1. INTRODUCTION & OVERVIEW
YOUR FASHION COMPANION
FOR EVERY OCCASION
Recommended to listen to audio webcast as slides were animated and content delivered verbally.
Recommended to listen to audio webcast as slides were animated and content delivered verbally.
Recommended to listen to audio webcast as slides were animated and content delivered verbally.
Recommended to listen to audio webcast as slides were animated and content delivered verbally.
Recommended to listen to audio webcast as slides were animated and content delivered verbally.
Recommended to listen to audio webcast as slides were animated and content delivered verbally.
YOUR FASHION COMPANION
FOR EVERY OCCASION
COMPREHENSIVE ASSORTMENT

EVERYTHING FOR YOU
RELEVANT PERSONALIZATION

DATA TAILORS THE EXPERIENCE
FRICIONLESS EXPERIENCE

MINIMUM EFFORT MAXIMUM JOY
LOVABLE BRAND

TRUSTWORTHY & BOLD COMPANION
Lovable Brand

Trustworthy & Bold Companion

10 Trends, die du im Frühjahr 2016 nicht verpassen solltest!

1. Again 70's
Wenn du dachtest, dass die 70er letzte Saison abgehangen waren, hast du dich getäuscht. Fransen, Schlaghosen und Mode in Wildleder sind auch im Frühjahr 2016 angezeigt.

2. Victorian Style
Wir sagen ja zu auffälligen Rüschen, Volants und Blumenmustern auf Blusen und Kleidern.

3. Off Shoulder Upgrade
Letztes Frühjahr waren es auch schon die Off-Shoulder Tops und Kleider, die jetzt noch einmal uminterpretiert werden. Nur durch dünne Carrékragen werden sie jetzt V-förmig im Nacken zusammengebunden und gewähren einen freien Blick auf Schuhen und Oberarmen.

4. Ashtray Klassik-Alarm
Weiße Blusen Upgrade gefällt? Wir tragen die Klassiker lässig und unkonventionell. Auch mal falsch zuknöpfen ist durchaus erlaubt.

5. Pijamas please!
MESSAGING:

HTTPS://M.FACEBOOK.COM/M

FRICTIONLESS EXPERIENCE

MINIMUM EFFORT MAXIMUM JOY
YOUR FASHION COMPANION
FOR EVERY OCCASION
2. LOCALISATION DRIVES GROWTH
Our customers follow different trends, expect different service, and consume different media.

Because, simply put, shopping for fashion means something different to each of them
**2015: NPS AT ALL-TIME HIGH - MAKING OUR CUSTOMERS HAPPIER THAN EVER**

<table>
<thead>
<tr>
<th>COMPREHENSIVE &amp; UNIQUE ASSORTMENT</th>
<th>RELEVANT PERSONALISATION</th>
<th>FRICTIONLESS EXPERIENCE</th>
<th>LOVE BRAND</th>
</tr>
</thead>
<tbody>
<tr>
<td>• 30 new partners</td>
<td>• Sorting of local brands</td>
<td>• +3,000 PuDos(^2)</td>
<td>• Growing brand value of €3.6bn or +50(^3)</td>
</tr>
<tr>
<td>• 250+ new brands</td>
<td>• Highlights of locally relevant assortment</td>
<td>• Reduced lead time by ~1.5 days in selected countries (UK &amp; IT)</td>
<td>• Joint campaigns with Topshop and Calvin Klein</td>
</tr>
<tr>
<td>• 7 exclusive fashion collections</td>
<td></td>
<td>• Reimbursement time cut in half</td>
<td>• Premiered social media campaign #shareyourstyle with 99% positive buzz</td>
</tr>
<tr>
<td>• Increased fast fashion</td>
<td></td>
<td>• Same Day delivery in 5 cities</td>
<td></td>
</tr>
<tr>
<td>• Strong specialty categories(^1) growth: on average &gt;50%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

\(^1\) Kids, Underwear, Sports Women, Maternity, Petite and Plus Size.
\(^2\) Pick-up and drop-off solutions.
\(^3\) Horizon
MAKE SURE AMELIE FINDS THE BRANDS SHE’S FAMILIAR WITH

THE ZALANDO ASSORTMENT

CORE ASSORTMENT

LOCAL MERCHANDISING INPUTS INTO OUR PLANNING

Partner program planning

ADDITIONAL BRANDS

ADDITIONAL STYLES

ADDITIONAL DEPTH

ILLUSTRATIVE SAMPLE OF BRANDS
CONVENIENCE CASE STUDIES: FROM COVERING THE BASICS TO INNOVATING THE EXPERIENCE

RETURN IN “BOITE AUX LETTRES”

• 70% of French people have a "standardized" letter box

• 65% of Zalando parcel can fit in

RETURN ON DEMAND IN AMSTERDAM (PILOT)

• 60,000 Zalando customers covered

• Free pick-ups within 60 minutes, whenever (almost), wherever within the area
SPEAK THE SAME LANGUAGE

CO-BRANDED CAMPAIGN: ZALANDO / TOPSHOP

“TOPSHOP EST MAINTENANT DISPONIBLE À CLERMONT-FERRAND”

PARODY FROM THE UNIVERSITY OF CLERMONT-FERRAND (105K VIEWS)

“CARA DELEVINGNE”
BE AN INSPIRATION WITH A LOCAL TWIST

CO-BRANDED CAMPAIGN: ZALANDO / CALVIN KLEIN

GERMANY = SPORTY

PARODY FROM THE UNIVERSITY OF CLERMONT-FERRAND (105K VIEWS)

FRANCE = LACE
USE THE RIGHT WORDS & BE PRESENT ON THE GROUND

SEI NICHT ALTMODISCH

SEI NICHT ALTMODISCH
Recommended to listen to audio webcast as slides were animated and content delivered verbally.
3. THE APP OPPORTUNITY
MOBILE CONNECTEDNESS EXPLODED IN 2015

[1] SMARTPHONE USERS UP 800M
3.4bn global smartphone users in 2015

400,000 new apps


(1) Global Mobile 2016 Report; Why 2016 is the Global Tipping Point for the Mobile Economy [TUNE].
(2) Top 5 Retail Trends to Watch in 2016, Retail Info Systems News, Jan 04, 2016.
The connected customer fueled our own internal mobile disruption

**Mobile represents 60% of our traffic share**

Our mobile share has grown from 48% 12 months ago to 60% and as high as 70% during the Christmas period.

**Today app downloads have reached more than 16 million**

We have experienced double digit growth in App downloads over the past 12 months.
Apps present a unique opportunity for us to acquire and nurture lasting relationships with our customers.

**App customers are loyal**

- Spend 2x as much as they do on our desktop site
- Spend 4x as much as they do on our m.site
- Order more & place more items in their order

**App customers are highly engaged**

- Spend longer on the app
- Visit us up to 6 times more than on other channels
- Interact with their wishlist 2-4 times more

Our app proposition and recent brand positioning has attracted a younger loyal audience. Near to half our app customers are under the age of 30. With our broad assortment we hope to cultivate long lasting relationships with our app customers.
OUR CUSTOMER’S FASHION COMPANION
CREATING TAILORED EXPERIENCES ACROSS THE ENTIRE SHOPPING JOURNEY

ORIENTATION AND GUIDANCE THROUGH A PERSONALIZED FEED

The feed launched on our app in 2015, offering a personalized stream of brands, products and curated content.

- Big data enabled feed of recommended products and brands that learns and adapts based on customer interaction and behavior.

RECOMMENDATIONS AT THE HEART AND SOUL OF APP EXPERIENCES

The coming year will see recommendations and personalization across the entire mobile app experience.

- A start screen experience with a stream of relevant offers, brands, products and fashion stories where customization and personalization blend together.
- Assortment pages adapting to customer tastes based on smart filtering and segmented sorting.
LEADING IN FRICTIONLESS SHOPPING

LAYING THE FOUNDATIONS FOR FRICTIONLESS SHOPPING

Resolving digital friction was a key focus for 2015. The app has been transformed using mobile intuitive browsing in all of its navigational elements.

- Several browsing methods catering to different shopping behavior
- Effortless login and payment enabled through fingerprint technology and Apple Pay
- Adoption of universal linking to allow customers to seamlessly be connected directly to our app

MAKING THE PURCHASE JOURNEY AS COMFORTABLE AND EASY AS POSSIBLE

The coming year will see significant investment in improving every element of the shopping journey assisted by native mobile features.

- Effortless payment and checkout with card scanning, one click and fingerprint technology
- Self serve chat connecting to customer care
- Further investment into impeccable search including visual search
BEGINNING TO REFLECT OUR BRAND PERSONALITY IN OUR APP

2015 saw an overhaul of the Zalando app. It now reflects our brand personality, inspires and showcases our fashion competence.

- A commitment to fresh content curated specifically for the app
- Brand exploration through, lookbooks, trend hubs and videos

EMPOWERING CUSTOMERS WITH INSPIRATION LEADING TO MEANINGFUL CONNECTIONS

The customer experience will be further evolved and built fully native catering for more engagement and exploration.

- Brand Shops will be launched on mobile
- Customers will be constantly inspired through style advice, inspirational fashion storytelling in native and interactive ways
ZALANDO APP VIDEO

REIMAGINE. REDESIGNED. REBUILT.

OUR APP IN 2015.
QUESTIONS?
DISCLAIMER

These materials do not constitute an offer of securities for sale or a solicitation of an offer to purchase securities of Zalando SE (together with its subsidiaries, the “Company”) in any jurisdiction. The distribution of this presentation may be restricted by law in certain jurisdictions and persons into whose possession any document or other information referred to herein comes should inform themselves about and observe any such restrictions. Any failure to comply with these restrictions may constitute a violation of the securities laws of any such jurisdiction.

This presentation contains certain forward-looking statements relating to the business, financial performance and results of the Company and/or the industry in which the Company operates. Forward-looking statements concern future circumstances and results and other statements that are not historical facts, sometimes identified by the words “believes”, “expects”, “predicts”, “intends”, “projects”, “plans”, “estimates”, “aims”, “foresees”, “anticipates”, “targets”, and similar expressions. The forward-looking statements contained in this presentation, including assumptions, opinions and views of the Company or cited from third party sources, are solely opinions and forecasts which are uncertain and subject to risks. Actual events may differ significantly from any anticipated development due to a number of factors, including without limitation, changes in general economic conditions, in particular economic conditions in Germany, changes affecting interest rate levels, changes in competition levels, changes in laws and regulations, environmental damages, the potential impact of legal proceedings and actions and the Group’s ability to achieve operational synergies from past or future acquisitions. The Company does not guarantee that the assumptions underlying the forward-looking statements in this presentation are free from errors nor does it accept any responsibility for the future accuracy of the opinions expressed in this presentation or any obligation to update the statements in this presentation to reflect subsequent events. The forward-looking statements in this presentation are made only as of the date hereof. Neither the delivery of this presentation nor any further discussions of the Company with any of the recipients thereof shall, under any circumstances, create any implication that there has been no change in the affairs of the Company since such date. Consequently, the Company does not undertake any obligation to review, update or confirm investors’ expectations or estimates or to release publicly any revisions to any forward-looking statements to reflect events that occur or circumstances that arise in relation to the content of the presentation.

This presentation contains summary information only and does not purport to be comprehensive and is not intended to be (and should not be used as) the basis of any analysis or other evaluation. In addition, the information in this presentation is subject to change. No representation or warranty (express or implied) is made as to, and no reliance should be placed on, any information, including projections, estimates, targets and opinions, contained herein, and no liability whatsoever is accepted as to any errors, omissions or misstatements contained herein.