## FACTSHEET

Financial Information and Key Performance Indicators

| Financial Information 2012-2014 |  |  |  |
| :---: | :---: | :---: | :---: |
| EUR m | $2012{ }^{1}$ | 2013 | 2014 |
| Revenue | 1,158.7 | 1,762.0 | 2,214.0 |
| \% growth | 127.2\% | 52.1\% | 25.7\% |
| Cost of Sales | (623.8) | $(1,047.0)$ | $(1,255.3)$ |
| Gross Profit | 534.8 | 715.1 | 958.7 |
| \% margin | 46.2\% | 40.6\% | 43.3\% |
| Selling and Distribution Costs | (560.7) | (733.5) | (793.8) |
| Administrative Expenses | (63.2) | (105.1) | (109.1) |
| Other Operating Income | 6.3 | 12.5 | 12.2 |
| Other Operating Expenses | (0.8) | (2.9) | (5.8) |
| EBIT | (83.6) | (113.9) | 62.1 |
| \% margin | (7.2\%) | (6.5\%) | 2.8\% |
| Net Financial Result | (1.0) | (3.3) | (4.5) |
| EBT | (84.6) | (117.3) | 57.7 |
| \% margin | (7.3\%) | (6.7\%) | 2.6\% |
| Income Taxes | (0.5) | 0.7 | (10.5) |
| Net Income | (85.1) | (116.6) | 47.2 |
| \% margin | (7.3\%) | (6.6\%) | 2.1\% |
| Depreciation \& Amortization | 6.2 | 14.9 | 25.8 |
| EBITDA | (77.3) | (99.0) | 88.0 |
| \% margin | (6.7\%) | (5.6\%) | 4.0\% |
| Equity-Settled Share Based Compensation (SBC) | 6.5 | 5.3 | 19.8 |
| Adj. EBIT (before SBC) | (77.1) | (108.6) | 82.0 |
| \% margin | (6.7\%) | (6.2\%) | 3.7\% |
| Adj. EBITDA (before SBC) | (70.9) | (93.7) | 107.8 |
| \% margin | (6.1\%) | (5.3\%) | 4.9\% |

[^0]|  | 2012 | 2013 | 2014 |
| :---: | :---: | :---: | :---: |
| Site Visits (m) ${ }^{2}$ | 738.3 | 1,217.0 | 1,363.8 |
| Mobile Visit Share (in \% of Site Visits) ${ }^{3}$ | 13.0\% | 26.8\% | 42.3\% |
| Active Customers (m) ${ }^{4}$ | 9.2 | 13.1 | 14.7 |
| Number of Orders (m) ${ }^{5}$ | 23.0 | 35.1 | 41.4 |
| Average Orders per Active Customer ${ }^{6}$ | 2.50 | 2.68 | 2.82 |
| Average Basket Size (in EUR) ${ }^{7}$ | 62.3 | 62.5 | 66.6 |
| Adj. Marketing Costs (\% of Revenue) ${ }^{8}$ | 22.6\% | 17.6\% | 13.2\% |
| Adj. Fulfillment Costs (\% of Revenue) ${ }^{9}$ | 25.6\% | 23.9\% | 22.3\% |

[^1]
## FACTSHEET

Segmental Financial Information 2012-2014

| EUR m | $2012{ }^{10}$ | 2013 | 2014 |
| :---: | :---: | :---: | :---: |
| Revenue | 1,158.7 | 1,762.0 | 2,214.0 |
| DACH ${ }^{11}$ | 773.0 | 1,056.1 | 1,234.0 |
| Rest of Europe | 335.8 | 630.2 | 862.6 |
| Other | 49.8 | 75.7 | 117.4 |
| As \% of Total |  |  |  |
| DACH | 66.7\% | 59.9\% | 55.7\% |
| Rest of Europe | 29.0\% | 35.8\% | 39.0\% |
| Other | 4.3\% | 4.3\% | 5.3\% |
| EBIT | (83.6) | (113.9) | 62.1 |
| DACH | 12.5 | 5.3 | 72.3 |
| Rest of Europe | (84.0) | (100.8) | (18.6) |
| Other | (12.1) | (18.4) | 8.4 |
| \% EBIT Margin | (7.2\%) | (6.5\%) | 2.8\% |
| DACH | 1.6\% | 0.5\% | 5.9\% |
| Rest of Europe | (25.0\%) | (16.0\%) | (2.2\%) |
| Other | (24.3\%) | (24.3\%) | 7.2\% |
| Adj. EBIT (before SBC) | (77.1) | (108.6) | 82.0 |
| DACH | 15.2 | 8.2 | 83.0 |
| Rest of Europe | (81.1) | (99.1) | (11.6) |
| Other | (11.2) | (17.8) | 10.5 |
| \% Adj. EBIT Margin (before SBC) | (6.7\%) | (6.2\%) | 3.7\% |
| DACH | 2.0\% | 0.8\% | 6.7\% |
| Rest of Europe | (24.1\%) | (15.7\%) | (1.3\%) |
| Other | (22.5\%) | (23.5\%) | 9.0\% |

[^2]
## FACTSHEET

| Balance Sheet 2012-2014 |  |  |  |
| :---: | :---: | :---: | :---: |
| EUR m | $2012{ }^{12}$ | 2013 | 2014 |
| Total Non-Current Assets | 84.9 | 176.1 | 194.0 |
| Property, Plant and Equipment | 43.3 | 105.7 | 111.0 |
| Financial Assets | 31.7 | 48.1 | 49.4 |
| Total Current Assets | 740.5 | 895.7 | 1,591.6 |
| Inventories | 231.4 | 332.5 | 348.4 |
| Trade and Other Receivables | 65.6 | 87.2 | 140.1 |
| Cash and Cash Equivalents | 382.3 | 417.2 | 1,051.0 |
| Total Assets | 825.4 | 1,071.7 | 1,785.5 |
| Total Equity | 458.2 | 546.5 | 1,126.7 |
| Capital Reserves | 628.6 | 833.3 | 1,120.4 |
| Accumulated Loss | (170.0) | (286.6) | (239.4) |
| Total Non-Current Liabilities | 17.2 | 29.2 | 30.9 |
| Total Current Liabilities | 350.0 | 496.0 | 627.9 |
| Trade Payables and Similar Liabilities | 294.6 | 410.0 | 492.1 |
| Total Equity \& Liabilities | 825.4 | 1,071.7 | 1,785.5 |

[^3]
## FACTSHEET

Cash Flow Statement 2012-2014

| EUR $\mathbf{m}$ | $\mathbf{2 0 1 2}^{\mathbf{1 3}}$ | $\mathbf{2 0 1 3}$ | $\mathbf{2 0 1 4}$ |
| :--- | :---: | :---: | :---: |
| Net Income | $\mathbf{( 8 5 . 1 )}$ | $\mathbf{( 1 1 6 . 6 )}$ | $\mathbf{4 7 . 2}$ |
| Non-Cash Expenses from Share-Based Payments | 7.0 | 2.0 | 19.6 |
| Depreciation | 6.2 | 14.9 | 25.8 |
| Change in Provisions | 0.6 | 0.0 | 1.0 |
| Change in Inventories and Receivables | $(167.1)$ | $(122.7)$ | $(68.7)$ |
| Change in Trade Payables and Similar Liabilities | 163.9 | 101.5 | 94.9 |
| Change in Other Assets/Other Liabilities | $(20.0)$ | 40.8 | 55.1 |
| Cash Flow from Operating Activities | $\mathbf{( 9 4 . 3}$ | $\mathbf{( 8 0 . 2 )}$ | $\mathbf{1 7 4 . 9}$ |
| Payments for Investments in Fixed and Intangible Assets | $(46.6)$ | $(73.8)$ | $\mathbf{( 5 1 . 1 )}$ |
| Change in Restricted Cash | $(24.7)$ | $(16.4)$ | $(0.8)$ |
| Cash Flow from Investing Activities | $\mathbf{( 7 1 . 3}$ | $\mathbf{( 9 0 . 2 )}$ | $\mathbf{( 5 1 . 9 )}$ |
| Payments Received from Capital Increases | 431.8 | 199.3 | 510.1 |
| Cash Received from Loans | 15.1 | 9.1 | 3.9 |
| Other Cash Effective Financial Result | $(0.0)$ | 0.0 | 0.0 |
| Cash Repayments of Loans | $(0.8)$ | $(3.2)$ | $(3.2)$ |
| Cash Flow from Financing Activities | $\mathbf{4 4 6 . 1}$ | $\mathbf{2 0 5 . 2}$ | $\mathbf{5 1 0 . 8}$ |
| Change in Cash and Cash Equivalents | $\mathbf{2 8 0 . 5}$ | $\mathbf{3 4 . 9}$ | $\mathbf{6 3 3 . 8}$ |

[^4]Quarterly Financial Information Q1 2013-Q1 2015

| EUR m | Q1/13 | Q2/13 | Q3/13 | Q4/13 | Q1/14 | Q2/14 | Q3/14 | Q4/14 | Q1/15 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Revenue | 372.0 | 436.6 | 403.8 | 549.6 | 500.7 | 546.4 | 501.4 | 665.6 | 643.6 |
| \% growth | 73.9\% | 70.1\% | 42.1\% | 36.1\% | 34.6\% | 25.1\% | 24.2\% | 21.1\% | 28.5\% |
| Cost of Sales | (227.2) | (258.2) | (252.4) | (309.1) | (311.3) | (293.6) | (299.1) | (351.4) | (353.5) |
| Gross Profit | 144.7 | 178.4 | 151.4 | 240.5 | 189.4 | 252.8 | 202.3 | 314.2 | 290.1 |
| \% margin | 38.9\% | 40.9\% | 37.5\% | 43.8\% | 37.8\% | 46.3\% | 40.3\% | 47.2\% | 45.1\% |
| Selling and Distribution Costs | (167.0) | (189.0) | (173.7) | (203.8) | (192.0) | (199.4) | (173.9) | (228.5) | (236.8) |
| Administrative Expenses | (20.0) | (25.9) | (29.7) | (29.5) | (28.8) | (24.6) | (30.2) | (25.5) | (29.1) |
| Other Operating Income | 0.8 | 3.8 | 1.9 | 6.0 | 4.2 | 3.6 | 1.4 | 3.0 | 3.0 |
| Other Operating Expenses | (1.0) | 0.4 | (0.8) | (1.5) | (0.8) | (0.9) | (2.1) | (2.0) | (2.0) |
| EBIT | (42.4) | (32.3) | (50.9) | 11.7 | (27.9) | 31.5 | (2.6) | 61.1 | 25.1 |
| \% margin | (11.4\%) | (7.4\%) | (12.6\%) | 2.1\% | (5.6\%) | 5.8\% | (0.5\%) | 9.2\% | 3.9\% |
| Net Financial Result | (0.7) | (1.1) | (0.9) | (0.7) | (0.8) | (0.8) | 0.8 | (3.6) | 5.4 |
| EBT | (43.1) | (33.4) | (51.8) | 11.1 | (28.7) | 30.7 | (1.8) | 57.5 | 30.6 |
| \% margin | (11.6\%) | (7.7\%) | (12.8\%) | 2.0\% | (5.7\%) | 5.6\% | (0.4\%) | 8.6\% | 4.7\% |
| Income Taxes | (0.1) | (0.1) | (0.5) | 1.3 | (0.2) | (1.6) | 1.3 | (9.9) | (6.3) |
| Net Income | (43.2) | (33.5) | (52.3) | 12.4 | (28.9) | 29.0 | (0.5) | 47.5 | 24.3 |
| \% margin | (11.6\%) | (7.7\%) | (13.0\%) | 2.3\% | (5.8\%) | 5.3\% | (0.1\%) | 7.1\% | 3.8\% |
| Depreciation \& Amortization | 2.9 | 3.2 | 4.6 | 4.2 | 5.5 | 6.9 | 7.1 | 6.4 | 7.5 |
| EBITDA | (39.5) | (29.1) | (46.3) | 15.9 | (22.4) | 38.4 | 4.5 | 67.5 | 32.6 |
| \% margin | (10.6\%) | (6.7\%) | (11.5\%) | 2.9\% | (4.5\%) | 7.0\% | 0.9\% | 10.1\% | 5.1\% |
| Share Based Comp. (SBC) | 1.2 | 1.3 | 1.0 | 1.7 | 5.1 | 3.7 | 6.4 | 4.6 | 4.0 |
| Adj. EBIT (before SBC) | (41.2) | (31.0) | (49.9) | 13.5 | (22.8) | 35.1 | 3.8 | 65.7 | 29.1 |
| \% margin | (11.1\%) | (7.1\%) | (12.4\%) | 2.4\% | (4.5\%) | 6.4\% | 0.8\% | 9.9\% | 4.5\% |
| Adj. EBITDA (before SBC) | (38.2) | (27.8) | (45.3) | 17.6 | (17.3) | 42.0 | 10.9 | 72.1 | 36.6 |
| \% margin | (10.3\%) | (6.4\%) | (11.2\%) | 3.2\% | (3.5\%) | 7.7\% | 2.2\% | 10.8\% | 5.7\% |


|  | Q1/13 | Q2/13 | Q3/13 | Q4/13 | Q1/14 | Q2/14 | Q3/14 | Q4/14 | Q1/15 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Site Visits (m) ${ }^{14}$ | 274.5 | 294.4 | 291.0 | 357.0 | 331.8 | 322.7 | 321.7 | 387.6 | 392.8 |
| Mobile Visit Share (in \% of Site Visits) ${ }^{15}$ | 21.3\% | 24.9\% | 28.2\% | 31.6\% | 36.2\% | 40.7\% | 43.3\% | 47.9\% | 52.6\% |
| Active Customers (m) ${ }^{16}$ | 10.3 | 11.6 | 12.3 | 13.1 | 13.5 | 13.7 | 14.1 | 14.7 | 15.4 |
| Number of Orders (m) ${ }^{17}$ | 7.8 | 9.3 | 8.2 | 9.8 | 9.7 | 10.4 | 9.7 | 11.6 | 12.0 |
| Average Orders per Active Customer ${ }^{18}$ | 2.56 | 2.62 | 2.67 | 2.68 | 2.74 | 2.77 | 2.81 | 2.82 | 2.84 |
| Average Basket Size (in $€$ ) ${ }^{19}$ | 60.5 | 58.4 | 60.7 | 69.3 | 63.9 | 65.7 | 64.4 | 71.7 | 68.0 |
| Adj. Marketing Cost Ratio (in \% of revenue) ${ }^{20}$ | 16.7\% | 17.6\% | 19.4\% | 16.8\% | 13.9\% | 13.3\% | 11.4\% | 13.9\% | 11.8\% |
| Adj. Fulfillment Cost Ratio (in \% of revenue) ${ }^{21}$ | 28.1\% | 25.6\% | 23.5\% | 20.1\% | 24.0\% | 22.9\% | 22.7\% | 20.1\% | 24.7\% |

[^5]Quarterly Segmental Financial Information Q1 2013 - Q1 2015

| EUR m | Q1/13 | Q2/13 | Q3/13 | Q4/13 | Q1/14 | Q2/14 | Q3/14 | $\mathbf{Q 4 / 1 4}$ | $\mathbf{Q 1 / 1 5}$ |
| :--- | ---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Revenue | $\mathbf{3 7 2 . 0}$ | $\mathbf{4 3 6 . 6}$ | $\mathbf{4 0 3 . 8}$ | $\mathbf{5 4 9 . 6}$ | $\mathbf{5 0 0 . 7}$ | $\mathbf{5 4 6 . 4}$ | $\mathbf{5 0 1 . 4}$ | $\mathbf{6 6 5 . 6}$ | $\mathbf{6 4 3 . 6}$ |
| DACH | 222.6 | 267.6 | 243.4 | 322.5 | 283.9 | 310.3 | 276.3 | 363.5 | 347.1 |
| Rest of Europe | 134.1 | 152.0 | 141.4 | 202.8 | 193.2 | 206.1 | 197.8 | 265.5 | 265.0 |
| Other | 15.2 | 17.1 | 19.1 | 24.3 | 23.5 | 30.0 | 27.3 | 36.5 | 31.5 |

As \% of Total

| DACH | 59.9\% | 61.3\% | 60.3\% | 58.7\% | 56.7\% | 56.8\% | 55.1\% | 54.6\% | 53.9\% |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Rest of Europe | 36.0\% | 34.8\% | 35.0\% | 36.9\% | 38.6\% | 37.7\% | 39.4\% | 39.9\% | 41.2\% |
| Other | 4.1\% | 3.9\% | 4.7\% | 4.4\% | 4.7\% | 5.5\% | 5.4\% | 5.5\% | 4.9\% |
| EBIT | (42.4) | (32.3) | (50.9) | 11.7 | (27.9) | 31.5 | (2.6) | 61.1 | 25.1 |
| DACH | (9.4) | (3.7) | (11.0) | 29.4 | (3.1) | 25.5 | 7.5 | 42.4 | 30.2 |
| Rest of Europe | (30.7) | (25.8) | (34.2) | (10.2) | (23.5) | 2.2 | (11.7) | 14.5 | (6.3) |
| Other | (2.3) | (2.9) | (5.8) | (7.4) | (1.3) | 3.8 | 1.6 | 4.3 | 1.2 |
| \% Margin | (11.4\%) | (7.4\%) | (12.6\%) | 2.1\% | (5.6\%) | 5.8\% | (0.5\%) | 9.2\% | 3.9\% |
| DACH | (4.2\%) | (1.4\%) | (4.5\%) | 9.1\% | (1.1\%) | 8.2\% | 2.7\% | 11.7\% | 8.7\% |
| Rest of Europe | (22.9\%) | (17.0\%) | (24.2\%) | (5.0\%) | (12.2\%) | 1.0\% | (5.9\%) | 5.4\% | (2.4\%) |
| Other | (15.2\%) | (16.9\%) | (30.2\%) | (30.6\%) | (5.5\%) | 12.8\% | 6.0\% | 11.7\% | 3.9\% |
| Adj. EBIT (before SBC) | (41.2) | (31.0) | (49.9) | 13.5 | (22.8) | 35.1 | 3.8 | 65.7 | 29.1 |
| DACH | (8.8) | (2.9) | (10.4) | 30.3 | (0.2) | 27.5 | 10.9 | 44.8 | 32.3 |
| Rest of Europe | (30.3) | (25.4) | (33.9) | (9.6) | (21.8) | 3.4 | (9.4) | 16.2 | (4.7) |
| Other | (2.1) | (2.7) | (5.6) | (7.3) | (0.7) | 4.2 | 2.3 | 4.8 | 1.4 |
| \% Margin | (11.1\%) | (7.1\%) | (12.4\%) | 2.4\% | (4.5\%) | 6.4\% | 0.8\% | 9.9\% | 4.5\% |
| DACH | (3.9\%) | (1.1\%) | (4.3\%) | 9.4\% | (0.1\%) | 8.9\% | 3.9\% | 12.3\% | 9.3\% |
| Rest of Europe | (22.6\%) | (16.7\%) | (23.9\%) | (4.7\%) | (11.3\%) | 1.7\% | (4.7\%) | 6.1\% | (1.8\%) |
| Other | (13.8\%) | (15.9\%) | (29.6\%) | (30.0\%) | (3.1\%) | 14.0\% | 8.4\% | 13.0\% | 4.5\% |

## FACTSHEET

Financial Information First Three Months 2014 and 2015

| EUR m | $\begin{gathered} 1 \text { Jan - } \\ 31 \text { Mar } 2014 \end{gathered}$ | $\begin{gathered} 1 \text { Jan - } \\ 31 \text { Mar } 2015 \end{gathered}$ |
| :---: | :---: | :---: |
| Revenue | 500.7 | 643.6 |
| \% growth | 34.6\% | 28.5\% |
| Cost of Sales | (311.3) | (353.5) |
| Gross Profit | 189.4 | 290.1 |
| \% margin | 37.8\% | 45.1\% |
| Selling and Distribution Costs | (192.0) | (236.8) |
| Administrative Expenses | (28.8) | (29.1) |
| Other Operating Income | 4.2 | 3.0 |
| Other Operating Expenses | (0.8) | (2.0) |
| EBIT | (27.9) | 25.1 |
| \% margin | (5.6\%) | 3.9\% |
| Net Financial Result | (0.8) | 5.4 |
| EBT | (28.7) | 30.6 |
| \% margin | (5.7\%) | 4.7\% |
| Income Taxes | (0.2) | (6.3) |
| Net Income | (28.9) | 24.3 |
| \% margin | (5.8\%) | 3.8\% |
| Depreciation \& Amortization | 5.5 | 7.5 |
| EBITDA | (22.4) | 32.6 |
| \% margin | (4.5\%) | 5.1\% |
| Equity-settled Share Based Compensation (SBC) | 5.1 | 4.0 |
| Adjusted EBIT (before SBC) | (22.8) | 29.1 |
| \% margin | (4.5\%) | 4.5\% |
| Adjusted EBITDA (before SBC) | (17.3) | 36.6 |
| \% margin | (3.5\%) | 5.7\% |

## FACTSHEET

## Dec-2014 and Mar-2015 Balance Sheet

| EUR m | Dec-2014 | (\% of total <br> assets) | Mar-2015 | (\% of total <br> assets) |
| :--- | ---: | :---: | ---: | ---: |
| Total Non-Current Assets | $\mathbf{1 9 4 . 0}$ | $\mathbf{1 0 . 9 \%}$ | $\mathbf{1 7 9 . 1}$ | $\mathbf{9 . 2 \%}$ |
| Property, Plant and Equipment | 111.0 | $6.2 \%$ | 108.8 | $5.6 \%$ |
| Other Financial Assets | 49.4 | $2.8 \%$ | 32.3 | $1.7 \%$ |
| Total Current Assets | $\mathbf{1 , 5 9 1 . 6}$ | $\mathbf{8 9 . 1 \%}$ | $\mathbf{1 , 7 5 8 . 8}$ | $\mathbf{9 0 . 8 \%}$ |
| Inventories | 348.4 | $19.5 \%$ | 474.6 | $24.5 \%$ |
| Trade and Other Receivables | 140.1 | $7.8 \%$ | 169.8 | $8.8 \%$ |
| Cash and Cash Equivalents | $1,051.0$ | $58.9 \%$ | 960.9 | $49.6 \%$ |
| Total Assets | $\mathbf{1 , 7 8 5 . 5}$ | $\mathbf{1 0 0 . 0 \%}$ | $\mathbf{1 , 9 3 7 . 9}$ | $\mathbf{1 0 0 . 0 \%}$ |
| Total Equity | $\mathbf{1 , 1 2 6 . 7}$ | $\mathbf{6 3 . 1 \%}$ | $\mathbf{1 , 1 4 8 . 1}$ | $\mathbf{5 9 . 2 \%}$ |
| Capital Reserves | $1,120.4$ | $62.7 \%$ | $1,123.0$ | $57.9 \%$ |
| Accumulated Loss | $(239.4)$ | $\mathbf{1 1 3 . 4 \% )}$ | $(215.2)$ | $\mathbf{1 1 1 . 1 \% )}$ |
| Total Non-Current Liabilities | $\mathbf{3 0 . 9}$ | $\mathbf{1 . 7 \%}$ | $\mathbf{3 3 . 9}$ | $\mathbf{1 . 8 \%}$ |
| Total Current Liabilities | $\mathbf{6 2 7 . 9}$ | $\mathbf{3 5 . 2 \%}$ | $\mathbf{7 5 5 . 9}$ | $\mathbf{3 9 . 0 \%}$ |
| Trade Payables and Similar Liabilities | 492.1 | $27.6 \%$ | 609.8 | $31.5 \%$ |
| Total Equity \& Liabilities | $\mathbf{1 , 7 8 5 . 5}$ | $\mathbf{1 0 0 . 0 \%}$ | $\mathbf{1 , 9 3 7 . 9}$ | $\mathbf{1 0 0 . 0 \%}$ |

## FACTSHEET

Cash Flow Statement First Three Months 2014 and 2015

| EUR m | $\begin{gathered} 1 \text { Jan - } \\ 31 \text { Mar } 2014 \end{gathered}$ | 1 Jan 31 Mar 2015 |
| :---: | :---: | :---: |
| Net Income | (28.9) | 24.3 |
| Non-Cash Expenses from Share-Based Payments | 5.1 | 4.0 |
| Cash Paid for Settlement of Claims from Share-Based Payments | 0.0 | (2.0) |
| Depreciation | 5.5 | 7.5 |
| Other Non-Cash Income | (0.7) | (0.9) |
| Change in Provisions | 0.0 | (0.4) |
| Change in Inventories and Receivables | (72.4) | (155.4) |
| Change in Trade Payables and Similar Liabilities | 57.0 | 117.5 |
| Change in Other Assets/Other Liabilities | 12.9 | (6.4) |
| Cash Flow from Operating Activities | (21.5) | (11.8) |
| Payments for Investments in Fixed and Intangible Assets | (20.7) | 8.4 |
| Cash Paid for Investments in Term Deposits | 0.0 | (90.0) |
| Change in Restricted Cash | 1.8 | 15.8 |
| Cash Flow from Investing Activities | (18.9) | (82.6) |
| Payments Received from Capital Increases | 0.0 | 1.5 |
| Cash Received from Loans | 1.9 | 0.0 |
| Cash Repayments of Loans | (0.8) | (0.8) |
| Cash Flow from Financing Activities | 1.1 | 0.7 |
| Increase in Cash and Cash Equivalents from Exchange Rate Differences | 0.0 | 3.6 |
| Change in Cash and Cash Equivalents | (39.3) | (93.7) |


[^0]:    ${ }^{1} 2012$ adjusted for the accounting principles applied in 2013.

[^1]:    ${ }^{2}$ Site Visits defined as the number of series of page requests from the same device or source (either via website, m.sites, t.sites or apps) in the measurement period. A visit is considered ended when no requests have been recorded in more than 30 minutes.
    ${ }^{3}$ Mobile Visit Share (\%) defined as the number of visits via m.sites, t.sites or apps divided by the total number of Site Visits in the measurement period.
    ${ }^{4}$ Active Customers defined as the number of customers placing at least one order in the last twelve months in the measurement period irrespective of cancellations or returns.
    ${ }^{5}$ Number of Orders defined as the number of customer orders placed in the measurement period irrespective of cancellations or returns. An order is counted on the day the customer places the order. Orders placed and orders delivered may differ due to orders that are in transit at the end of the measurement period or have been cancelled.
    ${ }_{7}$ Average Orders per active customer defined as Number of Orders of the last twelve months divided by active customers.
    ${ }^{7}$ Average Basket Size defined as the transactional revenue (incl. VAT and transactional volume of Partner Program) after cancellations or returns divided by the number of orders.
    8 Adj. Marketing Cost Ratio defined as marketing cost as a proportion of revenue in the measurement period. Marketing cost mainly consists of advertising expenses including search engine marketing, television, online display and other marketing channels as well as allocated overhead cost. All numbers shown before SBC costs.
    9 Adj. Fulfillment Cost Ratio defined as fulfillment cost as a proportion of revenue in the measurement period. Fulfillment costs mainly include logistics, content creation, service and payment expenses, as well as allocated overhead costs. Fulfillment costs therefore comprises all selling and distribution costs, except for marketing costs. All numbers shown before SBC costs.

[^2]:    ${ }_{11}^{10} 2012$ adjusted for the accounting principles applied in 2013.
    11 "DACH" segment consists of that part of Zalando Shop business channel that generates product and services revenue from customers ordering on localized websites for Germany, Austria and Switzerland.

[^3]:    ${ }^{12} 2012$ adjusted for the accounting principles applied in 2013.

[^4]:    ${ }^{13} 2012$ adjusted for the accounting principles applied in 2013.

[^5]:    ${ }^{14}$ Site Visits defined as the number of series of page requests from the same device or source (either via website, m.sites, t.sites or apps) in the measurement period. A visit is considered ended when no requests have been recorded in more than 30 minutes.
    ${ }^{15}$ Mobile Visit Share (\%) defined as the number of visits via m.sites, t.sites or apps divided by the total number of Site Visits in the measurement period.
    ${ }^{16}$ Active Customers defined as the number of customers placing at least one order in the last twelve months in the measurement period irrespective of cancellations or returns.
    ${ }^{17}$ Number of Orders defined as the number of customer orders placed in the measurement period irrespective of cancellations or returns. An order is counted on the day the customer places the order. Orders placed and orders delivered may differ due to orders that are in transit at the end of the measurement period or have been cancelled.
    ${ }_{18}^{18}$ Average Orders per active customer defined as Number of Orders of the last twelve months divided by active customers.
    ${ }^{19}$ Average Basket Size defined as the transactional revenue (incl. VAT and transactional volume of Partner Program) after cancellations or returns divided by the number of orders.
    ${ }^{20}$ Adj. Marketing Cost Ratio defined as marketing cost as a proportion of revenue in the measurement period. Marketing cost mainly consists of advertising expenses including search engine marketing, television, online display and other marketing channels as well as allocated overhead cost. All numbers shown before SBC costs.
    ${ }^{21}$ Adj. Fulfillment Cost Ratio defined as fulfillment cost as a proportion of revenue in the measurement period. Fulfillment costs mainly include logistics, content creation, service and payment expenses, as well as allocated overhead costs. Fulfillment costs therefore comprises all selling and distribution costs, except for marketing costs. All numbers shown before SBC costs.

