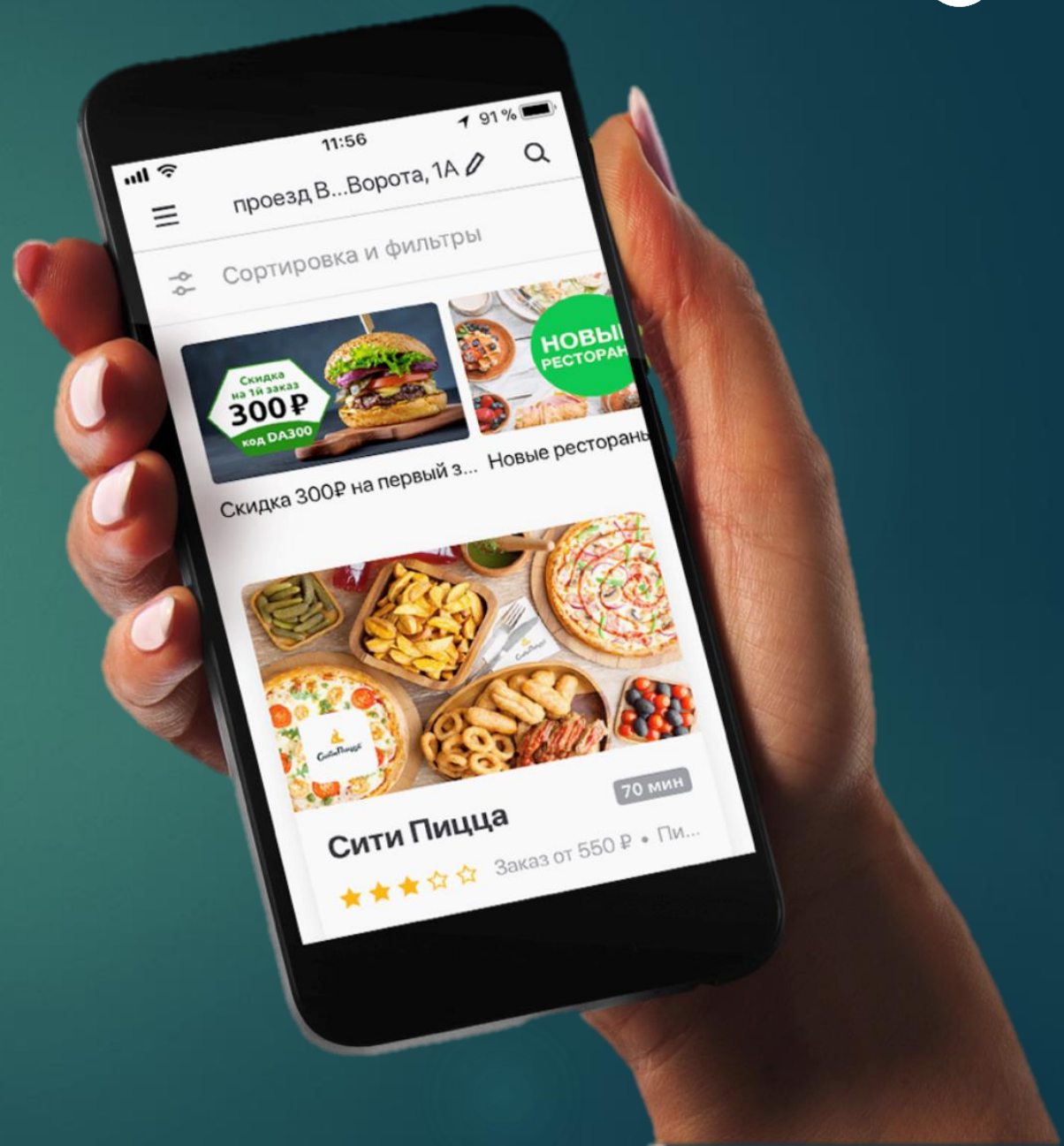




Guvenc Donmez

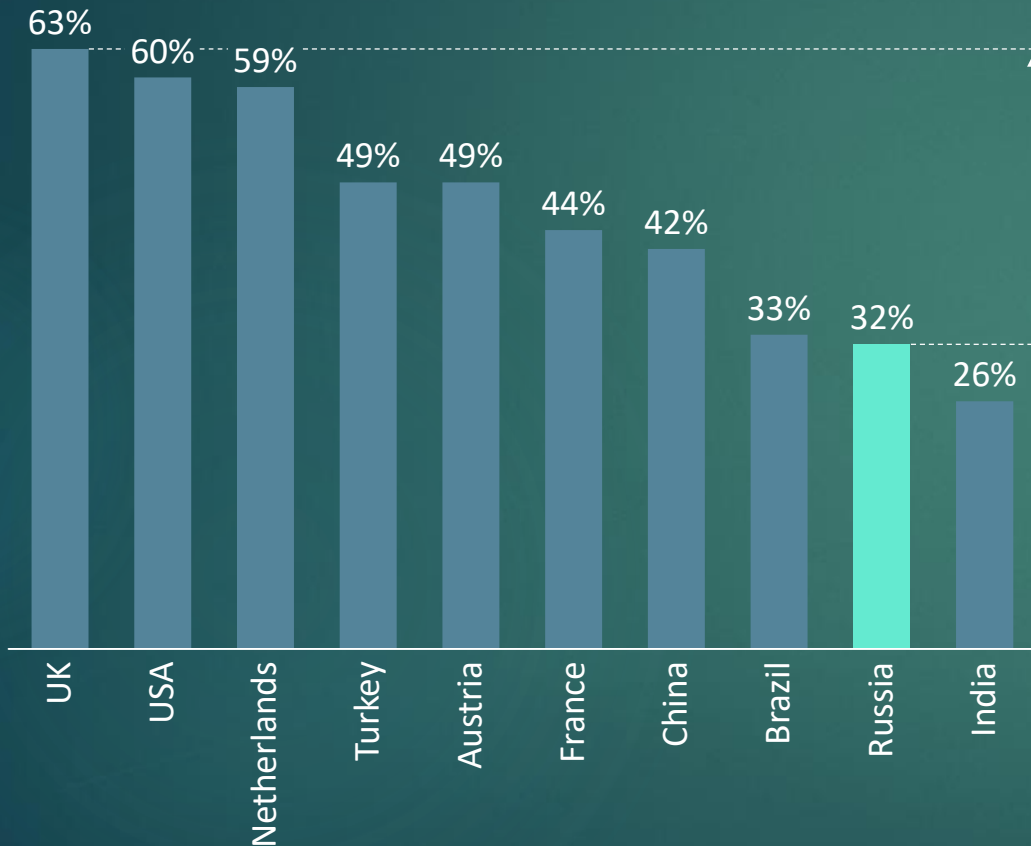
VP of MRG Food-Tech



Russian food delivery market remains underdeveloped

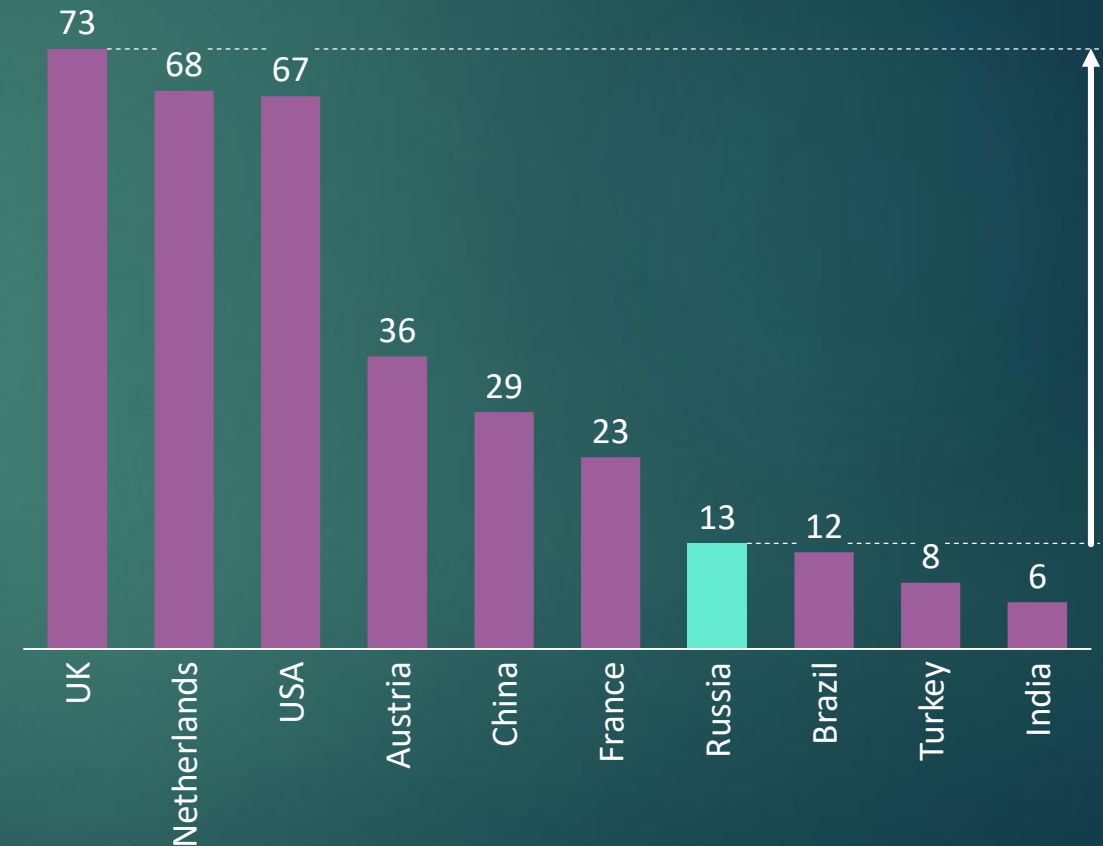


Share of online food delivery users in 2019
(% of employed population)



Source: Statista, tradingeconomics.com

Online food delivery market per capita in 2019, USD



Source: Statista, tradingeconomics.com

Food delivery market is expected to show strong growth, driven by online aggregators, where DC is the leader



Russian food services market in 2018...

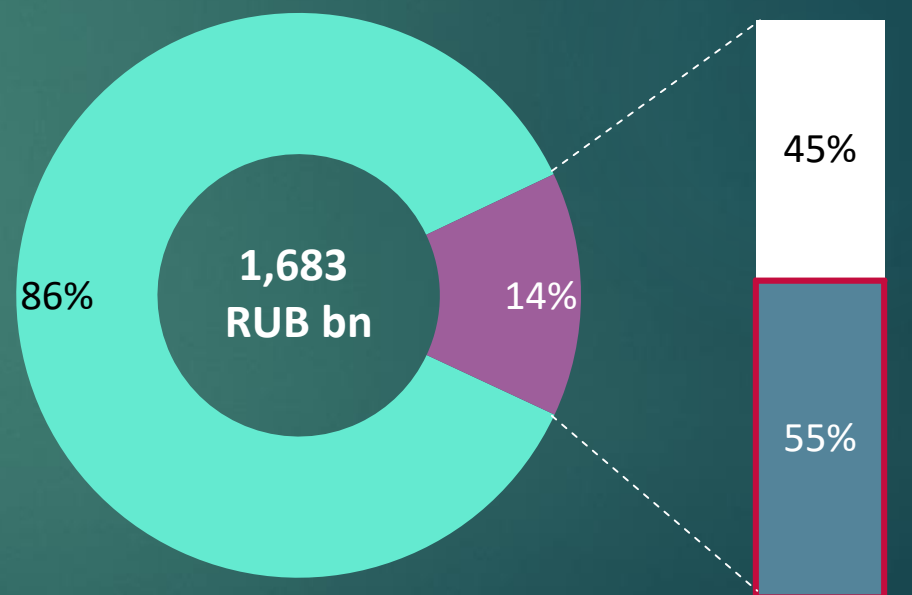
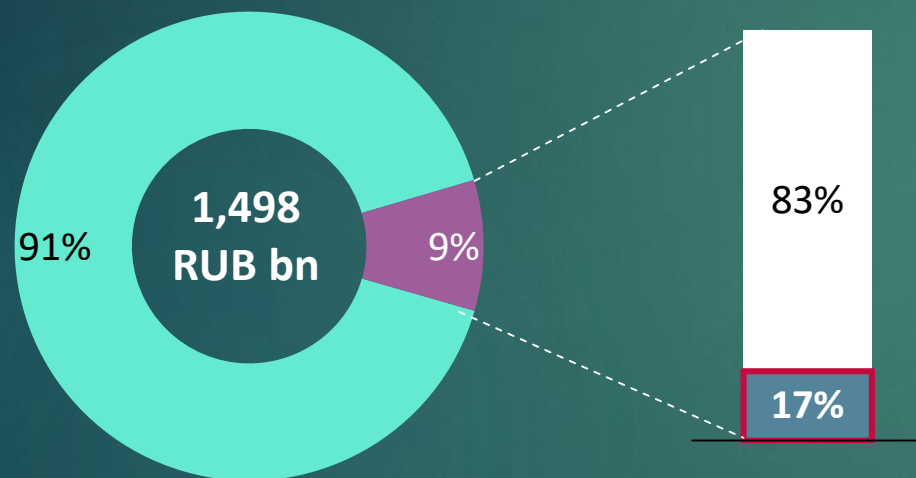
...and in 2022E

Food service market

Food delivery, 132 RUB bn

Food service market

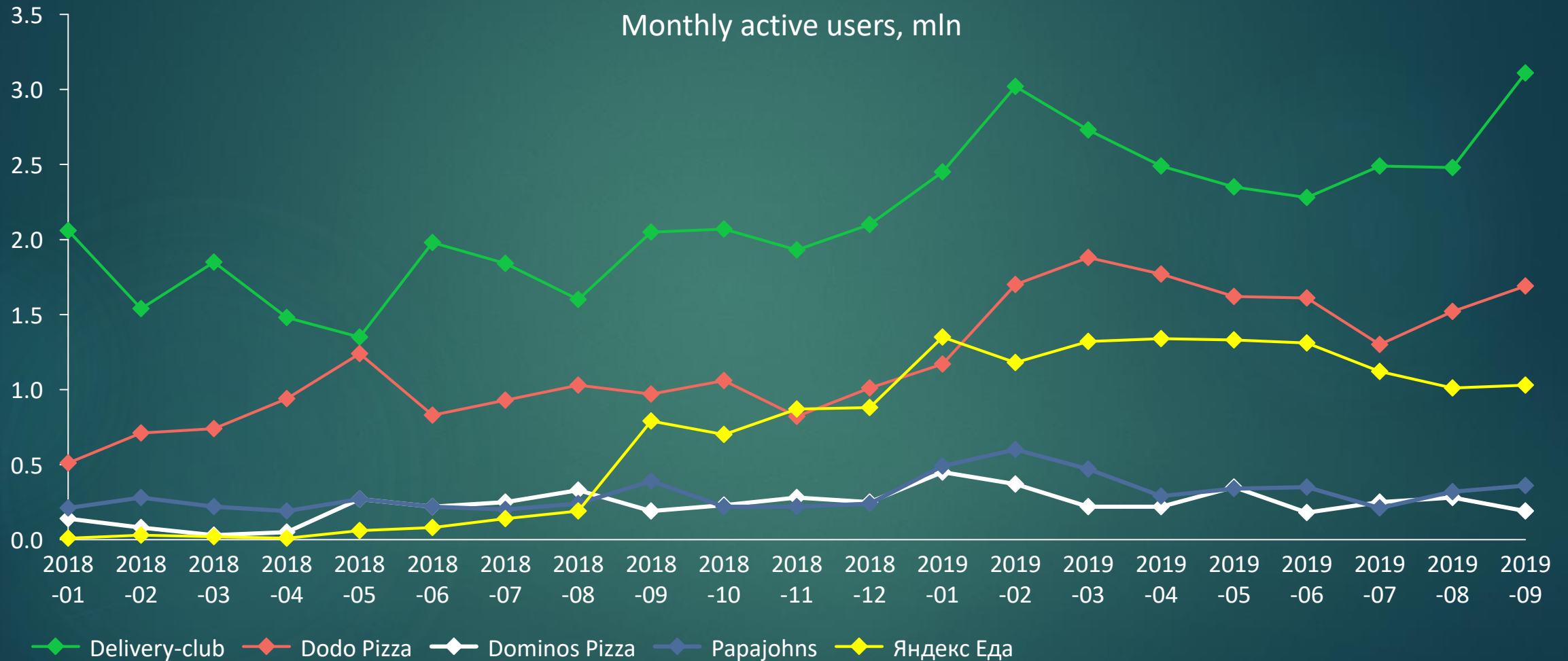
Food delivery, 242 RUB bn
CAGR 16%



- Dining at restaurants
- Delivery by restaurant
- Delivery by aggregator

Source: Sberbank CIB

Delivery Club is the food delivery market leader in terms of users...

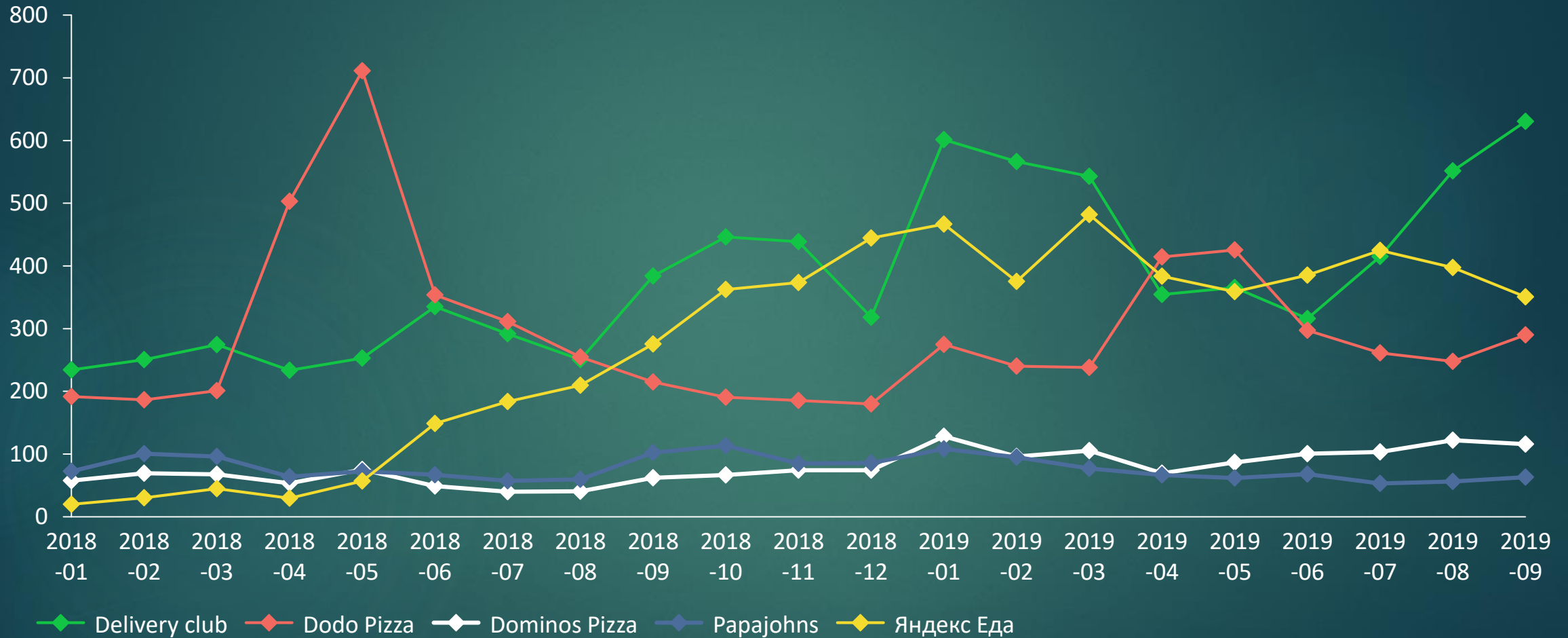


Source: Mediascope, Russia, desktop and mobile, cities 100k+, age 12-64.

...and downloads



Downloads, iOS and Android combined, ths

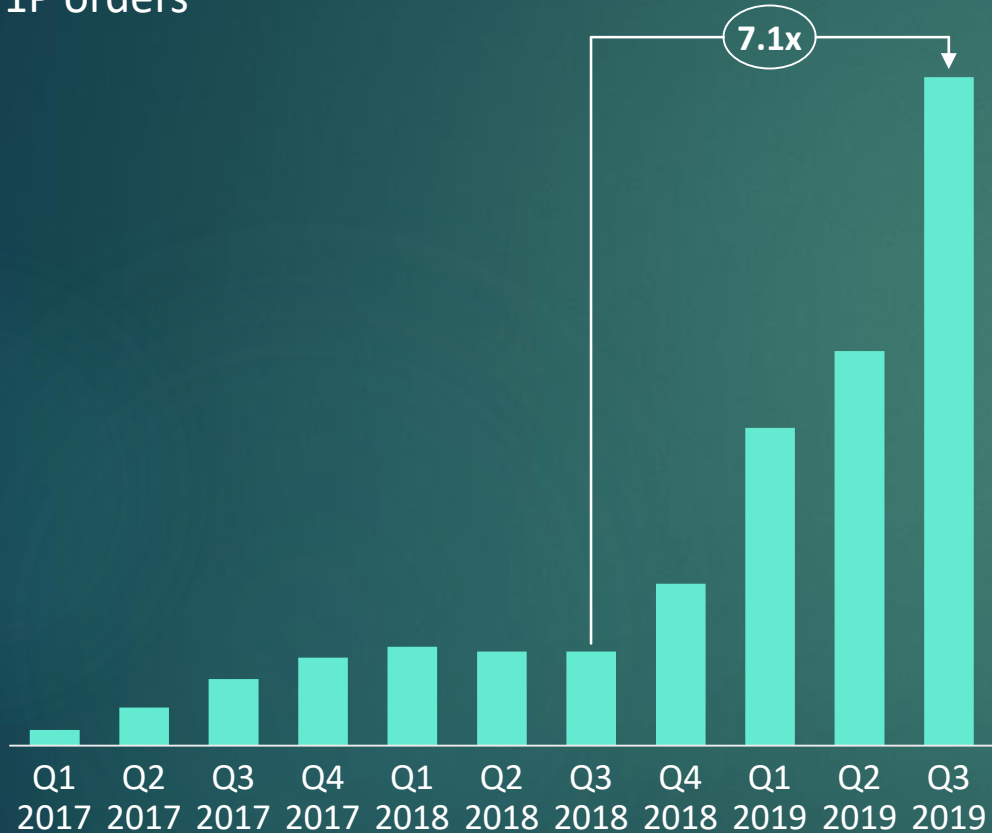


Source: AppAnnie. Delivery Club includes ZakaZaka.

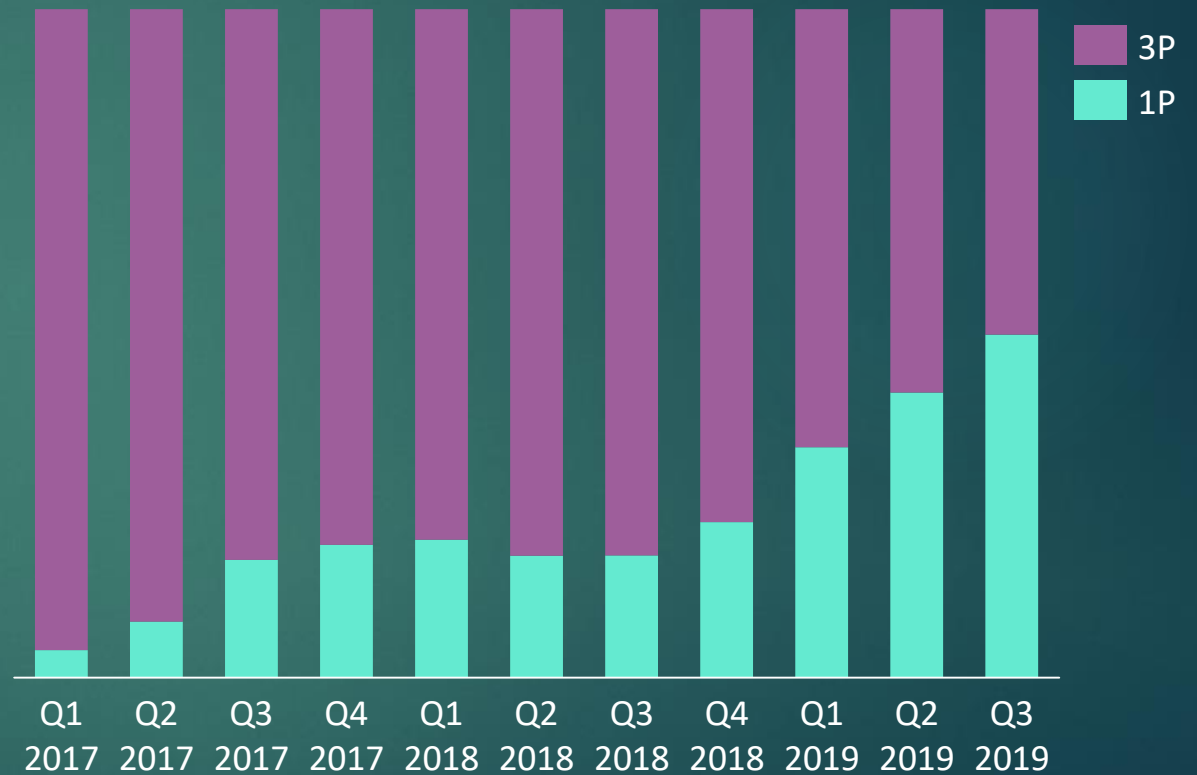
New benchmark of 3m monthly orders achieved in September, with a balance between 3P and 1P



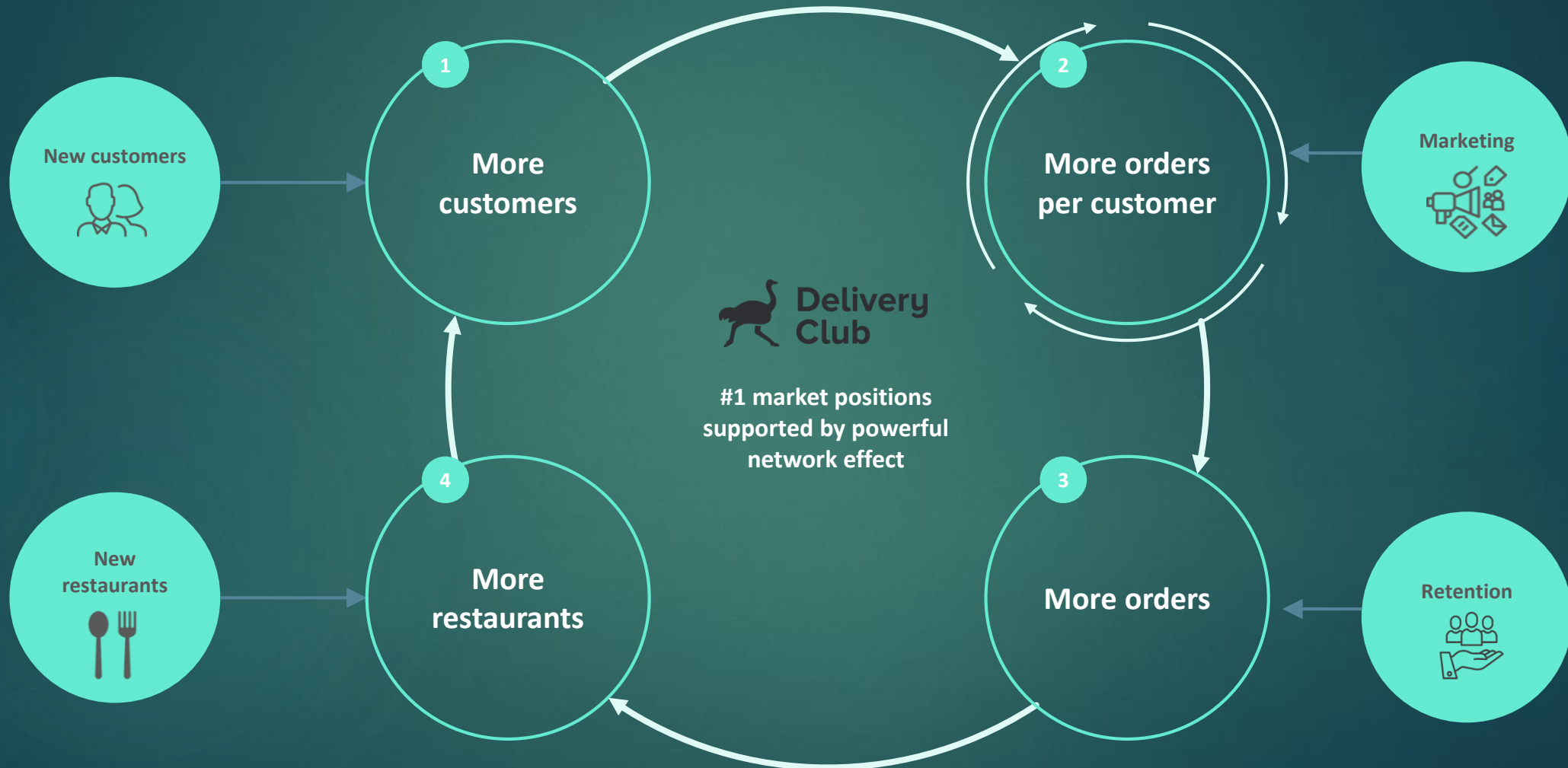
1P orders



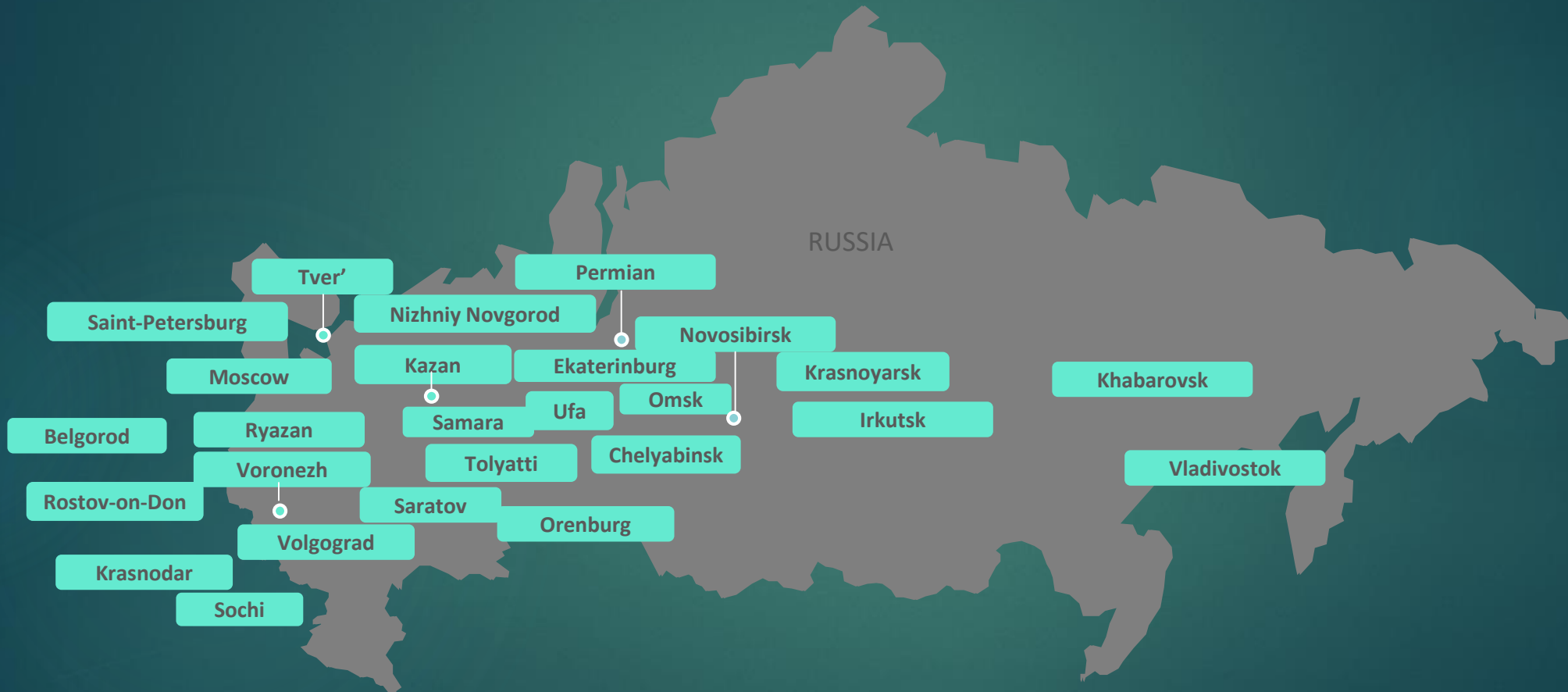
1P/3P orders split



Strong network effect



Available in 120+ cities. 1P covers 30 cities with a combined population of 42m (30% of RU total)

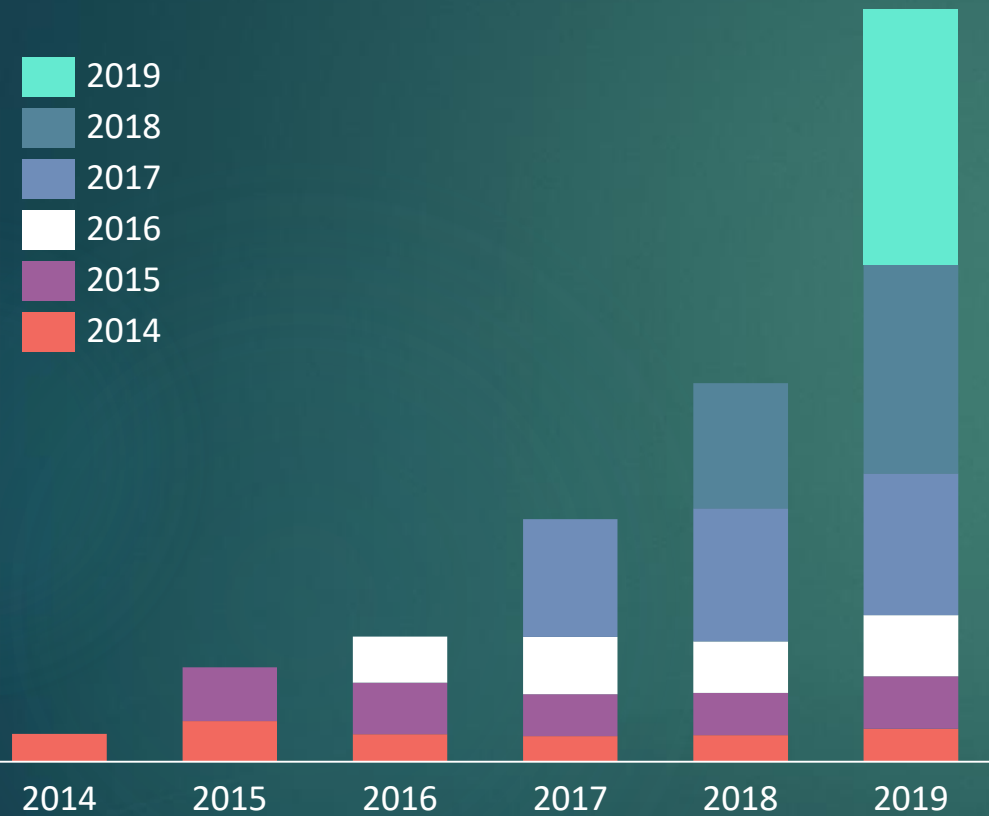


Note: as of September 2019

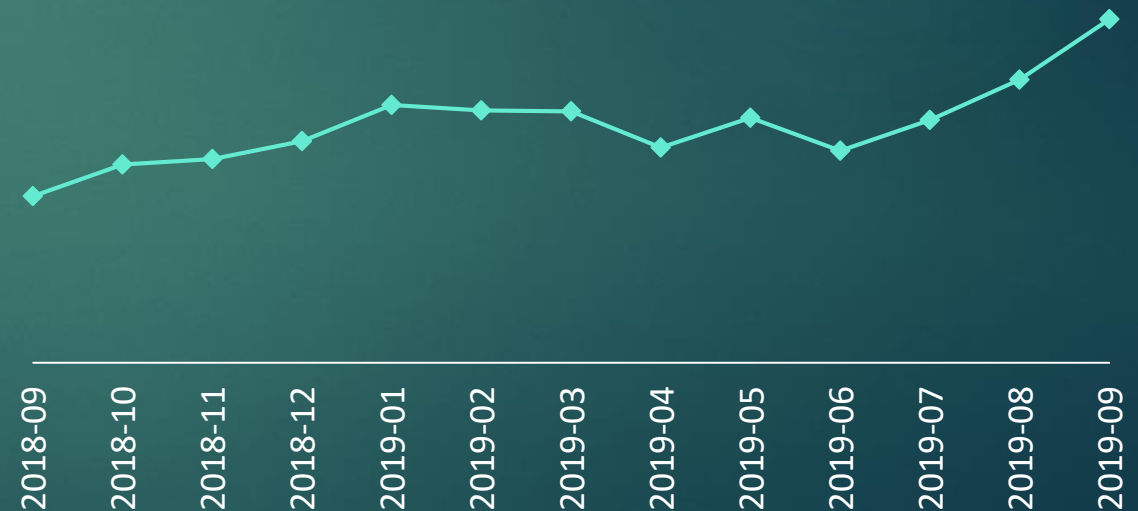
Orders are driven by new customers as well as improving previous years' cohorts



Orders by year of customer acquisition



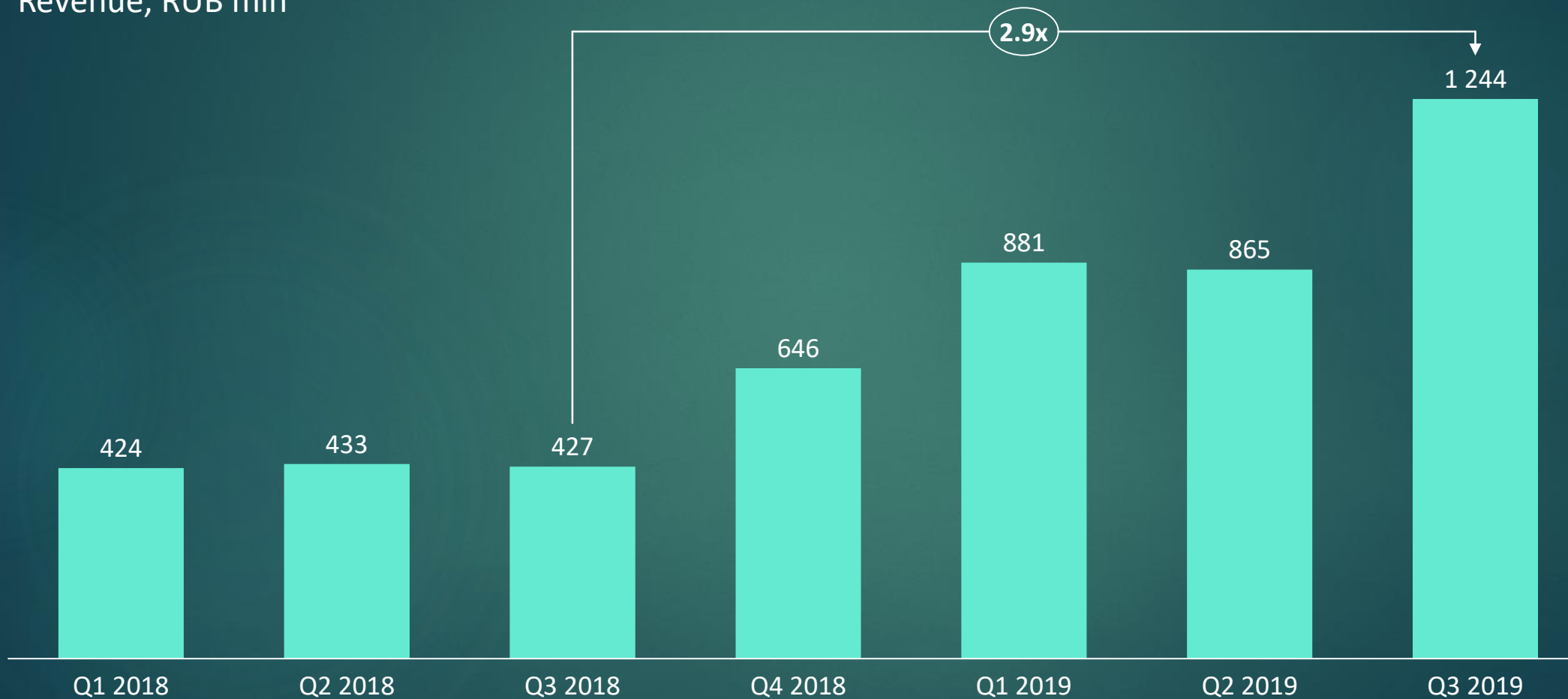
12-month retention rate



With further acceleration in Q3 2019 business is firmly on track to more than double revenues in 2019



Revenue, RUB mln



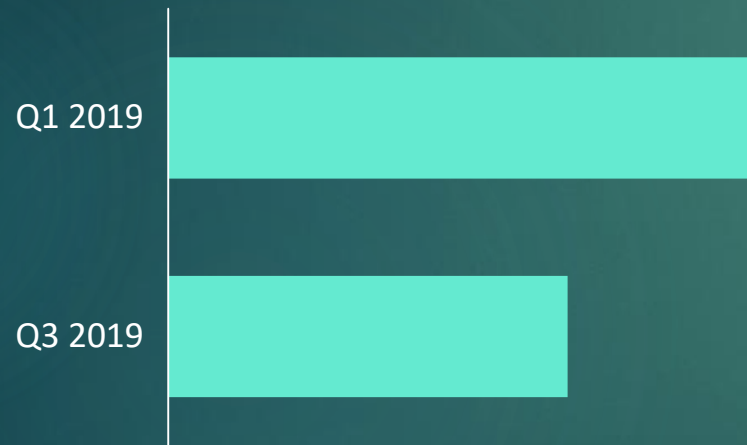
1P unit economics improvement



Balance 1P and 3P models for sustainable growth

- 1P for better service and better choice
- 3P for better margins

↘ Optimization of logistic costs per order



↗ Auto-assigned orders share



Addressing food needs of customers 24/7

