Q3

Zalando Q3/25 Earnings call

6 November 2025

Speaker:
David Schröder, Co-CEO and interim CFO

zalando

Executive Summary

01 **Performance: Strong pro-forma[1] Q3 growth and profitability**
Pro-forma GMV growth of 6.7% and revenue growth of 7.5%. Improved Q3 profitability of 96m EUR adjusted EBIT including ABOUT YOU.

02 **B2C: Expanding into lifestyle by doubling down on our sports opportunity**
Driving double digit growth in sports and increasing our relevance in sports culture by partnering with German Football Federation (DFB) and sponsoring key marathon events

03 **B2B: Driving growth through successful go-lives and key enterprise clients wins**
Started to fulfil NEXT's online direct-to-consumer business with ZEOS, extended DEICHMANN Group partnership on SCAYLE's commerce solution and achieved key enterprise client wins

04 **Team: Anna Dimitrova joins Zalando as CFO on January 1, 2026**
Her extensive experience across all aspects of finance in a fast moving, capital-intensive, technology-driven sector positions her perfectly to support Zalando's ecosystem strategy

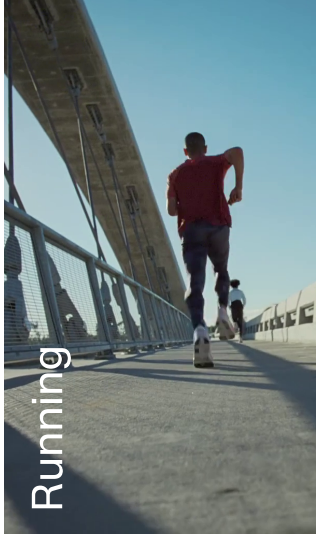
05 **Outlook: Confirming our guidance for FY 2025 including ABOUT YOU as of 11 July**
Pro-forma[1] GMV and revenue growth of 4 – 7%, adjusted EBIT range of 550 – 600m EUR, 200 – 280m EUR capex and negative net working capital

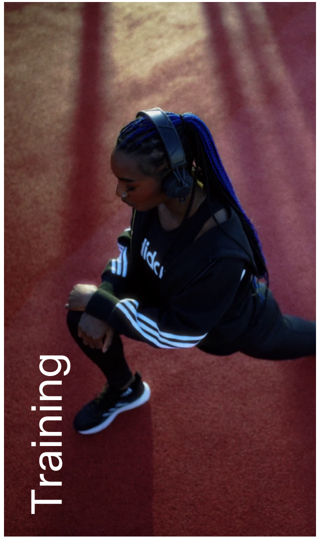
[1] On a pro-forma basis as of 11 July, assuming ABOUT YOU had been part of the group in the prior-year period; the corresponding prior year amounts were not subject to the 2024 financial statement audit

Expanding into lifestyle by doubling down on our sports opportunity

Main partner of German Football Federation (DFB)

Key marathon sponsorships and dedicated marketing activations

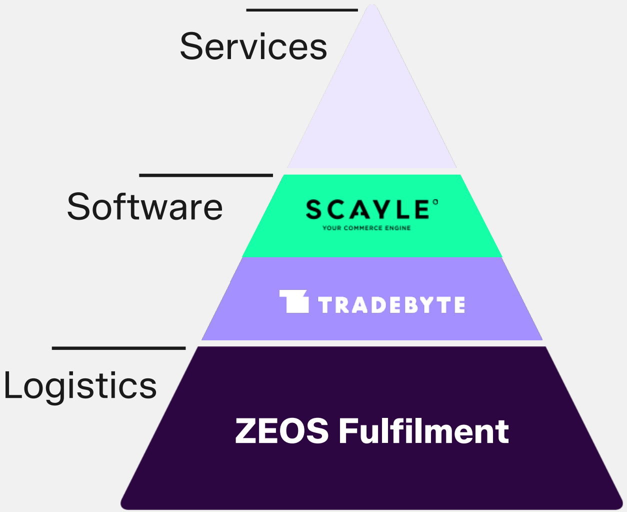




ZEOS

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

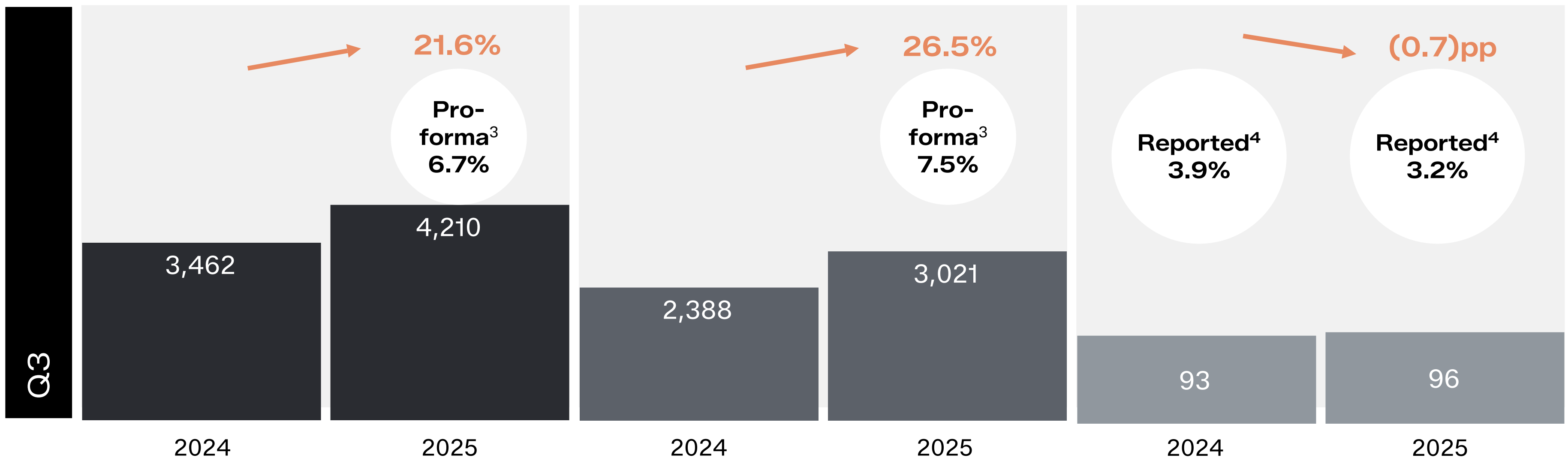


Q3 with continued strong pro-forma growth and increase in reported adjusted EBIT, margin impacted by ABOUT YOU consolidation

Group GMV[1] (in m EUR)

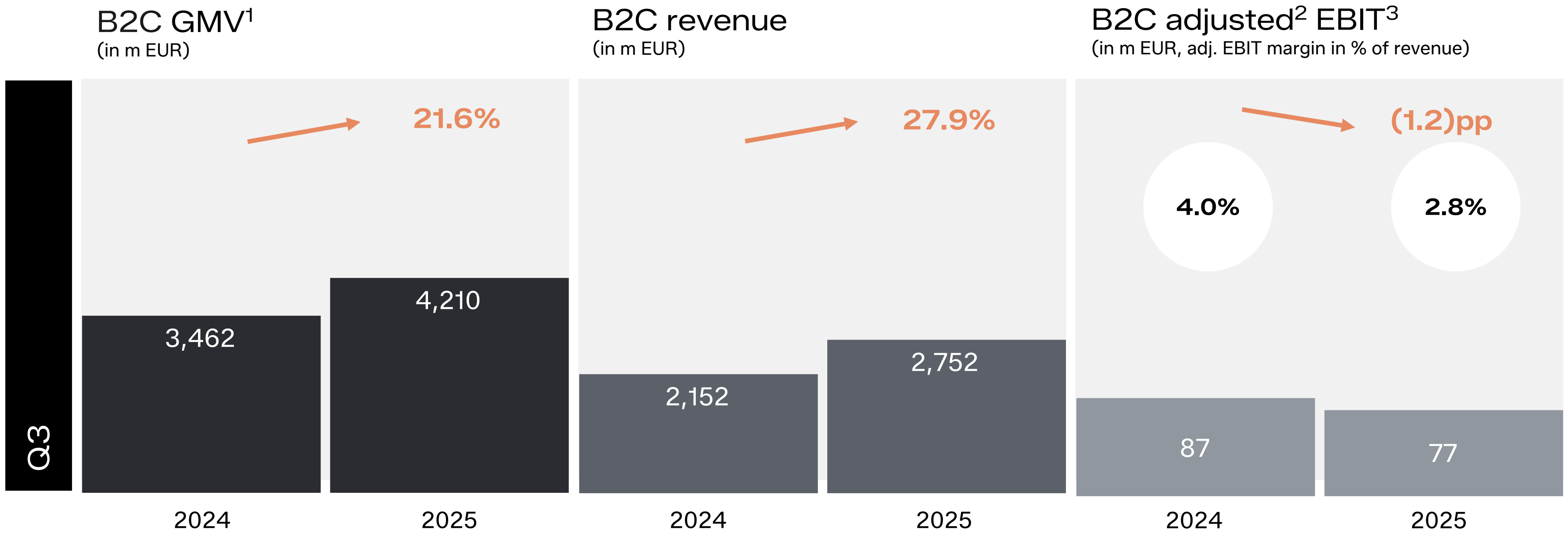
Group revenue (in m EUR)

Group adjusted[2] EBIT (in m EUR, adj. EBIT margin in % of revenue)



[1] Gross merchandise volume after returns (GMV): dynamically reported
[2] Excluding equity-settled share-based payment expense ("SBC"), restructuring costs, significant non-operating one-time effects and acquisition-related expenses
[3] On a pro-forma basis as of 11 July, assuming ABOUT YOU had been part of the group in the prior-year period; the corresponding prior year amounts were not subject to the 2024 financial statement audit
[4] Including ABOUT YOU results from the 11 July 2025 closing date onwards

Growth in B2C segment driven by ABOUT YOU inclusion, strategic growth investments and a successful start into the autumn / winter season

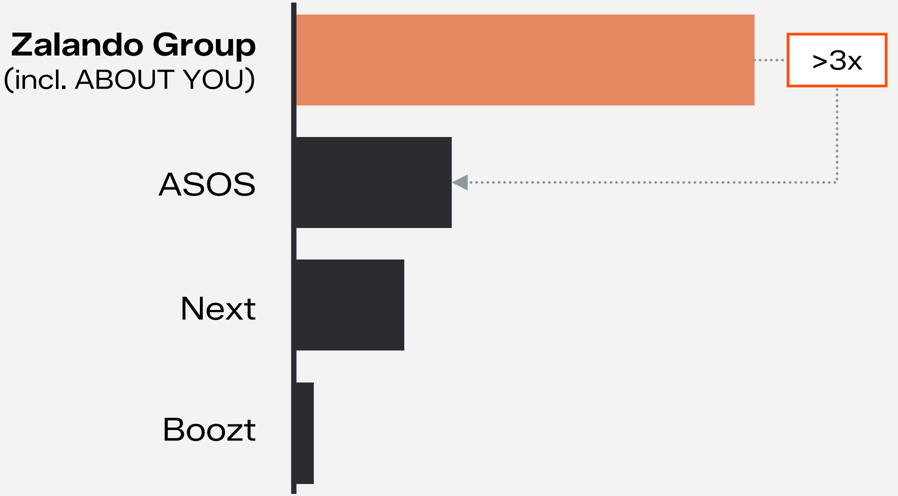


[1] Gross merchandise volume after returns (GMV): dynamically reported
[2] Excluding equity-settled share-based payment expense ("SBC"), restructuring costs, significant non-operating one-time effects and acquisition-related expenses
[3] Q3/25 contains 0.2m EUR | Q3/24 EUR (0.7)m EUR reconciliation of inter-segment EBIT

With our combined customer base of over 60 million active customers, we are a leading multi-brand fashion & lifestyle group in Europe

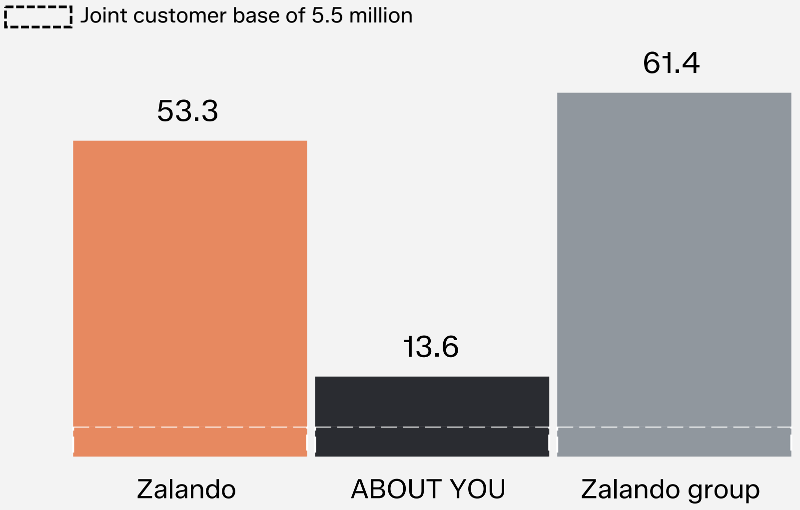
Unmatched scale in Europe

(Active customers L12M[1] in millions)



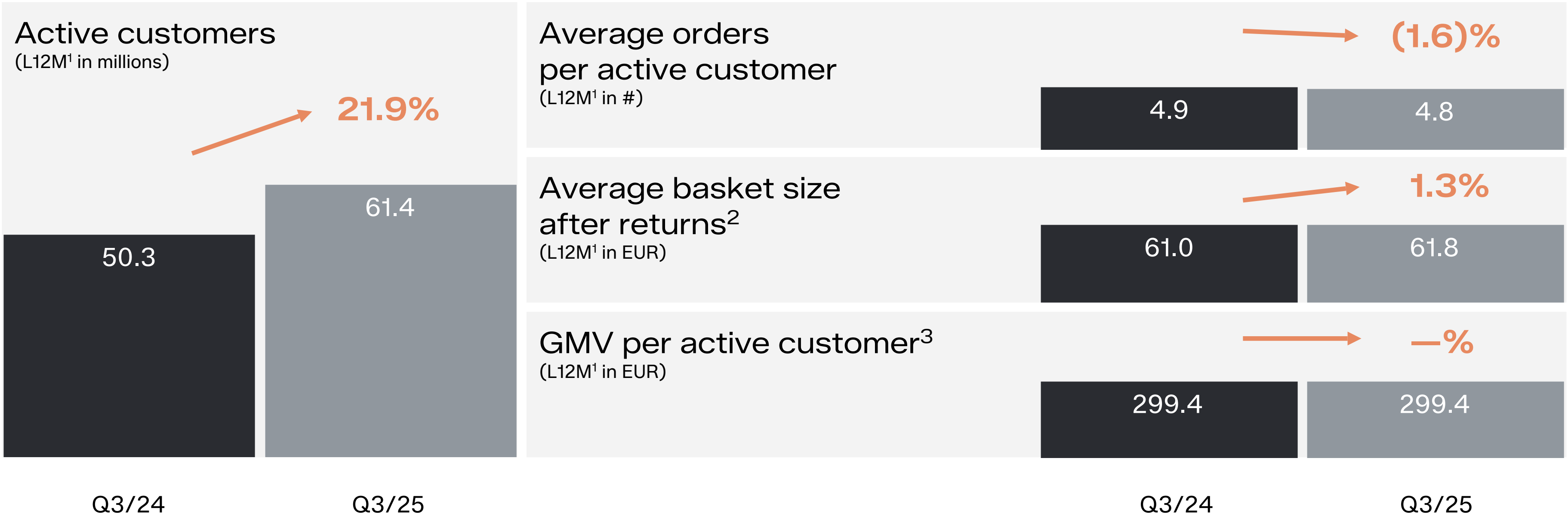
Combined customer base (Q3)

(Active customers L12M in millions)



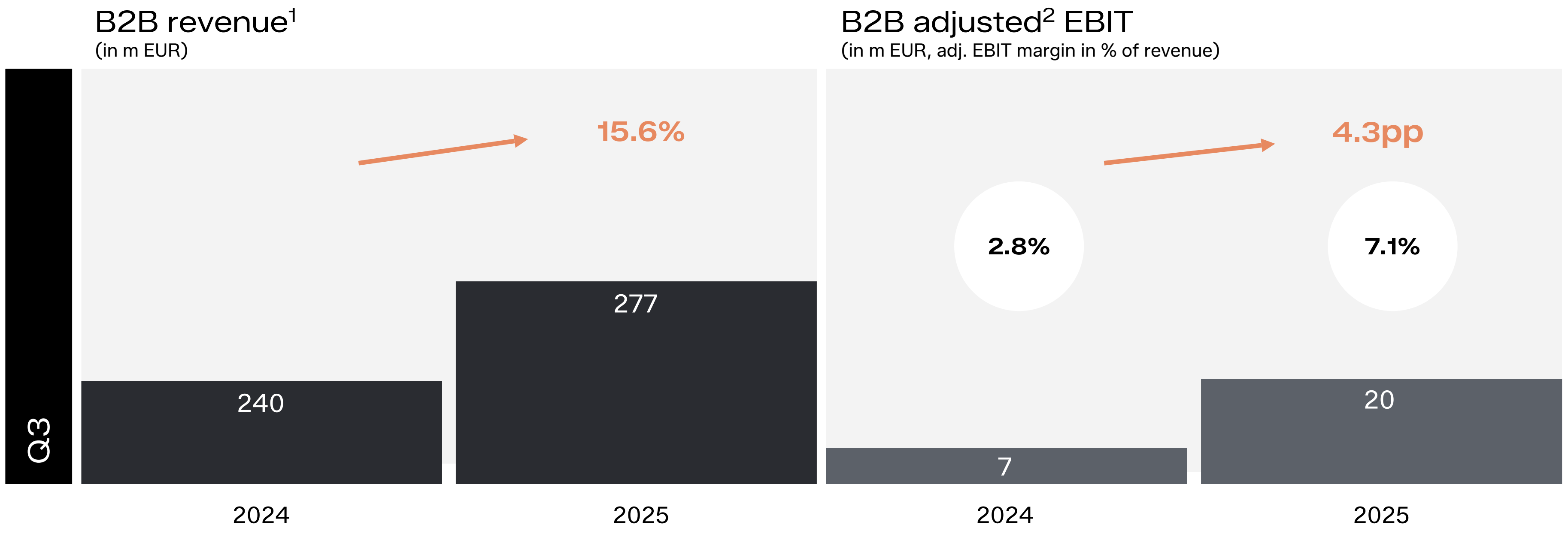
[1] Company information, latest published last 12 month figures

Active customer growth primarily driven by inclusion of ABOUT YOU, GMV per active customer stable



[1] L12M = last 12 months
[2] Defined as GMV divided by the number of orders
[3] Defined as GMV divided by the number of active customers

B2B segment with continued double digit growth and increased profitability driven by ZEOS Fulfilment and inclusion of SCAYLE



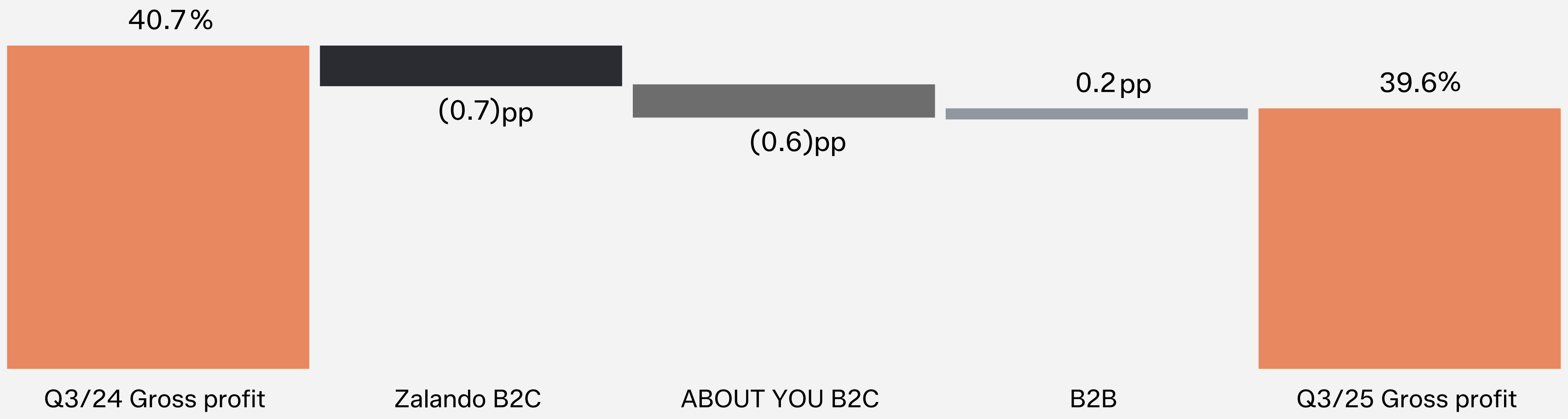
[1] Q3/25 contains (8.2)m EUR | Q3/24 (2.8)m EUR reconciliation of inter-segment revenue
[2] Excluding equity-settled share-based payment expense ("SBC"), restructuring costs, significant non-operating one-time effects and acquisition-related expenses

Group cost lines and adjusted EBIT margin impacted by inclusion of ABOUT YOU

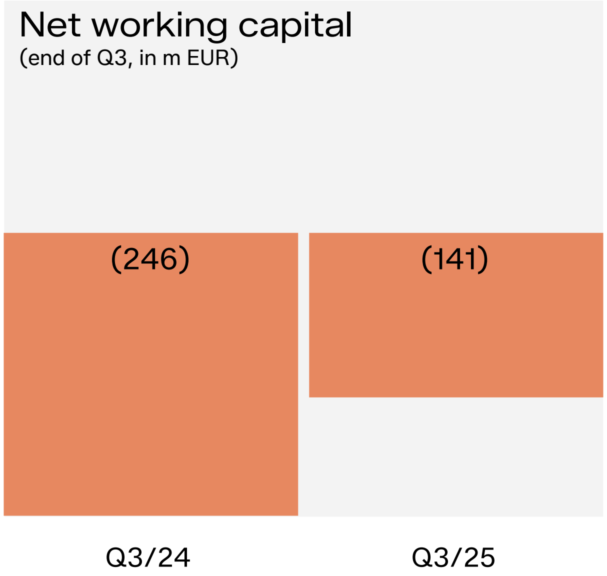
Costs and margin (in % of revenue)	**9M/24**	**9M/25**	**YoY Δ**	**Q3/24**	**Q3/25**	**YoY Δ**
Gross profit	40.3%	39.9%	(0.4)pp	40.7%	39.6%	(1.1)pp
Fulfilment costs	(23.4)%	(23.6)%	(0.2)pp	(23.8)%	(24.3)%	(0.6)pp
Marketing costs	(8.8)%	(8.9)%	(0.2)pp	(9.1)%	(9.3)%	(0.2)pp
Admin expenses & Other	(5.0)%	(4.7)%	0.3pp	(4.9)%	(4.3)%	0.6pp
EBIT	3.1%	2.6%	(0.5)pp	2.9%	1.6%	(1.3)pp
Adjusted[1] EBIT	4.0%	4.0%	(0.1)pp	3.9%	3.2%	(0.7)pp

[1] Excluding equity-settled share-based payment expense ("SBC"), restructuring costs, significant non-operating one-time effects and acquisition-related expenses

Q3 gross profit impacted by Zalando B2C and inclusion of ABOUT YOU B2C business - mid-term gross margin ambition around 40% remains

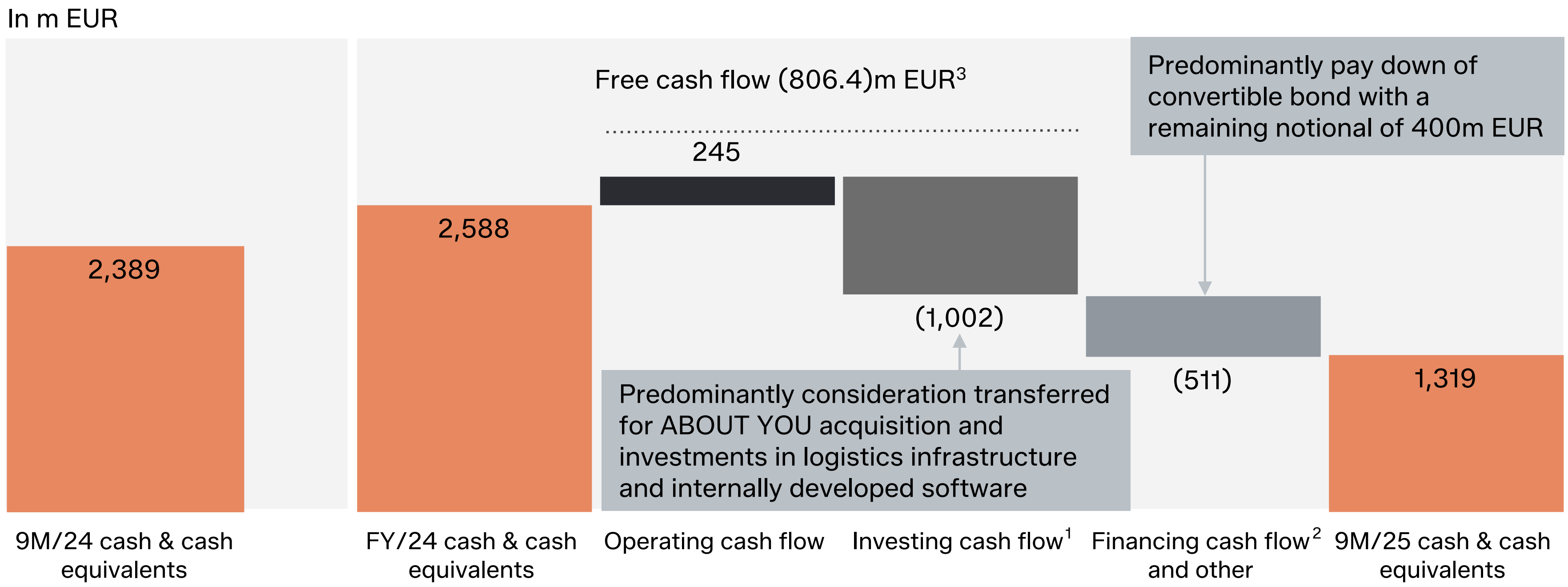


Net working capital position driven by ABOUT YOU inclusion



m EUR	Q3/24	Q3/25	YoY Δ
Inventories	1,894	2,523	33.2%
Trade receivables	934	982	5.1%
Trade payables	3,074	3,646	18.6%
Net working capital	(246)	(141)	

Comfortable cash position of 1.3 billion EUR after pay down of convertible bond tranche and consideration transferred for ABOUT YOU acquisition



[1] Includes investments in fixed assets of (59.5)m EUR, intangible assets of (87.5)m EUR, payments for acquisitions (903.9)m EUR and cash received from investments in term deposits of 49.0m EUR
[2] Includes financing cash flow of (510.6)m EUR and effect of exchange rate on cash and cash equivalents of (0.5)m EUR
[3] Includes operating cash flow of 244.5m EUR, payments for investments in fixed assets of (59.5)m EUR, payments for investments in intangible assets of (87.5)m EUR and payment for acquisitions (903.9)m EUR

Confirming our combined guidance for FY 2025 including ABOUT YOU on the back of 9M performance

	Including ABOUT YOU as of July 11	Guidance 2025	9M/25 results
Growth	GMV (in bn EUR)	17.2 – 17.6 12 – 15% Pro-forma[1]: 4 – 7%	11.8 11.4% Pro-forma[1]: 6.6%
	Revenue[3] (in bn EUR)	12.1 – 12.4 14 – 17% Pro-forma[1]: 4 – 7%	8.3 13.8% Pro-forma[1]: 7.5%
Profitability	Adjusted[2] EBIT (in m EUR)	550 – 600	329
Cash	Capex (in m EUR)	200 – 280	147
	Net working capital (in m EUR)	negative	negative

[1] On a pro-forma basis as of 11 July, assuming ABOUT YOU had been part of the group in the prior-year period; the corresponding prior year amounts were not subject to the 2024 financial statement audit
[2] Excludes equity-settled share-based payment expense ("SBC"), restructuring costs, significant non-operating one-time effects and acquisition-related expenses
[3] On a pro forma basis, B2B revenue growth will significantly outpace B2C revenue growth

Q&A

Key takeaways

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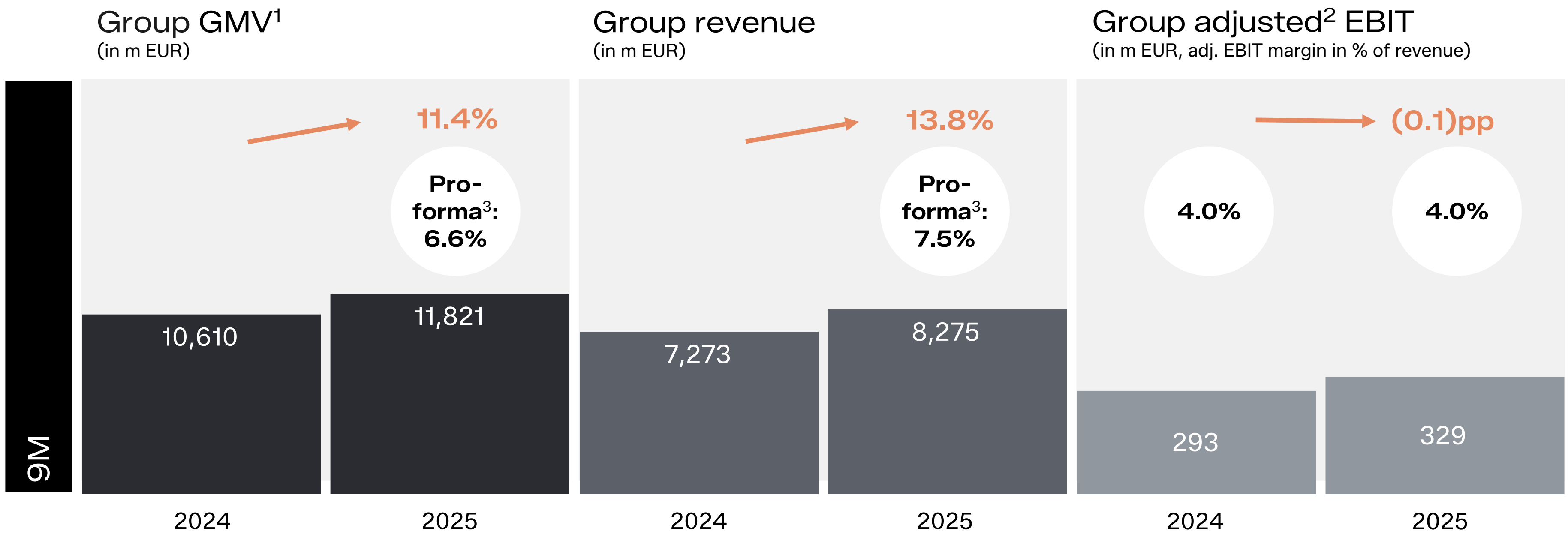
Appendix

9M with continued strong pro-forma growth and improved profitability



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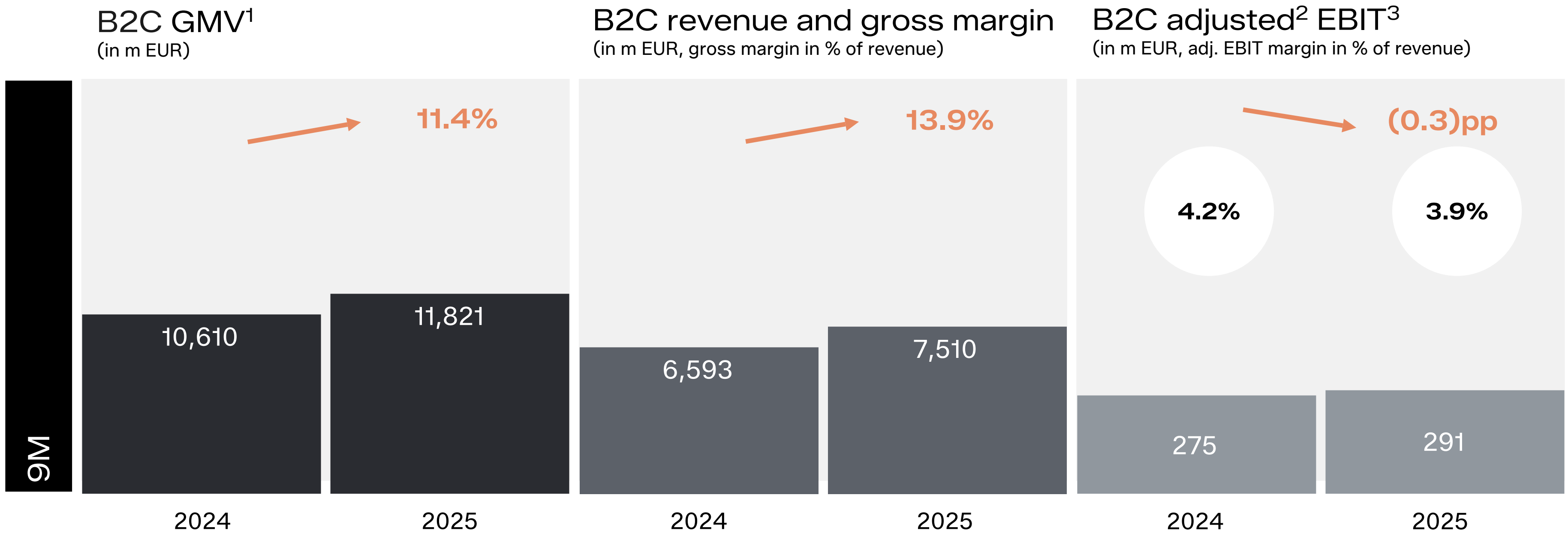
Growth in B2C driven by ABOUT YOU inclusion, strategic growth investments and successful commercial events



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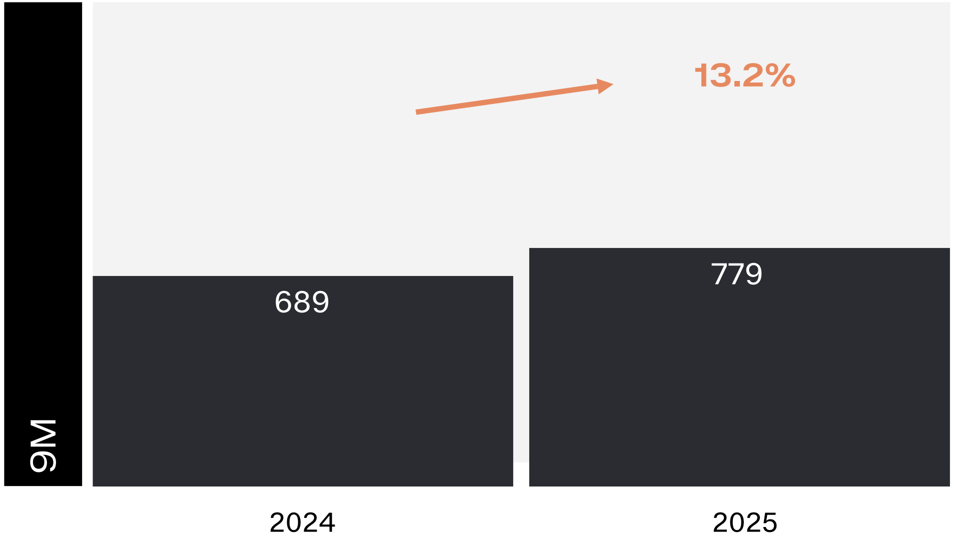

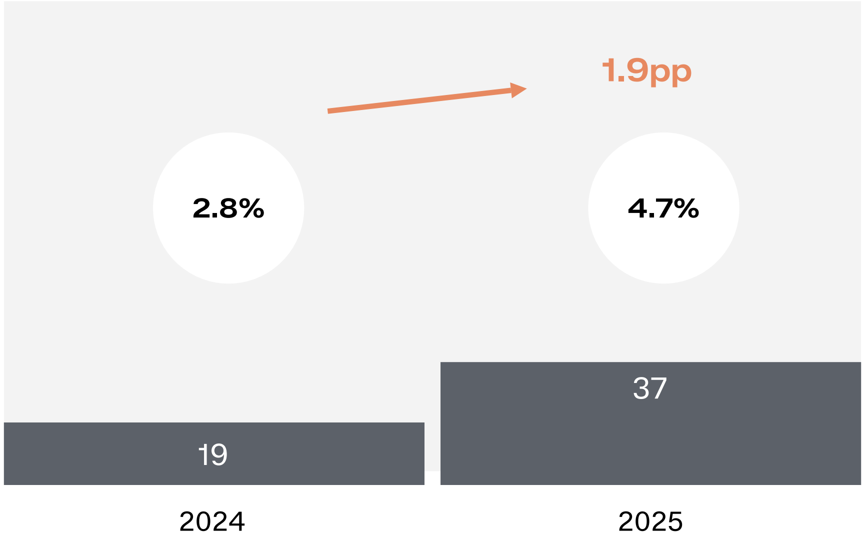

[1] 9M/25 contains (14.7)m EUR | 9M/24 (8.1)m EUR reconciliation of inter-segment revenue
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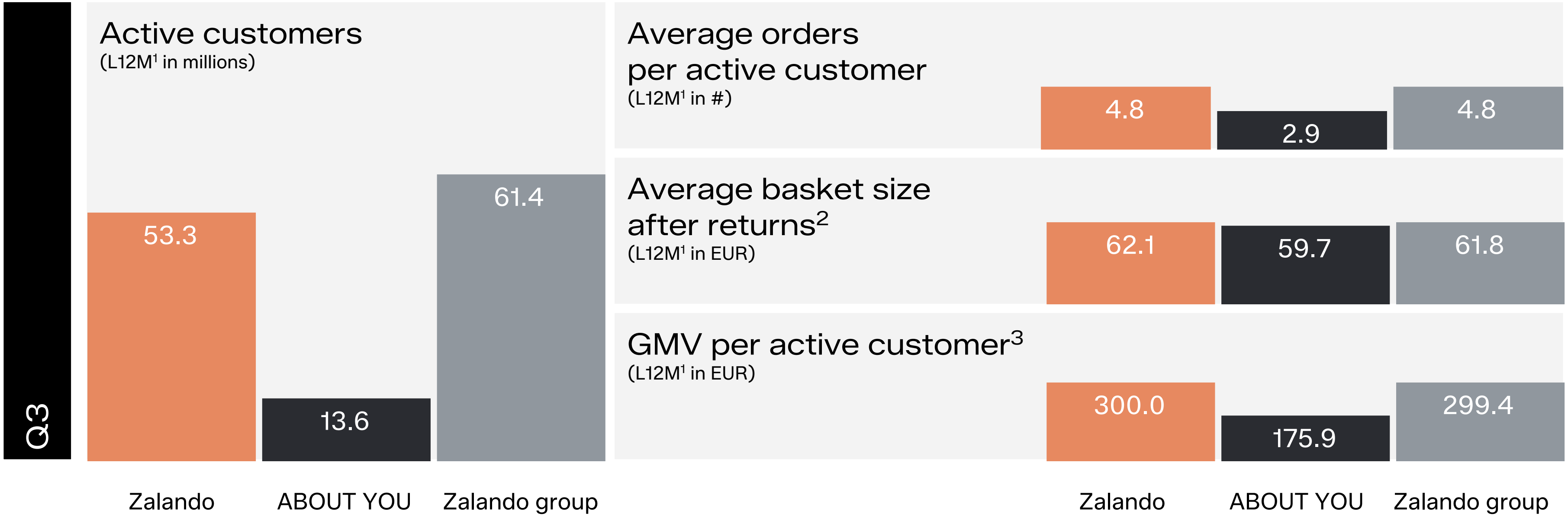
Overview Q3 customer metrics Zalando, ABOUT YOU and Zalando group



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Issued share capital

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

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

Our actual results may differ materially and adversely from any forward-looking statements discussed on this call due to a number of factors, including without limitation, risks from macroeconomic developments, external fraud, inefficient
processes at fulfilment centres, inaccurate personnel and capacity forecasts for fulfilment centres, 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.