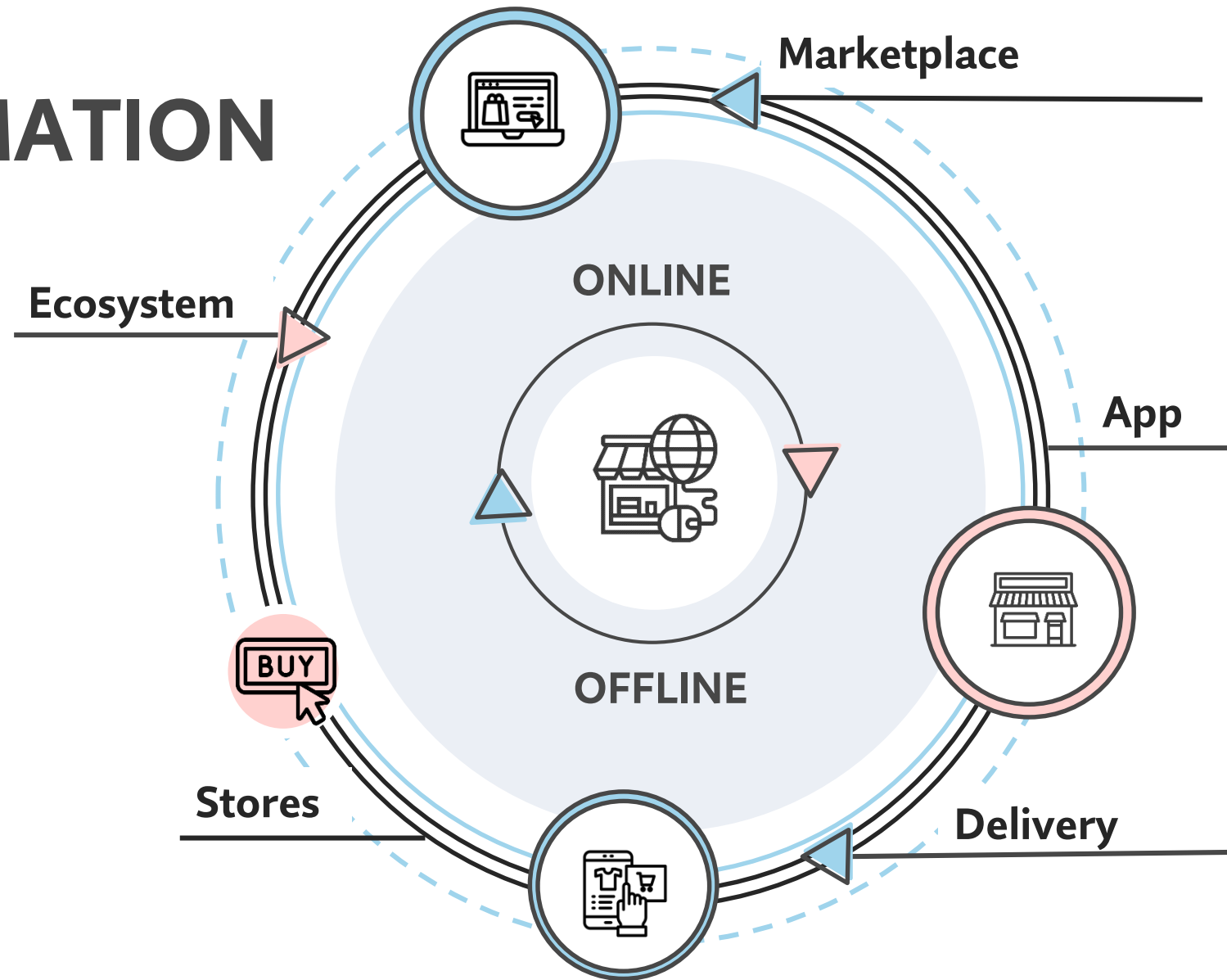


TRANSFORMATION



disclaimer

This presentation is for information purposes only.





Some of the information in this presentation may contain projections or other forward-looking statements regarding future events or the future financial performance of OR Group.

You can identify forward-looking statements by terms such as “expect”, “believe”, “anticipate”, “continue”, “estimate”, “intend”, “will”, “could”, “would”, “should”, “may” or “might”, the negative of such terms or other similar expressions. These statements are only predictions and actual events or results may differ materially.

Many factors could cause the actual results to differ materially from those contained in our projections or forward-looking statements, including, among others, general economic conditions, our competitive environment, as well as many other risks specifically related to OR Group and its operations.

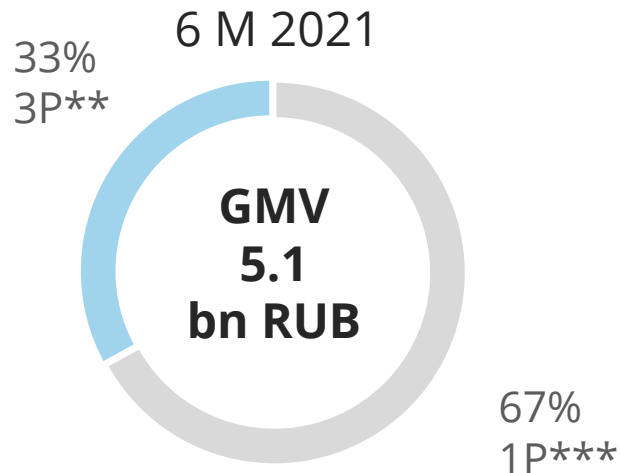
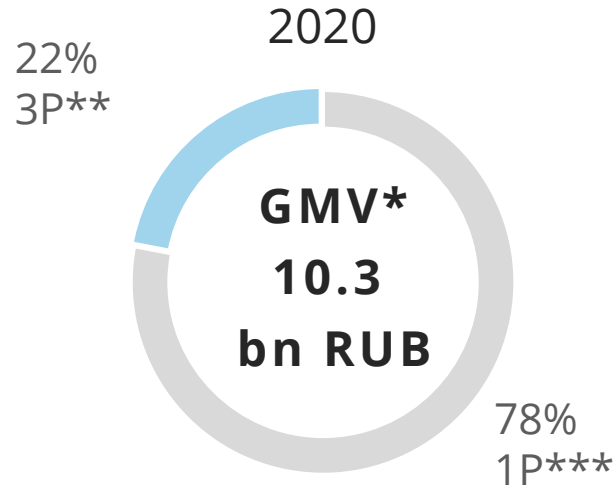
The Company and all its directors, officers, employees and advisors herewith state that they are not obliged to update these statements to reflect events and circumstances occurring after the date hereof or to reflect the occurrence of unanticipated events, save as required under applicable laws.

agenda

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GMV

For 6 M 2021



OR GROUP is a modern trading platform which comprises:

the westfalika.ru marketplace, an ecosystem of services, a network sales and service outlets under the Westfalika brand.

Due to the seasonality of the business, the second half of the year is traditionally considered stronger for the company, we expect GMV for 2021 to be significantly higher than the level of 2020.

* GMV is the total value of goods and orders processed by OR GROUP trading platform, plus VAT, instalment commission, service turnover and other commission income.





** 3P (Marketplace GMV), is the total value of partners' goods and orders processed by OR GROUP trading platform, plus VAT, instalment commission and other commission income.

*** 1P (Private Label GMV), is the total value of goods of its trademark and orders processed by OR GROUP trading platform, plus VAT, instalment commission, service turnover and other commission income.


key facts

For 6 M 2021



The company is developing the westfalika.ru trading platform selling own-brand products as well as partners' products (marketplace) in the retail chain and on the westfalika.ru platform.

Marketplace
westfalika.ru **0.7 bn RUB**
revenue **1.6 mln**
goods sold **1000+**
partnersOnline sales &
mobile app **25%**
online sales **10%**
share of orders
through the mobile
application **19 th**
number of downloads of
the mobile application

Pickup points

 **>3,200**
number of pickup points **1.2 mln**
parcels issued **1.7%**
conversion

Ecosystem

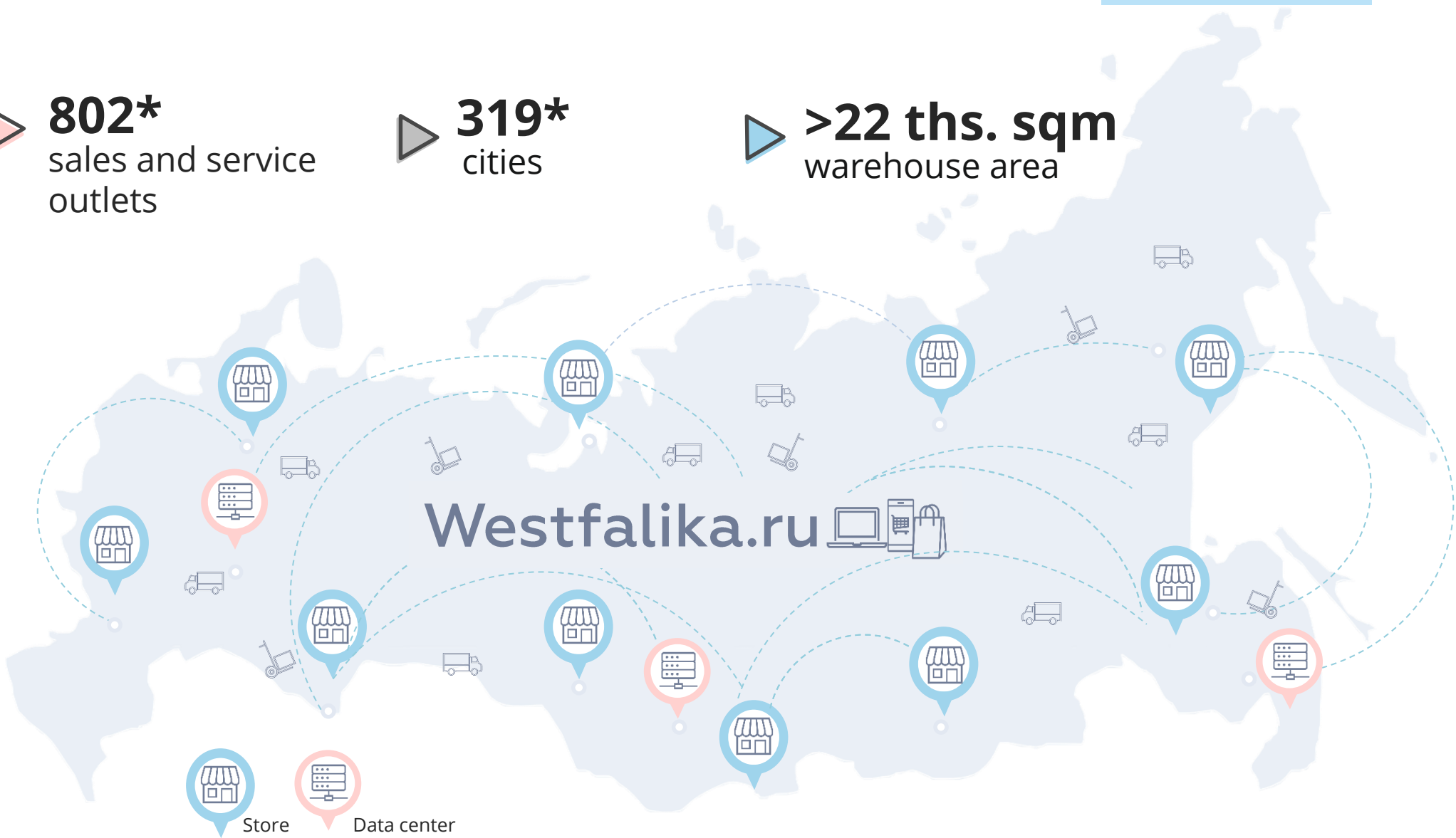
 **2.9 mln**
number of participants **59%**
share of active users who
use the card when making
a purchase **1.9 mln**
number of participants
who use additional
services

westfalika.ru today

▶ **802***
sales and service
outlets

▶ **319***
cities

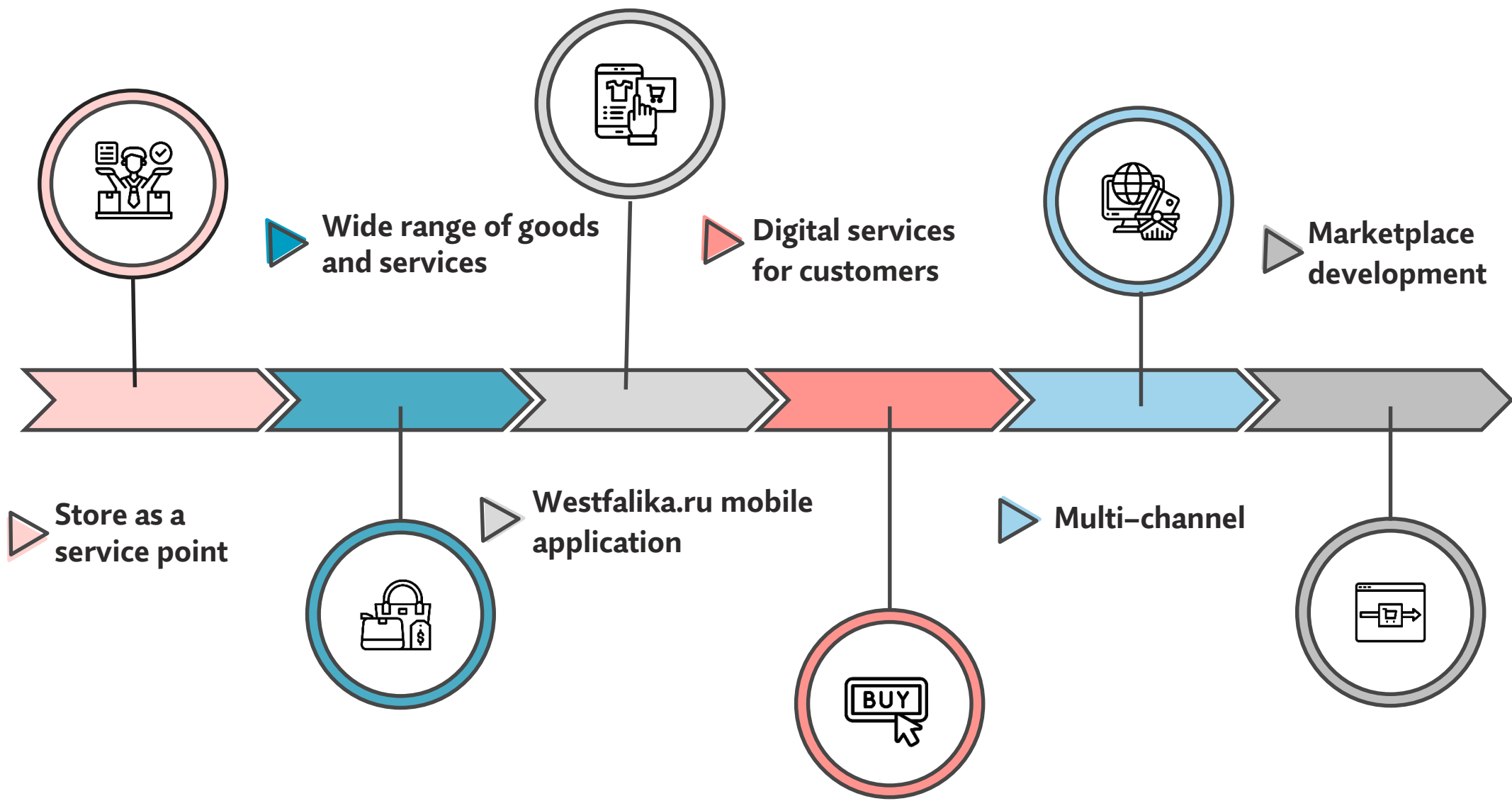
▶ **>22 ths. sqm**
warehouse area



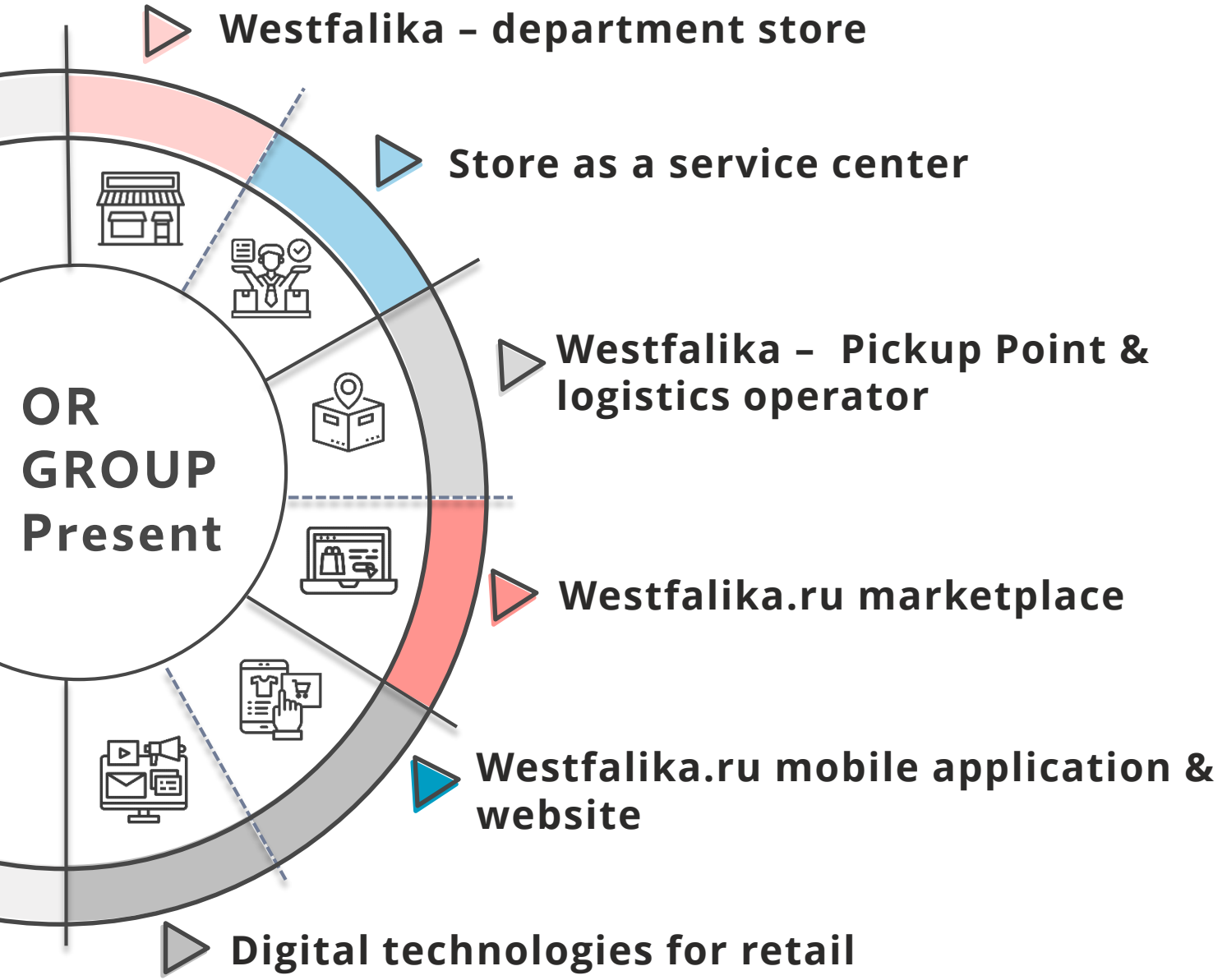
Store Data center

* As of 01.09.2021, including franchise.

digital transformation



evolution



westfalika.ru mobile application

- Modern UX design and user-friendly interface.
- Basic functionality of the online store: personal account, categories, filters, favorites, checkout and delivery.
- Personalized promotions for users.
- Best sellers: the most popular and most viewed products.
- Instashop: order products from Instagram-account westfalika.ru.
- Integrated loyalty program.





Application installation, ths.



Number of orders



agenda

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business segments

Shopping platform westfalika.ru

- Westfalika.ru marketplace
- Westfalika department store
- Westfalika.ru mobile application & website

Loyalty & services ecosystem

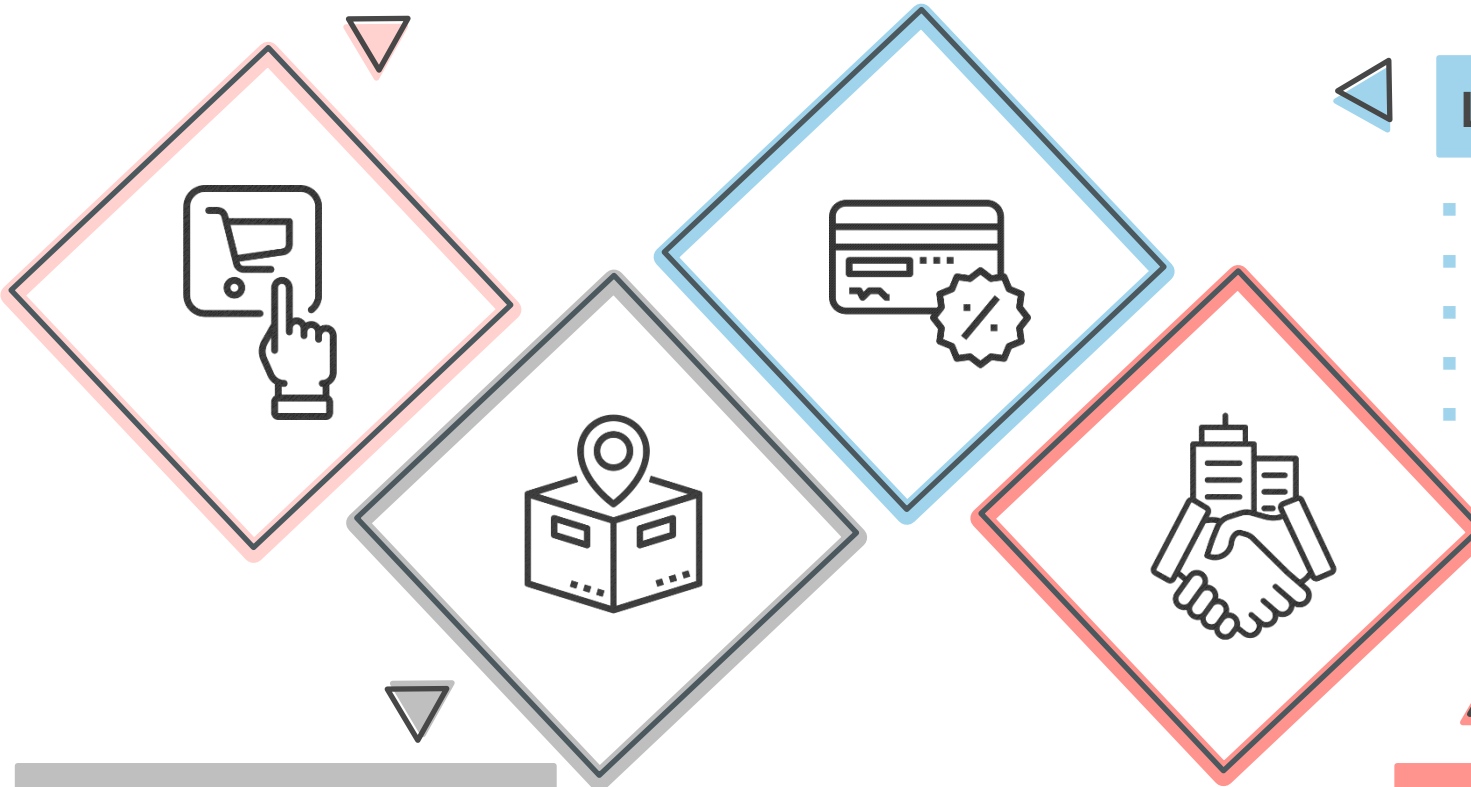
- Discounts and bonus programme
- Insurance products
- Money transfers
- Payments
- Financial service

Manufacturing & B2B

- Corporate clients: KDV, Sberbank
- Own retail
- Franchise
- Large wholesale customers

Pickup points & logistics

- Additional traffic due to conversion into sales
- Additional commission income
- Monetization of incoming traffic by increasing cross-selling
- Reduction of the cost of logistics for the development of own marketplace

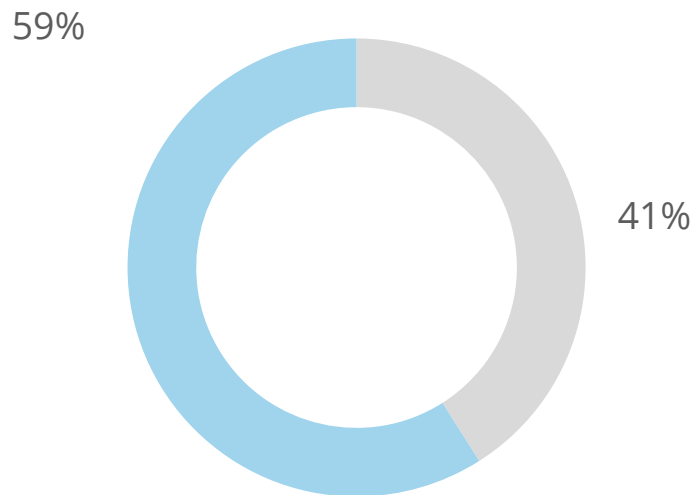


selling platform westfalika.ru

For 6 M 2021

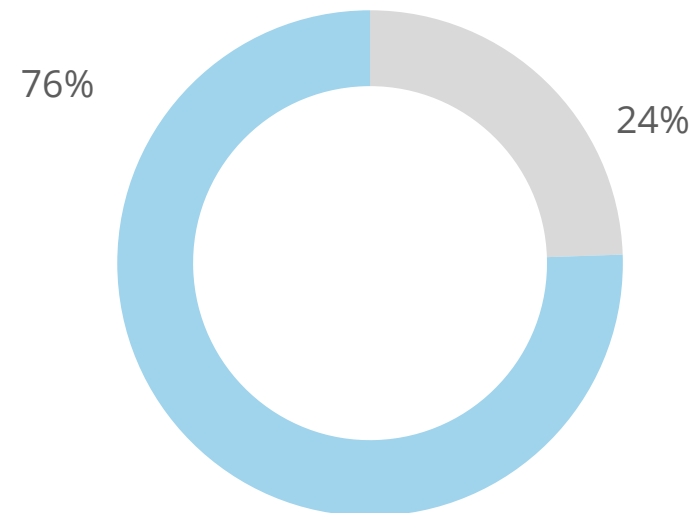
Selling platform westfalika.ru is the sale of goods under private labels and partners' goods (marketplace) in the retail network and on the westfalika.ru online platform.

Revenue of westfalika.ru selling platform, %



- share revenue of westfalika.ru marketplace
- share revenue from the sale of private label products

Share offline/online sales in westfalika.ru selling platform, %



- online sales
- offline sales

loyalty & services ecosystem

For 6 M 2021

Installments

- ▶ Portfolio **2.1 bn RUB**
- ▶ Average commission rate **3.8%**
- ▶ Cost of risk **4.3%**

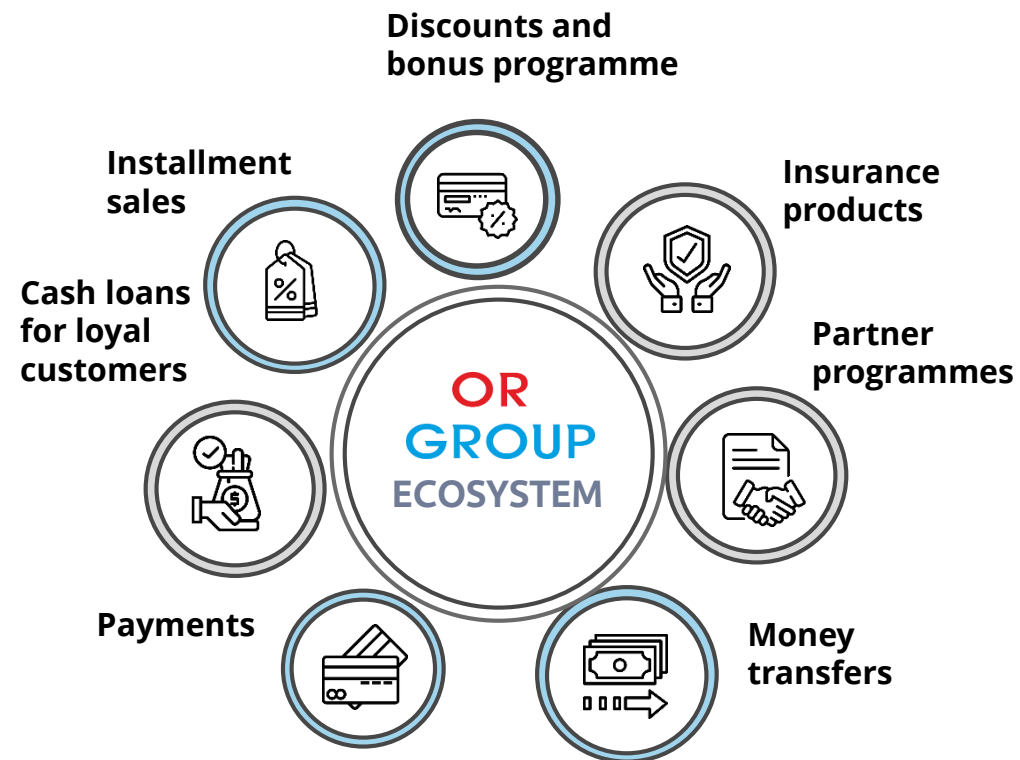
Cash loans

- ▶ Portfolio **3.0 bn RUB**
- ▶ Average interest rate **163.3%**
- ▶ Cost of risk **9.1%**

▶ **~52%**
share of
installment sales

▶ **1,900,000+**
Customers used
add-on services

▶ **59%**
share of active
users who use the
loyalty cards when
making a purchase



pickup points in westfalika

For 6 M 2021

This project is the part of company's strategy of integration into the logistic infrastructure of the Russian e-commerce market.

Pickup points

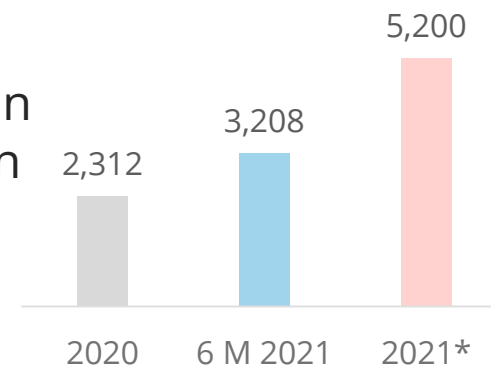
▶ Number of partners
16

▶ Over **3,200** Pickup points in the Group's stores

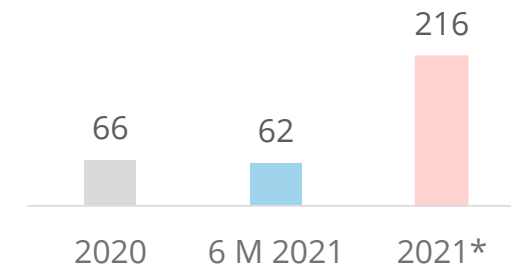
▶ Over **1.2 mln** parcels issued

- Attract additional traffic to stores
- Get additional income in the form of commission income
- Monetize incoming traffic by increasing cross-selling and expanding the audience of loyal buyers
- Reduce the cost of logistics for the development of own marketplace

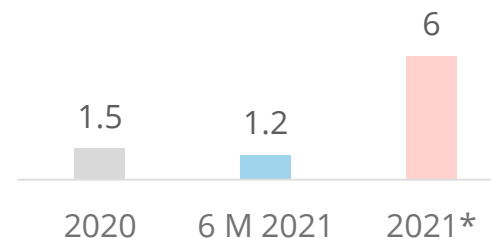
Number of pickup points



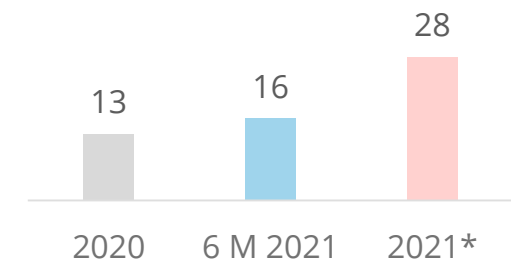
Fee and commission income, mln RUB



Additional traffic, mln people



Number of partners



b2b & manufacturing

as of 6 M 2021

Manufacturing

- ▶ **9,100 sqm**
total area
- ▶ **2**
own production
plants
- ▶ **500 th**
pairs of footwear –
production capacity



all.go

B2B

- ▶ **177 franchises**
- ▶ **~1.4 bn RUB***
wholesale revenue

WILDBERRIES

lamoda

Tmall

Company



key facts

For 6 M 2021

- ▶ In June, OR GROUP accomplished the rebranding program, renaming the Group's main operating and parent companies.
 - OR GROUP renamed the main operating company, issuer of bonds of «OBUV ROSII» LLC [to «OR» LLC](#)
 - OR GROUP hanged its ticker on the Moscow Exchange [to ORUP](#).
 - OR GROUP renamed the parent company, the issuer of the shares of PJSC «OR» [to PJSC «ORG»](#).
- ▶ In June, Expert RA [confirmed the OR GROUP rating](#) at ruBBB and raised the outlook from developing to stable, noting the high level of liquidity of the Group and the high quality of loan portfolio management.
- ▶ OR GROUP [increased its server capacity](#) for the development of financial services: increased IT performance **by 120%** and actual storage **by 40%**.
- ▶ OR GROUP [has launched a nationwide advertising campaign](#) for the Westfalika selling platform, which positively affected sales.
 - Advertising is broadcast on TV channels Rossiya1, TV3, Pyatnica, TNT and STS.
 - an online promotion program also includes the placement of media advertising on the network.



key facts

For 6 M 2021

Production



- ▶ **The «OBUV ROSSII» factory** [entered the children's shoe market](#): the company began to produce shoes with characters from the Universal Studios Limited film academy
 - The company acquired a license to produce and sell shoes under the brands Minions, Jurassic World, Trolls, Spirit.
 - In September, children's shoes with Minions [were already on sale](#) in the retail chain and on the Westfalika marketplace, as well as on OZON.
- ▶ **«OBUV ROSSII» Manufacture started selling products on the wholesale marketplace EUROSHOES.MARKET**, which will expand the geography of sales and brand recognition
 - The company [posted on](#) the EUROSHOES.MARKET website the main range of shoes under its own brands: summer models of shoes all.go, demiseason collection of shoes S-TEP, as well as demiseason and winter boots brand Pioneer of Arctic Travel.
- ▶ **«OBUV ROSSII»** [released shoes with the symbols of the «Baikal-Energia» hockey club](#). This is the second such factory project after the launch of the line with HC «Siberia».



key facts

For 6 M 2021

Pickup Points



Currently in group's stores more than **3,200 Pickup points.**

At the end of 2021, the group plans to increase the number of PUP to **more than 5,000**

Since the beginning of 2021, **more than 1.2 million** parcels have been given.

In the 1st half of 2021, commission income tripled **to 62 million rubles.**



OR GROUP expanded the pool of partners: began to issue parcels to Yandex.Market



together with «Cainiao» (Cainiao Network is part of the Alibaba Group) **develops a post-stamp network**

- As part of the partnership, OR Group outlets have parcel terminals in which you can receive AliExpress orders. Currently, parcel terminals are located in 86 OR Group stores.

Now the company cooperates with 16 partners - leading logistics operators and marketplaces.

key facts

For 6 M 2021

Marketplace westfalika.ru

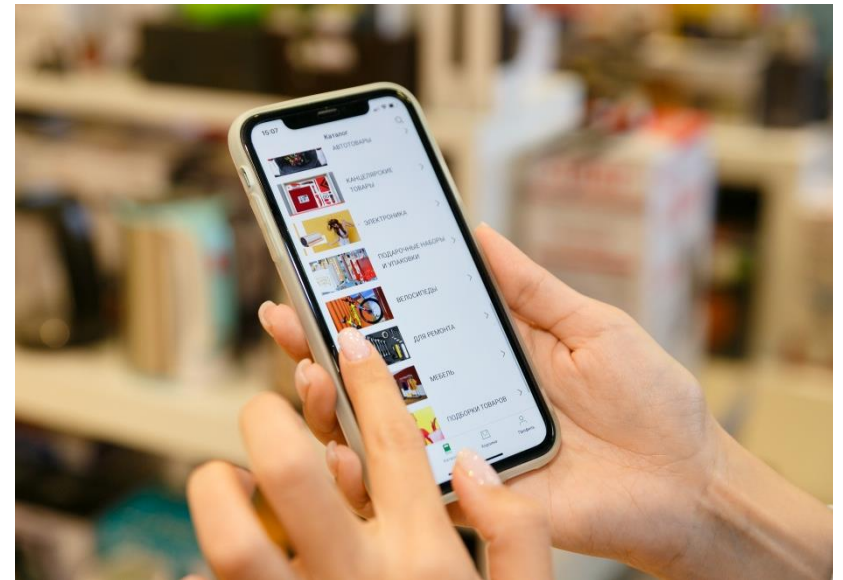


and online-sales

Since the start of the project at the end of 2019, **more than 3.7 million goods** have been sold according to the marketplace model.

In the 1st half of the year, the revenue of the westfalika.ru marketplace amounted to **738 million rubles.**

Currently, the number of partners **exceeds 1,000 companies.**







▶ **At the beginning of the year, OR GROUP** [moved the Westfalika.ru marketplace to its own server capacities](#), which made it possible to increase the site's performance, manageability and efficiency, more flexibly and quickly implement changes, collect and process analytics.

▶ **The company is developing new schemes for working with third-party online platforms, which positively affects the sale of goods under STM:** it began to collaborate on the online showcase model with [OZON](#) and [Wildberries](#).

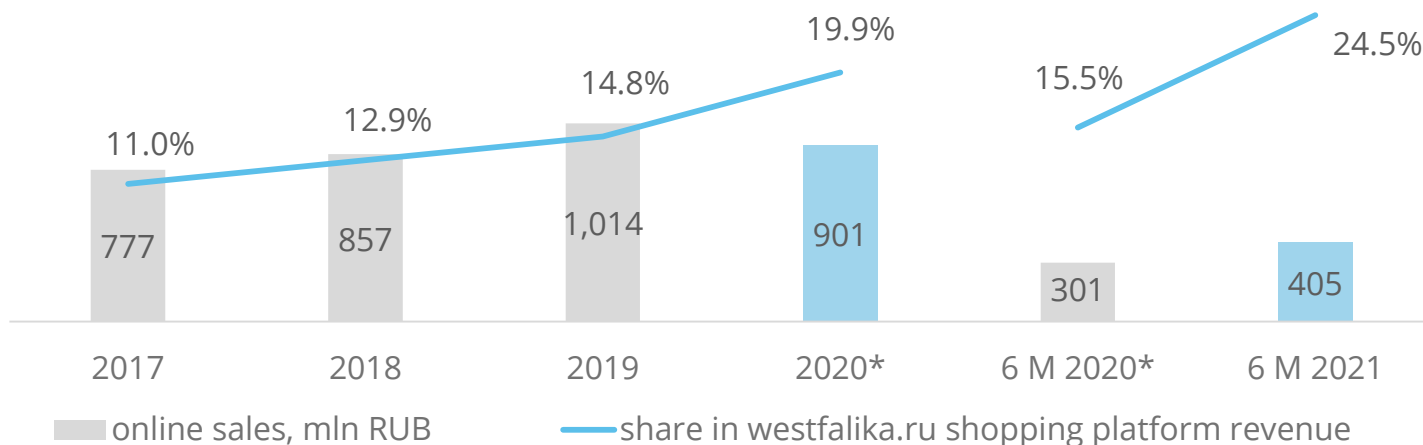
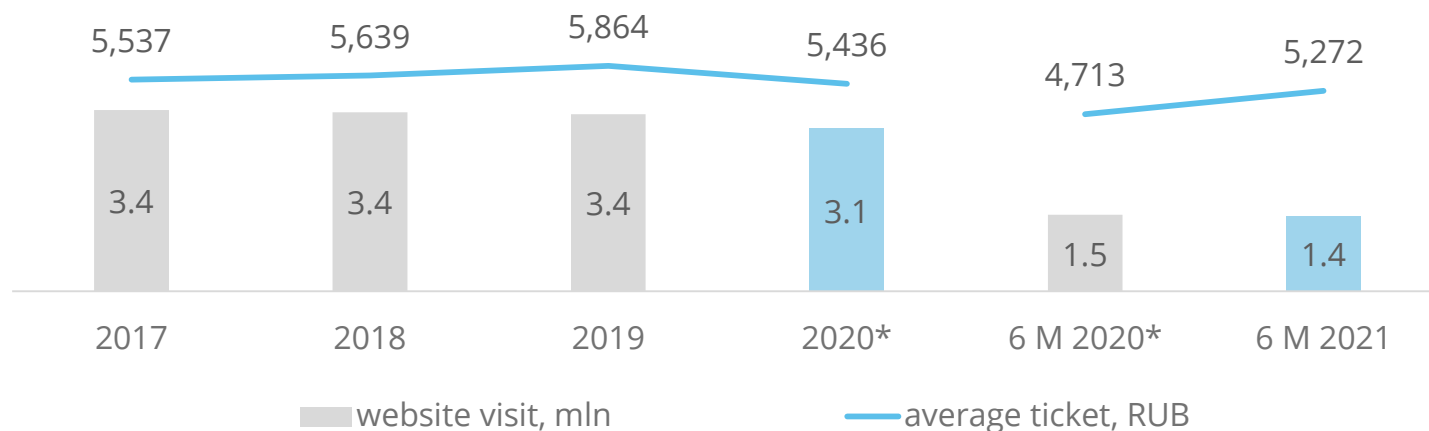
- The integration of partner IT systems was previously carried out.
- Range - shoes, clothes, accessories under the brand Westfalika and other related products.
- The expected increase in the number of orders in the first months will be 15%.

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operating highlights_1

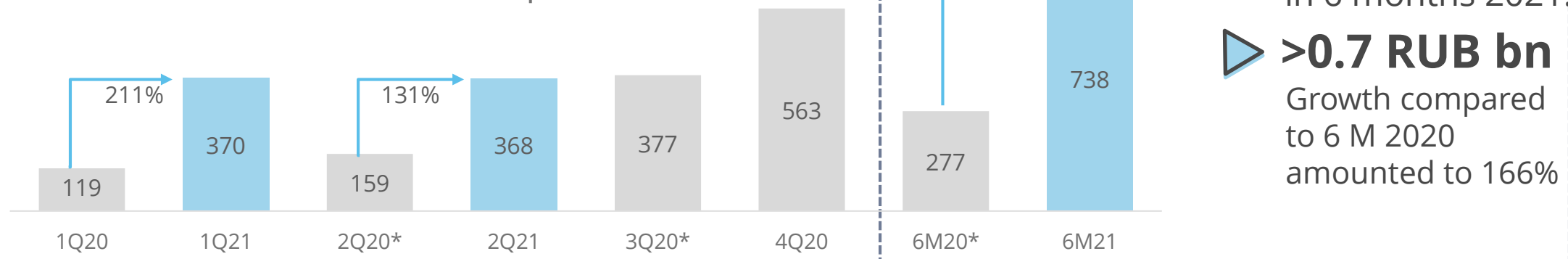
eCommerce



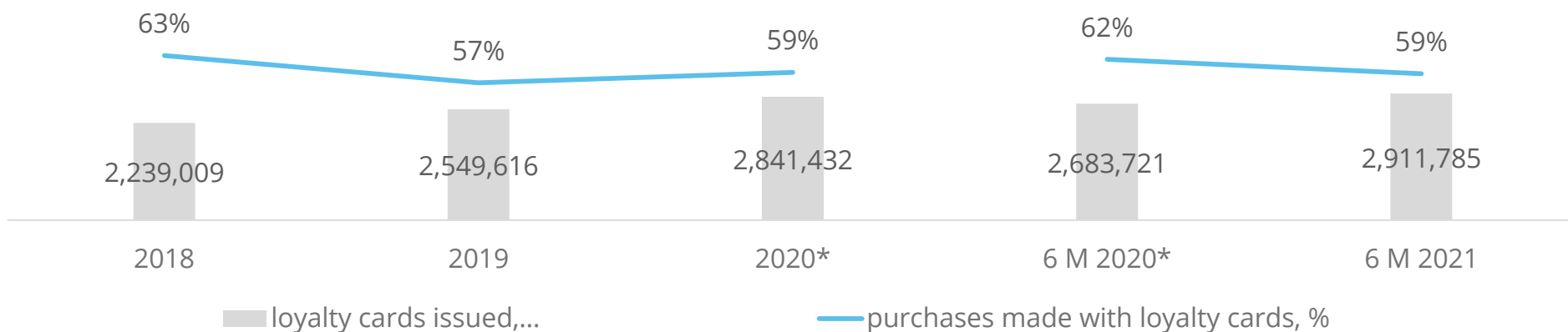
operating highlights_2

Westfalika.ru marketplace

Revenue of westfalika.ru marketplace , mln

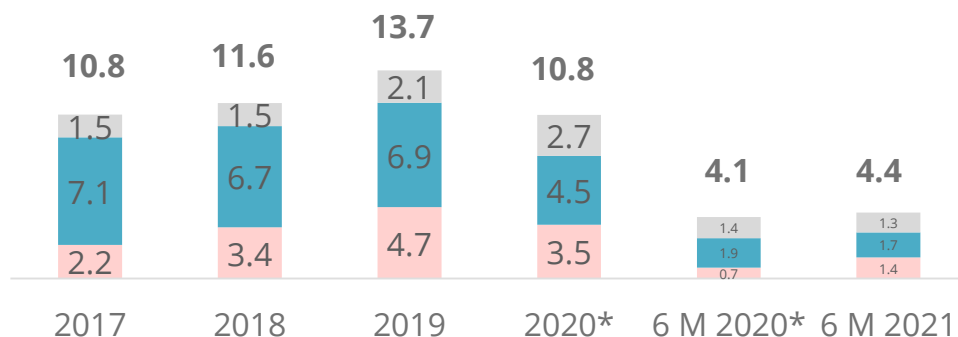


Arithmetika loyalty cards



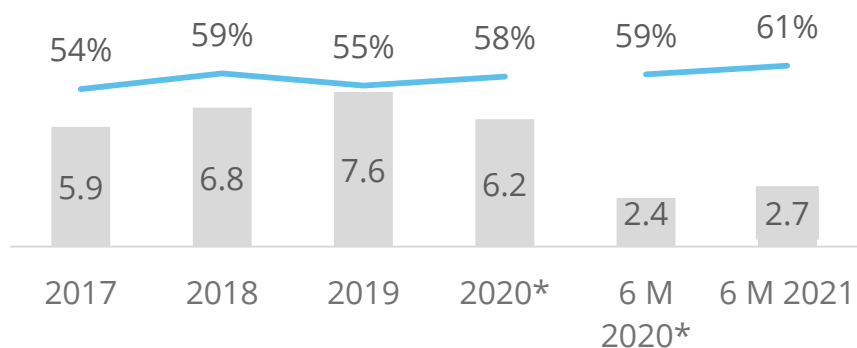
financial highlights

Revenue



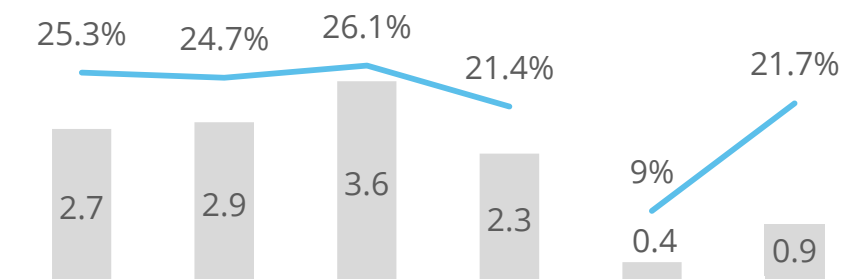
- Interest income from issuance of cash loans, bn RUB
- revenue of the westfalika.ru selling platform, bn RUB
- wholesale revenue, bn RUB

Gross profit



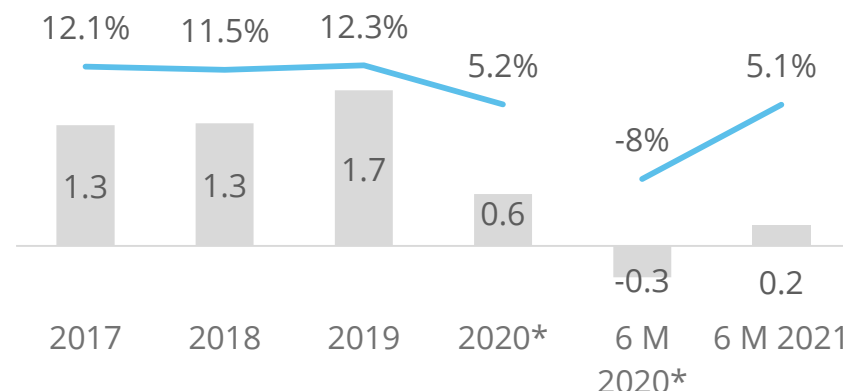
- gross profit, bn RUB
- gross margin

EBITDA



- EBITDA, bn RUB
- EBITDA margin

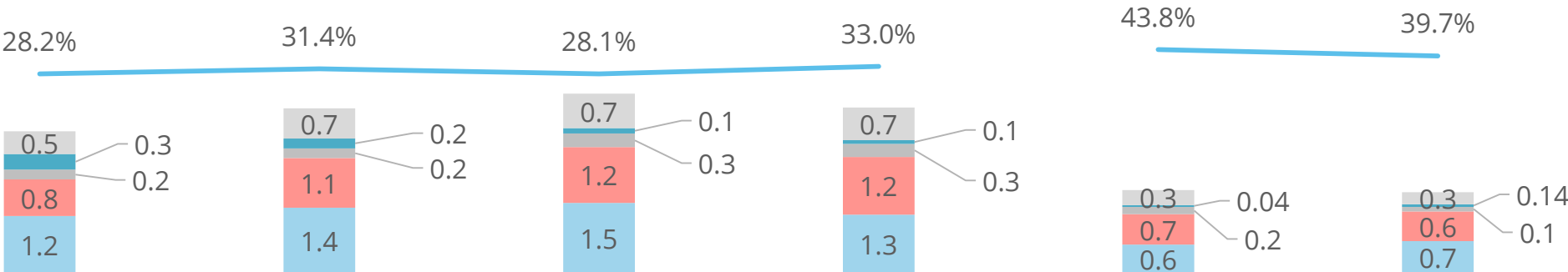
Net profit



- net profit, bn RUB
- net profit margin

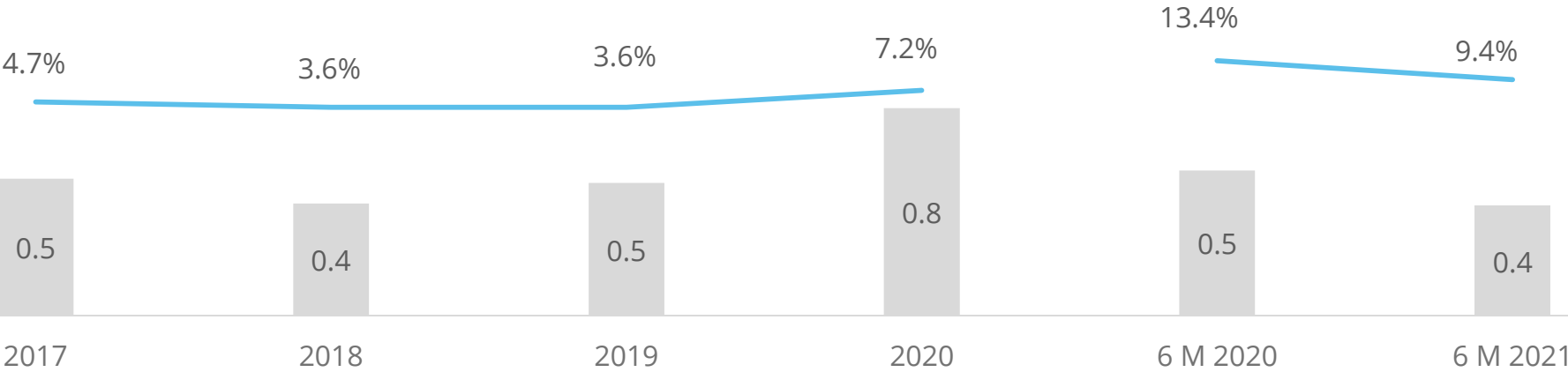
sg&a and
provisions

SG&A



- leases & warehouse expenses, bn RUB
- payroll and social charges, bn RUB
- d&a, bn RUB
- advertising & marketing, bn RUB
- other, bn RUB

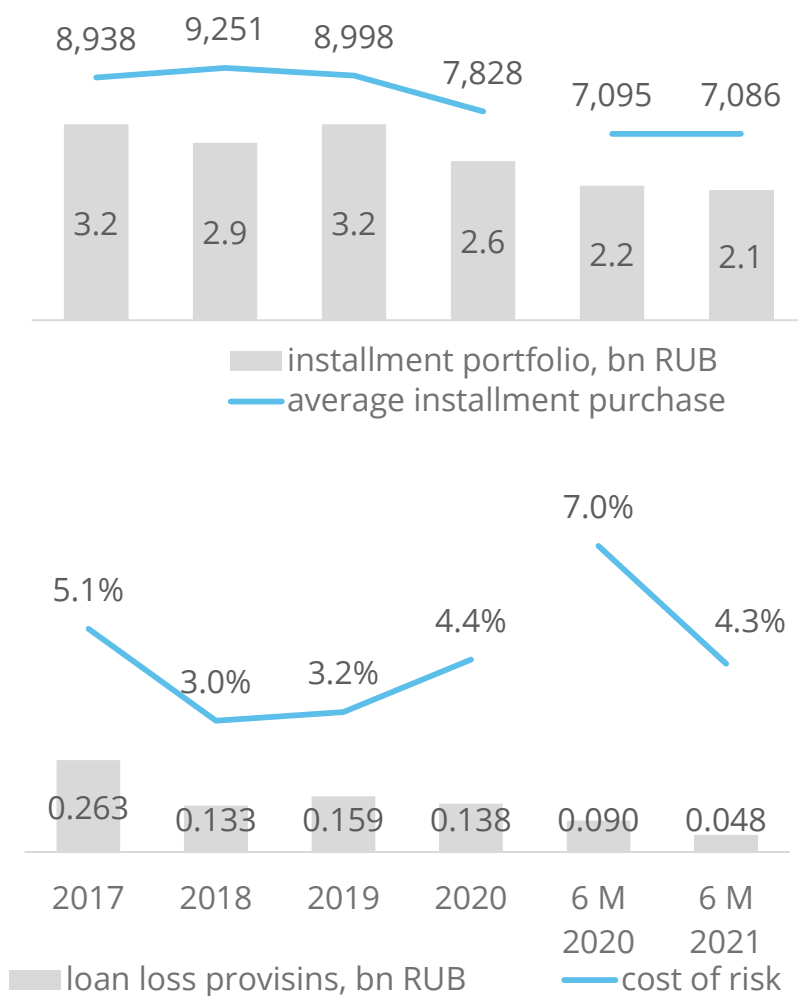
Provisions



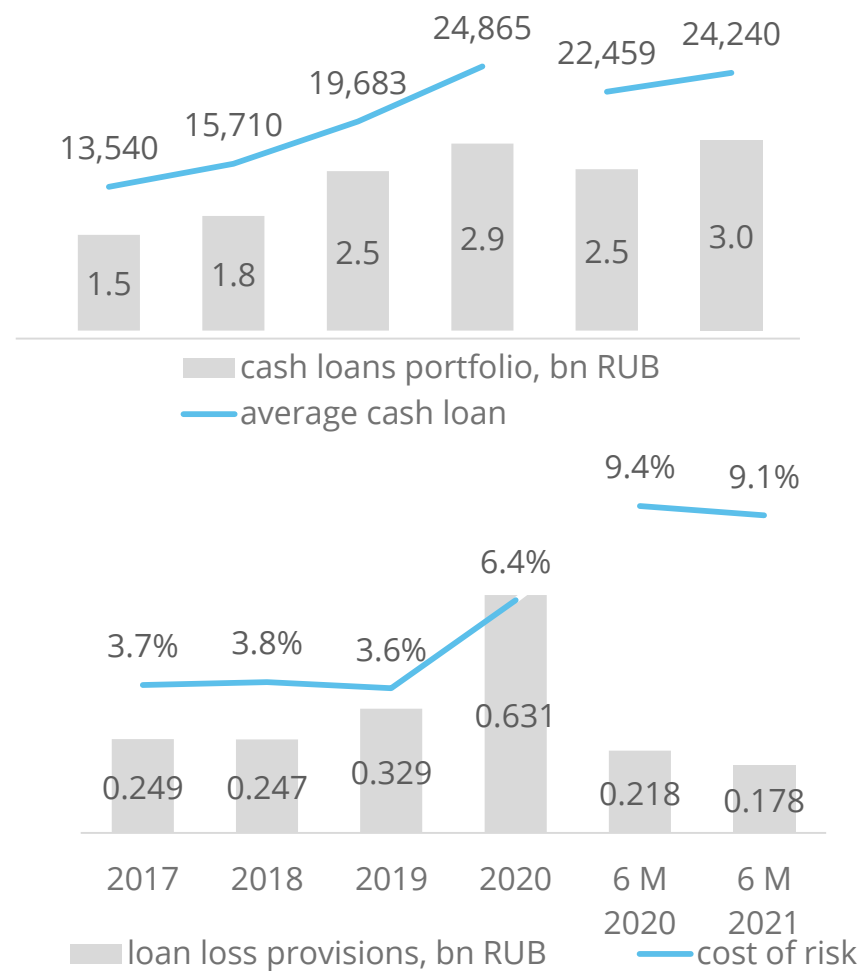
all provisions, bn RUB provisions as % of revenue

cash loans & installment

Instalment

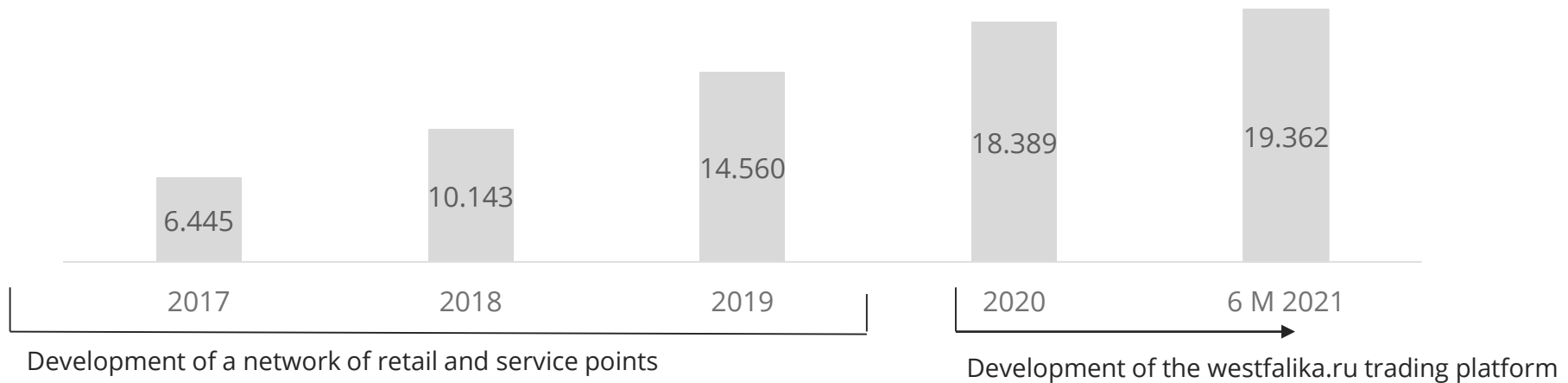


Cash loans



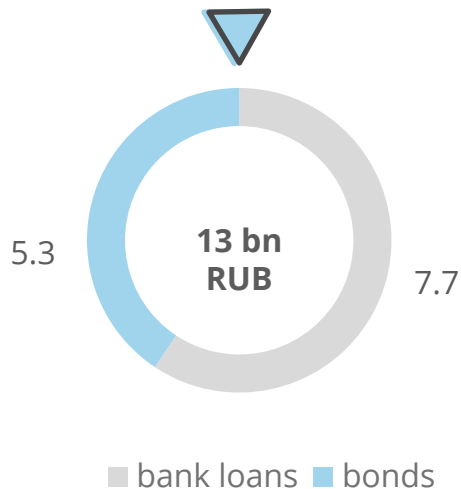
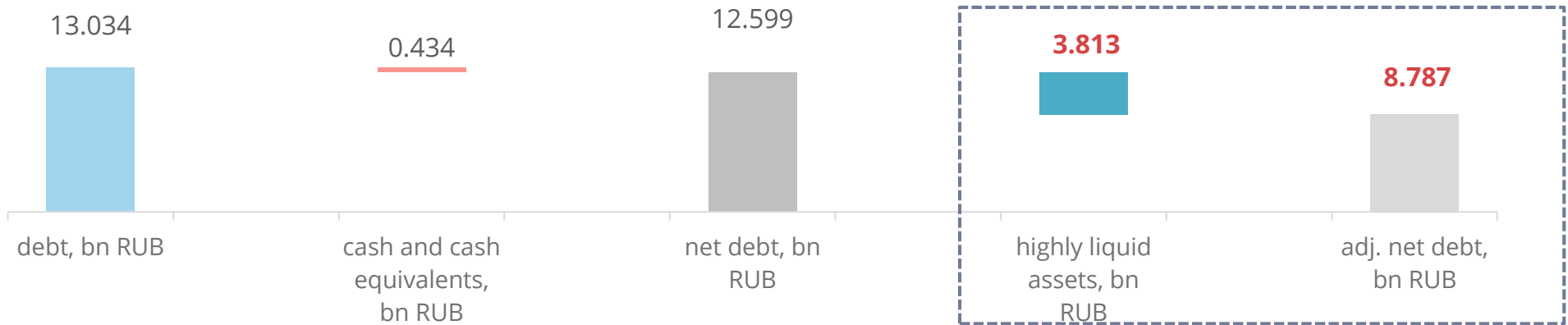
inventories

Inventories, bn RUB







- 2020 and 6 M 2021 stocks include soft inventories.
- Soft inventories are inventories formed by goods taken on a commission sale.
- When forming soft stocks, the company's working capital is not involved.
- It is possible to return inventories to the supplier in case of non-sale.

debt '20



- 100% debt in Russian rubles.
- Highly liquid assets in the 1st half of 2021 year amounted to 3.260 bn RUB.
- Adjusted net debt in the 1st half of 2021 amounted to 9.623 bn RUB:
 - installment portfolio;
 - portfolio of cash loans and interest on cash loans.
- Installments loan is returned on average in 4 months.
- Cash loan is returned on average in 5 months.

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financial
performance

(RUB mln unless stated otherwise)	2016	2017	2018	2019	2020	6 M 2020	6 M 2021
Financial metrics							
Revenue	9,965	10,801	11,554	13,702	10,772	4,064	4,355
<i>growth, %</i>	8.8%	8.4%	7.0%	18.6%	-21.4%	-	7.2%
Retail revenue	7,663	7,078	6,660	6,872	4,527	1,939	1,654
<i>growth, %</i>	12.0%	(7.6%)	(5.9%)	3.2%	(34.1%)	-	(14.7%)
Wholesale revenue	825	2,224	3,381	4,703	3,549	735	1,399
<i>growth, %</i>	(13.0%)	169.7%	52.0%	39.1%	(24.5%)	-	90.3%
Interest income from issuance of cash loans	1,478	1,500	1,514	2,128	2,696	1,391	1,302
<i>growth, %</i>	8.4%	1.5%	0.9%	40.5%	26.7%	-	(6.4%)
Gross profit	5,859	5,853	6,789	7,562	6,231	2,379	2,659
<i>margin, %</i>	58.8%	54.2%	58.8%	55.2%	57.8%	58.5%	61.1%
SG&A expenses	2,666	3,041	3,626	3,845	3,550	1,779	1,729
<i>as % of Revenue</i>	26.8%	28.2%	31.4%	28.1%	33.0%	43.8%	39.7%
EBITDA	2,540	2,737	2,855	3,583	2,302	381	947
<i>margin, %</i>	25.5%	25.3%	24.7%	26.1%	21.4%	9.4%	21.7%
Net profit	1,183	1,310	1,332	1,687	563	(342)	223
<i>margin, %</i>	11.9%	12.1%	11.5%	12.3%	5.2%	(8.4%)	5.1%
Total debt	7,341	6,901	8,928	12,409	13,033	12,921	13,214
Cash and cash equivalents	352	2,169	536	707	434	776	332
Net debt	6,989	4,732	8,392	11,702	12,599	12,145	12,882