

MARCH RCH 2021

Monthly Trading Update



695
stores

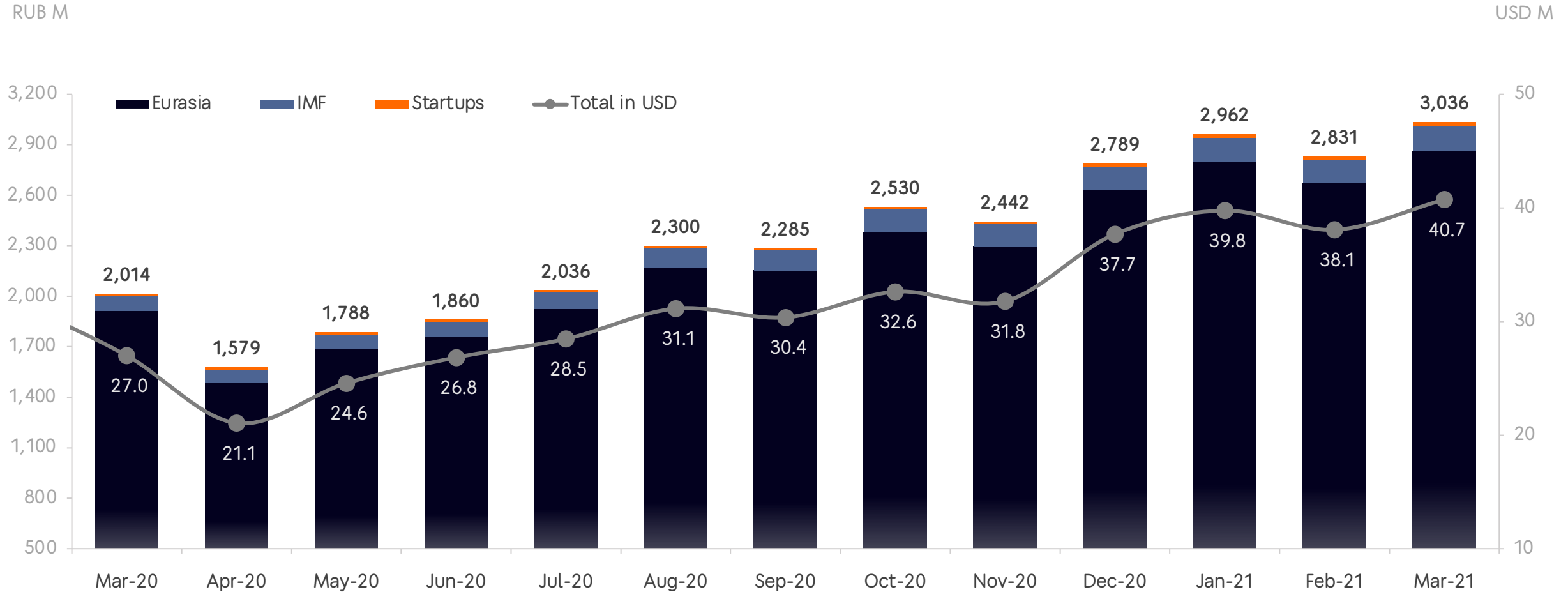
+9
net new stores

₹ 3.0 Bn
in system sales

+51%
year-over-year
change

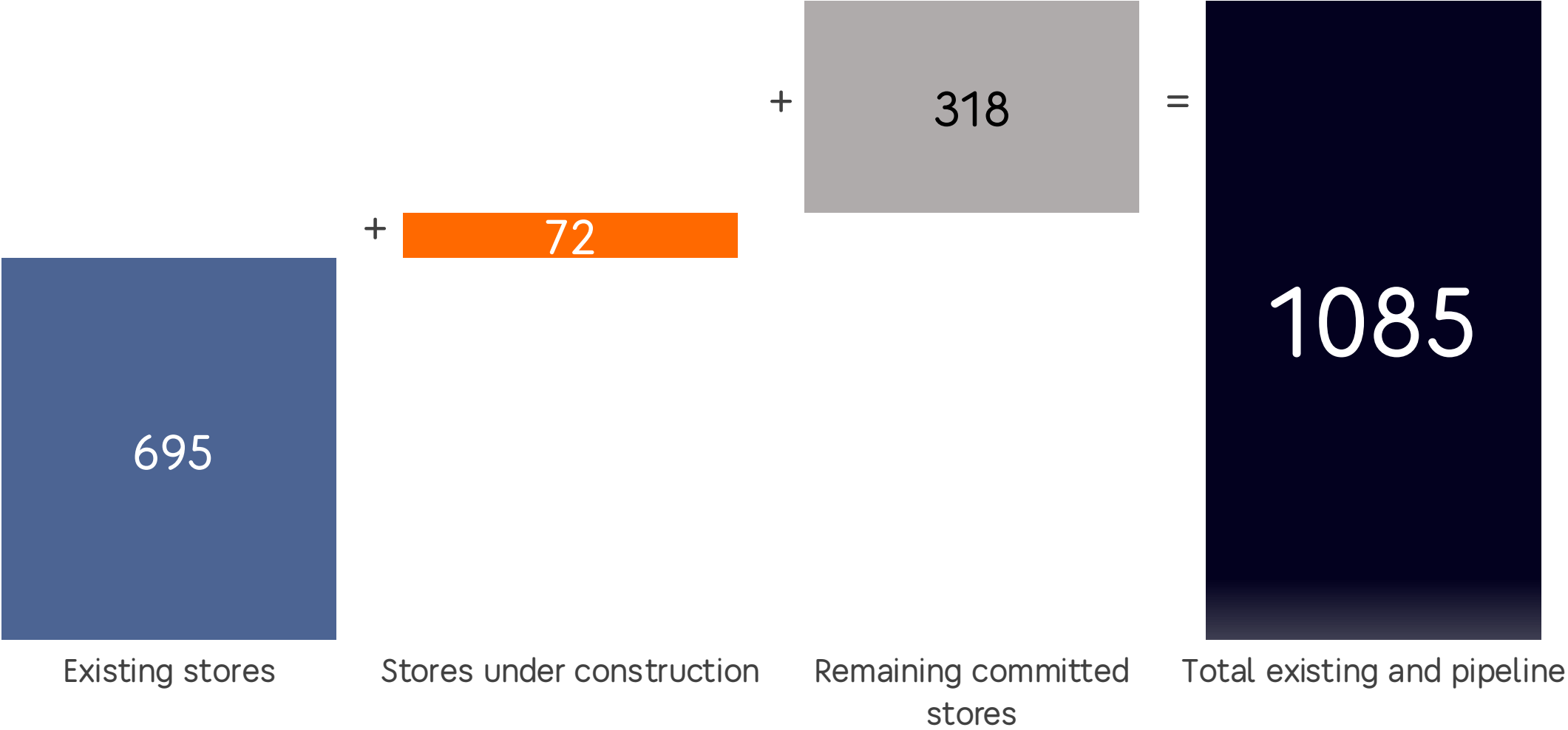
System Sales*

March: 3,036M RUB / 40.7M USD



Note: system sales - gross sales (incl. VAT where applicable but excluding sales tax) of all Dodo Brands stores including both franchised and company-owned. Converted from local currencies at weighted average monthly FX rates as per [currencylayer.com](#). Link: [sales and traffic of each store since inception](#).
* the data have been updated since previous monthly presentation

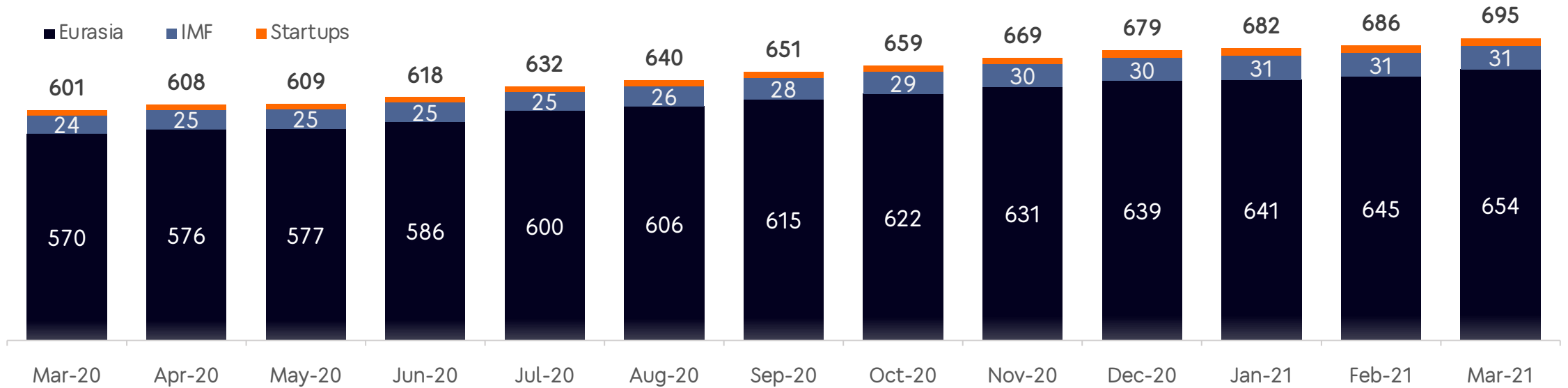
Chain Growth Pipeline



Note: as of 31 March 2021.

Store Count

March: 12 new stores, 3 stores closed, 695 total



New stores

RUSSIA:

- Barnaul-3
- Verkhnyaya Pyshma-1
- Moscow 0-24
- Orel-1
- Orsk-1
- Khabarovsk-3
- Chelyabinsk-8
- Yuzhno-Sakhalinsk-2

BELARUS:

- Vitebsk-1
- Grodno-3

KAZAKHSTAN:

- Aktobe-2

NIGERIA :

- Lagos-4

Closed stores

RUSSIA:

- Moscow 0-16
- Makhachkala-2

USA:

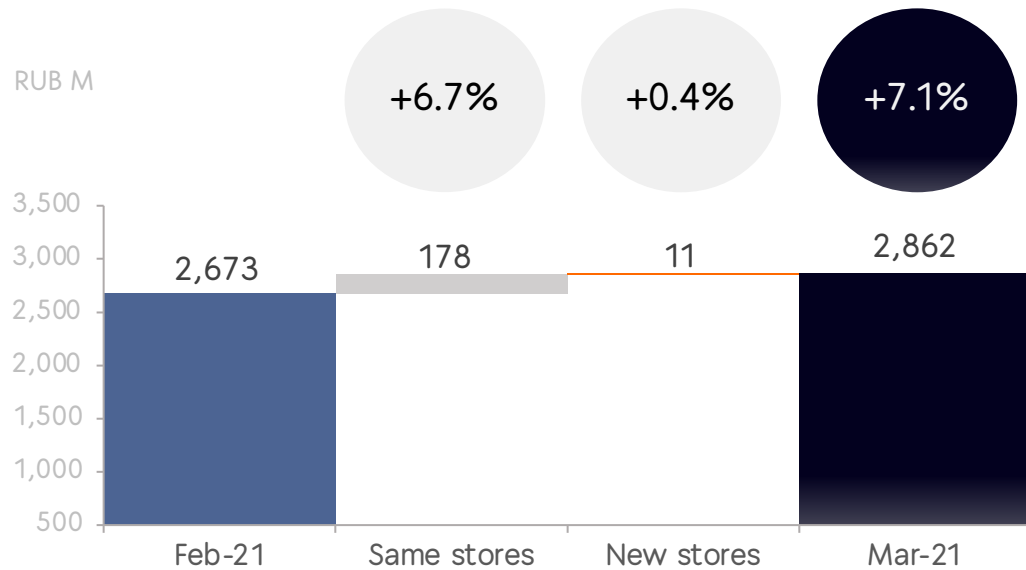
- East Memphis-1

EURASIA

Eurasia: Sales Evolution

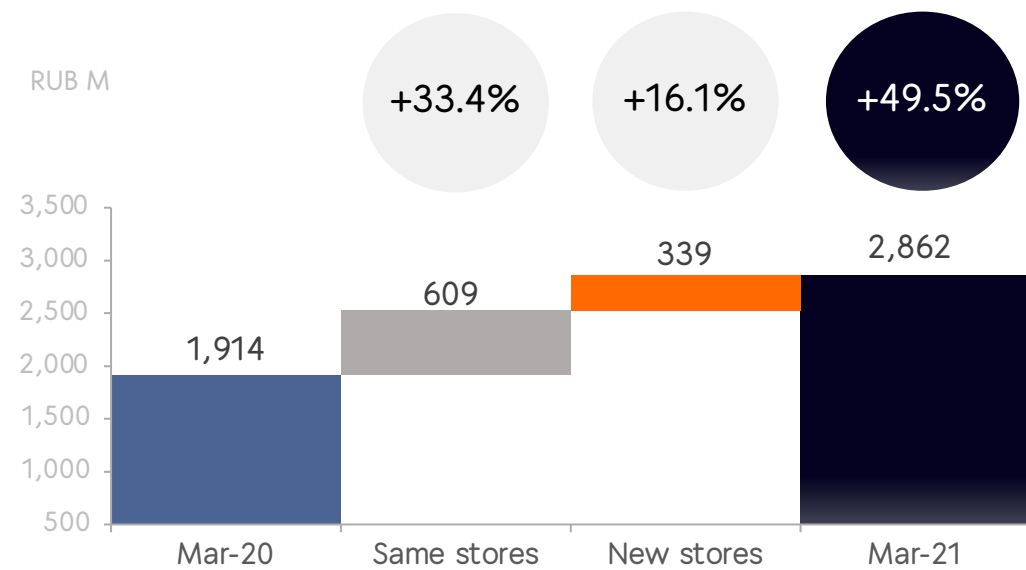
March: MoM +7.1%, YoY +49.5%

Month over Month (MoM)



Traffic		Av. ticket		Δ MoM
+12.2%	×	-5%	=	+6.7%

Year over Year (YoY)



Traffic		Av. ticket*		Δ YoY
+16.6%	×	+14.5%	=	+33.4%

Note: gross sales including VAT where applicable. Traffic stands for order count.

List of countries: Russia, Kazakhstan, Belarus.

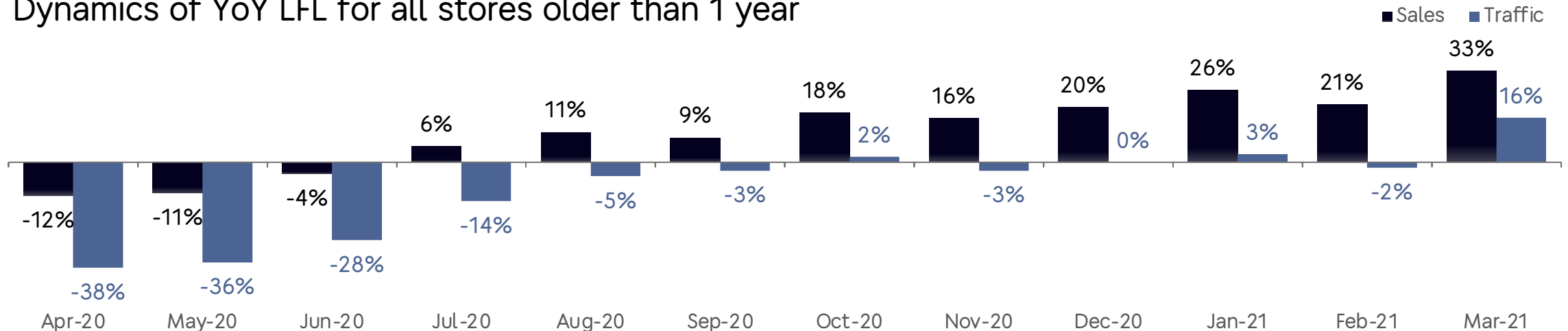
*The change is associated with a change in sales structure by channels. Increase of delivery sales' share with higher average ticket against significant drop in restaurants' share affected sales.

Eurasia: Like for Like Sales and Traffic

YoY LFL – Detailed Review of March 2021

Store age	Store Count	SALES				TRAFFIC				AVERAGE TICKET			
		Dine-in	Delivery	T-away	Total	Dine-in	Delivery	T-away	Total	Dine-in	Delivery	T-away	Total
1-2 yrs old	129	19.9%	53.4%	79.7%	43.0%	9.1%	40.9%	74.8%	22.7%	9.9%	8.8%	2.8%	16.5%
2-3 yrs old	136	12.4%	42.1%	69.6%	34.2%	2.1%	32.2%	60.4%	16.1%	10.1%	7.5%	5.7%	15.5%
>3 yrs old	288	14.1%	31.1%	63.2%	28.7%	1.8%	20.5%	53.6%	13.0%	12.0%	8.8%	6.3%	13.9%

Dynamics of YoY LFL for all stores older than 1 year

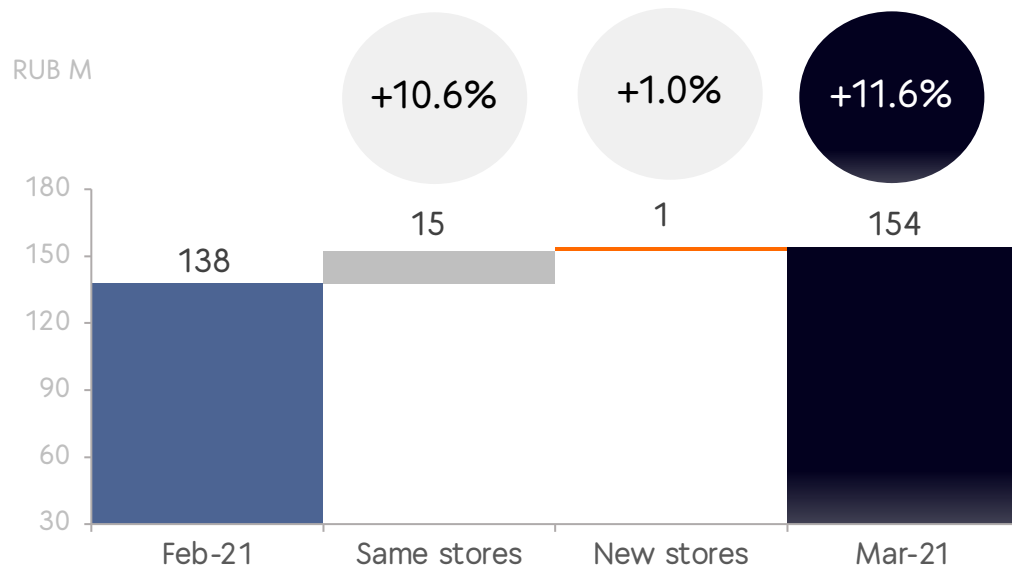


INTERNATIONAL
MASTER-
FRANCHISING

IMF: Sales Evolution

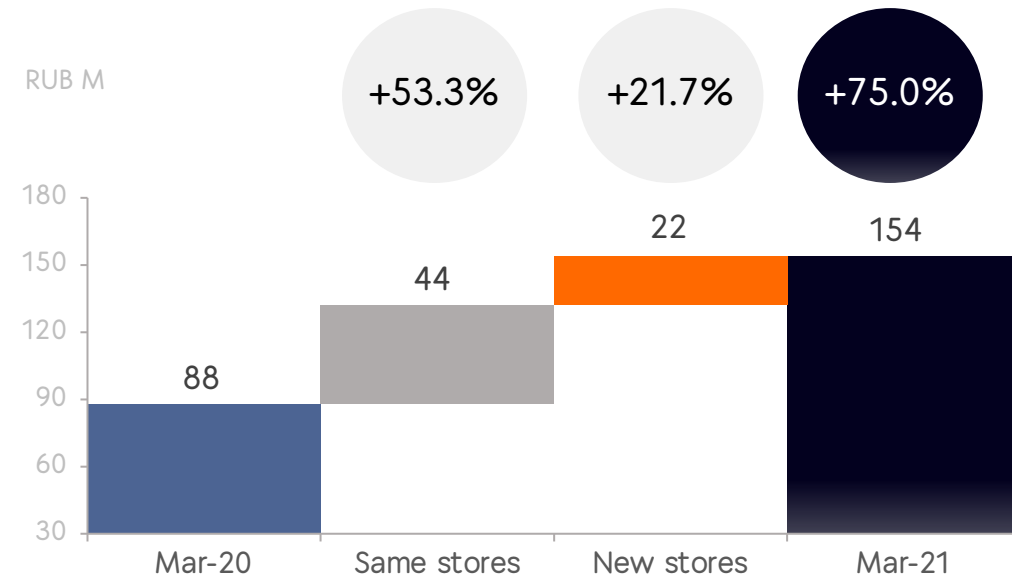
March: MoM +11.6%, YoY +75.0%

Month over Month (MoM)



Traffic	Av. ticket	Δ MoM
+12.1%	-1.4%	+10.6%

Year over Year (YoY)



Traffic	Av. ticket*	Δ YoY
+34.8%	+14.9%	+53.3%

Note: gross sales including VAT where applicable. Traffic stands for order count.

Converted from local currencies at weighted average monthly FX rates as per [currencylayer.com](https://www.currencylayer.com).

List of countries: Germany, Estonia, Kyrgyzstan, Lithuania, Nigeria, Romania, Slovenia, Uzbekistan.

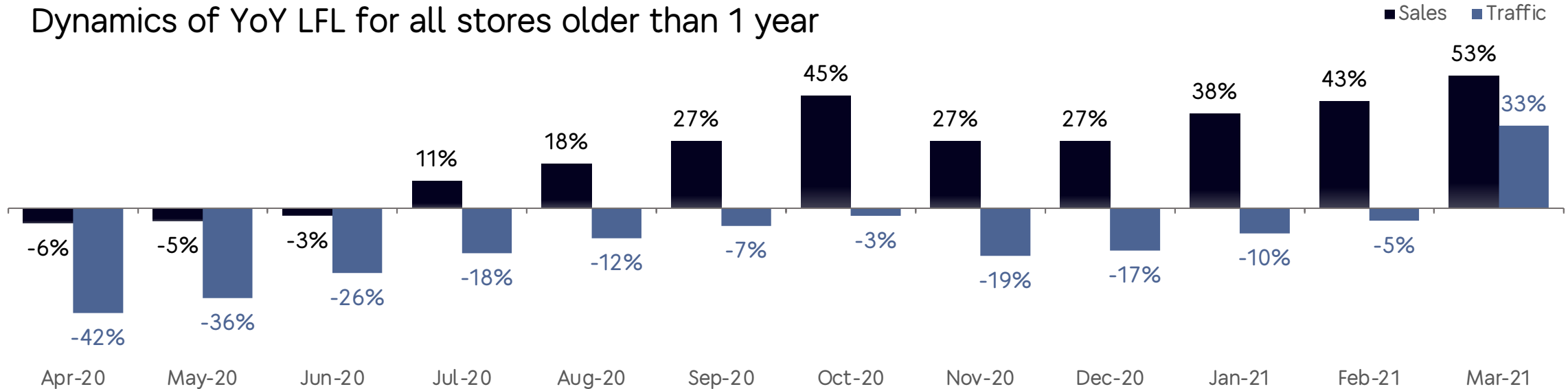
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IMF: Like for Like Sales and Traffic

YoY LFL – Detailed Review of March 2021

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		Dine-in	Delivery	T-away	Total	Dine-in	Delivery	T-away	Total	Dine-in	Delivery	T-away	Total
1-2 yrs old	7	-0.6%	87.9%	121.8%	60.2%	2.6%	67.9%	108.9%	35.1%	-3.1%	11.9%	6.2%	18.6%
>2 yrs old	17	27.2%	52.7%	79.5%	49.9%	21.2%	36.4%	62.2%	32.2%	5.0%	11.9%	10.5%	13.4%

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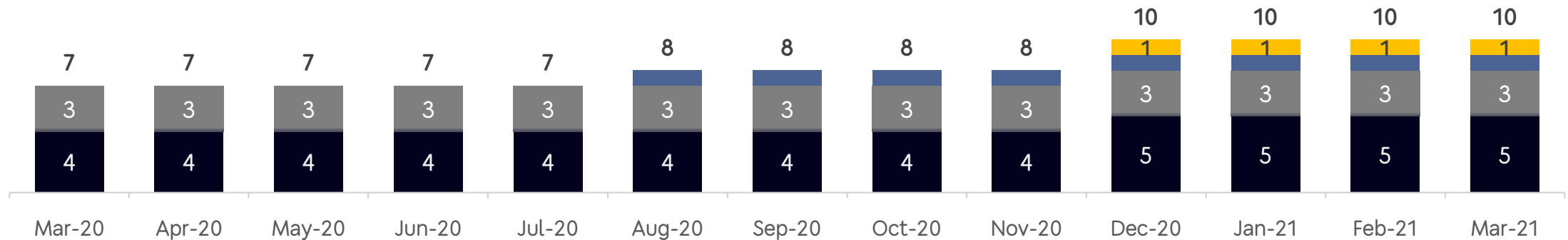


STARTUPS

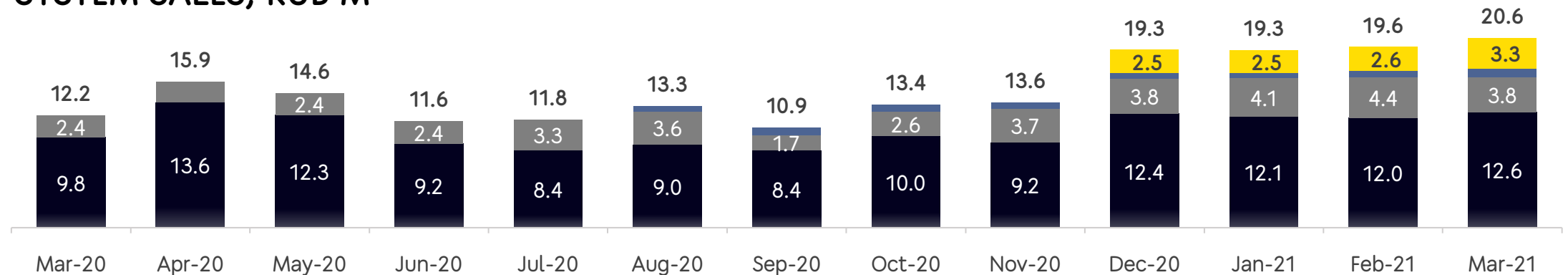
Startups: store count and sales

STORE COUNT

■ Dodo UK ■ Dodo China ■ Drinkit ■ Doner 42



SYSTEM SALES, RUB M



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