



***Delivery Hero***

# **Q3 2017 RESULTS**

**27<sup>th</sup> November 2017**



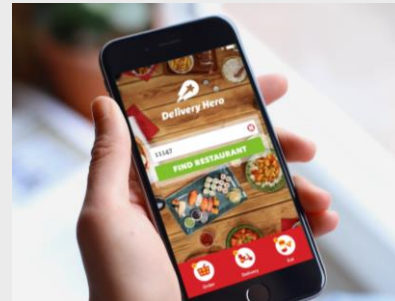
# Our Clear Vision



**Create an amazing takeaway experience**



**AMAZING FOOD**



**AMAZING ORDERING**



**AMAZING SERVICE**

# Financial Highlights 9M 2017



**206m**

**ORDERS**

**+48% Y-o-Y Growth**



**€2.7bn**

**GROSS MERCHANDISE  
VALUE**

**+48% Y-o-Y Growth**



**€384m<sup>1</sup>**

**REVENUES**

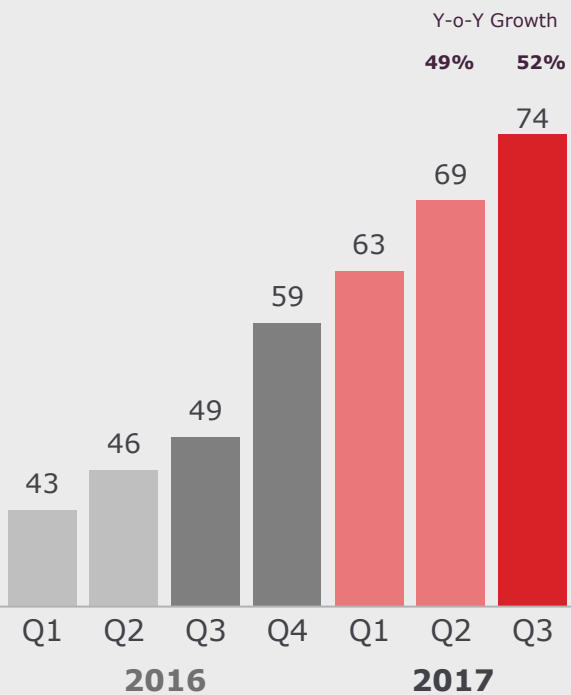
**+64% Y-o-Y Growth**

- Like-for-Like (Lfl) Year-over-Year (Y-o-Y) Growth (%) – for Lfl definition, please refer to appendix.
- <sup>1</sup> Total segment revenues. Group revenues 9M 2017 of €394m, reconciling effect primarily relate to food, order and delivery services where the Group is considered to act as principal as results of country specific service arrangements.

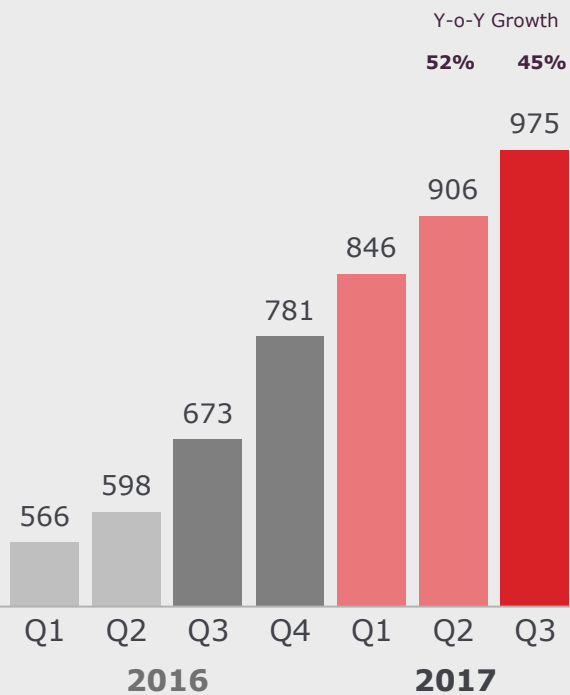
# Continuous Track Record of Growth



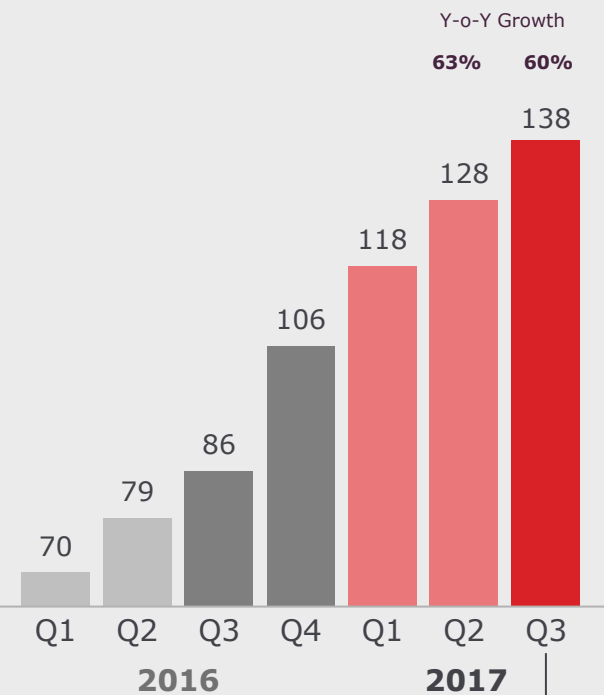
## Orders



## GMV



## Revenues <sup>1</sup>



**+69% Y-o-Y Revenue Growth**  
Constant Currency Basis

- All in unit millions and €millions, Like-for-Like (Lfl).
- <sup>1</sup> Total segment revenues.

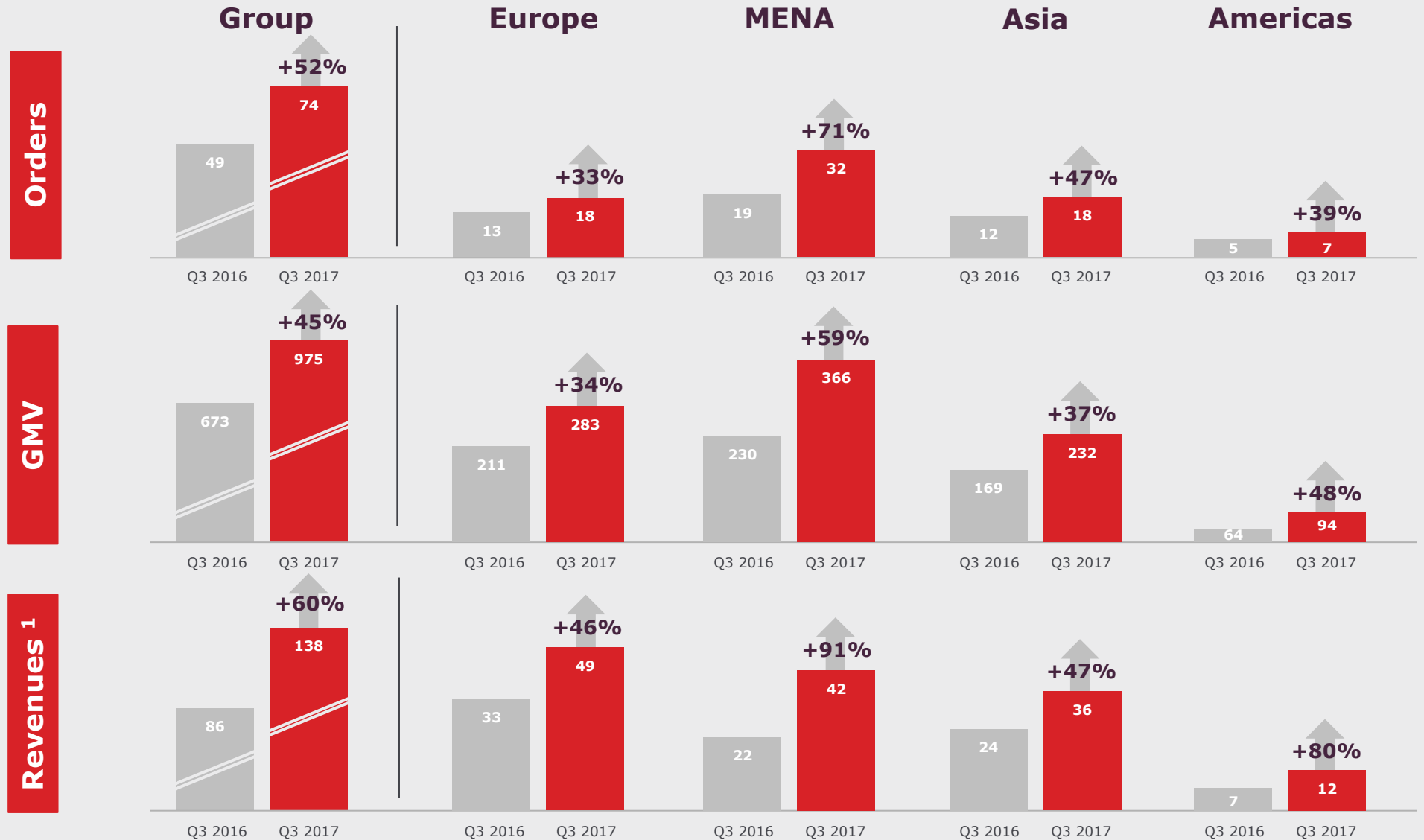


# Q3 2017 Operational Achievements



- **Continued growth driven by clear market leadership positions and strong customer frequency**
- **Additional marketing spend in Q3 provided good return on investment**
- **Continued roll-out of own-delivery in MENA and Americas**
- **On track to finalize full integration of the foodpanda business web & app interfaces in Q4**
- **Sale of UK business unconditionally cleared by CMA**

# Growth across all segments



- All in unit millions and €millions, Like-for-Like (Lfl).
- 1 Total segment revenues (Group)

# We Remain on Track to Meet our IPO Guidance



## Guidance at IPO

## Status

### Growth as No.1 Priority

- >40% in short & mid-term
- >30% in the long-term



- ✓ 9M order and revenue growth of 48% and 64%
- ✓ Developing ahead of plan with further room to invest in Marketing, Product and Technology

### Invest for Leadership

- Further build global leadership
- Further build leadership positions across all markets



- ✓ M&A strategy towards consolidation of our leadership positions: 36/42 markets



- ✓ Expansion into logistics in MENA and Americas further builds leadership positions in these segments

### Build Tech & Product Leadership

- Invest in technology and continue to innovate to build an Amazing Takeaway Experience



- ✓ Investment in logistics, search and discovery, restaurant partner solutions, enhancing global data and machine learning capabilities

### Growing into profitability

- Achieve breakeven in the course of 2018
- Achieve breakeven on a full-year basis in 2019



- ✓ On plan (expected at the end of 2018)
- ✓ On plan



**We confirm and narrow our full year guidance:**

**Revenues** for the full year 2017 will be at the top of the range approximately €540m

**Adj. EBITDA** margin for the full year 2017 will be approximately -17%



# Financial Calendar 2018



<b>Date</b>	<b>Event</b>
<b>Feb 7, 2018</b>	<b>Full-Year 2017 Trading Update</b>
<b>Apr 26, 2018</b>	<b>Annual Report 2017</b>
<b>May 9, 2018</b>	<b>Q1 Quarterly Statement 2018</b>
<b>Jun 6, 2018</b>	<b>Annual General Meeting</b>
<b>Sep 13, 2018</b>	<b>Half-Year Report 2018</b>
<b>Nov 7, 2018</b>	<b>Q3/9M Quarterly Statement 2018</b>



# Q&A

4





# APPENDIX





- All numbers are excluding UK operations (**discontinued operations**).
- “**Like for like**” presents Delivery Hero’s results for the first half of 2016 as if the acquisition of foodpanda had occurred on 1 January 2016 and excludes contributions from operations reported in discontinued operations. In addition, please note that:
  - *No adjustments have been made for Hungerstation (first fully consolidated in July 2016).*
  - *Asia KPIs exclude our former operations in China, which were sold in May 2016.*
- **Revenues presented for Delivery Hero** represent the total segment revenues. Group revenues 9M 2017 of €394m, reconciling effect primarily relate to food, order and delivery services where the Group is considered to act as principal as results of country specific service arrangements.



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