



## Dodo Brands Reports Third Quarter 2024 Results

Moscow, Russia - 5 December 2024 10:00 AM GMT - DP Global Group Limited (“Dodo Brands” or the “Company”), home of Dodo Pizza, one of fastest-growing pizza chain in the world, announces its financial results in accordance with International Financial Reporting Standards (IFRS) for for the third ended 30 September 2024.

### Q3 2024 Key Financial Highlights

- Global system sales increased by 38.3% to RUB 30.3 bn.
- Added 50 net new units in the third quarter 2024. Finished the quarter with 1179 units in 22 countries.
- Eurasia comparable system sales in the third quarter 2024 increased by 22.6%; International Master Franchising comparable system sales decreased by 1.8% (in RUB terms).
- Adjusted EBITDA amounted to RUB 354 million for the third quarter 2024 vs RUB 330 million in the third quarter 2023.
- Free Cash Flow of RUB (91.2) million for the third quarter 2024 vs RUB 441.8 million for the third quarter 2023.
- RUB 1,370 million net cash (ex. IFRS 16) as of September 30, 2024.

### Key Financial Metrics

RUB '000	Q3 2024	Q3 2023	change	9M 2024	9M 2023	change
<b>Revenue and Income</b>	<b>3,529,257</b>	<b>2,504,709</b>	<b>+40.9%</b>	<b>9,865,031</b>	<b>7,119,385</b>	<b>+38.6%</b>
Royalties	1,318,080	962,026	+37.0%	3,707,892	2,722,415	+36.2%
Retail sales	1,142,513	779,200	+46.6%	3,261,420	2,290,078	+42.4%
Marketing fee	681,204	432,310	+57.6%	1,798,039	1,194,397	+50.5%
Other revenue and income	387,460	331,173	+17.0%	1,097,680	912,495	+20.3%
<b>Adjusted EBITDA</b>	<b>353,847</b>	<b>329,951</b>	<b>+7.2%</b>	<b>764,436</b>	<b>955,594</b>	<b>(20.0%)</b>
EBITDA margin %	10.0%	13.2%	(315bps)	7.7%	13.4%	(567bps)
<b>Free Cash Flow</b>	<b>(91,200)</b>	<b>411,800</b>	<b>n.a.</b>	<b>129,306</b>	<b>802,855</b>	<b>(83.9%)</b>
FCF margin %	-2.6%	16.4%	(1,903bps)	1.3%	11.3%	(997bps)
<b>Net Cash ex. IFRS 16</b>	<b>(1,369,734)</b>	<b>(1,595,191)</b>	<b>(14.1%)</b>	<b>(1,369,734)</b>	<b>(1,595,191)</b>	<b>(14.1%)</b>

Store Count	30 September 2024	31 December 2023	change
Eurasia	1,039	929	+110
Corporate	41	39	+2
Franchised	998	890	+108
IMF	94	71	+23
Startups	46	27	+19
Corporate	22	15	+7
Franchised	24	12	+12
<b>TOTAL</b>	<b>1,179</b>	<b>1,027</b>	<b>+152</b>

<b>System Sales, RUB million</b>	<b>Q3 2024</b>	<b>Q3 2023</b>	<b>change</b>	<b>9M 2024</b>	<b>9M 2023</b>	<b>change</b>
Eurasia	28,566	20,748	+37.7%	80,078	57,091	+40.3%
International Master Franchising	1,452	1,036	+40.2%	4,095	2,645	+54.8%
Startups	300	136	+120.6%	699	363	+92.6%
<b>TOTAL</b>	<b>30,318</b>	<b>21,920</b>	<b>+38.3%</b>	<b>84,872</b>	<b>60,099</b>	<b>+41.2%</b>

<b>Comparable Sales Growth</b>	<b>Q3 2024</b>	<b>Q3 2023</b>
Eurasia	+22.6%	+29.7%
International Master Franchising	(1.8%)	+71.8%
Startups	+15.4%	(40.7%)
<b>TOTAL</b>	<b>+21.5%</b>	<b>+30.9%</b>

## Notes

System sales are sales generated by the Company's corporate and franchised stores to external customers (including VAT) and do not represent revenue of the Group.

Comparable sales growth is a comparison of sales between two periods that compares system sales of existing system stores. The Company's system stores that are included in comparable sales calculation are those that have operated for at least 12 full calendar months preceding the beginning of the first month of the period used in the comparable sales for a certain reporting period, assuming the relevant system store has not subsequently closed.

Net debt, adjusted EBITDA and one-off income/expenses are not defined by IFRS. These items are determined by the principles defined by the Company's management. These items which are not defined by IFRS are disclosed by the Company management separately for a better understanding and measurement of the sustainable performance of the Company.

Eurasia business unit includes Dodo Pizza business in Russia, Kazakhstan and Belarus.

International Master Franchising business unit includes Dodo Pizza business in Georgia, Armenia, Azerbaijan, Kyrgyzstan, Tajikistan, Uzbekistan, Cyprus, Croatia, Estonia, Germany, Lithuania, Romania, Poland, Serbia, Slovenia, Turkiye, Nigeria and Vietnam.

Startups combines three business units - Dodo Pizza UAE, DrinkIt and Kebster (inc. Doner 42).

## Appendix I: System Sales and Comparable Sales Growth by Channel

<b>System Sales, RUB million</b>	<b>Q3 2024</b>	<b>Q3 2023</b>	<b>change</b>	<b>9M 2024</b>	<b>9M 2023</b>	<b>change</b>
Delivery	18,226	13,140	+38.7%	53,833	37,935	+41.9%
<i>% delivery in total</i>	<i>60.1%</i>	<i>59.9%</i>		<i>63.4%</i>	<i>63.1%</i>	
In-store	12,092	8,780	+37.7%	31,039	22,164	+40.0%
<b>TOTAL</b>	<b>30,318</b>	<b>21,920</b>	<b>+38.3%</b>	<b>84,872</b>	<b>60,099</b>	<b>+41.2%</b>

	<b>System orders, thsd</b>			<b>Average ticket, RUB</b>		
	<b>Q3 2024</b>	<b>Q3 2023</b>	<b>change</b>	<b>Q3 2024</b>	<b>Q3 2023</b>	<b>change</b>
Delivery	14,620	11,642	+25.6%	1,247	1,129	+10.5%
In-store	20,446	15,846	+29.0%	591	554	+6.7%
<b>TOTAL</b>	<b>35,066</b>	<b>27,488</b>	<b>+27.6%</b>	<b>865</b>	<b>797</b>	<b>+8.4%</b>

## Appendix II: Financial Statements Highlights and Reconciliations

### Profit & Loss Statement Highlights

<i>RUB '000</i>	Q3 2024	Q3 2023	change	9M 2024	9M 2023	change
<b>Revenue and income</b>	<b>3,529,257</b>	<b>2,504,709</b>	<b>+40.9%</b>	<b>9,865,031</b>	<b>7,119,385</b>	<b>+38.6%</b>
Royalties	1,318,080	962,026	+37.0%	3,707,892	2,722,415	+36.2%
Retail sales	1,142,513	779,200	+46.6%	3,261,420	2,290,078	+42.4%
Marketing fee	681,204	432,310	+57.6%	1,798,039	1,194,397	+50.5%
Other revenue and income	387,460	331,173	+17.0%	1,097,680	912,495	+20.3%
<b>Operating Expenses</b>	<b>(3,316,433)</b>	<b>(2,253,067)</b>	<b>+47.2%</b>	<b>(9,412,381)</b>	<b>(6,347,277)</b>	<b>+48.3%</b>
Raw materials and consumables	(422,059)	(306,171)	+37.9%	(1,270,648)	(927,383)	+37.0%
Employee benefits	(1,503,720)	(945,909)	+59.0%	(4,244,255)	(2,684,659)	+58.1%
Depreciation and amortization	(141,783)	(120,280)	+17.9%	(410,044)	(321,776)	+27.4%
Distribution and advertising	(683,824)	(477,810)	+43.1%	(1,916,671)	(1,347,445)	+42.2%
Other operating expenses	(565,047)	(402,897)	+40.2%	(1,570,763)	(1,066,014)	+47.3%
<b>Operating Profit</b>	<b>212,824</b>	<b>251,642</b>	<b>(15.4%)</b>	<b>452,650</b>	<b>772,108</b>	<b>(41.4%)</b>
Finance Income	38,593	87,654	(56.0%)	115,262	143,564	(19.7%)
Finance costs	14,976	(32,482)	<i>n.a.</i>	(117,316)	(93,833)	+25.0%
<b>Profit before Tax</b>	<b>266,393</b>	<b>306,814</b>	<b>(13.2%)</b>	<b>450,596</b>	<b>821,839</b>	<b>(45.2%)</b>
Income tax expense	(87,217)	(52,078)	+67.5%	(183,560)	(165,482)	+10.9%
<b>Net Income</b>	<b>179,176</b>	<b>254,736</b>	<b>(29.7%)</b>	<b>267,036</b>	<b>656,357</b>	<b>(59.3%)</b>

### Adjusted EBITDA Calculation

<i>RUB '000</i>	Q3 2024	Q3 2023	change	9M 2024	9M 2023	change
<b>Operating Profit</b>	<b>212,824</b>	<b>251,642</b>	<b>(15.4%)</b>	<b>452,650</b>	<b>772,108</b>	<b>(41.4%)</b>
<i>operating margin %</i>	<i>6.0%</i>	<i>10.0%</i>	<i>(402bps)</i>	<i>4.6%</i>	<i>10.8%</i>	<i>(626bps)</i>
Add: Depreciation and amortization	141,783	120,280	+17.9%	410,044	321,776	+27.4%
Less: IFRS16 to IAS17 adjustment	(147,433)	(96,337)	+53.0%	(355,922)	(269,487)	+32.1%
Add: Share-based payments expense	145,612	49,650	+193.3%	254,923	131,245	+94.2%
Add: Other one-off expenses / (income)	1,061	4,716	(77.5%)	2,741	(48)	<i>n.a.</i>
<b>Adjusted EBITDA</b>	<b>353,847</b>	<b>329,951</b>	<b>+7.2%</b>	<b>764,436</b>	<b>955,594</b>	<b>(20.0%)</b>
<i>EBITDA margin %</i>	<i>10.0%</i>	<i>13.2%</i>	<i>(315bps)</i>	<i>7.7%</i>	<i>13.4%</i>	<i>(567bps)</i>

**Cash Flow Statement Highlights**

<b>RUB '000</b>	<b>Q3 2024</b>	<b>Q3 2023</b>	<b>change</b>	<b>9M 2024</b>	<b>9M 2023</b>	<b>change</b>
<b>Net Income before Tax</b>	<b>266,393</b>	<b>306,814</b>	<b>(13.2%)</b>	<b>450,596</b>	<b>821,839</b>	<b>(45.2%)</b>
Add: Depreciation and amortization	141,783	120,280	+17.9%	410,044	321,776	+27.4%
Add: Share-based payments expense	145,612	49,650	+193.3%	254,923	131,245	+94.2%
Change in working capital	(74,274)	193,988	n.a.	257,525	246,864	+4.3%
Income Tax Paid	(123,835)	(56,570)	+118.9%	(291,395)	(174,215)	+67.3%
Net finance income (cost)	(20,408)	(31,976)	(36.2%)	103,887	(1,135)	n.a.
Other adjustments	(19,285)	23,236	n.a.	(3,220)	(25,149)	(87.2%)
<b>Operating Cash Flow</b>	<b>315,986</b>	<b>605,422</b>	<b>(47.8%)</b>	<b>1,182,360</b>	<b>1,321,225</b>	<b>(10.5%)</b>
Purchase of property and equipment	(228,498)	(86,676)	+163.6%	(643,338)	(225,334)	+185.5%
Purchase of intangible assets	(31,255)	(9,815)	+218.4%	(53,794)	(20,037)	+168.5%
Loans granted	-	-	n.a.	(51,500)	-	n.a.
Other investing cash flows	1,560	945	+65.1%	142,423	2,885	n.a.
<b>Investing Cash Flow</b>	<b>(258,193)</b>	<b>(95,546)</b>	<b>+170.2%</b>	<b>(606,209)</b>	<b>(242,486)</b>	<b>+150.0%</b>
Interest paid on loans received	-	(794)	n.a.	-	(3,512)	(100.0%)
Shares buyback	-	(32,875)	(100.0%)	(61,491)	(85,130)	(27.8%)
Payment of lease liabilities and related interest	(148,320)	(97,182)	+52.6%	(358,568)	(271,602)	+32.0%
Net decrease in financial debt	-	-	n.a.	-	(32,296)	(100.0%)
<b>Financing Cash Flow</b>	<b>(148,320)</b>	<b>(130,851)</b>	<b>+13.4%</b>	<b>(420,059)</b>	<b>(392,540)</b>	<b>+7.0%</b>
<b>Net change in cash and equivalents</b>	<b>(90,527)</b>	<b>379,025</b>	<b>n.a.</b>	<b>156,092</b>	<b>686,199</b>	<b>(77.3%)</b>
Net foreign exchange difference	37,948	34,241	+10.8%	13,710	74,548	(81.6%)
<b>Cash and equivalents at the beginning of period</b>	<b>1,422,313</b>	<b>1,217,184</b>	<b>+16.9%</b>	<b>1,199,932</b>	<b>869,703</b>	<b>+38.0%</b>
<b>Cash and equivalents at the end of period</b>	<b>1,369,734</b>	<b>1,630,450</b>	<b>(16.0%)</b>	<b>1,369,734</b>	<b>1,630,450</b>	<b>(16.0%)</b>

**Free Cash Flow Calculation**

<b>RUB '000</b>	<b>Q3 2024</b>	<b>Q3 2023</b>	<b>change</b>	<b>9M 2024</b>	<b>9M 2023</b>	<b>change</b>
<b>Adjusted EBITDA</b>	<b>353,847</b>	<b>329,951</b>	<b>+7.2%</b>	<b>764,436</b>	<b>955,594</b>	<b>(20.0%)</b>
Purchase of property and equipment	(228,498)	(86,676)	+163.6%	(643,338)	(225,334)	+185.5%
Purchase of intangible assets	(31,255)	(9,815)	+218.4%	(53,794)	(20,037)	+168.5%
Change in Working Capital	(74,274)	193,988	n.a.	257,525	246,864	+4.3%
Income Tax Paid	(123,835)	(56,570)	+118.9%	(291,395)	(174,215)	+67.3%
Interest paid on loans received	-	(794)	(100.0%)	-	(3,512)	(100.0%)
Inventory loss	20,774	5,105	+306.9%	73,505	44,455	+65.3%
Other adjustments	(7,959)	36,611	n.a.	22,367	(20,960)	n.a.
<b>Free Cash Flow</b>	<b>(91,200)</b>	<b>411,800</b>	<b>n.a.</b>	<b>129,306</b>	<b>802,855</b>	<b>(83.9%)</b>

**Net Debt Calculation**

<b><i>RUB '000</i></b>	<b>Q3 2024</b>	<b>2023 YE</b>	<b><i>change</i></b>
Interest-bearing loans and borrowings (current)	-	-	<i>n.a.</i>
Cash and equivalents	(1,369,734)	(1,199,932)	+14.2%
<b>Net Cash ex. IFRS 16</b>	<b>(1,369,734)</b>	<b>(1,199,932)</b>	<b>+14.2%</b>