

A delivery person wearing a red and grey uniform and a helmet is riding a bicycle. They are carrying a large, pink, insulated delivery bag. The bag features the Samokat logo, a large white stylized 'S' with a pink circle inside, and the text 'принесу продукты за 15 минут' (I will bring products in 15 minutes). Two black labels with the number '2885' are attached to the bag. The background is a blurred urban setting.

 **самокат**

принесу
продукты
за 15 минут

2885

2885



**delivered
in 15 minutes**

the customer won't even
notice the time



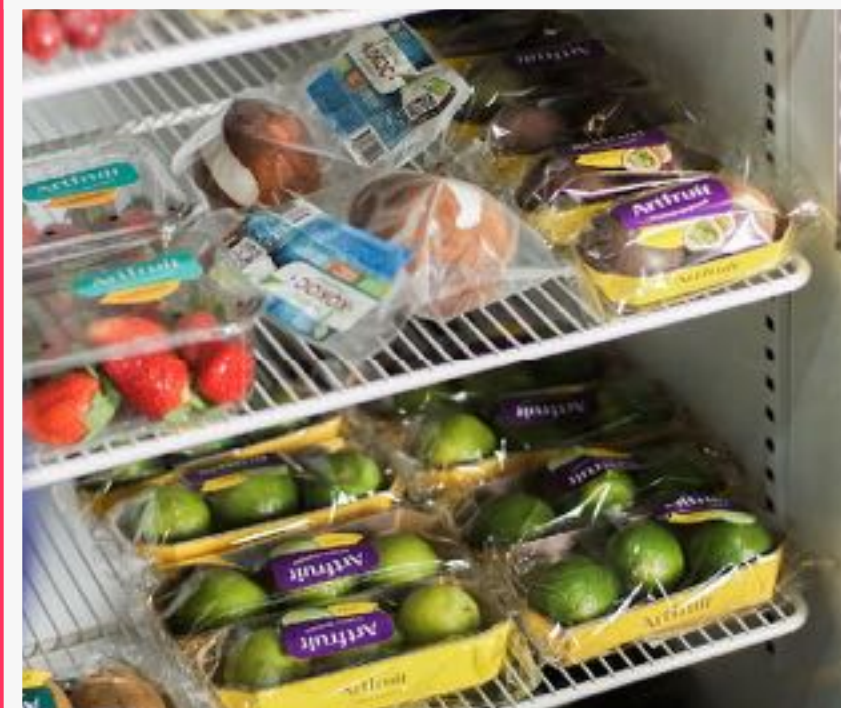
samokat is a consumer goods pipeline

A new layer of urban infrastructure through which
people get everything they need delivered to their
homes. In 15 minutes!

The dark store

Each dark store is approximately 300 sq metres facility with shelves and refrigerators.

The store is similar to an offline convenience format, excluding cashiers desks and wide aisles.



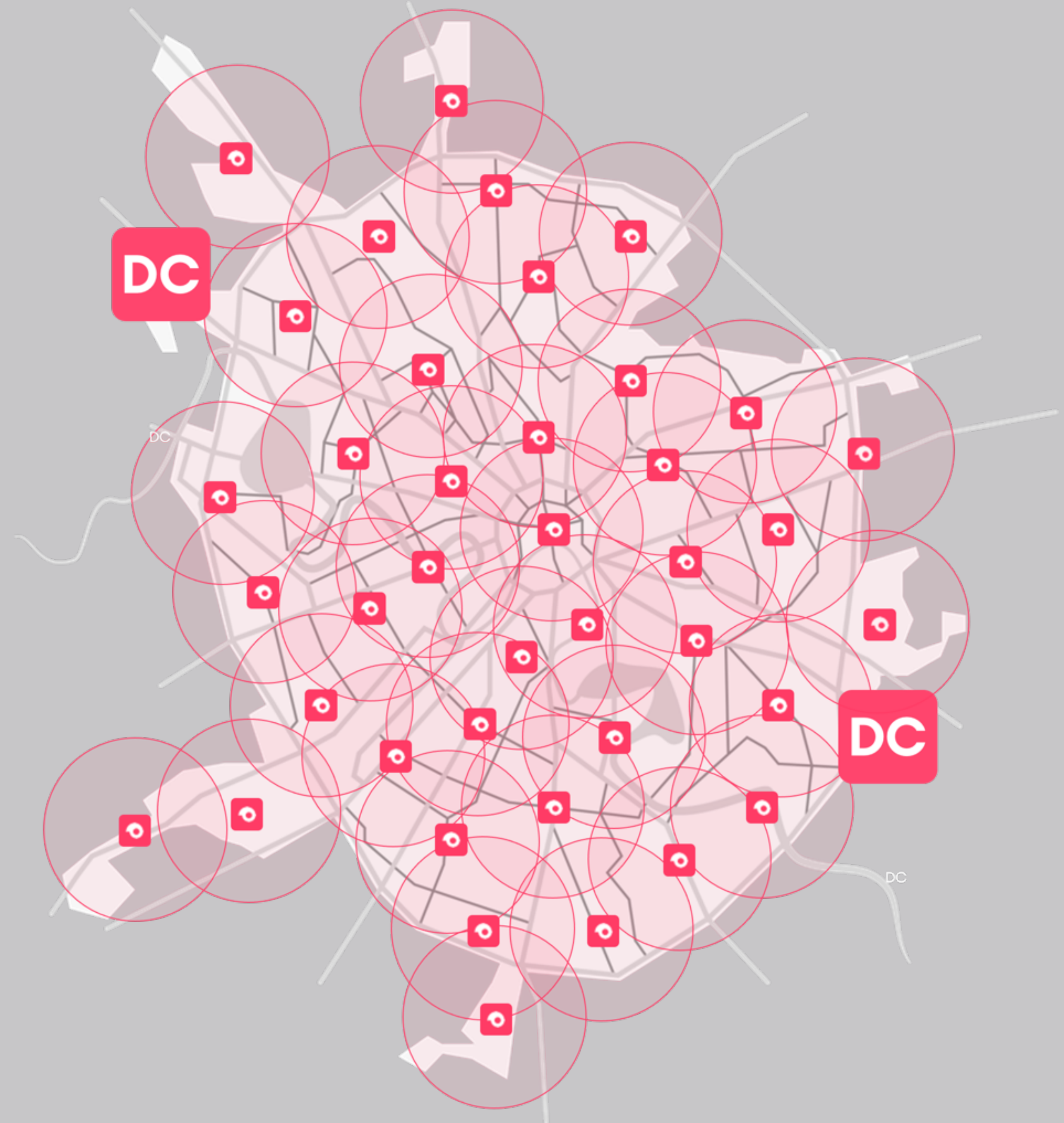
The product

The infrastructure consists of a dense network of dark stores, each serving a maximum radius of 1 mile

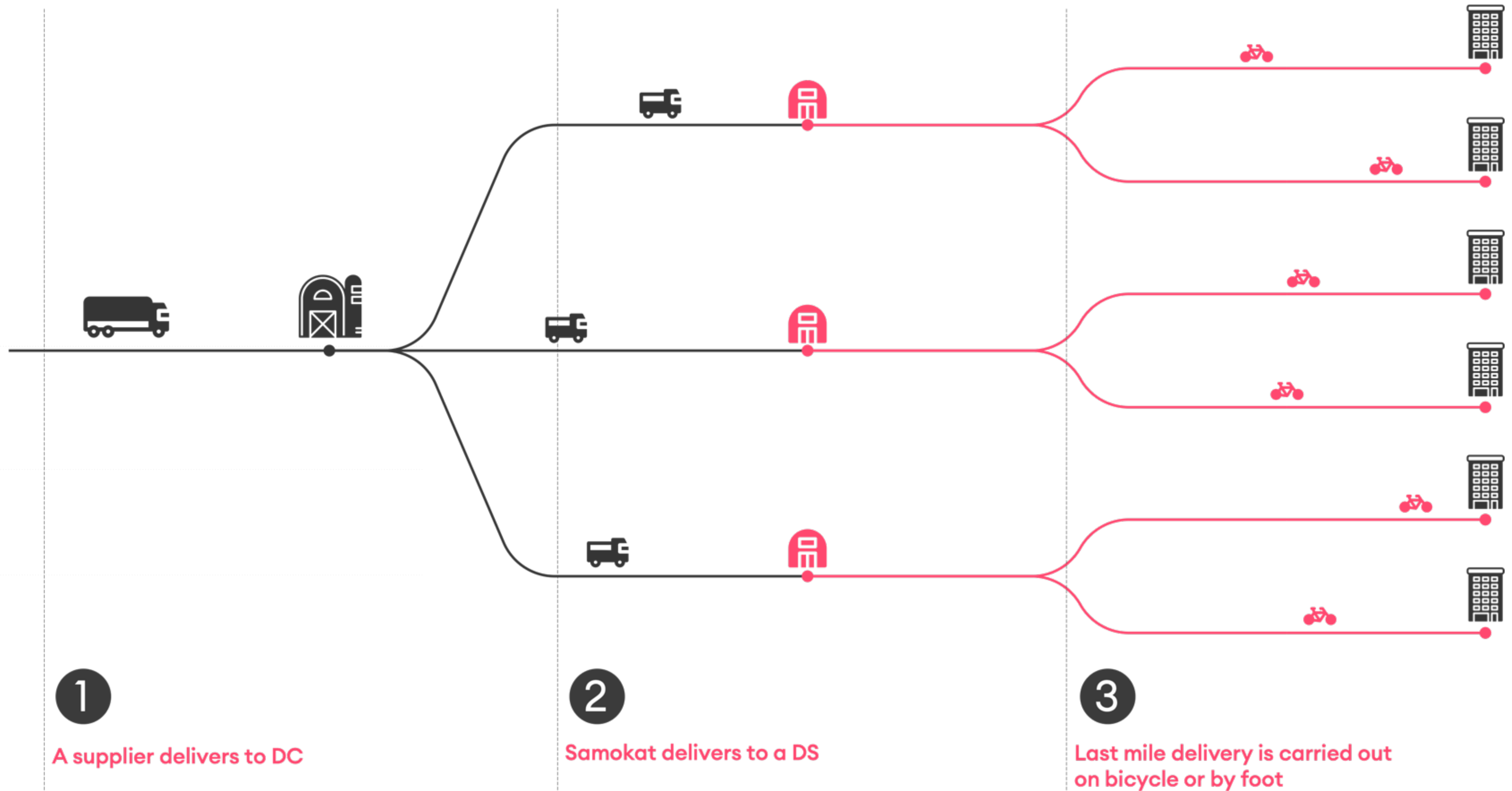
Distribution centres to optimize operational costs and ensure smooth replenishment

Last-mile delivery on bikes with near-zero carbon footprint

CUSTOMERS GET WHAT THEY WANT IN 15 MINUTES OR LESS WITH NO NEED TO PLAN THEIR LIFE AROUND DELIVERIES



How goods are distributed



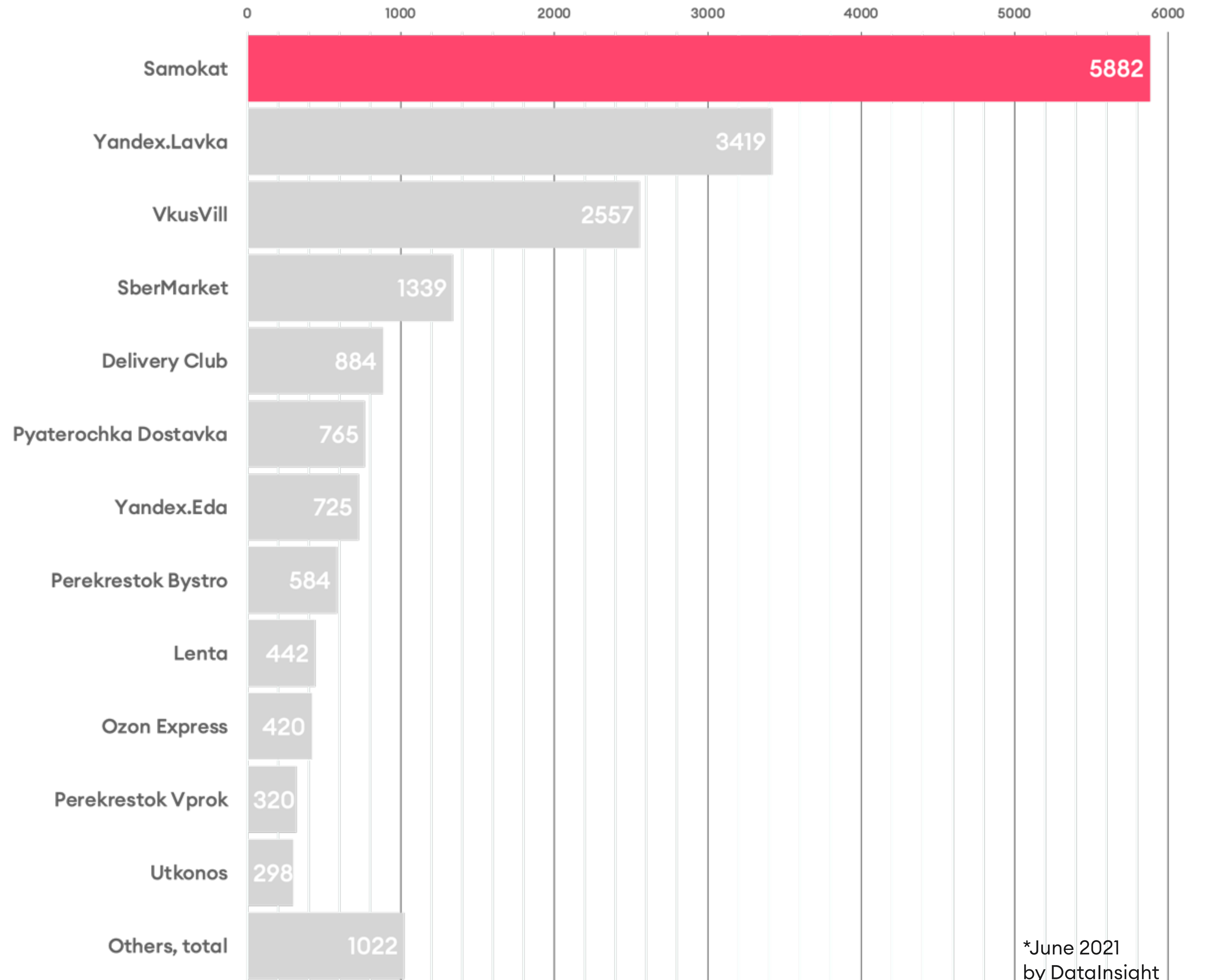
Product mission

To give users back the time they now spend on shopping. To make everything that users need instantly available without them having to do any thinking or planning.

Product strategy

To engage the customer through the most frequently consumed category, to retain them in this category, and to eventually ensure their conversion into all other product categories.

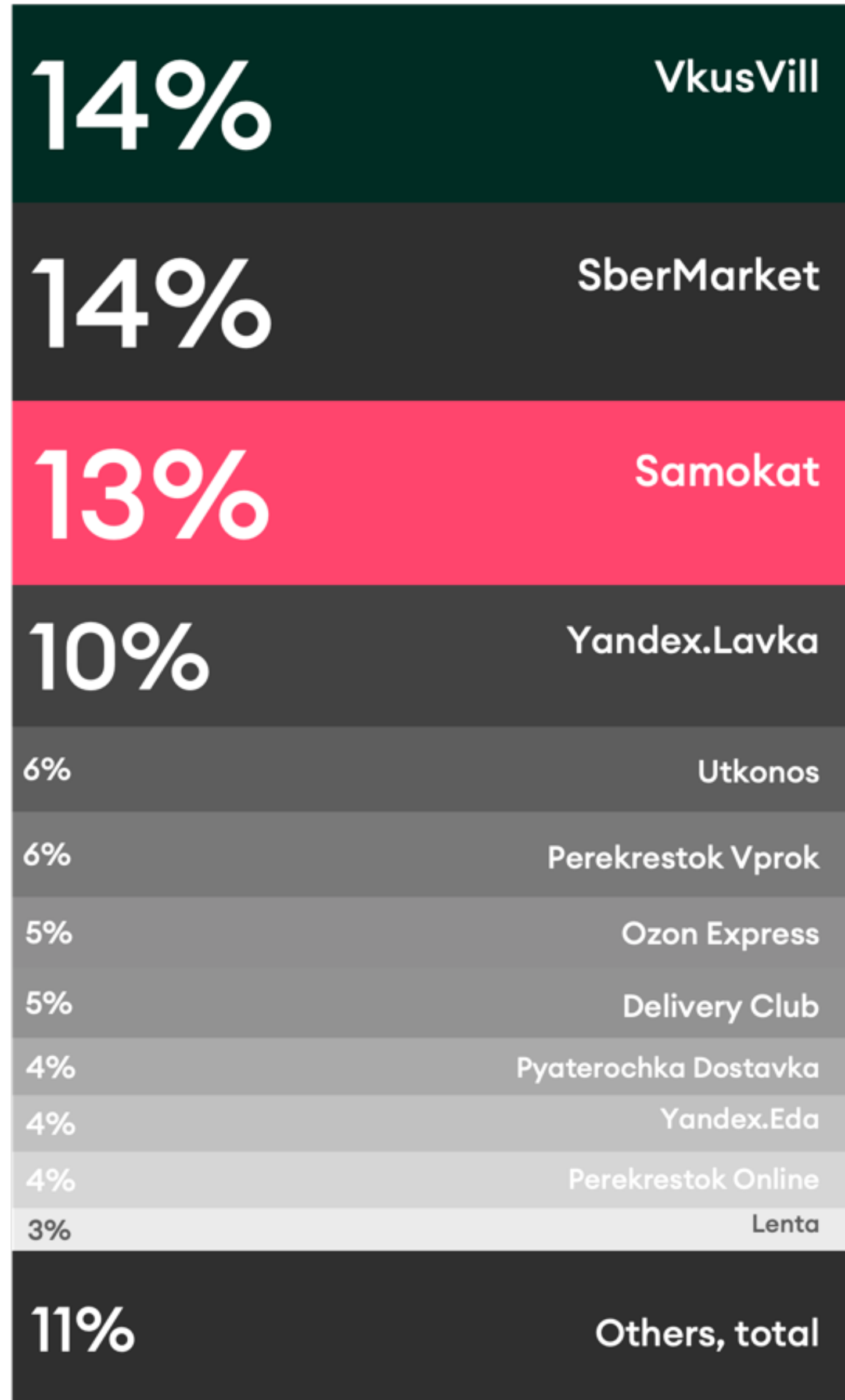
Samokat is the leader by number of orders in e-grocery



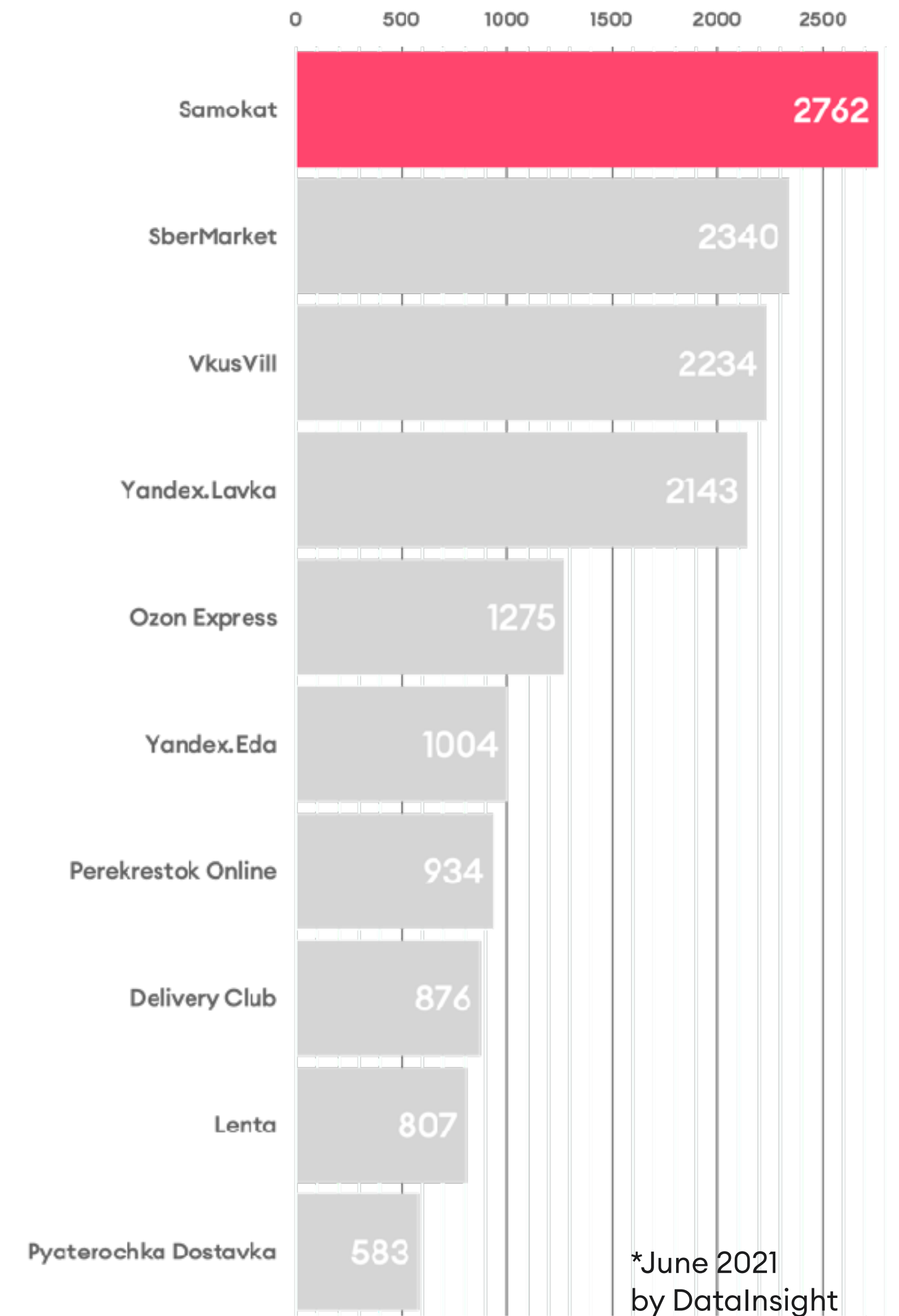
*June 2021
by DataInsight

**Samokat
is 3rd only
in revenue
and catching
up fast**

Online sales leaders



Online sales growth in 12 month
(mln RUB June 2021 vs June 2020)



**Largest dark
store chain
in the world
(excl. China)**

**We opened 800+ Dark Stores in 3 years.
We are currently opening 100+ Dark
Stores per month.**



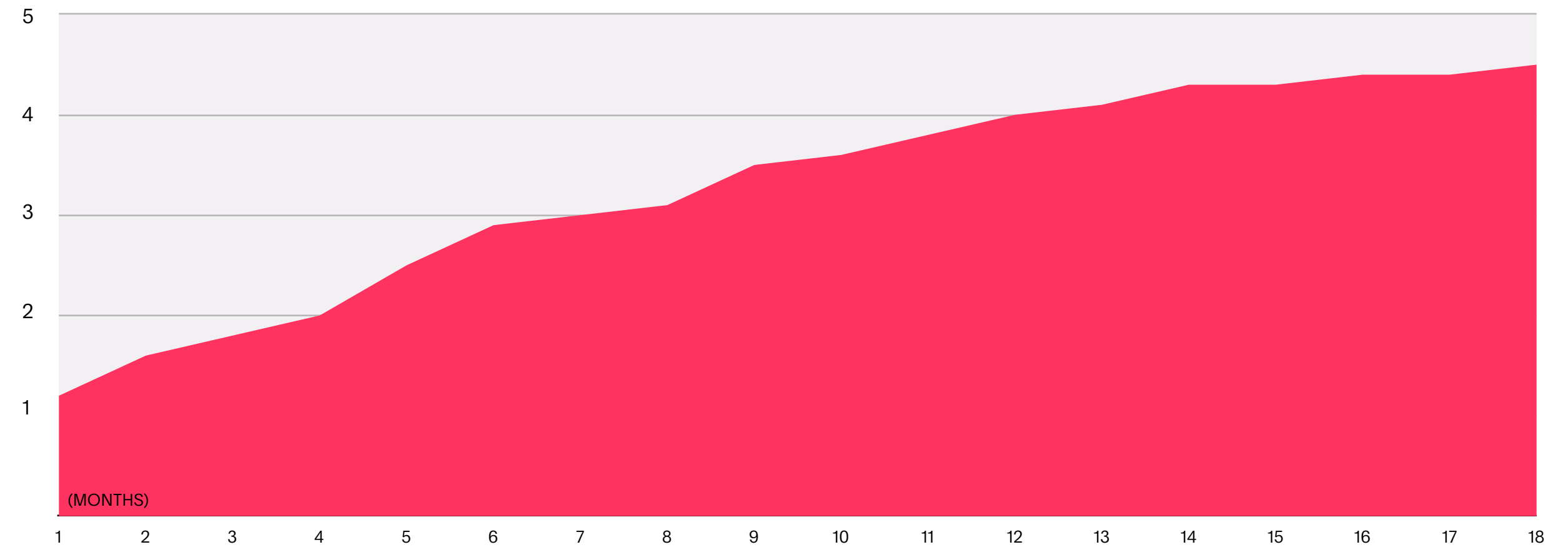
Managing unit economics from day 1

8 months to ZERO contribution margin at the store level
18 months to +5%

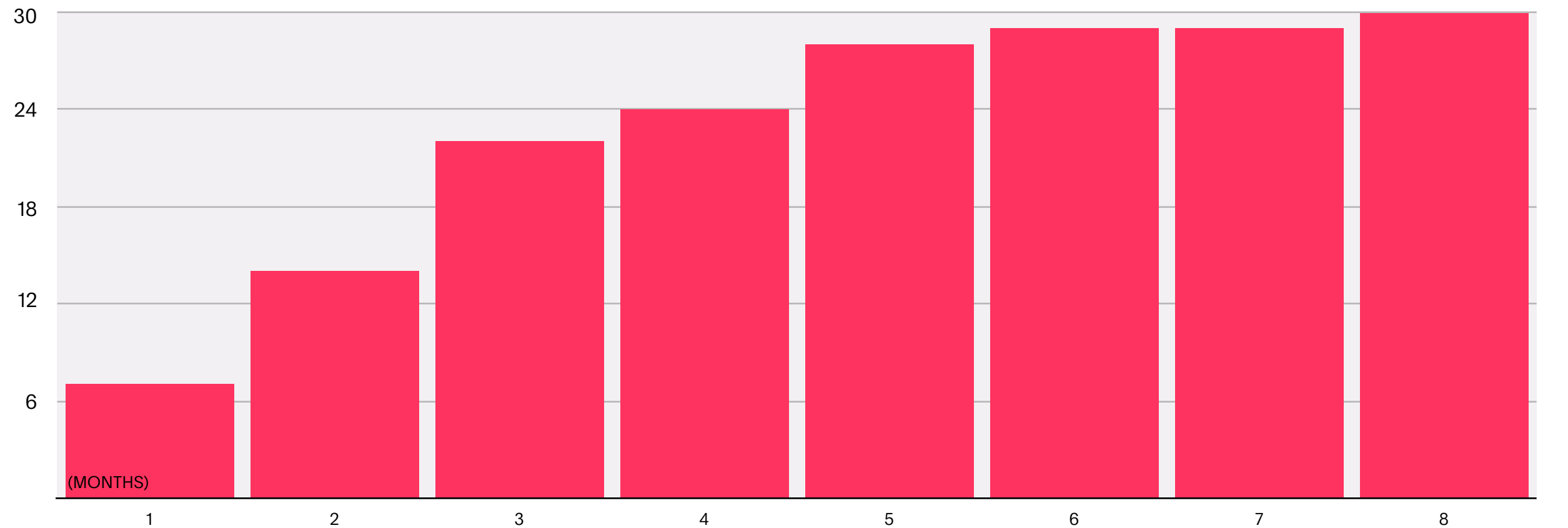
STORE LEVEL:

- courier productivity reaches 4.5 orders per hour in 18 months
- picker productivity reaches 30 orders per hour in 8 months
- expired stock write-off reaches 1.5 % in 12 months

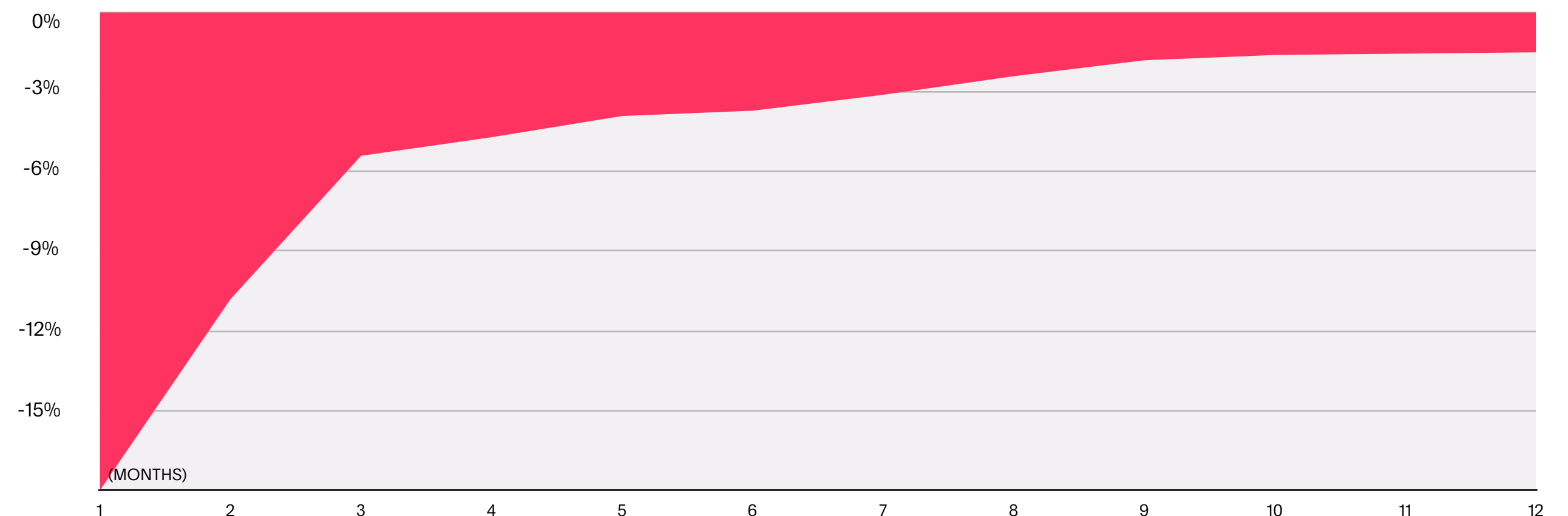
COURIER PRODUCTIVITY (ORDERS/HOUR)



PICKER PRODUCTIVITY (ORDERS/HOUR)



SPOILAGE WRITE-OFF (% OF REVENUE)



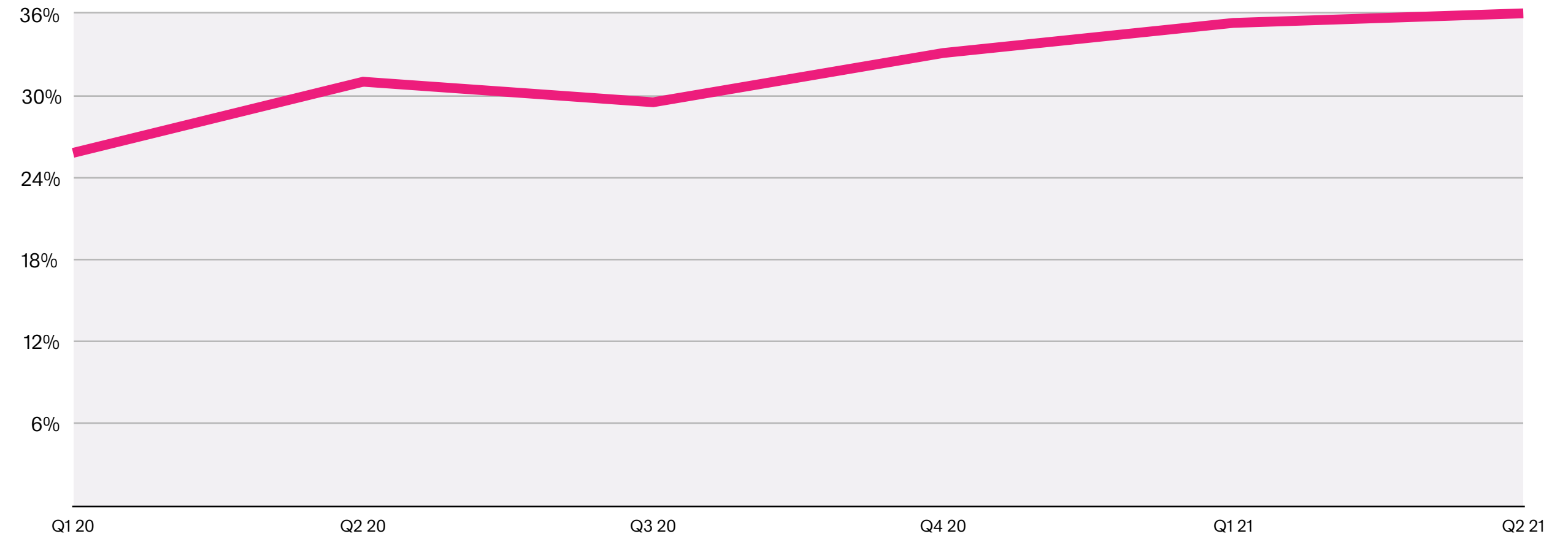
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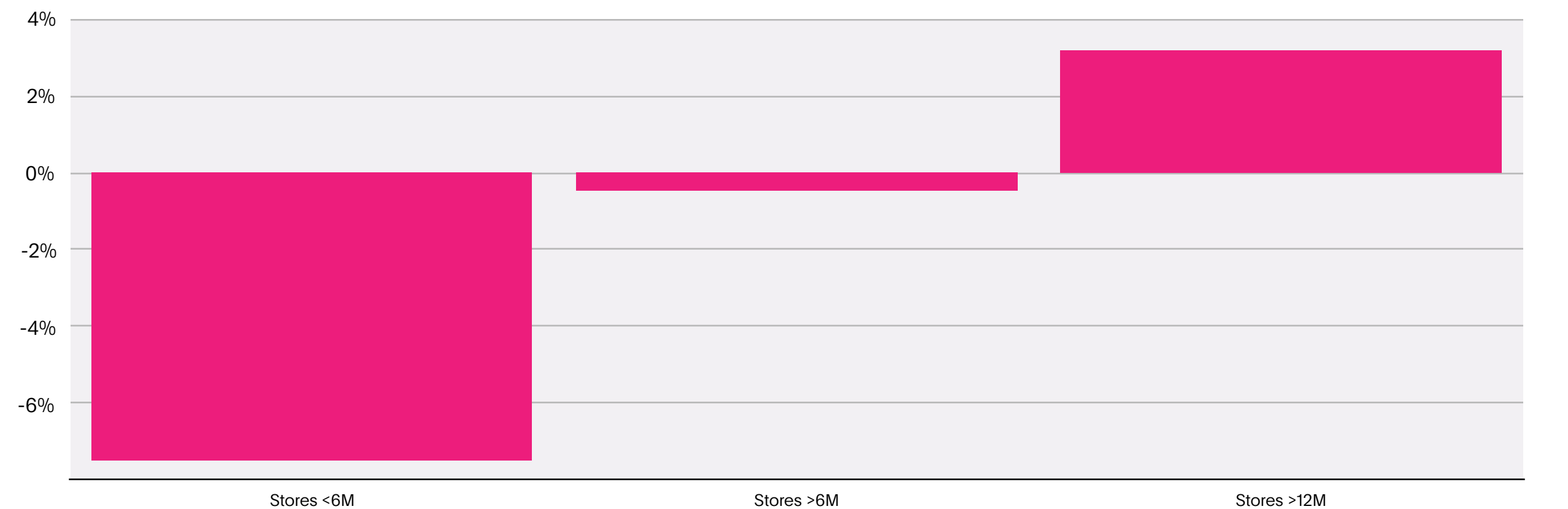
COMPANY LEVEL:

- gross margin growth from 27% to 38% in 18 months
- a positive contribution margin for all dark stores older than 12 months
- revenue growth fuels direct-to-consumer (D2C) share, in turn fueling margins

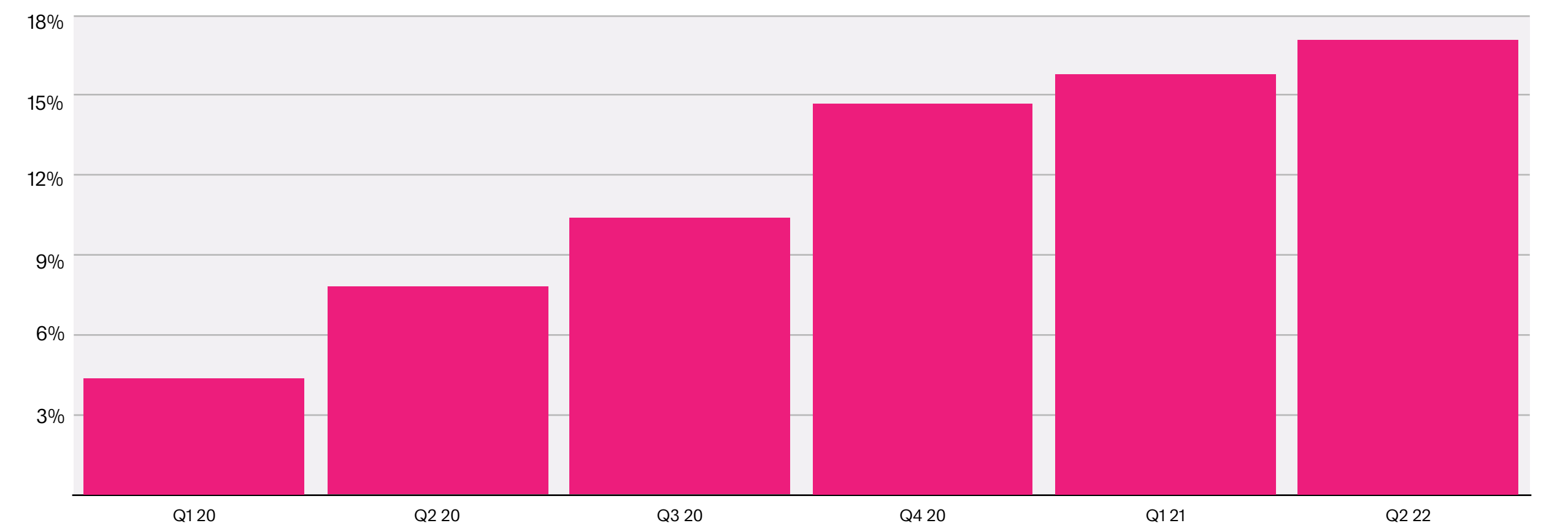
GROSS MARGIN (% OF REVENUE)



CONTRIBUTION MARGIN (% OF REVENUE)

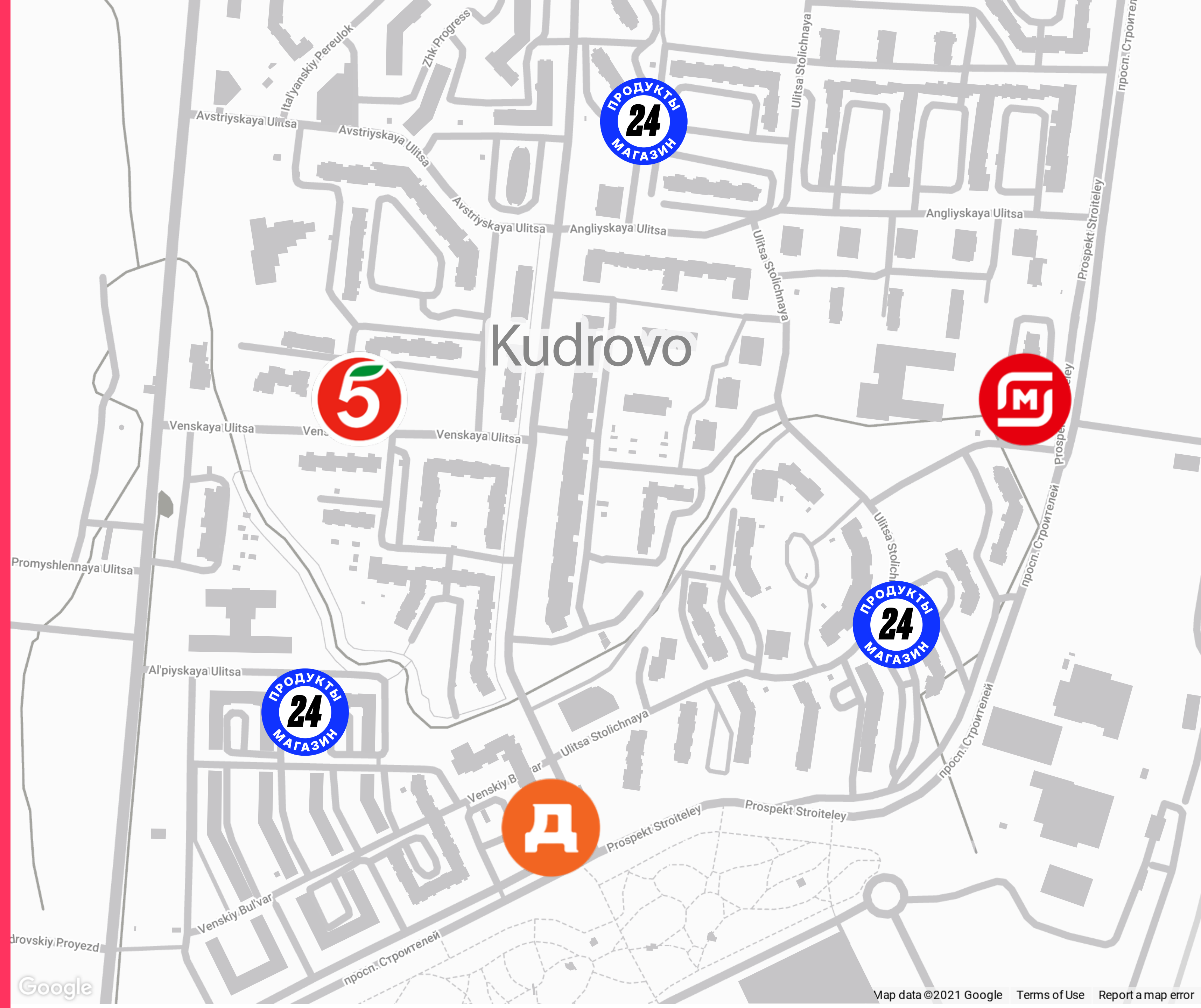


D2C PRODUCTS SHARE IN REVENUE



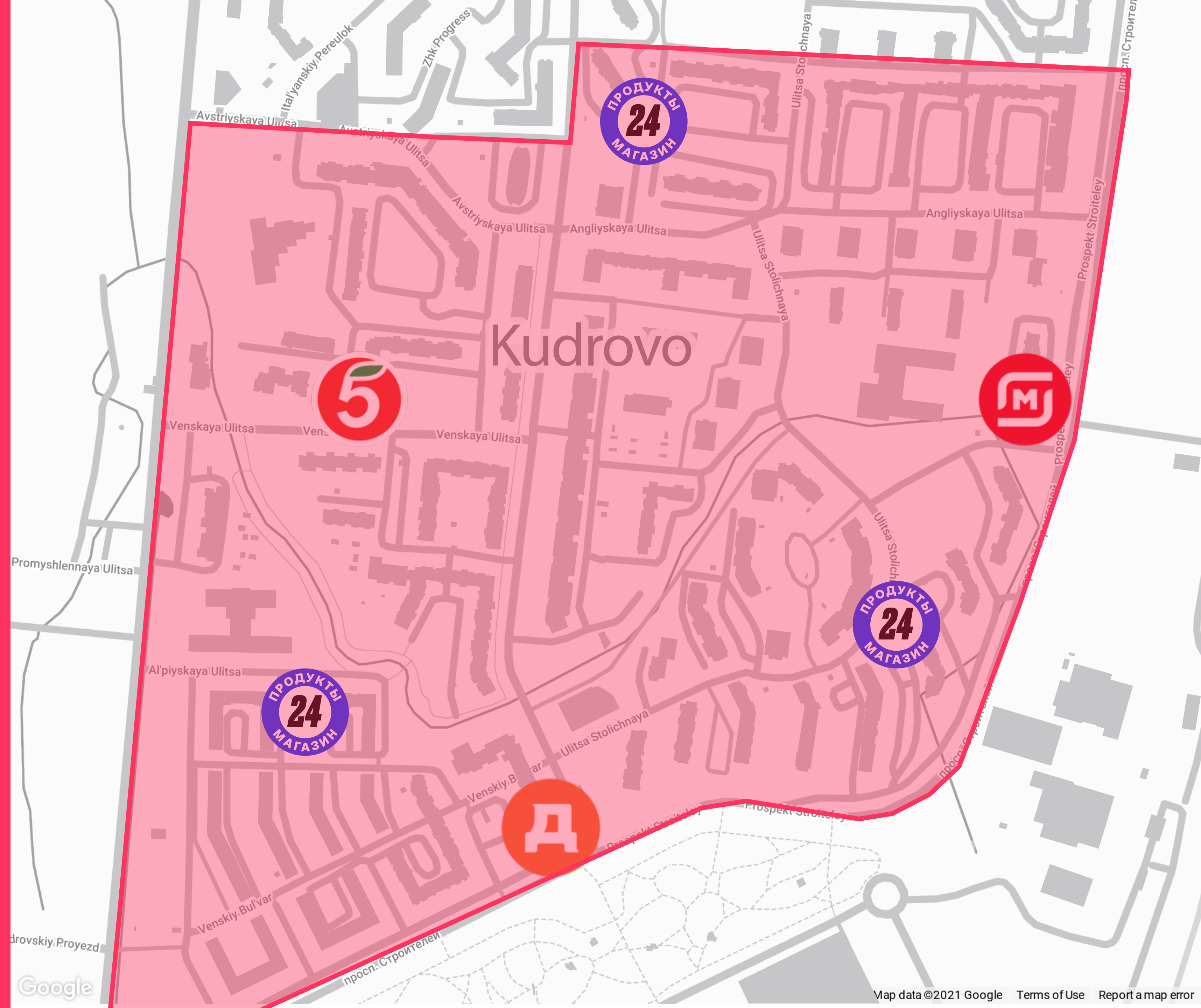
We operate in environments with well-established offline chain stores

Industry standard assortment of a chain store ranges between 2,500 and 3,500 SKU without alcohol and tobacco, 1,500 for a smaller store.



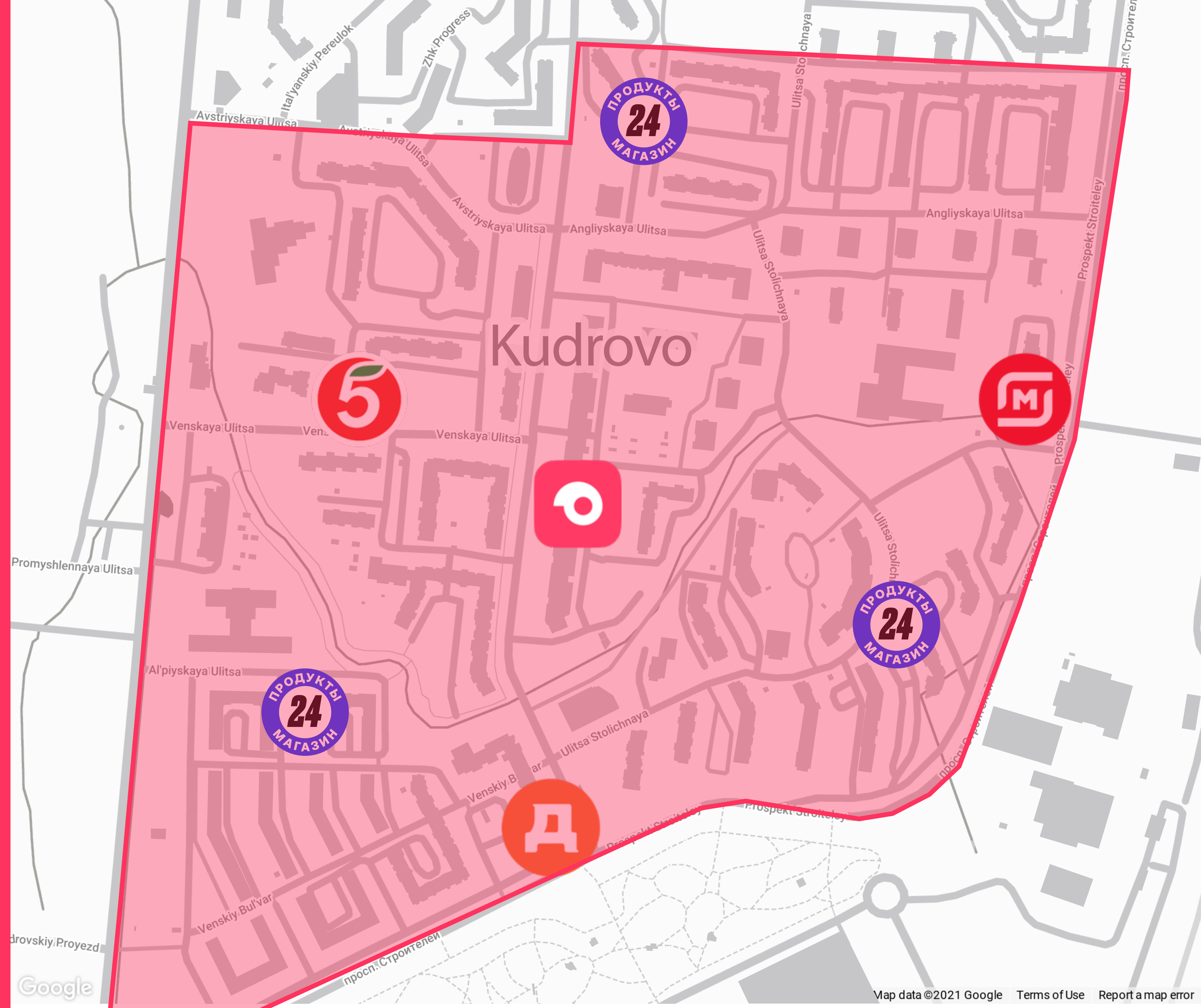
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An average coverage area of our dark store would encompass the stores of all 3 Russian leading grocery chains and a number of smaller shops.



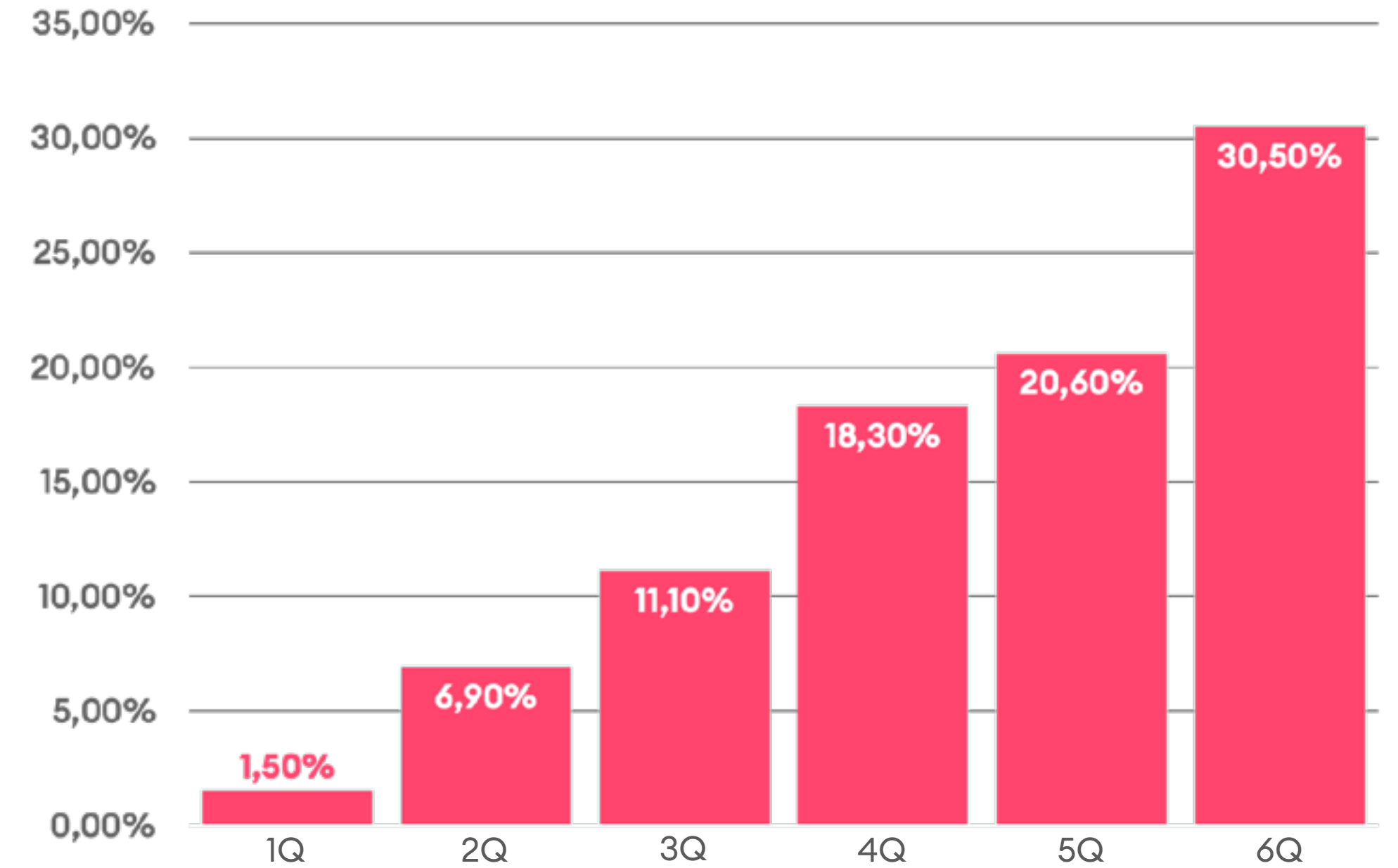
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Our dark store assortment includes approximately 2,500 SKUs of everyday groceries placing it in direct competition with offline outlets.



15 minute-delivery is the first online model to really pull revenue away from offline grocery retail

Within 18 months the penetration into a dark store coverage area increases to 30%



After 18 months of operation the revenue per dark store catches up with that of local offline convenience stores

	Rev, Monthly, RUB
Samokat (dark stores older than 18 months without splitting the client base)	12,990,378
Pyaterochka	10,549,610
Magnit Magazin U Doma	7,047,084
Dixy	7,523,800

Premium service without the premium price

Comparing the economics: dark store vs. offline

Gross margin is similar to that of offline convenience groceries

We spend 15% of revenue on courier delivery while saving 7-8% on rent, in-store personnel, and equipment

Potential for further improvement due to a larger share of private label, personalized pricing, and expanding the assortment

Client gets a superpremium 15 minute delivery service without paying a premium price

As a result, stable user cohorts produce 100%+ of their first month revenue in the long term

	Samokat (mature stores)	Major offline convenience grocer
Net revenue	100.00%	100.00%
COGS	66.25%	74.7%
Gross profit	33.75%	25.3%
Delivery	14.61%	
Profit before store costs	19.14%	25.3%
Rent & equipment	2.23%	5.85%
Store staff	2.06%	6.03%
Operating profit	14.85%	13.42%

We convert customers to a wider range of delivery options

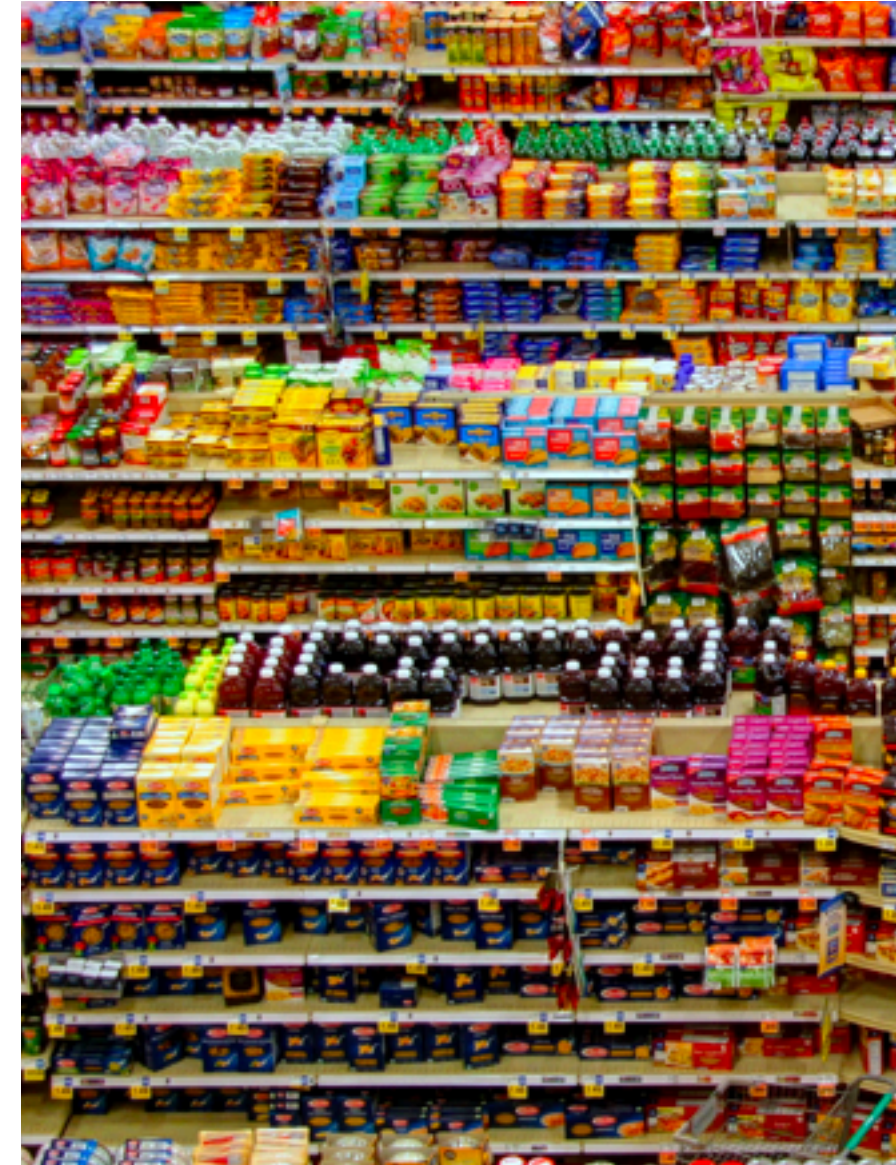
Our strategy is to attract and retain customers with our basic service to then convert them to multiple other delivery verticals

Within 6 months customers convert to:



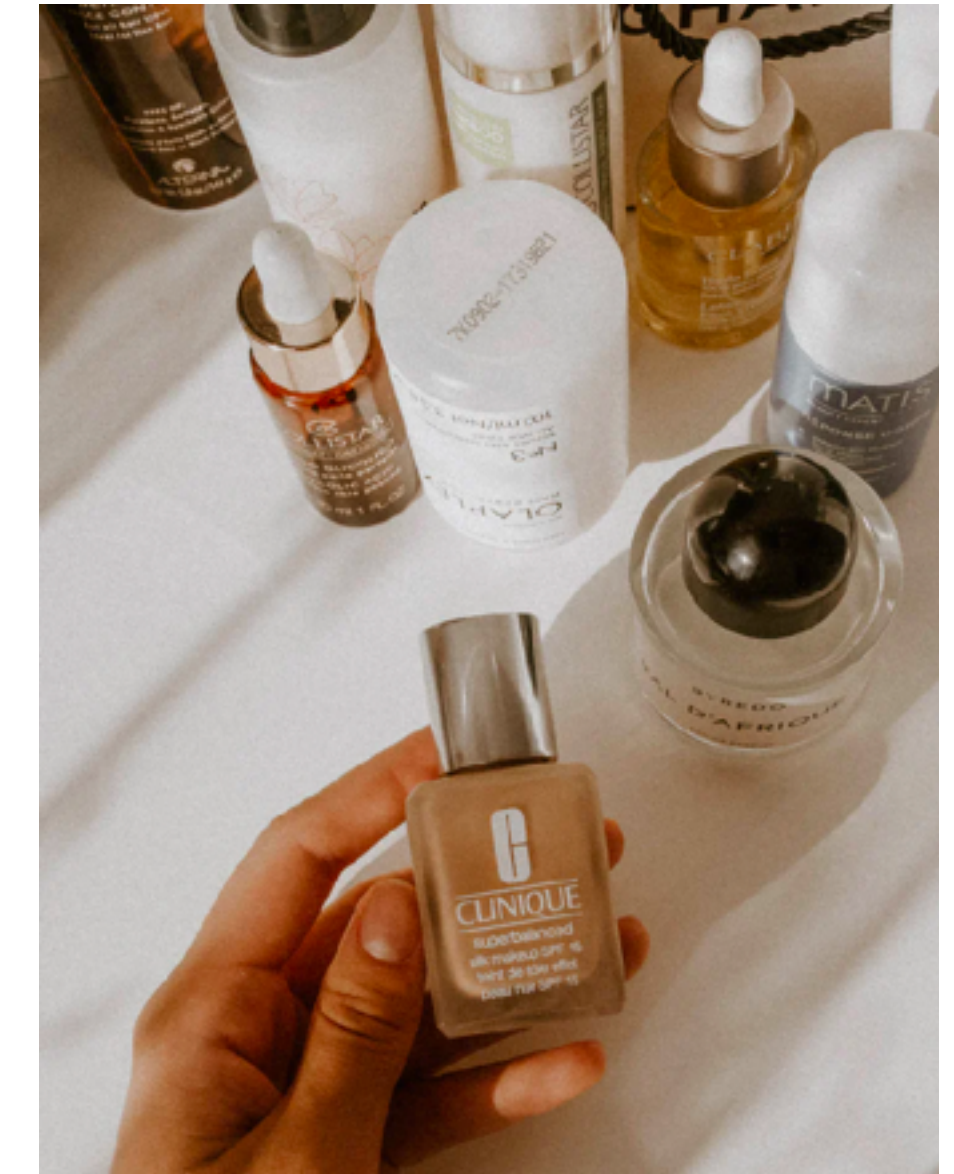
43%

delivery of ready-to-eat meals



27%

a wider grocery assortment with 90 min delivery



18%

products from the health and beauty assortment with 90 min delivery