

# JAN UARY 2021

Monthly Trading Update



**682**  
stores

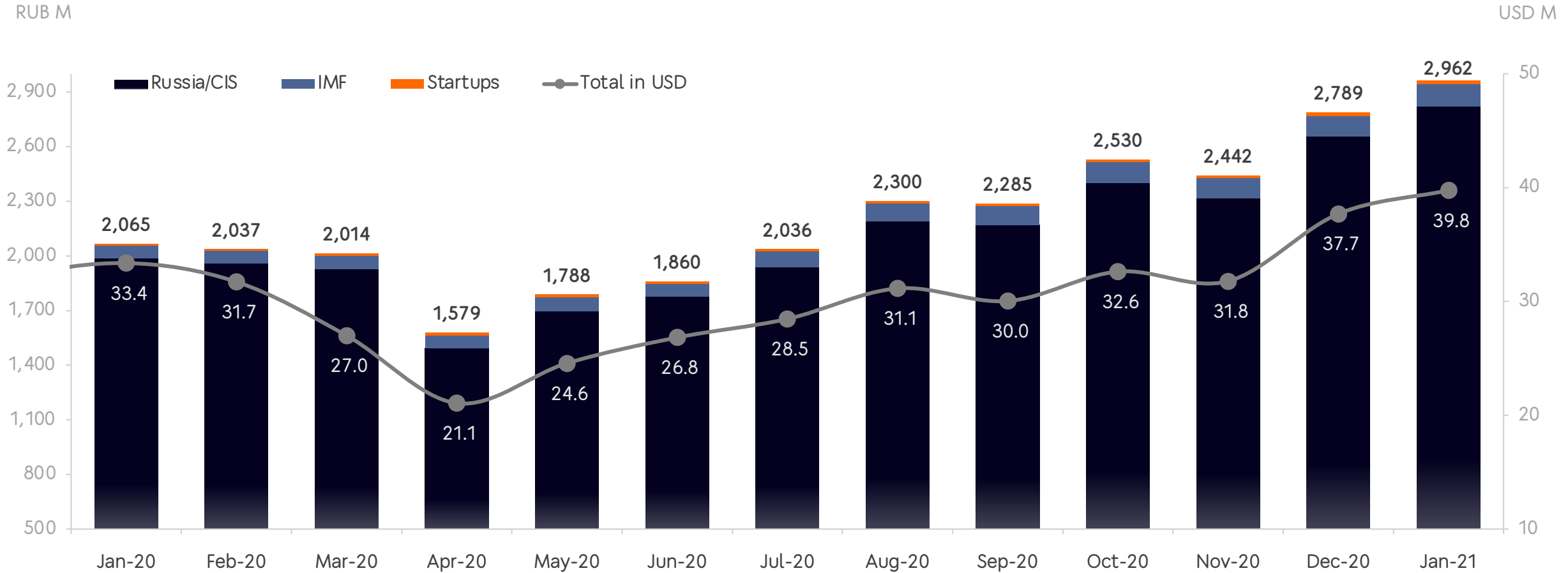
**+3**  
net new stores

**\$39.8M**  
in system sales

**+19%**  
year-over-year  
change

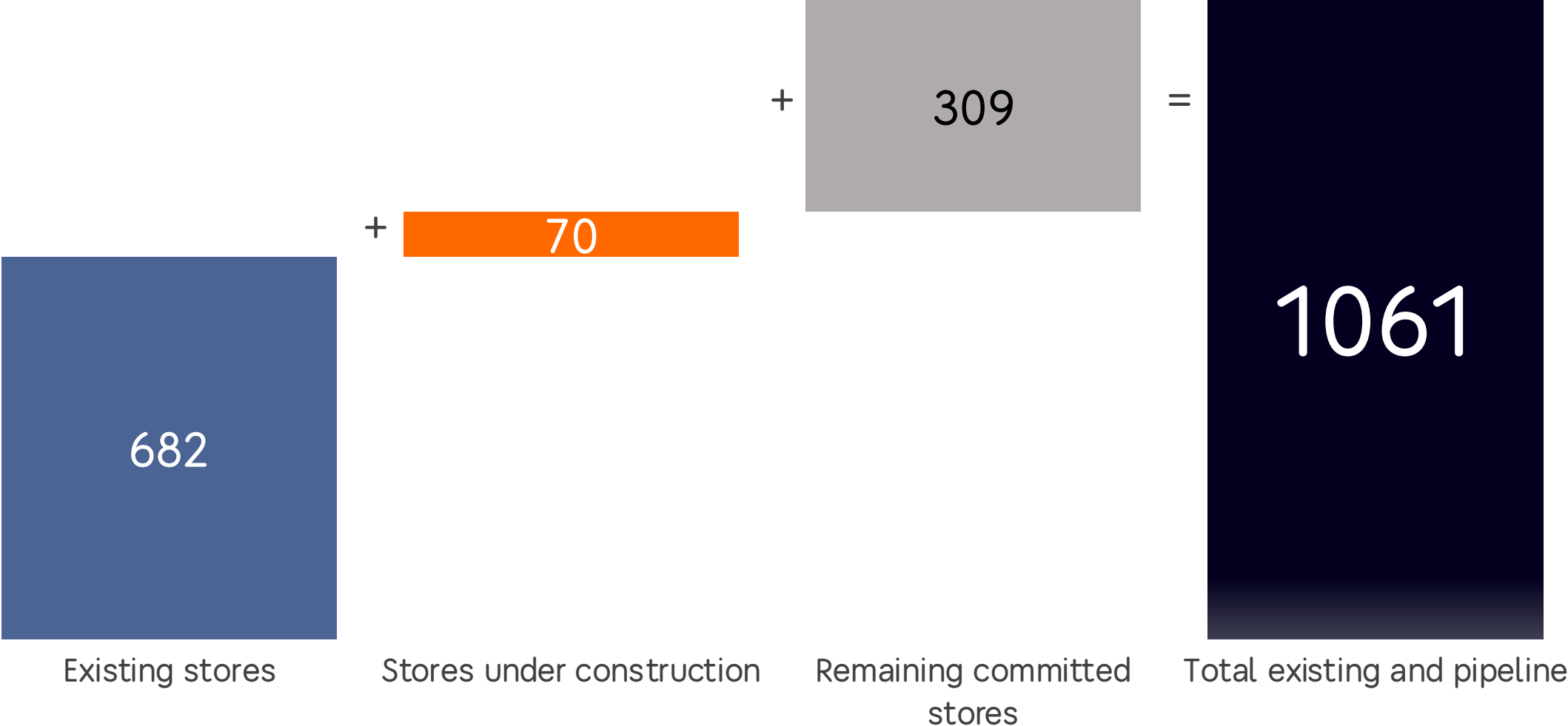
# System Sales

January: 2,962M RUB / 39.8M USD



Note: system sales - gross sales (incl. VAT where applicable but excluding sales tax) of all Dodo Pizza 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](#).

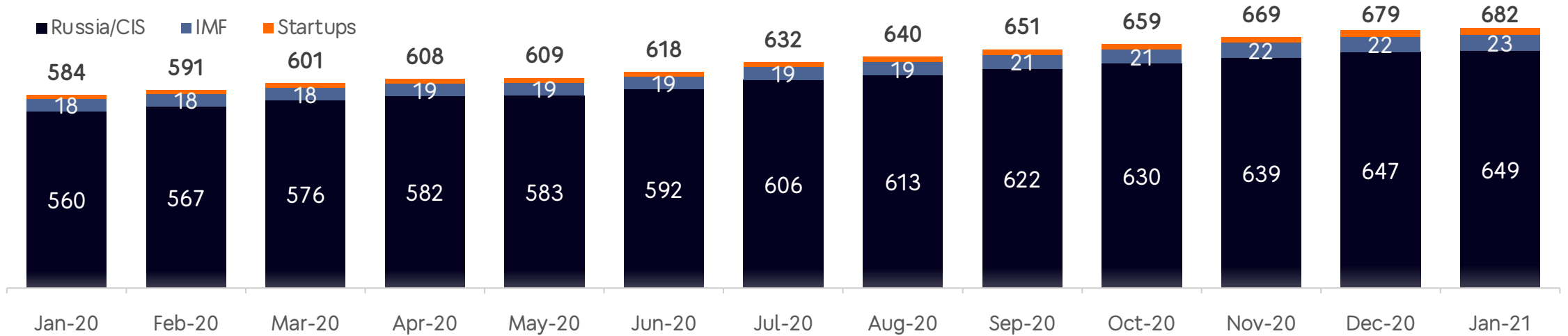
# Chain Growth Pipeline



Note: as of 31 January 2021.

# Store Count

January: 7 new stores, 4 closed stores, 682 total



## New stores

### RUSSIA:

- Vyshny Volochek-1
- Zvenigorod-1
- Moscow 0-14
- Moscow 0-2

### KAZAKHSTAN:

- Astana-3
- Uralsk-2

### LITHUANIA:

- Kaunas-1

## Closed stores

### RUSSIA :

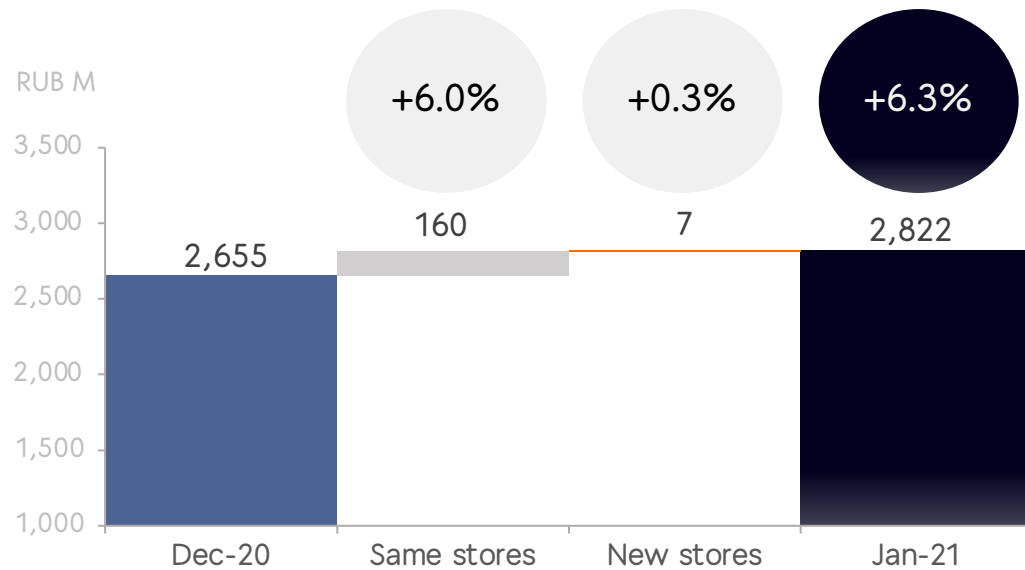
- Moscow 1-26
- Saint Petersburg 8-1
- Syktyvkar-4
- Kalachinsk-1

RUSSIA/CIS

# Russia/CIS: Sales Evolution

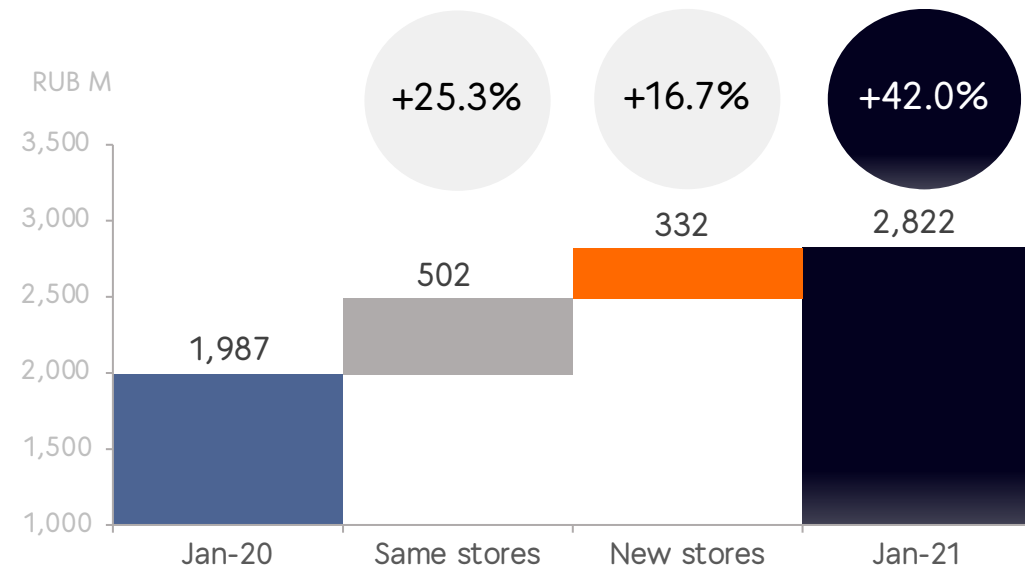
January: MoM +6.3%, YoY +42.0%

## Month over Month (MoM)



Traffic	Av. ticket	Δ MoM
+4.8%	× +1.2%	= +6.0%

## Year over Year (YoY)



Traffic	Av. ticket*	Δ YoY
+2.3%	× +22.5%	= +25.3%

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

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

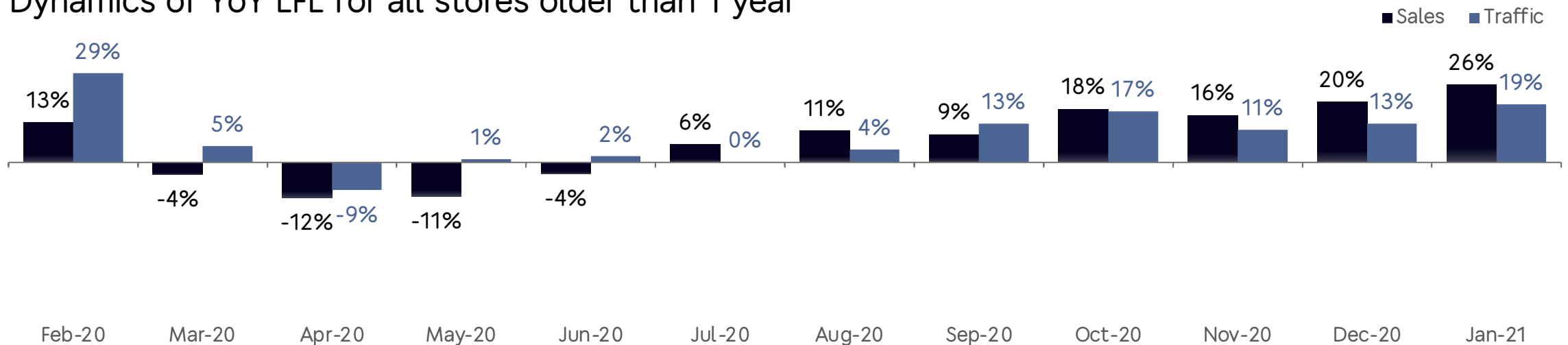
\*The change is associated with a change in sales structure by channels. Increase of delivery sales' share with higher average ticket against significant drop in restaurants' share affected sales.

# Russia/CIS: Like for Like Sales and Traffic

## YoY LFL – Detailed Review of January 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	-17.6%	62.5%	92.3%	30.5%	-22.7%	50.4%	81.2%	3.6%	6.5%	8.0%	6.1%	25.9%
2-3 yrs old	150	-20.1%	49.6%	63.9%	24.0%	-24.8%	40.3%	49.6%	1.0%	6.2%	6.6%	9.6%	22.8%
>3 yrs old	266	-18.8%	42.4%	60.5%	24.8%	-23.5%	31.0%	45.4%	3.3%	6.1%	8.7%	10.4%	20.9%

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

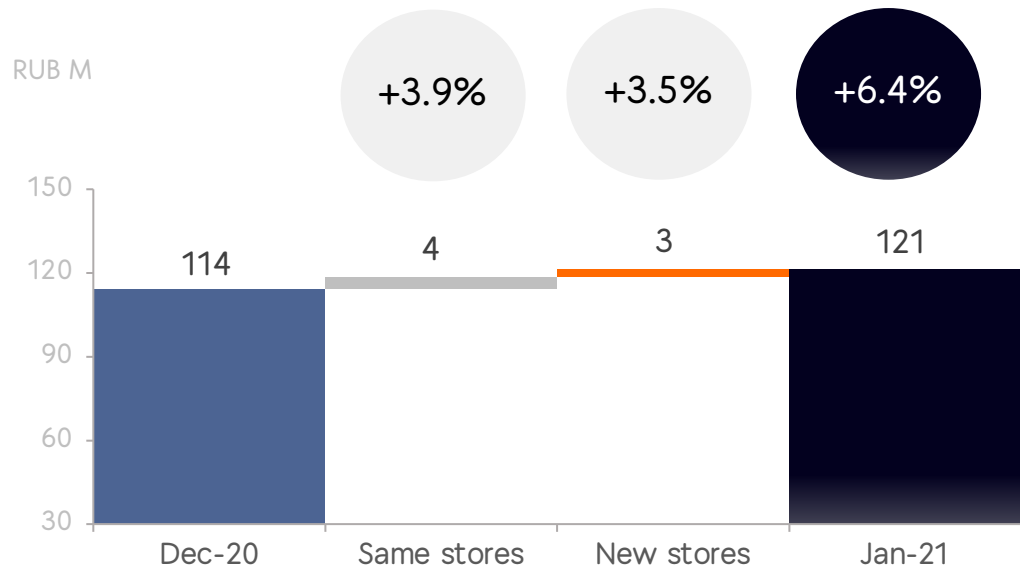


# INTERNATIONAL MASTER- FRANCHISING

# IMF: Sales Evolution

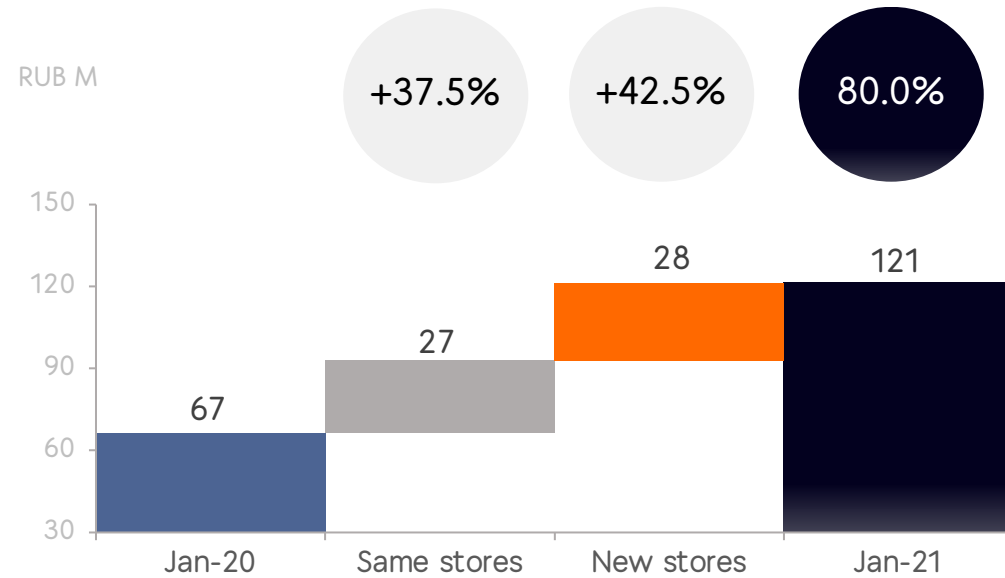
January: MoM +6.4%, YoY +80.0%

## Month over Month (MoM)



$$\begin{array}{rcl}
 \text{Traffic} & & \text{Av. ticket} & & \Delta \text{ MoM} \\
 +1.1\% & \times & +2.8\% & = & +3.9\%
 \end{array}$$

## Year over Year (YoY)



$$\begin{array}{rcl}
 \text{Traffic} & & \text{Av. ticket*} & & \Delta \text{ YoY} \\
 -20.9\% & \times & +73.9\% & = & +37.5\%
 \end{array}$$

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.

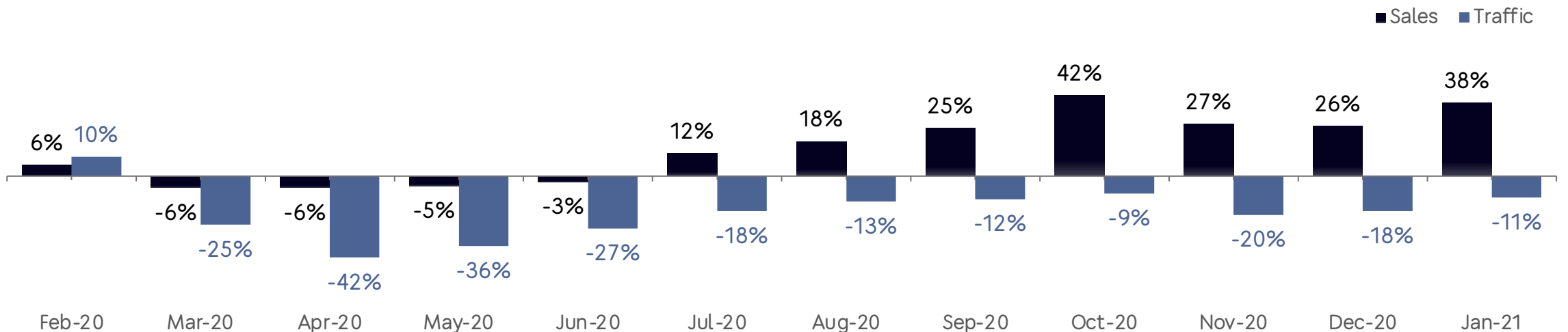
\*The change is associated with a change in sales structure by channels. Increase in delivery sales' share with higher average ticket against significant drop in restaurants' share affected sales.

# IMF: Like for Like Sales and Traffic

## YoY LFL – Detailed Review of January 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	6	25.7%	122.2%	64.7%	-19.3%	54.6%	-0.5%	55.7%	43.8%	65.6%
> 2 yrs old	17	-11.2%	61.2%	31.1%	-38.0%	22.2%	-14.0%	43.2%	31.9%	52.5%

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

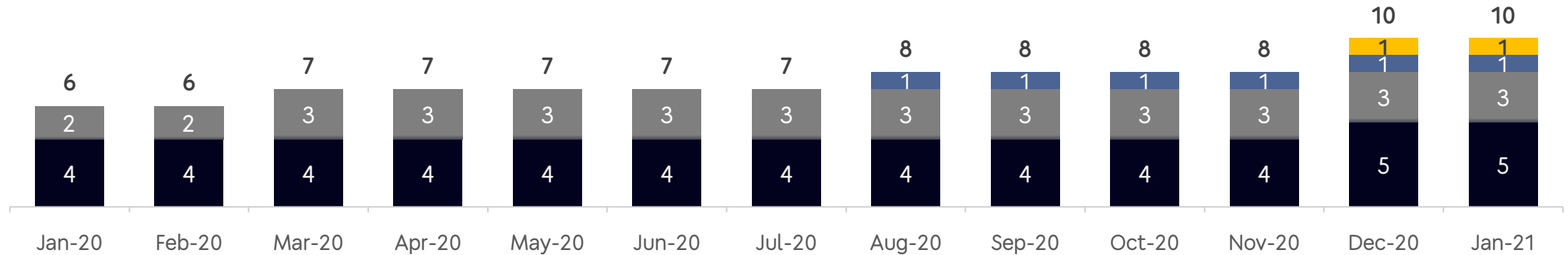


# STARTUPS

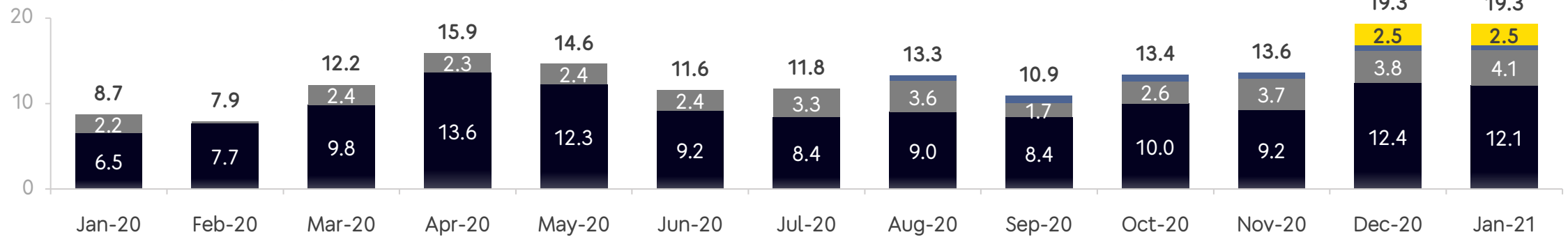
# Startups: store count and sales

## 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](https://www.currencylayer.com).