



**FROM BANZAI  
TO  
ePRICE**

# PRESENTING TODAY



**Pietro Scott Jovane**  
CEO

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



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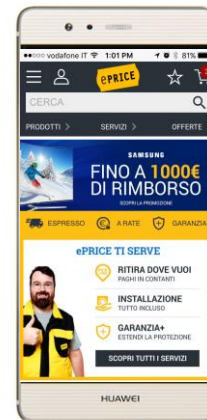
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# ePRICE: THE NATIONAL E-COMMERCE LEADER



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**

**FY 16**  
**Eu 254mn GMV<sup>(1)</sup>**  
**Eu 198mn Revenues**

**+23% YoY GMV<sup>(1)</sup>**  
**+18% YoY Rev**

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

**~1.6mn customers<sup>(2)</sup>**  
**~500 installers<sup>(3)</sup>**  
**~900 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) Home Service



# 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: FROM e-COMMERCE TO e-SERVICE

## OUR NEW, SERVICE-DRIVEN MISSION

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



# ePRICE: HIGHLIGHTS OF 2016

1

**From Banzai to ePRICE:** sale of Vertical Content division for Eu 45 mn (EV) and Saldiprivati for Eu 38 mn (EV). ePRICE expected to close 2016 with a profit, including capital gain from disposals.

2

**ePRICE 2021 Strategic Guidelines presented,** calling for: 3x GMV, 4-6% EBITDA margin by end of plan and cash positive from 2019 driven by: 1) focus on MDA and service driven categories; 2) 3P marketplace growth and 3) focus on services and innovation.

3

**FY 16 results:** GMV <sup>(1)</sup> up 23% YoY in 2016 (21% in Q4 16), driven by 18% YoY revenue growth and +123% of Marketplace GMV. +150bps improvement in Gross Margin. Eu 10 mn net profit and Eu 56 mn net cash, thanks to disposals completed in 2016.

(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.

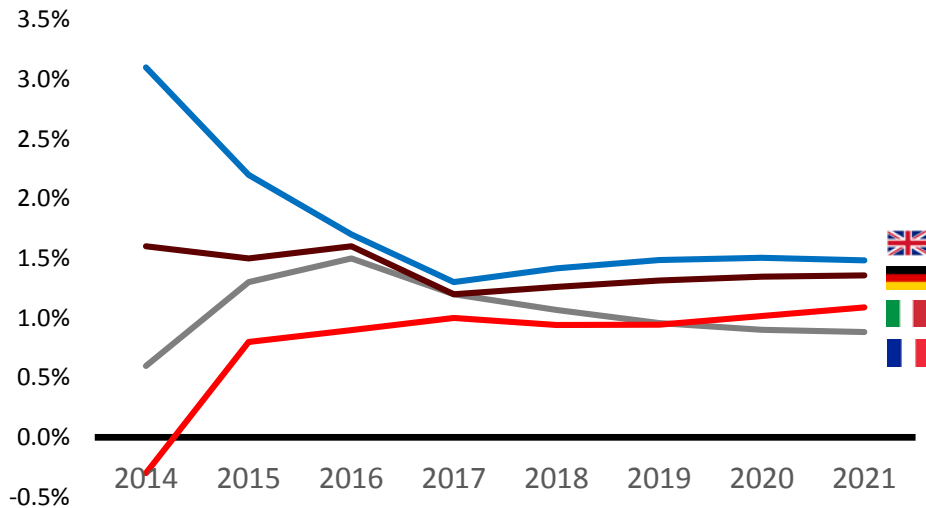


**ePRICE 2017-21**  
**STRATEGIC GUIDELINES**  
PRESENTED NOV 10, 2016

# TODAY: 19M ITALIANS BUY ONLINE BY 2021: +7M MORE ARE EXPECTED TO DO SO

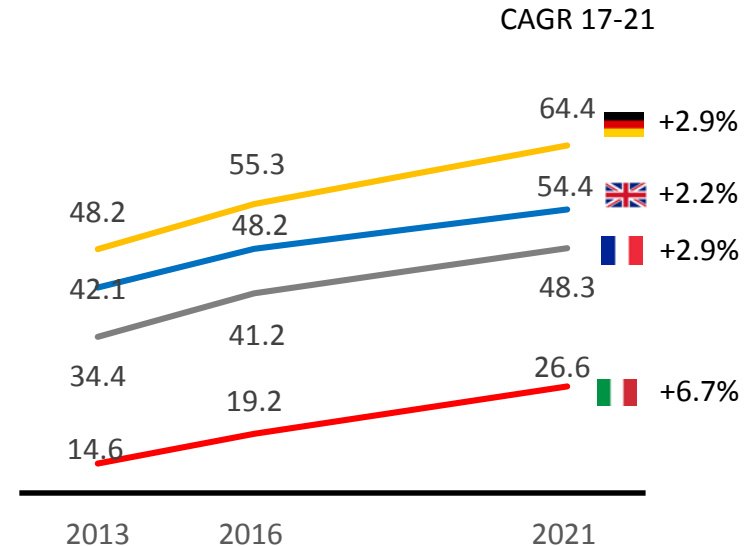
## SOFT ECONOMY MAKES CUSTOMERS SMARTER

GDP YoY Growth, Actual and Forecast, 2014-2021, %



## ITALIAN CUSTOMERS ARE MOVING ONLINE

# Online Buyers (M)



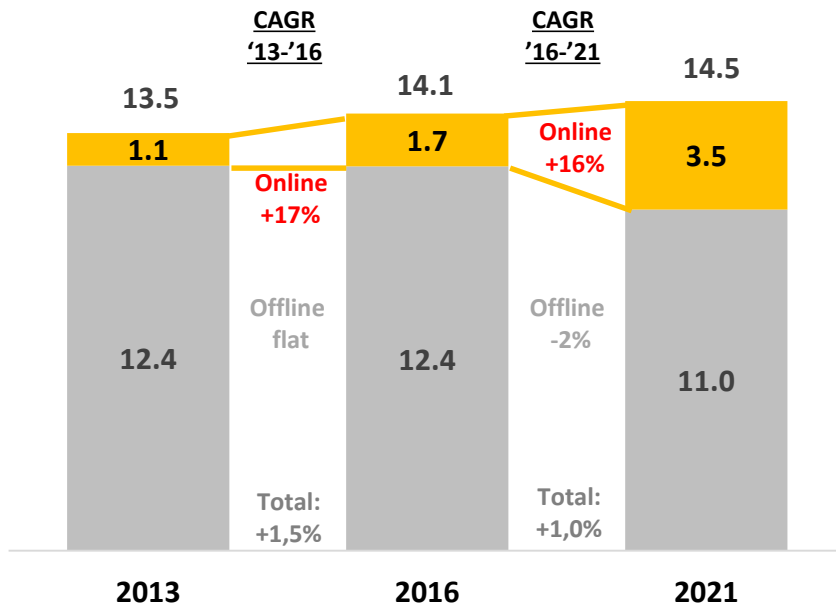
## STRATEGIC TAKEAWAYS

- Economic stagnation drives online growth opportunity
- 7M of new buyers are coming: marketing & fulfilment investment is still a critical factor
- Brick & mortar weakened by extended slow sales. Hence Consolidation / M&A

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

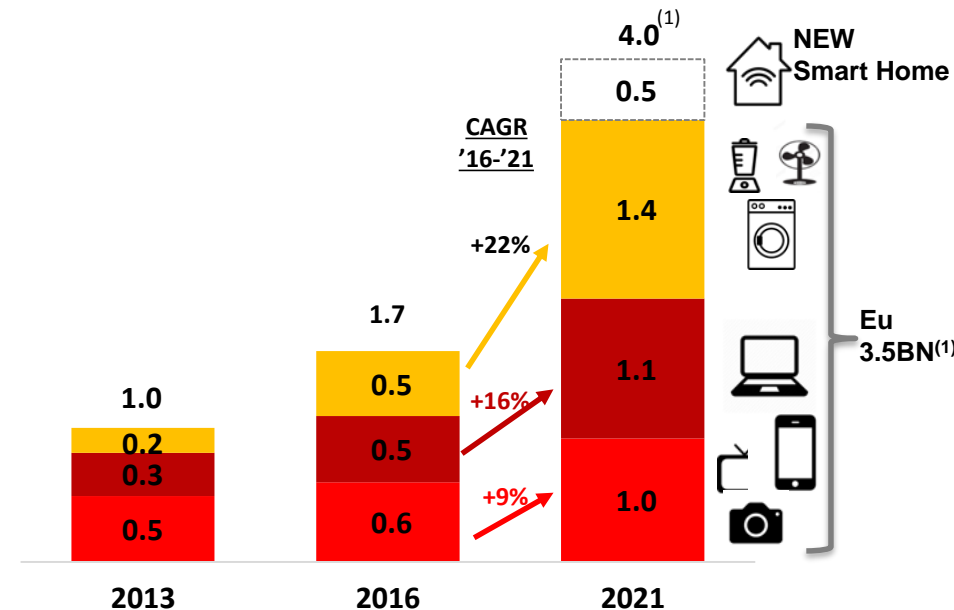
## HUGE OPPORTUNITY SHIFTING ONLINE

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.

## 2016 CORE Market TECH in Italy (% growth)

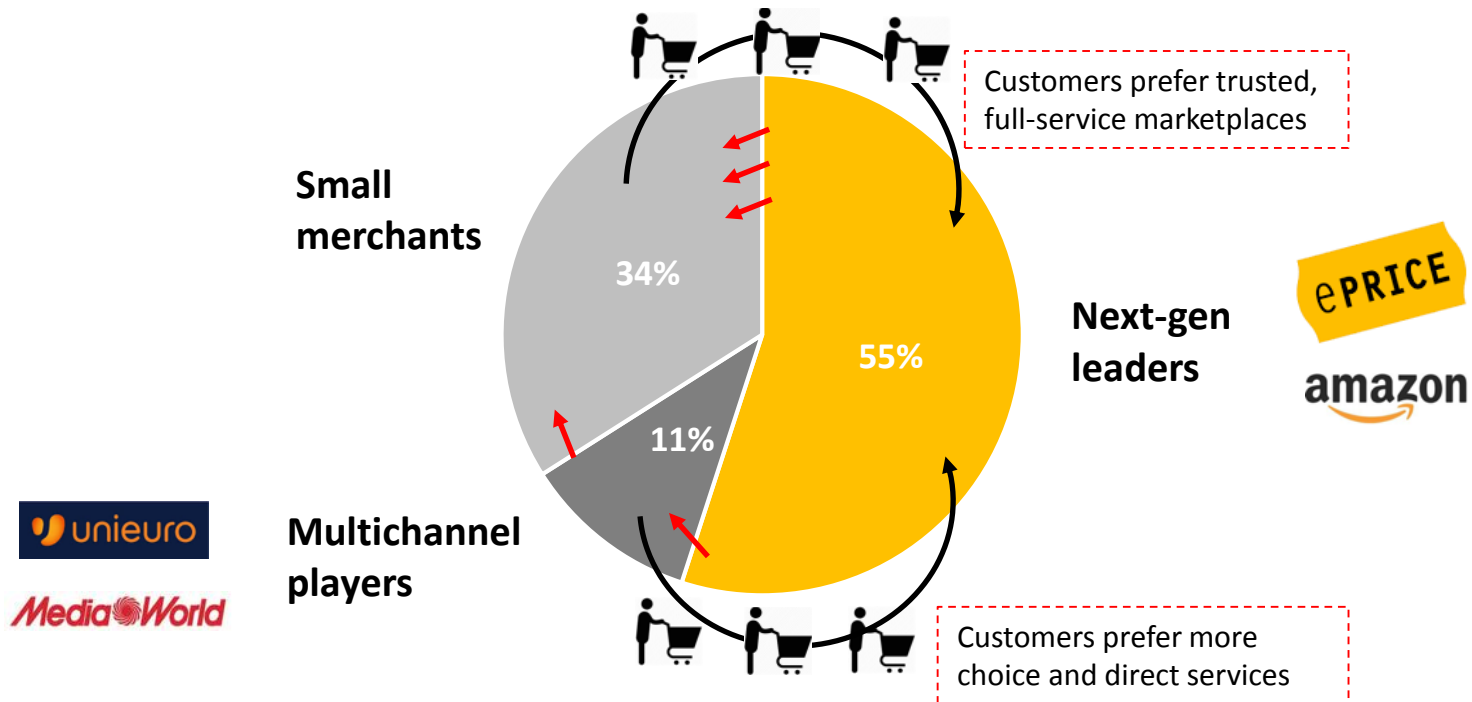
Traditional Tech&Appliances 2016	Online Tech&Appliances 2016 <sup>(2)</sup>	Tech&Appliances ePRICE GMV 2016
+1.0%	c.+20%	+24%

(2) LFL growth 2016 vs 2015. Including restatement of 'offline players' Click&Collect sales (included from 2016), market up c. +24% YoY. Source: ePRICE re-elaborations on GfK and internal estimates.

# 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

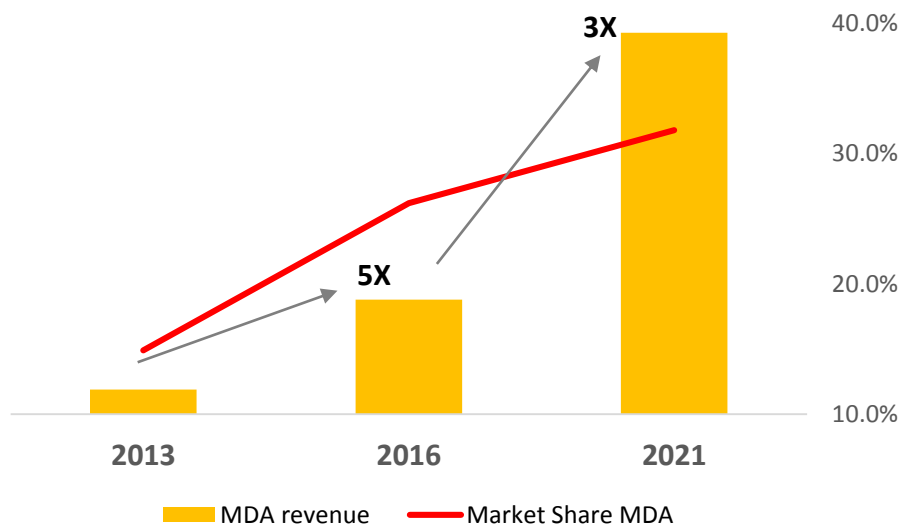
- Consumer demand is changing, looking also for services
- Small merchants to convert in “smarter sourcing” for online marketplaces

# 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



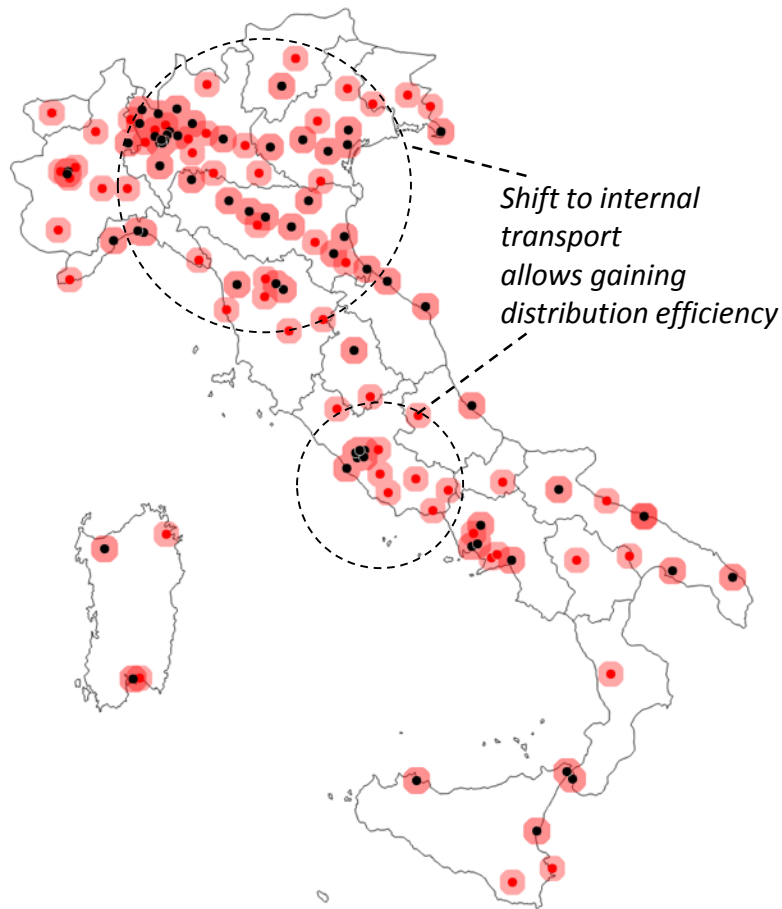
## STRATEGIC TAKEAWAYS

- 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 AND 309 LOCKERS IN 109 CITIES 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

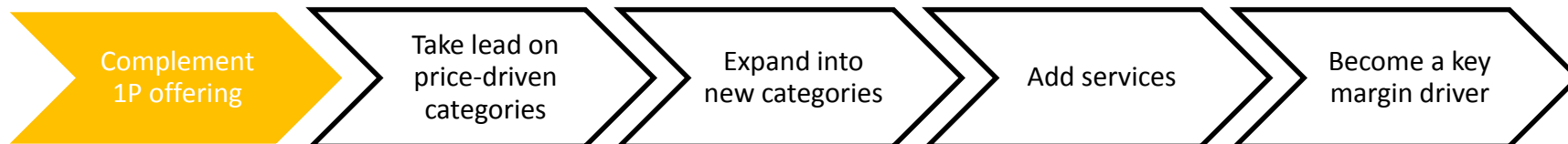
## STRATEGIC TAKEAWAYS

- 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.

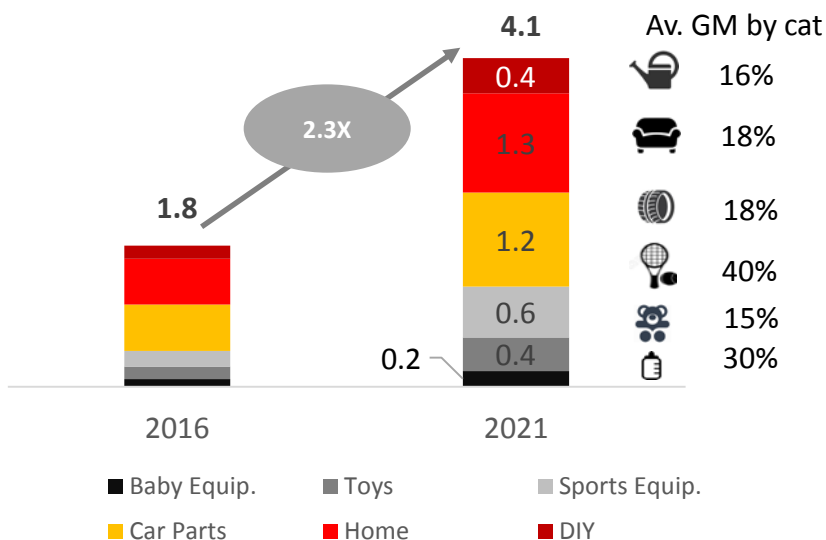
# MARKETPLACE DRIVES GROWTH, MARGINS AND ENABLES LAUNCH OF NEW CATEGORIES

**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**

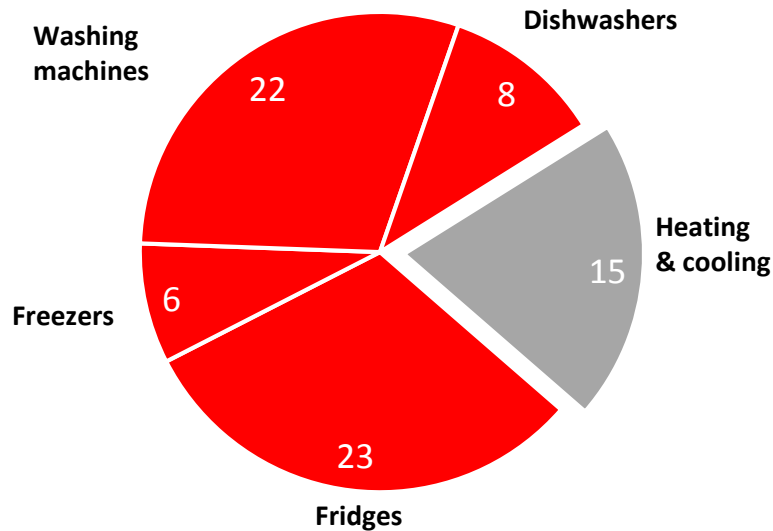
**MDAs & Home Comfort Devices Installed in Italy by Device (M units)**



**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

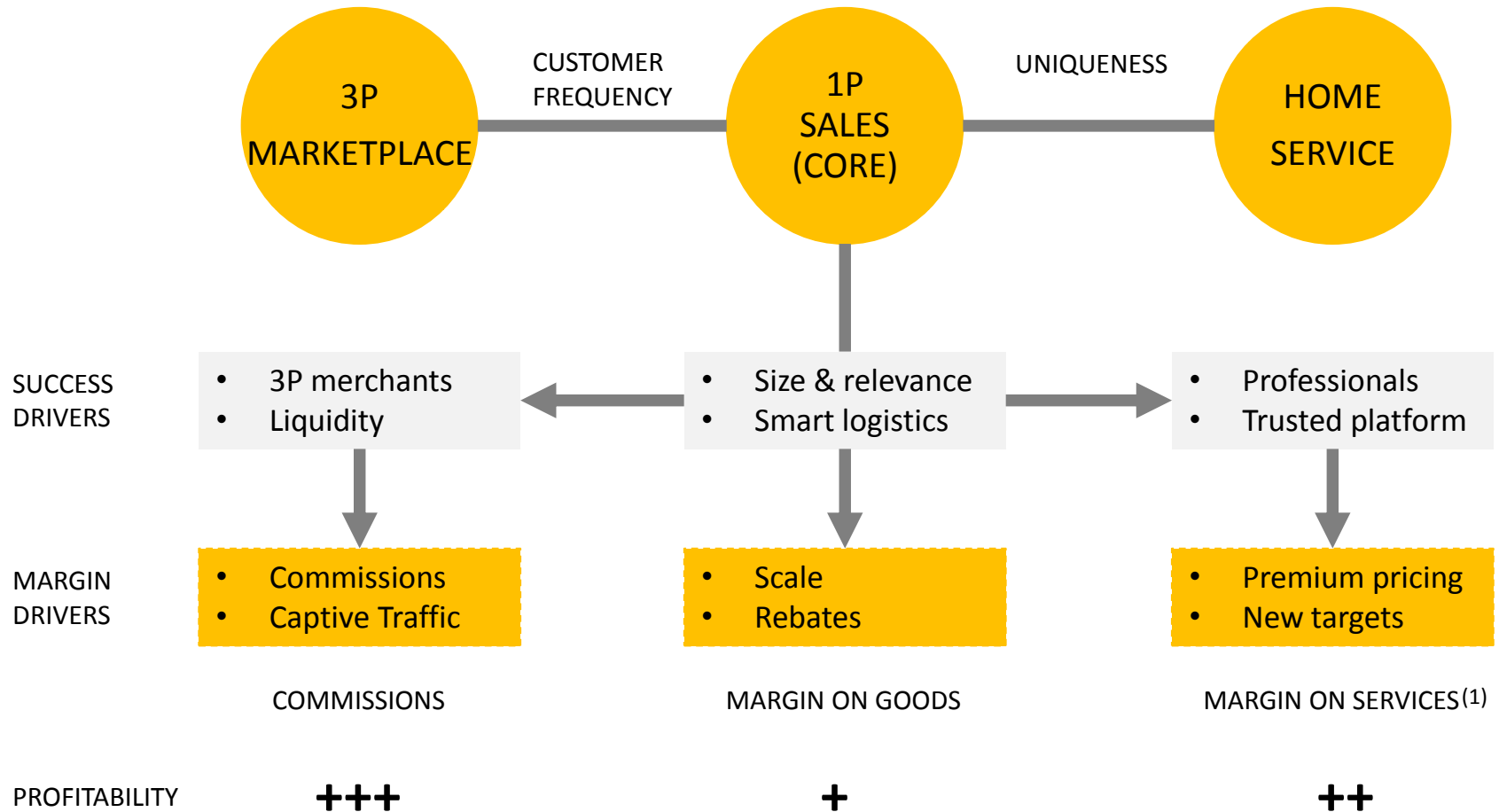
**1,000**  
Multi-skilled  
professionals by 2021

## STRATEGIC TAKEAWAYS

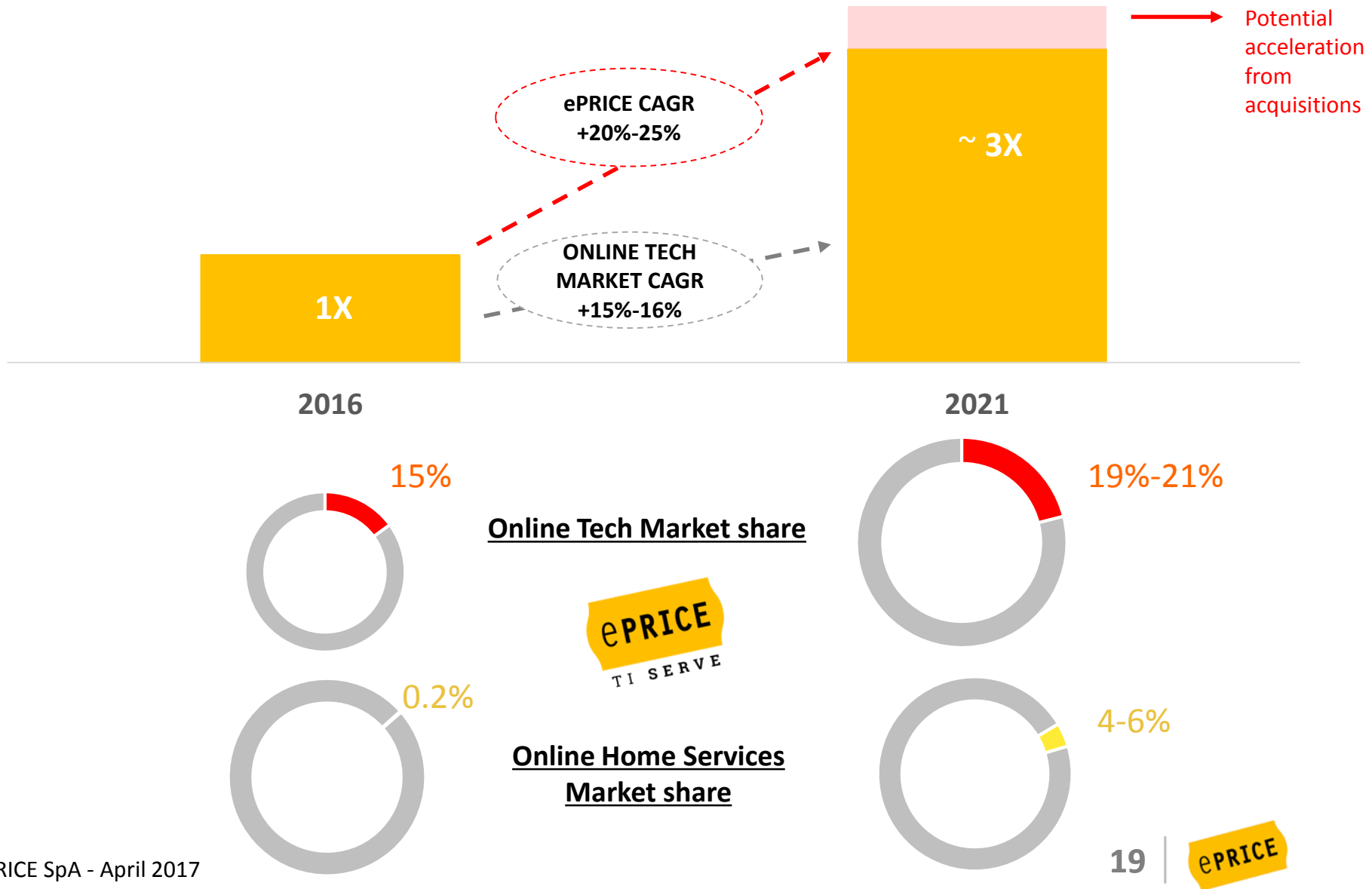
- Wider service range sets us apart from competitors
- Services drive higher conversion rate
- Services can be sold bundled / unbundled & B2C / B2B
- Services are key to sell “smart home” products

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

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




# ePRICE GMV EVOLUTION OVER NEXT YEARS



# 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

# TARGET MODEL

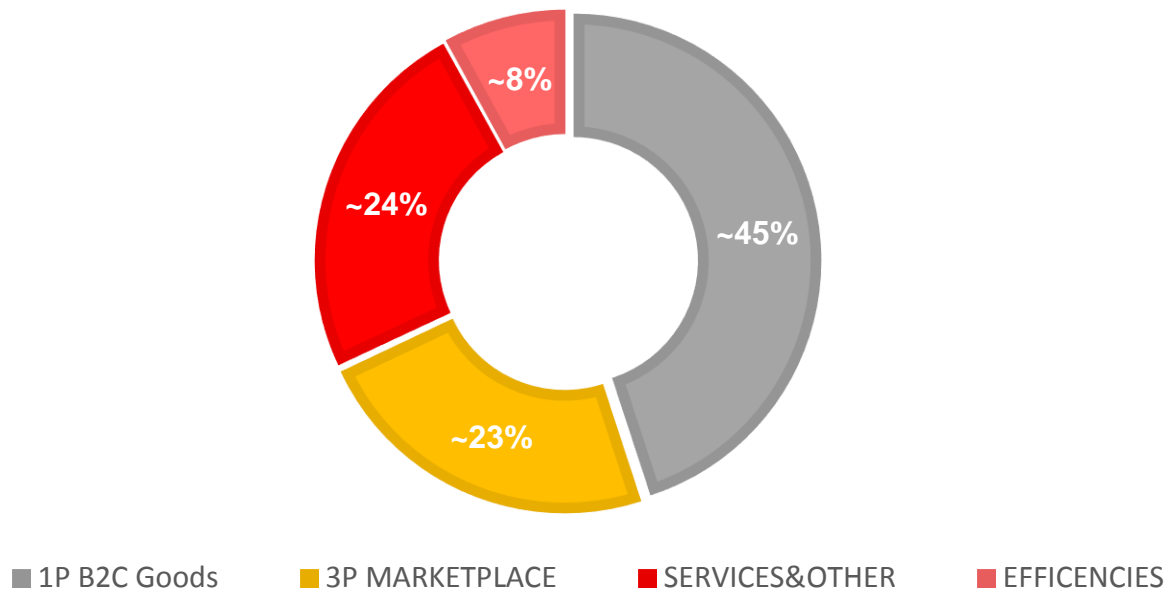
	FY 15	FY 16	TARGET vs. 16	DRIVERS
MARKET GROWTH	20%	20% (4)	15-16% >2X	Secular shift from offline, mobile, innovation
GMV <sup>(1)</sup>	€207M	€254M	~ 3X	Market Growth, MDA, 3P Marketplace
REVENUES	€168M	€198M	~ 2.5X	Market Growth, B2B, ADV, Infocommerce
GROSS MARGIN <sup>(2)</sup>	13.8%	15.3%	20%-22%	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*



# CF PROJECTIONS & POTENTIAL ACQUISITIONS

- Solid Net Cash position throughout 5y plan
- Operating Cash Flow positive in 2018
- Cash Flow positive in 2019
- Additional up to €18 M from executed disposal earn-out between 2017-2019
- € 40M available for opportunistic acquisitions, to speed up targets achievement
  - Current core categories
  - Last mile services
  - Home service
  - Smart Home & Remote Support services
- Target Model Ebitda Conversion to Operating Cash Flow >80%

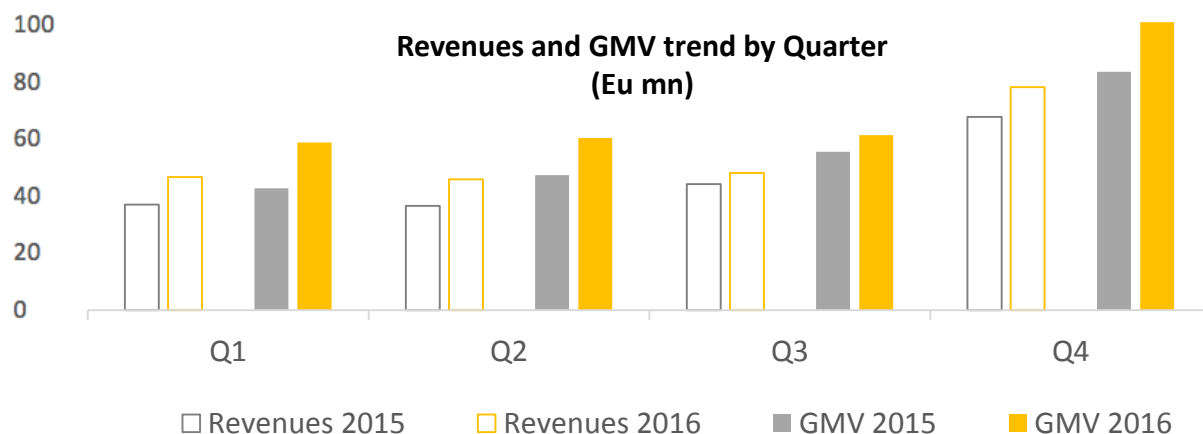


# **4Q 16 AND FY 16 HIGHLIGHTS**

# 2016 BY Q: ePRICE CONSOLIDATED REVENUES AND GMV

In 2016 ePRICE posted c. +23% YoY GMV growth and +18% YOY for revenues, ahead of 2016 guidance (updated in November).

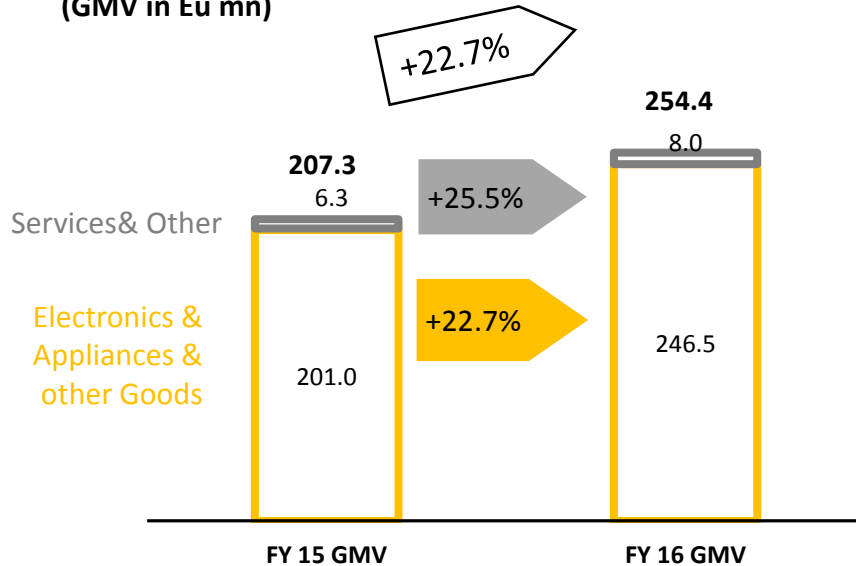
- Q1: Home Service Installation services launched (installers 4x Dec 16 vs Jan 16 and +100% MDA installations);
- Q2: Marketplace Anniversary (up 123% in FY 16);
- Q3: Tough comparison on Home Comfort (AC) sales due to weather and Tough Q3 16 market competition, back to “normal” in Q4 16;
- Q4: Positive impact of Q4 16 ePRICE TV campaign (traffic +30% YoY) driving strong Black Friday sales (+81% YoY) and strong Christmas sales.



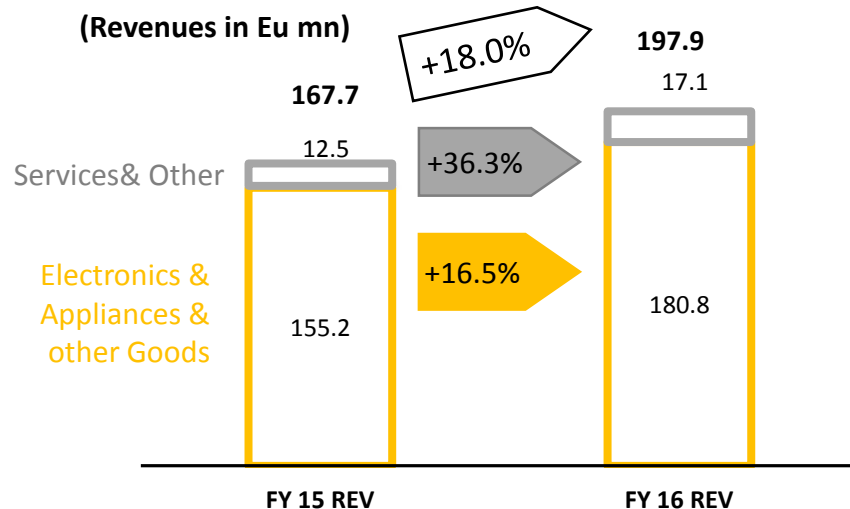
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# FY16 GMV & REVENUES (1) (2)

(GMV in Eu mn)



(Revenues in Eu mn)

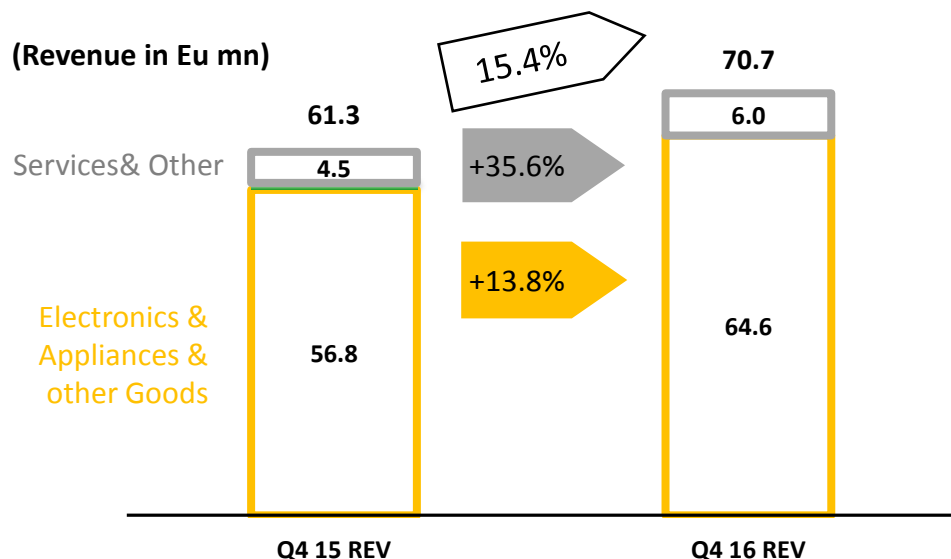
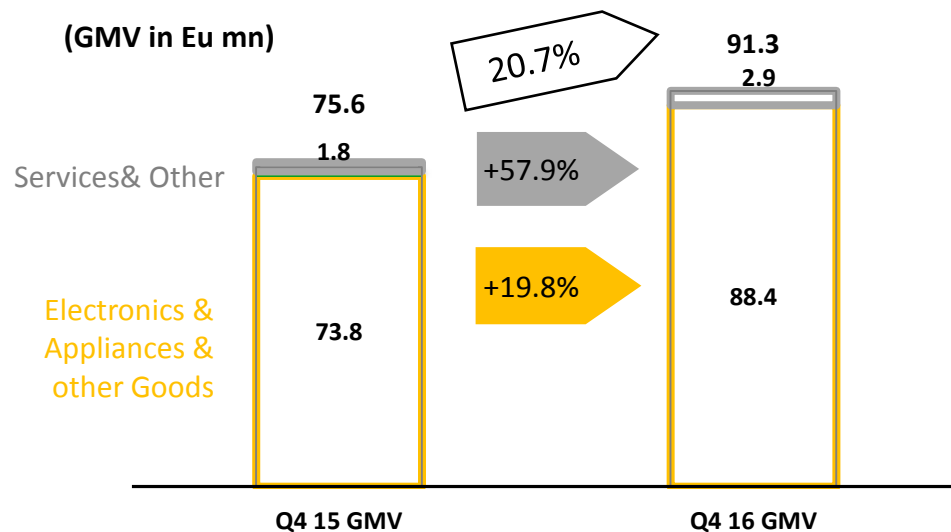


## FY 16 Highlights

- Reinforced Leadership in MDAs.
- Electronic & Appliances GMV alone up 24% YoY.
- Marketplace GMV strong growth +123% in 2016, driven by electronics.
- Premium Installation Services and warranties as new pillar of ePRICE P&L, with Home Service January '16 successful launch.
- Positive effect of Infocommerce revenues, up over 50% YoY, as our size increases and to a lower extent thanks to special initiatives.

- (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.

# 4Q16 GMV AND REVENUES (1) (2)



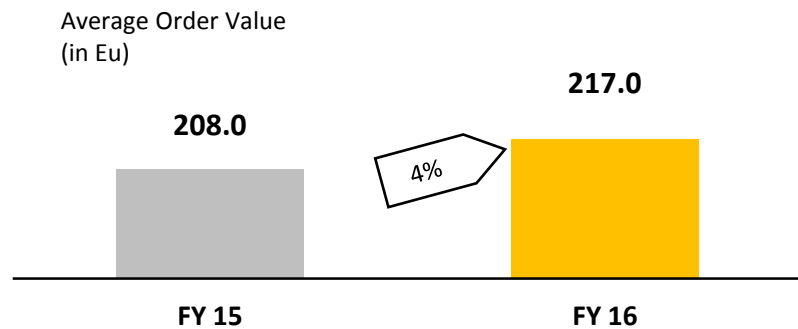
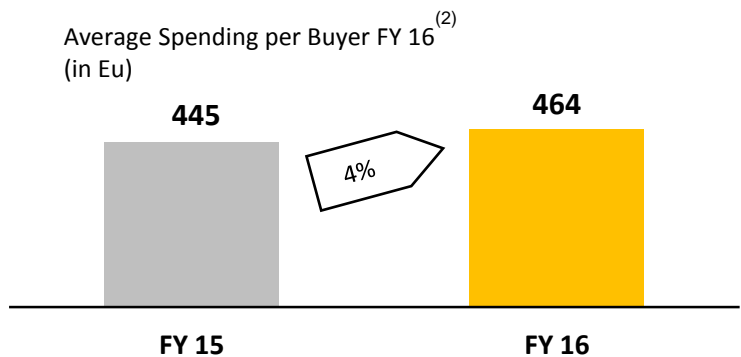
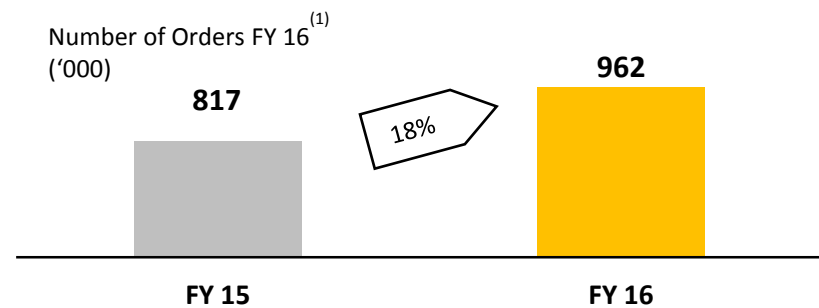
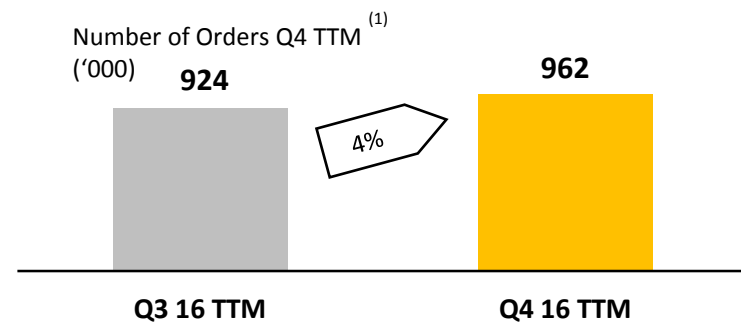
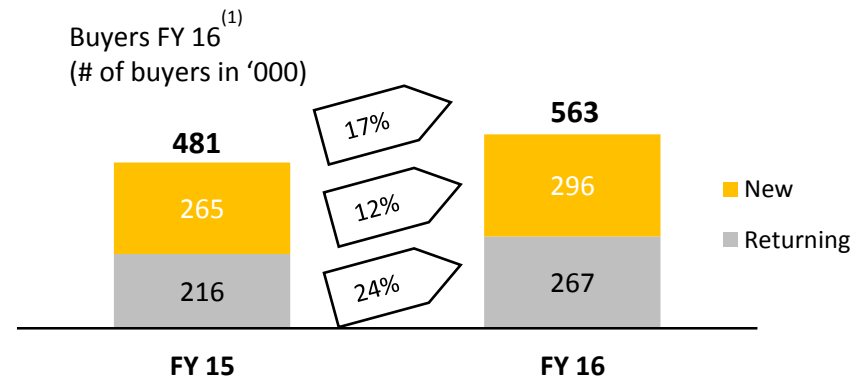
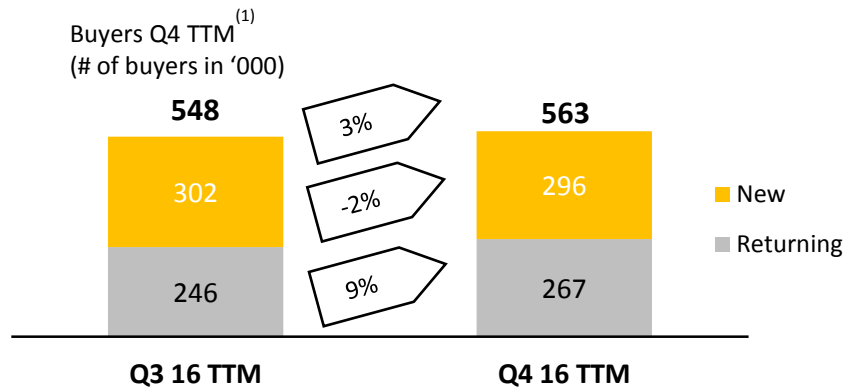
## Q4 16 Highlights

- C. +21% GMV growth, sustained by strong Black Friday.
- Electronic & Appliances GMV alone up 22% YOY, back to 20+% growth, after Q3 slowdown;
- Marketplace GMV<sup>(1)</sup> up 112% YoY led by electronics.
- 4Q16: «ePRICE TI SERVE» TV campaign on air from Sept 23rd.
- Services: seasonal boost, sustained by TV campaign Black Friday and Cyber Monday Boom, +81%:
- Successful re-launch of warranties offer.
- During BF: +81% ordered value; Record of visits in a single day, with mobile prices peak at 70%; 2x MDA ordered, 3x installation services, 4x marketplace orders.
- Mobile conversion during Christmas Time +500 bps vs. average.

(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.

# FY 16: HEALTHY CUSTOMER KPIs DRIVE GROWTH



(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

# ePRICE TV CAMPAIGN IMPROVES AWARENESS

## BRAND AWARENESS AND POSITIONING EFFECTS



Improvement in consumer perception  
post campaign (1)

“QUALITY OF HOME  
SERVICE”

**+14 P.P.**

“BETTER THAN OTHER  
RETAILERS”

**+12 P.P.**

“WIDE RANGE OF  
PRODUCTS”

**+10 P.P.**

## GOALS ACHIEVED THROUGH 4Q16 ADV TV CAMPAIGN

**+30%**

YoY traffic,  
+100% YoY Mobile

**+50%<sup>(2)</sup>**

MDA orders

**2X**

Home Service  
Orders

**+9%**

Home Service  
Attach rate

**Boost Factors 2017**

**STILL ON AIR**

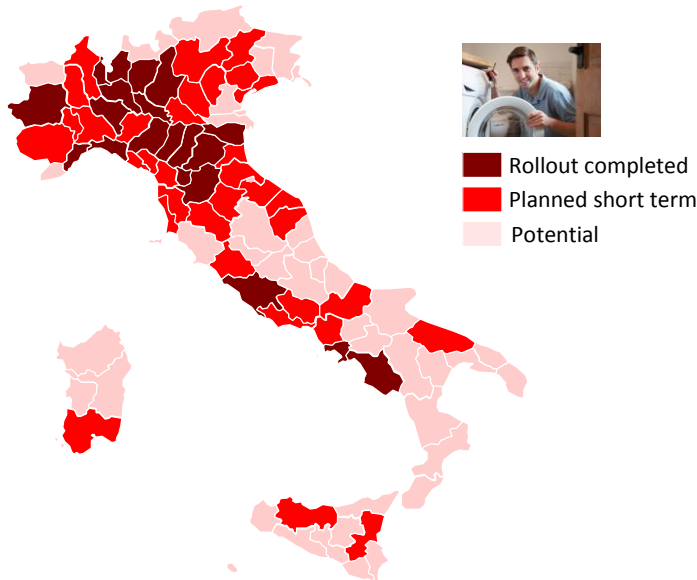


(1) Source: Mindshare Survey Commissioned by ePRICE, 2017

(2) Average number of orders growth since kick-off of ADV Campaign vs. average annual number of orders

# ePRICE HOME SERVICE: MOBILE-ENABLED, TRUSTED PROFESSIONAL NETWORK DEDICATED TO MDAs & SMART HOME PRODUCTS

## DESIGNED FOR SCALE & DIFFERENTIATION



- ✓ Geo expansion following volumes & saturation
- ✓ Service expansion towards smart home products
- ✓ Bundling of products & services = solutions
- ✓ Potentially open to B2B customers

## THE PATH TOWARDS INNOVATION AND VALUE GENERATION

**+100%**  
MDAs Shipped  
Vs. 2015

**54%**  
population covered

**c.70**  
Net Promoter Score

**4X**  
# skilled Home Service  
professionals

## Boost Factors 2017

**START+**  
Un esperto dedicato per configurare e personalizzare il tuo prodotto.

Se non vuoi perderti tra configurazioni e impostazioni, e vuoi essere sicuro di personalizzare tutto al meglio, ti servono i nostri tecnici specializzati. Soluzioni da remoto, in un attimo e senza muoverti da casa.

**START+ smartphone, soddisfatti o rimborsati**

- Configurazione wi-fi
- Installazione app
- Importazione rubrica
- Trasferimento foto e video
- Configurazione email
- Impostazioni roaming

**Aggiungi START+ nel carrello, a soli €19,99 € 9,99**

**COME FUNZIONA?** Scegli il tuo servizio: ti mandiamo le istruzioni e il codice di attivazione. Attendi l'arrivo del tuo prodotto, poi chiamaci. Personalizziamo il tuo prodotto al telefono con te o connettendoci a distanza. **SODDISFATTI O RIMBORSATI.** Siamo a tua disposizione finché non è tutto a posto. **TUTTO A PARTIRE DA START+.**



# ePRICE: MARKETPLACE UPDATE

## UNIQUE FEATURES OFFERED TO MERCHANTS



## IMPRESSIVE 3P MARKETPLACE PATTERN GROWTH IN 2016

**#2.8M**

Marketplace Offers  
(+100% vs. 2015)

**#877**

Sellers  
(+150% vs. 2015)

**c.10%**

average weight  
on GMV

**123%**

GMV growth

## Boost Factor 2017

### Extending services to merchants

**-P&P usage:** Since December, items ordered in 3P marketplace can be delivered also through Pick&Pay Network

**-Payments:** ePRICE is the first marketplace in Europe where goods sold by 3P merchants can be paid on delivery by POS and soon by cash at P&P stores



# CONSOLIDATED P&L HIGHLIGHTS

Eu mn

Profit & Loss	Q4 15 PF	Q4 16	Q4 YOY	FY 15 PF	FY 16	FY 16 YOY
GMV	75.6	91.3	20.7%	207.3	254.4	22.7%
<b>Total Revenues</b>	<b>61.0</b>	<b>70.7</b>	<b>15.9%</b>	<b>167.7</b>	<b>197.9</b>	<b>18.0%</b>
Cost of Revenues	(52.9)	(60.0)	13.3%	(145)	(167,7)	16.0%
<b>Gross Profit</b>	<b>8.1</b>	<b>10.7</b>	<b>32.8%</b>	<b>23.1</b>	<b>30.2</b>	<b>30.5%</b>
<i>Gross Margin %</i>	<i>13.2%</i>	<i>15.1%</i>		<i>13.8%</i>	<i>15.3%</i>	
Sales & Marketing	(4.0)	(3.9)	-2.4%	(8.9)	(11.0)	23.5%
Fullfilment	(5.2)	(6.6)	28.6%	(14.3)	(19.0)	32.3%
IT	(0.3)	(0.4)	33.2%	(1.1)	(1.4)	34.6%
G&A & Holding	(2.1)	(2.3)	11.0%	(6.7)	(8.3)	23.2%
<b>ADJUSTED EBITDA</b>	<b>(3.5)</b>	<b>(2.6)</b>	<b>-26.5%</b>	<b>(7.9)</b>	<b>(9.5)</b>	<b>20.2%</b>
<i>Adjusted EBITDA%</i>	<i>-5.8%</i>	<i>-3.7%</i>		<i>-4.7%</i>	<i>-4.8%</i>	
Non recurring costs	(0.1)	0.5	-709.3%	(0.9)	(0.2)	
<b>EBITDA</b>	<b>(3.6)</b>	<b>(2.1)</b>	<b>-40.7%</b>	<b>(8.8)</b>	<b>(9.7)</b>	
<i>Ebitda %</i>	<i>-5.9%</i>	<i>-3.0%</i>		<i>-5.3%</i>	<i>-4.9%</i>	
<b>EBIT</b>	<b>(4.7)</b>	<b>(3.5)</b>		<b>(11.9)</b>	<b>(14.0)</b>	
<i>Ebit %</i>	<i>-7.8%</i>	<i>-5.0%</i>		<i>-7.1%</i>	<i>-7.1%</i>	
<b>EBT from continuing operations</b>	<b>(4.9)</b>	<b>(3.7)</b>		<b>(12.2)</b>	<b>(14.7)</b>	
Taxes	2.6			2.6		
EBT from discontinued activities	0.4	10.9		(1.2)	24.8	
<b>Net Result</b>	<b>(1.8)</b>	<b>7.1</b>	<b>n.m.</b>	<b>(10.8)</b>	<b>10.1</b>	<b>n.m.</b>

**FY 16 Revenues up +18% YoY** (and +22.7% growth in GMV) , with Q4 recovering Q3 slowdown (+8% YoY)

**FY 16 Gross margin improving by 150 bps** vs. FY 15 and +190 bps in 4Q16, thanks to better mix, marketplace contribution and infocommerce

**4Q16 S&M costs down 2.4% YoY**, thanks to lower ADV TV cost vs. Q4 15, thanks to Mondadori agreement

**Reduced Q4 Ebitda Loss by c. Eu 1mn** (200 bps), thanks to lower S&M costs.

**One offs:** Stock options and restructuring charges partially offset by positive impact of Eu 1mn tax credit on 2016 R&D

**Eu 10mn Net Profit in FY 16**, thanks to Eu 24.8 mn Capital gain on Banzai Media and Saldiprivati

- (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.

- (2) Pro-forma: adjusted for the sale of Banzai Media and Saldiprivati

Eu mn

# BALANCE SHEET & CF HIGHLIGHTS

Balance Sheet	31/12/15	31/12/15 ProForma	31/12/16
<b>TOTAL ASSETS</b>	<b>55.9</b>	<b>28.8</b>	<b>33.9</b>
<b>NWC</b>	<b>0.8</b>	<b>(3.5)</b>	<b>(4.4)</b>
Deferred tax assets	11.9	9.7	9.7
Provisions	(3.7)	(2.0)	(2.1)
Other non current debts	(4.0)	0.0	(0.4)
<b>Net Invested Capital</b>	<b>60.9</b>	<b>33.0</b>	<b>36.7</b>
<b>Net Equity</b>	<b>84.1</b>	<b>n.a.</b>	<b>92.9</b>
<b>Net Financial Position</b>	<b>(23.2)</b>	<b>n.a.</b>	<b>(56.2)</b>
<b>Total Sources</b>	<b>60.9</b>	<b>33.0</b>	<b>36.7</b>

**Improved working capital**, thanks to supplier payments optimization

**Eu 56 mn** Net cash position as of December, 31 2016, following cash in from disposals, and including Eu 1.8mn to buy c. 1.3% treasury shares, as well as c. Eu 2.1mn advance payment on the TV adv contract.

Cash Flow Highlights	FY 15	FY 16
<b>Cash flow from Operations</b>	<b>-13.0</b>	<b>-8.2</b>
<i>CF from Op. from discontinued activities</i>	<i>0.4</i>	
<b>Net Capex tangible &amp; intangibles</b>	<b>-7.6</b>	<b>-7.6</b>
Change in other non current assets	-0.7	-2.5
Acquisitions	-0.3	-1.5
<i>CF from Investment from discontinued activities</i>	<i>-6.4</i>	<i>52.2</i>
<b>Cash flow from Investing Activities</b>	<b>-15.0</b>	<b>40.6</b>

**FY 16 Capex at Eu 7.6 mn**, some Eu 2.5mn related to non recurring investments (IT Transformation Project)

**Change in other non current assets** includes Eu 2.1mn advance payment on TV 17-18 campaign

**FY 16 acquisitions:** Il Post (14% incremental stake) + Termostore (23%).

# Q4 16 TAKEAWAYS

Refocus on ePRICE completed, with change of name effective during Q1 17

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

Completed network of 133 Pick&Pay and 309 lockers, offering an excellent territorial coverage.

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

Continue to build Brand equity

(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  
PEER GROUP**

# ePRICE PEERS – PERFORMANCE

## (PRICES AS OF 03/30/17)

### Peer Group - Absolute Performances Multiple Entities Report (Local Currency) as of 03/30/17

Stock	Price	Mkt cap	Ccy	3M	6M	1Y
ePRICE (BANZAI)	4.2	170	EU	2.6%	54.5%	6.5%
AO World Plc	1.4	594	GBP	-22.3%	-16.6%	-18.4%
Cnova NV	5.3	2,388	USD	-3.3%	-1.3%	77.9%
Verkkokauppa.com Oy	7.4	331	EU	-0.4%	18.5%	-5.2%
ASOS plc	61.2	5,102	GBP	23.2%	26.1%	89.9%
Zalando SE	37.4	9,253	EU	3.1%	0.7%	29.7%
YOOX Net APorter S.p.A.	22.1	2,006	Eu	-18.1%	-19.9%	-18.6%
boohoo.com Plc	1.7	1,882	GBP	24.3%	64.2%	278.5%
SRP Groupe SA	23.0	787	EU	7.9%	19.7%	
MySale Group plc	1.0	149	GBP	-12.4%	4.0%	127.0%

Source: Factset

# ePRICE PEERS – VALUATION

## (PRICES AS OF 03/30/17)

### Peer Group - Multiple Comparison

Multiple Entities Report (Local Currency) as of 03/30/17

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)	4.2	170	EU	0.6	0.5	0.4			62.0
AO World Plc	1.4	594	GBP	0.8	0.7	0.6		133.7	34.7
Verkkokauppa.com Oy	7.4	331	EU	0.8	0.7	0.6	21.4	17.4	14.0
ASOS plc	61.2	5,102	GBP	3.3	2.6	2.1	50.9	38.7	29.2
Zalando SE	37.4	9,253	EU	2.3	1.8	1.5	31.8	25.3	18.8
YOOX Net APorter S.p.A.	22.1	2,006	Eu	1.5	1.3	1.1	19.7	15.7	11.5
boohoo.com Plc	1.7	1,882	GBP	6.2	4.5	3.6	51.8	42.6	32.6
SRP Groupe SA	23.0	787	EU	1.3	1.0	0.8	24.5	16.7	11.9
MySale Group plc	1.0	149	GBP	0.9	0.8	0.7	41.6	24.5	18.9
<b>E-Commerce Average</b>				<b>2.4</b>	<b>1.9</b>	<b>1.5</b>	<b>30.6</b>	<b>33.3</b>	<b>27.3</b>
<b>E-Commerce Median</b>				<b>1.3</b>	<b>1.1</b>	<b>0.9</b>	<b>28.1</b>	<b>21.8</b>	<b>17.5</b>
<b>E-Commerce Median ex Amazon, eBay, Rocket, Naspers</b>				<b>1.3</b>	<b>1.1</b>	<b>0.9</b>	<b>28.1</b>	<b>21.8</b>	<b>17.5</b>

Source: Factset

# APPENDIX



# 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

**banzai**

**ePRICE**

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 Banzai S.p.A. is equal to Euro 820.797 composed by n. 41.039.850 ordinary shares without par-value.

RELEVANT SHAREHOLDERS	NUMBER OF SHARES	% SHARE CAPITAL
<b>Paolo Ainio<sup>1</sup></b>	<b>9,427,615</b>	<b>23.02%</b>
<b>Arepo BZ S.a.r.l.</b>	<b>8,613,850</b>	<b>20.99%</b>
<b>Pietro Boroli</b>	<b>2,138,997</b>	<b>5.21%</b>
<b>Treasury Shares</b>	<b>835,425</b>	<b>2.03%</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 Banzai S.p.A. according to art. 117 of Consob Regulation no. 11971/99 on notification requirements of major holdings.

# 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”

# 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

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

July				
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				

April 27

April 27

April 28

May 10

July 25

Ordinary Shareholders Meeting

Q1 17 Preliminary Sales

Conference Call on Q1 17 Preliminary Sales

Q1 17 Full Results

Q2 17 Preliminary Sales and Conference Call

# 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](mailto:Investors.eprice.it)

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