



Quarterly statement  
2025

Q1

zalando

# Zalando at a glance

## Key figures

	Q1/25	Q1/24	Change
<b>Key performance indicators</b>			
Gross merchandise volume (GMV*) (in m EUR)	3,495.7	3,283.9	6.5%
Revenue (in m EUR)	2,419.5	2,241.4	7.9%
Adjusted EBIT (in m EUR)**	46.7	28.3	65.2%
Adjusted EBIT margin (as %)	1.9	1.3	0.7pp
EBIT (in m EUR)	21.4	0.7	>100%
EBIT margin (as %)	0.9	0.0	0.9pp
Capex (in m EUR)	-33.6	-59.5	-43.6%
Active customers (LTM***) (in m)	52.4	49.5	5.9%
Number of orders (in m)	58.5	55.2	6.0%
Average GMV per active customer (LTM***) (in EUR)	296.4	296.8	-0.1%
Average orders per active customer (LTM***)	4.9	4.9	-1.3%
Average basket size (LTM***) (in EUR)	61.1	60.4	1.2%
<b>Other key figures</b>			
Net working capital (in m EUR)****	-85.9	-269.3	68.1%
Equity ratio (as % of total assets)****	33.2	33.4	-0.2pp
Cash flow from operating activities (in m EUR)	-143.0	-102.0	-40.2%
Cash flow from investing activities (in m EUR)	-452.1	-82.5	>100%
Free cash flow (in m EUR)	-192.1	-161.5	-19.0%
Cash and cash equivalents (in m EUR)****	1,959.4	2,587.8	-24.3%
Average number of employees****	15,463	15,309	1.0%
Basic earnings per share (in EUR)	0.04	-0.03	>100%
Diluted earnings per share (in EUR)	0.04	-0.03	>100%

pp = percentage points

For an explanation of the performance indicators please refer to the glossary to the annual report 2024 (section 4.3).

Rounding differences may arise in the percentages and numbers shown in this quarterly statement.

\*) GMV (gross merchandise volume) is defined as the value of all merchandise sold to customers after cancellations and returns and including VAT, dynamically reported. It includes neither B2B revenues (e.g. ZEOS services) nor other B2C revenues (e.g. partner business commissions, Zalando Marketing Services and service charges like express delivery fees); these are included in revenue only. GMV is recorded based on the time of the customers' order. Due to the dynamic reporting of GMV, prior-year figures may deviate from former published reports.

\*\*) Adjusted EBIT is defined as EBIT before equity-settled share-based payment expenses, restructuring costs, acquisition-related expenses and other significant non-operating one-time effects.

\*\*\*) Calculated based on the last 12 months (LTM).

\*\*\*\*) As of 31 March 2025 and 31 December 2024, respectively



## 1.1 Financial performance of the group

### Condensed consolidated income statement Q1/25

in m EUR	Q1/25	As % of revenue	Q1/24	As % of revenue	Change
GMV	3,495.7	144.5%	3,283.9	146.5%	-2.0pp
Revenue	2,419.5	100.0%	2,241.4	100.0%	0.0pp
Cost of sales	-1,473.3	-60.9%	-1,384.6	-61.8%	0.9pp
<b>Gross profit</b>	<b>946.1</b>	<b>39.1%</b>	<b>856.8</b>	<b>38.2%</b>	<b>0.9pp</b>
Fulfilment costs	-591.5	-24.4%	-550.5	-24.6%	0.1pp
Marketing costs	-209.9	-8.7%	-183.1	-8.2%	-0.5pp
Administrative expenses	-125.6	-5.2%	-122.8	-5.5%	0.3pp
Other operating income	3.7	0.2%	5.3	0.2%	-0.1pp
Other operating expenses	-1.4	-0.1%	-5.1	-0.2%	0.2pp
<b>EBIT</b>	<b>21.4</b>	<b>0.9%</b>	<b>0.7</b>	<b>0.0%</b>	<b>0.9pp</b>
Share-based payments	20.7	0.9%	22.3	1.0%	-0.1pp
Acquisition-related expenses	4.6	0.2%	5.2	0.2%	0.0pp
<b>Adjusted EBIT</b>	<b>46.7</b>	<b>1.9%</b>	<b>28.3</b>	<b>1.3%</b>	<b>0.7pp</b>

GMV increased by 6.5% to 3,495.7m EUR in Q1 2025 (prior-year period: 3,283.9m EUR) supported by successful end of season sales and a promising start to the new spring/summer season. Furthermore, we see a continued recovery of online retail demand.

As of 31 March 2025, the number of active customers rose by 5.9% and reached a new high with 52.4 million compared to 49.5 million in the prior-year period. GMV per active customer remained almost unchanged at 296.4 EUR (prior-year period: 296.8 EUR). Average basket size rose 1.2% to 61.1 EUR (prior-year period: 60.4 EUR). Average orders per active customer remained stable with 4.9 times at the end of Q1 2025 (prior-year period: 4.9). All KPIs were calculated on the basis of the last 12 months.

Revenue increased by 7.9% to 2,419.5m EUR (prior-year period: 2,241.4m EUR) and consequently outgrew GMV growth of 6.5% in Q1 2025 on the back of a good development in our retail business combined with strong growth in Zalando Marketing Services (ZMS) as well as revenue growth of 11.6% in B2B.

We generated an adjusted EBIT of 46.7m EUR in Q1 2025 (prior-year period: 28.3m EUR). Q1 2025 adjustments comprised expenses for equity-settled share-based payments of 20.7m EUR (prior-year period: 22.3m EUR) and acquisition-related expenses of 4.6m EUR (prior-year period: 5.2m EUR). The adjusted EBIT margin improved to 1.9% (prior-year period: 1.3%).

Our gross margin increased by 0.9 percentage points to 39.1% in Q1 2025 driven by a continued strong sell-through of our retail inventory which was further supported by a promising start to the spring/summer season in March. Furthermore, strong growth in ZMS contributed as it comes with structurally higher gross profit margins.

Compared to the prior-year period, fulfilment costs as a percentage of revenue remained broadly unchanged at 24.4%.

Marketing expenses rose to 209.9m EUR (prior-year period: 183.1m EUR), with the marketing cost ratio reaching 8.7%, an increase of 0.5 percentage points compared to prior-year period. We deliberately increased investments in performance marketing to support continued active customer growth. Additionally, we continued to invest in several brand marketing campaigns to enhance brand visibility, among them our spring/summer campaign with Sarah Jessica Parker.

Administrative expenses amounted to 125.6m EUR (prior-year period: 122.8m EUR) and in proportion to revenue decreased to 5.2% (prior-year period: 5.5%).

Considering our financial result of -3.5m EUR (prior-year period: -13.0m EUR) and income taxes of -8.0m EUR (prior-year period: 3.4m EUR), our net income improved to 9.9m EUR (prior-year period: -8.9m EUR) in Q1 2025.

## 1.2 Results by segment

### Segment results of the group Q1/25

in m EUR	B2C	B2B	Total	Recon- ciliation	Total group
GMV	3,495.7	–	3,495.7	0.0	3,495.7
<i>(prior year)</i>	<i>(3,283.9)</i>	<i>–</i>	<i>(3,283.9)</i>	<i>(0.0)</i>	<i>(3,283.9)</i>
Revenue	2,182.5	240.0	2,422.5	-3.0	2,419.5
<i>(prior year)</i>	<i>(2,028.0)</i>	<i>(215.1)</i>	<i>(2,243.1)</i>	<i>(-1.7)</i>	<i>(2,241.4)</i>
thereof intersegment revenue	0.0	3.0	3.0	-3.0	0.0
<i>(prior year)</i>	<i>(0.0)</i>	<i>(1.7)</i>	<i>(1.7)</i>	<i>(-1.7)</i>	<i>(0.0)</i>
Adjusted EBIT	41.0	5.8	46.8	0.0	46.7
<i>(prior year)</i>	<i>(22.9)</i>	<i>(5.4)</i>	<i>(28.3)</i>	<i>(0.0)</i>	<i>(28.3)</i>
Adjusted EBIT margin (as %)	1.9%	2.4%	1.9%	–	1.9%
<i>(prior year)</i>	<i>(1.1%)</i>	<i>(2.5%)</i>	<i>(1.3%)</i>	<i>–</i>	<i>(1.3%)</i>
Share-based payments	19.1	1.6	20.7	0.0	20.7
<i>(prior year)</i>	<i>(20.3)</i>	<i>(2.0)</i>	<i>(22.3)</i>	<i>(0.0)</i>	<i>(22.3)</i>
Acquisition-related expenses	1.2	3.4	4.6	0.0	4.6
<i>(prior year)</i>	<i>(0.9)</i>	<i>(4.4)</i>	<i>(5.2)</i>	<i>(0.0)</i>	<i>(5.2)</i>
EBIT	20.6	0.8	21.5	0.0	21.4
<i>(prior year)</i>	<i>(1.8)</i>	<i>(-1.0)</i>	<i>(0.7)</i>	<i>(0.0)</i>	<i>(0.7)</i>

GMV in the B2C segment, which is equal to group GMV, increased by 6.5% in Q1 2025 and reached 3,495.7m EUR (prior-year period: 3,283.9m EUR). This development was supported by successful end of season sales and a promising start to the spring/summer season. Revenue in the B2C segment increased by 7.6% in Q1 2025, 1.2 percentage points above the GMV growth rate, on the back of a good development in our retail business combined with strong growth momentum in ZMS.

In Q1 2025, our adjusted EBIT in the B2C segment showed a considerable improvement, reaching a level of 41.0m EUR compared to 22.9m EUR in the prior-year period. The adjusted EBIT margin in the B2C segment was at 1.9% (prior-year period: 1.1%), driven by higher gross margins which were partially offset by increased marketing spend.

Revenue growth rates in the B2B segment continue to outgrow group revenues and showed an increase of 11.6%, reaching 240.0m EUR (prior-year period: 215.1m EUR), with Zalando Fulfilment Solutions (ZFS) being the major growth driver. The B2B segment recorded an adjusted EBIT of 5.8m EUR in the first quarter 2025 compared to 5.4m EUR in the prior-year period. Adjusted EBIT margin reached 2.4%, a stable development compared to prior-year period where the adjusted EBIT margin reached 2.5%.

## 1.3 Cash flows

The group's condensed statement of cash flows is presented in the following table:

Condensed statement of cash flows		
in m EUR	Q1/25	Q1/24
<b>Cash flow from operating activities</b>	<b>-143.0</b>	<b>-102.0</b>
<b>Cash flow from investing activities</b>	<b>-452.1</b>	<b>-82.5</b>
<b>Cash flow from financing activities</b>	<b>-30.7</b>	<b>-40.7</b>
Net change in cash and cash equivalents from cash relevant transactions	-625.8	-225.2
Change in cash and cash equivalents due to exchange rate movements	-2.6	-6.4
Cash and cash equivalents at the beginning of the period	2,587.8	2,533.2
<b>Cash and cash equivalents at the end of the period</b>	<b>1,959.4</b>	<b>2,301.6</b>
<b>Free cash flow</b>	<b>-192.1</b>	<b>-161.5</b>

In Q1 2025, we generated a negative cash flow from operating activities of -143.0m EUR, driven mainly by the development of our net working capital and partially compensated by positive effects from our operating income (considering that our net income comprises non-cash expenses like depreciation and share-based payments).

In comparison to Q1 2024, the decrease in cash flow from operating activities of 41.0m EUR resulted primarily from the development of net working capital.

Capex amounted to 33.6m EUR (prior-year period: 59.5m EUR) in Q1 2025 and mainly consisted of investments in internally developed software.

As a result, our free cash flow declined by 30.6m EUR to -192.1m EUR in Q1 2025, from -161.5m EUR in the prior-year period.

In Q1 2025, cash flow from investing activities was predominately impacted by the change of restricted cash amounting to -403.0m EUR (prior-year period: 4.9m EUR). For the purpose of implementing the voluntary public takeover offer to the shareholders of ABOUT YOU Holding SE, we paid 403.0m EUR into a trust account at the beginning of 2025. The funds are restricted for the acquisition of ABOUT YOU shares through our public takeover offer.

In Q1 2025, the cash flow from financing activities predominately consisted of payments of the principal portion of lease liabilities amounting to 36.4m EUR (prior-year period: 33.3m EUR).

Overall, even after increasing our restricted cash position to 403.0m EUR, our remaining cash and cash equivalents remained strong at 1,959.4m EUR as of 31 March 2025 (31 December 2024: 2,587.8m EUR).

## 1.4 Financial position

The group's financial position is presented in the following condensed statement of financial position:

### Assets

in m EUR	31 Mar, 2025		31 Dec, 2024		Change	
Non-current assets	2,513.5	31.0%	2,532.3	31.7%	-18.8	-0.7%
Current assets	5,594.5	69.0%	5,451.6	68.3%	142.9	2.6%
<b>Total assets</b>	<b>8,108.0</b>	<b>100.0%</b>	<b>7,983.9</b>	<b>100.0%</b>	<b>124.1</b>	<b>1.6%</b>

### Equity and liabilities

in m EUR	31 Mar, 2025		31 Dec, 2024		Change	
Equity	2,689.9	33.2%	2,665.3	33.4%	24.6	0.9%
Non-current liabilities	1,299.1	16.0%	1,328.5	16.6%	-29.3	-2.2%
Current liabilities	4,119.0	50.8%	3,990.2	50.0%	128.8	3.2%
<b>Total equity and liabilities</b>	<b>8,108.0</b>	<b>100.0%</b>	<b>7,983.9</b>	<b>100.0%</b>	<b>124.1</b>	<b>1.6%</b>

Compared to 31 December 2024, our total assets increased slightly by 1.6% to 8,108.0m EUR. The statement of financial position is dominated by property, plant and equipment, net working capital, as well as cash and cash equivalents.

During Q1 2025, non-current assets comprised additions to intangible assets amounting to 24.0m EUR (prior-year period: 21.6m EUR) and to property, plant and equipment of 7.3m EUR (prior-year period: 16.6m EUR). The effects were compensated by depreciations.

The development of current assets by 142.9m EUR was essentially driven by an increase in inventories and other financial assets. Inventories increased by 360.8m EUR to 1,910.5m EUR as of 31 March 2025 reflecting our preparation for the spring/summer season start. The changes in other financial assets mainly relate to the increase in our restricted cash position of 403.0m EUR for the acquisition of ABOUT YOU and are compensated by the corresponding reduction in cash and cash equivalents.

Equity increased by 24.6m EUR to 2,689.9m EUR as of 31 March 2025 (31 December 2024: 2,665.3m EUR), primarily due to our positive net income for the period. The equity ratio decreased from 33.4% at the beginning of the year to 33.2% as of 31 March 2025.

While our non-current liabilities decreased by 29.3m EUR due to a decrease in lease liabilities, the development of our current liabilities was mainly driven by the increase in trade payables and similar liabilities by 184.7m EUR to 2,929.8m EUR as of 31 March 2025. Suppliers' claims against Zalando, totalling 494.8m EUR as of 31 March 2025, were transferred to various

factoring providers (31 December 2024: 639.2m EUR). These balances were recognised under trade payables and similar liabilities. The development was partially offset by a decrease in other non-financial liabilities of 83.9m EUR to 293.4m EUR as of 31 March 2025, mainly impacted by decreased VAT liabilities.

Net working capital, consisting of inventories and trade and other receivables less trade payables and similar liabilities, increased from -269.3m EUR as of 31 December 2024 to -85.9m EUR as of 31 March 2025. The development was mainly driven by an increase in inventories, reflecting our preparation for the spring/summer season, partly offset by an increase in trade payables and similar liabilities.



## 2.1 Consolidated statement of comprehensive income

### Consolidated income statement

in m EUR	Q1/25	Q1/24
Revenue	2,419.5	2,241.4
Cost of sales	-1,473.3	-1,384.6
<b>Gross profit</b>	<b>946.1</b>	<b>856.8</b>
Fulfilment costs	-591.5	-550.5
Marketing costs	-209.9	-183.1
Administrative expenses	-125.6	-122.8
Other operating income	3.7	5.3
Other operating expenses	-1.4	-5.1
<b>Earnings before interest and taxes (EBIT)</b>	<b>21.4</b>	<b>0.7</b>
Interest and similar income	14.9	18.0
Interest and similar expenses	-18.2	-22.0
Other financial result	-0.1	-9.1
<b>Financial result</b>	<b>-3.5</b>	<b>-13.0</b>
<b>Earnings before taxes (EBT)</b>	<b>17.9</b>	<b>-12.3</b>
Income taxes	-8.0	3.4
<b>Net income/loss for the period</b>	<b>9.9</b>	<b>-8.9</b>

## 2.2 Consolidated statement of financial position

### Consolidated statement of financial position – assets

in m EUR	31 Mar, 2025	31 Dec, 2024
<b>Non-current assets</b>		
Intangible assets	403.1	402.2
Property, plant and equipment	1,208.7	1,229.5
Right-of-use assets	728.5	742.3
Financial assets	158.0	143.4
Non-financial assets	4.0	4.4
Investments accounted for using the equity method	1.4	1.4
Deferred tax assets	9.8	9.0
	<b>2,513.5</b>	<b>2,532.3</b>
<b>Current assets</b>		
Inventories	1,910.5	1,549.7
Trade and other receivables	933.4	926.1
Other financial assets	525.2	120.3
Other non-financial assets	265.9	267.7
Cash and cash equivalents	1,959.4	2,587.8
	<b>5,594.5</b>	<b>5,451.6</b>
<b>Total assets</b>	<b>8,108.0</b>	<b>7,983.9</b>

## Consolidated statement of financial position – equity and liabilities

in m EUR	31 Mar, 2025	31 Dec, 2024
<b>Equity</b>		
Issued capital	260.1	259.2
Capital reserves	1,345.1	1,319.7
Other reserves	12.8	24.4
Retained earnings	1,071.9	1,062.0
	<b>2,689.9</b>	<b>2,665.3</b>
<b>Non-current liabilities</b>		
Provisions	104.5	104.0
Lease liabilities	689.2	712.8
Convertible bonds	472.6	469.8
Other financial liabilities	0.2	0.3
Other non-financial liabilities	0.0	0.1
Deferred tax liabilities	32.5	41.4
	<b>1,299.1</b>	<b>1,328.5</b>
<b>Current liabilities</b>		
Provisions	23.1	23.0
Lease liabilities	154.9	148.8
Convertible bonds	396.6	394.1
Trade payables and similar liabilities	2,929.8	2,745.1
Prepayments received	47.5	38.9
Income tax liabilities	60.6	60.7
Other financial liabilities	213.0	202.2
Other non-financial liabilities	293.4	377.4
	<b>4,119.0</b>	<b>3,990.2</b>
<b>Total equity and liabilities</b>	<b>8,108.0</b>	<b>7,983.9</b>

## 2.3 Consolidated statement of cash flows

### Consolidated statement of cash flows

in m EUR		Q1/25	Q1/24
1	Net income/loss for the period	9.9	-8.9
2 +	Non-cash expenses from share-based payments	20.7	22.3
3 +	Depreciation of property, plant and equipment, right-of-use assets and amortisation of intangible assets	87.1	82.7
4 +/-	Income taxes	8.0	-3.4
5 -	Income taxes paid, less refunds	-25.6	6.1
6 +/-	Increase/decrease in provisions	0.1	-0.4
7 -/+	Other non-cash income/expenses	4.2	5.0
8 +/-	Decrease/increase in inventories	-360.8	-143.1
9 +/-	Decrease/increase in trade and other receivables	-7.3	137.7
10 +/-	Increase/decrease in trade payables and similar liabilities	186.4	-87.2
11 +/-	Increase/decrease in other assets/liabilities	-65.7	-112.8
<b>12 =</b>	<b>Cash flow from operating activities</b>	<b>-143.0</b>	<b>-102.0</b>
13 -	Cash paid for investments in property, plant and equipment	-9.0	-37.6
14 -	Cash paid for investments in intangible assets	-24.5	-21.9
15 -	Cash paid for acquisition of shares in associated companies, subsidiaries less cash acquired and other equity investments	-15.5	0.0
16 +/-	Cash received from/paid for short-term investments in other financial assets	0.0	-28.0
17 +/-	Change in restricted cash	-403.0	4.9
<b>18 =</b>	<b>Cash flow from investing activities</b>	<b>-452.1</b>	<b>-82.5</b>
19 +	Cash received from capital increases by the shareholders and stock option exercises less transaction costs	5.7	0.5
20 -	Cash paid for the repurchase of treasury shares	0.0	-7.9
21 -	Cash payments for the principal portion of lease liabilities	-36.4	-33.3
<b>22 =</b>	<b>Cash flow from financing activities</b>	<b>-30.7</b>	<b>-40.7</b>
23 =	Net change in cash and cash equivalents from cash relevant transactions	-625.8	-225.2
24 +/-	Change in cash and cash equivalents due to exchange rate movements	-2.6	-6.4
25 +	Cash and cash equivalents at the beginning of the period	2,587.8	2,533.2
<b>26 =</b>	<b>Cash and cash equivalents at the end of the period</b>	<b>1,959.4</b>	<b>2,301.6</b>
	<b>Free cash flow</b>	<b>-192.1</b>	<b>-161.5</b>

## 3.1 Financial calendar 2025

### Financial calendar

Date	Event
Tuesday, 27 May	Annual general meeting 2025
Wednesday, 6 August	Publication of the second quarter results 2025
Thursday, 6 November	Publication of the third quarter results 2025

## 3.2 Imprint

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#### Disclaimer

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The quarterly statement is also available in German. If there are variances, the German version has priority over the English translation. It is available for download in both languages at <https://corporate.zalando.com/en/investor-relations>.

