

NO VEM BER 2021

Monthly Trading Update



760
stores

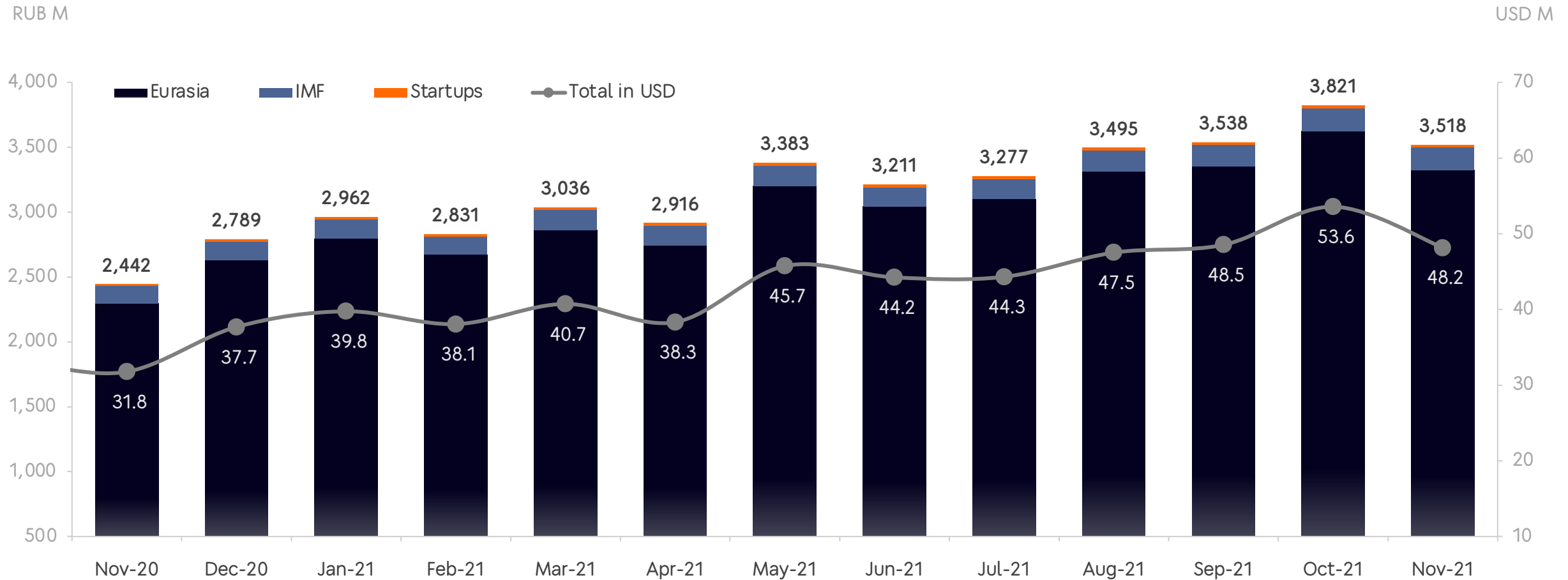
+7
net new stores

₹ 3.5 Bn
in system sales

+44%
year-over-year
change

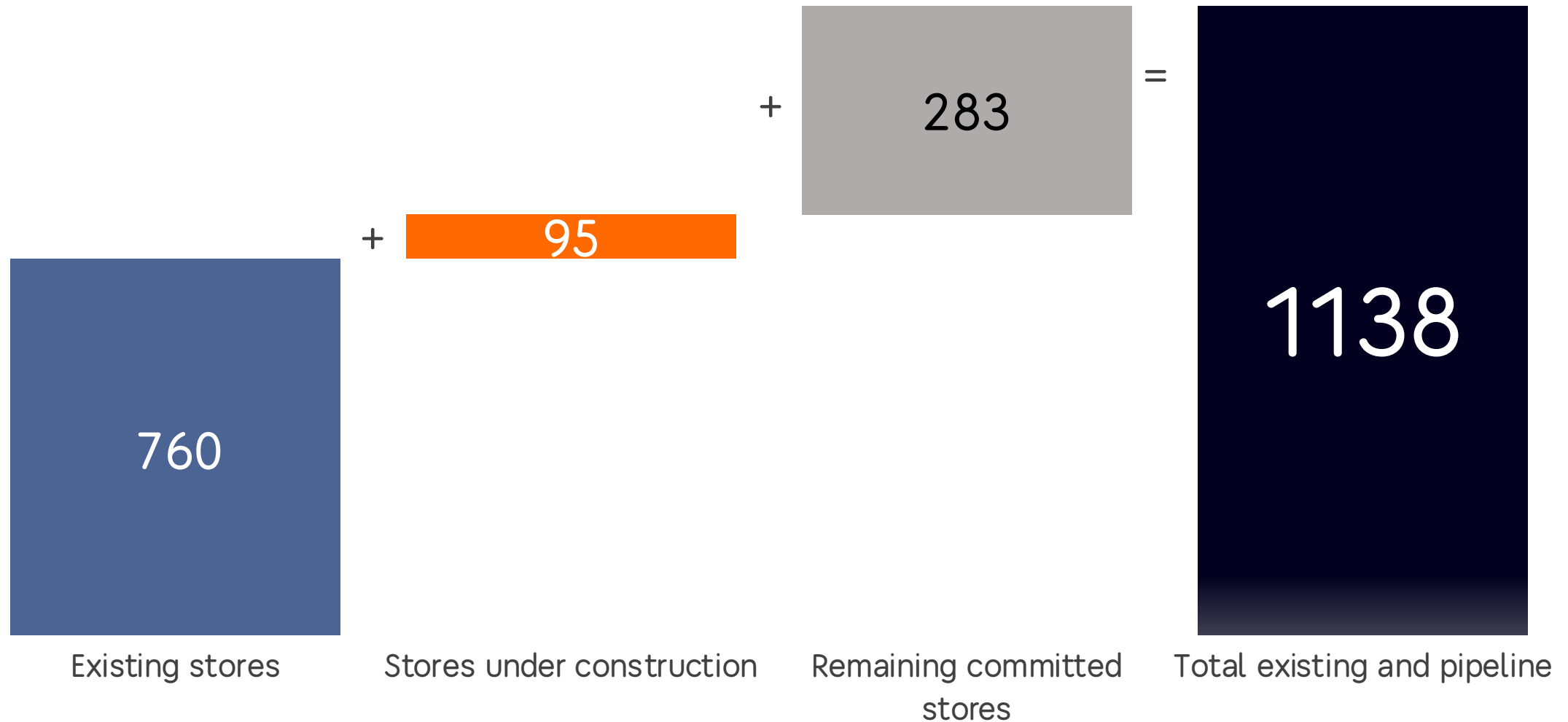
System Sales

November: 3,518M RUB / 48.2M 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](#).

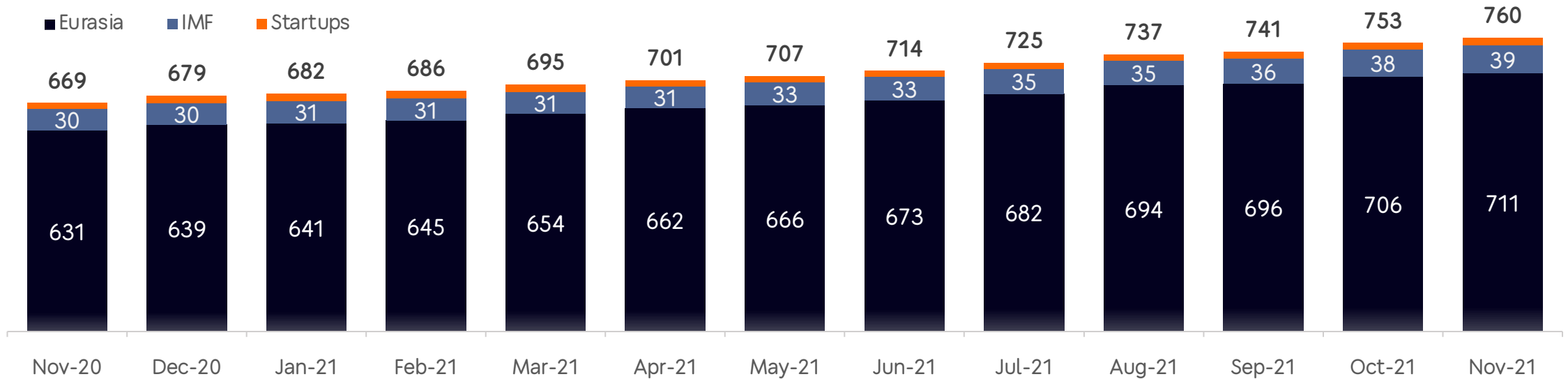
Chain Growth Pipeline



Note: as of 30 November 2021.

Store Count

November: 11 new stores, 4 stores closed, 760 total



New stores

RUSSIA:

Barnaul-2

Metallostroy-1

Perm-4

Polevskoy-1

Tambov-3

Shushary-1

Drinkit Moscow 0-2

BELARUS:

Minsk-14

Minsk-15

KAZAKHSTAN:

Aktobe-3

NIGERIA:

Lagos-6

Closed stores

RUSSIA:

Yaroslavl-1

Yaroslavl-2

Yaroslavl-3

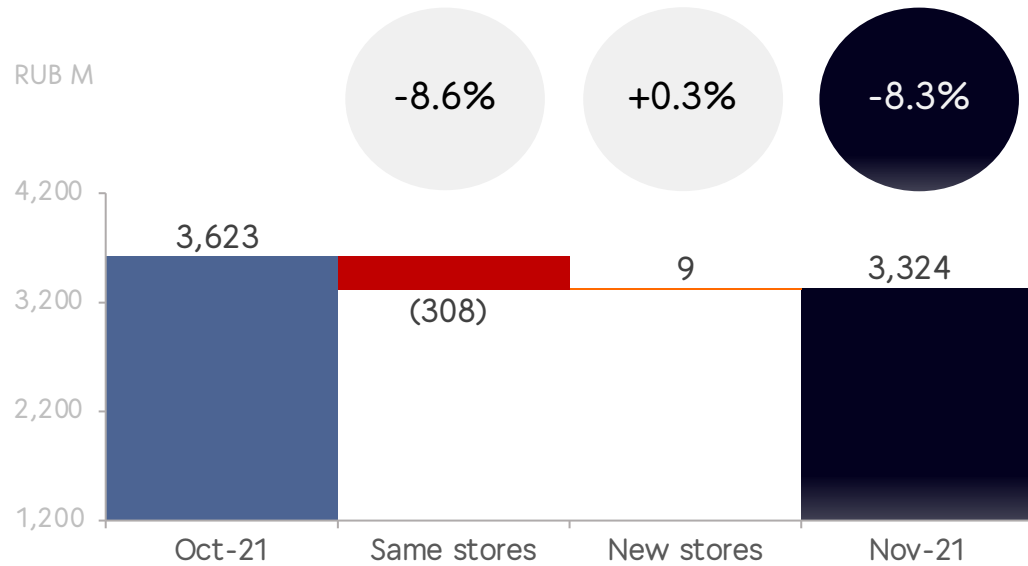
Yaroslavl-4

EURASIA

Eurasia: Sales Evolution

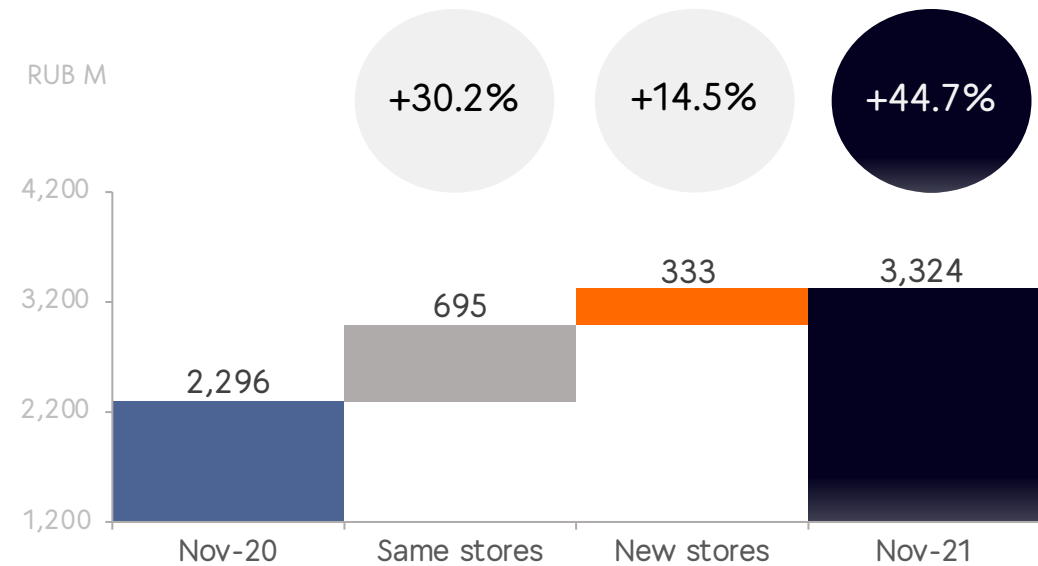
November: MoM -8.3%, YoY +44.7%

Month over Month (MoM)



Traffic	Av. Ticket	Δ MoM
-14.8%	+7.3%	-8.6%

Year over Year (YoY)



Traffic	Av. Ticket	Δ YoY
+11.6%	+16.6%	+30.2%

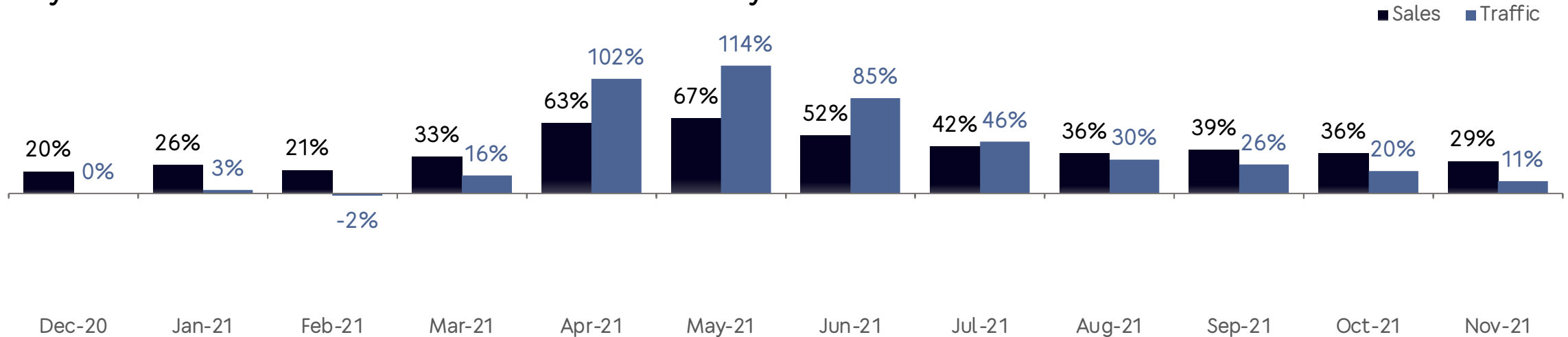
Note: gross sales including VAT where applicable. Traffic stands for order count.
List of countries: Russia, Kazakhstan, Belarus.

Eurasia: Like for Like Sales and Traffic

YoY LFL – Detailed Review of November 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	113	34.7%	44.9%	41.2%	16.2%	32.6%	22.9%	15.8%	9.3%	14.8%
2-3 yrs old	126	18.0%	44.8%	36.0%	0.5%	31.6%	14.3%	17.4%	10.1%	18.9%
>3 yrs old	372	6.5%	32.4%	24.8%	-7.9%	21.3%	6.7%	15.6%	9.1%	16.9%

Dynamics of YoY LFL for all stores older than 1 year

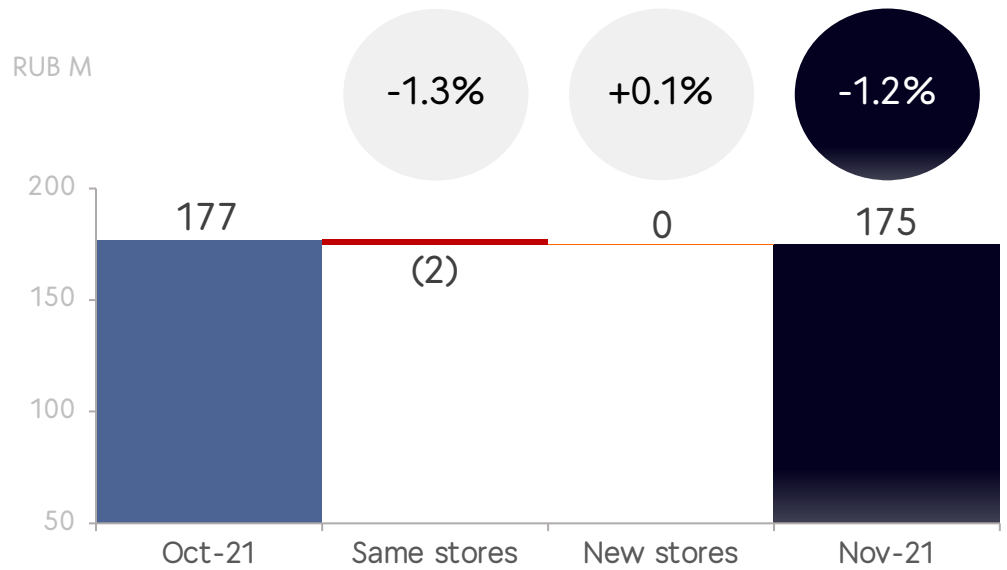


INTERNATIONAL
MASTER-
FRANCHISING

IMF: Sales Evolution

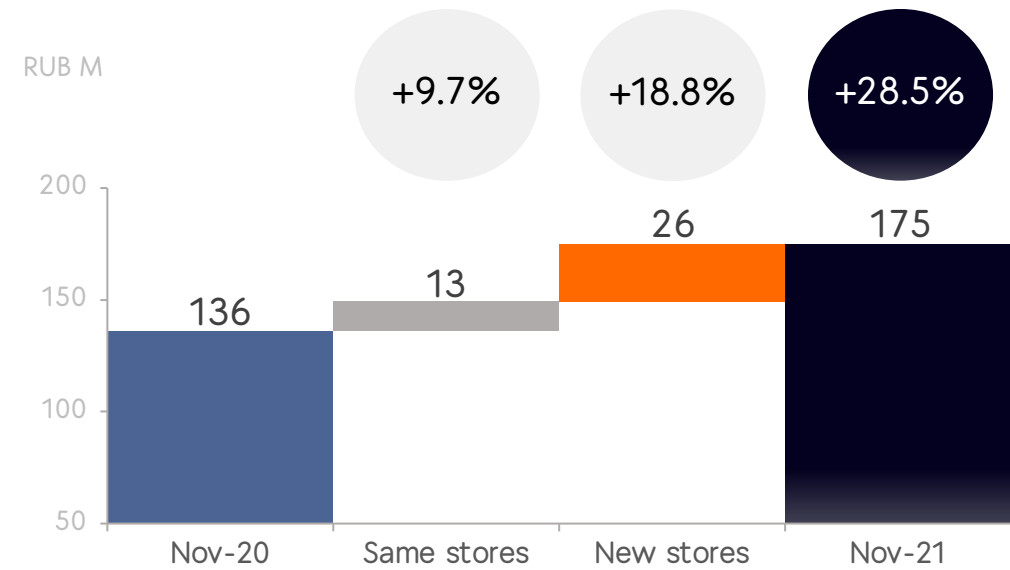
November: MoM -1.2%, YoY +28.5%

Month over Month (MoM)



Traffic	Av. Ticket	Δ MoM
-3.7%	+2.4%	-1.3%

Year over Year (YoY)



Traffic	Av. Ticket	Δ YoY
+20.6%	-10.0%	+9.7%

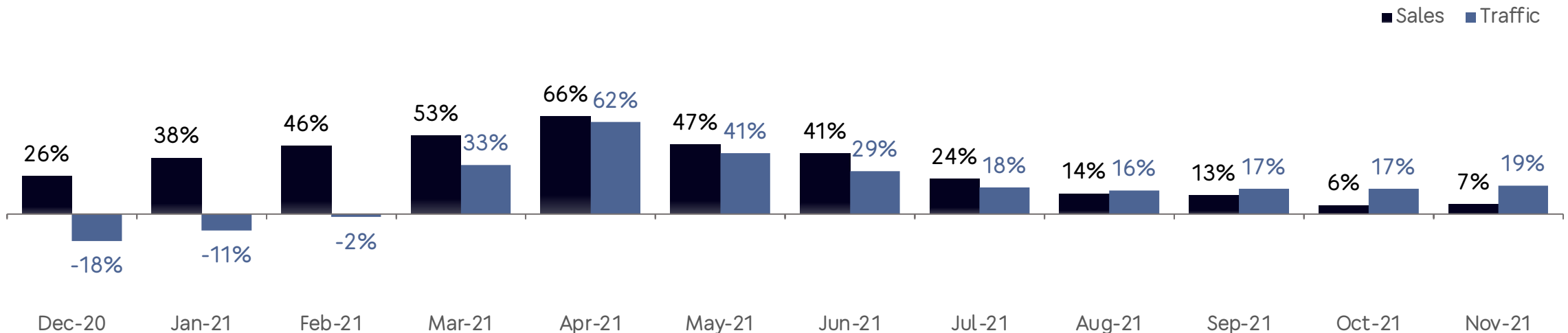
Note: gross sales including VAT where applicable. Traffic stands for order count.
 Converted from local currencies at weighted average monthly FX rates as per [currencylayer.com](https://www.currencylayer.com).
 List of countries: Germany, Estonia, Lithuania, Romania, Slovenia, Poland, Nigeria, Kyrgyzstan, Uzbekistan, Vietnam, USA, China.

IMF: Like for Like Sales and Traffic

YoY LFL – Detailed Review of November 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	7	28.9%	-5.1%	7.2%	26.1%	-1.8%	14.1%	2.3%	-3.3%	-6.0%
> 2 yrs old	20	16.4%	2.8%	7.4%	33.1%	9.1%	20.6%	-12.5%	-5.7%	-10.9%

Dynamics of YoY LFL for all stores older than 1 year

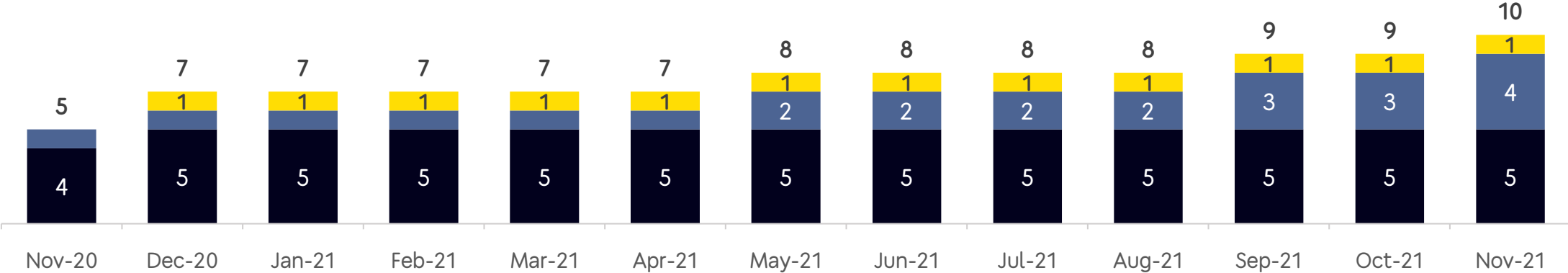


STARTUPS

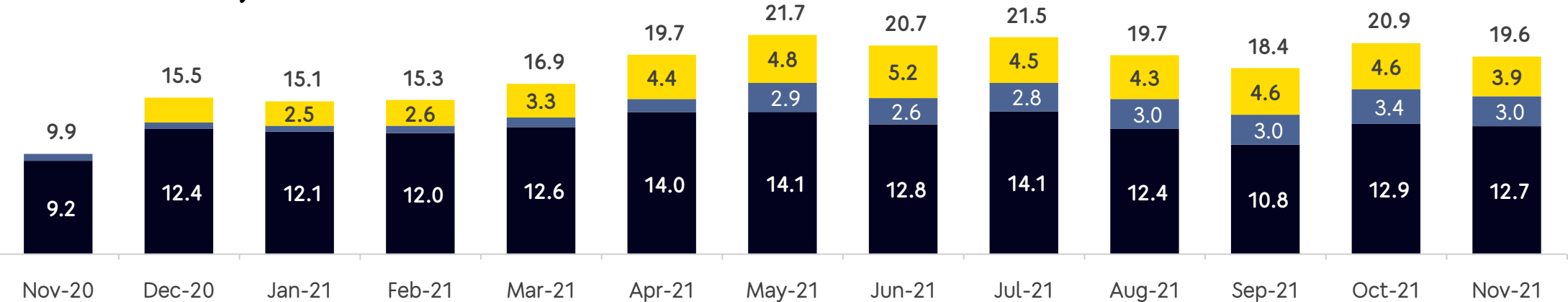
Startups: store count and sales

STORE COUNT

■ Dodo UK ■ 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.