

Vinted

Post-Merger Integration (PMI) at Vinted

Approach and Learnings

Agenda

1 About Vinted

2 Our M&A journey, PMI approach and Learnings

3 Q&A

Your Speakers Today



Kinda Dalla
Corporate Development Integration Director



Gerard Taboada
Corporate Development Integration Manager

Vinted

About Vinted

Vinted

On a mission to
make
second-hand
the first choice



1 simple idea now unites a community of millions across 22 European markets, with more than 2,000 employees working from our HQ and European offices

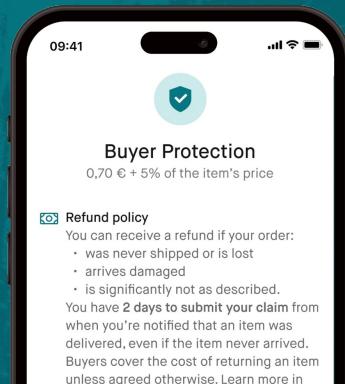
Buyer

Low fees

Integrated shipping

Large selection of items

Attractively priced items

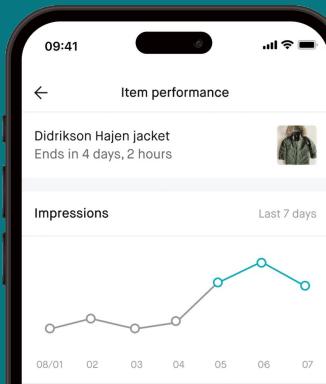


Seller

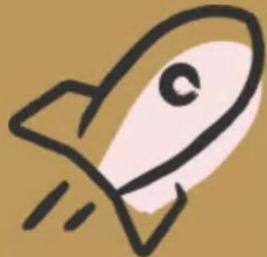
No selling fees

Large community to sell quickly

Optional additional services



Vinted



Second-hand success story Vinted plans to expand beyond clothing

Latest TPG-backed funding round values profitable Lithuanian start-up at €5bn



Vinted CEO Thomas Plantenga told the Financial Times that the company wanted to focus on 'untapped' areas © Vinted



TC TechCrunch

Latest Startups Venture Apple Security AI Apps Events Podcasts Newsletters

Sign In

SEARCH

STARTUPS

Vinted hits \$5.4B valuation amid wave of secondary share sales in Europe

LIVE
COPENHAGEN

FIRST
ON CNBC

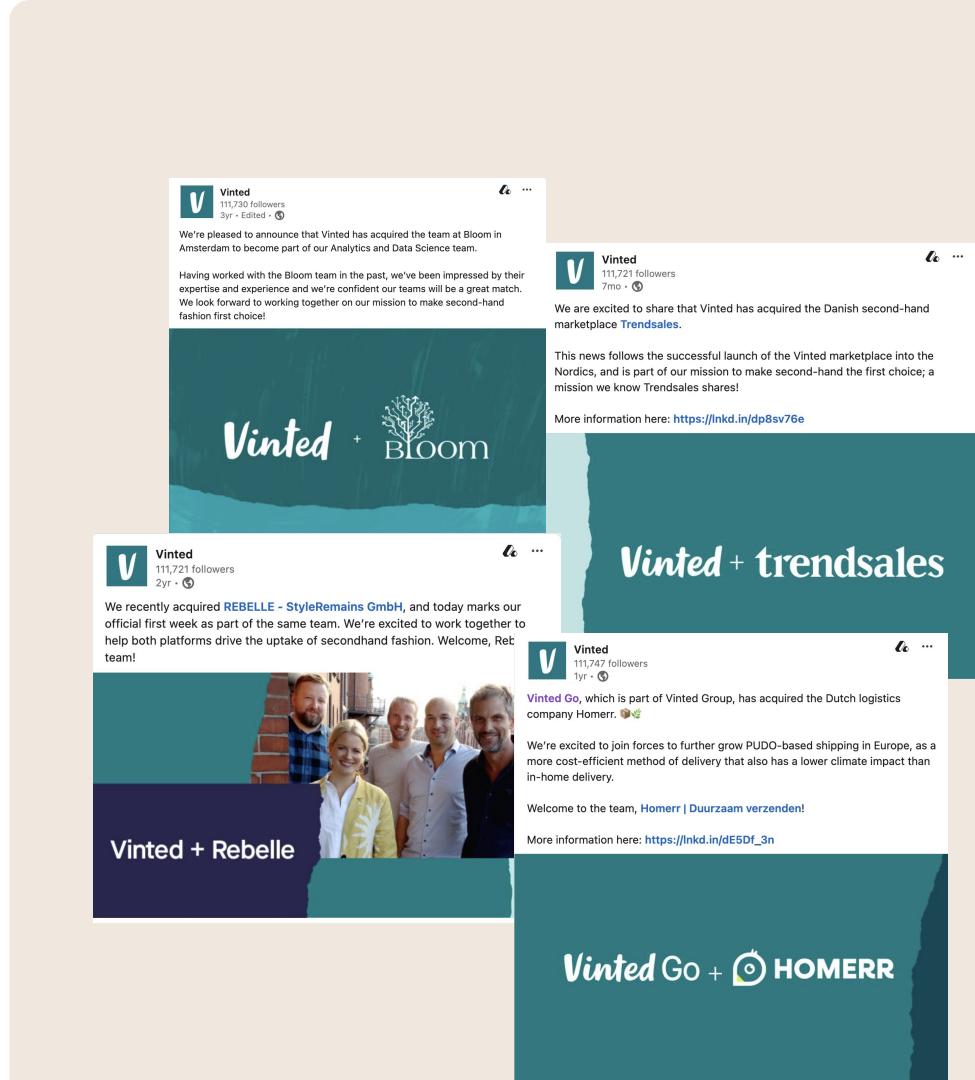
VINTED: SALE VALUES US AT €5B

Vinted

Our M&A Journey

Strengthening capabilities and growth through strategic acquisitions

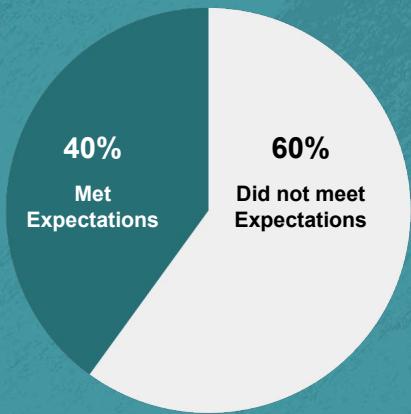
2019	Marketplace	C H I C F Y
2020	Marketplace	 UNITED WARDROBE
2021	Marketplace	 BLOOM
2022	Marketplace	REBELLE
2023	Shipping Partnership	 Bloq.it
	Shipping	 HOMERR Duurzaam verzenden
2024	Marketplace	trendsales



But are all M&As successful?

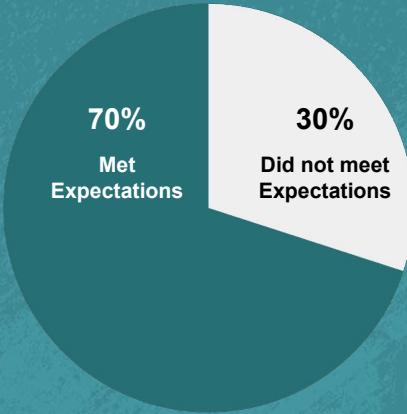
... in 2004 Bain & Company identified that only 40% of transactions met internal expectations...

% of M&A Transactions Meeting Expectations (2004)



... while today executives report that around 70% of transactions meet internal expectations

% of M&A Transactions Meeting Expectations (2024)



What turned the tide?

1

Broader bounds

From defense only to M&A as a growth lever

3

Economies of Learning

The more deals executed, the easier to prevent known mistakes

5

Geopolitics

Respond to geopolitical factors (e.g. supply chain, decarbonisation, etc).

7

Better Integration

More sophisticated, early on and intentional

2

Better Due Diligence

Larger focus on culture and forward-looking vs financial audit-based

4

More Deals More Often

Move from big bang bets to continuous transaction inflow

6

Focus

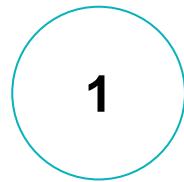
Dedicated corporate development teams



Vinted

Vinted's Integration Way

To enable a successful post-merger integration, we follow 7 key principles that allow us to avoid some of the most common mistakes during PMI (2/2)



Early Involvement

Integration strategy, risks and considerations integrated from very beginning and shape the commercial strategy.



We don't jump in a moving train, we start it up and **steer it**.

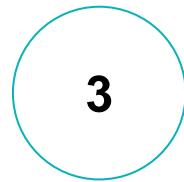


Collaboration

We don't operate in silos and manage weekly or fortnightly touchpoints with all workstreams' attendance.



We don't believe in trees, we believe **the forest is what makes the difference**.



Leadership Engagement

We set up a strong Steering Committee with senior leadership, helping us cascade down momentum.



We don't simply report to our C-Suite, **we actively involve them**.



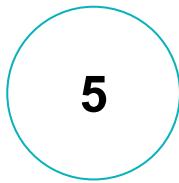
Rapid Decision Making

We proactively outline solutions that are validated and sign off by leaders.



We don't delay important decisions, we identify problems and **propose rapid solutions**.

To enable a successful post-merger integration, we follow 7 key principles that allow us to avoid some of the most common mistakes during PMI (2/2)

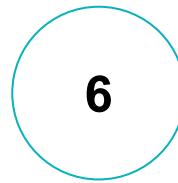


Transparency

We build a strong relationship with the buyer leadership team and communicate candidly with employees.



We don't believe in "you vs us", we treat new colleagues as part of our team from day 1.

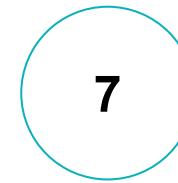


Accountability

We involve leaders from key departments to ensure integration work is prioritised and best resources are allocated.



We don't manage alone, we pool resources to execute our integration plan together.



Hands on integration office

We actively co-develop processes and deliverables with all workstreams, to accelerate the integration.



We are not consultants or project managers, we are Doers.



Vinted