Roadshow presentation

September 2020
Agenda

Our vision:
The Starting Point for Fashion

Platform as key lever
to become the Starting Point

do.More sustainability strategy

Our business model of the future

Business Update Q2/2020

Q2/2020 Results
Our vision: To become the Starting Point for Fashion
Our vision is built on two key levers - Deep Customer Relationships and our Platform Strategy.

Key lever 1: Deep Customer Relationships
- Assortment
- Digital Experience
- Convenience
- Loyalty program
- Sustainability & Circularity

Key lever 2: Platform Strategy
- ZMS: Zalando Marketing Services
- ZFS: Zalando Fulfillment Solutions
- Partner Program

Starting Point for Fashion
Superior & Holistic Customer Experience
Bottom Line Growth
Operating Leverage & Gross Margin Expansion
Topline & Market Share Growth
Cohort analysis shows that we are creating a healthy customer base

Total GMV per Cohort and Order Year

1. Old cohorts grow again over time
2. Customer churn goes down
3. Every new cohort is bigger than the previous one

(1) Cohort refers to customers grouped by the calendar year in which they first placed an order with Zalando.
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Q2/2020 Results
The platform strategy is one key lever towards being the Starting Point

**Brand Benefits**
- Direct access to European digital consumer
- Leverage Zalando capabilities (tech, data, logistics)

**Zalando Benefits**
- Platform adds scale to Zalando
- Less inventory risk – while improving customer offering (50% of PP volume incremental)

**Customer Benefits**
- Offer desirable and comprehensive assortment
- High availability
Only in partnership with our brand partners, we are able to offer a superior experience for our customers to enjoy.

Partner Program offers growth opportunities and advantages to all parties.

- **ZMS**
  - Zalando Marketing Services

- **ZFS**
  - Zalando Fulfillment Solutions
  - Partner Program

**Direct-to-Consumer**
- Control of Product, Content & Pricing
- Superior Order Economics, Convenience to Consumer & Physical Access to Consumer
- High Sell-Through & Brand Building

**Commission 5%-25%**

**Cost-Plus**

**Zalando Fulfillment Solutions**
- ✔
- ✔
- ✔
- ✔

**Auction-bid pricing & campaigns**

**Zalando Marketing Services**
- ✔
- ✔
- ✔
- ✔

**ZFS**
- ✔
- ✔
- ✔

8
In 2019, we achieved important milestones in driving the Platform Transition

1) Partner Program share of 40% refers to our business model mix ambition for 2023/24. In our long-term target model, we aim for a 50% Partner Program share.
2) Refers to our long-term target model ambition.
ZFS unlocks positive platform dynamics for Partners…

- **Fast Internationalization** to all our European Markets

- **Superior Order Economics** through shared parcels
  - ~50% lower shipping costs (on average) per item for brands
  - Making shopping economics in some case better than own e-com

- **Allows offering of low price point assortment**

- **Unmatched Zalando Convenience**
  - We get closer to our customers by delivering 30% of orders on the next day by 2020
...by leveraging our European logistic network

1. ERFURT
   Start in 2012

2. BRIESELANG
   Start in 2011

3. MÖNCHENGLADBACH
   Start in 2013

4. LAHR
   Start in 2016

5. PARIS
   (Moissy-Cramayel)
   Start in 2018

6. STOCKHOLM
   Start in 2018

7. SZCZECIN (Gryfino)
   Start in 2017

8. OLSZTYNEK
   Start in 2019

9. LODZ (Gluchow)
   Start in 2019

10. VERONA (Nogarole Rocca)
    Start in 2020

11. MILANO (Stradella)
    Start in 2016

12. ROTTERDAM (Bleiswijk)
    Start in 2021

Create the capacity for future growth:
12 warehouses allow > 14bn GMV

Get closer to our customers:
We will deliver 30% of orders on the next day by 2020\(^1\)

Scale a differentiating asset which we can open up to brand partners

(1) 3pm cut-off time
With Zalando Marketing Services brands can drive growth and branding …

Brands can reach Europe’s largest fashion audience at the point of sale…

>1,000m site visits
>34m Active Customers
17 fashion markets

…to push sales and to build their brand in a multi-brand environment

>2,500 brands
>640,000 products
...by tailoring content and reaching customers across all relevant touchpoints on and off Zalando’s premises

**Growth campaigns**

- Boost sales across whole assortment or specific products with targeted advertising formats
- Extensive data insights to identify the best growth opportunities

**Branding campaigns**

- Tailored branding campaigns and strategies
- Data-driven, integrated campaigns across all consumer touchpoints
- Specific target groups and exclusive Zalando audiences
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Our business model of the future

Business Update Q2/2020

Q2/2020 Results
do.MORE 2023 Strategy: Becoming a sustainable fashion platform with a net-positive impact for people and the planet

<table>
<thead>
<tr>
<th>Take a stand</th>
<th>Style with care</th>
<th>Shape our future</th>
</tr>
</thead>
<tbody>
<tr>
<td>Carbon Neutrality</td>
<td>Optimized Packaging</td>
<td>Increased Ethical Standards</td>
</tr>
<tr>
<td>Of our operations, All deliveries And returns</td>
<td>Minimize waste and Keep materials in use; Eliminate single-use plastics</td>
<td>We will work Only with Partners who Align with them</td>
</tr>
<tr>
<td></td>
<td></td>
<td>More Sustainable Fashion</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Generate 20% of GMV by more Sustainable products</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Apply Principles Of circularity</td>
</tr>
<tr>
<td></td>
<td></td>
<td>And extend the life of at least 50m fashion products</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Upskilling</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Our employees Receive skilling Chances that match Future work needs</td>
</tr>
</tbody>
</table>
We want to achieve two targets by 2025

We commit ...

1. To reduce scope 1 and 2 greenhouse gas (GHG) emissions by 80% by 2025 against a 2017 base year.\(^1\)\(^2\)
2. To increase annual sourcing of renewable electricity from 34% in 2017 to 100% by 2025.
3. To reduce scope 3 GHG emissions from private label products by 40% per million euros gross profit by 2025 from a 2018 base year.\(^3\)
4. That 90% of our suppliers will have science-based targets by 2025.\(^4\)

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1) Scope 1 refers to direct greenhouse gas emissions (GHG) that occur from sources controlled by Zalando (e.g. emissions in our warehouses)
2) Scope 2 refers to indirect GHG emissions from consumption of purchased electricity and distant heating
3) Scope 3 refers to all other (indirect) value chain GHG emissions
4) Emissions covering purchased goods and services sold on its platform, packaging and last-mile delivery partners
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**Our business model of the future**

Business Update Q2/2020

Q2/2020 Results
We remain convinced that online fashion is a long-term growth opportunity

We are targeting a massive opportunity in 5-10 years¹…

Total fashion >450bn

>25%

Online fashion

>5%

(1) Source: Company estimates and Euromonitor International forecasts, February 2019. Euromonitor forecasts the overall European Fashion Market to grow to roughly 450bn EUR over the next 5-10 years. 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

…with low online share compared to other categories

<table>
<thead>
<tr>
<th></th>
<th>2018</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fashion</td>
<td>15%</td>
<td>20%</td>
</tr>
<tr>
<td>Consumer</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electronics</td>
<td>36%</td>
<td>45%</td>
</tr>
</tbody>
</table>

(2) Source: United States online penetration, Statista, last update 2018-10
We aim to achieve a scale of 20bn EUR GMV by 2023/24

Growth Ambition 2023/24
in €bn GMV\(^1\)

<table>
<thead>
<tr>
<th>Year</th>
<th>GMV in €bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>'14</td>
<td></td>
</tr>
<tr>
<td>'15</td>
<td></td>
</tr>
<tr>
<td>'16</td>
<td></td>
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<tr>
<td>'17</td>
<td></td>
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<tr>
<td>'18</td>
<td></td>
</tr>
<tr>
<td>'19</td>
<td></td>
</tr>
<tr>
<td>'20</td>
<td></td>
</tr>
<tr>
<td>2023/24</td>
<td>~20bn GMV by 2023/24</td>
</tr>
</tbody>
</table>

Business Model Mix 2023/24
in €bn

<table>
<thead>
<tr>
<th>Component</th>
<th>GMV</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wholesale</td>
<td>~60%</td>
<td></td>
</tr>
<tr>
<td>Partner program</td>
<td>~40%</td>
<td></td>
</tr>
<tr>
<td>CAGR(^2)</td>
<td>+20-25%</td>
<td>+15-20%</td>
</tr>
</tbody>
</table>

\(^1\) GMV (Gross Merchandise Volume) incl. VAT

\(^2\) 5-year CAGR (2018-2023): high end of range, 6-year CAGR (2018-2024): low end of range
Platform model to drive higher long-term profitability at scale

<table>
<thead>
<tr>
<th>In % of revenue</th>
<th>Wholesale¹</th>
<th>Partner Program</th>
<th>Group margin impact ²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross margin</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fulfillment costs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing costs</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Admin expense</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adj. EBIT margin</td>
<td>6-8%</td>
<td>20-25%</td>
<td>10-13%</td>
</tr>
</tbody>
</table>

Target Margin (growth in line with / slightly above online market)

Key assumptions:
- PP share ~50% of GMV
- ZFS share ~75% of PP items
- ZMS revenue 3-4% of GMV
- Operating leverage and fixed cost degression
- Cash Flow: WC neutral and CapEx slightly above D&A

¹ Wholesale includes Offprice and Private label
² Trend vs. 2018 cost lines
Financial profile during transition to platform model

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>Transition Phase 2019 – 2021</th>
<th>Years Following</th>
<th>Target Model</th>
</tr>
</thead>
<tbody>
<tr>
<td>GROWTH</td>
<td></td>
<td>Continued high GMV growth of 20-25% until 2023/24</td>
<td>Growth in line with / slightly above online market</td>
<td></td>
</tr>
<tr>
<td>PROFITABILITY</td>
<td></td>
<td>Margins between 2-4%, driven by growth investments and platform transition</td>
<td>Margins start to increase as platform transition progresses (e.g. impact of ZMS)</td>
<td>Target margin of 10-13%</td>
</tr>
<tr>
<td>CASH</td>
<td></td>
<td>Cash flow negative, NWC neutral, Capex of 4-5% of revenue</td>
<td>Target margin leading to a strong cash generation</td>
<td></td>
</tr>
</tbody>
</table>
Investment Highlights - The Starting Point for Fashion

1. Our vision is to become the Starting Point for Fashion, the destination that consumers gravitate to for all their fashion needs.

2. The number 1 priority is to focus on growth with 20-25% topline CAGR to achieve a scale of 20bn EUR GMV by 2023/24.

3. The most important building block on that journey is to transition our business towards a true platform business.

4. At scale our strategy will result in an attractive financial profile, characterized by double-digit margin profile and strong cash generation.

5. To become the starting point we aim to invest our economic surplus in our customer experience across assortment, digital experience and convenience to drive customer satisfaction and retention.
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Business Update & Results Q2/2020
Strong H1/2020 performance underlines our continued progress with regards to both our strategy and our financial targets

**Continued progress on our strategic agenda** to become the Starting Point for Fashion supported by an accelerated offline to online shift driving record numbers of new customers and partners to our platform

**Strong financial performance in H1/20** with GMV growth of 25% and adjusted EBIT of 113m EUR, driven by faster than expected demand recovery and underlying changes in customer behavior

**Successful placement of 1bn EUR in Convertible Bonds** allowing us to further accelerate our growth strategy and to invest through-cycle with even more conviction

**Upgrade of our FY2020 guidance** as we are back on track to deliver strong and profitable growth for the full year
Strong new customer growth and healthy repurchase behavior drive growth of our Active Customer base

**New customer growth**
in m#

- Added more than 3m new customers in Q2/20
- Increasing share of first-time online shoppers as well as male shoppers

**New Customer Repurchase Rate**
30-day Repurchase Rate LTM, in %

- New customers show higher engagement and repurchase rates than in the past
- Qualitative customer surveys indicate strong willingness to shop at Zalando again in the future
We have successfully accelerated our platform business in Q2 by helping our partners to grow their digital business along with us and…

Internationalization of existing partners

- >900 partner country launches
- Thereof 80% with ZFS

New partner integration & range extensions of existing partners

- 180 new partner sign-ups
- Record high

ZFS enablement

- Reached 50% ZFS items share
- +180% ZFS items YoY

Next generation of tooling

- Launch of zDirect portal

Thereof 80% with ZFS
… our next generation of data-driven partner tooling Zalando Direct will enable them to maximize the sales opportunity on our platform

(illustrative sales performance)

**Growth & market expansion**
- Leverage Zalando data and knowledge to benchmark sales performance to improve offering
- Empower partners to grow and optimize their business while ensuring customer-centric outcomes

**Visibility & brand building**
- Access insights from millions of potential customers in a multi-brand environment
- Optimize conversion rates by driving onsite marketing

**Onboarding & article lifecycle management**
- Reduce barriers-to-entry to speed up time-to-integrate
- Automate product onboarding workflows to reduce time-to-online

One partner-facing portal that serves as main entry point for all tools & services
Strong H1/20 topline momentum at the upper end of our mid-term guidance corridor of 20-25%

Revenue – Group (H1)
(in €m and %)

<table>
<thead>
<tr>
<th></th>
<th>H1/19</th>
<th>H1/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fashion Store</td>
<td>2,747</td>
<td>2,976</td>
</tr>
<tr>
<td>Offprice</td>
<td>393</td>
<td>437</td>
</tr>
<tr>
<td>Other²</td>
<td>148</td>
<td>78</td>
</tr>
<tr>
<td>GMV</td>
<td>+18.8%</td>
<td>+19.6%</td>
</tr>
<tr>
<td>Revenue</td>
<td>3,262</td>
<td>3,559</td>
</tr>
</tbody>
</table>

Revenue – Group (Q2)
(in €m and %)

<table>
<thead>
<tr>
<th></th>
<th>Q2/19</th>
<th>Q2/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fashion Store</td>
<td>1,478</td>
<td>1,597</td>
</tr>
<tr>
<td>Offprice</td>
<td>156</td>
<td>45</td>
</tr>
<tr>
<td>Other²</td>
<td>45</td>
<td>78</td>
</tr>
<tr>
<td>GMV</td>
<td>+25.7%</td>
<td>+27.4%</td>
</tr>
<tr>
<td>Revenue</td>
<td>1,735</td>
<td>1,870</td>
</tr>
</tbody>
</table>

Fashion Store – DACH (H1)
(in €m and %)

<table>
<thead>
<tr>
<th></th>
<th>H1/19</th>
<th>H1/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fashion Store</td>
<td>1,393</td>
<td>1,354</td>
</tr>
<tr>
<td>GMV</td>
<td>+24.5%</td>
<td>+12.8%</td>
</tr>
<tr>
<td>Revenue</td>
<td>1,735</td>
<td>1,527</td>
</tr>
</tbody>
</table>

Fashion Store – Rest of Europe (H1)
(in €m and %)

<table>
<thead>
<tr>
<th></th>
<th>H1/19</th>
<th>H1/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fashion Store</td>
<td>1,393</td>
<td>1,354</td>
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<tr>
<td>GMV</td>
<td>+25.7%</td>
<td>+20.3%</td>
</tr>
<tr>
<td>Revenue</td>
<td>1,735</td>
<td>1,527</td>
</tr>
</tbody>
</table>

1) H1/20 (H1/19) contains -€217.4m (-€211.4m) reconciliation of internal revenues; Q2/20 (Q2/19) contains -€127.8m (-€81.7m) reconciliation of internal revenues
2) Other segments including various emerging businesses; private label offering zLabels no longer presented as separate unit since Q2/19
Key customer metrics continue to show positive trends

1) Defined as GMV divided by the number of orders
2) Defined as GMV divided by the number of active customers

<table>
<thead>
<tr>
<th>Active customers (in #m)</th>
<th>Q2/19</th>
<th>Q2/20</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>28.3</td>
<td>34.1</td>
</tr>
</tbody>
</table>

Q2 Traffic +20.4% +31.4%

<table>
<thead>
<tr>
<th>Average orders per active customer (LTM in #)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2/19</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>4.6</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average basket size after returns¹ (LTM in €)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2/19</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>56.7</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GMV per active customer² (LTM in €)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q2/19</td>
</tr>
<tr>
<td>-------</td>
</tr>
<tr>
<td>259.1</td>
</tr>
</tbody>
</table>

Q2 Traffic +31.4%

¹ Defined as GMV divided by the number of active customers
² Defined as GMV divided by the number of orders
Solid level of profitability in H1/20 despite challenging Q1 trading driven by strong Q2 results

### Adj. EBIT – Group (H1)

<table>
<thead>
<tr>
<th>Segment</th>
<th>H1/19</th>
<th>H1/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fashion Store</td>
<td>112</td>
<td>99</td>
</tr>
<tr>
<td>Offprice</td>
<td>11</td>
<td>24</td>
</tr>
<tr>
<td>Other&lt;sup&gt;3&lt;/sup&gt;</td>
<td>(15)</td>
<td>(8)</td>
</tr>
</tbody>
</table>

- **Adj. EBIT**:
  - **Fashion Store** (3.6%) £108.1m
  - **Offprice** (3.2%) £113.3m

### Adj. EBIT – Group (Q2)

<table>
<thead>
<tr>
<th>Segment</th>
<th>Q2/19</th>
<th>Q2/20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fashion Store</td>
<td>104</td>
<td>198</td>
</tr>
<tr>
<td>Offprice</td>
<td>7</td>
<td>16</td>
</tr>
</tbody>
</table>

### Fashion Store – DACH (H1)

- **Adj. EBIT**:
  - **H1/19**: 94; **H1/20**: 113 (7.4%)

### Fashion Store – Rest of Europe (H1)

- **Adj. EBIT**:
  - **H1/19**: 18; **H1/20**: (14) (0.8%)

---

1) H1/20 (H1/19) contains -€0.7m (€0.6m) reconciliation of internal EBIT; Q2/20 (Q2/19) contains -€0.7m (€0.1m) reconciliation of internal EBIT
2) Excluding equity-settled share-based compensation (SBC) in H1/20 of -27.9€m, H1/19 of -21.5€m, Q2/20 of -13.5€m, Q2/19 of -9.7€m; and non-operating one-off effects in H1/19 of -13.1€m
3) Other segments includes various emerging businesses; private label offering zLabels no longer presented as separate unit since Q2/19
Strong profitability in Q2 mainly driven by lower return rates, scale effects and savings program

<table>
<thead>
<tr>
<th>Costs and margins</th>
<th>H1</th>
<th>Q2</th>
<th>Delta</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019</td>
<td>2020</td>
<td>2019</td>
</tr>
<tr>
<td>Cost of sales</td>
<td>(57.0%)</td>
<td>(59.5%)</td>
<td>2.5pp</td>
</tr>
<tr>
<td>Gross profit</td>
<td>43.0%</td>
<td>40.5%</td>
<td>(2.5pp)</td>
</tr>
<tr>
<td>Fulfillment costs</td>
<td>(28.0%)</td>
<td>(27.3%)</td>
<td>(0.6pp)</td>
</tr>
<tr>
<td>Marketing costs</td>
<td>(7.6%)</td>
<td>(6.4%)</td>
<td>(1.2pp)</td>
</tr>
<tr>
<td>Administrative expenses &amp; Other</td>
<td>(4.9%)</td>
<td>(4.3%)</td>
<td>(0.6pp)</td>
</tr>
<tr>
<td>EBIT</td>
<td>2.5%</td>
<td>2.4%</td>
<td>(0.1pp)</td>
</tr>
<tr>
<td>Adj. EBIT¹</td>
<td>3.6%</td>
<td>3.2%</td>
<td>(0.5pp)</td>
</tr>
</tbody>
</table>

1) Excluding equity-settled share-based payment expense (“SBC”), restructuring costs and non-operating one-time effects
Liquidity position further strengthened by Q2 business performance and successful placement of €1bn Convertible Bonds, enabling continued through cycle growth investments

<table>
<thead>
<tr>
<th></th>
<th>FY/19 Liquidity¹</th>
<th>Operating CF</th>
<th>Investing CF²</th>
<th>Other Changes³</th>
<th>H1/20 Liquidity</th>
<th>Short-term investments</th>
<th>H1/20 Cash &amp; cash equivalents</th>
<th>Convertible Bond August 2020</th>
<th>Proforma H1/20 Cash &amp; cash equivalents⁴</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1,002</td>
<td></td>
<td>(85)</td>
<td>361</td>
<td>1,402</td>
<td></td>
<td>1,377</td>
<td></td>
<td>1,004</td>
</tr>
<tr>
<td>Free cash flow: €40m</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Includes RCF draw of €375m</td>
<td></td>
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<td>(25)</td>
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(1) Both FY/19 and H1/20 liquidity include investments into short-term deposits with maturity of more than 3 and less than 12 months of €25m, respectively.
(2) Includes sales and investments in fixed and intangible assets (-€85.1m), payments for acquisitions (+€0.0m) and change in restricted cash (+€0.0m)
(3) Includes financing cash flow (+€361.8m) and effect of exchange rate on cash and cash equivalents (-€0.8m).
(4) Proforma including Convertible Bond August 2020

Free cash flow: €40m

Includes RCF draw of €375m

| 1,002 | 125 | (85) | 361 | (25) | 1,402 | 1,377 | 1,004 | 2,382 | Proforma including Convertible Bond August 2020 |
Revised FY/2020 outlook

GMV growth in the range of 20 – 25%, and Revenue growth of 15 – 20%

Adj. EBIT\(^1\) in the range of €250 – 300m

Negative net working capital and €230 – 280m in Capex\(^2\)

1) Excluding equity-settled share-based payment expense ("SBC") of ~€50m, restructuring costs and non-operating one-time effects for FY/20
2) Excludes M&A transactions
Appendix

Management Board

The Zalando Share

Zalando Investor Relations Team
Management Board

Robert Gentz  
Co-CEO  
- Marketing / Sales  
- Human Resources

David Schneider  
Co-CEO  
- Fashion Offer (Assortment)

Rubin Ritter  
Co-CEO  
- Strategy

Jim Freeman  
CTO  
- Product  
- Technology

David Schröder  
CFO  
- Finance  
- Operations
The Zalando Share

Shareholder structure\(^1,2\)

- Treasury shares. 1.63%
- Kinnevik AB (publ): 21.27%
- Anders Holch Povlsen: 10.09%
- Other shareholders (free float): 67.01%

Share information\(^1\)

- Type of Shares: Ordinary bearer shares with no-par value (Stückaktien)
- Stock Exchange: Frankfurt Stock Exchange
- Market Segment: Regulated Market (Prime Standard)
- Index Listings: MDAX, STOXX600, FTSE4Goods
- First day of trading: October 1, 2014
- Issue price: EUR 21.50
- Total Number of Shares Outstanding: 254,121,532
- Issued Share capital: EUR 254,121,532

\(^1\) As of 30 June 2020
\(^2\) Free float definition of Deutsche Börse
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### Upcoming events

<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>August</td>
<td>Bank of America Fireside Chat with our CFO</td>
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<tr>
<td>Thursday, September 3</td>
<td>Commerzbank Corporate Conference, Frankfurt</td>
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<tr>
<td>Wednesday/Thursday, September 9-10</td>
<td>Goldman Sachs 27th Annual Global Retail Conference, New York</td>
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<tr>
<td>Monday/Tuesday, September 21-22</td>
<td>Berenberg / Goldman Sachs German Corporate Conference, Munich</td>
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<tr>
<td>Wednesday/Thursday, September 23-24</td>
<td>Baader Investment Conference, Munich</td>
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<tr>
<td>Wednesday, November 4</td>
<td>Q3/2020 Results</td>
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</tbody>
</table>
Disclaimer

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

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

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