

OUR PLATFORM VISION IS TAKING SHAPE

31.05.2017
Berlin



A photograph of three men standing in a fashion studio. The man on the left is wearing a grey sweater, the man in the middle is wearing a black sweater, and the man on the right is wearing a blue button-down shirt. They are standing in front of a wooden table with various items on it. The background is a wall covered with fashion sketches, color swatches, and photographs of clothing.

RUBIN RITTER

Commercial Business,
Operations & Finance

ROBERT GENTZ

Technology, Strategy &
Business Development

DAVID SCHNEIDER

Fashion & Brand Relations,
Brand Marketing



+++ WE STRENGTHENED OUR SETUP IN 2016 +++

ZALANDO IS EUROPE'S WELL-LOVED FASHION DESTINATION ...

BRAND

„Zalando Brand campaigns”

+++ With campaigns we shape
the **fashion image** of our brand +++

ASSORTMENT



+++ We offer a **seasonal** and **broad** assortment
of **in-season** fashion merchandise +++

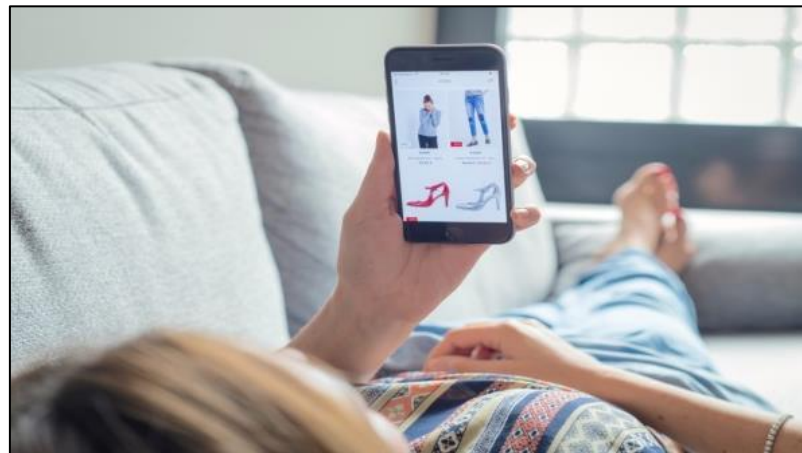
... WITH AN EVER-INCREASING CONVENIENCE LEVEL

CONVENIENCE



+++ New **delivery** and **return** services offer a smooth better-than-offline experience +++

MOBILE



+++ Our app ensures the most **personalized** and **frictionless** shopping experience +++

ZALANDO IS THE INDUSTRY'S PREFERRED E-COMMERCE PARTNER

WHOLESALE SOLUTIONS



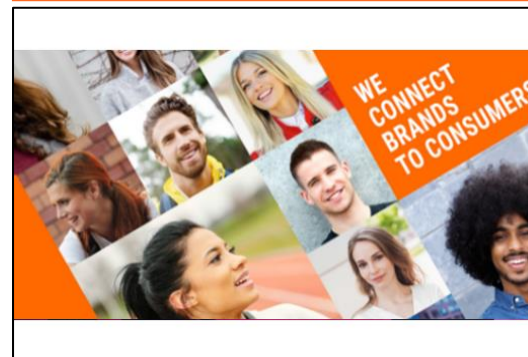
+++ We enable **better**, **faster** and **closer** collaborations with our partner +++

PARTNER PROGRAM



+++ We offer an **unprecedented customer reach** across 15 European markets +++

PARTNER SERVICES



+++ We provide services to **facilitate interactions** between brands and consumers +++

WE BUILD THE INFRASTRUCTURE OF THE FASHION INDUSTRY OF TOMORROW

TECHNOLOGY



+++ We continue to scale our **tech team** +++

+++ **Large scale projects** in our shop systems allow us to operate at higher speed +++

OPERATIONS



+++ We extend our fulfillment network by **large capacity extensions** in Poland +++

+++ Further **satellite fulfillment centers** are added to fulfill **local needs** +++

WE DO THINK AHEAD

+++ ~12,000 employees &
>100 nationalities +++



EMPLOYEES

SOCIETY



+++ Hello Festival: A festival
for innovative integration
solutions +++

+++ We can use our expertise
to make a **substantial**
contribution +++



FASHION INDUSTRY



+++ OUR EFFORTS IN 2016 TRANSLATED INTO STRONG FINANCIALS +++

WE OVER DELIVERED ON OUR GOALS

OUR GOALS BEGINNING 2016

RESULTS 2016

REVENUE GROWTH

Upper end of 20–25%

Revenue: EUR 3,639m

Growth: 23.0%



EBIT & MARGIN⁽¹⁾

Adj. EBIT margin: 3.0%–4.5%

EBIT: EUR 216m

Margin: 5.9%



USE CAPITAL EFFICIENTLY

Neutral net working capital⁽²⁾ & EUR ~200m capex⁽²⁾

NWC: EUR (128)m

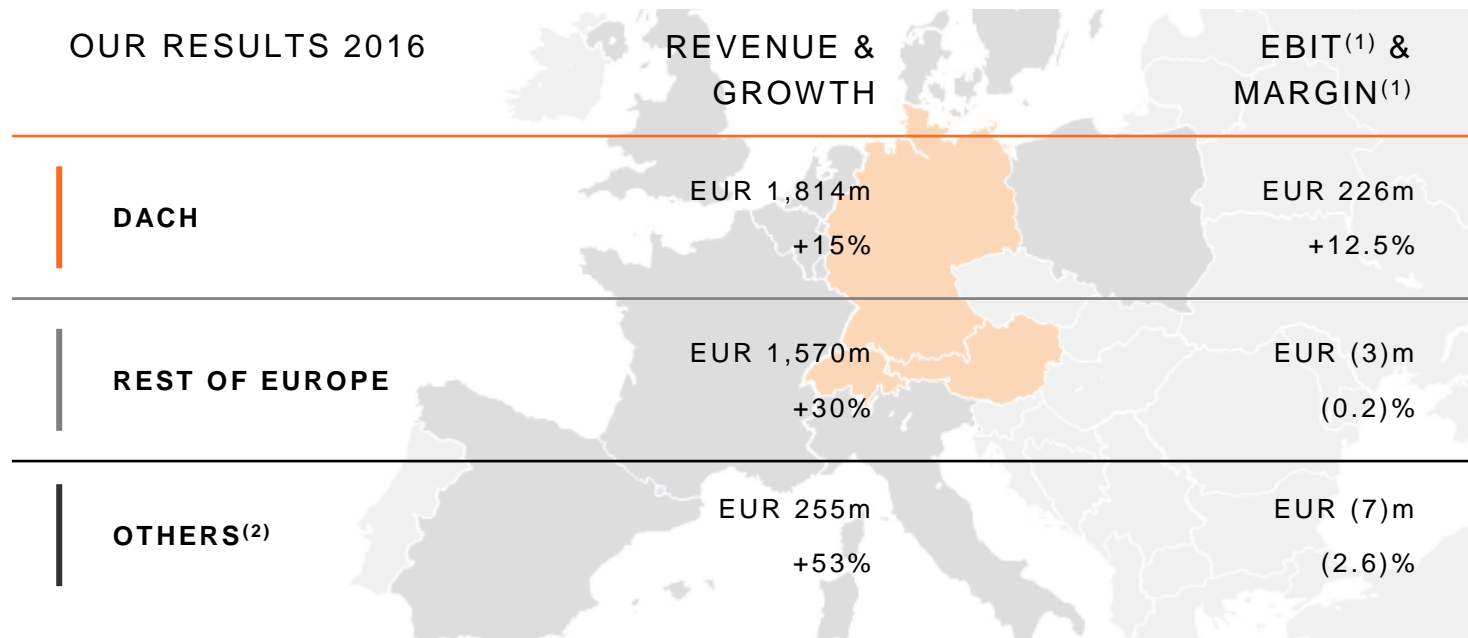
Capex: EUR 182m



⁽¹⁾ Exclusive share-based compensation and other non-operating one-time effects.

⁽²⁾ Excludes investments into M&A.

ALL SEGMENTS CONTRIBUTED TO OUR SUCCESS

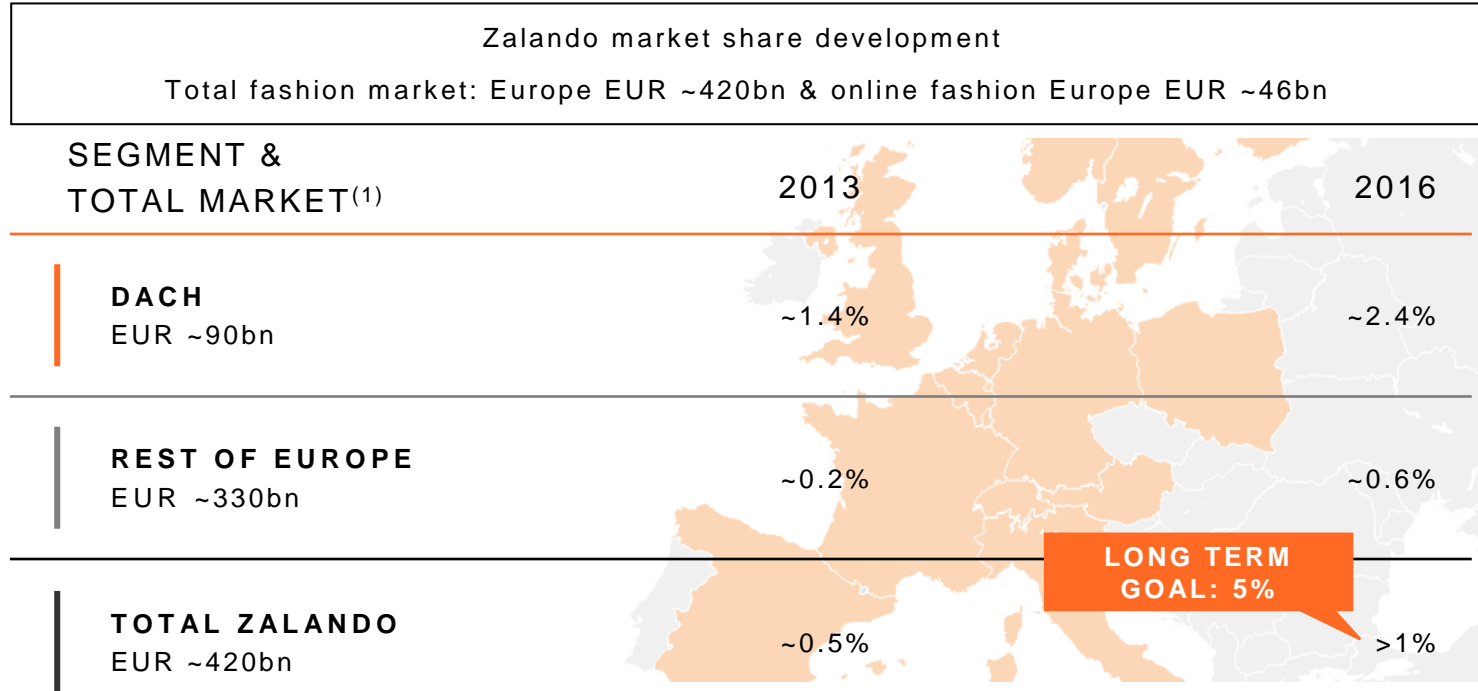


(1) Exclusive share-based compensation and other non-operating one-time effects.

(2) Segment „Others“ mainly includes revenues from Zalando Lounge, as well as the three outlet stores and the new platform initiatives.

**+++ 2017 AND BEYOND: BUILDING A FASHION PLATFORM
FOR LONG-TERM SUCCESS +++**

WE GAINED FURTHER MARKET SHARE



ZALANDO'S STRATEGY FOCUSES ON THREE DIMENSIONS

CONSUMERS



+++ Number one **online fashion destination** +++

INFRASTRUCTURE



+++ Leading **Technology** +++



+++ Excellence in **Operations** +++

BRAND PARTNERS



+++ Number one **online business partner** +++

2017 OUTLOOK

	2014	2015	2016	OUR OBJECTIVES 2017
REVENUE GROWTH OF 20–25%	✓	✓✓	✓	Revenue growth of 20–25%
SOLID PROFITABILITY	✓✓	✓	✓✓	Adj. EBIT margin ⁽¹⁾ : 5.0–6.0%
FREE CASH FLOW: Neutral Working Capital + Strategic Capex spend	✓	✓	✓✓	Slightly negative working capital + ~EUR 200m capex ⁽²⁾

ON OUR WAY TO A SUCCESSFUL 2017

RESULTS Q1 2017

REVENUE GROWTH

Revenue: EUR 980m
Growth: 23.1%



EBIT & MARGIN⁽¹⁾

EBIT: EUR 20m
Margin: 2.1%



USE CAPITAL EFFICIENTLY

Neutral net working capital⁽²⁾ & capex⁽²⁾

NWC: EUR (98)m
Capex: 78m



ANNUAL GENERAL MEETING 2017

31.05.2017
ZALANDO SE