

## Investor Presentation FY22 Results Update

### 17 August 2022

Redbubble Group owns and operates the leading global online marketplaces, Redbubble.com and TeePublic.com, bringing more creativity into the world.

The financial results have been audited and are on a delivered basis (unless otherwise noted). Strategic and operational metrics are from internal management reports and have not been subject to audit.



## **FY22 Financial Summary**

**Gross Transaction Value** 

\$630m

↓ 10% floating ↑33% 2-yr floating
 ↓ 12% cc<sup>1</sup>

### **Artist Revenue**

**\$91m** 

↓ 13% floating ↑38% 2-yr floating
 ↓ 14% cc<sup>1</sup>

Marketplace Revenue

\$483m

 ↓
 13% floating
 ↑ 38% 2-yr floating

 ↓
 14% cc<sup>1</sup>
 ↑ 47% 2-yr cc<sup>1</sup>

#### **Gross Profit**

\$183m

↓ 18% floating ↑36% 2-yr floating
 ↓ 19% cc<sup>1</sup>

Cash Balance

\$89m

**↓** \$10m

Underlying Marketplace Revenue

\$472m

↓ 2.6% floating ↑33% 2-yr floating
 ↓ 4.3% cc<sup>1</sup>

**EBITDA** 



 $\checkmark$  \$64m  $\checkmark$  \$16m since FY20

**Palm Trees Palm Springs** Designed and sold by Chris M



Source: RB internal data. All numbers, except for GTV and underlying Marketplace Revenue, are on a delivered basis. GTV is measured on a paid basis. Underlying Marketplace Revenue is on a paid basis and excludes Masks contribution. GTV, underlying Marketplace Revenue, Gross Profit and EBITDA are non-IFRS measures. Non-IFRS measures are unaudited. YoY growth rates are comparing to FY21 and the 2-year growth rates are as measured from FY20. Cash balance change shown is from 1 July 2020 and 1 July 2021 to 30 June 2022. 1. Constant currency basis

**↑\$31m since FY20** 

# Business overview FY22 progress of strategic priorities



# **RB Group continues to execute against four strategic themes and two enablers**

1	Artist activation and engagement	Acquisition and engagement of artists to support growth and improvement of the library of unique content
2	User acquisition and transaction optimisation	Ongoing optimisation of user acquisition and transaction flows to drive uplift in overall user value
3	Customer understanding, loyalty and brand building	Deeper understanding of customers and their behaviour to create more compelling experiences and increased customer loyalty
4	Product range and 3rd party fulfilment network	Addition and changes to available product range from 3rd party fulfilment network to reinforce user acquisition and customer loyalty
5	Business enablement	Evolution of core capabilities to enable efficient scaling
6	Risk mitigation	Active management of key risks

# Ongoing sales from the existing content library creates recurring value for artists and the platforms







# Continuing investments across RB Group to promote ongoing artist engagement



Expanded range offering



**Encouraging new content** 



**Exposure to new customers** 



## Scaling content operations to ensure high-quality content is hosted on our marketplace

Investments into content operations



New content uploaded to the Redbubble Marketplace (m, FY18 - FY22)



detection software to further improve our detecting and removing unwanted content

Source: RB Group internal data. For Redbubble only. Based on internal and outsourced headcount at Redbubble

## Organic (unpaid) channels continue to drive the majority of revenue

As an aggregator of demand, RB Group connects artists to millions of customers

Long tail listings are a competitive advantage for attracting customers

 Opportunity to enhance loyalty and build brand awareness

Majority of sales still generated from customers via organic channels



## FY22 Marketplace Revenue from organic channels

60%

Based on a last click attribution basis<sup>1</sup>

Source: RB Group internal data.

# Making investments and continuing to experiment across the funnel





For every moment of self-expression, we've been there.

> Designed and sold by **House of** Wonderland and nevhada



# Investments in internal capability are leading to improvements in customer experience



Branded Dynamic Product Ads



Improved In-App Promotional Experience



Buy Now Pay Later Options at Checkout Customer understanding, loyalty and brand building

# 60% of MPR comes from mobile with the Apps driving engagement

### **Marketplace Revenue from Mobile** (A\$m, FY18 - FY22)

3





15%

Redbubble Marketplace Revenue from apps in FY22 (MPR up 51% v FY20)



Customer understanding, loyalty and brand building

## Large Redbubble membership base continues to exhibit favourable purchasing behaviours

Active Members on Redbubble<sup>1</sup> in FY22

14.4m 12%

(down 7% vs FY21 and up 32% vs FY20) purchase on Redbubble<sup>1</sup> in FY22

Active Members who made a

Of those members who made a purchase in FY22: they are **1.6x** more likely than non-members **to have purchased more than once** in FY22<sup>2</sup>, **generating 30% higher average annual revenue<sup>3</sup>** than non-members

Source: RB Group internal data. Redbubble only. 1. Unique members who visited either the web or app platform while logged in at least once over the period. 2. Number of purchase occasions made by members in FY22. 3. Based on Marketplace Revenue.



## A growing proportion of Group Marketplace Revenue from repeat purchases





So 1.E

Source: RB Group internal data



4 Product Range and 3rd Party fulfilment network

## Global 3P fulfillment network improving customer experience - with reduced cost and waste

During 2H22, RB Group focused on and achieved an improvement in delivery experience and product quality for customers Days to ship decreased during 2H22 28%

Delivery time estimates reduced by 1-5 days for 91 Products

Reduced defect<sup>1</sup> rate for stickers during 2H22 by 26%



Source: RB Group internal data. 1. Defect includes refund, return or voucher provided to customer.

### 4 Product Range and 3rd Party fulfilment network

## Delivered new product launches and line extensions in FY22



Launched new products and extended existing product lines to gain market share and drive incremental artist sales encouraging early signs with results ahead of expectations:

- MPR for product launches released in FY22 for mouse pads & caps: \$5.3m
- MPR for line extensions released in FY22 in apparel, stationery and device cases: \$6.1m



In FY22 launched a new product category to gain market share and drive incremental artist sales

#### 1H22 category products launched:

- Dad Hat & Baseball Cap (RB)
- Mousepad & Desk Mat (RB)
- Premium T-Shirt & Hoodie (TP)
- Eco Tee (TP)

#### 2H22 category products launched:

- Pet Bandanas (RB)
- Pet Mats (RB)
- Pet Blankets (RB)



Optimising the product offer to align with shifts in consumer demand and enhancing the customer experience, including product line extensions and sunsets

#### 1H22 line extensions:

- Hoodie Colour Extension
- iPhone Case

#### 2H22 line extensions:

- Classic T-Shirt Colour x 4
- Essential T-Shirt Colour x 2

15

- Samsung S22 Cases
- Medium Mouse Pad



## Pets category launched in June





**Align Artist** product portfolio to consumer demand

Capture new global market share

Designed and sold by Kierkegaard, Feroniea, RichSkipwrith and Chobopop

## 2. Unit economics & Redbubble brand positioning



Designed and sold by **kattvalk** 

Space, man! Designed and sold by heavyhand

## **Redbubble Unit Economics Remain Strong**

### Proactive actions taken in 2HFY22 to further improve Redbubble unit economics





Assume the Fetal Position Designed and sold by Steven Rhodes

# Strong Redbubble unit economics supported by ~6% average base price rise



Brand investments will focus on building awareness in our value proposition and core platform offering

### **Redbubble is Creatively Inspired Commerce**

## Self Expression for Customers

Breadth and depth powered by the largest independent artist marketplace.

### Economic Empowerment for Artists

Independent artists turning their passions into profits.





Aurelia



MedusaDollmaker

### Confident Commerce

A trusted experience delivered by quality, security, and dependability.

"This is a great company. They have so many things that are unique and the artwork is so beautiful."

Customer

"I am a new fan of redbubble! ... you have the BEST articles (clothing) to choose from! And I love the redbubble packaging,! ...I'm a designer and you'll be hearing from me again! Great job."

Maria, Customer

"As of today, with your help, I have raised and donated \$3,000"

Anonymous, Artist

### Strength in Gen Z – with plenty of scope to further increase awareness

## Scope to further increase brand awareness in Gen Z cohort

#### Awareness Survey, Q3 '23



### **Creating connections through Self Expression**





## **Redbubble Brand Investment – Execution Plan**

Approach Testing media via brand campaigns in key markets to lift brand awareness

Audience GenZ in key strategic markets

Geography US Only – Key Cities

Media Foundational Mix: Social, Video & New Partners

TargetingContextual/Behavioral targeting & deeper creative<br/>partnerships



Yikes, Hoodie Designed and sold by Natalee Ryan Supporting Ukraine – The power of the Redbubble platform enabling a meaningful community response











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REDBUBBLE

## 3. FY22 financial performance



## Income Statement – 4Q22 and FY22

P&L (A\$M)	4	Q	YOY	YOY FY		YOY
	FY21	FY22	Growth	FY21	FY22	Growth
Marketplace (MP) Revenue	97.0	98.2	1%	553.3	482.6	(13%)
Gross Profit	39.0	39.0	(0%)	222.7	183.1	(18%)
GP % (on MP Revenue)	40.2%	39.7%	(0.5)pp	40.3%	37.9%	(2.3)pp
Paid Acquisition	(12.8)	(16.3)	27%	(71.2)	(76.4)	7%
GPAPA <sup>1</sup>	26.2	22.6	(14%)	151.5	106.7	(30%)
GPAPA % (on MP Revenue)	27.0%	23.0%	(3.9)pp	27.4%	22.1%	(5.3)pp
Brand	0.0	(1.1)	n/a	0.0	(1.1)	n/a
Operating Expenses	(23.2)	(29.7)	28%	(88.7)	(109.3)	23%
Operating EBITDA	3.0	(8.1)	nm	62.8	(3.6)	(106%)
Other Income/Expenses <sup>2</sup>	(1.3)	(0.8)	(43%)	(10.0)	(7.6)	(25%)
EBITDA	1.7	(8.9)	nm	52.7	(11.2)	nm
D&A <sup>3</sup>	(3.2)	(2.5)	(22%)	(13.3)	(10.7)	(20%)
EBIT	(1.5)	(11.4)	nm	39.4	(21.9)	nm

- Q4FY22 Marketplace Revenue versus pcp up 1% to \$98.2m and gross profit flat at \$39m.
- Q4FY22 mask sales down \$2.5m versus pcp to \$0.5m
- Q4FY22 gross profit margin versus pcp was down 50bps to 39.7%
- Q4FY22 MPR and gross profit up 1.9% & 7.9% respectively vs 3QFY22
- Q4FY22 gross profit margin up 220bps to 39.7% vs Q3FY22

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- Q4FY22 paid acquisition costs up \$3.5m versus pcp & \$0.9m vs 3QFY22
  - **Q4FY22 Operating expenses,** excluding \$1.1m of brand spend, up \$6.5m or 28% versus pcp, reflecting investment in capabilities and capacity build across the business
- Reported FY22 Marketplace Revenue down 13% or \$70.7m YoY



# Bridge between Reported and Underlying Marketplace Revenue

Marketplace Revenue (A\$m, FY20 - FY22)



- Reported FY22 Marketplace Revenue down 13% or \$70.7m YoY to \$483m
- FY22 Underlying Marketplace Revenue of \$472m, down 2.6% or \$13m YoY (4.3% cc)
- Taking a longer term view, FY22
   Marketplace Revenue was 38%
   higher (47% cc) than FY20

## **Delivering long term growth since FY18**



**GP** (A\$m, FY18 - FY22) +30% CAGR

134

FY21

95

FY18 FY19 FY20

64



**GPAPA** 

RB Group has a reliable record of delivering long term growth

- MPR grew at CAGR of 27% & GP of 30% since FY18
- Increasing scale will help to drive
   further GP and GPAPA

improvements over the medium term

# Consolidating global footprint with all regions growing strongly over the last 2 years

### **Gross Transaction Value by Region** (A\$m, FY18 - FY22)



Region	% total business	FY22 v FY21	FY22 v FY20
ROW	1%	(12%)	18%
AU/NZ	7%	4%	63%
UK	10%	(21%)	25%
EU	13%	(17%)	27%
North America	69%	(8%)	33%

# Diversified product mix enabled RB Group to maximise opportunities in a changing environment

**Gross Transaction Value by Product Category** (A\$m, FY18 - FY22)



Category	% Total business	FY21-22 YoY	4QFY22 YoY
Artwork	10%	(18%)	(21%)
Homewares	9%	(24%)	(24%)
Stationery and Stickers	13%	(9%)	2%
Accessories	10%	(50%)	(31%)
Other Apparel	16%	3%	5%
T-shirts	43%	12%	20%
Total Apparel	59%	9%	17%

Strong Q4 YoY growth in Total Apparel



# Strong balance sheet continues to provide operating & strategic flexibility



**Strong \$89m cash at bank** position with nil debt provides ample flexibility to:

- Fund mid-term growth
   through investments across
   four key strategic themes
- Prudently manage working
   capital requirements

### **Other Balance Sheet related items:**

- Revenue yet to be recognised: \$13m
- Off Balance Sheet tax losses<sup>1</sup>:
   \$48m



# Opex walk FY21 – FY22 and 'delta' forecast spend for FY23



FY21 Opex: \$89m, includes salary and wages of \$57.8m

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- FY22 Opex: \$110m, includes salary & wages of \$70.3m and Brand Spend of \$1.1m
- FY23 forecast salary and wages run rate ~\$7.0m to \$7.4m per month, results in a step up of between ~\$14m to \$18m in FY23
  - FY23 includes forecast 12 month program brand spend of ~\$8m to \$12m (at constant currency)

## 4. Medium Term Aspirations & Outlook



## **RB Group operates large 3-sided marketplaces...**

> Large scale, highly dynamic content from millions of artists creates constantly evolving product catalogue

RB Group aggregates and enables consumer demand for artists from organic and paid channels



Made on-demand and shipped directly from the 3rd party network enabling "infinite" product listings with positive unit economics

## ...that are very difficult to replicate at scale

# Clear strategic plan based upon high potential levers over the medium & long term

	<b>FY22-23</b> Foundations laid for next phase of growth	FY23-FY25 Earn growth in core markets through disciplined investment	<b>FY25+</b> Amplified growth, leveraging scale to drive margin uplift			
Artist	Group-level artist recruitment and account management					
activation and engagement	Artist experience changes	to optimise content				
2 User acquisition	Improved digital experiences					
and transaction optimisation	Audience-based marketing	Brand marketing	Geographic			
3 Customer understanding,						
loyalty and brand building	Improved physical experiences					
Product range and	New products and fulfi	Iment locations				
3rd Party fulfilment network	Realisation of fulfilment scale efficiencies					
5 Business enablement	Evolution of core capabilities to en					
6 Risk Mitigation	Active management of key busines	ss risks				

RB Group is committed to medium term aspirations that will deliver a step change in the scale of the business

Medium Term Aspiration: FY26-FY27



We believe this is achievable through organic investment and growth. We will consider M&A opportunities that will help to accelerate this medium term aspiration.

# The enhanced scale will expand margins and increase profitability over the medium term

	FY22	FY26-FY27	Implications for next 4-5 years
Artist Revenue	90.8	\$250m+	Step change in value for Artists
Marketplace Revenue	482.6	\$1.25b+	Grow MPR at historical CAGR of 20-30%
GP (% of MPR)	37.9%	40-42%	Improving margin structure through scale and efficiencies
Marketing (%)	15.8%	12-15%	Improve paid marketing efficiency to enable brand investment
Operating expenses (%)	22.9%	12-15%	Realise scale efficiencies in core systems and processes
EBITDA (%)	(2.3)%	13-18%	In the short-term EBITDA as a percent of MPR will reflect ongoing investments across the business

## FY23 Outlook

- **Revenue growth is expected in FY23**, with the benefit of one-off mask sales in FY21 of ~\$55 million now largely fully cycled.
- **Redbubble unit economics to remain compelling**, supported by the ~6% average base price rise from early May 22, and with 60% of marketplace revenue from unpaid sources on a last-click attribution basis.
- Forecast FY23 opex reflects:
  - A slowing of new roles in FY23, down to 4%, from 30% growth in FY22;
  - FY23 forecast FTE Salaries and Wages average run rate of between
     \*\$7.0 million to \$7.4 million per month, an increase of between ~\$14 million to \$18 million for the year; and
  - FY23 forecast Redbubble brand investment of ~\$8 million to
     \$12 million (at constant currency) to build awareness that reinforces the path to our medium term aspirations.



Balloon Animal Dogs Designed and sold by evannave

Source: RB Group internal data.

Q&A



## Appendix



## 4Q22 and FY22 Income Statement Summary – RB Group

	4Q		YOY			YOY	2-year
P&L (A\$M)			4Q FY22 v 4Q FY21	FY		FY22 v FY21	FY22 v FY20
	FY21	FY22	Growth	FY21	FY22	Growth	Growth
Total Revenue	115.8	116.9	1%	657.3	573.4	(13%)	38%
Less: Artist Revenue	(18.7)	(18.8)	0%	(104.0)	(90.8)	(13%)	38%
Marketplace (MP) Revenue	97.0	98.2	1%	553.3	482.6	(13%)	38%
Gross Profit	39.0	39.0	(0%)	222.7	183.1	(18%)	36%
GP % (on MP Revenue)	40.2%	39.7%	(0.5)pp	40.3%	37.9%	(2.3)pp	(0.4)pp
Paid Acquisition (Marketing)	(12.8)	(16.3)	27%	(71.2)	(76.4)	7%	92%
GPAPA (Gross Profit after Paid Acquisition)	26.2	22.6	(14%)	151.5	106.7	(30%)	13%
GPAPA % (on MP Revenue)	27.0%	23.0%	(3.9)pp	27.4%	22.1%	(5.3)pp	(4.9)pp
Brand	0.0	(1.1)	n/a	0.0	(1.1)	n/a	n/a
Operating Expenses	(23.2)	(29.7)	28%	(88.7)	(109.3)	23%	38%
Operating EBITDA	3.0	(8.1)	nm	62.8	(3.6)	(106%)	(124%)
Other Income/Expenses <sup>1</sup>	(1.3)	(0.8)	(43%)	(10.0)	(7.6)	(25%)	(25%)
EBITDA	1.7	(8.9)	nm	52.7	(11.2)	nm	nm
Depreciation & Amortisation <sup>2</sup>	(3.2)	(2.5)	(22%)	(13.3)	(10.7)	(20%)	(22%)
EBIT	(1.5)	(11.4)	nm	39.4	(21.9)	nm	nm



## Glossary

- Marketplace Revenue (MPR): Total Revenue less Artist Revenue (i.e. margin).
- Gross Transaction Value (GTV): Gross Transaction Value less Taxes and Artist Revenue is equal to Marketplace Revenue.
- **Constant currency:** reflects the underlying growth before translation to Australian dollars for reporting purposes. Redbubble sources about 91% of its Marketplace Revenue in currencies other than Australian dollars. TeePublic sources about 88% of its Marketplace Revenue in US dollars.
- . DDA: Delivery Date Adjustment
- . **CODB:** Cost of Doing Business
- . **COGS:** Cost of Goods Sold
- . **GPAPA:** Gross Profits after Paid Acquisition
- . **3P:** third party
- Selling artists: currently active artists (i.e. not suspended or deleted) who sold a currently published work during the period; does not account for overlaps between Redbubble and TeePublic.
- **Content library:** based on indexable user-generated content across both Redbubble and TeePublic. To classify as indexable content. the work must be in a published state and available on at least one product, and the artist must be active and payable.
- Unique customers: defined as an unique email address; does not account for overlaps between Redbubble and TeePublic.
- Existing customers: customers that have purchased already in the 12 months prior; does not account for overlaps between Redbubble and TeePublic.
- Reactivated customers: customers that have purchased before, but not in the previous 12 months; does not account for overlaps between Redbubble and TeePublic.
- **Repeat purchases:** based on repeat Marketplace Revenue earned from purchases made by repeat customers who have previously purchased, regardless of the date of their initial purchase.
- Annual purchase days: frequency of purchase made by customers over a 12 month period.
- Active members on Redbubble: unique members who visited either the web or app platform while logged in at least once during the period.
- Units: every item in an order counts as one (i.e. an order with 2x stickers and 1x t-shirt will count as 3 units).
- New products and line extension contribution: Marketplace Revenue earned from sales of products launched or lines extended during the reporting period.

### **About Redbubble Group**

Founded in 2006, the Redbubble Group incorporates Redbubble Limited and its subsidiaries, including TP Apparel LLC (TeePublic). The Redbubble Group owns and operates the leading global online marketplaces hosted at Redbubble.com and TeePublic.com, powered by over one million independent artists. The Redbubble Group's community of passionate creatives sell uncommon designs on high-quality, everyday products such as apparel, stationery, housewares, bags, wall art and so on. Through the Redbubble and TeePublic marketplaces, independent artists are able to profit from their creativity and reach a new universe of adoring fans. For customers, it's the ultimate in self-expression. A simple but meaningful way to show the world who they are and what they care about.

### **Disclaimer**

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