

OZON

Q2 2021

Financial Results

17 August 2021

Disclaimer

OZON

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These and other important factors could cause actual results to differ materially from those indicated by the forward-looking statements made in this presentation. Any such forward-looking statements represent management’s estimates as of the date of this press release. While Ozon may elect to update such forward-looking statements at some point in the future, Ozon disclaims any obligation to do so, even if subsequent events cause its views to change. These forward-looking statements should not be relied upon as representing Ozon’s views as of any date subsequent to the date of this presentation.

This presentation includes certain non-IFRS financial measures not presented in accordance with IFRS, including but not limited to Contribution Profit/(Loss), Adjusted EBITDA and Free Cash Flow. These financial measures are not measures of financial performance or liquidity in accordance with IFRS and may exclude items that are significant in understanding and assessing our financial results. Therefore, these measures should not be considered in isolation or as an alternative to loss for the period or other measures of profitability, liquidity or performance under IFRS. You should be aware that the Company’s presentation of these measures may not be comparable to similarly titled measures used by other companies, which may be defined and calculated differently. See Appendix to this presentation for a reconciliation of certain of these non-IFRS measures to the most directly comparable IFRS measures.

The presentation includes interim information for the three and six months interim periods within 2020 and 2021. This information has not been audited by the Company’s auditors.

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OZON

Our Mission

To transform the Russian consumer economy by offering the widest selection, exceptional value and maximum online shopping convenience among Russian e-commerce companies, while empowering partners to achieve greater commercial success

OZON E-commerce: Accelerated Order Growth Drives GMV



Significant Growth at Scale	89.0 Bn RUB GMV incl. services in Q2 2021 ⁽¹⁾	94% GMV incl. services YoY growth in Q2 2021 ⁽¹⁾	180% Orders YoY growth in Q2 2021 ⁽¹⁾
Large Buyer and Seller Base	c.18.4MM LTM active buyers ⁽²⁾	80% Growth in number of LTM active buyers YoY	>3.5x Growth in number of sellers YoY ⁽³⁾
Leading Logistics Platform	c.268k sqm Fulfillment infrastructure	c.27MM SKU Assortment ⁽⁴⁾	98% Parcels delivered on time

GMV incl. services:



Source: Company data

Notes:

¹ See "Presentation of Financial and Other Information" section of this presentation for GMV incl. services and Orders definitions

² Unique buyers who placed an order on our platform within the 12-month period preceding June 30, 2021

³ Unique sellers who made a sale on our Marketplace within the 12-month period preceding June 30, 2021

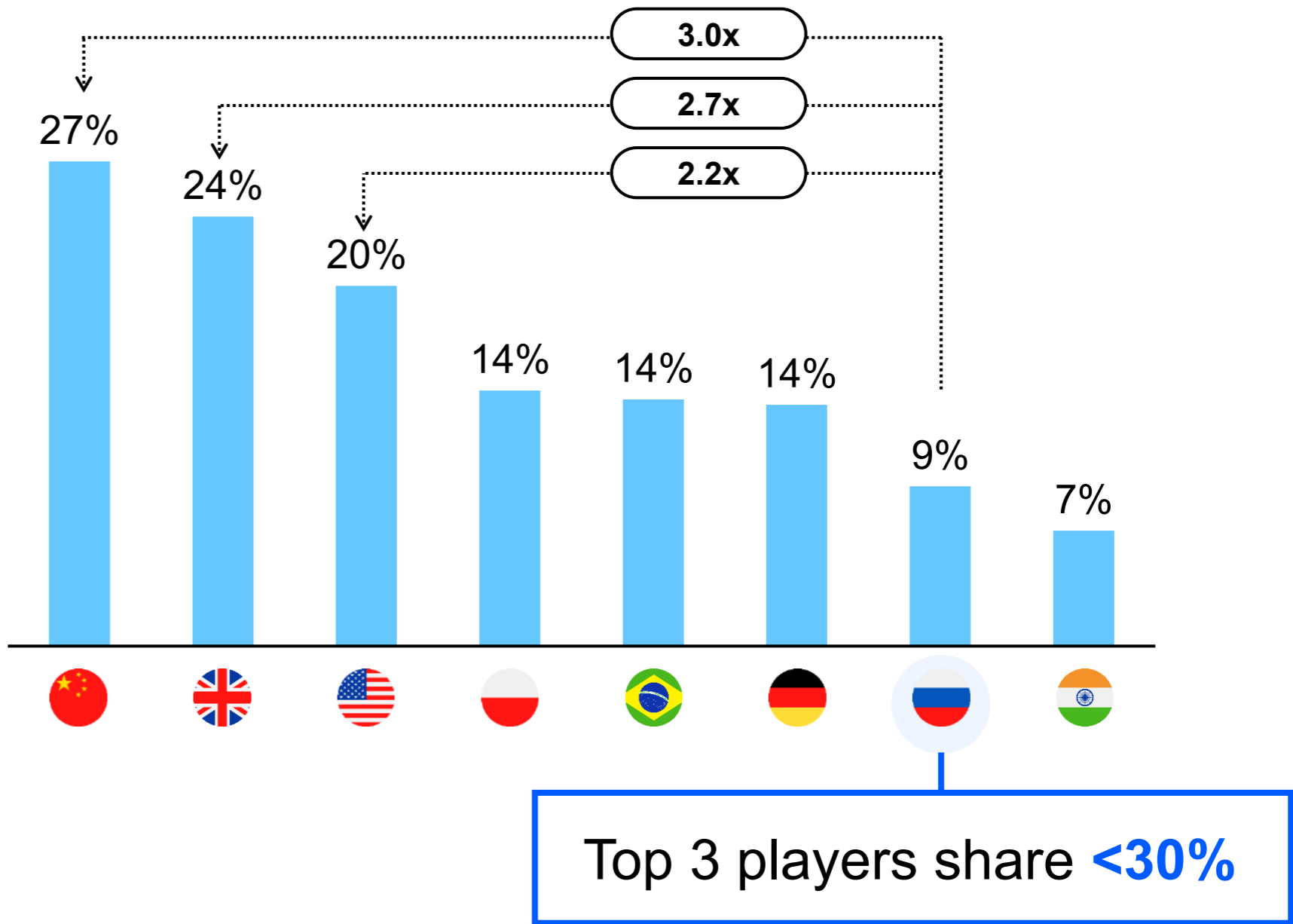
⁴ As of June 30, 2021

Large, Structurally Attractive Market with Low Penetration



Russian E-commerce Market is Underpenetrated and Fragmented

E-commerce Penetration in 2020, %



Source: Company data, INFOLine, Euromonitor

Notes:

¹ Market sizes for Full-Year 2020 converted from RUB using 2020 average exchange rate of RUB 72.3230 per 1 USD. Ozon GMV converted from RUB using LTM Q2 2021 average exchange rate of RUB 74.6168 per 1 USD

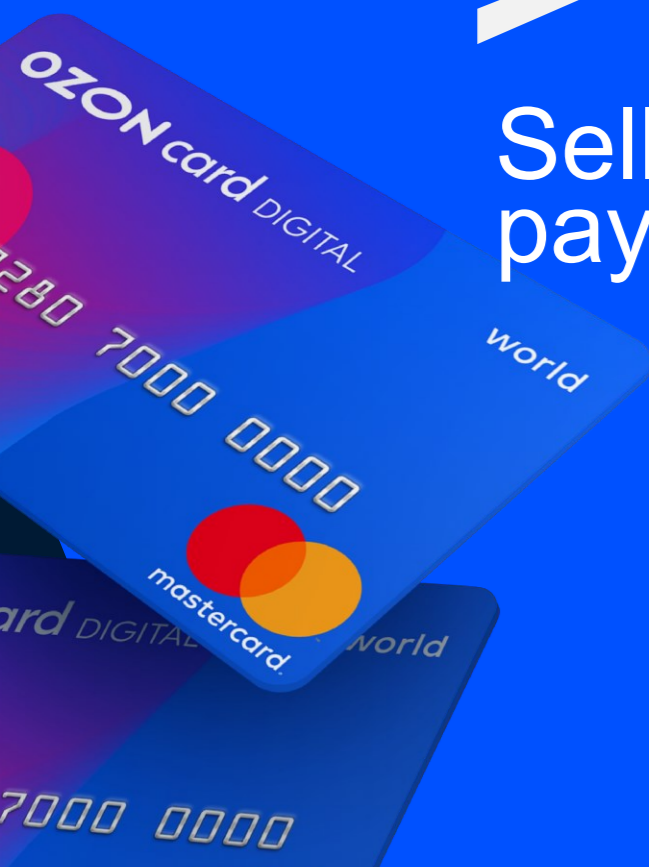
² See "Presentation of Financial and Other Information" section of this presentation for the definition of GMV incl. services

>1mn

Issued cards

> 2,000

Sellers use Flexible payments



B2C

B2B

Transaction



OZON Card

- One of top-3 most payment solutions on Ozon platform
- Branded Debit Card with cashback on Ozon



Flexible Payments

- Customized payment schedule for sellers
- Improves working capital, enabling sellers to invest in growth

Lending



B2C Lending

Short-term online buy-now-pay-later consumer loans



B2B Lending

Financing sellers' capital needs to enable sellers to grow their business with Ozon

- Increase in average order value
- Increase in customer and merchant retention
- 1.6x higher frequency of purchases for Ozon Card holders

OZON Express

- Network of darkstores in Moscow and Saint-Petersburg with delivery within 1 hour
- Attractive value proposition for buyers in terms of wide selection of goods and fast delivery
- Launch of private label to expand selection



>35k
Darkstores footprint,
sqm

>20k
SKUs assortment

EXPRESS
2x

Growth in daily orders
from March to June

c.20%
of Moscow grocery
purchases in Q2

~\$230bn

Russian food retail
market⁽¹⁾

Source: Federal State Statistics Service

Note:

¹ Market sizes for the Full Year 2020 converted from RUB using 2020 average exchange rate of RUB 72.3230 per 1 USD

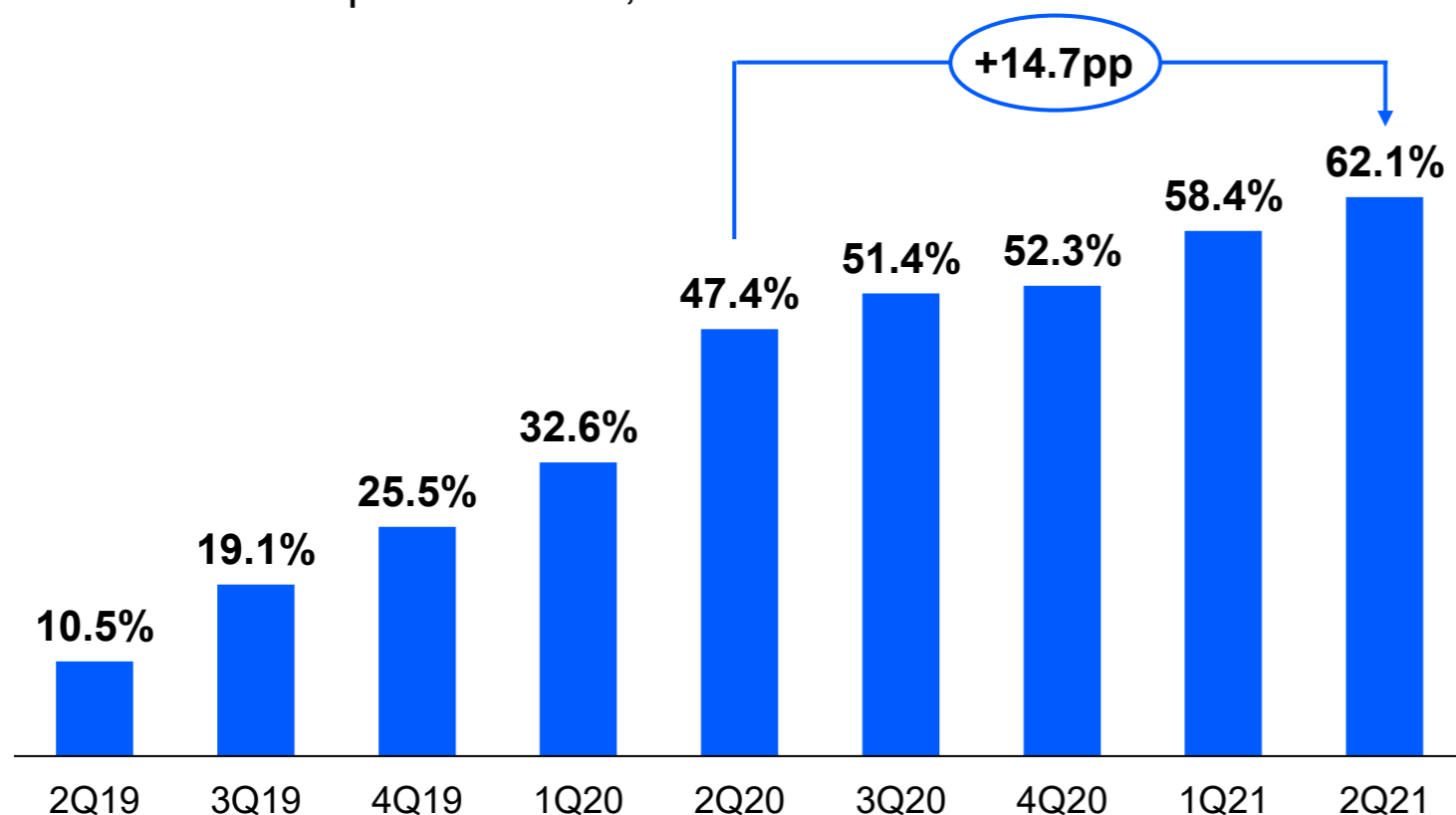
A row of white cars with blue and red stripes, parked in a lot. Two people wearing blue jackets with the OZON logo on the back are walking away from the camera. The text "OZON Marketplace" is overlaid in white. A thin red vertical line is on the left side of the text.

OZON Marketplace

OZON Marketplace Drives Strong GMV Growth for the Group

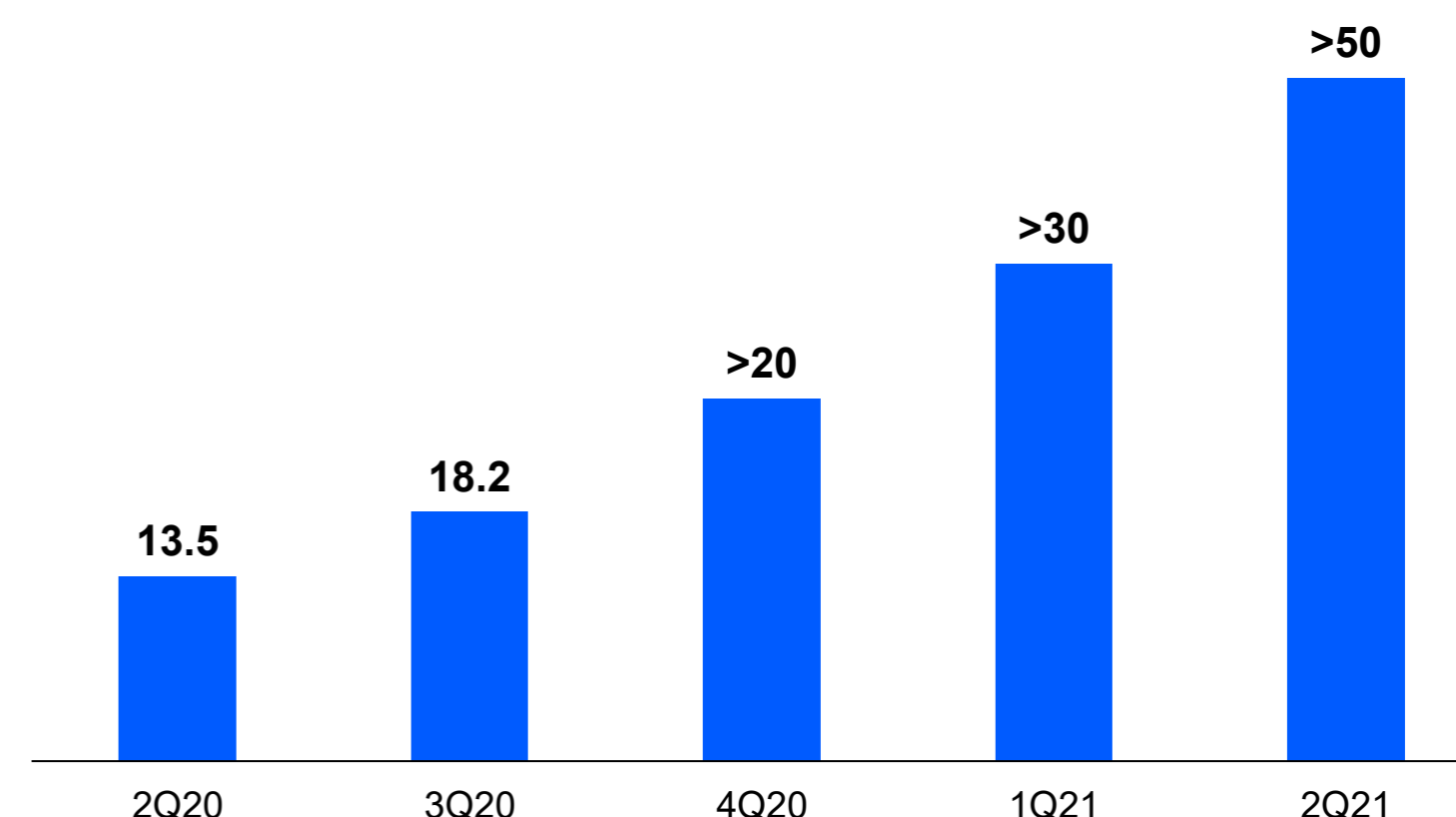
**Ozon Business Model Combines 3P & 1P.
3P Share Reached 62.1% of Group GMV in Q2 2021**

Share of Marketplace GMV⁽¹⁾, %



Increasing Marketplace Merchants Base

Number of active sellers⁽²⁾, thousands



Cross-dock launch for FBO sellers



Storefront model launch



New analytical and advertising tools

Source: Company data

Note:

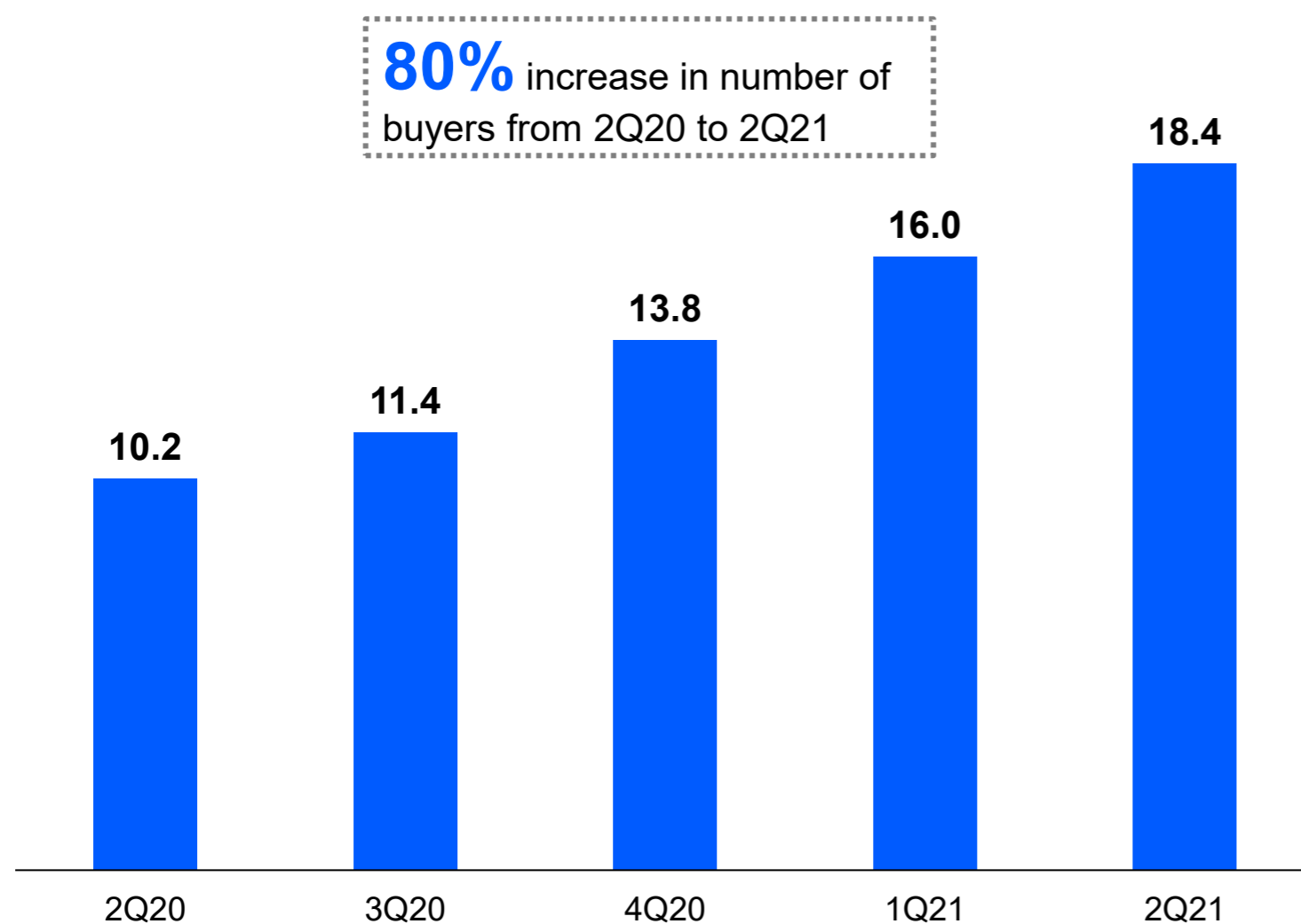
¹ Share of Marketplace GMV as the total value of orders processed through our Marketplace, inclusive of value added taxes, net of discounts, returns and cancellations, divided by GMV incl. services in a given period. Share of Marketplace GMV includes only the value of goods processed through our platform and does not include services revenue

² Unique sellers who made a sale on our Marketplace within the 12-month period preceding June 30, 2021

80% Increase in User Base with Improving Frequency

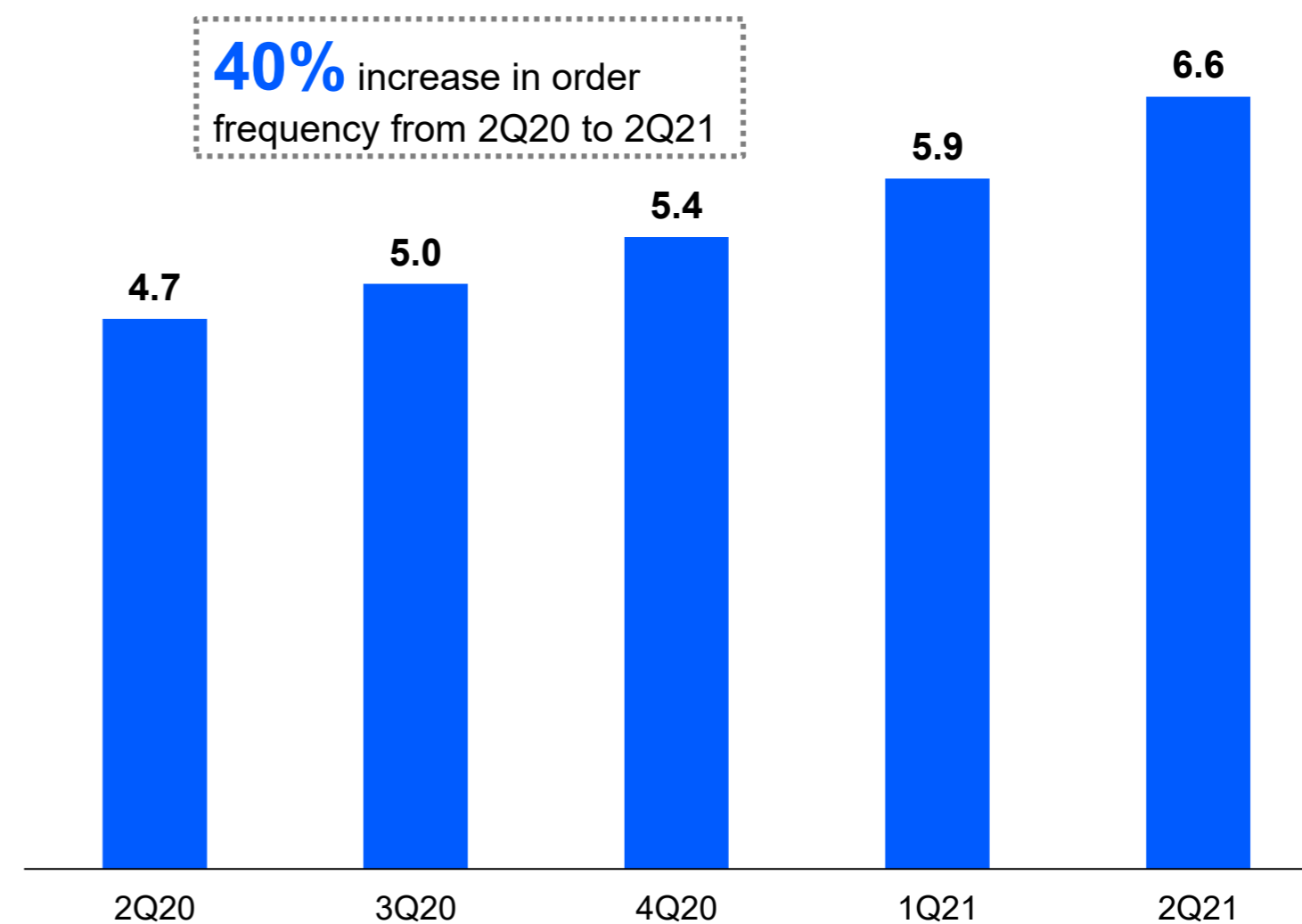
Material Year-on-Year Increase in Number of Active Customers

Number of active buyers ⁽¹⁾, mn



Growing Order Frequency ⁽²⁾ Reflects Better Product Offering and Stronger Customer Loyalty

LTM order frequency



Source: Company data

Notes:

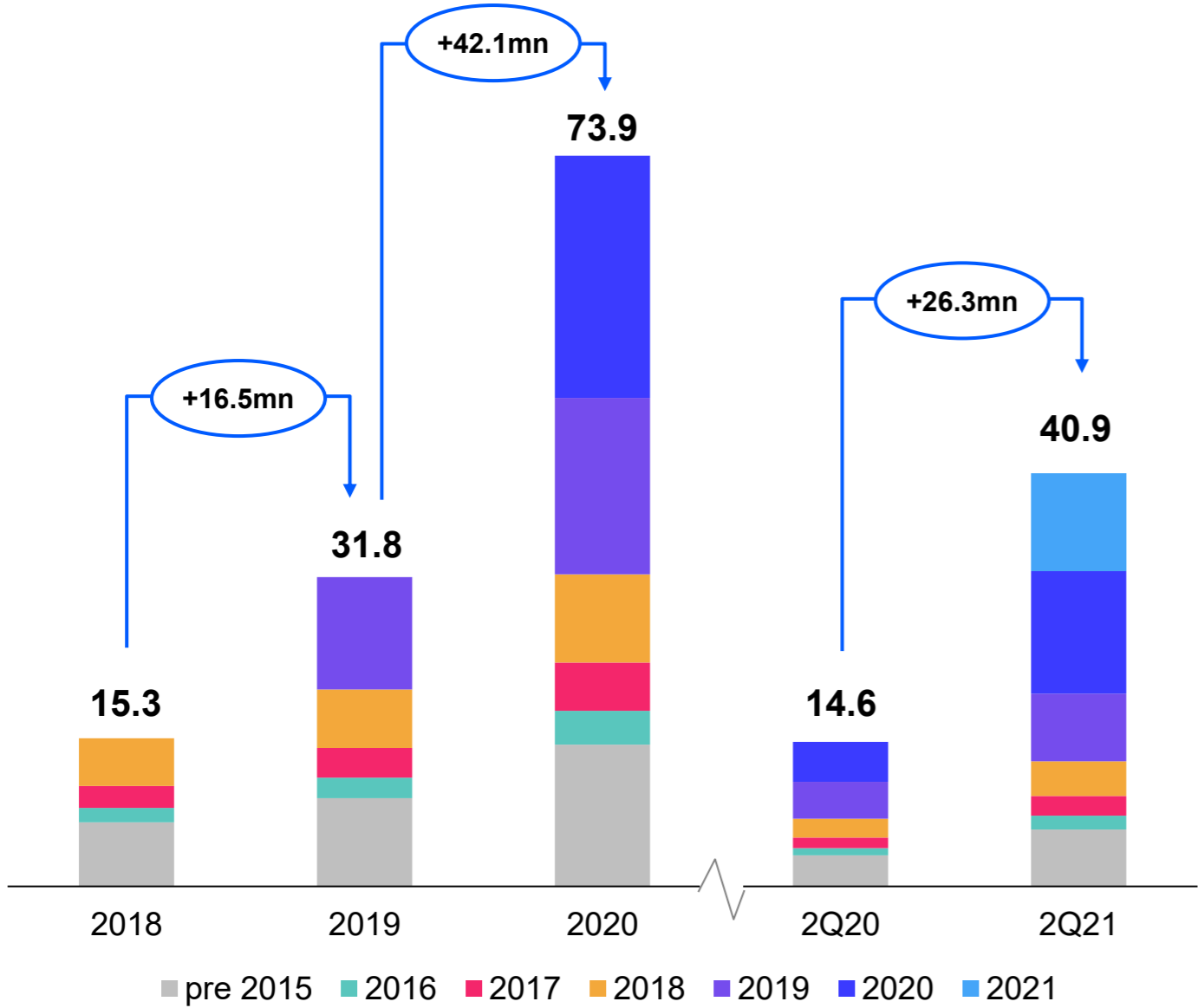
¹ Unique buyers who placed an order on our platform within the 12-month period preceding the relevant date

² Order frequency denotes the average number of orders the buyer placed in the 12-month period preceding the relevant date, net of returns and cancellations

Increasing Customer Loyalty and Engagement Across Existing and New Cohorts

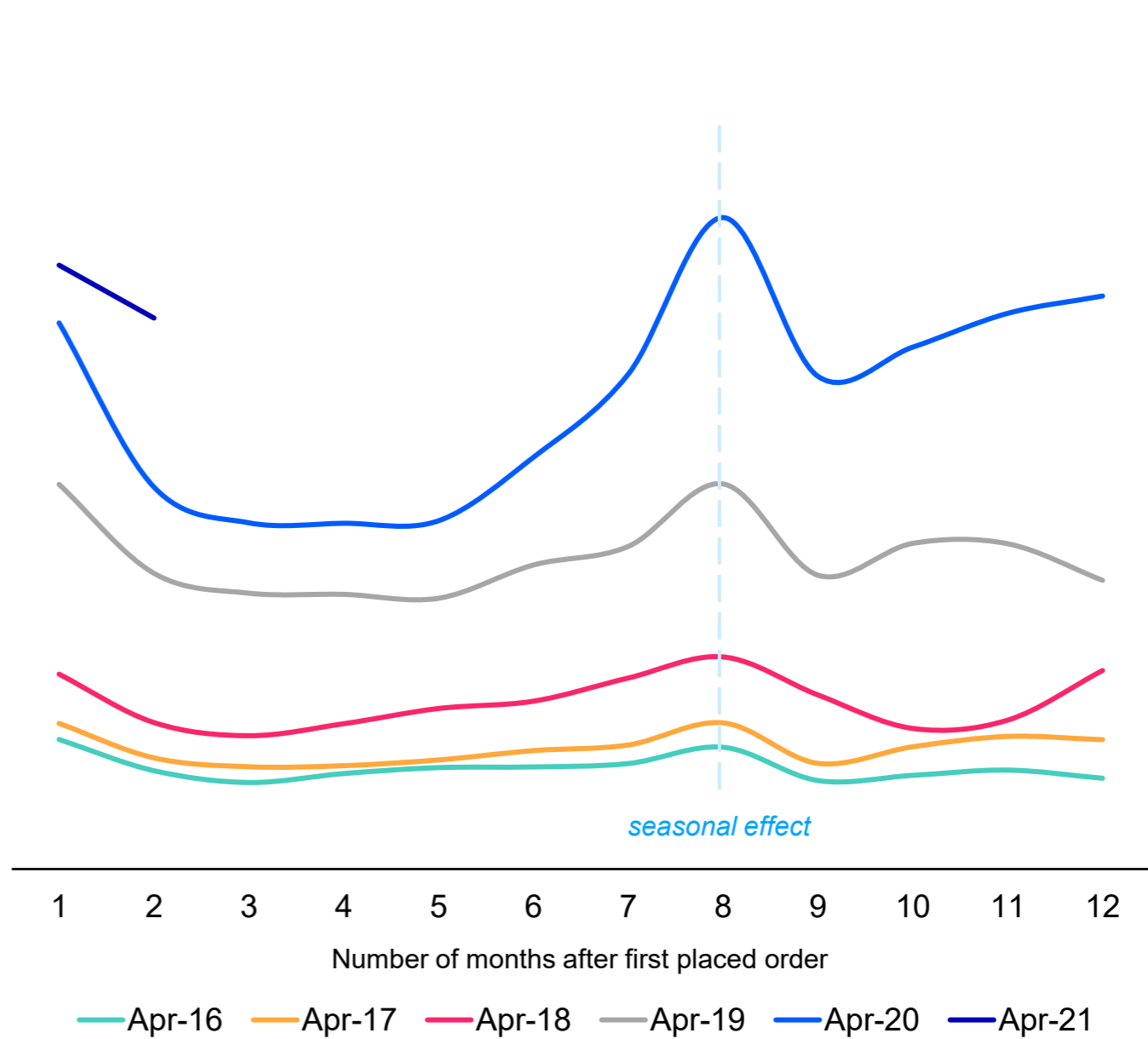
New cohorts boost orders growth...

Order split by cohort ⁽¹⁾, mn



...and demonstrate higher repurchase rate

Monthly order retention by customer cohorts ^(2,3)



¹ Breakdown by cohorts is based on placed orders

² "Placed orders" refers to the number of orders placed by buyers in a specified period that are delivered, net of returns and cancellations. "Placed orders" may immaterially differ from the "number of orders" within the same period as a "placed order" is counted in the period the order is placed, whereas orders are counted in our "number of orders" in the period the order is delivered

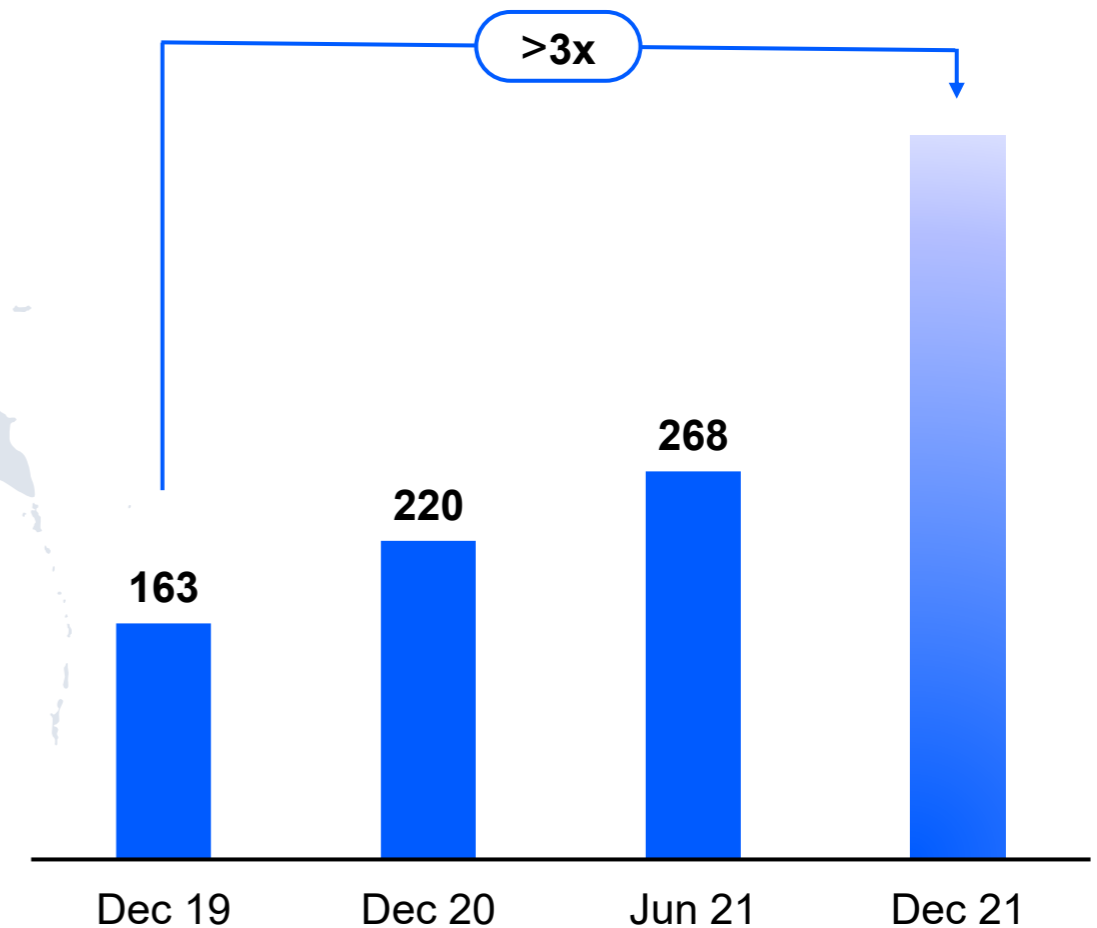
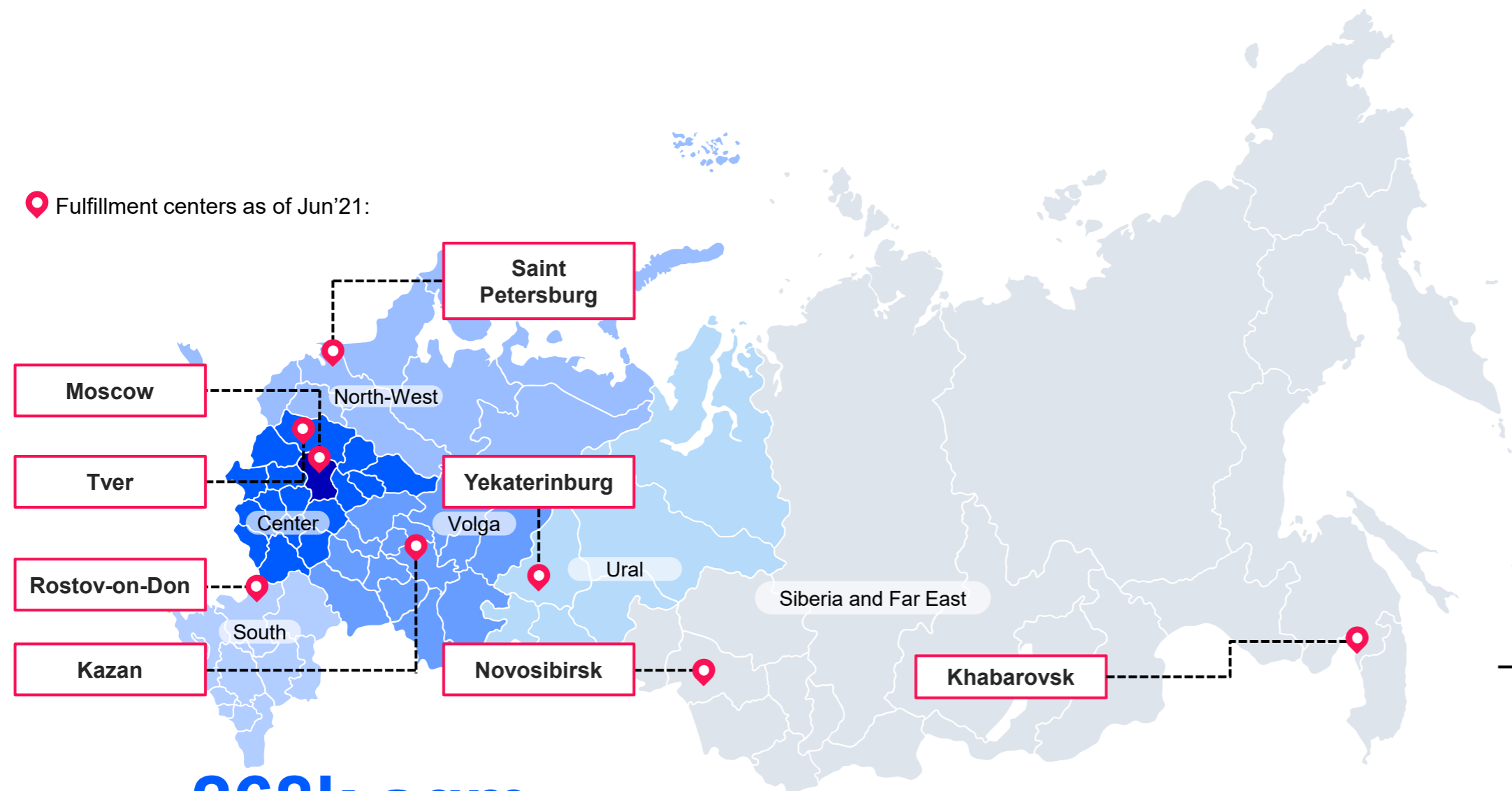
³ Month 0 is the month in which the buyers of each cohort made their first order, while Months from 1 to 12 refer to the relevant subsequent months of each buyer cohort's life

Investments into Regional Fulfillment & Logistics Infrastructure Underpin Acceleration in Order Growth

Regions show accelerated growth, as we launched new FF centers in 2020-2021

Actively expanding fulfillment infrastructure

Fulfillment footprint, K sqm



268k sqm
fulfillment network

Accelerated Expansion of Logistics Infrastructure with Focus on Regions to Ensure Fast and Reliable Delivery

85mn

Customers able to get goods delivered within walking distance ⁽¹⁾

41mn

Orders delivered in Q2 2021, up 180% Year-on-Year

>15 000

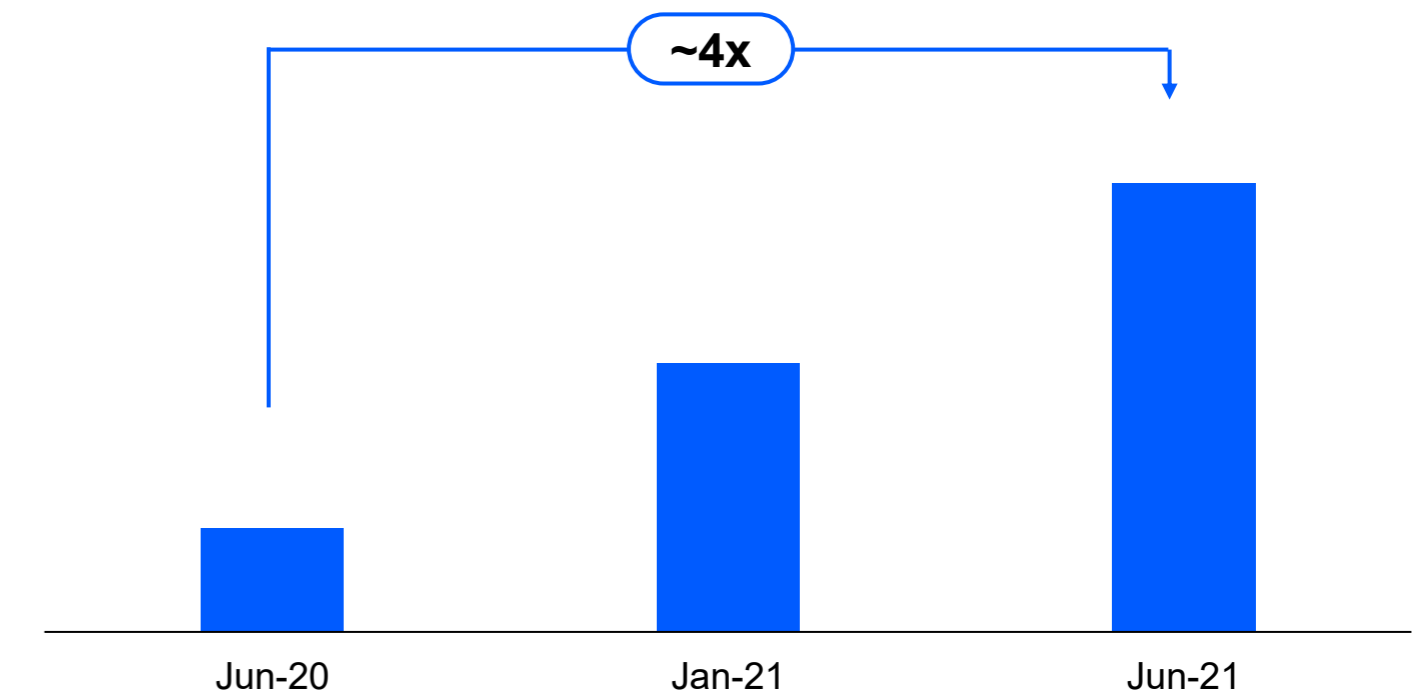
Branded offline pick-up locations ⁽²⁾

98%

Of parcels are steadily delivered on time

Fast roll-out of the pick-up points network enabled by franchise model

Branded pick-up points



Key logistics priorities:

- 1 Scaling infrastructure with focus on regions
- 2 Fast and reliable delivery to customers
- 3 Expansion into new markets

¹ 15 minutes walking from the place of residence

² Includes pick-up points and parcel lockers

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Q2 2021 Financial
Performance

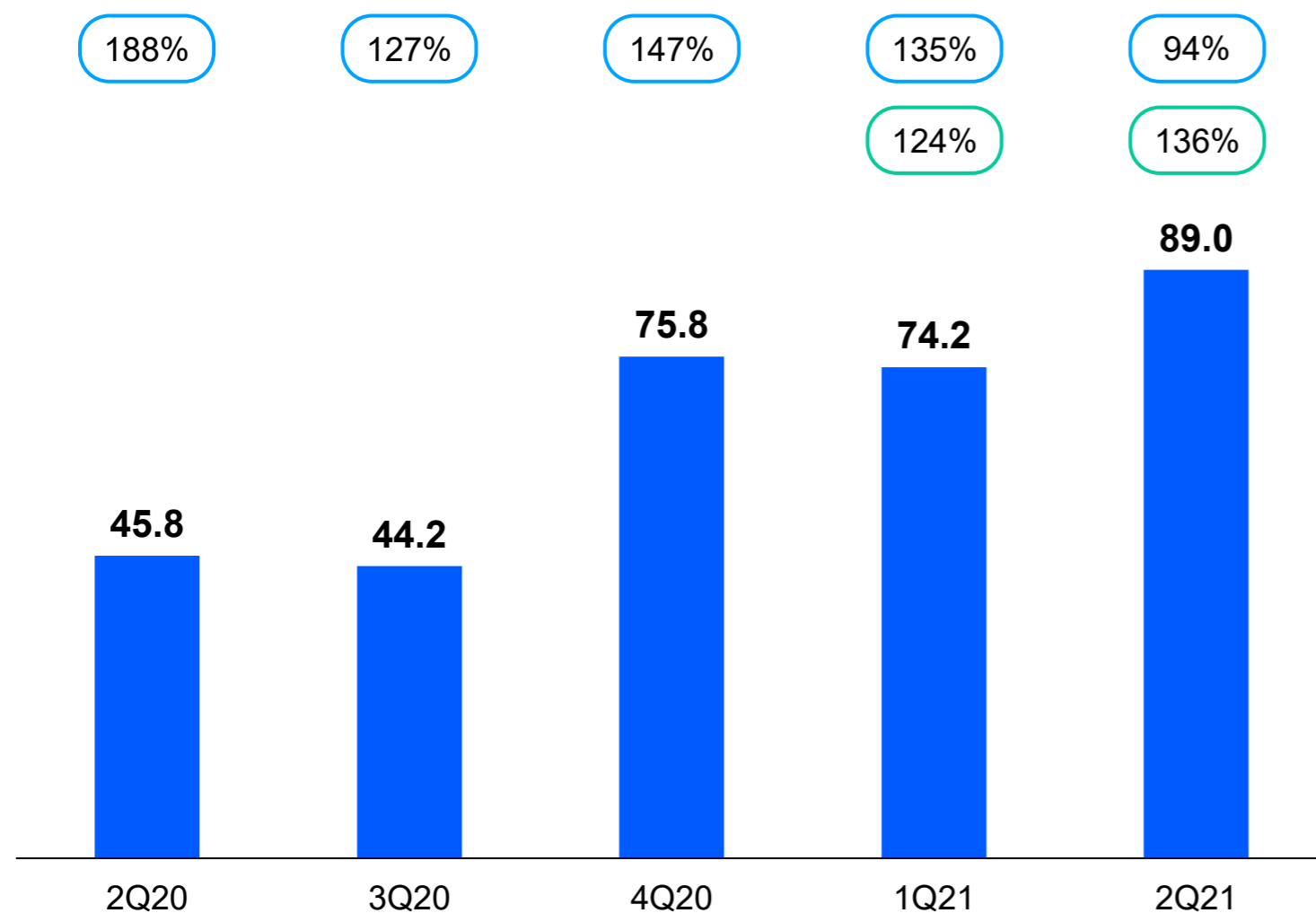


GMV Growth Reached 94% with Stellar Growth in Orders

Ozon GMV Growth Rate Reached 94% YoY in Q2 2021...

GMV incl. services⁽¹⁾, RUB bn

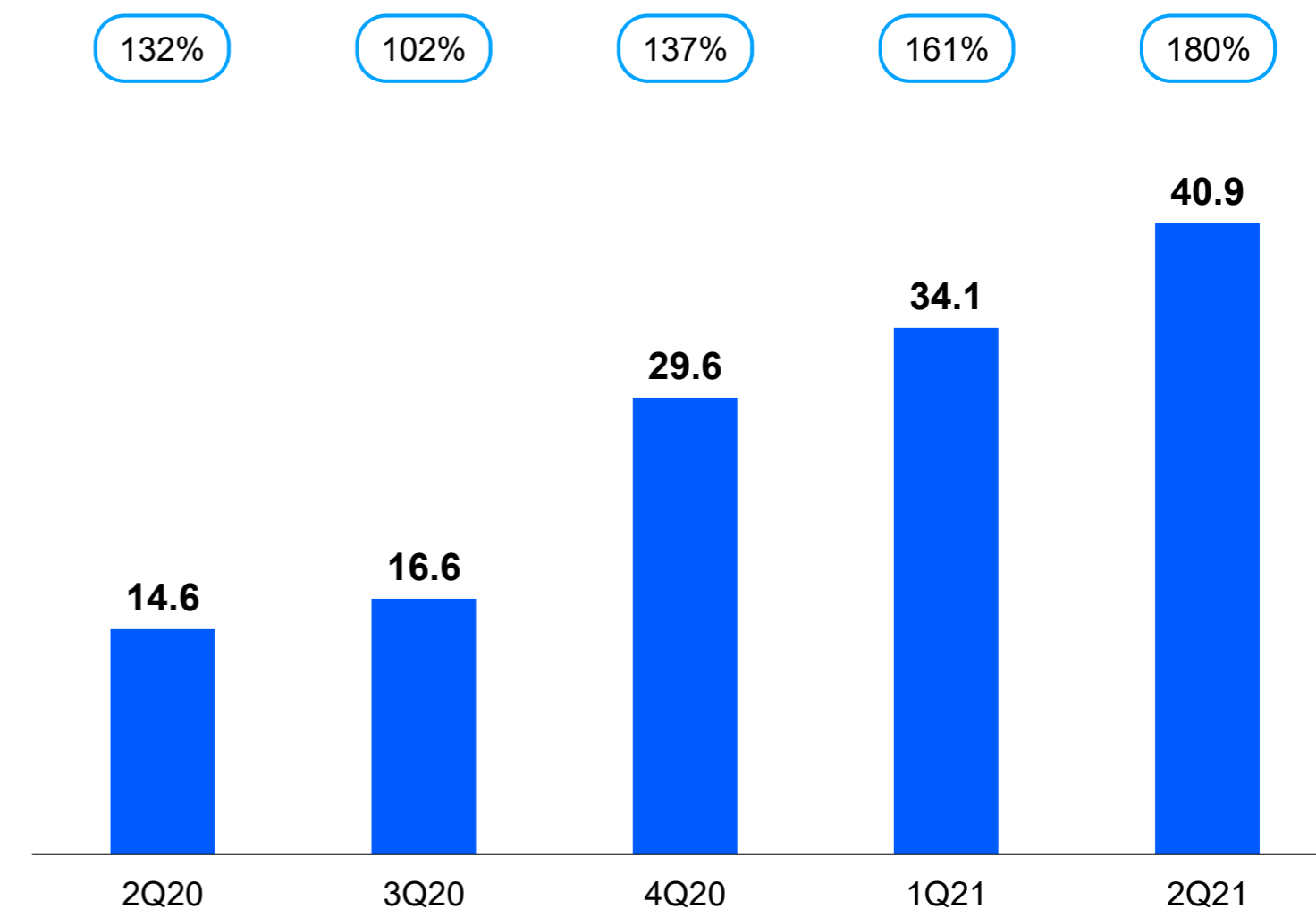
 Growth YoY, %
 2Y CAGR, %



...on the back of Accelerated Growth in Orders

Number of orders⁽¹⁾, mn

 Growth YoY, %



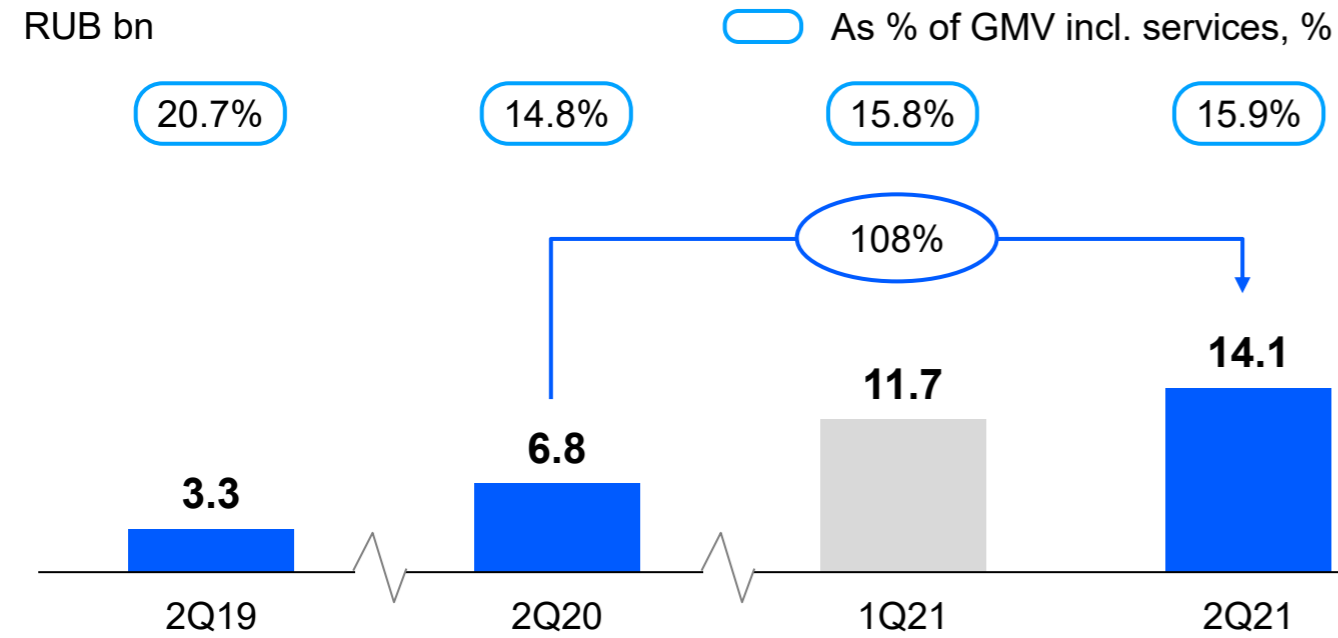
Source: Company data

Note:

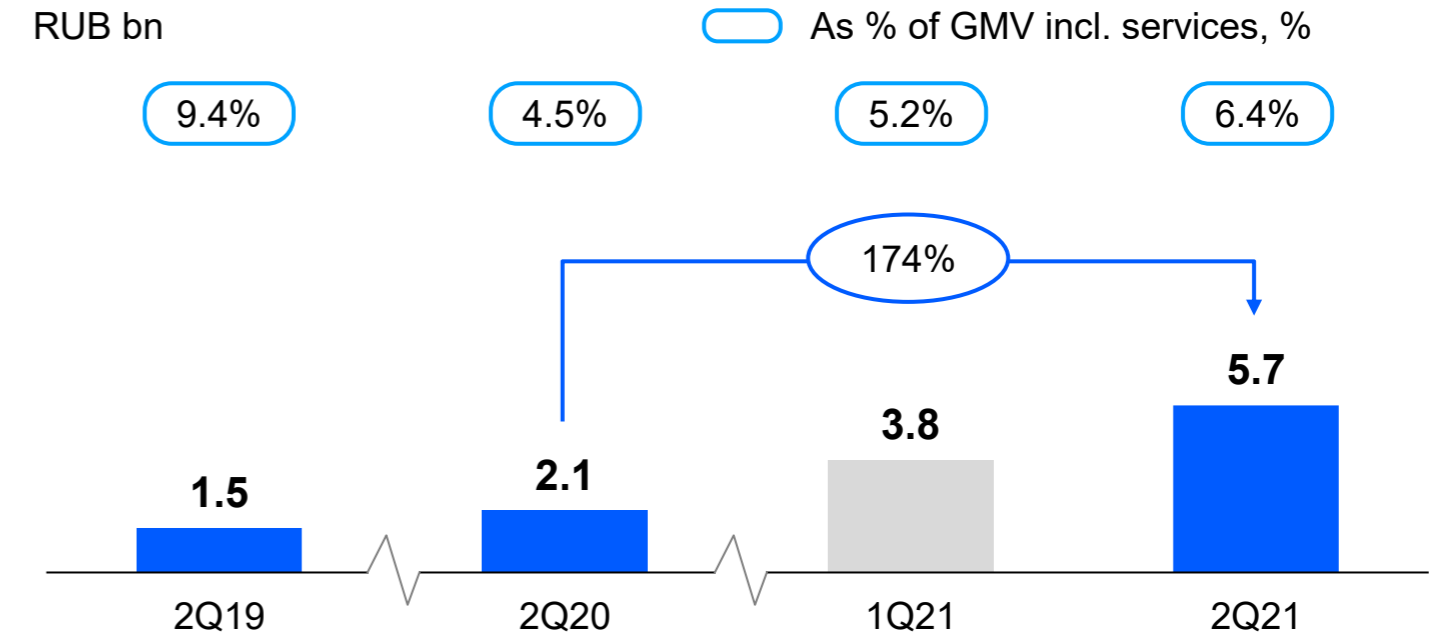
¹ See "Presentation of Financial and Other Information" section of this presentation for GMV incl. services and Orders definitions

Higher Operating Expenses as Percentage of GMV Reflect Step Up in Strategic Investments into Growth and Scale

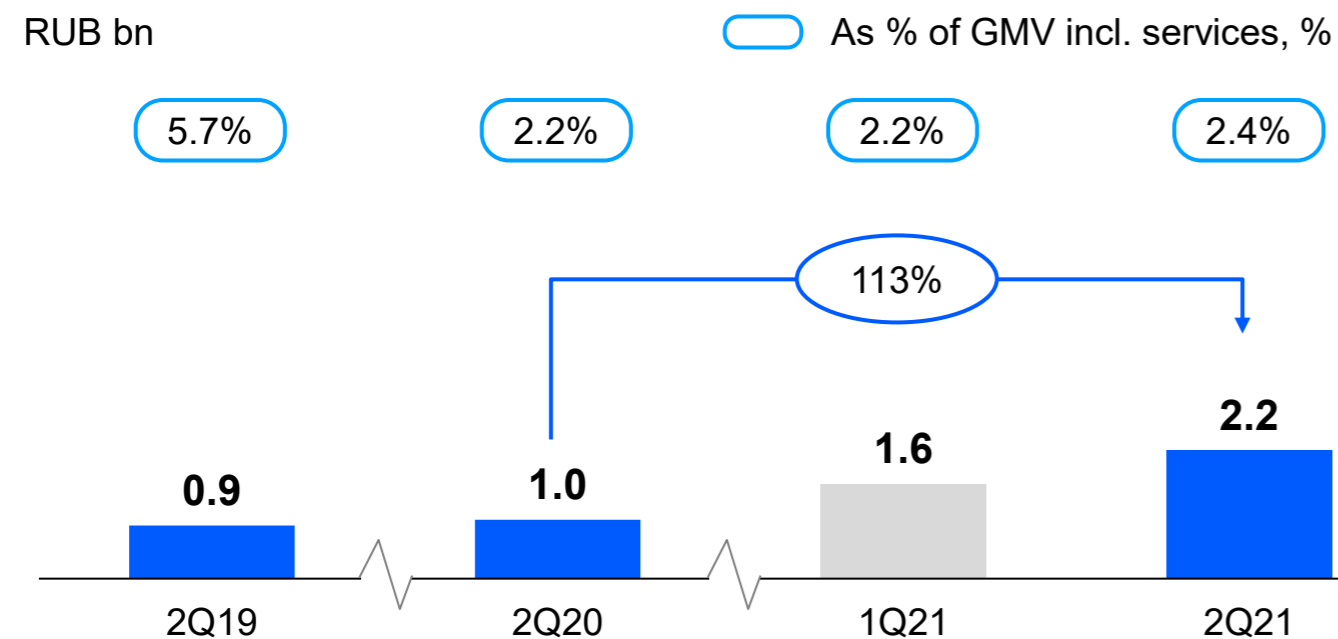
Fulfillment and Delivery Expenses



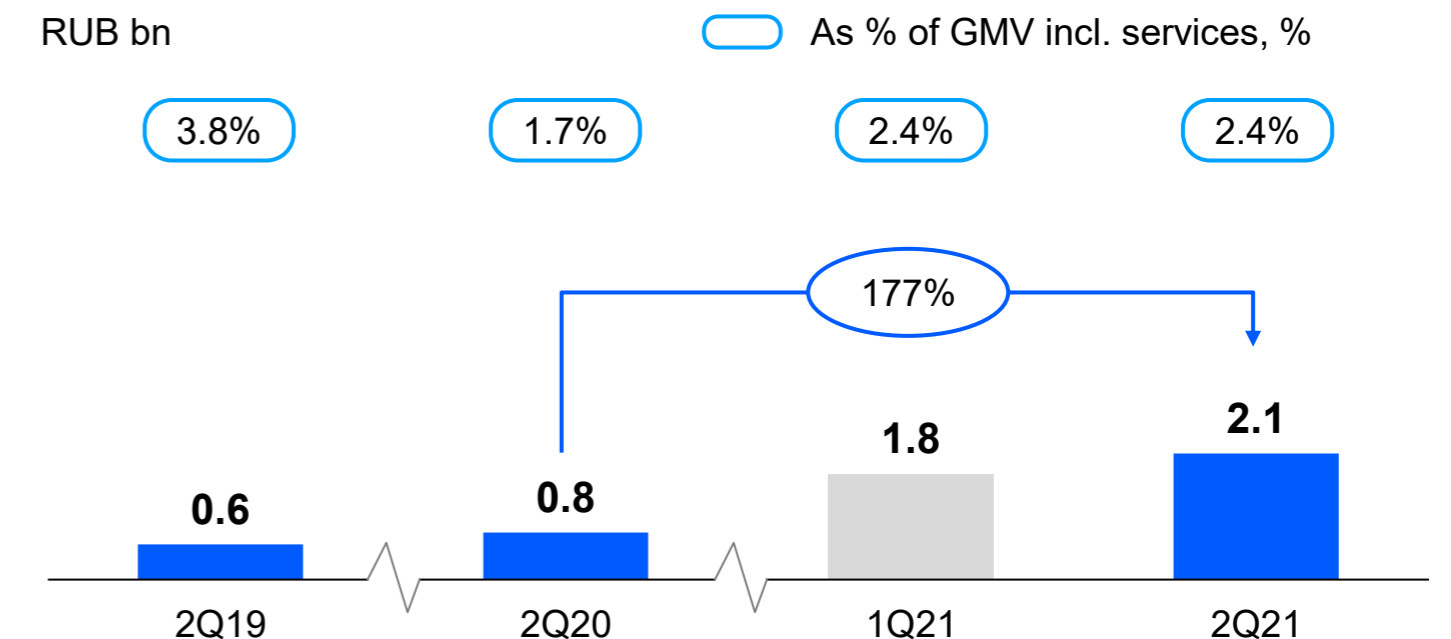
Sales and Marketing Expenses



Technology Expenses



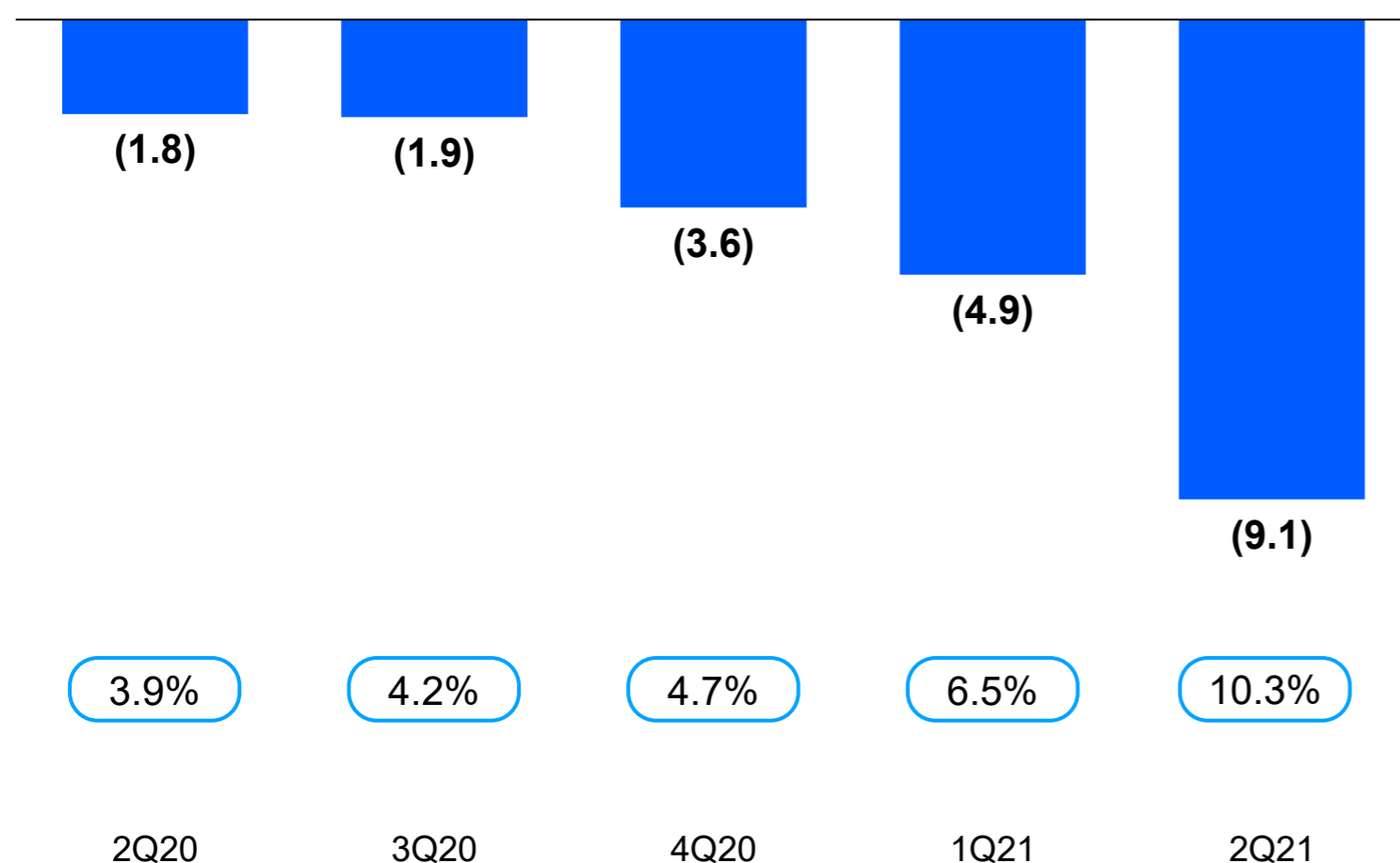
G&A Expenses



Adjusted EBITDA Impacted by Accelerated Investments to Boost Future Growth and Strengthen Market Position

Adj. EBITDA Loss Widened Compared to Q2 2020...

Adjusted EBITDA⁽¹⁾, RUB bn As % of GMV incl. services, %



... on the back of the Increased Investments into Expanding Scale of the Core E-commerce Platform as well as New Verticals

The drivers impacting Adj. EBITDA performance included:

- **Lower Gross Profit as a percentage of GMV** reflects the effect of the adjustments to the marketplace commissions since February 2021. In addition, in Q2 2021 Ozon deployed tactical investments into selected high-frequency categories, aimed at enhancing traction with the platform.
- **Investments into fulfilment and delivery infrastructure:** expanding fulfilment, sorting and last-mile infrastructure in order to improve delivery speed, stock availability and quality of service. The expansion initially increases cost pressure during the launch and ramp up phase of the new facilities.
- **Sales and Marketing investments:** Ozon increased digital advertising spend, which contributed to 80% growth in active buyers year-on-year.
- **Technology and G&A investments:** to support growing scale of the e-commerce platform as well as the growth of the new verticals Ozon accelerated talent acquisition, in particular in IT.
- **Accelerated investments into Ozon Express** as Ozon focuses on the development of a high-frequency quick commerce model.

Source: Company data

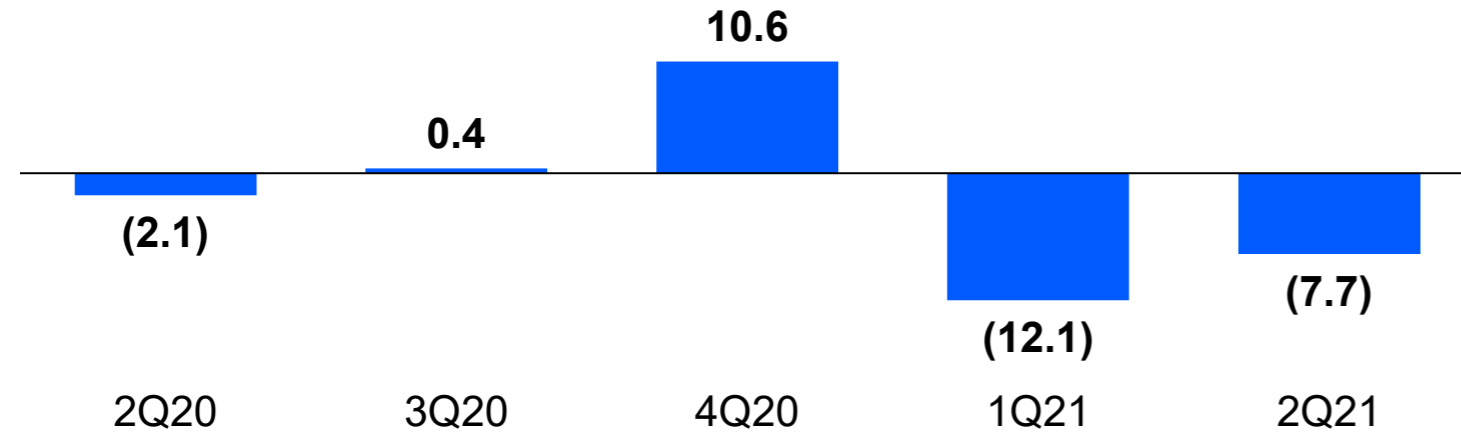
Note:

¹ Adjusted EBITDA is a non-IFRS measure. See "Presentation of Financial and Other Information" section of this presentation for a definition of such non-IFRS measures, a discussion of the limitations on their use, and "Non-IFRS Metrics Reconciliation"

Positive Net Working Capital Dynamics Offset by Capital Expenditure and Strategic Investments

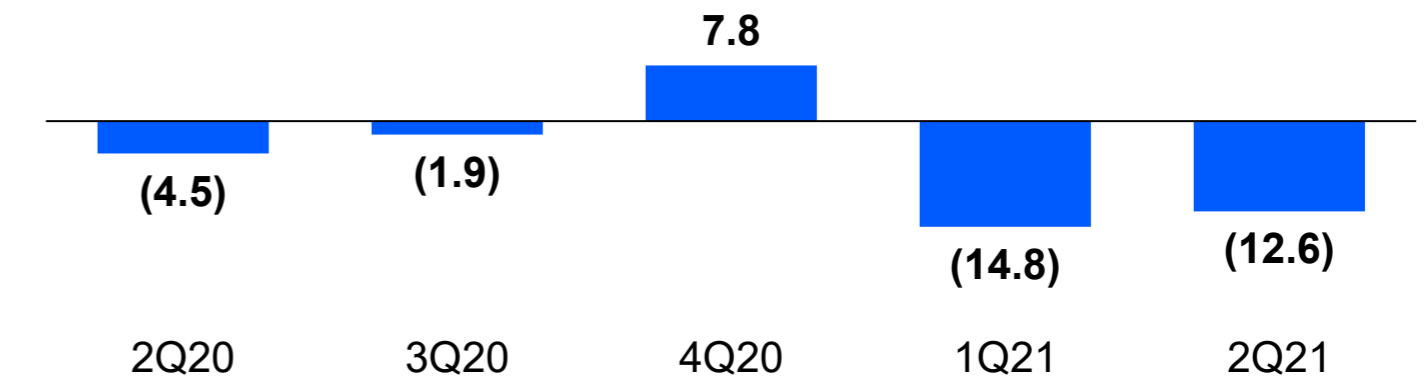
Cash Flow from Operating Activities

RUB bn



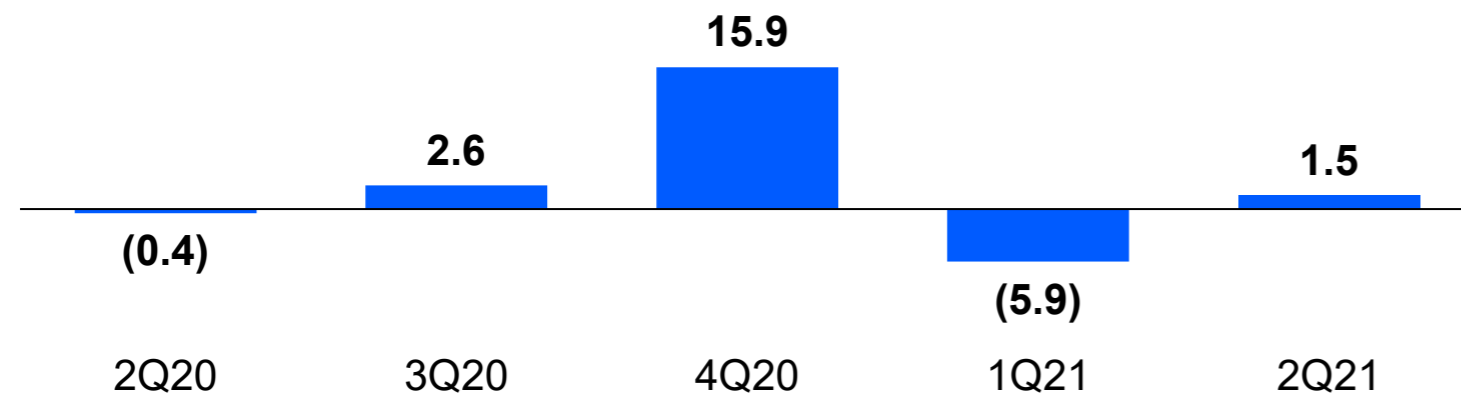
Free Cash Flow ⁽¹⁾

RUB bn



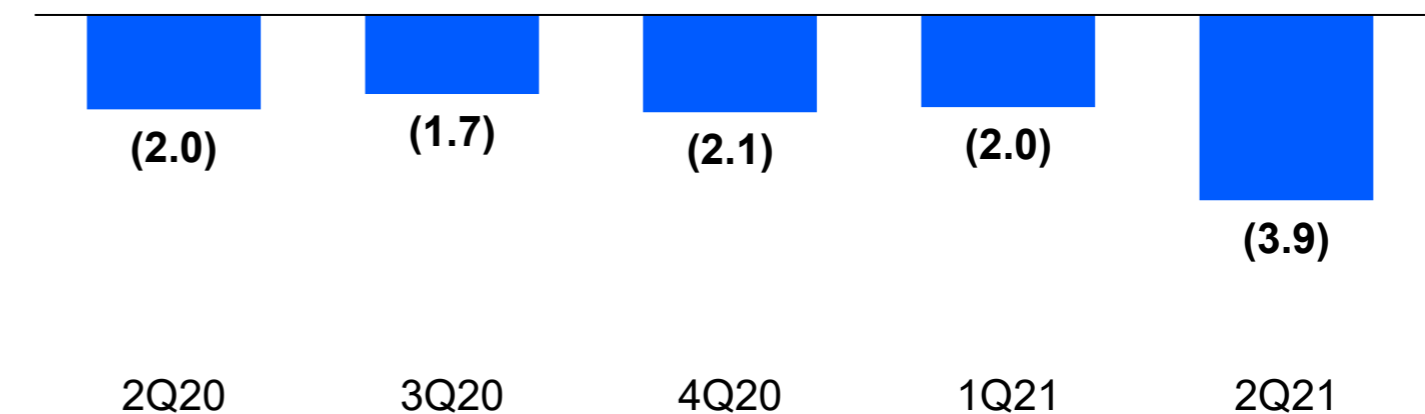
Change in Net Working Capital

RUB bn



Capital Expenditures

RUB bn



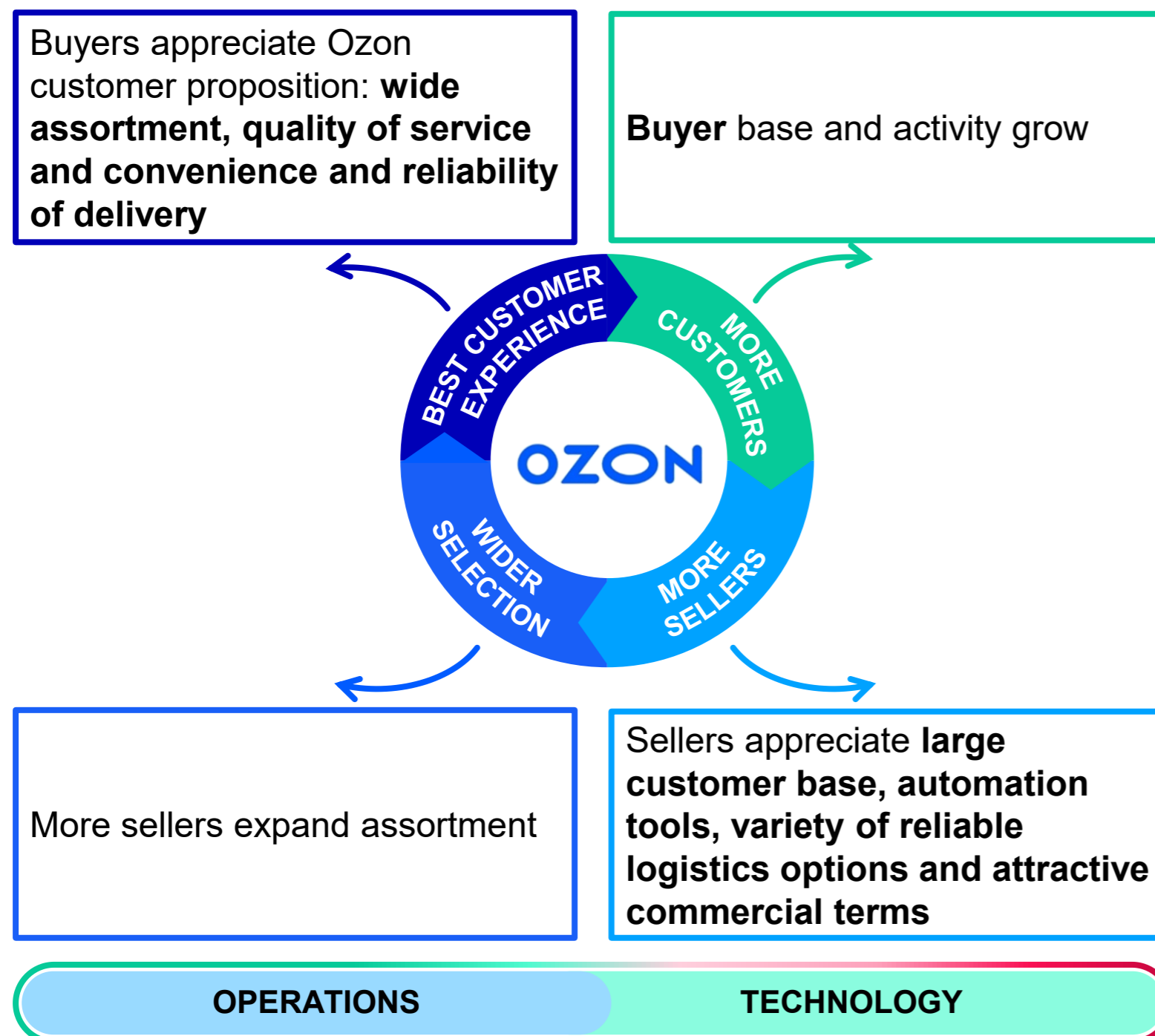
Source: Company data

Note:

¹ Free Cash Flow is a non-IFRS measure. See "Presentation of Financial and Other Information" section of this presentation for a definition of such non-IFRS measures, a discussion of the limitations on their use, and "Non-IFRS Metrics Reconciliation"

Financial Outlook for Full-Year 2021

Ozon raises its Full-Year GMV growth guidance given better than expected performance Year-to-Date and strong growth outlook.



- Ozon **raises** growth guidance for the Company's GMV incl. services to **110%** for Full-Year 2021, compared to Full-Year 2020.
- Ozon reiterates capital expenditure plans of between **RUB 20 billion to RUB 25 billion** for the Full-Year 2021.

The Full-Year 2021 outlook reflects Ozon's expectations as of August 17, 2021, taking into account trends year to date and could be subject to change, and involve inherent risks which we are not able to control, for example the overall impact of the coronavirus pandemic and any ongoing or new potential disruptions caused by COVID-19.

¹ Network effect is an effect of an additional user of a product on the product value for other users

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Q&A

Q2 2021 Financial Results

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Consolidated Financial Statements



Consolidated Statements of Profit or Loss and Other Comprehensive Income

(RUB in millions)	For the three months ended June 30,			For the six months ended June 30,		
	2021	2020	YoY change, %	2021	2020	YoY change, %
Revenue:						
Sales of goods	26,410	19,028	39%	50,774	36,160	40%
Service revenue	10,608	5,187	105%	19,651	8,002	146%
Total revenue	37,018	24,215	53%	70,425	44,162	59%
Operating expenses:						
Cost of sales	(25,256)	(16,519)	—	(47,076)	(31,783)	—
Fulfillment and delivery	(14,109)	(6,788)	—	(25,830)	(13,194)	—
Sales and marketing	(5,670)	(2,066)	—	(9,497)	(4,150)	—
Technology and content	(2,174)	(1,022)	—	(3,781)	(1,962)	—
General and administrative	(2,143)	(774)	—	(3,919)	(1,547)	—
Total operating expenses	(49,352)	(27,169)	—	(90,103)	(52,636)	—
Operating loss	(12,334)	(2,954)	—	(19,678)	(8,474)	—
Loss on disposal of non-current assets	(8)	(10)	—	(13)	(12)	—
Interest expense	(1,210)	(534)	—	(2,124)	(817)	—
Interest income	145	103	41%	357	137	161%
Share of profit of an associate	75	43	74%	136	59	132%
Gain on revaluation of conversion options	1,247	—	—	768	—	—
Foreign currency exchange (loss) / gain, net	(3,174)	(5)	—	(1,383)	53	—
Total non-operating income expenses	(2,925)	(403)	—	(2,259)	(580)	—
Loss before income tax	(15,259)	(3,357)	—	(21,937)	(9,054)	—
Income tax benefit / (expense)	26	69	(62%)	(30)	76	—
Loss for the period	(15,233)	(3,288)	—	(21,967)	(8,978)	—

Consolidated Statements of Cash Flows (1/2)

(RUB in millions)	For the three months ended June 30,		For the six months ended June 30,	
	2021	2020	2021	2020
Cash flows from operating activities				
Loss before income tax	(15,259)	(3,357)	(21,937)	(9,054)
Adjusted for:				
Depreciation and amortization	2,132	1,091	3,871	2,048
Interest expense	1,210	534	2,124	817
Interest income	(145)	(103)	(357)	(137)
Gain from revaluation of conversion options	(1,247)	—	(768)	—
Foreign currency exchange loss / (gain), net	3,174	5	1,383	(53)
Write-downs and losses of inventories	698	411	691	545
Loss on disposal of non-current assets	8	10	13	12
Share of profit of an associate	(75)	(43)	(136)	(59)
Changes in allowances on accounts receivable and advances paid	(37)	(23)	(36)	107
Gain on lease payments adjustment	—	(10)	—	(10)
Share-based compensation expense	1,072	67	1,822	144
Changes in working capital:				
Inventories	(1,533)	1,207	(3,027)	1,902
Accounts receivable	(480)	191	245	552
Advances paid and other assets	(1,558)	515	(2,096)	123
Trade and other payables	3,167	(2,875)	(1,895)	(2,614)
Other liabilities and deferred income	1,898	513	2,377	1,680
Cash used in operations	(6,975)	(1,867)	(17,726)	(3,997)
Interest paid	(639)	(194)	(1,955)	(467)
Income tax paid	(59)	(46)	(110)	(53)
Net cash used in operating activities	(7,673)	(2,107)	(19,791)	(4,517)

Consolidated Statements of Cash Flows (2/2)

(RUB in millions)	For the three months ended June 30,		For the six months ended June 30,	
	2021	2020	2021	2020
Cash flows from investing activities				
Purchase of property, plant and equipment	(3,663)	(1,983)	(5,577)	(3,082)
Purchase of intangible assets	(264)	(15)	(305)	(25)
Interest received	132	100	349	124
Dividends received from an associate	—	—	141	—
Net cash used in investing activities	(3,795)	(1,898)	(5,392)	(2,983)
Cash flows from financing activities				
Convertible bonds issue proceeds	—	—	54,499	—
Convertible loans issue proceeds	—	134	—	6,171
Proceeds from borrowings	231	(24)	231	5,977
Repayment of borrowings	(149)	(37)	(6,271)	(331)
Payment of principal portion of lease liabilities	(998)	(392)	(1,678)	(864)
Net cash generated from financing activities	(916)	(319)	46,781	10,953
Net (decrease) / increase in cash and cash equivalents	(12,384)	(4,324)	21,598	3,453
Cash and cash equivalents at the beginning of the period	140,584	10,850	103,702	2,994
Effects of exchange rate changes on the balance of cash held in foreign currencies	(5,351)	(26)	(2,451)	53
Cash and cash equivalents at the end of the period	122,849	6,500	122,849	6,500

Consolidated Statements of Financial Position (1/2)

(RUB in millions)	As of	
	June 30, 2021	December 31, 2020
Assets		
Non-current assets		
Property, plant and equipment	14,558	11,869
Right-of-use assets	23,657	14,579
Intangible assets	567	317
Investments in an associate	1,247	1,111
Deferred tax assets	46	44
Advances for non-current assets and security deposits	4,807	1,880
Total non-current assets	44,882	29,800
Current assets		
Inventories	17,689	15,342
Accounts receivable	3,137	3,405
Prepaid income tax	37	14
VAT receivable	1,643	908
Advances and prepaid expenses	2,015	1,055
Other current assets	389	382
Cash and cash equivalents	122,849	103,702
Total current assets	147,759	124,808
Total assets	192,641	154,608
Equity and liabilities		
Equity		
Share capital	12	11
Share premium	133,678	133,439
Treasury shares	(1)	—
Equity-settled employee benefits reserves	2,735	1,152
Other capital reserves	—	—
Accumulated losses	(77,312)	(55,345)
Total equity	59,112	79,257

Consolidated Statements of Financial Position (2/2)

(RUB in millions)	As of	
	June 30, 2021	December 31, 2020
Non-current liabilities		
Borrowings	48,683	2,323
Lease liabilities	20,178	12,267
Conversion options	6,190	—
Deferred tax liabilities	59	66
Deferred income	319	406
Other non-current liabilities	85	78
Total non-current liabilities	75,514	15,140
Current liabilities		
Trade and other payables	42,528	42,545
Borrowings	1,508	7,125
Lease liabilities	4,914	3,223
Taxes payable	700	816
Accrued expenses	2,646	1,677
Customer advances and deferred revenue	5,719	4,825
Total current liabilities	58,015	60,211
Total liabilities	133,529	75,351
Total equity and liabilities	192,641	154,608

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Presentation of Financial and Other Information



Use of Non-IFRS Financial Measures

We report under International Financial Reporting Standards (“IFRS”) as adopted by the International Accounting Standards Board (the “IASB”). None of our financial statements were prepared in accordance with generally accepted accounting principles in the United States. We present our consolidated financial statements in Rubles.

Certain parts of this presentation contain non-IFRS financial measures, including, among others, Contribution Profit/(Loss), Adjusted EBITDA and Free Cash Flow. We define:

- **Contribution Profit/(Loss)** as loss for the period before income tax benefit/(expense), total non-operating (expense)/income, general and administrative expenses, technology and content expenses and sales and marketing expenses.
- **Adjusted EBITDA** as loss for the period before income tax benefit/(expense), total non-operating (expense)/income, depreciation and amortization and share-based compensation expense.
- **Free Cash Flow** as net cash generated from/(used in) operating activities less payments for purchase of property, plant and equipment and intangible assets, and the payment of the principal portion of lease liabilities.

Contribution Profit/(Loss), Adjusted EBITDA and Free Cash are used by our management to monitor the underlying performance of the business and its operations. These measures are used by other companies for a variety of purposes and are often calculated in ways that reflect the circumstances of those companies. You should exercise caution in comparing these measures as reported by us to the same or similar measures as reported by other companies. Contribution Profit/(Loss), Adjusted EBITDA and Free Cash Flow may not be comparable to similarly titled metrics of other companies. These measures are unaudited and have not been prepared in accordance with IFRS or any other generally accepted accounting principles.

Contribution Profit/(Loss), Adjusted EBITDA and Free Cash Flow are not measurements of performance or liquidity under IFRS or any other generally accepted accounting principles, and you should not consider them as an alternative to loss for the period, operating loss, net cash generated from/(used in) operating activities or other financial measures determined in accordance with IFRS or other generally accepted accounting principles. These measures have limitations as analytical tools, and you should not consider them in isolation. See Item 3.A. “*Selected Financial Data*” in 20-F for more detail on these limitations of Contribution Profit/(Loss), Adjusted EBITDA and Free Cash Flow. Accordingly, prospective investors should not place undue reliance on these non-IFRS financial measures contained in this presentation.

Other Key Operating Measures

Certain parts of this presentation contain our key operating measures, including, among others, gross merchandise value including revenue from services (“GMV incl. services”), Gross profit, share of our online marketplace (our “Marketplace”) GMV (“Share of Marketplace GMV”), number of orders and number of active buyers. We define:

- **GMV incl. services** as the total value of orders processed through our platform, as well as revenue from services to our buyers and sellers, such as delivery, advertising and other services rendered by our Ozon.ru operating segment. GMV incl. services is inclusive of value added taxes, net of discounts, returns and cancellations. GMV incl. services does not represent revenue earned by us. GMV incl. services does not include travel ticketing commissions, other service revenues or value of orders processed through our Ozon.travel operating segment.
- **Gross profit** represents revenue less cost of sales in a given period.
- **Share of Marketplace GMV** as the total value of orders processed through our Marketplace, inclusive of value added taxes, net of discounts, returns and cancellations, divided by GMV incl. services in a given period. Share of Marketplace GMV includes only the value of goods processed through our platform and does not include services revenue.
- **Number of orders** as the total number of orders delivered in a given period, net of returns and cancellations.
- **Number of active buyers** as the number of unique buyers who placed an order on our platform within the 12-month period preceding the relevant date, net of returns and cancellations.

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Non-IFRS Metrics Reconciliation



Contribution Profit / (Loss) Reconciliation

(RUB in millions)	For the three months ended June 30,		For the six months ended June 30,	
	2021	2020	2021	2020
Loss for the period	(15,233)	(3,288)	(21,967)	(8,978)
Income tax (benefit) / expense	(26)	(69)	30	(76)
Total non-operating expenses	2,925	403	2,259	580
General and administrative expenses	2,143	774	3,919	1,547
Technology and content expenses	2,174	1,022	3,781	1,962
Sales and marketing expenses	5,670	2,066	9,497	4,150
Contribution Profit / (Loss)	(2,347)	908	(2,481)	(815)

Adjusted EBITDA Reconciliation

(RUB in millions)	For the three months ended June 30,		For the six months ended June 30,	
	2021	2020	2021	2020
Loss for the period	(15,233)	(3,288)	(21,967)	(8,978)
Income tax (benefit) / expense	(26)	(69)	30	(76)
Total non-operating expenses	2,925	403	2,259	580
Depreciation and amortization	2,132	1,091	3,871	2,048
Share-based compensation expense	1,072	67	1,822	144
Adjusted EBITDA	(9,130)	(1,796)	(13,985)	(6,282)

Cash Flow Reconciliation

(RUB in millions)	For the three months ended June 30,		For the six months ended June 30,	
	2021	2020	2021	2020
Net cash used in operating activities	(7,673)	(2,107)	(19,791)	(4,517)
Purchase of property, plant and equipment	(3,663)	(1,983)	(5,577)	(3,082)
Purchase of intangible assets	(264)	(15)	(305)	(25)
Payment of the principal portion of lease liabilities	(998)	(392)	(1,678)	(864)
Free Cash Flow	(12,598)	(4,497)	(27,351)	(8,488)