



Delivery Hero

InstaShop Acquisition and Publication of H1 2020 Financial Report

August 27th, 2020



Acquisition of InstaShop

H1 2020 Financial Report

Introduction to InstaShop



InstaShop is a leading **online grocery marketplace** in **MENA**



Launched in June 2015 and is based in **Dubai, UAE**



Operates in 5 countries: **UAE, Qatar, Bahrain, Egypt** and **Lebanon**



Marketplace-based business model – connecting customers with vendors and facilitating purchases, while shops take care of logistics



On-demand **deliveries** in around **45 minutes**

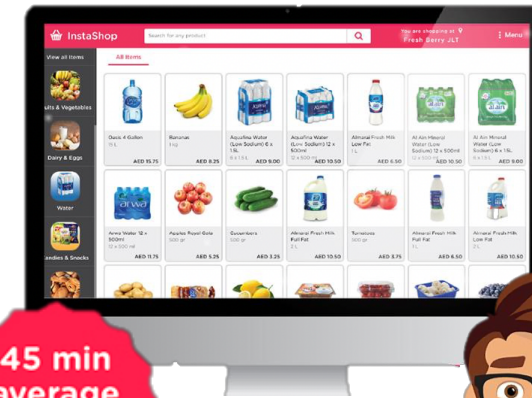


Partnering with **~1,500 vendors**



Revenue Streams:

- Commission rate
- Delivery fee
- CPG¹ visibility and analytics products



45 min average delivery time

Easy to use, order within 3 clicks



Wide variety of products from select store partners

1. CPG - consumer packaged goods

Deal Summary



Delivery Hero has acquired all of the outstanding shares of InstaShop, based on a **valuation of USD 360 million**



~ USD 270m

Initial Purchase Price

The size of the deferred component to the founding team is dependent on the growth and profitability of the business in the following years



~ USD 300m

GMV
Q2 2020 Annualized
+330% YoY

Achieving a
positive EBITDA margin



InstaShop will continue to operate as an **independent brand** under the current leadership and is a complementary fit to Delivery Hero's current quick commerce strategy in the region



InstaShop brings **significant industry expertise** and a **strong local team** to Delivery Hero's family of entrepreneurs and brands with the opportunity to **expand its footprint globally**



Acquisition of InstaShop

H1 2020 Financial Report

H1 2020 Financial Report



Overview



519m
Orders

+93% YoY



€5.1bn
GMV

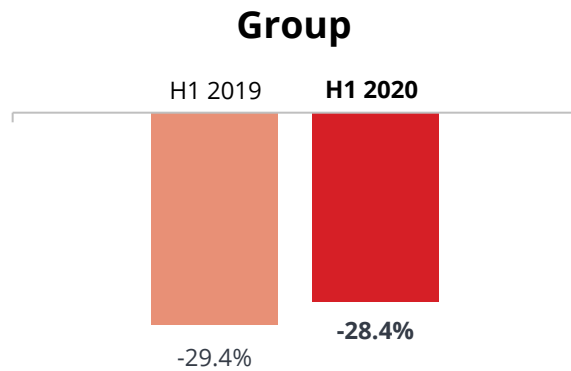
+63% YoY



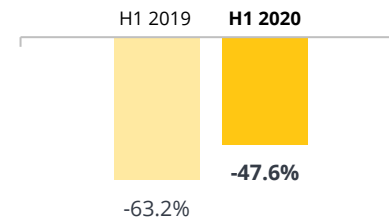
€1.1bn
Total Segment
Revenues¹

+94% YoY

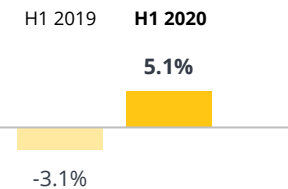
Adj. EBITDA margin



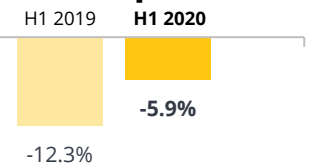
Asia



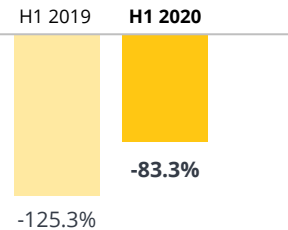
MENA



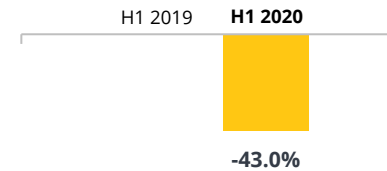
Europe



Americas



Integrated Verticals



DH Segments

YoY growth rates on a constant currency pro forma basis

1. Total Segment Revenue is defined as Revenue before subtraction of voucher expenses

Confirming 2020E Guidance¹



2020E Guidance

Total Segment Revenues

€2.6bn to €2.8bn

Adjusted EBITDA margin

-14% to -18%

Plus additional investments of up to €150m

- Flexibility of additional investments of up to €150m (including €20m to €30m for the launch of new operations in Japan)
- Funds intended to be opportunistically allocated to extend leadership positions where required
 - COVID-19 related costs will be absorbed in group guidance
 - Up to €50m negative impact on adjusted EBITDA in MENA platform business from COVID-19 curfews
- Profitability outlined for 2 platform segments:
 - Europe expected to remain break even in 2020
 - MENA adjusted EBITDA expected to remain higher in 2020 vs. 2019



Delivery Hero

Q&A

Delivery Hero KPIs (1/2)



in €m	2018						2019						2020		
	Q1	Q2	H1	Q3	Q4	FY	Q1	Q2	H1	Q3	Q4	FY	Q1	Q2	H1
Delivery Hero Group															
Orders	80.2	86.4	166.6	94.5	108.3	369.4	124.5	144.2	268.8	181.3	216	666.1	238.5	280.6	519.1
% YoY Growth	51.8%	48.3%	50.0%	49.0%	46.7%	48.8%	55.2%	67.0%	61.4%	91.8%	99.4%	80.3%	91.5%	94.5%	93.1%
% OD Orders	10.2%	11.9%	11.1%	16.4%	19.5%	14.9%	25.0%	29.9%	27.6%	40.4%	44.5%	36.5%	51.5%	62.1%	57.3%
GMV^{1,2}	970.7	1,041.1	2,011.8	1,119.8	1,322.8	4,454.4	1,507.6	1,684.1	3,191.7	1,971.7	2,272.2	7,435.5	2,378.2	2,767.6	5,145.8
% YoY Growth (RC) ³	42.5%	40.7%	41.6%	39.7%	45.7%	42.3%	55.3%	61.8%	58.6%	76.1%	71.8%	66.9%	57.7%	64.3%	61.2%
% YoY Growth (CC) ⁴	59.4%	55.6%	57.4%	46.2%	57.8%	54.7%	56.8%	63.7%	60.4%	73.2%	70.0%	66.5%	58.5%	66.3%	62.6%
Revenue^{1,2}	137.7	154.5	292.2	175.9	218.9	687	267.2	314.6	581.8	390.5	483.3	1,455.5	514.7	612.1	1,126.8
% YoY Growth (RC) ³	56.2%	58.7%	57.5%	65.3%	74.4%	64.6%	94.1%	103.6%	99.1%	122.1%	120.6%	111.8%	92.6%	94.5%	93.7%
% YoY Growth (CC) ⁴	73.9%	74.0%	74.0%	71.4%	85.5%	76.8%	93.0%	103.0%	98.3%	117.0%	116.8%	109.0%	92.0%	96.2%	94.3%
Adj. EBITDA^{1,2}			-25.0			-100.2			-171.1			-431.1			-319.8
% EBITDA Margin			-8.6%			-14.6%			-29.4%			-29.5%			-28.4%
Asia															
Orders	17.6	18.7	36.3	21.9	24.4	82.6	30.4	40.2	70.6	68.1	88.3	227.0	109.6	156.8	266.5
% YoY Growth	53.8%	46.9%	50.2%	50.6%	48.6%	49.8%	73.0%	114.8%	94.6%	211.6%	261.4%	174.9%	260.6%	289.8%	277.2%
% OD Orders	19.4%	21.8%	20.6%	25.7%	27.5%	24.0%	29.3%	38.8%	34.7%	54.6%	63.7%	51.9%	70.0%	76.4%	73.7%
GMV	261.7	280.0	541.7	317.4	354.5	1,213.7	416.3	479.0	895.3	654.2	808.0	2,357.5	938.7	1,275.8	2,214.6
% YoY Growth (RC) ³	41.4%	39.8%	40.6%	50.4%	43.2%	43.8%	59.1%	71.1%	65.3%	106.1%	127.9%	94.3%	125.5%	166.3%	147.4%
% YoY Growth (CC) ⁴	52.7%	45.7%	49.0%	48.7%	42.0%	46.9%	54.3%	72.5%	63.7%	106.6%	125.5%	93.0%	125.9%	165.9%	147.3%
Revenue	39.9	44.7	84.6	50.8	57.1	192.5	66.7	83.0	149.7	126.4	179.3	455.5	201.3	280.3	481.5
% YoY Growth (RC) ³	44.7%	44.2%	44.4%	63.2%	52.1%	51.3%	67.3%	85.7%	77.0%	148.8%	213.9%	136.6%	201.6%	237.9%	221.7%
% YoY Growth (CC) ⁴	56.4%	50.2%	53.1%	61.3%	50.4%	54.3%	61.4%	84.9%	73.8%	146.0%	206.3%	132.2%	197.7%	234.3%	217.9%
Adj. EBITDA			-15.0			-51.9			-94.6			-312.0			-229.2
% EBITDA Margin			-17.7%			-27.0%			-63.2%			-68.5%			-47.6%
MENA															
Orders	41.1	44.2	85.4	48.7	56.5	190.6	64.6	70.6	135.2	76.9	86.5	298.6	84.7	66.5	151.2
% YoY Growth	60.4%	56.5%	58.3%	53.8%	50.9%	54.9%	57.0%	59.7%	58.4%	57.9%	53.0%	56.7%	31.3%	-5.9%	11.9%
% OD Orders	7.9%	9.4%	8.7%	14.4%	18.6%	13.1%	26.5%	28.3%	27.4%	32.4%	31.0%	29.8%	35.1%	41.6%	38.0%
GMV	439.8	479.9	919.7	549.7	630.6	2,099.9	744.8	813.8	1,558.5	927.8	990.5	3,476.8	956.8	822.1	1,778.9
% YoY Growth (RC) ³	52.4%	53.2%	52.8%	50.1%	56.9%	53.3%	69.3%	69.6%	69.5%	68.8%	57.1%	65.6%	28.5%	1.0%	14.1%
% YoY Growth (CC) ⁴	76.6%	74.6%	75.6%	64.7%	66.3%	69.9%	69.6%	70.0%	69.8%	62.1%	53.6%	62.9%	28.1%	2.4%	14.7%
Revenue	56.6	66.7	123.3	85.0	108.1	316.4	143.9	164.3	308.2	193.2	214.8	716.2	202.3	165.9	368.1
% YoY Growth (RC) ³	91.5%	103.8%	97.9%	103.4%	119.7%	106.4%	154.1%	146.4%	149.9%	127.4%	98.7%	126.3%	40.6%	1.0%	19.5%
% YoY Growth (CC) ⁴	121.5%	130.1%	126.1%	117.6%	126.5%	123.9%	146.8%	141.2%	143.8%	117.9%	93.5%	119.7%	38.4%	1.0%	18.5%
Adj. EBITDA			9.0			18.1			-9.7			43.0			18.8
% EBITDA Margin			7.3%			5.8%			-3.1%			6.6%			5.1%

1. Americas Revenues, Adjusted 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 beginning September 1st, 2018
2. Includes Reported Currency growth rates for Argentina in the Constant Currency calculations due to the effects of hyperinflation in Argentina
3. Reported Currency Growth
4. Constant Currency Growth

Delivery Hero KPIs (2/2)



in €m	2018						2019						2020		
	Q1	Q2	H1	Q3	Q4	FY	Q1	Q2	H1	Q3	Q4	FY	Q1	Q2	H1
Europe															
Orders	13.8	14.6	28.4	14.3	17.5	60.3	19.2	20.8	39.9	20.7	24.4	85.0	25.4	30.6	56.0
% YoY Growth	37.9%	39.1%	38.5%	43.5%	44.6%	41.4%	38.5%	42.1%	40.4%	44.5%	39.5%	41.1%	32.9%	47.4%	40.4%
% OD Orders	6.1%	6.4%	6.2%	7.8%	8.5%	7.3%	10.2%	13.1%	11.7%	14.8%	15.6%	13.6%	19.0%	26.3%	23.0%
GMV	173.1	173.2	346.3	174.8	213.4	734.5	232.0	248.6	480.6	258.4	308.4	1,047.5	320.5	420.3	740.8
% YoY Growth (RC) ³	34.8%	31.4%	33.1%	33.7%	36.4%	34.2%	34.1%	43.5%	38.8%	47.8%	44.5%	42.6%	38.1%	69.1%	54.1%
% YoY Growth (CC) ⁴	35.7%	32.8%	34.2%	36.1%	37.9%	35.7%	35.4%	44.7%	40.0%	48.8%	45.8%	43.8%	40.0%	72.8%	57.0%
Revenue	27.4	27.4	54.8	27.6	33.6	115.9	37.0	41.3	78.2	42.7	52.3	173.2	57.5	76.1	133.6
% YoY Growth (RC) ³	29.1%	25.1%	27.1%	28.5%	34.8%	29.6%	34.9%	50.7%	42.8%	55.0%	55.7%	49.5%	55.6%	84.4%	70.8%
% YoY Growth (CC) ⁴	30.6%	26.8%	28.7%	31.1%	36.5%	31.5%	36.6%	52.2%	44.4%	56.4%	57.8%	51.1%	58.3%	89.7%	74.9%
Adj. EBITDA			-0.9			-15.4			-9.6			-19.0			-7.9
% EBITDA Margin			-1.6%			-13.3%			-12.3%			-11.0%			-5.9%
Americas															
Orders	7.7	8.8	16.5	9.6	9.8	36.0	10.4	12.6	23.1	15.6	16.8	55.4	18.7	26.6	45.3
% YoY Growth	33.8%	31.1%	32.4%	32.6%	25.9%	30.6%	35.5%	43.8%	39.9%	61.6%	70.2%	54.0%	79.2%	111.2%	96.7%
% OD Orders	9.5%	12.9%	11.3%	18.6%	24.2%	16.8%	30.2%	37.6%	34.3%	48.5%	54.8%	44.5%	62.5%	70.8%	67.3%
GMV^{1,2}	96.1	108.0	204.2	77.9	124.3	406.3	114.5	142.7	257.2	131.2	165.2	553.6	162.1	249.4	411.5
% YoY Growth (RC) ³	21.1%	14.3%	17.4%	-16.9%	22.0%	10.0%	19.1%	32.1%	26.0%	68.4%	32.9%	36.2%	41.5%	74.8%	60.0%
% YoY Growth (CC) ⁴	51.0%	45.8%	48.1%	-17.5%	93.4%	44.0%	44.0%	43.7%	43.8%	70.6%	36.0%	46.6%	48.3%	85.4%	68.9%
Revenue^{1,2}	13.8	15.8	29.6	12.5	20.1	62.1	19.6	26.1	45.7	28.2	36.6	110.4	37.8	57.2	95.0
% YoY Growth (RC) ³	40.7%	34.3%	37.2%	4.0%	45.4%	31.2%	42.5%	65.0%	54.5%	125.2%	82.2%	77.7%	93.0%	119.5%	108.1%
% YoY Growth (CC) ⁴	73.1%	68.5%	70.6%	8.4%	123.8%	70.3%	75.7%	80.4%	78.2%	126.6%	86.3%	90.5%	102.8%	132.5%	119.7%
Adj. EBITDA^{1,2}			-18.0			-50.9			-57.2			-143.0			-79.1
% EBITDA Margin			-60.8%			-81.6%			-125.2%			-129.5%			-83.3%
Integrated Verticals															
Orders													2.7	4.1	6.9
% YoY Growth													100%	100%	100%
% OD Orders													17.7	38.4	56.0
GMV															
% YoY Growth (RC) ³															
% YoY Growth (CC) ⁴															
Revenue													16.9	35.4	52.3
% YoY Growth (RC) ³															
% YoY Growth (CC) ⁴															
Adj. EBITDA															-22.5
% EBITDA Margin															-43.0%

Orders and GMV are represented in both Platform Segments and Integrated Verticals, subsequently consolidates at Group level

1. Americas Revenues, Adjusted 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 beginning September 1st, 2018
 2. Includes Reported Currency growth rates for Argentina in the Constant Currency calculations due to the effects of hyperinflation in Argentina
 3. Reported Currency Growth
 4. Constant Currency Growth

Definitions



- Gross Merchandise Value (GMV) is the total value paid by customers (including VAT, delivery fees, service fees and other subsidies)
- Total Segment Revenue is defined as Revenue before subtraction of voucher expenses
- Constant currency provides an indication of the business performance by removing the impact of foreign exchange rate movements. Due to hyperinflation in Argentina we have included reported current growth rates for Argentina in the constant currency calculation to provide a more accurate picture of the underlying business
- IAS 29 Hyperinflation Economies applies to our Argentinian operations beginning 1 September 2018 and impacts our Americas revenues and GMV as well as the respective growth rates

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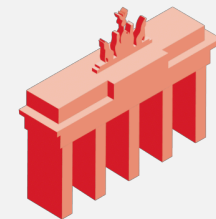


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