



**The leading digitally
native omnichannel
optical brand in Europe**

Investor Meeting Presentation
November 2022 – March 2023

Agenda

1

Company Overview

2

Strategy

3

Q3 2022 Results



1

Company Overview



Our purpose

We empower and inspire people to wear glasses with joy and confidence



Mister Spex at a glance

The #1 online-driven omnichannel optical brand in Europe

€194m

Revenue 2021

18%

YoY revenue growth

49.1%

Gross margin 2021

-40bp

YoY growth

€4.1m

AEBITDA 2021

-39%

YoY AEBITDA growth

(1) Q4 2020 Germany; online shoppers 18-59 years old

10

Countries

>60

Stores

>5.8m

Customers

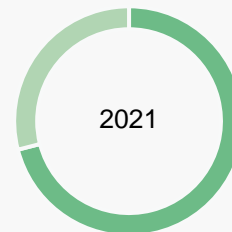
72%

Aided Brand Awareness⁽¹⁾



Revenue by segment

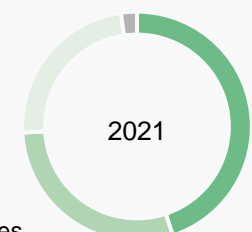
International



Germany

Revenue by category



















Contact Lenses



Sunglasses

Prescription Glasses

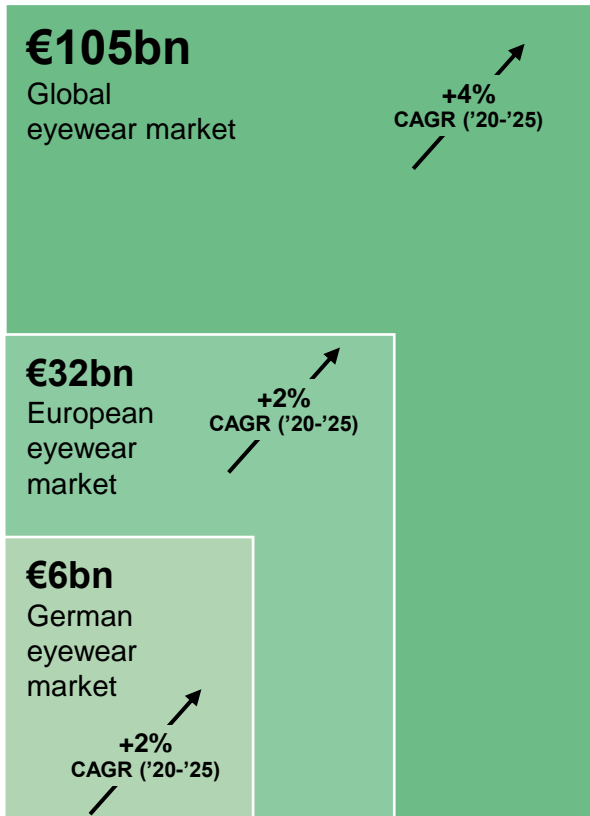
We are operating in a high margin market...

	 Prescription eyewear	 Luxury	 Fashion
Gross margins ⁽¹⁾	72% 	63% 	54% 
EBITDA margins ⁽¹⁾	21% 	26% 	15% 
Average order value	High	High	Medium
Non-discretionary, predictable replacement cycle			
No obsolescence of inventory			
Low product return rates			

(1) Refers to median last reported fiscal year gross and EBITDA margins; Eyewear category leaders: Essilor Luxottica, Fielmann, GrandVision; Luxury category leaders: Canada Goose, Hermes, Kering, LVMH, MyTheresa, Richemont; Fashion category leaders: Boozt, Boohoo, H&M, Lululemon, VF Corporation;

...with strong growth and structural tailwinds

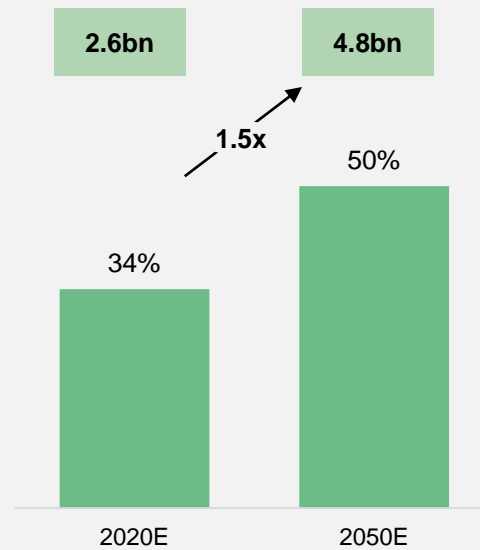
Global eyewear market⁽¹⁾



Macro trends

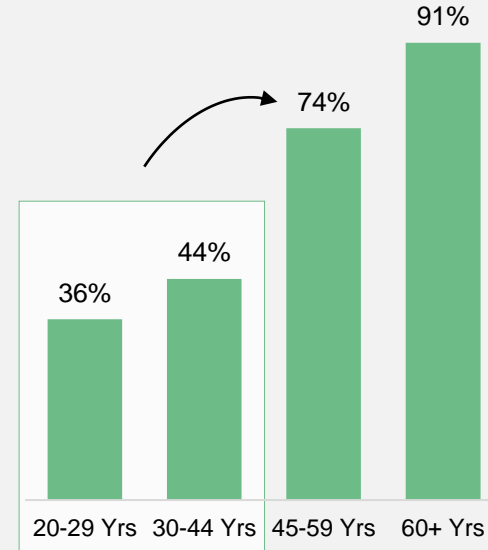
1 Growing myopia prevalence

Global population with myopia⁽²⁾
% Population, and total population in billions



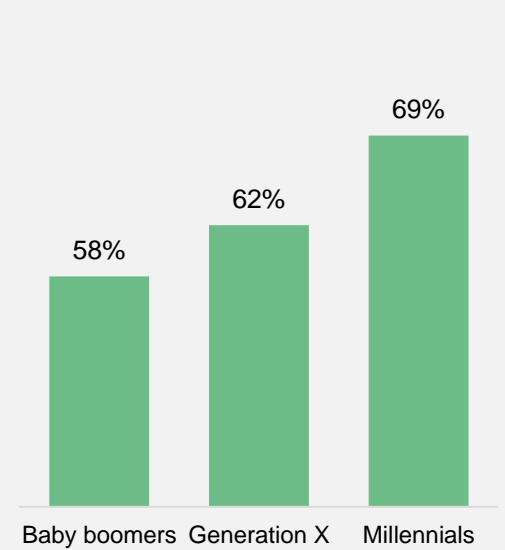
2 Digitally native cohorts are aging

% Eyeglass wearers by age group⁽³⁾



3 Trend to fashion eyewear

“Do you consider glasses to be part of your personal style?” (%=Yes)⁽⁴⁾



(1) Source: 2020 market sizes per Euromonitor (2021); Graph not to scale

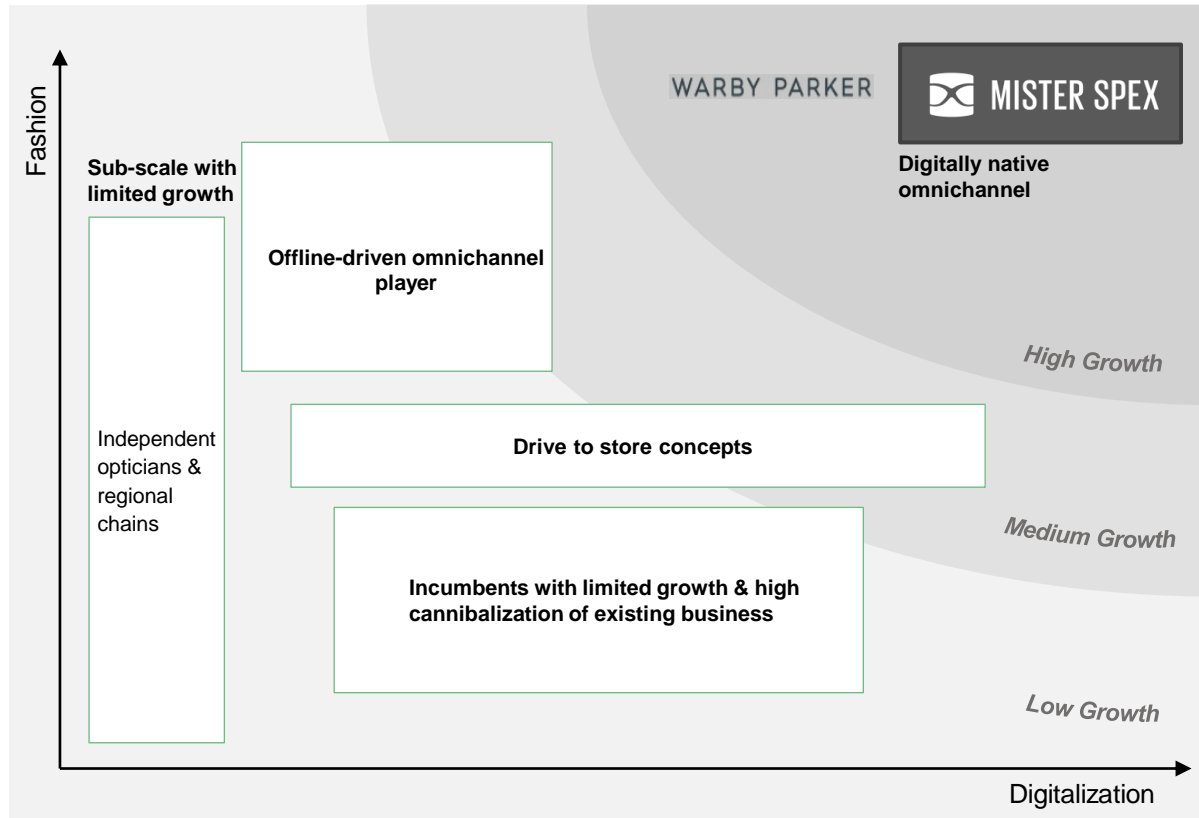
(2) Brien Holden Vision Institute (2016); Global population of ~7.5 billion people in 2020 and 10 billion people in 2050

(3) ZVA (2019) ; Germany only

(4) EyeMed survey (2018)

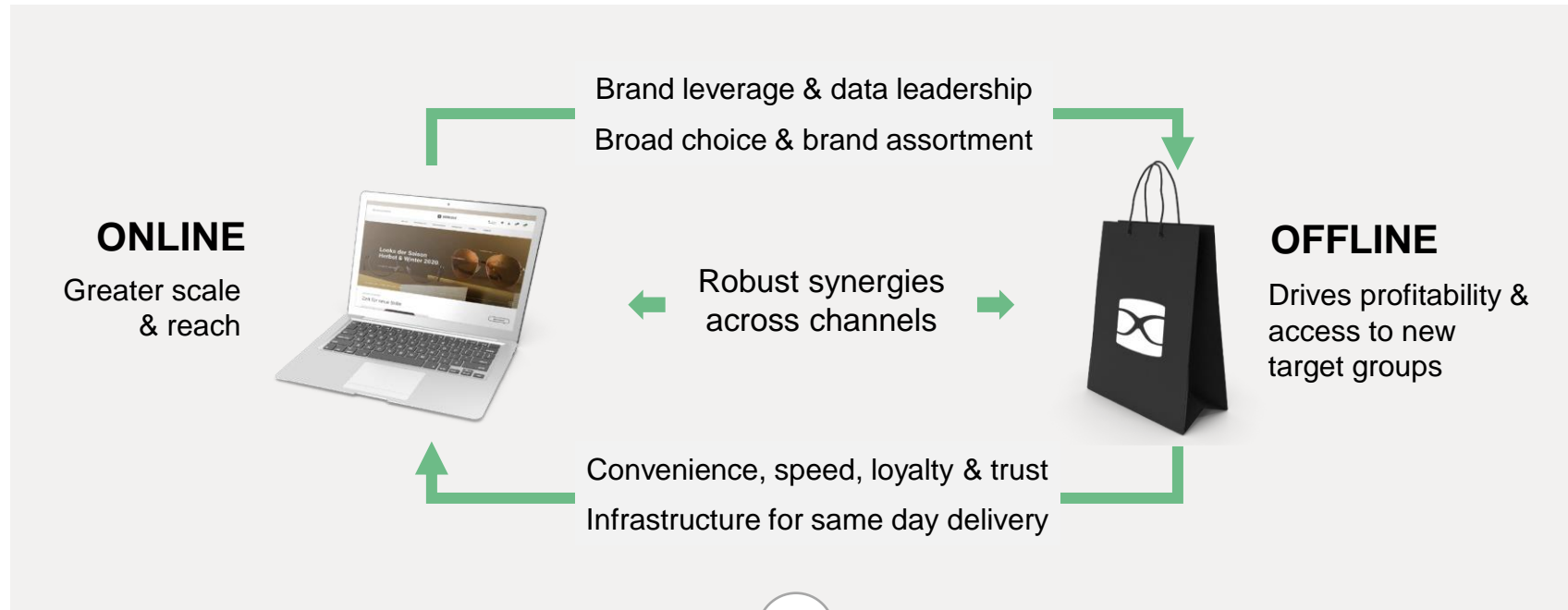
We have a unique positioning in a fragmented eyewear market

Positioning in the eyewear market



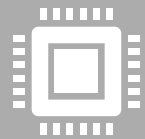
- ✓ Leading position in a highly fragmented market
- ✓ Comprehensive multi-brand assortment addressing a broad customer base drives marketing scalability
- ✓ Disrupting status quo optical retail – displacing legacy opticians that cannot compete with digital offer
- ✓ Digitization of optical retail is transforming the market structure in our favor
- ✓ No other pan-European player with the same scale, brand awareness and comprehensive offering

Our business model works – Omnichannel customer experience across online and offline



Incremental improvements to reach **sustainable ~25% mid-term growth:**

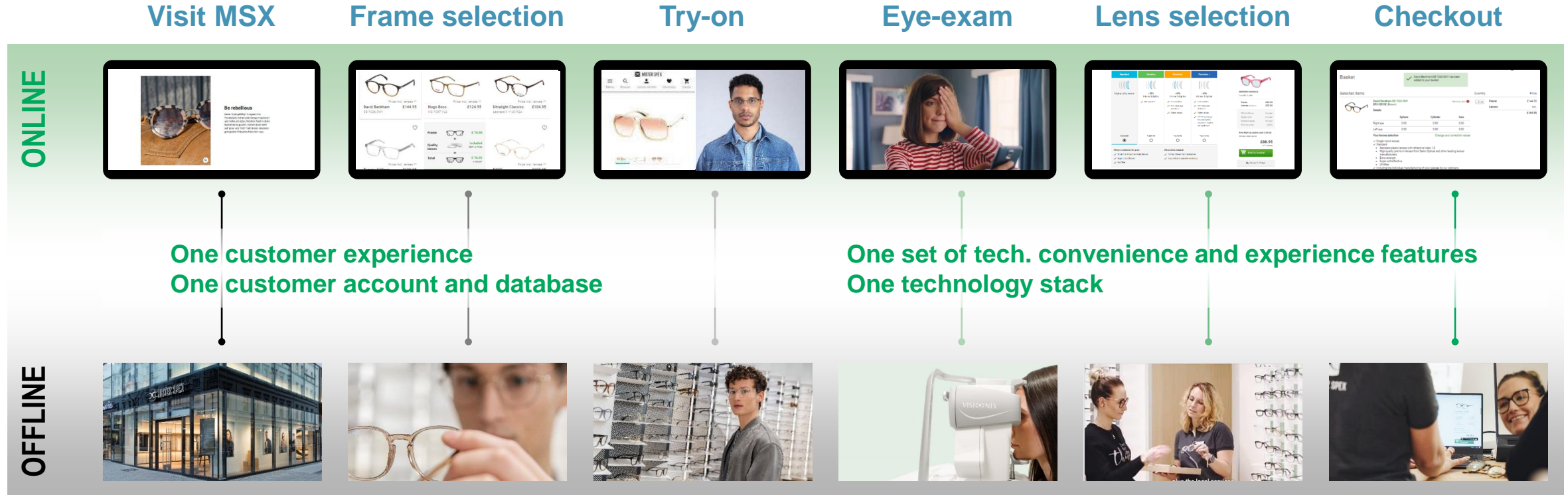
- High customer **NPS**
- High **repurchase rates**
- Increasing customer lifetime value (**CLV**)
- Decreasing customer acquisition cost (**CAC**)



Tech enablement to create easy shopping experience

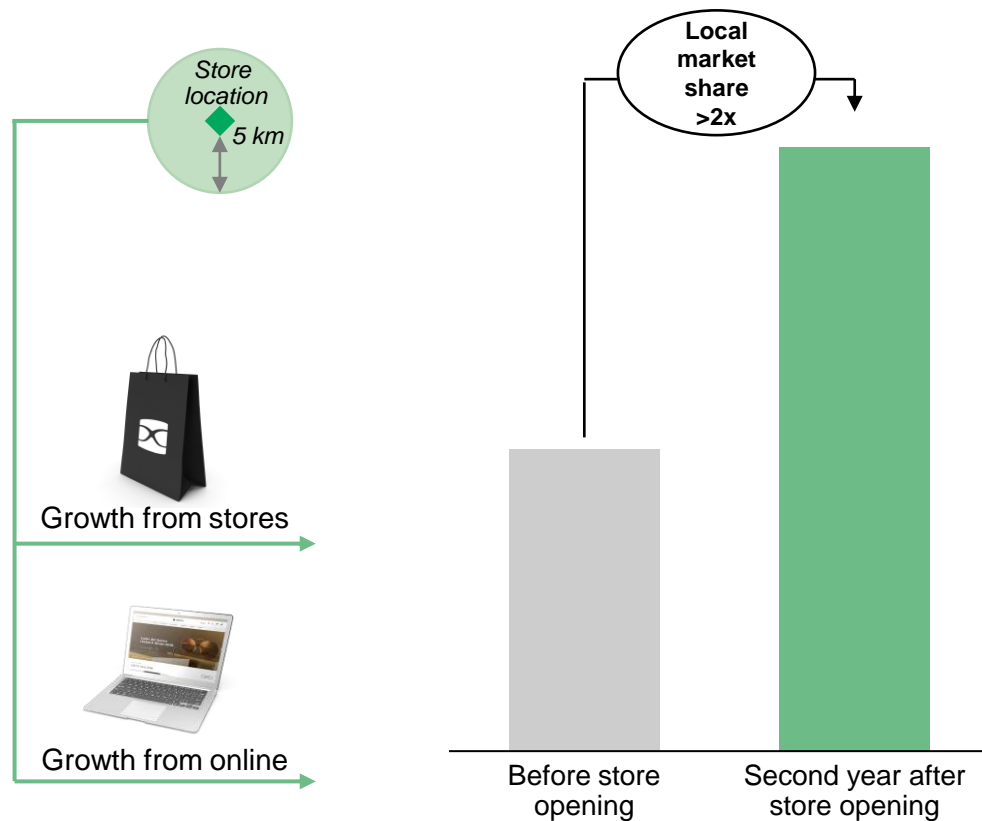
Frame size recommendation, PD-/Segment height measurement, online eye exam

We ensure a consistent customer experience across all online and offline touchpoints

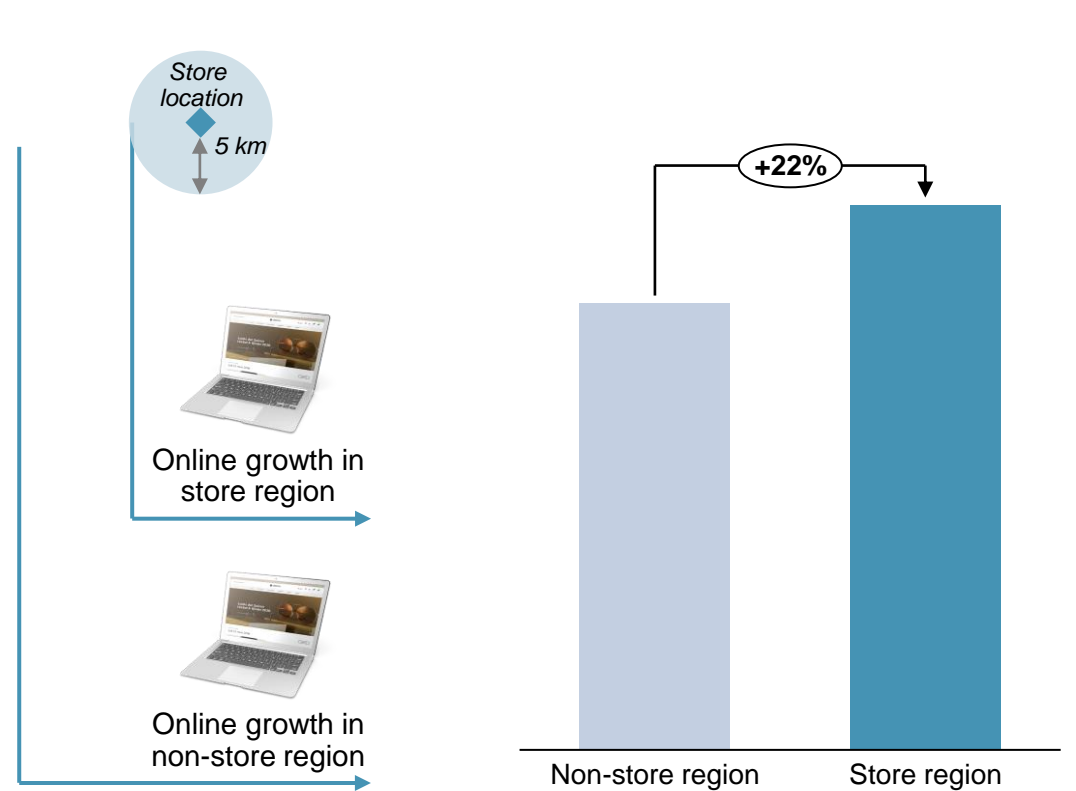


Higher online sales and doubling of market share in store-regions

New stores drive market share of a region up by 2x immediately...



... boost pure online growth⁽¹⁾ in store-regions vs. non-store regions



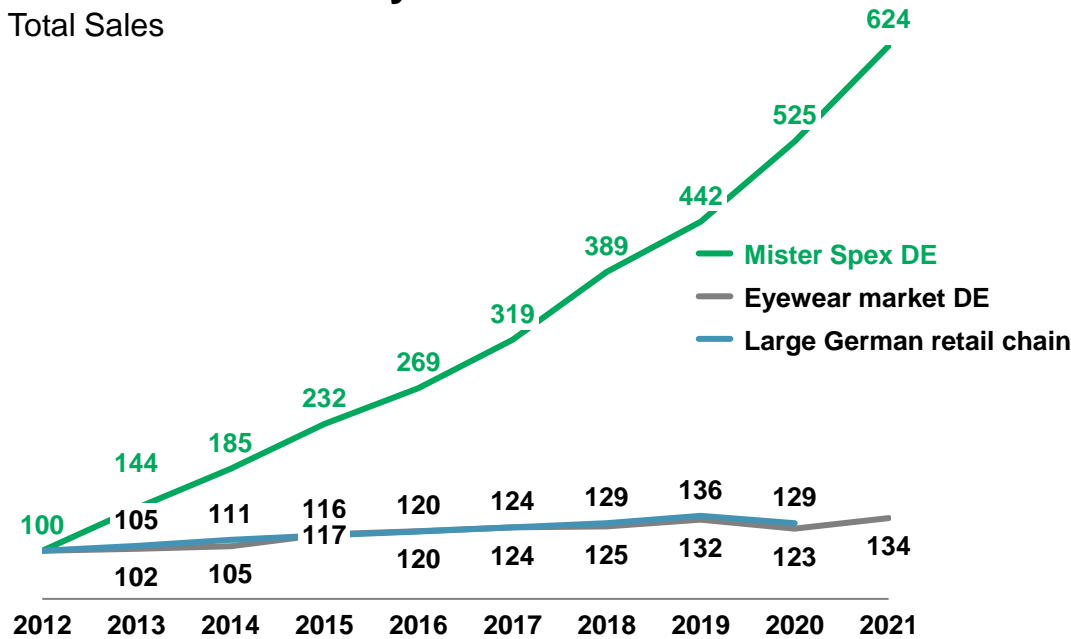
(1) Comparison of indexed growth rates of year 3 after a store opening vs. 12 months before a store opening comparing the region within 5 km around a store (for all store opened > 3 years) to all regions not within 5km radius around any store

Our omnichannel model results in leading sales productivity

Digitally-native
MISTER SPEX

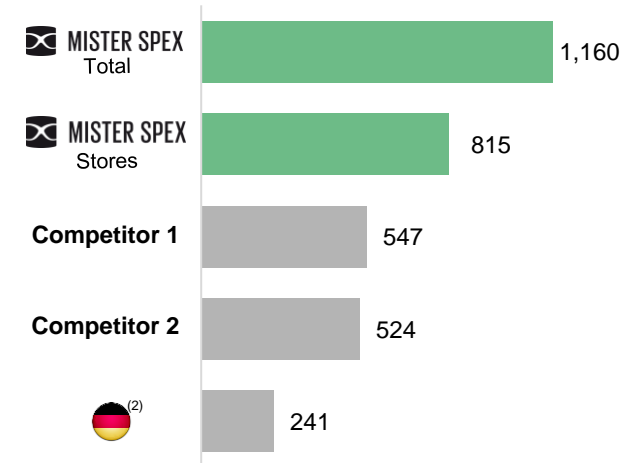


Indexed net sales Mister Spex vs. market for Germany
Total Sales



Sales productivity

Number of eyewear products sold per employee, Germany, 2019⁽¹⁾



Offline DNA
Incumbents



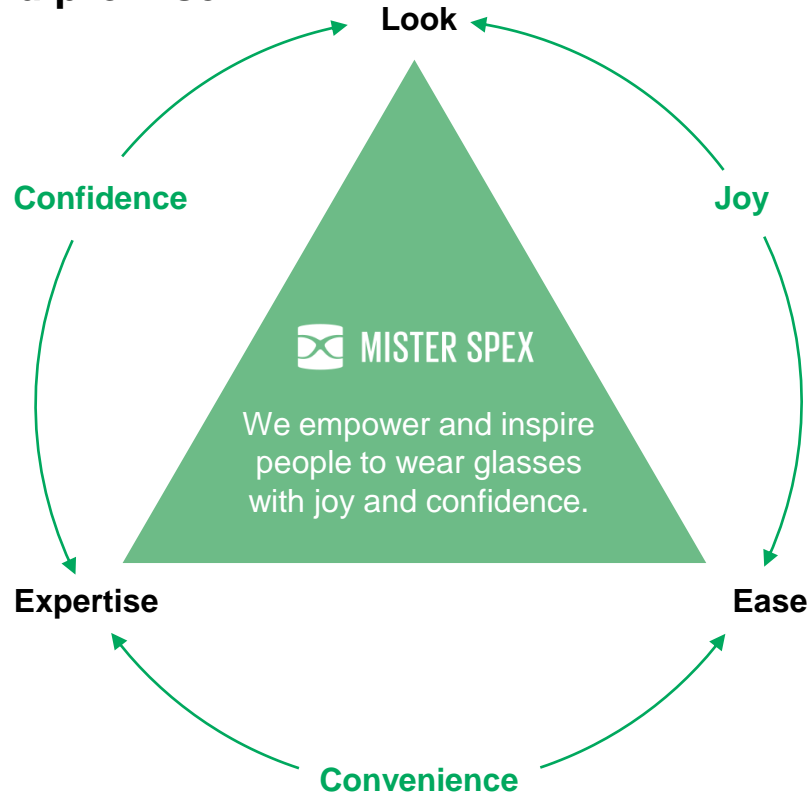
Mister Spex clearly outperformed the German eyewear market in any year since 2012

(1) Only for prescription glasses and sunglasses; employees measured as average between FYE December 2019 and FYE December 2020

(2) ZVA sector report (2019-2020)

Delivering a superior customer value proposition

Brand promise

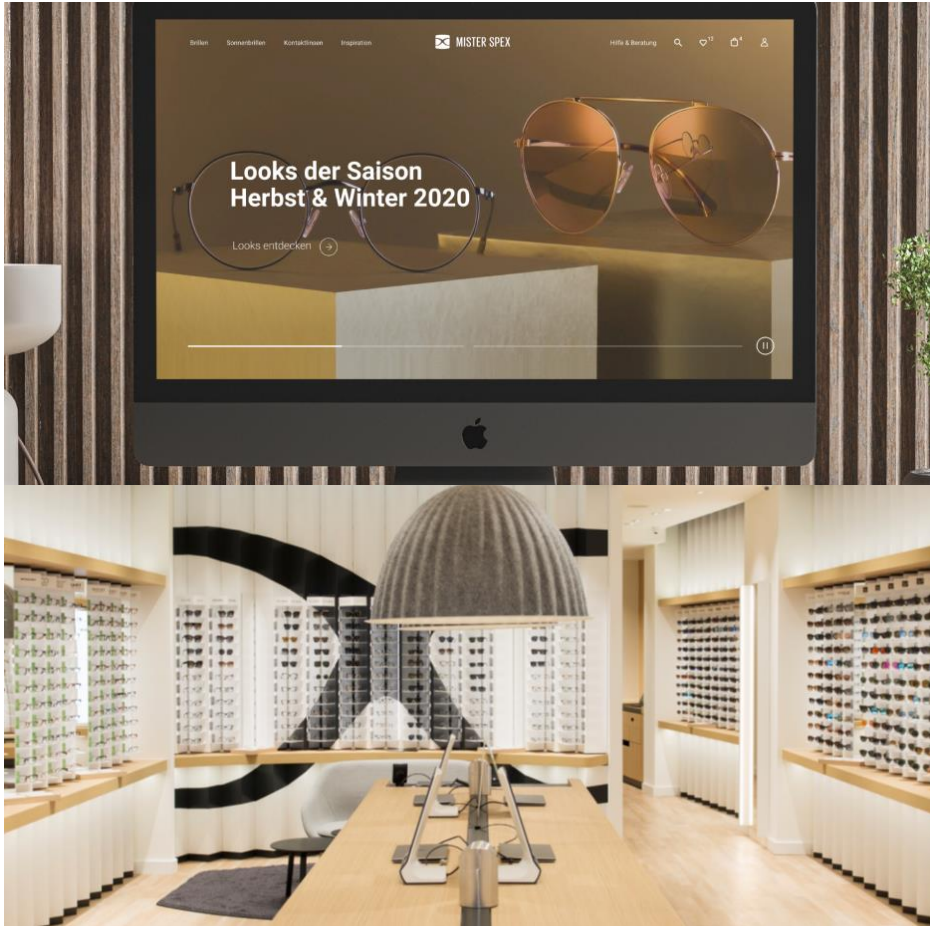


Strong value proposition

- ✓ Largest and most relevant assortment: >10,000 SKUs
- ✓ Transparent pricing: >30% average savings
- ✓ Convenient fulfillment: Stores as base for same day delivery
- ✓ Differentiated omnichannel experience: >60 stores in Germany, Austria and Sweden

Transforming eyewear shopping from pain to joy – demonstrated by our >70 NPS

Disrupting eyewear retail starts with a strong brand...



WE CREATE THE WINNING BRAND TO:

- ✓ Inspire our customers
- ✓ Achieve top of mind awareness and attract organic traffic
- ✓ Provide unique selling environment for eyewear brands
- ✓ Leverage online brand into store rollout
- ✓ Create barriers to entry for competition

>100m

People walk by our stores p.a.

>5.8m

Customers

72%

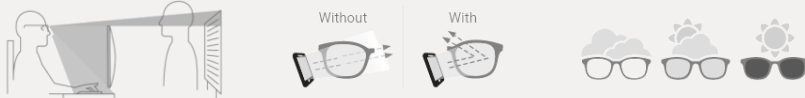
Aided brand awareness⁽¹⁾

(1) Q4 2020 Germany; online shoppers 18-59 years old

...addressing all product categories, with further increasing share of high-margin prescription glasses

Prescription glasses


Comprehensive prescription lenses options



- Single vision lenses
- Varifocal lenses
- Workplace lenses
- Plano lenses without any prescription values in them
- Blue cut/filter lenses - addressing the increasing screen time
- Polarized lenses
- Lotus effect - Water and grease repellent
- Self-tinting lenses
- Tinted lenses

Offered in up to four different glass types – differentiated in thinness, hardness and coating

Sunglasses

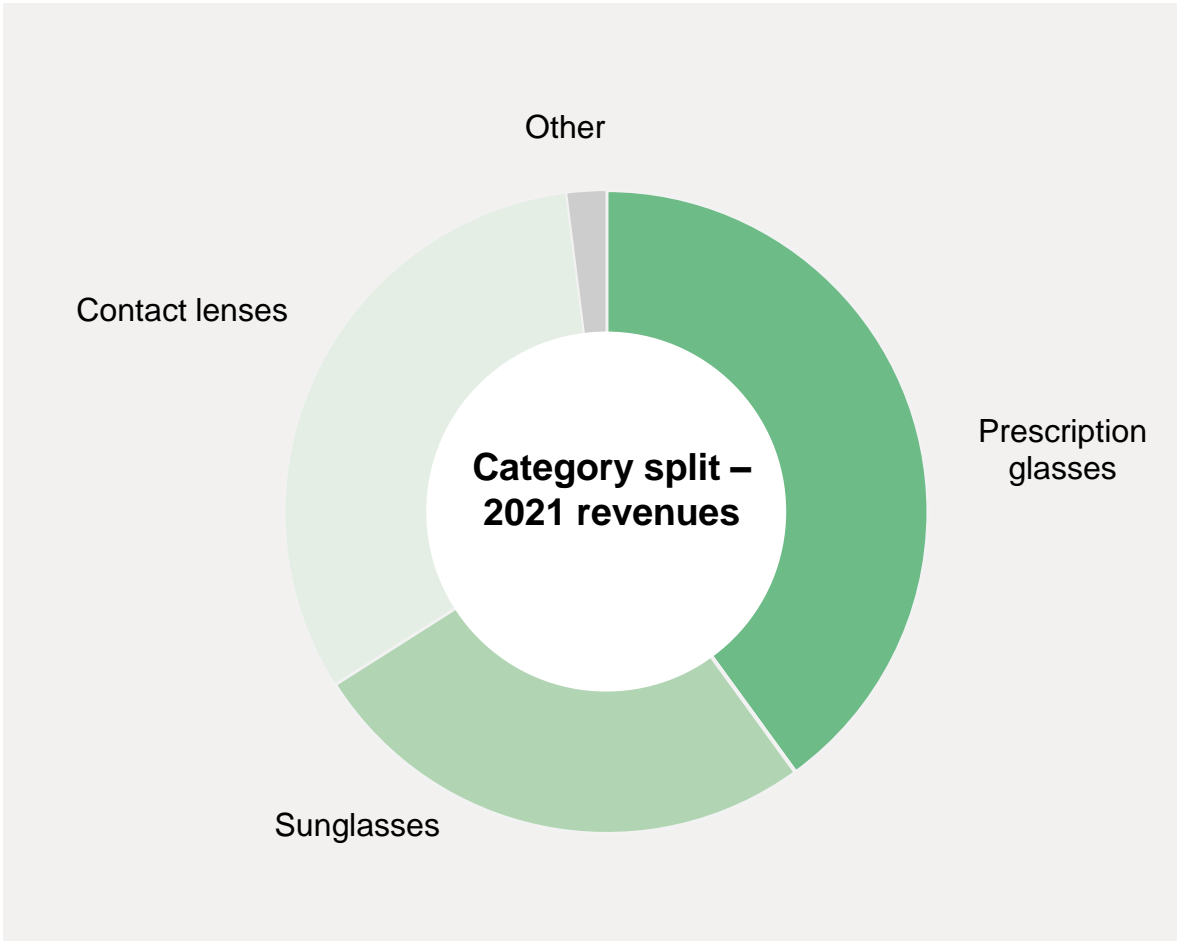


Prescription **Polarized** **Mirrored**

Contact lenses



Daily **Monthly** **Weekly** **Day and night**



Our broad product offering includes third party brands and own Mister Spex brands



>10,000
SKUs

>100
brands

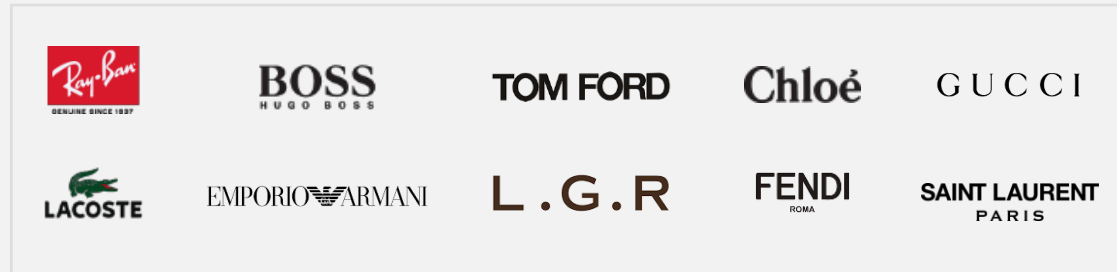
€178
AOV

>1,000
SKUs

16
brands

€101
AOV

Selected third-party brands



Entry price ←—————→ Luxury

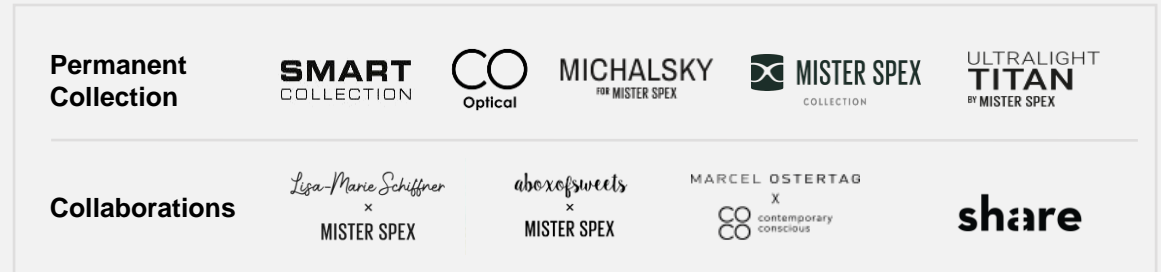


Drives customer acquisition



Aspirational

Selected Mister Spex brands and collaborations



Entry price ←—————→ Premium



Broad range of price points at higher margins



Leverage influencers

BROAD ASSORTMENT ADDRESSING DIVERSE TARGET CUSTOMER GROUPS

Sustainable products are well established in our product range

Broad sustainable brand range

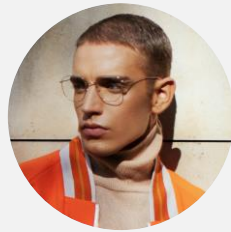
From brands both internally and externally



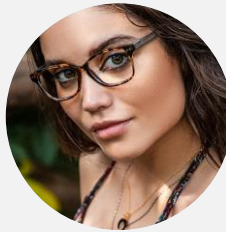
EOE



Stella
McCartney



Marcel Ostertag
X CO CO



Wood Fellas



CO CO – Contemporary Conscious

Sustainable glasses range



100% organic

the glasses are created from a purely natural product – two thirds of the bio acetate is from renewable raw materials



Recyclable and biodegradable

minimizing the future environmental impact



€1 goes to the Clean River Project

for every pair of glasses sold from our CO CO Collection

We created a state-of-the-art infrastructure to serve customers

Warehouse capacity



- > **10,000** sq. meters logistic hub in Berlin
 - **~50% utilization rate** (up from ~35% in 2017)
- In-house edging & mounting lab
- Fully automated contact lens logistics
- **2 additional DCs** in Sweden and Norway to serve local markets

Logistics & lab capability



- **3 DCs to supply all customers throughout Europe**
- Ship more than **20,000 orders** / day (capacity: up to **40,000 orders** / day)
- **>85%** of orders shipped within the day of order⁽¹⁾
- Algorithmic-based sourcing and merchandising processes

Customer service



- Centralized customer service
- Ability to **handle consultation-intensive requests** (e.g., most optician-near inquiries)
- **Efficiently balance costs and process high volumes** by outsourcing select first level customer service parts

Source: Company information

(1) Applies to all non-prescription products with a cut-off at 4pm ; Prescription products with stock lenses leave the distribution center with 1-2 days

Experienced and founder-led management board



DIRK GRABER
FOUNDER &
CO-CEO

Areas of responsibility:

- Business development
- IT
- Data analytics
- Operations and purchasing



DR. MIRKO CASPAR
CO-CEO

Areas of responsibility:

- Marketing
- Category management
- Product management
- Retail stores
- International markets

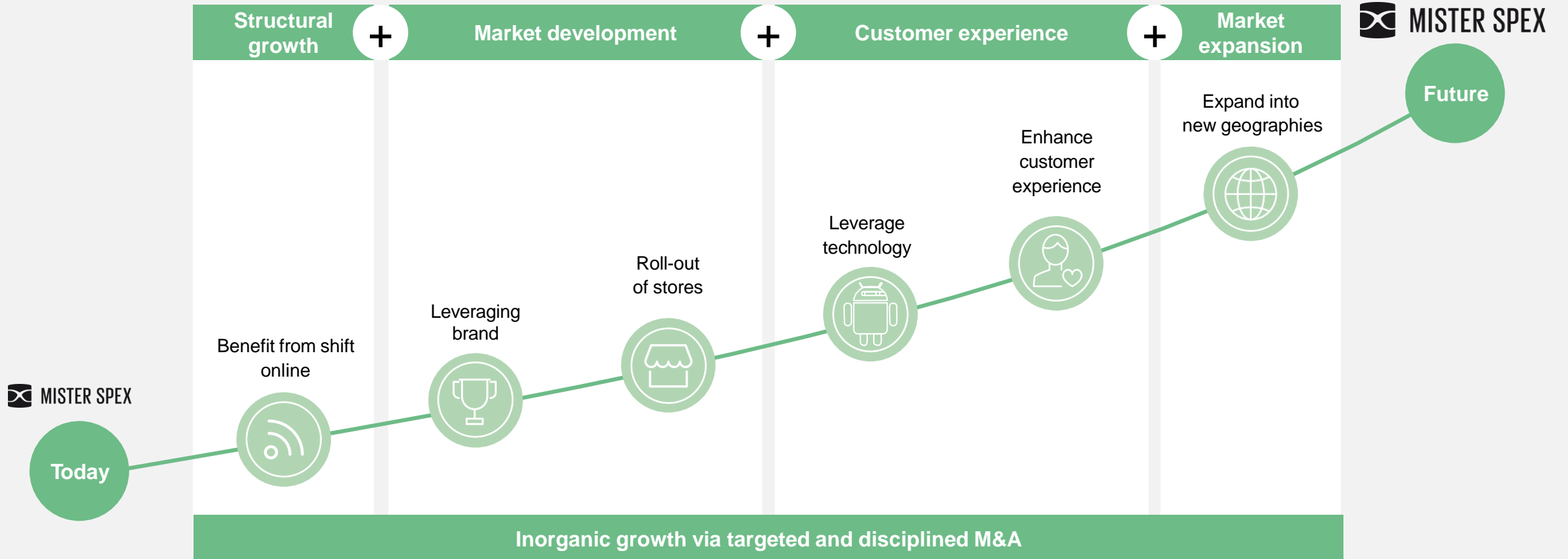


MAREN KROLL
CHRO

Areas of responsibility:

- Human Resources
- ESG
- Corporate Communications

Multiple drivers of predictable and profitable long-term growth

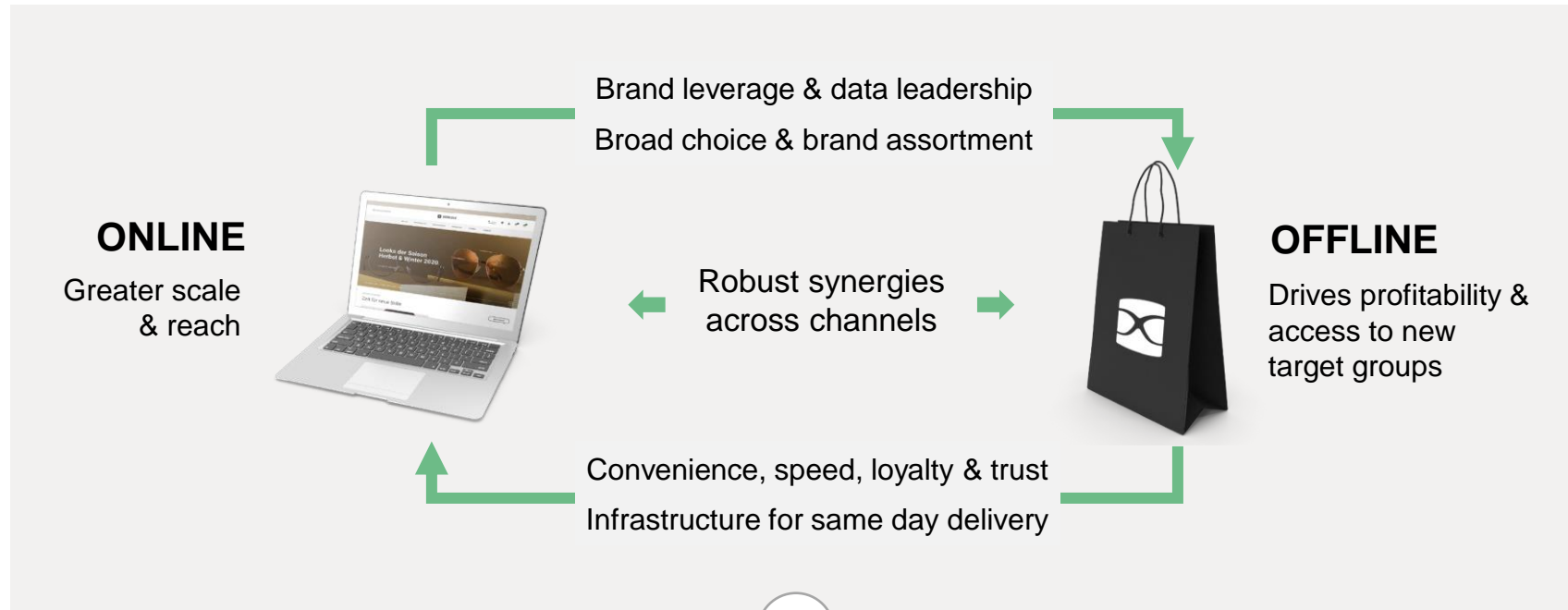


2

Strategy

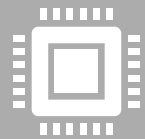


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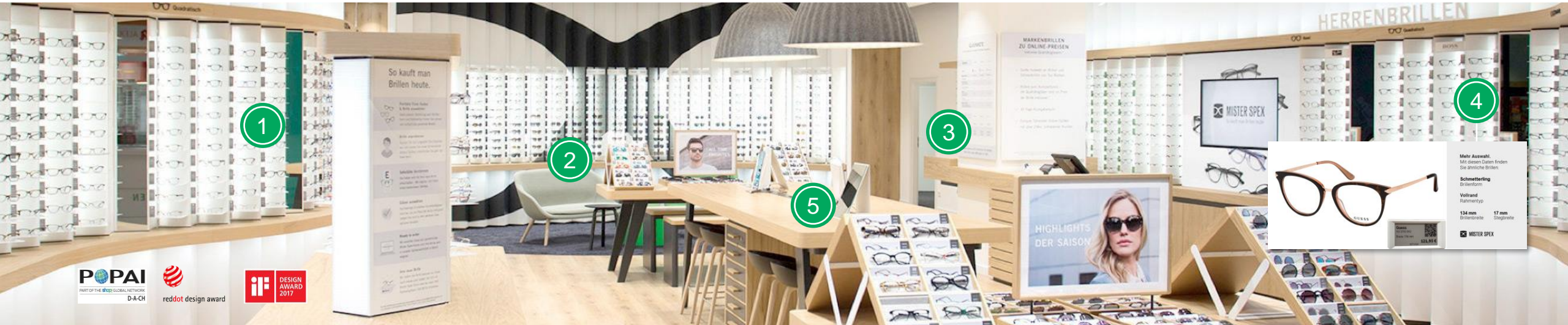
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Tech enablement to create easy shopping experience

Frame size recommendation, PD-/Segment height measurement, online eye exam

Our unique store concept increases brand awareness



1 MSX shelves
Open, easy to select, no barriers

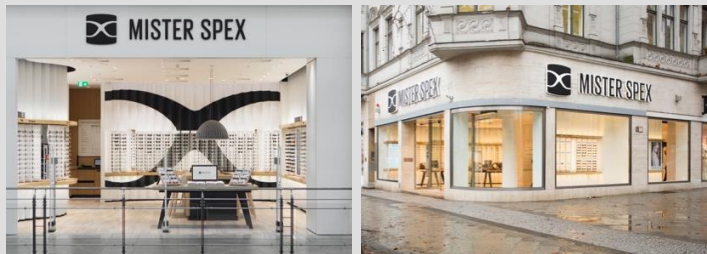
2 MSX lounge
Convenient, friendly & open

3 MSX eye exam
Latest technology, efficient, convenient, seamless

4 MSX glasses card
Convenient, functional, advice-driven

5 Omnichannel education
Create customer accounts, seamless POS

Growing number of stores in prime retail locations

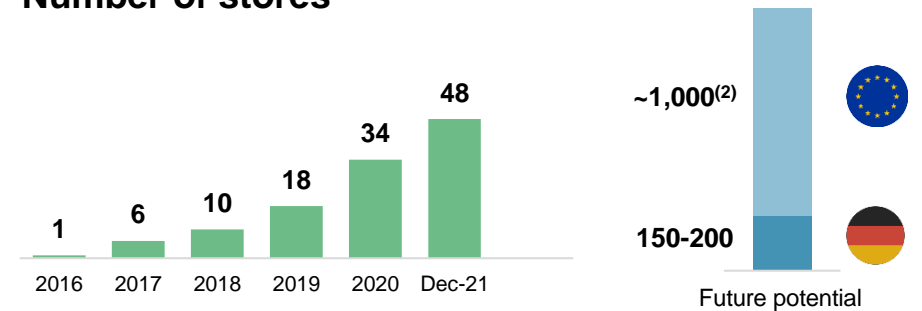


- ✓ Disciplined data-driven store selection criteria
- ✓ Revenue per store c.3x higher than German market average⁽¹⁾
- ✓ Short payback periods

Source: Company information, ZVA Eyewear Study (2019)

(1) Based on revenue generated by first 10 stores (opened in 2016-2018) in year 2 after launch. German market based on ZVA Eyewear Study (2019)
(2) Includes the UK

Number of stores

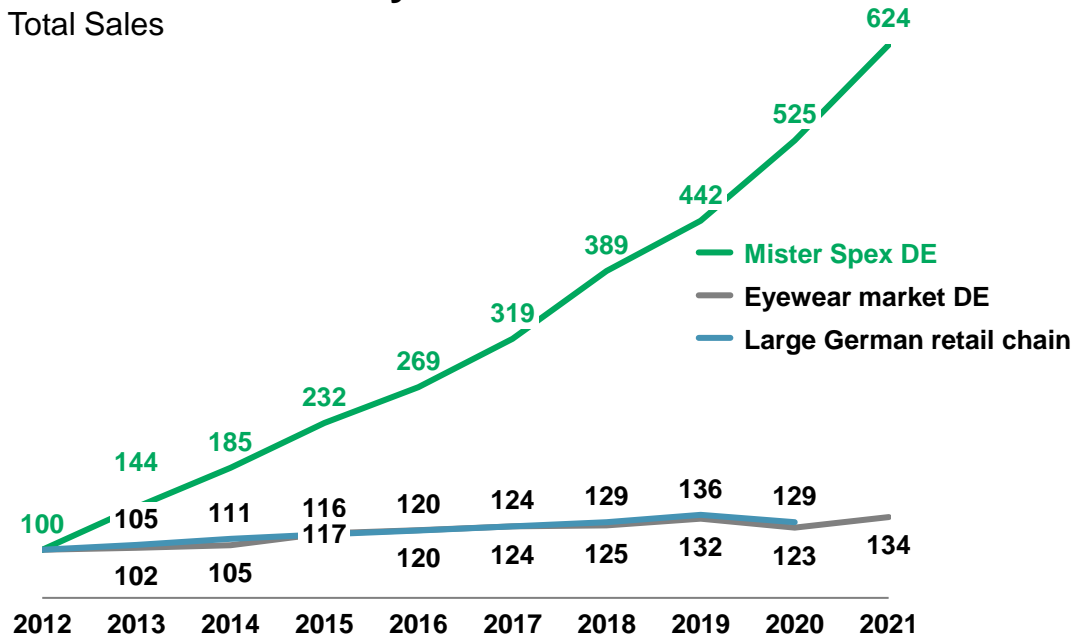


Our omnichannel model results in leading sales productivity

Digitally-native
MISTER SPEX

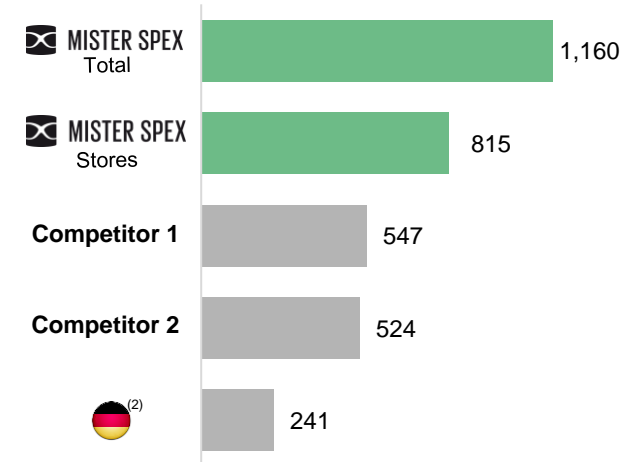


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Offline DNA
Incumbents



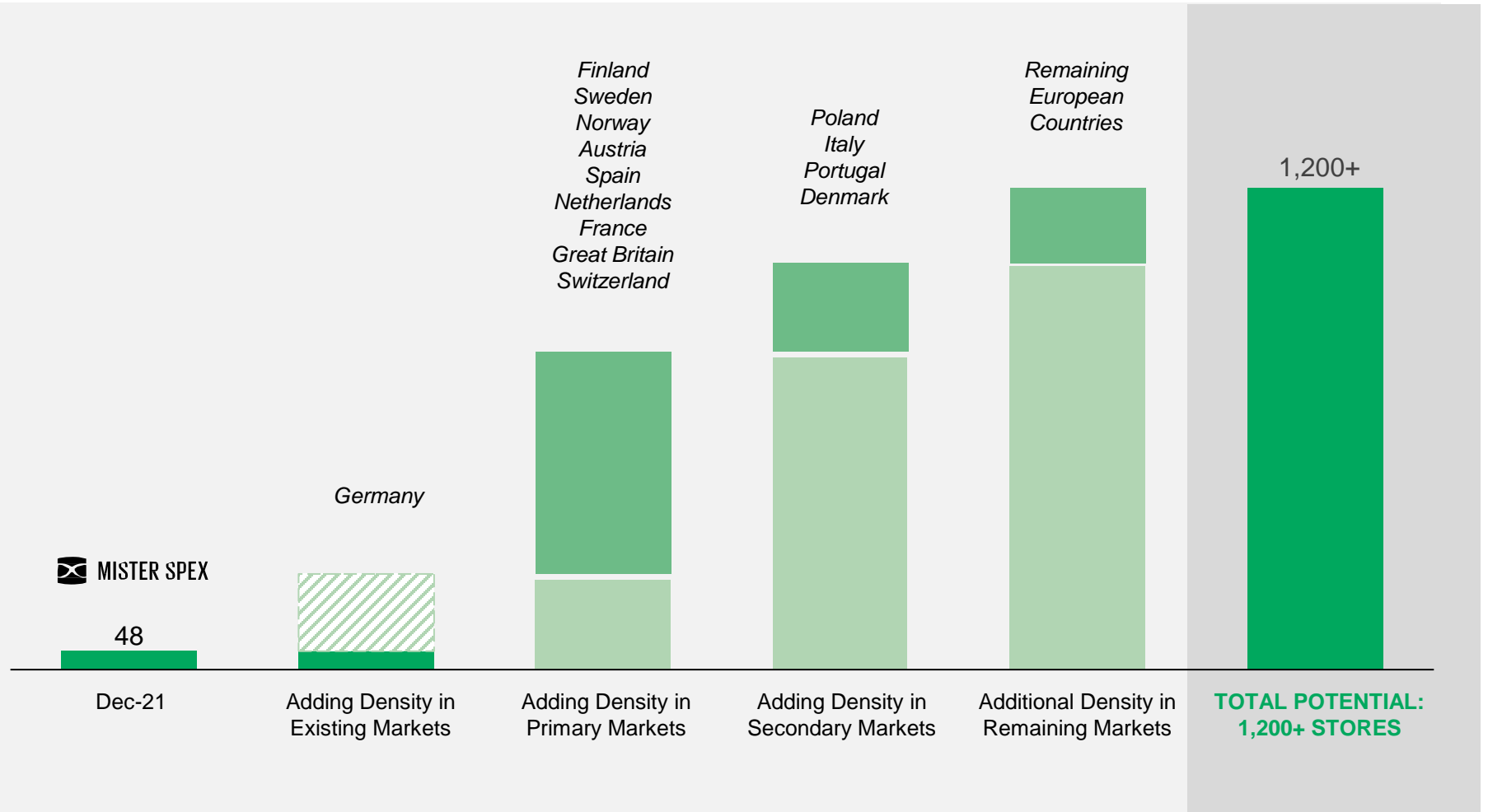
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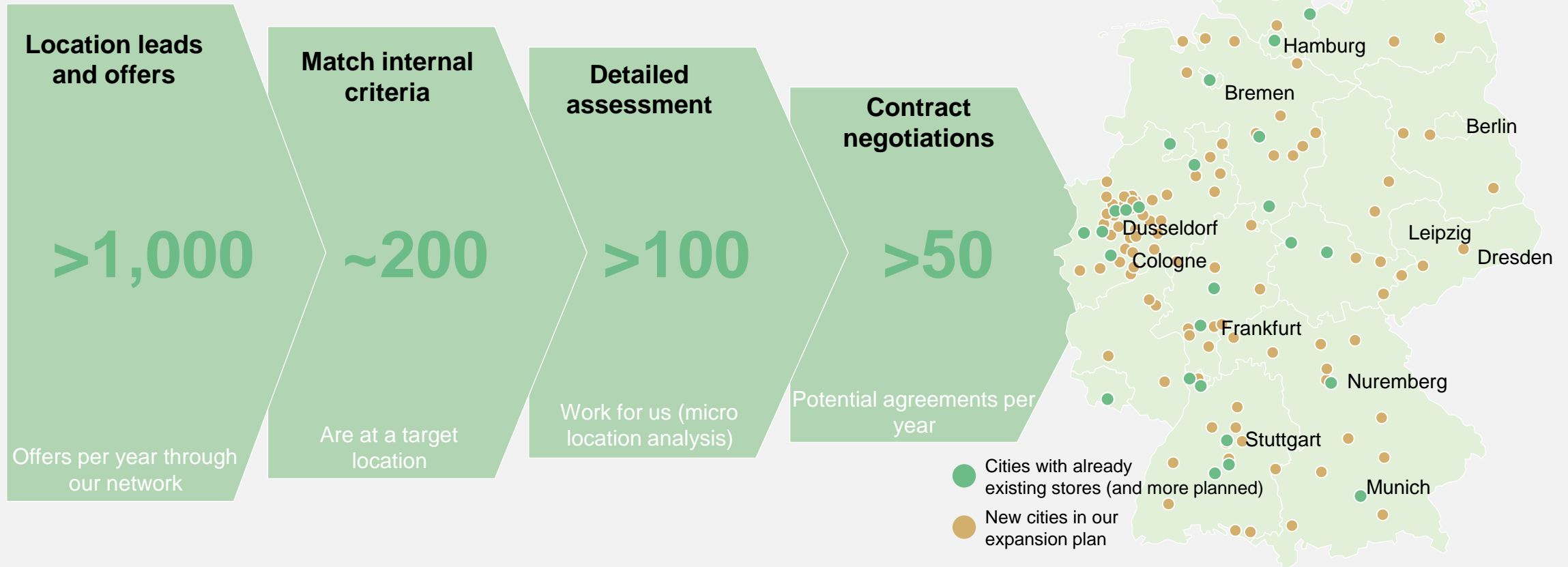
Massive whitespace opportunities to expand retail footprint

Potential for 1,200+ stores across Europe



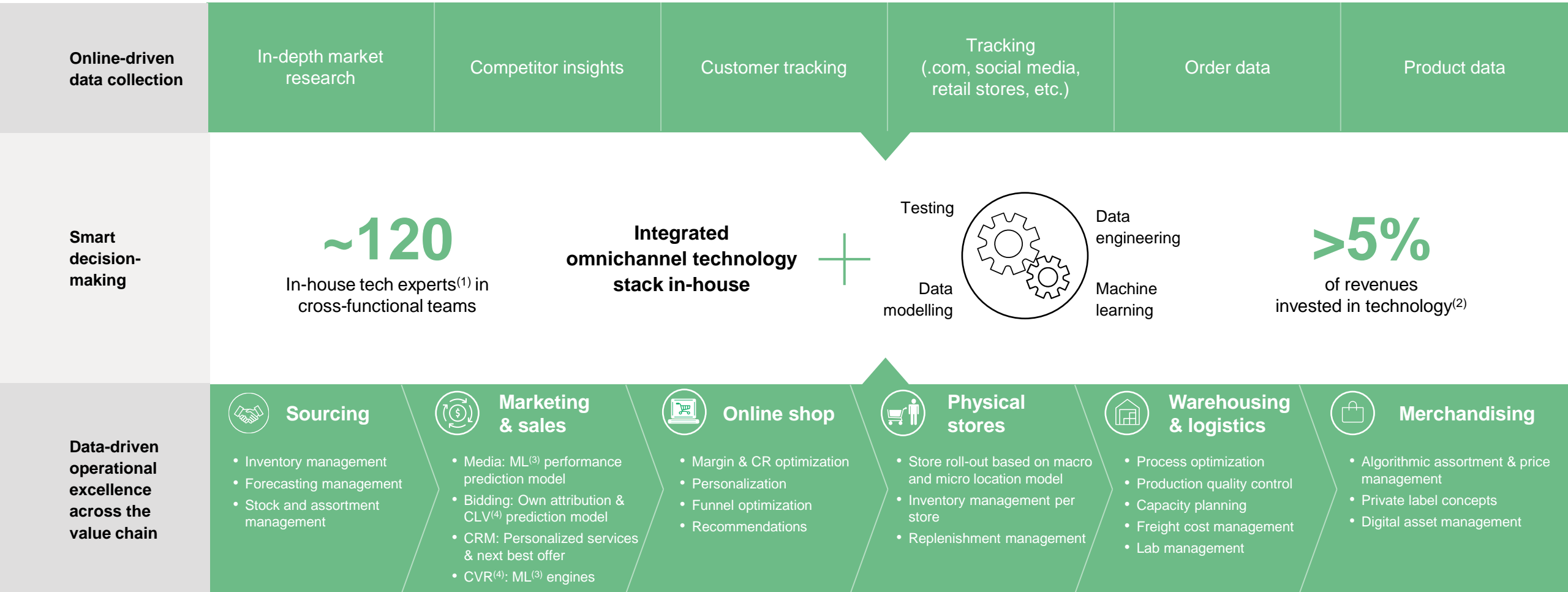
Diligent location pipeline management focuses on prime locations in key cities

Annual location assessment funnel for Germany on our way towards 200 stores in total⁽¹⁾



⁽¹⁾ City names shown where more than 3 stores planned, multiple stores per city possible; Germany shown illustratively

Leveraging comprehensive data capabilities and tech-enabled operations is part of our DNA...



Source: Company information

(1) Including product manager, developer, QA engineers, UX designer, etc.

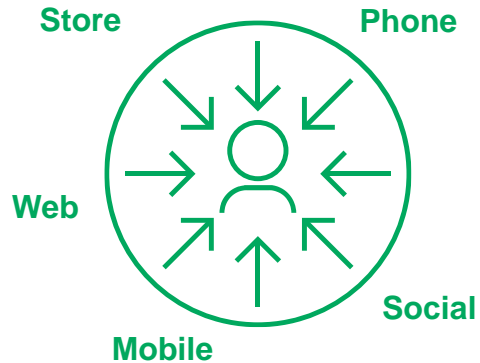
(2) Salaries of tech personnel, cost for external development, cloud hosting, etc.

(3) ML stands for machine learning

(4) CVR stands for conversion rate

...resulting in a leadership position in digital eyewear

1 Customer-first omni-channel approach



- ✓ Seamless omnichannel customer journey puts customer's preferences at the center

2 Data-driven decisions, personalization & automation



- ✓ Superior data availability
- ✓ Trusted, centralized & enriched data
- ✓ Increase customer satisfaction and boost business steering

3 Full ownership of scalable tech stack



- ✓ Single tech stack across all on- and offline touchpoints
- ✓ Fully operated in the cloud and highly scalable

4 The right team to own & innovate



- ✓ Patent pending 3D face scanning technology
- ✓ Data- and tech-driven operational excellence across the team of ~120 skilled tech & product FTEs

Pupillary distance measurement live in all countries and online eye test expanded to Sweden

Here's how it works



Download the app

Search for "Mister Spex" in the App Store.



Start the measurement

To do this, enter your order number and email address and follow the instructions on the screen.



Look directly at the red dot

Hold the device up and align your face with the centre of the screen. Then look at the red dot.



And done!

Now we have all the information we need to complete your order. We'll automatically add the pupillary distance to your order when you click "send" in the app.



Pupillary distance (PD) measurement:

- PD measurement via App available for iPhone and iPad with FaceID.
- Values are automatically added to the order and production can start.

Online eye test:

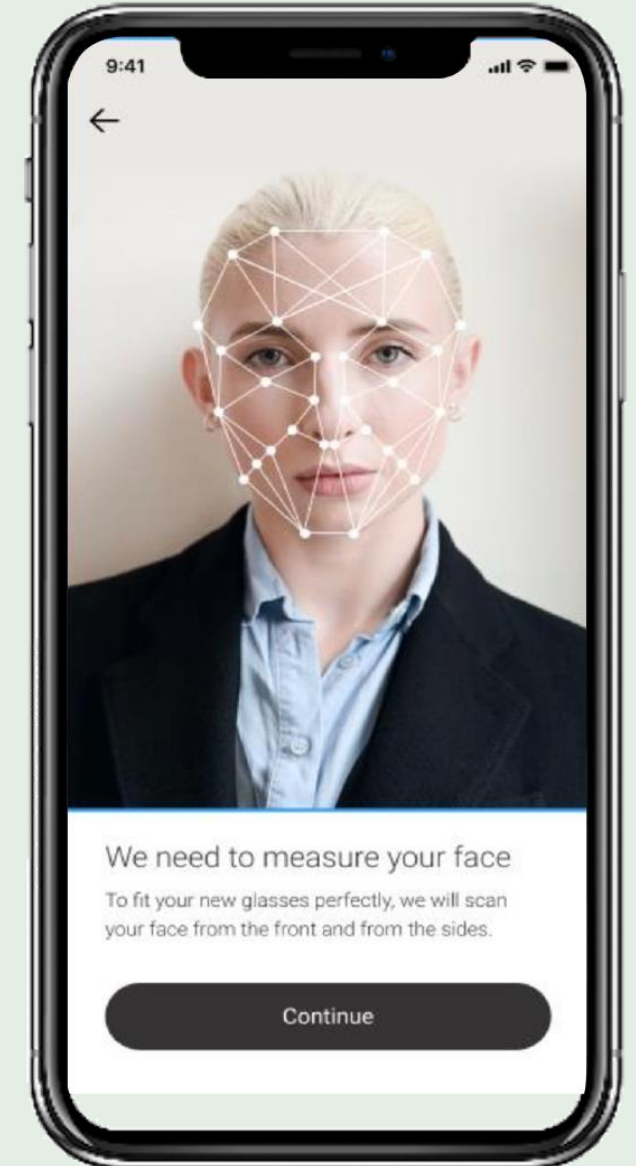
- Expanded to Sweden after launch in Germany last year
- Next country on the list is the UK.
- Conversion rate following the eye test is >90%

Acquisition of 100% of Deep-Tech Company Tribe completed

- Mister Spex acquired all outstanding shares of Tribe GmbH¹
- Now optimal environment for cross-functional tech teams to continuously deploy innovative new features to make the customer journey to buy eyewear smoother

Mister Spex customers will benefit:

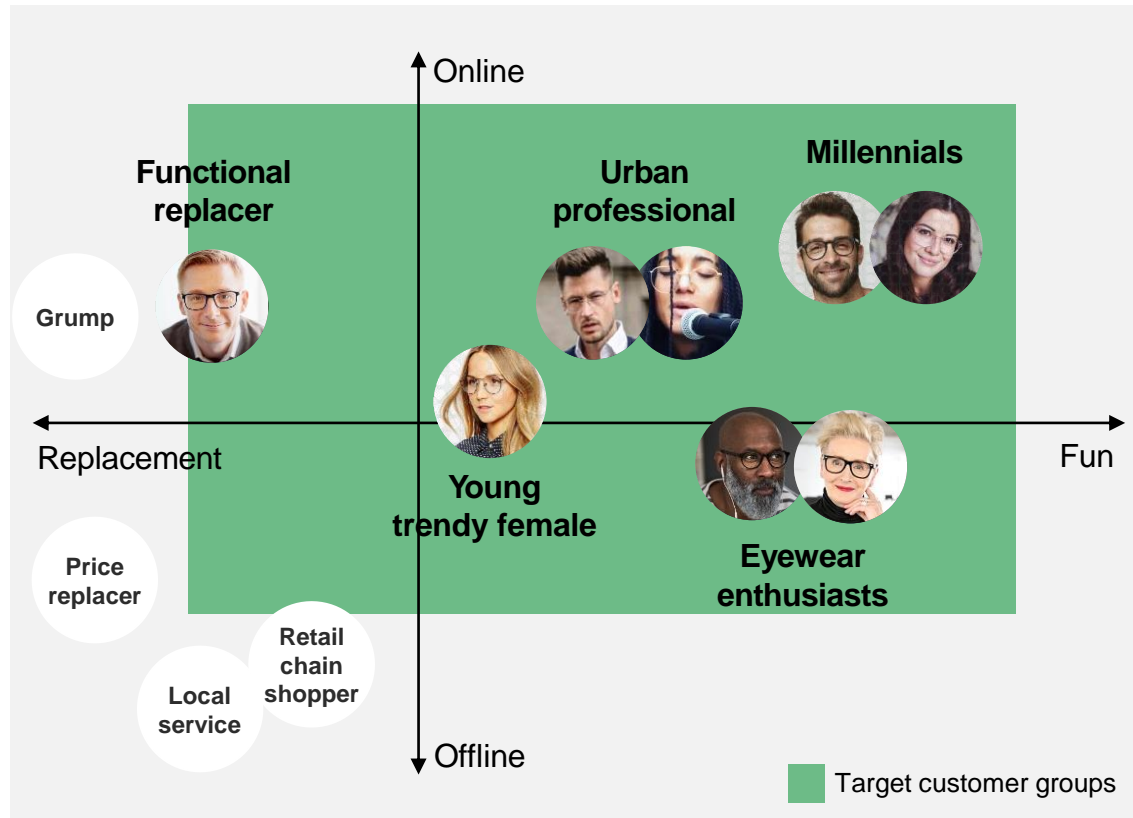
- Frame size recommendations
- PD & segment height measurements
- Bespoke 3D printed frames



1. Since October 2020 Mister Spex SE owned 48% of Tribe GmbH, 100% acquired in May 2022

Unique brand positioning addressing a wide range of customers

Mister Spex's target customer segmentation – conceptual⁽¹⁾



Mister Spex's brand positioning

Core target customer groups, representing 52% of the market⁽¹⁾

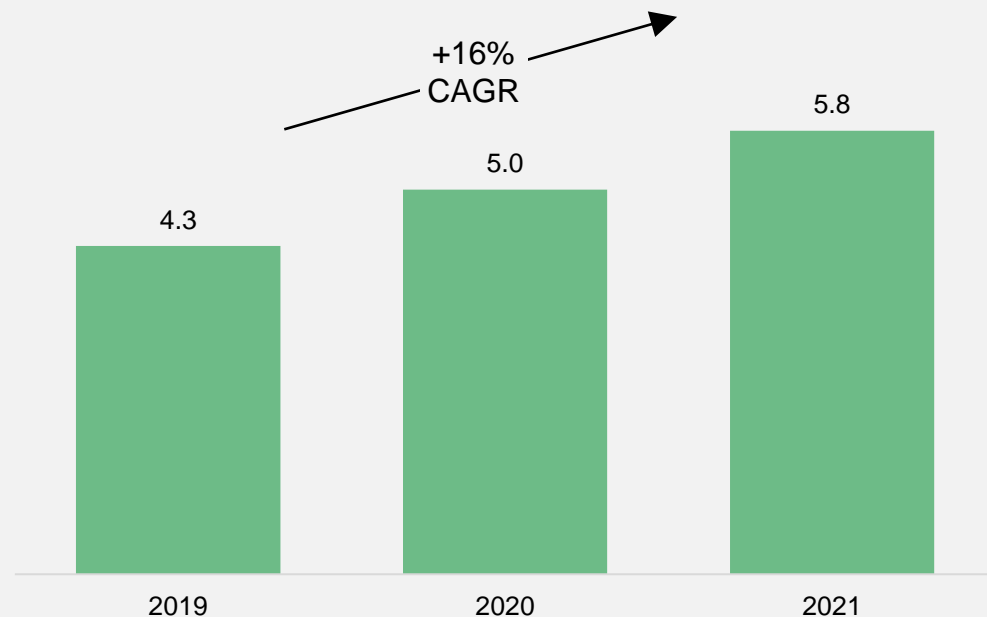
	Millennials	Eyewear enthusiasts	Young trendy female	Urban professional	Functional replacer
Segment size	9%	17%	7%	8%	11%
Age group	25-39	45+	20-29	25-39	30-45
AOV (single vision; progressive)	€180; €360	€240; €500	€200	€180; €330	€180
Style	Self-confident and trendy	Trendy to extravagant	Trendy but insecure	Trendy and individualist	Functional, not trendy
Key purchasing driver	Broad selection, value for money	Fashionable products	Convenient customer journey	Personal fit	Practicality and quality

(1) Mister Spex customer research study 2018: Germany 18-59 year-old online shoppers with prescription requirement

Increasing and highly loyal customer base to be further expanded

Total customers over time

Total customers over time⁽¹⁾ (in millions)



Repeat purchase rate

Repurchase orders

71%

of Mister Spex orders
are repurchase orders⁽²⁾

(1) Number of uniquely identified customers who have placed at least one order. In this context, only orders that are not cancelled are considered

(2) Calculated as existing customers orders divided by total orders, after cancellations, 2019-2020, Germany

We have already won digitally native eyewear buyers and are well positioned to expand reach and market share

1 Increase market share in existing core customer groups

2 Extend focus to 45–59-year-old eyewear buyers



Source: Company information, Statistisches Bundesamt (2020), ZVA Eyewear Study (2019)

(1) All customers that bought prescription products or eye exam vouchers

Proven marketing playbook across multiple channels drives brand awareness...


Deep, continuous customer research drives brand positioning, building and tracking

Advanced data science approach to optimize marketing spend and media mix

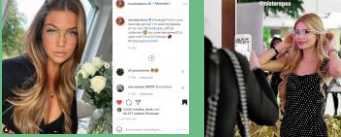
Performance driven brand building and best-in-class CRM

TV marketing

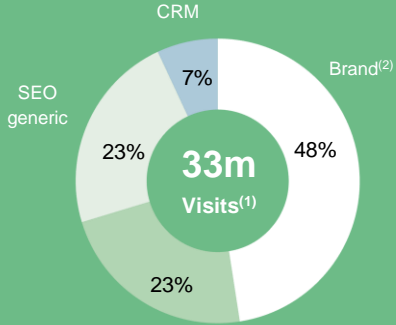
(in Germany since 2009)



Influencer marketing



@novalanalove: 1.3m followers
@pamela_rf: 7.2m followers




33m Visits⁽¹⁾

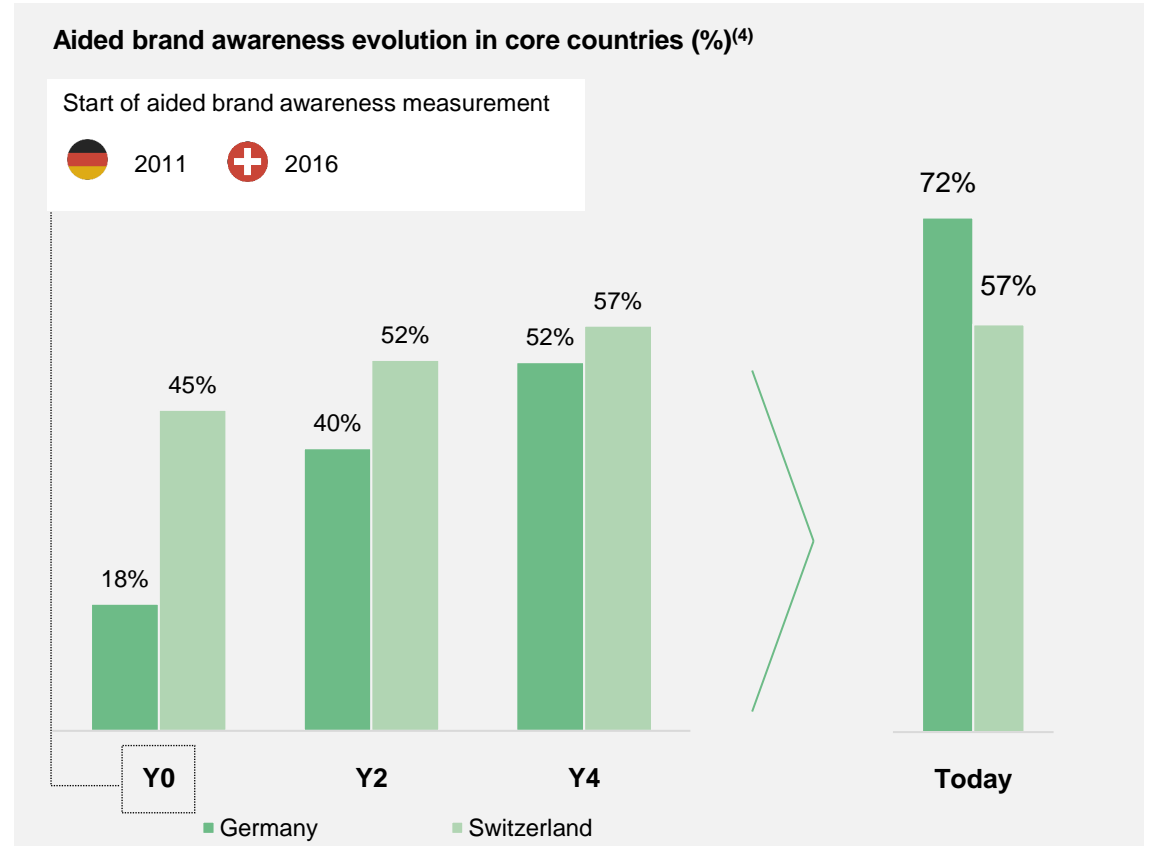
Performance marketing

- Value-driven bidding
- High share of automation
- Marketing tech stack in-house

Content marketing



Novalanalove x Mister Spex



Source: Company information

Note: Y0 refers to the year Mister Spex started measuring brand awareness in each country

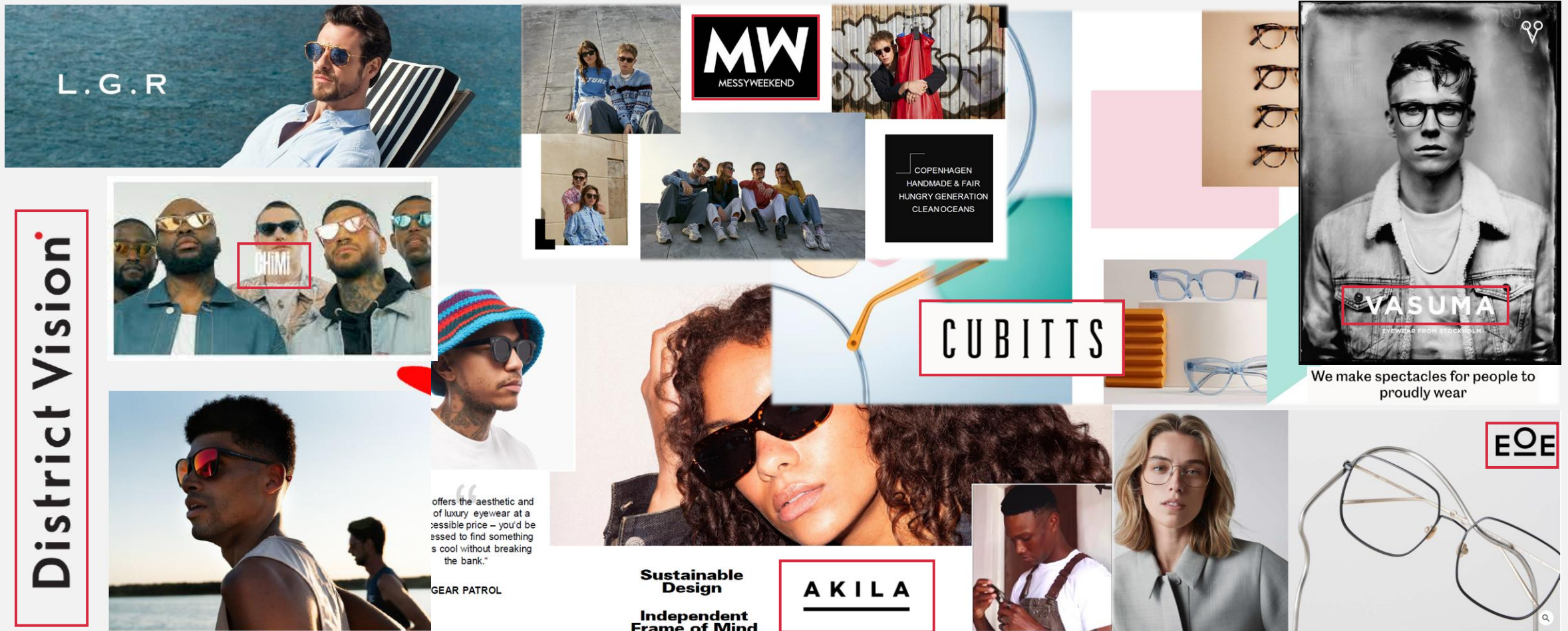
(1) Refers to Germany, 2020

(2) TV, social media, influencers, display, online video, direct, others and untracked

(3) SEM, Non-brand, shopping, affiliates, partners, prices and retargeting

(4) Refer to Q4 of each year; today as of Q4 2020 for Germany and Q3 2020 for Switzerland

Collaborations extend and deepen Mister Spex's fashion and luxury attributes



(1) Represents brands for which Mister Spex is the only online optician partner in Germany

Exclusive Mister Spex brands and collaborations deliver strong sellout performance



Mister Spex brands and collaborations

- Important to increase brand awareness and drive brand heat
- Sellout performance exceeded initial expectations

Michalsky for Mister Spex

- German designer who worked as creative director for large brands such as Levi's and adidas
- Be happy collection combining modern streetstyle with urban chic

Liz Kaeber x Mister Spex

- Successful fashion, lifestyle and travel influencer with >1 million followers
- Launch of three sunglasses in cateye style

3

Q3 2022 Results



Agenda of today

- 01** Executive summary
- 02** Strategic Update – Lean 4 Leverage
- 03** Q3/9M 2022 Financial Performance
- 04** Q&A



Strong growth of 18% in demanding environment



Resilient growth +18% in Q3 2022

+16% in Prescription glasses
+36% in Sunglasses (+40% in Prescription sunglasses)

Market outperformance

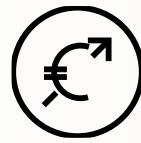
Market declined by
c. -11%¹



Execution of **Lean 4 Leverage** progressing well

All levers are on track

Impacts already visible in
Q3



High accessible liquidity² of 144mEUR

Active liquidity management

Benefiting from current
market environment



1. Based on GfK data for sunglasses, frames and prescription lenses in sales value (%). On the date of publishing only July and August data available.
2. Cash, cash equivalents and other financial assets (including 70mEUR in term deposits and 24mEUR in money market funds)

Selected and careful adjustments to drive profitability and growth

Europe's leading
digitally-driven
omnichannel optician

Lean for Leverage (L4L)

Europe's leading digitally-driven
omnichannel optician ...
with **positive free cash flow**

Before

Q3 2022

Q4 2022

Q1 2023

Q3 2023

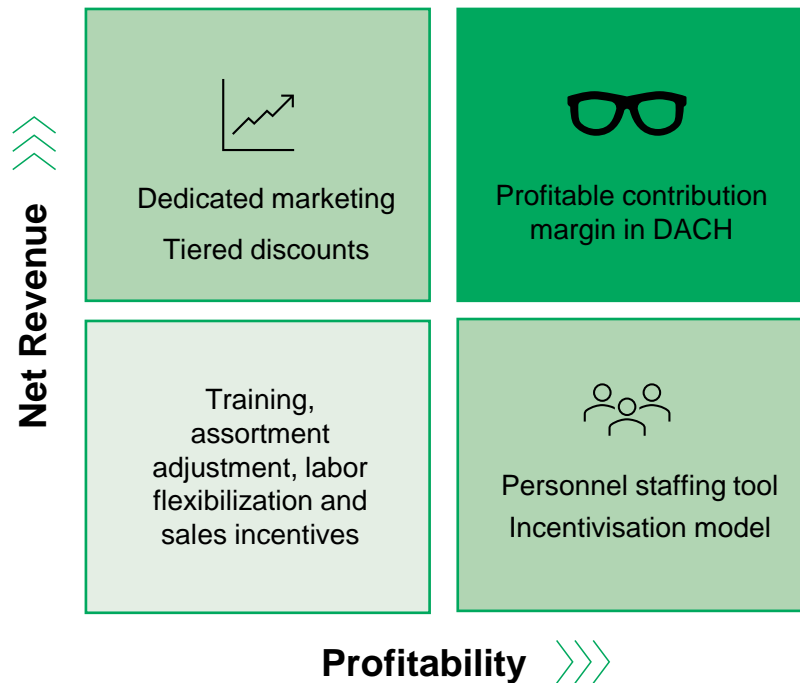
onwards...

- 01** Concentrate on the core
- 02** Optimise price, mix and product margin
- 03** Lean for operational leverage

Lean 4 Leverage

“Concentrate on the core”

DACH omnichannel and Retail productivity



Data-driven customer experience

Capturing consumer data for more effective and relevant targeting

Customer data
~2m active customers



Drive conversion and reduce returns by recommending the perfectly fitting frame for every face

A/B testing shows >20% increase in conversion



Lean 4 Leverage

“Optimise price, mix and product margin”

Marketing spend effectiveness

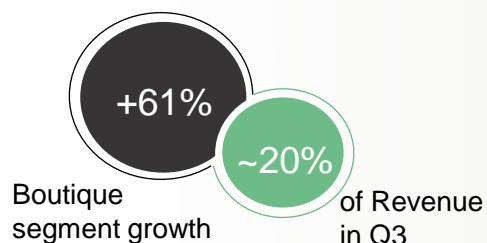
Allocating marketing budget to the **most efficient channels** – ie performance marketing

Cost per Visit **-7%** in Q3
-235bps in marketing spent for the quarter

Prescription glasses, private label, boutique

+200 new SKUs own brand prescription glasses

Expand very profitable **Boutique assortment**



Price increases and reduced discounts

Reduce:

 **Voucher discounts** and **combination discounts**

Instead:

 **Targeted campaigns** and **price increase** across categories



Lean 4 Leverage

“Lean for operational leverage”

Personnel cost management

Strategic reorganization in HQ has been completed

Headcount on the level of **August 2021** for HQ

Close management of other costs

Paused or delaying non strategically relevant projects

Upgrading functionally driven company to a **matrix-based structure** + monthly tracking of overhead costs



Key financial highlights

Strong result in a challenging environment



Net Revenue

€ 58m

Q3 21: € 49m

Robust net revenue performance in Q3, supported by +5% growth in number of visits QoQ¹



Gross profit

47.1%

Q3 21: 46.0%

Strong and expanding gross margin, supported by favorable product mix and growing boutique share



Guidance

Confirmed

Winning market share in a difficult environment



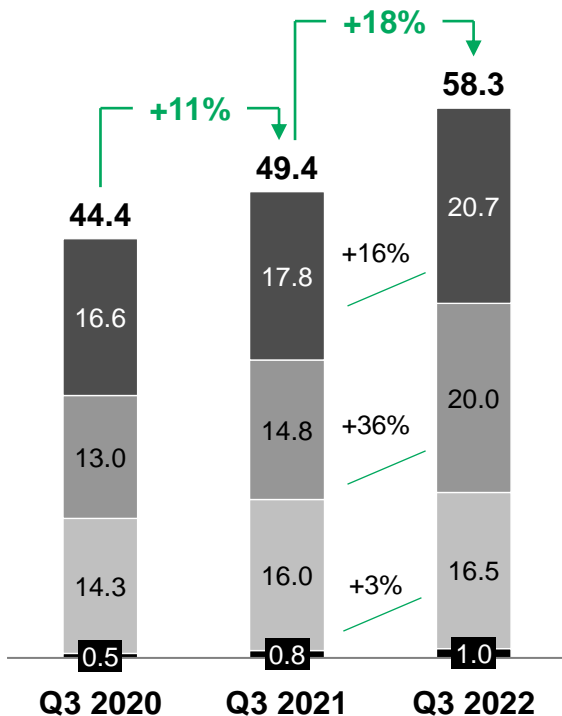
1. Stores: LFL 2019 and earlier

Net revenue development

Growth driven by sunglasses and prescription glasses

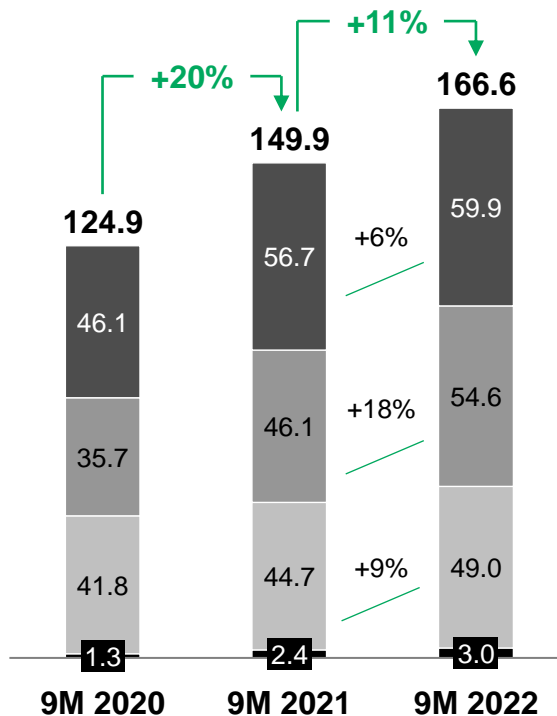
Q3 Net Revenue

EURm



9M Net Revenue

EURm



■ Prescription glasses ■ Sunglasses ■ Contact lenses ■ Miscellaneous Services

Q3

Strong growth in prescription glasses from **returning customers buying online**

Robust **QoQ growth of 12%** in prescription glasses

Sunglasses benefited from **+32% growth** in number of orders

Strong growth in **sunglasses with prescription** of 40% for the group

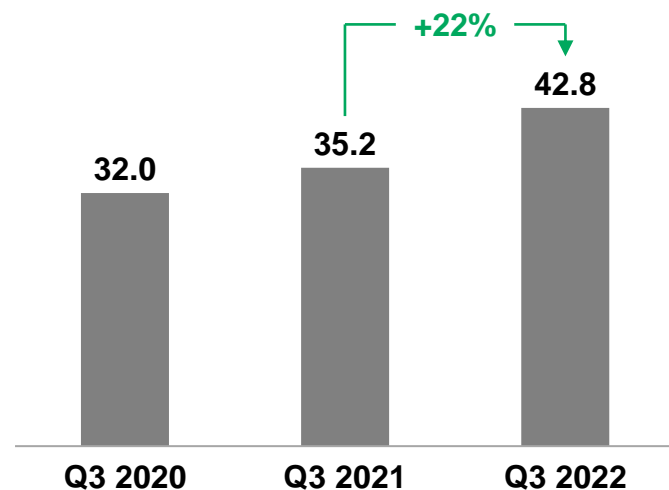
+4 stores in Q3, ending the quarter with 64 stores

Robust performance in Germany

Growth driven by core market

Net Revenue – Germany

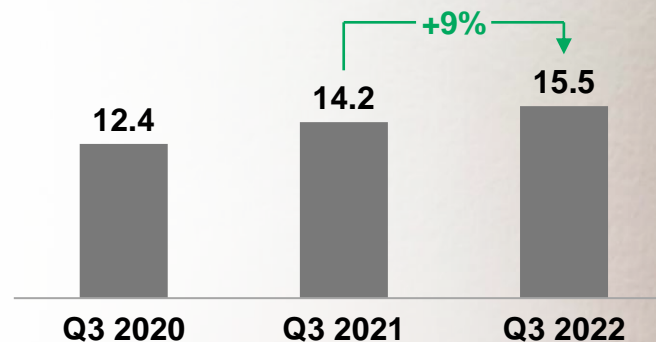
EURm



>40% sales share and **+17% growth** in prescription glasses
2020 LFL panel* is growing at **+13%**

Net Revenue – International

EURm



As part of L4L program, marketing has been reallocated towards DACH region

* All stores before and including 2020

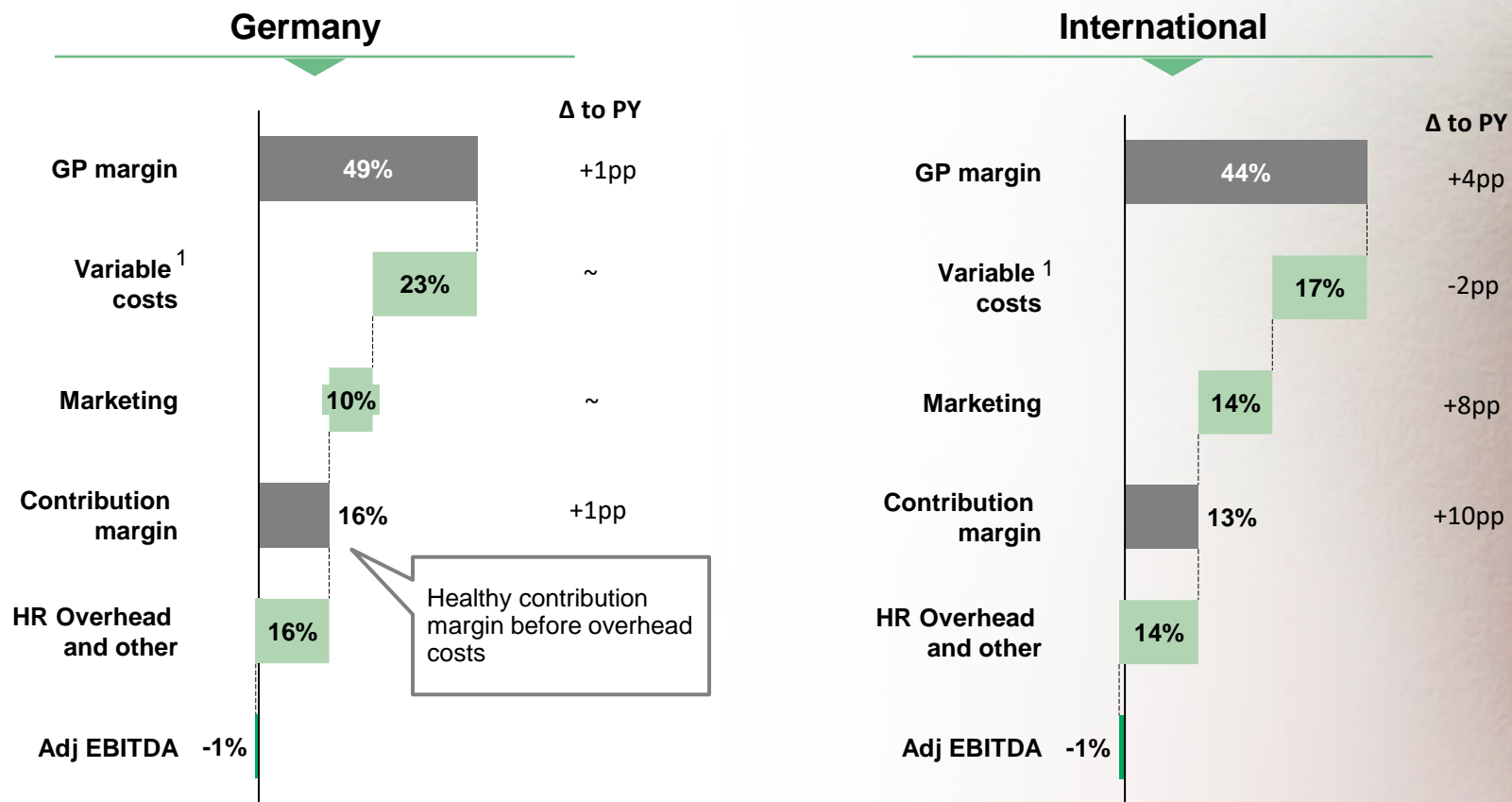


Deeper look into underlying drivers

Growth driven by core market

Q3 2022

% margin



1. Includes fulfilment, customer service and retail staff



Financial performance in Q3

	Q3 2021	Q3 2022	Change	9M 2021	9M 2022	Change
Gross Profit Margin	46.0%	47.1%	1.1pp	48.2%	47.8%	(0.6)pp
Personnel expense	(23.4)%	(25.7)%	(2.4)pp	(25.4)%	(26.0)%	(0.6)pp
Marketing expense	(13.1)%	(10.7)%	2.3pp	(13.4)%	(12.8)%	0.6pp
Other operating expense	(21.6)%	(16.9)%	4.7pp	(20.0)%	(17.2)%	2.8pp
EBITDA	(4.9)%	(3.2)%	1.7pp	(5.6)%	(4.9)%	0.7pp
Adjusted EBITDA	0.5%	(1.0)%	(1.6)pp	1.7%	(2.8)%	(4.5)pp

Q3

Personnel: +20 stores YoY and strong build up of overhead

Marketing: early reallocation towards more efficient channels

Other operating expenses: 2021 included higher legal and consulting fees due to the IPO and change of legal entity

Full year 2022 Guidance confirmed

7% to 12%
Unchanged

Revenue growth for 2022, thereby further winning market share in a difficult environment

-6% to -3%
Unchanged

Adjusted EBITDA margin for 2022

Closing remarks

Building a stronger brand for tomorrow

- 1 Strongly **positioned in the market** with high capacity to navigate current environment
- 2 Our **omnichannel business model**, allows us to continue to outgrow the market and gain market share
- 3 **Lean 4 Leverage** proceeds in line with the plan, we are making continued steps towards leaner business model

We are confident in our strategy, and we will continue to create value for our shareholders over the long-term

Upcoming events and calendar

Reporting

Jan Trading Statement

29 March FY 2022 financial results

Conferences and roadshows

15 Nov Roadshow with Bryan Garnier (Virtual)

5 Dec 20th Berenberg European Conference (Surrey)

9 Jan 26th ODDO BHF Forum (Virtual) / IR only

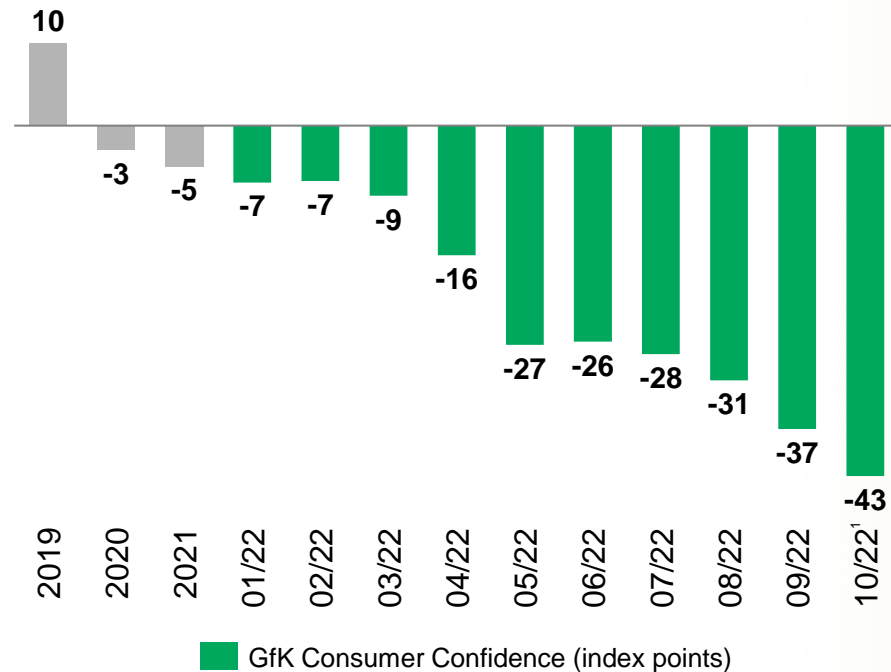


Appendix



Market situation remains very challenging with an unfavourable outlook for 2022

Consumer confidence at historic low and projected to further decline



- GfK **consumer confidence** index for Germany **at historic low** since start of measurement in 1991
- Russia's war in Ukraine and soaring inflation due to high energy prices and increasing cost of living weigh on consumer sentiment
- Consumers postpone purchases and trade-down in frames towards more affordable private label
- **Negative development for the German independent optical market** for March-August ²

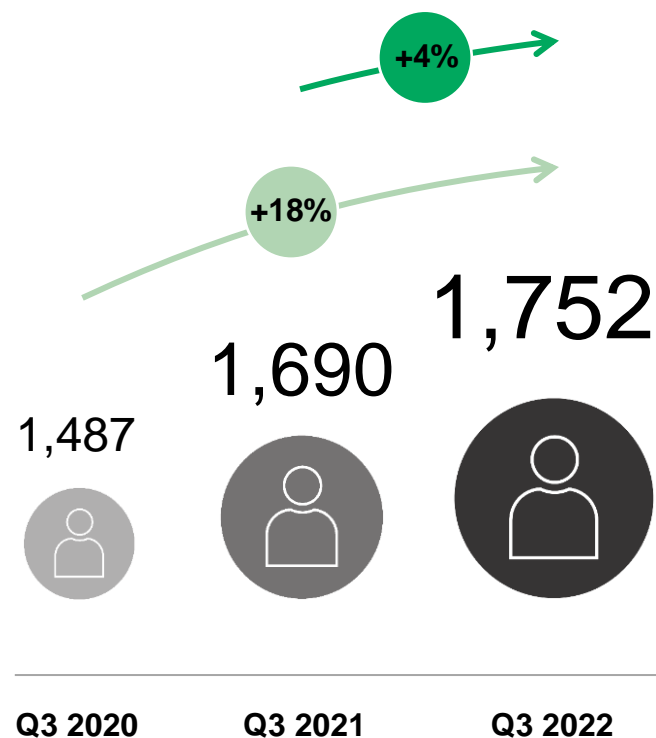
1. Forecast 2. GfK data for frames (revenue)
Source: GfK; average of monthly development for 2019-2021



Non-financial performance indicators

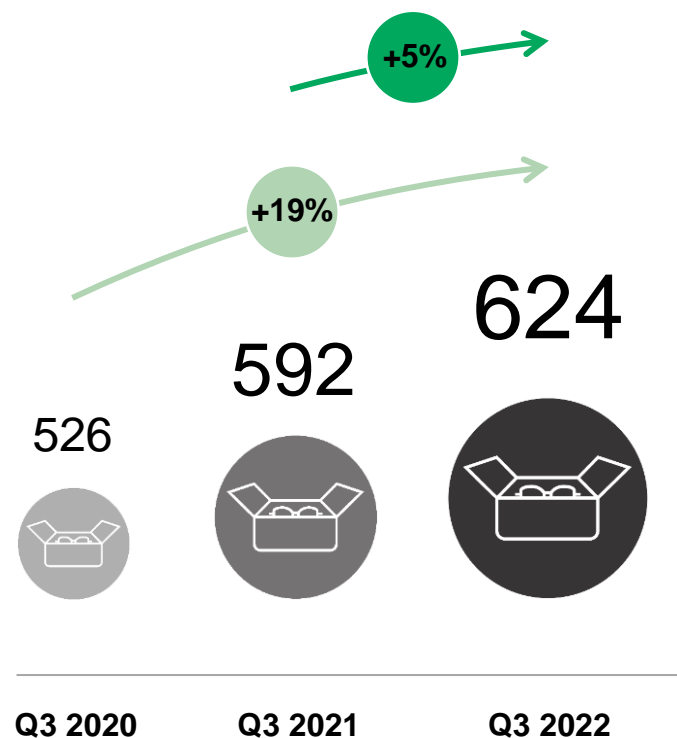
Active customers LTM¹

thousand



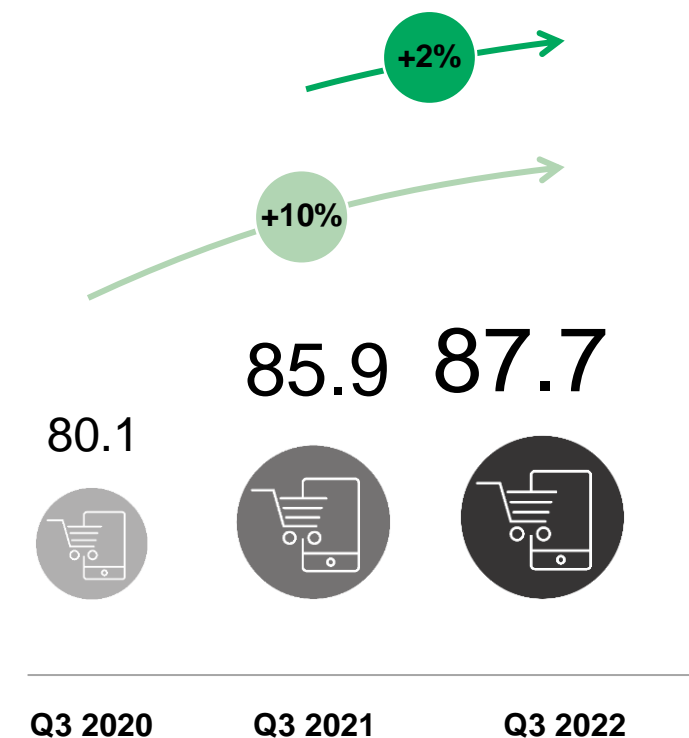
Number of orders²

thousand



Average order value LTM³

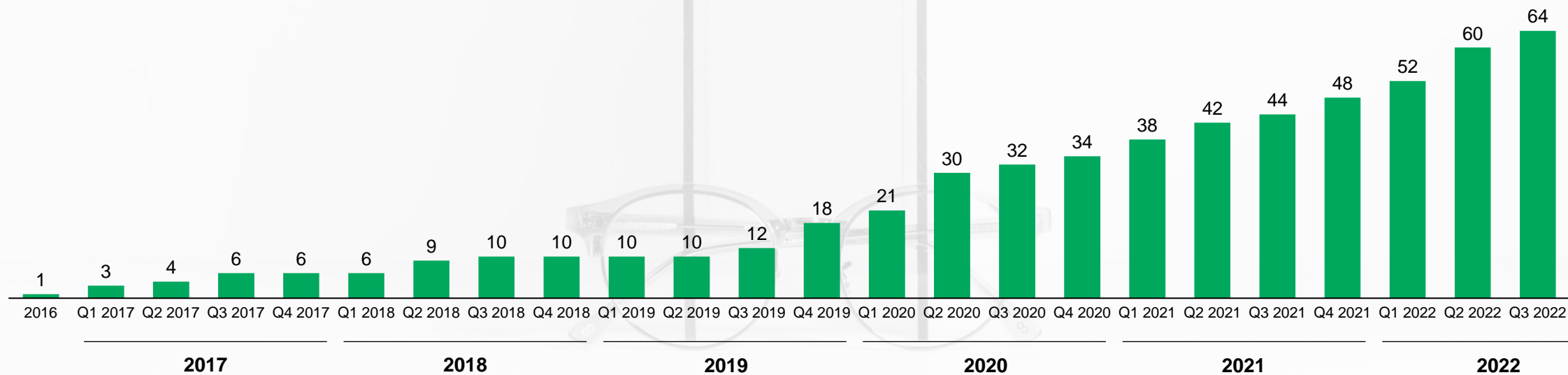
EUR




¹ Customers who ordered in the last 12 months excluding cancellations ² Orders after cancellations and after returns ³ Calculated as revenues divided by number of orders over the last 12 months

Store Footprint

End of period count



Cash Flow

	Q3 2021	Q3 2022
EBITDA	-2,417 	-1,852
Non-cash expenses from share-based payments	307	189
Loss from the deconsolidation of associates	0	0
Net Interest	-609	-565
Change in provisions	56	43
Change in inventories and receivables	2,361	-1,740
Change in trade liabilities	-21,914	-10,708
Change in other assets	4,676	4,946
Cash flow from operating activities	-17,540	-9,687
Purchase of investments in associates	0	0
Investment in property, plant and equipment	-1,713	-1,936
Investment in intangible assets	-2,324	-2,080
Purchase of other financial assets	0	-40,000
Cash flow from investing activities	-4,037	-44,016
Cash received from capital increase net of transaction costs	229,948	0
Cash received for the resolved capital increase	0	10
Proceeds from loans	0	3,350
Repayment of liabilities to banks	-35,000	-114
Payment of principal portion of lease liabilities	-1,719	-2,107
Cash flow from financing activities	193,229	1,139

Reconciliation of Adj EBITDA and EBITDA

	Q3 2021	Q3 2022
EBITDA	-2,416	-1,854
Adjustments	2,684	1,244
thereof effects arising from the application of IFRS 2 (share based compensation)	306	-189
thereof transformation costs	2,175	733
thereof other special effects	202	699
Adjusted EBITDA	268	-610

Balance sheet

	30.09.2021	31.12.2021	30.09.2022
Total non-current assets	93,447	105,883	126,366
Goodwill	12,113	12,113	14,987
Intangible assets	16,751	17,904	23,126
Property, plant and equipment	18,368	19,549	23,663
Right-of-use assets	40,072	48,953	55,920
Other financial assets	6,143	7,364	8,670
Total current assets	229,899	219,437	191,801
Inventories	20,895	23,151	31,625
Trade and other receivables	791	2,852	1,108
Other current assets	17,838	43,790	109,352
Cash and cash equivalents	190,375	149,644	49,716
Total assets	323,346	325,320	318,167
Total equity	249,633	244,785	219,786
Subscribed capital	33,742	33,761	33,856
Capital reserves	325,929	326,319	327,476
Other reserves	-828	-787	-541
Accumulated loss	-109,210	-114,509	-141,005
Total non-current liabilities	37,159	45,798	56,189
Non-current lease liabilities	35,233	44,016	49,429
Liabilities to banks	0	0	4,356
Deferred tax liabilities	1,044	1,172	1,847
Other non-current liabilities	882	610	557
Total current liabilities	36,554	34,737	42,192
thereof: Trade payables and simil	16,258	16,222	18,074
thereof: Other current liabilities	20,296	18,515	24,118
Total equity & liabilities	323,346	325,320	318,167



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