

Report On
"Financial Health Analysis and Prospects of Munchies Deliveries Ltd. in
the Bangladesh Food Delivery Market: Comparative Study and
Recommendations"

By
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An internship report submitted to the Brac Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration

Brac Business School
Brac University
May 2023

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Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

Student's Full Name & Signature:

Minhajul Abedin Afnan
Student ID: 16304072

Supervisor's Full Name & Signature:

Md. Kausar Alam, PhD
Assistant Professor, Brac Business School
BRAC University

Letter of Transmittal

Date: 16 May 2023

Md. Kausar Alam, PhD

Assistant Professor

Brac Business School

BRAC University

66 Mohakhali, Dhaka-1212

Dear Sir,

To complete this internship report I have received guidance & Support from you which have been a great help for me. It would have been impossible to finish the report without your assistance. It is a pleasure to submit my internship report on “Analysis of sustainability & Competition of Munchies in Bangladesh” under your supervision.

The three-month internship at Marketing Department of Munchies I have worked under the supervision of S.M. Arshad Hossain, Senior Marketing Executive to accomplish the purpose of this report. I have gained practical knowledge & experience during my internship program and the experience of report writing will be beneficial for my future professional life.

I humbly request your thoughts & feedback on this report and also request you to forgive any mistakes that may have been occurred despite my best effort. I have push myself to present the important data & recommendations in a summarized, significant & comprehensive way possible. I will be grateful if the report meets your expectations.

Sincerely,

Minhajul Abedin Afnan

Student ID: 16304072

BRAC University

Non-Disclosure Agreement

This Agreement was made and agreed to by Munchies Deliveries Limited and Minhajul Abedin Afnan. Minhajul Abedin Afnan is pursuing experience and training with Munchies Deliveries Limited, and as a result of his efforts, he may come into contact with confidential Information (as defined below). The Agreement's goal is to prevent Confidential Information from being disclosed without authorization.

1. Confidential Information

Confidential Information refers to confidential business information such as financial and accounting records, intellectual property, proprietary Information, safety measures, new goods or services, projections, or other proprietary commercial Information which, if disclosed, may harm the Company's business.

2. Non-Disclosure Agreement

The Intern does not: a) disclose Confidential Information to any other person; b) create copies or other duplicates of Confidential Information; or c) utilize Confidential Information on a commercial basis, without the prior written permission of the firm.

3. Confidential Materials Return

Upon Company's request, Intern shall immediately return all original materials provided by Company, as well as any copies, notes, or other documents containing Confidential Information in Intern's possession.

4. Terms

This Agreement shall remain in force until (a) the Company gives written notification that the Agreement ends or (b) Confidential Information disclosed in this Agreement ceases to be confidential.

5. General Provisions

a) Severability is a word referring to the ability to be harsh. If any portion of this Agreement is deemed by a court to be invalid or non-enforceable, the rest of the Agreement will be interpreted to best represent the intentions of the parties. b) Settlement This Agreement expresses the parties' full understanding of the subject matter, which supersedes all prior proposals, agreements, representations, and understandings. This is a good case in point.

S.M.Arshad Hossain

Senior Executive

Munchies

Minhajul Abedin Afnan

Student,

BRAC University

Md. Kausar Alam, PhD

Assistant Professor,

BRAC Business School

BRAC University

Acknowledgement

I am delighted to acknowledge that the challenge of writing this report titled “Analysis of sustainability and competition of Munchies in Bangladesh” have been immensely gladsome experience for me. I have also accumulated valuable knowledge & insights in this pathway.

I was assigned by my internship instructor for BUS400 to make this report for my Bachelor of Business Administration program. I am glad for the valuable help & guidance given by my honorable faculty member, Md. Kausar Alam, PhD, Assistant Professor of BRAC University. He went beyond his role as faculty member to help me acquire the necessary abilities, expertise & knowledge.

I also want to express my gratitude to my supervisor, S.M. Arshad Hossain, and Co-Founder, Anit Kumar Das and all my co-worker at Munchies Delivery Ltd. They were incredibly cooperative & supportive throw-out my internship period. It is only because of them I was able to complete my internship program as well as the report. It was a privilege for me to work with such a dedicated & kind team.

In conclusion, I tried to present the fundamental data & insightful recommendation in this report. I hope to meet the expectations of my internship instructor & the company.

Executive Summary

In this report the financial health & market positioning of Munchies Delivery Ltd. can be found. Munchies is sole player in late night food delivery service. The market analysis was conducted by using SWOT Analysis, Porter's five-factor Analysis & PESTLE Analysis models which mentions the external factors that influences the operations and also highlights the strengths, weakness, opportunities, and threats. In this report, the key challenges of the company and the possible recommendations to overcome the challenges been mentioned. Munchies can use customer centric approach and introduce smoother operation to enhance their competitive advantage and ensure faster market growth. This reports also provides the financial health of Munchies compared to the other company in same industry. Financial analysis shows that Munchies exhibits a better growth then the other company but to keep sustainability need an extensive amount of investment from foreign VC company to survive in this industry. Overall, this report will serve an overview of the company & a comprehensive guide for comprehend Munchies Delivery Limited's market dynamics, financial position, and areas that need improvement. It will help the stakeholders to make better decisions for the wellbeing of company.

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List of Acronyms (Nomenclature)

VC= Venture Capital

Ltd. & LTD. = Limited

IT= Information Technology

MS= Microsoft

CEO= Chief Executive Officer

COO= Chief Operation Officer

CMO= Chief Marketing Officer

CTO= Chief Technology Officer

CFO= Chief Financial Officer

HR= Human Resource

ROA= Return on Assets

ROE= Return on Equity

Chapter 1: Overview of Internship

1.1 Student Information

Name: Minhajul Abedin Afnan

ID: 16304072

Program: Bachelor of Business Administration

Major: Accounting

1.2 Internship Information

1.2.1 Company Information

Company Name: Munchies Delivery LTD.

Department: Sales & Marketing

Address: 9th Floor, House-2, Road-5, Block-D, Niketon, Gulshan, Dhaka-1212

1.2.2 Internship Company Supervisor Information

Name: S.M. Arshad Hossain

Position: Senior Executive Sales & Marketing (Lead)

1.2.3 Job Scope

Though I was working in Sales & Marketing department of Munchies Deliveries Ltd. but I had to do diverse set of responsibilities from multiple departments for company's success. It can be called Start-up company effect in job which lead opened numerous possibilities for me. The major job responsibilities that have been performed by me are given below.

1.3 Internship Outcome

1.3.1 My Contributions & Responsibilities in Munchies Delivery Limited.

As a Sales & Marketing Intern at Munchies Deliveries Ltd. my job responsibilities included:

Developing & implementing marketing strategies: Developing marketing strategies to promote the product & services of Munchies. This includes identifying trends, market research, and consumer behavior analysis.

Designing advertisement materials: One of my responsibilities was to giving reference for brochures, flyers, and online post design. I also had to manage company's Facebook page.

Push Notification: Creating content for push notification. It includes working in fire-base platform to notify customer through mobile application.

Customer feedback: Sometime I called our inactive customer to get feedback to finding the problem in our services to improve our operation & customer service.

Communication with other departments: To ensure smooth functioning I had to maintain continuous communication with operations, finance & IT departments. Which helped to make us efficient in our work.

Reporting: I had to report my superior and other departments to ensure that everyone is aware of current situation & working for the same goal.

1.3.2 Advantages of Students

Students get benefitted from Munchies Delivery Limited's internship program in various ways, which are listed below.

Familiarity with Corporate Culture: Participating in the internship program at Munchies Delivery Limited allows the students to gain a valuable understanding of the company's corporate culture. The understanding can also be applied to their future employment endeavors and familiarize themselves with work ethics and behavioral practices in the business world, gain a broad perspective of the corporate work culture as well.

Exposure to Startup Culture: Working in a startup company exposes students to different aspects of the business world and offers valuable skills and experiences. Startups often require employees to be versatile and adaptable to different roles and responsibilities, leading to skill development and professional growth. However, the fast-paced and unpredictable nature of startups can also be challenging. Overall, it can be a rewarding and exciting experience for those who are willing to take on new challenges and embrace change.

1.3.3 Challenges during my Internship Period

Throughout my internship at Munchies Delivery Limited in the Sales & Marketing department, I faced several challenges, which lead me to grow both professionally and personally. As a startup company, the fast-paced and dynamic environment demanded high adaptability and flexibility. While this was a challenging aspect of my internship, it also taught me the importance of staying responsive and nimble in the face of changing circumstances.

Effective collaboration and communication with teammates presented another difficulty during my internship. Being new to the team, I had to learn how to navigate diverse personalities, work styles, and communication preferences as well. Through trial and error, I learned to establish strong working relationships with my colleagues and communicate effectively to achieve our goals.

The ever-changing demands of the market posed another challenge during my internship. As the industry shifted and new competitors emerged, we had to continuously adapt our strategies to stay ahead of the curve. This required me to adapt proactive behavior and stay up-to-date on the latest trends and developments in the industry.

Lastly, managing my time and juggling multiple tasks and responsibilities proved to be another challenge, and with a wide range of responsibilities spanning from lead generation to onboarding restaurants, effective prioritization and time management were basic necessities. Developing these skills made me able to handle the demands of my role while still maintaining a high level of performance.

Despite the challenges, I am grateful for the experience and the skills I gained while my internship at Munchies Delivery. Overcoming these difficulties has equipped me with valuable skills and experiences that will benefit me well in my future career endeavors.

Chapter 2: Organization Part: Overview, Operation & Marketing

2.1 Introduction

2.1.1 Objective

- To deliver a brief summary of Munchies Delivery Ltd. and its operations.
- To analyze its market potential.
- To give recommendations based on the analyzed data and result.

2.1.2 Methodology

In this report I have used only secondary sources of data.

Secondary Source of Data:

Internal Sources: Most of the data had been taken from annual reports & internal market research report.

External Source: Newspaper article from The Financial Express & Dhaka Tribune was used as data source.

2.1.3 Scope of the Learning

In the Sales & Marketing intern position of Munchies Delivery a person can learn how to accumulate marketing data and analyze it to find potential target market, strategies, and evaluates customer satisfaction.

2.1.4 Limitations of the study

There are some limitations I have faced while preparing this report, which could lead to more precise study and findings for this report. The limitations are below:

- Limited Access: Not able to get access of confidential data of Munchies, such as investment data, shareholders' equity data, and financial data of future plans.
- Limited Time: To conduct proper research and analyze the time frame and resources are limited. Proper time could have helped to pursue all aspects of the strategies.

2.1.5 Significance of the study

This part of the report mentions the organizational history and also gives a clear idea of how this business works. It also presents a clear idea of the company's Mission, Vision, Core Values and the market strategies & position. Munchies can gain insight about its market and use this analysis to make future decisions.

2.2 Overview of the Company

2.2.1 Introduction of the company

Munchies is a unique solution for midnight cravings in Dhaka City. They deliver food and essentials within an hour, covering every corner of the city from 7 pm to 6 am. They have many partners, including multiple restaurants, and it delivers items not found in other delivery services.

Moreover, Munchies has a solid vision of becoming the most reliable and convenient delivery service for people who work late hours or crave late-night snacks. Their mission is to reach customers with their orders anytime, anywhere in Dhaka, ensuring customer satisfaction and building a lasting relationship with their clients. Munchies' team of over 50+ bike deliverymen ensure prompt and efficient delivery, doing them the go-to service for people who want to enjoy delicious food and satisfy their midnight cravings. In short, Munchies is not just a delivery service but a unique and innovative solution to meet the needs of a fast-paced and growing city like Dhaka.

2.2.2 How It Works

Munchies have made it easy for customers to order food and essentials through their user-friendly app, available for download on the Google Play Store and App Store. Customers can also place orders through the Munchies website, but only for certain restricted items like cigarettes or disposable vapes due to restrictions imposed by the App Store and Google Play Store. Customers can create an account using their phone number, select their desired delivery area, and view all available restaurants nearby. Munchies promise to deliver orders within an hour of placement, right to the customer's doorstep, providing unparalleled convenience.

2.2.3 Mission

At Munchies Delivery Limited, we prioritize providing our customers with a reliable and effortless food delivery service, even during the late-night hours. We take pride in delivering top-notch food promptly and guaranteeing complete customer satisfaction with every order.

2.2.4 Vision

We aim to be Bangladesh's top food delivery service and expand to other cities and countries. We plan to change the food delivery industry by offering 24/7 service and becoming the preferred choice for customers who want their favorite foods anytime.

2.2.5 Core Values

At Munchies, we prioritize reliability, convenience, and customer satisfaction. Our goal is to provide a hassle-free experience for our customers when they shop with us. We want to make our service affordable and accessible for everyone. Our top priority is ensuring customer satisfaction, and we are committed to addressing any issues or concerns promptly and professionally.

2.2.6 Departments of Munchies Delivery Limited.

Munchies Delivery is a small scaled new startup company. They have few employees and a handful of departments to manage the operations, customers and Marketing. The list of departments given below:

- Sales and Marketing
- Finance & Account
- Operations
- Human Resources
- Customer Service
- Information Technology (IT)
- Business Development

2.3 Organizational Structure

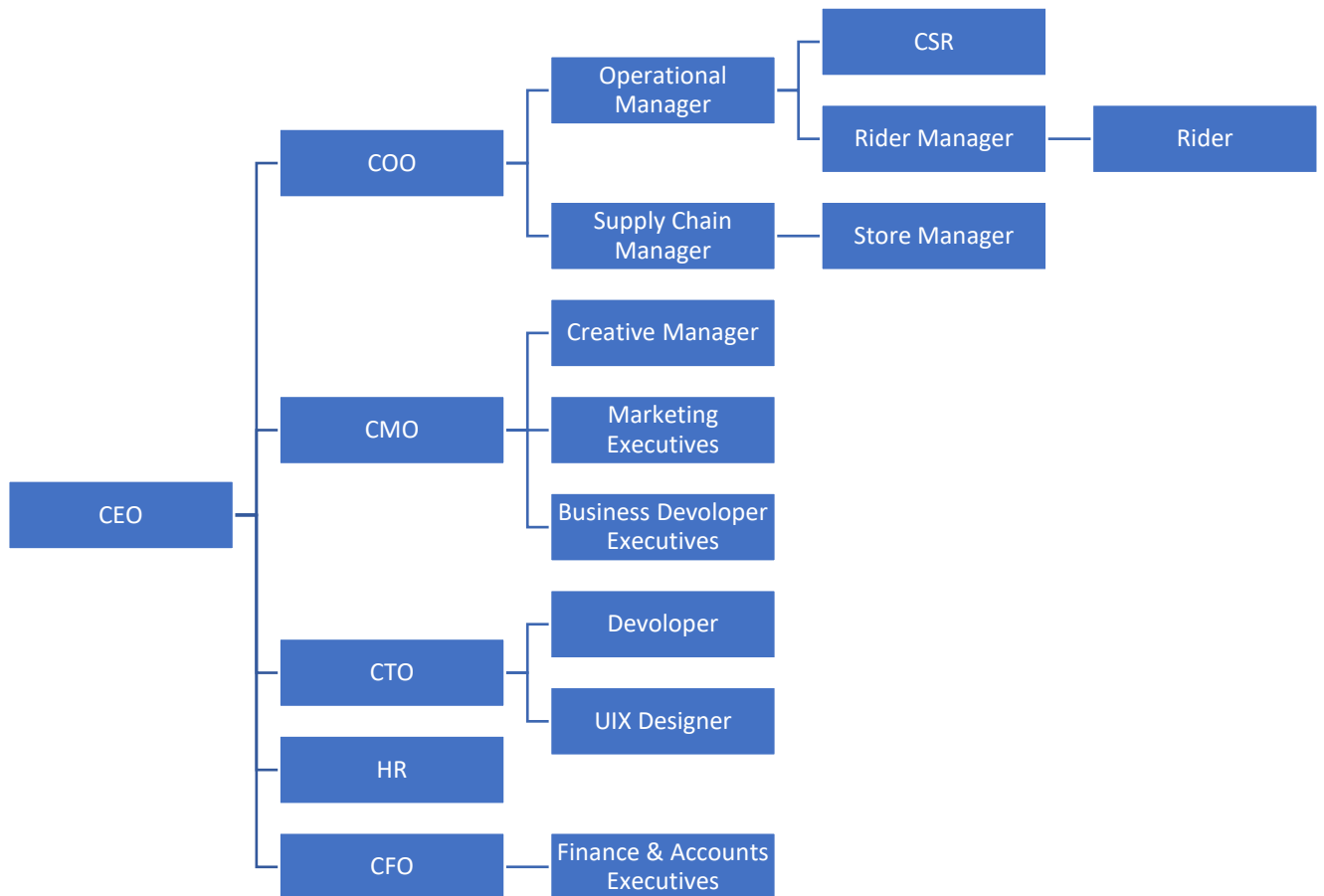


Figure 1: Organization Structure

Source: Munchies Annual Report (Internal)

2.4 Munchies Marketing Practices

Using a range of marketing strategies, Munchies Delivery Limited effectively approaches the audience it is targeting. Utilizing social media platforms for example Facebook, Instagram, and TikTok, the company boosts its online presence in order to advertise its services. In addition, Munchies sponsorships internal university cricket tournaments along with engages in activism across universities in an effort to increase brand recognition. Utilizing branded posh devices to increase awareness and recognition, the company capitalizes on its restaurant partnerships through the use of branded posh devices. By boosting its social media posts, Munchies increases the reach of its content. These extensive advertising and marketing practices have allowed Munchies to establish a strong market presence and attract a growing base of consumers.

- Social Media Platform like Facebook, Tik Tok, & Instagram Munchies advertise its service
- Munchies have launched numerous campaign in events like FIFA World Cup & Valentine's Day to acquire new customers.
- They also sponsor football match from school & universities to reach out its target audience.
- For branding purpose Munchies have provided their branded posh machine and table top, they also ensure that restaurant displays it.
- Munchies make video content, reels, static post & dynamic post to upload in online platform and boost to reach a wider audience.
- Munchies time to time collect primary data from its consumer to analyze the data for market strategies.
- Munchies is trying to tie up with food vloggers to reach food lover around Dhaka.
- By offering free delivery and promo code to its customers munchies ensure customer retention.
- Munchies have created a loyal customer base which resulted mouth marketing.

In summary, Munchies Delivery Ltd. effectively using all possible platform & method to retain more customers. They try to do trend marketing to extent its organic reach.

2.5 Industry & Competitive Analysis of Munchies Delivery Ltd.

To measure the competitiveness of Munchies I have used SWOT Analysis, Porter's Five Force Analysis & PESTLE Analysis to show its potential market the industry type it belongs.

2.5.1 SWOT Analysis

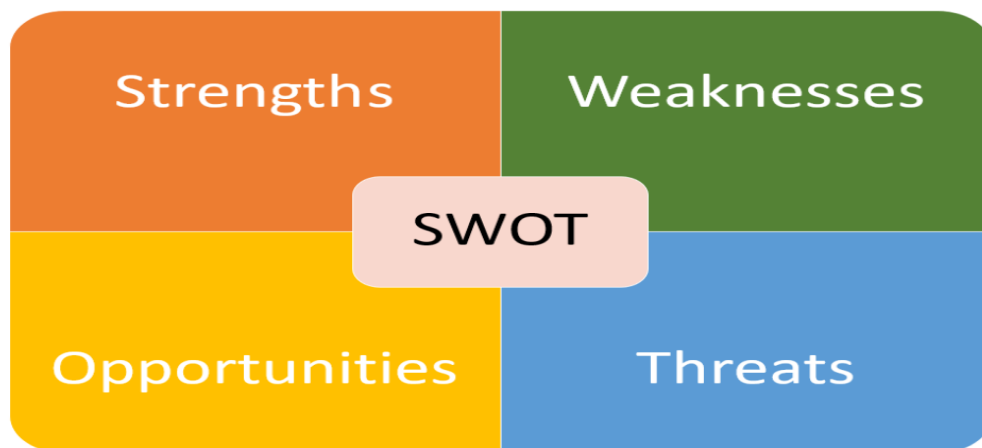


Figure 2: SOWT Analysis Model

Strengths:

Munchies is serving in niche market and also it became its unique selling point (USP). They are operating from 6pm to 6am where no other delivery service is available right now in the market. They also sell 18+ item along with other snacks.

They charge less than 15% commission to restaurants which is lower than its main competitors.

They already have 250+ restaurants & 50+ delivery rider to support the operation.

Flagship or International chain restaurant like Secrete Recipe, Chocolate Room BD, Herfy is available on Munchies platform.

Weakness:

Munchies is fairly new in this industry because of that they lack of consumer data & investment.

From order to deliver a customer have to wait for 1 hour to receive the food which is a long time and creating dissatisfied customers.

Opportunities:

Online food delivery services have huge market in Bangladesh which creates an opportunity for Munchies. In pandemic, the customer's behavior have moved to online shopping from physical shopping in Bangladesh. It created a huge customer base for Munchies.

They can collaborate with restaurants for offers & also have market left for bulk order, corporate sale & catering services. They also have the opportunity to sale online grocery items.

Threats:

This industry has become a very competitive place for it booming opportunities. There are lot of new players like QFood, KhawDaw, Foodi have entered in this industry.

The main threat comes from established company like Food Panda & Pathao Food who have huge customer base and proper financial backup to overcome any economic crisis.

The inflation rate is very high in Bangladesh which can lead to sell drop.

2.5.2 Porter's Five Forces Analysis

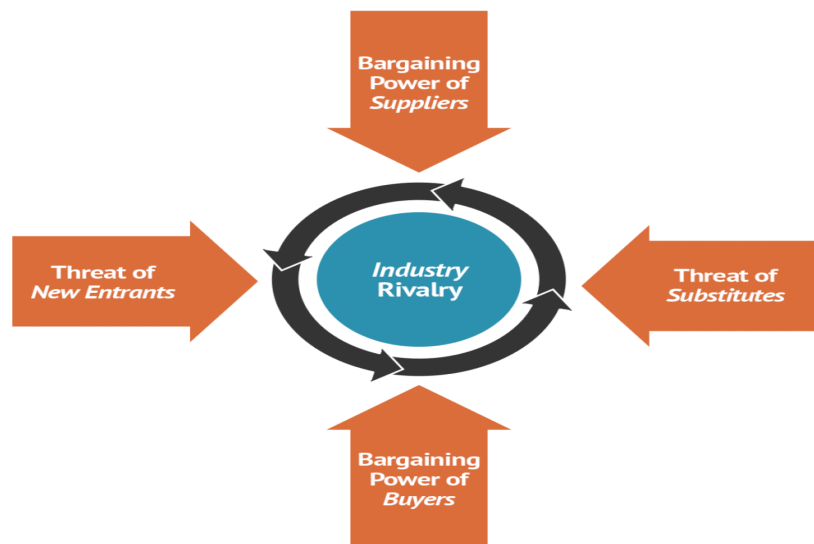


Figure 3: Porter's Five Forces

Threat of new entrants: [Moderate]

New entry threat is moderate because of the market type. It needs a huge amount of investment to establish a food delivery platform. Company has to burn a lot of money to capture the market. There are no possibilities of new entry in late night food delivery services because of its market size.

But big player like Food Panda can start their operation at night to eliminate the potential threat like Munchies.

Suppliers bargaining power: [Low]

The bargaining power of suppliers is low or close to none. They have a store which sale only snacks item & the suppliers for this item are available in market.

Customers bargaining power: [Moderate]

Customers have moderate bargaining power because of the lack substitute in late night food delivery service. After 11:00 pm there is no other alternative company who offers food from various restaurants.

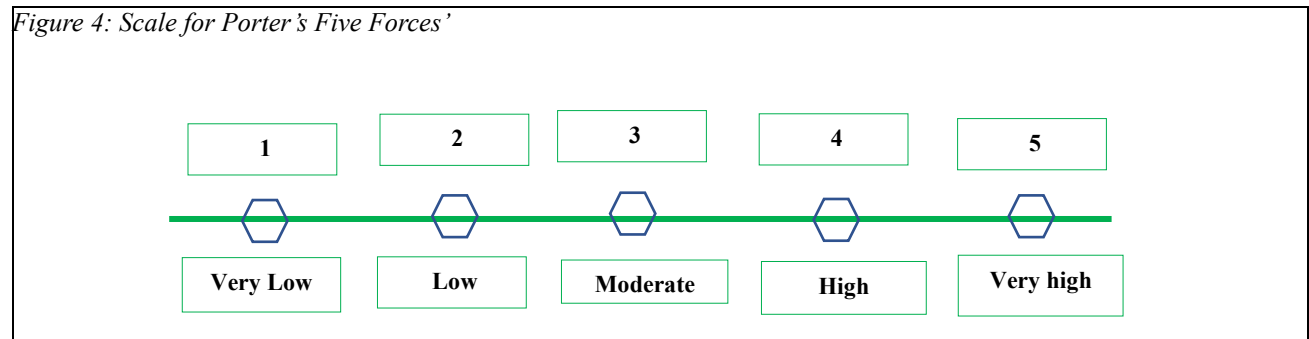
Threat of substitutes: [High]

Customer base is lower in this period & Munchies have already positioned itself as late night food delivery brand. The other company may not offer the same service in the same period of time. Though it is easy to substitute and possibility is High.

Competition in the industry: [Very Low]

Munchies currently has little rivalry in the food delivery industry, as they are the only company that delivers food and essentials during late night hours throughout Dhaka City. However, just like mentioned, additional food delivery services may join the market in the future.

Analysis Porters Five Forces Result



Level of competition:

$$\frac{3 + 2 + 3 + 4 + 1}{25} * 100 = 52\%$$

2.5.3 Pestle Analysis

Political: Bangladesh has comparatively stable political environment, but there are problems with corruption and bureaucratic inefficiency. The authorities lately carried out various policies to guide the increase of the startup ecosystem, which may want to advantage Munchies.

Economic: Over the last decade, Bangladesh's economy, and people's financial conditions, have improved significantly, with a growing middle class and rising disposable income. And this in turn leads consumers to spend more, confidently making any purchases, which is positive for Munchies as a food company

Social: Bangladesh is currently a over populated country due to population growth, with urban populations growing rapidly. And population growth has led to high demand for e-commerce catering companies, especially in urban areas, which is a positive for Munchie. Also nowadays there is a growing trend among people to order food online from home or office. Jay Ki is a golden opportunity for Munchie as a food delivery company.

Technological: Recently, technological aspects are developing in Bangladesh. The penetration of internet, use of smartphones has further increased this level. And this has led to the growth of the e-commerce industry and positive for Munchies as a food company, Munchies must always be up-to-date with advanced technology to provide the best customer service and experience.

Legal: The legal environment in Bangladesh is relatively stable, but there are concerns about the enforcement of intellectual property laws. Munchies needs to ensure that it protects its intellectual property, such as its brand name and unique selling points, to avoid imitation by competitors.

Environmental: Bangladesh is a riverine country and many areas of Bangladesh are low landscapes, also in recent times there has been increasing concern about climate change, especially in low-lying areas with numerous risks of flooding. Considering all this, the e-commerce company should refrain from using all materials that pollute the environment, such as polythene packaging, plastic packaging, and also eliminate the route of these delivered products to reduce carbon emissions.

Social: Bangladesh is currently a over populated country due to population growth, with urban populations growing rapidly. And population growth has led to high demand for e-commerce

catering companies, especially in urban areas, which is a positive for Munchie. Also, nowadays there is a growing trend among people to order food online from home or office. Jay Ki is a golden opportunity for Munchie as a food delivery company.

Finally, there is a huge demand for online food delivery companies these days. This growing demand and supportive government policies have created a favorable external environment for Munchies to operate. To survive in today's competitive market, one must be technologically dependent and keep up with IT equally by determining the highest customer service and protecting one's intellectual property.

Chapter 3: Financial Study of Munchies Delivery

3.1 Introduction

3.1.1 Background

This financial report presents a detailed analysis of the financial performance and position of Munchies Delivery Ltd., a food delivery company that started its operations as a pilot project in January 2020 and transitioned into full operation in 2021. The report evaluates key financial ratios which include Return on Equity (ROE), Return on Assets (ROA), liquidity ratios, solvency ratios, and profitability ratios, to evaluate the company's financial health and performance as well.

Throughout the report, interpreting and analyzing the financial statements of Munchies Delivery Ltd. will be focused on, along with comparisons to industry benchmarks as well as competitors. This will authorize stakeholders, including investors, shareholders, and management, to gain valuable insights for decision-making and future growth strategies, as well as its capability to generate profits and effectively manage its resources.

In addition, the report will spotlight the company's operational milestones, for example, the expansion from a pilot project to full-scale operations which will provide an overview of the

marketing strategies employed by Munchies Delivery Ltd. and establish a presence in the highly competitive food delivery industry.

Through inspecting the financial data and performance indicators, this report aims to offer a comprehensive understanding of Munchies Delivery Ltd.'s financial performance and provide valuable insights into its ability to generate profits and effectively manage its resources.

3.1.2 Objective of The Study

The basic objective of this report is to perform an all-inclusive financial analysis of an insurance company and evaluate its financial outcomes, thereby providing investors with enhanced insights into the industry. The following are the prime aims of the study:

- The target is to examine the crucial financial ratios obtained from the financial statements of Munchies and compare them with its competitors for analysis.
- To examine the prospects of Munchies Deliveries Ltd.
- To offer recommendations situated on the analysis as well as findings.

3.1.3 Importance of the study

From my involvement in the Finance and Accounts department, I collaborated with my administrators from Munchies and BRAC University to produce an informative study on Munchies Delivery Ltd., providing insights into Munchies' operations in Finance and Accounts, its financial standing compared to competitors and an overview of its services as well. It offers a broad understanding of Munchies and the industry, serving as a valuable resource for others who seek insights into the company and its competitive landscape.

3.1.4 Methodology

In this report I have used only secondary sources of data.

3.1.4.1 Secondary Source of Data

Internal Sources: Most of the data had been taken from annual reports & internal market research report.

External Source: Newspaper article from The Financial Express & Dhaka Tribune was used as data source. The data have been also collected from official website of Delivery Hero, Zomato, Just Eat.

3.1.4.2 Data Analysis and Interpretation

After collecting data from various Munchies Delivery Limited sources, numerous intermediaries were used to analyze, interpret, and implement the data for this report. The report was constructed predominantly on the basis of analytical judgment.

Techniques: To guarantee a thorough and easily available report that presents the industry and its performance in an efficient way, it was essential to carefully gather truthful and essential data. In order to prevent any confusion, the report was cautiously organized, and trend analysis was used to analyze the data. This method enabled a comprehensive examination of industry trends and supplied valuable insights for a complete comprehension of the topic.

Tools: To implicate the techniques for analyzing the data, simple MS Word and MS excel were used.

3.1.5 Limitations

The main challenge that affected the comprehensiveness of the report was the need for strict confidentiality within the company. Valuable information that could enhance the report was not available due to security measures. Additionally:

- The number of data I have been able to collect is reduced by the low duration of my three-month internship.
- Due to the organization's busy nature, it is hard to obtain essential staff data.

- Munchies Delivery Limited is committed to the timely completion of tasks, which includes intern responsibilities. That sometimes hindered my progress on the internship report.
- Gathering up the latest information and strategies has been complicated by the unpredictable nature of Munchies Delivery Ltd.'s operations, as well as its continuous evolution.

3.2 Finding & Analysis

3.2.1 Finding Peer group

1. Food Panda
2. Delivery Hero
3. Zomato
4. Swiggy
5. Just Eat
6. Grab

3.2.2 Analysis financial Health of Munchies Compared to the same Industry Start-up

Several aspects of one's financial health (net worth, credit score, debt, reserves, retirement fund, etc.) are assessed to determine a person's financial fitness. This information proves essential for attracting investors and securing financing, as it serves to inform organizational decisions and how to allocate resources.

3.2.2.1 Profitability Ratios

Profits is the capacity of an organization to generate returns compared to its projected goals. It is a statistic used for measuring a company's utilization of its resources that are accessible.

3.2.2.1.1 Return on Equity (ROE)

Return on Equity (ROE) is an essential financial indicator that measures a company's ability to generate profits from shareholders' equity. It is given as a percentage and is calculated by dividing net income by shareholders' equity. A stronger ROE indicates efficient use of equity, which leads

to increased profitability and management performance. Investors and analysts rely on ROE to assess the profitability of an organization and compare it to equivalents in the same industry. ROE offers invaluable knowledge into a company's financial health and its capacity to generate shareholder returns.

Table 1: Return on Equity

Company Name	2021	2022
Munchies Deliveries Ltd.	-14.840%	-15.760%
Delivery Hero	-20.500%	-65.680%
Zomato	-178.680%	-153.540%
Just Eat	-2.498%	-67.340%

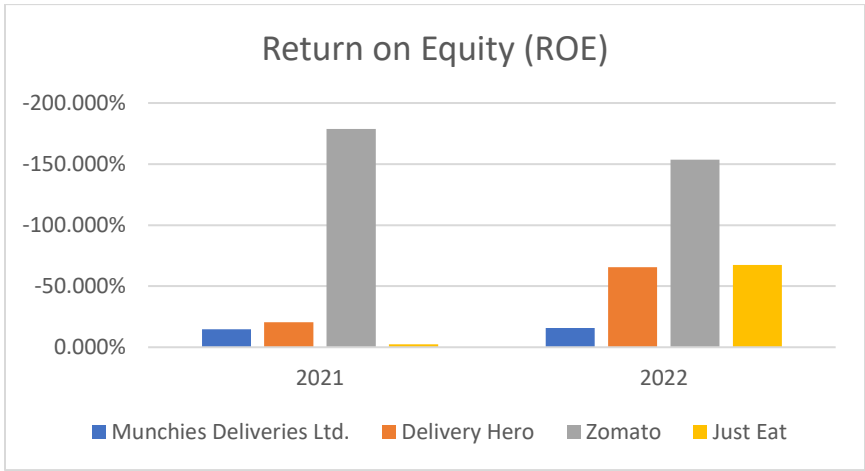


Figure 5: Return on Equity

Interpretation: The years of 2021 & 2022 are compared. The Return on Equity (ROE) of Munchies Delivery Ltd., Delivery Hero, Zomato, and Just Eat indicates negative value and negative effects for all four companies. Compared to the other companies, Munchies Delivery Ltd. has a significantly higher ROE, where Delivery Hero, Zomato, and Just Eat all have negative figures that are greater. However, these factors indicate difficulties in producing profits and maximizing resource utilization. Additional financial statement and market analysis is required to comprehend the factors influencing the negative ROE values.

3.2.2.1.2 Return on Asset (ROA)

Return on Assets (ROA) is an important financial metric that evaluates a company's capacity to generate profits from its total assets. It measures the effectiveness with which assets are utilized to generate earnings. ROA is determined by dividing net income by average total assets, and it is presented as a percentage.

Table 2: Return on Assets

Company Name	2021	2022
Munchies Deliveries Ltd.	-39.560%	-52.550%
Delivery Hero	-8.890%	-19.370%
Zomato	-9.950%	-7.290%
Just Eat	-3.420%	-62.870%

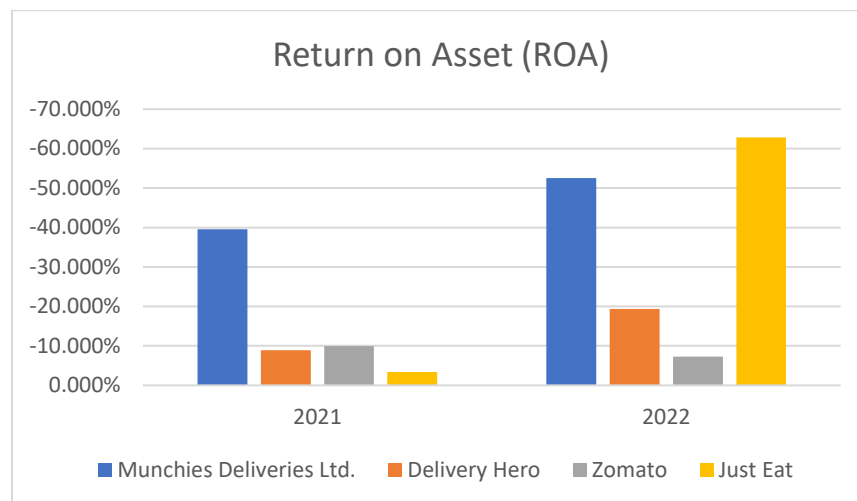


Figure 6: Return on Assets

Interpretation: Return on Assets (ROA) figures for the years 2021 & 2022 are all negative for Munchies Delivery Ltd., Delivery Hero, Zomato, and Just Eat. In comparison to its competitors, Munchies Delivery Ltd. has a comparatively lower negative ROA, whereas Delivery Hero, Zomato, and Just Eat all have higher negative percentages. These numbers indicate difficulties in generating profits from available assets and maximizing their utilization. It underlines the need for additional analysis of financial statements and business strategies in order to understand the underlying causes of negative ROA values.

3.2.2.2 Liquidity Ratios

Recommended by liquidity ratios is a company's ability to pay off its current obligations, such as accounts payable, short-term debt, and other liabilities. These ratios examine the availability of cash and other assets for such uses. The following are some well-known indicators of a company's liquidity:

3.2.2.2.1 Current Ratio

Current Ratio is a liquidity ratio which determines a company's ability to meet its short-term obligations with its short-term assets. It is calculated by dividing current assets by current liabilities and shows the liquidity status of the company.

Table 3: Current Ratio

Company Name	2021	2022
Munchies Deliveries Ltd.	0.6928	0.7499
Delivery Hero	2.049	1.47
Zomato	0.817	0.919
Just Eat	1.5	1.89

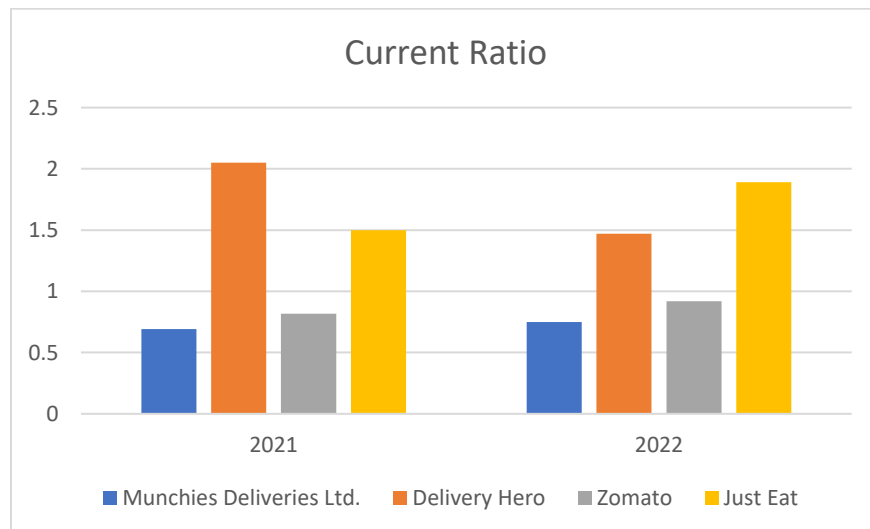


Figure 7: Current Ratio

Interpretation: Current Ratio indicates a company's capacity to fulfill its short-term financial obligations. The current ratio of Munchies Delivery Ltd. increased from 0.6928 in 2021 to 0.7499

in 2022, indicating a robust ability to meet short-term obligations. However, Delivery Hero's Current Ratios increased in both years, indicating a stronger liquidity position. Zomato's Current Ratio remained relatively stable over the past two years, whereas Just Eat's increased. Overall, a Current Ratio above one indicates an organization's capacity to meet its short-term obligations, and the comparison with competitors provides insight into Munchies Delivery Ltd.'s liquidity position compared to its competitors of same industry.

3.2.2.2.2 Cash Ratio

The Cash Ratio is a liquidity indicator that evaluates an organization's capacity to meet its immediate liabilities utilizing only its cash and cash equivalents. It emphasizes cash the accessibility to satisfy imminent obligations.

Table 4: Cash Ratio

Company Name	2021	2022
Munchies Deliveries Ltd.	0.5687	0.6411
Delivery Hero	1.39	1
Zomato	0.112	0.095
Just Eat	1.06	1.43

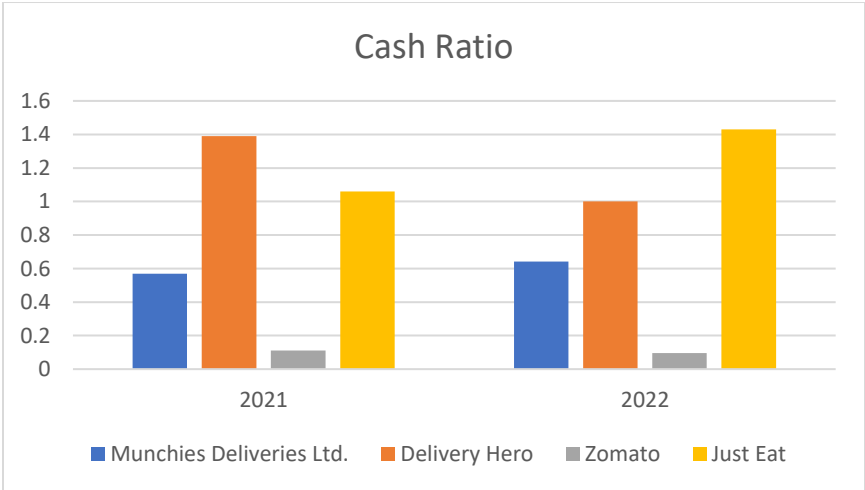


Figure 8: Cash Ratio

Interpretation: The Cash Ratio indicates a company's ability to meet its short-term obligations with cash and cash equivalents. The rise in Munchies Delivery's Cash Ratio from 0.5687 in 2021 to 0.6411 in 2022 indicates that the company is better able to meet its short-term obligations. In both years, Delivery Hero's Cash Ratios increased, indicating a greater ability to cover short-term obligations with cash. The Cash Ratio of Zomato maintained relatively low, indicating a relatively low level of cash reserves in comparison to its short-term obligations. The Cash Ratio of Just Eats has gone up in the past two years. In general, a greater Cash Ratio indicates a greater capacity to meet immediate needs with cash on hand.

3.2.2.3 Solvency Ratio

Solvency ratios measure the level to which a company utilizes debt financing for operations. Therefore, lenders and investors closely examine these ratios. A great deal of solvency ratios compares net worth or assets to obligations. A high solvency ratio can increase vulnerability and danger but it is also associated with the possibility of greater rewards.

3.2.2.3.1 Debt to Equity Ratio

This ratio relates a company's total debt to its equity held by shareholders. It demonstrates the proportion of both equity & debt funding used to support the company's operations and expansion.

Table 5: Debt to Equity Ratio

Company Name	2021	2022
Munchies Deliveries Ltd.	0.1471	0.1615
Delivery Hero	0.875	1.753
Zomato	11.14	13.03
Just Eat	0.265	0.313

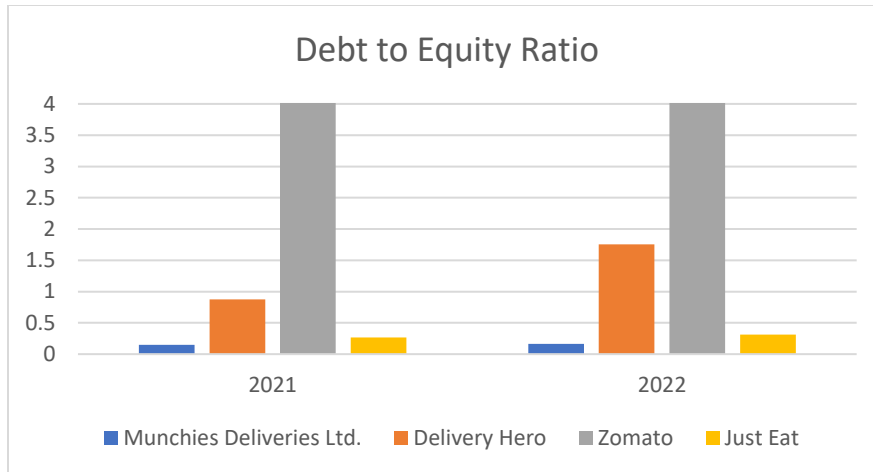


Figure 9: Debt to Equity Ratio

Interpretation: The Debt to Equity Ratio analyzes the share of a company's debt and equity financing. In 2021, Munchies Delivery Ltd.'s Debt to Equity Ratio was relatively low at 0.1471, and it increased marginally to 0.1615 in 2022. This indicates that Munchies is more dependent on equity financing than debt financing. In both years, Delivery Hero's Debt to Equity Ratio increased, indicating more dependence on debt financing. Zomato had significantly bigger Debt to Equity Ratios, indicating a significant amount of debt in its capital structure. Just Eat's debt-to-equity ratios were reasonable in both years. A reduced Debt to Equity Ratio is indicative of less financial risk & more conservative capital structure.

3.2.2.4 Performance and Management Efficiency

3.2.2.4.1 Net Income Margin Ratio

The Net Income Ratio is a profitability measure that assesses the proportion of net income generated by a company in relation to its total revenue.

Table 6: Net Income Ratio

Company Name	2021	2022
Munchies Deliveries Ltd.	-30.73%	-31.24%
Delivery Hero	-19.63%	-29.04%
Zomato	-40.77%	-28.83%
Just Eat	-7.25%	-95.70%

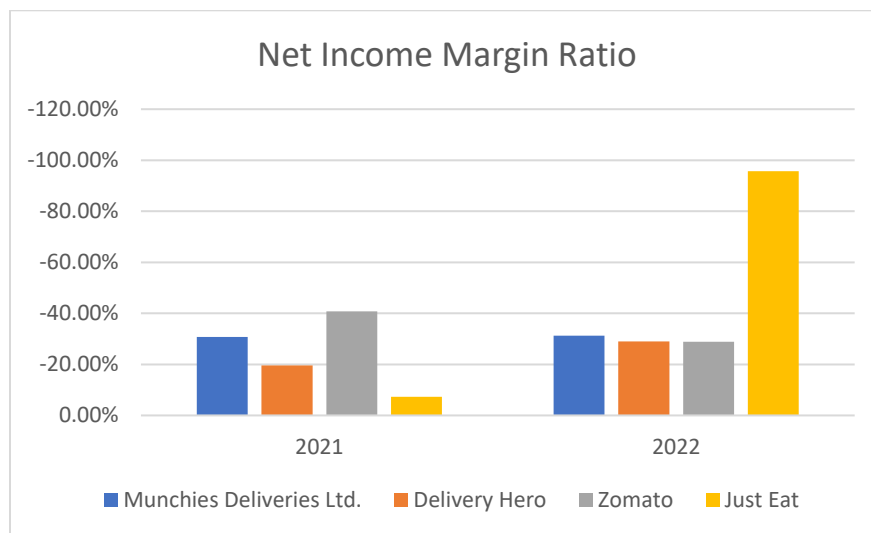


Figure 10: Net Income Margin Ratio

Interpretation: The Net Income Margin Ratio measures a company's profitability by calculating net income or loss as a percentage of revenue. In 2021 and 2022, the net income margin ratios of Munchies Delivery Ltd. were -30.73% and -31.22%. This indicates that the company lost more money than it earned in both years. Negative net income/loss margin ratios were also observed for Delivery Hero, indicating a decrease in profitability. In 2022, Zomato also had negative net income/loss margin ratios, but the size of its losses decreased. Just Eat's net income/loss margin

ratio was relatively less negative in 2021, but significantly more negative in 2022, indicating a substantial decline in profitability. Negative net income/loss margin ratios indicate difficulties in generating profits and the need for the organization to better manage its finances.

3.2.2.4.1 Asset Turnover Ratio

The Asset Turnover Ratio is a financial tool that measures a company's usefulness in generating revenue via its assets. It measures the capacity of a company to generate revenues from its invested assets.

Table 7: Asset Turnover Ratio

Company Name	2021	2022
Munchies Deliveries Ltd.	1.258	1.676
Delivery Hero	1.63	2.43
Zomato	0.244	0.253
Just Eat	0.4716	0.6571

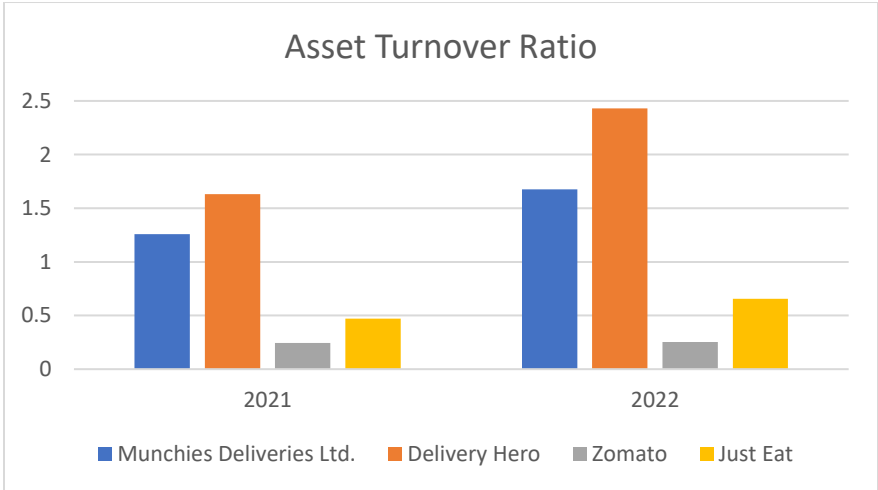


Figure 11: Assets Turnover Ratio

Interpretation: The Asset Turnover Ratio analyzes the efficiency with which a company generates revenue from its total assets. The Asset Turnover Ratio of Munchies Delivery Ltd. increased from 1.258 in 2021 to 1.676 in 2022, indicating a rise in the company's ability to generate revenue from its assets. Delivery Hero exhibited higher Asset Turnover Ratios, indicating a more effective utilization of assets to generate revenue. Zomato, on the opposite hand, had

comparatively lower Asset Turnover Ratios, indicating that the company generated fewer sales relative to its assets. In 2022, Just Eat's Asset Turnover Ratio increased from 0.4716 in 2021 to 0.6571, indicating a more effective utilization of assets for sales generation. Overall, a higher Asset Turnover Ratio indicates more effective utilization of assets to produce revenue, whereas a lower ratio indicates potential inefficiencies that could be addressed for better financial performance.

3.3 Recommendations on the Basis of Analysis

Below are some suggestions for improving Munchies Delivery Limited's financial health based on its financial information:

- **Optimize Profitability.:** Due to its adverse Return on Equity (ROE) and Return on Assets (ROA) ratios, Munchies should prioritize expanding its profitability. This can be accomplished through the execution of cost-cutting measures, the optimization of operational efficiency, and the exploration of pricing tactics to improve profitability.
- **Debt Benefits:** The Debt to Equity Ratio demonstrates that Munchies has a comparatively small level of debt proportionate to its equity. To maintain fiscal equilibrium, it is essential to manage debt meticulously. Evaluate the cost of borrowing, negotiate more favorable conditions, and devise a plan for debt repayment in order to reduce the company's debt burden while enhancing its financial position.
- **Liquidity Ensuring:** despite this, the Current Ratio is comparatively stable as well as indicates a reasonable capacity to meet short-term obligations, Munchies must maintain adequate liquidity. Observe cash flow closely, effectively manage financial resources, and develop emergency strategies to ensure adequate cash reserves for unanticipated expenses or possibilities for growth.
- **Proper financial analysis:** Given the constantly changing environment of the marketplace, Munchies needs to perform routine financial analysis to monitor performance and identify possible threats or chances. This involves evaluating key financial ratios, measuring against competitors, and adjusting strategies as needed to guarantee long-term financial stability.

3.4 Summery and Conclusions

3.4.1 Summary:

Munchies Delivery Ltd. is fast growing startup company in food delivery platform industry. They are serving a niche market by operating only late night. But they are planning to enter in day market to expand their operation. They use strategic marketing campaigns, event sponsorship & active social media dynamic post for advertisement and to reach its customers. Munchies have acquired 80% of the late might customer and have a vision of going global & become an international brand.

3.4.2 Conclusion:

Munchies is doing comparatively better than other startup company in same industry. It just need a financial push to achieve the excellence. It penetrated the market by entering in niche market and made position & brand value for itself.

Recommendations

Several Recommendations are presented below based on the overall situation of Munchies Delivery Limited.

- Munchies need automate order assigning to restaurants & raiders for reducing the time between order received and deliver.
- Need to smooth the operation by increasing rider & customer service.
- Should focus on IT department to ensure the product services and quality. Because It's main product is the app and website.
- Focus more on financial analysis to overcome the market threats and finding opportunities
- They should put a greater emphasis on reducing irrelevant operation expenses in order to reduce their expenditures.
- Employers must place a greater emphasis on employee health while they are performing office-based tasks. And enforce local health guidelines; employees are required to comply.
- They should minimize the operation cost by utilizing its assets properly.
- They need to advertise more by boosting & activation to create awareness and engage with its customer base.

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Appendix

Consolidated Statement of Financial Position as of December 31, 2022

ASSETS				EQUITY AND LIABILITIES			
EUR million	Note	Dec. 31, 2022	Dec. 31, 2021 ¹	EUR million	Note	Dec. 31, 2022	Dec. 31, 2021 ¹
NON-CURRENT ASSETS				EQUITY			
Intangible assets	F.1.	7,884.8	6,995.3	Share capital/subscribed capital	F.9.a) and b)	265.1	251.0
Property, plant and equipment	F.2.	804.9	681.0	Capital reserves	F.9.c)	9,762.8	8,901.9
Other financial assets	F.3.	588.6	1,131.6	Retained earnings and other reserves	F.9.d)	-6,282.0	-3,717.3
Other assets	F.5./H.1.	38.3	7.3	Treasury shares	F.9.e)	-7.8	-7.8
Deferred tax assets	F.6.	4.6	5.2	Equity attributable to shareholders of the parent company		3,738.1	5,427.8
Investments accounted for using the equity method	D.3.c)	9.9	241.3	Non-controlling interests		54.0	16.0
		9,331.4	9,061.8			3,792.1	5,443.8
CURRENT ASSETS				NON-CURRENT LIABILITIES			
Inventories	F.7.	141.3	79.5	Liabilities to banks	F.10.	1,045.7	-
Trade and other receivables	F.4.	658.3	437.1	Provisions for pensions and similar obligations	H.1.	17.2	32.2
Other financial assets	F.3.	-	4.5	Other provisions	F.11.	386.1	26.9
Other assets	F.5.	230.2	179.8	Trade and other payables	F.12.	761.7	935.6
Income tax receivables	F.15.	18.4	14.1	Convertible bonds	F.13.	4,122.3	4,159.6
Cash and cash equivalents	F.8.	2,417.8	2,446.7	Other liabilities	F.14.	44.4	37.1
				Deferred tax liabilities	F.6.	288.4	266.7
Assets (disposal groups) classified as held for sale		62.8	433.0			6,665.8	5,458.1
		3,528.8	3,594.8	CURRENT LIABILITIES			
				Liabilities to banks	F.10.	12.8	2.2
				Other provisions	F.11.	149.7	118.6
				Trade and other payables	F.12.	1,649.6	1,206.9
				Other liabilities	F.14.	453.5	335.3
				Income tax liabilities	F.15.	136.7	86.9
				Liabilities of disposal group classified as held for sale		-	4.7
						2,402.3	1,754.6
Total assets		12,860.2	12,656.5	Total equity and liabilities		12,860.2	12,656.5

Consolidated Statement of Profit or Loss and Other Comprehensive Income

for the period from January 1 to December 31, 2022

EUR million	Note	2022	2021 ¹	EUR million	Note	2022	2021 ¹
Revenue	G.1.	8,577.3	5,855.6	OTHER COMPREHENSIVE INCOME (NET)			
Cost of sales	G.2.	-6,345.5	-4,597.6	Items that will not be reclassified to profit or loss in subsequent periods:			
Gross profit		2,231.8	1,258.0	Remeasurement of net liability (asset) arising on defined benefit pension plans	F.9.d)	0.3	-3.5
Marketing expenses	G.3.	-1,465.6	-1,300.3	Items that may be reclassified to profit or loss in the future:			
IT expenses	G.4.	-517.3	-310.9	Effect of movements in exchange rates	F.9.d)	484.2	-25.5
General administrative expenses	G.5.	-1,724.6	-1,317.5	Other comprehensive income		484.5	-29.0
Other operating income	G.6.	45.9	732.1	Total comprehensive income for the period		-2,490.6	-1,149.7
Other operating expenses	G.7.	-807.5	-105.6	Net result for the period attributable to:			
Impairment losses on trade receivables and other assets		-38.9	-35.4	Shareholders of the parent		-2,990.0	-1,124.3
Operating result		-2,276.2	-1,079.4	Non-controlling interests		14.9	3.6
Net interest result	G.8.	-179.1	-120.1	Total comprehensive income attributable to:			
Other financial result	G.9.	-257.2	420.6	Shareholders of the parent		-2,502.3	-1,149.5
Share of profit or loss of associates accounted for using the equity method	D.3.c)	-121.4	-203.6	Non-controlling interests		11.7	-0.2
Earnings before income taxes		-2,833.9	-982.5	Diluted and basic earnings per share in EUR		-11.21	-4.57
Income taxes	G.11.	-141.2	-138.2				
Net result		-2,975.1	-1,120.7				

¹ The comparative information is restated due to correction of errors. See Section 8.17. for further details.

Consolidated statement of profit or loss and other comprehensive income

for the year ended 31 December

€ millions	Note	2022	2021
Revenue	4	5,561	4,495
Courier costs	5	(2,599)	(2,531)
Order processing costs	5	(571)	(406)
Staff costs	6	(1,259)	(890)
Other operating expenses	8	(1,377)	(1,164)
Depreciation, amortisation and impairments	12, 13, 14, 25	(5,168)	(443)
Operating loss		(5,413)	(939)
Share of results of associates	15	(35)	(62)
Finance income	9	38	23
Finance expense	9	(85)	(76)
Other gains and losses	15	(273)	2
Loss before income tax		(5,768)	(1,052)
Income tax benefit	10	101	8
Loss for the period		(5,667)	(1,044)
Other comprehensive income			
Items that may be reclassified subsequently to profit or loss:			
Foreign currency translation gain related to foreign operations, net of tax		153	718
Equity-accounted investees - share of other comprehensive income	15	276	-
Reclassification of foreign currency translation on loss of significant influence to profit or loss	15	(84)	-
Other comprehensive income for the period		345	718
Total comprehensive loss for the period		(5,322)	(326)
Loss attributable to:			
Owners of the Company		(5,667)	(1,031)
Non-controlling interests		(0)	(13)
Total comprehensive loss attributable to:			
Owners of the Company		(5,322)	(313)
Non-controlling interests		(0)	(13)
Loss per share (expressed in € per share)			
Basic loss per share	20	(26.51)	(5.61)
Diluted loss per share	20	(26.51)	(5.61)

The accompanying Notes are an integral part of these Consolidated financial statements. Amounts may not add up due to rounding.

Consolidated statement of financial position

as at 31 December

€ millions	Note	2022	2021 (restated*)
Assets			
Goodwill	12	3,926	8,294
Other intangible assets	13	5,217	5,531
Property and equipment	14	200	185
Right-of-use assets	25	333	354
Investments in associates	15	-	1,517
Deferred tax assets	10	2	6
Other non-current assets	4	64	76
Total non-current assets		9,742	15,963
Trade and other receivables	16	433	307
Other current assets	17	136	159
Current tax assets	10	20	44
Inventories		37	33
Cash and cash equivalents	18	2,020	1,320
Total current assets		2,646	1,863
Total assets		12,389	17,826

* The comparative information is restated in line with IFRS 3 on account of Grubhub's acquisition measurement period adjustments. Reference is made to [Note 31](#).

The accompanying Notes are an integral part of these Consolidated financial statements. Amounts may not add up due to rounding.

Consolidated statement of financial position (continued)

as at 31 December

€ millions	Note	2022	2021 (restated*)
Equity and Liabilities			
Total shareholders' equity	19	7,903	13,050
Non-controlling interests		(8)	(8)
Total equity		7,895	13,042
Borrowings	21	2,001	2,236
Deferred tax liabilities	10	750	910
Lease liabilities	25	311	316
Provisions	22	24	81
Total non-current liabilities		3,085	3,543
Borrowings	21	4	5
Lease liabilities	25	64	59
Provisions	22	91	59
Trade and other liabilities	23	1,183	1,082
Current tax liabilities	10	66	36
Total current liabilities		1,408	1,241
Total liabilities		4,494	4,784
Total equity and liabilities		12,389	17,826

* The comparative information is restated in line with IFRS 3 on account of Grubhub's acquisition measurement period adjustments and due to the reclassification of amounts previously presented as the current portion of the convertible bonds and senior notes to non-current liabilities. Reference is made to [Note 31](#) and [Note 21](#) respectively.

The accompanying Notes are an integral part of these Consolidated financial statements. Amounts may not add up due to rounding.

Consolidated statement of changes in equity

€ millions	Note	Share capital	Share premium	Foreign currency translation	Fair value through OCI reserve	Equity-settled share-based payments reserve	Equity component of convertible bonds	Accumulated deficits	Total shareholders' equity	Non-controlling interest	Total equity
Balance as at 31 December 2020		6	8,801	(345)	323	24	74	(384)	8,499	5	8,504
Total comprehensive income / (loss)		-	-	718	-	-	-	(1,031)	(313)	(13)	(326)
Issuance of shares related to business combination	11	3	4,637	-	-	140	-	-	4,780	-	4,780
Transaction costs	11	-	(33)	-	-	-	-	-	(33)	-	(33)
Issuance of convertible bonds	21	-	-	-	-	-	139	-	139	-	139
Deferred tax on convertible bonds	10	-	-	-	-	-	(15)	-	(15)	-	(15)
Share-based payments	7	0	45	-	-	24	-	3	72	-	72
Transfer to accumulated deficits	19	-	-	-	(323)	-	-	323	-	-	-
Direct equity movements from associates	15	-	-	-	-	-	-	(79)	(79)	-	(79)
Balance as at 31 December 2021		9	13,450	373	-	188	198	(1,168)	13,050	(8)	13,042
Total comprehensive income / (loss)		-	-	345	-	-	-	(5,667)	(5,322)	(0)	(5,322)
Deferred tax on convertible bonds	10	-	-	-	-	-	(3)	-	(3)	-	(3)
Share-based payments	7	0	158	-	-	(2)	-	23	179	-	179
Balance as at 31 December 2022		9	13,607	718	-	187	195	(6,813)	7,903	(8)	7,895

The accompanying Notes are an integral part of these Consolidated financial statements. Amounts may not add up due to rounding.

Y/e 31 Mar (In .Cr)	Mar-2022	Mar-2021	Mar-2020	Mar-2019
Equity capital	787.20	--	0.03	0.03
Preference capital	--	454.90	252.40	243.72
Reserves	15718.30	7643.80	457.35	2355.61
Net worth	16505.50	8098.70	709.78	2599.36
Minority interest	(6.60)	(5.70)	(6.50)	(31.42)
Debt	70.30	72.50	73.18	104.22
Deferred tax liabilities (net)	--	--	--	--
Total liabilities	16569.20	8165.50	776.46	2672.16
Fixed assets	1404.90	1539.10	1591.50	389.82
Intangible assets	--	--	--	--
Investments	4717.70	2205.20	323.92	2144.55
Deferred tax asset (net)	--	--	--	--
Net working capital	8871.10	3517.60	(1,498.83)	(100.90)
Inventories	39.70	14.80	3.73	2.13
Inventory Days	3.46	2.71	--	--
Sundry debtors	159.90	129.90	123.12	70.34
Debtor days	13.92	23.78	--	--
Other current assets	9429.30	3910.90	498.24	567.35
Sundry creditors	(429.10)	(297.40)	(269.31)	(379.02)
Creditor days	37.36	54.44	--	--
Other current liabilities	(328.70)	(240.60)	(1,854.61)	(361.70)
Cash	1575.50	903.60	359.88	238.69
Total assets	16569.20	8165.50	776.47	2672.16

Y/e 31 Mar(In .Cr)	Mar-2022	Mar-2021	--	--
Revenue	4192.40	1993.80	--	--
yoy growth (%)	110.27	--	--	--
Raw materials	(524.60)	(191.90)	--	--
As % of sales	12.51	9.63	--	--
Employee costs	(1,633.10)	(740.80)	--	--
As % of sales	38.95	37.16	--	--
Other costs	(3,885.50)	(1,528.30)	--	--
As % of sales	92.88	76.85	--	--
Operating profit	(1,850.80)	(467.20)	--	--
OPM	(44.15)	(23.43)	--	--
Depreciation	(150.30)	(137.70)	--	--
Interest expense	(12)	(10.10)	--	--
Other income	494.90	124.60	--	--
Profit before tax	(1,518.20)	(490.40)	--	--
Taxes	(2)	(1.30)	--	--
Tax rate	0.13	0.27	--	--
Minorities and other	13.80	3.60	--	--
Adj. profit	(1,506.40)	(488.10)	--	--
Exceptional items	297.40	(324.70)	--	--
Net profit	(1,208.70)	(812.80)	--	--
yoy growth (%)	48.71	--	--	--
NPM	(28.83)	(40.77)	--	--

Ratio Analysis Calculation

Munchies Delivery

Profitability Ratio

- ROE

Formula & Calculation = Net Income or loss / Shareholders equity

$$2021 = -5934500 / 40000000 = 0.14836 * 100 = -14.84\%$$

$$2022 = -8670434 / 55000000 = 0.15764 * 100 = -15.76\%$$

- ROA

Formula & Calculation = Net Income / Total Asset

$$2021 = -5934500 / 15345374 = -0.39563 * 100 = -39.56\%$$

$$2022 = -8670434 / 16559570 = -0.52548 * 100 = -52.55\%$$

Liquidity Ratio

-Current Ratio

Formula & Calculation = Current Assets / Current Liabilities

$$\begin{aligned} 2021 &= (1925374+100000+320000) / (1457500+78000+1800000+50000) \\ &= 2,345,374 / 3,385,500 \\ &= 0.6928 \end{aligned}$$

$$\begin{aligned} 2022 &= (2615570+100000+344000) / (1994780+85000+1900000+100000) \\ &= 3,059,570 / 4,079,780 \\ &= 0.7499 \end{aligned}$$

-Cash Ratio

Formula & Calculation = Cash / Current Liabilities

$$2021 = 1925374 / 3,385,500 = 0.5687$$

$$2022 = 2615570 / 4,079,780 = 0.6411$$

Solvency Ratio

-Debt equity ratio

Formula & Calculation = Total Debt / total Equity

$$2021 = (2500000+3,385,500) / 40000000 = 0.1471$$

$$2022 = (4800000+4,079,780) / 55000000 = 0.1615$$

Performance & Management efficiency ratio

-Net Income/loss margin Ratio

Formula & Calculation = Net income or Loss / Revenue

$$\begin{aligned} 2021 &= -5934500 / 19299788 \\ &= -0.30749 * 100 \\ &= -30.73\% \end{aligned}$$

$$\begin{aligned} 2022 &= -8670434 / 27751079 \\ &= -0.312435 * 100 \\ &= -31.24\% \end{aligned}$$

-Asset turnover ratio

Formula & Calculation = Revenue / Average total Asset

$$\begin{aligned} 2021 &= 19299788 / 15345374 = 1.258 \\ 2022 &= 27751079 / 16559570 = 1.676 \end{aligned}$$

Delivery Hero (annual report)

Profitability Ratio

- ROE

Formula & Calculation = Net Income or loss /Shareholders equity*100

$$\begin{aligned} 2021 &= -1,125.5 / 5,490.9 = 0.20497 * 100 = -20.50\% \\ 2022 &= -2,490.6 / 3,792.1 = 0.65678 * 100 = -65.68\% \end{aligned}$$

- ROA

Formula & Calculation = Net Income / Total Asset*100

$$\begin{aligned} 2021 &= -1,125.5 / (9,061.8 + 3,594.8) = -8.89\% \\ 2022 &= -2,490.6 / (9,331.4 + 3,528.8) = -19.37\% \end{aligned}$$

Liquidity Ratio

-Current Ratio

Formula & Calculation = Current Assets / Current Liabilities

$$\begin{aligned} 2021 &= 3,594.8 / 1,754.6 = 2.049 \\ 2022 &= 3,528.8 / 2,402.3 = 1.47 \end{aligned}$$

-Cash Ratio

Formula & Calculation = Cash / Current Liabilities

$$\begin{aligned} 2021 &= 2,446.7 / 1,754.6 = 1.39 \\ 2022 &= 2,417.8 / 2,402.3 = 1.00 \end{aligned}$$

Solvency Ratio

-Debt equity ratio

Formula & Calculation = Total Debt/total Equity

$$2021 = (5,458.1+1,754.6-2446.7)/ 5,443.8 = 0.875$$

$$2022 = (2,402.3+6,665.8-2417.8)/ 3,792.1 = 1.753$$

Performance & Management efficiency ratio

-Net Income

Formula & Calculation = Net income or Loss / Revenue*100

$$2021 = -1,149.7 / 5,855.6 = -19.63\%$$

$$2022 = -2,490.6 / 8,577.3 = -29.04\%$$

-Asset turnover ratio

Formula & Calculation = Revenue / Average total Asset

$$2021 = 5,855.6 / 3,594.8 = 1.63$$

$$2022 = 8,577.3 / 3,528.8 = 2.43$$

Zomato (Annual report) (ratios)

Profitability Ratio

- ROE

Formula & Calculation = Net Income or loss /Shareholders equity*100

$$2021 = -812.80 / 454.90 = -178.68\%$$

$$2022 = -1,208.70 / 787.20 = -153.54\%$$

- ROA

Formula & Calculation = Net Income / Total Asset*100

$$2021 = -812.80 / 8165.50 = -9.95\%$$

$$2022 = -1,208.70/ 16569.20 = -7.29\%$$

Liquidity Ratio

-Current Ratio

Formula & Calculation = Current Assets / Current Liabilities

$$2021 = 6,626.4 / 8,093 = 0.817$$

$$2022 = 15,164.3 / 16,498.9 = 0.919$$

-Cash Ratio

Formula & Calculation = Cash / Current Liabilities

$$2021 = 903.60 / 8,093 = 0.112$$

$$2022 = 1575.50 / 16,498.9 = 0.095$$

Solvency Ratio

-Debt equity ratio

Formula & Calculation = Total Debt/total Equity

$$2021 = (8165.50-903.6-2205.20) / 454.90 = 11.14$$

$$2022 = (16569.20-1575.50-4717.70) / 787.20 = 13.055$$

Performance & Management efficiency ratio

-Net Income

Formula & Calculation = Net income or Loss / Revenue*100

$$2021 = -812.80 / 1993.8 = -40.77\%$$

$$2022 = -1,208.70 / 4192.4 = -28.83\%$$

-Asset turnover ratio

Formula & Calculation = Revenue / Average total Asset

$$2021 = 1993.8 / 8165.50 = 0.244$$

$$2022 = 4192.4 / 16569.20 = 0.253$$

Just Eat (annual report)

Profitability Ratio

- ROE

Formula & Calculation = Net Income or loss /Shareholders equity*100

$$2021 = -326 / 13,050 = -2.498\%$$

$$2022 = -5,322 / 7,903 = -67.34\%$$

- ROA

Formula & Calculation = Net Income / Total Asset*100

$$2021 = -326 / (17,826-8294) = -3.42\%$$

$$2022 = -5322 / (12,389-3926) = -62.87\%$$

Liquidity Ratio

-Current Ratio

Formula & Calculation = Current Assets / Current Liabilities

$$2021 = 1,863 / 1,241 = 1.50$$

$$2022 = 2,646 / 1,408 = 1.89$$

-Cash Ratio

Formula & Calculation = Cash / Current Liabilities

$$2021 = 1,320 / 1,241 = 1.06$$

$$2022 = 2,020 / 1408 = 1.43$$

Solvency Ratio

-Debt equity ratio

Formula & Calculation = Total Debt/total Equity

$$2021 = (4,784-1,320) / 13,050 = 0.265$$

$$2022 = (4,494-2,020) / 7,903 = 0.313$$

Performance & Management efficiency ratio

-Net Income

Formula & Calculation = Net income or Loss / Revenue*100

$$2021 = -326 / 4,495 = -7.25\%$$

$$2022 = -5,322 / 5,561 = -95.70\%$$

-Asset turnover ratio

Formula & Calculation = Revenue / Average total Asset

$$2021 = 4,495 / (17,826-8294) = 0.4716$$

$$2022 = 5,561 / (12,389-3926) = 0.6571$$

Return on Equity		
Company Name	2021	2022
Munchies Deliveries Ltd.	-14.840%	-15.760%
Delivery Hero	-20.500%	-65.680%
Zomato	-178.680%	-153.540%
Just Eat	-2.498%	-67.340%
Return on Asset		
Company Name	2021	2022
Munchies Deliveries Ltd.	-39.560%	-52.550%
Delivery Hero	-8.890%	-19.370%
Zomato	-9.950%	-7.290%
Just Eat	-3.420%	-62.870%
Current Ratio		
Company Name	2021	2022
Munchies Deliveries Ltd.	0.6928	0.7499
Delivery Hero	2.049	1.47
Zomato	0.817	0.919
Just Eat	1.5	1.89

Cash Ratio		
Company Name	2021	2022
Munchies Deliveries Ltd.	0.5687	0.6411
Delivery Hero	1.39	1
Zomato	0.112	0.095
Just Eat	1.06	1.43

Debt to Equity Ratio		
Company Name	2021	2022
Munchies Deliveries Ltd.	0.1471	0.1615
Delivery Hero	0.875	1.753
Zomato	11.14	13.03
Just Eat	0.265	0.313

Net Income/loss margin Ratio		
Company Name	2021	2022
Munchies Deliveries Ltd.	-30.73%	-31.24%
Delivery Hero	-19.63%	-29.04%
Zomato	-40.77%	-28.83%
Just Eat	-7.25%	-95.70%

Asset turnover ratio		
Company Name	2021	2022
Munchies Deliveries Ltd.	1.258	1.676
Delivery Hero	1.63	2.43
Zomato	0.244	0.253
Just Eat	0.4716	0.6571