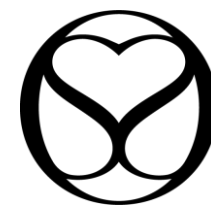




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Julie Lavington – Co-CEO and Co-Founder
Steve Dilks – Finance Director

H1 FY2021 Results and Trading Update

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Highlights

H1 FY2021 Highlights

- Revenue up 52% yoy to £4.3m
- 63% improvement in EBITDA loss
- 47% reduction in marketing spend - reaping benefit of large database of customers and prospects built up over prior 6 months
- Keen understanding of customers' changing needs
- Range diversification – flexible and quick to adapt
- Reduction in the return rate to 42% (49% prior year)



2020 Emerging Retailer *RETAIL WEEK*
2020 Best Digital Retailer Finalist *DRAPERS DIGITAL*
2020 Digital Team Of The Year Finalist *DRAPERS DIGITAL*
2019 Best New Online Business *DRAPERS DIGITAL*
2019 Digital Team of the Year *DRAPERS DIGITAL*
2019 Best Fashion Brand *DC AWARDS*





Strong Autumn Trading *

- Successful and cost efficient investment in new customer acquisition
- Exceeded record highs of 2019 with 49% reduction in marketing spend vs prior year
- Huge efficiencies in acquisition from data driven learnings
- Strong product - great success in investment categories - denim, knitwear, lounge wear and outerwear
- On the pulse of customer sentiment – high engagement
- Successful launch with John Lewis and Next
- Continued improvement in EBITDA
- Cash at 30 November in excess of £4.0m

* Autumn = September to November



Financial Review

Significant Reduction in H1 FY2021 Losses

Income Statement	H1 FY2021	H1 FY2020
	£'000	£'000
Revenue	4,284	2,819
Operational costs	(2,043)	(1,308)
Gross Profit	2,241	1,511
Gross Profit %	52.3%	53.6%
Administrative expenses	(3,184)	(4,161)
Share based payment	(74)	(63)
Depreciation and amortisation	(81)	(68)
Operating (loss)	(1,098)	(2,781)
Finance income	-	-
Finance cost	(4)	(5)
Loss on ordinary activities before taxation	(1,102)	(2,786)
Tax on loss on ordinary activities	-	-
Profit/(Loss) for the period	(1,102)	(2,786)
Other Comprehensive income	-	-
Total Comprehensive income for the period	(1,102)	(2,786)
EBITDA	(1,017)	(2,713)

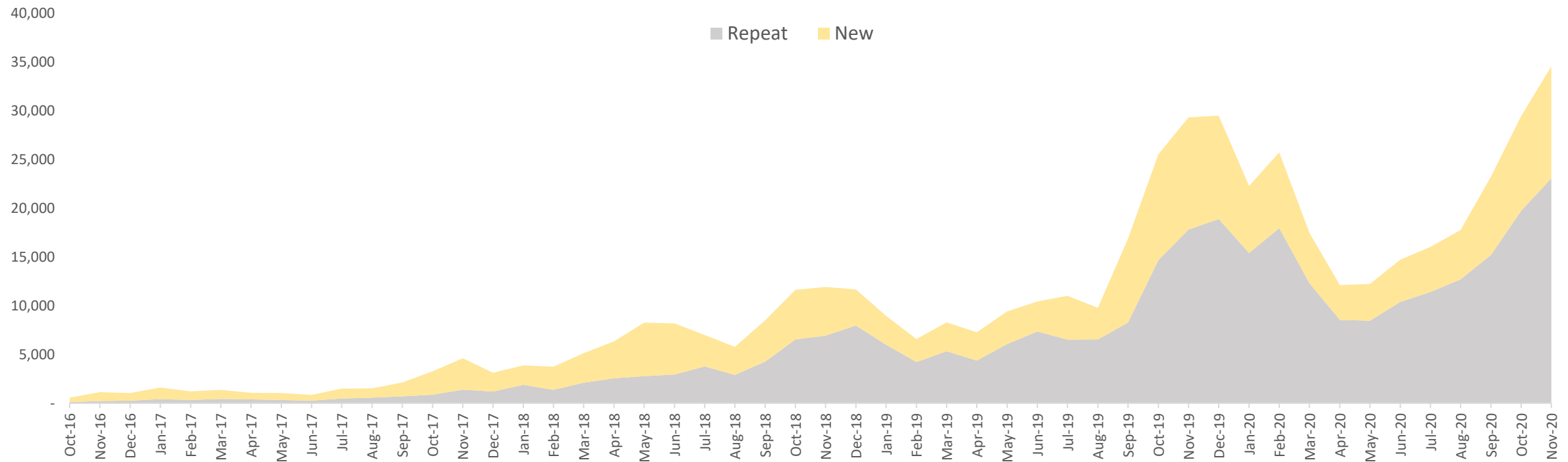
- 63% reduction in EBITDA loss
- Prior year investment in customer acquisition bearing fruit with a 52% increase in revenue
- Return Rate 42% vs 49% prior year
- 23% reduction in Admin expenses
- Share based payment – non cash

Strong Management of Cash – in excess of £4.0m end November

Balance Sheet	H1 FY2021	H1 FY2020	H2 FY2020
	£'000	£'000	£'000
Assets			
Intangible assets	192	175	198
Right-of-use assets	80	155	117
Property, plant and equipment	149	144	165
Total non-current assets	421	474	480
Inventories	3,773	1,920	3,810
Trade and other receivables	624	415	1,001
Cash and cash equivalents	4,538	6,875	5,333
Total current assets	8,935	9,210	10,144
Total assets	9,356	9,684	10,624
Equity			
Share capital	192	163	192
Share premium	41,592	37,298	41,592
Capital Reserves	4,648	4,648	4,648
Other reserves	556	170	482
Reverse acquisition reserve	(19,596)	(19,596)	(19,596)
Retained earnings	(20,516)	(14,386)	(19,414)
Equity attributable to owners of the parent	6,876	8,297	7,904
Total equity	6,876	8,297	7,904
Trade and other payables	2,391	1,226	2,594
Lease liability	89	30	77
Total current liabilities	2,480	1,256	2,671
Non current liabilities	0	131	49
Total liabilities	2,480	1,387	2,720
Total equity and liabilities	9,356	9,684	10,624

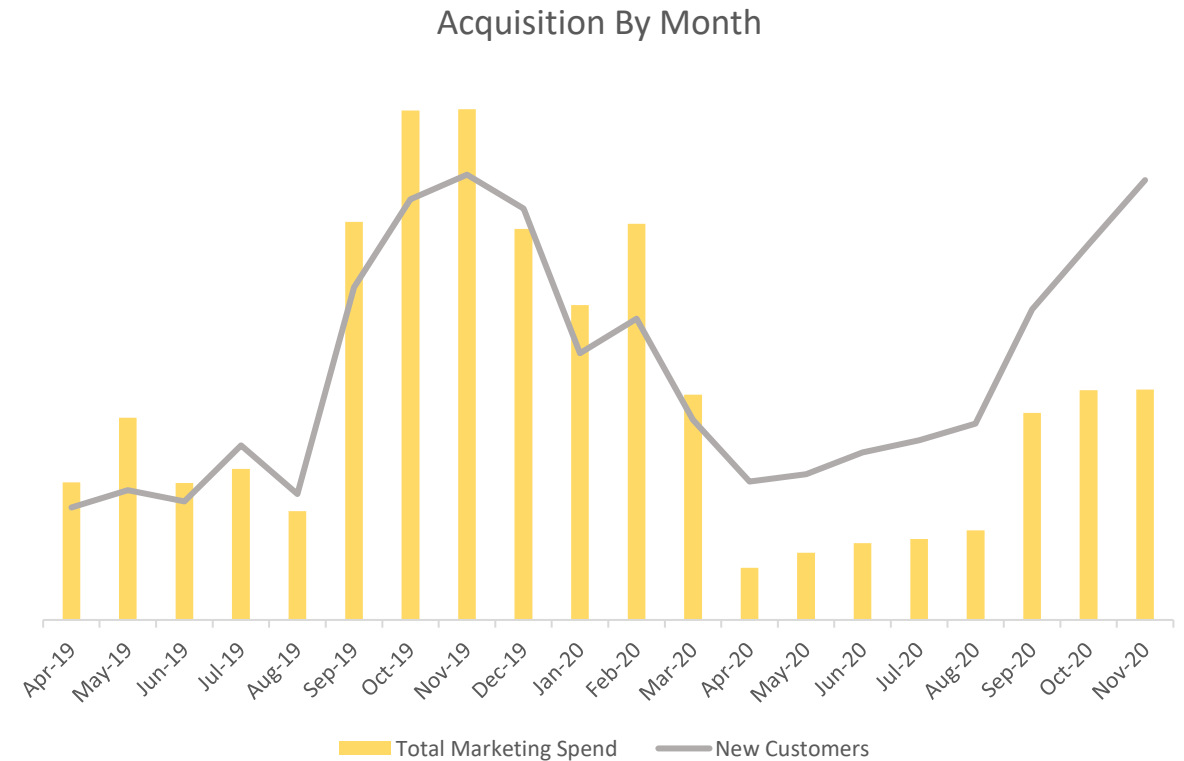
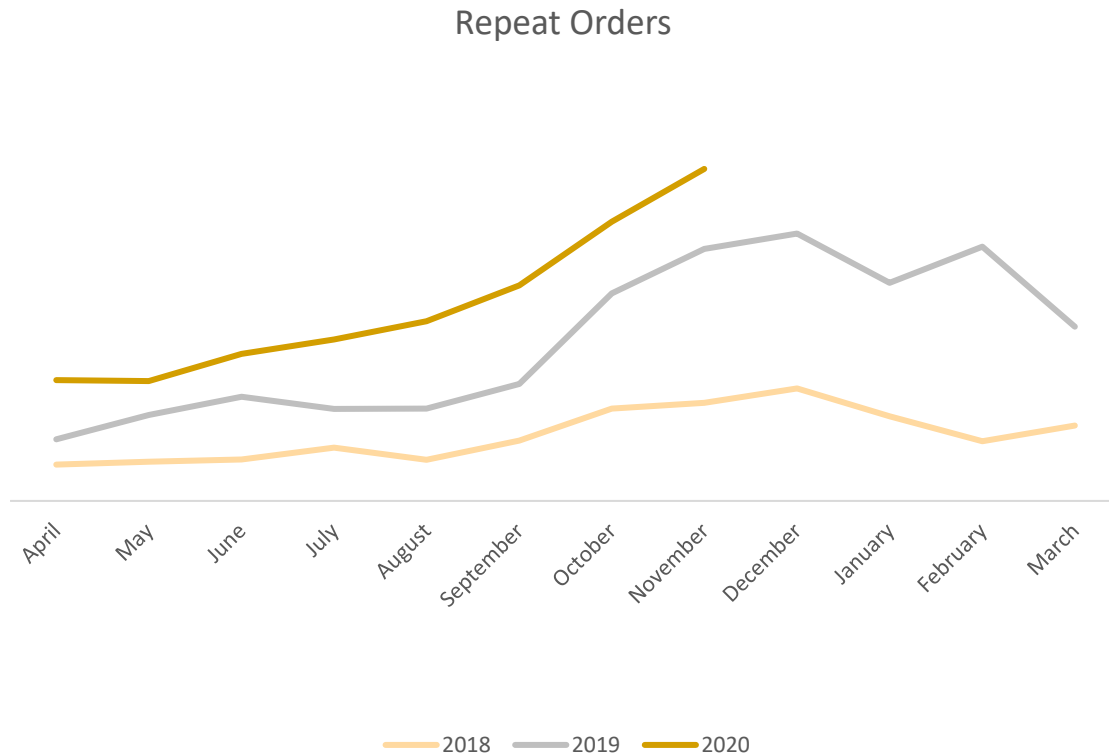
- November cash in excess of £4.0m (April £4.4m) with a strong focus on cash preservation whilst reintroducing cost effective marketing and customer acquisition
- Net Cash of £4.3m which is inclusive of £0.2m liabilities paid on the 1st October
- Stock position maintained since year end with new category and new-in lines selling particularly well.
- Receivables – VAT repayment at H2 FY2020
- Payables – Creditor reduction from H2 FY2020 less return provision increase

Continued Repeat Order Growth and Return to Customer Acquisition in September



- Carefully controlled customer acquisition commenced in September with excellent results
- Orders have more than doubled in Autumn vs prior 5 months
- Strong repeat orders, in particular through lockdown where cash preservation was prioritised

New Customer Orders at Prior Year Levels Despite 49% Marketing Spend Reduction *



- Continued repeat order growth through the first half benefiting from the increased database built up over the previous 12 months
- Reduced customer acquisition activity due to Covid-19, cautiously investing again from September resulting in similar new customer orders from half the investment

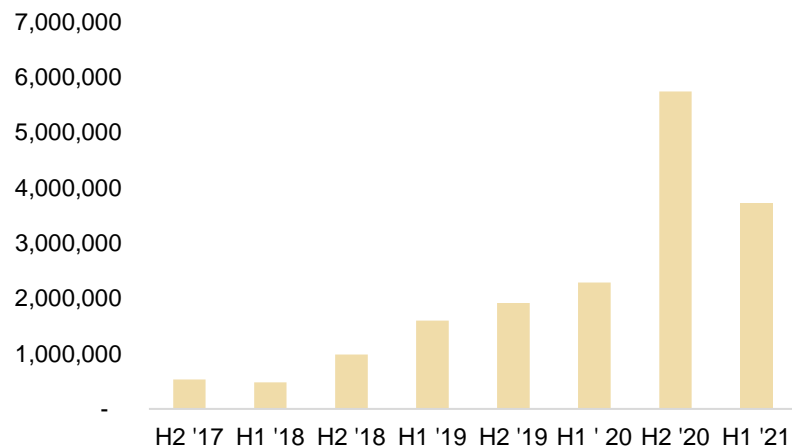
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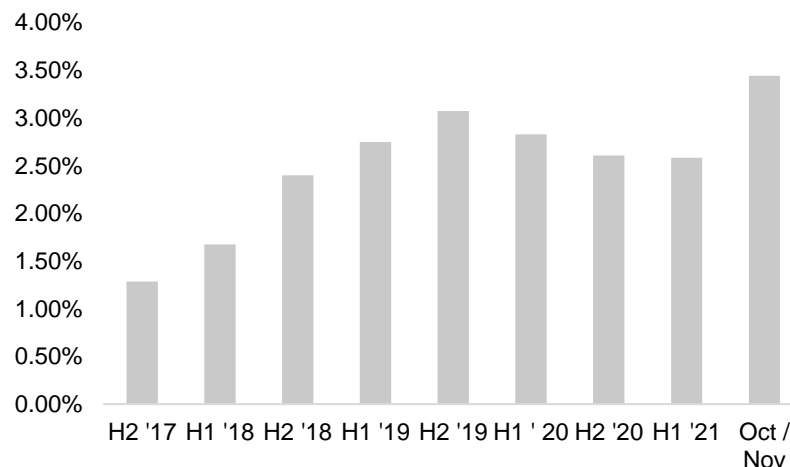
H1 FY2021 Visits and Orders Substantially Ahead of Prior Year

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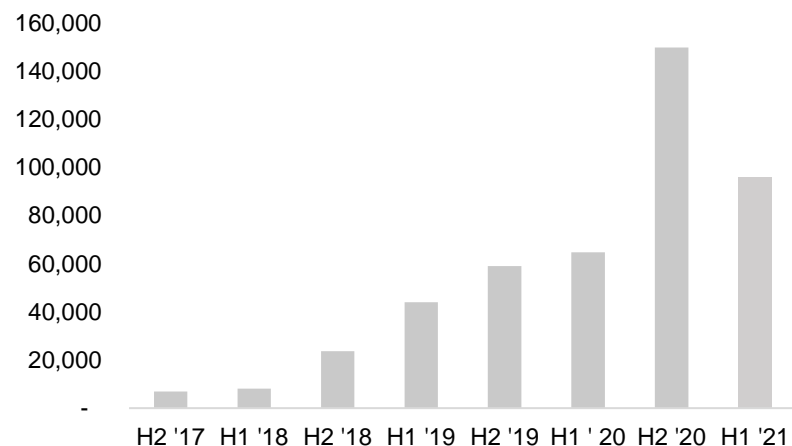
Web Visits



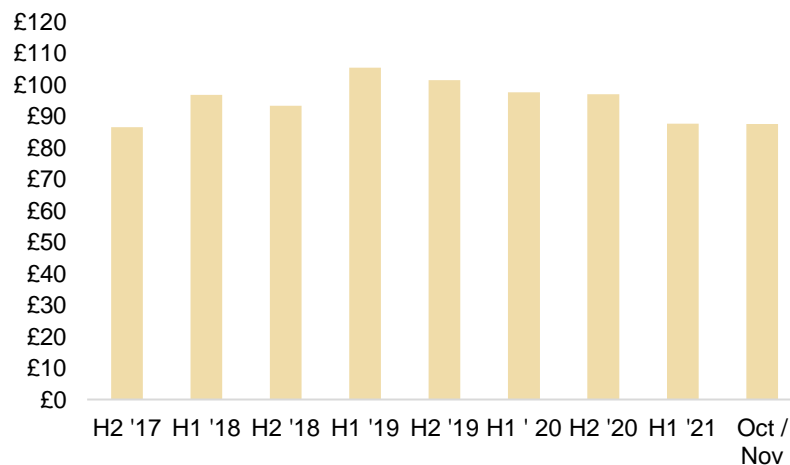
Conversion



Orders



Average Order Value

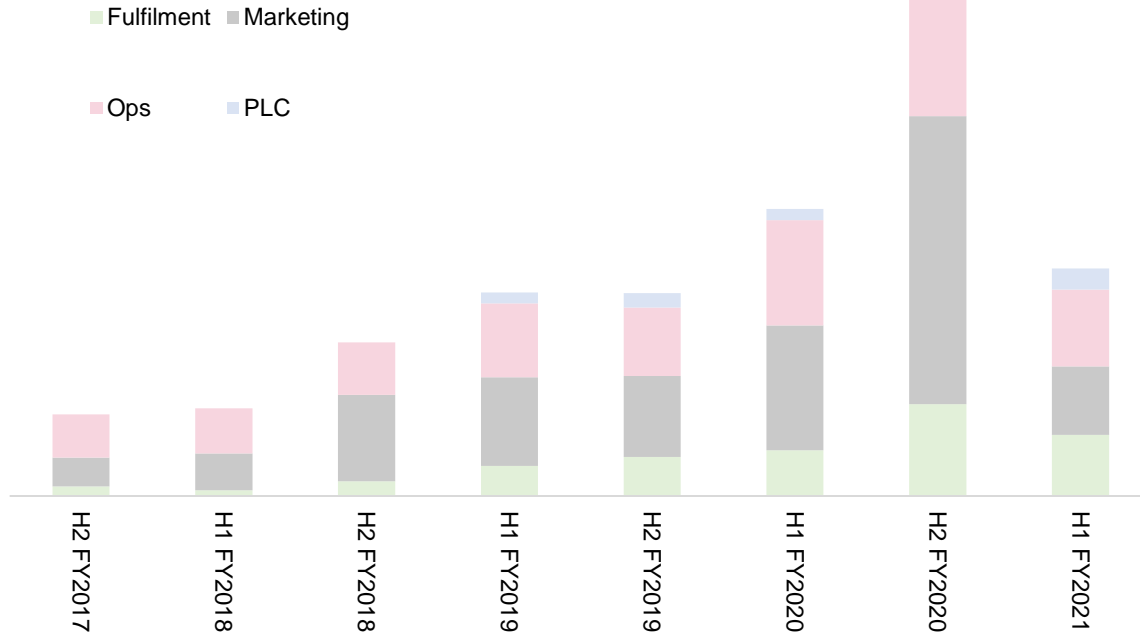


- H1 FY2021 saw significant growth in visits and orders despite the impact of Covid-19 reduced expenditure
- Conversion maintained compared with H2 FY2020 reflecting an increase in browsing following TV and an increase in purchase consideration through lockdown
- Conversion in October and November increased with a return to customer acquisition activity
- AOV in H1 FY2021 impacted slightly reflecting the shift in product mix and maintained into Autumn

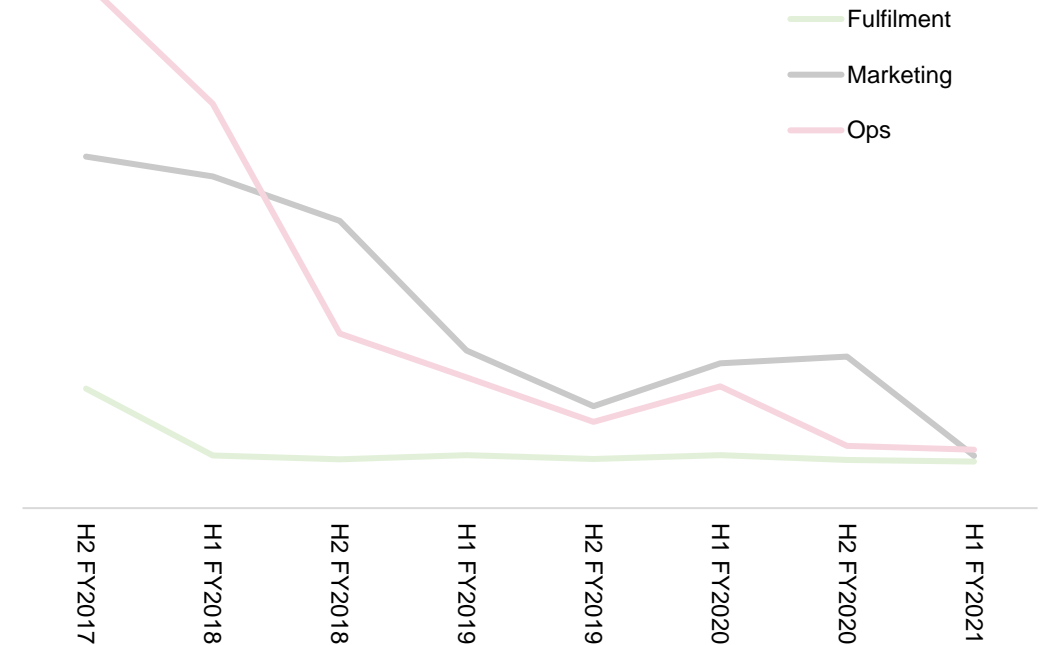
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Substantial Reduction in Costs Resulting in Improved Profitability

Costs by Type



Costs as % of revenue



- Substantial reduction in acquisition spend
- Fulfilment costs continue to fall as a % of revenue, helped by the reduction in return rate
- Economy of scale resulting in improved metrics



Outlook

Outlook

- Short term uncertainties but confident of our ability to adapt
- Revenue growth with continued improvement in profitability
- Maintain focus on cash preservation
- Flexible approach to customer acquisition
- Continue to expand product range in all categories and adapt quickly to changing customer needs
- Ongoing development of John Lewis and Next
- Longer term outlook optimistic

