



STAYING AHEAD OF THE GAME

ANNUAL GENERAL MEETING
2016



ZALANDO SE

31-05-2016



WELCOME TO OUR ANNUAL GENERAL MEETING 2016



DAVID SCHNEIDER

Fashion & Brand Relations, Brand Marketing

ROBERT GENTZ

Technology, Strategy & Business Development

RUBIN RITTER

Commercial Business, Operations & Finance

**WE HAVE ACHIEVED
STRONG BUSINESS RESULTS
IN 2015**

MADE OUR CUSTOMERS HAPPIER THAN EVER

ASSORTMENT

250 new brands incl. Topshop & GAP
7 exclusive fashion collections



BRAND

Co-branded campaigns with the likes of
Topshop and Calvin Klein

„GAP PICTURE“

MOBILE

60% Mobile traffic, ~16m app downloads



„TOPSHOP +
CALVIN KLEIN
CAMPAIGN“

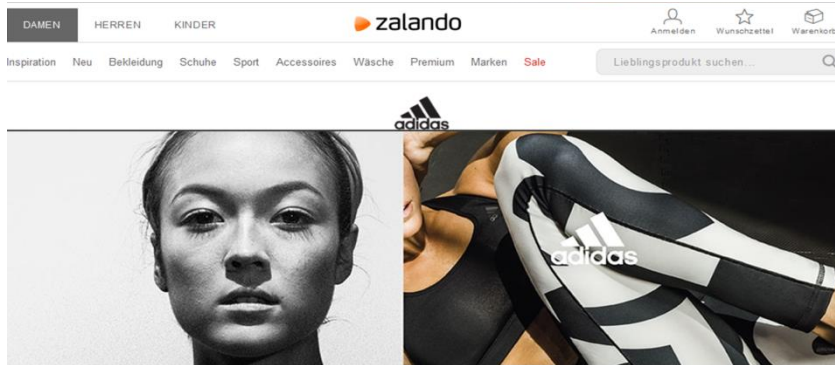
CONVENIENCE

Faster & easier delivery and returns

ADVANCED OUR **BRAND RELATIONS** TO THE NEXT LEVEL

„CALVIN KLEIN
CAMPAIGN“

„TOPSHOP
CAMPAIGN“



JOINT CAMPAIGNS
with Topshop and Calvin Klein

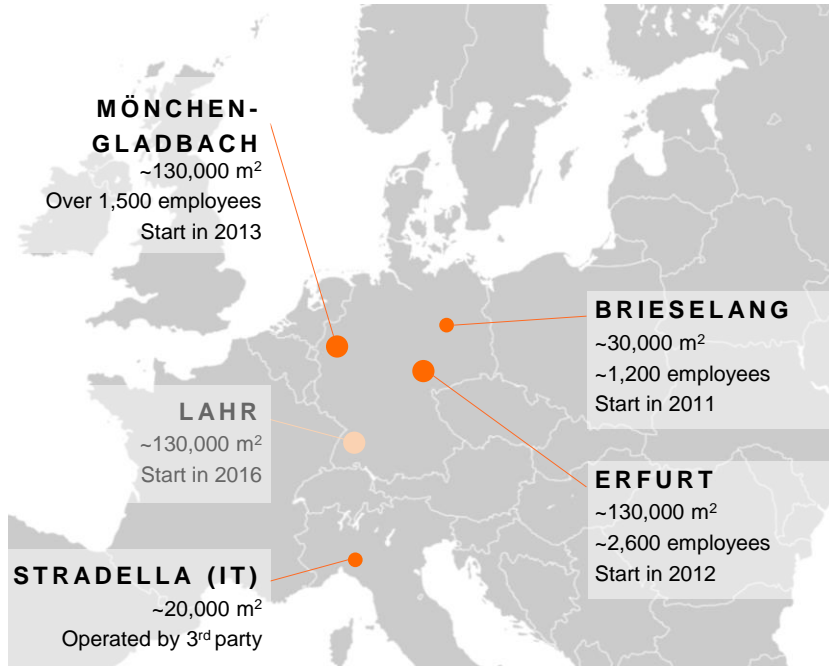
Brand Solutions scaling to
1,100 BRAND STORES

STRONG PARTNERSHIPS
with the likes of Adidas

Advertising business built with
INITIAL CAMPAIGNS

SCALED LOGISTICS FOOTPRINT

EXISTING FOOTPRINT



LOGISTICS BUILT-OUT



Commenced operations at satellite #1
in Stradella, Italy

Completed cornerstone ceremony at hub #3
in Lahr, South-West Germany

Accelerated planning of additional hub #4

SCALED TECHNOLOGY TEAM

TECHNOLOGY BUILT-OUT



>1,000 tech employees
(>50% growth)

Opened 2 international tech hubs
(Dublin + Helsinki)

M&A supporting the platform
(Metrigo, Anatwine, nugg.ad)

7 LOCATIONS ACROSS EUROPE



WE ARE A LARGE AND RESPONSIBLE EMPLOYER

~10,000
employees

100+
nationalities

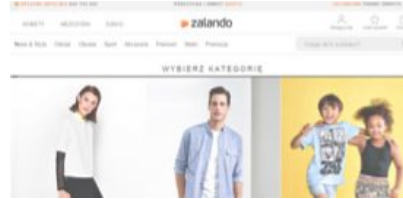


Doing our bit for a
BETTER SOCIETY



2018
CAMPUS
in the center of Berlin

WE HAVE BUILT SUSTAINABLE COMPETITIVE ADVANTAGES



ONLINE SCALE

- 1.8bn visits⁽¹⁾
- 90%+ brand awareness⁽²⁾
- 18m active customers⁽³⁾

STRONG FASHION FOCUS

- Fashion focus towards consumers & brands
- 6 fashion fulfillment centers⁽⁴⁾

LOCAL MARKET LEADERSHIP

- Hundreds of curated local brands
- 11 local logistics partners
- >20 local payment methods

FOCUS ON TECH + OPS

- >1,000 tech employees
- 7 tech locations across Europe
- ~75% of time spent on new projects and innovation

(1) Annualized as per Q4 2015.

(2) Aided Brand Awareness for most markets Zalando is present in.

(3) 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.

(4) 4 fulfillment centers and 1 satellite warehouse in operation with 1 fulfillment center currently being under construction.

**2015:
A SUCCESSFUL
FINANCIAL YEAR**

2015 – A SUCCESSFUL FINANCIAL YEAR

OUR GOALS BEGINNING 2015	RESULTS 2015	
REVENUE GROWTH 20-25% Revenue & Growth	€2,958m 33.6%	✓
EBIT MARGIN AROUND 2014 LEVEL EBIT ⁽¹⁾ & Margin ⁽¹⁾	€107m 3.6%	✓
USE CAPITAL EFFICIENTLY Free Cash Flow ⁽²⁾ & % Revenue ⁽²⁾	€43m 1.4%	✓

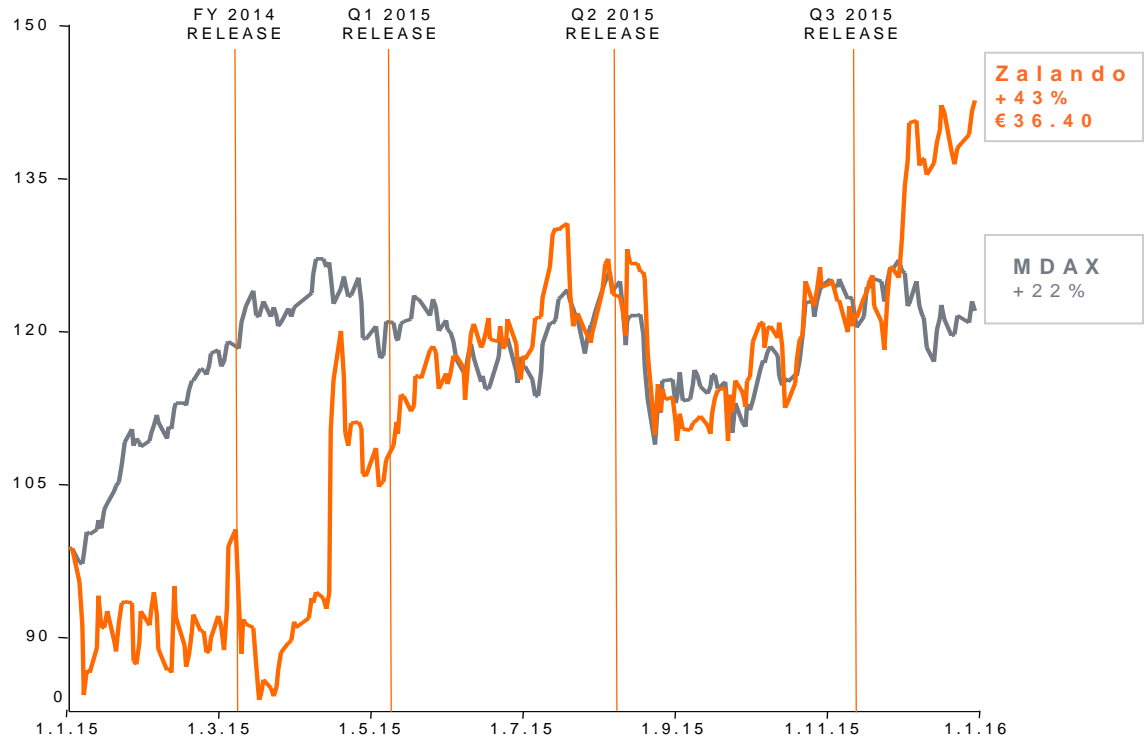
STRONG PERFORMANCE ACROSS ALL SEGMENTS



RESULTS 2015

	REVENUE & GROWTH	EBIT ⁽¹⁾ & MARGIN ⁽¹⁾
DACH	€1,580m +28%	€102m 6.4%
REST OF EUROPE	€1,212m +41%	-€3m -0.3%
OTHERS ⁽²⁾	€167m +42%	€9m 5.3%

2015 SHARE PRICE DEVELOPMENT



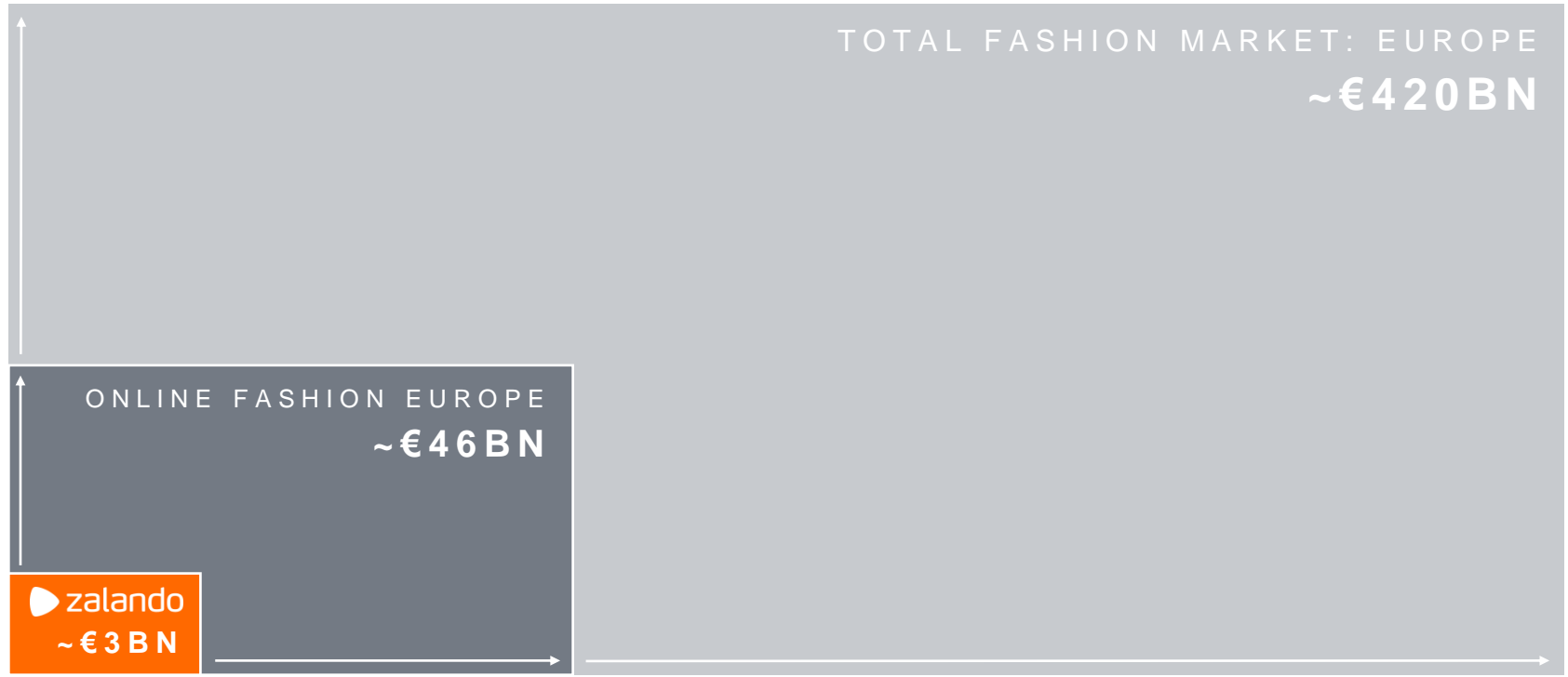
ZALANDO SHARE
OUTPERFORMS MDAQ

INCLUSION IN MDAQ,
INTERNATIONAL MSCI (DE)
& EUROPEAN STOXX 600

FREE FLOAT INCREASED
FROM 10% TO 37%

**2016 AND BEYOND:
CONTINUE TO
GROW AT FAST PACE**

THERE IS SIGNIFICANT ROOM TO GROW



MULTI-YEAR AND 2016 OUTLOOK

OUR MULTI-YEAR GOALS	OUR 2016 GOALS
REVENUE GROWTH 20-25%	REVENUE GROWTH AT UPPER END OF TARGET CORRIDOR OF 20-25%
SOLID PROFITABILITY	ADJ. EBIT-MARGIN ⁽¹⁾ ~3.0-4.5%
FREE CASH FLOW: NEUTRAL WORKING CAPITAL + STRATEGIC CAPEX SPEND	NEUTRAL WORKING CAPITAL + ~€200M CAPEX ⁽²⁾

FINANCIAL UPDATE Q1 2016

	RESULTS Q1 2016	
REVENUE & GROWTH	€796m 23.7%	✓
EBIT* & MARGIN ⁽¹⁾	€20m 2.5%	✓
FREE CASH FLOW ⁽²⁾	-€33.8m -4.3%	✓

THE PLATFORM STRATEGY

BRAND PRODUCTS



BRAND SOLUTIONS

Aims at connecting every fashion item to any customer.

ZALANDO MEDIA SOLUTIONS

Brings together brands and consumers through tailored marketing products.

CONSUMER PRODUCTS



THE FASHION STORE

is at the heart of everything we do
in fashion and lifestyle

ZALANDO LOUNGE

is where brand and price-conscious
customers meet

ZALON

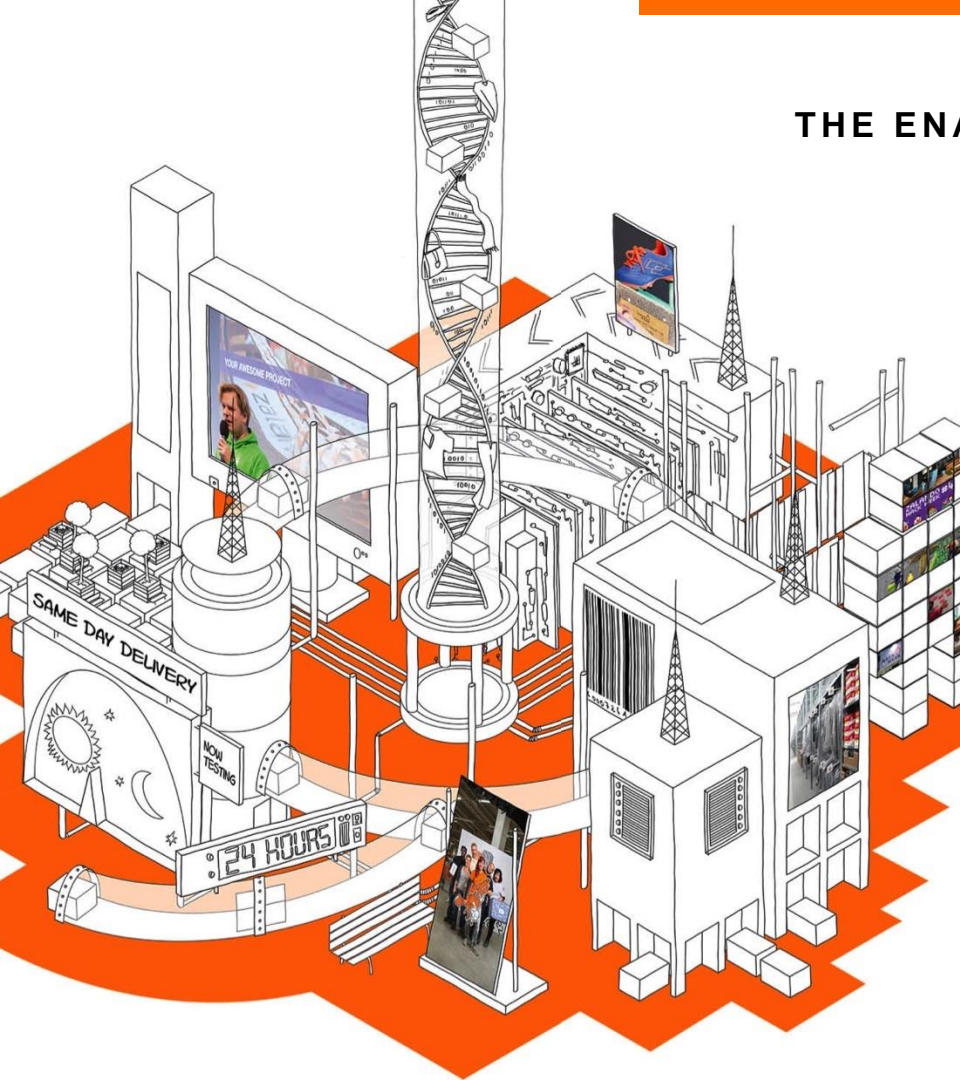
lets people discover and develop their own
style with one of our 200+ stylists

MOVMT

is a factory-to-consumers model featuring
great value for money fashion

Other consumer facing products
(e.g. FLEEK app, distributed commerce)

THE ENABLERS



BECOME THE EUROPEAN TECH COMPANY

Tech and smart data capabilities are
the core of our platform.

BE THE BEST FULFILLMENT PARTNER FOR FASHION IN EUROPE

Operations underlie all of our physical processes
and is an integral part of our core capabilities.

PLATFORM STRATEGY IS MULTI-YEAR



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