



# Business Update

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

12 March 2026

# 20 26

zalando

We are the leading technology platform  
for fashion and lifestyle in Europe



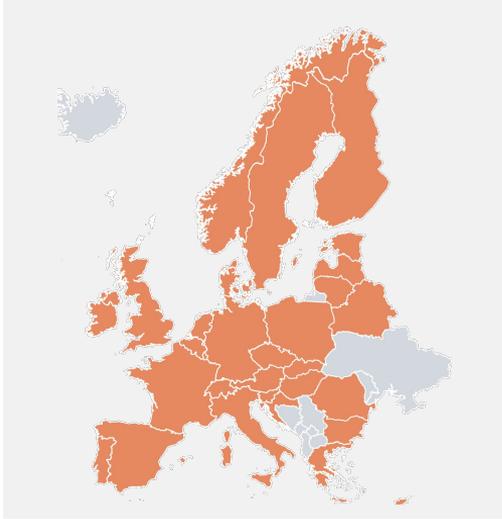
01



# Our technology platform connects consumers and brands across B2C and B2B

Offering the most relevant apps to consumers in branded lifestyle e-commerce

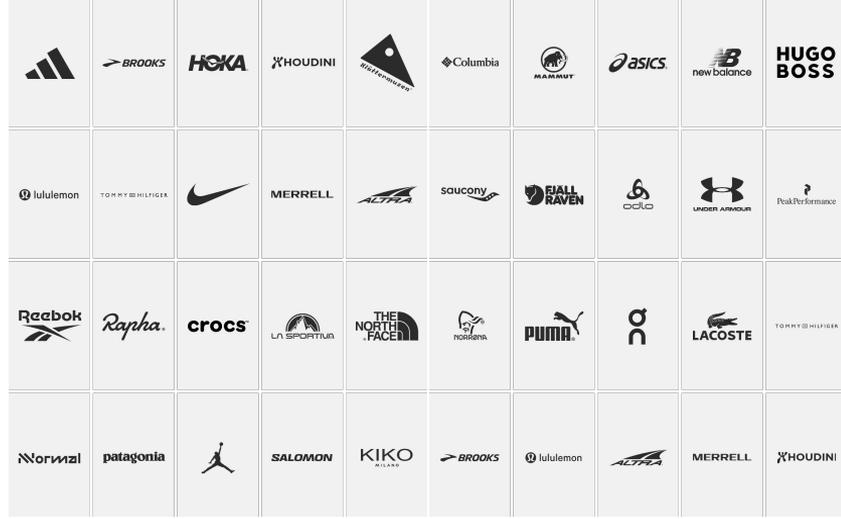
**>60**  
million active customers



Enabling our brand partners to connect to consumers across Europe, overcoming the complexities of international e-commerce

**>7,000**  
brands

**Best-in-class  
B2C experiences  
for customers &  
B2B services for  
partners**



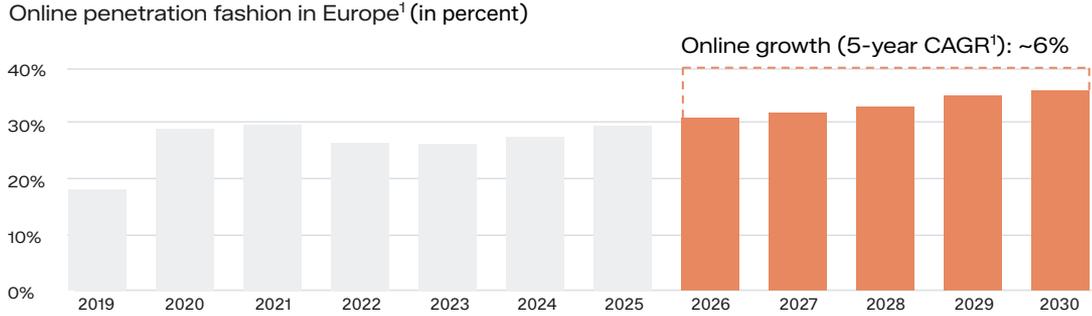


# We are perfectly positioned to grow significantly in an expanding and highly fragmented online fashion segment

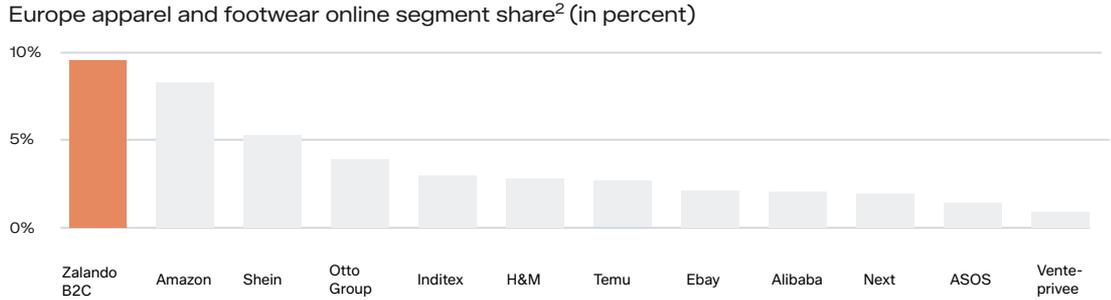
## Our ecosystem opportunity



## Online fashion segment penetration continues to grow



## Zalando is strongly positioned in a highly fragmented segment



<sup>1</sup> Euromonitor market size and online penetration as of February 2026, 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).

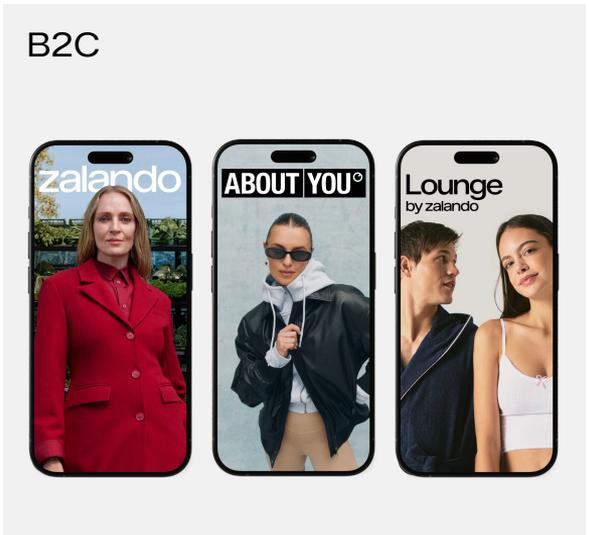
<sup>2</sup> Euromonitor company shares as of February 2026, values based on actuals and estimates; fixed exchange rates, apparel and footwear.



# Our business across B2C and B2B is powered by a shared technology platform

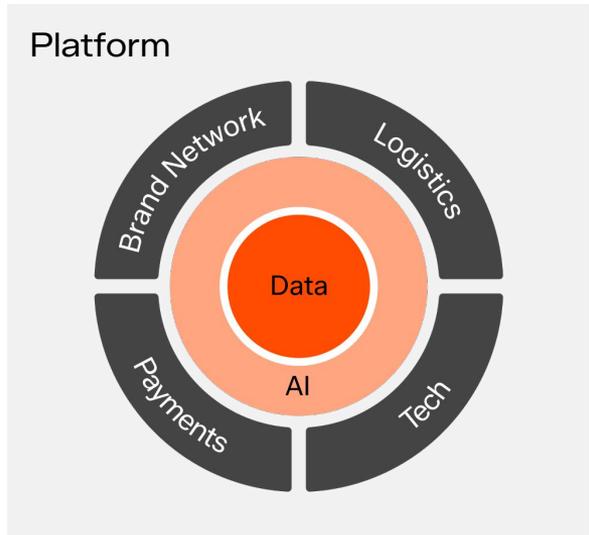
## Multi-app approach

For branded lifestyle shopping and inspiration of customers



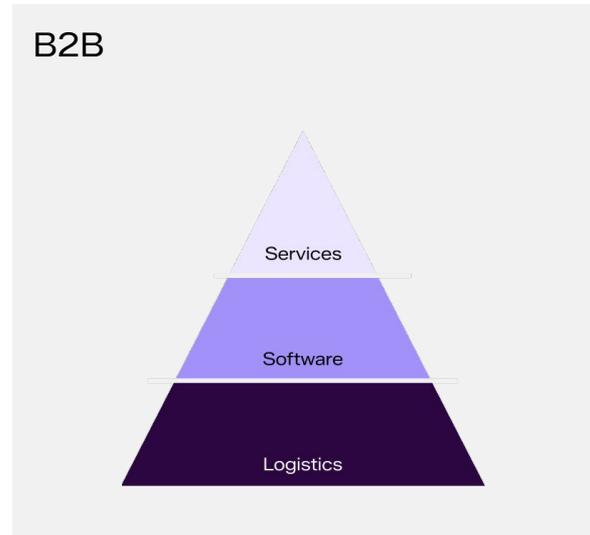
## Technology platform

Powered by our data and infrastructure



## Operating system

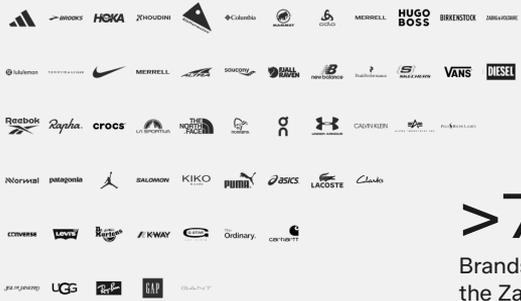
To connect brands with customers by sharing our infrastructure and capabilities





# Our data and infrastructure platform was built over 17 years

Unparalleled network of global and European brands (selection)



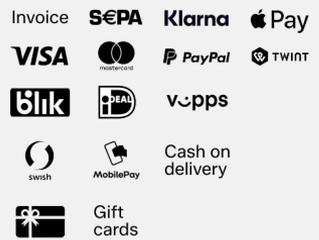
>7,000 Brands across the Zalando Group

Europe's leading fashion fulfillment network



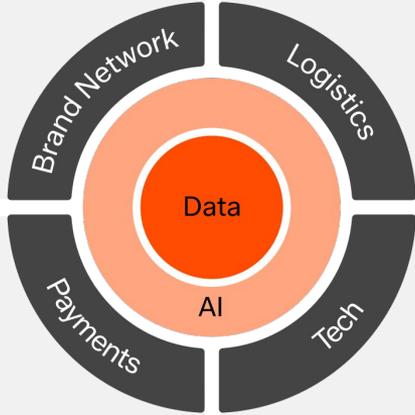
14 Locations serving 29 European markets<sup>1</sup>

Offered payment methods (selection)



>34bn EUR payment volume processed in-house annually

Powerful in-house payments platform with E-Money license and proprietary BNPL solution



~3,000 Tech talents driving innovations



Unique and scalable proprietary tech stack for fashion and lifestyle

<sup>1</sup> After considering ongoing network adjustments

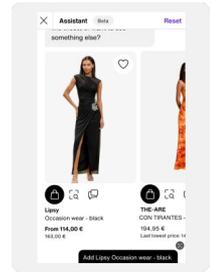


# Since the launch of our updated strategy, we have executed successfully across B2C and B2B

## B2C



Enhanced Sports category



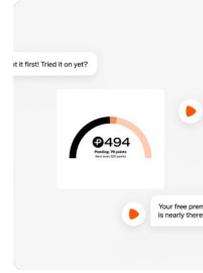
Full rollout AI-powered Zalando assistant



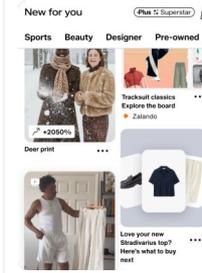
Rollout Beauty to more markets



Acquisition of ABOUT YOU



Upgraded loyalty programme



Launch AI-driven discovery feed



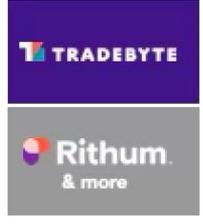
Partnership with DFB

2024

2025

## B2B

Expanded marketplace connectivity



Launch of central control panel



ZEOS.ONE

Expanded enterprise partnership



SCAYLE to complement ZEOS



Key enterprise client win



Expanded enterprise partnership



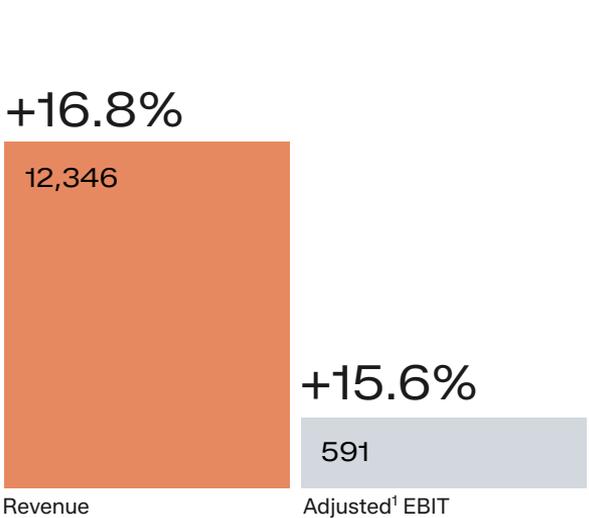
Expanded enterprise partnership including USA



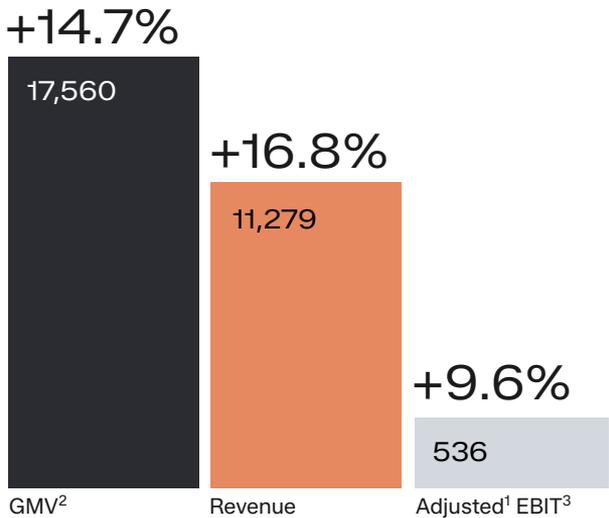


# Our 2025 financial performance accelerated as we executed our strategy and teamed up with ABOUT YOU

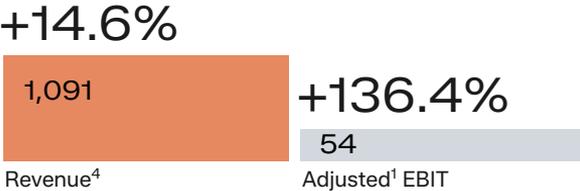
**Group**  
(in m EUR and reported year-on-year growth)



**B2C**  
(in m EUR and reported year-on-year growth)



**B2B**  
(in m EUR and reported year-on-year growth)

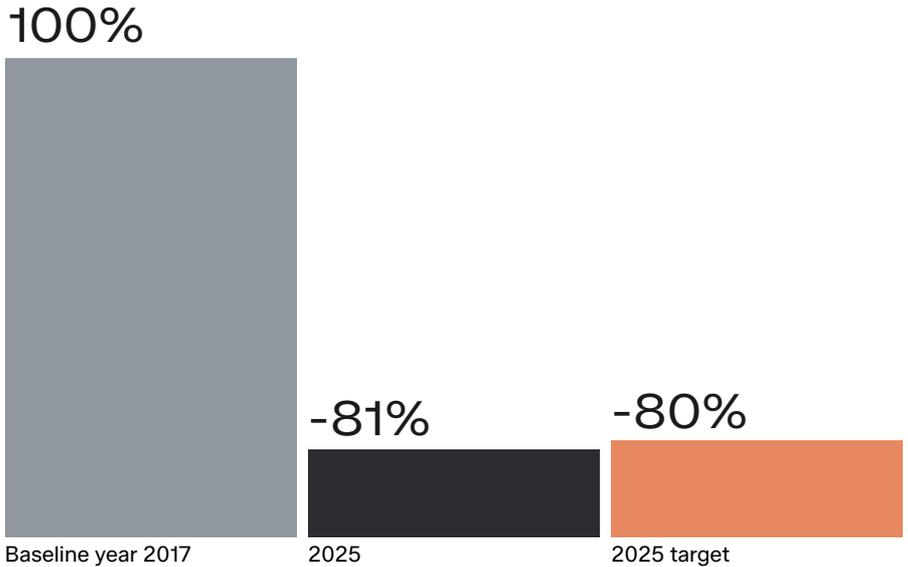


<sup>1</sup> Excludes equity-settled share-based payment expense ("SBC"), restructuring costs, significant non-operating one-time effects and acquisition-related expenses  
<sup>2</sup> Group / B2C Gross merchandise volume after returns (GMV) dynamically reported  
<sup>3</sup> Contains 0.7m EUR reconciliation of inter-segment EBIT  
<sup>4</sup> Contains 23.9m EUR reconciliation of inter-segment revenue

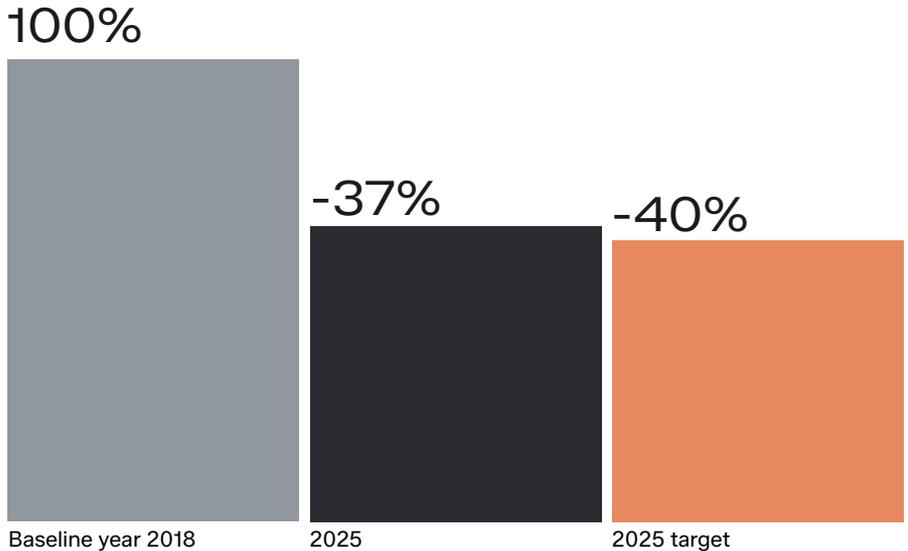


# We delivered significant emission reductions on our path towards net zero emissions

Emission reduction<sup>1</sup> within own operations  
(scope 1+2)<sup>2</sup>



Emission intensity reduction<sup>1</sup> within private labels  
(scope 3)<sup>2</sup>



<sup>1</sup> Excluding ABOUT YOU  
<sup>2</sup> Per million euros in gross profit

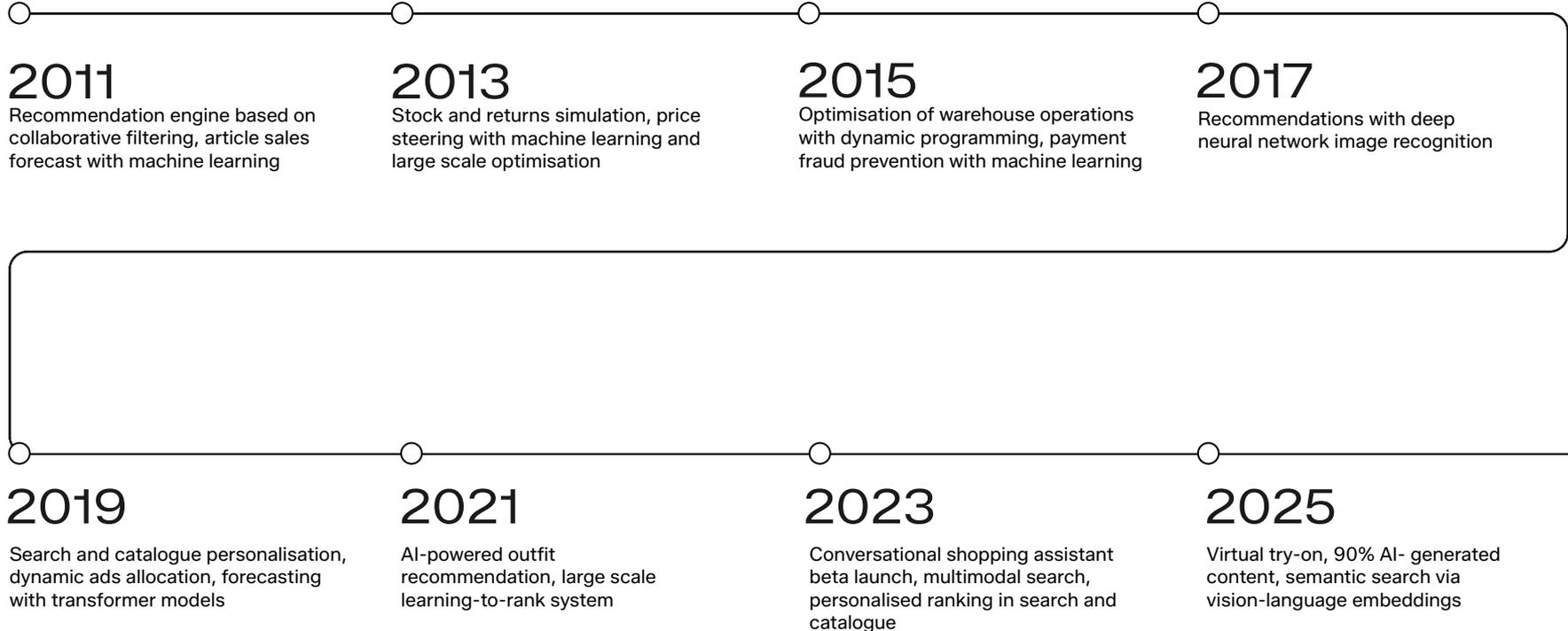
AI is supercharging our platform,  
accelerating growth and efficiency



2026

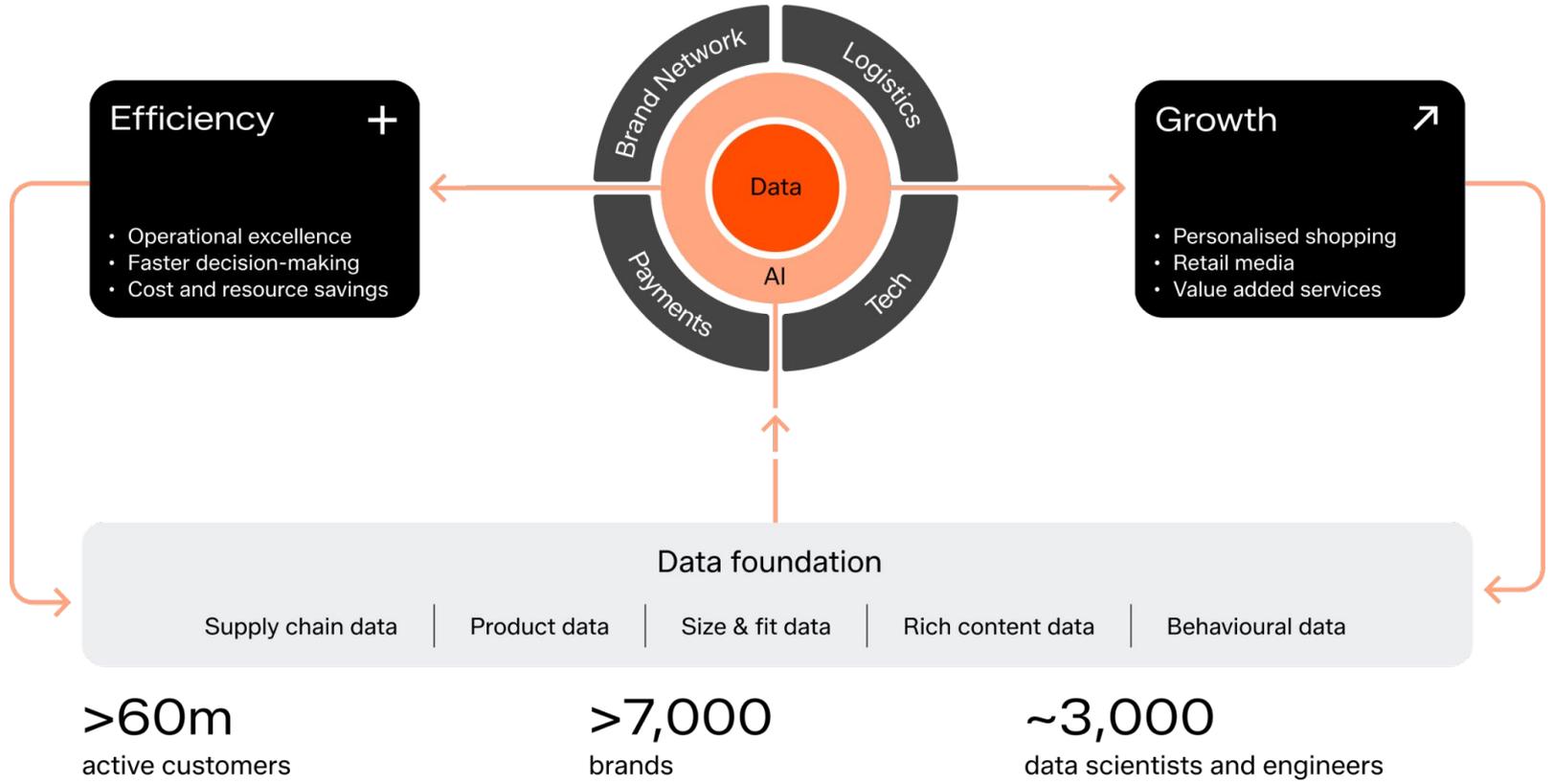


# AI is in our DNA - and has been a core value driver for Zalando for over 15 years





# Zalando has the deepest dataset in fashion & lifestyle - giving us the ultimate AI advantage





# Efficiency: AI accelerates our productivity and speed

- with compounding efficiency impact over time

### Higher content velocity



**>90%**  
content generated by AI<sup>1</sup>

### More precise fulfilment



**+22pp**  
YoY increase in the share of exact day delivery promises<sup>2</sup>

### Faster software development



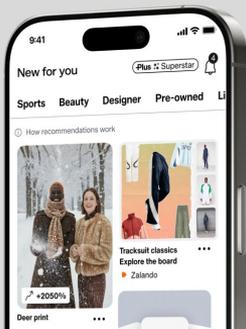
**>20%**  
more software codechanges shipped YoY<sup>3</sup>

<sup>1</sup> Onsite marketing content (e.g. promotion material, teasers, product campaigns) generated by AI in December 2025  
<sup>2</sup> One day delivery window (e.g. will be delivered on November 11), February 2026 compared to February 2025, Zalando fulfilled shipments  
<sup>3</sup> H2/2025 compared to H2/2024



# Growth: AI deepens our advantage in matchmaking customers with the right products and content

Better recommendations & search results



**+13%**

add-to-basket and wish list<sup>1</sup>

More confident size & fit advice



**-8%**

prevented size-related returns through scaling of Size & Fit experiences<sup>2</sup>

More personalised style advice through Zalando Assistant



**>6 million**

customers interacted with Zalando Assistant<sup>2</sup>

<sup>1</sup> Based on large scale A/B tests, rolled out globally throughout 2025

<sup>2</sup> in FY 2025

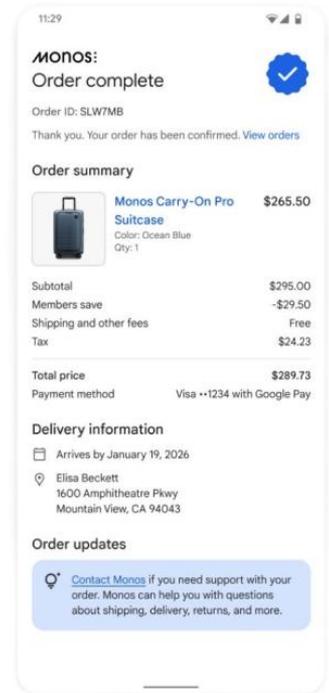
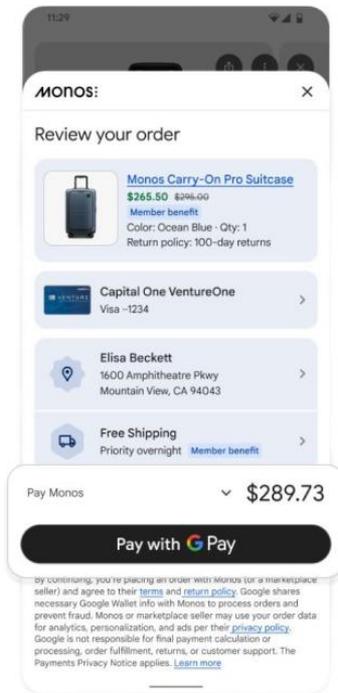
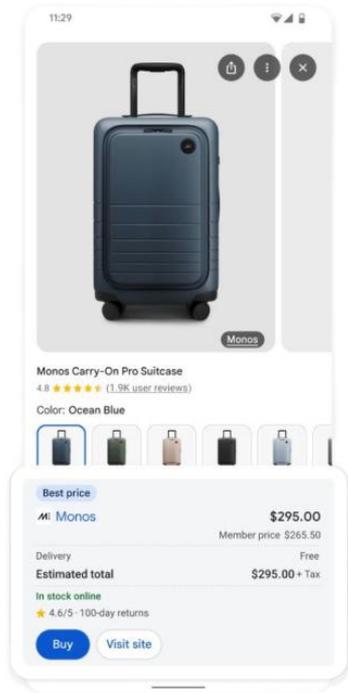


# Zalando is leading the way in Europe in the next generation of AI-powered shopping

## Zalando endorses Google's Universal Commerce Protocol (UCP)<sup>1</sup>

- Pioneering "Agentic" Commerce
- Seamless AI-Powered Checkout
- Brand-First Integrity
- Frictionless One-Tap Buying

(illustrative)



<sup>1</sup> UCP powered native checkout feature on AI Mode in Google Search and Gemini App is currently limited to the US. Monos brand and results are for illustrative purposes of the US experience. Sequences shortened; screen images simulated



# We are unlocking the power of AI on our platform and beyond

## 01

In B2C, we have built the leading end-to-end experience in fashion & lifestyle e-commerce - and AI will make it even better

**>70%**  
organic traffic<sup>1</sup>

**65**  
Group NPS

## 02

Agentic Commerce presents an amazing opportunity to increase our market share beyond our consumer apps

**Growing from ~1% today to ~15% in 2030**  
of online retail segment<sup>2</sup>

**No.1**  
referred fashion & lifestyle platform through AI chatbots<sup>3</sup>

## 03

Our B2B solutions enable superior order economics, positioning us as the central connector within the agentic commerce ecosystem

**~25%**  
cost advantages of ZEOS Fulfilment vs. drop shipping

**75%**  
satisfaction rate of merchants using ZEOS Fulfilment

<sup>1</sup> FY 2025 Zalando Fashion Store  
<sup>2</sup> AI-driven purchases in % of U.S. e-commerce spending, Sources: Bain and Morgan Stanley research (December 2025)  
<sup>3</sup> UBS Analysis (Nov 2025)

# Scaling B2C with multiple apps built on our powerful platform



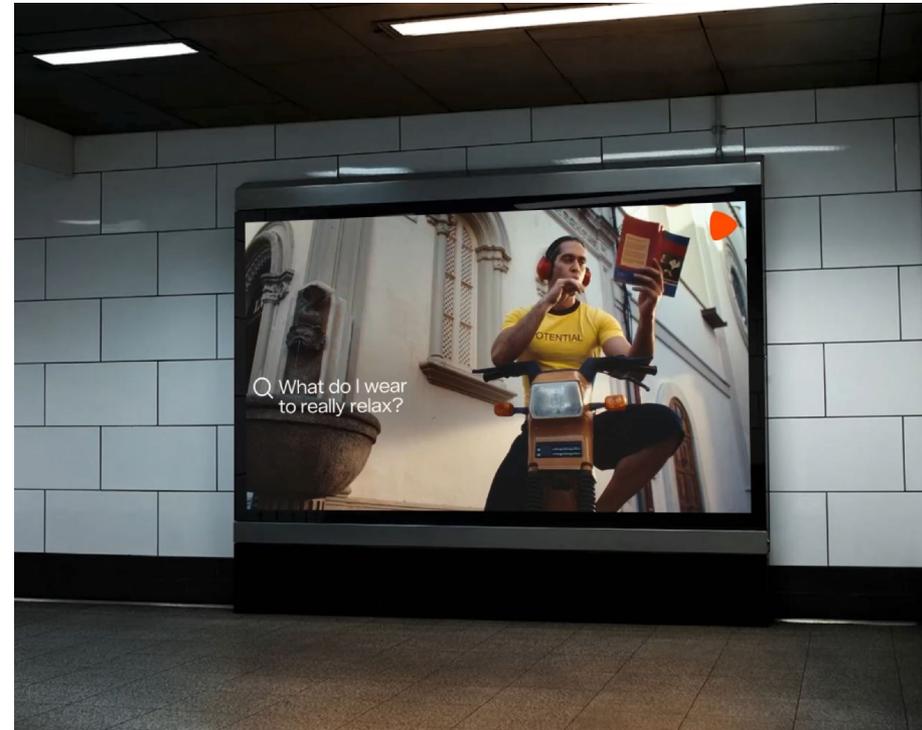
03



# We are the answer to the world's biggest, smallest question: "What do I wear?"

At Zalando, we help Europe to get ready every day

- 01 Increasing our role in everyday life
- 02 More entry points, more apps, more categories
- 03 More customers, more data, more demand signals
- 04 More styles and brands
- 05 Richer experiences and deeper relationships





# Using our shared data and infrastructure, our multiple apps serve distinct customer needs to increase our reach



Selection focus	Brand-led	Trend-led	Deal-led
Engagement	Content	Gamification	Daily Deals
Convenience	Premium	Standard	No Frills
Group GMV Share	~75%	~10-15%	~10-15%





# Our B2C strategy drives distribution, depth and frequency across our apps

## Distribution

>62m

active customers<sup>1</sup>

We create value for **as many** customers as possible

## Frequency

>22m

weekly active users<sup>2</sup>

We engage with customers **as often** as possible

## Depth

>300

GMV per active customer in EUR<sup>3</sup>

We drive our share of customers' lifestyle wallets **as much** as possible

<sup>1</sup> L12M = last twelve months

<sup>2</sup> Sample data using WAU average across September '25

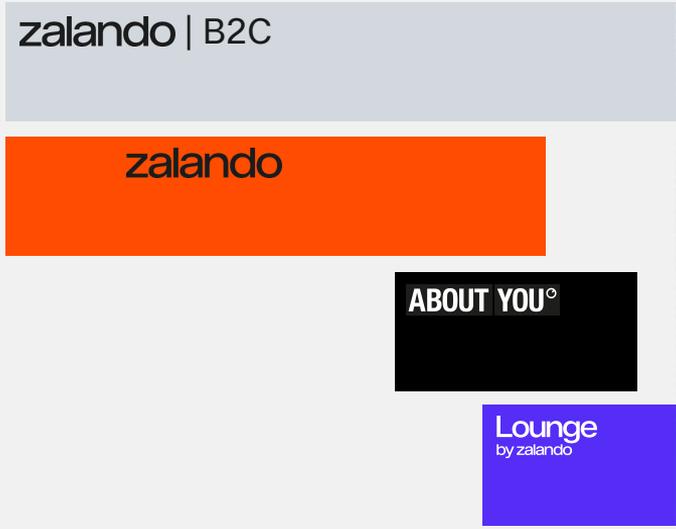
<sup>3</sup> Defined as GMV L12M divided by the number of active customers



# Multiple apps extend our reach and unlock powerful new growth opportunities

## Each app captures incremental customers

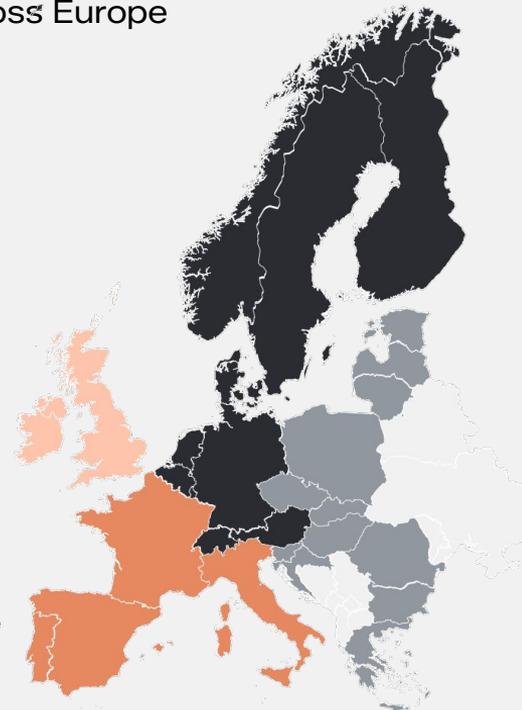
# Zalando Group customers per app (in m) (illustrative)



## Multi-app coverage across Europe

Zalando Group Active Customers<sup>1</sup> as a % of total population by region<sup>2</sup>

- High      ■ Benelux, Nordics, DACH
- Med/High   ■ Baltics & Eastern Europe
- Med/Low   ■ Southwest Europe
- Low        ■ UK & Ireland

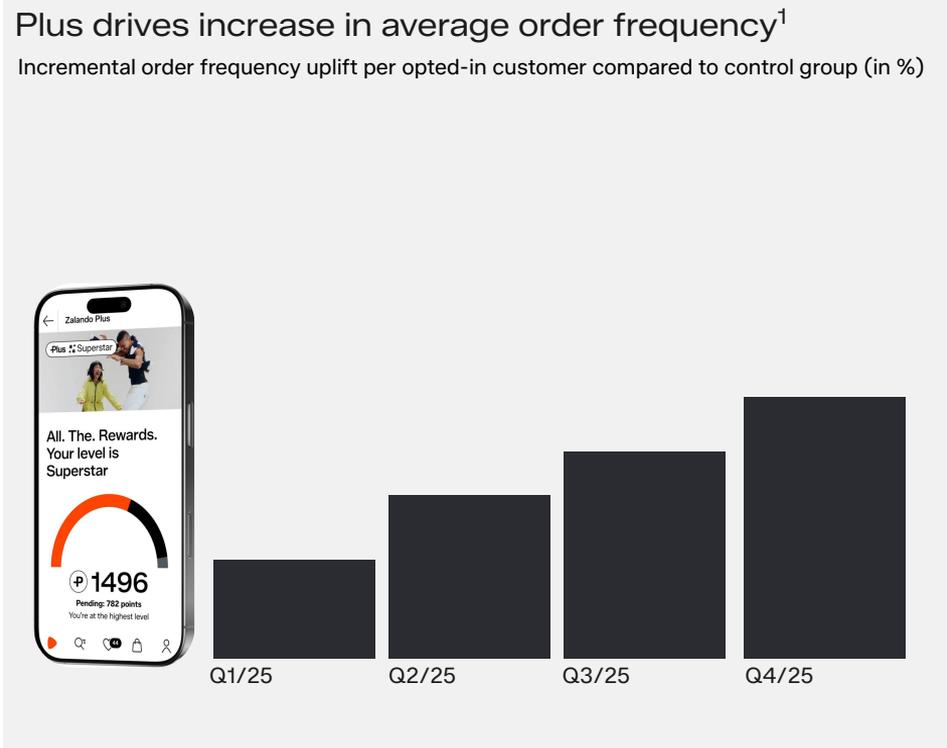
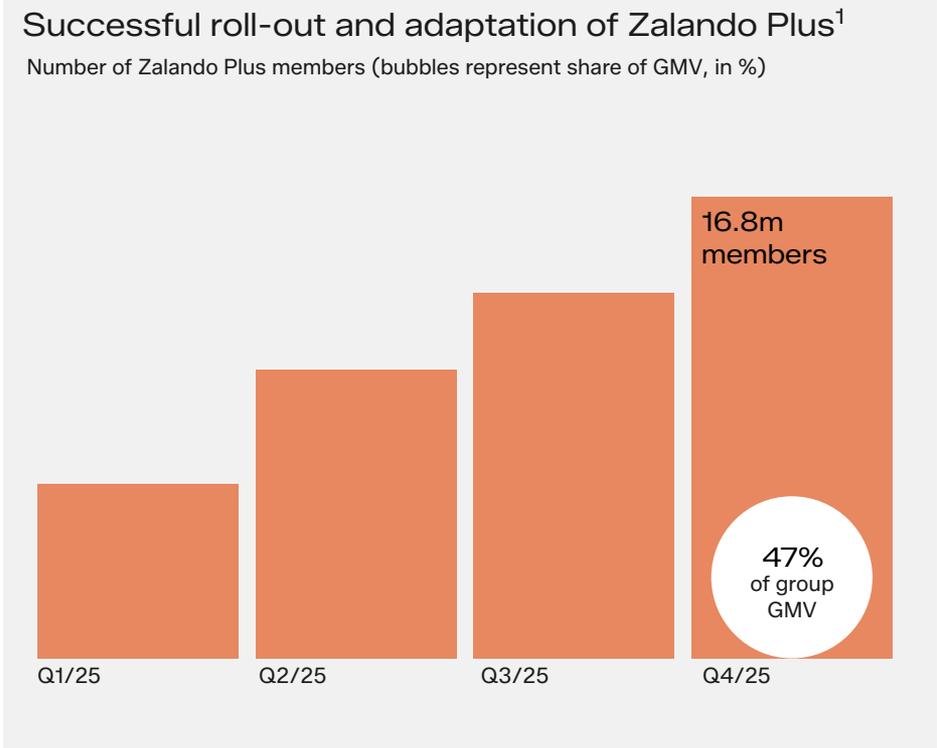


<sup>1</sup> Refers to any unique customer who has shopped with any Group App (Zalando, AboutYou, Lounge by Zalando) over the last 12 months; data for 2025. Penetration shown at regional level for illustrative purposes

<sup>2</sup> Total country population data for 2025 from IMF; countries are grouped into regions for illustrative purposes



# Building lasting habits: How our loyalty program turns shoppers into regulars



<sup>1</sup> Zalando and Lounge by Zalando

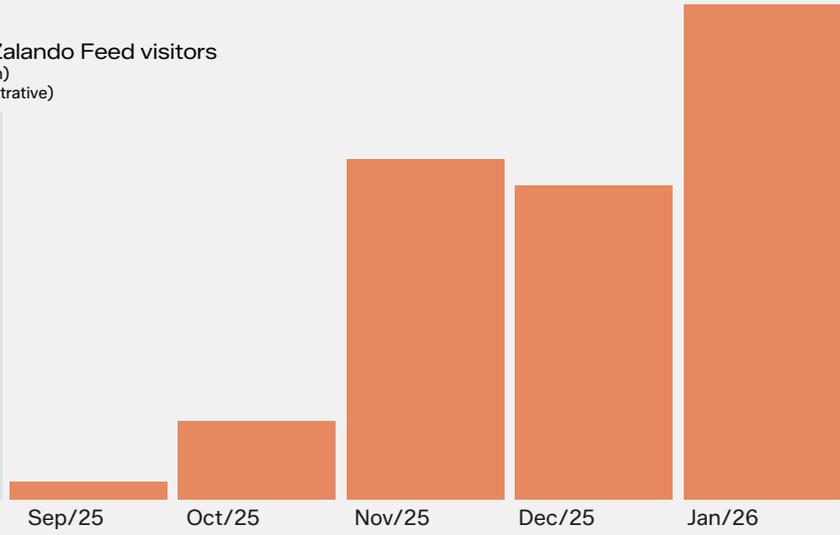


# The Zalando Feed: Where personalized and inspiring shopping begins

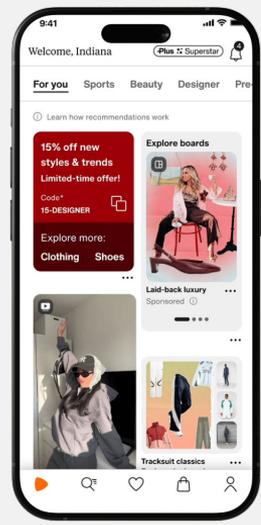
## >25m

unique users interacting since launch  
— Feed live across all markets

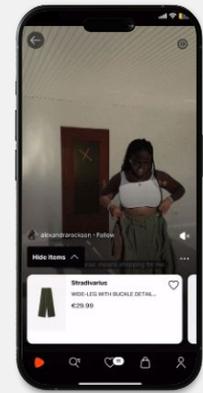
# Zalando Feed visitors  
(in m)  
(illustrative)



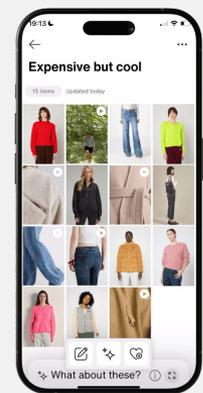
## Zalando Feed



Personalized Feed



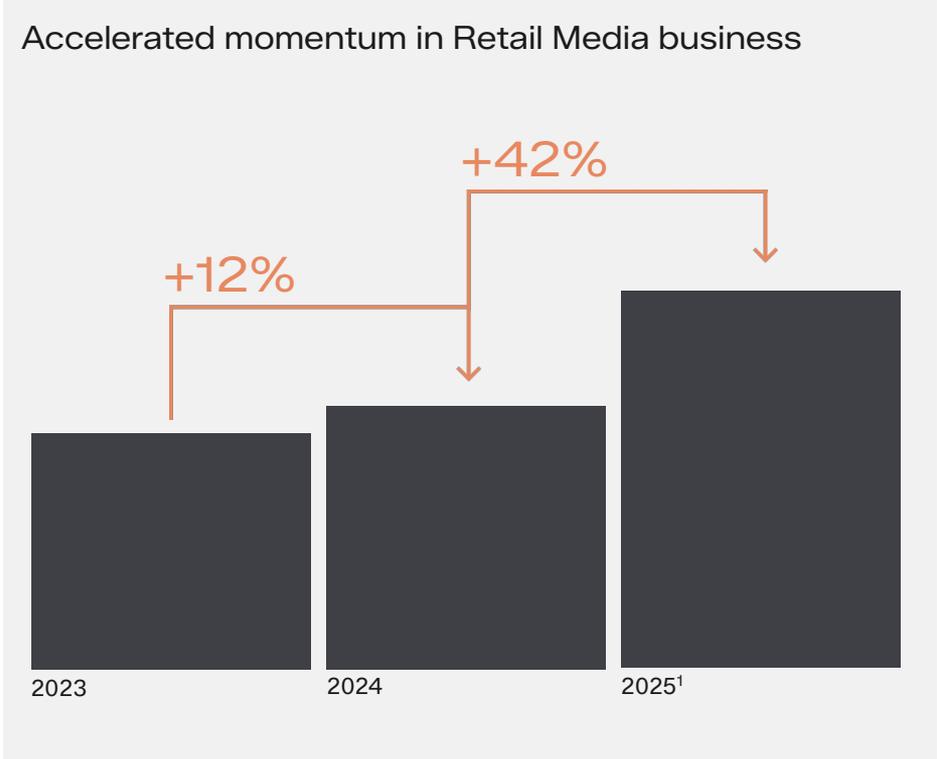
Featured formats



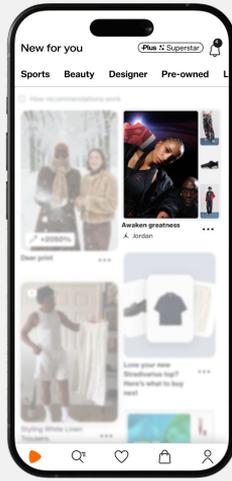
Shoppable boards



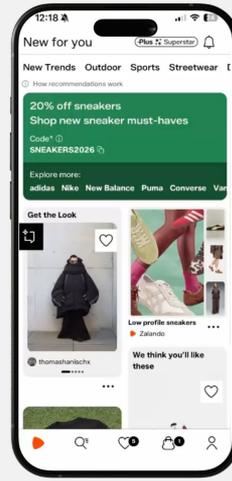
# We are driving growth and engagement with new retail media formats



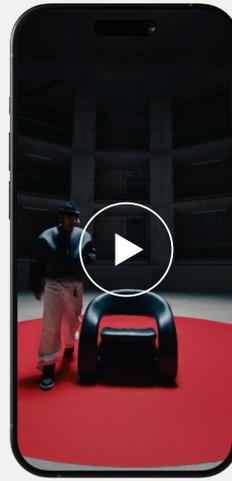
JORDAN "Awaken Greatness" campaign powered by next-generation retail media formats



Boards on Feed



Video on Feed



Splash Screen on Feed

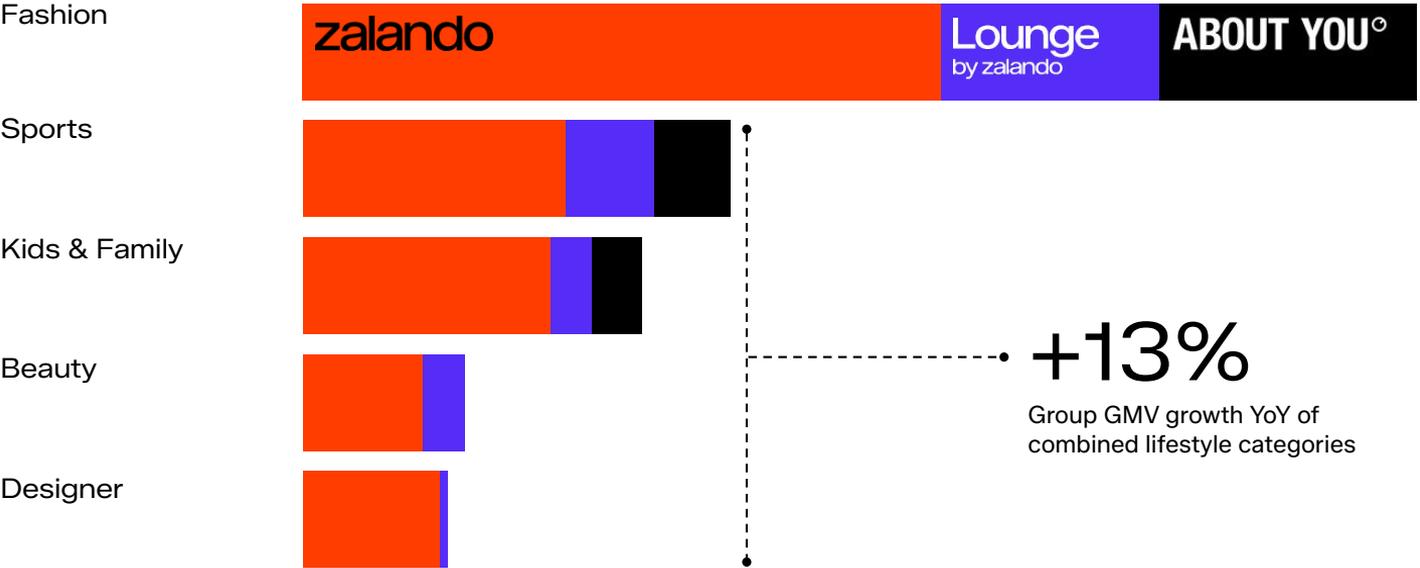
<sup>1</sup> Refers to Group figures, including AboutYou.



# We are growing our share of customer spending by offering tailored apps for more lifestyle needs

Zalando Group total number of customers per proposition, per app<sup>1</sup>

(illustrative)



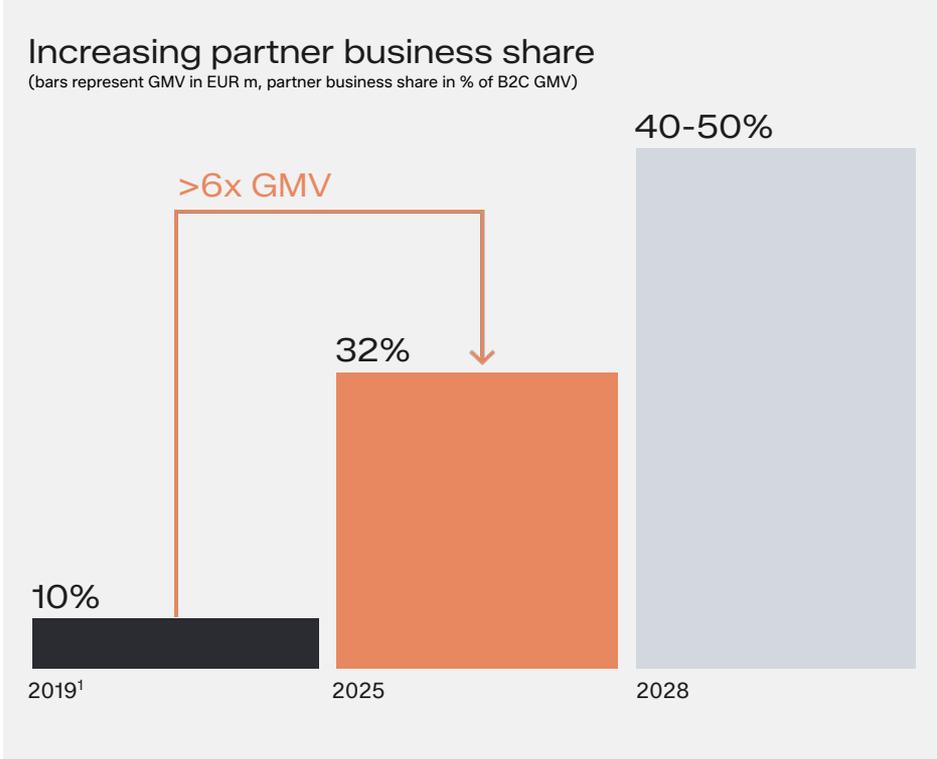
**+13%**  
Group GMV growth YoY of combined lifestyle categories



<sup>1</sup> Total number of active customers during the last 12 months. Data for FY 2025. Does not represent unique customers.



# We are growing our partner business so everyone wins: Customers, Partners and Zalando



### Unparalleled network of partners on our platform (selection)



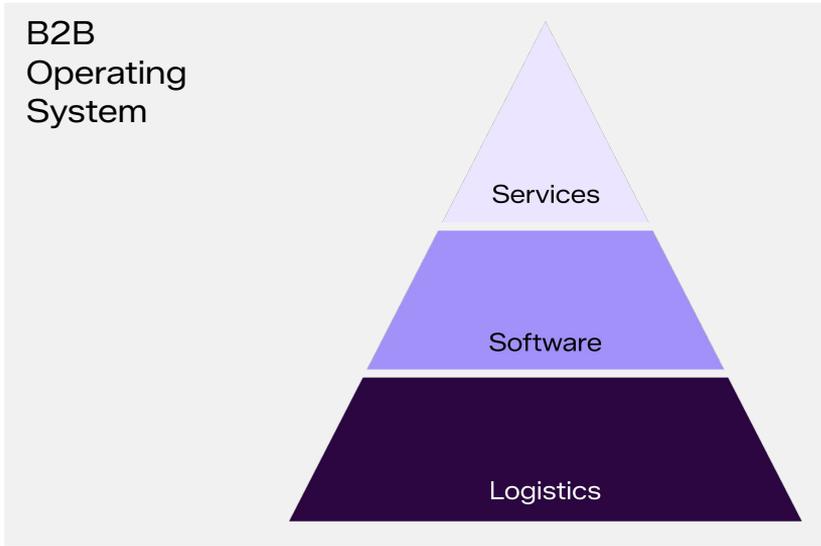
<sup>1</sup> Refers to Zalando only

# Building a B2B operating system powered by our platform

04



# By sharing our infrastructure and capabilities, our modular B2B operating system helps partners build and scale their digital business



	<b>ZEOS</b>	<b>SCAYLE</b> <small>YOUR COMMERCE ENGINE</small>	<b>TRADEBYTE</b>
Key Products	E-Commerce logistics & services	Enterprise shop & marketplace software	Marketplace integration & trading software
USP	Modular full stack offering for cross border multi-channel commerce leveraging the proven platform of Zalando		
Value Proposition	<ul style="list-style-type: none"> <li>• Best in class experience drives customer loyalty</li> <li>• Reliability, scalability and flexibility reduce total cost of ownership</li> <li>• Constant technology innovation ensures competitiveness</li> </ul>		

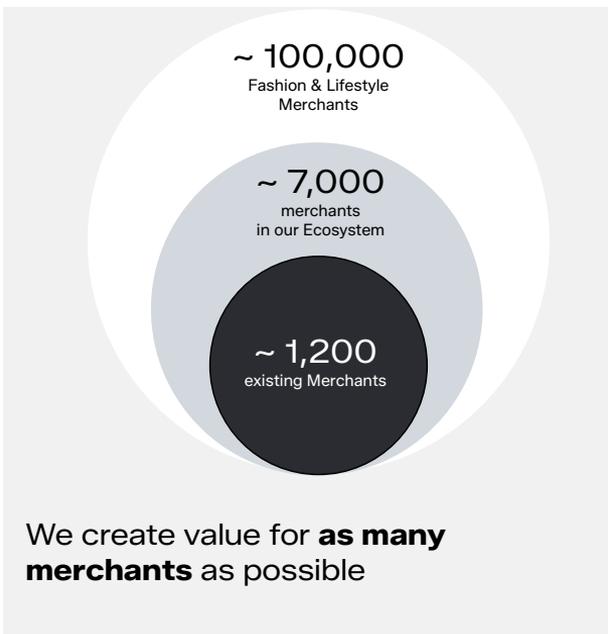
Shared Infrastructure and Capabilities



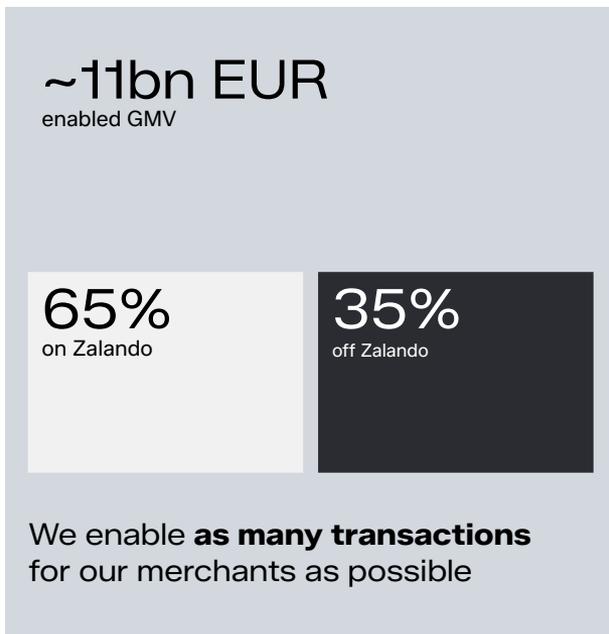


# Our B2B strategy uses our shared platform to drive distribution, volume growth and monetization

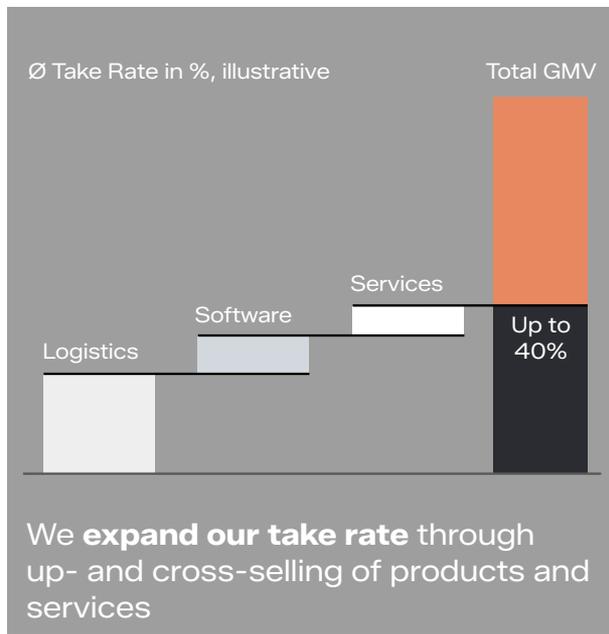
## Distribution



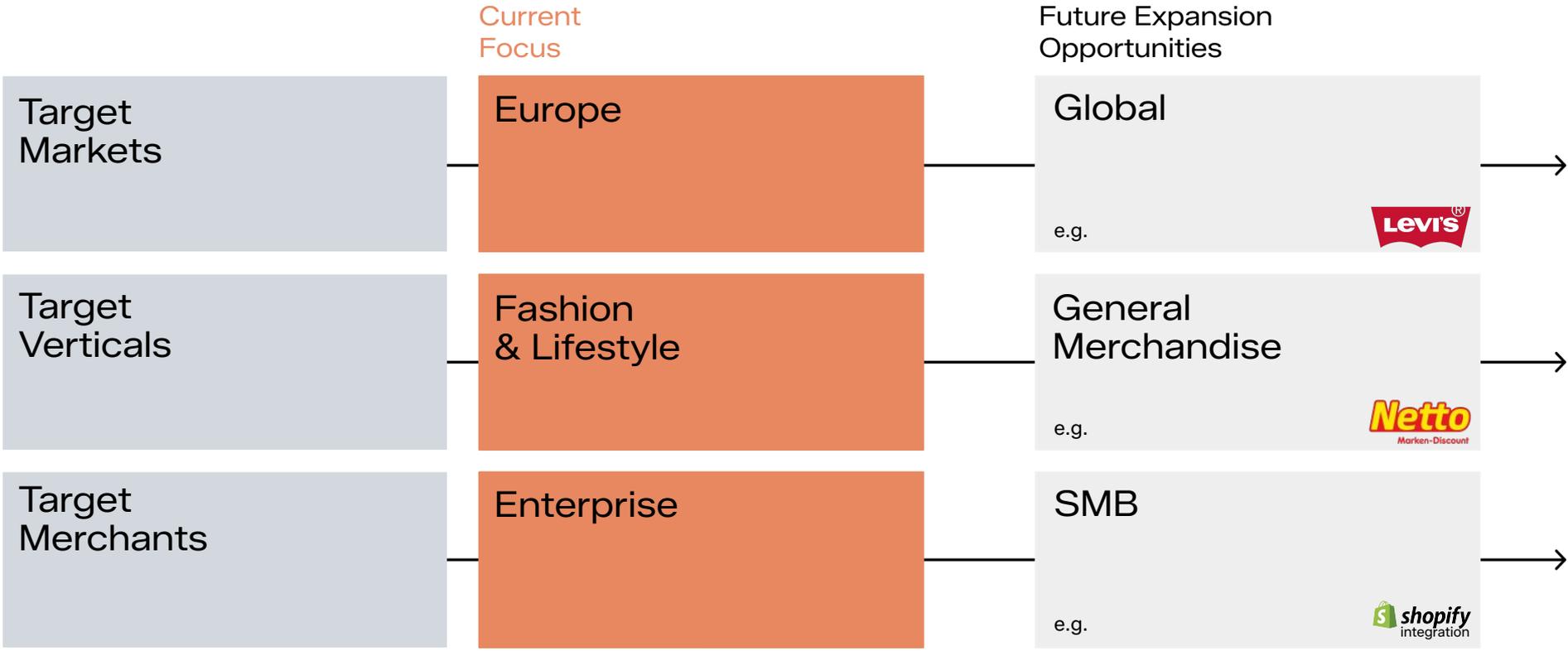
## Frequency



## Depth



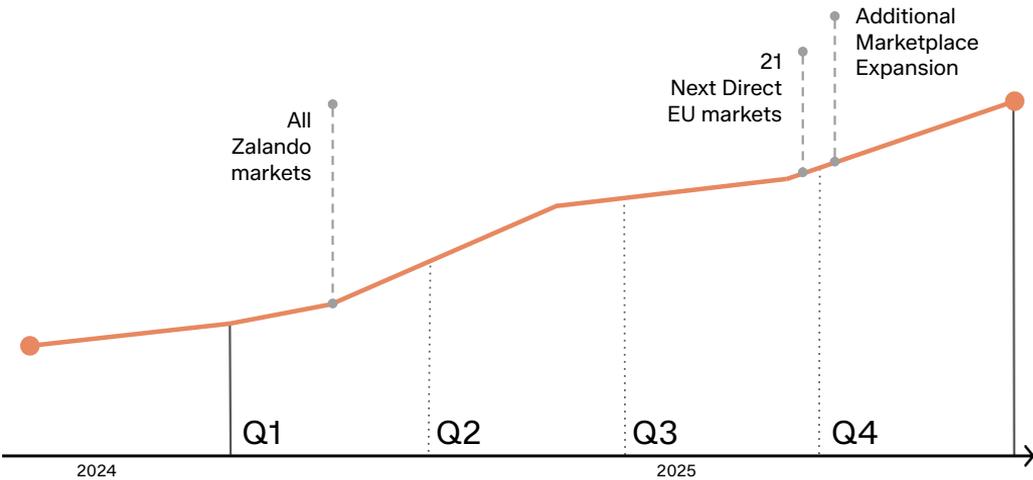
# Our B2B solutions serve merchants across verticals and markets





# In 2025, our landmark partnership with Next showcased how our B2B offering unlocks profitable growth opportunities across Europe

ZEOS enabled NEXT volume in items shipped



↑ **+33%**  
YoY online International sales growth<sup>1</sup>

↓ **-6.5%**  
cost reduction<sup>2</sup>

## NEXT

NEXT is a leading UK omnichannel retailer for fashion, home, and beauty, and a major strategic partner for us.

With ~7.0bn GBP in projected revenue for FY 24/25<sup>2</sup>, they utilize our pan-european infrastructure to scale their international business

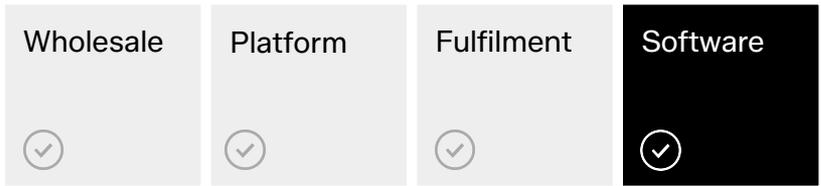
<sup>1</sup>NEXT Trading Statement (FY 25/26) - 6 January 2026

<sup>2</sup>NEXT HY Results (FY 25/26) - 17 September 2025

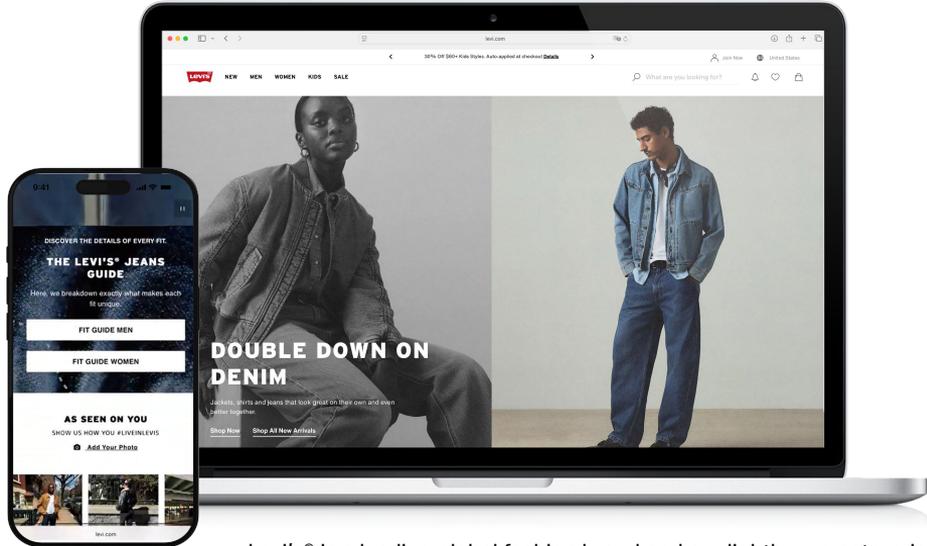


# In 2026, we are proud to partner with Levi's® for their global DTC business, expanding our B2B software offering beyond Europe

Building on a decade-long partnership



Now, Levi's® is leveraging SCAYLE for their global Direct-to-consumer Business



Deepening our collaboration across continents



Levi's® is a leading global fashion brand and our lighthouse enterprise partner for the North American market.

With ~6.3bn USD in net sales for 2025, they utilize our borderless technology to power their global Direct-to-Consumer business

# Accelerating our financial performance

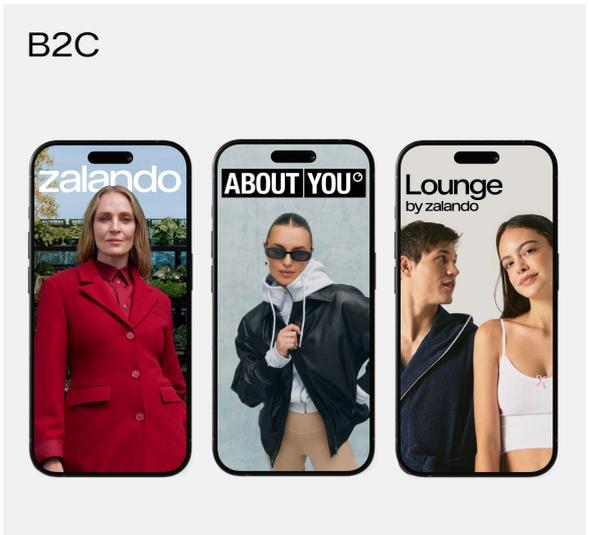
05



# Our financial performance is being fuelled by our technology platform

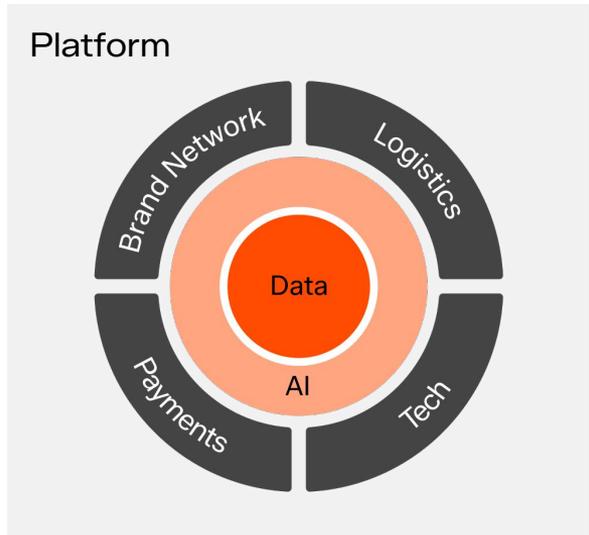
## Multi-app approach

For branded lifestyle shopping and inspiration of customers



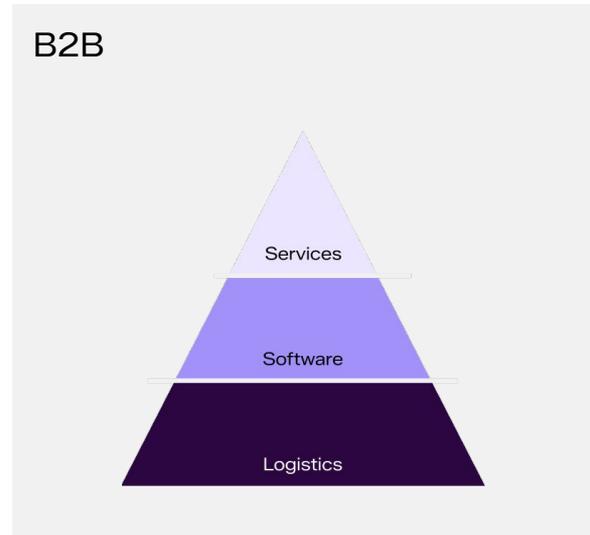
## Technology platform

Powered by our data and infrastructure



## Operating system

To connect brands with customers by sharing our infrastructure and capabilities





# In 2026, we focus on accelerating our performance and investing in future growth opportunities

## Group guidance 2026<sup>2</sup>

Growth	GMV	12% – 17%
	Revenue	12% – 17%
Profitability	Adjusted <sup>1</sup> EBIT (in m EUR)	660 – 740
Cash	Capex (in m EUR)	240 – 300
	Net working capital (in m EUR)	negative

On a reported basis, B2B revenue growth will moderately outpace B2C revenue growth

Adjusted EBIT will be driven by further efficiencies in our OPEX lines and an accelerated delivery of synergies of around 40m EUR in 2026

<sup>1</sup> Excludes equity-settled share-based payment expense (“SBC”), restructuring costs including the recently announced reshaping of our logistics network, significant non-operating one-time effects and acquisition-related expenses

<sup>2</sup> Our outlook excludes potential impact from a prolonged Middle East conflict. Any potential future impact cannot be reliably assessed at the moment.



# Our mid-term guidance for the combined group until 2028 reflects our value creation ambition

5-year CAGR (2023 – 2028)  
Adjusted EBIT margin in % of revenue

As communicated at our  
Strategy Update in March 2024  
for Zalando stand-alone

## Group mid-term guidance 2028

Reiterated and translated for  
Zalando group including  
ABOUT YOU<sup>3</sup>

Growth	GMV - CAGR	5% – 10%	8% – 13%
	Revenue - CAGR	5% – 10%	8% – 13%
Profitability	Adj. <sup>1</sup> EBIT margin	6% – 8% in 2028	→ 6% – 8% in 2028
Cash generation	Free cash flow <sup>2</sup>	Strong free cash flow	Strong free cash flow

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

<sup>2</sup> Excludes M&A transactions

<sup>3</sup> Since 11 July 2025



# Our capital allocation framework focuses on maintaining a strong balance sheet and investing into long-term value creation

## 01

### Maintain a strong balance sheet

Maintain robust liquidity (~10% of last-twelve month revenue) to ensure operational flexibility and resilience and to cover for seasonality

## 02

### Continue to invest to create long-term value

Focus on organic growth investments to deliver on strategic and financial objectives supported by selective M&A with strict ROI hurdles

## 03

### Return excess capital to shareholders

Where cash exceeds operational and strategic requirements, we will engage in share buy-backs on an opportunistic basis and only when it maximises value to shareholders



Share buy-back of up to

# 300m EUR



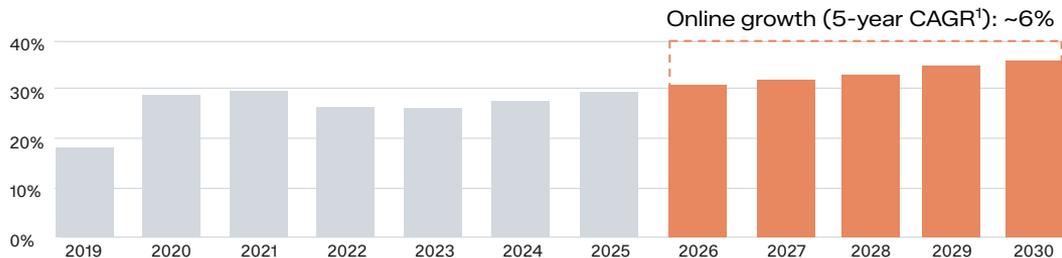
# Our long-term opportunity across fashion and lifestyle in Europe is huge and results in an attractive financial profile at scale

## Our ecosystem opportunity



## Online fashion segment penetration continues to grow

Online penetration fashion in Europe<sup>1</sup> (in percent)



## Zalando offers a highly attractive financial profile at scale

B2C	B2B
10% – 13%	10% – 13%

Long-term target margin  
(adj.<sup>2</sup> EBIT margin in % revenue)

<sup>1</sup> Euromonitor online penetration as of February 2026, 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)

<sup>2</sup> Excludes equity-settled share-based payment expense ("SBC"), restructuring costs, significant non-operating one-time effects and acquisition-related expenses

# Key takeaways



## 01

We accelerated our strategy execution, delivered on our 2025 financial commitments and are on track with our 2028 targets yielding significant cash generation.

## 02

We have built a powerful proprietary data and infrastructure platform that powers both B2C and B2B. AI is supercharging that engine, unlocking tremendous value for our customers, our partners, and our business.

## 03

We remain laser-focused on long term value creation and continue to invest into the immense opportunity ahead of us based on our capital allocation framework.



# Disclaimer

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

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

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

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