



Growth and Profitability

September, 2023

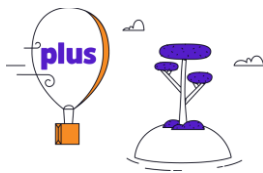
Business Finance in Action

skrutz

Skrouz Plus value proposition

FY21 - The beginning

Free shipping



Enjoy **free shipping** for **>€20 orders** and reduced shipping fees for cargo deliveries across Greece



User Data

OPAU: > 3.3 / month
3x Vs non Plus in FY21

GMV per User: > €180 / month
4x Vs non Plus in FY21



Financial Data

Core LTV > Plus LTV

For every €1 GMV sold
Skrouz paid €0.06

Which is our key objective and how to win

Action Plan

Objective

- Improve financial performance
- Maintain user adoption and spending behaviour
- Create a positive LTV

How to get there:

- Analyse *user behaviour*
- Analyse *order data*
- **Identify common characteristics** on loss making orders
- Create a new **financial business case**

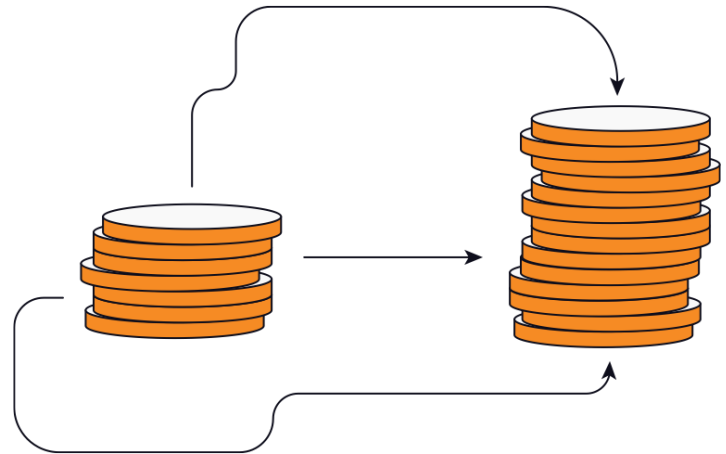
Quick wins or maybe not

- Increase subscription fee ❌
- Increase order value threshold ❌

Actions:

ASV consolidation

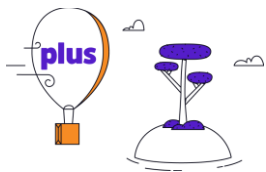
Add new user features



Skrouz Plus value proposition

FY22 - The second phase

Free shipping



Enjoy **free shipping** for **>€15 shipments** and reduced shipping fees for cargo deliveries across Greece

Deals



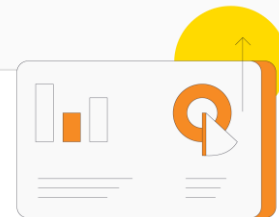
Access **exclusive discounts** weekly that are offered by top sellers and brands across all product categories



User Data

OPAU: > 3.3 / month
5x Vs non Plus in FY22

GMV per User: > €180 / month
6x Vs non Plus in FY22



Financial Data

Core LTV > Plus LTV

For every €1 GMV sold
Skrouz paid €0.015

Which is our key objective and how to win

Action Plan

Objective

- Improve financial performance
- Maintain user adoption and spending behaviour
- Create a positive LTV

How to get there:

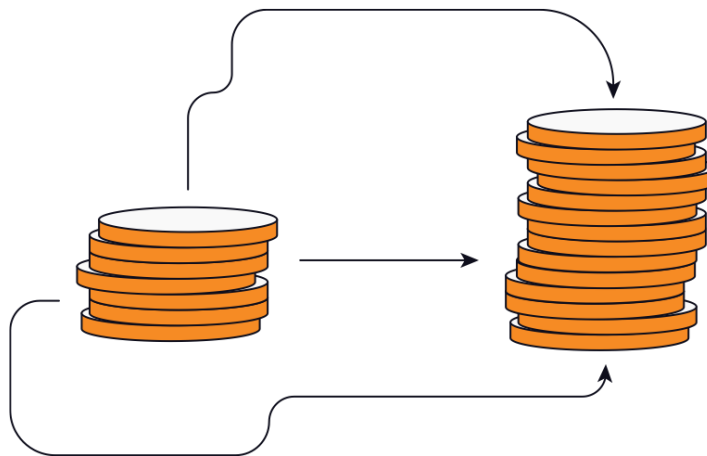
- Analyse *new user behaviour*
- Analyse *suborder data*
- **Identify common characteristics** on loss making suborders
- Create a new **financial business case**

Quick wins or maybe not

- Increase subscription fee ❌

Actions: *Slightly increase ASV limit*

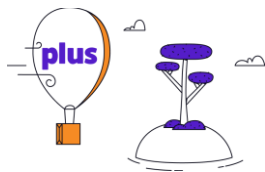
Add new user features



Skroutz Plus value proposition

FY23 - The final (?) version

Free shipping



Enjoy **free shipping for >€20 shipments** and reduced shipping fees for cargo deliveries across Greece

Deals



Access **exclusive discounts** weekly that are offered by top sellers and brands across all product categories

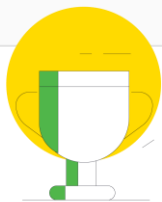
Coins



Collect Coins with all orders as a reward for your loyalty. Coins also act as a **promotional tool for merchants**, who can “buy” extra coins to assign to their products

Skrouz Plus value proposition

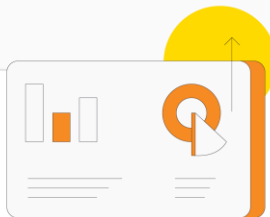
FY23 - The final (?) version



User Data

OPAU: > 3 / month
5x Vs non Plus in LTM23

GMV per User: > €180 / month
6x Vs non Plus in LTM23



Financial Data

Core LTV < Plus LTV

For every €1 GMV sold
Skrouz generates profit

**A Skrouz Plus User generates more Gross Profit in
a period less than 12 months compared to a non
Plus User**

Skrouz Plus reporting

Advanced financial reporting

← Undo → Redo ↶ Revert 🔄 Refresh ⏸ Pause

View: Original Alerts Metrics Share Download Comments Full Screen

High-Level Overview Skrouz Plus Conversions Plus Transactions Plus Renewal Metrics Plus vs Core Plus Day & Week Level **Unit Economics** User Behavior Lookalike Analysis Category Overview Plus Users Performance Overview Totals

7. Unit Economics Last update: 23/05/2022 10:36:05

Month/Year: (All) Subscription Type: (All) Estimate Shipping Costs: False Plus Subscription Fees: On Accrual Basis Shipping Cost Estimation (excl. VAT): 3

Absolute Numbers

	June 2021	July 2021	August 2021	September 2021	October 2021	November 2021	December 2021	January 2022	February 2022	March 2022	April 2022	May 2022
Core Orders												
GMV												
Orders												
Suborders												
Commission Revenue (excl. VAT)												
Clearance Fee												
CoD Fee (excl. VAT)												
CoD Cost												
Plus Subscription Fee (excl. VAT)												
Shipping Fee (excl. VAT)												
Shipping Fee Refunded												
Shipping Cost (excl. VAT)												
Buyers Protection Cost												
Additional Product Cost												
Redeemed Coupon Cost												
Customer Care Cost												
Customer Support Payroll												
Customer Support Software Cost												
Webhelp Cost												
Free Shipping												
Net CoD Result												
Net Shipping Result												
Marketplace Profit												

Skrouz Plus reporting

User behaviour analysis

Plus orders per user

	Q2 '21	Q3 '21	Q4 '21	Q1 '22	Q2 '22	Q3 '22	Q4 '22	Q1 '23	Q2 '23
Q2 '21	3.2	9.3	11.1	10.4	11.0	10.2	11.8	10.7	11.0
Q3 '21		4.5	8.2	7.7	8.3	7.8	9.1	8.4	8.6
Q4 '21			4.7	6.6	7.0	7.0	7.8	7.3	7.5
Q1 '22				4.4	6.7	6.7	7.8	7.1	7.4
Q2 '22					4.2	5.8	6.5	6.2	6.5
Q3 '22						3.6	6.1	5.7	6.0
Q4 '22							3.9	5.3	5.6
Q1 '23								3.9	5.4
Q2 '23									2.3

Plus user spending (€)

	Q2 '21	Q3 '21	Q4 '21	Q1 '22	Q2 '22	Q3 '22	Q4 '22	Q1 '23	Q2 '23
Q2 '21	176	483	586	521	574	547	643	569	619
Q3 '21		257	446	392	446	440	524	454	497
Q4 '21			272	316	358	376	441	403	432
Q1 '22				230	334	345	421	379	430
Q2 '22					272	327	387	346	396
Q3 '22						268	377	331	365
Q4 '22							297	316	344
Q1 '23								282	332
Q2 '23									164

Growth or Profitability

Is it actual a trade-off?

Key challenges

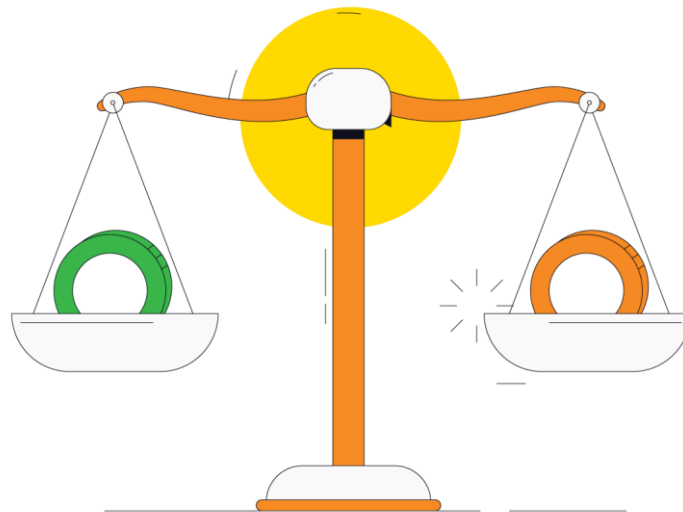
- Quickly **identify improvement points**
- Do we go for **growth or profit**? What is more important?
- Get **investors** on board

How to phase them

- Use accurate and up to date **information**
- Combine **Financial and non financial data**
- Create a solid **business case**

Is it actually a trade-off?

- It should **not** be
- Aim to find the **perfect balance** and create long term value
- Act as **Chief Value Officer** to the organization



thank <
you

skroutz