DODO BRANDS

DODO BRANDS: TECH-POWERED QSR PLATFORM

2023

Iced Cocoa

+ 20 AED

edit

Welcome drink for 1 AED

Presentation overview

1 Dodo Brands: overview, financials and growth

2 Innovation: Best-in-class proprietary cloud-based IT platform

3 Vibrant brand and world-class product

4 New startup: Digital-first coffee shop

Dodo Brands at a glance

DODO BRANDS

Dodo Brands is an international group developing a portfolio of innovative tech-powered quick service brands with ~$1bn system sales in 2023

Dodo Pizza: world's fastest growing pizza delivery chain

Drinkit: digital-first coffee shops

Doner 42: fast casual doner-kebab concept

DODO PIZZA

Founded in 2011 in Russia by Fyodor Ovchinnikov

Ownership structure

41% Founder

41% Private investors

18% Management

Business highlights

$831M system sales 2022

18 countries

950+ stores

29% LFL 2022FY

Key advantage: proprietary cloud-based ERP system

3,5M monthly active users in the app

250+ in-house developers

85% of all sales from own digital channels

GLOBAL RESTAURANT LEADERSHIP CONFERENCE

The most innovative foodservice brand (Singapore, 2019)

Technomic

The world's fastest growing pizza chain (2021)

Dodo pizza — the world's fastest growing pizza chain

Technomic, 2021

Dodo Pizza has turned into one of the fastest-growing restaurant chains, leapfrogging Papa John's, Domino's and Pizza Hut
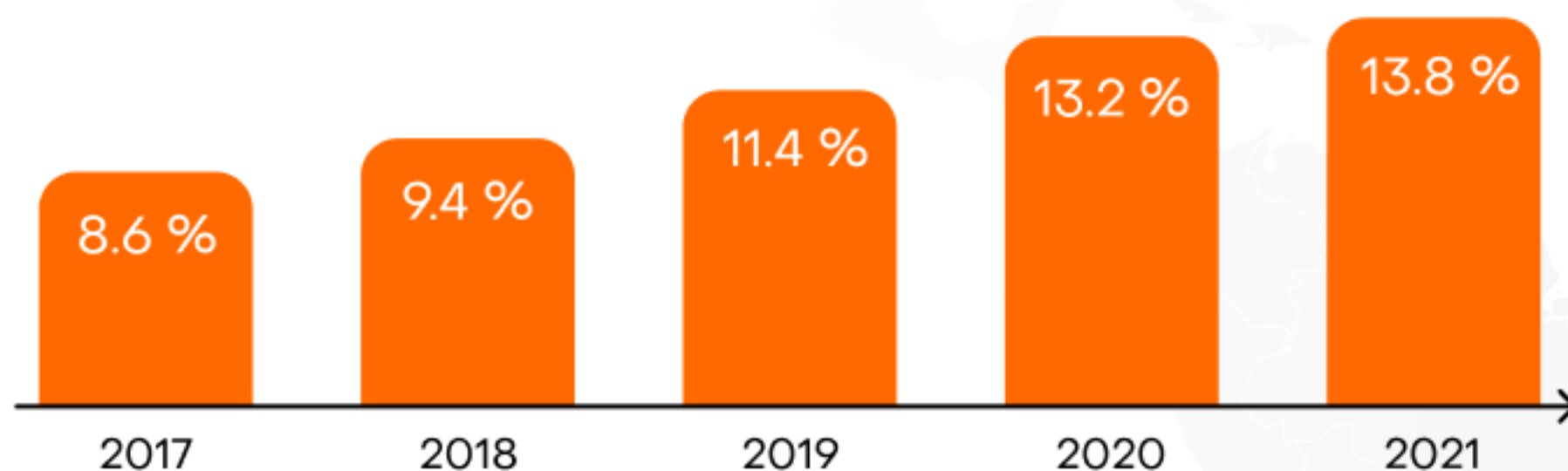
Bloomberg

950+ stores

18 countries

Growing international footprint
Share of non-Russia markets in group system sales

Year	Share
2017	8.6 %
2018	9.4 %
2019	11.4 %
2020	13.2 %
2021	13.8 %

Estonia
4 units

Poland
3 units

Lithuania
8 units

Russia
758 units

UK
1 unit

Germany
1 unit

Kazakhstan
75 units

Slovenia
2 unit

Romania
7 units

Armenia
1 unit

Uzbekistan
6 units

China
1 unit

Belarus
45 units

UAE
1 unit

Kyrgyzstan
6 units

Tajikistan
2 unit

Nigeria
11 units

Vietnam
4 units

Open sales of our stores:
dodobrands.io/sales-ranking/

# 56% CAGR System Sales Growth 2017–2022, mln usd
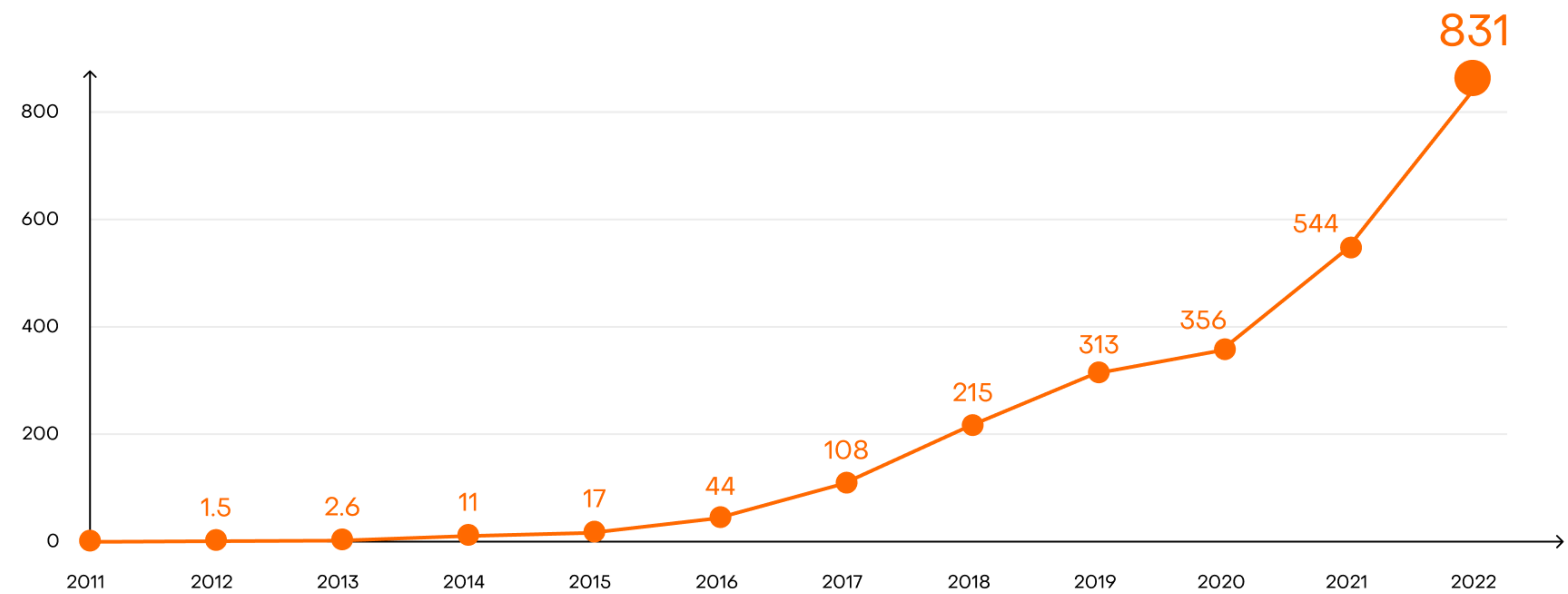
We know how to win global competition

Main pizza players store count in Russia by December 2022
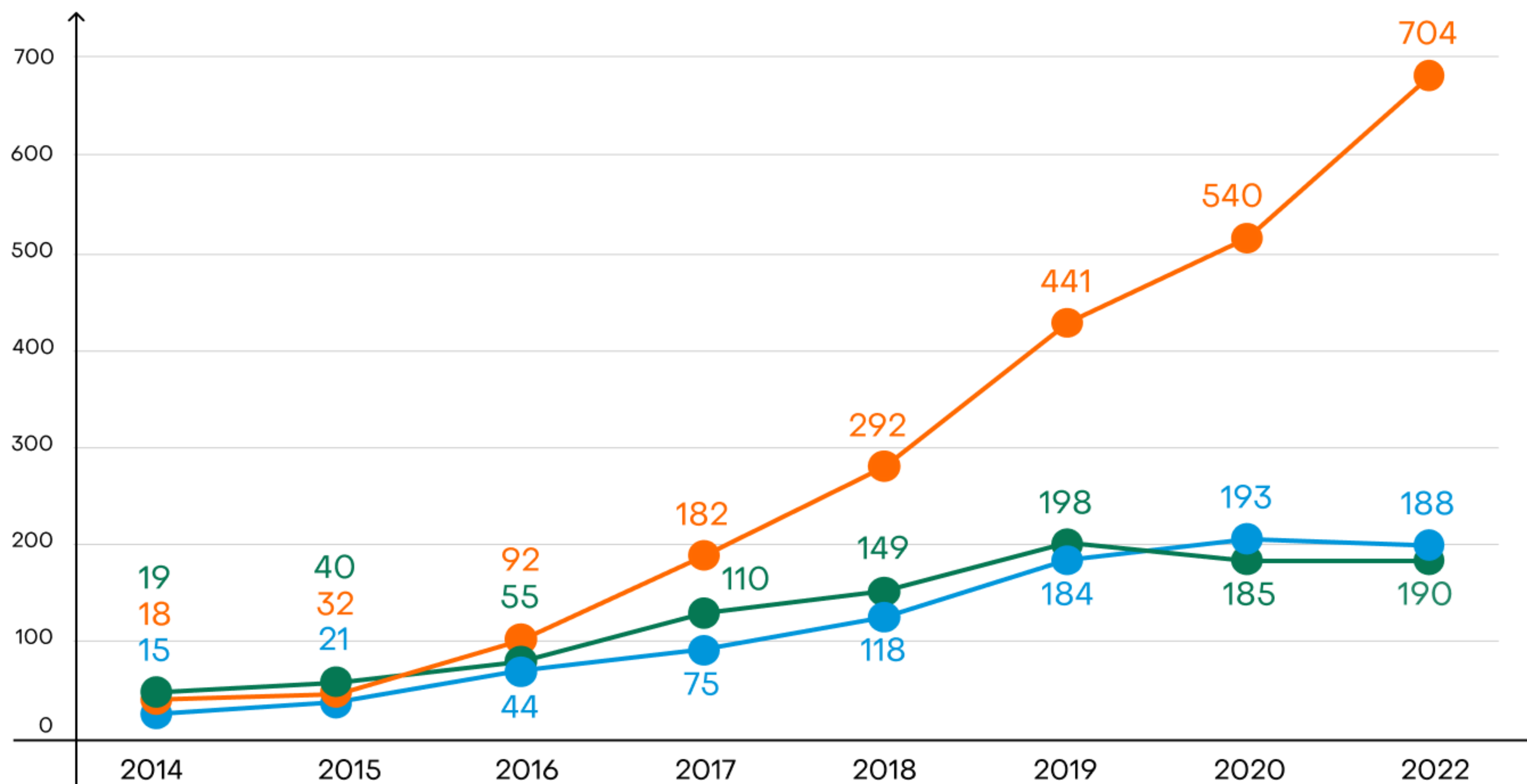
Innovative concept with strong unit-economics

Model balanced between dine-in/takeaway and delivery provides great adaptivity to various locations and markets

65% Delivery · 35% Dine-in/Takeaway

~$250k
Initial investment per store

2.5–3.5 yr.
Payback period
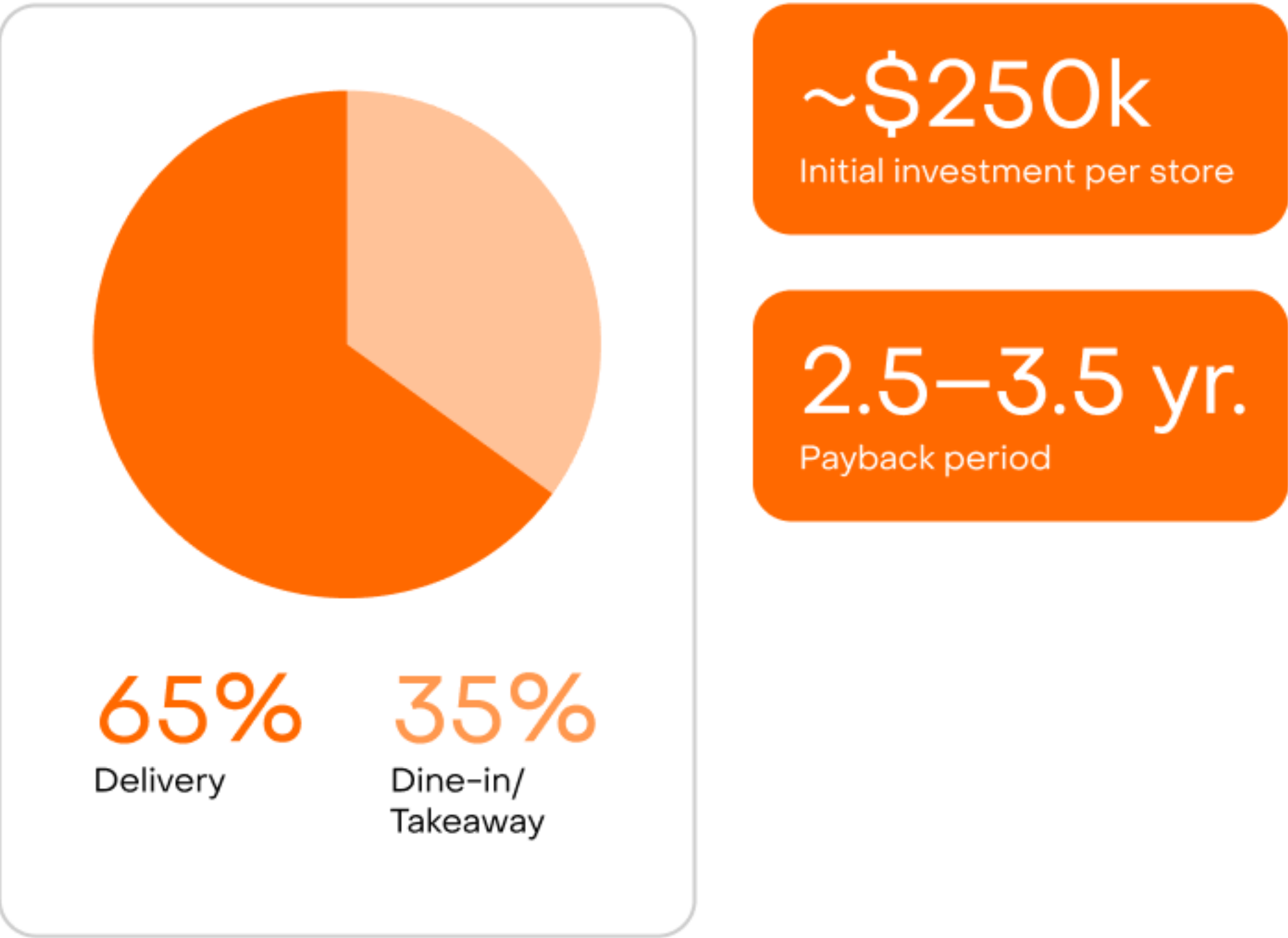
Cornerstone Concept Foundations

Modern digital-first brand focused on convenience and direct to consumer communication.

WHAT	HOW	Dodo	Domino's	McDonald's	Starbucks
Quick delivery and convenient online ordering	Delivery time guarantee, superior digital products	●	●	◐	◔
Focus on quality, transparency and authenticity	Open kitchen, webcams, strong culture and values	●	◔	◐	●
Everyday dine-in convenience and value	Pizza by the slice, value deals, grab&go products	◔	◔	●	◐
Modern urban third place	Hip design, music, free Wi-Fi, coffee culture	◔	◔	◐	●
Family- and kid-friendly environment	Kids indoor playgrounds, kids menu, no alcohol	●	◐	●	◔

What customers say

Bar chart comparing brands across four attributes: "The tastiest pizza delivery", "High quality ingredients", "Diverse menu / selection of dishes", and "Price satisfaction". Y-axis scaled 0 to 80. Brands shown in legend: DODO PIZZA (orange), McDonald's (yellow), Domino's Pizza (light blue), Burger King (dark blue), Papa John's (green), KFC (red).
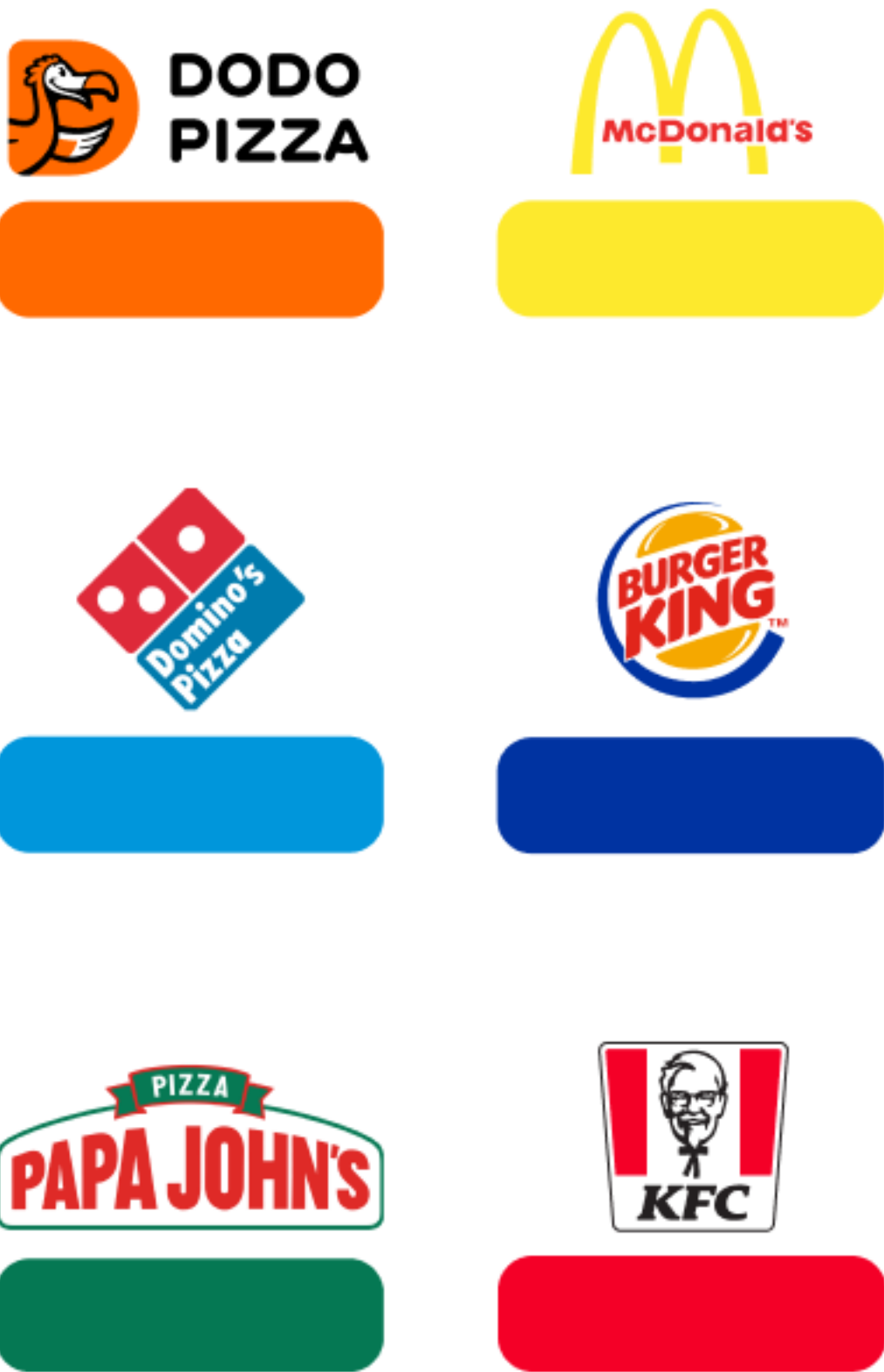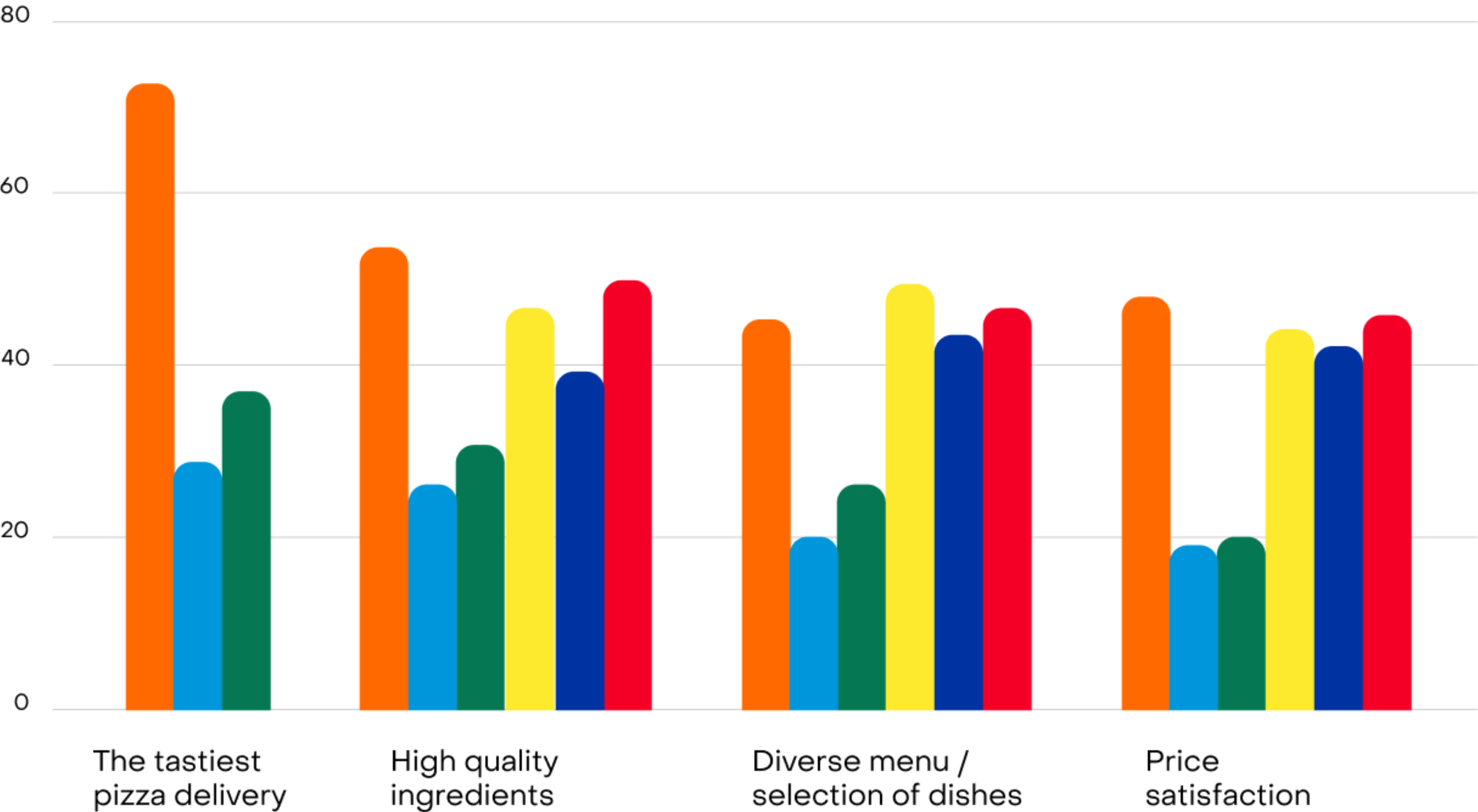
The most innovative foodservice brand

" Dodo has developed into one of the industry's first truly digital-first concept, with technology figuring into all aspects of operations "

Global Restaurant Leadership Conference in Singapore, 2019

GLOBAL
RESTAURANT
LEADERSHIP
CONFERENCE

Global Restaurant Leadership
Distinction Awards

PRESENTED TO

DODO PIZZA

FOR
INNOVATION
2019

We reinvented the pizza business by digitalizing every imaginable process in it

Dodo IS is a SaaS solution which means non-stop development of the platform with regular updates.

To ensure the work of the entire chain only the Internet is required. There is no need for complex software and hardware management.

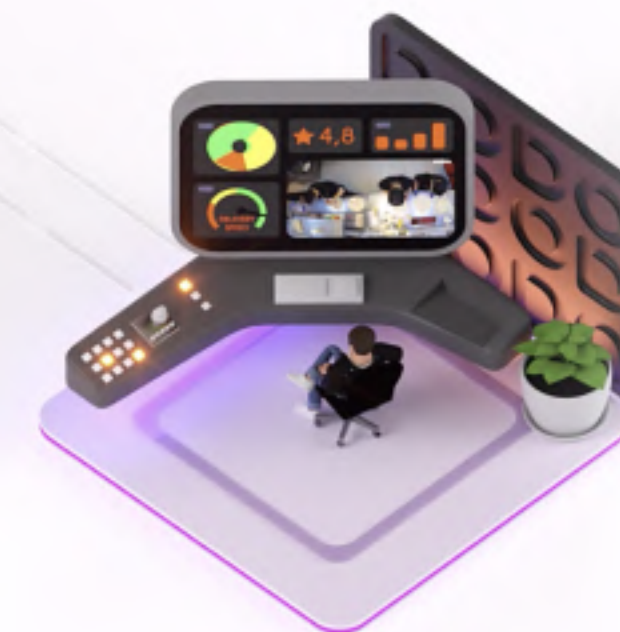|	Brand and know-how	+	Real estate
	Brand and know-how	+	Supply chain
	Brand and know-how	+	SaaS

= Franchising-as-a-Service

Digital sales channels

Full customer experience control

Smart pizzeria and delivery

Consistent quality and total manageability

Central multiple-store management

Full transparency and fast scaling

DODO IS: all-in-one seamless solution built in-house

ORDER ENGINE

customer

Intergation with food delivery aggregators

- Mobile app
- Website
- Contact center interface
- Store app

POS

Billing

seamless integration

SMART PIZZA STORE

Production module

- Order tracking system
- Notification system
- Storage management
- AI to control quality

Delivery block

- Driver's app
- Driver's cashier desk
- Smart courier algorythms

Workforce management suite

- Shifts scheduling
- E-standards and knowledge base
- Motivation boards
- Payments&Accounting

Procurement module

- Supplies planning and forecasting
- Integration with suppliers for instant ordering

seamless integration

CHAIN MANAGEMENT

Data platform

- Finance, marketing, product dashboards
- P&L module
- Benchmarking

Menu&marketing management

- Module to manage marketing and menu from one center
- Loyalty Program
- Automated personalised marketing (CVM)

Security

- Antifraud
- Data protection
- Load testings
- System stability

Expandability

- API
- Marketplace of approved services

From automated personalised marketing to perfect ordering

Own website, app, POS, restaurant app, ensure exquisite ordering experience

85%
of delivery sales are generated by own digital channels

Machine learning algorythms boost revenues thanks to personalization of marketing

+3-5%
sales growth within the same client base

Order engine   Smart pizza store   Chain management
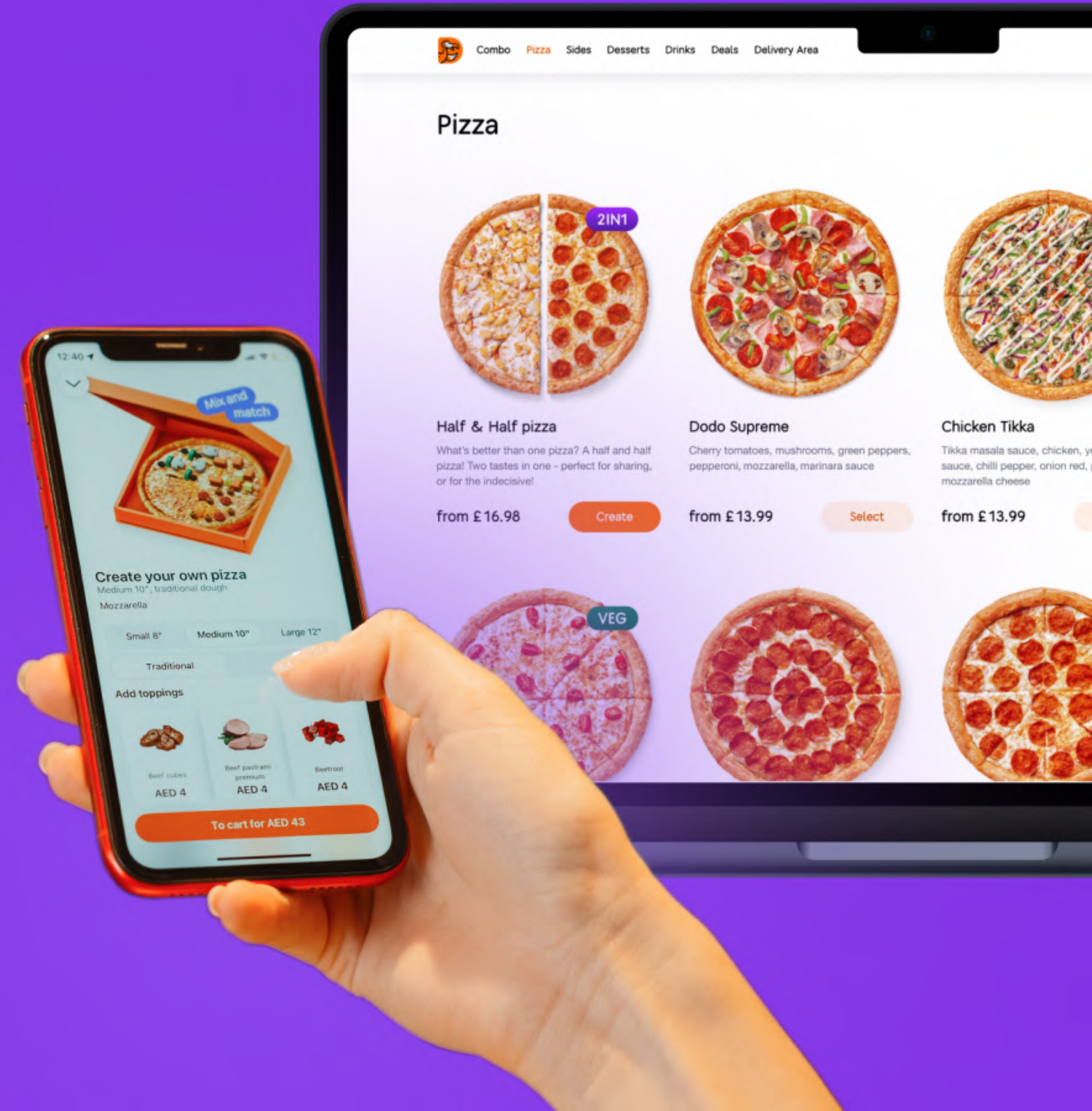
Smart pizza store tells what needs to be done and when

Makes every store transparent and manageable

1. New orders immediately show up on the kitchen tracker

2. Allows to manage P&L, reduces human mistakes

3. AI algorythms plan supplies and control quality

4. Kitchen and delivery staff management

Order engine   **Smart pizza store**   Chain management
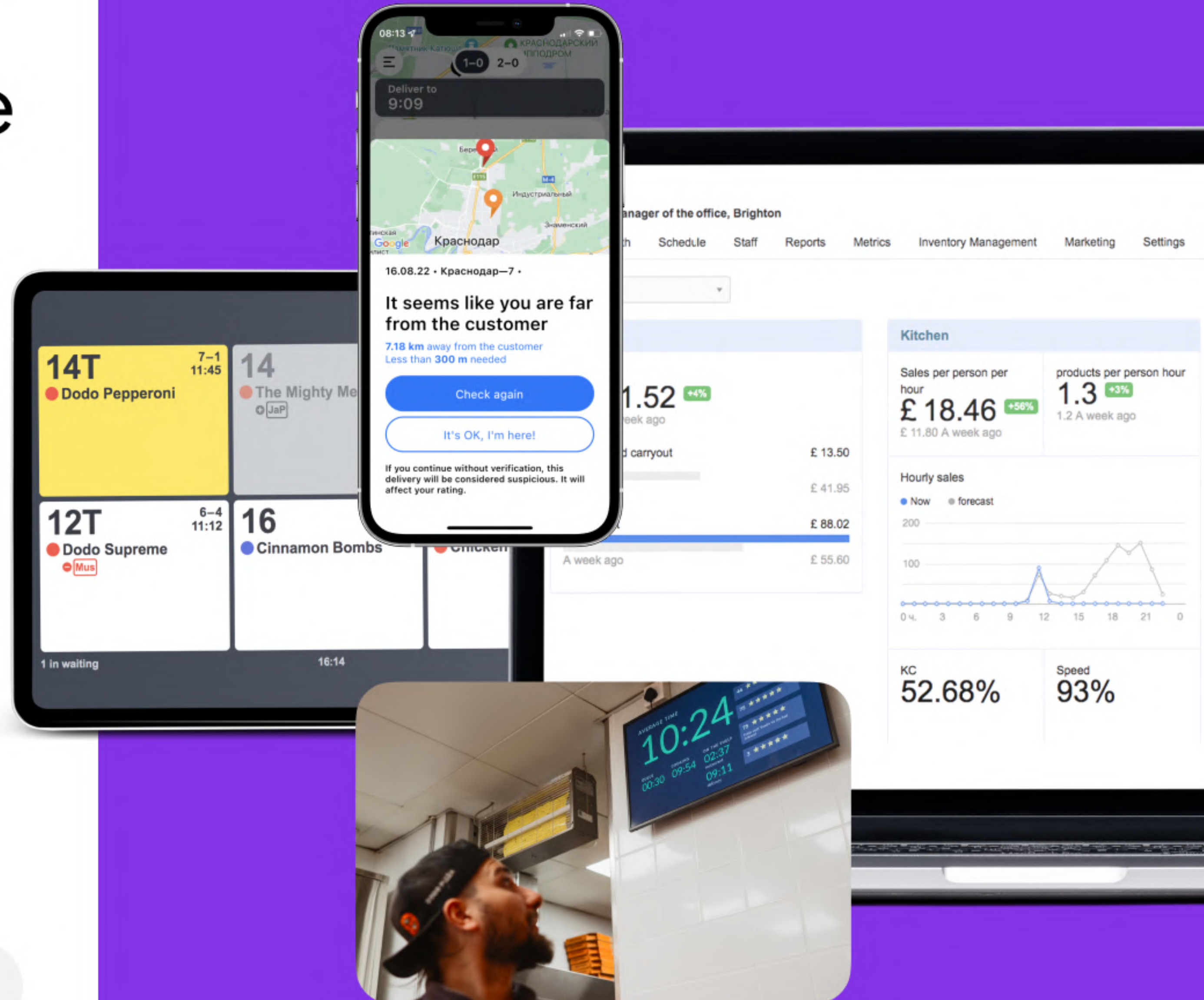
Data-driven territory management

Own data platform that shows a detailed picture of the business

1. Stats in real-time mode

2. Forecasts on sales, workload and supplies

3. Insights on the product, marketing and P&L analytics

4. Modules to manage the whole chain from one place

Order engine   Smart pizza store   Chain management
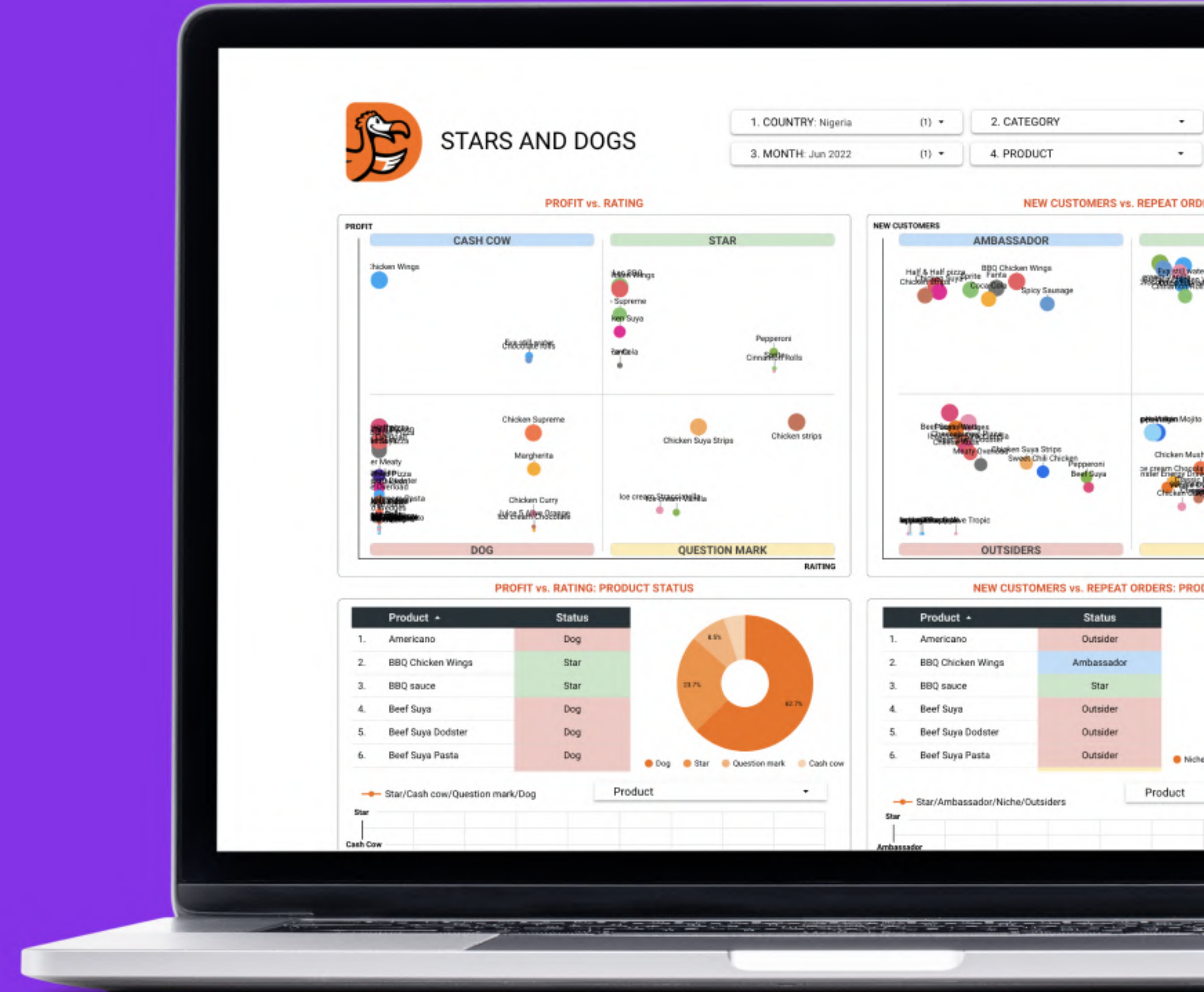
Vibrant, young and fresh brand around the world

World-class pizza with a local twist

In each new country we give franchisees the opportunity to adapt the pizza to local tastes and experiment with local ingredients. The golden ratio is 70% of world bestsellers and 30% localised products.

NIGERIA

VIETNAM

LITHUANIA

Appealing and fresh design becomes native to any country

HO CHI MINH CITY, VIETNAM

DUBAI, UAE

KAUNAS, LITHUANIA

TURKESTAN, KAZAKHSTAN

Store formats

High pedestrian traffic
> 800 per hour

$250 000 CAPEX	**$70 000** Target sales/month
5–10% EBITDA	**3.5 years** Payback

Store requirements

✓ Delivery ✓ Takeaway ✓ Dine-in ✓ 80–100 sqm. (ground floor)	Design Menu

Location	Visibility
Downtown, high streets, retail park, and non-traditional retail locations considered	High Arterial routes, corner location, roundabouts

Medium pedestrian traffic
400–800 per hour

$200 000 CAPEX	**$60 000** Target sales/month
15–18% EBITDA	**3.7 years** Payback

Store requirements

✓ Delivery ✓ Takeaway ✓ Dine-in ✓ 100–120 sqm. (ground floor) / 25–30 seats	Design Menu

Location	Visibility
High streets, retail park, residential areas, andnon-traditional retail locations considered	Medium / high Arterial routes, corner location, roundabouts

Low pedestrian traffic
< 400 per hour

$120 000 CAPEX	**$35 000** Target sales/month
15–18% EBITDA	**3.7 years** Payback

Store requirements

✓ Delivery ✓ Takeaway Dine-in ✓ 80–100 sqm. (ground floor)	Design Menu

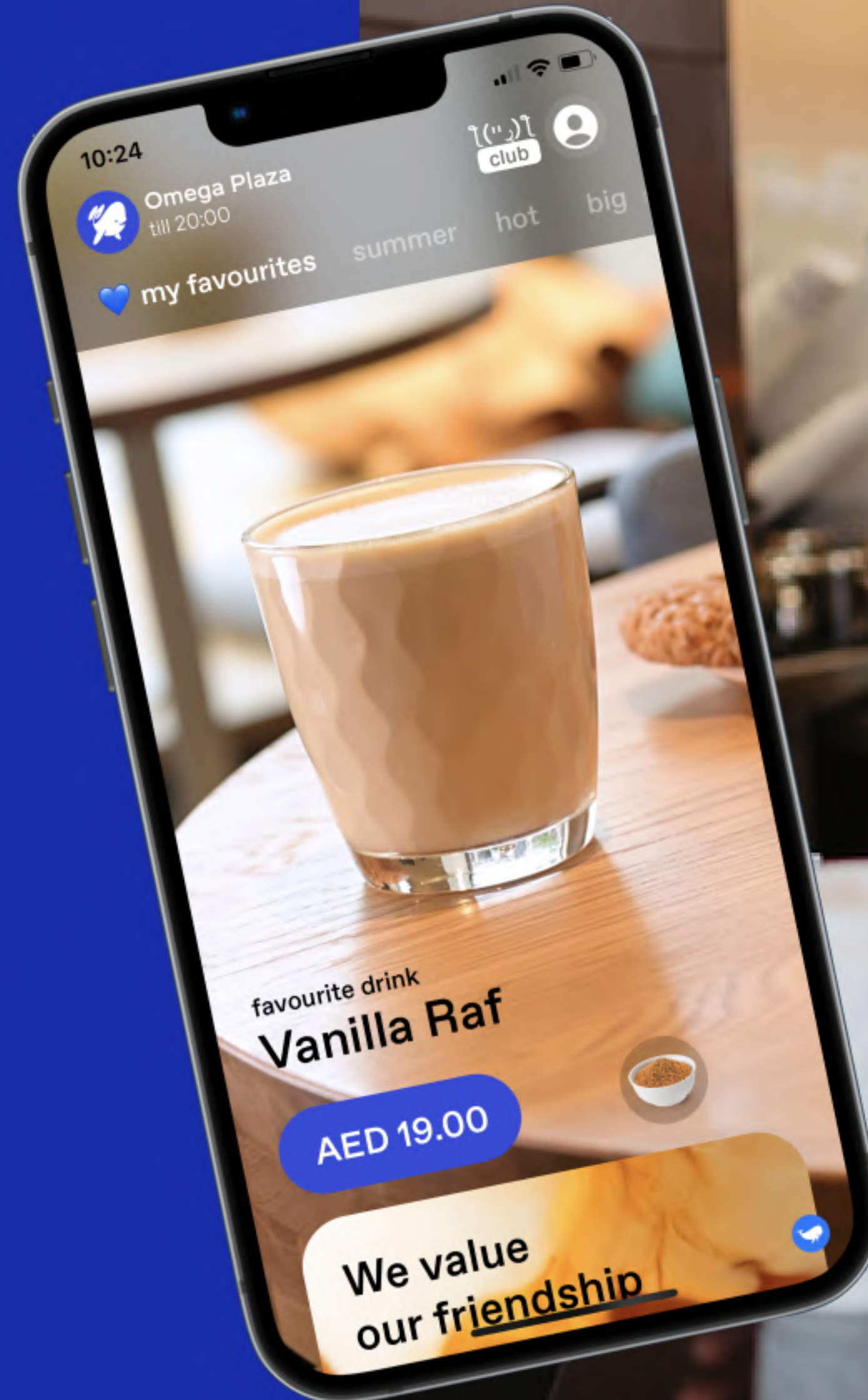| Location	Visibility
Residential areas, out-of-town, peri-urban areas considered	N/A

Changing every day coffee routine with tech

Drinkit concept

We create high quality customized drinks with affordable price to become part of daily routine.

App, smart takeaway and our own IT system allow us to provide unprecedented speed, customization, service and quality.

Drinkit highlights

Drinkit entered a scaling phase with a goal to achieve a high market penetration in the UAE, Dubai, Russia and Kazakhstan

40% of the drinks are customized

15 profitable coffee shops in Kazakhstan, Russia and the UAE

65% of orders via proprietary digital channels

New digital experience with an app
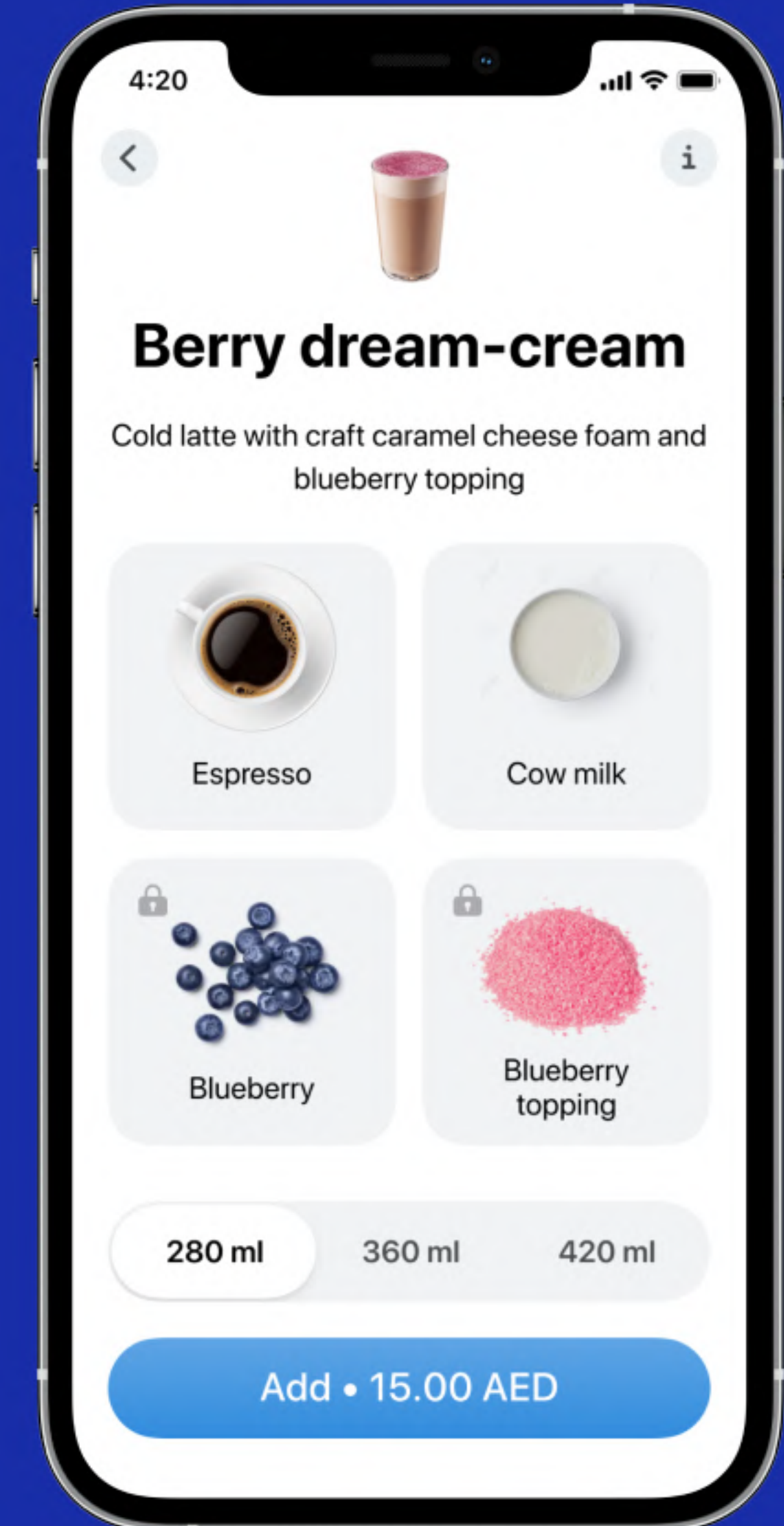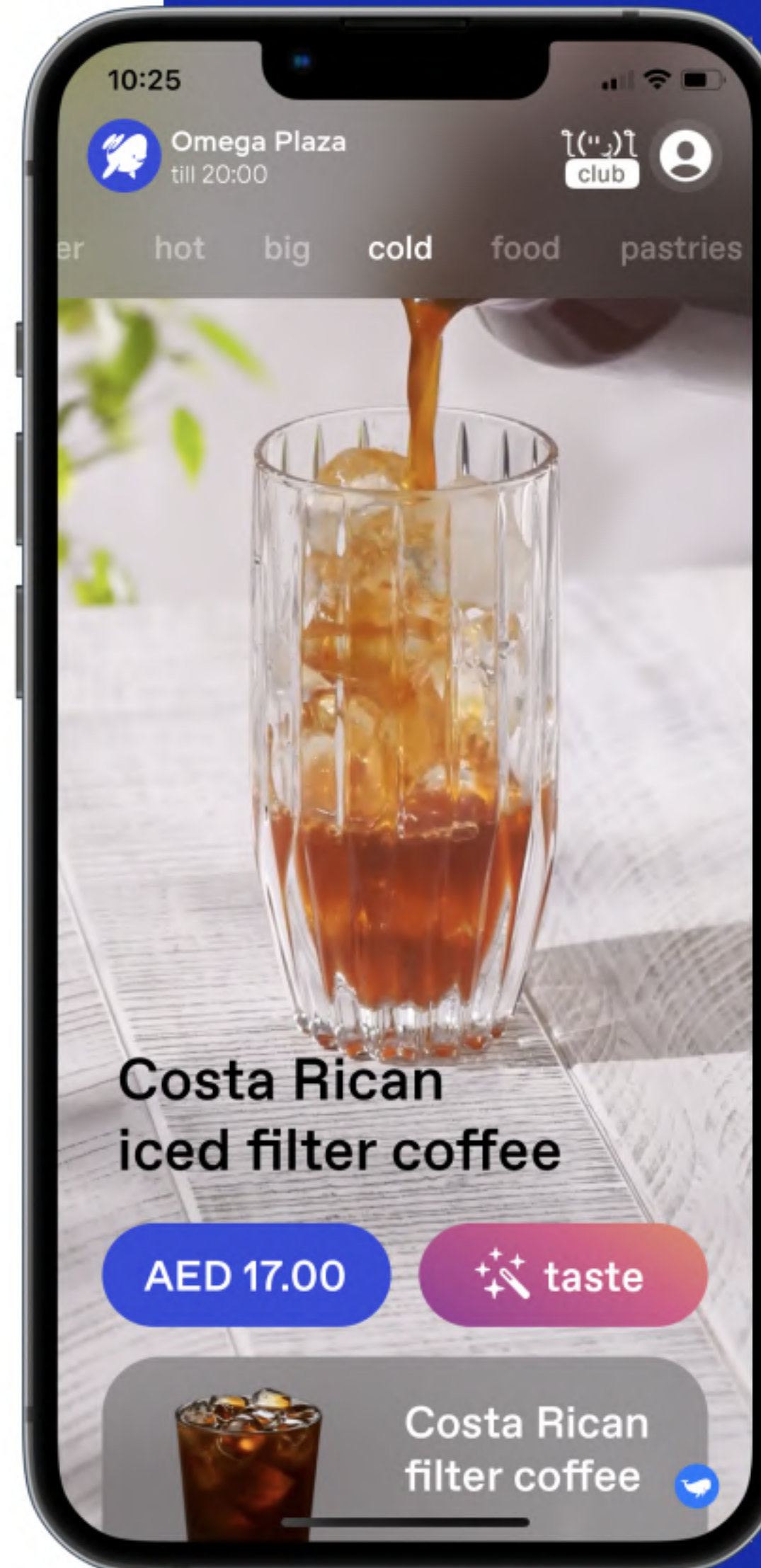
- Deep customization in the app
- Pre-order online and pick up without waiting in line
- 2 taps to repeat the order
- Instant after-order in-App feedback

Power of tech to improve service — smart takeaway

Smart takeaway, our own invention, a sensor display which has a guest name and their order number on it.

The display automatically updates, once the order has been picked up. It allows to speed up coffee dispatch and tracks the process.

Guests easily find their orders on the counter.

1. Barista prepares the order and puts it on the smart takeaway counter

2. The order is waiting on the display with your name and order number on it

3. When you pick up the order, the Dodo IS is notified, and the order is marked as "done"

Diverse menu: coffee classics and drinks with exclusive ingredients

Drinkit is not another one coffee shop with generic drinks. We do care about classic coffee and at the same time our R&D team invents unique combinations of taste.

We create additional reasons to visit our coffee shop and try something special.