



BUILDING A BRAZILIAN ECOSYSTEM

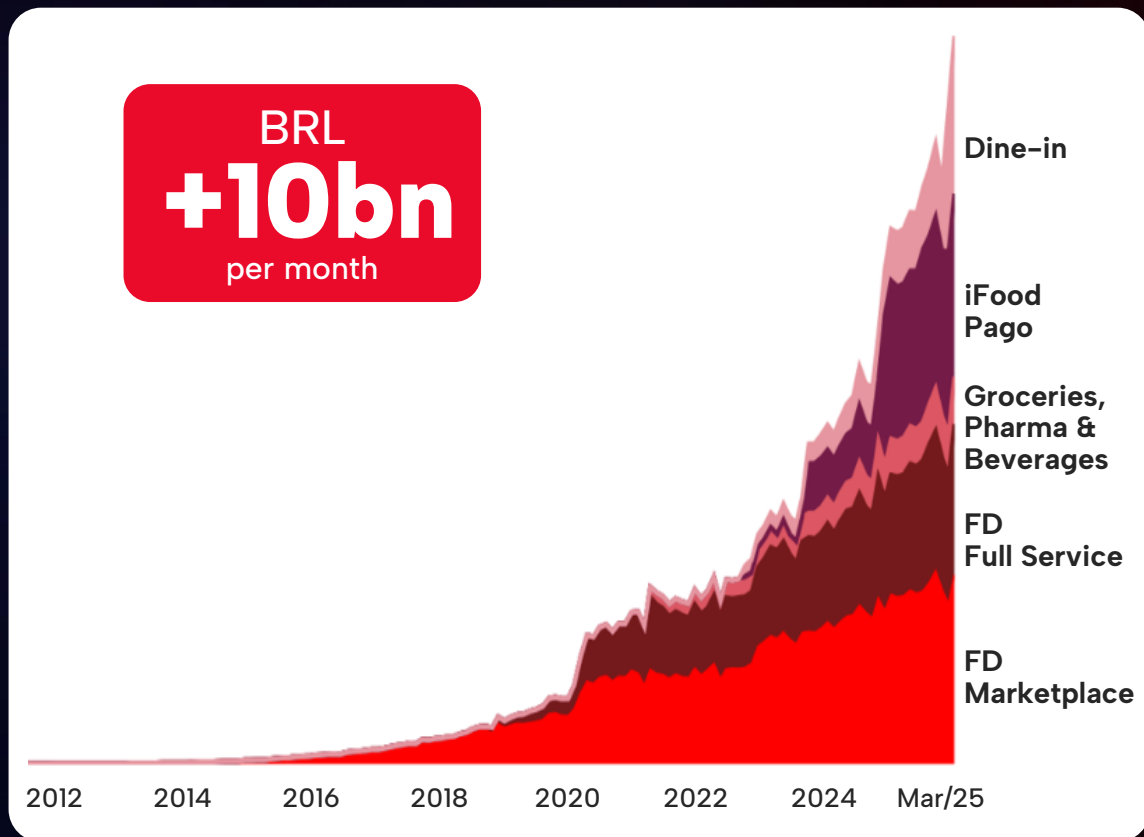


Diego Barreto
CEO



WELCOME TO
WELCOME TO
ifood

We're building something BIG! BUT HOW?



Note: Values including Dine-In M&A's | iFood Pago including Credit AuM

GMV/AUM (BRL Bn)

Mar/2025



DINE-IN

2.5
(25%)



iFOOD PAGO
(B2C + B2B)

2.7
(27%)



ADJACENCIES

0.7
7%



MARKETPLACE



FOOD DELIVERY
FULL SERVICE

2.2
25%



FOOD DELIVERY
3P

2.9
29%

A BRIEF OVERVIEW OF iFOOD'S HISTORY PROVEN TRACK OF GROWTH AND INNOVATION

#1

LARGEST
FOOD DELIVERY
COMPANY IN LATAM

MOST LOVED
BRAND IN
BRAZIL 3X
IN A ROW




LOCALLY MADE
AND GLOBALLY
RELEVANT!

TOP 3 TECH COMPANIES IN LATAM

TRIUMPH
THREE



nu

ifood

ATLANTICO

iFOOD AT A GLANCE



122m
Monthly
Orders



+442.000
Delivery
Partners



~8.000
Foodlovers



+25M
Monthly
Users

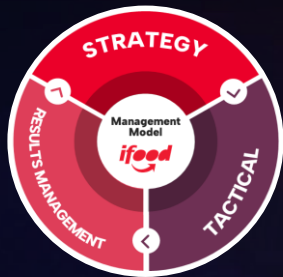


+408.000
Partner
Establishments



Present In
1.581
Cities Across All
Regions Of Brazil

WHAT HAS DRIVEN US TO 100X?



**MANAGEMENT
MODEL**



**ECOSYSTEM
THINKING**



**FAST
INNOVATION**



CULTURE

IT'S ALL ABOUT BEING ABLE TO ADAPT AND DO IT FAST!

• OUR AI CASE IS ONE OF THE MANY REAL EXAMPLES WE HAVE 

IFOOD HAVE BEEN TALKING ABOUT IA SINCE 2015
(WHEN NOBODY EVEN KNEW EXACTLY WHAT THAT WAS!)



2024



+180

AI Models in
production

+14B

predictions in real
time per month

We created our
Brain iFood team
(Data and AI)

2018

Evolution
of our
Data Lake

2019

2020

+180
Data and AI
Scientists

2021

+1,5k
users on
Databricks

+2,5k
users on
Tableau

Launch of
P.A.I.A.
Platform

+180
AI Models in
production

+14B
predictions
in real time
per month

WHAT ARE WE BUILDING?

Offering a complete portfolio that benefits drivers, merchants and users.

We are building a Convenience Ecosystem...



...offering a Complete Portfolio, that benefits Users, Merchants and Drivers.

LESS ABOUT
WHAT WE DO
AND MORE
ABOUT **WHY**
WE DO IT!

WE CONTRIBUTE
TO BRAZIL'S
GROWTH

Source: Fipe 2024

2024



R\$140^{bi}
TRANSACTIONS
+26% VS 2023



0,64%
of Brazil's GDP



+1 million
direct and indirect
jobs (1% of Brazil's population)

THANK YOU

WE HOPE YOU
HAVE A GREAT
VISIT WITH US!





LONG TERM VISION



Diego Barreto
CEO

WE ARE CREATING REAL RESULTS THROUGH AN EMPOWERED ECOSYSTEM!



STRONGS
COMPLEMENTARY
ASSETS



EXECUTION
OBSTINATION



ABILITY TO
ADAPT



EXPANDED ECOSYSTEM

ifood Pago

- ▶ Maquinona
- ▶ iFood Benefícios
- ▶ Credit

ifood

- ▶ Growth Central
- ▶ Logistics
- ▶ iFood Shop
- ▶ Super Restaurants

ifood Salão

crm
bonus



AND MUCH MORE...

PARTNERSHIPS
AND INVESTMENTS



EXPANDING THE MARKETPLACE PORTFOLIO

New value streams empower growth and enhance the experience for all users

UPPER-INCOME SEGMENT

Increase Frequency



Gourmet



Clube



Turbo

LOWER-INCOME SEGMENT

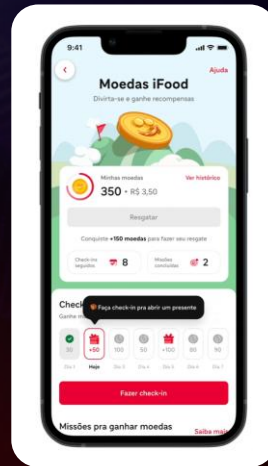
Enhance the penetration of the MUB



Hits



Delivery

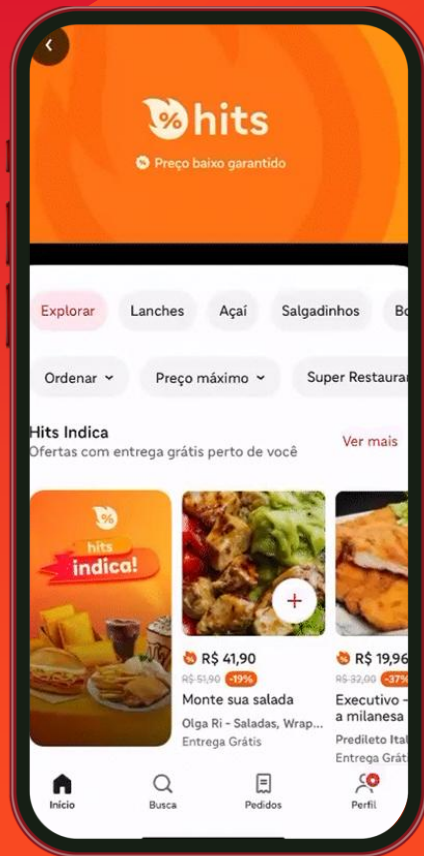


Game

OTHER CATEGORIES: GROCERIES, PHARMA, BEVERAGE

iFOOD HITS

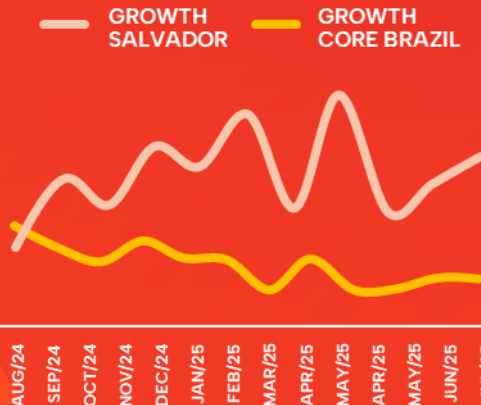
Everyday affordable Food Delivery meal that benefits every part of the ecosystem



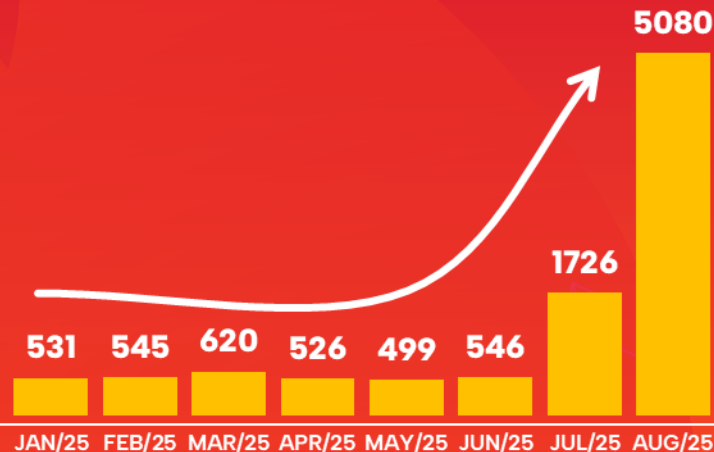
 **Cheaper Option:**
AOV Hits R\$30 x iFood R\$55

 **100% Free Delivery**
(Short Distances)

YOY MONTHLY GROWTH [SALVADOR VS BRAZIL]



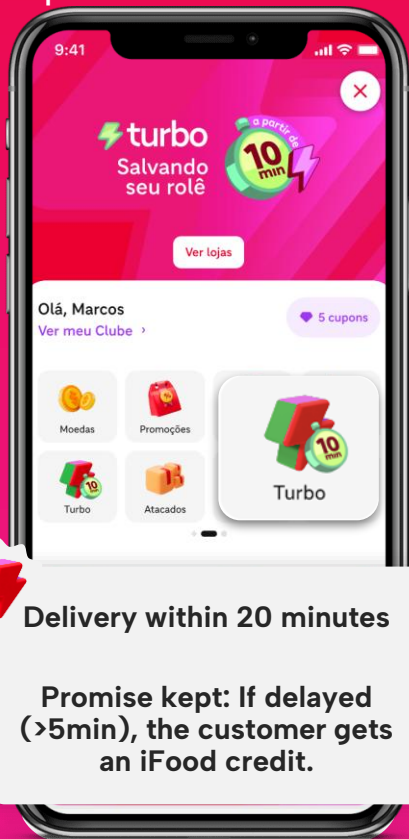
iFOOD HITS TOTAL ORDERS



**PLAYBOOK
EXPANSION
UNTIL MARCH/26!**

iFOOD TURBO

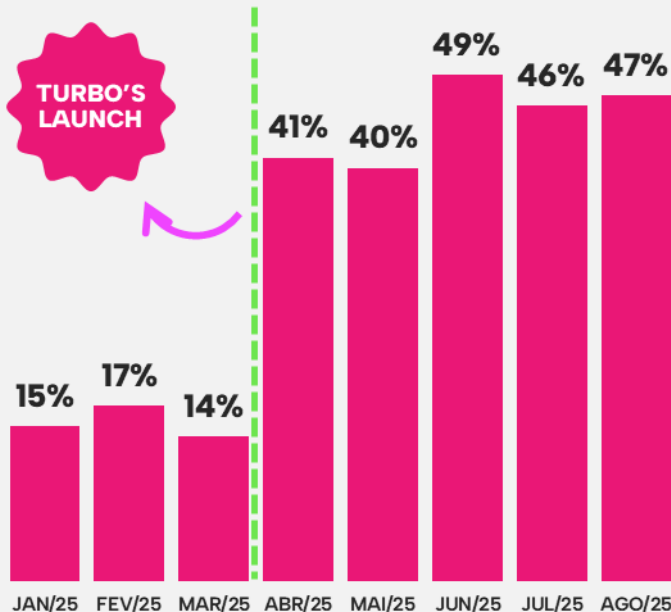
Ultra-fast delivery across multiple categories to enhance the premium high-income experience



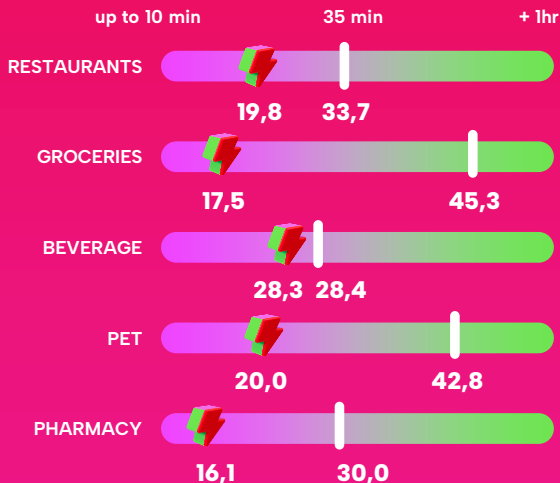
Delivery within 20 minutes

Promise kept: If delayed (>5min), the customer gets an iFood credit.

WHERE TURBO IS AVAILABLE, IT REPRESENTS 47% OF TOTAL CHOICES!



WHAT TIME DOES THE CONSUMER CONSIDER FOR AN IDEAL & FAST DELIVERY VS HOW MUCH TIME TURBO IS DELIVERING? (MIN)



Turbo iFood
Groceries: Oxox SP
Farm: +400 merchants SP

Ideal Delivery Time
Internal research

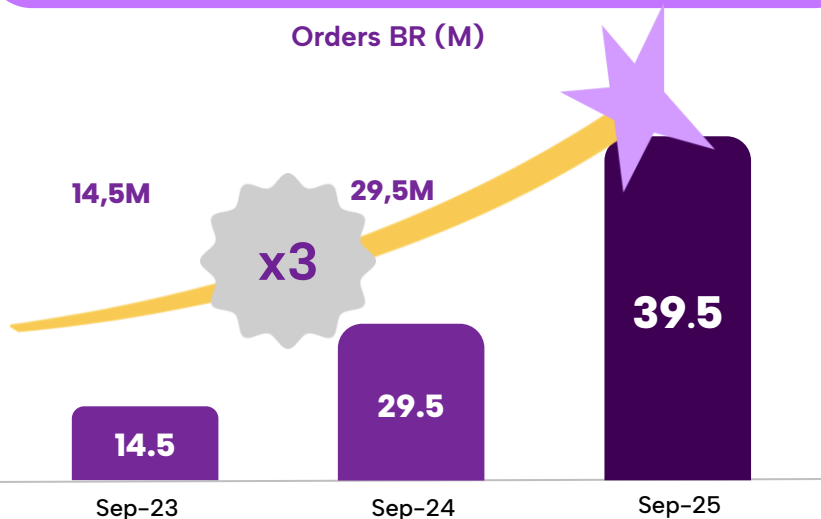
iFOOD CLUBE



From a membership program to a loyalty program, enhancing value proposition

NOW: A B2C BENEFITS PLATFORM THAT INTEGRATES AND DRIVES GROWTH ACROSS ALL IFOOD VERTICALS.

Orders BR (M)



ORDERS CATEGORIES PENETRATION

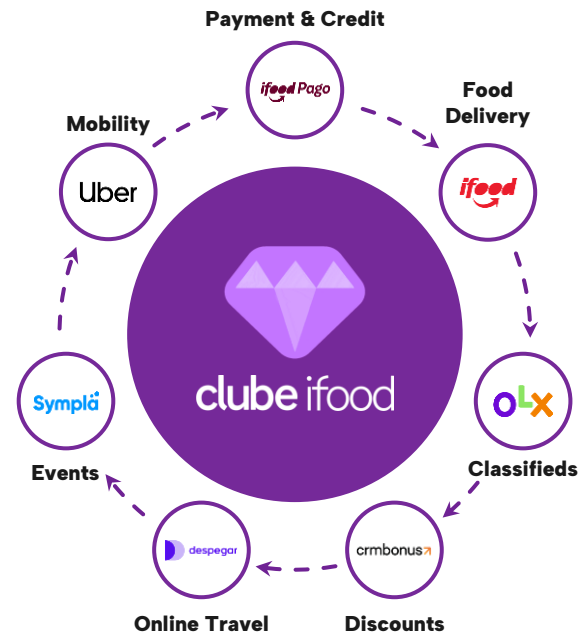


50%
GROCERIES



33%
PHARMA

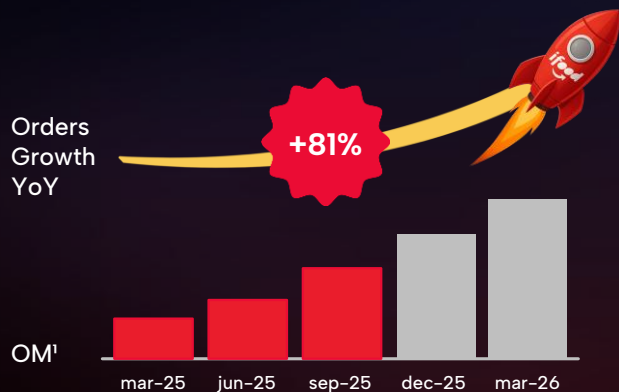
NEXT: CLUBE iFOOD EVERYWHERE



MULTICATEGORIES

Redefining pharmacy and beverages: prioritizing user experience and leveraging ecosystem strengths

PHARMACY



CONVENIENCE MODEL



Clube Rollout + Logistics Capillary

BEVERAGES

Orders Growth YoY

+280%

Growth Cohorts by City/
Impact on Total Beverage Volume

	COHORT PEDIDOS				
	M0	M1	M2	M3	M4
SOROCABA	1	1,3x	2,5x	3,4x	4,2x
GOIÂNIA	1	1,4x	2,1x	2,6x	
CAMPINAS	1	1,4x	2,3x		
EXPANSÃO AGO	1	1,3x			

NEW VALUE PROPOSITION

Cold beverage, at a market price,
delivered within 35 minutes

Assortment

Price

Delivery Time

GROCERIES AND SHOPPER

By December, ~30% shopper revenue coming from iFood!

Also, tests unlock dark store pilots, paving the way for quick commerce.



online groceries service
specializing in stock-
up, planned, and
scheduled purchases



iFood already
represents **7%**
of Shopper's
TOTAL GMV!

JUNE

JULY

AUGUST

...



Tests in Ribeirão Preto
(+ 5 month operation)

Expansion to
+ 20 cities.

All cities covered by
Shopper will have iFood
services fully enabled!



+40%

iFood **Boosted**
Shopper Revenue



7x

GMV
in 3 months



29%

Rib. Preto Revenue
coming from iFood!

WHAT ABOUT DARK STORES AND QUICK COMMERCE?



We are **TESTING**
and **FINDING**
a model that works!

15

Minutes

Delivery Time

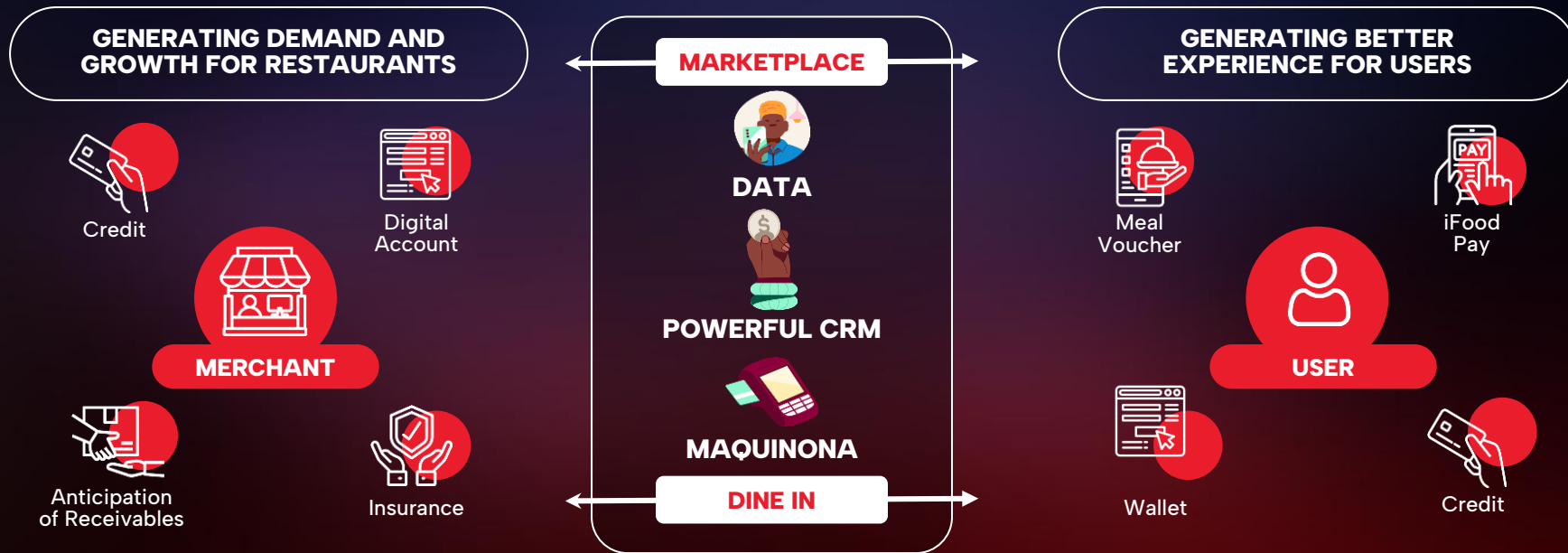
3

Minutes

Picking Time

Shopper **ENABLES** iFood Ecosystem
to **TEST** while **MANAGING** risks
and **ANALYZING** results!

OUR FINTECH HAS AN UNIQUE VALUE PROPOSITION FOR THE WHOLE ECOSYSTEM

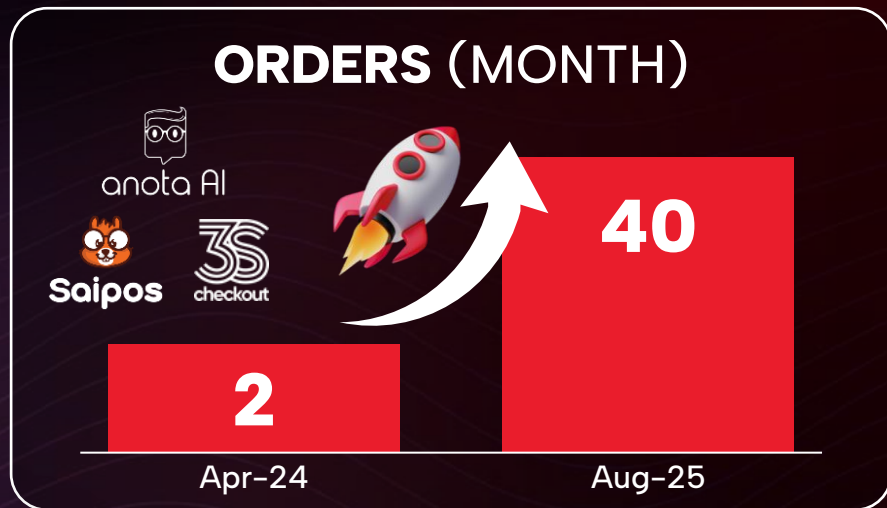


Zoop

EMBEDDED IN OUR ROBUST PAYMENTS AND FINANCIAL SERVICES SOLUTION

• DINE IN – SAAS

We are entering offline restaurant business through software



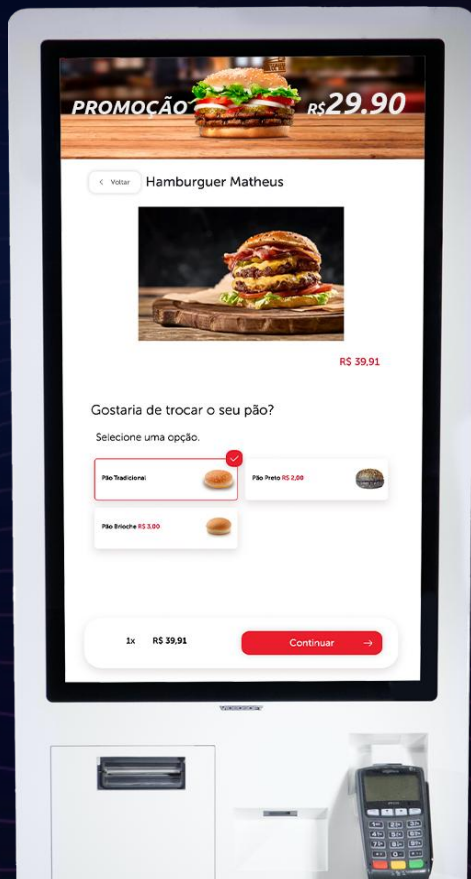
A one-stop-shop software platform to **address fragmented restaurant software arena**



Unlocking value for the **whole ecosystem!**

• PAYMENTS – VIDEOSOFT TOTEM

Enhancing our CRM + pos bundle value proposition



Totem supply capacity has not **been able to meet market demand!**

iFOOD AND DECOLAR

We're building connections and driving real outcomes



WE'VE TESTED 4 MAIN GROWTH SCHEMES...



**CLOSED LOOP
DISCOUNTS
WITH iFOOD
CLUB**

Exclusive
discounts in D! for
Clube members



**CROSS
CASHBACK
(D! POINTS)**

Cashback in
every iFood order
into D! Points



**TRAVEL
CATEGORY**

A new category
inside iFood
Home page



**CROSS
VOUCHER**

Incentives to create
D! Account and
make 1st purchase

iFOOD RELEVANCE IN DECOLAR GROSS BOOKINGS

% OF D! BR GROSS BOOKINGS



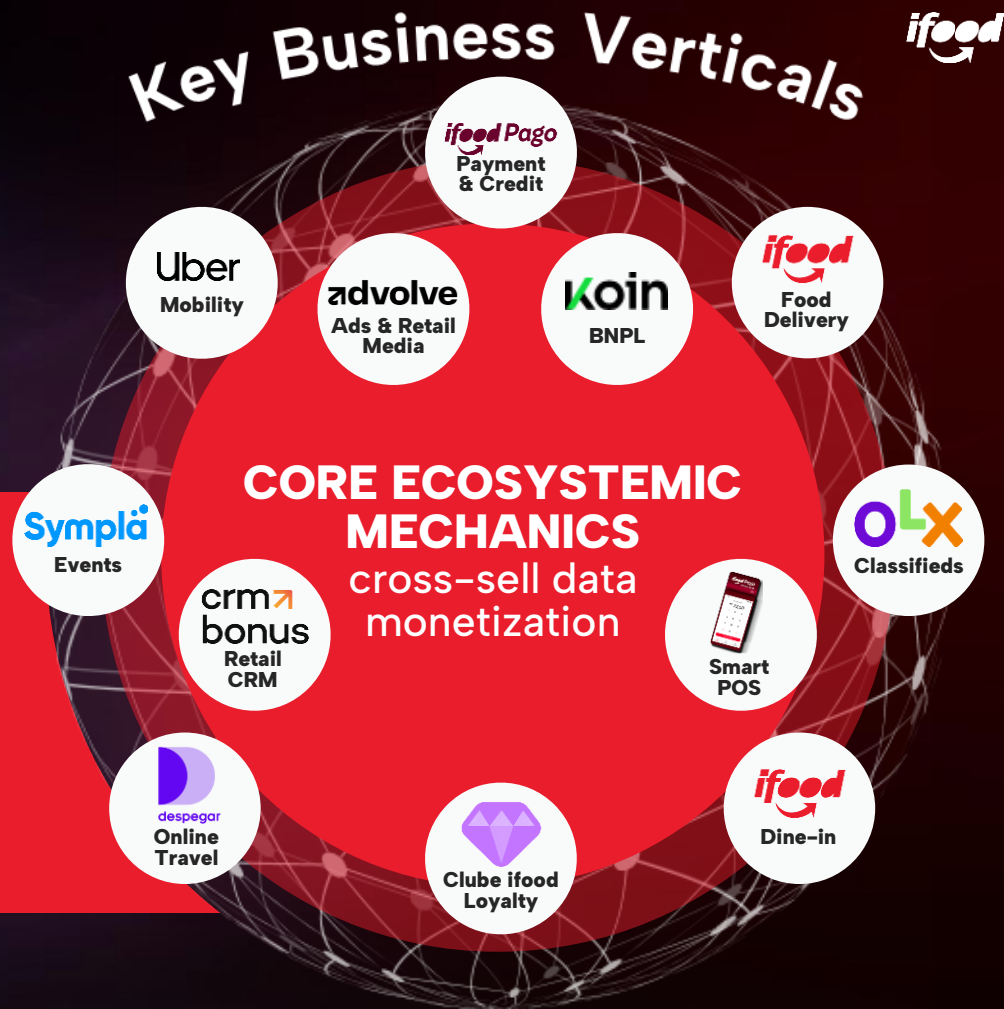
FIRST MONTHS: TESTING → NEXT: SCALE

We are upgrading
our ecosystem
architecture

To drive growth
and reinvestment

TO BE: ECOSYSTEMIC CORE MECHANICS

Synergistic core ecosystem
mechanics to drive growth
and monetization



WE ALREADY HAVE THE RIGHT COMPLEMENTARY ASSETS BUT IT'S ALL ABOUT PEOPLE AND CULTURE

OUR PEOPLE HAVE THE EXPERIENCE

Our c-level have been at iFood at since the beginning

14 years of iFood.
At least 7 years of steady leadership.



mercado
livre



Carrefour

OUR LEADERSHIP IS
MADE OF EXPERTS

AND WE'RE EAGER TO LEARN

We go to the source, seeking to deeply understand and study

INTERNATIONAL CORRESPONDENTS



RESTAURANTS, CONSUMERS AND DRIVERS' PANEL



EXPERT NETWORKS



CONSUMER SURVEY'S AGENCIES

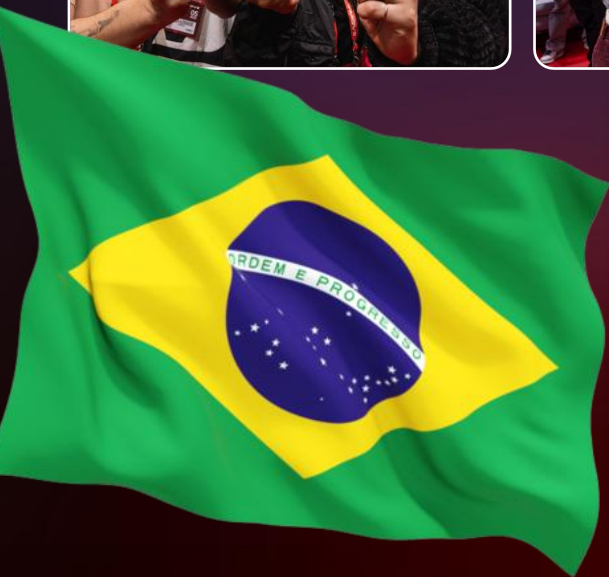


MISSIONS

China, Hong Kong, United States, India, Buenos Aires, Mexico, South Korea



OUR ENTREPRENEURSHIP MINDSET IS WHAT MAKES US UNIQUE



**A BRAZILIAN
ECOSYSTEM,
WITH
BRAZILIAN
TECHNOLOGY,
BUILT
BY BRAZILIAN
ENTREPRENEURS**

**WE ARE OBSTINATE TO
EXECUTE AND WE ARE
ALWAYS READY TO ADAPT**

**AND WE'RE JUST
GETTING STARTED!**

THANK YOU

