

Disclaimer | Forward looking statements

Certain statements in this communication may constitute forward looking statements. These statements are based on assumptions that are believed to be reasonable at the time they are made and are subject to significant risks and uncertainties. You should not rely on these forward-looking statements as predictions of future events and we undertake no obligation to update or revise these statements. Our actual results may differ materially and adversely from any forward-looking statements discussed on this call due to a number of factors, including without limitation, risks from macroeconomic developments, external fraud, inefficient processes at fulfillment centers, inaccurate personnel and capacity forecasts for fulfillment centers, hazardous material / conditions in production with regard to private labels, lack of innovation capabilities, inadequate data security, lack of market knowledge, risk of strike and changes in competition levels.



Westwing at a glance: The European leader in inspiration-based Home & Living eCommerce

Basics

• Industry: Home & Living eCommerce

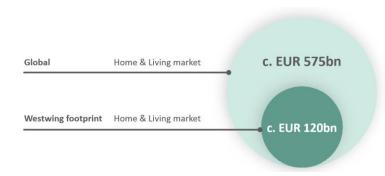
• **Founded:** 2011 (listed since 2018)

GMV: EUR 502m in FY 2020

• Active Customers: 1.7m (1)

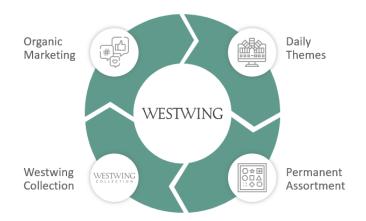
• **Employees:** c. 1,800 ⁽¹⁾

• Headquarter: Munich, Germany



Business Model

- Creativity and inspiration are at the very core of Westwing - this is how we differentiate
- We sell gorgeous products across all Home & Living categories
- Our customer loyalty and love brand are based on our unique Flywheel business model



Operational presence

- We are active in 11 European countries with c. EUR 120bn⁽²⁾ market volume
- We are reporting in two segments,
 DACH and International
- DACH at 55% and International at 45% sales share (1)



Investment highlights

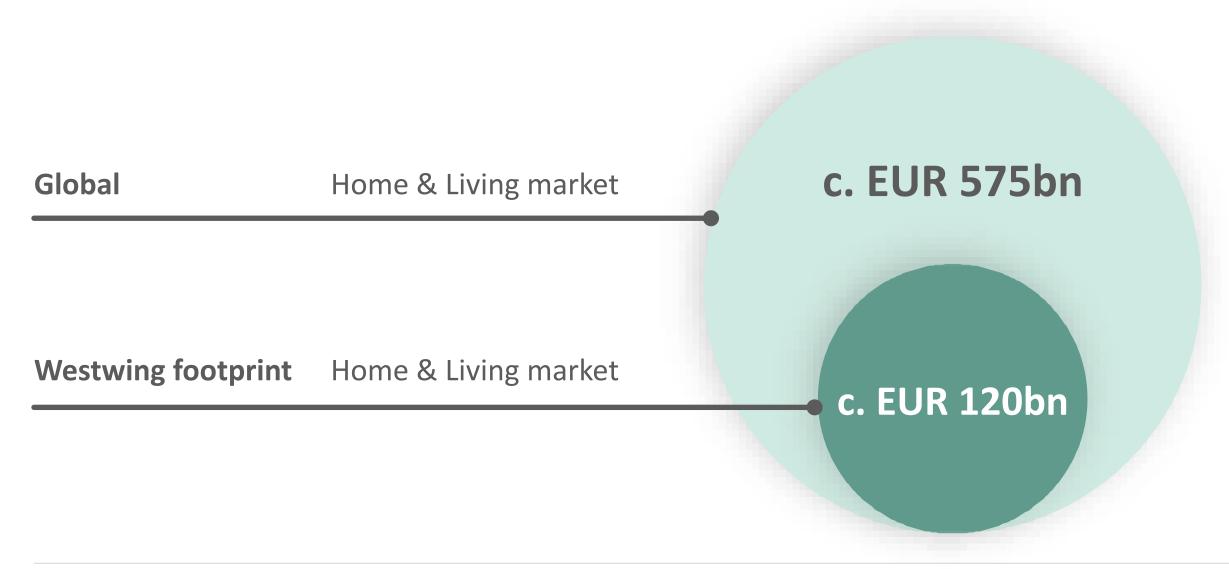
The opportunity is massive	Huge Home & Living market of EUR 120bn very early in eCommerce with exiting growth momentum based on a dynamic online adoption
Customer loyalty at the core	The differentiating creative and inspirational core of Westwing drives superior loyalty with 80% repeat order share
Westwing Collection	Our Westwing Collection perfectly leverages the loyalty to our love brand at +12 to +15%pts Adj. EBITDA margin upside
Attractive target P&L	Based on our highly profitable consumer love brand strategy we target a long-term profitability of 15% Adj. EBITDA
Strong cash profile	Best-in-class cash conversion based on negative Net Working Capital and low CAPEX ratio – FY 2020 Free Cash Flow margin at 9%



We are uniquely combining the profitability of a consumer love brand with the opportunity of a high-growth eCommerce business in a EUR 120 billion market

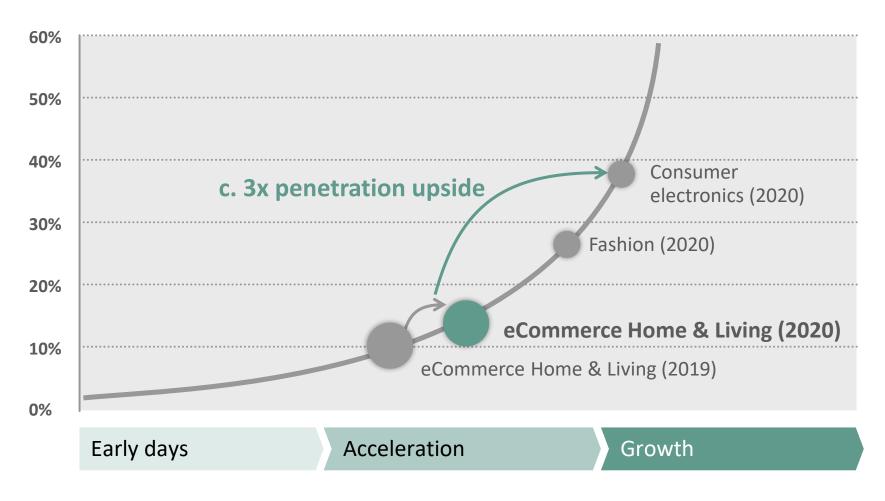


We are targeting a huge addressable market



Home & Living is very early in eCommerce and provides a massive growth opportunity

eCommerce market penetration of total market [%]





Our target group are Home Enthusiasts: Home Enthusiasts are all those who ...

... have a deep passion to beautify their home



... make up the majorityof spend in the Home& Living market

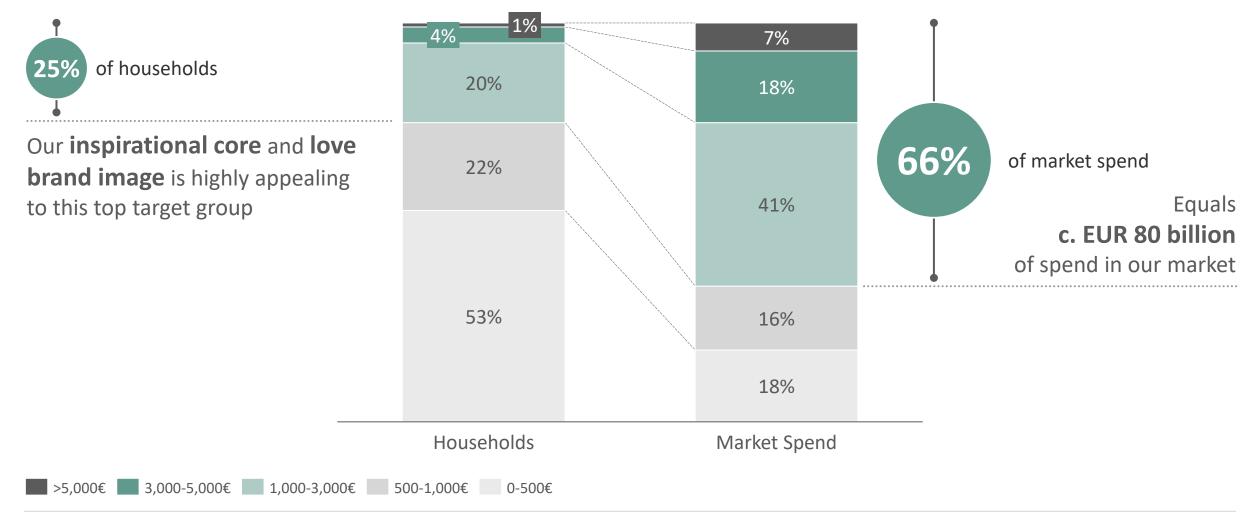
... make Home & Living part of their lifestyle



... are highly engaged and interested in daily content for Home & Living

We target c. 70% of market volume with Home Enthusiasts

Home & Living market spend by households [%]



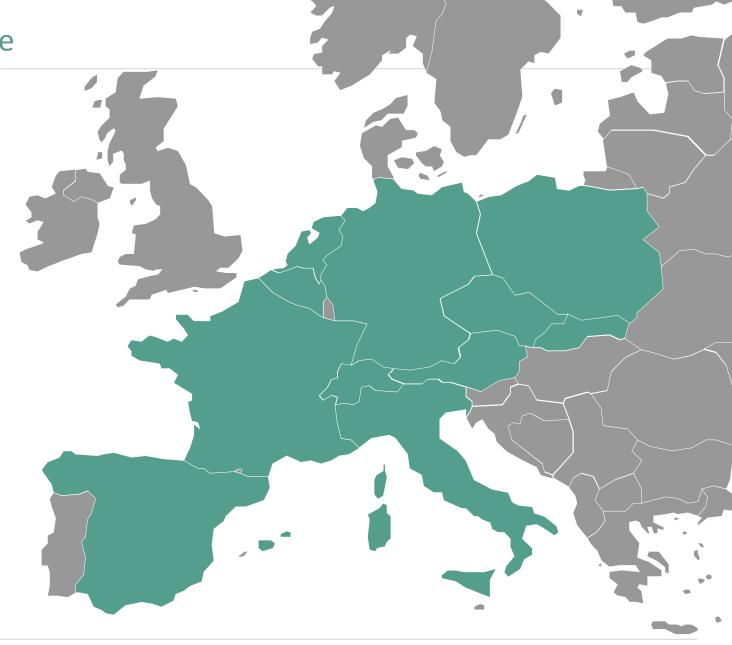
We are active in 11 countries in Europe

55%DACH
SEGMENT

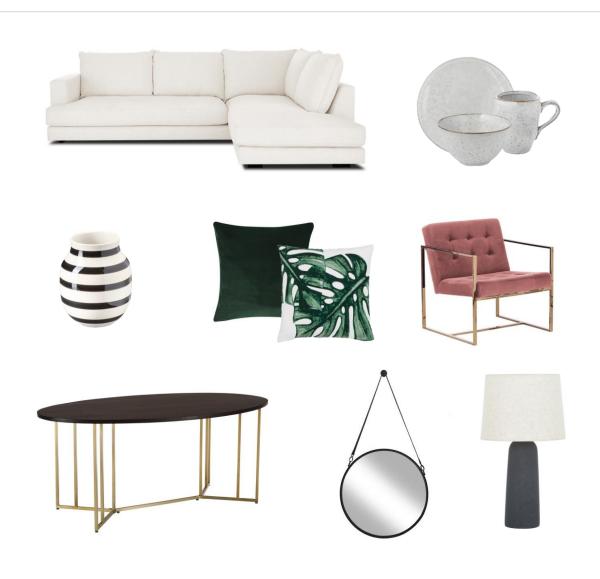
(3 countries)

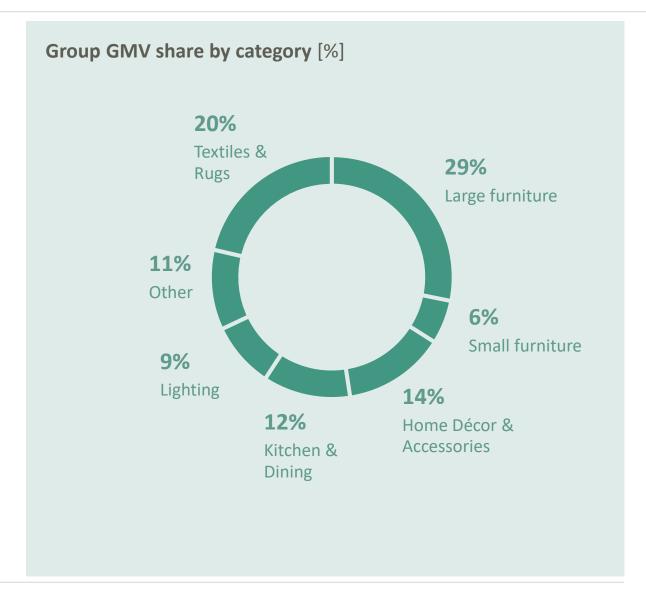
45%INTERNATIONAL
SEGMENT

(8 countries)



We sell gorgeous, inspirational products across the full range of the Home & Living category





Westwing: The Home & Living consumer love brand

GG

Interior
design is
never just
about what
you see, it's
about what
you feel.

Love brand



We have built a brand that customers love

Much more than furniture



We sell gorgeous products across all Home & Living categories

Inspiration, curation, editorial



We inspire our customers with the best products, styles, and rich editorial content

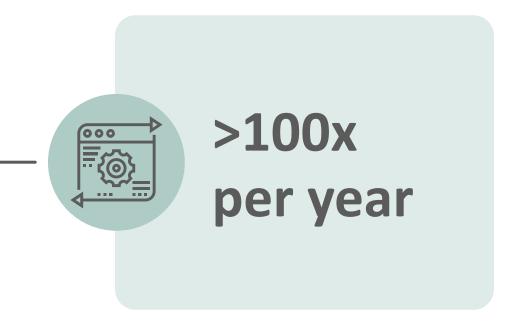
99

The Westwing love brand drives superior loyalty metrics

WESTWING

85%

of sales from customers who visit us on average





The loyalty of our customers results in best-in-class repeat order shares of 80%

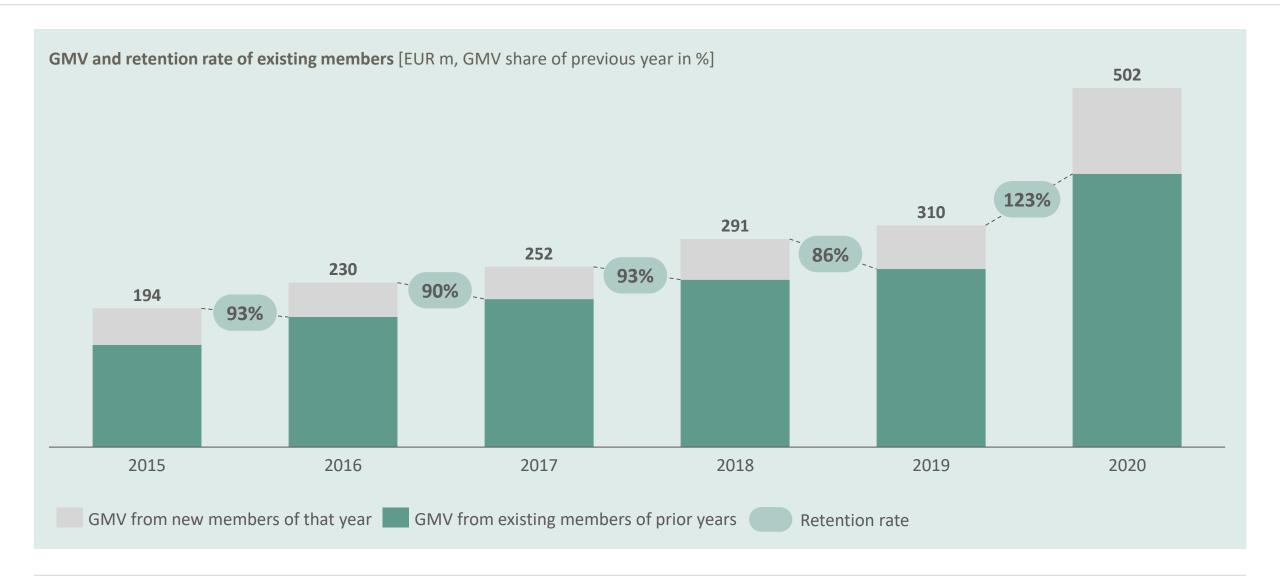


Best-in-class

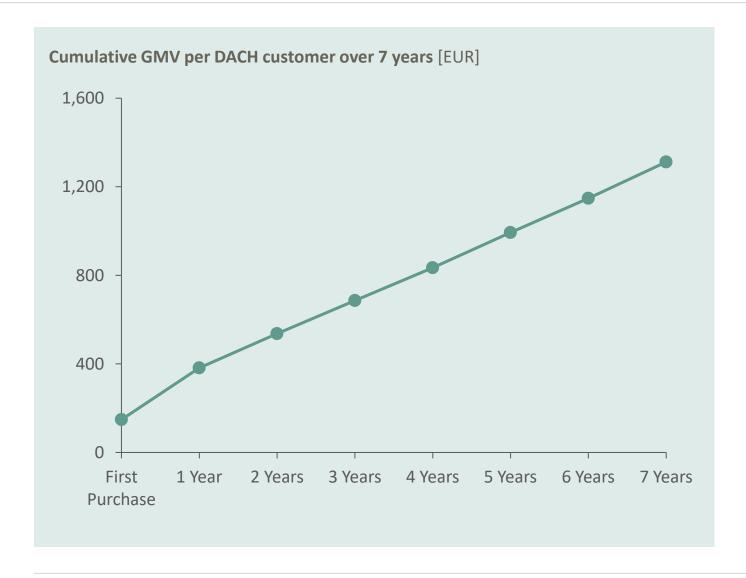
80% of orders are placed by

loyal repeat customers

We have almost subscription-like GMV retention rates



Westwing customers have a very high lifetime spend: EUR 1,300 after 7 years (and counting)





1,300 EUR GMV after 7 years

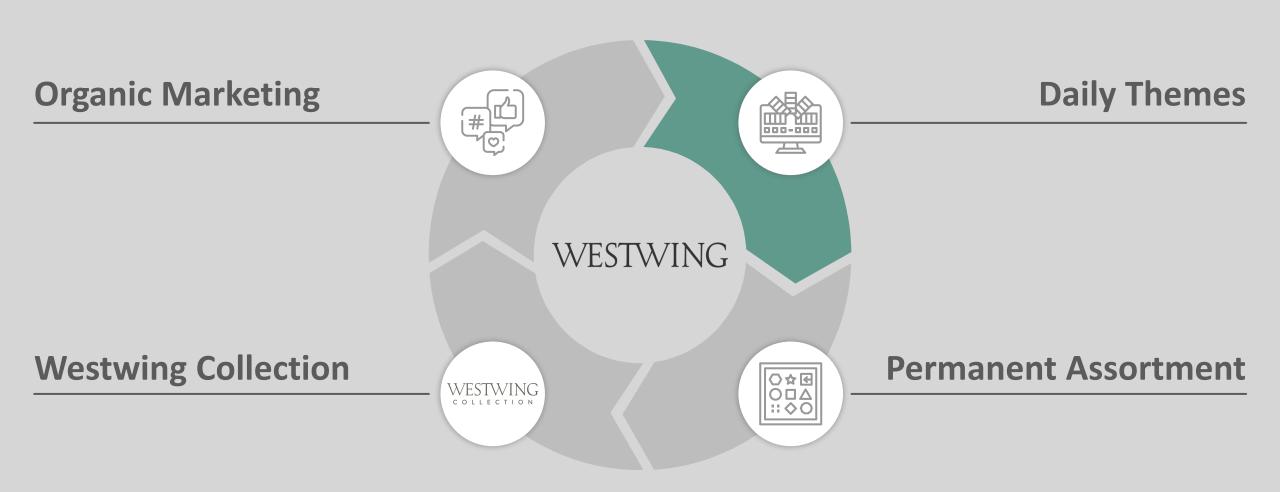
Loyal customer base results in a very high lifetime spend



7 years and counting

Customer lifetime spend continues to increase and increase, it doesn't stop

Business model: We build our customers' loyalty through our unique Flywheel



Daily Themes are the start and end of our business model Flywheel – as a curated shoppable magazine, we combine daily inspiration, freshness and unique content

Daily themes



Broad Home & Living assortment



Storytelling presentation



Rich editorial content



Sichtschutzwände für draußen

Neugierige Nachbarn? Mit den Sichtschutzwänden haben Sie einfach mal Ruhe. Jede Garten-Party, das Sonnen oder Daydrinking auf Ihrer Terrasse bleiben so herrlich privat

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Attractive prices



We uniquely combine inspiration and shopping in a "curated shoppable magazine"

Inspiration/content



Badezimmer einrichten
Unsere Interior
Experten verraten
Ihnen die besten Tipps
& Tricks für die
Badezimmer
Einrichtung. Lassen Sie
sich inspirieren!





Balkon gestalten
Der Balkon ist ein
schöner Rückzugsort an
langen Sommertagen.
Grund genug ihn etwas
zu verschönern. Wir
zeigen Ihnen die besten
Tipps zum Balkon
gestalten!

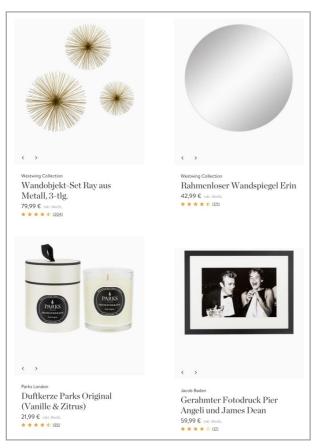




Combining 'best of both worlds' in an online curated platform



eCommerce



The Daily Themes model provides urgency and playful fear-of-missing-out to customers, which helps in building loyalty and conversion

Products available for a limited time

1-300 SKUs per event

250,000⁽¹⁾ SKUs per year

5,000 suppliers



Urgency and playful fear-of-missing-out translates into loyalty and conversion

Beautiful imagery triggers inspiration

Curated selection of products featured as part of the event

Limited stock triggers urgency

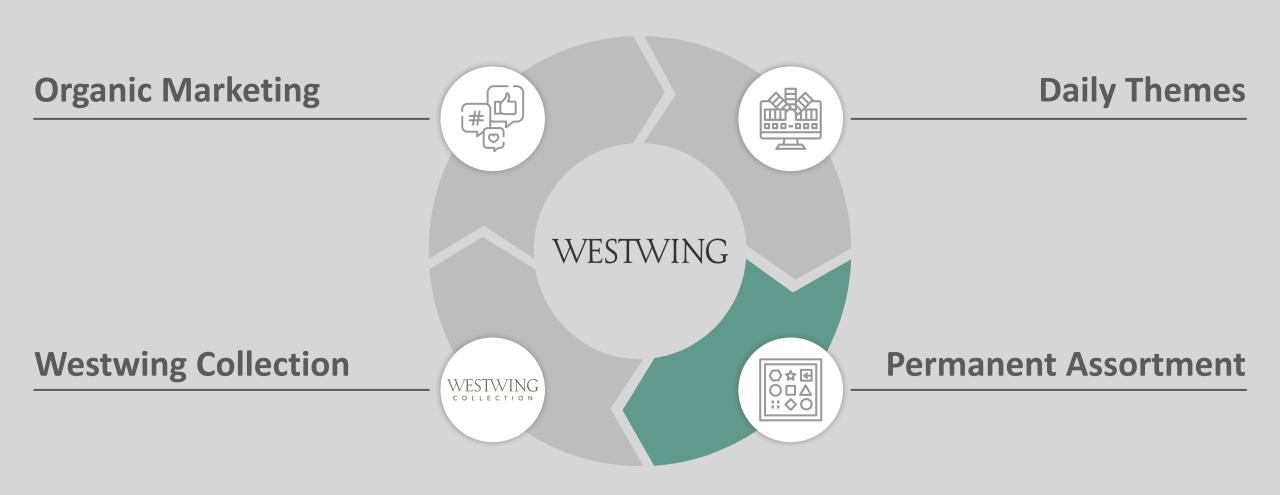
Best price, but not focused on discounts



Events centered around themes

Time limitation triggers urgency

Business model: We build our customers' loyalty through our unique Flywheel



In our Permanent Assortment WestwingNow, we then monetize our loyal customers at very attractive margins through cross-selling and up-selling

WESTWING

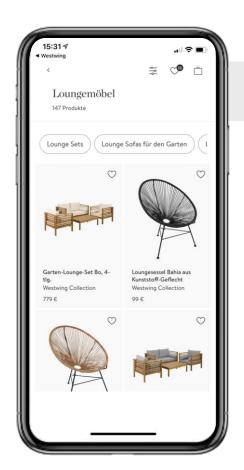
DAILY THEMES

Acquire, retain, engage

- Efficient acquisition and retention
- Very high customer engagement and repeat purchases
- Rich data on customer preferences and supplies







WESTWING**now**

PERMANENT ASSORTMENT

Cross-sell and up-sell

- Scalable supply at even higher margins (esp. Westwing Collection)
- High growth and profitability
- Leverage collected customer data to offer relevant assortment

Our Permanent Assortment serves our loyal Daily Themes customers for considered and planned purchasing decisions

WESTWING NOW



c. 15,000 products always available



Search feature to look for specific products



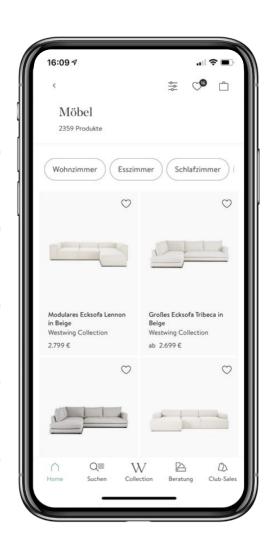
Filters to drill down into specific categories



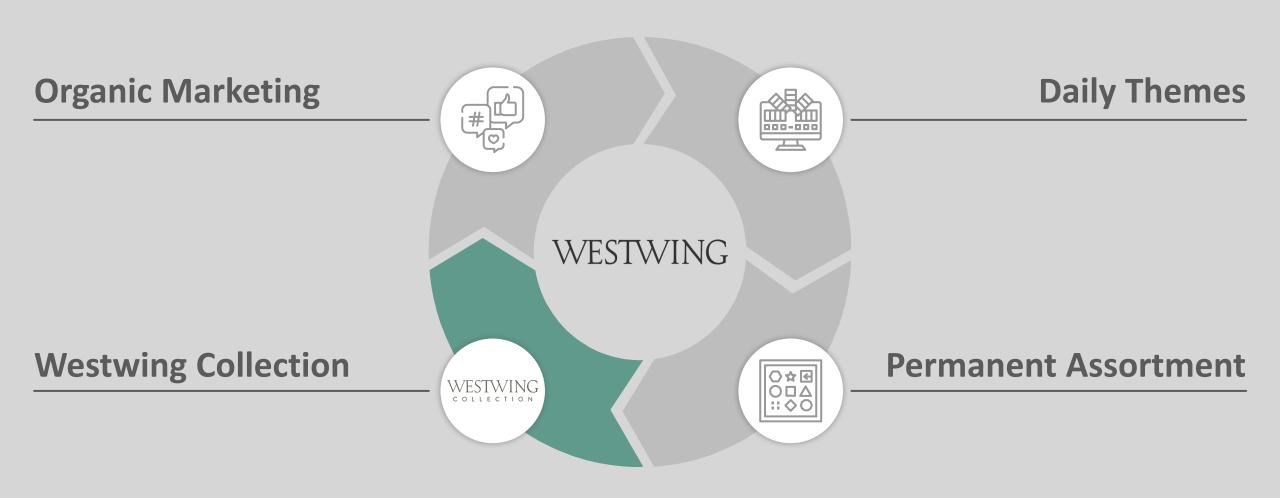
Shop the looks with 400+ rooms furnished and shoppable



Wishlist to save products for later



Business model: We build our customers' loyalty through our unique Flywheel



Our Westwing Collection leverages the loyalty to our love brand with bestsellers tailored to the taste of our customers at good prices, high quality, and very high margins

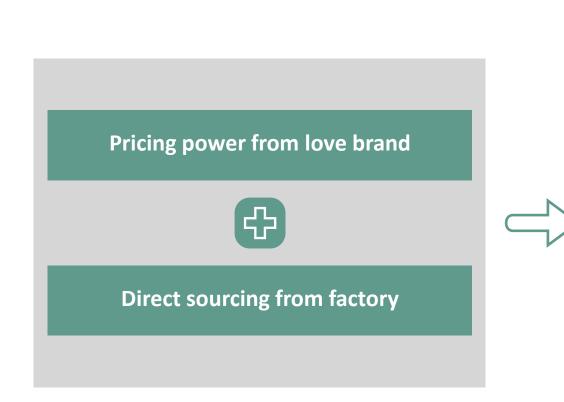


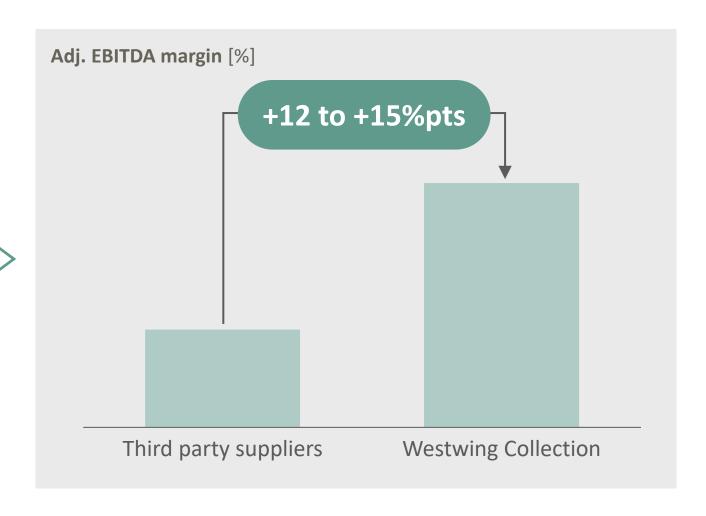
Strong customer loyalty



High brand perception

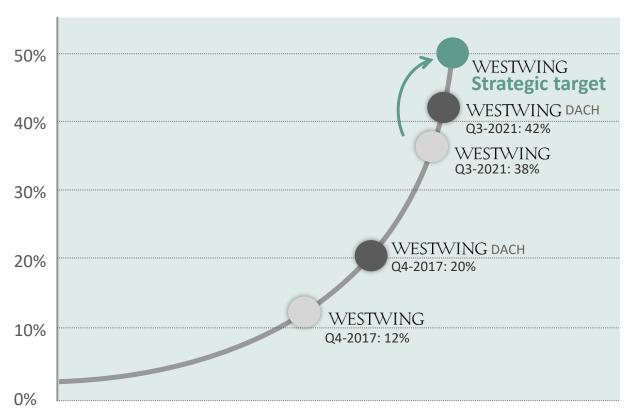
We generate extraordinary Westwing Collection margins because of our pricing and sourcing power: 12-15%pts higher Adj. EBITDA margin than from third party suppliers





Westwing Collection is our most powerful strategic initiative – we are growing our Westwing Collection share to 50% of GMV in the long term

Westwing Collection share of total GMV [%]





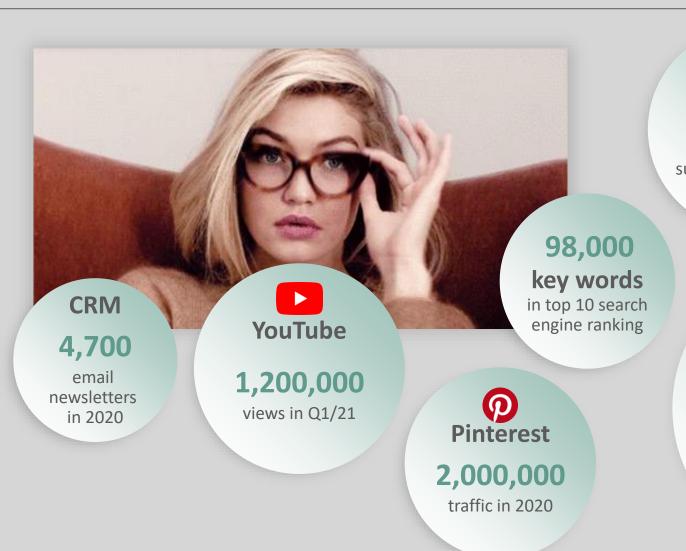
Drivers

- Increase customer reach and awareness of Westwing Collection
- Category expansion of Westwing Collection to cover the whole range of Home & Living categories
- International growth of Westwing Collection

Business model: We build our customers' loyalty through our unique Flywheel



Our Organic Marketing model is the ultimate love brand builder – we provide inspiration and content to our target group through a magnitude of engaging channels



Referral marketing 500,000 successful invites to friends in 2020

EUR 53,000,000 PR media value in 2020

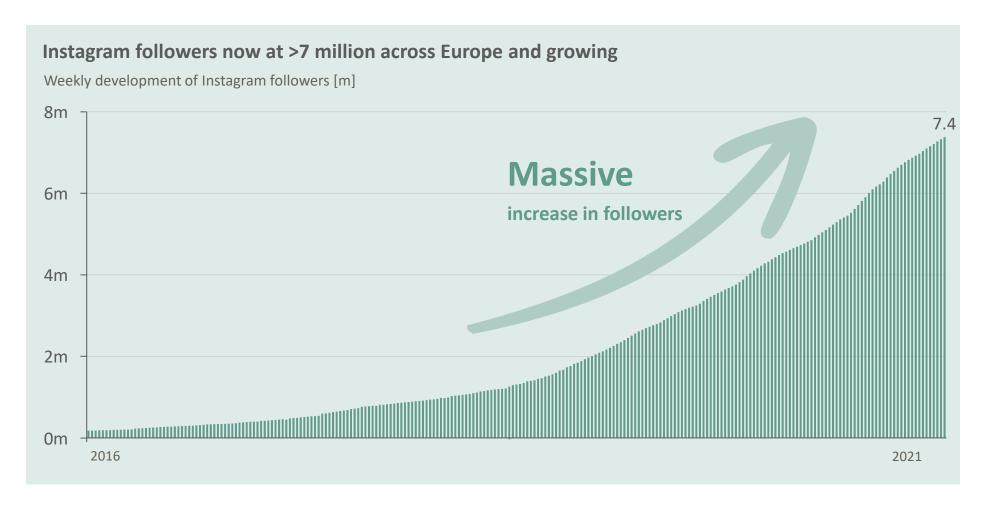
Instagram
7,400,000
followers

53,000,000 weekly unique reach

7 posts/day/country

Content marketing
4,350
videos and
10,800
pictures produced in 2020

Our biggest Organic Marketing channel is Instagram with massive increase in followers





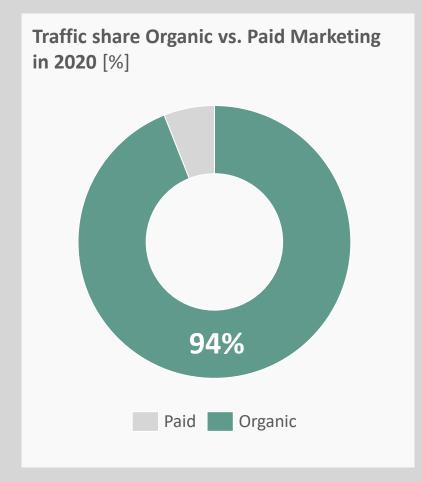
Our customers' engagement on social media is best-in-class



We trail only Mercedes-Benz in social media engagement in Germany

Brand analysis for December 2020		⊕	
1		Mercedes-Benz	2.5m
2	WESTWING	Westwing DE	2.2m
3	NETFLIX	Netflix	2.1m
4	∞	Audi	1.2m
5	DISNEP	Disney	0.9m

We generate 94% of our traffic through our own channels





Offering our customers a vast amount of relevant content and inspiration is the basis to our organic success



Traffic focused on **engagement** not conversion



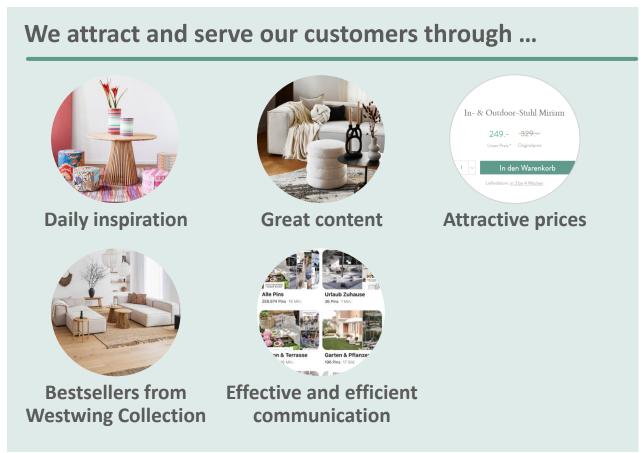
Strong organic visits driven by daily **newsletter** and **social media**

Our Organic Marketing model is highly differentiated vs. typical Paid Marketing models

	Westwing Organic Marketing model	Typical Paid Marketing model
Asset-building	High	Low
Operating leverage	High	Low
Inspiration and engagement	High	Low
Entry barrier for competitors	High	Low
Competitive advantage	Expertise Creative talent	Budget Algorithms

The Westwing Flywheel is the perfect business model to serve our customers





The Flywheel is supported by a state-of-the art platform of Creative experts, leading-edge inhouse Technology, scalable customized Operations, a passionate and diverse Team

Creative



Technology



Operations



Team



200+ Creatives are the foundation of our love brand



Delia LachanceFounder & Chief
Creative Officer



Sebastian Freitag Creative Director Daily Themes Global



Alexandra Tobler Creative Director Westwing Collection



Giorgia d'Amico Head of Content Production



Marta Suchodolska Creative Director Poland/CEE



Alice EtroCreative Director Italy



Ana de Olazábal Creative Director Spain



Sarah Bachmair Creative Director DACH

Creative Team 200+ world-class experts



Creatives cover all business areas



Creatives scout and define new styles and trends



Creatives curate from a vast ocean of brands and products



Creatives take the final decision in product offering



We are a Technology company through and through



Westwing's purpose-built Technology platform

Inspirational and stateof the art front-end on sites and apps



Scalable Operations platform for order fulfillment



Big data analytics capabilities



Cloud based and highest data security standards



In-house Technology team



of 180+ engineers

We are mobile-first



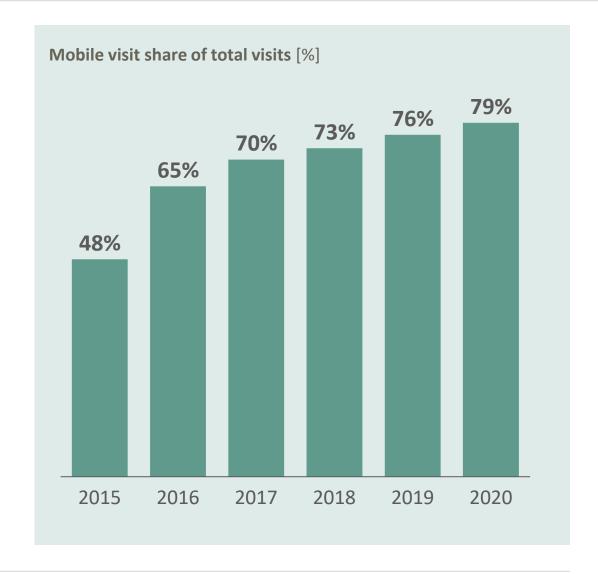


Focus on mobile leads to constantly improving customer experience and subsequent conversion uplifts

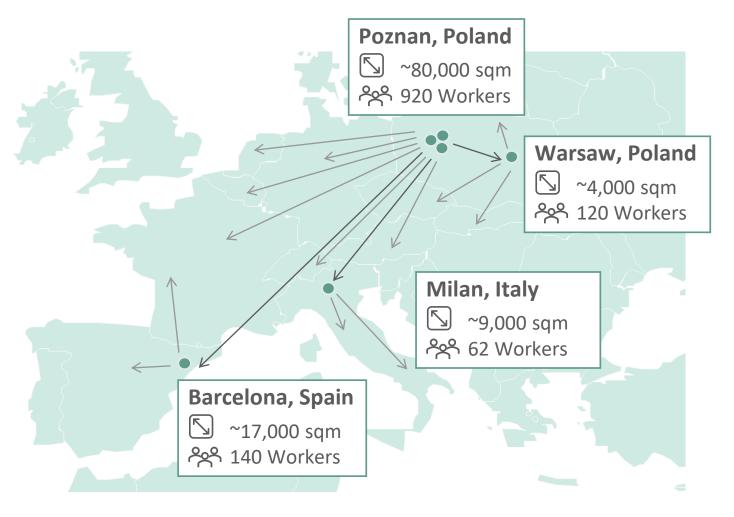


(5/5 Westwing app rating)

Based on c. 70,000 ratings



We have built a European logistics and warehouse network that masters the complex logistics in the Home & Living market



European logistics network of 6 warehouses

110,000 sqm warehouse space provides capacity for c. **EUR 650m** of revenue

European wide management of>30 international and local freight partners

Highly scalable and **CAPEX-light** expansion options

In-house developed fulfilment Technology platform





→ Cross-Warehouse



Key to our success is our team and their passion

We are proud to have built a truly diverse team...



1,775 employees



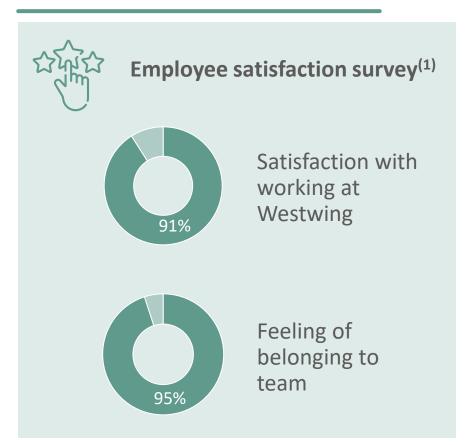
60+ nationalities



Employees 62% female 38% male

Senior leaders
53% female
47% male

...and our very own and positive culture at Westwing



Westwing is managed by our experienced Executive team



Stefan Smalla
Founder &
Chief Executive Officer
10 years at Westwing



Sebastian Säuberlich
Chief Financial Officer
7 years at Westwing



Delia Lachance
Founder &
Chief Creative Officer
10 years at Westwing



Andreas Hoerning
Managing Director
Permanent Assortment &
Westwing Collection
6 years at Westwing



Matthias Siepe
Founder &
Managing Director Daily
Themes
10 years at Westwing



Steffani Busch
Chief Operating Officer
5 years at Westwing



Tobias SeitzChief Marketing Officer
8 years at Westwing



Miriam Rabung
Director HR & Organization
5 years at Westwing



Adam Maschek
Chief Technology Officer
10 years at Westwing



Sebastian FreitagGlobal Creative Director
9 years at Westwing



Jutta Rumpel
Head of Corporate
Development
1 year at Westwing

Based on the consumer love brand strategy and focus on inspirational eCommerce, the Westwing business model is superior to standard eCommerce retail models

	Westwing	Standard eCommerce
Customer loyalty	High	Low
Pricing power	High	Low
Own collection share	High	Low
Marketing model	Mainly Organic	Mainly Paid
Marketing ratio	Moderate	High
Profitability	High	Low
	Pricing power Own collection share Marketing model Marketing ratio	Customer loyalty Pricing power High Own collection share High Marketing model Marketing ratio Moderate



Targets 2024/25:

European Home & Living eCommerce consumer love brand at EUR 1 billion revenue



Westwing Customer Experience 2.0 will guide our path to 2024/25

Westwing Customer Experience 2.0

Double down on our **Creative & inspirational core**

- Westwing Collection
- Creative team
- Organic marketing
- Video & Live shopping
- AR/3D/CGI



Set the next level of Order & post-order experience

- Westwing Delivery Service
- Westwing Interior Design Service
- Personalization



Scale up **Business model & platform**

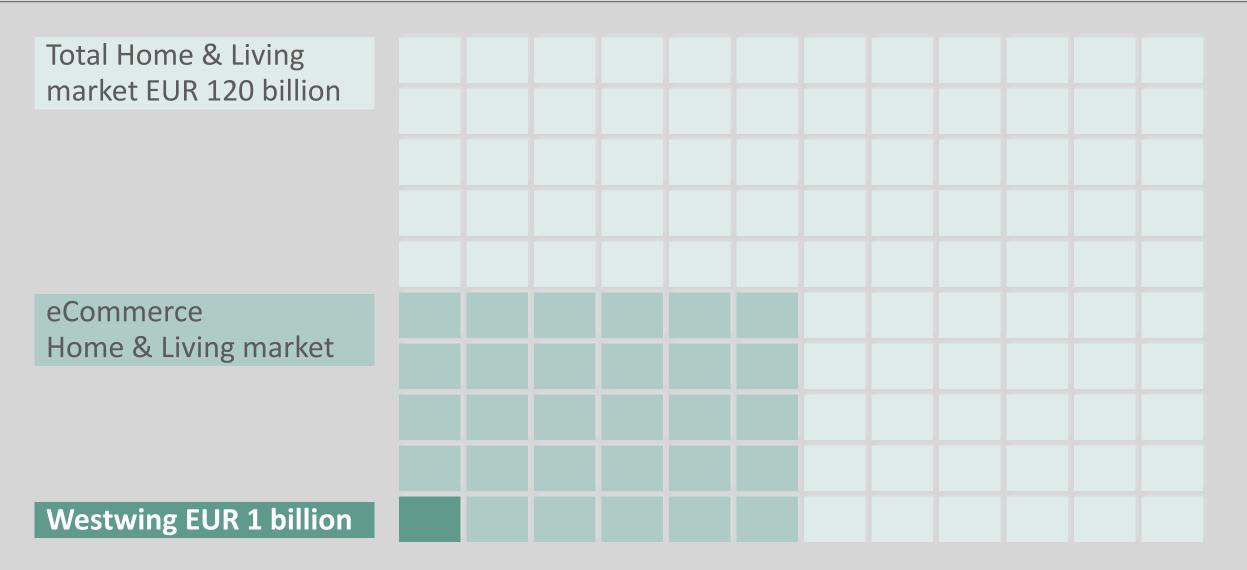
- Supplier partnerships
- Technology scale-up
- International profitability
- Warehouse capacity





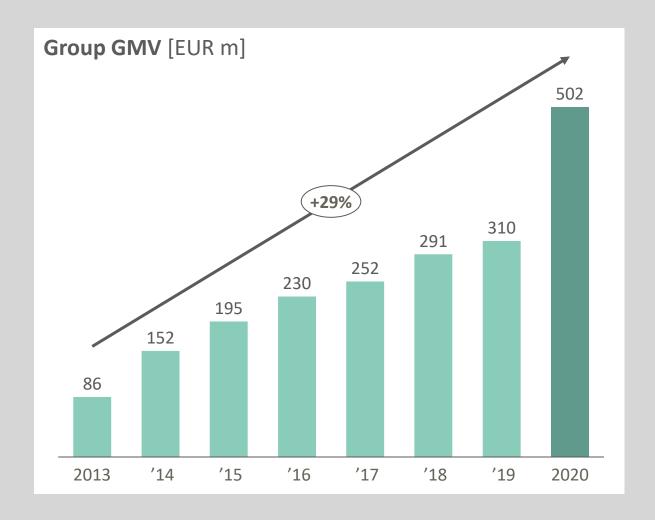
Deeply embed **Sustainability** into our operating model

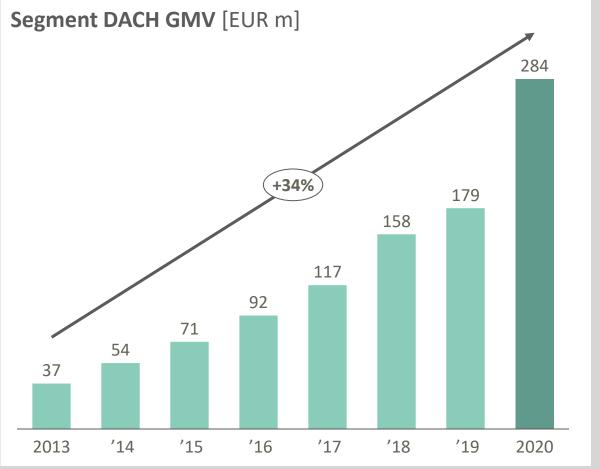
The long-term opportunity is massive in our EUR 120 billion market – at EUR 1 billion we will have a market share of less than 1%





Westwing has a record of strong growth

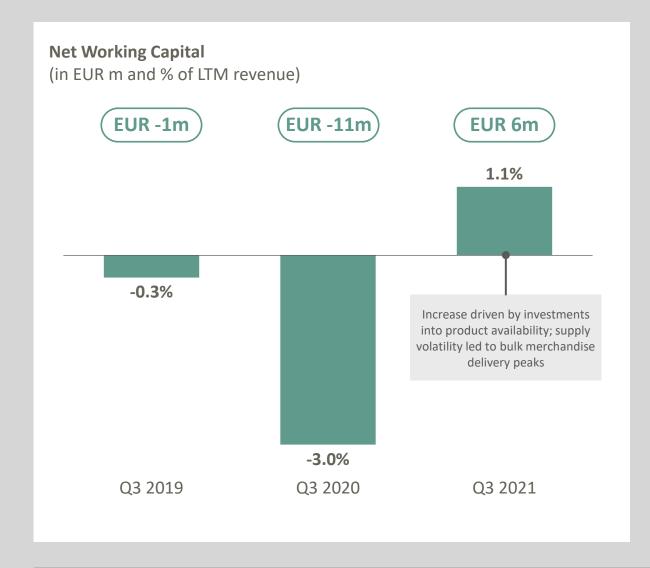


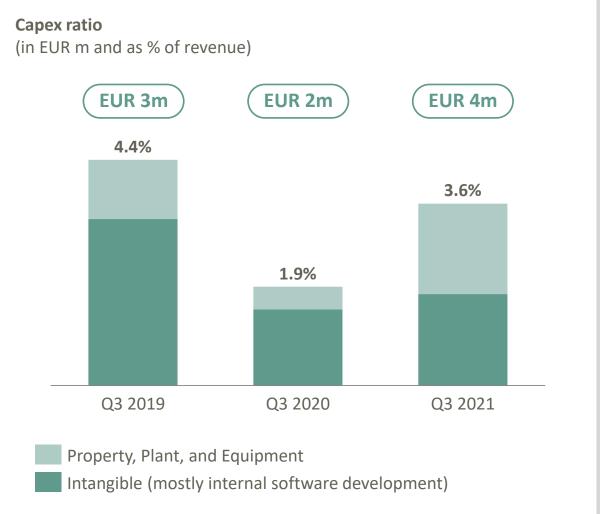


We are very profitable at an early stage, showing the power of our consumer love brand

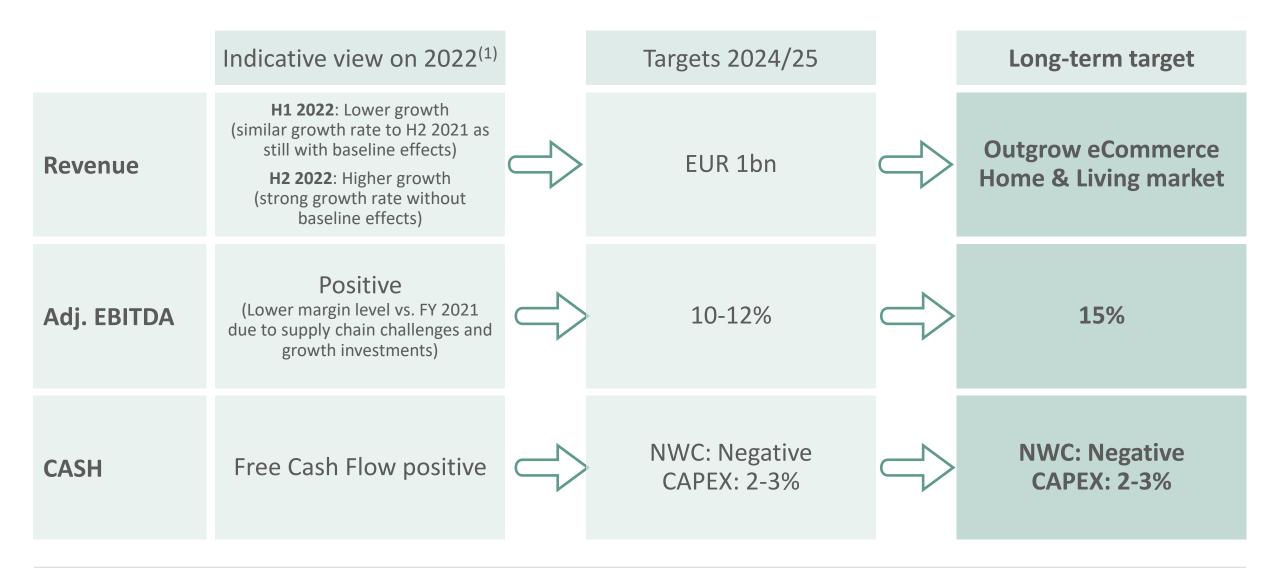
[% of revenue]	FY 2019	FY 2020	Delta	
Contribution margin	21.4%	29.5%	+8.1%pts	Mostly structural improvements, driven by Westwing Collection combined with scale and efficiency gains in fulfillment
Marketing ratio	-8.6%	-7.1%	+1.5%pts	Consumer love brand results in attractive marketing ratio
G&A ratio ⁽¹⁾	-20.0%	-13.3%	+6.7%pts	Operating leverage
D&A	3.4%	2.5%	-1.0%pts	
Ad: EDITOA	-3.8%	11.5%	+15.4%pts	
Adj. EBITDA	EUR -10m	EUR 50m	EUR +60m	
Fue a Cook Flour	-8.3%	9.1%	+17.4%pts	Strong cash conversion based on low CAPEX and negative NWC
Free Cash Flow	EUR -22m	EUR 40m	EUR +62m	

Structurally negative Net Working Capital temporarily positive at EUR 6m due to higher inventory levels during times of stressed supply chains





Prioritization of growth investments in 2022 to lay the foundation for our 2024/25 target of EUR 1bn in Revenue



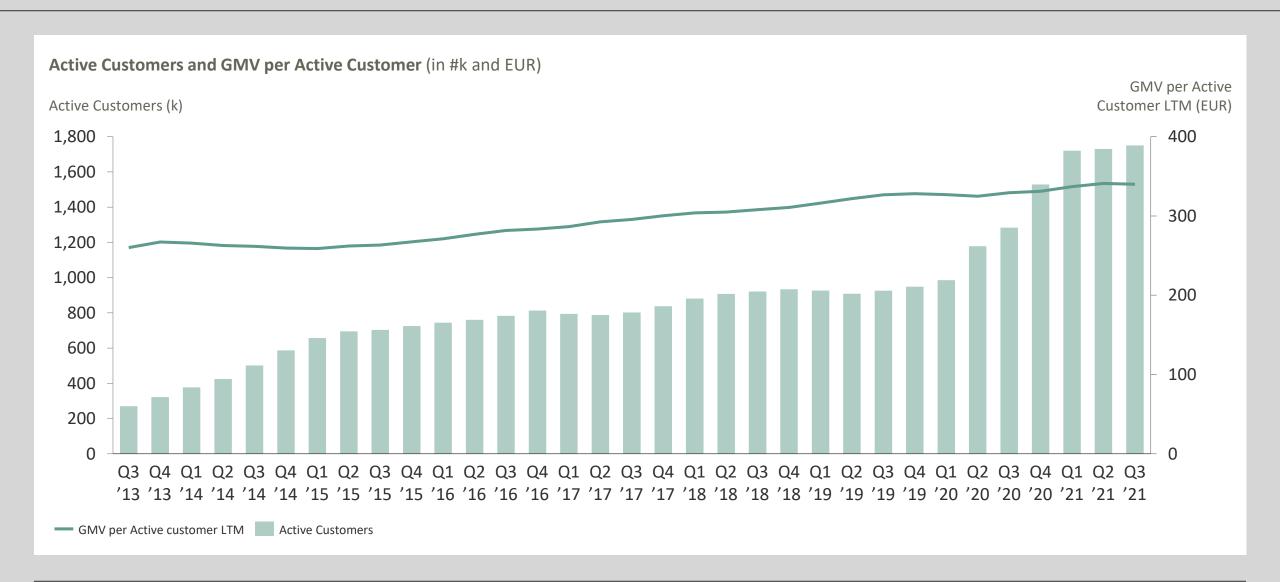
There are three strategic drivers to realize our long-term target P&L

Adj. EBITDA [% of revenue, drivers illustrative] **15%** #3 #2 #1 10-12% **Grow number of Drive Westwing** Seize the value **Collection share to** customers for opportunity in our International scale 50% Segment 2024/25 Long-term target **Target**

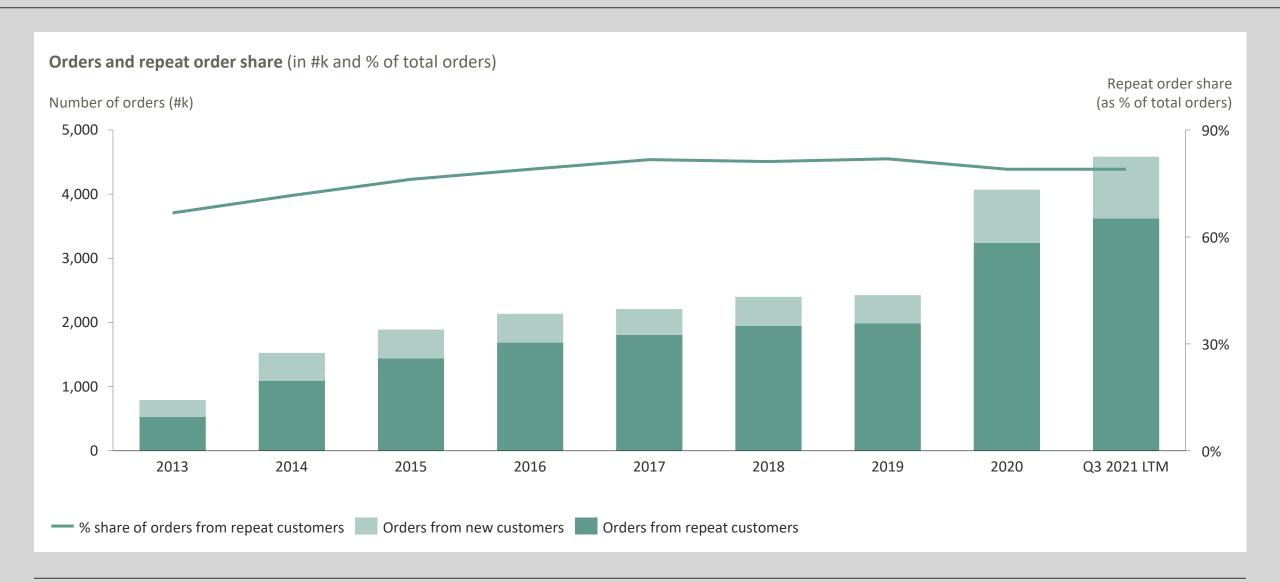




Growing Active Customer base while expanding share of wallet



Loyalty-driven business model results in exceptional repeat order rates



KPI overview

Group KPIs	Unit	Q1 2019	Q2 2019	Q3 2019	Q4 2019	Q1 2020	Q2 2020	Q3 2020	Q4 2020	Q1 2021	Q2 2021	Q3 2021
Westwing Collection share	in % of GMV	21%	22%	27%	25%	25%	22%	26%	28%	31%	32%	38%
Active customers	in k	927	909	926	949	986	1,178	1,284	1,529	1,720	1,730	1,750
Number of orders	in k	591	492	539	805	675	1,051	874	1,474	1,268	1,022	822
Average basket size	in EUR	129	132	132	121	127	122	129	119	129	135	144
Average orders LTM per active customer	in#	2.6	2.6	2.6	2.6	2.5	2.6	2.7	2.7	2.7	2.7	2.6
Average GMV LTM per active customer	in EUR	318	322	326	327	324	325	330	328	337	341	340
GMV	in EUR m	76	65	71	98	85	128	113	175	164	139	118
Mobile visit share	in %	75%	76%	77%	76%	76%	79%	80%	79%	79%	80%	80%

KPI definitions

Number of orders

Average basket size

Mobile visit share

GMV

Average orders LTM per active customer

Average GMV LTM per active customer

Westwing Collection share GMV share of Westwing Collection (formerly "Own & Private Label"): GMV of Westwing Collection business as % of GMV Group in the same reporting period

Active customers A customer who has made a valid order within the last 12 months

Total number of valid orders (excluding failed and cancelled orders) of a reporting period

Weighted average value of an order: GMV divided by total number of orders of the same reporting period

Total number of orders of the last 12 months divided by active customers of a reporting period

GMV of the last 12 month divided by active customers

Gross Merchandise Volume: Value of all valid customer orders placed of a reporting period (i.e. excluding cancelation and VAT, but including returns).

Share of daily unique visits per platform via mobile devices (tablets and smartphones) as % of all daily unique visits per platform of a reporting period

Consolidated income statement

EUR m, in % of revenue, unaudited	YTD 2020	YTD 2021	Q3 2020	Q3 2021
Revenue	277	373	99	103
Cost of Sales	-143	-188	-50	-53
Gross profit	134	186	48	51
Fulfilment expenses	-57	-77	-20	-23
Marketing expenses	-20	-35	-8	-12
General and administrative expenses	-47	-63	-16	-22
Other operating expenses	-2	-2	-1	-0
Other operating income	2	3	0	1
Operating result	10	11	5	-6
Financial result	-2	-1	-1	-1
Result before income tax	8	10	4	-7
Income tax expense	-3	-5	-2	-2
Result for the period	5	4	2	-9
Reconciliation to Adj. EBITDA				
Operating result (EBIT)	10	11	5	-6
Share-based compensation expenses	7	9	3	2
Provision tax claim discontinued operations	-	0	-	-1
Expenses SE conversion	-	0	-	0
Centralization France	-0	-0	-0	-
D&A	8	9	3	3
Adj. EBITDA	24	30	11	-0
Adj. EBITDA margin (%)	8.8%	8.0%	10.9%	-0.3%

Note: Unaudited.

Figures in this section are presented on an adjusted basis, i.e. excluding (i) share-based compensation (in Fulfilment, Marketing and General and Administrative expenses) and (ii) expenses for a tax claim provision against a divested entity regarding previous years, (iii) expenses for the SE conversion and (iv) income/expenses for the French business restructuring. "Adjusted EBITDA" is calculated by adjusting for these items.

WESTWING

Adjusted income statement

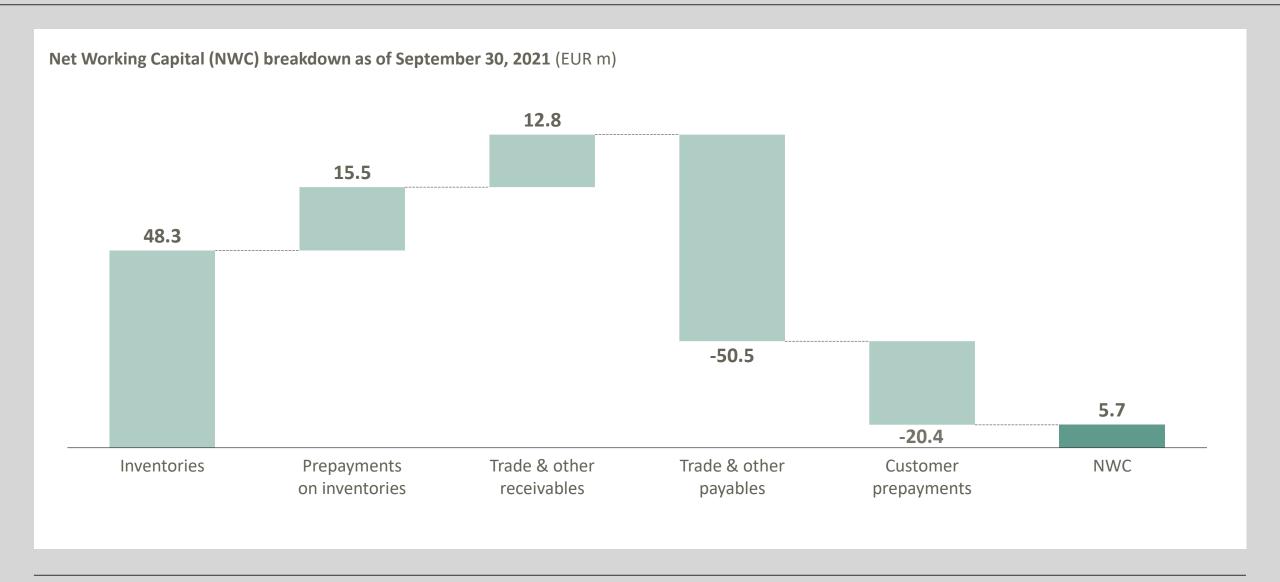
EUR m, in % of revenue, unaudited	YTD 2020	YTD 2021	Q3 2020	Q3 2021
Revenue	277	373	99	103
Revenue Growth yoy	55.0%	34.7%	65.9%	4.7%
Cost of Sales	-143	-188	-50	-53
Gross Profit	134	186	48	51
Gross Margin	48.3%	49.8%	49.2%	49.0%
Fulfillment expenses	-57	-77	-20	-23
Contribution profit	77	109	29	27
Contribution margin	27.8%	29.1%	29.3%	26.2%
Marketing expenses	-20	-35	-8	-12
General and administrative expenses	-40	-54	-13	-19
Other operating expenses	-2	-2	-1	-1
Other operating income	2	3	0	1
Depreciation and Amortization	8	9	3	3
Adj. EBITDA	24	30	11	-0
Adj. EBITDA Margin	8.8%	8.0%	10.9%	-0.3%

Segment reporting

DACH in EUR m, unaudited	YTD 2020	YTD 2021	Q3 2020	Q3 2021
Revenue	152	210	54	56
yoy Growth (in %)	52%	39%	59%	4%
Adj. EBITDA	21	28	9	2
Adj. EBITDA Margin %	13.8%	13.4%	16.4%	4.3%

International in EUR m, unaudited	YTD 2020	YTD 2021	Q3 2020	Q3 2021
Revenue	126	163	44	47
yoy Growth (in %)	58%	30%	75%	5%
Adj. EBITDA	4	2	2	-3
Adj. EBITDA Margin %	2.9%	1.3%	4.4%	-5.7%

Net Working Capital Bridge



Issued share capital

Share Information *as of September 30, 2021*

Type of Shares Ordinary bearer shares with no-par value (Stückaktien)

Stock Exchange Frankfurt Stock Exchange

Market Segment Regulated Market (Prime Standard)

Number of Shares issued 20,903,968

Issued Share Capital EUR 20,903,968

Treasury Shares 326,475

Stock Option Programs as of September 30, 2021

Program	# of options outstanding	Weighted average exercise price (EUR)
VSOPs ⁽¹⁾	903,000	2.43 ⁽¹⁾
LTIP 2019 ⁽²⁾	1,944,000	19.30 ⁽²⁾
LTIP 2016	96,450	0.01
Other	762,725	11.13
Total	3,706,175	13.00

Upcoming Events

Date	Event
November 23, 2021	Deutsches Eigenkapitalforum Forum, Virtual
January 10, 2022	Berenberg: German Corporate Conference USA 2022, New York
March 14, 2022	Berenberg: EU Opportunities Conference 2022, London
March 29, 2022	Publication of the Annual Report 2021
March 30, 2022	Jefferies 2nd Annual Pan-European Mid-Cap Conference
May 12, 2022	Publication of first quarter results 2022
May 18, 2022	Annual General Meeting
August 11, 2022	Publication of half-year financial report 2022
November 10, 2022	Publication of third quarter results 2022

Westwing Shareholder structure

