

SEP TEMBER BER 2021

Monthly Trading Update



741
stores

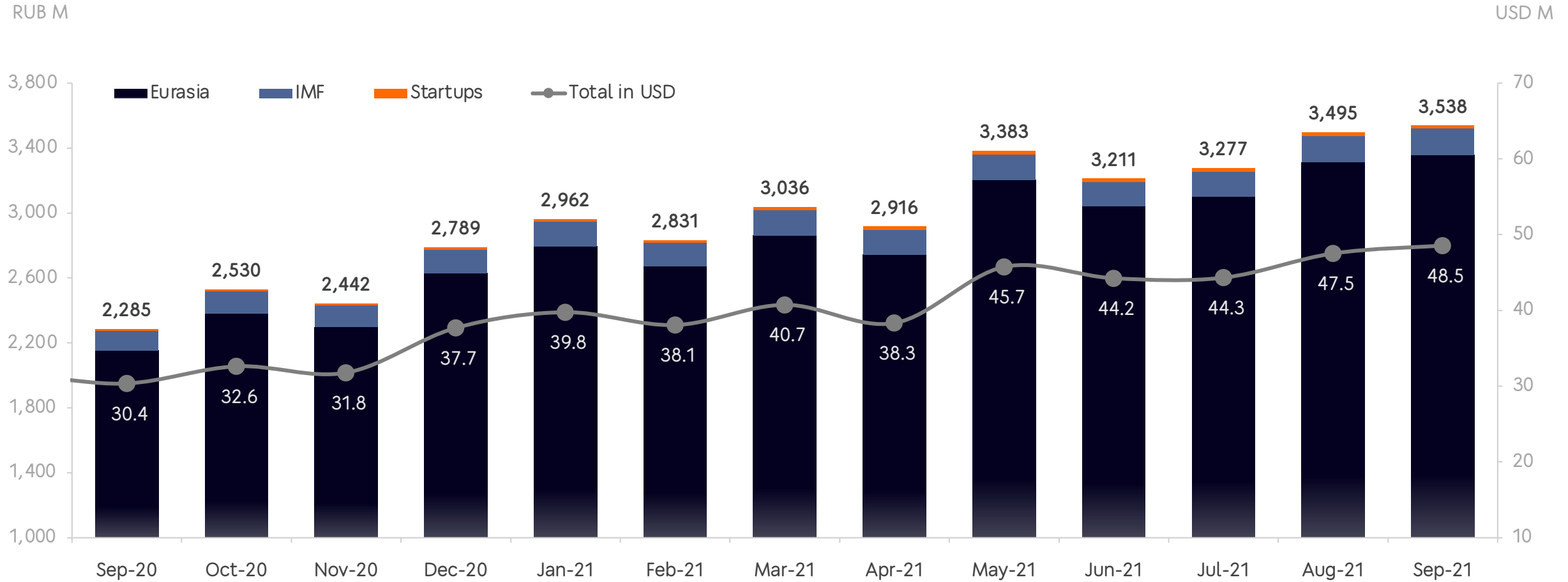
+4
net new stores

₹ 3.5 Bn
in system sales

+55%
year-over-year
change

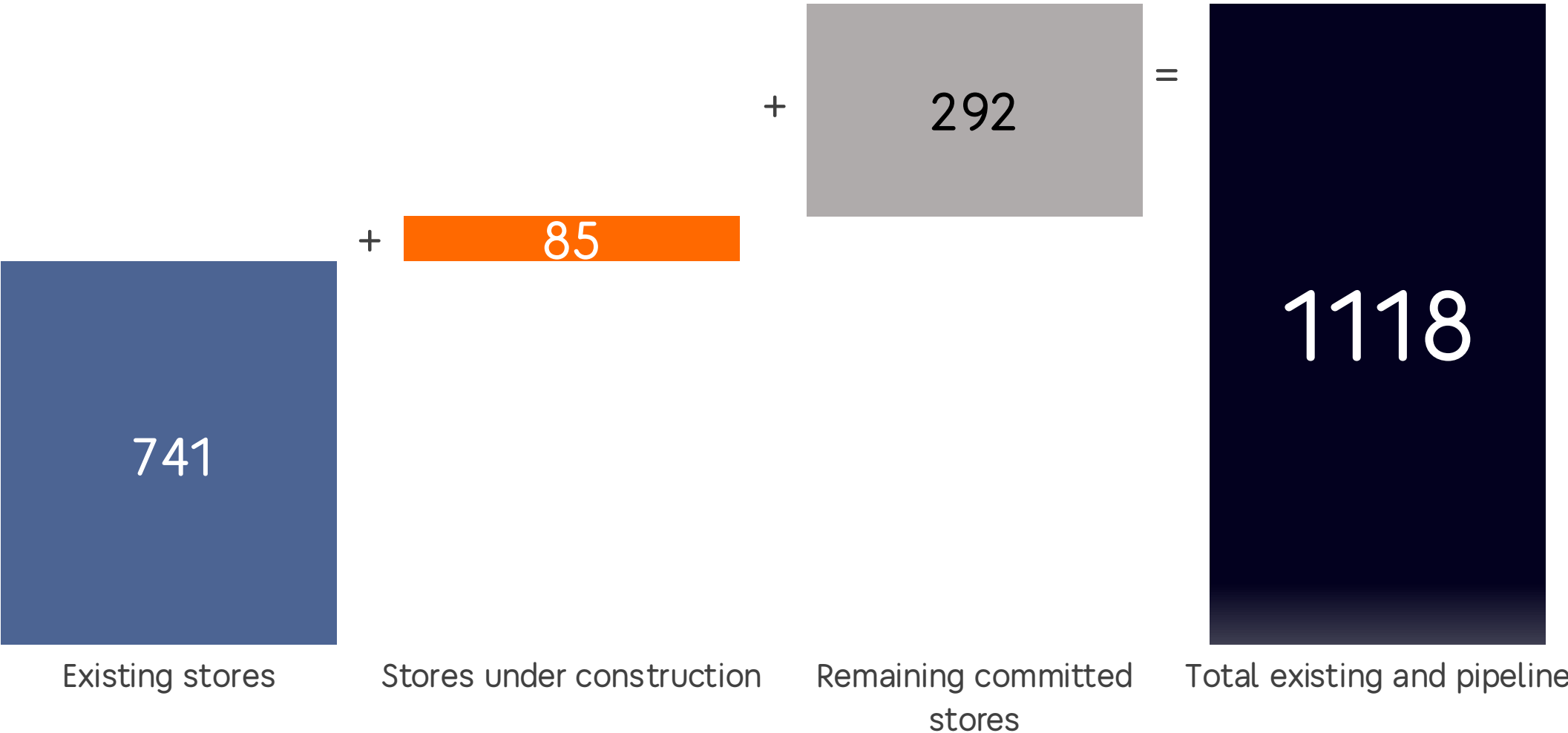
System Sales

September: 3,538M RUB / 48.5M 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](#).

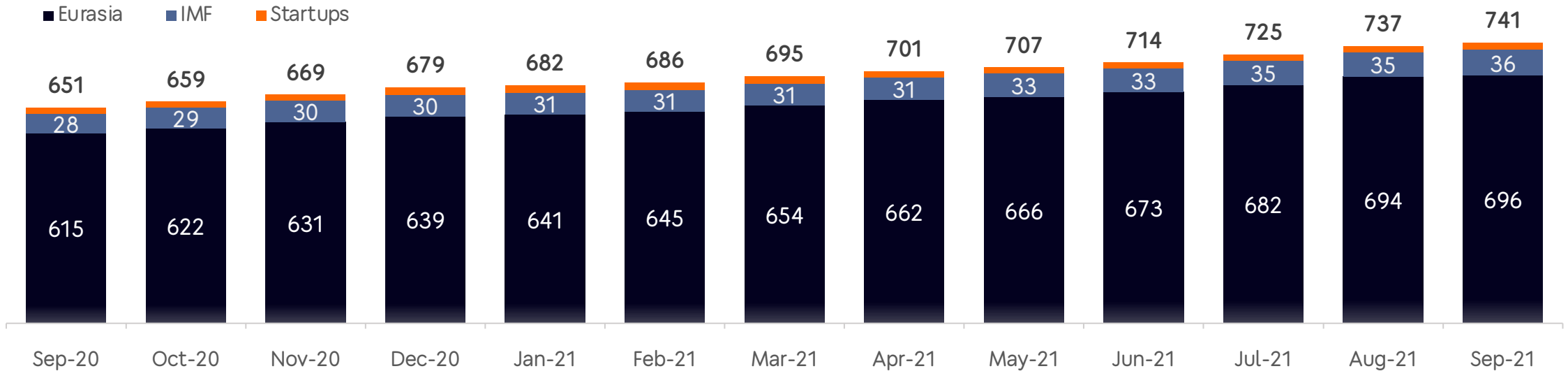
Chain Growth Pipeline



Note: as of 30 September 2021.

Store Count

September: 6 new stores, 2 stores closed, 741 total



New stores

RUSSIA:

Drinkit Moscow 0-4

Murmansk-2

Novy Urengoy-3

Saint Petersburg 5-2

NIGERIA:

Lagos-5

VIETNAM:

Ho Chi Minh-1

Closed stores

RUSSIA:

Moscow 0-9

ROMANIA:

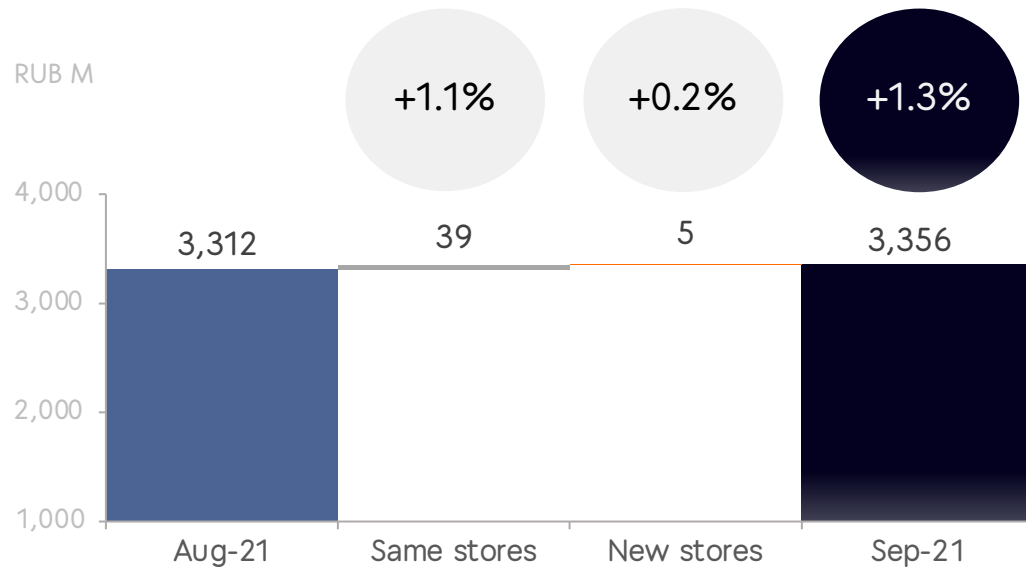
Bucharest-5

EURASIA

Eurasia: Sales Evolution

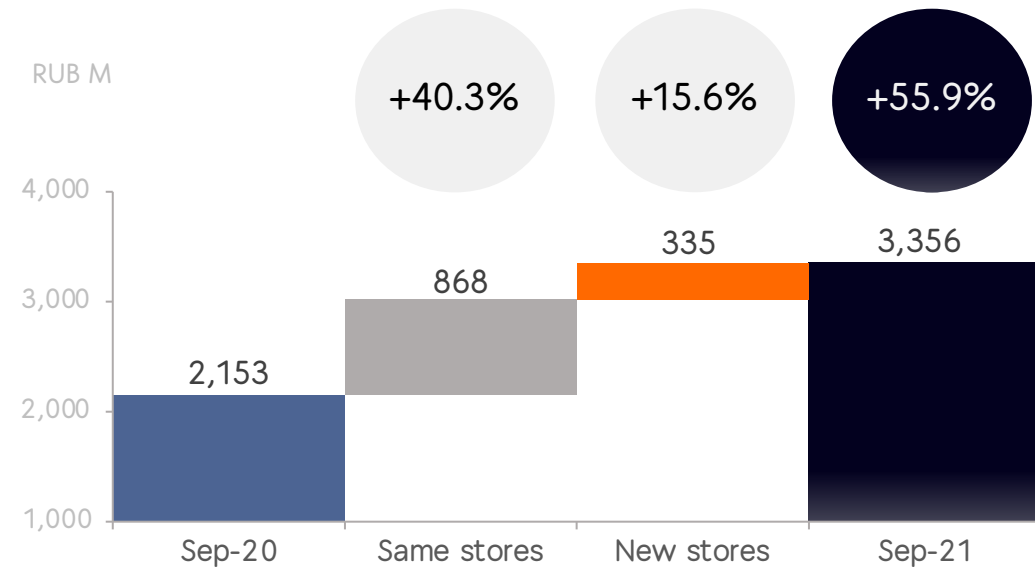
September: MoM +1.3%, YoY +55.9%

Month over Month (MoM)



$$\begin{matrix} \text{Traffic} \\ +0.2\% \end{matrix} \times \begin{matrix} \text{Av. Ticket} \\ +1.0\% \end{matrix} = \begin{matrix} \Delta \text{ MoM} \\ +1.1\% \end{matrix}$$

Year over Year (YoY)



$$\begin{matrix} \text{Traffic} \\ +26.5\% \end{matrix} \times \begin{matrix} \text{Av. Ticket} \\ +10.9\% \end{matrix} = \begin{matrix} \Delta \text{ YoY} \\ +40.3\% \end{matrix}$$

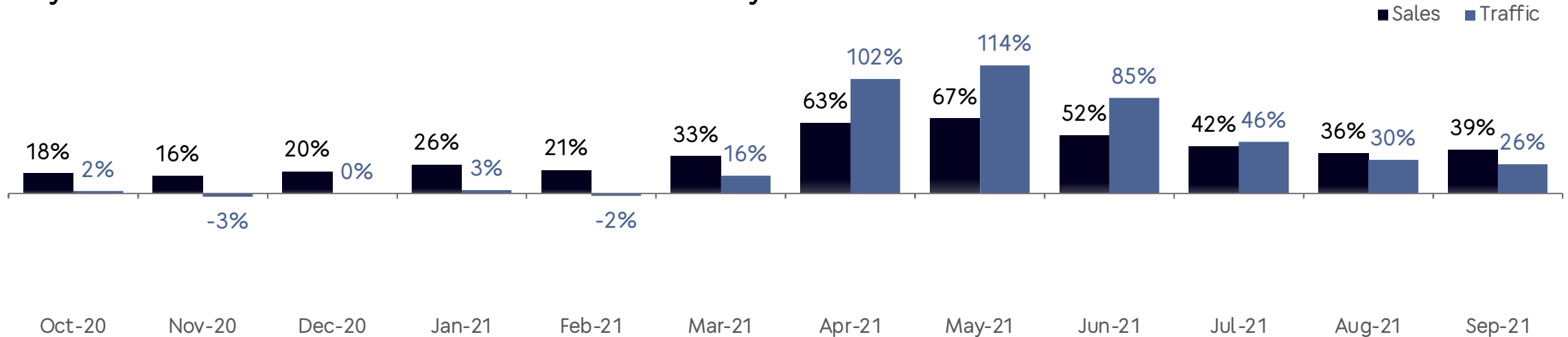
Note: gross sales including VAT where applicable. Traffic stands for order count.
List of countries: Russia, Kazakhstan, Belarus.

Eurasia: Like for Like Sales and Traffic

YoY LFL – Detailed Review of September 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	54.7%	57.9%	56.5%	35.8%	44.3%	38.7%	13.9%	9.4%	12.9%
2-3 yrs old	147	40.9%	46.2%	44.1%	27.0%	33.3%	29.4%	11.0%	9.7%	11.4%
>3 yrs old	337	31.7%	34.5%	33.5%	18.7%	22.9%	20.6%	10.9%	9.4%	10.7%

Dynamics of YoY LFL for all stores older than 1 year

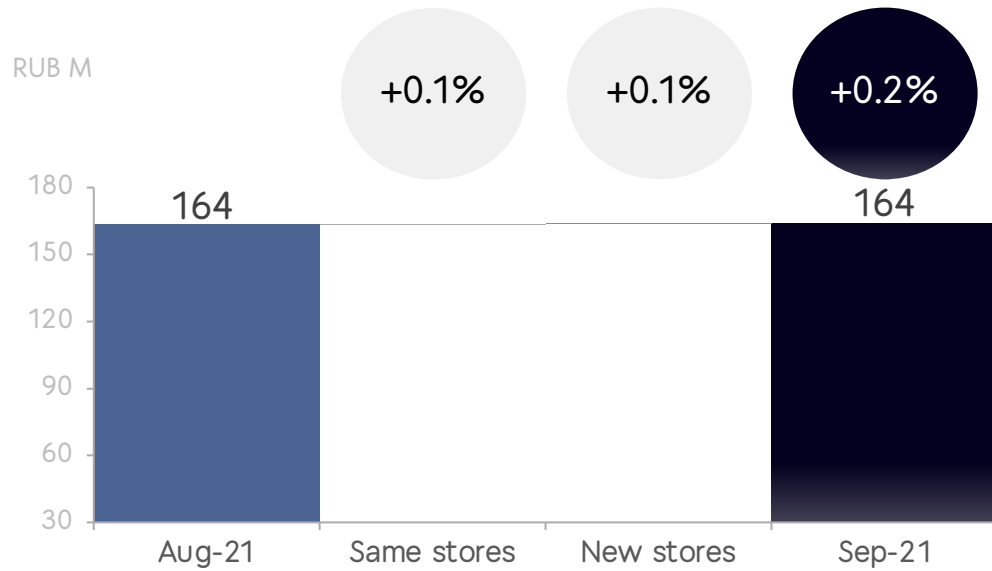


INTERNATIONAL
MASTER-
FRANCHISING

IMF: Sales Evolution

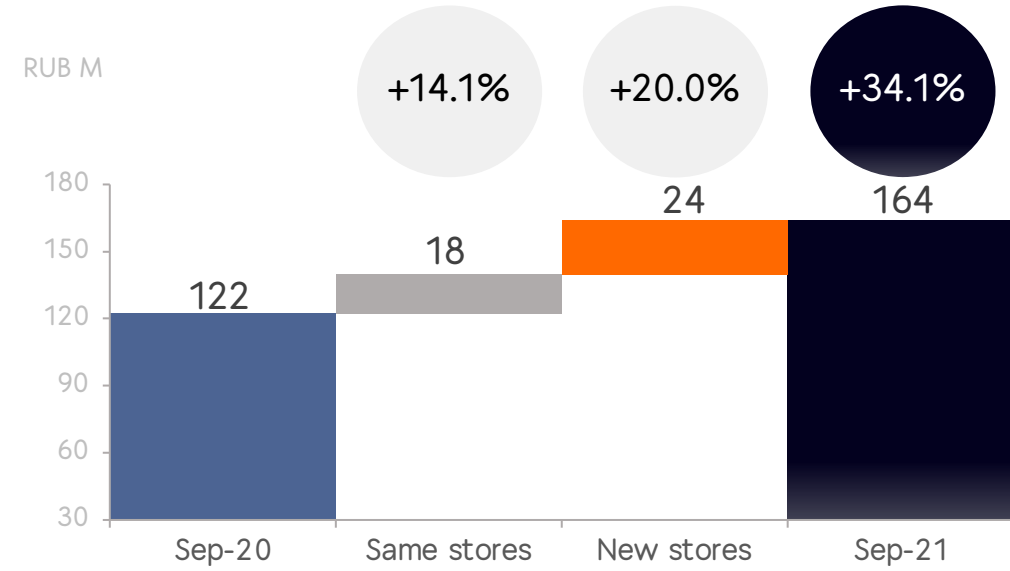
September: MoM +0.2%, YoY +34.1%

Month over Month (MoM)



Traffic	Av. Ticket	Δ MoM
+2.2%	\times -2.1%	= +0.1%

Year over Year (YoY)



Traffic	Av. Ticket	Δ YoY
+17.1%	\times -2.8%	= +14.1%

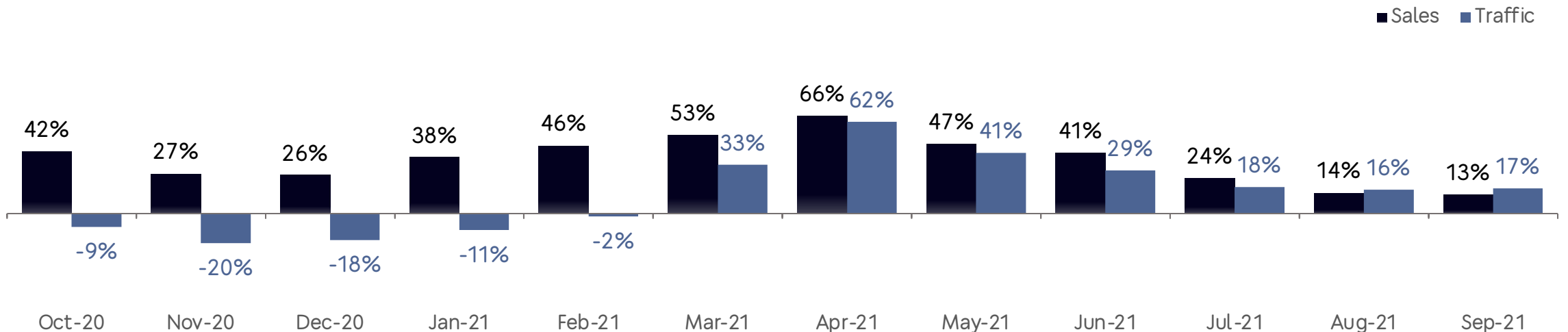
Note: gross sales including VAT where applicable. Traffic stands for order count.
 Converted from local currencies at weighted average monthly FX rates as per [currencylayer.com](https://www.currencylayer.com).
 List of countries: Germany, Estonia, Lithuania, Romania, Slovenia, Poland, Nigeria, Kyrgyzstan,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

IMF: Like for Like Sales and Traffic

YoY LFL – Detailed Review of September 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	16.7%	-0.3%	7.0%	11.3%	1.1%	7.5%	4.8%	-1.4%	-0.5%
> 2 yrs old	18	19.6%	13.1%	15.6%	25.3%	14.6%	20.6%	-4.6%	-1.3%	-4.1%

Dynamics of YoY LFL for all stores older than 1 year

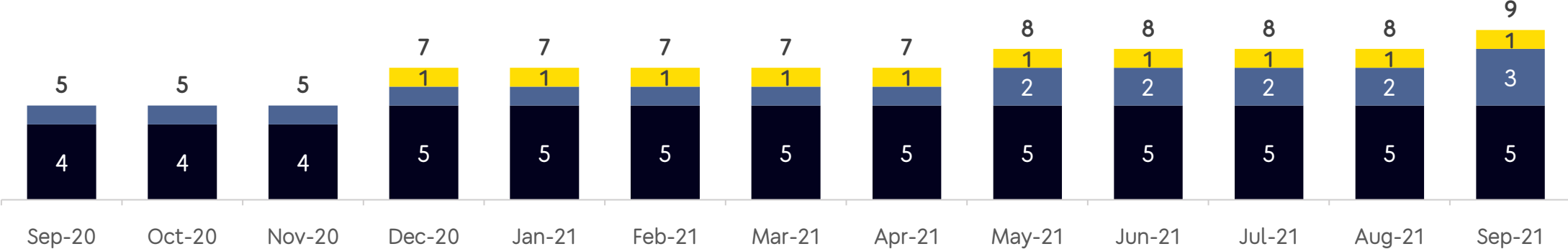


STARTUPS

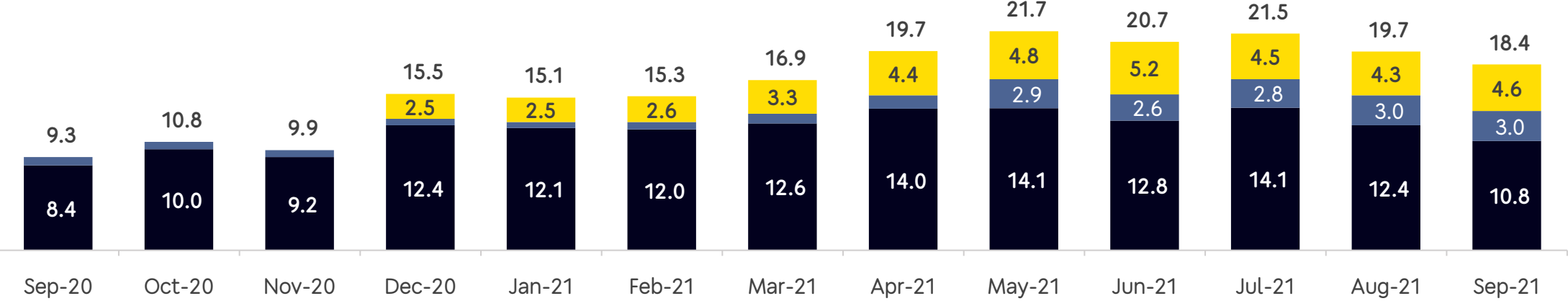
Startups: store count and sales

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.