

FEBRUARY 2021

Monthly Trading Update



686
stores

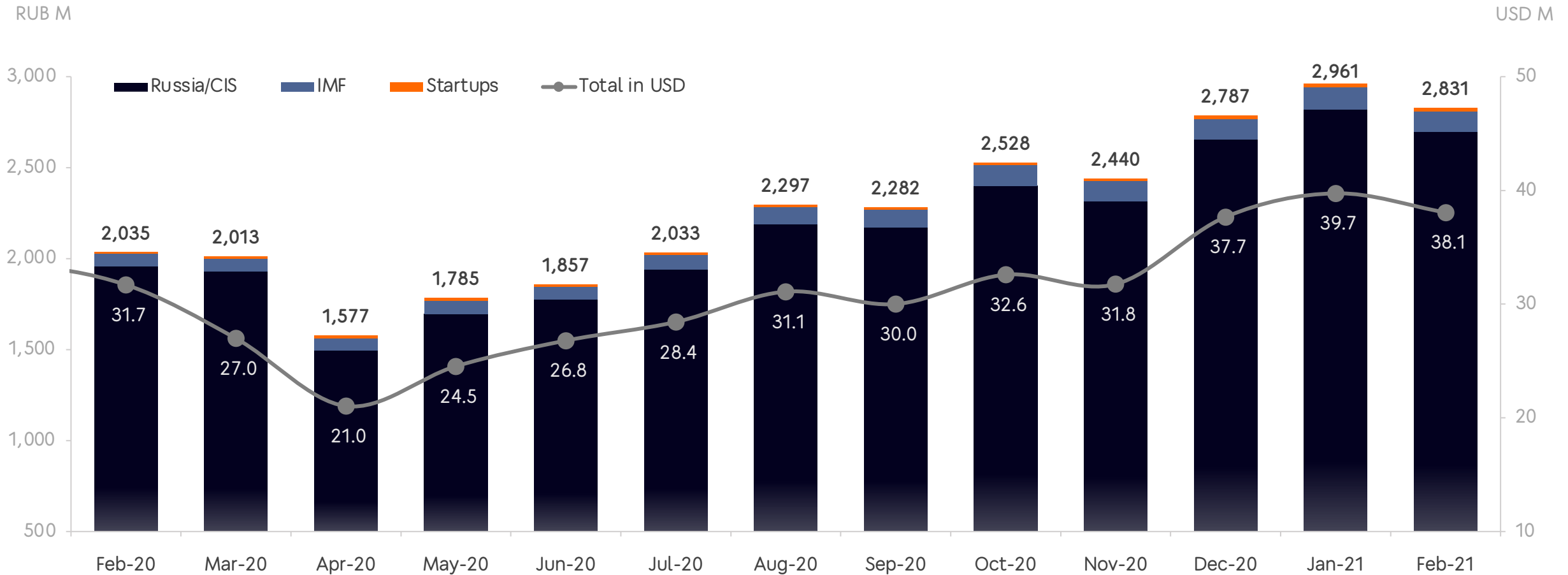
+4
net new stores

RUB 2831M
in system sales

+39%
year-over-year
change

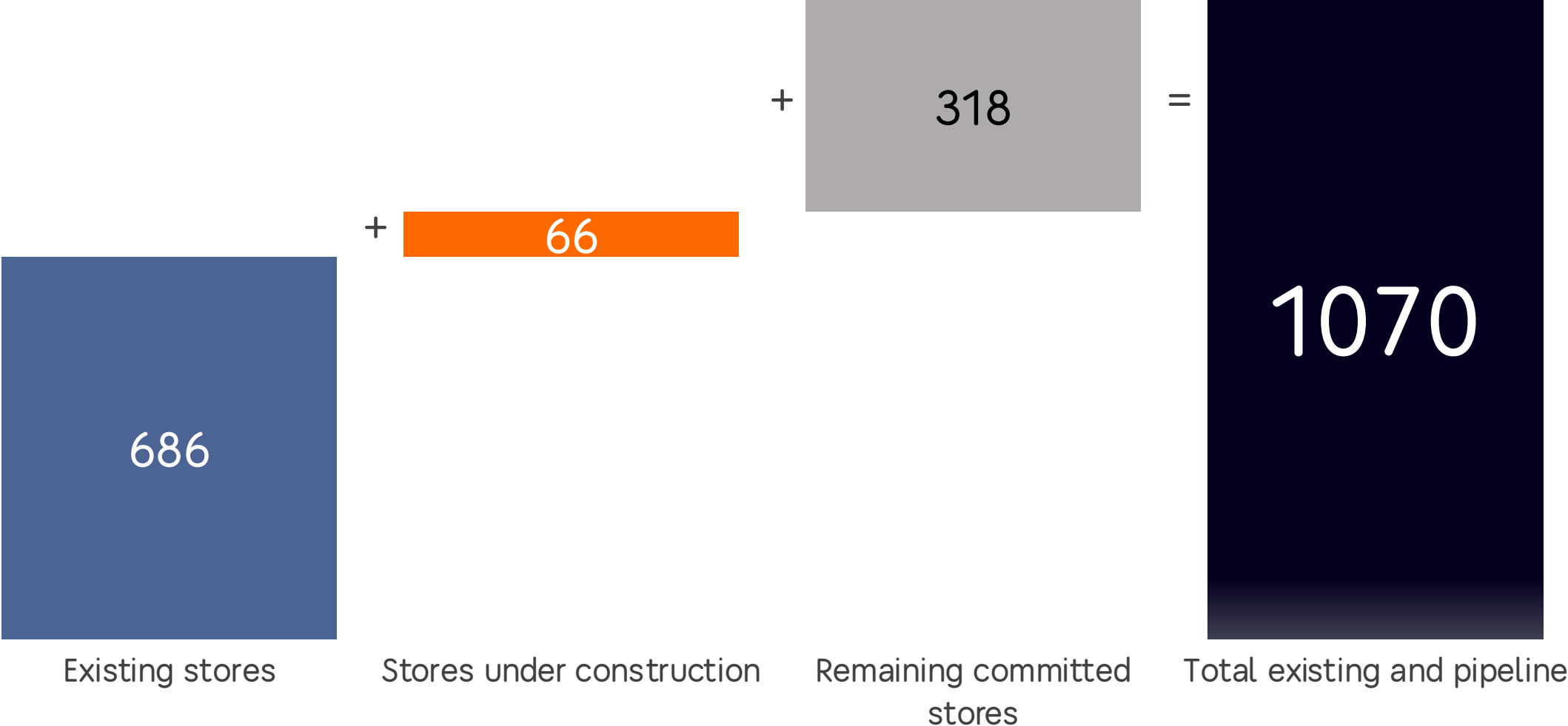
System Sales

February: 2,831M RUB / 38.1M 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](https://www.currencylayer.com). Link: [sales and traffic of each store since inception](#).

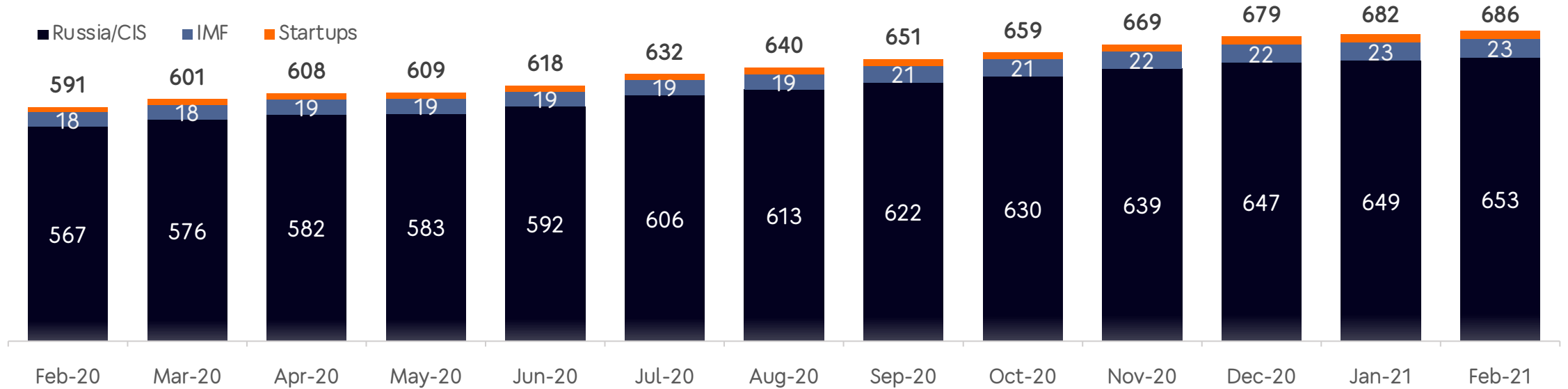
Chain Growth Pipeline



Note: as of 28 February 2021.

Store Count

February: 5 new stores, 1 closed store, 686 total



New stores

RUSSIA:

- Novosibirsk-12
- Novosibirsk-13
- Magnitogorsk-2
- Chelyabinsk-7
- Chelyabinsk-9

Closed stores

RUSSIA :

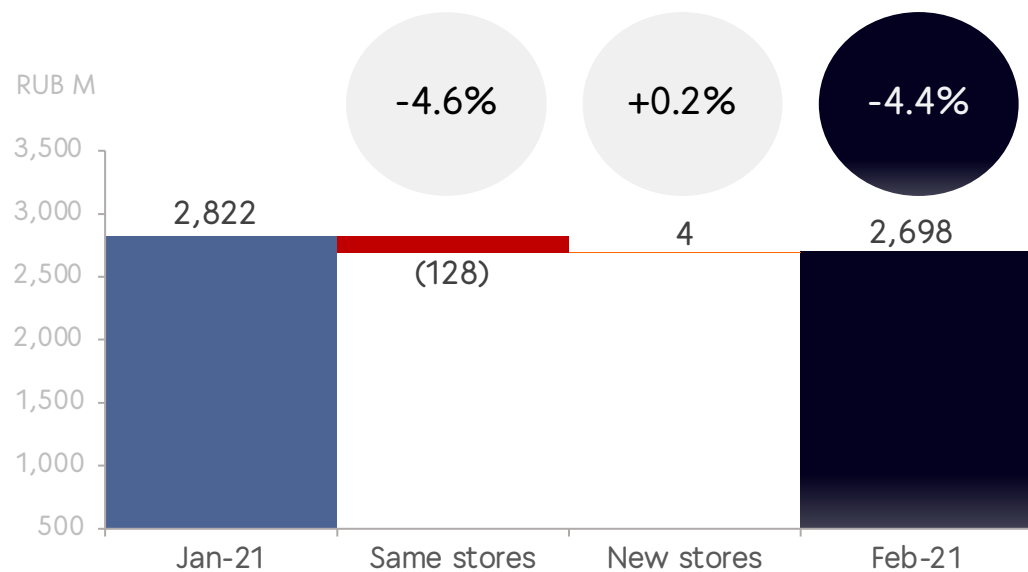
- Nalchik-1

RUSSIA/CIS

Russia/CIS: Sales Evolution

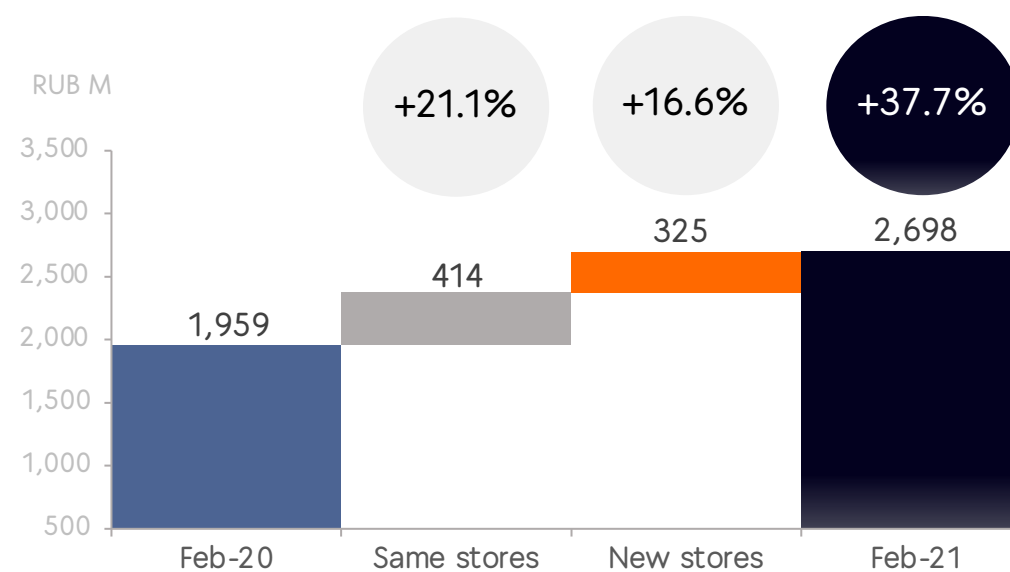
February: MoM -4.4%, YoY +37.7%

Month over Month (MoM)



| Traffic | Av. ticket | Δ MoM |
|---------|------------|---------|
| -4.7% | × 0.2% | = -4.6% |

Year over Year (YoY)



| Traffic | Av. ticket* | Δ YoY |
|---------|-------------|----------|
| -1.8% | × +23.3% | = +21.1% |

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

List of countries: Russia, Kazakhstan, Kyrgyzstan, Belarus, Uzbekistan.

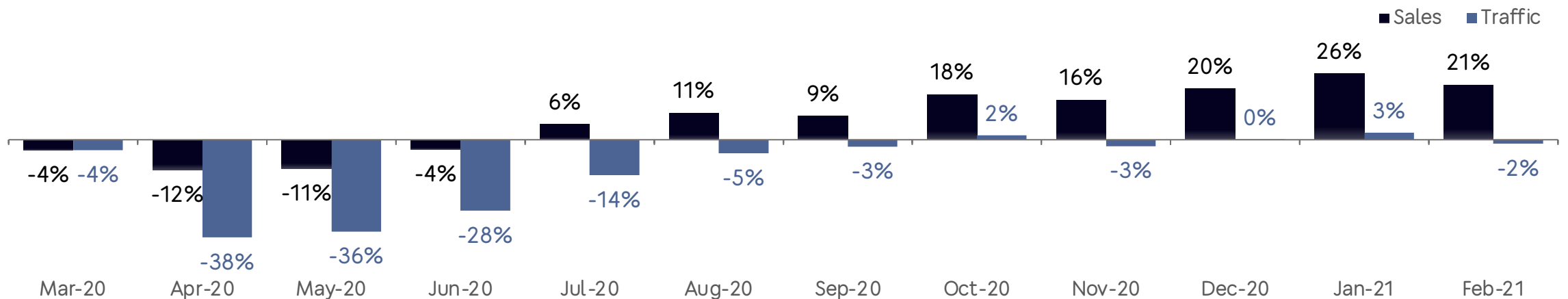
*The change is associated with a change in sales structure by channels. Increase of delivery sales' share with higher average ticket against significant drop in restaurants' share affected sales.

Russia/CIS: Like for Like Sales and Traffic

YoY LFL – Detailed Review of February 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 | 131 | -19.7% | 54.0% | 71.5% | 24.8% | -25.6% | 44.7% | 63.5% | -1.4% | 7.9% | 6.4% | 4.9% | 26.6% |
| 2-3 yrs old | 142 | -19.8% | 46.2% | 61.3% | 23.2% | -26.5% | 39.4% | 50.5% | -0.9% | 9.1% | 4.9% | 7.1% | 24.4% |
| >3 yrs old | 281 | -20.8% | 34.3% | 57.0% | 19.6% | -27.5% | 25.4% | 44.0% | -1.8% | 9.4% | 7.1% | 9.1% | 21.8% |

Dynamics of YoY LFL for all stores older than 1 year*



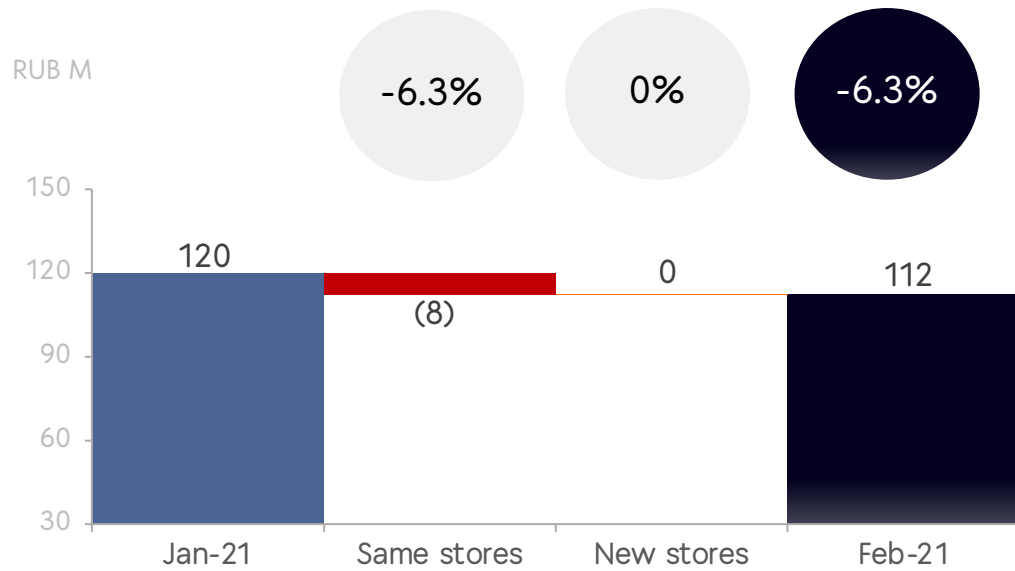
* the amounts have been updated since previous monthly presentation

INTERNATIONAL
MASTER-
FRANCHISING

IMF: Sales Evolution

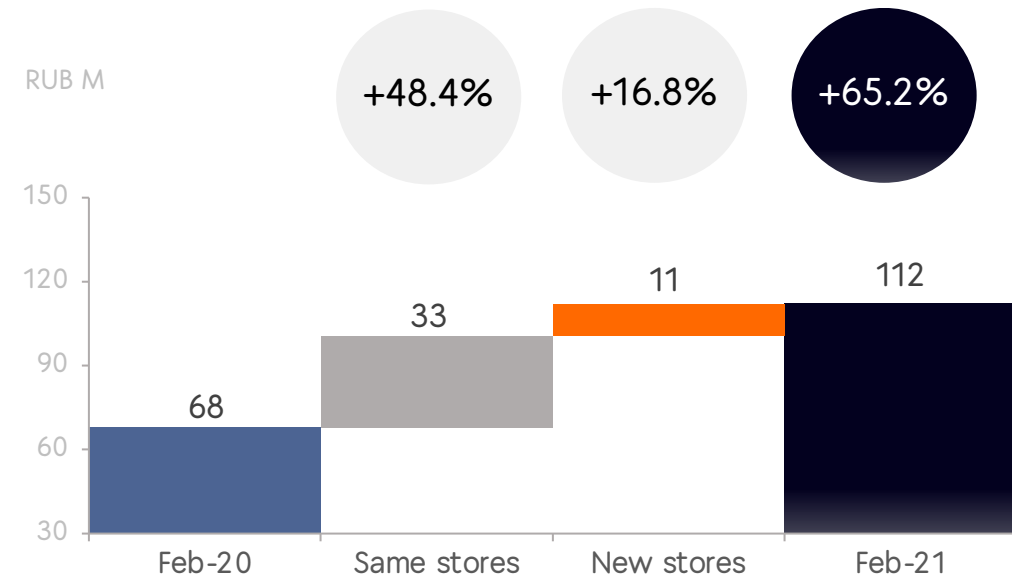
February: MoM -6.3%, YoY +65.2%

Month over Month (MoM)



$$\begin{matrix} \text{Traffic} & & \text{Av. ticket} & & \Delta \text{ MoM} \\ -4.3\% & \times & -2.1\% & = & -6.3\% \end{matrix}$$

Year over Year (YoY)



$$\begin{matrix} \text{Traffic} & & \text{Av. ticket*} & & \Delta \text{ YoY} \\ -11.5\% & \times & +67.6\% & = & +48.4\% \end{matrix}$$

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: Estonia, Lithuania, Nigeria, Romania, Slovenia, Germany.

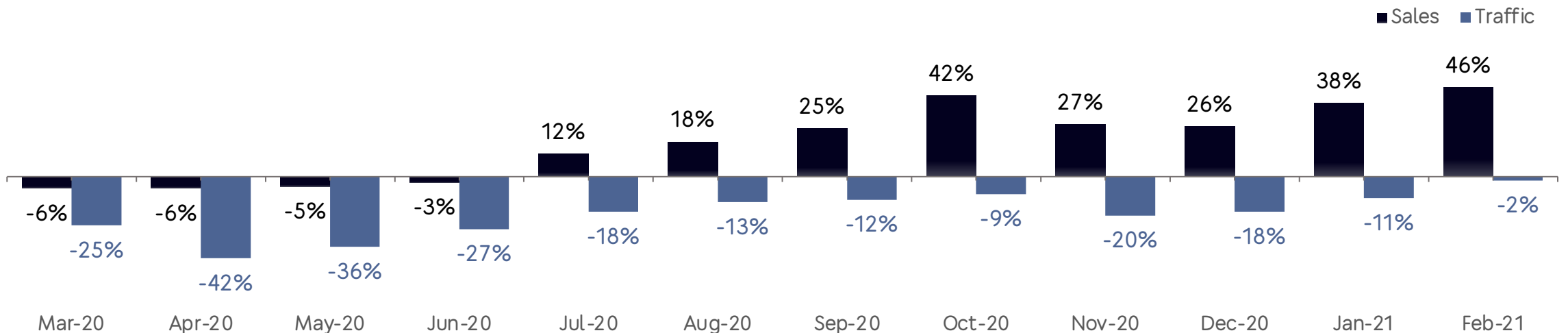
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IMF: Like for Like Sales and Traffic

YoY LFL – Detailed Review of February 2021

| Store age | Store Count | SALES | | | TRAFFIC | | | AVERAGE TICKET | | |
|-------------|-------------|----------|----------|-------|----------|----------|-------|----------------|----------|-------|
| | | In-Store | Delivery | Total | In-Store | Delivery | Total | In-Store | Delivery | Total |
| 1-2 yrs old | 8 | 31.3% | 120.2% | 78.3% | -9.6% | 59.7% | 14.1% | 45.2% | 37.8% | 56.3% |
| > 2 yrs old | 17 | -7.8% | 63.5% | 33.3% | -30.8% | 26.1% | -8.6% | 33.2% | 29.6% | 45.8% |

Dynamics of YoY LFL for all stores older than 1 year

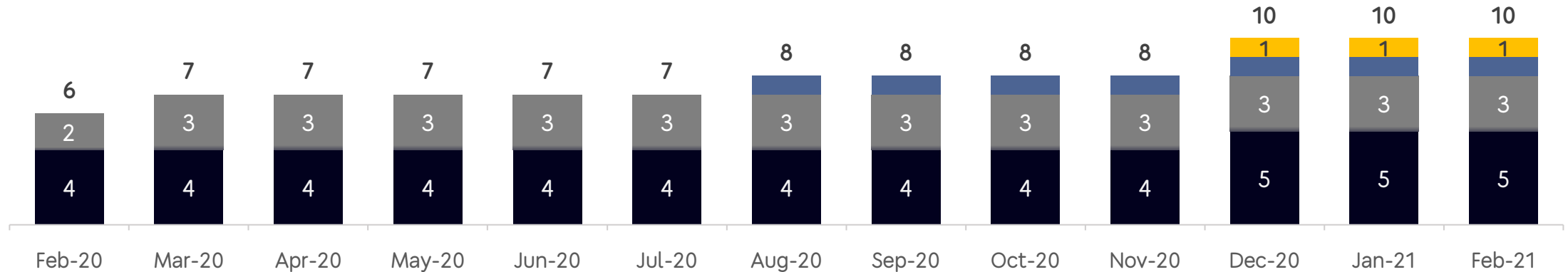


STARTUPS

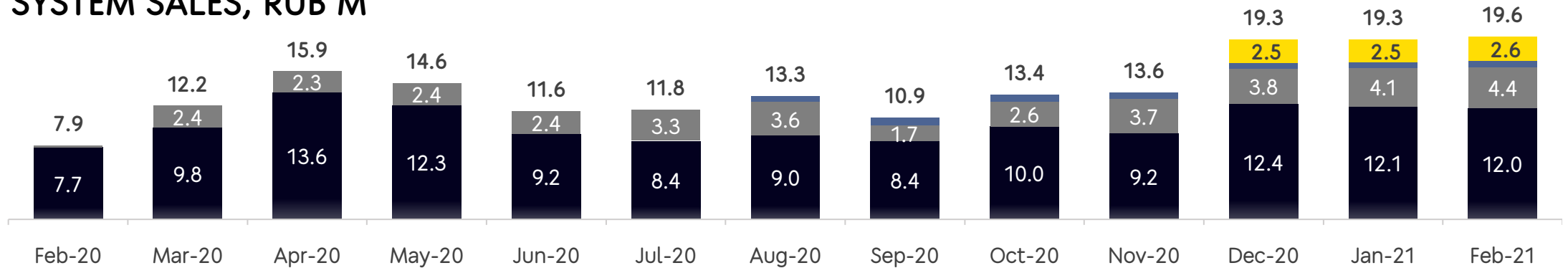
Startups: store count and sales

STORE COUNT

■ Dodo UK ■ Dodo China ■ Drinkit ■ Doner 42



SYSTEM SALES, RUB M



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.