

# Shaping the future: AI & Zalando

zalando

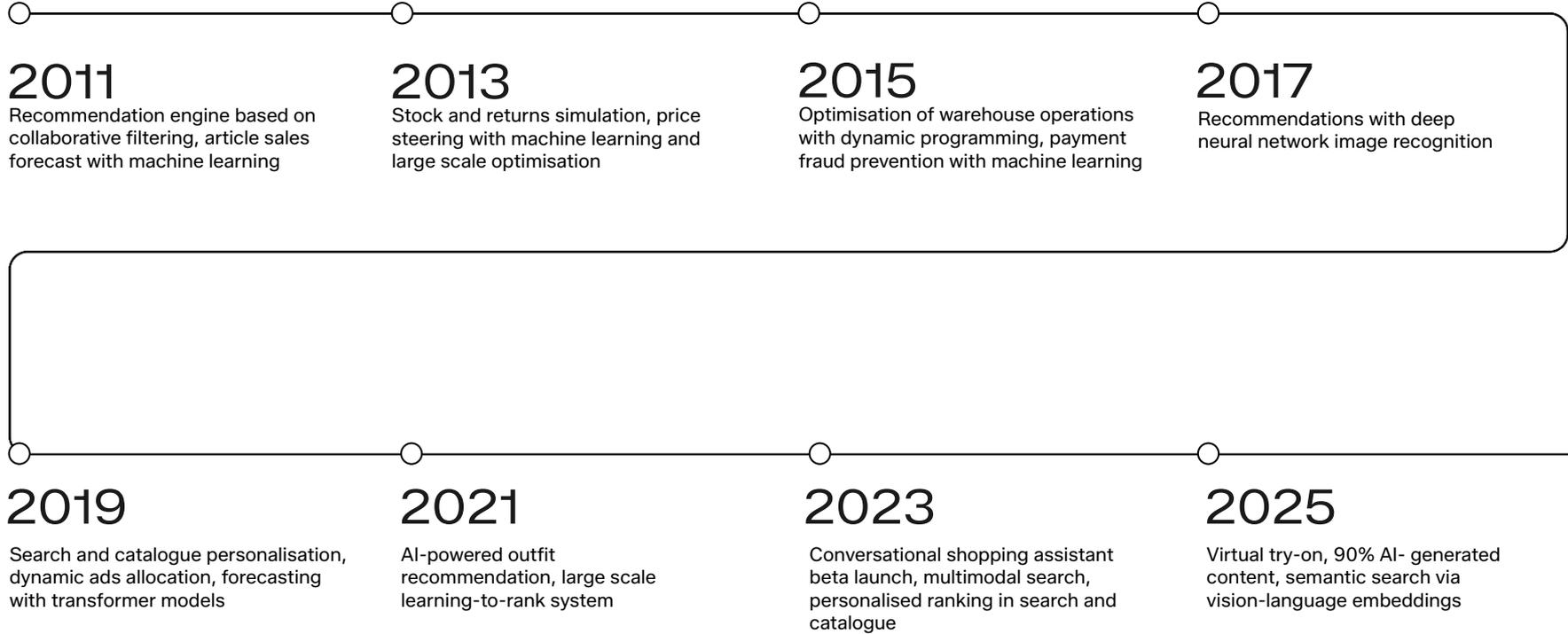
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Speakers:  
Robert Gentz, Co-CEO  
Graeme Smith, SVP Engineering & Science

24 March 2026



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





# 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

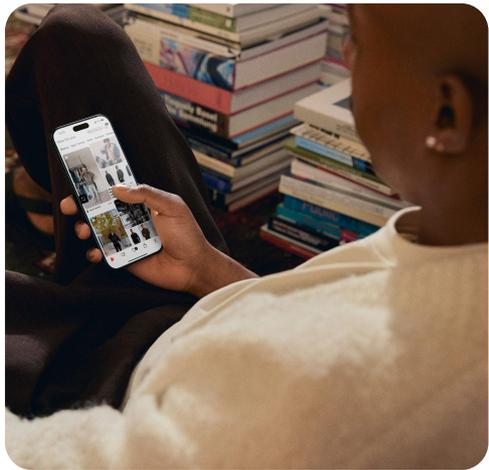
**~25%**  
cost advantages of ZEOS Fulfilment vs. drop shipping

**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)



# Billions of customer interactions give us the ultimate AI advantage



**Data foundation**

Supply chain data	Product data	Size & fit data	Rich content data	Behavioural data
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**>60m**  
active customers

**>7,000**  
brands

**~3,000**  
data scientists and engineers



# 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



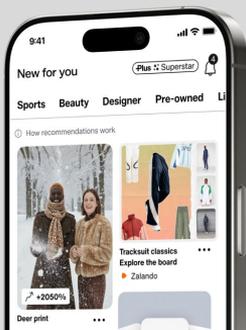
**>20%**  
more software codechanges shipped YoY<sup>3</sup>

<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

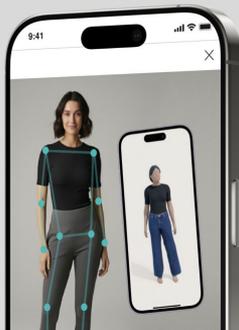
Better recommendations & search results



**+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**

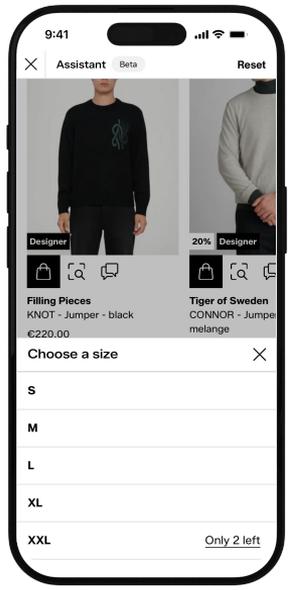
customers interacted with Zalando Assistant<sup>2</sup>

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

<sup>2</sup> in FY 2025

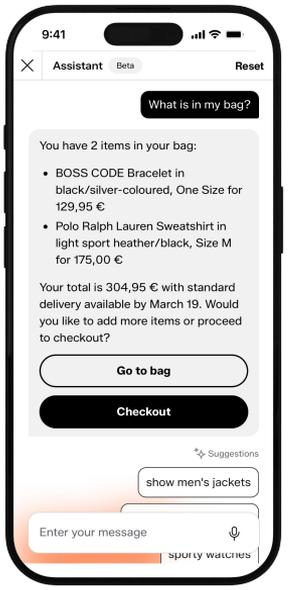
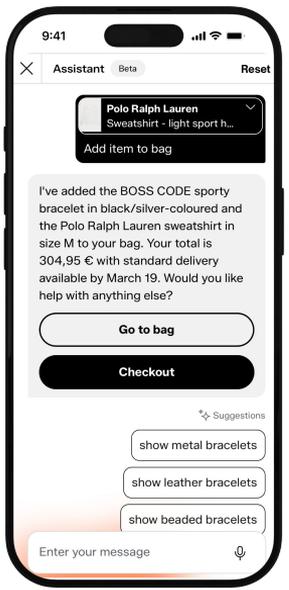


# Our Zalando Assistant is becoming a true lifestyle companion, getting to know customers more deeply than ever before



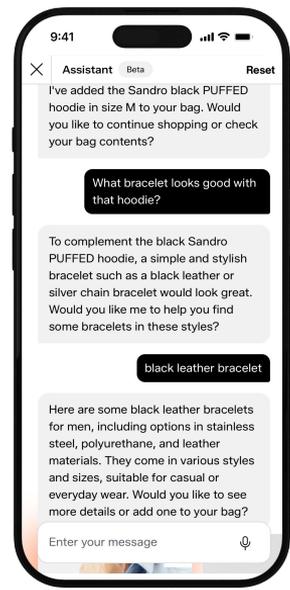
Add to bag and pick the size

'Go to bag' and direct checkout



Ability to ask 'What is in my bag' as part of conversation

Ability to ask what goes well with items in the bag



UTWO x zalando

Lifestyle AI

AI-lab partnership to build a next generation fashion and lifestyle agent

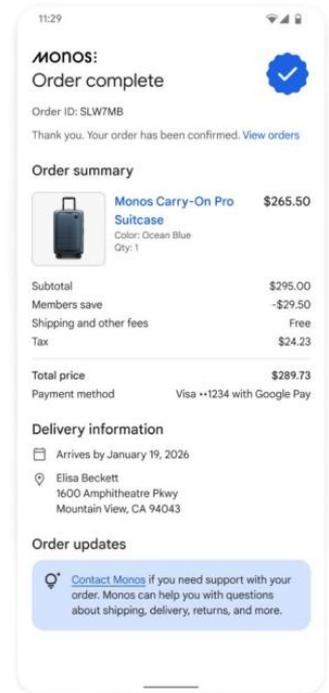
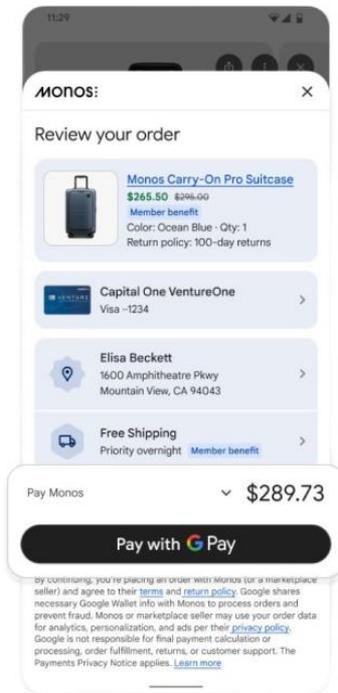
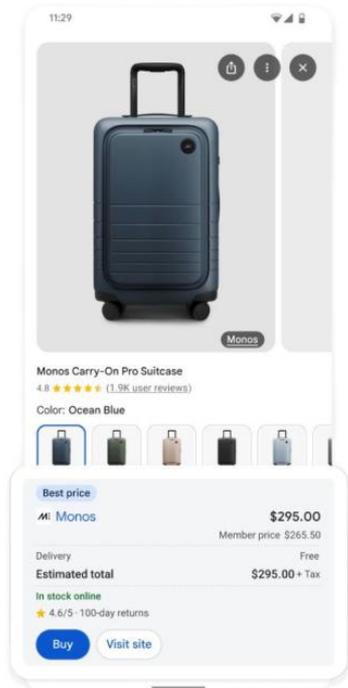


# Zalando is leading the way in Europe in the next generation of AI-powered shopping

## 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

# Key takeaways



## 01

AI is a catalyst for Zalando's future growth and market position

## 02

We are truly excited about the future as we are unlocking the power of AI on our platform and beyond

## 03

There are significant agentic commerce opportunities in B2C as well as B2B and Zalando is perfectly positioned

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