



Doubling Zalando by 2020

Keynote
Capital Markets Day 2018



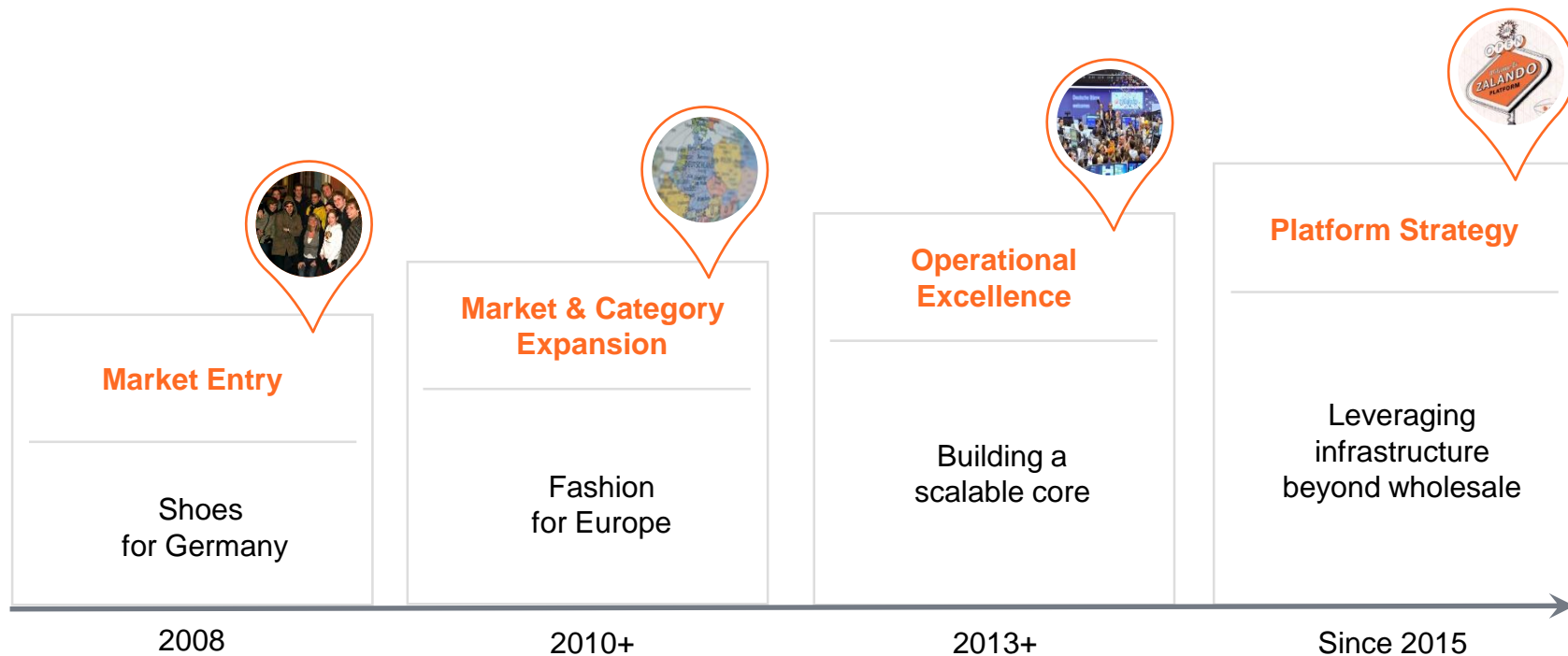
Rubin Ritter

June 5, 2018

10 amazing years: from an online shoe store to Europe's leading online fashion platform

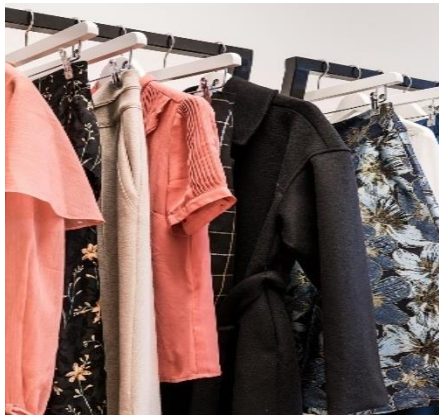


We constantly adjust our strategy to take our customer proposition to the next level



Zalando is targeting a massive market opportunity with great potential due to an ever increasing online penetration

Fashion & Lifestyle (Europe)



Fashion

13%



Beauty

7%



Home
Textiles

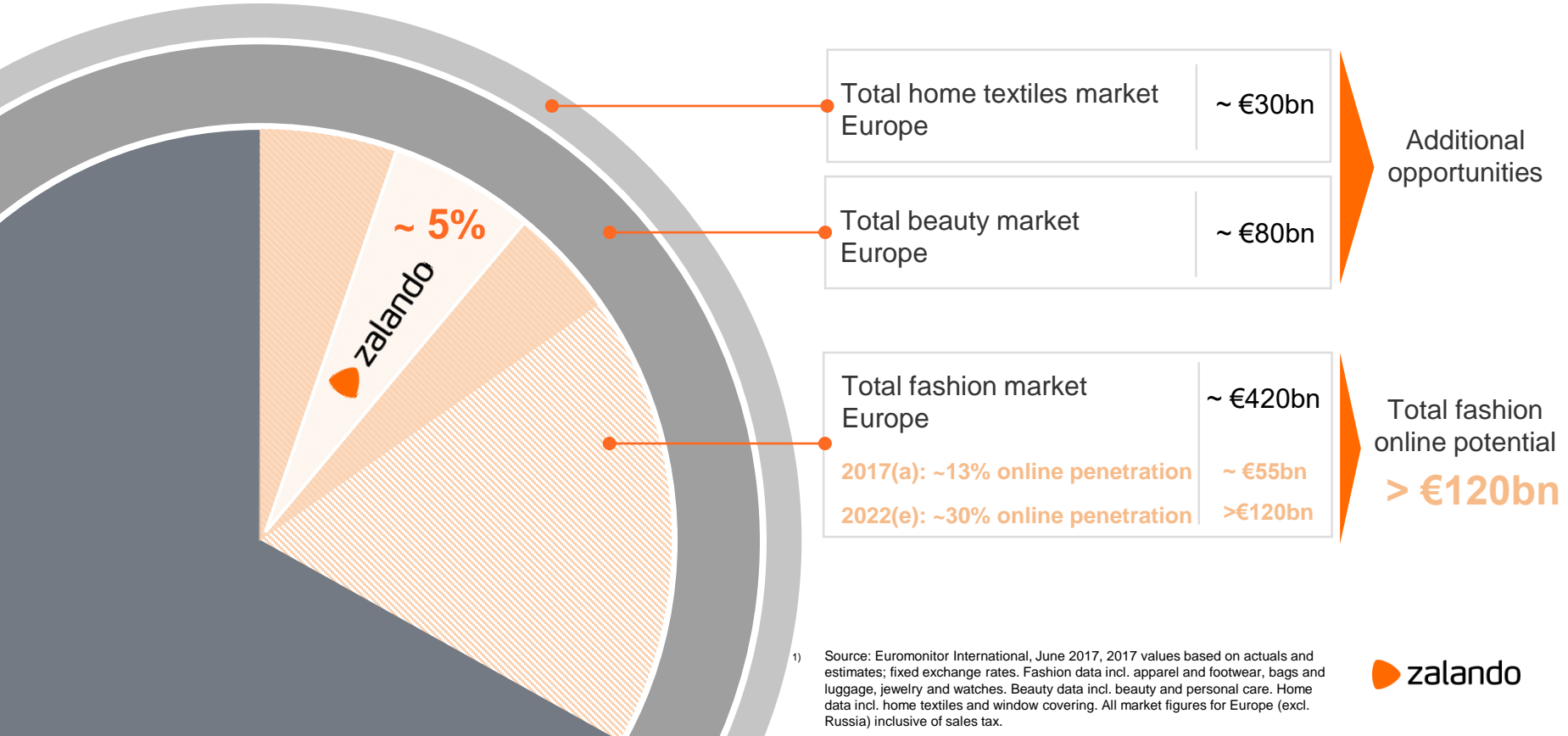
7%

Consumer Electronics (USA)



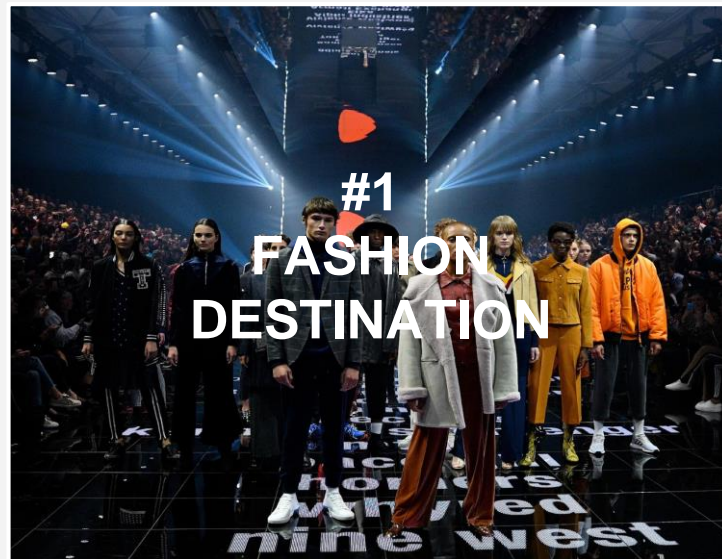
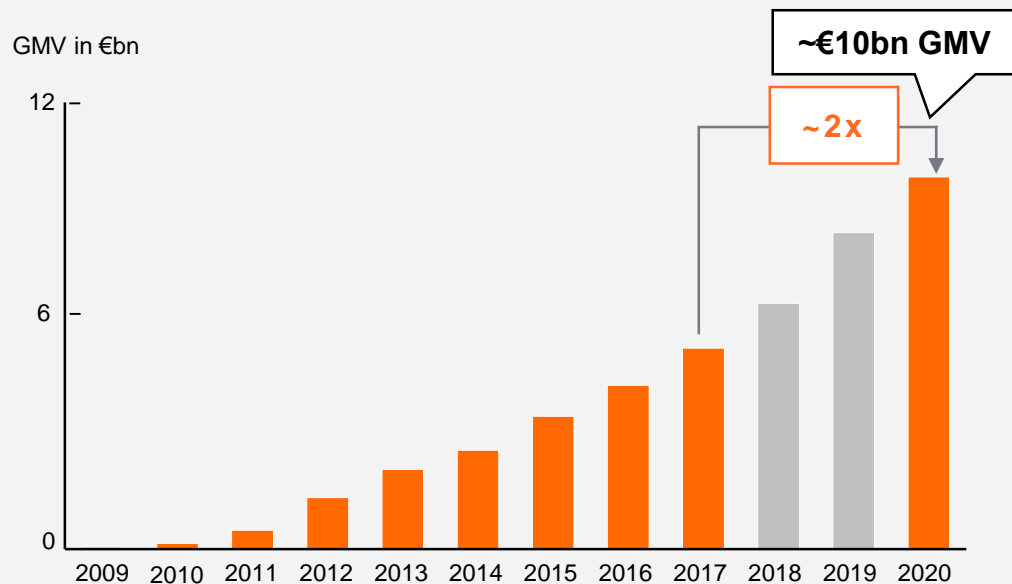
41%

This continued shift from offline to online leads to long-term ambition of 5% market share...

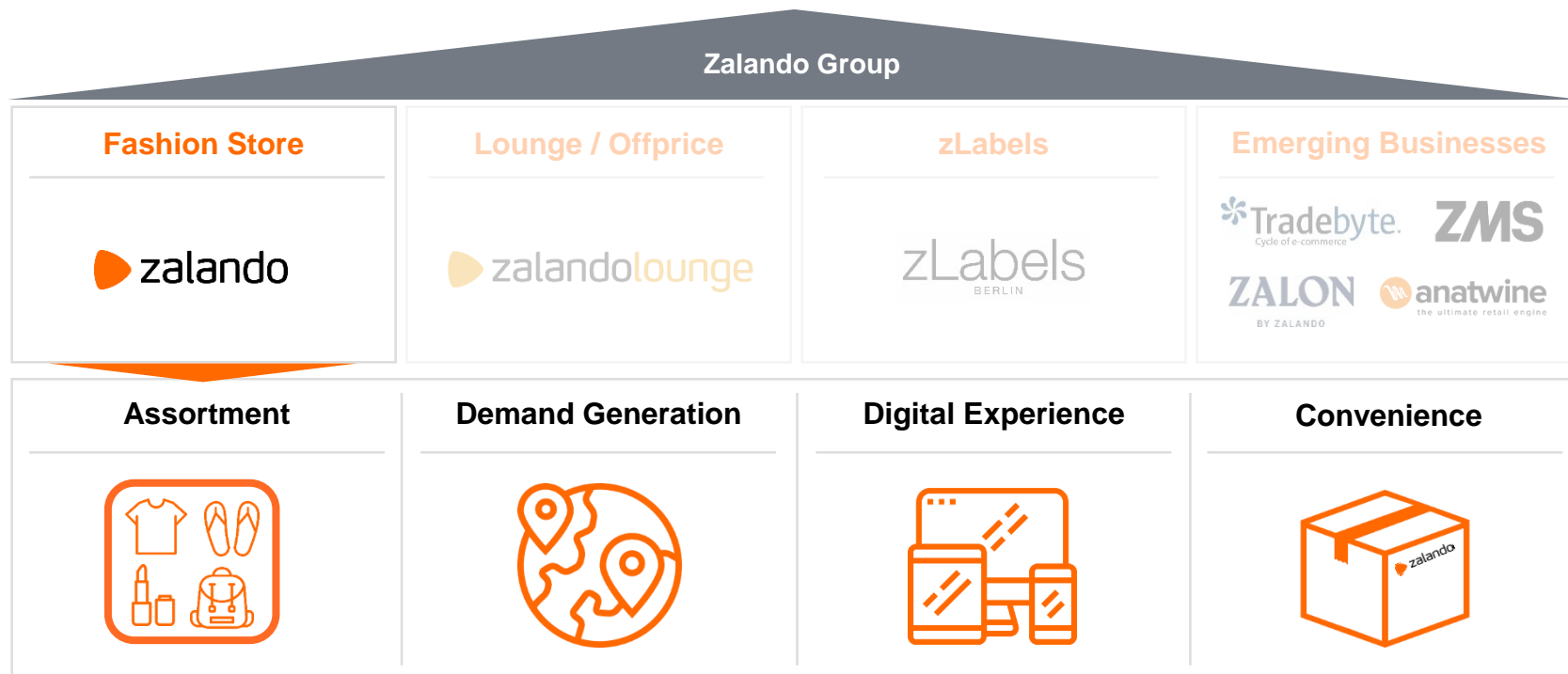


1) Source: Euromonitor International, June 2017, 2017 values based on actuals and estimates; fixed exchange rates. Fashion data incl. apparel and footwear, bags and luggage, jewelry and watches. Beauty data incl. beauty and personal care. Home data incl. home textiles and window covering. All market figures for Europe (excl. Russia) inclusive of sales tax.

...and the mid-term goal to double our company by 2020



Today, we dive deeper into the core business as the biggest driver of our growth



Assortment:

We offer our customers anything relevant in fashion

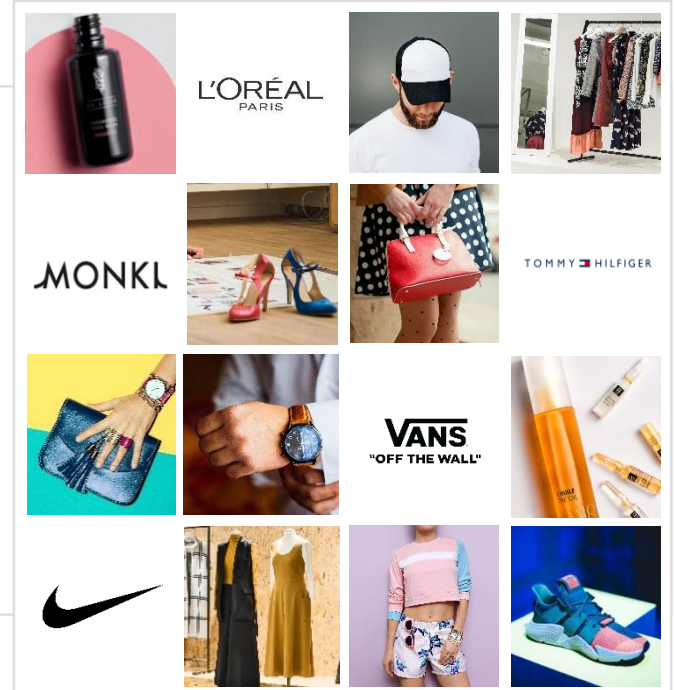
Assortment



Assortment expansion
supported by Partner Program

Driving traffic through an
unique assortment mix

Launch of **new adjacent**
(sub-)categories



Demand generation:

We are the top-of-mind fashion destination for the European Consumer

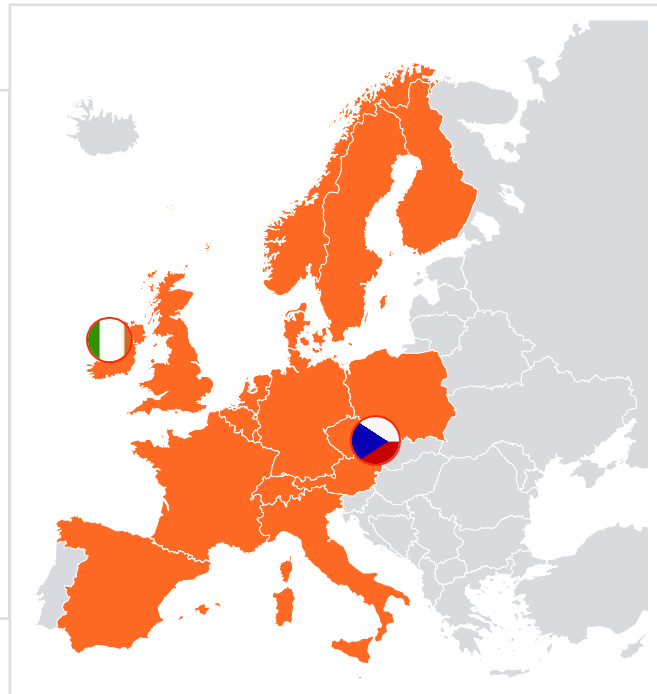
Demand Generation



Localized merchandizing, product, onsite content and pricing

Data-driven marketing steering and **top-of-mind brand**

Expansion to **new adjacent** countries



Digital experience: We aim to build a fully personalized on-site experience

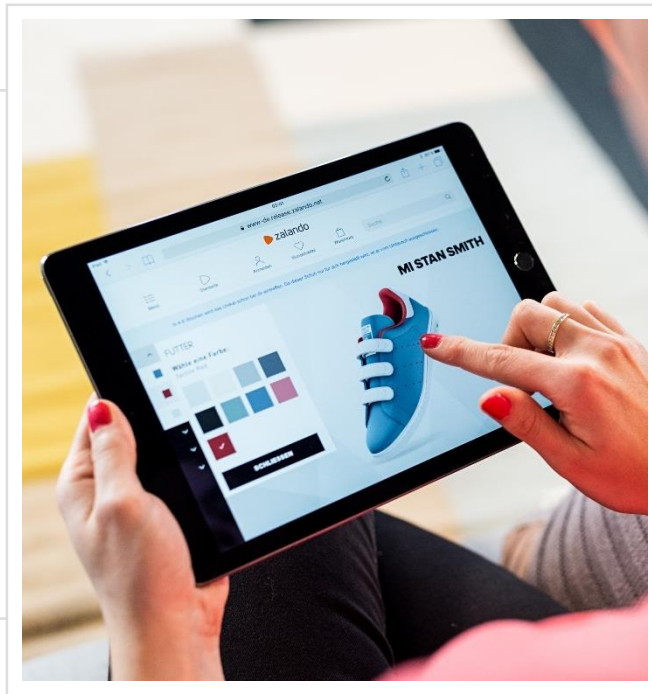
Digital Experience



Continued **optimization** based on research and testing

Next generation digital experience

Customer desire to shop **mobile**



Convenience:

We offer our customers an unmatched level of convenience tailored to fashion

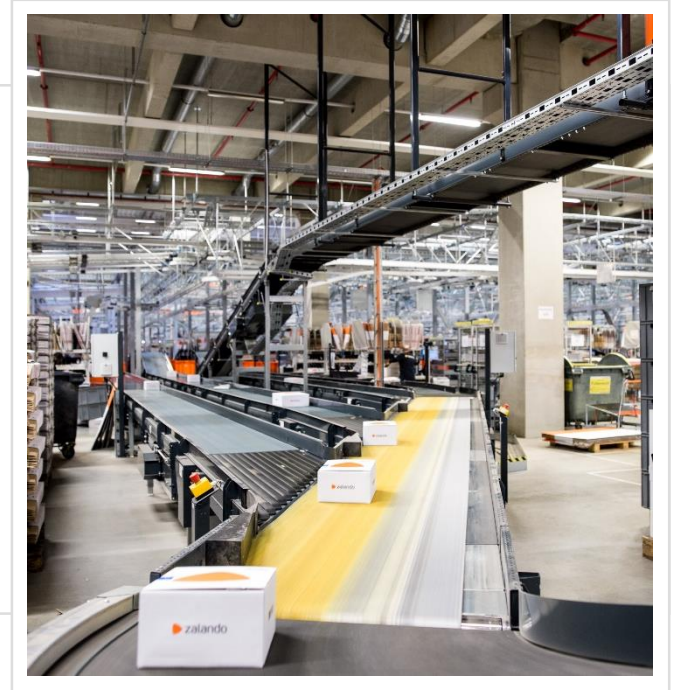
Convenience



Expansion of **delivery & return** proposition

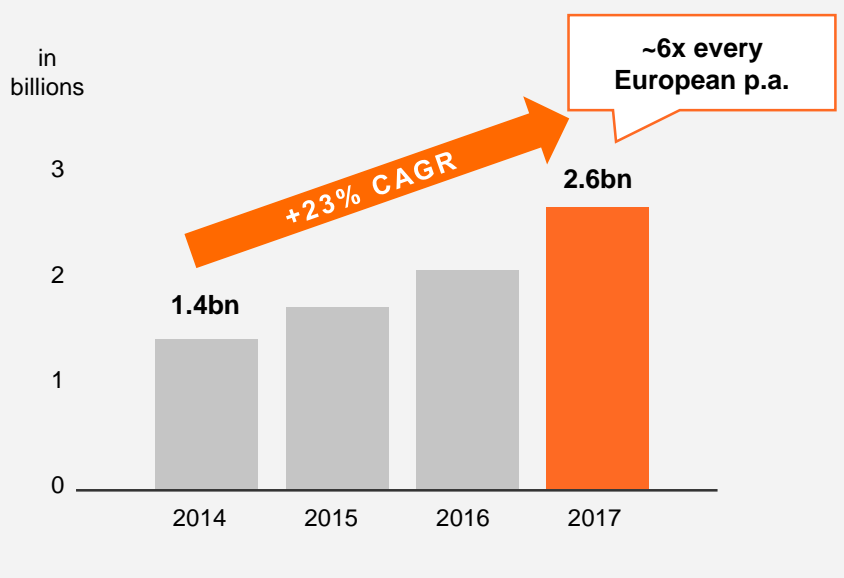
Acceleration of **Zalando Fulfillment Solutions**

Innovation in **payment services**

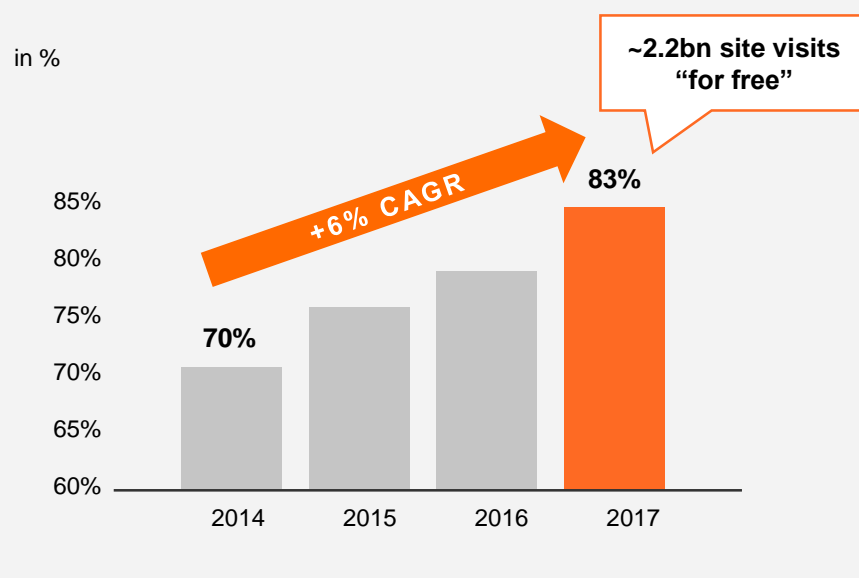


Value proposition translates into strong traffic levels and high organic traffic share

Site visits

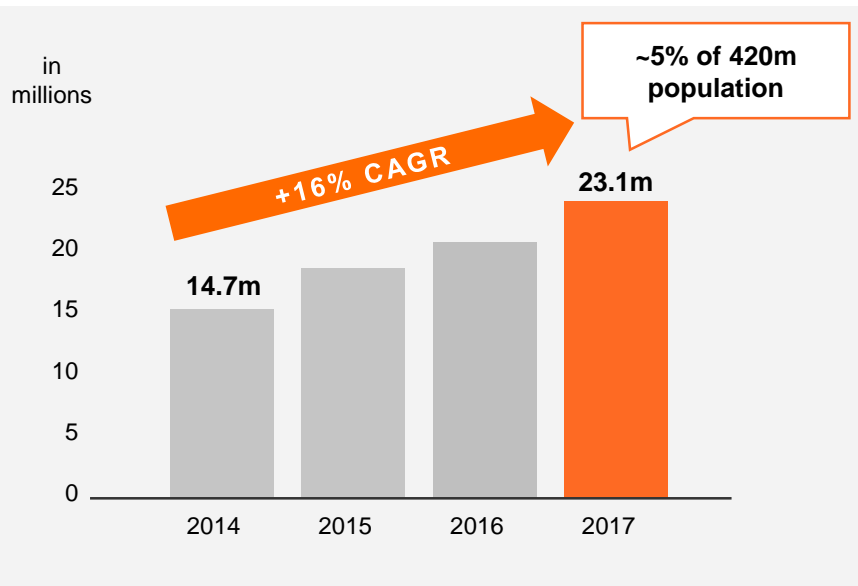


Share of organic traffic¹

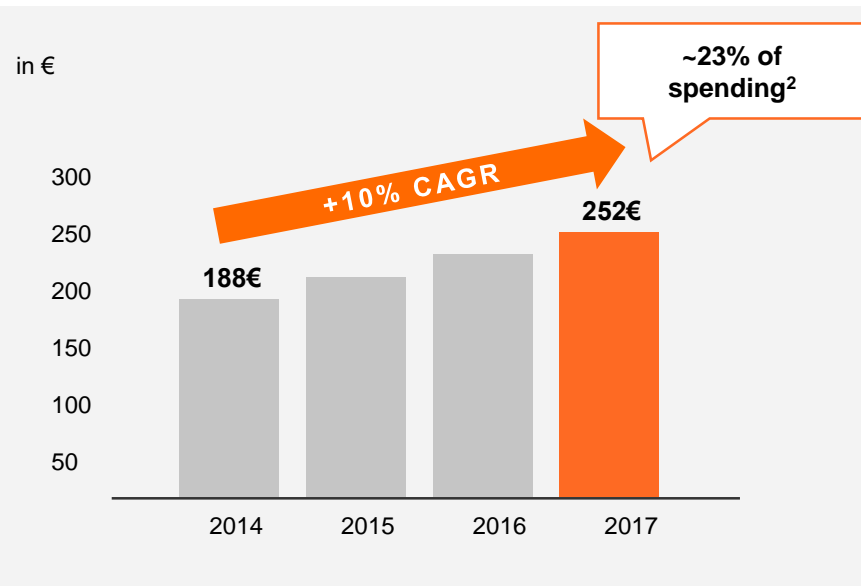


Enhanced value proposition leads to larger and more engaged customer base

Active customers



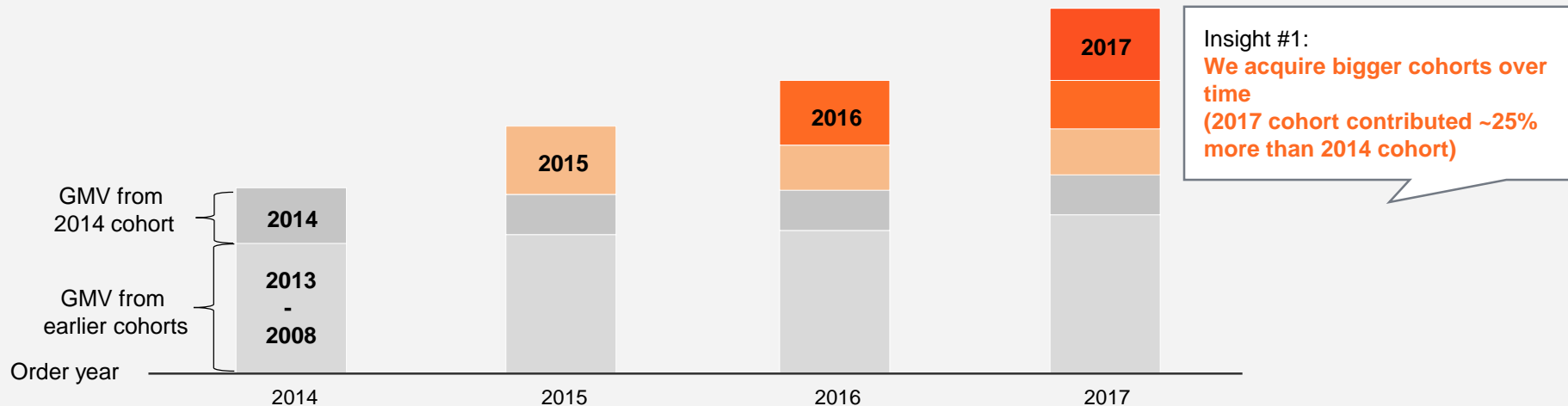
GMV per active customers¹



13 ¹⁾ Defined as the transactional revenue (incl. VAT and transactional volume of Partner Program) after cancellations or returns divided by the number of orders.
²⁾ Those customers shopping on Zalando spend in total on average around 1,100€ for fashion p.a.; source: Zalando, external online survey, country DE, November 2016. Sample description: size = 1,976; non Zalando customers = 70%, Zalando customers = 30%.

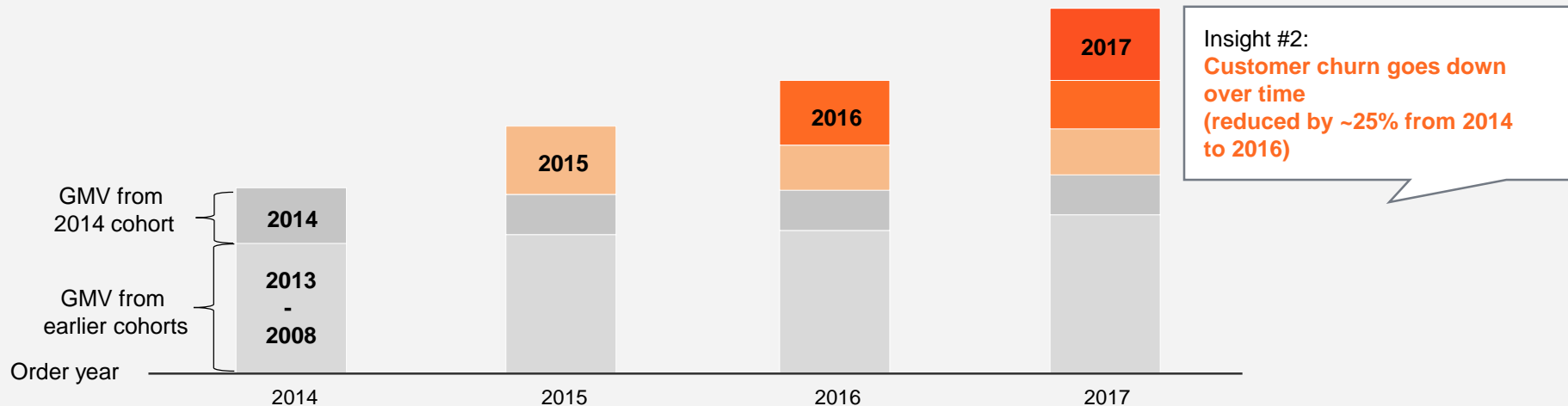
We are building a growth engine through a large ever-active customer base

Total GMV per cohort¹ and order year



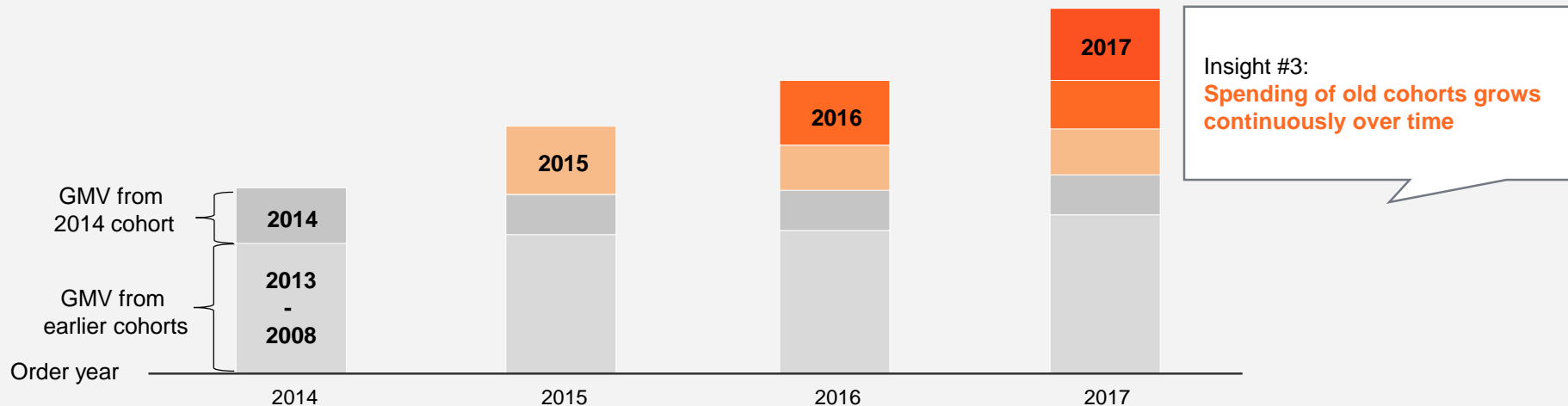
We are building a growth engine through a large ever-active customer base

Total GMV per cohort¹ and order year



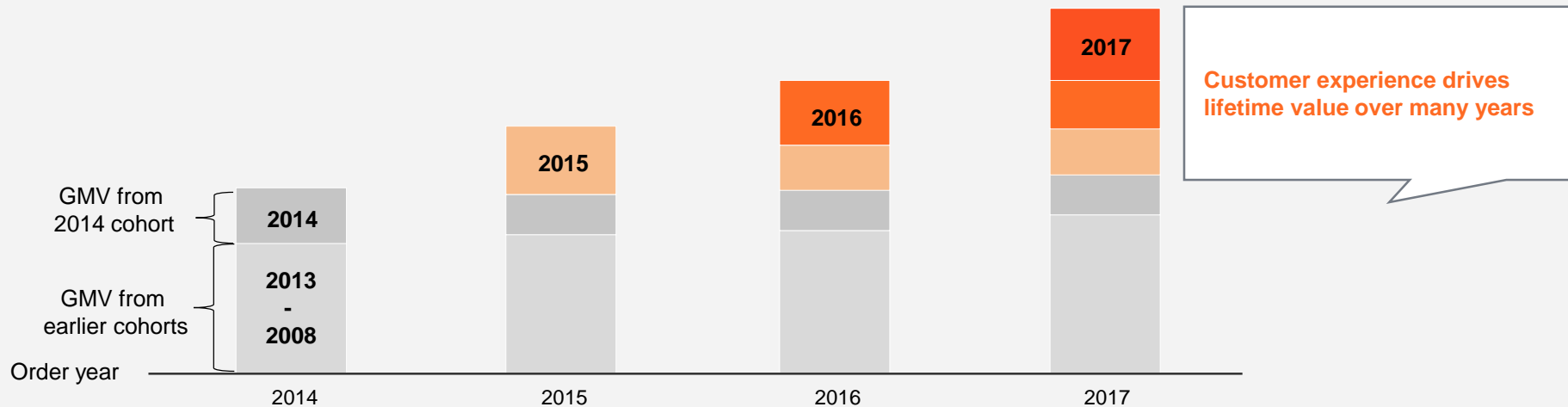
We are building a growth engine through a large ever-active customer base

Total GMV per cohort¹ and order year



We are building a growth engine through a large ever-active customer base

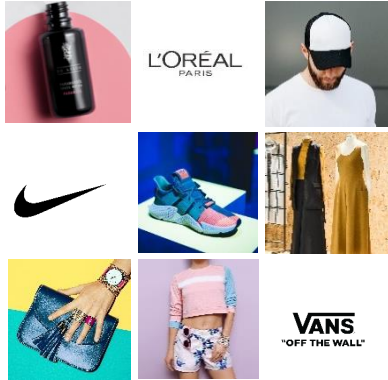
Total GMV per cohort¹ and order year



Today our teams show you how we push our value proposition to double again by 2020



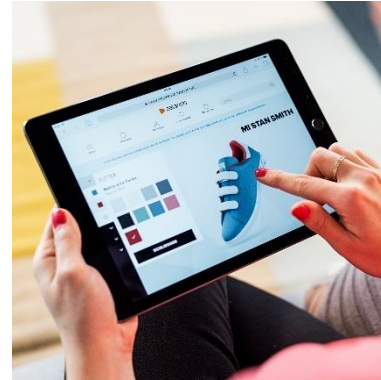
Assortment



Demand Generation



Digital Experience



Convenience



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