

Our investment case

DELIVERING CONTINUED EXCELLENCE

Deliveroo presents a compelling investment case with strong future potential driven by enhancement of our consumer value proposition, expansion of missions and new verticals, improving operational efficiency and continued technological innovation.



Consistent strengths

Large underpenetrated markets: Three key consumer verticals of restaurant, grocery and retail represent a significant combined Total Addressable Market ('TAM'), with low online penetration.

Strong cohort fundamentals: Consistent growth from increasing average order frequency in existing cohorts whilst improving retention and adding large new cohorts each year.

Efficient logistics network: Hyperlocal density and focus on reducing 'rider experience time', allowing us to optimise delivery costs and enable riders to increase earnings opportunities.

Disciplined market focus: Strong local positions prioritising the largest profit pools in a market; track record of portfolio management to focus on markets with the most attractive long-term potential returns.

3.5x

monthly average order frequency in Q4 2024; our highest ever level



Multiple opportunities for growth

Further improving our CVP: Strengthening consumer trust by promoting fair prices and improving the in-app and delivery experience, and increasing loyalty by further improving our recently enhanced Plus programme.

New missions and verticals: Unlocking new missions in restaurant, expanding grocery into mid-sized baskets, scaling our retail vertical to meet consumer appetite for on-demand retail products, and growing our advertising business.

Capturing delivery efficiencies: Smarter order stacking (including multi-partner stacking) and combining inference and direct signals from merchants to reduce rider wait time.

Marketing and overheads programme: Further improving efficiency of marketing and promotions, tooling and AI automation, whilst leveraging location strategy and achieving third-party savings.

c.70%

of platform users yet to place a grocery order (as at Q4 2024); significant opportunity ahead

Our investment case continued



Strong foundations

Innovation in our DNA: Continuous drive to test and learn, a Deliveroo trait that led to the pioneering of grocery and delivery-only kitchens, and the first subscription model in the industry – which we recently enhanced into a loyalty programme, as well as adding retail to our offering.

Consumer obsession: 'Living and breathing the marketplace' to understand consumers, riders and merchants; showcasing a high level of empathy through primary research, and caring deeply when things go wrong.

Operational excellence: Experienced leadership team with high attention to operational detail, embracing repeatable processes and automation, and building scalable technology.

Strong capital position: Delivered positive free cashflow in 2024; net cash of £668 million (December 2024) provides the financial resources to maintain and strengthen market positions and pursue growth opportunities, whilst providing appropriate headroom.

£450m

structurally surplus capital announced and returned to shareholders across 2023-24*



Sustainability commitments

Riding and thriving: Offer riders flexible work, attractive earnings, security and learning opportunities.

Enabling healthy eating: Give consumers the best selection, availability and value in healthier options, and the tools to help them make informed choices.

Support for merchants: Provide merchants with tech, operations and innovation to support sustainable, profitable growth.

Reaching net zero, reducing waste: Net zero on Scopes 1 and 2 by 2035, and Scope 3 by 2050 (2040 for delivery emissions). Reduce our food and packaging waste and help merchants and consumers to do the same.

Tackling food insecurity: Reduce food insecurity in our communities through partnerships and direct action.

Equity, diversity and inclusion ('ED&I'): Attract and develop a gender-balanced and more equitable workforce, reflecting our consumers and supporting ED&I across our marketplace.

~18.2%

reduction year-on-year in scope 1 and 2 emissions (on a location basis)



* Of the £450 million structurally surplus capital announced across 2023 and 2024, £300 million was returned to shareholders in 2023, and £150 million announced in August 2024.