

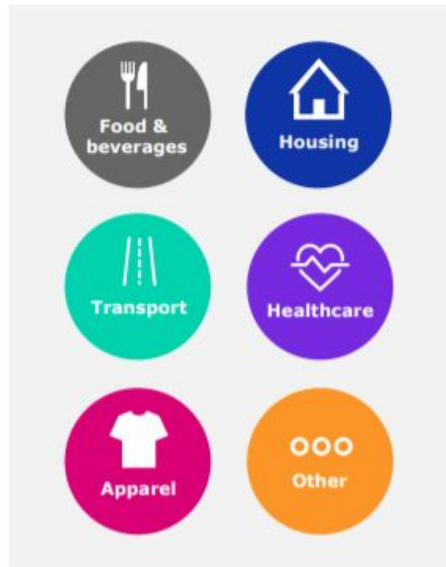




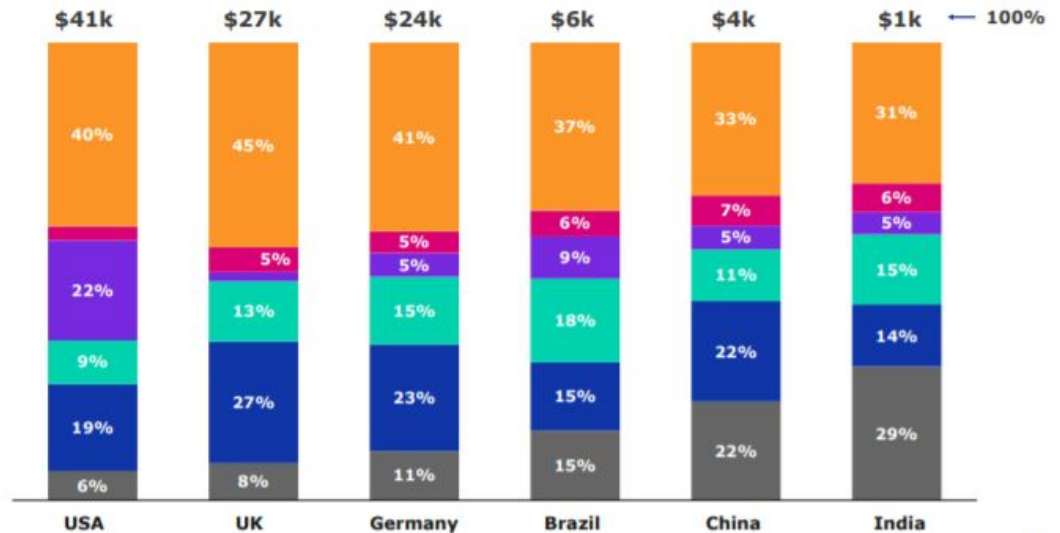
Source: Frost & Sullivan

Food opportunity significant everywhere and could be proportionally bigger in the developing world

Food accounts for a higher share of total consumption in emerging markets compared to developed economies



Total annual consumption per capita by type (2018)



Uber

Meal Delivery

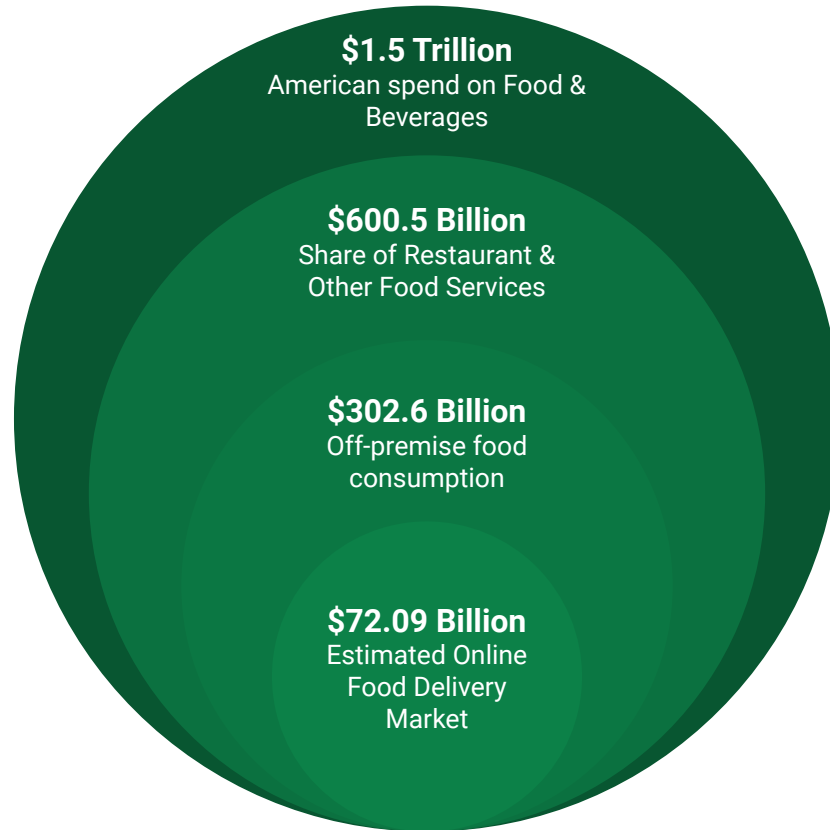
We operate Uber Eats in over 500 cities around the world.

2017 Global Consumer Food Service Total Retail Spend (Billions)(1)

	SAM				TAM	
	Home Delivery	Takeaway	Drive Through	Total	Eat-In	Total
Full-Service Restaurants	\$ 68	\$ 99	\$ 4	\$ 171	\$ 1,256	\$ 1,428
Limited-Service Restaurants	85	227	151	463	352	815
Cafés/Bars	4	58	7	70	381	451
Other	4	87	—	91	54	145
Total	\$ 161	\$ 472	\$ 162	\$ 795	\$ 2,043	\$ 2,838

(1) Based on data from Euromonitor International, Consumer Foodservice, 2019 edition.

DoorDash

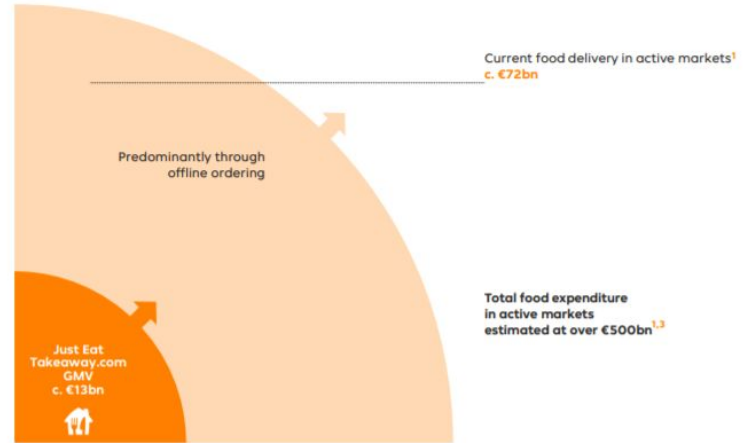


Just Eat Takeaway

Total food delivery market segment¹



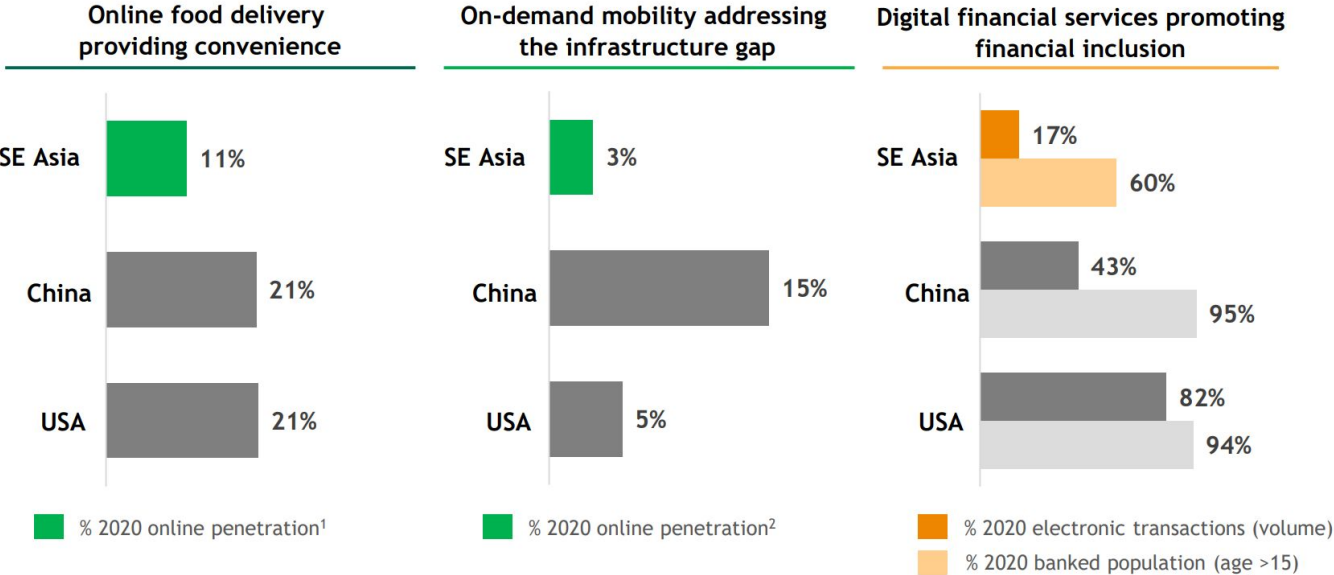
Food delivery market¹



¹ Management estimates
² Just Eat Takeaway.com's other countries have been combined into an "all others" segment which is named "Rest of the World"
³ Based on Euromonitor Consumer Foodservice forecast for 2025

Fig. 3. Our potential market

Southeast Asia is still in the early innings of online disruption



Source: Euromonitor

Note: SE Asia statistics on this page refer to Indonesia, Malaysia, Philippines, Singapore, Thailand and Vietnam




1. Based on % of total consumer foodservice that is ordered online (including online ordering for dine-in and takeaway)

2. Based on % of total consumer expenditure on ride-hailing out of consumer expenditure on buses, coaches and taxis, and operation of personal transport equipment

Zomato

Comparison of India, US and China markets

As of 2019

				
	Unit	India	US	China
Population	billion	1.36	0.33	1.43
Access to Internet / Population	%	43%	88%	63%
Online Food Delivery Market	\$ billion	4.2	21	90
Restaurant Food / Food Consumption	%	10%	54%	58%
Online Food Delivery Users	million	45-55	90-120	430-470
Online Food Delivery Users / Access to Internet	%	9%	36%	50%

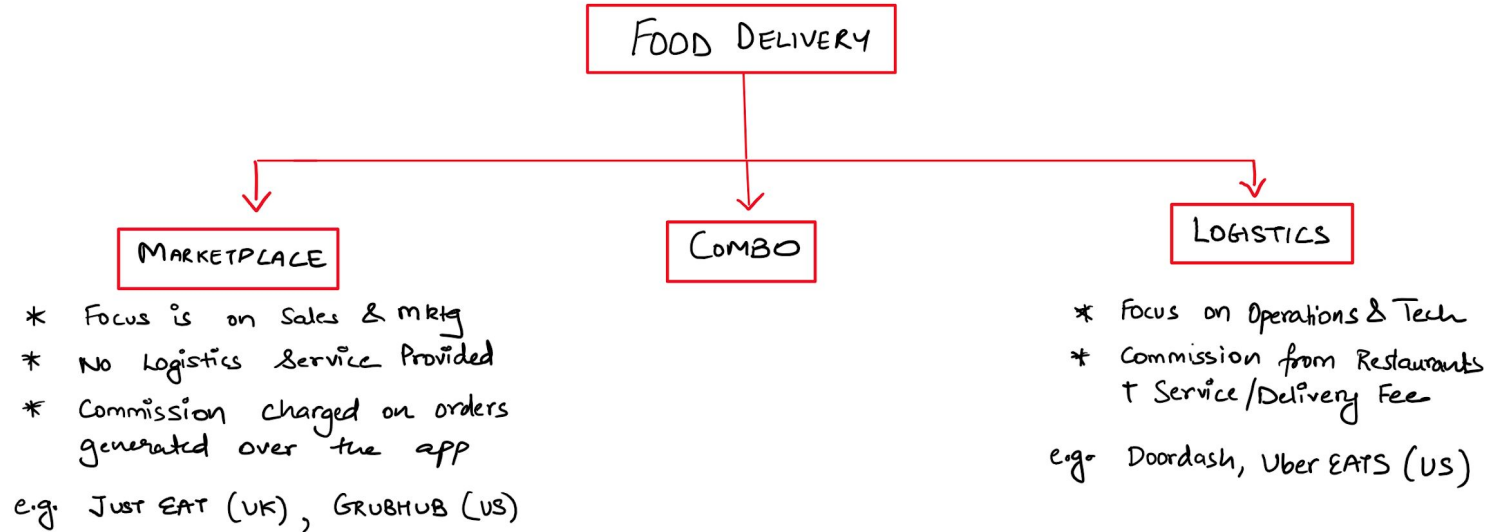
(Computed on basis of mid-point of ranges)

Source(s): RedSeer analysis

Business Models

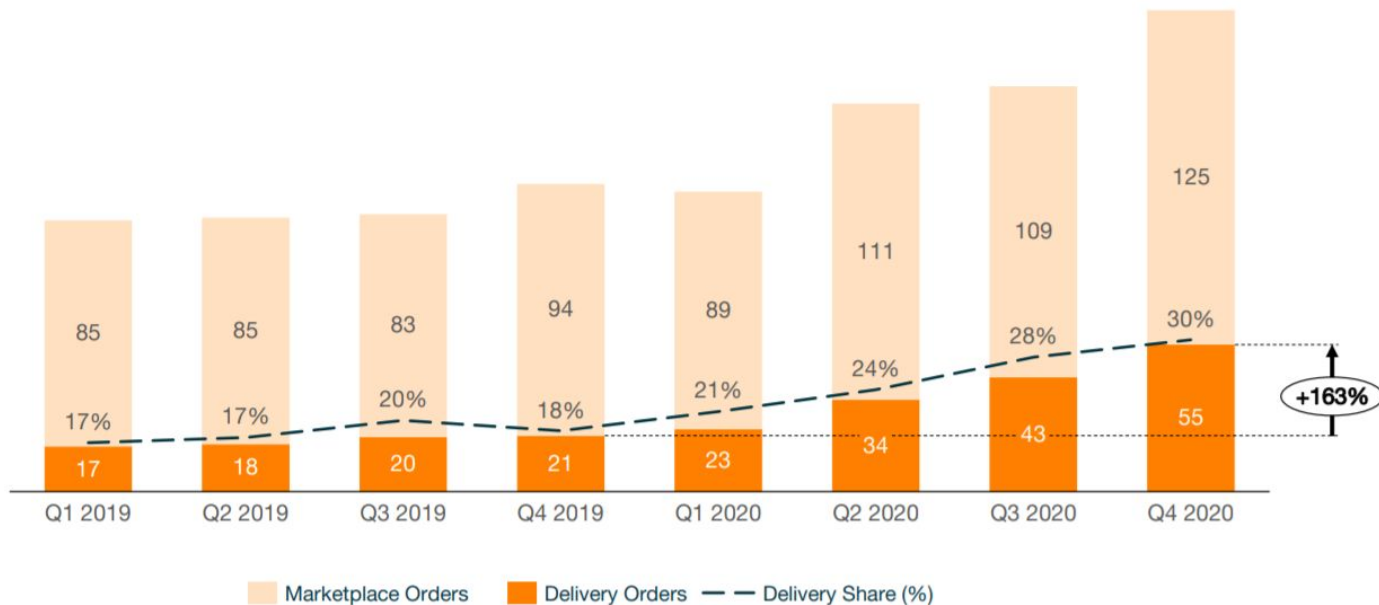
Food Delivery BUSINESS MODELS

18 March 2021 12:52



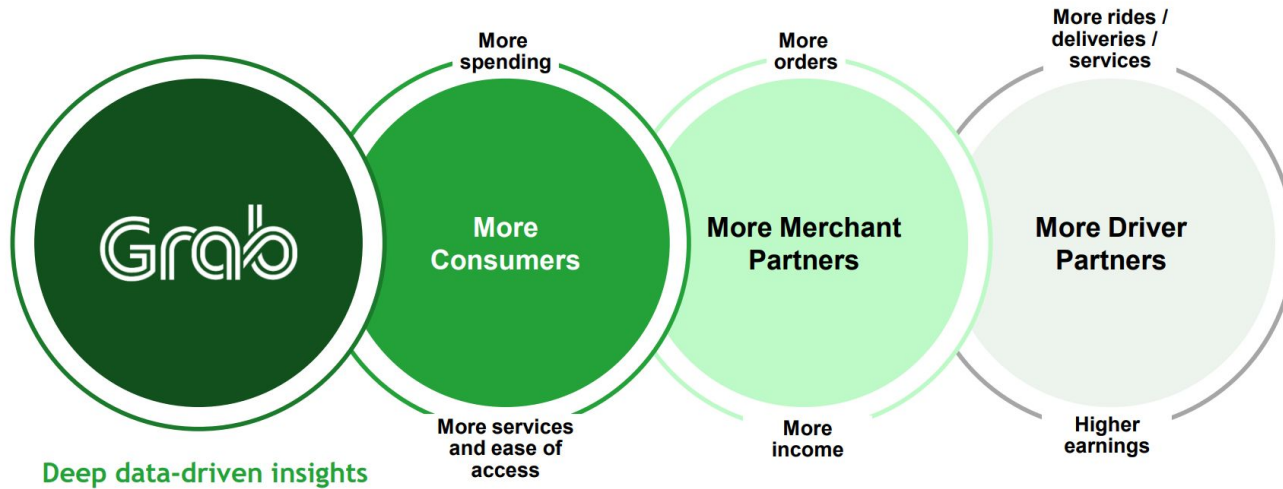
...underpinned by a significant ramp up in Delivery Orders

Orders (m)



The Network Effect

Highly synergistic ecosystem designed to maximize usage and lower cost of service



A Typical Transaction



CONSUMER

Cost of Food	\$22.40
Tax	\$1.70
Tip	\$3.30
Consumer Fees	\$5.50
Total	\$32.90



MERCHANT

Cost of Food	\$22.40
Tax	\$1.70
Commission & Fees	-\$4.00
Merchant Keeps	\$20.10



FOOD TECH PLATFORM

Gross Order Value	\$32.90
Payment to Merchant	-\$20.10
Payment - Delivery Partner	-\$7.90
Platform Revenue	\$4.90



DELIVERY PARTNER

Tip	\$3.30
Commission & Fees	\$4.60
Delivery Partner Keeps	\$7.90

Revenue Recognition Policy

Fees earned from drivers (Commissions) is recorded as revenue net of the following expenses:

- Driver Incentives which are not for a distinct service
- Market wide promotions

Driver Incentives for a distinct service (e.g. Referrals) and targeted end user discounts are not netted off from Revenue but are recorded as an expense under 'Sales & Marketing'

Revenue Drivers

**Many revenue levers
yet to be fully optimised**

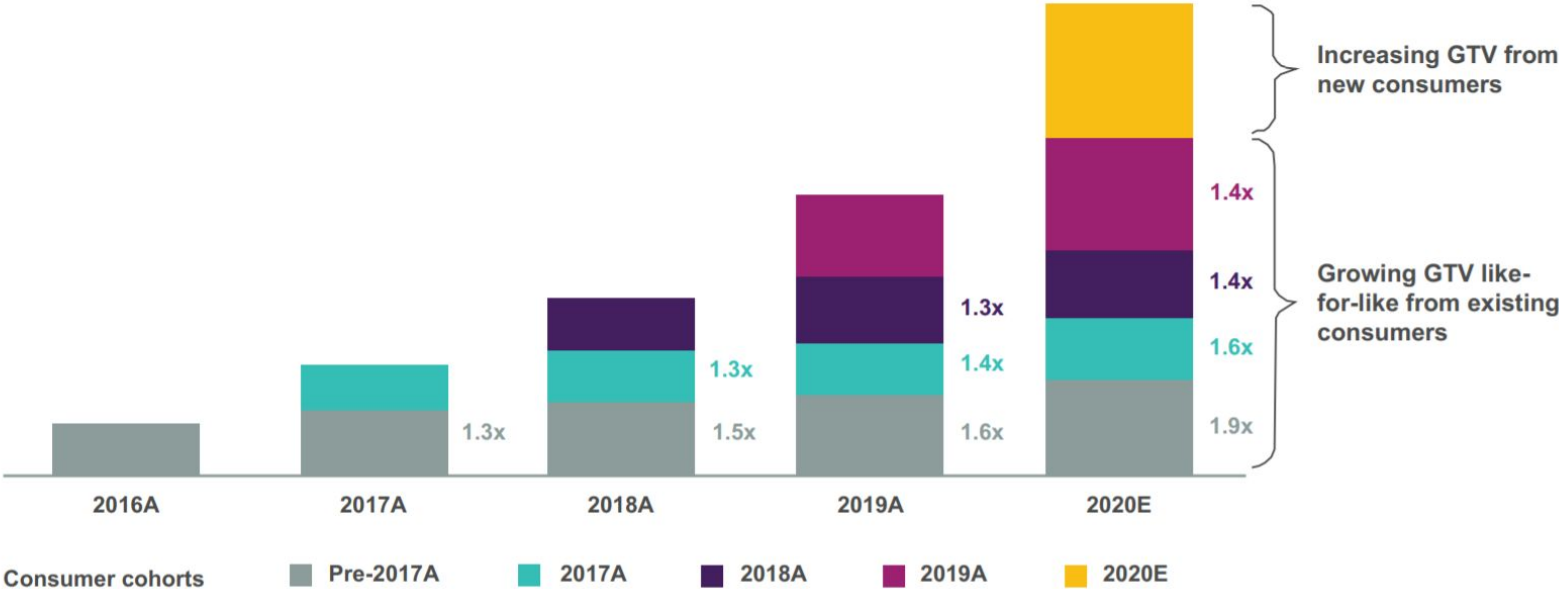
prosus



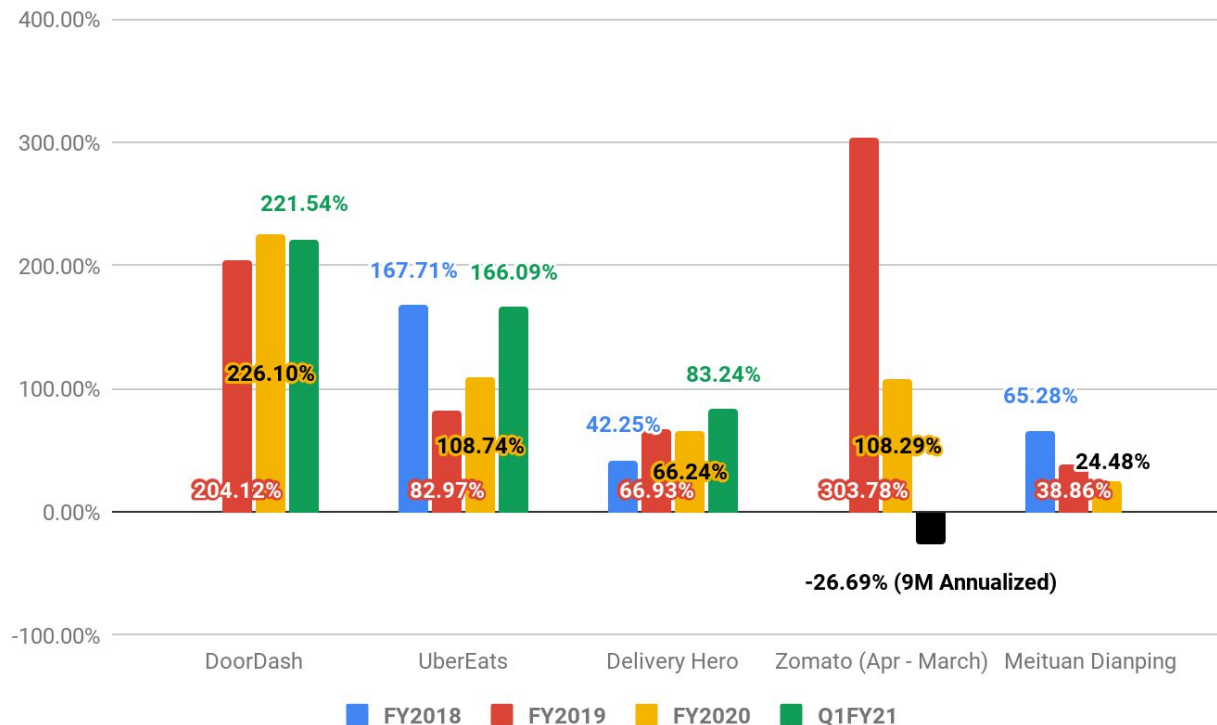
 **Revenue**

Activate Windows
Go to Settings to activate Windows.

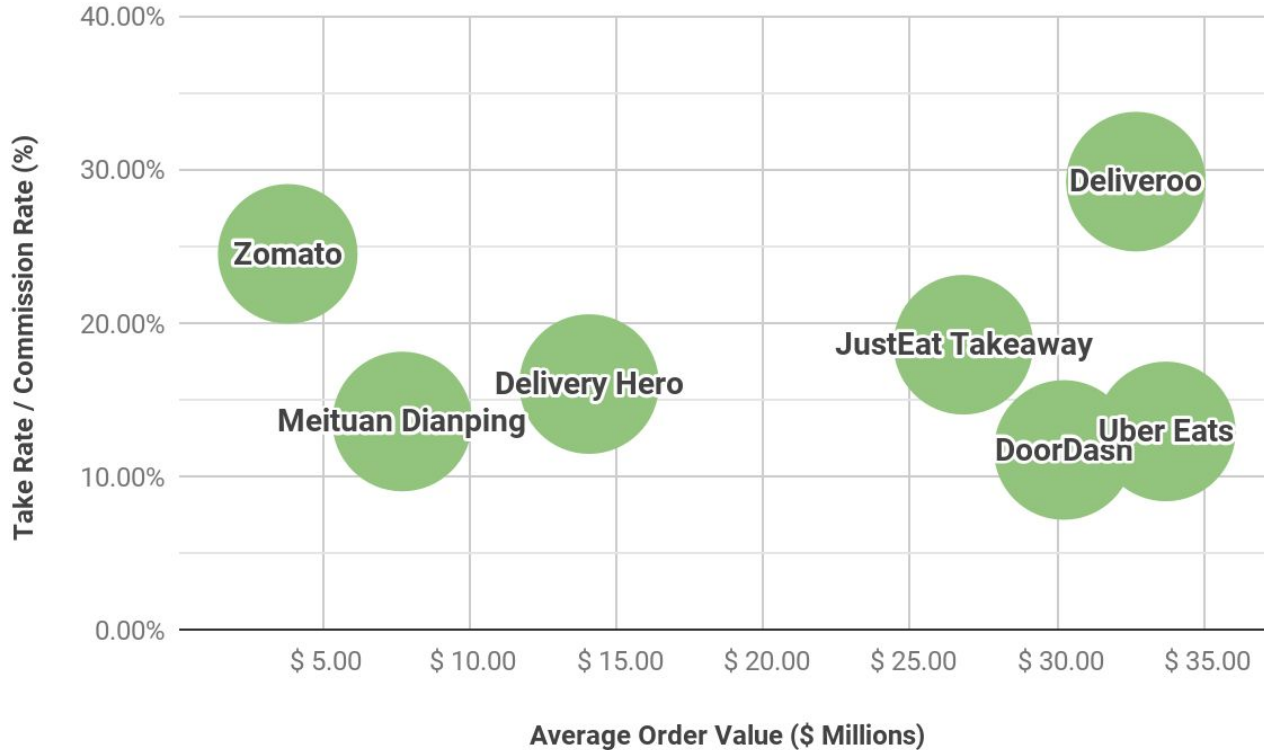
Consumer Cohorts



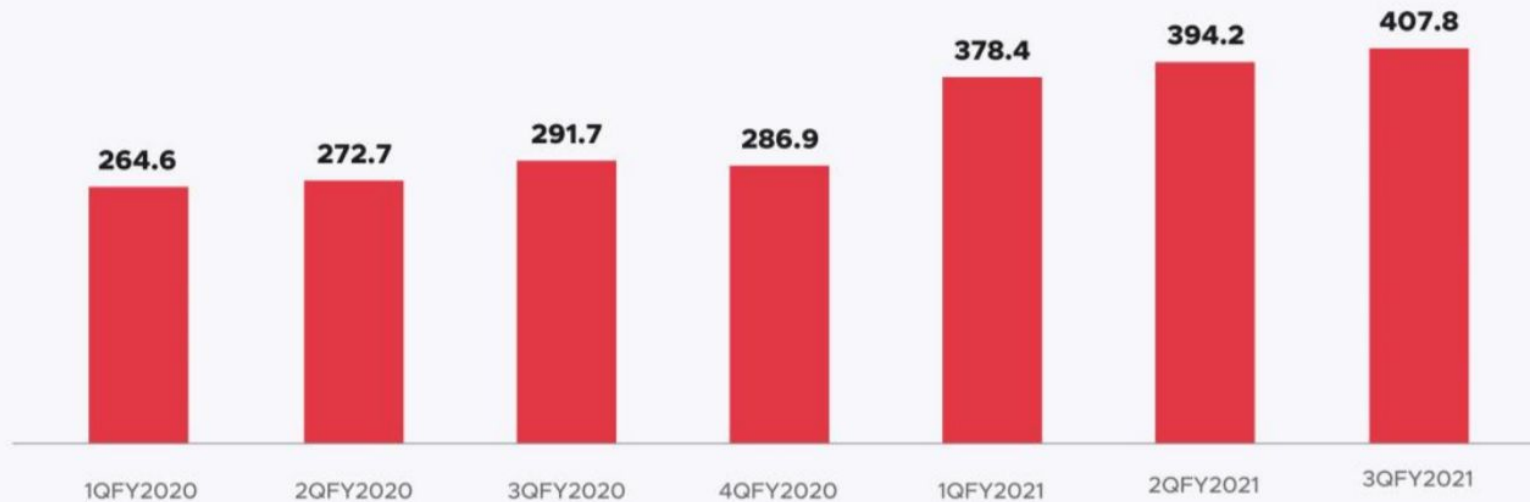
Gross Order Value Growth



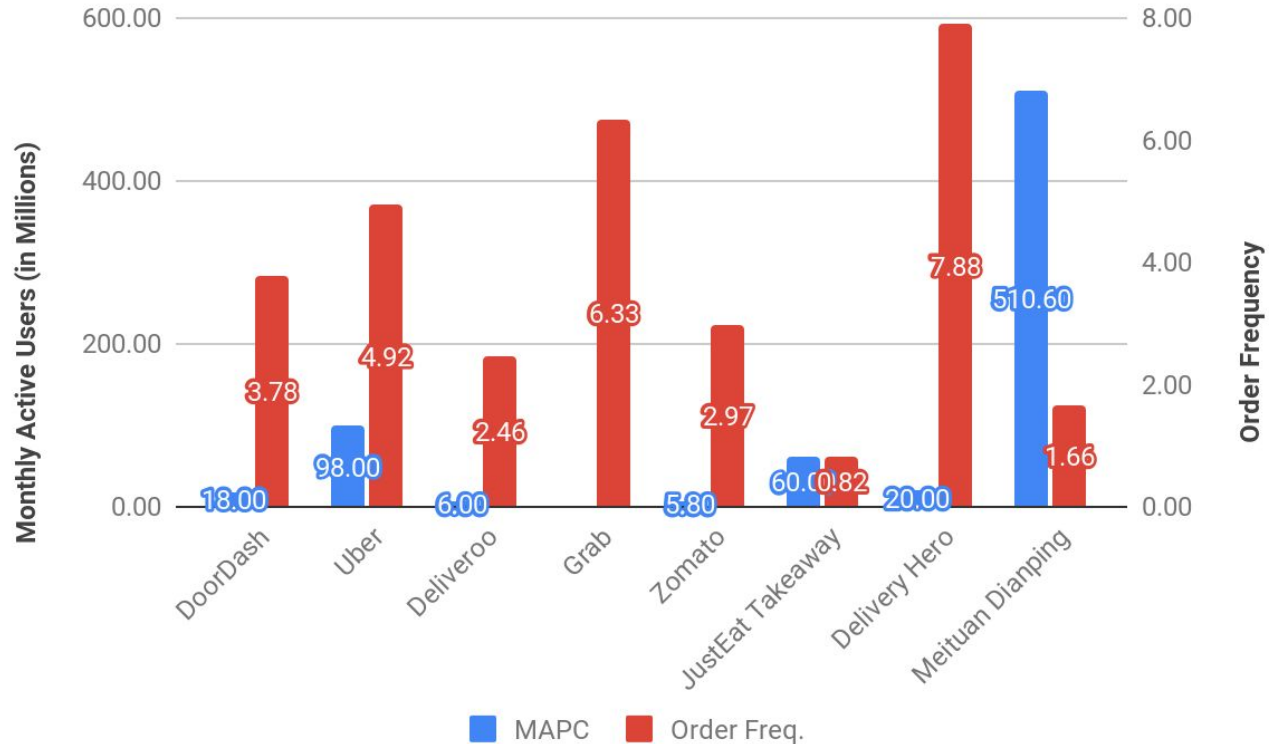
AOV & Take Rates



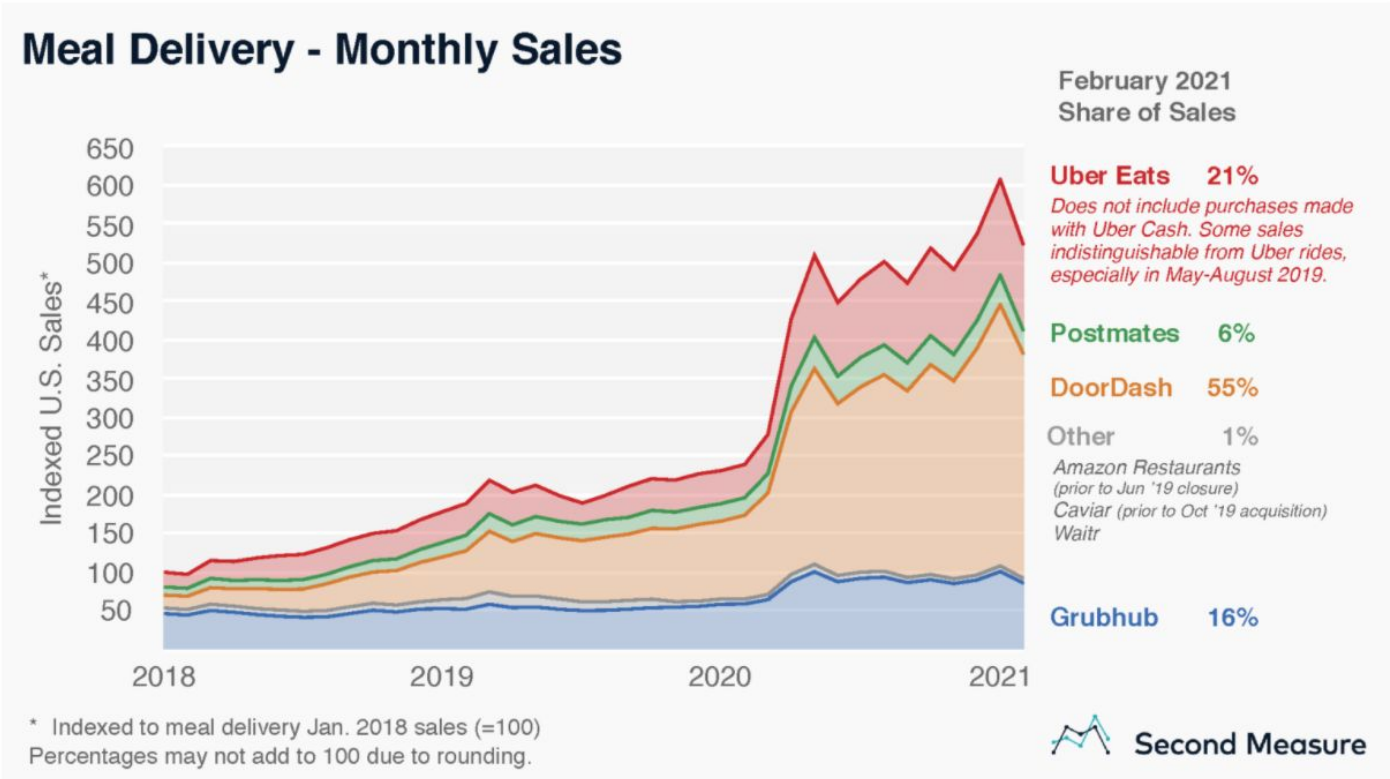
Average Order Value – food delivery (₹)



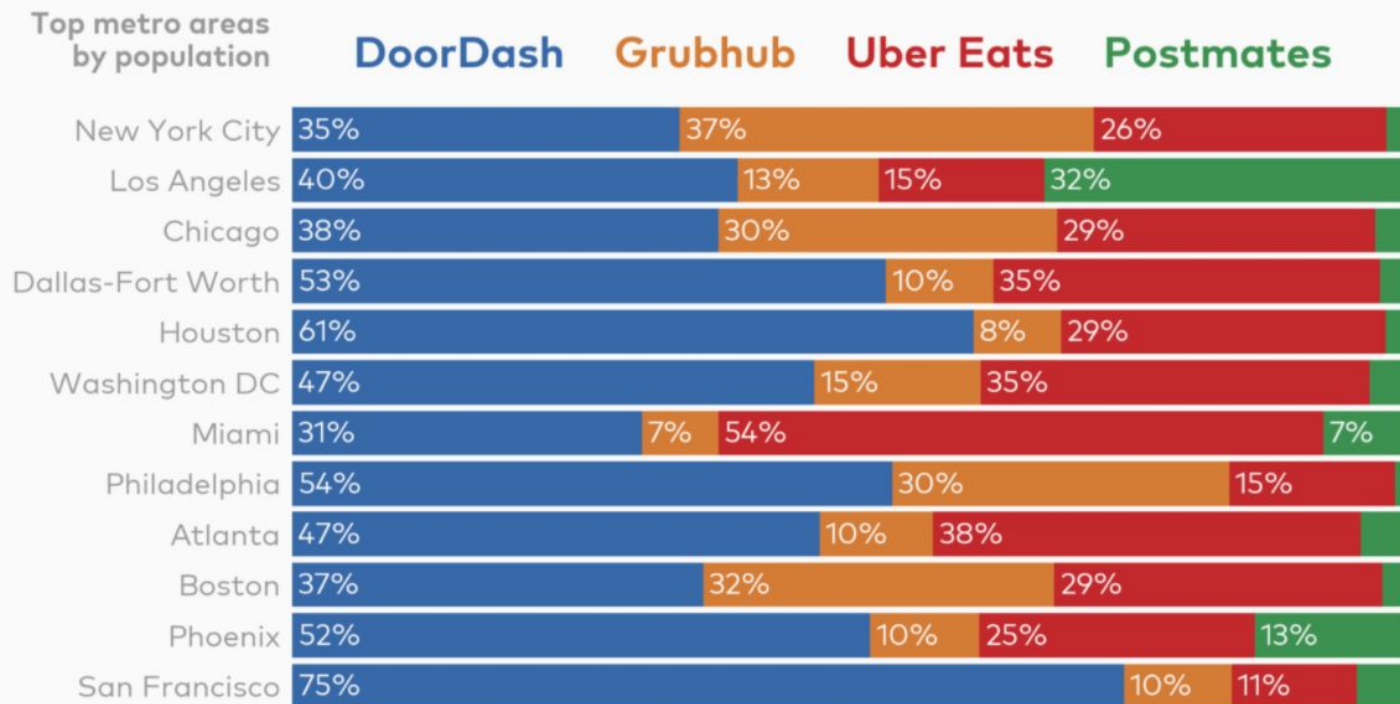
Monthly Active Users & Order Frequency



US Market Share

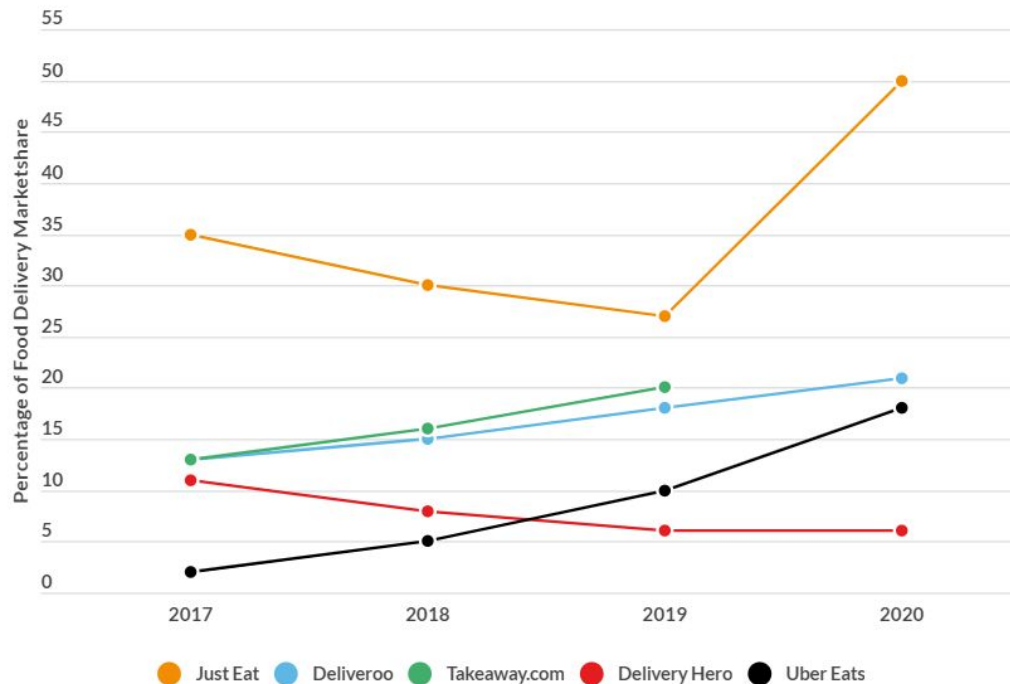


Meal Delivery - February 2021 Share of Sales



Market Share - Europe

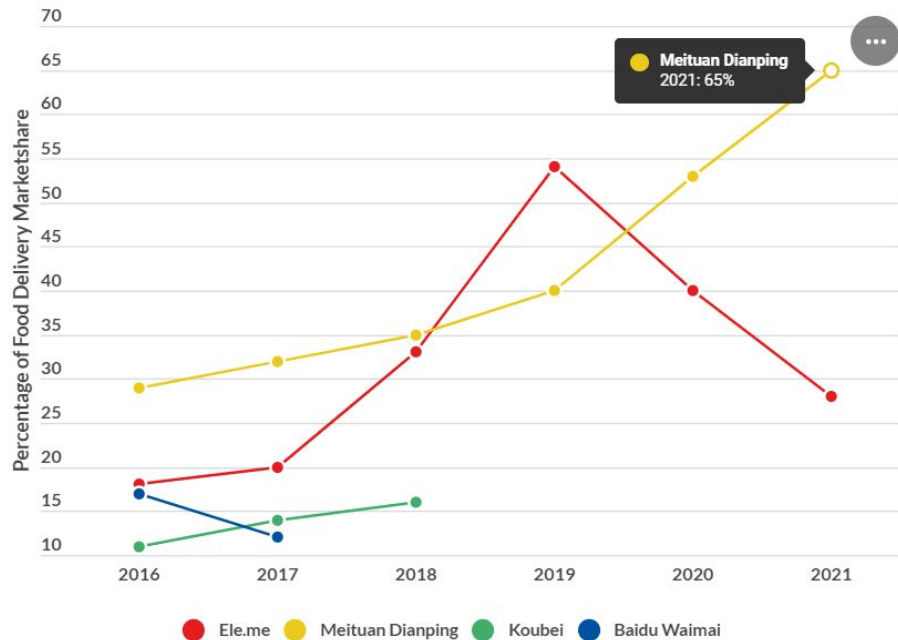
Europe Food Delivery App Market Share



Share

Market Share - China

China Food Delivery App Market Share

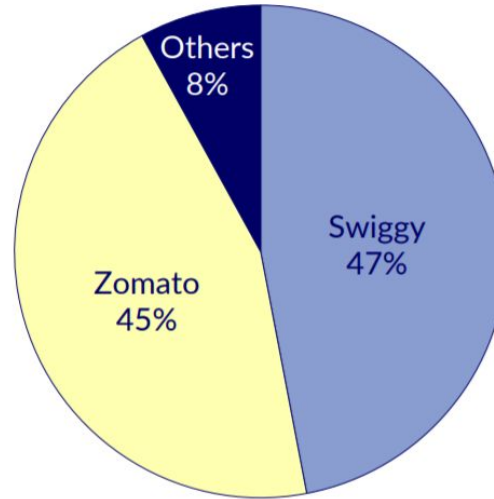


Share



Market Share - India

India online food service market - Third-party delivery market share



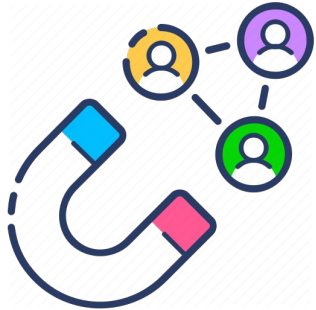
Source: CLSA

Activate Windows
Go to Settings to activate Windows

Major Cost Items



RESEARCH AND
DEVELOPMENT

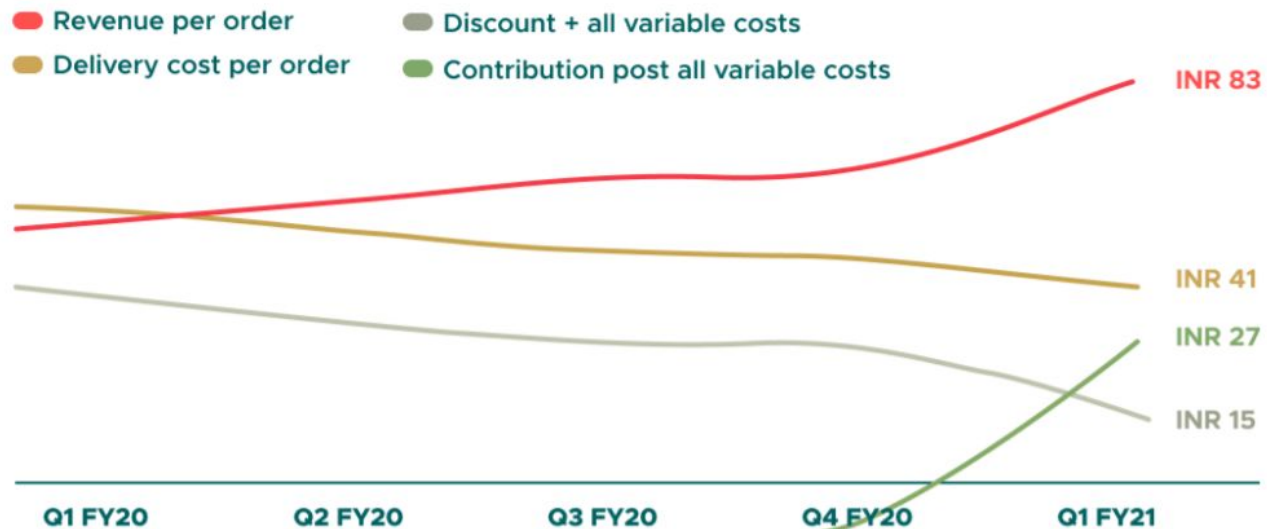


General and Administration Expense



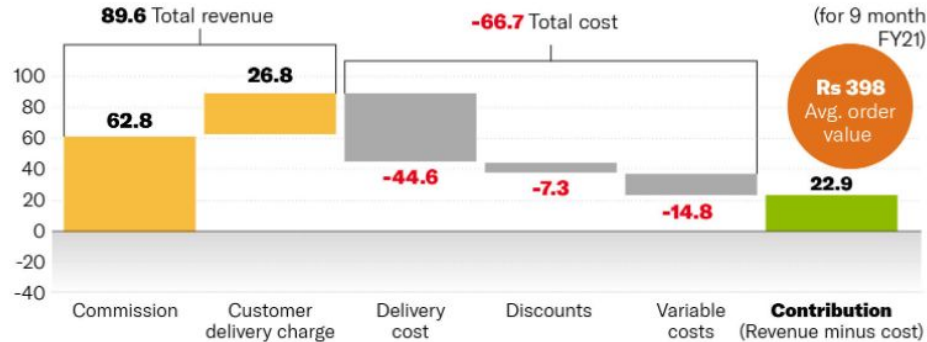
INSURANCE POLICY

Food Delivery Unit Economics



Unit economics per order

The average order value has increased sharply even as Zomato's contribution margin turned positive



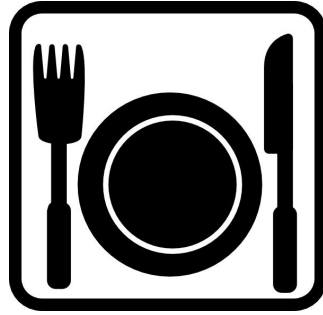
Challenges for Food Delivery Companies

- Adhering to Food Quality Standards
- Dependence on Drivers
- Low to No Moat business (Exclusive deals with larger chains can provide moat though)
- Low Entry Barriers
- Dependence on tipping culture
- Low switching costs

Subscription Potential

	Uber	DoorDash	Zomato	Zomato - Pre Covid
Active Users as of Q4FY20	93.00	18.00	5.80	10.10
Subscribers	5.00	5.00	1.40	1.70
As a % of Q4FY20 Active Users	5.38%	27.78%	24.14%	16.83%
Cost of Membership per month	\$ 24.99	\$ 9.99	₹ 66.67	₹ 66.67
Potential Revenue @ 30% Penetration	\$ 8,366.65	\$ 647.35	₹ 1,392.07	₹ 2,424.12
As a Proportion of FY20 Revenue	73.92%	22.43%	50.75%	88.38%

Too Many Active Stakeholders?



Expansion Strategies

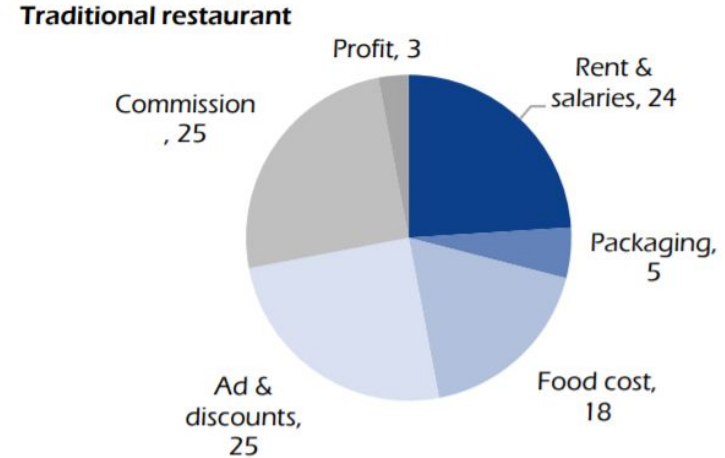
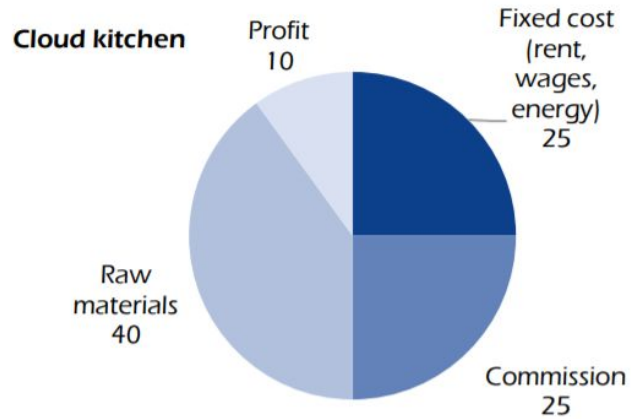


MEDICINE



Cloud Kitchen v/s Traditional Restaurants

Exhibit 22: Cloud kitchen versus traditional restaurants – Economics favourable for Cloud Kitchens

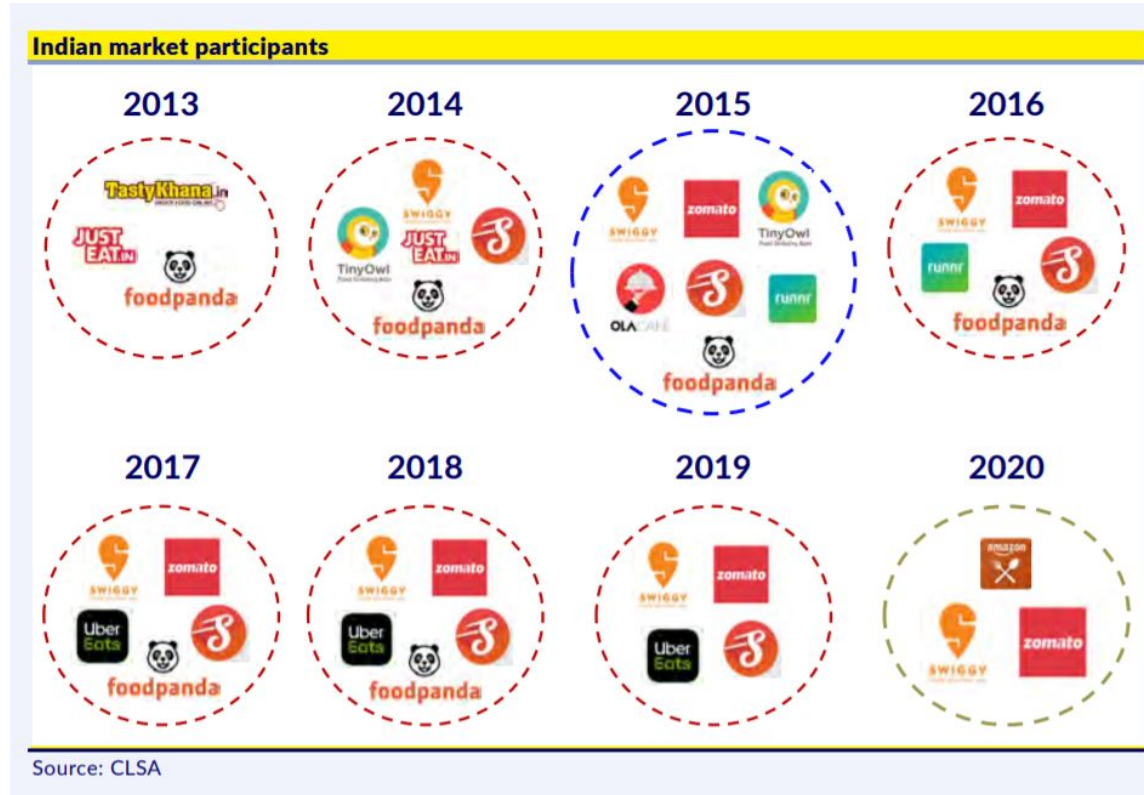


Source: 2019 inc42 Report, Elara Securities Research

Potential Challengers in India?



Consolidation - Indian Market



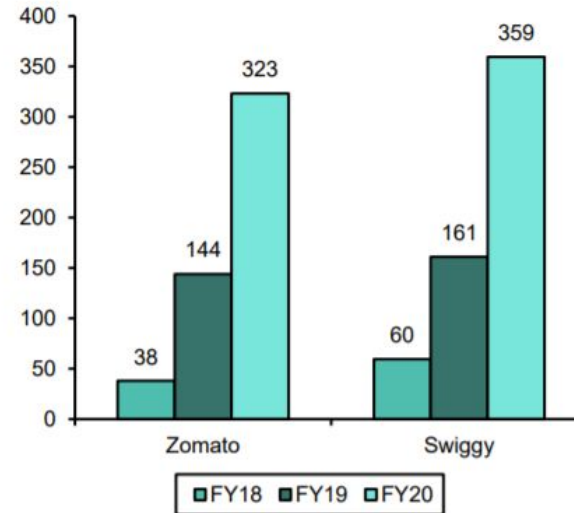
Zomato v/s Swiggy

EXHIBIT 14: **Zomato and Swiggy - Key metrics comparison**

Key metrics	Zomato	Swiggy
Year of founding	2008	2014
Year of food delivery launch	2014	2015
Revenues (US \$ Bn)	323	359
Take rate	23%	22-25%
AOV (INR)	400.0	380-400
No of restaurant partners	132,769	125,000
No of cities present	526	500
No of delivery partners	161,637	200,000
No of cities for Hyperlocal	NA	65
Funds raised (\$ Bn)	2.1	2.4
Valuation (\$ Bn)	5.4	5.0

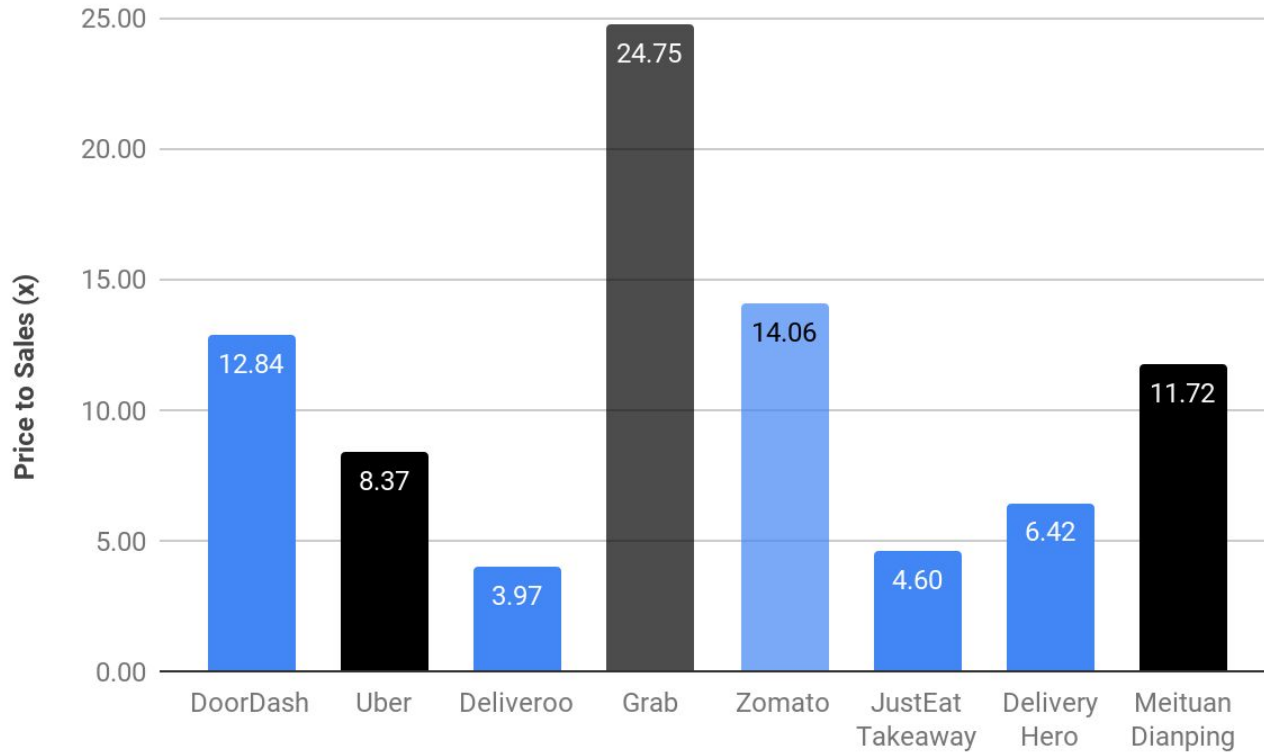
Source: Company reports, MCA filings, News reports, Bernstein analysis; Food delivery revenues for FY20; Take rate and AOV for 9MFY21

EXHIBIT 15: **Zomato vs Swiggy food delivery revenues (US\$ Mn).**



Source: Company reports, MCA filings, News reports, Bernstein analysis

Valuation



Thank You