



DODO BRANDS

Company Presentation

September 2021

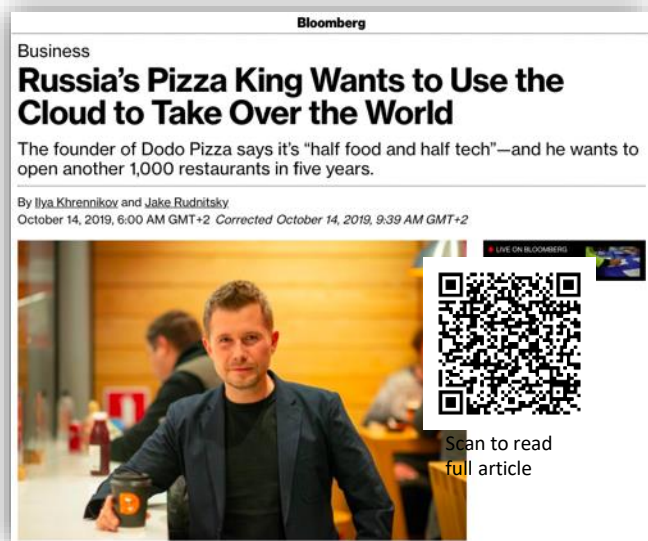


Dodo Brands at a Glance

Founded in 2011 in Syktyvkar, Russia by Fyodor Ovchinnikov,
Dodo Pizza has since scaled up to 734 stores in 14 countries¹

- Dominant #1 pizza chain in Russia and Kazakhstan
- >95% of store base is franchised
- Over 300 additional committed stores in the pipeline

In 2020 the company was renamed into Dodo Brands as it launched new foodservice brands Drinkit and Doner 42



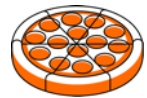
1

One of the Fastest Growing QSR Chains in the World



2

National Pizza Champion with Growing International Footprint



3

Modern Innovative Concept with Healthy Unit Economics



4

Proprietary Cloud-Based IT System



5

Founder-led Team and Vibrant Franchising Community



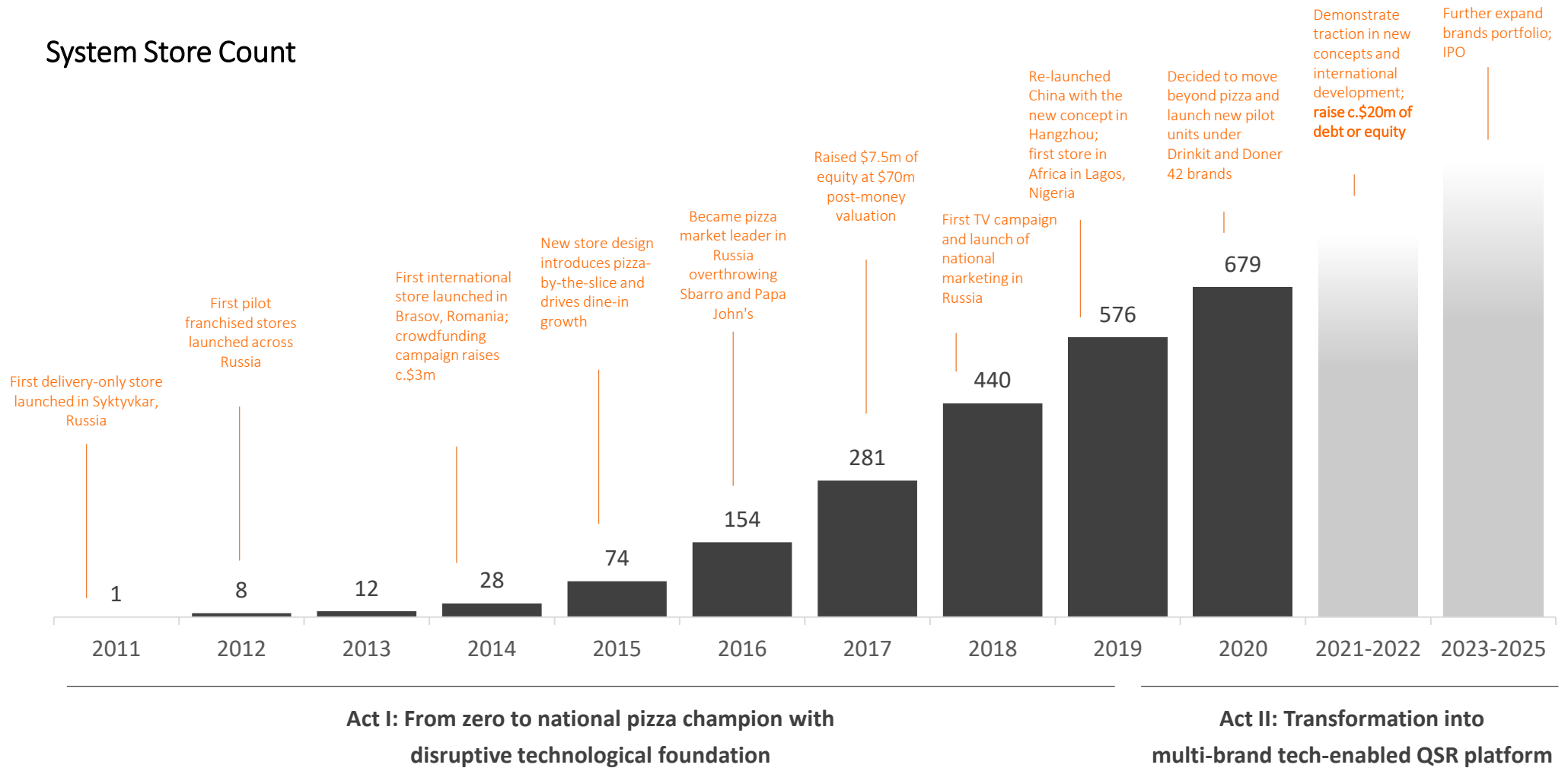
6

Launch of New Brands Marks Transformation into Tech-Enabled Franchising Platform



Evolution of Dodo

System Store Count





ДОДО ПИЦЦА

МЕНЮ

КОМБО 139₽

БОЛЬШ ПЕП 389₽

АКЦИИ 169₽

КОФЕ 49₽

ПИЦЦА ПО НАВИТОК 349₽

АЯ ЕРОНИ НЕ ЖДИ БЕРИ

КОФЕ	49₽
АМЕРИКАНО	75₽
КАПУЧИНО	115₽
ЛАТТЕ	135₽
МОКАЧЧО	155₽
ФИНО	175₽
КАРРАМЕЛ	195₽
МАКИАТО	215₽
БАНАНОВЫЙ	235₽
ОРЕХОВЫЙ	255₽
КОКОСОВЫЙ	275₽
ЛИМОННЫЙ	295₽
ЯБЛОЧНЫЙ	315₽
МАНГА	335₽
ШОКОЛАДНЫЙ	355₽
КАРАМЕЛЬНЫЙ	375₽
МАЛИНОВЫЙ	395₽
СЛИВОВЫЙ	415₽
ВАНИЛЬНЫЙ	435₽
КОРИАНДРОВЫЙ	455₽
КОРИАНДРОВЫЙ	475₽
КОРИАНДРОВЫЙ	495₽



1. One of the Fastest-Growing QSR Chains Globally

System sales compound annual growth rate at >80% over the last 5 years

Growth is coming from both new store openings and like-for-like sales growth in comparable store base



Fastest-Growing Chain in Europe and the Middle East, 2018

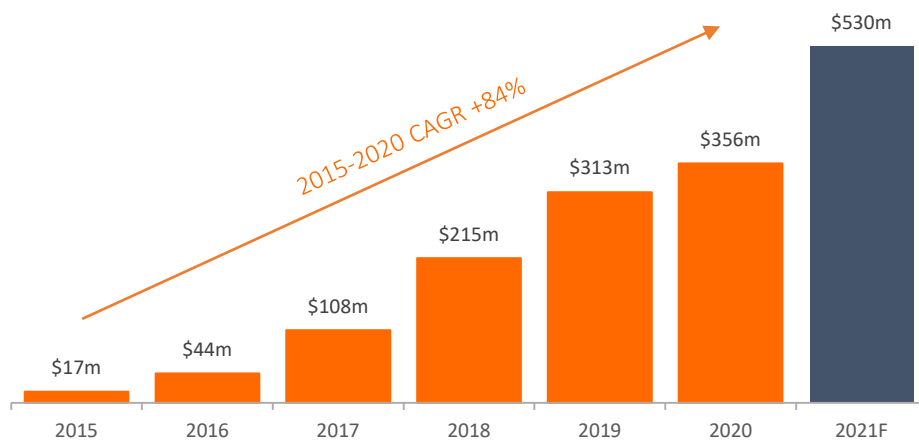
EUROPE & MIDDLE EAST
foodservice



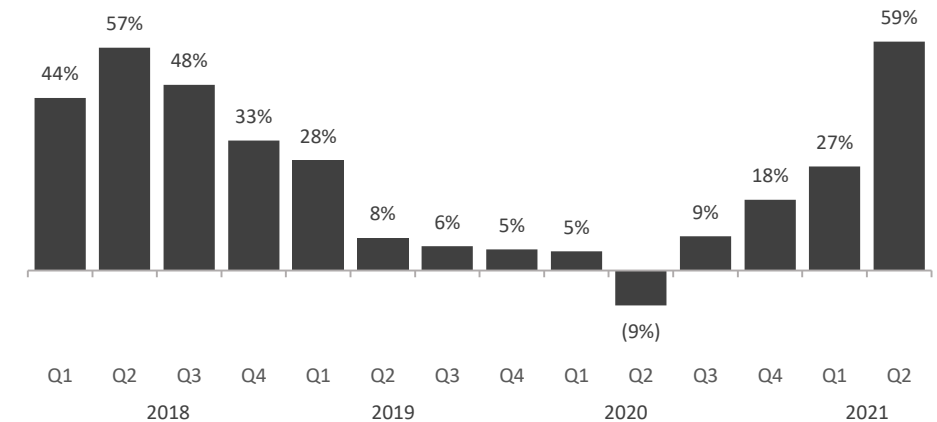
Fastest-Growing Pizza Chain in the World, 2019

 **Technomic**
A Winsight Company

System Sales¹



Like-for-Like Sales Growth²

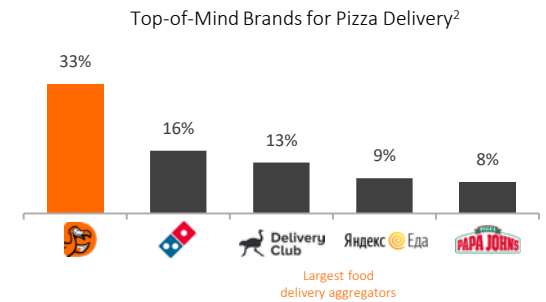
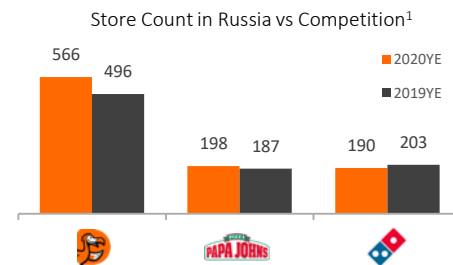
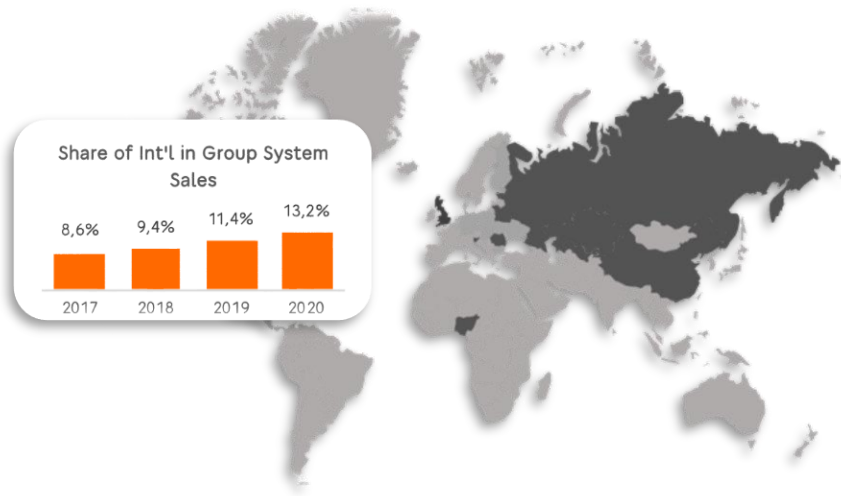


DODO BRANDS © 2021

¹ Sales (including VAT but excluding sales tax where applicable) of all company-owned and franchised Dodo Pizza stores. Converted from local currencies to USD monthly at period average FX rate.

² Year-over-year sales growth at comparable stores. Based on all stores operating for more than 12 full calendar months at the beginning of each quarter.

2. National Pizza Champion with Growing International Footprint



International Master Franchising – 40 units



New Markets To Be Launched in 2021-2022



























3. Modern Innovative Concept with Healthy Unit Economics

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

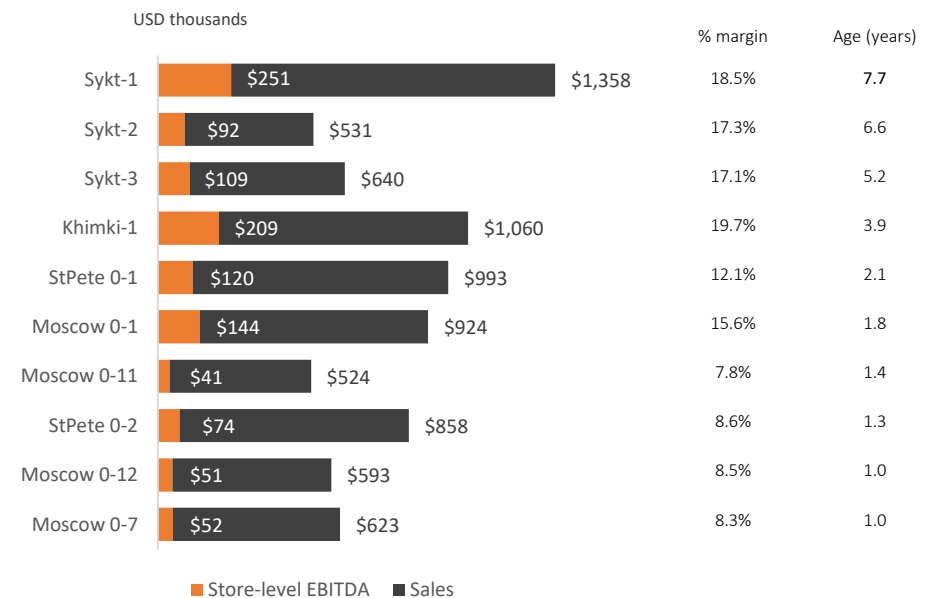
Model balanced between dine-in / collection (42% of sales) and delivery (58%) provides adaptivity to various types of locations and markets

Average store requires \$200–250k initial investment and pays back in 2.5–3.5 years

Cornerstone Concept Foundations

WHAT	HOW				
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				

2019FY Results of Mature Corporate Stores¹



4. Proprietary Cloud-Based IT System

Proprietary cloud-based ERP system
is a key foundation of Dodo franchise

- Unifies and streamlines operations
- Quick chain-wide implementation of digital innovations
- Easily scalable internationally
- Transparent and immediate data collection and insights

In-house team of over 100
developers and growing

- Modern software product management culture spread across the organization
- We measure, make hypothesis and run A/B tests in all areas including new pizza recipes development
- Processes are reinvented with digital solutions (see pizza-by-the-slice case study on the next page)

Franchising Business Models



Brand and
know-how

+

Real estate



Brand and
know-how

+

Supply chain



Brand and
know-how

+

SaaS

=

Franchising-as-a-Service

Single Integrated IT Platform with Multiple Modules

Order routing & tracking

Inventory,
FC management

Workforce management

Training and quality
control system

Cloud-based
call center and customer
support

Websites,
mobile apps

Digital loyalty program
and
CRM

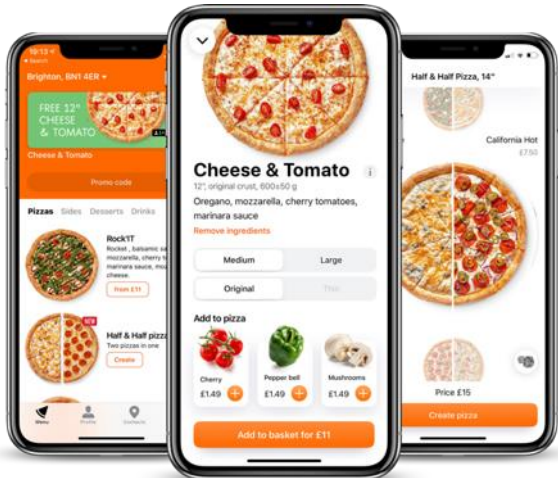
Dodo IS — cloud-based ERP system



Scan and read
more about
Dodo Pizza IT

One world, one app

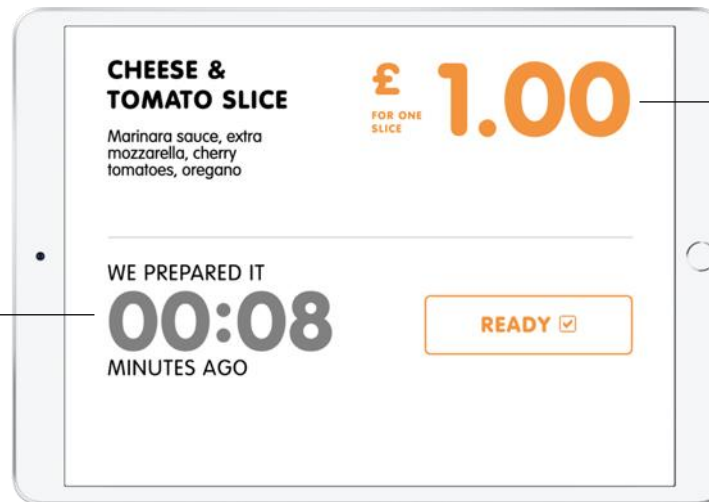
We've developed our mobile solution as a one-stop app that will work in any country where Dodo Pizza operates. Smooth ordering, multiple payment options, order tracking, rate-your-order and deep surveying capabilities all beautifully designed with user experience as the top priority. Mobile table ordering coming soon.



DODO BRANDS © 2021

Pizza by the slice in-store interface

After 45 min
the price
automatically drops
by 70% and a
discount alert is
displayed on TV-
boards



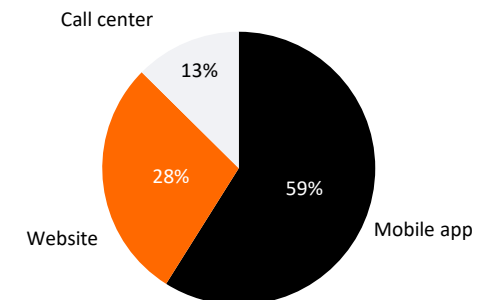
Digital price tag

System sends order for
new pizza when less than
3 pieces are left on the
shelf

Makeline tracking and drivers dispatch interfaces



Delivery Orders by Channel





5. Founder-led Team and Vibrant Franchising Community

Strong values-driven culture with genuine staff and owner buy-in

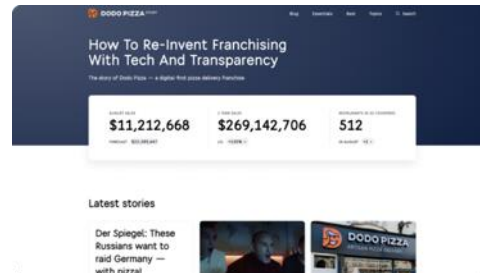
Continuous supply of materials about the company, key decision-makers and inner workings in open sources

Culture of radical transparency keeps the team motivated and up-to-date on all company developments

Efficient way of recruiting like-minded franchisees, employees, suppliers and other stakeholders



Live broadcast from kitchens on our website



dodopizzastory.com: English-language corporate blog and financial dashboard with all units' weekly sales



Founder and CEO active on social media



Corporate meetings streamed on YouTube



Monthly financial update: system sales, year-over-year growth, company-owned chain's and managing company's P&Ls



Read more about Dodo transparency

6. Launch of New Brands Marks Transformation into Tech-Enabled Franchising Platform



drinkit
coffee & food

Mobile-first coffee shop

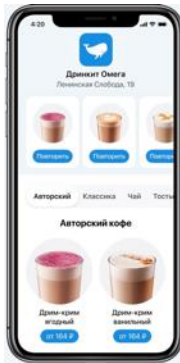
Click & collect as the primary ordering pattern

Extensive customization options

Loyalty program and personalized promo offers

Social mechanics built-in – schedule a meeting or gift your friend with a coffee

2 pilot units in Moscow and Samara, Russia



Doner 42

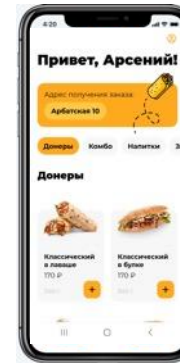
A doner you can trust

Click & collect as the primary ordering pattern

Custom-built equipment and ingredients remove any food safety risks from the store

Healthier and more natural type of fast food – Chipotle of Europe?

First unit launched in December 2020



Single IT foundation, franchising system and supply chain with Dodo Pizza