



Good
builds
start
here

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Strictly private and confidential

Introduction to CMO



UK's leading disruptive online-only retailer of building materials



Strategy to expand the range of product categories, organically and through M&A



Market position of competitive pricing with high level of service

£67m

FY20
Revenue
(Pro-Forma)

44%

2015 – 2020
Sales CAGR
(Pro-Forma)

£4.4m

FY20
EBITDA
(Pro-Forma)



Disrupting the £27bn¹ domestic repair, maintenance and improvements market

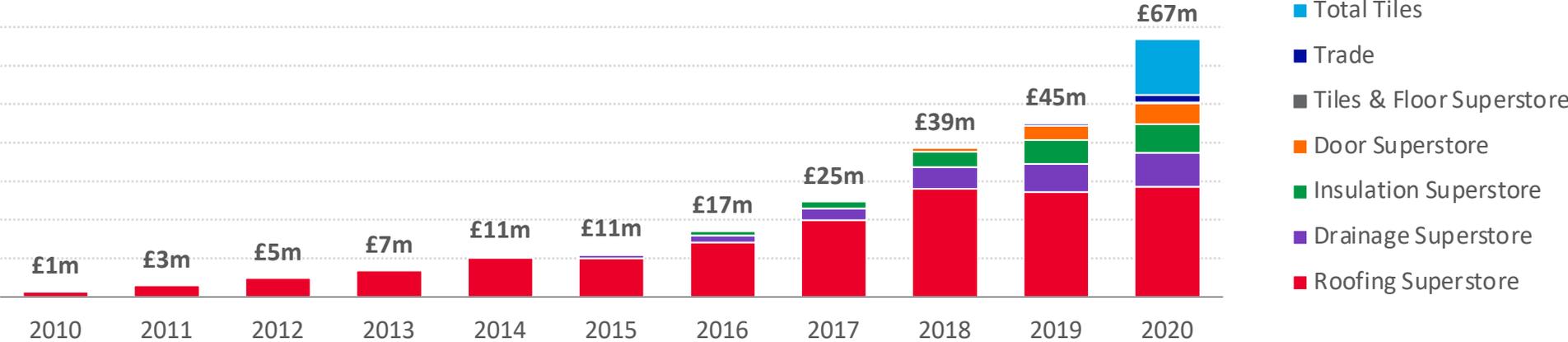
Negative working capital model

Consistent Y-O-Y revenue growth

Disrupting the market and growing market share organically and through acquisition



Increasing revenue diversification and consistent growth in verticals



Deep category authority and expertise under the cmostores umbrella

Unique combination of specialist expertise and pureplay eCommerce capability



Reviews 14,724 • Excellent
★★★★★ 4.4

c. 44,000 products from c.230 brands

Brands include Velux, Eurodec, Calder, Redland, Marley and Fakro



Reviews 1,926 • Excellent
★★★★★ 4.4

c. 7,800 products from c.130 brands

Brands include Kingspan, Celotex, Rockwool, Knauf, Visqueen and Xtratherm



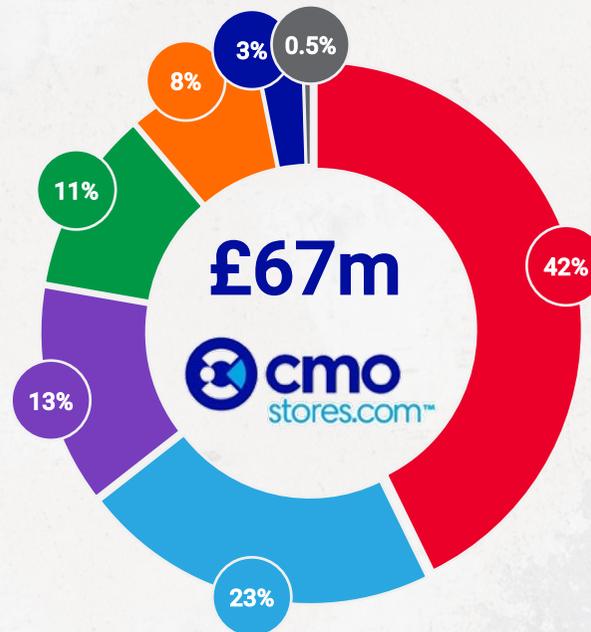
Reviews 150 • Excellent
★★★★★ 4.6

c. 2,500 products from c.30 brands

Brands include Johnson, Quickstep, Milliken, Swiss Krono, Junckers and UltraTileFix

Trade focused

FY20 Proforma Sales Split¹



Reviews 417 • Excellent
★★★★★ 4.9

750 products

DIY focused



Reviews 3,049 • Excellent
★★★★★ 4.3

c. 31,000 products from c.175 brands

Brands include Clearwater, ACO, Kingspan, Lindab, Wrekin and Naylor



Reviews 2,205 • Great
★★★★☆ 4.1

c. 14,000 products from c.50 brands

Brands include XL Joinery, LPD Doors, JBKind, Jeld Wen, Premdor and ZOO Hardware

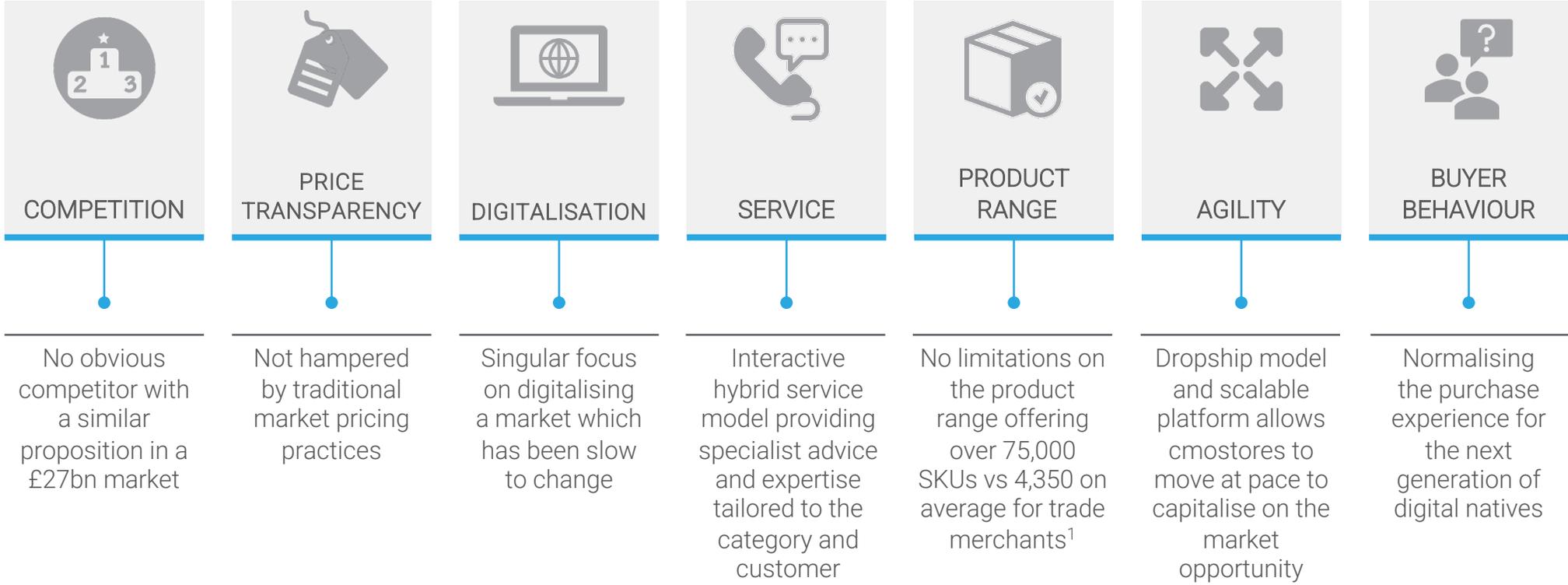


Over 2,000 trade accounts

Trade credit, incentives and a one-stop-shop for trade accounts

Pre- and post-sales customer service agents and warehouse and logistic team provide expert technical product knowledge and advice across all verticals

CMO is leading the disruption of this market with an online only offering



Note: (1) Calculated as an average of Travis Perkins and MKM



H1 Results for the six months ended 30 June 2021

**Strong
start to
the year**



Revenue increased by 63%, LFL growth of 27%

Gross profit increased to 7.4m

Adjusted EBITDA increased to 2.0m

Completion of successful IPO on AIM

**Cautious on the ongoing effects
of Brexit and Covid**

Strategic growth opportunities

Consistent, profitable growth

Interim Results Jun 21	H1 FY21	H1 FY20	FY20
Traffic	10,536	6,922	14,379
Conversion	1.46%	1.22%	1.20%
AOV	262	302	350
Revenue	38,195	23,421	52,351
<i>Growth [%]</i>	<i>63.1%</i>		
CoS	(30,772)	(19,997)	(44,222)
Product Margin	7,424	3,424	8,129
<i>Margin [%]</i>	<i>19.4%</i>	<i>14.6%</i>	<i>15.5%</i>
Variable costs	(1,574)	(533)	(1,071)
Contribution	5,850	2,891	7,058
<i>Contribution [%]</i>	<i>15.3%</i>	<i>12.3%</i>	<i>13.5%</i>
Marketing	(256)	(182)	(417)
Wages	(2,820)	(1,295)	(3,094)
Overheads	(538)	(271)	(735)
Other	(184)	(131)	(194)
EBITDA	2,052	1,012	2,617
<i>Margin [%]</i>	<i>5.4%</i>	<i>4.3%</i>	<i>5.0%</i>

Notes:

H1 revenue increased by 63% to £38.2m from £23.4m in H1 FY20

Driven by strong organic growth and reflecting Total Tiles acquisition

Acquisition of Total Tiles contributes £8.8m (c.23%) to Group revenues

LFL revenue growth of 27%

Sales increases achieved against backdrop of well documented ongoing supply chain challenges

Product margins enhanced to 19.4% from 14.6% H1 FY20 reflects higher margin achieved in the acquired business

Higher variable costs are the result of marketing costs in Total Tiles but remain within target

Overheads increase reflects investment in people and infrastructure together with addition of Total Tiles

EBITDA has more than doubled to £2m (5.4%) compared to 4.5% H1 FY20 driven by enhanced product margin

Summary balance sheet and cashflow

Negative working capital model drives strong cash conversion - higher activity levels increasing creditor and deposit balances

As at Jun-21 CMO had £9m cash

Inventory growth driven by inclusion of Total Tiles

Balance sheet reflects pre-IPO ownership structure with £3m of drawn bank facilities and £17.5m in loan notes and accrued interest.

Bank facilities and loan notes repaid in full from placing proceeds leaving the Group debt free. Deferred consideration funded from placing

£10m RCF available to fund acquisitions and working capital

Interim Results Jun 21	H1 FY21	H1 FY20	FY20
Inventories	3,850	713	3,342
Trade and other receivables	1,439	582	1,223
Cash and cash equivalents	9,064	6,283	6,050
Total current Assets	14,354	7,578	10,615
Trade and other payables	(19,659)	(13,752)	(11,297)
Loans and borrowings	(5,935)	(2,259)	(392)
Lease liabilities	(138)	(71)	(269)
Current tax liabilities	(471)	0	(302)
Total Current Liabilities	(26,203)	(16,082)	(12,260)
Loan and borrowings	(12,298)	(12,298)	(23,017)
Lease liabilities	(458)	(398)	(465)
Total non-current liabilities	(12,756)	(12,695)	(23,482)
Net assets / (liabilities)	(5,038)	(5,657)	(5,415)

Interim Results Jun 21	H1 FY21	H1 FY20	FY20
EBITDA	2,052	858	2,417
Change in working capital	2,372	3,564	1,769
Acquisition 1	0	0	(503)
CAPEX	(467)	(188)	(497)
Free cash flow	3,956	4,233	3,186
<i>Free cash flow %</i>	<i>193%</i>	<i>493%</i>	<i>132%</i>
Exceptional	(131)	(237)	(56)
Adjusted free cash flow	3,825	3,996	3,130
<i>Adjusted free cash flow %</i>	<i>186%</i>	<i>466%</i>	<i>130%</i>

Notes: (1) Cash paid for acquisitions net of cash acquired



Strategic growth – Acquisition of JTM Plumbing Ltd

Access to addressable market of £795m*

Further extends our first fix category mix

Marketed under plumbingsuperstore.co.uk

Aligned to our stated strategic plans

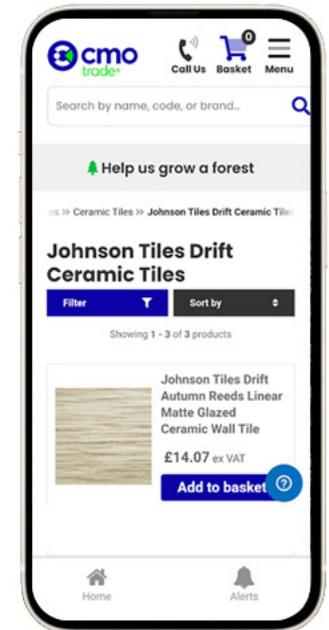
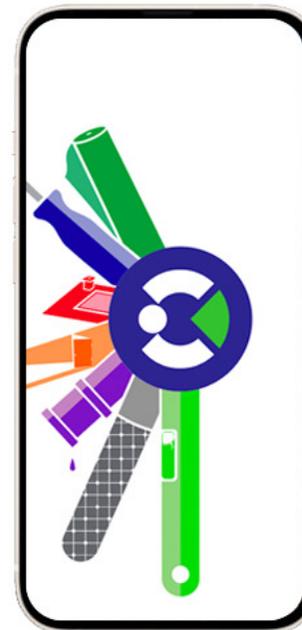


Strategic growth – CMO Trade B2B app

Delivers our full catalogue in a native smart phone experience

Chat 'on the go' and push notifications

On track to launch early Q4





The Market - Brexit and Covid

Supply chain

Improved comms with the supply chain to manage order process

Data

Increased real time stock feeds and daily updates

Category

Invested in our category team to ensure we meet customer demand for product

Availability

Expanded warehouse capacity for key lines

Delivery

Widened courier network

Clarity

Upweighted comms to the customer to provide guidance on planning ahead

Our ESG journey



Governance and accountabilities clearly defined

Sustainability leader: TCFD

SBTi and SASB

First milestone hit: planting 2,500 trees



Summary

H1 delivered to plan with growth in revenue, EBITDA and Gross profit

Our agile asset light model enables CMO to continue to manage industry challenges

ESG journey moving ahead with milestone reached to plant 2,500 trees

Acquisition of JTM Plumbing and launch of B2B app

Outlook for the outturn of the year in-line with expectation

MISSION STATEMENT

...will revolutionise the shopping experience of homeowners and tradespeople to become the go-to digital retailer of building materials, providing market leading product choice, relevant help and advice, and a personalised customer experience.