



# FY 2023 Results Presentation

27 March 2024





# Looking ahead

Agenda of today

- ① **Strategic update**
- ② **CFO priorities**
- ③ **Financial update**
- ④ **Guidance**
- ⑤ **Q&A**

# The eyewear market and Mister Spex's position

## Eyewear market

**+3% Market growth<sup>1</sup> in 2023**

0% in Units

+3% in Average Sales Price

**Concentration of the industry has continued**

~200 stand alone opticians close every year<sup>2</sup>

**Further polarization of the market towards economy and luxury, squeezing the midscale segment**



## Mister Spex

**+6% Revenue growth**

(+12% in Prescription and Sun)

+1% in Orders and -2% in Units  
(+4% in Units for Prescription and Sun)

+7% in Average Order Value  
(+8% in Prescription and +10% in Sun)

**Positive Adjusted EBITDA**

+€ 9 million improvement YoY

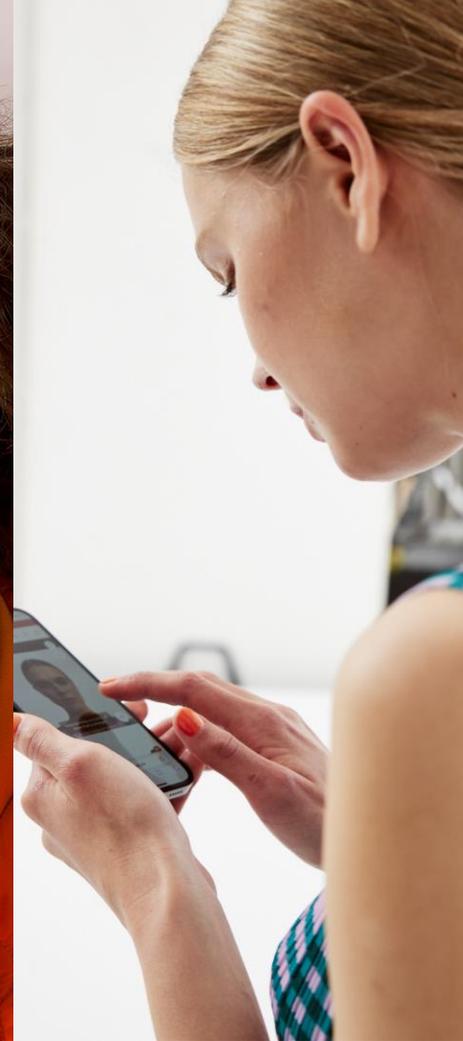
+435 bps in Adjusted EBITDA Margin improvement

**>150 Brands and**

>2,700 Boutique and Own Brand SKUs

1. Germany, net sales for prescription glasses and sunglasses, based on GfK 2. Refer to slide 33 for more information

**Mister Spex is  
a unique  
brand with  
15-year  
history and a  
strong  
competitive  
position**



**Omnichannel model**

10 Countries and 75 Stores  
Network of >320 Partner  
Opticians

**Brand expertise**

>150 Brands  
16% Own Brand share  
18% Boutique share<sup>1</sup>

**Tech capabilities**

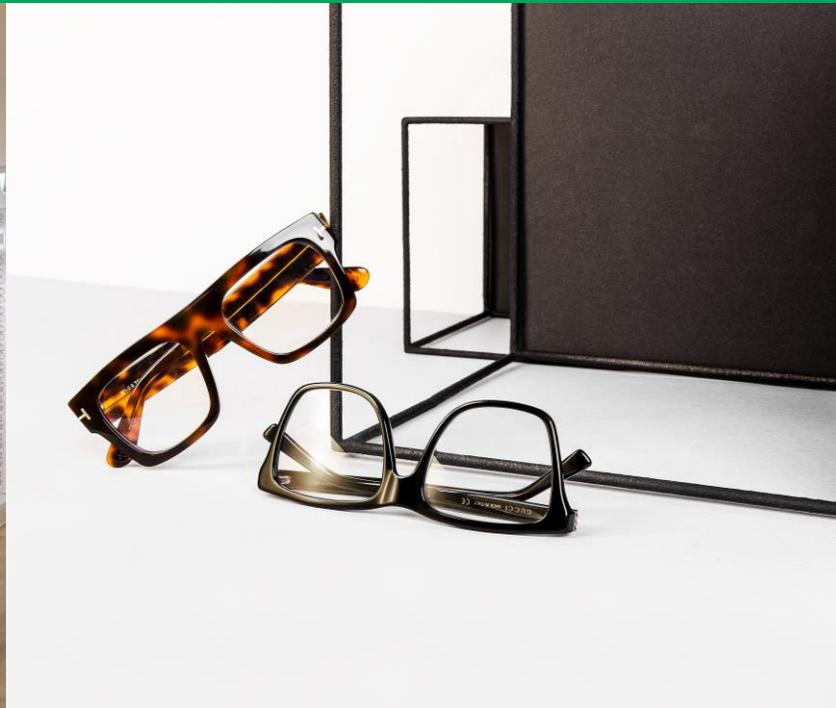
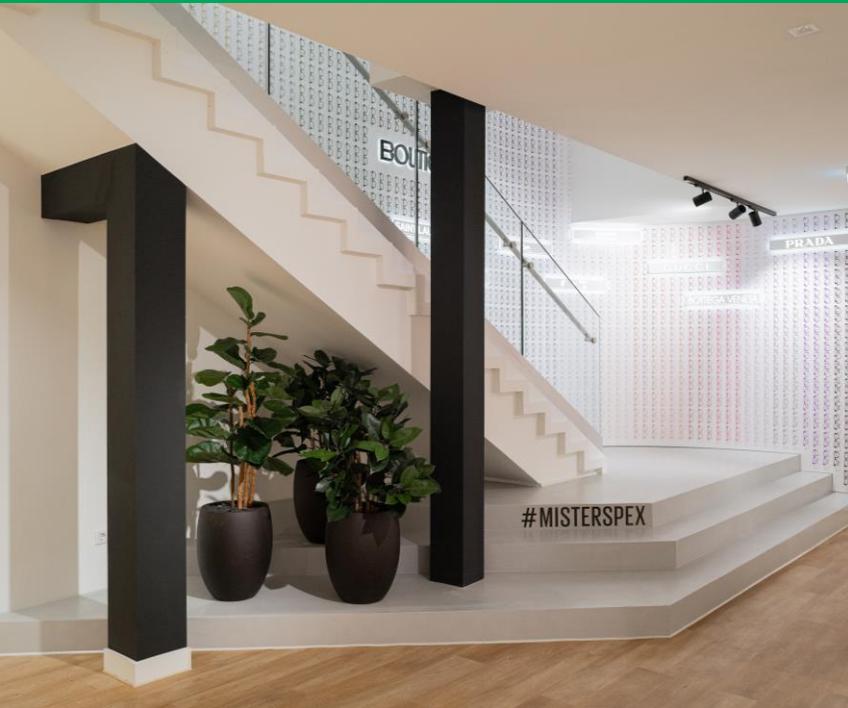
Recommendation Tools  
ChatBot  
3D Face Scanning

**People**

1,293 Employees  
62 Nationalities  
70 Optician trainees

1. Boutique share in Prescription and Sunglasses: 24%

# The **journey** of Mister Spex in the last years...

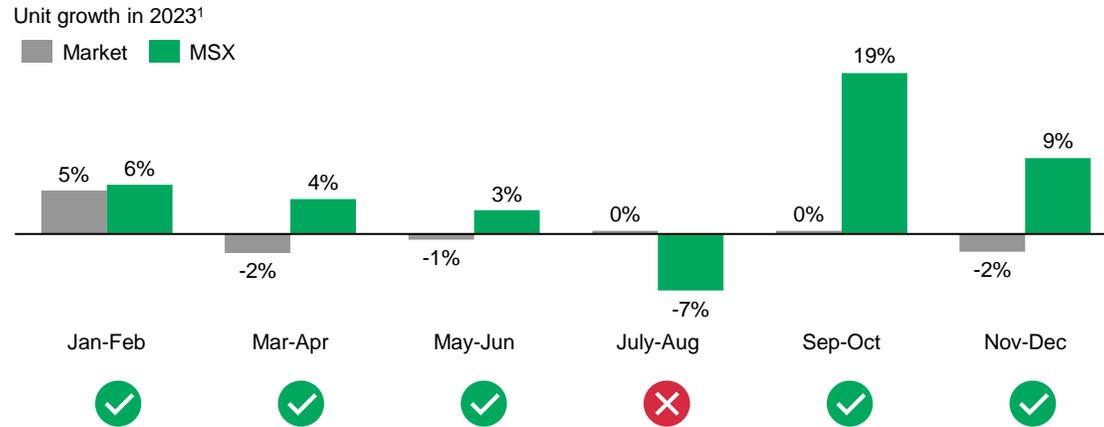


**Building store network** on top of robust IT platform, driving synergies and benefitting from high awareness

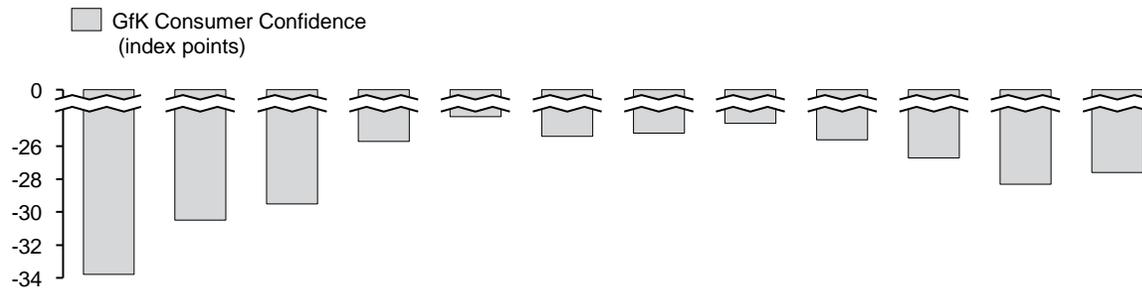
**Focusing on our brand promise** of perfect frame for every face and perfect lens for every eye

**Embedding cost consciousness** inside the organization without losing entrepreneurial spirit and ability to move fast

## ...drove consistent outperformance...



## ...despite continuously negative Consumer Sentiment



1. Market data for independent optical retail of frames, excluding lenses; MSX data including lenses  
 Source: GfK Panel Report Optics Total DE (Last update: January 2024)





## Lean 4 Leverage built an important foundation

### Drive growth in core

- +3% LfL Growth
- Higher **labor flexibilization**
- New personnel planning tool
- **Sales training** for all store employees

### Gross margin focus

- Reduced **discounts by 140 bps** and selective price increases
- Actively steering for **prescription and sunglasses**
- Growing boutique share to **18%**

### What have we achieved in 2023 with **Lean 4 Leverage**

#### Leaner organization

- **Lean management** implemented
- >50% of Employees in the HQ trained
- Reduction in other operating expenses and especially external services

#### Personalization

- The iOS app on the App Store now enables precise face measurements
- **Mister Spex EyeD** (bespoke 3D printed frames) now in all German stores



Moving on to our next  
chapter of **excellence**

# Four pillar strategy to drive long-term growth



## Simplicity

Lean process within the organization supports efficient customer journeys

## Customer centricity

Core of business model and brand

## Optical expertise

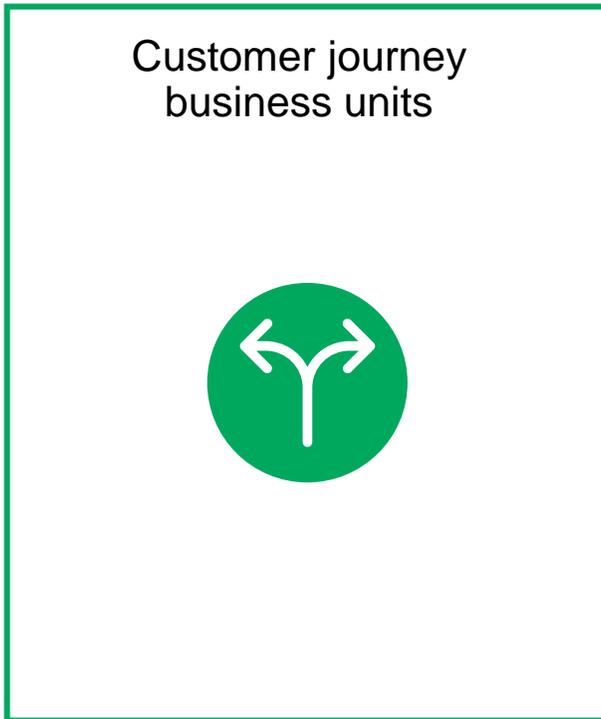
Fuel our image with trust and expertise

## Fashion and style

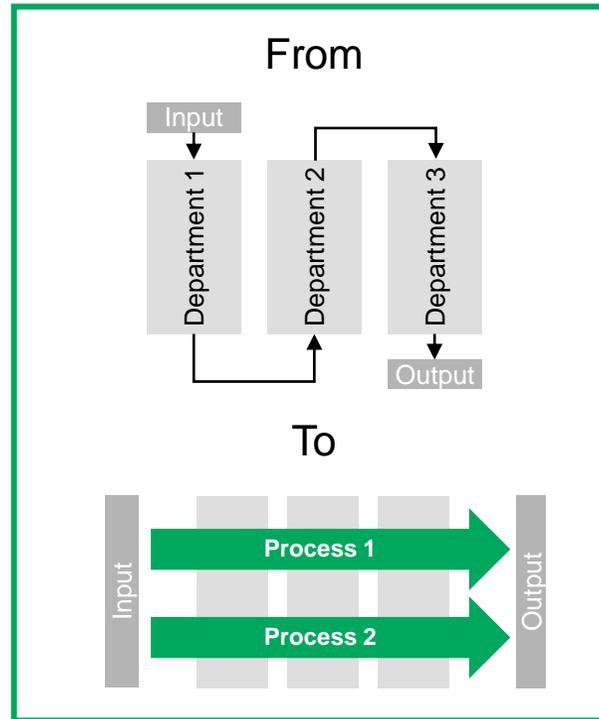
Curated assortment, strategic collaborations and personalized recommendations

# We have already started to **simplify**

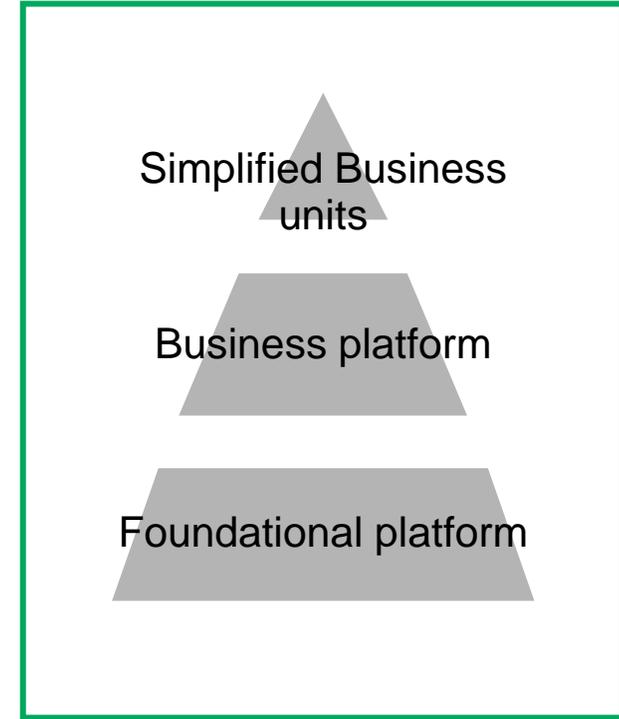
## Customer led processes



## Lean 4 Leverage process management



## Platform operating model



# Customer focus over 15 years results in ...

## Overall superior experience

47%

Enjoy buying glasses at Mister Spex vs 36% for the market

*“ Very **convenient** and relaxed experience ”*

## High **repurchase** intention and repurchase rate

59%

Will “definitely” purchase again at Mister Spex vs 54% with the next closest competitor

35%

Buy prescription glasses every 1-2 years vs 28% for the wider market

*“ **Really stylish** well-made glasses, I could not be more pleased ”*

## Wide **range** of eyewear styles

48% vs 33% (Ø)

Consider that Mister Spex excels in offering wide selection of models, shapes and colors while allowing to do everything online

*“ I love my Glasses. They are so **beautiful** and **unique** and also so light and comfortable ”*

*Trustpilot*

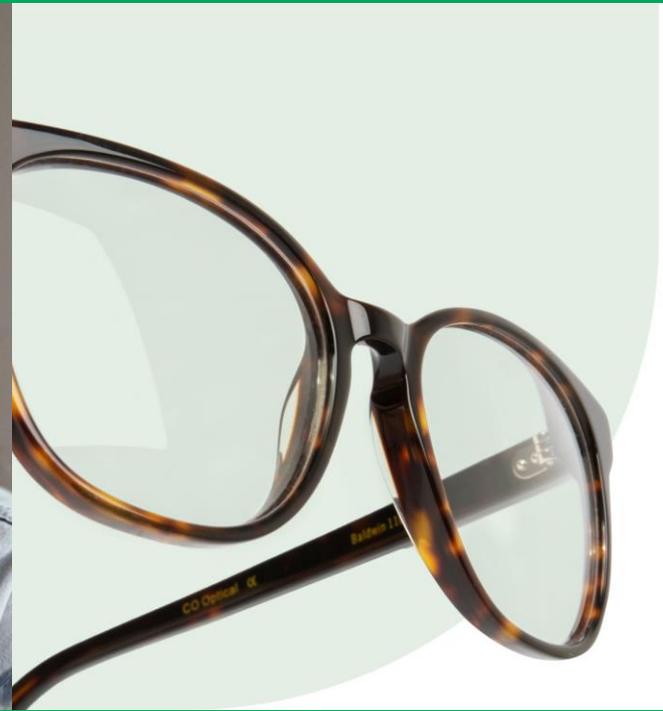
# Optical expertise is at the core of our promise



**Knowledgeable and trained employees**



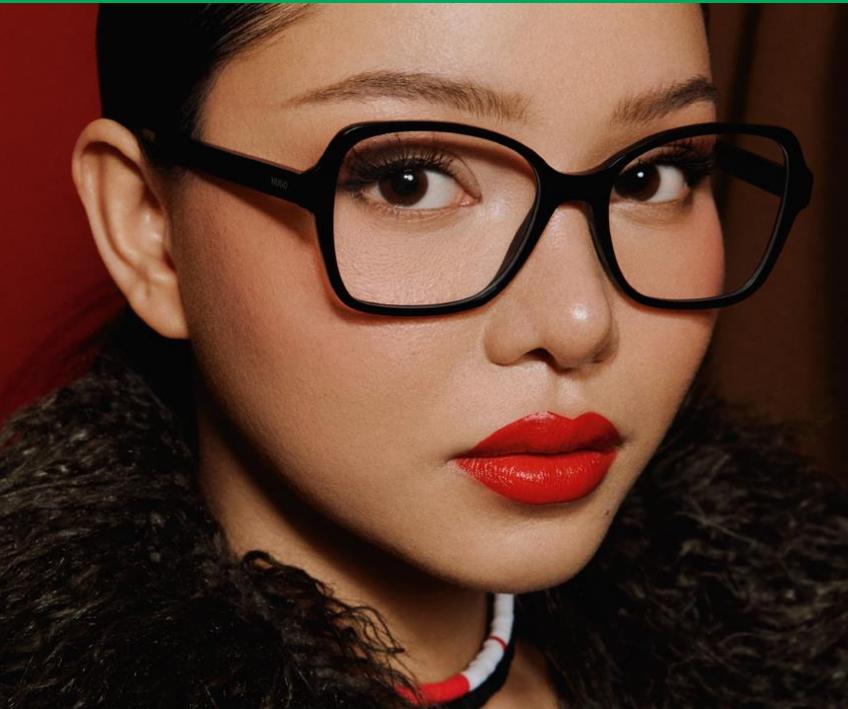
**Innovative technology with wide lens offering**



**Clear, customer-focused communication with relevant product details**



# Advancing **Fashionable Eyewear** in the Market



**Strategically bolster own brands while staying attuned to boutique and luxury trends**



**Staying ahead with fashion trends, providing personalized consultations**



**Exclusive eyewear collections and collaborations**  
20 collaborations in 2023



# Key takeaways

With Mister Spex the customer gets...

1

...highest level of frame and lens personalization, including Mister Spex EyeD

2

...outstanding explanation and visualization to support in decision making

3

...comprehensive set of omnichannel features

4

...widest and most fashion forward eyewear assortment

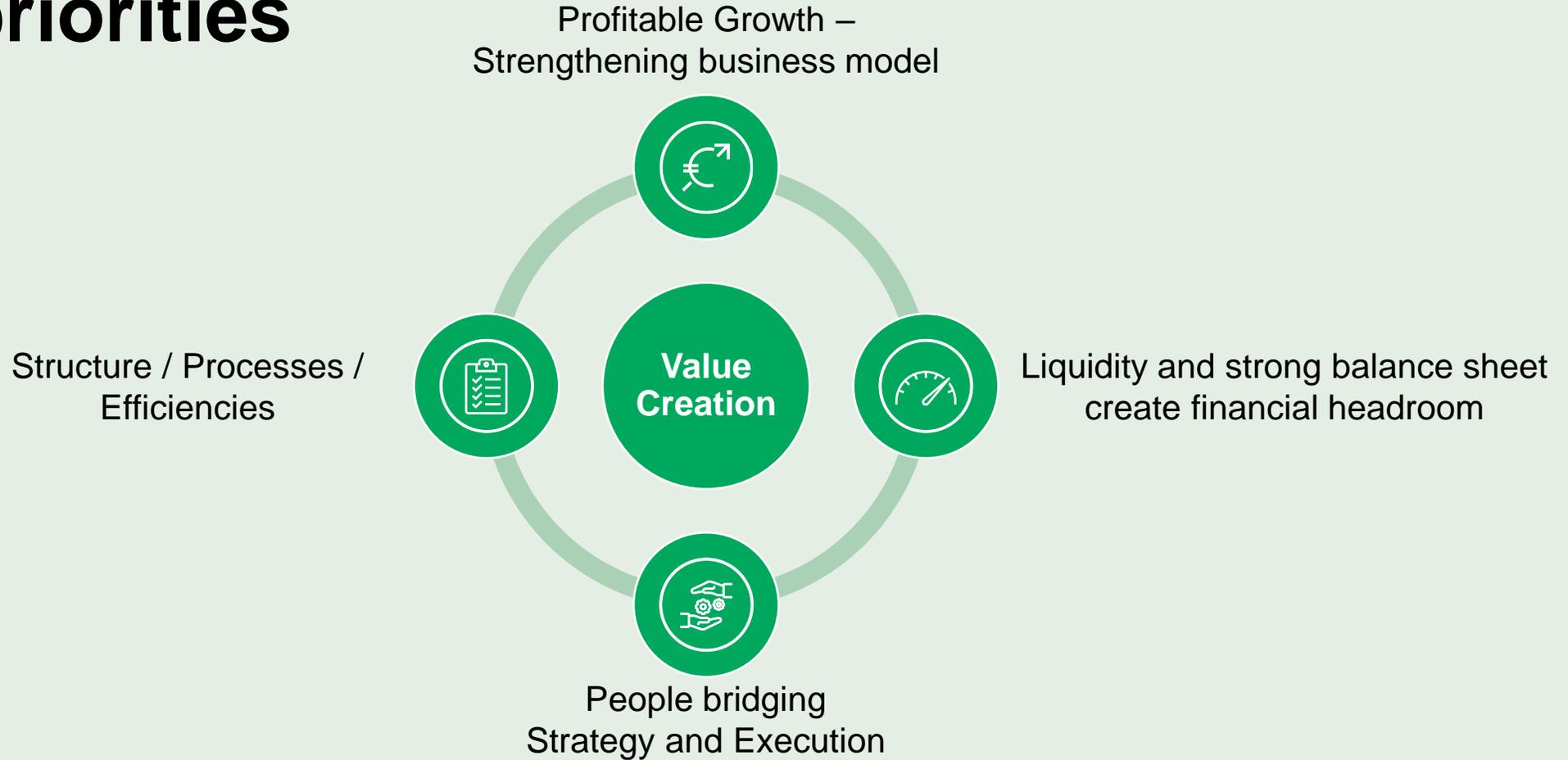


# Looking ahead

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- ④ Guidance
- ⑤ Q&A

# First impressions and priorities



# Delivering on promises despite external headwinds



NET REVENUE  
GROWTH

**+6%**

LfL: +3%  
+8 new stores



ADJUSTED  
EBITDA

**€ 0.9m**

Significant improvement in  
store profitability has been  
achieved



CASH & CASH  
EQUIVALENTS

**€ 111m**

Net working capital  
improvement



# Net revenue driven by **both** channels

Net revenue  
**+6%**



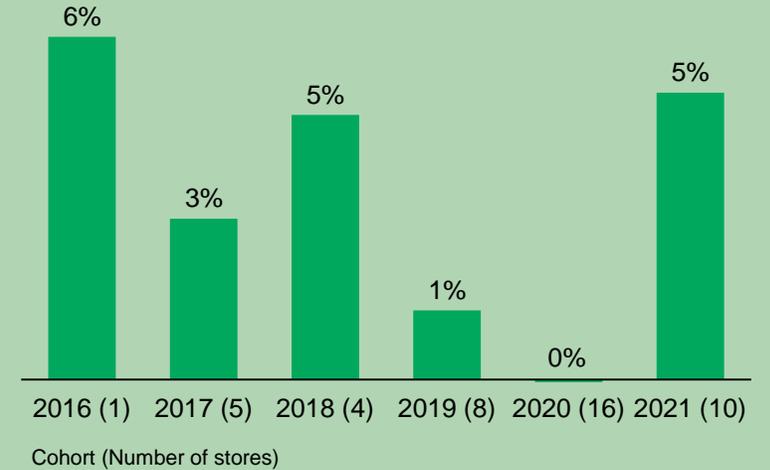
Online growth  
**Positive**



LFL Growth  
**+3%**



Store Cohort Revenue Growth in 2023

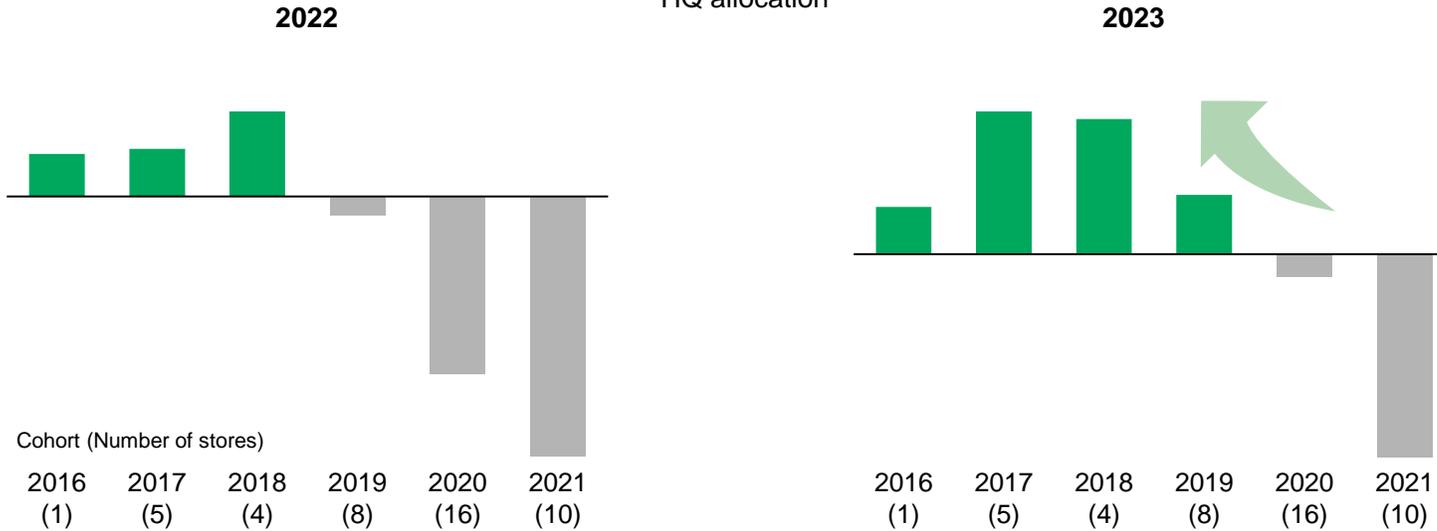


- Good momentum across **majority of cohorts**
- Despite a reduction of promotional activity and continued low consumer sentiment, Germany continued to deliver positive LFL growth of 2%
- The development is supported by **strong brand momentum** and increasing number of trainings
- International segment grew by 8%

# Making strides in significantly improving profitability

## Cohort profitability

Including rent and excluding HQ allocation

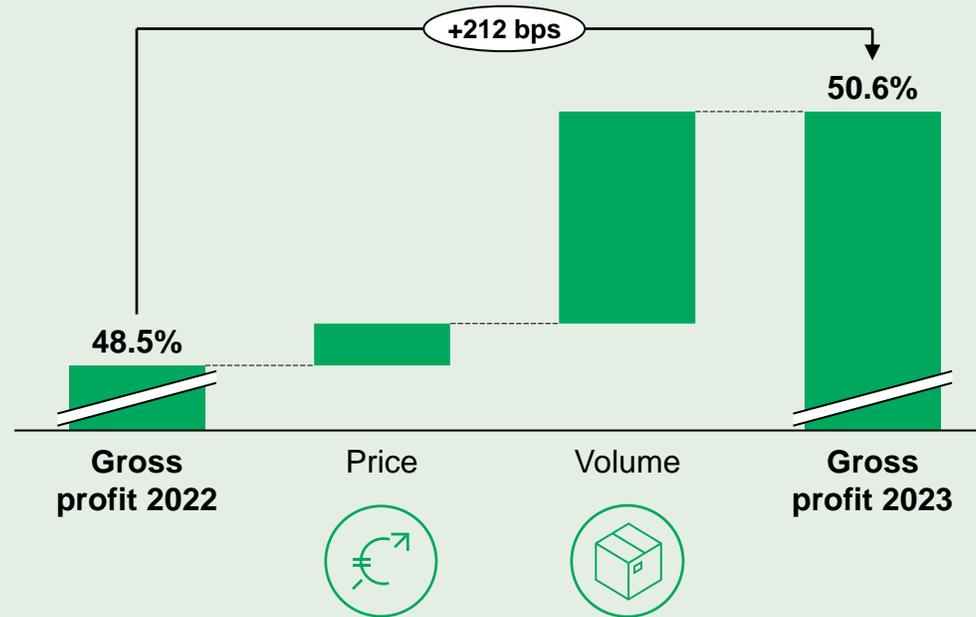


- Drivers behind **profitability improvement**:
  - Sales increases and store maturity
  - Lean 4 Leverage measures like staff flexibilization, gross margin focus and lean management
  - Dedicated spot-on measures like adjusting store teams

**Focused Efforts: Enhancing Profitability of Newer Cohorts**

# Gross margin focus

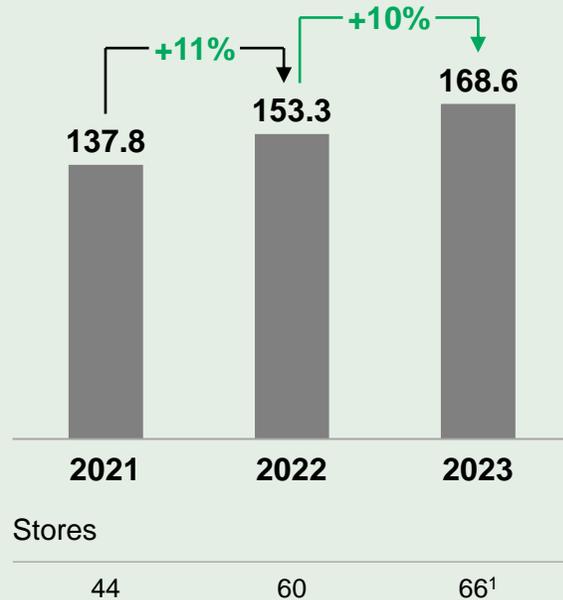
Gross Margin improved by 212 bps due to improved mix and substantial volume growth



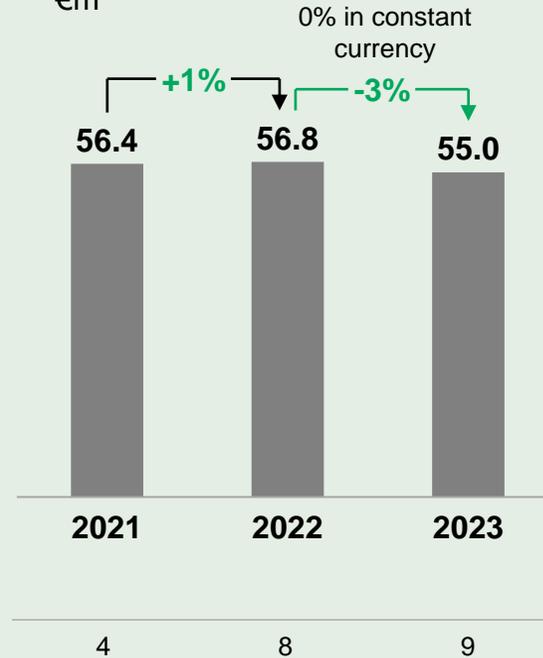
# Germany continues the **double-digit** growth

## Net revenue

### Germany €m



### International €m



### What we have delivered

- We have opened 7 stores in Germany and 1 in Austria
- In 2023, the online market in Germany declined by approximately 12%<sup>2</sup>. However, we managed to achieve positive online growth for the year.

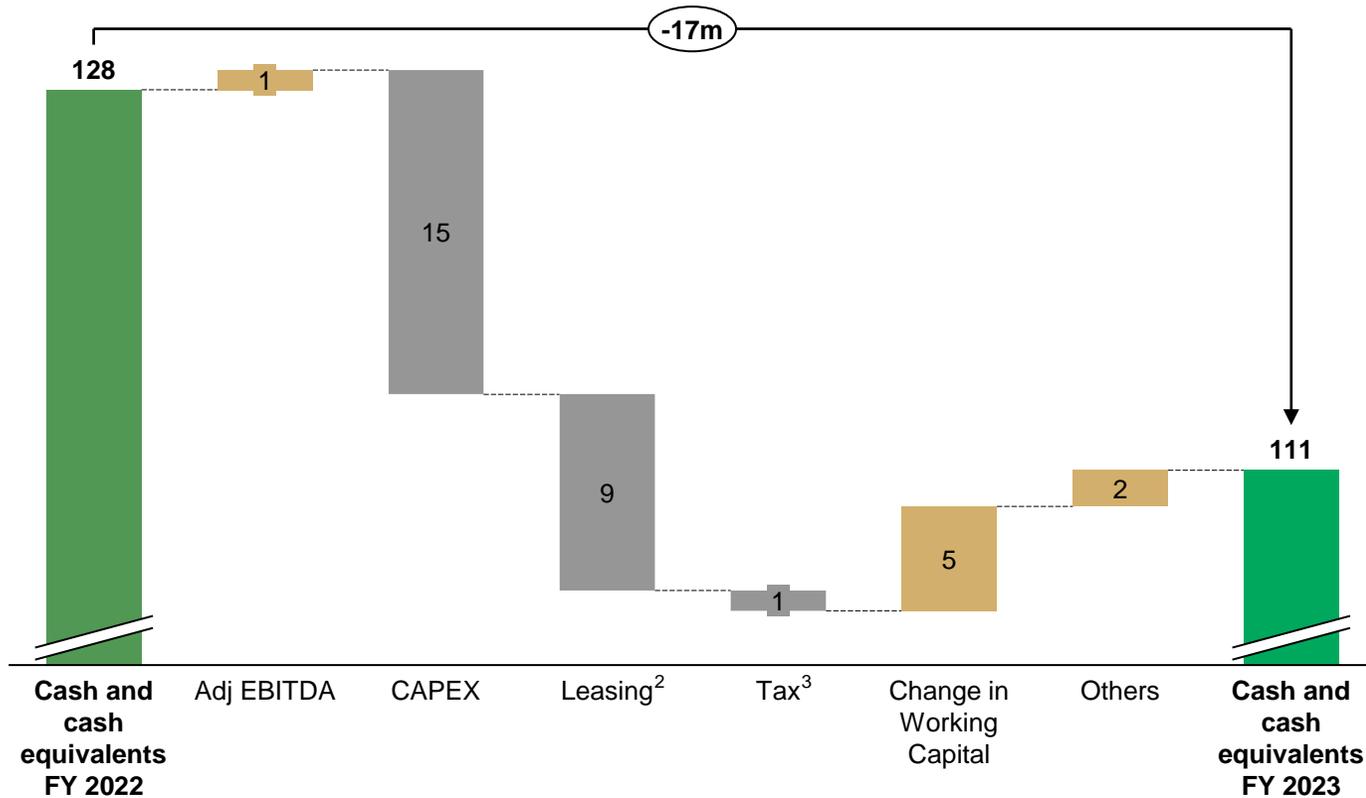
### What is ahead of us

- Germany will remain to be in focus
- International portfolio will be continuously reviewed and analyzed

1. 1 store closure in Hamburg, all employees were relocated to another store. 2. Based on [bevh – Der E-commerce Verband](#)

# Cash and equivalents of €111m

(In €m)



- The company reached Free Cash Flow break-even in Q2, supported by strong trading and working capital management
- In 2023 Mister Spex has significantly improved free cash flow from € -25 million in 2022 to € -18<sup>1</sup> million in 2023

1. Free cash flow is defined as net cash generated from Operating activities less capital expenditures plus cash inflows from disposal of fixed assets and including cash outflows for lease principal payments and other lease related items. 2. incl. IFRS 16 and Sale- Leaseback 3. Capital gains from money market deposits 2023

# Improving gross margin and cost consciousness

	2022	2023	Change	Q4 2022	Q4 2023	Change
<b>Gross Profit Margin</b>	48.5%	50.6%	2.1pp	51.9%	56.4%	4.5pp
Personnel expense	(27.5)%	(27.7)%	(0.2)pp	(33.2)%	(31.2)%	2.0pp
Marketing expense	(12.2)%	(11.1)%	1.1pp	(10.2)%	(9.7)%	0.5pp
Other operating expense	(18.1)%	(16.7)%	1.4pp	(21.6)%	(20.4)%	1.1pp
EBITDA	(5.7)%	(2.1)%	3.6pp	(8.7)%	(2.7)%	6.0pp
<b>Adjusted EBITDA</b>	<b>(3.9)%</b>	<b>0.4%</b>	<b>4.3pp</b>	<b>(8.5)%</b>	<b>0.0%</b>	<b>8.4pp</b>

## 2023

**Gross margin:** strong increased driven by price increases and positive mix

**Personnel:** roughly flat despite new stores. In absolute terms, expense increased by 7%, including ~3% salary adjustment

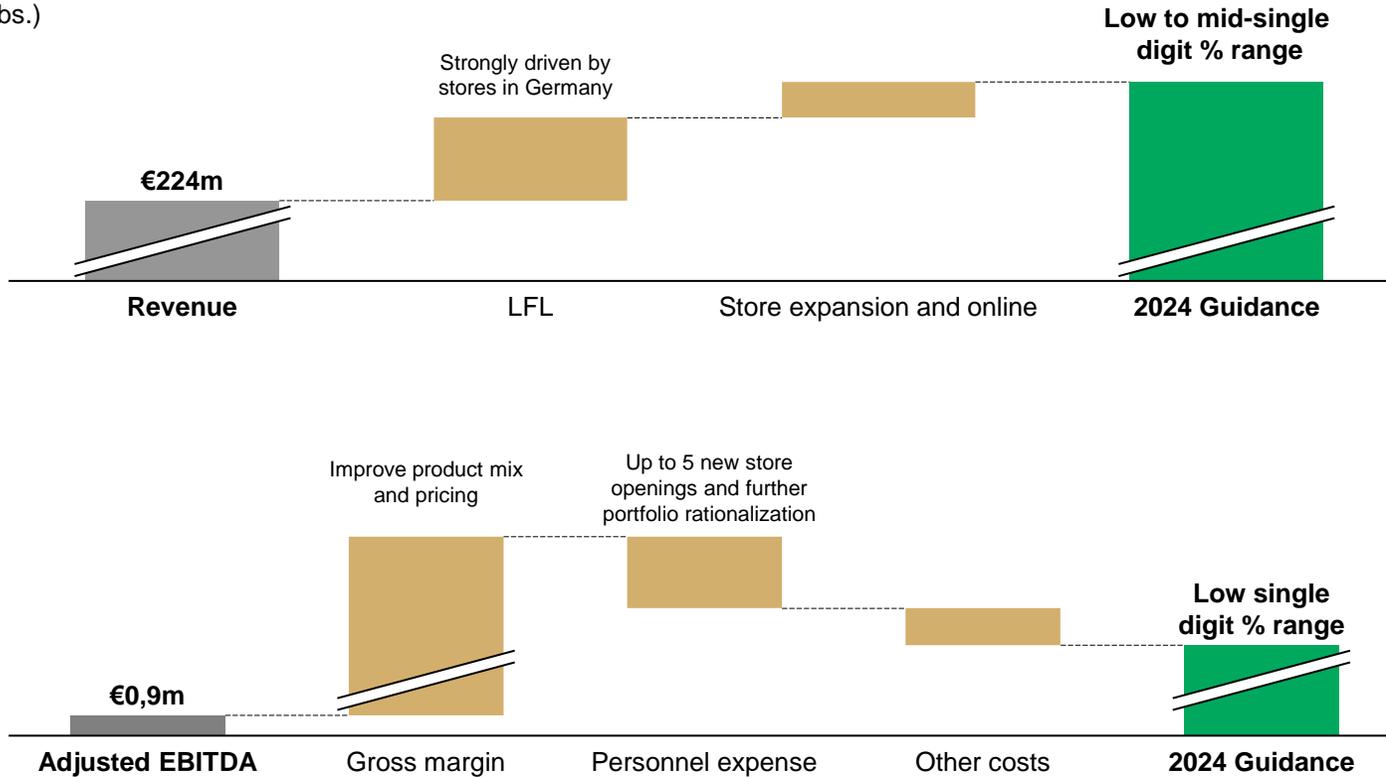
**Marketing:** strong improvement carried from H1. The costs decreased by 3%

**Other operating expenses:** lower usage of external services because of lean management, trainings and better planning. Improved unit economics (AOV) supported freight and fulfillment costs

**Adjusted EBITDA:** ~€ 9 million improvement year-on-year

# Targeting another year of profitable growth

(Illustrative)  
(abs.)



## Guidance assumptions

- Mister Spex closes 2023 with solid momentum and enters 2024 with a portfolio of growth initiatives
- The macroeconomic outlook for 2024 remains however uncertain continued low consumer sentiment impacts overall demand patterns
- Germany will be the primary driver of sales growth in 2024
- Continuation of the Lean 4 Leverage efficiency program. This will be the foundation for sustainable profitable growth

The outlook is based on the assumption of a constant business portfolio and a stable exchange rate

# Growing margins and improving cash generation profile

Financial ratios	FY 2022	FY 2023	FY 2024	Comments
<b>Revenue</b>	<b>€ 210m</b>	<b>€ 223m</b>	<b>Low to mid-single digit percentage range</b>	<ul style="list-style-type: none"> <li>Germany will be the primary driver of sales growth. International segment, is expected to be roughly at the level of 2023 overall.</li> </ul>
Gross profit	48.5%	50.6%	Improve	<ul style="list-style-type: none"> <li>Driven by pricing, product mix as well as boutique and own brand assortment</li> </ul>
Personnel expense	-27.5%	-27.7%	Improve	<ul style="list-style-type: none"> <li>Striking balance between expansion and store portfolio rationalization while continuing to increase staffing efficiencies</li> </ul>
Marketing expense	-12.5%	-11.1%	Roughly flat	<ul style="list-style-type: none"> <li>Focus on improving marketing efficiency while continuing to grow</li> </ul>
Other operating expense	-18.5%	-16.7%	Roughly flat	<ul style="list-style-type: none"> <li>Revenue growth combined with strict cost consciousness to drive operating leverage</li> </ul>
<b>Adjusted EBITDA</b>	<b>-3.9%</b>	<b>0.4%</b>	<b>Low single-digit percentage range</b>	<ul style="list-style-type: none"> <li>All measures above and Lean 4 Leverage will continue to improve profitability</li> </ul>
Free Cash Flow	€ -25m	€ -18m	Improve	<ul style="list-style-type: none"> <li>Aiming for sustainable positive free cash flow generation // Approaching positive FCF in the next two years</li> </ul>
Capex	~19	~15	~13	<ul style="list-style-type: none"> <li>Up to 5 new stores in 2024 and selective store closures</li> <li>Reduced CAPEX Intensity</li> </ul>
Inventory	30	32	~27	<ul style="list-style-type: none"> <li>Further optimization</li> </ul>
<b>Cash and cash equivalents</b>	<b>128</b>	<b>111</b>	<b>&gt;90</b>	

Outlook is based on constant currency and no changes to the portfolio

# Q&A



# Looking ahead

## Reporting

- 8 May** Q1 2024 financial results
- 29 August** H1 2024 financial results
- 14 November** Q3 2024 financial results

## Conferences and roadshows

- 27 March** Bryan Garnier roadshow (virtual)
- 28 March** Company roadshow (virtual)
- 23 April** 10. Quirin Champions Conference (Frankfurt)



Appendix |



# Latest store opening



**Rostock - Kröpeliner Str. 57**



# Consolidated statement of profit or loss

## Consolidated statement of profit or loss

in € k	Note	2023	2022	Change
Revenue	1.	223,530	210,067	6%
Other own work capitalized		4,826	6,845	-29%
Other operating income	3.	1,507	819	84%
<b>Total operating performance</b>		<b>229,863</b>	<b>217,731</b>	<b>6%</b>
Cost of materials	10.	-110,373	-108,182	2%
Personnel expenses	2., 14.	-61,970	-57,822	7%
Other operating expenses	3.	-62,213	-63,701	-2%
<b>Earnings before interest, taxes, depreciation and amortization (EBITDA)</b>		<b>-4,693</b>	<b>-11,974</b>	<b>-61%</b>
Depreciation, amortization and impairment and reversals of impairment	6., 7., 8., 16.	-43,026	-29,847	44%
<b>Earnings before interest and taxes (EBIT)</b>		<b>-47,720</b>	<b>-41,821</b>	<b>14%</b>
Finance income	4.	3,898	1,470	>100%
Finance costs	4.	-4,318	-4,065	6%
<b>Financial result</b>		<b>-421</b>	<b>-2,595</b>	<b>-84%</b>
Share of results of associates		0	-302	>100%
<b>Earnings before taxes (EBT)</b>		<b>-48,141</b>	<b>-44,718</b>	<b>8%</b>
Income taxes	5.	256	-209	>100%
<b>Loss for the period</b>		<b>-47,884</b>	<b>-44,927</b>	<b>7%</b>
Thereof loss attributable to the shareholders of Mister Spex SE		-47,884	-44,927	7%
<b>Basic and diluted earnings per share (in €)</b>	26.	<b>-1.45</b>	<b>-1.33</b>	<b>-19%</b>

## Consolidated statement of comprehensive income

in € k	2023	2022	
<b>Loss for the period</b>	<b>-47,884</b>	<b>-44,927</b>	<b>7%</b>
<b>Other comprehensive income/loss to be reclassified to profit or loss in subsequent periods</b>			
Exchange differences on translation of foreign financial statements	-160	-307	-48%
<b>Other comprehensive income/loss</b>	<b>-160</b>	<b>-307</b>	<b>-48%</b>
<b>Total comprehensive loss</b>	<b>-48,044</b>	<b>-45,234</b>	<b>6%</b>
Thereof loss attributable to the shareholders of Mister Spex SE	-48,044	-45,234	6%



# Consolidated statement of cash flows



## Consolidated statement of cash flows

in € k	Note	2023	2022
<b>Operating activities</b>			
Loss for the period		-47,884	-44,927
Adjustments for:			
Finance income	4.	-3,898	-1,470
Finance costs	4.	4,313	4,065
Income tax income	5.	-256	209
Amortization and impairment of intangible assets	6.	7,468	7,932
Depreciation and impairment of property, plant and equipment	7.	8,402	6,335
Depreciation and impairment of right-of-use assets	16.	18,996	13,423
Impairment of goodwill	6.	8,160	2,158
Non-cash expenses for share-based payments and remeasurement of financial liabilities	15.	2,215	1,246
Increase (+)/decrease (-) in non-current provisions	18.	275	1,213
Increase (-)/decrease (+) in inventories	10.	-2,457	-6,890
Increase (-)/decrease (+) in other assets	11.	4,362	2,957
Increase (+)/decrease (-) in trade payables and other liabilities	15.,17.	7,168	-5,855
Share of results of associates		0	302
Loss from the deconsolidation of associates		0	674
Income tax paid	5.	-908	-230
Interest paid		-3,263	-2,176
Interest received		3,344	192
<b>Cash flows from operating activities</b>		<b>6,037</b>	<b>-20,842</b>

## Consolidated statement of cash flows

in € k	Note	2023	2022
<b>Investing activities</b>			
Purchase of investments in consolidated subsidiaries, net of cash acquired		0	-1,000
Sale of other financial assets		0	24,427
Investments in property, plant and equipment	7.	-7,464	-10,717
Investments in intangible assets	6.	-7,142	-8,959
<b>Cash flows from investing activities</b>		<b>-14,606</b>	<b>3,751</b>
<b>Financing activities</b>			
Cash received from capital increases, net of transaction costs	13.	277	439
Cash received from borrowings	15.	1,941	3,350
Cash outflows from repayment of borrowings	15.	-928	-267
Payment of principal portion of lease liabilities	16.	-9,860	-8,283
<b>Cash flows from financing activities</b>		<b>-8,569</b>	<b>-4,761</b>
<b>Net change in cash</b>		<b>-17,138</b>	<b>-21,852</b>
Cash and cash equivalents at the beginning of the period		127,792	149,644
<b>Cash and cash equivalents at the end of the period</b>		<b>110,654</b>	<b>127,792</b>

# Consolidated statement of financial position

## Consolidated statement of financial position

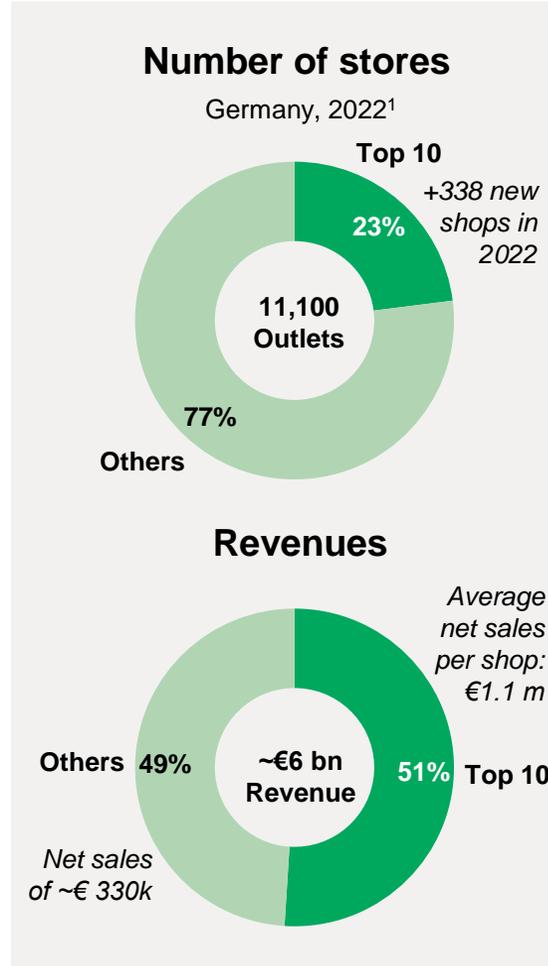
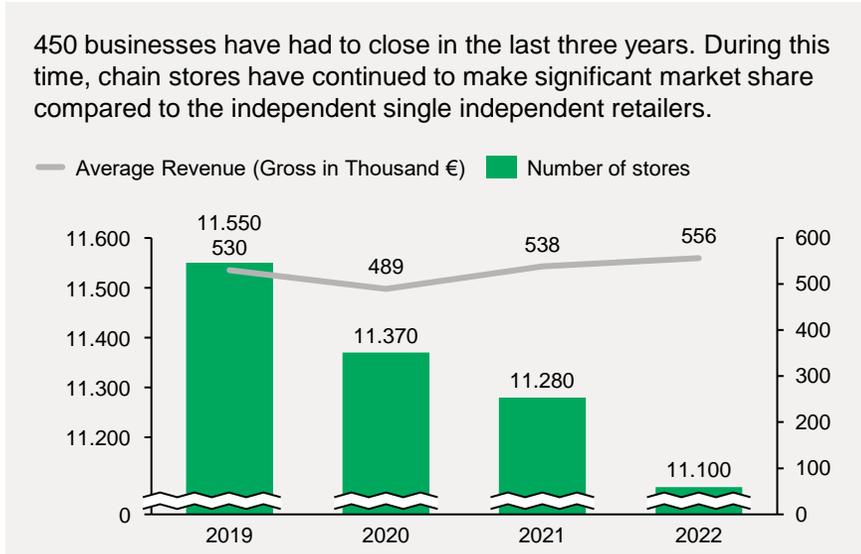
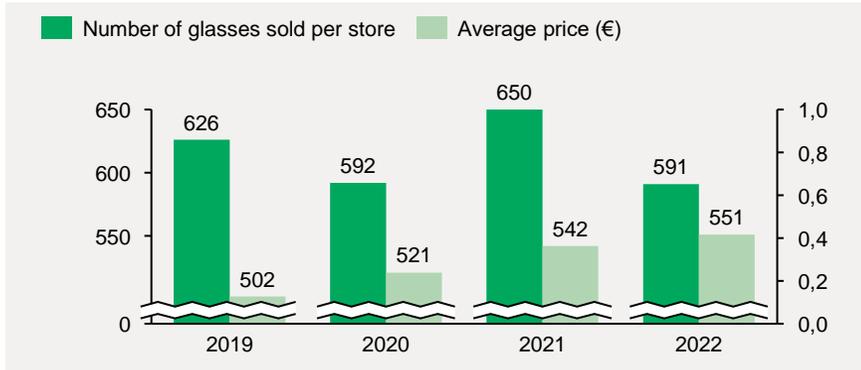
Assets			
in € k	Note	31 Dec 2023	31 Dec 2022
<b>Non-current assets</b>		<b>122,673</b>	<b>120,411</b>
Goodwill	6.	4,669	12,829
Intangible assets	6.	21,412	21,738
Property, plant and equipment	7.	22,845	23,922
Right-of-use assets	16.	69,126	53,193
Other financial assets	9.	4,620	8,729
<b>Current assets</b>		<b>157,751</b>	<b>172,821</b>
Inventories		32,498	30,041
Right of return assets	1.	783	759
Trade receivables	9.	2,213	2,742
Other financial assets	9.	975	868
Other non-financial assets	11.	9,790	10,619
Tax refund claims		838	0
Cash and cash equivalents	12.	110,654	127,792
<b>Total assets</b>		<b>280,424</b>	<b>293,232</b>

## Consolidated statement of financial position

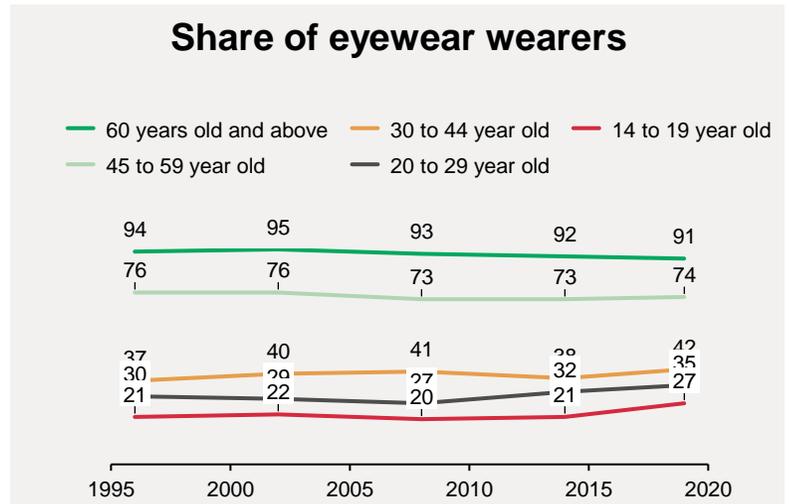
Equity and Liabilities			
in € k	Note	31 Dec 2023	31 Dec 2022
<b>Equity</b>	13.	<b>155,453</b>	<b>201,005</b>
Subscribed capital		34,075	33,866
Capital reserves		329,951	327,668
Other reserves		-1,254	-1,094
Accumulated loss		-207,319	-159,435
<b>Non-current liabilities</b>		<b>77,168</b>	<b>56,736</b>
Provisions	18.	1,839	1,563
Lease liabilities	16.	70,161	50,376
Liabilities to banks	15.	1,120	1,120
Other financial liabilities	15.	3,059	2,462
Other non-financial liabilities	17.	21	42
Deferred tax liabilities	5.	969	1,173
<b>Current liabilities</b>		<b>47,803</b>	<b>35,491</b>
Provisions	18.	1,006	1,054
Trade payables	15.	17,935	12,857
Refund liabilities	15.	1,974	2,166
Lease liabilities	16.	15,328	10,159
Other financial liabilities	15.	2,157	1,433
Contract liabilities	1.	1,821	1,121
Other non-financial liabilities	17.	7,582	6,700
<b>Total equity and liabilities</b>		<b>280,424</b>	<b>293,232</b>



# Market data

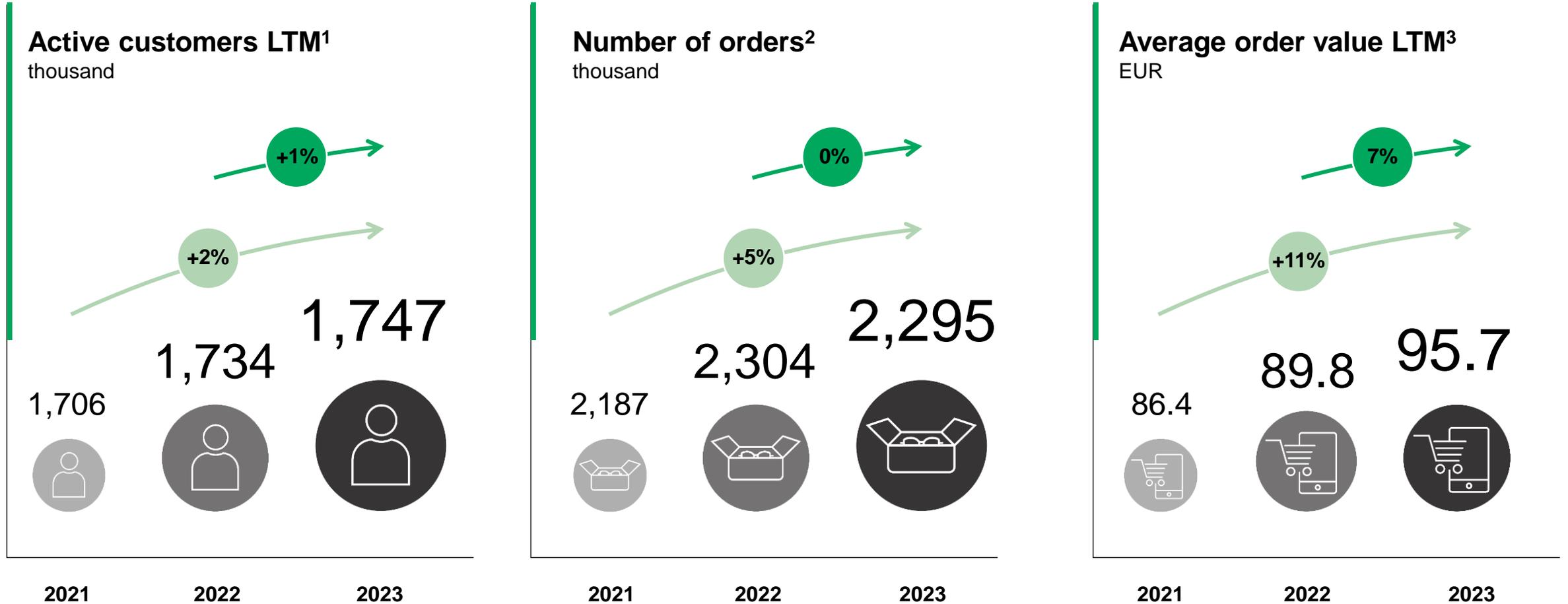


**Myopia management is increasingly important**  
2010: 28% of the population has myopia  
By 2050 it is expected to be ~50%



<sup>1</sup> Source: ZVA Branchereport Augernoptik: Märkte, Consumer und Trends 2022|2023

# Revenue supported by resilient unit economics...



<sup>1</sup> Customers who ordered in the last 12 months excluding cancellations    <sup>2</sup> Orders after cancellations and after returns    <sup>3</sup> Calculated as revenues divided by number of orders over the last 12 months

