

The Leading Nordic Marketplace



Q4 2021

Today's presenters



Peter Kjellberg
CEO



Eric Thysell
Investor Relations

Q4 2021

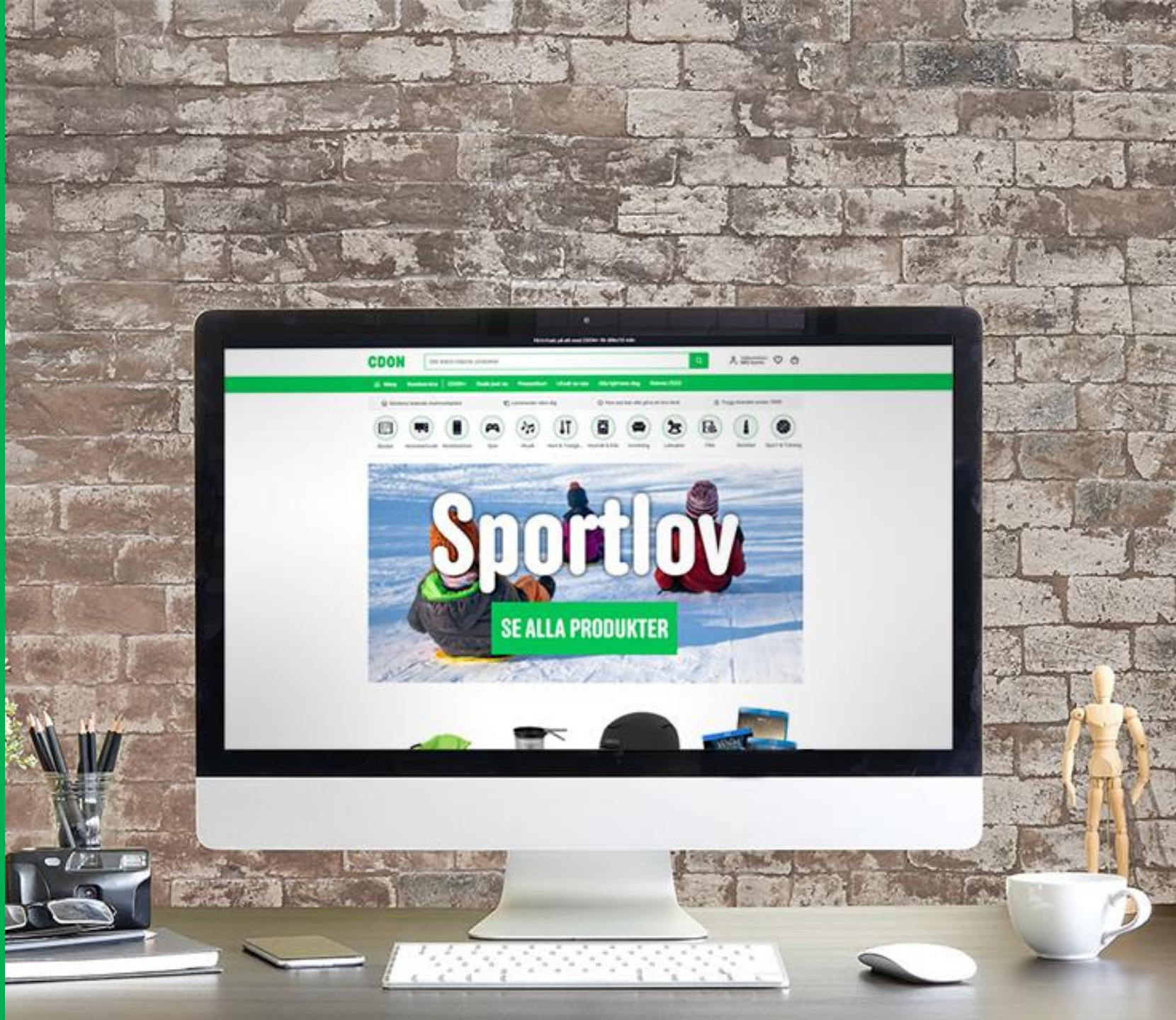
"CDON Marketplace grew in the quarter despite a weak underlying market, showcasing the strength in our business model and the attractiveness of our offering"



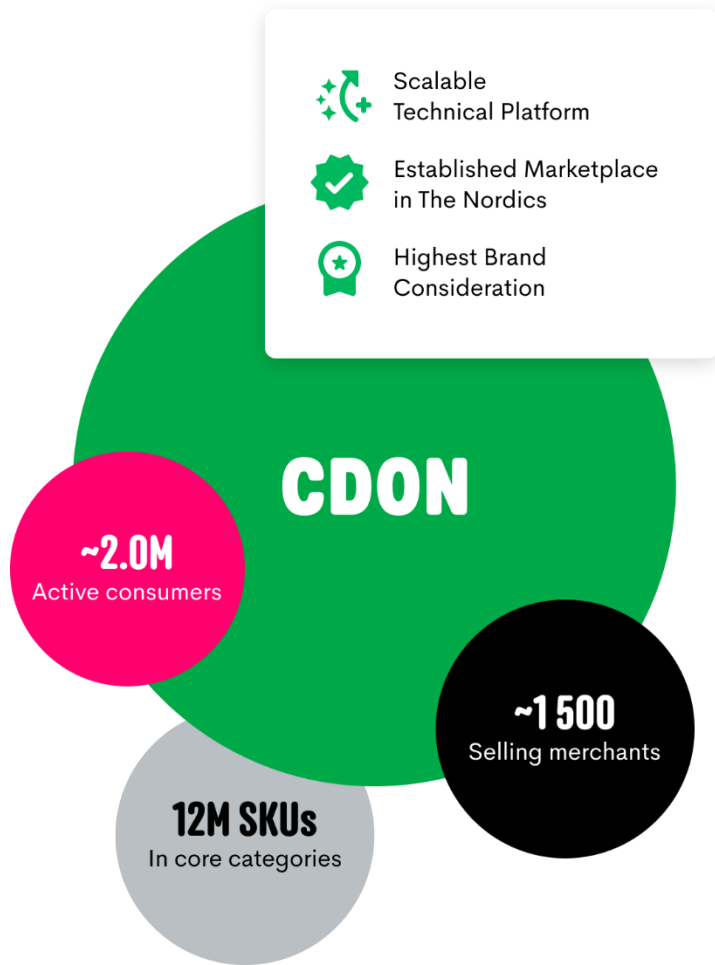
CDON

Agenda

This is CDON
Q4 2021 Summary
Business update
Financial update
Conclusions
Q&A



This is CDON-The Leading Marketplace in the Nordic Region

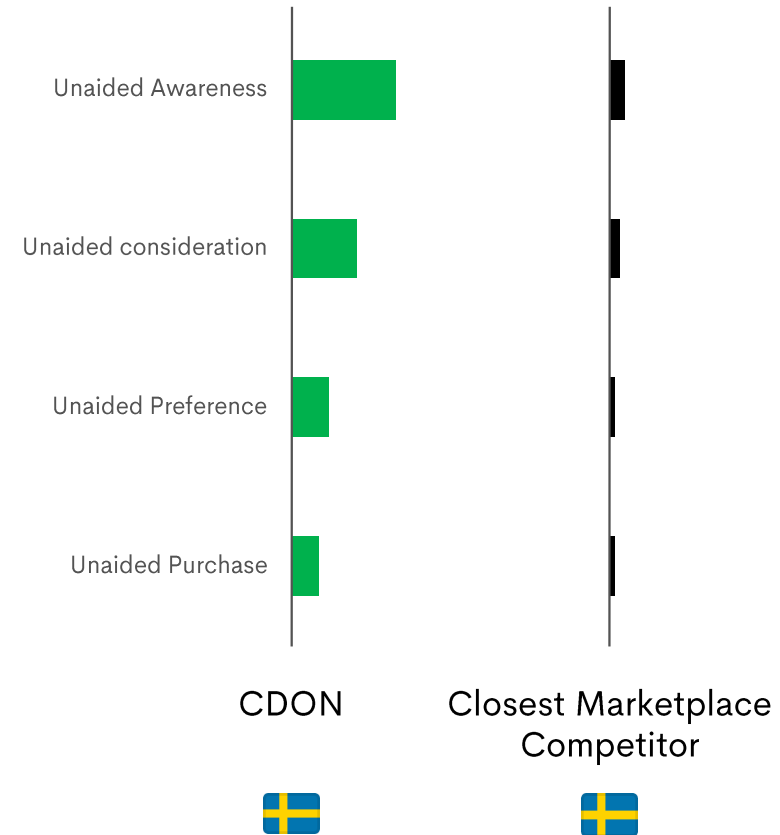


1. Market share in line with leading marketplace in Netherlands (Bol.com) with ~20% of total e-commerce in the Dutch market (including food online)
Source: Euromonitor, CDON.

The highest brand awareness among Nordic marketplaces*

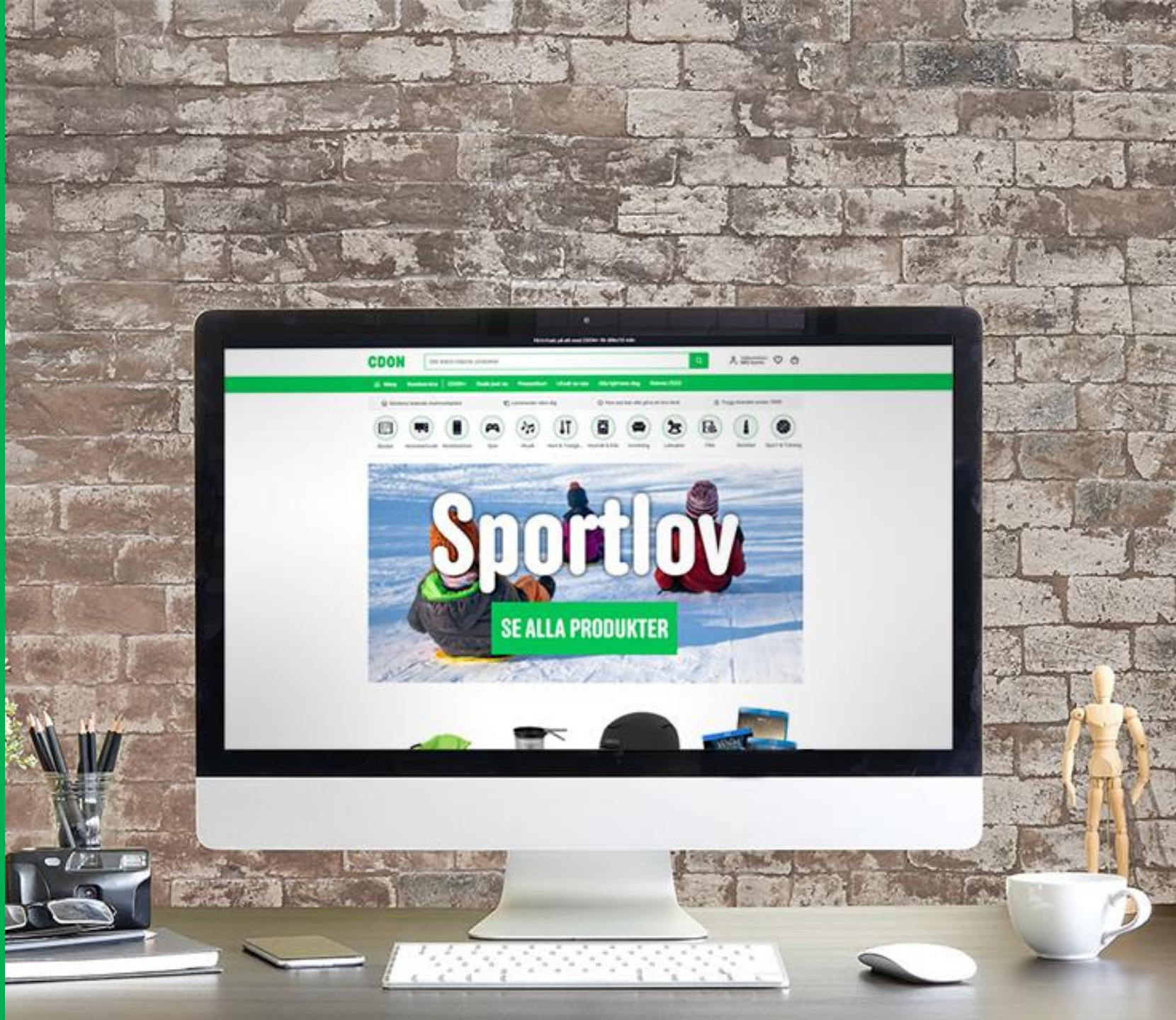
- Three times higher spontaneous brand awareness compared with closest marketplace competitor
- CDON has stronger overall levels throughout the brand funnel and manages to convert a higher share of consumers in the lower funnel
- CDON has the strongest spontaneous brand consideration in core categories such as Home Electronics and Home and Garden
- Increase attractiveness of brand profile during 2022

Spontaneous brand funnel conversion rates



Agenda

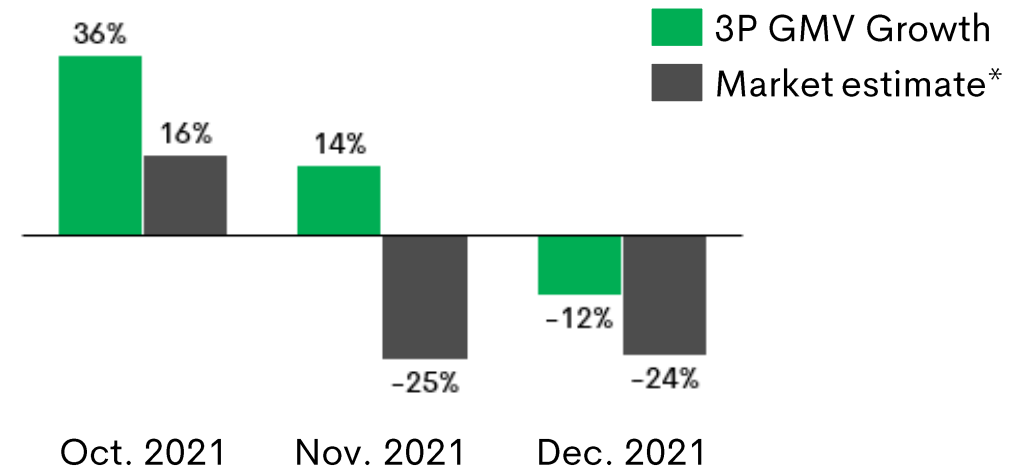
This is CDON
Q4 2021 Summary
Business update
Financial update
Conclusions
Q&A



Q4 2021 Summary

- GMV growth for CDON marketplace amounted to 6% for the quarter despite weak underlying market
- Two acquisitions made during the period:
 - Xales- connects online stores to relevant marketplaces
 - Commerce 8- help merchants optimize their marketplace strategy
- Relaunch of CDON+
 - Significant increase in new members

Taking market share



+6%

GMV Growth CDON
Marketplace YoY

+22%

No. of selling
Merchants YoY

+105%

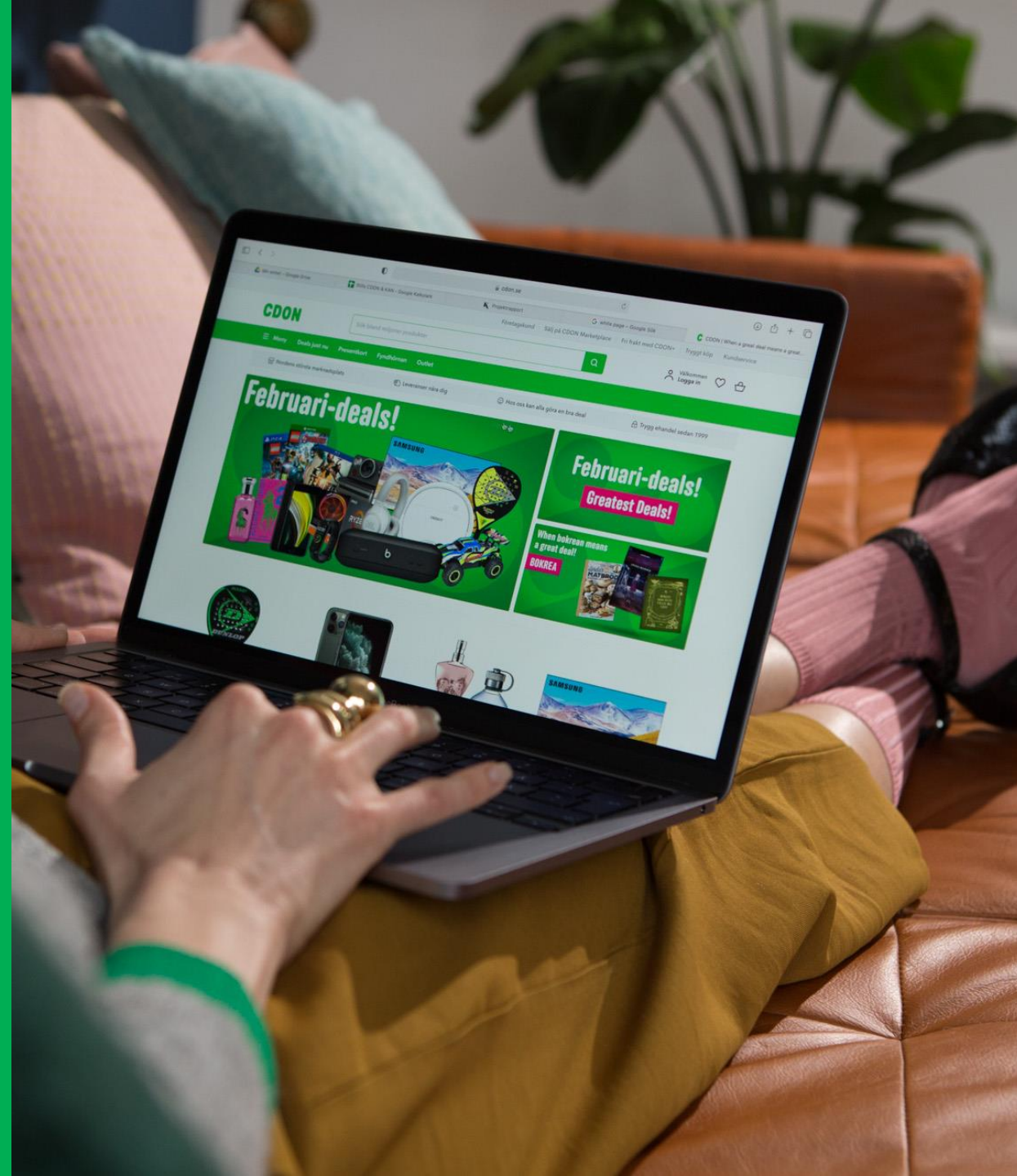
Increase in no. CDON+
memberships YoY

+14%

AOV Growth YoY

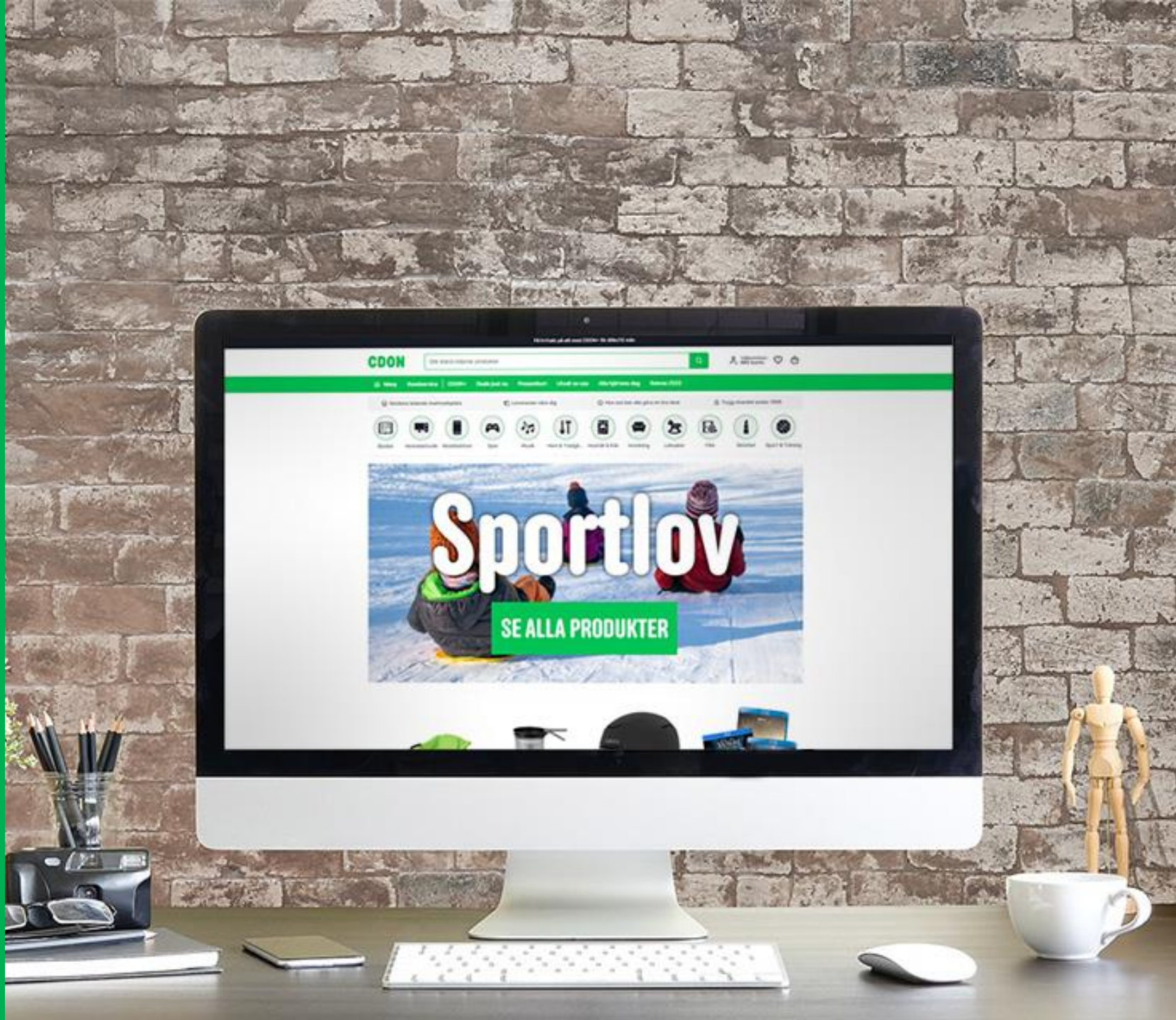
Q4 2021 Summary (continued)

- Merchant issue during the quarter
 - Indirect impact on GMV
 - One-time cost reservation of SEK 20.0M
 - Improved internal processes



Agenda

This is CDON
Q4 2021 Summary
Business update
Financial update
Conclusions
Q&A



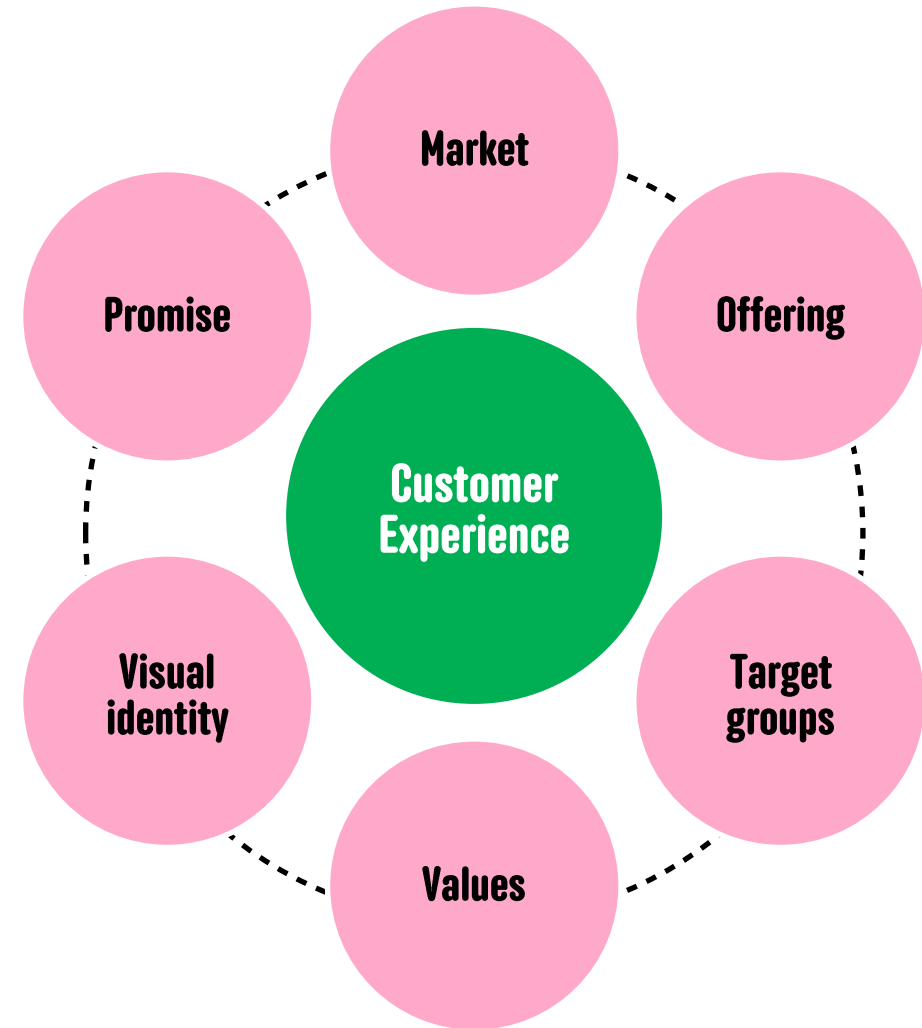
Continued improvement of the customer experience

- Improved service level in customer service
- Closer follow-up on non-performing merchants
- Better visibility in relation to delivery options
- Enhanced navigation on site
- Improved filtering options
- Updated payment offers
- Enhanced categorization of CDON's 12M SKUs
- Etc.

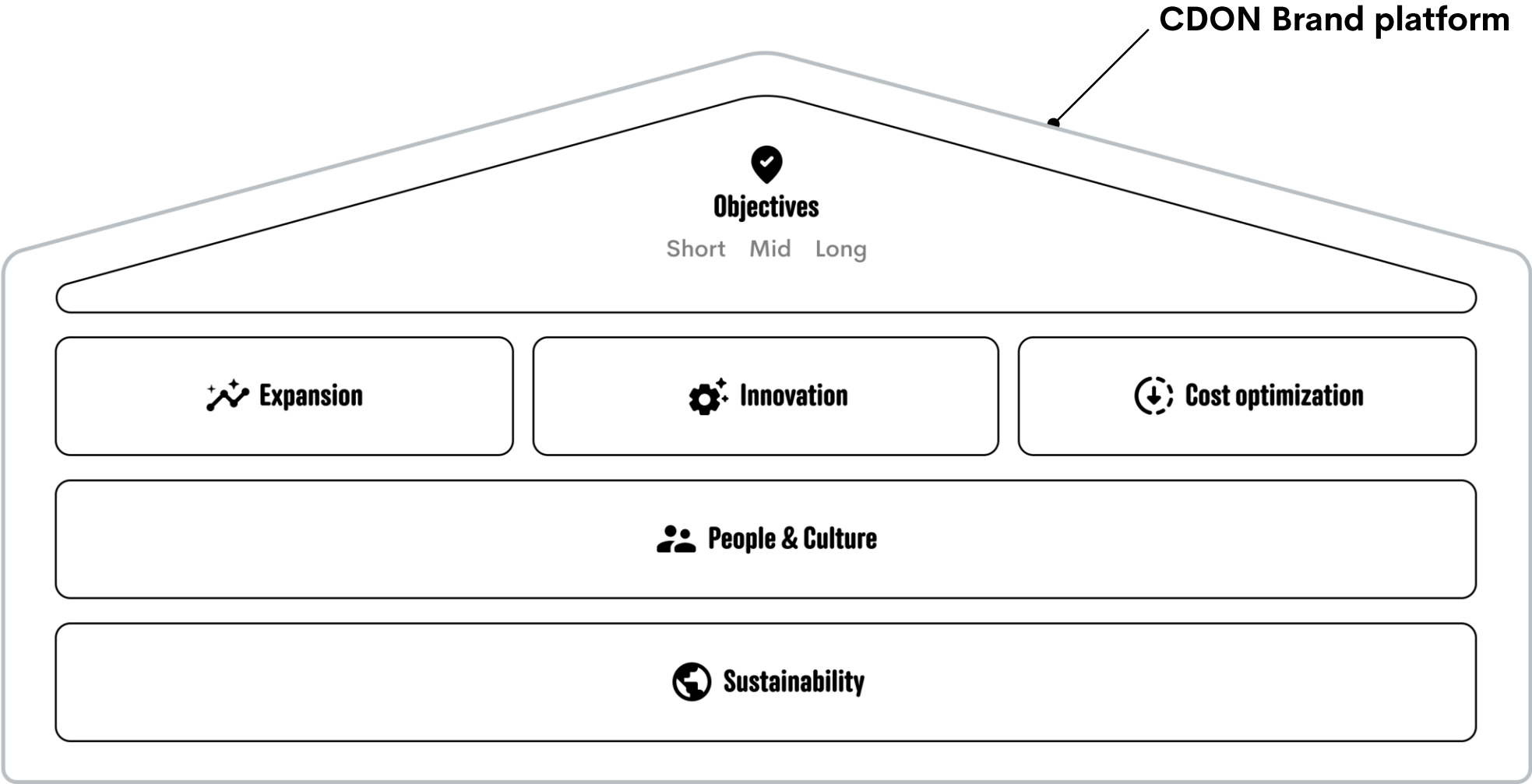


Further strengthening the brand

- A favorable position
 - High brand awareness
 - Strong association and history with e-commerce
 - Opportunity to shift brand perception
- Develop a love brand
 - Top of mind
 - Increased pricing power
 - Low customer acquisition costs
- Well proven process
- Started in Q1
 - H2 2022



CDON Strategy House



Expansion

- Markets
 - Increase presence in Denmark, Finland and Norway (today ~27% of GMV)
- Offering
 - Grow within prioritized core categories
 - Establishing a new Category division
 - Increased focus onboarding selected brands and assortment
 - Increase cross selling
- Distribution
 - Increase consumer touch points
 - First out launch CDON App
- Marketing
 - B2B Marketing process



CDON

People & Culture



Vision



Technology



Merchants



Categories



People



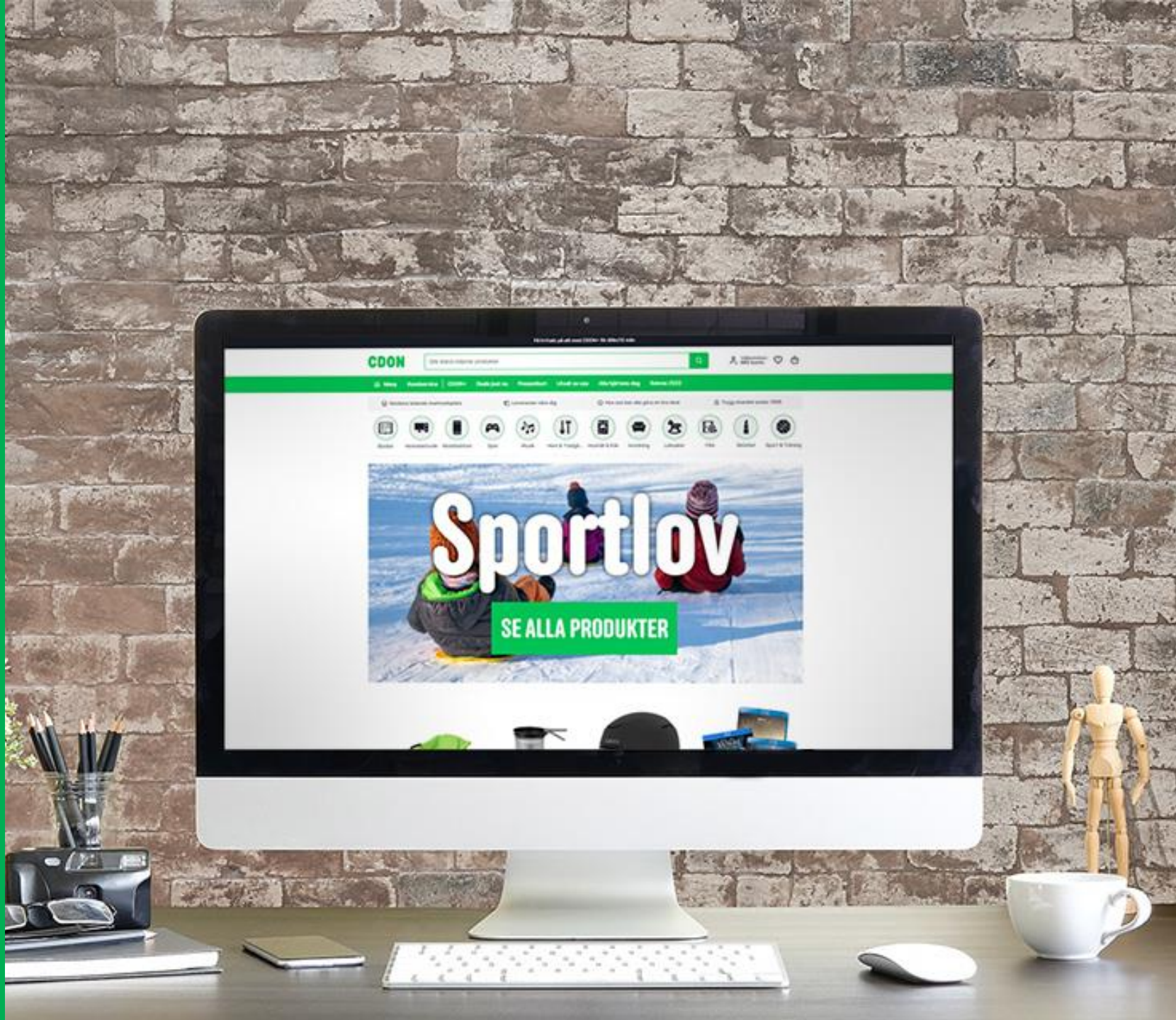
Finance



Consumer

Agenda

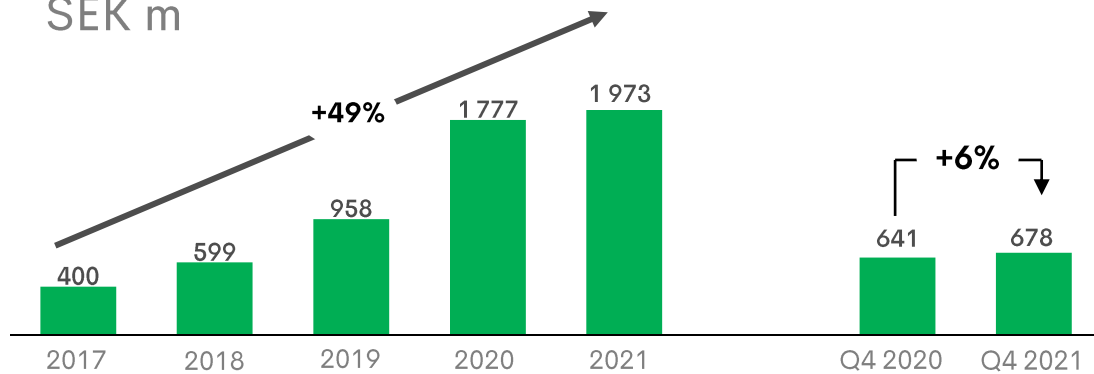
This is CDON
Q4 2021 Summary
Business update
Financial update
Conclusions
Q&A



Continued growth from CDON Marketplace

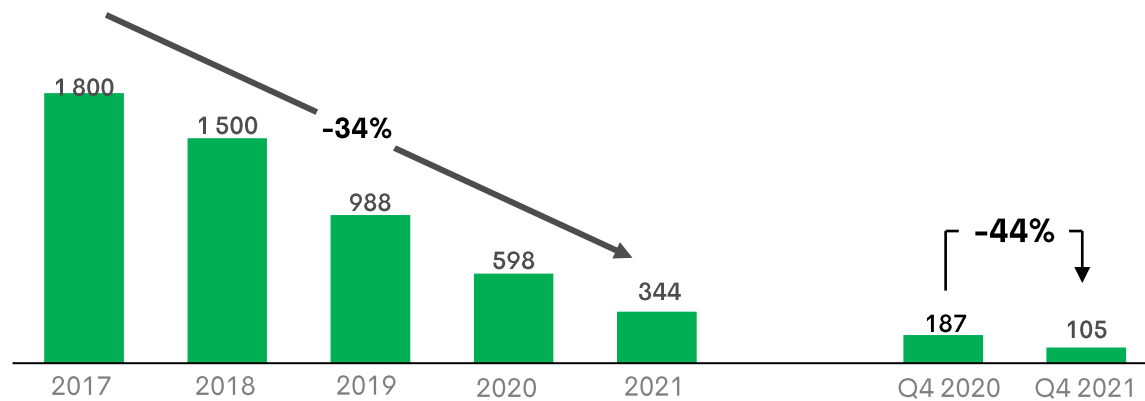
CDON marketplace GMV

SEK m

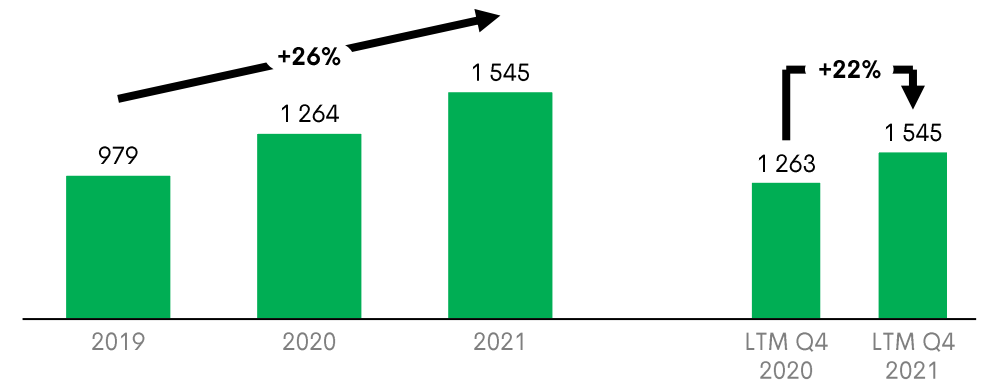


CDON retail GMV

SEK m



Number of selling merchants



Group income statement

SEKm	Q4 21	Q4 20	▲	FY 2021	FY 2020	▲
CDON Marketplace						
Gross merchandise value	678.1	640.9	6%	1973.2	1777.3	11%
Net sales	71.8	75.9	-5%	201.4	207.4	-3%
Gross profit	68.2	71.8	-5%	189.8	195.3	-3%
CDON Retail						
Net sales	106.4	184.6	-42%	340.8	590.2	-42%
Gross profit	14.5	19.6	-26%	37.5	55.3	-32%
CDON Group						
Gross merchandise value	783.5	828.1	-5%	2317.1	2375.0	-2%
Net sales	178.2	260.5	-32%	542.2	797.6	-32%
Gross profit	82.8	91.4	-9%	226.9	250.7	-9%
Gross margin, %	46.5%	35.1%	11.4 pp	41.9%	31.4%	10.4 pp
EBITDA	-10.4	18.1	n/a	-41.6	23.8	n/a
EBIT	-16.1	12.4	n/a	-61.6	-6.5	n/a

- CDON Marketplace GMV growth of 6% in Q4 2021
- CDON Marketplace gross margin affected by lower commission levels
- EBITDA impacted by one-time cost reservation of SEK 20.0m
- Minor adjustments due to group formation

Group balance sheet statement

SEKm	Q4 21	Q4 20
Balance sheet		
Fixed assets	114.4	61.7
Inventory	19.3	25.2
Current receivables	44.3	38.6
Total cash	202.9	173.3
Total assets	380.9	298.7
Total equity	199.7	61.0
Short-term liabilities	173.9	237.7
Total equity and liabilities	380.9	298.7

- Acquisition of shares in Shopit and acquisition of Xales and Commerce 8 increased fixed assets with SEK 51.1m
- Sequential increase in inventory levels due to Discshop inventory acquisition and higher inventory of Home Electronic SKU's
- Total cash of SEK 202.9m (173.3m)
- Equity increase due to a rights issue conducted in Q3 2021

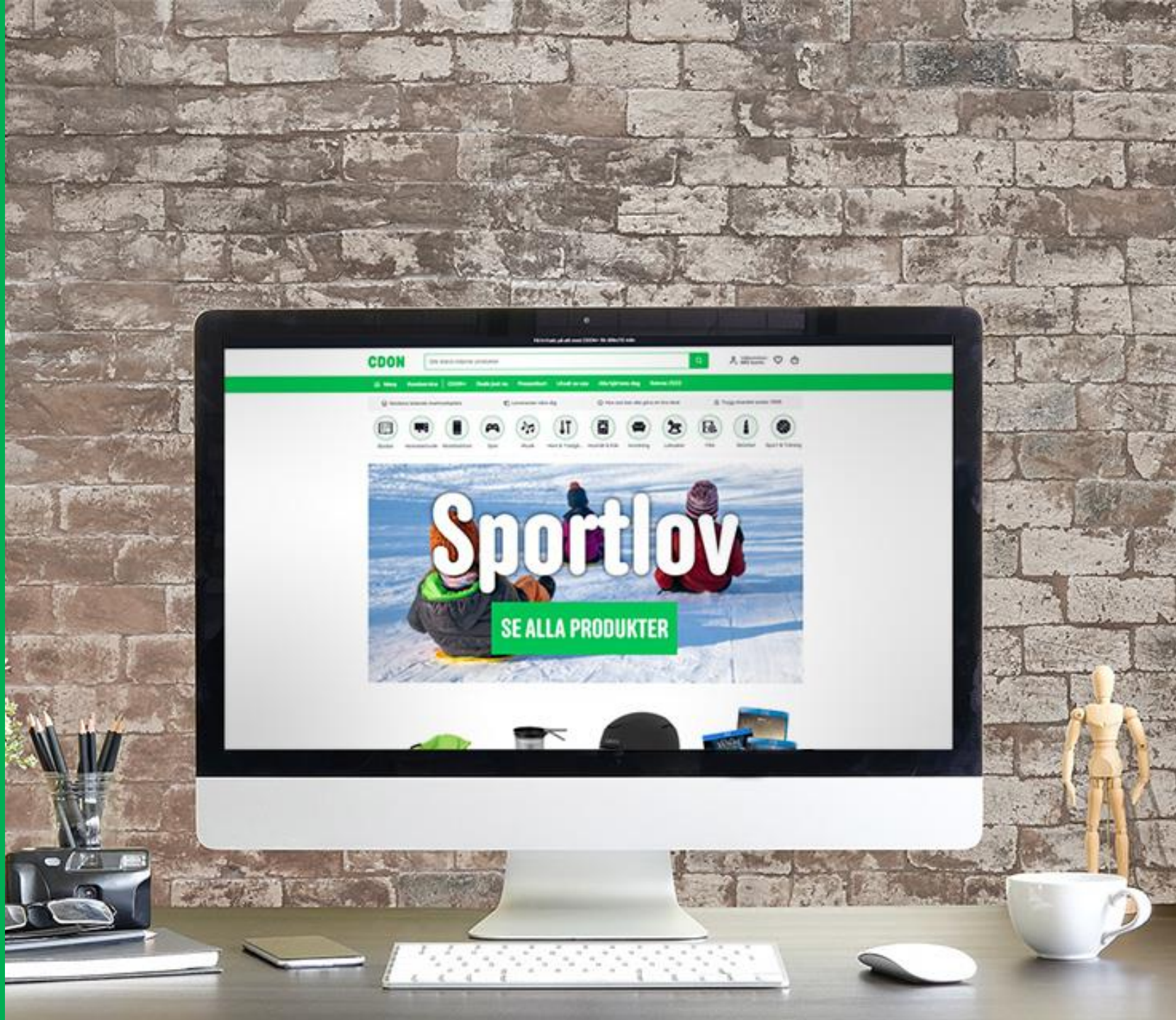
Group cash flow statement

SEKm	Q4 21	Q4 20
Cash flow		
Cash flow from operations	24.0	130.4
Cash flow from investing activities	-9.8	-6.3
Cash flow from financial activities	-0.3	0.0
Cash flow from the period	13.9	124.1
Cash at the beginning of the period	189.3	48.6
Exchange rate differences in cash	-0.3	0.6
Cash at the end of the period	202.9	173.3

- Cash flow from operating activities SEK 24.0m (130.4m) in the quarter. Main reasons for the lower cash flow:
 - Decreased short-term liabilities
 - Lower operating result
 - Compensation to customers
 - Lower inventory effect
- Acquisitions of Xales and Commerce 8 together with Capex amounted to SEK -9.8m (-6.3m) in the quarter
- Total cash flow in the period SEK 13.9m (124.1m)
- Total cash of SEK 202.9 (173.3m)

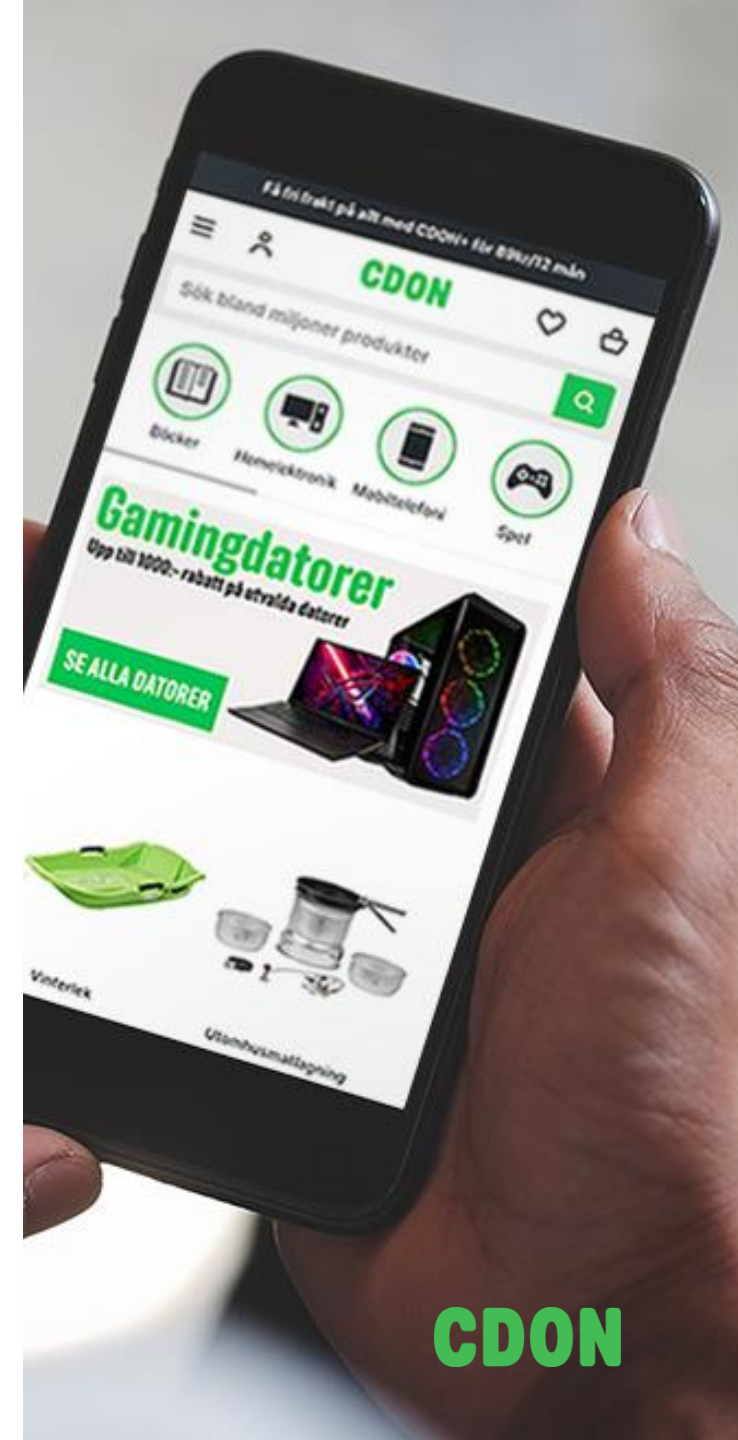
Agenda

This is CDON
Q4 2021 Summary
Business update
Financial update
Conclusions
Q&A



What you should take away from today

- 01 Continued 3P growth despite weak underlying market
- 02 Winning Management Team in place
- 03 Several expansion initiatives launched
- 04 Increasing consumer touchpoints
- 05 Significant brand development underway



Q&A



Peter Kjellberg
CEO



Eric Thysell
Investor Relations



Josephine Salenstedt
Chairperson of the Board