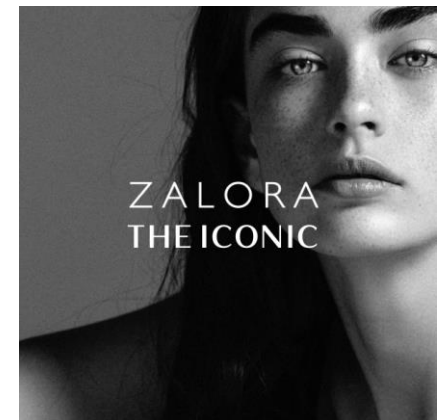
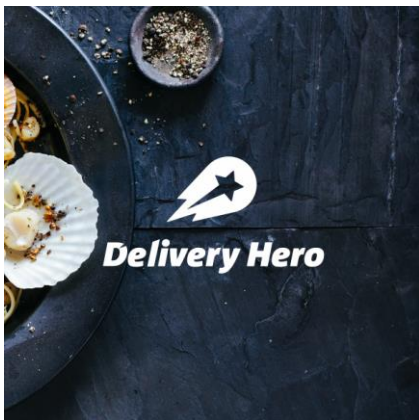
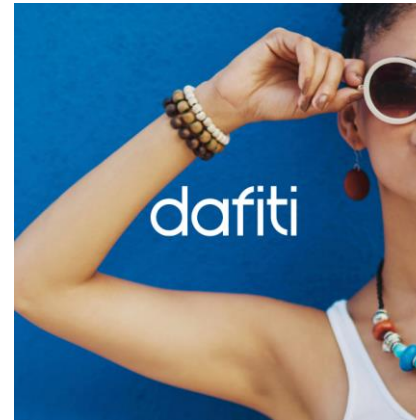


# 9M 2018 Results for Rocket Internet & Selected Companies

30 NOVEMBER 2018



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# Agenda

## Topic

## Presenter

9M 2018 Results for Rocket Internet & Selected Companies

**Oliver Samwer**  
*Founder and CEO*

Rocket Internet Strategy Update

Oliver Samwer  
*Founder and CEO*

Global Fashion Group

P. Schmidt & C. Barchewitz  
*Co-CEOs*

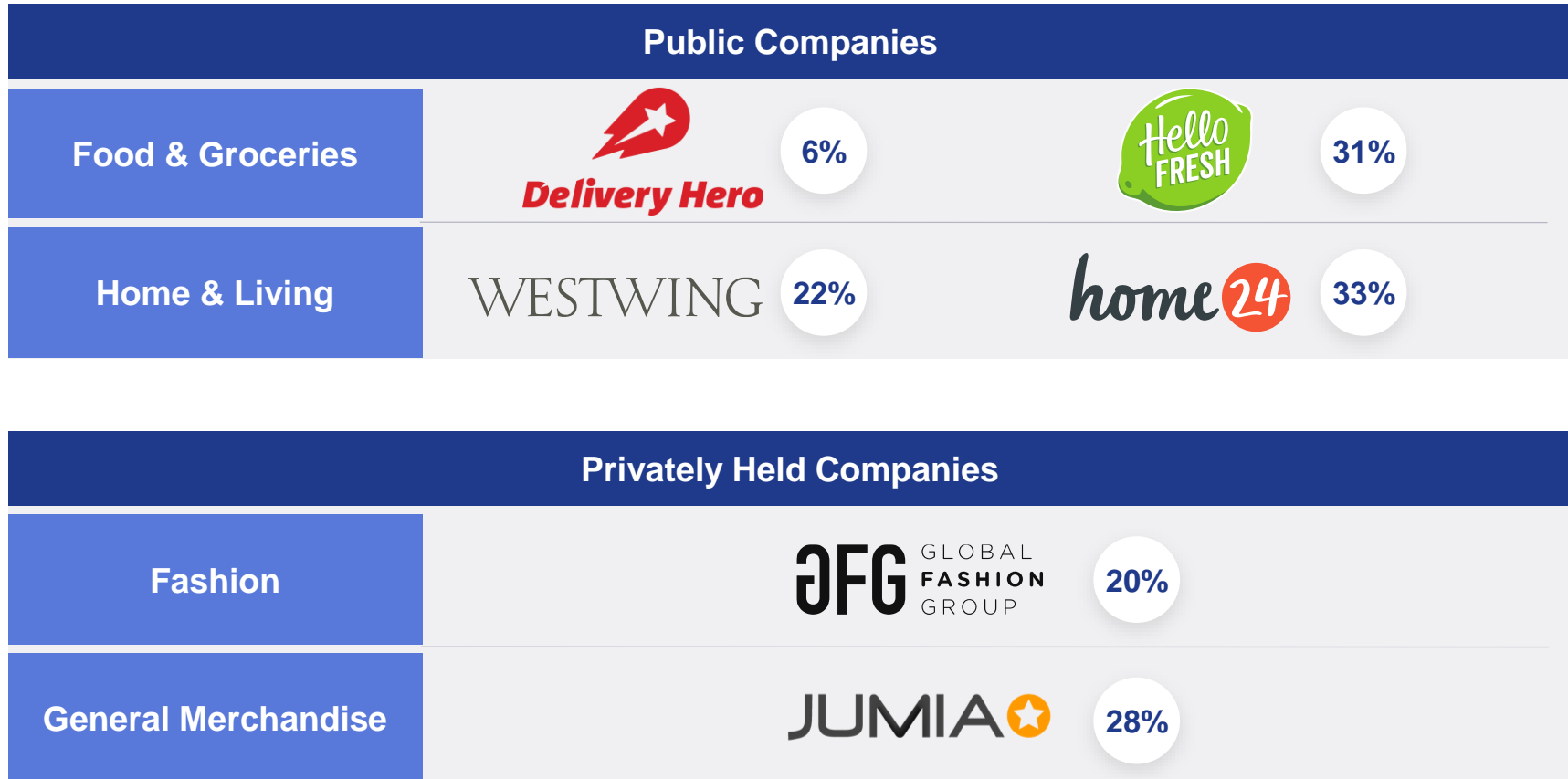
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Dr. Julian Hueck  
*COO & Co-Founder*

Summary Remarks

Oliver Samwer  
*Founder and CEO*

# Rocket Internet's Selected Companies

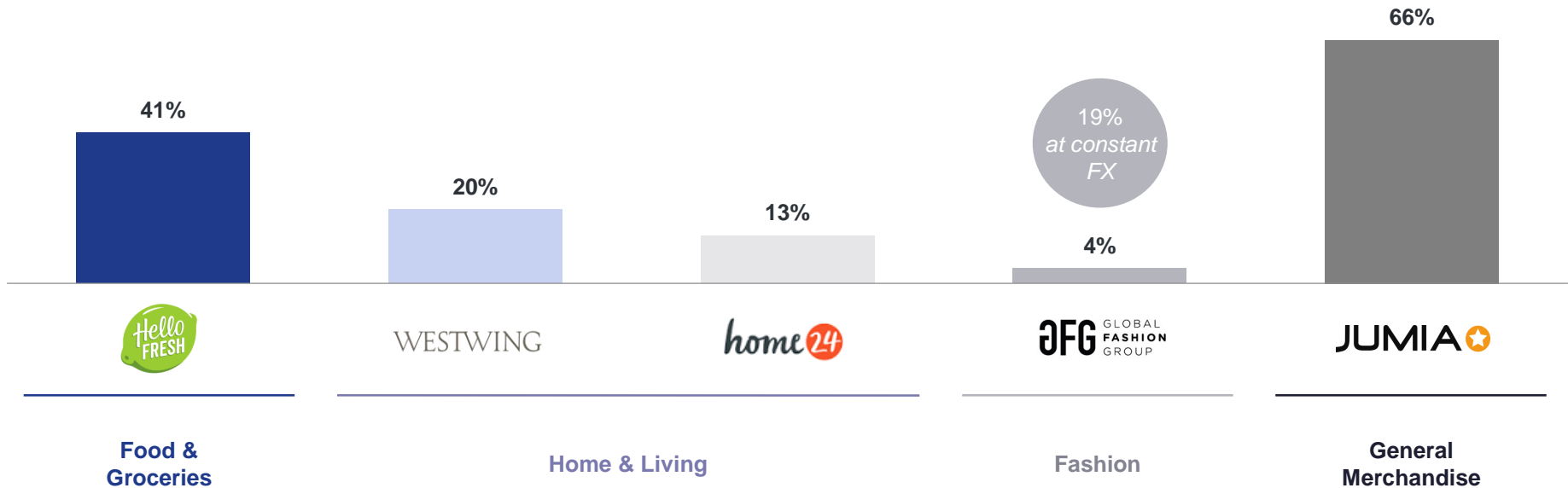


Note(s): Percentage indicates Rocket Internet's economic ownership held directly as well as indirectly as of October 31, 2018. It includes beneficial interest through the Rocket Internet Capital Partners fund, where applicable. For Westwing, exercised greenshoe shares included as of November 8, 2018.



# Continued Topline Growth

Topline<sup>(1)</sup> Growth 9M 2017 – 9M 2018



Source: Unaudited consolidated financial information based on IFRS and management reports of HelloFresh, Westwing, home24, GFG and Jumia. Please refer to the appendix for detailed information on unlisted selected companies.

Note(s): Rocket Internet does not have control over the network companies shown above. The actual legal and economic interest of the group in the network companies shown above ranges between 20% (GFG) and 33% (home24).

(1) Revenue growth; for Jumia: GMV growth.

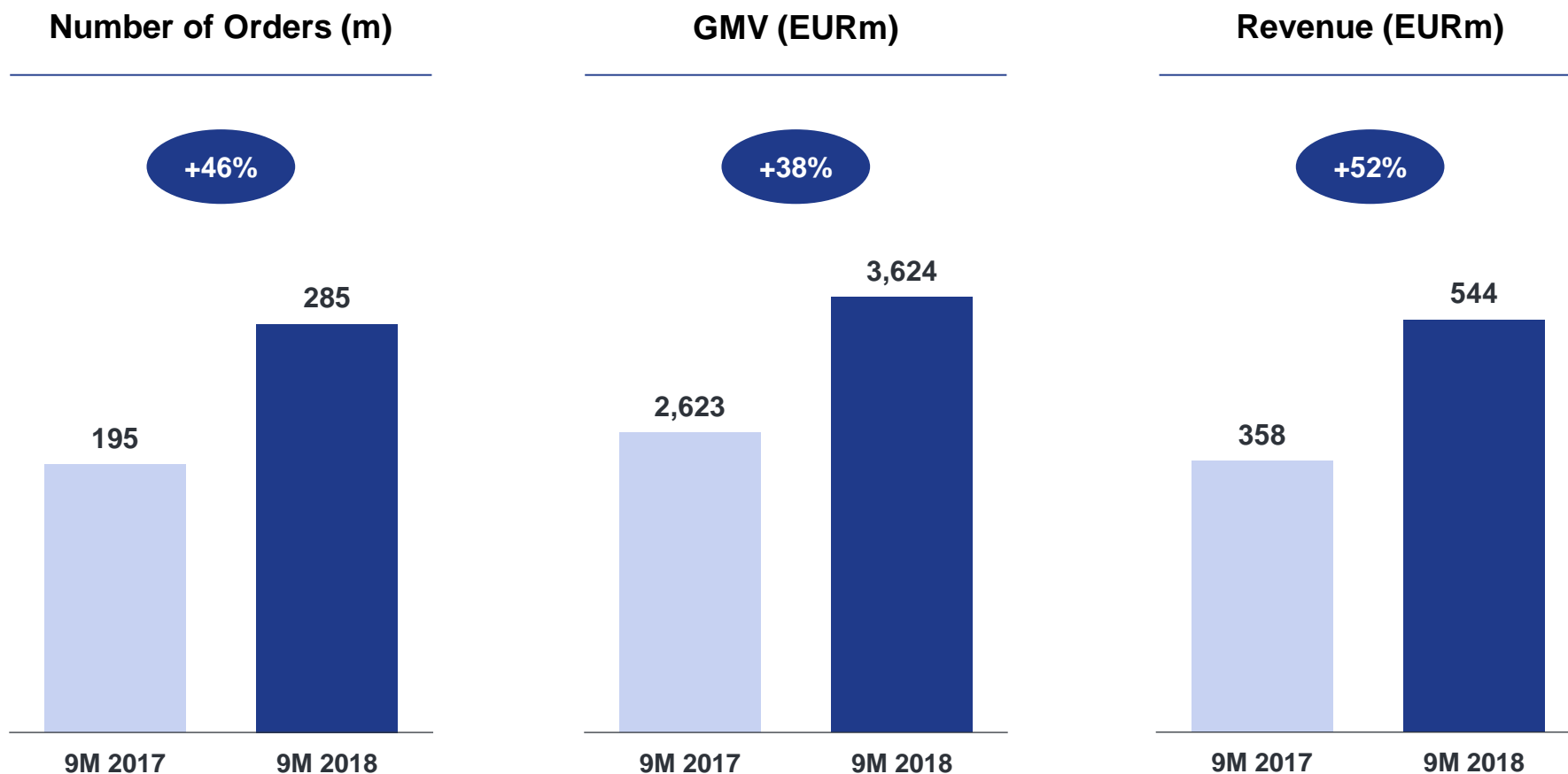
# Adj. EBITDA Margins Overall Continue to Improve at Selected Companies



Source: Unaudited consolidated financial information based on IFRS of HelloFresh, Westwing, home24 and GFG. Please refer to the appendix for detailed information on unlisted selected companies. Note(s): Rocket Internet does not have control over the network companies shown above. The actual legal and economic interest of the group in the network companies shown above ranges between 20% (GFG) and 33% (home24).

(1) HelloFresh, Westwing, home24 and GFG are adjusted for certain non-recurring items. GFG excluding Namshi.

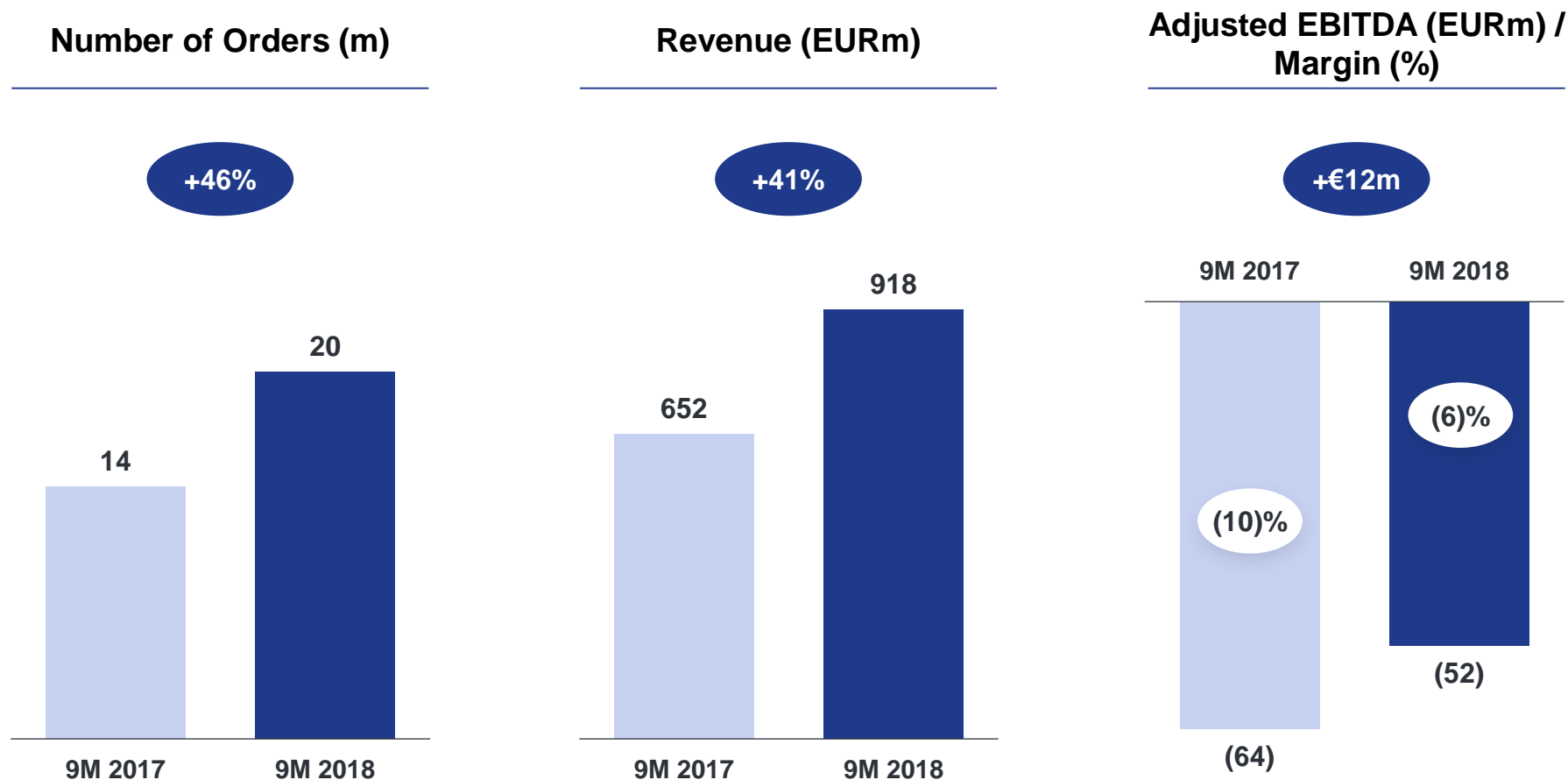
# Delivery Hero Continues to Deliver Strong Growth in 9M 2018



Source: Delivery Hero Q3 2018 financial report.

Note(s): Rocket Internet's economic ownership as of October 31, 2018: 6%.

# HelloFresh Continues to Grow While Significantly Improving Margins in 9M 2018



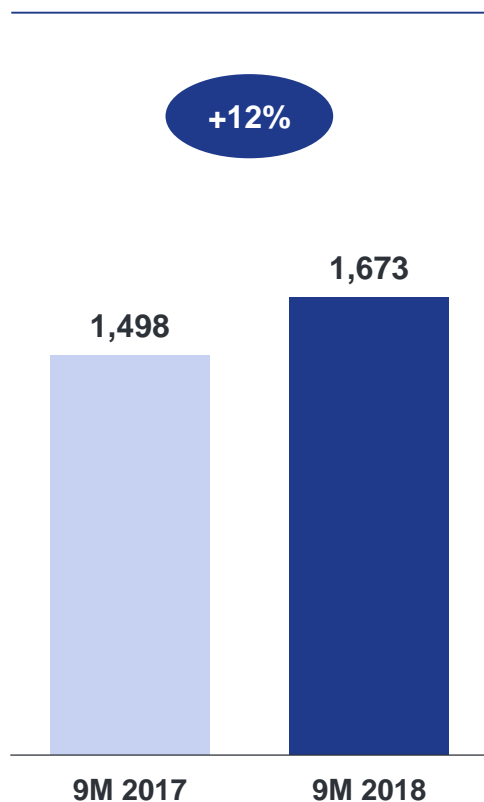
Source: HelloFresh Q3 2018 quarterly statement.

Note(s): All figures include Green Chef, acquired in March 2018. Rocket Internet's economic ownership as of October 31, 2018: 31%.

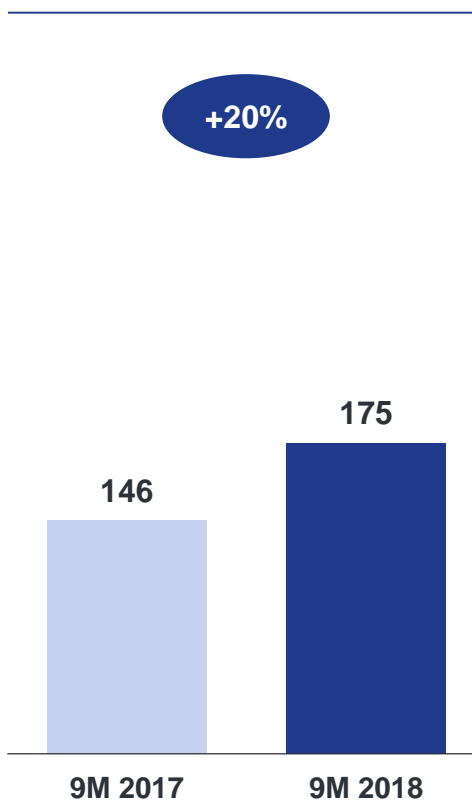
# Westwing Continues to Profitably Grow in 9M 2018

WESTWING

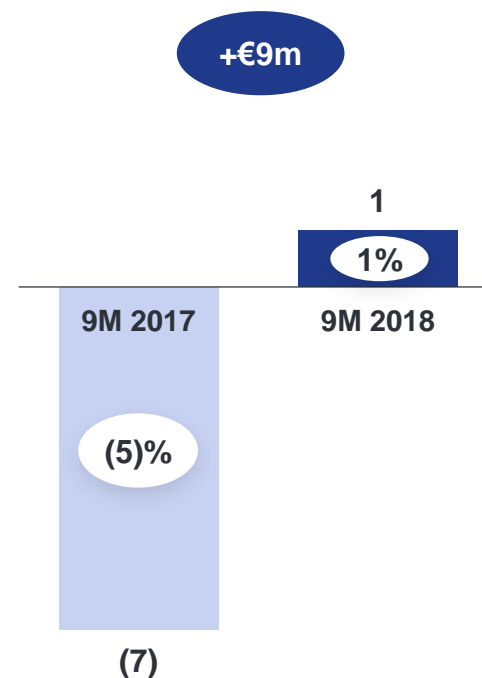
Number of Orders (k)



Revenue (EURm)



Adjusted EBITDA (EURm) / Margin (%)



Source: Westwing Q3 2018 quarterly statement.

Note(s): Rocket Internet's economic ownership as of October 31, 2018: 22%; includes exercised greenshoe shares as per November 8, 2018. Economic ownership includes stakes held directly as well as indirectly, including beneficial interest through RICP.

# Westwing IPO on Frankfurt Stock Exchange

WESTWING

In October 2018, Westwing Successfully Listed in the Regulated Market Segment (Prime Standard)

**EUR 26**

Offer Price

**EUR 122m**

Raised at IPO<sup>(1)</sup>

**22%**

RISE Stake<sup>(2)</sup>



Source: Thomson Reuters, Rocket Internet.

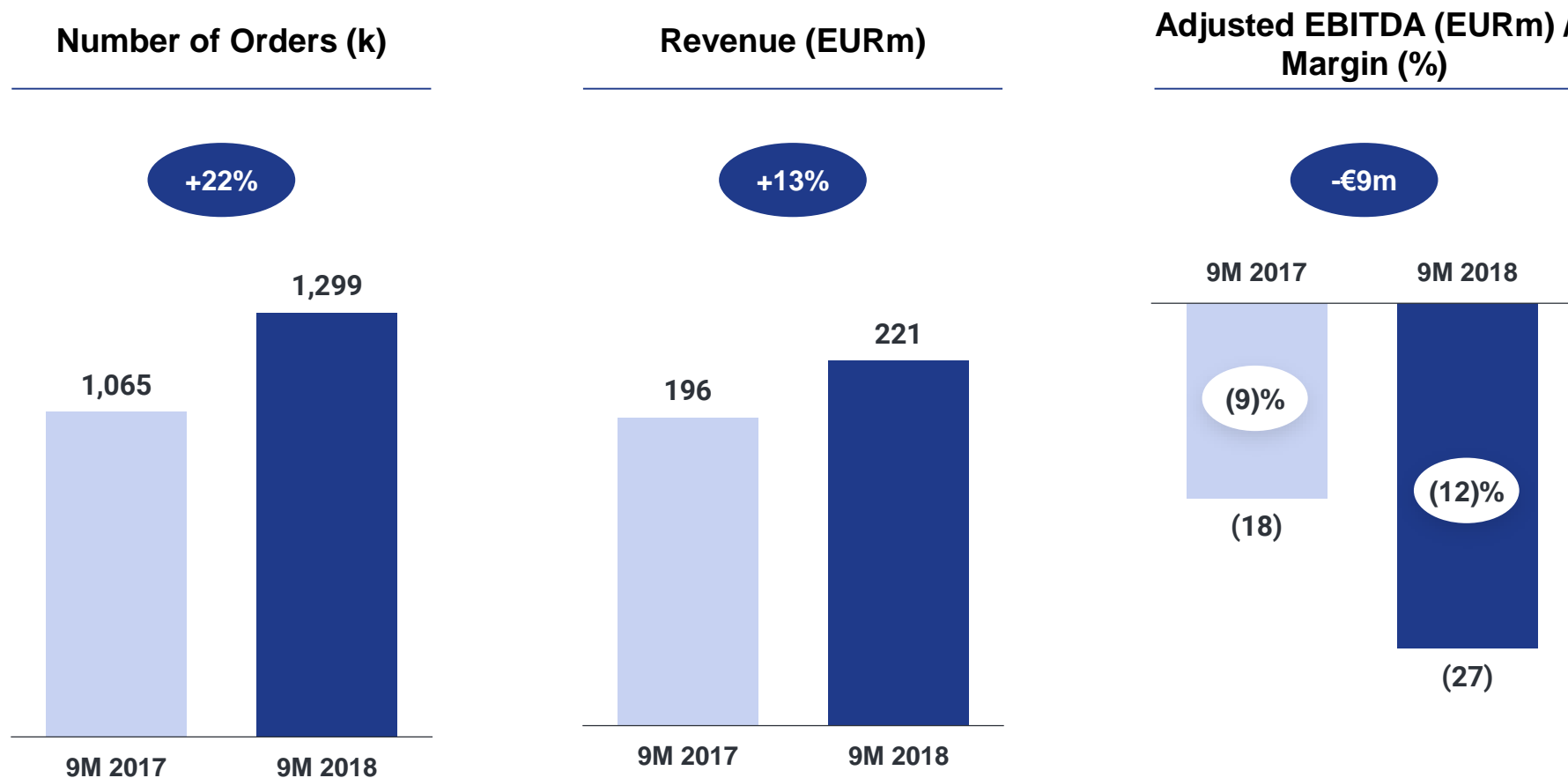
Note(s):

(1) Includes exercise of greenshoe option on November 8, 2018.

(2) Rocket Internet's economic ownership held directly as well as indirectly, including beneficial interest through Rocket Internet Capital Partners fund, as of October 31, 2018. Includes final greenshoe shares exercised on November 8, 2018.



# home24 Continues to Grow Topline in 9M 2018



Source: home24 Q3 2018 financial report.

Note(s): Rocket Internet's economic ownership as of October 31, 2018: 33%. Economic ownership includes stakes held directly as well as indirectly, including beneficial interest through RICP.

# GFG Consolidated Financials

EURm	Q3 2017	Q3 2018	9M 2017	9M 2018
<b>Revenue</b>	<b>256.4</b>	<b>264.6</b>	<b>767.0</b>	<b>799.3</b>
% Growth YoY (FX neutral) <sup>(1)</sup>		16.9%		18.7%
% Growth YoY (EUR)		3.2%		4.2%
<b>Gross Profit</b>	<b>98.9</b>	<b>95.9</b>	<b>306.4</b>	<b>311.3</b>
% Margin	38.6%	36.2%	39.9%	38.9%
<b>Adj. EBITDA<sup>(2)</sup></b>	<b>(32.6)</b>	<b>(21.3)</b>	<b>(76.5)</b>	<b>(60.4)</b>
% Margin	(12.7)%	(8.1)%	(10.0)%	(7.6)%
<b>Cash Position</b>			<b>266.1</b>	<b>108.8</b>
<b>NMV</b>	<b>265.1</b>	<b>289.5</b>	<b>792.9</b>	<b>850.7</b>
% Growth YoY (FX neutral) <sup>(1)</sup>		22.7%		22.2%
% Growth YoY (EUR)		9.2%		7.3%
<b>Net Orders (m)</b>	<b>5.5</b>	<b>6.9</b>	<b>15.7</b>	<b>19.1</b>
% Growth YoY		25.1%		22.2%
<b>Active Customers (LTM, m)</b>			<b>9.5</b>	<b>11.0</b>
% Growth YoY				15.8%

## Key Performance Drivers

### Financial

#### Revenue/ NMV

- Group Revenue for the quarter was EUR 264.6m, representing constant currency growth of 16.9%, or 3.2% growth in absolute Euro terms.
- NMV, which includes Marketplace sales, for the quarter was EUR 289.5m, growing 22.7% on a constant currency basis.
- Depreciation across key currencies, specifically the Brazilian Real, Russian Ruble and the Australian Dollar, have adversely impacted absolute Euro growth in the quarter.

#### Profitability

- Adjusted EBITDA margin improved to (8.1)% of Net Revenue for the quarter, an improvement of 4.6 percentage points from the equivalent period last year.

#### Ownership

- Rocket Internet's economic ownership: 20%<sup>(3)</sup>

### Operational

- Lamoda further developed its relationship with Inditex, signing a contract to sell Pull&Bear and Oysho through the market place platform.
- The Iconic launched its designated Kids category to further enhance relevance to its customer base and capture additional growth opportunity. To support the continued growth of the Australasia region additional warehouse space at its fulfilment center was secured, almost doubling the size and increasing the storage capacity to 4 million items.

Source: GFG's unaudited consolidated financial information and unaudited management reports. Please refer to the appendix for detailed information.

Note(s): Namshi accounted for at-equity

(1) Growth rate is shown on a constant currency basis and therefore excludes the effect of foreign currency movements. To ensure comparability, prior periods have been adjusted for acquisitions, disposals and corporate restructurings.

(2) Adjusted for share-based compensation expenses, impairment losses and a one-off provision release.

(3) Economic ownership includes stakes held directly as well as indirectly, including beneficial interest through RICP.

EURm	Q3 2017	Q3 2018	9M 2017	9M 2018
In variable currency FX rate				
<b>GMV</b>	<b>118.8</b>	<b>194.9</b>	<b>309.1</b>	<b>511.6</b>
% Growth YoY		64.0%		65.5%
In constant currency FX rate	118.8	215.6	309.1	575.4
% Growth YoY		81.4%		86.1%
<b>Active Consumers (LTM, m)</b>			<b>2.3</b>	<b>3.5</b>
% Growth YoY				54.7%

## Key Performance Drivers

- Jumia, Africa's leading eCommerce ecosystem, offers a large range of physical goods and online services which are relevant to consumers in their everyday needs.
- GMV was EUR 194.9m in Q3 2018, growing by 64.0% year on year on a euro basis (81.4% on constant currency basis).
- The number of active consumers reached 3.5m as at the end of Q3 2018, growing by 54.7% year on year.
- This growth illustrates the increasing relevance of Jumia's value proposition for consumers.

### Ownership

- Rocket Internet's economic ownership: 28%<sup>(1)</sup>

Source: Jumia management reports. Please refer to the appendix for detailed information.

Note(s):

(1) Economic ownership includes stakes held directly as well as indirectly, including beneficial interest through RICP.

# 9M 2018 Results Rocket Internet SE – Consolidated IFRS Income Statement

EURm	9M 2017	9M 2018
<b>Revenue</b>	<b>27.8</b>	<b>32.4</b>
Other operating income	0.8	1.9
Result from deconsolidation of subsidiaries	4.2	0.8
Purchased merchandise, purchased services and interest	(12.8)	(12.5)
Employee benefits expenses	(45.8)	(26.8)
Other operating expenses	(20.1)	(22.1)
Share of profit/ (loss) of associates and joint ventures	(24.1)	125.4
<b>EBITDA</b>	<b>(70.0)</b>	<b>99.1</b>
Depreciation and amortization	(0.9)	(0.7)
Impairment of non-current assets	(0.7)	(0.1)
<b>EBIT</b>	<b>(71.7)</b>	<b>98.2</b>
<b>Financial result</b>	<b>26.4</b>	<b>197.7</b>
Finance costs	(162.6)	(92.5)
Finance income	189.0	290.2
<b>Profit/ (loss) before tax</b>	<b>(45.3)</b>	<b>296.0</b>
Income taxes	1.3	0.3
<b>Profit/ (loss) for the period</b>	<b>(44.1)</b>	<b>296.3</b>
Loss attributable to non-controlling interests	(4.4)	(2.4)
<b>Profit/ (loss) attributable to equity holders of the parent</b>	<b>(39.6)</b>	<b>298.7</b>
<b>Earnings per share (in EUR)</b>	<b>(0.24)</b>	<b>1.88</b>

Source: Unaudited interim consolidated financial statements.

# 9M 2018 Results Rocket Internet SE – Consolidated IFRS Balance Sheet

Assets EURm	Dec 31 2017	Sep 30 2018
<b>Non-current assets</b>		
Property, plant and equipment	2.9	2.7
Intangible assets	8.9	8.4
Investments in associates and joint ventures	853.0	755.1
Non-current financial assets	937.9	801.2
Other non-current non-financial assets	1.0	1.9
<b>Total non-current assets</b>	<b>1,803.7</b>	<b>1,569.3</b>
<b>Current assets</b>		
Inventories	0.2	0.1
Trade receivables	5.4	5.3
Other current financial assets	1,014.2	815.0
Other current non-financial assets	2.2	3.6
Income tax asset	13.1	12.2
Cash and cash equivalents	1,716.6	1,884.4
<b>Total current assets</b>	<b>2,751.6</b>	<b>2,720.7</b>
<b>Total assets</b>	<b>4,555.3</b>	<b>4,290.0</b>

Equity and Liabilities EURm	Dec 31 2017	Sep 30 2018
<b>Equity</b>		
Subscribed capital	165.1	154.4
Treasury shares	(21.1)	(0.9)
Capital reserves	3,100.3	2,851.4
Retained earnings	235.2	1,174.9
Other components of equity	621.9	(9.0)
<b>Equity attributable to equity holders of the parent</b>	<b>4,101.4</b>	<b>4,170.8</b>
Non-controlling interests	24.7	19.7
<b>Total equity</b>	<b>4,126.1</b>	<b>4,190.4</b>
<b>Non-current liabilities</b>		
Non-current financial liabilities	285.1	53.7
Other non-current non-financial liabilities	12.5	10.4
Deferred tax liabilities	1.2	0.2
<b>Total non-current liabilities</b>	<b>298.7</b>	<b>64.4</b>
<b>Current liabilities</b>		
Trade payables	12.4	8.5
Other current financial liabilities	101.1	12.4
Other current non-financial liabilities	16.1	13.3
Income tax liabilities	1.0	1.0
<b>Total current liabilities</b>	<b>130.5</b>	<b>35.2</b>
<b>Total liabilities</b>	<b>429.2</b>	<b>99.6</b>
<b>Total equity and liabilities</b>	<b>4,555.3</b>	<b>4,290.0</b>

Source: Unaudited interim consolidated financial statements.

# Strong Cash Reserves

**Cash at Selected Privately Held Companies<sup>(1)</sup>**  
as of October 31, 2018

**c. EUR 0.2b<sup>(2)</sup>**

**Net Cash at Rocket Internet SE<sup>(3)</sup>**  
as of October 31, 2018

**EUR 2.0b**

Source: Unaudited management information.

Note(s):

(1) Selected privately held companies include: GFG and Jumia, i.e. excluding Delivery Hero, HelloFresh, home24 and Westwing.

(2) Cash position includes gross cash and committed equity capital.

(3) Net cash represents gross cash minus commitments made. In addition to Net Cash and holdings in publicly listed selected companies, Rocket holds c. EUR 0.5bn in other publicly listed technology shares.



# Update on Share Buy-Back Program 2018/19

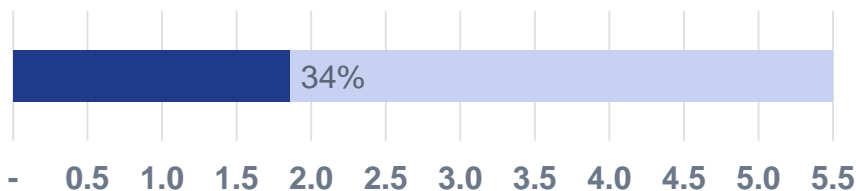
As of November 23, 2018, Rocket Internet has bought back 1.9m shares for a total consideration of €46m

## Key developments

- Program commenced on **September 20, 2018** and will end **September 19, 2019**
- As per **November 23, 2018** 1,860,486 shares, representing c. 1.2% of total shares outstanding<sup>1</sup>, have been bought back at an average price of €24.7
- This represents more than 30% of the maximum buyback volume of up to 5,500,000 shares

## Share Buy-Back Execution

No. of shares bought back (m shs)



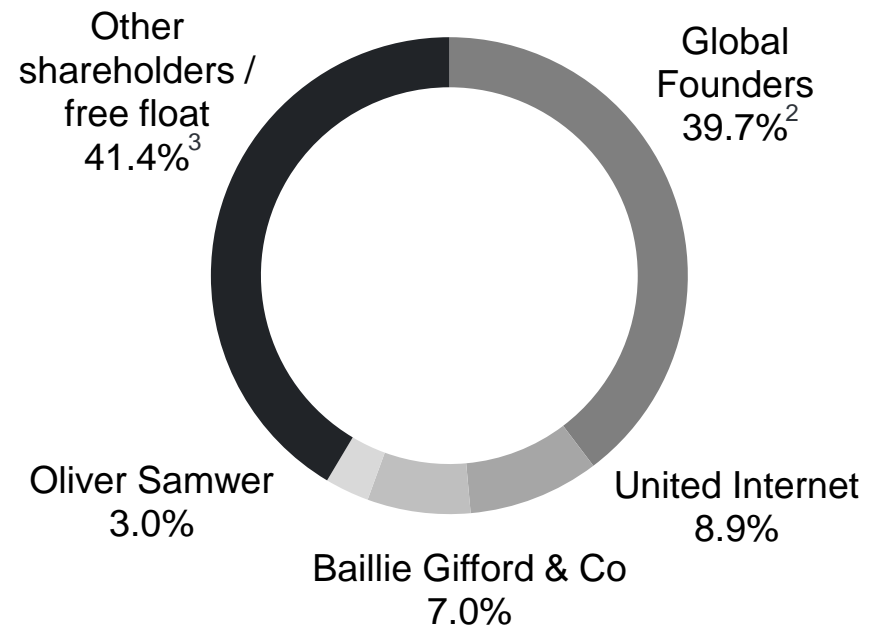
Note(s):

(1) As per September 19, 2018.

(2) The shareholdings of Global Founders GmbH are attributed to its controlling shareholder Rocata GmbH and to Rocata GmbH's controlling shareholder Zerena GmbH. As a shareholder of Zerena GmbH, Oliver Samwer Familienstiftung indirectly holds the Rocket Internet SE shares previously held by Oliver Samwer through Global Founders GmbH.

(3) Other Shareholders/Free Float refers to shareholdings with less than three percent in Rocket Internet SE.

## Current Shareholder Structure



# Financial Calendar 2019

Date	Event
April 4, 2019	FY 2018 Results for Rocket Internet & Selected Companies
May 29, 2019	Q1 2019 Results for Rocket Internet & Selected Companies
June 6, 2019	FY 2018 Rocket Internet SE Annual General Meeting
September 19, 2019	H1 2019 Results for Rocket Internet & Selected Companies and Capital Markets Day (London)
November 26, 2019	9M 2019 Results for Rocket Internet & Selected Companies

# Agenda

## Topic

## Presenter

9M 2018 Results for Rocket Internet & Selected Companies

Oliver Samwer  
*Founder and CEO*

**Rocket Internet Strategy Update**

**Oliver Samwer**  
*Founder and CEO*

Global Fashion Group

P. Schmidt & C. Barchewitz  
*Co-CEOs*

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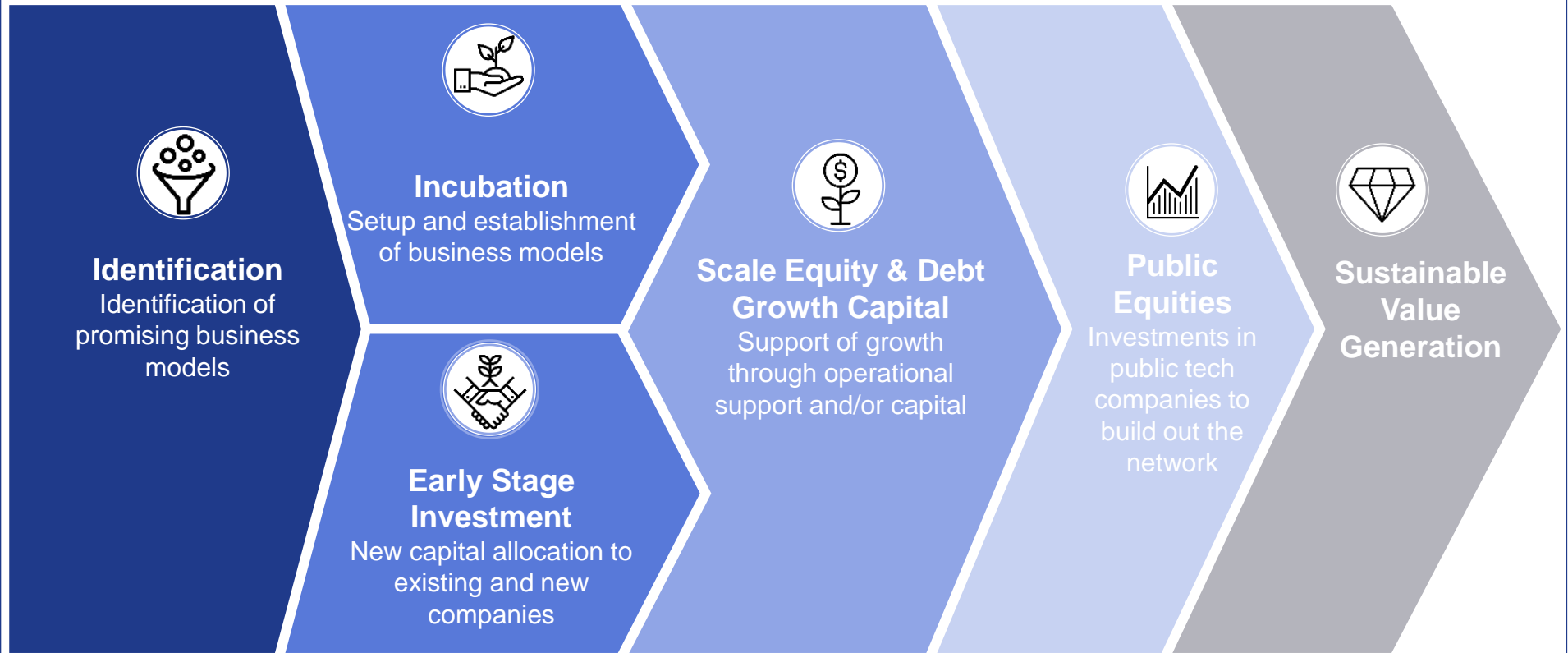
Dr. Julian Hueck  
*COO & Co-Founder*

Summary Remarks

Oliver Samwer  
*Founder and CEO*

# Revisiting The Rocket Internet Platform

## The Rocket Internet Platform



### Operational Support

Operations

Engineering

Sales

CRM

Business Intelligence

Product & UX

Marketing

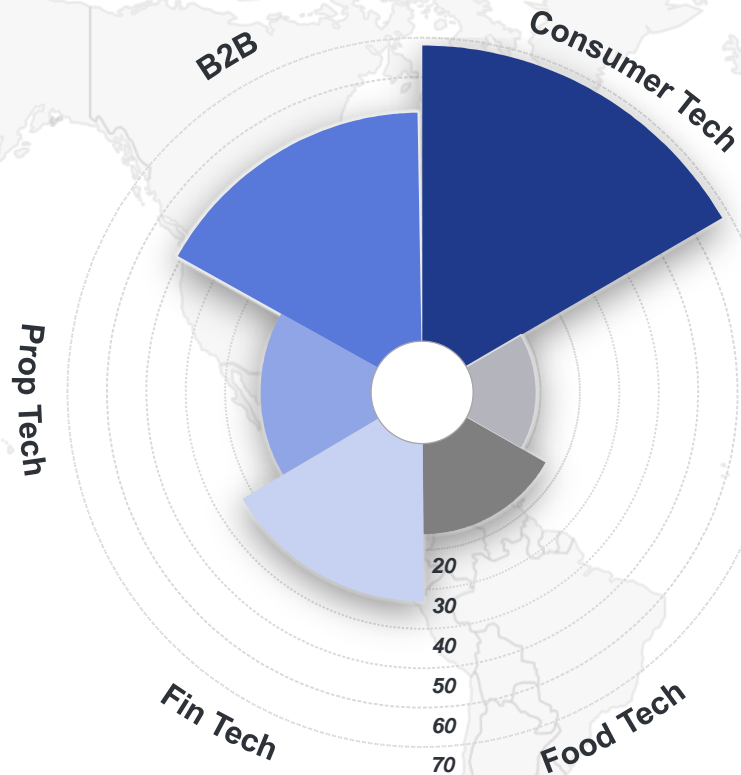
HR

Finance & Legal

Source: Rocket Internet.

# We Are Active in Various Tech Subsectors

## Number of Companies by Sector<sup>1</sup>



## Broad Sector Scope

- Most of our investments are made in the **Consumer Tech** sector
- Our distinct B2C expertise is also applied in related sectors, including **Fin Tech** and **Prop Tech**
- Approximately 50% of our companies are in sectors such as **Fin Tech, Prop Tech & B2B**

(1) Number of companies in which Rocket made an equity or convertible investment during the period Q1 2016 - Q3 2018.  
Source: Rocket Internet.

# Rocket Internet SE Financial Strength & Flexibility

## Net Cash Positions & Public Stock Holdings (in EURb)



Source: Unaudited management information.

Note(s):

(1) Net cash represents gross cash minus (i) any convertible bond outstanding and (ii) commitments.

(2) Public stock value: value of holdings in public stocks using closing share prices as of the given date. Q3 2017 figure is pro-forma and includes EUR 660m proceeds from sale of Delivery Hero shares to Naspers plus the Delivery Hero Market Cap as of October 31, 2017 times Rocket remaining economic ownership in Delivery Hero after Naspers; Q3 2017 further includes value of stake in HelloFresh calculated as Market Cap as of November 2, 2017 times Rocket economic ownership.



# Agenda

## Topic

## Presenter

9M 2018 Results for Rocket Internet & Selected Companies

Oliver Samwer  
*Founder and CEO*

Rocket Internet Strategy Update

Oliver Samwer  
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**Global Fashion Group**

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*Co-CEOs*

tink

Dr. Julian Hueck  
*COO & Co-Founder*

Summary Remarks

Oliver Samwer  
*Founder and CEO*

**AFG** GLOBAL  
FASHION  
GROUP

Leading Online Fashion  
and Lifestyle Destination  
for Global Growth Markets



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# TODAY'S AGENDA

---

**01 OUR BUSINESS**

**02 OUR FINANCIALS**



---

## OUR BUSINESS

---

**GFG** GLOBAL  
FASHION  
GROUP



# OUR VISION

TO BE THE #1  
**FASHION AND  
LIFESTYLE  
DESTINATION**  
IN OUR MARKETS





# GFG IS A BILLION € BUSINESS AND WAS LAUNCHED IN 2011

KEY REGIONS

ASIA PACIFIC

LATAM

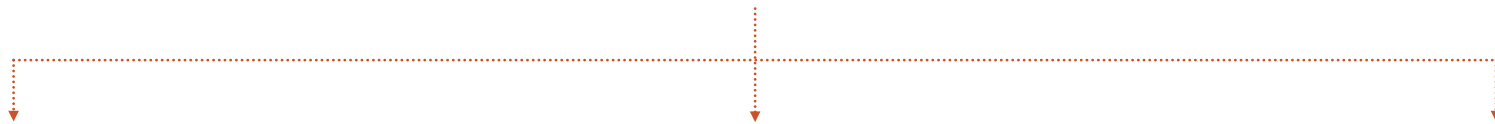
CIS



CONNECTING  
**1BN**  
CONSUMERS<sup>1</sup> ...

**GFG**

... TO MORE THAN  
**8,000**  
BRANDS



**11M**  
ACTIVE CUSTOMERS<sup>2</sup>

**€1.2BN**  
NET MERCHANDISE VALUE<sup>3</sup>

**26M**  
NET ORDERS<sup>4</sup>

# WE OFFER ALL KEY FASHION AND LIFESTYLE CATEGORIES

~50% of SKUs through Marketplace



~40%

Apparel



~20%

Footwear



~20%

Accessories



~10%

Sport Performance



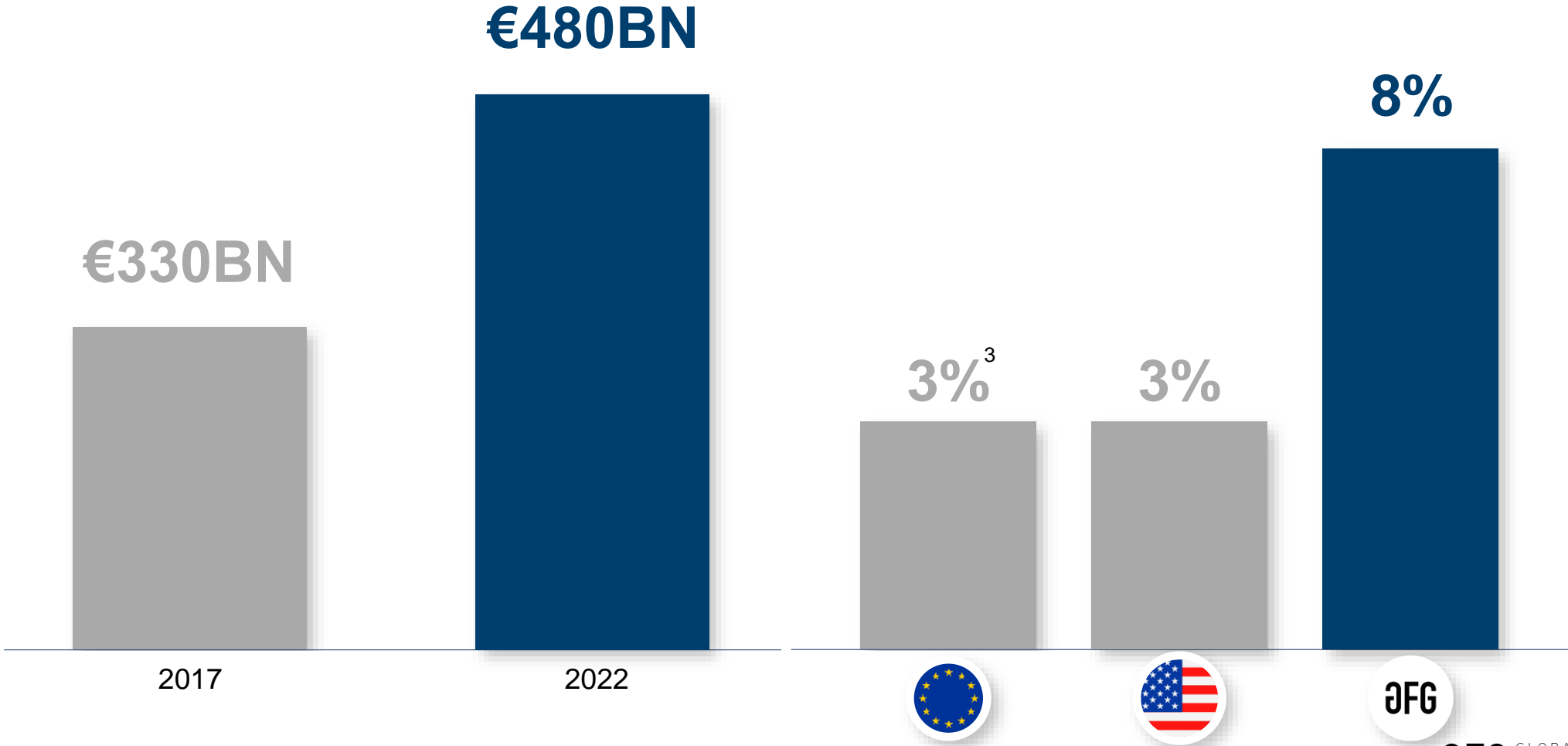
~10%

Kids & Other

# LARGE MARKET WITH STRONG STRUCTURAL TAILWINDS...

TOTAL GFG FASHION & LIFESTYLE MARKET<sup>1</sup>

CAGR<sup>2</sup> BY MARKETS



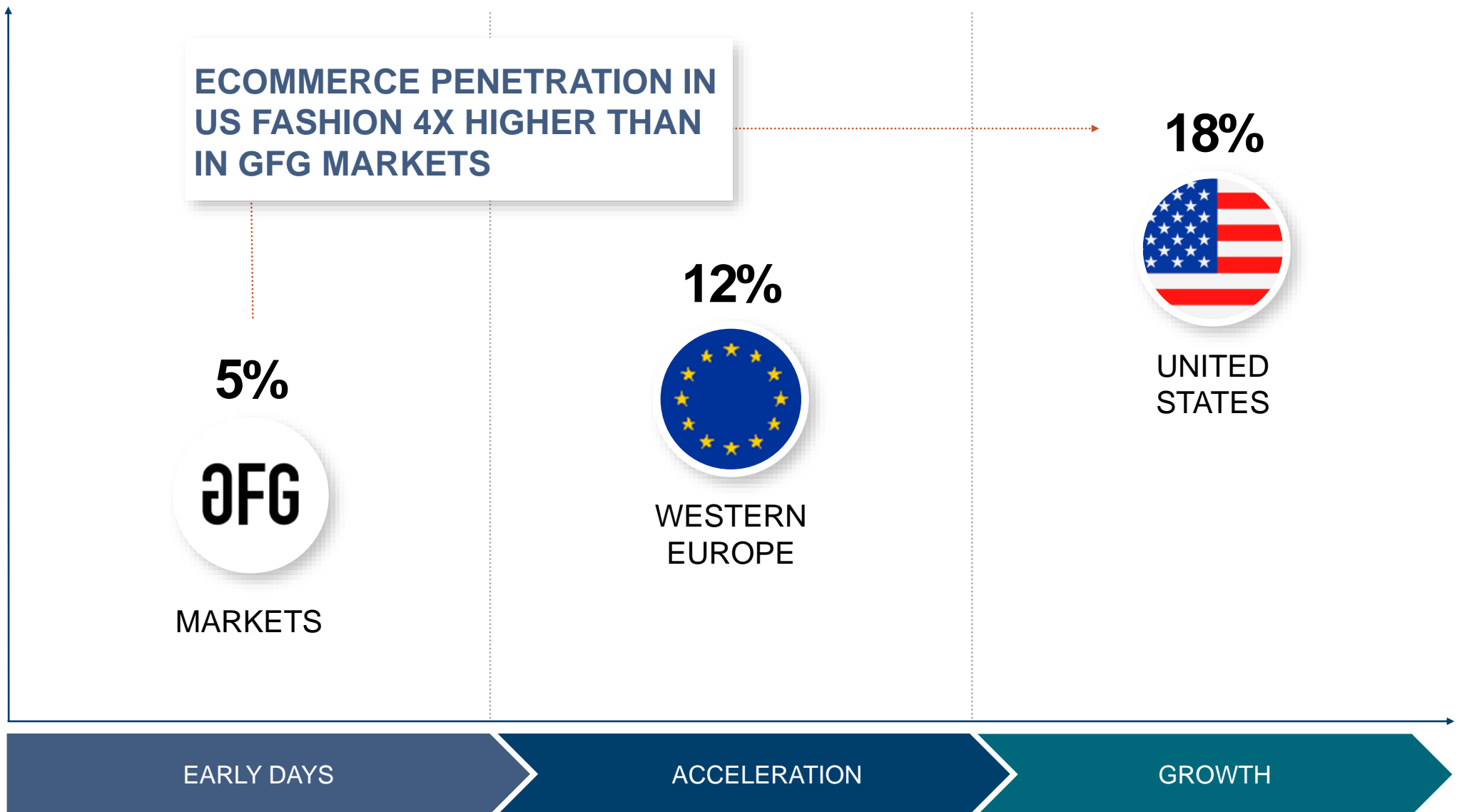
Source: GFG calculations based on data from Euromonitor International Ltd: Apparel and Footwear 2018 edition, Beauty and Personal Care 2018 edition, Personal Accessories and Eyewear 2019 edition. Western Europe including Switzerland and Turkey, Retail value RSP incl. Sales Tax, Fixed 2017 ex rates, Current Prices.

<sup>1</sup> Fashion and lifestyles market size refers to the aggregation of the above four industries in the 17 countries where GFG operates

<sup>2</sup> Total addressable fashion and lifestyle CAGR 2017-2022

<sup>3</sup> Refers to Western Europe

# ...WITH MASSIVE ONLINE PENETRATION UPSIDE

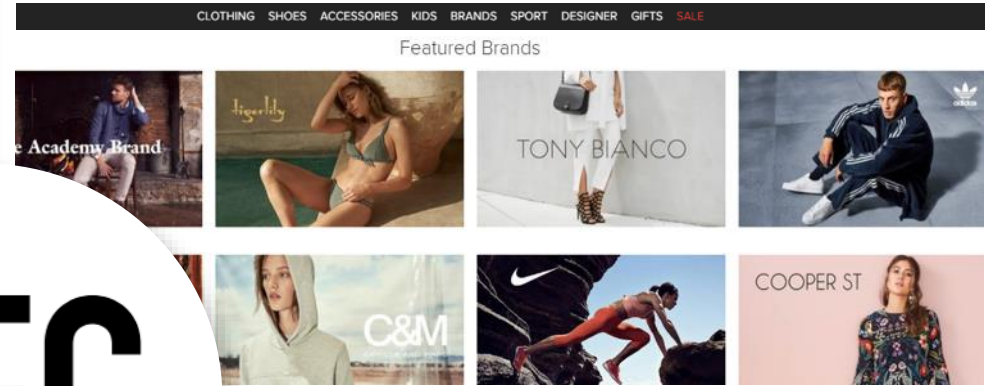


# HOW DO WE THINK ABOUT OUR BUSINESS?

## 1 – CUSTOMER VALUE PROPOSITION



## 2 – BRAND PARTNER VALUE PROPOSITION



**GF**



## 3 – BEST-IN-CLASS EXECUTION



1

OUR CUSTOMER  
VALUE PROPOSITION

'INSPIRING AND  
SEAMLESS'

---

**QFG** GLOBAL  
FASHION  
GROUP



# WE INSPIRE OUR CUSTOMERS



ADVICE | 28 Nov | 4 mins

## WHAT TO WEAR TO WORK IN SUMMER

*Office outfits inspired by the holiday destinations we can only dream about*

# OUR ASSORTMENT IS A COMBINATION OF THE BEST GLOBAL...

## 1000s OF GLOBAL BRANDS





# ... AND LOCALLY RELEVANT BRANDS

## KEY LOCAL BRANDS



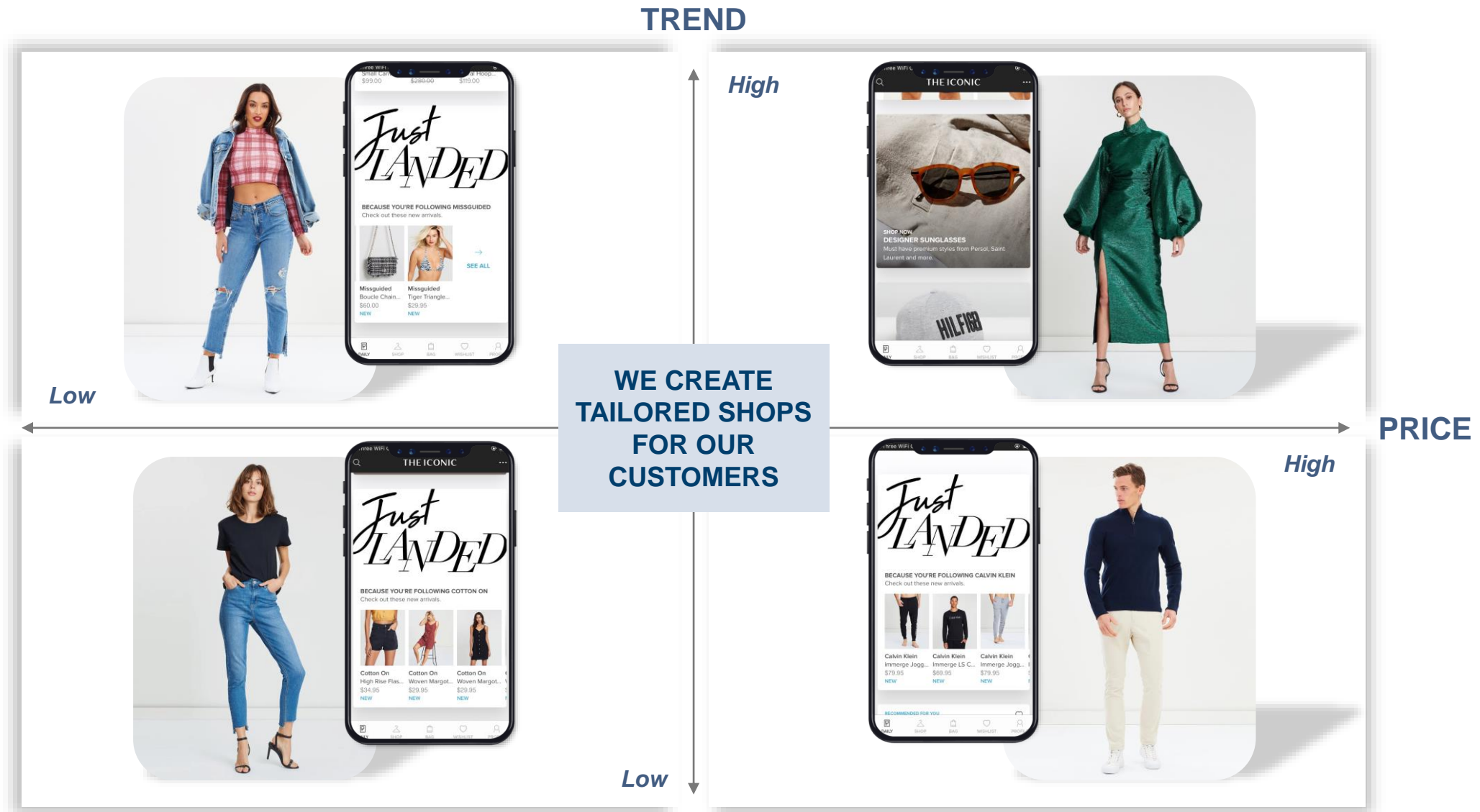
## OWN BRANDS



## COLLABORATIONS



# PERSONALISATION ALLOWS US TO CREATE TAILORED SHOPS



# WORLD-CLASS SHOPPING EXPERIENCE IN NASCENT MARKETS



PAYMENT



DELIVERY



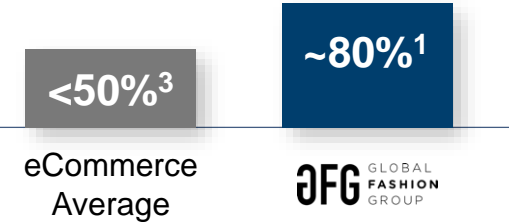
CUSTOMER SERVICE



RETURNS



## CUSTOMER NPS



**+1.5M**

**ADDITIONAL ACTIVE CUSTOMERS LTM<sup>2</sup>**



A photograph of two women sitting on a light-colored sofa. The woman on the left is wearing a dark blue dress with a large, light blue floral pattern. The woman on the right is wearing a dark blue, long-sleeved lace dress. Both women have long, dark hair and are looking towards the camera. The background is a simple, modern interior setting.

2

OUR BRAND PARTNER  
VALUE PROPOSITION

PARTNER OF CHOICE  
FOR KEY BRANDS

**GF** GLOBAL  
FASHION  
GROUP

# ACCESS TO A 1BN POPULATION

ASIA PACIFIC



LATAM



CIS



**THE ICONIC**  
ZALORA

**dafiti**

**lamoda**

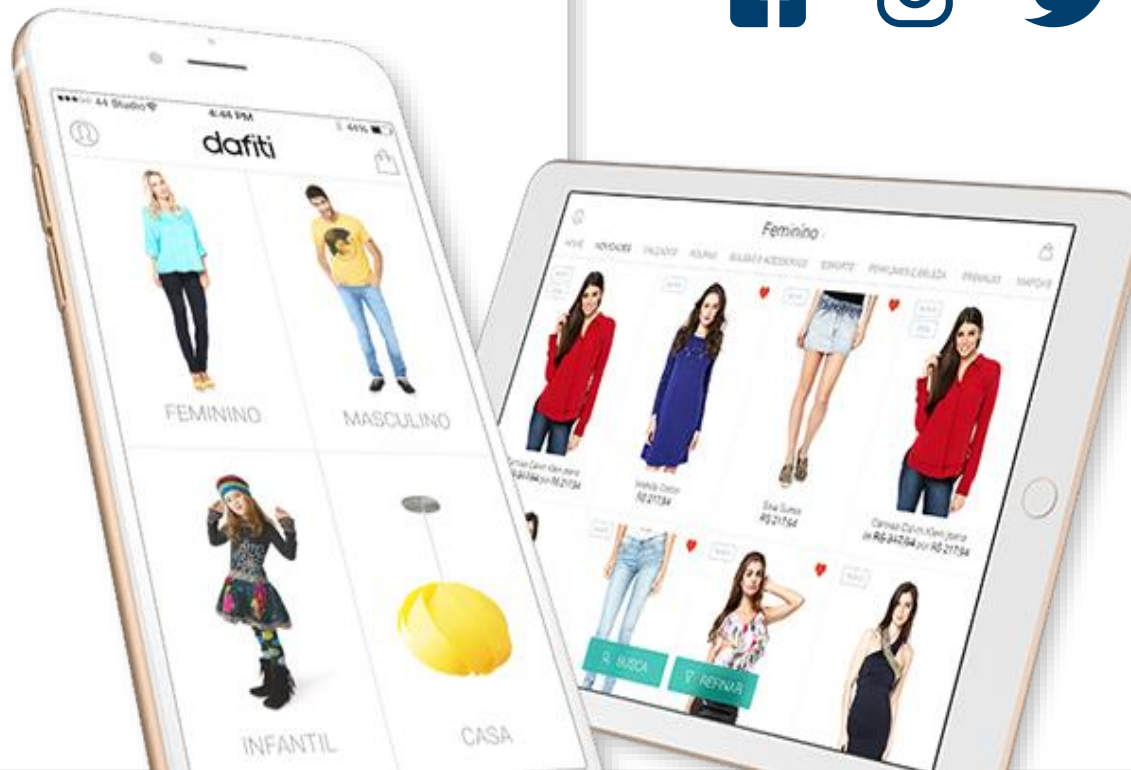
OUR BRANDS ARE HOUSEHOLD NAMES WITH >80% BRAND AWARENESS<sup>1</sup>



# LARGE, YOUNG AND HIGHLY-ENGAGED AUDIENCE

**150m+**  
monthly visits<sup>1</sup>  
(70% on mobile)

**35m** social media  
followers<sup>2</sup>



**18-45** years old



**~70%** female

# HYBRID BUSINESS MODEL FOR BRAND PARTNERS

RETAIL

**86%**

**OF NMV**

Launched in 2011

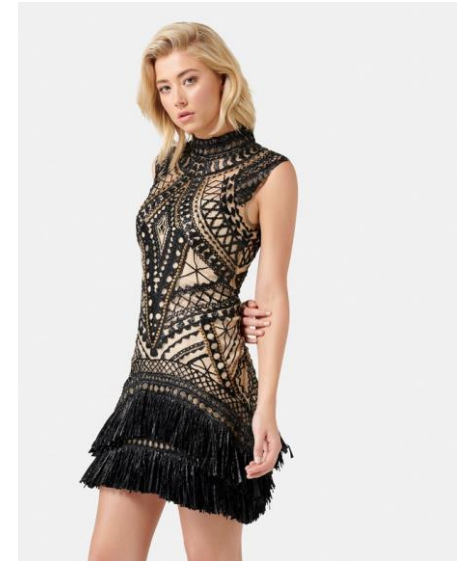


MARKETPLACE

**14%**

**OF NMV**

Launched in 2014



BRAND SOLUTIONS (FULFILLMENT, MEDIA SERVICES, DATA INSIGHTS)

3

OUR BEST-IN-CLASS  
EXECUTION

“RETAIL IS DETAIL”

---

**QFG** GLOBAL  
FASHION  
GROUP





# OUR BEST-IN-CLASS OPERATIONAL PLATFORM

## FULFILMENT INFRASTRUCTURE



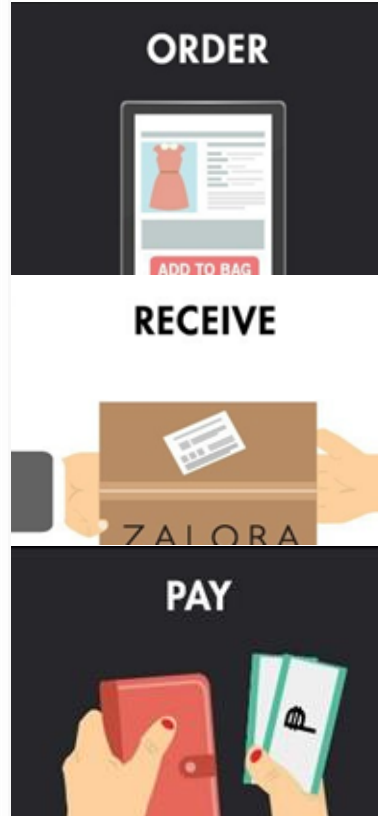
**10 Fulfilment Centres**

## LAST MILE DELIVERY



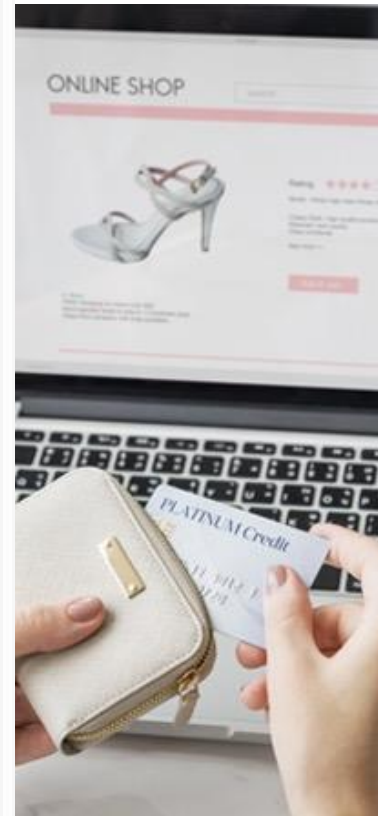
**Delivery in 3h, same day, etc**

## LOCAL PAYMENT



**35+ Payment Options**

## AGILITY



**Purpose Built Tech Platform**

## GLOBAL SCALE



**Global Team, Local Expertise**

# HARD TO REPLICATE SCALABLE FULFILMENT INFRASTRUCTURE



**10**  
fulfilment  
centres



**700k+**  
inbound/outbound  
daily item  
throughput<sup>1</sup>



**190k+**  
m<sup>2</sup> floor space =  
27 football fields



**28m+**  
items storage  
capacity



LOCALLY TAILORED PRACTICES ACROSS FULFILMENT CENTRES

# AT THE FOREFRONT OF INNOVATING THE LAST MILE

**IN-HOUSE  
DELIVERY  
FLEET**



**PICK-UP  
& RETURN  
POINTS**



**OUTLET  
STORE**



**TRY-ON AT  
DELIVERY**



**POP-UP  
STORE**





# PROPRIETARY TECH ECOSYSTEM AND FEATURES

## IN-HOUSE TECH BACKEND



**Search and discovery**



**Seller Centre**



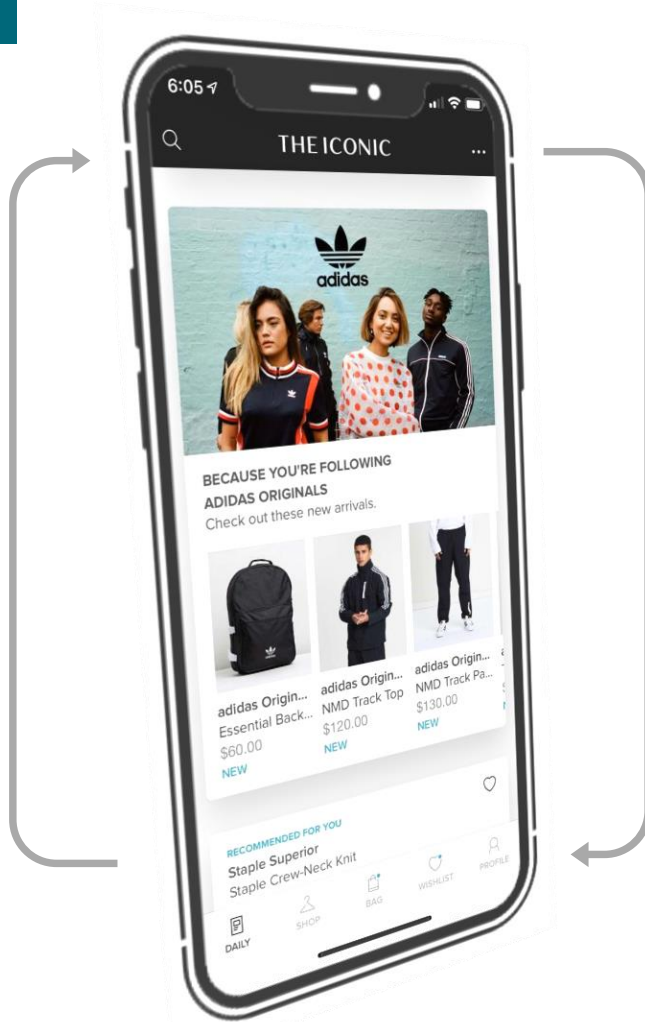
**Order management**



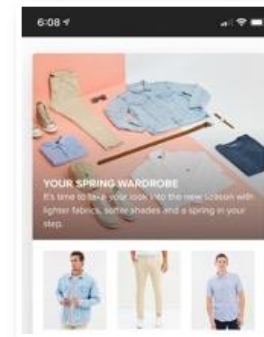
**Warehouse management**



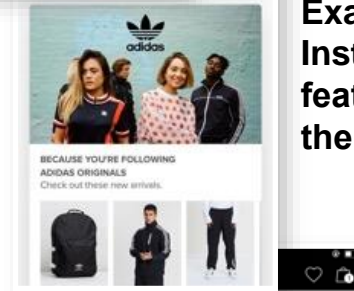
**Data insights**



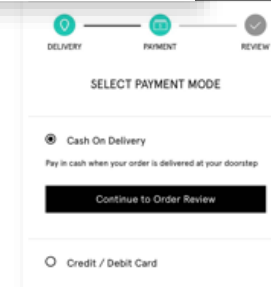
## TAILORED CONSUMER FRONT-END



**Example 1:  
Personalized feed  
'The Daily'**



**Example 2:  
Instagram-style  
feature 'Follow  
the brand'**



**Example 3:  
Localised  
delivery &  
payment  
options**

**OUR SYSTEMS PROCESS ~100M TRANSACTIONS / YEAR<sup>1</sup>**



02

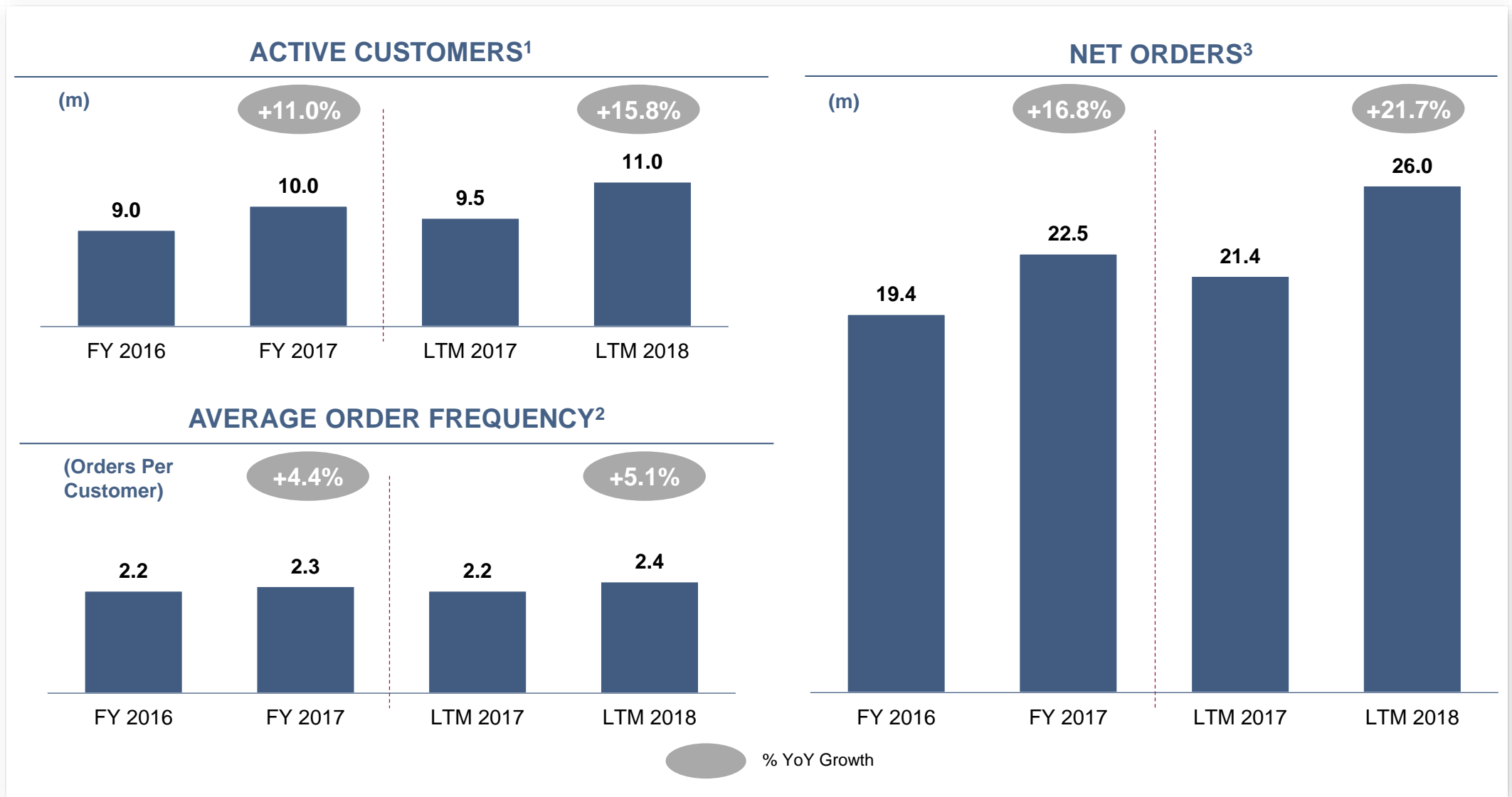
---

## OUR FINANCIALS

---

**GFG** GLOBAL  
FASHION  
GROUP

# ROBUST CUSTOMER, ORDER FREQUENCY AND ORDER GROWTH



# STRONG NMV GROWTH AND MARGIN IMPROVEMENT

NMV<sup>1</sup>

EBITDA MARGIN<sup>2</sup>

FY2017

€1,131m

+21.1%

(8.9) %

+5.8%

9M2018

€851m

+22.2%

(7.6) %

+2.4%

% Constant Currency Growth<sup>3</sup>

P.P. Margin Increase Vs. Previous Period

Source: Company Information. Note: 9M data as of 30-Sep-2018.

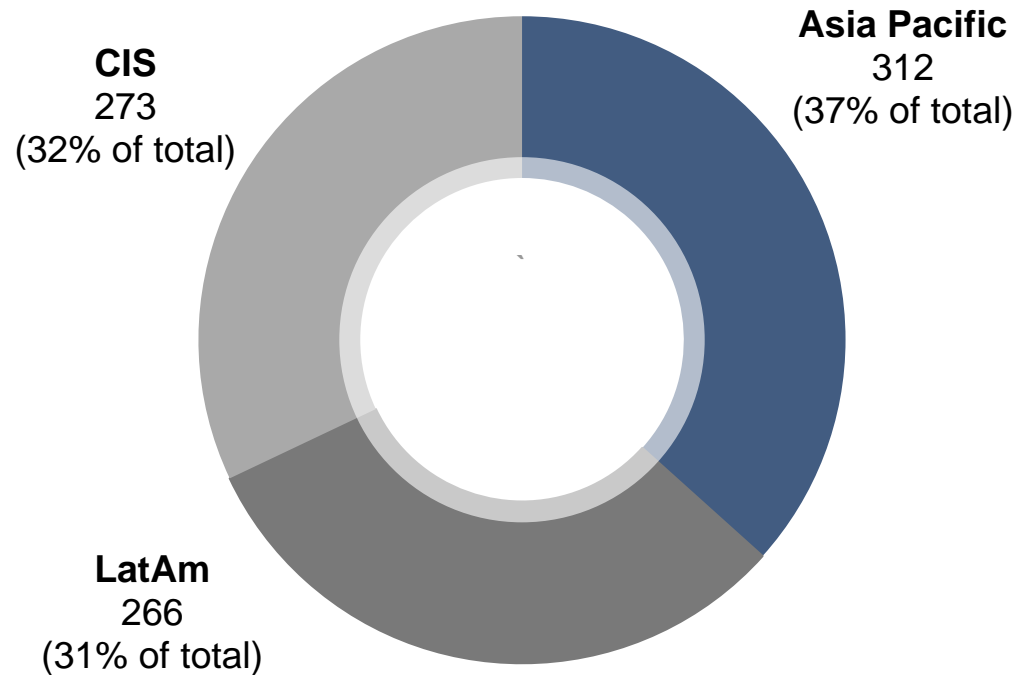
1. NMV is defined as the value of goods sold after actual and provisioned returns and rejections, excluding other revenue items such as delivery fees for example
2. Adjusted EBITDA margin based on % of Net Revenue. Adjusted EBITDA is calculated as operating profit or loss before depreciation of property, plant and equipment, amortisation of intangible assets, impairment losses, share-based payment expenses and a one-off provision release
3. Growth rate is shown on a constant currency basis and therefore excludes the effect of foreign currency movements. To ensure comparability between periods we have adjusted prior periods for acquisitions, disposals and corporate restructurings



# TRULY DIVERSIFIED GLOBAL FOOTPRINT

9M 2018 NET MERCHANDISE VALUE (NMV)<sup>1</sup> of €851m

(€ m)





# MULTIPLE DRIVERS FOR SUSTAINABLE LONG-TERM GROWTH



# Agenda

## Topic

## Presenter

9M 2018 Results for Rocket Internet & Selected Companies

Oliver Samwer  
*Founder and CEO*

Rocket Internet Strategy Update

Oliver Samwer  
*Founder and CEO*

Global Fashion Group

P. Schmidt & C. Barchewitz  
*Co-CEOs*

**tink**

**Dr. Julian Hueck**  
***COO & Co-Founder***

Summary Remarks

Oliver Samwer  
*Founder and CEO*

tink | Rocket Internet Capital Markets Day  
November 2018



# The Smart Home Market – “The cake is growing” – It’s not about fighting for market shares

>25% p.a.

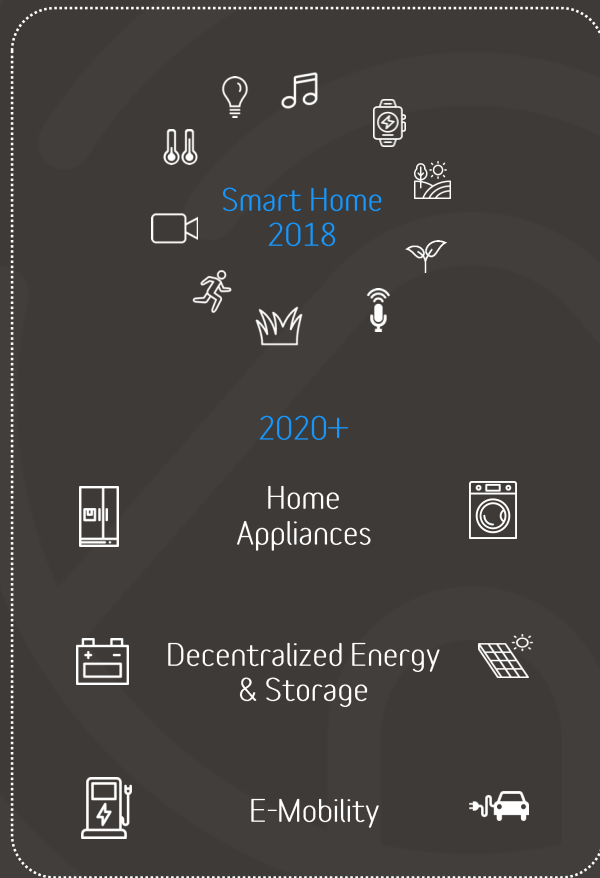
Underlying market  
growth 2018-22

114BN €

Global market size  
in 2022



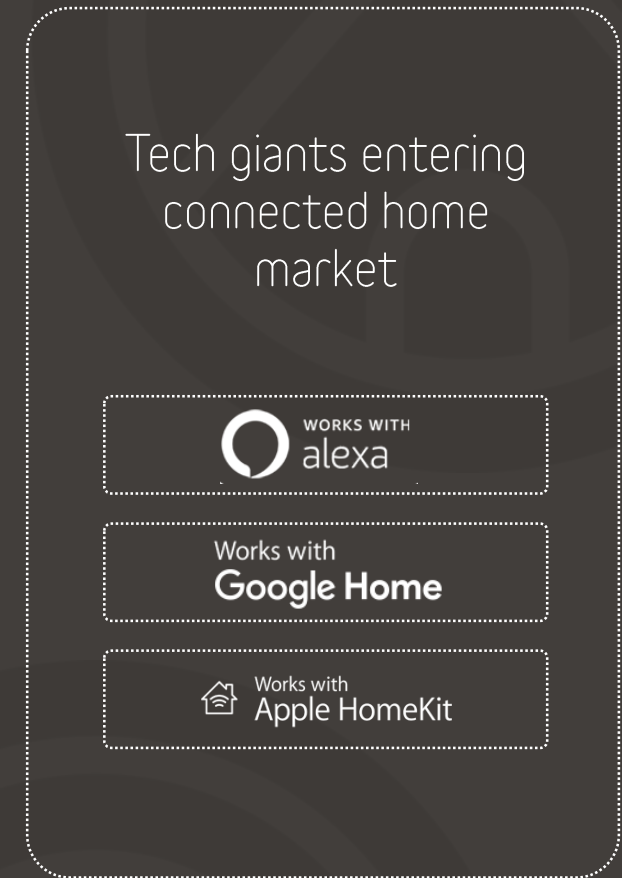
# Key trends in connected home market



Connected home is more than smart home



Voice control accelerates growth



Global eco systems drive market success



# Complexity of connected home major challenge for existing sales channels



# Existing players... Great user experience?



amazon.com All | security camera

Departments - Your Amazon.com Prime Day Deals Gift Cards & Registry Sell Help

1-24 of 50,039 results for Electronics: "security camera"

Sort by Relevance

How results for

Any Category

Electronics

Surveillance DVR

Kits

Surveillance Video

Recorders

Webcams

Bullet Surveillance

Cameras

Dome Surveillance

Cameras

Surveillance & Security Cameras

Remote Home

Monitoring Systems

Home Security Systems

Hidden Cameras

Video Transmission

Surveillance Systems

See more

define by

International

Shipping

Ship to Germany

amazon Prime

eligible for Free

Shipping

Free Shipping by Amazon

Customer Review

4.5 & Up

4.0 & Up

3.5 & Up

3.0 & Up

surveillance DVR Kit

ocation

Indoor

Outdoor

Price

Under \$25

\$25 to \$50

\$50 to \$100

\$100 to \$200

\$200 & Above

\$Min \$Max Go

Verification

Amazon Frustration-Free

Brand

ZOSI

YI

Zmodo

UOKODO

Amcrest

ELEC

Foscam

Anke

EVZV

FREDI

Uniden

TENVIS

Nest

Defway

Blink Home Security

See more

Webcam Interface

USB

Wireless

Android

Showing results in Electronics. Show instead results in All Departments.

Sponsored

Best Seller

YI Home Camera Wireless IP Security Surveillance System (US Edition) White by YI

\$2899 ~~\$420.00~~ **PRIME DAY DEAL**

FREE Shipping on eligible orders

4.5 (2,292)

- Connectivity Technology: wi-fi ready
- Wireless Communication Technology: Wireless

Sponsored

Best Seller

YI 1080p Home Camera Wireless IP Security Surveillance System (US Edition) White by YI

\$5999 ~~\$999~~ **PRIME DAY DEAL**

FREE Shipping on eligible orders

4.5 (495)

- Connectivity Technology: wi-fi ready
- Wireless Communication Technology: WIFI

Sponsored

Best Seller

TENVIS HD IP Camera - Wireless IP Camera with Two-way Audio, Night Vision Camera, 2.4GHz & 720P Camera for Pet Baby Monitor, Home Security Camera Motion Detection Indoor Camera with Micro SD Card Slot by TENVIS

\$385

FREE Shipping on eligible orders

4.5 (214)

- Computer Memory Size: 128.0 GB
- Operating System: Android
- Connectivity Technology: Wireless
- Material: Composite
- Wireless Communication Technology: Senle Wave

Sponsored

Best Seller

YI Home Camera Wireless IP Security Surveillance System (US Edition) White by YI

\$2899

FREE Shipping on eligible orders

More Buying Choices \$28.99 new (3 offers)

Also available in Black

4.5 (2,292)

- Connectivity Technology: wi-fi ready
- Wireless Communication Technology: Wireless

Mini IP Camera, 720P HD Home WiFi Wireless Security Surveillance Camera System with Motion Email Alert/Remote Monitoring (White) by UOKODO

\$299 ~~\$449~~ **PRIME DAY DEAL**

FREE Shipping on eligible orders

Also available in Black

4.5 (131)

Wireless Security Camera, UOKODO 720P HD Home WiFi Wireless Security Surveillance Camera with Motion Detection Remote Monitoring, 2 Way Audio and Baby Monitor, Nanny Cam by UOKODO

\$3599

FREE Shipping on eligible orders

More Buying Choices \$36.99 new (2 offers)

4.5 (52)

Wireless Security Camera, KAMTRON HD WiFi Security Surveillance IP Camera Home Monitor with Motion Detection Two-Way Audio Night Vision, Black by KAMTRON

\$699

FREE Shipping on eligible orders

More Buying Choices \$35.99 new (2 offers)

4.5 (391)

Wireless IP Camera, UOKODO 720P HD Home WiFi Wireless Security Surveillance Camera with Motion Detection Pan/Tilt, 2 Way Audio and Night Vision Baby Monitor, Nanny Cam by UOKODO

\$3999

FREE Shipping on eligible orders

More Buying Choices \$39.99 new (3 offers)

4.5 (280)

- Wireless Communication Technology: Wi-Fi
- Special Feature: zoom

Zmodo Outdoor Wireless IP Security Surveillance Camera System - 4 Pack HD Night Vision Remote Access Motion Detection by Zmodo

\$2999

FREE Shipping on eligible orders

More Buying Choices \$51.99 new (6 offers)

\$87.00 used (5 offers)

4.5 (1,207)

Wireless Security Camera, KAMTRON HD WiFi Security Surveillance IP Camera Home Monitor with Motion Detection Two-Way Audio Night Vision, Black by KAMTRON

\$699

FREE Shipping on eligible orders

More Buying Choices \$35.99 new (2 offers)

4.5 (391)

Wireless IP Camera, UOKODO 720P HD Home WiFi Wireless Security Surveillance Camera with Motion Detection Pan/Tilt, 2 Way Audio and Night Vision Baby Monitor, Nanny Cam by UOKODO

\$3999

FREE Shipping on eligible orders

More Buying Choices \$39.99 new (3 offers)

4.5 (280)

- Wireless Communication Technology: Wi-Fi
- Special Feature: zoom

ZOSI HD 800TVL 24PCS IR-LEDs 3.6mm Lens with IR Cut CCTV Camera Home Security Day/Night Waterproof Camera-6S(20m) IR Distance, Aluminum Metal Housing by ZOSI

\$1119

Get it by **Thursday, Jul 13**

FREE Shipping on eligible orders

More Buying Choices \$11.19 new (3 offers)

Price may vary by color

4.5 (735)

Wireless Security Camera, KAMTRON HD WiFi Security Surveillance IP Camera Home Monitor with Motion Detection Two-Way Audio Night Vision, Black by KAMTRON

\$699

FREE Shipping on eligible orders

More Buying Choices \$59.90 new (2 offers)

\$50.37 used (1 offer)

4.5 (95)

Mini IP Camera, UOKODO Home WiFi Security Surveillance Camera System Remotely Access with Motion Email Alert White by UOKODO

\$2999 (4-5 days)

FREE Shipping on eligible orders

More Buying Choices \$27.79 used (1 offer)

Price may vary by color

4.5 (169)

ZOSI HD 800TVL 24PCS IR-LEDs 3.6mm Lens with IR Cut CCTV Camera Home Security Day/Night Waterproof Camera-6S(20m) IR Distance, Aluminum Metal Housing by ZOSI

\$1119

Get it by **Thursday, Jul 13**

FREE Shipping on eligible orders

More Buying Choices \$11.19 new (3 offers)

Price may vary by color

4.5 (735)

U7MHND HD WiFi Security Surveillance IP Camera Home Monitor with Night Vision, Motion Detection Alerts, Two-Way Audio and Remote Viewing by U7MHNE

\$6499

FREE Shipping on eligible orders

More Buying Choices \$59.90 new (2 offers)

\$50.37 used (1 offer)

4.5 (95)

Mini IP Camera, UOKODO Home WiFi Security Surveillance Camera System Remotely Access with Motion Email Alert White by UOKODO

\$2999 (4-5 days)

FREE Shipping on eligible orders

More Buying Choices \$27.79 used (1 offer)

Price may vary by color

4.5 (169)

YI 1080p Home Camera Wireless IP Security Surveillance System (US Edition) White by YI

\$5999

FREE Shipping on eligible orders

More Buying Choices \$55.00 new (3 offers)

4.5 (495)

20% off purchase of 1 items See Details

- Connectivity Technology: wi-fi ready
- Wireless Communication Technology: WIFI

EWETON 1/3" 860H 1000TVL CCTV Home Surveillance Camera 3.6mm Lens 36PCS Infrared LEDs IR Cut 100ft Night Vision Indoor/Outdoor Weatherproof Security Camera (Metal Housing Black) by EWETON

\$1859

FREE Shipping on eligible orders

More Buying Choices \$16.77 used (1 offer)

5% off item with purchase of 1 items and 4 more promotions

4.5 (22)

WALI Bullet Dummy Fake Surveillance Security CCTV Dome Camera Indoor/Outdoor with one LED Light + Warning Security Alert Sticker Decals WL-TC51 by WALI

\$799

FREE Shipping on eligible orders

Price may vary by color

4.5 (712)

ANKEE 8-Channel HD-TVI 1080P Lite Video Security System DVR and (4) 1.0MP Indoor/Outdoor Weatherproof Cameras with IR Night Vision LEDs- NO HD by ANKEE

\$10999

FREE Shipping on eligible orders

More Buying Choices \$96.99 new (4 offers)

\$100.17 used (9 offers)

4.5 (451)

ZOSI BCH 720p AHD-TVI Security Camera System 1080N DVR Recorder with (8) HD 1280TVL Outdoor CCTV Camera with IP66 Weatherproof and Motion Detection by ZOSI

\$14999

Get it by **Thursday, Jul 13**

FREE Shipping on eligible orders

More Buying Choices \$149.99 new (2 offers)

8% off purchase of 10 items and 3 more promotions

4.5 (51)

Mini IP Camera, UOKODO Home WiFi Wireless Security Surveillance Camera System with Night Vision/Two Way Audio Black by UOKODO

\$3499 (4-5 days)

FREE Shipping on eligible orders

More Buying Choices \$34.98 new (2 offers)

Price may vary by color

4.5 (197)

FREDI 4CH Security Camera System Full 860H DVR with 4x 800TVL Superior Night Vision IR Cut Led Indoor CCTV Camera (P2P Technology/E-Cloud Service/Without Hard Drive) by FREDI

\$8999

FREE Shipping on eligible orders

More Buying Choices \$89.99 new (2 offers)

\$95.06 used (1 offer)

Price may vary by color

4.5 (71)

- Connectivity Technology: Ethernet
- Display Technology: LED
- Display Type: LED full-array
- Special Feature: Stereo

Amcrest (F2M-841 ProHD 1080P (1920TVL) Wireless WiFi IP Camera, Black by AMCREST

\$8199

FREE Shipping on eligible orders

More Buying Choices \$81.99 new (8 offers)

\$79.99 used (1 offer)

Price may vary by color

4.5 (8,305)

- Connectivity Technology: Wi-Fi Built In
- Wireless Communication Technology: WiFi/Wireless

Nest Cam Outdoor Security Camera, Works with Amazon Alexa by Nest

\$16655

Get it by **Thursday, Jul 13**

FREE Shipping on eligible orders

More Buying Choices \$155.92 new (13 offers)

\$159.99 used (3 offers)

4.5 (2,443)

Amazon Certified: Works with Alexa

- System Ram Type: ddr3 sdram
- Wireless Communication Technology: Bluetooth

ZOSI 4-Channel 720P CCTV Security System, 1080N AHD DVR Recorder and (4) 1.0MP 720P(1280TVL) Night Vision Indoor/Outdoor Weatherproof Surveillance Cameras by ZOSI

\$6079

FREE Shipping on eligible orders

5% off purchase of 10 items and 5 more

4.5 (127)

Zmodo 720p HD WiFi Wireless Smart Security Camera Two-Way Audio (2-Pack) by Zmodo

\$4999

Get it by **Thursday, Jul 13**

FREE Shipping on eligible orders

4.5 (557)

Zmodo 720p HD Outdoor Home WiFi Security Surveillance Video Cameras System (2 Pack) by Zmodo

\$6499

FREE Shipping on eligible orders

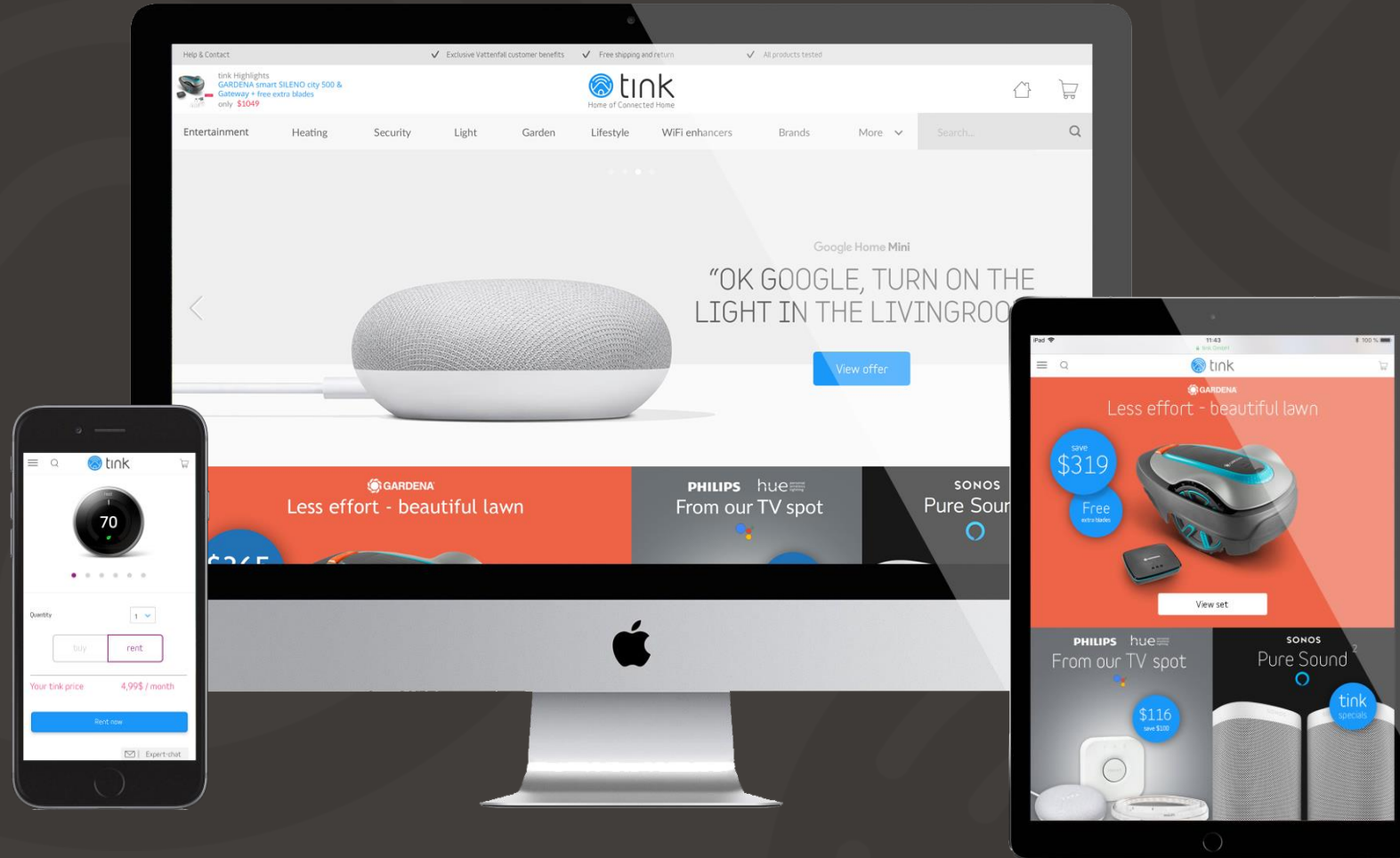
More Buying Choices

4.5 (565)

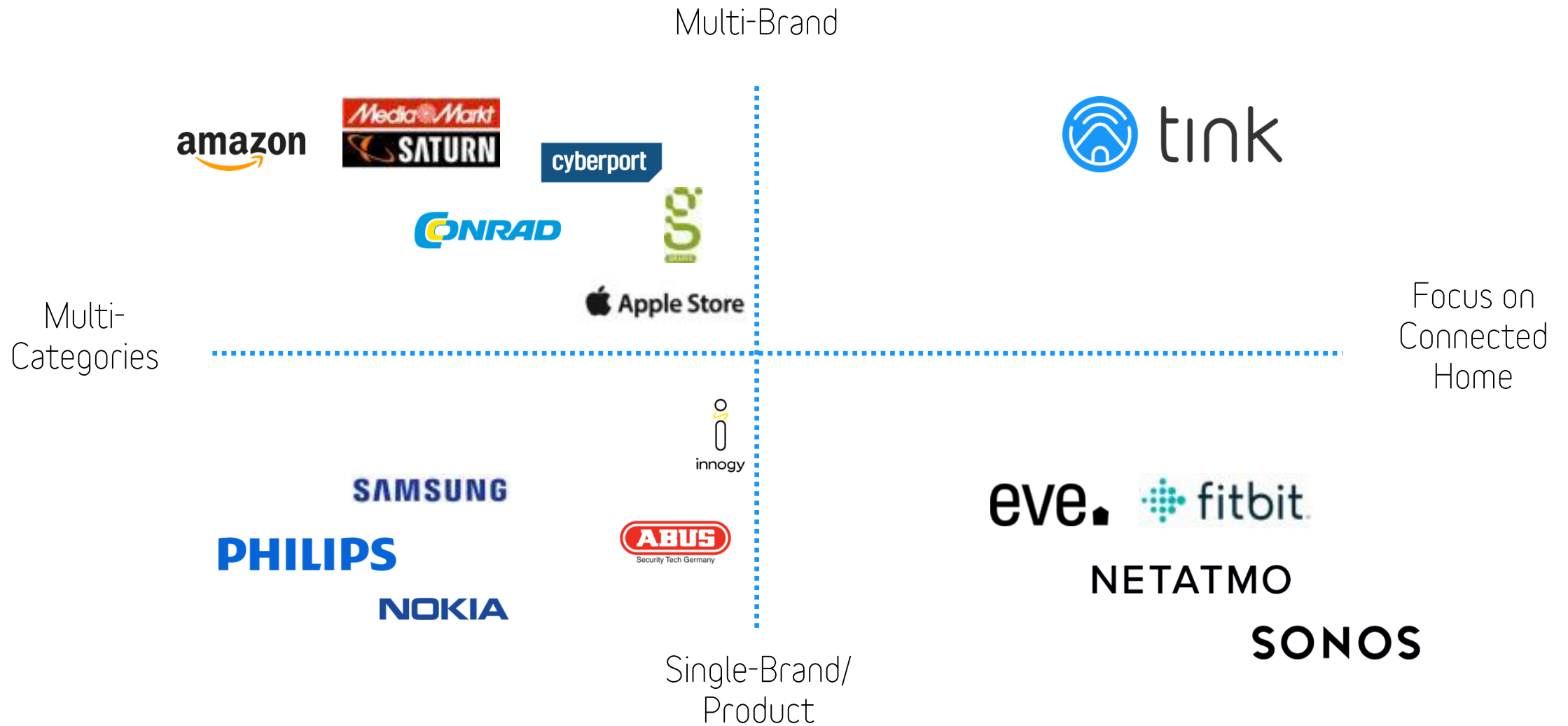
Ad feedback



# tink – the marketplace for connected home products and services



tink is the only one







Curated  
Content



Tech  
Commerce

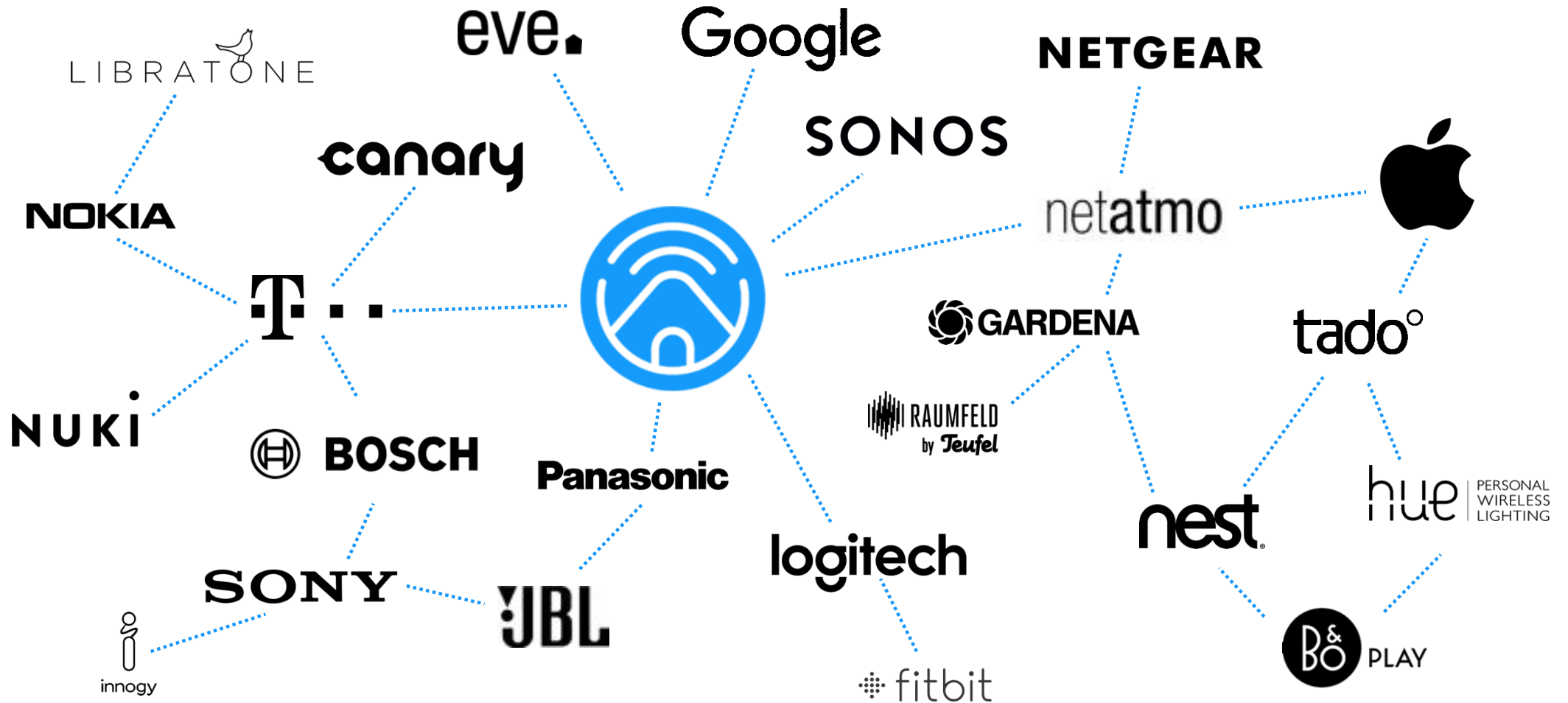


Focused  
Marketing



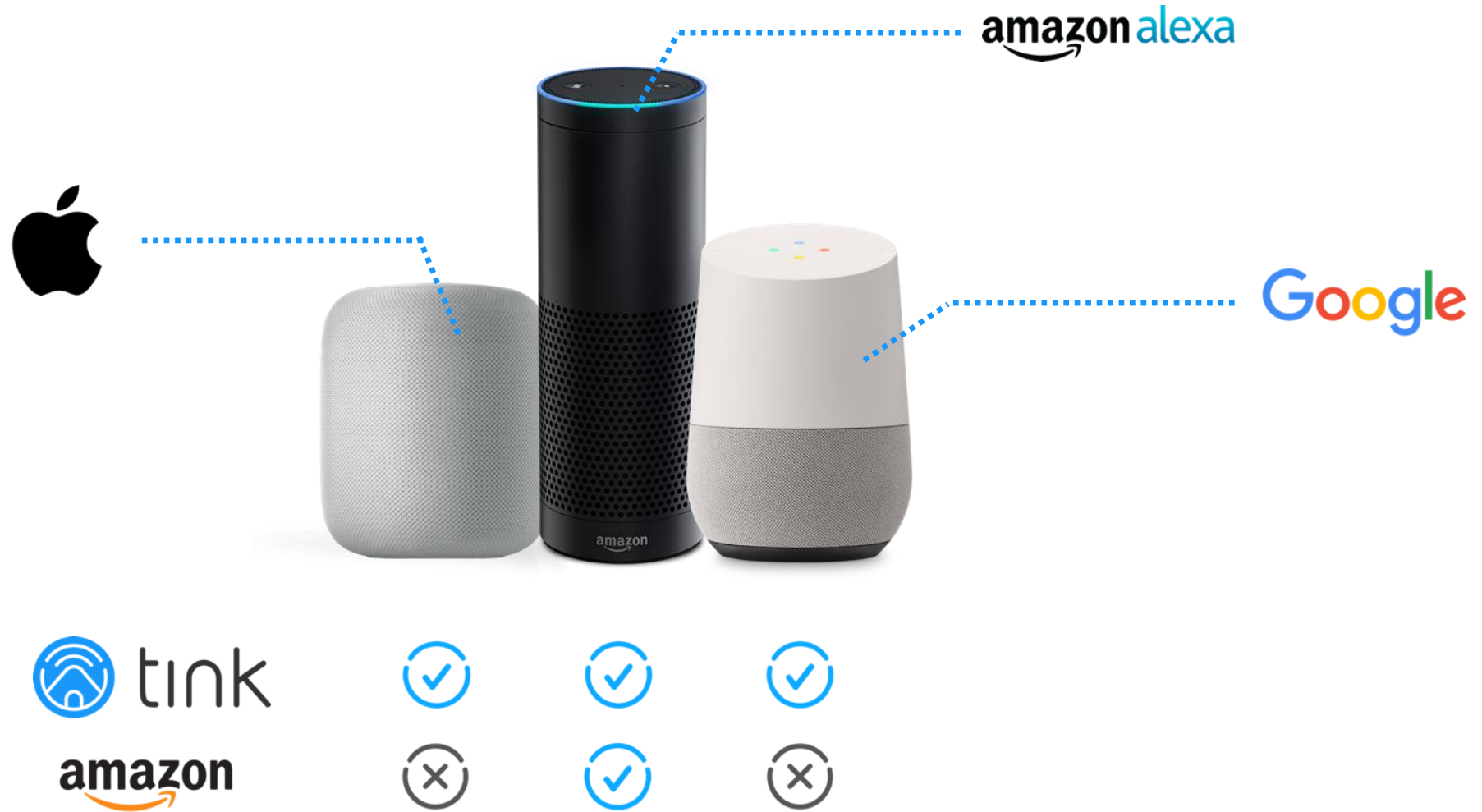
Expert  
Service

# Less is more - premium brands and selected products





# tink with a structural competitive advantage against Amazon



# Curated content and all information for customers to make a buying decision



### Expertenbewertung

**8.9** **Annemarie** empfiehlt Heizung

**Installation** Einfach altes Ventil abschrauben, Adapter auswählen und neues Ventil anbringen. Ganz ohne Schrauben und Bohren.

**Produktqualität** Die Heizkörper-Thermostate bestehen aus gehärtetem Kunststoff und machen einen sehr robusten Eindruck.

**App/Software** Die neue V3+ App wartet mit neuen Funktionen auf Dich und bietet eine intuitive Möglichkeit, Dein Zuhause optimal zu heizen.

**Funktionen** Zeitpläne, manuelle App-Steuerung, manuelle Steuerung am Gerät, kompatibel mit Sprachassistenten, Raumluft-Analyse und erweiterbar um Premium-Funktionen

**Zuverlässigkeit** Selbst bei Internetausfällen laufen die Zeitpläne wie eingetippt ab und auch bei manueller Schaltung reagieren die Thermostate augenblicklich.

**Design** Zeitloses Design, das einen modernen Akzent setzt.

**Datenschutz** Alle Daten werden verschlüsselt zwischen der tado° Cloud, der Bridge und den Endgeräten übermisst.

**Preis/Leistung** Eine einfache Möglichkeit, den Wohnkomfort zu erhöhen, während die gesparten Heizkosten dafür sorgen, dass sich das Set auf Dauer selbst amortisiert.

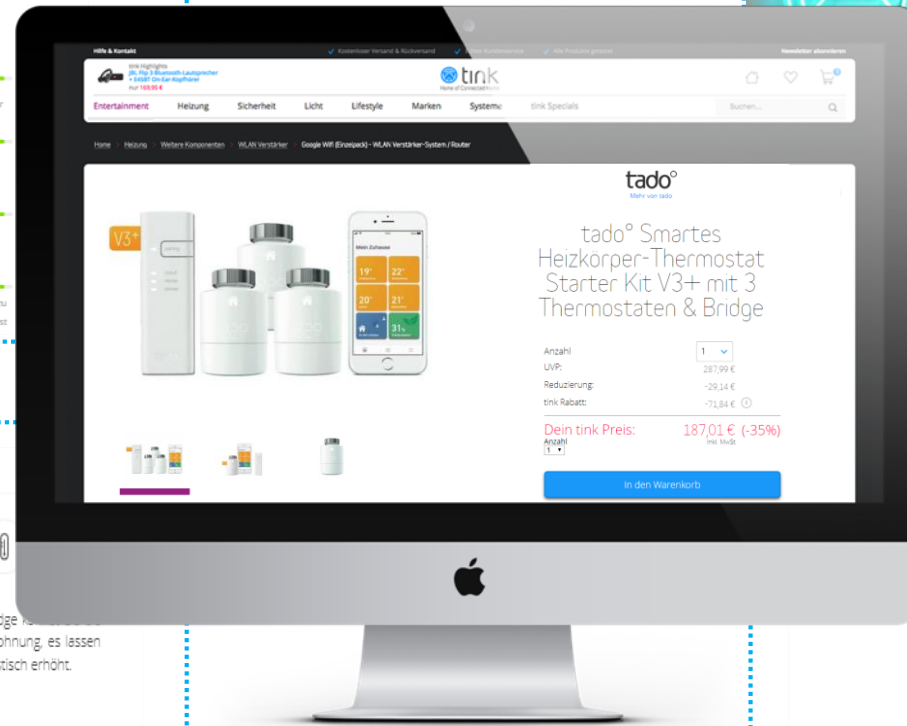


### Wichtigste Funktionen

Mit dem tado° Starter Kit V3+ inklusive 3 Heizkörper-Thermostaten und einer tado° Bridge kannst Du bis zu 3 Räume ausstatten. So sorgst Du nicht nur für eine individuell bestens beheizte Wohnung, es lassen sich auch gleichzeitig die Heizkosten merklich reduzieren, während Dein Komfort sich drastisch erhöht.

**Die Vorteile des tado° Starter Kit V3+ auf einen Blick:**

- Zeitpläne
- Raumluft-Analyse
- Einfache Montage
- Bis zu 31% Heizkosten sparen
- Erweiterbar um Premium-Funktionen



### Produktinformationen

Alles dabei, für einen gelungenen Start: Steuere Deine Heizung von überall mit der tado° App. Sparen Sie bis zu 31% Heizkosten mit Hilfe intelligenter Skills: Ortsabhängige Steuerung, Fenster-/Offen-Erkennung und Wittervorhersage-Steuerung.

**Intelligente Funktionen steigern Wohnkomfort:** Intelligente Zeitpläne sind das Fundament der tado°-Heizungssteuerung. Sie heizen nur dann, wenn der Raum auch wirklich genutzt wird. Du mußt unerwartet früher los? Dann schaltest Du tado° einfach in den Away-Modus. Die Heizungen fahren dann die Temperatur herunter.

- **Neu V3+:** Mit dem Raumluft-Komfort-Skill kannst Du jetzt ganz einfach Dein Raumklima überwachen. Hierbei wird die Qualität der Außenluft gemessen und die V3+ Funktion hilft Dir, ein gesundes Klima zu erhalten.
- **Spart bis zu 31% Heizkosten im Jahr:** tado° spart durch mehrere ineinandergreifende Techniken Heizkosten. Energieschonendes Aufheizen wird durch die Analyse der Raumeigenschaften und den Einbezug der Wittervorhersage erreicht. Intelligente Zeitpläne und die App-Steuerung schalten die Heizung effizient. Und über die graphische Verbrauchsstatistik weißt Du genau, an welchen Stellen Du Zeitpläne anpassen solltest.
- **Auch für Mietwohnungen geeignet:** Das hervorragende an Smart-Home-Heizungssystemen ist, sie sind auch für Mietwohnungen geeignet. Alles, was Du nämlich tun mußt, um das tado° Smart Radiator Start Kit in Betrieb zu nehmen, ist die Bridge an den Router anzuschließen und das alte

# SEO success story



Qualified content

+

Sales performance

=

Great SEO Success

#3 smarthome

#1 Apple Homekit

#3 Google Home

#3 Sonos

#2 Philips Hue

...



# Tech-Commerce – Dedicated applications for consumer IoT



tink configurator

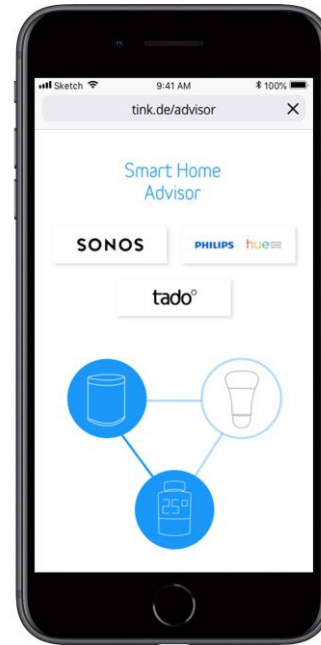
2018



Tailored smart home solutions across brand eco-systems

tink advisor

2019



Customized advice across customer lifecycle based on machine learning

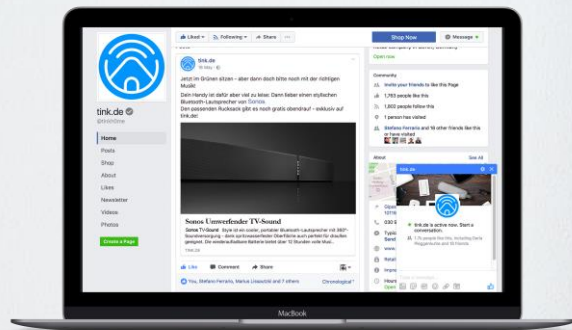
tink voice skill

2019



Integrate voice dimension into pre- and post-purchase experience

# Category focused marketing push across channels

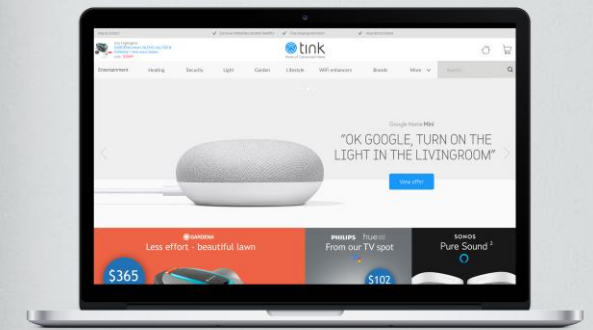


Performance marketing



TV commercials

[Video link](#)



Website



# Real customer service



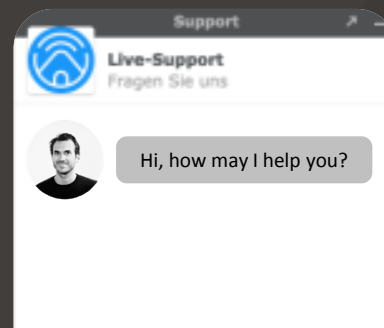
Trained Experts



Live Support



Installation  
Service



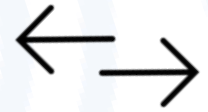
# Customer satisfaction highest priority - tink "Funktioniert-Garantie"



If you encounter any problems with your device, the tink service team will gladly help you out via e-mail or phone.

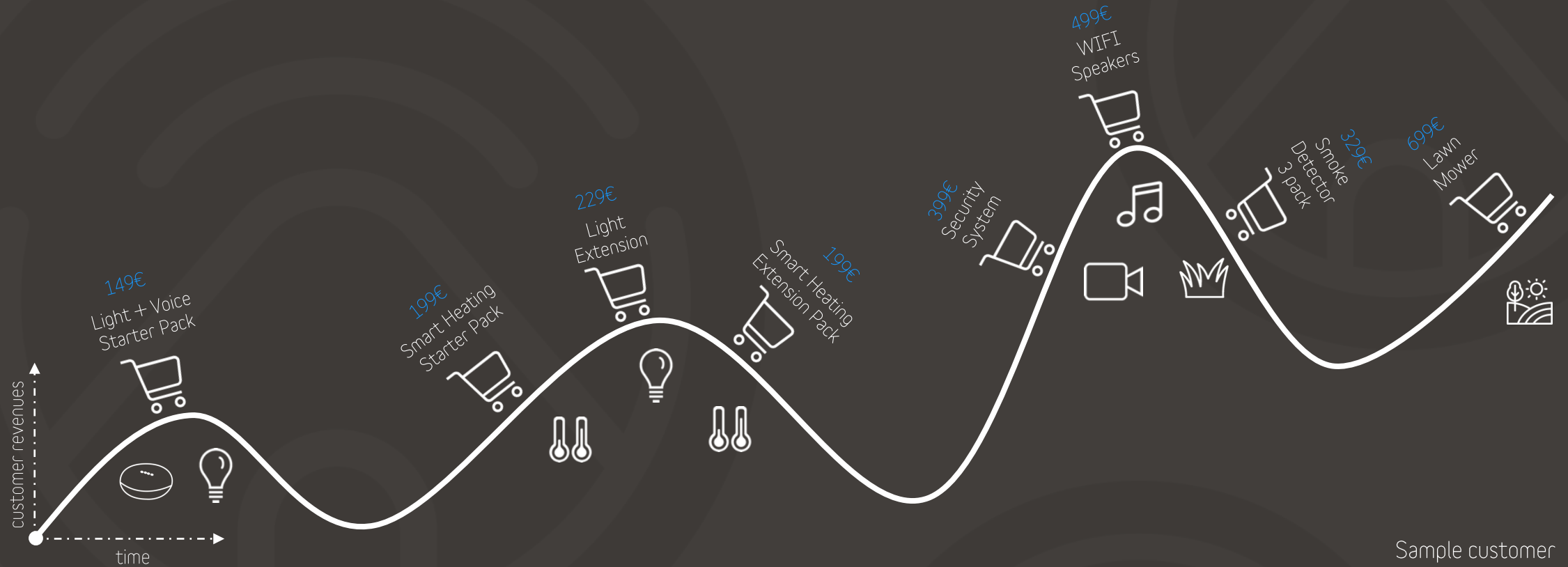


Should our experts not be able to help you solve the problem via e-mail/phone, tink will provide an installation service at your location free of charge.



In any case you can always send back your purchased products for free within 14 days after delivery.

# Smart Home is a system purchase



Demographics



Basket analysis



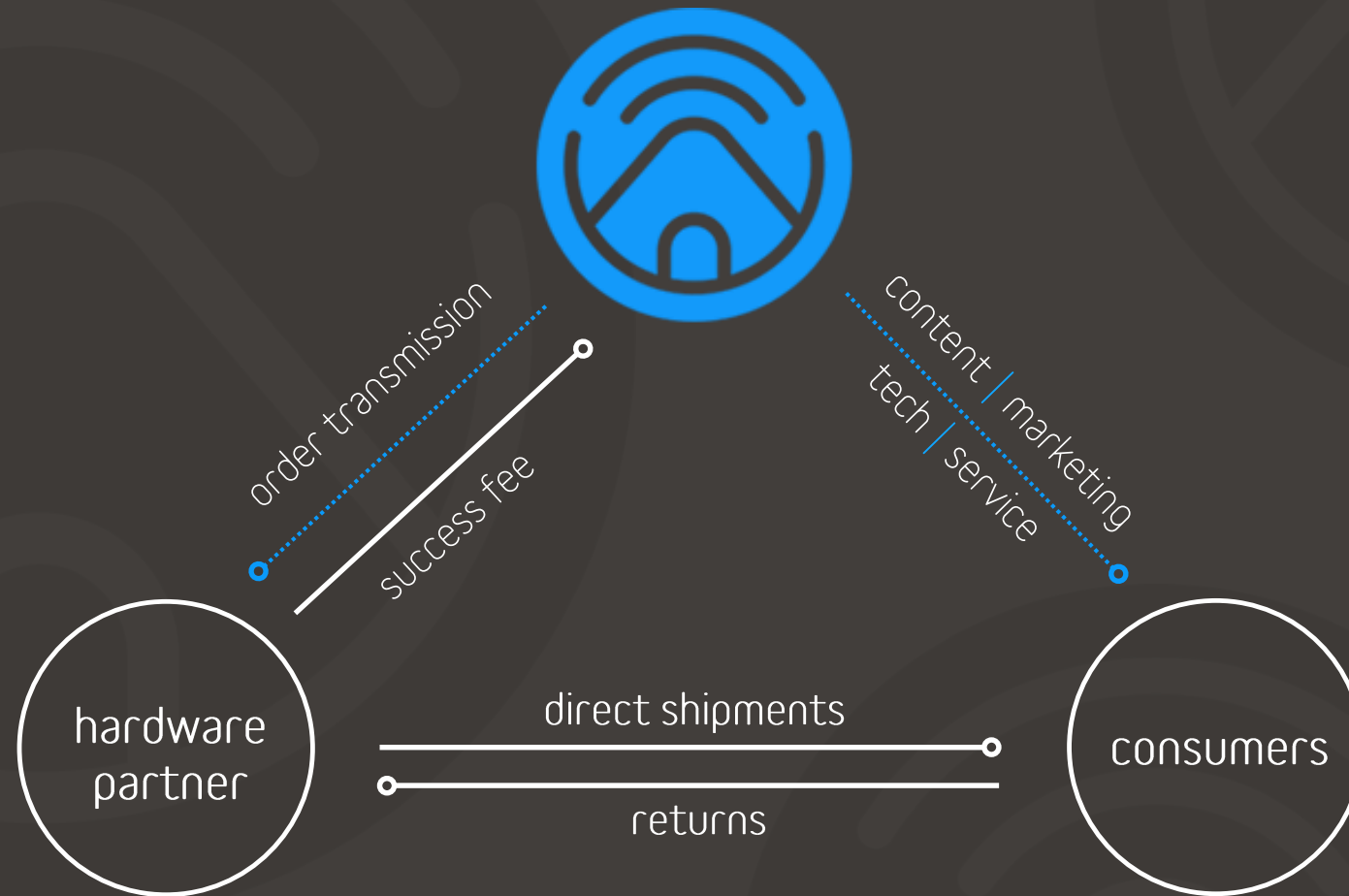
Cross selling



Repurchases



# Asset-light business model based on drop shipping



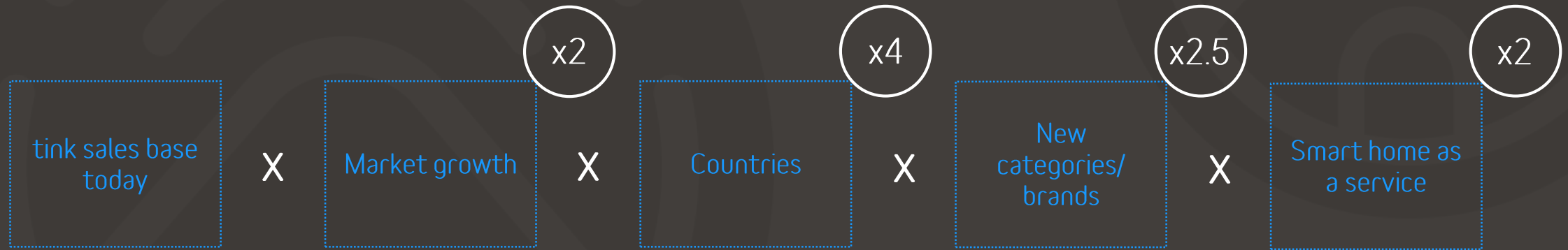




#5 fastest growing startup in  
Europe

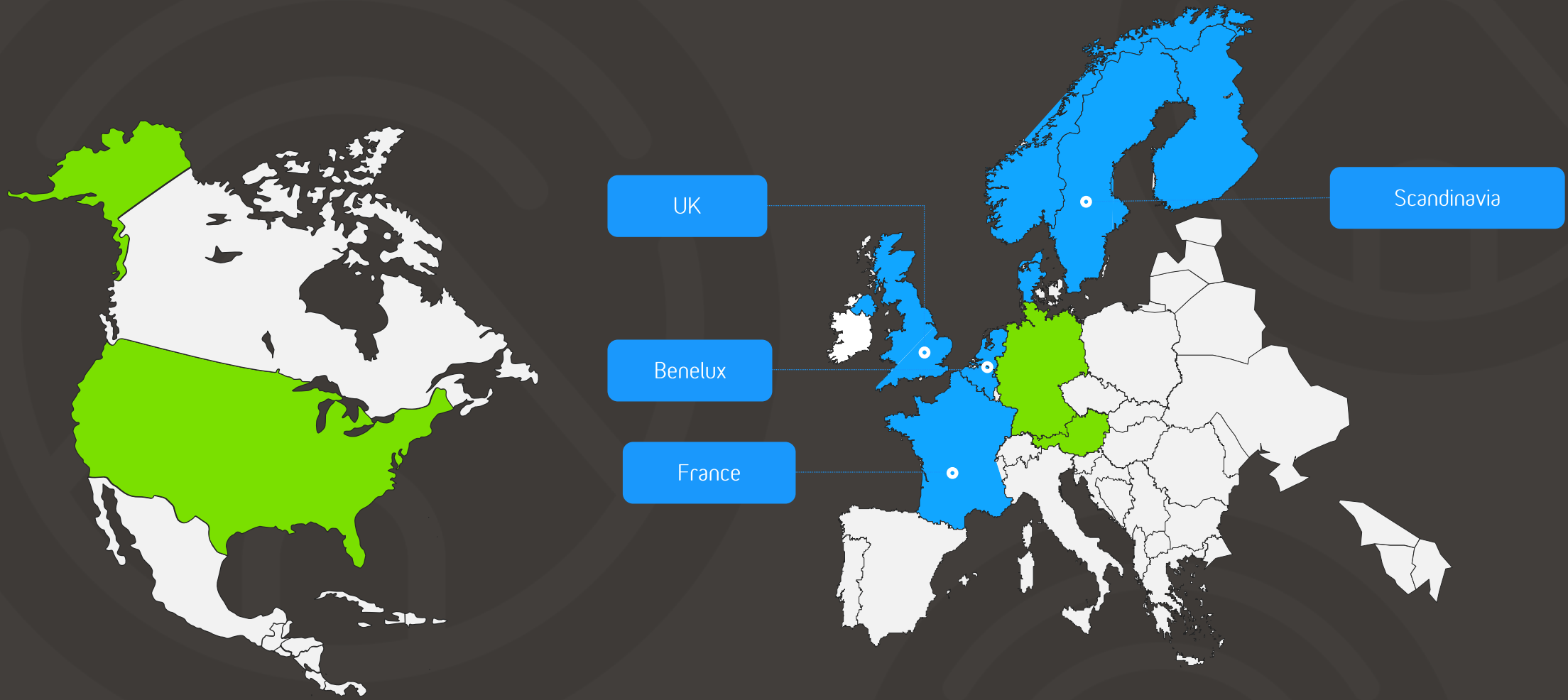
**TECH5** award 2018

# Our growth levers



= x40 growth until 2022

# tink international roadmap

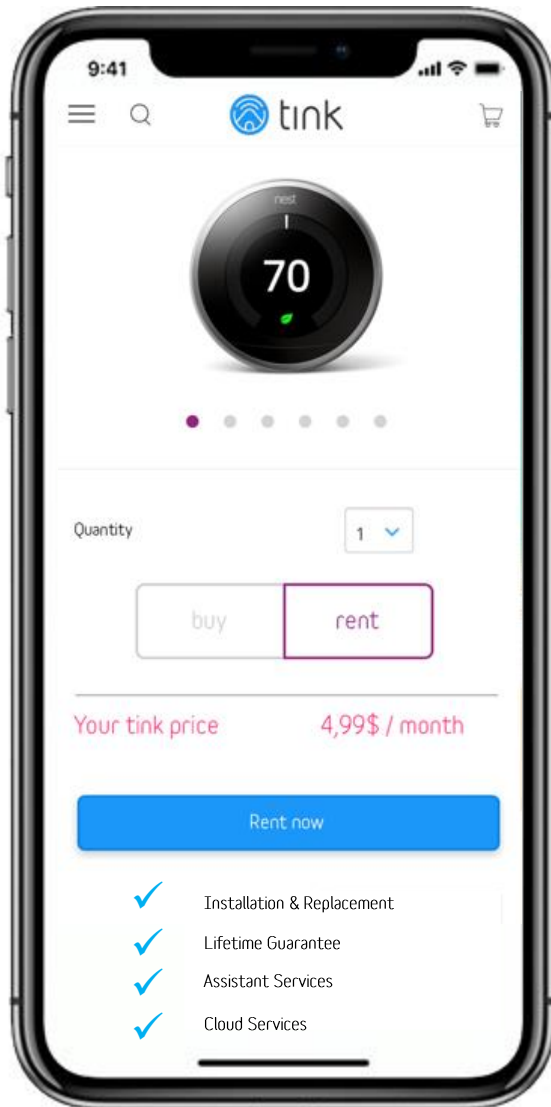


 = currently active

 = active by end 2019



# Subscription model to capture full customer lifetime value



+

















- ✓ Installation & Replacement
- ✓ Lifetime Guarantee
- ✓ Assistant Services
- ✓ Cloud Services

=

Smart home  
as a service  
powered by tink

# tink enters into strategic partnerships to scale business



			+	Electricity & Gas	<b>VATTENFALL</b> 
			+	Insurance	<b>Allianz</b> 
			+	Telecommunication	<i>Telefonica</i>
			+	Real Estate	<b>VONOVIA</b>
			+	Automotive	 <b>BOSCH</b>

# Proof of concept for energy partnership



# 14 million households

examples:

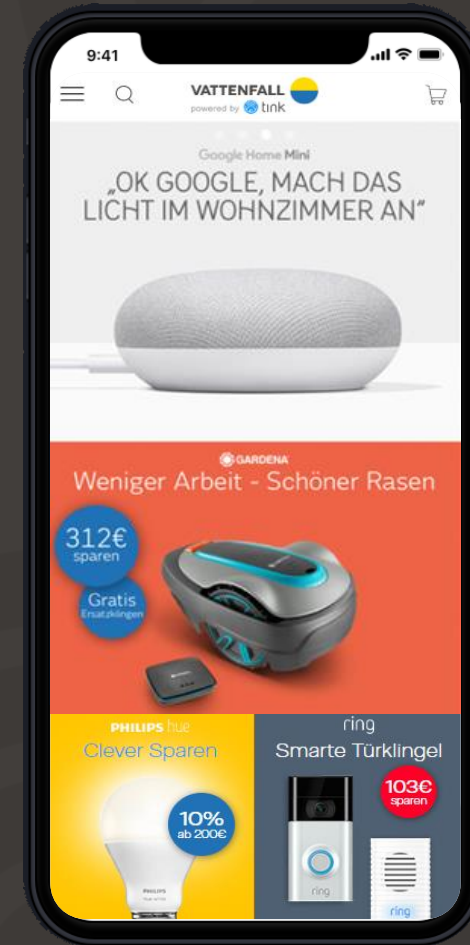


new customers get free Google Home Mini



Energy contract + smart home solution

VATTENFALL 



Live since 09/17

# Experienced management team to scale tink



## Management



Dr. Marius Lissautzki  
CEO & Co-Founder



Dr. Julian Hueck  
COO & Co-Founder



Philipp Metzler  
CPO



Sina Thenagles  
CMO

## Background



BERTELSMANN

BAIN & COMPANY



BERTELSMANN

BAIN & COMPANY



McKinsey&Company



ROCKET INTERNET

Roland Berger  
Strategy Consultants



# Contacts



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# Agenda

## Topic

## Presenter

9M 2018 Results for Rocket Internet & Selected Companies

Oliver Samwer  
*Founder and CEO*

Rocket Internet Strategy Update

Oliver Samwer  
*Founder and CEO*

Global Fashion Group

P. Schmidt & C. Barchewitz  
*Co-CEOs*

tink

Dr. Julian Hueck  
*COO & Co-Founder*

**Summary Remarks**

**Oliver Samwer**  
*Founder and CEO*

