



**ДИКСИ**

**Просто. Рядом. По-соседски.**

# **DIXY Group**

## **9 Months and 3Q 2011 Results**

**Conference Call Presentation**

**Based on 9 months 2011 IRFS unaudited management accounts**

Moscow, 7 December 2011



## Expansion

- ✓ 168 store openings for the 9 months of 2011, including 163 neighborhood stores (DIXY & Kvartal), 2 supermarkets Victoria and 3 hypermarkets Megamart
- ✓ Increased pro-forma\* selling space by 11.7% for the 9 months of 2011 (increase by 17% for the DIXY Group standalone)
- ✓ Total of 1,050 stores as of 30 November, 2011

## 3Q 2011 Consolidated Performance\*\*

- ✓ Revenue in RUR increased by 89% to RUR 29,2 bln
- ✓ Gross Profit in RUR increased by 129% to RUR 8.1 bln Gross Margin increased by 490 bp year-on-year to 27.7% of sales compared to 22.8% year-on-year
- ✓ EBITDA in RUR increased by 228% to RUR 1.7 bln EBITDA margin increased by 260 bp to the level of 6.0% from 3.4% in the same period of 2010
- ✓ Net Profit in RUR amounted to RUR 293 mln for a net margin of 1.0% compared to a net loss for the same period of 2010

## Victoria Integration

- ✓ For the 3Q 2011, 19 out of 38 neighborhood Kvartal stores in the Northwest have been rebranded in to DIXY format. As of 6 December, 2011, 33 stores gave been rebranded
- ✓ Started combining purchasing of both companies with the federal suppliers

## New Marketing Strategy

- ✓ 3Q 2011 DIXY format LFL growth of 8.0% year-on-year
- ✓ In September 2011 the advertising campaign developed jointly by DIXY and Saatch&Saatchi and launched in June 2011, was named best in the industry at the retail chain competition held during 10th annual Retail Business Russia 2011 international summit

\*including Victoria Group in 2010 and 2011

\*\*including Victoria from June 15, 2011

# Expanding Geographic Reach (9mo 2011)\*

## Stores by Region \*

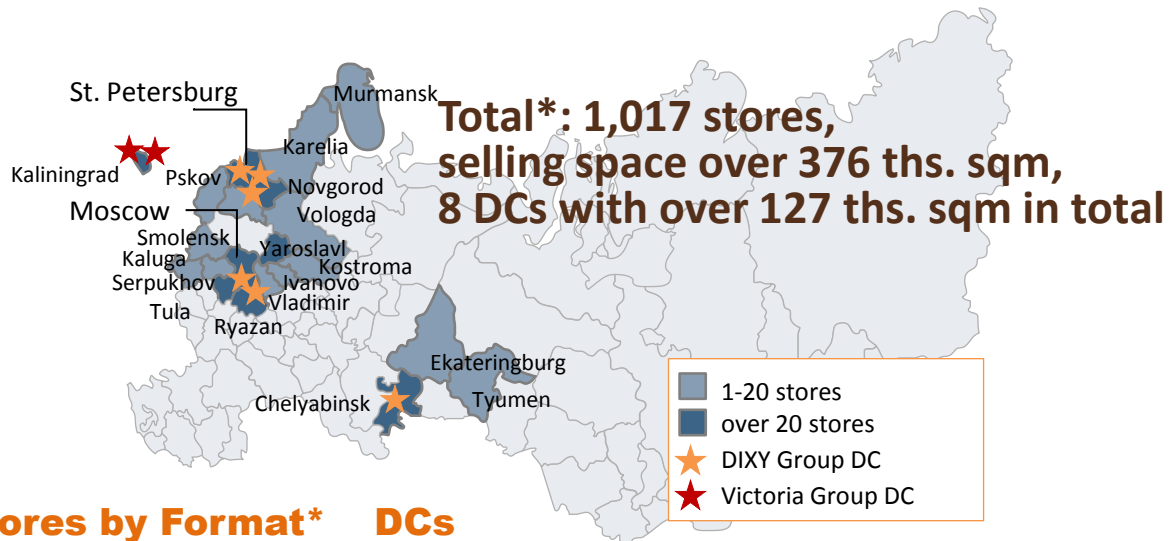
Location	Victoria	DIXY	TOTAL
Moscow City	88	53	141
Moscow Region	47	286	333
Bryansk Region	--	1	1
Vladimir Region	--	8	8
Ivanovo Region	--	1	1
Kaluga Region	--	23	23
Kostroma Region	--	12	12
Ryazan region	--	32	32
Smolensk Region	--	12	12
Yaroslavl Region	--	52	52
Tula Region	38	--	38
<b>Total Central District</b>	<b>173</b>	<b>480</b>	<b>653</b>
St. Petersburg	11	112	123
Leningrad Region	7	46	53
Kaliningrad Region	48	--	48
Republic of Karelia	--	20	20
Murmansk Region	--	5	5
Novgorod Region	--	15	15
Pskov Region	--	12	12
Vologda Region	--	9	9
<b>Total NW District</b>	<b>66</b>	<b>219</b>	<b>285</b>
Chelyabinsk Region**	--	55	55
Sverdlovsk Region (Ekaterinburg)***	--	21	21
Tyumen Region****	--	3	3
<b>Total Urals District</b>	<b>--</b>	<b>79</b>	<b>79</b>
<b>GRAND TOTAL</b>	<b>239</b>	<b>778</b>	<b>1,017</b>

\*as of 30 September 2011

\*\*including 1 Megamarts

\*\*\*8 Minimarts & 13 Megamarts

\*\*\*\*Megamarts only



## Stores by Format\* DCs

Format	No	Location	ths. sqm	
<b>Neighborhood stores</b>		Serpukhov	36.1	Owned
DIXY	753	Ryazan	15.5	Owned
Kvartal/Deshevo	217	St. Pete Shushary	33.4	Leased
<b>Supermarkets</b>		St. Pete Obvodny	18.9	Owned
Victoria	21	St. Pete Kubinka	4.6	Leased
Minimart	8	Chelyabinsk	6.8	Leased
<b>Hypermarkets</b>		Kaliningrad – 1	7.9	Owned
Megamart	17	Kaliningrad – 2	4.3	Owned
<b>Cash&amp;carry</b>		<b>TOTAL</b>	<b>127.5</b>	
CASH	1	<b>Owned</b>	<b>65%</b>	
<b>TOTAL</b>	<b>1,017</b>			

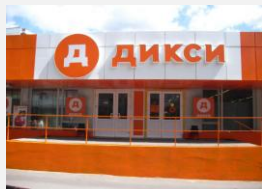
DIXY reached centralization level (percentage of deliveries processed through own warehouses) of **84%** in 3Q 2011 and general logistics service level (success of delivery rate) of **87%**



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# Store Formats as of 30 November 2011

## Core Format – Neighborhood store



Av. sell. sp. 285 sqm  
SKUs 3,500

**795 stores**

**кварталі** /  
Семеунауа Копилка



Av. sell. sp. 376 sqm  
SKUs 6,000

**188 stores**

**ДІШЕВ** /  
ПРОДУКТЫ



Av. sell. sp. 267 sqm  
SKUs 2,500

**19 stores**

**= 1,002**

## Supermarket

**МИНИМАРТ**



Av. sell. sp. 686 sqm  
SKUs 7,500

**8 stores**

**ВИКТОРИЯ**  
СЕТЬ СУПЕРМАРКЕТОВ



Av. sell. sp. 1,794 sqm  
SKUs 20,000

**21 stores**

**= 29**

## Hypermarket (incl. cash&carry)

**МЕГАМАРТ**



Av. sell. sp. 2,124 sqm  
SKUs 20,500

**18 stores**

**К&Д**  
КАШ И ТОВАРИ



Av. sell. sp. 3,051 sqm  
SKUs 19,000

**1 store**

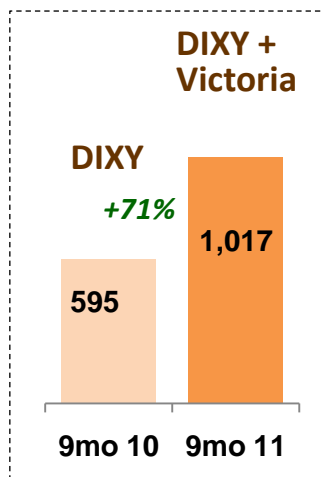
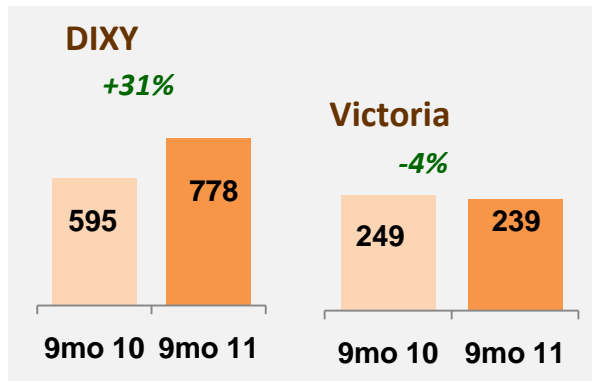
**= 19**

**Grand Total: 1,050 stores**

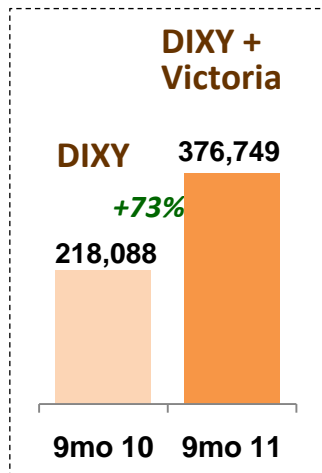
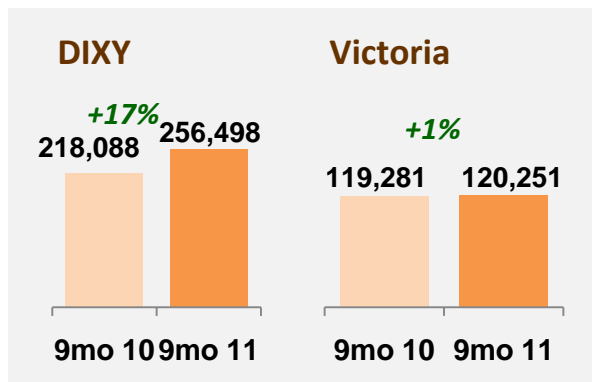


# Selling Space and Stores as of 30 September 2011

## Stores



## Selling Space, sqm



## Pro-forma Stores and Space\*

	9mo 10	9mo 11	Δ%
<b>Total Number of Stores</b>	844	1,017	20%
<b>New Store Openings</b>	78	168	115%
DIXY Group	71	152	114%
Victoria Group	7	16	128%
<b>Total Space</b>	768,752	849,113	10%
<b>Total Space Owned</b>	252,957	257,351	2%
%	33%	30%	
<b>Selling Space</b>	337,369	376,749	12%
<b>Selling Space Owned</b>	98,037	102,635	5%
%	29%	27%	
<b>Selling Space by Format</b>			
DIXY	182,481	214,902	24%
Megamart	30,121	36,110	20%
Minimart	5,486	5,486	--
Kvartal/Deshevo/Kopilka	82,681	79,525	-3%
Victoria	33,549	37,675	12%
Cash	3,051	3,051	--

For the 9 months of 2011 there were opened **149** DIXY stores, **3** Megamarts, **14** Kvartals and **2** Victoria and closed **19** DIXY stores, **1** Megamart and **34** Kvartals (including **19** for rebranding to DIXY format); for comparison, for the 9mo 2010 there were opened **71** DIXY stores, **5** Kvartals and **2** Victoria, and closed **13** DIXY stores and **6** Kvartals.

Total pro-forma selling space in 9mo 2011 increased by **39,380** sqm (+12%) year-on-year to **376,749** sqm (DIXY Group selling space increased by 17%, Victoria Group – by 1% year-on-year).

\*including Victoria Group in 2010 and 2011



## Total Number of Permanent Employees Average Number of Employees per Store

	9mo 10	9mo 11	Δ%
<b>DIXY Group</b>			
Stores	12,852	15,758	23%
Office	2,225	2,584	16%
Warehouse	2,649	2,979	12%
<b>TOTAL</b>	<b>17,726</b>	<b>21,321</b>	<b>20%</b>

<b>VICTORIA</b>			
Stores	10,348	9,954	-4%
Office	1,426	1,392	-2%
Warehouse	533	484	-10%
<b>TOTAL</b>	<b>12,307</b>	<b>11,830</b>	<b>-4%</b>

<b>Combined TOTAL</b>	<b>30,033</b>	<b>33,151</b>	<b>10%</b>
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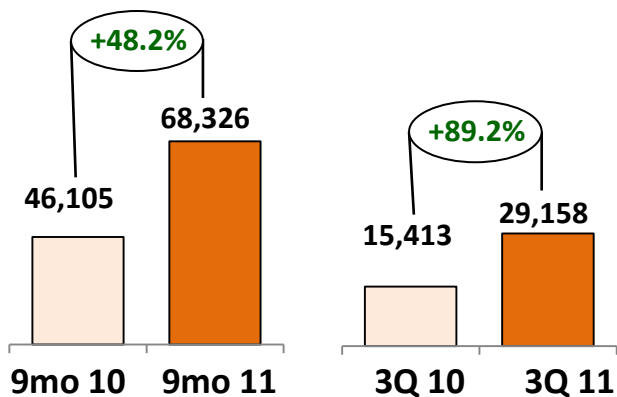
	Permanent Workers			Outsourcing		
	9mo 10	9mo 11	Δ%	9mo 10	9mo 11	Δ%
<b>DIXY Group</b>						
DIXY	17	15	-12%	1.6	2.6	63%
Megamart	153	154	1%	--	1.2	--
Minimart	88	89	1%	--	1.6	--
<b>TOTAL</b>	<b>258</b>	<b>258</b>	<b>0%</b>	<b>1.6</b>	<b>5.4</b>	<b>238%</b>
<b>VICTORIA</b>						
Kvartal / Deshevo/ Kopilka	33	30	-9%	3.5	5.7	63%
Victoria	201	191	-5%	25.6	27.4	7%
Cash	170	163	-4%	--	--	--
<b>TOTAL</b>	<b>404</b>	<b>375</b>	<b>-7%</b>	<b>29</b>	<b>33</b>	<b>14%</b>

As of 30 September 2011 the combined company total number of employees amounted to **33,151**. DIXY Group personnel increased by 20% year-on-year, and Victoria Group personnel decreased by 4% year-on-year for the combined company total increase of 10%.

# DIXY Group Consolidated 9 months and 3Q 2011 Financial Performance\*

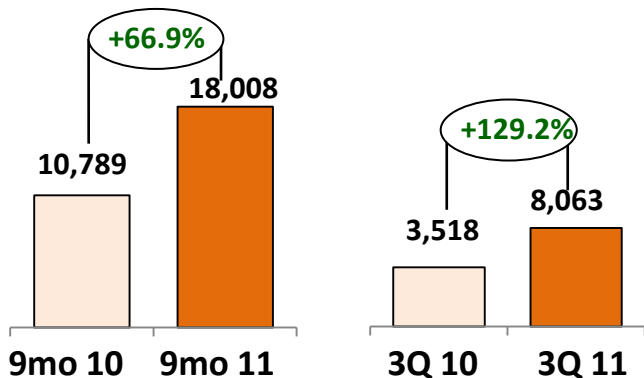
RUR, million

## Total Sales



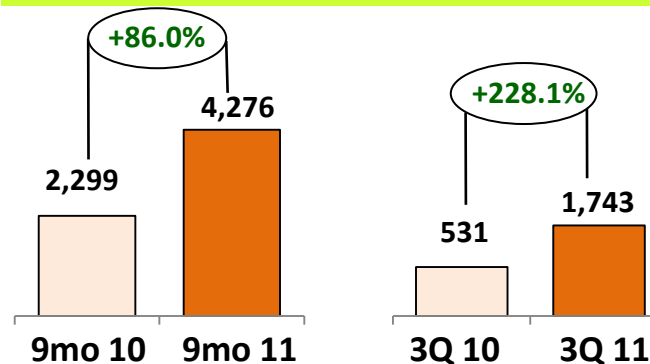
## Gross Profit & Gross Profit Margin

23.4% 26.4% 22.8% 27.7%



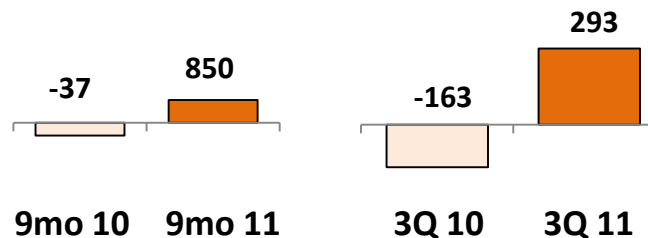
## EBITDA & EBITDA Margin

5.0% 6.3% 3.4% 6.0%



## Net Profit & Net Profit Margin

-0.1% 1.2% -1.1% 1.0%



\*Based on unaudited IFRS results for the 9 months of 2011, including Victoria from June 15, 2011



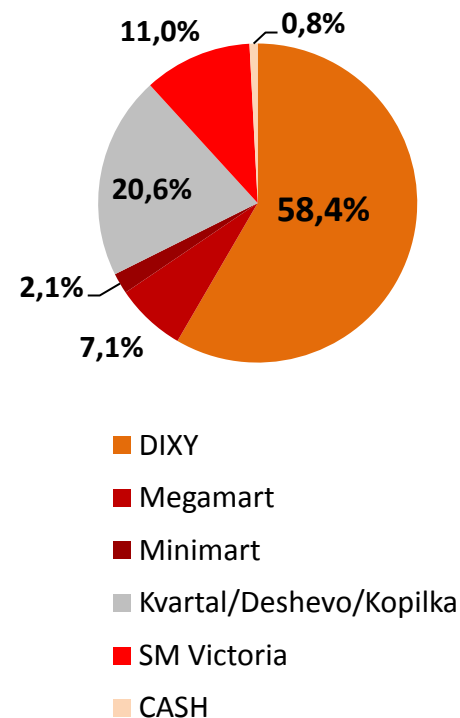
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# 10 months 2011 Top Line Performance\*

## 10 Months 2011 Net Retail Sales by Format\*

RUR mln	DIXY	Megamart	Minimart	TOTAL	Victoria	Kvartal/ Deshevo/ Kopilka	CASH	TOTAL
<b>Jan 10</b>	4,063	544	162	<b>4,769</b>	926	1,841	64	<b>2,83</b>
<b>Jan 11</b>	5,023	585	177	<b>5,785</b>	1,061	2,278	76	<b>3,416</b>
<b>Δ%</b>	<b>24%</b>	<b>8%</b>	<b>9%</b>	<b>21%</b>	<b>15%</b>	<b>24%</b>	<b>20%</b>	<b>21%</b>
<b>Feb 10</b>	4,067	531	158	<b>4,756</b>	885	1,797	67	<b>2,749</b>
<b>Feb 11</b>	4,97	587	173	<b>5,73</b>	1,04	2,168	79	<b>3,287</b>
<b>Δ%</b>	<b>22%</b>	<b>11%</b>	<b>10%</b>	<b>20%</b>	<b>18%</b>	<b>21%</b>	<b>18%</b>	<b>20%</b>
<b>Mar 10</b>	4,541	603	180	<b>5,324</b>	1,012	1,991	78	<b>3,082</b>
<b>Mar 11</b>	5,489	664	197	<b>6,35</b>	1,168	2,424	89	<b>3,68</b>
<b>Δ%</b>	<b>21%</b>	<b>11%</b>	<b>10%</b>	<b>19%</b>	<b>15%</b>	<b>22%</b>	<b>13%</b>	<b>19%</b>
<b>April 10</b>	4,426	572	179	<b>5,178</b>	956	1,917	74	<b>2,946</b>
<b>April 11</b>	5,468	645	198	<b>6,311</b>	1,129	2,385	70	<b>3,583</b>
<b>Δ%</b>	<b>24%</b>	<b>13%</b>	<b>10%</b>	<b>22%</b>	<b>18%</b>	<b>24%</b>	<b>-5%</b>	<b>22%</b>
<b>May 10</b>	4,592	615	195	<b>5,402</b>	977	1,924	73	<b>2,974</b>
<b>May 11</b>	5,715	675	214	<b>6,604</b>	1,088	2,419	72	<b>3,579</b>
<b>Δ%</b>	<b>24%</b>	<b>10%</b>	<b>9%</b>	<b>22%</b>	<b>11%</b>	<b>26%</b>	<b>-1%</b>	<b>20%</b>
<b>June 10</b>	4,295	583	186	<b>5,064</b>	893	1,773	74	<b>2,739</b>
<b>June 11</b>	5,506	658	209	<b>6,373</b>	1,047	2,275	82	<b>3,405</b>
<b>Δ%</b>	<b>28%</b>	<b>13%</b>	<b>12%</b>	<b>26%</b>	<b>17%</b>	<b>28%</b>	<b>12%</b>	<b>24%</b>
<b>July 10</b>	4,354	609	198	<b>5,152</b>	926	1,802	85	<b>2,814</b>
<b>July 11</b>	5,697	709	216	<b>6,622</b>	1,06	2,16	78	<b>3,298</b>
<b>Δ%</b>	<b>31%</b>	<b>16%</b>	<b>14%</b>	<b>29%</b>	<b>14%</b>	<b>20%</b>	<b>-8%</b>	<b>17%</b>
<b>Aug 10</b>	4,318	591	177	<b>5,086</b>	932	1,890	81	<b>2,903</b>
<b>Aug 11</b>	5,575	677	199	<b>6,451</b>	1,042	1,933	78	<b>3,053</b>
<b>Δ%</b>	<b>29%</b>	<b>15%</b>	<b>12%</b>	<b>27%</b>	<b>12%</b>	<b>2%</b>	<b>-4%</b>	<b>5%</b>
<b>Sept 10</b>	4,353	555	168	<b>5,076</b>	926	2,020	69	<b>3,015</b>
<b>Sept 11</b>	5,564	673	193	<b>6,430</b>	1,057	1,842	80	<b>2,979</b>
<b>Δ%</b>	<b>28%</b>	<b>21%</b>	<b>15%</b>	<b>27%</b>	<b>14%</b>	<b>-9%</b>	<b>16%</b>	<b>-1%</b>
<b>Oct 10</b>	4,752	618	183	<b>5,553</b>	1,039	2,193	85	<b>3,317</b>
<b>Oct 11</b>	6,080	774	206	<b>7,060</b>	1,131	1,963	68	<b>3,162</b>
<b>Δ%</b>	<b>28%</b>	<b>20%</b>	<b>12%</b>	<b>27%</b>	<b>9%</b>	<b>-11%</b>	<b>-20%</b>	<b>-1%</b>

## Net Retail Sales Breakdown by Format

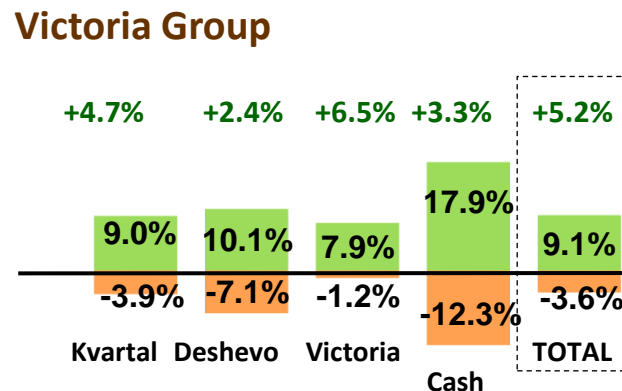
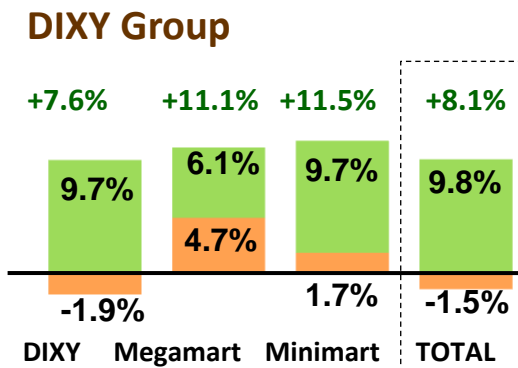


\*based on Trading Updates for the 10 months of 2011

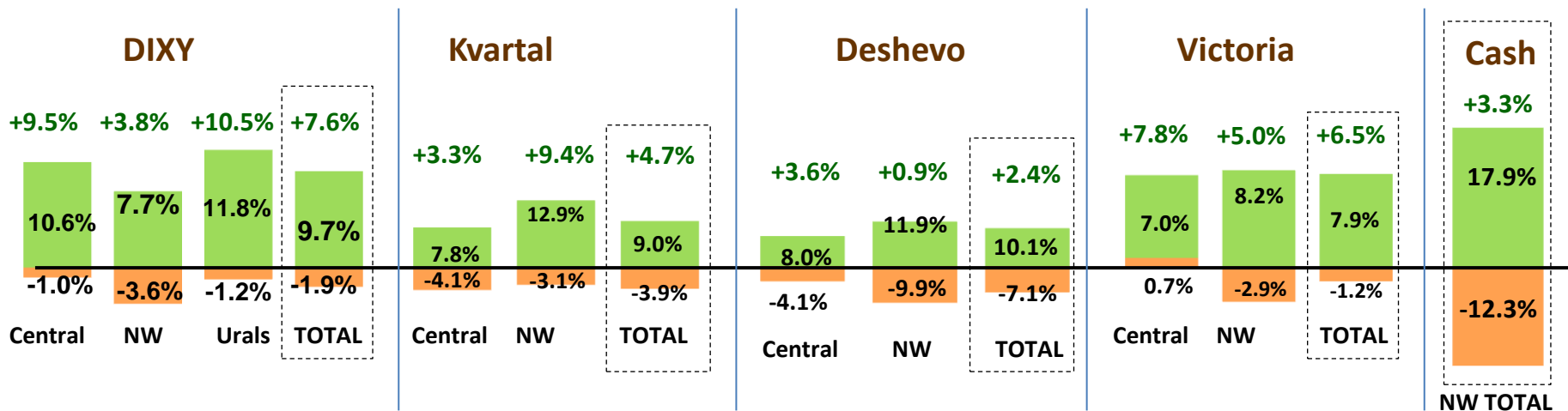


## 9mo 2011 LFL Total Sales by Format

Traffic ■ Basket



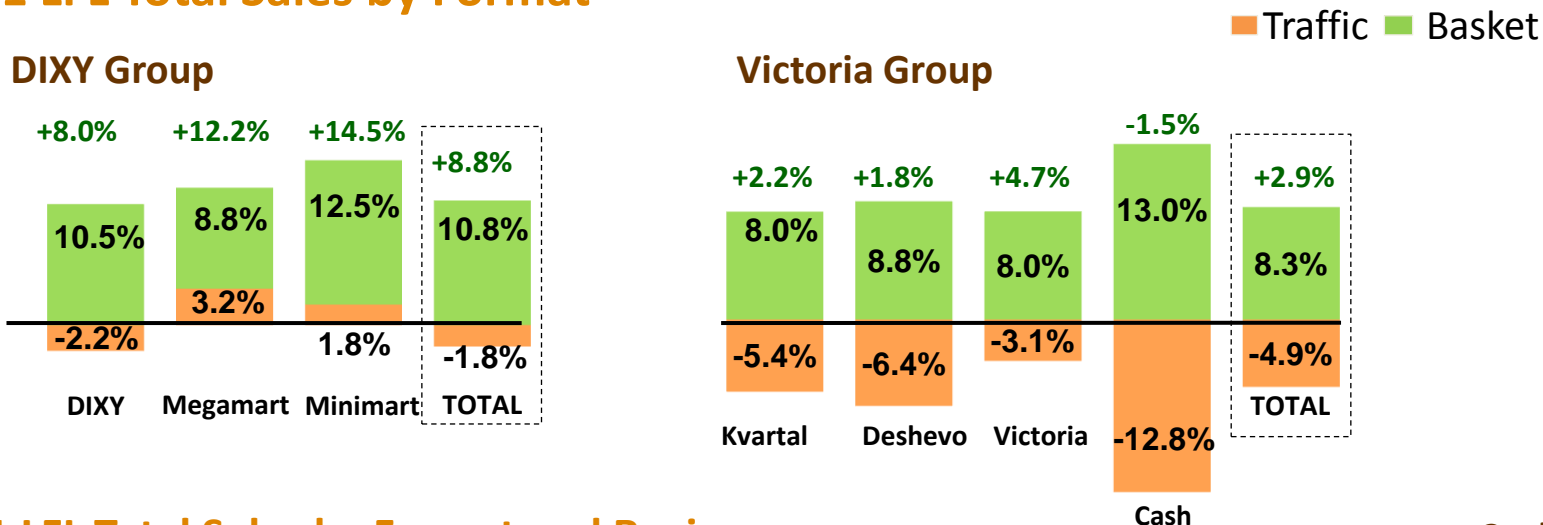
## 9mo 2011 LFL Total Sales by Format and Region



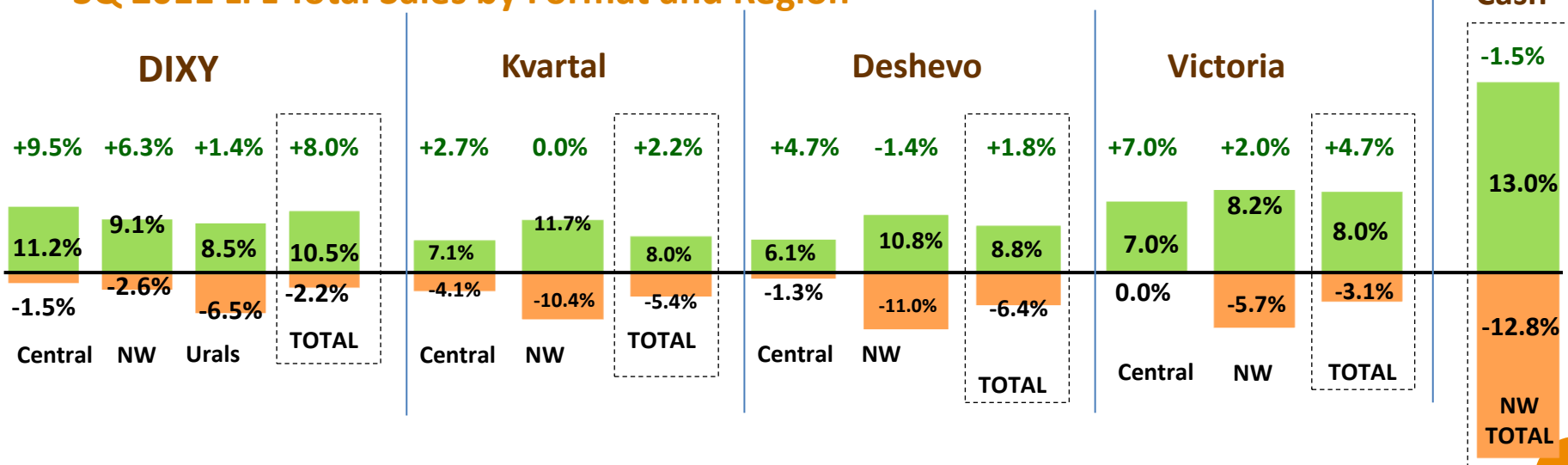
\*LFL block includes 560 DIXY stores, 15 Megamarts, 8 Minimarts, 207 Kvartals, 19 Deshevo, 18 Victorias, 1 Cash



## 3Q 2011 LFL Total Sales by Format



## 3Q 2011 LFL Total Sales by Format and Region



\*LFL block includes 547 DIXY stores, 15 Megamarts, 8 Minimarts, 178 Kvartals, 19 Deshevo, 18 Victorias, 1 Cash



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# 1.1. Consolidated DIXY Group 9mo 2011 and 3Q 2011 Income Statement Highlights\*

## Income Statement Highlights

RUR, mln.	3Q 2011	3Q 2010	Δ%	9mo 2011	9mo 2010	Δ%
<b>Revenue</b>	29,158	15,413	89.2%	68,326	46,105	48.2%
incl. Retail	28,836	15,315	88.3%	67,738	45,809	47.9%
<b>Cost of Sales</b>	21,095	11,895	77.3%	50,318	35,316	42.5%
<i>as % of Sales</i>	72.3%	77.2%		73.6%	76.6%	
<b>Gross Profit</b>	8,063	3,518	129.2%	18,008	10,789	66.9%
<i>as % of Sales</i>	27.7%	22.8%		26.4%	23.4%	
<b>EBITDA</b>	1,743	531	228.1%	4,276	2,299	86.0%
<i>EBITDA, %</i>	6.0%	3.4%		6.3%	5.0%	
<b>Operating Profit</b>	932	110	750.2%	2,351	1,009	133.0%
<i>as % of Sales</i>	3.2%	0.7%		3.4%	2.2%	
<b>Net Profit</b>	293	-163	--	850	-37	--
<i>as % of Sales</i>	1.0%	-1.1%		1.2%	-0.1%	

## Revenue by Format

RUR, mln.	3Q 2011	3Q 2010	Δ%	9mo 2011	9 mo 2010	Δ%
<b>Revenue</b>	29,158	15,413	89.2%	68,326	46,105	48.2%
incl. Retail	28,836	15,315	88.3%	67,738	45,809	47.9%
<b>By Format</b>						
DIXY	16,835	13,026	29.2%	49,008	39,011	25.6%
Megamart	2,059	1,754	17.4%	5,872	5,202	12.9%
Minimart	609	535	13.8%	1,778	1,596	11.4%
Kvartal / Deshevo/Kopilka	5,936	--		7,146	--	
Victoria	3,159	--		3,672	--	
CASH	237	--		262	--	
<b>Gross Profit</b>	8,063	3,518	129.2%	18,008	10,789	66.9%
<i>as % of Sales</i>	27.7%	22.8%		26.4%	23.4%	

\*Based on 9 months & 3Q 2011 unaudited IFRS management accounts



## 1.2. Consolidated DIXY Group 9mo 2011 and 3Q 2011 Cost of Sales and SG&A\*

### Cost of Sales

RUR, mln.	3Q 2011	3Q 2010	Δ%	9mo 2011	9mo 2010	Δ%
<b>Cost of Goods Sold</b>	20,349	11,498	77.0%	48,542	34,103	42.3%
<i>as % of Sales</i>	69.8%	74.6%		71.0%	74.0%	
<b>Transportation Costs</b>	218	89	145.1%	403	229	76.5%
<i>as % of Sales</i>	0.7%	0.6%		0.6%	0.5%	
<b>Shrinkage of Inventories</b>	528	307	71.7%	1,373	985	39.5%
<i>as % of Sales</i>	1.8%	2.0%		2.0%	2.1%	
<b>TOTAL</b>	21,095	11,895	77.3%	50,318	35,316	42.5%
<i>as % of Sales</i>	72.3%	77.2%		73.6%	76.6%	

### Selling General & Administrative Expenses

RUR, mln.	3Q 2011	3Q 2010	Δ%	9mo 2011	9mo 2010	Δ%
<b>Salaries</b>	3,287	1,580	108.1%	7,242	4,520	60.2%
<i>as % of Sales</i>	11.3%	10.2%		10.6%	9.8%	
<b>Lease</b>	1,374	662	107.7%	2,981	1,880	58.5%
<i>as % of Sales</i>	4.7%	4.3%		4.4%	4.1%	
<b>D&amp;A</b>	777	422	84.3%	1,777	1,290	37.7%
<i>as % of Sales</i>	2.7%	2.7%		2.6%	2.8%	
<b>Utilities, Repair and Maintenance</b>	556	264	110.4%	1,304	825	58.0%
<i>as % of Sales</i>	1.9%	1.7%		1.9%	1.8%	
<b>Transportation and Handling</b>	78	13	476.9%	120	42	188.3%
<i>as % of Sales</i>	0.3%	0.1%		0.2%	0.1%	
<b>Advertising</b>	212	57	271.5%	376	178	111.1%
<i>as % of Sales</i>	0.7%	0.4%		0.6%	0.4%	
<b>Other</b>	848	411	106.3%	1,856	1,044	77.8%
<i>as % of Sales</i>	2.9%	2.7%		2.7%	2.3%	
<b>TOTAL SG&amp;A</b>	7,132	3,409	109.2%	15,657	9,780	60.1%
<i>as % of Sales</i>	24.5%	22.1%		22.9%	21.2%	

\*Based on 9 months & 3Q 2011 unaudited IFRS management accounts

## 1.3. Consolidated DIXY Group 9mo 2011 and 3Q 2011 Cash Flow Highlights\*

### Non-operating Gains and Losses\*\*

RUR, mln.	3Q 2011	3Q 2010	Δ%	9mo 2011	9mo 2010	Δ%
<b>Operating Profit</b>	932	110	750.2%	2,351	1,009	133.0%
Finance Costs (Net)	-395	-183	115.7%	-833	-523	59.3%
Net FX Result	1	-10	--	-9	-105	--
<b>Profit before Tax</b>	538	-83	--	1,509	381	295.9%
Income Tax Expense**	-245	-80	206.4%	-659	-418	57.4%
<b>Net Profit</b>	293	-163	--	850	-37	--
<i>Net Margin, %</i>	1.0%	-1.1%	--	1.2%	-0.1%	

\*\* effective tax rate for the 9 months of 2011 is 43.6%, and 45.5% for the 3Q of 2011

### Cash Flow Statement Highlights

RUR, mln.	3Q 2011	3Q 2010	Δ%	9mo 2011	9mo 2010	Δ%
Net Cash Flows (Used in)/Generated from Operating Activities	682	-33	--	1,990	769	158.9%
<i>Net Cash from Operating Activities before Changes in WC</i>	1,752	639	174.4%	4,307	2,378	81.2%
<i>Change in WC</i>	-374	-211	77.0%	-721	-352	104.9%
<i>Net Interest and Income Tax Paid</i>	-696	-460	51.3%	-1,595	-1,257	27.0%
Net Cash Used in Investing Activities	-1,394	-319	337.4%	-15,807	-917	1,624.2%
Net Cash Generated from/(Used in) Financing Activities	-163	286	--	13,263	-714	--
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-875	-65	1,245.9%	-554	-862	35.8%
<b>Cash and cash equivalents at the end of the period</b>	1,043	470	122.1%	1,043	470	122.1%



## 2. DIXY Group & Victoria Group Standalone Quarterly Results for 2Q and 3Q of 2011\*

### Income Statement Highlights

#### DIXY Group Standalone

RUR, mln.	2Q 2011	3Q 2011
<b>Revenue</b>	<b>19,414</b>	<b>19,639</b>
incl. Retail	19,288	19,503
<b>Cost of Sales</b>	<b>14,337</b>	<b>14,560</b>
<i>as % of Sales</i>	73.9%	74.1%
<b>Gross Profit</b>	<b>5,077</b>	<b>5,079</b>
<i>as % of Sales</i>	26.1%	25.9%
<b>EBITDA</b>	<b>1,459</b>	<b>1,243</b>
<i>EBITDA, %</i>	7.5%	6.3%
<b>Net Profit</b>	<b>390</b>	<b>214</b>
<i>as % of Sales</i>	2.0%	1.1%

### Cost of Sales

RUR, mln.	2Q 2011	3Q 2011
<b>Cost of Goods Sold</b>	<b>13,801</b>	<b>13,977</b>
<i>as % of Sales</i>	71.1%	71.2%
<b>Transportation Costs</b>	<b>111</b>	<b>140</b>
<i>as % of Sales</i>	0.6%	0.7%
<b>Shrinkage of Inventories</b>	<b>426</b>	<b>443</b>
<i>as % of Sales</i>	2.2%	2.2%
<b>TOTAL</b>	<b>14,337</b>	<b>14,560</b>
<i>as % of Sales</i>	73.9%	74.1%

### SGNA

RUR, mln.	2Q 2011	3Q 2011
<b>TOTAL SG&amp;A</b>	<b>4,208</b>	<b>4,376</b>
<i>as % of Sales</i>	21.7%	22.3%
Including <b>Salaries</b>	1,920	2,050
<i>as % of Sales</i>	9.9%	10.4%
Including <b>Lease</b>	795	882
<i>as % of Sales</i>	4.1%	4.5%

#### Victoria Group Standalone

RUR, mln.	2Q 2011	3Q 2011
<b>Revenue</b>	<b>9,707</b>	<b>9,518</b>
incl. Retail	9,639	9,333
<b>Cost of Sales</b>	<b>6,352</b>	<b>6,534</b>
<i>as % of Sales</i>	65.4%	68.7%
<b>Gross Profit</b>	<b>3,355</b>	<b>2,984</b>
<i>as % of Sales</i>	34.5%	31.3%
<b>EBITDA</b>	<b>684</b>	<b>500</b>
<i>EBITDA, %</i>	7.0%	5.3%
<b>Net Profit</b>	<b>223</b>	<b>81</b>
<i>as % of Sales</i>	2.3%	0.9%

RUR, mln.	2Q 2011	3Q 2011
<b>Cost of Goods Sold</b>	<b>6,217</b>	<b>6,372</b>
<i>as % of Sales</i>	64.0%	66.9%
<b>Transportation Costs</b>	<b>42</b>	<b>78</b>
<i>as % of Sales</i>	0.4%	0.8%
<b>Shrinkage of Inventories</b>	<b>92</b>	<b>84</b>
<i>as % of Sales</i>	0.9%	0.9%
<b>TOTAL</b>	<b>6,352</b>	<b>6,534</b>
<i>as % of Sales</i>	65.4%	68.7%

RUR, mln.	2Q 2011	3Q 2011
<b>TOTAL SG&amp;A</b>	<b>3,069</b>	<b>2,754</b>
<i>as % of Sales</i>	31.6%	28.9%
Including <b>Salaries</b>	1,581	1,241
<i>as % of Sales</i>	16.3%	13.0%
Including <b>Lease</b>	481	491
<i>as % of Sales</i>	5.0%	5.2%

\* Based on unaudited management accounts

## 3.1. DIXY Group Pro-forma 9mo 2011 Income Statement Highlights \*

### Income Statement Highlights

RUR, mln.		9mo 2011	9mo 2010	Δ%
<b>Revenue</b>		87,906	46,105	90.7%
	incl. Retail	86,995	45,809	89.9%
<b>Cost of Sales</b>		63,882	35,316	80.9%
	<i>as % of Sales</i>	72.7%	76.6%	
<b>Gross Profit</b>		24,024	10,789	122.7%
	<i>as % of Sales</i>	27.3%	23.4%	
<b>EBITDA</b>		5,618	2,299	144.3%
	<i>EBITDA, %</i>	6.4%	5.0%	
<b>Operating Profit</b>		2,981	1,009	195.4%
	<i>as % of Sales</i>	3.4%	2.2%	
<b>Net Profit</b>		1,068	-37	--
	<i>as % of Sales</i>	1.2%	-0.1%	

### Revenue by Format

RUR, mln		9mo 2011	9mo 2010	Δ%
<b>Revenue</b>		87,906	46,105	90.7%
	incl. Retail	86,995	45,809	89.9%
<b>By Format</b>				
<b>Neighborhood Store</b>	DIXY	49,008	39,011	25.6%
	Kvartal/Deshevo/Kopilka	19,932		
<b>Supermarket</b>	Victoria	9,691		
	Minimart	1,778	1,596	11.4%
<b>Hypermarket</b>	Megamart	5,872	5,202	12.9%
<b>Cash&amp;carry</b>	CASH	714		
<b>Gross Profit</b>		24,024	10,789	122.7%
	<i>as % of Sales</i>	27.3%	23.4%	

## 3.2. DIXY Group Pro-forma 9mo 2011 Cost of Sales and SG&A \*

### Cost of Sales

RUR, mln.	9mo 2011	9mo 2010	Δ%
<b>Cost of Goods Sold</b>	61,840	34,103	81.3%
<i>as % of Sales</i>	70.3%	74.0%	
<b>Transportation Costs</b>	452	229	97.7%
<i>as % of Sales</i>	0.5%	0.5%	
<b>Shrinkage of Inventories</b>	1,589	985	61.5%
<i>as % of Sales</i>	1.8%	2.1%	
<b>TOTAL SG&amp;A</b>	63,882	35,316	80.9%
<i>as % of Sales</i>	72.7%	76.6%	

### Selling General & Administrative Expenses

RUR, mln.	9mo 2011	9mo 2010	Δ%
<b>Salaries</b>	9,753	4,520	115.8%
<i>as % of Sales</i>	11.1%	9.8%	
<b>Lease</b>	3,856	1,880	105.1%
<i>as % of Sales</i>	4.4%	4.1%	
<b>D&amp;A</b>	2,489	1,290	93.0%
<i>as % of Sales</i>	2.8%	2.8%	
<b>Utilities, Repair and Maintenance</b>	1,905	825	130.9%
<i>as % of Sales</i>	2.2%	1.8%	
<b>Transportation and Handling</b>	246	42	491.6%
<i>as % of Sales</i>	0.3%	0.1%	
<b>Advertising</b>	461	178	158.5%
<i>as % of Sales</i>	0.5%	0.4%	
<b>Other</b>	2,333	1,044	123.5%
<i>as % of Sales</i>	2.7%	2.3%	
<b>TOTAL SG&amp;A</b>	21,043	9,780	115.2%
<i>as % of Sales</i>	23.9%	21.2%	

\* Based on 9mo 2011 unaudited IFRS management accounts, including Victoria Group from the beginning of the year

### 3.3. DIXY Group Pro-forma 9mo 2011 Cash Flow Highlights\*

#### Non-operating Gains and Losses\*\*

RUR, mln.	9mo 2011	9mo 2010	Δ%
<b>Operating Profit</b>	2,981	1,009	195.4%
Finance Costs (Net)	-984	-523	--
Net FX Result	-66	-105	--
<b>Profit before Tax</b>	1,931	381	406.6%
Income Tax Expense**	-862	-418	--
<b>Net Profit</b>	1,068	-37	--
<i>Net Margin, %</i>	1.2%	-0.1%	

\*\* effective tax rate for the nine months of 2011 is 44.7%

#### Cash Flow Statement Highlights

RUR, mln.	9mo 2011	9mo 2010	Δ%
Net Cash Flows (Used in)/Generated from Operating Activities	2,399	769	212.1%
<i>Net Cash from Operating Activities before Changes in WC</i>	5,625	2,378	136.6%
<i>Change in WC</i>	-1,095	-352	--
<i>Net Interest and Income Tax Paid</i>	-2,130	-1,257	--
Net Cash Used in Investing Activities	-16,413	-917	--
Net Cash Generated from/(Used in) Financing Activities	13,460	-714	--
<b>Net Increase/(Decrease) in Cash &amp; Cash Equivalents</b>	-554	-862	--
<b>Cash and Cash Equivalents at the End of the Period</b>	1,043	470	122.1%

**Thank you  
for your attention!**



**ДИКСИ**