



**BERENBERG PAN-EUROPEAN DISCOVERY CONFERENCE**  
**22 JUNE 2017**

# DISCLAIMER

This presentation has been prepared by ePRICE S.p.A. for information purposes only and for use in presentations of the Group's results and strategies.

For further details on the ePRICE Group, reference should be made to publicly available information.

Statements contained in this presentation, particularly regarding any possible or assumed future performance of the Group, are or June be forward-looking statements based on ePRICE S.p.A.'s current expectations and projections about future events, and in this respect June involve some risks and uncertainties.

Actual future results for any quarter or annual period June therefore differ materially from those expressed in or implied by these statements due to a number of different factors, many of which are beyond the ability of ePRICE S.p.A. to control or estimate precisely, including, but not limited to, the Group's ability to manage the effects of the uncertain current local and global economic conditions on our business and to predict future economic conditions, the Group's ability to achieve and manage growth, the degree to which ePRICE S.p.A. enters into, maintains and develops commercial and partnership agreements, the Group's ability to successfully identify, develop and retain key employees, manage and maintain key customer relationships and maintain key supply sources, unfavourable development affecting consumer spending, the rate of growth of the Internet and online commerce, Italian advertising market, competition, fluctuations in exchange rates, any failure of information technology, inventory and other asset risk, credit risk on our accounts, regulatory developments and changes in tax laws.

ePRICE S.p.A. does not undertake any obligation to publicly release any revisions to any forward-looking statements to reflect events or circumstances after the date of this presentation.

Any reference to past performance of the ePRICE Group shall not be taken as an indication of future performance.

This document does not constitute an offer or invitation to purchase or subscribe to any shares and no part of it shall form the basis of or be relied upon in connection with any contract or commitment whatsoever.

By attending the presentation you agree to be bound by the foregoing terms.

# PRESENTING TODAY



**Pietro Scott Jovane**

CEO

- Joined ePRICE (previously Banzai) in 2015
- CEO and GM of Italian listed publisher RCS MediaGroup in 2012-2015
- Microsoft's CEO in Italy
- CFO of Internet Division in Matrix, Seat Group / Telecom Italia.



**Micaela Ferruta**

Head of IR  
and Strategic Planning

- Joined ePRICE (previously Banzai) in 2015
- Previously: Head of Media & Telecommunications Coverage in Intermonte
- Strategic and Business planning in Infostrada



**FROM BANZAI  
TO  
ePRICE**

# FROM BANZAI TO ePRICE



Q1 2016

Q2 2016

Q3 2016

Q3/Q4 2016

Q4 2016

Q1 2017

## Launch of Home Service

- 35% population coverage at launch
- +50% NPS<sup>(1)</sup> vs. prev. svcs

## Sale of Banzai Media

- 45 €M EV
- 17.5 €M capital gain
- 3Y agreement w/ Mediaset to purchase TV ADV, 7 €M benefit

## New brand identity & TV campaign

- 10 €M ADV campaign in 3 years
- 8M people reached on 35-54 y.o. target

## Sale of Saldiprivati

- 38 €M EV
- 7.8 €M capital gain
- 5Y agreement to manage fulfillment for SRP Italian activities.

## New Strategic Guidelines 2017-2021

- +4/6% M/S Online Tech market
- +4/6% M/S Home Service market
- 3X GMV by 21
- 4-6% Ebitda margin by 21

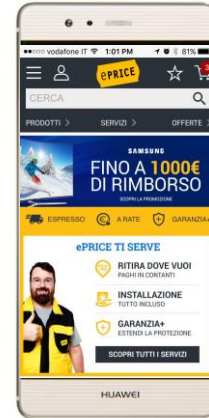
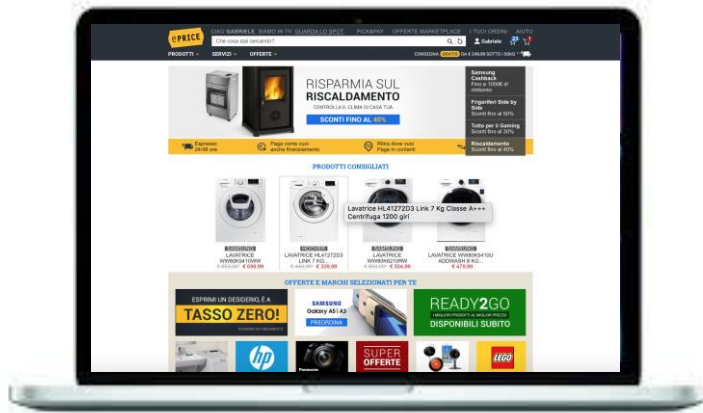
## Change of Name & Ticker

- +46% Q4 16 Share Performance

(1) Net Promoter Score is a management tool that can be used to gauge the loyalty of a firm's customer relationships. It can be as low as -100 (everybody is a detractor) or as high as +100 (everybody is a promoter). An NPS that is positive (i.e., higher than zero) is felt to be good, and an NPS of +50 is excellent.



# ePRICE: THE NATIONAL E-COMMERCE LEADER



1

**LOCAL E-COMMERCE CHAMPION FOCUSED ON CAPTURING A HIGH-POTENTIAL, FAST-GROWING MARKET**

2

**A UNIQUE VALUE PROPOSITION TAILORED TO THE ITALIAN MARKET, SUPPORTED BY A FLEXIBLE AND SCALABLE PLATFORM**

3

**SIGNIFICANT TRACK RECORD AND GMV/REVENUE GROWTH TO GENERATE VALUE THROUGH SCALE & RELEVANCE, IN ORDER TO REACH PROFITABILITY**

**Q1 17 TTM**  
**Eu 262mn GMV<sup>(1)</sup>**  
**Eu 201mn Revenues**

**TTM Growth:**  
**+18% YoY GMV<sup>(1)</sup>**  
**+14% YoY Rev**

**133 Pick&Pay**  
**285 Lockers**  
**1 Fulfilment center**

**~1.6mn customers<sup>(2)</sup>**  
**~500 installers<sup>(3)</sup>**  
**<1000 merchants**

(1) Gross Merchandise Volume: includes revenues from products, shipping and 3P marketplace sales, net of returns and VAT included. Revenue from services includes transports, warranties, B2B and other revenues. GMV from services does not include B2B, ADV&Infocommerce.

(2) Customers who bought at least once on ePRICE or on the marketplace

(3) ePRICE Home Service



# ePRICE: FROM e-COMMERCE TO e-SERVICE

## OUR NEW, SERVICE-DRIVEN MISSION

*“To serve the technological evolution of Italian households”*



# Q1 17 RESULTS



# ePRICE: HIGHLIGHTS OF Q1 17

1

**V-shaped growth in the Quarter:** Strong positive growth in January and March offset – as expected – by February weak trends, the latter impacted by planned SAP adoption, limited promotions and to a lower extent by a slow retail market

2

**Solid YoY Growth on Core MDA Segment** (> 30% market share confirmed in Q1 in ePRICE's core category), and **3P Marketplace Boost.**

3

**Improved Gross margin vs Q1 16,** thanks to marketplace contribution and improved relationship with brands (rebates/Infocommerce)

4

**Reduced Net Loss vs Q1 16,** thanks to first earn-out from last year's sale of Banzai Media to Mondadori

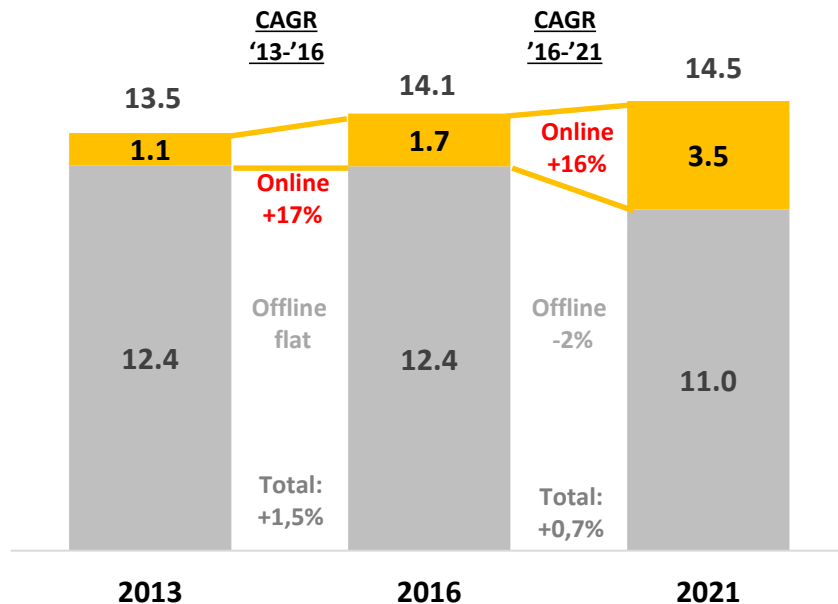
5

**Eu 40.7mn Net Cash position,** partially impacted by SAP and seasonality (inventory and payables)

# 14 €BN PER YEAR OF TECH PRODUCTS. TODAY 1.7 €BN ARE ONLINE, DOUBLING IN 5 YEARS.

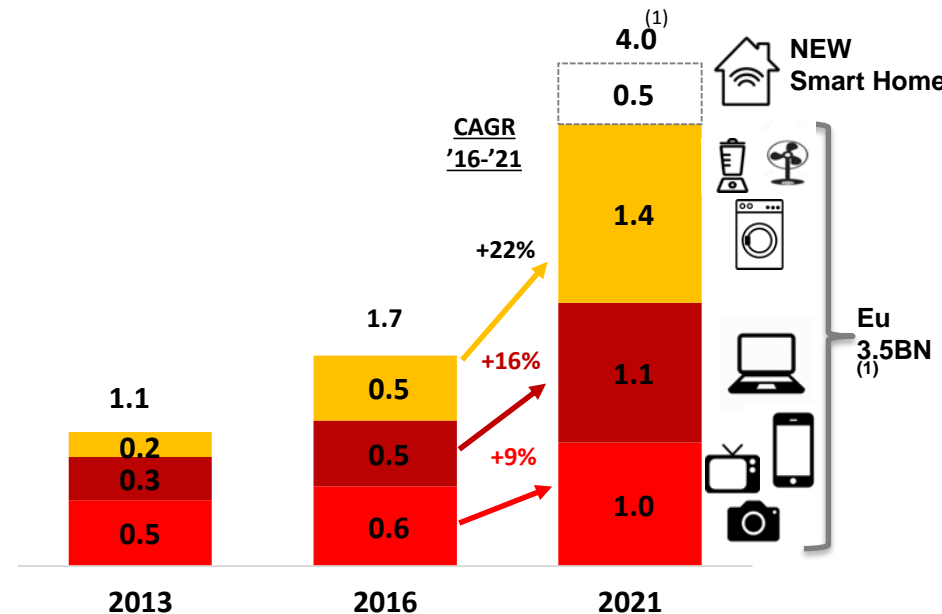
## HUGE OPPORTUNITY SHIFTING ONLINE

Tech & Appliances Retail in Italy B2C Sales  
(market Eu BN)



## APPLIANCES GROWING FASTER

Tech & Appliances Online Retail in Italy B2C Sales  
(category Eu BN)



1) €3.5BN Market size for current Technology & Appliances perimeter. Smart Home market estimate (€0.5BN) not included. Source: ePRICE re-elaboration on Forrester Research, GfK, other public sources and internal estimates, 2016.

## Q1 17 CORE Market Tech&Appliances in Italy (YoY growth)

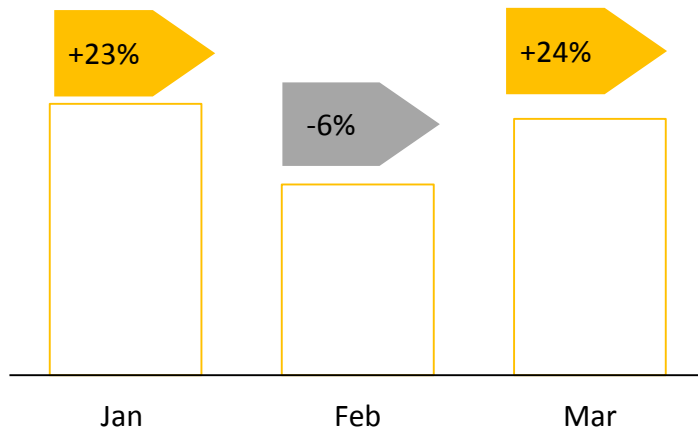
Traditional Tech&Appliances MKT Q1 17	Online Tech&Appliances MKT Q1 17 <sup>(2)</sup>	Tech&Appliances ePRICE GMV Q1 17
-3.0%	+9.0%	+13%

2) LFL growth q1 17. Including restatement of offline players' Click&Collect sales (included from 2016), market up c. +12% YoY. Source: ePRICE re-elaborations on last available GfK data and internal estimates.

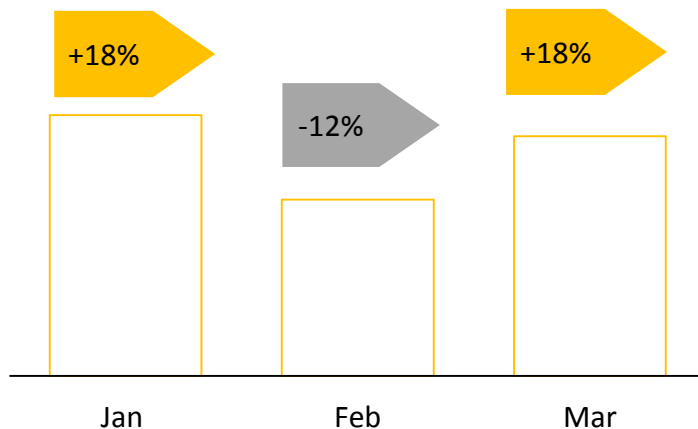
- Tech&Appliance retail market and online market performed worse than expected, +9% YoY in Q1 17 vs. 20% forecasted for FY 2017.
- ePRICE outperforms the market

# Q1 17 GMV & REVENUES BY MONTH

(GMV in Eu mn)



(Revenues in Eu mn)



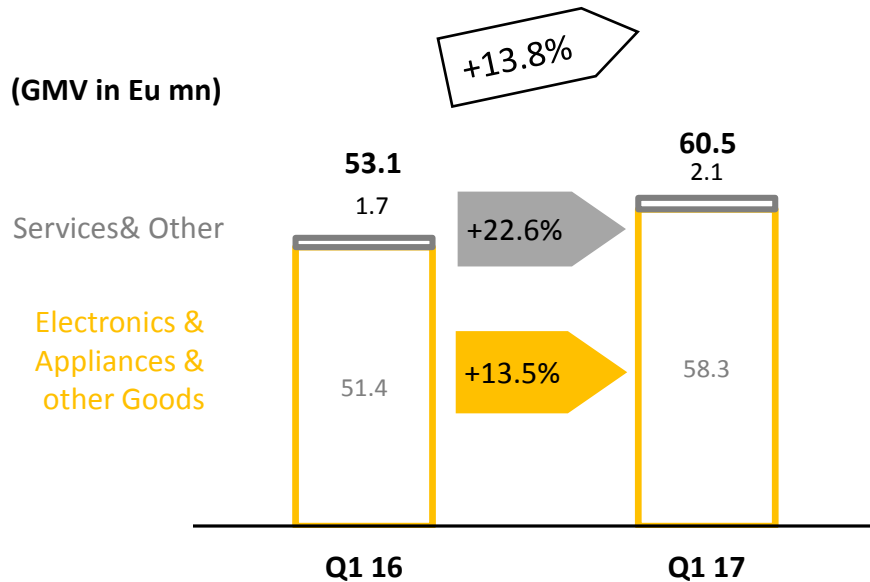
## Q1 17 YoY Trends by Month

- **January:** Strong growth sustained by Christmas long tail. Gained market share.
- **February:** slowdown due to planned migration to SAP, coupled with limited promotional activities, anticipating potential SAP disruption during the early adoption period. Overall soft market in February: retail market -3%, **eP gained market share.**
- **March:** Strong recovery of ePRICE performance in March, resuming ordinary marketing/promotional activities (TV commercial back on air in Q2), including positive calendar effect.

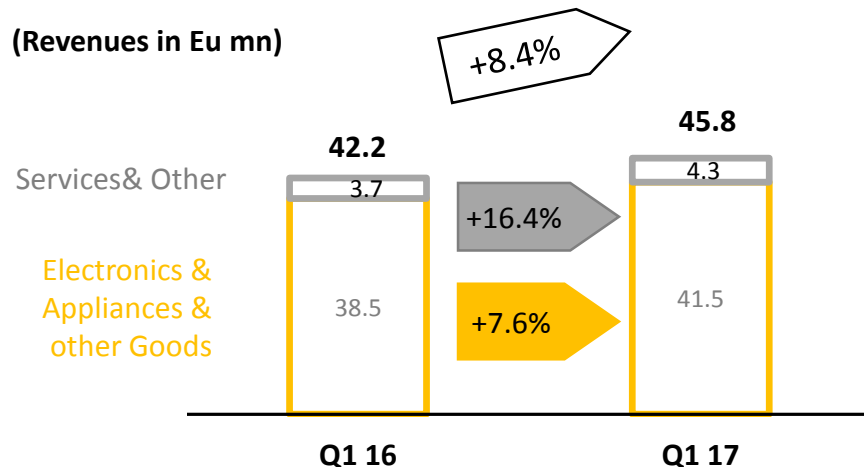
- (1) **Gross Merchandise Volume** includes revenues from products, shipping and 3P marketplace sales, net of returns and VAT included. **Revenue from services** includes transports, warranties, B2B, ADV&Infocommerce and other revenues. GMV from services does not include B2B, ADV&Infocommerce.
- (2) **Services&other** have been restated and now include warranties.

# Q1 17 GMV & REVENUES (1) (2)

(GMV in Eu mn)



(Revenues in Eu mn)

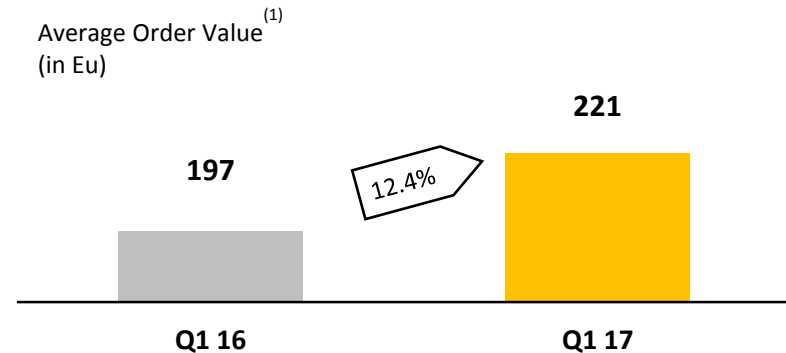
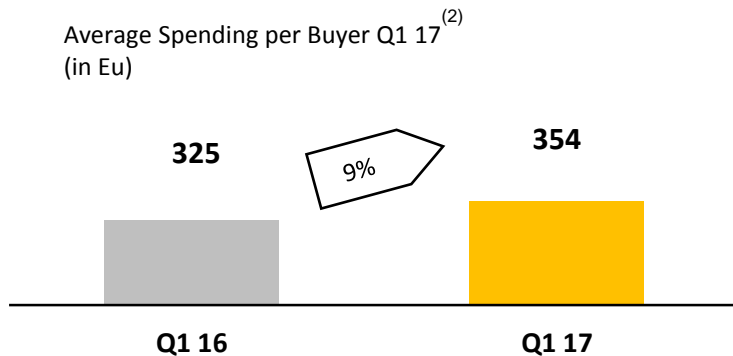
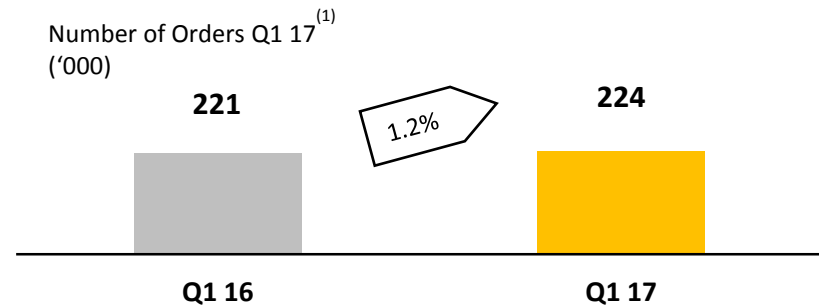
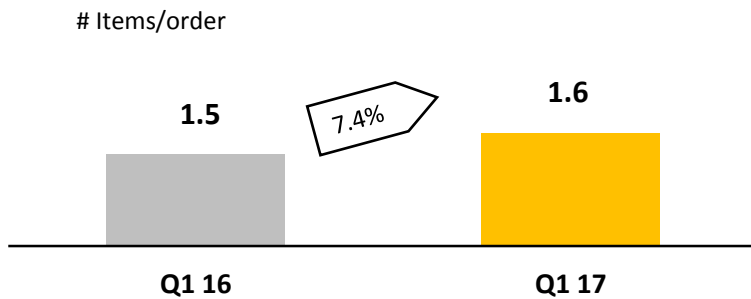
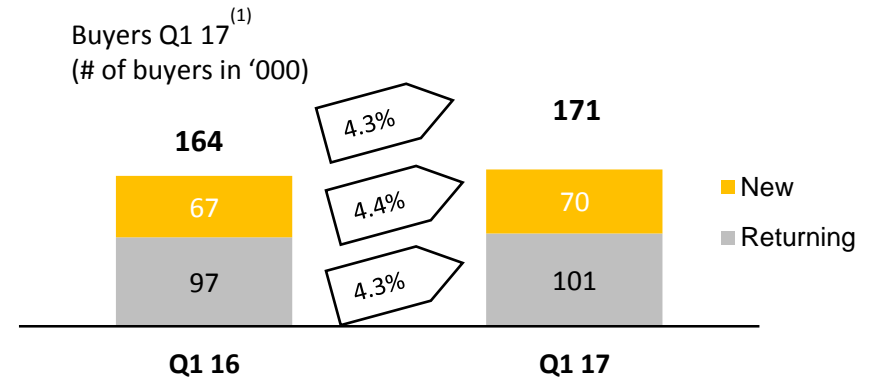
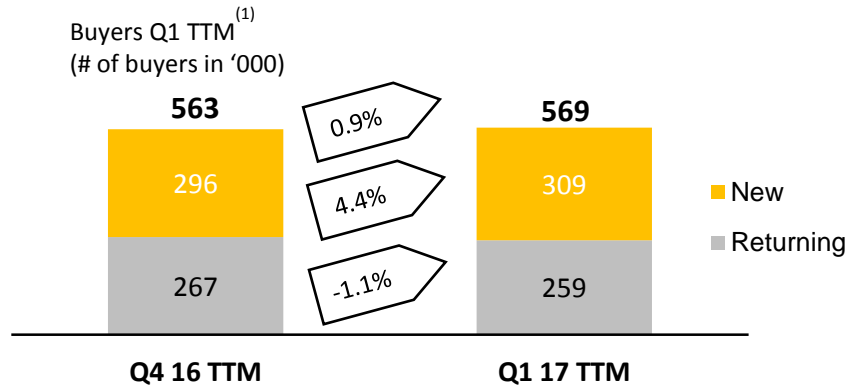


## Q1 17 Highlights

- **MDA:** Reinforced leadership on MDAs and related service sales: good performance in sales of built-in, fridges and washing machines, with an estimated +2pps market share.
- **Audio/Video:** slow market due to delay of new launches by vendors, but ePRICE performed well with c. +1pps market share.
- **SDA:** aggressive competitive market, with online vs. traditional offline players
- **IOT/ Smart Home:** "Start +" remote services launch and Google Nest launch in February.
- **Services:** growth remains solid, up double digit driven by growth of premium services on MDA (floor delivery and installation) and increased geographical coverage. Extended warranties continue to perform strong growth, thanks to significant improvement in attach rate.
- **3P marketplace:** +75% YoY. Weight on GMV gains 5 pps (to 13%) in Q1 17 vs. 8% in Q1 16.
- **TV ADV:** Not on air in Q1 17; TV will be back in Q2.
- **February growth** impacted by planned ERP migration to SAP

- (1) **Gross Merchandise Volume** includes revenues from products, shipping and 3P marketplace sales, net of returns and VAT included. **Revenue from services** includes transports, warranties, B2B, ADV&Infocommerce and other revenues. GMV from services does not include B2B, ADV&Infocommerce.
- (2) **Services&other** have been restated and now include warranties.

# Q1 17: CUSTOMER KPIs



(1) TTM= Trailing Twelve Months. 3P Marketplace Included.

(2) Spending per Buyer is calculated on revenue from products, deliveries and revenue from 3P marketplace, net of returns and VAT included

# Q1 17 CONSOLIDATED P&L

Eu MN

Profit & Loss w/o VC	Q1 2017 ACT	Q1 2016 ACT	Q1 YOY
GMV	60.5	53.1	13.8%
<b>Total Revenues</b>	<b>45.8</b>	<b>42.2</b>	<b>8.4%</b>
Cost of Revenues	-38.6	-35.8	7.7%
<b>Gross Profit</b>	<b>7.2</b>	<b>6.4</b>	<b>12.4%</b>
<i>Gross Margin %</i>	15.7%	15.2%	
Sales & Marketing	-2.6	-2.0	33.6%
Fullfilment	-4.8	-4.2	15.4%
IT	-0.2	-0.3	-20.7%
G&A	-1.9	-2.1	-5.6%
<b>EBITDA ADJUSTED</b>	<b>-2.4</b>	<b>-2.1</b>	<b>15.8%</b>
<i>Ebitda Adjusted %</i>	-5.3%	-5.0%	
Non recurring costs	-0.4	-0.1	250.9%
<b>EBITDA</b>	<b>-2.8</b>	<b>-2.2</b>	<b>28.1%</b>
<i>Ebitda %</i>	-6.2%	-5.2%	
<b>EBIT</b>	<b>-4.3</b>	<b>-3.0</b>	<b>41.4%</b>
<i>Ebit %</i>	-9.4%	-7.2%	
<b>EBT from continuing operations</b>	<b>-4.5</b>	<b>-3.1</b>	<b>43.0%</b>
<i>Ebt %</i>	-9.8%	-7.4%	
EBT from discontinued activies	0.7	-1.1	
<b>Net result</b>	<b>-3.8</b>	<b>-4.2</b>	<b>-10.8%</b>
	-8.3%	-10.0%	

- **Gross Margin Improved** by 50 bps vs. Q1 16
- **Sales&Marketing increased**, but less so when compared with GMV growth (vs. on revenue only)
- **Fullfillment cost up 15% YoY**, due to higher transport cost, as a consequence of double digit increase in MDA sales.
- **G&A + IT cost decreased** by 7.5% YoY
- **Non recurring items** include Eu 0.3 mn related to extra costs due to migration to SAP
- **Depreciation** increased 77% YoY due to SAP roll-out
- **Positive impact from discontinued in Q1 17**, thanks to Mondadori earn-out (not cashed in yet)

# Q1 17 CASH FLOW

Eu MN

Cash flow	Q1 2017 ACT	Q1 2016 ACT	Var %
Net result	-4.5	-3.1	45%
D&A	1.5	0.8	88%
Other non cash items	0.4	0.2	100%
Change in WC	-8.9	-1.8	394%
<b>Cash flow from operations</b>	<b>-11.5</b>	<b>-3.9</b>	n.m.
Cash Flow from operations from discontinued activities	0.0	0.7	n.m.
Net capex	-3.5	-1.5	n.m.
Acquisition	-0.3	-0.1	n.m.
<b>Cash flow from investing activities</b>	<b>-3.8</b>	<b>-1.6</b>	n.m.
Cash flow from investing from discontinued activities	0.0	-1.8	n.m.
Change in net equity	0.1	0.0	n.m.
Treasury stock	-0.2	0.0	n.m.
Change in financial credit (credit card)	0.9	0.0	n.m.
Change in bank debt	4.2	-0.6	n.m.
<b>Cash flow from financing activities</b>	<b>5.0</b>	<b>-0.6</b>	n.m.
<b>Cash Flow</b>	<b>-10.3</b>	<b>-7.2</b>	43%
Cash position at the beginning of quarter	54.7	33.5	
<b>Cash position at the end of quarter</b>	<b>44.4</b>	<b>26.3</b>	

- **Negative impact of WC** due to inventory level (SAP) and supplier payments (reversal of positive effect seen in Q4 16, i.e. December purchases paid in January)
- **Capex** investment increased YoY due to new FF Center(c 1mn) and SAP
- **c. Eu 0.5 mn cash out** between M&A and treasury shares
- **Eu 4 mn medium term loan financing**, for the new FF Center

# BALANCE SHEET

Balance Sheet	31/12/16	31/03/17	PROFORMA 31/03/16
Property, plant and equipment	3.0	3.8	
Goodwill	14.3	14.3	
Intangible assets	12.6	13.8	
Financial assets	4.0	4.1	
<b>TOTAL ASSETS</b>	<b>33.9</b>	<b>36.0</b>	<b>29.2</b>
<b>NWC</b>	<b>(4.4)</b>	<b>5.0</b>	<b>(1.7)</b>
Deferred tax assets	9.7	9.7	9.9
Provisions	(2.1)	(2.0)	(2.0)
Other non current debts	(0.4)	(0.4)	0.0
<b>Net Invested Capital</b>	<b>36.7</b>	<b>48.3</b>	<b>35.4</b>
<b>Net Equity</b>	<b>92.9</b>	<b>89.0</b>	<b>N/A</b>
<b>Net Financial Position</b>	<b>(56.2)</b>	<b>(40.7)</b>	<b>N/A</b>
<b>Total Sources</b>	<b>36.7</b>	<b>48.3</b>	<b>35.4</b>

Negative WC trends due to:

- **DPO decreased** vs 31/12/2016 following seasonality on supplier payments and reversal of positive effect seen in Q4 16, i.e. December purchases paid in January
- **Higher DOI** : inventory level (SAP) + higher weight of vendor direct purchasing

Will go back to normalised level



# Q1 17: ePRICE HOME SERVICE TOWARDS A NEW GENERATION OF VALUE CREATION

## INVESTMENTS ON SYNERGETIC ASSETS



- ✓ Acquisition of 43% in Termostore.it
- ✓ Goal: addressing heating&cooling products and service market with a vertical offer



- ✓ Acquisition of 15% in Click&Quick
- ✓ Goal: support and testing efficient, flexible and customer-centric delivery modes

## EMPOWERED SERVICES OFFER AND RELATED KPIS

**+110%**

value of installations  
YoY vs. Q1 16

**+29%**

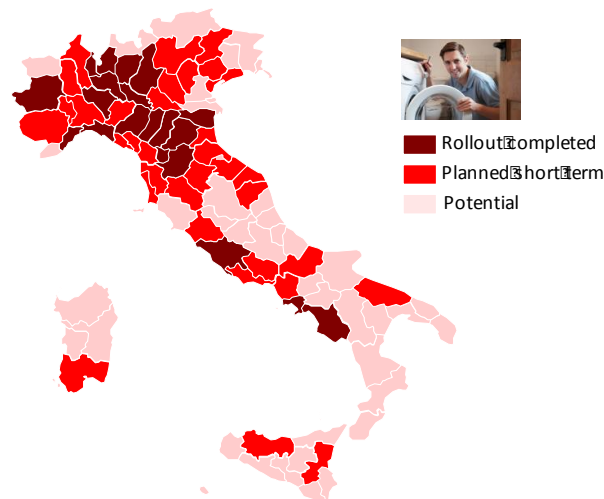
#MDAs delivered with  
premium services

**79**

Net Promoter Score  
vs. 72 in 2016

**1.5 x**

Warranties Attach Rate  
vs. Q1 16



(1) WEEE: Waste Electrical & Electronic Equipment Directive (2012/19/EU).  
(2) Based on about 2.218 feedbacks

# Q1 17: ePRICE MARKETPLACE UPDATE

## UNIQUE FEATURES OFFERED TO MERCHANTS



## IMPRESSIVE 3P MARKETPLACE GROWTH PATTERN

**#3.8M**

Marketplace Offers  
(+174% vs. Q1 16)  
2.3 offers per product

**#1,038**

Sellers  
(+153% vs. Q1 16)  
>40 intern. sellers

**>10%**

average weight  
on GMV

**+75%**

GMV YoY growth

- c. +260% GMV YoY growth delivered at P&P thanks to new CoD (Cash on Delivery) services
- >60 sellers with at least one order at P&P
- +275% Unique Offers YoY
- Computers, Climatisation, Smartphones and Other Goods c. +100% YoY

# TV ADVERTISING ON AIR AGAIN

## FROM 7<sup>TH</sup> June - 30 SECONDS FORMAT



# NEW FULFILMENT CENTER, READY FOR CHRISTMAS SEASON (Q4)

## NEW ePRICE FULFILMENT CENTER

## TOWARDS A SUSTAINABLE FULFILMENT MODEL

2 months ago



1 month ago



last week



**2x**  
vs. current available  
volume

**29K sqm**  
integrated with ERP

**+96%**  
expandable to over  
50,000 sqm

**€5M**  
estimated Capex  
(including SRP)

- Flexible semi-automated warehouse able to support multi-e-Commerce business models
- Located in Truccazzano (MI) at a strategic crossroad to meet needs of ePRICE's customers and suppliers, connecting various distribution networks (MDA couriers, Installers, P&P internal transports, standard couriers)
- Able to serve both ePRICE and SRP outsourcing contract
- To be ready after the Summer, ready for the run up to Christmas

# Q1 17 TAKEAWAYS

Confirmed stronger GMV<sup>(1)</sup> growth than reference market

Continue to enrich last mile services, with increasing coverage and further innovation expected in 2017

Resuming brand equity building through Q2 & Q3 (TV on Air from June 7th)

Expecting to gain traction from Q2 17, after June's negative calendar effect, due to long Easter holidays

2017 Guidance disclosed in March 17 reaffirmed

(1) GMV (Gross Merchandise Volume): it includes revenue from products, deliveries and revenue from 3P marketplace, net of returns and VAT included. It does not include B2B, infocommerce.

# 2017 GUIDANCE

GMV<sup>1</sup> up 20-25%, Revenues up 15-18%, with an accelerated growth in the second half of the year, after a weak February, adversely affected by the planned transition of the ERP system to SAP

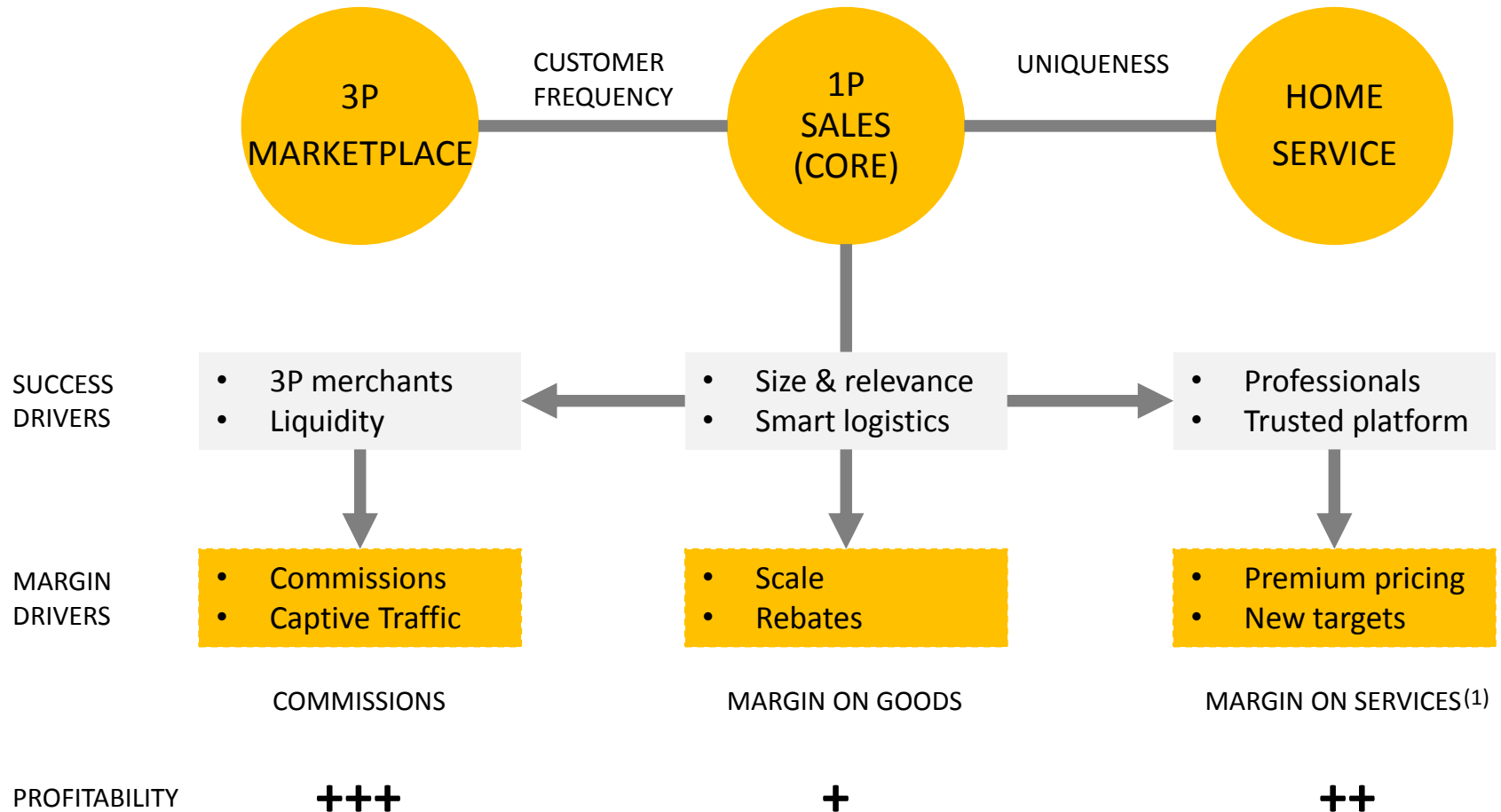
Improvement in Gross margin and considerable increase in EBITDA compared to 2016

Capex to Euro 11 million, including one-off investments for the new fulfilment center

(1) GMV (Gross Merchandise Volume): it includes revenue from products, deliveries and revenue from 3P marketplace, net of returns and VAT included. It does not include B2B, infocommerce.

**ePRICE 2017-21**  
**FINANCIAL TARGETS**  
**PRESENTED NOV 10, 2016**

# ePRICE: 3P MARKETPLACE AND SERVICES ARE KEY DRIVERS FOR GROWTH AND PROFITABILITY



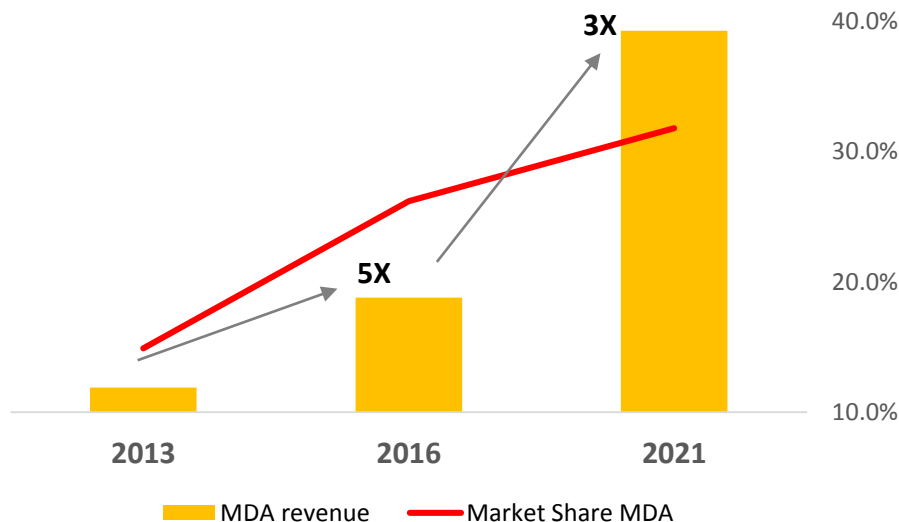


# LEADERS IN MDAs 1P SALES, WE PLAN TO MULTIPLY OUR SIZE AND RELEVANCE VS. MAJOR BRANDS

## APPLIANCES LEADERSHIP = RELEVANCE

## 2021 TARGETS

ePRICE MDA Sales 2015-2021 projections



**Double**

direct purchases from  
key vendors

**+200 bps**

Margin on B2C Goods  
due to relevance

**>6x**

Purchasing power  
with key vendors

**>40%**

EBITDA generated  
by 1P B2C goods

## NEW FULFILMENT CENTRE WILL ENABLE GROWTH



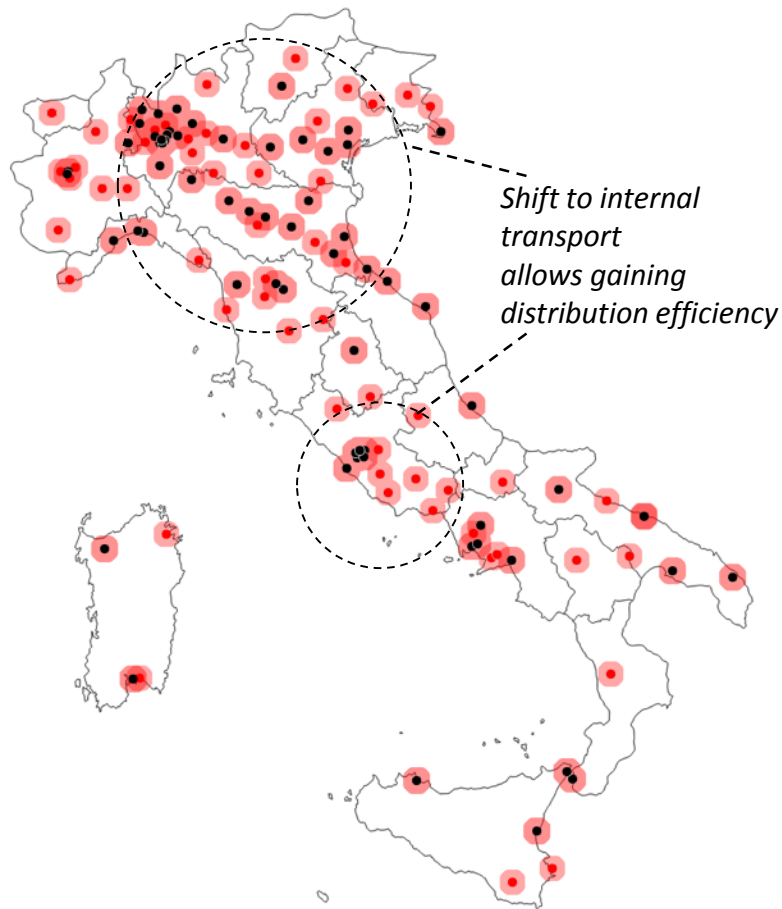
## STRATEGIC TAKEAWAYS

- Service-driven sales optimize 1P-3P sales allocation
- Relevance vs. brands drives higher margins & better SLAs
- New fulfilment center improves metrics & service

# 133 PICK&PAY IN 109 CITIES AND 285 LOCKERS ARE NOW READY TO BECOME A MARKETING PLATFORM

## PLATFORM EXPANSION HAS BEEN COMPLETED

Stores distribution (red dots opened after IPO)



## CURRENT AND 2021 TARGETS

### Free

VIP Programs  
launch in 2017

### Test

“Next Gen” Pick&Pay  
format in 2017

### 2X

Order frequency  
vs. courier

<sup>(1)</sup>  
**NPS > 80**

Higher customer  
satisfaction

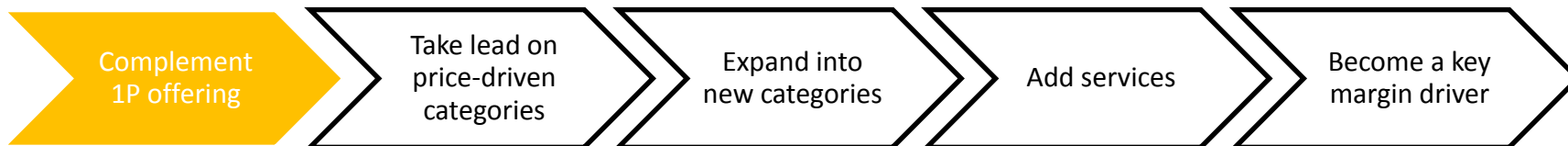
## STRATEGIC TAKEAWAYS

- Saturation drives distribution efficiency
- Loyalty drives frequency and marketing savings
- Synergy with services (returns, fix & repairs, demo)
- Segmentation opportunity, P&P fit specific needs

(1) Net Promoter Score is a management tool that can be used to gauge the loyalty of a firm's customer relationships. It can be as low as -100 (everybody is a detractor) or as high as +100 (everybody is a promoter). An NPS that is positive (i.e., higher than zero) is felt to be good, and an NPS of +50 is excellent.

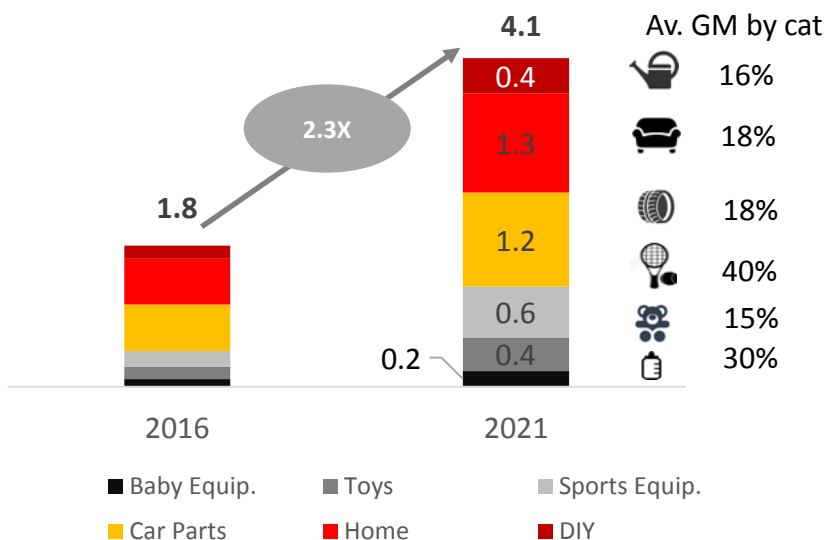
# MARKETPLACE DRIVES GROWTH, MARGINS AND ENABLES LAUNCH OF NEW CATEGORIES

**1P SERVICE-DRIVEN PRODUCTS + 3P PRICE-DRIVEN PRODUCTS + BEST SERVICES = THRIVING & PROFITABLE MARKETPLACE**



## SMART EXPANSION IN “ePRICE CONSISTENT” NEW CATEGORIES

e-Commerce projections for selected product categories (€BN)



## 2021 TARGETS

**10M**

marketplace product range up from 3M

**8,000**

3P merchants (1K today)

**>30%**

on B2C Goods GMV from 3P merchants

**>20%**

EBITDA generated by 3P marketplace

## STRATEGIC TAKEAWAYS

- 3P marketplace is commission-based, margin driver
- Opportunity to cross-sell services (i.e logistics, P&P, VAS)
- Improves customer loyalty & frequency

# A NEW PROFITABLE OPPORTUNITY: SELLING SERVICES

## €1BN ONLINE DEMAND FOR INSTALLATION AND MAINTENANCE

**75 MILLION PRODUCTS REQUIRE INSTALLATION AND MAINTENANCE**

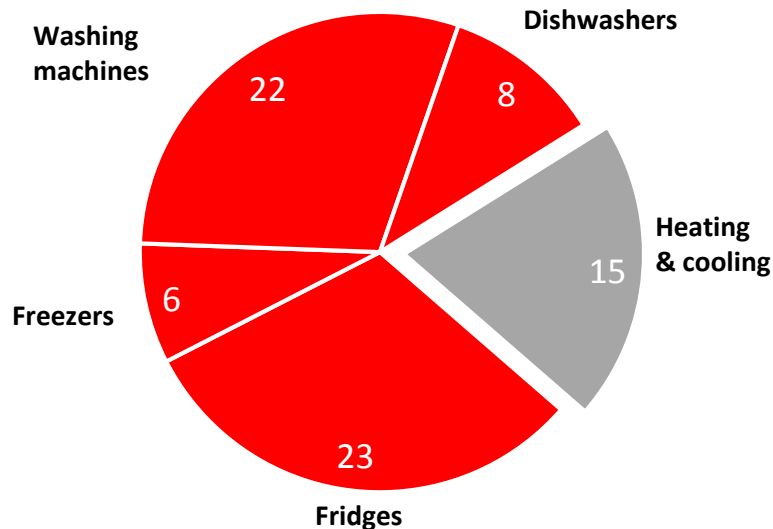
**MDAs & Home Comfort Devices Installed in Italy by Device (M units)**



**0.7 €BN**

home appliances  
services  
(low frequency)

Assuming  
1/3 online  
potential



**4.9 €BN**

heating & cooling  
services  
(recurring)

Assuming  
15% online  
potential

**~1 €BN**  
addressable market

### STRATEGIC TAKEAWAYS

- Growing attention by vendors, players and utility on service segment
- ePRICE to enter boilers and heating Installation and Maintenance market
- Extend Services and protection potentially to all MDAs in Italian households

# HOME SERVICE IS ALREADY A WINNER ON MDAs. WE ARE ADDING NEW CATEGORIES & SERVICES.



## HOME SERVICE WILL BE EXPANDED SIGNIFICANTLY



INSTALLATION & RECYCLING	Professional delivery	Active	Active	Active	New
	Hardware installation	Active	Active	Active	New
	Wall mount & built-in	Migrating	Migrating	Migrating	New
	Cleanup & recycling	Active	Active	Active	New
	Energy checkup	New	New	New	New
SETUP & CONFIGURE	Network connection	New	New	New	New
	Accessories setup	New	New	New	New
	Demo & tutorials	New	New	New	New
	SW setup & upgrades	New	New	New	New
SUPPORT & REPAIR	Remote support	New	New	New	New
	Onsite support	New	New	New	New
	Repair	New	New	New	New

■ Active on Home Service    ▨ Migrating on Home Service    ■ New services

## 2021 TARGETS

**~40%**  
attach rate in  
Home Service on MDAs

**>20%**  
Ebitda by 2021

**70 NPS**  
Maintain higher  
customer satisfaction

**1,000**  
Multi-skilled  
professionals by 2021

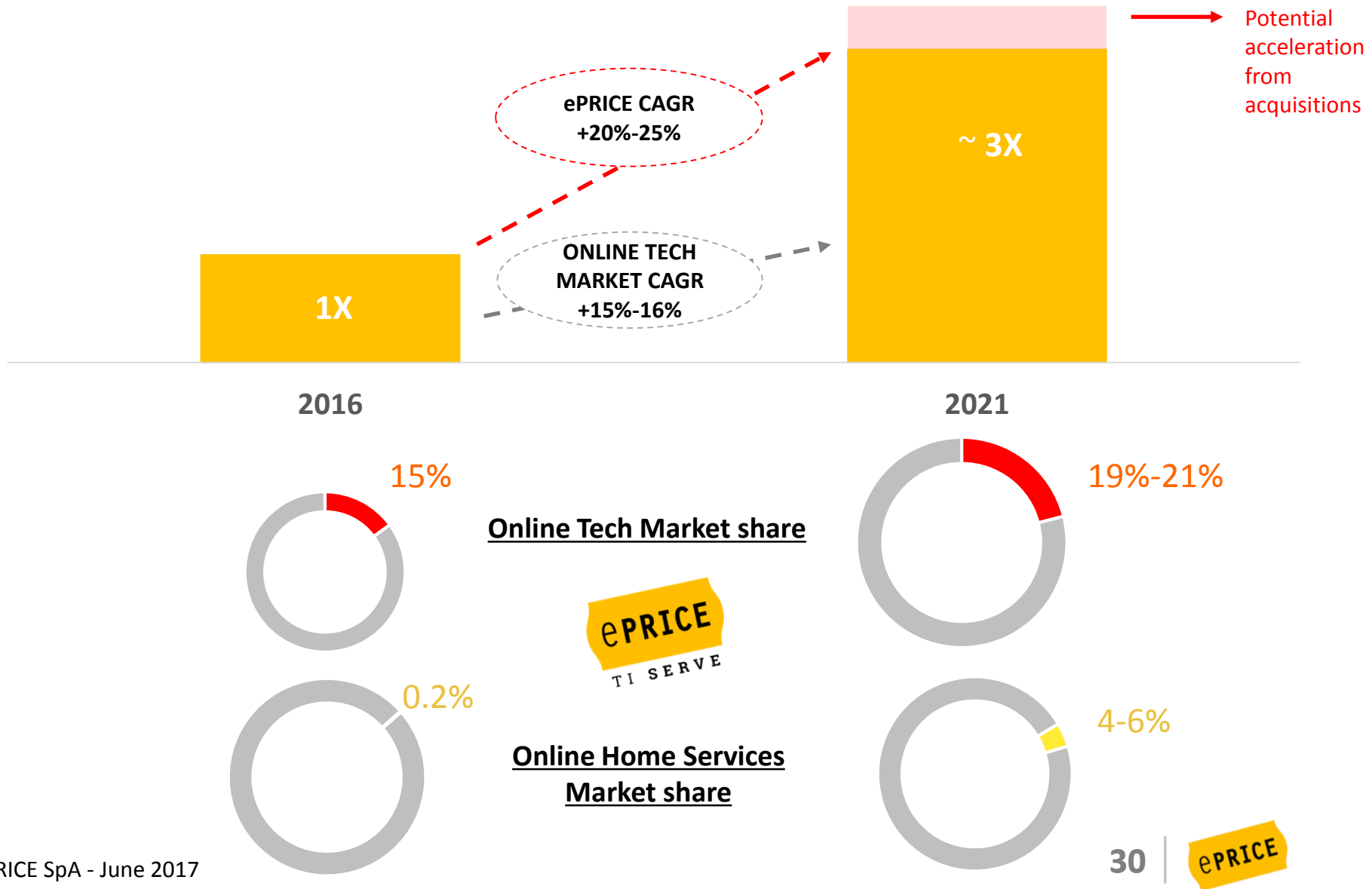
## STRATEGIC TAKEAWAYS

- Wider service range sets us apart from competitors
- Services drive higher conversion rate
- Services can be sold bundled / unbundled & B2C / B2B
- Services are key to sell “smart home” products


# 2021 STRATEGIC GUIDELINES RECAP: OUR BUSINESS GOALS, LOOKING FORWARD

	STRATEGIC GUIDELINE	TARGET 2021 METRICS
1	LEAD e-COMMERCE DEVELOPMENT BY PUSHING MDAs & OTHER SERVICE-CENTRIC HOME PRODUCTS	>30% MDAs online market share, +1ppt per year
2	EXPAND CATEGORY RANGE THROUGH 3P MARKETPLACE TO ADD REVENUES AND MARGIN (E.G. SPORTS EQUIPMENT, HOME IMPROVEMENT, GARDENING, PARTS)	>30% GMV from 3P merchants
3	BUILD A CUSTOMER CENTRIC SERVICE PLATFORM WITH TOTAL QUALITY IN MIND: PICK&PAY, INSTALLATION, SETUP, PROTECT, SUPPORT & REPAIR	> 10% GMV from services
4	ESTABLISH A RECOGNIZED BRAND BY ITALIAN HOUSEHOLDS, BUILT AROUND SOLID, CONSISTENT VALUES	>30% unsolicited brand awareness
5	CAPTURE STRATEGIC AND TACTICAL OPPORTUNITIES THROUGH M&A AND SMART ACQUI-HIRING	Accelerate plan progress

# ePRICE GMV EVOLUTION OVER NEXT YEARS



# TARGET MODEL

	FY 15	FY 16	TARGET 2021	DRIVERS
MARKET GROWTH	20%	20% (4)	15-16% >2X	Secular shift from offline, mobile, innovation
GMV <sup>(1)</sup>	€207M	€254M	~ 3X	Market Growth, MDA, 3P Marketplace
REVENUES	€168M	€198M	~ 2.5X	Market Growth, B2B, ADV, Infocommerce
GROSS MARGIN <sup>(2)</sup>	13.8%	15.3%	20%-22%	Mix&sourcing, Rebates, 3P Marketplace, Infocommerce
MARKETING <sup>(2)</sup>	5.3%	5.6%	4.5%-5.0%	Brand Awareness, Returning Customers
FULFILMENT TRANSPORT <sup>(2)</sup>	3.5%	4.4%	5.0%-5.5%	Now including Transport&Installation service
FULFILMENT INTERNAL <sup>(2)</sup>	5.0%	5.2%	3.8%-4.3%	New fulfilment center, scale & efficiency program
IT + G&A <sup>(3)</sup>	4.6%	4.9%	1.8%-2.5%	Efficiencies and scalability
EBITDA adj. <sup>(2)</sup>	-4.7%	-4.8%	4%-6%	 <b>#1 specialty player, enhanced by services</b>
CAPEX <sup>(2)</sup>	4.5%	3.8%	1.5%-2.0%	
				2017 new fulfilment, Eu 5mn

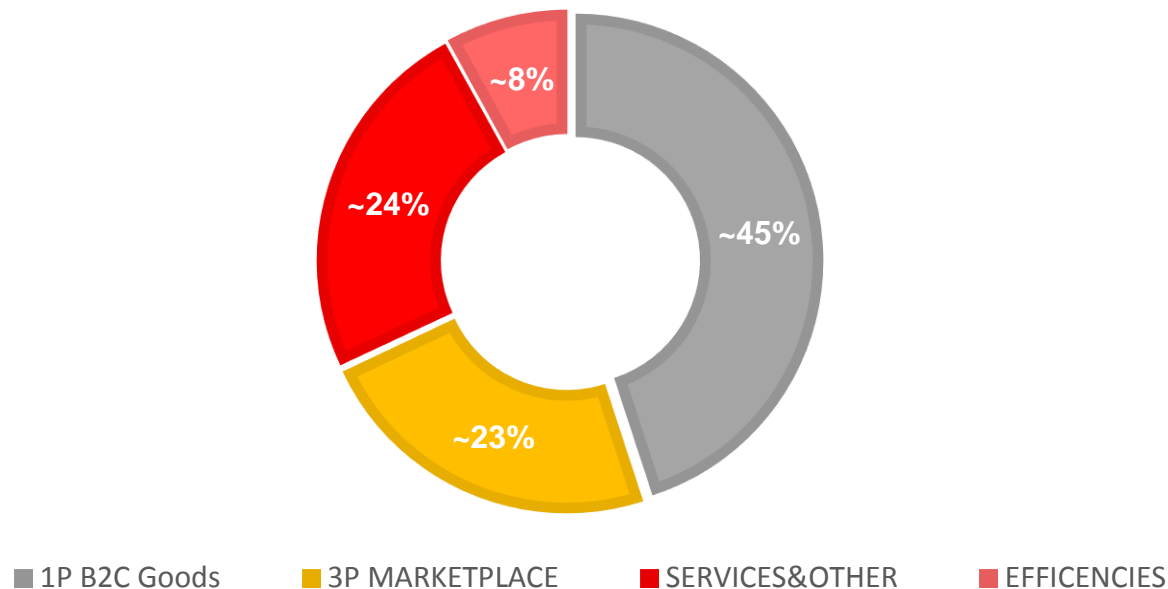
(1) GMV (Gross Merchandise Volume): it includes revenue from products, deliveries and revenue from 3P marketplace, net of returns and VAT included. Infocommerce and Advertising and B2B revenues not included., representing c. 6% of revenues in 9M16;  
 (2) % of revenues incl non recurring; (3) % of revenues: of which 35% corporate&finance costs due to being listed; (4) LFL growth 2016 vs 2015. Including restatement of offline players' Click&Collect sales (included from 2016), market up c. +24% YoY.



# EBITDA EVOLUTION AND BREAKDOWN

- Progressive improvement of EBITDA towards the 4%-6% goal powered by:
  - Margin on goods 1P sales improvement
  - Service & Marketplace to represent close to 50% of Ebitda
  - Cost scale optimization (>10% 2021 Ebitda)

*Ebitda 2021 breakdown*



**ePRICE  
PEER GROUP**

# ePRICE PEERS – PERFORMANCE

## (PRICES AS OF 06/19/17)

### Peer Group - Absolute Performances

Multiple Entities Report (Local Currency) as of 06/19/17

Stock	Price	Mkt cap	Ccy	1M	3M	6M	1Y
ePRICE (BANZAI)	3.8	155	EU	-4.9%	-3.0%	7.1%	7.0%
AO World Plc	1.3	580	GBP	-15.5%	-14.5%	-31.3%	-19.1%
Verkkokauppa.com Oy	8.2	367	EU	1.2%	9.7%	12.4%	20.2%
ASOS plc	61.8	5,153	GBP	0.4%	4.3%	26.8%	78.5%
Zalando SE	44.7	11,065	EU	11.4%	19.5%	24.6%	73.2%
YOOX Net APorter S.p.A.	23.3	2,122	Eu	-8.7%	5.0%	-13.0%	6.0%
boohoo.com Plc	2.5	2,919	GBP	35.6%	62.2%	92.2%	358.1%
SRP Groupe SA	24.8	849	EU	-4.5%	8.5%	24.7%	
MySale Group plc	1.1	176	GBP	6.0%	8.3%	14.6%	67.0%
<b>FTSE Italy</b>	<b>133.1</b>	<b>305,060</b>		<b>-2.5%</b>	<b>4.9%</b>	<b>10.0%</b>	<b>22.0%</b>
<b>FTSE Italia Star</b>	<b>35,039.7</b>	<b>18,872</b>		<b>0.7%</b>	<b>10.2%</b>	<b>32.6%</b>	<b>47.9%</b>

Source: Factset

# ePRICE PEERS – VALUATION

## (PRICES AS OF 06/19/17)

### Peer Group - Multiple Comparison

Multiple Entities Report (Local Currency) as of 06/19/17

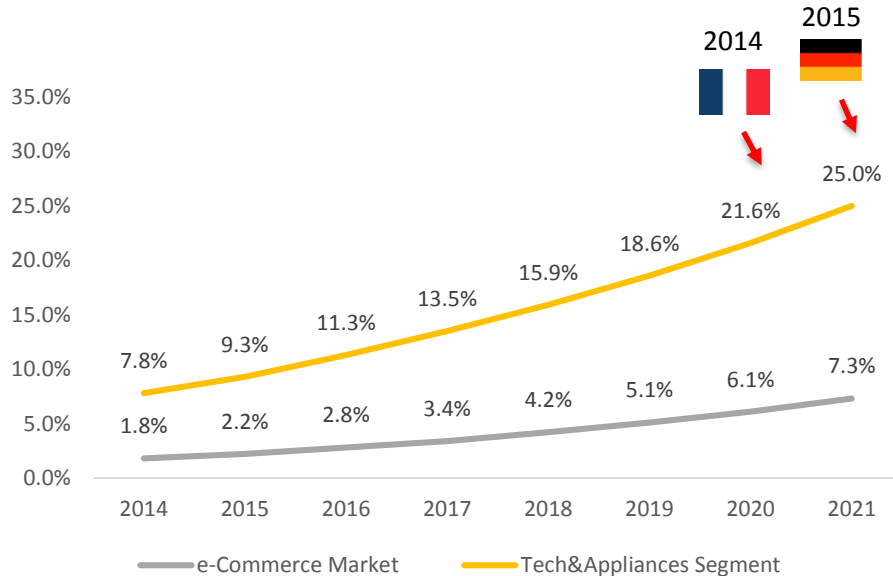
Stock	Price	Mkt cap	Ccy	EV/Sales 2016	EV/Sales 2017	EV/Sales 2018	EV/Ebitda 2016	EV/Ebitda 2017	EV/Ebitda 2018
ePRICE (BANZAI)	3.8	155	EU	0.5	0.5	0.4			49.9
AO World Plc	1.3	580	GBP	0.8	0.7	0.6		263.4	42.0
Verkkokauppa.com Oy	8.2	367	EU	0.9	0.8	0.7	24.1	18.8	15.3
ASOS plc	61.8	5,153	GBP	3.5	2.6	2.1	53.3	40.6	30.1
Zalando SE	44.7	11,065	EU	2.8	2.3	1.8	38.6	31.3	23.2
YOOX Net APorter S.p.A.	23.3	2,122	Eu	1.6	1.4	1.2	21.1	17.4	12.6
boohoo.com Plc	2.5	2,919	GBP	9.7	5.6	4.3	80.0	55.1	42.3
SRP Groupe SA	24.8	849	EU	1.4	1.0	0.8	25.9	17.9	12.5
MySale Group plc	1.1	176	GBP	1.1	1.0	0.8	49.9	30.7	23.0
<b>E-Commerce Average</b>				<b>3.1</b>	<b>2.2</b>	<b>1.8</b>	<b>36.8</b>	<b>48.7</b>	<b>32.0</b>
<b>E-Commerce Median</b>				<b>1.6</b>	<b>1.4</b>	<b>1.1</b>	<b>32.0</b>	<b>26.2</b>	<b>21.6</b>
<b>E-Commerce Median ex Amazon, eBay, Rocket, Naspers</b>				<b>1.6</b>	<b>1.4</b>	<b>1.1</b>	<b>32.0</b>	<b>26.2</b>	<b>21.6</b>

Source: Factset

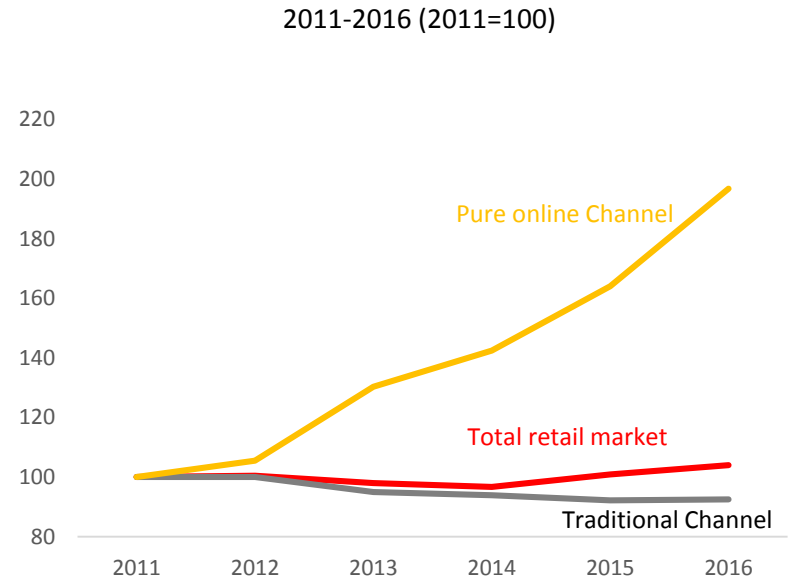
# APPENDIX

# REAL GROWTH HAPPENING IN THE PURE ONLINE MARKET

## ONLINE TECH&APPLIANCES PENETRATION ON TOTAL RETAIL IN ITALY



## TECH & APPLIANCES MARKET GROWTH BY CHANNEL



### Unlocking Italy's growth potential

- Collapse of traditional retailers
- Increasing mobile access
- Increased online payment penetration

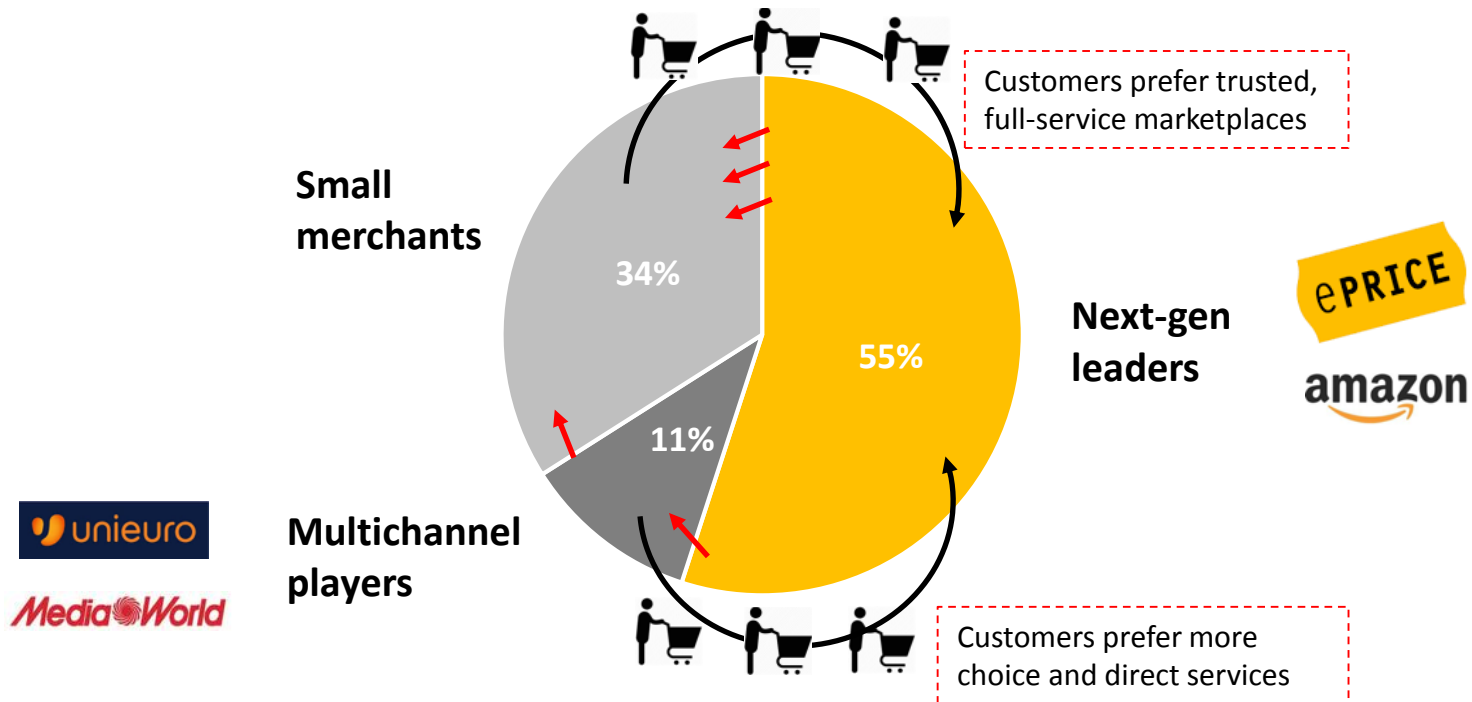
### 2016 Italian retail Market value

	Eu bn
Italian Retail Market value	240
Italian Online Total Retail Market value	10
ePRICE Addressable Retail Market value	14.5
Online Tech&Appliances Market Retail	1.7
<b>Pure online Players Tech&amp;Appliances Market</b>	<b>c. 1.0</b>

# CUSTOMERS CONVERGING ON NEXT-GEN ONLINE RETAILERS. CHOICE & PRICE AS WELL AS SERVICE & CONVENIENCE.

## NEXT-GENERATION TOP PLAYERS ARE POSITIONED TO CAPTURE MARKET SHARE

Market Shares in Online Tech & Appliance Retail in Italy (% Total B2C Sales, 2016 estimate)



### STRATEGIC TAKEAWAYS

- Consumer demand is changing, looking also for services
- Small merchants to convert in “smarter sourcing” for online marketplaces

# EPRICE: NEED-DRIVEN, MULTI-SPECIALIST



- Multi-specialist Approach
- Focus on High Tickets
- Complex products
- Pick&Pay and Lockers
- Premium Services
- Network of installers

Conceptual chart representing a selected number of relevant players



# WE HAVE A VERY STRONG VALUE PROPOSITION

## LEADERSHIP VS. AMAZON IN HIGH-VALUE CATEGORIES



- ✓ Stronger on low-tickets
- ✓ Comparable in electronics
- ✓ Can lose money to win (so far)
- ✓ Destination website
- ✗ Weaker in MDAs and TVs
- ✓ Fast delivery time due to huge stock
- ✗ Generalist by design
- ✗ Heavy logistics
- ✗ Online only
- ✗ No local touch
- ✗ No professional services



Broad product selection  
on multiple categories,  
with >1m SKUs

Focus on high-ticket,  
high-touch products

Multi-specialist,  
with rich contents

Smart inventory model  
+ smart logistics

Pick&Pay

Professional services

Market Place

## EFFECTIVE FEATURES VS. TRADITIONAL RETAILERS, C.80% OF THE EU 13+BN TECH MARKET



- ✓ Well known brands
- ✓ Immediate ROI from ADV
- ✗ Limited, shrinking selection
- ✗ Higher prices
- ✗ Channel conflicts (online vs in-store)
- ✓ Physical Coverage of the Territory
- ✗ Clerk-centric service
- ✗ Store-centric inventory
- ✗ Store-centric platform
- ✗ Offline-first DNA & organization
- ✗ Fixed costs



# MAIN SHAREHOLDERS

The share capital of ePRICE S.p.A. is equal to Euro 825,047 composed by n. 41,252,350 ordinary shares without par-value.

RELEVANT SHAREHOLDERS	NUMBER OF SHARES	% SHARE CAPITAL
<b>Paolo Ainio<sup>1</sup></b>	<b>9,447,615</b>	<b>22.90%</b>
<b>Arepo BZ S.a.r.l.</b>	<b>8,613,850</b>	<b>20.88%</b>
<b>Pietro Boroli</b>	<b>2,138,997</b>	<b>5.19%</b>
<b>Treasury Shares</b>	<b>903,512</b>	<b>2.19%</b>

(1) of which 221.750 (0,54%) held trough PUPS S.r.l., 80% controlled by Paolo Ainio

There are no other shareholders, outside of those listed above, with a shareholding of more than 5% that have notified Consob and ePRICE S.p.A. according to art. 117 of Consob Regulation no. 11971/99 on notification requirements of major holdings.

# FINANCIAL CALENDAR 2017

April				
M	T	W	T	F
	3	4	5	6
	7	10	11	12
	13	14	17	18
	19	20	21	24
	25	26	27	28

June				
M	T	W	T	F
	1	2	3	4
	5	8	9	10
	11	12	15	16
	17	18	19	22
	23	24	25	26
	29	30	31	

Jul				
M	T	W	T	F
	3	4	5	6
	7	10	11	12
	13	14	17	18
	19	20	21	24
	25	26	27	28
	31			

June 10

Q1 17 Full Results

Jul 25

Preliminary H1 17 sales

Sep 13

H1 17 Full Results

# DEFINITIONS

- **GMV:** Gross Merchandise Volume, it includes revenue from products, deliveries and revenue from 3P marketplace, net of returns and VAT included. Infocommerce and Advertising and B2B revenues not included
- **Net Promoter Score:** is a management tool that can be used to gauge the loyalty of a firm's customer relationships
- **TTM GMV/Revenues:** Trailing/Last Twelve Months Results
- **Gross Margin:** since 30.9.2016 Gross Profit/Margin has been restated and is now net of delivery costs, booked under fulfilment
- **Fulfilment Transport Costs:** delivery costs (courier, premium)
- **Fulfilment Internal Costs:** all other fulfilment
- **G&A:** also includes costs previously booked as “holding”

# CONTACTS

## **ePRICE S.p.A.**

Via San Marco 29

20121 Milan, Italy

[corporate.eprice.it](http://corporate.eprice.it)

## **IR**

**Micaela Ferruta**

**Head of Investor Relations and Strategic Planning – ePRICE S.p.A.**

+39 0230315400

Investors.eprice.it

[investor.relations@eprice.it](mailto:investor.relations@eprice.it)