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INTRODUCTION

PRESENTING TEAM



Oliver Samwer
Founder

- Co-founded Alando.de (exit to ebay), Jambal (exit to VeriSign) and CityDeal (merged with Groupon and later IPO)
- MBA from WHU



Alexander Kudlich
Managing Director

- Previously with Aael Springer AG
- Master in Finance from University of St. Gallen (HSG), MA in Philosophy from UCL and MBA from ESMT



Peter Kimpel
CFO

- Previously Managing Director and Partner at Goldman Sachs International
- MBA from WHU



Christian Hardenberg
CTO

- Previously with BCG and Metaversum
- Master in Business Administration and Electrical Engineering from Technical University of Berlin



Dr. Johannes Bruder
CPO

- Previously with Google
- PhD in Economics from University of Hamburg and Master in Economics from University of St. Andrews

WE FOCUS ON FIVE KEY REGIONS...



... AND THREE KEY SECTORS

eCommerce	Marketplaces	Financial Technology
 	 	 
 	 	 
 	 	
 	 	
 	 	
 		
 		
 		
 		
 		
 		
		

ROCKET'S LOCAL FOOTPRINT INCLUDES 9 OF FACEBOOK'S TOP 10 USER CITIES

Via Smartphones People Are Able to Access Facebook Everywhere in the World - Top 10 Cities on Facebook

#	City	Country	Active Proven Winners	Users (MM)
1.	Bangkok	Thailand	 ZALORA	8.7
2.	Jakarta	Indonesia	 ZALORA	7.4
3.	Istanbul	Turkey		7.0
4.	London	United Kingdom	home  	6.1
5.	Bogota	Colombia	dafiti 	6.1
6.	Sao Paulo	Brazil	dafiti 	5.7
7.	Mexico City	Mexico		4.3
8.	Santiago	Chile	dafiti 	4.1
9.	Mumbai	India	JABONG 	3.7
10.	Buenos Aires	Argentina	dafiti 	3.5

ROCKET REACHES THE FASTEST GROWING GLOBAL MARKETS



ROCKET INTERNET'S MACRO-ECONOMIC MARKET OPPORTUNITY

The US Internet Opportunity

16.8 Tn
Total GDP USA (2013, in Current USD)

0.7 Tn¹
Total Market Cap Public US Internet (Apr 2014)²

>25x
Value Ratio
GDP/
Market Cap

The China Internet Opportunity

9.2 Tn
Total GDP China (2013, in Current USD)

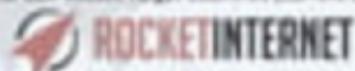
0.4 Tn¹
Total Market Cap Public CN Internet (Apr 2014)²

>23x
Value Ratio
GDP/
Market Cap

The Rocket Internet Opportunity^{3,4}

41.3 Tn

Total GDP Rocket Target Countries (Current USD)



1.6 - 1.8 Tn¹

Public Market Cap Potential

(est. Range Based on US/China GDP/Market Cap Ratio)

¹Source: Statista/Statista.com (Market Cap) and Wikipedia (GDP) (USD)

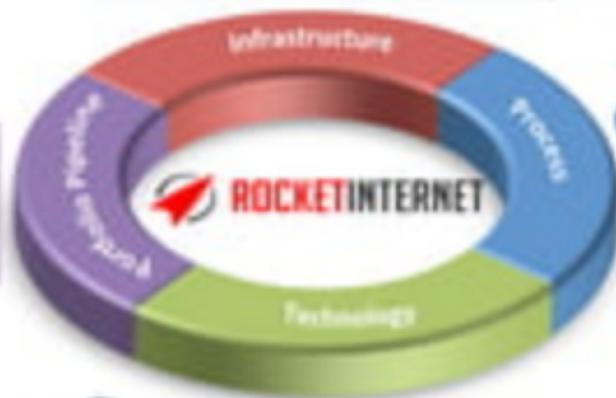
²Source: Statista.com (Market Cap) (Apr 2014) and Wikipedia (GDP) (USD)

³Source: Statista.com (Market Cap) (Apr 2014) and Wikipedia (GDP) (USD)

⁴Source: Statista.com (Market Cap) (Apr 2014)

HOW WE IDENTIFY, BUILD & SCALE MARKET LEADING INTERNET BUSINESSES

- 1
 - Unparalleled experience in scaling world class Internet businesses
 - Deep technical and operational expertise



- 4
 - Founding 3-6 new ventures on average p.a.
 - Consistent returns across portfolio vintages

- 2
 - Highly structured / best practices
 - Centralized IP with regional execution

- 3
 - Predictable and repeatable
 - Partnerships and framework agreements
 - Provision of shared services to jump start new businesses

WE HAVE MORE THAN 15.000 PEOPLE ON THE GROUND



ROCKET'S TEAM

FUNCTIONAL EXPERTS, REGIONAL LEADERS & ENTREPRENEURS



Rocket Internet's organization consists of three parts: Our people are organized around the portfolio of companies, the regions and the core functions



Functional Experts



Tech	Marketing	Product
CRM	BI	Big Data
Operations	Finance	HR
IT	Legal	Security

Regional Leaders



Entrepreneurs



eCommerce	Marketplaces	Financial Technology
Home Depot	Takeaway.com	Lendix
GoFit	Takeaway.com	zencap
Imoda	Takeaway.com	FinTech
AMAZON	Takeaway.com	Takeaway.com
Takeaway.com	Takeaway.com	Takeaway.com
Takeaway.com	Takeaway.com	Takeaway.com
Takeaway.com	Takeaway.com	Takeaway.com

ROCKET'S TEAM OF FUNCTIONAL EXPERTS OFFERS UNPARALLELED EXPERTISE AND HANDS-ON EXPERIENCE IN COMPANY BUILDING - EXAMPLES



Yella Huberman
Tech
Tech leadership for 20+ Rocket ventures



Britney George
Marketing
\$57,000,000+ keywords in search engine advertising



Denny Robinson
Tech
Launched 50+ Rocket eCom with shops in 20+ countries

Tech	Marketing	Product
CRM	BI	Big Dev
Ops	Finance	PR
HR	Legal	Security



Jacob Kim
Product
Design of 50+ Rocket web and mobile apps



Christian Handenberg
Tech
Leads global community of 80+ Rocket CTOs



Patrick Fleck
BI
Developed 20+ custom Data Warehouse solutions



Glen Lynn Wallace
Security
Defended Rocket ventures against 20+ security attacks



Ferdinand Kain
Operations
Deployed Rocket's logistic platform at 20+ ventures

OUR REGIONAL LEADERSHIP TEAMS HAVE LAUNCHED COMPANIES ACROSS >100 COUNTRIES



MEET SOME OF THE CO-FOUNDERS WHO LEAD OUR VENTURES TO SUCCESS



ROCKET INTERNET'S COMPANY BUILDING PROCESS MITIGATES FOUR KEY RISKS IN VENTURE BUILDING



Creating value while mitigating 4 key risks across the fastest growing markets in the world

1 Business Model

Clear criteria in selecting business models

- Significant market**
 - + Min. \$1B market size and \$100M+ revenue potential
- Proven replicable business model**
 - + Successful role model to avoid risk of customer acceptance
- Window of opportunity**
 - + Low competition in targeted markets

2 Team

High quality management teams from first class backgrounds

3 Financing

\$2B+ in total funding through close partnership with...

Sector Specialists	VCs	Strategic	Institutional Investors
DST, NEA, Union Square Ventures	Accel, Benchmark	11990, T. Rowe Price, Vista	EMERGE, Goldman Sachs, JPMorgan Chase, Mastercard, PayPal, T. Rowe Price

4 Execution

We build companies, grow & optimize them using their expertise and implement proprietary technologies

- Building companies**
 - + Company set up
 - + Centralized core functions
 - + Regional entrepreneurs
- Optimization & Benchmarking**
 - + Data driven, high resolution continuous monitoring & benchmarking
 - + Health checks & best practice sharing
- Implementing proprietary technologies**
 - + e-commerce Platform
 - + Marketplace Platform
 - + Fin Tech Platform

EARLY DAYS OF EXECUTION: FROM IDEA TO GLOBAL ROLLOUT



Structured Selection Process

Identification of suitable models by central scouting team and regional satellites

Discussion based on initial assessment of model

In case of positive conclusion, more detailed analysis incl. competitive landscape by relevant region

Identification of test country and development of pilot if sentiment still predominately positive

Post successful 2-3 months test period, global roll-out

Rocket Employs a Low Risk Investment Approach Through Diligent Selection of Business Model, Target Market and Management Team

HOW DO WE INTERNATIONALIZE COMPANIES? PROVE – TRANSFER – GROW



COMPANY BUILDING AT ROCKET FOLLOWS A HIGHLY STANDARDIZED PROCESS, UNLOCKING LEARNING CURVE ADVANTAGES AND SYNERGIES ACROSS THE PORTFOLIO



ROCKET VENTURES START FROM DAY ONE WITH HIGH-RESOLUTION REPORTING ACROSS ALL BUSINESS FUNCTIONS, FACILITATING SYSTEMATIC OPTIMIZATION



Reporting input: Key Metrics
pulled automatically from venture and third party systems

Data Warehouse
for each Venture

Output: Automated KPI Reporting
and benchmarking across all ventures and functions



EXAMPLES FOR DATA-DRIVEN OPTIMIZATION (1/2)

ONLINE MARKETING



Problem (March 2014)

- Increase of customer acquisition cost (CAC) in Search Engine Marketing (SEM) channel by ~20% relative to February
- Cause: Venture increased investment into SEM

SEM Feb to Mar
(Feb indexed to 100)

Cost	Feb	Mar	Δ%
Country A	100	111	11%
Country B	100	104	4%
Country C	100	102	2%
Country D	100	170	70%
Revenue	Feb	Mar	Δ%
Country A	100	182	78%
Country B	100	168	68%
Country C	100	178	78%
Country D	100	108	8%
CAC	Feb	Mar	Δ%
Country A	100	106	6%
Country B	100	101	1%
Country C	100	104	4%
Country D	100	147	47%

COST ↑

REV ↑

CAC ↑

Solution

- Efficiency Attack: Rocket supported venture to optimize efficiency with 3 key measures

Rocket Search Engine Marketing expert on the ground at venture from beginning of April



Restructuring of SEM to focus more on specific search queries (eg "shoes" => "red Nike sneakers")



Roll out of Rocket tool ("Rocket") that automatically optimizes targeting for Search Engine Marketing



Impact (April 2014)

- Efficiency increased significantly: CAC on avg. -20%, while revenue was increased and cost were decreased
- Overall ~100% more revenue while returning to higher initial efficiency from February

SEM Mar to Apr
(Feb indexed to 100)

Cost	Mar	Apr	Δ%
Country A	111	97	-13%
Country B	104	111	6%
Country C	102	102	0%
Country D	170	121	-29%
Revenue	Mar	Apr	Δ%
Country A	182	188	3%
Country B	168	170	1%
Country C	178	201	12%
Country D	108	94	-13%
CAC	Mar	Apr	Δ%
Country A	106	82	-23%
Country B	101	94	-7%
Country C	104	110	5%
Country D	147	119	-19%

COST ↓

REV ↑

CAC ↓

EXAMPLES FOR DATA-DRIVEN OPTIMIZATION (2/2)

USER EXPERIENCE



Problem (October 2013)

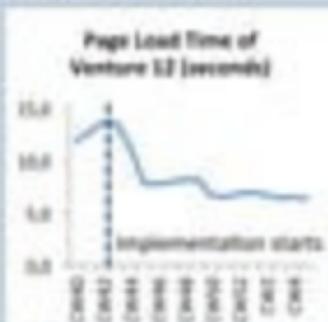
- Ventures exceeded the critical **Rocket threshold of 8 seconds**
- Cause: „heavy“ website (not because of last mile)
- Problem: „1 second longer page load time means 3% lower conversion“

Oct 13	
Venture	Page Load in seconds
Venture 1	2.5
Venture 2	4.0
Venture 3	4.3
Venture 4	4.5
Venture 5	5.0
Venture 6	5.0
Venture 7	5.7
Venture 8	6.8
Venture 9	6.8
Venture 10	6.8
Venture 11	6.8
Venture 12	11.8

TOO SLOW!

Solution

- Rocket experts and venture team immediately developed an action plan to get page load time below 8 seconds within 6 weeks
- More than 30 changes to the venture's website and content management processes were proposed
- All changes were implemented by ventures in 2 weeks



Impact (November 2013)

- One month later load times of all ventures were pushed below critical threshold of 8 seconds
- On average page load time decreased by 30%, maximum improvement of 5 seconds (!)

Nov 13	
Venture	Page Load in seconds
Venture 1	3.5
Venture 2	3.6
Venture 3	4.2
Venture 4	4.2
Venture 5	4.6
Venture 6	5.0
Venture 7	5.0
Venture 8	5.1
Venture 9	7.1
Venture 10	7.5
Venture 11	7.6
Venture 12	7.9

-30%

EXAMPLE LAUNCHING HELPING IN 80 DAYS





KEY PRINCIPLES FOR BUILDING TECHNOLOGY AT ROCKET

Speed

Optimised for very fast user response times under high traffic (>32k concurrent users)



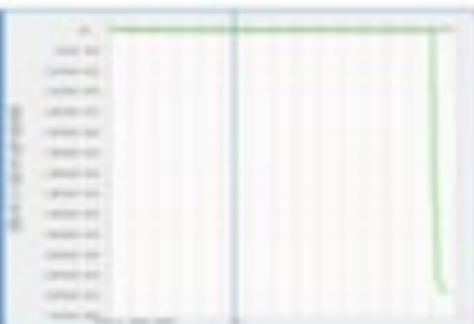
Stability

Without single points of failure (<10 min downtime per month)

URL	Up %	DOWNTIME (if available)
www.rocket.com	99.99%	0 mins
www.rocket.com.au	99.99%	0 mins
www.rocket.com.sg	99.99%	0 mins
www.rocket.com.hk	99.99%	0 mins
www.rocket.com.my	99.99%	0 mins
www.rocket.com.ph	99.99%	0 mins
www.rocket.com.th	99.99%	0 mins
www.rocket.com.vn	99.99%	0 mins
www.rocket.com.id	99.99%	0 mins
www.rocket.com	100%	0 mins

Security

Central security policies and best practice implemented from the start



Scalability

Architecture built to run globally and scale to millions of users



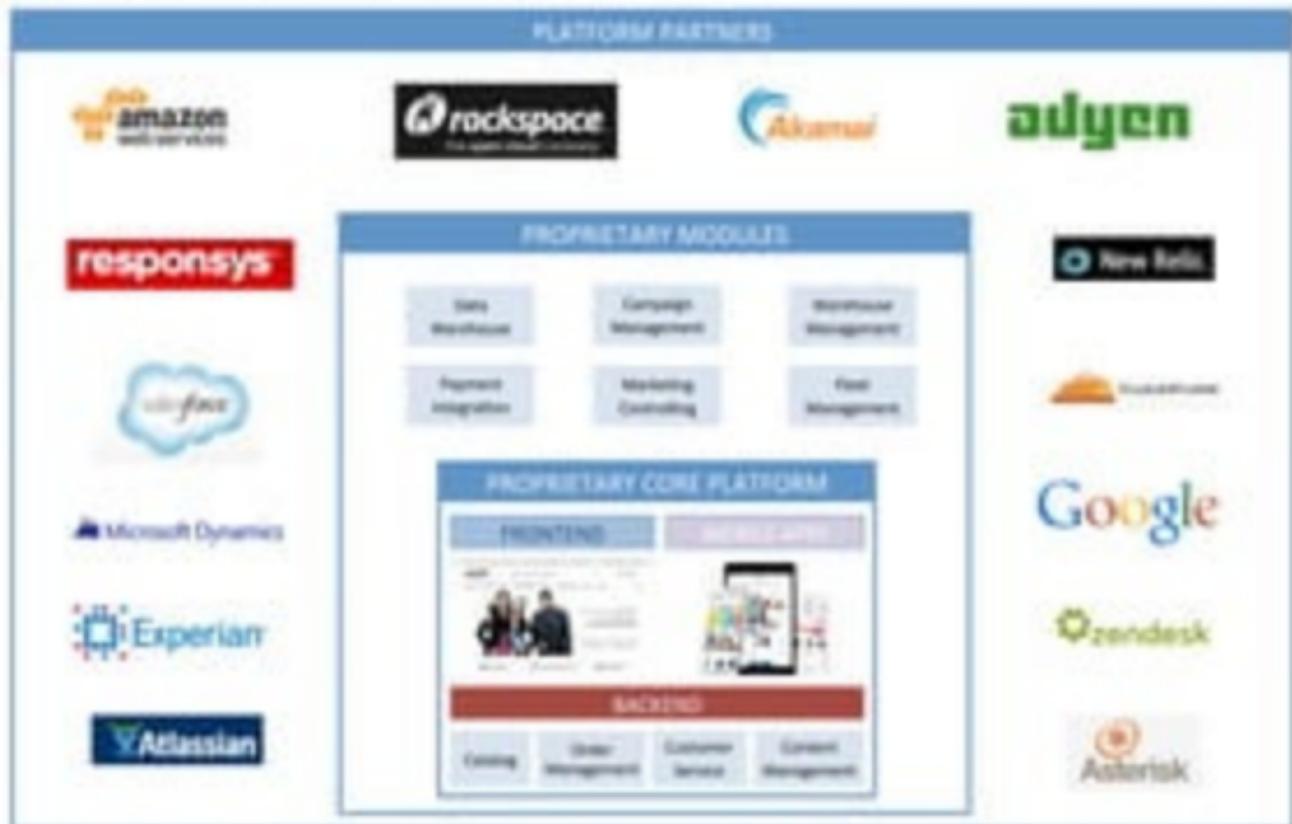
PROPRIETARY WORLD-CLASS TECHNOLOGY PLATFORMS FOR OUR THREE FOCUS SECTORS



eCommerce Platform			Marketplace Platform			Fintech Platform		
FRONTEND	MOBILE APPS	BACKEND	FRONTEND	MOBILE APPS	BACKEND	FRONTEND	MOBILE APPS	BACKEND
<ul style="list-style-type: none"> Used by all Rocket eCommerce shops Use with +50 websites/apps Fully featured eCommerce Suite including Marketplace, Warehouse Management, Mobile Apps 			<ul style="list-style-type: none"> Powering Rocket's classified ventures Use with +50 websites Omni-channel API for Mobile Apps 			<ul style="list-style-type: none"> Powering Rocket's financial technology ventures Lendico and Zencap Use with 10 websites Scoring APIs, integrated connectors to many international scoring service providers 		

<p>Fast & Efficient</p> <p>New countries can be setup within days at low cost</p>	<p>100% Ownership</p> <p>Full control over our core technology, no dependency on external vendors</p>	<p>Simple & Extensible</p> <p>Technologies allow ventures to maintain and extend their platforms independently</p>	<p>Shared Platform Knowledge</p> <p>Exchange of best practices between Rocket CTOs world-wide</p>
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CORE PLATFORM IS INTEGRATED WITH BOTH PROPRIETARY EXTENSION AND EXTERNAL SOLUTIONS OF OUR PARTNERS

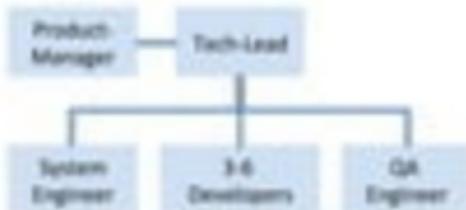




ALL VENTURS FOLLOW STANDARD SET OF PROVEN OPERATION PRINCIPLES

1

STANDARD TEAM SETUP



2

PROVEN TOOLSET



3

KANBAN DEVELOPMENT SYSTEM

Kanban board



4

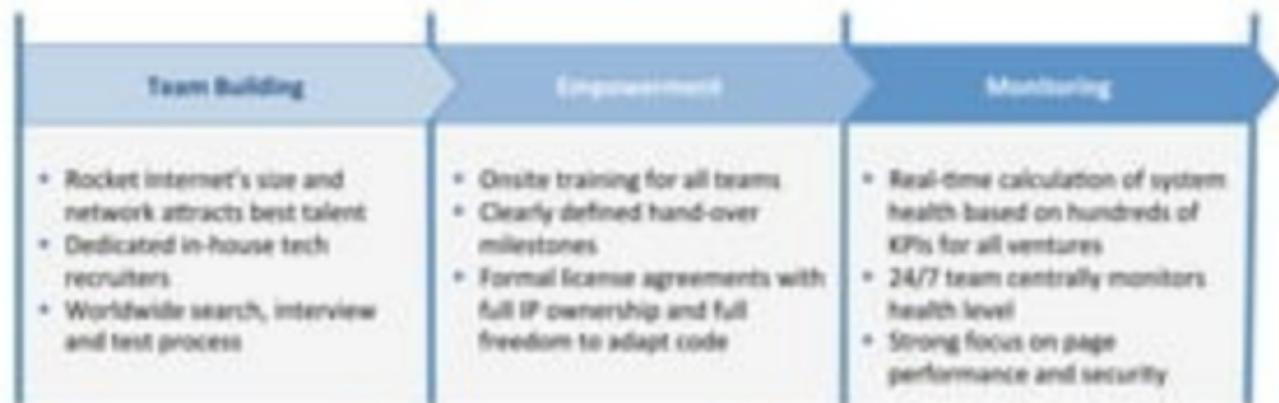
AUTOMATED TESTS AND RELEASES



**OUR GOAL IS TO FIND AND EMPOWER TOP LOCAL TEAMS.
WE ARE DEEPLY INVOLVED IN RECRUITING, TRAINING AND MONITORING**



KICKOFF → LAUNCH → INDEPENDENCE → PERFORMANCE



▶ • 240 engineers hired in the last 2 years

▶ • 28 tech teams work with Rocket platforms

▶ • 253 sites monitored
• 24 different monitoring services integrated

THE SCALE OF ROCKET'S PLATFORM



104

Countries live in
May 2014

380.000.000

Mails send to customers of Rocket ventures in
March 2014

9x

More Google Searches in
Indonesia for "Lazada"
vs. "Apple"

4.712.000.000

Total visits to websites of Rocket ventures since January 2011

337.000.000

Keywords covered globally by
Rocket search engine advertising

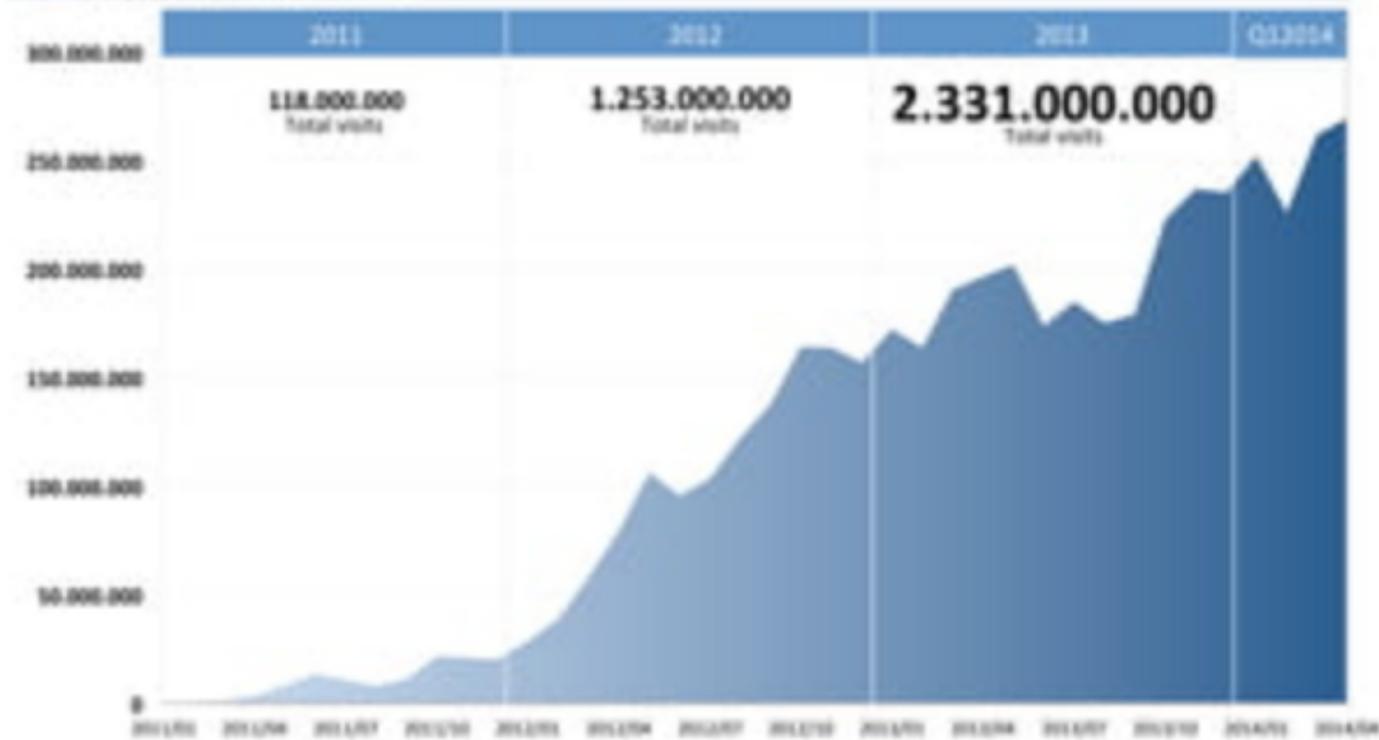
44.000.000

Total Fans of Rocket ventures on Facebook,
more than Apple & Nike combined



48N+ TOTAL VISITS TO ROCKET VENTURES SINCE 2011...

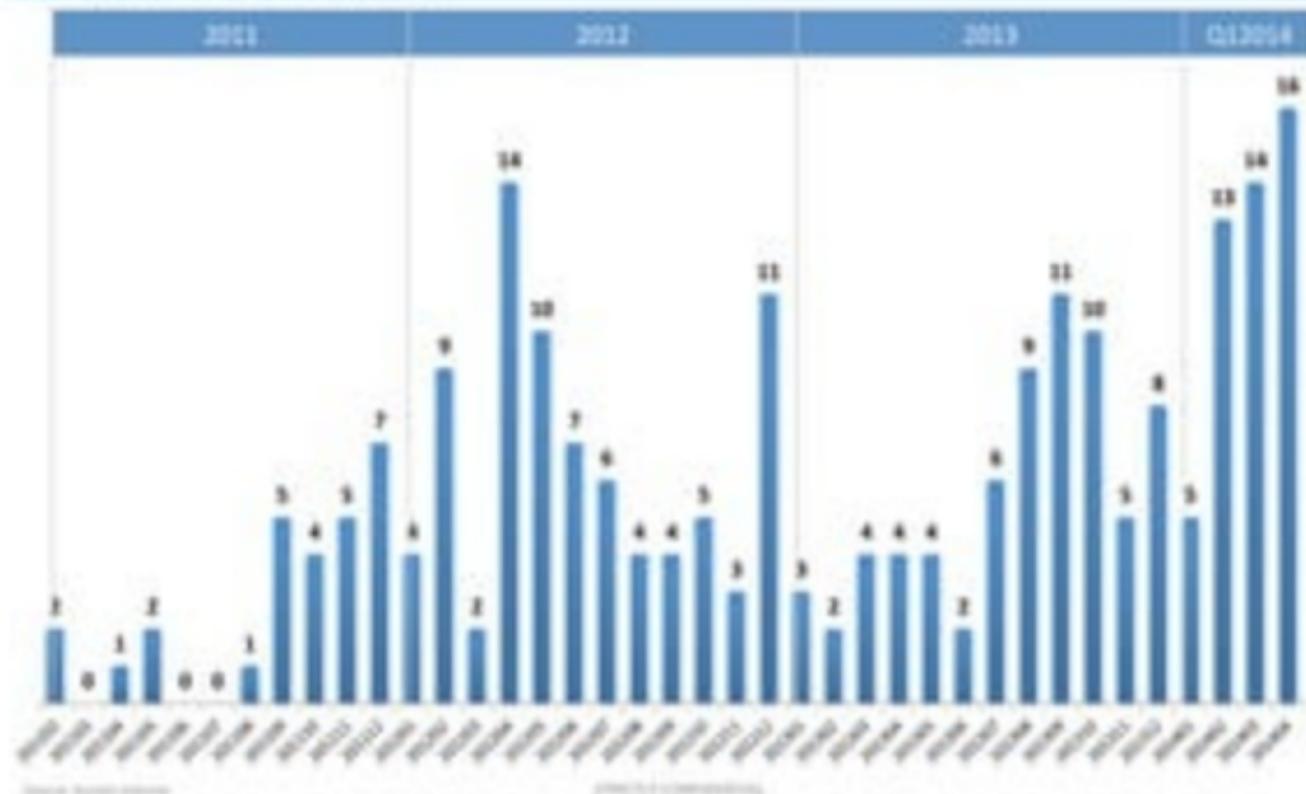
Monthly Visits at Rocket Ventures





... AND LAUNCHES OF UP TO 16 NEW COUNTRY WEBSITES PER MONTH

Monthly Launches of Country Websites





A STRONG ECOSYSTEM OF COMMERCIAL AND STRATEGIC PARTNERS

Regional Strategic Partners

							
Revenue	62.2 bn ¹	69.7 bn ²	63.8 bn ³	66.4 bn ⁴	611.1 bn ⁵	66.8 bn ⁶	677.8 bn ⁷
Market Cap	€7,862 M ⁸	€10.3 bn ⁹	€7.4 bn ¹⁰	€28.7 bn ¹¹		€9.8 bn ¹²	€29.3 bn ¹³
Key Facts & Figures	<ul style="list-style-type: none"> + 50 significant stake investments + 80 countries + 90,000 employees 	<ul style="list-style-type: none"> + 90% of revenues generated in emerging markets + 130 countries + 25,000 employees 	<ul style="list-style-type: none"> + 101.4 million mobile subscribers + 1.0 million homes passed + 17.2 million M20 customers 	<ul style="list-style-type: none"> + Connecting more than 208 MM people + 13 countries across Africa and the Middle East + 27,000 employees 	<ul style="list-style-type: none"> + 600+ in 38 countries + 4,340 stores + 61,826 employees 	<ul style="list-style-type: none"> + Customer base of + 96 MM + Focus on Middle East & North Africa & Asia Pacific 	<ul style="list-style-type: none"> + 12 markets + 180,000 employees + 75,000 shopping trips/week



- Became strategic investor in Levant
- Provides online shopping in e.g. Thailand and Malaysia
- Strengthening its e-commerce capabilities while rising its spending on store expansion

**BUNDLING OF PURCHASING POWER AND VOLUME ACROSS PORTFOLIO PROVIDES
NASCENT AND MATURE ROCKET COMPANIES WITH IMPROVED COMMERCIAL TERMS**



ROCKETINTERNET



Google

facebook

Adobe

criteo

sociomantic

adyen

ORACLE

New Relic

+ 52 other partners

Global Framework Agreements

Pricing

Extended payment terms

Maximum flexibility

Improved service level

Preferred access

ROCKET INTERNET WILL CONTINUE TO SCALE BUSINESS MODELS GLOBALLY ACROSS ITS KEY SECTORS AND REGIONS



	eCommerce			Marketplace			Financial Technology			
Europe	Home24 Home24 Home24 Home24 Home24	Lush Lush Lush Lush Lush	Zalando Zalando Zalando Zalando Zalando	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com						
Russia	Lush Lush Lush Lush Lush	Zalando Zalando Zalando Zalando Zalando	Zalando Zalando Zalando Zalando Zalando	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	
Asia Pacific	ZALORA Zalando Zalando Zalando Zalando	Lush Lush Lush Lush Lush	Zalando Zalando Zalando Zalando Zalando	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	
Latin America	Lush Lush Lush Lush Lush	Zalando Zalando Zalando Zalando Zalando	Zalando Zalando Zalando Zalando Zalando	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	
Middle East & Africa	ZALORA Zalando Zalando Zalando Zalando	Lush Lush Lush Lush Lush	Zalando Zalando Zalando Zalando Zalando	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	Takeaway.com Takeaway.com Takeaway.com Takeaway.com Takeaway.com	