

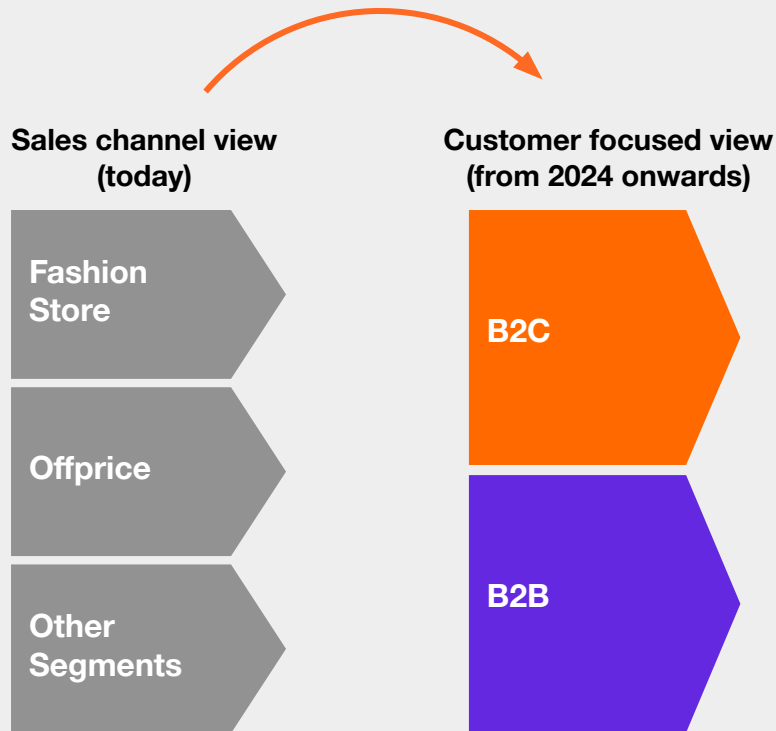


Zalando's New segment reporting

March 2024

Our **new segment reporting** from 2024 onwards

- Our steering and decision-making starts from a customer point of view, now we are shifting from a sales channel view to a customer-focused distinction between B2C and B2B.
- Our external reporting will be adjusted to reflect these two operating segments.
- The majority of our business revenue is located in our B2C business and its supporting services, including our partner business and Zalando Marketing Services (ZMS).
- The B2B segment will comprise services that provide B2B products we offer to our partners on and off our Zalando Platform to meet their business needs (i.e. ZEOS including Zalando Fulfillment Solutions and Tradebyte as well as Highsnobiety as another brand-facing business of the Zalando group).





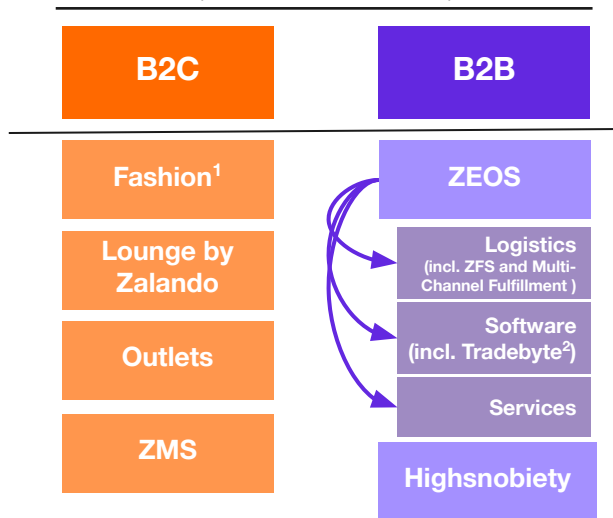
Our new segments and its components

We adjust our segment reporting from a sales channel view (Fashion Store, Offprice) to a segment reporting view that distinguish between serving our **B2C customers** on the Zalando platform & **B2B customers** on and off the Zalando platform.

Old segment reporting

Reported Segments	Fashion Store	Offprice	Other segments
Components (Without external reporting)	Fashion ¹	Lounge by Zalando	ZMS
	ZFS	Outlets	Tradebyte
	Multi-Channel Fulfillment		Highsnobiety

New segment reporting (from Q1 2024 onwards)



¹ Including Wholesale and Partner Business

² Tradebyte operates legally independent from Zalando



How do **FY 2023 numbers** translate into **new segment reporting**? (1/2)

Old segment reporting¹

2023	Group	Fashion Store	Offprice	All other segments
GMV (in EUR m)	14,632	12,630	2,001	No GMV contribution
Revenue (in EUR m)	10,143	8,242	1,776	400
Gross margin (in %)	38.7%	40.2%	34.9%	25.5%
Adj. EBIT (in EUR m)	350	282	44	29
Adj. EBIT margin (in %)	3.5%	3.4%	2.5%	7.4%

New segment reporting

Zalando Group	B2C segment	B2B segment
14,632	14,632	No GMV contribution
10,143	9,298	855
38.7%	41.2%	12.6%
350	311	39
3.5%	3.3%	4.6%

¹ Please note that Group figures exclude reconciliations



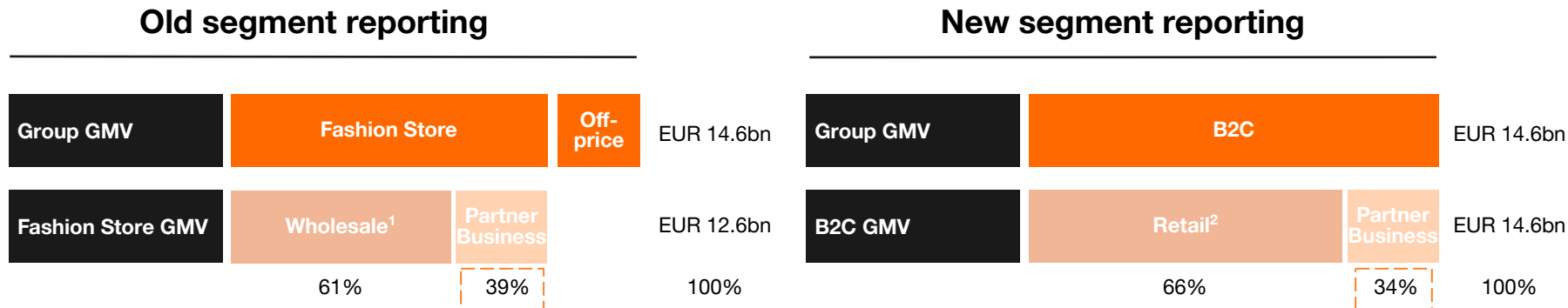
How do **FY 2023 numbers** translate into **new segment reporting?** (2/2)

Legend		Quarter Q1/23	Quarter Q2/23	Half-year H1/23	Quarter Q3/23	Quarter Q4/23	Year FY/23
Zalando Group B2C segment B2B segment	Gross merchandise volume (GMV)¹ (in EUR m)	3,227	3,736	6,963	3,210	4,462	14,635
	Group Revenue (in EUR m)	2,256	2,556	4,812	2,275	3,056	10,143
	B2C	2,068	2,347	4,415	2,063	2,824	9,302
	B2B	190	212	402	216	237	855
	Reconciliation	(2)	(3)	(5)	(4)	(4)	(13)
	Group Adjusted EBIT (in EUR m)	(1)	145	144	23	183	350
	B2C	(5)	129	124	11	176	311
	B2B	4	16	20	13	7	39
	Group Adjusted EBIT margin (in %)	0.0%	5.7%	3.0%	1.0%	6.0%	3.5%
	B2C	(0.2%)	5.5%	2.8%	0.5%	6.2%	3.3%
	B2B	2.2%	7.3%	4.9%	5.8%	2.9%	4.6%

¹ Gross merchandise volume (GMV) figures consists of B2C only. GMV is recorded based on the time of the customer order. Due to the dynamically reporting of GMV figures may deviate from former published reports.



GMV contributors in old and new world and its impact on **Partner Business share**



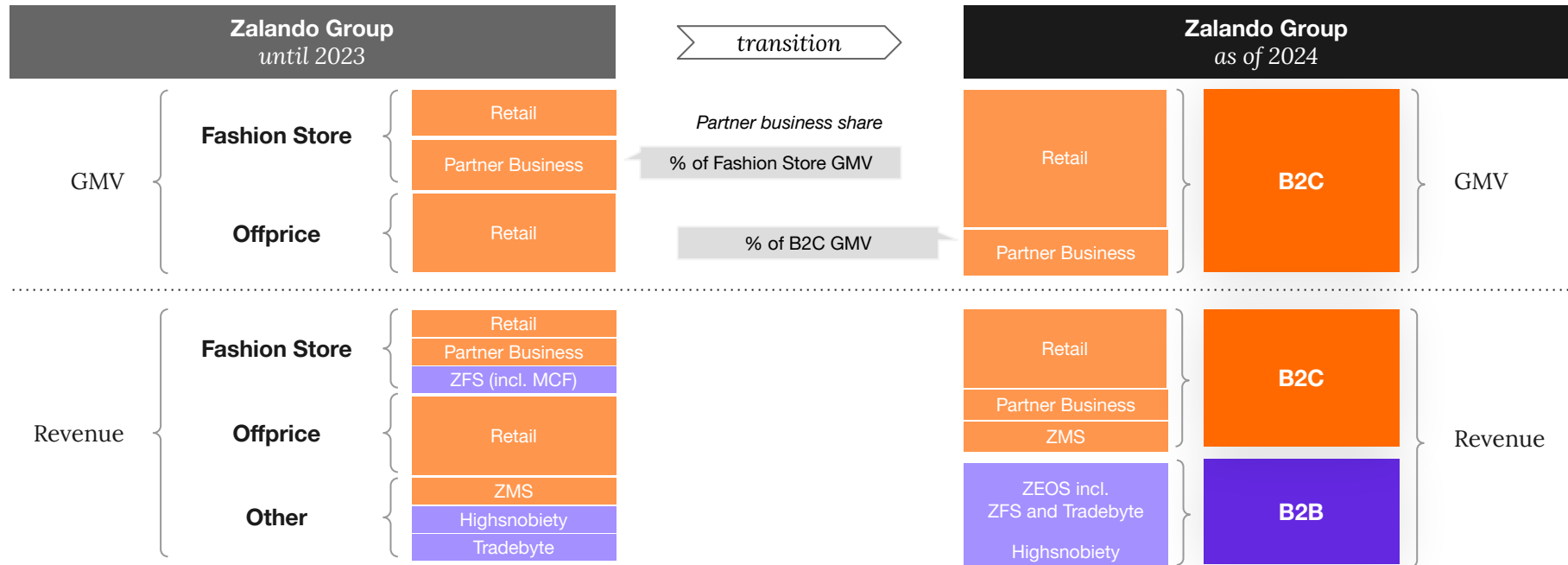
- New segment reporting leads to an adjustment of **platform KPIs** as we no longer report on Fashion Store GMV (EUR 12.6bn) and switch to B2C GMV (EUR 14.6bn)
- As a consequence, Partner Business share 2023 is rebased from 39% to 34%, with a Partner Business share target of 40-50% until 2028
- Calculation of ZMS marketing intensity is adjusted accordingly, with a 2028 target of 3-4%

¹ Now part of Retail

² Also includes Offprice



Summary | Transition to our new governance structure





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You should not rely on these forward-looking statements as predictions of future events and we undertake no obligation to update or revise these statements.

Our actual results may differ materially and adversely from any forward-looking statements discussed on this call due to a number of factors, including without limitation, risks from macroeconomic developments, external fraud, inefficient processes at fulfillment centers, inaccurate personnel and capacity forecasts for fulfillment centers, hazardous material / conditions in production with regard to private labels, lack of innovation capabilities, inadequate data security, lack of market knowledge, risk of strike and changes in competition levels.