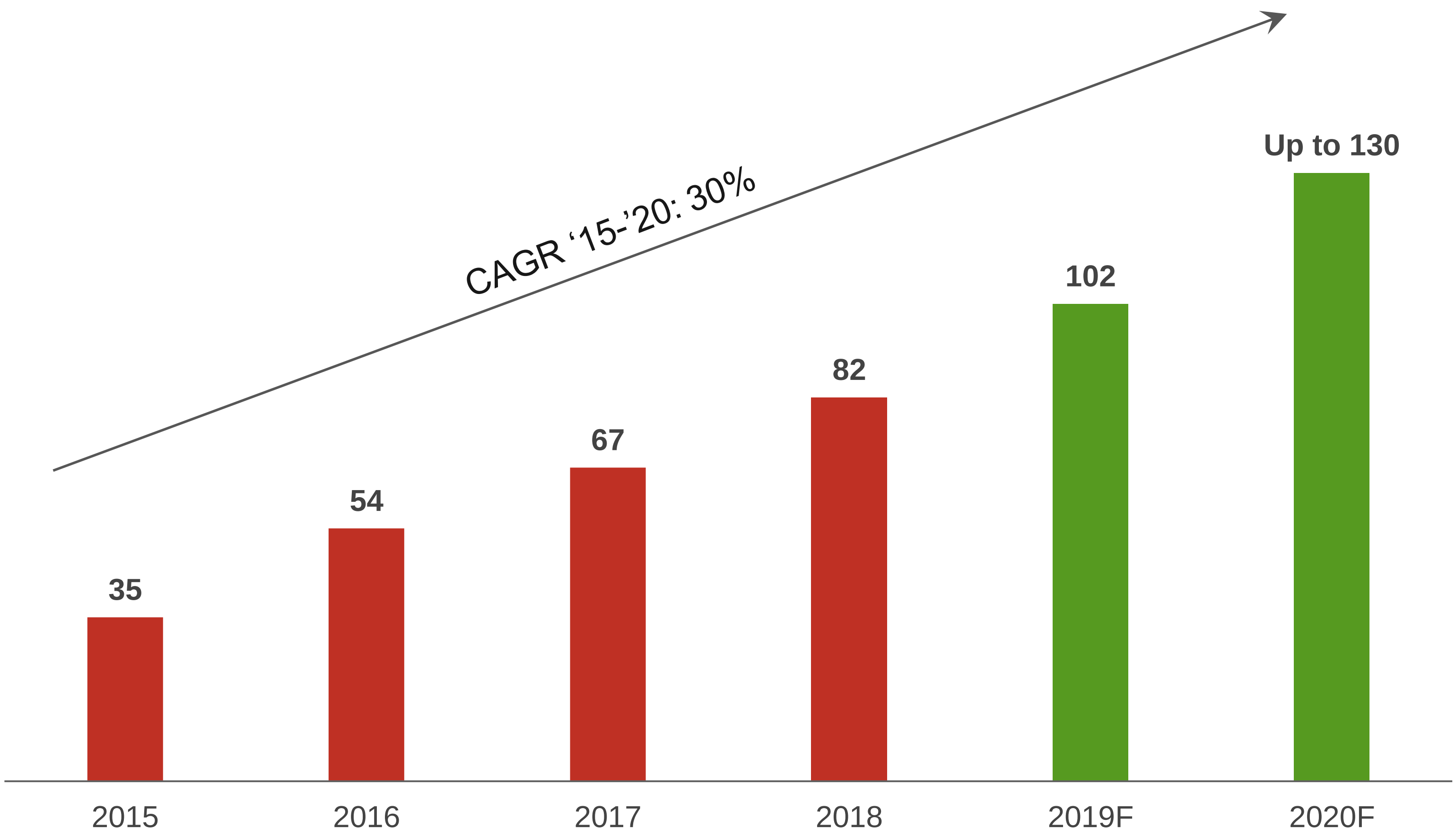


Assortment & Marketing
Strong private labels and exclusive assortment
New marketing tools

The best value proposition
Best quality
Best price
Convenient locations
Excellent customer service

1 Growth and expansion: up to 130 stores

Number of stores

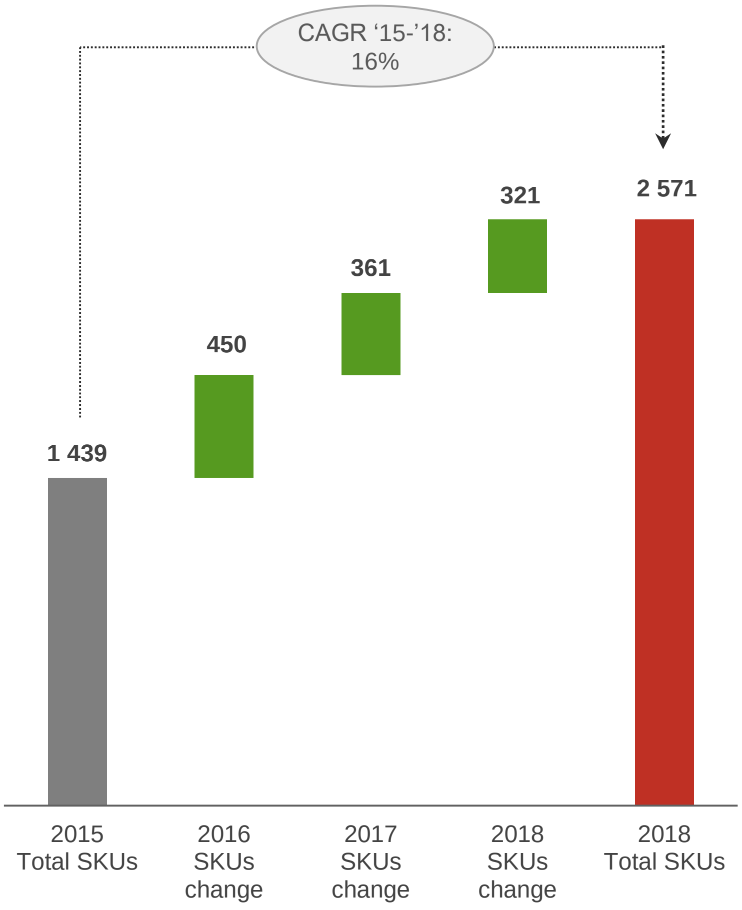



Супермаркет
ДА!
ДА!
Супермаркет
МЫ
ОТКРЫЛИСЬ!

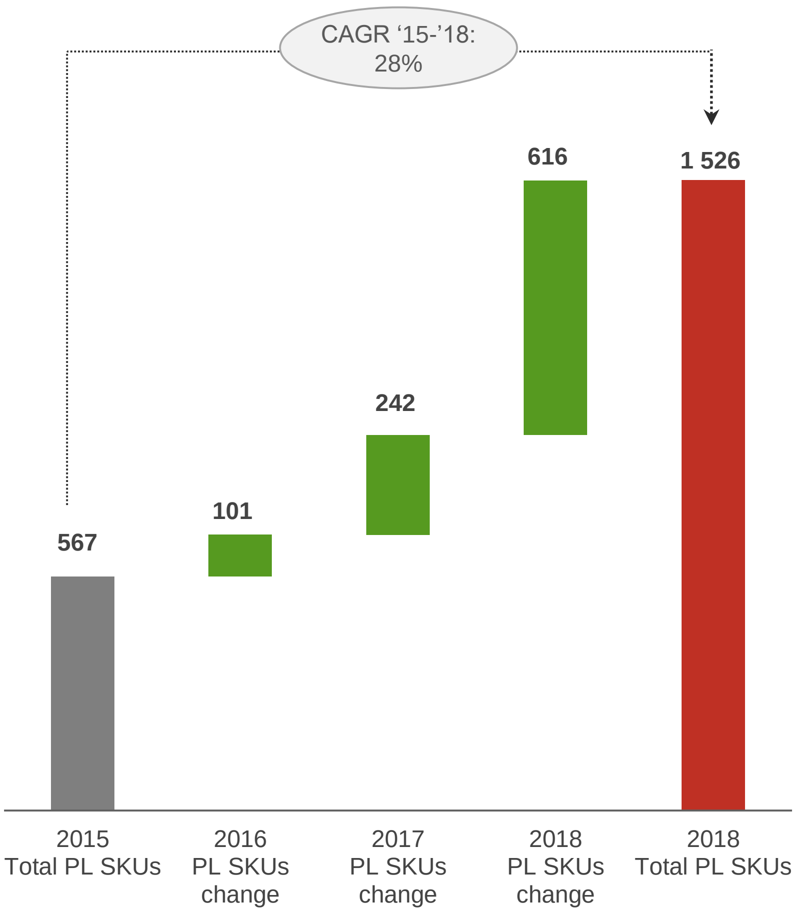
1 Enhancing the shopping experience

1 Enhancing the shopping experience

Total SKUs growth



Private label SKUs growth



3 The best value proposition

LIMITED PRODUCT RANGE

Low prices

High turnover per SKU

STRONG PRIVATE LABELS

SUPPLY CHAIN

Own distribution centre –

100% centralisation

OUR STAFF

More than 1,700 employees

Well trained personnel

Positive working environment

Excellent customer service

Modern and attractive store design

Synergies between two formats

1. Joint buying
2. Office relocation
3. Direct import
4. Private Labels synergies

Guidance 2019

- **Revenue growth:** we revised the guidance upwards to low single digit growth

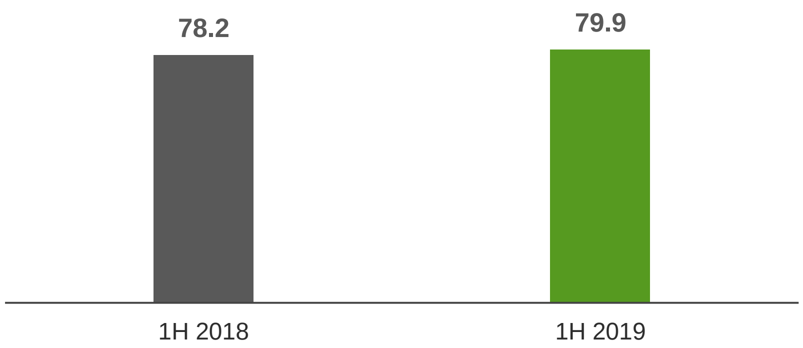
- **Expansion:** up to 20 new discounters
- **Revenue:** double digit LFL growth
- **Breakeven:** by the end of 2019

Agenda

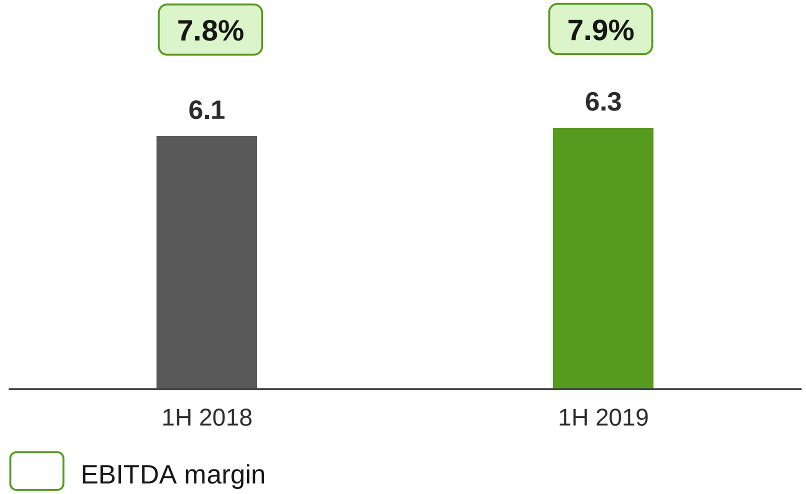
Financial highlights

- The Group revenue increased in 1H 2019 by 2.2%
- The Group EBITDA grew by 3.9%YoY to RUB 6,341 mln compared with RUB 6,105 mln in 1H 2018, while the EBITDA margin increased ин 13 bps YoY to 7.9%
- Net profit for the Group amounted to RUB 632 mln in 1H 2019 compared to negative RUB 897 mln in 1H 2018

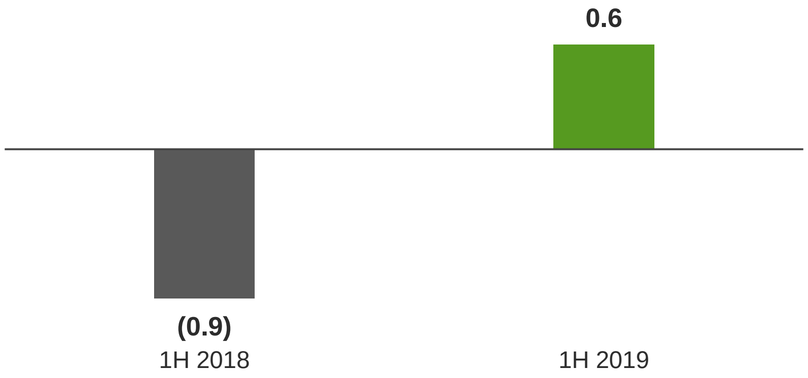
Revenue, RUB bn



EBITDA(1), RUB bn



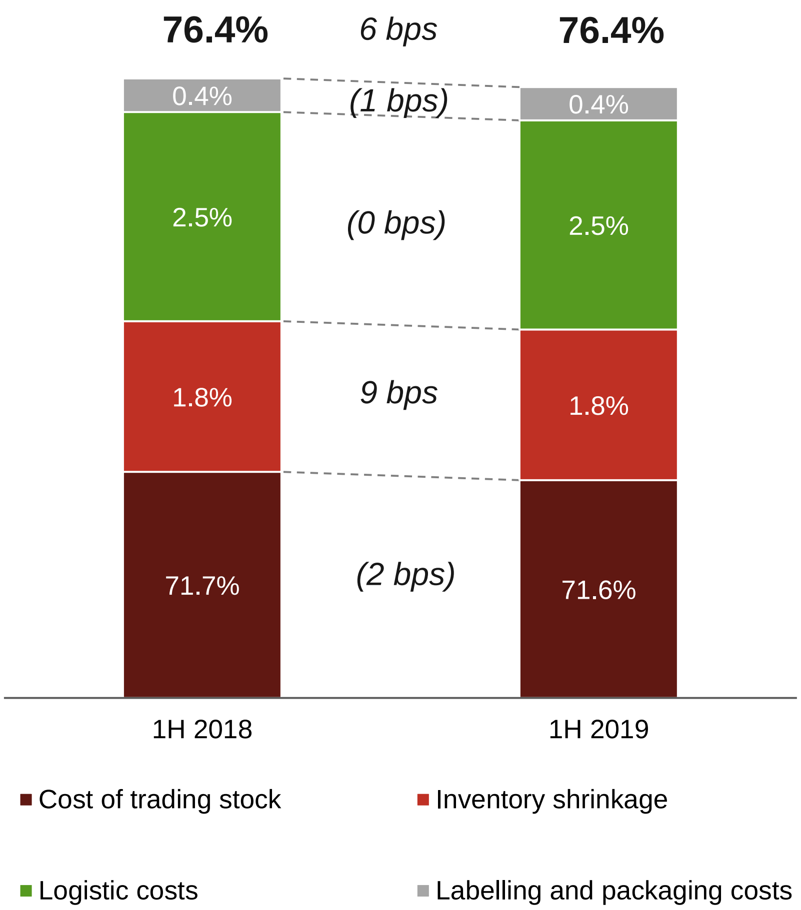
Net profit/(loss), RUB bn



Notes: (1) The Group has adopted IFRS 16 from 1 January 2019. Upon implementing the standard, the Group's management began to asses Company performance based on the figures presented in accordance with IFRS 16.

In 1H 2019 COGS stayed almost flat YoY as percentage of revenue

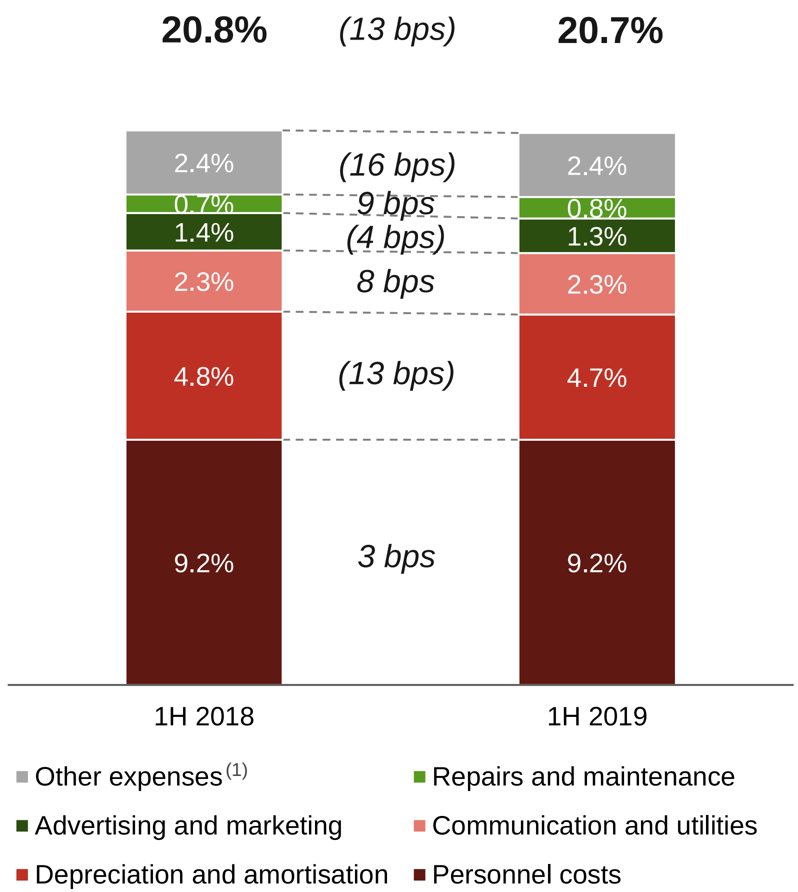
COGS breakdown as percentage of revenue



- Cost of trading stock decreased by 2 bps YoY;
- Inventory shrinkage increased by 7.2% in absolute terms YoY mainly due to cancelling supplier returns of products with a shelf-life of less than 30 days;
- Logistics cost stayed almost the same YoY.

In 1H 2019 SG&A expenses decreased by 13 bps

SG&A expenses breakdown as percentage of revenue



- Personnel costs up by 3 bps YoY driven by necessary wage increases at hypermarket business in the second half of 2018;
- Communication, utilities, repairs and maintenance expenses increased by 17 bps YoY due to tariffs indexation in the second half of 2018 and planned equipment repairs in 1H 2019;
- Advertising and marketing expenses stayed almost flat YoY.

Notes: [1] Other expenses include security expense, insurance and bank commissions, operating taxes, legal and professional expenses, expenses relating to variable lease payments and operating lease expenses, materials and supplies and other costs.

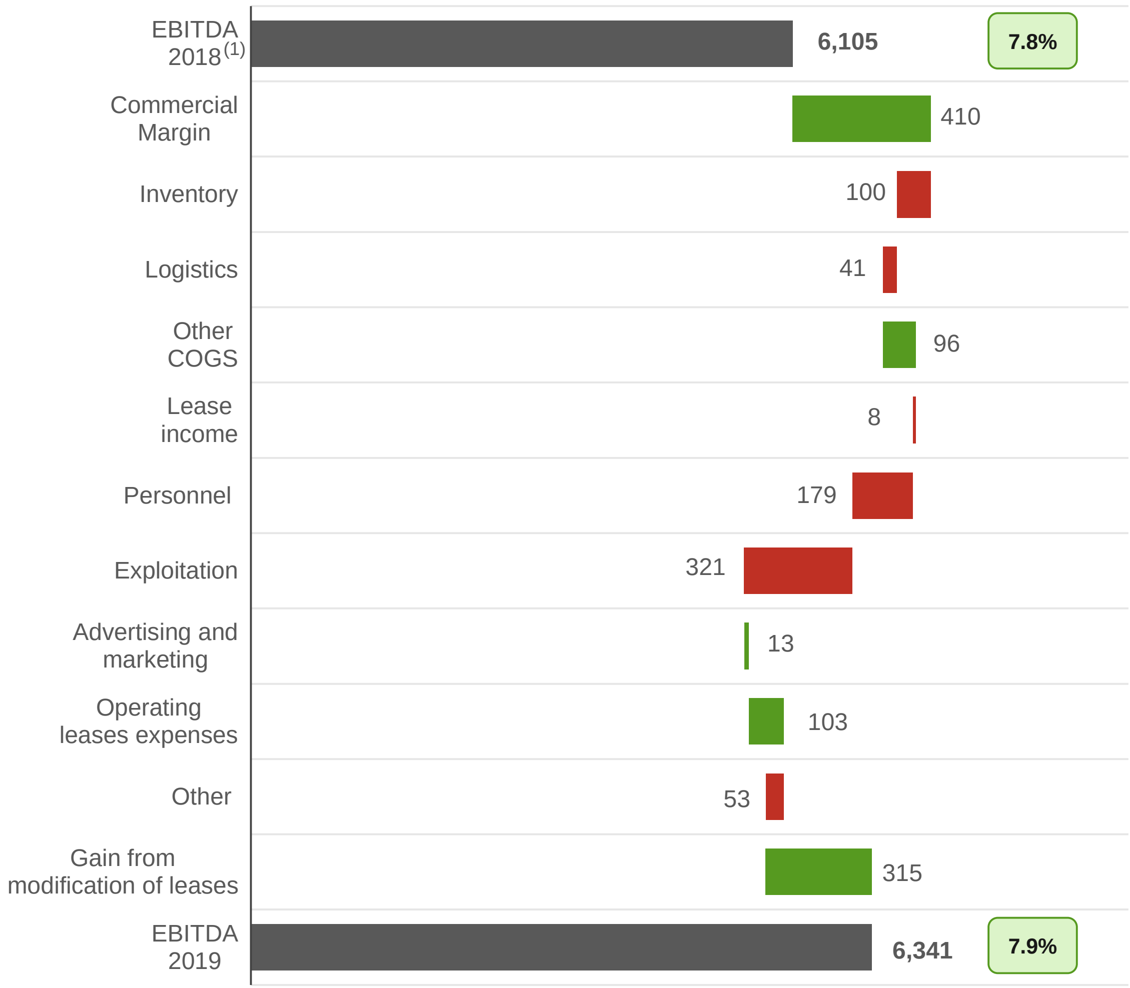
O'KEY GROUP OF COMPANIES

In 1H 2019 EBITDA margin increased by 13 bps driven by better purchasing terms and higher fficiency of operations

1H 2019 EBITDA was up by 3.9% to RUB 6,341 mln due to:

- (+) increase of commercial margin: impact RUB 410 mln
- (-) increase of inventory shrinkage: impact RUB 100 mln
- (-) increase of logistics costs: impact RUB 41 mln
- (+) other COGS components decrease: impact RUB 96 mln
- (-) decrease of lease income: impact RUB 8 mln
- (-) increase of personnel costs: impact RUB 179 mln
- (-) increase of exploitation costs: impact RUB 321 mln
- (+) decrease of advertising & marketing costs: impact RUB 13 mln
- (+) decrease of operating lease expenses: impact RUB 103 mln
- (-) increase of other costs: impact RUB 53 mln
- (+) Gain from modification of lease agreements: RUB 315 mln

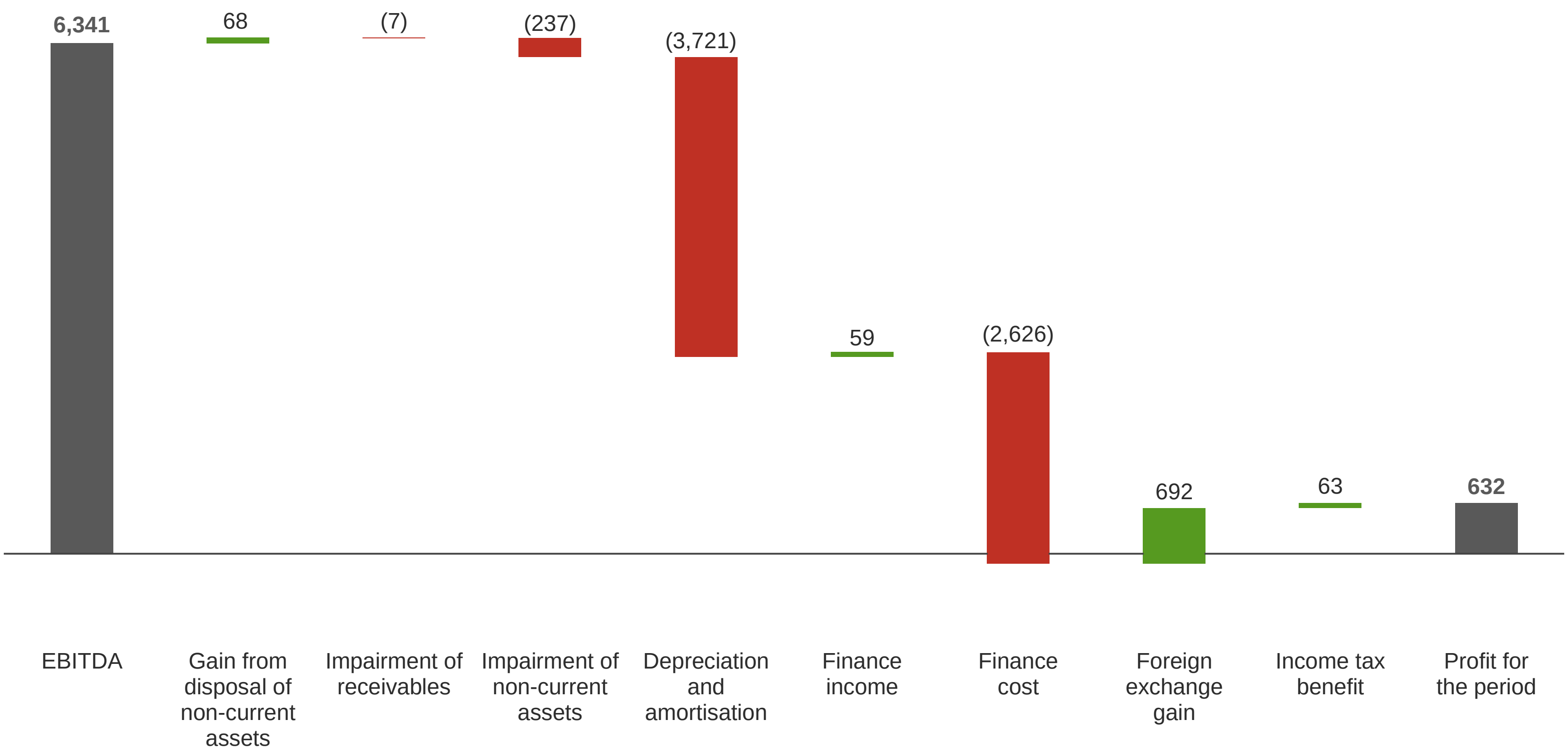
1H 2019 EBITDA – key drivers, RUB mln



Notes: (1) 1H 2018 EBITDA restated in line with IFRS16 guidelines.

In 1H2019 profit was supported by a stronger EBITDA

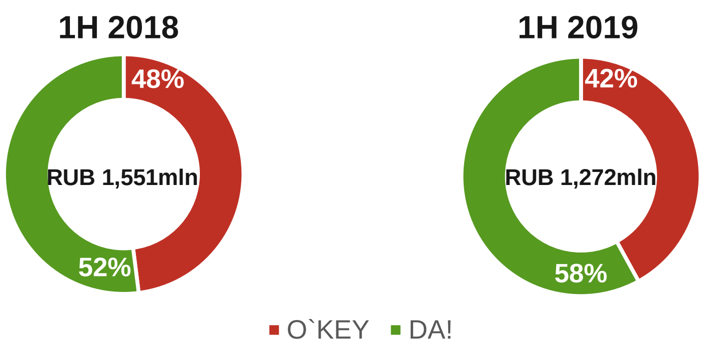
EBITDA to Profit reconciliation, RUB mln



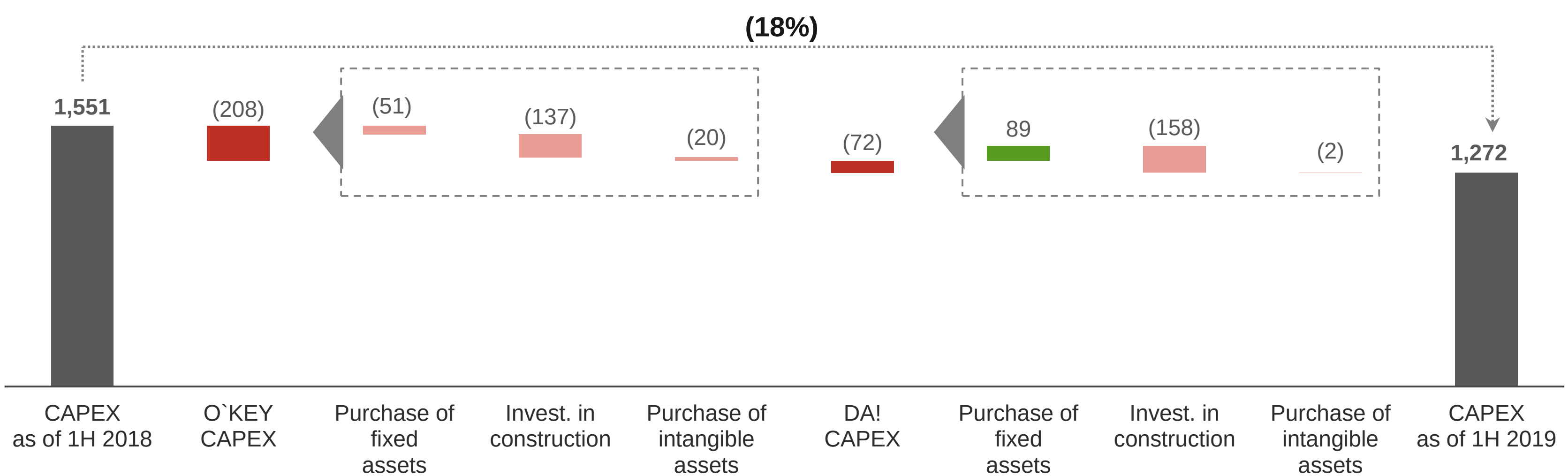
Capital expenditures in 1H 2019 decreased by 18% YoY

- In 1H 2019, the Group invested RUB 531 mln (excluding VAT) into the development of its hypermarket business
- In 1H 2019, the Group invested RUB 740 mln (excluding VAT) in growing its discounter business

CAPEX structure

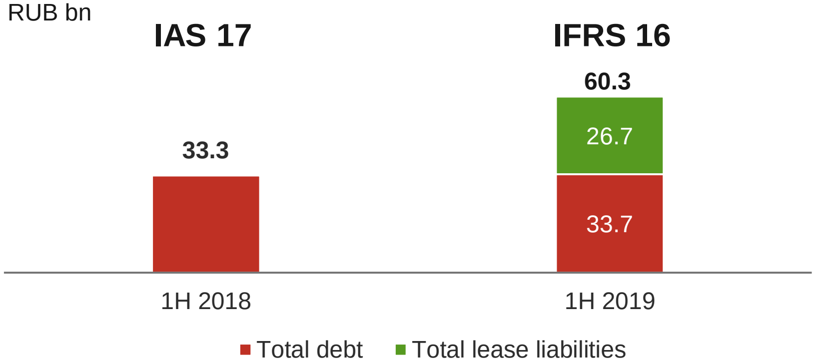


Capital Expenditures YoY change analysis, excluding VAT, RUB mln

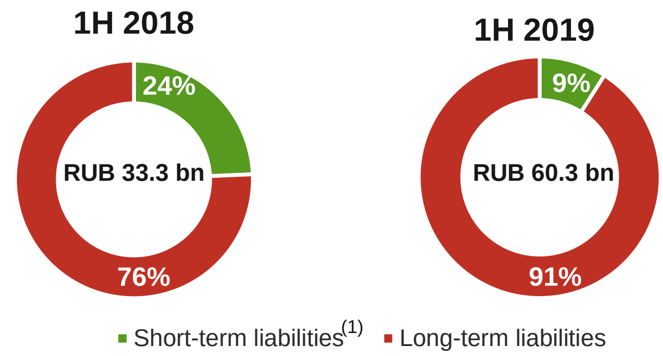


Interest-bearing liabilities structure

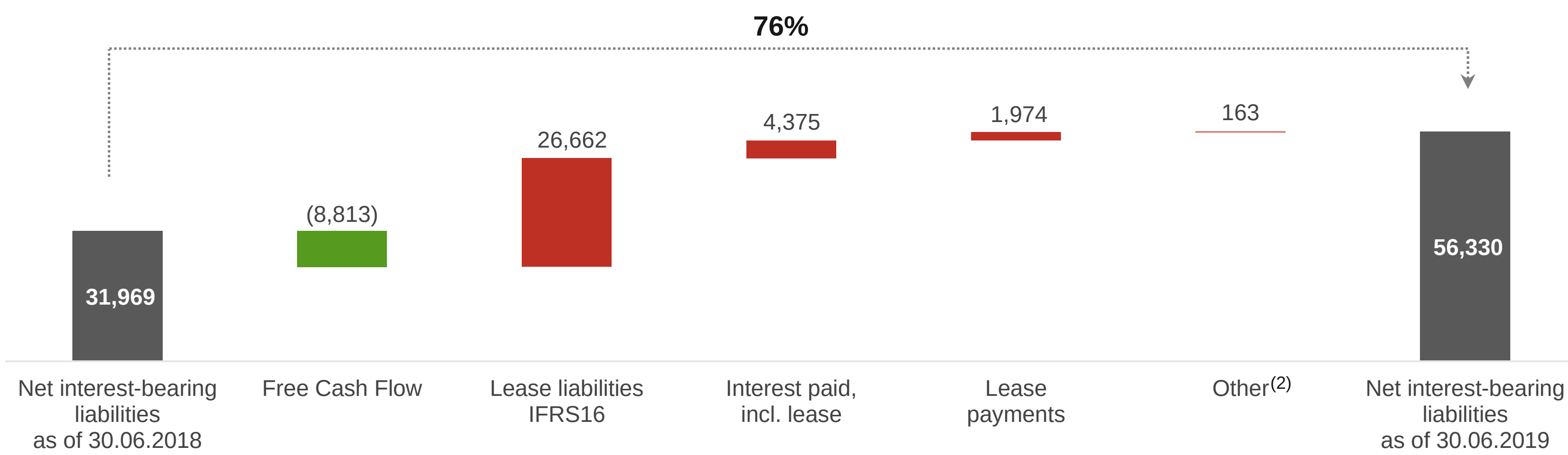
IFRS16 vs. IAS17



Short-term vs. long-term



YoY change analysis, RUB mln

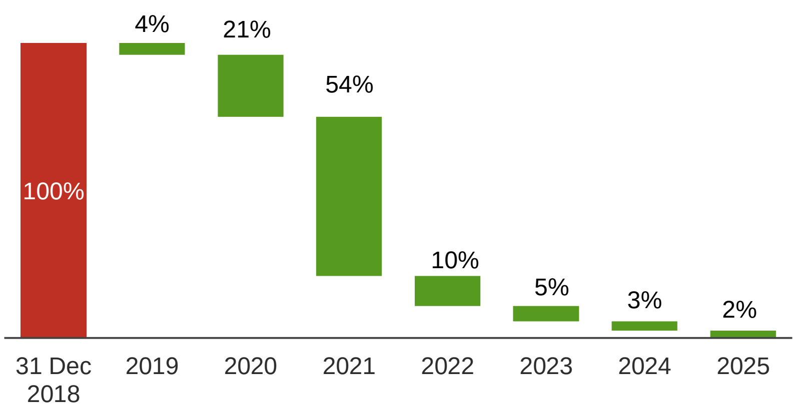


Notes: [1] Short-term debt does not include interest accrued on loans and borrowings; [2] Other financial payments, effect of exchange rate fluctuations on cash and cash equivalents and other.

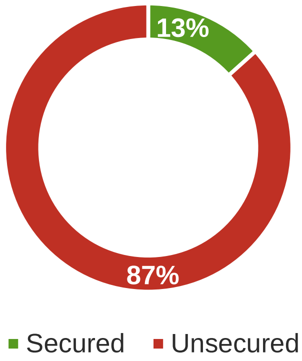
Debt portfolio maturity

- 97% of debt portfolio is RUB-denominated
- In July, 2019 RAEX (EXPERT RA) affirmed O`KEY a ‘ruA-’ rating with a stable outlook
- In April, the Group placed unsecured bonds in the amount of RUB 5 bn on MOEX bearing coupon rate of 9.35% p.a. The bonds mature in April 2029 with the option for bond holders to claim early repayment in April 2022
- As at the end of 1H 2019, the Group’s weighted average interest rate decreased from 9.1% as at the end of 1H 2018 to 8.9%. The Group maintains its strong focus on debt portfolio optimisation

Debt portfolio maturity



Debt portfolio coverage



Covenants and liquidity

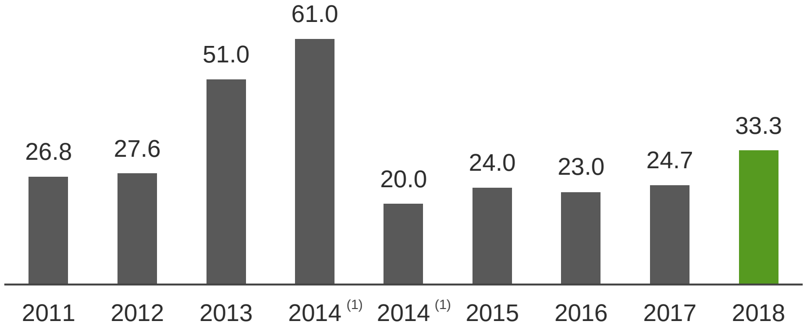
Parameter	1H 2019 (IFRS16)	1H 2018 (IAS17)
Cash & cash equivalents, RUB mln	4,016	1,334
Available credit lines, RUB mln	13,450	12,700
Net debt/EBITDA[1]	3.9x	3.5x

Notes: [1] Short-term debt does not include interest accrued on loans and borrowings.

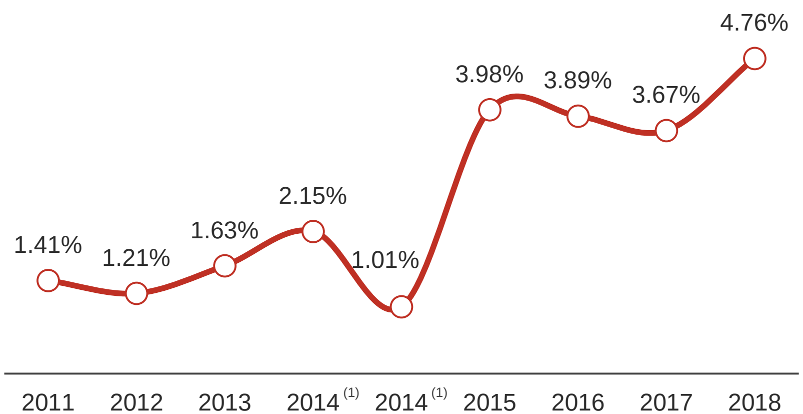
Dividend policy

- O`KEY's dividend policy:
  - Depends on net income and retained earnings of the key subsidiaries of O`KEY Group S.A.
  - Frequency of payments per year is not limited
  - Target payout – 25% of consolidated net profit
  - The payout amount may vary subject to BoD decision

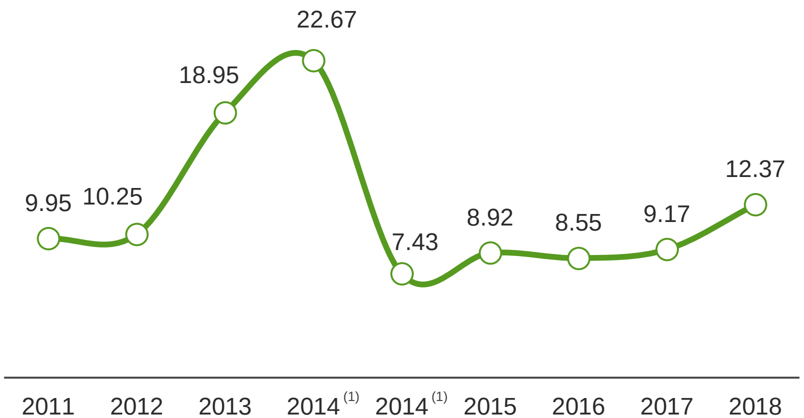
Interim dividend paid, US$ mln



Dividend yield[2]



Dividend per GDR, US$ cents, gross



Notes: [1] In 2014 the Group distributed dividends two times; [2] At the record date.

Agenda

Appendix: Corporate governance

Three major shareholders

- Mr. Dmitry Korzhev
- Mr. Dmitry Troitskiy
- Mr. Boris Volchek

Board of Directors

- Mr. Heigo Kera, Chairman
- Mr. Dmitry Troitskiy, Non-Executive Director
- Mr. Dmitry Korzhev, Non-Executive Director
- Mr. Boris Volchek, Non-Executive Director
- Mr. Mykola Buinyckyi, Independent Director

Committees of the Board of Directors

Remuneration Committee

Mr. Heigo Kera

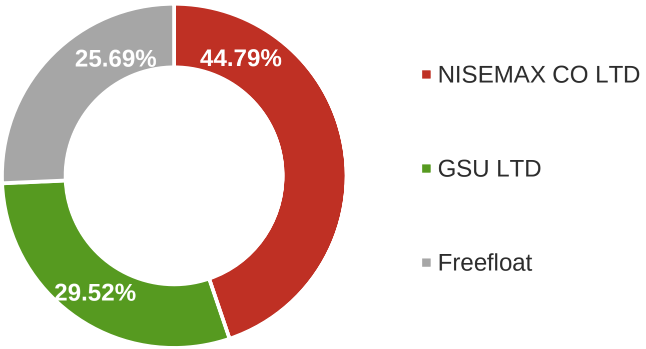
Chairman of the Remuneration committee

Audit Committee

Mr. Mykola Buinyckyi

Chairman of the Audit committee

Shareholder structure



Appendix: Key operating data by quarter

Category[1]	Q1 2017	Q2 2017	Q3 2017	Q4 2017	FY 2017	Q1 2018	Q2 2018	Q3 2018	Q4 2018	FY 2018	Q1 2019	Q2 2019
Total sales, RUB bn	**48.8**	**47.6**	**46.6**	**55.9**	**198.9**	**45.5**	**42.6**	**41.6**	**52.2**	**181.9**	**45.3**	**45.4**
Growth	*0.5%*	*4.9%*	*0.7%*	*(1.2%)*	*1.1%*	*(6.9%)*	*(10.6%)*	*(10.7%)*	*(6.6%)*	*(8.5%)*	*(0.4%)*	*0.2%*
O`KEY	46.4	44.8	43.7	52.4	187.3	42.1	38.8	37.8	47.7	166.5	40.7	40.1
DA!	2.4	2.8	2.9	3.5	11.7	3.3	3.8	3.8	4.5	15.4	4.6	5.3
Number of stores	**165**	**164**	**168**	**145**	**145**	**145**	**147**	**151**	**160**	**160**	**162**	**164**
O`KEY	110	109	109	78	78	78	78	79	78	78	78	78
DA!	55	55	59	67	67	67	69	72	82	82	84	86
Selling space, ths sqm	**623,611**	**611,679**	**611,300**	**577,804**	**577,804**	**577,968**	**577,248**	**586,357**	**584,914**	**584,914**	**586,357**	**587,778**
O`KEY	586,001	574,069	570,896	531,589	531,589	531,589	529,555	528,124	528,124	528,124	528,124	528,124
DA!	37,610	37,610	40,404	46,215	46,215	46,379	47,693	58,233	56,790	56,790	58,233	59,654
LFL sales growth	**(4.9%)**	**(0.1%)**	**(0.2%)**	**(0.5%)**	**(1.4%)**	**(0.7%)**	**(4.0%)**	**(1.3%)**	**-2.70%**	**(3.3%)**	**(1.3%)**	**0.6%**
O`KEY	(6.4%)	(2.2%)	(2.3%)	(1.9%)	(3.2%)	(1.6%)	(5.4%)	(3.7%)	-3.70%	(4.3%)	(3.7%)	(1.0%)
DA!	67.8%	67.4%	54.1%	33.3%	52.0%	15.9%	15.7%	20.2%	12.20%	13.1%	21.4%	18.7%
LFL traffic growth	**(3.6%)**	**(1.6%)**	**(3.1%)**	**(0.7%)**	**(2.2%)**	**(0.8%)**	**(2.2%)**	**(3.4%)**	**-3.40%**	**(2.6%)**	**(3.4%)**	**(0.8%)**
O`KEY	(6.1%)	(4.6%)	(6.2%)	(3.2%)	(5.0%)	(2.5%)	(4.8%)	(6.0%)	-5.60%	(4.8%)	(6.0%)	(3.2%)
DA!	45.3%	40.4%	34.1%	25.7%	34.8%	12.7%	15.8%	12.1%	9.50%	12.0%	9.5%	11.8%
LFL ticket growth	**(1.3%)**	**1.5%**	**2.9%**	**0.2%**	**0.8%**	**0.1%**	**(1.8%)**	**2.2%**	**0.80%**	**(0.6%)**	**2.2%**	**1.4%**
O`KEY	(0.4%)	2.5%	4.2%	1.3%	1.9%	0.9%	(0.6%)	3.3%	2.00%	0.4%	3.3%	2.3%
DA!	15.5%	19.2%	14.9%	6.1%	12.7%	2.9%	0.0%	7.2%	2.50%	1.0%	7.4%	6.2%

Notes: [1] O`KEY category includes hypermarkets and supermarkets, DA! category includes discounters.

Appendix: Consolidated Balance Sheet

RUB, 000s	30June 2019	31 December 2018
Investment property	1,048,737	1,047,000
Property, plant and equipment	43,036,179	43,770,640
Construction in progress	2,980,565	3,754,546
Right-of-use assets	24,167,963	-
Lease rights	-	4,312,159
Intangible assets	1,251,520	1,294,214
Deferred tax assets	3,687,012	2,438,928
Other non-current assets	935,185	1,405,610
Total non-current assets	**77,107,161**	**58,023,097**
Inventories	12,199,937	13,684,473
Trade and other receivables	3,480,092	3,402,946
Prepayments	1,072,033	1,389,038
Other current assets	25,928	25,466
Cash and cash equivalents	4,016,131	8,712,253
Total current assets	**20,794,121**	**27,214,176**
Total assets	**97,901,282**	**85,237,273**
Total equity	**17,147,654**	**22,481,181**
Loans and borrowings	31,974,980	31,964,302
Lease liabilities	22,928,011	-
Deferred tax liabilities	383,908	679,921
Other non-current liabilities	-	112,047
Total non-current liabilities	**55,286,899**	**32,756,270**
Loans and borrowings	1,709,214	2,461,437
Interest accrued on loans and borrowings	185,117	97,364
Lease liabilities	3,733,739	-
Trade and other payables	19,538,900	26,861,848
Current income tax payable	299,759	579,173
Total current liabilities	**25,466,729**	**29,999,822**
Total liabilities	**80,753,628**	**62,756,092**
Total equity and liabilities	**97,901,282**	**85,237,273**

Appendix: Consolidated P&L

RUB, 000s	1H 2019 (IFRS 16)	1H 2018 (IAS 17)
Revenue	79,883,427	78,179,207
Cost of goods sold	(61,046,967)	(59,952,379)
Gross profit	**18,836,460**	**18,226,828**
Gross margin	*23.6%*	*23.3%*
Selling, general and administrative expenses	(16,531,707)	(17,047,777)
Oher operating income and expenses	138,667	380,770
Operating profit	**2,443,420**	**1,559,821**
Finance income	59,008	46,577
Finance costs	(2,625,749)	(1,581,324)
Foreign exchange (loss)/gain	692,220	(642,206)
Profit/(Loss) before income tax	**568,899**	**(617,132)**
Income tax benefit	62,990	76,005
Profit/(Loss) for the year	**631,889**	**(541,127)**
Net profit margin	***0.8%***	***N/A***

RUB, 000s	1H 2019 (IFRS 16)	1H 2018 (IAS 17)
Group EBITDA	**6,341**	**3,470**
Group EBITDA margin	*7.9%*	*4.4%*
O`KEY EBITDA	**6,509**	**4,370**
O`KEY *EBITDA margin*	*9.1%*	*6.1%*
DA! EBITDA	**(169)**	**(899)**

Appendix: Consolidated Cash Flow

RUB, 000s	1H 2019	1H 2018
CASH FLOWS FROM OPERATING ACTIVITIES		
Cash receipts from customers	92,381,998	89,676,521
Other cash receipts	435,310	433,619
Interest received	42,770	39,408
Cash paid to suppliers and employees	(90,150,271)	(92,699,092)
Taxes other than on income	(367,911)	(467,308)
Other cash payments	(30,157)	(19,871)
VAT paid	(1,559,547)	(1,216,504)
Income tax paid	(418,532)	(1,065,330)
Net cash from/(used in) operating activities	**333,660**	**(5,318,557)**
CASH FLOWS FROM INVESTING ACTIVITIES		
Purchase of PP&E and right-of-use assets/lease rights (excluding VAT)	(1,126,491)	(1,383,950)
Purchase of intangible assets (excluding VAT)	(145,171)	(167,336)
Proceeds from sale of supermarkets (excluding VAT)	-	6,910,243
Proceeds from sale of subsidiaries	1,552,785	-
Proceeds from sales of PP&E and intangible assets (excluding VAT)	13,220	16,087
Net cash used in investing activities	**294,343**	**5,375,044**
CASH FLOWS FROM FINANCING ACTIVITIES		
Proceeds from loans and borrowings	5,250,000	1,100,000
Repayment of loans and borrowings	(5,893,800)	(3,990,268)
Interest paid	(1,432,712)	(1,612,754)
Repayment of principal amount of lease liabilities	(1,974,051)	-
Interest paid on lease liabilities	(1,216,864)	-
Dividends paid	-	(1,879,021)
Other financial payments	(34,920)	(54,522)
Net cash used in financing activities	**(5,302,347)**	**(6,436,565)**
Net increase/(decrease) in cash and cash equivalents	**(4,674,344)**	**(6,380,078)**
Cash and cash equivalents at the beginning of the period	8,712,253	7,750,177
Effect of exchange rate fluctuations on cash and cash equivalents	(21,778)	(35,318)
Cash and cash equivalents at end of the year	**4,016,131**	**1,334,781**

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O'KEY GROUP OF COMPANIES