

# Our business model

## 01 Our consumer value proposition



### Availability

Being available when and where consumers want to order, to capture as many meal and shopping occasions as possible.

### Selection

Providing access to local favourites and national chains, with exclusive content in every neighbourhood.

### Consumer experience

Delivering a seamless end-to-end experience from in-app discovery to reliable delivery to customer care.

### Price

Providing access to a range of food and product prices, fees and promotions to meet expectations of value.

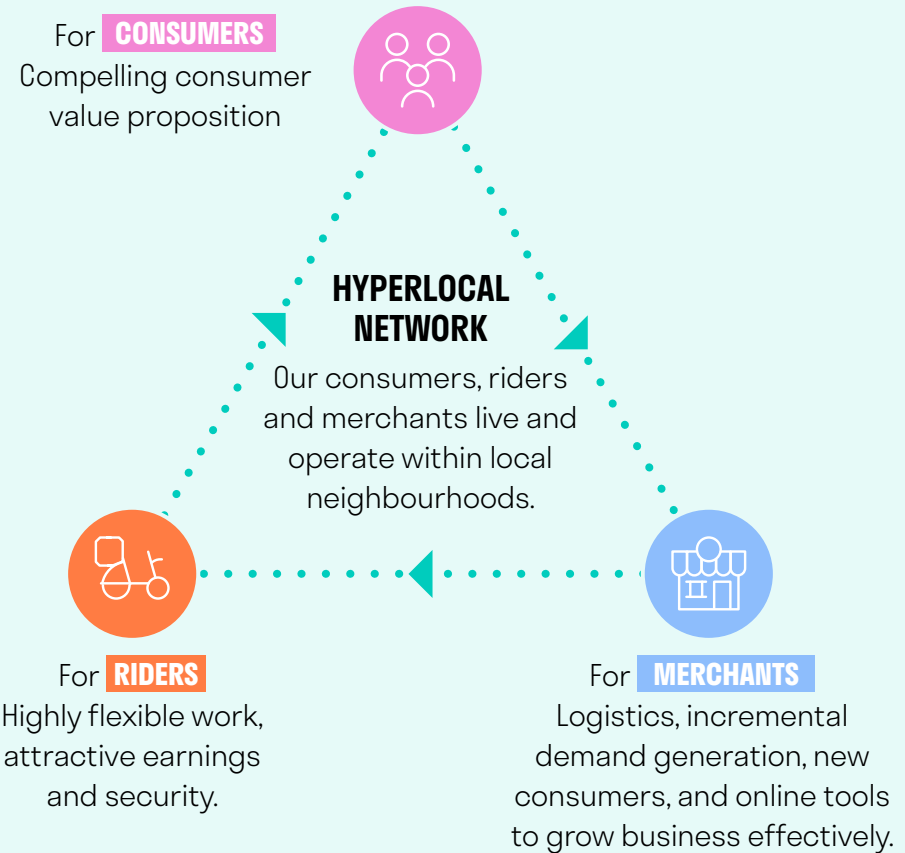
### Brand

Ultimately, consumers choose to order from Deliveroo, so what we stand for and our brand image are critical to that decision.

### Our technology

Our sophisticated logistics technology underpins all we do and ensures the three sides of the marketplace interact seamlessly together.

## 02 Our three-sided marketplace



### 03 The value we created in 2024



#### Consumers

We unlock a wealth of choice for consumers, providing fast, reliable delivery of restaurant food, groceries and retail products. Our Plus subscription programme further enhances consumer value with free delivery (above a minimum order value) and other benefits.

**296m**

**orders delivered in 2024**



#### Employees

We offer an inclusive environment where individuals can evolve their skills and experience and leave their mark, in step with the rapid scaling of our business. Our people have the opportunity to be part of something bigger through the impact we make in our marketplace and communities.

**7.6**

**out of 10 employee engagement score in December 2024<sup>1</sup>**

<sup>1</sup> Figure based on December 2024 monthly Peakon employee engagement survey results.

<sup>2</sup> Figure based on Q4 2024 survey results. During the reported period, c.74,000 riders completed the survey globally, representing c.45% of the number of riders who delivered at least one order across the quarter.



#### Communities and environment

We support communities through charity partnerships and employee volunteering. We also focus on reducing plastic waste, food waste and the carbon emissions created by our operations, and supporting the wider supply chain to implement more sustainable practices.

**3.5m**

**meals donated to families in need in 2024**



#### Riders

We provide riders with attractive earnings opportunities combined with full flexibility over when and where to work. Our free insurance provides security, with accident and third-party liability cover globally and additional cover in many markets.

**82%**

**global rider satisfaction score in Q4 2024<sup>2</sup>**



#### Merchants

Access to Deliveroo's logistics, innovations and more than seven million monthly active consumers ('MACs') provides merchants with new ways to grow revenues, increase brand value and maximise the profit potential from online delivery.

**£7.4bn GTV\***

**enabled through our platform in 2024**



#### Shareholders

We aim to balance continued strong growth with progress on profitability, and have set out our path to reach an adjusted EBITDA margin (as % of GTV) target of 4%+ in the medium term. Capturing growth opportunities and driving towards our margin target will create substantial shareholder value.

**£150m**

**return of structurally surplus capital to shareholders announced in 2024**