

November 04, 2021



# AGM Presentation

Mad Paws Holding (ASX: MPA)



# Disclaimer

This presentation contains summary information about the current activities of Mad Paws as at the date of this presentation or such earlier date as is specified. This presentation has been prepared for information purposes only. Any person who receives this presentation (is not entitled to, and by receiving this presentation undertakes not to rely on this presentation (whether as to a matter of fact, forecast, opinion or belief) for any purpose whatsoever. This presentation is of a general nature and does not purport to be complete or contain all information in relation to Mad Paws that an investor may require to assess the business, financial performance and operations of Mad Paws or should consider when making an investment decision, nor does it purport to address any or all issues which are or may be material to or of interest to the Recipient in relation to Mad Paws. An investment in Mad Paws is subject to known and unknown risks. The Recipient must conduct its own independent analysis of Mad Paws and the information in this presentation and make its own independent decisions about Mad Paws and its business, prospects, financial position and performance before making any decision that relates, directly or indirectly to Mad Paws. The information contained in this presentation does not take into account the investment objectives, financial situation or particular needs of any recipient and is not financial product advice. Before making an investment decision, recipients of this presentation should consider their own needs and situation and, if necessary, seek independent, professional advice.

This presentation is not a disclosure document, nor does it contain all the information which would be required in a disclosure document or a prospectus prepared in accordance with the requirements of the Corporations Act 2001 (Cth), and the Recipient should not rely on this presentation in connection with a proposed investment in Mad Paws. It should be read in conjunction with Mad Paws' other periodic and continuous disclosure announcements lodged with the ASX, which are available at [www.asx.com.au](http://www.asx.com.au).

This presentation does not constitute legal, accounting, financial, tax, regulatory, investment or other specialist advice or opinion nor is it a recommendation to acquire new Shares and does not and will not form any part of any contract for the acquisition of new Shares. None of the information set out in this presentation including any market or industry data prepared or generated by third parties, has been independently verified. None of Mad Paws, its shareholders, subsidiaries, associates, directors, officers, employees, agents, independent contractors and advisors (collectively the Mad Paws Parties) makes or gives any representation, warranty or guarantee, whether express or implied, in relation to the information contained in this presentation including its completeness, accuracy, reasonableness, currency or reliability or the process by which it was prepared.

Past performance information in this presentation is given for illustrative purposes only and should not be relied upon, and is not, an indication of future performance. This presentation contains "forward looking statements" including estimates, projections and other forward-looking information (Estimates and Projections) which involve subjective judgements, and are based on assumptions about future events that are subject to significant uncertainties and contingencies, many of which are outside the control of Mad Paws. Forward looking statements can generally be identified by the use of forward looking words such as "expect", "anticipate", "likely", "intend", "should", "could", "may", "predict", "plan", "propose", "will", "believe", "forecast", "estimate", "target", "outlook", "guidance" and other similar expressions within the meaning of securities laws of applicable jurisdictions and include, but are not limited to, indications of, or guidance or outlook on, future earnings or financial position or performance of Mad Paws. Such Estimates and Projections are provided as a general guide only and are not guarantees or predictions of future performance. The forward-looking statements are based on information available to Mad Paws as at the date of this Presentation. The assumptions may or may not prove to be correct and there can be no assurance that actual outcomes will not differ materially from the Estimates and Projections. Without limiting the above, no representation, warranty or guarantee, whether express or implied, is made or given by the Mad Paws in relation to any Estimates and Projections, the accuracy, reliability or reasonableness of the assumptions on which an Estimates and Projections are based, or the process of formulating any Estimates and Projections, including that any Estimates and Projections contained in this presentation will be achieved. Actual future results may vary significantly from the Estimates and Projections.

Non-IFRS information: This presentation contains certain non-IFRS financial information Mad Paws believe the presentation of certain non-IFRS financial information is useful for users of this presentation as they reflect the underlying financial performance of the business, however notwithstanding this, investors are cautioned not to place undue reliance on any non IFRS financial information included in this presentation.

Except as required by law or regulation (including the ASX Listing Rules), none of the Mad Paws Parties accept any responsibility to update, supplement or correct this presentation. To the fullest extent permitted by law, Mad Paws expressly disclaim any and all liability (whether direct, indirect or consequential and whether arising from negligence or otherwise) for, or based on, or relating to any information contained in this presentation or for any errors in or omissions from this presentation and no liability (whether under statute, in contract, tort or for negligence or otherwise) is accepted by Mad Paws for any loss or damage (whether foreseeable or not) that may arise by reason of, or in connection with, the information contained in this presentation or by any purported reliance on it. Any recipient of this presentation should independently satisfy themselves as to the accuracy of all information contained herein.

All dollar values are in Australian dollars ("A\$", "AUD") unless indicated otherwise. This presentation contains certain financial information. The financial information has been presented in an abbreviated form insofar as it does not include all the presentation and disclosures, statements or comparative information as required by the Australian Accounting Standards, the International Financial Reporting Standards and other mandatory professional reporting requirements applicable to financial reports prepared in accordance with the Corporations Act. Financial information for FY18, FY19, FY20 and FY21 has been audited. All historical financial information prior to FY18 is unaudited and based on management accounts.

Not an offer: This Presentation is for information purposes only and is not a prospectus, disclosure document, product disclosure statement or other offering document under Australian law or any other law (and will not be lodged with ASIC or any other regulator and is not approved by or registered with any regulator). The Presentation is not and should not be considered an offer or an invitation to acquire shares in Mad Paws or any other financial products. This Presentation may not be released or distributed in the United States. This Presentation does not constitute an offer to sell, or a solicitation of an offer to buy, securities in the United States or in any other jurisdiction in which such an offer would be illegal. The Shares have not been, and will not be, registered under the U.S. Securities Act or the securities laws of any state or other jurisdiction of the United States. Accordingly, the Shares may not be offered or sold, directly or indirectly, in the United States unless such New Shares have been registered under the U.S. Securities Act, or are offered and sold in a transaction exempt from, or not subject to, the registration requirements of the Securities Act and applicable U.S. state securities laws. The distribution of this Presentation in other jurisdictions outside Australia may also be restricted by law and any such restrictions should be observed. Any failure to comply with such restrictions may constitute a violation of applicable securities laws. An investment in Shares is subject to investment and other known and unknown risks, some of which are beyond the control of Mad Paws including possible loss of income and principal invested. Mad Paws does not guarantee any particular rate of return or the performance of Mad Paws nor does it guarantee the repayment of capital from Mad Paws or any particular tax treatment.

Statements made in this Presentation are made only as at the date of this Presentation. The information in this Presentation remains subject to change without notice.



# 01

Chairman's address





**Our Purpose:** We exist to enable pets to live their lives to the fullest

**Our Vision:** To be the most trusted and convenient brand to rely on for all pet-related needs

Personal use only



## FY21 Highlights

Despite COVID lockdowns,  
FY21 Bookings increased  
**+34%**

FY21 Revenue growth  
increased by **+43%**

**\$12.5M** cash on hand, to  
fund FY22 growth strategy

New Subscription products  
accelerated quarter to  
quarter to deliver **2.4M** in  
ARR

New Customer Acquisition  
up **71%**

**110K+** paying pet customers  
and **27K** pet sitters



# 02

CEO presentation







## Pet Market Has Boomed Through COVID

**30.4m** pets in Australia,  
**69%** of households now own a pet

**6.3M** pet dogs in Australia, **19% of all dogs** procured during the pandemic

Dog Owners spent **\$20.5bn** in the last year. Cat Owners **\$10.2bn**

Average Spend per dog per year **\$3200**, cats **\$2,100** – mostly on foods, vets and healthcare

**70% of pet owners** say their pets have improved their lives during the pandemic

Owners now have different, more **human like relationships** with pets, more inelastic spend

# Australia's Dominant Pet Services Marketplace

The Mad Paws pet services marketplace, provides a safe and convenient digital platform that connects pet owners with high quality and trusted pet-care providers in their area.



**Over 1 million  
pet care services provided**



**Product Review  
Best Raw Dog Food of 2021**



**Partnership & Access to 10M Qantas Frequent Flyer  
Members**



**CommBank Rewards Partner +  
CommBank Staff Deals**



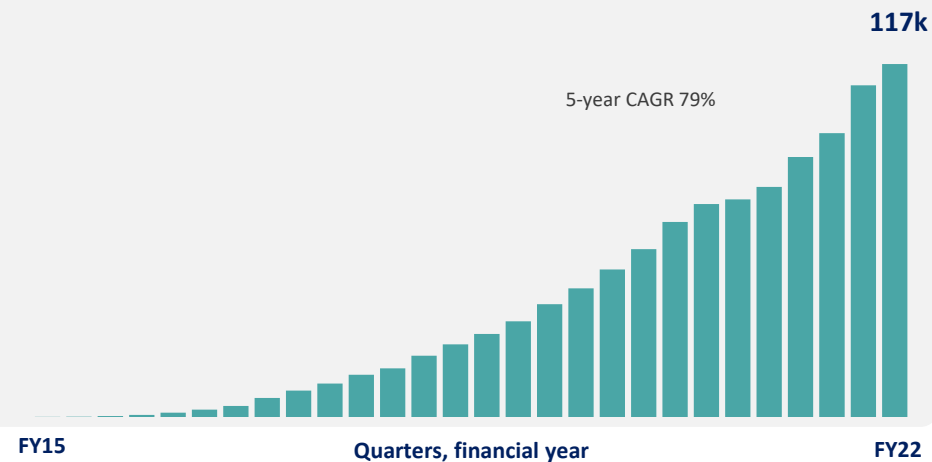
**4.7 rating from over 4.3 K reviews**



**Product Review  
4.7 rating from circa 2K reviews**



## 117K Cumulative unique customers



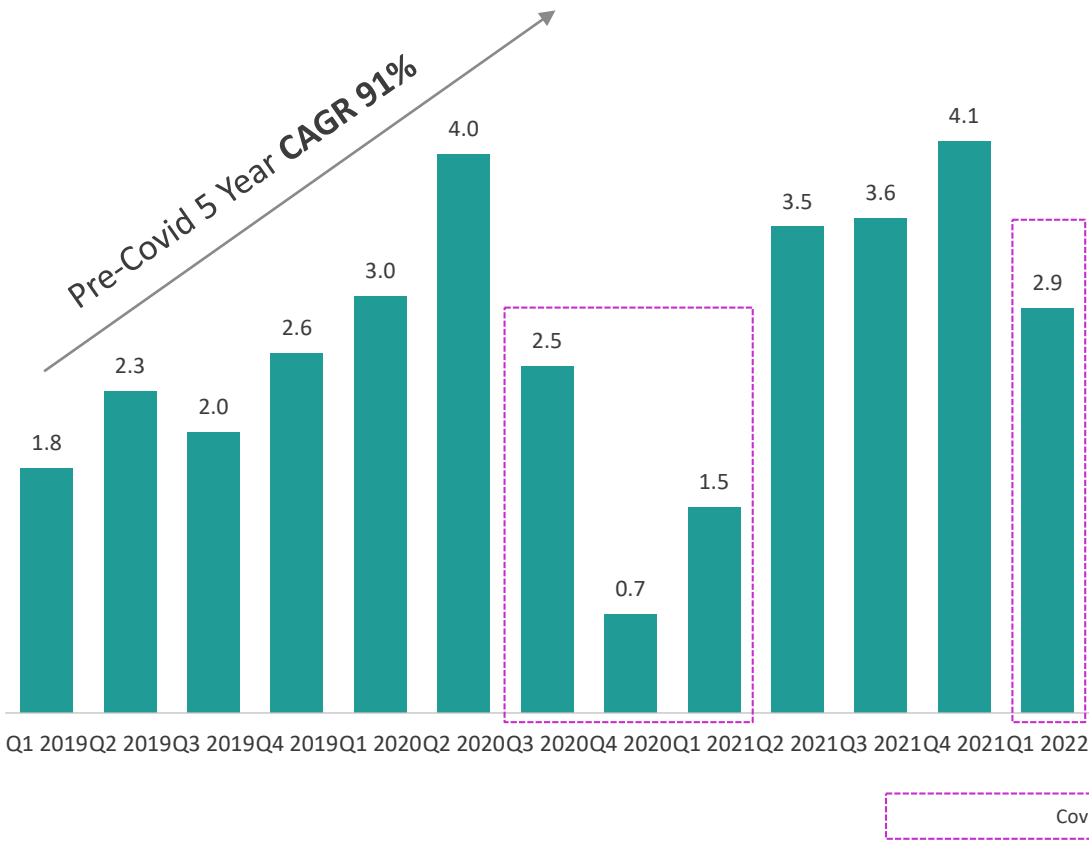
## 360K Cumulative Bookings



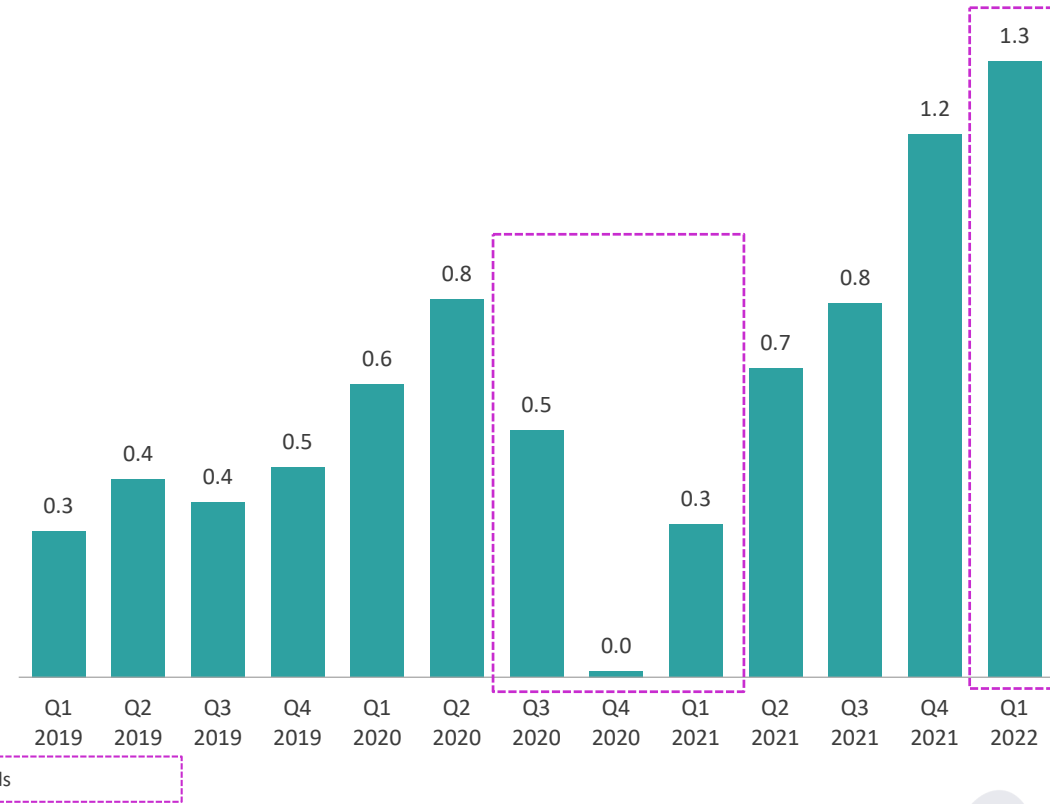


# Strong Foundations, Resurgent Growth, With Further Acceleration Post COVID Restrictions

Quarterly GMV\* in millions



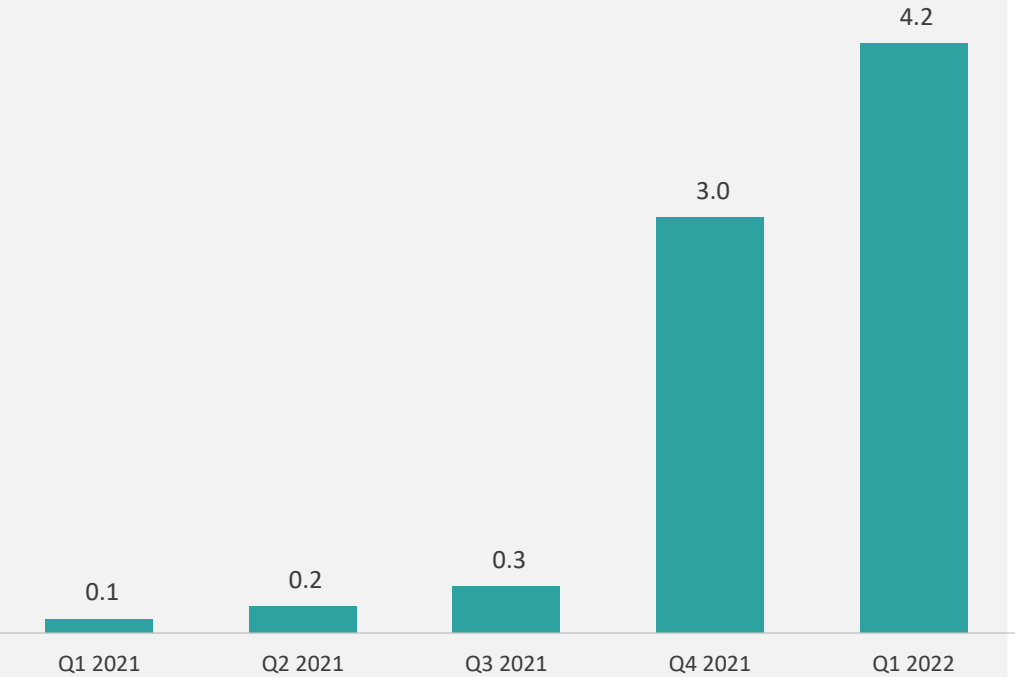
Quarterly Revenue in millions



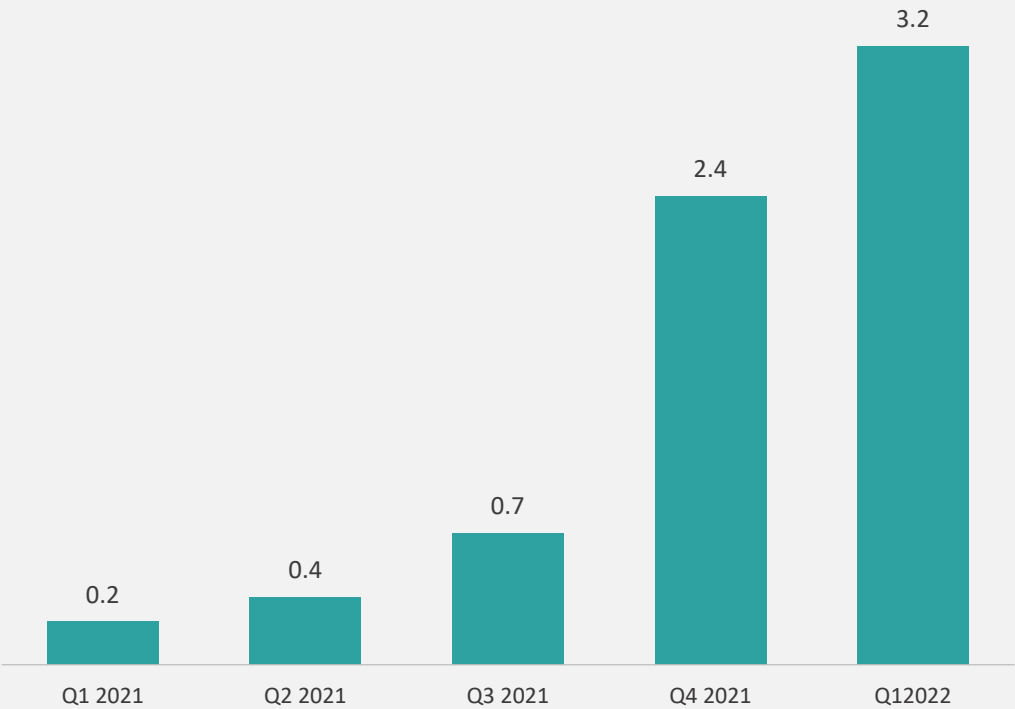
\*GMV is the total value of transactions processed by Mad Paws, on a cash basis, before deducting pet service provider payments, cancellations and refunds, chargebacks, discounts and GST

# Shift To Online Is Accelerating Recurring Revenue

Total subscribers in 000s



ARR by quarter in \$ millions



# FY21 Execution Milestones



## Pet Services Marketplace

- ✓ Increased new customer acquisition by 71% compared to previous year
- ✓ Repeat Weekly Booking - Upgraded our subscription functionality on the marketplace



## Pet Product Subscription Offerings

- ✓ New revenue streams - successfully launched Dinner Bowl Raw and Kibble offerings
- ✓ In its first year of operation, Dinner Bowl was voted Australia's 2<sup>nd</sup> best pet food product in Australia, independent Award from Productreview.com.au
- ✓ Focus on cross-selling between different offerings
- ✓ Taking full advantage of current lockdown conditions which are favorable for subscription businesses



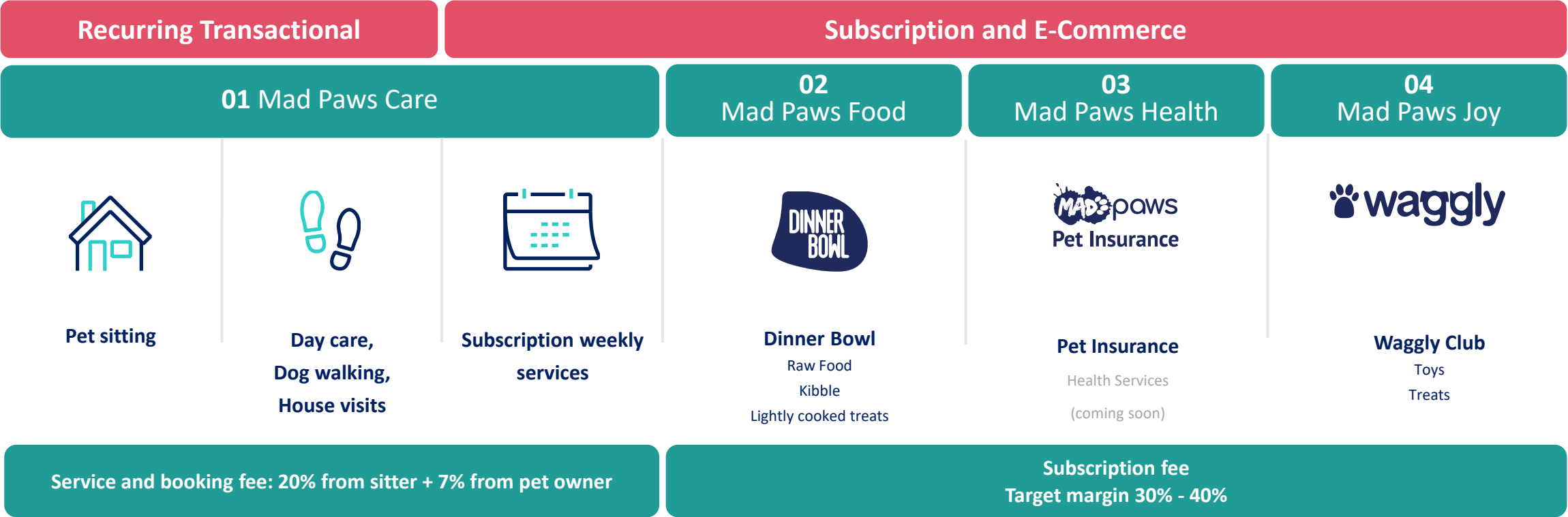
## Pet life Cycle management

- ✓ Identified new opportunities
- ✓ Acquired Waggly to accelerate subscription business growth and breadth of offerings



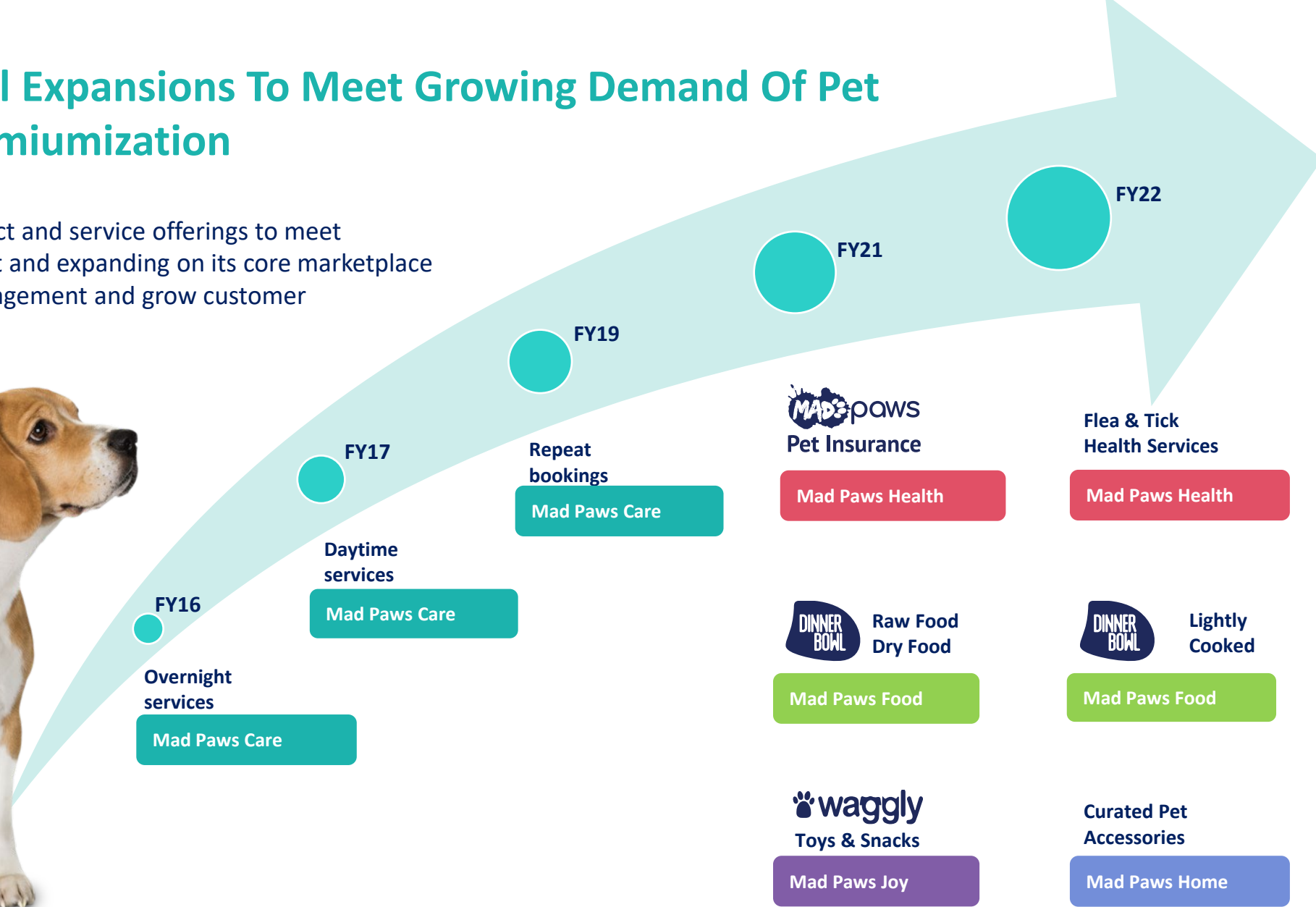
# Four Distinct Revenue Verticals

Using our customer base and data, we are set up perfectly to cross sell the right product/service at the right time, realising huge expansion potential of share of wallet.



# New Product Vertical Expansions To Meet Growing Demand Of Pet Humanization & Premiumization

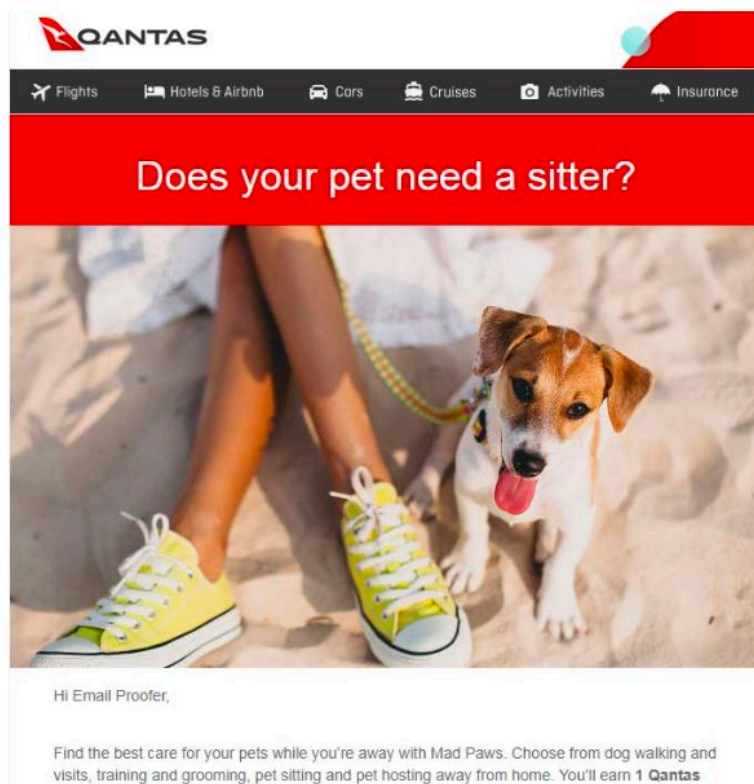
Mad Paws has been building product and service offerings to meet demand of the booming pet market and expanding on its core marketplace offering to increase frequency, engagement and grow customer acquisition.



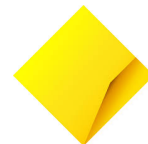
# Partnering With Iconic Australian Brands To Fuel Growth



10M QFF members

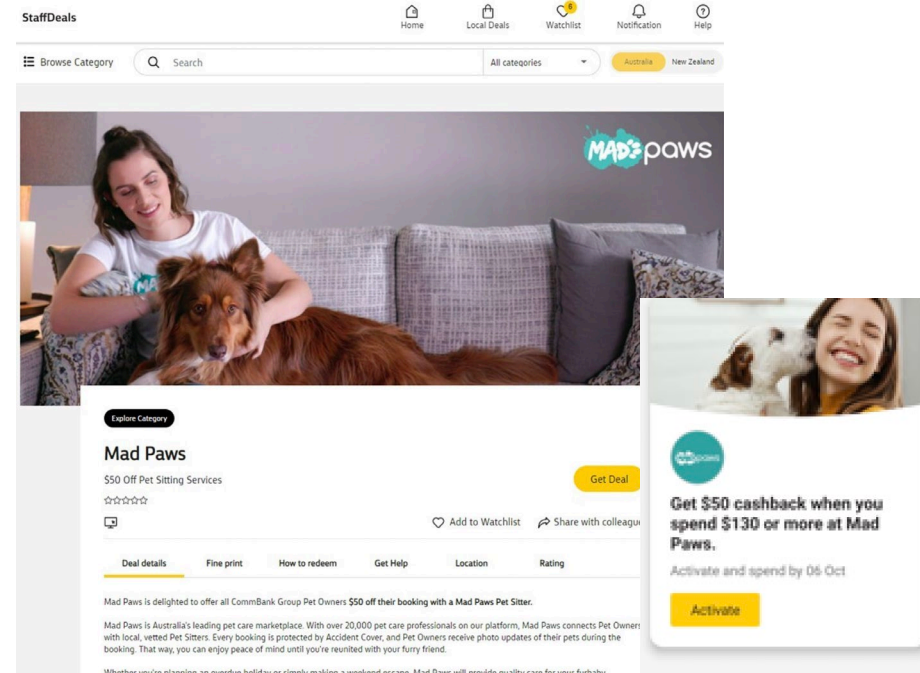


- Access to Qantas 10M QFF Members to market Mad Paws
- Earn 1 QFF point for every \$1 spent
- Promotes Mad Paws as a trusted brand advocated by Qantas
- Top 10 Shareholder



## CommBank Rewards and CBA Staff Deals

13M CommBank App Users + 40,000+ Staff






- Access to CommBank Rewards 13M App Users.
- Cash back on all Marketplace bookings, and other subscription services
- Marketing Partnership kicks off mid November 2021





# Mad Paws Drives Positive Brand Awareness And Advocacy Amongst Pet Owners And Sitters

Comments Most relevant



 **HEATHER JAMES**  (She /H... • 2nd 1mon ...

 Creative Director  Brand Specialist...

I've really loved being a Pet Host with MadPaws and met so many lovely pet owners and the most beautiful pets! I've literally fallen in love with every single one! 🥰🐾🐾


The Mad Paws app makes it so much easier to trade and communicate your rates! You don't have to negotiate your rates or terms and it everyone security for payment to be fulfilled or refunded if needed.

I've missed my pet guests during lockdown! 😞

Looking forward to seeing how Mad Paws evolves with the food range and I'm certain you'll create even more amazing products and services in the future!

Well done! 🙌🙌🙌

Like • 🗨️ 2 | Reply • 1 reply



**Rangat Oberai** Author 1mon ...

GM Food at Mad Paws

Thanks Heather! That's what we love the most too, really looking ...see more



"My pup loves her new food and so do I. I love that I'm feeding her with all the nutrients she needs and no fillers. The ordering process is so simple and the packaging is great. The portion sizes make it so easy too."

Nat, Queensland, 2021

## DINNER BOWL

"We originally tried the new Dinner Bowl by Mad Paws because of lockdown. I am super happy because it saves me time and as well the ingredients are of high quality. Thanks for saving me time, and making my dog and me happy!"

Pius, Sydney, August 2021

"Fantastic box! My dog absolutely loves the toys and treats. There is always something different and the toys are good quality. Would definitely recommend. Overall extremely happy."

Rachelle, July 2020



## Mad Paws Is Building A Powerful Network Effect

**Covid has accelerated the shift from offline to online.** Mad Paws platform is driving powerful momentum as more owners and sitters enjoy benefits and advocate its acceptance and usage. Customer demand for existing and new products and services continue to gain traction reducing the amount of effort and marketing spend required over time.



# 04

## Growth and Outlook





# Marketplace GMV accelerating with the easing of restrictions and reopening of domestic and international borders

As highlighted in our FY21 results announcement, Mad Paws is well positioned for growth in a post lockdown environment.

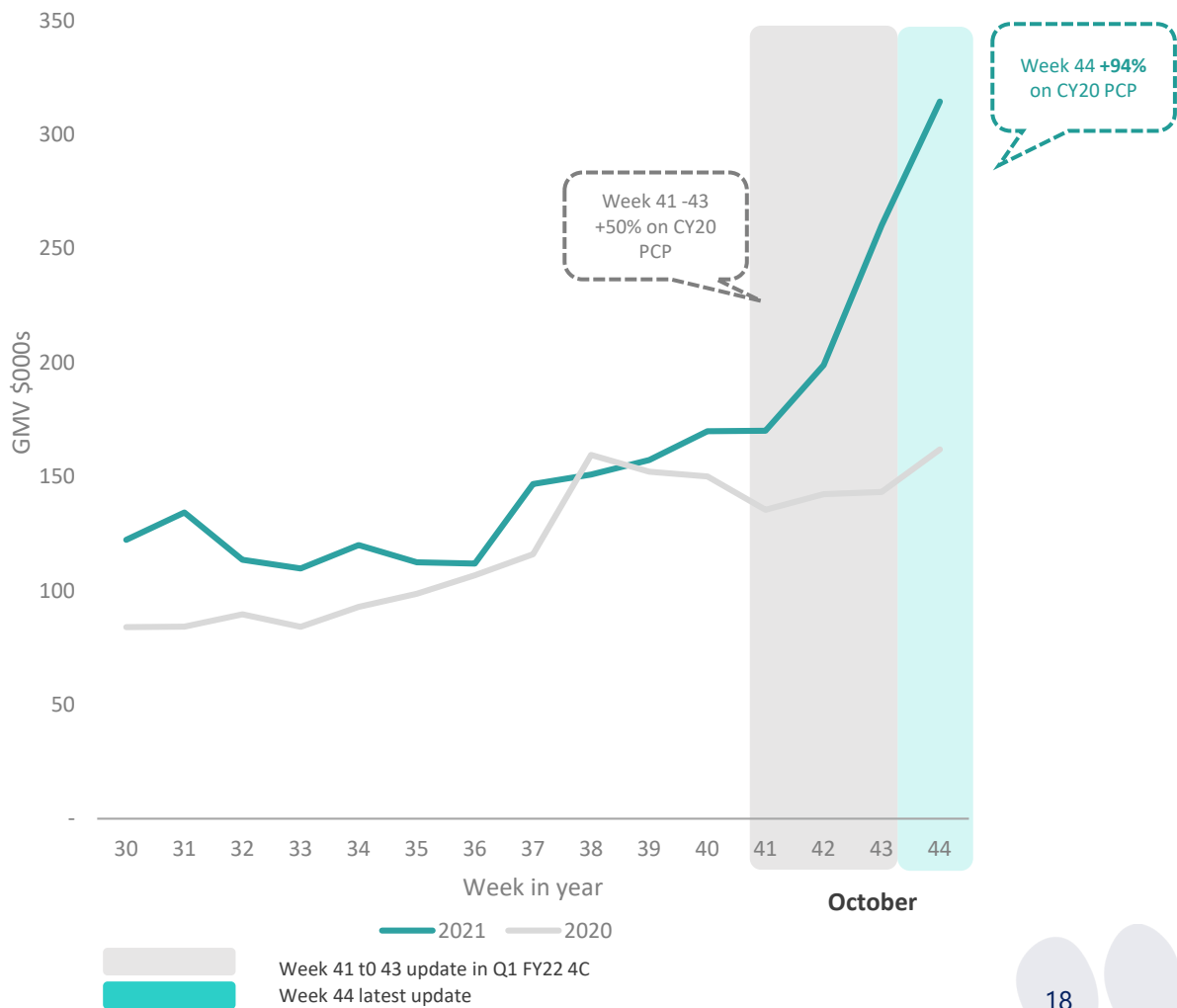
- The easing of restrictions in NSW and VIC with clear timelines and milestones for the reopening of domestic borders has driven a GMV acceleration since week 41 (start of Q2 FY22)
- Growth largely coming from NSW and VIC with further growth expected from QLD in the coming weeks once vaccination rates hit targets

Additional market themes expected to further fuel marketplace growth in the quarter

- ✓ Return of international travel
- ✓ Further easing of domestic border restrictions
- ✓ Increased pet ownership during the pandemic



Latest Update: Week 44 Marketplace GMV in \$000s +94% Vs CY20



<sup>1</sup>GMV is a non-IFRS measure, it represents the total value of transactions processed by Mad Paws, on a cash basis, before deducting pet service provider payments, cancellations and refunds, chargebacks, discounts and GST.

# Investing in Capability to Accelerate Growth and Deliver Scale

## 1. PEOPLE

Attracting exceptional talent to the Mad Paw's pack, complementing the existing team

### Graham Mason, CFO



15 years of senior finance and commercial experience with experience in digital, consumer and finance industries.

Previously, Finance Director at Virgin Active Australia & Senior Finance Director at HotelClub

**Favourite dog breed:** Border Collie

### Mike Yap, Head of Product



Over 20 years experience in leadership roles across digital product and design, from startups to multinationals. Significant marketplace experience, with Gumtree and Hipages.

**Favourite dog breed:** German Shepherds

### Kate Herbert, GM Toys & Treats



Over 12 years of experience in strategy and the digital space.

Lead Product and Tech for subscription products at Australia Post and Holland & Barrett

**Favourite dog breed:** Labrador

## 2. PROCESS

Investing in data capture to enhance insights to provide more customised services

### Agile operating structure



Whole company now run on Agile methodology. 2-week sprints for the whole company, including technology, product, marketing, cx and finance teams

Creation of cross-functional teams focused on particular parts of the business in order to support growth and different business streams

### Leverage Data to customize and cross sell



Developing single customer view through implementation of company wide CRM and data management platform.

Expanding data science capabilities to drive customer retention and personalization

### Expanding capacity



Consolidating subscription vertical logistics operations in new warehousing facilities

10x increase in size footprint to support current and expected growth

## 3. TECHNOLOGY

Futureproofing the business and allow scale up and global expansion

### Subscriptions Platform 2.0



Migrating from Shopify to customized Adobe Commerce platform

Allows for single customer sign on, improved data and analytics and customized customer account sections improving customer engagement and retention

### SEARCH ALGORITHM



Developing a data driven approach to improve users needs and experiences through better sitter and owner matching, improving customer conversion and retention, while decreasing platform disintermediation

### Scalability



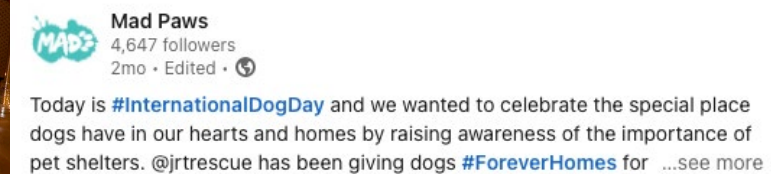
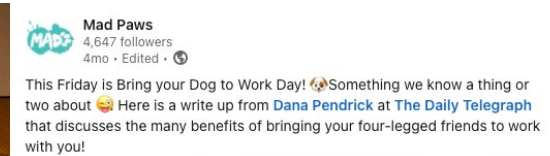
Moving towards a microservices infrastructure, which will help us with our delivery speed and scalability.

Major changes to our search set up and SEO infrastructure which will ultimately result in better rankings and more organic traffic

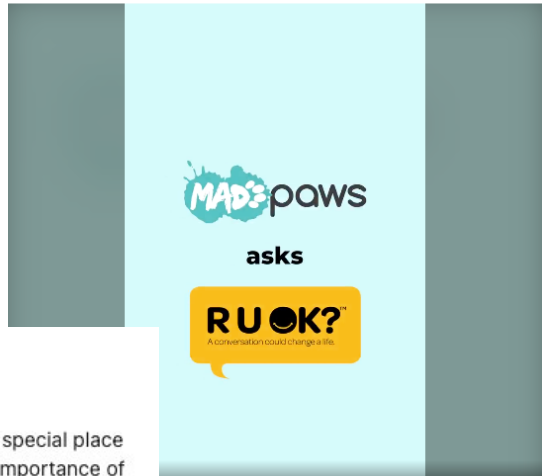
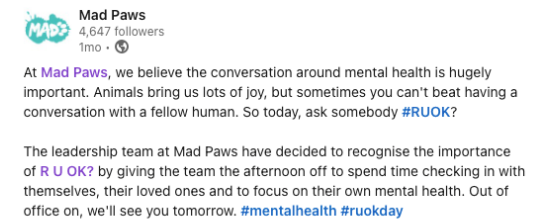
# Caring for our Colleagues and Community



- At Mad Paws we are guided by our values and principles and firmly believe the teams varied and unique skills combined will drive growth
- Our obsession with pets and people runs deep and we are committed to support our community through internal and external initiatives



International Dog Day 2021





## Strategic Focus For FY22

### **Pet Services Marketplace**

Build our flywheel of more owner requests, more matches, more data, better matches, increased bookings . Be ready to take full advantage of Covid lockdowns easing

### **Pet Product Subscription Offerings**

Build Australia's leading pet subscription platform with a focus on cross-sale between all our assets

### **Pet Life Cycle management – Health as a Key Focus for FY22**

Focus on healthy additions to our food offerings and adding additional services in the health vertical

### **Curated Ecommerce**

Utilising the logistics setup and the data we have to provide curated products to our customer we know they want



# Mad Paws Is Capitalising On The Recovery With Accelerated Growth



**Pet ownership has dramatically increased with** 69% of all Australians now owning at least one pet, 47% of which are dog owners and 30% cat owners<sup>1</sup>



**Pet humanization and premiumization is driving an increase** in spend on pet services and pet needs



**Pet Industry is now worth \$30.3B in Australia** and the popularity of gourmet meals continues to rise<sup>1</sup>



**Covid has accelerated the shift from offline to online validating the future demand and growth** in pet care services and subscription services



**Strong start to FY22 with pent up demand for travel building;** tailwinds ahead for the marketplace with lockdown restrictions eased – demand for pet sitters



**Global peers in the pet marketplace category (Rover)** have seen fast recovery as travel opens globally pent-up demand for travel



**Growing Recurring Revenue from Dinner Bowl and Waggly subscription services** supplementing core business and diversifying revenue streams



**Strong balance sheet with \$9.9m of cash** at 30<sup>th</sup> of September, provides capacity to invest in FY22 to enhance the pet lifecycle



# THANK YOU

# | Appendix



## FY 21 Profit & Loss

In millions	2020	2021	\$ change	% change
<b>Gross Marketplace Value (GMV)</b>	<b>10.2</b>	<b>12.6</b>	<b>2.4</b>	<b>24%</b>
Marketplace revenue	2.0	2.4	0.4	18%
Subscription revenue	-	0.5	0.5	nm
Ecommerce revenue	-	0.0	0.0	nm
<b>Revenue</b>	<b>2.0</b>	<b>2.9</b>	<b>0.9</b>	<b>43%</b>
<b>Operating expenses</b>				
Employee benefits expense	(1.4)	(3.2)	(1.8)	-128%
Marketing expenses	(1.4)	(2.1)	(0.7)	-54%
Professional and consultancy expenses	(0.1)	(0.2)	(0.1)	-129%
IT expenses	(0.6)	(0.8)	(0.2)	-31%
Raw materials and consumables used	(0.0)	(0.4)	(0.4)	nm
Delivery expenses	(0.0)	(0.2)	(0.2)	nm
Other operating expenses	(0.6)	(0.7)	(0.1)	-22%
<b>Operational EBITDA</b>	<b>(2.0)</b>	<b>(4.7)</b>	<b>(2.7)</b>	<b>-131%</b>
<b>Non operating, non recurring income and costs</b>				
R&D grant & COVID government support	0.4	0.6	0.3	83%
IPO, acquisition expenses	(0.0)	(0.9)	(0.9)	nm
Depreciation and amortisation expense	(0.2)	(0.2)	(0.0)	-24%
Share-based payments expense	(0.3)	(6.6)	(6.3)	-2352%
Other non-recurring items	-	(0.0)	(0.0)	nm
Net interest (Expense)/Income	(0.0)	(0.1)	(0.1)	-307%
<b>Total non-operating, non recurring income and costs</b>	<b>(0.1)</b>	<b>(7.2)</b>	<b>(7.1)</b>	<b>-4760%</b>
<b>Net loss after tax</b>	<b>(2.2)</b>	<b>(11.9)</b>	<b>(9.7)</b>	<b>-445%</b>

### Commentary

- FY21 Revenue grew 43% to \$2.9m with marketplace revenue increasing 18% to \$2.4m driven from the improvement in marketplace bookings (+43%) as domestic borders opened in the 2nd quarter of the financial year. Our subscription Pet food businesses launched in the period and contributed \$0.4m revenue. Waggly, which we acquired in June, contributed an initial \$0.1m in subscription revenue and \$0.05m in e-commerce revenue. 81% of the subscription revenue was contributed in the second half of FY21.
- Operational EBITDA loss for the year was \$4.7 million, an increase of \$2.7 million from FY20. The increase partly represents the rebasing of expenses post the initial COVID impact and investments for future growth.
- Marketing cost increased \$0.7m to \$2.1m for FY 21, with \$0.4m relating to the return to a normal level of marketing costs following the pause in activity during the COVID impact in FY20. The balance represents investments to increase customer acquisition in our marketplace and to support the launch of subscription businesses in the year.
- The launch of our Pet food subscription product, Dinner Bowl as well as the acquisition of toys and treats business, Waggly increased raw materials and consumables to \$0.4m and delivery expenses to \$0.2m.



## FY 21 Summary Balance sheet

In millions	30-Jun-20	30-Jun-21
Cash	1.0	12.5
Other receivables	0.2	0.4
Stock	-	0.2
Prepayments	-	0.1
<b>Current assets</b>	<b>1.2</b>	<b>13.2</b>
PPE	-	0.1
Right of use Asset	0.2	-
Intangibles	0.8	3.6
<b>Non current assets</b>	<b>1.0</b>	<b>3.7</b>
Accounts Payable	(0.1)	(0.8)
Other payables	(0.3)	(0.9)
Deferred revenue	(0.0)	(0.1)
Borrowings	-	(0.0)
Lease liabilities	(0.2)	-
Sitter deposit	(0.5)	(1.1)
<b>Total liabilities</b>	<b>(1.1)</b>	<b>(2.9)</b>
<b>Net assets</b>	<b>1.1</b>	<b>14.0</b>

### Commentary

- \$12.5m in cash at 30 June 21, well capitalized and ready to invest in our growth strategy
- Inventory of \$0.2m as a result of launch of Dinner Bowl raw and the Kibble launch in July 21. The Waggly acquisition in June resulted in an increase in inventory on \$0.1m
- Intangibles relate to goodwill on the Waggly acquisition and capitalised web development costs
- Accounts payable increased by \$0.7m with \$0.2m due to the Waggly acquisition and the balance due to the investments in our growth strategy
- Other payables largely relates to year end employee related items and accrual's
- Lease liabilities of \$0.2m in the prior year related to the adoption AASB16 leases . During FY21 we terminated this lease and moved to a month to month lease arrangement in co-working space.
- Sitter deposits represent the amount owing to Pet sitters and other marketplace service providers. These amounts are paid to sitters following the successful completion of the booking. \$0.6m increase year over year is due to the lapping of the COVID effected period of Q4 FY20 with considerably booking volumes at that time.



# Board and Management



**Jan Pacas**  
Chairman & Co-founder

15+ years of experience in both large multinational corporations as CEO leading up to \$1 Billion dollar businesses as we as founder of 2 digital technology companies .

Currently founder of All G Foods a food tech company .



**Justus Hammer**  
Group CEO, Exec Director & Co-founder

15 years of retail and e-Commerce experience, specialising in online marketplaces, business processes, fund raising and start-up investing.

Advisor and early investor to Airtasker, Advisor to VICE Golf. Previously Advisor to Docbook, Non-Executive Director to Tempurer and CMO of Mint Wireless

Previously co-founded and successfully exited Spreets



**Mike Hill**  
Director

Mike is a co-founder of Bombora Group, a pre IPO and listed equities boutique growth investor based in Sydney. He was a former Operational Partner of Ironbridge from 2004 to 2014, a private equity firm with \$1.5bn funds under management. Prior to this, he was a Partner at Ernst & Young.

Mike is currently on a number ASX and non-ASX board's including Chair of Janison Education Group (ASX: JAN), Pacific Knowledge Systems Limited (ASX: PKS), Design Milk Co Ltd (ASX: DMC), Orbx Limited, and Mobecom Limited.



**Josh May**  
Director

Josh has over 20 years' corporate advisory experience including working for Ernst & Young in Sydney. Josh is a portfolio manager of the Bombora Special Investment Growth Fund.

Josh currently serves as Chair of LVX Global, is a non-executive Director of Valory Resources Inc (Canada), a Director of Bombora Investment Management Pty Ltd



**Vicki Aristidopoulos**  
Non-exec Director

More than 20 years in executive roles in e-commerce media, content and fintech. Vicki is a career Marketing, brand, customer growth expert.

Previous roles include CMO at Afterpay, NewsCorp Executive Director, Fairfax CMO, CommSec and Foxtel.

Vicki currently sits on the advisory board of Freely and is an independent advisor to POS tech provider Doshii



**Alexis Soulopoulos**  
CEO new business, Co-founder

7 years of start-up growth and senior management experience, specialising in online market places, subscription, team development, consumer services and online distribution.

Co-founded the Sharing Hub, Sharing Economy Accelerator

Forbes 30 Under 30 Asia (2019), Young Executive of the Year (2020)



**Graham Mason**

CFO

15 years of senior finance and commercial experience in major companies and start-ups with experience in digital, consumer and finance industries.

Most recently, he was Finance Director at Virgin Active Australia. Prior to that, he was CFO at the ASX listed 1ST Group Limited (1ST) a digital platform that connects health providers with patients and Senior Finance Director at HotelClub Pty Limited (Part of Orbitz Worldwide) an online travel agency.



**Mike Yap**  
Head of Product

Over 20 years experience in leadership roles across digital product and design, from startups to multinationals. Significant marketplace experience, formerly Head of Product at Gumtree and Head of Experience at Hipages.

Previously led product and design innovation at CBA and other Financial Services companies worldwide



**Kate Herbert**  
GM of Toys and Treats

Over 12 years of experience in strategy and the digital space.

Kate headed up Product and Tech for subscription products at Australia Post and Holland & Barrett and before Corporate Strategy at Australia Post and ANZ



**Karim Mouahbi**  
Head of Marketing

9 years of start-up marketing and senior management experience, specialising in international e-Commerce, marketplace and performance marketing strategies and management

Previously Global Head of Search Marketing at Food Panda and Senior Marketing Manager at The Iconic