



ASSORTMENT: WHAT THE CUSTOMER WANTS



CUSTOMERS

70%

female

23.9M

active customer

77%

mobile

> **4.1**
orders/year
> **29 min.**
time spent/wau

> **3.0**
orders/year
> **24 min.**
time spent/wau

**OFFERING THE
MOST DESIRABLE AND
UNLIMITED ASSORTMENT
TO OUR CUSTOMERS**

WHY?

***NPS =
PRODUCT
RANGE, ...***

SCALE

***NO
FOMO &
SEARCH
COSTS***

HOW?

***ALL
CATEGORIES***

ALL PRICES

ALL SIZES

ALL BRANDS

PERCEPTION DRIVERS

ALL CATEGORIES

Head to Toe

86%

of
GMV from
cross-
category
purchases

Get the Look

von masha



334,95 €
FLORENCE - Leichte Jack...
Won Hundred

Größe Wählen ▾



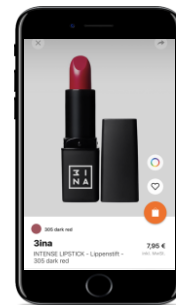
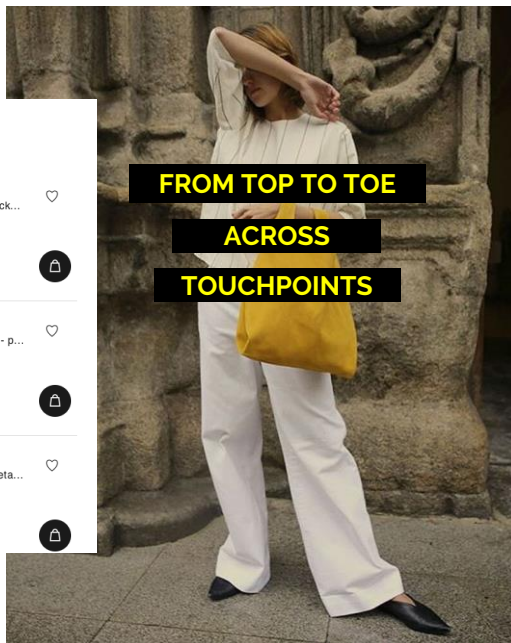
89,95 €
PRAGUE - T-Shirt basic - p...
Won Hundred

Größe Wählen ▾



359,95 €
LOGO NODO - Umhängeta...
MSGM
Ähnlich

One Size ▾



Cross-category
buyers purchase

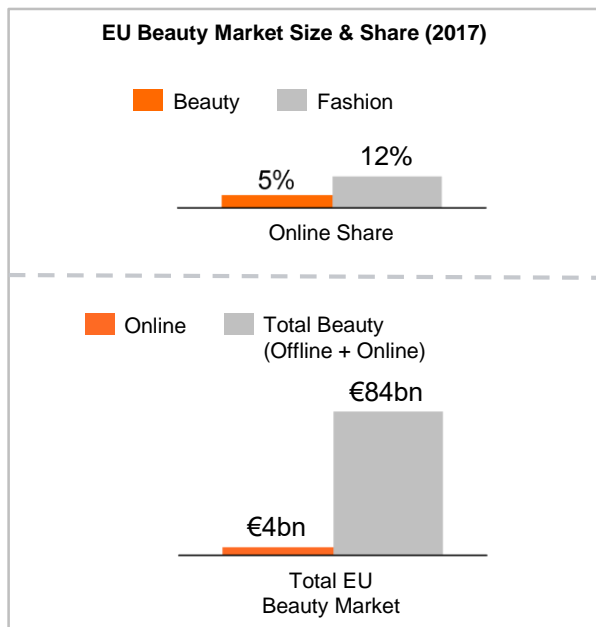
x 4

of what
mono
buyers
purchase

BEAUTY

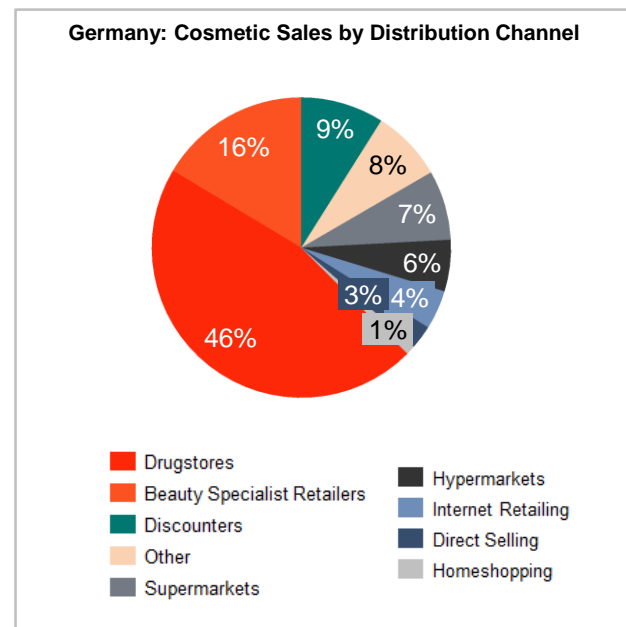
Potential

Underdeveloped Beauty market...



Source: Statista, Euromonitor

...dominated by traditional offline players



BEAUTY

Proposition

ZALANDO FASHION

CREATE YOUR STYLE



ZALANDO BEAUTY

COMPLETE THE LOOK



ZALANDO AS YOUR STYLE DESTINATION WITH
FASHION + BEAUTY EXPERTISE

BEAUTY

Portfolio

...TO HIGH
FROM LOW...

ELLISFAAS

dellah

LIPSTICK
QUEEN

DANIEL SANDLER
COSMETICS

bellápierre[®]
COSMETICS

PAUL & JOE

LORD & BERRY

eyeko
LONDON

ANNA
SUI

THE GYPSY SHRINE

theBalm[®]
LONDON

blinkbröwbar

models
OWN

MW

MAX FACTOR

MAI COUTURE

L'ORÉAL
PARIS

3INA

MAYBELLINE
NEW YORK

MAKE UP

BIOEFFECT

VERSO

ANNE SEMONIN

EH[®]
Emma Hardie

Revitalash[®]
COSOLUTION

Dr Dennis Gross

Perricone MD

Rodial
nature's classic skincare

CODAGE
PARIS

pai

PESTLE
&
MORTAR

elemental
herbology

pixi

PureHeals[®] by Nature Village

EGYPTIAN
MAGIC

klairs[®]
simple but strong

LIXIRSKIN

BURT'S BEES[®]

B

Hylamide

IT'S SKIN

MISSHA[®]

WELEDA

balanceme
NATURAL SKINCARE

MAGICSTRIPES

NIP+FAB

Dr.G

L'ORÉAL
PARIS

VITAMASQUES

GLO

SKINCARE

TAN-LUXE
TAILOR-MADE TANNING

YARD ETC

VITA LIBERATA
— advanced organics —

I WANT
YOU
NAKED

L:A BRUKET

SPREKENHUS
OSLO

COWSHED
Made in Denmark

KORRES

ECO SONYA

YOU
&
OIL

MARVIS

WHAMISA

[fi-ne]

hej

GRO
UND
ED

ST.TROPEZ
The Ultimate Tan

STOP
THE WATER
WHILE
USING ME!

SELAHATIN

DR. BRONNER'S

BOD

eos
evolution of smooth[®]

11
VILLAGE
FACTORY

anatomicals
we only want you for your body

BATH & BODY

deborah
lippmann

usluairlines

ONNU

NAISINC[™]
LONDON

CHEEKY

Sally Hansen

essie

L'ORÉAL
PARIS

NAILS

142 brands & 4.700 SKUs

ONIRA
DREAM CO

Christophe
Robin

SHAN RAHIMKHAN

SACHAJUAN
PROFESSIONAL HAIRCARE

WINDLE & MOODIE
COTY'S - GARDEN

My.

PERCY & REED[®]
LONDON

TIGI

TONI&GUY

L'ORÉAL
PROFESSIONNEL
PARIS

HAIRCARE

villa d'assia
ACCESSOI

bkr

REAL[®] by Sam & Nic
TECHNIQUES

TWEEZERMAN
The Beauty Tool Experts

HERSHESONS

SK▼NNY DIP

beautyblender[®]
make the way you'll see it

invisi[®]
bobbie

popband
THE GENTLEST WAY TO BEAUTY - LONDON

ekkonjac
sponges

TOOLS & ACC

ALL PRICES

High to Low



MID

Reebok
CLASSIC



LOW

BIKBOK



HIGH

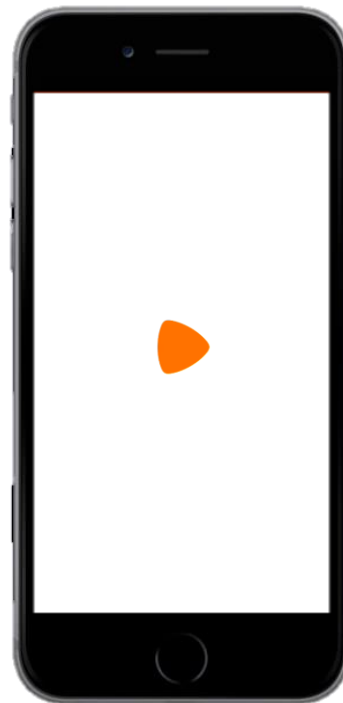
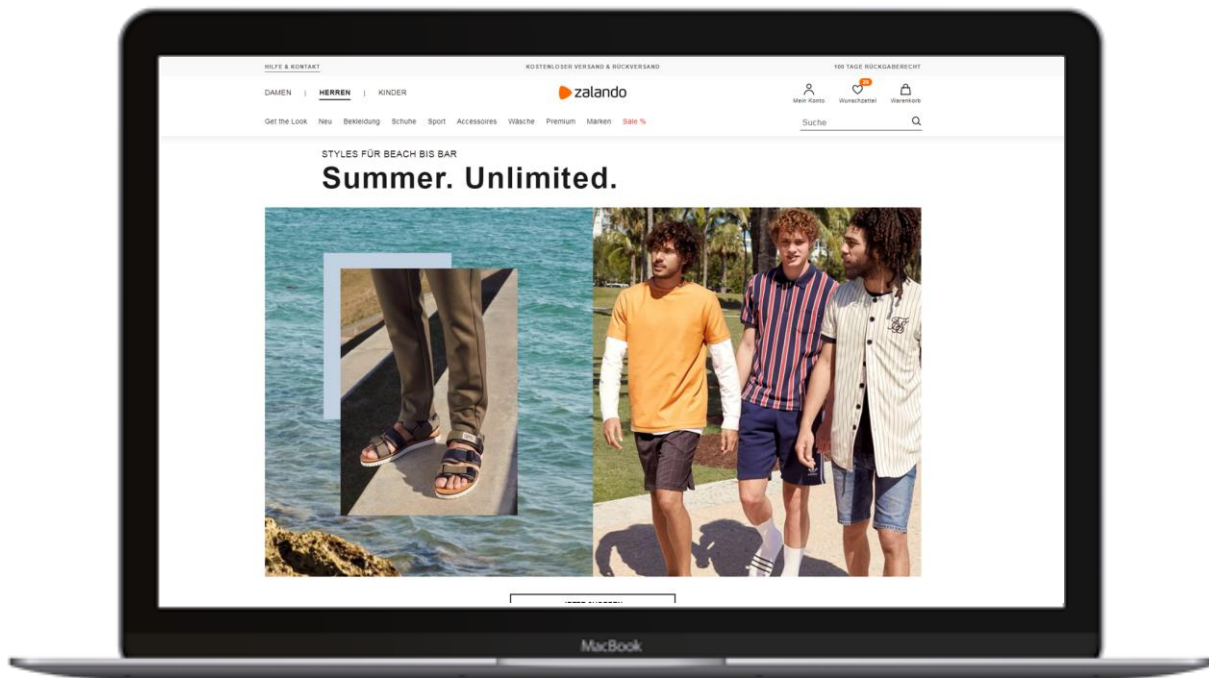
REBECCA
MINKOFF



**WE KEEP IT
FRESH**

FRESHNESS

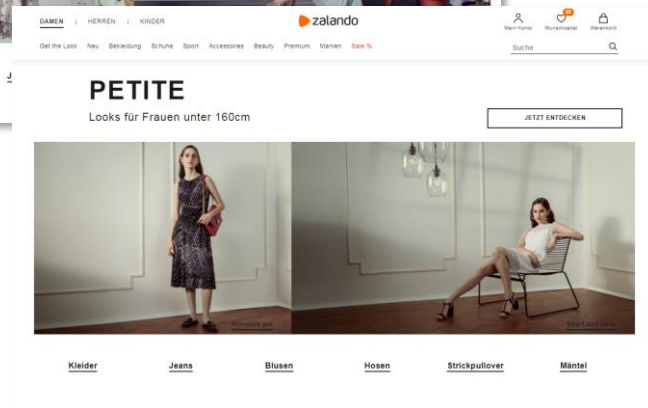
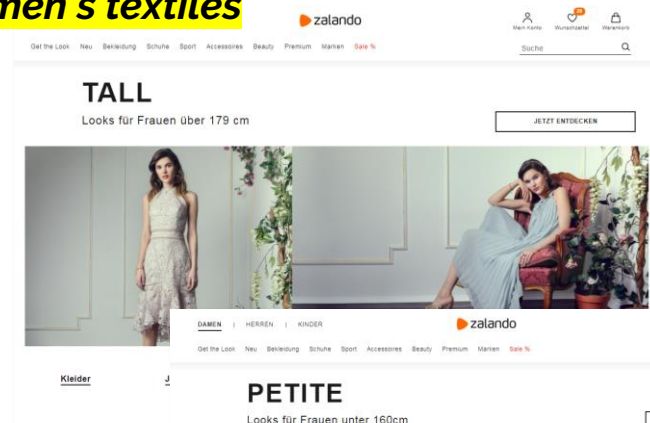
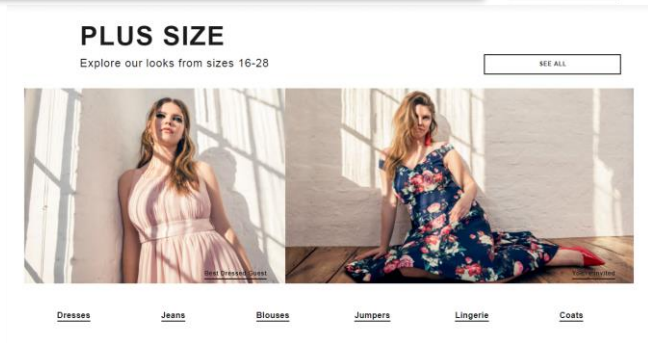
1900 new items activated every day



ALL SIZES

Everyone fits

Already now we have 10% special sizes share of total women's textiles



ALL BRANDS

Global Superstars & Local Heroes

***Curate a fashion assortment with
high local relevance in each market***



SWAROVSKI



COACH



STUART WEITZMAN



TORY BURCH



ANERKJENDT



FOREVER NEW



I R O



350

NEW IN 2018 ALONE

PERCEPTION DRIVER

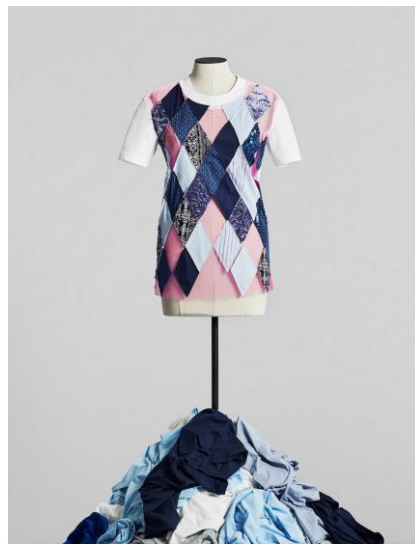
Sustainable

Our Vision: Become Europe's leading sustainable platform by 2020

Our Goal: x10 our sustainable assortment



FAIR FASHION



RE:CYCLE





PERCEPTION DRIVER

Exclusives



ASSORTMENT USP USED IN MARKETING

PERCEPTION DRIVER

Exclusive Offerings and outstanding experiences for
Zalando Customers



*6 big exclusive brand collaboration
campaigns celebrating 10 years Zalando*

*B&B: experiential marketing platform for
generation next blending physical with
digital*



Bread&&Butter
by zalando

**OFFERING THE MOST
DESIRABLE AND UNLIMITED
ASSORTMENT TO
OUR CUSTOMERS**

PARTNER PROGRAM

PP

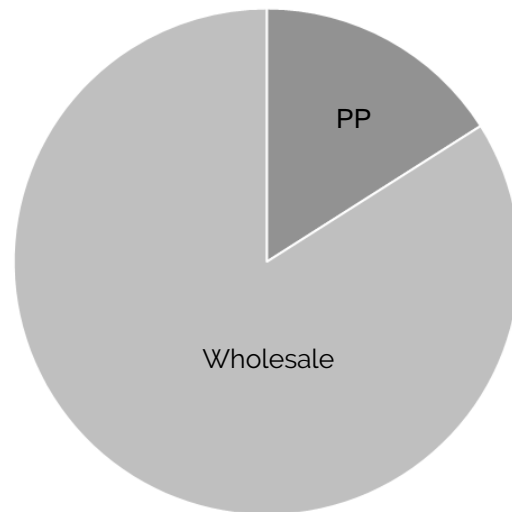
Key Enabler to Unlimited Assortment



2016



Midterm strategy 20-30%



3 REASONS

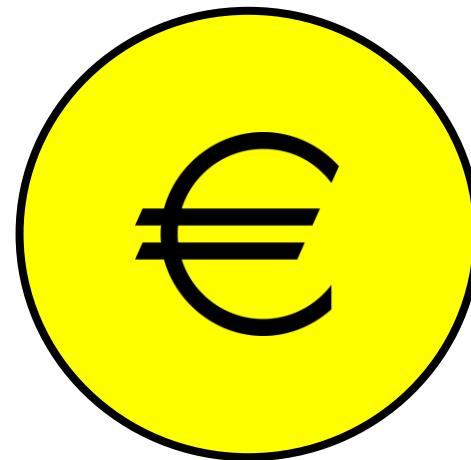
Partners Love PP



EASY ACCESS



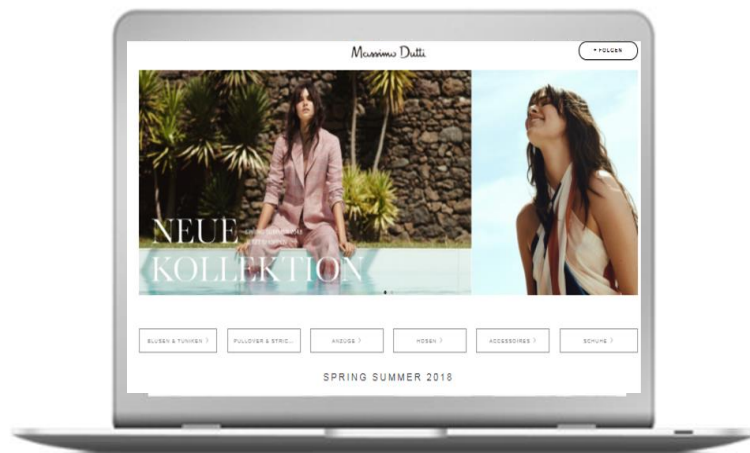
PARTNERS IN CONTROL



INCREMENTAL REVENUE

EASY ACCESS

PP Powered by Merchant Operations



ENGINEERING



SALES &
ACCOUNT
MANAGEMENT



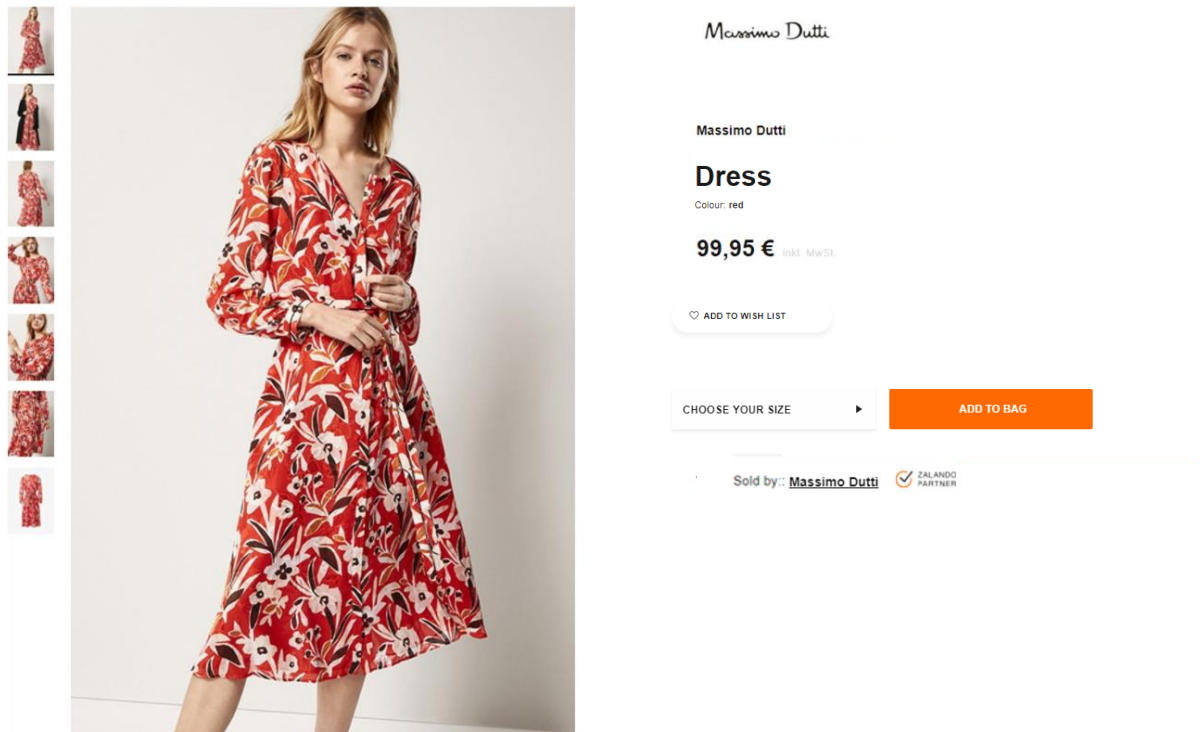
OPERATIONS



QUALITY
ASSURANCE

IN CONTROL

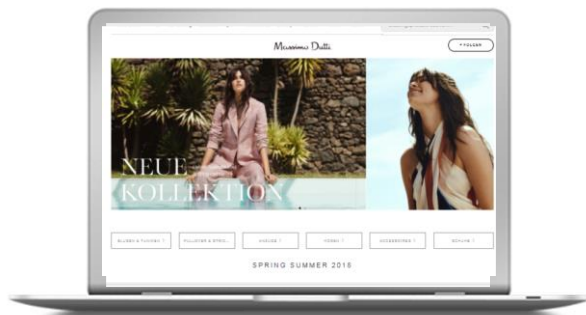
Price & Assortment Steering



- Partner selects assortment
- Controls their presence
- Partner sets price
- One seller per article
- Partner books full retail revenues

IN CONTROL

An Evolving Range of Resources to Power Your Business



BRAND SHOP



CONSUMER INSIGHTS

MORE REVENUE

Increase Brand Reach



15 markets



3 TYPES

Partners That We Attract



VERTICAL
RETAILER



MULTI-BRAND
RETAILER



BRICK &
MORTAR

VERTICAL RETAILER

Adaptable Business Model: DTC to DTC



OYSHO

Massimo Dutti

PULL&BEAR

Stradivarius

VERTICAL RETAILER

New Distribution Model: B&M to DTC

CAMAïEU



MULTI-BRAND RETAILER

More Access To Adjacent Products



GPS UHREN >



TRINKFLASCHEN >



RUCKSÄCKE >



NATURRASEN >

engelhorn
sports

BRICK & MORTAR

Unlocking A Brand's Full Potential



WHOLESALE



PARTNER
PROGRAM DTC



PP ZFS

ZFS

Enabler for PP Growth



BROADER ASSORTMENT



SCALE TO ALL MARKETS



HIGHER ECOM LOGISTIC
EFFICIENCIES



SHARED PARCEL

ZFS

Gaining Momentum

20+

BRANDS

10%

2017 PP ORDER SHARE

2X

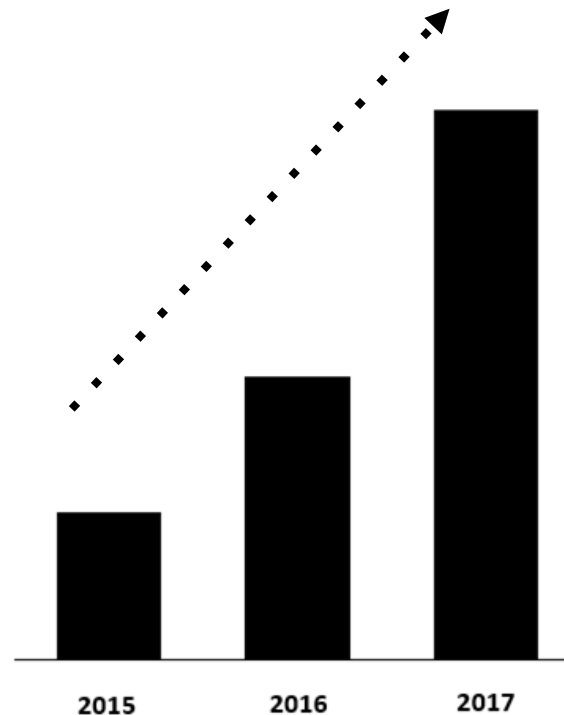
2018 AMBITION

ZALANDO WINS

Accelerated Growth

Growth Levers:

- (1) Brand Acquisition
- (2) Sku Mix
- (3) Internationalization
- (4) New Customer Acquisition



+83 BRANDS

Diversified Portfolio of 500+ Partners

GUESS

Lee

Stradivarius

adidas

TOMMY HILFGER



LASCANA
— It's a woman's world —

Timberland

OYSHO

Wrangler

PULL&BEAR

Tamaris

ESPRIT

Massimo Dutti

MANGO

HACKETT
LONDON

LACOSTE

hunkemöller

VERO MODA

THE
NORTH
FACE

Pepe Jeans
LONDON

Superdry.
極度乾燥 (しなさい)

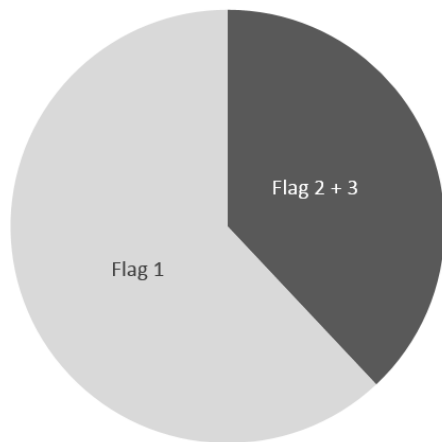
PUMA

swatch

OYSHO

SKU MIX

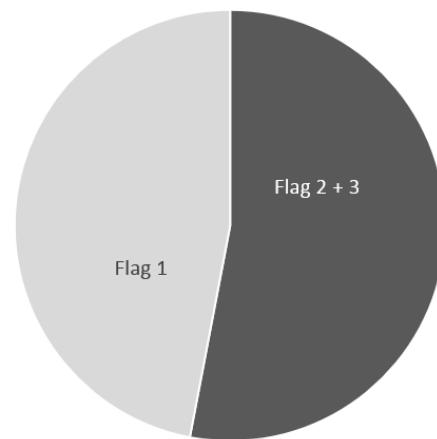
Optimizing Our Assortment Mix



2016



Midterm strategy



Internationalization

More Market Coverage

2017 - 2018 YTD

DE

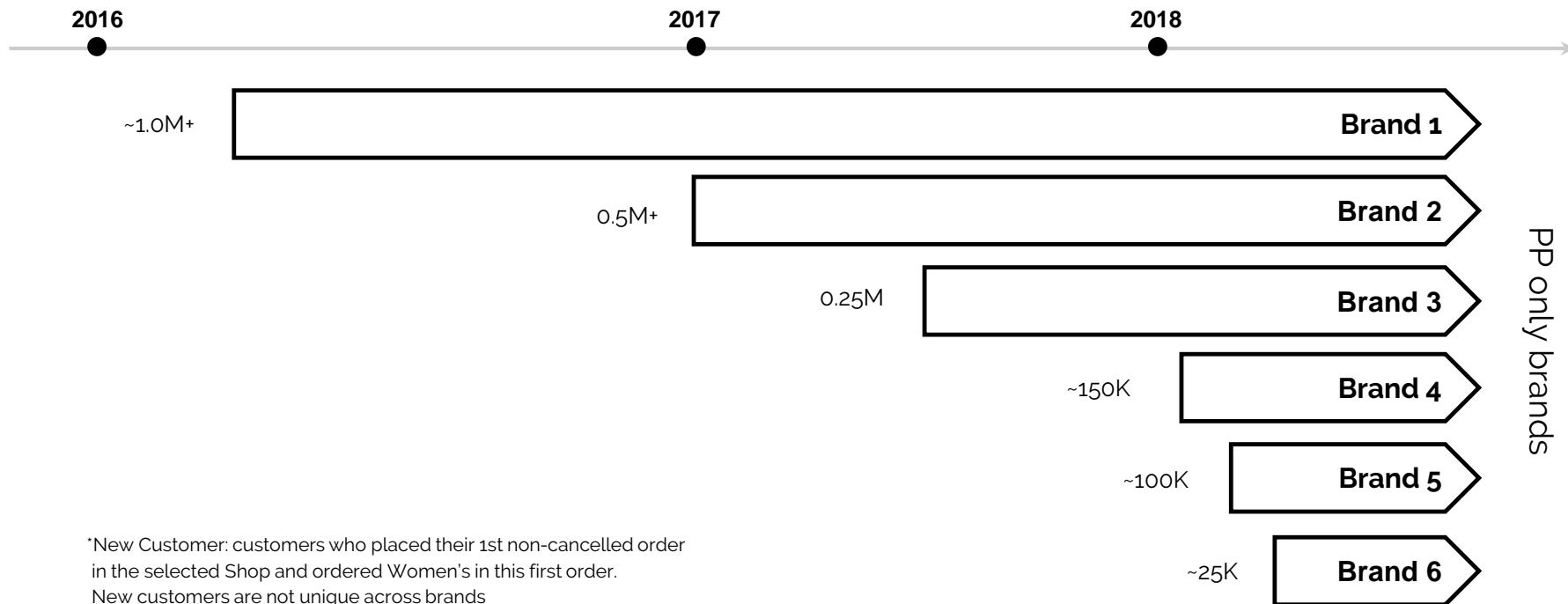
DACH

**REST OF
EUROPE**

W/O DACH

CUSTOMERS

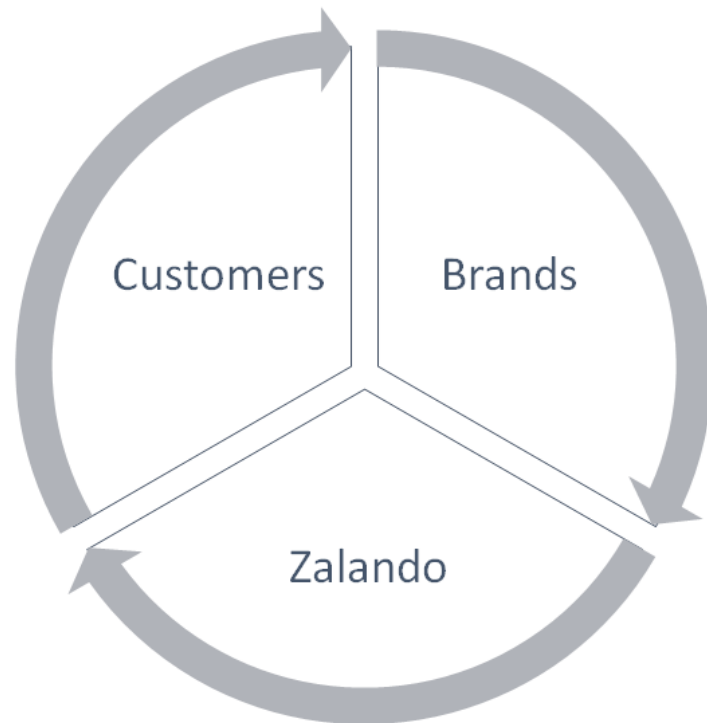
PP Drives New Customer Acquisition*



PP only brands

WIN WIN WIN

Happy Trifecta



EXPANSION

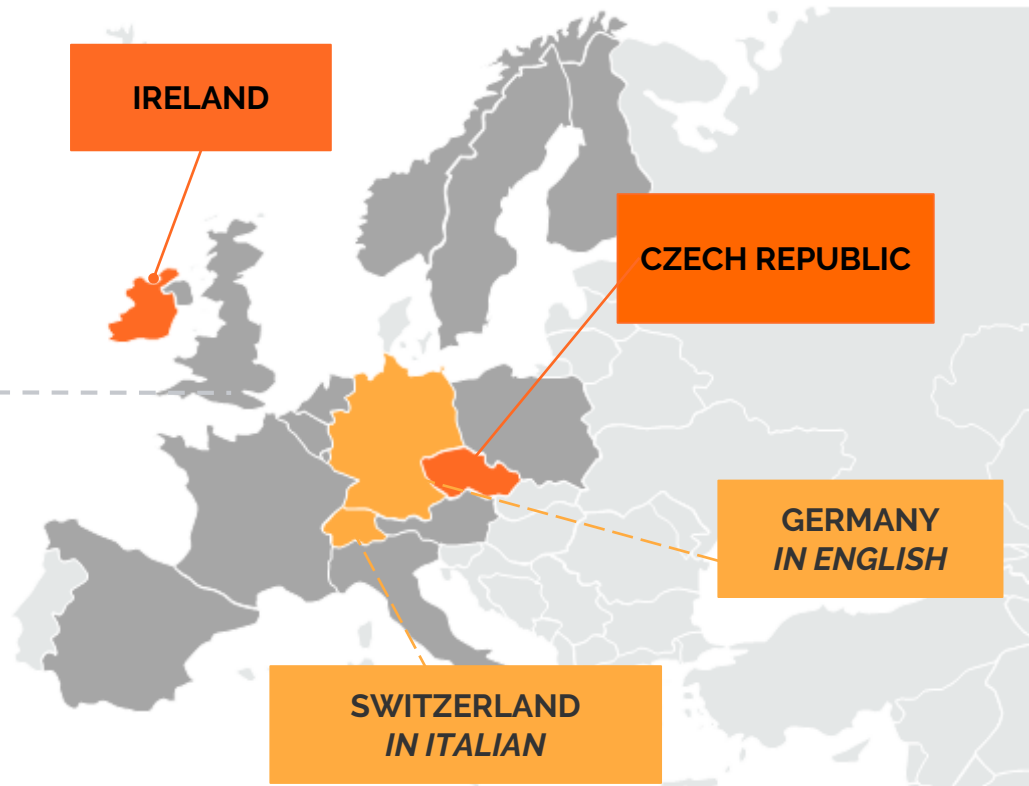
LET'S WELCOME

IE, CZ, DE_eng & CH_it

SERVE NEW ADJACENT COUNTRIES

15.4M POTENTIAL CUSTOMERS

ENHANCE SHOPPING EXPERIENCE OF
NON-NATIVE CUSTOMERS



LEAN SET-UP

New Markets

**PARENT - CHILD
APPROACH**

SOLID BASICS

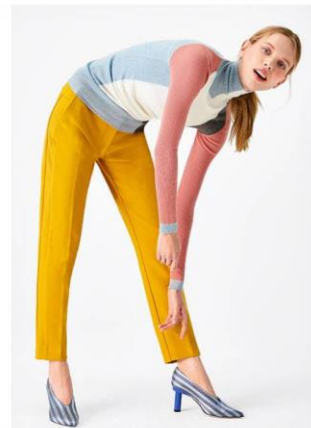
**PERSONALISED
MARKETING**

**ALL DEVICES
FROM THE START**

Najděte u nás svůj styl



Launch your style with us



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