

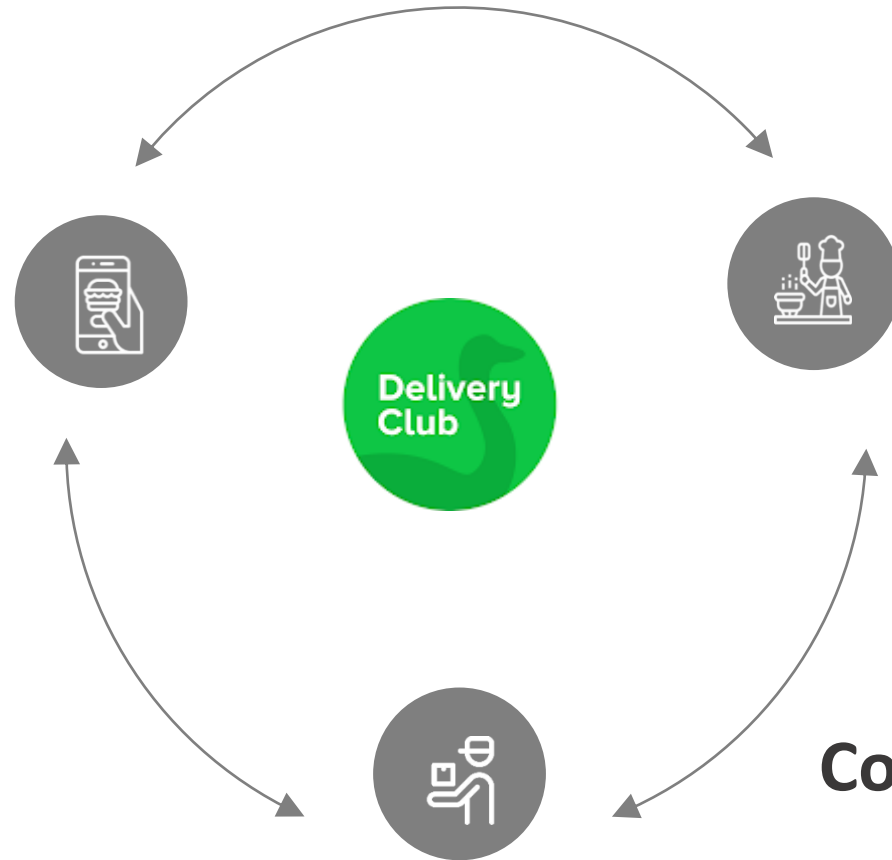


**Delivery Club**  
Guvenc Donmez

# DC became food delivery ecosystem that creates value for Users, Partners and Couriers

## Customers

**2.9m** active customers monthly  
**2.7** orders per user monthly

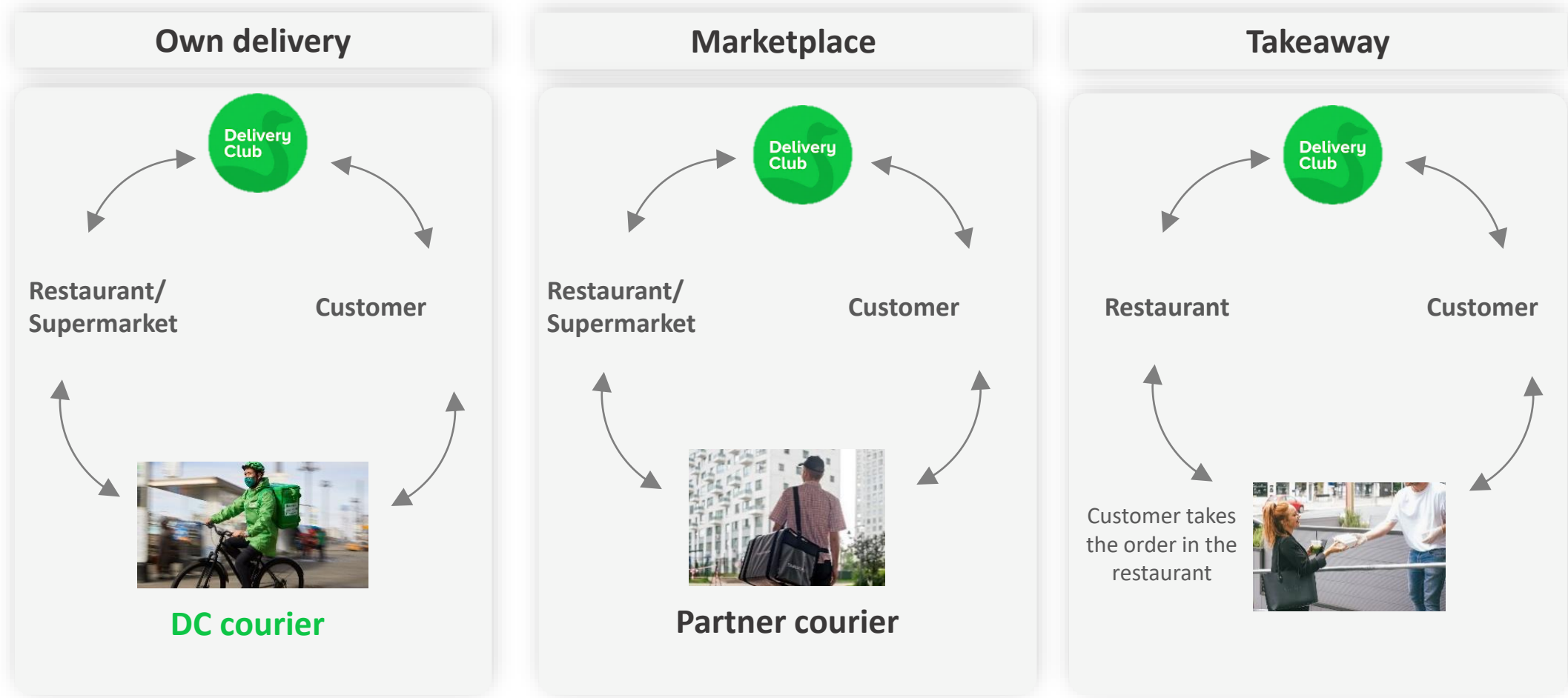


## Partners





**46,000+** partners

## Couriers

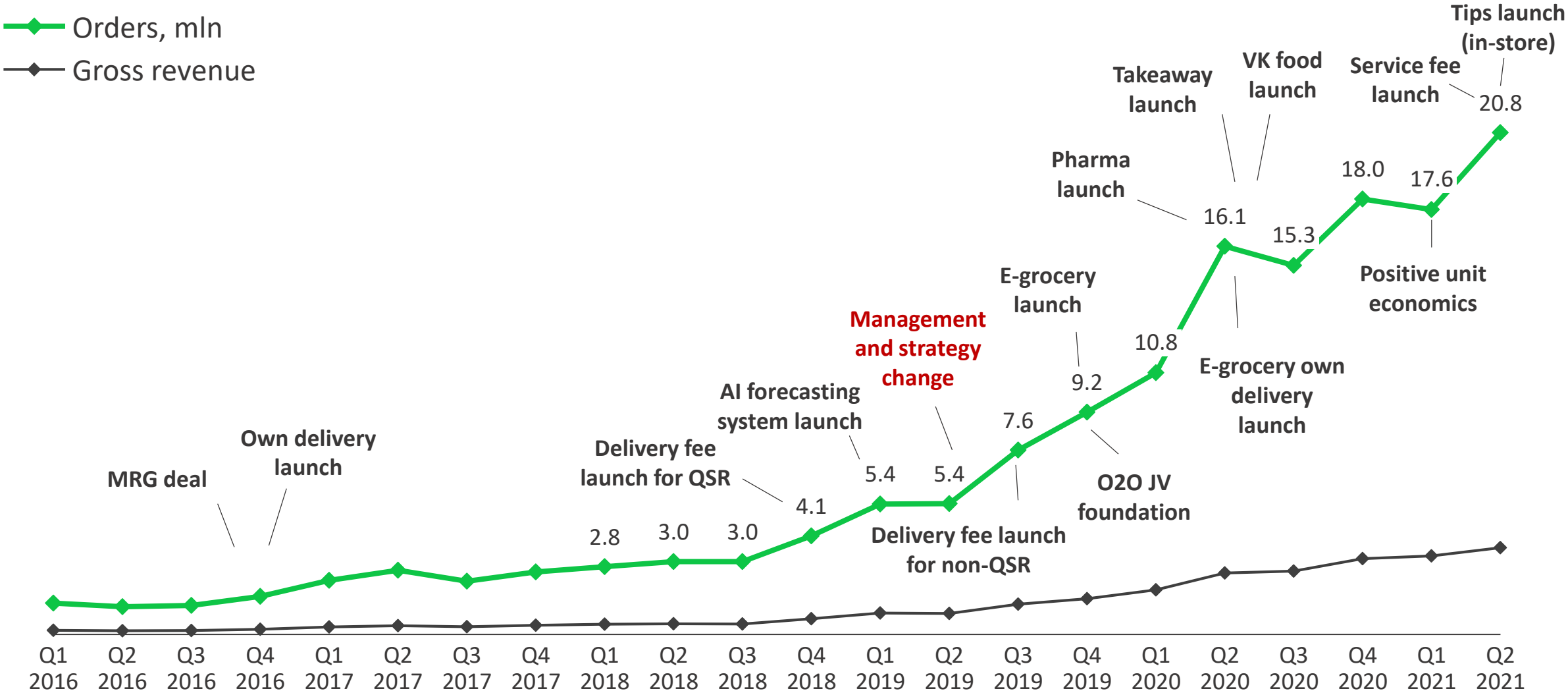
# DC business model



# Platform scale offers choice to customers and value to each type of partner

	QSR	Non-QSR	Marketplace
 <b>Type of vendors</b>	Fast-food	Mid-High price range restaurants	Low-Mid range sushi/pizza/etc., biggest food delivery players
 <b>Coverage</b>	National coverage ✓	More limited coverage ✗	Big cities coverage ✓
 <b>Order value</b>	Low average order value ✗	High order value ✓	High order value ✓
 <b>Food</b>	Fast cooking ✓	Unique taste ✓	Wide formats ✓
<b>Other</b>	High order intensity ✓		Long delivery ✗

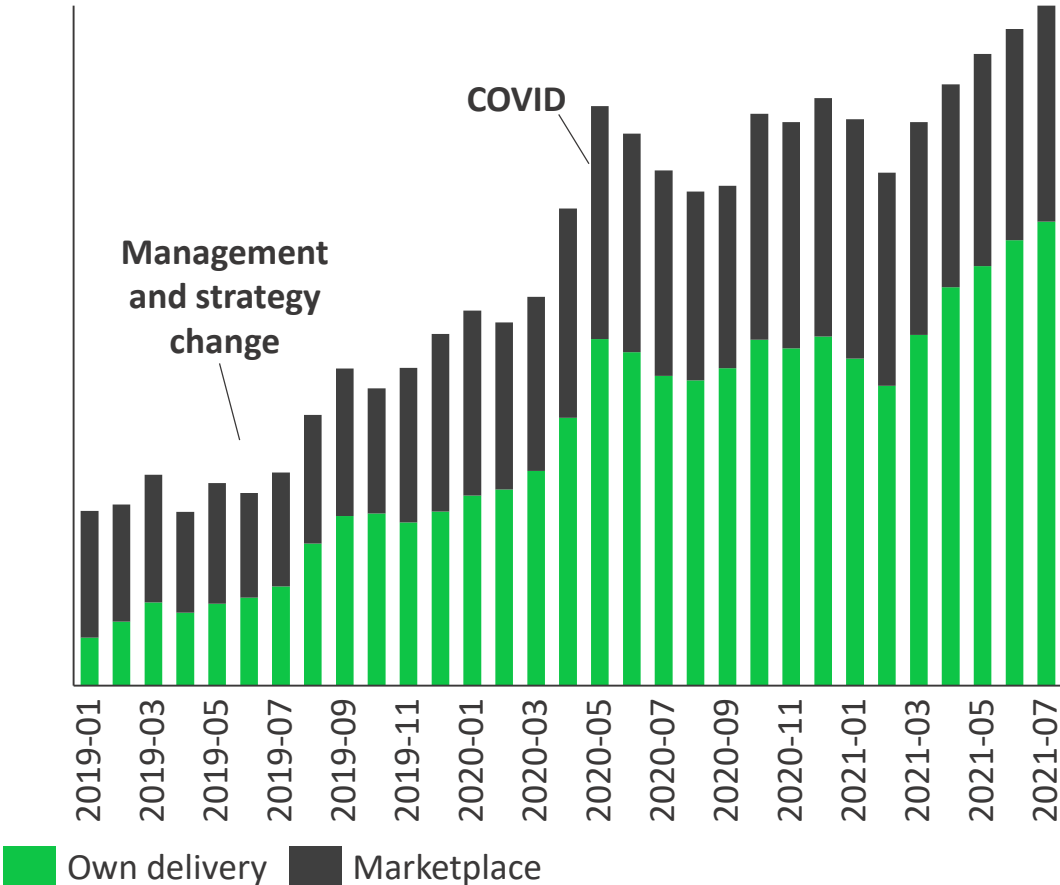
# We started aggressive growth with new strategy in 2019 H2. It was later fueled by Covid.



# Growth comes from both RTE OD drive and Grocery launch

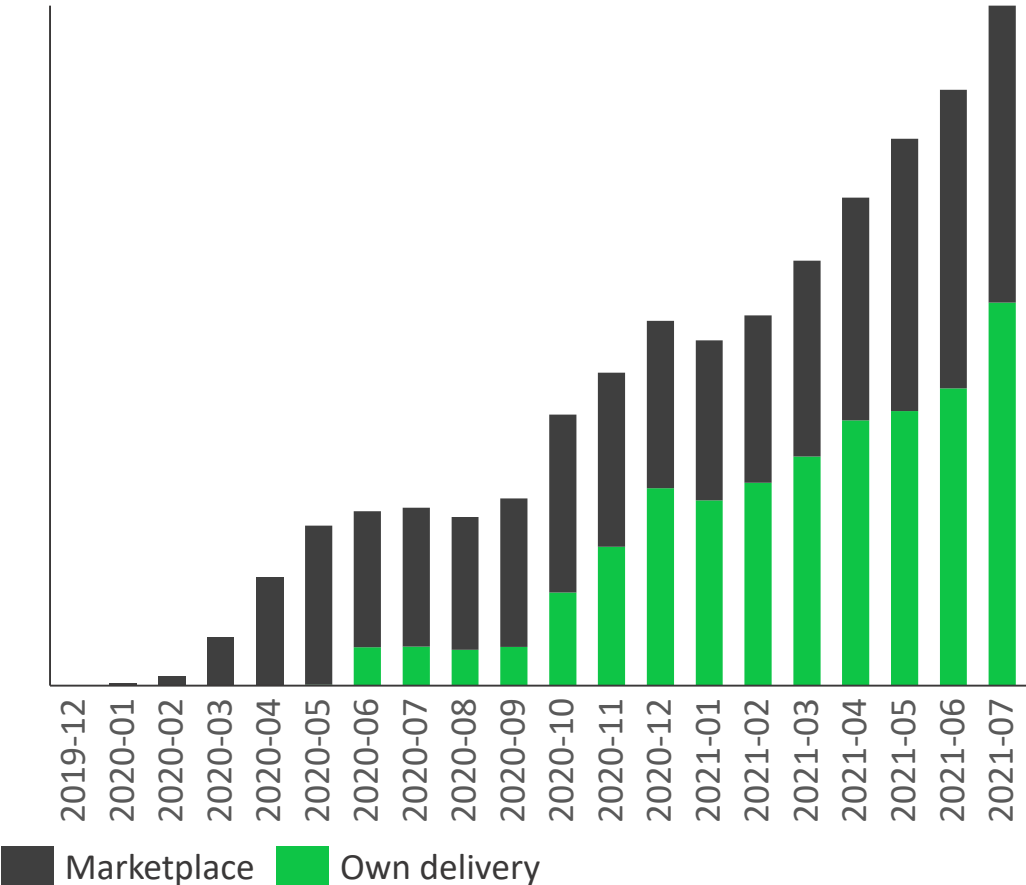
RTE orders, mln

**3.3X** growth (monthly) for 24m



E-grocery orders, mln

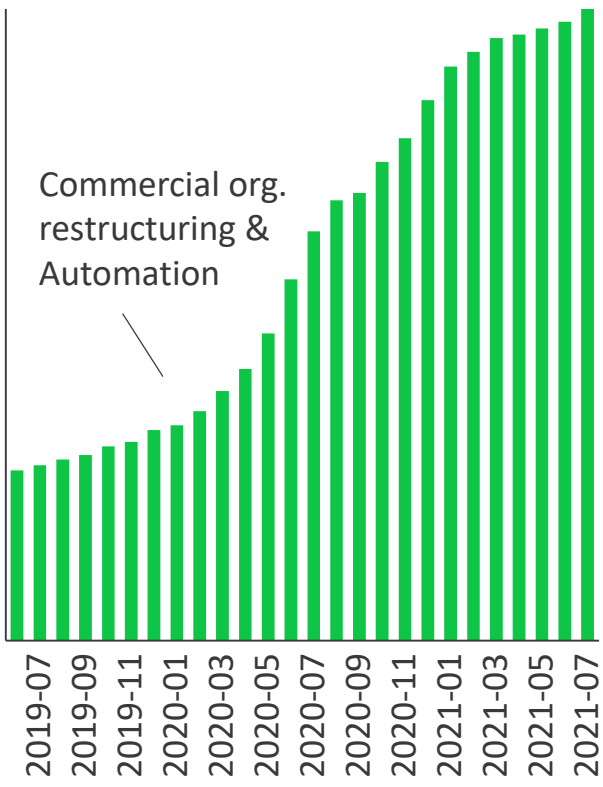
**4X** growth (monthly) for 12m



# We automated and scaled sign-ups to reach 41K restaurants and 5.6K groceries

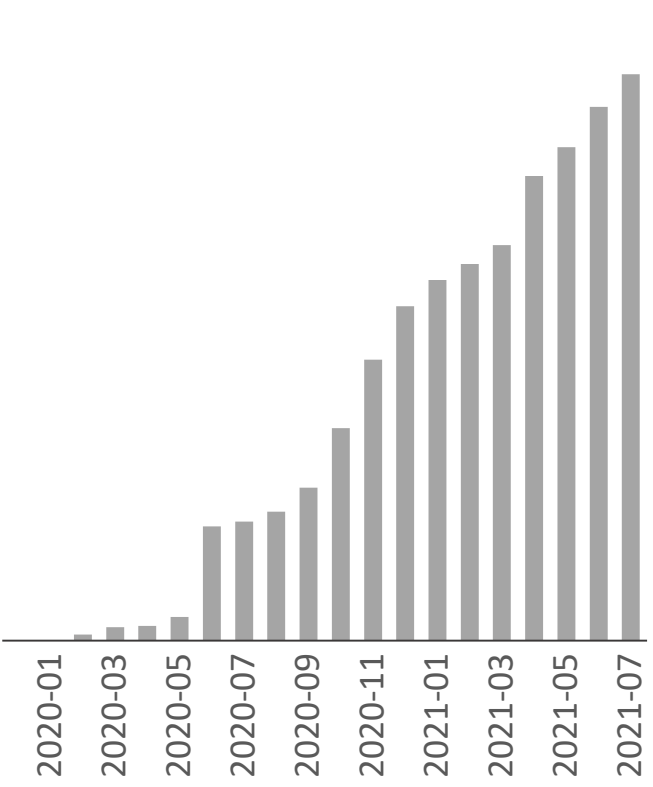
### Restaurants

**3.6X** growth for 24m

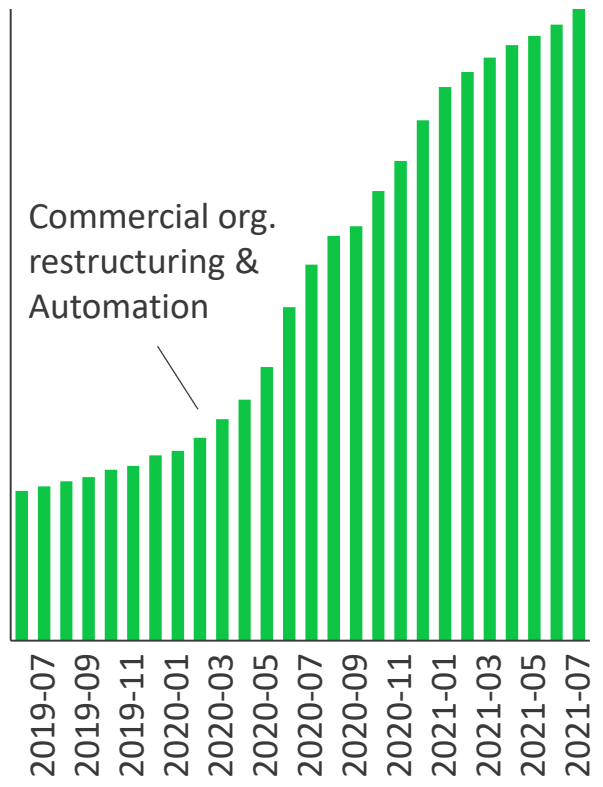


### Grocery and non-food stores

**4.7X** growth for 12m

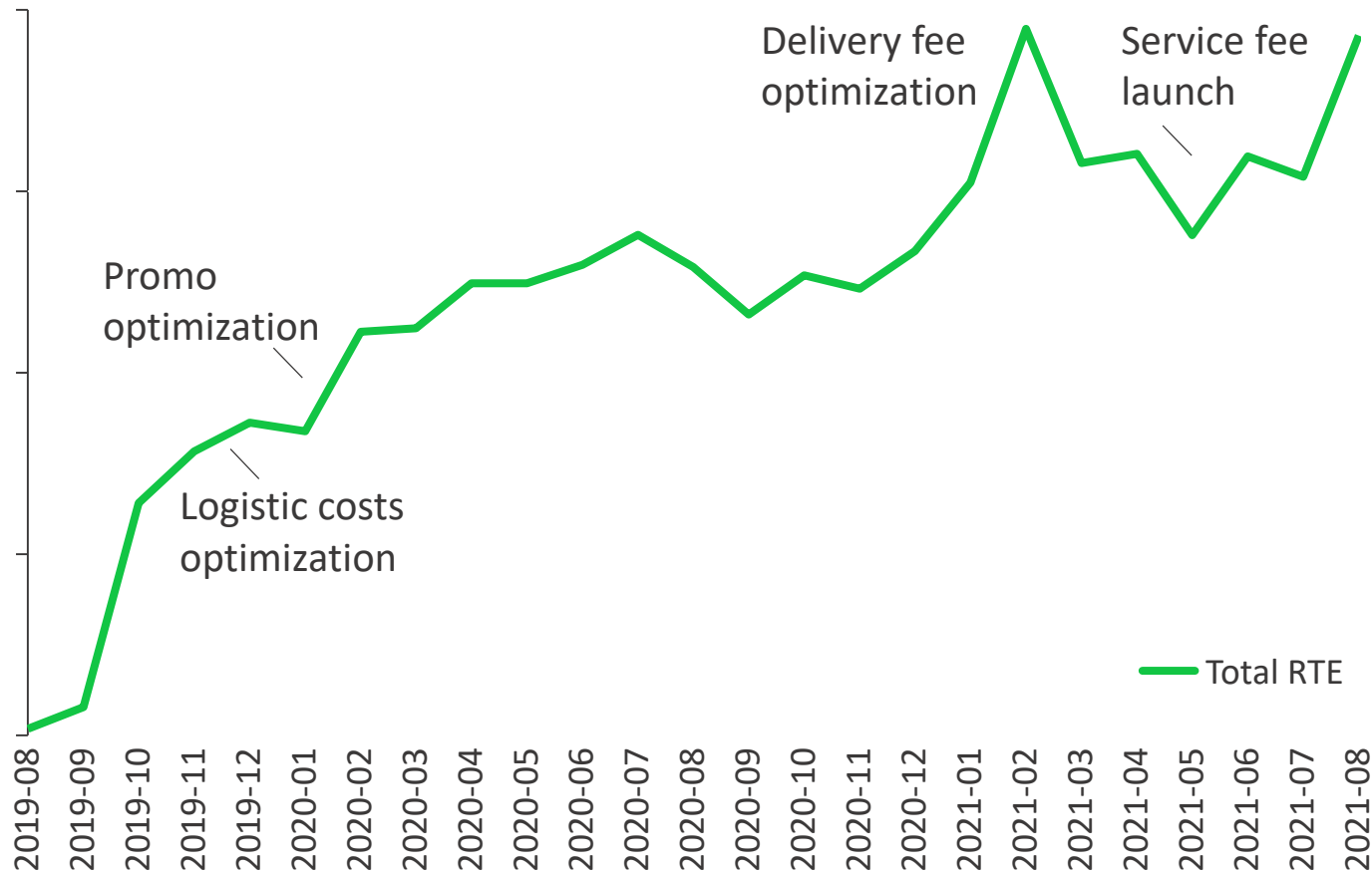


### Total partners



# Reached positive UE in 2021

## Contribution profit per order

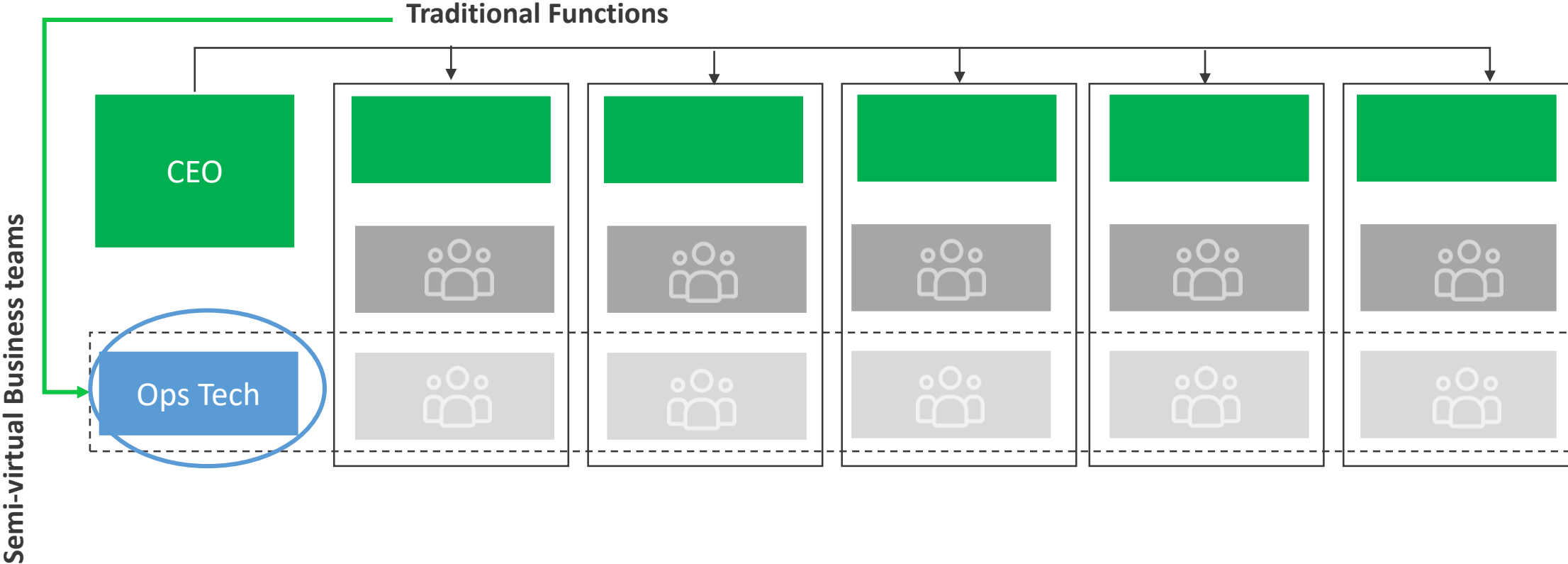


## Drivers of unit economics

- **We increased efficiency of logistics**, increased couriers utilization, share of auto-assigned orders and implemented other optimization projects
- **Optimized promo costs**
- **Launched delivery fee** for all restaurants with our delivery and **service fee** in 2021 for all segments

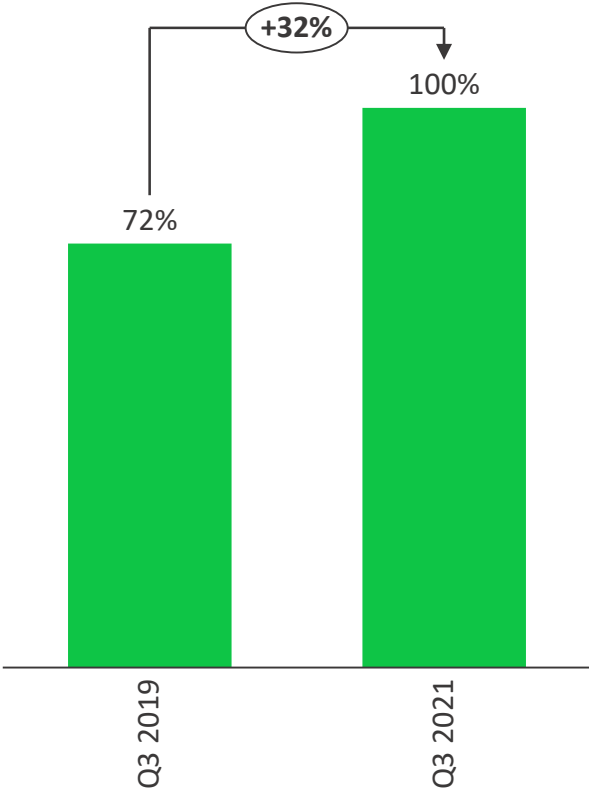


# Company was restructured in 2021 for Deep Ops Tech

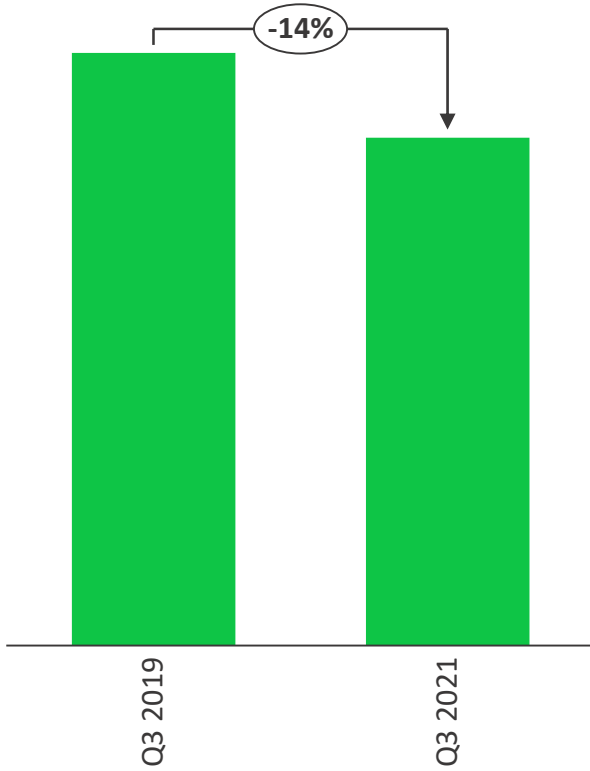


# We improved our service levels due to Deep Ops Technology

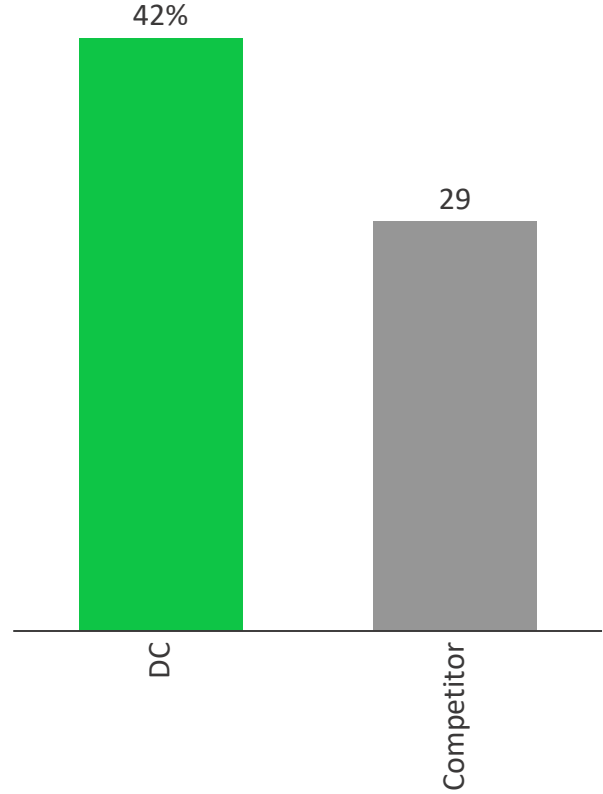
Autoassigned orders, %



Delivery time

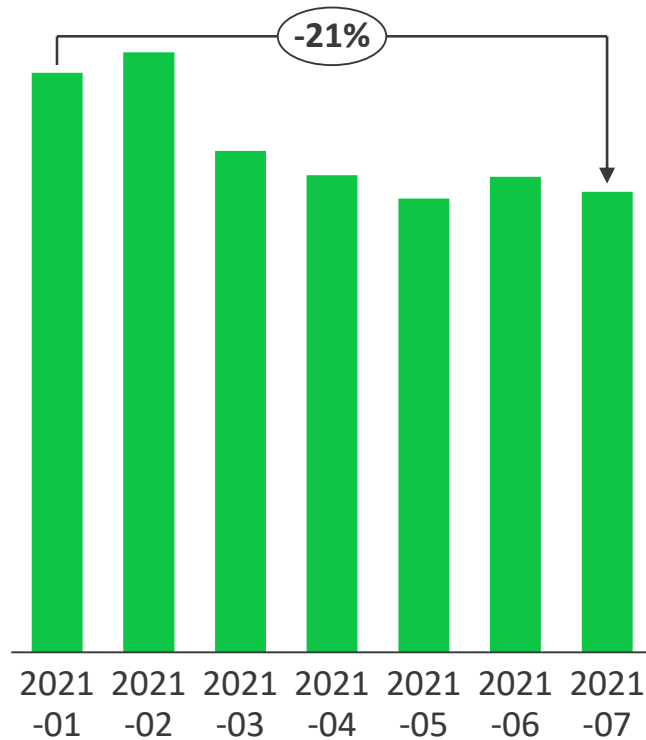


NPS (June 2021), %

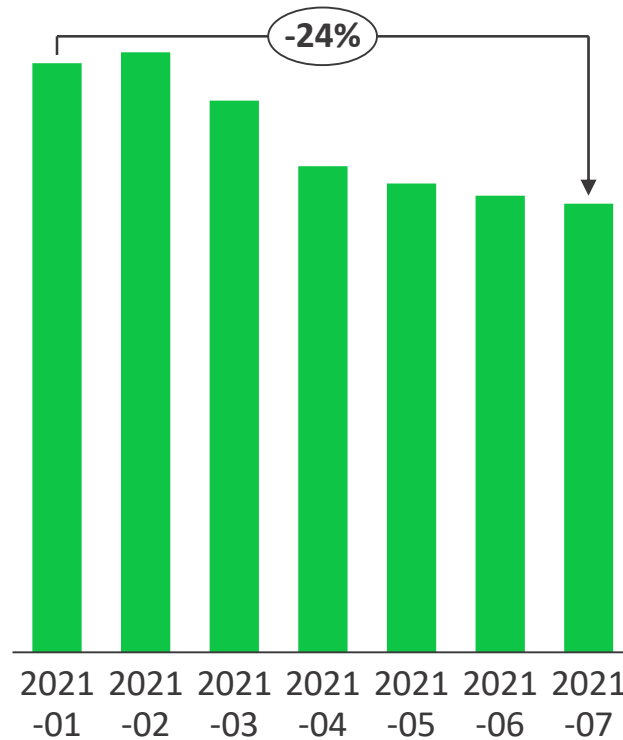


# We decreased delivery time in all regions in 2021

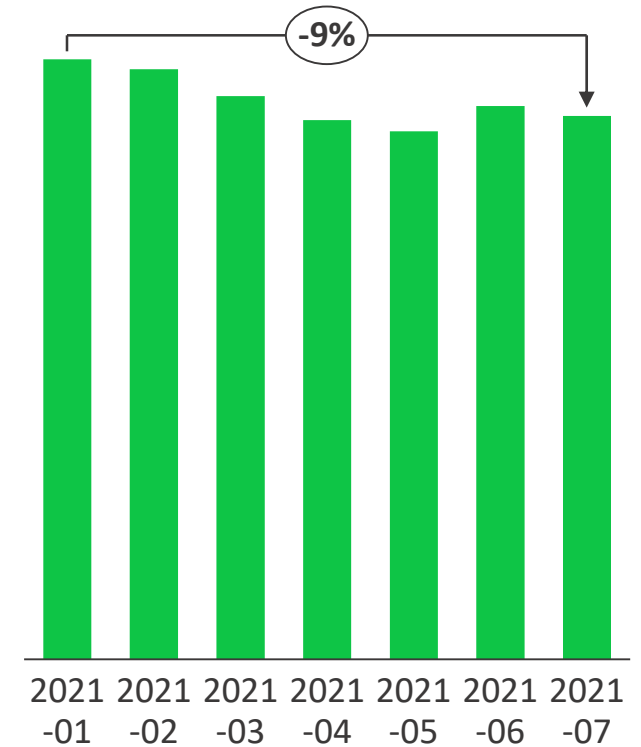
Moscow delivery time



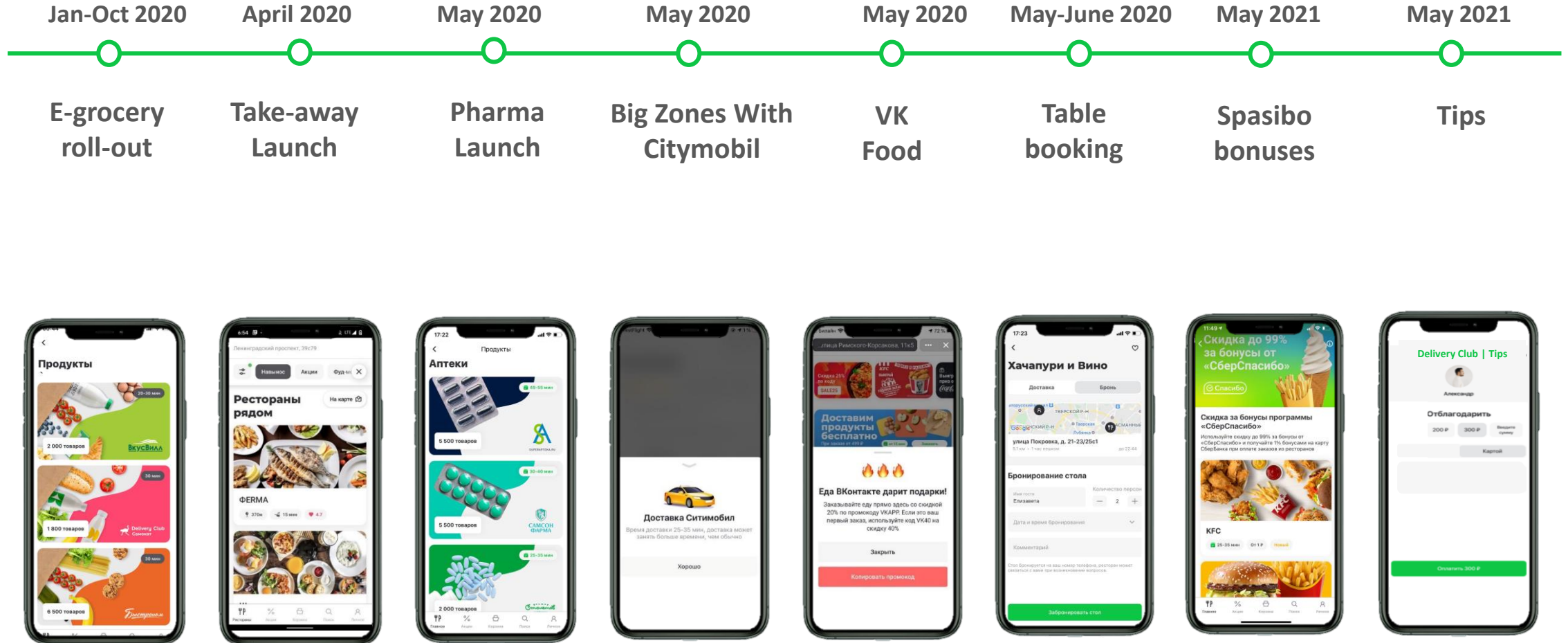
St.P delivery time



Regions delivery time



# DC became multi-vertical app, through product innovation that drives frequency and retention



# As a result of product and service improvements frequency increased since 2019

