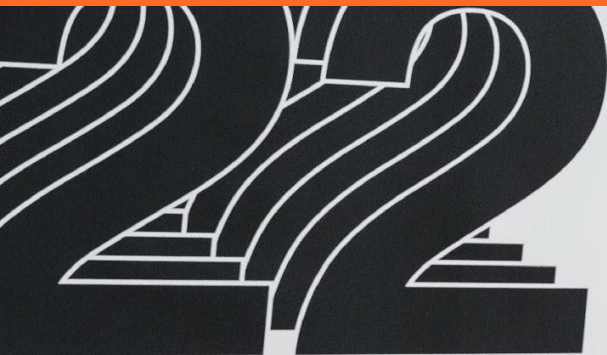


2019

Report of the Management Board

Berlin, May 22, 2019

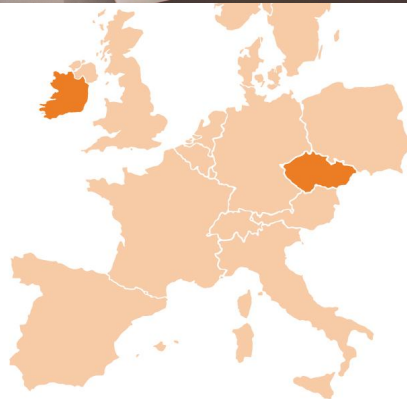
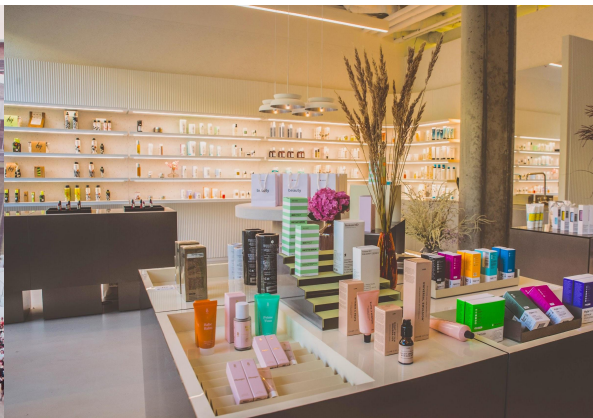
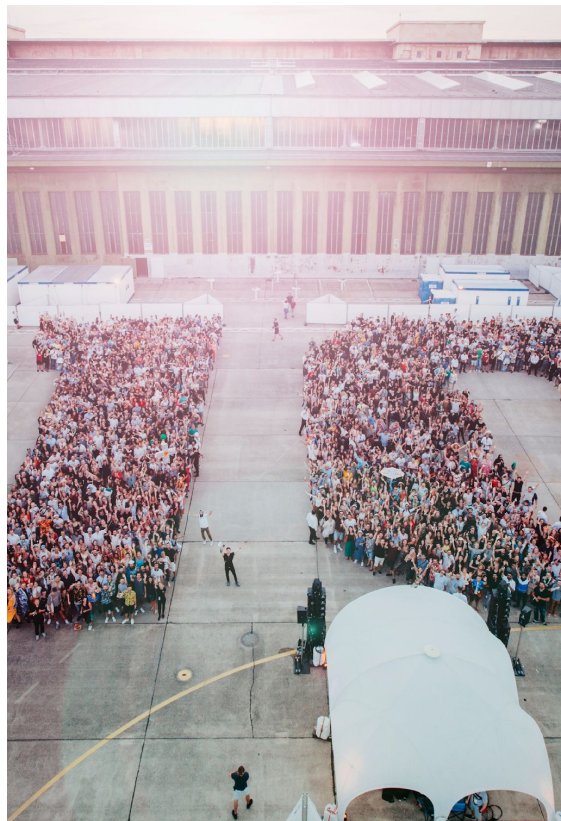


Local  
Payment  
Options

# The Starting Point for Fashion



# Celebrating A Decade of Zalando



## We Continued our Strong Growth in 2018

**+20%**

Revenue Growth

**26.4m**

Active Customers

**3.1 bn**

Site Visits

### Platform Strategy

- > **10% PP Share of GMV**
- > **25% ZFS Share**
- > **60% ZMS Growth**

**173m** EUR

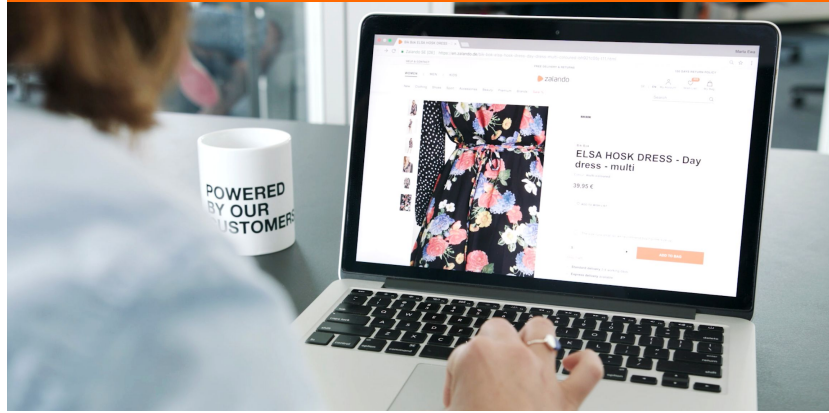
Adjusted EBIT

We continue to grow

**Launched Beauty**  
**Two New Markets**  
**Rolled out Zalando Plus**

# We Successfully Advanced our Platform Strategy ...

... with Investments in  
Digital Experience,  
Convenience, and  
Assortment



Bershka

MONKL

MISSONI

BOSS  
HUGO BOSS

Massimo Dutti

LOST INK  
DESIGNED IN LONDON

HORIZN STUDIOS

marimekko®

MAC

L'ORÉAL

ESTÉE LAUDER

# Sustainability Gains in Importance

Eco-Friendly  
E-Commerce



Sustainable Fashion



Transparency





**Zalando.**

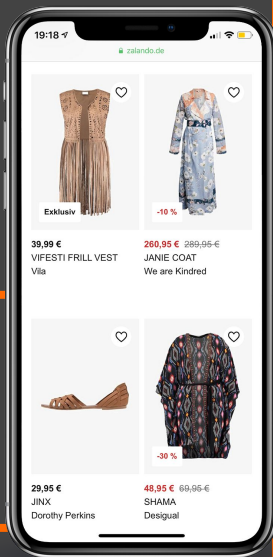
**The Starting Point  
for Fashion.**

## Successful Starting Points



# Our Journey Towards Being the Starting Point

## Multi-Brand Experience

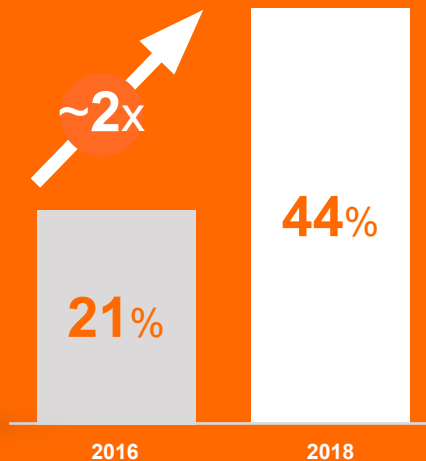


**45%**

of Orders Contain  
More Than One  
Brand

## Customers Gravitate Towards the App

App Order Share in % of GMV



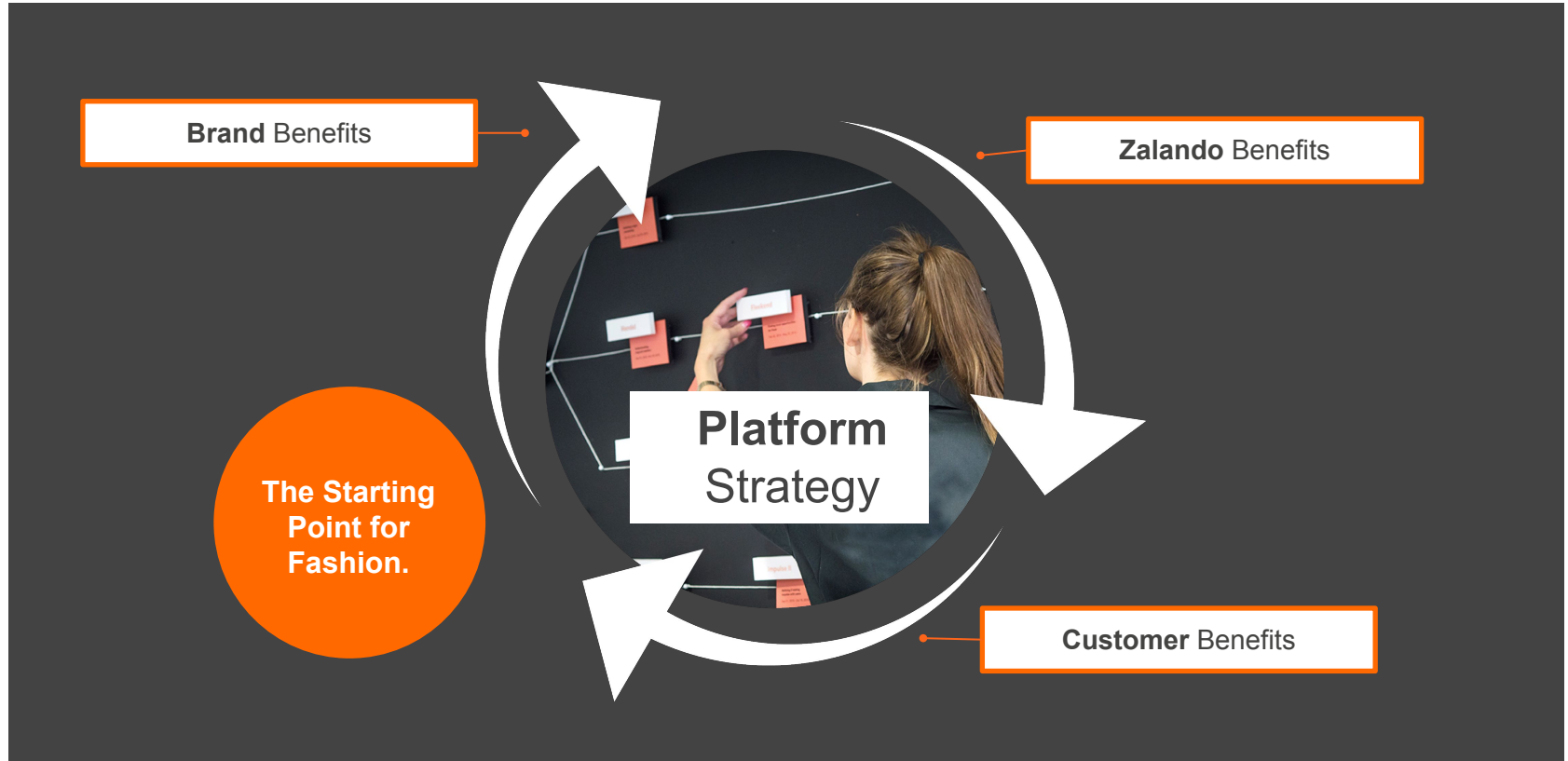
## Most Visited Fashion Destination in Europe

**#1**  
in Europe



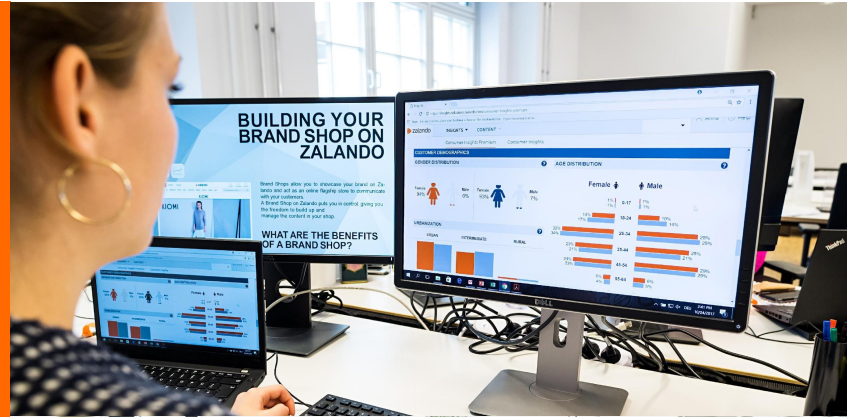


# The Platform Strategy is the Key Lever



# Our Partner Program

# ZFS

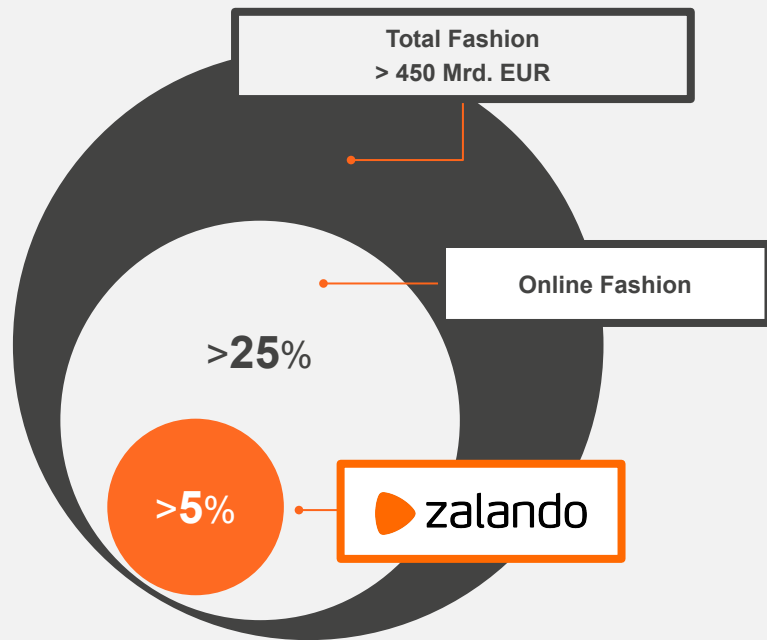


# ZMS

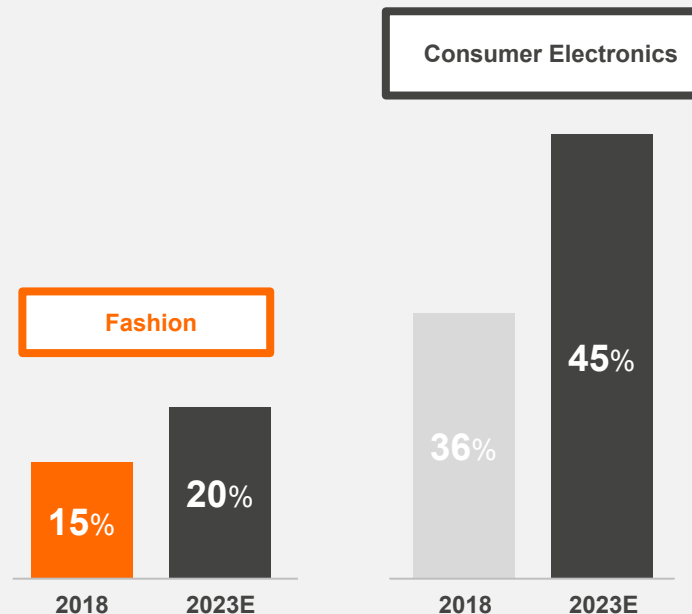


# Our Number One Priority is to Capture Market Share

We Are Targeting a **Massive Growth** Opportunity in the Next 5-10 Years ...



... with Low **Online Share** Compared to Other Categories



## Strong Start into 2019

### Customer KPIs Grow Successfully

**27.2**<sub>m</sub>

Active Customers

### Profitable Growth in Q1

**23.1** %

GMV Growth

### Outlook 2019

**20-25** %

GMV-Growth  
Revenue Growth at the Low End  
of the Range

**924**<sub>m</sub>

Site Visits in Q1

**6.4**<sub>m</sub> EUR

Adjusted EBIT

**175-225**

**m EUR Positive  
Adjusted EBIT**

# 2019

Thank You.

