EUROPE’S LEADING ONLINE FASHION DESTINATION

Q3 2017 MEDIA CALL

07-11-2017
FIRST NINE MONTHS OF 2017: INVESTMENTS PAY OFF AND RESULT IN FASTER GROWTH

REVENUE GROWTH IN UPPER HALF OF TARGET CORRIDOR
in EUR million

GROWTH INVESTMENTS LEAD TO ADJUSTED EBIT DECLINE
in EUR million

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<th>9M-16</th>
<th>9M-17</th>
<th>Change</th>
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<td>2,547</td>
<td>3,155</td>
<td>+23.9%</td>
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<th>9M-16</th>
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<tr>
<td>121</td>
<td>103</td>
<td>-1.5pp</td>
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4.7% 3.2%
CONTINUED PUSH TO ENHANCE OUR UNIQUE SHOPPING EXPERIENCE

DIGITAL EXPERIENCE

- Pilot of new onsite experience & launch of new product detail page
- New tech hub in Lisbon
- 72% of site visits from mobile devices

ASSORTMENT

- Inditex’ “Pull&Bear” now available
- Launch of beauty in Spring 2018
- 450+ Bread & Butter exclusive pieces
- “miadidas” customization feature integrated

CONVENIENCE

- Kick-off of 2nd hub in Poland
- Go-live of Swedish spoke
- On demand delivery pilot in Berlin ("Zalando bringt's dir")

BRAND

- Strong performance of men driven by James Franco campaign
- 2nd edition of Bread & Butter with 30k visitors and 1.5bn media impressions
- Lounge expansion into Poland
OUTSTANDING ASSORTMENT COMPOSITION

450+ EXCLUSIVE PIECES LAUNCHED AT BREAD & BUTTER

LAUNCH OF BEAUTY IN SPRING 2018

„MIADIDAS“ CUSTOMIZATION INTEGRATED IN ZALANDO SHOP

BROADER SELECTION WITH PULL&BEAR
OUTLOOK FOR FY2017

Revenue growth in the upper half of the range of 20 - 25%

Adj. EBIT$^1$ margin: slightly below 5.0%

Slightly negative working capital at year-end and ~€250m capex$^2$
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