



Delivery Hero



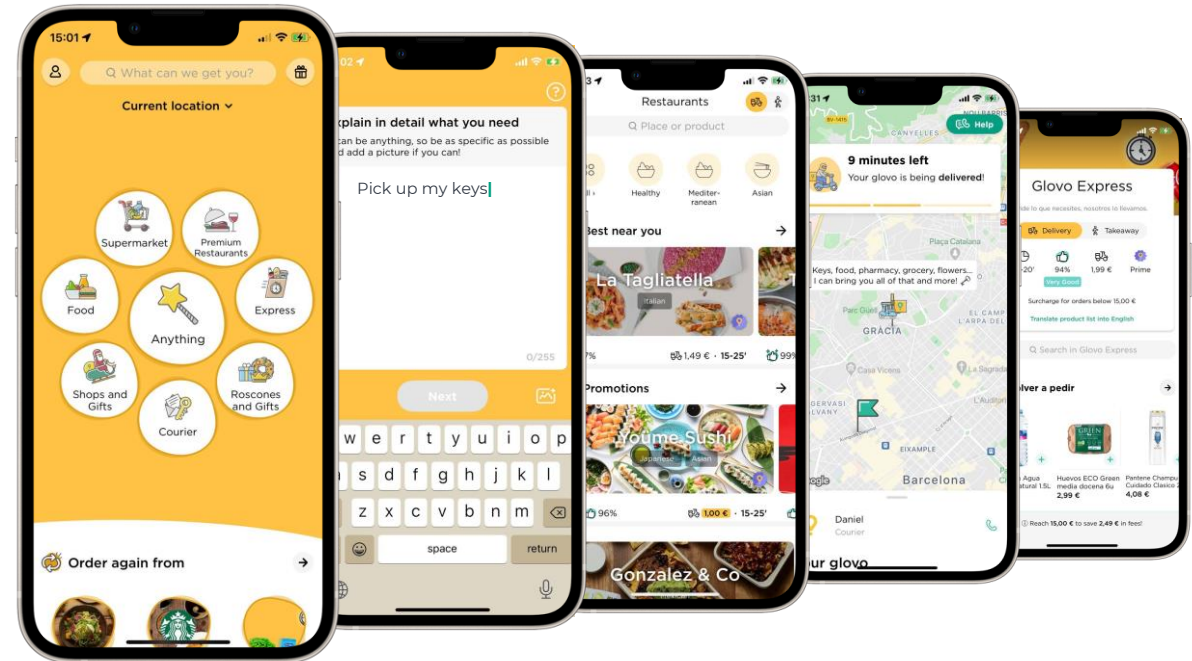
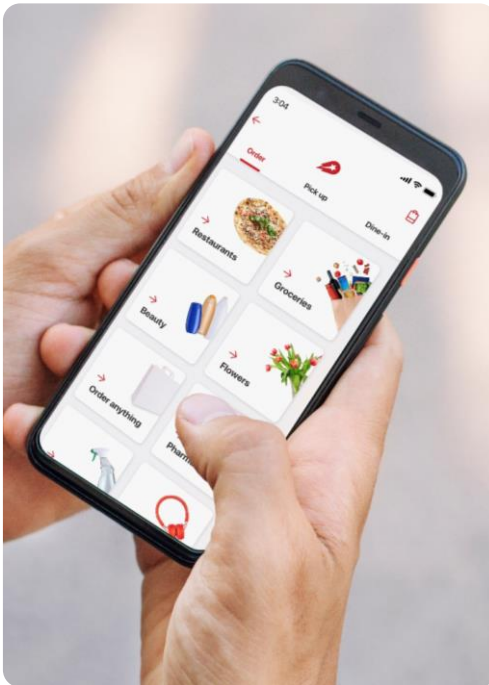
Delivery Hero Acquires Majority of Glovo

31 December 2021

Sharing The Same Vision From Day 1



Always delivering an amazing experience –
Fast and easy to your door



Give everyone easy access to anything
in their city

Glovo at a Glance¹



25
countries

>1,300
cities

~ €3bn²
run rate GTV

80%
organic GTV
growth (YoY)³

3,500
employees

>70k
monthly active
couriers

>130k
monthly active
partners

>15m
yearly active users

1. Numbers include recent acquisitions of Mercadao and Lola Market and are pro-forma for the acquisition of Romania operations
2. The run rate is calculated as an annualized figure for GTV in October. Gross Transaction Value (GTV) is calculated before vouchers
3. Organic growth in FY 2021

Highly Complementary Platform Enhances Our Ecosystem



Complementary Footprint Expands our TAM

Glovo has a leading presence in Europe, Central Asia and Africa, a complementary geographical footprint to Delivery Hero. Combined footprint serves ~2.2bn people



Strong Leadership Positions¹

More than 70% of Gross Transaction Value (GTV) is generated from #1 countries
On a combined basis, Delivery Hero's #1 position countries will generate 90% of Group GMV



Innovative And Passionate Management Team And Company Culture

Delivery Hero has been working with the founding team since 2018. Glovo has built leadership in the vast majority of their countries driven by superior product and execution



Multi-Category Service Offering From The Very Beginning

One of the most innovative players in the industry with proprietary technology
Attractive mix of Food Delivery, Quick Commerce and Deliver Anything



Attractive Top-Line Momentum

Glovo has seen strong topline growth of >80% YoY² with the potential to sustain high growth rates for many years, as their countries are still at early stage of maturity



Clear path to profitability

Spanish home country on path to reach break-even
Delivery Hero confirms long-term adj. EBITDA margin target of 5-8% of GMV



1. Management estimates based on publicly available data
2. Organic GTV growth in FY 2021

Expanding Our Global Leadership Position

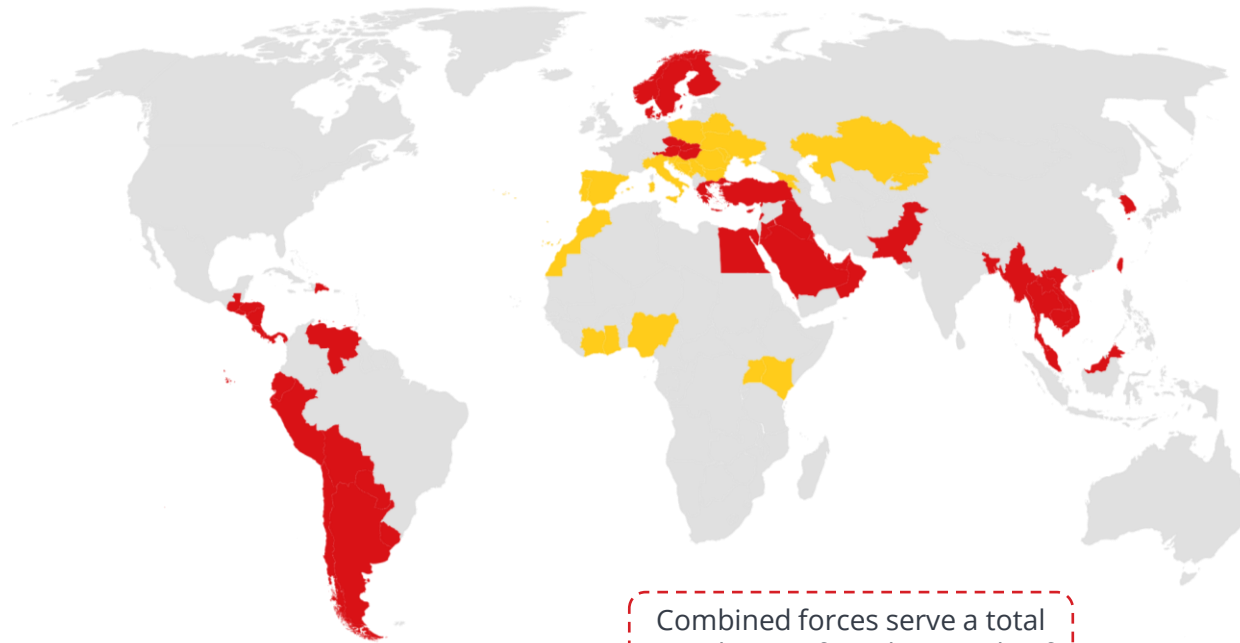


Perfect fit as no regional overlap

Glovo's geographical footprint is highly complementary to Delivery Hero

Clear leadership¹

More than 70% of GTV generated from #1 countries



Combined forces serve a total population of ~2.2bn people of which Glovo adds 700m



Western Europe (61% of GTV²)

	Spain	#1	↑
	Italy	#2	↑
	Portugal	#2	→
	Poland	#2	↑
	Andorra		Recently launched

South-East Europe (24% of GTV²)

	Romania	#1	↑
	Serbia	#1	↑
	Croatia	#1	↑
	Moldova	#1	↑
	Montenegro	#1	↑
	Bosnia	#1	↑
	Bulgaria	#1	↑
	Slovenia	#1	↑

CIS & Africa (15% of GTV²)

	Morocco	#1	↑
	Georgia	#1	→
	Ukraine	#1	→
	Kazakhstan	#1	↑
	Kyrgyzstan	#1	↑
	Kenya	#1	↑
	Ivory Coast	#1	↑
	Uganda	#2	↑
	Ghana	#2	↑
	Nigeria		Recently launched
	Armenia		Recently launched
	Belarus		Recently launched

1. Management estimates based on publicly available data
 2. As of October 2021, GTV and are pro-forma for the acquisition of Romania operations




Delivery Hero

More to come

Additional information to be disclosed during
investor call on 11 January 2022, 2pm CET

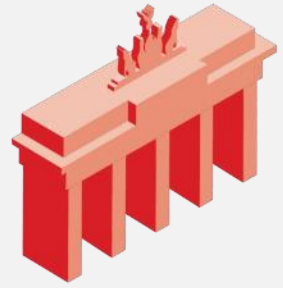
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A red 3D isometric illustration of a building with a flat roof and several columns, representing a corporate office.

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