



# FY22 RESULTS PRESENTATION

23 August 2022

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# CEO Update

Ruslan Kogan  
Founder, CEO and Executive Director

Record Gross Sales, despite uncertain trading conditions impacting profitability.

## FINANCIAL PERFORMANCE

- Gross Sales<sup>1</sup> of \$1.180b outperformed FY21 by 0.1%, reflecting a CAGR<sup>2</sup> of 23.6% since FY20.
- Revenue<sup>3</sup> of \$718.5m was down on FY21 by 8.0%, reflecting a CAGR of 20.1% since FY20.
- Gross Profit was \$184.4m, Adjusted EBITDA<sup>4</sup> was \$18.9m and Adjusted NPAT<sup>4</sup> was \$(2.9)m.
- Statutory NPAT<sup>5</sup> of \$(35.5)m was impacted by unrealised losses on financial instruments, non-cash equity-based compensation, the continued provision of Mighty Ape Tranches 3 & 4 and the bitbuy.com domain sale.
- Other income of \$5.1m relates to the proceeds from the sale of an intangible asset<sup>6</sup>.
- Significant investments in Kogan First and technology to scale the platform have impacted Operating Costs, EBITDA and NPAT in the period with expected long-term benefits for the Business.
- The Group had a strong operating cash inflow of \$61.8m and net cash (total cash less loans & borrowings) of \$31.2m, after funding A\$29.9m Mighty Ape Tranche 2 payment in the first half and loans & borrowings repayments of \$49.0m.

## CODB OPTIMISATION

- Ongoing cost reduction initiatives commenced in 2HFY22 to recalibrate the Cost of Doing Business (CODB) and drive efficiencies in overall operating costs. These initiatives include reducing the scope of underperforming product categories, suspension of Kogan Delivery Services due to rising transportation and delivery partner costs, and gradually right-sizing our team to align with current trading conditions.

1. Gross Sales is a key metric of the Business, given that gross transaction values of Kogan Marketplace, Kogan Mobile and other Verticals are not reflected in Revenue.

2. The Company believes that the Compound Annual Growth Rate (CAGR) between FY20 and FY22 is a useful metric to consider the underlying growth of the Business, given the volatility over the COVID period.

3. The differential between Revenue and Gross Sales is reflective of Kogan Marketplace and Verticals recognising only seller fee or commission-based Revenue while the gross transaction values are recognised within Gross Sales.

4. Measures the underlying performance of the Business, removing non-cash items including unrealised gain/ (loss), equity-based compensation and one-off non-recurring items from the sale of the bitbuy.com domain. Post the unaudited January 2022 Business Update released on the ASX on 27 January 2022, the proceeds from the sale of the bitbuy.com domain has been reclassified to Other Income and removed from Adjusted EBITDA. Refer to Annexure 2 of the Results Presentation for a detailed reconciliation of adjusting items.

5. Given the various adjustments (including provision for the likely payment of Mighty Ape Tranche purchase price instalments and equity-based compensation) the Company believes the percentage change from prior periods may not be a useful metric of business performance.

6. For full details of the transaction, refer to the ASX release 'Domain sale re Bitbuy' on 14 December 2021. The transaction has been considered one-off in nature, and therefore removed from Adjusted EBITDA. Refer to Annexure 2 of this Presentation for a detailed reconciliation of adjusting items.

Record Gross Sales, despite uncertain trading conditions impacting profitability.

## PLATFORM PERFORMANCE

- 3,972,000 Kogan Group Active Customers.
- Kogan.com Active Customers achieved a CAGR of 20.9% since FY20 to 3,189,000 as at 30 June 2022.
- Mighty Ape had 783,000 Active Customers as at 30 June 2022, a 2.5% increase year-on-year<sup>1</sup>.
- Repeat Customers and orders continue to grow as we build a loyal cohort of Australian and New Zealand shoppers.

## STRONG PERFORMANCE FROM KEY INITIATIVES

- Kogan Marketplace Gross Sales grew by 20.3% in FY22 YoY, reflecting a CAGR of 51.6% since FY20.
- Exclusive Brands Gross Sales of \$335.1m declined 14.8% YoY, reflecting a CAGR of 16.0% since FY20.
- Kogan First Subscribers<sup>2</sup> grew 209.7% YoY to over 372,000 as at 30 June 2022. Renewal rates continued to grow, averaging 84.7% in FY22.

## MIGHTY APE

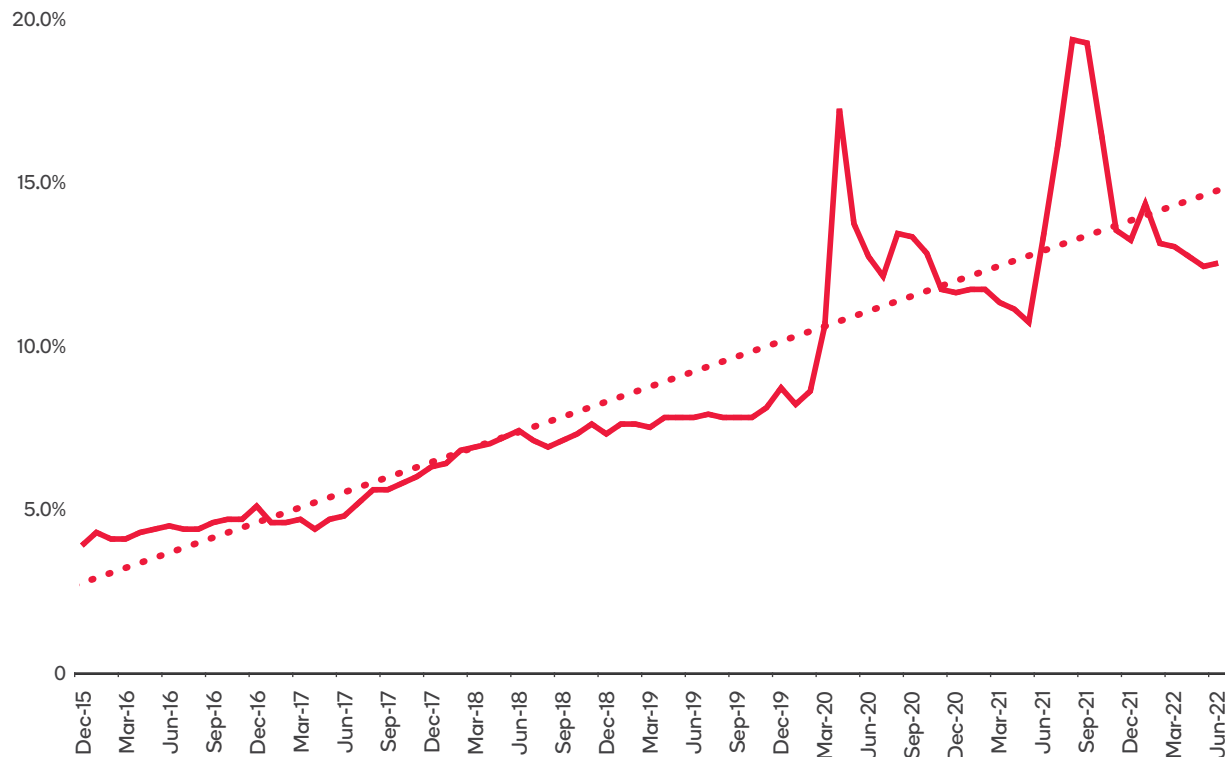
- Mighty Ape achieved Revenue of \$163.4m<sup>3</sup>, Gross Profit of \$39.1m<sup>3</sup> and Adjusted EBITDA of \$12.3m<sup>3</sup> in FY22.

1. Mighty Ape was purchased on 1 December 2020. As a result, the CAGR of Mighty Ape Active Customers is not applicable to the Kogan Group.  
2. Kogan First Subscribers excludes Kogan First customers who are in a trial period, and includes only non-trial subscribers.  
3. Values stated in AUD using the AU/NZ average rate from 1 July 2021 to 30 June 2022.

# FY22 MARKET CHALLENGES

We have navigated an unpredictable and volatile year.

## NON-FOOD ONLINE PENETRATION (SEASONALLY ADJUSTED)<sup>1</sup>



For more than 10 years, eCommerce grew in Australia at a consistent and stable rate. This enabled Kogan.com to plan for growth in a measured and precise way.

The consistency of this growth was rocked by the onset of the COVID-19 pandemic, when customers turned to online shopping, and we found that - almost overnight - our business started to double in sales. This acceleration of sales continued for many months in the first year of the pandemic, and - like many others - we bet that the trend was not going to stop, or slow. We increased both our range and volume of inventory, as well as our logistics footprint to match this expected level of growth.

We were wrong. As the true volatility of the situation settled in - caused by stay at home orders and lockdown ambiguity - eCommerce did not continue to grow as anticipated. This led to our holding excess inventory, and an associated increase in variable costs and marketing costs to sell through the inventory. As a result, profitability in FY22 was impacted.

1. Source: Australian Bureau of Statistics, Retail Trade, Australia April 2022

# FY22 KOGAN GROUP RESULTS

The Group is cycling significant growth in the prior year and a dramatically different trading environment. In response, we are recalibrating the CODB to return to profit with long-term growth demonstrating the health of the Business.

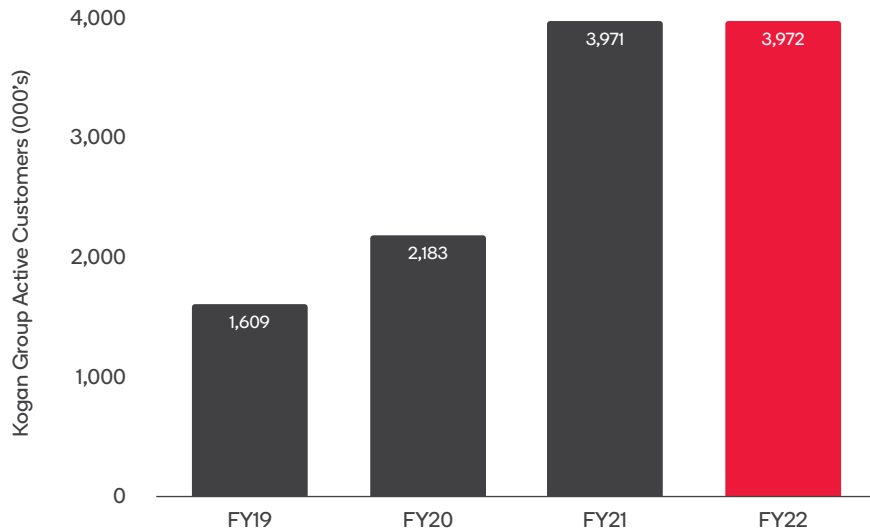
\$m	FY20	FY21 <sup>1</sup>	FY22	YoY Mvmt %	CAGR since FY20 %
<b>Gross Sales</b>	<b>772.3<sup>2</sup></b>	<b>1,179.0</b>	<b>1,180.0</b>	<b>0.1%</b> ▲	<b>23.6%</b> ▲
Revenue	497.9	780.7	718.5	(8.0)%	20.1% ▲
Gross Profit	126.5	203.7	184.4	(9.5)%	20.7% ▲
<i>Gross Margin</i>	<i>25.4%</i>	<i>26.1%</i>	<i>25.7%</i>	<i>(0.4pp)/(1.6%)</i>	<i>0.5%</i> ▲
Other Income	0.0	0.0	5.1	100.0% ▲	100.0% ▲
EBITDA	46.5	22.5	(21.8)		
<b>Adjusted EBITDA</b>	<b>49.7</b>	<b>61.8</b>	<b>18.9</b>	<b>(69.4%)</b>	<b>(38.3%)</b>
NPAT	26.8	3.5	(35.5)		
<b>Adjusted NPAT<sup>3</sup></b>	<b>30.0</b>	<b>42.9</b>	<b>(2.9)</b>	<b>(106.7%)</b>	<b>n/a</b>

1. Mighty Ape was purchased in December 2020. As such, Mighty Ape results for FY21 reflect seven months of performance, being December 2020 to June 2021.  
 2. Gross Sales relating to FY20 have been restated to include Kogan Energy Gross Sales. Kogan Energy launched in September 2019, Gross Sales data has historically been unavailable.  
 3. Adjusted NPAT includes the Income Tax Expense impact of the adjusting items that are temporary differences for tax purposes.

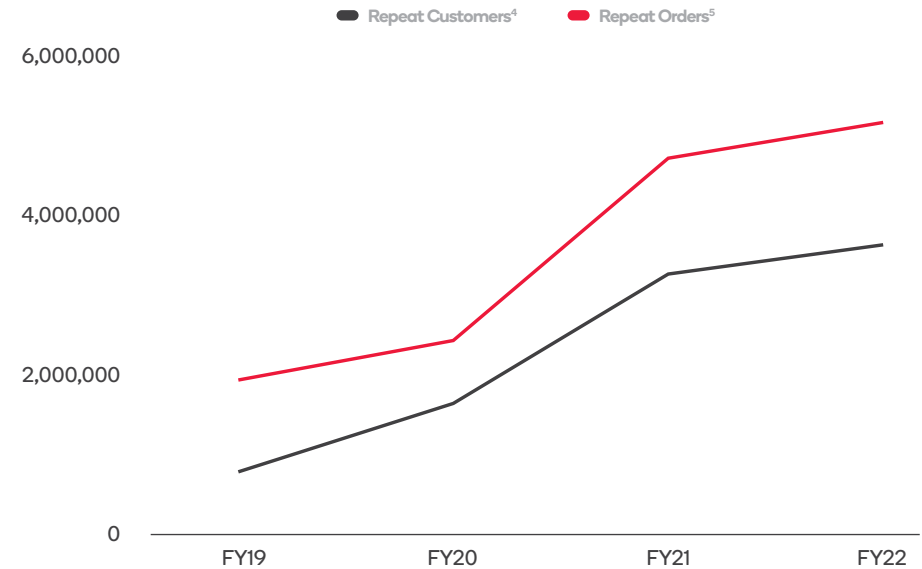
# DELIGHTING OUR CUSTOMERS

We have a large customer base in Australia and New Zealand.

## GROUP ACTIVE CUSTOMERS<sup>1</sup>



## REPEAT BUYING ACTIVITY<sup>3</sup>



**3,972,000**  
Group Active Customers<sup>1</sup>

Kogan.com Active Customers<sup>2</sup>  
CAGR of 20.9% since FY20

**Repeat Customers and Orders**  
continue to increase

Over 50% of our total orders in FY22 were by Repeat Customers, an increase of 10% above FY21

**Growth is being driven by our ever increasing product offering**

We now have over 23 million products curated via our Exclusive Brands, Third-Party and Marketplace Divisions



**Winner, for a 5th<sup>6</sup> year in a row, of the Australia Post ORIAS People's Choice Award**

1. Active Customers of both Kogan.com and Mighty Ape. Mighty Ape was purchased on 1 December 2020, thus being incorporated into FY21 and FY22 figures.  
 2. Kogan.com Active Customers (excluding Mighty Ape)  
 3. Chart reflects Kogan.com only (excludes Mighty Ape)  
 4. Repeat Customers refers to customers who have purchased more than once with Kogan.com (excluding Mighty Ape)  
 5. Repeat Orders refers to orders placed during the period by Kogan.com Active Customers (excluding Mighty Ape) who have previously transacted with the Business at the time of their order.  
 6. Kogan.com has won this award every year since 2017. Due to the COVID-19 pandemic, no winner was announced in 2020.



# INDUSTRY LEADING TECHNOLOGY

Driving innovation to deliver a world class eCommerce experience.



## Select External Network Drivers

- Developer Friendly Open APIs
- Warehouse & Fullfillment Service
- Data Driven Insights
- Optimised Performance Marketing
- Personalised Email Marketing
- Kogan First Membership Program

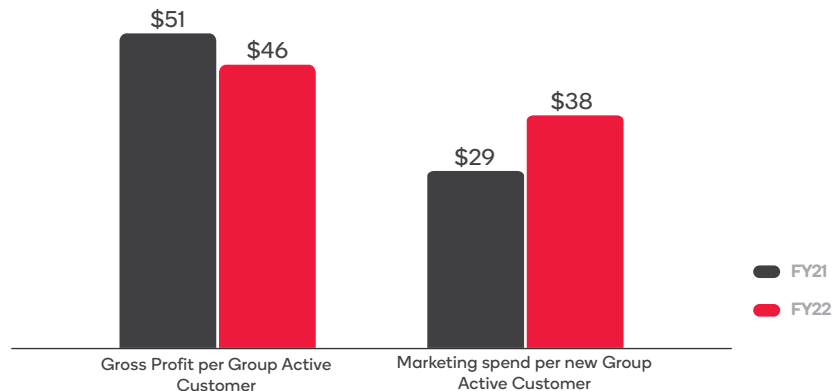
## Full Stack 360 Platform

Leveraging a world class eCommerce technology platform, exclusive supply chain and end-to-end logistics to widen third-party innovations and sales channels.

# BUILDING THE KOGAN.COM PLATFORM

As customer demand fluctuated during the pandemic, the Company invested more in marketing to reach new customers and unwind excess inventory.

## MARKETING<sup>1,2</sup> ROI IMPACTED BY EXCESS INVENTORY

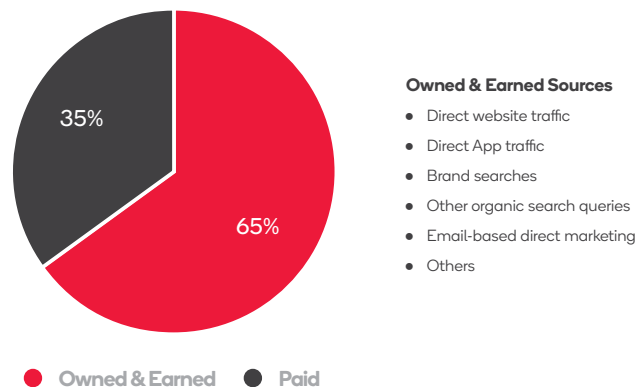


**Return on investment in marketing** - we undertook our largest ever marketing campaign in order to assist with the continued unwinding of excess inventory. This temporarily impacted ROI on Marketing.

Our marketing investments are expected to have ongoing long-term benefits, as Group Active Customers continue repurchasing and a proportion progressively become subscribers of our loyalty program.

During the fourth quarter of FY22, Marketing costs began to progressively reduce, and this trend has continued into FY23.

## KOGAN.COM TRAFFIC - OWNED & EARNED VS PAID<sup>3</sup>



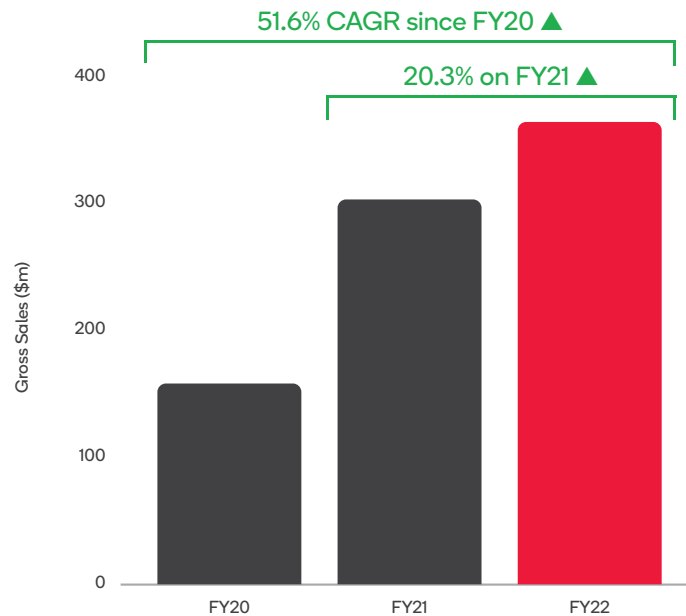
**Owned & Earned vs Paid** - Owned & Earned traffic continues to represent more than 65% of all traffic (FY21: Owned & Earned: 66%, Paid: 34%) despite the proportion of traffic for Kogan.com from paid sources increasing over the year following significant marketing investment. The Company expects its investment in marketing to have long-term benefits for the growth and performance of the Business.

1. 12 month Gross Profit/Active Customers; marketing costs/sum of new customers in FY22.  
 2. Data has been updated to include Mighty Ape, explaining the variance to equivalent information presented in 'Kogan.com FY21 Results Presentation'.  
 3. Chart reflects Kogan.com only (excluding Mighty Ape).

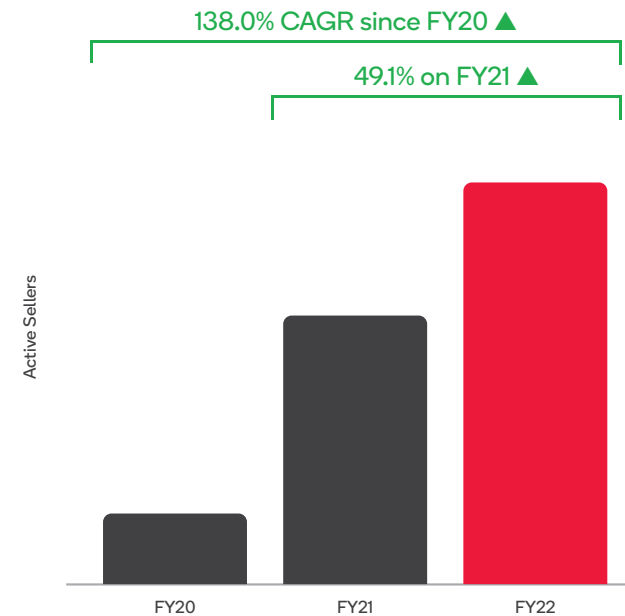
# PRODUCT DIVISION - KOGAN MARKETPLACE

Kogan Marketplace continues to grow, expanding our range and offering.

## MARKETPLACE GROSS SALES



## MARKETPLACE ACTIVE SELLERS<sup>1</sup>



- The continued growth of Kogan Marketplace demonstrates the scalability of the platform and the strong customer and seller engagement achieved to date, while also indicating the size of the opportunity as the Kogan Marketplace expands its offering and makes it easier for sellers to list products on Kogan.com.
- In FY23, we anticipate the launch of a new advertising platform as part of the evolving Kogan Marketplace offering.

1. Marketplace active sellers are those who are integrated with our Marketplace and have recorded at least one sale.

A seamless shopping experience for customers and sellers alike.

### Cordless Vacuum Cleaner

★★★★★ (500+)

1	<b>Lowest Priced Seller</b>	↑
	<b>\$149.95</b>	
	Sold by Marketplace Seller A	
2	<b>Marketplace Seller</b>	↓
	<b>\$154.95</b>	
	Sold by Marketplace Seller B	
3	<b>Marketplace Seller</b>	
	<b>\$158.50</b>	
	Sold by Marketplace Seller C	

We have built curated technology that groups products together from the thousands of sellers on the Kogan Marketplace, and suggests the best value offer to our customers.

No longer do you need to spend hours comparing prices for the same product.

We do the hard work for you, ensuring that you buy the product you want at the lowest price.

In addition, this drives internal competition amongst our marketplace sellers, ensuring our millions of loyal customers get the product they want, at the best possible price.

Winner of the Top Australian Marketplace<sup>1</sup> in 2022



Dedicated Kogan Marketplace customer care team, servicing both customer and seller inquiries

Proactive monitoring of seller performance to meet Kogan.com standards

High Customer Satisfaction

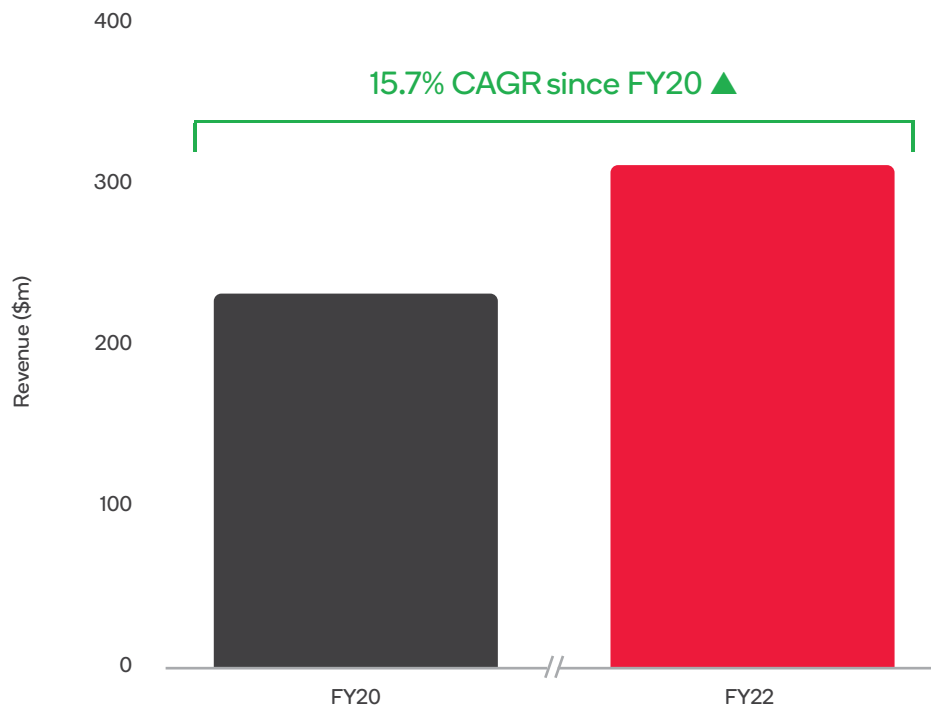


1. Awarded at the 2022 Power Retail All Star Big Bash

# PRODUCT DIVISION - EXCLUSIVE BRANDS

Exclusive Brands achieved a Revenue CAGR of 15.7% since FY20, continuing to meet strong customer demand across a wide-array of products.

## EXCLUSIVE BRANDS DELIVERED A STRONG RESULT AFTER A RECORD YEAR LAST YEAR



### Exclusive Brands CAGR increased over the period and benefits from:

- Full control of the end-to-end supply chain
- Strong competitive advantage
- Building trusted brands renowned for value
- Ever expanding range of in-demand products
- 16+ years' experience

The Business performs ongoing range reviews to ensure it is offering the most in-demand products at the most affordable prices. By focusing on in-demand products based on customer purchasing behaviour, it allows the Business to pass on savings to customers by offering a curated range of products and removing inefficiencies in the long-tail.

kogan

KOMODO

bubbi

CERTA

FORTIS

UGG  
OUTBACK  
CLOTHING CO.

Pawover  
Pets

estelle

ERGOLUX

MATT BLATT

OVELA

KROMO

Royale

orbis

SHANGRI-LA

BELLA  
VITA

Pestil

VOSTOK

Trafalgar

COOKMASTER

Our loyalty program grew by 209.7% to over 372,000 delighted subscribers.



Free Shipping



Exclusive Subscriber Specials



Earn Kogan Rewards

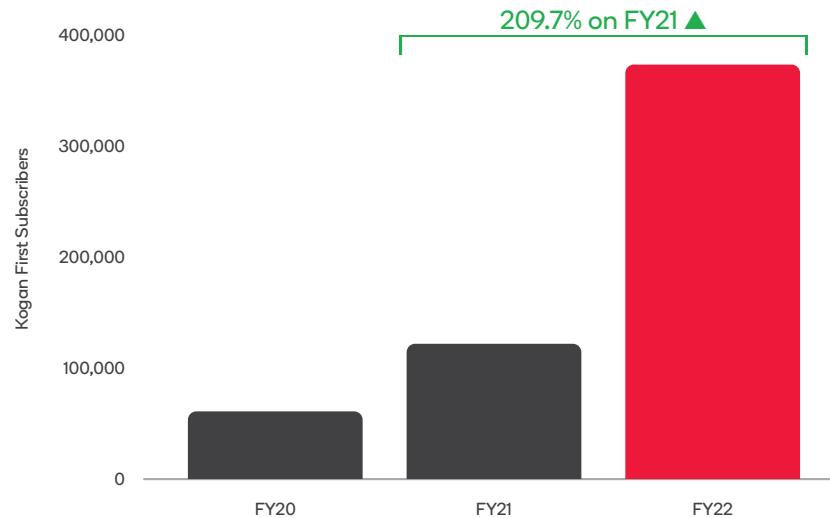


Everyday Discounts

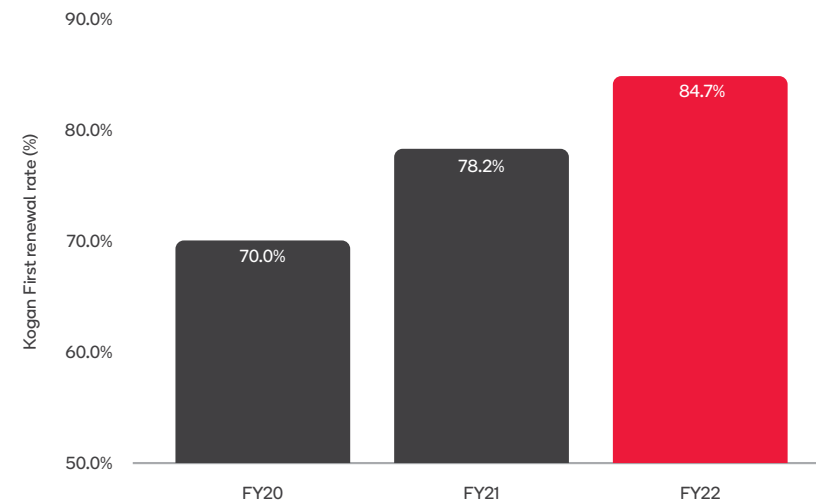


Priority Customer Service

## KOGAN FIRST SUBSCRIBERS<sup>1</sup>



## KOGAN FIRST RENEWAL RATE<sup>2</sup>

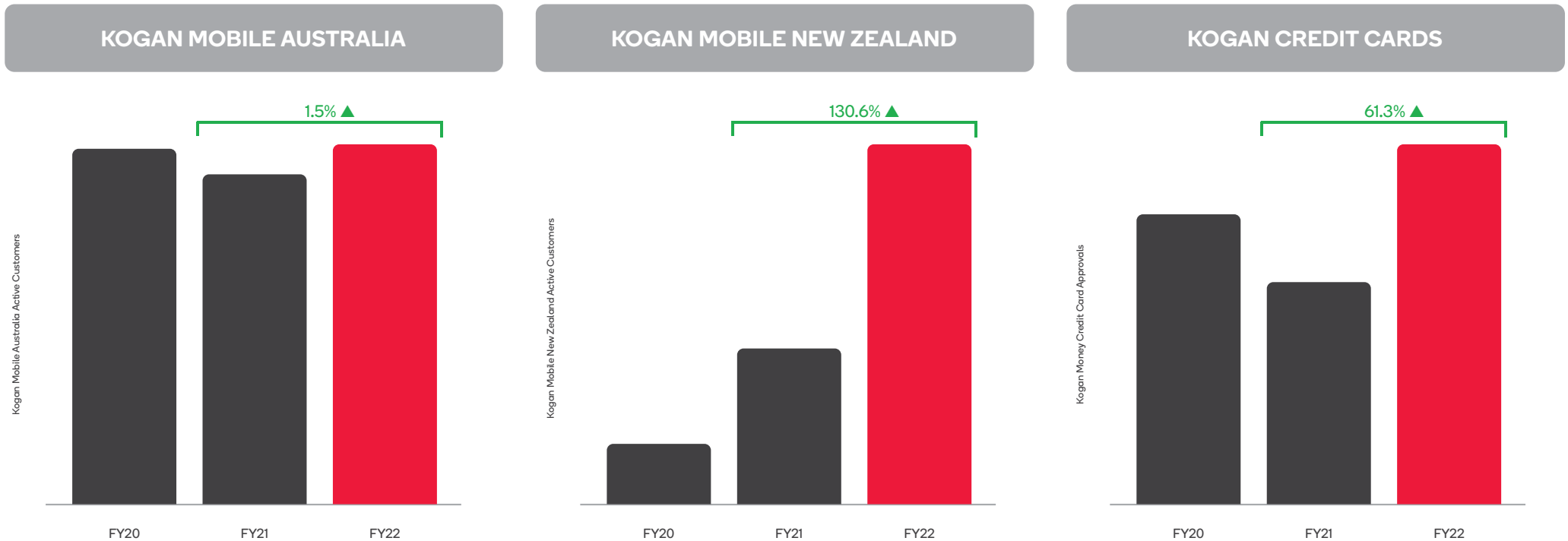


- To achieve our medium-term goal of 1,000,000 Kogan First Subscribers we are investing in marketing and subscriber benefits.
- The Kogan First loyalty program grew to over 372,000 subscribers as at 30 June 2022, with Kogan First Subscribers demonstrating stronger loyalty and repeat purchase behaviour. The benefits provided are being recognised by our customers, as demonstrated by the increasing renewal rate of Kogan First subscriptions.
- In FY22, the loyalty program has delivered over \$20.5m in subscription benefits. In addition to these benefits, Kogan First Subscribers also received early access and priority customer service.
- With the ongoing increase and evolution of subscriber benefits as well as the impacts of inflation, the price of Kogan First will be increasing as of 1 October 2022. Monthly subscriptions will increase from \$6.99/month to \$8.99/month, and yearly subscriptions will increase from \$59.00/year to \$79.00/year.

1. Kogan First Subscribers excludes Kogan First customers who are in a trial period, and includes only non-trial subscribers.

2. Kogan First renewal rate is calculated as the number of Kogan First subscriptions resubscribed as a proportion of total subscriptions due for renewal during the relevant period.

Our larger Kogan Verticals have achieved growth.



- Kogan Mobile Australia returned to growth this year after being impacted by COVID-19 conditions in FY21. As international borders continue to reopen, we anticipate further acceleration of this growth in FY23.
- Kogan Mobile New Zealand is resonating with New Zealand customers, as growth accelerated in FY22
- In FY23, the Business is looking forward to rolling-out enhancements to our services, including:
  - eSims being offered to all customers on Kogan Mobile Australia (launched March 2022)
  - Trial of 5G on all Large and Extra-Large Kogan Mobile Australia Plans (launched July 2022)
  - 5G across all plans on Kogan Mobile NZ (launched May 2022)
  - Proposed integration with Telstra's rural towers to broaden mobile connectivity throughout Australia (proposed 1HFY23)
  - Introduction of Purchase and Balance transfers for Kogan Money Credit Cards (launched August 2022)

FY22 represents the first full financial year<sup>1</sup> of Mighty Ape. The business is entering a new era with the transition of a new CEO, whilst continuing to benefit from the ongoing implementation of synergies with Kogan.com.



## MIGHTY APE FINANCIAL HIGHLIGHTS

A\$m	FY22
<b>Gross Sales</b>	<b>164.2</b>
Revenue	163.4
Gross Profit	39.1
Gross Margin	23.9%
EBITDA	12.3
EBITDA Margin	7.5%
<b>Adjusted EBITDA</b>	<b>12.3</b>
<b>Adjusted NPAT</b>	<b>7.3</b>

## Overview

- Mighty Ape have had strong trading performance in FY22, achieving Gross Sales of \$164.2m for the year.
- 783,000 unique Active Customers, an increase of 2.5% YoY.
- Jungle Express launched during the year and allows customers to track their order once it has left the warehouse to when it is delivered to their door - increasing the speed of delivery and quality of delivery experience in New Zealand.
- Expansion of warehousing operations.
- Mighty Ape and Kogan.com synergies and integration progressing well.
- Kogan branded items now available on the Mighty Ape platform, improving the customer offering, further contributing to the Group's growth horizons.
- Gracie MacKinlay was appointed as the new Chief Executive Officer, following a successful 10 years as the Chief Sales and Marketing Officer. Simon Barton, Founder of Mighty Ape, continues as its Chief Financial Officer.

1. Mighty Ape was purchased in December 2020.



# Financial Update

David Shafer  
CFO, COO and Executive Director

Gross Sales and Gross Profit show strong long-term growth reflecting a CAGR of 23.6% and 20.7% since FY20.

\$m	FY20	FY21	FY22	FY20 vs FY22 CAGR %	FY21 vs FY22 Mvmt %
<b>Gross Sales</b>	<b>772.3</b>	<b>1,179.0</b>	<b>1,180.0</b>	<b>23.6%</b>	<b>0.1%</b>
Revenue	497.9	780.7	718.5	20.1%	(8.0%)
Cost of sales	(371.4)	(577.0)	(534.1)	19.9%	(7.4%)
<b>Gross Profit</b>	<b>126.5</b>	<b>203.7</b>	<b>184.4</b>	<b>20.7%</b>	<b>(9.5%)</b>
Gross margin	25.4%	26.1%	25.7%	0.3pp/0.5%	(0.4pp)/(1.6%)
Other income	0.0	0.0	5.1	100.0%	100.0%
Variable costs	(20.1)	(44.9)	(32.5)	27.2%	(27.6%)
Marketing costs	(27.6)	(58.7)	(71.2)	60.5%	21.4%
<b>Contribution profit</b>	<b>78.8</b>	<b>100.1</b>	<b>85.8</b>	<b>4.4%</b>	<b>(14.3%)</b>
Contribution margin	15.8%	12.8%	11.9%	(3.9pp)/(13.1%)	(0.9pp)/(6.9%)
People costs	(20.2)	(59.6)	(85.5)	105.9%	43.3%
Other costs	(10.6)	(19.4)	(19.9)	36.8%	2.5%
<b>Total operating costs</b>	<b>(78.6)</b>	<b>(182.7)</b>	<b>(204.0)</b>	<b>61.2%</b>	<b>11.7%</b>
Unrealised gain/(loss)	(1.4)	1.4	(2.2)	(200.2%)	(250.1%)
<b>EBITDA</b>	<b>46.5</b>	<b>22.5</b>	<b>(21.8)</b>		
EBITDA margin	9.3%	2.9%	(3.0%)		
Unrealised gain/(loss)	(1.4)	1.4	(2.2)		
Equity-based compensation	(1.0)	(15.6)	(26.6)		
Donations	(0.7)	(2.5)	0.0		
COVID-19 related stock provision	0.0	(2.2)	0.0		
COVID-19 related logistics costs	0.0	(7.7)	0.0		
Bitbuy.com domain sale	0.0	0.0	5.1		
Mighty Ape Tranche 3 & 4 and acquisition costs	0.0	(12.8)	(17.0)		
<b>Adjusted EBITDA</b>	<b>49.7</b>	<b>61.8</b>	<b>18.9</b>	<b>(38.3%)</b>	<b>(69.4%)</b>
Depreciation & amortisation	(7.4)	(10.9)	(19.2)	60.9%	75.5%
<b>EBIT</b>	<b>39.1</b>	<b>11.5</b>	<b>(41.0)</b>		
Interest	(0.2)	(0.3)	(1.7)	3.6%	569.1%
<b>Profit/(Loss) before tax</b>	<b>38.9</b>	<b>11.3</b>	<b>(42.7)</b>	<b>n/a</b>	<b>(479.0%)</b>
Income tax expense	(12.0)	(7.7)	7.3	n/a	(193.8%)
<b>NPAT</b>	<b>26.8</b>	<b>3.5</b>	<b>(35.5)</b>		
<b>Adjusted NPAT</b>	<b>30.0</b>	<b>42.9</b>	<b>(2.9)</b>	<b>n/a</b>	<b>n/a</b>

# KEY DRIVERS OF KOGAN GROUP FY22 FINANCIAL PERFORMANCE

A renewed focus on operational efficiency is already bearing fruit.

## GROSS SALES & REVENUE

In FY22, our Business achieved its highest ever Gross Sales of \$1.180b despite operational disruptions caused by volatile customer demand.

Gross Sales reflects the total transactional value of Kogan Retail, Kogan Marketplace and Kogan Verticals. Revenue reflects the accounting Revenue of Kogan Retail and only the commission or seller-based fees received from Kogan Marketplace and Kogan Verticals.

Revenue of \$718.5m reflects the contribution of Mighty Ape, the expanding Kogan Marketplace, our Kogan First loyalty program, as well as Advertising Income, Kogan Money, Kogan Energy and Kogan Mobile New Zealand. Growth in these areas was partially offset by a decline in both our Exclusive Brands and Third-Party Brands product divisions which had extreme growth in the prior year, as well as Kogan Mobile Australia which continues to be impacted by changing COVID-19 conditions.

## PLATFORM PERFORMANCE

The Business grew Group Active Customers YoY to 3,972,000 at 30 June 2022. Kogan.com had 3,189,000 Active Customers. Mighty Ape Active Customers was 783,000 representing a 2.5% increase year-on-year.

## PRODUCT DIVISIONS

Exclusive Brands and Third-Party Brands have cycled extreme growth in the prior year, with a decline in Revenue of 17.6% and 35.0%, respectively. However, Exclusive Brands Revenue of \$311.6 million in FY22 had a CAGR of 15.7% since FY20, reflecting the strong long-term growth trajectory of the division.

We have focussed on promotional activity to address the excess stock levels and associated holding costs, which impacted Gross Profit and Gross Margin across both Exclusive and Third-Party Brands in FY22. As a result of these initiatives, total inventories at 30 June 2022 were \$159.9 million, with \$137.9 million in-warehouse and \$22.0 million in-transit. This reflects a significant unwinding of inventories from total inventories of \$227.9 million at 30 June 2021.

# KEY DRIVERS OF KOGAN GROUP FY22 FINANCIAL PERFORMANCE

## PRODUCT DIVISIONS (CONT'D)

The Business has been performing extensive range reviews to ensure it is offering the most in-demand products at the most affordable prices, without investing in under-performing product categories. By focusing on in-demand products, and removing inefficiencies in the long-tail of the product range, the Business will offer a curated range of products at lower prices, driven by the efficiencies created.

## KOGAN MARKETPLACE

Our Marketplace team has worked tirelessly this year to improve and grow the platform. This included the expansion of the platform to New Zealand.

Kogan Marketplace Gross Sales increased by 20.3% year-on-year, with a CAGR of 51.6% since FY20. Sellers on the platform increased by 49.1% this year, and there continues to be a strong pipeline of new sellers ready to be onboarded.

We are continuously improving our proprietary marketplace platform which enables the Company to achieve ongoing growth without further investment in inventory - these improvements include a current investment in implementing an advertising platform for marketplace sellers to gain further reach within the Kogan website. The growth of Kogan Marketplace means that customers have more choice than ever and the Business can become leaner, without the reliance on ongoing investment in inventory to drive sales.

## KOGAN FIRST

Our medium-term goal is to reach 1,000,000 Kogan First Subscribers. We are investing in marketing and subscriber benefits to achieve this goal.

The Kogan First loyalty program grew to over 372,000 subscribers as at 30 June 2022, with Revenue increasing to \$15.5m, an increase of 73.4% on the prior year. Kogan First Subscribers enjoy incredible value, with more than \$20.5m in benefits provided to members in FY22, in addition to special access to deals and priority customer service. Growth of the program was underpinned by increasing renewal rates, which was 84.7% in FY22 (FY21: 78.2%), demonstrating strong customer satisfaction with the program.

# KEY DRIVERS OF KOGAN GROUP FY22 FINANCIAL PERFORMANCE

## MIGHTY APE

Mighty Ape recorded FY22 Revenue of \$163.4 million, Gross Profit of \$39.1 million and Adjusted EBITDA of \$12.3 million. Active Customers were 783,000 as at 30 June 2022.

The year included the appointment of Gracie MacKinlay to Chief Executive Officer, following 10 successful years as their Chief Sales and Marketing Officer. As part of the transition, Simon Barton, Mighty Ape's founder, is continuing as Mighty Ape's Chief Financial Officer.

## VARIABLE COSTS

Variable costs consist of warehousing and selling costs. Costs have been elevated reflecting the levels of excess inventory and increased logistics costs relating to COVID interruptions. As excess inventory unwinds, associated costs are reducing and we expect that to continue into FY23.

## INVESTMENTS IN OUR TEAM

In order to reward and incentivise key talent and align their interests with our Shareholders, the Business has made strategic investments in team members. Long-term Incentives remain in place and people costs have increased YoY, as a result. FY22 included equity-based compensation expenses driven by the award of options after the Company's AGM in November 2020, which are being expensed as per the accounting treatment described in the Notice of Meeting of the 2020 AGM.

## STATUTORY NPAT

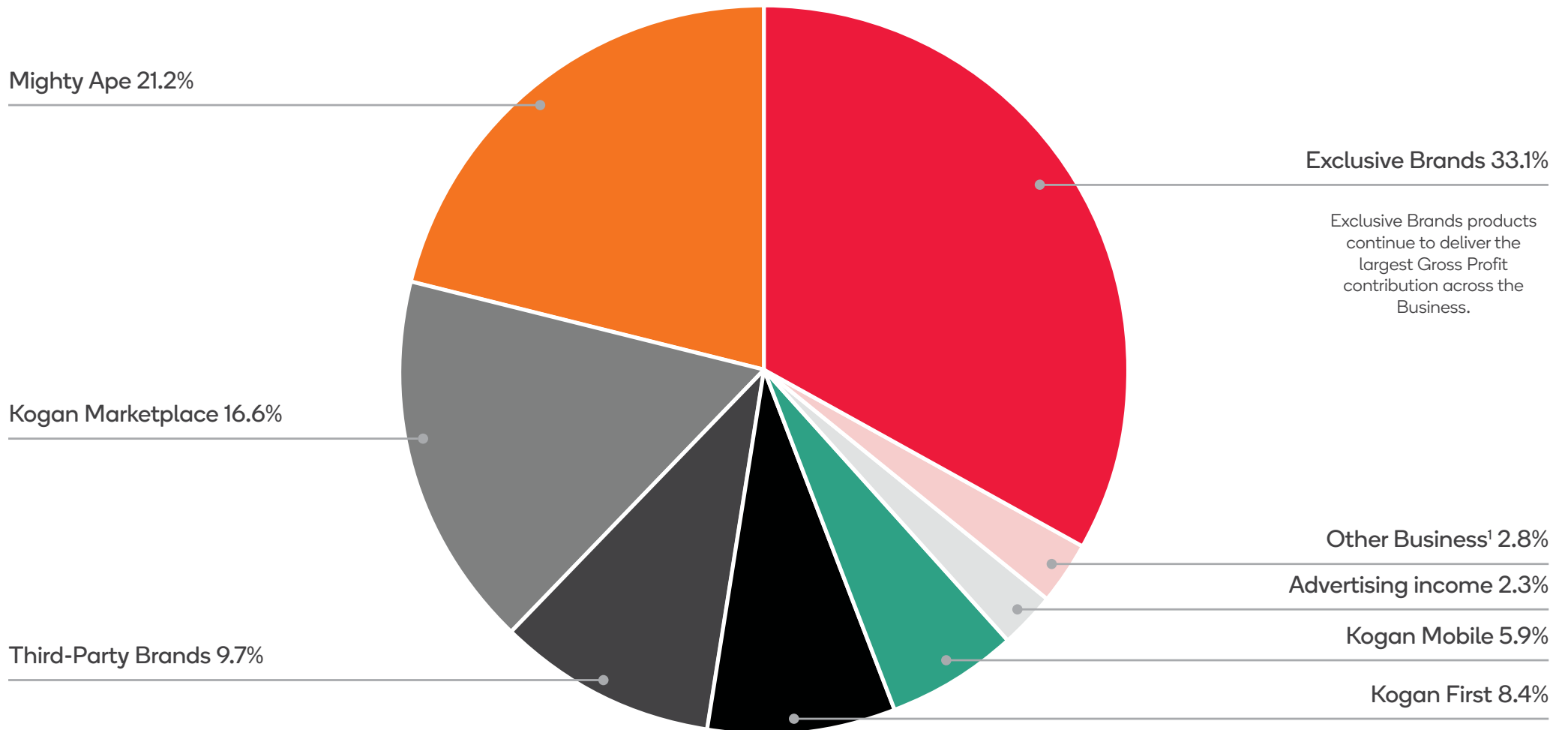
Statutory NPAT of \$(35.5)m was significantly impacted by non-cash equity-based compensation and the continued provision for the likely payment of Mighty Ape Tranches 3 & 4 Acquisition Payables.

## ADJUSTED EBITDA & ADJUSTED NPAT

Adjusted EBITDA and Adjusted NPAT, which excludes unrealised gain/(loss), equity-based compensation and other one-off non-recurring items including the profit from sale of the bitbuy.com domain, was \$18.9m and \$(2.9)m, respectively. Refer to Annexure 2 of this Presentation for a detailed reconciliation of adjusting items.

# FY22 GROUP GROSS PROFIT BUSINESS DIVISION MIX

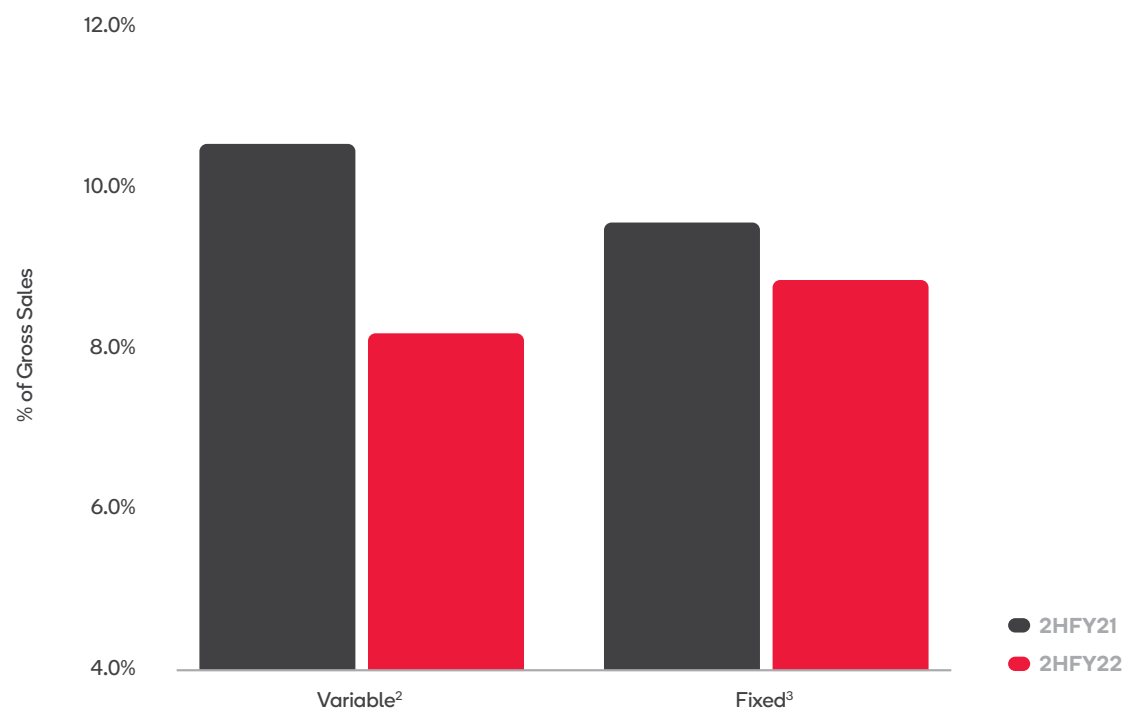
Our Exclusive Brands range continues to be our largest Gross Profit contributor, closely followed by the fast growing Mighty Ape and Kogan Marketplace.



1. Other Business includes Kogan Travel, Kogan Insurance, Kogan Internet, Kogan Money, Kogan Cars and Kogan Energy.

# KOGAN.COM<sup>1</sup> OPERATING COSTS

Ongoing cost reduction initiatives commenced in 2HFY22 to recalibrate the Cost of Doing Business.



A number of initiatives have commenced in 2HFY22 to focus on profitability. These include:

- A focus on in-demand products based on customer purchasing behaviour, allowing the Business to pass on savings to customers by offering a curated range of products and removing inefficiencies in the long-tail. Kogan.com inventory in-warehouse reduced by \$16.9m since 1HFY22, thereby reducing warehousing costs.
- Kogan Delivery Services has been suspended as a result of rising transportation and delivery partner costs.
- A revision and re-engineering of our proprietary marketing algorithm, resulting in a number of efficiencies and cost savings.
- A gradual reduction in team size in order to realign with current trading conditions.

1. Kogan.com only (excluding Mighty Ape).

2. Refers to Variable and Marketing Costs for Kogan.com only (excluding Mighty Ape). Variable Costs consists of warehousing and payment gateway charges.

3. Refers to People and Other Costs for Kogan.com only (excluding Mighty Ape). People Costs includes non-cash equity based compensation. Other Costs includes IT, accounting, legal and compliance costs.

# KOGAN GROUP NET ASSETS

\$m	Jun-21	Jun-22
<b>CURRENT ASSETS</b>		
Cash	91.7	66.2
Trade and other receivables	7.8	8.1
Inventories	227.9	159.9
Current tax asset	1.7	0.7
Other financial assets	0.2	0.5
<b>Total current assets</b>	<b>329.2</b>	<b>235.5</b>
<b>NON-CURRENT ASSETS</b>		
Property, plant and equipment	17.7	24.6
Intangible assets	49.2	45.8
Deferred tax assets	0.0	8.1
Goodwill <sup>1</sup>	45.9	46.3
<b>Total non-current assets</b>	<b>112.8</b>	<b>124.8</b>
<b>Total assets</b>	<b>442.0</b>	<b>360.3</b>
<b>CURRENT LIABILITIES</b>		
Trade and other payables	104.3	83.0
Acquisition payables	36.3	29.1
Lease liability	5.6	7.7
Provisions	5.1	4.0
Deferred income	11.8	13.8
<b>Total current liabilities</b>	<b>163.1</b>	<b>137.6</b>
<b>NON-CURRENT LIABILITIES</b>		
Acquisition payables	5.2	0.0
Lease liability	10.3	15.0
Deferred income and provisions	0.3	0.3
Loans and borrowings	78.7	34.9
Deferred tax liabilities	3.7	0.0
<b>Total non-current liabilities</b>	<b>98.2</b>	<b>50.1</b>
<b>Total liabilities</b>	<b>261.3</b>	<b>187.7</b>
<b>Net ASSETS</b>	<b>180.7</b>	<b>172.6</b>

## Overview

The Group had a strong capital position, with net cash (total cash less drawn debt) of \$31.2m, after having funded the Tranche 2 payment in respect of the Mighty Ape Acquisition of A\$29.9m during the year and loans & borrowing repayment of \$49.0m.

Inventories across the Group held at 30 June 2022 were comprised of:

- \$137.9m in-warehouse; and
- \$22.0m in-transit.

Inventory in-warehouse has reduced by \$53.9m over the past 12 months, and the Group continues to be focussed on reducing inventory levels over the coming period.

The acquisition of Mighty Ape in December 2020 resulted in the recognition of Goodwill, as well as significant Right-of-Use Assets, Lease liabilities and intangibles which continue to be reflected in the Group's Net Assets. An assessment of impairment to Goodwill was performed at 30 June 2022 with no adjustments required. The increase in Goodwill reflect the movement in foreign exchange at time of the payment of Tranche 2, reflected through the Balance Sheet as per accounting standards.

Financial Assets reflect shares acquired from the sale of the bitbuy.com domain, along with a small portion of open forward foreign exchange contracts.

Acquisition Payables reflects Tranches 3 & 4 of the Mighty Ape acquisition amount.

1. Goodwill has moved YoY as a result of the FX movement on payment of Tranche 2. As the payment occurred within 12 months of the purchase of Mighty Ape, in accordance with accounting standards, the variance has been recorded against Goodwill.



	FY21	FY22
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts from customers	885.5	745.0
Payments to suppliers and employees	(926.3)	(678.5)
Interest received	0.0	0.0
Finance costs paid	(0.6)	(1.7)
Income tax paid	(21.7)	(3.0)
<b>Net cash (used in)/provided by operating activities</b>	<b>(63.0)</b>	<b>61.8</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Purchase of property, plant and equipment	(0.8)	(1.5)
Purchase of intangible assets	(3.9)	(4.1)
Disposal of intangible assets	0.0	2.7
Business Acquisition net of acquired cash	(51.0)	(29.9)
<b>Net cash (used in) investing activities</b>	<b>(55.7)</b>	<b>(32.8)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds from issue of shares	20.0	0.0
Transaction costs related to the issue of shares	(0.3)	0.0
Dividends/distributions paid net of DRP	(27.2)	0.0
Repayment of loans & borrowings	(20.0)	(49.0)
Draw down on debt facility	94.7	5.0
Transaction costs on debt facility	(0.2)	(0.0)
Repayment of lease liabilities	(3.3)	(10.3)
<b>Net cash provided by /(used in) financing activities</b>	<b>63.8</b>	<b>(54.2)</b>
Net (decrease) in cash held	(55.0)	(25.2)
Cash and cash equivalents at beginning of financial year	146.7	91.7
Effects of exchange rate changes on cash	(0.1)	(0.3)
<b>Cash and cash equivalents at end of financial year</b>	<b>91.7</b>	<b>66.2</b>

## Overview

Our net cash position (total cash less loans & borrowings) increased to \$31.2m, from \$12.8m at 30 June 2021. The year included:

- A return to positive operating cash flows of \$61.8m, following the continued unwinding of inventory and initiatives to reduce costs, as mentioned earlier in this Presentation.
- Proceeds from the sale of the bitbuy.com sales of \$2.7m (in addition to this, shares in Wonderfi Technologies Inc. were also received, the entity that purchased Bitbuy Technologies Inc.
- The payment of Tranche 2 of the Mighty Ape acquisition, being A\$29.9m.
- Repayment of loans & borrowings totaling \$49.0m.

# FY23 Strategy & Outlook

# FY23 KOGAN GROUP TRADING UPDATE, OUTLOOK & DIVIDEND



- Consistent with prior years, the Company will not be providing earnings guidance for FY23. However, it will provide regular business updates during the year.
- The Business looks forward to returning to positive operating leverage, having commenced the process of driving efficiencies in operating costs and product ranges which has led to a return to Adjusted EBITDA profitability in 4QFY22.
- July 2022 unaudited management accounts showed Group Adjusted EBITDA of \$1.5m and operating costs reducing by 19.3% year-on-year.
- As we work through this period of consolidation, the Kogan.com Board has decided to not declare a FY22 Dividend.

## IN FY23, WE EXPECT:

- Continued expansion of Kogan Marketplace and the anticipated launch of an advertising platform
- Continued growth of Mighty Ape
- Further growth in Kogan First heading toward medium-term goal of 1 million subscribers
- Continued strong contribution from Exclusive Brands
- The roll-out of enhancements across a number of Kogan Verticals
- Improved operating leverage, consistent with the Company's long-term track record

Thank you.  
Questions?

**2HFY2x:** the 6 months ended 30 June 20xx.

**Adjusted EBITDA:** earnings before interest, tax, depreciation, amortisation, unrealised gain/(loss), equity-based compensation and one-off non-recurring items including the profit from sale of the Bitbuy.com domain. Refer to Annexure 2 of this Presentation for a detailed reconciliation of adjusting items.

**Adjusted NPAT:** net profit after tax and before unrealised gain/(loss), equity-based compensation and one-off non-recurring items including the profit from sale of the Bitbuy.com domain. Refer to Annexure 2 of this Presentation for a detailed reconciliation of adjusting items.

**CAGR:** Compound Annual Growth Rate.

**Contribution Margin:** Gross Profit less other income, variable costs and marketing costs divided by Revenue.

**Core Website Channels:** Kogan.com, Kogan Apps (iPhone and Android), Dick Smith and Matt Blatt Assets.

**EBIT:** earnings before interest and tax.

**EBITDA:** earnings before interest, tax, depreciation and amortisation.

**EBITDA Margin:** EBITDA divided by Revenue.

**Exclusive Brands:** products sold under brands owned by Kogan.com.

**FYxx:** financial year ended 30 June 20xx.

**Gross Margin:** Gross Profit divided by Revenue.

**Gross Profit:** Revenue less cost of goods sold.

**Gross Sales:** is the gross transaction value, on a cash basis, of products and services sold, of Kogan Retail, Kogan Marketplace and the Verticals.

**Group Active Customers:** are the total Active Customers of Kogan.com and Mighty Ape who have purchased in the last twelve months from 1 July 2021, rounded to the nearest thousand.

**Kogan.com Active Customers:** unique customers who have purchased in the last twelve months from 1 July 2021 either on the Kogan.com platform, rounded down to the nearest thousand.

**Kogan Cars:** Vertical launched in 4QFY19 offering competitive prices on new-car purchases.

**Kogan Energy:** Vertical launched in 1HFY20 offering low cost power and gas whilst allowing customers to easily track their energy usage on-demand, in partnership with Powershop (part of Meridian Energy).

**Kogan First:** our loyalty program offering subscribers free/upgraded express shipping along with special offers across thousands of our products.

**Kogan First Subscribers:** excludes Kogan First customers who are in a trial period, and includes only non-trial subscribers.

**Kogan Insurance:** Vertical launched in 1QFY18 offering Insurance online. Currently on pause as we transfer to a new partner, QBE.

**Kogan Internet:** Vertical launched in 4QFY18 offering NBN plans via Vodafone's fixed line NBN network.

**Kogan Life:** Vertical launched in 4QFY18 offering life insurance online.

**Kogan Marketplace:** a platform launched in 3QFY19 for sellers and buyers to complete transactions on Kogan.com, with commission-based Revenue being earned by Kogan.com.

**Kogan Mobile Australia:** launched in 2QFY16, vertical offering pre-paid mobile phone plans available online using Vodafone's mobile network in Australia.

**Kogan Mobile New Zealand:** Vertical launched in 1HFY20 offering pre-paid mobile phone plans available online using Vodafone's mobile network in New Zealand.

**Kogan Money Credit Cards:** Vertical launched in 1HFY20 offering a competitively priced credit card with compelling loyalty incentives for customers to shop on Kogan.com and elsewhere. In FY22 our partnership transitioned to NAB, from Citi.

**Kogan Money Super:** Vertical launched in 1HFY20 offering a new no frills, ultra low fee Australian super fund, in partnership with Mercer.

**Kogan Pet:** Vertical launched in 4QFY18 offering pet insurance online.

**Kogan Retail:** Exclusive Brands and Third-Party Brands sales through the Core Website Channels and eBay, Amazon.com.au, TradeMe and other platforms.

**Kogan Travel:** Vertical offering online holiday packages and hotel and cruise bookings.

**Kogan Verticals:** Kogan Cars, Kogan Credit Cards, Kogan Energy, Kogan Insurance, Kogan Internet, Kogan Life, Kogan Mobile Australia, Kogan Mobile New Zealand, Kogan Money, Kogan Pet, Kogan Super and Kogan Travel.

**Mighty Ape:** refers to Mighty Ape Ltd.

**Mighty Ape Active Customers:** unique customers who have purchased in the last twelve months from 1 July 2021 either on the Mighty Ape platform, rounded down to the nearest thousand.

**Marketplace Active Sellers:** Sellers who are integrated with our Marketplace and have recorded at least one sale.

**Operating leverage:** the efficiency by which a business converts its Revenue into Net Profit.

**Partners:** refers to the companies Kogan.com has conducted business with.

**Product Division:** means Exclusive Brands and Third-Party Brands.

**Repeat Customers:** refer to customers who have purchased more than once with the Business.

**Repeat Orders:** refer to orders placed during the period by Active Customers who had previously transacted with the Business at the time of their order.

**The Business:** refers to Kogan.com Ltd.

**The Company:** refers to Kogan.com Ltd.

**The Group:** refers to Kogan.com Ltd and its subsidiaries, including Mighty Ape Ltd.

**The Presentation:** refers to this document, titled 'Kogan.com - FY22 Results Presentation'.

**Third-Party Brands:** products sold under brands owned by third parties, which are sourced domestically in Australia and internationally.

**Unique customers:** the number of distinct customers who have purchased in the last twelve months.

**YoY:** year-on-year.

## FY22 REVENUE BY BUSINESS DIVISION

Strong revenue growth was achieved in Kogan Marketplace, Mighty Ape and Kogan First.

\$m	FY20 Revenue	FY21 Revenue	FY22 Revenue	FY20 vs FY22 CAGR %	FY21 vs FY22 YoY growth %
Exclusive Brands	232.7	378.0	311.6	15.7%	(17.6%)
Third-Party Brands	228.6	271.7	176.6	(12.1%)	(35.0%)
Kogan Marketplace	13.0	23.4	30.6	53.3%	31.2%
Mighty Ape <sup>1</sup>	n/a	80.2	163.4	n/a	103.7%
<b>Product divisions</b>	<b>474.3</b>	<b>753.3</b>	<b>682.2</b>	<b>19.9%</b>	<b>(9.4%)</b>
Kogan Mobile	12.8	11.3	10.9	(7.8%)	(4.0%)
Kogan First	2.4	8.9	15.5	156.8%	73.4%
Advertising income	3.7	4.0	4.2	7.2%	5.6%
Kogan Money	0.2	0.8	2.8	283.0%	265.6%
Other business <sup>2</sup>	4.6	2.4	2.9	(20.5%)	19.6%
<b>Total</b>	<b>497.9</b>	<b>780.7</b>	<b>718.5</b>	<b>20.1%</b>	<b>(8.0%)</b>

1. Mighty Ape was purchased in December 2020. As such, Mighty Ape results for FY21 reflects seven months of performance, from 1 December 2020 to 30 June 2021.

2. Other business includes Kogan Travel, Kogan Insurance, Kogan Internet, Kogan Money, Kogan Cars and Kogan Energy.

## RECONCILIATION TO KOGAN GROUP ADJUSTED EBITDA AND ADJUSTED NPAT

	Unadjusted	Unrealised gain/(loss)	Equity-based compensation	Mighty Ape purchase - tranches 3&4	Bitbuy.com domain sale	Adjusted
Revenue	718.5					718.5
Cost of sales	(534.1)					(534.1)
<b>Gross Profit</b>	<b>184.4</b>					<b>184.4</b>
Gross margin	25.7%					25.7%
Other income	5.1				(5.1)	0.0
Variable costs	(32.5)					(32.5)
Marketing costs	(71.2)					(71.2)
People costs	(85.5)		26.6	17.0		(41.8)
Other costs	(19.9)					(19.9)
<b>Total operating costs</b>	<b>(204.0)</b>					<b>(165.5)</b>
Unrealised gain/(loss)	(2.2)	2.2				0.0
<b>EBITDA</b>	<b>(21.8)</b>					<b>18.9</b>
EBITDA margin	-3.0%					2.6%
Depreciation & amortisation	(19.2)					(19.2)
<b>EBIT</b>	<b>(41.0)</b>					<b>(0.3)</b>
Interest	(1.7)					(1.7)
<b>Loss before tax</b>	<b>(42.7)</b>					<b>(2.0)</b>
Income tax benefit/(expense)	7.3	(0.6)	(8.0)	-	0.5	(0.8)
<b>NPAT</b>	<b>(35.5)</b>					<b>(2.9)</b>

**Adjusted EBITDA and Adjusted NPAT** are measures of the underlying performance of the Business, they remove non-cash items including the unrealised gain/(loss), equity-based compensation and one-off non-recurring items including the profit from sale of the Bitbuy.com domain. In respect of FY22 the below items have been adjusted:

- **Unrealised gain/(loss):** unrealised loss at year end related to shares still held and open forward foreign exchange contracts.
- **Equity-based compensation:** significant equity-based compensation expenses driven largely by the award of options after the Company's AGM in November 2020. These options were granted to Ruslan Kogan, CEO, and David Shafer, CFO & COO, with a strike price of \$5.29<sup>1</sup>.
- **Mighty Ape purchase - Tranches 3 & 4:** refers to the provision for the likely payment of Mighty Ape Tranche 3 & 4 purchase price instalments as part of the Sale Agreement, which are contingent on the Mighty Ape Founder & CFO remaining with the Business until the delivery of the financial year 2022 and 2023 results, respectively. In line with accounting standards, Tranches 3 and 4 payments will be considered as compensation for post-combination services, and as such, treated as employee remuneration for accounting purposes. The Group will proportionately account for these expenses up until the respective payment dates.
  - For Australian income tax purposes, amounts paid for the acquisition of Mighty Ape shares are considered as capital in nature and are therefore non-deductible, rather increasing the tax cost base of the shares. No deferred tax asset is recognised due to Kogan.com being able to control the timing of the reversal of the temporary difference and it being probable that the temporary difference will not reverse in the foreseeable future.
- **Bitbuy.com domain sale:** relates to the profit on the sale of the domain name bitbuy.com. For full details of the transaction, refer to the ASX release 'Domain sale re Bitbuy' on 14 December 2021.

1. The share price of Kogan.com Ltd at the close of day on 19.08.2022 was \$3.82.