



Q1 2016 FINANCIAL RESULTS

MOSCOW, RUSSIAN FEDERATION
28 APRIL 2016

DISCLAIMER



This presentation does not constitute or form part of and should not be construed as an advertisement of securities, an offer or invitation to sell or issue or the solicitation of an offer to buy or acquire or subscribe for securities of X5 Retail Group N.V. or any of its subsidiaries or any depositary receipts representing such securities in any jurisdiction or an invitation or inducement to engage in investment activity in relation thereto. In particular, this presentation does not constitute an advertisement or an offer of securities in the Russian Federation.

No part of this presentation, nor the fact of its distribution, should form the basis of, or be relied on in connection with, any contract or commitment or investment decision whatsoever.

No representation, warranty or undertaking, express or implied, is given by or on behalf of X5 Retail Group N.V. or any of its directors, officers, employees, shareholders, affiliates, advisers, representatives or any other person as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information or the opinions contained herein or any other material discussed at the presentation. Neither X5 Retail Group N.V. nor any of its directors, officers, employees, shareholders, affiliates, advisers, representatives or any other person shall have any liability whatsoever (in negligence or otherwise) for any loss howsoever arising from any use of this presentation or any other material discussed at the presentation or their contents or otherwise arising in connection with the presentation.

This presentation includes statements that are, or may be deemed to be, "forward-looking statements", with respect to the financial condition, results, operations and businesses of X5 Retail Group N.V. These forward-looking statements can be identified by the fact that they do not only relate to historical or current events. Forward-looking statements often use words such as "anticipate", "target", "expect", "estimate", "intend", "expected", "plan", "goal" "believe", or other words of similar meaning. By their nature, forward-looking statements involve risk and uncertainty because they relate to future events and circumstances, a number of which are beyond X5 Retail Group N.V.'s control. As a result, X5 Retail Group N.V.'s actual future results may differ materially from the plans, goals and expectations set out in these forward-looking statements. X5 Retail Group N.V. assumes no responsibility to update any of the forward looking statements contained in this presentation.

For Russian law purposes, the securities mentioned in this presentation (the "Securities") represent foreign securities. It is not permitted to place or publicly circulate the Securities on the territory of the Russian Federation at present. No prospectus for the issue of the Securities has been or is intended to be registered with the Federal Service for Financial Markets of the Russian Federation. The information provided in this presentation is not intended to advertise or facilitate the offer of the Securities in the territory of the Russian Federation. This presentation does not represent an offer

the Securities on the territory of the Russian Federation at present. No prospectus for the issue of the Securities has been or is intended to be registered with the Federal Service for Financial Markets of the Russian Federation. The information provided in this presentation is not intended to advertise or facilitate the offer of the Securities in the territory of the Russian Federation. This presentation does not represent an offer to acquire the Securities or an invitation to make offers to acquire the Securities. The information and opinions contained in this document are provided as at the date of this presentation and are subject to change without notice. Some of the information is still in draft form and neither X5 Retail Group N.V. nor any other party is under any duty to update or inform recipients of this presentation of any changes to such information or opinions. In particular, it should be noted that some of the financial information relating to X5 Retail Group N.V. and its subsidiaries contained in this document has not been audited and in some cases is based on management information and estimates.

Neither X5 Retail Group N.V. nor any of its agents, employees or advisors intend or have any duty or obligation to supplement, amend, update or revise any of the statements contained in this presentation.

I. HIGHLIGHTS



KEY ACHIEVEMENTS IN Q1 2016



- Revenue increased by **26.8%** y-o-y



- The Company added **377** new stores in Q1 2016, vs. **156** stores in Q1 2015
- 359** stores refurbished



- Gross margin is on a stable level of **24.3%** despite difficult market environment



- 76%** of Pyaterochka stores operating under new concept
- 35%** of Perekrestok stores operating under new concept



- Net debt / EBITDA at a comfortable level **below 2.5**



- X5 added **181.0 th. sq. m.** of selling space in Q1 2016 vs **109.5 th. sq. m.** in Q1 2015



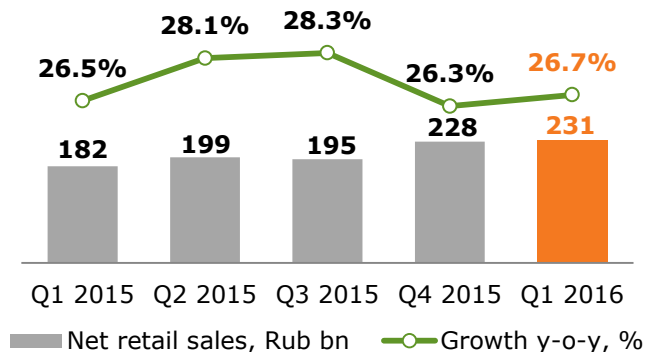
- X5 demonstrated strong LFL traffic growth of **2.0%** y-o-y
- LFL traffic was **positive in each month of the quarter**



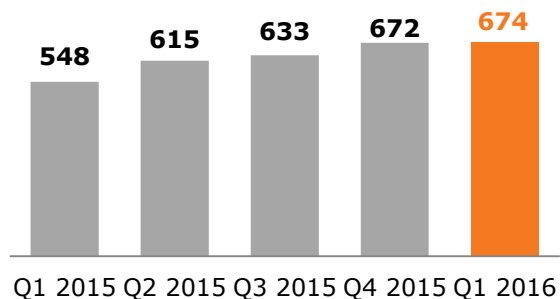
- Pyaterochka added **167.0 th. sq. m.** of net selling space. Pyaterochka was the main driver for the store base increase, accounting for ca. 92% of selling space added in Q1 2016

OPERATIONAL HIGHLIGHTS

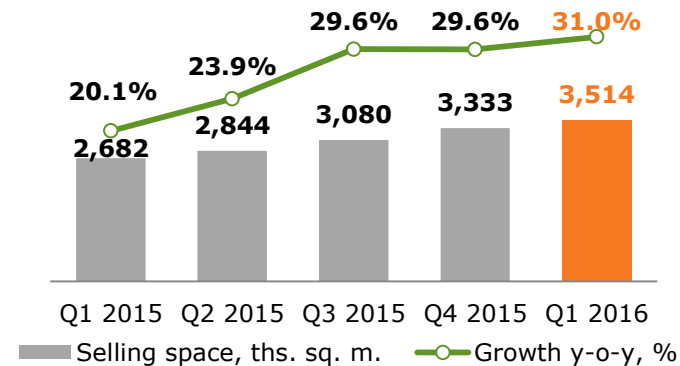
Net retail sales



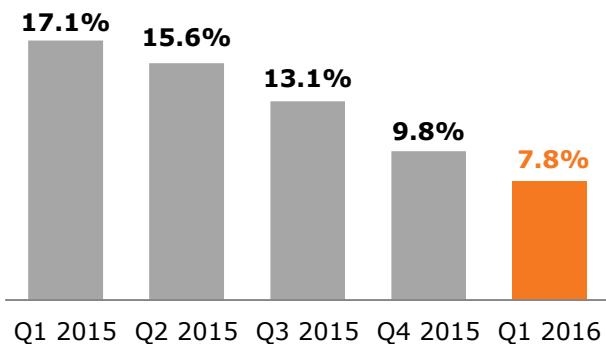
Traffic, mln customers



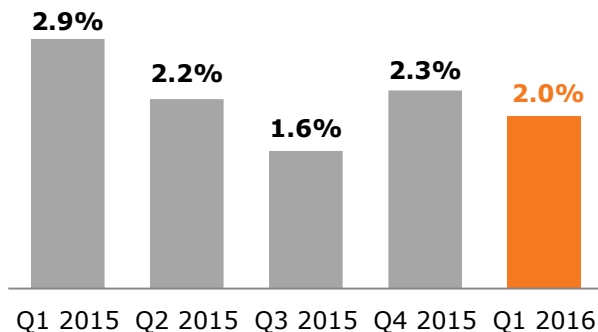
Net selling space (eop), th. sq. m



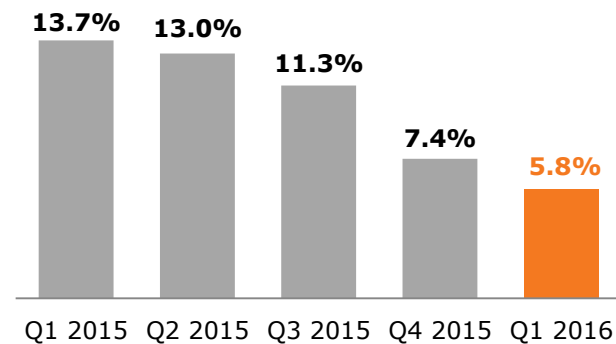
LFL sales, y-o-y



LFL traffic, y-o-y



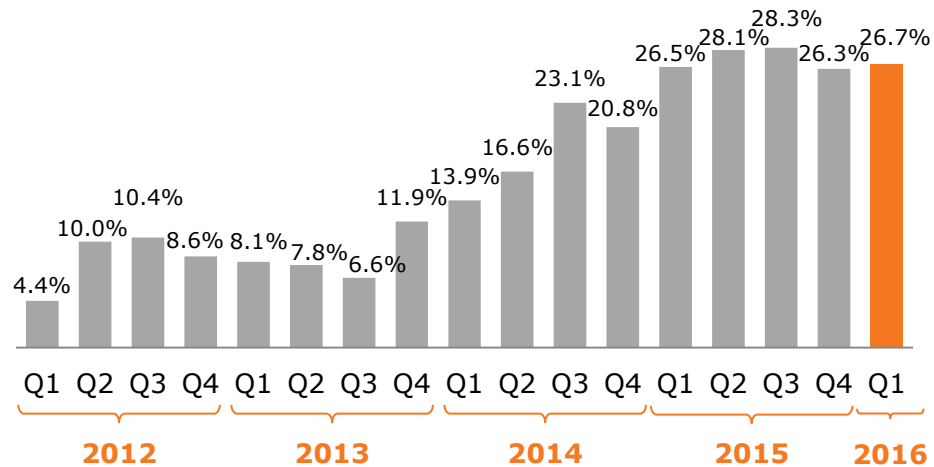
LFL basket, y-o-y



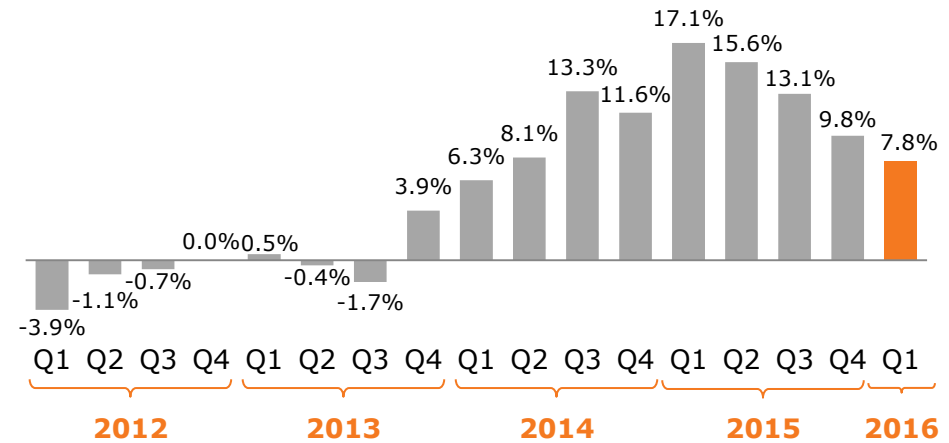
Source: X5 data

ACCELERATING GROWTH

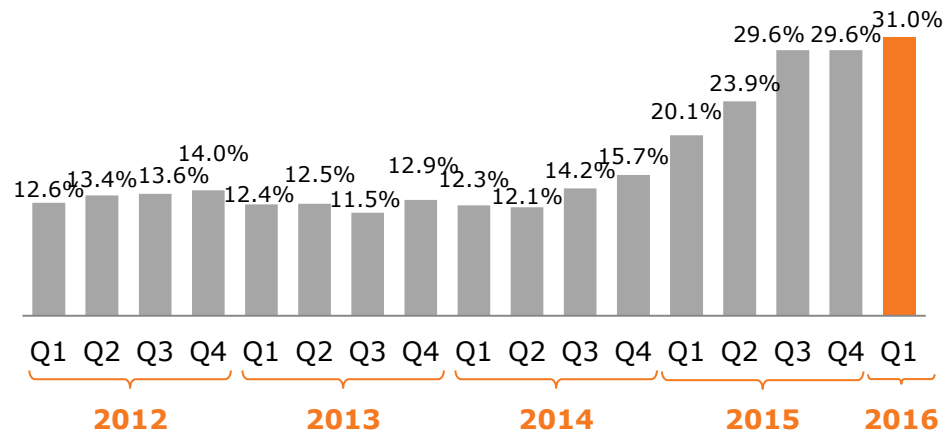
Net Sales Growth, y-o-y



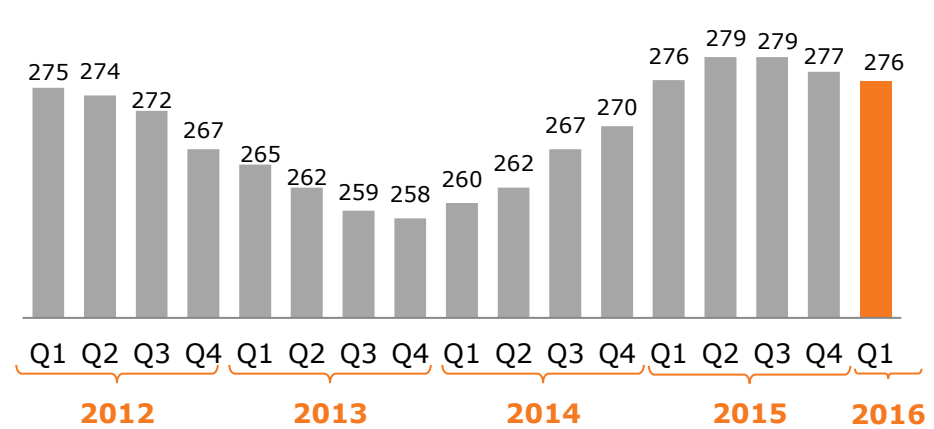
Total LFL Sales Growth, y-o-y



Net Selling Space Growth, y-o-y



Sales Densities, th. Rub/sq. m.^[1]

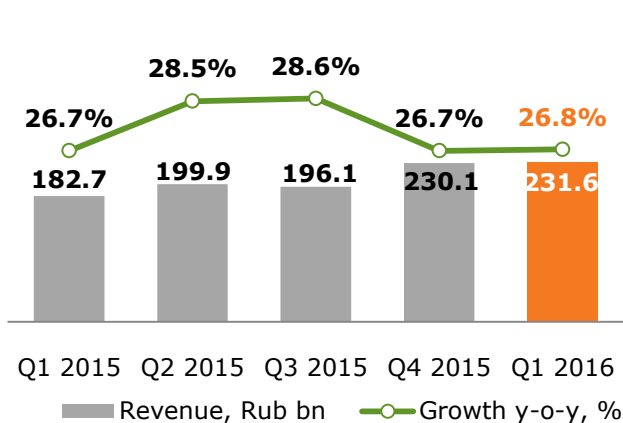


[1] – Total net sales from trailing four quarters divided by average selling space of trailing four quarters

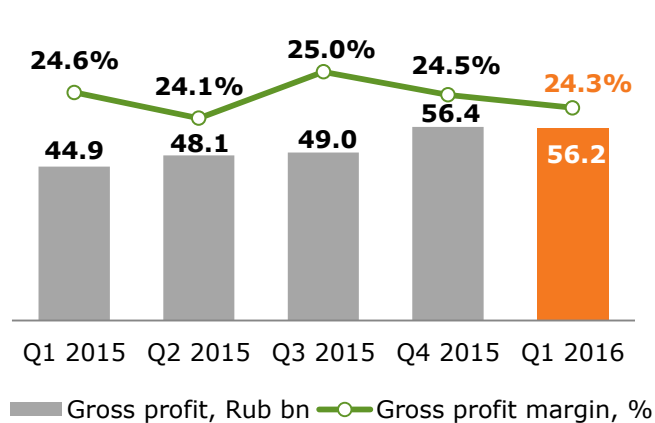
Source: X5 data

FINANCIAL HIGHLIGHTS

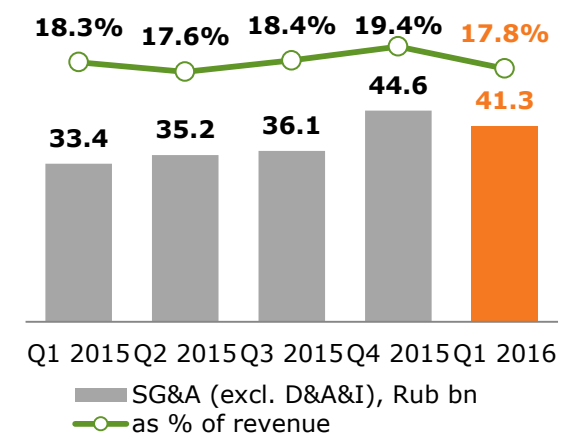
Revenue



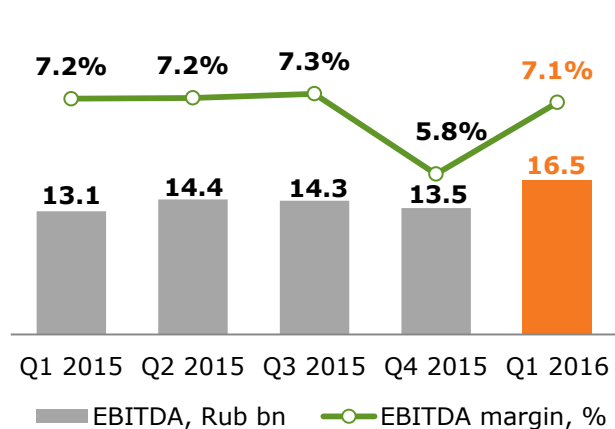
Gross profit & gross margin



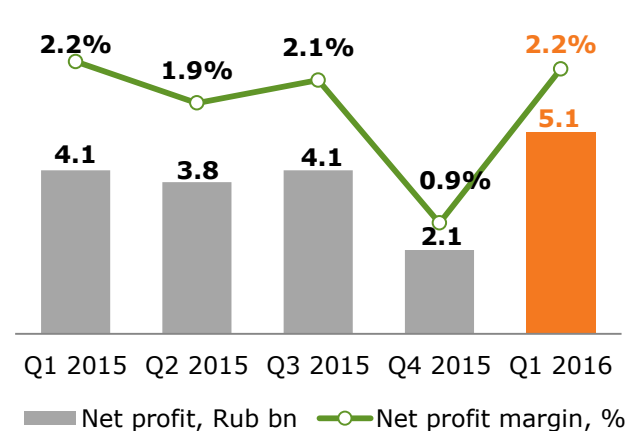
SG&A (excl. D&A&I)



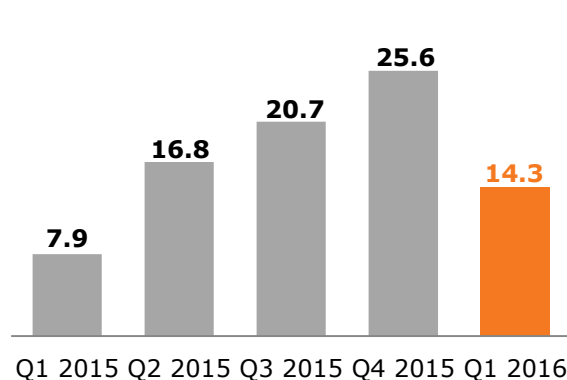
EBITDA & EBITDA margin



Net profit & net profit margin



Capital expenditures, Rub bn



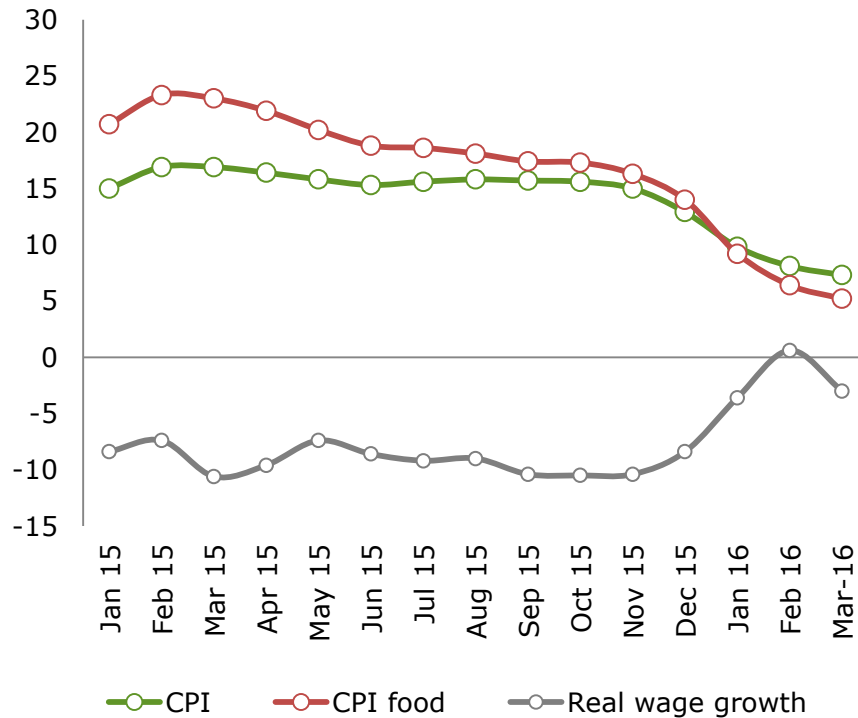
Source: X5 data

II. MARKET OVERVIEW



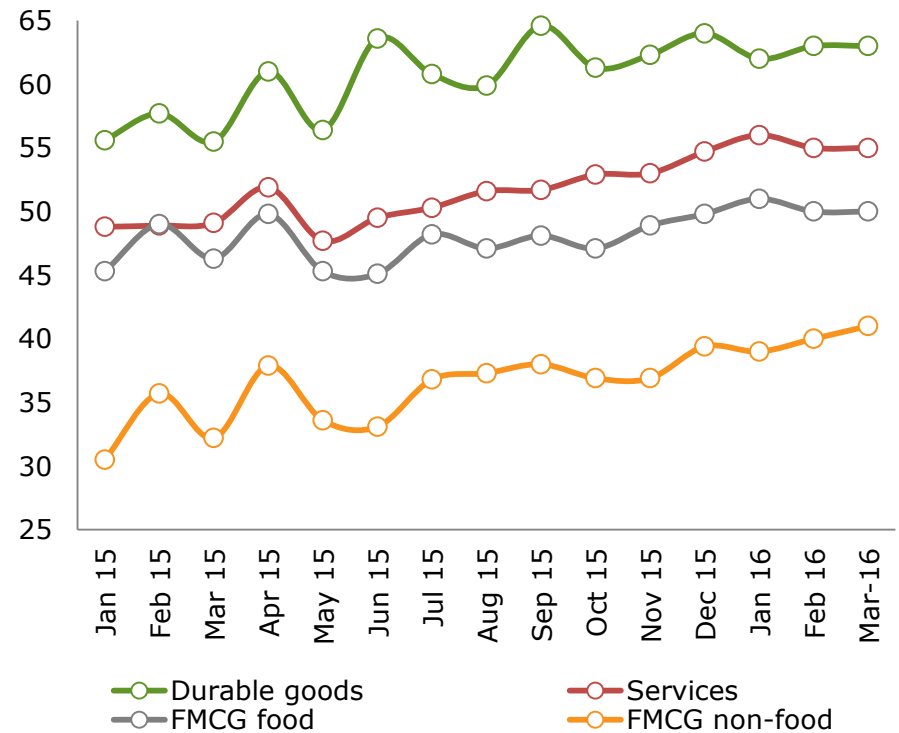
CHALLENGING CONSUMER & MACRO ENVIRONMENT

Inflation and real wage growth



Changing consumer attitudes:

Percentage of consumers, which cut spending on different categories for the past month



Source: Synovate Comcon, Rosstat

The Russian consumer market is feeling the pressure

X5 IS RESPONDING TO THE CHALLENGE

Drivers for Macro and consumer pressure

- Increase in prices for locally produced products
- Declining/negative real wage growth
- Decline of food expenditures as a percentage of the customers budget

Changes in consumer behavior

- Active search for attractive promotions
- Trading down within categories & formats
- Decreasing consumption/basket volume
- Splitting purchases between different formats and stores
- Price hunting increased
- Big purchases declined

X5 response



Assortment

- Ensure adequate representation/ share of value products in assortments
- Expand local assortment and further increase import substitution



Price strategy

- Price monitoring of competition and formats' price perception to maintain market positioning
- Further increase import substitution with goods less affected by FX fluctuations
- Selectively control the amount of shelf inflation for certain categories to maintain price perception
- Selectively invest in the customer to support traffic and price perception













Supplier relations/ cooperation

- Active promotions supported by suppliers
- Maximizing import substitution and local production, particularly in the entry price category
- Trade improved payment terms for lower prices

RETAIL MARKET SNAPSHOT

Top 10 Russian Food retailers

| # | Company name | % in total market 2014 | % in total market 2015 |
|----|---|------------------------|------------------------|
| 1 |  Magnit ^[1] | 6.2% | 6.9% |
| 2 |  X5 | 5.2% | 6.2% |
| 3 |  Auchan | 2.5% | 2.5% |
| 4 |  Dixy | 1.9% | 2.1% |
| 5 |  Lenta | 1.5% | 1.8% |
| 6 |  Metro | 1.6% | 1.5% |
| 7 |  O'Key | 1.2% | 1.2% |
| 8 |  SPS Holding | 0.4% | 0.7% |
| 9 |  Globus | 0.4% | 0.5% |
| 10 |  Monetka | 0.5% | 0.5% |
| | Total | 21.5% | 24.0% |

[1] – Magnit retail sales exclude Magnit Cosmetic stores sales

Source: InfoLine

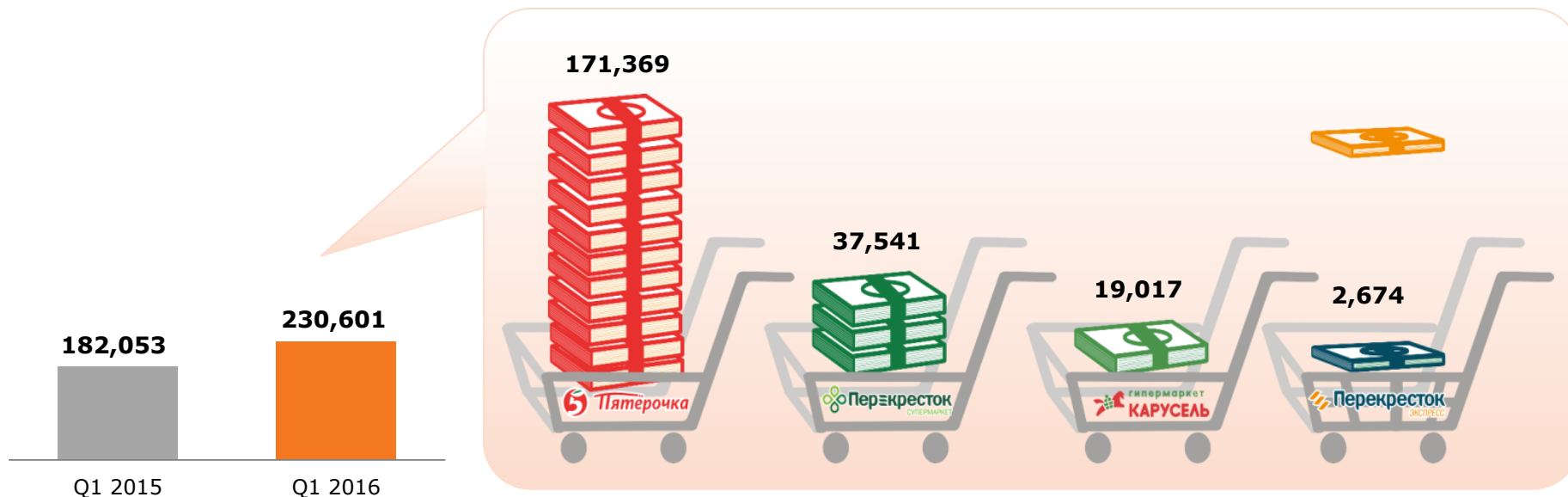
X5's market share increased from 5.2% in 2014 to 6.2% in 2015

III. OPERATIONAL RESULTS



NET RETAIL SALES SUMMARY

Net retail sales breakdown by formats, RUB mln



KEY DRIVERS

Pyaterochka, which continues to meet customers' needs in a challenging macro environment, was the key driver for X5's growth thanks to:

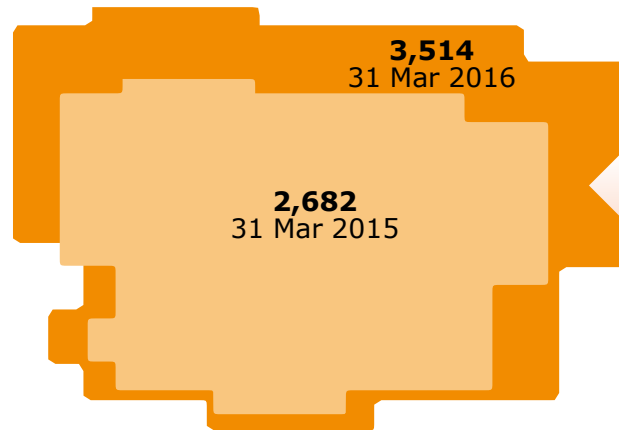
- Ambitious expansion programme
- Improved shopping experience at existing stores due to successful refurbishment programme and better shelf availability

Net retail sales growth of 26.7% was driven by a 7.8% increase in like-for-like (LFL) sales and a 18.9% sales growth contribution from a 31.0% rise in selling space

EXPANSION SUMMARY

- Total store base increased to 7,397 stores as of 31 March 2016
- Continued investments into existing stores resulted in 359 refurbishments in Q1 2016
- Pyaterochka was the main driver of the increase, accounting for about 92% of selling space added in Q1 2016

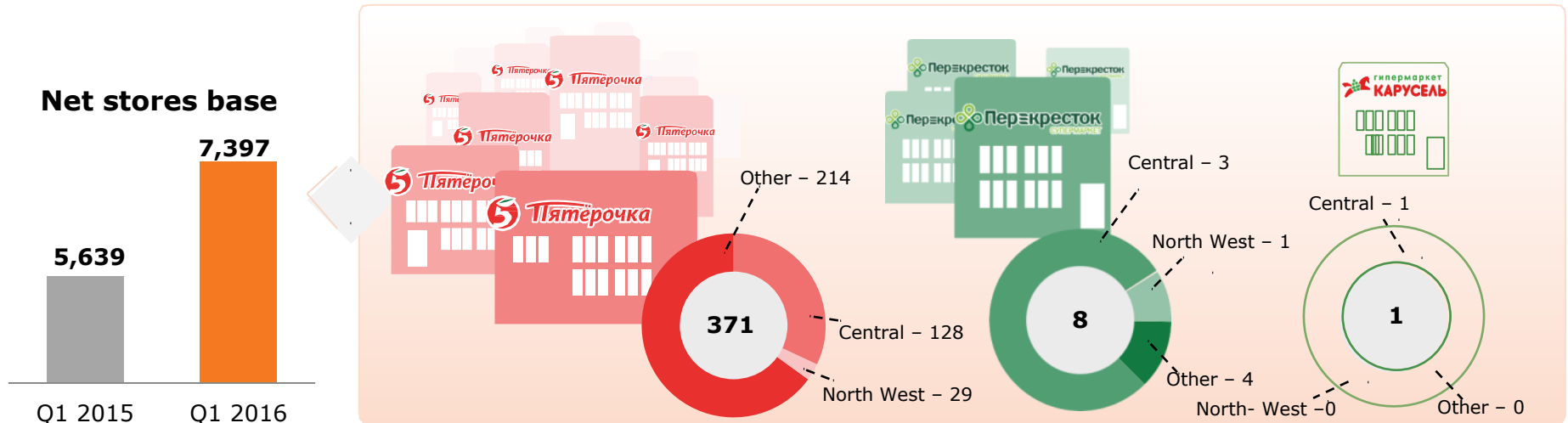
Net selling space, th. sq. m.



Net selling space added, th. sq. m.



Net stores added by formats and by regions

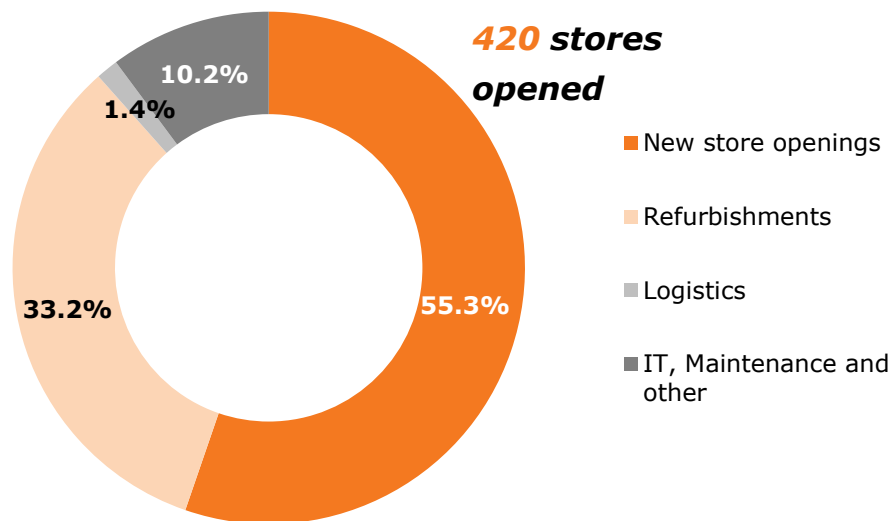


IV. FINANCIAL RESULTS



CAPITAL EXPENDITURES OVERVIEW

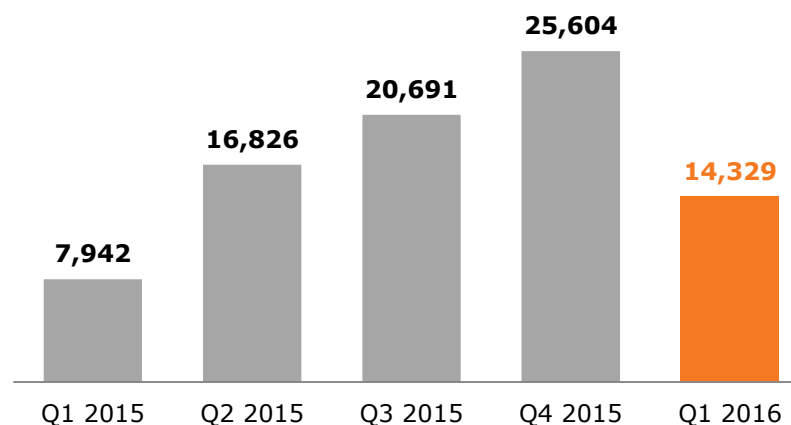
Capex breakdown for Q1 2016



359 stores refurbished

Capex breakdown by quarters, Rub mln

Total Capex in Q1 2016: **14,329 Rub mln**



In Q1 2016, Capex programme was focused on organic expansion and investments in store refurbishments

DEBT STRUCTURE

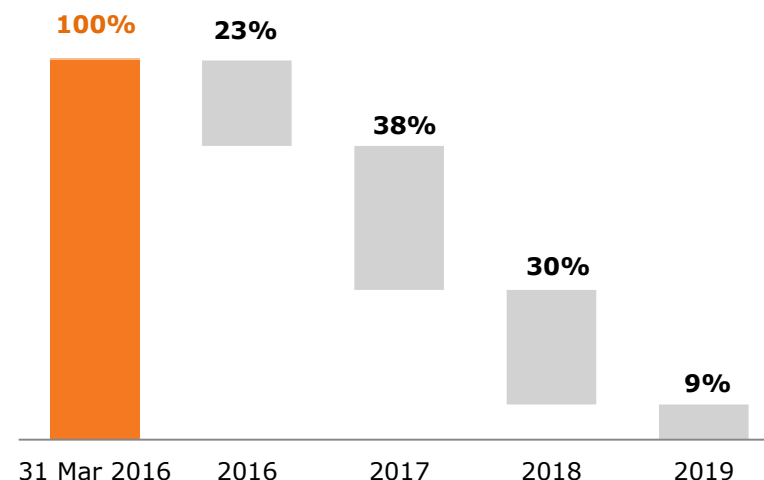
Debt profile

| Rub mln | 31 Mar 2016 | 31 Mar 2015 |
|------------------------|----------------|----------------|
| Total Debt | 148,991 | 120,619 |
| Short-Term Debt | 46,059 | 14,407 |
| <i>% of total debt</i> | <i>30.9%</i> | <i>11.9%</i> |
| Long-Term Debt | 102,932 | 106,212 |
| <i>% of total debt</i> | <i>69.1%</i> | <i>88.1%</i> |
| Net Debt | 144,492 | 115,516 |

Covenants & liquidity update

| Covenant metrics & liquidity sources | 31 Mar 2016 | 31 Mar 2015 | Covenants |
|--------------------------------------|-------------|-------------|-----------|
| Net Debt / EBITDA | 2.47x | 2.35x | < 4.00x |
| Cash & cash equiv., Rub mln | 4,499 | 5,103 | |
| Undrawn credit lines, Rub mln | 157,590 | 106,000 | |

Debt portfolio maturity



Highlights

- X5's debt portfolio is 100% RUB-denominated
- The weighted average effective interest rate on X5's debt in Q1 2016 amounted to 11.79%
- In March 2016, X5 issued BO-05 series exchange-listed corporate bonds in the total amount of RUB 5 bln at 10.9% p.a. coupon rate with 2.5-year put option
- In April 2016, Standard and Poor's revised its outlook on X5 from "Stable" to "Positive".

SG&A EXPENSES ANALYSIS

| Rub mln | Q1 2016 | Q1 2015 | + / (-), % |
|---|---------------|---------------|--------------|
| SG&A (excl. D&A&I), incl.: | 41,309 | 33,355 | 23.8 |
| <i>as % of Revenue</i> | 17.8 | 18.3 | (42) bp |
| Staff costs | 18,145 | 14,592 | 24.3 |
| <i>as % of Revenue</i> | 7.8 | 8.0 | (15) bp |
| Lease expenses | 10,625 | 8,367 | 27.0 |
| <i>as % of Revenue</i> | 4.6 | 4.6 | 1 bp |
| Utilities | 4,984 | 4,053 | 23.0 |
| <i>as % of Revenue</i> | 2.2 | 2.2 | (7) bp |
| Third party services | 1,848 | 1,279 | 44.5 |
| <i>as % of Revenue</i> | 0.8 | 0.7 | 10 bp |
| Other store costs | 3,448 | 2,729 | 26.3 |
| <i>as % of Revenue</i> | 1.5 | 1.5 | 0 bp |
| Other expenses | 2,259 | 2,335 | (3.3) |
| <i>as % of Revenue</i> | 1.0 | 1.3 | (30) bp |
| D&A&I | 5,087 | 4,061 | 25.3 |
| <i>as % of Revenue</i> | 2.2 | 2.2 | (3) bp |
| SG&A | 46,396 | 37,417 | 24.0 |
| <i>as % of Revenue</i> | 20.0 | 20.5 | (45) bp |

FINANCIAL STATEMENT (1/3)

PROFIT AND LOSS STATEMENT

| Rub mln | Q1 2016 | Q1 2015 | +/(-) | +/(-), % |
|--------------------------------|----------------|----------------|---------------|----------------|
| Revenue | 231,611 | 182,725 | 48,886 | 26.8 |
| Net retail sales | 230,601 | 182,053 | 48,548 | 26.7 |
| COGS | (175,420) | (137,829) | (37,591) | 27.3 |
| Gross profit | 56,191 | 44,896 | 11,295 | 25.2 |
| <i>Gross profit margin</i> | <i>24.3</i> | <i>24.6</i> | | <i>(31) bp</i> |
| SG&A | 46,396 | 37,417 | 8,979 | 24.0 |
| EBITDA | 16,493 | 13,130 | 3,363 | 25.6 |
| <i>EBITDA margin</i> | <i>7.1</i> | <i>7.2</i> | | <i>(6) bp</i> |
| Operating profit | 11,406 | 9,068 | 2,338 | 25.8 |
| <i>Operating profit margin</i> | <i>4.9</i> | <i>5.0</i> | | <i>(4) bp</i> |
| Net profit | 5,054 | 4,110 | 944 | 23.0 |
| <i>Net profit margin</i> | <i>2.2</i> | <i>2.2</i> | | <i>(7) bp</i> |

FINANCIAL STATEMENT (2/3)

BALANCE SHEET

| Rub mln | 31 March 2016 | 31 March 2015 | +/(-) | +/(-)% |
|---------------------------------------|----------------|----------------|----------------|--------------|
| Total current assets | 104,841 | 93,190 | 11,651 | 12.5 |
| Cash & cash equivalents | 4,499 | 5,103 | (604) | (11.8) |
| Inventories | 62,920 | 52,800 | 10,120 | 19.2 |
| Total non-current assets | 302,212 | 244,426 | 57,786 | 23.6 |
| Net PP&E | 197,319 | 154,670 | 42,649 | 27.6 |
| Goodwill | 75,602 | 65,732 | 9,870 | 15.0 |
| Total assets | 407,053 | 337,616 | 69,437 | 20.6 |
| Total current liabilities | 188,493 | 132,873 | 55,620 | 41.9 |
| ST debt | 46,059 | 14,407 | 31,652 | 219.7 |
| Trade accounts payable | 102,138 | 84,336 | 17,802 | 21.1 |
| Total non-current liabilities | 108,781 | 110,064 | (1,283) | (1.2) |
| LT debt | 102,932 | 106,212 | (3,280) | (3.1) |
| Total liabilities | 297,274 | 242,937 | 54,337 | 22.4 |
| Total equity | 109,779 | 94,679 | 15,100 | 15.9 |
| Total liabilities & equity | 407,053 | 337,616 | 69,437 | 20.6 |

FINANCIAL STATEMENT (3/3)

CASH FLOW

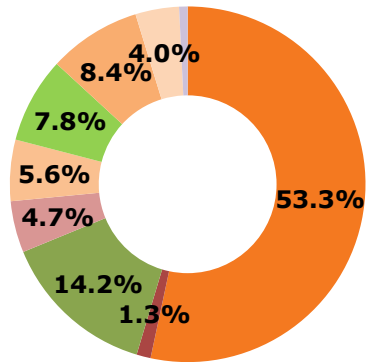
| Rub mln | Q1 2016 | Q1 2015 | +/(-) | +/(-)% |
|--|-----------------|-----------------|----------------|---------------|
| Net cash generated from operating activities | 5,726 | (2,251) | n/a | n/a |
| Net cash from operating activities before changes in working capital | 16,688 | 13,573 | 3,115 | 22.9 |
| Change in Working Capital, incl.: | (6,307) | (11,139) | 4,832 | (43.4) |
| Decrease/(increase) in trade and other accounts receivable | 3,924 | 1,665 | 2,259 | 135.7 |
| Decrease/(increase) in inventories | (5,033) | (5,716) | 683 | (11.9) |
| (Increase)/decrease in trade payable | (1,629) | (7,648) | 6,019 | (78.7) |
| (Decrease)/increase in other accounts payable | (3,569) | 560 | n/a | n/a |
| Net interest and income tax paid | (4,655) | (4,685) | 30 | (0.6) |
| Net cash used in investing activities | (14,935) | (7,820) | (7,115) | 91.0 |
| Net cash generated from/(used in) financing activities | 4,749 | (10,440) | n/a | n/a |
| Effect of exchange rate changes on cash & cash equivalents | 1 | (9) | n/a | n/a |
| Net increase/(decrease) in cash & cash equivalents | (4,459) | (20,520) | 16,061 | (78.3) |

X5 REGIONAL PRESENCE

X5 today

- Multi-format presence in 9 regions
- Total stores – 7,397, including:
 - 6,636 Pyaterochka
 - 486 Perekrestok
 - 91 Karusel
 - 184 Express stores

Net sales by region in Q1 2016, %



- Central
- North-West
- Volgo-Vyatsky
- Ural
- Western Siberia
- North
- Central-Chernozemny
- Povolzhsky
- North-Caucasus

Source: X5 data

North-West region

Pyaterochka: 664
Perekrestok: 48
Karusel: 17
DC: 6

North region

Pyaterochka: 168

Volgo - Vyatsky region

Pyaterochka: 495
Perekrestok: 33
Karusel: 8
DCs: 2

Central region

Pyaterochka: 2,453
Perekrestok: 291
Karusel: 28
DCs: 13

Central-Chernozemny region

Pyaterochka: 437
Perekrestok: 13
Karusel: 7
DCs: 3

North-Caucasus region

Pyaterochka: 483
Perekrestok: 27
Karusel: 2
DCs: 2

Povolzhsky region

Pyaterochka: 828
Perekrestok: 44
Karusel: 14
DCs: 4

Ural

Pyaterochka: 1,054
Perekrestok: 24
Karusel: 11
DCs: 6

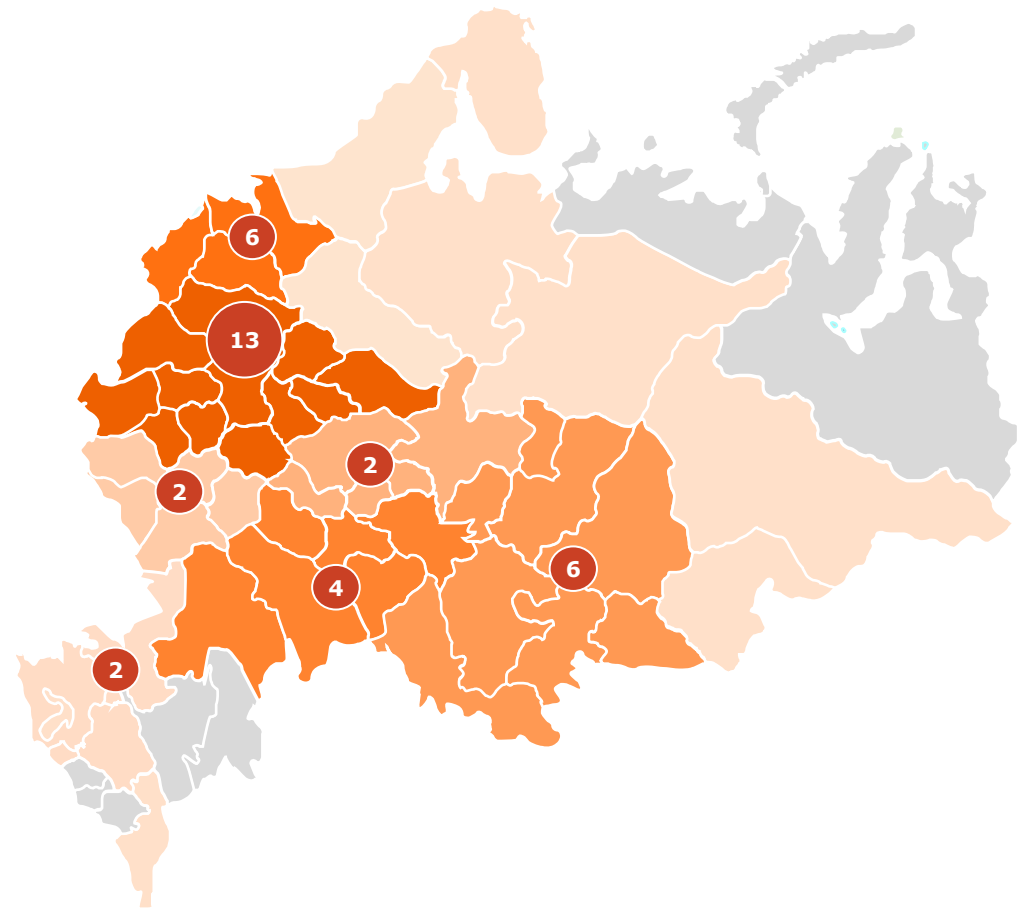
Western Siberia region

Pyaterochka: 54
Perekrestok: 6
Karusel: 4

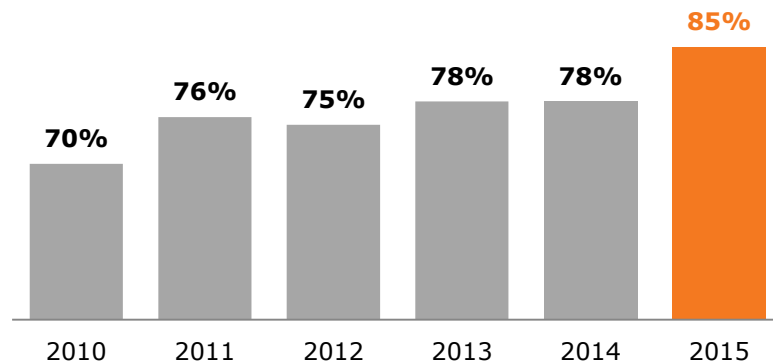
X5 DISTRIBUTION CAPABILITIES

Warehouse space as of 31 March 2016

| Region | Space, th. sq. m. | # of DCs |
|---------------------|-------------------|-----------|
| Central | 434 | 13 |
| North-West | 140 | 6 |
| Volgo-Vyatsky | 42 | 2 |
| Ural | 70 | 6 |
| Central-Chernozemny | 23 | 2 |
| Povolzhsky | 87 | 4 |
| South | 43 | 2 |
| Total | 839 | 35 |



Centralization level dynamics



APPENDICIES

I. PERFORMANCE SUMMARY OF KEY FORMATS



PYATEROCHKA SUMMARY (1/2)



6,636 stores at 31 Mar 2016,
33.8% increase y-o-y



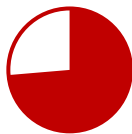
2,590 th. sq. m. of selling space
(at 31 Mar 2016), 39.3% increase y-o-y



**Q1 2016 net retail sales –
RUB 171.4 bn,**
32.3% increase y-o-y



551 mln of customers (Q1 2016),
26.5% increase y-o-y



Share of X5's Q1 2016 sales: **~74%**



Q1 2016 LFL Results

- **Sales: 10.3%**
- **Traffic: 2.9%**
- **Basket: 7.2%**



Average check:
RUB 356 (Q1 2016),
4.8% increase y-o-y



Avg. net selling space: **390 sq. m.**

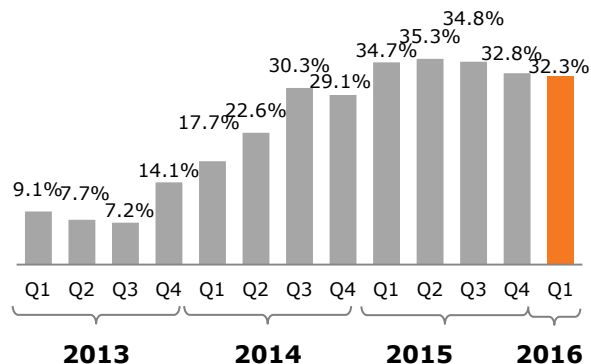
- **Formats**
 - 250-330 sq. m.
 - 330-430 sq. m.
 - 430-620 sq. m.
 - 620-and more

Your neighborhood store for daily shopping needs

PYATEROCHKA SUMMARY (2/2)

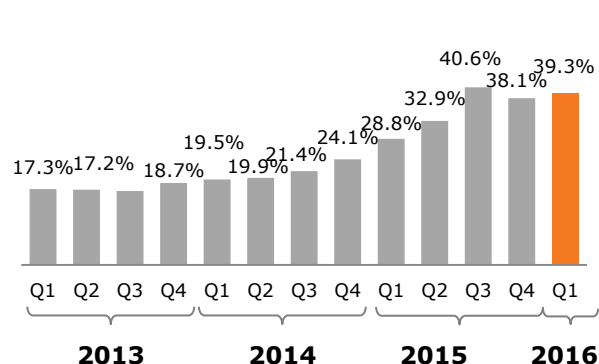
Q1 2016 net retail sales growth: 32.3% increase y-o-y

Net Sales Growth (% y-o-y)



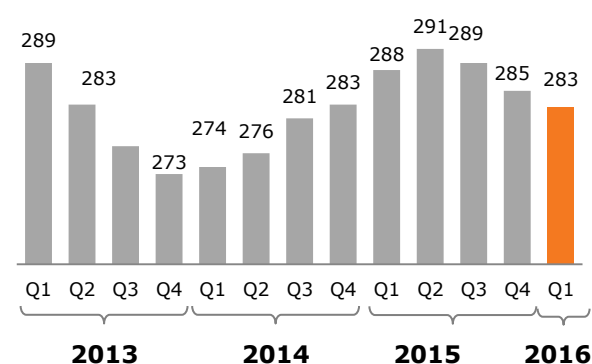
Q1 2016 selling space growth: 39.3% increase y-o-y

Net Selling Space Growth (% y-o-y)



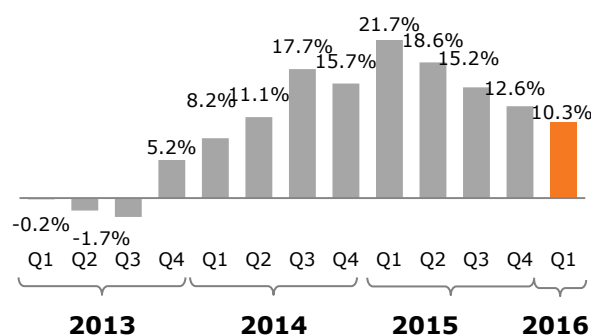
Q1 2016 sales densities: 1.9% decline y-o-y

Sales Densities Net (th. RUB/sq.m. ^[1])



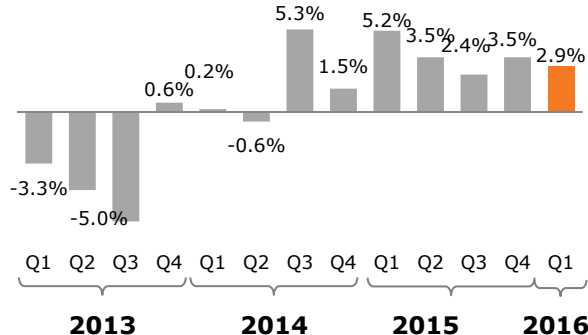
Q1 2016 LFL sales growth: 10.3% increase y-o-y

Total LFL Sales Growth (% y-o-y)



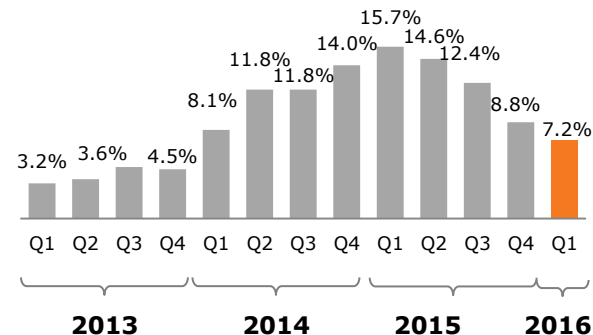
Q1 2016 LFL traffic growth: 2.9% increase y-o-y

Total LFL Traffic Growth (% y-o-y)



Q1 2016 LFL basket growth: 7.2% increase y-o-y

Total LFL Basket Growth (% y-o-y)



[1] – Total net sales from trailing four quarters divided by average selling space of trailing four quarters

SUMMARY OF PYATEROCHKA STRATEGY

Pyaterochka is a key growth engine for X5 thanks to its customer value proposition, which has already proved its efficiency and resilience to the crisis

- Focus on **maximum sustainable growth rate**, entry and development in new regions with full coverage of all location types; sustain speed of new store openings
- Preserve **current CVP** with selective improvements in perceived quality and freshness
- Differentiation through **promo** (to be personalised in future) and **loyalty programme**
- Further focus on initiatives aimed at **loss reduction** and **optimisation of supply chain, planning** and **pricing**



PEREKRESTOK SUMMARY (1/2)



486 stores at 31 Mar 2016,
20.0% increase y-o-y



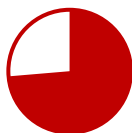
494 th. sq. m. of selling space
(at 31 March 2016), 17.7% increase y-o-y



**Q1 2016 net retail sales –
RUB 37.5 bn**, 18.2% increase y-o-y



82 mln of customers (Q1 2016),
14.6% increase y-o-y



Share of X5's Q1 2016 sales: **~16%**



Q4 2015 LFL Results

- **Sales: 4.4%**
- **Traffic: 0.5%**
- **Basket: 3.9%**



Average check:
RUB 523 (Q1 2016)



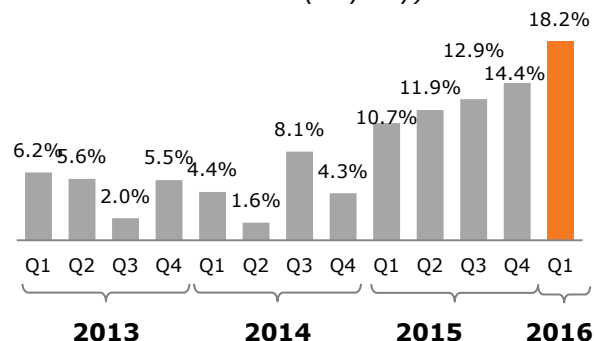
Avg. net selling space:
1,017 sq. m.

Main district supermarket

PEREKRESTOK SUMMARY (2/2)

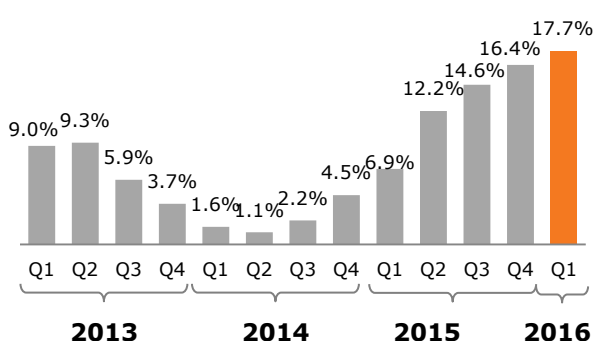
Q1 2016 net retail sales growth: 18.2% increase y-o-y

Net Sales Growth (% y-o-y)



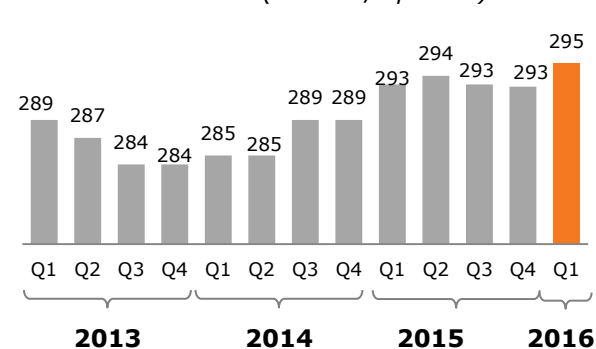
Q1 2016 selling space growth: 17.7% increase y-o-y

Net Selling Space Growth (% y-o-y)



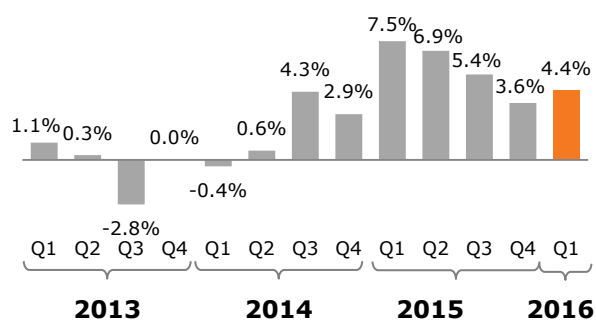
Q1 2016 sales densities: 0.8% increase y-o-y

Sales Densities Net (th. RUB/sq.m. [1])



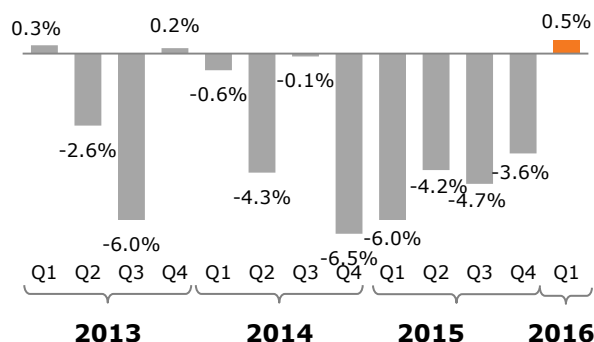
Q1 2016 LFL sales growth: 4.4% increase y-o-y

Total LFL Sales Growth (% y-o-y)



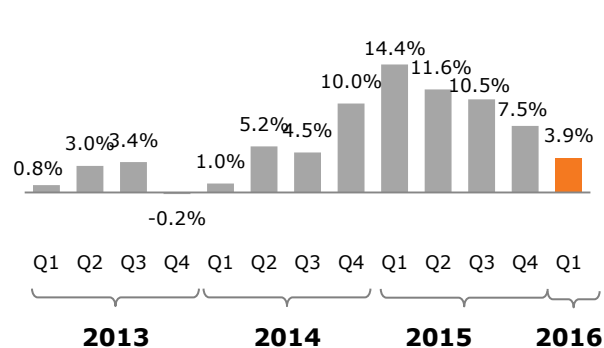
Q1 2016 LFL traffic growth: 0.5% increase y-o-y

Total LFL Traffic Growth (% y-o-y)



Q1 2016 LFL basket growth: 3.9% increase y-o-y

Total LFL Basket Growth (% y-o-y)



[1] – Total net sales from trailing four quarters divided by average selling space of trailing four quarters

SUMMARY OF PEREKRESTOK STRATEGY

Perekrestok has made significant progress fine-tuning its value proposition in 2015, including an updated product range, rebranding and refurbishment programme

- Development **in Moscow and St. Petersburg** is a priority, critical mass growth in regional cities with >1 mln population
- Continue with **refurbishment programme**; new store openings to preserve foothold for future growth
- Regional model trial in 2016 and development from 2017
- Focus on **improving service and efficiency** of operations



KARUSEL SUMMARY (1/2)



91 stores as of 31 Mar 2016:
9.6% increase y-o-y



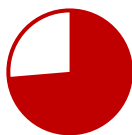
395 th. sq. m. of selling space
(as of 31 Mar 2015), up 9.1% y-o-y



Q1 2016 net retail sales:
RUB 19.0 bn 6.3% increase y-o-y



31 mln of customers (Q1 2016),
2.5% increase y-o-y



Share of X5's Q1 2016 sales: **~8%**



Q4 2015 LFL Results

- **Sales: (1.4)%**
- **Traffic: (3.4)%**
- **Basket: 2.1%**



Average check:
RUB 703 (Q1 2016)



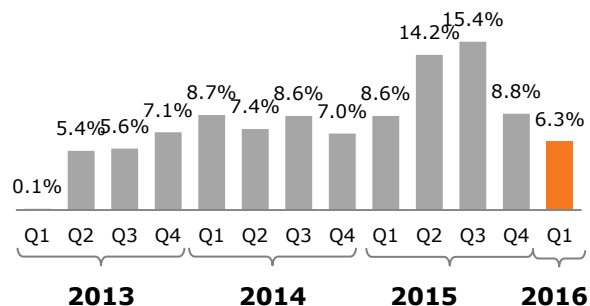
Avg. net selling space:
4,336 sq. m.

Your destination store for all food & household needs

KARUSEL SUMMARY (2/2)

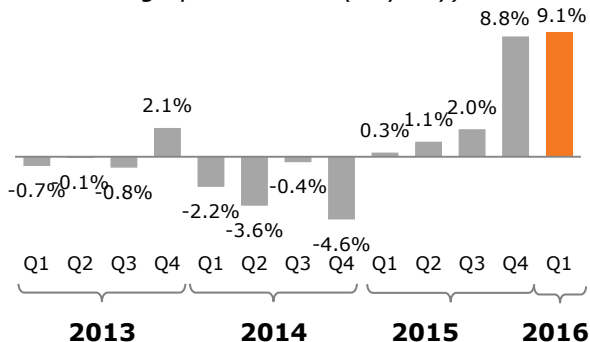
Q1 2016 net retail sales growth: 6.3% increase y-o-y

Net Sales Growth (% y-o-y)



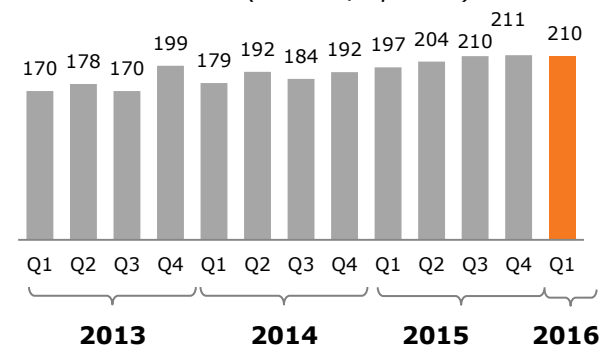
Q1 2016 selling space growth: 9.1% increase y-o-y

Net Selling Space Growth (% y-o-y)



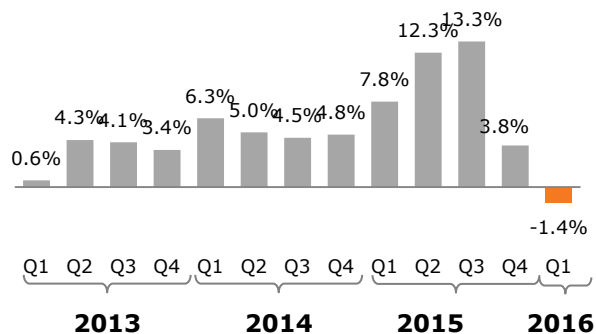
Q1 2016 sales densities: 6.4% increase y-o-y

Sales Densities Net (th. RUB/sq.m. [1])



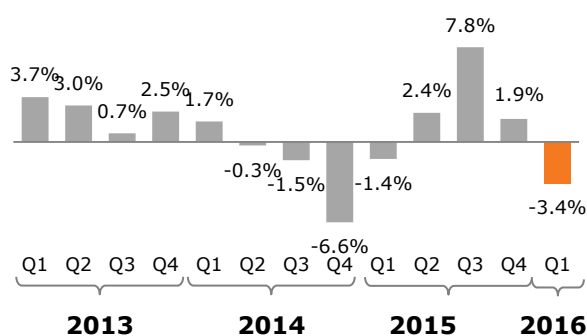
Q1 2016 LFL sales growth: 1.4% decline y-o-y

Total LFL Sales Growth (% y-o-y)



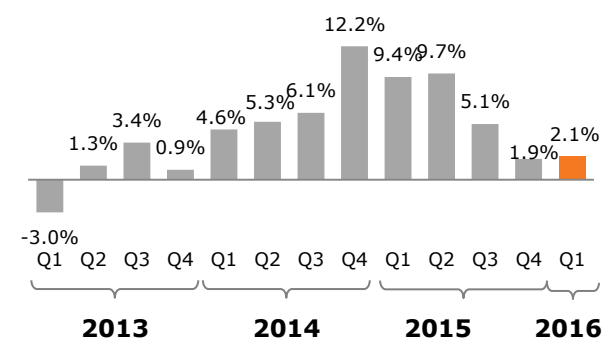
Q1 2016 LFL traffic growth: 3.4% decline y-o-y

Total LFL Traffic Growth (% y-o-y)



Q1 2016 LFL basket growth: 2.1% increase y-o-y

Total LFL Basket Growth (% y-o-y)



[1] – Total net sales from trailing four quarters divided by average selling space of trailing four quarters

SUMMARY OF KARUSEL STRATEGY

Development and testing of value proposition is at the core of Karusel's strategic agenda, as well as a focus on operations and efficiencies

- Gradual finalisation and testing of compact city hypermarket model **with focus on price perception**
- Transition to **active growth after actual results** of pilot models are attained by the end of 2016
- Relaunch of Karusel's **loyalty programme, promo optimisation, development of private label**
- Focus on **efficiency improvement** and **bottom-line growth**

