Q3 2017 RESULTS

27th 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 \(^1\)** REVENUES
  \(+64\%\) Y-o-Y Growth

- Like-for-Like (LfL) Year-over-Year (Y-o-Y) Growth (%) – for LfL definition, please refer to appendix.

- \(^1\) 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

- Q1 2016: 43
- Q2 2016: 46
- Q3 2016: 49
- Q4 2016: 59
- Q1 2017: 63
- Q2 2017: 69
- Q3 2017: 74

Y-o-Y Growth: 49% 52%

GMV

- Q1 2016: 566
- Q2 2016: 673
- Q3 2016: 846
- Q4 2016: 906
- Q1 2017: 846
- Q2 2017: 975
- Q3 2017: 128

Y-o-Y Growth: 52% 45%

Revenues 1

- Q1 2016: 70
- Q2 2016: 79
- Q3 2016: 86
- Q4 2016: 106
- Q1 2017: 118
- Q2 2017: 128
- Q3 2017: 138

Y-o-Y Growth: 63% 60%

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

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

<table>
<thead>
<tr>
<th>Group</th>
<th>Europe</th>
<th>MENA</th>
<th>Asia</th>
<th>Americas</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orders</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q3 2016</td>
<td>49</td>
<td>13</td>
<td>19</td>
<td>12</td>
</tr>
<tr>
<td>Q3 2017</td>
<td>74</td>
<td>18</td>
<td>32</td>
<td>18</td>
</tr>
<tr>
<td>+52%</td>
<td>+33%</td>
<td>+71%</td>
<td>+47%</td>
<td>+39%</td>
</tr>
</tbody>
</table>

| GMV | | | | |
| Q3 2016 | 673 | 211 | 230 | 169 |
| Q3 2017 | 975 | 283 | 366 | 232 |
| +45% | +34% | +59% | +37% | +48% |

| Revenues | | | | |
| Q3 2016 | 86 | 33 | 22 | 24 |
| Q3 2017 | 138 | 49 | 42 | 36 |
| +60% | +46% | +91% | +47% | +80% |

- 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

Growth as No.1 Priority

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

Invest for Leadership

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

Build Tech & Product Leadership

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

Growing into profitability

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

Status

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

✓ 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

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

✓ On plan (expected at the end of 2018)
✓ On plan
Guidance 2017 Confirmed

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

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

• 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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