

THG

Half-Year Results 2021

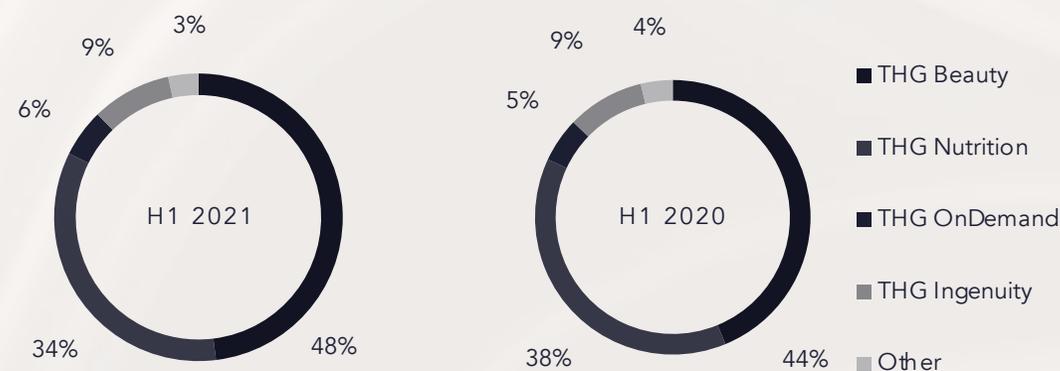
16 September 2021
Strictly privileged & confidential

Half-Year 2021 Trading Statement

- Strong start to the year with Group revenue of £958.8m, +44.7% YoY (CCY)
- On a 2 year basis, sales growth of 95.0% (CCY) across all business units
- Outstanding growth in Beauty of +145.8% (CCY) on a 2 year basis, including a contribution from Perricone MD, Dermstore and Bentley Laboratories, all acquired within the last twelve months
- Nutrition growth of +30.2% (CCY), supported by enhanced in-house innovation capabilities through the acquisitions of Claremont, Berrymans and Brighter Foods
- Strong Ingenuity Commerce contract momentum with sales growth of 165.5%. Record number of websites launched in the first half of 2021, with continued growth in clients across a range of verticals
- Adjusted EBITDA* of £81.2m, +38.6% YoY
- Net Cash of £384.6m following a successful placing in May where gross proceeds of >\$1bn were raised

	H1 2021	H1 2020	YoY Growth	YoY CCY Growth	2 Yr Growth	2 Yr CCY Growth
£'m						
THG Beauty	460.8	295.6	+55.9%	+59.0%	+142.2%	+145.8%
THG Nutrition	328.4	258.0	+27.3%	+30.2%	+66.1%	+67.3%
THG Ingenuity	85.8	61.4	+39.7%	+42.5%	+40.5%	+43.9%
THG OnDemand	51.6	35.4	+45.6%	+48.7%	+133.5%	+136.2%
Other	32.2	25.3	+27.3%	+22.4%	+22.4%	+16.8%
Group Revenue	958.8	675.7	+41.9%	+44.7%	+92.7%	+95.0%
Ingenuity Commerce	18.3	6.9	+165.5%	+165.5%	+621.2%	+621.2%

SALES BY DIVISION



*Adjusted EBITDA is defined as operating profit before depreciation, amortisation and adjusted items. Note: Above numbers and table subject to rounding. CCY defined as constant currency basis. Removing fluctuations arising from translation of foreign exchange

Operational and Strategic Highlights

INVESTING FOR GROWTH

- Integration of 2021 acquisitions Dermstore, Bentley Labs and Brighter Foods all on track
- Signed landmark option and collaboration agreement with SB Management Limited ("SBM"), a wholly owned subsidiary of SoftBank Group Corp, to explore commercial arrangements between THG's and the SBM respective affiliates
- THG recognised as one of the 'Best Companies' *Top 25 Best Big Companies to Work for 2021*, alongside improving agile working practices across the Group
- THG Detect, which is used by THG's own brands and THG Ingenuity partners, won Most Innovative Online/Supply Chain Solution and was Highly Commended in the Loss Prevention Online/Supply Chain Team of the Year category at Retail Risk's Fraud Awards 2020
- Commitment to further invest in 3.6 million sq. ft. of fulfilment and personalisation capacity at key locations globally to support THG's own-brands and Ingenuity clients



> \$1bn

Gross proceeds raised
in placing

£500m

Invested in M&A in
H1 2021

> 200%

Increase in fulfilment
capacity over three years

> 26,000

"THG Society" influencer
platform expansion

4.6m

App downloads since first
brand launch



Strategic Update

THG Beauty to be separated and listed on a public share-trading exchange in 2022

The commitment to list THG Beauty reflects the continued strong organic growth of the division and its position as the industry's digital strategic partner globally, supported further by its growing US footprint and vertically integrated model

A separate listing for THG Beauty will position the business well to continue to invest capital in its key growth areas, including own-brand portfolio expansion

The commercial details of the long-term, arm's-length Ingenuity contract with THG Beauty will be disclosed during the first half of FY 2022

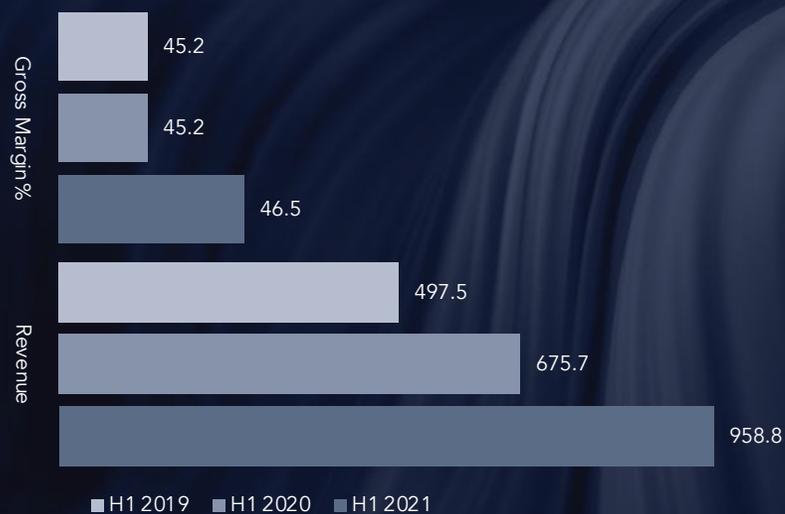
GROUP FINANCIAL REVIEW

Presented by:

John Gallemore (Group CFO and CEO, THG Ingenuity)

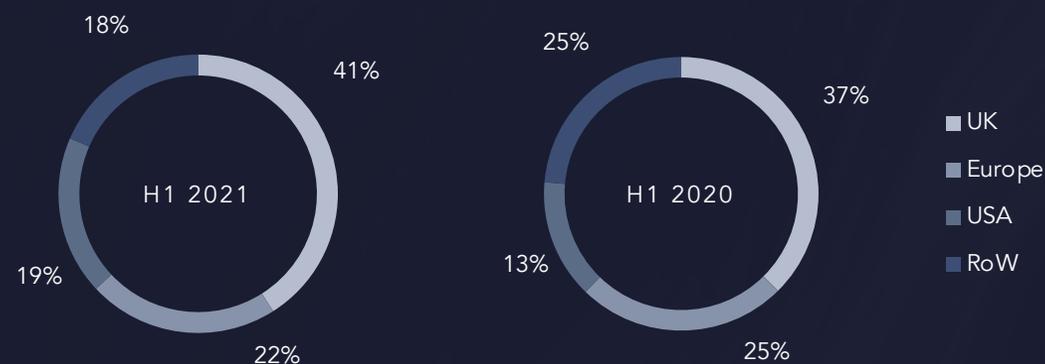
Group Income Statement

- Group revenues increased +41.9% from £675.7m to £958.8m, as consumers continued to change their shopping habits online notwithstanding more challenging comps in the second quarter
- Increasing US participation at 19% of Group sales
- Gross profit of £446.3m, +46.1% growth on the prior year with a gross profit margin of 46.5%. 130bps of margin accretion YoY, as the Group continues to vertically integrate and manage its global supply chain, despite elevated Covid related costs



	H1 2021	H1 2020	
	£'m	£'m	
Revenue	958.8	675.7	+41.9%
Cost of sales	(512.6)	(370.1)	
Gross profit*	446.3	305.6	+46.1%
Gross margin%	46.5%	45.2%	
Distribution costs	(164.7)	(118.6)	
Administrative costs	(200.4)	(128.4)	
Adjusted EBITDA**	81.2	58.6	+38.6%
Adjusted EBITDA%	8.5%	8.7%	
Self-funded furlough costs		1.5	
Prospectus Basis of Preparation		0.4	
Prospectus Adjusted EBITDA**		60.5	
Prospectus Adjusted EBITDA%		9.0%	

SALES BY TERRITORY



*Gross profit, Distribution and Administration costs are stated before the impact of depreciation and amortisation.

**Adjusted EBITDA is defined as operating profit before depreciation, amortisation and adjusted items. Note: Table subject to rounding. CCY – constant currency based on identical exchange rates.

Adjusted Items

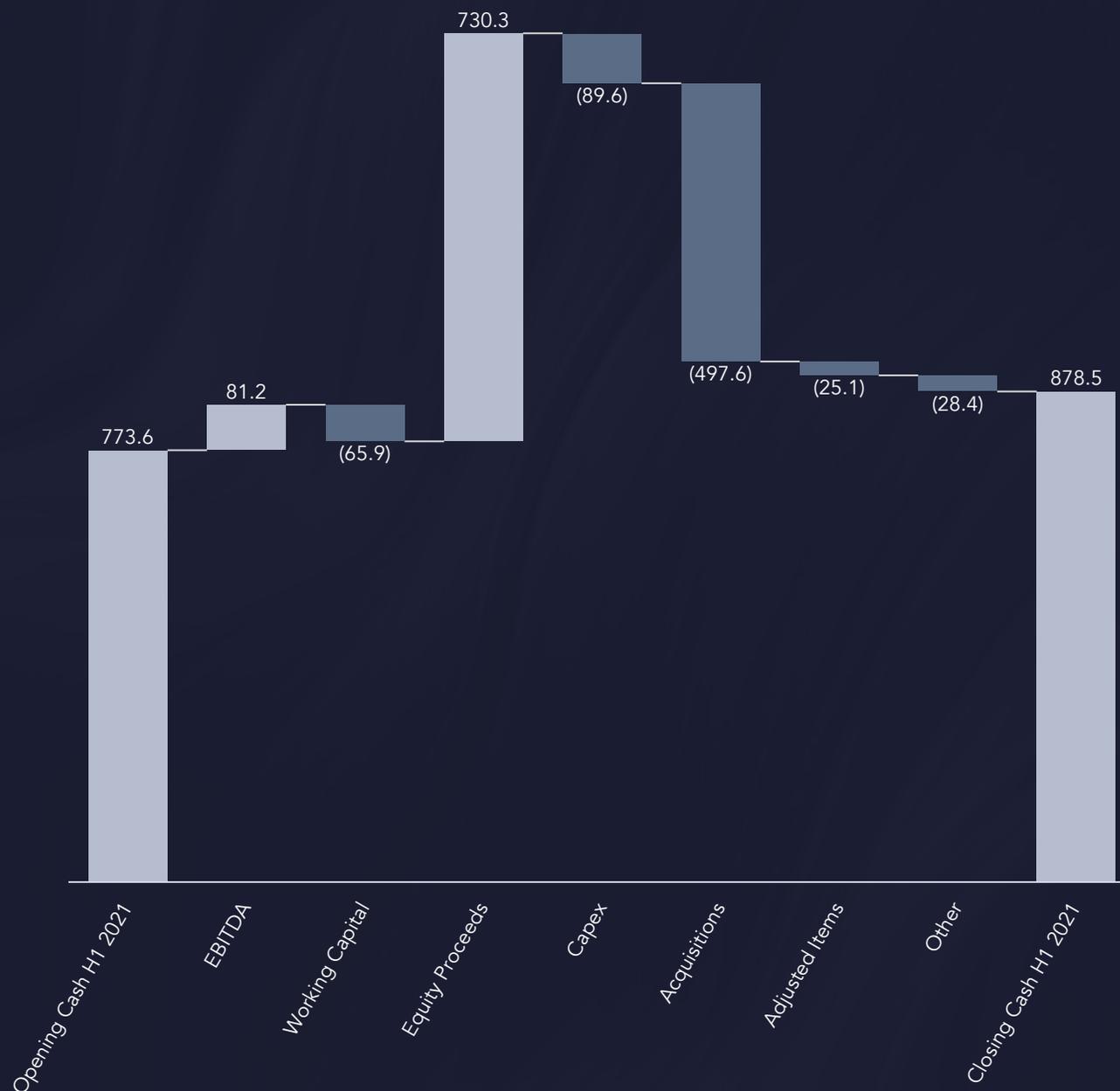
- Distribution costs relating to commissioning of purpose-built facilities to integrate into the Group's global distribution network as part of the 3 year 3.6m sq ft rollout programme
- Covid-19 related distribution costs incurred as the Group continued to maintain service levels globally despite fulfilment complexities, including reduced commercial flights and key shipping lane closures
- The Group also incurred a non-cash loss of £38.1m in recognition of the Softbank option agreement (for a \$1.6bn investment in THG Ingenuity, implying an enterprise value of \$6.3bn for a 19.9% equity interest). This has been recognised as an adjusting item within Finance costs

	H1 2021
	£'m
Adjusted EBITDA	81.2
Depreciation	(28.6)
Amortisation	(41.4)
Cash adjusting items	(28.6)
Acquisition related costs	10.9
Distribution costs (Commissioning new facilities)	2.9
Distribution costs (Covid-19 related)	12.7
Other (including charitable donations)	1.1
Restructuring and IPO Fees	1.0
Operating (loss)/profit	(17.4)
Total Adjusted Items	66.7
Within Distribution costs	15.6
Within Administrative costs	13.0
Within Finance costs	38.1

Note: Above numbers and table subject to rounding

Cashflow Summary

- YTD Operating cash inflow of £15.3m, following the seasonal unwind in the first quarter and increased stock holding as a result of the Dermstore and Bentley acquisitions
- Capital Expenditure comprises investment in intangible assets (£41.2m - mainly platform development costs), and elevated investment in operations as part of the Group's commitment to invest in fulfilment and personalisation capacity in the medium-term at key locations globally to support THG's own-brands and Ingenuity clients
- The Group's strong cash flow model and continued working capital improvements will provide further liquidity to continue to re-invest in the business's infrastructure, mainly its proprietary platform
- Strong liquidity with net cash of £384.6m (excluding lease liabilities) with liquidity available of >£1bn (including undrawn facilities)



Note: Above numbers and table subject to rounding. Currency £.

Outlook and Guidance

Guidance is in line with the Group's statement on 4 August 2021 on a constant FX basis

- Trading remains strong and we are confident in delivering FY 2021 Group revenue growth of between +38% to +41% on a constant currency basis (reported growth of +35% to +38%)
- Margin guidance remains unchanged at stable adjusted EBITDA margins on a constant FX basis, before taking into consideration the dilutive full year contribution of Dermstore
- FY 2021 capital expenditure guidance for the Group is between 10.0% to 12.0% of Group revenue. The continued level of expenditure is driven by supporting an acceleration of growth plans to support our own brands, Ingenuity clients and reflecting investment in acquired assets
- The Group continues to take a highly selective and disciplined approach to M&A, with strategic priorities remaining beauty brands, and assets that extend its vertical integration and add capabilities to complement its brand building and digital commerce activities



DIVISIONAL REVIEW



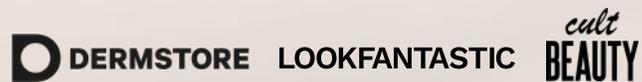


THG / BEAUTY

Presented by:
Rachel Horsefield (CEO, THG Beauty)

THG Beauty

CENTRE OF THE GLOBAL BEAUTY INDUSTRY



- Retail fascias have cultivated a highly loyal customer base
- Critical route to market for some of the world's leading and emerging beauty brands
- Key partner for brand campaigns and creating relevant content to support product education and new range launches
- Dermstore LLC acquisition expanding US presence, migration to Ingenuity platform completed ahead of schedule
- Bentley Laboratories LLC acquisition enhancing in-house production and new product development expertise, enhancing speed to market
- Growth of own brand portfolio with 10 new D2C own brand sites launched across EU and US territories
- Strengthening leading UK and Europe online market position through the acquisition of Cult Beauty, adding c.£60m to sales in H2 2021



£460.8m sales H1 2021 59.0% YoY CCY

8.2m customer orders +2.6m on H1 2020

£56 AOV H1 2021 +£5 YOY

5.2m Active customers +1.7m vs H1 2020

280 Brands launching on the platform in 2021

51% growth in beauty box subscriber numbers vs H1 2019

Note: H1 2020 excludes Dermstore

Perricone MD

A SCIENCE-LED PRESTIGE SKINCARE BRAND

- Perricone's skincare formulations and supplements address a broad range of dermatological needs, supported by extensive clinical and consumer studies
- Worldwide distribution through THG Beauty retail sites in addition to D2C sites covering EU and US
- 6 new products launched since acquisition, with future innovation and product development now expedited through in-housing production through Bentley Labs.
- The brand is committed to continuing to lead in the development of cutting-edge skincare innovation and no-animal testing, clean ingredients and gluten free formulations



“Not many beauty brands – especially those owned by retailers – own any manufacturing. They often outsource to hubs where they do the innovation for you. For THG this is a real point of differentiation”

VP APAC Multinational Beauty Brand



- ✓ Full control of the brand positioning, pricing and the consumer environment through owned websites
- ✓ Rapidly scaling internationally due to a proven localised model
- ✓ Daily customer data insights inform local trading & marketing strategies, and power new product development
- ✓ Vertically integrated model: new product development, In-house production, product compliance, content creation and marketing.
- ✓ Powered by Ingenuity, and a one business data view, which facilitates rapid international growth

THG Labs

MANUFACTURING, PRODUCT DEVELOPMENT & INNOVATION



- THG Labs' continued investment in product development and manufacturing supports THG Beauty's ambition of becoming the fully integrated, global digital partner of choice across the beauty industry
- THG Labs offers an end-to-end service that runs from product/packaging design & development, formulation development, international sourcing, product testing, UK & US manufacturing, warehousing to distribution
- Bentley Labs is a highly regarded innovative developer and manufacturer, with a client base of over 70 leading prestige beauty brands
- Expertise in skincare and haircare, in line with THG Beauty's own revenue mix
- Bentley operates a high touch model focused on innovation, with the expertise and production capabilities to handle complex ingredients and formulas across a range of product categories
- THG leverages data insights from its global beauty retailer customer base to deliver highly targeted new product development
- Significant margin and go-to-market enhancement opportunity through moving manufacturing in-house in the scope of an end-to-end solution



Edison, New Jersey, USA
270k, production, warehouse, R&D site to service the North American market



Trowbridge, England
20k, Design, R&D, packaging and assembly facility to service the UK & European Market

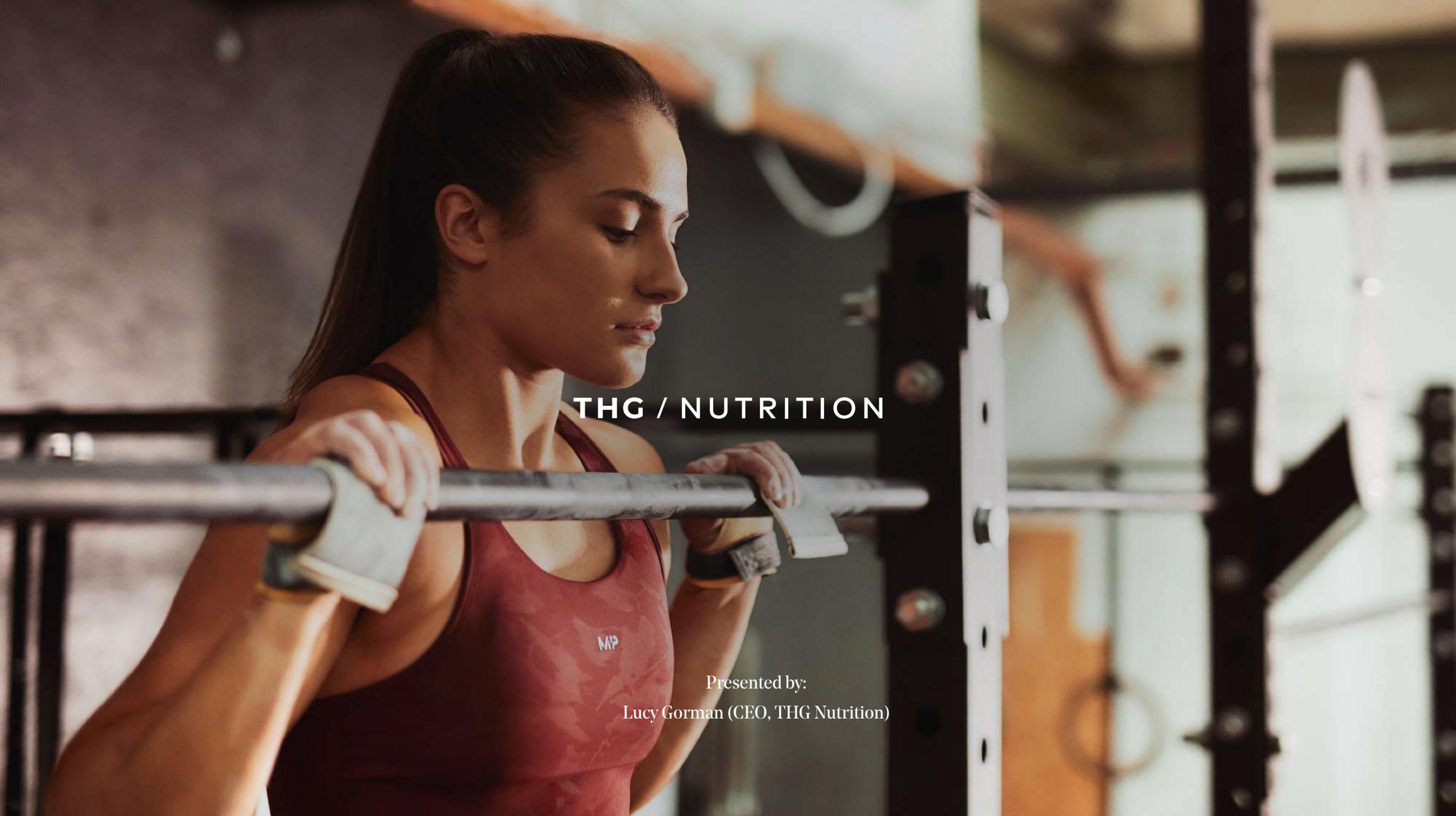


Frome, England
50k, Manufacturing facility to service the UK & European Market



THG Labs' facilities hold numerous accreditations supporting 'best-in-class' reputation



A woman with long dark hair tied back, wearing a red tank top with a small white logo, is performing a barbell exercise in a gym. She is holding a barbell across her shoulders with both hands. The background shows gym equipment and a blurred figure of another person. The lighting is warm and focused on the woman.

THG / NUTRITION

Presented by:
Lucy Gorman (CEO, THG Nutrition)

THG Nutrition

ASPIRATIONAL HEALTH AND WELLNESS BRAND

- Continued growth in mature and emerging markets, headroom for further growth with many markets in an early stage of adoption
- Consumers seeking healthier lifestyles with increased focus on nutrition broadening consumption in a fundamentally high frequency category
- Ecommerce winning channel within sports nutrition with c. 30% share and growing at c. 20% p.a.⁽¹⁾
- Myprotein stands apart from sports nutrition peers – with a strong community built around the brand via social media with endorsements to educate and inspire
- Innovation and speed to market bolstered by recent acquisitions complementing existing BRC AA Grade production capabilities:

THG / BRIGHTERFOODS **THG / BERRYMANS**

THG / CLAREMONT



£328.4m sales H1 2021 30.2% YoY CCY

7.3m customer orders +1.4m on H1 2020

£44 AOV H1 2021 -£2 YOY

4.5m Active customers +0.8m vs H1 2020

59% Increase in ready-to-drink product revenues in H1 2021

7m Social media followers

Brand Equity is Already Strong and Growing Outside UK



CURRENTLY SCALING BUT ALREADY
EXTREMELY STRONG BRAND EQUITY

STARTED TO SCALE IN 2017 AND ALREADY
THE DISRUPTER BRAND

REBRANDED IN 2018 AND NOW
THE LEADING BRAND

#1

Consumers highly engaged¹

#2

Brand strongly recommended²

#1

Product highly attractive³

OUT OF 7 BRANDS⁴

#1

Consumers highly engaged

#2

Brand strongly recommended

#3

Product highly attractive

OUT OF 7 BRANDS

#1

Consumers highly engaged

#3

Brand strongly recommended

#3

Product highly attractive

OUT OF 7 BRANDS



THG / INGENUITY

Presented by:

Hannah Pym (MD, THG Ingenuity Commerce)

THG Ingenuity Commerce

Continuation of land and expand strategy and investment in business development on a global scale, delivering new client wins and increasing share of client digital investment, supported by enhanced functionality and partnerships

Swedish Match.

YOUR *Coca-Cola*...
ALL YOUR FAVOURITES. QUICK AS A CLICK.

JDE Peet's
JACOBS DOUWE ESBERTS COFFEE

Mondelēz
International

- £18.3m sales H1 2021 +165.5% YoY, with the equivalent of FY 2020 Gross Merchandise Value processed in H1 2021
- 8x growth in new clients vs H1 2020, across a broad category mix
- 50 end-to-end, fully localised and serviced brand sites, launched across 22 territories, for new and existing clients across a broad range of sectors. Roadmap to launch another 70 sites in H2 with >100 scheduled for 2022
- 5 years - Average contract length for H1 2021 new client wins with minimal churn
- 95% of clients utilise THG's global fulfilment network

Partnerships

PERFECT

STORY
STREAM



As Brand Owners We Know First-hand The Complexity of Building an E-commerce Platform

TIME

Recruiting, building and scaling can be complex and time consuming

COST

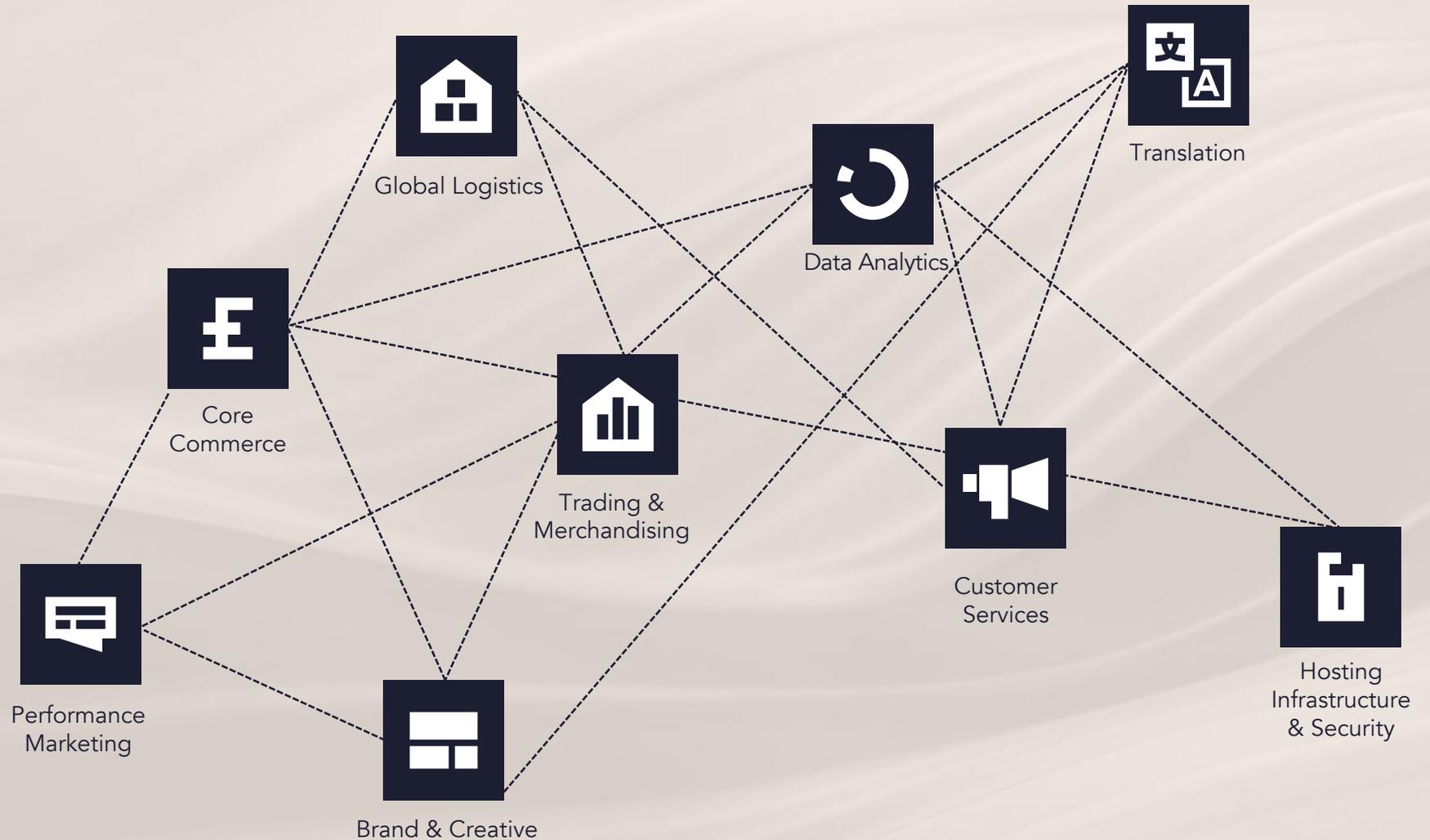
High start-up costs with exponential increase from international expansion

RISK

High financial and brand risk without prior experience or data

COMPLEXITY

Working with multiple partners creates complexity making it challenging to internalise



Ingenuity Simplifies The Roadmap to Delivery

LAND AND EXPAND - JOURNEY FROM MASTER SITE TO SCALE WITH INTERNATIONAL VARIANTS

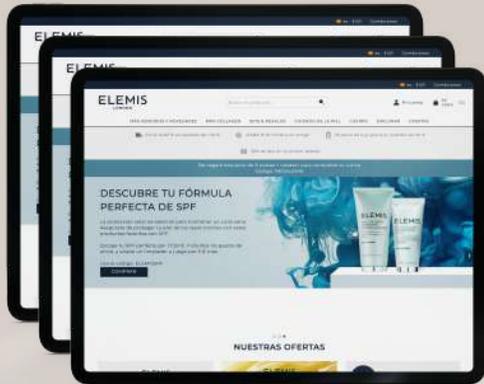
MASTER SITE BUILD



Establish country or region for first launch for each brand



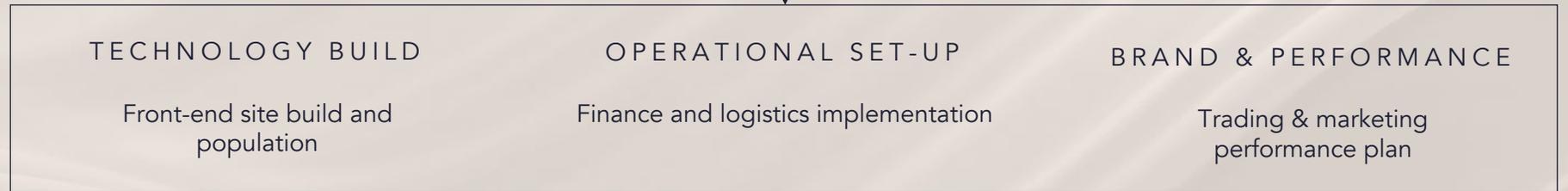
BUILD OUT INTERNATIONAL VARIANTS



Localise the master-site

CONFIGURE, BUILD & SET-UP

After a collaboration configuration, THG advise on the 'Roadmap to Delivery'
Commencing with master site build and the set up of operations
Enable regional or market specific shipping, made possible through global payment and courier integrations
Average launch time: 12 weeks



REVIEW

Utilising data insights, client & THG review performance
Collaborating across tactical and strategic decision-making
Capture global shipping data to guide international expansion



GROW & DEVELOP

Long term digital commerce partnership, constantly developing the brand and online proposition
Capture benefits from localised sites
Average launch time: 6-8 weeks, per international variant



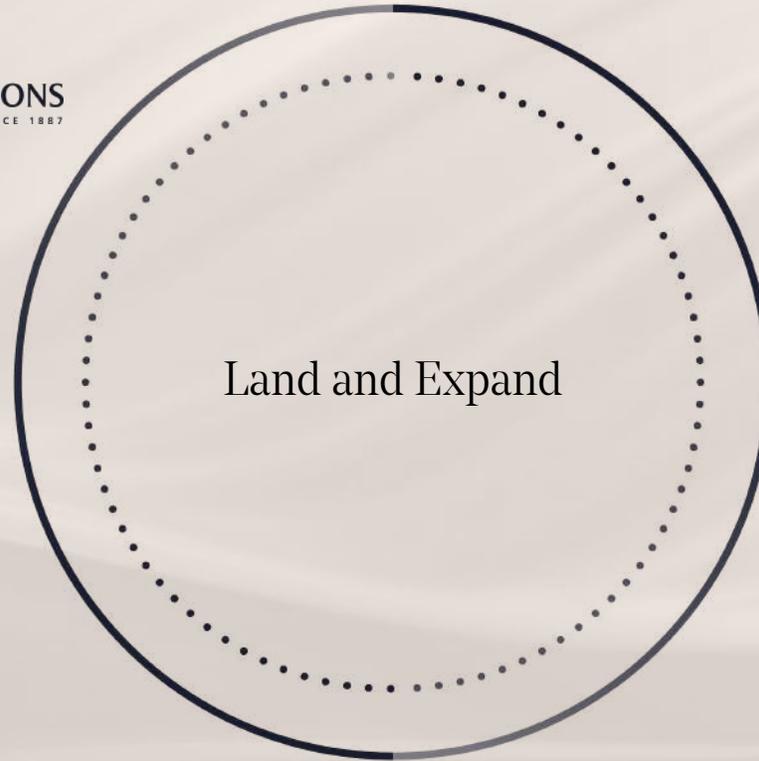
Personalisation



Consultancy services



Eco services



Product manufacturing



International expansion



Studio services

A woman with curly brown hair and a nose ring is holding a light pink GlossyBox subscription box in front of her face. She is wearing a light blue halter-neck top. The background is a solid light pink color. The box has the GlossyBox logo and name on it.

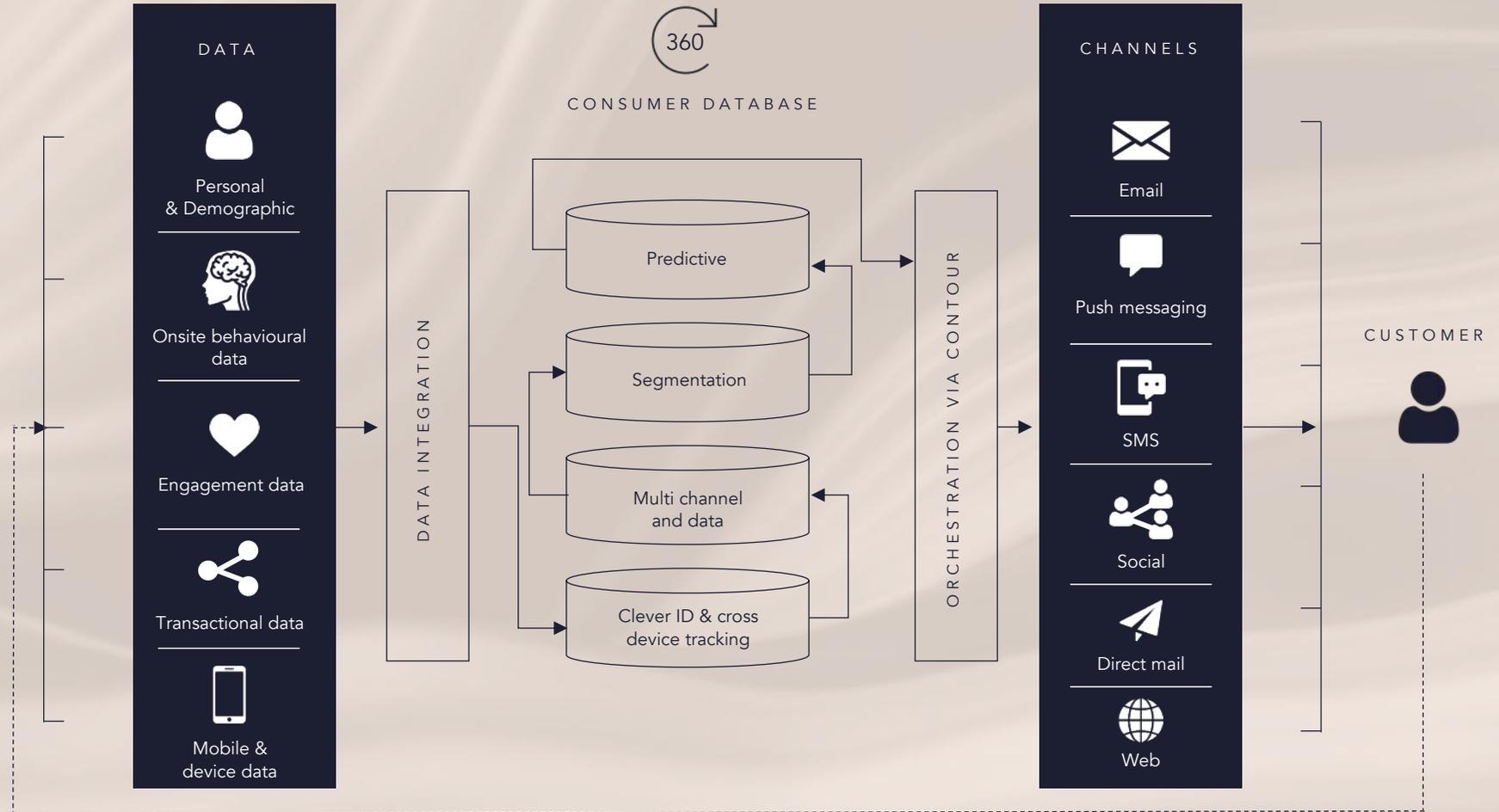
GLOSSYBOX

MARKETING

Presented by:
Adam Knappy (Chief Marketing Officer)

A 360° View Enabling Data-driven Marketing that Seamlessly Addresses the Needs of Customers at Every Touchpoint of their Journey

- A centralised hub for customer data
- Data is pooled from multiple sources into a unified customer database
- Designed to identify individual customers across all channels and devices
- Intelligent connections between collected data points, creating a sophisticated customer profile
- Connected to and feeding customer / lead acquisition platforms with data in real-time
- Data from visitor to delivery helps fuel acquisition and retention optimisation through the ecosystem
- Profile used as a predictive model to determine how to reach and retain that customer
- Customer profiles can be assembled from fragmentary data collected from mobile devices, transactions, website, emails etc
- Effective marketing strategy continues to drive high levels of repeat purchases, supported by a growing influencer base



App Performance

Build a best-in-class content hub to add incremental value for customers, in turn, increasing engagement within THG App

CURATED CONTENT AND DIGITAL MAGAZINE

- Dedicated sections within the apps under the “Discover” or “Explore” tabs hosting a variety of content
- Exclusive areas featuring new brand or product launches, not available on the desktop or mobile site, gives customers a reason to download and use the App
- Partnering with content creators such as influencers, brands and media groups to give users access to bespoke and value add content
- Host digital magazines created by the brands, using an App first mentality to help drive downloads and engagement

3 digital magazines launched YTD;

Myprotein - “The Supplement”

Lookfantastic - “The Highlight”

Zavvi - “The Lowdown”



5%

of D2C sales in
H1 2021



4.6m

downloads since
launch



c.5%

higher AOVs for
Lookfantastic



c.10 day

reduction in period
between Myprotein
orders



OPERATIONS AND TECHNOLOGY SCALING FOR GROWTH

Presented by:

John Gallemore (Group CFO and CEO, THG Ingenuity)

Global Rollout Continues at Pace

Significant progress has been made in the first half of 2021 across key locations:

OMEGA EXTENSION



POLAND



MELBOURNE



GLOBAL LOGISTICS - NEW JERSEY



ICON PLOT 1



PRINT ON DEMAND



ICON PLOT 2



ICON STUDIOS



Network Capacity Development

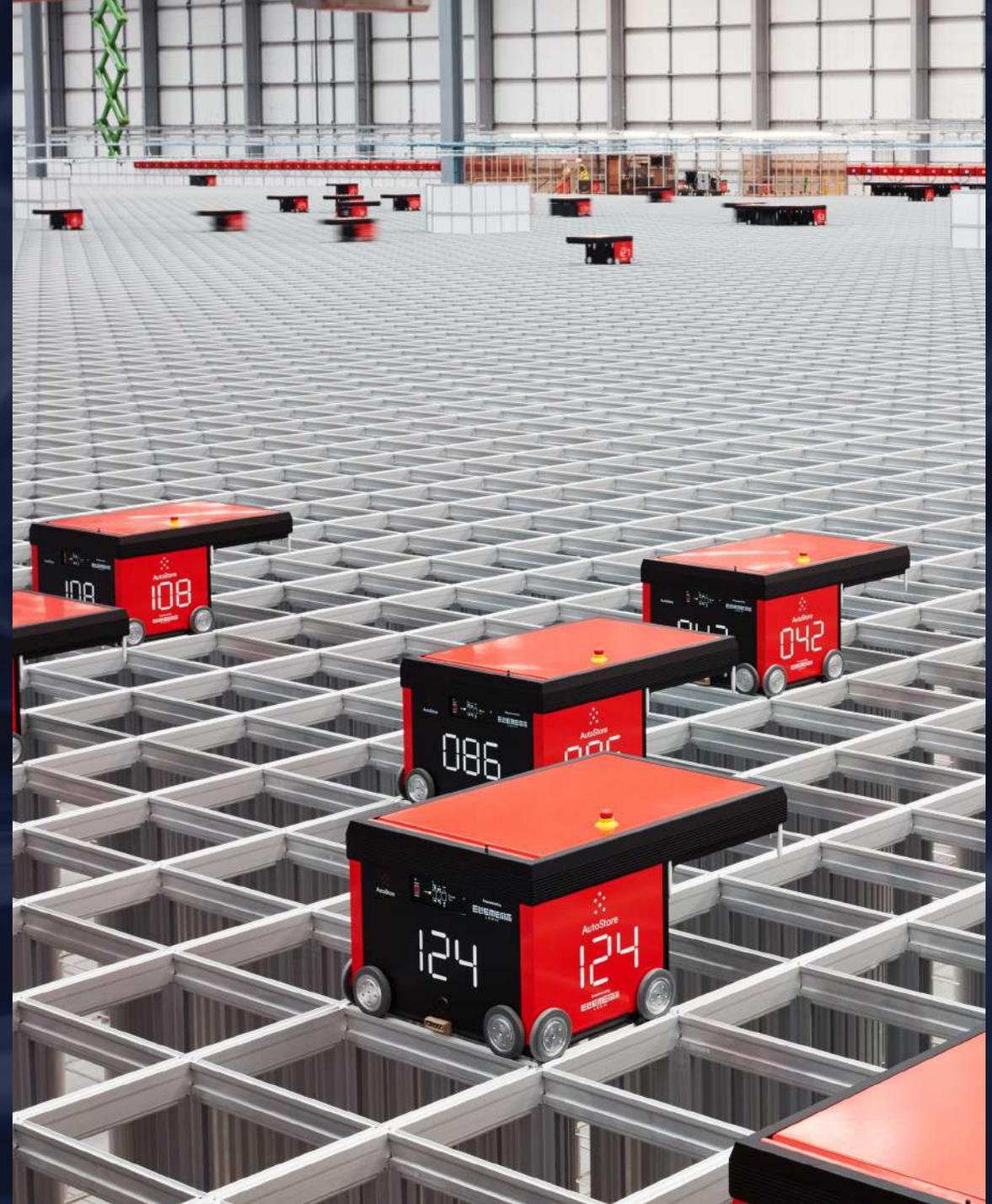
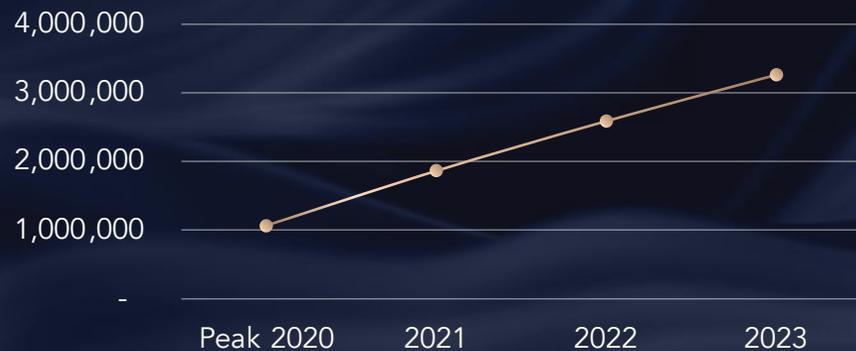
FULFILMENT

- +200% increase in fulfilment capacity over the next 3 years
- 70% increase in network capacity in 2021
- 85% increase in the UK through a new THG core beauty operation
- 50% increase in Poland capacity plus 2x additional 3PLs (UAE/Barcelona)
- 100% increase in US capacity with new THG sites on the East Coast and Kentucky
- 40% increase in capacity of AUS/ASIA with two new THG operations in Melbourne and Singapore (2022)

MANUFACTURING

- +200% increase in Manufacturing capacity over the next 3 years
- Launch of Pills, capsule and cookie manufacturing in Poland in 2021
- 150k sq. ft extension to Omega, Warrington facility operational 2022
- 150k sq. ft extension to THG Poland facility operational

NETWORK CAPACITY



Collaboration Agreement

Nine companies across the SoftBank portfolio, including AutoStore, are already partnering with THG Ingenuity, driving increased THG revenue and enhanced platform functionality, with a healthy pipeline going forward underpinning the collaboration agreement.

CLEARCO
FORMERLY CLEARBANC

flexport.

 **CONTENTSQUARE**

gopuff

"In May we announced the financial and trading partnership opportunity with SoftBank, one of the world's leading technology investors. The relationship has significantly evolved and we are pleased to announce a selection of live partnerships between our respective portfolios. The global growth opportunity for Ingenuity remains unparalleled."

Executive Chairman and CEO, Matthew Moulding

FIR/ST
Powered by THG Ingenuity

Development of FIR/ST ("Fulfilment & Inventory Retrieval / Storage Technology")

- A single, cross-border productised software solution formed through the integration of AutoStore's proprietary Automated Storage Recovery System ("AS/RS"), with headless elements of THG Ingenuity's proprietary infrastructure, specifically: Voyager, the Warehouse Management System ("WMS"), THG Delivered, the Global Courier Platform ("GCP"), and THG Orbit, the Global Customer Service Platform ("CSP")
- No comparable product available in the market, addressing all FMCG product categories across a single unified distribution platform, providing a single view to optimise end-to-end WMS, AS/RS, GCP and CSP
- The benefits of developing this single, headless product include;
 - the fastest AS/RS with 99.6% uptime;
 - Reduced fulfilment cost per unit;
 - increased implementation speed;
 - reduced integration risks;
 - global courier reach and international customer service; and
 - greater accountability given it is an end-to-end fulfilment, courier and customer services software solution
- Will connects to all major 3rd party platforms globally bringing these benefits to the entire addressable fulfilment market
- FIR/ST will go live in H1 2022 initially supporting Ingenuity merchants in the US and thereafter, Ingenuity clients globally via the Group's global, 3.6m sq. ft. distribution centre roll out in 2022 and 2023, in addition to supporting SoftBank portfolio companies (where applicable)

THG & AutoStore Fulfilment Deployment



New Product Developments – User Experience

CONSESSIONS – SITE IN A SITE

- A separate brand configuration within an existing site that is used to give a specific area a unique and separate branding, allowing for different sets of colours, fonts, brand logos, and header navigation

WISHLISTS

- Provides customers with the ability to save their lists as they shop or a space to return to later. Customers are able to receive updates when items are back in stock, available for pre-order or if there has been a price-drop

SUBSCRIBE & SAVE

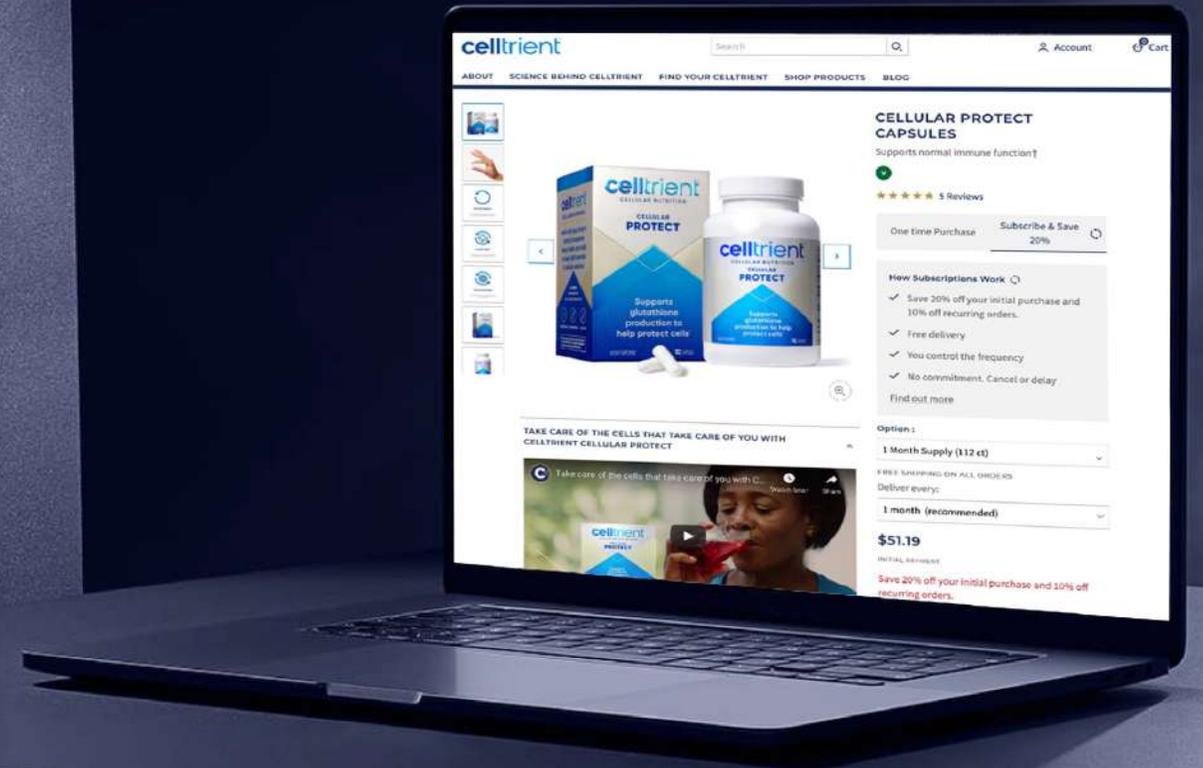
- Designed to give customers choice and best value, making it effortless for users to receive the products they need, on a frequency of their choosing. The feature improves the customer shopping experience, driving customer retention and improving lifetime values ("LTV")

IMAGE SERVICE – FASTER LOAD TIMES, BETTER WEB VITALS

- Technical service which makes changes to images on the client-side on delivery, ensuring the most optimised image, in terms of size, compression and format
- Content is served in the best format, while caching the assets and serving content locally, ultimately enhancing the customer experience on Web, Mobile and especially slower networks

NEW ROLLOVER IMAGES

- Data insights identified that users valued the ability to view more product information, making it easier and quicker to find the products they want. This feature allows desktop users to view a secondary image, thus providing users with an alternate view of the product



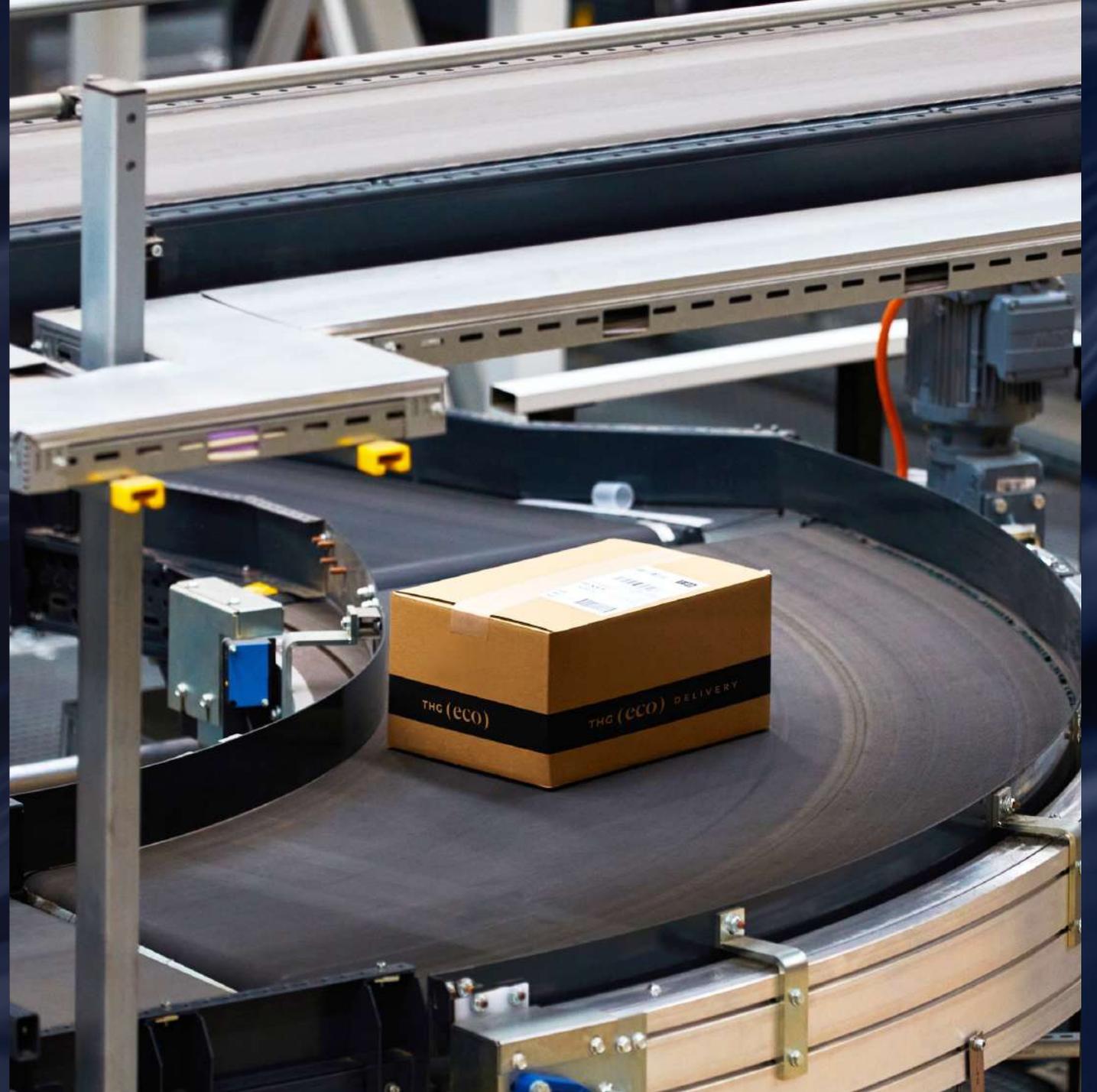
New Product Developments – Customer Delivery

THG (eco) DELIVERY

- THG has taken another step forwards in support of its sustainability commitments by introducing a new Eco delivery option for UK sites across its brands, to encourage customers to reduce their carbon footprint
- Deliveries via this route in the UK are Carbon Net Zero
- In conjunction with THG More:Trees, we're enabling the planting of trees for each order that is placed using ECO delivery

THG / Delivered

- Three primary independent services combine into a new product, working together to provide an end-to-end delivery management solution for retail eCommerce clients:
 - Checkout delivery options (provided by THG's Delivery service platform)
 - Carrier management (provided by THG's Courier platform)
 - End to end tracking (provided by THG's Tracking platform)
- THG Delivered provides the opportunity to generate additional revenue by selling THG's delivery options, courier management and tracking capabilities which cover over 190 global destinations aided by 180+ courier services



Summary

HALF-YEAR RESULTS 2021

- Group revenue of £958.8m, +44.7% YoY (CCY)
- THG Beauty H1 revenue a highlight at +59.0% YoY (CCY) and +145.8% 2 year CCY growth. Division to be separated and listed on a public share-trading exchange in 2022
- Returning customers generated 76% of direct to consumer H1 2021 Group revenues, reinforcing the repeat nature of the Group's digital brands and Ingenuity's frictionless retailing environment
- Strong financial performance across the Group with record levels of gross profit and adjusted EBITDA
- 50 end-to-end, fully localised and serviced brands sites launched across 22 territories for existing and new THG Ingenuity clients, demonstrating continued momentum in growth, with over 95% of clients utilising our global fulfilment network
- Nine companies across the SoftBank portfolio partnering with THG Ingenuity, driving increased THG revenue and enhanced platform functionality, with a healthy pipeline going forward underpinning the collaboration agreement
- Well capitalised to advance strategic investment on a global scale



THG

Thank you
Q&A

The background features a complex, organic pattern of wavy, layered lines in various shades of dark blue and black. The lines flow and curve across the frame, creating a sense of depth and movement. The overall effect is a textured, almost liquid-like surface.

APPENDIX

Non-financial KPIs

	H1 2021	H1 2020	H1 2019
THG Ingenuity			
Number of websites ¹	133	28	-
THG Beauty²			
Active customers (millions) ³	5.2	3.5	2.0
Number of orders (millions) ⁴	8.2	5.6	3.4
Average order value (£) ⁵	56	51	49
THG Nutrition			
Active customers (millions)	4.5	3.7	2.6
Number of orders (millions)	7.3	5.9	4.2
Average order value (£)	44	46	46

¹Number of websites defined as website with a specific domain name/URL

²THG Beauty excludes Glossybox beauty subscriptions

³Active customers is defined as customers who have purchased at least once within the period

⁴Number of orders is defined as orders fulfilled within the period

⁵Average Order Value is defined as the average order value per customer order on a gross revenue basis, inclusive of any shipping revenue

Glossary

Terms	Meaning
Adjusted EBITDA	means the non-GAAP measure which is defined as Earnings Before Interest, Taxes, Depreciation, and Amortisation and adjusting items
API	means Application Programming Interface
Berrymans	means David Berryman Limited, the fruit based ingredient business that was acquired by THG on 8 December 2020
Claremont	means Claremont Ingredients Limited, the leading independent flavour manufacturing, sports nutrition and beverages development business that was acquired by THG on 10 December 2020
Covid-19	means the disease caused by Severe Acute Respiratory Syndrome Coronavirus 2, which is responsible for the ongoing global pandemic that has impacted the Company's operations
Group	Group or THG means the Company and its subsidiaries and subsidiary undertakings from time to time
SoftBank	SoftBank Group Corp.
THG Detect	means a SaaS platform feature created and used by the Company that identifies and protects against all aspects of fraud and risk online, to protect business critical data and customer information
THG (eco)	means the Company's commitment to sustainability and innovation

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THG

Half-Year Results 2021

16 September 2021
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