



**SMARTPHOTO GROUP,**  
the innovative  
e-commerce  
company

# SMARTPHOTO GROUP

- Innovative **e-commerce** company, active in 12 European countries
- With **production sites** in Belgium
  - Kwatrecht
  - Vantegem (extra facility Q3 2020)
  - Ardoie (naYan)
- Local **teams** in Wetteren, Ardoie, Hengelo, Pratteln and Malmö for customer service and marketing
- e-commerce of **B2C personalised products** like photo books, cards and gifts via smartphoto™
- **B2B sales of tailored gifting** packages via Gift.be and GiftsforEurope.com
- **'e-commerce as a service' (EaaS)** provider for international brands looking for growth via naYan
- Sales 63M euro, 10.5M euro EBITDA, 240 FTE (FY2021)
- Stock listed on **Euronext Brussels**

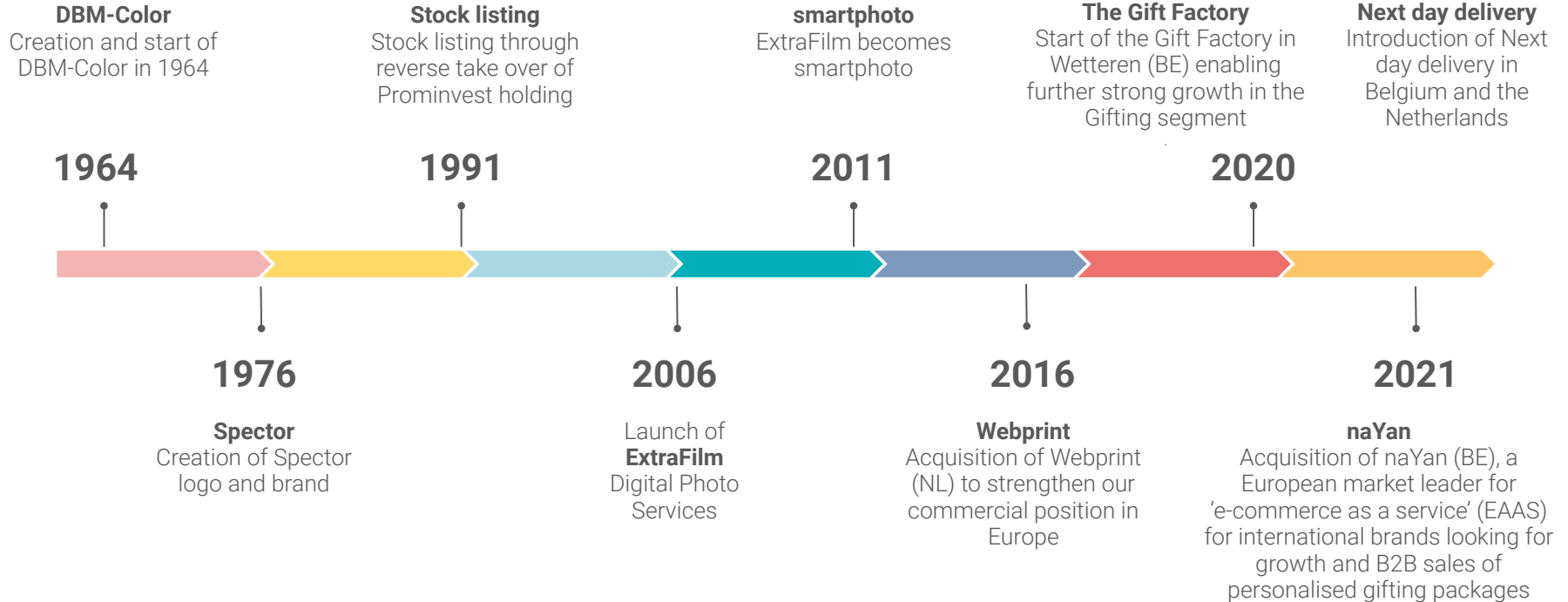
## GEOGRAPHICAL PRESENCE



België	smartphoto
	Spector
Luxemburg	smartphoto
Nederland	smartphoto
Frankrijk	smartphoto
Zweden	smartphoto
Noorwegen	smartphoto
Finland	smartphoto
Denemarken	smartphoto
Zwitserland	smartphoto
Duitsland	smartphoto
Oostenrijk	smartphoto
Verenigd Koninkrijk	smartphoto
EU	smartphoto

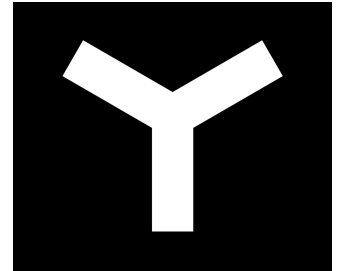
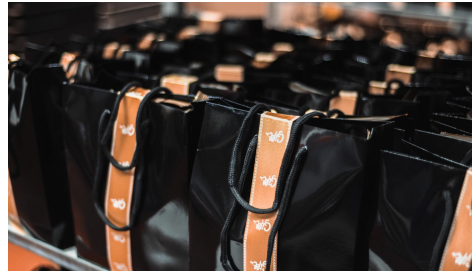
Through Nayan, smartphoto group is not only active in Europe, but also in the United States of America.

# HISTORY



## INVESTMENT - NAYAN (Dec 2021)

- B2B sales of gifting packages with chocolate, wine, fruit or flowers via the websites Gift.be and GiftsforEurope.com
- Market leader in e-commerce distribution in Europe by offering a unique 'e-commerce as a service' (EaaS) for international brands looking for growth



## NAYAN AND SMARTPHOTO - A COMPLEMENTARY COMBINATION

### **naYan**

knowledge of the B2B  
gifts market, its  
customer focus and  
e-commerce  
know-how



### **smartphoto**

knowledge of B2C  
consumers, technology,  
marketing and the  
production of personalised  
products



## SMARTPHOTO GROUP

Our DNA and approach

# OUR SMARTPHOTO GROUP DNA

smart

Solutions  
Affordable  
High Quality

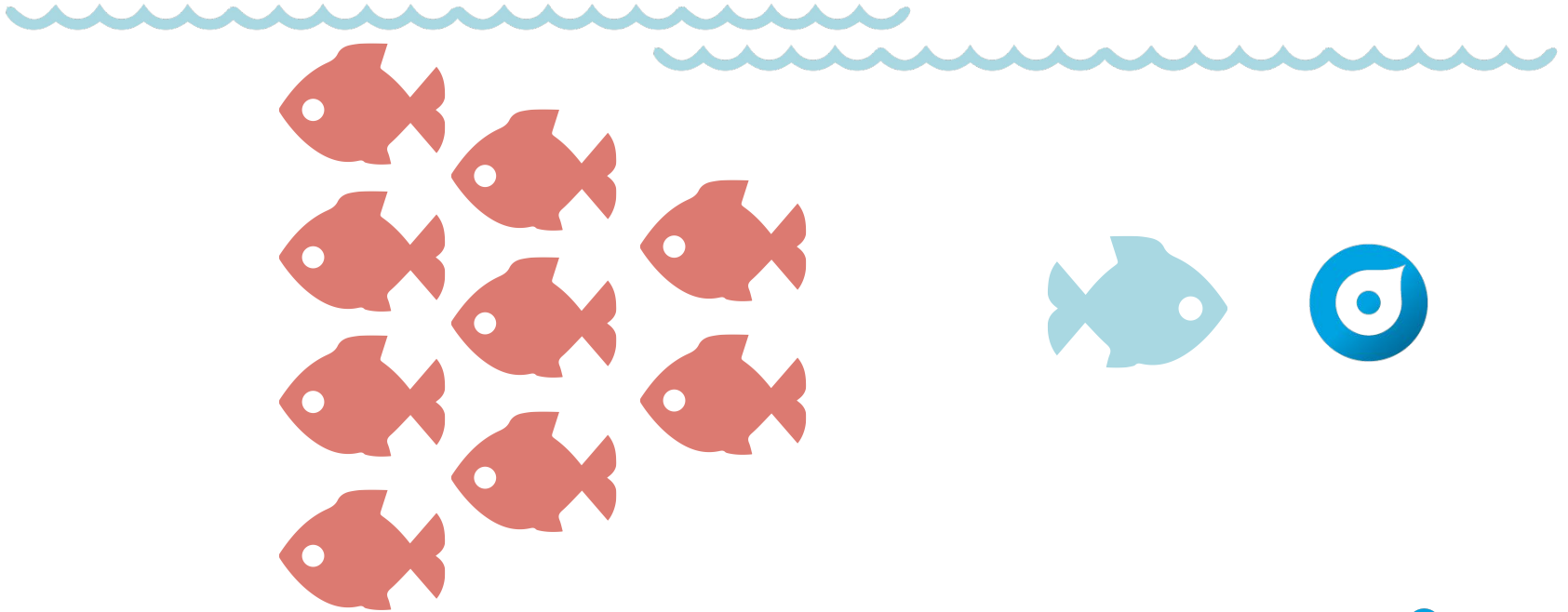
simple

Easy  
Fast  
Tailored

smile

Inspiring  
Customers  
People  
Planet

## AFFORDABLE HIGH QUALITY POSITIONING, OUTSIDE OF CLASSIC COMPETITORS





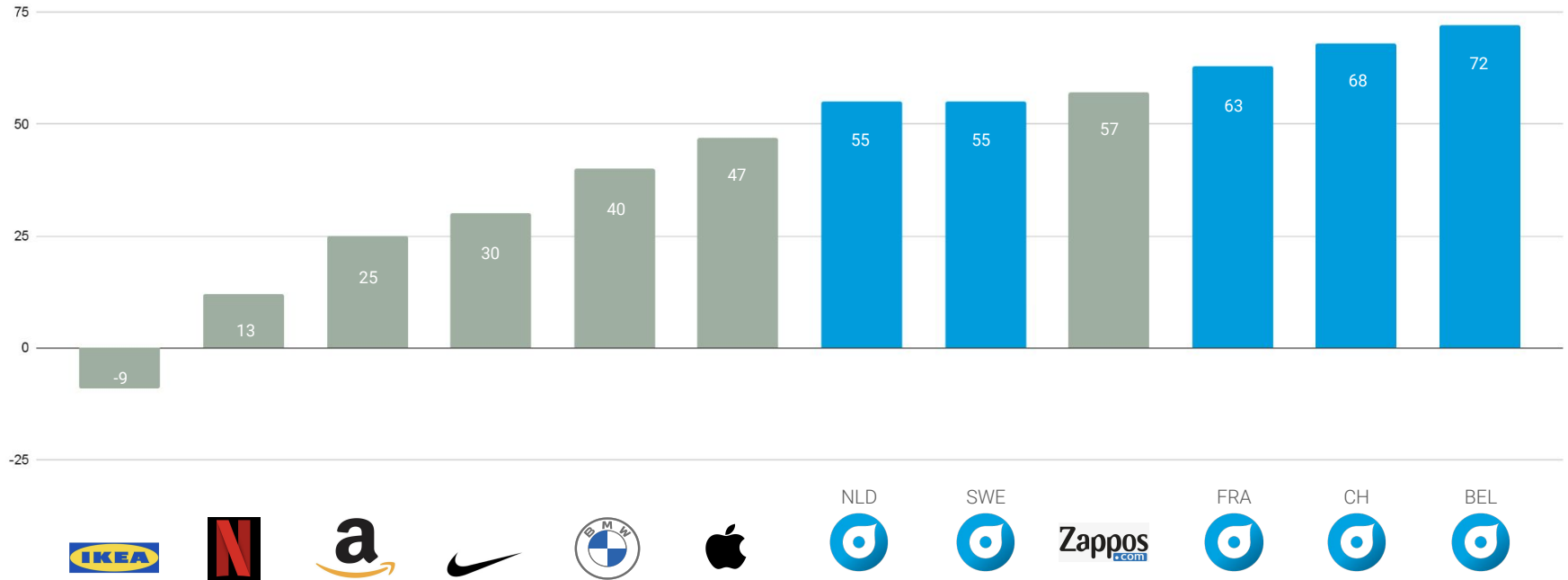


## SMARTPHOTO

B2C personalised  
products

# HIGHEST CUSTOMER SATISFACTION

NPS smartphoto 2021 vs other



\*customer guru net 2021 benchmark

## OUR SMARTPHOTO™ MISSION

We help socially active  
**young moms** and families  
**create, give & share**  
affordable high quality  
**personalised products**



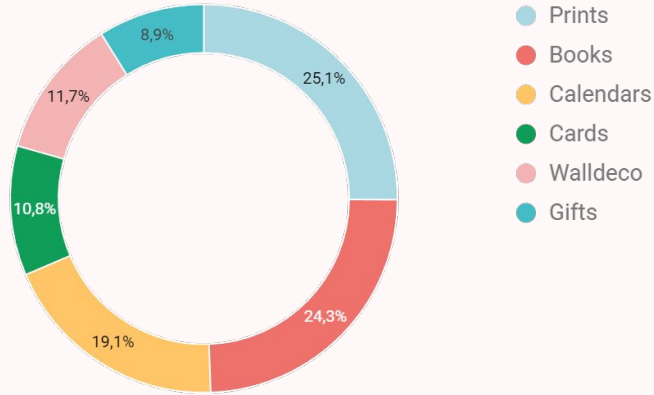


SMARTPHOTO™

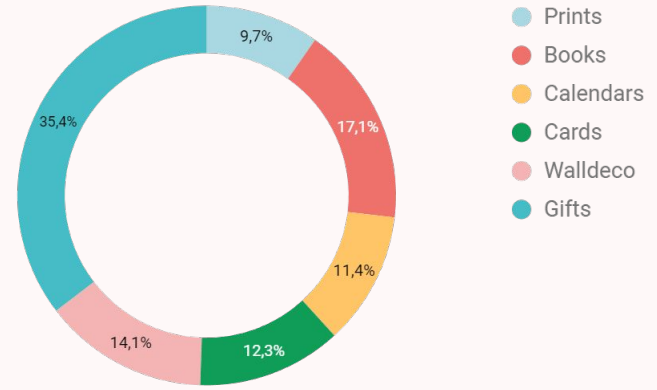
Our products

# STRONG SALES GROWTH - WELL BALANCED PRODUCT PORTFOLIO

2011



2021



- Sales have increased since 2011 from 27M euro to 60M euro in 2021 through a combination of steady yearly growth in the classical photo products (CAGR between 0 and 5 %) and exponential growth in gift products (CAGR between 20 and 50%).
- Currently more than 500 different products available through our smartphoto websites.
- 10% renewal rate through new variants and new products.

# EXAMPLES OF NEW PRODUCTS



# PRODUCT STRATEGY - 3 TYPES OF PRODUCTS

	What	Market Growth	Growth drivers	KPI	Competitor
<b>Classic Photo</b>	Prints, Books, Wall deco	0%-3%	Quality, price	NPS	iFolor, Albelli, CeWe
<b>Design products</b>	Cards, Calendars, Mugs, Phone covers, Mousepad	3%-10%	Frequency of designs	#Moments	CeWe, iFolor, YS
<b>“New” Gifts</b>	Personalised gifts, gift boxes, engraving, embroidery	10%-25%	Range, fast delivery	Sales, Frequency	YS, Moonpig, locals

## SMARTPHOTO GROWTH STRATEGY

- strong customer focus
- leverage existing customer base
- mobile first combined with aligned product strategy
- improve geographical mix including F, NL, D, UK
- test and apply outside innovations into our market





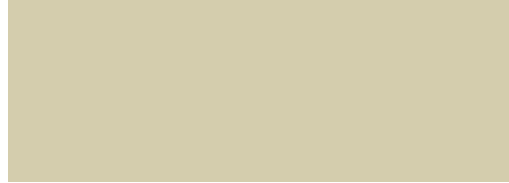
## NAYAN B2B Gifts

# B2B GIFTS

## focus on

- classic relationship gifting, *with a twist*
  - personalised card
  - video message
  - worldwide delivery
- employee appreciation gifts
  - personalised
  - triggered by moments
  - unique products
- create European footprint

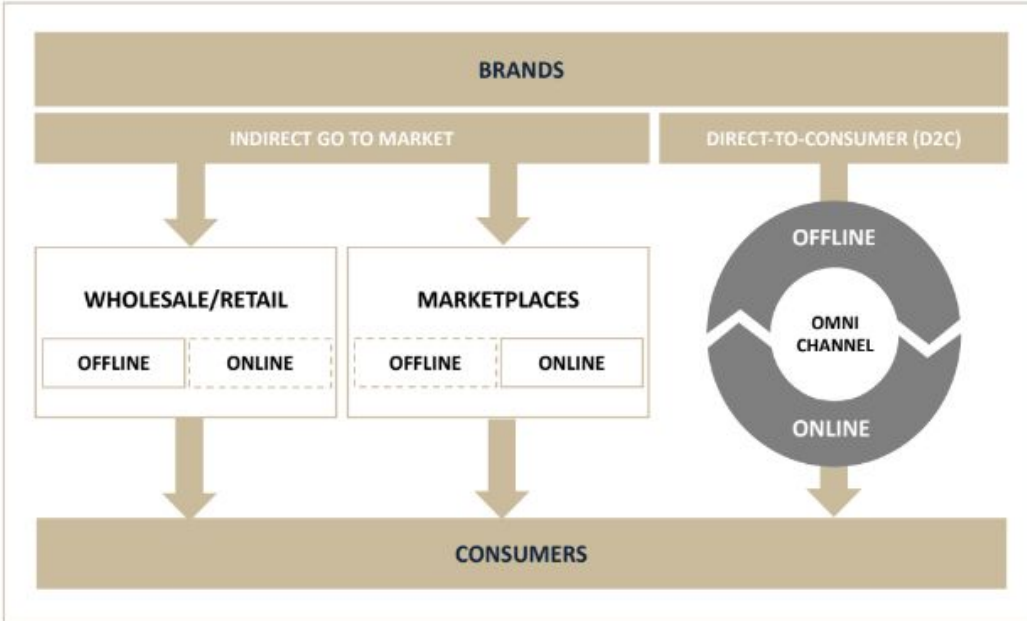




**NAYAN**

E-commerce  
as a  
Service

# E-COMMERCE AS A SERVICE



- As online capabilities of wholesale or retail channels are often limited, brands have turned to online marketplaces, like Amazon, to ensure consumers can easily find and buy their products.
- With Direct to Consumer (D2C), brands set up a direct channel with their consumers. Thereby brands take control over their pricing, brand experience and invaluable consumer data.
- Brand & D2C is a rapid growing retail segment today.
- EaaS provides these capabilities to brands in a variable way.

# WHAT 65+ OF US DO



**TECHNOLOGY  
PLATFORMS**



**DIGITAL  
MARKETING**



**STORE  
MANAGEMENT**



**DATA & INSIGHTS**



**OMNICHANNEL  
FULFILLMENT**



**CUSTOMER  
SERVICE**



**FINANCE  
PROCESSING**



## **Advise**

Advising brands to define their omnichannel direct to consumer strategy

## **Launch**

Getting the direct to consumer model off the ground in no time

## **Grow**

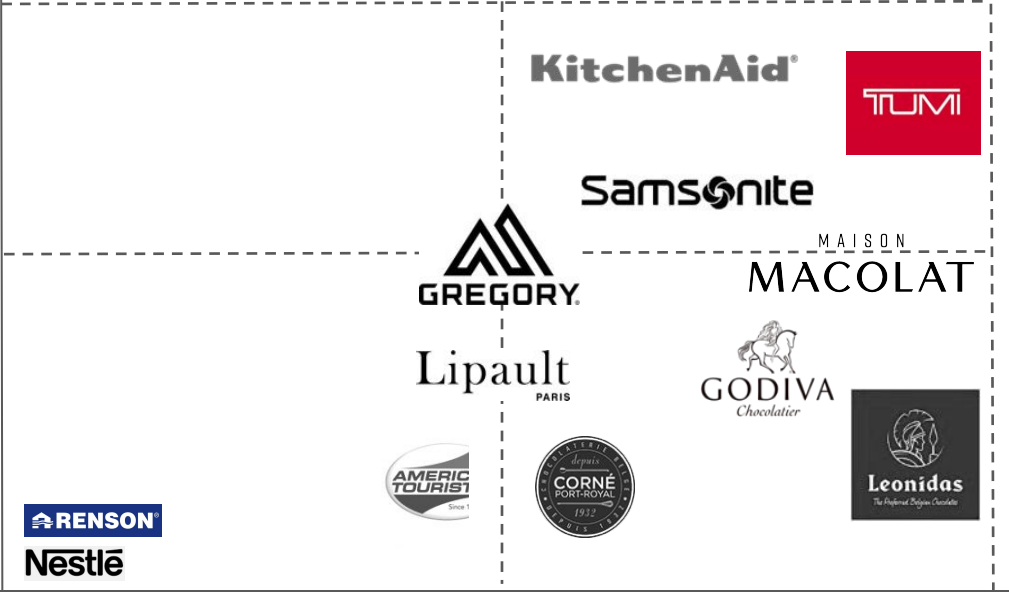
Ensuring brands grow their D2C and deliver the perfect brand experience for their consumers

# A MARKET VIEW FOR NAYAN CLIENTS

BRAND  
CATEGORY

LESS MATURE  
D2C BRANDS

MATURE D2C  
BRANDS



LUXURY  
BRANDS

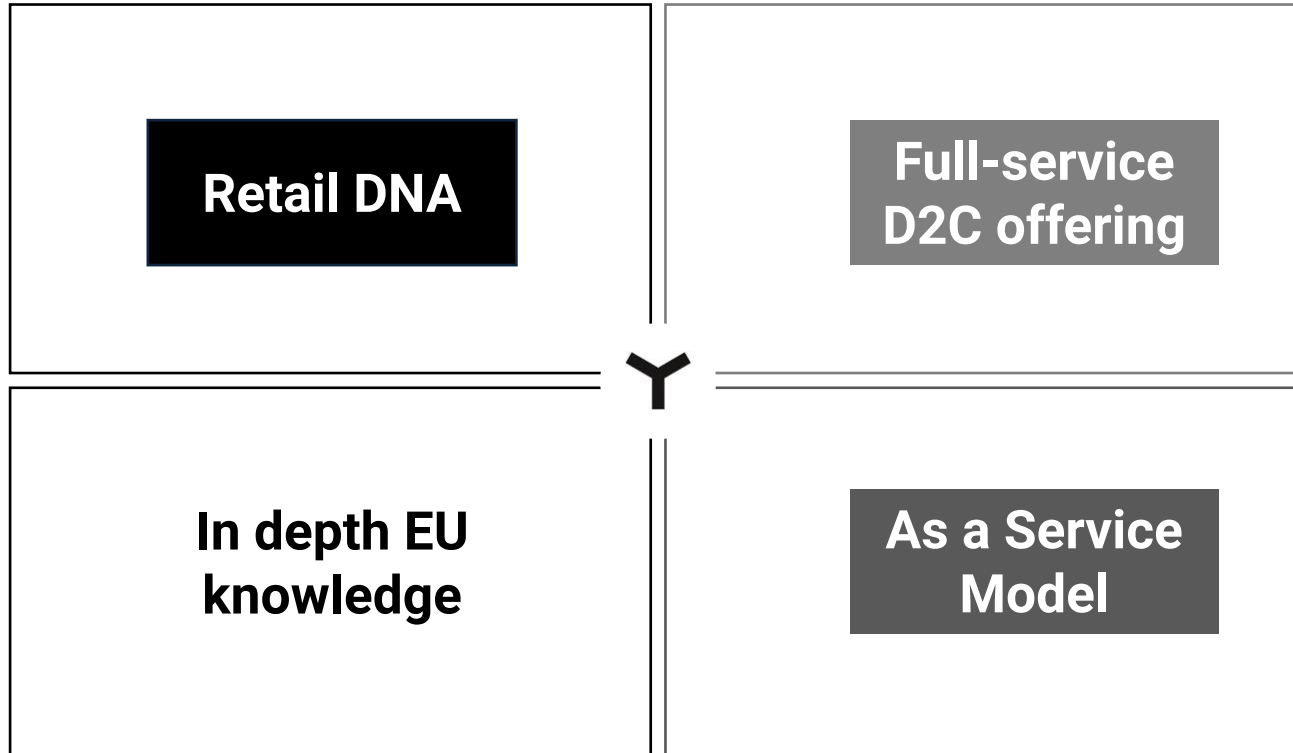
A-BRANDS

< 20%

> 20%

D2C MATURITY:  
D2C sales as  
% of total sales

# WHAT MAKES NAYAN UNIQUE



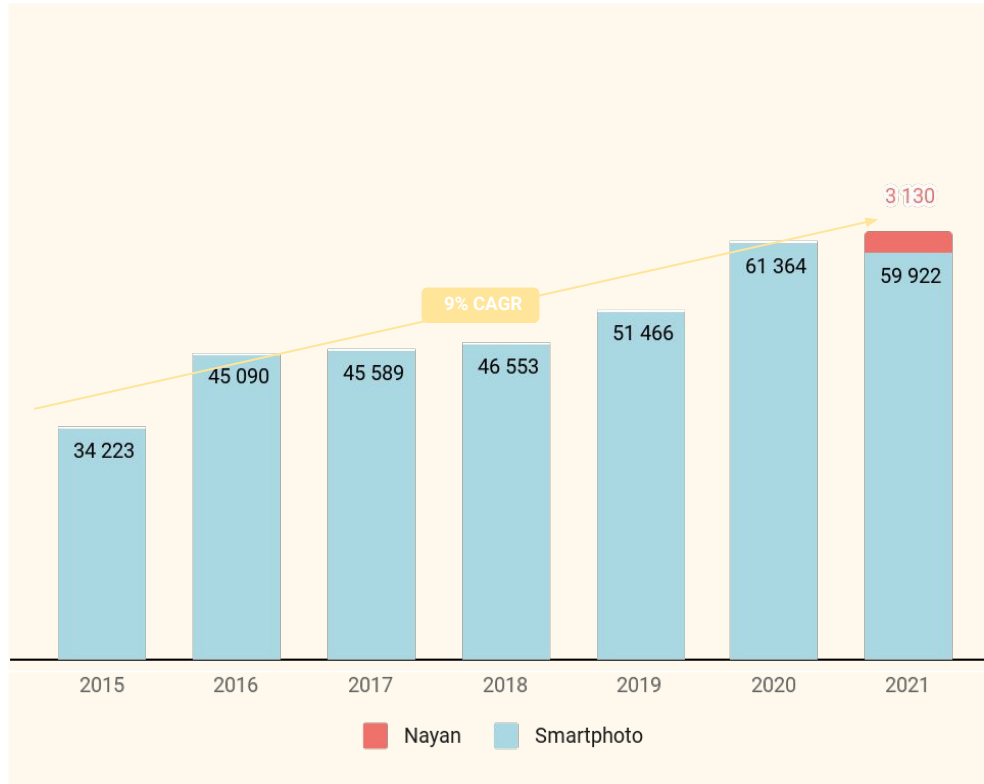


## FINANCIALS

Sustainable growth,  
with high profitability,  
high free cash flow  
and very strong  
balance sheet



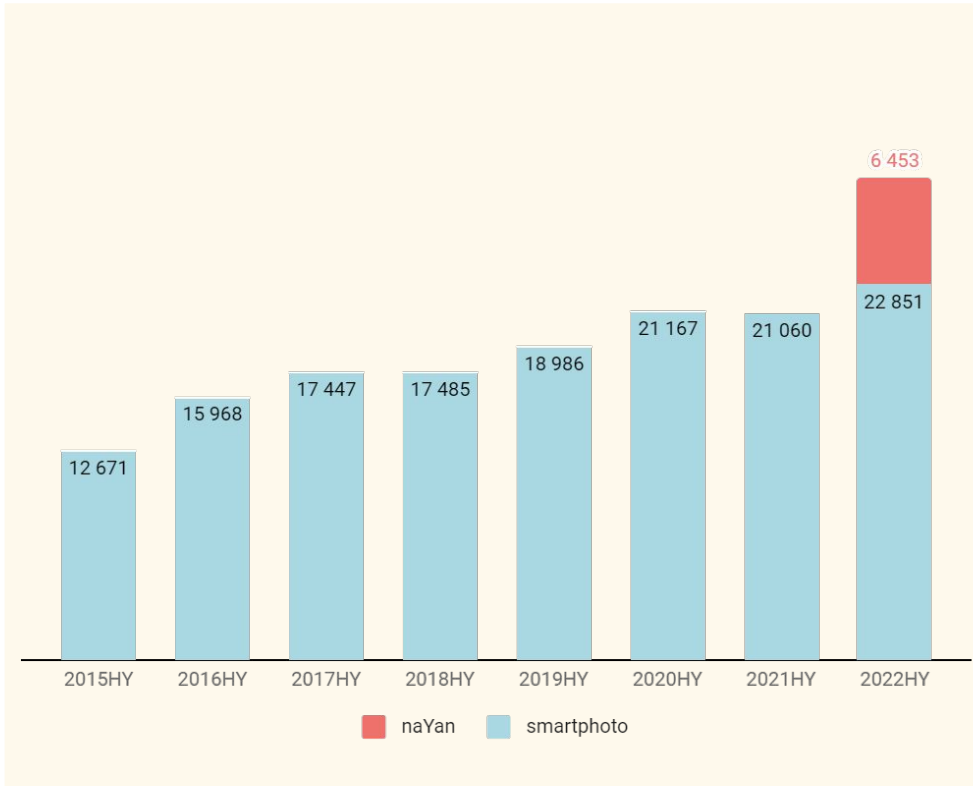
## STRONG SALES GROWTH



Average annual growth rate of 9% mainly through :

- New customer segments (baby, pet lovers)
- More moments in life (party, birthday)
- Acquisition of naYan in December 2021 and Webprint (smartphoto NL) in May 2016.

## SALES GROWTH AS AT JUNE 30



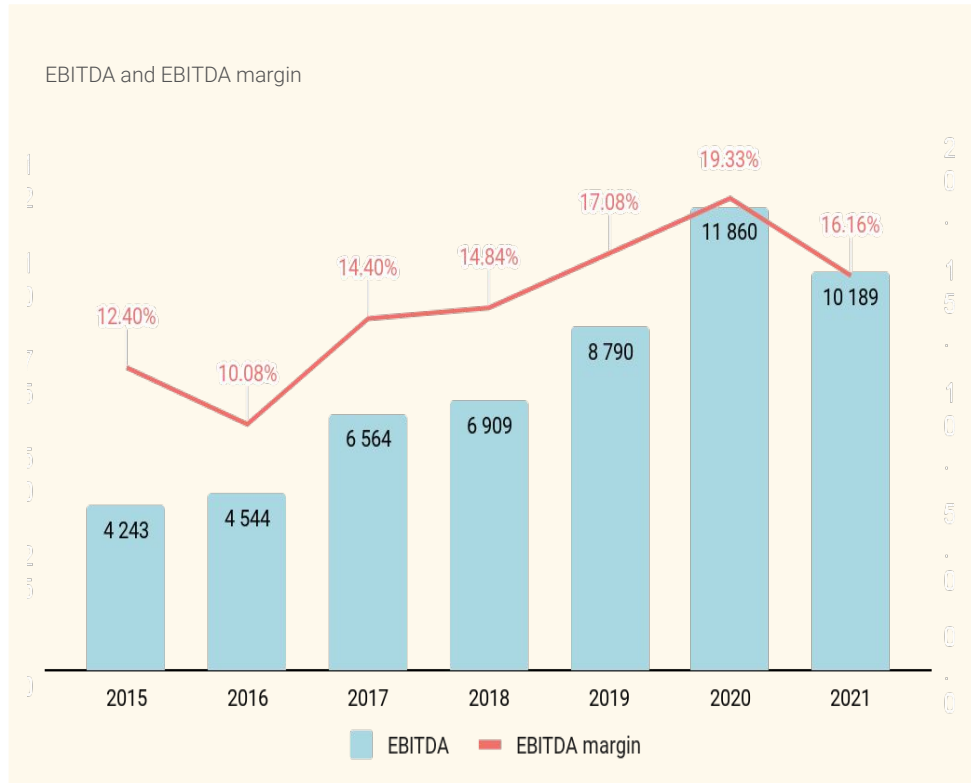
Increasing **half yearly sales** from 12.7M euro in 2015 to 29.3M euro in 2022.

Compared to 2021HY, an increase of 39.1%, achieved through:

- Internal organic growth (+8.5%), and
- Integration of naYan.

Compared to 2019HY, organic growth amounts to 20.4%.

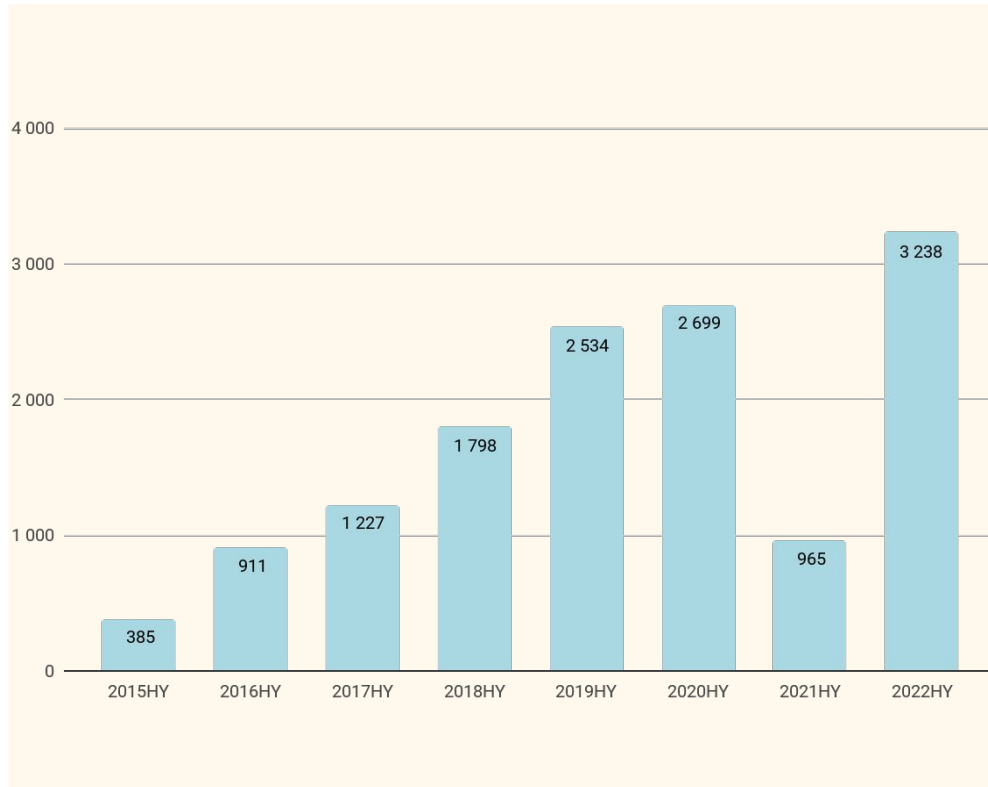
# STRONG EBITDA GROWTH



Increased EBITDA from 4.2M euro (12.4%) in 2015 to 10.2M euro (16.16%) in 2021 through:

- Focus on new products
- Increased efficiency in marketing
- Production-efficiency
- Customer satisfaction

## EBITDA GROWTH AS AT JUNE 30



Increasing **half yearly EBITDA** from 0.4M euro in 2015 to 3.2M euro in 2022.

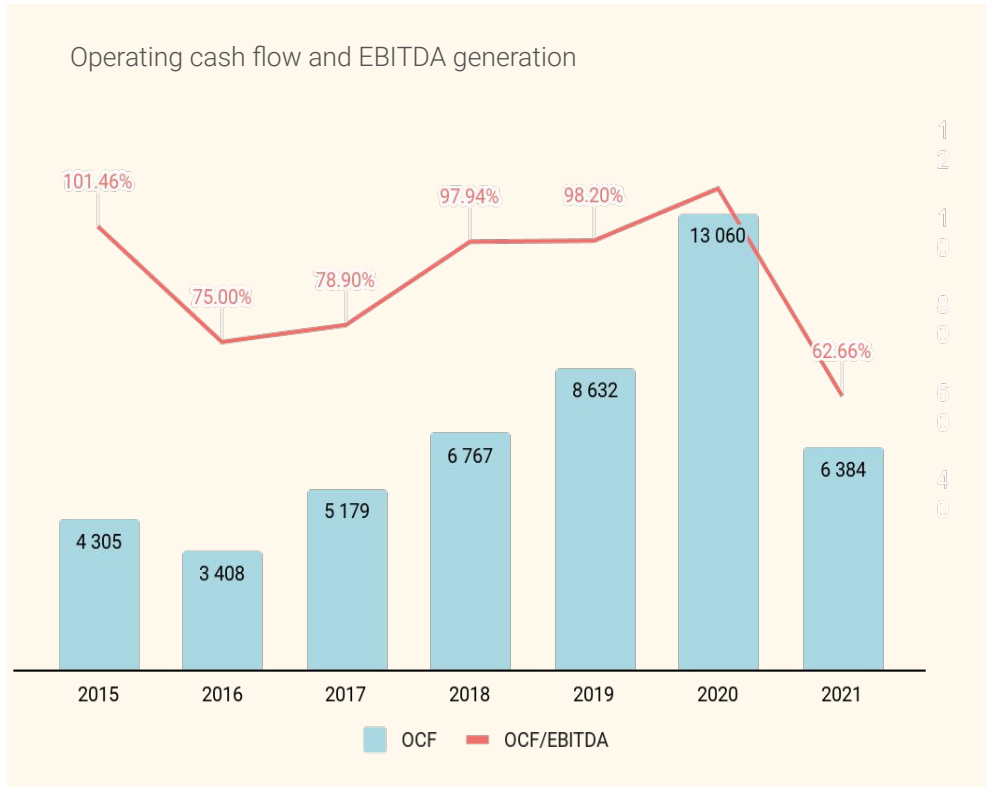
Compared to 2021HY, an increase of 235.5% through:

- Better product mix
- Price adjustments

Notwithstanding:

- Higher production, transport and material costs
- Traditionally lower volumes in the first half of the year compared to the second half

# HIGH CASH CONVERSION

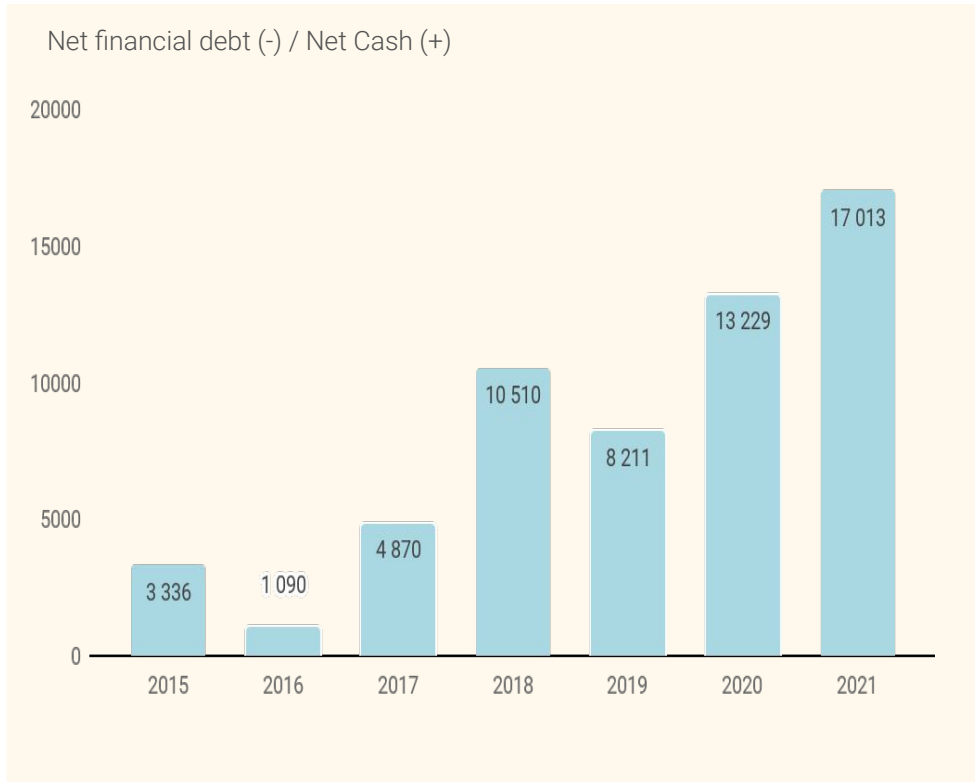


Very high cash conversion rate between 75% and 100%.

One-time decline in 2021 due to:

- Increased investment in inventory to secure lead times and delivery
- Timing

## INCREASED NET CASH

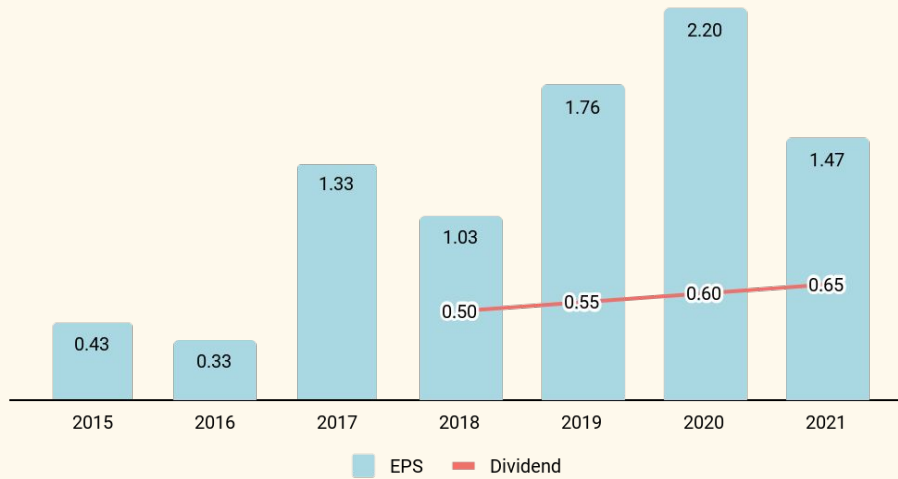


Increased Net Cash from 3.3M euro to 17M euro notwithstanding:

- Yearly dividend pay since 2018 (2.2M euro in 2021, 2.1 M euro in 2020)
- Treasury shares program (2.8M euro in 2020, 0.4M euro in 2021, currently 6.62% of total number of shares)
- Investment in growth (average of +/- 3M euro/year)

# INCREASED DIVIDEND

Earnings and dividend per share



- Increasing earnings per share from 0.43 euro in 2015 to 1.47 euro in 2021
- Increasing dividend pay from 0.5 euro in 2018 to 0.65 euro in 2021, representing a pay-out ratio of 44%



**SUSTAINABLE VALUE  
CREATION** with clear  
ESG objectives



# SUSTAINABILITY - ESG AT SMARTPHOTO GROUP

Smartphoto group attaches great importance to corporate social responsibility, with attention to economic added value and with respect for people and the environment.

## OUR DOMAINS

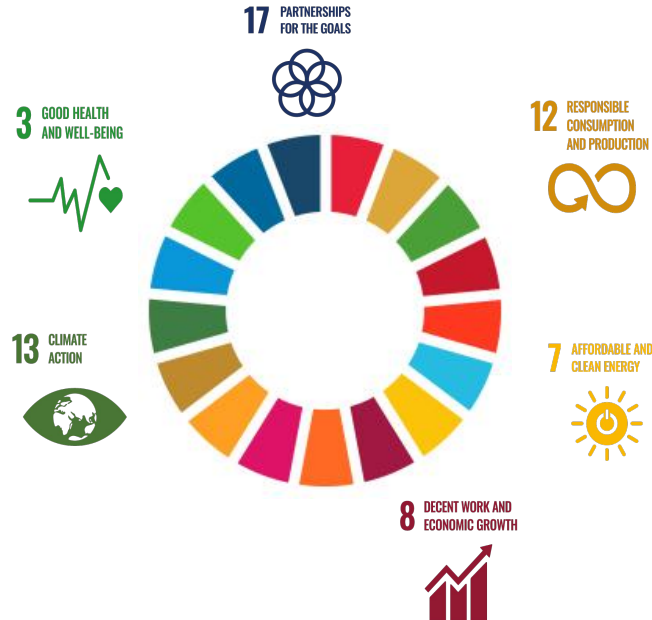
PEOPLE & WELL-BEING

ENVIRONMENT

WASTE & RESOURCE  
MANAGEMENT



## OUR FOCUS SDG'S



## SOME EXAMPLES OF OUR REALISATIONS AND GOALS

- CO<sub>2</sub> neutral delivery for 60% of all packages, shifting to CO<sub>2</sub> free delivery
- Reduction in the amount of shipped air with 15% through the use of high and low boxes being able to pack boxes from 25 cm high all the way down to 3 cm.
- Reduction of paper waste with 5%
- The use of 100% renewable packaging material (FSC-certified)
- Energy efficiency and the use of energy from renewable resources (solar panels, electrification company car fleet, ..)
- Great Place To Work certification
- Cooperating with a good cause - entering into partnerships, such as SamenBergOp, Kom op tegen Kanker, Oxfam, think pink and téléVie





M&A

# M&A OPPORTUNITIES

In the future we will more actively pursue other M&A opportunities :

- Small to mid-size e-commerce companies
- Product range and/or geographical expansion within Europe
- Established and with growth potential
- Profitable (positive EBITDA)
- Entrepreneurial approach



## CONCLUSION AND OUTLOOK



## CONCLUSION

+9% revenue CAGR (2015 - 2021)

Growing high EBITDA margin  
(16%)

High cash generation and  
earnings conversion

Capital allocation: organic  
investment to drive growth,  
M&A, shareholder return

# OUTLOOK 2022

In 2022, the focus will be on growth, both for the activities of smartphoto and for naYan.

## smartphoto (B2C)

- Further expansion of the product range, customer segments (baby, pets, ...) and moments in life (party, birthday)
- Implementation of price increases
- Improvement of conversion rates, supported by a fully mobile-friendly site

## naYan (B2B)

- Expansion of B2B Gifts with a more innovative approach
- Growth by acquiring new customers for its EaaS ('e-commerce as a service') model
- Optimisation of the underlying processes and structures

## SOLID INVESTMENT CASE

- Personalised gifting = growth sector
- New growing B2B segment
- Competitive advantage through scale and innovation
- Important Free Cash Flow, invested for all shareholders
- Selective M&A
- Scalable both in product range and in countries
- Highly motivated team







nayan

# THANK YOU

## INVESTOR RELATIONS CONTACT

e-mail: [corporate@smartphoto.com](mailto:corporate@smartphoto.com)

website: [www.smartphotogroup.com](http://www.smartphotogroup.com)



## APPENDICES

# RECOGNISED LEADER



**2013** BeCommerce Best Website

**2014** BeCommerce Best Website

**2015** BeCommerce Best Website

**2016** BeCommerce Best Website

**2018** SafeShops Logistic Champion Award

**2019** SafeShops Brilliant Concept Award

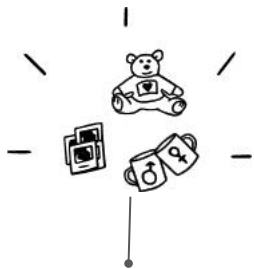
**2020** SafeShops Brilliant Concept Award

Test Aankoop Best of Test Photobooks

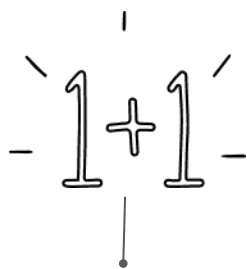
**2021** BeCommerce Advertising Award & SafeShops Award

Test Aankoop Best of Test Photobooks

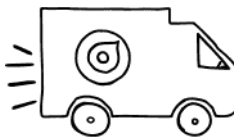
**2022** Test Aankoop Best of Test Photobooks



The largest range  
of photo products



Super easy to make



Fastest delivery  
in Belgium



Made a typo?  
Free reprints!

# SMARTPHOTO - SHARE INFORMATION

## Stock exchange listing

The share of smartphoto group is listed on Euronext Brussels.

- ISIN code: BE0974323553
- Stock code: SMAR

## Number of shares

Total number of shares: 3 941 950.

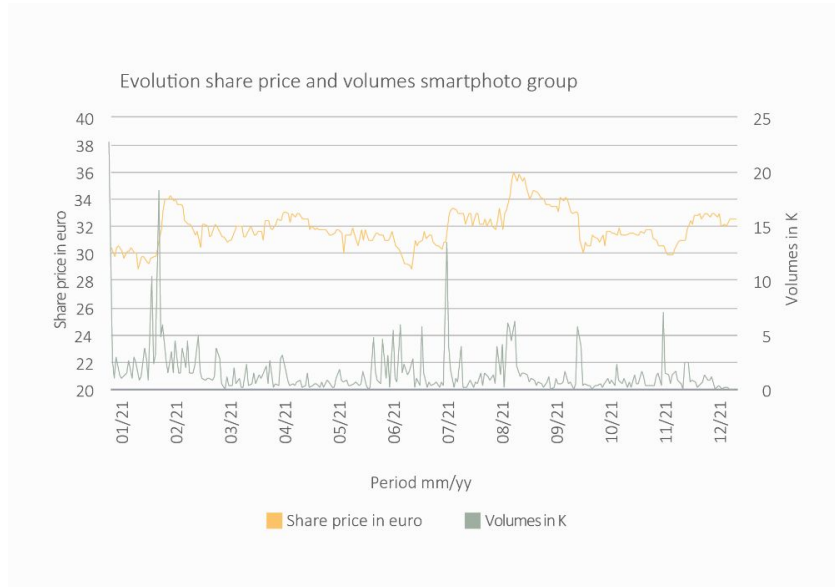
	FY 2020	FY 2021	HY 2022
Closing price at the end of the period	30.00 euro	32.50 euro	27.50 euro
Average closing price	18.54 euro	31.87 euro	29.35 euro
Highest closing price	30.00 euro	36.00 euro	33.00 euro
Highest intraday notification	30.00 euro	36.80 euro	33.00 euro
Lowest closing price	14.30 euro	28.80 euro	27.00 euro
Lowest intraday notification	14.00 euro	28.20 euro	27.00 euro
Total volume traded in units	707 661	398 763	169 599
Average daily volume traded in units	2 786	1 552	1 390
Total turnover	13 183 305 euro	12 616 499 euro	4 935 899 euro
Average daily turnover	51 903 euro	49 091 euro	40 458 euro
Rotation <sup>(1)</sup>	45.37%	25.52%	11.57%

(1) Rotation calculated on the total number of freely tradable shares as at December 31 taking into account the number of shares held with a percentage  $\geq 3\%$  of the total number of shares, and taking into account the treasury shares.

# SMARTPHOTO - SHARE INFORMATION

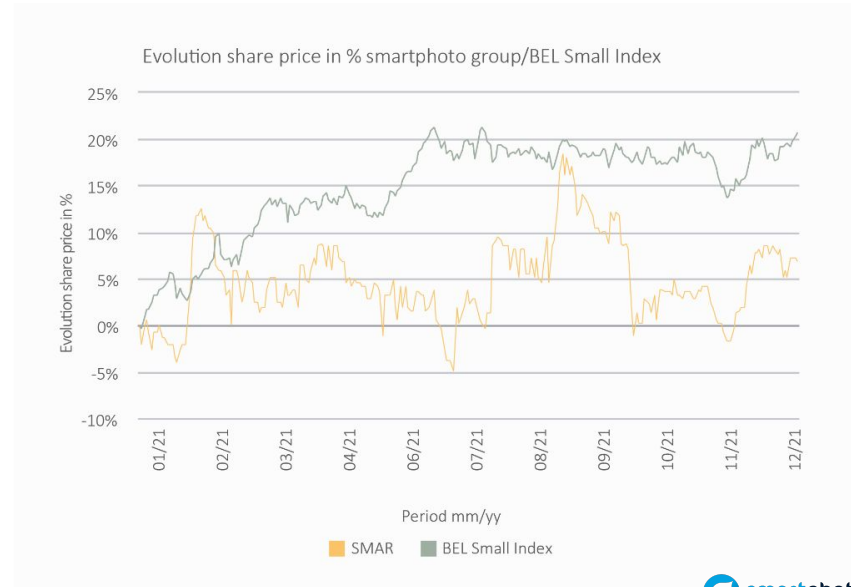
## Evolution share price and volumes smartphoto group

January to December 2021



## Evolution share price in % smartphoto group/BEL Small Index

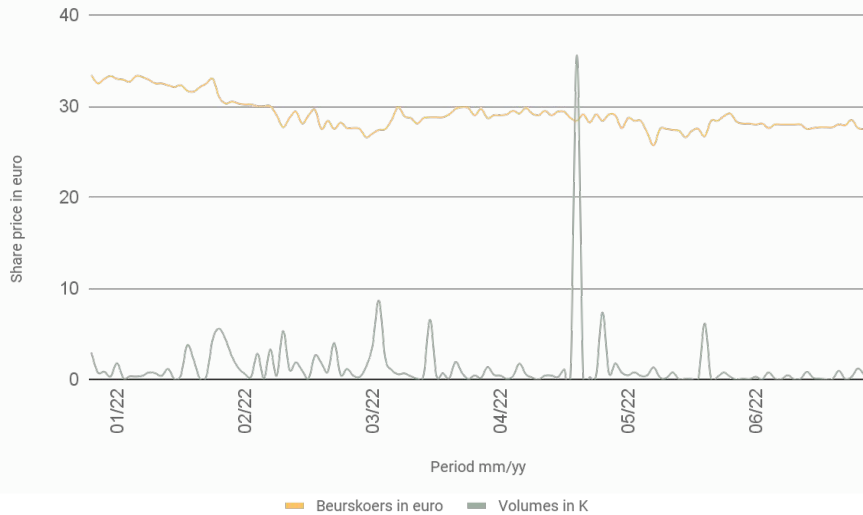
January to December 2021



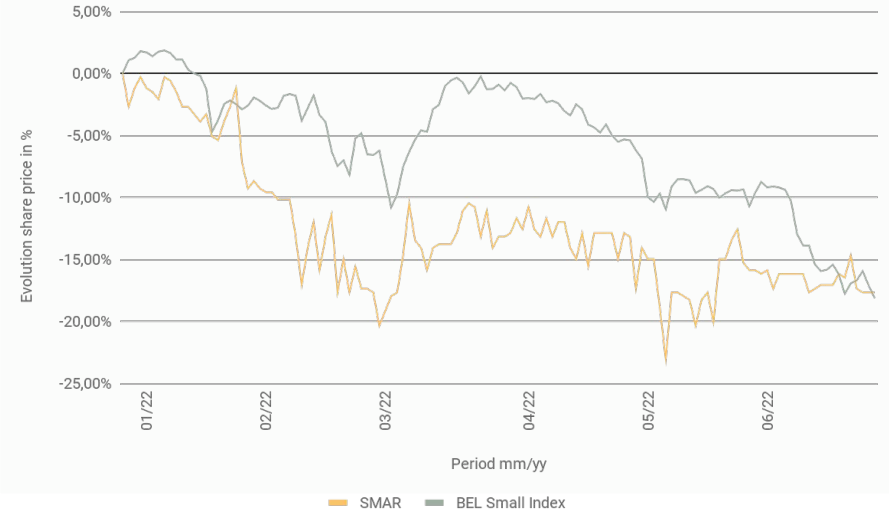
# SMARTPHOTO - SHARE INFORMATION

## Evolution share price and volumes smartphoto group

January to June 2022



## Evolution share price in % smartphoto group/ BEL Small Index

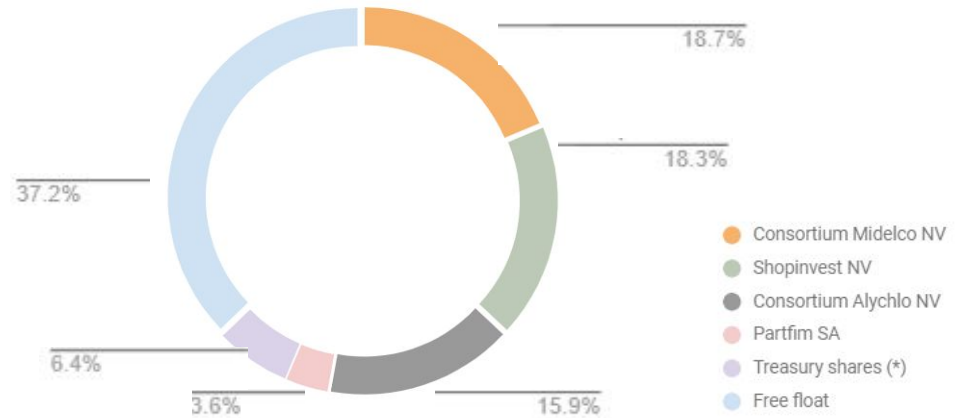


# BOARD COMPOSITION AND SHAREHOLDER STRUCTURE

## Board - 7 members

- Mr. Philippe Vlerick, Chairman
- Acortis BV, represented by Mr. Stef De corte, CEO
- Palanza Invest BV, represented by Mr. Geert Vanderstappen
- Fovea BV, represented by Ms. Katya Degrieck
- Mr. Hans Van Ryckeghem
- Alychlo NV, represented by Mr. Marc Coucke
- Ms. Alexandra Leunen

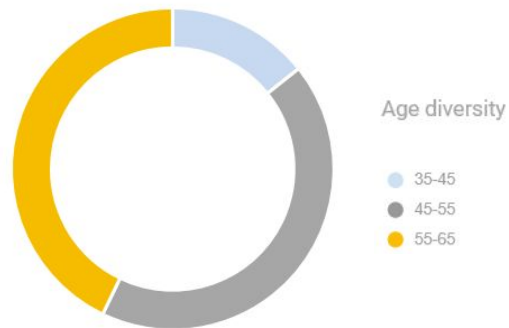
## Shareholders (status 30/06/2022)



# BOARD COMPOSITION AND SHAREHOLDER STRUCTURE

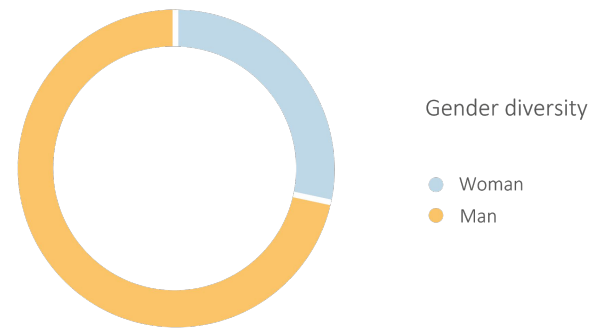
## Age diversity within the Board

Age	35-45	45-55	55-65	Total
Number of directors	1	3	3	7
In % of total	14.3%	42.9%	28.6%	100%



## Gender diversity within the Board

Gender	Woman	Man	Total
Number of directors	2	5	7
Breakdown	1/3	2/3	

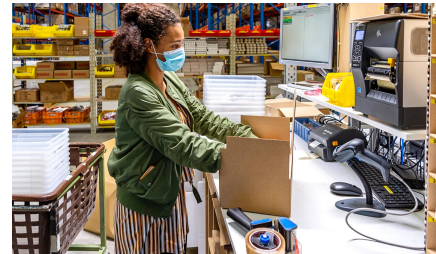




## INVESTMENT - THE GIFT FACTORY (Q3 2020)

The Gift Factory is our new installed production facility in Wetteren (BE) that enables further strong sales growth in the gifting segment:

- 7,000 sqm of additional space for production and warehousing
- 160 employees (fixed and temporary)
- Capacity of 40,000 gifts per day
- 130 different products
- Direct shipment within Europe



## Disclaimer

The contents of this document, including all statements made therein, are based on estimates, assumptions and other information currently available to the management of smartphoto.

Certain statements in this presentation may be deemed to be forward-looking. Such forward-looking statements are based on current expectations and are influenced by various risks and uncertainties. Consequently, smartphoto cannot provide any guarantee that such forward-looking statements will, in fact, materialise and cannot accept any obligation to update or revise any forward-looking statement as a result of new information, future events or for any other reason.

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