

# YELLOW BOOK

Welcome to the ride of your life!



# About this YELLOW BOOK

Hi there!

If you're here, it's a sign that you're on the hunt for the **adventure of a lifetime**.

Guess what? You might just be in the right place!

At Glovo, we're transforming how people get what they want, when they want it and we won't stop until we've paved a pathway towards a quick, affordable and democratized immediacy.

We'll probably not stop then either, but that's besides the point.

This handbook **is your roadmap through your ride at Glovo.**

From the very beginning of our story to where we know our values will take us, we want you to be able to understand every aspect of Glovo.

**Ready for the Ride  
Of Your Life?**





A few words from  
**OSCAR & SACHA**

**WELCOME TO GLOVO!**

We're shaping the future of cities and you could be a part of this exciting ride.

We're still tiny, and we're on the lookout for the **curious souls, restless minds** and **fearless spirits** out there to help make this dream a reality.

Ready for The Ride of Your Life?

Oscar & Sacha



# 01



## WHAT IS GLOVO?



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# WELCOME TO GLOVO

At Glovo, we are **trailblazers!**

We **reject the status quo** and aim for nothing less than **excellence and innovation**.

We love to **push boundaries, we want to redefine what's possible**.

Our teams are composed of **top talent** who are passionate about their work and ready to make a significant impact. We thrive in a dynamic, fast-paced environment that stimulates creativity and fosters growth.

We **reward hard work and results** with substantial recognition and opportunities for advancement. Our culture is built on candid feedback, ambition, and continuous improvement.

We **never settle for complacency and mediocrity**. "Ok" is not good enough.


We're committed to fostering a **diverse and inclusive** environment, where everyone can be themselves!

**Feel identified?**  
Then keep reading.





## OUR VISION



Life is better when you  
can have what you want,  
**so why wouldn't you  
want it immediately?**

That's why we're

**BUILDING THE  
LARGEST  
MARKETPLACE  
IN YOUR CITY,  
TO GIVE YOU ACCESS  
TO ANYTHING IN MINUTES**



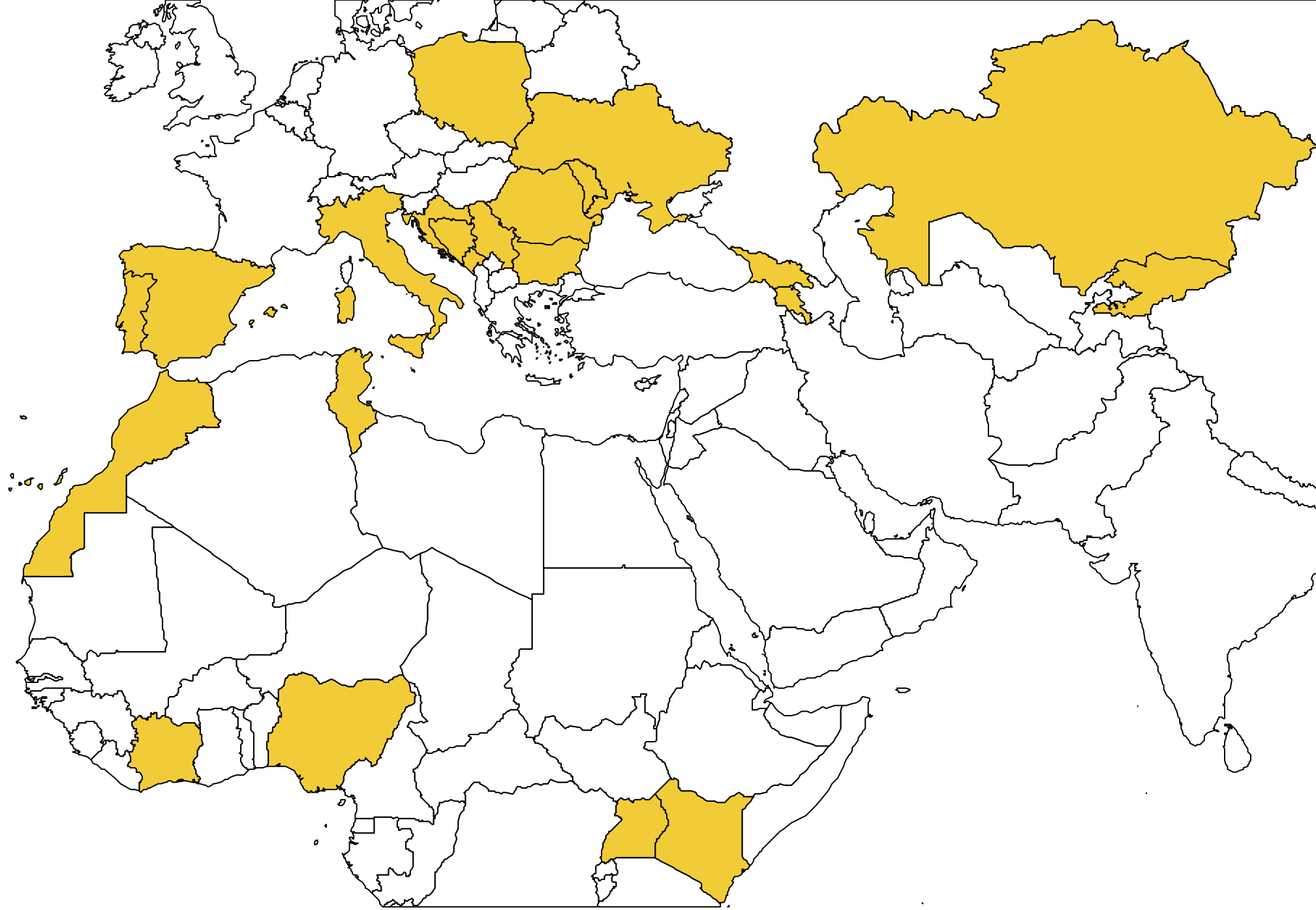
# WHERE CAN YOU FIND US?

23

COUNTRIES

2,000+ CITIES

3,000+ EMPLOYEES



**100K+** Active Couriers, more than **60K per month**



**180K+** Partners

Hungry for more information?

[Visit our website](#)

What you want, when you want it, **where** you want it!





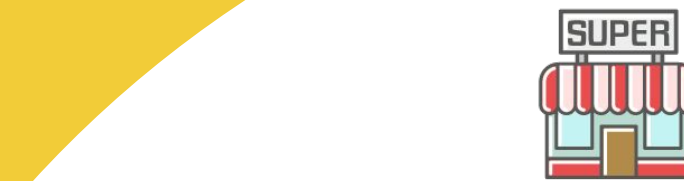
# HOW WE OPERATE

## HOW ARE WE BUILDING THE LARGEST MARKETPLACE IN YOUR CITY, YOU ASK?

Well, we connect users with couriers, and couriers with partners and stores.

Looks simple, but there's a ton of work behind it.

Good thing logistics is our superpower and we use it to connect entire cities.



**SUPERMARKET**



**RESTAURANTS**



**RETAIL STORES**



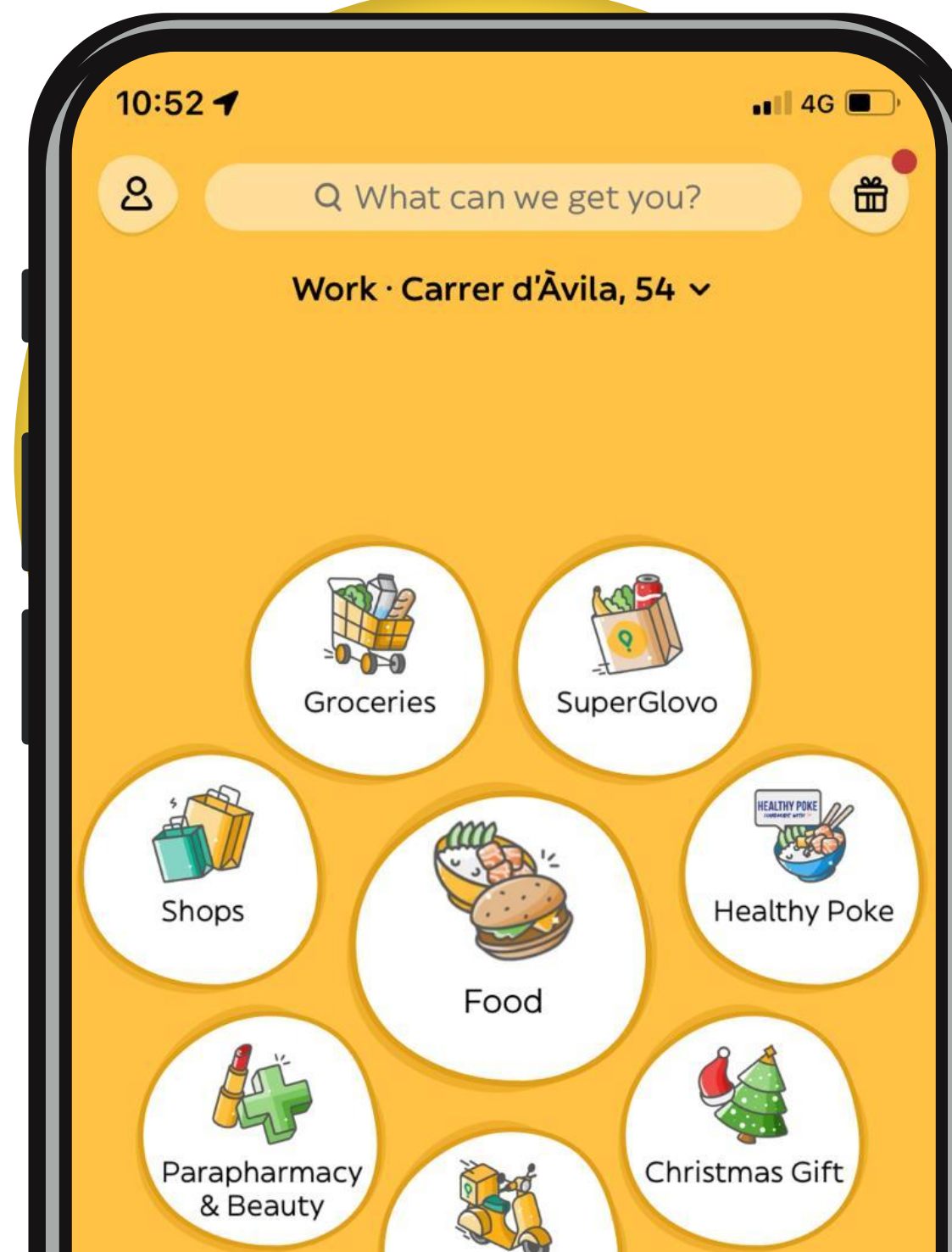
**PHARMA & BEAUTY**



**COURIER SERVICES**



**SUPER GLOVO**



# 02



**WE ARE BUILDING  
A TALENT HOUSE**



# WE ARE BUILDING A TALENT HOUSE

Glovo is not a place with fixed career trajectories.

**At Glovo, you navigate the way you perform.**

We empower employees to **take the wheel** and **steer** their development.

But this means nothing without our values, they're in everything we do. They are what defines who we are and how we get things done.

**Keep reading,** they're right below.



We have a **high performance culture.** We need you to **own your growth.**



At Glovo, **our culture is everything.** We value feedback, celebrate our wins, and learn from our mistakes. We're not perfect, but we try really hard to be the best we absolutely can.



# OUR VALUES TODAY



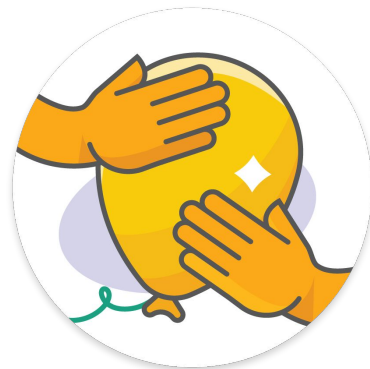
## Gas

- We prioritize and focus on **what moves the needle**
- We **work hard** and **execute fast**
- We **adapt quickly** to uncertainty and unexpected challenges



## Good vibes

- We act with **care** and thrive through **teamwork**
- We are **optimistic**, even when things get tough
- We create a positive environment, **have fun and celebrate** success



## Glowership

- We solve problems end to end. **“Out of my scope”** is not in our vocabulary
- We always take the decision that is **best for Glovo and its users** over any individual or team goals
- We take **lean decisions** and operate with **small teams**



## Deep dive

- We always make **data-driven** decisions
- We take action to understand **how things work**
- We **roll up our sleeves and are hands on** at every level



## Stay humble

- We don't take things for granted. We keep a **low ego and reject entitlement**
- We know **feedback is a gift** and are always open to be challenged
- We always **reflect on how we can improve**



## High Bar

- We **think big** and set ambitious goals. OK is not good enough
- We take an active part in **building high-performing teams**
- We give **candid and constructive feedback**



# GLOVO LEADERSHIP



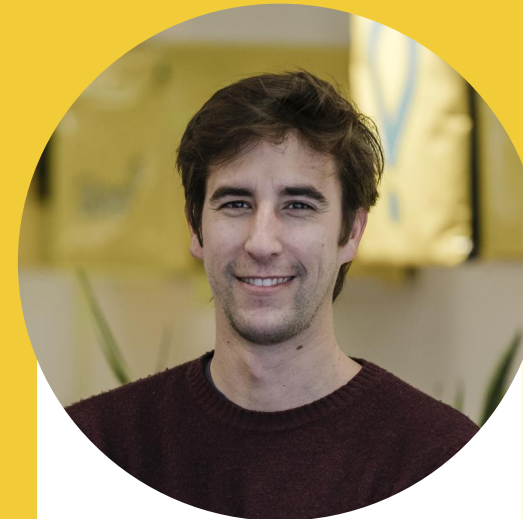
**OSCAR PIERRE**  
Co-Founder & CEO



**SACHA MICHAUD**  
Co-Founder & VP  
of Global Affairs



**ARNAU CORTÉS**  
VP International



**CARLES ROSAS**  
VP of Operations,  
Partners & Brands



**SHIRO THEURI**  
VP of Tech



**CONNIE KWOK**  
VP of  
Q-Commerce



**EDU ROS**  
VP of Finance



**ALEX MENAL**  
VP of Marketing



**DANIEL ALONSO**  
VP Core Product



**CRISTINA DE LA  
ROSA**  
VP of People



**MAURICIO  
GOMEZ**  
VP of Strategy

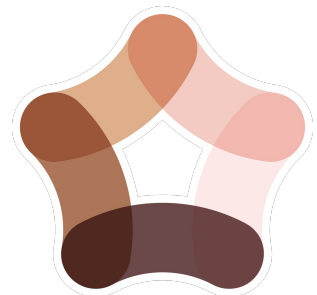
## Diversity, Inclusion & Belonging

While we know our Senior Leadership team is probably not the best representation of diversity, this is something we're fully committed to improving. Fostering an inclusive culture and workplace is top in our priorities list.

We have come a long way in our broader leadership team, but know we can still do better.

That's why we work hard to promote internal initiatives to empower all our employees, make them feel safe and valued.

### Check out our Employee-led Resource Groups (ERGs):



**Colours**  
of Glovo

Building an inclusive **community** for all **races** and **ethnicities** by improving cultural awareness and product inclusion.



Uniqorns

Making everyone in the **LGBTIQ+ community** feel **welcome, safe** and **valued**.



**ABILITIES**  
at Glovo

Created to **make Glovo more accessible** to everyone by promoting disability awareness.



A driver of **positive change, by fostering a safe and inclusive community for women**.



**PARENTS**  
at Glovo

A supportive global network that **advocates for family-friendly** policies, and **access resources** for parents to thrive at Glovo.



**We thrive on everyone's uniqueness**

We are proud of what it contributes to our **team** and welcome everyone..

# CULTURE WITHIN & BEYOND THE OFFICE

## We are office-first.

We have a non-vanilla culture. It takes communication, productivity and innovation to build something **unique**.

It isn't something you can build over zoom.

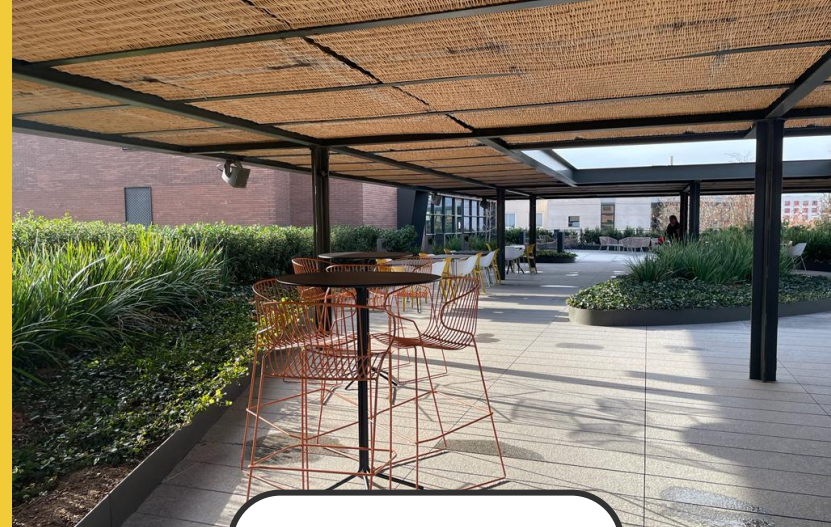
But we do like to get the best of both worlds, that's why we have a **hybrid approach**.

## \* We work hard, and play hard

In that order. We work with intensity, always ask ourselves "how can this be done faster?"; but rest assured, we celebrate together just as much! Don't believe us? Keep scrolling!



# OUR OFFICES AROUND THE WORLD



BARCELONA



NIGERIA



ARMENIA



BARCELONA



BELGRADE



POLAND



UKRAINE

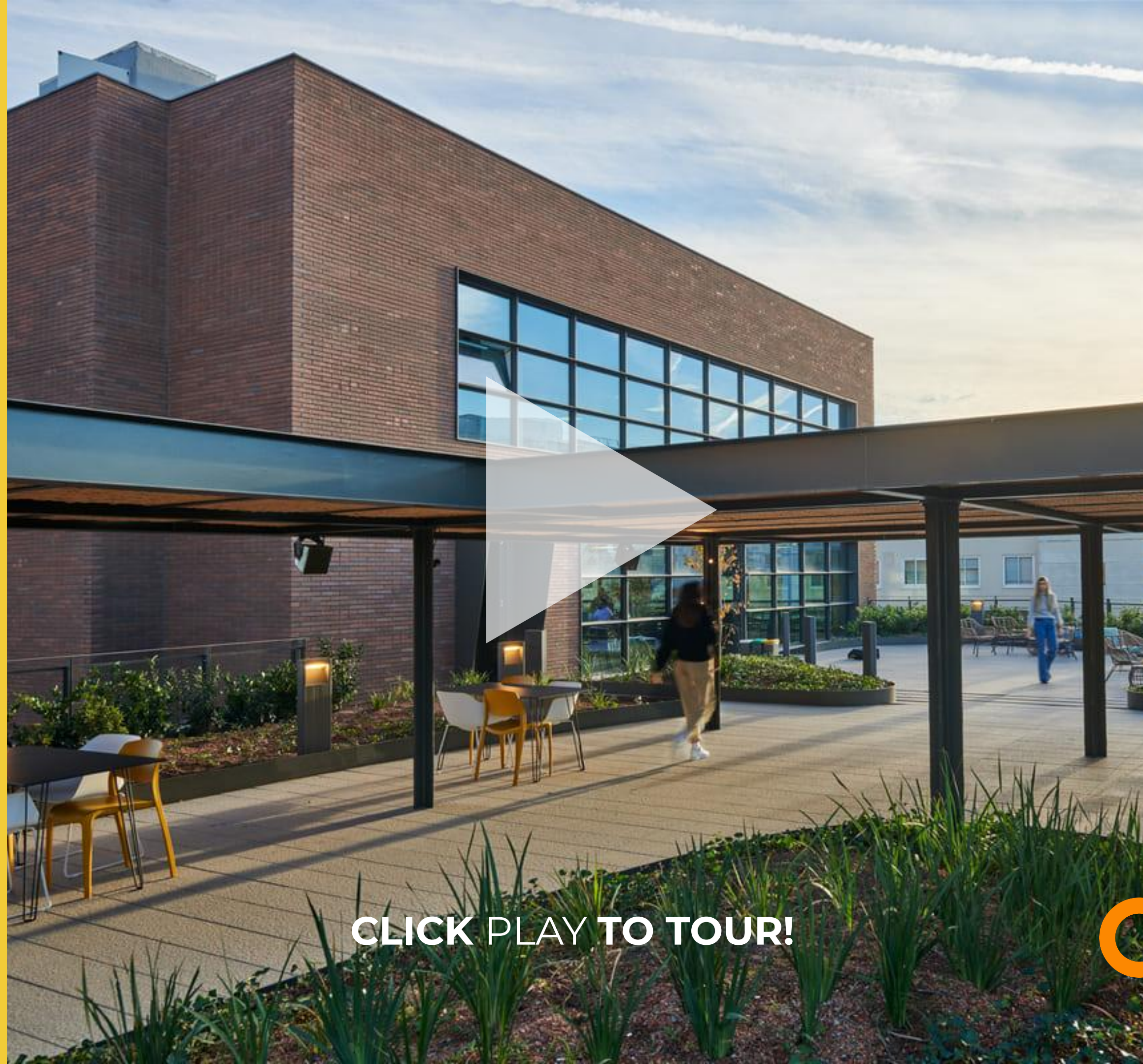




# **GLOVO HQ** **YELLOW** **PARK**

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**CLICK PLAY TO TOUR!**







ITALY



POLAND



NIGERIA



BARCELONA



KYRGYZSTAN



UKRAINE



SERBIA



MOROCCO

**WE  
CELEBRATE  
OUR CULTURE  
(A LOT)**





**AND SO DOES GLOPI,  
OUR VERY OWN  
MASCOT!**



**CLICK PLAY TO PARTY!**



# 03



**WE CARE ABOUT  
DOING GOOD AT SCALE**

# IMPACT & SUSTAINABILITY

With **over 50%** of the world's population living in urban areas, **cities are becoming** smarter, greener, and more inclusive.

As a city-based tech company, we want Glovo to drive this transformation by building the future of cities, digitizing commerce, and leaving a positive impact behind in every city we operate.

Learn more about our Glovo Footprint [here](#)



**At Glovo**, we are aware that **scale means responsibility**. Our mission is to ensure that while growing Glovo, we leave positive footprints behind.

**How?** By reducing negative impact and amplifying positive effects from our core business.

**This is how Glovo Footprint and its 3Gs were born.**





# 04



## WHERE WE COME FROM



Glovo's journey has been an exhilarating ride with its fair share of bumps, but every challenge has made us who we are today. We've turned tough times into triumphs and built something special.

As you come on board, remember that every hurdle is just a chance to grow and thrive.



**Oscar Pierre**  
CEO & Co-Founder



# OUR STORY

We are products of our past. By understanding our history, we can shape our future.

Our history is full of ups and downs, but each mistake taught us something new, and every win was a reason to grow (and celebrate, we do love a good celebration).

From our humble beginnings to the biggest milestones, it's been a wild ride full of hard work and dedication.

**START!**



**2014**

A restless Oscar leaves his job as an Aerospace engineer at Airbus to start a project of his own.

**2015**

The first Glovo app prototype cost Oscar 10k and barely worked; but hey, it was something to pitch investors with.

Oscar wasn't the only one exploring this idea by then. Along came **Sacha Michaud**. True what they say: **great minds do think alike.**



In **March**, Glovo started delivering orders with two single options:

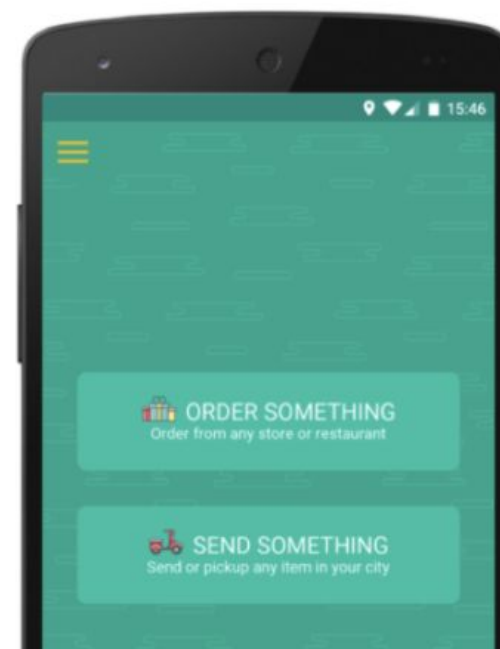
**Buy Something / Sell Something**

With less than 10 orders a day, Glovo couldn't keep a balanced supply of couriers.

**The team was ready 24/7 to jump on bikes to deliver orders.**

Called it "Globo" at first, which means balloon in spanish, finally opted for **"Glovo"** - gave it that little unique touch!

Mission: to deliver anything you want in under an hour.



**But hey, the year ended with a €2M fundraising round - luck was about to change!**



2016

## Unlocking local inventories in cities: Glovo 2.0 was born.

We put our thinking caps back on, and found an opportunity **to build a marketplace of local stores and restaurants, charging them a revenue commission per order.**

2017

Ask any of our old-timers, they'll probably remember where they were and what they were doing on this day. Why is that?

**Well, Glovo** became the **first app in the world** to break the **Uber-McDonald's global exclusive deal**. In Spain and Italy, **McDonalds went into an exclusive partnership with Glovo.**

Guess they were loving us a little bit more.



Operating in 6 spanish cities by the end of 2016, a restless Glovo aimed higher!  
By acquiring Foodinho, **we started our international expansion.**



**Glovo had the opportunity to become one of the biggest European tech companies.**

**Rakuten, Cathay and Seaya led a €25M round at a pre money valuation of €45M.**

2018

Bear with us, a lot happened this year!

Business was looking good!

With operations in **Chile, Peru, Argentina, Ecuador, Costa Rica** and **Brazil**, a growth of total orders by **675%** and a new round of **€115M**, we launched our very first **CookRoom** and **Darkstore** in **Barcelona**.

**Arnau Cortés**  
leading Expansion



**Daniel Alonso**  
leading groceries



We wanted **to build a marketplace of grocery chains and complement it with our ultra-fast convenience delivery through darkstores.**

## Glovo was skyrocketing

**From 4 to 21 countries, launching a new city every two days. From 200 to 1000 employees.**

But we realised our tech team was too small to handle the expansion.

To fix this, **we set ourselves a big goal: to grow from 20 to 300 engineers by 2020.**

**But was it being sustainable?**



The answer is no. The team realized we had spread ourselves too thin across too many markets, and now we didn't have enough resources to win everywhere.



In December, loyal to our **“Go fast, fail fast, adjust faster”** mantra, we took our toughest decision since starting Glovo:  
**shutting down Brazil.**

**2019**

We expanded again to Kenya, Ivory Coast, Croatia, Kazakhstan and Honduras.



Sold LATAM operations to PedidosYa.

Acquired Domicilios.com in Ecuador and Peru.

**Ended the year with a break even on operational margins!**

We weren't losing money on every order anymore.

Our shareholders for sure liked this one.

**2020**

**A year no one will forget.**

For Glovo, it started with some more tough decisions in our path to profitability, we shut down Uruguay, Puerto Rico, Egypt and Turkey.

**What happened next?**

Well, let's just say we were glad we invested in groceries.

**After the first months of lockdown, business, and especially groceries, experienced significant growth, from 2% to 12%.**

**Geographic expansion continued,** especially to the long list of cities inside our markets, but also to some new markets like Uganda, Moldova and Kyrgyzstan.

**2021**

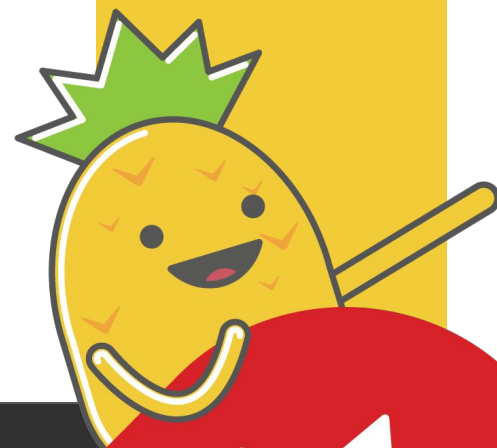
Picking up speed, we acquired **6 companies within the Balkans and launched Nigeria and Tunisia** along the way.

In September, a deal was reached with **Delivery Hero to sell Glovo's operations in Latam for €170M.** Continuing to focus on markets where we can win and grow.



**2022**

We launched **Glovo House** to support our entrepreneur alumni in their projects. Check it out [here](#)



This was also the year Glovo and **Delivery Hero** **joined forces**, a strategic partnership that would allow both to leverage each other's technological and operational expertise.

**2023**

Logistics is **our superpower**.

We want to use this power to do good.  
**That's how our Impact Fund was born:** all about climate action, supporting local communities, closing the gender gap **and** giving anyone immediate access to anything in their city.

**Ads**

**Glovo Ads** was born, making it accessible to every brand, partner and small business.



**2024**



This year has definitely been one to remember. A year of **ups and downs**, tough decisions and game changing results.

## **EBITDA POSITIVE!**

2024 was the year we reached EBITDA breakeven!

## **ES LABOR MODEL**

This was also the year we announced that a new labor model for couriers in Spain was coming in 2025, Starting a new era for Glovo in the country.

## **GLOVO NEXT**

We launched our very first product keynote, launching three new and innovative features: Video, Social and Picks



## **1B ORDERS**

We ended the year on a high, celebrating our first 1B orders globally!

## **THE TURNING OF A DECADE**

Glovo is **turning 10** in 2025!!

**2025**

You've read our story,  
we're building our  
future...

**Ready for the  
Ride Of Your Life?**







# **THE RIDE OF YOUR LIFE**

**ARE YOU A CANDIDATE?**

**START THE RIDE HERE**





**THANK  
YOU!**