



# OUR GROWTH AMBITION

CAPITAL MARKETS DAY

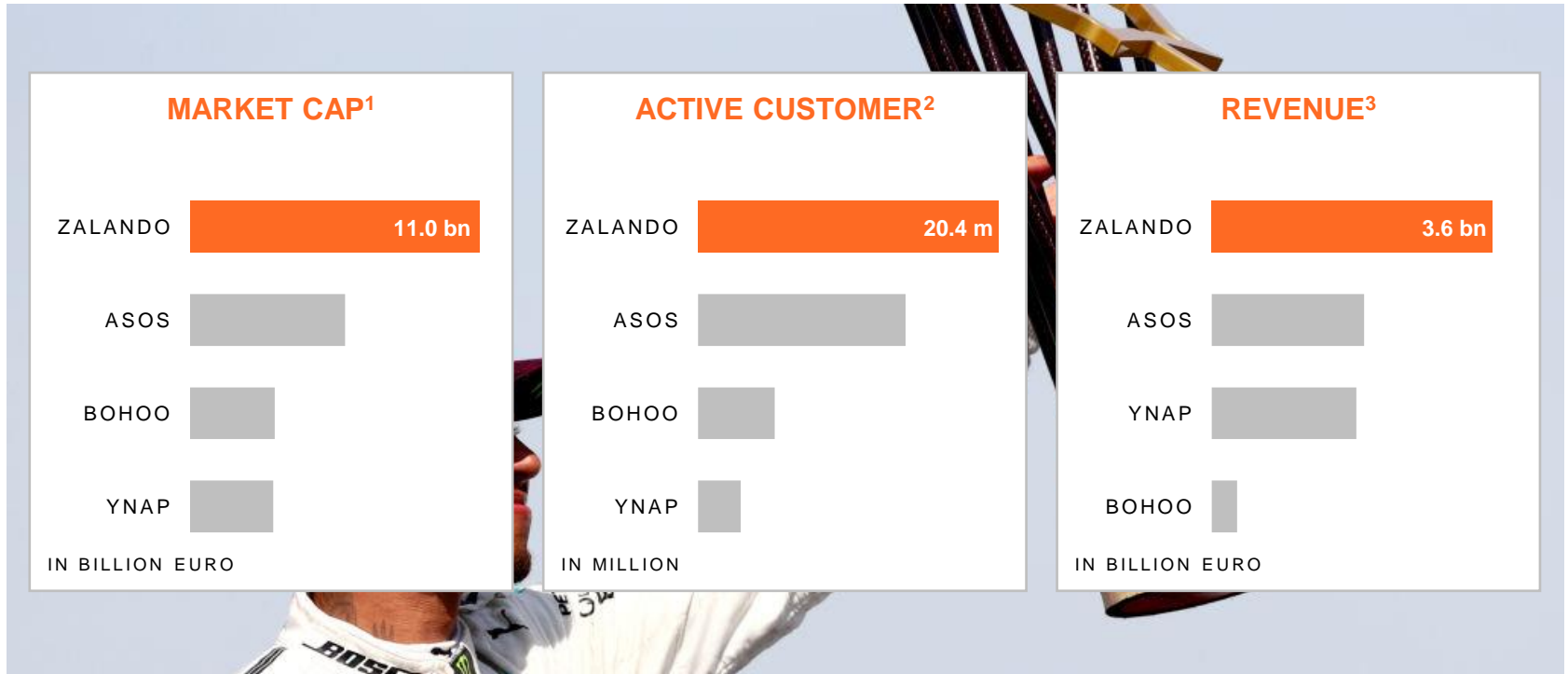


RUBIN RITTER

20-06-2017



# WE ARE EUROPE'S LARGEST ONLINE FASHION DESTINATION ...

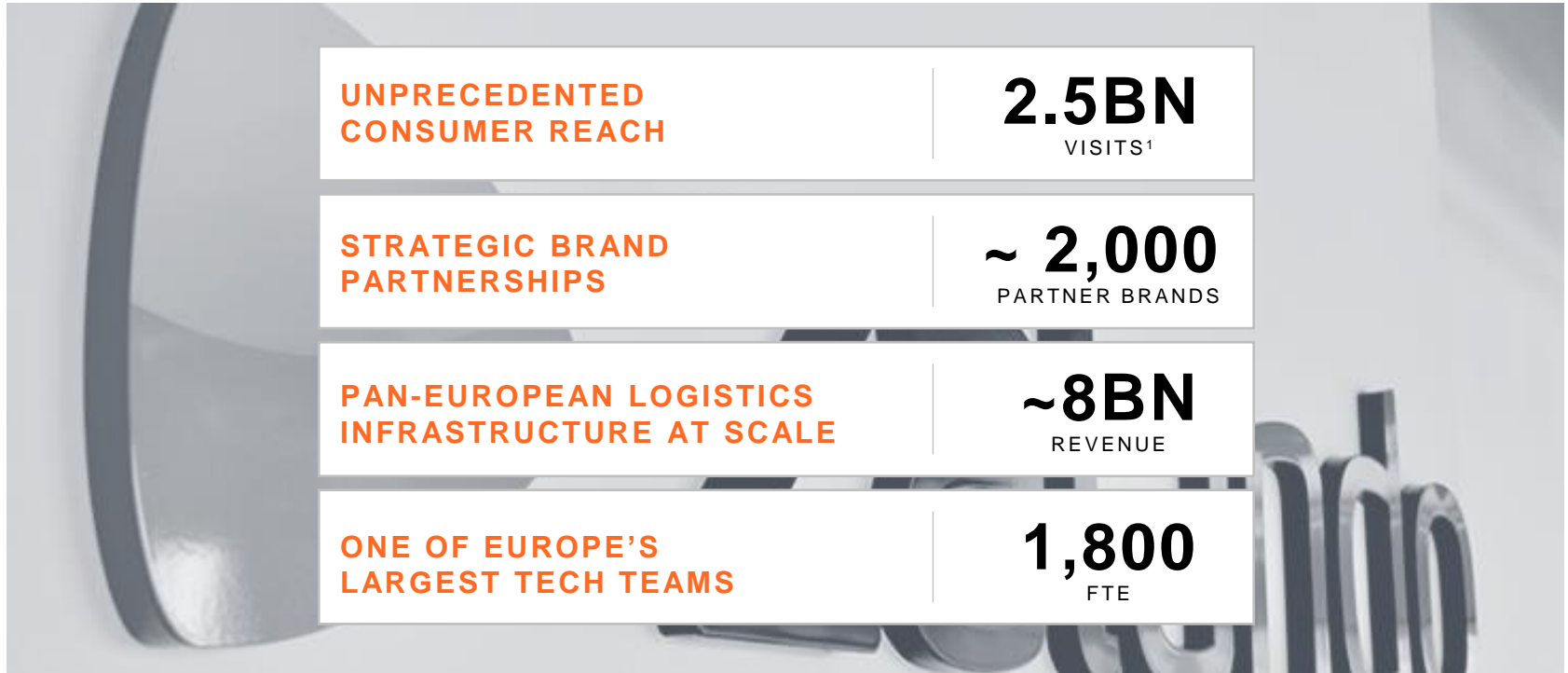


1.) Based on closing price and exchange rate as of 16.06.2017

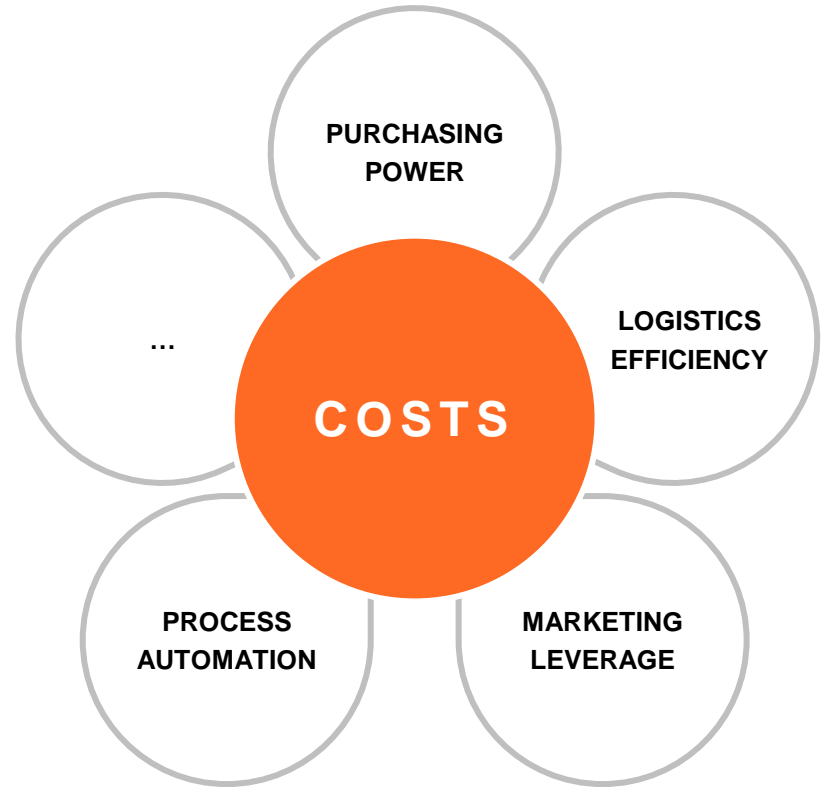
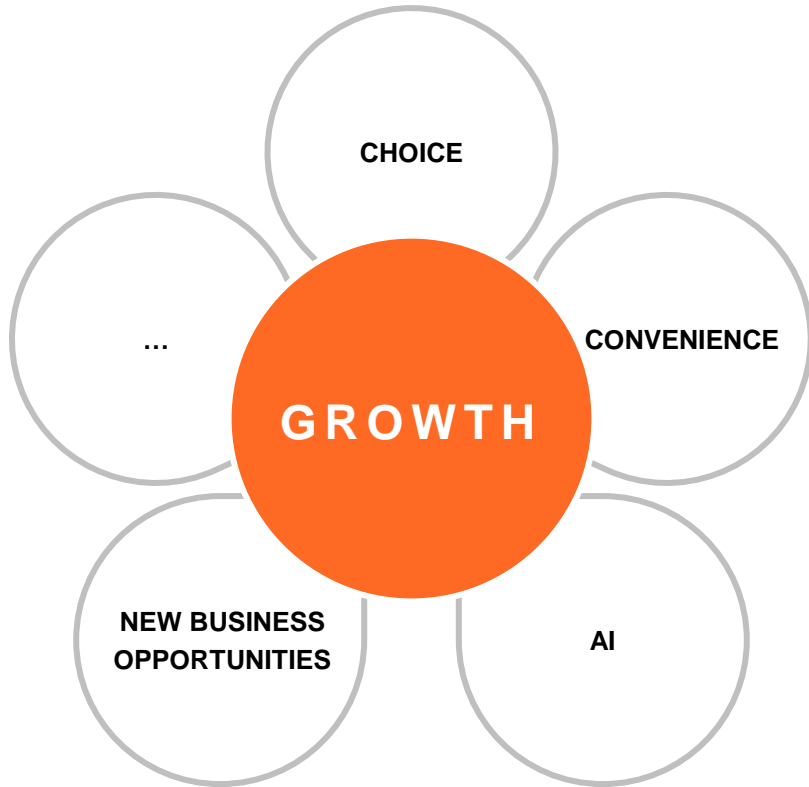
2.) Based on latest available company filings

3.) For the 12 months ending Dec-2016 (company filings); Average 2016 exchange rate used (OANDA)

# WITH SCALE, WE HAVE CREATED STRONG AND GROWING COMPETITIVE ADVANTAGES...

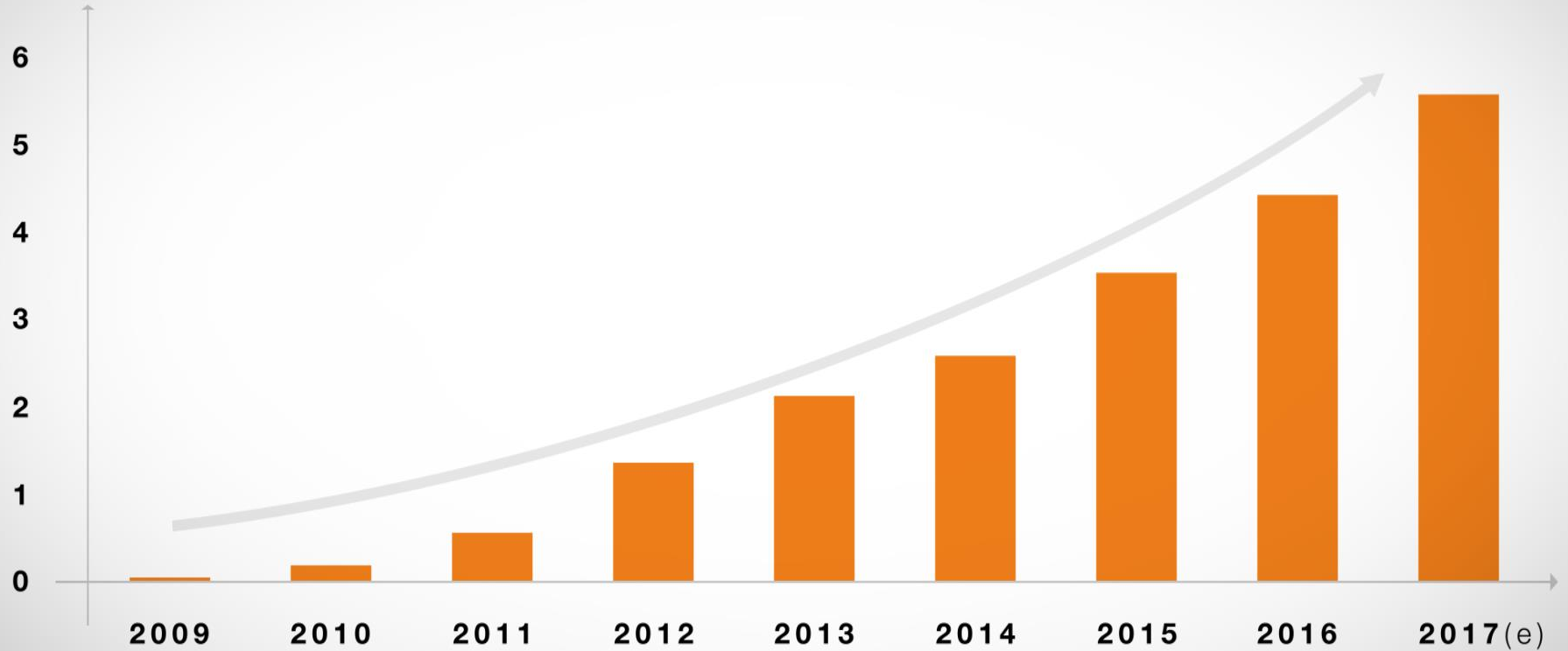


... WHICH YIELD THE SELF-REINFORCING BENEFITS OF SCALE

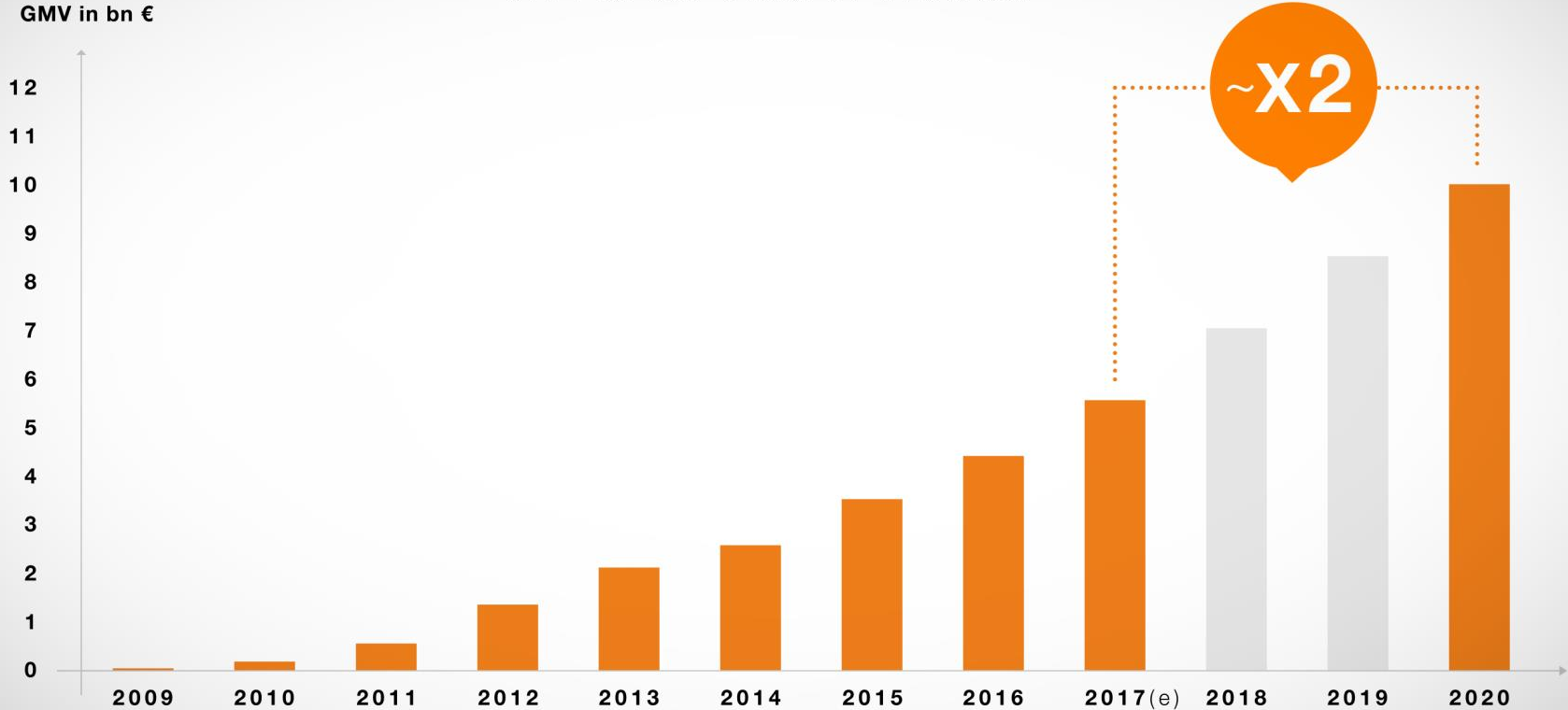


## OUR GROWTH TRACK RECORD SHOWS QUITE A RIDE...

GMV in bn €

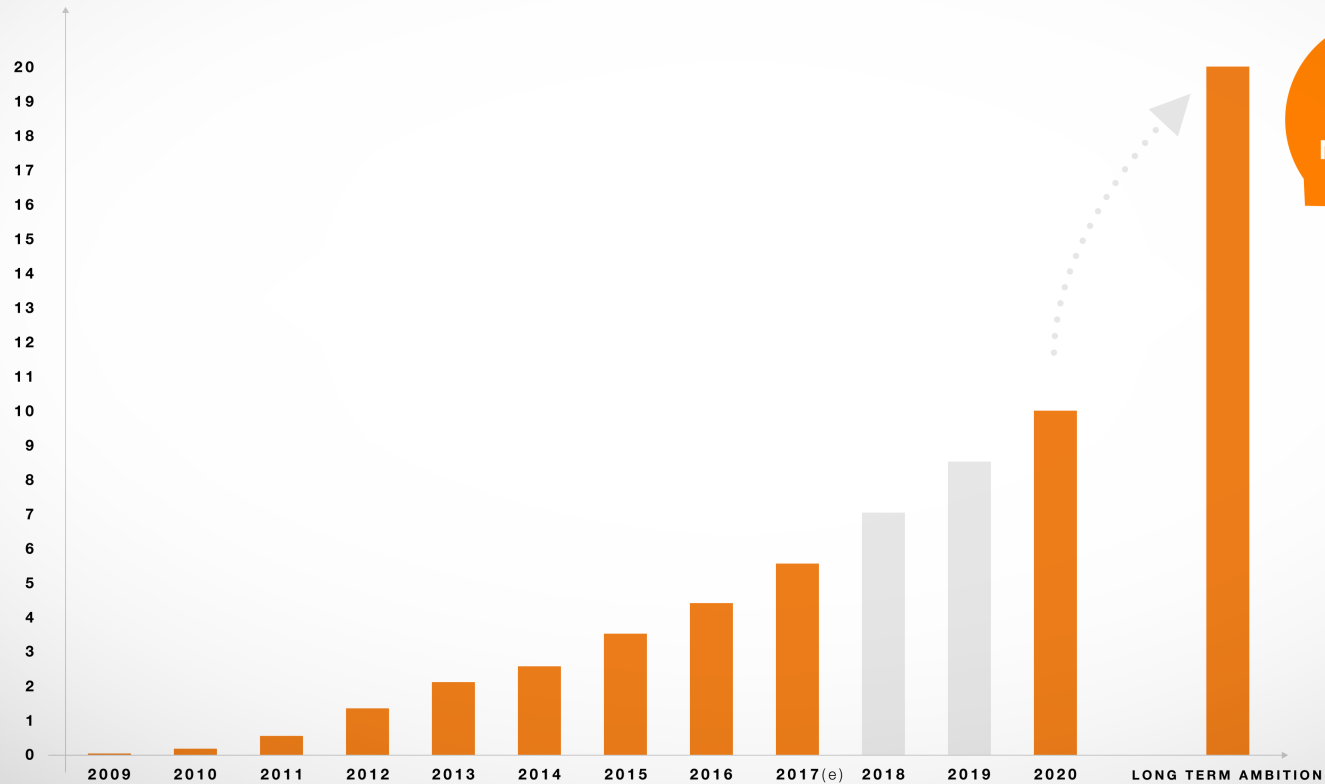


... AND WE INTEND TO DOUBLE OUR COMPANY AGAIN IN THE NEXT THREE YEARS:



# ... WHILE WE REMAIN TO WORK TOWARDS OUR LONG-TERM AMBITION: 5% MARKET SHARE OF FASHION IN EUROPE

GMV in bn €



**5%**  
MARKET  
SHARE

## WHY DO WE OPT FOR GROWTH RATHER THAN MARGIN OPTIMIZATION?

### DNA



GROWTH IS OUR DNA. OUR TEAM IS HERE TO MAKE EVEN MORE CUSTOMERS EVEN HAPPIER.

### BROADEN BUSINESS MODEL



WE HAVE THE CHANCE TO LEVERAGE WHAT WE HAVE BUILT AND BROADEN OUR PLATFORM SIGNIFICANTLY

### SCALE BENEFITS



WE BELIEVE IN BUILDING MARKET LEADERSHIP AND SCALE TO CREATE EVEN BIGGER COMPETITIVE ADVANTAGES.

### VALUE CREATION



GROWING NOW AND EXPANDING MARGINS LATER CREATES MORE VALUE.



# WE HAVE ALL INGREDIENTS TO CONTINUE TO SUCCESSFULLY EXECUTE

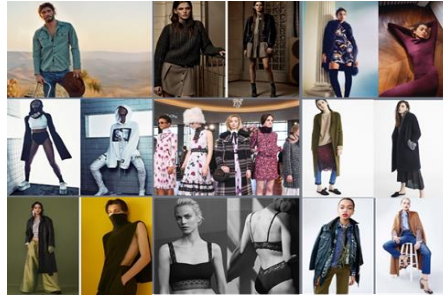


# TODAY WE WILL TALK ABOUT THREE DRIVERS OF GROWTH

**BUILD THE LEADING  
CONSUMER DESTINATION**



**BECOME THE DIGITAL  
STRATEGY FOR BRANDS**



**STRIVE FOR THE NEXT  
BIG THINGS**



**BUILD THE OPERATING SYSTEM FOR A DIGITAL FASHION INDUSTRY**

## DISCLAIMER

Certain statements in this communication may constitute forward looking statements. These statements are based on assumptions that are believed to be reasonable at the time they are made, and are subject to significant risks and uncertainties. You should not rely on these forward-looking statements as predictions of future events and we undertake no obligation to update or revise these statements. Our actual results may differ materially and adversely from any forward-looking statements discussed on this call due to a number of factors, including without limitation, risks from macroeconomic developments, external fraud, inefficient processes at fulfillment centers, inaccurate personnel and capacity forecasts for fulfillment centers, hazardous material / conditions in production with regard to private labels, lack of innovation capabilities, inadequate data security, lack of market knowledge, risk of strike and changes in competition levels.