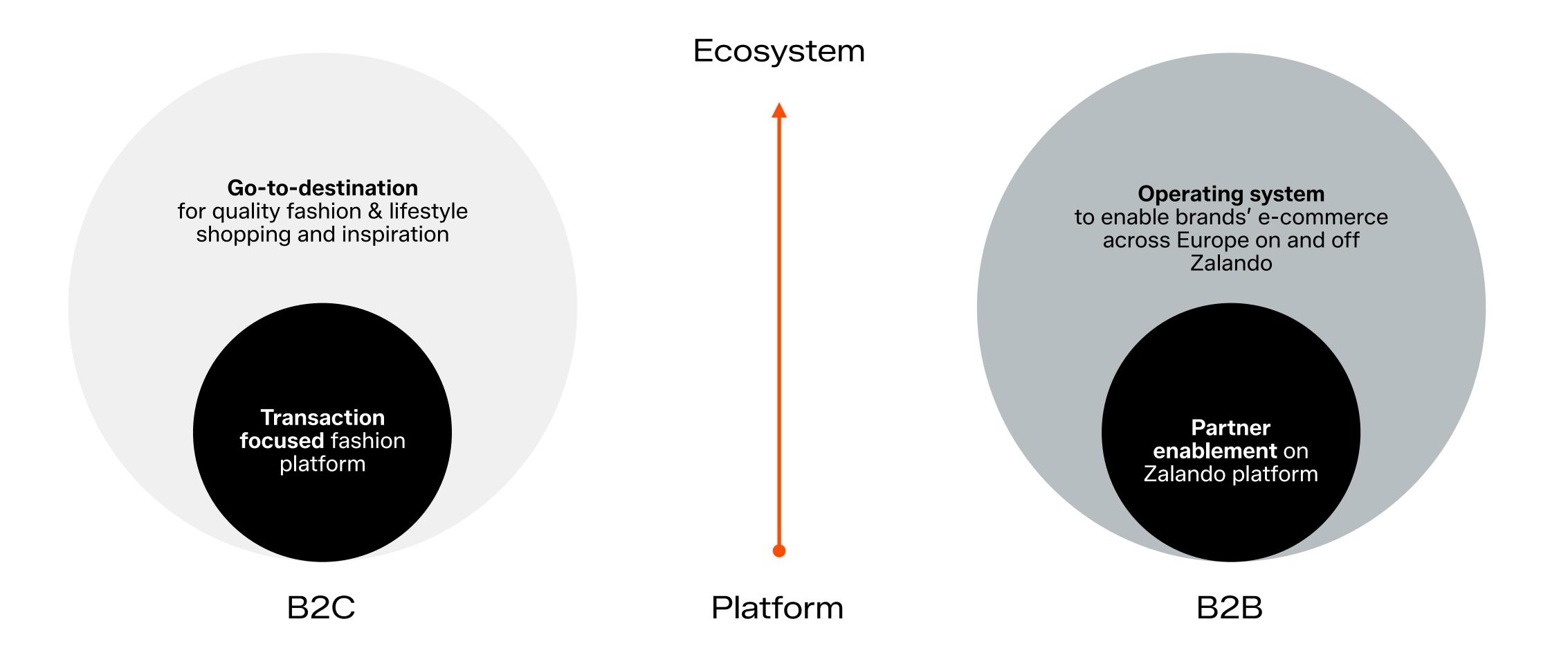
Annual General Meeting

Speakers:

Robert Gentz, Co-CEO David Schröder, Co-CEO

In 2024, we successfully laid the foundation to build the pan-European ecosystem for fashion and lifestyle e-commerce

Our ecosystem strategy serves customers beyond transactions and enables partners beyond our platform across Europe



In 2024, we successfully returned to growth and delivered on our profitability ambitions

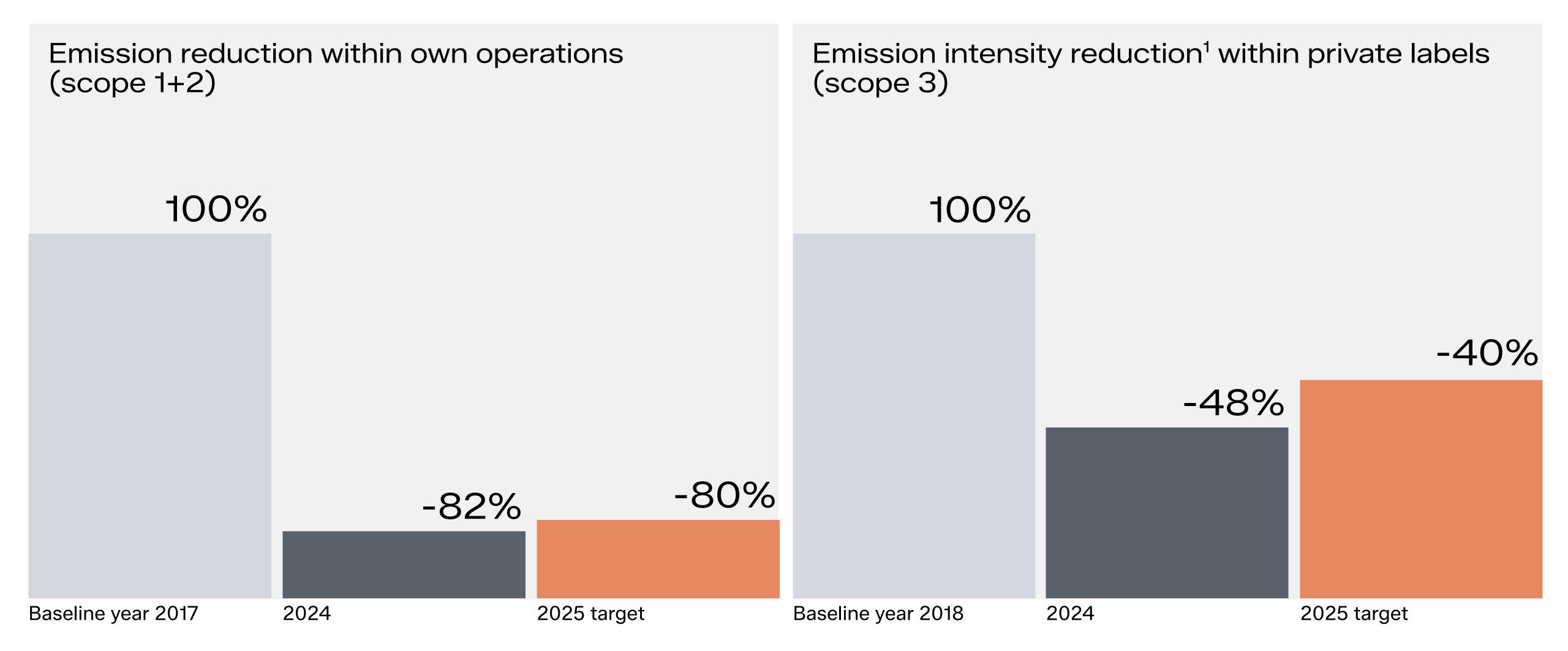


Our share price saw positive development in 2024

1 January 2024 – 31 December 2024



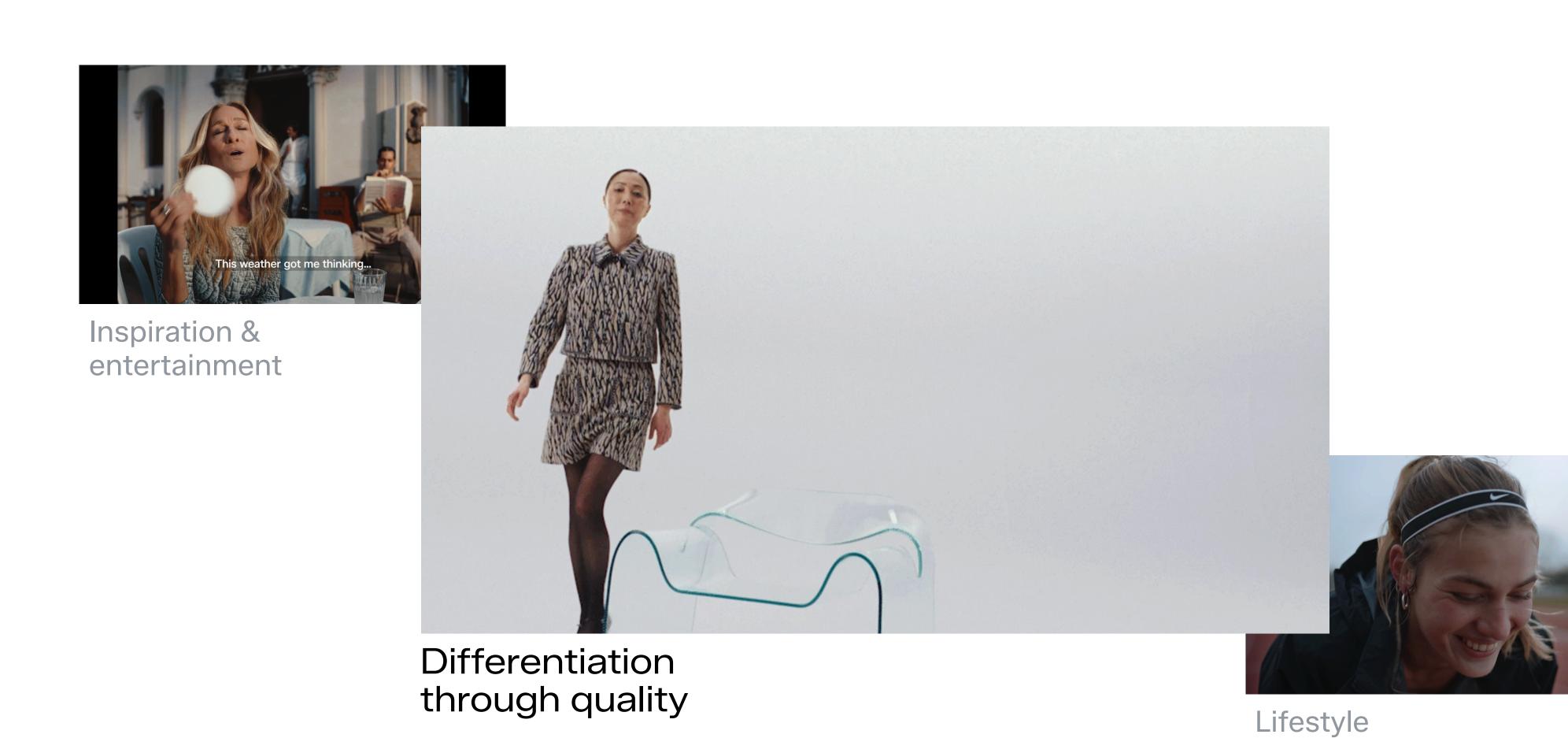
On our path towards net-zero, we were able to achieve emission reductions





In our B2C business, we are delivering on our vision to become the go-to destination for quality fashion, lifestyle shopping and inspiration

Our B2C growth vector is built on three strategic growth pillars

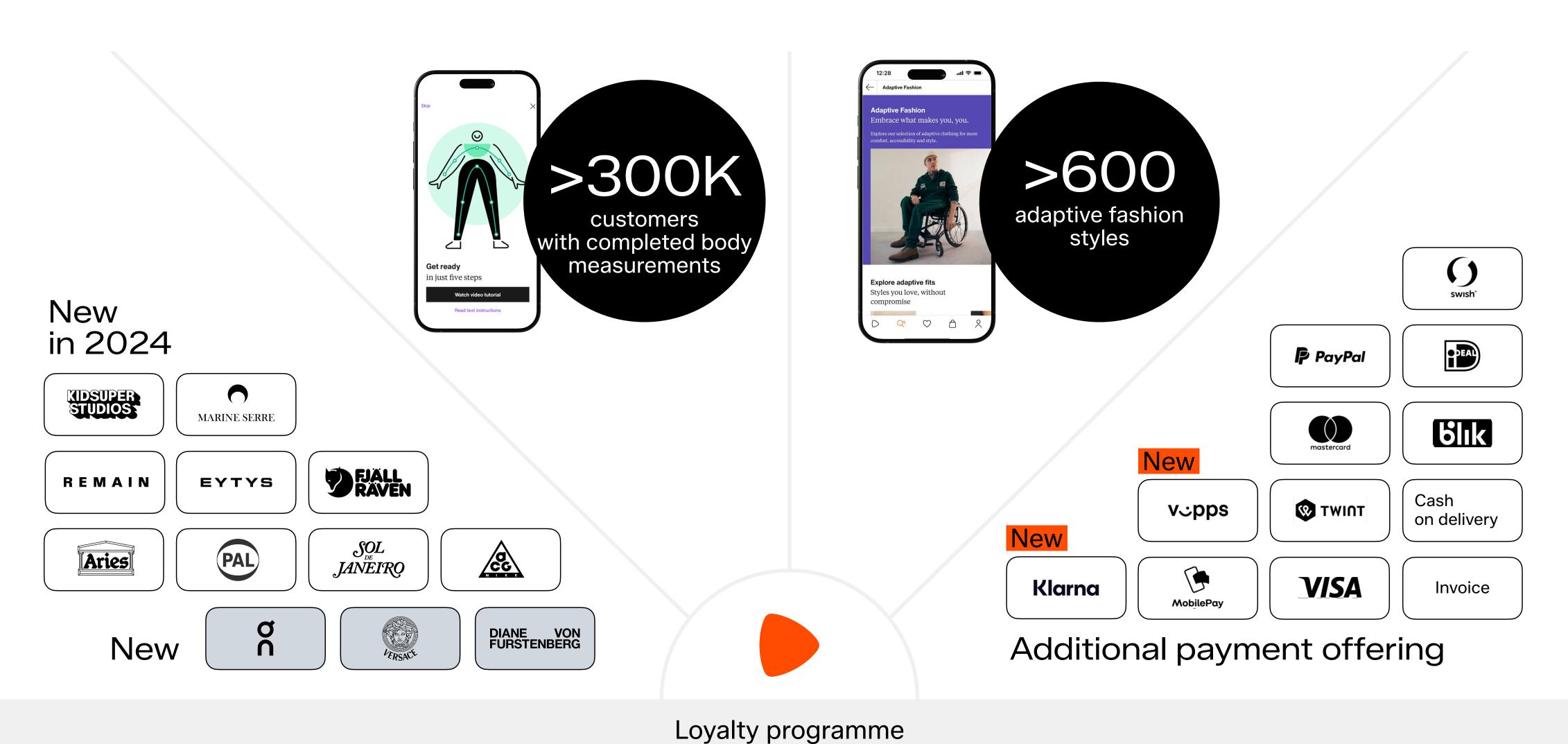


Multi-Brand Platform

expansion

We continue to raise the bar on quality in everything we do

Trusted European brand



zalando (Plus)

Evolving our approach to loyalty to reward all customers of our platform for their engagement

Switching Zalando Plus from a subscription to a points-based tiered loyalty programme

Plus ** Star

Plus * Shine

Level 1

Exclusive vouchers and special offers

Level 2

Free premium delivery 4 per year

Premium customer care

Early access to Lounge campaigns

(**Plus** 🗱 Superstar)

Level 3

Priority access to new releases

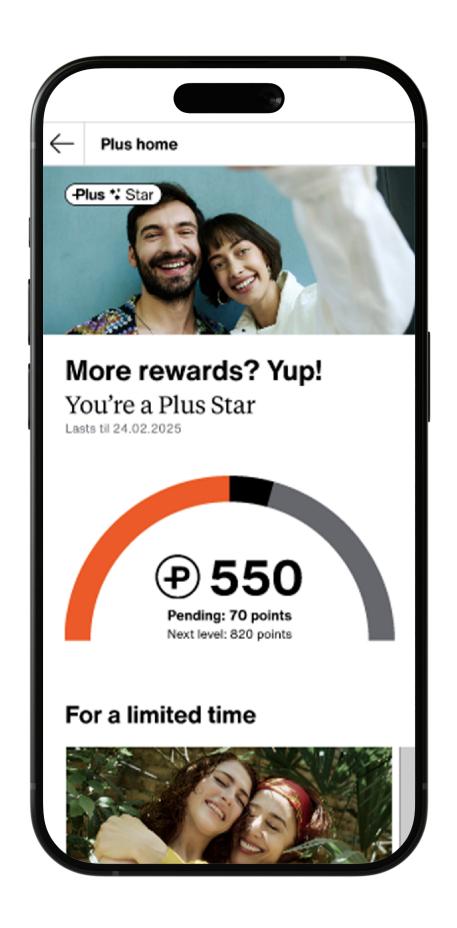
Invites to exclusive events

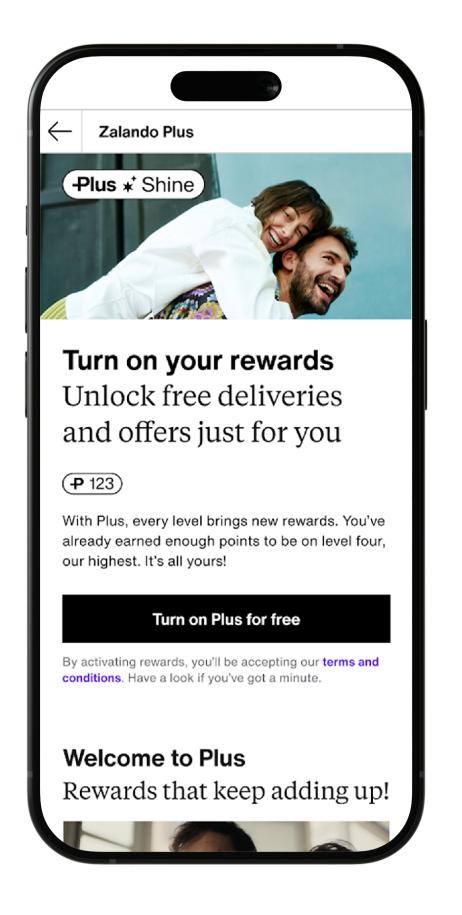
Free premium delivery Unlimited

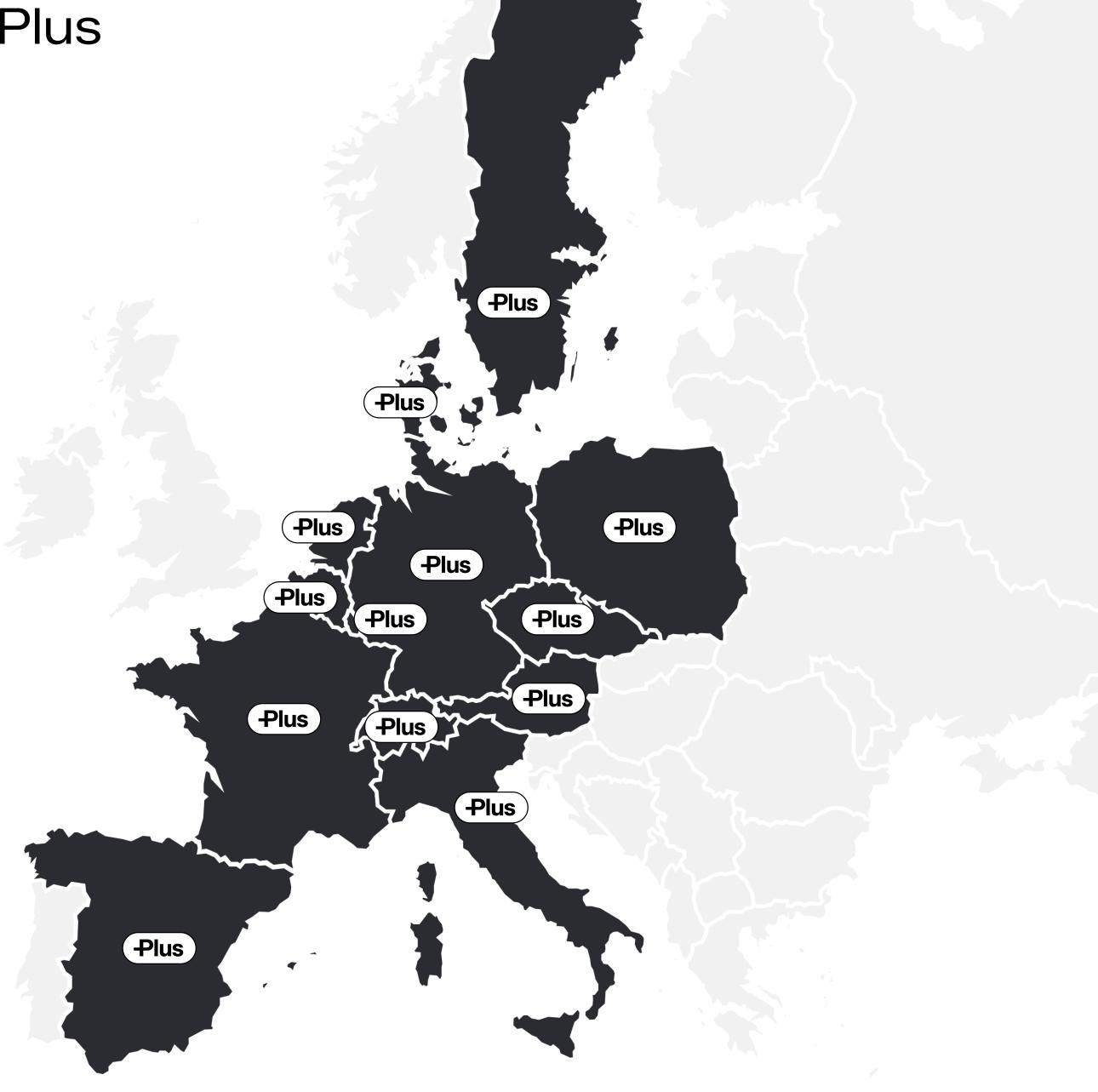
Premium customer care

Early access to Lounge campaigns

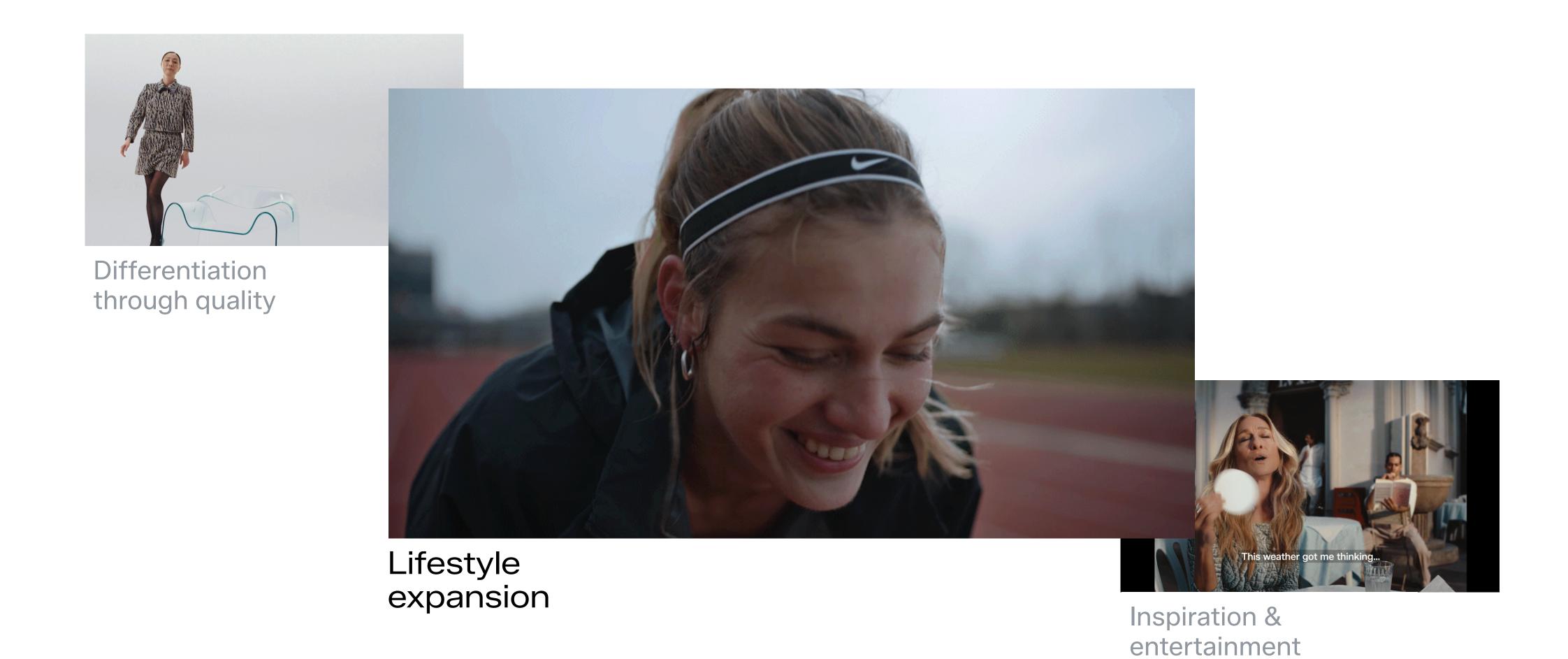
Deepening customer engagement with our upgraded loyalty programme Zalando Plus





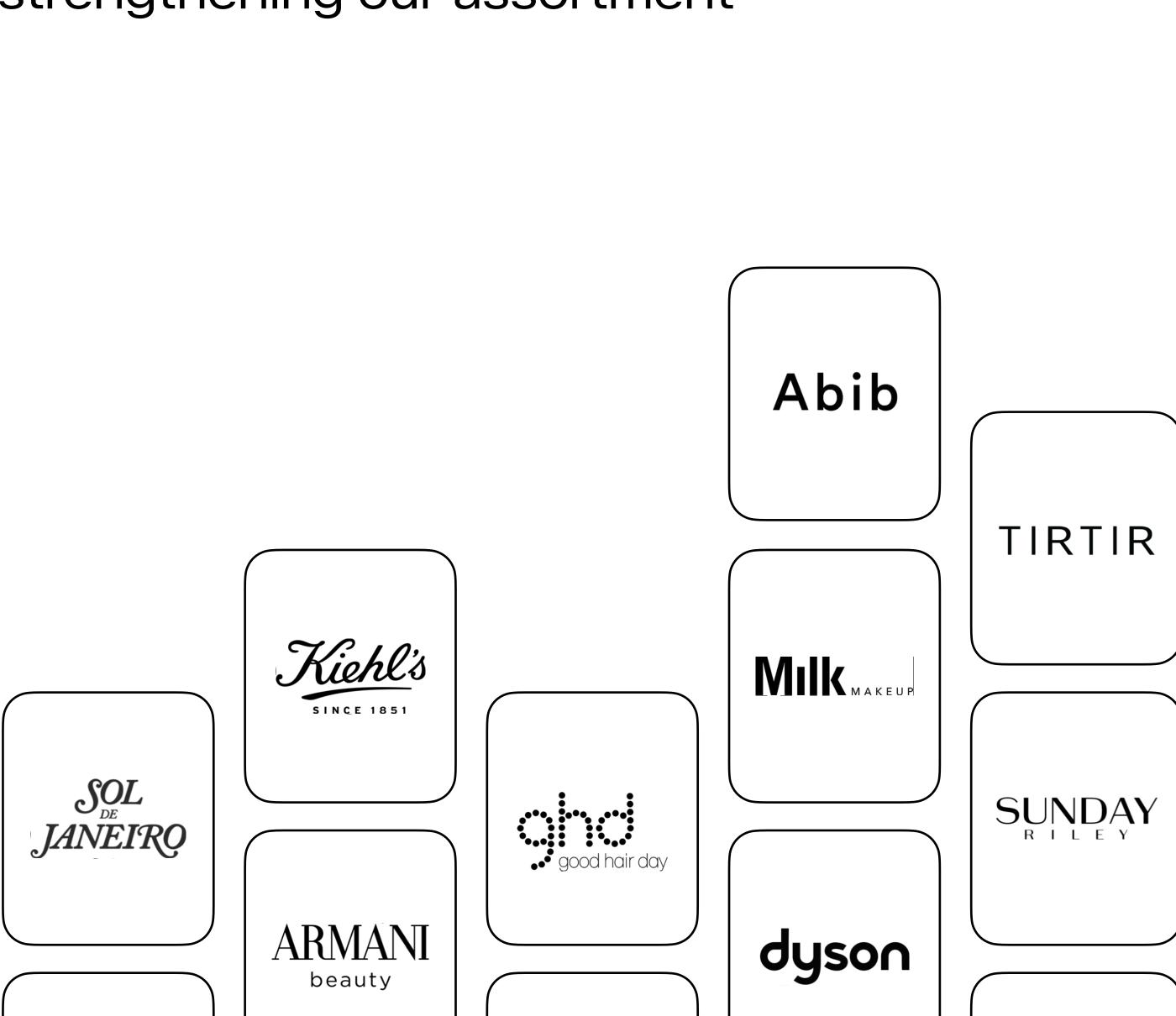


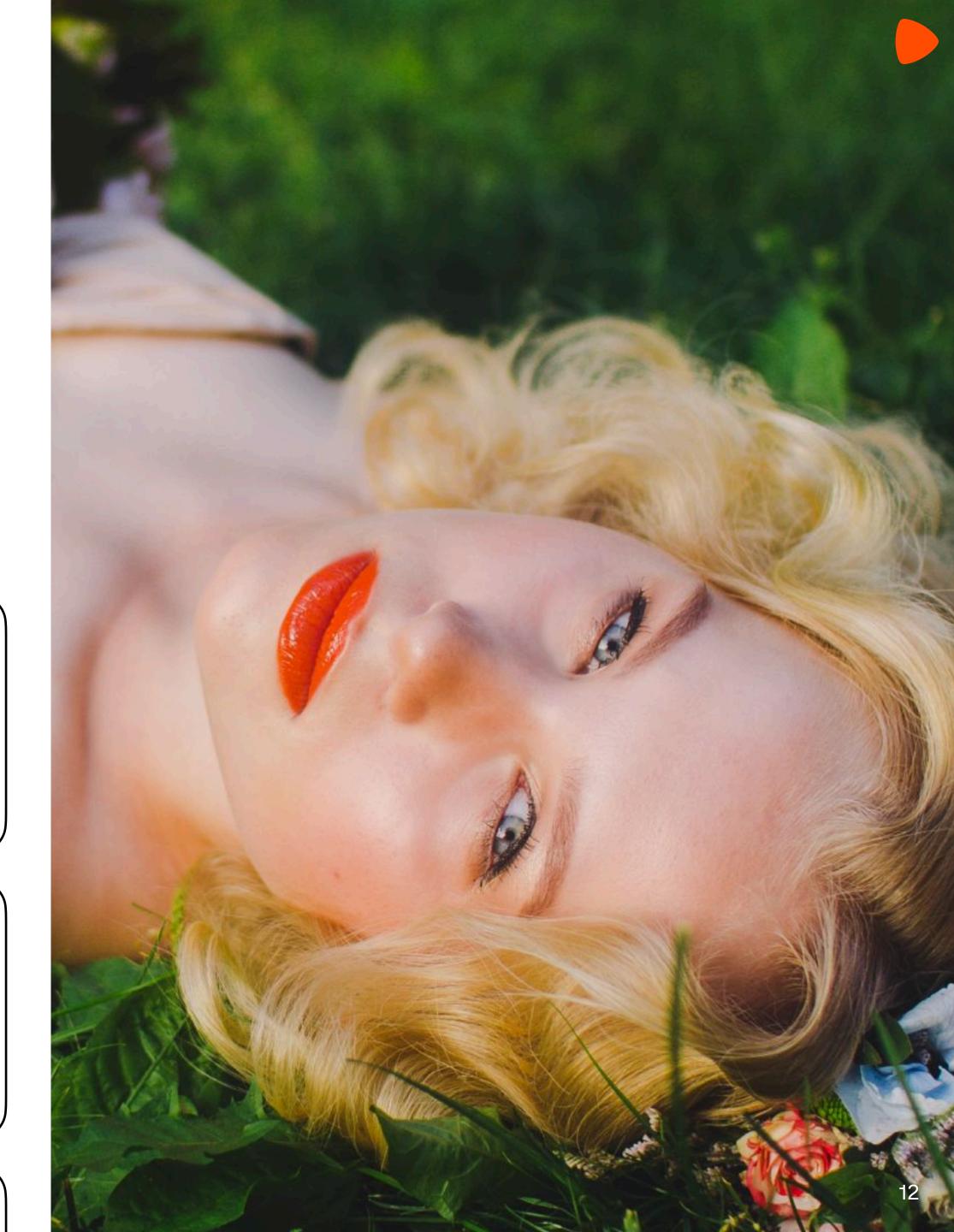
Our B2C growth vector is built on three strategic growth pillars



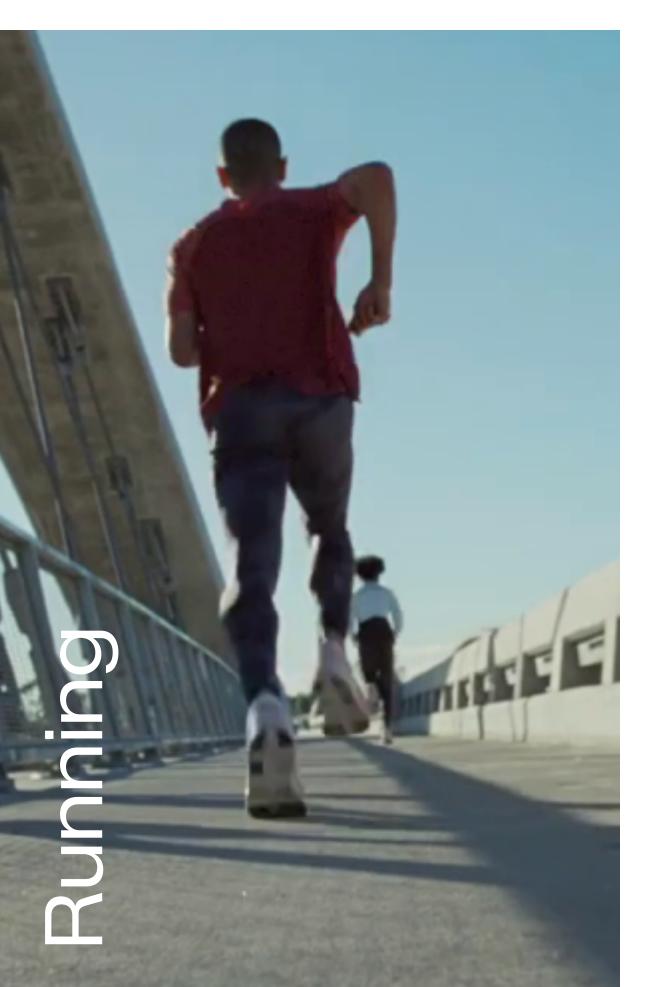
Multi-Brand Platform

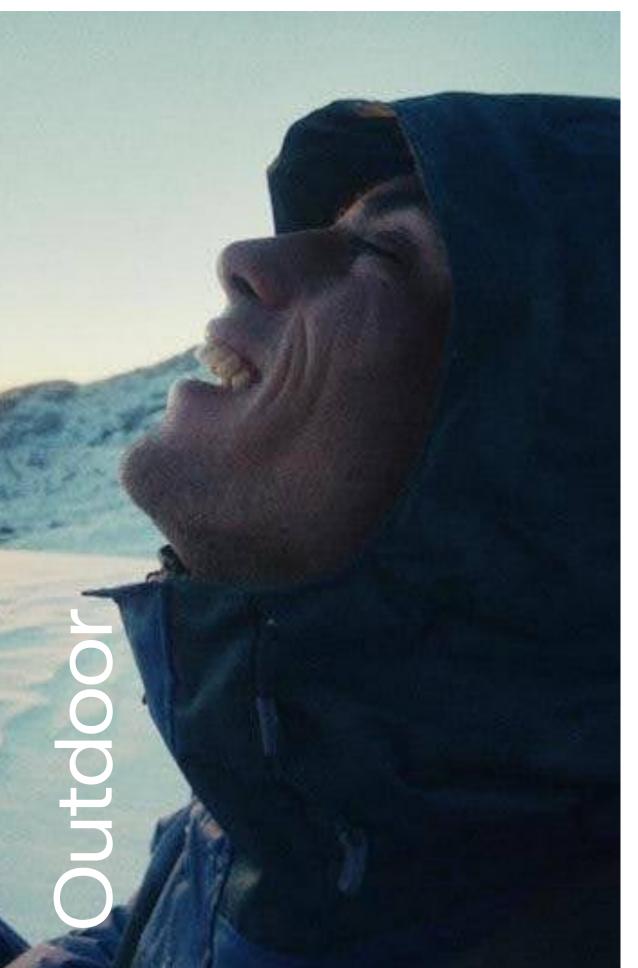
Our beauty proposition is experiencing strong growth as we are continuously strengthening our assortment

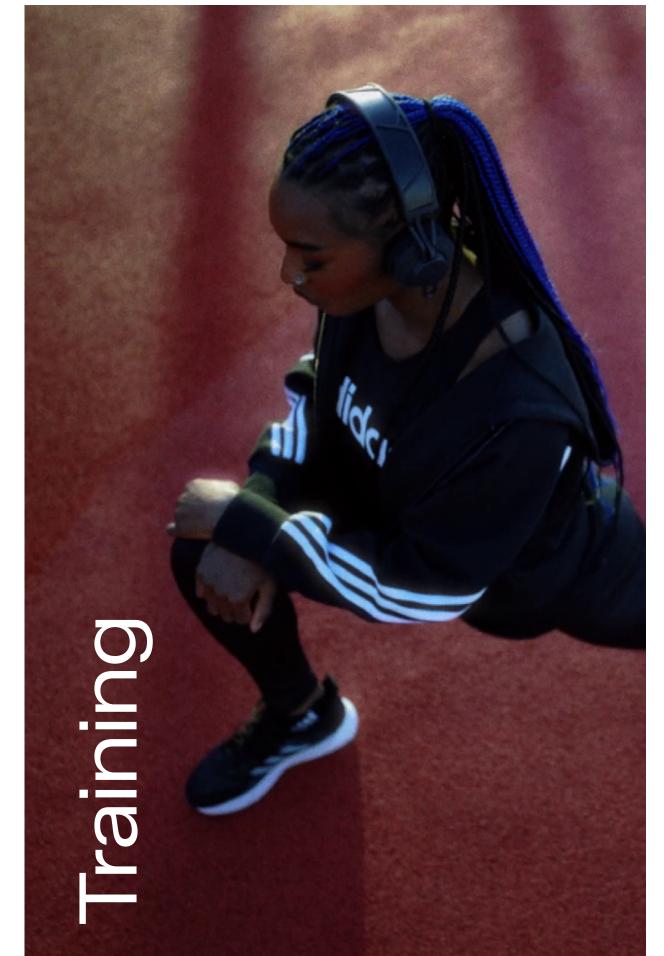


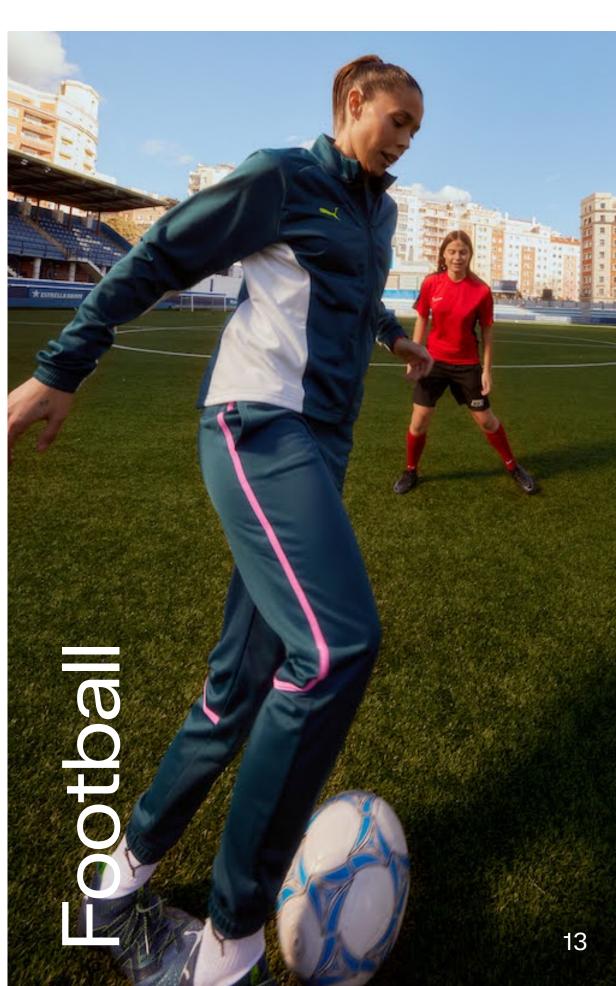


We are doubling down on our sports opportunity by creating bespoke customer experiences for our biggest sports categories









Our B2C growth vector is built on three strategic growth pillars



Lifestyle expansion



Inspiration & entertainment

Differentiation through quality

Multi-Brand Platform

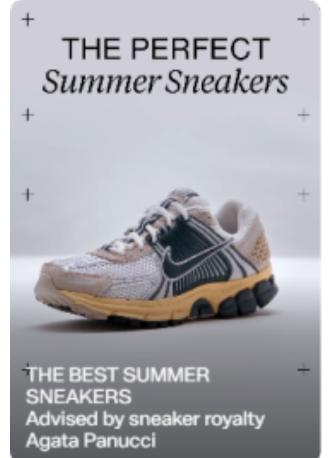
Stories on Zalando unlock higher tiered assortment by creating elevated content with a cultural-focused storytelling

Since launch in August 2023

>500 Stories published

>700
Featured brands

>7000
Featured products



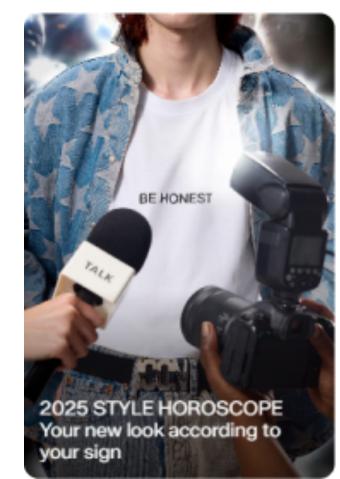




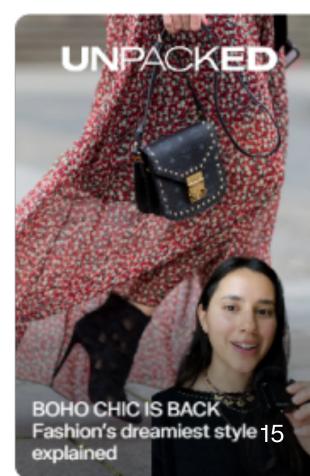




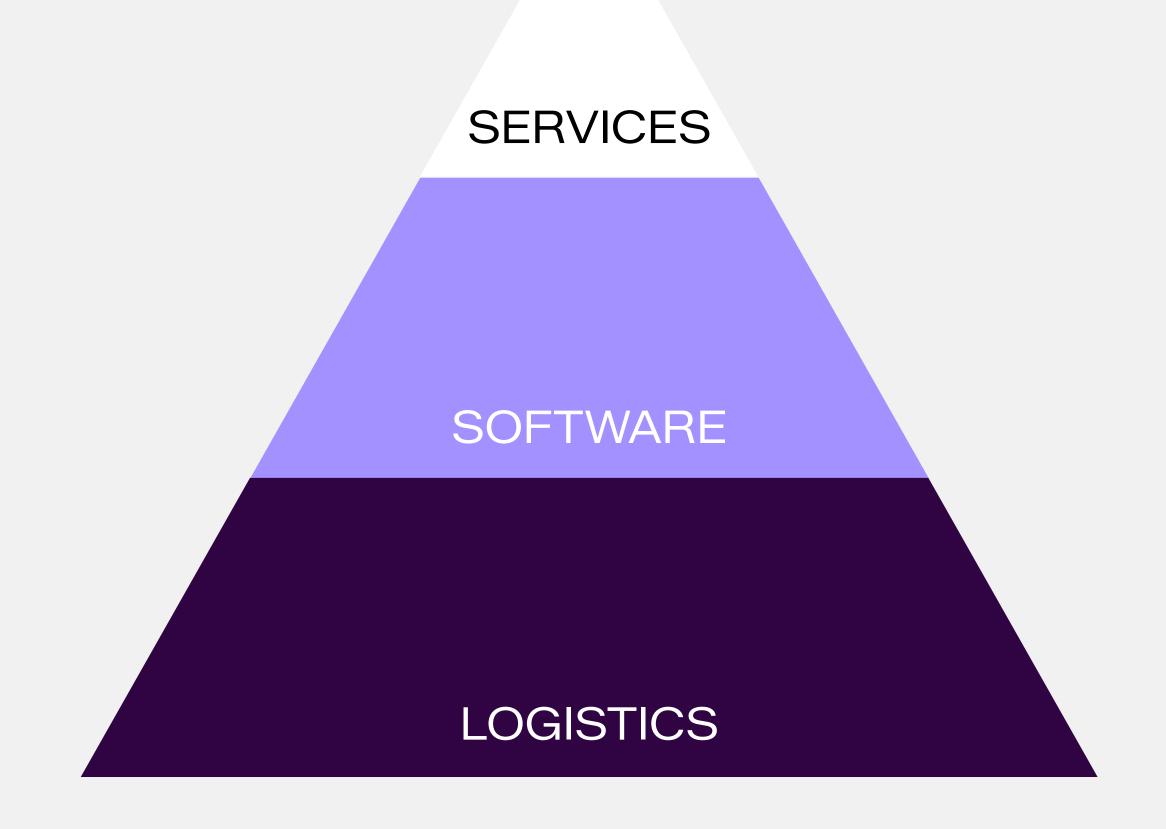




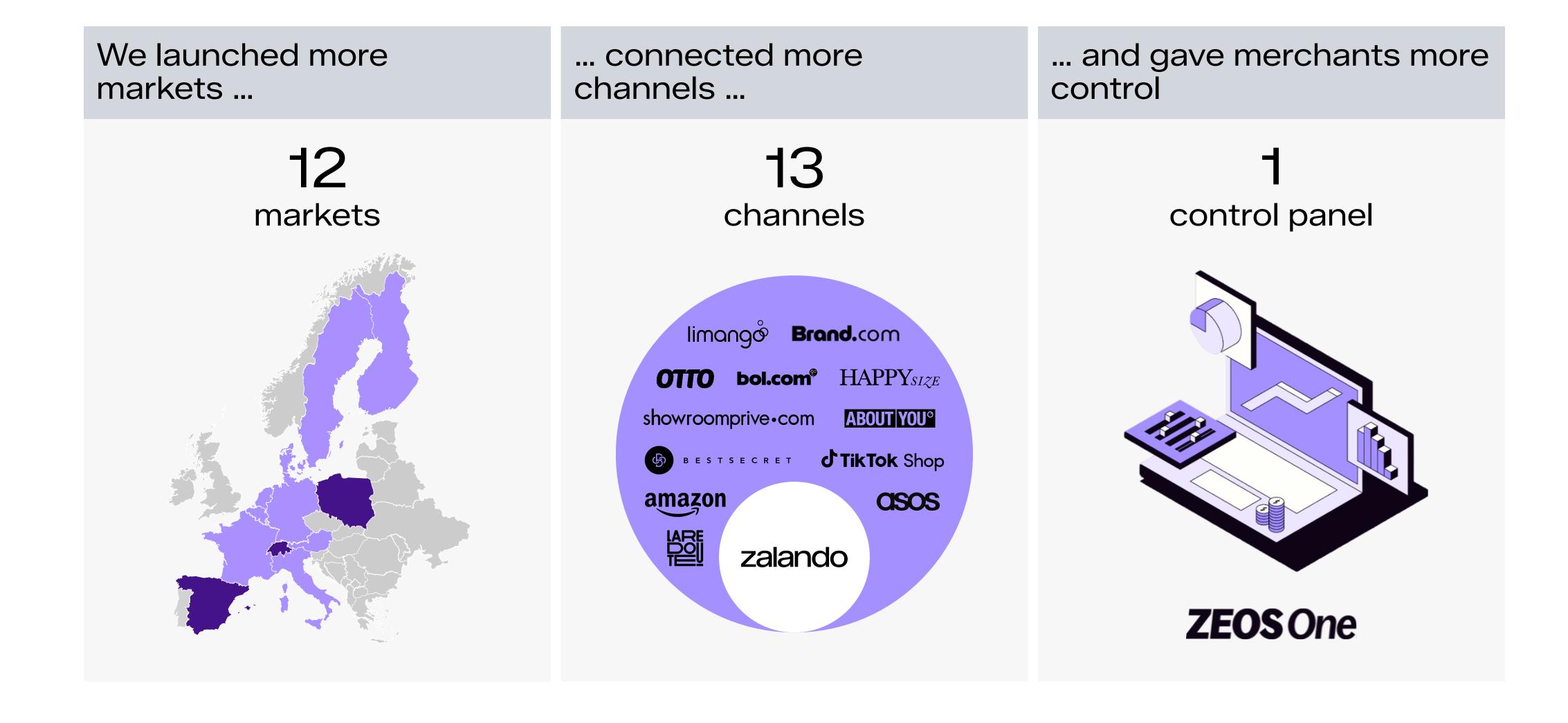




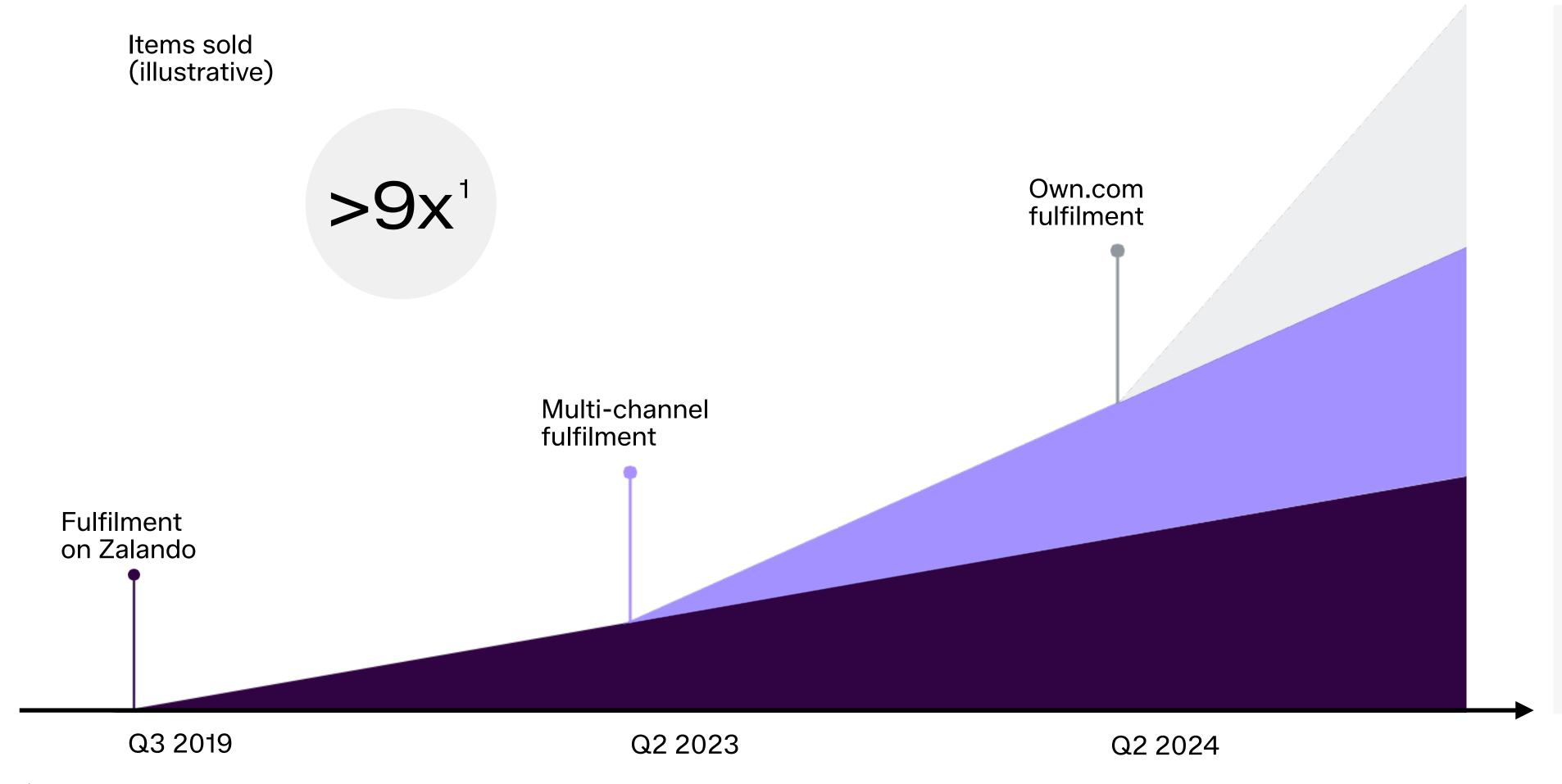
In our B2B business, we focus on building and scaling our Zalando e-commerce operating system (ZEOS) Three layers.
One operating system.



We made significant progress in advancing ZEOS Logistics in 2024



Pepe Jeans' journey demonstrates the growth potential ZEOS Logistics can unlock





LONDON

About Pepe Jeans:

- Founded in 1973, Pepe Jeans is known for its high-quality denim jeans, offering a range for men, women, and children
- They are a global brand with a presence in over 60 countries worldwide.

¹ Total items sold inclusive retail, indexed growth vs. dropship only

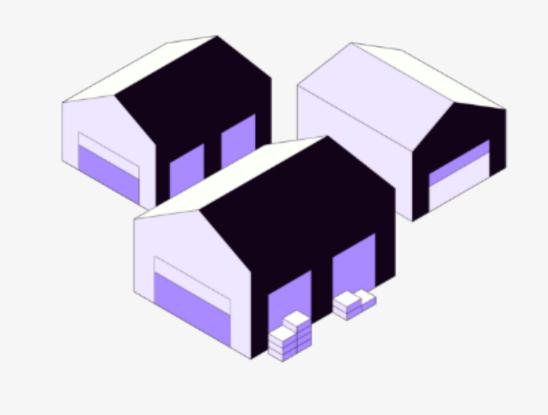
Our new partnership with NEXT will add scale and enable further logistics innovations for all merchants



About NEXT:

- NEXT is a UK-based omnichannel retailer offering fashion, home, and beauty
- With 5.8bn GBP in 2024 total sales, NEXT is a leading retailer in the UK, growing their international business significantly

Advanced fulfilment capabilities



Onboarding & inventory management



Market expansion & enhanced services



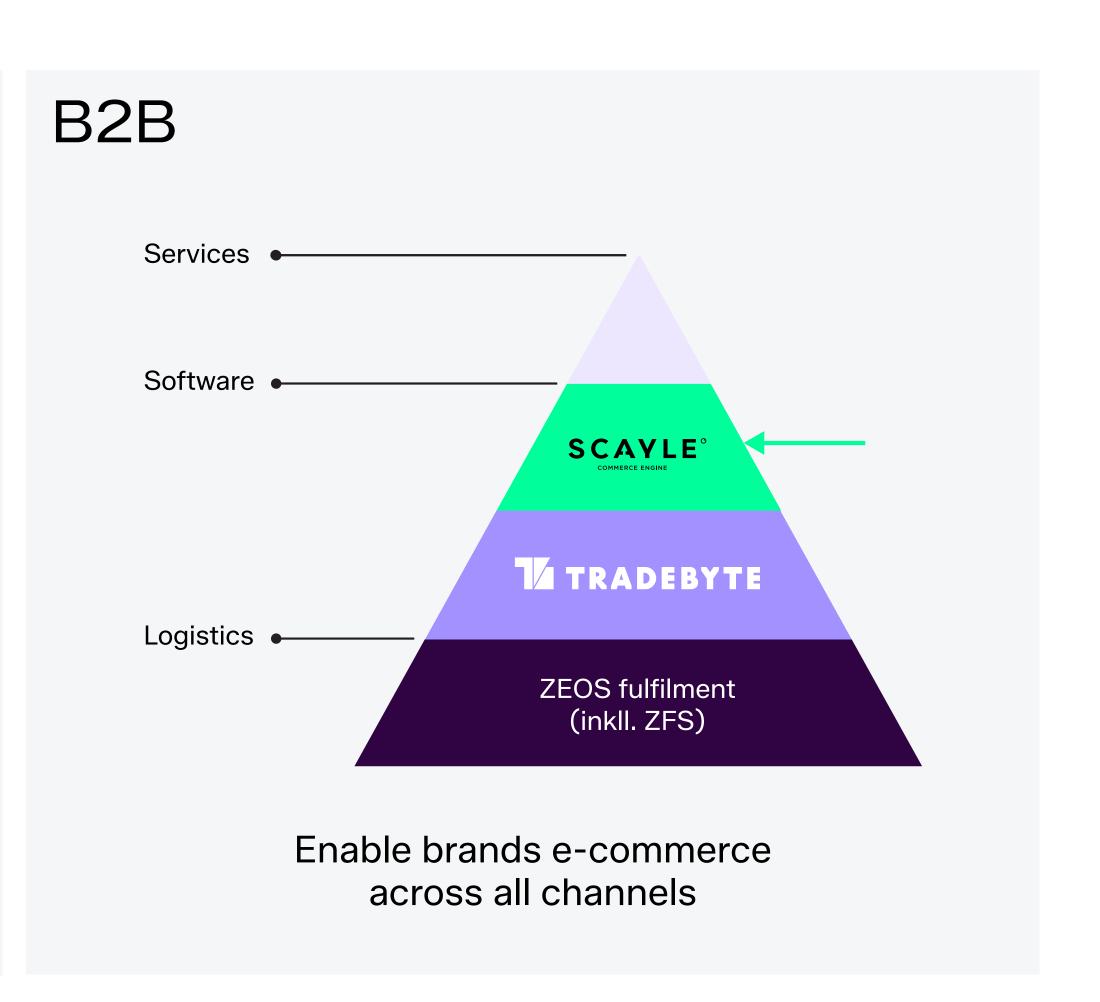
Outlook

Acquisition of ABOUT YOU plays into our ecosystem strategy and unlocks significant value creation opportunities

B2C



Go-to-destination and dual brand strategy



In 2025, we will focus on accelerating growth while continuing to drive profitability improvements and investing in future growth

Growth	GMV	4%-9%
	Revenue	4%-9%
Profitability	Adjusted [†] EBIT (in m EUR)	530-590

Guidance does not account for any impacts from the anticipated consolidation of ABOUT YOU, with the deal expected to close in summer of 2025

2025 with accelerated growth in GMV paired with continued strong revenue growth and improved profitability



Key takeaways

1

Our ecosystem strategy is progressing well and we delivered a strong financial performance in 2024.

2

In 2025, we have exciting plans to further advance our strategy across B2C and B2B. The planned acquisition of ABOUT YOU plays perfectly into our strategy.

3

Our long term opportunity is huge. We aim to further accelerate our growth, and we are yielding an attractive financial profile at scale.

Disclaimer

Certain statements in this communication may constitute forward looking statements. These statements are based on assumptions that are believed to be reasonable at the time they are made, and are subject to significant risks and uncertainties.

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 fulfilment centers, inaccurate personnel and capacity forecasts for fulfilment 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.