Investor Factbook

November 2025

zalando

Welcome to Zalando

Zalando keeps the pace high. Only 16 years after founding the company in 2008, we today serve more than 61m active customers in 29 European countries and have become Europe's leading multi-brand online fashion group. Building on this, more than 15.000 employees work hard every day to build a pan-European ecosystem for fashion and lifestyle e-commerce on Zalando, ABOUT YOU and beyond.

This factbook is designed to give you easy access to the most relevant capital markets information about Zalando.

Enjoy the read!

Astrid, David, Robert, David, and the IR team

Zalando Management Board
Robert Gentz, David Schröder, Astrid Arndt, David Schneider

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Zalando in a nutshell

Unrivalled scale

29
European markets

>61M
active customers

~5x
average order frequency

~300 EUR
yearly spending per customer

Strong localization

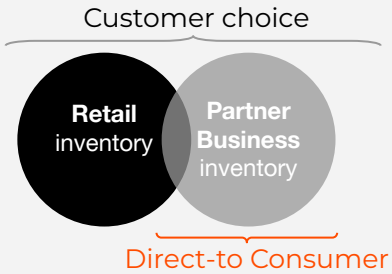
>7,000
(local) Brands

>20+
payment methods

>160
delivery & return solutions

20
languages

Industry-leading platform business model



34%
Partner business share[1]

Best-in-class logistics & tech capabilities

>13
fulfillment centers in continental Europe

>3000
employees in technology department

[1] Partner programme, FY/2024, Partner business GMV expressed as %-share of B2C GMV

We are expanding our strategy towards building a pan-European ecosystem for fashion & lifestyle e-commerce

2009 GMV
€6m

2024 GMV
€>15bn

2008 / 2009	2010 / 2011	2011 / 2012	2013 / 2014	2015	2019	+ 2024
Market Entry	Category Expansion	Geographic Expansion	Operational Excellence	Platform Transition	Starting Point Vision	Ecosystem for Fashion and Lifestyle
• Focus on shoes • Defined value proposition • Leadership in Germany	• Apparel • Sports • Accessories • Private label	• 15 European markets • 425m population • Highly localized approach	• Building proprietary technology and logistics infrastructure • Creating scalable and efficient processes • Successful IPO October 2014	• Opening our platform for partners (e.g. Partner Program) • Leveraging capabilities beyond retail (e.g. ZFS, ZMS) • Focusing on customer loyalty (e.g. Zalando Plus)	• Pursuing our vision to be the Starting Point for Fashion • Become a sustainable fashion platform with the “Do More” strategy as core part of our business strategy	• Building a pan-European fashion and lifestyle e-commerce ecosystem around its two key growth vectors: Business-to-Consumer (B2C) and Business-to-Business (B2B). • Allows Zalando to cover an even larger share of fashion and lifestyle e-commerce in Europe • Achieving Net-Zero for whole value chain & empowering workers through Decent Work • Acquisition of ABOUT YOU

We are a truly European fashion platform and...

We are **active in 27 European markets**[1] and serve more than **53m active customers**[1], more than 10% of the European population

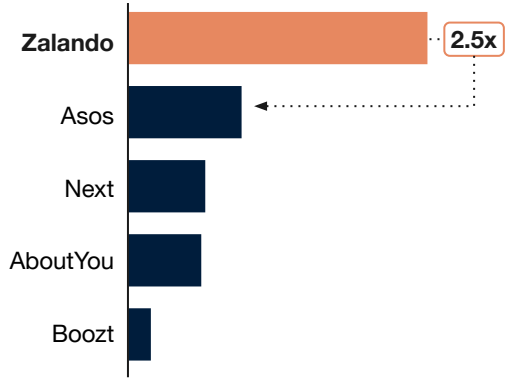
And we serve our customers in a more meaningful way as active customers spending over 500 euros make up **around 60% of our GMV**[2]

[1] Zalando stand-alone; 9M/25, each customer that has placed at least one order within the last twelve months
[2] Gross Merchandise Volume (GMV) incl. VAT, data from 2024

... the leading multi-brand fashion destination in Europe

Most visited multi-brand fashion destination

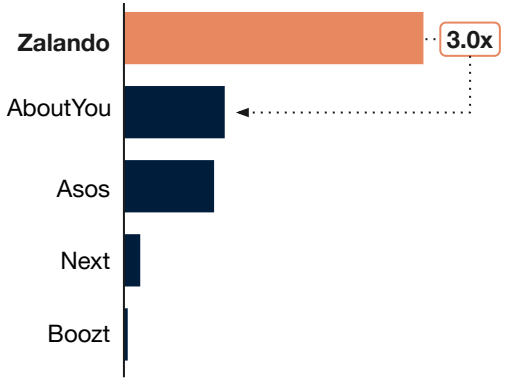
Total unique visitors 2023[1]



56% of customers visit us 5+ times per month[4]

Most downloaded multi-brand fashion app

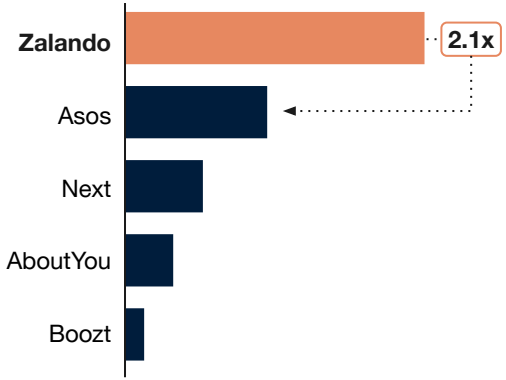
Total app downloads 2023[2]



61% of orders done via App

Unmatched scale in Europe

Active customers in #m[3]



~300 EUR spend per customer[5]

[1,2] Source: SimilarWeb, February 2024; [3] Company information, latest published last 12 month figures, Q4/23; [4] Defined as "logged-in visitor" and Fashion Store only; [5] Defined as GMV divided by the number of active customers, last 12 months, Q4/23

We have become THE European meeting point of customers and lifestyle brands

61%

of consumers prefer to shop **fashion at multi-brand retailers**[1]

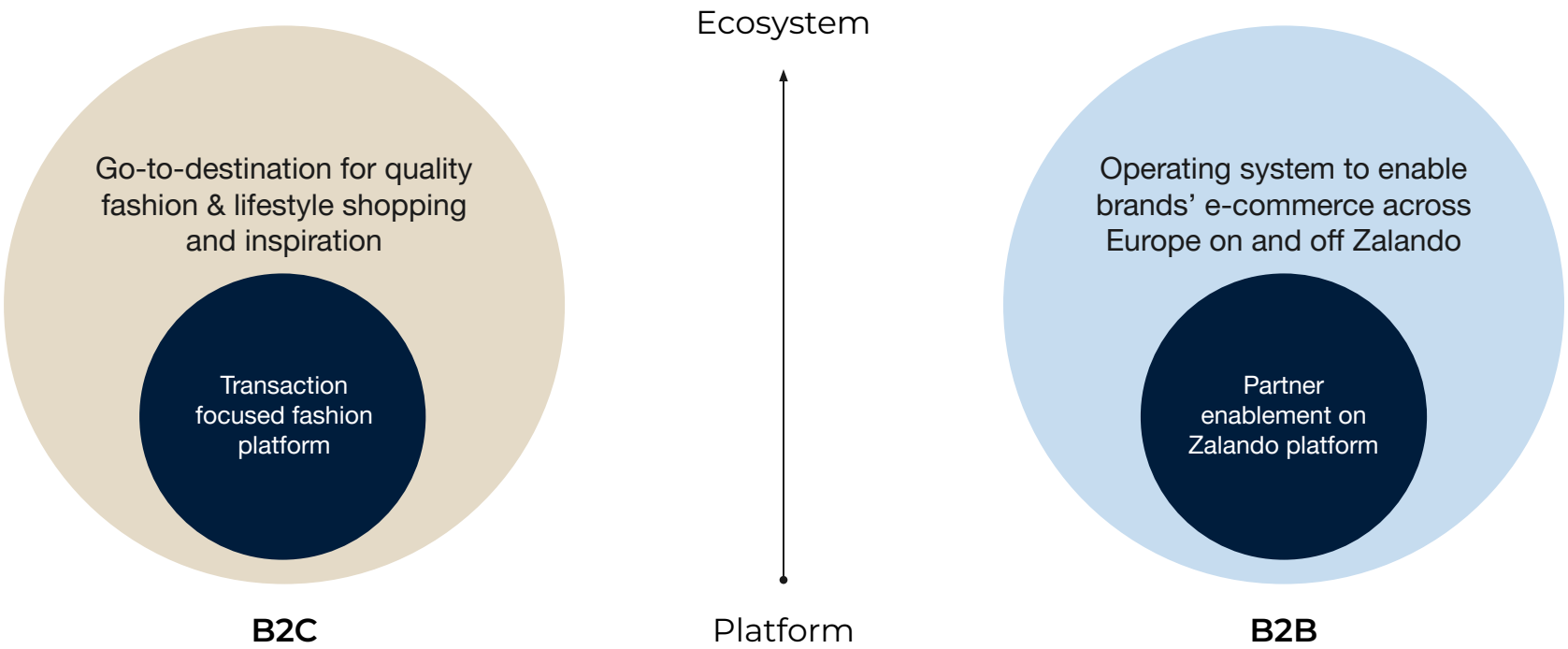
15

different brands ordered by average Zalando customer[2]

[1] Source: BCG consumer research (2023) "At which type of shop / retailer did you make your last purchase", February 202; [2] average during customer lifetime

We expand our strategy towards building a pan-European ecosystem for fashion & lifestyle e-commerce

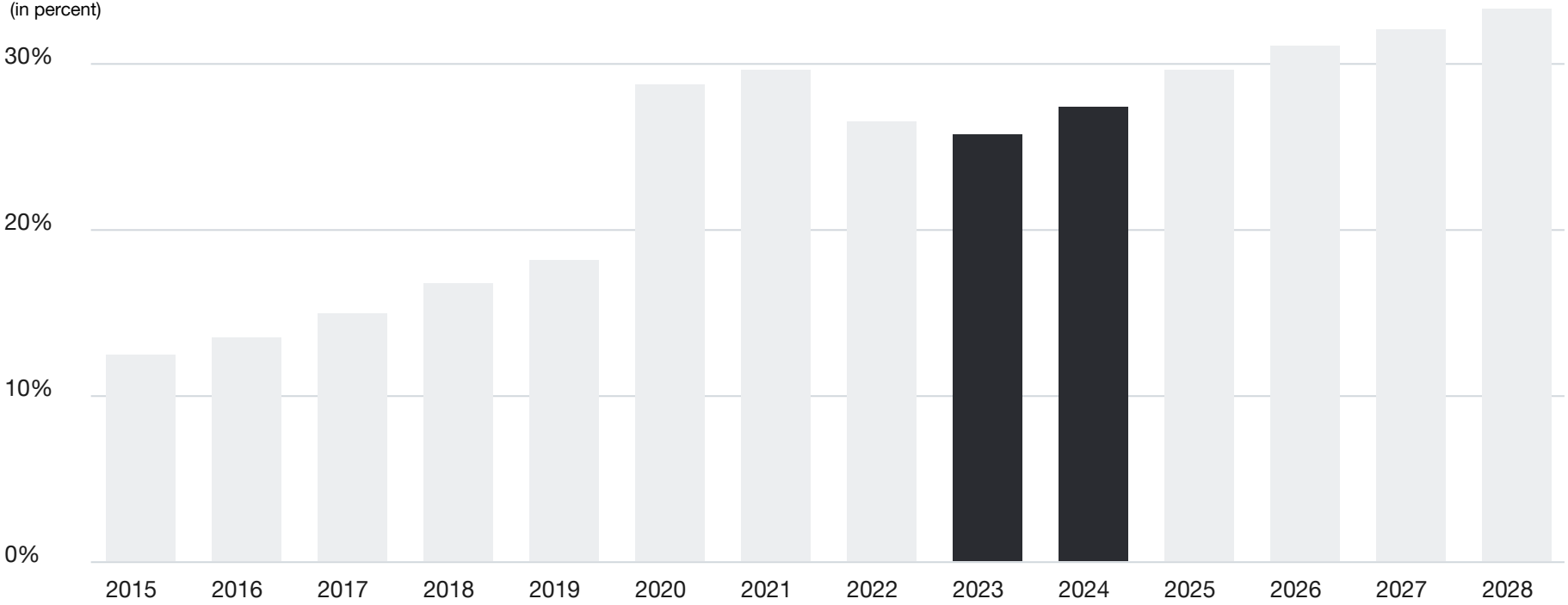
Our ecosystem strategy serves customers beyond transactions and enables partners beyond our platform across Europe



European e-commerce penetration returned to its long term trend line and increased again for the first time post Covid

Online Penetration Fashion in Europe[1]

(in percent)



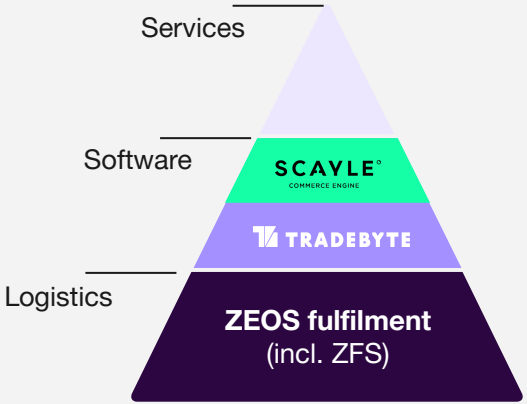
[1] Euromonitor online penetration as of February 2025, international forecasts, values based on actuals and estimates; fixed exchange rates. Fashion data incl. apparel and footwear, bags and luggage, jewelry and watches. Data for Europe (excl.Russia)

ABOUT YOU transaction successfully completed and ready to team up to lead the way in European fashion and lifestyle e-commerce

B2C

Go-to-destination and dual brand strategy

B2B

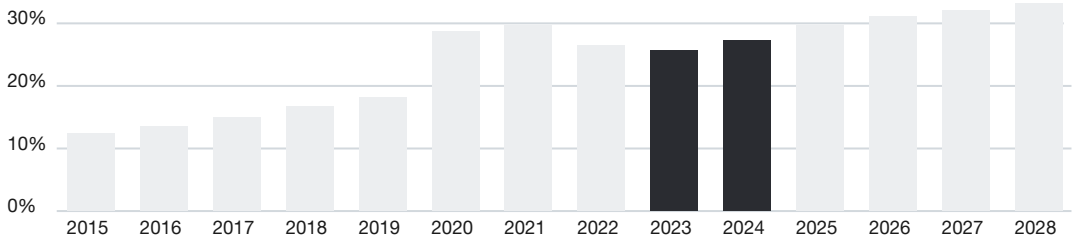


Enable brands e-commerce across all channels

Transaction adds further scale to an already huge opportunity contributing to Zalando's attractive long term financial profile

Expanded ecosystem opportunity

Online fashion segment continues to grow[1]



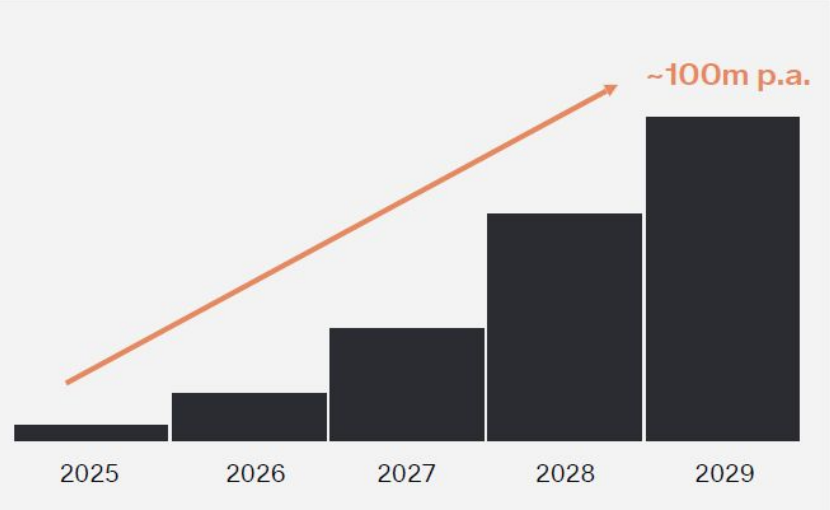
Combined group offers highly attractive financial profile at scale

	B2C	B2B
Long-term target margin (adj.[2] EBIT margin in % revenue)	10% – 13%	10% – 13%

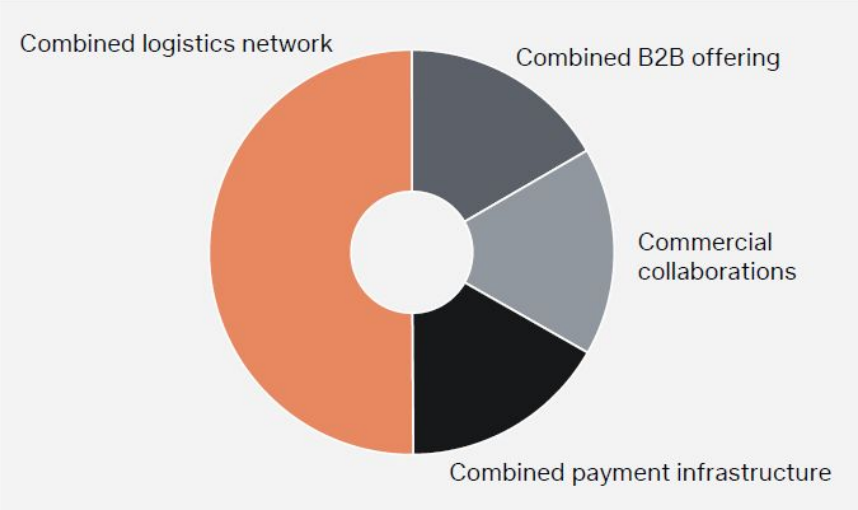
[1] Euromonitor online penetration as of February 2025, international forecasts, values based on actuals and estimates; fixed exchange rates. Fashion data incl. apparel and footwear, bags and luggage, jewelry and watches. Data for Europe (excl. Russia)
[2] Excludes equity-settled share-based payment expense ("SBC"), restructuring costs, significant non-operating one-time effects and acquisition-related expenses

Following joint value creation planning, we confirm high synergy potential from ABOUT YOU transaction of 100m EUR on group EBIT level from 2029 onwards

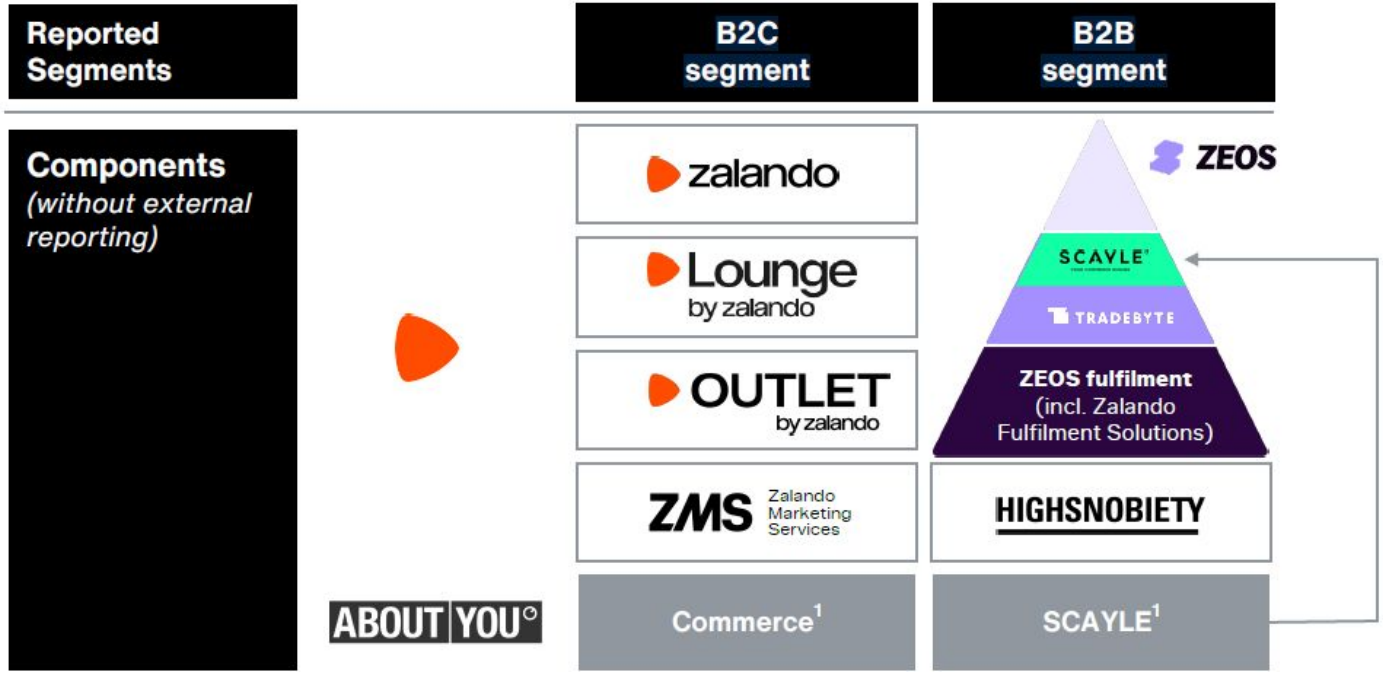
Planned ramp-up of (gross) synergies
(illustrative)



Sources of synergies (in 2029)
(illustrative)



Combined company will continue to report in B2C and B2B segment



[1] Previous segments DACH, Rest of Europe, and TME were replaced by the two segments Commerce and SCAYLE for FY25/26. Fulfilment by ABOUT YOU is included in Commerce.

Our mid-term guidance for the combined group until 2028 reflects our ambition to return to strong growth and to continue margin expansion

5-year CAGR[1] (2023 – 2028) Adjusted EBIT margin in % of revenue		Zalando combined group (incl. ABOUT YOU)
Growth	GMV	5% – 10% CAGR
	Revenue	5% – 10% CAGR
Profitability	Adj.[2] EBIT margin	6% – 8% in 2028
Cash generation	Free cash flow	Strong free cash flow

[1] For the combined group including pro-forma ABOUT YOU numbers
[2] Excludes equity-settled share-based payment expense ("SBC"), restructuring costs, significant non-operating one-time effects and acquisition-related expenses

Zalando is still managed by its founders, supported by high-profile experts that secure a well-rounded view of the business

Robert Gentz
Co-founder & co-CEO

David Schröder
Co-CEO[1]

Astrid Arndt
Chief People Officer

David Schneider
Co-founder

[1] also acting as interim CFO until a new CFO is appointed.

All supervisory board members have the relevant track record from various businesses to support Zalando

Alice Delahunt[1]
CEO and Co-Founder at SYKY, Inc.

Anders Hoch Povlsen[1]
CEO of Bestseller A/S

Maggie Ratay Sloan[2]
Zalando SE

Niklas Östberg[1]
CEO and Co-Founder of Delivery Hero SE

Susanne Schröter-Crossan[1]
CFO at sennder Technologies GmbH

Rose Reynolds[2]
Zalando SE

Kelly Bennett[1]
Executive Advisor to Microsoft/Xbox, Nubank and Spotify leadership teams

Mariella Röhm-Kottmann[1]
CFO at Sunlight Group Energy Storage Systems Industrial and Commercial SA

Zbigniew Laskowski[2]
Zalando Logistics Operations Polska sp. z o.o.

[1] Shareholder representative
[2] Employee representative

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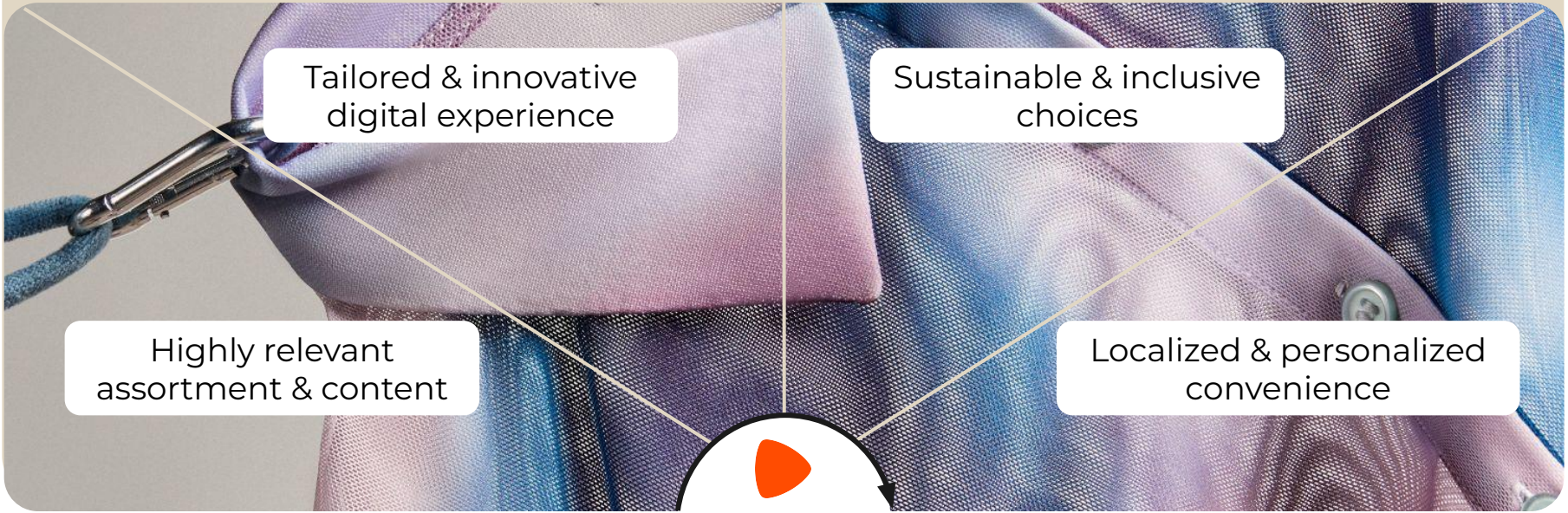
4. **Logistics network**
5. **Sustainability and Diversity & Inclusion**
6. **Business segments & financials**
7. **Share, convertible bond & contact**

We set the standard of fashion e-commerce in Europe addressing important needs

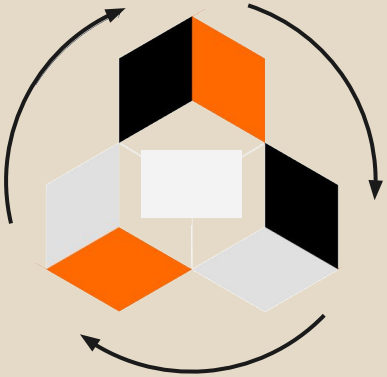
Trusted European brand



Our quality differentiation drives a flywheel for customers, partners and Zalando with substantial benefits

Customer benefits

- **Access** to more than **6,000 brands**
- **11,000 exclusive** products[1]
- **300 hot drops**[1]



Partner benefits

- Unparalleled access to about **52m active customers** in **25 markets** via Partner Program
- Ability to **authenticate** in a **quality multi-brand environment**

Zalando benefits

- **Higher scalability and flexibility** with a **50% Partner Program CAGR**[2]
- **Margin accretive** platform business

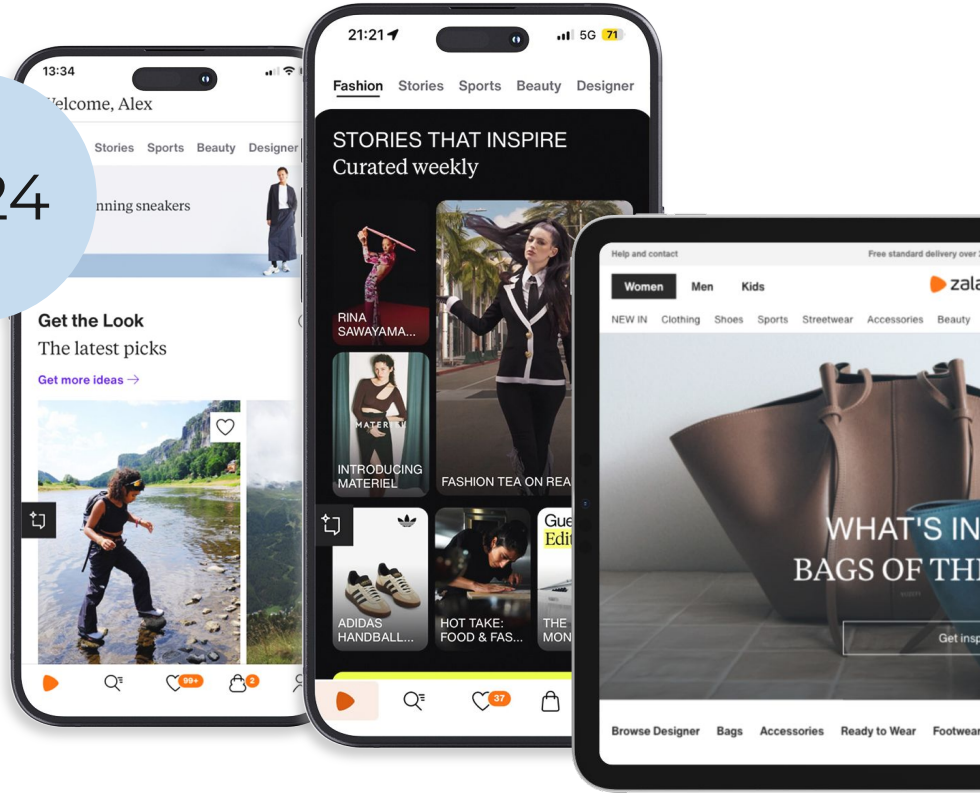
[1] data from 2023
[2] 2019-2023)

Our offering allowed us build a ~52m customer base and strong partnerships with >6,000 brands

Last twelve month figures, FY/24

~300EUR GMV per customer	>53m active customers
~61EUR average basket size per customer	~5x average order per active customers

2024



Evolving needs of customers create new opportunities

Growing expectations

59% of Zalando customers are willing to pay more for good **quality.**[1]

Increased lifestyle expenditure

>50% of consumer expenditure in Europe is on **lifestyle** categories.[2] Fashion represents less than a quarter of that.

Inspiration as entry point to shopping

86% of consumers look for **inspiration** within their shopping journey. For GenZ this increases to 96% and social media is the predominant source.[3]

Access, convenience, personalization & more sustainable choices

[1] Source: Zalando survey, [2] Source: Eurostat COICOP excl. Rent, Utilities, etc. (2020), Statista, [3] Source: BCG consumer research (2023)

Our B2C growth vector is built on three strategic growth pillars

MULTI-BRAND PLATFORM

Differentiation through quality

Lifestyle expansion

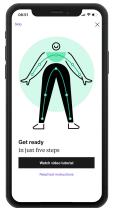
Inspiration & entertainment

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

Trusted European brand

89%
customer satisfaction with ‘product quality’

Highly relevant assortment & content



Tailored & innovative digital experience

60%
of all items sold on Zalando use size advice

More sustainable & inclusive choices

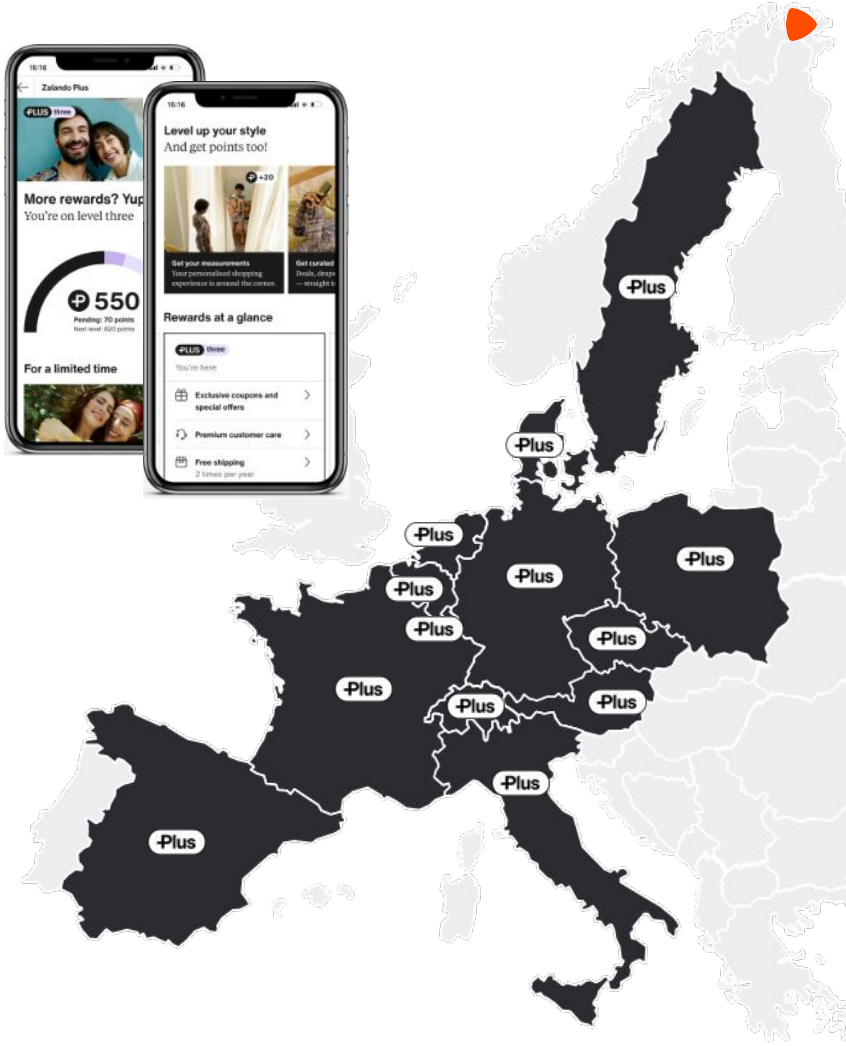
>600
adaptive fashion styles launched

92%
customer satisfaction with ‘ease of payment process’

Localised & personalised convenience

Loyalty programme
zalando Plus

Deepening customer engagement with our upgraded loyalty programme Zalando Plus



Successfully rolled-out loyalty programme to 13 markets with additional markets to be launched throughout the year

More than 15% of our customer base in all live markets is already participating[1]

[1] As of 4 May

We offer high equity brands that have a rich heritage, exciting products and unique stories to tell

The **brand is a major factor when buying** for >60% of customers.[1]

We are a preferred partner for many brands.

30% of Gen Z consumers rank quality as **the most important factor,** ahead of price, fast delivery, or free returns.[2]

We have access to the most demanded products, many of which are exclusive to us.

Product quality is a top 3 reason when choosing where to shop. 59% are willing to **pay more for quality items.**[3]

We have a proven capability to tell the story behind a brand and a product.

 [1] Source: BCG consumer research (2023), [2] Source: Zalando survey, [3] Source: Zalando survey

Lacoste x Zalando

An **exclusive** capsule collection only available on Zalando

We brought the collection to where customers are in France, in a locally tailored way

Driving awareness

Driving engagement

+65%
traffic at campaign start

+37%
conversion rate increase after go-live

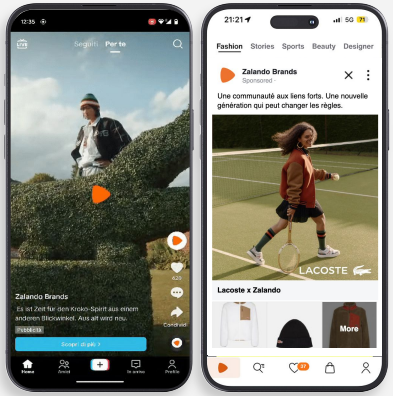
+9%
YoY GMV increase[1]

[1] Nov & Dec 2023 vs. 2022

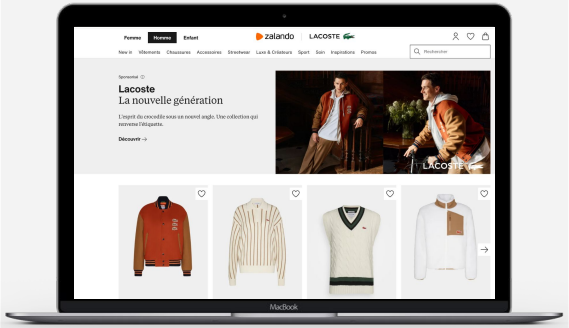
ZMS brought it across Europe and created a lasting impact

Awareness → **Consideration** → **Conversion**

Offsite digital-first campaign



Onsite activation



>2.8m
PDP views[1]

+27%
brand followership increase during campaign

60%
of acquired customers are new to the brand

[1] Nov & Dec 2023 vs. 2022

Size & Fit steps up quality of service

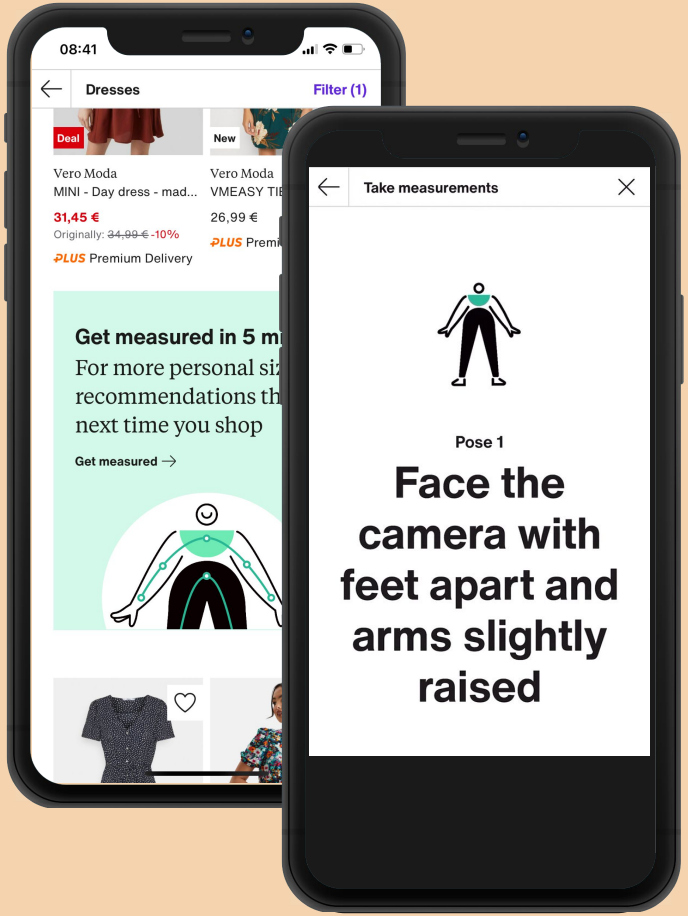
We continue to break ground and reduce the need for a physical changing room, **using computer vision, generative AI and mixed reality.**

60%

of all items sold on Zalando use size advice

>14%

reduction of size-related returns enabled by new technologies and experiences



Our B2C growth vector is built on three strategic growth pillars

MULTI-BRAND PLATFORM

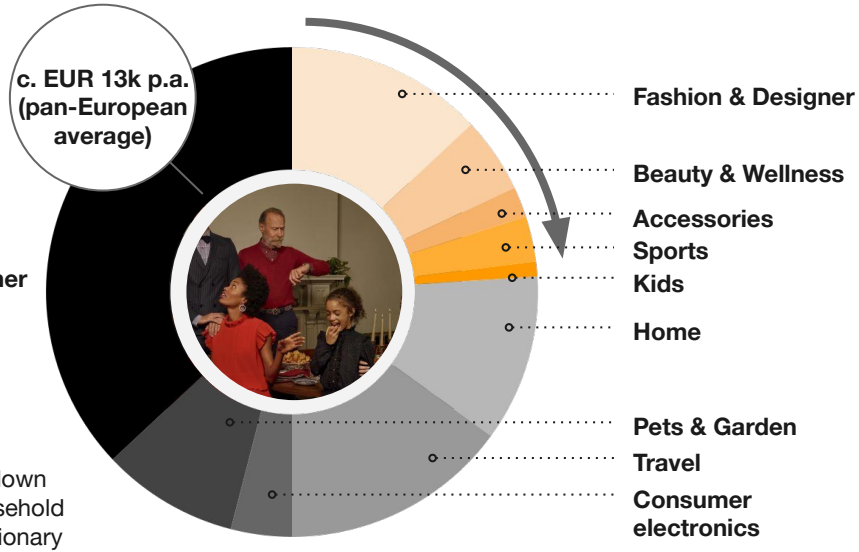
Differentiation through quality

Lifestyle expansion

Inspiration & entertainment

We serve more of our customers' lifestyle needs with growing and powerful propositions

Customers' lifestyle needs



Breakdown of household discretionary spend[1]

Zalando propositions

- Fashion
- Lounge by Zalando
- Designer
- Beauty
- Pre-owned

[1] Source: Eurostat COICOP excl. Rent, Utilities, etc. (2020), Statista

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

SOL DE JANEIRO

ARMANI beauty

Kiehl's SINCE 1851

ghd good hair day

dyson

Milk MAKEUP

Abib

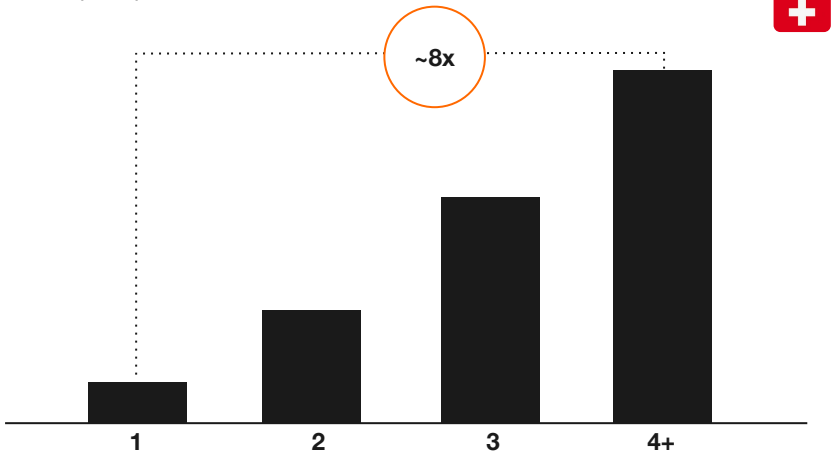
TIRTIR

SUNDAY RILEY

Our multi-proposition machine has been delivering results – even in a challenging environment

Customers shopping multiple propositions spend more … (in DACH, 2023)

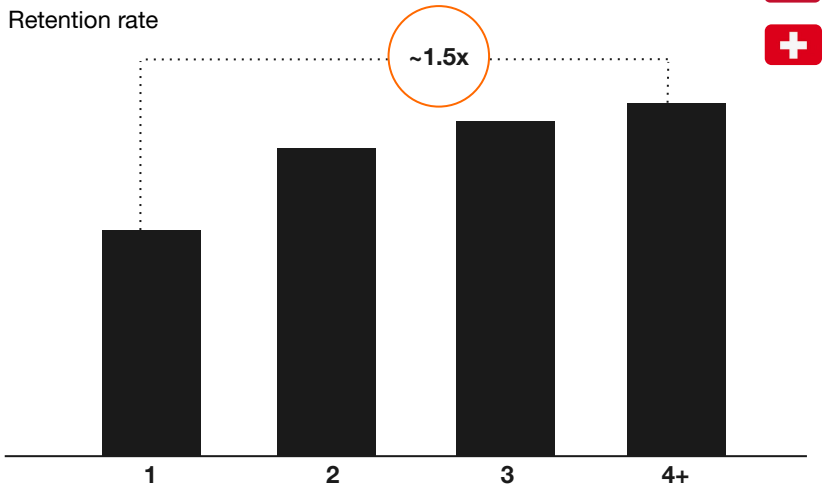
GMV spent per customer



No. of propositions

… and show significantly higher retention rates (in DACH, 2023)

Retention rate

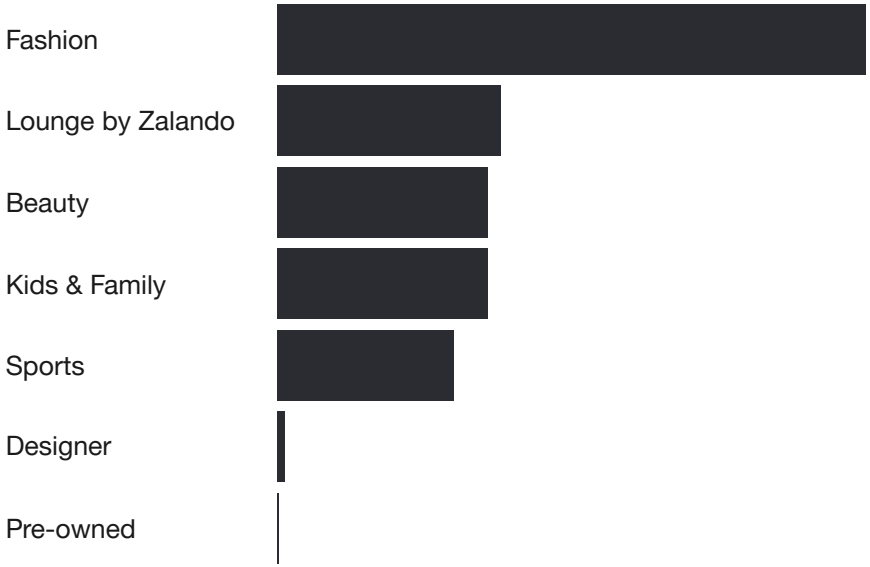


No. of propositions

2024, we serve more of our customers' lifestyle needs by growing distinct propositions

Increase in customers per proposition[1]

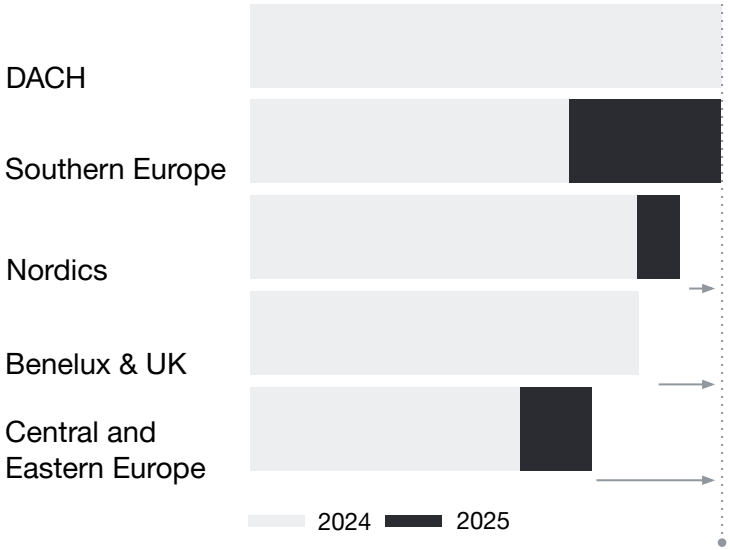
(in m) (illustrative)



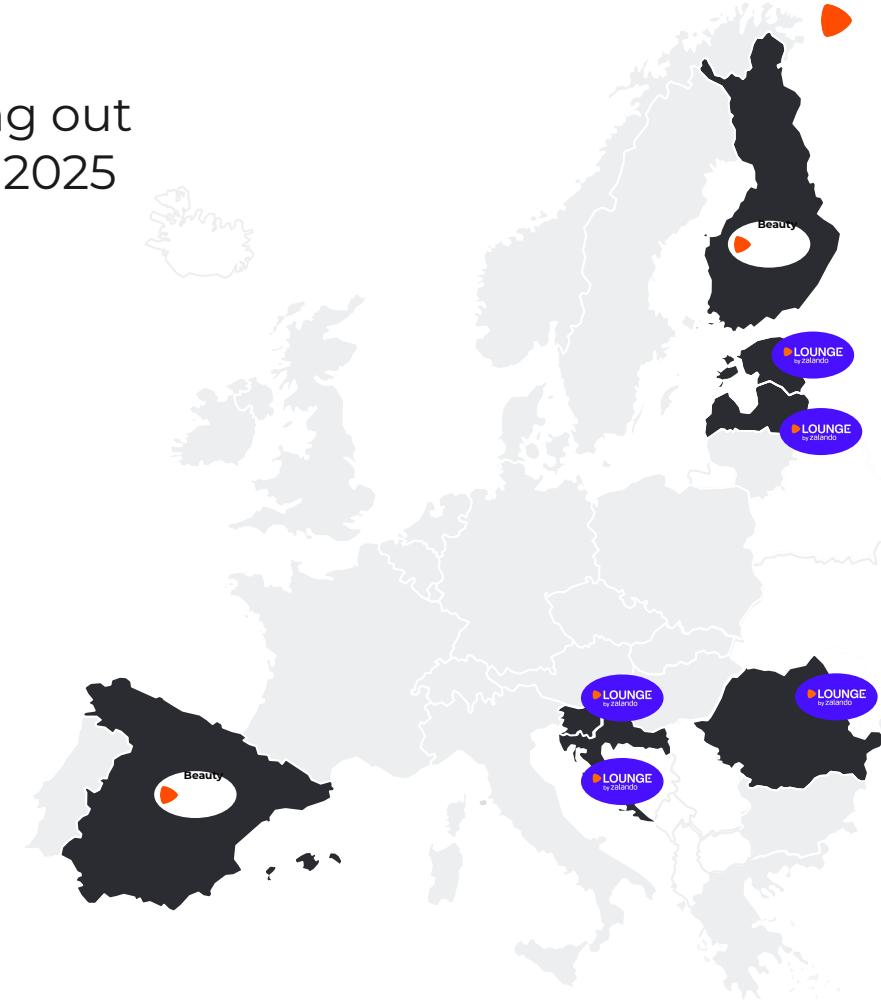
[1] Year on year increase in active customers per proposition. Data for 2024

We will continue to drive growth by rolling out existing propositions to more markets in 2025

Average no. of propositions per market cluster
(illustrative)

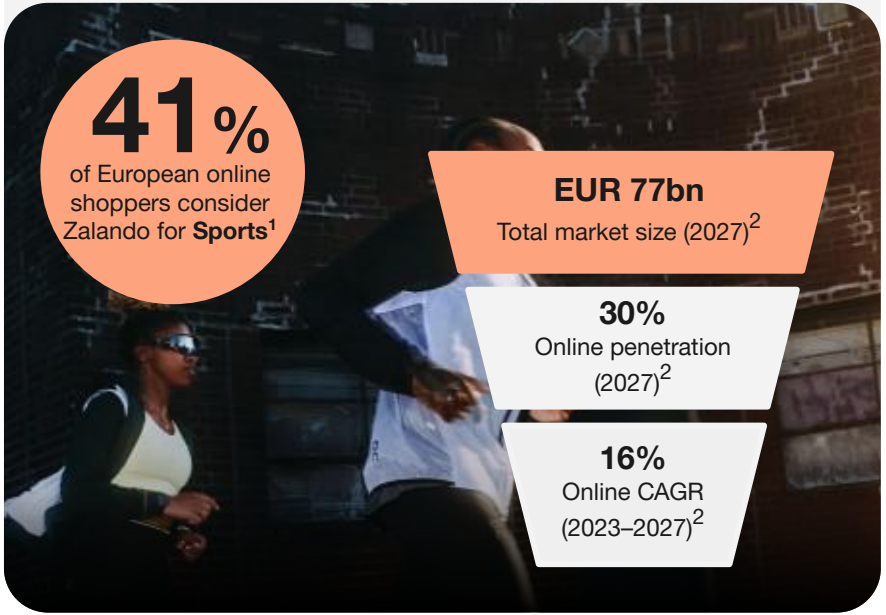


All propositions live in all markets

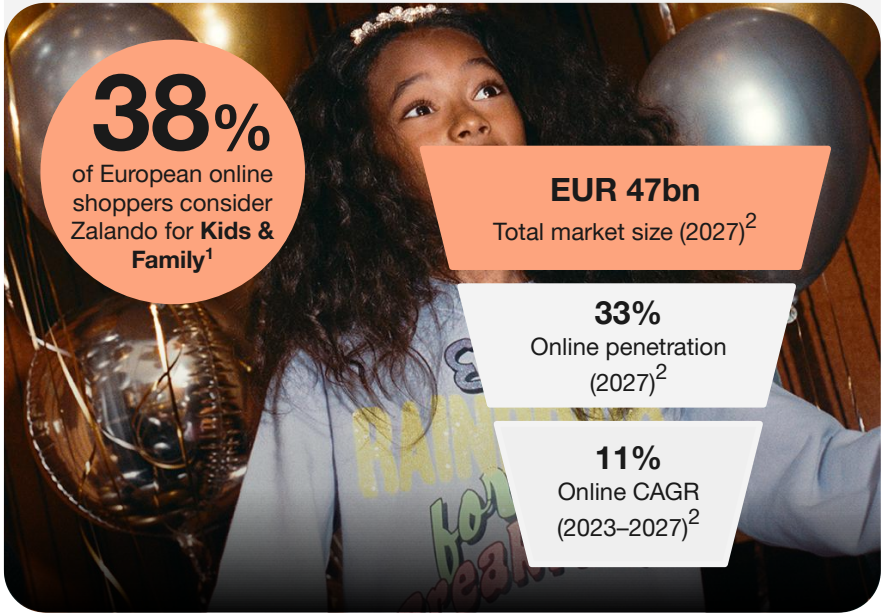


We build powerful new propositions in Sports and Kids & Family

Sports

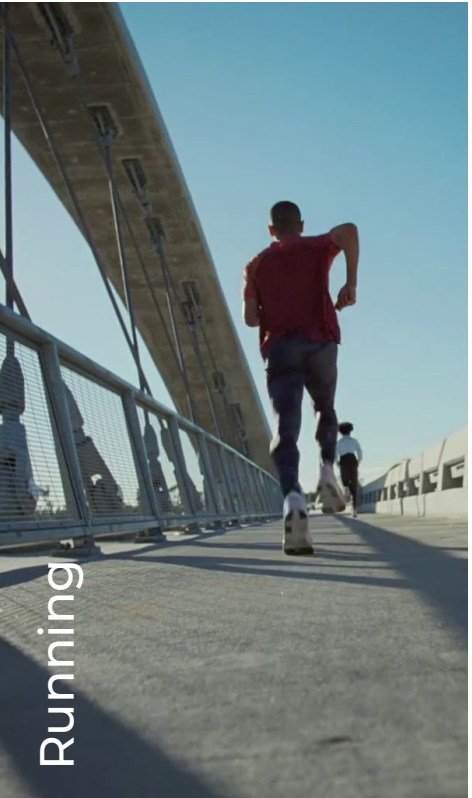


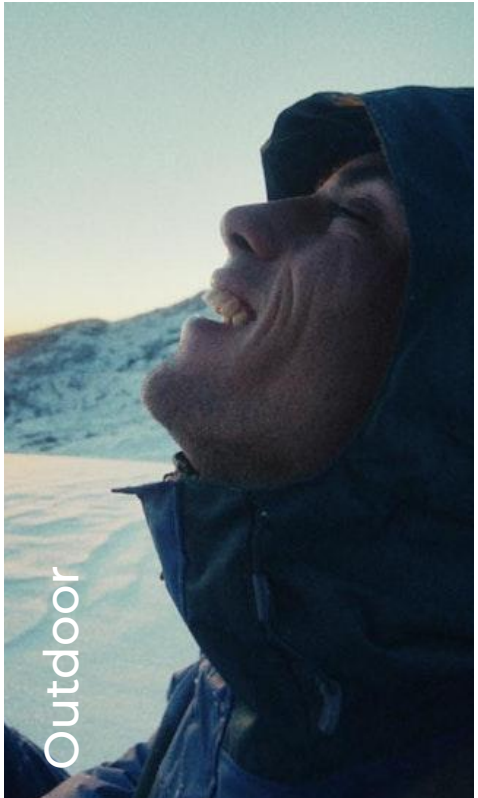
Kids & Family

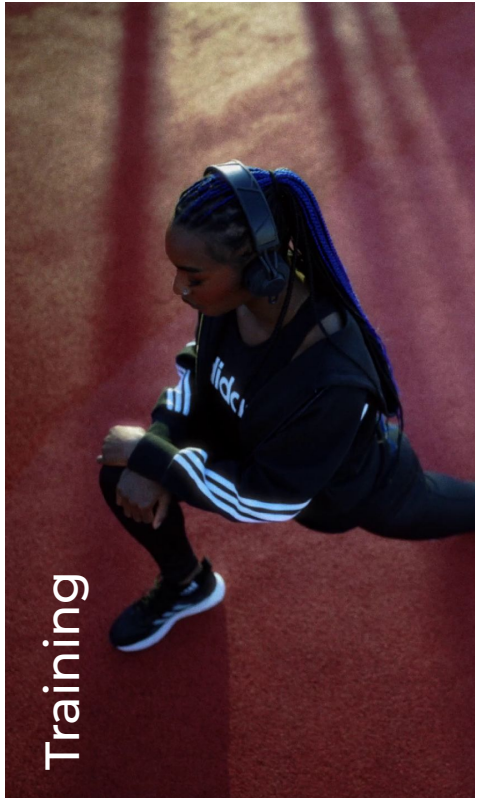


[1] BCG Survey, November 2023; [2] Euromonitor data as of February 2024, International forecasts,values based on actuals and estimates; fixed exchange rates

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

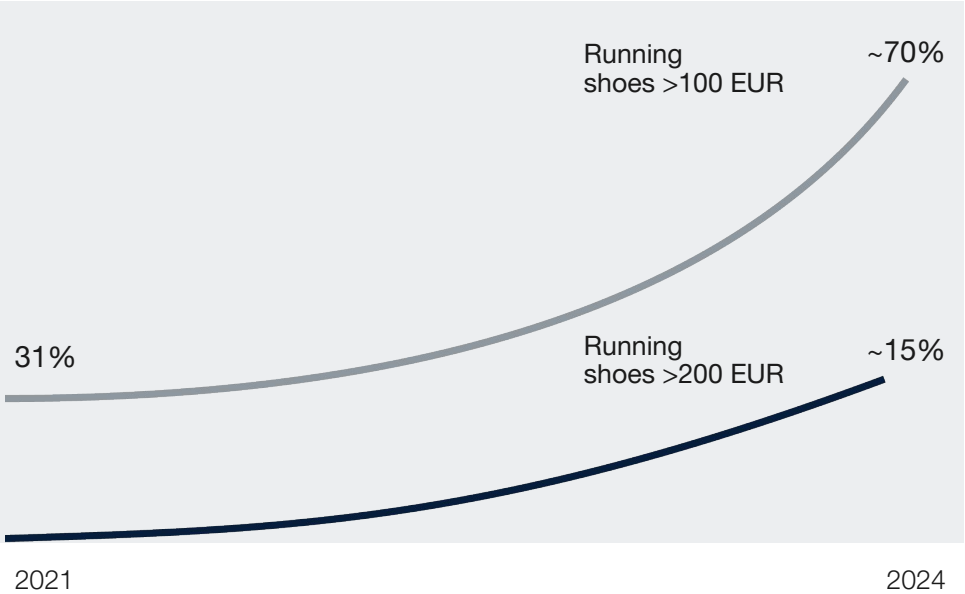






… and boosting our running assortment competency through high quality partnerships

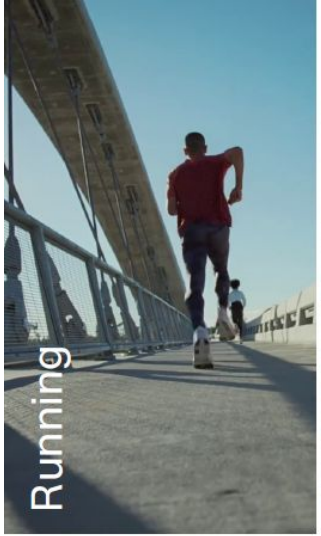
Share of running shoes business in %

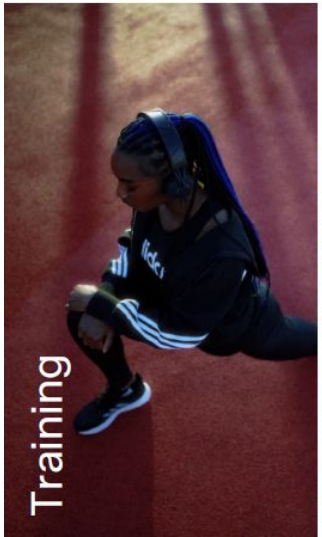


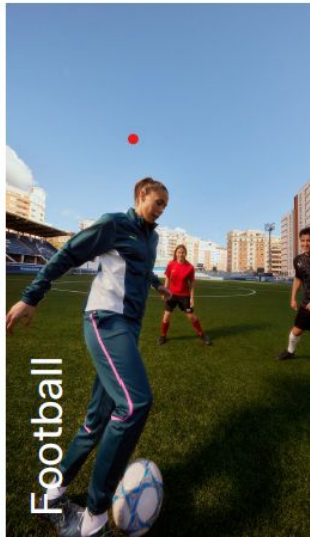
Expanding into lifestyle by doubling down on our sports opportunity

Main partner of German Football Federation (DFB)

Key marathon sponsorships and dedicated marketing activations







Our B2C growth vector is built on three strategic growth pillars

MULTI-BRAND PLATFORM

Differentiation through quality

Lifestyle expansion

Inspiration & entertainment

Inspiration is becoming a key driver of the shopping journey

31%

of fashion shoppers know the brand and product they want to buy when they start their fashion journey[1]

>70%

GenZ shoppers make their decision to purchase while seeking inspiration[2]

72%

of inspiration happens online[1]

 [1] Source: BCG consumer research (2023), [2] Source: Highsnobiety

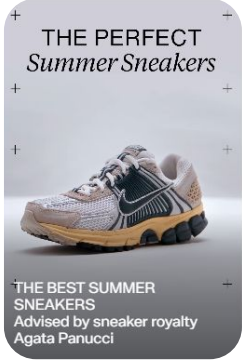
We are engaging and entertaining our customers by telling more compelling stories

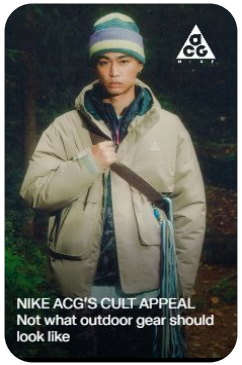
Since launch in August 2023

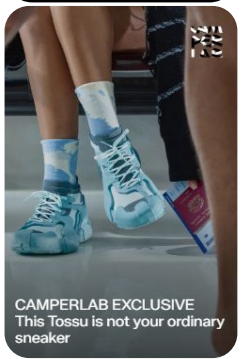
>500
Stories published

>700
Featured brands

>7000
Featured products

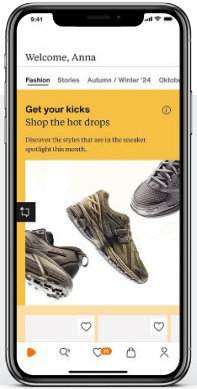






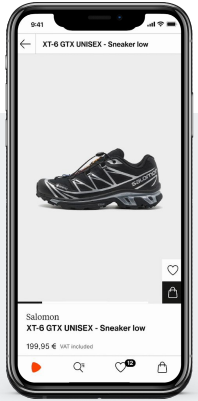
We are constantly experimenting and iterating new ways to engage our customers with exciting content and AI-driven experiences

New content sources:
Talent Profiles

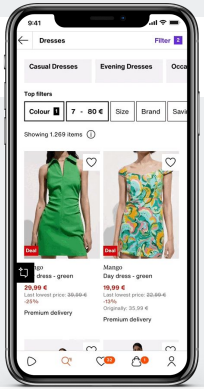


New content types:
Live Shopping

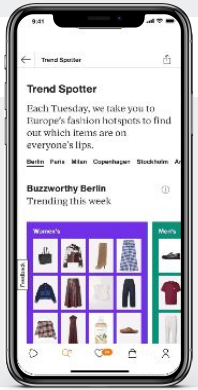
New content formats:
User Boards



Zalando Assistant

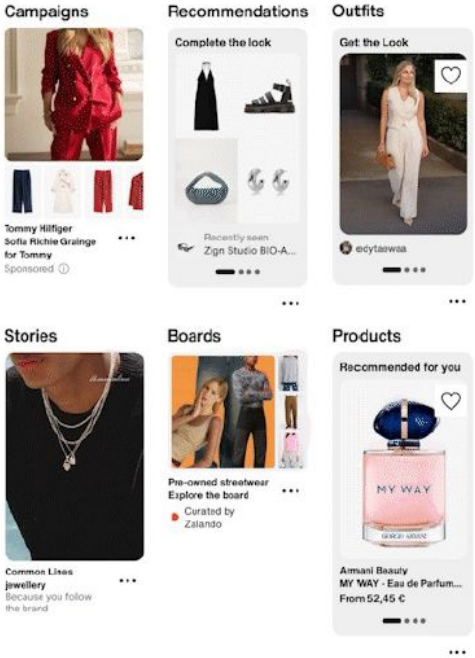


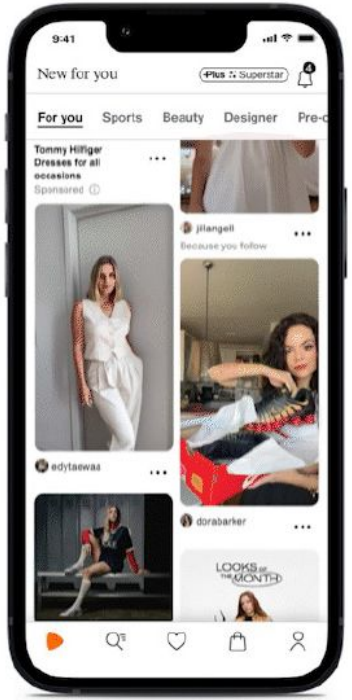
Trendspotter



Outfit Builder

Making the customer experience more inspiring and personalised with our new AI-driven discovery feed - boosting customer engagement and supporting our advertising business

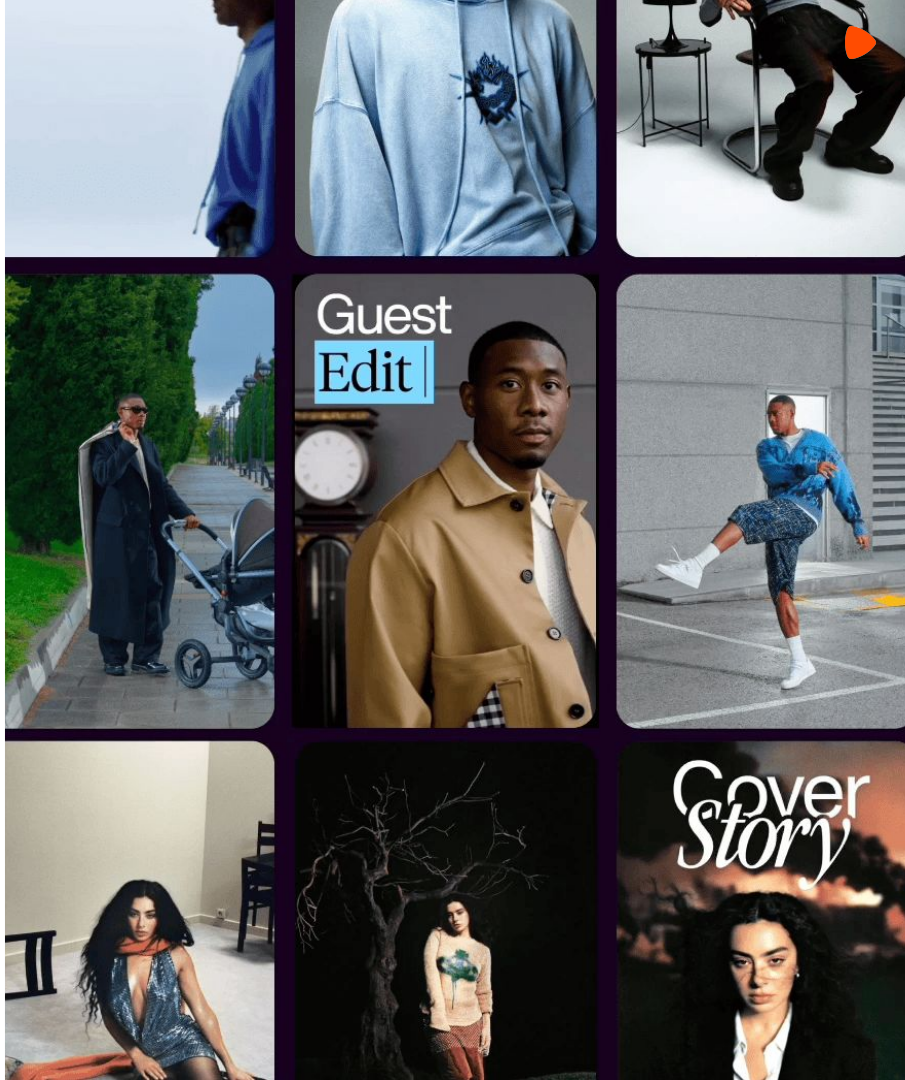




We leverage creators to expand into more content sources

43%

of consumers prioritize **fashion creators** that are relatable and authentic[1]



[1] Source: McKinsey & Business of Fashion State of Fashion Report

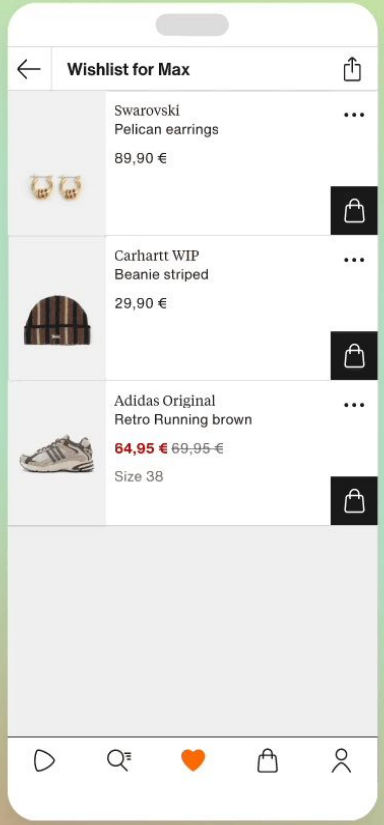
We turn our customers into contributors by enriching the experience with social elements

8%

share of customers visiting a product detail page that clicked the **share button** at least once

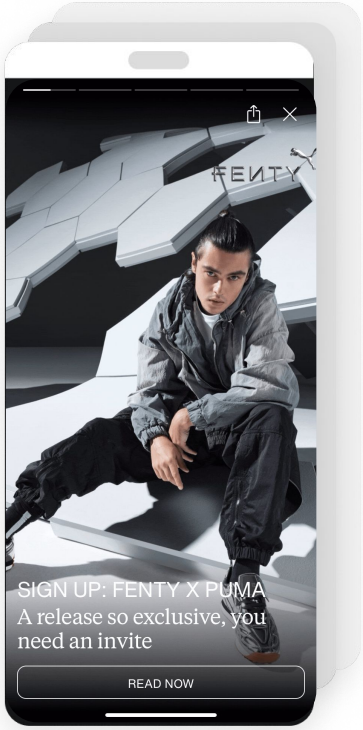
29%

share of GenZ customers that **talk to others about the product** after they bought it[1]



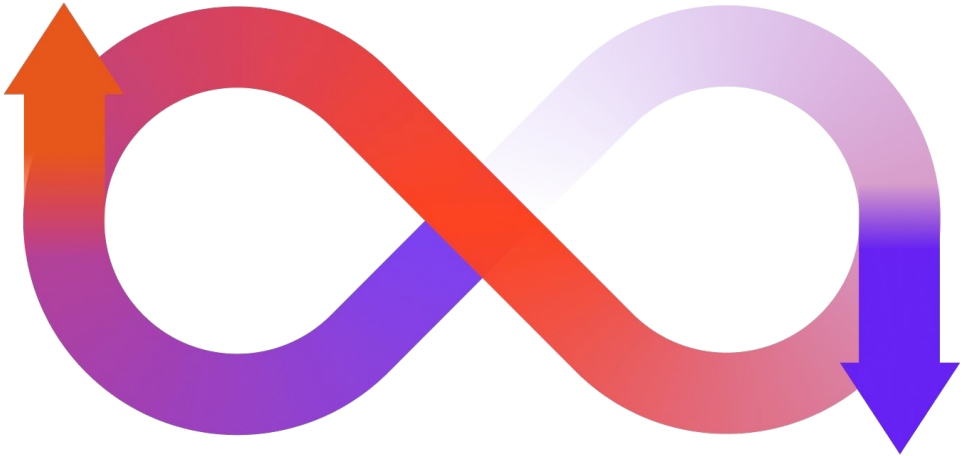
[1] Source: BCG consumer research (2023)

Personalised content at scale will drive user engagement, time spent and advertising



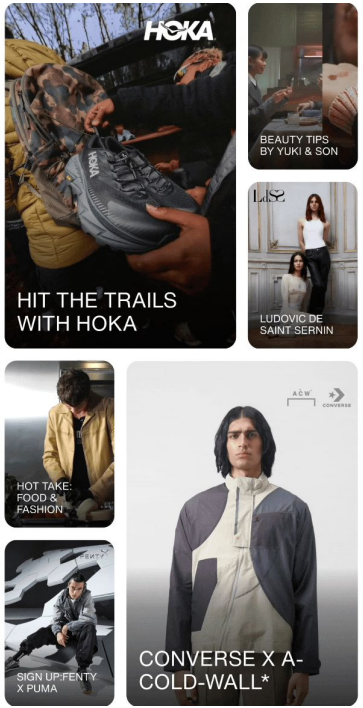
More elevated and personalized content

Higher frequency
More engagement



More advertising revenue generated

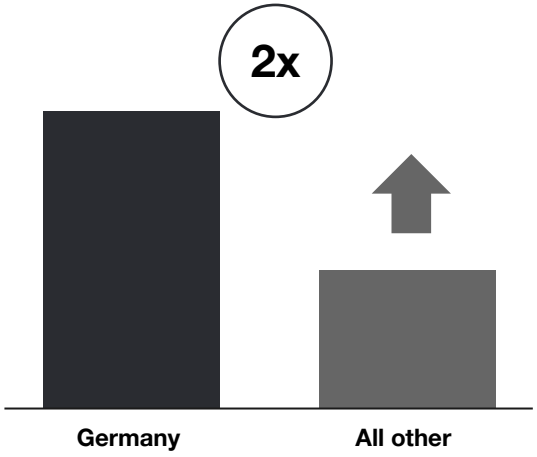
More content sources provided by partners and creators



Progressing on our strategic growth pillars in B2C will create an even more attractive advertising environment for brands

Differentiation through quality

ZMS revenue as % of GMV, 2023

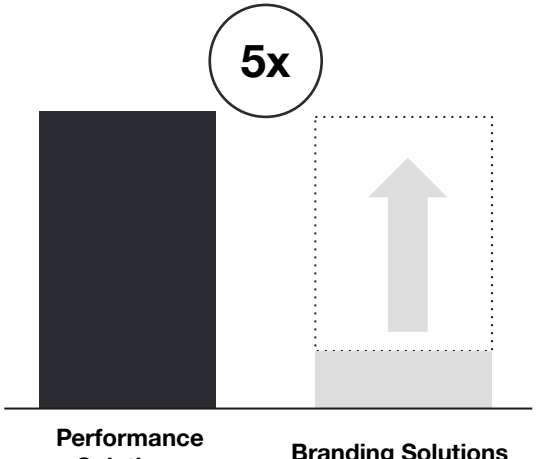


Lifestyle expansion

ZMS revenue as % of GMV, 2023

Inspiration & entertainment

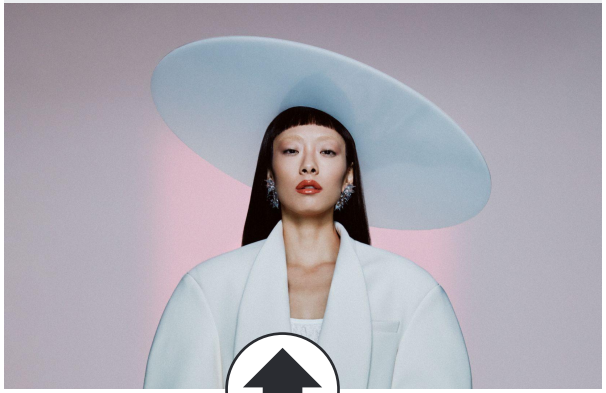
ZMS revenue as % of GMV, 2023



Three strategic growth pillars for our B2C business present a clear path to strong growth again

MULTI-BRAND PLATFORM

Differentiation through quality



Active customers

Lifestyle expansion

Share of wallet

Inspiration & entertainment

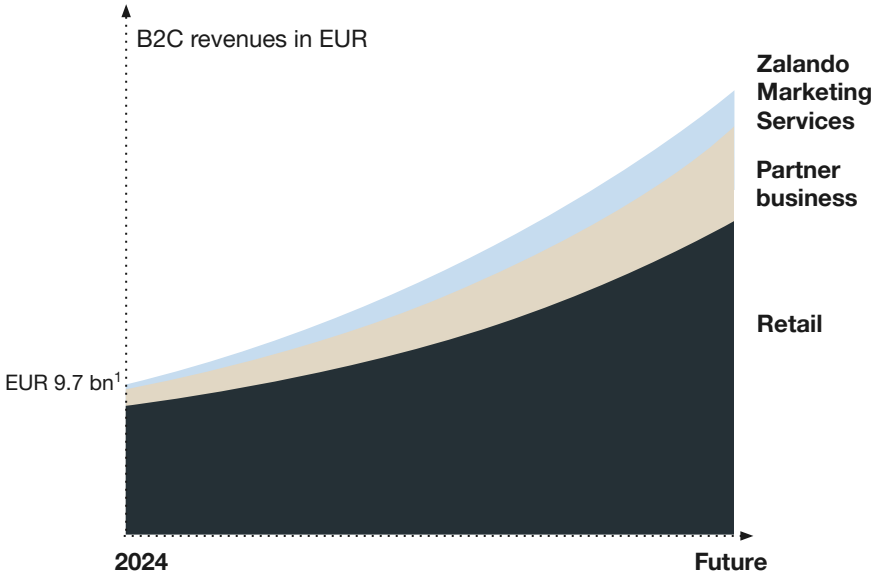
User engagement

Leveraging the group's unique capabilities, B2C supports Zalando's long-term value creation

Unique Zalando capabilities ...

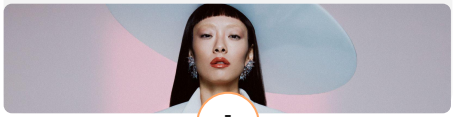
1. Customer reach & brand engagement
2. Strong brand partnerships
3. Sustainability
4. Logistics infrastructure
5. Technology & data

... enabling B2C long-term growth trajectory ...



... by capitalizing on three key strategic growth pillars

Differentiate through quality

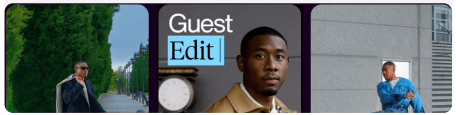


+

Lifestyle expansion

+

Inspiration & engagement



[1] B2C also includes other B2C service revenues like shipping fees

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6. **Business segments & financials**
7. **Share, convertible bond & contact**

We continuously introduce our customers to adjacent and new propositions to drive deeper engagement and long-term loyalty

Differentiating through quality across the customer journey

- Highly relevant assortment & content
- Tailored & innovative digital experience
- More sustainable & inclusive choices
- Localized & personalized convenience

Elevating distinct customer propositions within Fashion

Beauty
Designer
Zalando Loyalty Programme
Pre-Owned
And more. (e.g. Sports, Kids & Family)

Our multi-year vision to build an industry-leading Beauty proposition

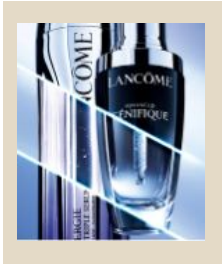
March 2018
Beauty Launches in Germany

2018-2019
Beauty rolled out to nine new markets

2020
Salon opened in Beauty station in order to launch Professional haircare brands

2020
Launch of Derma Cosmetics Brands inc. Vichy, La Roche Posay and CeraVe

2023
Launch of prestige luxury brands to Retail; Lancome, Mugler, Maison Margiela, Shiseido & Zadig & Voltaire.



Today
~800 brands and ~25k Beauty products online across Skincare, Makeup, Hair Care and Fragrance, available in 11 markets

From Transaction to Experience: The Designer proposition

Designer is maturing as an **elevated destination** within the world of Zalando, where our Designer audience can engage with luxury brands through a new lens with an emphasis on authentic brand DNA with partners controlling the narrative.

Through our **New Designer** destination, we empower brands to connect with the **next generation of luxury customers** who crave engagement and the convenience of cross shopping and value based decision making.

Selected brands:

- **GUCCI**[1]
- **PRADA**[1]
- **VERSACE**[1]
- **BURBERRY**[1]
- **CHLOÉ**[1]
- **VICTORIA BECKHAM**
- **LONGCHAMP**
- **PAUL SMITH**
- **HELMUT LANG**
- **ROBERTO CAVALLI**
- **MARNI**
- **MISSONI**
- **MCM**
- **MM6**
- **Diane von Fürstenberg**

[1] Accessories only

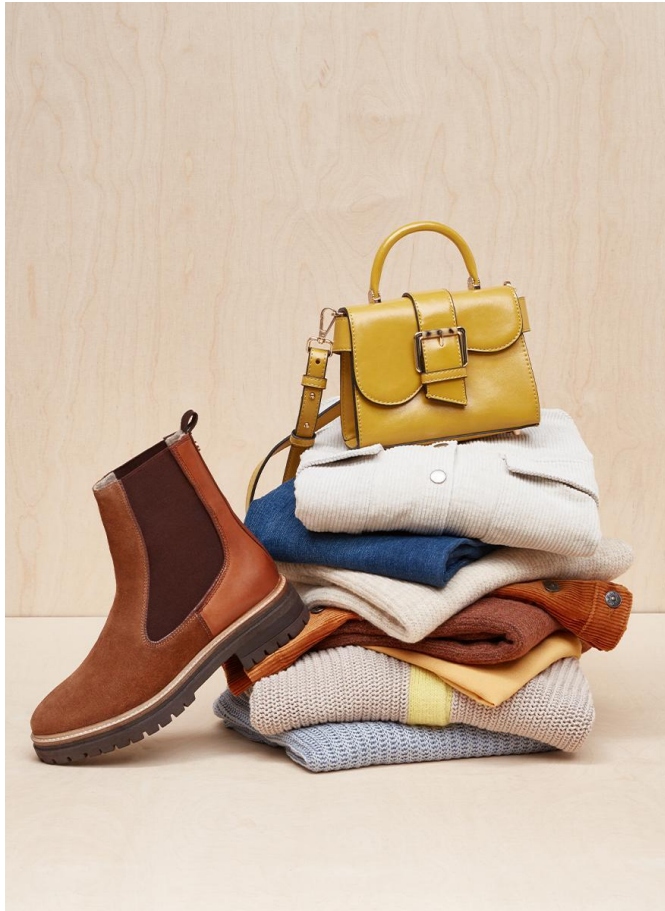
Zalando launched the most effortless Pre-owned fashion experience in Europe in 2020

Buying Pre-owned[1]
Discover pre-owned items in a dedicated Category (separate section onsite) with the same seamless Zalando experience

- **Curated** assortment of **quality-checked** Women's and Men's wear items.
- All items **processed and sold** by Zalando: no customer-to-customer sales.
- Same Zalando **convenience proposition** (100 day return, payment, etc.) plus **carbon neutral** shipping in **plastic-free** packaging.

Trade-in*
Effortlessly trade in those fashion items you no longer wear to Zalando in exchange for credit or a donation

- **Easy upload** with just one photo and seamless trade-in of items bought on Zalando or elsewhere
- **Fast and direct offer** from Zalando: no C2C bargaining, no waiting time
- **Free shipping**: Zalando pays all delivery & returns of trade-in items for our customers



[1] Live in BE, DE, ES, FR, NL and PL

Lounge by Zalando - one of Europe's leading online outlets

PARTNER BENEFITS

01
Connect brands to a new and **distinct customer demographic**

02
Offers **an outlet sales channel** in a protected and known environment

03
Recapitalise **unsold stock** from a brand's ecosystem

04
Help brands to mitigate insecurities in supply production planning

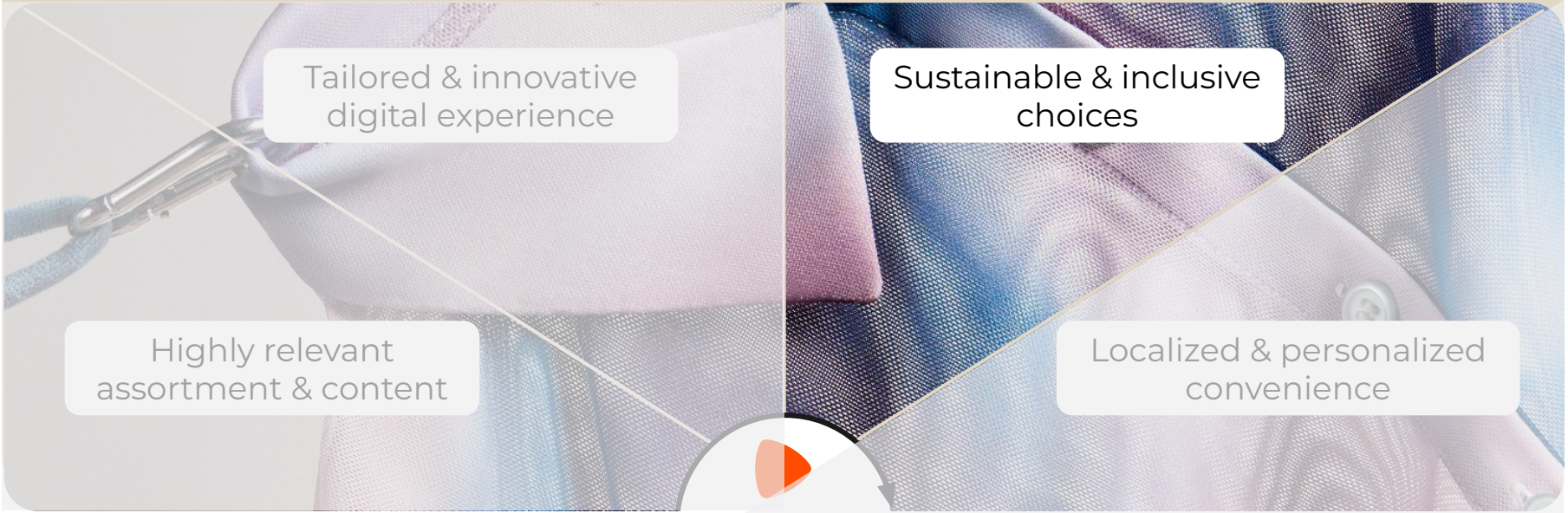
Items that were previously offered in the Zalando online shop or in our online shopping club Lounge by Zalando can get a second chance at Zalando Outlets

In our 15 outlet (brick-and mortar) stores, customers can find an assortment of designer and brand-name products on sale by up to 70%. These items become available for Outlet customers as soon as they are not part of the newest seasonal collection anymore, are only available in single sizes or come with minor defects such as a missing button. Beauty products in mint condition complement the selection of textiles, accessories, shoes, and homeware articles.

Zalando Outlets are located in city centers and have an individual store concept adapted to the local target group and community culture. Customers find a modern and pleasant shopping atmosphere: Zalando Outlets offer wide aisles, free wifi, and a relaxed atmosphere thanks to the interior design with local features.

Zalando customers want to make value-driven choices

Trusted European brand



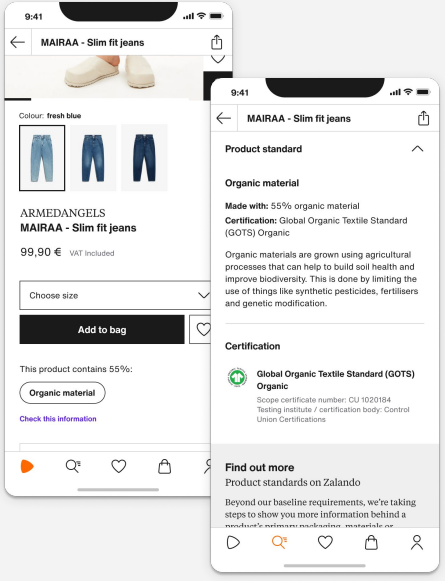
We highlight Sustainability-related product information throughout the customer experience

‘Product standard’ Filter

1

The **‘Product standard’ filter** enables our customers to search for products with sustainability related third party standards. Only products with a **minimum of 30%** certified materials are included

Glanceable preview and detailed Information on the Product Detail Page



2

The top of the Product Detail Page gives customers a **preview of an item’s product standard**.

3

Sustainability related information on the **Product Detail Page** offers customers additional information

Our product standards: Fashion, footwear & accessories

Customers can filter the catalog using these product standards and find further information about them on the Product Detail Page.

Organic material
Certifications supporting soil health and biodiversity through organic farming

Recycled material
Standards using reclaimed material that might otherwise end up as waste.

Forest-based material
Certifications supporting the conservation and restoration of forests.

Bio-based material
Renewable materials like corn, algae, orange peels, coffee grounds or fish skin.

Organic in-transition material
Certified material produced by farmers changing to organic practices.

Cotton (farming standard)
Supporting environmental management and more traceable systems.

Designed for circularity
Full lifecycle design that uses recycled or renewable materials, and prioritises durability and recyclability.

bluesign® approved material
Production standard for limited chemical use, environmental management, health, and safety.

Certified wool
Standards supporting animal welfare and land management.

Certified down
Standards supporting animal welfare and farming practices.

Wood-based material
Regenerated cellulose material made in a way that minimises resource use.

Regeneratively grown material
Farming standards supporting ecosystems and soil health.

Leather (production standard)
Supporting environmental practices across production.

Leather alternative
Plant-based leather or synthetic leather manufactured without chemical solvents.

Our product standards: Beauty & personal care

Customers can filter the catalog using these product standards and find further information about them on the Product Detail Page.

Forest-based material

Certifications supporting the conservation and restoration of forests.

Recycled packaging

Product packaging (like bottles, bags or containers) made from reclaimed materials.

Natural ingredients

Certified ingredients from plants, animals, micro-organisms or minerals.

Refillable

Packaging that can be used again to decrease waste.

Cruelty free

Ensuring no animal testing globally for ingredients or manufacturing.

Organic ingredients

Certifications supporting soil health and biodiversity through organic farming.

Our Commitment: To offer an inclusive assortment with products in every category across price, size and style

Adaptive Fashion

Over 600 styles for adults & kids from with Tommy Hilfiger, Nike Friedly Shoes, Adidas, Sketchers and within Zalando's own private labels including an **adaptive feature filter** for easily visibility

Genderless

Inspiring customers with a dedicated **fashion hub** and **exclusive collections**

Beauty

Inclusive beauty assortment including e.g. makeup for dark skin tones

Black Owned Brands

Assortment from black-owned brands across beauty, jewelry and fashion

Modest Fashion

Broad range of modest clothing options that inspire customers and ensures a more inclusive experience.

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Strong retail partnerships represent a key success criterion in establishing Zalando as Europe's leading online retailer and lay the foundation of our platform transformation

Retail

Partners can leverage Europe's most powerful sales channel for their products while we take care of all operations and inventory (price is set by Zalando)

Partner benefits:

- Profound expertise of Zalando buyers
- Data-driven insights into customers' online shopping behavior
- We take care of all operations
- Inventory risk is on Zalando

We offer our brand and retail partners three different partnership models that determines the way how we source fashion supply for our platform

Retail

Zalando buys from suppliers, stores in warehouses and sells to customers.
Zalando does pricing and merchandising.
Zalando carries inventory risk.

Direct-to-Consumer

Partner Program

Partners connect to the Zalando platform and sell directly to consumers.
Partner does pricing and merchandising.
Partner carries inventory risk.

For Backfill + additional assortment.

Partner business

Opening our infrastructure for partners was a logical next step and our strategic response to the emerging trend of direct-to-consumer among our partners...

Partner Program

Partners can directly integrate stock with Zalando and manage their growth, while retaining control over products, prices and brand representation.

Partner benefits:

- Increase profitability, leverage overall business processes and cut costs
- Get direct access to millions of customers
- Partner sets prices
- Curated assortment integrated in catalogue
- Partners can manage growth (not limited by budget)

Direct-to-Consumer

Our logistic services make customers benefit from increased choice and the ability to shop multiple brands at one single destination with maximum convenience

One order = one parcel

	Retail	Partner Program with ZFS[1]	Partner Program Drop-ship
Product ownership & control	Zalando buys product and has full control	Direct integration of stock and brand has full control over products, prices and product representation.	
Customer check-out (point of sale)	Zalando shops / App (e.g. Zalando.de)		
Warehousing & Packaging	Zalando warehouse; one Zalando-branded parcel		Partner warehouse; separate partner-branded parcel
Shipping	Zalando transportation network (middle and last mile)		Partner transportation network (middle and last mile)
Returns	Customer returns products in one parcel to Zalando network		Customer returns products in separate parcel to partner network

[1] ZFS is reported in B2B segment

Our Partner business is a highly flexible model tailored to our partners...

Partner Program offers growth opportunities and advantages to all parties

- ZMS — Zalando Marketing Services
- ZFS — Zalando Fulfillment Solutions[1]
- Partner Program

	Commission 7% - 25%	+ Cost-Plus	+ Auction-bid pricing & campaigns
		ZFS	ZMS ZFS
Partner Program	✓	✓	✓
Direct-to-Consumer	✓	✓	✓
Control of Product, Content & Pricing	✓	✓	✓
Physical Access to Consumer, Superior Order Economics & Convenience	✗	✓	✓
High Sell-Through & Brand Building (retail media)	✗	✗	✓

[1] ZFS is reported in B2B segment

...and an integral part of our B2C segment

		B2C business models *as of 2024*[1]		
		Retail	**Partner business**	**ZMS**
B2C *as of 2024*[1]	**Fashion**	X	X	X
	Lounge by Zalando	X	-	-
	Outlets	X	-	-

Our retail media business unit ZMS enables partners to connect their brands to Europe's largest fashion audience at the point of sale and beyond

Zalando Marketing Services (ZMS)

ZMS connects our partners to ~50m customers, boosts their sales and positions their brand.

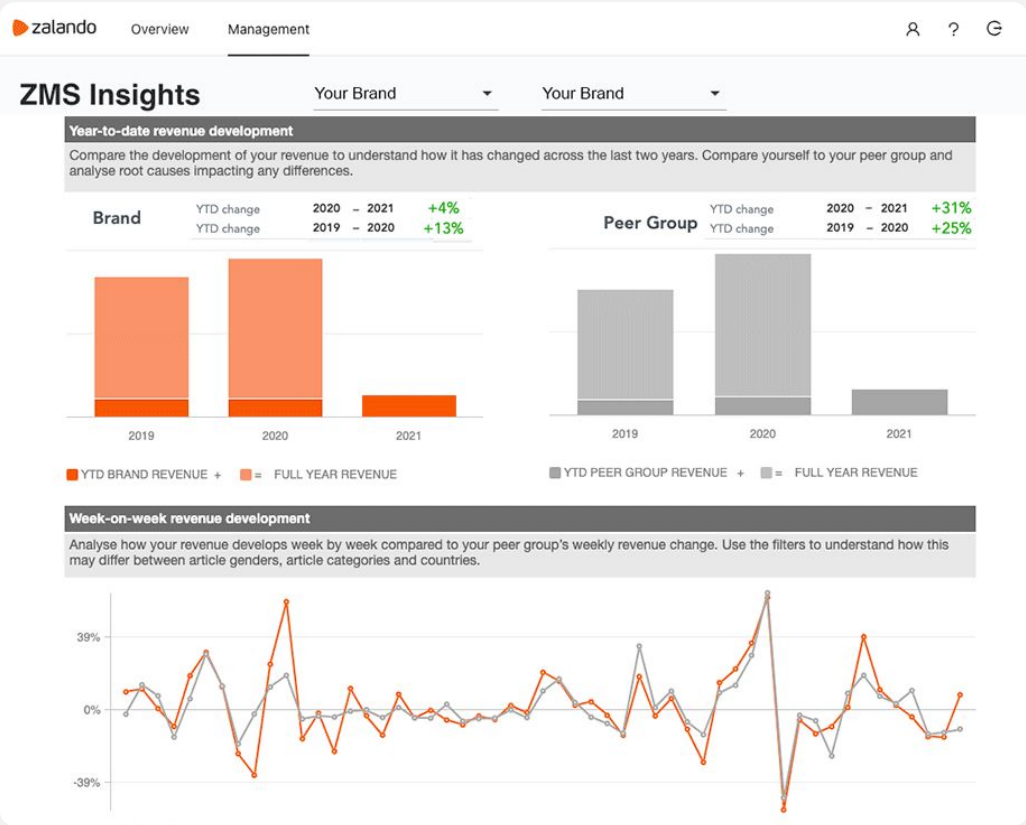
Partner benefits:

- Partners drive sales by tailor-made campaigns
- Strengthen brand positioning and tell brand stories
- Celebrate product drops across many different channels and all Zalando markets
- Source and distribute authentic content produced by the most inspiring influencers

Through ZMS we offer our partners actionable insights to understand customers...

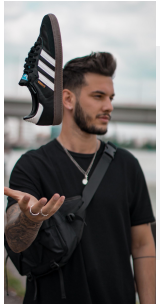
Insights to understand the customer:

- Via brand health metrics in the Zalando app
- Via purchase behaviour by demographic and target group
- Via SKU performance insights
- Via benchmarks of your brands and sales to your peers
- Via survey based perception analyses



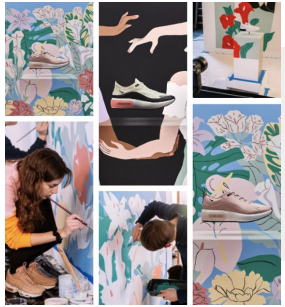
...and tailor engaging and inspiring content to them

Tailor content to customers



Influencer Marketing

- Address new audiences
- Produce creative campaigns
- Inspire through authentic stylings

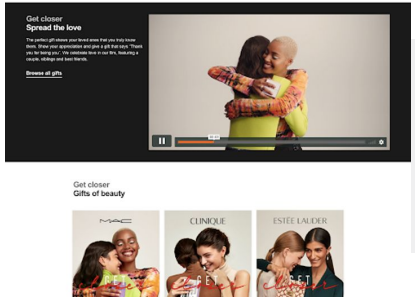


Creative Campaigns

- Creative Strategy
- Ideation
- Execution

Product-Focused Content

- Engaging video and lifestyle images for PDPs
- e-Com content production

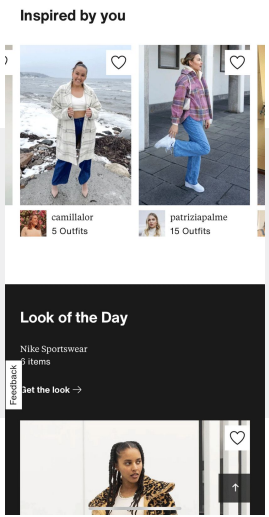


Digital Experiences

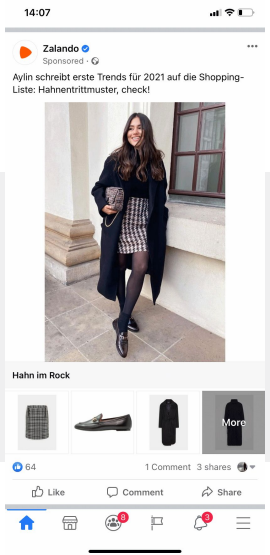
- Landing pages
- Style guides
- Interactive Fit Finder

Partner can use these valuable insights and engaging contents to either drive direct sales or to build their brand across all relevant touchpoints

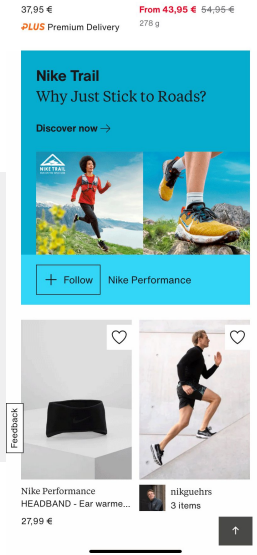
Growth & branding across all relevant touchpoints:



Through **awareness** formats in Zalando's inspiring and content-focused environment



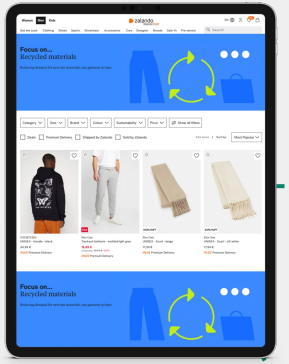
Through all **digital channels**

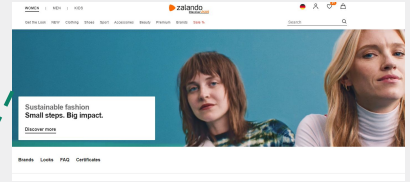


Through category and **product-focused** ad slots within the multi-brand shopping funnel

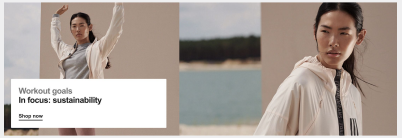
Through **influencer** generated content

We help customers discover your products through inspiring and educational stories online

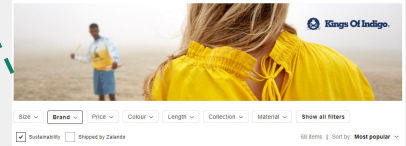




Sustainability Hub page



Weekly onsite teasers



Brand Homes

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7. **Share, convertible bond & contact**

Europe holds huge (untapped) potential

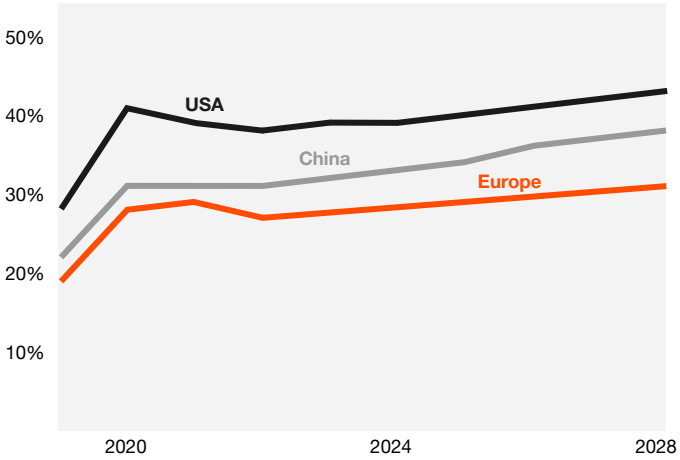
Population of Europe

Source: Statista, February 2024, Data for Europe (excluding Russia)

Fashion and lifestyle in Europe

Source: Euromonitor market size 2023 as of February 2024, International forecasts, values based on actuals and estimates; fixed exchange rates. Fashion data incl. apparel and footwear, bags and luggage, jewelry and watches. Data for Europe (excluding Russia) inclusive of sales tax

Share of online fashion sales in Europe, China and the US



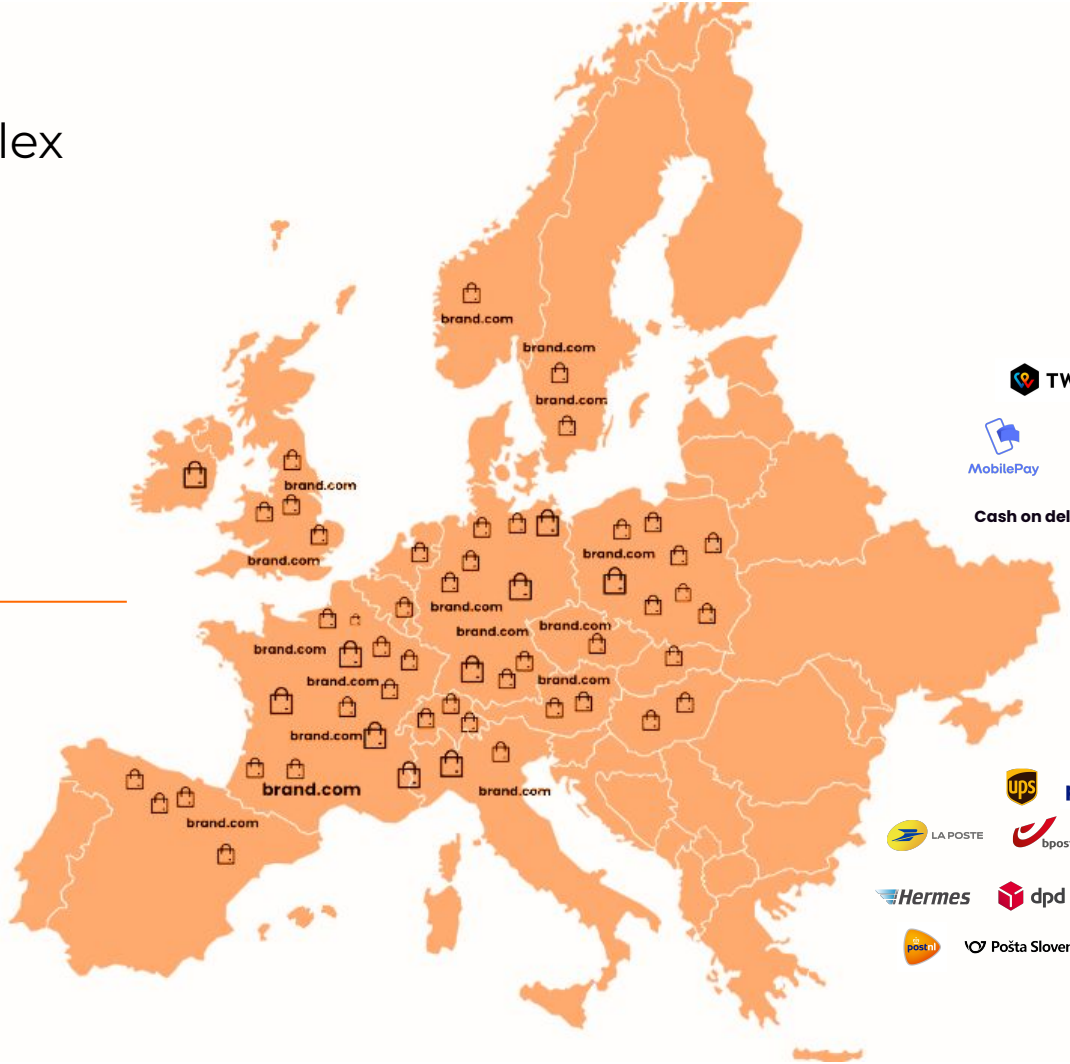
Source: Boston Consulting Group, proprietary model, February 2024

Europe is complex

40+ countries
30+ languages

30 currencies

EUR	GBP	CHF	SEK	CZK
NOK	DKK	PLN	HUF	RON
MKD	RSD	AMD	ISK	UAH
AZN	GEL	ALL	BGN	TRY
MDL	BYN	BAM	GIP	BYR



Over 20
payment methods

TWINT, vipps, blik, VISA, MobilePay, swish, Invoice, PayPal, mastercard, Cash on delivery, Trustly, iDEAL, American Express, Klarna.

40+ local
logistic providers

ups, ppl, DIE POST, GLS, posti, LA POSTE, bpost, postnord, bring, Packeta, Hermes, dpd, celeritas, Posteitaliane, DHL, postnl, Pošta Slovenije, Correos, Post, Hrvatska pošta

As a result, brands and retailers face significant challenges when serving customers across markets and channels in Europe

1. Dozens of integrations

2. Split inventory

3. Lack of visibility & control

4. Unnecessary parcels

Lost opportunities:

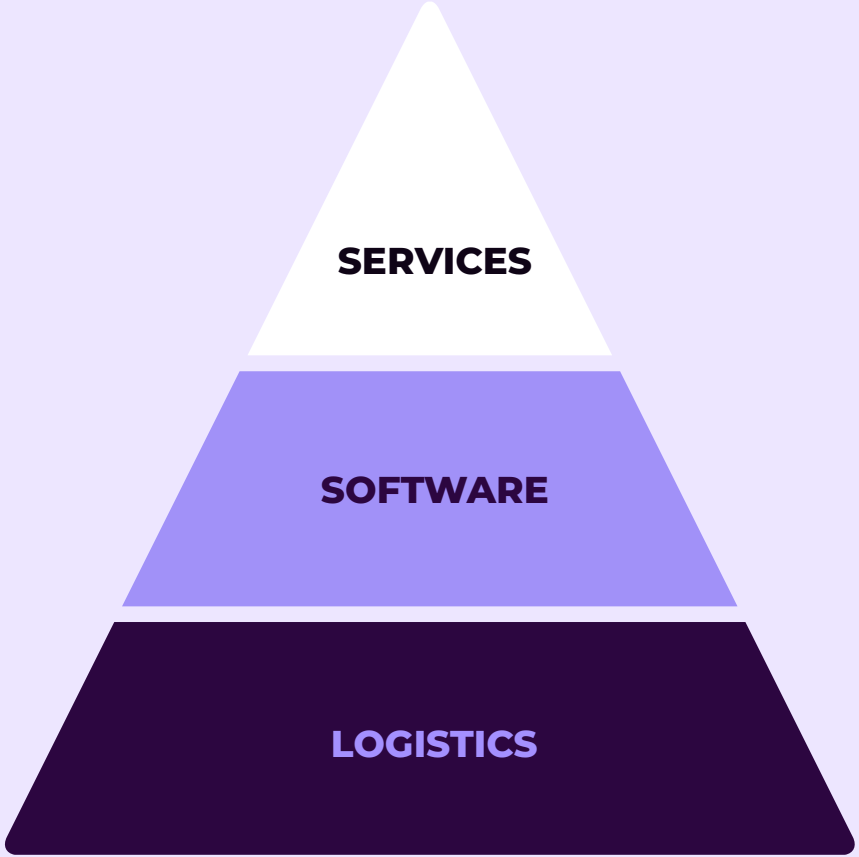
growth

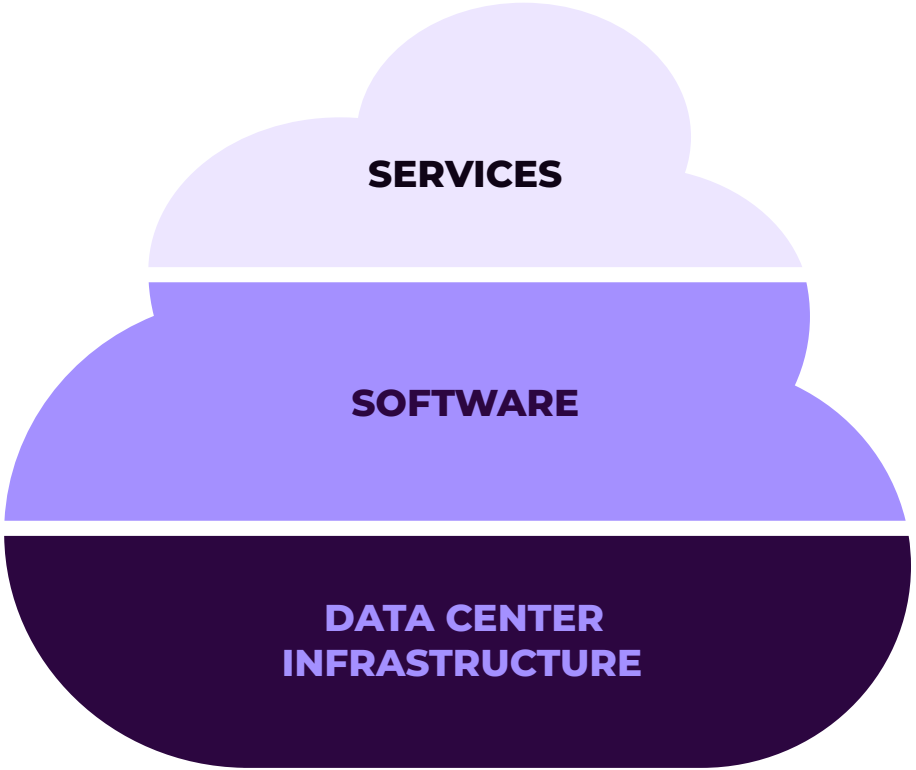
profitability

sustainability

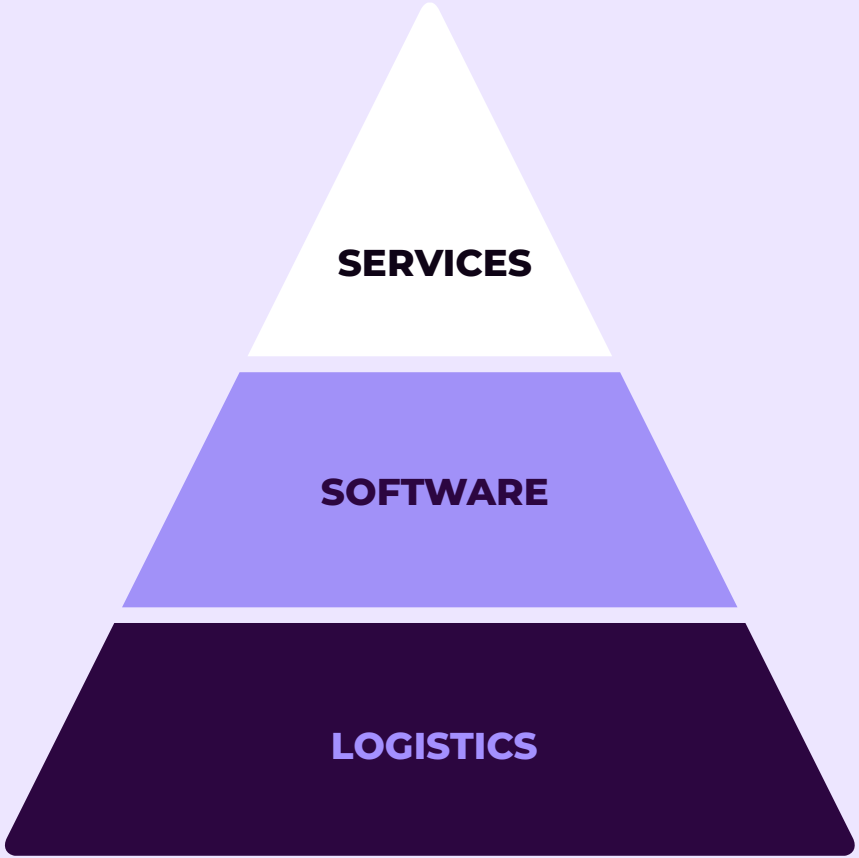
ZEOS

Three layers. One operating system.





Transforming technology



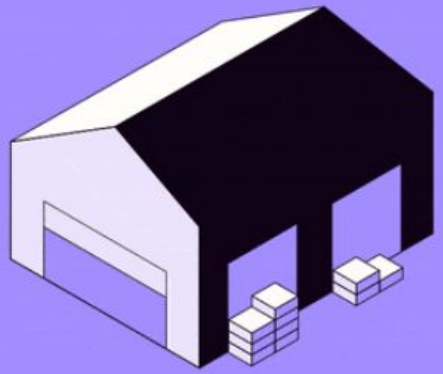
Transforming e-commerce

One integration

Making products available on marketplaces, and connecting to dozens of local carriers across Europe. All in one go.

One stock pool

Connecting multi-channel inventory – for optimal stock levels and availability in each sales channel and market - less stock outs, less overstock and less overproduction.

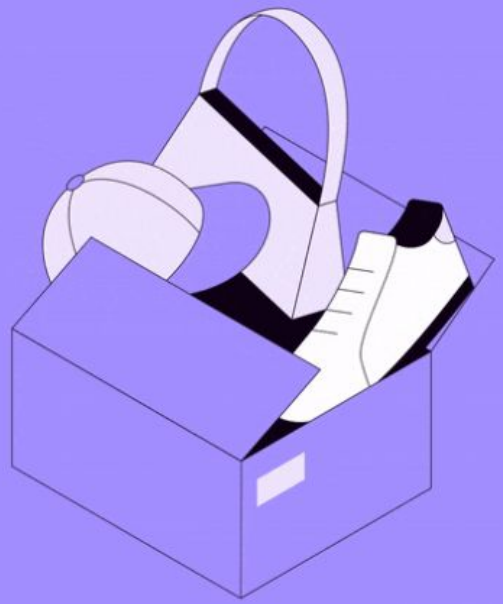


One control panel

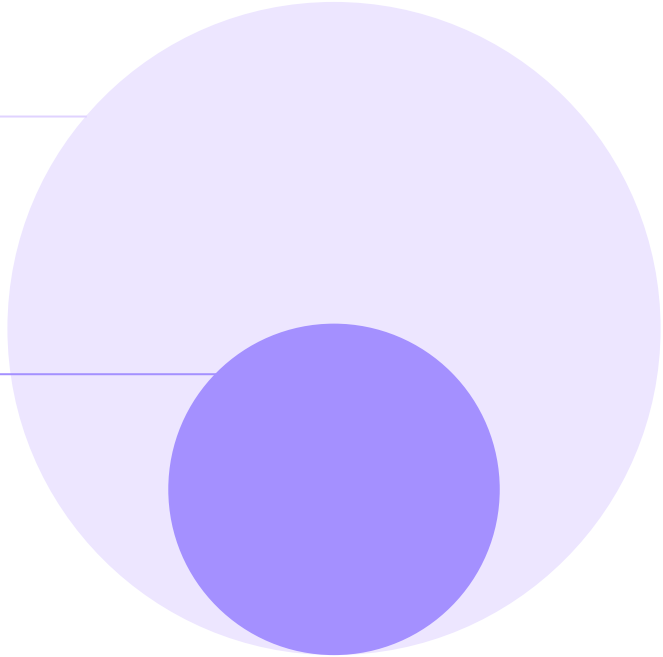
Connecting multi-channel data in one place. Uncovering insights to maximize growth and profitability. Giving merchants the tools to manage their entire e-commerce out of one place.

One parcel

One order. One box. One shipment. One return. Saving unnecessary parcels and creating a win-win-win for consumers, brands and the planet.



ZEOS taps into a huge opportunity by enabling e-commerce on and off Zalando



- **Fragmentation and complexity on the consumer side** prevent brands and retailers from capitalizing on massive opportunities in Europe.
- **Infrastructure and technology consolidation** present a clear path to overcome industry inefficiencies and increase the value pool.

→ **ZEOS is distinctly positioned to capitalize on this value creation opportunity.**

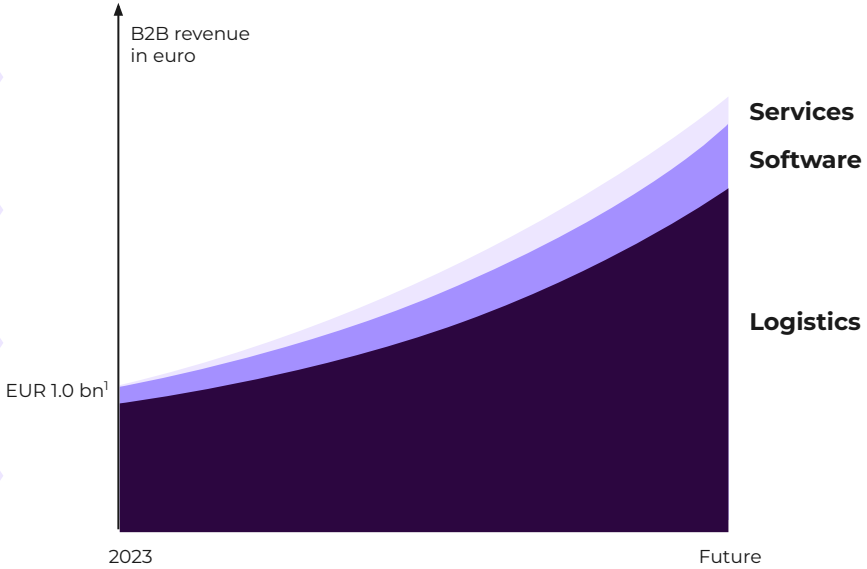
[1] Source: Euromonitor market size 2023 as of February 2024, International forecasts,values based on actuals and estimates; fixed exchange rates. Fashion data incl. apparel and footwear, bags and luggage, jewelry and watches. Data for Europe (excluding Russia) inclusive of sales tax

Leveraging the group's unique capabilities, ZEOS enlarges Zalando's long-term value creation

Unique Zalando capabilities ...

1. **Strong brand partnerships**
2. **Technology & data**
3. **Logistics infrastructure**
4. **Sustainability**

... enabling ZEOS long-term growth trajectory ...



... by capitalizing on three key growth dimensions

Industry Verticals:
- Fashion
- Lifestyle
- ...

+

Geographies:
- Existing Zalando markets
- Rest of Europe
- ...

+

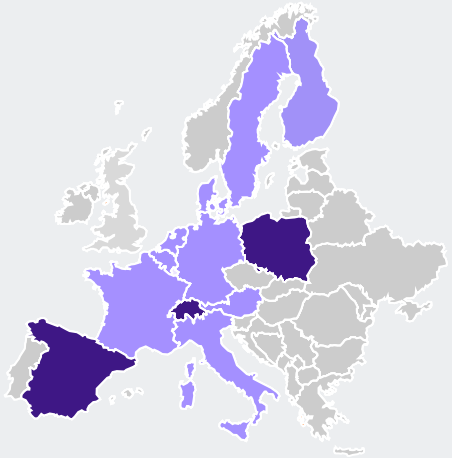
Product Domains:
- Logistics
- Software
- Services

[1] B2B segment also includes Highsnobiety as another brand-facing business of Zalando group

We made significant progress in advancing ZEOS Logistics in 2024

We launched more markets ...

12
markets
(+3)



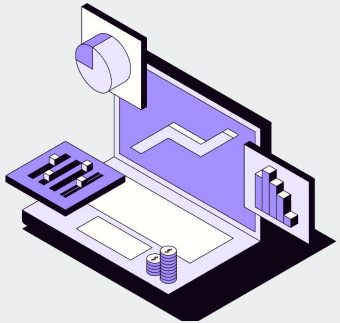
... connected more channels ...

10
channels
(+3)

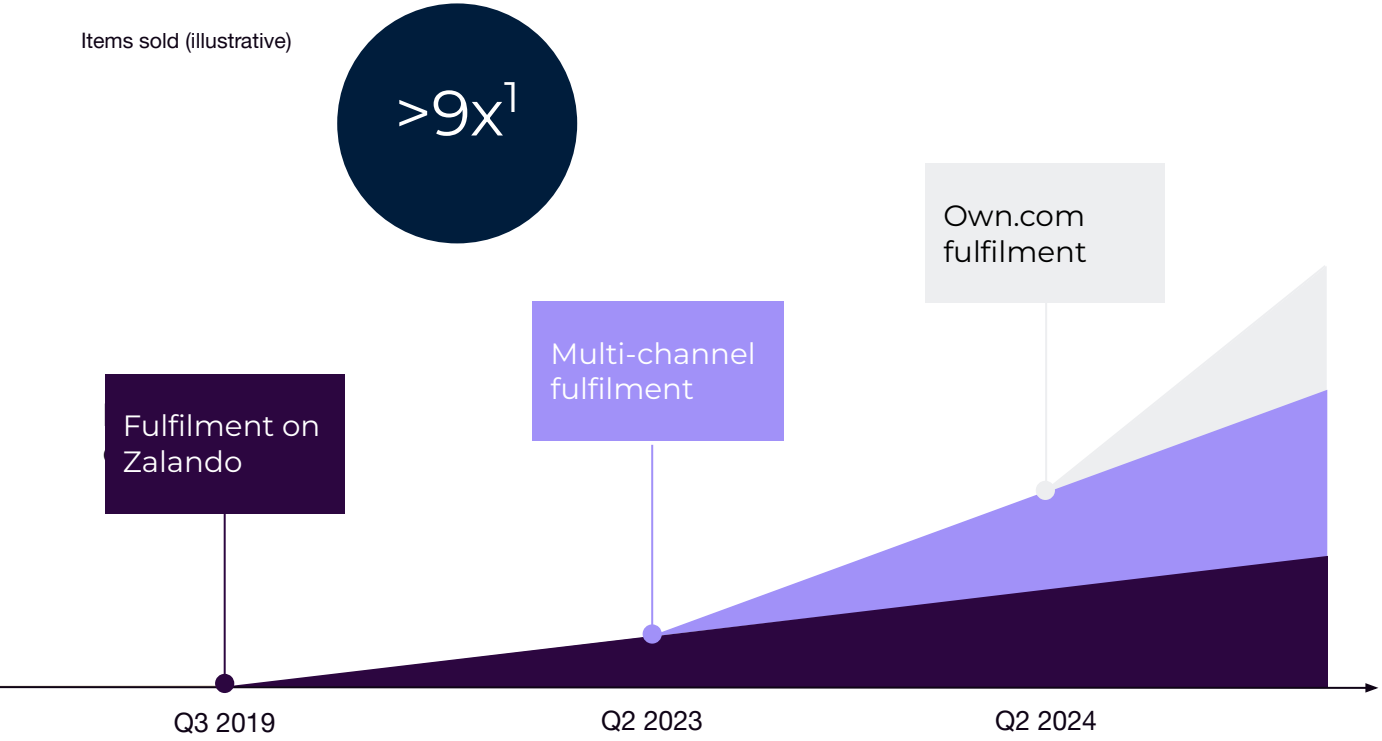
... and gave merchants more control

1
control panel

ZEOS One



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



Pepe Jeans 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

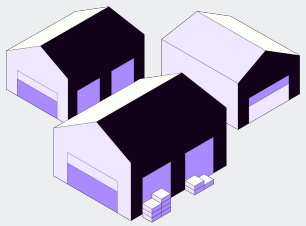
Our new partnership with NEXT will add scale and enable further logistics innovations for all merchants

NEXT

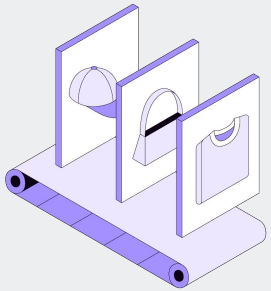
About NEXT:

- 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

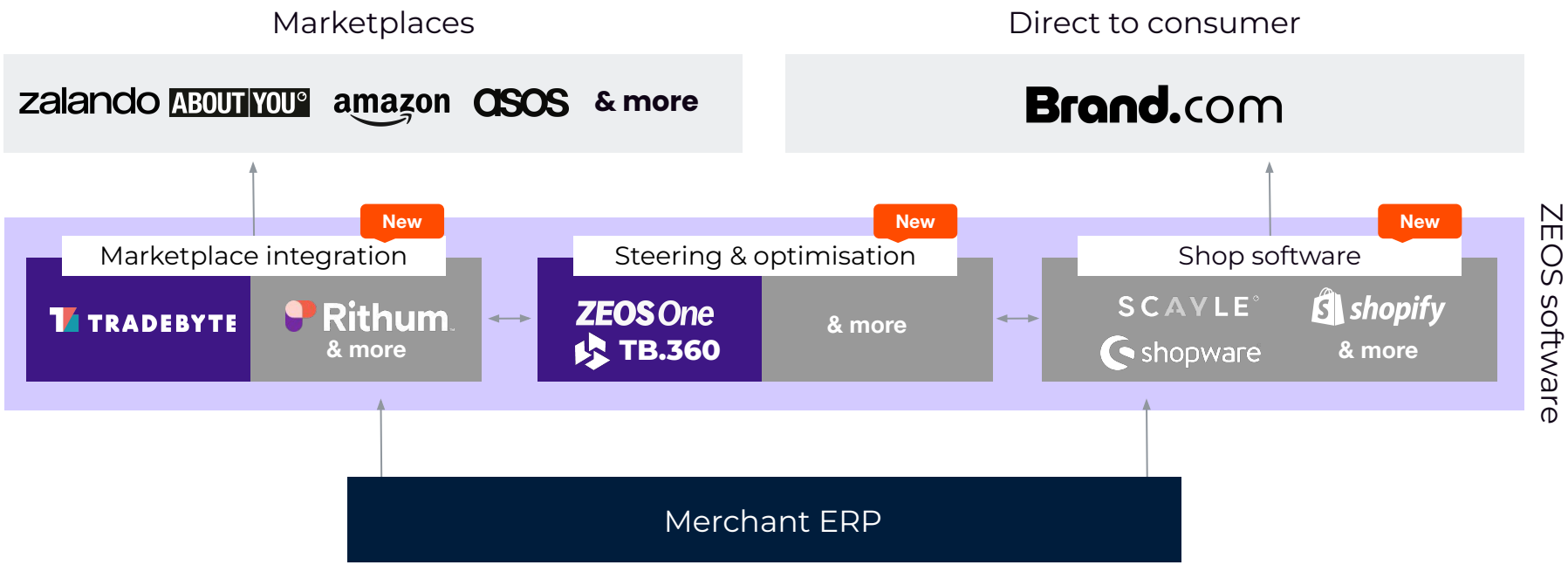


Onboarding & inventory management



Market expansion & enhanced services

Our fully composable ZEOS software ecosystem offers merchants a holistic solution to drive their digital business

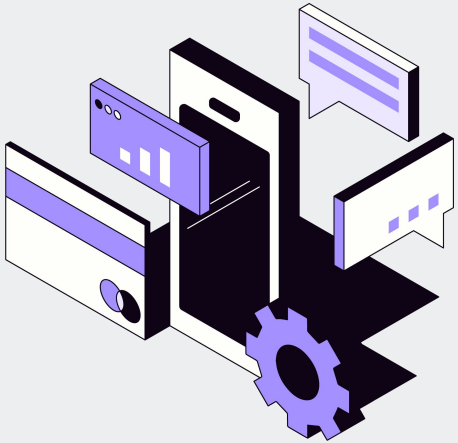


ZEOS Ecosystem partners

In 2025, we will further expand our software ecosystem and provide merchants with enhanced capabilities

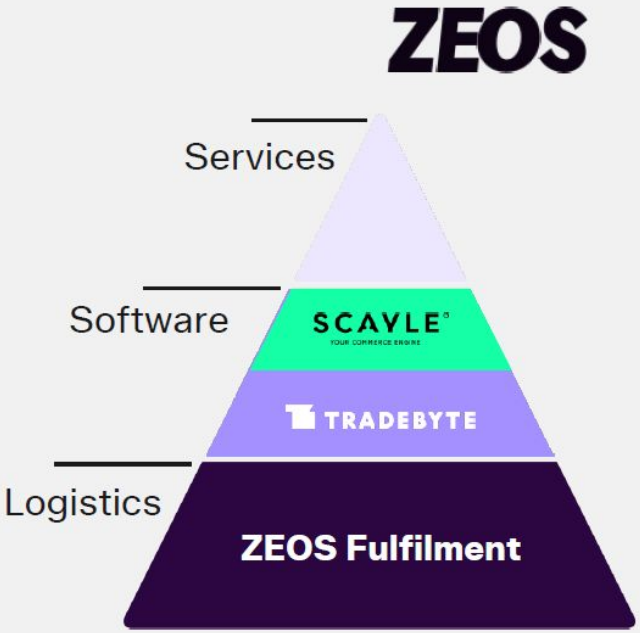
Build out ecosystem partnerships

Enhance steering & optimisation tooling



Driving growth through successful go-lives and key enterprise client wins at ZEOS and SCAYLE

	ZEOS Fulfilment	SCAYLE YOUR COMMERCE ENGINE
Major go-lives & extensions	NEXT	DEICHMANN
Key wins	M&S	Netto Marken-Discount



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Since fulfillment is challenging for partners at times they can make use of our fulfillment capabilities via Zalando Fulfillment Solutions

Zalando Fulfillment Solutions (ZFS)

ZFS drives Partner Program success by giving you access to Europe's most efficient fashion fulfillment network - We take over the entire customer-facing fulfillment chain.

Partner benefits:

- Quicker reach throughout Europe
- Lower shipping costs
- Ensuring your customers' receive a single parcel when ordering on Zalando

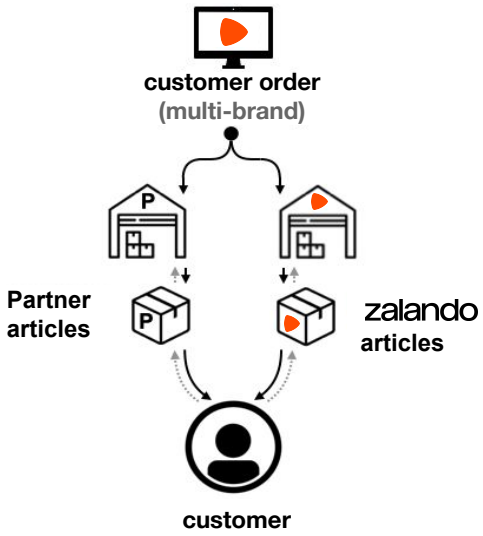
ZFS offers partners a cost efficient fulfilment solution to internationalise in Partner Program while meeting the high convenience expectations of our customers

Enables internationalisation
Fast and easy internationalisation in just one contract

Superior Order Economics
Significant savings through bundling multi-brand orders in a single parcel

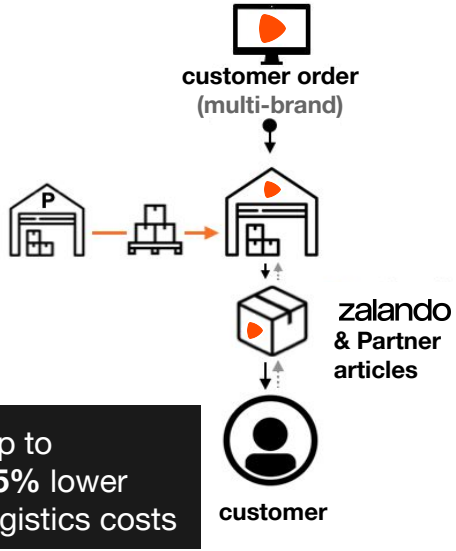
Unmatched convenience experience
Convenience proposition on par with Zalando Retail

Drop ship model



- No parcel sharing
- High fulfilment cost
- Less compelling convenience proposition

ZFS model



Up to **25%** lower logistics costs

- Multi-Brand orders in one parcel
- Parcel sharing cuts fulfilment cost
- ZFS orders are enabled for Zalando Plus

With Zalando Shipping Solutions we offer procedural simplicity with one integration and attractive transport conditions for its partners

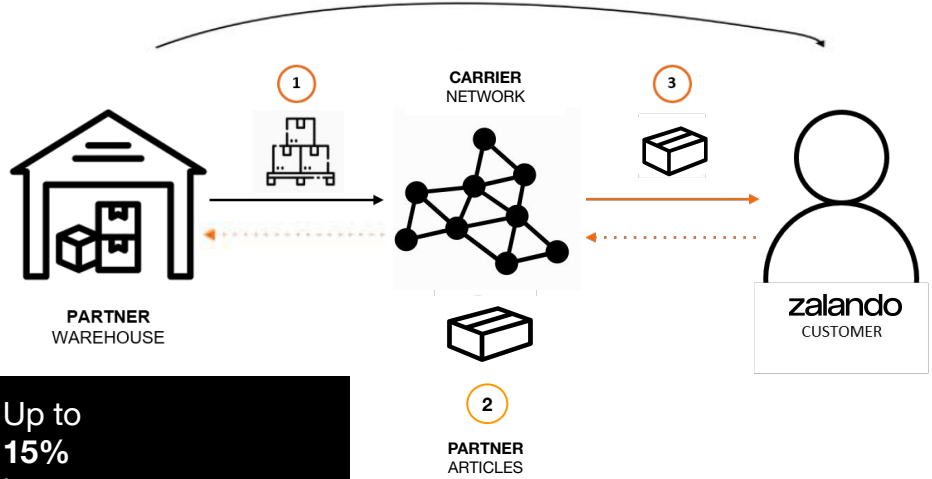
Zalando Shipping Solutions (ZSS)

ZSS enables our partners to grow internationally and deliver on customer promises cross-border from partner warehouse to end consumer by leveraging the Zalando transportation network and contracts with last-mile carriers.

Partner benefits:

- Grow business in new markets with cross-border shipping from your warehouse to end consumer
- Only one contract partner and single integration
- Attractive pricing without integration costs

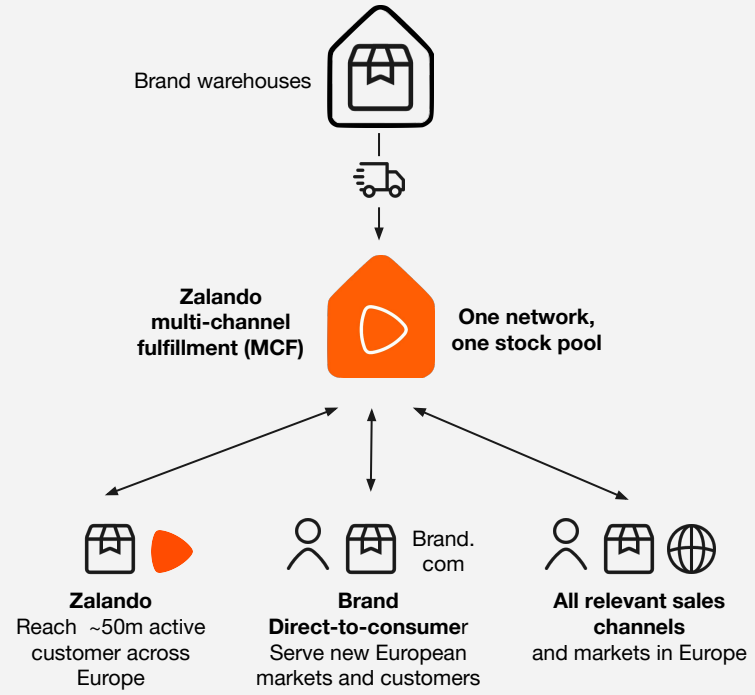
One Integration = Multiple Countries



Up to
15%
lower transport costs

Multi-channel fulfillment - the single thread from end-to-end

1. Dozens of integrations	ONE integration
2. Split inventory	ONE stock pool
3. Lack of visibility & control	ONE control panel
4. Unnecessary parcels	ONE parcel



Tradebyte, acquired by Zalando in 2016, offers all-in-one solutions to enable merchants to grow their business with seamless integrations into marketplaces and solution providers

90+ MARKETPLACES & 1000+ BRANDS

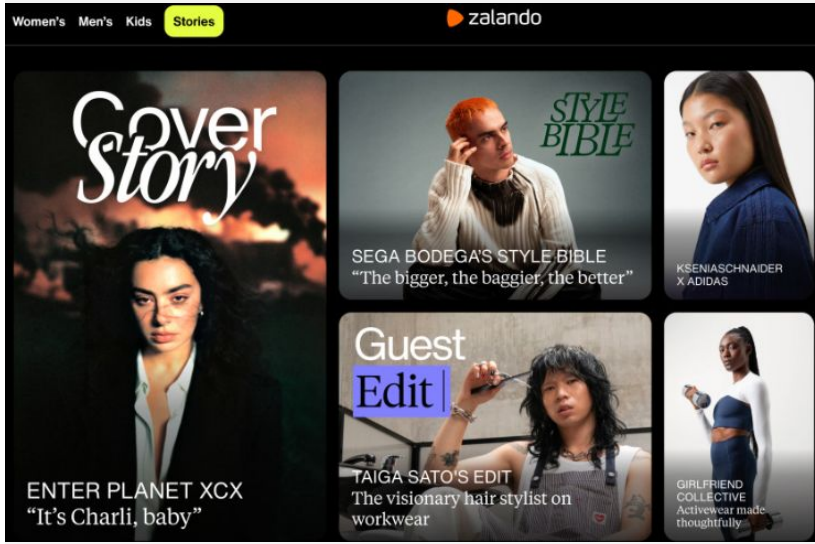
Brands

Retailers

- **First choice of fashion and lifestyle brands:** 1000+ brands in total have chosen to work with Tradebyte - the leading and most trusted SaaS solution to connect European fashion and lifestyle brands to consumer marketplaces.
- **Seamless Direct To Consumer (DTC) experience:** Tradebyte enables clients to seamlessly manage and merchandise your DTC strategy across all relevant e-commerce channels throughout Europe.
- **Reach to your full potential with Tradebyte's multichannel solutions:** Steering digital multichannel business from one central place: once connected to Tradebyte, clients have access to 80+ marketplaces across Europe:
- **Simplifying DTC complexities:** Expansion has never been easier. Tradebyte simplifies and automates your DTC and marketplace operations so clients can focus on its core competencies e.g. assortment strategy and pricing

In 2022, Zalando acquires majority stake in Highsnobiety, bringing together content and commerce

- Zalando acquired a majority stake in Highsnobiety, the influential global fashion and lifestyle media brand
- Highsnobiety will act as a strategic and creative consultant to Zalando, bolstering its inspirational storytelling and assortment curation capabilities
- Highsnobiety to retain its editorial independence, with creative agency work remaining fully autonomous and management structure unchanged
- “Stories on Zalando”, Zalando’s state of the art immersive visual-first fashion experience, was created in collaboration with Highsnobiety



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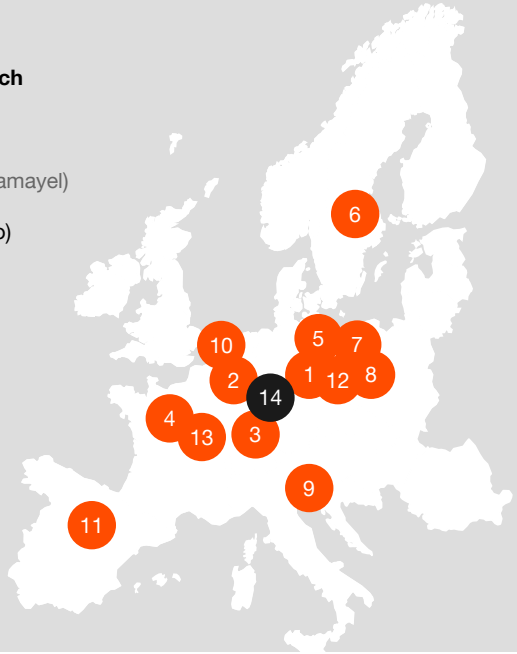
To ensure a fast and convenient delivery and return handling to our customers we are heavily investing into our fulfillment network

Zalando's fulfillment network and start of operations

1. Erfurt
Start in 2012
2. Mönchengladbach
Start in 2013
3. Lahr
Start in 2016
4. Paris (Moissy-Cramayel)
Start in 2016
5. Szczecin (Gryfino)
Start in 2017
6. Stockholm
Start in 2018
7. Olsztynek (PL)
Start in 2019



8. Lodz (Gluchow)
Start in 2019
9. Verona (Nogarole Rocca)
Start in 2020
10. Rotterdam (Bleiswijk)
Start in 2021
11. Madrid
Start in 2021
12. Bydgoszcz
Start in 2023
13. Paris (Mont. Sur-Le-Jard)
Start in 2024
14. Frankfurt (Giessen)
Start in 2026

		Type	Capex (€m)	Size (k sqm)
1	**Erfurt (GER)**	Hub	~100	~130
2	**Mönchengladbach (GER)**	Hub	~100	~130
3	**Lahr (GER)**	Hub	~150	~130
4	**Paris (FR)**	Spoke	<50	<50
5	**Szczecin (PL)**	Hub	<50	<50
6	**Stockholm (SWE)**	Spoke	<50	<50
7	**Olsztynek (PL)** (for Lounge)	Hub	~100	~130
8	**Lodz (PL)**	Hub	~100	~130
9	**Verona (IT)**	Hub	~150	~80
10	**Rotterdam (NL)**	Hub	~200	~150
11	**Madrid (ES)**	Spoke	<50	<50
12	**Bydgoszcz (PL)** (for Lounge)	Hub	~100	~140
13	**Paris (FR)**	Hub	>250	~150
14	**Frankfurt (GER)** (under construction)	Hub	>250	~150

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To be the ecosystem for Fashion, we need to become part of the solution on the sustainability challenges we face

Our planet has a problem ...

1°C
increase in global temperature since 1880[1]

Up to 4.8°C
expected increase in global temperature by 2100 if we don't take action[2]

... fashion is part of the problem ...

only 1%
of fashion is recycled into new clothing[3]

2x
increase in global clothing production since 2002[3]

... and customers want to see change

85%
of Gen Z customers say that value-based brand drivers have become more important to them[5]

43%
of customers bought at least one product carrying the sustainability flag

[1] The Intergovernmental Panel on Climate Change (IPCC), SR15 Headline Statements, 2019
[2] Climate Action Tracker, Global Temperatures, December 2020
[3] Ellen MacArthur Foundation, "A New Textiles Economy: Redesigning Fashion's Future," Ellen MacArthur Foundation, 2017
[4] The influence of woke consumers on fashion, McKinsey, February 2019

Sustainability, diversity and inclusion are core elements of our strategy & embedded across our operations to create competitive advantage

Our ambition is to be a key enabler of a more sustainable and inclusive fashion industry at scale

1. Enable our customers to make informed choices with an assortment and brands that align with their values
2. Enable partners in working towards their sustainability ambitions and adapting to evolving regulatory environment.
3. Foster innovation to reduce negative environmental and social impacts at an industry level.

Our aim is underpinned by three key long-term sustainability ambitions

Reach net-zero emissions by 2040 in our own operations and private labels, and by 2050 for the remaining company value chain emissions. including fashion brand partners, packaging and transportation emissions

Further **empower workers through decent work** by deepening human rights due diligence in our own operations and those of our partners, as well as further evolving our purchasing practices and wage management systems in our private labels by 2028.

Be inclusive by design, bringing to life the diversity of our talent, leaders, customers and partners

Our D&I strategy focuses on four key pillars:

talent, leaders, customers, partners.

Create an inclusive workplace for our talents.

Accelerate leadership accountability and diverse representation in leadership.

Provide inclusive experiences and representative content for our customers.

Foster diversity and inclusion in the fashion industry for and with our partners.

Governance: To maximise impact, sustainability is integrated into all business units

Management Board

Provides guidance on Sustainability and Diversity & Inclusion topics + receives **regular updates** about the progress regarding our sustainability targets.

MB **remuneration** linked to D&I and **Sustainability targets**

Supported by **D&I & Sustainability Committee** of the **Supervisory Board**

Sustainability Forum

Management Board

Responsible for overall strategy including sustainability and D&I strategy

Bi-annual review meetings

Senior Vice Presidents

Sustainability Team

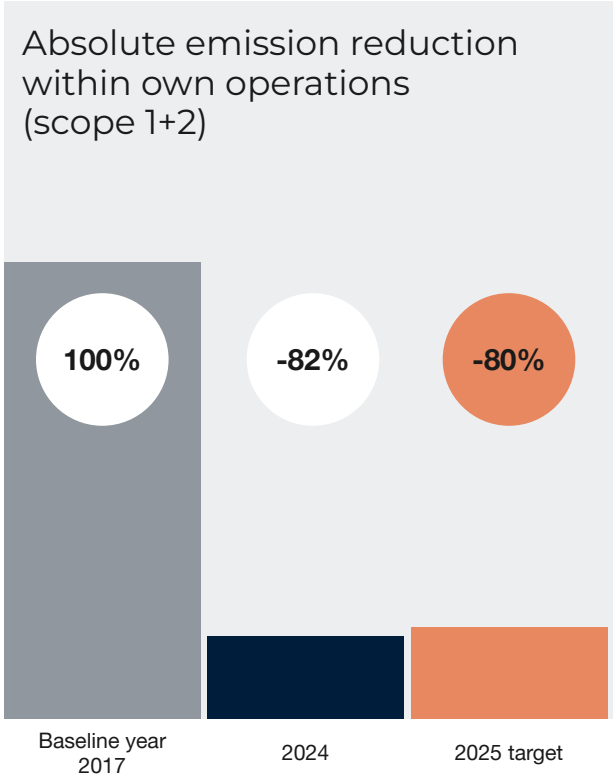
Business Unit

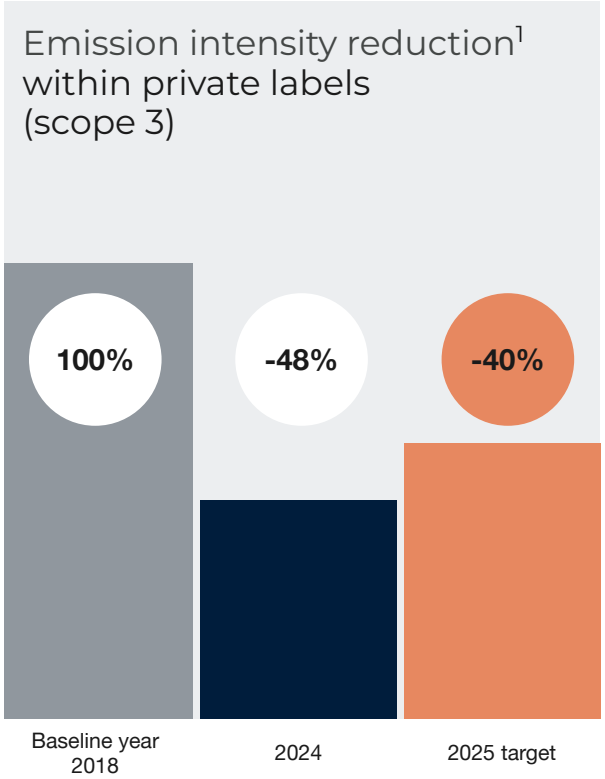
Net Zero

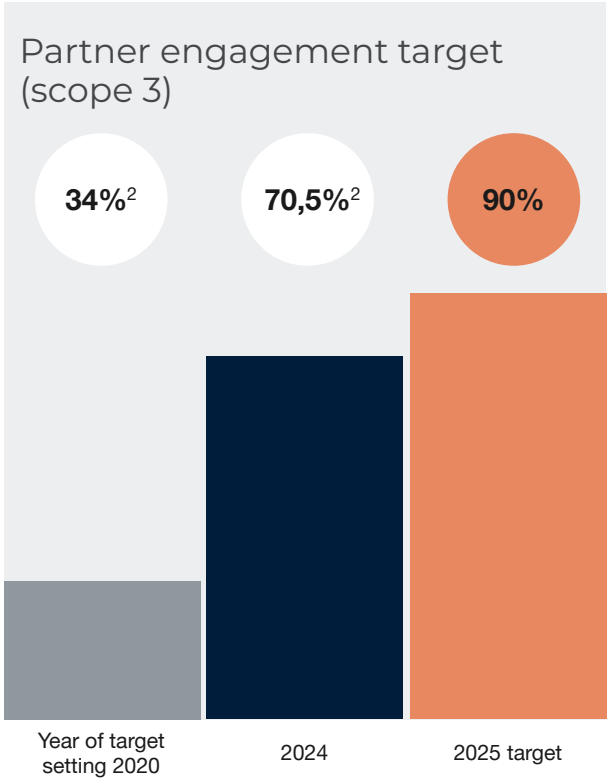
Decent Work

Monthly goal and project reporting + Monthly Senior Vice President scorecard updates

We have made progress on our path towards net zero







[1] Per million euros in gross profit
[2] By emissions

Our SBTi approved Net Zero targets & additional climate targets

Long-term Net-Zero targets **2040/2050** (SBTi approved & & 1.5 °C aligned)	We commit to reduce absolute **scope 1 + 2 GHG** emissions 90% by 2040 from a 2022 base year. We commit to reduce absolute **scope 3 GHG** emissions from purchased goods and services, and upstream transportation and distribution emissions 90% by 2050 from a 2022 base year.
Long-term Private label target **2040**	Additionally we commit to reduce absolute **scope 3 GHG** emissions from our **Private Labels** by 90% from a 2022 base year by 2040
Near-term Net Zero targets **2033** (SBTi approved)	We commit to reduce absolute scope **1 + 2 GHG** emissions 55% by 2033 from a 2022 base year We commit to reduce **absolute scope 3 GHG emissions** from purchased goods and services, upstream transportation and distribution 33% within the same timeframe.

We work towards Net Zero by acting on three decarbonization levers with partners, Private Labels and in our own operations

	Levers		Measures
MATERIALS	From **conventional to preferred** (e.g. recycled or organic) to address land use change, fertilizers, etc	10-30%	• Partner assortment meeting Product Sustainability Criteria • Investment in next generation innovators + demand pooling for innovative materials • Private Labels Materials Strategy • Lower carbon packaging + Pack4Good packaging commitment
ENERGY	From fossil fuels to **renewable energy & energy efficiency**	60-70%	• Supply chain decarbonion by supporting partners on climate setting through LEAP for Climate retailer collaboration • Private Labels supplier energy requirements and enablement • Route efficiency and renewable energy in transport • Decarbonising our facilities and fleet e.g. via heating technology switches and sourcing renewable electricity • 100% renewable electricity procurement for own operations
BUSINESS EFFICIENCIES & CIRCULAR MODELS	**Reducing resource use** per revenue gain	5-15%	• Scale circular business models: Pre-owned business • Packaging waste reduction programmes • Expansion of reusable system for intralogistics • Returns minimization and size and fit • Inventory management

*Link to Zalando Product Sustainability attributes

We introduced alternative packaging initiatives to reduce waste and improve recyclability, aligning with our sustainability strategy

Recyclable & Recycled	95,9% packaging material recyclable 89% packaging material recycled material or sustainably sourced (FSC certification) Target: 100% until 2033
Reducing plastic packaging	Transition to paper shipping bags completed Elimination of plastic void fills from fashion store completed (excl. Lounge by Zalando) Special folding techniques to reduce packaging waste stemming from polybags
Science Based Targets	74.5% of our packaging suppliers have set SBTs SBTs are now a binding criterion in all contract negotiations with packaging suppliers
Circular intralogistics packaging	Expansion of reusable cardboard boxes for intralogistic packaging resulting in 1,614 metric tons of packaging waste avoided

Private Label Material Strategy - From Conventional to Preferred

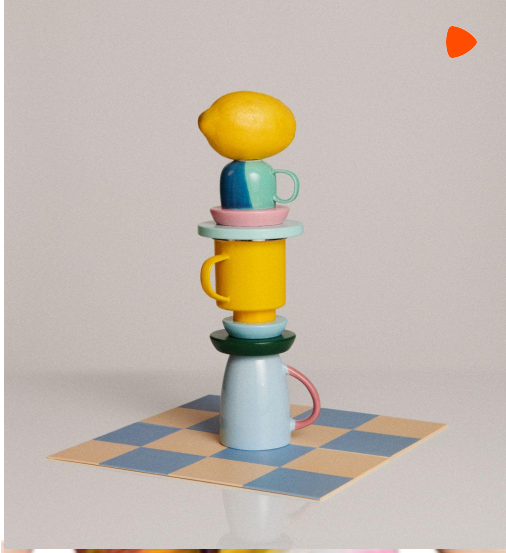
Our Private label targets

We commit to fully phase out virgin polyester and conventional cotton by 2033 (0 tons), compared to a 2024 baseline of 1,429 tons purchased. We will source preferred material options.

Preferred materials

Our material choice is informed by LCAs and the net-zero reduction model and includes the following materials:

- **Organic and regenerative materials** for products made of cotton
- **Recycled materials** for products made of polyester and cotton
- **Responsibly sourced materials** in our products, including Leather Working Group-certified leather, FSC-certified or Programme for the Endorsement of Forest Certification (PEFC), MMCF materials, and animal fibres certified by the Responsible Wool Standard or Responsible Mohair Standard.
- **Materials produced using lower environmental impact** and processing techniques



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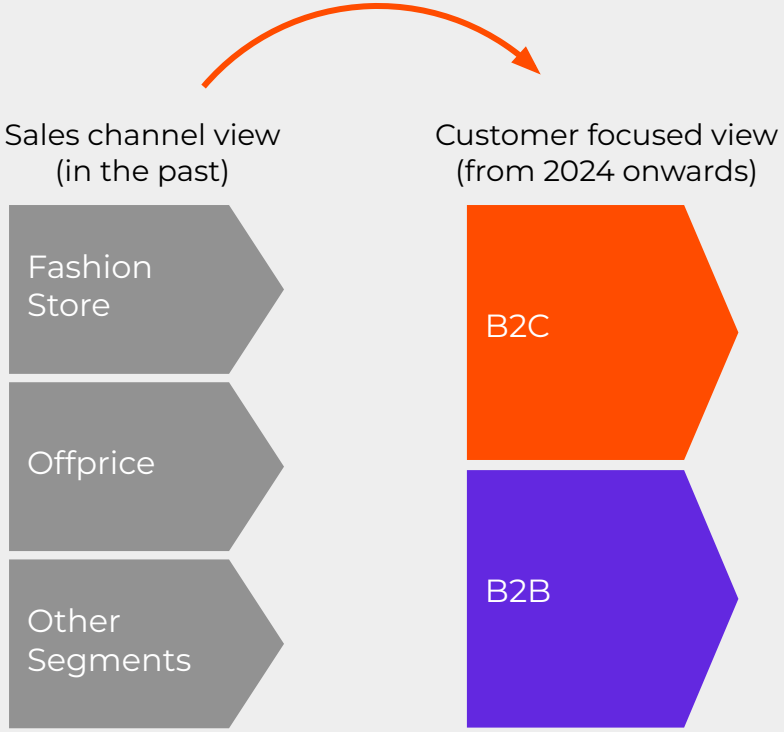
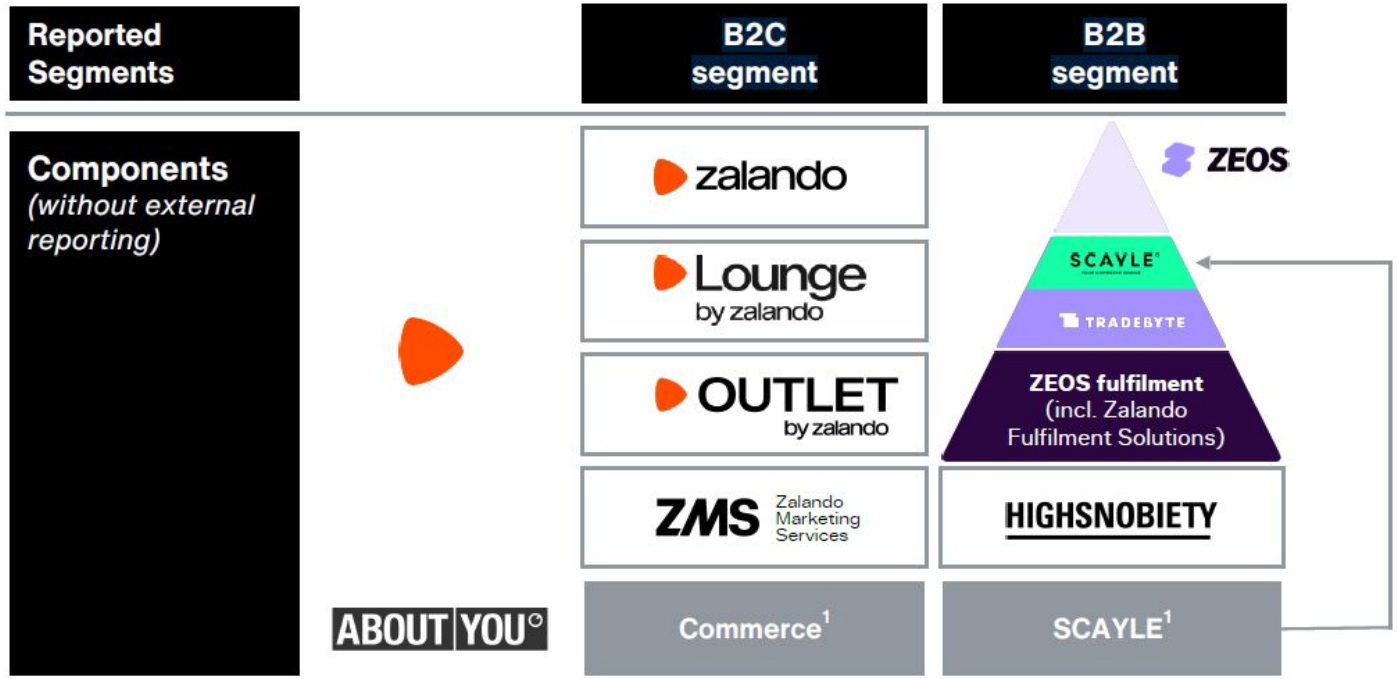
7. Share, convertible bond & contact

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).



Combined company will continue to report in B2C and B2B segment



[1] Previous segments DACH, Rest of Europe, and TME were replaced by the two segments Commerce and SCAYLE for FY25/26. Fulfilment by About You is included in Commerce.

Group Key Figures

Zalando group key figures as of Q3 2025

	Year FY/20	Year FY/21	Year FY/22	Year FY/23	Year FY/24	Quarter Q1/25	Quarter Q2/25	Half-Year H1/25	Quarter Q3/25*
Results of operations									
Average GMV per active customer (LTM) (in EUR)	276.4	295.6	288.6	296.8	299.4	296.8	298.5	298.5	299.4
Active customers LTM (m)	38.7	48.5	51.2	49.5	51.8	52.4	52.9	52.9	61.4
Number of orders (m)	185.5	252.2	261.1	244.8	251.0	58.5	65.0	123.5	68.5
Average order per active customer (LTM)	4.8x	5.2x	5.1x	4.9 x	4.8 x	4.9 x	4.8 x	4.8 x	4.8 x
Average basket size (LTM) (in EUR)	57.7	56.8	56.6	59.8	61.0	61.2	61.6	61.6	61.8
Gross merchandise volume (GMV) (in m EUR)	10,696.0	14,332.7	14,788.7	14,631.0	15,312.1	3,532.0	4,079.7	7,611.7	4,209.6
Revenue (in m EUR)	7,982.0	10,354.0	10,344.8	10,143.1	10,572.5	2,419.5	2,835.1	5,254.6	3,020.6
Adjusted EBIT (in m EUR)	420.8	468.4	184.6	349.9	511.1	46.7	185.5	232.3	96.3
Adjusted EBIT margin	*5.3%*	*4.5%*	*1.8%*	*3.5%*	*4.8%*	*1.9%*	*6.5%*	*4.4%*	*3.2%*
EBIT (in m EUR)	367.0	424.7	81.0	190.9	391.9	21.4	145.2	166.6	49.1
EBIT margin	*4.6%*	*4.1%*	*0.8%*	*1.9%*	*3.7%*	*0.9%*	*5.1%*	*3.2%*	*1.6%*
Other key figures (in m EUR)									
Net working capital	(87.4)	(162.1)	(211.6)	(441.8)	(269.3)	(85.9)	(107.9)	(107.9)	(141.3)
Cash flow from operating activities	527.4	616.2	459.9	949.5	654.1	(143.0)	283.8	140.8	103.7
Cash flow from investing activities	(217.8)	(335.9)	(476.2)	(320.7)	(269.8)	(452.1)	(25.5)	(477.6)	(524.3)
Free cash flow	284.5	283.2	(18.8)	683.8	379.4	(192.1)	209.3	17.2	(823.6)
Capex	(250.0)	(332.9)	(351.7)	(263.2)	(206.9)	(33.6)	(59.8)	(93.4)	(53.7)
Cash and cash equivalents at the end of the period	2,644.0	2,287.9	2,024.8	2,533.2	2,587.8	1,959.4	2,183.0	2,183.0	1,319.3
Number of employees as of reporting date**	14,194	17,043	16,999*	15,793 *	15,309 *	15,463 *	15,571 *	15,571*	16,117 *
Basic earnings per share (in EUR)	0.90	0.91	0.07	0.32	0.97	0.04	0.37	0.41	0.06

*Including ABOUT YOU results from the 11 July 2025 closing date onwards
**Average number of employees

Income Statement

Zalando group income statement (in m EUR) as of Q3 2025

	Year FY/20	Year FY/21	Year FY/22	Year FY/23	Year FY/24	Quarter Q1/25	Quarter Q2/25	Half-Year H1/25	Quarter Q3/25*
Revenue	**7,982.0**	**10,354.0**	**10,344.8**	**10,143.1**	**10,572.5**	**2,419.5**	**2,835.1**	**5,254.6**	**3,020.6**
% growth	*23.1%*	*29.7%*	*(0.1%)*	*(1.9%)*	*4.2%*	*7.9%*	*7.3%*	*7.6%*	*26.5%*
Cost of sales	(4,587.8)	(6,027.7)	(6,289.3)	(6,212.7)	(6,270.5)	(1,473.3)	(1,677.6)	(3,151.0)	(1,825.4)
Gross profit	**3,394.2**	**4,326.2**	**4,055.5**	**3,930.4**	**4,302.0**	**946.1**	**1,157.4**	**2,103.6**	**1,195.1**
% margin	*42.5%*	*41.8%*	*39.2%*	*38.7%*	*40.7%*	*39.1%*	*40.8%*	*40.0%*	*39.6%*
Selling and distribution costs	(2,716.0)	(3,529.6)	(3,507.1)	(3,210.8)	(3,397.6)	(801.4)	(874.0)	(1,675.4)	(1,015.4)
Administrative expenses	(319.2)	(393.2)	(480.4)	(490.8)	(513.3)	(125.6)	(128.2)	(253.8)	(130.7)
Other operating income	26.7	32.8	28.1	20.6	20.9	3.7	6.4	10.2	12.9
Other operating expenses	(18.7)	(11.5)	(15.1)	(58.5)	(20.1)	(1.4)	(16.4)	(17.9)	(12.9)
EBIT	**367.0**	**424.7**	**81.0**	**190.9**	**391.9**	**21.4**	**145.2**	**166.6**	**49.1**
% margin	*4.6%*	*4.1%*	*0.8%*	*1.9%*	*3.7%*	*0.9%*	*5.1%*	*3.2%*	*1.6%*
Financial result	(48.6)	(70.4)	(42.2)	(38.0)	(23.9)	(3.5)	0.3	(3.2)	(11.6)
EBT	**318.5**	**354.3**	**38.8**	**152.9**	**368.0**	**17.9**	**145.5**	**163.4**	**37.5**
% margin	*4.0%*	*3.4%*	*0.4%*	*1.5%*	*3.5%*	*0.7%*	*5.1%*	*3.1%*	*1.2%*
Income taxes	(92.4)	(119.7)	(22.0)	(69.9)	(116.9)	(8.0)	(48.9)	(56.9)	(25.0)
Net income	**226.1**	**234.5**	**16.8**	**83.0**	**251.1**	**9.9**	**96.6**	**106.5**	**12.5**
% margin	*2.8%*	*2.3%*	*0.2%*	*0.8%*	*2.4%*	*0.4%*	*3.4%*	*2.0%*	*0.4%*
Depreciation & amortisation	214.5	235.4	312.4	334.0	349.9	87.1	84.4	171.5	107.8
EBITDA	**581.5**	**660.1**	**393.4**	**524.8**	**741.8**	**108.5**	**229.6**	**338.2**	**156.9**
% margin	*7.3%*	*6.4%*	*3.8%*	*5.2%*	*7.0%*	*4.5%*	*8.1%*	*6.4%*	*5.2%*
Share-based payments	53.8	57.3	72.5	83.0	82.4	20.7	20.5	41.2	21.1
Acquisition-related expenses	0.0	0.0	11.5	19.4	30.5	4.6	4.9	9.5	21.2
Restructuring costs	0.0	0.0	0.0	32.4	0.0	0.0	14.9	14.9	4.9
One-time effects	0.0	13.6	19.6	24.2	6.3	0.0	0.0	0.0	0.0
Adjusted EBIT	**420.8**	**468.4**	**184.6**	**349.9**	**511.1**	**46.7**	**185.5**	**232.3**	**96.3**
% margin	*5.3%*	*4.5%*	*1.8%*	*3.5%*	*4.8%*	*1.9%*	*6.5%*	*4.4%*	*3.2%*
Adjusted EBITDA	**635.3**	**703.8**	**473.3**	**654.1**	**840.3**	**131.5**	**267.7**	**399.2**	**191.4**
% margin	*8.0%*	*6.8%*	*4.6%*	*6.5%*	*7.9%*	*5.4%*	*9.4%*	*7.6%*	*6.3%*

*Including ABOUT YOU results from the 11 July 2025 closing date onwards

Segments

Segment performance (in m EUR) as of Q3 2025

	Year FY/23	Year FY/24	Quarter Q1/25	Quarter Q2/25	Half-Year H1/25	Quarter Q3/25*
Gross merchandise volume (GMV) (in m EUR)**	**14,631.0**	**15,312.1**	**3,532.0**	**4,079.7**	**7,611.7**	**4,209.6**
Revenue (in m EUR)	**10,143.1**	**10,572.5**	**2,419.5**	**2,835.1**	**5,254.6**	**3,020.6**
B2C	9,301.8	9,657.7	2,182.5	2,576.1	4,758.6	2,751.7
B2B	854.4	952.6	240.0	262.4	502.3	277.1
Reconciliation	(13.1)	(37.8)	(3.0)	(3.4)	(6.4)	(8.2)
Adjusted EBIT (in m EUR)	**349.9**	**511.1**	**46.7**	**185.5**	**232.3**	**96.3**
B2C	310.8	488.7	41.0	173.7	214.7	76.6
B2B	39.2	22.8	5.8	11.4	17.2	19.6
Reconciliation	0.0	(0.4)	0.0	0.4	0.4	0.2
Adjusted EBIT margin (in %)	**3.5%**	**4.8%**	**1.9%**	**6.5%**	**4.4%**	**3.2%**
B2C	3.3%	5.1%	1.9%	6.7%	4.5%	2.8%
B2B	4.6%	2.4%	2.4%	4.3%	3.4%	7.1%
EBIT (in m EUR)	**190.9**	**391.9**	**21.4**	**145.2**	**166.6**	**49.1**
B2C	176.5	394.2	20.6	139.8	160.4	35.2
B2B	14.4	(1.9)	0.8	5.0	5.8	13.7
Reconciliation	0.0	(0.4)	0.0	0.4	0.4	0.2
EBIT margin (in %)	**1.9%**	**3.7%**	**0.9%**	**5.1%**	**3.2%**	**1.6%**
B2C	1.9%	4.1%	0.9%	5.4%	3.4%	1.3%
B2B	1.7%	(0.2%)	0.4%	1.9%	1.2%	4.9%

*Including ABOUT YOU results from the 11 July 2025 closing date onwards
**Gross merchandise volume (GMV) figures consists of B2C only

Balance Sheet (total assets)

Zalando group balance sheet (in m EUR) as of Q3 2025

	Year FY/20	Year FY/21	Year FY/22	Year FY/23	Year FY/24	Quarter Q1/25	Quarter Q2/25	Half-Year H1/25	Quarter Q3/25*
Non-current assets	**1,560.0**	**1,901.4**	**2,342.3**	**2,540.5**	**2,532.3**	**2,513.5**	**2,504.3**	**2,504.3**	**3,708.7**
Intangible assets	236.0	263.0	414.1	399.2	402.2	403.1	428.3	428.3	1,605.0
Property, plant and equipment	810.1	959.4	1,145.5	1,254.1	1,229.5	1,208.7	1,208.4	1,208.4	1,197.1
Right-of-use assets	479.8	584.2	679.3	785.5	742.3	728.5	693.9	693.9	800.8
Financial assets	11.9	78.1	85.2	85.2	143.4	158.0	159.7	159.7	87.5
Non-financial assets	5.1	3.9	4.2	3.2	4.4	4.0	3.1	3.1	2.3
Investments accounted for using the equity method	1.7	1.7	8.3	6.9	1.4	1.4	1.2	1.2	7.0
Deferred tax assets	15.4	11.2	5.7	6.4	9.0	9.8	9.7	9.7	9.0
Current assets	**4,934.8**	**4,995.6**	**5,283.8**	**5,249.2**	**5,451.6**	**5,594.5**	**5,624.3**	**5,624.3**	**5,290.4**
Inventories	1,361.2	1,547.4	1,809.5	1,440.9	1,549.7	1,910.5	1,658.6	1,658.6	2,522.9
Prepayments**	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Trade and other receivables	602.5	727.4	913.0	899.3	926.1	933.4	1,004.0	1,004.0	981.8
Other financial assets	32.0	49.8	78.6	110.5	120.3	525.2	481.7	481.7	117.7
Other non-financial assets	295.1	383.0	457.9	265.4	267.7	265.9	297.1	297.1	348.7
Cash and cash equivalents	2,644.0	2,287.9	2,024.8	2,533.2	2,587.8	1,959.4	2,183.0	2,183.0	1,319.3
Total assets	**6,494.8**	**6,897.0**	**7,626.1**	**7,789.7**	**7,983.9**	**8,108.0**	**8,128.6**	**8,128.6**	**8,999.1**

*Including ABOUT YOU results from the 11 July 2025 closing date onwards
**From Q4/20 onwards prepayments are part of Trade and other receivables

Balance Sheet (total equity and liabilities)

Zalando group balance sheet (in m EUR) as of Q3 2025

	Year FY/20	Year FY/21	Year FY/22	Year FY/23	Year FY/24	Quarter Q1/25	Quarter Q2/25	Half-Year H1/25	Quarter Q3/25*
Equity	**2,151.1**	**2,218.8**	**2,199.2**	**2,373.1**	**2,665.3**	**2,689.9**	**2,791.2**	**2,791.2**	**2,867.8**
Issued capital	253.1	258.7	259.0	260.5	259.2	260.1	260.5	260.5	262.0
Capital reserves	1,428.9	1,285.9	1,237.8	1,323.7	1,319.7	1,345.1	1,362.6	1,362.6	1,384.9
Other reserves	(7.3)	(36.8)	(25.4)	(21.9)	24.4	12.8	(0.4)	(0.4)	2.6
Retained earnings	476.6	711.1	727.8	810.9	1,062.0	1,071.9	1,168.5	1,168.5	1,183.3
Non-controlling interest	(0.2)	(0.2)	0.0	0.0	0.0	0.0	0.0	0.0	34.9
Non-current liabilities	**1,404.2**	**1,580.7**	**1,760.0**	**1,890.4**	**1,328.5**	**1,299.1**	**1,273.1**	**1,273.1**	**1,414.6**
Provisions	47.7	54.3	85.3	108.8	104.0	104.5	101.6	101.6	101.2
Lease liabilities	443.0	579.0	670.1	780.0	712.8	689.2	653.8	653.8	756.8
Convertible bonds	873.7	895.0	916.9	939.4	469.8	472.6	475.5	475.5	478.3
Other financial liabilities	15.6	14.2	12.1	6.7	0.3	0.2	11.3	11.3	8.3
Other non-financial liabilities	5.1	4.6	4.6	0.4	0.1	0.0	0.2	0.2	0.2
Deferred tax liabilities	19.1	33.5	71.0	55.1	41.4	32.5	30.8	30.8	69.8
Current liabilities	**2,939.5**	**3,097.5**	**3,666.9**	**3,526.2**	**3,990.2**	**4,119.0**	**4,064.3**	**4,064.3**	**4,716.7**
Provisions	0.5	0.0	0.0	5.0	23.0	23.1	38.9	38.9	13.9
Lease liabilities	73.7	101.0	129.7	132.2	148.8	154.9	156.6	156.6	205.0
Borrowings	377.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Convertible bonds	0.0	0.0	0.0	0.0	394.1	396.6	399.0	399.0	0.0
Trade payables and similar liabilities	2,050.5	2,437.0	2,934.1	2,782.0	2,745.1	2,929.8	2,770.5	2,770.5	3,646.0
Prepayments received	47.1	40.6	49.2	48.0	38.9	47.5	51.7	51.7	49.4
Income tax liabilities	9.6	25.2	24.8	20.6	60.7	60.6	41.0	41.0	35.0
Other financial liabilities	145.6	214.9	253.1	233.7	202.2	213.0	206.4	206.4	268.3
Other non-financial liabilities	234.8	278.9	276.0	304.6	377.4	293.4	400.2	400.2	499.0
Total equity and liabilities	**6,494.8**	**6,897.0**	**7,626.1**	**7,789.7**	**7,983.9**	**8,108.0**	**8,128.6**	**8,128.6**	**8,999.1**

*Including ABOUT YOU results from the 11 July 2025 closing date onwards

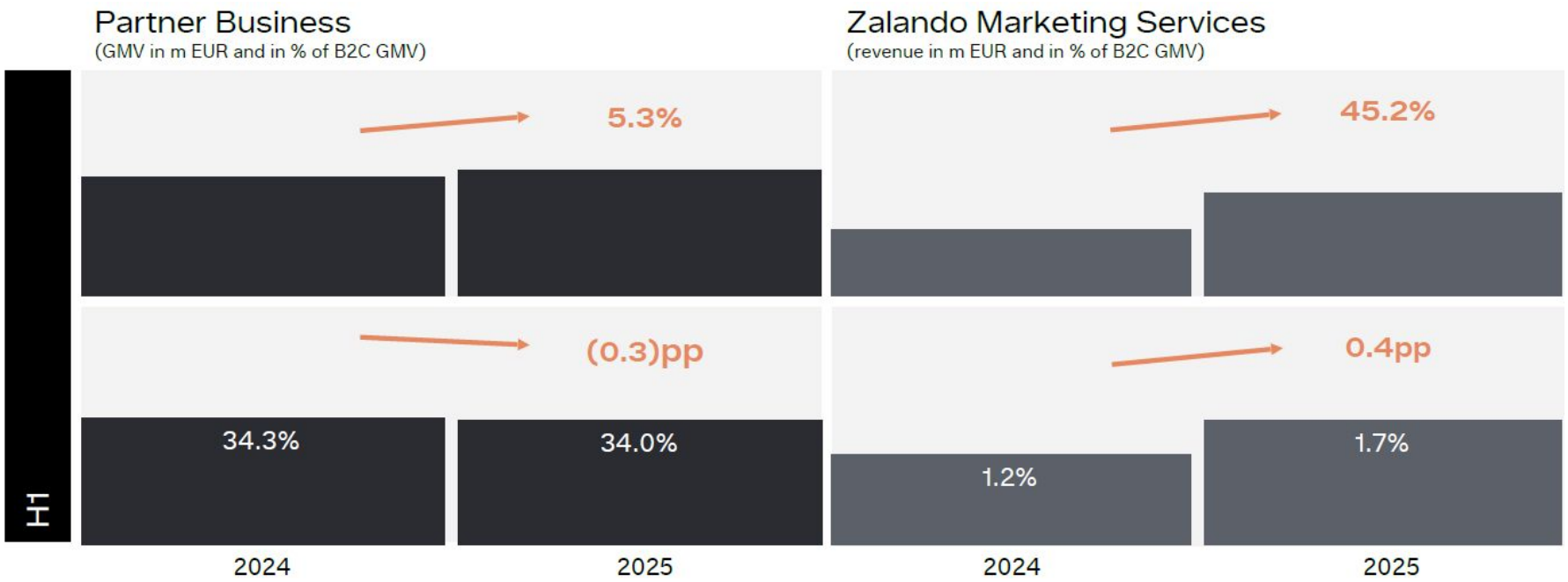
Cash Flow Statement

Zalando group cash flow statement (in m EUR) as of Q3 2025

	Year FY/20	Year FY/21	Year FY/22	Year FY/23	Year FY/24	Quarter Q1/25	Quarter Q2/25	Half-Year H1/25	Quarter Q3/25*
Net income/loss for the period	**226.1**	**234.5**	**16.8**	**83.0**	**251.1**	**9.9**	**96.6**	**106.5**	**12.5**
Non-cash expenses from share-based payments	53.8	57.3	72.5	83.0	82.4	20.7	20.5	41.2	21.1
Cash paid for settlement of claims from share-based payments	(3.5)	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Depreciation of property, plant and equipment, right-of-use assets and amortisation of intangible assets	214.5	235.4	312.4	334.0	349.9	87.1	84.4	171.5	107.8
Income taxes	92.4	119.7	22.0	69.9	116.9	8.0	48.9	56.9	25.0
Incomes taxes paid, less refunds	(116.7)	(106.3)	(64.1)	(39.0)	(75.4)	(25.6)	(61.8)	(87.5)	(45.2)
Increase/decrease in provisions	(2.1)	(0.5)	7.2	17.6	7.5	0.1	13.6	13.7	(25.1)
Other non-cash income/expenses	4.3	(2.7)	13.8	7.9	19.1	4.2	(3.9)	0.3	(3.7)
Decrease/increase in inventories	(262.9)	(186.3)	(260.1)	368.6	(108.8)	(360.8)	252.0	(108.8)	(472.6)
Decrease/increase in trade and other receivables	(139.6)	(125.5)	(169.5)	13.7	(26.8)	(7.3)	(70.6)	(77.9)	119.7
Increase/decrease in trade payables and similar liabilities	329.2	391.7	489.9	(168.9)	(18.1)	186.4	(160.2)	26.3	328.0
Increase/decrease in other assets/liabilities	132.1	(1.1)	19.1	179.7	56.3	(65.7)	64.2	(1.5)	36.4
Cash flow from operating activities	**527.4**	**616.2**	**459.9**	**949.5**	**654.1**	**(143.0)**	**283.8**	**140.8**	**103.7**
Proceeds from disposal of non-current assets	32.7	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Payments received from the sale of shares in associated and other companies	6.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cash received from sales of property, plant and equipment, intangibles and other long-term assets	0.0	0.0	0.0	3.5	0.0	0.0	0.0	0.0	0.0
Cash paid for investments in property, plant and equipment	(177.6)	(240.4)	(274.5)	(190.5)	(120.6)	(9.0)	(34.2)	(43.3)	(16.2)
Cash paid for investments in intangible assets	(72.5)	(92.5)	(77.1)	(72.7)	(86.2)	(24.5)	(25.5)	(50.1)	(37.5)
Cash paid for acquisition of shares in associated companies and subsidiaries less cash acquired and other equity investments	(31.5)	0.0	(127.0)	(6.1)	(67.9)	(15.5)	(14.7)	(30.3)	(873.6)
Cash received from/paid for short-term investments in other financial assets	25.0	(3.0)	0.0	(50.0)	0.0	0.0	49.0	49.0	0.0
Change in restricted cash	0.0	0.0	2.5	(4.9)	4.9	(403.0)	0.0	(403.0)	403.0
Cash flow from investing activities	**(217.8)**	**(335.9)**	**(476.2)**	**(320.7)**	**(269.8)**	**(452.1)**	**(25.5)**	**(477.6)**	**(524.3)**
Cash received from capital increases by the shareholders and stock option exercises less transaction costs	55.1	22.5	4.4	4.5	4.0	5.7	0.3	6.0	0.3
Cash paid for the repurchase of treasury shares	0.0	(200.0)	(136.2)	0.0	(99.5)	0.0	0.0	0.0	0.0
Cash repayment of loans and similar payments	(2.8)	(377.7)	(3.3)	0.0	0.0	0.0	0.0	0.0	0.0
Cash received from increases in borrowings	375.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Cash payments for the principal portion of lease liabilities	(67.2)	(84.5)	(110.8)	(128.1)	(134.5)	(36.4)	(35.5)	(71.8)	(45.1)
Cash received from the issue of convertible bonds less transaction costs/Cash paid for the repurchase/repayment of convertible bonds including transaction costs	994.0	0.0	0.0	0.0	(95.5)	0.0	0.0	0.0	(400.0)
Cash flow from financing activities	**1,354.1**	**(639.8)**	**(245.9)**	**(123.6)**	**(325.6)**	**(30.7)**	**(35.1)**	**(65.8)**	**(444.8)**
Net change in cash and cash equivalents from cash relevant transactions	1,663.6	(359.6)	(262.2)	505.2	58.8	(625.8)	223.1	(402.6)	(865.4)
Change in cash and cash equivalents due to exchange rate movements	3.9	3.5	(0.9)	3.2	(4.2)	(2.6)	0.4	(2.1)	1.7
Cash and cash equivalents at the beginning of the period	976.5	2,644.0	2,287.9	2,024.8	2,533.2	2,587.8	1,959.4	2,587.8	2,183.0
Cash and cash equivalents at the end of the period	**2,644.0**	**2,287.9**	**2,024.8**	**2,533.2**	**2,587.8**	**1,959.4**	**2,183.0**	**2,183.0**	**1,319.3**
Free cash flow	**284.5**	**283.2**	**(18.8)**	**683.8**	**379.4**	**(192.1)**	**209.3**	**17.2**	**(823.6)**

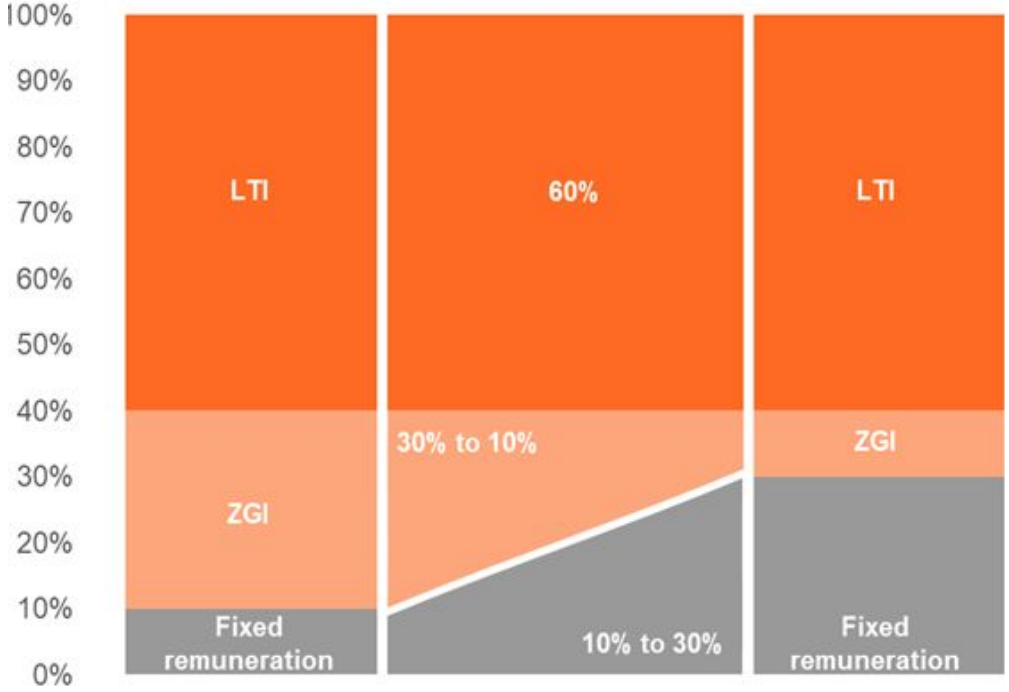
*Including ABOUT YOU results from the 11 July 2025 closing date onwards

Partner business GMV grew in line with B2C overall; Zalando Marketing Services with strong growth in H1/25



Management Board Remuneration System - Overview[1]

Composition as % of target total remuneration



- **Rolling annual grant** of LTI 2024 Options (PO) and Shares (PS)
- **Fixed mix between PO and PS** with flexibility for Supervisory Board to deviate if appropriate
- Both instruments **linked to growth and ESG targets**, strike price for LTI Options (see next slide)
- **Three-year performance** and one year-holding period
- **Payout caps** and **malus & clawback provisions**

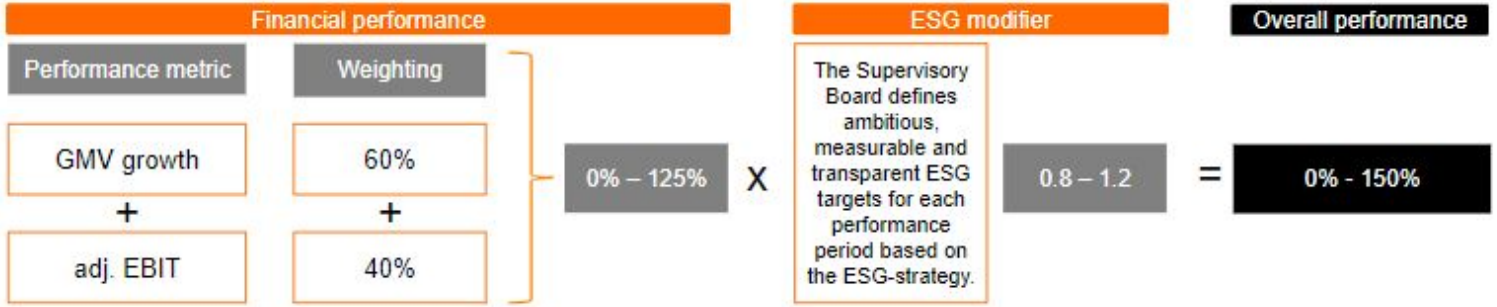
- **ZGI:** market-standard cash settled short-term incentive that depends upon the achievement of annual financial targets
- Management Board obliged to **reinvest 50%** of the net payouts under the **ZGI** in Zalando shares with a holding period of one year. **Long-Term Incentive** (LTI) grant will be changed to an **annual grant structure**

[1] The management board remuneration system has been introduced on 1st September 2024.

Management Board Remuneration Scheme - Performance criteria of the LTI and determination of Overall Target Achievement

The **Overall Target Achievement** defines the total number of exercisable **LTI Shares** and **LTI Options**.
It is measured:

i. on the basis of the **development of Zalando Group's GMV and Zalando Group's adj. EBIT during the Performance Period** as the currently most relevant performance parameters under the company's long-term strategy and;
ii. by taking into account the **achievement of pre-defined ESG-targets** by way of a modifier with a **factor of between 0.8-1.2**.



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Zalando Share and overview stock options programms

Share information
(as of 30 September 2025)

Type of shares	Ordinary bearer shares with no-par value (Stückaktien)
Stock exchange	Frankfurt Stock Exchange
Market segment	Regulated Market (Prime Standard)
Index listings	DAX
Total number of shares outstanding	264,169,984
Issued capital	264,169,984 EUR

Stock options programmes management board
(as of 30 September 2025)

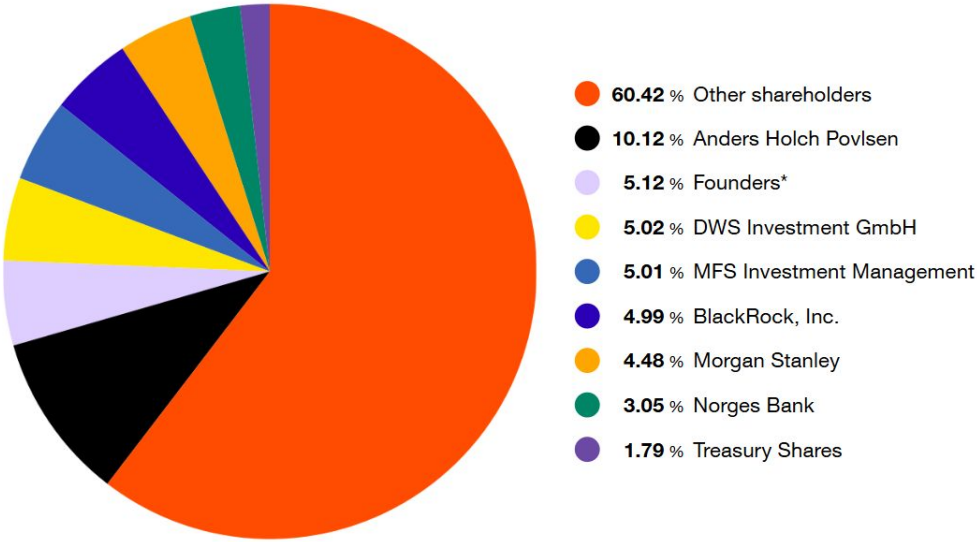
Program	# Options outstanding	Weighted average exercise price (EUR)
LTI 2018 [1]	4,296,949	47.44
LTI 2021	625,656	23.51
LTI 2024	125,389	23.22
LTI 2025	498,246	28.55
ZOP 2021	326,195	17.09
Total	**5,872,435**	**41.08**

Stock options programmes senior management
(as of 30 September 2025)

Program	# Options outstanding	Weighted average exercise price (EUR)
EIP [2]	1,541,427	42.60
ZOP 2019	7,661,745	24.65
Total	**9,203,172**	**27.66**

[1] Only to 35% to be settled with new shares, remaining backed by treasury shares
[2] Settled with new shares

Shareholder structure



Voting rights held directly or by a subsidiary. Last update: 06 November, 2025
* Aggregate shareholding of the founders

Convertible Bond 2020

	Pricing Terms	
	5-year	**7-year**
Issue size	**1,000m EUR**	
Tranche size[1]	**500m EUR**	**500m EUR**
Status	Senior, unsecured	Senior, unsecured
Maturity	5 years (2025)	7 years (2027)
Issuer call	After year 3 at 130% trigger	After year 5 at 150% trigger
Reference share price	**61.50 EUR**	**61.50 EUR**
Issue price	100.88%	100.0%
Redemption price	100.0%	100.0%
Yield to maturity	**-0.125%**	**0.625%**
Coupon	**0.05%**	**0.625%**
Conversion premium	**42.5%**	**50.0%**
Conversion price	**87.64 EUR**	**92.25 EUR**
Underlying shares (m)	5.7m	5.4m
Underlying shares (% ISC)	2.2%	2.1%

[1] 1 Out of 500m EUR, 100m EUR have been bought back in 2024

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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.