



ÅRSREGNSKAPET FOR REGNSKAPSÅRET 2025 - GENERELL INFORMASJON

Enheten

Organisasjonsnummer:	996 691 349
Organisasjonsform:	Aksjeselskap
Foretaksnavn:	FOODORA NORWAY AS
Forretningsadresse:	Waldemar Thranes gate 98 0175 OSLO

Regnskapsår

Årsregnskapets periode:	01.01.2025 - 31.12.2025
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Konsern

Morselskap i konsern:	Nei
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Regnskapsregler

Regler for små foretak benyttet:	Ja
Benyttet ved utarbeidelsen av årsregnskapet til selskapet:	Regnskapslovens alminnelige regler

Årsregnskapet fastsatt av kompetent organ

Bekreftet av representant for selskapet:	Prashant Sebastian Iyer Søegaard
Dato for fastsettelse av årsregnskapet:	08.07.2026

Grunnlag for avgivelse

År 2025: Årsregnskapet er elektronisk innlevert
År 2024: Tall er hentet fra elektronisk innlevert årsregnskap fra 2025

Det er ikke krav til at årsregnskapet m.v. som sendes til Regnskapsregisteret er undertegnet. Kontrollen på at dette er utført ligger hos revisor/enhetens øverste organ. Sikkerheten ivaretas ved at innsender har rolle/rettighet for innsending av årsregnskapet via Altinn, og ved at det bekreftes at årsregnskapet er fastsatt av kompetent organ.

Brønnøysundregistrene, 09.09.2026



Resultatregnskap

Beløp i: NOK	Note	2025	2024
RESULTATREGNSKAP			
Inntekter			
Salgsinntekt	1	1 018 248 817	832 459 770
Annen driftsinntekt	1,2	78 403 654	139 445 812
Sum inntekter		1 096 652 471	971 905 582
Kostnader			
Lønnskostnad	3,4	564 805 523	506 329 177
Avskrivning av driftsmidler og immaterielle eiendeler	5	4 284 039	5 089 782
Annen driftskostnad	4,6	525 865 564	461 244 538
Sum kostnader		1 094 955 126	972 663 497
Driftsresultat		1 697 345	-757 915
Finansinntekter og finanskostnader			
Renteinntekt fra foretak i samme konsern	2	797 058	0
Annen renteinntekt		2 691 024	2 733 102
Annen finansinntekt		4 517 169	11 596 747
Sum finansinntekter		8 005 251	14 329 849
Rentekostnad til foretak i samme konsern	2	0	699 600
Annen rentekostnad		87 366	133 940
Annen finanskostnad		5 241 904	10 234 457
Sum finanskostnader		5 329 270	11 067 997
Netto finans		2 675 981	3 261 852
Resultat før skattekostnad		4 373 326	2 503 937
Skattekostnad på resultat	7	0	0
Årsresultat	8	4 373 326	2 503 937
Overføringer og disponeringer			
Udekket tap	8	4 373 326	2 503 936
Sum overføringer og disponeringer		4 373 326	2 503 936



Balanse

Beløp i: NOK	Note	2025	2024
BALANSE - EIENDELER			
Anleggsmidler			
Immaterielle eiendeler			
Utsatt skattefordel	7	0	0
Sum immaterielle eiendeler		0	0
Varige driftsmidler			
Tomter, bygninger og annen fast eiendom	5	1 896 727	2 630 944
Driftsløsøre, inventar, verktøy, kontormaskiner og lignende	5	5 800 994	4 281 938
Sum varige driftsmidler		7 697 721	6 912 882
Finansielle anleggsmidler			
Lån til foretak i samme konsern	2	42 764 708	0
Andre langsiktige fordringer	9,10	498 410	820 790
Sum finansielle anleggsmidler		43 263 118	820 790
Sum anleggsmidler		50 960 839	7 733 672
Omløpsmidler			
Varer			
Fordringer			
Kundefordringer	9	22 902 091	24 164 606
Andre kortsiktige fordringer		23 986 609	21 220 094
Konsernfordringer	2	36 251 208	73 694 600
Sum fordringer		83 139 908	119 079 300
Bankinnskudd, kontanter og lignende			
Bankinnskudd, kontanter og lignende	10	91 538 576	79 940 095
Sum bankinnskudd, kontanter og lignende		91 538 576	79 940 095
Sum omløpsmidler		174 678 484	199 019 395
SUM EIENDELER		225 639 323	206 753 067



Balanse

Beløp i: NOK	Note	2025	2024
BALANSE - EGENKAPITAL OG GJELD			
Egenkapital			
Innskutt egenkapital			
Aksjekapital	11	200 004	200 004
Annen innskutt egenkapital		28 062 508	14 104 202
Sum innskutt egenkapital	8	28 262 512	14 304 206
Sum egenkapital	8	28 262 512	14 304 206
Gjeld			
Langsiktig gjeld			
Utsatt skatt	7	0	0
Sum avsetninger for forpliktelser		0	0
Annen langsiktig gjeld			
Øvrig langsiktig gjeld		0	1 038 074
Sum annen langsiktig gjeld		0	1 038 074
Sum langsiktig gjeld		0	1 038 074
Kortsiktig gjeld			
Leverandørgjeld	2	81 920 438	104 056 535
Skyldige offentlige avgifter	10	49 053 081	44 860 108
Kortsiktig konserngjeld	2	5 357 642	0
Annen kortsiktig gjeld	12	61 045 649	42 494 144
Sum kortsiktig gjeld		197 376 810	191 410 787
Sum gjeld		197 376 810	192 448 861
SUM EGENKAPITAL OG GJELD		225 639 322	206 753 067



Brønnøysundregistrene

ÅRSREGNSKAP FOR REGNSKAPSÅRET 2025 - GENERELL INFORMASJON

Journalnummer: 2026 677786

Virksomheten

Organisasjonsnummer: 996 691 349
Organisasjonsform: Aksjeselskap
Foretaksnavn: FOODORA NORWAY AS
Forretningsadresse: Waldemar Thranes gate 98
0175 OSLO

Regnskapsår

Årsregnskapets periode: 01.01.2025 - 31.12.2025

Konsern

Morselskap i konsern: Nei

Regnskapsregler

Regler for små foretak benyttet: Ja
Benyttet ved utarbeidelsen av
årsregnskapet: Regnskapslovens alminnelige regler

Årsregnskapet fastsatt av kompetent organ

Bekreftet av: Prashant Sebastian Iyer Søegaard
Dato for fastsettelse av årsregnskapet: 08.07.2026

Grunnlag for avgivelse

År 2025: Årsregnskap er elektronisk innlevert.
År 2024: Tall er hentet fra elektronisk innlevert årsregnskap fra 2025.

Virksomheten sitt øverste organ er ansvarlig for at årsregnskapet er signert. Det er mulig å levere årsregnskap uten signatur fordi sikkerheten for rett rapportering er ivarettatt ved at innsenderen har rolle/rettighet for innsending i Altinn. Navnet på representanten, som bekrefter at årsregnskapet er godkjent, er i tillegg oppgitt.

Brønnøysundregistrene, 03.08.2026



Organisasjonsnr: 996 691 349
FOODORA NORWAY AS

RESULTATREGNSKAP

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RESULTATREGNSKAP			
Inntekter			
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Organisasjonsnr: 996 691 349
FOODORA NORWAY AS

BALANSE

Beløp i: NOK	Note	2025	2024
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Immaterielle eiendeler			
Utsatt skattefordel	7	0	0
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Langsiktig gjeld			
Utsatt skatt	7	0	0
Sum avsetninger for forpliktelser		0	0
Annen langsiktig gjeld			
Øvrig langsiktig gjeld		0	1 038 074
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Organisasjonsnr: 996 691 349
FOODORA NORWAY AS

NOTEOPPLYSNINGER - SELSKAP - alle poster oppgitt i hele tall

Note
13

Er det usikkerhet om fortsatt drift?: Nei

Note
4

Antall årsverk i regnskapsåret
216.00



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Annual Report 2025 Foodora Norway AS

**Board of Director's Report
Income Statement
Balance sheet
Cash flows
Notes to the Accounts**

Org.nr.: 996 691 349



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The Board of Directors' report 2025 for foodora Norway AS

Operations and locations

foodora Norway AS offers online food ordering, quick commerce and delivery services in more than 40 cities and areas in Norway. The Company is a part of the Delivery Hero Group and is wholly owned by Delivery Hero SE which is listed on the Frankfurt Stock Exchange. The Company's main office is located in Oslo, Norway.

Comments related to the financial statements

The Company's revenues increased 12.8% during the year, from NOK 971.9 million in 2024 to NOK 1,096.7 million in 2025. The Company continued its growth path in 2025 which included expansion to new cities across Norway and continued growth of its subscription program for customers. The net result in 2025 was a profit of NOK 4.4 million compared to a profit of NOK 2.5 million in 2024, with the increase due to organic business growth and continued investments in strategic growth initiatives.

The Company's total liabilities as of 31 December 2025 was NOK 197.4 million, compared to NOK 192.4 million as of 31 December 2024. This increase was attributable to an increase in other current liabilities and amounts due to the Company's parent and only shareholder, Delivery Hero SE, offset by a decrease in accounts payable. Total assets at year-end amounted to NOK 225.6 million compared to NOK 206.8 million in 2024. The Company's equity ratio was 12.5% as of 31 December 2025 compared to 6.9% in 2024.

Total cash inflow from operating activities was NOK 60.5 million in 2025, primarily driven by the net result for the period and change in net working capital. The Company's capital investments during 2025 amounted to NOK 5.1 million. The Company had cash and cash equivalents of NOK 91.5 million as of 31 December 2025.

The Board of Directors is of the opinion that the income statement, balance sheet, cash flow statement and notes to the financial statements give a true and fair view of the Company for the year ended 31 December 2025.

Future challenges

The Company has experienced strong growth in orders and revenues since inception in Norway, and the interest in the Company and what the Company offers is increasing. The market for online food and quick commerce delivery is growing in Norway and an increasing proportion of the Norwegian population has ordered food online in the past 12 months. The Company continues to expand its offerings on the platform for the customers, as well as making its services available for new customers and in new geographical areas. It is the Board of Directors' view that the outlook is satisfactory. The Company's forecasts are subject to the normal uncertainty that characterizes considerations of future events.

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Financial risk

Overall view on objectives and strategy

The Company is exposed to financial risk in different areas, including exchange rate risk. The exchange risk primarily derives from intercompany transactions. The goal is to reduce the financial risk as much as possible. The Company's current strategy does not include the use of financial instruments.

Market risk

The Company is exposed to exchange rate risk, especially EUR, as a part of the Company's costs are in foreign currency. The Company has not entered into derivative or other agreements to reduce the exchange rate risk and the related market risk. The Company does not have any debt with variable or floating interest rates and is therefore not exposed to interest rate risk.

Credit risk

The risk for losses on receivables is considered to be low, as the majority of the Company's orders are paid immediately upon ordering through the app. The loss on receivables has historically been low.

Liquidity risk

The Company's liquidity is satisfactory and sufficient to cover running obligations.

Going concern

In accordance with the Accounting Act § 4-5, the Board of Directors confirms that the financial statements have been prepared under the assumption of going concern. This assumption is based on forecasts for the year 2026 and beyond. The Company has positive equity of NOK 28.3 million at 31 December 2025 and positive cash inflow from operating activities of NOK 60.5 million. The Company's sole shareholder has made available long-term financing in terms of credit facility to ensure financing and continued operations.

Allocation of net result

The Board of Directors has proposed the net profit of foodora Norway AS for the year ended 2025 of NOK 4.4 million to be attributed to retained earnings.

The working environment and the employees

Health and safety are important to the Company and all employees are appropriately trained in the Company's routines, traffic safety, compliance with traffic rules, and accident avoidance.

Leave of absence due to illness was 5.7% in 2025 of the total working hours in the Company (7.1% in 2024). The Company works continuously to reduce the number of sick days through manager processes and systems, as well as HSE representatives and the Work Environment Committee (AMU). As a part of that, a comprehensive management training in sick-leave processes, routines and the local labor law framework was initiated in 2023, with the full implementation taking place in 2024, and continuous follow-up on training for all employees. The Company's Human Resources system (Workday) has been further optimized throughout 2025 to support both managers and employees in correct and transparent sick-leave management. Furthermore, office employees are offered gym membership at a discounted rate, and participation in company-wide initiatives such as Holmenkollstafetten and other Company sports team initiatives (golf, knitting, cage football, etc.).

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Management also works closely with HSE managers and union representatives to ensure the best routines for all employees.

In 2025 the Company had 26 reported accidents, of which 9 were serious personal injuries. All accidents were related to the Company's rider base. All incidents are carefully followed up, and assessments are made regarding measures that can be taken to prevent similar incidents from happening again.

The Company arranges gatherings regularly during and outside normal working hours to build a good working environment for employees. There are seasonal, larger gatherings annually. In 2021, the Company moved to new modern premises where an emphasis has been placed on promoting a good working environment, focus on interaction and ergonomically-adapted workstations, sufficient meeting rooms/multi rooms, and quiet rooms. In addition, for the past years there have been implemented numerous initiatives for a good work environment, such as rehaul of the office space, social gatherings, foodora 10 years anniversary, and so on. The Board of Directors considers the working environment to be good and well-adapted for employee needs.

The Company works proactively with improving the overall working environment through employee engagement surveys which were administered two times during 2025. Actions are implemented based on the outcomes of these surveys and improvements in the overall engagement score are measured.

In 2019, foodora Norway AS was the first company in the industry to enter into a collective bargaining agreement for employed couriers with Fellesforbundet. The Company has an ongoing valuable dialogue with the union representative and the trade union, and together with Fellesforbundet continues to work to ensure that the collective agreement works optimally for both the Company and its courier employees. In 2023 foodora Norway AS entered into a collective bargaining agreement for office employees with Handel & Kontor. A new collective bargaining agreement period started on 1 April 2024 and will run to 31 January 2026.

The Company continues to engage pro-actively with couriers and has implemented measures to improve working conditions and compliance, and is engaged in constructive and proactive dialogue with all parties in order to reach a satisfactory solution.

Equal opportunities and discrimination

The Company strives for full equality between genres. The Company works to ensure that there is no discrimination based on gender in matters such as pay, promotion and recruitment. The Company has confidential employee surveys multiple times a year where issues like equality, diversity and discrimination are highlighted. Annual salary assessments are also carried out for all positions and job categories to ensure even and fair salary growth across departments, as well as different levels and job titles.

At the end of the year, the Company had 216 FTEs, of which 126 were administrative employees. The total gender distribution among employed riders is 3,6% women and 96,4% men. Note that gender data is only available for employed riders, and are therefore not representative for the entire rider base. All those who are not riders are defined as administrative employees, of which the share of women was 38,9%. The share of women in top management positions was 44,5% (a total of 4 women

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and 5 men). The Company's Board of Directors consists of 5 persons, of whom 2 are women. The Company works actively to promote equality, ensure equal opportunities and rights, and prevent discrimination on the grounds of ethnicity, national origin, descent, skin color, language, religion, and outlook on life.

In 2021, the Company started to use a job leveling framework, such that all roles in the Company are assessed based on 6 different factors. Each level corresponds to a salary range, which is based on market research from an external data provider. All roles must be recruited within this salary range so that we can ensure that the negotiation space is equal between women and men.

The Company has arranged for flexible work, where all employees who do not work shifts have the opportunity to adapt their everyday working life, and possibly work outside the office if they wish (remote work policy). Employees who celebrate other religious holidays are entitled two days extra leave with pay, regardless of religion.

For female colleagues who are pregnant, we have a lockable resting room that can be used and facilitate adaptation of the work if necessary.

The Company has a strong focus on Equality and Diversity, reflected among others in the Company's values and driven through multiple initiatives by a collective Diversity Community, led by employees.

Table 1: Gender Equality for Salary

	Gender Equality		Salary
	No. women	No. men	Base salary
			Differences between women and men are given in NOK or percentage (women minus men)
Total	49	77	Women have, on average, 3,5% higher salaries than men
Level 2	16	17	2,5%
Level 3	9	19	14,5%
Level 4	3	3	-38,4% *

* The primary reason for the high gap between men and women in Level 4 is "Country Management" / MD.



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Level 1 has been excluded from the table as all positions at this level are hourly paid, with varying shifts and hours depending on the job fraction. Both men and women in these positions receive the same hourly wage.

The job levels are determined based on the scale from NHO:

<https://arbinn.nho.no/arbeidsliv/lonn-og-tariff/lonn/artikler/stillingsvurdering>.

Table 2: Gender equality for part-time work

Temporary employees		Parental leave		Actual part-time		Involuntary part-time	
Stated in number or percentage of all employees		Stated in the average number of weeks		Stated in number or percentage of all employees		Stated in number or percentage of all employees	
Women	Men	Women	Men	Women	Men	Women	Men
3	1	24,7	0	8	10	0	0

Environmental report

As part of the Company's corporate social responsibility strategy, there are several initiatives on how to reduce the Company's overall impact on the environment. The Company has cooperated with suppliers to reduce the environmental impact throughout the value chain. The Company has implemented measures to improve waste sorting by sharing information on how to sort properly, clear labeling, colored bags and restructuring the placement of containers. This contributes to an increased degree of correct source sorting. The Company recognizes the importance of being a driving force for sustainable development, and have joined a pilot for reusable packaging. This supports reducing the environmental footprint.

Insurance for board members and the managing director

Liability insurance for the Board of Directors and Managing Director is provided through the Delivery Hero Group.

Other information

The Transparency Act Reporting, prepared in accordance with the Transparency Act, is made available on foodora's webpage; <https://www.foodora.no/contents/transparency-act>.

Annual result and allocations

In 2025, the Company had a profit after tax of NOK 4.4 million which is proposed to be allocated as follows:



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Allocation	Amount
To other equity	NOK 4.4 million

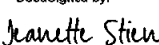
Oslo, 08.07.2026

– The Board of Directors of Foodora Norway AS –

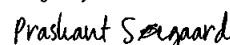
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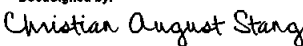
Orion A. K. O. M. Rah
Chairman of the Board

DocuSigned by:

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Jeanette Stien
Member of the Board

Signed by:

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Prashant S. I. Sjøgaard
General Manager

DocuSigned by:

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Christian August Stang
Member of the Board



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Income statement			
Foodora Norway AS			
Operating income and operating expenses	Note	2025	2024
Operating income	1	1 018 248 817	832 459 770
Other income	1, 2	78 403 654	139 445 812
Total income		1 096 652 471	971 905 582
Employee benefits expense	3, 4	564 805 523	506 329 177
Depreciation and amortisation expenses	5	4 284 039	5 089 782
Other expenses	4, 6	525 865 564	461 244 538
Operating expenses		1 094 955 127	972 663 497
Operating profit		1 697 344	-757 915
Financial income and expenses			
Interest income from group companies	2	797 058	0
Other interest income		2 691 024	2 733 102
Other financial income		4 517 169	11 596 747
Interest expense to group companies	2	0	699 600
Other interest expenses		87 366	133 940
Other financial expenses		5 241 904	10 234 457
Net financial items		2 675 982	3 261 851
Net result before tax		4 373 326	2 503 936
Taxes	7	0	0
Net result	8	4 373 326	2 503 936
Attributable to			
Net result carried forward	8	-4 373 326	-2 503 936
Total		4 373 326	2 503 936
Foodora Norway AS		Side 4	

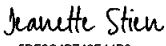
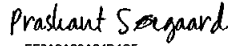
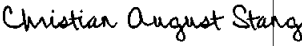


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Balance sheet			
Foodora Norway AS			
Assets	Note	2025	2024
Non-current assets			
Property, plant and equipment			
Leasehold improvements	5	1 896 727	2 630 944
Fixtures and fittings	5	5 800 994	4 281 938
Total property, plant and equipment		7 697 721	6 912 883
Non-current financial assets			
Loan to group companies	2	42 764 708	0
Other long-term receivables	9, 10	498 410	820 790
Total non-current financial assets		43 263 118	820 790
Total non-current assets		50 960 840	7 733 673
Current assets			
Debtors			
Accounts receivables	9	22 902 091	24 164 606
Other short-term receivables		23 986 609	21 220 094
Receivables from group companies	2	36 251 208	73 694 600
Total receivables		83 139 908	119 079 299
Investments			
Cash and cash equivalents	10	91 538 576	79 940 095
Total current assets		174 678 483	199 019 394
Total assets		225 639 323	206 753 067
Foodora Norway AS		Page 5	



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Balance sheet			
Foodora Norway AS			
Equity and liabilities	Note	2025	2024
Equity			
Paid-in capital			
Share capital	11	200 004	200 004
Other paid-in equity		28 062 508	14 104 202
Total paid-in equity	8	28 262 512	14 304 206
Total equity	8	28 262 512	14 304 206
Liabilities			
Other non-current liabilities		0	1 038 074
Total non-current liabilities		0	1 038 074
Current liabilities			
Trade payables	2	81 920 438	104 056 535
Public duties payable	10	49 053 081	44 860 108
Liabilities to group companies	2	5 357 642	0
Other current liabilities	12	61 045 649	42 494 144
Total current liabilities		197 376 811	191 410 787
Total liabilities		197 376 811	192 448 861
Total equity and liabilities		225 639 323	206 753 067
Oslo, 08.07.2026			
The board of Foodora Norway AS			
DocuSigned by: 			
6DF6C4B748E44E3...			
Jeanette Stien			
Member of the board			
Signed by: 			
D3A70570148400...			
Orion Ananda Kaya Otto Meender Rah			
Chairman of the board			
Signed by: 			
FE0A0A33A34B4C5...			
Prashant Sebastian Iyer Søgaard			
General Manager			
DocuSigned by: 			
C65900417A550400...			
Christian August Stang			
Member of the board			
Foodora Norway AS		Page 6	



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Cash flow statement			
Foodora Norway AS			
	Note	2025	2024
Cash flows from operating activities			
Profit/loss before tax	8	4 373 326	2 503 936
Loss/gain on the sale of fixed assets	5	0	21 936
Ordinary depreciation	5	4 284 039	5 089 782
Change in accounts receivable		1 262 515	604 340
Change in accounts payable		-22 136 097	20 093 108
Change in other accrual items	2	72 686 357	55 924 460
Net cash flows from operating activities		60 470 140	84 237 563
Cash flows from investment activities			
Proceeds from the sale of fixed assets	5	0	12 500
Payments to buy tangible assets	5	5 068 878	6 647 332
Net cash flows from investment activities		-5 068 878	-6 634 832
Cash flows from financing activities			
Repayment of long-term liabilities		1 038 074	0
Repayment of current liabilities	2	0	25 638 770
Proceeds from the issuance of new long-term liabilities	2	42 764 708	0
Net cash flows from financing activities		-43 802 782	-25 638 770
Net change in cash and cash equivalents		11 598 480	51 963 961
Cash and cash equivalents at the start of the period		79 940 095	27 976 135
Cash and cash equivalents at the end of the period	10	91 538 576	79 940 095
Foodora Norway AS		Page 7	



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ACCOUNTING PRINCIPLES

Use of estimates

Management has used estimates and assumptions that have affected assets, liabilities, incomes, expenses and information on potential liabilities in accordance with generally accepted accounting principles in Norway.

Foreign currency translation

Transactions in foreign currency are translated at the rate applicable on the transaction date. Monetary items in a foreign currency are translated into NOK using the exchange rate applicable on the balance sheet date. Non monetary items that are measured at their historical price expressed in a foreign currency are translated into NOK using the exchange rate applicable on the transaction date. Non-monetary items that are measured at their fair value expressed in a foreign currency are translated at the exchange rate applicable on the balance sheet date. Changes to exchange rates are recognised in the income statement as they occur during the accounting period.

Revenues

The Company's sales revenue consists of commission fees for access to foodora's online platform, as well as revenue from food delivery and related services. The commission fees are charged to the restaurants based on orders generated via foodora's online platform. Revenue is recognized when the order in foodora's online platform has been completed and the food has been delivered. Other goods and services are recognized as income at the time of delivery and earning. In addition, foodora has income linked to other supplementary services. Substantial income and costs that are not related to the ordinary business are classified as other operating income and costs. Such income is recognized as income when the goods are delivered or the service is performed. foodora changed business model in 2023, where they now buys the food from the restaurant and sell it to the end customer, this does not change how the revenue is recognized.

Tax

The tax expense consists of the tax payable and changes to deferred tax. Deferred tax assets are calculated on all differences between the book value and tax value of assets and liabilities. Deferred tax is calculated as 22% percent of temporary differences and the tax effect of tax losses carried forward. Deferred tax assets are recorded in the balance sheet when it is more likely than not that the tax assets will be utilised.

Financial and operational leasing contracts

A lease is classified as financial or operational in accordance with the agreement's actual content. If most of the financial risk and control associated with the underlying leased object has been transferred to the lessee, the agreement is classified as financial and associated assets and liabilities are entered in the balance sheet. Other leases are classified as operational. According to this accounting principle, all foodora's leases are operational, and variable rent is recognized in the income statement in the period the condition for the variable rent occurs and is not recognized in the balance sheet.

Classification and valuation of fixed assets

Fixed assets are entered in the balance sheet and depreciated linearly over the asset's expected useful life. If the carrying value of a non-current asset exceeds the estimated recoverable amount, the asset is written down to the recoverable amount. The recoverable amount is the greater of the net realisable value and value in use. In assessing value in use, the discounted estimated future cash flows from the asset are discounted. Expenses associated with normal maintenance and repairs are expensed as incurred, whereas costs for improving and upgrading property plant and equipment are added to the acquisition cost and depreciated with the related asset. Equipment for restaurants with an expected lifespan of 18 months is entered on the balance sheet and depreciated over its useful life.

Balance sheet classification

Current assets and short term liabilities consist of receivables and payables due within one year, and items related to the product cycle. Other balance sheet items are classified as fixed assets / long term liabilities.



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Current assets are valued at the lower of cost and fair value. Short term liabilities are recognized at nominal value. Fixed assets are valued at cost, less depreciation and impairment losses. Long term liabilities are recognized at nominal value.

Cash and cash equivalents

Cash and cash equivalents include cash, bank deposits and other short-term liquid investments, which can be converted immediately and with insignificant exchange rate risk into known cash amounts and with a remaining term of less than three months from the acquisition date. foodora's income stream is carried out entirely through electronic payment intermediaries.

Share-based payment

The group follows the requirements of IFRS 2. Share-based payment is measured at fair value at the point of award and is accrued linearly over the vesting period. Employer's tax related to the taxable benefit for the employee is expensed continuously over the accrual period based on accrual rate and value on the balance sheet date.

Reference is also made to the parent company Delivery Hero SE and the group's annual accounts for a detailed description of the option programmes.

Accounts receivables and other receivables

Accounts receivable and other current receivables are recorded in the balance sheet at nominal value less provisions for doubtful accounts. Provisions for doubtful accounts are based on an individual assessment of the different receivables. For the remaining receivables, a general provision is estimated based on expected loss.

Cash flow statement

The cash flow statement has been prepared according to the indirect method. Cash and cash equivalents include cash, bank deposits and other short term, highly liquid investments with maturities of three months or less.

Group accounts

The accounts are included in the group accounts of Delivery Hero SE and the group accounts can be requested from the Company office, Oranienburger Strafle 70, 10117 Berlin Germany.



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NOTE 1 REVENUE

The company's revenue derives from online food ordering, q-commerce and delivery services in more than 40 cities and areas in Norway.

	2025	2024
By business area		
Income from online sales	1 018 248 817	832 459 770
Other operating income	614 294	2 073 599
Market support	1 129 740	49 968 380
Income intercompany	76 659 620	87 403 833
Total	1 096 652 471	971 905 582
Geographic breakdown		
Eastern Norway	755 791 391	625 545 495
Western Norway	195 598 952	204 268 378
Central and Northern Norway	117 391 575	112 707 864
Southern Norway	27 870 552	29 383 845
Total	1 096 652 470	971 905 582

NOTE 2 RELATED PARTY TRANSACTIONS

The following internal transactions have taken place in 2025:

	Amount
Purchase of goods and services from mother - Delivery Hero SE	46 886 459
Sale of services to mother - Delivery Hero SE	3 167 433
Market support payment from mother - Delivery Hero SE	1 129 740
Interest on loans from/to mother - Delivery Hero SE	797 058
Purchase of services from sister - Foodora AB	8 823 930
Sale of services to sister - Foodora AB	490 385
Purchase of services from sister - Delivery Hero Teknoloji Hizmetleri	1 248 317
Purchase of services from sister - Delivery Hero Hungary Kft	7 912 253
Sale of services to sister - Delivery Hero Hungary Kft	364 605
Sale of services to sister - Delivery Hero Finland OY	269 999
Purchase of services from sister - Delivery Hero SSC Philippines	778 259
Sale of services to sister - Delivery Hero dmart Norway AS	56 816 233

Currency losses for transactions and balances of NOK 3 994 658 have been expensed.

Currency gains for transactions and balances of NOK 4 184 104 have been recognized as income.

In 2025, the company received Market Support Payment of NOK 1,2 million from mother (Delivery Hero SE).

The financial statement includes the following amounts from related party transactions:

	2025	2024
Accounts receivables	20 709 298	19 389 496
Accounts payable	30 061 600	50 887 134
Short-term receivable	36 251 208	73 694 600



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Long-term receivable	42 764 708	0
Total	129 786 814	143 971 230

foodora Norway AS has given an upstream loan to the parent company of NOK 42 764 708. This falls due in 5 years.

NOTE 3 DEFINED-CONTRIBUTION PLANS

Foodora Norway AS has a defined-contribution plan in accordance with the Mandatory Occupational Pension Act. The defined-contribution plan covers all employees and as of 31.12.2025 there were 194 members in the plan.

Expensed contributions were NOK 2 437 539 and NOK 2 121 881 in 2025 and 2024 respectively.

NOTE 4 SALARY COSTS AND BENEFITS, REMUNERATION TO THE MANAGING DIRECTOR, BOARD AND AUDITOR

Salary costs

	2025	2024
Salaries	130 331 570	123 058 523
Salaries freelancers	351 815 088	306 979 051
Employment tax	66 409 131	61 970 882
Pension costs	10 705 381	9 641 232
Other benefits	5 544 353	4 679 490
Total	564 805 523	506 329 178

In 2025 the company employed 216 FTEs.

Remuneration to leading personnel and the board

	Managing Director	Board
Salaries	2 557 167	1 093 341
Pension costs	51 033	51 935
Other remuneration	9 593	20 751
Total	2 617 793	1 166 027

The Managing Directors and members of the board are part of the Group's share program. In 2025, the Managing Director acquired 2 915 conditional shares (RSU) and the board 1 231 conditional shares (RSU) in the Group's share program.

The cost associated with the share program in 2024 is 9 584 980, which is booked against other salary costs. Costs expensed locally are related to employer's tax.

Auditor

Audit fees expensed for 2025 amount to NOK 1 781 400 ex. vat.

In addition the Company expensed fees for other services of NOK 120 200 ex. vat.



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NOTE 5 NON-CURRENT ASSETS

	Fixtures and fittings	Leasehold improvements	Total
Acquisition cost 01.01.25	22 080 770	2 692 129	24 772 899
+ Access fixed assets	5 068 878	0	5 068 878
- Disposal fixed assets	0	0	0
= Acquisition cost 31.12.25	27 149 648	2 692 129	29 841 777
Accumulated depreciation 31.12.25	21 348 654	795 402	22 144 056
= Book value 31.12.25	5 800 994	1 896 727	7 697 721
This year's ordinary depreciations	3 590 529	734 217	4 324 746
Economic life	1,5 - 5 years	5 years	

NOTE 6 LEASE AGREEMENTS

Company as lessee

A lease is classified as financial or operational in accordance with the agreement's actual content. If most of the financial risk and control associated with the underlying leased object has been transferred to the lessee, the agreement is classified as financial and associated assets and liabilities are entered in the balance sheet. Other leases are classified as operational.

foodora has lease agreements for leases related to office equipment. Leases that apply to house leases consist of fixed office, canteen and car park rent. The rent is linked to the consumer price index and is regulated once a year.

Variable lease payments

In addition to the booked rental obligations, foodora has variable rental payments. Examples of such are cars, meeting rooms and conference rooms for HR-related activities.

Assets with low value mainly relate to various office equipment. Lease payments for such leases are recognized in the income statement on a straight-line basis over the lease period.

	2025	2024
Fixed rent expensed	5 557 847	11 452 321
Variable rent expensed	535 704	511 888
Total expensed rental costs	6 093 551	11 964 209

Company as lessor

foodora has entered into a lease which is sublet to an information technology company. The sublease agreement normally mirrors the terms of the main lease and is thus considered to be operational. The income is included in other operating income. The sublease agreement ended 31.05.24 as well as the main lease.

	2025	2024
Payment of sublease income	0	710 265
Total expensed rental income	0	710 265



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NOTE 7 TAX

This year's tax expense	2025	2024
Tax expense on ordinary profit/loss:		
Payable tax	0	0
Changes in deferred tax assets	0	0
Tax expense on ordinary profit/loss	0	0
Taxable income:		
Net los	4 373 326	2 503 936
Permanent differences	10 655 059	4 403 461
Changes in temporary differences	2 712 672	1 967 349
Allocation of loss carried forward	-17 741 057	-8 874 746
Taxable income	0	0
Payable tax in the balance:		
Payable tax on this year's result	0	0
Total payable tax in the balance	0	0

The tax effect of temporary differences and loss for to be carried forward that has formed the basis for deferred tax and deferred tax advantages, specified on type of temporary differences

	2025	2024	Difference
Tangible assets	-4 468 166	-4 781 646	-313 479
Accounts receivable	-2 442 536	-1 209 367	1 233 169
Allocations and other	-3 644 471	-1 851 489	1 792 982
Total	-10 555 173	-7 842 501	2 712 672
Accumulated loss to be brought forward	-234 037 900	-251 778 957	-17 741 057
Not included in the deferred tax calculation	244 593 073	259 621 458	15 028 385
Basis for deferred tax assets	0	0	-1
Deferred tax assets (22 %)	0	0	0

For reasons of prudence, a deferred tax benefit of 53,8 MNOK has not been recognized in the balance sheet.

NOTE 8 EQUITY CAPITAL

	SHARE CAPITAL	OTHER EQUITY	NET RESULT	TOTAL EQUITY CAPITAL
Pr. 31.12.2024	200 004	13 849 360	254 842	14 304 206
Net result			4 373 326	4 373 326
Group's share program		9 584 980		9 584 980
Pr 31.12.2025	200 004	23 434 340	4 628 168	28 262 512



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NOTE 9 ACCOUNTS RECEIVABLES

	2025	2024
Accounts receivables at par value	25 513 533	25 583 706
Provision for losses	2 611 441	1 419 100
Book value of customer receivables 31.12	22 902 092	24 164 606

The year's provision for losses mainly relates to restaurants and corporate customers.

Expensed losses are classified as other expenses in the Revenue statement.

Receivables due later than one year after the end of the financial year are NOK 498 410 and NOK 820 790 in 2025 and 2024 respectively.

NOTE 10 BANK DEPOSITS

Funds standing on the tax deduction account (restricted funds) are NOK 15 023 167. The tax deduction due is NOK 14 474 691. The remaining amount in the tax deduction account applies to salary accrual and corrections.

Committed deposit funds are NOK 498 410 .

NOTE 11 SHAREHOLDERS

The share capital in Foodora Norway AS per 31.12 consists of:

	Total	Face value	Entered
Ordinary shares	1	200 004	200 004
Total	1		200 004

Ownership structure

The largest shareholders in % per 31.12 was:

	Number of shares	Owner interest	Share of votes
DELIVERY HERO SE	1	100	100



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NOTE 12 CURRENT LIABILITIES

Other current liabilities consist primarily of accrued salaries and holiday pay, unearned revenue, and general accruals for operating expenses, including a significant portion related to marketing activities.

The most significant portions of other current liabilities are specified below:

	2025
Accrued salaries and holiday pay	37 754 536
Accrued marketing expenses	11 081 382
Unearned revenue (deferred income)	2 507 047
Other general accruals and provisions	9 702 684
Total other current liabilities	61 045 649

NOTE 13 GOING CONCERN

The result for 2025 shows a net profit after tax of NOK 4 373 326 compared to a net profit after tax in 2024 of NOK 2 503 936. Solidity and liquidity continue to be satisfactory and there is nothing to indicate that operations cannot continue as planned.

The Company continues to scale and pursue its growth strategy, and the continued momentum within the online food delivery sector in Norway is a strong indicator of a continuing positive trajectory. Management is confident that the Company can continue to successfully pursue growth and meet its strategic ambitions.

The Company is funded through a mixture of cash on hand and market support payments received from Delivery Hero SE, the Company's only shareholder. In 2025, the Company received market support of NOK 1.1 million from Delivery Hero SE in order to support continuing operation and further expand operations within the region. Delivery Hero SE has also made available long term financing in the form of credit lines and a comfort letter to ensure adequate financing and liquidity as needed in order to fund continuing operations and future growth.

The Company has sufficient liquidity to settle its current liabilities. Reference is made to the Board of Directors' report for further discussion of continued operations and future development.

The assumption of going concern is present, and the annual accounts for 2025 have therefore been issued on a going concern basis.



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NOTE 14 CONTINGENT LIABILITIES

The Company estimates general operational contingencies to range between NOK 351m - NOK 690m. Since the occurrence and timing of these matters depends on uncertain future events, no provision has been recognised

NOTE 15 SUBSEQUENT EVENTS

Management has evaluated events occurring after the balance sheet date and up to date the financial statements were authorised for issue. Based on this evaluation, Management has determined that no material events or transactions have occurred subsequent to the balance sheet date that require recognition or disclosure in these financial statements.



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To the General Meeting of Foodora Norway AS

Independent Auditor's Report

Opinion

We have audited the financial statements of Foodora Norway AS (the Company), which comprise the balance sheet as at 31 December 2025, the income statement and cash flow statement for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion

- the financial statements comply with applicable statutory requirements, and
- the financial statements give a true and fair view of the financial position of the Company as at 31 December 2025, and its financial performance and its cash flows for the year then ended in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the Company as required by relevant laws and regulations in Norway and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

The Board of Directors and the Managing Director (management) are responsible for the information in the Board of Directors' report. The other information comprises information in the annual report, but does not include the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the information in the Board of Directors' report.

In connection with our audit of the financial statements, our responsibility is to read the Board of Directors' report. The purpose is to consider if there is material inconsistency between the Board of Directors' report and the financial statements or our knowledge obtained in the audit, or whether the Board of Directors' report otherwise appears to be materially misstated. We are required to report if there is a material misstatement in the Board of Directors' report. We have nothing to report in this regard.

Based on our knowledge obtained in the audit, it is our opinion that the Board of Directors' report

- is consistent with the financial statements and
- contains the information required by applicable statutory requirements.

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Statsautonome revisorer - medlemmer av Den norske Revisorforening

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Hamar	

Ponnoco Dokumentnøkkel: A2QA5-51BIR-FUW4V-KW4L-F-PJIT3-7UR2F



Responsibilities of Management for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the Norwegian Accounting Act and accounting standards and practices generally accepted in Norway, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern. The financial statements use the going concern basis of accounting insofar as it is not likely that the enterprise will cease operations.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error. We design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves a true and fair view.

We communicate with the Board of Directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Oslo
KPMG AS

Preben Magnus Østen
State Authorised Public Accountant
(This document is signed electronically)

Ponno Dokumentnr: A2QA5-51BIR-FUW4V-KW4L-F-PJT3-7UR2F



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Preben Magnus Østen

State Authorised Public Accountant

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FOODORA NORWAY AS
Waldemar Thranes gate 98
0175 OSLO

Att. Madeleine Tennebeek

Tillatelse til å utarbeide årsregnskap og årsberetning på engelsk for Foodora Norway AS, org.nr. 996 691 349

Vi viser til deres brev av 30. mars 2023 der det søkes om dispensasjon fra kravet til å utarbeide årsregnskap og årsberetning på norsk for Foodora Norway AS.

Skattekontoret gir på bakgrunn av en konkret helhetsvurdering Foodora Norway AS dispensasjon fra kravet til å utarbeide årsregnskap og årsberetning på norsk, jf. regnskapsloven § 3-4 tredje ledd. Dispensasjonen gjelder så lenge opplysningene som danner grunnlaget for vedtaket ikke endres vesentlig.

Kopi av dette brevet må sendes til Regnskapsregisteret i Brønnøysund sammen med årsregnskapet. Den regnskapspliktige må selv dokumentere ved dette brev at tillatelse er gitt.

Bakgrunn

Foodora Norway AS er eid av et utenlandsk selskap og er en del av et internasjonalt konsern. Selskapet har som formål:

«Utvikling, markedsføring og drift av en online plattform, samt digital media for bestilling og levering av mat fra restauranter til kundene. Utførelse av logistikk og digitale tjenester. Markedsføring og andre tiltak knyttet til de beskrevne tjenestene.»

Styrelederen og et av styremedlemmene er utenlandske.

Skattekontorets vurdering

Etter regnskapsloven § 3-4 tredje ledd skal "årsregnskapet og årsberetningen [...] være på norsk. Departementet kan ved [...] enkeltvedtak bestemme at årsregnskapet og/eller årsberetningen kan være på et annet språk."

I Ot. prp. nr. 42 (1997-1998) Om lov om årsregnskap mv., er det uttalt følgende om regnskapslovens formål, jf. pkt. 1.1:

"Regjeringen har som siktemål at regnskapsloven skal bidra til informative regnskaper for ulike grupper av regnskapsbrukere. Regnskapsbrukerne er dels investorer og kreditorer som tilfører



kapital til foretakene, og dels andre grupper som har interesse av å vite hvordan foretaket drives, f.eks. de ansatte og lokalsamfunnet. Informasjonen til kapitalmarkedet skal gi grunnlag for riktig prising av finansielle objekter. Riktig prisdannelse på aksjer er en forutsetning for at ressursbruken i samfunnsøkonomien skal bli best mulig. Gode regnskaper vil også gjøre det vanskeligere for markedsdeltakere å ta ut spekulasjonsgevinster med basis i skjevt fordelt informasjon.”

Det fremgår således at et av hovedformålene med regnskapsloven er å bidra til “informative regnskaper for ulike grupper av regnskapsbrukere”. Regnskapsbrukere vil omfatte, jf. uttalelsen i proposisjonen, blant andre investorer, kreditorer, ansatte og lokalsamfunnet.

Det er etter skattekontorets vurdering derfor avgjørende ved vurdering av om dispensasjon fra kravet til å utarbeide årsregnskap og/eller årsberetning på norsk kan gis, at det ikke foreligger mulige brukere av regnskapsinformasjon som blir vesentlig berørt negativt ved en eventuell dispensasjon.

Det er særlig hensynet til brukerne av regnskapsinformasjon som skal vurderes ved en dispensasjonssøknad. I denne vurderingen har skattekontoret lagt særlig vekt på at selskapet er direkte eid av et utenlandsk selskap og er en del av et internasjonalt konsern. Videre er det vektlagt at selskapet driver virksomhet i en bransje der alle sentrale aktører behersker og benytter engelsk.

Vennligst oppgi vår referanse ved henvendelse i saken.

Med hilsen

Lars Waaltorp
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Brukerdialog, brukerkontakt
Skatteetaten

Dokumentet er elektronisk godkjent og har derfor ikke håndskrevne signaturer.