



showroomprive.com



# 2016 KEY BUSINESS HIGHLIGHTS



# 2016: CONTINUED STRONG PERFORMANCE



## SOLID GROWTH / RESILIENT MARGINS / STRONG CASH FLOW GENERATION

- Net sales of **€540m** up **22%** vs.2015 with an acceleration in Q4
- **€28.3m** EBITDA
- EBITDA margin stable at **5.4%** excluding Saldi Privati (5.2% reported)
- Very strong cash generation: **€35.5m** free cash flow<sup>1</sup> (**126%** of EBITDA), up **36%** vs. 2015



## SUCCESSFUL INTERNATIONAL STRATEGY

- **+8.6%** organic growth in our international markets in H2
- Massive investment in senior local teams: **already 43%** of international brands in our portfolio
- Acquisition of Saldi Privati, #2 flash sales player in Italy growing our pro-forma revenues to €105m



## MOBILE FIRST

- Record-high rates of traffic and sales from mobile platforms at respectively **77%** and **55%**
- More than **10 million** app downloads



## CUSTOMER EXPERIENCE & INNOVATION

- New version of Showroomprivé apps and website unveiled in Q3 2016
- **Ranked 6<sup>th</sup> French e-tailer** in terms of audience<sup>2</sup>



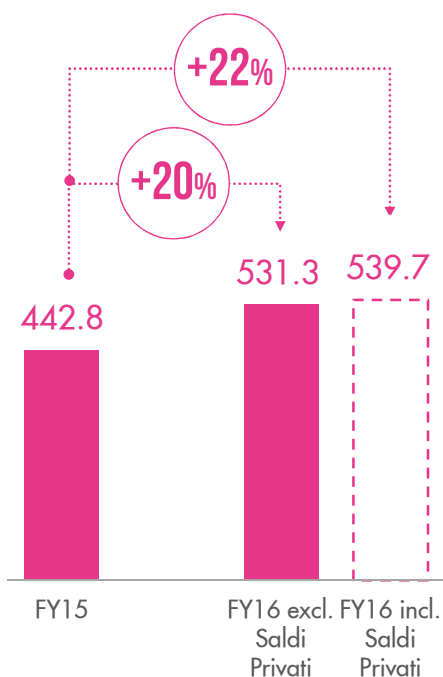
## REINFORCEMENT OF OUR PROPOSITION TO DIGITAL WOMEN

- Agreement for acquisition of **BeautéPrivée**

# STRONG GROWTH AND CASH FLOW GENERATION, WITH RESILIENT MARGINS

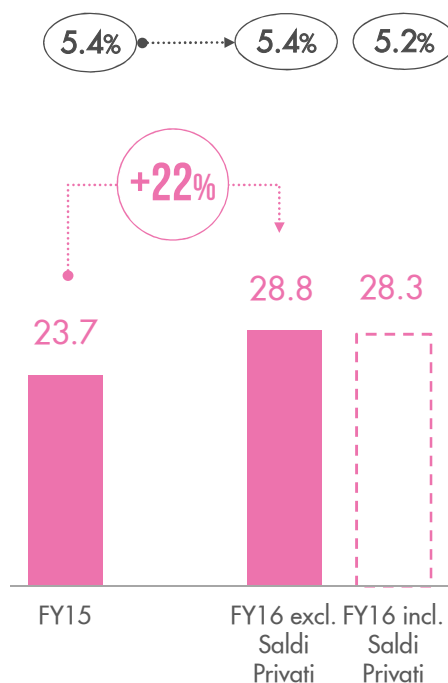
## Net revenue & growth

€ million



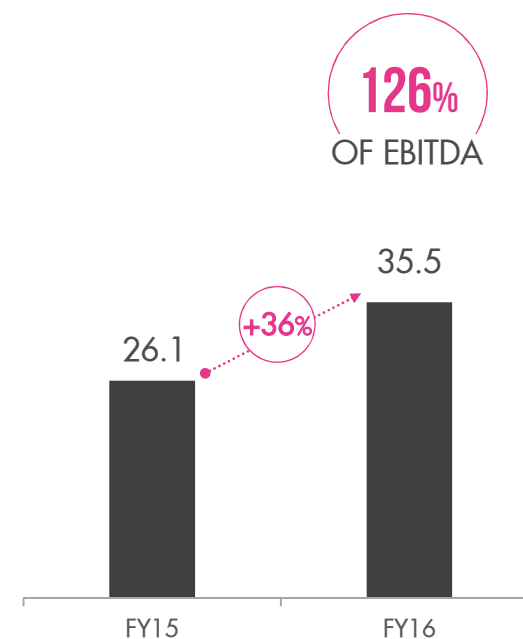
## EBITDA & margin

€ million



## Recurring cash from operating activities before tax post Capex

€ million



# ALWAYS MORE ENGAGED CUSTOMERS

A growing community...

**3.7M**  
NEW MEMBERS  
(+15%)

**1.2M**  
NEW BUYERS

**3.2M**  
BUYERS  
(+13%)



...always more loyal and engaged

**91%**  
FREE TRAFFIC

**75%**  
REVENUE FROM  
REPEAT BUYERS<sup>1</sup>

**+5.8%**  
REVENUE/BUYER<sup>2</sup>  
(€159.9)

Notes: Data for FY 2016 as of 31/12/2016; Growth % versus FY 2015

<sup>1</sup> Based on gross internet revenues; <sup>2</sup> Based on net internet revenues excl. Saldi Privati

# STRENGTHENED BRAND PORTFOLIO

A large and fashion oriented offering...



...supported by loyal partners...

**80% SALES FROM RECURRING BRANDS<sup>2</sup>**

...always growing their business with us...

**+14% SALES GROWTH FROM RECURRING BRANDS<sup>2</sup>**

...and enriched with dynamic recruitment

**739 NEW BRANDS<sup>3</sup>**

Notes: Data for FY 2016 as of 31/12/2016

<sup>1</sup> Based on gross sales; <sup>2</sup> Gross sales excl. travel and new businesses, recurrence in 2016 vs 2015; <sup>3</sup> Brands portfolio excl. travel and new businesses

# TOOK CUSTOMER EXPERIENCE TO THE NEXT LEVEL

## RELIFT OF ALL OUR PLATFORMS



- New look & feel
- Easier & faster navigation

MORE  
**INSPIRATION**

## BETTER E-SHOPPING EXPERIENCE



- Navigation (search engine, product recommendation)
- Delivery (Infinity, reduced delivery time)
- Payment (Apple pay, Android pay in Great Britain)

MORE  
**CONVENIENCE**

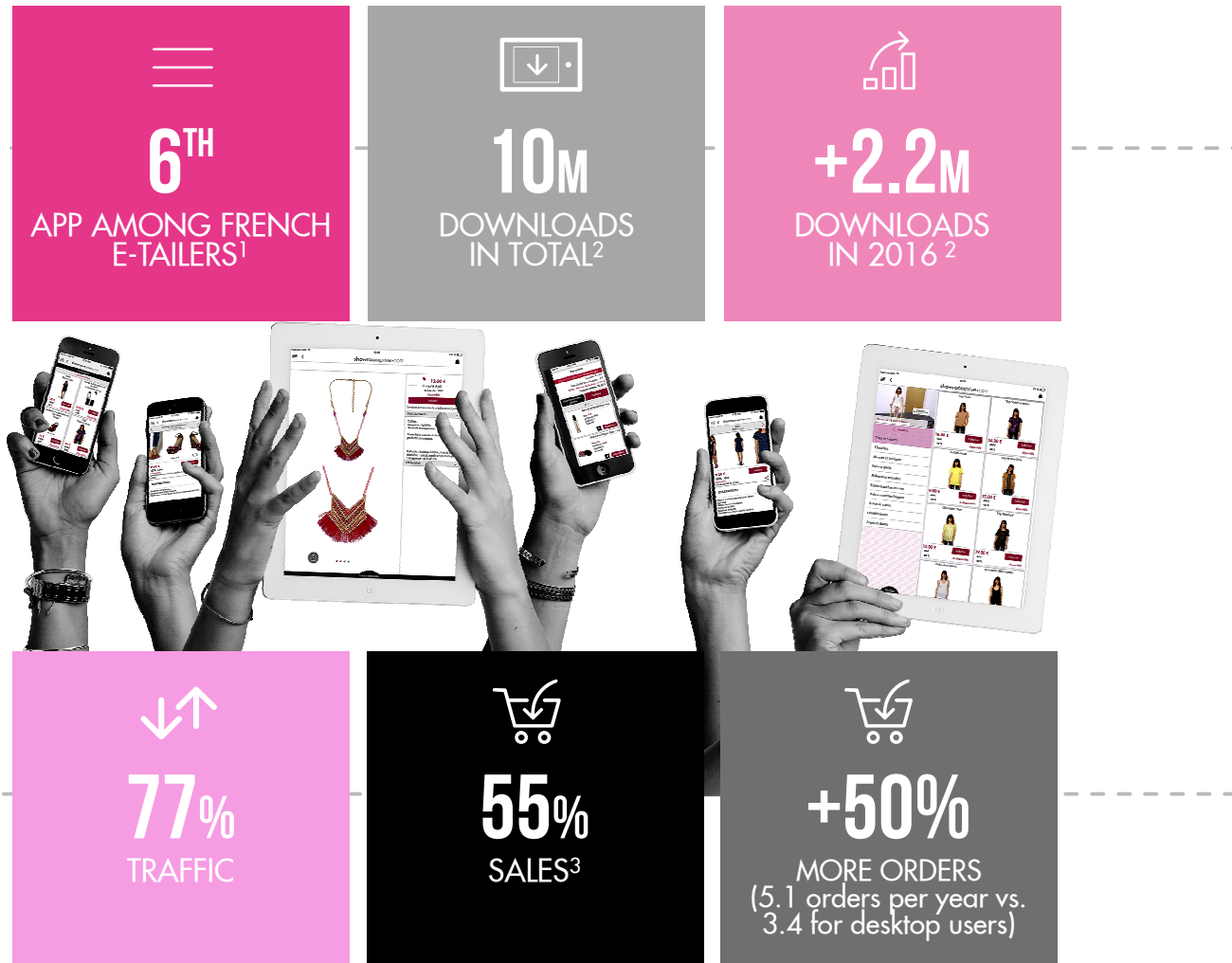
## OFFERING EXPANSION



- Ticketing (partnership with France Billet)
- Reinforce travel offering
- New businesses (IRL, sales of dematerialized products,
- Drive to store offering for brands (shop IT)

BETTER  
**ASSORTMENT**

# MORE THAN EVER A **MOBILE FIRST** COMPANY!



Notes: Data for FY 2016 as of 31/12/2016

<sup>1</sup> Mediametrie Internet Moibile Nov. 2016; <sup>2</sup> Appannie; <sup>3</sup> based on gross revenues



# SUCCESSFULLY ROLLED OUT OUR INTERNATIONAL STRATEGY

Expanding International footprint



## SOLID FOUNDATIONS...

- 8 countries and a multi-currency website
- French headquarter + 4 international offices
- More than 110 FTEs o/w 55% dedicated to sourcing

## ... BENEFITING TO THE ENTIRE GROUP AND DELIVERING PROMISING RESULTS

- More than €105m net revenues<sup>1</sup>
- 43% of brand portfolio composed of international brands
- +8.6% organic growth in H2-2016 vs H2-2015 (excl. Saldi Privati contribution) supported by string rebound in Q4

Note: Data for FY 2016 as of 31/12/2016,

<sup>1</sup> Pro-forma basis including Saldi Privati full year contribution



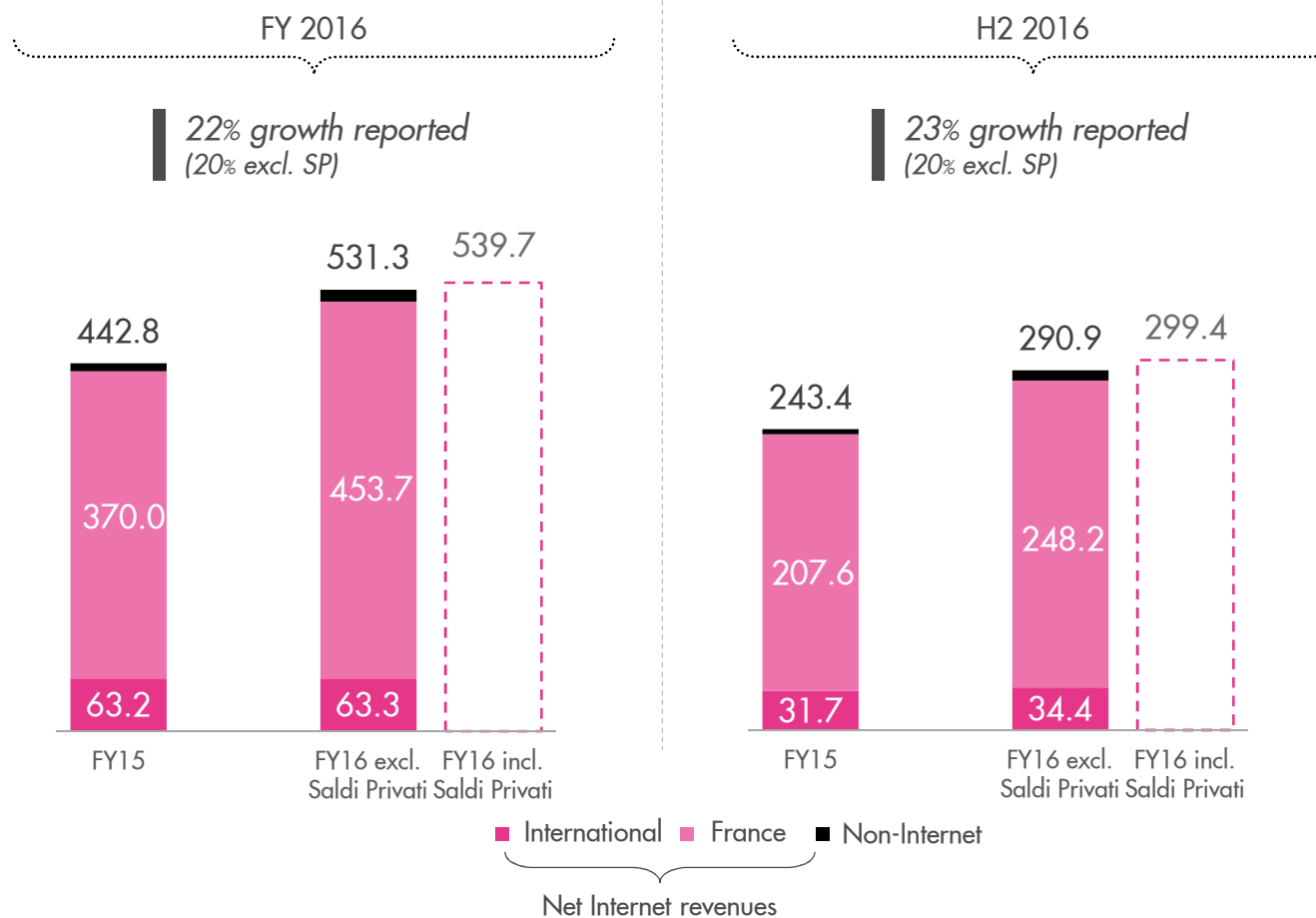
# Q4 2016 AND FY2016 RESULTS



# ANOTHER YEAR OF STRONG GROWTH

## Revenues breakdown

€ million

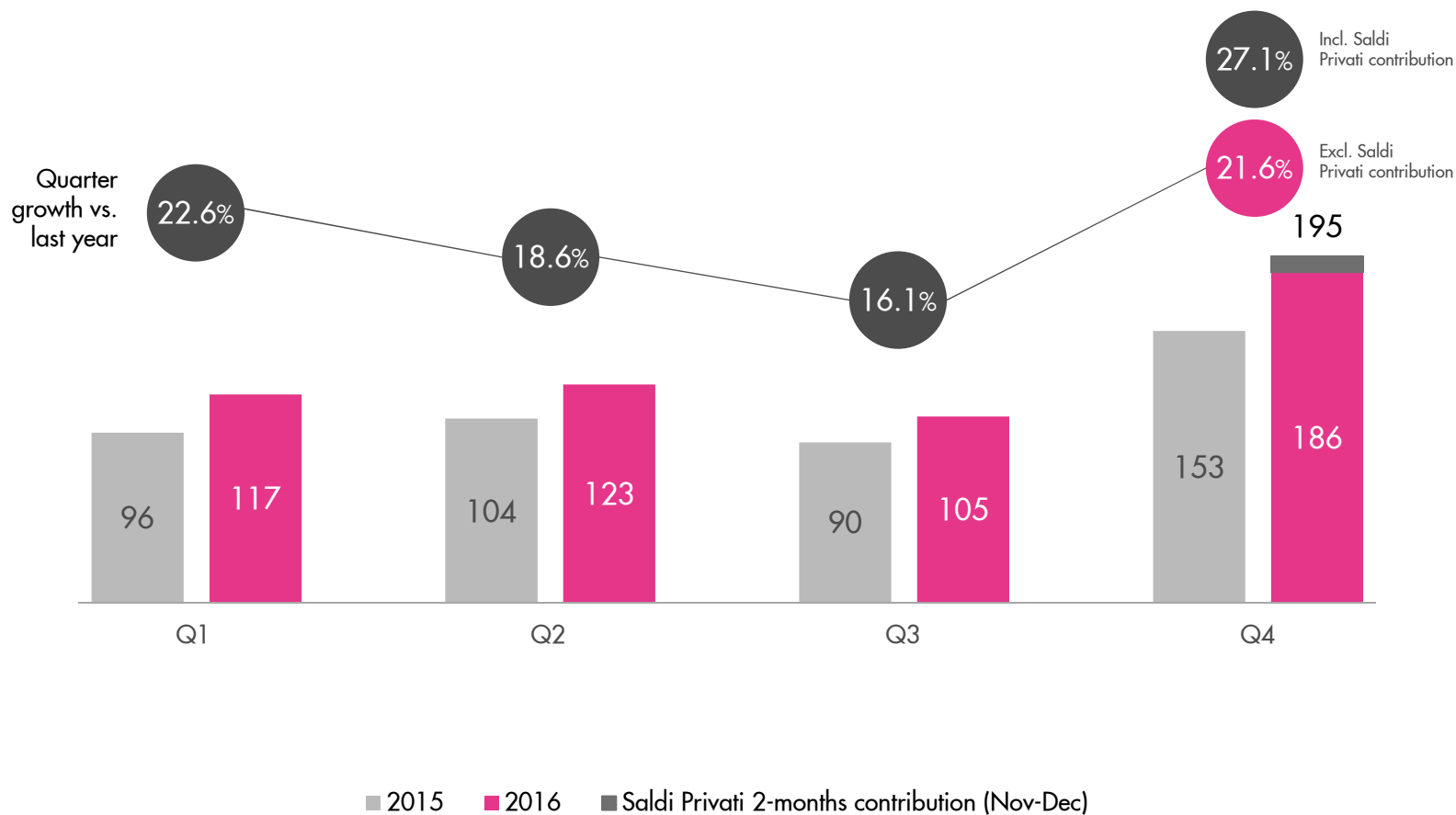


**+22% revenues growth in 2016**

# STRONG ACCELERATION IN GROWTH IN Q4 SUPPORTED BY BOTH FRANCE & INTERNATIONAL

Net revenues & net revenues growth by quarter

€ million

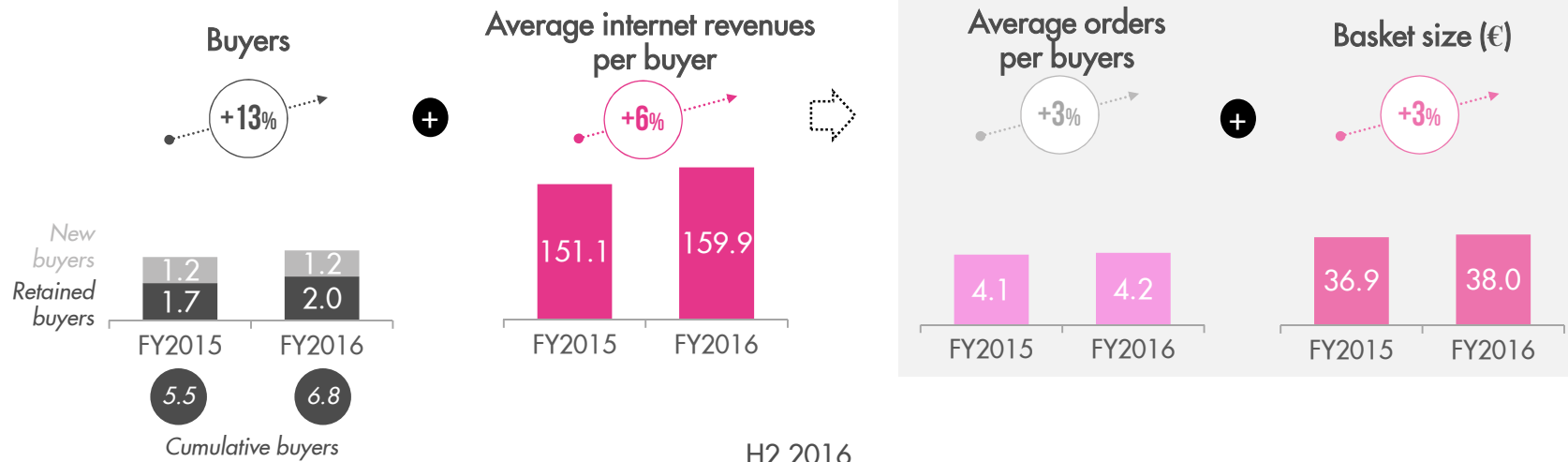


# GROWTH UNDERPINNED BY INCREASING CUSTOMER ENGAGEMENT

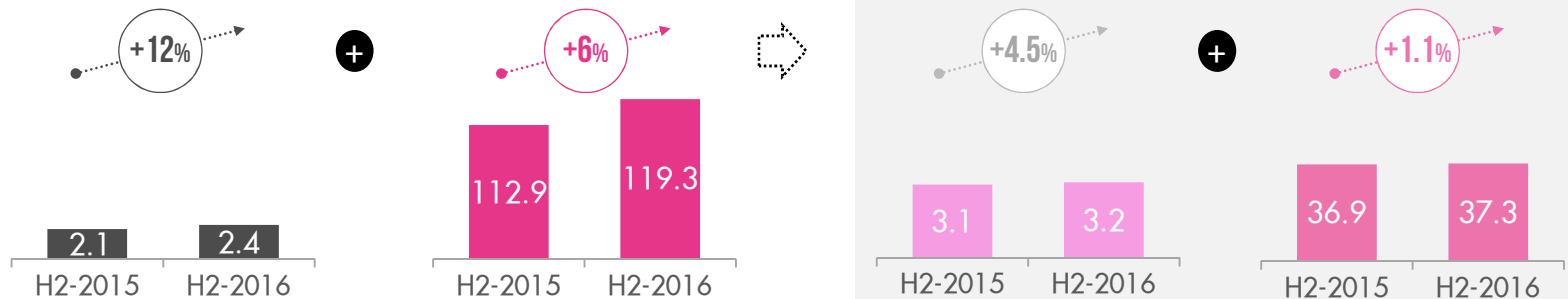
## Strong customer KPIs

million

FY 2016



H2 2016

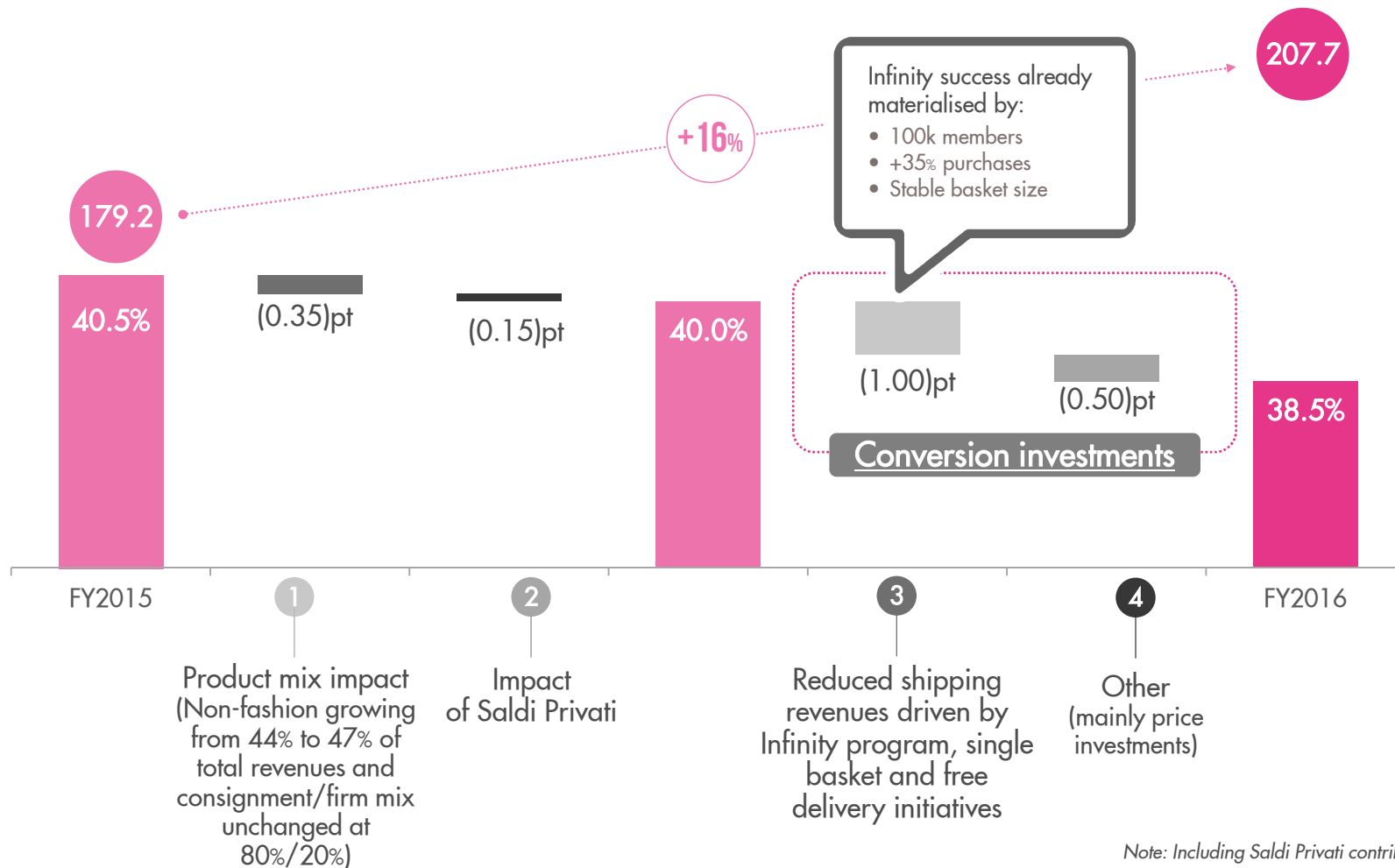


Note: All those KPIs exclude Saldi Privati

# WE KEEP ATTRACTIVE MARGINS AND INVEST FOR THE FUTURE

## Gross margin evolution

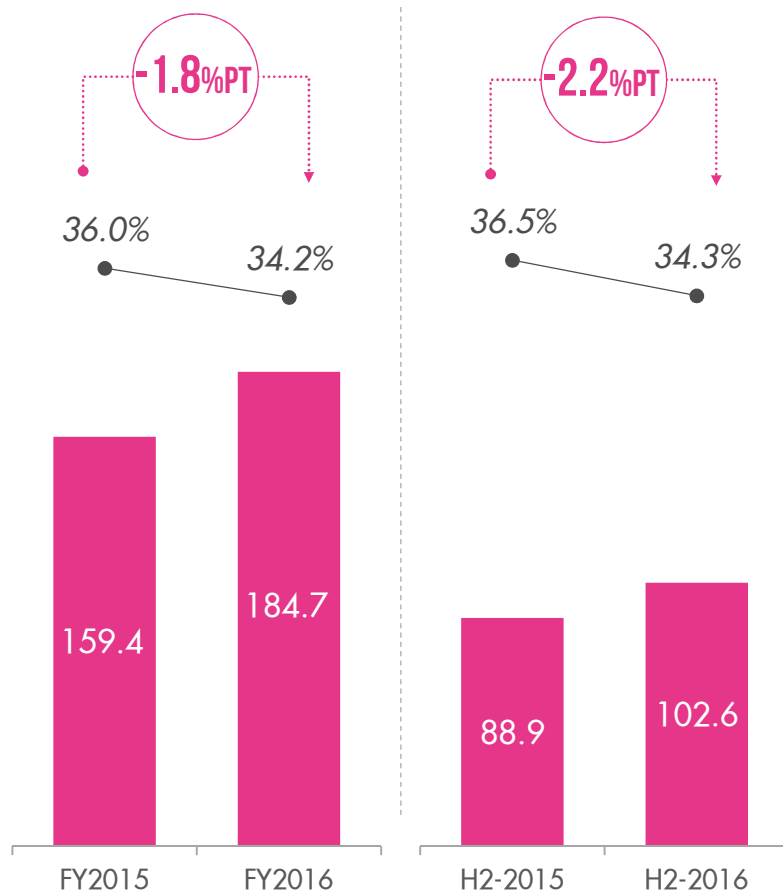
€ million



# STRONG OPERATING LEVERAGE

## Opex evolution

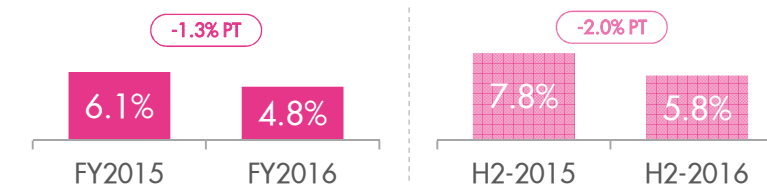
In € million and as % of net revenues



## Marketing costs

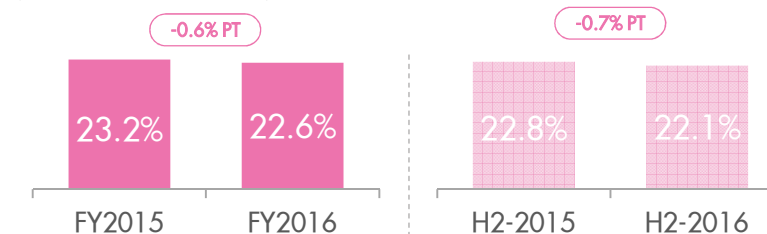
(as % of net revenues)

Part of marketing budget reallocated in price and free delivery initiatives



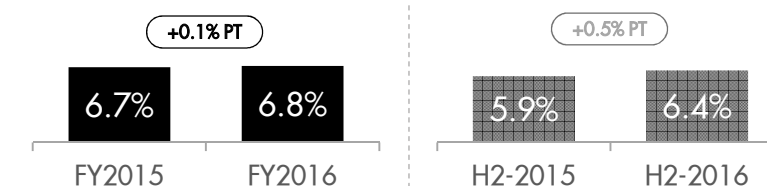
## Logistics costs

(as % of net revenues)



## G&A costs

(as % of net revenues)

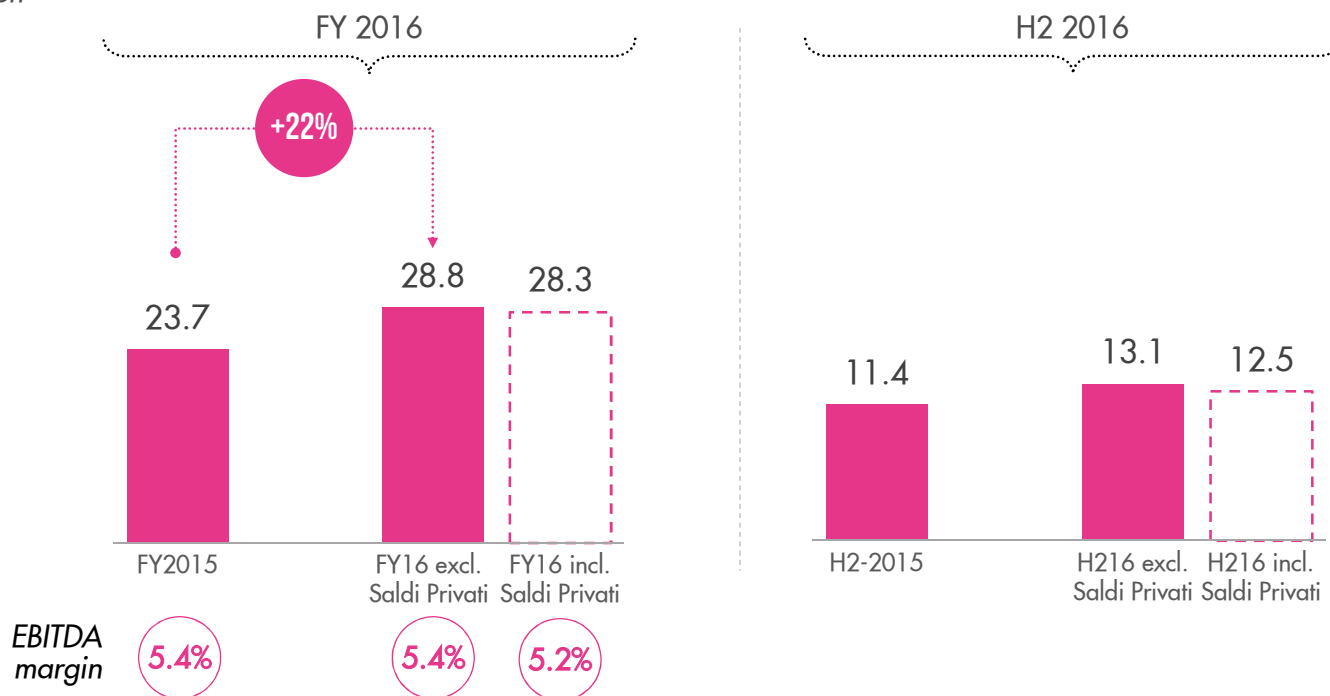


Note: Including Saldi Privati contribution

# CONTINUED GROWTH IN EBITDA

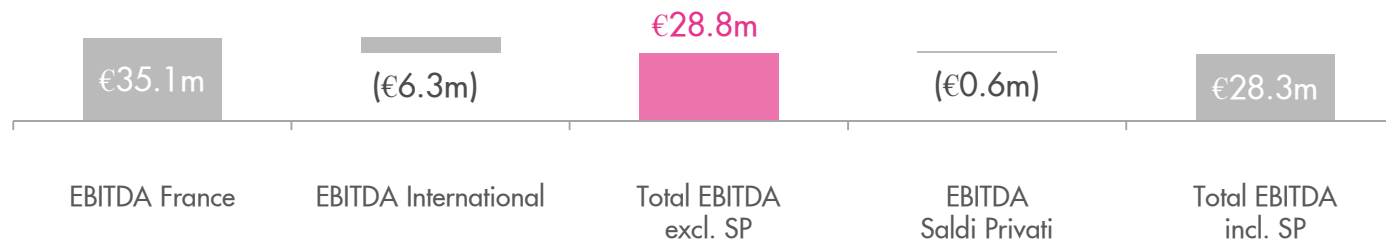
## EBITDA

€ million



## EBITDA Bridge FY16

%

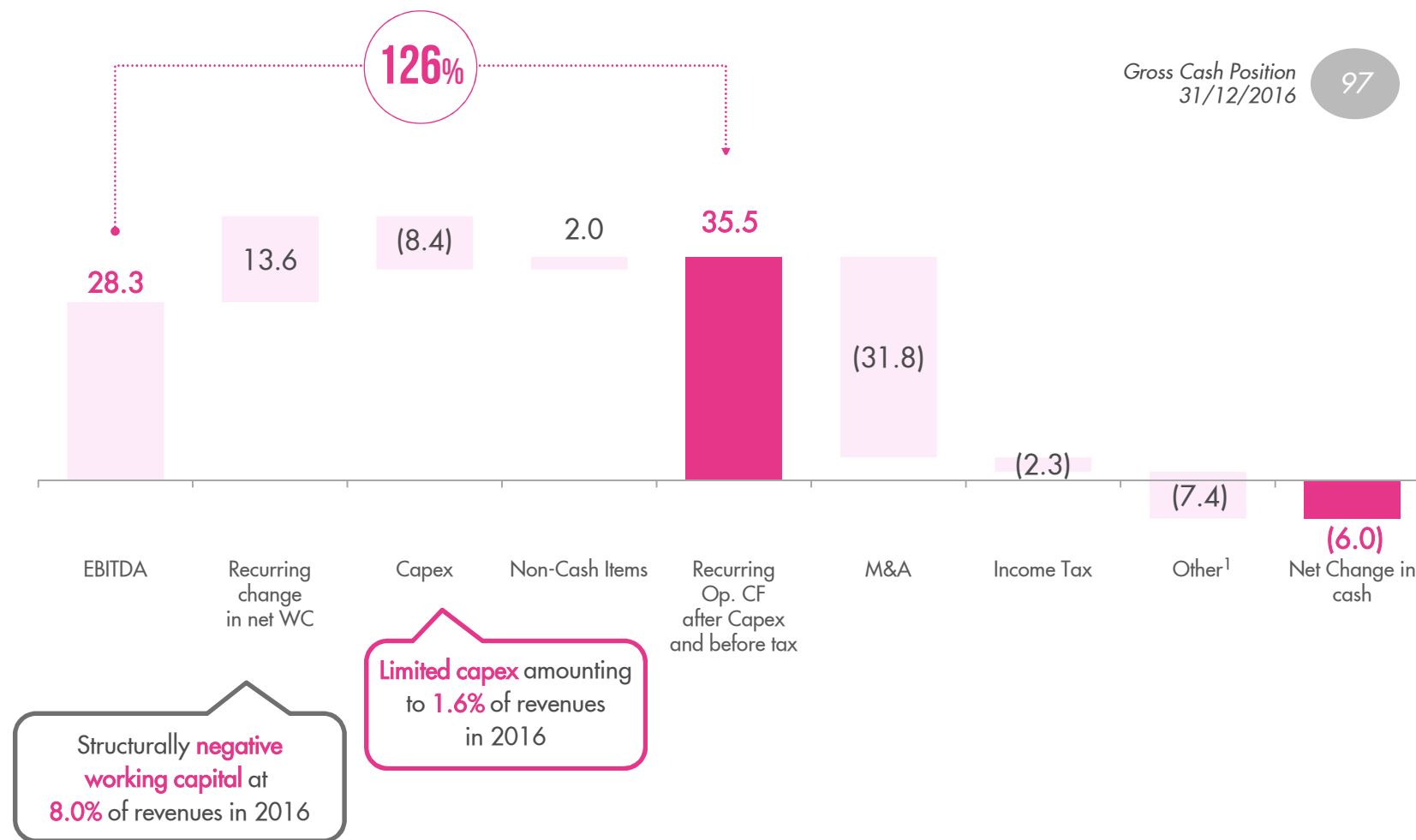




# A HIGHLY CASH GENERATIVE BUSINESS MODEL

## EBITDA to net change in cash bridge – 2016

€ million



Note: <sup>1</sup> Other mostly include non-recurring items such as IPO related expenses and cash impact from free shares



# STRATEGY AND OUTLOOK

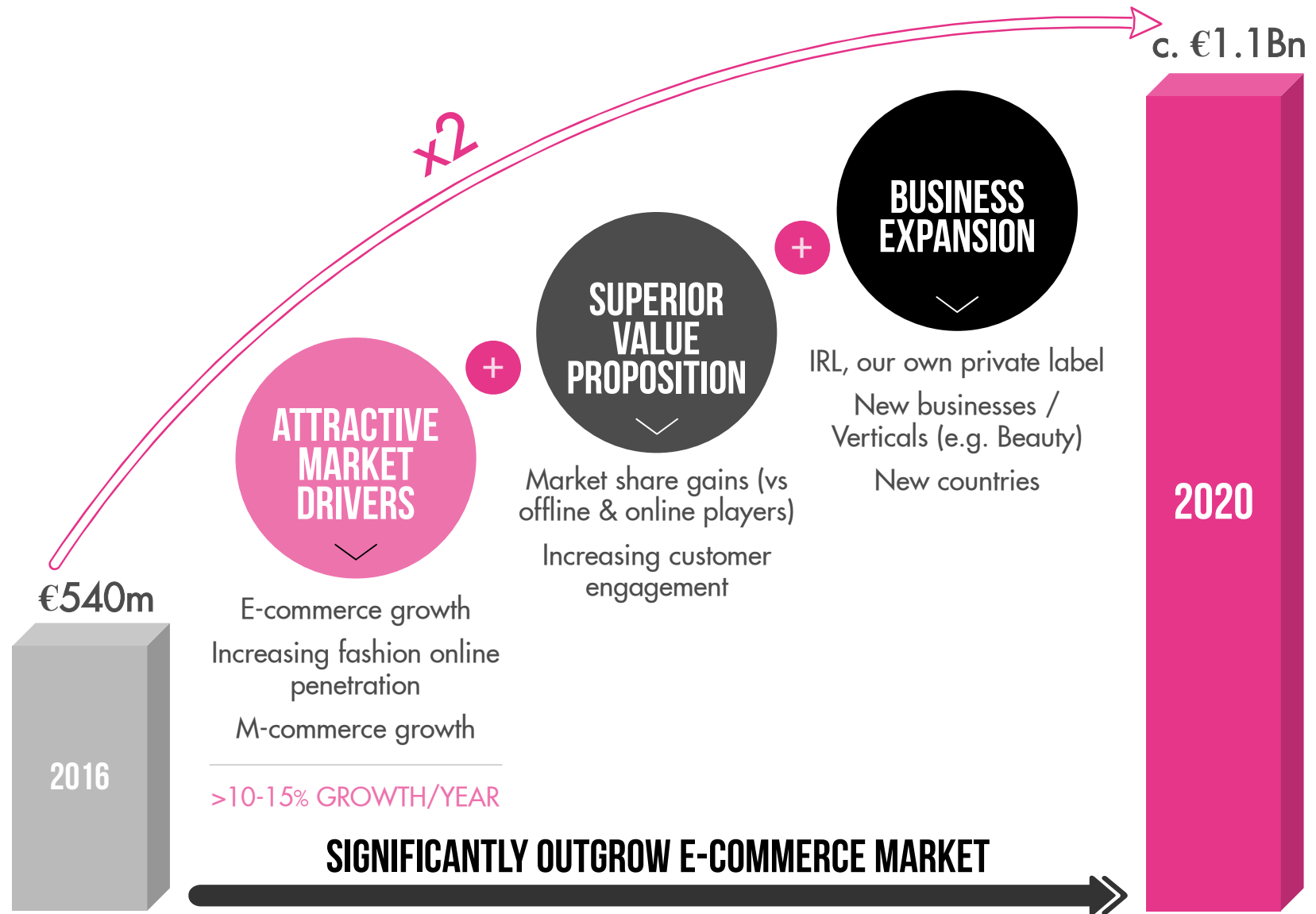


# OUR VISION

RE-INVENTING THE  
WAY WOMEN DISCOVER  
& SHOP FOR HIGH  
STREET FASHION WITH  
A SMART AND  
ENGAGING E-SHOPPING  
EXPERIENCE



# DOUBLING OUR REVENUES BY 2020



# WE ARE AT THE FOREFRONT OF NEW CONSUMPTION TRENDS

Consumers 3.0 are "opportunity catchers"

Opportunities versus real needs

E-shopping as a leisure

Mobile shopping: Whenever & wherever I want

Pleasure and reward, hedonism

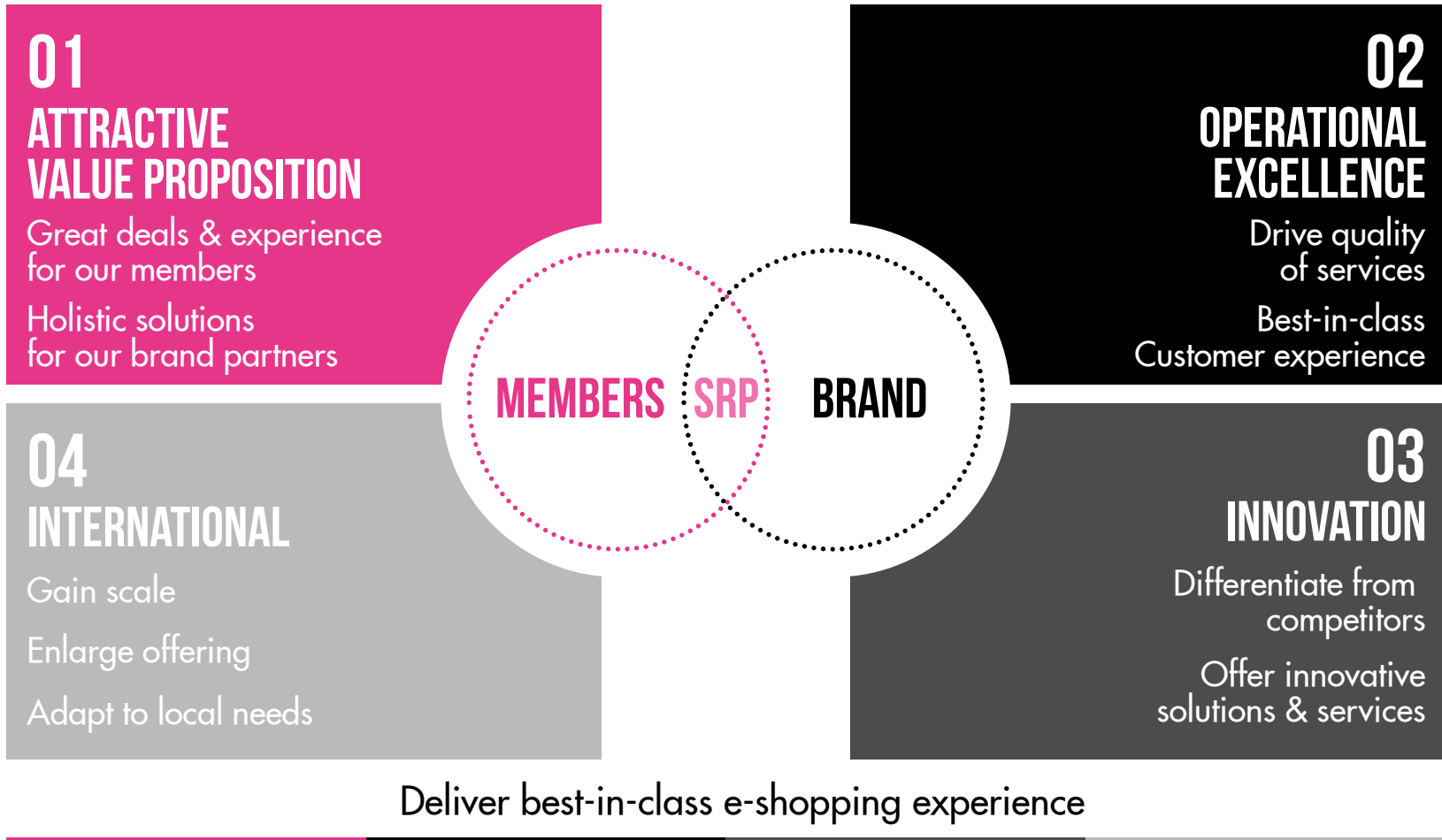
Social shopping: discovering new products and brands through social networks & influencers

Compare before buying searching for the best deal

**WITH DIGITAL, INTENTIONALITY HAS DECREASED TO LET IMPULSE AND OPPORTUNITY BUYING TAKE THE LEAD**



# OUR STRATEGY: CREATING A PERFECT E-SHOPPING PLATFORM FOR MEMBERS AND BRANDS



# WE OFFER SMART SHOPPING SATISFACTION TO DIGITAL WOMEN



DIGITAL WOMEN ARE...

- Brand lovers and fashion addicts
- Searching for pleasure and opportunities
- Always connected with their mobile

DIGITAL WOMEN DEAL WITH...

- Kids-job-family-friends BUT No time!
- Demultiplied needs BUT Budget constraints

WE ARE A PERFECT MATCH FOR THEM

- 15 new opportunities each day up to -70% off
- Wishes catalyser through our platform design to enhance impulsion and call to action
- Lifestyle editor through our blog and social networks to enhance desire

## OFFERING DIGITAL WOMEN

THE BRANDS AND PRODUCTS THEY WANT,  
AT THE PRICE THEY WANT

WHENEVER AND WHEREVER THEY WANT...

...AND MAKING THEM FEEL VALUED

7

# WE BRING A **HOLISTIC SOLUTION** TO OUR BRAND PARTNERS

**1**

**MANAGE EXCESS INVENTORY**  
35m items sold in 2016  
Customized solutions



**2**

**MEDIA BOOSTER / INCREASE AWARENESS**  
56m visitors per month high quality production (in house media agency & production studio)





**3**

**BRAND CONTENT AND SOCIAL MEDIA**  
Tailor-made content and visibility on social media



**4**

**CUSTOMER INSIGHTS**  
Data analytics on sales events and customer feedback

**5**

**INTERNATIONAL REACH**  
Presence in 9 countries in Europe



**6**

**DRIVE TRAFFIC IN STORE AND ONLINE**  
After a sale on SRP:

- 65% of Buyers visit the brand website
- 33% make a purchase on brand website



# WE ARE FOCUSED ON OPERATIONAL EXCELLENCE



## CONTINUE TO INVEST IN OUR PLATFORMS' DESIRABILITY AND RELIABILITY

- Sales factory
- Maintain highest standards of performance and security



## INCREASE CLIENTS SATISFACTION & QUALITY

- Reduce shipping lead times



## KEEP OPTIMIZING COSTS

- Lean manufacturing approach
- Focus on cost reduction



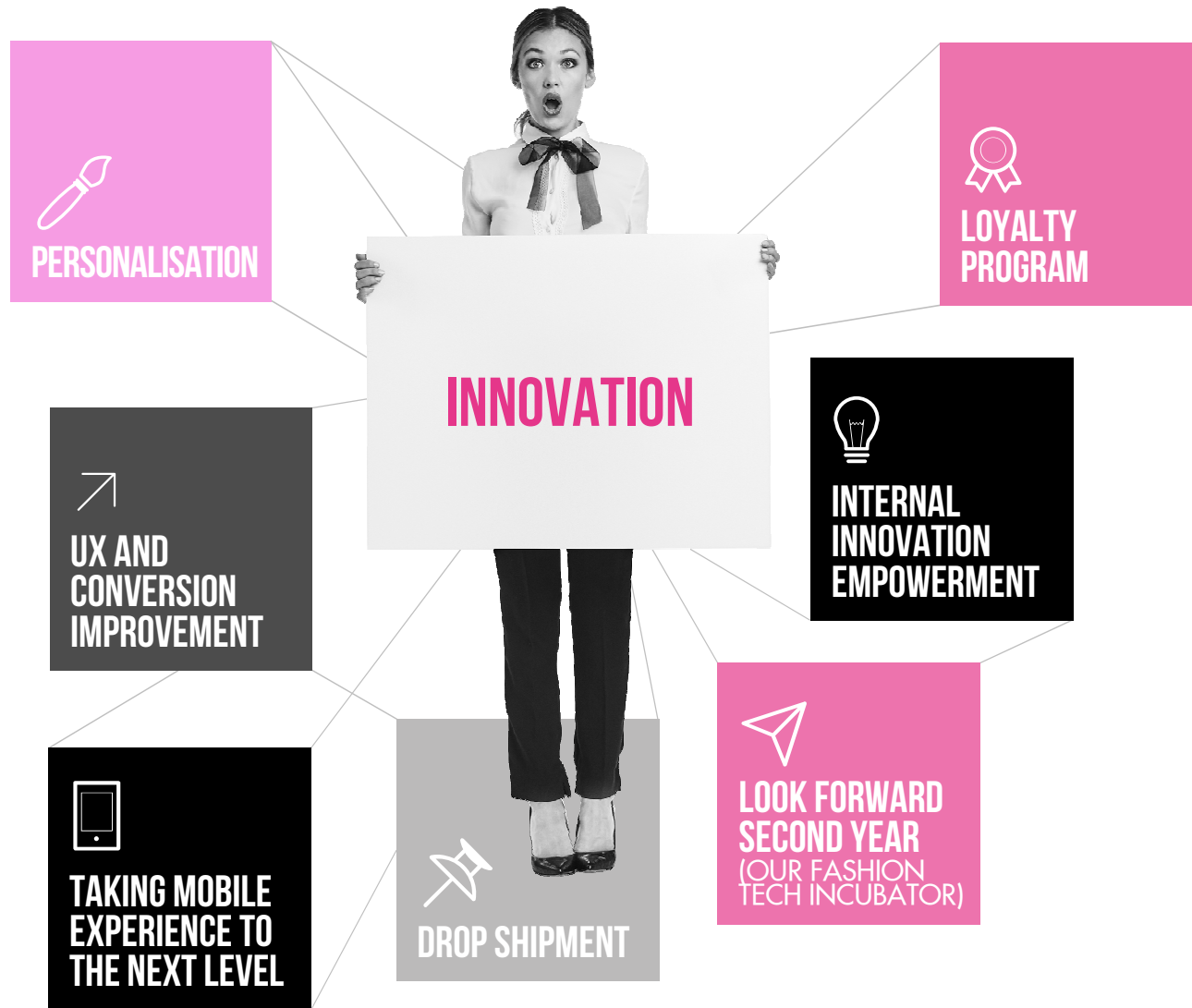
## SCALABILITY

- Follow the growth
- Implement the first step of 2020 logistic network



→ Operational excellence drives customer engagement and loyalty

# CONTINUE TO LEAD WITH **INNOVATION**



# ACCELERATE OUR INTERNATIONAL EXPANSION



2016

## DEPLOYMENT

- Opening of local sourcing offices (Madrid and Dusseldorf)
- Deployment of innovative conversion tools (infinity in Spain and Portugal)
- Acquisition of Saldi Privati



INITIATION OF A MULTI-LOCAL STRATEGY

2017

## REINFORCEMENT

- Continue to reinforce the international team
- Adapt offerings to local needs
- Boost brand awareness
- Improve quality of services
- Integrate Saldi Privati
- Deploy infinity in Belgium and Italy



FOCUS ON GROWTH  
FINALISE ROLL-OUT OF MULTI-LOCAL STRATEGY

2018-2020

## ACCELERATION

- Empower local teams
- Improve profitability



FOCUS ON PROFITABLE GROWTH

LOCAL SOURCING TEAMS TO REINFORCE THE WHOLE GROUP  
PURSUE SELECTIVE M&A OPPORTUNITIES

# GUIDANCE SUMMARY

	2017	2020
<b>NET REVENUES</b> (y-o-y growth)	€690-720m (+28% - +33%)	c. €1.1Bn
<b>EBITDA MARGIN</b>	>6% Excluding Saldi Privati	>7.5%
<b>CASH FLOW</b>	>100% CASH CONVERSION <sup>(1)</sup>	

<sup>1</sup> Excluding exceptional items



IV

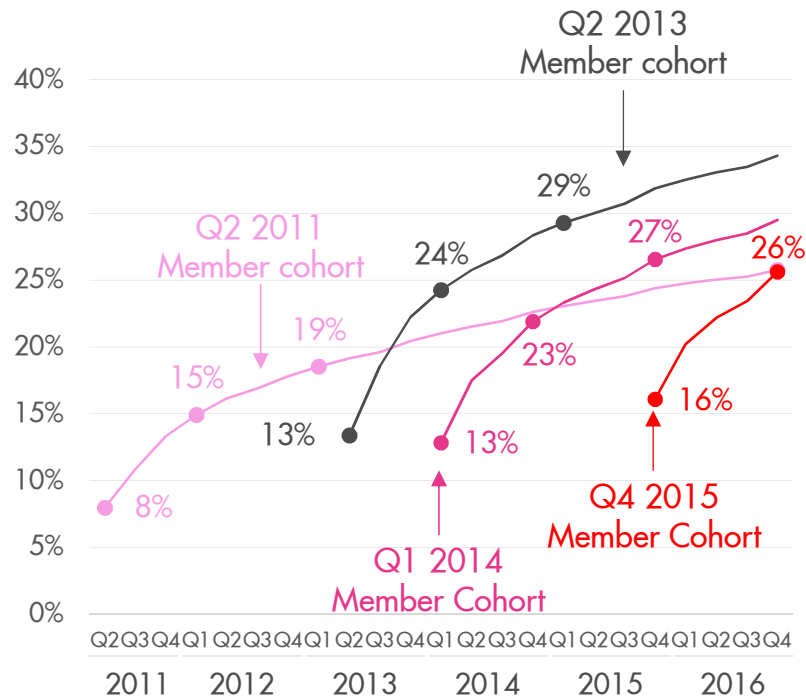
# APPENDICES



# WE CONVERT MEMBERS INTO BUYERS AND DRIVE REPEAT PURCHASES INCREASINGLY QUICKLY

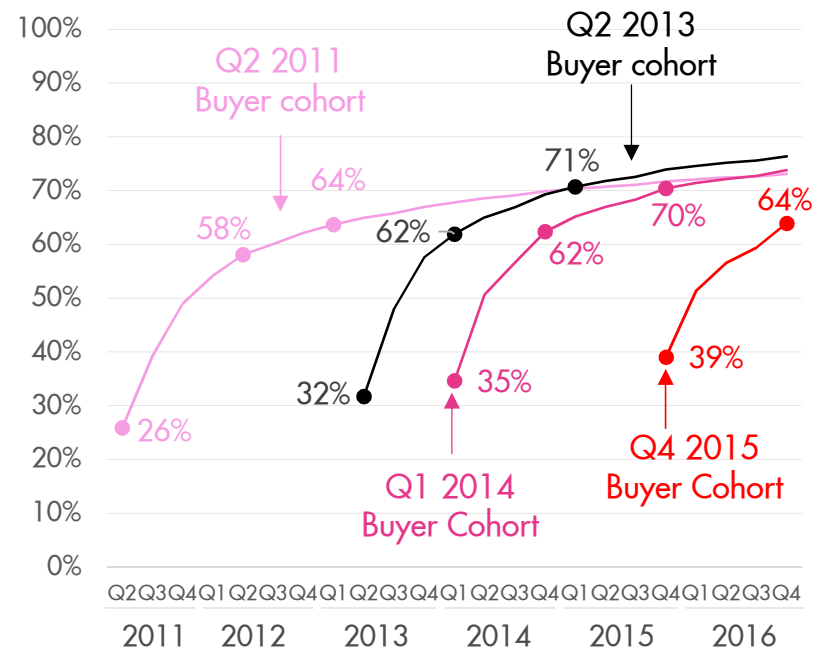
Our members convert to buyers increasingly rapidly and in greater proportion

Member to buyer conversion (France)



A significant share of first-time buyers become repeat buyers...increasingly quickly

First-time buyer to repeat buyer conversion (France)



Note: We believe the Q2 2013 member and buyer cohorts are representative of the trend observed more generally across other cohorts in France

# SELECTED KEY PERFORMANCE METRICS

	2015	2016	% Growth	H2-15	H2-16	% Growth
<b>CUSTOMERS METRICS</b>						
Total Members (in thousands)	24,568	28,282	15.1%	24,568	28,282	15.1%
France	16,787	19,553	16.5%	16,787	19,553	16.5%
International	7,781	8,729	12.2%	7,781	8,729	12.2%
Cumulative Buyers (in thousands)	5,517	6,757	22.5%	5,517	6,757	22.5%
France	4,520	5,562	23.0%	4,520	5,562	23.0%
International	997	1,195	19.9%	997	1,195	19.9%
Buyers (in thousands)	2,867	3,234	12.8%	2,119	2,369	11.8%
France	2,389	2,767	15.9%	1,805	2,050	13.5%
International	479	466	-2.6%	314	319	1.7%
Revenue per Buyers	151.1	159.9	5.8%	112.9	119.3	5.7%
France	154.9	164.0	5.8%	115.0	121.1	5.3%
International	132.1	135.7	2.8%	100.9	107.7	6.7%
<b>ORDERS</b>						
Total orders (in thousands)	11,748	13,605	15.8%	6,489	7,578	16.8%
France	10,043	11,945	18.9%	5,649	6,678	18.2%
International	1,705	1,660	-2.6%	841	900	7.1%
Average Orders per Buyer (in number of orders)	4.1	4.2	2.7%	3.1	3.2	4.5%
France	4.2	4.3	2.7%	3.1	3.3	4.1%
International	3.6	3.6	0.0%	2.7	2.8	5.3%
Average Basket Size	36.9	38.0	3.0%	36.9	37.3	1.1%
France	36.8	38.0	3.1%	36.8	37.2	1.1%
International	37.1	38.1	2.8%	37.7	38.2	1.4%

Note: All those KPIs exclude Saldi Privati

# PROFIT & LOSS STATEMENT

(€ thousands)	2015	2016	% Growth	H2-15	H2-16	% Growth
<b>Net revenues</b>	<b>442,832</b>	<b>539,704</b>	<b>21.9%</b>	<b>243,414</b>	<b>299,373</b>	<b>23.0%</b>
Cost of goods sold	263,679	332,027	25.9%	145,180	187,202	28.9%
<b>Gross margin</b>	<b>179,153</b>	<b>207,676</b>	<b>15.9%</b>	<b>98,234</b>	<b>112,171</b>	<b>14.2%</b>
Gross margin as % of revenues	40.5%	38.5%	-4.9%	40.4%	37.5%	-7.2%
Marketing	-26,897	-25,683	-4.5%	-19,099	-17,312	-9.4%
As % of revenues	6.1%	4.8%	-21.7%	7.8%	5.8%	-26.3%
Logistics & fulfilment	102,650	122,084	18.9%	-55,545	-66,094	19.0%
As % of revenues	23.2%	22.6%	-2.4%	22.8%	22.1%	-3.3%
General & administrative expenses	-29,861	-36,887	23.5%	-14,312	-19,178	34.0%
As % of revenues	6.7%	6.8%	1.4%	5.9%	6.4%	9.0%
<b>Total Opex</b>	<b>159,408</b>	<b>184,654</b>	<b>15.8%</b>	<b>-88,956</b>	<b>102,584</b>	<b>15.3%</b>
<b>As % of revenues</b>	<b>36.0%</b>	<b>34.2%</b>	<b>-5.0%</b>	<b>36.5%</b>	<b>34.3%</b>	<b>-6.2%</b>
<b>Current operating profit</b>	<b>19,745</b>	<b>23,022</b>	<b>16.6%</b>	<b>9,278</b>	<b>9,587</b>	<b>3.3%</b>
Amortisation of intangible assets recognised upon business reorganisation	-783	-804	2.7%	-392	-413	5.4%
Other operating income and expenses	-8,106	-19,617	142.0%	-7,417	-9,603	29.5%
<b>Operating profit</b>	<b>10,856</b>	<b>2,601</b>	<b>-76.0%</b>	<b>1,469</b>	<b>-429</b>	<b>-129.2%</b>
Net finance costs	-137	-690	403.6%	16	-456	-2,950.0%
Other financial income and expenses	-106	580	-647.2%	-169	396	-334.3%
<b>Profit before tax</b>	<b>10,613</b>	<b>2,491</b>	<b>-76.5%</b>	<b>1,316</b>	<b>-489</b>	<b>-137.1%</b>
Income taxes	-5,470	-2,741	-49.9%	-1,230	-467	-62.1%
<b>Net income</b>	<b>5,143</b>	<b>-250</b>	<b>-104.9%</b>	<b>85</b>	<b>-956</b>	
<b>EBITDA</b>	<b>23,723</b>	<b>28,251</b>	<b>19.1%</b>	<b>11,412</b>	<b>12,509</b>	<b>9.6%</b>
EBITDA as % of revenues	5.4%	5.2%		4.7%	4.2%	

Note: <sup>1</sup> The group calculates 'EBITDA' as net income before expenses for amortisation, stock options expenses, non-recurring items, cost of financial debt, other financing income and expenses and income taxes



# SEGMENTAL INFORMATION

## Revenues

(€ thousands)	2015	2016	% Growth	H2-15	H2-16	% Growth
<b>INTERNET REVENUES</b>						
France	370,012	453,729	22.6%	207,589	248,230	19.6%
International	63,236	71,709	13.4%	31,664	42,801	35.2%
<b>Total Internet revenues</b>	<b>433,248</b>	<b>525,438</b>	<b>21.3%</b>	<b>239,253</b>	<b>291,031</b>	<b>21.6%</b>
Other revenues	9,584	14,266	48.9%	4,161	8,342	100.5%
<b>Net revenues</b>	<b>442,832</b>	<b>539,704</b>	<b>21.9%</b>	<b>243,414</b>	<b>299,373</b>	<b>23.0%</b>

## EBITDA

(€ thousands)	2015	2016	% Growth	H2-15	H2-16	% Growth
France	30,888	35,141	13.8%	16,677	19,422	16.5%
<i>France EBITDA as a % of revenues</i>	8.1%	7.5%		7.9%	7.6%	
International	-7,165	-6,890	-3.8%	-5,265	-6,913	31.3%
<i>International EBITDA as a % of revenues</i>	-11.3%	-9.6%		-16.6%	-16.2%	
<b>Total EBITDA</b>	<b>23,723</b>	<b>28,251</b>	<b>19.1%</b>	<b>11,412</b>	<b>12,509</b>	<b>9.6%</b>
<i>Total EBITDA as a % of revenues</i>	5.4%	5.2%		4.7%	4.2%	

# CASH FLOW STATEMENT

(€ thousands)	2015	2016	H2-15	H2-16
Net income for the period	5,143	-250	85	-955
<i>Adjustments for non-cash items</i>	8,640	18,228	6,308	7,017
<b>Cash flow from operations before finance costs and income tax</b>	<b>13,783</b>	<b>17,978</b>	<b>6,393</b>	<b>6,062</b>
<i>Elim of accrued income tax expense</i>	5,470	2,741	1,230	467
<i>Elim of cost of net financial debt</i>	137	690	-16	639
<i>Impact of change in working capital</i>	-303	13,608	16,864	38,622
<b>Cash flow from operating activities before tax</b>	<b>19,087</b>	<b>35,017</b>	<b>24,471</b>	<b>45,790</b>
<i>Income tax paid</i>	-5,141	-2,261	-2,600	503
<b>Cash flow operating activities</b>	<b>13,946</b>	<b>32,756</b>	<b>21,871</b>	<b>46,293</b>
Impact of changes in perimeter		-31,751		-31,751
Acquisitions of property plant & equipment and intangible assets	-6,348	-8,400	-4,189	-4,788
Changes in loans and advances	-79	-97	-4	-97
Disposal of fixed assets	19	368	19	334
<b>Net cash flows from investing activities</b>	<b>-6,408</b>	<b>-39,880</b>	<b>-4,174</b>	<b>-36,302</b>
Increase in share capital and share premium reserves	48,888	2,737	48,888	1,890
Issuance of indebtedness	0	0	0	0
Repayment of borrowings	-1,037	-901	-472	-438
Net interest expense	-137	-690	16	-639
<b>Net cash flows from financing activities</b>	<b>47,714</b>	<b>1,146</b>	<b>48,432</b>	<b>813</b>

# BALANCE SHEET

(€ thousands)	2015	2016
<b>NON-CURRENT ASSETS</b>		
Goodwill	81,576	102,782
Other intangible assets	28,861	39,289
Tangible assets	14,833	15,626
Other non-current assets	1,180	6,902
<b>Total non-current assets</b>	<b>126,450</b>	<b>164,599</b>
Current assets		
Inventory	57,068	82,638
Accounts receivable	24,014	36,612
Deferred tax assets	3,058	3,519
Other current assets	27,952	36,915
Cash and cash equivalents	102,982	97,004
<b>Total current assets</b>	<b>215,074</b>	<b>256,688</b>
<b>Total assets</b>	<b>341,524</b>	<b>421,287</b>
Long term financial debt	2,962	2,038
Obligations to personnel	116	88
Deferred taxes	9,883	11,628
Total non-current liabilities	12,961	13,754
Short-term financial debt	916	966
Accounts payable	100,108	148,504
Other current liabilities	39,492	55,509
<b>Total current liabilities</b>	<b>140,516</b>	<b>204,979</b>
<b>Total liabilities</b>	<b>153,477</b>	<b>218,733</b>
<b>Total shareholders' equity</b>	<b>188,047</b>	<b>202,554</b>
<b>Total liabilities and shareholders' equity</b>	<b>341,524</b>	<b>421,287</b>

# BRIDGE OF GROSS TO NET SALES

<i>(€ thousands)</i>	2015	2016	H2-15	H2-16
<b>Total gross Internet sales<sup>1</sup></b>	<b>591,674</b>	<b>721,606</b>	<b>329,092</b>	<b>405,136</b>
VAT <sup>2</sup>	-93,515	-113,472	-55,456	-64,374
Revenue recognition impacts <sup>3</sup>	-68,900	-87,497	-36,388	-52,128
Non-interest revenue and other <sup>4</sup>	13,573	19,067	6,163	10,740
<b>Net revenues (IFRS)</b>	<b>442,832</b>	<b>539,704</b>	<b>243,411</b>	<b>299,374</b>

Notes:

<sup>1</sup> Corresponds to the total amount billed to buyers during a given period

<sup>2</sup> Value added tax is applied on every sale. The applicable value-added tax rate depends on the country where buyer is located

<sup>3</sup> Accounting adjustments for revenue recognition as described in section 1.13 of the Group's annual consolidated financial statements, including: (i) timing differences due to the fact that certain criteria must be fulfilled before recognising revenue; (ii) the impact of reimbursements granted for cancellations and return which are recognised as a reduction of the revenue; and (iii) the effect of presenting certain travel sales on a net basis where the Group acts as an agent

<sup>4</sup> Non-internet sales corresponds primarily to revenues generated from offline sales to wholesalers, including offline re-sales of returned Internet sales items

# DISCLAIMER

This presentation contains only summary information and does not purport to be comprehensive.

This document may contain forward-looking information and statements about the Group and its subsidiaries. These statements include financial projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations with respect to future operations, products and services, and statements regarding future performance. Forward-looking statements may be identified by the words “believe,” “expect,” “anticipate,” “target” or similar expressions. Although the Group believes that the expectations reflected in such forward-looking statements are reasonable, investors and holders of the Group’s securities are cautioned that forward-looking information and statements are subject to numerous risks and uncertainties, many of which are difficult to predict and generally beyond the control of the Group, that could cause actual results and developments to differ materially and adversely from those expressed in, or implied or projected by, the forward-looking information and statements. These risks and uncertainties include those discussed or identified in filings with the *Autorité des Marchés Financiers* made or to be made by the Group. The Group undertakes no obligation to publicly update its forward-looking statements, whether as a result of new information, future events, or otherwise.

This document contains historical information on the behavior of certain “cohorts” of buyers and members of the Group. Although the Group believes that the purchase and repurchase behavior of the member and buyer cohorts is generally consistent with the historical performance of the Group’s cohorts, the performance of future cohorts may vary and even decline. There can be no assurance that future cohorts will demonstrate the same purchase or repurchase behavior or perform consistently with the trends described in this document.



**THANK**  
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