



H1 results presentation





● Agenda

- 1. H1 results presentation**
2. Update on ACE and H2 Key focus areas



● Update on the market environment

E-commerce sales growth over the period vs Y-1

	T1	April	May	23-27 CAGR
Fashion 	-2.3%	+4.2%	-7.2%	0.5% p.a.
Home & Deco 	-3.2%	-3.0%	-5.4%	5.8% p.a.
Beauty 	+12.5%	+14.1%	+3.9%	6.0% p.a.
Travel 	+4.7%	+2.5%	-3.4%	5.2% ¹ p.a.
Total products	+3.2%	+4.7%	-1.1%	
Total products & services on mobile	+8.6%	+4.4%	-2.6%	

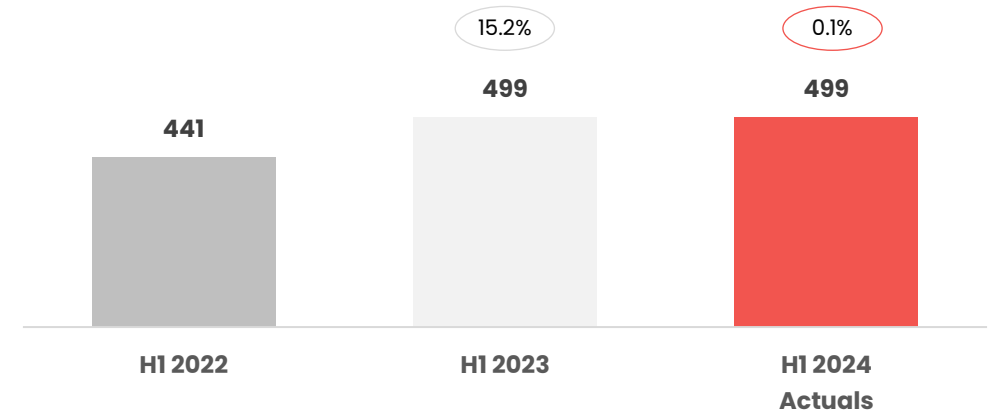
Macroeconomic context



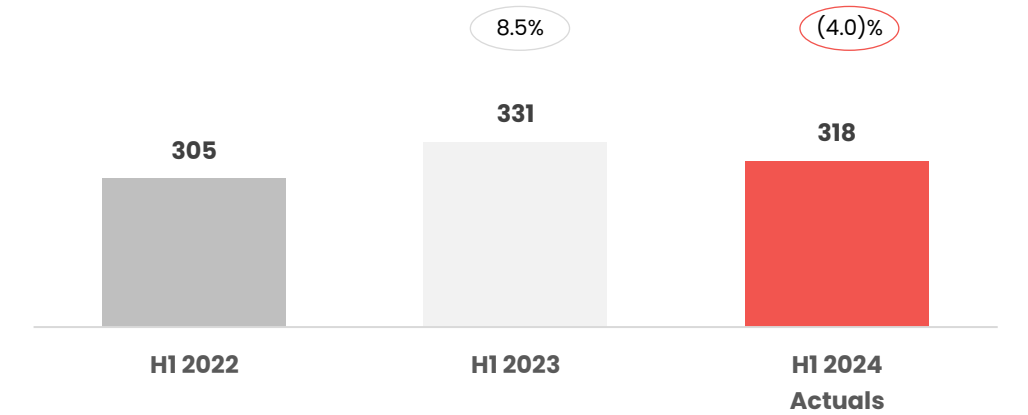
Source: Fevad, Insee, Xerfi,
¹ Hobby & Leisure

● Key Financials

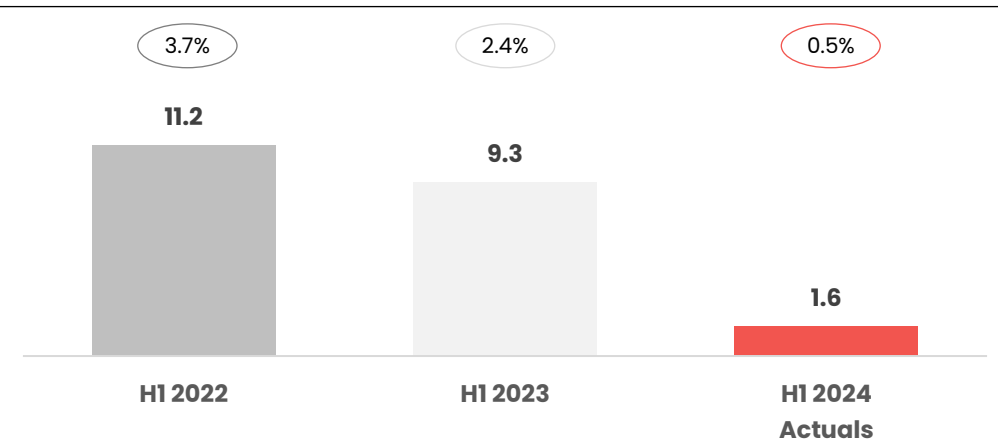
HI Gross Merchandise Value (€m, % Growth)



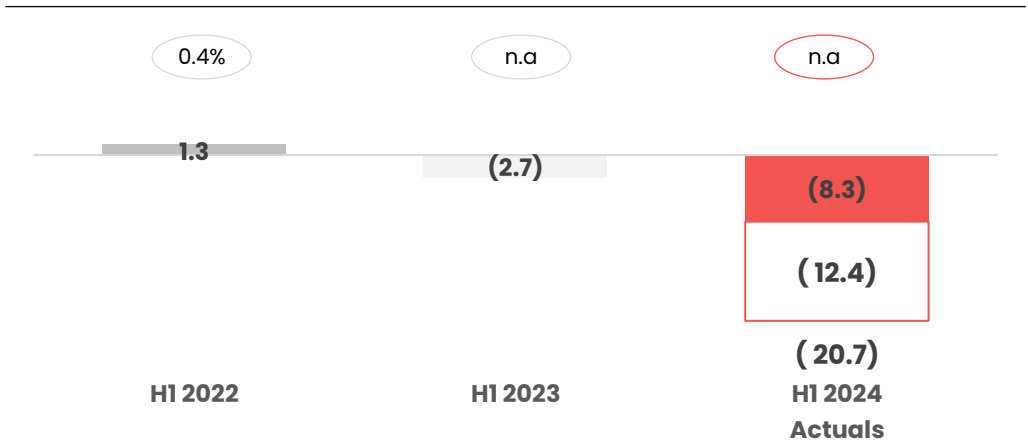
HI Net Revenues (€m)



HI EBITDA (€m, % margin)



Net results (€m, % margin)

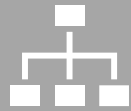


Exceptionnals

● Key Business Highlights

1

Implementation of a new
Commercial organization
enabling significant new
strategic accounts signed



Ba
li
ba
ris

Massimo Dutti



2

Finalization of SRP
Logistic network
rationalization



3

Implementation of a new
front



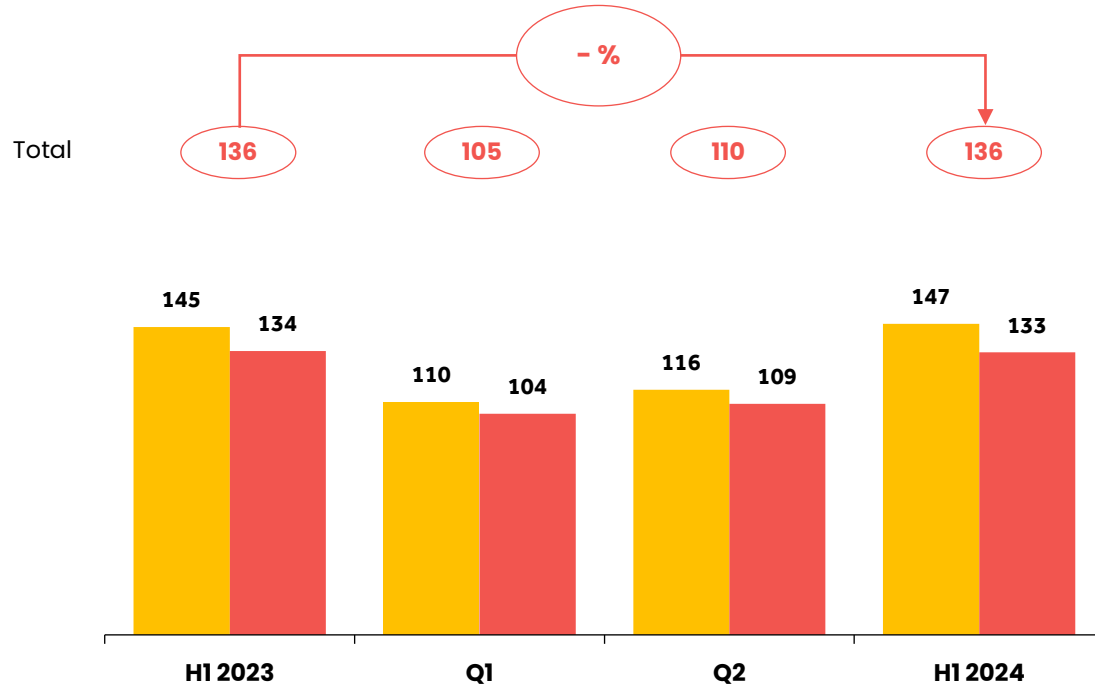
4

Launch of the Media Mix
Model and the
Attribution Model



● Key operational metrics on SRP Group

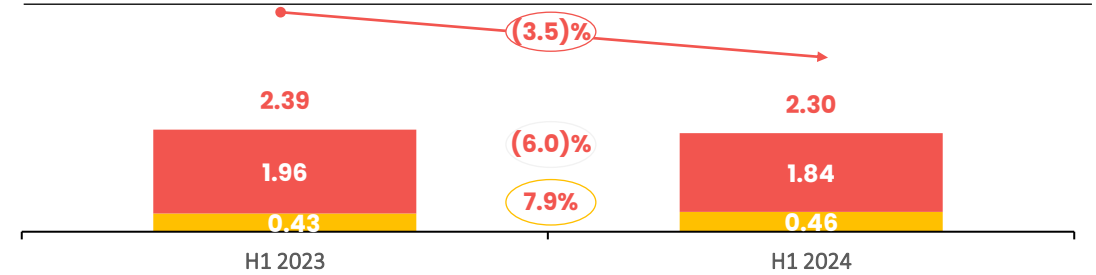
Average revenue per buyer – By geography (€m, % Growth)



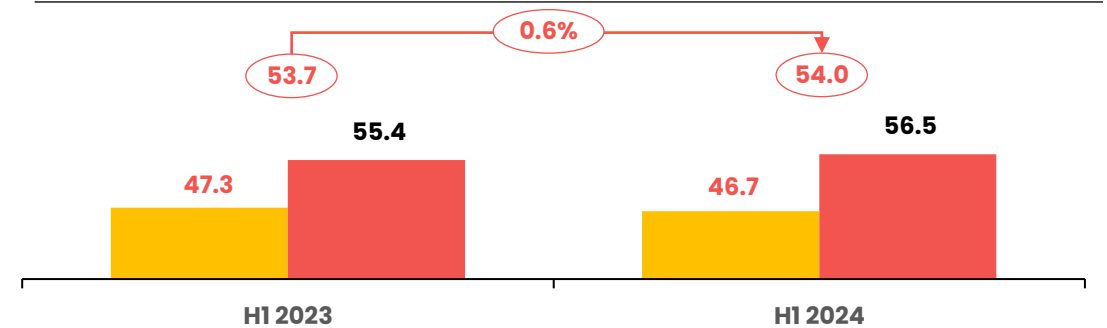
REVENUE PER BUYER REMAINED FLAT YEAR-ON-YEAR DESPITE DIFFICULT MARKET ENVIRONMENT

France International

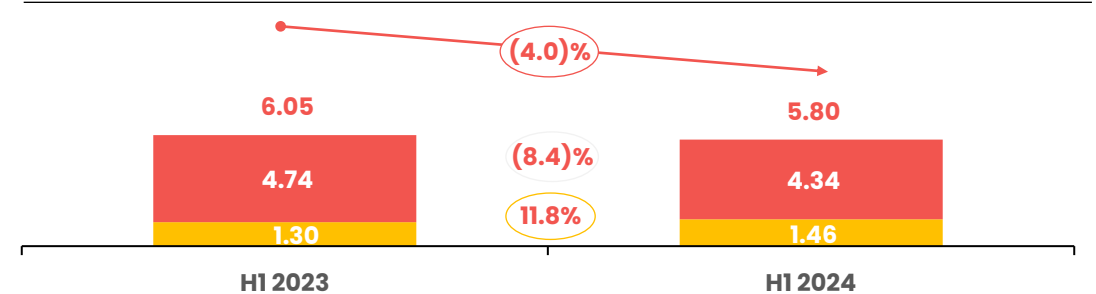
Number of buyers – By geography (m)



Average Basket size (€)

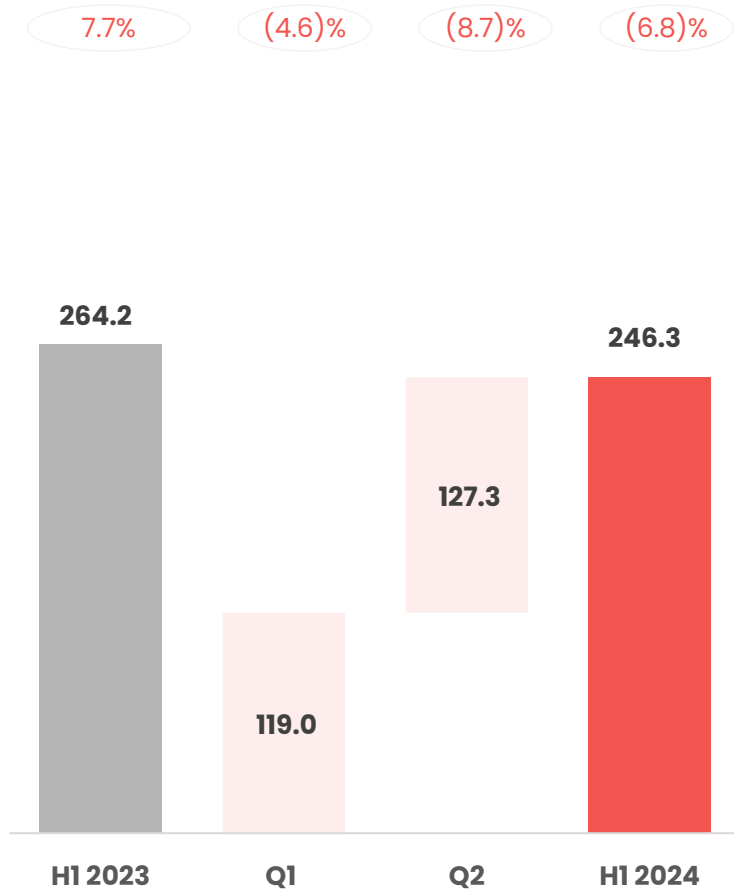


Total orders (m)

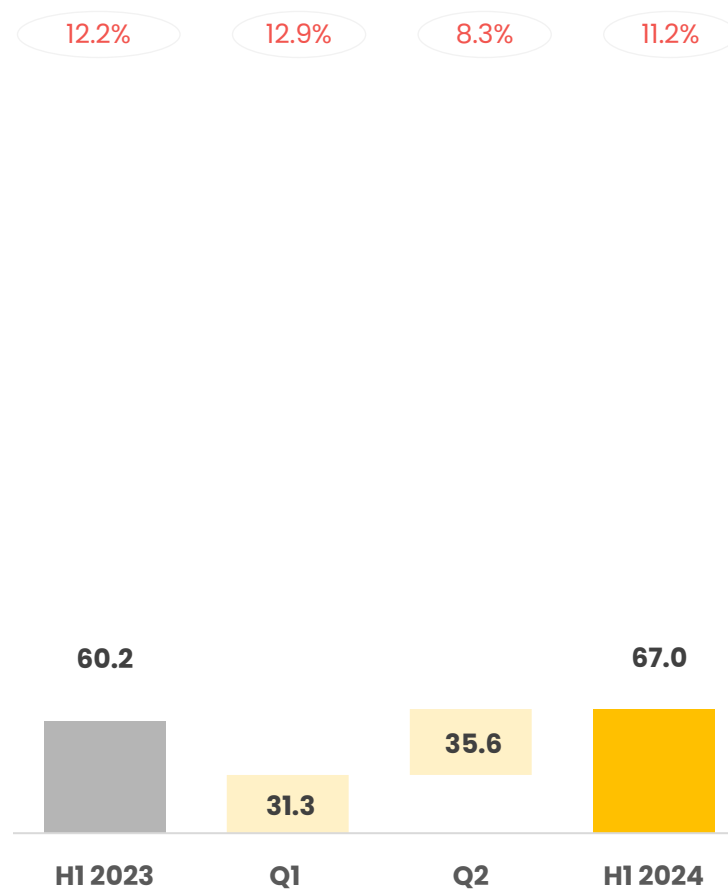


● Net Revenue IFRS by Geographies

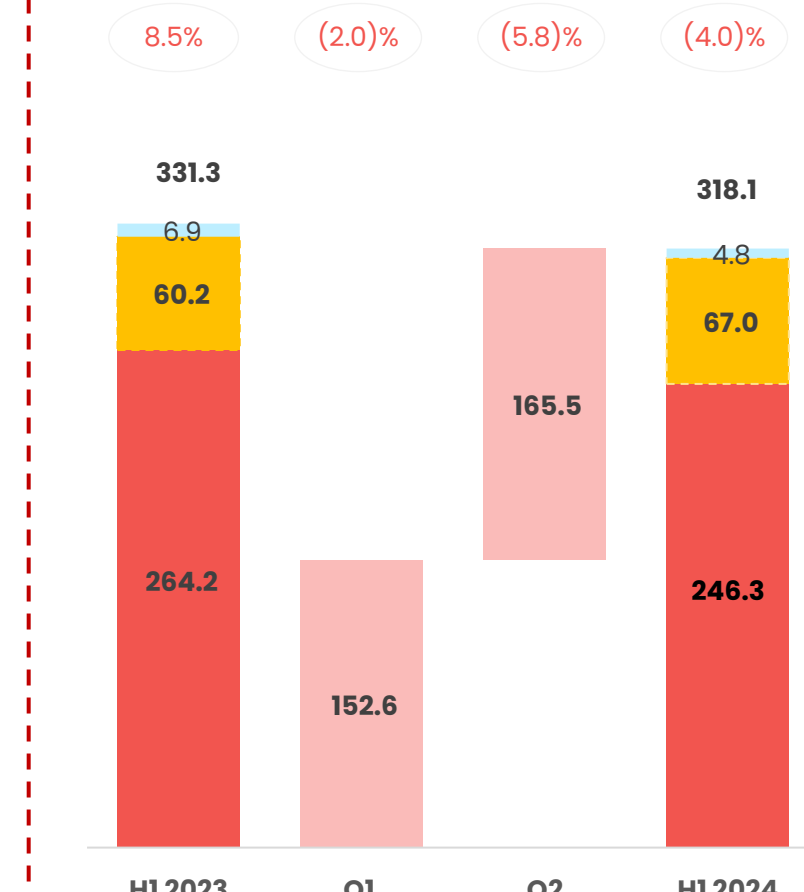
France (€m, % Growth)



International (€m, % Growth)



Total (€m, % Growth)



● H1 2024 Performance by platform

H1 2024 revenues of €318m, representing a 4.0% decline y-o-y

SHOWROOM
PRIVÉ
Internet sales



(7.5)% vs. 2023

beautéprivée



0.3% vs. 2023

THE BRADERY



50.1% vs. 2023

● ... mitigated by strong performance from our growth levers

International



+11% growth y-o-y

- Strong growth in our international market despite relatively low marketing investment
- Growth driven by a c.12% increase in the number of orders

Travel



+12% GMV growth y-o-y

- €43m GMV achieved as of 30-Jun-24
- Strong resilience with good offers / discount obtained from Tour operators
- Continued ramp-up of the activity with increased profile in media (M6 headlines)

Marketplace

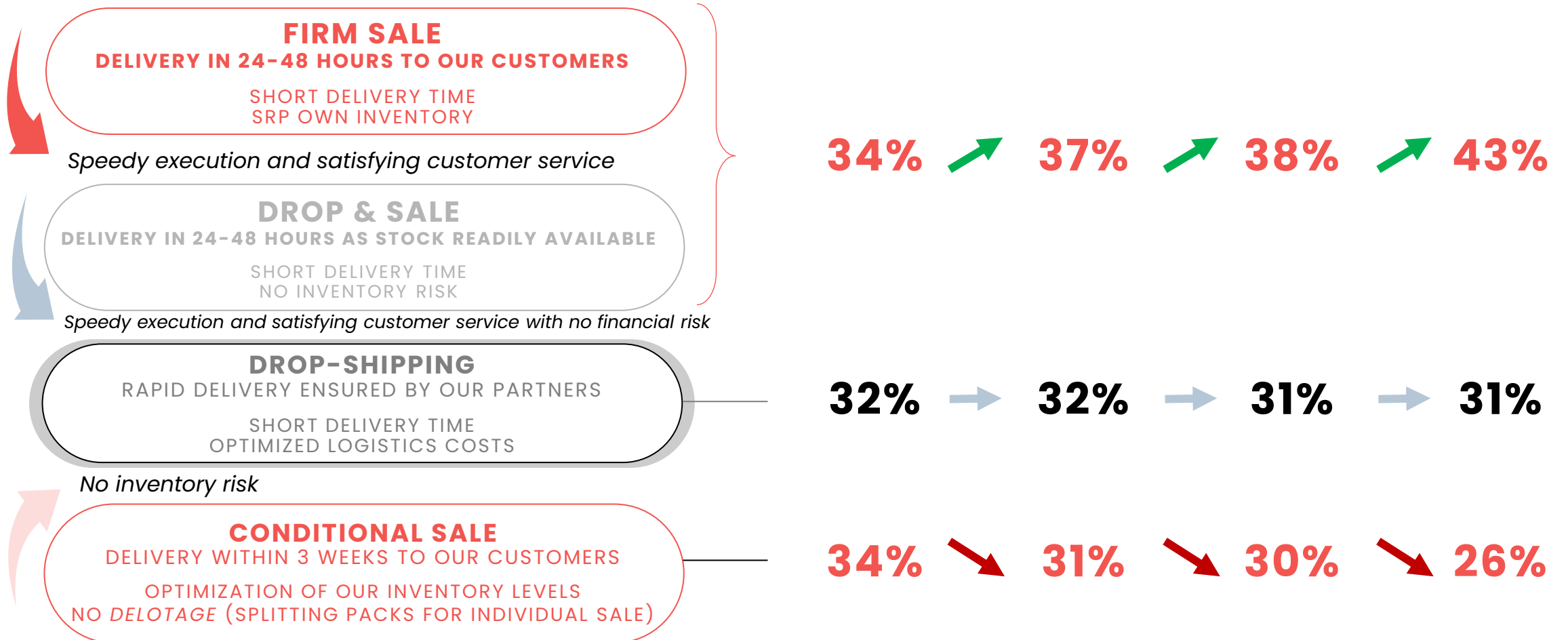


+63% GMV growth y-o-y

- €23m GMV achieved as of 30-Jun-24
- Development of a more qualitative offer with the greater selectivity of our supplier partners resulting in a significantly improved NPS
- Onboarding of major brands over the semester

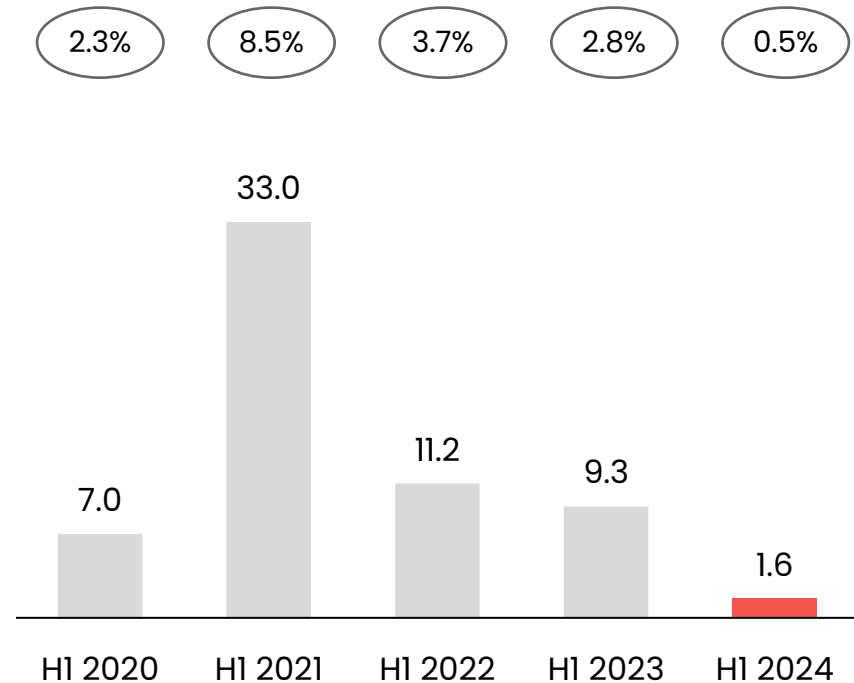
● The firm sale is continuing to increase

REVENUE BREAKDOWN



● H1 2024 reflects investments for our transformation

Evolution of EBITDA (€m, % margin)



The drivers of future EBITDA growth

Drivers	2024 The year of transition	2025 impact expected
Gross sales increase	New commercial organisation focused on prospection	+++
	New website front (UX/UI), improved search engine, personalisation solutions	++
Costs reduction	Logistic rationalisation	+++
	Reorganisation enabling cost savings	
	Implementation of IA solutions	
Profitability-centric strategy on marketing	Attribution model and MMM (recently implemented)	+

● H1 2024 P&L Overview

€ in millions	HI 2022	HI 2023	HI 2024	23-24 % Growth
Net Revenues	305.4	331.3	318.1	(4.0%)
Cost of Goods Sold	(186.0)	(203.4)	(196.1)	(3.6%)
Gross Margin	119.5	127.9	121.9	(4.7%)
As % Revenues	39.1%	38.6%	38.3%	(27) bps
Marketing	(10.7)	(10.6)	(14.2)	33.9%
As % Revenues	3.5%	3.2%	4.5%	127 bps
Logistics & Fulfilment	(73.9)	(78.1)	(74.9)	(4.0%)
As % Revenues	24.2%	23.6%	23.6%	(0) bps
General & Administrative Expenses	(31.6)	(38.0)	(39.7)	4.4%
As % Revenues	10.4%	11.5%	12.5%	100 bps
Total Opex	(116.2)	(126.7)	(128.9)	1.7%
As % Revenues	38.0%	38.2%	40.5%	227 bps
EBITDA	11.2	9.3	1.6	(82.9%)
% Margin	3.7%	2.8%	0.5%	-230bps
Current Operating Profit	3.3	1.2	(6.9)	(688.6%)
% Margin	1.1%	0.4%	(2.2%)	(254) bps
Other Op. income and expenses	(0.4)	(4.1)	(7.6)	85.3%
Operating Profit	2.9	(2.9)	(14.5)	399.0%
% Margin	4.0%	(0.9%)	(4.6%)	(369) bps
Net Finance costs	(0.4)	(0.9)	(1.1)	25.2%
Other fin. income and expenses	(0.0)	0.8	(4.1)	n.m
Profit Before Tax	2.5	(3.0)	(19.7)	558.7%
Income Tax	(0.9)	0.3	(0.9)	n.m
Net Income	1.6	(2.7)	(20.7)	651.8%
% Margin	3.8%	(0.8%)	(6.5%)	-566bps

- 1 Net revenue decline of 4% y-o-y driven by challenging market environment and transformation underway that temporarily weigh on performance
- 2 Gross margin decline driven by:
 - Very tight margins as prices are kept at their minimum to drive sales and click rate
 - Change in sales type mix allows a stable gross margin
 - Decrease partially compensated by strong performance of the Marketplace and Travel & Leisure segments that are highly contributors to Gross margin
- 3 Increased marketing expenses as part of the investment strategy to re-engage customers and support new innovative working methodology. Some one-off expenses also are to be recorded
- 4 Lower volumes did not enable efficient amortisation of Log & Fulfilment costs
- 5 EBITDA reduced to €1.6m and margin of 0.5% impacted by the slow down in SRP services partially compensated by The Bradery's growing profitability
- 6 Operating profit largely impacted by the recognition of the future debt related to The Bradery minorities buyout
- 7 Net results impacted again by specific non-recurring exceptionals:
 - Staggering of The Bradery Put Options over time
 - Deferred tax provision adjustments (non-cash)

● Cash flow, Net Debt and inventory position

Cash Flow Statement

€m	H1 2022	H1 2023	H1 2024
EBITDA	11.2	9.3	1.6
Change in Working Capital	(20.0)	(12.6)	(2.9)
Taxes	(3.4)	2.6	(0.3)
Other	(1.3)	(1.0)	(7.4)
Cash Flow from Operations	(13.5)	(1.8)	(8.9)
Cash Flow from Investment	(11.0)	(4.3)	(7.9)
Loan Issuance	-	-	-
Loan Repayment	(1.5)	(1.7)	(1.9)
Other	(0.5)	(1.0)	(0.9)
Cash Flow from Financing	(2.1)	(2.7)	(2.9)
Net change in cash	(26.5)	(8.9)	(19.7)
Free Cash Flow before Tax	(19.8)	(7.7)	(9.2)
% EBITDA	n.a	n.a	n.a

Net Debt position

€m	Jun-23	Dec-23	Jun-24
Gross Cash	74.6	70.6	50.9
Gross Debt	56.8	42.3	55.1
Net Debt / (Cash) inc. IFRS	(17.8)	(28.2)	4.2
IFRS 16	14.2	10.2	18.0
Net Debt / (Cash) ex. IFRS	(32.0)	(38.4)	(13.8)

Inventory position

	€m
30-Jun-23	80.7
21-Dec-23	89.9
30-Jun-24	90.6

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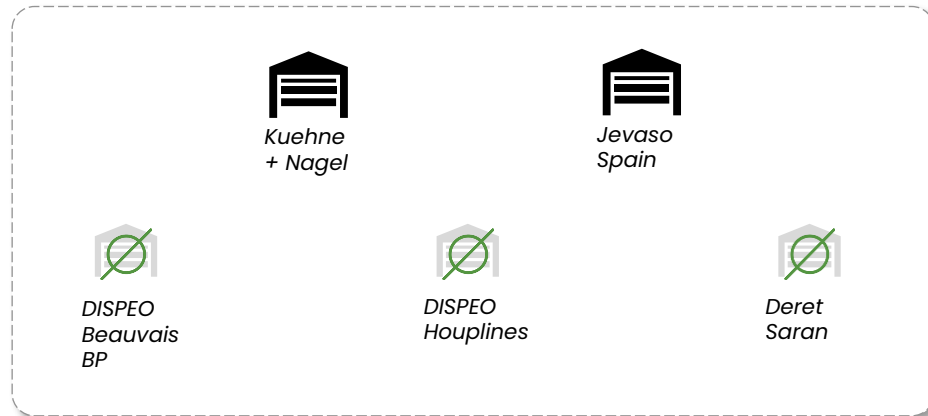


● Logistic rationalisation enabling over €7m savings (1/2)

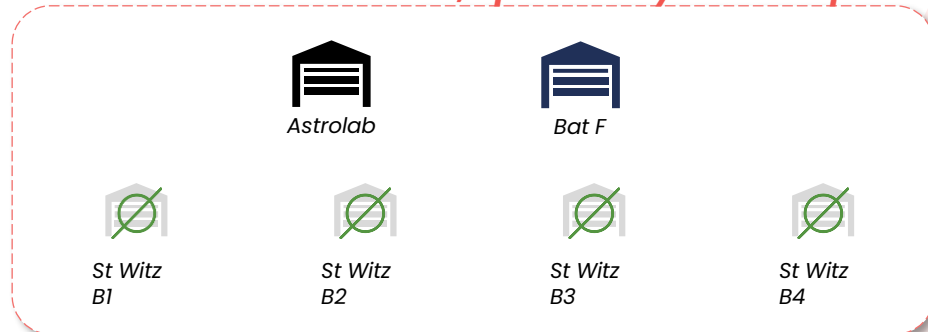
Rationalisation overview

Logistic network over 2024-2025

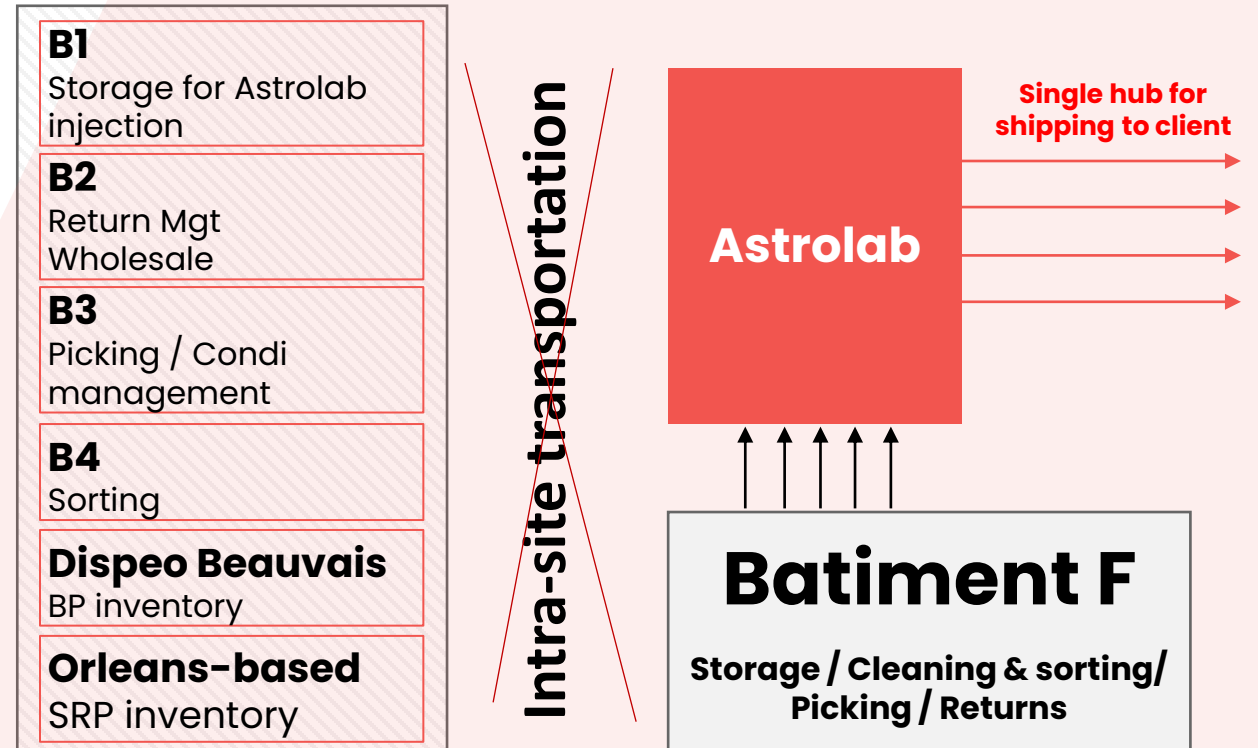
2 external warehouses



2 internal warehouses, operated by SRP Group



€16m Capex investment for over
€7m run-rate savings
from 2026 onwards



● Logistic rationalisation enabling over €7m savings (2/2)




New logistic network going live as soon as August 2024

Warehouse	Activity	Transfer Date to Batiment F	Termination
B1	Storage for injection onto Astrolab	Mid Aug-24 – End Sep-24	<i>November 2024</i>
B2	Return Management	Early Oct-24	
B2	Wholesale	[Oct-24]	
B3	Conditional sales Mgt	End June	
B4	Sorting	Mid Sep-24 – End Oct-24	<i>September 24</i>
Dispeo Beauvais (BP)	Storage for Beaute Privee	End Aug-24: Transfer By Mid-Oct: Ramp up	
Orleans based warehouse	External-party storage (c.5m items)	November 24	<i>March 25</i>



First order processed from Batiment F in August 2024

● Transportation costs optimisation to generate €3.3m savings on a run-rate basis

	Theme	Savings anticipated	Comments
	Logistic rationalisation	c.€1.5m	<ul style="list-style-type: none"> ▪ New Bat F enables savings on intra-site transport cost ▪ Optimisation of 1st Mile cost: <ul style="list-style-type: none"> ▪ 1 single hub of collection enabling consolidation of volumes ▪ Deletion of return transportation cost
	Contract renegotiation	c.€1.3m	<ul style="list-style-type: none"> ▪ Opening of a new contract enabling savings on Last mile costs and improving delivery experience <ul style="list-style-type: none"> ▪ Delivery 7/7, 364 days / year, 24h express delivery guaranteed, GPS tracking, up to 5 re-show, etc.) ▪ New partnership to manage Non-standard items
	International transportation cost optimisation	c.€600k	<ul style="list-style-type: none"> ▪ Optimisation of 1st mile on international destination with 1 single hub ▪ New partnership with a major transportation provider ▪ Reduction of delivery time of c.0.5 -3.2 days

● Adapting our Marketing strategy and operations

Key achievements



Implementing a new organisation structure to include the **agile methodology** in the new ways of working



Structuring the **personalization approach**, using micro segmentation



Launching a high volume of **A/B tests** and variants



Opening **new marketing channels** (partnerships, retargeting, etc.)



Framing the action plan of the **loyalty program**



Delivery of the **attribution and MMM models**, to improve the understanding of the marketing performances

Impact



~€70m

*of L4 impact extrapolated
(~150% of the Q2 24 target)*



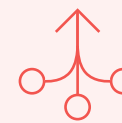
~600

*tests launched since
september 2023*



61

*positive tests extrapolated
since september 2023*



~2,3M€

*of additional net impact with
new marketing partnerships*

● Key Marketing focus over H2 2024



Modernization of tracking tools

- Implement an attribution and MMM model to improve data tracking and improve the understanding of the marketing performances



Boost the traffic

- Deploy Brandformance campaigns
- Optimize SEO alongside v5 migration
- Increase app downloads



Focus on personalization

- Use personalization segments (RFM, micro-segmentation, and Emotion AI) to refine marketing strategies and improve conversion rates
- Use v5 deployment to expand successful tests
- Harness v5 personalization modules



Reduce the churn and keep clients engaged

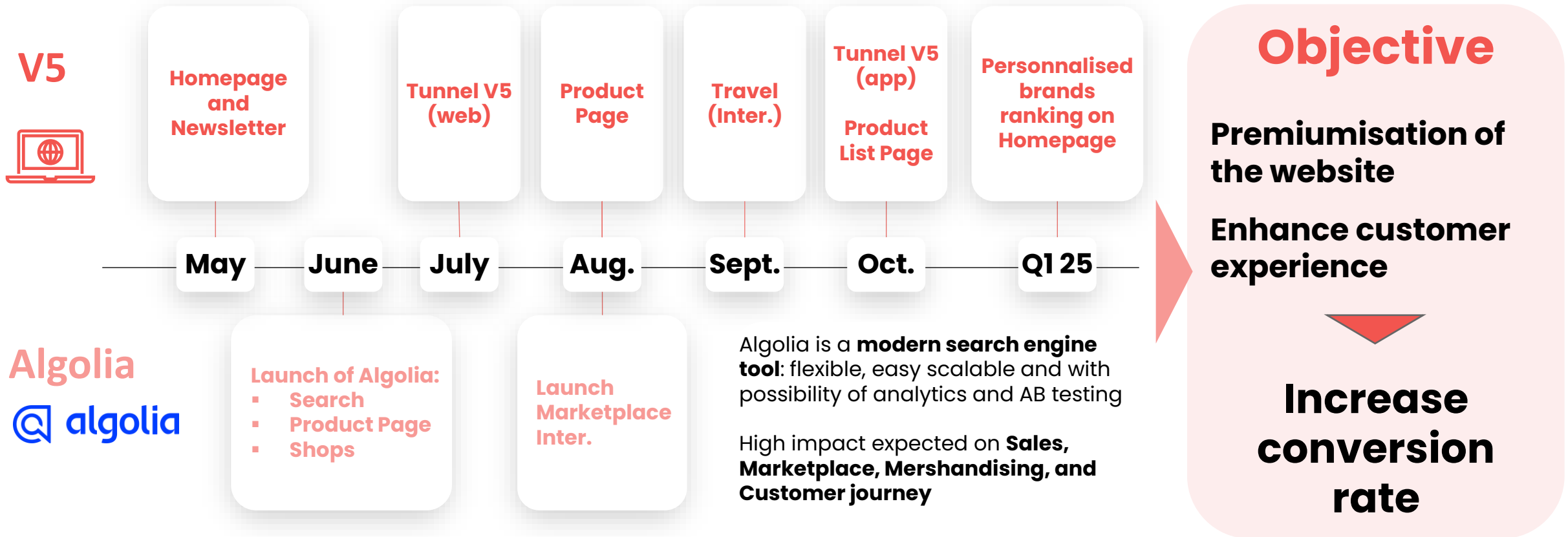
- Create an engagement program
- Secure the delivery of the Loyalty program by Q1 2025
- Continue the re-engagement strategy



Keep boosting the recruitment of new buyers

- Boost acquisition campaigns
- Implement assigned cohorts to optimize marketing levers

● Enhancement of our UX / UI



● Enhancing the organisation for greater expansion

Key achievements



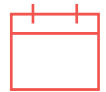
Implementation of the **new sales organization** to free up **more time for prospecting**



Implementation of SRP golden rules to **improve offer quality** and **gain in efficiency**



Creation of a **Sales Academy**, aiming at providing continuous training to sales to increase productivity



Implementation of the **new sales routines**



Alignment on the target vision and the **sales planning process**

Impact



+18%

TO / sales in June vs N-1



+0.4pt

vs S1 23 in % TO from new brands



+4pts

vs S1 23 in % TO premium brands



+53%

vs S1 23 in commercial meetings

● Summary Key focus for H2 2024

Sales



Boost performances on **Core business sales**, with a focus on **Home**, leveraging the new organization recently put in place



Implement the **new planning process** to optimize sales strategy and enhance customer loyalty



Launch the **Marketplace in international markets**



Leverage **personnalisation** initiative as key strategic tool for marketing tactics

Marketing



Drive marketing strategy with **attribution** and **MMM models**



Increase **traffic** performances and recruitment of **new members**

Tech



Launch of **Algolia** (ongoing)



Launch of **V5 platform** (ongoing)

● Profitability protection will remain the key focus of H2 2024



**Strict cost
management and
Margin protection**



**Deployment of
initiatives to
guarantee
expected savings**



**Deployment of IA
initiatives**

SHOWROOM
GROUP IMPACT



Thank you
Sous-titre

SHOWROOM
● **GROUP**