



Q3 2022 Trading Update

10 November 2022

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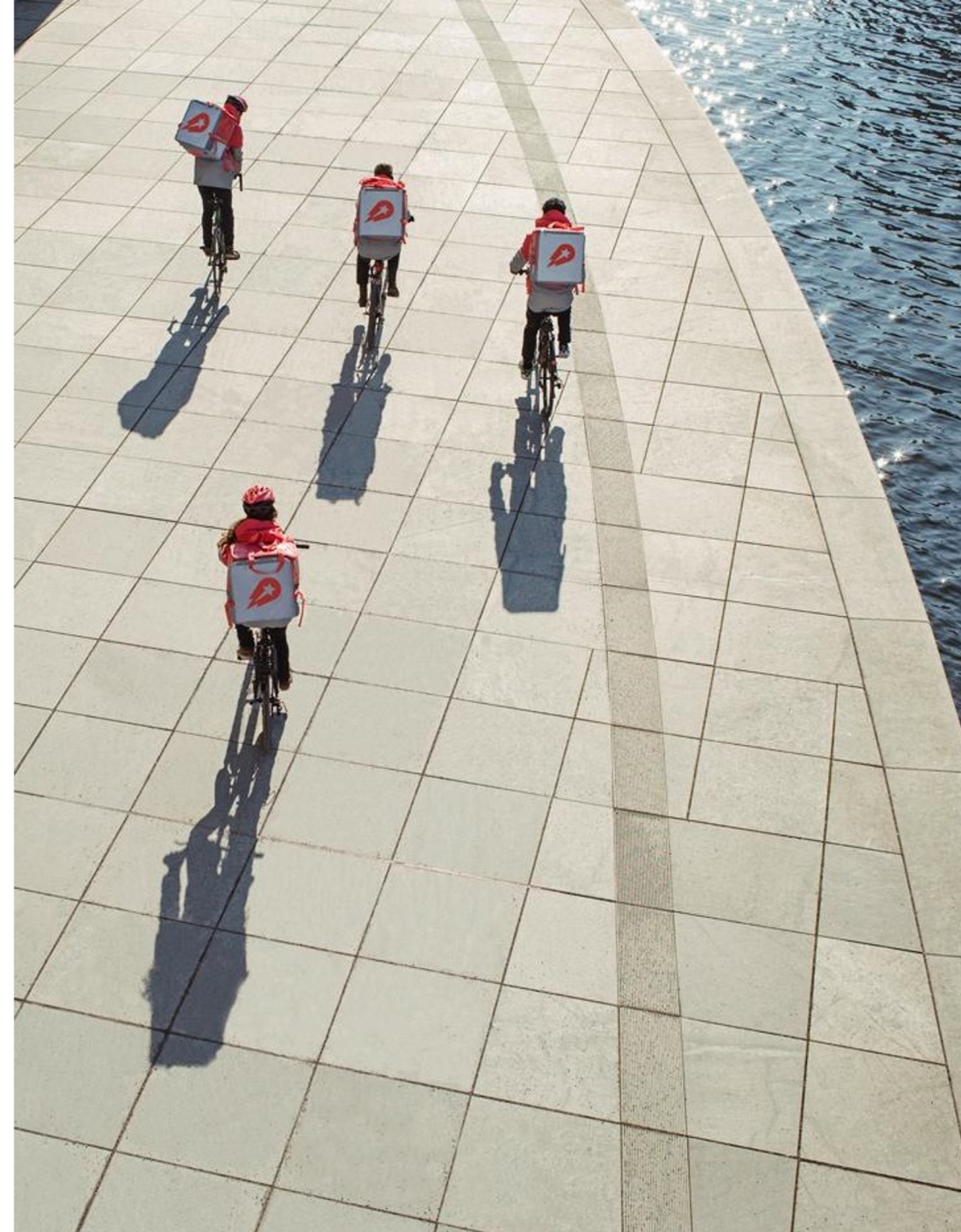
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OUR VISION

Always delivering an amazing experience



Fast, easy, and to your door



Successful closing of Glovo transaction further strengthens our global leadership position in food delivery and quick commerce

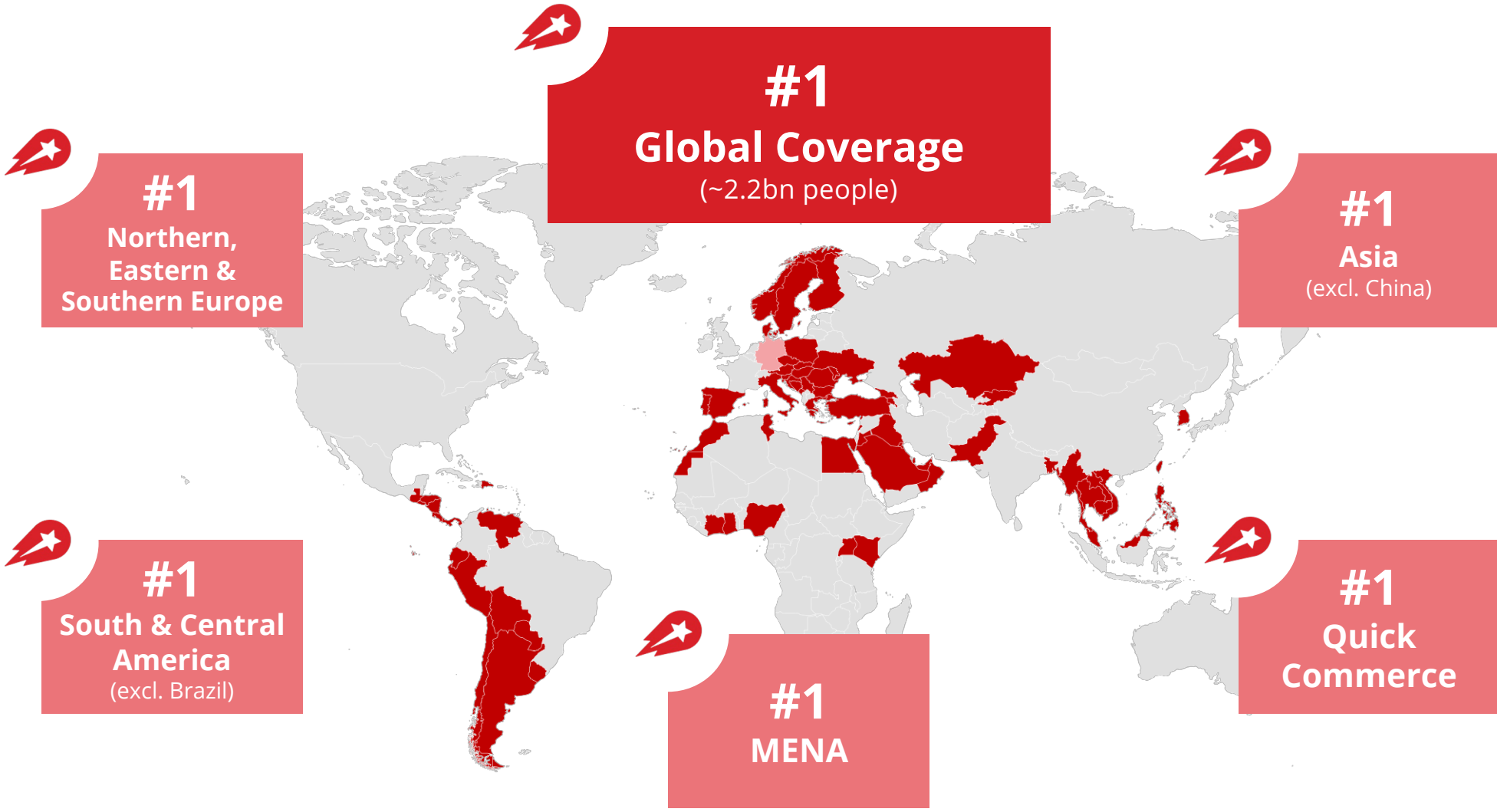


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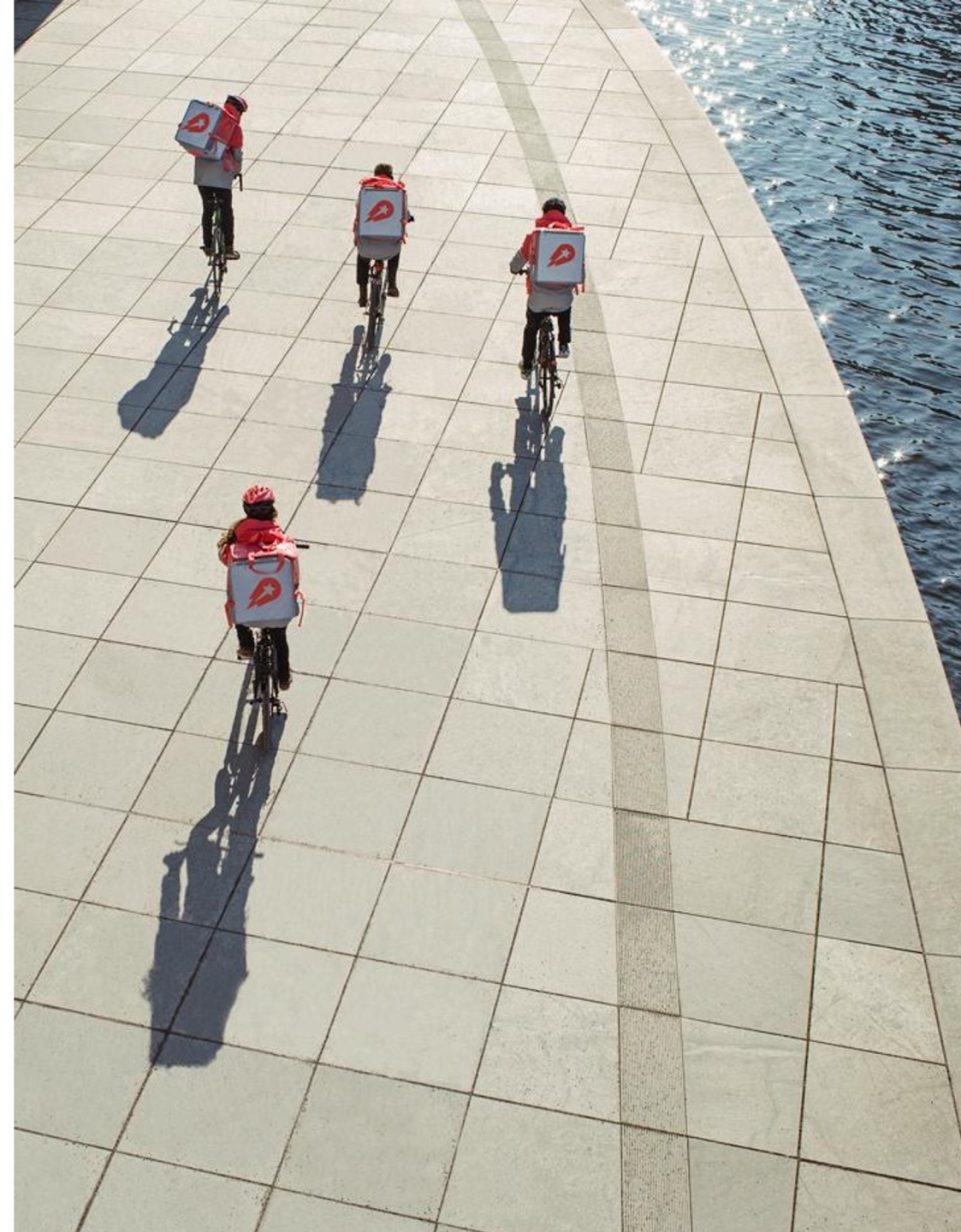
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Q3 2022 key highlights



Maintained healthy GMV growth of 12% YoY despite difficult COVID comps. All segments outside Asia combined grew by >30% YoY in Q3 2022



AdTech¹ revenue growing ~70% YoY and on path to generate >€2bn in FY24/25



Strong cost control and execution on profitability levers leading to >€200m improvement in quarterly adj. EBITDA since Q4 2021, when the push for profitability started



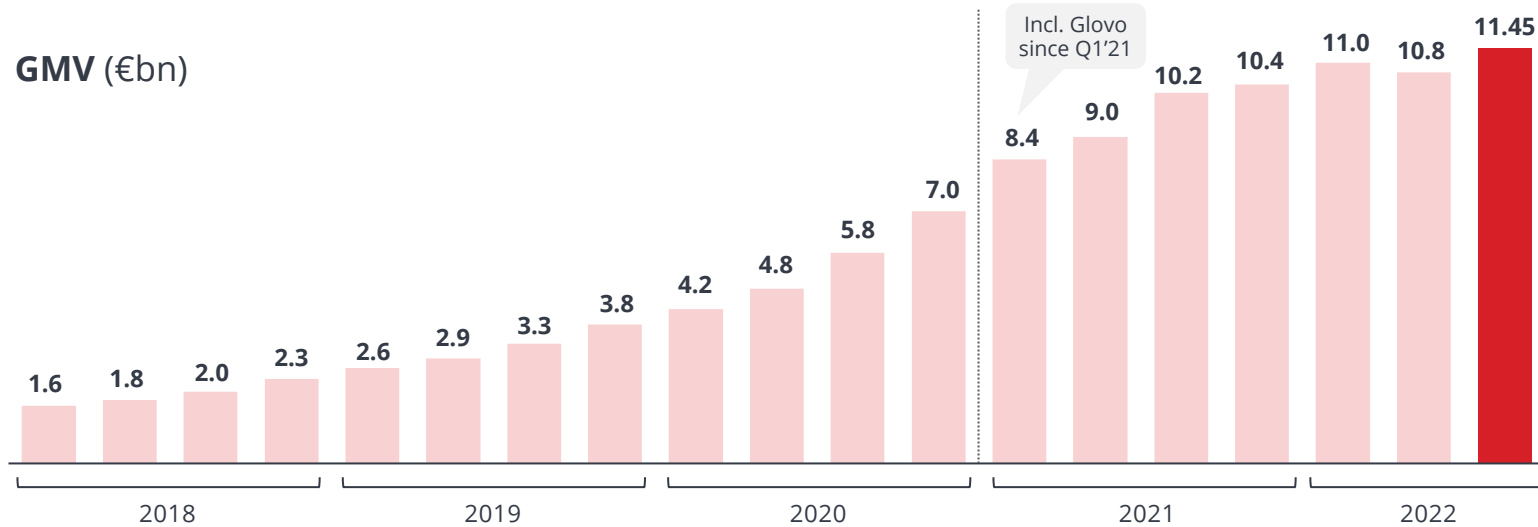
Profitable markets in Platform business now on >€800m adj. EBITDA run-rate (incl. central Group costs) and on track to reach €1.0bn adj. EBITDA run-rate in Q4 2022



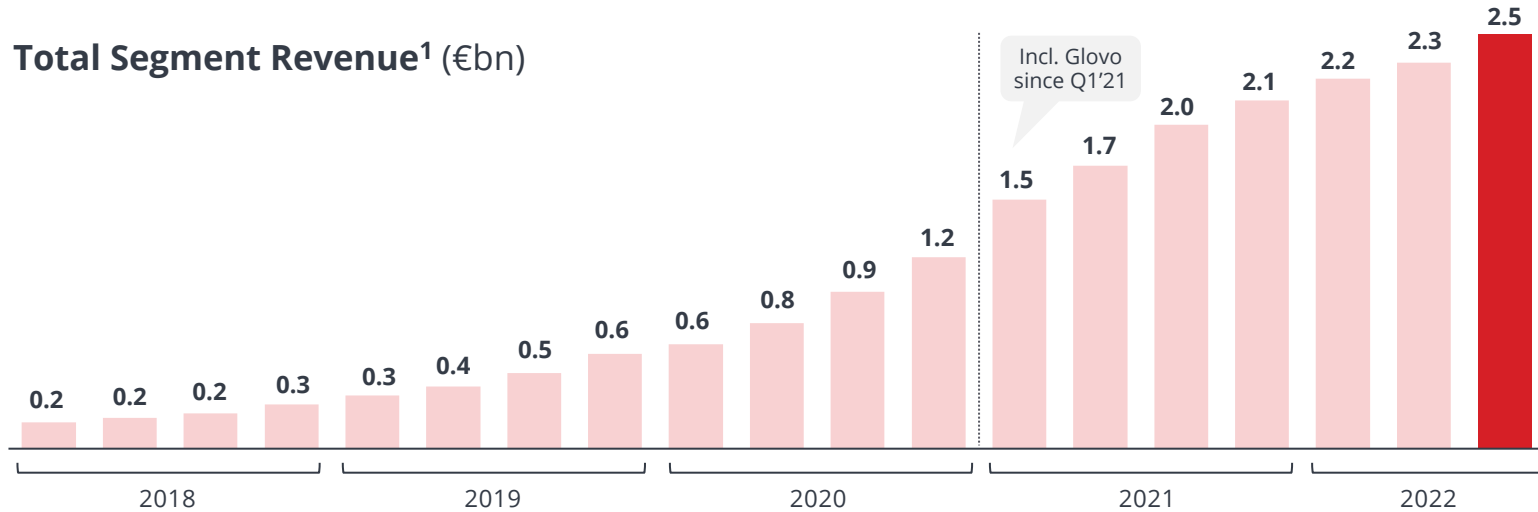
Started deleveraging process and completed €85m partial buyback of 2024 convertible bonds in Sep. Announced today an additional buyback of up to €80m of 2024 bonds (~10% of €790m now outstanding)

1. AdTech or advertising refers to non-commission based revenues (NCR) which also include other revenues (e.g. subscription). The numbers are excl. Woowa and Glovo

Healthy Group GMV and revenue growth continues in Q3 2022



+12%
GMV growth YoY (RC)
+8%² YoY (CC)



+28%
Total Segment Revenue growth YoY (RC)
+20%² YoY (CC)

1. Total Segment Revenue is defined as revenue in accordance with IFRS 15, excluding the effect of vouchers and other discounts. Difference between total segment revenue and the sum of segment revenues is mainly due to intersegment consolidation adjustments for services charged by the Platform Businesses to the Integrated Verticals Businesses (Q3 2022: -€53.8m). All values including Woowa and excluding Delivery Hero Korea. From Q1 2021 onwards, all values include Glovo on a pro-forma basis

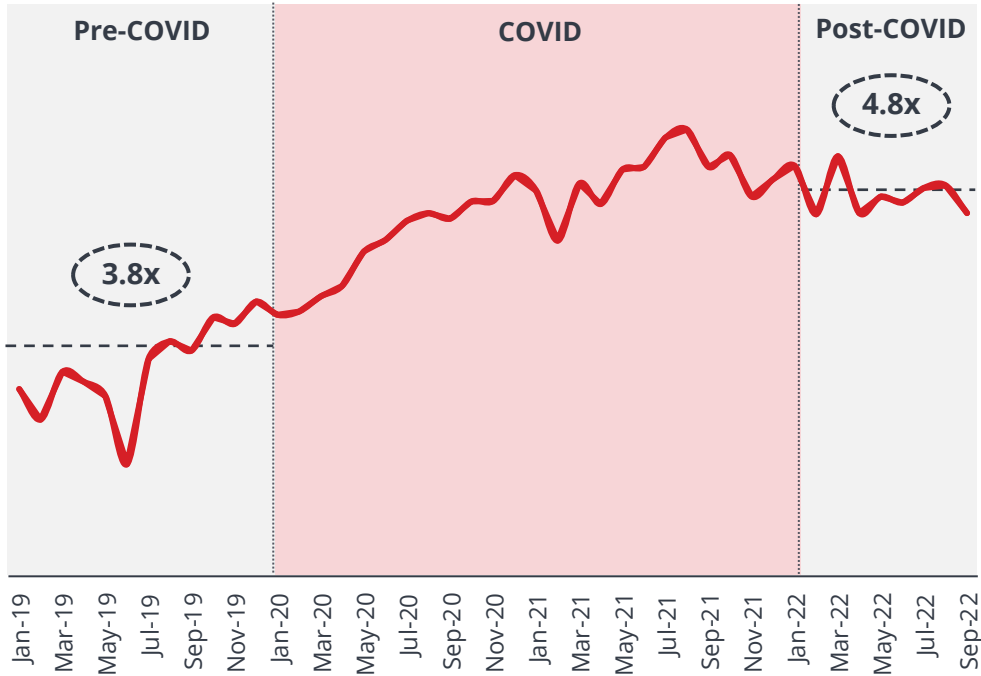
2. Includes reported current growth rates for Argentina, Lebanon and Turkey in the constant currency calculation due to the effects of hyperinflation in Argentina, Lebanon and Turkey

RC=Reported Currency / CC=Constant Currency

Stable cohort behavior in a post-pandemic environment

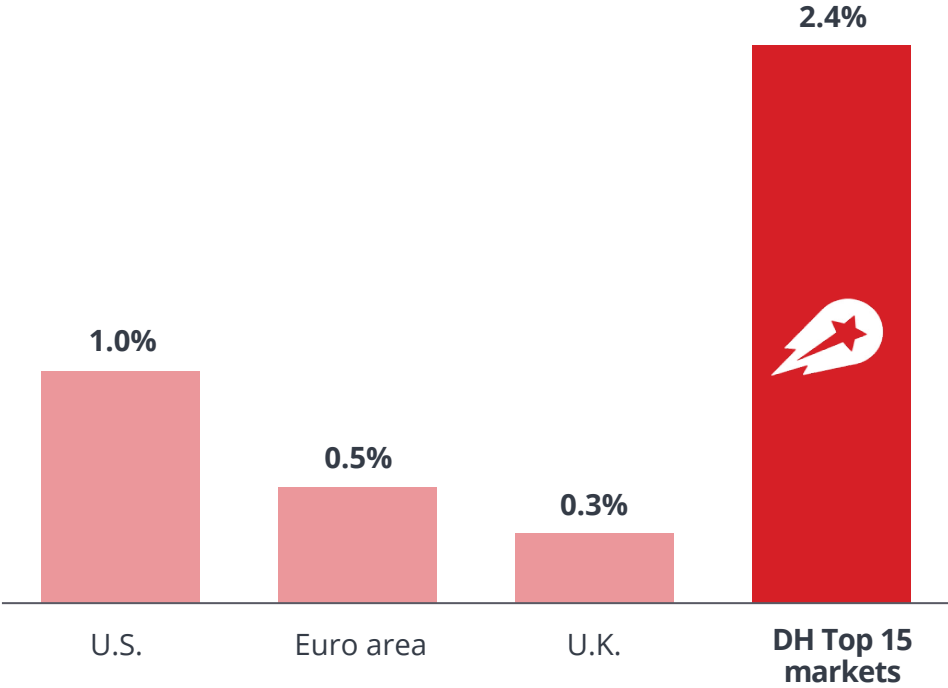


Average monthly order frequency



- During COVID order frequency has increased significantly – and remains clearly above pre-pandemic levels

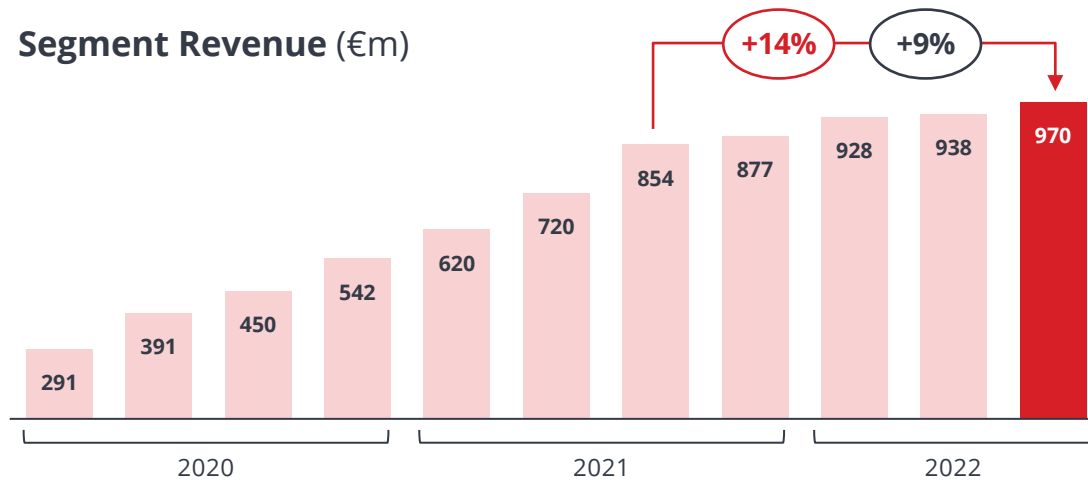
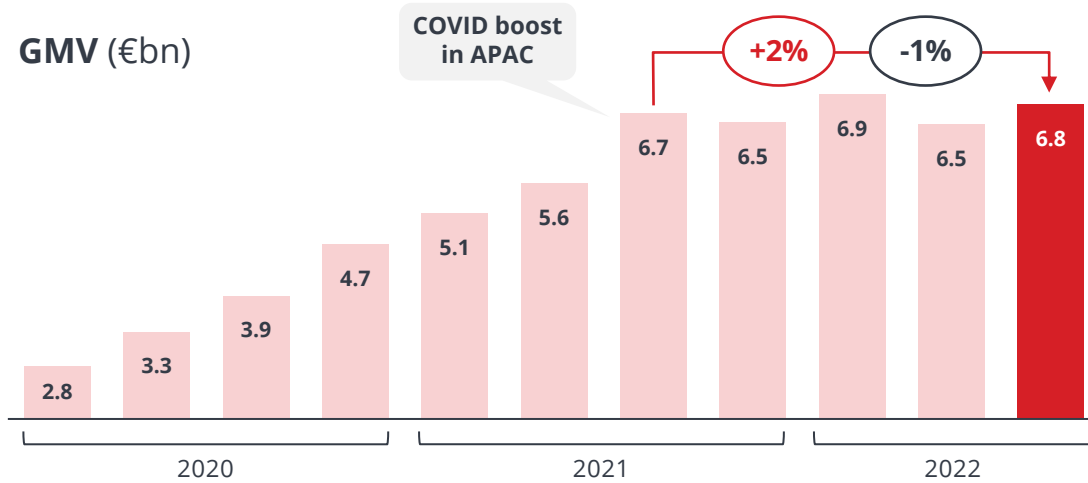
Expected real GDP growth in 2023¹



- Our top 15 markets represent >80% of our current GMV and will continue to show healthy GDP growth in 2023

1. Source: World Economic Outlook, International Monetary Fund (IMF), October 2022

Q3 2022 Asia Platform business

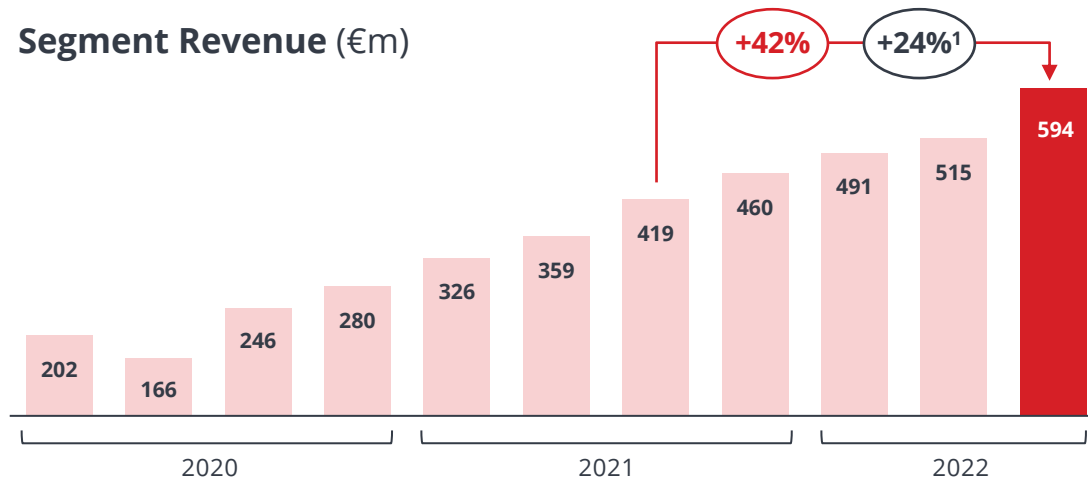
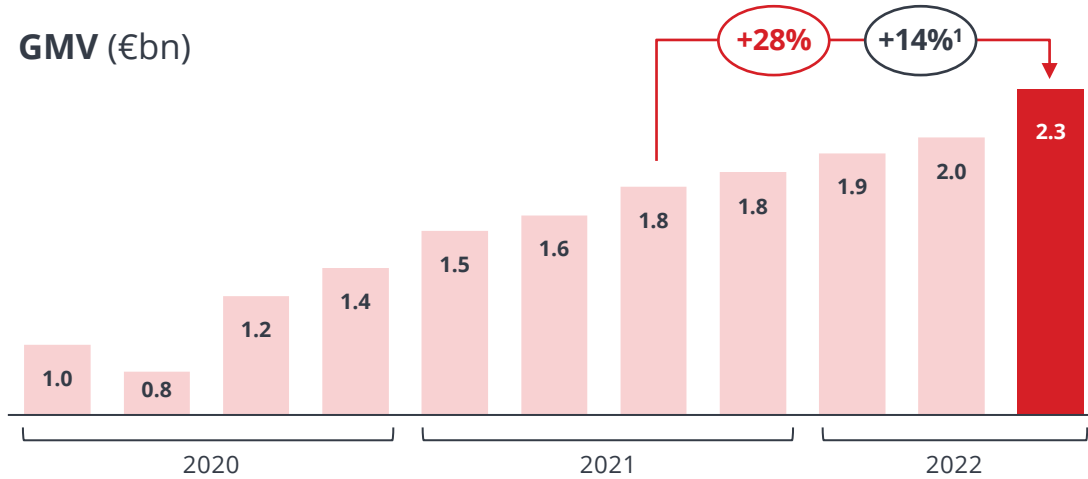


Key Highlights

- **Difficult comparable numbers** for Asia due to COVID boost in Q3 2021 and focus on profitability. GMV in Korea grew 6% QoQ in Q3 2022 despite unfavorable weather
- **Subscription** continues to gain traction, with now 1.4 million subscribers in APAC
- Further progress with the roll-out of **services fees**, now live in 8 countries
- **Positive adj. EBITDA** in the mid double-digit million Euro range in Q3 2022 (after allocation of central Group costs)

Note: YoY growth rates in red are reported currency and in black are constant currency

Q3 2022 MENA Platform business



Key Highlights

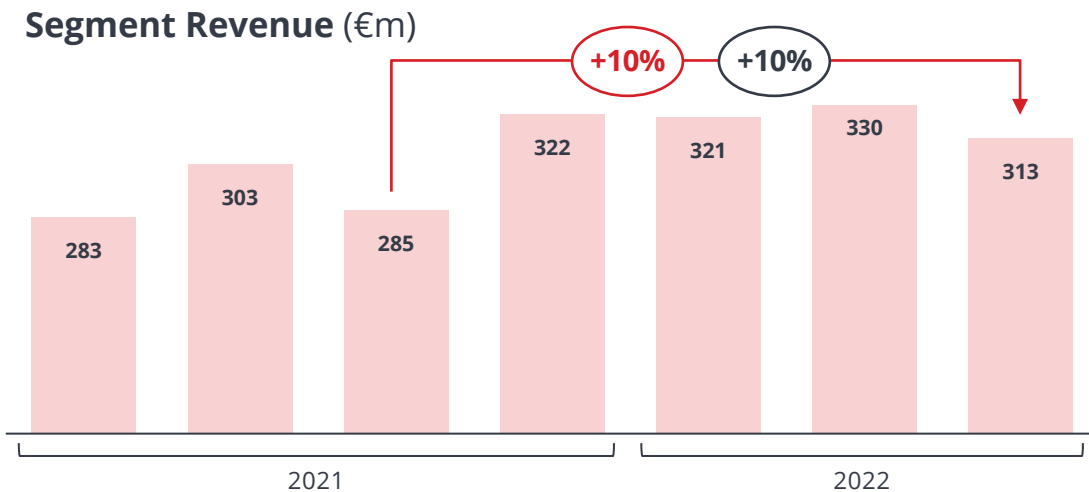
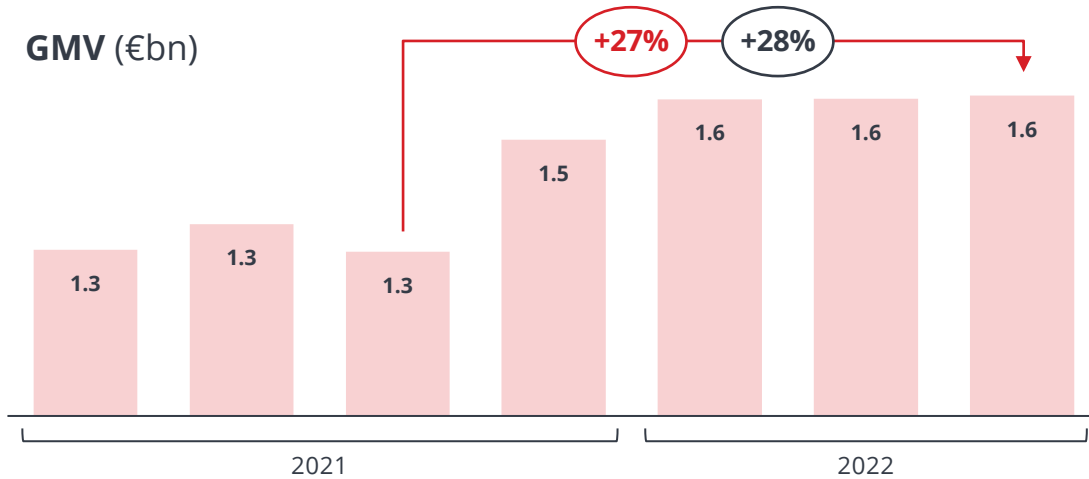
- **Strong GMV trajectory** driven by higher volume, growing baskets and Turkey back to sequential growth
- **Advertising revenues** further developed in the region. The best-in-class country already at 3.5%
- Adj. EBITDA in the most profitable MENA countries (representing ~70% of segment GMV) grew to €75m in Q3 2022. **Adj. EBITDA margin now at 4.5% of GMV** (incl. central Group costs)

Note: YoY growth rates in red are reported currency and in black are constant currency.

MENA revenues, adj. EBITDA, Gross Merchandise Value (GMV) as well as the respective growth rates are impacted by operations in Lebanon and Turkey qualifying as hyperinflationary economies according to IAS 29. In Q3 2022, GMV & revenues have been retrospectively adjusted with a total impact of +€28.2m and +€2.3m, respectively.

1. Includes reported current growth rates for Lebanon and Turkey in the constant currency calculation due to the effects of hyperinflation.

Q3 2022 Europe Platform business (incl. Glovo on a pro-forma basis)¹



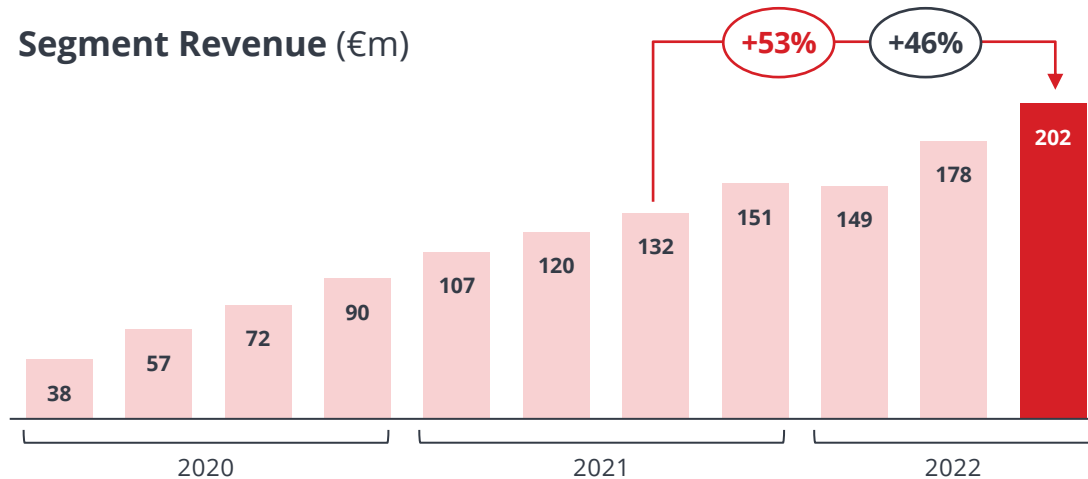
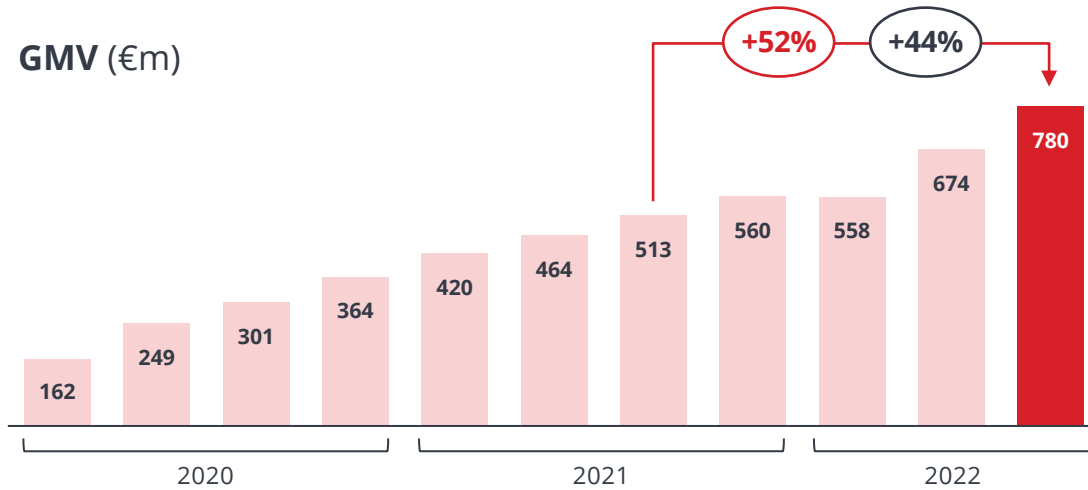
Key Highlights

- **Europe excl. Glovo accelerated GMV growth** to 13% YoY in Q3 2022
- **Glovo grew GMV by 40% YoY** while improving adj. EBITDA in Q3 2022
- **Advertising revenues gaining further traction** with revenues growing ~50% YoY in Q3 2022 (excl. Glovo)
- **Segment Revenue YoY growth** impacted by introduction of rider-agent model in Spain in Q4 2021 (excl. delivery fees and rider costs)

Note: YoY growth rates in red are reported currency and in black are constant currency

1. The European Platform financials presented on this slide include Glovo on a Like-for-Like basis as if Glovo would have been acquired on 1 January 2021

Q3 2022 Americas Platform business



Key Highlights

- **Strong GMV growth** due to continued AOV expansion, enhanced customer targeting and solid volume development
- **Service fee** recently launched in Argentina and currently being tested in 5 markets in Central America
- **Gross profit margin further improved**, gaining 2.1 percentage points YoY

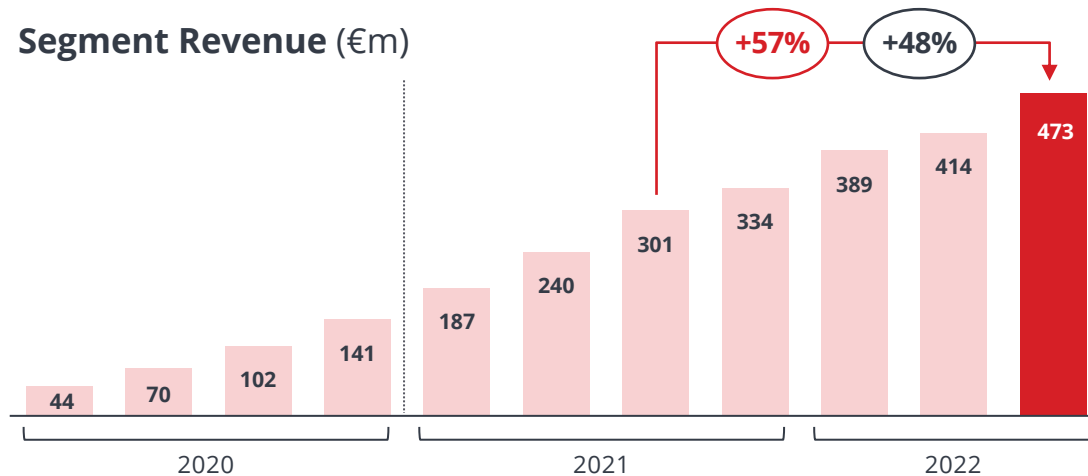
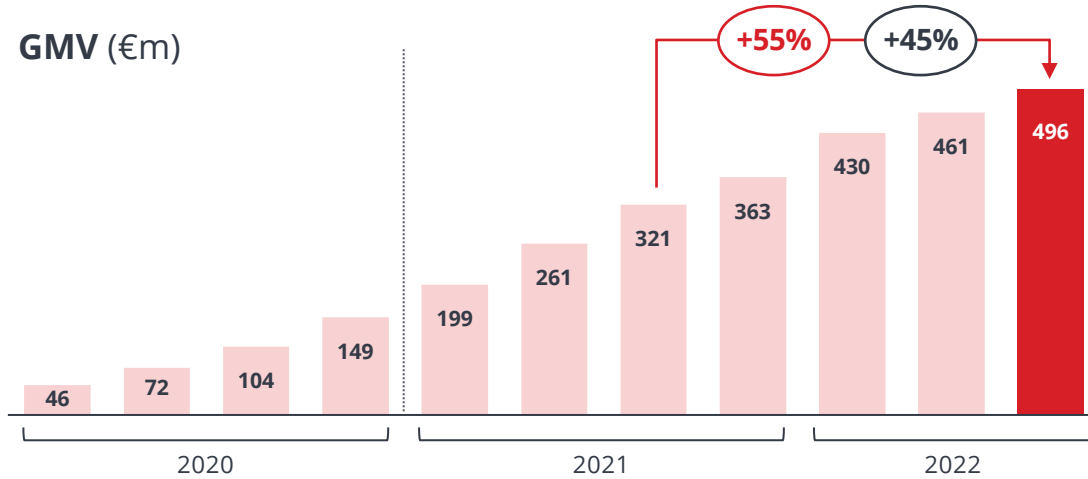
Note: YoY growth rates in red are reported currency and in black are constant currency.

Americas revenues, adj. EBITDA, Gross Merchandise Value (GMV) as well as the respective growth rates are impacted by the Argentinian operations qualifying as hyperinflationary economy according to IAS 29.

In Q3 2022 GMV and Segment Revenue have been retrospectively adjusted with a total impact of +€72.8m and +€16.9m, respectively.

1. Includes reported current growth rates for Argentina in the constant currency calculation due to the effects of hyperinflation in Argentina

Q3 2022 Integrated Verticals (incl. Glovo on a pro-forma basis)¹



Key Highlights

- **GMV grew 55% YoY** despite slowdown of store expansion and increased focus on profitability
- **Average order value grew considerably** in Q3 2022 due to basket size initiatives, better product assortment and healthy customer demand
- **Progressed on our global footprint review and optimization** with 60 net store closures during the quarter. At the end of Q3 2022: total of 1,197 Dmarts, incl. the stores from Glovo and the Mouhalis Group²

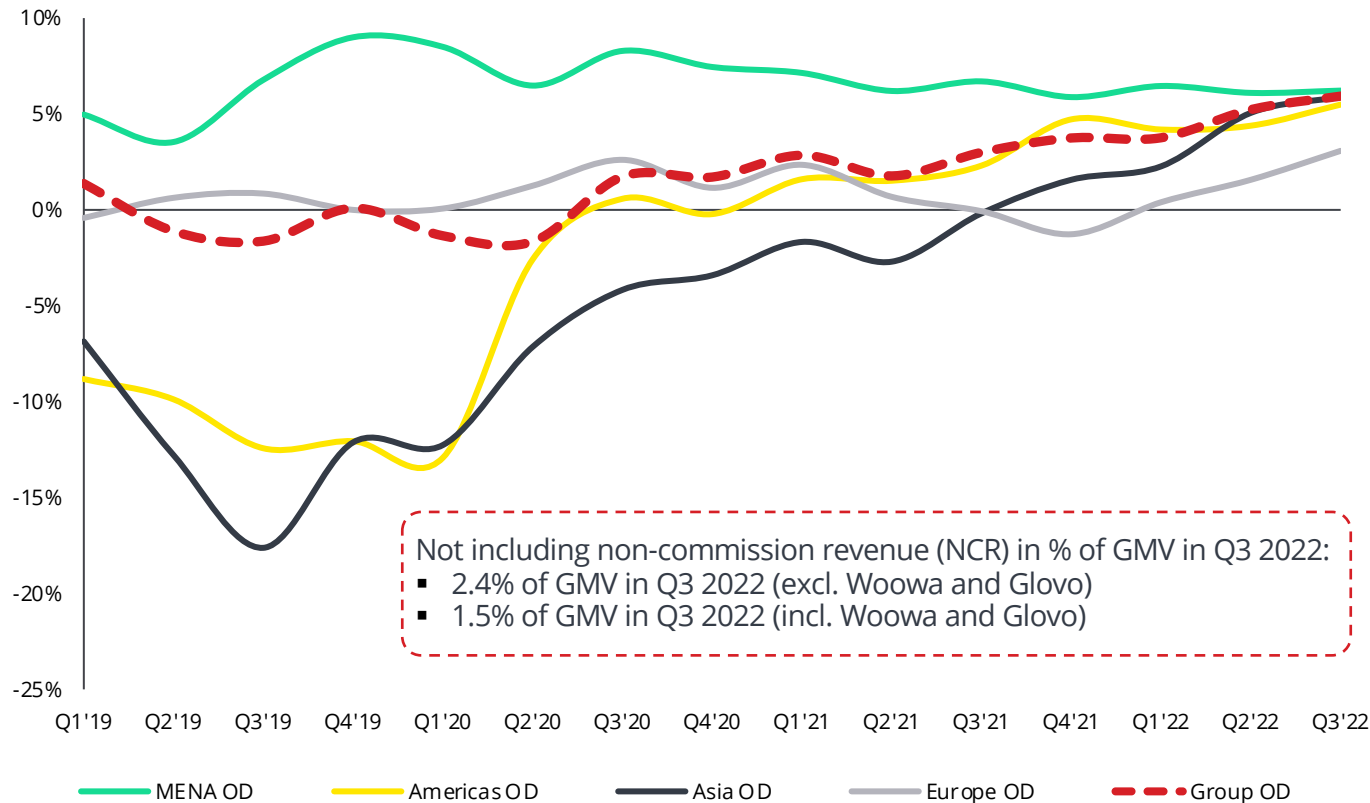
Note: YoY growth rates in red are reported currency and in black are constant currency. Integrated Verticals revenues, adj. EBITDA, Gross Merchandise Value (GMV) as well as the respective growth rates are impacted by operations in Argentina and Turkey qualifying as hyperinflationary economies according to IAS 29. In Q3 2022, GMV & revenues have been retrospectively adjusted with a total impact of +€10.7m and +€6.4m, respectively.

1. The Integrated Verticals business includes Glovo on a Like-for-Like basis as if Glovo would have been acquired on 1 January 2021
 2. In Q3 2022, we acquired certain assets based in Greece from the Mouhalis Group.

Fully loaded contribution margin on a new record high



Contribution margin¹ of own-delivery (after voucher costs²) as % of GMV
 Values including Woowa since Q1 2022 and excl. Delivery Hero Korea & Glovo



Key Highlights

- **Constant improvement in profitability** results in new record high of fully loaded contribution margin (after vouchers) in Q3 2022
- **AdTech helped to achieve NCR revenue run-rate of >€650m** in Q3 2022, on track to reach >€2bn by FY2024/25
- **Voucher intensity continued to decline** to 1.9% compared to 2.0% in Q2 2022 (as % of GMV)
- **Less vouchering in Europe and Americas** QoQ and slightly higher investments in APAC and MENA

1. Contribution margin relates to Platform business and includes the costs of the physical delivery of the order as well as the transmission and support costs of the order (i.e. payment costs, dispatching costs, customer support). The contribution margin shown above differs from IFRS gross profit, because the former excludes certain non-commission revenue like advertising revenues, whereas the latter excludes i.e. customer support costs, bad debt expenses

2. Voucher costs correspond to marketing initiatives to incentivize the acquisition of new users or the retention of existing users

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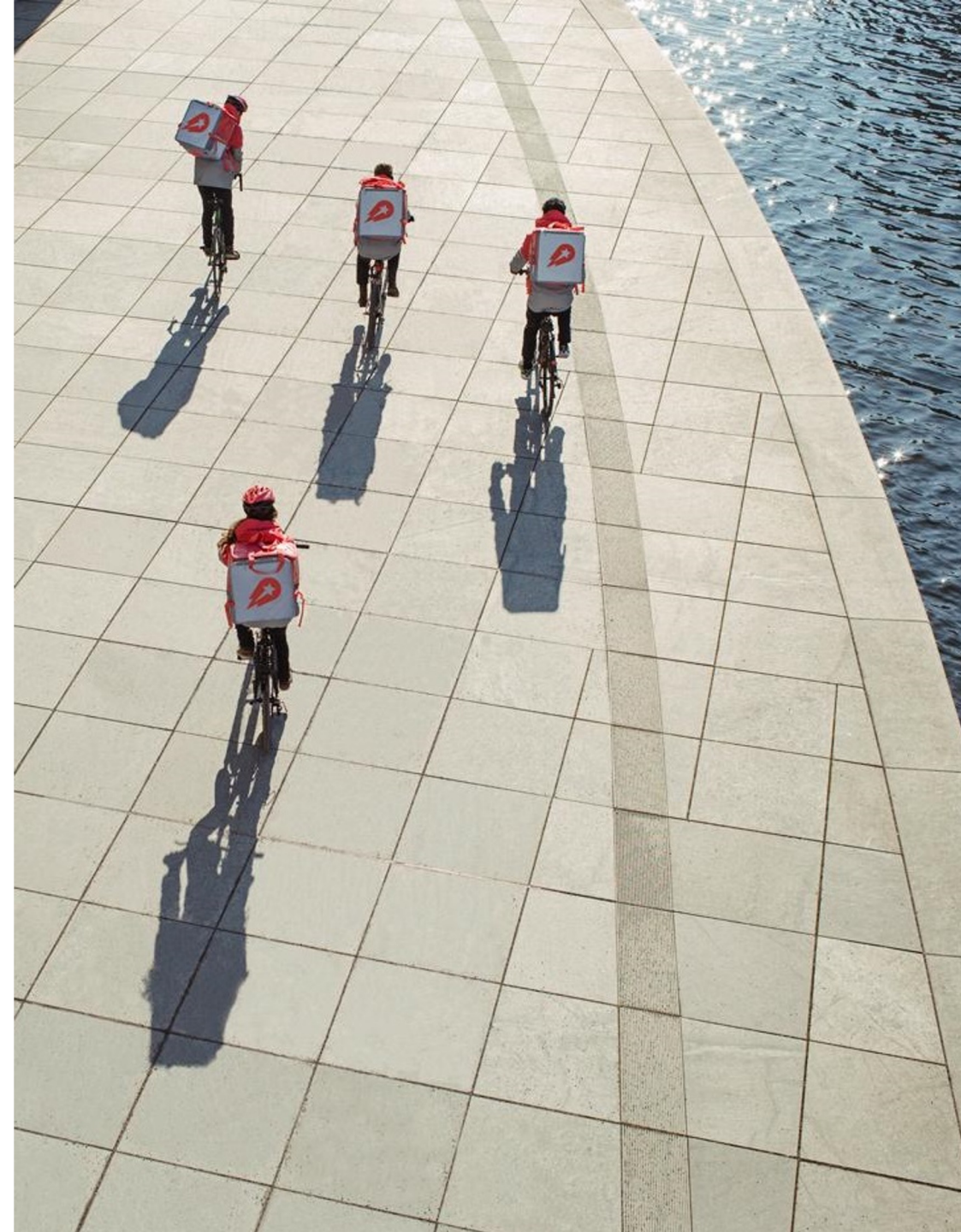
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Path to profitability

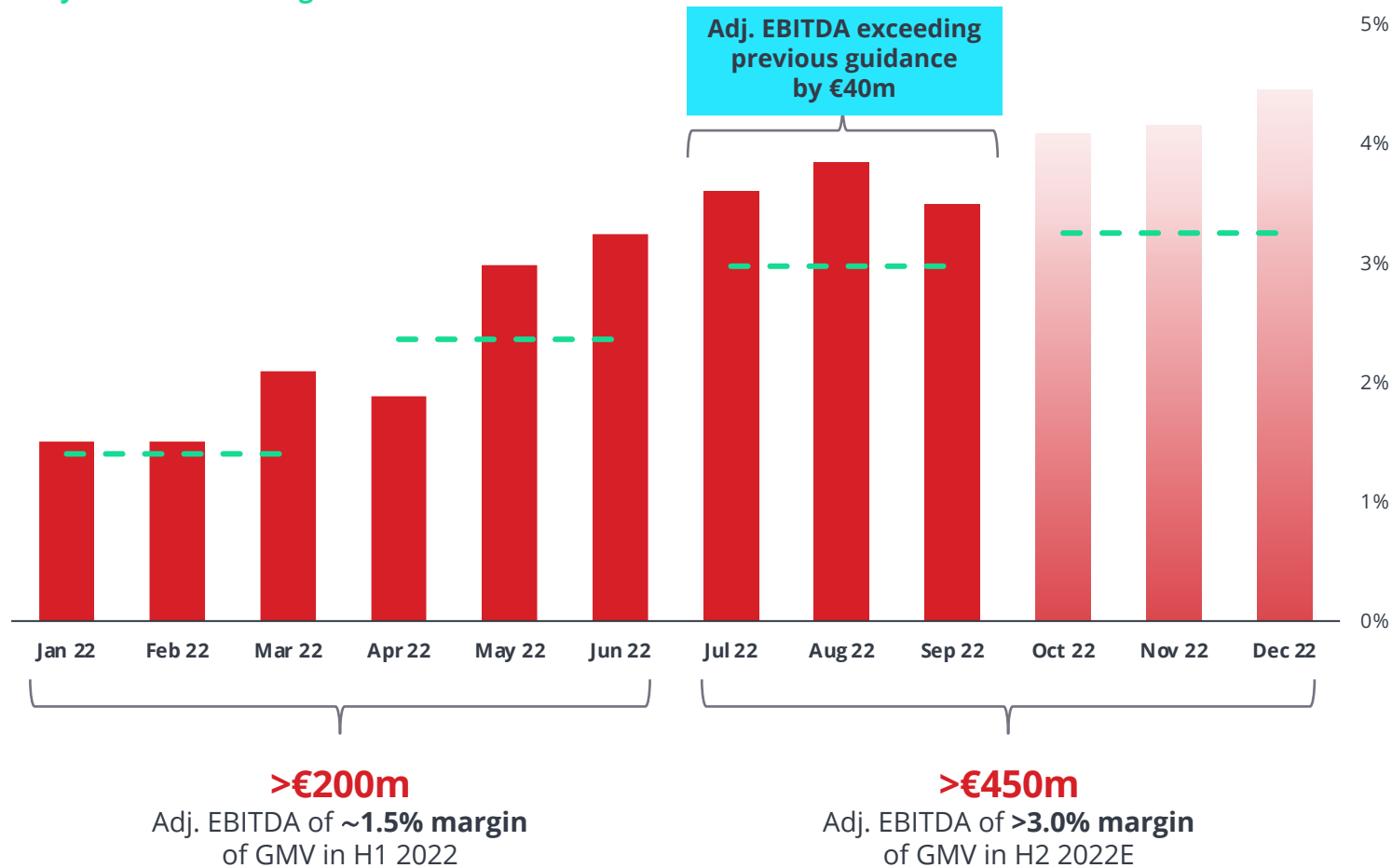
- Profitable Platform business
- Unprofitable Platform business
- Integrated Verticals
- Group

On track to reach € 1bn adj. EBITDA run-rate in Q4 2022



Adj. EBITDA (in €m) for the profitable Platform business¹

Adj. EBITDA/GMV margin



Comments

- **Adj. EBITDA** for the profitable Platform countries **grew materially faster than expected in Q3 2022**
- In Q4 2022, we expect to **achieve €1bn adj. EBITDA run-rate** (€250m quarterly) despite slightly softer growth
- Profitable countries expected to generate adj. EBITDA of >€450m in H2 2022 versus previous guidance of >€400m

1. Adj. EBITDA on a profitable countries level within Delivery Hero's Platform business (countries expected to be profitable in FY 2022). Numbers are after allocation of central group costs

Robust outlook for profitable Platform business



Adj. EBITDA in the profitable Platform¹ business

- 1 Continued EBITDA expansion of existing profitable countries from today's >10
- 2 Addition of 2-4 profitable Glovo countries
- 3 Conversion of another 6 unprofitable countries to profitability in 2023
- 4 Beneficial impact of operating leverage on corporate overhead



2023 and beyond

- Adj. EBITDA run-rate of our profitable Platform business expected to expand by >25% in 2023, driven primarily by EBITDA growth in profitable countries and countries moving to profitability
- Profitable Platform businesses to generate >€1.25bn EBITDA run-rate in Q4 2023
- Continued diversification and double-digit growth expected over the next years

1. Platform business includes the 4 regional business segments Asia, MENA, Europe, Americas and excludes Integrated Verticals



Path to profitability

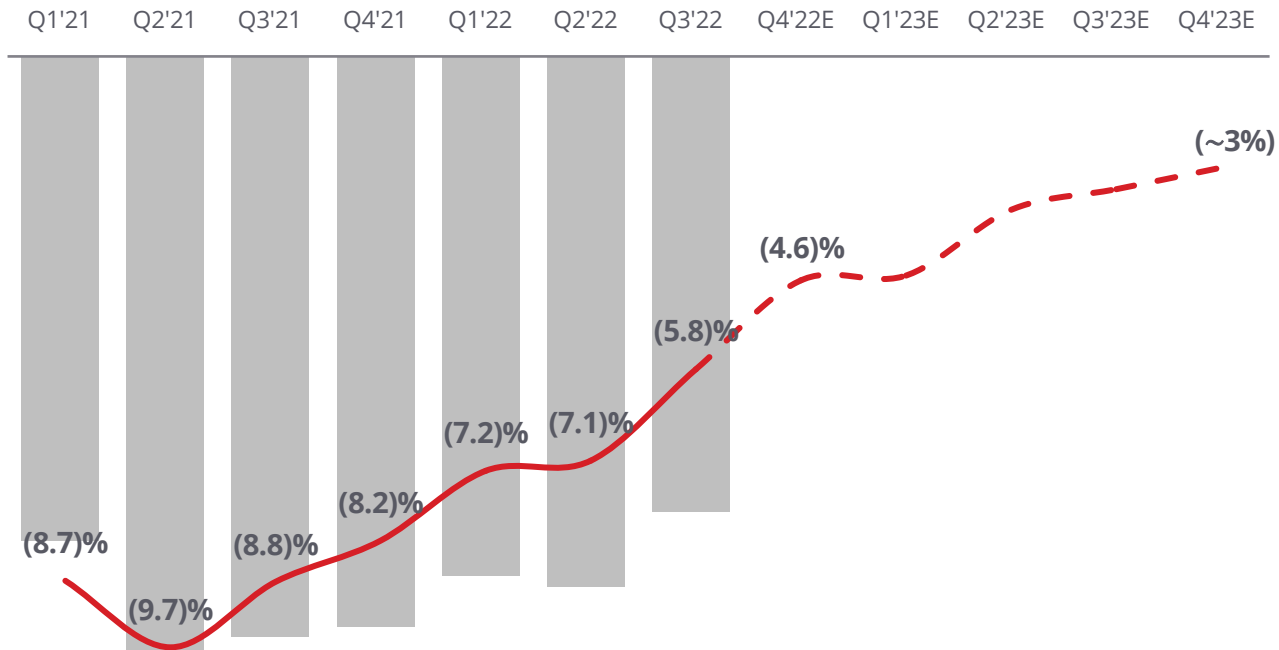
- Profitable Platform business
- Unprofitable Platform business
- Integrated Verticals
- Group

Constant reduction of negative adj. EBITDA contribution



Adj. EBITDA (in €m) for the unprofitable Platform business¹

Adj. EBITDA/GMV margin



Comment

- **Significant improvement in adj. EBITDA** as markets scale. Adj. EBITDA margin to reach -3% in Q4'23
- Unprofitable platform markets consists of:
 - **Start-up markets:** Very early-stage countries. Strong market position but too early to claim leadership. Small absolute amount of losses. ~15% of unprofitable markets GMV
 - **Leadership:** Very high growth. Significant amount of investments as we are still early stage. 75% of unprofitable markets GMV
 - **Second place:** Roughly 10% of unprofitable markets GMV. Encouraging discussions with several potential partners for consolidation

1. Adj. EBITDA for the unprofitable countries in the platform business (including Glovo). Numbers are after allocation of central group costs

Decomposing our long-term margin targets



Q3 2022 figures

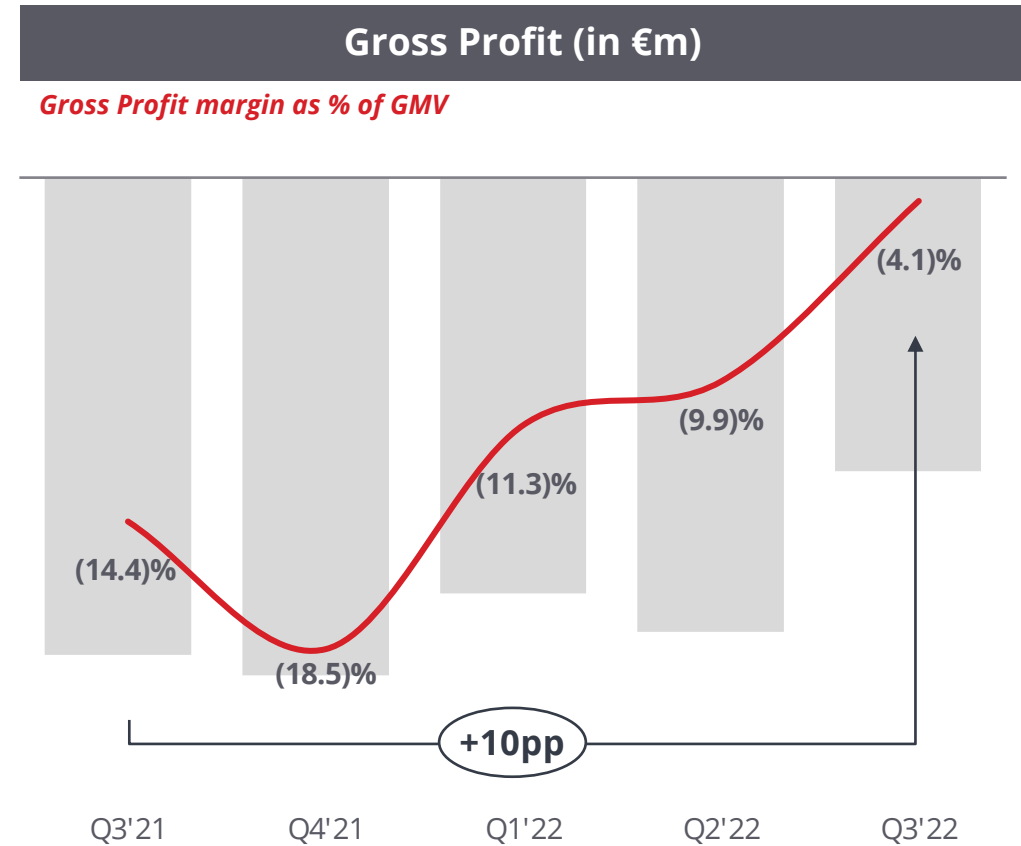
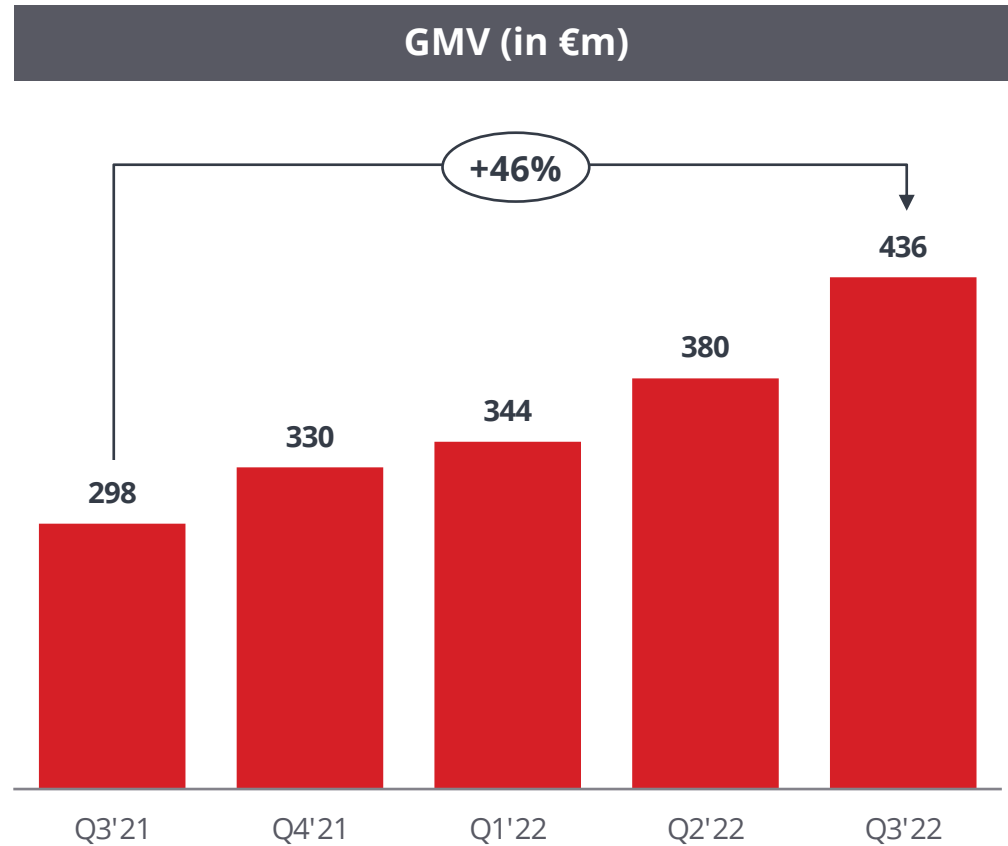
(in % of GMV)	Profitable countries	Unprofitable countries	Long-term range	Comments
GMV (€)	c.7bn	c.4bn	-	<ul style="list-style-type: none"> Unprofitable countries are mostly early stage with >10x growth opportunity Size of opportunity much larger in unprofitable countries, but still smaller in size and growing faster
Gross Profit	6.3%	7.5%	10% to 13%	<ul style="list-style-type: none"> Still room to develop both further
Marketing	(1.0)%	(6.4)%	~(3)%	<ul style="list-style-type: none"> Significant marketing investments to grow scale to reach operational leverage
Opex and others	(2.3)%	(6.9)%	~(3)%	<ul style="list-style-type: none"> Operational leverage to be achieved through further growth Current Opex development to be kept flat (in absolute numbers)
Adj. EBITDA	3.0%	(5.8)%	5% to 8%	<ul style="list-style-type: none"> With current Gross Profit, Opex and marketing levels, unprofitable markets would break even with less than twice the current GMV Revenue growth combined with strict cost control will drive adj. EBITDA towards the long-term margin range

Note: Delivery Hero Platform business, including Glovo and excluding Integrated Verticals. Numbers are after allocation of central group costs

Path to profitability

- Profitable Platform business
- Unprofitable Platform business
- Integrated Verticals
- Group

Dmarts continue to improve their profitability, trending towards break-even



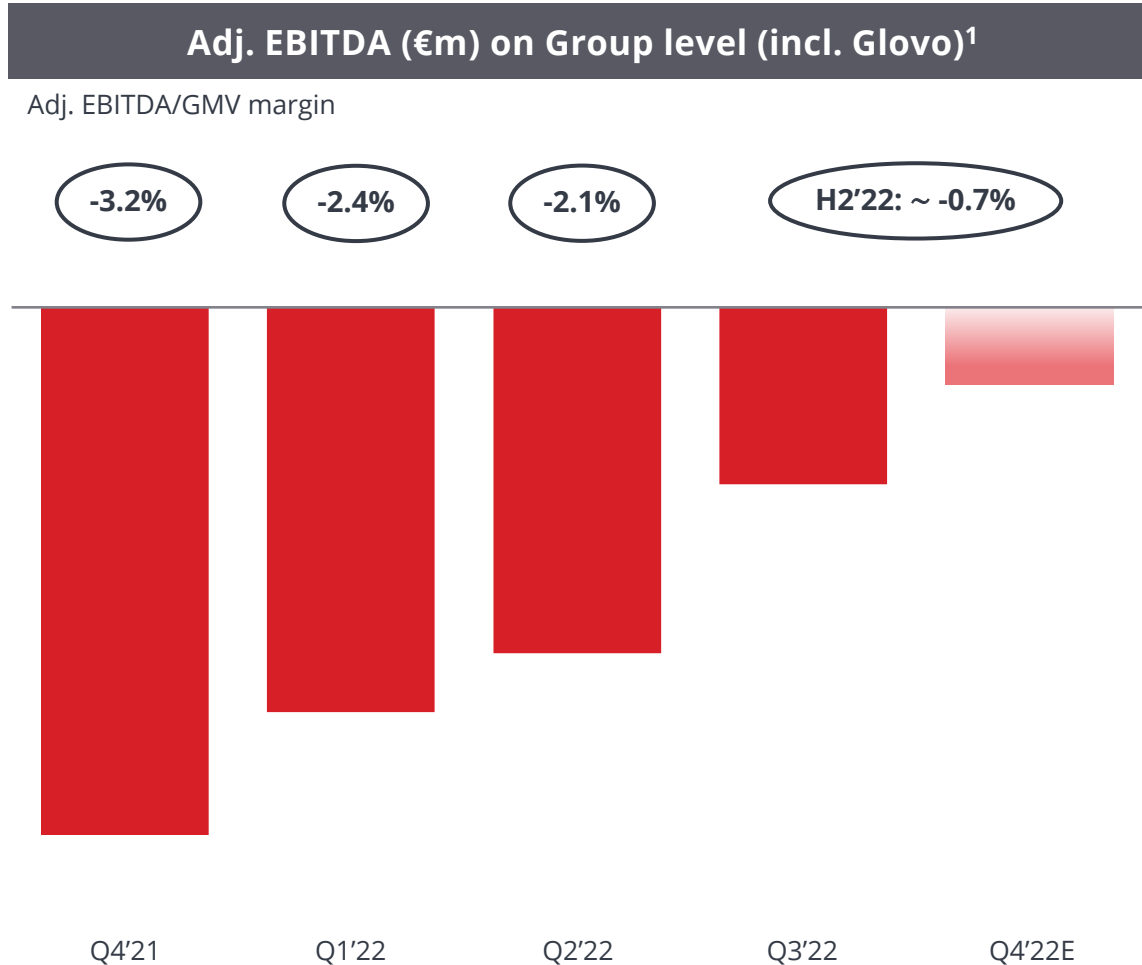
- Dmarts represent ~75% of losses in the Integrated Verticals segment
- Gross profit margin has improved by 10 percentage points during the last 4 quarters and is expected to become positive during FY 2023

Note: The numbers in the chart illustrated above include Dmarts only and exclude Glovo

Path to profitability

- Profitable Platform business
- Unprofitable Platform business
- Integrated Verticals
- Group

Material earnings improvement ahead



FY 2023 Group ambition

- 1 Profitable Platform business with **adj. EBITDA run-rate ~€1.0bn** in Q4 2022 growing >25% until Q4 2023
- 2 **Negative adj. EBITDA margin** from unprofitable Platform businesses to **almost halve** from Q4 2022 to Q4 2023
- 3 **Integrated Verticals adj. EBITDA losses to improve by almost 50%** YoY between Q4 2022 and Q4 2023

FY 2023E: adj. EBITDA/GMV margin >0.5%
H2 2023E: adj. EBITDA/GMV margin >1.0%

1. The numbers in the chart above include Delivery Hero Group incl. Glovo on a pro-forma basis

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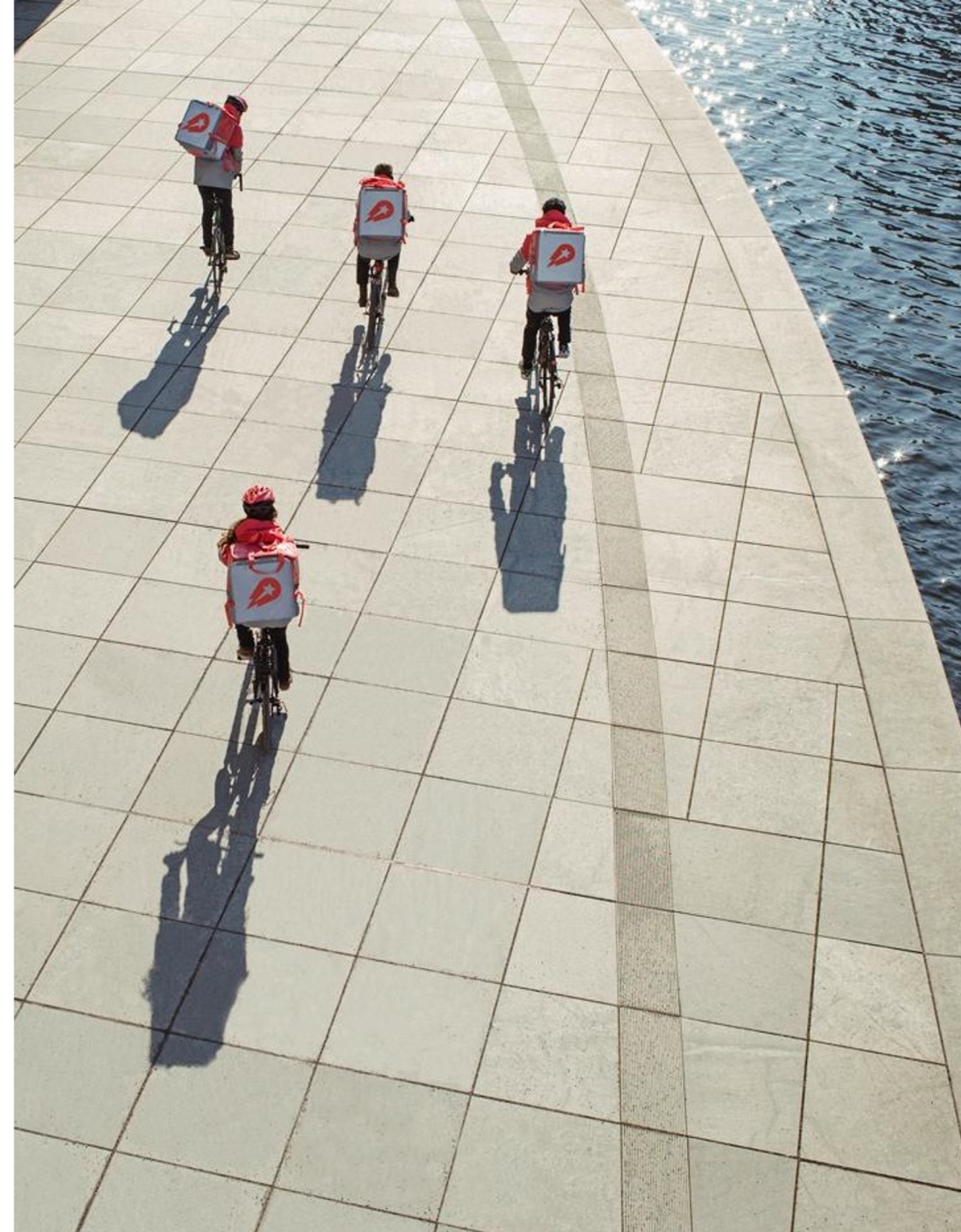
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Updated outlook for FY 2022



	Updated guidance FY 2022	Previous guidance FY 2022
	Delivery Hero <i>incl. Glovo¹</i>	Delivery Hero <i>incl. Glovo¹</i>
GMV	Lower end of €44.7bn to €46.9bn	€44.7bn to €46.9bn
Total Segment Revenue	Lower end of €9.8bn to €10.4bn	€9.8bn to €10.4bn
Adj. EBITDA	-1.4% to -1.5% of GMV	-1.5% to -1.6% of GMV
of which:	Platform excl. Glovo: positive adj. EBITDA Integrated Verticals: negative €380 to €400m Glovo: up to negative €300m	Platform excl. Glovo: positive adj. EBITDA Integrated Verticals: up to negative €475m Glovo: up to negative €300m
	Adj. EBITDA below the mid-point of the €40 to €120m range for Platform business incl. Glovo in Q4 2022	Adj. EBITDA of €40 to €120m for Platform business incl. Glovo in Q4 2022

Delivery Hero expects a positive adj. EBITDA/GMV margin (incl. Glovo) of >0.5% in FY 2023 and is committed to reach free cash flow break-even during H2 2023

Note: Glovo's Platform business is reported in Delivery Hero's Europe segment. Glovo's Dmart business is reported in Delivery Hero's Integrated Verticals segment
 1. On a pro-forma basis, including Glovo since January 2022. On an IFRS basis Glovo to be consolidated from July 2022 onwards

Confirming our 2030 ambitions



Growth

Achieve €200bn to €350bn GMV by 2030



Leadership

#1 player in all markets¹



Innovation

#1 preferred delivery app¹



Profitability

Achieve 5-8% adj. EBITDA/GMV margin²

By 2030, we plan to **grow our GMV substantially, invest in tech & innovation to further expand our leadership as the #1 delivery player globally, and achieve highly attractive margins and cash flows**

1. Referring to the current portfolio of countries & verticals
2. On Group level, including both Platform and Integrated Verticals

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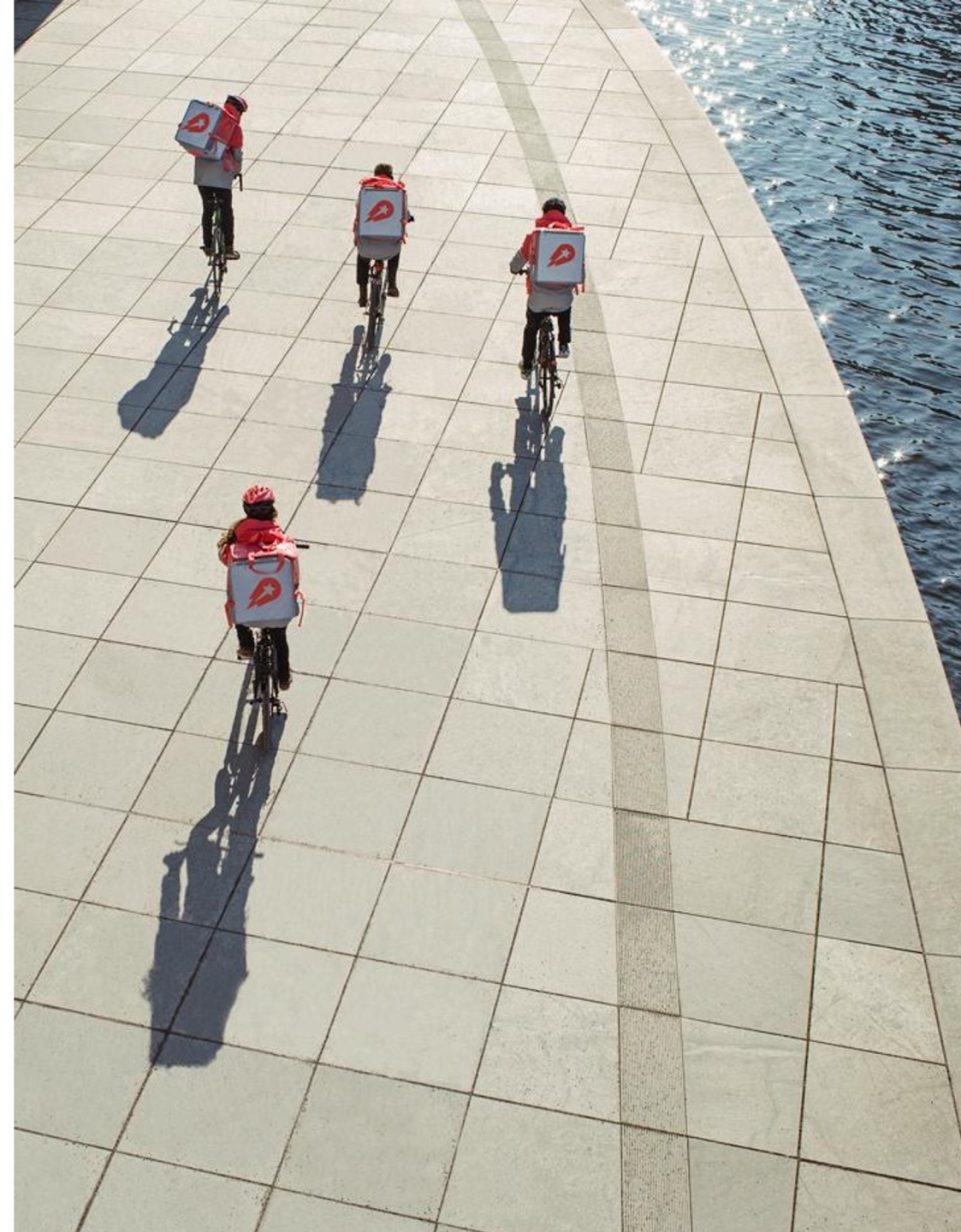
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Delivery Hero KPIs (Pro Forma Data)



in €m	2021						2022			
	Q1	Q2	H1	Q3	Q4	FY	Q1	Q2	H1	Q3
Delivery Hero Group										
GMV	8.352.7	8.992.3	17.345.0	10.197.9	10.433.9	37.976.9	11.035.3	10.776.3	21.811.6	11.449.4
% YoY Growth (RC)	-	-	-	-	-	-	32.1%	19.8%	25.8%	12.3%
% YoY Growth (CC)	-	-	-	-	-	-	-	-	-	7.6%
Total Segment Revenue	1.503.3	1.706.9	3.210.2	1.952.6	2.100.0	7.262.8	2.231.6	2.325.5	4.557.1	2.498.7
% YoY Growth (RC)	-	-	-	-	-	-	48.4%	36.2%	42.0%	28.0%
% YoY Growth (CC)	-	-	-	-	-	-	-	-	-	20.3%
Intersegment consolidation ¹	(19.2)	(35.2)	(54.5)	(38.0)	(42.8)	(135.2)	(46.2)	(49.2)	(95.5)	(53.8)
Adj. EBITDA			(469.2)			(1.085.3)			(481.9)	
EBITDA Margin % (GMV)			-2.7%			-2.9%			-2.2%	
Asia										
GMV	5.129.4	5.588.6	10.718.0	6.659.9	6.529.2	23.907.0	6.948.7	6.489.8	13.438.6	6.804.5
% YoY Growth (RC)	83.2%	68.2%	75.0%	72.1%	40.1%	63.1%	35.5%	16.1%	25.4%	2.2%
% YoY Growth (CC)	88.3%	71.0%	78.9%	70.0%	40.8%	64.4%	34.9%	13.7%	23.8%	-0.7%
Segment Revenue	620.1	720.2	1.340.4	853.7	876.6	3.070.7	928.0	937.8	1.865.8	970.1
% YoY Growth (RC)	113.2%	84.2%	96.6%	89.7%	61.8%	83.5%	49.7%	30.2%	39.2%	13.6%
% YoY Growth (CC)	121.5%	90.2%	103.5%	88.4%	60.6%	85.6%	46.7%	25.4%	35.3%	8.6%
Adj. EBITDA			(202.2)			(396.6)			(80.5)	
EBITDA Margin % (GMV)			-1.9%			-1.7%			-0.6%	
MENA										
GMV	1.537.7	1.617.3	3.155.0	1.763.4	1.837.5	6.755.9	1.932.4	2.015.0	3.947.5	2.260.6
% YoY Growth (RC)	60.7%	96.7%	77.4%	46.2%	36.1%	55.8%	25.7%	24.6%	25.1%	28.2%
% YoY Growth (CC)	83.2%	123.8%	102.0%	52.0%	38.9%	68.4%	18.4%	13.1%	15.7%	13.6%
Segment Revenue	325.5	359.3	684.9	418.5	459.6	1.562.9	491.1	514.9	1.006.0	594.1
% YoY Growth (RC)	60.9%	116.6%	86.0%	70.0%	64.2%	74.8%	50.9%	43.3%	46.9%	42.0%
% YoY Growth (CC)	79.4%	142.4%	107.8%	74.2%	63.2%	84.6%	41.3%	28.6%	34.6%	23.9%
Adj. EBITDA			65.0			105.7			40.1	
EBITDA Margin % (GMV)			2.1%			1.6%			1.0%	

Note:

For Group, MENA, Americas and Integrated Verticals, revenues, adj. EBITDA, Gross Merchandise Value (GMV) as well as the respective growth rates are impacted by the Argentinian, Lebanese and/or Turkish operations qualifying as hyperinflationary economies according to IAS 29. RC = Reported Currency / CC = Constant Currency. Glovo financials are on a preliminary basis.

1. Difference between Total Segment Revenue and the sum of segment revenues is mainly due to intersegment consolidation adjustments for services charged by the Platform businesses to the Integrated Verticals businesses

Delivery Hero KPIs (Pro Forma Data)



in €m	2021						2022			
	Q1	Q2	H1	Q3	Q4	FY	Q1	Q2	H1	Q3
Europe										
GMV	1.265.5	1.322.2	2.587.6	1.261.2	1.507.3	5.356.2	1.596.0	1.597.1	3.193.1	1.604.7
% YoY Growth (RC)	-	-	-	-	-	-	26.1%	20.8%	23.4%	27.2%
% YoY Growth (CC)	-	-	-	-	-	-	-	-	-	27.9%
Segment Revenue	282.6	302.8	585.3	285.4	322.1	1.192.9	320.8	329.8	650.5	312.8
% YoY Growth (RC)	-	-	-	-	-	-	13.5%	8.9%	11.1%	9.6%
% YoY Growth (CC)	-	-	-	-	-	-	-	-	-	10.2%
Adj. EBITDA			(128.3)			(316.0)			(162.6)	
EBITDA Margin % (GMV)			-5.0%			-5.9%			-5.1%	
Americas										
GMV	420.1	464.3	884.4	513.4	559.9	1.957.8	558.1	674.4	1.232.5	779.6
% YoY Growth (RC)	159.2%	86.1%	114.9%	70.4%	53.9%	81.8%	32.8%	45.3%	39.4%	51.8%
% YoY Growth (CC)	172.6%	90.9%	123.0%	71.8%	54.0%	85.4%	31.0%	40.1%	35.8%	44.5%
Segment Revenue	107.0	119.9	226.9	131.9	150.7	509.6	149.3	177.9	327.1	202.2
% YoY Growth (RC)	182.8%	109.6%	138.8%	82.1%	67.7%	98.0%	39.4%	48.4%	44.2%	53.3%
% YoY Growth (CC)	196.7%	114.7%	147.4%	83.4%	67.9%	101.6%	37.6%	43.3%	40.6%	45.7%
Adj. EBITDA			(80.2)			(157.5)			(80.0)	
EBITDA Margin % (GMV)			-9.1%			-8.0%			-6.5%	
Integrated Verticals										
GMV	199.1	261.3	460.4	320.9	362.6	1.144.0	430.0	461.5	891.5	496.3
% YoY Growth (RC)	-	-	-	-	-	-	115.9%	76.6%	93.6%	54.6%
% YoY Growth (CC)	-	-	-	-	-	-	-	-	-	45.2%
Segment Revenue	187.3	239.9	427.2	301.0	333.7	1.061.9	388.6	414.4	803.1	473.3
% YoY Growth (RC)	-	-	-	-	-	-	107.5%	72.8%	88.0%	57.3%
% YoY Growth (CC)	-	-	-	-	-	-	-	-	-	47.8%
Adj. EBITDA			(123.4)			(320.9)			(198.9)	
EBITDA Margin % (GMV)			-26.8%			-28.0%			-22.3%	

GMV is accounted for in the respective Platform segments and shown in the Integrated Verticals segment for illustrative purposes only

Note:

For Group, MENA, Americas and Integrated Verticals, revenues, adj. EBITDA, Gross Merchandise Value (GMV) as well as the respective growth rates are impacted by the Argentinian, Lebanese and/or Turkish operations qualifying as hyperinflationary economies according to IAS 29. RC = Reported Currency / CC = Constant Currency. Glovo financials are on a preliminary basis.

Definitions



- Gross Merchandise Value (GMV) is the total value paid by customers (including VAT, delivery fees, other fees and subsidies but excluding subscription fees, tips and delivery-as-a-service fee)
- Total Segment Revenue is defined as revenue in accordance with IFRS 15, excluding the effect of vouchers and other discounts.
- Constant currency provides an indication of the business performance by removing the impact of foreign exchange rate movements. Due to hyperinflation in Argentina, Lebanon and Turkey we have included reported current growth rates for Argentina, Lebanon and Turkey in the constant currency calculation to provide a more accurate picture of the underlying business.
- MENA revenues, adj. EBITDA, GMV, as well as the respective growth rates, are impacted by the operations in Lebanon and Turkey qualifying as hyperinflationary economies according to IAS 29 (Lebanon: since October 2020, Turkey: since June 2022).
- Americas revenues, adj. EBITDA, GMV, as well as the respective growth rates, are impacted by the Argentinian operations qualifying as hyperinflationary economy according to IAS 29 (Argentina: since September 2018).
- Integrated Verticals revenues, adj. EBITDA, GMV as well as the respective growth rates are impacted by operations in Argentina and Turkey qualifying as hyperinflationary economies according to IAS 29.
- Contribution margin of own-delivery relates to Platform business and includes the costs of the physical delivery of the order as well as the transmission and support costs of the order (i.e. payment costs, dispatching costs, customer support).
- Pro Forma adjustments: Financial data is shown on a pro forma basis, including Woowa and Glovo and excluding Delivery Hero Korea from 1 January 2021 onwards; historic data has been restated. The Woowa transaction closed 4 March 2021. The divestment of Delivery Hero Korea closed on 29 October 2021. The Glovo transaction closed on 4 July 2022.

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