Dedicated to pets
… because we care

zooplus AG
First Virtual Capital Markets Day | November 17, 2020

SAFE HARBOR STATEMENT

This document includes supplemental financial measures that are or may be non-GAAP financial measures. These supplemental financial measures should not be viewed in isolation as alternatives to measures of zooplus' financial condition, results of operations or cash flows as presented in accordance with IFRS in its Consolidated Financial Statements. Other companies that report or describe similarly titled financial measures may calculate them differently.

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 based on 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.

AGENDA

PART I

10:00 am CET – 10:30 am CET

- Latest financials & business performance Q3 & 9M 2020
- Q&A Session

short break

PART II

10:40 am CET – 01:00 pm CET

- Update on strategy and overall business performance
- Outlook 2021
- Q&A Session

zooplus

SPEAKERS

Dr. Cornelius Patt, CEO

Co-Founder of zooplus & CEO
Business units: Sales, Business Development, IT, HR

Andreas Maueröder, CFO

CFO, Member of the Board since 2020, joined in 2010
Business units: Finance, Legal & Vendor Management

Dr. Mischa Ritter, COO

COO, Member of the Board since 2018, joined in 2012
Business units: Logistics, Operations, Own Brands

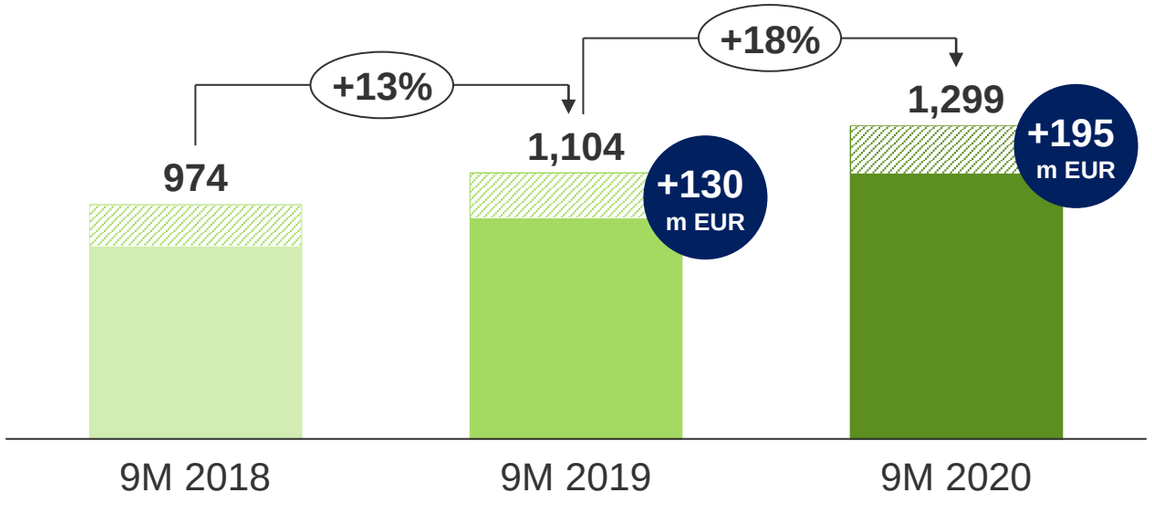
zooplus

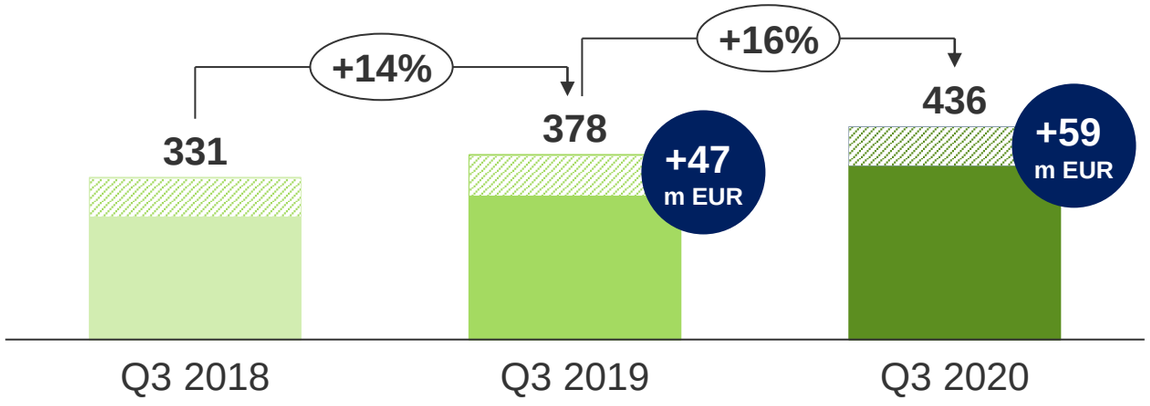
PART I

Q3 & 9M 2020 Financials

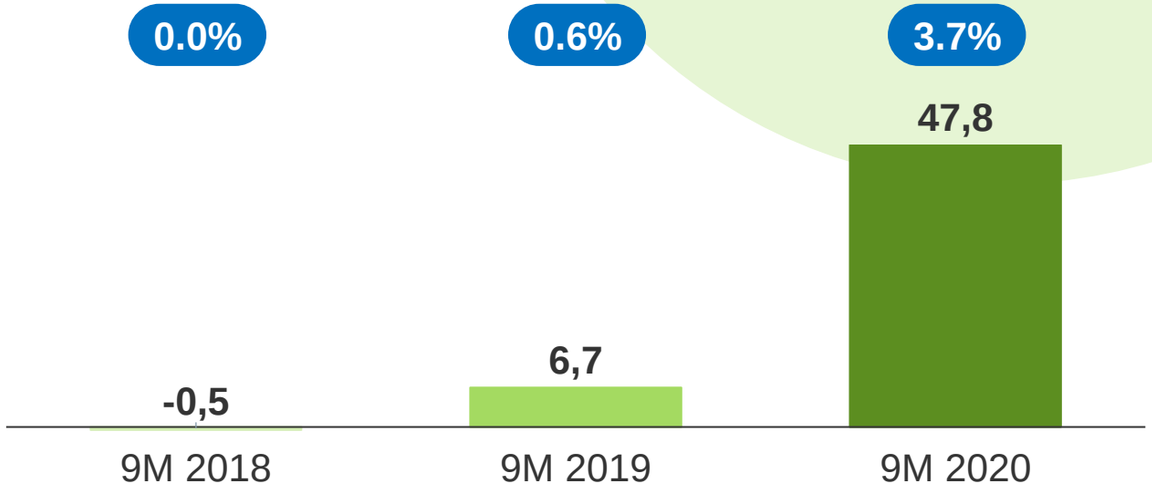
KEY FINANCIAL HIGHLIGHTS – STRONGEST GROWTH PERFORMANCE IN COMPANY HISTORY & RECORD OPERATING PROFITABILITY

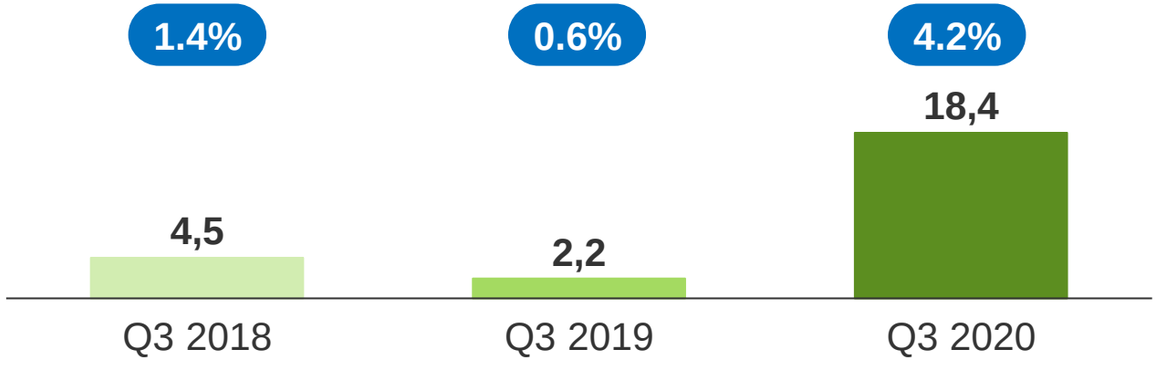
SALES (in m EUR)





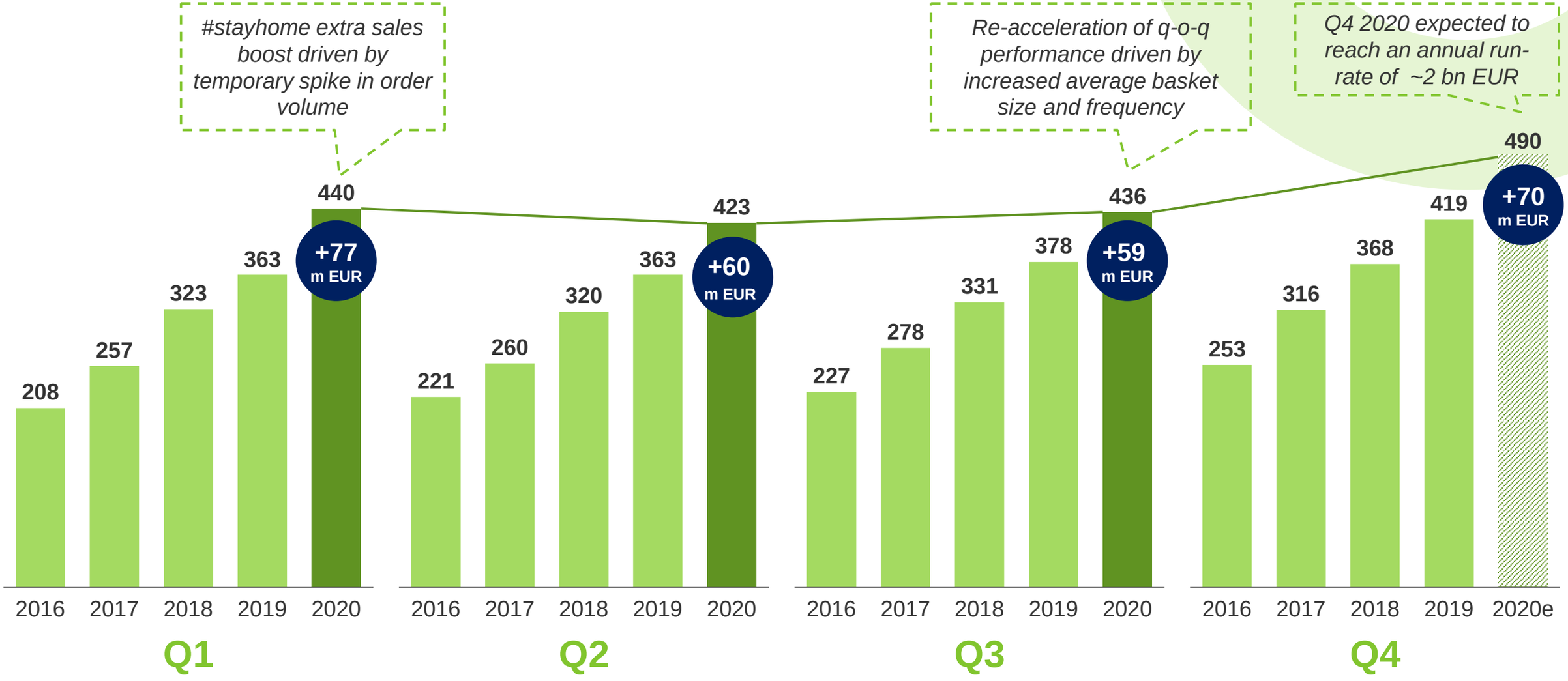
EBITDA (in m EUR, in % of sales)





New Customer Sales | Existing Customer Sales | % EBITDA margin

SUSTAINABLE GROWTH DRIVEN BY RECURRING SALES & HEALTHY NEW BUSINESS



KEY OPERATIONAL HIGHLIGHTS – SOLID EXECUTION IN 9M 2020 BUSINESS HAS IMPROVED ACROSS ALL MAJOR KPI

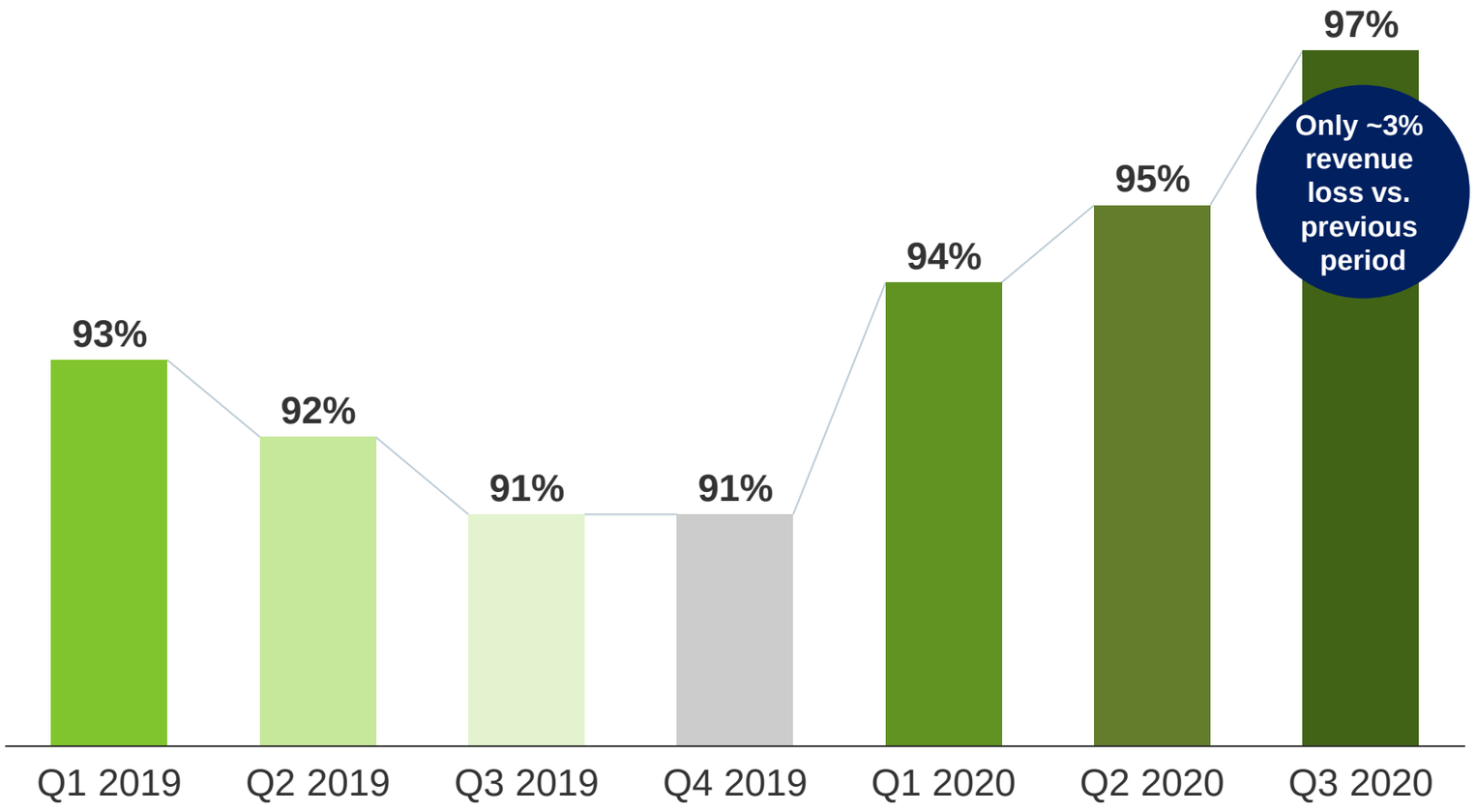
	9M 2018	9M 2019	9M 2020
Revenue Retention Rate[1]	95%	91%	97%
New Customer 2nd Order Sales	+16%	-6%	+17%
Customer Acquisition Cost (in €)	9	15	9
Own Brands Share[2]	14%	16%	18%
Gross Margin (% of Sales)	28.0%	28.5%	30.5%
Basket Size (in €)	54	55	57
Operational Efficiency[3] (in % of Sales)	21.7%	21.0%	20.8%

- Revenue retention rate increases to **historical high of 97%** end of September 2020
- Sustainable topline performance through **improved early-stage loyalty**
- **More efficient acquisition strategy** improving CAC
- **Own Brands share increase** creates higher leverage for gross margin steering
- **Basket size** is valuable **efficiency driver** offsetting logistics cost per parcel

1) Revenue retention calculated as of 12 months rolling (net, non-BMF)
2) Share of total food and litter sales
3) Logistics costs + payment costs + customer care costs

REVENUE RETENTION RATE CLIMBS TO A NEW ALL-TIME HIGH OF 97% IN Q3'20 – INVESTMENTS INTO LOYALTY ARE PAYING OFF

REVENUE RETENTION RATE[1] (in % of sales)

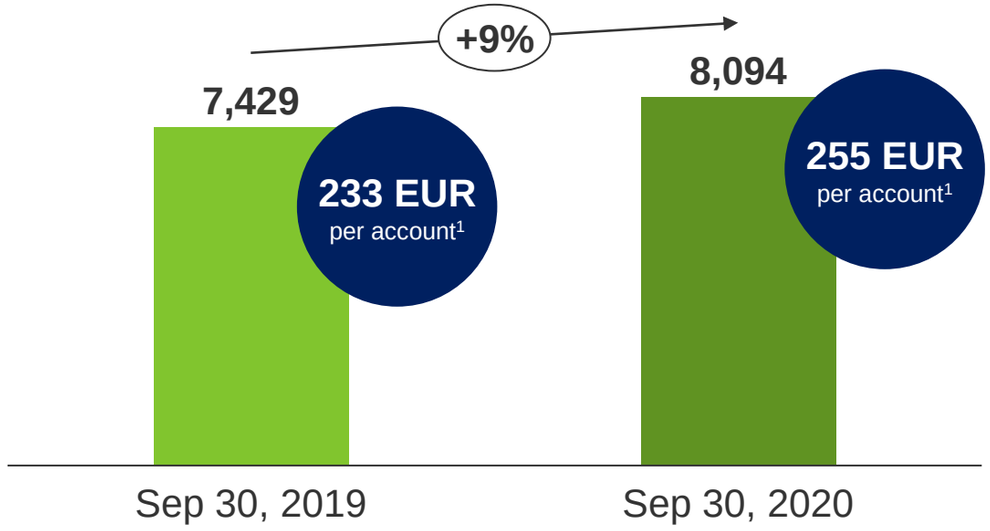


- **Maintained 97% of revenue** on average of all customers acquired 12 months prior to end of Q3 2020
- **Revenue retention rate** reaches highest value ever in 20-year company history with a **record high 98% as end of October 2020**
- Better **customer lifecycle-management** of newer cohort **increasing early-stage loyalty**:
  - **Higher activation** in early-stage cohorts
  - **Higher basket size** vs. early-stage in older cohorts
  - **Stronger push for loyalty** tools with first transaction (Subscribe & Save, Bonus Points)

1) Revenue retention calculated as of 12 months rolling (net, non-BMF)

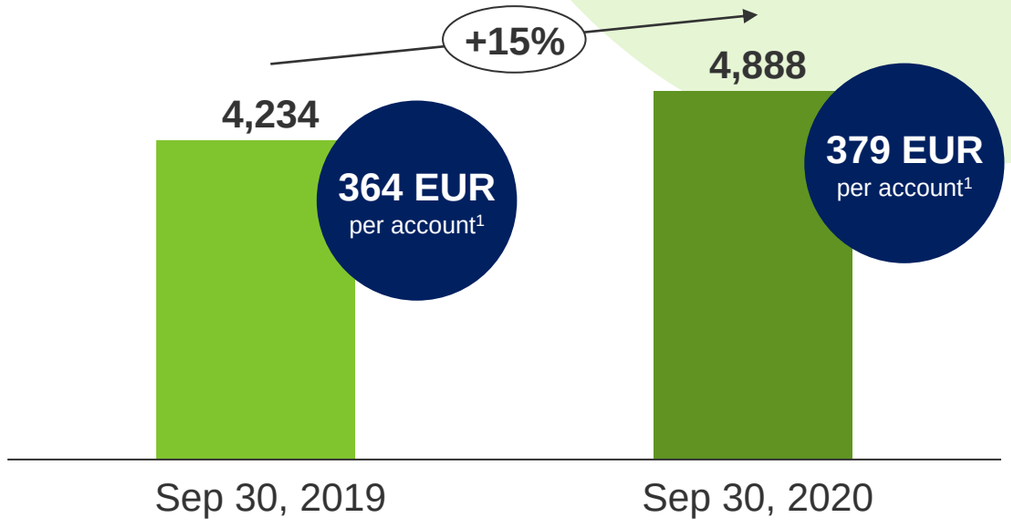
GROWTH STRATEGY – FOCUS ON ACTIVE REPEAT CUSTOMERS AND SALES PER ACCOUNT

ACTIVE CUSTOMER BASE (in k)



- Customers with **at least one order in the last 12 months**
- **Reduced intake of low-quality new accounts** in 2020, correcting the 2019 marketing campaign issues
- By far **largest active customer base in European peer group** comparison

ACTIVE REPEAT CUSTOMER BASE (in k)

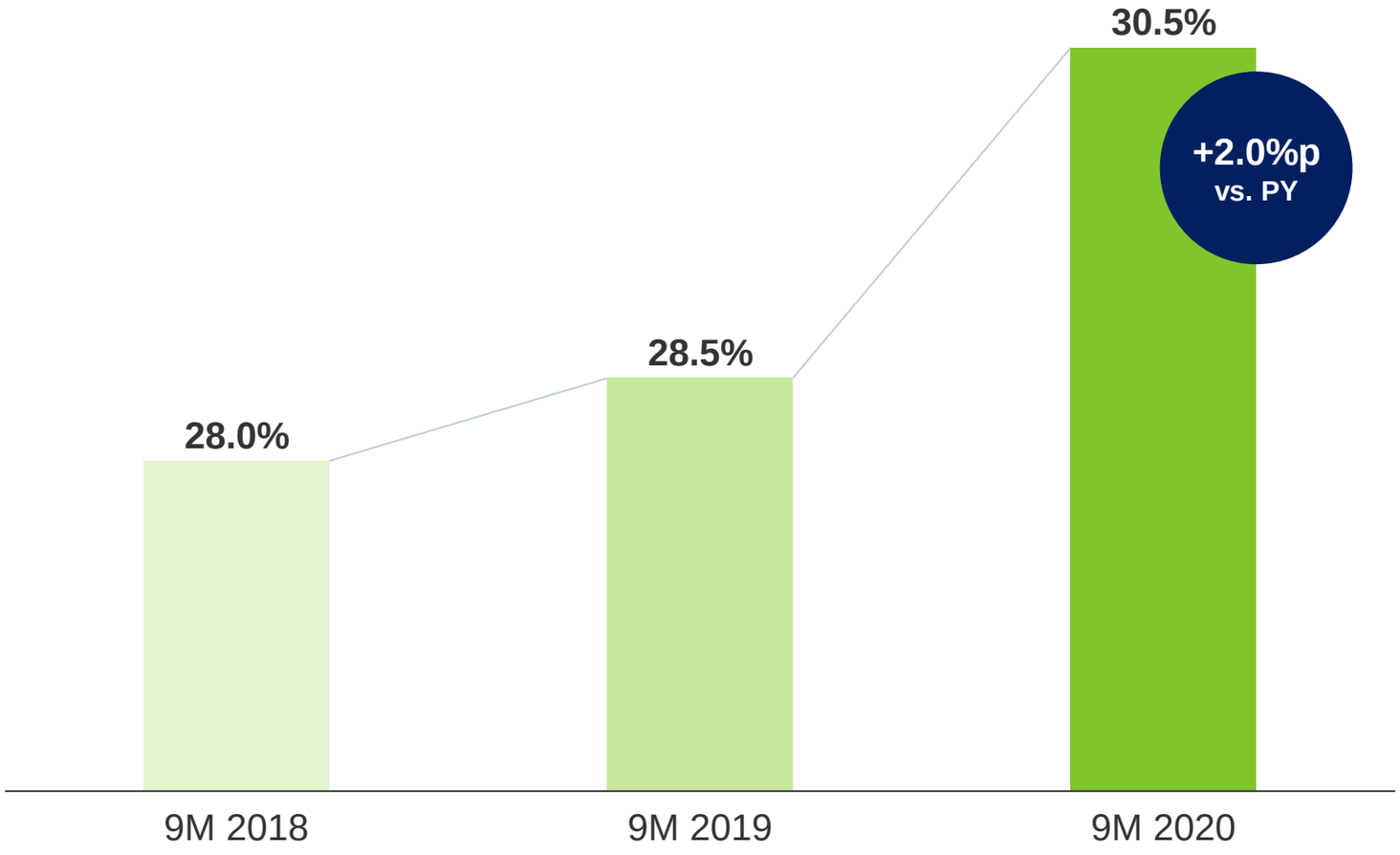


- Customers with **at least two orders in the last 12 months**
- Adjusting for one-time purchasers in the last 12 months, **counting only customers with inclination for repurchases**
- **Y-o-Y increase in revenue per active account** underlines further monetization potential from loyal customer base
- More **suitable indicator for** the company's future **topline growth**

1) Average gross revenue per customer in the last 12 months

GROSS MARGIN UPLIFT THROUGH OPTIMIZED STEERING OF PRODUCT SALES MIX

GROSS MARGIN[1] (in %)

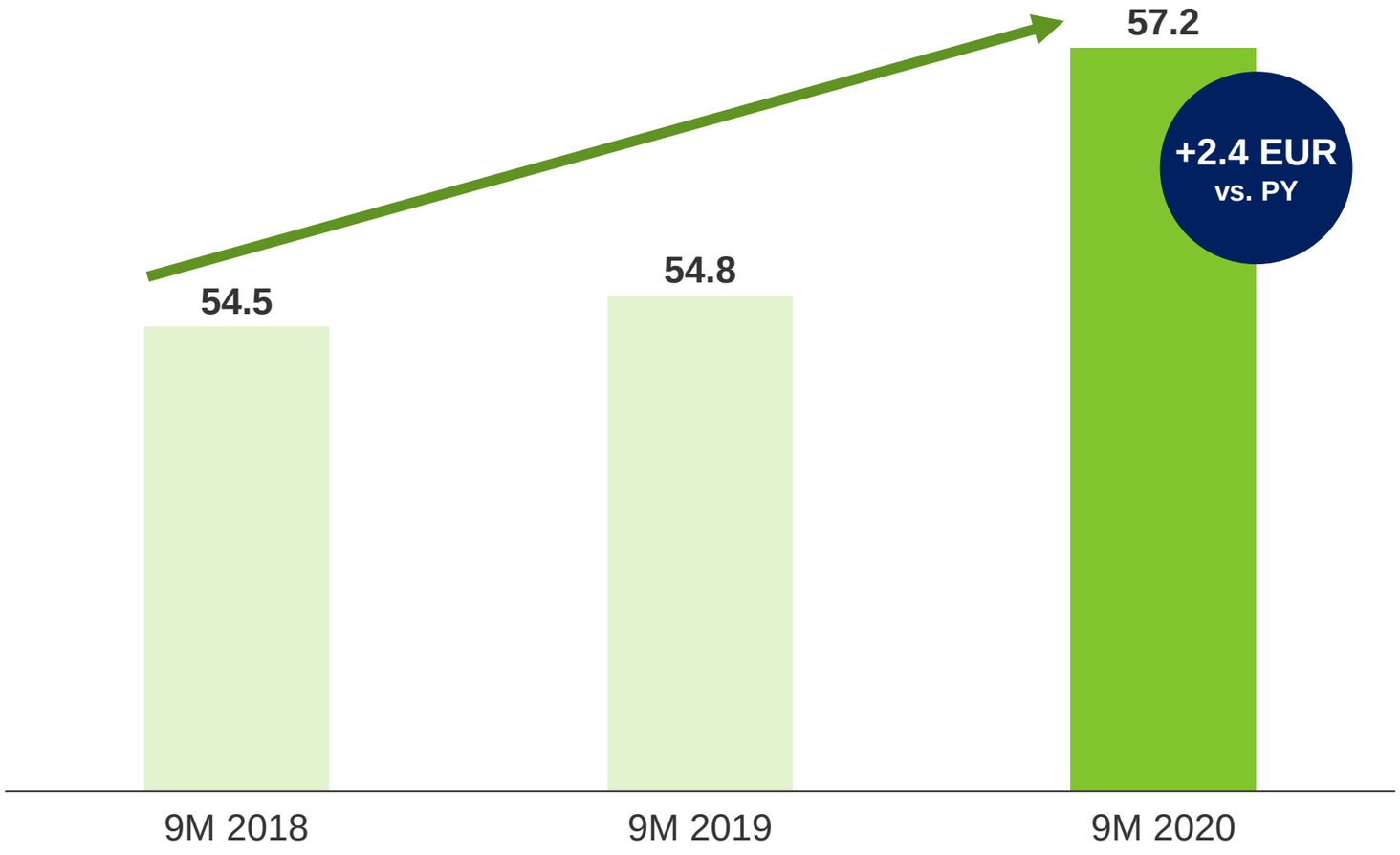


- **Optimized steering of product sales mix** enabled **gross margin improvements** which were not at the expense of our customers
- Significantly **reduced share of loss-making orders** through dedicated yield management
- **Increased own brands** share on food also contributed to gross margin improvement
- **Surge in accessories demand** with **additional** positive **effect on gross margin**

1) Gross margin = sales – cost of goods sold (as % of sales)

STRONG INCREASE IN BASKET VALUE – MAIN DRIVER FOR LOGISTICS EFFICIENCY

AVERAGE BASKET VALUE (NON-BMF; in EUR)

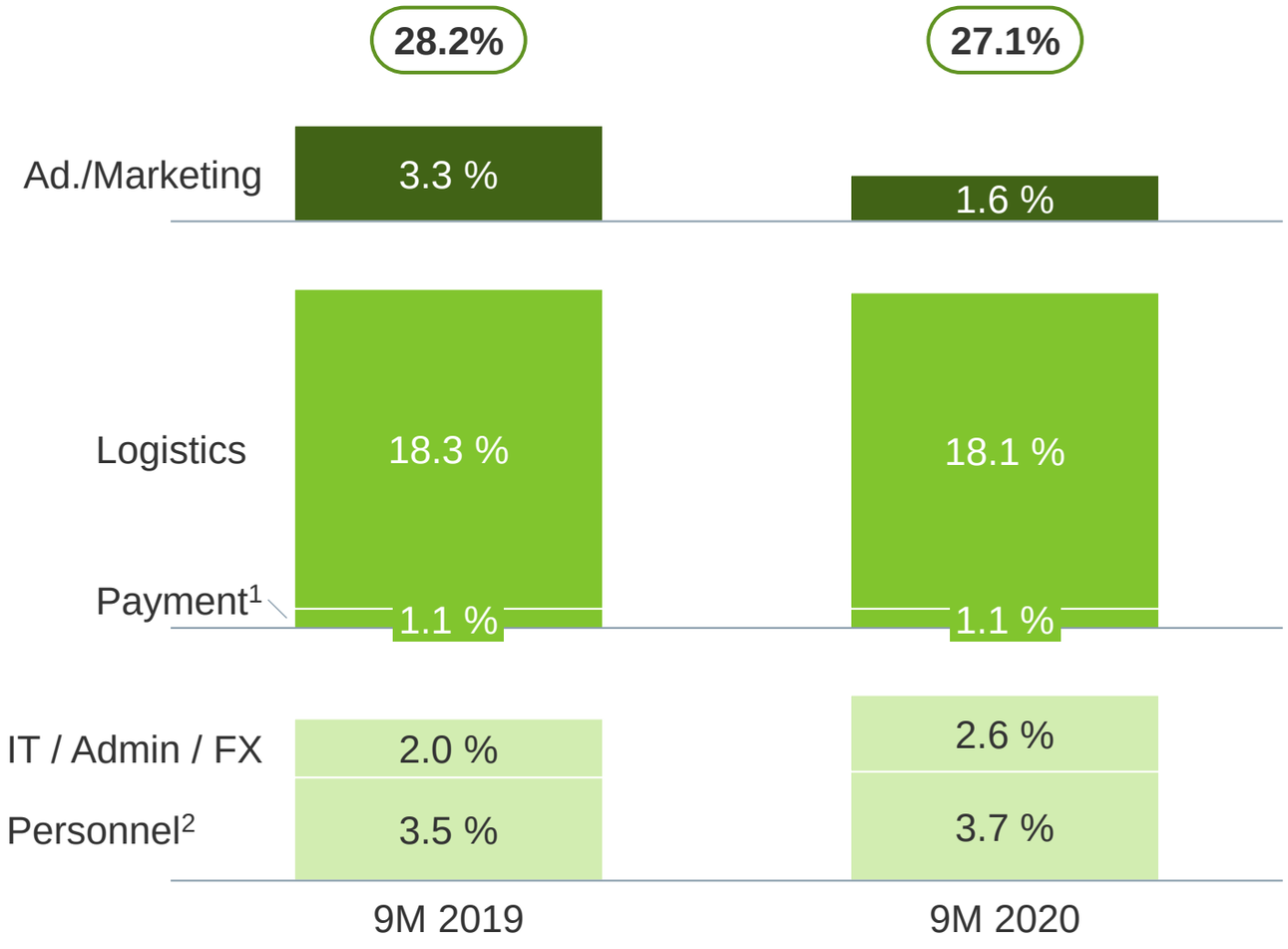


- Increasing **basket value is our strategic driver** for additional revenue at high margins
- The **average cost of fulfillment** for the average basket value is fully variable and **around 20%** of total logistics costs (excluding inbound, packaging and last-mile cost)
- However, the logistics costs of any **additional Euro** to the current average basket size **drop to one-third** of the average logistics cost

Based on order date

COST EFFICIENT OPERATIONS CREATING MOAT FOR ONLINE AND OFFLINE COMPETITORS

COST STRUCTURE (in % of SALES)

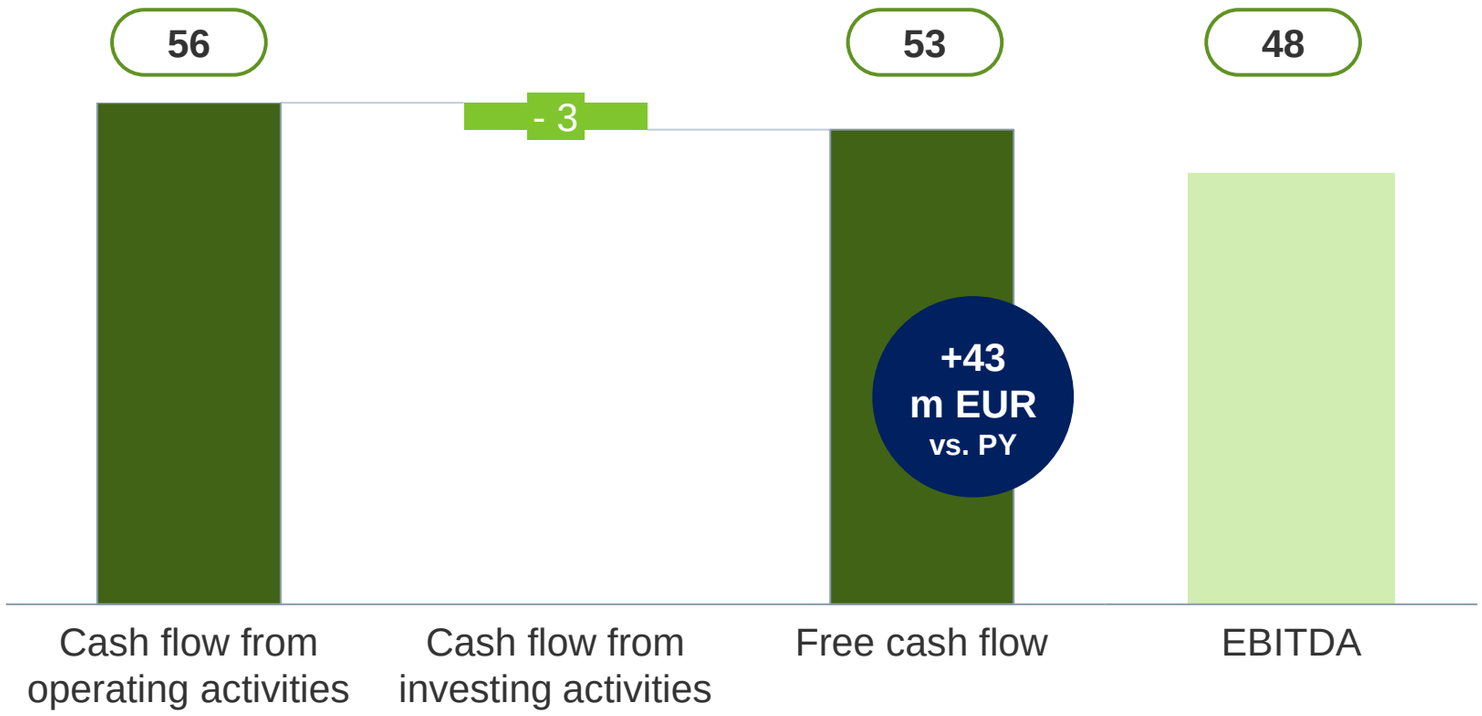


- Strong **efficiency in customer acquisition** and **reduced marketing spend** also reflecting budget shift into early-stage loyalty spend (included in gross margin)
- Larger baskets prompting for **higher value per parcel**, offsetting additional cost for higher FC capacity & fully offsetting additional logistics cost related to protective Covid-19 measures
- Increase in IT / Admin / FX cost base reflecting **higher non-operating expenses for strategic projects**
- **Personnel expenses** including one-off costs related to **changes in organizational** structure and performance remuneration

1) Impairment expenses on financial assets reclassified to payment
2) Including LTI & SOP; own work capitalized reclassified to personnel

STRONG FREE CASH FLOW GENERATION ENABLES US TO CONTINUE OUR GROWTH PATH

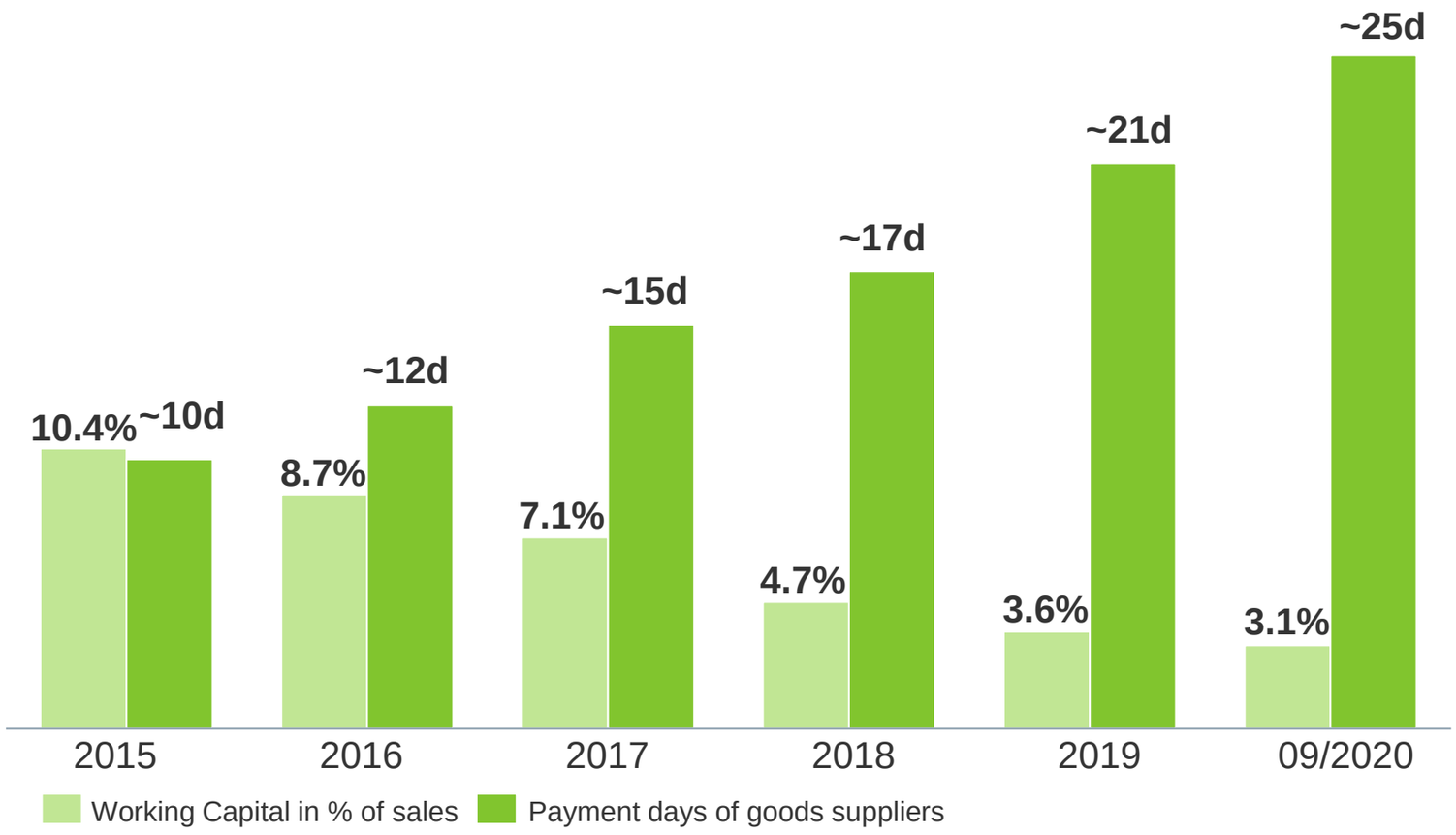
FREE CASH FLOW GENERATION 9M 2020 (in m EUR)



- **Strong cash flow** and **EBITDA performance** in 9M 2020
- Free cash flow stands at **110% of EBITDA level**
- Limited CAPEX requirements for the business
- Strong free cash flow generation enables zooplus to **finance further growth** while continuing to invest into customer proposition and digital experience

WORKING CAPITAL INTENSITY CONTINUOSLY REDUCED MORE THAN OFFSETTING THE GROWTH IMPACT

SOLID PROGRESS IN WORKING CAPITAL



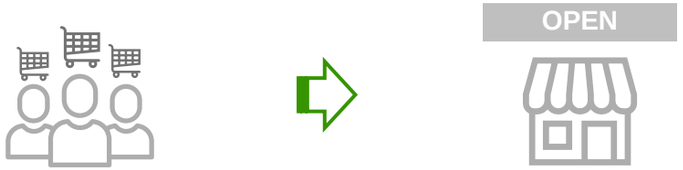
- Further optimization in working capital (main driver: increase in payment days on procurement side) supporting financial flexibility
- In 2015, zooplus generated 711 m EUR in sales having an average working capital of **74 m EUR**
- As of September 2020 (based on LTM), zooplus generated sales of 1,718 m EUR with an average working capital of **53 m EUR**
- We combined a sales growth of 1 bn EUR with a reduction in Working Capital by more than 20 m EUR

Working Capital = Inventory + prepayments + receivables (trade receivables + supplier receivables) – payables

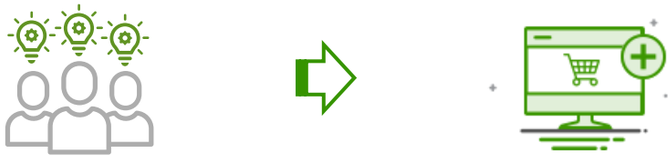
COVID-19 AND PET SUPPLIES CATEGORY IN EUROPE RESULT IN TACTICAL IMPACT ON BUSINESS

Consumption patterns remained **unchanged** in our category

Offliners were classified as essential and **did not go out of business**



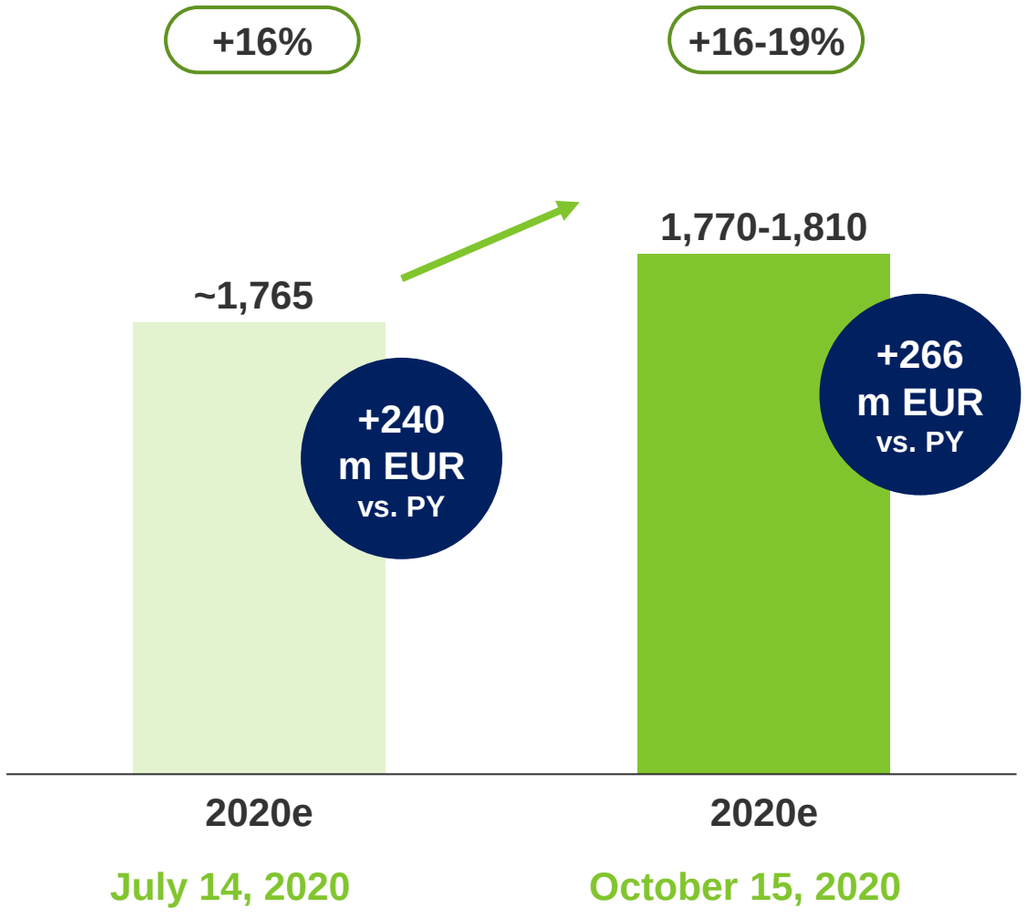
Served as **a push for first-time e-commerce usage** in our category in some regions



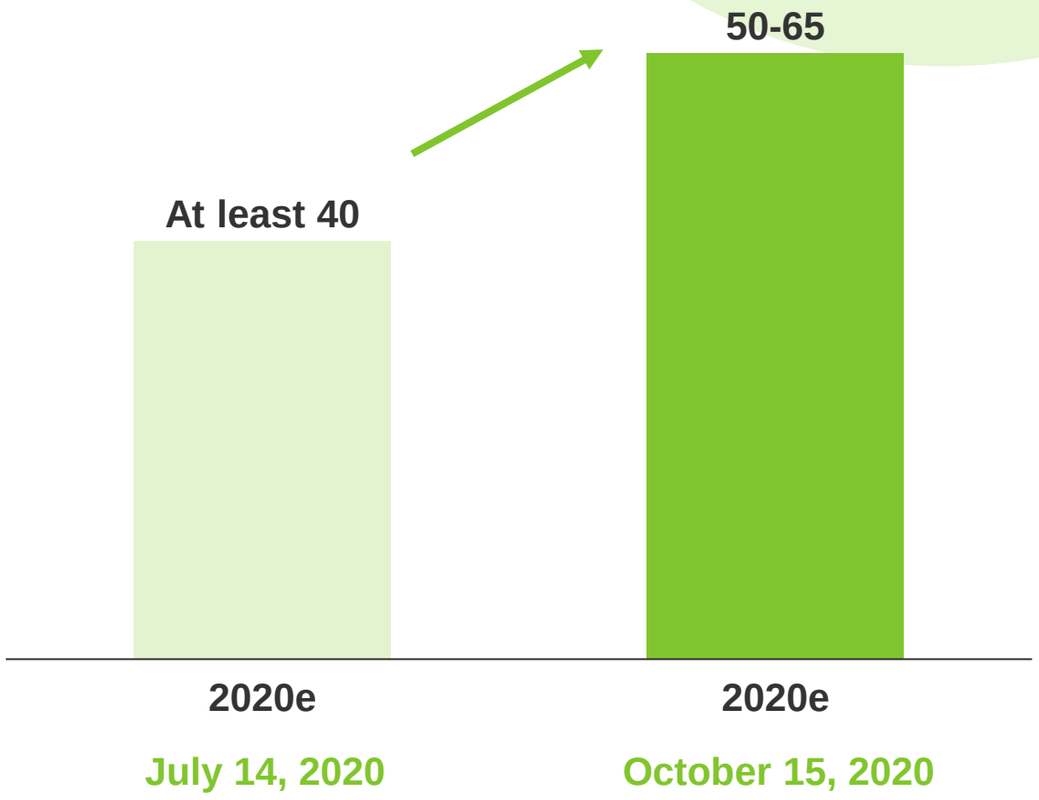
Helped us **temporarily reduce our ad spend** without losing reach

FULLY ON TRACK TO ACHIEVE 2020 FINANCIAL TARGETS – FINANCIAL GUIDANCE CONSECUTIVELY INCREASED

SALES GUIDANCE 2020e (in m EUR)



EBITDA GUIDANCE 2020e (in m EUR)



Guidance March 25, 2020: Sales growth of at least 180 m EUR (total: at least 1,704 m EUR) EBITDA below prior year's level, but in positive to neutral vs. PY

Q&A Live Session

Please post your questions in the chat window under the video panel of this webcast

zooplus

AGENDA

PART I

10:00 am CET – 10:30 am CET

- Latest financials & business performance Q3 & 9M 2020
- Q&A Session

short break

PART II

10:40 am CET – 01:00 pm CET

- Update on strategy and overall business performance
- Outlook 2021
- Q&A Session

zooplus

ZOOPLUS AG: THE DEDICATED PET SPECIALIST – REASONS TO INVEST IN ZOOPLUS AG

zooplus

Recurring revenue model

- Continued & **recurring nature of demand** of pet food & supplies - **resilient category**
- **Subscription-like business** model with **>90% recurring sales**
- **Locked-in customer sales** through customer satisfaction

Deep bonds with customers

- Unique **loyalty enhancing digital products** such as **subscribe & save**
- Highly loyal and growing returning customer base
- Best-in-class **data & category-driven customer proposition** and e-shopping experience

Market opportunity in Europe

- **Market opportunity of net 26 bn EUR** growing at ~4% p.a.
- Dominant competitive position & **by far largest player in e-commerce vertical**
- **Continue to add share from offline** business on the back of general trend in grocery towards e-commerce

Operational excellence & efficiency

- zooplus **consistently performing amid challenging circumstances**
- **Operational excellence** driven by **intelligent pricing**, cost **efficient marketing**, **excellent collaboration** with partners
- **Scalable logistics efficiency and continued operational improvements** supported by category know-how and data-driven approach

Strategic brand and product portfolio mgmt

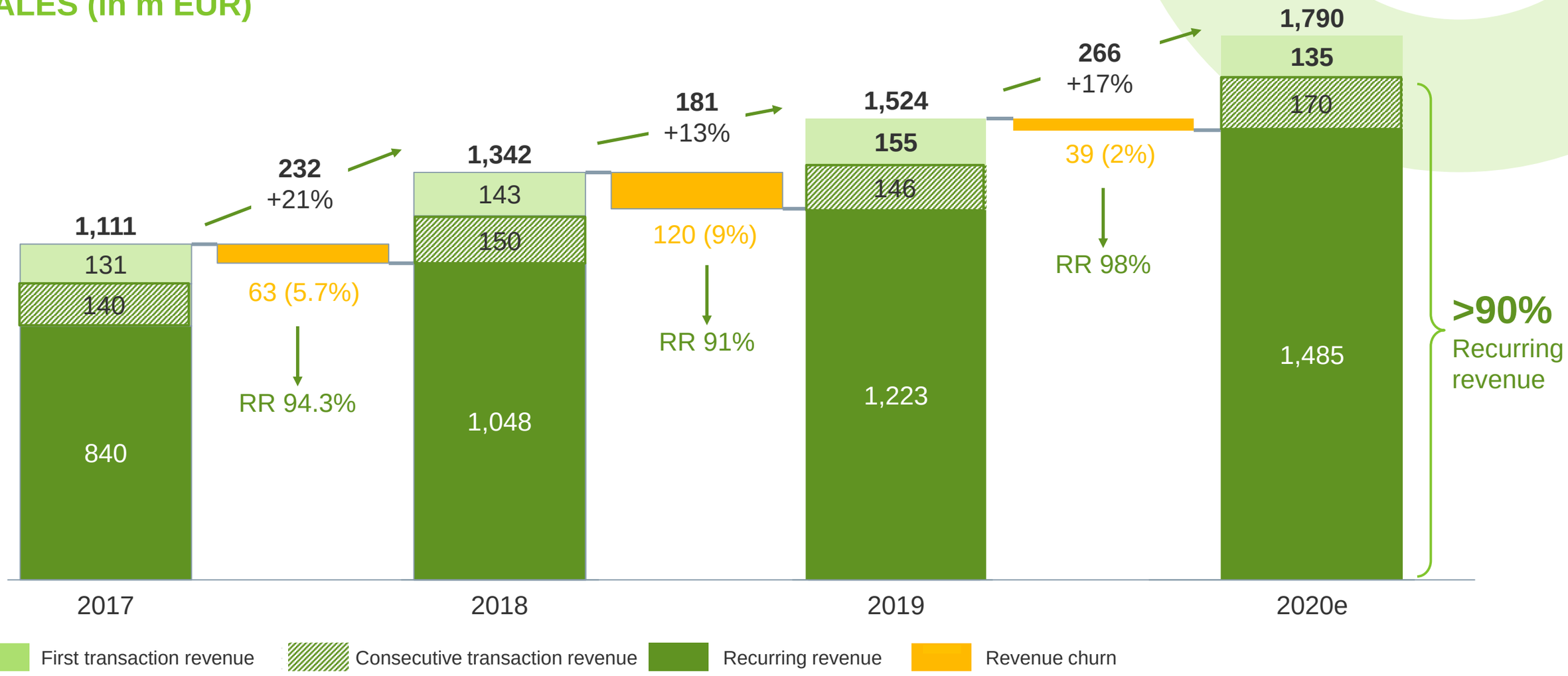
- **Recurring revenues with customers** & tailored **loyalty tools** deepen the **bond with our customers** and open **new ways to up- and cross sell** our high-margin premium, longtail accessories brands, and own brands
- **Own brands within mid- to super-premium segment** with strong stand-alone retail capacity & ideally tailored for e-commerce distribution

PART II

Recurring Revenue Model

STRONG RECURRING REVENUES IS THE WINNING FORMULA FOR SUSTAINABLE GROWTH

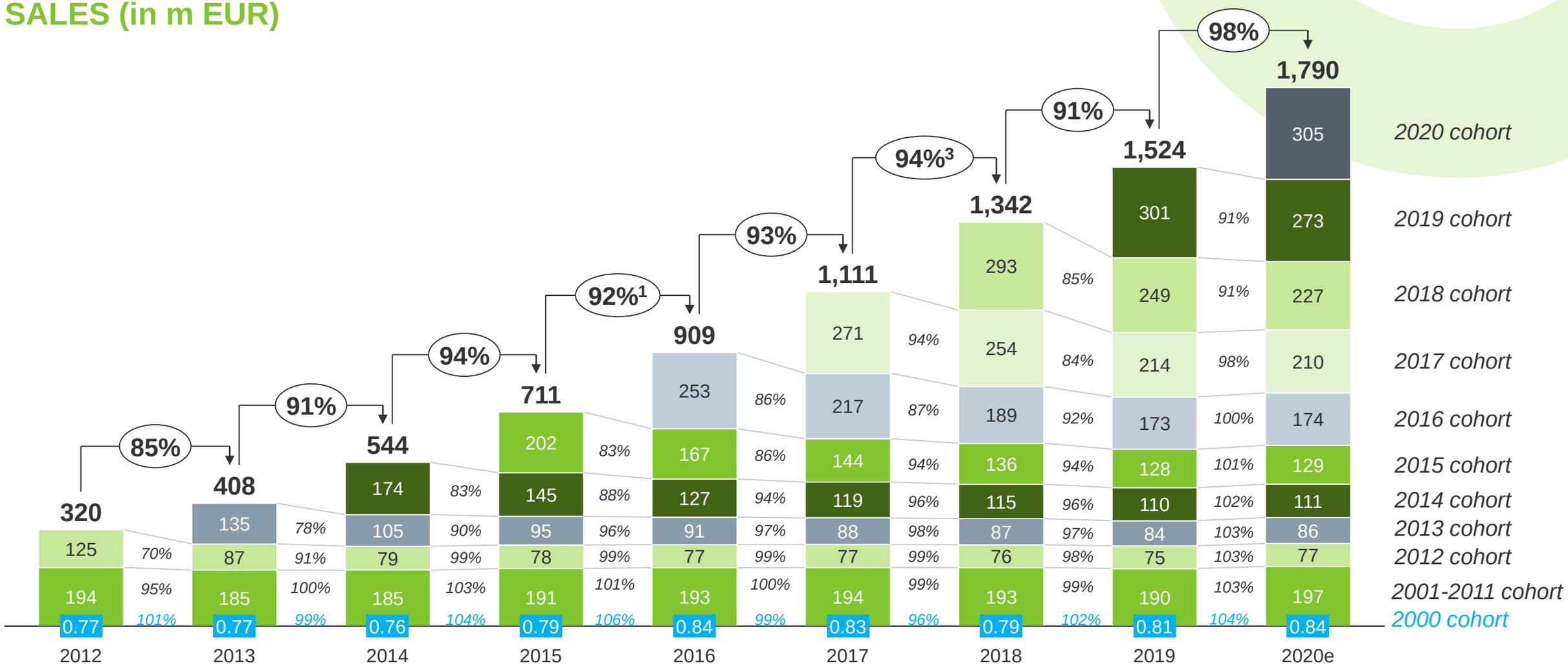
SALES (in m EUR)



RR = Revenue retention (net, BMF)
Total new revenue: 2017: 271 m EUR, 2018: 293 m EUR; 2019: 301 m EUR; 2020e: 305 m EUR

REVENUE RETENTION ABOVE 90% FOR ALL COHORTS – MORE MATURE COHORTS AT 100% OR ABOVE

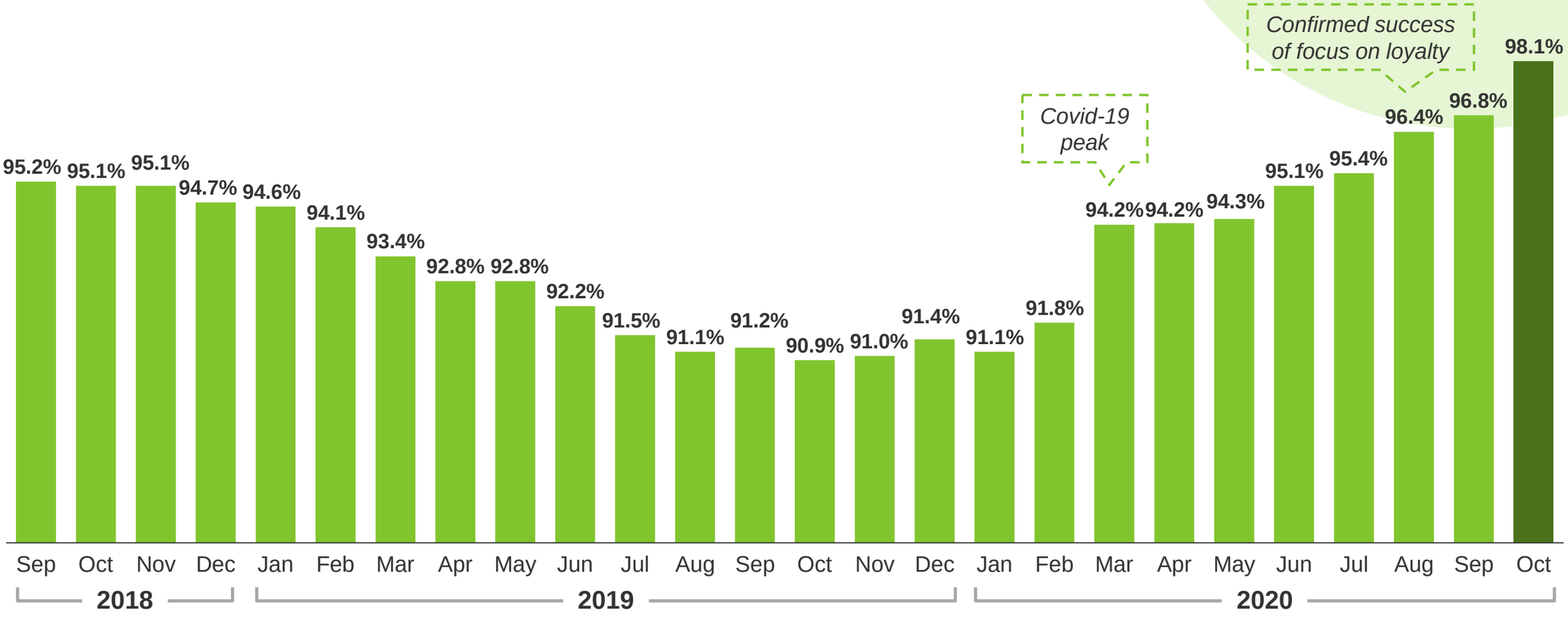
SALES (in m EUR)



Sales 2000: 2.2 m EUR
In local currencies: 1) 94% 2) 95%

REVENUE RETENTION RATE HAS RECOVERED AND IS HEADING TOWARDS THE 100% MARK

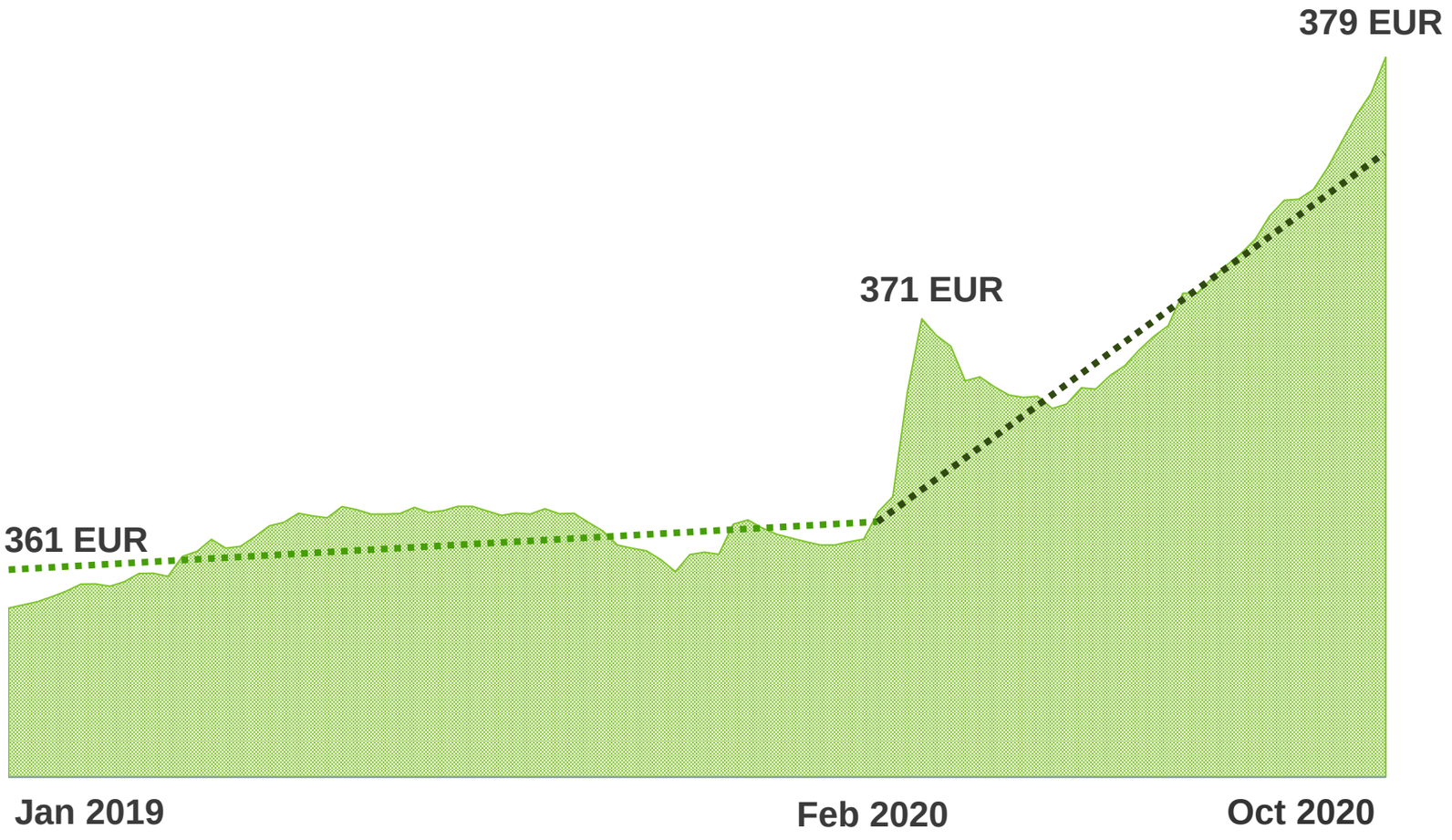
REVENUE RETENTION (in % of sales)



Revenue retention calculated as of 12 months rolling (net, non-BMF)

SALES PER ACCOUNT WITH SHARP INCREASE ACROSS ALL CUSTOMER LIFECYCLE STAGES IN 2020

SALES PER ACCOUNT OF ACTIVE REPEAT CUSTOMERS

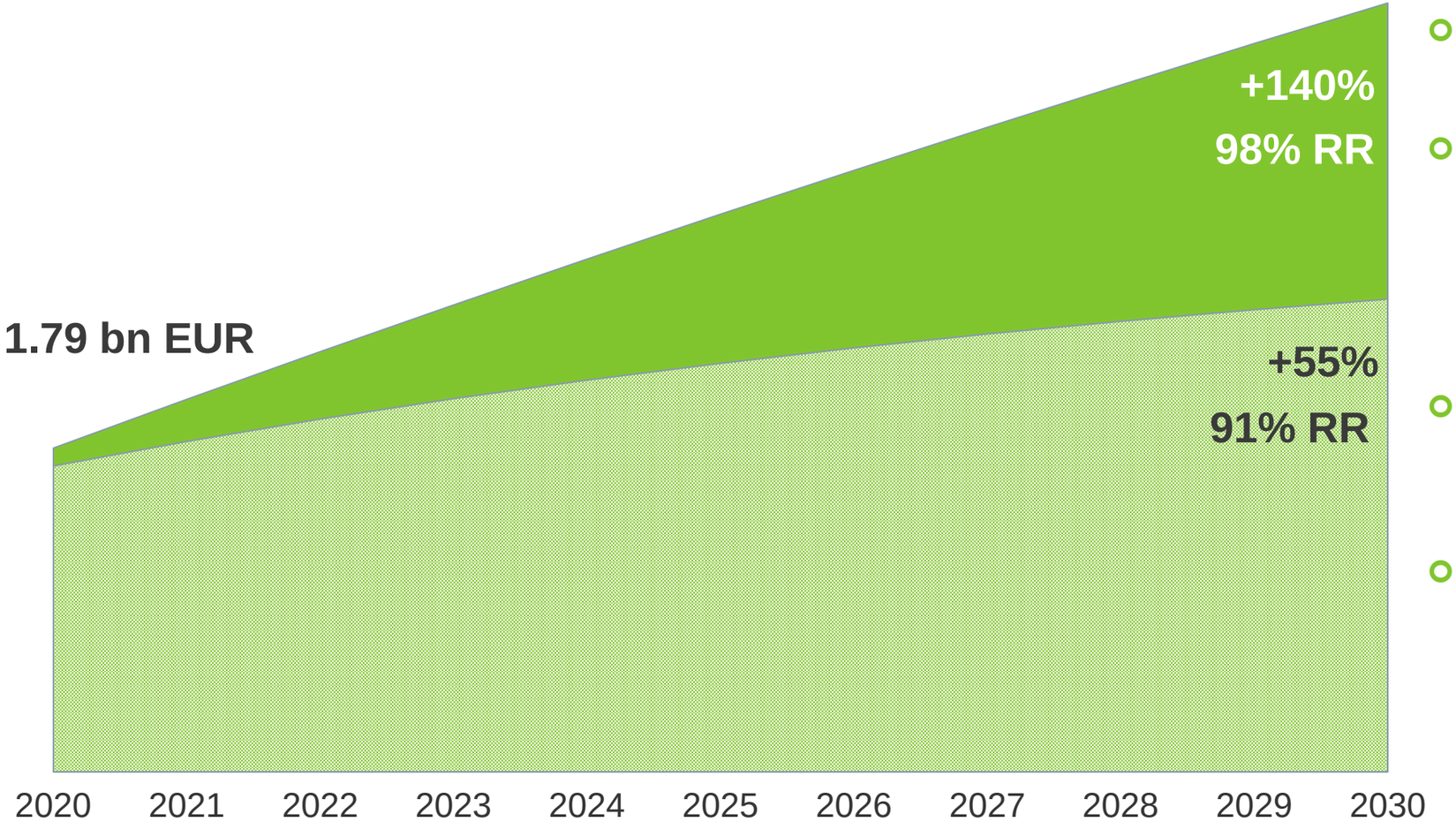


- **Sales per account** increased from 361 EUR (Jan 2019) to **379** EUR (Oct 2020)
- **2019** with **clear sideways movement**
- March 2020 shows a **distinct Covid-19 peak** due to stockpiling
- April / May 2020 **rebalancing** (of stockpiling)
- **Fundamental upwards trend** in sales per account resumes in **June 2020**
- **Sales** per active repeat account **increased by 4%**

Note: active repeat customers = at least 2 orders within last 12 months

THE POWER OF RETENTION: A 98% VS. 91% RETENTION RATE CAN CREATE SIGNIFICANTLY HIGHER CUMULATED RECURRING SALES

SIMULATION OF SALES WITH DIFFERENT REVENUE RETENTION RATES



- Starting from 2020 with sales of **1.79 bn EUR as base year**
- **Simulation of revenue** contribution to recurring revenue base **until 2030** with revenue retention level 2019 **(91%)** and revenue retention level October 2020 **(98%)**
- Simulation **calculated with a steady new cohort growth of 300 m EUR** in both scenarios
- Simulated revenue figures 2030:
  98% RR: 4.3 bn EUR
  91% RR: 2.8 bn EUR

Note: 2030 figure projections are based on simulation at time of Q3 2020 results publication and are not part of Group guidance

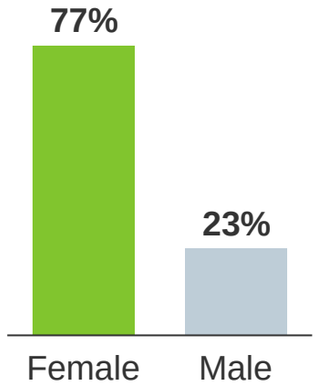
PART II

Deep Bonds with Customers

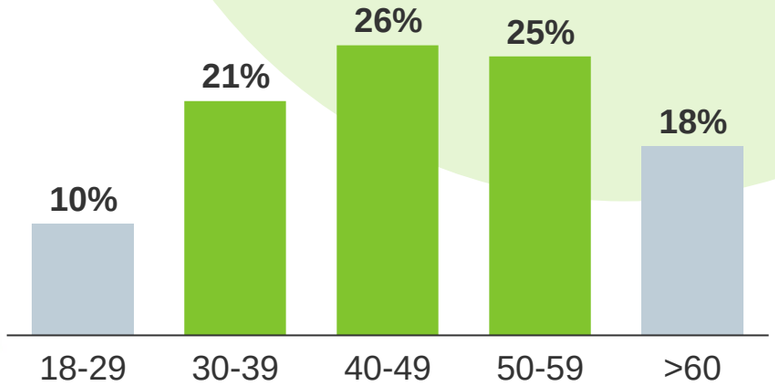
zooplus

CUSTOMER INSIGHTS: MOST OF OUR CUSTOMERS ARE WOMEN WITH CATS OR DOGS

Gender

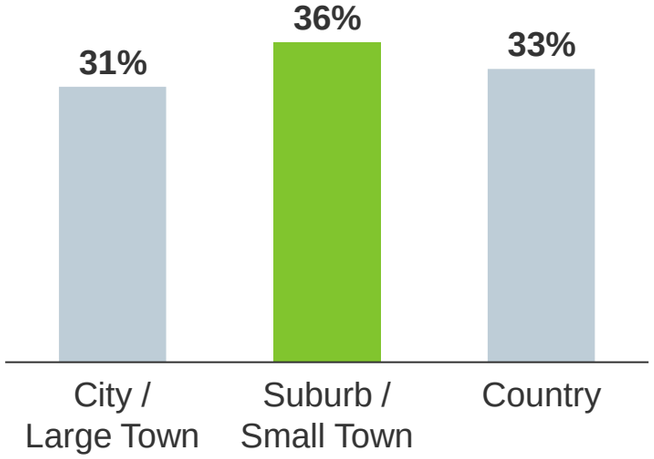


Age

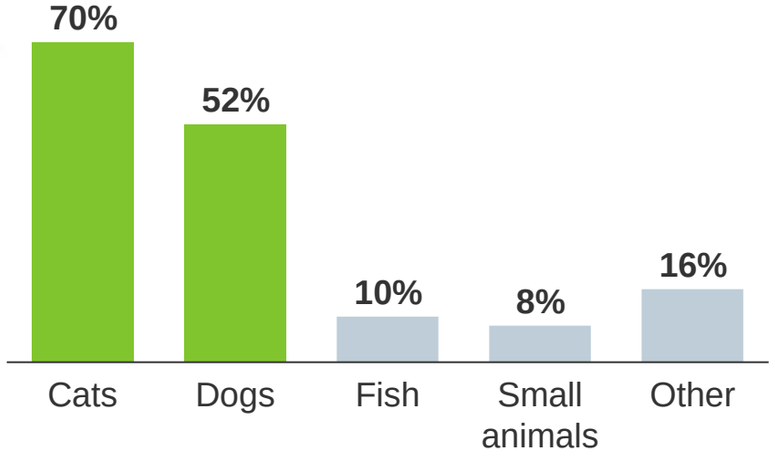


4.9m active repeat customers across Europe

Residence



Pet types



Source: Persona Survey 2020; Overall n = 15633; Demographic data based on customers from following country markets: Germany, France, Italy, The Netherlands, UK, Spain, Belgium, Switzerland and Poland
Active repeat customer base as of Q3 2020

Anna
The dedicated pet parent

Age: 42
Family status: married, 2 children, 4 pets
Living area: Country
Occupation: Part-time job, kindergarten teacher

She is a family-oriented person who values quality and is loyal to known brands. Mainly buying from their trusted (online) shops, once every 3-4 weeks. Trust is very important for her as well as an understandable order process since she is not a digital native.

Device usage

2 1 3

Channel usage

YouTube

z+ purchase profile

High regularity shoppers

HQ Brand Loyalists

Favorite brands

Tempo Dove

2 1 3

Personality traits

Secure	Insecure
Trusting	Skeptical
Open-minded	Narrow-minded
Disciplined	Indisciplined
Individualistic	Group-oriented

Interests

Animals
Parenting
Gardening
Home decoration

Purchase behavior

Loyalty strength

Low High

Relevant products

Pet Food
Snacks
Litter & Hay
Accessories
Pharmaceuticals

Pet profile

Name: Charly
* Adopted
Age: 8 years old

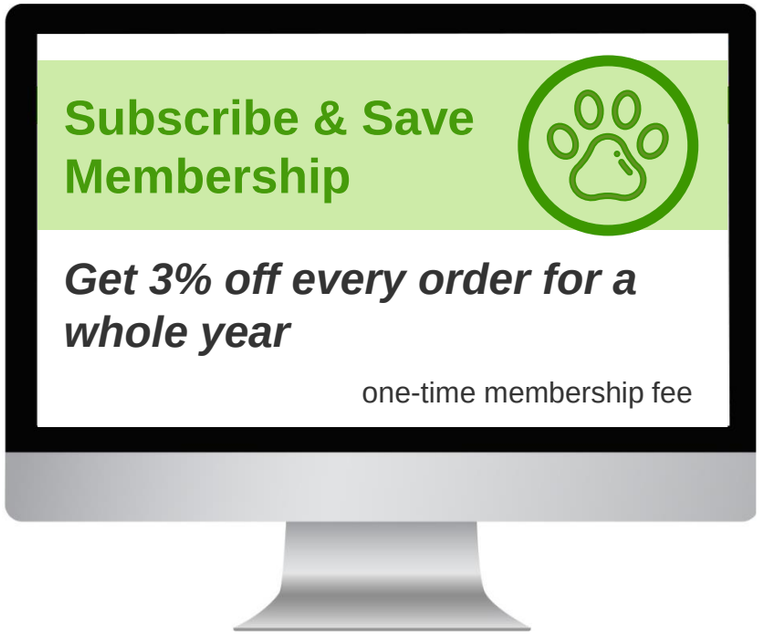
Name: Emma
Breed: Golden Retriever
Age: 3 years old
Weight: 32 kg

Name: Paul & Luna
Age: Both 2 years old

Source: Persona Survey 2020, N = 15633, 9 Countries / Social Media Analysis January 01, .2019 – April 30, 2020 / Internal Data

THREE FLAGSHIP LOYALTY TOOLS DRIVE OUR GROWTH STORY

Subscribe & Save

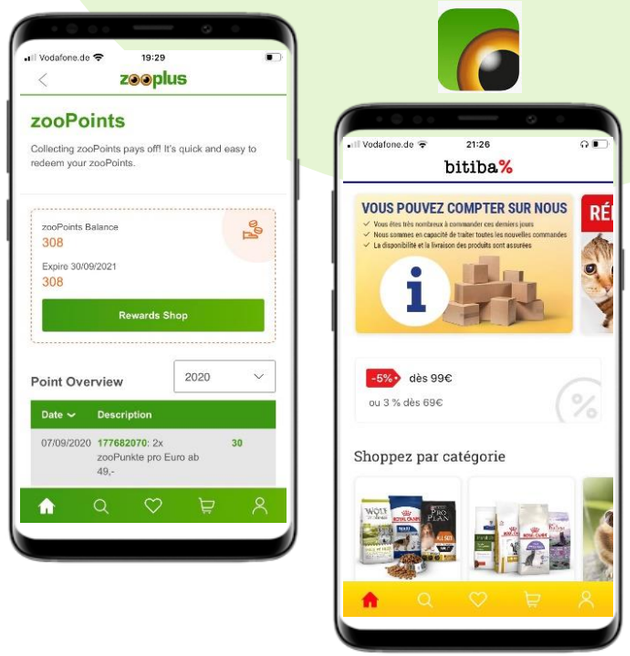


Locking in customers through a permanent discount

Bonus Point Rewards

Rewarding customers for their loyalty

Mobile Apps



Keeping customers engaged through personalized digital experience

ALL THREE LOYALTY TOOLS ARE IMPACTFUL WITH THE CUSTOMER AND STRONG IN REACH

Subscribe & Save

50%
of **total zooplus sales** generated by customers on Subscribe & Save

63€
average basket value of Subscribe & Save members
[~20% higher than average basket of non-members]

revenue growth within:

Subscribe & Save customers	**24%**
other customers	**16%**

>20%
higher **frequency**[1]

>40%
higher **sales** per account[1]

Bonus Point Rewards

70%
bonus Points Rewards usage in active repeat customer base

+80%
bonus Points redeemed in reward shop or donated to charity per month by all customers

Mobile Apps

17%
of **all Group orders** come via our mobile apps for zooplus and bitiba

4.9
out of 5 **stars rating** for our apps

1) Based on 2015 acquired cohort for Subscribe & Save customers vs. non-Subscribe & Save customers

WE ARE THE LEADING PLAYER IN OUR VERTICAL AND OFFER THE BEST DIGITAL EXPERIENCE FOR PET PARENTS IN EUROPE

SHOP

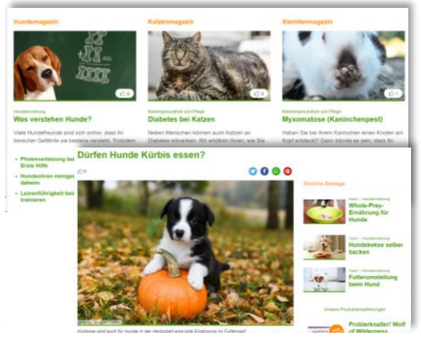
- Award-winning pet shop
- ~ 6.5m unique visits / month
  → +20% vs. 9M 2019
- ~100k transactions per day
- >1m items sold per day

APPS

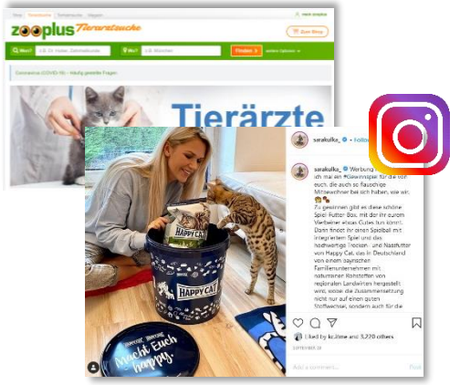
- 17% order share
- ~ 1 million active users
- >120k downloads per month
- 4.9/5 ★★★★★ rating (iOS + Android)

MAGAZINE & COMMUNICATION

- Curated expert articles on current topics
- Traffic generation and customer acquisition at no additional cost
- ~ 3.9m visits per month
- ~ 6k published articles in 20 countries



SERVICES & COMMUNITY



- Intense engagement in social media and forum
- User product ratings
- Vet search with profiles and ratings
- Pet shelter search

PART II

Market Opportunity in Europe

zooplus

PET SUPPLIES IS A CONSISTENTLY GROWING MARKET AND OFFERS SIGNIFICANT COMMERCIAL OPPORTUNITIES

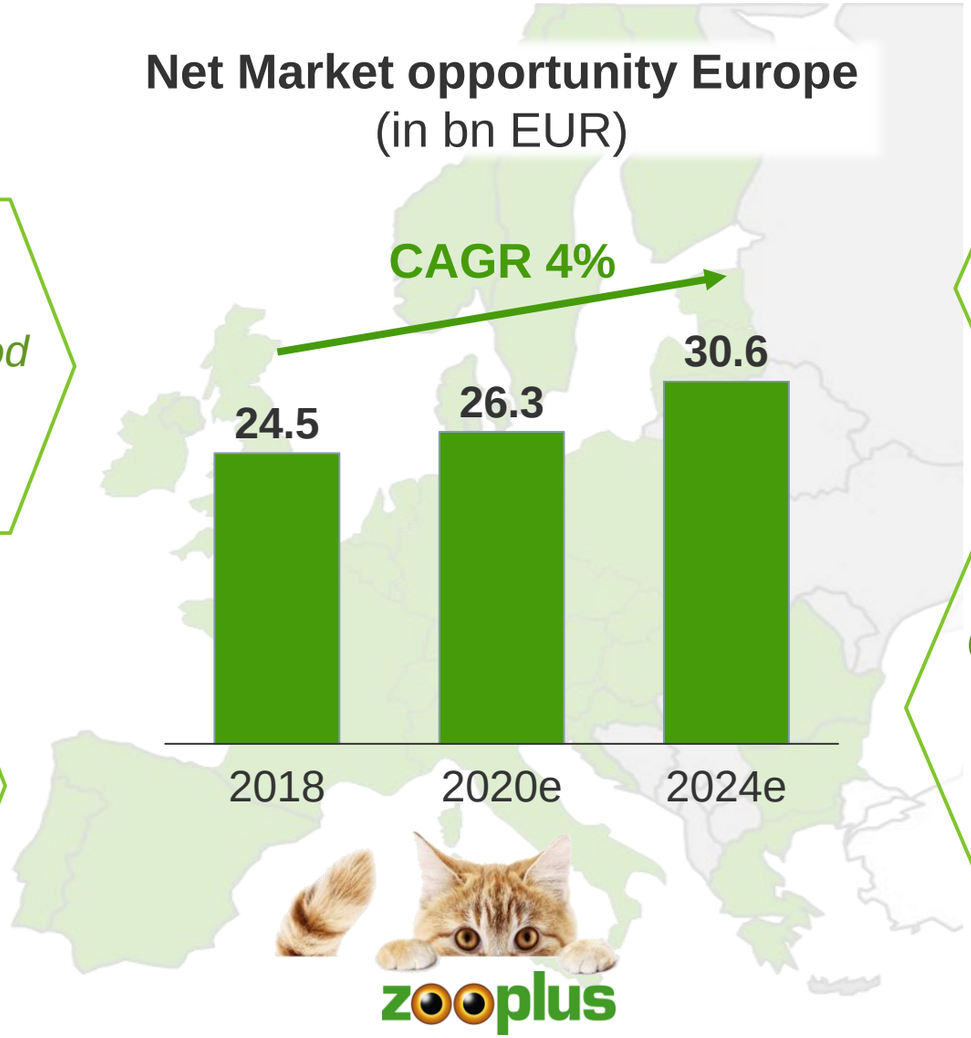
SPECIALIZED NUTRITION

Premiumization trend in pet food driving specialty trade to grow faster than grocery segment

HUMANIZATION OF PETS

Pets are increasingly viewed as a family member with spend per pet increasing

Net Market opportunity Europe
(in bn EUR)



DIGITAL SHIFT

Category is still underrepresented in online channels with shift of consumers to online still ongoing

GROWING PET POPULATION

71m dogs (+16% vs. 2010) and 84m cats (+25% vs. 2010)

Source: FEDIAF 2020, FEDIAF 2010, Gross numbers by Euromonitor VAT-adjusted by zooplus management as of October 2020
Note: Russia and Ukraine excluded

WE ARE DIGITIZING THE CATEGORY – STILL MASSIVE FUTURE GROWTH OPPORTUNITY FOR THE LEADING VERTICAL IN EUROPE

zooplus

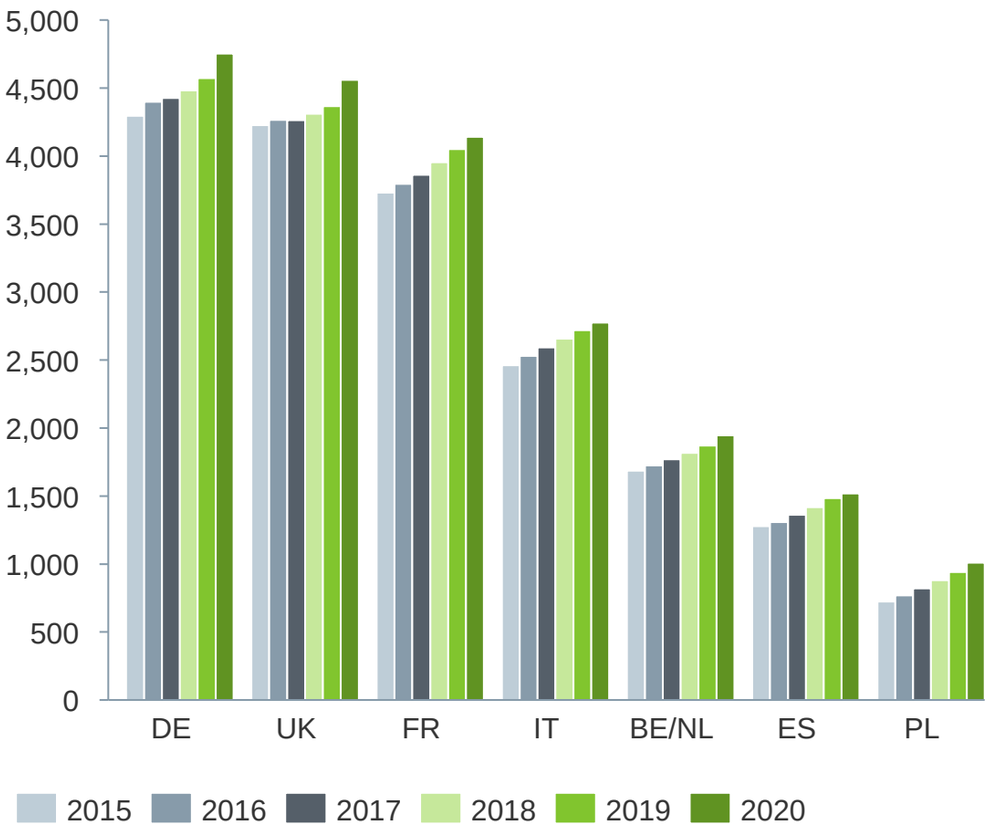
	EUROPE		USA	
Number of pets	No. dogs	**71m[1]**	No. dogs	**94m[5]**
	No. cats	**84m[1]**	No. cats	**90m[5]**
Pet supplies market	2020	**€26.3bn[2]**	2020	**$58.8bn[6]**
	2019	**€25.3bn[2]**	2019	**$54.6bn[6]**
Pet supplies market online share	2020	**17%[3]**	2020	**27%[7]**
	2019	**14%[3]**	2019	**22%[7]**
Grocery online share	2020	**4%[4]**	2020	**10%[8]**
	2019	**3%[4]**	2019	**4%[8]**
Online market leader	zooplus	**40%**	chewy	**41%[9]**

1) FEDIAF 2020 excl. Russia 2) Gross numbers by Euromonitor, VAT-adjusted by zooplus management as of October 2020; 3) Management assumption incl. Covid-19 factor; 4) Management assumption based on Euromonitor numbers for 2019, incl. Covid-19 factor; 5) americanpetproducts.org; 6) Packaged Facts June 2020, includes retail channel pet food / treats and retail channel pet supplies (non-food) incl. Covid-19 factor; 7) Packaged Facts June 2020, pre-Corona assumption for 2020 only 24%; 8) Mercatus study as of 2020, incl. Covid-19 factor; 9) Chewy market share based on 2020 forecast by Packaged Facts of a total of $6.5bn in sales; 2019 figures result in market share of 40%

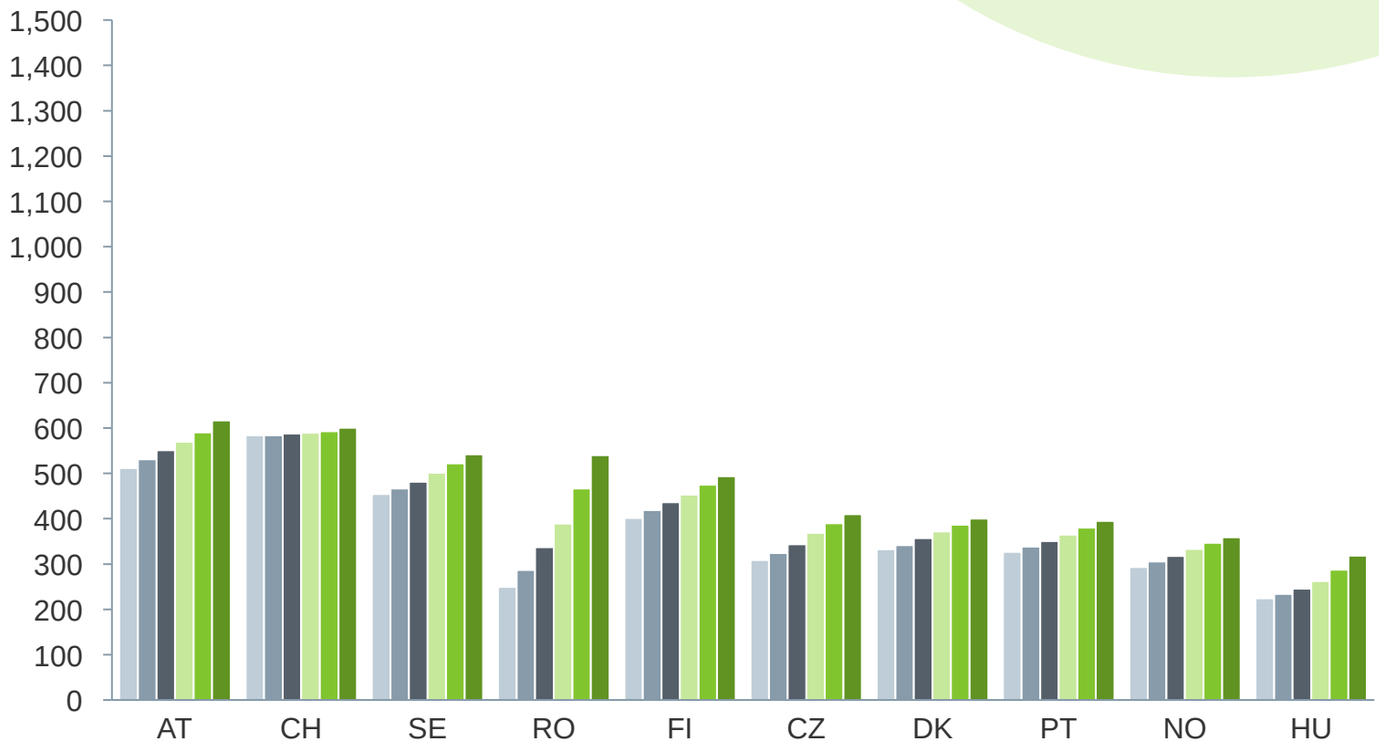
PET CARE IS GROWING ACROSS ALL MARKETS
MAIN DRIVERS: PREMIUMIZATION & CALORY CONVERSION

TOTAL PET CARE NET SALES BY MARKET (in m EUR)

VOLUME MARKETS (20.7 bn EUR)



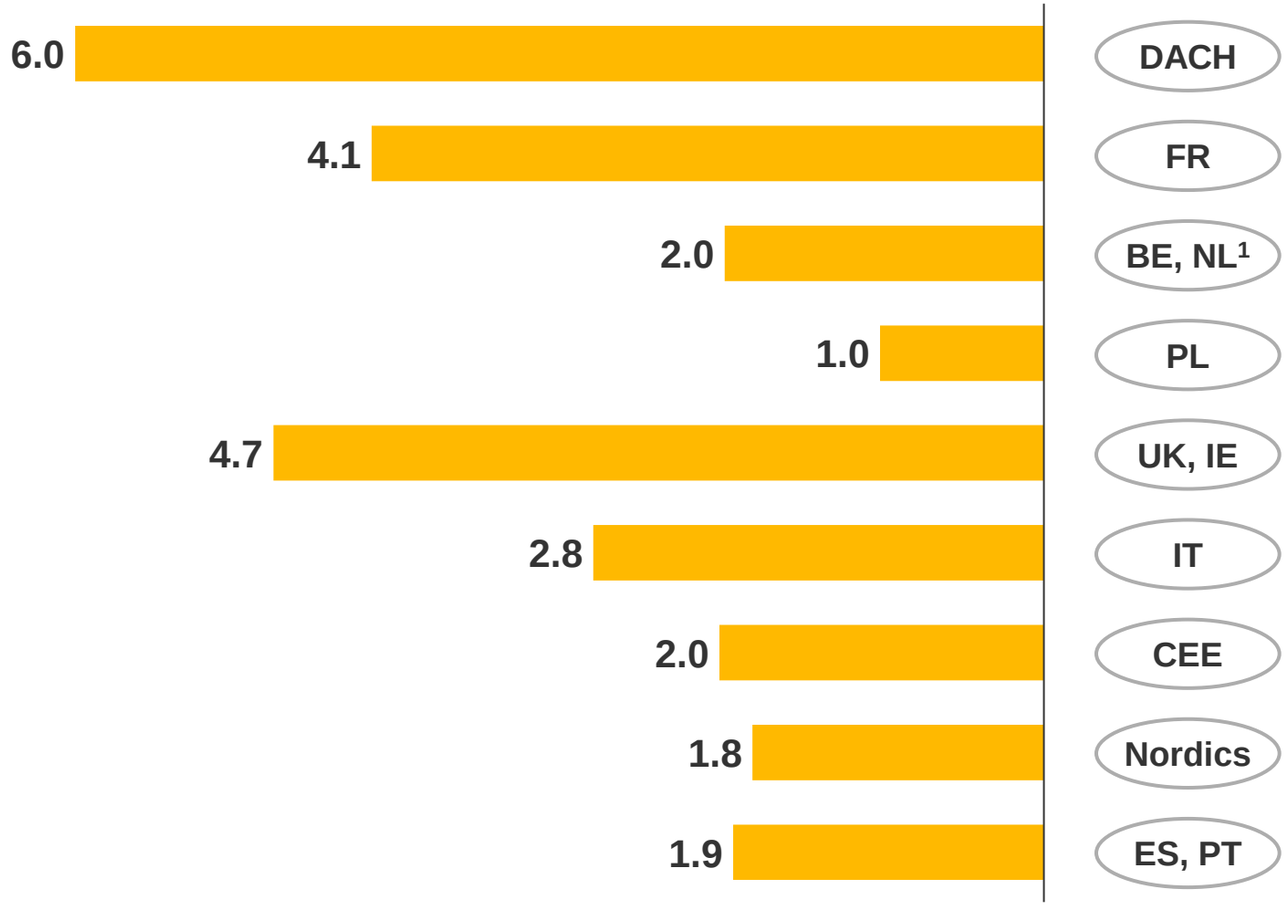
MID-SIZED MARKETS (4.7 bn EUR)



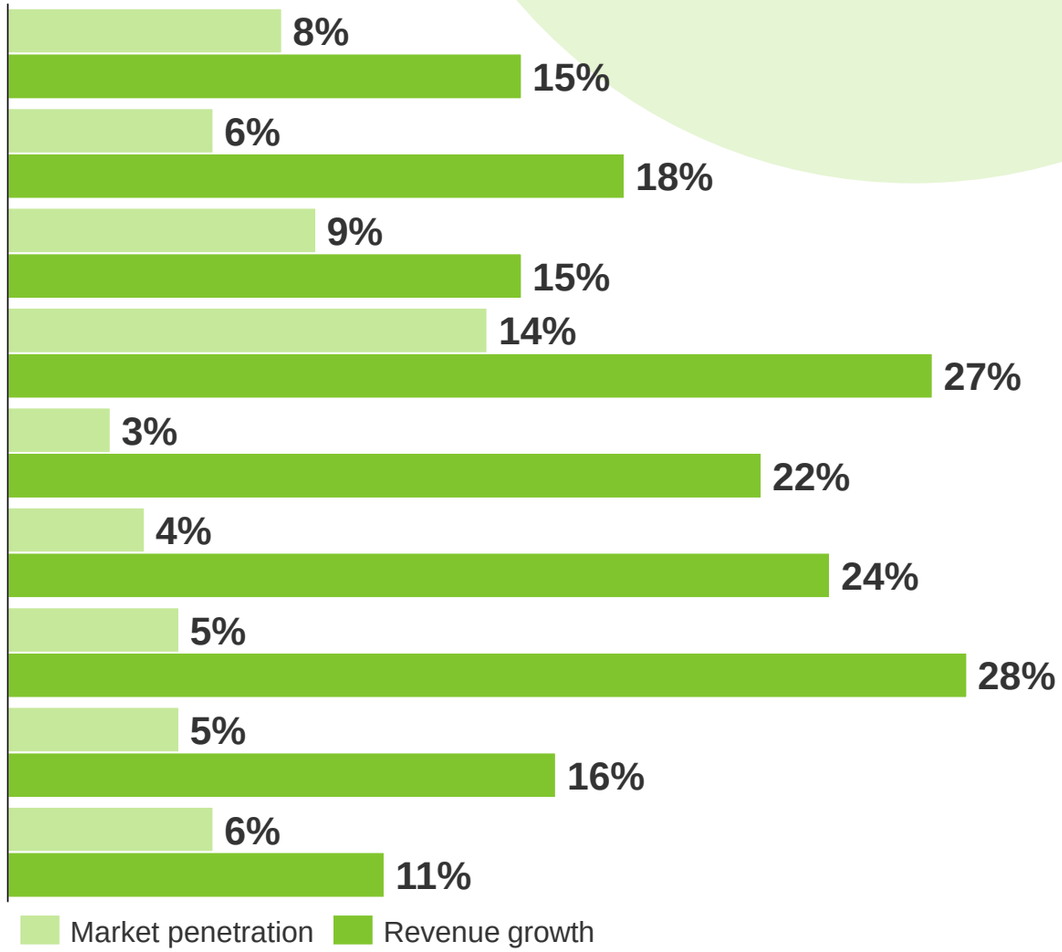
Source: Euromonitor 2020, not all market included in chart.

WE ARE ONLINE MARKET LEADER IN ALL EUROPEAN COUNTRIES WITH DOUBLE-DIGIT REVENUE GROWTH

MARKET SIZE (in bn EUR)



MARKET PENETRATION & GROWTH OF Z+



1) Incl. Luxembourg
Note: Growth rates with constant fx-rates vs. PY
Market data based on Euromonitor 2020

PET SUPPLIES RETAIL LANDSCAPE IN EUROPE: COMPETITION FALLS INTO THREE CATEGORIES

ONLINE PURE PLAYER

zooplus

- ✓ **Preferred industry partner**
- ✓ **Ideally positioned to capture growing online share in all of Europe**
- ✓ **Strong logistics network based on proprietary IT infrastructure**
- ✓ **Own brand portfolio adds to differentiation and supports incremental value creation**
- ✓ **Best in class digital experience in category**

MASS GENERALIST

amazon

- Limited access to premium brands
- Supporting digitization of category
- High e-commerce and logistics competencies

MULTICHANNEL PLAYER

pets at home, Musti GROUP, FRESSNAPF, MAXI ZOO

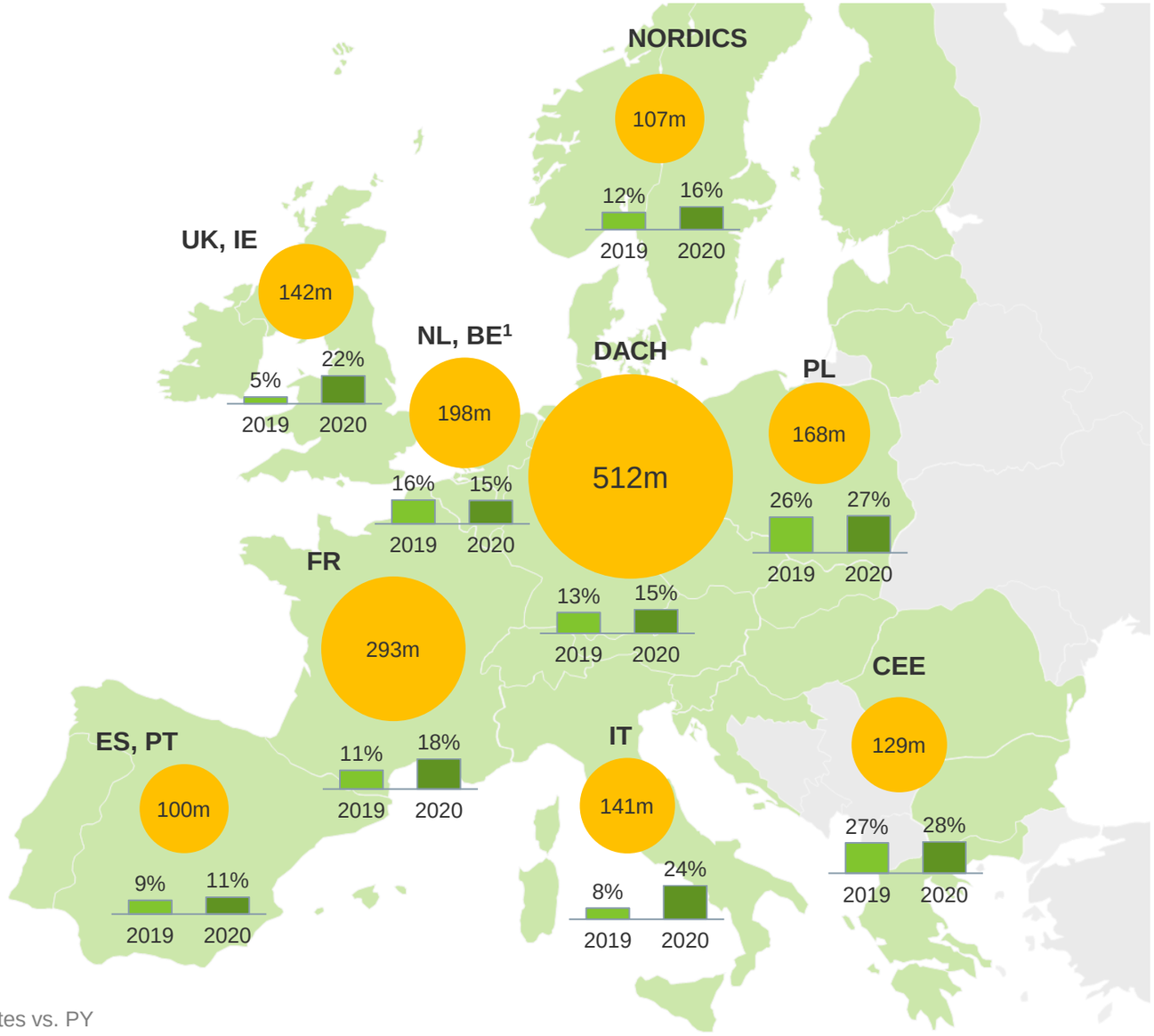
- Online offering competing with physical store presence
- High CAPEX requirements
- Low logistics / FC capacity
- Low e-commerce competencies

REGIONAL ONLINER

FERA.pl, Wanimo, MedicAnimal.com, fetch, ZooRoyal

- Low scale advantages
- Pricing as only USP
- High operating cost
- Low logistics / FC capacity
- Mostly no own brands

WE ARE FULLY BACK ON GROWTH TRACK IN ALL REGIONS



Sales growth 2019
Sales growth 2020e
Country sales 2020e

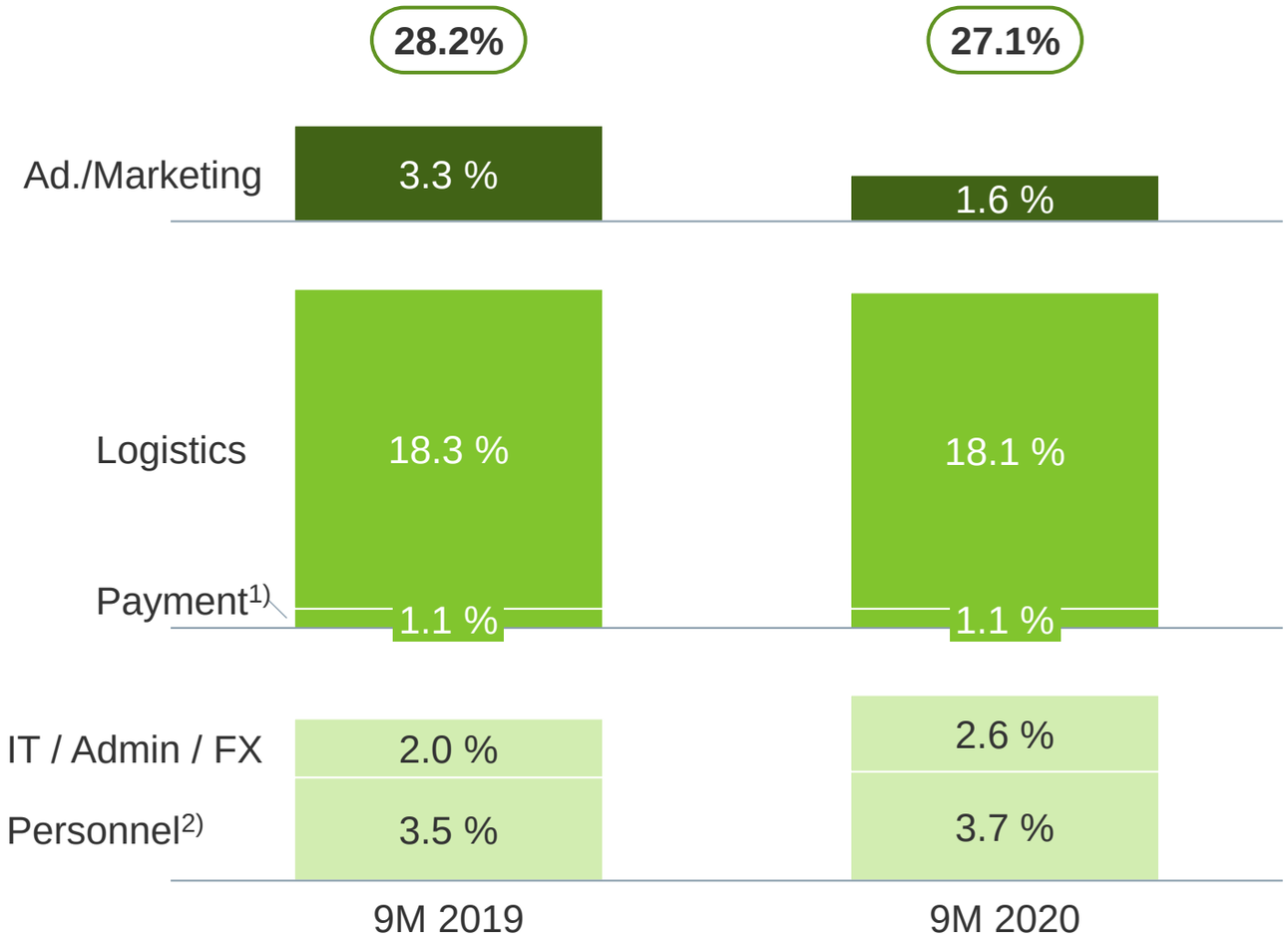
Note: Growth rates with constant fx-rates vs. PY
1. Incl. Luxembourg

PART II

Operational Excellence & Efficiency

COST EFFICIENT OPERATION CREATING MOAT FOR ONLINE AND OFFLINE COMPETITORS

COST STRUCTURE (in % of SALES)

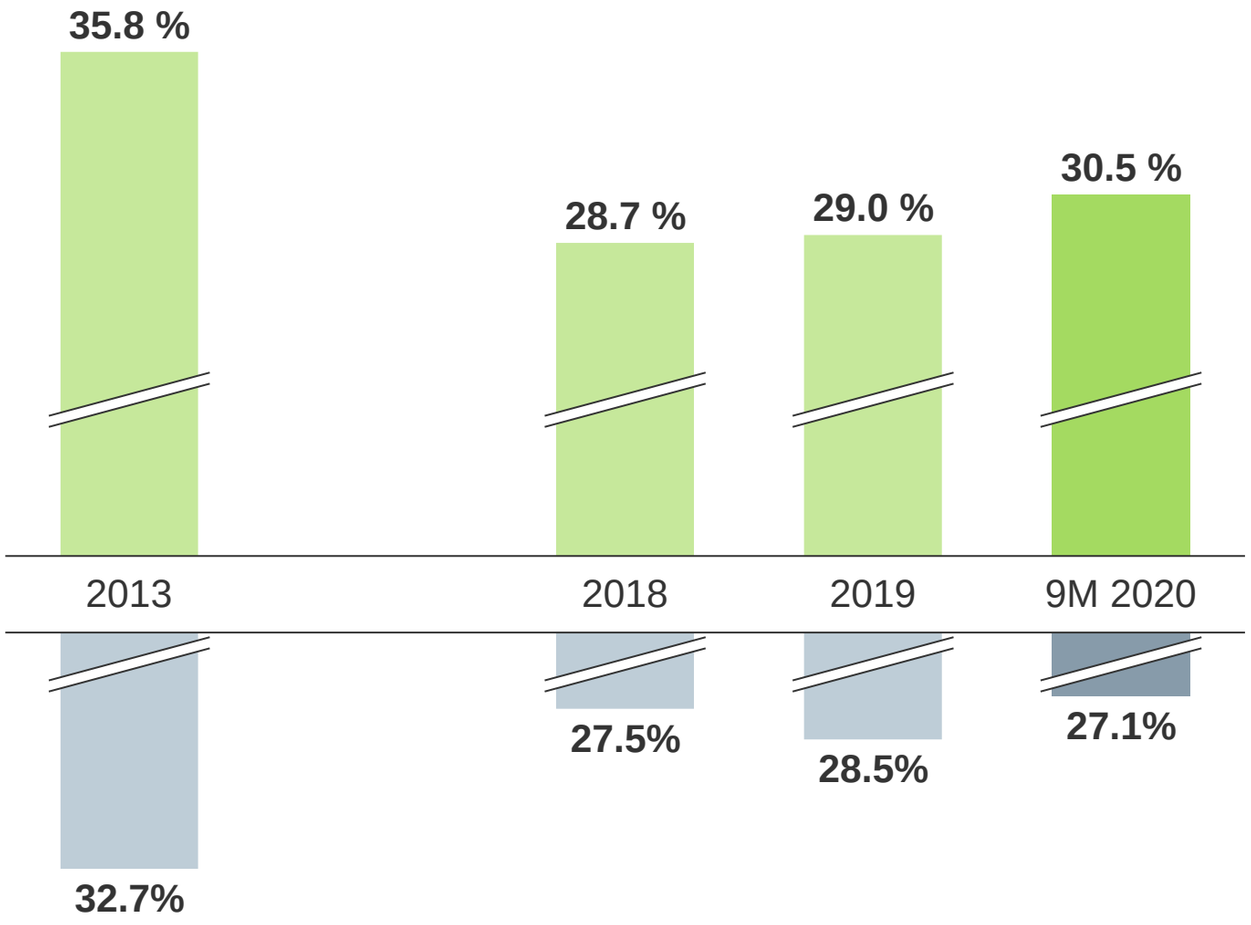


- Strong **efficiency in customer acquisition** and **reduced marketing spend** also reflecting budget shift into early-stage loyalty spend (included in gross margin)
- Larger baskets prompting for **higher value per parcel**, offsetting additional cost for higher FC capacity & fully offsetting additional logistics cost related to protective Covid-19 measures
- Increase in IT / Admin / FX cost base reflecting **higher non-operating expenses for strategic projects**
- **Personnel expenses** including one-off costs related to **changes in organizational** structure and performance remuneration

1) Impairment expenses on financial assets reclassified to payment
2) Including LTI & SOP; own work capitalized reclassified to personnel

IMPROVED GROSS MARGIN & LOWER COST RATIO NOT COMPETING WITH GROWTH - ZOOPLUS BETTER POSITIONED THAN EVER BEFORE

GROSS MARGIN[1] and COST RATIO[2] DEVELOPMENT (in %)



- Optimized steering of product sales mix
- Strong yield management & intelligent pricing
- Continued increase in own brands sales share

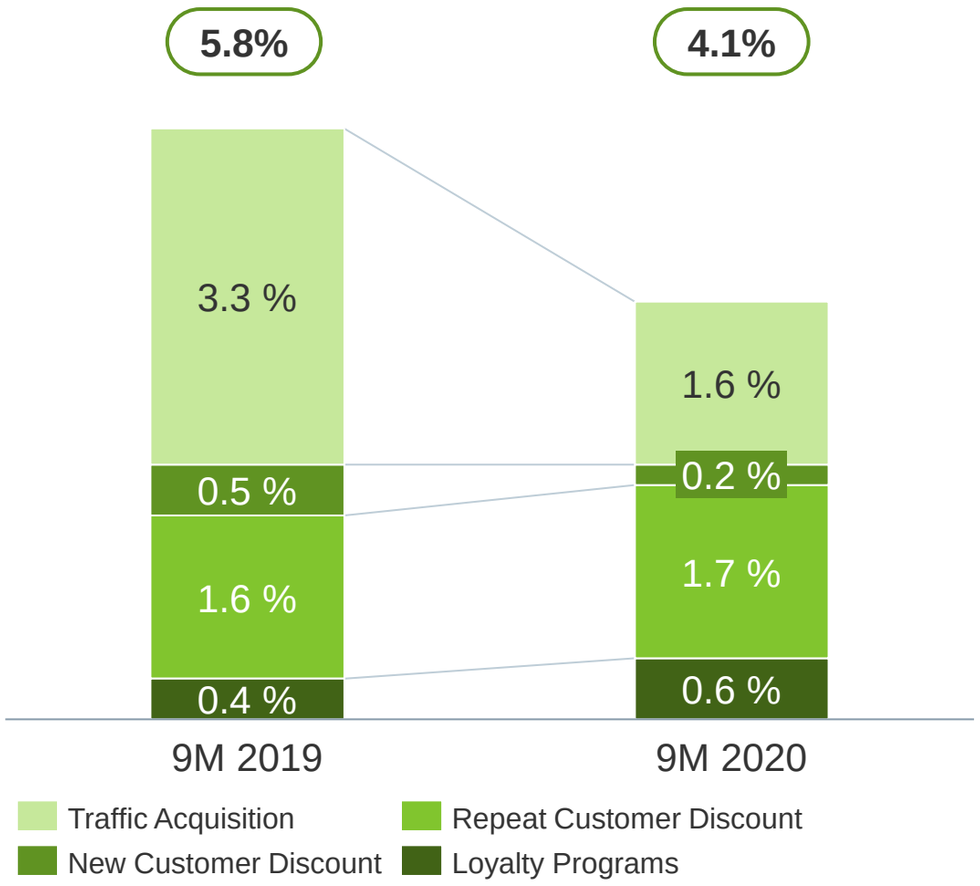
- Marketing spend back to efficient territory without losing reach
- Continued improvement in operational efficiency

1) Gross margin = sales – cost of goods sold (as a % of sales); 2013 figure adjusted from published external figures to IFRS 15
2) Cost ratio based on cost within the EBITDA as a percentage of sales; 2013 & 2018 figures adjusted from published external figures to current reporting standard

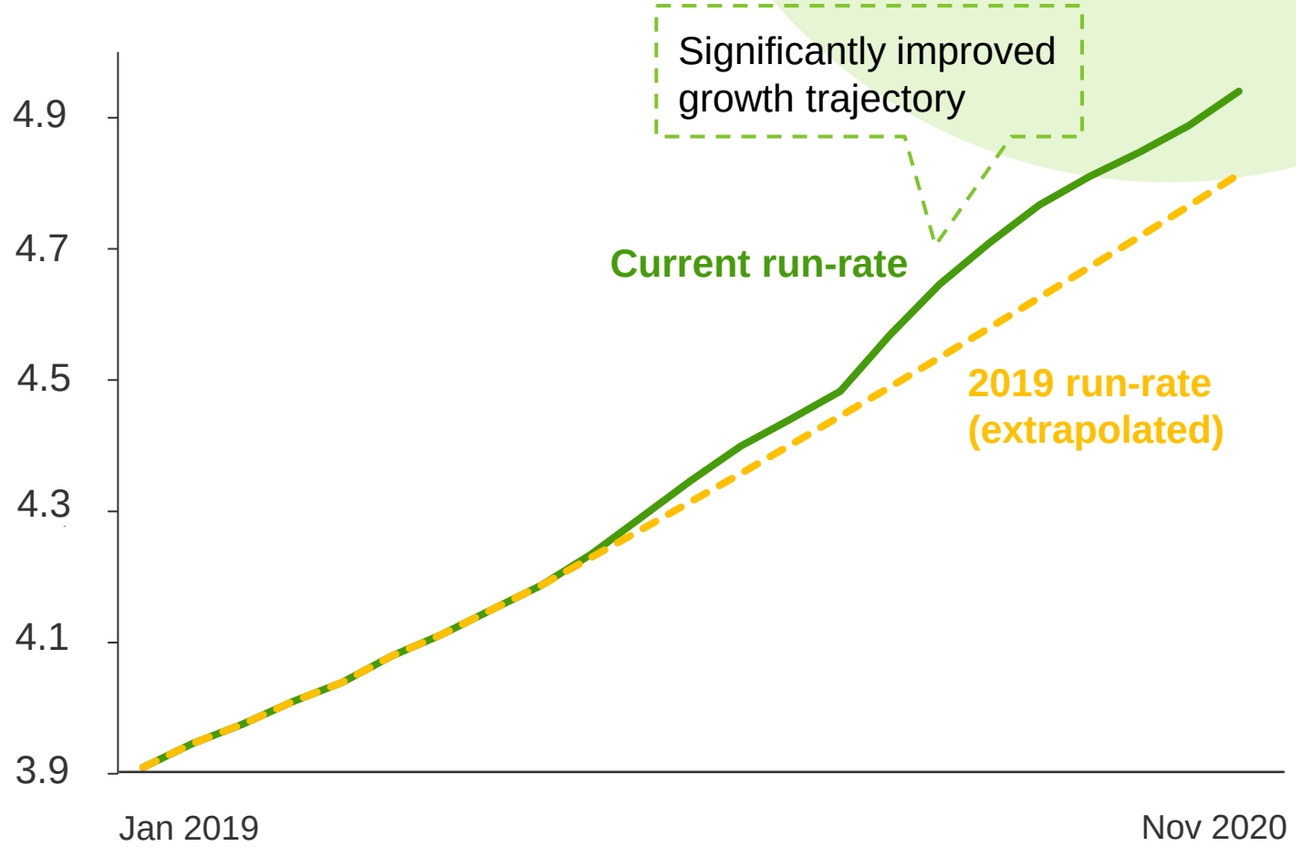
EFFICIENT TRAFFIC ACQUISITION ALLOWS FOR ADDITIONAL INVEST INTO LOYALTY & DIGITAL EXPERIENCE

FOCUSING ON LOYALTY

Investments into acquisition & loyalty in % of sales



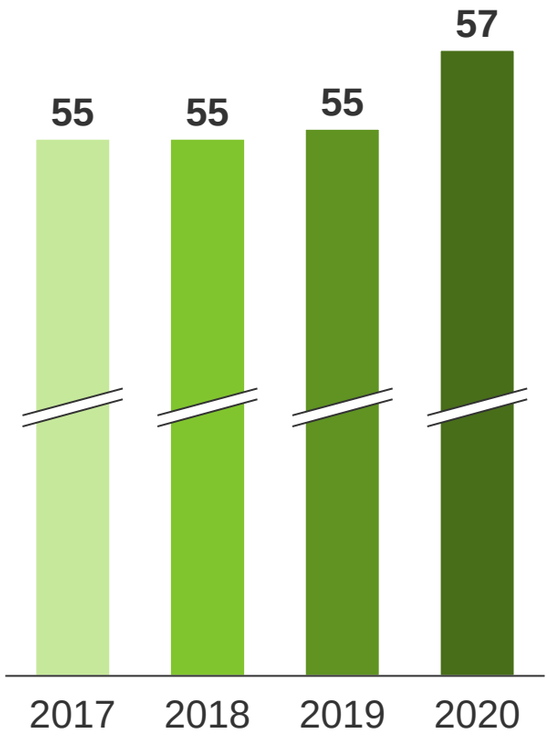
ACTIVE REPEAT CUSTOMER DEVELOPMENT (in m)



SALES FOCUS ON BIGGER BASKETS YIELDING HIGHER RETURNS: POSITIVE IMPACT ON OVERALL CUSTOMER PROFITABILITY

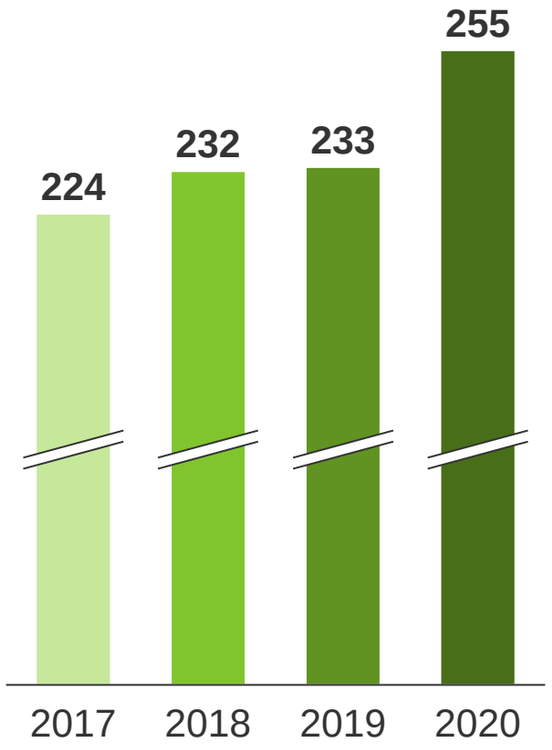
BASKET VALUE[1]

per year (in EUR)



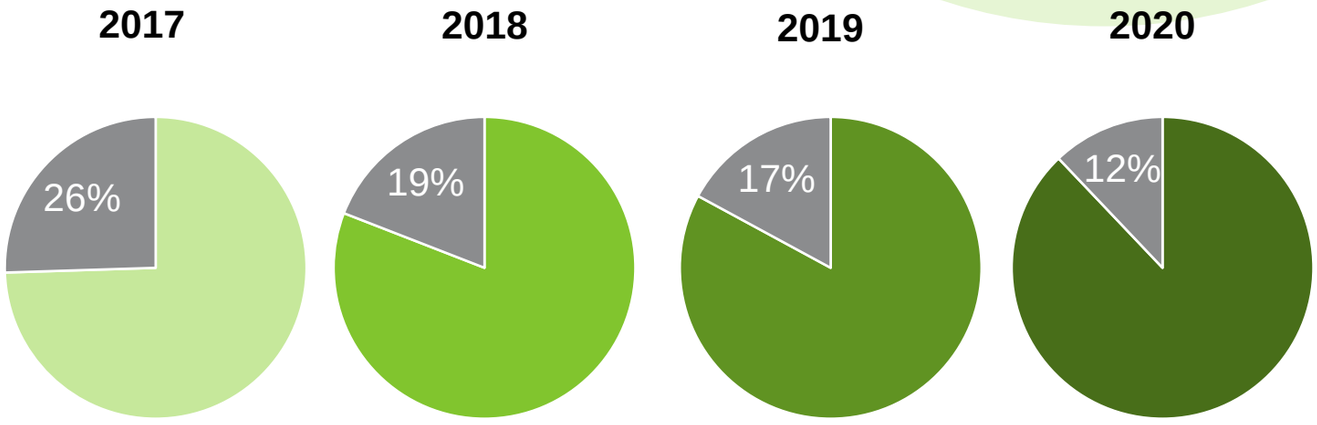
SALES PER ACCOUNT

per year (in EUR)



LOSS-MAKING ORDERS[2]

order share per year (in %)



Based on 9M 2020 figures, 1) Based on order date, net. Non-BMF;
2) Loss-making orders are all orders with a negative CM2 (sales-cost of goods – variable logistics cost)

MANAGING CUMULATED & INCREASED CUSTOMER DEMAND FROM AN OPERATIONAL PERSPECTIVE

4.9m
active repeat customers

96%
stock availability across all markets

€ 57
basket value

30
countries

11
fulfillment centers in Europe

1.2
parcels / order

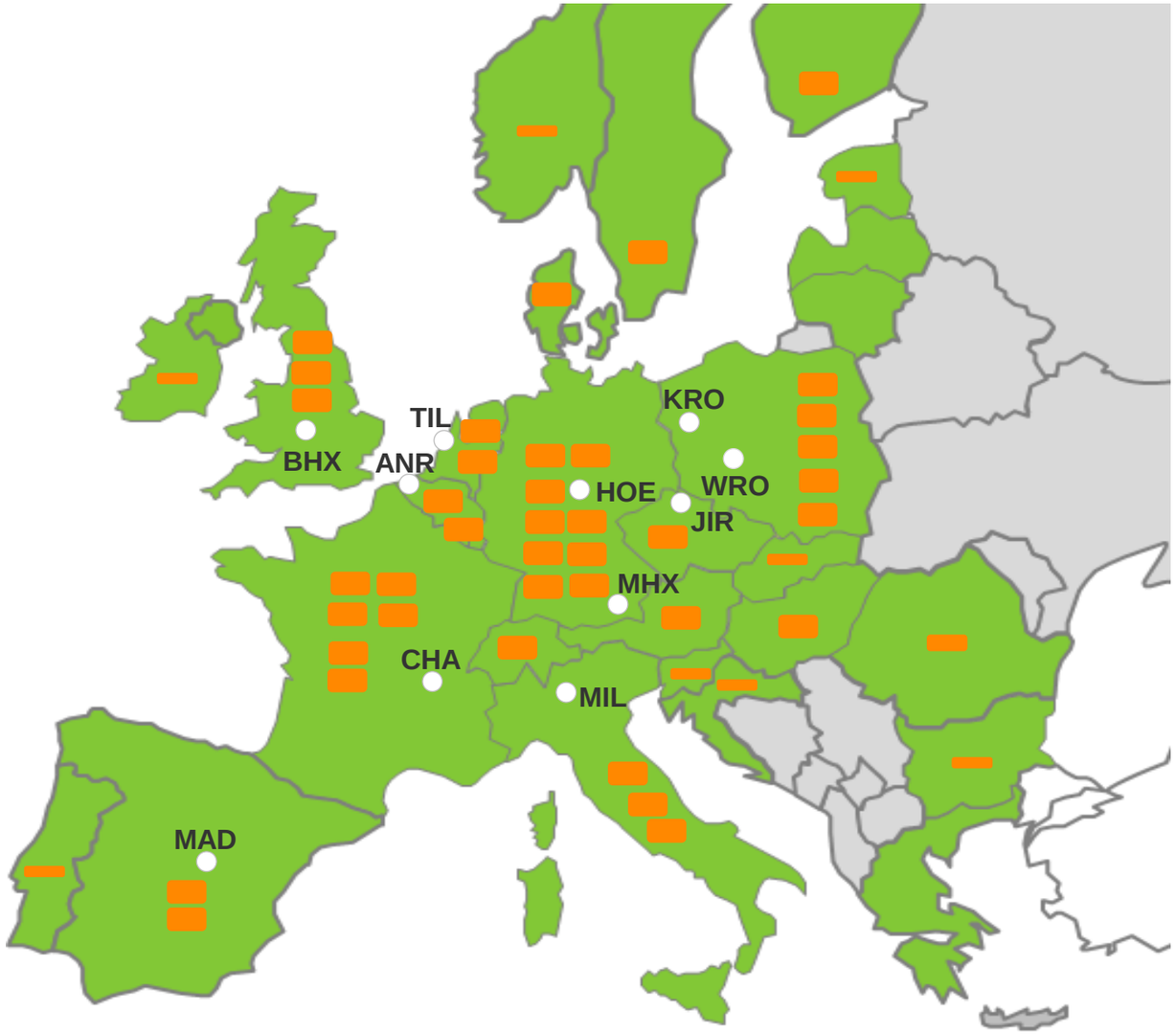
107k
parcels / day
Peak capacity: 170k parcels / day

35d
stock rotation

€ 9
costs / parcel

Based on 9M 2020 figures

MOST OUTSTANDING LOGISTICS NETWORK ACROSS EUROPE IN OUR CATEGORY



Fulfillment center (FC) Parcel output

2013 **PL:** New local FC WRO

2015 **FR:** New local FC CHA FC SXB

2016 **BE:** New local FC ANR

2017
UK: New local FC BHX
NL: Increase automation in TIL
DE: New local FC MHX
PL: New local FC BOL

2018
ES: Launch FC MAD
PL: New local FC KRO
UK: FC BHX expanded capacity

2019 **IT:** New FC MIL

2020
UK: Automation implemented to increase capacity
BE: Increase automation in ANR

STATE OF THE ART LOGISTICS INFRASTRUCTURE FOR PET SUPPLIES IN EUROPE

PART II

Strategic Brand and Product Portfolio Management

PET PARENTS´ DARLING AND PREFERRED PARTNER FOR BRANDS

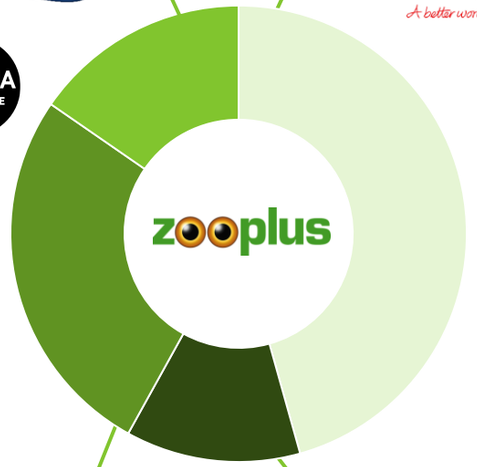
zooplus

Tailored own brand portfolio

WOLF OF WILDERNESS
Tigerino
CONCEPT FOR LIFE
COSMA PURE LOVE

Big international brands

MARS petcare
Hill's
ROYAL CANIN
PURINA



Popular local variety

bosch
animonda
JAMES WELLBELOVED
almo nature

Curated accessories selection

natural PARADISE
TRIXIE
SAVIC pets' favourite
ferplast

GERMANY

Germany's Best Online Shop [Pet Supplies]

German Online Retail Award [FMCG]

German Online Retail Award [Overall]

Pet Retail Prize Online [Pet Supplies]

Retailer of the Year [Pet Specialist]

Top Shop 2020 [Leisure, Sports & Hobby]

Top Service Quality [Pet Supplies]

NETHERLANDS

Best Web Shop [Home & Garden]

Best Web Shop [Pet Specialist]

Best Web Shop [Across Categories]

FRANCE

Best Online Pet Retailer [Dog & Cat Supplies]

ITALY

Retailer of the Year [Pet Supplies]

UK

Best Online Pet Retailer [Dog Supplies]

Best Online Pet Retailer [Cat Supplies]

SPAIN

Best Online Shop [Overall]

Exceptional Support [Charity]

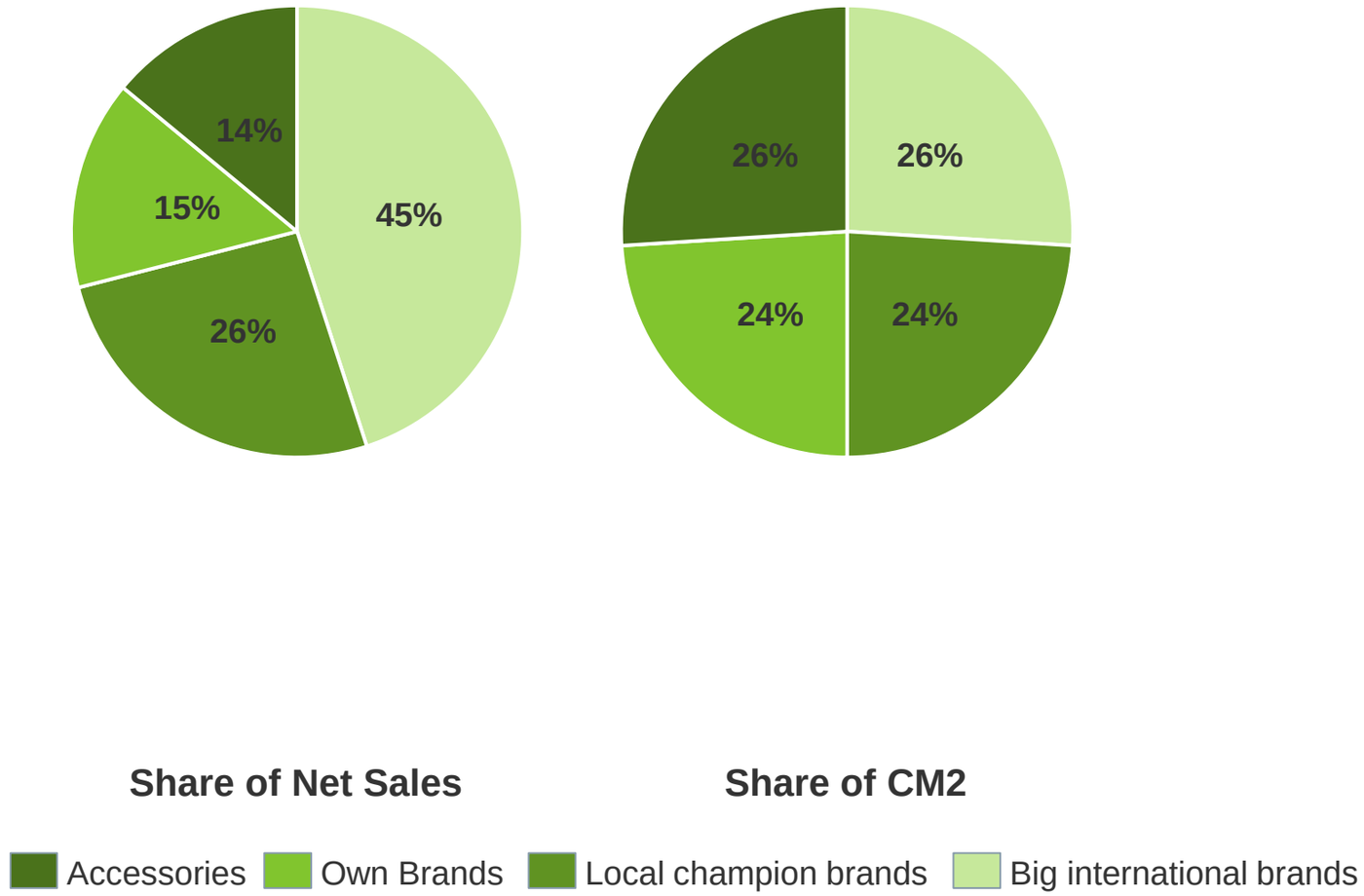
CZECH REPUBLIC

Retailer of the Year [House, Garden & Breeder]

Selected awards from past years

OPTIMIZED SALES MIX STEERING ALLOWS TO GEAR FOR BETTER MARGINS

SHARE OF NET SALES AND CONTRIBUTION MARGIN (CM2) IN 9M 2020



- Sales/CM2 Index:
  Big international brands: 0.6
  Local champion brands: 0.9
  Own brands: 1.6
  Accessories: 1.9
- Actively managed product sales mix is the long-term driver for sales margin improvement
- Stabilization of accessories share in 2020, coming from 15% (2018) and 14% (2019)
- Increasing sales share of own brands, coming from 12% (2018) and 14% (2019)
- Own Brands and accessories accounting for 50% of contribution margin in 2020

1) CM2 = Sales – cost of cost of goods sold - variable logistics cost

Dog dry

Dog wet

Dog snacks

Dog accessories

USP & Reason Why for customer

- Species-appropriate food for the modern dog
- Offering grain-free recipes and lots of fresh meat as high-quality protein
- Based on the wolf´s natural diet

Strategic role of brand for zooplus

- Drives sales & margin
- First Blockbuster Own Brand to be successful in dog dry food

>300k
customers[1]

>130
SKUs

4.4/5
Customer Satisfaction[2]

2.3%
Sales share of total group sales

1) First usage and repeat; 2) Wolf of Wilderness Survey 2020 n=1050

Purizon

Cat dry

Dog dry

Cat snacks

Dog snacks

USP & Reason Why for customer

- 70% - 80% meat, fish & other selected animal ingredients
- 20% - 30% fruits, vegetables & herbs
- 0% added grains

Strategic role of brand for zooplus

- Continuous growth, convincing palatability especially for cat dry food
- Profitable business especially on a single SKU view
- Serving loyal zooplus customers

>300k
customers[1]

>60
SKUs

For cats & dogs

1.9%
Sales share of total group sales

1) First usage and repeat

Tigerino

Clumping Cat litter

Silicate Cat litter

USP & Reason Why for customer

- Attractive price-quality ratio
- High quality standards
- Great selection of different cat litters
- Satisfies the different needs of cats and their owners

Strategic role of brand for zooplus

- No.1 Litter brand at zooplus (sales, margins, quantities)
- Highest sales/SKU in Own Brand portfolio
- Solving e-commerce challenges with cat litter in the best way possible

>450k
customers[1]

>25
SKUs

No. 1
Litter brand at zooplus

34%
Sales share of relevant category

1) Frst usage and repeat

PART II

Outlook 2021

IN 2021 ZOOPLUS IS A 2 BN EUR REVENUE COMPANY CONTINUING TO GROW IN PROFITABLE OPERATING MODE

Revenue Range	**2,040 m EUR – 2,140 m EUR**
Earnings Range (EBITDA)	**40 m EUR – 80 m EUR**

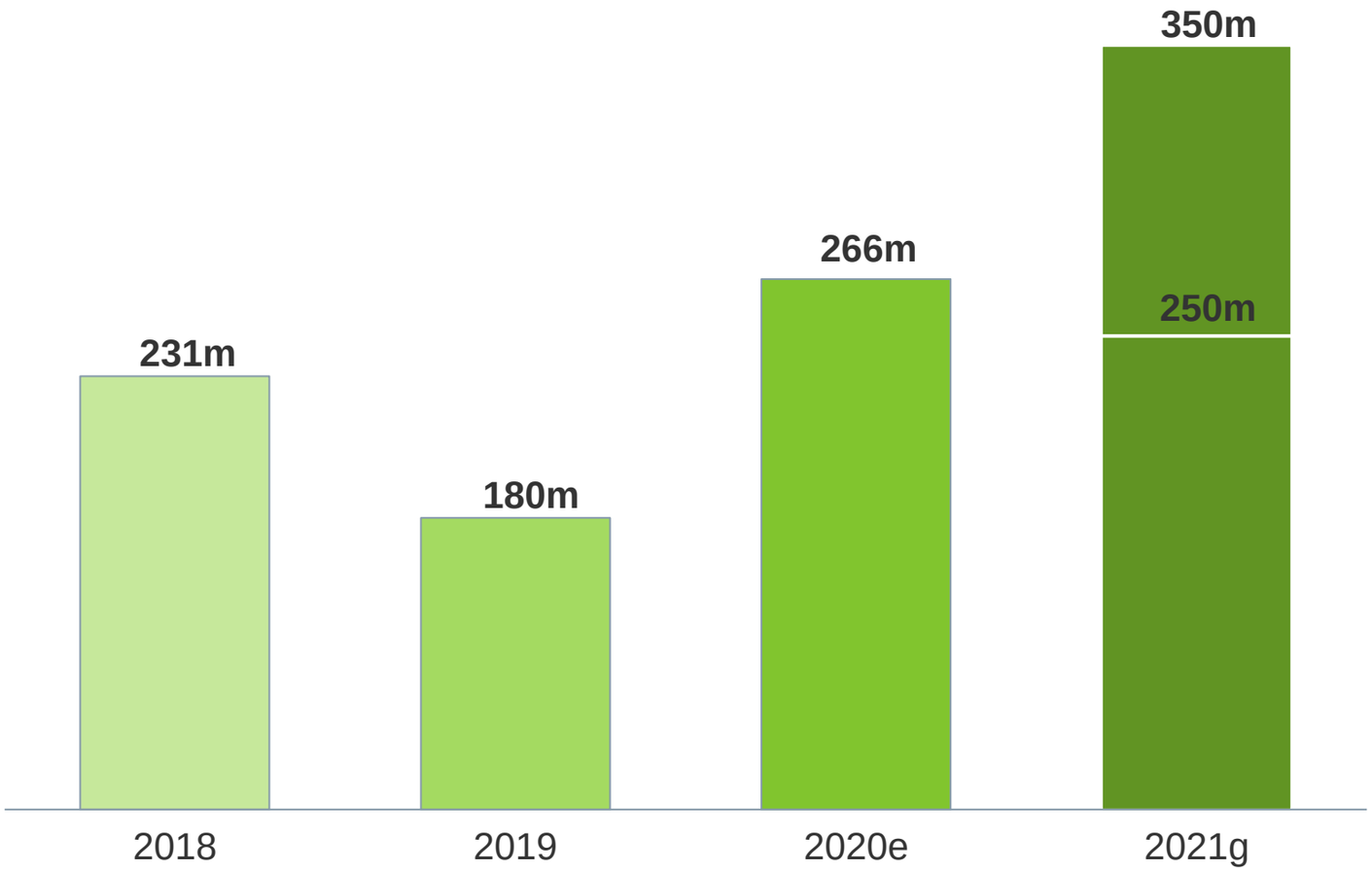
IN 2021 ZOOPLUS IS A 2 BN EUR REVENUE COMPANY CONTINUING TO GROW IN PROFITABLE OPERATING MODE

Revenue Range	**2,040 m EUR – 2,140 m EUR**
Growth range[1]	**250 m EUR – 350 m EUR** **(14%) (20%)**
Earnings Range (EBITDA, margin%)	**40 m EUR – 80 m EUR** **(2%) (4%)**

1) based on 2020 performance in mid range of guidance

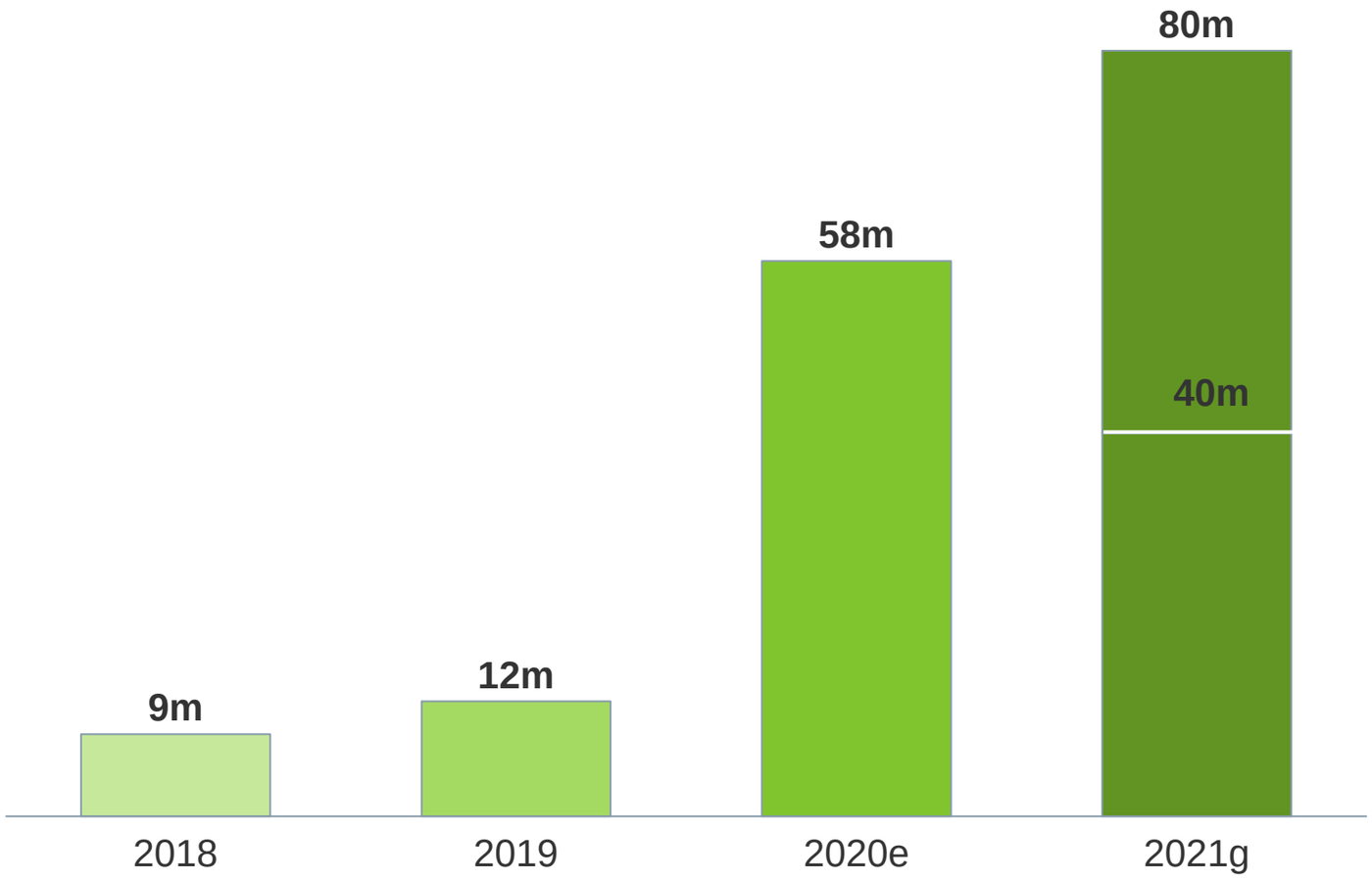
WE WILL INCREASE OUR GROWTH MOMENTUM FURTHER IN THE UPCOMING YEAR

SALES GROWTH (in EUR)



STRUCTURAL PROFITABILITY DRIVERS IMPROVE EARNINGS SIGNFICANTLY

EBITDA (in EUR)



Q&A Live Session

Please post your questions in the chat window under the video panel of this webcast

zooplus

Thank you for joining & stay safe

zooplus