



# Project Dalton

Summary of Market Findings

27 November 2020



**OC&C**  
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# Notice – Summary Market Report

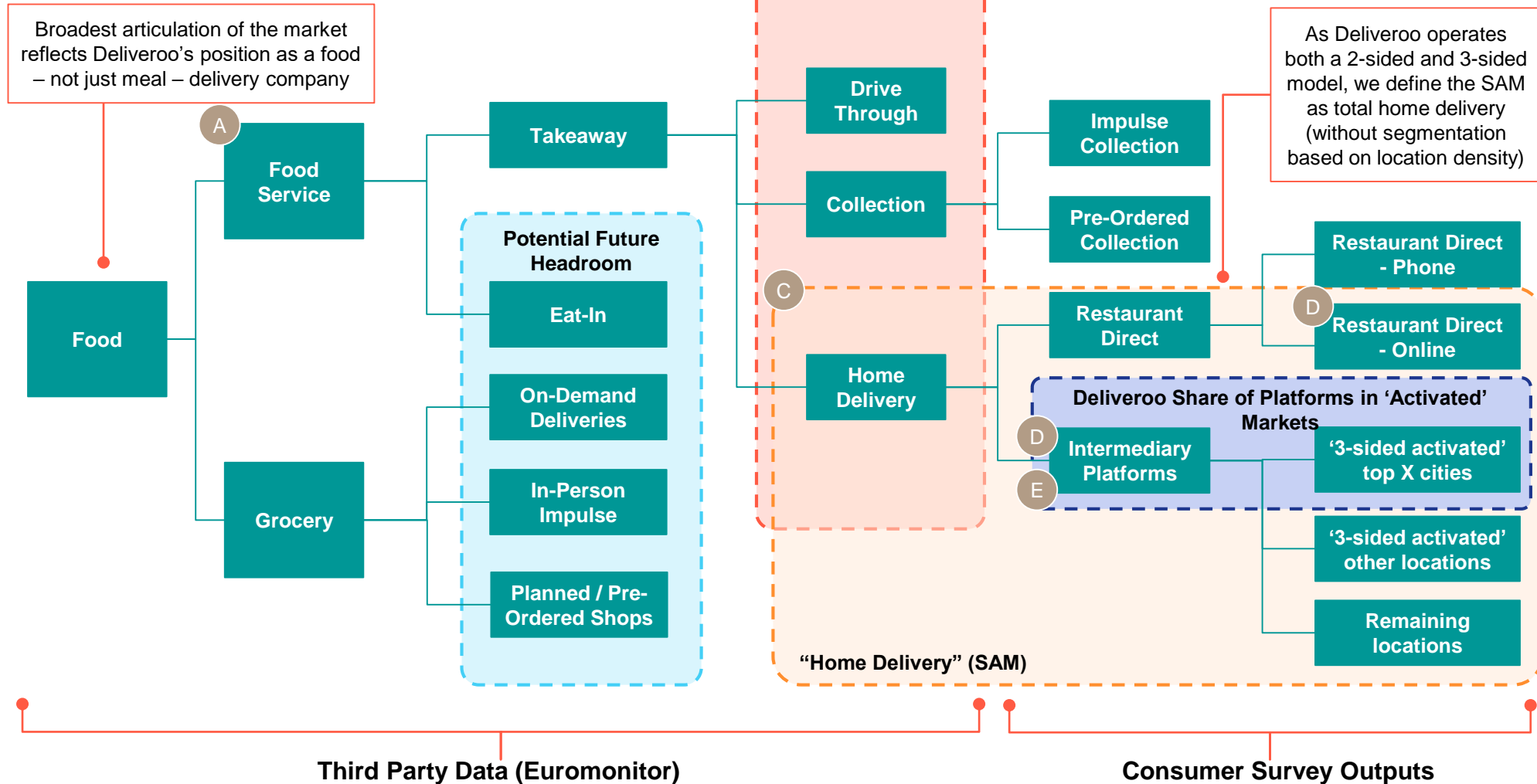
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Market Characterisation

# Our market characterisation focuses on a substantial Home Delivery SAM<sup>2 3</sup> within a broader Takeaway TAM<sup>1</sup>

Market Segmentation & Definition



Source: OC&C analysis

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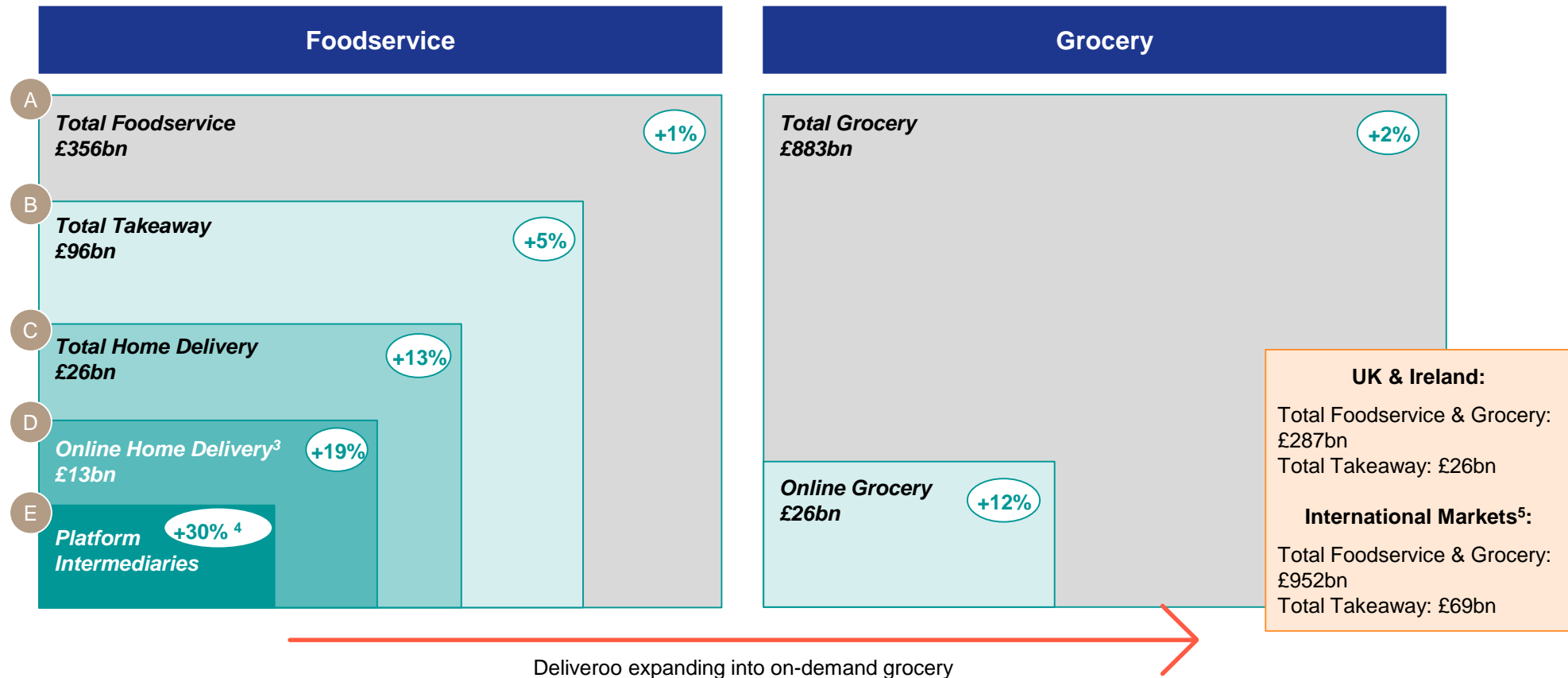
1. TAM – Total Available Market    2. SAM – Serviceable Available Market, see next page for sizing    3. The use of the term “market” here is intended to be synonymous with segment <sup>3</sup>

Market Sizes & Growth

# The total Foodservice and Grocery markets in Deliveroo geographies<sup>1</sup> amount to c.£1.2tn

Deliveroo Market Sizes & Growth, Core and Growth Geographies<sup>1</sup>, 2019 / 2017-19 (£bn<sup>2</sup>)

Not to Scale



1. UK, France, Italy, UAE, Hong Kong, Ireland, Spain, Belgium, Netherlands, Kuwait, Australia, Singapore. Grocery excludes Kuwait.

2. Figures are all GMV

3. Estimated based on survey respondents

4. Based on UK data.

5. All geographies in footnote 1 apart from UK and Ireland

Source: Euromonitor, Statista, Airnow, OC&C Consumer Survey October 2020, OC&C analysis

**+X%** 2017-19 % Growth Rate

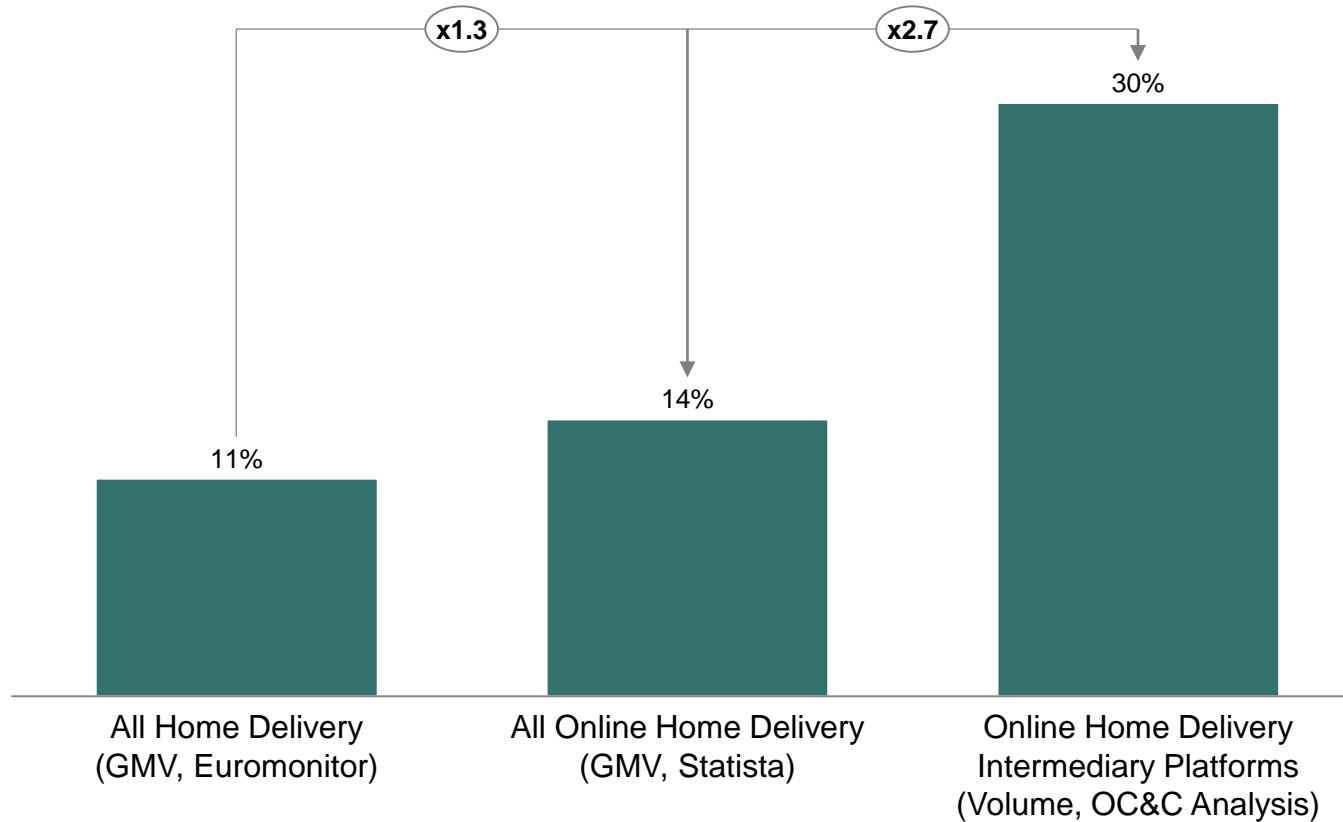




# In Home Delivery, online platforms are the fastest growing channel. In the UK we estimate platforms have grown c.3x faster than total Delivery

UK Home Delivery Growth Rates by Segment (CAGR 17-19)

Example - UK



## Segment Share Positions

**Deliveroo share positions**

The majority of Deliveroo's GTV comes from markets where it is in a leading position

- Leading defined as #1 or #2 by share of GTV <sup>1</sup>

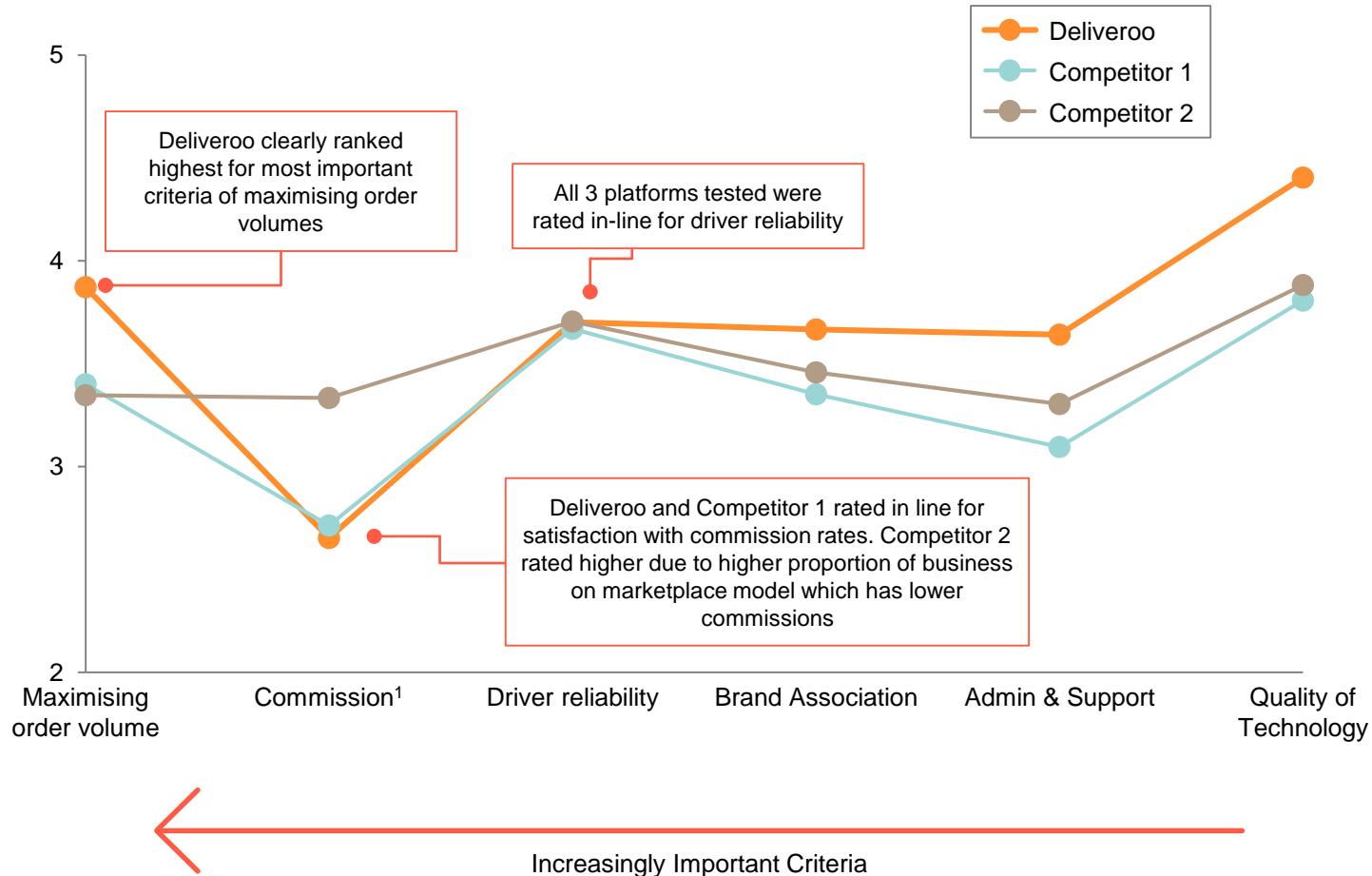


Note: 1. Share assessment based on card transaction data where available and statistically representative surveying of delivered takeaway consumers in each market October 2020; share of Deliveroo's GTV in leading positions based on Q4 2020 data

Restaurant Insights

# Restaurants interviewed rated Deliveroo above two other relevant leading international platform competitors across most criteria; particularly on the most important topic of maximising order volumes

Ratings for key criteria (Avg Score Out of 5, 1 = V. Bad, 5 = V. Good) Sample of restaurants in UK, France, Italy



**Overall Satisfaction**

In addition to these specific criteria we also asked to Restaurants how likely they were to recommend using Deliveroo to other restaurants, based on their overall satisfaction. Against the two international platforms compared, Deliveroo scored highest for recommendation using the Net Promoter Score methodology

1. Commission rating is based on perception of commission rather than actual commission rates. In many cases specific commission rates will vary by individual restaurant and analysis excludes large chains

Source: Restaurant Interviews, OC&C analysis



## Backup – Restaurants Questions asked and responded to

- Maximising Order Volume
  - How effective is each platform at accessing high volumes of orders? (Score each from 1-5, 1 = very bad, 5 = very good)
- Commission
  - How satisfied are you with the commission rate you pay? (Score each from 1-5, 1 = very unsatisfied, 5 = very satisfied)
- Driver Reliability
  - How good is each platform in terms of the reliability and quality of their drivers? (Score each from 1-5, 1 = very bad, 5 = very good)
- Brand Association
  - How happy are you that working with this platform helps your restaurant's brand image? (Score each from 1-5, 1 = very bad, 5 = very good)
- Admin & Support
  - How good is each platform in terms of their account management, and support they provide to your restaurant? (Score each from 1-5, 1 = very bad, 5 = very good)
- Quality of Technology
  - How easy is it to use each platform's technology/systems in your restaurant ? (Score each from 1-5, 1 = very bad, 5 = very good)
- Overall Satisfaction
  - Overall, on a scale of 0 to 10, how likely would you be to recommend [platform X] to other restaurants – where 10 is very likely and 0 is not at all

