Half-Year Report 2026

H1

zalando

Zalando at a glance

Key figures

	Q2/26	Q2/25	Change	H1/26	H1/25	Change
Key performance indicators						
Gross merchandise volume (GMV*) (in m EUR)	4,915.0	4,073.4	20.7%	9,199.7	7,601.8	21.0%
Revenue (in m EUR)	3,424.4	2,835.1	20.8%	6,420.6	5,254.6	22.2%
Adjusted EBIT (in m EUR)**	204.8	185.5	10.4%	269.6	232.3	16.1%
Adjusted EBIT margin (as %)	6.0	6.5	-0.6pp	4.2	4.4	-0.2pp
EBIT (in m EUR)	111.1	145.2	-23.5%	31.4	166.6	-81.1%
EBIT margin (as %)	3.2	5.1	-1.9pp	0.5	3.2	-2.7pp
Capex (in m EUR)	-54.7	-59.8	-8.5%	-124.4	-93.4	33.3%
Active customers (LTM***) (in m)	62.5	52.9	18.3%	62.5	52.9	18.3%
Number of orders (in m)	77.5	65.0	19.2%	146.9	123.5	19.0%
Average GMV per active customer (LTM***) (in EUR)	307.0	298.3	2.9%	307.0	298.3	2.9%
Average orders per active customer (LTM***)	4.8	4.8	0.1%	4.8	4.8	0.1%
Average basket size (LTM***) (in EUR)	63.4	61.6	2.8%	63.4	61.6	2.8%
Other key figures						
Net working capital (in m EUR)****	-494.0	-676.0	-26.9%	-494.0	-676.0	-26.9%
Equity ratio (as % of total assets)****	29.2	30.5	-1.4pp	29.2	30.5	-1.4pp
Cash flow from operating activities (in m EUR)	473.3	283.8	66.8%	35.1	140.8	-75.1%
Cash flow from investing activities (in m EUR)	-55.4	-25.5	—	-130.1	-477.6	-72.8%
Free cash flow (in m EUR)	417.9	209.3	99.7%	-95.0	17.2	—
Cash and cash equivalents (in m EUR)****	1,397.8	1,877.4	-25.5%	1,397.8	1,877.4	-25.5%
Average number of employees****	17,417	16,582	5.0%	17,417	16,582	5.0%
Basic earnings per share (in EUR)	0.30	0.37	-20.2%	-0.05	0.41	—
Diluted earnings per share (in EUR)	0.29	0.37	-20.3%	-0.05	0.41	—

pp = percentage points
For an explanation of the performance indicators please refer to the glossary.
Rounding differences may arise in the percentages and numbers shown in this interim statement.

*) GMV (gross merchandise volume) is defined as the value of all merchandise sold to customers after cancellations and returns and including VAT, dynamically reported. It includes neither B2B revenues (e.g. ZEOS services) nor other B2C revenues (e.g. partner business commissions, retail media business and service charges like express delivery fees); these are included in revenue only. GMV is recorded based on the time of the customers' orders. Due to the dynamic reporting of GMV, prior-year figures may deviate from former published reports.

**) Adjusted EBIT is defined as EBIT before equity-settled share-based payment expenses, restructuring costs, acquisition-related expenses and other significant non-operating one-time effects.

***) LTM-based KPIs are calculated based on the last twelve months, including ABOUT YOU for the last twelve months, whereas all other KPIs consider ABOUT YOU as of 11 July 2025.

****) As of 30 June 2026 and 31 December 2025, respectively.

Content

Interim group management report

Condensed interim consolidated financial report

Service

Interim group management report

1.1 Information on our group

Governance and control

On 1 January 2026, Anna Dimitrova joined the management board as our new Chief Financial Officer and has assumed responsibility for the Finance and Corporate Governance teams, with a key focus on further strengthening the company's financial foundation, driving profitable growth and unlocking meaningful long-term value creation.

On 12 May 2026, Prof Dr Peter Sarlin, a European pioneer in machine learning and artificial intelligence, was elected as an independent member of Zalando's supervisory board at the annual general meeting in Berlin. Prof Dr Peter Sarlin succeeds Susanne Schröter-Crossan, who has decided to step down from her supervisory board mandate effective as of the end of the annual general meeting 2026.

Group strategy

In early 2026, we outlined how we are using AI to leverage a key asset that sets us truly apart: a shared data and infrastructure platform built and refined over 17 years. We are now continuing to further building on this strength, using AI to drive both growth and efficiency. AI is also opening entirely new channels. We see the emergence of "agentic" and social commerce channels as a major opportunity, ensuring that customers can discover and buy from Zalando through any AI assistant. As a result, 2026 is the year of further building strength and we have a clear plan to deliver on our commitments. In B2C, our strategy is powered by a team of three large consumer apps: Zalando, ABOUT YOU, and Lounge by Zalando. In B2B, we are building the operating system for e-commerce across Europe, on and off Zalando.

Furthermore, in March 2026, we refreshed our D&I strategy to strengthen our "inclusive by design" approach as a new standard, ensuring that diversity, equity and inclusion remain a fundamental part of our business and culture. This strategy is built on two pillars — people and platform & industry — each with three impact areas, which will help us to build a high performing business, unlocking innovation, better decision-making and business impact.

1.2 Report on economic position

1.2.1 Macroeconomic and sector-specific environment in H1 2026

Macroeconomic headwinds continue to drive global market volatility. The prolonged conflict in the Middle East is putting pressure on global growth, with the brief mid-June ceasefire collapsing in early July 2026. Prior to this, reduced production in the Middle East since February had already caused energy and commodity prices to soar, driving up headline inflation and squeezing household real incomes. For this reason, forecasts as of June 2026 project global GDP growth to slow down from 3.4% in 2025 to 2.8% in 2026, before picking up again to reach 3.1% in 2027.[1]

European activity remained relatively resilient in the face of trade and political uncertainty in the first half of 2026 and the euro area GDP increased by 0.1% in the first quarter of 2026. However, the conflict in the Middle East is weighing on the short-term growth outlook, with energy price shocks and uncertainty proving stronger and more persistent than expected, further reducing purchasing power and confidence. Consequently, growth is expected to slow in the

[1] OECD Economic Outlook, June 2026.

second quarter of 2026.[2] Reflecting these geopolitical tensions, EU consumer confidence fell sharply to -19.9 in April — the lowest level recorded since January 2023.[3] Although this decline signals more cautious household spending in the near term, the outlook for private consumption remains favourable. Spending growth is expected to pick up, supported by a resilient labour market and a recovery in real wages as the inflationary pressures of 2026 begin to ease.[4]

The Middle East conflict has also delayed Germany's recovery, reducing 2026 GDP growth forecasts by 0.1 percentage points relative to late-2025 projections. High energy costs are squeezing households and inflating corporate expenses, while businesses face renewed supply bottlenecks and weaker demand. Following a sluggish summer half-year, activity should regain momentum — fuelled by fiscal expansion, retreating energy prices and a stronger global economy. Consequently, Germany's real GDP is forecast to rise by 0.5% in 2026.[5]

In the first half of 2026, German brick-and-mortar fashion retail sales declined by 4.0%, with both the first and second quarters experiencing 4.0% drops.[6] Conversely, German e-commerce sales in the clothing segment (apparel and shoes) grew by 4.0% during the first half of 2026, reaching 9.1bn EUR (including VAT). Growth in the online space was supported by platforms from Asia.[7]

[2] Eurosystem staff macroeconomic projections for the euro area, June 2026.
[3] European Commission, EU, 27 June 2026.
[4] Eurosystem staff macroeconomic projections for the euro area, June 2026.
[5] Deutsche Bundesbank: Monthly Report, June 2026.
[6] TextilWirtschaft revenue statistics, July 2026.
[7] BEVH press releases, April and July 2026.

1.2.2 Financial performance of the group

Condensed consolidated income statement H1/26

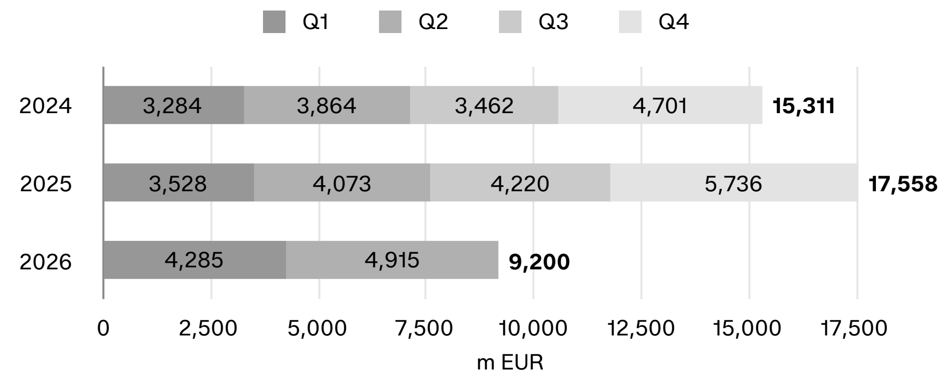
in m EUR	H1/26	As % of revenue	H1/25	As % of revenue	Change
GMV	9,199.7	143.3%	7,601.8	144.7%	-1.4pp
Revenue	6,420.6	100.0%	5,254.6	100.0%	0.0pp
Cost of sales	-3,850.1	-60.0%	-3,151.0	-60.0%	0.0pp
Gross profit	**2,570.5**	**40.0%**	**2,103.6**	**40.0%**	**0.0pp**
Fulfilment costs	-1,543.0	-24.0%	-1,218.5	-23.2%	-0.8pp
Marketing costs	-602.5	-9.4%	-456.9	-8.7%	-0.7pp
Administrative expenses	-272.2	-4.2%	-253.8	-4.8%	0.6pp
Other operating income	21.5	0.3%	10.2	0.2%	0.1pp
Other operating expenses	-142.8	-2.2%	-17.9	-0.3%	-1.9pp
EBIT	**31.4**	**0.5%**	**166.6**	**3.2%**	**-2.7pp**
Share-based payments	56.0	0.9%	41.2	0.8%	0.1pp
Acquisition-related expenses	52.8	0.8%	9.5	0.2%	0.6pp
Restructuring costs	138.9	2.2%	14.9	0.3%	1.9pp
Other one-time effects	-9.4	-0.1%	0.0	0.0%	-0.1pp
Adjusted EBIT	**269.6**	**4.2%**	**232.3**	**4.4%**	**-0.2pp**

Condensed consolidated income statement Q2/26

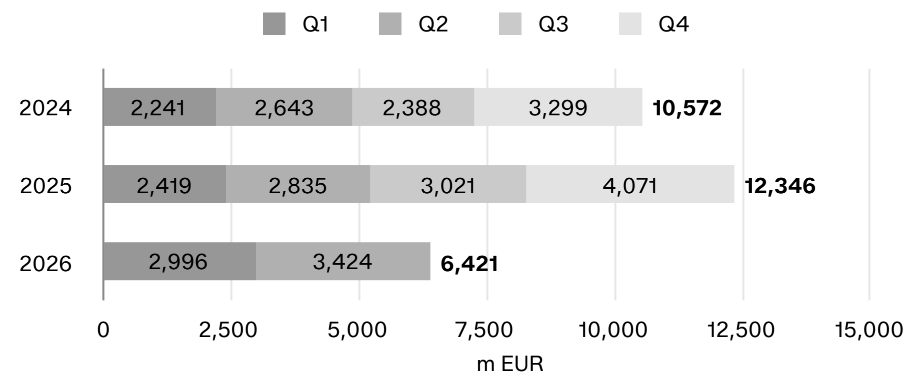
in m EUR	Q2/26[8]	As % of revenue	Q2/25[9]	As % of revenue	Change
GMV	4,915.0	143.5%	4,073.4	143.7%	-0.2pp
Revenue	3,424.4	100.0%	2,835.1	100.0%	0.0pp
Cost of sales	-2,025.6	-59.1%	-1,677.6	-59.2%	0.0pp
Gross profit	**1,398.9**	**40.9%**	**1,157.4**	**40.8%**	**0.0pp**
Fulfilment costs	-792.2	-23.1%	-627.0	-22.1%	-1.0pp
Marketing costs	-328.3	-9.6%	-247.0	-8.7%	-0.9pp
Administrative expenses	-137.8	-4.0%	-128.2	-4.5%	0.5pp
Other operating income	13.6	0.4%	6.4	0.2%	0.2pp
Other operating expenses	-43.1	-1.3%	-16.4	-0.6%	-0.7pp
EBIT	**111.1**	**3.2%**	**145.2**	**5.1%**	**-1.9pp**
Share-based payments	27.9	0.8%	20.5	0.7%	0.1pp
Acquisition-related expenses	33.1	1.0%	4.9	0.2%	0.8pp
Restructuring costs	42.1	1.2%	14.9	0.5%	0.7pp
Other one-time effects	-9.4	-0.3%	0.0	0.0%	-0.3pp
Adjusted EBIT	**204.8**	**6.0%**	**185.5**	**6.5%**	**-0.6pp**

[8] The Q2 figures are not subject to the review.
[9] The Q2 figures are not subject to the review.

GMV by quarter (2024–2026)[10]



Revenue by quarter (2024–2026)[11]



Zalando began the inclusion of ABOUT YOU's financials as of 11 July 2025 closing date onwards. Accordingly, the reported figures for H1 2026 fully reflect ABOUT YOU, whereas they are not included in H1 2025.

Our GMV increased by 21.0% to 9,199.7m EUR in the first six months of 2026, up from 7,601.8m EUR in the prior-year period, this growth was primarily driven by the ABOUT YOU consolidation. On a pro-forma basis, GMV growth reached +5.0% and was supported by growth from ABOUT YOU as well as a solid underlying performance from Zalando, bolstered by double-digit expansion in the partner business.[12]

As of the end of the first half of 2026, we have an active customer base of 62.5m. The year-on-year comparison of active customers shows an increase of 18.3% and is mainly impacted by the ABOUT YOU inclusion. Zalando customers spent an average of 307.0 EUR per annum, representing a 2.9% increase in average GMV per active customer compared to the prior-year period. This development was supported by an increase of 2.8% in the average

10 The statements on the quarterly development of GMV are not subject to the review.
11 The statements on the quarterly development of revenue are not subject to the review.
12 Pro-forma figures assume the consolidation of ABOUT YOU in the prior-year period and are provided to facilitate a like-for-like comparison.

basket size to 63.4 EUR (prior-year period: 61.6 EUR). Average orders per active customer reached 4.8 at the end of June 2026 (prior-year period: 4.8). All KPIs were calculated on the basis of the last 12 months.

On the back of the ABOUT YOU inclusion, revenue increased by 22.2% to 6,420.6m EUR (prior-year period: 5,254.6m EUR) and surpassed GMV growth of 21.0% in H1 2026. Reflecting a pro-forma revenue growth of +2.2%, this performance was supported by strong revenue growth in B2B and retail media, despite softer demand mainly in the B2C sneaker category.[13]

Our gross margin in H1 2026 reached 40.0%, a stable development compared to the prior year as stronger gross margins in Zalando compensated for the impact from ABOUT YOU, which still operates at a lower gross margin profile.

Compared to the prior-year period, fulfilment costs as a percentage of revenue increased to 24.0% (prior-year period: 23.2%) primarily attributable to the ABOUT YOU inclusion, which operates at higher logistic cost ratios and temporary transition costs stemming from the reshaping of our logistics network, including the ramp-up of our new logistics centres in Paris and Giessen. Furthermore, the year-on-year comparison was affected by a positive base effect from Norwegian customs reimbursements in Q2 2025.

Marketing expenses rose to 602.5m EUR (prior-year period: 456.9m EUR), with the marketing cost ratio reaching 9.4% (prior-year period: 8.7%). The development was largely driven by the inclusion of ABOUT YOU and the consideration of the corresponding amortisation of acquired brands and customer relationships. Adjusted for these acquisition-related expenses, the marketing cost ratio reached 9.0%.

Following the inclusion of ABOUT YOU, administrative expenses amounted to 272.2m EUR (prior-year period: 253.8m EUR) with an administrative cost ratio of 4.2% (prior-year period: 4.8%).

Other operating expenses increased to 142.8m EUR (prior-year period: 17.9m EUR). The increase was driven by restructuring expenses of 138.9m EUR, mainly relating to costs associated with the closure of our fulfilment centre in Erfurt as part of the reshaping of our logistics network, as well as other structural efficiency measures, specifically at our headquarters in Berlin and in our studios and outlets.

Our adjusted EBIT increased to 269.6m EUR in H1 2026 from 232.3m EUR in the prior-year period. This increase was notably supported by strong synergy realisations from the ABOUT YOU integration. Despite the absolute increase, the adjusted EBIT margin decreased to 4.2% (prior-year period: 4.4%). This reflects the consolidation of ABOUT YOU, which continues to operate on lower adjusted EBIT margins, alongside a higher fulfilment cost ratio that was only partially offset by a lower admin cost ratio.

EBIT adjustments included restructuring expenses of 138.9m EUR, mostly referring to the planned exit of our fulfilment centre in Erfurt, Germany, and other structural efficiency measures, specifically at our headquarters in Berlin and in our studios and outlets. Furthermore, equity-settled share-based payments of 56.0m EUR (prior-year period: 41.2m EUR), acquisition-related expenses of 52.8m EUR (prior-year period: 9.5m EUR) mostly driven by the ABOUT YOU acquisition and the related amortisation of acquired brands and customer relationships as well as integration costs and other one-time effects amounting to -9.4m EUR (prior-year period: 0.0m EUR) have been adjusted.

[13] Pro-forma figures assume the consolidation of ABOUT YOU in the prior-year period and are provided to facilitate a like-for-like comparison.

Our financial result amounted to -35.1m EUR (prior-year period: -3.2m EUR), and was primarily shaped by lower interest income due to a lower cash position after the acquisition of ABOUT YOU, effects from financial instrument valuation and a currency result mainly attributable to the US dollar. Together with income taxes of -10.1m EUR (prior-year period: -56.9m EUR), our net loss amounted to -13.8m EUR (net income prior-year period: 106.5m EUR) in H1 2026.

Our financial performance continues to show no major direct operational or financial impact from the ongoing conflict in the Middle East during the first half of 2026.

1.2.3 Results by segment

Segment results of the group H1/26

in m EUR	B2C	B2B	Total	Reconciliation	Total group
GMV	9,199.7	—	9,199.7	0.0	9,199.7
(prior year)	*(7,601.8)*	*(—)*	*(7,601.8)*	*(0.0)*	*(7,601.8)*
Revenue	5,805.9	631.4	6,437.3	-16.7	6,420.6
(prior year)	*(4,758.6)*	*(502.3)*	*(5,261.0)*	*(-6.4)*	*(5,254.6)*
thereof intersegment revenue	0.0	16.7	16.7	-16.7	0.0
(prior year)	*(0.0)*	*(6.4)*	*(6.4)*	*(-6.4)*	*(0.0)*
Adjusted EBIT	202.3	66.4	268.6	1.0	269.6
(prior year)	*(214.7)*	*(17.2)*	*(231.9)*	*(0.4)*	*(232.3)*
Adjusted EBIT margin (as %)	3.5%	10.5%	4.2%	—	4.2%
(prior year)	*(4.5%)*	*(3.4%)*	*(4.4%)*	*(—)*	*(4.4%)*
Share-based payments	49.4	6.6	56.0	0.0	56.0
(prior year)	*(37.7)*	*(3.5)*	*(41.2)*	*(0.0)*	*(41.2)*
Acquisition-related expenses	40.4	12.3	52.8	0.0	52.8
(prior year)	*(2.7)*	*(6.8)*	*(9.5)*	*(0.0)*	*(9.5)*
Restructuring costs	92.7	46.1	138.9	0.0	138.9
(prior year)	*(13.8)*	*(1.1)*	*(14.9)*	*(0.0)*	*(14.9)*
Other one-time effects	-8.9	-0.5	-9.4	0.0	-9.4
(prior year)	*(0.0)*	*(0.0)*	*(0.0)*	*(0.0)*	*(0.0)*
EBIT	28.6	1.8	30.4	1.0	31.4
(prior year)	*(160.4)*	*(5.8)*	*(166.3)*	*(0.4)*	*(166.6)*

Segment results of the group Q2/26[14]

in m EUR	B2C	B2B	Total	Reconciliation	Total group
GMV	4,915.0	—	4,915.0	0.0	4,915.0
(prior year)	*(4,073.4)*	*(—)*	*(4,073.4)*	*(0.0)*	*(4,073.4)*
Revenue	3,098.7	334.7	3,433.5	-9.0	3,424.4
(prior year)	*(2,576.1)*	*(262.4)*	*(2,838.5)*	*(-3.4)*	*(2,835.1)*
thereof intersegment revenue	0.0	9.0	9.0	-9.0	0.0
(prior year)	*(0.0)*	*(3.4)*	*(3.4)*	*(-3.4)*	*(0.0)*
Adjusted EBIT	164.1	40.7	204.8	0.0	204.8
(prior year)	*(173.7)*	*(11.4)*	*(185.1)*	*(0.4)*	*(185.5)*
Adjusted EBIT margin (as %)	5.3%	12.2%	6.0%	—	6.0%
(prior year)	*(6.7%)*	*(4.3%)*	*(6.5%)*	*(—)*	*(6.5%)*
Share-based payments	24.9	2.9	27.9	0.0	27.9
(prior year)	*(18.6)*	*(1.9)*	*(20.5)*	*(0.0)*	*(20.5)*
Acquisition-related expenses	26.4	6.7	33.1	0.0	33.1
(prior year)	*(1.5)*	*(3.4)*	*(4.9)*	*(0.0)*	*(4.9)*
Restructuring costs	35.8	6.3	42.1	0.0	42.1
(prior year)	*(13.8)*	*(1.1)*	*(14.9)*	*(0.0)*	*(14.9)*
Other one-time effects	-8.9	-0.5	-9.4	0.0	-9.4
(prior year)	*(0.0)*	*(0.0)*	*(0.0)*	*(0.0)*	*(0.0)*
EBIT	85.8	25.3	111.1	0.0	111.1
(prior year)	*(139.8)*	*(5.0)*	*(144.8)*	*(0.4)*	*(145.2)*

After the inclusion of ABOUT YOU since July 11, 2025, our B2C segment now includes ABOUT YOU's Commerce business and our B2B segment now includes ABOUT YOU's enterprise digital commerce platform, SCAYLE.

GMV in the B2C segment, which is equal to group GMV, increased by 21.0% in H1 2026 and reached 9,199.7m EUR (prior-year period: 7,601.8m EUR). This development was driven by the inclusion of ABOUT YOU and double-digit growth in the partner business. Pro-forma GMV rose +5.0% compared to H1 2025.[15]

Revenue in the B2C segment increased by 22.0% in H1 2026. On a pro-forma basis revenue growth reached 0.7% and was supported by our retail media business, despite softer demand mainly in the B2C sneaker category. The difference between pro-forma GMV and revenue growth is inherent in our partner business model, where selling prices are fully reflected in the GMV metric, while revenue is limited to the commission earned.[16]

Our adjusted EBIT in the B2C segment declined to 202.3m EUR in H1 2026 compared to 214.7m EUR in the prior-year period. The adjusted EBIT margin in the B2C segment reached 3.5% (prior-year period: 4.5%). Our B2C segment benefited from ABOUT YOU integration synergies, partially offsetting the impact of ABOUT YOU's lower margin profile and the higher fulfilment cost ratio. The increase in the fulfilment cost ratio reflects temporary transition costs

[14] The Q2 figures are not subject to the review.
[15] Pro-forma figures assume the consolidation of ABOUT YOU in the prior-year period and are provided to facilitate a like-for-like comparison.
[16] Pro-forma figures assume the consolidation of ABOUT YOU in the prior-year period and are provided to facilitate a like-for-like comparison.

stemming from the reshaping of our logistics network, as well as a positive one-time Norwegian customs reimbursement in the prior-year period.

Revenue in the B2B segment increased by 25.7% (pro-forma +18.9%), reaching 631.4m EUR (prior-year period: 502.3m EUR), following a strong development in ZEOS logistics as well as the inclusion of ABOUT YOU's SCAYLE business.[17] The adjusted EBIT for the B2B segment rose considerably to 66.4m EUR in the first six months of 2026, compared to 17.2m EUR in the prior-year period. Driven by efficiency gains and the inclusion of SCAYLE, the adjusted EBIT margin reached 10.5%, a significant improvement compared to 3.4% in the first six months of 2025.

[17] Pro-forma figures assume the consolidation of ABOUT YOU in the prior-year period and are provided to facilitate a like-for-like comparison.

1.2.4 Cash flows

The group's condensed statement of cash flows is presented in the following table:

Condensed statement of cash flows

in m EUR	Q2/26[18]	Q2/25[19]	H1/26	H1/25
Cash flow from operating activities	**473.3**	**283.8**	**35.1**	**140.8**
Cash flow from investing activities	**-55.4**	**-25.5**	**-130.1**	**-477.6**
Cash flow from financing activities	**-279.5**	**-35.1**	**-387.2**	**-65.8**
Net change in cash and cash equivalents from cash-relevant transactions	138.4	223.1	-482.2	-402.6
Change in cash and cash equivalents due to exchange rate and other movements	-0.3	0.4	2.6	-2.1
Cash and cash equivalents at the beginning of the period	1,259.7	1,959.4	1,877.4	2,587.8
Cash and cash equivalents at the end of the period	**1,397.8**	**2,183.0**	**1,397.8**	**2,183.0**
Free cash flow	**417.9**	**209.3**	**-95.0**	**17.2**

In H1 2026, we generated a cash flow from operating activities of 35.1m EUR primarily resulting from the positive development of our net income/loss excluding non-cash expenses (like depreciation and share-based payments), which was mainly compensated by the development of our net working capital and a temporary effect on our VAT receivables.

The decrease of 105.7m EUR in comparison to H1 2025 resulted primarily from the temporary development of our VAT receivables and the change in our net working capital. This development was partially offset by a positive development of our net income/loss excluding non-cash expenses (like depreciation and share-based payments).

Our cash flow from investing activities amounted to -130.1m EUR (prior-year period: -477.6m EUR). Capex in H1 2026 was -124.4m EUR (prior-year period: -93.4m EUR), consisting predominately of investments in logistics infrastructure for fulfilment centres in Sweden and Germany, as well as capex on internally developed software. The year-on-year variance is largely attributable to a 403.0m EUR payment into a trust account in H1 2025 (restricted cash) to fund the voluntary public takeover of ABOUT YOU closed in July 2025.

The free cash flow amounted to -95.0m EUR in H1 2026 (17.2m EUR in the prior-year period).

The H1 2026 cash flow from financing activities comprised mainly payments of the principal portion of lease liabilities amounting to 91.2m EUR (prior-year period: 71.8m EUR) and the repurchase of treasury shares totalling 297.5m EUR (prior-year period: 0.0m EUR). In H1 2026, we successfully completed the share buy-back programme. With a total purchase price of close to 300m EUR (excluding incidental transaction charges), we repurchased a total of 13,992,508 shares.

Overall, our cash and cash equivalents remained strong at 1,397.8m EUR as of 30 June 2026 (31 December 2025: 1,877.4m EUR).

[18] The Q2 figures are not subject to the review.
[19] The Q2 figures are not subject to the review.

1.2.5 Financial position

The group's financial position is shown in the following condensed statement of financial position:

Assets

in m EUR	30 Jun, 2026		31 Dec, 2025		Change	
Non-current assets	3,650.6	41.5%	3,770.2	40.7%	-119.6	-3.2%
Current assets	5,148.7	58.5%	5,487.5	59.3%	-338.9	-6.2%
Total assets	**8,799.3**	**100.0%**	**9,257.7**	**100.0%**	**-458.5**	**-5.0%**

Equity and liabilities

in m EUR	30 Jun, 2026		31 Dec, 2025		Change	
Equity	2,565.8	29.2%	2,825.8	30.5%	-260.0	-9.2%
Non-current liabilities	1,363.5	15.5%	1,472.7	15.9%	-109.2	-7.4%
Current liabilities	4,870.0	55.3%	4,959.3	53.6%	-89.2	-1.8%
Total equity and liabilities	**8,799.3**	**100.0%**	**9,257.7**	**100.0%**	**-458.5**	**-5.0%**

Compared to 31 December 2025, our total assets decreased by 5.0% to 8,799.3m EUR. The statement of financial position is dominated by intangible assets (including goodwill), property, plant and equipment, net working capital, as well as cash and cash equivalents.

In the first half of 2026, non-current assets comprised additions to intangible assets amounting to 71.5m EUR (prior-year period: 74.0m EUR) and to property, plant and equipment of 45.2m EUR (prior-year period: 42.7m EUR). The effects were overcompensated by amortisations and depreciations.

The reduction of current assets by 338.9m EUR was essentially driven by a decline in cash and cash equivalents, which was partially compensated by a temporary increase in other non-financial assets due to VAT receivables. Cash and cash equivalents decreased to 1,397.8m EUR (31 December 2025: 1,877.4m EUR); for more detailed information please refer to the section 1.2.4 Cash flows.

Equity decreased by 260.0m EUR to 2,565.8m EUR as of 30 June 2026 (31 December 2025: 2,825.8m EUR), primarily due to the repurchase of treasury shares of 297.5m EUR as part of our share buy-back programme. The equity ratio decreased from 30.5% to 29.2% as of 30 June 2026.

During H1 2026, non-current liabilities decreased by 109.2m EUR mainly due to the development of lease liabilities. The decrease of our current liabilities by 89.2m EUR was mainly driven by the decrease in trade payables and similar liabilities. Suppliers' claims against Zalando, totalling 654.5m EUR as of 30 June 2026, were transferred to various factoring providers (prior year: 931.6m EUR); these balances were recognised under trade payables and similar liabilities. This development was partly offset by an increase in provisions related to the closure of our fulfilment centre in Erfurt and other structural efficiency measures.

Net working capital, consisting of inventories and trade and other receivables less trade payables and similar liabilities, increased from -676.0m EUR as of 31 December 2025 to -494.0m EUR as of 30 June 2026. This is predominately the result of the above described reduction in trade payables and similar liabilities.

Overall assessment

Despite continued macroeconomic headwinds and geopolitical uncertainty, the management board has reflected on the business development in the first half of 2026, noting that the economic condition of the group remains solid.

Supported by continued structural growth in the online fashion space, the first half of 2026 was marked by a softer top-line with the group delivering on a pro-forma basis GMV growth of 5.0% and revenue growth of 2.2%. On a reported basis the group delivered a GMV of 9.2bn EUR, corresponding to an increase of 21.0%, and a revenue increase of 22.2% to 6.4bn EUR. Top-line performance was mainly characterised by the inclusion of ABOUT YOU. Furthermore, double-digit GMV growth in the partner business as well as strong growth in B2B and retail media supported our top-line performance. We continue to focus on profitability and achieved an adjusted EBIT of 269.6m EUR in the first half of the year.

1.2.6 Employees

The average headcount increased by 835 employees (a 5.0% increase) from 16,582 employees as of 31 December 2025 to 17,417 employees as of 30 June 2026. The increase was mainly driven by the inclusion of ABOUT YOU employees in July 2025.[20]

[20] The average headcount is calculated based on the last four quarters, which included ABOUT YOU only since Q3 2025. Accordingly, the prior-year figure did not include ABOUT YOU for the first two quarters in 2025.

1.3 Risk and opportunity report

We continue to be exposed to macroeconomic, geopolitical, market and regulatory developments which may influence our top risks or lead to new risks in the short, medium, or long term. Especially relevant in this regard are the consequences of the closure of the Strait of Hormuz due to the conflict in the Middle East, which are expected to have an impact on the global economy and may potentially dampen consumer sentiment in our core European markets. The results of the H1 2026 risk cycle reflect these challenges in our risk universe. We see intensified competition and market environment risks as well as increased risks related to our business model, with consumers prioritising value and shifting budgets toward alternative discretionary spending other than fashion.

Information security and cybersecurity remain one of our top priorities with the growing sophistication of cyber threats. Our reliance on US tech companies and their business strategies exposes us to potential impacts on our operational costs, data compliance, strategic planning and overall business resilience. While we do not anticipate short-term business continuity impacts, mid- to long-term impacts are hard to predict given the overall geopolitical tensions and the wide-ranging effects on many European companies.

On the other hand, the risks related to climate change and around achieving our ABOUT YOU value-creation assumptions are no longer top risks. The reassessment of the climate-related risks reflects a reduced impact of climate change on our business model as we improve our mechanisms to manage and clear stock. The success in our integration activities were reflected in a reduced probability of not achieving the value-creation assumptions.

Enhancing the digital user experience for our customers and shifting towards a discovery-led platform as laid out by our Zalando group strategy presents a complex challenge to execute. At the same time, investing in our platform and AI capabilities to improve attractiveness to customers, partners and brands is imperative for our continued success.

Notwithstanding the challenges described in the previous paragraphs, we are confident in our growth and profitability plans for FY 2026. The H1 2026 risk cycle revealed that no single risk or its aggregate might threaten Zalando SE as a going concern. Furthermore, we refer to the risk and opportunity report in our annual report 2025.

1.4 Outlook

1.4.1 Future macroeconomic and industry-specific situation

The economic outlook for the euro area remains highly uncertain as the Middle East conflict intensifies following the collapse of the July 2026 ceasefire. With the US declaring the interim peace deal over and revoking Iran's oil export waivers, global energy markets face renewed volatility. Over the medium term, domestic demand is expected to recover, supported by a resilient labour market, falling energy prices, increased infrastructure and defence spending, and investment in AI. Annual average real GDP growth in the EU is expected to be 0.8% in 2026, 1.2% in 2027 and 1.5% in 2028.[21]

The table below shows the percentage changes in private consumption for the period 2025 through 2027.

Private consumption growth

in %	Historical data	Forecast	
	2025	2026	2027
Euro area	1.5	0.8	1.0
Germany	1.5	0.4	0.6
Switzerland	1.5	1.4	1.1
Spain	3.4	2.6	1.8
France	0.5	0.3	0.9
Italy	1.1	0.3	0.5

Source: OECD household spending, June 2026.

According to the latest available ECB projections from June, the average inflation rate in Europe is projected to rise from 2.1% in 2025 to 3.0% in 2026, driven primarily by soaring energy costs since the start of the Middle East conflict. Fuelled by these energy pressures, inflation is expected to peak at 3.4% in the third quarter of 2026 and remain elevated until early 2027. From there, headline inflation should decline. This will happen as energy commodity prices ease and significant base effects kick in. This means that this year's steep consumer energy hikes will drop out of the year-on-year comparison. Accordingly, inflation is forecast to fall sharply to 2.3% by the second quarter of 2027, after which it is expected to stabilise at around 2.0% over the medium term.[22]

Despite the weak overall consumer environment, the German ecommerce sector experienced growth. German e-commerce sales in the clothing segment (apparel and shoes) grew by 4.0% during the first half of 2026.[23]

[21] ECB staff macroeconomic projections for the euro area, June 2026.
[22] ECB staff macroeconomic projections for the euro area, June 2026.
[23] BEVH press releases, July 2026.

1.4.2 Guidance

Following a softer top-line development in the first half of 2026, Zalando refines its full-year growth guidance[24] to the lower half of the previously guided ranges of 19.7bn EUR to 20.6bn EUR for GMV and 13.8bn EUR to 14.4bn EUR for revenue. Accordingly, growth for both GMV and revenue is now expected in the lower half of the 12% to 17% range. Our B2B segment does not contribute to GMV. B2B revenue growth is still projected to outpace moderately group revenue growth rates.

Demonstrating the solid quality of our earnings, we narrowed our profitability guidance even as the top-line outlook was refined. Specifically, the company now expects its full-year adjusted EBIT in a range of 680–720m EUR (previously 660–740m EUR), implying an adjusted EBIT margin between 4.8% to 5.2% supported by synergy delivery, second-half benefits from the logistics network reshaping, and continued efficiency initiatives. The growth rate of the adjusted EBIT in B2B is still expected to be significantly higher than the growth rate in adjusted EBIT in B2C.

Zalando confirms its expected capital expenditure in 2026 of 240–300m EUR.

1.4.3 Overall assessment by the management board of Zalando SE

Overall, the financial performance and position show that at the time of preparing the half-year report of the financial year 2026, the economic condition of the group including ABOUT YOU since 11 July 2025, remains solid.

Berlin, 3 August 2026

The management board

Robert Gentz David Schröder Anna Dimitrova

David Schneider Dr Astrid Arndt

[24] Our outlook does not include any material potential impact from a prolonged Middle East conflict, as we have not seen any material direct operational or financial impacts so far.

Condensed interim consolidated financial report

2.1 Consolidated statement of comprehensive income[25]

Consolidated income statement

in m EUR	Notes 2.5.2	Q2/26	Q2/25	H1/26	H1/25
Revenue	(1.)	3,424.4	2,835.1	6,420.6	5,254.6
Cost of sales	(2.)	-2,025.6	-1,677.6	-3,850.1	-3,151.0
Gross profit		**1,398.9**	**1,157.4**	**2,570.5**	**2,103.6**
Fulfilment costs	(3.)	-792.2	-627.0	-1,543.0	-1,218.5
Marketing costs	(3.)	-328.3	-247.0	-602.5	-456.9
Administrative expenses		-137.8	-128.2	-272.2	-253.8
Other operating income		13.6	6.4	21.5	10.2
Other operating expenses	(4.)	-43.1	-16.4	-142.8	-17.9
Earnings before interest and taxes (EBIT)		**111.1**	**145.2**	**31.4**	**166.6**
Interest and similar income		3.5	10.8	7.9	25.7
Interest and similar expenses		-17.9	-18.4	-35.6	-36.7
Other financial result		1.8	7.8	-7.4	7.7
Financial result		**-12.6**	**0.3**	**-35.1**	**-3.2**
Earnings before taxes (EBT)		**98.5**	**145.5**	**-3.7**	**163.4**
Income taxes	(5.)	-24.8	-48.9	-10.1	-56.9
Net income/loss for the period		**73.8**	**96.6**	**-13.8**	**106.5**
Net income/loss for the period as percentage of revenue		2.2%	3.4%	-0.2%	2.0%
Basic earnings per share (in EUR)	(6.)	0.30	0.37	-0.05	0.41
Diluted earnings per share (in EUR)	(6.)	0.29	0.37	-0.05	0.41

Consolidated statement of other comprehensive income

in m EUR	Q2/26	Q2/25	H1/26	H1/25
Net income/loss for the period	**73.8**	**96.6**	**-13.8**	**106.5**
Items recycled to profit or loss in subsequent periods				
Effective portion of gains/losses from cash flow hedges, net of tax	3.6	-1.2	-0.1	-19.6
Exchange differences on translation of foreign financial statements	0.0	-8.7	-4.6	-3.3
Other comprehensive income/loss	**3.6**	**-9.9**	**-4.7**	**-23.0**
Total comprehensive income/loss	**77.4**	**86.6**	**-18.5**	**83.5**

25 The Q2 figures are not subject to the review.

2.2 Consolidated statement of financial position

Consolidated statement of financial position – assets

in m EUR	Notes 2.5.2	30 Jun, 2026	31 Dec, 2025
Non-current assets			
Goodwill		765.9	765.1
Intangible assets		884.6	892.4
Property, plant and equipment		1,169.2	1,212.8
Right-of-use assets		731.3	795.9
Financial assets		82.4	85.8
Non-financial assets		0.6	2.1
Investments accounted for using the equity method		7.0	7.0
Deferred tax assets		9.6	9.3
		3,650.6	**3,770.2**
Current assets			
Inventories	(7.)	2,069.7	2,105.1
Trade and other receivables	(8.)	1,112.1	1,137.7
Other financial assets		66.2	89.9
Other non-financial assets		502.8	277.4
Cash and cash equivalents	(9.)	1,397.8	1,877.4
		5,148.7	**5,487.5**
Total assets		**8,799.3**	**9,257.7**

Consolidated statement of financial position – equity and liabilities

in m EUR	Notes 2.5.2	30 Jun, 2026	31 Dec, 2025
Equity			
Issued capital		246.0	258.2
Capital reserves		1,042.4	1,271.8
Other reserves		14.2	18.7
Retained earnings		1,263.1	1,277.1
	(10.)	**2,565.8**	**2,825.8**
Non-current liabilities			
Provisions		93.5	97.2
Lease liabilities		696.5	787.1
Convertible bonds	(13.)	487.0	481.2
Other financial liabilities		0.0	8.1
Other non-financial liabilities		0.1	0.1
Deferred tax liabilities		86.4	99.1
		1,363.5	**1,472.7**
Current liabilities			
Provisions	(4.)	103.4	9.4
Lease liabilities		186.1	173.3
Trade payables and similar liabilities	(11.)	3,675.8	3,918.8
Prepayments received	(11.)	62.8	41.7
Income tax liabilities		47.3	43.4
Other financial liabilities		242.1	289.3
Other non-financial liabilities		552.6	483.4
		4,870.0	**4,959.3**
Total equity and liabilities		**8,799.3**	**9,257.7**

2.3 Consolidated statement of changes in equity

Consolidated statement of changes in equity H1/26

in m EUR	Notes 2.5.2	Issued capital	Capital reserves
As of 1 Jan, 2026		**258.2**	**1,271.8**
Net income/loss for the period		0.0	0.0
Other comprehensive income/loss		0.0	0.0
Total comprehensive income/loss		**0.0**	**0.0**
Capital increase		0.1	0.0
Issue of treasury shares		1.8	-0.3
Repurchase of treasury shares		-14.0	-283.5
Share-based payments		0.0	54.0
Deferred taxes from share-based payments		0.0	0.5
Removement of cash flow hedge reserve to inventories		0.0	0.0
As of 30 Jun, 2026	**(10.)**	**246.0**	**1,042.4**

Consolidated statement of changes in equity H1/25

in m EUR	Notes 2.5.2	Issued capital	Capital reserves
As of 1 Jan, 2025		**259.2**	**1,319.7**
Net income/loss for the period		0.0	0.0
Other comprehensive income/loss		0.0	0.0
Total comprehensive income/loss		**0.0**	**0.0**
Capital increase		0.2	5.0
Issue of treasury shares		1.1	-0.2
Repurchase of treasury shares		0.0	0.0
Share-based payments		0.0	41.3
Deferred taxes from share-based payments		0.0	-3.1
Removement of cash flow hedge reserve to inventories		0.0	0.0
As of 30 Jun, 2025	**(10.)**	**260.5**	**1,362.6**

Consolidated statement of changes in equity H1/26

	Other reserves			
	Cash flow hedges	Currency translation	Retained earnings	Total
	-0.5	**19.2**	**1,277.1**	**2,825.8**
	0.0	0.0	-13.8	-13.8
	-0.1	-4.6	0.0	-4.7
	-0.1	**-4.6**	**-13.8**	**-18.5**
	0.0	0.0	0.0	0.1
	0.0	0.0	0.0	1.5
	0.0	0.0	0.0	-297.5
	0.0	0.0	0.0	54.0
	0.0	0.0	0.0	0.5
	0.1	0.0	0.0	0.1
	-0.4	**14.6**	**1,263.1**	**2,565.8**

Consolidated statement of changes in equity H1/25

	Other reserves			
	Cash flow hedges	Currency translation	Retained earnings	Total
	4.2	**20.2**	**1,062.0**	**2,665.3**
	0.0	0.0	106.5	106.5
	-19.6	-3.3	0.0	-23.0
	-19.6	**-3.3**	**106.5**	**83.5**
	0.0	0.0	0.0	5.2
	0.0	0.0	0.0	0.8
	0.0	0.0	0.0	0.0
	0.0	0.0	0.0	41.3
	0.0	0.0	0.0	-3.1
	-1.8	0.0	0.0	-1.8
	-17.2	**16.9**	**1,168.5**	**2,791.2**

2.4 Consolidated statement of cash flows[26]

Consolidated statement of cash flows

in m EUR			Notes 2.5.2	Q2/26	Q2/25	H1/26	H1/25
1		Net income/loss for the period		73.8	96.6	-13.8	106.5
2	+	Non-cash expenses from share-based payments		27.9	20.5	56.0	41.2
3	+	Depreciation of property, plant and equipment, right-of-use assets and amortisation of intangible assets		118.1	84.4	238.5	171.5
4	+/-	Income taxes	(5.)	24.8	48.9	10.1	56.9
5	-	Income taxes paid, less refunds		-25.4	-61.8	-62.8	-87.5
6	+/-	Increase/decrease in provisions	(4.)	0.6	13.6	90.8	13.7
7	-/+	Other non-cash income/expenses		0.5	-3.9	-3.2	0.3
8	+/-	Decrease/increase in inventories	(7.)	271.6	252.0	35.4	-108.8
9	+/-	Decrease/increase in trade and other receivables	(8.)	-156.2	-70.6	25.6	-77.9
10	+/-	Increase/decrease in trade payables and similar liabilities	(11.)	135.7	-160.2	-234.4	26.3
11	+/-	Increase/decrease in other assets/liabilities		2.0	64.2	-107.1	-1.5
12	**=**	**Cash flow from operating activities**	**(12.)**	**473.3**	**283.8**	**35.1**	**140.8**
13	-	Cash paid for investments in property, plant and equipment		-17.7	-34.2	-53.4	-43.3
14	-	Cash paid for investments in intangible assets		-37.0	-25.5	-71.0	-50.1
15	-	Cash paid for acquisition of shares in associated companies, subsidiaries less cash acquired and other equity investments		-0.7	-14.7	-5.7	-30.3
16	+/-	Cash received from/paid for short-term investments in other financial assets		0.0	49.0	0.0	49.0
17	+/-	Change in restricted cash	(9.)	0.0	0.0	0.0	-403.0
18	**=**	**Cash flow from investing activities**	**(12.)**	**-55.4**	**-25.5**	**-130.1**	**-477.6**
19	+	Cash received from capital increases by the shareholders and stock option exercises less transaction costs/ cash paid for capital decreases		1.0	0.3	1.6	6.0
20	-	Cash paid for the repurchase of treasury shares	(10.)	-235.2	0.0	-297.5	0.0
21	-	Cash payments for the principal portion of lease liabilities		-45.3	-35.5	-91.2	-71.8
22	**=**	**Cash flow from financing activities**	**(12.)**	**-279.5**	**-35.1**	**-387.2**	**-65.8**
23	=	Net change in cash and cash equivalents from cash-relevant transactions		138.4	223.1	-482.2	-402.6
24	+/-	Change in cash and cash equivalents due to exchange rate and other movements		-0.3	0.4	2.6	-2.1
25	+	Cash and cash equivalents at the beginning of the period		1,259.7	1,959.4	1,877.4	2,587.8
26	**=**	**Cash and cash equivalents at the end of the period**	**(9.)**	**1,397.8**	**2,183.0**	**1,397.8**	**2,183.0**
		Free cash flow	**(12.)**	**417.9**	**209.3**	**-95.0**	**17.2**

[26] The Q2 figures are not subject to the review.

2.5 Condensed notes to the interim consolidated financial statements

2.5.1 Corporate information

Zalando SE is a publicly listed European stock corporation with registered office in Berlin, Germany. Zalando SE, Berlin, is the parent of the Zalando group (hereinafter referred to as “Zalando” or the “group”).

The interim condensed consolidated financial statements as of 30 June 2026 were prepared in accordance with IAS 34 Interim Financial Reporting in conjunction with IAS 1 Presentation of Financial Statements as adopted by the EU. The requirements of the German Securities Trading Act [Wertpapierhandelsgesetz, WpHG] were also complied with. The interim condensed consolidated financial statements do not include all of the information and disclosures required for consolidated financial statements and must therefore be read in conjunction with the consolidated financial statements for the year ended 31 December 2025.

Accounting and measurement principles

The accounting policies and recognition and measurement methods applied in the consolidated financial statements as of 31 December 2025 have been applied without change.

The first-time application of amendments to the IFRS accounting standards as issued by the IASB and applicable in the EU in financial year 2026 did not have any material impact on the interim condensed consolidated financial statements (see Annual Report 2025, section 3.5.3 New accounting standards).

The interim condensed consolidated financial statements are presented in euros. Due to rounding, it is possible that figures may not add up exactly to the total stated, and the percentages presented may not precisely reflect the figures to which they correspond.

Basis of consolidation

The number of subsidiaries included in the basis of consolidation remained unchanged at 67 between 31 December 2025 and 30 June 2026.

2.5.2 Selected notes to the consolidated statement of comprehensive income and statement of financial position[27]

Zalando began the inclusion of ABOUT YOU's financials as of 11 July 2025 closing date onwards. Accordingly, the reported figures for H1 2026 fully reflect ABOUT YOU, whereas they are not included in H1 2025.

(1.) Revenue

Revenue

in m EUR	Q2/26	Q2/25	H1/26	H1/25
Revenue from the sale of merchandise	2,738.1	2,252.4	5,134.0	4,173.5
Revenue from other services	686.3	582.7	1,286.6	1,081.1
Total	**3,424.4**	**2,835.1**	**6,420.6**	**5,254.6**

Revenue from the sale of merchandise comprised sales of merchandise to our customers within the retail business and is therefore allocated entirely to the B2C segment. Revenue from other services comprised mainly revenues from our partner business, Zalando Payment Services, retail media business and ZEOS Fulfilment (including ZFS and MCF) and the enterprise digital commerce platform SCAYLE. These revenues are allocated to the B2C and B2B segment.

Further information on revenue can be found in section 2.5.3 (2.) Segment reporting.

(2.) Cost of sales

Cost of sales

in m EUR	Q2/26	Q2/25	H1/26	H1/25
Non-personnel costs	1,930.9	1,598.8	3,660.9	2,993.5
Personnel costs	94.7	78.9	189.1	157.4
Total	**2,025.6**	**1,677.6**	**3,850.1**	**3,151.0**

Cost of sales mainly consisted of cost of materials, personnel costs, allowances on inventories, depreciation, third-party services and infrastructure costs.

Cost of sales

in m EUR	Q2/26	Q2/25	Change	H1/26	H1/25	Change
Total	**2,025.6**	**1,677.6**	**347.9**	**3,850.1**	**3,151.0**	**699.1**
thereof historical acquisition costs	1,729.1	1,406.2	322.9	3,294.5	2,615.7	678.8
thereof changes of allowances	-11.1	-0.1	-11.0	-34.7	15.4	-50.1
thereof fulfilment services	244.2	211.6	32.6	467.6	406.3	61.2
thereof other	63.4	60.0	3.5	122.8	113.7	9.1

"Other" comprised mainly partner business, Highsnobiety and retail media business.

[27] The Q2 figures are not subject to the review.

(3.) Selling and distribution costs

Selling and distribution costs

in m EUR	Q2/26	Q2/25	H1/26	H1/25
Non-personnel costs	980.6	742.2	1,869.5	1,419.2
Personnel costs	139.9	131.8	276.0	256.2
Total	**1,120.5**	**874.0**	**2,145.5**	**1,675.4**

In H1 2026, selling and distribution costs comprised fulfilment costs of 1,543.0m EUR (prior-year period: 1,218.5m EUR) and marketing costs of 602.5m EUR (prior-year period: 456.9m EUR).

The non-personnel costs consist of predominately B2C logistics outbound and marketing expenses as well as depreciation of fixed assets and right-of-use assets.

(4.) Other operating expenses

In H1 2026, other operating expenses amounted to 142.8m EUR (prior-year period: 17.9m EUR), mainly driven by restructuring expenses from structural efficiency measures of 138.9m EUR (thereof personnel expenses of 116.0m EUR). In this regard, we recognised a short-term provision for restructuring of 103.4m EUR (31 December 2025: 3.2m EUR).

(5.) Income taxes

Income taxes

in m EUR	Q2/26	Q2/25	H1/26	H1/25
Deferred taxes	-4.4	4.9	14.4	8.4
Current taxes	-20.3	-53.8	-24.6	-65.3
Total	**-24.8**	**-48.9**	**-10.1**	**-56.9**

Income tax expenses are recognised based on the estimate of the weighted average annual income tax rate for the full financial year and included income tax expenses for prior years of 5.5m EUR (prior-year period: income tax expense of 2.4m EUR).

(6.) Earnings per share

The basic earnings per share is determined by dividing the net income/loss for the period attributable to the shareholders of Zalando SE by the basic weighted average number of shares.

Basic earnings per share (EPS)

	Q2/26	Q2/25	H1/26	H1/25
Net income/loss for the period attributable to the shareholders of Zalando SE (in m EUR)	73.8	96.6	-13.8	106.5
Basic weighted average number of shares (in millions)	249.0	260.3	253.4	260.0
Total (in EUR)	**0.30**	**0.37**	**-0.05**	**0.41**

The diluted earnings per share is determined by dividing the net income/loss for the period attributable to the shareholders of Zalando SE by the diluted weighted average number of shares.

Diluted earnings per share (EPS)

	Q2/26	Q2/25	H1/26	H1/25
Net income/loss for the period attributable to the shareholders of Zalando SE (in m EUR)	73.8	96.6	-13.8	106.5
Diluted weighted average number of shares (in millions)	252.0	263.1	253.4	263.0
Total (in EUR)	**0.29**	**0.37**	**-0.05**	**0.41**

The dilutive effect stemmed from equity-settled share-based payment awards granted to employees and members of the management board. All awards were considered in the calculation of the diluted earnings per share, except for those equity-settled share-based payments containing performance conditions that had not yet been met as of the reporting date or that were out of the money in the respective reporting period. Hence, as in the prior year, only some options under EIP, LTI and ZOP (mainly those with a strike price of 1.00 EUR) were included in diluted earnings per share.

(7.) Inventories

Inventories of merchandise, consisting mainly of shoes and textiles, are presented in the following table.

Inventories

in m EUR	30 Jun, 2026	31 Dec, 2025	Change
Inventories	**2,069.7**	**2,105.1**	**-35.4**
thereof historical acquisition costs	2,397.9	2,468.0	-70.1
thereof allowances	-328.2	-362.9	34.7

(8.) Trade and other receivables

As of the reporting date, trade and other receivables comprised the following:

Trade and other receivables

in m EUR	30 Jun, 2026	31 Dec, 2025	Change
Trade and other receivables	**1,112.1**	**1,137.7**	**-25.6**
thereof trade receivables	695.9	821.2	-125.2
thereof other receivables	416.1	316.5	99.6

Trade receivables are due from our customers, whereas other receivables are due from customers of our partners for sales concluded on our platform. The entire portfolio of receivables was reduced by bad debt allowances.

Bad debt allowances decreased to 36.6m EUR as of 30 June 2026 (31 December 2025: 63.4m EUR) mainly driven by successful settlement of doubtful receivables and improved aging structure.

(9.) Cash and cash equivalents

Cash and cash equivalents decreased by 479.6m EUR in the first half of 2026 mainly driven by our share buy-back programme amounting to 297.5m EUR.

As of 1 June 2025, we expanded our safeguarding strategy for third-party funds and added escrow accounts, whereas we had previously only used an insurance solution in accordance with Section 17 of the German Payment Services Supervision Act (ZAG). As of 30 June 2026, third-party funds held in escrow accounts amounted to 175.5m EUR (31 December 2025: 295.7m EUR).

For more information regarding the change in cash and cash equivalents, please refer to 2.5.2 (12.) Notes to the statement of cash flows.

(10.) Equity

In the first half of 2026, the 260.0m EUR decrease in equity stemmed primarily from the repurchase and cancellation of around 14.0m treasury shares.

(11.) Trade payables and similar liabilities and prepayments received

Trade payables and similar liabilities decreased by 243.0m EUR in the first six months of 2026. As of 30 June 2026, suppliers' claims against Zalando totalling 654.5m EUR were transferred to various reverse factoring providers (31 December 2025: 931.6m EUR). These balances were recognised under current liabilities, i.e. trade payables and similar liabilities.

Prepayments received pertain to advance payments received from customers for orders.

(12.) Notes to the statement of cash flows

In the first half of 2026, we generated positive cash flows from operating activities of 35.1m EUR (prior-year period: 140.8m EUR).

All interest paid and received are included in the cash flow from operating activities:

Cash-effective interest

in m EUR	Q2/26	Q2/25	H1/26	H1/25
Interest paid	-12.1	-10.7	-25.8	-23.7
Interest received	3.2	10.3	7.8	33.5
Total	**-8.9**	**-0.5**	**-18.0**	**9.9**

In the first half of 2026, interest paid included cash payments for the interest portion of lease liabilities of 14.7m EUR (prior-year period: 12.9m EUR) classified as cash flow from operating activities. The decrease in interest received is significantly driven by lower cash-effective interest income due to the lower balance of cash and cash equivalents after the ABOUT YOU acquisition.

The table below shows the calculation of free cash flow based on cash flow from operating activities.

Free cash flow

in m EUR	Q2/26	Q2/25	H1/26	H1/25
Cash flow from operating activities	473.3	283.8	35.1	140.8
Cash paid for investments in property, plant and equipment	-17.7	-34.2	-53.4	-43.3
Cash paid for investments in intangible assets	-37.0	-25.5	-71.0	-50.1
Cash paid for acquisition of shares in associated companies, subsidiaries less cash acquired and other equity investments	-0.7	-14.7	-5.7	-30.3
Free cash flow	**417.9**	**209.3**	**-95.0**	**17.2**

(13.) Financial instruments

The fair value of the convertible bond (level 1 of the fair value hierarchy) as of 30 June 2026 was 480.0m EUR, whereas the carrying amount was 487.0m EUR. There were no further major differences between the carrying amount and the fair value of other financial instruments.

Corporate investments and derivative financial instruments are measured at fair value (level 2 of the fair value hierarchy). The fair value of corporate investments as of 30 June 2026 was 33.9m EUR (31 December 2025: 28.5m EUR), of derivative financial instruments assets was 9.2m EUR (31 December 2025: 8.3m EUR) and of derivative financial instruments liabilities was 9.0m EUR (31 December 2025: 10.4m EUR).

With regard to the fair value of financial instruments, the valuation methods and inputs as well as the categorisation of the fair value hierarchy levels remain unchanged from 31 December 2025.

2.5.3 Other selected notes[28]

(1.) Information about related parties

Transactions with related parties were carried out in the reporting period in the ordinary course of business. These transactions were carried out in accordance with the arm's length principle. All transactions with related parties concern key management personnel of Zalando, i.e. they were carried out with members of our management board or supervisory board, their close family members or with entities controlled or jointly controlled by those persons.

Transactions with entities controlled or jointly controlled by our key management personnel resulting from the purchase of goods and services gave rise to liabilities of 152.6m EUR as of the reporting date (31 December 2025: 225.5m EUR). Of this amount, 103.3m EUR (31 December 2025: 148.9m EUR) was due to a reverse factoring provider on account of reverse factoring agreements between Zalando and related parties. As a result, there were trade payables or similar liabilities due directly to related parties totalling 49.3m EUR (31 December 2025: 76.6m EUR). Trade receivables from related parties amounted to 0.2m EUR (31 December 2025: 0.1m EUR).

Merchandise of 184.8m EUR was ordered from these related parties in the reporting period. The order volume for merchandise totalled 122.4m EUR in the prior-year period. No goods were sold to related parties (prior-year period: 0.7m EUR). Furthermore, we provided services to related parties of 21.5m EUR (prior-year period: 15.0m EUR). We received services from related parties in the reporting period totalling 13.6m EUR (prior-year period: 0.0m EUR).

Transactions with associates and joint ventures resulting from the purchase of goods and services gave rise to trade payables and similar liabilities of 0.7m EUR (31 December 2025: 2.5m EUR). None of these are subject to reverse factoring agreements. Merchandise of 3.2m EUR was ordered from those entities in the reporting period (prior year: 0.0m EUR) and services in the amount of 4.3m EUR were received (prior year: 0.0m EUR). We provided services in the amount of 0.2m EUR (prior year: 0.0m EUR). Trade and other receivables from these related parties amount to 1.4m EUR (31 December 2025: 1.0m EUR). In the first half of the financial year 2026 we recognised write downs for loan receivables against those related parties of 2.3m EUR (prior year: 0.0m EUR). The carrying amount of loan receivables as of the reporting date is therefore 0.4m EUR (31 December 2025: 0.4m EUR). In addition, we recognised interest income and dividends of 1.5m EUR (prior year: 0.0m EUR).

Transactions with our key management personnel related to the exercise of options under our share-based payment awards granted to the members of the management board as part of the management board remuneration. In the reporting period, members of the management board exercised 10,132 options under ZOP 2021. In the prior-year period 12,342 options under ZOP 2021 and 268,372 options under LTI 2019 were exercised by members of our management board.

We also signed a contract to receive AI development and related services with a company controlled by one of the members of our supervisory board. The contract was signed in January 2026, which was before that person was elected as a member of the supervisory board at our annual general meeting in May 2026. The minimum commitment is 4.0m EUR for financial year 2026 and 5.0m EUR for financial year 2027. In the financial year 2026 we have already received services in the amount of 0.4m EUR.

[28] The Q2 figures are not subject to the review.

Further to the disclosures regarding transactions with related parties made in the notes to the consolidated financial statements 2025, we add in accordance with IAS 8.41, that the acquisition of ABOUT YOU involved a related party transaction. We acquired 38,740,244 shares in ABOUT YOU for a total cash consideration of 251.8m EUR from Aktieselskabet af 12.6.2018, a company controlled by one of the members of our supervisory board. The transaction was concluded on the same terms as those offered to all other shareholders of ABOUT YOU and was closed on 11 July 2025 as part of the closing of the acquisition of ABOUT YOU.

(2.) Segment reporting

The B2C segment, which covers the majority of our business, mirrors the multi-app approach and hence includes our Zalando B2C business (with the Zalando and Lounge by Zalando apps) and its supporting services, including our partner and retail media business as well as the ABOUT YOU Commerce business. The B2B segment comprises B2B products and services we offer to our partners (i.e. ZEOS Fulfilment including ZFS and MCF, the enterprise digital commerce platform SCAYLE, the platform integration solution Tradebyte and our global media and agency business Highsnobiety).

Revenue and profitability generated through external business partners as well as internal transactions between our segments are reported to the chief operating decision-maker. As a result, our segment reporting continues to include a reconciliation column to reconcile the segment figures (covering both internal and external transactions) with the consolidated group figures (showing only external transactions). The internal transactions relate to the exchange of goods and services between segments.

The management board measures the performance of the segments on the basis of revenue and adjusted EBIT, which for segment reporting purposes are defined in the same way as for the consolidated financial statements of the group. No information on segment assets or liabilities is available or relevant for decision-making.

The condensed segment results for the first half of 2026 are presented in the table below:

Segment results of the group H1/26

in m EUR	B2C	B2B	Total	Reconciliation	Total group
Revenue	5,805.9	631.4	6,437.3	-16.7	6,420.6
(prior year)	*(4,758.6)*	*(502.3)*	*(5,261.0)*	*(-6.4)*	*(5,254.6)*
thereof intersegment revenue	0.0	16.7	16.7	-16.7	0.0
(prior year)	*(0.0)*	*(6.4)*	*(6.4)*	*(-6.4)*	*(0.0)*
Adjusted EBIT	202.3	66.4	268.6	1.0	269.6
(prior year)	*(214.7)*	*(17.2)*	*(231.9)*	*(0.4)*	*(232.3)*
Adjusted EBIT margin (as %)	3.5%	10.5%	4.2%	—	4.2%
(prior year)	*(4.5%)*	*(3.4%)*	*(4.4%)*	*(—)*	*(4.4%)*
Share-based payments	49.4	6.6	56.0	0.0	56.0
(prior year)	*(37.7)*	*(3.5)*	*(41.2)*	*(0.0)*	*(41.2)*
Acquisition-related expenses	40.4	12.3	52.8	0.0	52.8
(prior year)	*(2.7)*	*(6.8)*	*(9.5)*	*(0.0)*	*(9.5)*
Restructuring costs	92.7	46.1	138.9	0.0	138.9
(prior year)	*(13.8)*	*(1.1)*	*(14.9)*	*(0.0)*	*(14.9)*
Other one-time effects	-8.9	-0.5	-9.4	0.0	-9.4
(prior year)	*(0.0)*	*(0.0)*	*(0.0)*	*(0.0)*	*(0.0)*
EBIT	28.6	1.8	30.4	1.0	31.4
(prior year)	*(160.4)*	*(5.8)*	*(166.3)*	*(0.4)*	*(166.6)*

The condensed segment results for Q2 2026 are shown in the table below:

Segment results of the group Q2/26

in m EUR	B2C	B2B	Total	Reconciliation	Total group
Revenue	3,098.7	334.7	3,433.5	-9.0	3,424.4
(prior year)	*(2,576.1)*	*(262.4)*	*(2,838.5)*	*(-3.4)*	*(2,835.1)*
thereof intersegment revenue	0.0	9.0	9.0	-9.0	0.0
(prior year)	*(0.0)*	*(3.4)*	*(3.4)*	*(-3.4)*	*(0.0)*
Adjusted EBIT	164.1	40.7	204.8	0.0	204.8
(prior year)	*(173.7)*	*(11.4)*	*(185.1)*	*(0.4)*	*(185.5)*
Adjusted EBIT margin (as %)	5.3%	12.2%	6.0%	—	6.0%
(prior year)	*(6.7%)*	*(4.3%)*	*(6.5%)*	*(—)*	*(6.5%)*
Share-based payments	24.9	2.9	27.9	0.0	27.9
(prior year)	*(18.6)*	*(1.9)*	*(20.5)*	*(0.0)*	*(20.5)*
Acquisition-related expenses	26.4	6.7	33.1	0.0	33.1
(prior year)	*(1.5)*	*(3.4)*	*(4.9)*	*(0.0)*	*(4.9)*
Restructuring costs	35.8	6.3	42.1	0.0	42.1
(prior year)	*(13.8)*	*(1.1)*	*(14.9)*	*(0.0)*	*(14.9)*
Other one-time effects	-8.9	-0.5	-9.4	0.0	-9.4
(prior year)	*(0.0)*	*(0.0)*	*(0.0)*	*(0.0)*	*(0.0)*
EBIT	85.8	25.3	111.1	0.0	111.1
(prior year)	*(139.8)*	*(5.0)*	*(144.8)*	*(0.4)*	*(145.2)*

(3.) Subsequent events

In July 2026 negotiations on the social plan regarding the closure of our fulfilment centre in Erfurt were completed. This has no material impact on the financial performance and financial position of the group as the expected effects were already included prior to the reporting date. Other structural measures also announced after the reporting date relating to specific corporate functions will not have a material impact on our consolidated financial statements.

No other significant event occurred between the reporting date (30 June 2026) and the date the interim condensed consolidated financial statements and the interim group management report were authorised for issue by the management board (3 August 2026) which could materially affect the presentation of the financial performance and position of the group.

Berlin, 3 August 2026

The management board

Robert Gentz   David Schröder   Anna Dimitrova

David Schneider   Dr Astrid Arndt

2.6 Responsibility statement by the management board

To the best of our knowledge and in accordance with the applicable reporting principles, we assure that the interim condensed consolidated financial statements give a true and fair view of the assets, liabilities, financial position and profit or loss of the group, and that the interim group management report includes a fair review of the development and performance of the business and the position of the group, together with a description of the material opportunities and risks associated with the expected development of the group for the remaining months of the financial year.

Berlin, 3 August 2026

The management board

Robert Gentz David Schröder Anna Dimitrova

David Schneider Dr Astrid Arndt

2.7 Review report

To Zalando SE, Berlin

We have reviewed the condensed interim consolidated financial report of the Zalando SE, Berlin, – comprising the consolidated interim statement of financial position as of 30 June 2026, the consolidated interim income statement, the consolidated interim statement of other comprehensive income, consolidated interim statement of cash flows, and the consolidated interim statement of changes in equity for the period from 1 January to 30 June 2026, and selected explanatory notes to the condensed interim consolidated financial report – together with the interim group management report of Zalando SE, Berlin, for the period from 1 January 2026 to 30 June 2026 that are part of the half-year financial report according to § 115 WpHG ["Wertpapierhandelsgesetz": "German Securities Trading Act"]. The preparation of the condensed interim consolidated financial report in accordance with International Accounting Standard IAS 34 "Interim Financial Reporting" as adopted by the EU, and of the interim group management report in accordance with the requirements of the WpHG applicable to interim group management reports, is the responsibility of the Company's management. Our responsibility is to issue a report on the condensed interim consolidated financial report and on the interim group management report based on our review.

We performed our review of the condensed interim consolidated financial report and the interim group management report in accordance with the German generally accepted standards for the review of financial statements promulgated by the Institut der Wirtschaftsprüfer (IDW). Those standards require that we plan and perform the review so that we can preclude through critical evaluation, with a certain level of assurance, that the condensed interim consolidated financial report have not been prepared, in material respects, in accordance with IAS 34, "Interim Financial Reporting" as adopted by the EU, and that the interim group management report has not been prepared, in material respects, in accordance with the requirements of the WpHG applicable to interim group management reports. A review is limited primarily to inquiries of company employees and analytical assessments and therefore does not provide the assurance attainable in a financial statement audit. Since, in accordance with our engagement, we have not performed a financial statement audit, we cannot issue an auditor's report.

Based on our review, no matters have come to our attention that cause us to presume that the condensed interim consolidated financial report have not been prepared, in material respects, in accordance with IAS 34, "Interim Financial Reporting" as adopted by the EU, or that the interim group management report has not been prepared, in material respects, in accordance with the requirements of the WpHG applicable to interim group management reports.

Berlin, 3 August 2026

KPMG AG
Wirtschaftsprüfungsgesellschaft

Sternberg	Lommatzsch
Wirtschaftsprüfer	Wirtschaftsprüfer
[German Public Auditor]	[German Public Auditor]

Service

3.1 Glossary

Active customers
Active customers is the number of customers who have placed at least one order in the last 12 months during the reporting period, irrespective of returns. The number of customers who have completely cancelled their orders is excluded.

Adjusted EBIT
Adjusted EBIT is EBIT before equity-settled share-based payment expenses, restructuring costs, acquisition-related expenses and other significant non-operating one-time effects.

Average basket size
Average basket size is the gross merchandise volume (including the gross merchandise volume from our partner business) after cancellations and returns and including VAT, divided by the number of orders in the last 12 months of the reporting period.

Average GMV per active customer
Average gross merchandise volume (GMV) per active customer is the average value of all merchandise sold to active customers after cancellations and returns and including VAT in the last 12 months of the reporting period.

Average orders per active customer
Average orders per active customer is the number of orders in the last 12 months of the reporting period divided by the number of active customers.

Capex
Capex is the sum of the payments for investments in fixed assets and intangible assets excluding payments for the acquisition of companies.

EBIT
EBIT is earnings before interest and taxes.

EBIT margin
EBIT margin is EBIT as a percentage of revenue.

Free cash flow
Free cash flow is the cash flow from operating activities plus cash flow from investment activities (excluding investments in time deposits and restricted cash).

GMV
GMV (gross merchandise volume) is defined as the value of all merchandise sold to customers after cancellations and returns and including VAT, dynamically reported. It includes neither B2B revenues (e.g. ZEOS services) nor other B2C revenues (e.g. partner business commissions, retail media business and service charges like express delivery fees); these are included in revenue only. GMV is recorded based on the time of the customers’ order.

Net working capital

Net working capital is the sum of inventories and trade and other receivables less trade payables and similar liabilities.

Number of orders

Number of orders is the number of orders placed by customers during the reporting period, irrespective of cancellations or returns. An order is counted on the day the customer places the order. The number of orders placed may differ from the number of orders delivered because the orders at the end of the reporting period may still be in transit or may have been cancelled.

3.2 Financial calendar 2026

Financial calendar

Date	Event
Tuesday, 3 November	Publication of the third quarter results 2026

3.3 Imprint

Contact

Zalando SE
Valeska-Gert-Straße 5
10243 Berlin
corporate.zalando.com
press@zalando.com

Investor Relations

Patrick Kofler, Director Investor Relations
investor.relations@zalando.de

Disclaimer
This interim report contains statements that relate to the future and are based on assumptions and estimates made by the management of Zalando SE. Even if the management is of the opinion that these assumptions and estimates are appropriate, the actual development and the actual future results may vary from these assumptions and estimates as a result of a variety of factors. These factors include, for example, changes to the overall economic environment, the statutory and regulatory conditions in Germany and the EU, and changes in the industry. Zalando SE makes no guarantee and accepts no liability for future developments and for the actual results achieved in the future matching the assumptions and estimates stated in this interim report. It is neither the intention of Zalando SE to update statements related to the future, nor does Zalando SE accept a special obligation for this, in order to align them with events or developments that take place after this quarterly statement is published.

The interim report is also available in German. If there are variances, the German version has priority over the English translation. It is available for download in both languages at https://corporate.zalando.com/en/investor-relations/financial-reporting.

zalando