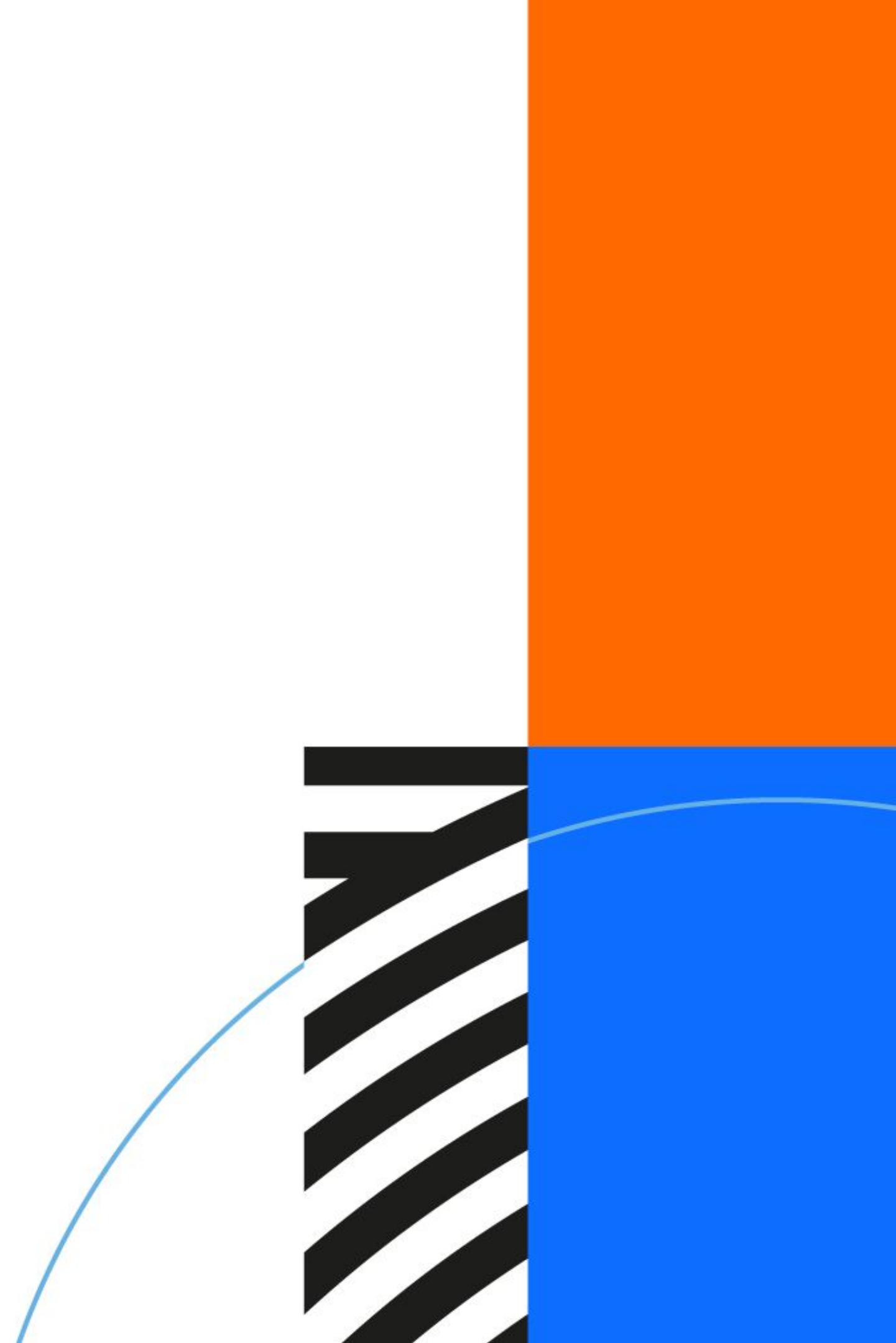
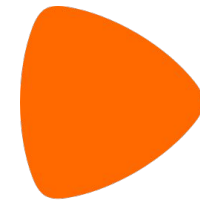


# Report of the Management Board Bericht des Vorstands

Co-CEOs Robert Gentz and David Schneider, May 24, 2023

zalando





**Our vision is to be**  
the Starting Point for Fashion in Europe



# Agenda

## 2022 report

Zalando strategy

Outlook 2023





# Our business model pays off

Gross Merchandise  
Volume (GMV)

14.8bn

Euro

Revenue

10.3bn

Euro

Adjusted EBIT<sup>1</sup>

184.6m

Euro

Distributable profit  
Zalando SE

413.4m

Euro

<sup>1</sup> Excludes equity-settled share-based payment expense ("SBC"), restructuring costs, non-operating one-time effects and acquisition-related expenses



# Agenda

2022 report

**Zalando strategy**

Outlook 2023

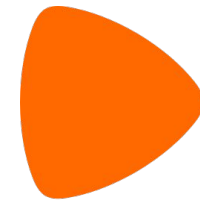




# To be the Starting Point for Fashion

we focus on 3 strategic priorities





# Customers

We create deep customer relationships at scale



# Zalando expands reach in Europe

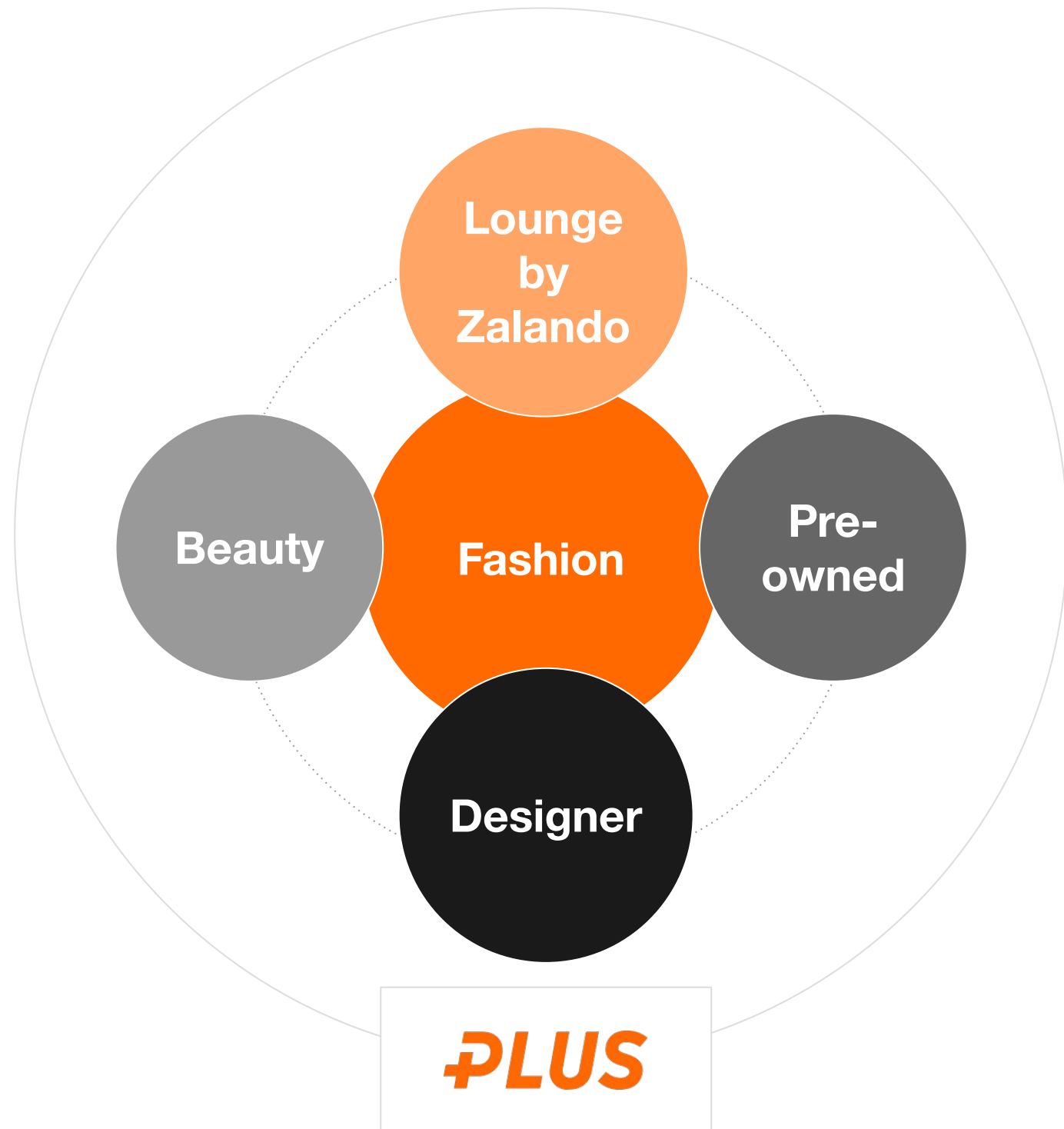
More than  
**51m**  
active customers

**25**  
markets





# Connecting our propositions



Zalando  
Plus-Members

2m





# Customers are looking for fashion inspiration

More than  
**7.1m**  
Number of  
unique viewers

More than  
**3x**  
Higher click-through rate

## Stories that inspire Curated weekly



Look your best  
Hakan's guide to self-confident style

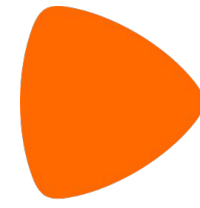


MM6 x Salomon  
Super Bowl hot and still shoppable



Take it to the max!  
Essentials in maximalist style





## Partner

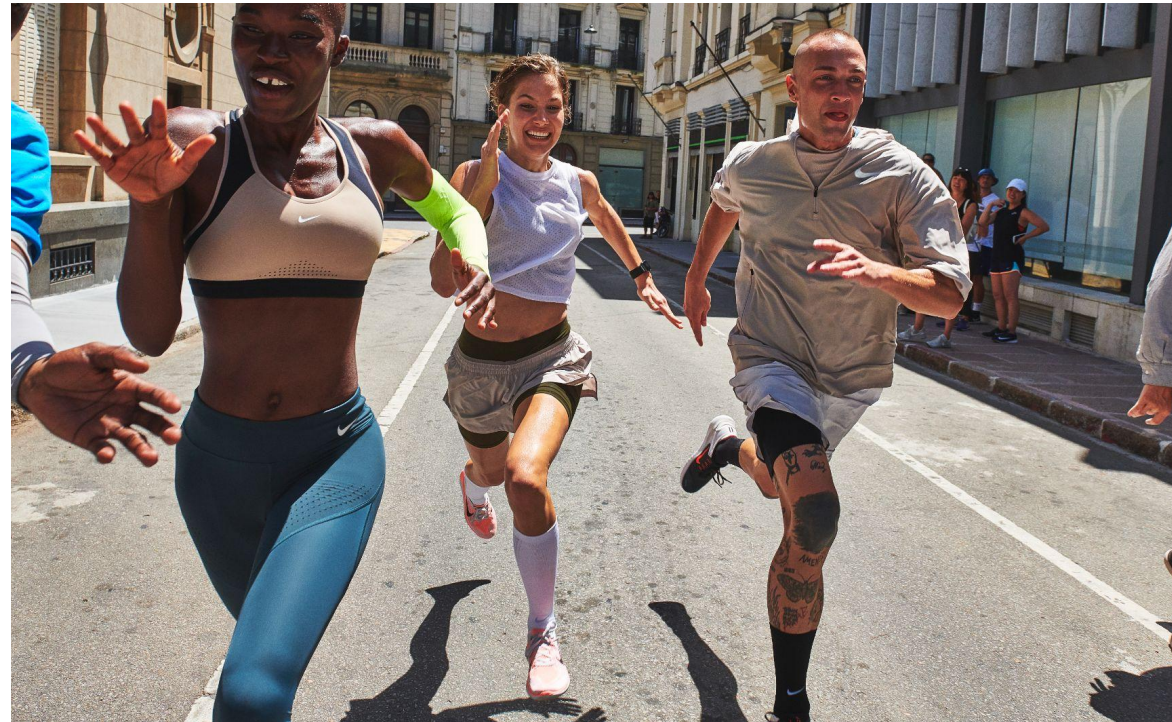
We transition towards  
a true platform business





# Partner engage with customers

**Nike Membership**



**Sephora**



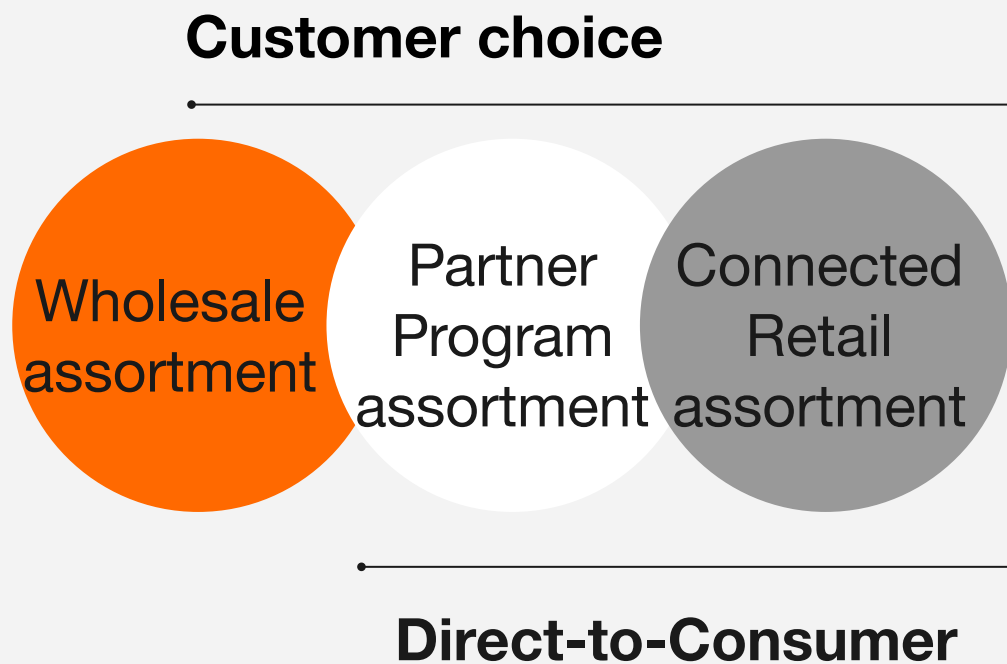
**Apple & Beats-Products**





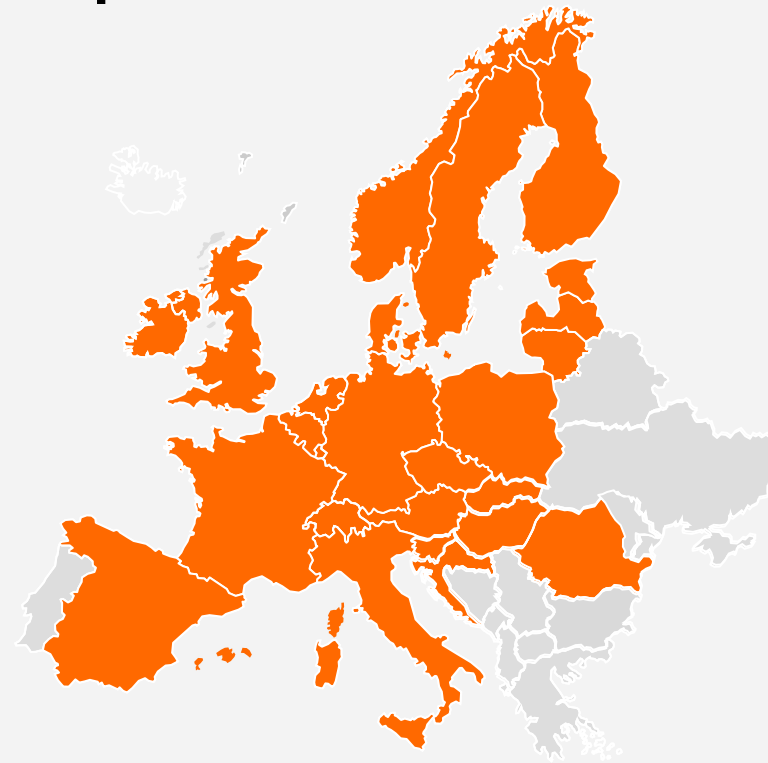
# Partner benefit from our technology, logistics and marketing-expertise

## Enabling Direct-to-Consumer on Zalando



**Partner business share<sup>1</sup>: 36%**

## Driving internationalisation across Europe



**Zalando-fulfilled partner business<sup>2</sup>: 58%**

## Connecting to consumers



**Zalando Marketing Services**



**Powerful performance solutions**

**Revenue generated through Zalando Marketing Services (in % of GMV)<sup>3</sup>: 2%**

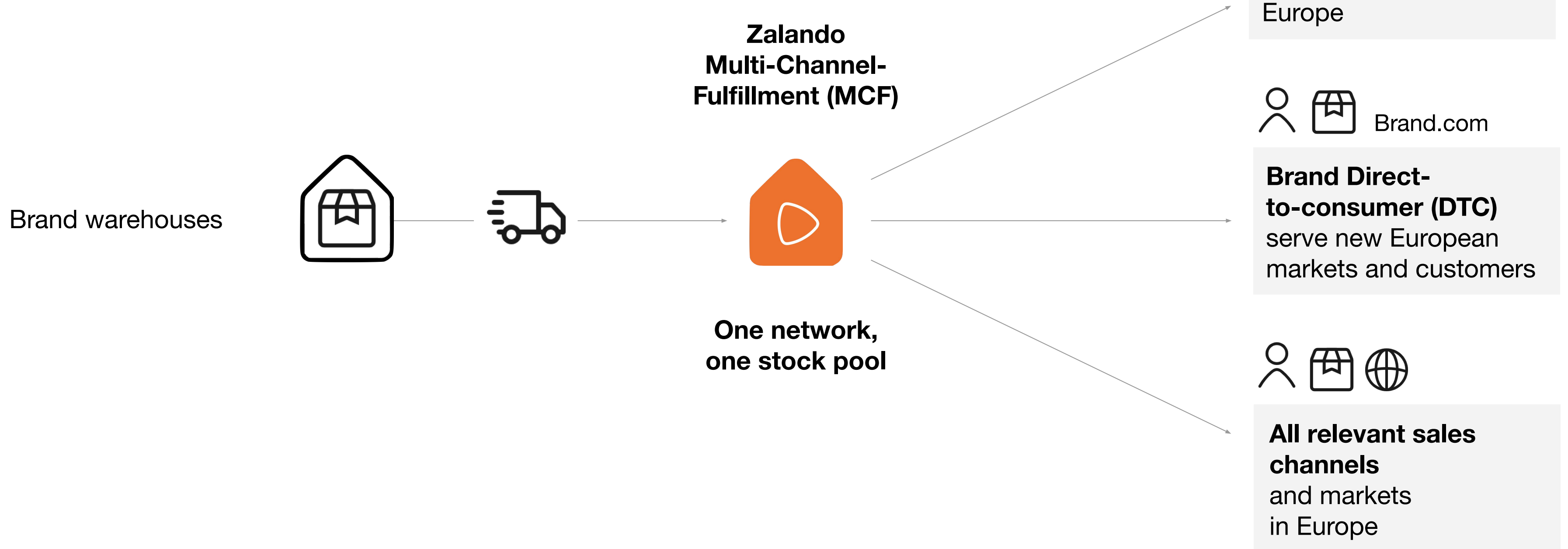
<sup>1</sup> Refers to Partner Program and Connected Retail, Q4/2022, Partner Business GMV expressed as %-share of Fashion Store GMV

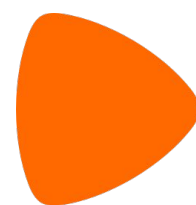
<sup>2</sup> Refers to Zalando Fulfillment Solutions, Q4/2022, ZFS items expressed as %-share of Partner Program items

<sup>3</sup> Refers to Zalando Marketing Services, Q4/2022, ZMS revenues expressed as %-share of Fashion Store GMV



# Partner enabled by Multi-Channel-Fulfillment





# **People and planet**

We build a sustainable platform





# Drive positive change

## Carbon footprint



**Partner engagement**

58%<sup>1</sup>  
have set  
science-based targets

## Product packaging



**Plastic packaging reduction**

38%<sup>2</sup>  
reduction in single-use  
plastic packaging

## Circular economy



**Circular Design Criteria**

~775,000  
Circular Design Criteria  
articles

<sup>1</sup> By emissions, including brand, packaging, and last-mile-delivery partners

<sup>2</sup> Reduction in single-use plastic packaging per item shipped



# Drive diversity



## Adaptive Fashion

+300 articles



## Inclusive Beauty sortiment

+60% in 3 years



## Gender equality

37% women in leadership roles



# Our Management Board



**David Schneider**  
Founder & Co-CEO



**Robert Gentz**  
Founder & Co-CEO



**Sandra Dembeck**  
CFO



**David Schröder**  
COO



**Astrid Arndt**  
CPO

# Agenda

2022 report

Zalando strategy

**Outlook 2023**



# Solid performance first quarter 2023

Gross Merchandise  
Volume (GMV)

3.2bn

Euro

Revenue

2.3bn

Euro

Adjusted EBIT<sup>1</sup>

~0m

Euro

<sup>1</sup> Excludes equity-settled share-based payment expense ("SBC"), restructuring costs, non-operating one-time effects and acquisition-related expenses





# Outlook reiterated for the financial year 2023

GMV

1-7%

Revenue

-1-4%

Adjusted EBIT<sup>1</sup>

280-350m Euro

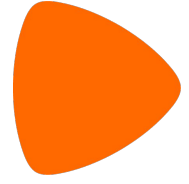
<sup>1</sup> Excludes equity-settled share-based payment expense ("SBC"), restructuring costs, non-operating one-time effects and acquisition-related expenses





# Zalando...

- 01 ... outgrew the online fashion segment
- 02 ... further increased its scale across the European market
- 03 ... delivered on its updated 2022 guidance
- 04 ... is driving profitable growth in 2023
- 05 ... remains laser focused on its long-term opportunities



# Report of the Management Board

## Bericht des Vorstands

