

A large orange circle is positioned in the top right corner of the page, partially overlapping the blue background.

**cool  
blue**

**YEARBOOK 2018.**  
Figures.



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Substantial stuff.

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## HELLO. I'm the guy on the left.

I'm proud to present you Coolblue's 2018 yearbook.

In this book, we share our progress and results of 2018. It also presents the great things we worked on last year. I am really proud of our growth in NPS & EBITDA and of how we managed to reduce our ecological footprint.

This yearbook is also an ode to our brand and how we interact with our customers because of it. Aside from giving you insight into what we achieved so far, I hope that this book makes you crack a smile.

The results of 2018 make us excited for 2019. It promises to be another great year of more physical store openings, more packages delivered by bike, and amazing many more customers.

Last but not least, I want to say thank you to our customers for making us a little bit better every day. To our shareholders, for their support. And to all Coolbluers, for everything they do to *simply amaze*. Thank you.

With a smile,

Pieter  
Founder

# 02.

## COOLBLUE AT A GLANCE.

Spoiler alert.

We love data. If we cannot measure it, we cannot improve it. That is why we have 48 Data Analysts at Coolblue who measure and analyze everything. From the number of returns to the total number of Coolbluers named Thomas.



# 2017.



**66**

NPS (average)



**3,561**

Coolbluers (30 Thomases)



**45**

Nationalities



**104**

Theme rooms



**9**

Stores



**112K**

m<sup>2</sup> Warehouse space



**265K**

Doorbells rang by Coolbluers



**0**

Bikes



**21.9M**

Adjusted EBITDA



**1.2B**

Total revenue



**884M**

Revenue NL



**309M**

Revenue BE



**9.1M**

Net profit



**325**

Websites



**180K**

App installs



**2**

Languages

# 2018.



**67**

NPS (average)



**3,628**

Coolbluers (33 Thomases)



**55**

Nationalities



**115**

Theme rooms



**9**

Stores



**110K**

m<sup>2</sup> Warehouse space



**647K**

Doorbells rang by Coolbluers



**35**

Bikes



**26.9M**

Adjusted EBITDA



**1.35B**

Total revenue



**1,007M**

Revenue NL



**347M**

Revenue BE



**12.1M**

Net profit



**2**

Websites



**865K**

App installs



**3**

Languages

# 03.

## **THE COOLBLUE STORY.** Anything for a smile.

In 1999, business students Pieter Zwart, Bart Kuijpers, and Paul de Jong founded Coolblue in Rotterdam. They wrote down their business plan on a beer coaster. The plan consisted of 2 goals: making money and setting the bar for customer-centric entrepreneurship.



# GOALS.

## Real keepers.

Our goals, making money and setting the bar for customer-centric entrepreneurship, have never changed. The biggest driving force behind our success is the equal importance of these goals. For example, free delivery results in happy customers, but also comes with additional costs. In the short term, our goals may seem contradictory, but in the long term, they reinforce each other. Happy customers do not only come back; the real value is in them recommending us to new customers. That is why we value customer satisfaction so much that it is a factor in every single decision we make.





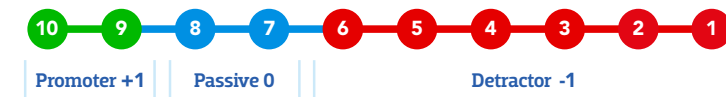


# CUSTOMER CENTRIC ENTREPRENEURSHIP.

Taking center stage.

To set the bar for customer-centric entrepreneurship, our customers' willingness to recommend us to others is essential. That is why, every day, we measure our customer satisfaction with help of the Net Promoter Score (NPS). To achieve a high NPS, we must score nines and tens. We do this by not only meeting customer expectations, but by exceeding them. And it works: we achieved an NPS score of 67 in 2018. In addition to customer satisfaction, we also measure how much money we make. A standard way of measuring our profitability is in EBITDA: Earnings Before Interest, Taxes, Depreciation and Amortization.

"How likely are you to recommend  
our service to a friend?"



**NPS = % Promoters - % Detractors**



# 04.

## CULTURE.

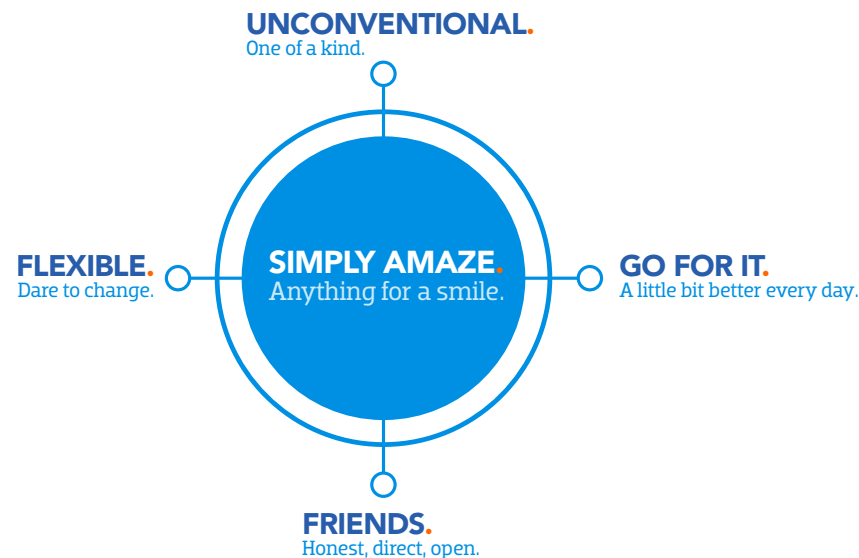
### Company ingredient #1.

Our culture is the key to our success. We started as a group of friends, and we are still a group of friends. A group of clever, ambitious people who are nuts about their trade and live and breathe our core values. These values are not only reflected in our people, but in everything we do. Our locations are a prime example of this: our values are written on our walls and represented in our fun meeting rooms. In this chapter, we outline our core values and what it is like to work at Coolblue.

# MANIFESTO.

## The heart of the matter.

It is important that everyone understands why we do things the way we do. That is why we want to help people embrace our culture, and convey our values consistently.



These are our core values. They describe who we are and what we stand for. What unites us and how we treat each other.

We wrote down these values in 2011, with the help of every Coolbluer. Now, years later, they are still a perfect fit. This is not a coincidence. Based on these values, we can figure out whether someone is a good fit for us or not, and prevent disappointing each other.

Our core values also help us make decisions for the future. We apply these values to each decision, no matter how small, to check whether it fits us or not.

# UNCONVENTIONAL.

## One of a kind.

We are proud of our real, unconventional Coolbluers. That is why they appear on our website and in our commercials. Just the way they are.

Being unconventional means that Coolbluers can and dare to be themselves; whether they are outgoing or like to work in solitude. This might seem contradictory, but it is precisely this unconventionality that unites us.



We are all doing this for the first time, so we do not always have the right answer straight away. But that does not stop us from trying. We need to be unconventional to do what nobody has done before.

People who are true to themselves are hard to copy. That is why we always ask ourselves with everything we create: does this really suit us? Or can any other company easily copy it? If we cover our logo and the remainder cannot be recognized as Coolblue, it needs to be more unconventional.





## FRIENDS.

Honest, direct, open.

There are few companies where so many colleagues are also friends. Our friendship is our strength. Because friends want what is best for each other and always tell the truth. Because 2 heads are better than one. And because it is simply more fun.

People take notice. Like our repeat customers. Or our suppliers, who see us as long-time partners. We are always honest and direct, in good times and bad. We keep our promises, and we are open to feedback.

Friendship is based on equality. That is why a tie is the least worn item at Coolblue. Or why Coolbluers can tell each other what they really think. And why we are always honest, direct and open to our customers.

## GO FOR IT.

A little bit better every day.

Less talk, more action. Actions speak louder than words. *Niet lullen maar poetsen*. We have plenty of sayings for it. At Coolblue, we simply refer to this no-nonsense entrepreneurial attitude as *go for it*.

An idea is useless without follow-up, and we prefer immediate action over endless discussions. We got to where we are now by doing things a little bit better every day. Step by step, detail after detail. Not everything works the first time around, but we take the risk and go for it. We make mistakes and learn from them. Them.





## FLEXIBLE.

Dare to change.

We are changing all the time. Either because we can or because we have to. From the start, Coolblue was founded with flexibility in mind to support our rapid growth. Whoever says "this is how we always do it" is not doing it right.

This flexibility shows in Coolbluers who are not worried about a sudden change of plan or team. It shows in Coolbluers who continue to learn outside of their own expertise. Or in our development of systems that can handle twice the expected load.

Our flexibility also shows in our obsessive focus on customer satisfaction. A washing machine that needs to go to the attic instead of the basement? Done. There is an exception to every rule. Returning something 'just because' is fine, too.



## SIMPLY AMAZE.

Anything for a smile.

*Simply amaze.* A phrase that seems to contradict itself. But that is precisely what makes it so Coolblue. Both unconventional and down-to-earth.

The word *simply* speaks volumes. Simply a straightforward website: one where customers can quickly and easily place an order. We then simply package the order and ship it to our customers. For free, of course.

*To amaze* means we need to exceed expectations. Going the extra mile to surprise our customers. To make them crack a smile. While a smile is common, it often requires something amazing.



A group of approximately ten Coolblue employees are captured in a moment of high energy and celebration. They are all smiling broadly and posing for the camera. Many are wearing bright blue t-shirts, some with the 'cool blue' logo. One man in the foreground wears a blue t-shirt with 'WIKIPEDIA' and 'Quiz 2018' printed on it. Another man wears a black t-shirt with a 'cool blue' logo. A woman in the center wears a blue t-shirt with 'WIKIPEDIA' and 'Quiz 2018' printed on it. The background is filled with falling orange and blue confetti, creating a festive atmosphere. The setting appears to be an indoor event space with wooden floors and other people visible in the background.

## WORKING AT COOLBLUE.

Part of the club.

Every Coolbluer embodies our values. We form a group of clever, ambitious people who are nuts about their trade. With our combined expertise, we build competencies that distinguish us from others. Each month, new Coolbluers continue to join us. From their very first day, they are given the opportunity to make an impact: *go for it*. All Coolbluers help us become a little bit better every day.





## Next steps at Coolblue

We want Coolbluers to become a little bit better every day. That is why we have our own training academy, the Coolblue University (or *Studiefabriek*). We offer 43 training courses and 143 e-learning, taught by both internal and external experts.

## Taking the Next Step

We are continuously changing. That is why feeling stuck in a certain role is not very likely to happen to a Coolbluer. Change requires flexibility from our Coolbluers, but it also provides opportunities for growth. To facilitate this growth, we organize Next Step (or *Doorgroeier*) meetings. During these sessions, we help Coolbluers with their search for a next step within the company, as well as advise them on how to approach this. We share the success stories of Marta, Brigitte, and Pat, 3 Coolbluers who have grown into a new position.

### Marta Gnjatovic

Marta started as Trade Marketeer in our Rotterdam office in 2013. Her result-oriented approach and stakeholder management provided her with a lot of great opportunities. She grew from Senior Trade Marketeer to Manager Media Consultancy to Head of Advertising, and is currently Head of Category Teams.

### Brigitte Overzier

Brigitte started her Coolblue career at our Customer Service, where she grew into the position of Team Lead. She now works as a Team Lead for CoolblueDelivers. Her experience with customer communication and leadership are essential in this new position.

### Pat Hermens

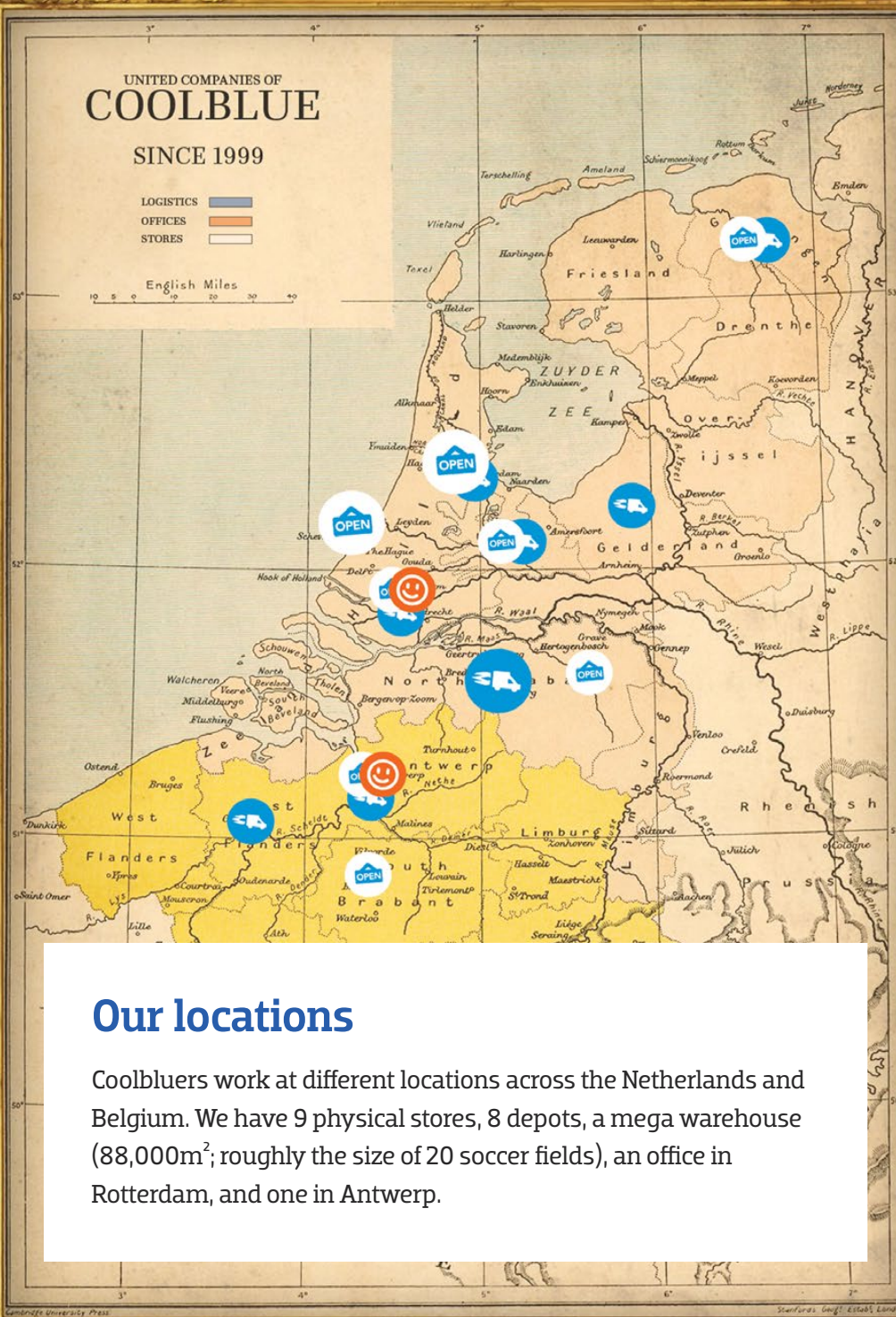
Pat moved to the Netherlands from Australia to start working as a Senior C# Developer at Coolblue. He later grew to Lead C# Developer and he now works as a Development Manager. Pat also played an important role in representing the organization as a member of the first Coolblue Works Council from 2016 to 2018.



## UNITED COMPANIES OF COOLBLUE SINCE 1999

LOGISTICS   
OFFICES   
STORES 

English Miles  
10 20 30 40



### Our locations

Coolbluers work at different locations across the Netherlands and Belgium. We have 9 physical stores, 8 depots, a mega warehouse (88,000m<sup>2</sup>; roughly the size of 20 soccer fields), an office in Rotterdam, and one in Antwerp.

### Theme rooms

In our offices, we have simple desks and special meeting rooms. This contrast truly reflects that we *simply amaze*. Each room has a theme that represents a chapter of our story of entrepreneurship. Take for example the *De Dijk* meeting room: a replica of the cafe where Coolblue's business plan was written down.



### Office Tour

In their first month, new Coolbluers receive a tour of the head office. This behind-the-scenes look is also available for people outside of Coolblue. It has become so popular that we now give this tour every 2 weeks. People who are interested in our logistical processes can also register for a tour at our warehouse in Tilburg.





# PEOPLE STATISTICS.

You can count on me.

## 872

New delivery employees



## 46K

Applicants



## 160

New office employees



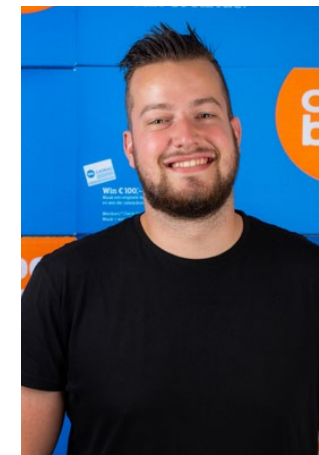
## 3,628

Coolbluers



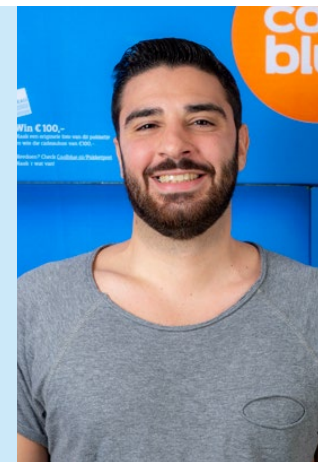
## 538

New warehouse employees



## 384

New customer service employees



## 62

New developers

31.



# 05.

## **A YEAR IN REVIEW.** Never forget.

We are a customer journey agency: we create full-fledged customer journeys for each consumer good we sell. In 2018, we implemented various customer journey improvements that contributed to our increase in NPS and EBITDA: we improved our website, the mobile app, our warehouse, our delivery, our stores, our returns, our customer service, and our marketing activities. In this chapter, we look back on these improvements and achievements, and share our outlook for 2019.



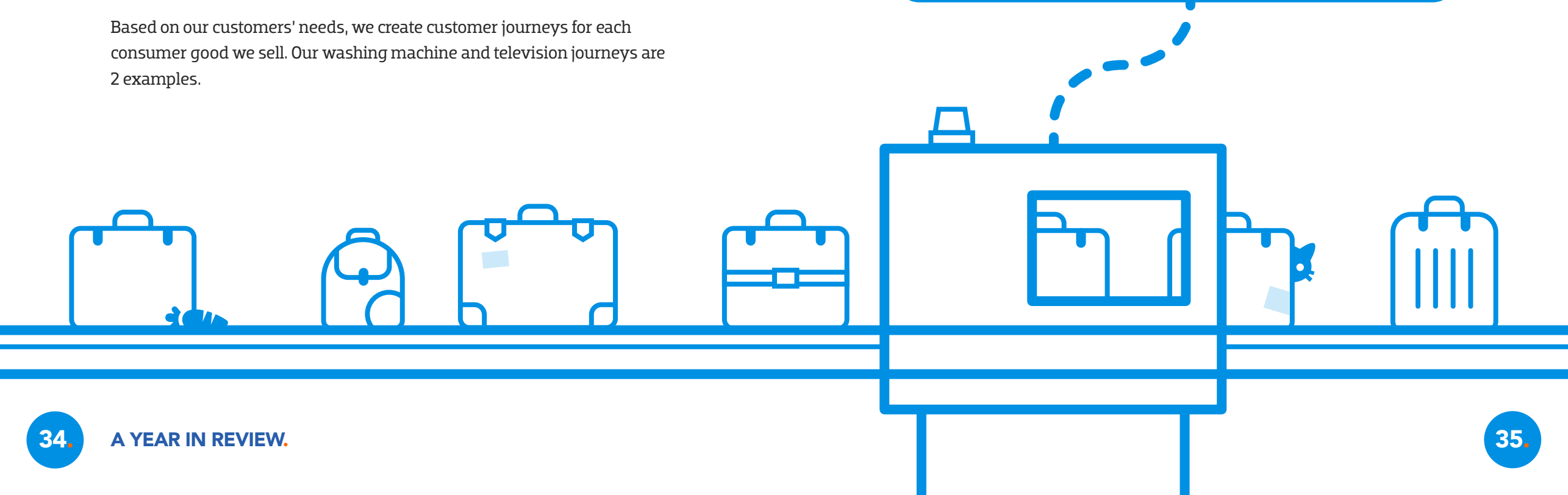
# CUSTOMER JOURNEY AGENCY.

Ticket to success.

Every webshop does the same thing: we all compete on picture, price, and buy button. To *simply amaze* our customers, we have to truly stand out. That is why we go beyond picture, price, and buy button and develop customer journeys, from start to finish, that result in happy customers.

Each product type requires a specific journey. When buying a new mobile phone, our customers need good insurance; in the case of a new washing machine, they much prefer a next-day delivery service. We analyze our customers' needs for each product type, and develop unique journeys around them. This involves stacking various competencies: insuring products, a delivery service, an installation service, a customer service, and a repair service. This makes us a customer journey agency.

Based on our customers' needs, we create customer journeys for each consumer good we sell. Our washing machine and television journeys are 2 examples.





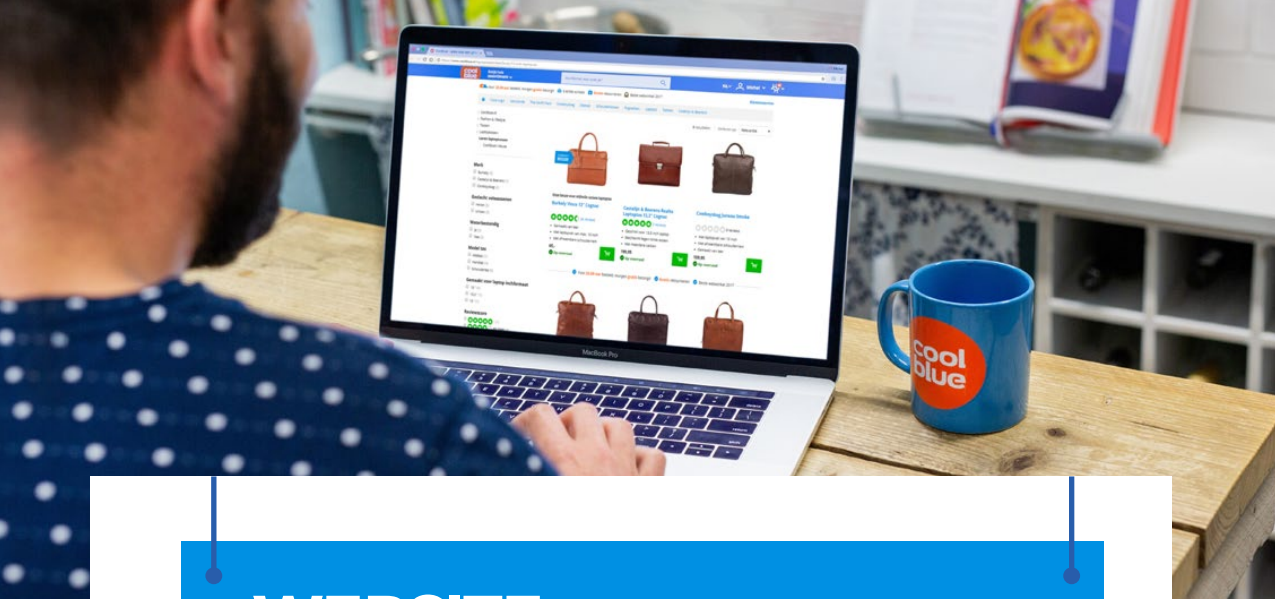
## The washing machine journey

When buying a new washing machine, the real challenge is transporting it. That is why we created the most customer-friendly white goods delivery service in the Netherlands and Belgium: CoolblueDelivers. This service provides our customers with optional delivery time slots, so they can have their washing machine delivered when it suits them best. Our Delivery Employees are friendly, attentive, and lift white goods all the way to the 4th floor. They install the washing machine, too, and only leave once they are sure it works correctly. If needed, they also take the old one with them, which is then disposed of in an eco-friendly manner. To top it off, all of this is done for free.



## The television journey

Deciding on a new television can be difficult, mainly because there are many different models and sizes to choose from and it cannot easily be transported by bike. On top of that, a TV always looks much smaller in the store. Once customers see the TV in their living room, they realize it is a size too big. Thanks to the augmented reality functionality on our app, customers can now virtually see any size television in their home. In addition, our television experts advise customers in our stores, on our website, and via our customer service on what kind of television best fits their needs. When our customers have decided on their perfect television, we personally deliver the device to their home.



## WEBSITE.

### A site for sore eyes.

We switched to a single domain in June 2018: Coolblue.nl and .be. Our customers no longer have to remember the names of product-specific webshops, such as Laptopshop.nl and Wasmachinestore.be; they can simply visit one central website instead. A huge milestone, preceded by years of hard work. In addition to this milestone, we made our website available in English and added new features.

## A single domain

Having a single domain has multiple advantages for our customers. Instead of having 325 separate webshops, we now offer unlimited storefronts. This means our customers can reach the right product page faster. Before, there was only a specific page for laptop bags, but now there is also a page for 13-inch brown leather laptop bags. One unified webshop also allows customers to reach the right page with a single click when they find us via Google. In addition, a single webshop means we can deploy smarter, fully-automated online campaigns.

## English customer journey

As of 2018, our website is available in English. With the addition of this English customer journey, we can now service our customers in 3 languages: Dutch, French, and English.

## Improved product photography

Product images are essential in helping customers choose the product that suits them best. For this reason, we opened a new and improved photo studio so we could start taking photos of products ourselves, based on the questions of customers. We received a lot of questions about the ports featured on the back of TVs. To help our customers in the best way possible, we now take pictures of these items ourselves.



## Introduction of the wish list

We added a new functionality: the wish list. Customers can now save products on their wish list if they want to purchase them later. During the *Sinterklaas* festivities, we called on customers to add products to their wish lists and share them with us, so they could have the opportunity to win their favorite products.



## MOBILE APP.

Pocket science.

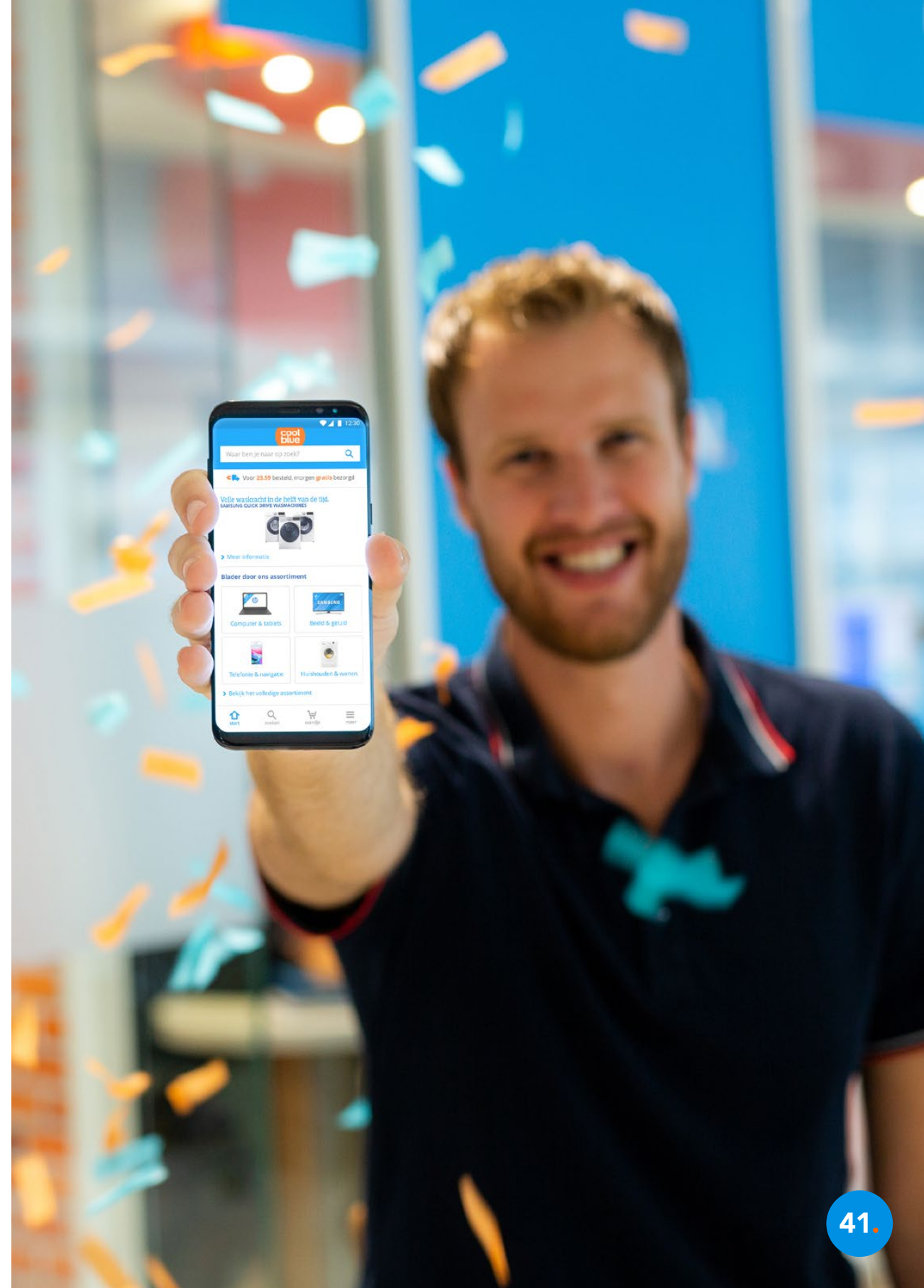
Following the launch of our iOS app in 2017, we launched the Android version of our app in 2018. As more and more purchases are made with mobile devices, our Mobile App experts are working hard to ensure the best possible app experience for our customers. In addition to the launch of the Android app, we added an augmented reality functionality to our app.

### Launch of the Coolblue app for Android

In August 2018, we launched the Android version of our app. The results were impressive: in the first 2 weeks, the app was downloaded 45,000 times in the Netherlands and Belgium, which shot it to the number one spot in Google Play directly after its launch.

### Augmented reality functionality

One of the most fun additions to our app is the augmented reality functionality. We know that a TV is usually returned because customers had a different expectation about its size. Thanks to the augmented reality functionality, our customers are now able to virtually place any size television on their wall, table, or TV cabinet. This way, they can easily decide what size television best fits in their home.







## WAREHOUSE.

Professional boxing.

Every day, we process thousands of orders in our 88,000m<sup>2</sup> warehouse in Tilburg. We own all the products in our warehouse, so we can live up to our promise of *ordered today, delivered tomorrow*.

### One warehouse in Tilburg

In 2018, we started packing all our orders at one location: our warehouse in Tilburg. Previously, we operated from 2 warehouses: Capelle and Tilburg. Operating from a single location means that orders with more than one product can now be sent in a single package. This is logistically more efficient, better for our customers, and better for the environment.

### Improved packaging process

We purchased a new packaging machine for our warehouse in Tilburg. Thanks to this machine, the efficiency of our packaging process has greatly improved. It can process over 20,000 packages a day and adjusts the boxes to the size of the product. These custom-sized boxes save a lot of space during transport. More space means we can transport more packages in one van. Overall, less vans are needed for the transport of our packages, which is more environmentally-friendly.





## DELIVERY.

### Postcoding.

We want to offer our customers the best delivery propositions. That is why we amaze them all the way to their doorstep and beyond with our own delivery service: CoolblueDelivers. CoolblueDelivers has been successfully delivering white goods since 2016. In 2018, we introduced a new delivery service, CoolblueBikes, and made various other improvements to our delivery services.

## Launch of CoolblueBikes

In 2018, we introduced CoolblueBikes: our very own bike delivery service. Our Delivery Employees bike through 7 big cities in the Netherlands and Belgium to deliver small packages directly from our stores and depots. Our service is very customer-friendly: customers do not have to wait at home all day for their order to be delivered. Instead, they receive a 1-hour time slot a day before delivery. On the delivery day itself, we send our customers a text message 15 minutes before our arrival, so they know we are on our way.



## Introduction of time slot delivery of white goods

As of 2018, we have been offering our customers the possibility to choose a preferred, paid time slot for white goods delivery. We know customers want to decide on the delivery time and address themselves, and have the ability to adjust this at their convenience. By offering our customers this possibility, they are certain of the delivery time that suits them best. Naturally, the same promise of *ordered today, delivered tomorrow* also applies to this type of delivery.

## Delivering televisions

In 2018, we started delivering televisions. Instead of depending on a third party for our television delivery, we now make our customers happy by personally delivering their television to their homes. This way, our customers are ensured of the best possible service.





## STORES.

The real deal.

Our customers like to visit our 9 physical stores for personal advice, to pick up their products, and to receive customer support after their purchase. In addition, our customers want to experience our products before their purchase. That is why they can see, feel, and listen to all of the products in our stores, as well as receive advice from product experts who are ready to help. Our XXL stores in The Hague and Amsterdam have even more products, experts, and product demos available to help our customers make the best choice.

### Apple shop-in-shop

In 2018, we placed Apple shop-in-shops in 5 stores so our customers can compare all models at a glance. Customers can receive advice at product tables from Coolbluers who are trained by Apple. We have a large assortment of Apple accessories in our stores, and we even offer MacBook models that were produced especially for us. All Apple products are in stock in our stores or are delivered to our customers the next day. In 2018, we organized an Apple launch breakfast in our stores in Amsterdam and The Hague. During this event, our biggest Apple fans had the chance to be the first in the Netherlands to receive the latest iPhone.



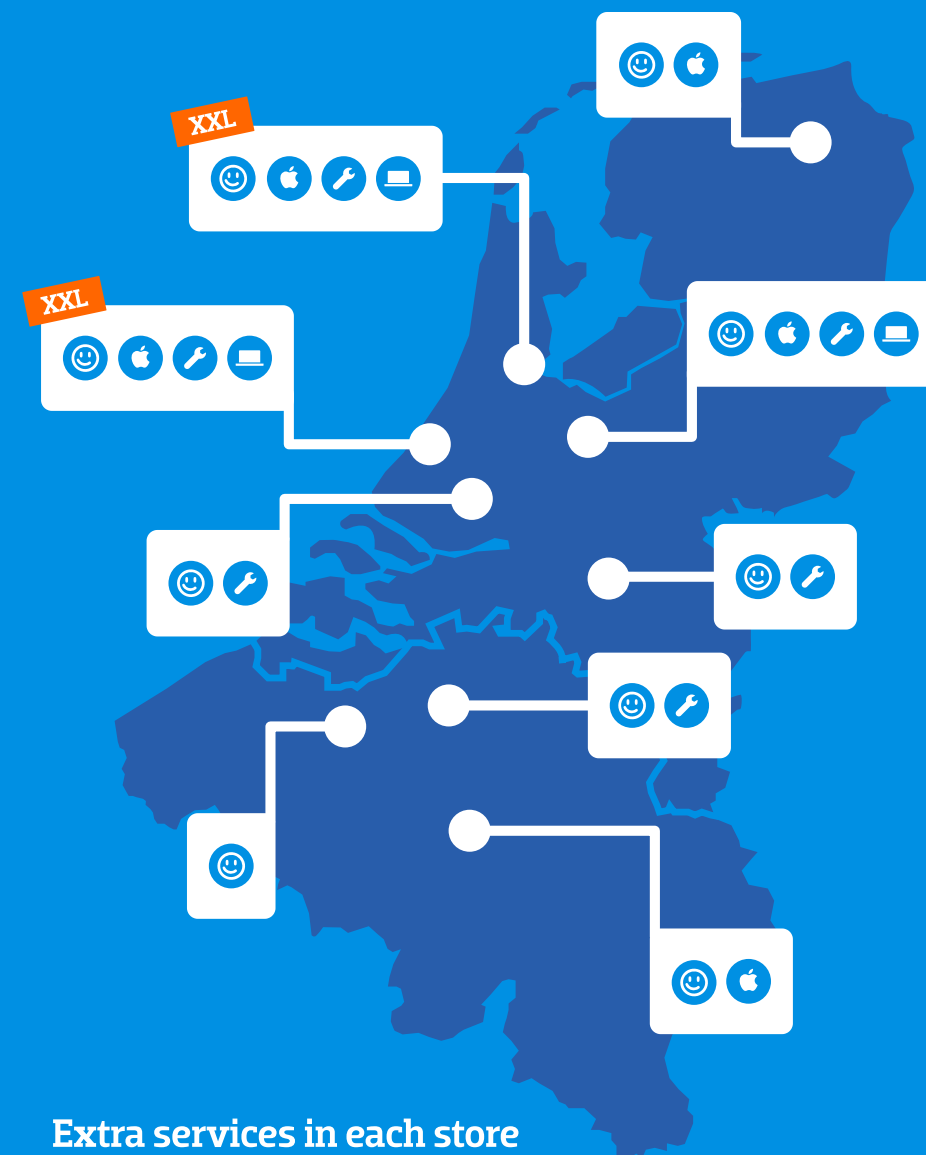


## Expansion of our repair service





We expanded our own phone and tablet repair service for Apple, Samsung, and Huawei devices to 6 Coolblue stores in the Netherlands and Belgium. Phone repairs are always completed within 2 hours. Customers know exactly what a repair will cost in advance, and they receive a 12-month warranty on their repair.

## Introduction of our laptop service

In 2018, we introduced a laptop service in our stores in The Hague, Amsterdam, and Utrecht. When they purchase a laptop in our stores, we help customers with the setup of their device. Our laptop experts can also transfer files or install software. This way, when a customer walks out the door, their laptop is ready for use.



### Extra services in each store

-  Personal advice
-  Apple shop-in-shop
-  Repair service
-  Laptop service



## RETURNS.

No biggie.

If customers are not happy with their purchase, we ensure that customers can easily return them. Returns are always free within 30 days of purchase.

### Improved online return form

In 2017, we added an online return form to our website. We improved this online return form by adding product-specific support and advisory content. This added information helps our customers with their problem and minimizes returns, all in one go.





## CUSTOMER SERVICE.

Good call.

Our customer service is the most important department within Coolblue: it is the basis of all our improvements. Every minute of every day, our Customer Service Employees work to amaze our customers with their service. Naturally, we want to help our customers the best we can, in the most effective and efficient way. With the knowledge of why customers call us, we aim to improve our internal processes to minimize customer contact.

### Expert advice in 3 languages

In 2018, we handled 2 million contacts via our customer service. We now provide our customers with expert advice in 3 languages: Dutch, French, and English.

### Collecting feedback

We keep track of the reasons why customers call us. By collecting this data, we can assist them even better next time they need us. We also know what information needs to be updated on the website, so we can help customers make the best choice for them.







## MARKETING.

Your ad here.

Throughout 2018, we have increased our all-round visibility, mainly by expanding our delivery services with blue vans and by improving our online presence. As a result of our increased visibility, customers often think of us first. We are the first place they come looking when they want to buy a product. Even when a customer decides to buy a product somewhere else afterward, our expert advice is often the decisive factor in their decision-making process.

### Expanding our delivery services

We expanded our TV and white goods delivery service with more blue vans and introduced our own delivery service by bike, CoolblueBikes. This led to growing visibility on the streets of the Netherlands and Belgium.

### Improving our online presence

Thanks to our switch to a single webshop in 2018, customers can now more easily find our webshop. We also expanded our vlogging activities by producing more advice videos. On our YouTube channel, our expert vloggers create videos with recognizable, informative, and entertaining stories about various product categories. The most popular advisory video of 2018 is *Mag mijn Bluetoothspeaker mee in het vliegtuig?*





## RESULTS.

### Fruits of our labor.

From the day Coolblue was founded, we have continuously strived to improve our customer satisfaction and our profitability. The various customer journey improvements we implemented in 2018 have contributed to an increase in both NPS and EBITDA. We look back on the results of the past year, the investments we made in 2018, and share our outlook for 2019.

### NPS results

As one of our goals is setting the bar for customer-centric entrepreneurship, we always strive to improve our NPS score. As a result of various customer journey improvements, our overall NPS increased from 66 to 67. We have, for example, launched an automated payment tool to repay our customers faster after a return. We also launched CoolblueBikes, added a time slot delivery option, and started delivering large TVs with our own vans.

# NPS.



Wondering how we measure NPS?  
You can find the explanation back on page 15.





## Income statement & balance sheet performance

In 2018, our revenue increased by € 160 million to € 1.35 billion (+ 13.4%), compared to € 1.2 billion in 2017. With this growth, we outperformed the market for consumer electronics, that increased by 7.3% in the Netherlands and by 4.0% in Belgium (GfK 2018).

### EBITDA increased faster than revenue

The EBITDA, our measure of profitability, increased from € 21.1 million in 2017 to € 27.1 million in 2018, an increase of 28.4%, even more than our revenue increase. In the second half of 2018, we started benefiting from the rationalization efforts we made in 2017, such as merging our warehouses, and we were able to utilize our economies of scale. Our investments in customer journeys also showed their results. The gross profit margin increased to 12.7% (2017: 11.8%) by improving purchase conditions and the rationalization of our product assortment. We focused on offering an improved range of products and services which suit our customers best, for instance by only selling products with low return ratios, and by setting up reasonable return agreements with our suppliers.

Employee expenses increased by 24.7%, but only by 13.1% if we exclude employee expenses of CoolblueDelivers, which has grown significantly. Other operating expenses increased due to the expansion of our warehouse in Tilburg, the opening of XXL stores in 2017, increased software costs, cloud hosting expenditure, and fleet expenses for CoolblueDelivers. We further invested in marketing for Wallonia, our mobile app, and in the translation of our website to French and English.

The adjusted EBITDA increased from € 21.9 million to € 26.9 million. The adjusted EBITDA for 2017 and 2018 excludes exceptional one-off income and costs for merging our warehouses.

In conclusion, our net profit increased from € 9.1 million in 2017 to € 12.1 million in 2018. While our profitability is still relatively low, we are pleased with the developments shown in the second half of 2018. These foreshadow an increasing profitability in 2019.



## Working capital development

The main developments in our working capital are explained by the increased inventory level. Our inventory grew in 2018 as a result of our goal of increased availability of products for our customers in December and because we arranged special deals with higher margins. We finance our growth by retaining a negative working capital, which was -/- € 78.0 million at the end of 2018 compared to -/- € 100.1 million at the end of 2017. This means that we are able to sell most of our products before making payments to our suppliers.

## Investments

In 2018, we invested € 5.9 million in tangible fixed assets (2017: € 12.1 million). This mainly relates to investments in IT hardware, our warehouse in Tilburg, and our stores. We invested € 9.4 million in intangible fixed assets (2017: € 9.0 million). This relates to a part of the software development costs of our website and back-office systems, such as a new warehouse management system.

## Improved statement of financial position

The net result for 2018 resulted in an increased solvability of 14% (2017: 11%), while the current ratio (excluding receivable from shareholder) remained stable at 1.0 (2017: 1.0). We did not pay out any dividends and strengthened our equity position instead. The receivable from shareholder is available on demand. Our shareholder *Mondhoekje B.V.* completed a refinancing in 2018, which resulted in an increased credit facility for a 3-year period.

## 5 years of Coolblue

	2018	2017	2016	2015	2014
NPS	67	66	63	63	62
Adjusted EBITDA (€ million)	26.9	21.9	19.3	8.3	10.8
<b>Income statement</b>					
EBITDA (€ million)	27.1	21.1	17.4	8.2	10.8
Revenue (€ million)	1,353.6	1,193.5	857.2	554.7	360.9
Gross margin %	12.7%	11.8%	11.4%	10.9%	13.4%
Profit/Loss after income tax (€ million)	12.1	9.1	8.9	3.1	6.6
<b>Balance sheet</b>					
Working capital excluding receivable from shareholder (€ million)	(78.0)	(100.0)	(65.5)	(49.9)	(21.7)
Solvability %	14%	11%	10%	9%	13%
<b>Other indicators</b>					
Operational cashflow (€ million)	3.9	53.3	31.2	38.1	14.2
Investments tangible fixed assets (€ million)	5.9	12.1	8.7	5.0	2.1
Investments intangible fixed assets (€ million)	9.4	9.1	7.5	5.3	0.8
Coolbluers year end (including temporary staff)	3,628	3,561	2,676	1,614	1,032



# LOOKING AHEAD TO 2019.

## Forward thinking.

2019 marks another year of new and exciting developments in terms of NPS and EBITDA. In 2019, we will invest in even more visibility and delivery services: we have 240 in-house developers who will continue to work on improving our customer journeys. Here, we give a sneak preview of 2019, the year in which we will celebrate our 20th anniversary.

### Opening new stores

In 2019, we will open various new stores in the Netherlands and Belgium in order to further utilize our online and offline position. This way, our visibility will increase even more and we will provide our customers with more product interaction possibilities. The opening of our store in Tilburg has been announced, others will follow soon.

### Improving delivery propositions

We will continue optimizing our delivery propositions, primarily by offering more extensive time slot possibilities in both the Netherlands and Belgium. In addition, CoolblueBikes will expand to more cities, and we will invest in installation services for both kitchen appliances and TVs.







## Increasing our NPS

Next to the opening of new stores and improving delivery propositions, we will continue increasing our NPS with key projects like reviewing our product assortment, the navigation on our website, and the analysis of customer interactions. We will also add more functionalities to our mobile app. To make these improvements possible, we plan to hire new colleagues for all our locations.

## Increasing EBITDA

In 2019, we expect our total revenue will continue to increase. The drivers behind this are our expansion in Wallonia, our English website, the iOS and Android app, and the new propositions mentioned in this report. We expect to grow in EBITDA even faster than in revenue. We are ready to further utilize the economies of scale. As a result, we expect that our net profit will increase in 2019.

## Investments

Next to our investments in new stores, we will further develop our website and back-office systems, and we will go live with a new warehouse management system. Additionally, we will continue to invest in research and development, which is prioritized on the roadmaps of our departments.



06.

## **GO GREEN & GO SOCIAL.**

Putting the logic in ecological.

We strive for a sustainable business model. We take our responsibility seriously, so we can have a positive impact on society and the environment. To achieve this, we have divided our sustainability policy into 2 topics: Go Green and Go Social.





## GO GREEN.

A little bit greener every day.

Customers do not only expect the best customer journey and expert advice, they also expect us to do our part when it comes to the environment. That is why our ambition is to become completely climate-neutral. We evaluate our ecological footprint and try to minimize it by taking sustainable measures, and by providing our customers with durable solutions. We do this within 3 focus areas: consumption, waste management, and product advice.

## CONSUMPTION.

Less is more.

We define consumption as everything we consume in our operation, such as electricity, fuel, and our cardboard boxes.

### Renewable energy

In 2018, we started building the largest solar roof of the Netherlands on top of our 88,000m<sup>2</sup> warehouse in Tilburg. Rather than simply energy neutral, this solar roof will make sure our warehouse is fully energy positive.





**35.** Coolblue Bikes

## CoolblueBikes

We now offer the most customer and eco-friendly delivery service: CoolblueBikes. With this service, we deliver small packages from our stores and depots with electric bikes. In December 2018, we delivered approximately 60% of all small packages in the largest cities of the Netherlands with CoolblueBikes.

## Lean & Green

In 2018, we received our first Lean & Green star. Lean & Green is a CO<sub>2</sub> reduction program which we have been a part of since 2017, and was founded for companies aiming to become more sustainable. We reduced our emissions per sold product by more than 20% by making our warehousing handling and delivery of white goods more sustainable.



**186.** More packages per truck on average

## Reduced packaging material

We expanded our packaging machine with new box set up machines and box closers, resulting in smaller boxes that contain less air and plastic material. This means we can transport more packages with our vans and bikes. Because we send everything from a central warehouse, more products can be shipped in one package, resulting in less packages overall.

## Refueling at Rotterdam depot

In 2018, we started a pilot at our Rotterdam depot. Instead of refueling our CoolblueDelivers vans at gas stations, we now make sure the fuel we need comes to us. Because we started refueling our vans at our depot, our vans drive fewer kilometers, with fewer emissions as a result.



## WASTE MANAGEMENT.

### Going separate wastes.

We aim to process any waste that we produce and receive from our customers in a sustainable way. If we deliver a package with CoolblueBikes, we take old products back with us so we can process them in an eco-friendly manner. We also take in small products via recycle points in our stores. In total, we processed over 18 million kilos of waste from our warehouses, stores, and depots in 2018. The achieved separation percentage of these efforts is over 97%.

### White goods waste

Not only are we one of the biggest white goods retailers in the Benelux, we also transport the largest amount of old white goods in kilos. When we deliver white goods to customers, we take the old appliance with us, and make sure it is processed in an eco-friendly manner. We have separate waste flows for our white goods deliveries: old white goods, cardboard, plastic, styrofoam, and residual waste.





# PRODUCT ADVICE.

## The feel-good choice.

We work on lowering our own energy consumption every day. But we can make an even bigger impact by reducing the energy consumption of our customers. 2 of the ways we do this is by advising and promoting the sale of energy-efficient products via our Go Green label and by offering our customers Second Chance products.

### The Go Green label

Coolblue's Go Green products are energy-efficient and meet the high customer-satisfaction demands of Coolblue's Choice. With these products, we help customers make eco-conscious decisions by providing insight into the product's energy consumption. The energy consumption of a fridge, for example, is especially relevant for the customer at the moment of purchase. That is why we show the energy label and costs at several instances during the purchasing process. Customers can see this information on the overview pages, for example, and they can filter on energy-efficient products in our product filter.

Our choice for an energy-efficient fridge.



Coolblue's  
Choice



### Second Chance

We offer our customers Second Chance products. These are returned products that we check for potential damage and sell with a discount instead of throwing them away. Whenever a product can no longer be repaired, we still try to get as much value out of it as possible. While doing this, we strive toward balance between the environment, society, and costs. The best example of this is when we sell damaged, but otherwise new washing machines to buyers who combine these appliances to create refurbished models.





## GO SOCIAL.

### Best supporting role.

Friends support their friends. That is why we support our own as well as our local community, and set an example as an employer.

We like to support our friends, both inside and outside of Coolblue. We do this as an employer, by setting an example, and also by supporting our local community.

## COOLBLUE AS AN EMPLOYER.

Works like a charm.

### Employment opportunities

We offer many employment opportunities in the Netherlands and Belgium. We also hire people who need extra assistance in the labor market. We then make sure their capacities are utilized in the best way possible and offer them guidance when needed.

### Setting an example as an employer

We do everything in our power to be a good employer for everyone who works with us: from Delivery Employee to Developer. One thing we do is offer a 10-day paternity leave instead of the legally mandatory 2 days in 2018. We also give Coolbluers the opportunity to learn English, French, or Dutch if this is required for their role. In addition, we provide many growth opportunities and help with personal development, for instance with our very own Coolblue University's training courses.



# COOLBLUE AS AN EXEMPLARY COMPANY.

## Setting the bar.

We believe we can best contribute to society by having Coolbluers help others within their area of expertise. Our Customer Journey Specialists gave a workshop to employees of the Dutch suicide prevention lifeline, and our Online Marketeers shared expert tips and tricks on online marketing to SOS Children's Villages.

Our Developers also use their expertise to contribute to society by teaching programming skills; in 2018, they introduced programming to 40 children during our Tech Buddies event. We also organize the Tech Starters program, during which we provide Dutch and European starters from various backgrounds with the opportunity to start working as a Junior Developer at Coolblue. Within a short period of time, these Junior Developers are trained to strengthen one of our development teams.

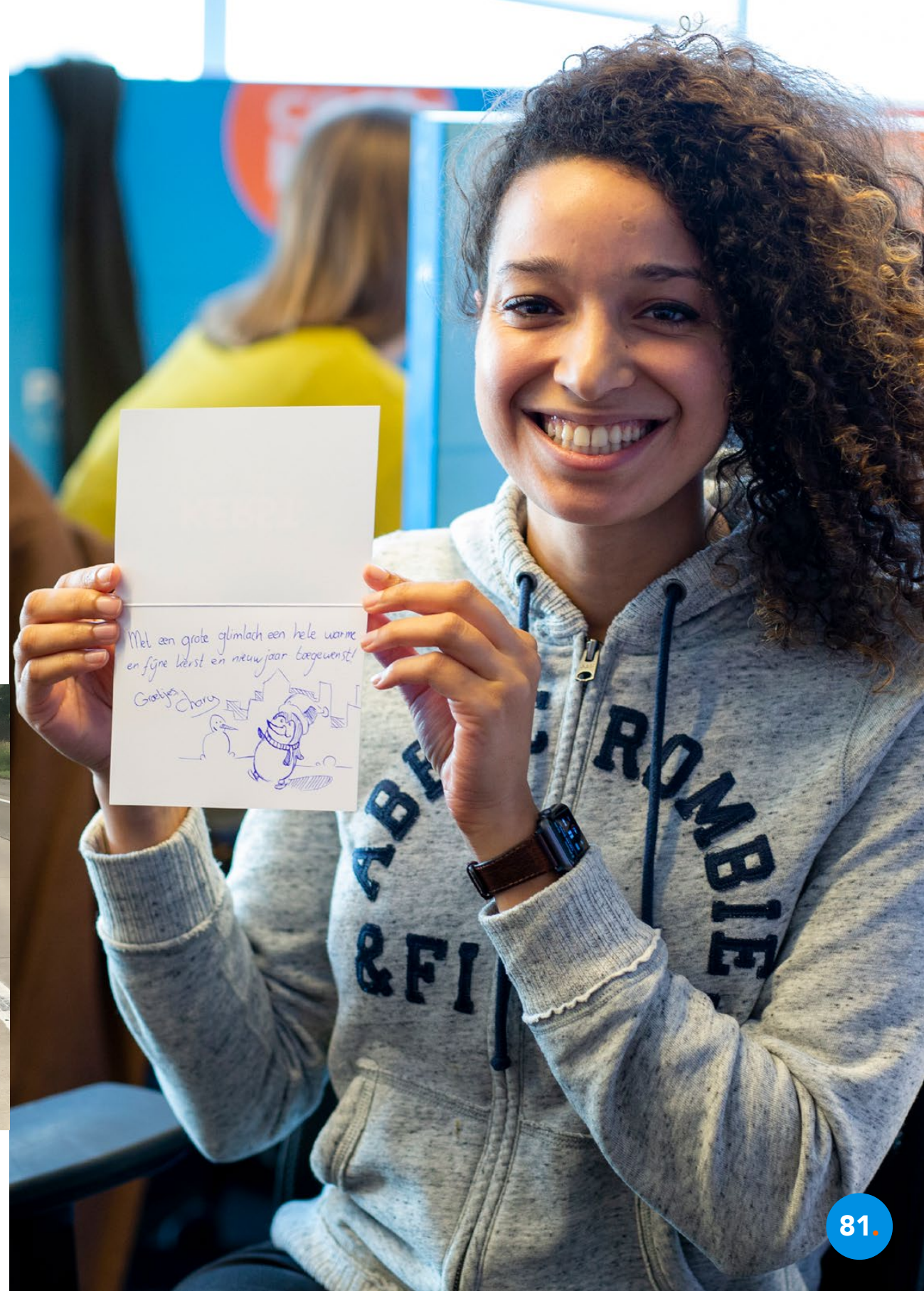




# COOLBLUE FOR THE LOCAL COMMUNITY.

Short distance, high impact.

We like to give back to our local communities. Not just in Rotterdam, but also in the vicinity of our other locations, such as our warehouse and stores. Our Store Employees visit retirement homes, for example, so they can explain to the elderly how to use modern products to stay in touch with friends and family. In cooperation with the *Nationaal Ouderenfonds*, we also send Christmas cards to lonely senior citizens during the Christmas period. In addition to this, we give away unprofitable products to families in our area who need them, but cannot afford them. We also sponsor Coolbluers in their athletic efforts to raise money for health charities of their choice.







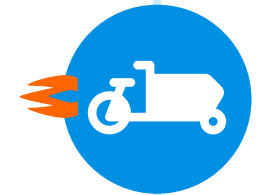
## LOOKING AHEAD TO 2019.

Full of positive energy.

We will continue the positive trend in 2019 by stimulating Coolbluers even more to contribute to society using their expertise. In addition, our goal is to become completely climate neutral in the coming years. Thanks to the solar roof on our mega warehouse in Tilburg, we are taking a big step toward increased environmental friendliness. We will install solar panels at our depots and stores where possible.

### Expansion of CoolblueBikes

We are going to deliver even more packages with electric bikes by expanding CoolblueBikes to other cities in the Netherlands and Belgium.



### Introduction of electric vans

We will start delivering the first televisions by electric van in 2019.

### Continued expansion of the Go Green label

In 2019, we will expand the Go Green label to more product categories. Our goal is enabling customers to make eco-conscious decisions when it comes to electrical devices.





07.

## **THE RULEBOOK.** Challenge accepted.

Our growth comes with risks and challenges. That is why we continued to professionalize our risk management in 2018.





## RISK & OPPORTUNITY MANAGEMENT.

Truth and dare.

Consciously dealing with risks is an important success factor when it comes to reaching our goals. All Coolbluers are given plenty of freedom to make their own decisions. Throughout our Coolblue locations, you can find the words *honest*, *direct*, *open* written on the walls. This means we are up-front with each other about our expectations, which helps us avoid surprises and unnecessary risks.

### Risk culture

Together, we strive for a culture of integrity, where regulatory compliance is a given. We commit to an operational management style that ensures we manage and contain risks responsibly. This approach allows us to learn from our mistakes, so we can perform a little bit better every day. Our Management Team has an exemplary role concerning risk management and compliance with our internal policies and external regulations. They bear the final responsibility, but carry out these tasks in cooperation with other Coolbluers. Employees from the Risk & Compliance, Security, and Legal departments help all Coolbluers review and manage risks.

### Internal guidelines

We communicate our internal policy and external regulations in an honest, open, and direct way, using clear language and our own guidelines, which we share with all Coolbluers. Examples of such guidelines are:

- *Workguide* (employee guidebook);
- *Friend Code* (code of conduct);
- *How to deal with sticky situations* (whistleblower policy);
- *What happens if I cheat?* (anti-fraud policy);
- *What if I do not stick to the Coolblue agreements?* (disciplinary policy).

### Training courses

We developed and implemented various training courses that ensure Coolbluers adhere to our guidelines and become increasingly aware of risks. For instance when it comes to the General Data Protection Regulation (GDPR), labor law, and integrity. These training courses consist of e-learnings and workshops.





## Risk profile

### Identification & assessment of risks

There are several risks that may impact the realization of our strategic goals. Within our risk management, we focus on 4 categories: strategic, operational, finance & reporting, and compliance risks. In order to create a risk profile, we have conducted various top-down and bottom-up risk assessments. We prioritized the most important risks in the Management Team's yearly Strategic Risk Assessment.

Strategic risks		Likelihood	Impact	Risk appetite	Since 2017
1	Competition	●●●●●	●●●●●	●●●●●	—
2	Reputation	●●●●●	●●●●●	●●●●●	↑
Operational risks					
3	Qualified employees	●●●●●	●●●●●	●●●●●	—
4	Integrity/security of information	●●●●●	●●●●●	●●●●●	—
5	Supply chain management	●●●●●	●●●●●	●●●●●	—
6	Stock management	●●●●●	●●●●●	●●●●●	↑
Finance & reporting risks					
7	Finance and liquidity	●●●●●	●●●●●	●●●●●	—
Compliance risks					
8	Regulatory compliance	●●●●●	●●●●●	●●●●●	↑
9	Health, safety, environment	●●●●●	●●●●●	●●●●●	↑
Very low ●●●●●    Low ●●●●●    Medium ●●●●●    High ●●●●●    Very high ●●●●●    Decreased ↓    Stable —    Increased ↑					

There is no significant deviation of the prioritized risks in comparison to 2017. We came to this insight by analyzing the likelihood, impact, and risk appetite of each identified risk. We define 'likelihood' as the probability of an event occurring, and subsequently obstructing, the realization of our strategic goals. 'Impact' indicates the extent to which the risk would negatively affect these goals. Lastly, 'risk appetite' is our willingness to take certain risks to achieve our goals. The lower this is, the better our risk management needs to be arranged.





## Strategic risks

### 1. Competition

We operate in a highly competitive market. Yet, we have a medium risk appetite when it comes to competition; we see it as an opportunity to go the extra mile for our customers. This means we are constantly improving our customer journeys, and investing in the quality of our service as well as new propositions.

### 2. Reputation

As we continuously strive to improve our customer satisfaction and our profitability, having a good reputation is essential. In 2018, there have been 2 main developments that have increased our overall likelihood of suffering reputational damage. Firstly, due to legislative and regulatory changes in 2018, such as the GDPR, privacy has become an increasingly important topic of discussion. The rules and guidelines regarding privacy have increased as well. Naturally, we continuously work to incorporate these legislative changes. Secondly, we have seen an increase in the misuse of our brand identity. We further improved our approach to tackling websites that unlawfully trade in our name. This way, less consumers are duped by these fake websites.



## Operational risks

### 3. Attracting and retaining qualified Coolbluers

Qualified and intelligent people are key to our success. In order to be an attractive employer, we offer an unconventional company culture and plenty of opportunities for Coolbluers to develop themselves. Instead of limiting ourselves to the Dutch and Belgian labor markets, we look for suitable candidates on a global scale. We do this in various ways: from setting up large recruitment campaigns to organizing masterclasses and in-house days to attract newly graduated talent. Once we have attracted talent, we of course like to retain it, which is why we offer Coolbluers training courses and growth opportunities.

### 4. Integrity and security of information

We do everything in our power to prevent leaks of our customers' personal information. We only save customer details that are necessary for ordering, delivering, and returning products. Vulnerabilities in our own or leased software are automatically detected, which allows us to prevent potential problems at an early stage. We are also continuously making Coolbluers more aware of IT security and privacy risks. To ensure excellent availability of our internal systems, we carry out a successful policy of transferring all systems and applications to the cloud. This policy offers guaranteed continuity and scalability.

### 5. Supply chain continuity

We have a large warehouse and 8 depots. By working with multiple suppliers, based on favorable agreements, we are not dependent on a single party. Additionally, we are able to enhance our supply chain management by using our own delivery services: CoolblueDelivers and CoolblueBikes. We try to resolve occurrences beyond our control, such as strikes and physical disruptions, as best we can. Because we have full ownership of these services, we do not have to depend on external parties. Thanks to these measures, we are able to limit disruptions in our supply chain to an absolute minimum.

### 6. Stock management

The value of our inventory increased in 2018. As a result, the impact of the risk has increased. There are 2 stock management risks: excess stock or insufficient stock. We prevent the risk of insufficient or excess stock by analyzing the expected sales patterns every day, and aligning our purchasing activities accordingly. This makes sure we order the optimal number of products at all times.





## Finance & reporting risks

### 7. Finance and liquidity

Our operations are financed by our operating cash flow and a negative working capital. This is a big plus: it means we are able to sell the bulk of our products before we have to pay our suppliers. We have a strong debtor management process that ensures all the numbers are correct, which is, of course, essential. This gives us the assurance that we are always able to meet all our payment obligations.

## Compliance risks

### 8. Regulatory compliance

Our Risk & Compliance, Security, and Legal departments closely follow the latest developments in laws and regulations. In addition to external developments, we consider internal developments as well. Take, for instance, new business developments or adding new product types. Special attention is given to tax developments and the new European privacy regulation, the General Data Protection Regulation.

### 9. Safety, Health, and Environment

We do everything in our power to ensure the safety of our customers and employees. Within our Safety, Health, Environment, and Quality department (SHEQ), we are continuously working on improvements regarding these topics. Coolbluers who work in our warehouse are given training courses in working safely, and we have set up an internal traffic plan at the warehouse, for example.



### Changes in privacy regulations

After the GDPR was established in 2016, we immediately started preparing for its implementation. This made sure that we complied with the GDPR as soon as it came into effect on 25 May 2018. We set up a record of our processing activities, rewrote our privacy policy for customers, employees, and candidates, and applied technical adjustments to facilitate the right of access and removal of personal information. We also changed our work procedures and facilitated online training courses for all Coolbluers who work with customer data. Lastly, we appointed a Data Protection Officer.

The above-mentioned efforts have not gone unnoticed. Both the *Consumentenbond* (consumer association) and the *Volkskrant* (Dutch newspaper) have conducted research into the status of GDPR-compliance of large companies. We scored exceptionally well in both studies.



## Enhancement of our risk management system

We are continuously working on professionalizing our risk management operations, especially by making Coolbluers more aware of risks.

### Investment in risk management tool

We invested in a risk management tool in which we registered all identified process risks and corresponding oversight measures. With this tool, we aim to improve and simplify our reporting process in order to have more insight into managing processes and risks.

### Improved authorization and IT change management

In 2018, we expanded and strengthened the authorization and IT change management oversight measures. Our job profiles have been reviewed and adjusted, and the corresponding rights have been more efficiently allocated in our systems.

### Enhanced business continuity management

We started testing and improved the documentation of our business continuity management. As a result, we are able to safeguard the continuity of our critical business processes and resources, such as our buildings, systems, and data.

### Implementation of training tool

Thanks to our use of a new training tool, we can monitor and document when Coolbluers attend training courses. This way, we track whether all Coolbluers who work with personal data have completed our GDPR training, for example.







## Looking ahead to 2019

In 2019, we want to further professionalize our risk management operations and work toward a more transparent documentation of processes, risks, and incidents.

### Continued implementation of our risk management tool

We will continue to implement the risk management tool within our operational, legal, tax, and security departments. By doing this, we expect to create a coherent and complete overview of the most important risks in our operational processes. This continuously up-to-date overview will also allow us to track the progress and follow-up of oversight measures more efficiently. Thanks to our expansion of the risk management tool, managers can gain a deeper insight into processes and associated control environments.

## Introduction of risk workshops

In 2019, our Risk & Compliance department will facilitate risk workshops for our relevant departments. Our goal is to identify and analyse the risks for our departments and use this information to set appropriate risk limits and controls. With our workshops, we want to encourage Coolbluers to think for themselves and be alert of risks as well as opportunities.

We also continue to monitor any developments in the risk environment. This way, we will continue working on improving our risk awareness and make our processes as robust, business-specific, and foolproof as possible.

## Preparing for ePrivacy Regulation

In 2019, we will closely follow the developments around the announced ePrivacy Regulation because of its expected impact on direct marketing. As with the GDPR, we will prepare for this new regulation accordingly, so we can meet the requirements on time.



# CORPORATE GOVERNANCE.

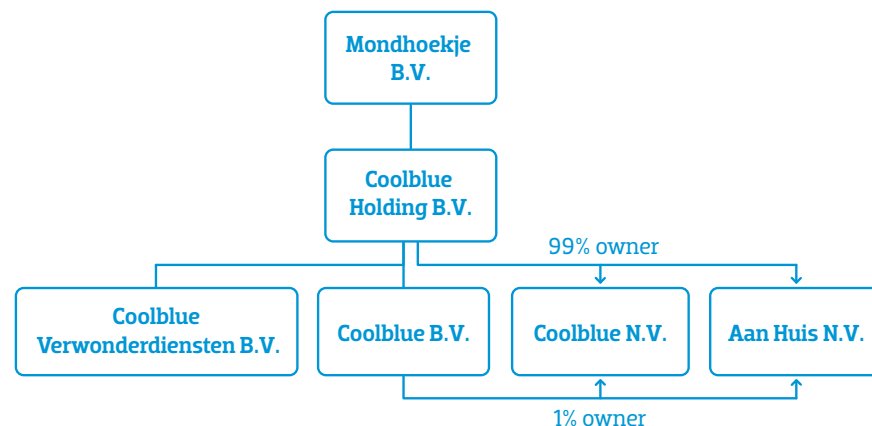
## Family tree.

### Structure

Coolblue Holding B.V., a limited liability company (*besloten vennootschap*) under Dutch law, is fully owned by *Mondhoekje B.V.* The majority of the shares in *Mondhoekje B.V.* are owned by the 3 founders of Coolblue. Hal Investments B.V. owns a minority stake of 30% in *Mondhoekje B.V.* *Mondhoekje B.V.* qualifies as a 'large company' (*structuurvennootschap*) within the meaning of the Dutch Civil Code.

To maintain transparency, we try to keep our corporate structure as simple as possible. The chart below shows an overview of the various group companies.

*Aan Huis N.V.* conducts the activities of CoolblueDelivers in Belgium. Coolblue Business Development B.V. was renamed to Coolblue *Verwonderdiensten B.V.* in 2018.







## Management Team

The management board of *Mondhoekje B.V.* consists of CEO Pieter Zwart and CCO Maarten Keller. Together with CFO / COO Daphne Smit, they form the Management Team. Each member of this team is legally authorized to represent Coolblue.

We acknowledge the importance of diversity in a working environment. That is why we strive for an equal composition of men and women amongst the members of the Management Team, though competencies are key in the selection criteria for future candidates.



### Pieter Zwart

**Age:** 41.

**Position:** CEO of Coolblue. Founded the company together with Paul de Jong and Bart Kuijpers.

**Education:** Business Administration at Erasmus University Rotterdam.

**Responsibilities at Coolblue:** Customer Service, Marketing, Branding, Stores, and the website.

#### What can you do a little bit better since 2018?

Cooking. I could not even fry an egg in the beginning of 2018. Now, I can cook dinner for 7 people. And it is edible, too.





## Maarten Keller

**Age:** 43.

**Position:** CCO.

### Education:

Economics at Erasmus University Rotterdam

### Prior to Coolblue:

Founder and Non-executive Director at Interhealth B.V., Managing Partner at ESJ Corporate Finance, and Consultant at Deloitte.

### Responsibilities at Coolblue:

Category teams, Pricing & Assortment, Purchasing, Media Consultancy, Contract Management, Export, B2B, and Restocking & Managed Inventory.

### What can you do a little bit better since 2018?

I have more discipline when it comes to exercise. Every morning at 6:30 sharp, the alarm goes off for the start of an intense workout.

## Daphne Smit

**Age:** 33.

**Position:** CFO + COO.

### Education:

International Business Administration at Erasmus University Rotterdam.

### Prior to Coolblue:

Trainee, Account manager, and Credit Analyst at Rabobank

### Responsibilities at Coolblue:

Finance, Business Analysis, Legal, HR, Warehousing, Delivery, Returns & Second Chance, Facilities, Procurement, Organisation Improvement and Recruitment.

### What can you do a little bit better since 2018?

Surfing and kitesurfing. Since 2018, I also have the role of COO, so I definitely became better in managing operational processes.







## Remuneration

The salaries of the managing board are decided by the Supervisory Board. Members of the Management Team receive a fixed salary and are not entitled to bonuses, options, or shares in the company as part of their remuneration. CEO Pieter is the largest shareholder in *Mondhoekje B.V.*, while the CFO and CCO all hold depository receipts of shares in Coolblue's capital. These depository receipts have all been acquired on commercial terms.

## Corporate Governance Code

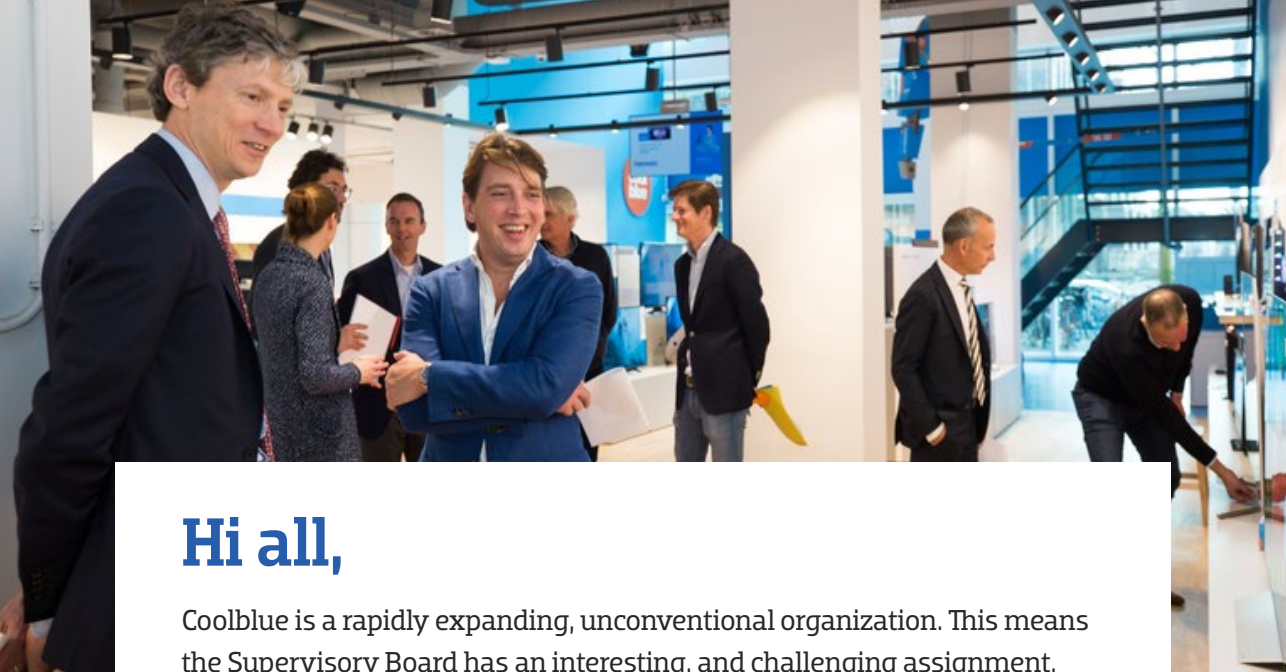
Although we are not legally obliged to follow the Dutch Corporate Governance Code, we acknowledge the importance of good governance. We actively monitor relevant developments in the corporate governance code and incorporate the principles that are relevant for us as a private company.



08.

**SUPERVISORY  
BOARD REPORT.**  
Our ultimate support group.





## Hi all,

Coolblue is a rapidly expanding, unconventional organization. This means the Supervisory Board has an interesting, and challenging assignment.

## Activities of the Supervisory Board

After our first full year as Supervisory Board in 2017, we were able to get involved in more in-depth analysis and strategic choices for Coolblue. We met with the Management Team of Coolblue 5 times throughout 2018 and had frequent interactions in-between. During these meetings, we discussed recurring topics such as customer satisfaction, strategy, market developments, and financial and operational results.

Additionally, we addressed specific topics such as the IT development strategy, opening of new stores, M&A opportunities, and a new management steering model. During these meetings, numerous subjects were accompanied by a presentation, conducted by the relevant Manager. Explanations from the person responsible provided the board with a better overview of the layers of management at Coolblue, which we highly appreciate.

## Audit Committee

The Audit Committee supports the Supervisory Board in the supervision of financing, reporting, internal controls, and risk management.

The Audit Committee convened 3 times in 2018, in the presence of the CFO, Head of Finance, and the external auditor. During these meetings, the following topics were discussed: the financial statements of 2017, the audit planning for 2018, the findings of the interim audit in 2018, reporting structures, operational risk management, business continuity management, fraud, and compliance with laws and regulations (GDPR).

## Closing thoughts

Generally speaking, the Supervisory Board is greatly satisfied with the growth and results of Coolblue and the progress made concerning the quality of all we do. Furthermore, we are pleased to see that Coolblue has taken its corporate social responsibility to the next level, for example by placing solar panels on its warehouse in Tilburg.

The Board performed a self-evaluation in the beginning of 2018 which was discussed with the Management. It was agreed to focus the meetings as much as possible on the key strategic priorities. The board is happy to serve as a soundboard for a company that focuses on customer journeys and is going through an interesting growth-journey itself. Next to the intellectual challenge, it is also big time fun to be part of this blue journey.

We look back on an eventful year and would like to thoroughly thank every Coolbluer for their unwavering dedication, enthusiasm, and entrepreneurship. We look forward to an even greater 2019.

On behalf of the Supervisory Board,  
Jaap van Wiechen  
*Chairman*

Harold Goddijn  
Bert Groenewegen  
Theo Kiesselbach





### Jaap van Wiechen

*Jaap van Wiechen (46) is a member of the Executive Board of HAL Holding N.V. and serves as a member of the Supervisory Board of Boskalis and Atlas Services Group. Jaap acts as the chairman of the Supervisory Board and is a member of the Audit Committee.*

## Members of the Supervisory Board

The Supervisory Board consists of a group of experienced entrepreneurs and investors. The board is an independent body that supervises the policy and daily order of business at Coolblue. In addition, the board and its individual members serve as a friendly, yet critical soundboard to the Management Team.

Each board member is committed to the interests of Coolblue, the customers, and all other interested parties. The board serves Coolblue and is free from the influence of external parties and independent from secondary interests.

The Supervisory Board currently consists of 4 members, each with their own experience or expertise relating to different aspects and activities of Coolblue. The composition of the Supervisory Board has not seen any changes in 2018. Over time, Coolblue intends to add a fifth member to the board.

### Harold Goddijn

*Harold Goddijn (58) is the co-founder and CEO of TomTom. Previously, he co-founded Psion Nederland before becoming Executive Director at Psion Computers Plc.*

### Theo Kiesselbach

*Theo Kiesselbach (53), a German national, is a retail expert. He started his professional career at McKinsey & Co. Afterward, he held executive roles in a number of German retail companies. Until May 2018, he was CEO of Grandvision.*

### Bert Groenewegen

*Bert Groenewegen (55) is the current CFO of Nederlandse Spoorwegen and member of the Supervisory Board of Todlin N.V. Bert's previous positions include CFO at Exact Holding, CFO/CEO at PCM Uitgevers, and CFO at Ziggo. Bert is the chairman of the Audit Committee.*



09.

## **THE NUMBERS GAME.** Count me in.

This yearbook would not be complete without statistics. On the following pages you will find the consolidated financial statements of Coolblue Holding B.V.



# Consolidated Financial Statements

## Consolidated income statement

For the year ended December 31, 2018

€ '000	Notes	2018	2017
<b>Operations</b>			
Sale of goods	6	1,289,266	1,138,818
Marketing fees		64,309	54,640
<b>Revenue</b>		<b>1,353,575</b>	<b>1,193,458</b>
 Cost of sales	7	 (1,181,355)	 (1,052,516)
<b>Gross profit</b>		<b>172,220</b>	<b>140,942</b>
 Employee benefits expenses	8	 (92,798)	 (74,442)
Depreciation and amortization	9	(12,063)	(9,554)
Other operating expenses	10	(52,295)	(45,394)
<b>Operating profit</b>		<b>15,064</b>	<b>11,552</b>
 Finance income	11	 358	 238
<b>Profit before tax from continuing operations</b>		<b>15,422</b>	<b>11,790</b>
 Income tax expense	12	 (3,362)	 (2,722)
<b>Profit for the year</b>		<b>12,060</b>	<b>9,068</b>
 Attributable to:			
Equity holders of the parent		12,060	9,068
<b>Profit for the year</b>		<b>12,060</b>	<b>9,068</b>
 EBITDA		 27,127	 21,106
Adjusted EBITDA		26,922	21,938

### **EBITDA and Adjusted EBITDA**

EBITDA (Earnings Before Interest, Taxes, Depreciation and Amortization) and adjusted EBITDA are not a measure of our financial performance under IFRS 2. We apply adjusted EBITDA to exclude the effects of certain exceptional charges and income that we believe are not indicative of our underlying operating performance. Such adjustments relate primarily to substantial one-off restructuring and shareholder transaction related costs.



# Consolidated statement of financial position

As at 31 December 2018 (before appropriation of result).

€ '000	Notes	2018 31 December	2017 31 December
<b>Assets</b>			
<i>Non-current assets</i>			
Property, plant and equipment	13	19,819	20,295
Intangible assets	14	18,365	14,707
		38,185	35,002
<i>Current assets</i>			
Inventories	16	110,609	90,727
Trade and other receivables	17	150,344	98,344
Cash and cash equivalents	18	29,878	92,768
		290,831	281,838
<b>Total assets</b>		<b>329,016</b>	<b>316,840</b>
<b>Equity and liabilities</b>			
<i>Equity</i>			
Issued capital		20	20
Share premium		1,838	1,838
Legal Reserve		15,750	12,732
Other reserves		15,122	9,072
Unappropriated result		12,060	9,068
	19	44,790	32,730
<i>Non-current liabilities</i>			
Provisions	20	95	105
Deferred tax liabilities	21	2,647	2,311
Other non-current liabilities	22	741	1,196
		3,483	3,612
<i>Current liabilities</i>			
Trade and other payables	23	280,743	280,498
<b>Total equity and liabilities</b>		<b>329,016</b>	<b>316,840</b>

# Consolidated statement of cash flows

For the year ended December 31, 2018

€ '000	Notes	2018	2017
Operating activities			
Profit before tax		15,422	11,790
<i>Adjustments to reconcile profit before tax to net cash flows:</i>			
Depreciation and impairment of property, plant and equipment	13	6,301	5,729
Amortization and impairment of intangible assets	14	5,763	3,825
Interest income		(358)	(238)
<i>Working capital adjustments:</i>			
(Increase)/decrease in trade and other receivables and prepayments	17	(2,129)	(25,586)
(Increase)/decrease in inventories	16	(19,882)	4,265
Increase/(decrease) in trade and other payables	23	1,354	54,632
		6,471	54,417
Movement provisions and other non-current liabilities	21	(466)	270
Income tax (paid)/received		(2,150)	(2,843)
Interest (paid)/received		5	38
Other movements in financial fixed assets	15	-	1,489
Net cash flows from operating activities		3,860	53,371
<b>Investment activities</b>			
Investments in and disposals from property, plant and equipment	13	(7,817)	(9,797)
Investments in and disposals from software	14	(9,415)	(8,999)
Net cash flows used in investment activities		(17,232)	(18,796)
<b>Financing activities</b>			
(Increase)/decrease receivable from shareholder		(49,518)	2,061
Dividend (paid)/received	19	-	-
Net cash flows from/(used in) financing activities		(49,518)	2,061
<b>Net Increase/(decrease) in cash and cash equivalents</b>		<b>(62,890)</b>	<b>36,637</b>
Cash and cash equivalents at 1 January	18	92,768	56,131
Cash and cash equivalents at 31 December	18	29,878	92,768



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**THE END.**  
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