



Investor & Analyst Presentation

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This document contains statements related to our future business and financial performance and future events or developments involving zooplus that may constitute forward-looking statements. We may also make forward-looking statements in other reports, in presentations, in material delivered to stockholders and in press releases. In addition, our representatives may from time to time make oral forward-looking statements. Such statements are based on the current expectations and certain assumptions of zooplus' management, and are, therefore, subject to certain risks and uncertainties. A variety of factors, many of which are beyond zooplus' control, affect zooplus' operations, performance, business strategy and results and could cause the actual results, performance or achievements of zooplus to be materially different from any future results, performance or achievements that may be expressed or implied by such forward-looking statements or anticipated on the basis of historical trends. Further information about risks and uncertainties affecting zooplus is included throughout our most recent annual and interim reports, which are available on the zooplus website, www.zooplus.de. Should one or more of these risks or uncertainties materialize, or should underlying assumptions prove incorrect, actual results, performance or achievements of zooplus may vary materially from those described in the relevant forward-looking statement as being expected, anticipated, intended, planned, believed, sought, estimated or projected. zooplus neither intends, nor assumes any obligation, to update or revise these forward-looking statements in light of developments which differ from those anticipated.

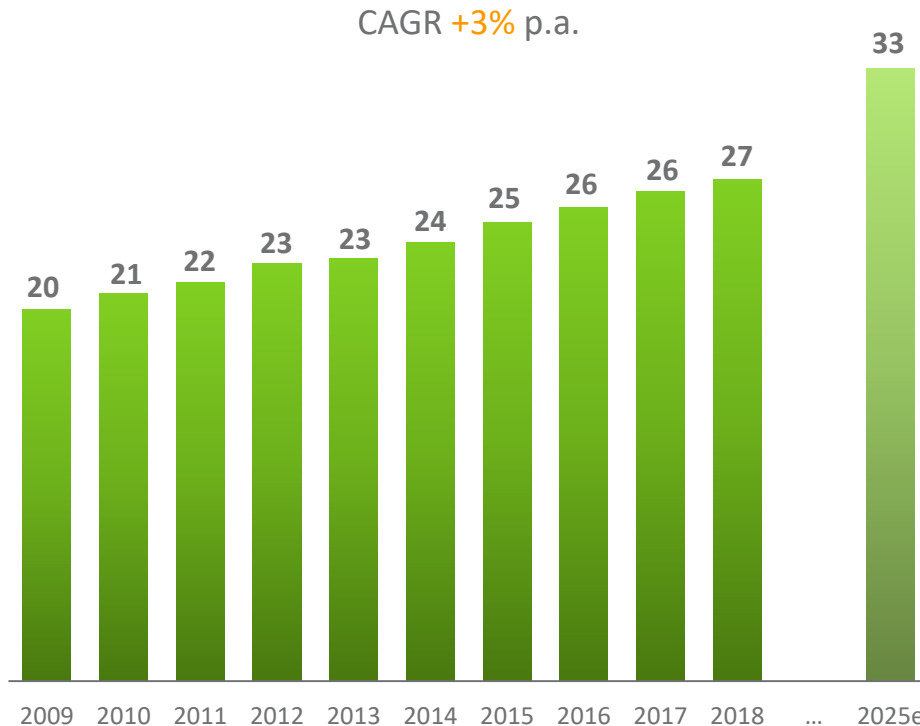
Due to rounding, numbers presented throughout this and other documents may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures.

- » Pet supplies continues to be a **very attractive and growing market**.
- » zooplus is by far **market leader online** and **already No. 2 in the total market**. zooplus has a very loyal and continuously **growing customer base of around 7.5 m customers**.
- » Competition comes from amazon, brick-and-mortar and small regional onliners. Overall **zooplus' competitive position is today stronger than 12 months ago**.
- » Amazon is the major competitor but **zooplus differentiates today significantly from amazon** and tomorrow even more. There is enough room for growth for a specialist next to the generalist amazon.
- » zooplus has the **most relevant platform for specialist pet supplies manufacturers** and is the only specialist platform in the category that can efficiently ship a parcel to any place in Europe.
- » **Sustainable new customer growth** but not at any price continues to be priority for zooplus. Sales growth might be slightly lower going forward, but future **outlook continues to be very positive**.
- » zooplus has a **clear long-term perspective for future structural profitability of 5-7% EBITDA margin** with a stabilized / improved gross margin and further optimization of cost structure.
- » Opportunities arise from **brand development** and **social media marketing, pricing optimization, private label** share increase, more detailed **data analyses** especially for **CRM** and **suppliers** as well as **pet services platform** integration to develop the **most customer centric pet ecosystem** in Europe.

European pet supplies market is a very attractive and growing market



Pet supplies market in Europe 2009-2025e (gross sales EUR bn)

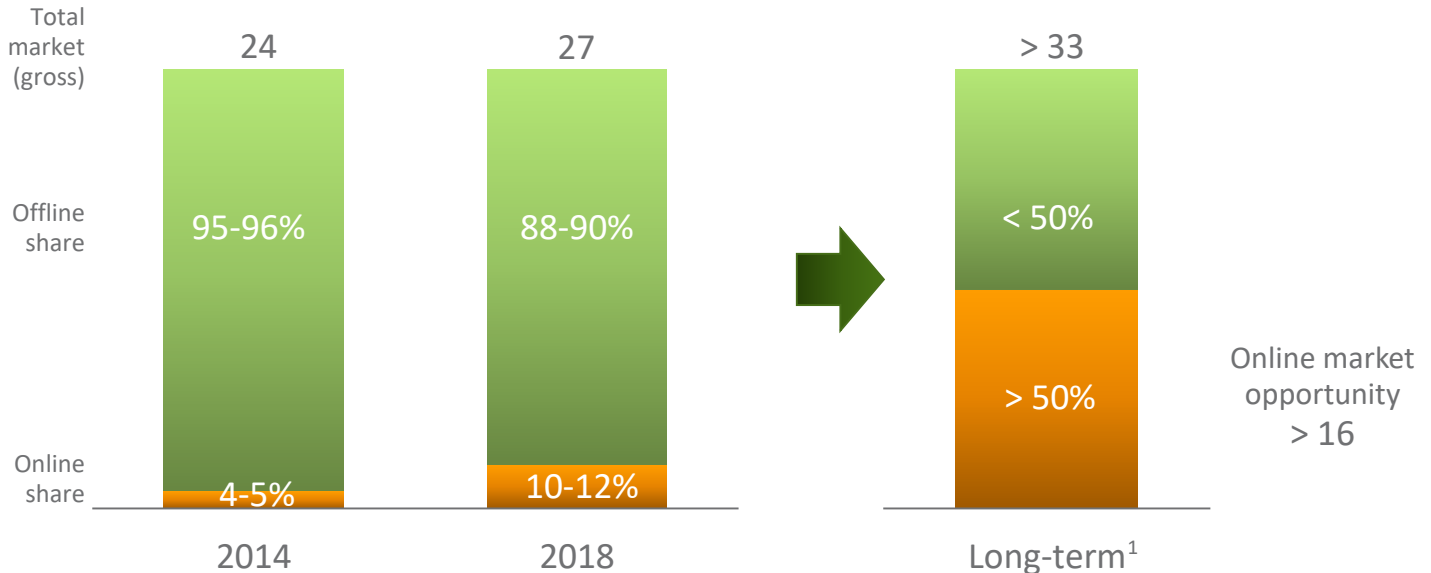


- » Ownership of pets is on the rise in Europe
- » Humanization of pets drives spending
- » Trend towards more premium products
- » Market is resilient to economic cycles
- » Consumables recurring revenue – subscription like
- » No technology and fashion obsolescence risk
- » Low product return rates

The online share is expected to continue to grow significantly during the next years



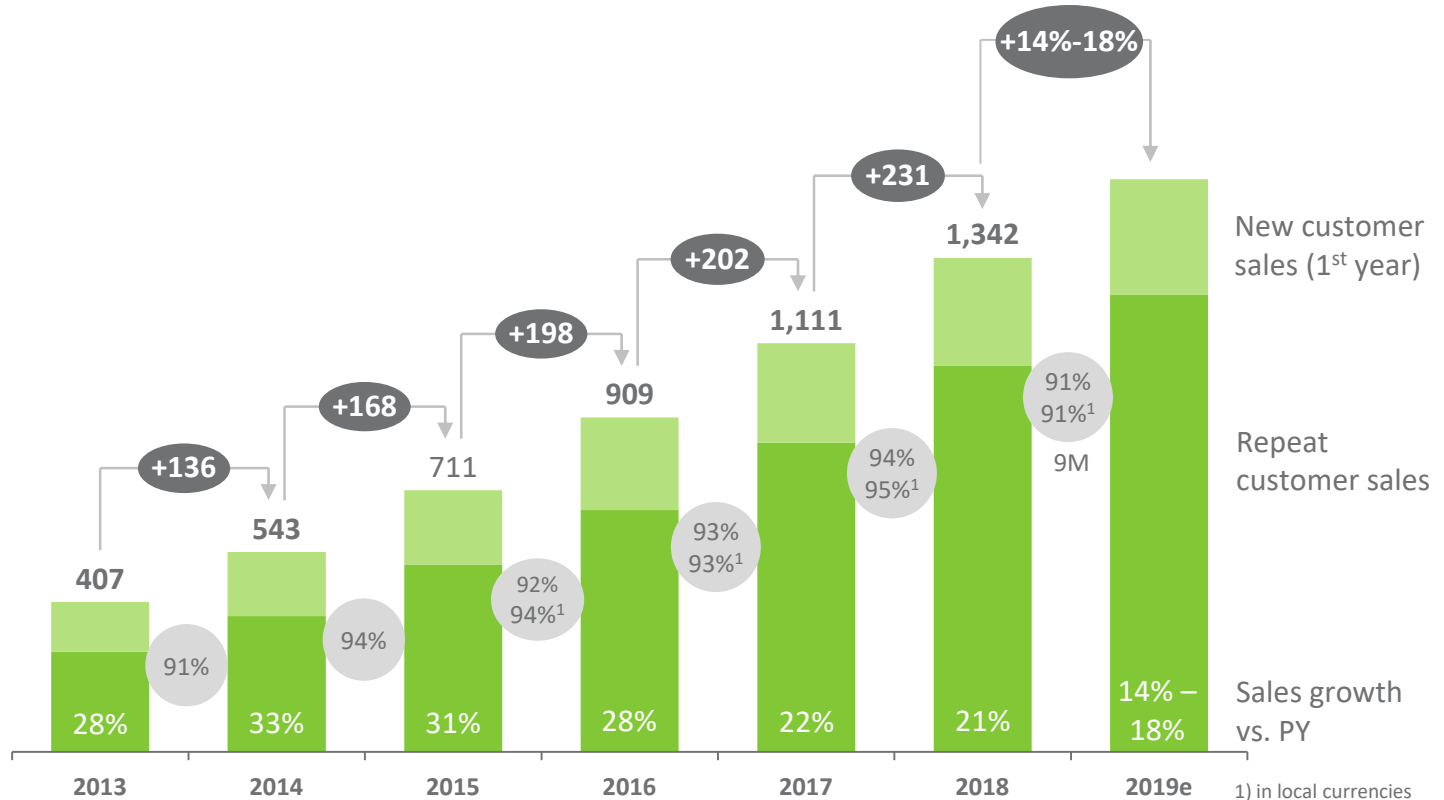
Current online share and long-term hypothesis (EUR bn)



Long-term growth potential of online leaves plenty of room to grow

¹ zooplus estimation; assuming successful shift of pet food grocery segment to online

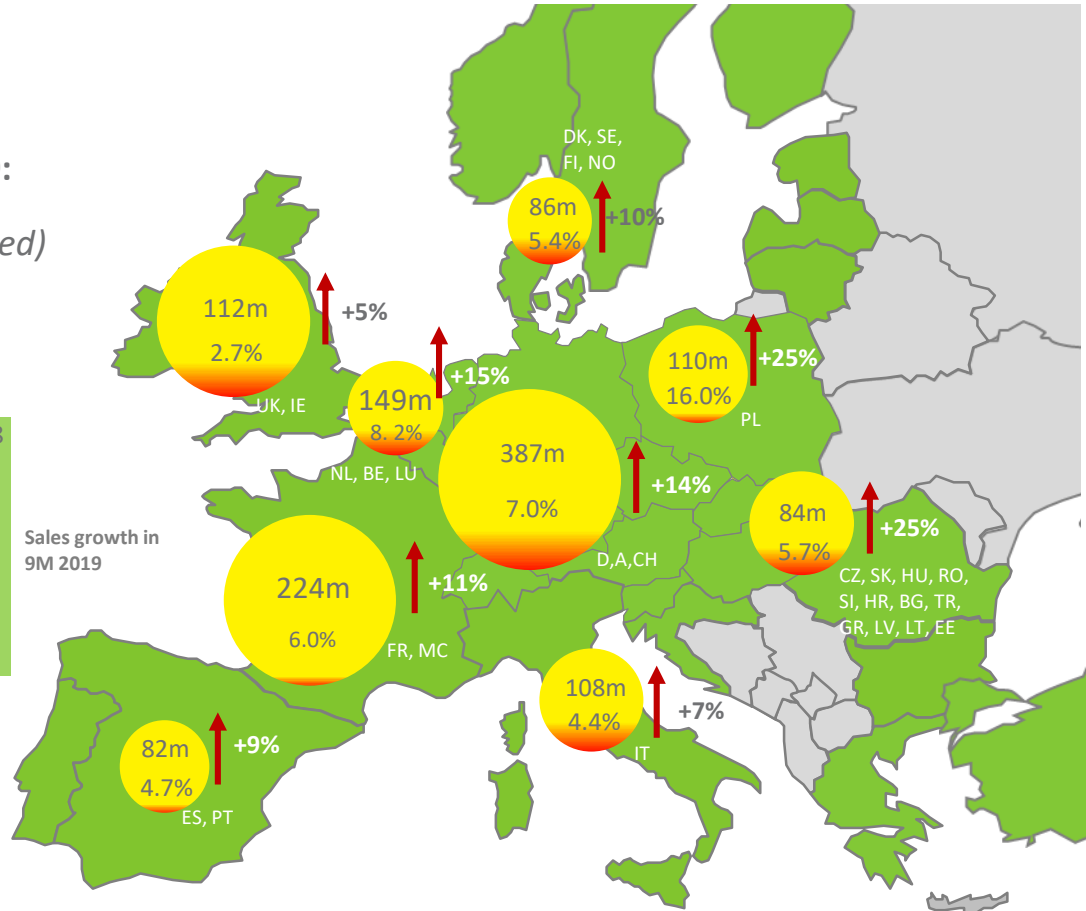
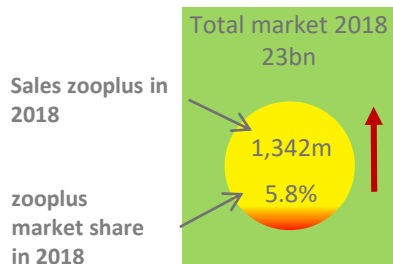
Sales continue to grow – high retention core of the growth path



zooplus is online market leader in Europe by a distance

» Sales growth 9M 2019:

+ 13% (+13% fx-adjusted)



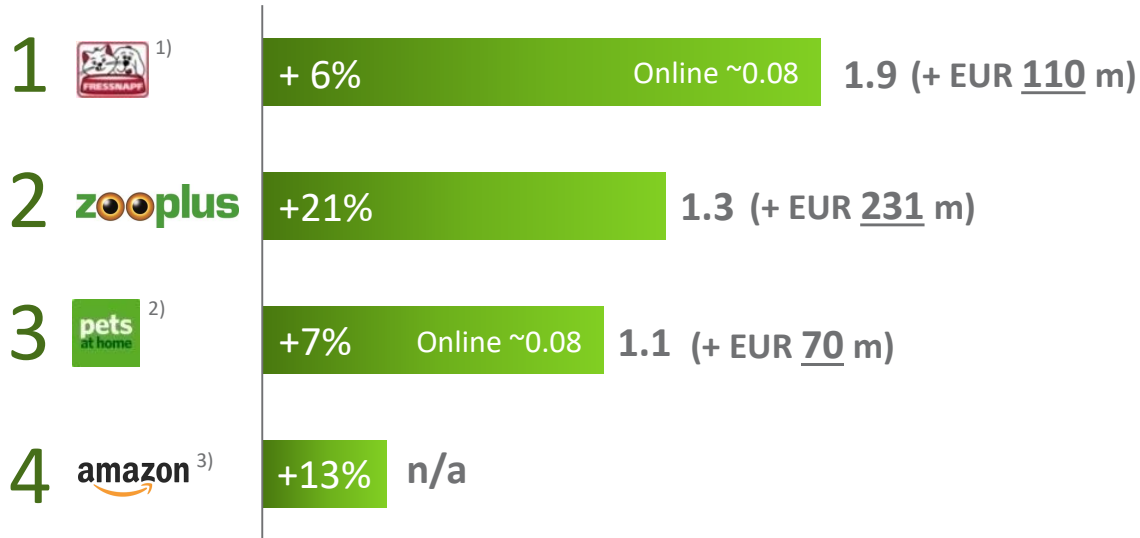
Market size by country/ region

Source: zooplus sales, unaudited data, growth rates compared to 9M 2018; market shares based on Euromonitor market data and zooplus estimation

zooplus strengthened No. 2 position in Europe in 2018 and is well on its way towards market leadership



Net sales and growth 2018 – European online and offline market (EUR bn)



Benefitting from all the advantages of size and market leadership

Source: Company data for 2018 figures; zooplus assumptions 1) Net sales estimated from gross sales 2) Includes services 3) amazon global online store sales

Competitors fall into three categories



amazon



- » Generalist, focus on mass & accessories
- » Limited premium offer on amazon direct
- » Will stay and continue to grow

Brick & mortar



- » Small independents getting fewer in number
- » Chain store online expertise still limited, focus on stores, sales prices offline still much higher
- » Challenging times still to come – declining like-for-like unless resized number of outlets

Regional onliners



- » Mid-term non competitive margin & cost structure
- » First signs of consolidation
- » Only few very specialized stores will survive

Long-term zooplus and amazon as the two leading concepts in the category

There is a good way of living next to amazon as a differentiated category specialist



Pet specialist



Generalist

- » zooplus has expanded the business with amazon in the market since more than 10 years
- » Very high retention rates and record new customer intake
- » Preferred partner for premium supplier base with the widest reach in Europe
- » US peer Chewy proves again that there is room next to amazon in the category

zooplus clearly differentiates already today from amazon and will do even more in future (emotionalization, pet services, branding etc.)

zooplus has a complete offer and keeps a relevant price advantage versus amazon and the competition



| | Top 500 zooplus articles | Top 1000 zooplus articles |
|---------------------|--------------------------|---------------------------|
| UK | Assortment overlap | Assortment overlap |
| amazon direct | 20% | 21% |
| amazon MP | 80% | 79% |
| Pets at Home online | 55% | 52% |
| Fetch | 54% | 50% |
| Germany | | |
| amazon direct | 17% | 19% |
| amazon MP | 83% | 81% |
| Fressnapf online | 37% | 41% |
| Zooroyal | 43% | 38% |

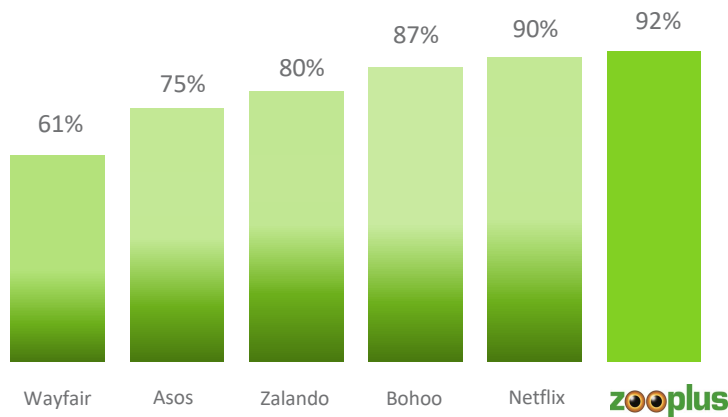
Source: zooplus estimates, July 2019

amazon direct share reduced over last months, marketplace significantly more expensive, continued price advantage for zooplus towards the competition

Loyal customers are the core base of zooplus growth path – subscription-like business model



sales retention rates of different business models



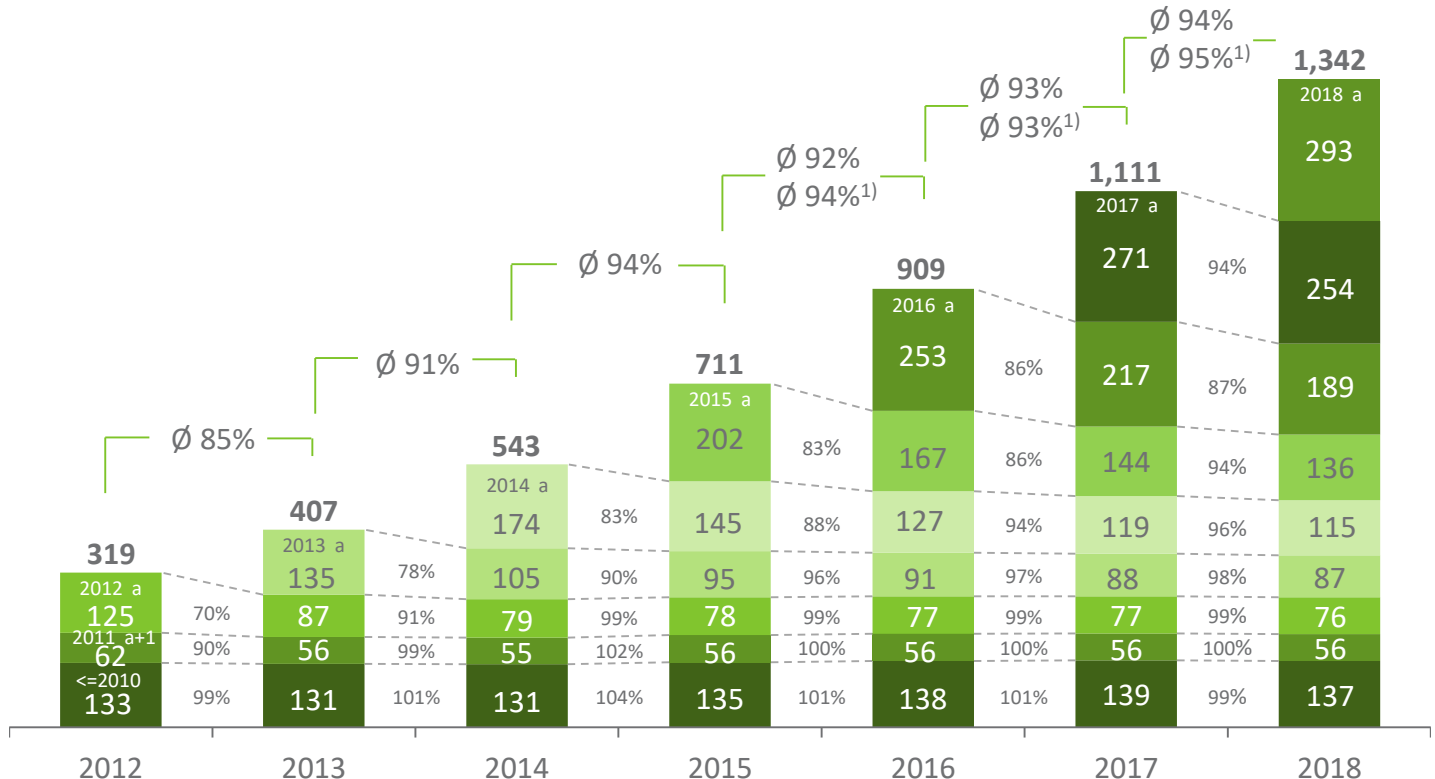
- » Clear sign that zooplus customers are extremely loyal
- » At zooplus all repeat customers behave like they are on subscription
- » Formal autoshipment (subscription) in place in Germany, to be rolled out in other markets

Even without formal companywide subscription models, zooplus customers behave like autoshipment

zooplus business model with high retention is like a subscription business



Retention rates – Cohort analysis – Sales (EUR m)

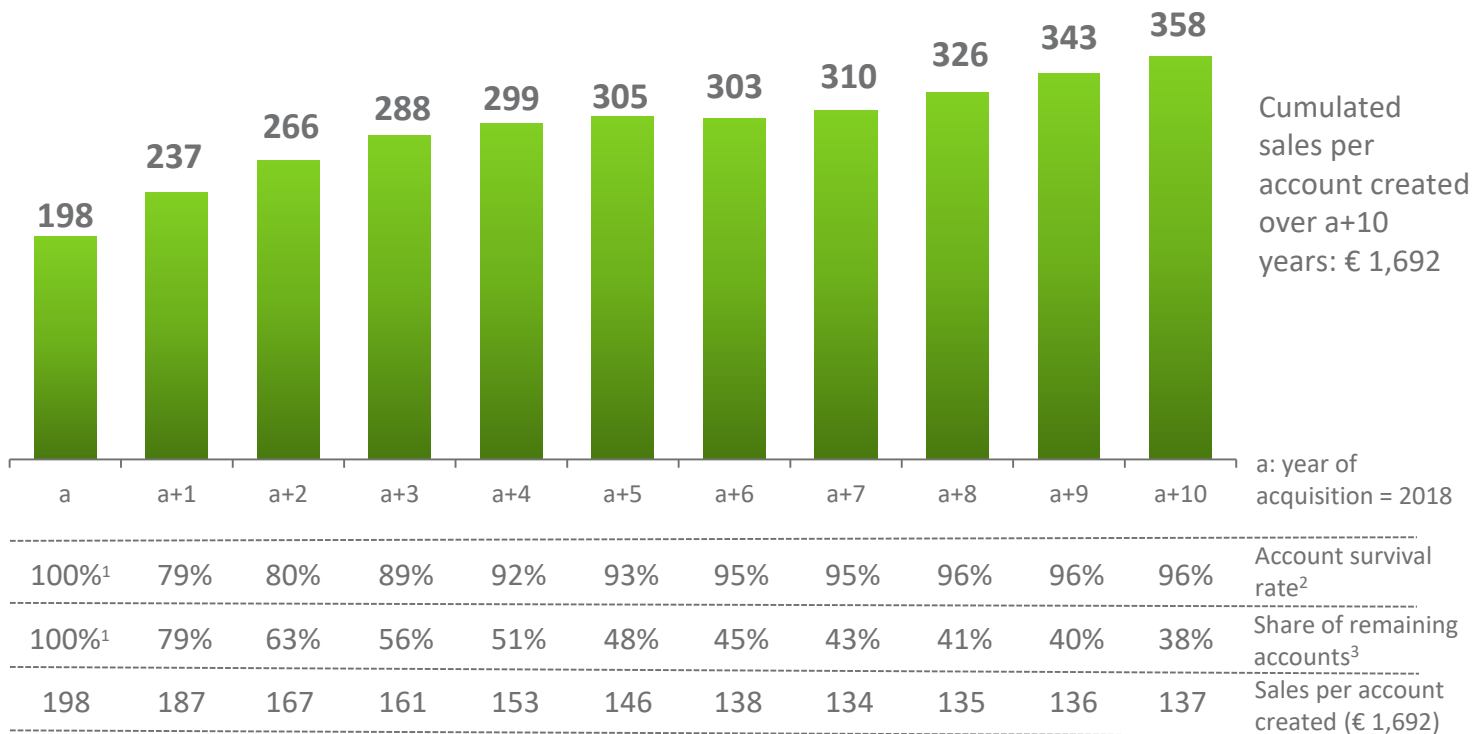


Reading example: 2012 a = sales of 2012's new customers in 2012 1) in local currencies

Account value and customer account retention increase with length of customer life



Projected sales per active account out of 2018 (in €)

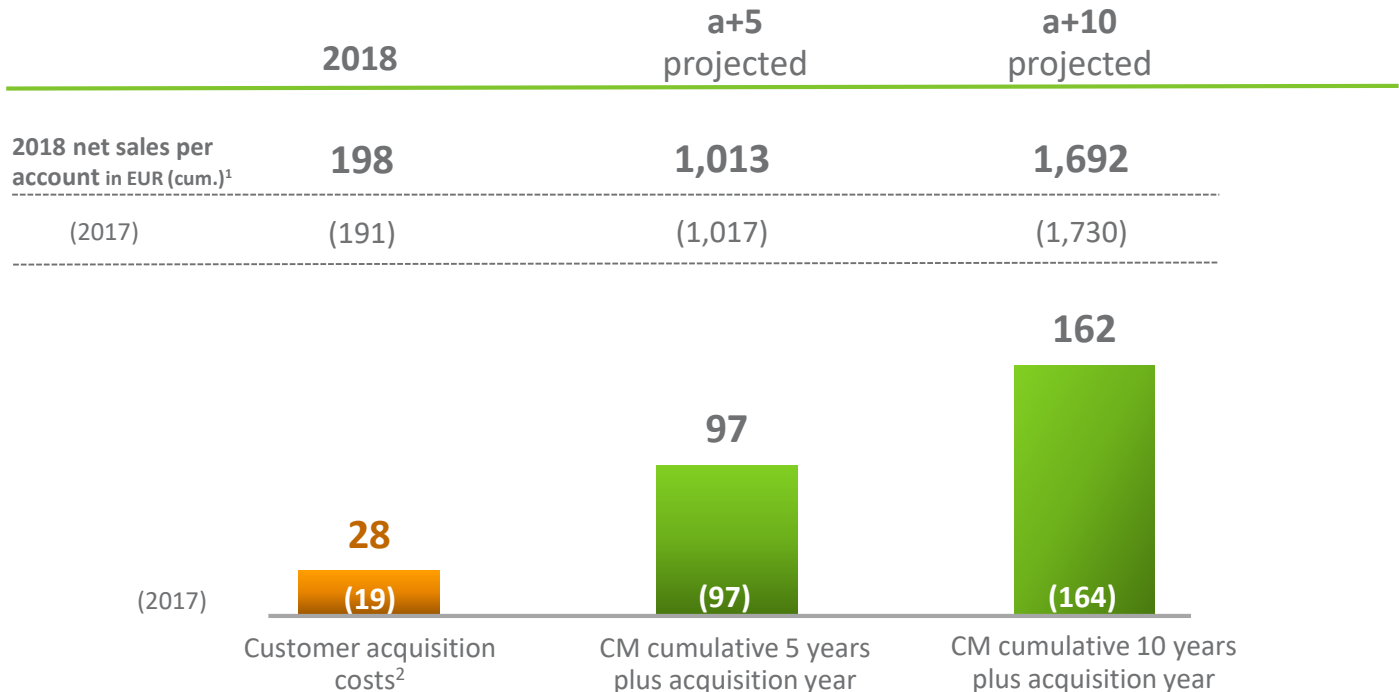


¹ customers with at least one consecutive purchase after first transaction

² Projected rate based on account retention rate of respective cohort

³ Average projected share of remaining accounts based on account survival rate

Customer acquisition costs increase but customer lifetime value continues to be largely positive



¹ Only accounts with repurchasing activity based on cohort specific retention rate (incl. fx-effects)

² Traffic acquisition costs per new account with repurchasing activity

³ CM = contribution margin = net sales – all variable costs (excl. acquisition costs) = 9.6%

Strong profitability of repeat customers business invested to grow the business with long-term perspective



Repeat customers and new customers contribution (EUR m)

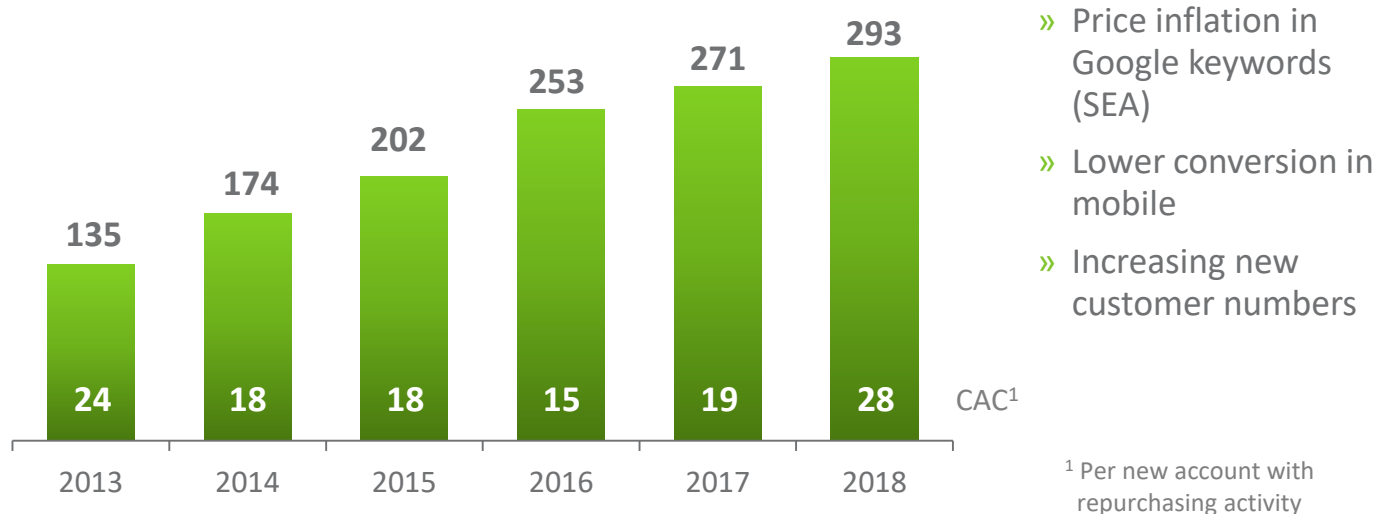
| | Repeat customers (consecutive year's sales) | | | | New customers (sales in the year of acquisition) | | | |
|------|--|---------------|-----|------------|---|---------------|------|------------|
| | Net Sales | % of total z+ | EBT | EBT-margin | Net Sales | % of total z+ | EBT | EBT-margin |
| 2017 | 840 | 76% | 21 | + 2.5% | 271 | 24% | - 17 | - 6.3% |
| 2018 | 1,049 | 78% | 21 | + 2.0% | 293 | 22% | - 23 | - 7.8% |

| | H1 | H2 |
|------|--------|--------|
| 2018 | + 0.4% | + 3.6% |

Growth of new customer business – acquisition costs rising



New customers sales (EUR m) and acquisition costs per new customer¹ (EUR)



Customer acquisition expected to continue to increase

Expanding addressable audience through additional marketing initiatives



Google

+

**Offline & online
marketing activities**



- » Google continues to be most relevant acquisition channel
- » Enhanced marketing strategy to increase brand awareness of zooplus with online and offline shoppers
- » Additional marketing activities started only end May 2019
- » Too early to comprehensively evaluate success of individual activities due to repurchase pattern

Pet services marketplace to create additional customer loyalty, differentiation and traffic



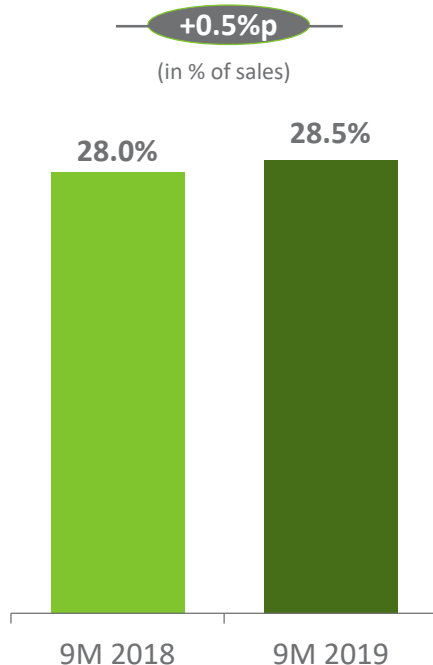
zooplus as the most relevant pet platform for products and pet related services

- » Pet specialist – fulfilling all pet customer needs
- » Differentiating versus amazon and smaller competitors
- » Additional traffic generation
- » Supported by manufacturer brands



zooplus is the only European platform that can activate users on large scale

Gross margin¹



- » Less customer and transactional discounts
- » Reduction of non-profitable orders
- » Introduction of multiple parcel charge for high-volume baskets
- » Favorable sourcing conditions
- » Further expanded private label share

¹ Sales – CoGS

zooplus is the most relevant online platform for pet specialist suppliers



zooplus USP

ROYAL CANIN



PURINA

MARS
petcare
A better world for pets®

IAMS

bosch
High Precision concept

HAPPY DOG

animonda
100% quality certified

JAMES WELLBELOVED
NATURALLY HEALTHY

almo nature.

- » European market leader by far
- » Pet specialist platform with around 7.5 m customers
- » The only retailer with real European-wide reach and access to 30 country markets
- » Pet specific environment, significantly more to come
- » Biggest base of pet data
- » Long-term the only real counterpart to amazon in the online pet category

Suppliers need zooplus to distribute their brands across Europe online

Online private label business gains traction and will continue to grow above average



15%

Share of
total food & cat litter

6%

Share of
first order sales

1.7

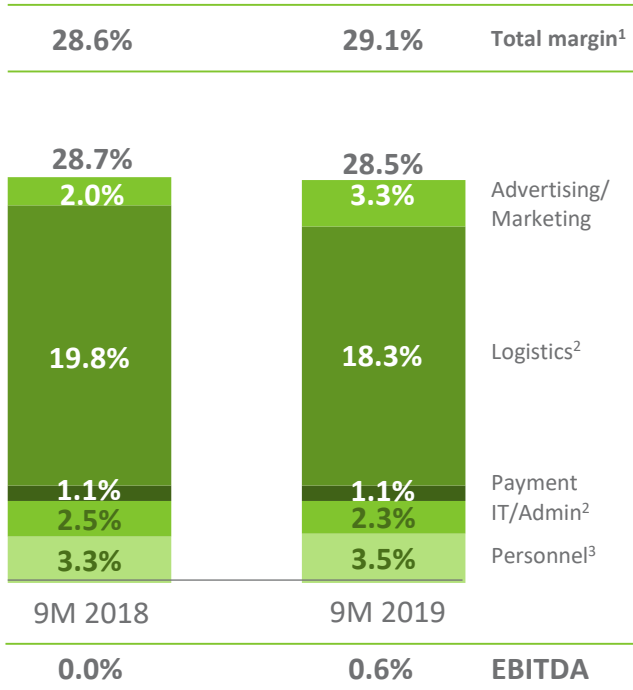
Growth index
private label / food

Further significant increase in private label share planned for coming years

Cost savings in logistics and IT/admin have been reinvested in additional marketing spend



Total margin & cost structure (in % of sales)



- » Cost leadership position maintained
- » Operational improvement and increased value per parcel driving logistics costs down by 0.8%p (excluding IFRS 16)
- » Efficiency gains in cost structure reallocated to marketing spend for further growth
- » On-top marketing spend in Q2/Q3 2019 for zooplus 20-year campaign

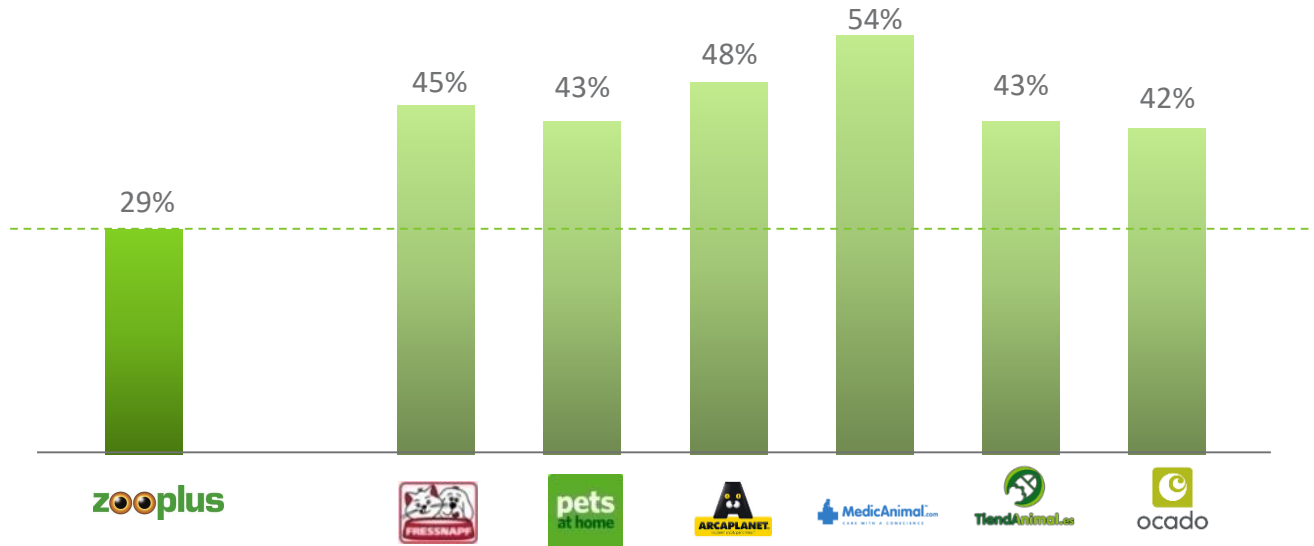
¹ Gross margin + other income on sales ³ All in, including LTI & SOP

² Logistics costs of 0.8%p and Admin costs of 0.2%p in 9M 2019 reclassified to depreciation and interests according to new IFRS 16

zooplus is clear cost leader in the category – both online and offline



Cost ratio - selected competitors



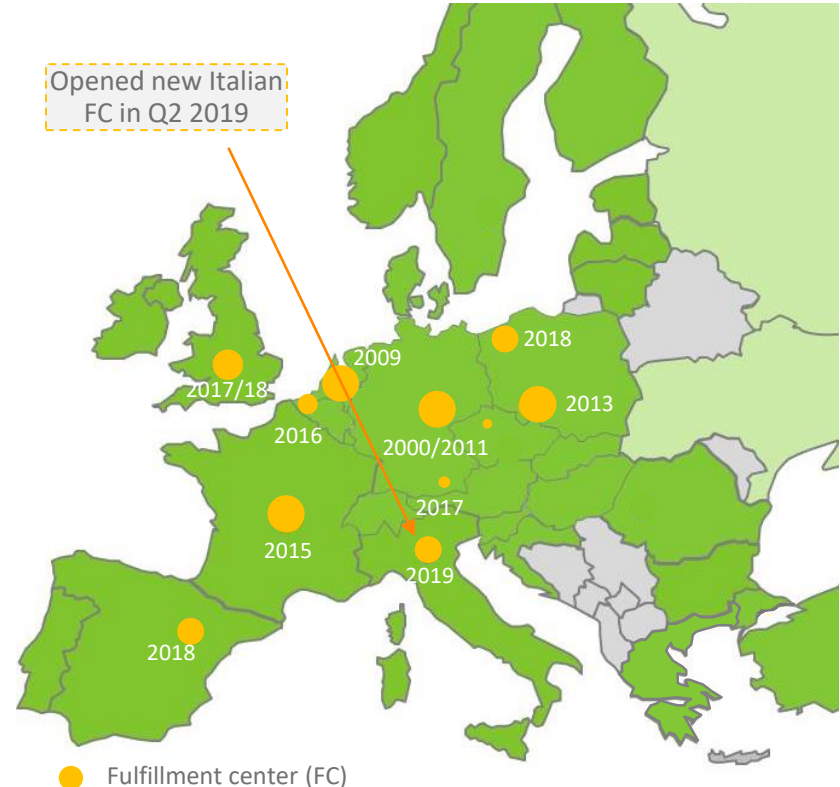
Cost advantage for zooplus of more than 10%-points

Source: annual reports 2017 – Fressnapf 2016: all costs except for costs of goods sold, including depreciation and interest; arcaplanet w/o interest

Ramped up logistics capacity and completed southern European coverage



- » Now 11 fulfillment centers across Europe
- » Current capacity runs well into 2021
- » All FCs operated by logistics specialist partners; almost no capex requirement for zooplus
- » SKU allocation, replenishment, order routing and packing algorithms intellectual property of zooplus
- » Continued focus on last-mile optimization by internal improvements and together with local last mile providers



Unit cost for last mile increased in 2019 in major markets due to capacity constraints of parcel service providers and increasing labor cost in this sector

Drivers for offsetting last mile cost increases:

Scale, efficiency and costs

- » Significant additional FC capacity in Poland
- » Efficiencies within network
- » Optimization of line hauls
- » Inbound optimization together with suppliers

Value per parcel

- » Reduction of parcel split ratio
- » Increase of basket size
- » Optimize thresholds for free delivery
- » Charge additional fees to consumers

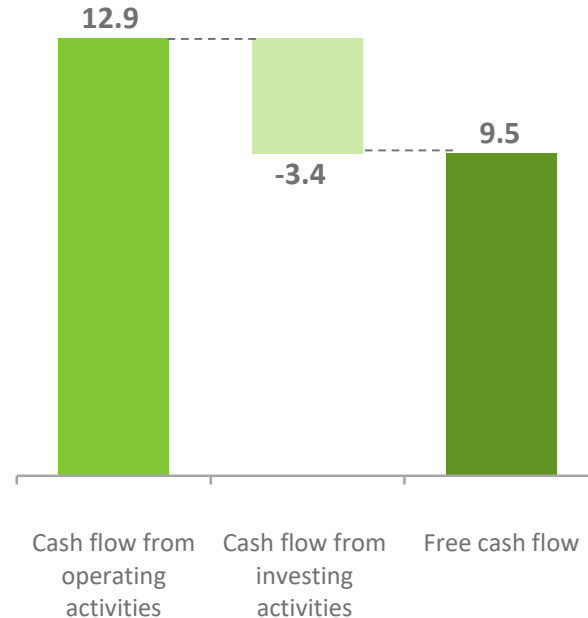
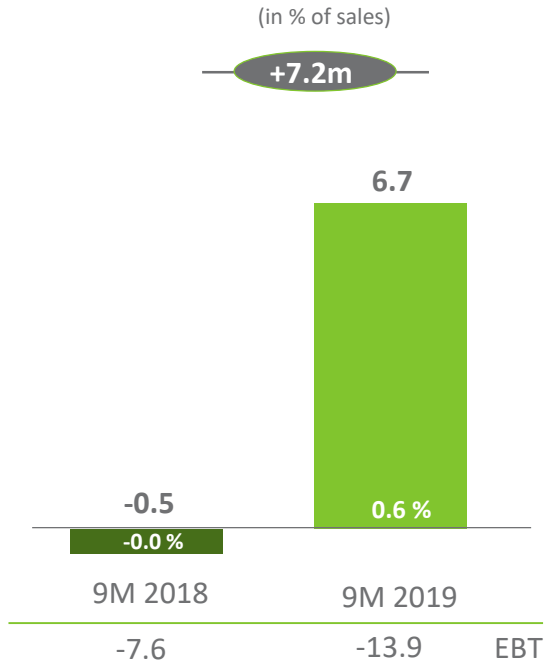
Overall logistics cost expected to further decrease as percentage of sales

Positive EBITDA and Free cash flow in 9M 2019



EBITDA (EUR m)

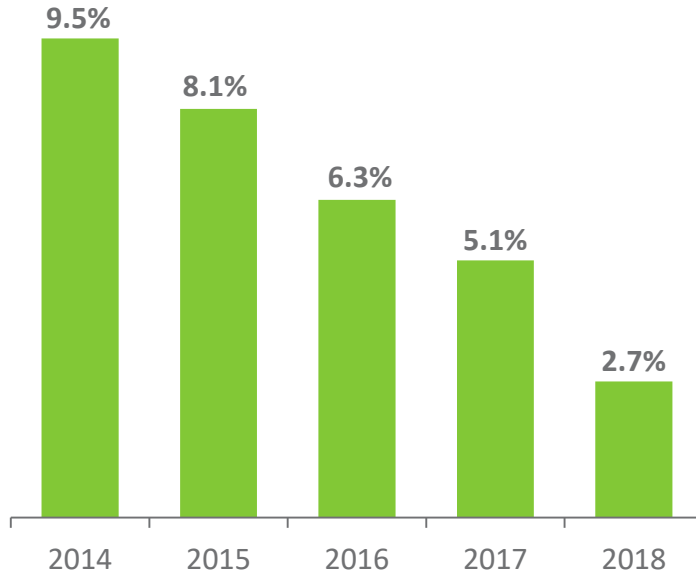
Cash Flow (EUR m)



EBITDA 2019 based on full IFRS 16 application; IFRS 16 impact to EBITDA € 11.2 m, of which € 8.8 m logistics (0.8%p) and € 2.4 m admin costs (0.2%p) go into depreciation

Free Cash Flow impact in 9M 2019 due to IFRS 16: EUR +10.3m

Working capital in % sales



- » Continued focus on working capital
- » Main driver: Improvement in supplier payment days

Working Capital = inventory + prepayments + receivables - liabilities
Average of quarters Q1 – Q4

Sales (EUR m)

EBITDA (EUR m)

Guidance

2019e

+14% to +18%

10 - 30

- » EBITDA shows more realistic picture of operating performance of the company
- » Impact of full application of IFRS 16 in 2019 for EBITDA is EUR +14 m vs. 2018 (all other things equal)
- » EBITDA guidance of 10 to 30 m EUR translates into former EBT figure of EUR -15 to +5 m

Long-term outlook: strong drivers for gross margin improvement and further efficiency gains



Gross margin

Cost efficiency & scale

1

Pricing / Assortment

2

Purchasing power

3

Private label share increase

4

Market consolidation

1

Logistics

2

IT / Admin

3

Personnel

- » Efficiency gains in network
- » Inbound logistics optimization
- » Value per parcel focus

» Further scale due to size

» Further scale due to size

Long-term profitability target of 5-7% EBITDA margin

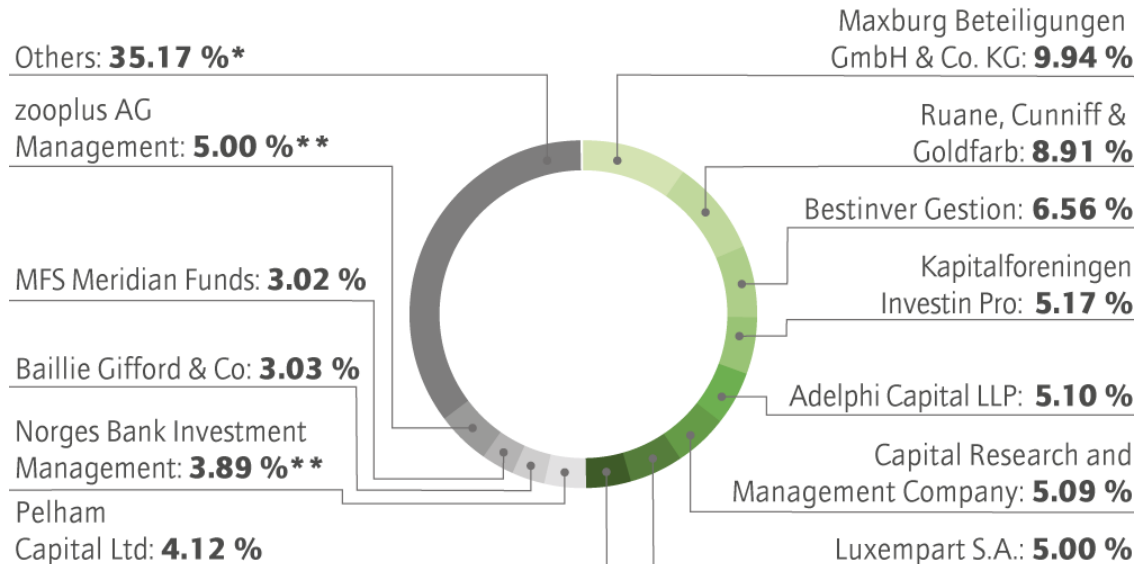
| | | long-term EBITDA impact |
|--------------------------------|---|-------------------------|
| Gross margin: | → | + 1.5 – 2.5%p |
| Logistics: | → | + 1.0 – 1.5%p |
| Overhead: | → | + 1.0 – 1.5%p |
| Marketing steady state: | | + 0.0%p |
| Total target potential: | | ~ 3.5 – 5.5%p |

Structural EBITDA margin

5 – 7%

When the offline-online sales distribution comes to a steady state

Shareholder structure as of December 2019



As of December 31, 2019; Calculation based on a total number of voting rights of 7,146,688

Share ownership according to the published voting rights notifications

*Free float of 90.06 % according to the definition of Deutsche Börse

**including equity instruments