## zalando EUROPE'S LEADING ONLINE/FASHION DESTINATION

 Q4 / Full-Year 2015 Earnings Calf 1 March 2016
## Results and Business Highlights FY2015

ACHIEVED OUTSTANDING REVENUE GROWTH AT SOLID PROFITABILITY

MADE CUSTOMERS HAPPIER THAN EVER

ADVANCED BRAND RELATIONS TO THE NEXT LEVEL

## ACHIEVED OUTSTANDING REVENUE GROWTH AT SOLID PROFITABILITY



Solid profitability despite growth investments
(EBIT margin excl. SBC ${ }^{1}$ in percent)
(0.1pp)


Solid free cash flow
(Cash flows in €m)
Capex
M\&A


## Strong special categories² growth: on average >50\%

Seven exclusive fashion collections

Increased fast fashion share incl. Topshop

Premiered social media campaign \#shareyourstyle with 99\% positive buzz

## Brand

Growing brand value of $€ 3.6$ bn or $+50 \%^{1}$

Joint campaigns with Topshop and Calvin Klein

30 new partners joined partner program, incl. Adidas

250+ new brands in 2015 incl. GAP
>20 app releases throughout 2015
From $7 m$ to $16 m$ app downloads ( $\sim+135 \%$ )

## Mobile

From 48\% to 60\% mobile traffic and also growing revenue share

Major update of fashion store app for iOS and Android

Reimbursement time cut in half

Same Day delivery live in five cities

NPS at all-time high +10 points

Convenience
$+3,000$ pick-up and drop-off solutions

Reduced lead time by $\sim 1.5$ days in selected countries (UK \& IT)


## Strengthening partnerships

$\checkmark$ Joint campaigns with Topshop and Calvin Klein
$\checkmark$ Brand Solutions scaling to 1,100 brand stores
$\checkmark$ Strong partnerships, e.g., with the likes of Adidas
$\checkmark$ Advertising business gaining momentum

## Technology

## Operations

$\checkmark \sim 1,000$ tech employees
( $>50 \%$ growth)

2 international tech hubs (Dublin + Helsinki)

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

Commenced operations at satellite \#1 in Stradella, Italy

Completed cornerstone ceremony at hub \#3 in Lahr, South-West Germany
$\checkmark$ Accelerate planning of additional hub \#4

## Financial update Q4 2015 and FY2015

STRONG REVENUE GROWTH SIGNIFICANTLY ABOVE TARGET CORRIDOR

Group revenue
(in €m)



DACH revenue


Rest of Europe revenue (in € $€$ )


[^0]
## STRONG CUSTOMER KPIS DRIVE REVENUE GROWTH

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Active customers
(in m)


Average orders per active customer (LTM in \#)


Average basket size after returns ${ }^{1}$ (in $€$ )


GMV per active customer ${ }^{2}$ (in $€$ )


GMV (gross merchandise volume) per active customer = average orders per active customer (LTM in \#) $x$ average basket size after returns (in ).

## SOLID PROFITABILITY DESPITE GROWTH INVESTMENTS

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Group EBIT profitability
EBIT margin (excl. SBC ${ }^{1}$ )


DACH EBIT
EBIT margin (excl. $\mathrm{SBC}^{1}$ )


Rest of Europe EBIT
EBIT margin (excl. SBC ${ }^{1}$ )


## ALL COST LINES DEVELOPED ACCORDING TO INTERNAL PLAN

Costs and margins (FY and Q4)
(excl. SBC in percent of revenue ${ }^{1}$ )


[^1]Net working capital (end of Q4)
(as of $31-\mathrm{Dec}$, in \% of annualized Q4 revenue)


Capital expenditure ${ }^{1}$ (FY and Q4) (in $€ m$ )


[^2]Q4/14 capex for PP\&E of $€ 1.6 \mathrm{~m}$ net of subsidies of $€ 6.3 \mathrm{~m}$. Percentage excludes subsidies.

## LIQUIDITY INCREASED BY €50M

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Cash flow development (Q4)
(in $€ \mathrm{~m}$ )


## Outlook


$\checkmark$ Online fashion in Europe is a long-term highly attractive growth opportunity

Key focus on further penetration and market share gains
$\checkmark$ Execution through focus on customer proposition and multi-year platform strategy

$\sqrt{ }$ Existing core wholesale business with evolving customer proposition
$\checkmark$ Additional business pillars like partner program models and offline integration

Additional services like advertising, fulfillment, styling

## PLATFORM STRATEGY IS MULTI-YEAR

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## STRATEGIC INVESTMENTS SUPPORT MULTI-YEAR STRONG GROWTH CORRIDOR

## Multi-year outlook

REVENUE GROWTH OF 20\% - 25\%

## SOLID PROFITABILITY

FREE CASH FLOW: NEUTRAL WORKING CAPITAL + STRATEGIC CAPEX SPEND

## Guidance 2016

## REVENUE GROWTH AT UPPER END OF TARGET CORRIDOR OF 20\% - 25\%

ADJ. EBIT MARGIN¹: 3.0\% - 4.5\%

NEUTRAL WORKING CAPITAL + ~€200M CAPEX²

Outgrow online market by factor of ~2-3x

Key driver customer experience
(active customer and share of wallet growth)

Platform initiatives with early small contributions

## REVENUE GROWTH AT UPPER END OF TARGET CORRIDOR OF 20\% - 25\%

ADJ. EBIT MARGIN1: $3.0 \%-4.5 \%$

## NEUTRAL WORKING CAPITAL +

 ⑳0M CAPEX²Growth under the condition
of solid profitability

Continued investments in customer proposition and platform initiatives

Underlying operating leverage continues

REVENUE GROWTH AT UPPER END OF TARGET CORRIDOR OF 20\% - 25\%

ADJ. EBIT MARGIN¹: 3.0\% - 4.5\%

## NEUTRAL WORKING CAPITAL +

~€200M CAPEX²

Roughly neutral net working capital at year-end

Capex of $\sim$ € $200 \mathrm{~m}^{2}$
(shift from 2015, accelerated build-out of warehouses \& capitalization of software developments)

ADJ. EBIT MARGIN1: $3.0 \%-4.5 \%$

## NEUTRAL WORKING CAPITAL +

 ~€200M CAPEX²Profitable growth focus continues in 2016

## EFFECT OF DEFERRED TAXES ON FINANCIAL STATEMENTS

Balance Sheet: deferred taxes (Note 27)

| (in $€ \mathrm{~m}$ ) | Trade tax |
| :---: | :---: |
|  | 373 |
|  | 180 |
|  | 194 |

Unused NOLs

Corporate tax



Capitalization of DTA triggered
when accumulated profit of
past 3 years is positive (IAS12)

DTA

P\&L: income taxes (Note 8) (in $€ m$ )

Effective tax
rate: $\sim 14 \%$


## Share information (as of 31-Dec-15)

| Type of Shares | Ordinary bearer shares with no-par value (Stückaktien) |
| :--- | :--- |
| Stock Exchange | Frankfurt Stock Exchange |
| Market Segment | Regulated Market (Prime Standard) |
| Index Listings | MDAX $\left(2.5 \%\right.$ share $\left.{ }^{1}\right)$ |
| Total Number of Shares Outstanding | $\mathbf{2 4 7 , 0 5 9 , 5 1 8}$ |
| Issued Share Capital | $€ \mathbf{£ 2 4 7 , 0 5 9 , 5 1 8}$ |

Stock option programs (as of 31-Dec-15)

| Program | \# Options <br> outstanding | Strike <br> price |
| :--- | ---: | ---: |
| Various | 99,110 | 1.00 |
| Stock Option Program 2011 | $2,730,200$ | 5.65 |
| Stock Option Program 2013 | $9,817,500$ | 15.63 |
| Stock Option Program 2014 - Tranche pre IPO | $5,200,209$ | 17.72 |
| Stock Option Program 2014 - Tranche Mar 2015 | 644,145 | 22.79 |
| Stock Option Program 2014 - Tranche May 2015 | 371,800 | 25.03 |
| Stock Option Program 2014 - Tranche Aug 2015 | 193,500 | 29.92 |
| Stock Option Program 2014 - Tranche Nov 2015 | 58,900 | 30.48 |
| Total | $\mathbf{1 9 , 1 1 5 , 3 6 4}$ |  |

## INCOME STATEMENT

| €m | FY/13 | FY/14 | Q1/15 | Q2/15 | Q3/15 | Q4/15 | FY/15 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Revenue | 1,762.0 | 2,214.0 | 643.6 | 733.0 | 713.1 | 868.5 | 2,958.2 |
| \% growth | 52.1\% | 25.7\% | 28.5\% | 34.1\% | 42.2\% | 30.5\% | 33.6\% |
| Cost of Sales | $(1,047.0)$ | $(1,255.3)$ | (353.5) | (378.5) | (424.7) | (467.3) | $(1,624.0)$ |
| Gross Profit | 715.1 | 958.7 | 290.1 | 354.5 | 288.4 | 401.2 | 1,334.1 |
| \% margin | 40.6\% | 43.3\% | 45.1\% | 48.4\% | 40.4\% | 46.2\% | 45.1\% |
| Selling and Distribution Costs | (733.5) | (793.8) | (236.8) | (297.4) | (282.9) | (301.8) | $(1,118.9)$ |
| Administrative Expenses | (105.1) | (109.1) | (29.1) | (31.7) | (34.2) | (34.0) | (129.0) |
| Other Operating Income | 12.5 | 12.2 | 3.0 | 2.2 | 1.5 | 3.5 | 10.2 |
| Other Operating Expenses | (2.9) | (5.8) | (2.0) | (2.0) | (0.7) | (2.3) | (7.0) |
| EBIT | (113.9) | 62.1 | 25.1 | 25.7 | (27.8) | 66.6 | 89.6 |
| \% margin | (6.5\%) | 2.8\% | 3.9\% | 3.5\% | (3.9\%) | 7.7\% | 3.0\% |
| Net Financial Result | (3.3) | (4.5) | 5.4 | (0.9) | (6.3) | (1.2) | (3.0) |
| EBT | (117.3) | 57.7 | 30.6 | 24.8 | (34.1) | 65.4 | 86.6 |
| \% margin | (6.7\%) | 2.6\% | 4.7\% | 3.4\% | (4.8\%) | 7.5\% | 2.9\% |
| Income and Other Tax | 0.7 | (10.5) | (6.3) | (1.8) | 5.6 | 37.3 | 34.9 |
| Net Income | (116.6) | 47.2 | 24.3 | 23.0 | (28.5) | 102.7 | 121.5 |
| \% margin | (6.6\%) | 2.1\% | 3.8\% | 3.1\% | 4.0\% | 11.8\% | 4.1\% |
| Depreciation \& Amortization | 14.9 | 25.8 | 7.5 | 8.0 | 8.7 | 10.0 | 34.2 |
| EBITDA | (99.0) | 88.0 | 32.6 | 33.7 | (19.1) | 76.6 | 123.8 |
| \% margin | (5.6\%) | 4.0\% | 5.1\% | 4.6\% | (2.7\%) | 8.8\% | 4.2\% |
| Share Based Compensation (SBC) | 5.3 | 19.8 | 4.0 | 4.4 | 4.3 | 5.2 | 17.9 |
| Adj. EBIT (adj. for SBC) | (108.6) | 82.0 | 29.1 | 30.2 | (23.5) | 71.8 | 107.5 |
| \% margin | (6.2\%) | 3.7\% | 4.5\% | 4.1\% | (3.3\%) | 8.3\% | 3.6\% |
| Adj. EBITDA (adj. for SBC) | (93.7) | 107.8 | 36.6 | 38.1 | (14.8) | 81.8 | 141.7 |
| \% margin | (5.3\%) | 4.9\% | 5.7\% | 5.2\% | (2.1\%) | 9.4\% | 4.8\% |

## SHARE BASED COMPENSATION

| €m | FY/13 | FY/14 | Q1/15 | Q2/15 | Q3/15 | Q4/15 | FY/15 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Per Income Statement Line Item |  |  |  |  |  |  |  |
| Cost of Sales | 0.5 | 4.4 | 1.0 | 1.1 | 1.1 | 1.3 | 4.5 |
| Selling and Distribution Costs | 2.1 | 9.6 | 2.0 | 2.2 | 2.2 | 2.6 | 9.0 |
| Administrative Expenses | 2.7 | 5.8 | 1.0 | 1.1 | 1.1 | 1.3 | 4.5 |
| Share Based Compensation | 5.3 | 19.8 | 4.0 | 4.4 | 4.3 | 5.2 | 17.9 |
| As \% of revenue | FY/13 | FY/14 | Q1/15 | Q2/15 | Q3/15 | Q4/15 | FY/15 |
| Per Income Statement Line Item |  |  |  |  |  |  |  |
| Cost of Sales | 0.0\% | 0.2\% | 0.2\% | 0.2\% | 0.2\% | 0.1\% | 0.2\% |
| Selling and Distribution Costs | 0.1\% | 0.4\% | 0.3\% | 0.3\% | 0.3\% | 0.3\% | 0.3\% |
| Administrative Expenses | 0.2\% | 0.3\% | 0.2\% | 0.2\% | 0.2\% | 0.1\% | 0.2\% |
| Share Based Compensation | 0.3\% | 0.9\% | 0.6\% | 0.6\% | 0.6\% | 0.6\% | 0.6\% |

## SEGMENTS

| €m | FY/13 | FY/14 | Q1/15 | Q2/15 | Q3/15 | Q4/15 | FY/15 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Revenue | 1,762.0 | 2,214.0 | 643.6 | 733.0 | 713.1 | 868.5 | 2,958.2 |
| DACH | 1,056.1 | 1,234.0 | 347.1 | 411.0 | 371.2 | 450.7 | 1,580.1 |
| Rest of Europe | 630.2 | 862.6 | 265.0 | 285.3 | 300.8 | 360.5 | 1,211.6 |
| Other | 75.7 | 117.4 | 31.5 | 36.6 | 41.1 | 57.3 | 166.5 |
| As \% of total | 100.0\% | 100.0\% | 100.0\% | 100.0\% | 100.0\% | 100.0\% | 100.0\% |
| DACH | 59.9\% | 55.7\% | 53.9\% | 56.1\% | 52.1\% | 51.9\% | 53.4\% |
| Rest of Europe | 35.8\% | 39.0\% | 41.2\% | 38.9\% | 42.2\% | 41.5\% | 41.0\% |
| Other | 4.3\% | 5.3\% | 4.9\% | 5.0\% | 5.8\% | 6.6\% | 5.6\% |
| EBIT | (113.9) | 62.1 | 25.1 | 25.7 | (27.8) | 66.6 | 89.6 |
| DACH | 5.3 | 72.3 | 30.2 | 11.9 | (5.1) | 55.3 | 92.2 |
| Rest of Europe | (100.8) | (18.6) | (6.3) | 9.7 | (23.4) | 9.8 | (10.2) |
| Other | (18.4) | 8.4 | 1.2 | 4.1 | 0.6 | 1.5 | 7.5 |
| \% margin | (6.5\%) | 2.8\% | 3.9\% | 3.5\% | (3.9\%) | 7.7\% | 3.0\% |
| DACH | 0.5\% | 5.9\% | 8.7\% | 2.9\% | (1.4\%) | 12.3\% | 5.8\% |
| Rest of Europe | (16.0\%) | (2.2\%) | (2.4\%) | 3.4\% | (7.8\%) | 2.7\% | (0.8\%) |
| Other | (24.3\%) | 7.2\% | 3.9\% | 11.3\% | 1.6\% | 2.7\% | 4.5\% |
| Adjusted EBIT | (108.6) | 82.0 | 29.1 | 30.2 | (23.5) | 71.8 | 107.5 |
| DACH | 8.2 | 83.0 | 32.3 | 14.4 | (2.8) | 57.9 | 101.9 |
| Rest of Europe | (99.1) | (11.6) | (4.7) | 11.3 | (21.7) | 11.8 | (3.3) |
| Other | (17.8) | 10.5 | 1.4 | 4.4 | 1.0 | 2.1 | 8.9 |
| \% adjusted margin | (6.2\%) | 3.7\% | 4.5\% | 4.1\% | (3.3\%) | 8.3\% | 3.6\% |
| DACH | 0.8\% | 6.7\% | 9.3\% | 3.5\% | (0.8\%) | 12.8\% | 6.4\% |
| Rest of Europe | (15.7\%) | (1.3\%) | (1.8\%) | 4.0\% | (7.2\%) | 3.3\% | (0.3\%) |
| Other | (23.5\%) | 9.0\% | 4.5\% | 12.0\% | 2.5\% | 3.6\% | 5.3\% |


| €m | Q4/14 | $\begin{array}{r} \text { Q4/14 } \\ \text { (\% of total } \\ \text { assets) } \end{array}$ | Q4/15 | $\begin{array}{r} \text { Q4/15 } \\ \text { (\% of total } \\ \text { assets) } \end{array}$ |
| :---: | :---: | :---: | :---: | :---: |
| Total Non-Current Assets | 194.0 | 10.9\% | 253.1 | 12.0\% |
| Thereof: Property, Plant and Equipment | 111.0 | 6.2\% | 128.2 | 6.1\% |
| Other Financial Assets | 49.4 | 2.8\% | 25.0 | 1.2\% |
| Non-Financial Assets | 3.7 | 0.2\% | 3.5 | 0.2\% |
| Other Non-Current Assets | 29.9 | 1.7\% | 96.3 | 4.5\% |
| Total Current Assets | 1,591.6 | 89.1\% | 1,863.5 | 88.0\% |
| Thereof: Inventories | 348.4 | 19.5\% | 493.5 | 23.3\% |
| Trade and Other Receivables | 140.1 | 7.8\% | 149.7 | 7.1\% |
| Other Assets ${ }^{1}$ | 52.1 | 2.9\% | 244.0 | 11.5\% |
| Cash and Cash Equivalents ${ }^{1}$ | 1,051.0 | 58.9\% | 976.2 | 46.1\% |
| Total Assets | 1,785.5 | 100.0\% | 2,116.5 | 100.0\% |
| Total Equity | 1,126.7 | 63.1\% | 1,271.4 | 60.1\% |
| Thereof: Issued Capital | 244.8 | 13.7\% | 247.0 | 11.7\% |
| Capital Reserves | 1,120.4 | 62.7\% | 1,140.9 | 53.9\% |
| Retained earnings | 0.9 | 0.1\% | 1.4 | 0.1\% |
| Accumulated Loss | (239.4) | (13.4\%) | (118.0) | (5.6\%) |
| Total Non-Current Liabilities | 30.9 | 1.7\% | 31.3 | 1.5\% |
| Thereof: Financial Liabilities | 17.6 | 1.0\% | 14.4 | 0.7\% |
| Other Non-Current Liabilities | 13.3 | 0.7\% | 16.9 | 0.8\% |
| Total Current Liabilities | 627.9 | 35.2\% | 813.8 | 38.5\% |
| Thereof: Trade Payables and Similar Obligations | 492.1 | 27.6\% | 645.8 | 30.5\% |
| Other Current Liabilities | 135.9 | 7.6\% | 168.0 | 7.9\% |
| Total Equity \& Liabilities | 1,785.5 | 100.0\% | 2,116.5 | 100.0\% |
| Net Working Capital | (3.6) | (0.2\%) | (2.6) | (0.1\%) |

[^3]CASH FLOW STATEMENT

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| €m | Q1/15 YTD | Q2/15 YTD | Q3/15 YTD | Q4/15 YTD | Q4/15 |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Net Income | 24.3 | 47.3 | 18.8 | 121.5 | 102.7 |
| Non-Cash Expenses from Share-Based Payments | 4.0 | 8.4 | 12.7 | 17.9 | 5.2 |
| Cash Settlement of Claims from Share-Based Payments | (2.0) | (2.3) | (2.3) | (2.3) | 0.0 |
| Depreciation | 7.5 | 15.5 | 24.2 | 34.2 | 10.0 |
| Income Taxes | 6.3 | 8.1 | 2.4 | (34.9) | (37.3) |
| Change in Provisions | (0.4) | (0.3) | (0.3) | (0.5) | (0.2) |
| Other Non-Cash Income | (0.9) | (2.5) | (0.7) | (1.0) | (0.3) |
| Change in Inventories and Receivables | (155.4) | (110.8) | (256.0) | (154.2) | 101.8 |
| Change in Trade Liabilities | 117.5 | 78.2 | 266.3 | 154.9 | (111.4) |
| Change in Other Assets/Other Liabilities | (12.6) | (18.3) | (23.6) | (16.2) | 7.4 |
| Cash Flow from Operating Activities | (11.8) | 23.3 | 41.6 | 119.4 | 77.8 |
| Payments for Investments in Fixed and Intangible Assets | (8.4) | (19.3) | (39.1) | (60.0) | (20.8) |
| Payments for Acquisitions | 0.0 | (12.2) | (16.8) | (16.8) | 0.0 |
| Cash Paid for Investments in Term Deposits | (90.0) | (110.0) | (155.0) | (155.0) | 0.0 |
| Change in Restricted Cash | 15.8 | 33.5 | 39.5 | 35.3 | (4.2) |
| Cash Flow from Investing Activities | (82.6) | (108.0) | (171.4) | (196.5) | (25.1) |
| Payments Received from Capital Increases | 1.5 | 5.5 | 5.7 | 6.4 | 0.8 |
| Cash Repayments of Loans | (0.8) | (1.6) | (2.4) | (3.2) | (0.8) |
| Repurchase of treasury shares | 0.0 | 0.0 | 0.0 | (1.7) | (1.7) |
| Cash Flow from Financing Activities | 0.7 | 3.9 | 3.2 | 1.5 | (1.8) |
| Change in Cash \& Cash Equivalents | (93.7) | (80.8) | (126.6) | (75.7) | 51.0 |
| Effects of Exchange Rate on Cash \& Cash Equivalents | 3.6 | 3.4 | 0.5 | 0.9 | 0.4 |


|  | Q1/14 | Q2/14 | Q3/14 | Q4/14 | 2014 | Q1/15 | Q2/15 | Q3/15 | Q4/15 | 2015 |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Site Visits (m) ${ }^{1}$ | 331.8 | 322.7 | 321.7 | 387.6 | 1,363.8 | 392.8 | 411.8 | 393.9 | 457.9 | 1,656.4 |
| Mobile Visit Share (in \% of Site Visits) ${ }^{2}$ | 36.2\% | 40.7\% | 43.3\% | 47.9\% | 42.3\% | 52.6\% | 56.6\% | 58.8\% | 59.9\% | 57.1\% |
| Active Customers (m) ${ }^{3}$ | 13.5 | 13.7 | 14.1 | 14.7 | 14.7 | 15.4 | 16.4 | 17.2 | 17.9 | 17.9 |
| Number of Orders (m) ${ }^{4}$ | 9.7 | 10.4 | 9.7 | 11.6 | 41.4 | 12.0 | 14.0 | 13.8 | 15.4 | 55.3 |
| Average Order per Active Customer | 2.74 x | $2.77 x$ | 2.81x | 2.82x | 2.82x | 2.84x | 2.89x | 3.00x | 3.08x | 3.08x |
| Average Basket Size (in €) ${ }^{5}$ | 63.9 | 65.7 | 64.4 | 71.7 | 66.6 | 68.0 | 67.4 | 63.3 | 72.1 | 67.8 |
| Fulfillment Cost Ratio (in \% of revenue) ${ }^{6}$ | 24\% | 23\% | 23\% | 20\% | 22\% | 25\% | 28\% | 27\% | 23\% | 26\% |
| Marketing Cost Ratio (in \% of revenue) ${ }^{7}$ | 14\% | 13\% | 11\% | 14\% | 13\% | 12\% | 12\% | 12\% | 11\% | 12\% |

[^4]|  | March 2016 |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| $\mathbf{M}$ | $\mathbf{T}$ | $\mathbf{W}$ | $\mathbf{T}$ | $\mathbf{F}$ |
|  | $\mathbf{1}$ | 2 | 3 | 4 |
| 7 | 8 | 9 | 10 | 11 |
| 14 | 15 | 16 | 17 | 18 |
| 21 | $\mathbf{2 2}$ | $\mathbf{2 3}$ | 24 | 25 |
| 28 | 29 | 30 | 31 |  |


|  | May $\mathbf{2 0 1 6}$ |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| $\mathbf{M}$ | $\mathbf{T}$ | $\mathbf{W}$ | $\mathbf{T}$ | $\mathbf{F}$ |
| 2 | 3 | 4 | 5 | 6 |
| 9 | 10 | 11 | $\mathbf{1 2}$ | 13 |
| 16 | 17 | 18 | 19 | 20 |
| 23 | 24 | 25 | 26 | 27 |
| 30 | $\mathbf{3 1}$ |  |  |  |


| August $\mathbf{2 0 1 6}$ |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| $\mathbf{M}$ | $\mathbf{T}$ | $\mathbf{W}$ | $\mathbf{T}$ | $\mathbf{F}$ |
| 1 | 2 | 3 | 4 | 5 |
| 8 | 9 | 10 | 11 | 12 |
| 15 | 16 | 17 | 18 | 19 |
| 22 | 23 | 24 | 25 | 26 |
| 29 |  |  |  |  |

November 2016

| $\mathbf{M}$ | $\mathbf{T}$ | $\mathbf{W}$ | $\mathbf{T}$ | $\mathbf{F}$ |
| :---: | :---: | :---: | :---: | :---: |
|  | 1 | 2 | 3 | 4 |
| 7 | 8 | 9 | 10 | 11 |
| 14 | 15 | 16 | 17 | 18 |
| 21 | 22 | 23 | 24 | 25 |
| 28 | 29 | 30 |  |  |
|  |  |  |  |  |


| Date | Action |
| :--- | :--- |
| Monday, 7-Mar | Jefferies German Digital Conference, New York |
| Wednesday, 9-Mar | UBS Global Consumer Conference, Boston |
| Tuesday/Wednesday, 22-23 Mar | Capital Markets Day, Berlin (Warehouse tour Erfurt on 23-Mar) |
| Apr-20161 | Q1/2016 Trading Update |
| Thursday, 12-May | Q1/2016 Results |
| Tuesday, 17-May | Citi European Internet, E-Commerce and Digital Media Conference, London |
| Tuesday, 31-May | Annual General Meeting 2016, Berlin |
| Wednesday, 8-June | Deutsche Bank, dbAccess - German, Swiss \& Austrian Conference, Berlin |
| Thursday, 11-Aug | Q2/2016 Results |
| Thursday, 10-Nov | Q3/2016 Results |

[^5]
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[^0]:    (1) Segment "Others" includes revenues from Zalando Lounge, as well as two outlet stores in Berlin and Frankfurt and others.

[^1]:    ) Excluding equity-settled stock based compensation costs ("SBC").

[^2]:    1) Excludes payments for acquisitions of $€ 16.8 \mathrm{~m}$ in FY2015.
[^3]:    (1) Other assets includes investments into short-term deposits of $€ 155 \mathrm{~m}$, which are not listed under Cash and Cash Equivalents due to their maturity of more than 3 but less than 12 months.

[^4]:     been recorded in more than 30 minutes.
    (2) Mobile is defined as tablets, mobile site and apps
    (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
     delivered may differ due to orders that are in transit at the end of the measurement period or have been cancelled.
    (5) 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,
    
    costs. Fulfillment costs therefore comprises all selling and distribution costs, except for marketing costs. All numbers shown excluding equity-settled SBC costs
     other marketing channels as well as allocated overhead cost. All numbers shown excluding equity-settled SBC costs.

[^5]:    1) Date will be pre-announced a few weeks in advance via press release.
