

personal use only

CETTIRE

FY22 FULL YEAR RESULTS PRESENTATION  
30 AUGUST 2022



personal use only

1

FY22 HIGHLIGHTS

CETTIRE

# HIGHLIGHTS FY22

## RECORD RESULTS POSITION CETTIRE FOR ONGOING PROFITABLE GROWTH

### FY22 Reported

**+131%**

Gross revenue<sup>1</sup>  
to \$287.8m

**+127%**

Sales revenue  
to \$209.9m

### FY22 Operating Metrics

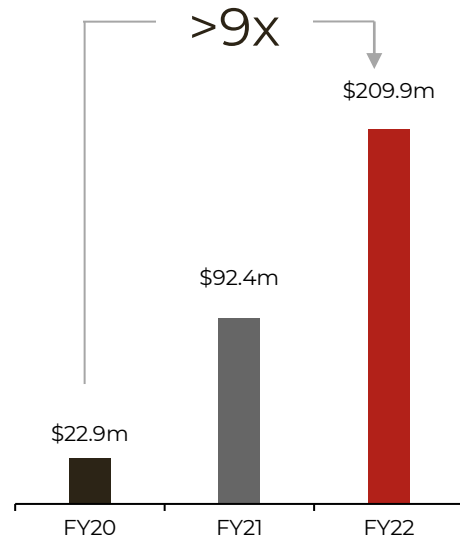
**+221%**

Unique Web Traffic  
(44.7m)

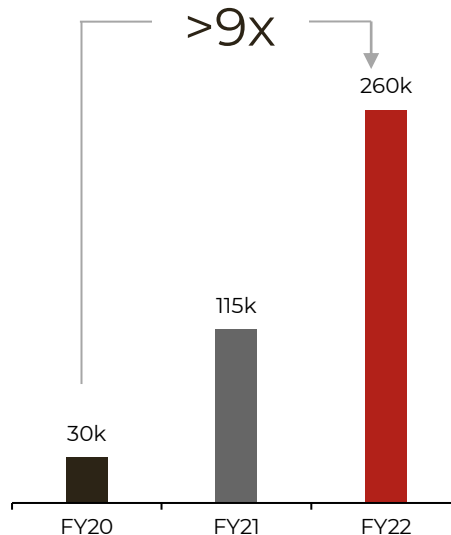
**+127%**

Active customers<sup>2</sup>  
(260k)

#### Sales revenue



#### Active customers<sup>3</sup>



### FY23 Outlook

Self funding strategy

EBITDA positive in FY23

Strong early FY23 trading

(July adj. EBITDA +\$2m<sup>3, 4</sup>)

Note: all growth metrics represent year on year growth vs FY21

1. Cettire uses gross revenue as a non-IFRS measure of business performance and represents revenue prior to returns and allowances

2. Active Customers are unique customers who have made a purchase in the last 12 months

3. Unaudited management accounts

4. Cettire uses Adjusted EBITDA as a non-IFRS measure of business performance which excludes expenses associated with the IPO, share-based payments, unrealised FX movements and loss/ (gain) on FX contracts

# HIGHLIGHTS FY22

## SIGNIFICANT PLATFORM OPTIMISATION UNDERTAKEN DURING H2

### Key H2 operational milestones:

- ✓ Completed migration to proprietary storefront software
- ✓ Continued localisation; broadening of geographical revenue base
- ✓ Mobile apps launched – >15% of volume within 4 months of launch
- ✓ Significant growth in supply chain, supported by revenue scaling
- ✓ Organisation capability growth via key engineering hires
- ✓ Foundations laid for China expansion and partnership with JD
- ✓ Beauty category expansion

### Well positioned to return to profitable growth; greater optimisation:

- ✓ No inventory business model
- ✓ Re-negotiated key commercial contracts (full run rate savings from 1 July 2022)
- ✓ Purposeful moderation in brand investments in FY23
- ✓ Continue to optimise mix of customer acquisition investment across established (top-3) and emerging markets<sup>3</sup>
- ✓ China expansion and Beauty launch timeline adjusted to FY23

**>400k**  
Orders (+137%)

**50%**  
Gross revenue<sup>1</sup> from repeat customers

### Trust Pilot Rating<sup>2</sup>

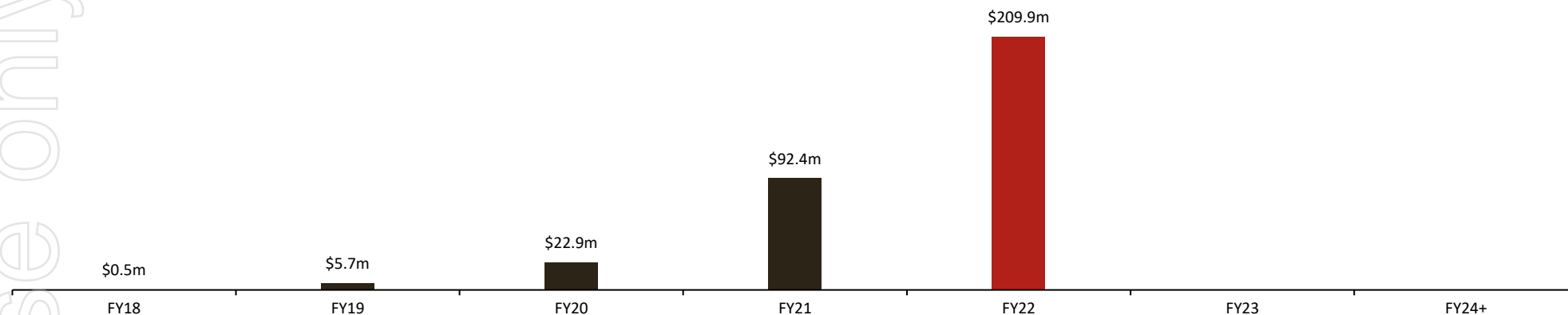


**~113k<sup>2</sup>**  
Published in-stock products on platform

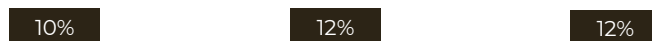
# CETTIRE'S CONTINUED EVOLUTION

CETTIRE HAS AN ENVIABLE ABILITY TO REMAIN AGILE, MAINTAINING STRATEGIC FLEXIBILITY

## Sales revenue



## EBITDA margin<sup>2</sup>



### Pre-IPO Proving capability

- Highly focused on **developing and proving capability**
- Select investments to position for growth
- Operated as a **self-funding, profitable business**

### Since IPO Supercharged growth

- **Significant investment to accelerate path to scale**, utilising IPO proceeds
- **Material de-risking of operating model**
  - Revenue diversification
  - Supply chain breadth and depth
  - End-to-end proprietary tech
- **New growth pathways established**
  - Emerging Markets, China, Kids, Beauty
- **Significant business optimisation completed in H2 FY22**, enabling improved FY23 profitability

### FY23 Profitable growth

- **A more diverse business**, as a result of investment
- **Enhanced opportunity for future growth**, having significantly expanded geographic mix, suppliers, customers and key partners
- **Improved unit economics** anticipated
- Management flexing operating levers and financial settings to **deliver profitable growth**
- Cettire has already demonstrated it can be a **highly profitable business<sup>2</sup>**
- **Self-funding strategy**

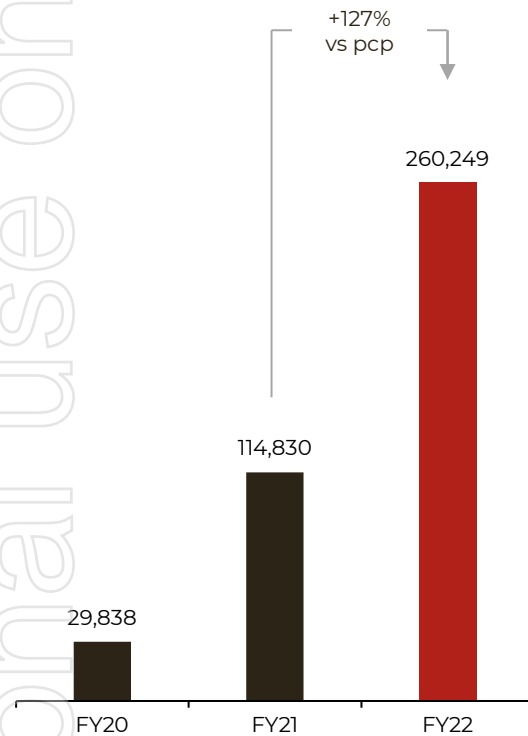




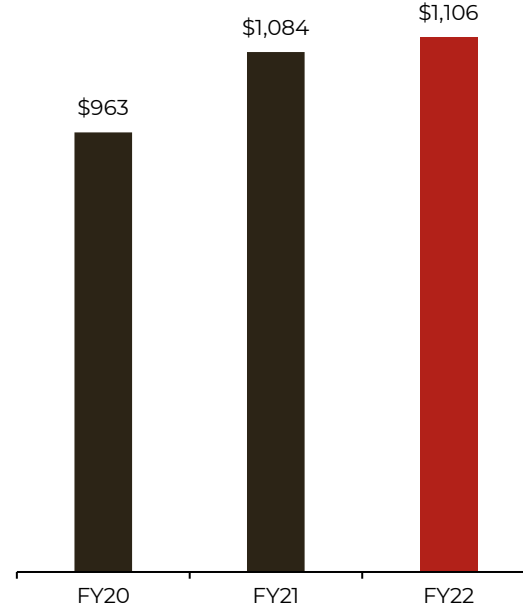
# RECORD CUSTOMER GROWTH, IMPROVING WALLET SHARE

## EXCEPTIONAL NEW CUSTOMER ACQUISITION AND GROWING REVENUE PER CUSTOMER

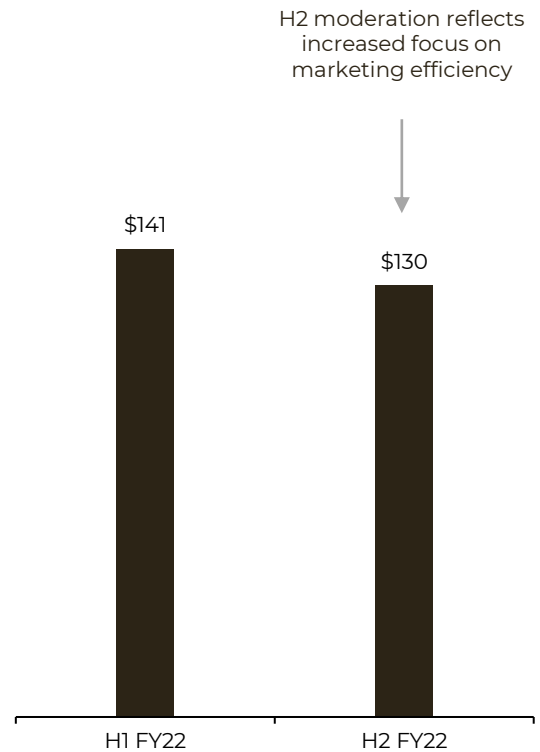
Active Customers<sup>1,3</sup>



Gross revenue per active customer<sup>1, 2, 3, 5</sup>



Customer acquisition cost<sup>3,4</sup>

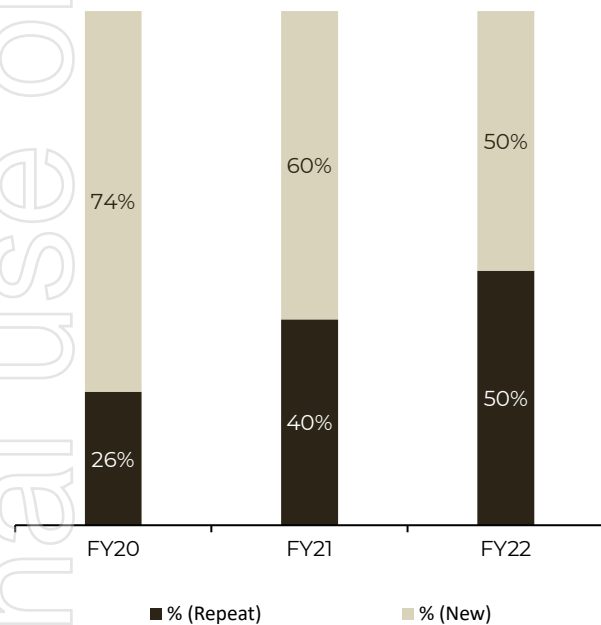


1. Active Customers are unique customers who have made a purchase in the last 12 months
2. Cettire uses gross revenue as a non-IFRS measure of business performance and represents revenue prior to returns and allowances
3. Unaudited management accounts
4. Customer Acquisition Cost is calculated as total marketing costs excluding brand investment divided by new customer acquisitions during the period
5. Gross revenue per active customer differs from AOV due to orders per active customer >1x

# IMPROVING CUSTOMER LIFETIME VALUE

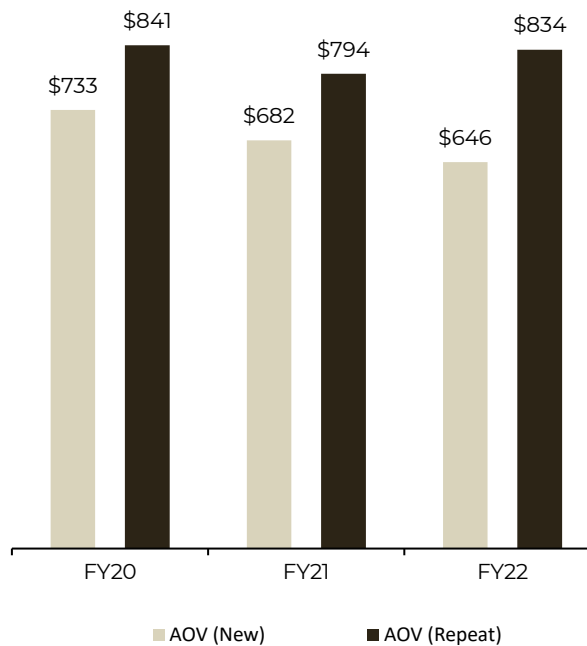
WELL POSITIONED TO DRIVE LONG TERM REVENUE GROWTH AND ENHANCE LIFETIME VALUE

Growing share of gross revenue from repeat customers<sup>1, 2</sup>



Growing Customer Loyalty

Repeat customers spending more per order<sup>1</sup>



Growing Basket Size Driving Higher AOV for Repeat Customers

Increased purchase frequency by repeat customers<sup>1</sup>



Growing Order Frequency



# FINANCIAL PERFORMANCE

## CONTINUED RAPID GROWTH

## H2 FY22 OPTIMISATION TO IMPROVE GO-FORWARD UNIT ECONOMICS

\$'000	FY22	FY21	Growth %
Sales revenue	209,884	92,409	127%
Delivered margin	37,359	21,976	70%
EBITDA (Adjusted) <sup>1</sup>	(21,475)	2,349	
EBITDA (Reported)	(24,114)	797	
Statutory net profit after tax	(19,062)	(251)	
Key metrics			
Gross revenue <sup>2</sup>	287,760	124,455	131%
Delivered margin %	17.8%	23.8%	
Paid acquisition % Sales revenue <sup>3</sup>	14.9%	10.8%	
Returns rate	27.1%	25.7%	
AOV	702	723	
Brand investment	11,779	1,800	

- Record sales revenue of \$209.9m and continued exceptional growth of +127% y/y
- H2 delivered margin impacted by higher fulfilment costs
- Fulfilment costs higher than anticipated, driven by:
  - Higher unit costs
  - Elevated return rate
  - Mix shift to higher cost, higher duties markets
- Higher marketing investment across paid acquisition and brand to support the launch of our proprietary storefront
  - Marketing investment optimised through H2 as we increased focus on marketing efficiency
- Growth proactively moderated during Q4 as the Company recalibrated operating settings, focusing on improved unit economics
- Continued strong growth in Q1 FY23 without compromising unit economics as operating settings and marketing investment further optimised

1. Cettire uses Adjusted EBITDA as a non-IFRS measure of business performance which excludes expenses associated with the IPO, share-based payments, unrealised FX movements and loss/ (gain) on FX contracts

2. Cettire uses gross revenue as a non-IFRS measure of business performance and represents revenue prior to returns and allowances

3. Marketing expenses excluding Brand investment

# BALANCE SHEET

## PRUDENT SETTINGS FOLLOWING PERIOD OF SIGNIFICANT INVESTMENT

\$'000	June 2022	June 2021
Cash and cash equivalents	22,673	47,131
Other current assets	8,337	2,751
Intangibles	12,072	5,475
Deferred tax assets	11,267	1,837
<b>Total assets</b>	<b>54,350</b>	<b>57,186</b>
Trade and other payables	30,659	18,011
Deferred income	3,900	2,084
Other liabilities	2,603	1,327
<b>Total liabilities</b>	<b>37,162</b>	<b>21,423</b>
Issued capital	188,345	188,345
Re-organisation reserve	(150,619)	(150,619)
Share-based payments reserve	558	70
Retained earnings	(21,095)	(2,032)
<b>Total equity</b>	<b>17,189</b>	<b>35,763</b>

- Closing cash balance of \$22.7m, zero financial debt
- Year on year cash movement driven by:
  - Investment-driven operating loss
  - Development of technology platform and trademark portfolio
  - Offset by working capital benefit
- Movement in cash since December also reflects:
  - Seasonality (Q2 peak quarter)
  - One-off benefits in H1 from moving certain suppliers to terms
- Capital light model with very attractive working capital cycle
- Negative working capital model to continue to provide cash flow tail wind through growth phase

personal use only



3

---

BUSINESS UPDATE

CETTIRE



# FY23 STRATEGIC PRIORITIES

## LEVERAGING TECHNOLOGY TO ADD SIGNIFICANT VALUE ACROSS THE LUXURY VALUE CHAIN

1

### Continued growth in established markets<sup>1</sup>

Early in the market penetration story.

Digital share of wallet will continue to grow through secular shift to online.

Increased TAM potential.

### Underpinned by Broaden and deepen supply

Platform for all members of supply chain

2

### Increase penetration in emerging markets<sup>1</sup>

Enabled by migration to new, proprietary storefront software.

Supplements growth in Established Markets.

### Proprietary technology

End-to-end automation

3

### Expansion into new markets & verticals

Includes new geographies (China, etc).

Also extends to new adjacent verticals (beauty).

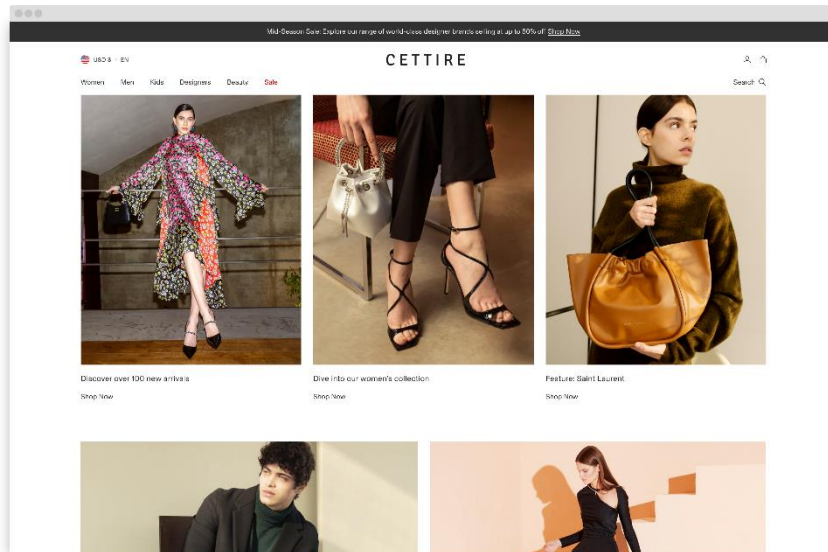
Further supports growing TAM.

Technology platform scales across new geographies and verticals.

# TECH INVESTMENT TO BUILD WORLD-CLASS USER EXPERIENCE

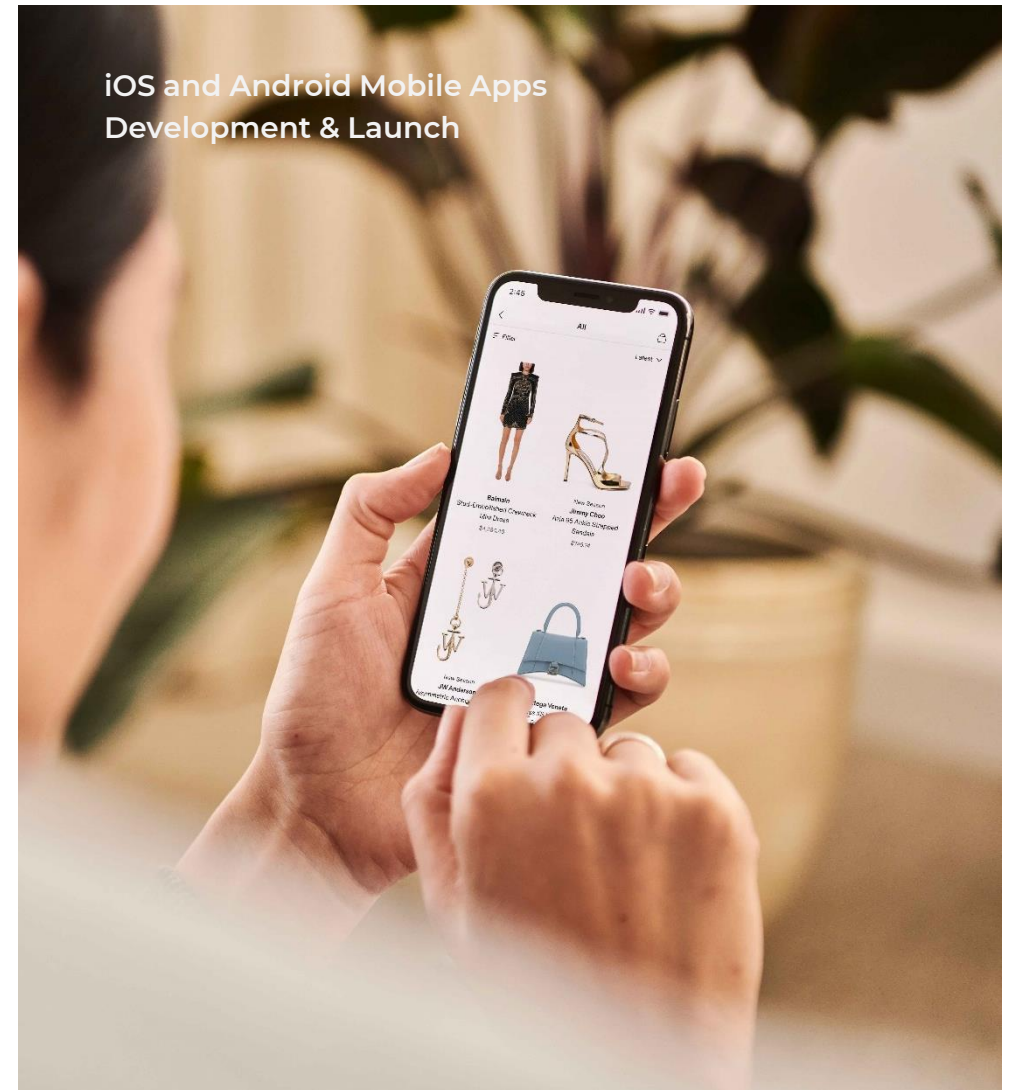
## PROPRIETARY STOREFRONT AND MOBILE APP SIGNIFICANTLY ENHANCING USER EXPERIENCE

Embedding proprietary e-commerce storefront, localisation enhancing global presence



Enabling increased penetration across 50 “emerging” markets<sup>1</sup>, in conjunction with increased localisation initiatives

iOS and Android Mobile Apps Development & Launch



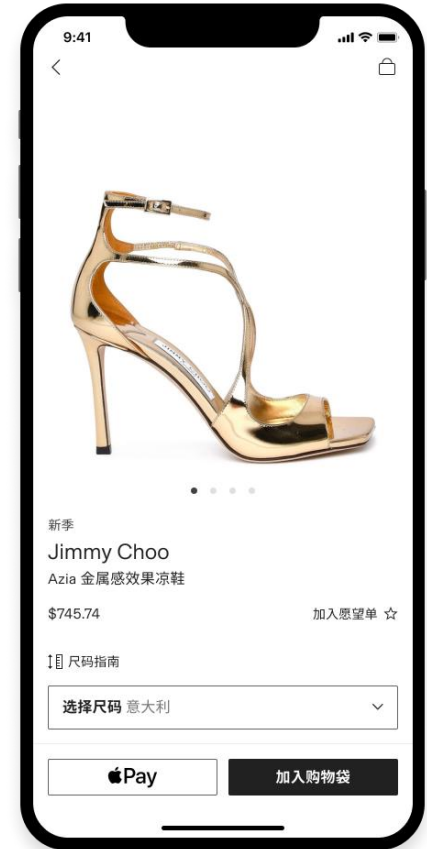
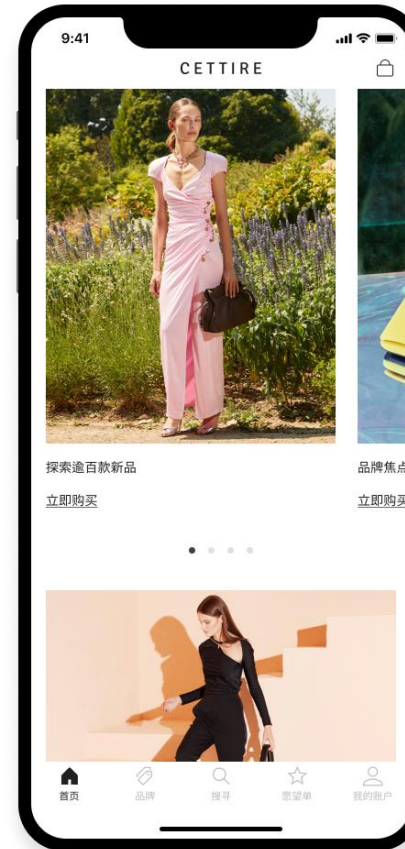
CETTIRE

1. “Established” includes top 3 markets of Australia, U.S. & UK. “Emerging” includes all other markets

# LOCALISATION EFFORTS ONGOING

## ENHANCED LOCALISATION TO BUILD BRAND AND PENETRATION IN EXISTING EMERGING MARKETS<sup>1</sup>

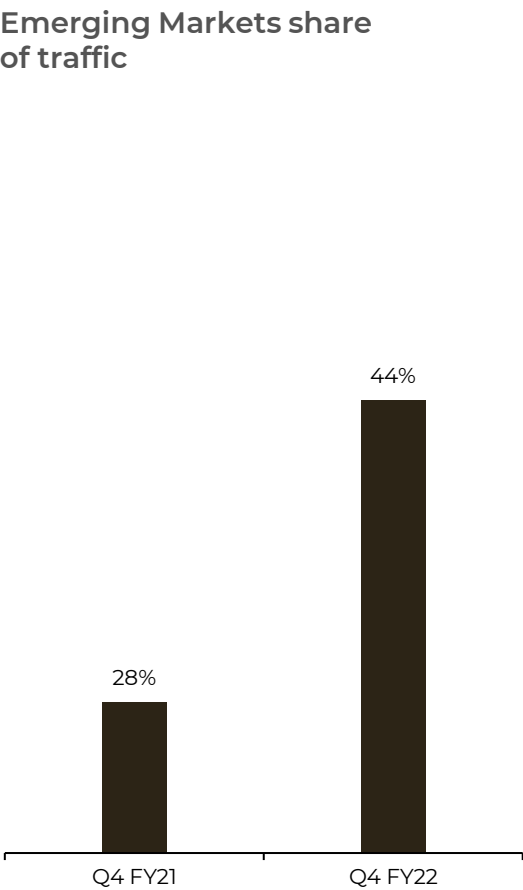
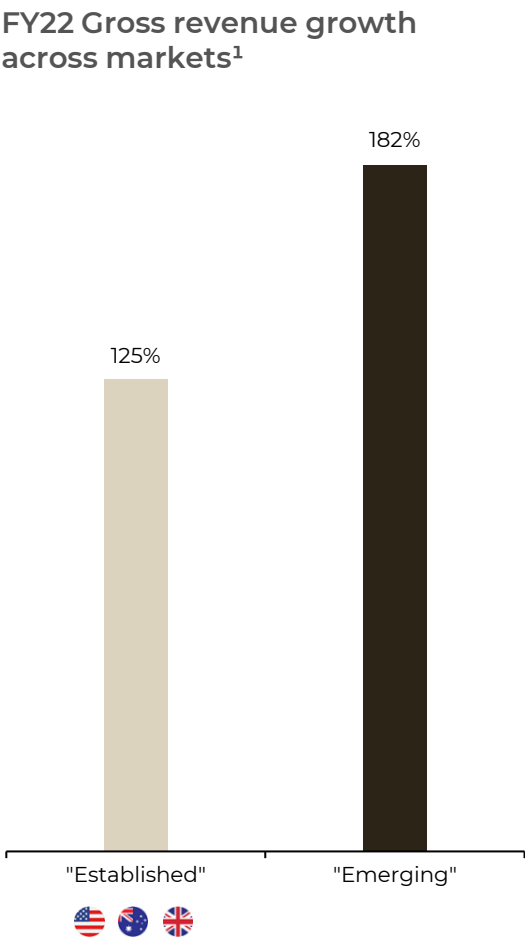
- Currently service 53 markets
  - English language only
  - 15 currencies accepted
  - Only 5 markets with localised payment options
  - 4 markets with BNPL
- Localisation initiatives in focus in FY23
  - Payment methods
  - Expanded BNPL partnerships e.g. Canada launch
  - Multi-language in tech pipeline





# STRONG GROWTH TRENDS IN EXISTING “EMERGING” MARKETS

STOREFRONT AND LOCALISATION TO FACILITATE NEXT LAYER OF PROFITABLE GROWTH



Note: all growth metrics represent year on year growth vs FY21  
1. Cettire uses gross revenue as a non-IFRS measure of business performance and represents revenue prior to returns and allowances  
2. "Established" includes top 3 markets of Australia, U.S. & UK. "Emerging" includes all other markets

# BUSINESS AND MARKETING MIX WILL SHAPE GROWTH METRICS

SEEKING TO BALANCE TRAFFIC AND CONVERSION RATE TO MAXIMISE OVERALL REVENUE GROWTH

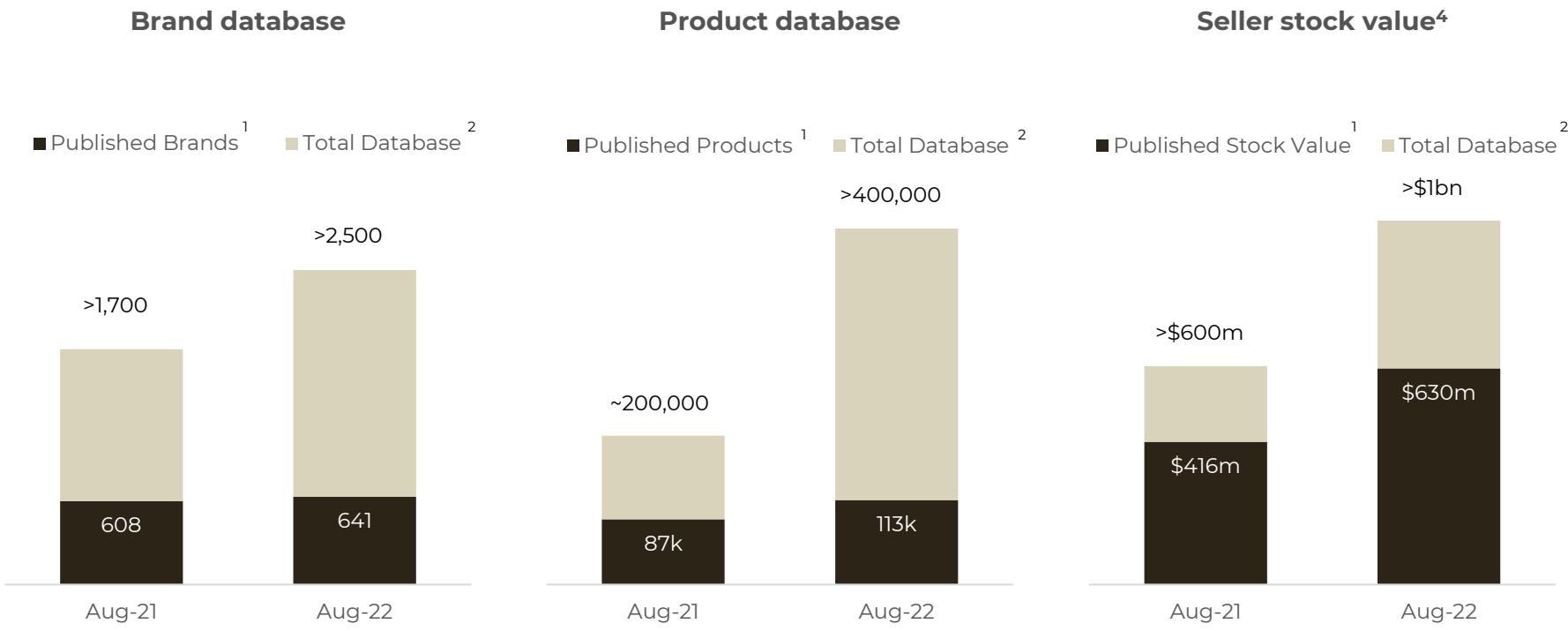
Business mix <i>vs Group average metric</i>		
	In established markets	In emerging markets
Conversion rate	Above	Below
CAC	Below	Above

Marketing mix <i>vs Group average metric</i>		
	From increased paid acquisition	From increased brand investment
Traffic growth	Below	Above
Conversion rate	Above	Below
Objective	↑ Sales	↑ Awareness

- Both conversion and traffic growth will adjust as a result of changes to our business mix as well as marketing mix
- We aim to grow both traffic and conversion over the medium term
- Underlying metrics in individual markets are closely tied to lifecycle stage
- Our emerging markets experience illustrates lower conversion initially
  - Conversion rates in these markets should improve over time with growth in repeat customers and brand awareness
- **Group to be operated to drive profitable revenue growth in FY23**
  - Greater emphasis on most efficient, faster payback marketing channels
  - Continue to refine balance of marketing investment between established and emerging markets

# SUPPLY CHAIN MOMENTUM

## SUPPLY CHAIN CONTINUES TO GROW STRONGLY



Deep and diverse supply relationships

No material concentration risk

Platform for all members in luxury supply chain

Underpinned by contracts

Typically, multiple suppliers for brand and product

Continued growth in direct brand relationships<sup>3</sup>

1. Published in-stock products and brands  
2. Total database of in-stock products and brands that Cettire has access to via its contracted supply network  
3. Not expected to be material to revenue in FY23  
4. Aug-21 re-translated at AUD/EUR 0.69



personal use only



4

OUTLOOK

CETTIRE

# FY23 PROFITABILITY DRIVERS

## MULTIPLE LEVERS ALREADY SUPPORTING PROFITABILITY

### Marketing investment

- Moderation in paid acquisition investment level in FY23 as % of sales revenue<sup>2</sup>
- Leverage repeat customer activity

### Marketing mix

- Significant moderation in brand investment<sup>2</sup>
- Greater emphasis on most efficient, faster payback marketing channels<sup>2</sup>
- Continue to refine balance of marketing investment between established and emerging markets<sup>1</sup>

### Improved commercial conditions to optimise unit economics

- Key commercial contracts for logistics and payments already re-negotiated in-line with scale

### Improved logistics flow

- Continued optimisation of trade flows to manage fulfilment costs

### “Free returns”

- Proposition scaled-back, materially reducing fulfilment cost

# FY23 TRADING UPDATE AND OUTLOOK

## SELF-FUNDING OPERATING MODEL, TARGETING PROFITABILITY IN FY23

- Our positive trading momentum has continued into H1 FY23:
  - July 2022 sales revenue<sup>2</sup> increasing +67% on the pcp; and
  - August (to 26th) sales revenue<sup>2,4</sup> also increasing +67% on the pcp
- We are operating the business to **maximise profitable revenue growth** whilst also **self funding**
- Near term investment priorities are customer acquisition, technology investment, building organisational capability
- EBITDA positive in FY23
- Unit economics demonstrating material improvement following optimisation initiatives implemented through H2 FY22, with delivered margin<sup>2</sup> >20% in July-22
- Strong July-22 adj. EBITDA performance +\$2m<sup>2,3</sup>

### Early look into FY23

## +67%

Sales revenue<sup>1, 2</sup> during the month of July and the month of August (to 26<sup>th</sup>)<sup>2,4</sup>

## >20%

Delivered margin<sup>2</sup> during the month of July

## +\$2m

Adj. EBITDA<sup>2,3</sup> during the month of July



APPENDIX

CETTIRE





# CETTIRE OVERVIEW

CETTIRE IS A GLOBAL ONLINE LUXURY RETAILER

## CETTIRE

### Selection



>400,000 products<sup>1</sup>



>2,500 brands<sup>1</sup>



>\$1 bn stock value<sup>1</sup>

### Customers



>260,000 Active Customers<sup>2</sup>



44.7m unique website visits<sup>2</sup>



50% of Gross revenue from returning customers<sup>2</sup>

### Economics



53 markets



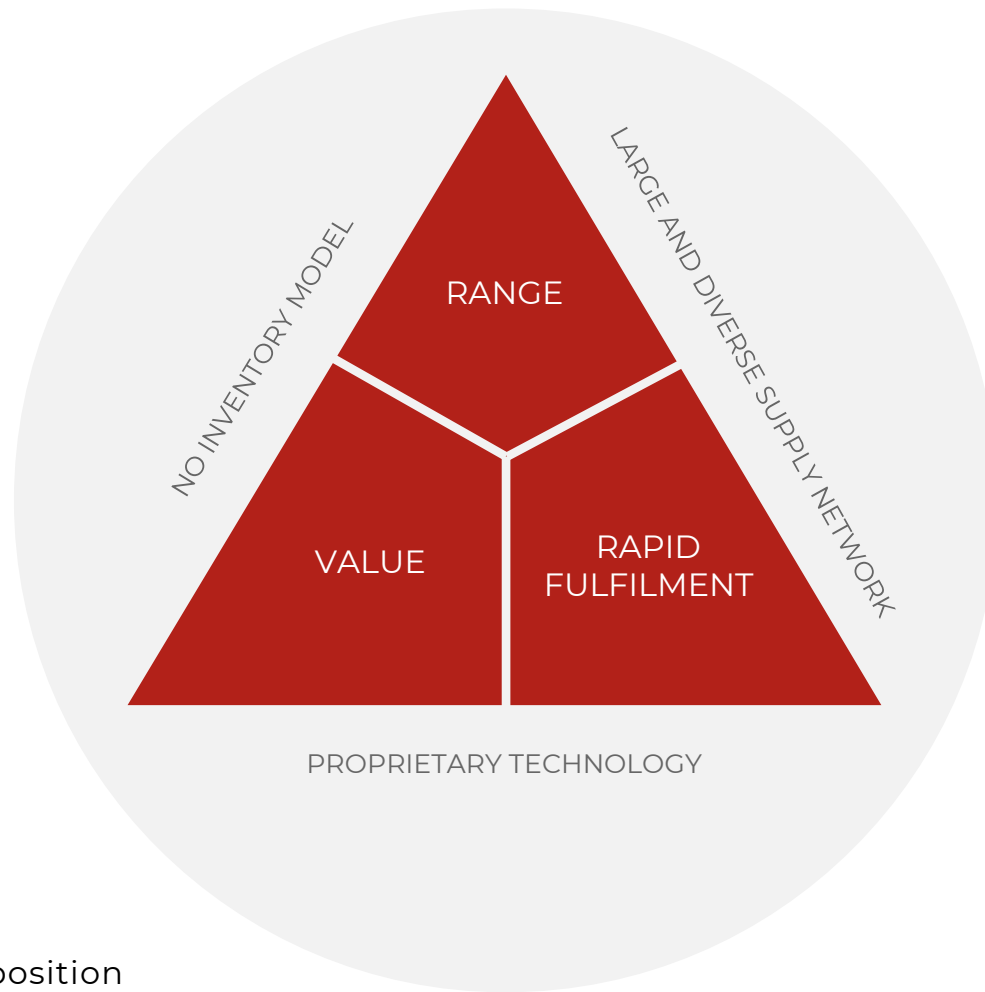
~90% international revenue<sup>2</sup>



>\$200m revenue<sup>2</sup>

# CETTIRE VALUE PROPOSITION

CETTIRE OFFERS ONE OF THE LARGEST SELECTIONS OF LUXURY ONLINE. WE OFFER COMPETITIVE PRICING AND RAPID FULFILMENT, ENABLED BY OUR HIGHLY SCALABLE PROPRIETARY TECHNOLOGY



Customer value proposition

Key enablers

CETTIRE

# MASSIVE + GROWING TAM, STRUCTURAL TAILWINDS

THE PERSONAL LUXURY GOODS MARKET IS A A\$410B GLOBAL INDUSTRY

## Massive + Growing TAM

Global Personal Luxury Goods Market

2021E

**\$410**

~7%  
CAGR

2025F

**\$536b**

## Online Penetration

% Online Penetration

2021E

**22%**

~8%  
CAGR

2025F

**30%**

## Millennial and Gen Z

Millennial and Gen Z as a % of  
Global Personal Luxury Goods Market

2021E

**63%**

~3%  
CAGR

2025F

**>70%**

## China Growth

Share of sales  
from Chinese Consumers

2021E

**23%**

~15%  
CAGR

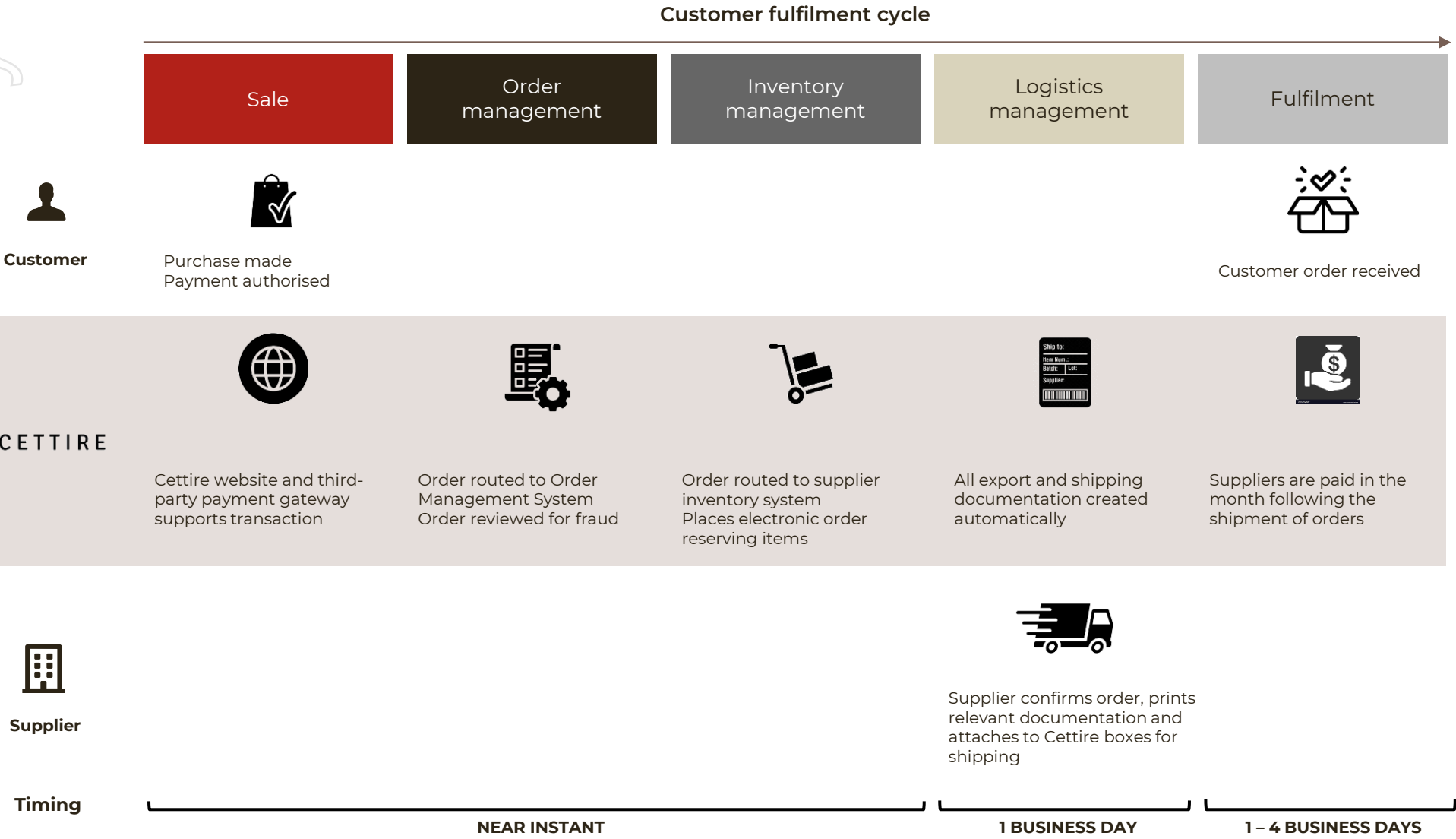
2025F

**40%**

# CUSTOMER FULFILMENT ON THE CETTIRE PLATFORM

PROPRIETARY TECHNOLOGY TO MANAGE AND AUTOMATE ALL STAGES OF CUSTOMER ORDER FULFILMENT

personal use only





# CETTIRE REMAINS WELL-POSITIONED FOR ONGOING GROWTH

- ✓ **Massive + growing TAM**, with structural tailwinds
- ✓ **Global** platform and opportunity, with traction in multiple markets
- ✓ Track record of **explosive growth** and cash generation
- ✓ **No inventory** business model, delivering capital efficient growth and compelling risk reward
- ✓ **Technology driven DNA**, enabling exceptional scalability
- ✓ **Proprietary technology**, facilitating highly profitable customer acquisition and automated order fulfilment
- ✓ **Entrenched and diverse relationships with suppliers**, providing secure access to a huge brand catalogue
- ✓ **Impressive unit economics** (high AOV) and increasing repeat customer spend (growing LTV)
- ✓ **Founder led**, dedicated management team

# IMPORTANT NOTICE AND DISCLAIMER

The information contained in this document and discussed at this presentation (collectively, the Presentation) has been prepared by Cettire Limited (ACN 645 474 166) (**Cettire** or the **Company**). The Presentation is subject to the conditions outlined below. Your receipt or viewing of the Presentation evidences your acceptance of those conditions and that you agree to be bound by them.

## NO OFFER OF SECURITIES

The Presentation is not a prospectus, product disclosure statement, disclosure document or other offer document under Australian law or under any other law. It does not and is not intended to constitute an offer for subscription, financial product advice, invitation, solicitation or recommendation by any person or to any person with respect to the purchase or sale of any securities or financial products in any jurisdiction, and also does not form the basis of any contract or commitment to sell or apply for securities in Cettire or any of its subsidiaries or related entities.

The information contained in the Presentation has been prepared without taking account of any person's investment objectives, financial situation or particular needs and nothing contained in the Presentation constitutes investment, legal, tax or other advice. You must not rely on the Presentation, and must make your own independent assessment and rely upon your own independent taxation legal, financial or other professional advice.

## FINANCIAL DATA

All information in the Presentation is in Australian dollars unless otherwise stated. Financial data calculating totals and percentages may be subject to rounding.

The Presentation contains certain pro forma and non-IFRS financial information. Such financial information has not been prepared in accordance with disclosure requirements of applicable accounting standards and other mandatory reporting requirements in Australia.

## FORWARD LOOKING STATEMENTS

The Presentation contains certain forward looking statements, including estimates, projections and opinions (**Forward Looking Statements**). We use words such 'will', 'may', 'intend', 'seek', 'would', 'should', 'could' 'continue' 'plan', 'probability', 'risk', 'forecast', 'likely', 'estimate', 'anticipate', 'believe', or similar words to identify Forward Looking Statements. Forward Looking Statements may involve known and unknown risks and uncertainties and other factors, many of which are beyond the control of Cettire, and have been made based upon management's expectations and beliefs concerning future developments and their potential effect on Cettire. No representation is made or will be made that any Forward Looking Statements will be achieved or will prove correct. Actual future results and operations could vary materially from the Forward Looking Statements. Circumstances may change and the contents of this Presentation may become outdated as a result. Cettire is not obliged to update such outdated information.

## PAST PERFORMANCE

Past performance information given in this presentation is given for illustrative purposes only and should not be relied upon (and is not) an indication of future performance.

## DISCLAIMER

The information in the Presentation is supplied in summary form and is therefore not necessarily complete, and does not contain all information that would be relevant to an investor. The material contained in this Presentation may include information derived from publicly available sources that have not been independently verified. No representation or warranty is made as to the accuracy, completeness, fairness or reliability of the information in this Presentation, or the of the opinions and conclusions in it.

To the maximum extent permitted by law, Cettire and each of its subsidiaries and affiliates, and each of their respective directors, employees, officers, partners, agents and advisers, and any other person involved in the preparation of the Presentation disclaim all liability and responsibility (including without limitation, any liability arising from fault or negligence) for any direct or indirect loss or damage which may arise or be suffered through use or reliance on anything contained in, or omitted from, the Presentation. Cettire accepts no responsibility or obligation to inform you of any matter arising or coming to its notice, after the date of the presentation or this document, which may affect any matter referred to in the Presentation.

This Presentation should be read in conjunction with Cettire's other periodic and continuous disclosure announcements lodged with the ASX, which are available at [www.asx.com.au](http://www.asx.com.au).





personal use only

GLOBAL ONLINE LUXURY RETAILER

[WWW.CETTIRE.COM](http://WWW.CETTIRE.COM)