

Segment	2018	2019	2020	Change 20
				in value
Property, plant and equipment	9226	9755	9274	529
Intangible assets	1255	1464	1524	209
Right-of-use assets	29606	32988	33726	3382
Deferred tax assets	1858	2415	2811	557
Other non-current assets	133	138	124	5
Total non-current assets	42078	46760	47459	4682
Inventories	35063	38636	42494	3573
Trade receivables	4473	4048	3670	-425
Advances paid and other receivables	2038	1435	1535	-603
Prepaid income tax	1	13	10	12
equivalents	3335	1769	1826	-1566
Total current assets	44910	45901	49535	991
TOTAL ASSETS	86988	92661	96994	5673

Segment	2018	2019	2020	Change 20
				in value
Share capital	1	1	1	0
Treasury shares	-214	-317	-407	-103
Additional paid-in capital	5793	5793	5793	0
Accumulated deficit	-6609	-7305	-8145	-696
Currency translation reserve	87	161	126	74
Total equity/(equity deficit)	-942	-1667	-2632	-725
Lease liabilities	23706	27635	28619	3929
Long-term loans and borrowings	8928	8980	12200	52
Deferred tax liabilities	152	104	92	-48
Total non-current liabilities	32786	36719	40911	3933
Trade payables	29747	32911	35770	3164
Short-term loans and borrowings and current portion of long-term loans and borrowings	12542	10270	7582	-2272
Lease liabilities	6840	7145	8227	305

Advances received, other payables and accrued expenses	4938	6042	5975	1104
Deferred revenue	720	436	527	-284
Income tax payable	357	805	634	448
Total current liabilities	55144	57609	58715	2465
Total liabilities	87930	94328	99626	6398
<i>TOTAL EQUITY AND LIABILITIES</i>	86988	92661	96994	5673

19 to 2018	Change 2020 to 2019	
	in %	in value
5.73	-481	-4.93
16.65	60	4.10
11.42	738	2.24
29.98	396	16.40
3.76	-14	-10.14
11.13	699	1.49
10.19	3858	9.99
-9.50	-378	-9.34
-29.59	100	6.97
1200.00	-3	-23.08
-46.96	57	3.22
2.21	3634	7.92
6.52	4333	4.68

19 to 2018	Change 2020 to 2019	
	in %	in value
0.00	0	0.00
-48.13	-90	-28.39
0.00	0	0.00
-10.53	-840	-11.50
85.06	-35	-21.74
-76.96	-965	-57.89
16.57	984	3.56
0.58	3220	35.86
-31.58	-12	-11.54
12.00	4192	11.42
10.64	2859	8.69
-18.12	-2688	-26.17
4.46	1082	15.14

22.36	-67	-1.11
-39.44	91	20.87
125.49	-171	-21.24
4.47	1106	1.92
7.28	5298	5.62
6.52	4333	4.68

Item	2018		2019	
	value	% of the item	value	% of the item
TOTAL ASSETS	86988	100	92661	100
Total non-current assets	42078	48.37	46760	50.46
Property, plant and equipment	9226	10.61	9755	10.53
Intangible assets	1255	1.44	1464	1.58
Right-of-use assets	29606	34.03	32988	35.60
Deferred tax assets	1858	2.14	2415	2.61
Other non-current assets	133	0.15	138	0.15
Total current assets	44910	51.63	45901	49.54
Inventories	35063	40.31	38636	41.70
Trade receivables	4473	5.14	4048	4.37
Advances paid and other receivables	2038	2.34	1435	1.55
Prepaid income tax	1	0.00	13	0.01
Cash and cash equivalents	3335	3.83	1769	1.91

Item	2018		2019	
	value	% of the item	value	% of the item
TOTAL EQUITY AND LIABILITIES	86988	100	92661	100
Total liabilities	87930	101.08	94328	101.80

Total non-current liabilities	32786	37.69	36719	39.63
Lease liabilities	23706	27.25	27635	29.82
Long-term loans and borrowings	8928	10.26	8980	9.69
Deferred tax liabilities	152	0.17	104	0.11
Total current liabilities	55144	63.39	57609	62.17
Trade payables	29747	34.20	32911	35.52
Short-term loans and borrowings	12542	14.42	10270	11.08
Lease liabilities	6840	7.86	7145	7.71
Advances received, other payables and accrued expenses	4938	5.68	6042	6.52
Deferred revenue	720	0.83	436	0.47
Income tax payable	357	0.41	805	0.87
Total equity/(equity deficit)	-942	-1.08	-1667	-1.80
Share capital	1	0.00	1	0.00
Treasury shares	-214	-0.25	-317	-0.34
Additional paid-in	5793	6.66	5793	6.25
Accumulated deficit	-6609	-7.60	-7305	-7.88
Currency translation reserve	87	0.10	161	0.17

2020	
value	% of the item
96994	100
47459	48.93
9274	9.56
1524	1.57
33726	34.77
2811	2.90
124	0.13
49535	51.07
42494	43.81
3670	3.78
1535	1.58
10	0.01
1826	1.88

2020	
value	% of the item
96994	100
99626	102.71

40911	42.18
28619	29.51
12200	12.58
92	0.09
58715	60.53
35770	36.88
7582	7.82
8227	8.48
5975	6.16
527	0.54
634	0.65
-2632	-2.71
1	0.00
-407	-0.42
5793	5.97
-8145	-8.40
126	0.13

Item	2018	2019	2020	Change 2019 to 2018		Change 2020 to 2019
				in value	in %	in value
Revenue	110874	128764	142882	17890	16.14	14118
Cost of sales	-74045	-87232	-98909	-13187	17.81	-11677
GROSS PROFIT	36829	41532	43973	4703	12.77	2441
Selling, general and administrative expenses	-25550	-28631	-29490	-3081	12.06	-859
operating expenses, net	-47	-8	82	39	-82.98	90
OPERATING PROFIT	11232	12893	14565	1661	14.79	1672
Finance income	10	11	82	1	10.00	71
Finance expenses	-4427	-4878	-4496	-451	10.19	382
Foreign exchange gain/(loss), net	106	-124	-2093	-230	-216.98	-1969
PROFIT BEFORE TAX	6921	7902	8058	981	14.17	156
Income tax expense	-1227	-1360	-1309	-133	10.84	51
PROFIT FOR THE YEAR	5694	6542	6749	848	14.89	207
Other comprehensive income *	-43	74	-35	117	-272.09	-109
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	5651	6616	6714	965	17.08	98

Earnings per share **	7.72	8.89	9.19	1.17	15.16	0.3
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: 2020 to 2019
in %
10.96
13.39
5.88
3.00
-1125.00
12.97
645.45
-7.83
1587.90
1.97
-3.75
3.16
-147.30
1.48

3.37

Item	2018		2019	
	value	% of the item	value	% of the item
Total revenue	110874	100.00	128764	100.00
Retail	102014	92.01	114158	88.66
Online	8771	7.91	14489	11.25
Other	89	0.08	117	0.09

Total expenses, including	105253	100.00	122307	100.00
Cost of sales	74045	70.35	87232	71.32
Selling, general and administrative expenses	25550	24.27	28631	23.41
Other operating expenses, net	47	0.04	8	0.01
Finance expenses	4427	4.21	4878	3.99
Foreign exchange loss,	0	0.00	124	0.10
Income tax expense	1227	1.17	1360	1.11
Other comprehensive income (loss) *	-43	-0.04	74	0.06

2020	
value	% of the item
142882	100.00
107641	75.34
35003	24.50
238	0.17

136262	100.00
98909	72.59
29490	21.64
0	0.00
4496	3.30
2093	1.54
1309	0.96
-35	-0.03

Item	2018	2019	2020	Change 2019 to 2018	
				in value	in %
Net Operating Cash-flow	9613	17811	16720	8198	85.2803495
Net Investing Cash-flow	-3794	-3467	-2358	327	-8.6188719
Net Financing Cash-flow	-5639	-15910	-13671	-10271	182.142224

Change 2020 to 2019	
in value	in %
-1091	-6.1254281
1109	-31.987309
2239	-14.07291

Financial	Formula	2018	2019	2020
Current ratio (liquidity ratio)	Current assets/Current liabilities	0.814	0.797	0.844
Return on assets ratio (profitability ratio)	Net income/Total assets	6.496	7.140	6.922
Return on equity ratio (profitability ratio)	Net income/Shareholder's equity	-5.999	-3.969	-2.551
		2018	2019	2020
Current assets		44910	45901	49535
Current liabilities		55144	57609	58715
Net income		5651	6616	6714
Total assets		86988	92661	96994
Shareholder's equity		-942	-1667	-2632

