

# AFFORDABLE LUXURY IN A GROWING MARKET SECTOR

**SEPTEMBER / OCTOBER 2017** 



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# **AGENDA**

- 1. INVESTMENT CASE
- 2. COMPANY DNA
- 3. DEAL TERMSHEET
- 4. WORLD OF MÁDARA



**PRESENTING:**Uldis Iltners, Management Board

## **INVESTMENT CASE**

# OVERVIEW

Leading and fast growing organic cosmetics and skincare

producer in the Baltics with firmly-established position

in Finland and expanding further.

One of the strongest brands in natural cosmetics in Europe.

Company is currently developing shareholder benefit program.

Looking to raise up to EUR 3.3m and Nasdaq

Riga First North listing.

#### **KEY STRENGTHS**

Unique self-made formulas.

ECOCERT certified.

Own design and PR agency in-house.

Operates modern and state of the art factory near

Riga International Airport.

In business since 2006 and well-established BRAND.

#### **STRATEGY**

Focused on growth while keeping eye on steady

profit margins.

Convert existing and new customers into direct

stakeholders (loyalty).

Increased international visibility and reputational

enhancement via listing.

Expand via own e-commerce webstores. Offers contract manufacturing to others.

# INVESTMENT OPPORTUNITY

Company has platform and knowledge for growth.

Experienced and skilled management.

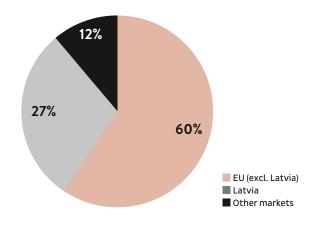
Macro: EC expects Baltics to have above average

EU growth rates here.

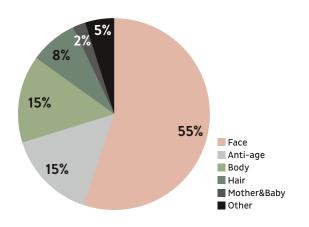
## **2017 H1 AT A GLANCE:**

- ▶ Sales growth 38% y-o-y
- ▶ EBITDA growth 102% y-o-y
- ▶ Net profit growth 157% y-o-y

#### Geographical Sales Breakdown 2017 6M



#### Sales Breakdown by Product Type 2016



## **COMPANY DNA**

- Creates, produces and sells natural skincare products from high quality organic Nordic ingredients
- From 4 founders in 2006 to more than 99 employees in 2017, "Mercedes" level equipment in new factory
- Now offers more than 80 products and more in pipeline
- Segmentation of customers via:
  - affordable luxury brand MADARA (selling directly in own stores and own e-stores)
  - "more affordable" brand MOSSA (selling indirectly via eg. pharmacies, other retail)
- ▶ Located and producing in Latvia (EU, NATO, OECD, Eurozone)
- Asset light company, with rapidly growing turnover and solid return on equity
- Use of proceeds: expand e-stores, platform and capabilities into new and existing markets
- ▶ With regard to sales, the Company expects the sales in 2017 to grow by approximately 30%, that is to approximately EUR 7.6 million. The Company expects a similar growth rate for 2018, resulting in an estimated turnover for 2018 at EUR 10 million.

FINANCIAL OVERVIEW					
EURm	2013	2014	2015*	2016*	2017* 6m
T/o	2.34	3.03	4.20	5.86	3.59
T/o growth (y-o-y)	•	29.5%	38.5%	39.7%	37.9%
Gross profit	1.20	1.71	2.38	3.32	2.22
Net profit	0.32	0.41	0.45	0.80	0.71
EBITDA	0.48	0.60	0.65	1.31	1.03
Net debt	- 0.18	- 0.16	0.32	0.01	-0.37

<sup>\*2015/2016/2017 6</sup>m consolidated data

# **DEAL TERMSHEET**

AGM	AGM on August 14, 2017 decided on share capital increase/offering of New Share issue.
OFFERING SIZE	Looking to raise up to net of EUR 3m new money.
OFFER SHARES	Issuing up to 482,220 new ordinary shares. Possible overallotment up to 48,222 new ordinary shares. Total number of new shares up to 530,442 new ordinary shares.
PRICE AND NOMINAL VALUE	Price per share EUR 6.25. Nominal value EUR 0.10.
OFFER PERIOD	Offering starts: October 16, 2017 at 09:00 Latvian/Estonian time. Offering ends: November 03, 2017 at 15:30 Latvian/Estonian time.
PRE-EMPTIVE RIGHTS	Pre-emptive rights were waived in AGM, however, participation allowed in Offering.
ELIGIBILITY	Public offering in Latvia and Estonia.  Private placement according to legislation where allowed.  Institutional and/or qualified Investors.
ALLOCATION, SETTLEMENT AND TRADING	Allocation: on or about November 06, 2017. Settlement: on or about November 09, 2017. Trading of Shares start on or about November 10, 2017 on the alternative market of Nasdaq Riga First North.
LOCK-UP	Existing shareholders, Uldis Iltners, Lote Tisenkopfa-Iltnere, SIA Sustainable Investments, Zane Tamane owning 87.59 %of shares signed lock-up agreement for 12 months. Company employees owning 15K shares have lock-up for 180 days.

# A. DEVELOPING OWN UNIQUE PRODUCT FORMULAS

#### **B. OWN MARKETING AGENCY WITHIN**



PAULA Export and sales



LOTTE

Product development /
co-operation with
scientists

MÁDARA has complete set of winning components: A+B+C



LIENE

ZANE LIENE

Zane/Liene Pre-Madara, worked in

PR/Marketing agency McCANN Erickson

## C. OWN STATE OF THE ART "MERCEDES" QUALITY EQUIPMENT AND PRODUCTION PLANT











## THE VALUE

- ▶ 11 years experience: sales, product development, manufacturing
- Dermatological testing and research, scientific studies
- ▶ The Company undertakes no animal testing
- World's first anti-age products based on birch water, recognized by leading beauty and fashion magazines such as Elle, Marie Claire
- Many product awards, international press articles, company awards and recognitions (see appendix)
- ▶ Affordable luxury: priced between EUR 10 55
- Asset light company
- State of the art production facilities with further expansion capacity, and offering contract manufacturing for revenue diversification

#### **DISTRIBUTION CHANNELS:**

- Own e-stores
- Niche stores
- MADARA boutiques (Latvia only)
- Department stores
- Up-market health stores
- Beauty chains
- Specialised online retailers

#### **TERMS EMPHASISED:**

- ▶ Smart antioxidants
- Pure
- Nordic
- Superseed
- Arctic berries

#### **OWN E-STORES:**

- ▶ Currently: Latvia, Finland, Estonia and Netherlands
- ▶ Global demand is serviced via madaracosmetics.com e-store

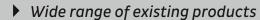
Unique ingredient from the forests, meadows and lakes of Northern & Arctic regions Each product is exclusively developed in own laboratory and tested

Own branding and visual design is created

Product is manufactured at own state of the art facilities Product is sold
via one of the
distribution channels

COMPLETE OWNERSHIP AND CONTROL OF ALL STEPS UNLIKE MANY COMPETITORS

# **PORTFOLIO**

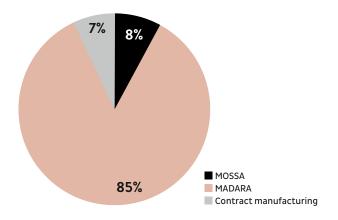


- Constantly inventing new products
- Still place for expansion in product range and revenue diversification and growth
- Developed products with limited borrowed resources, debt/total assets only 12%

# QUALITY AND TRANSPARENCY

- Pure/organic ingredients: essences of Northern herbs, arctic berries and unique seeds oils, containing powerful antioxidants, essential omega oils and strong anti-aging activities
- ▶ ECOCERT certification
- Transparency of ingredients: listed on the webpage and indicated in which product
- Transparency of operations: factory tours are open to everyone
- Works with leading scientists to search for unique scientifically-supported formulas

#### Sales Breakdown by Brand in 2016



## **CURRENT**

Anti-age

Body

Face

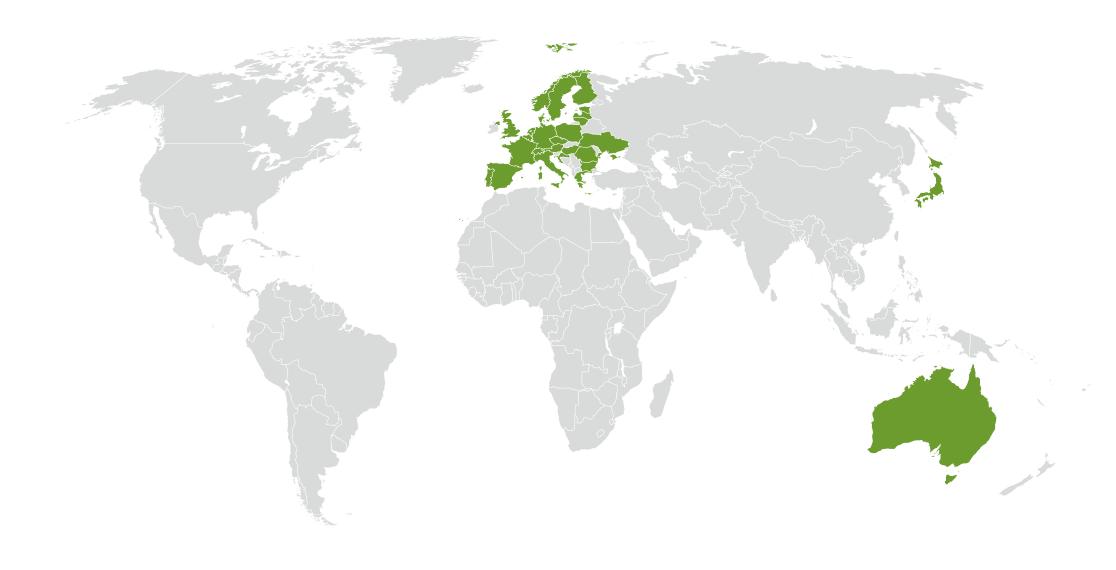
Mother & baby

Hair

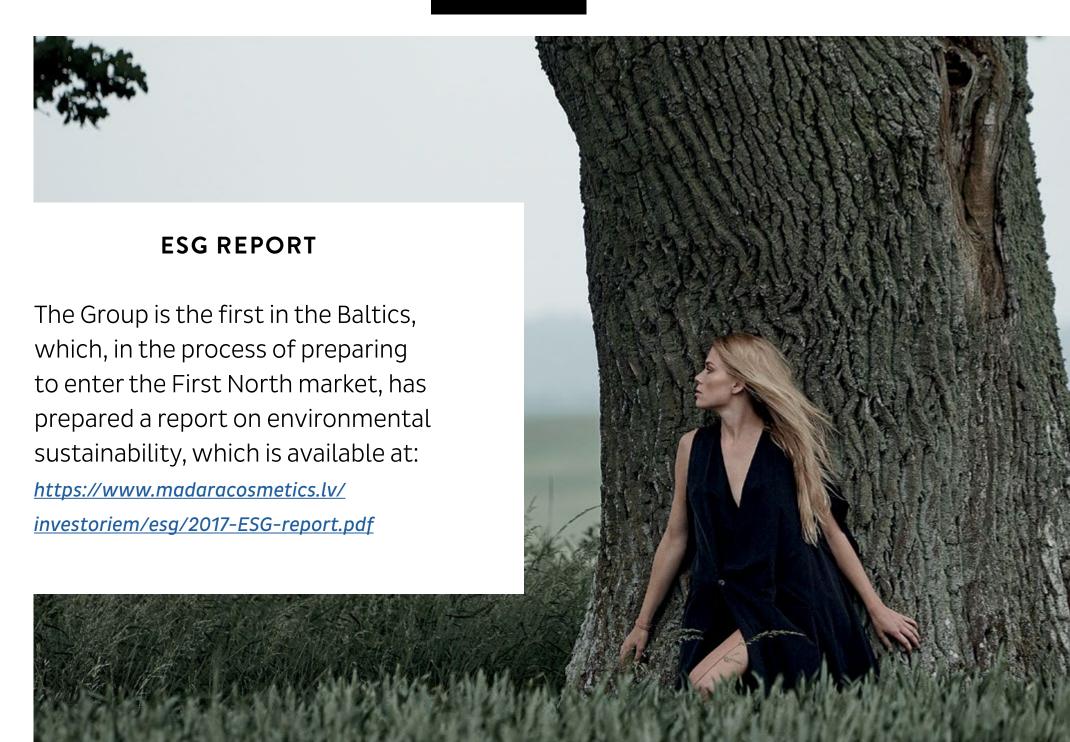
Sets

TO TAKE

# INTERNATIONAL PRESENCE



LATVIA FINLAND ESTONIA DENMARK SWEDEN NORWAY LITHUANIA NETHERLANDS BELGIUM ENGLAND SWITZERLAND GERMANY AUSTRIA PORTUGAL POLAND SPAIN CZECH REPUBLIC ROMANIA CROATIA ITALY GREECE BULGARIA AUSTRALIA HUNGARY FRANCE UKRAINE JAPAN HONG KONG





# **USE OF PROCEEDS**

MÁDARA organic skincare

## MAIN USE OF NET PROCEEDS UP TO EUR 3M

To finance the expansion of its sales operations:

- Focus mainly on e-commerce, for both existing and new markets.
- The form: country-specific and/or highly localised e-commerce platforms, native language customer support and other similar measures.
- Local representative offices may also be opened, as is currently the case for Germany.

To invest in local sales channels:

- IT development works for both new and existing systems.
- Marketing.
- Costs involved in expanding the customer service network.

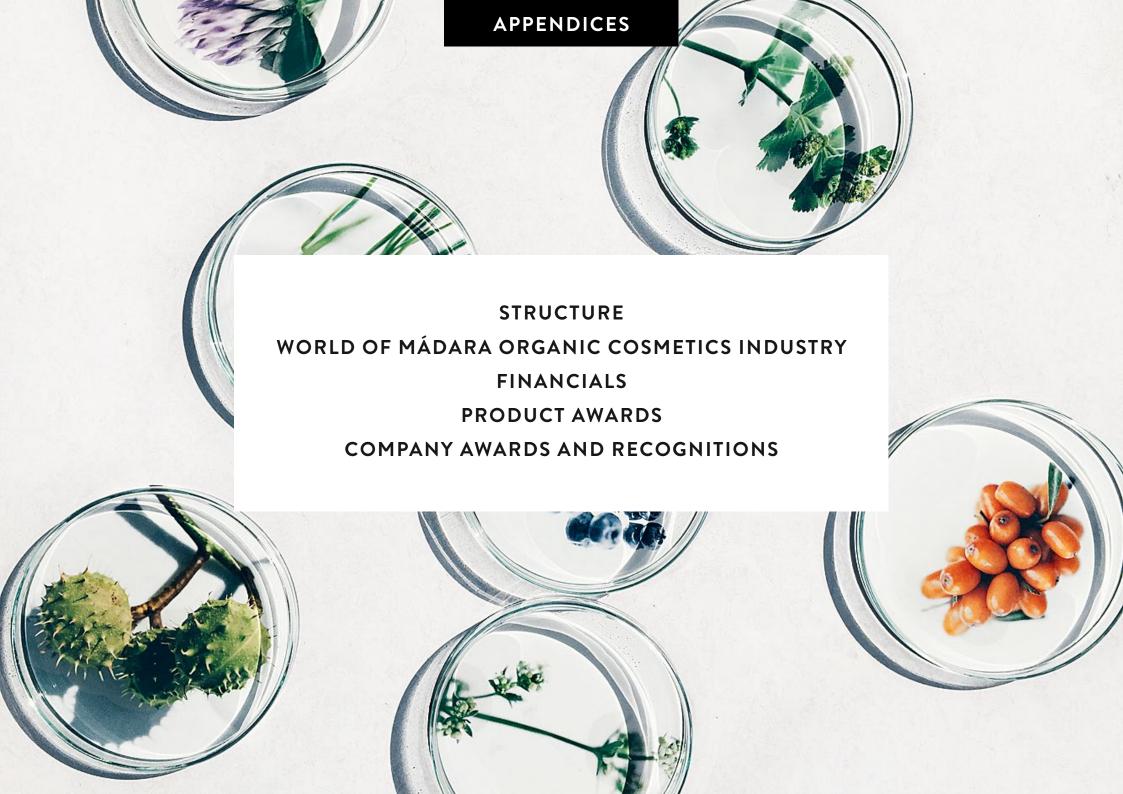
Possibility to use it for M&A, however no clear target yet.

To create the necessary capital reserve to draw on when necessary.

Timeline for use of proceeds: to be invested over the course of three-year period.

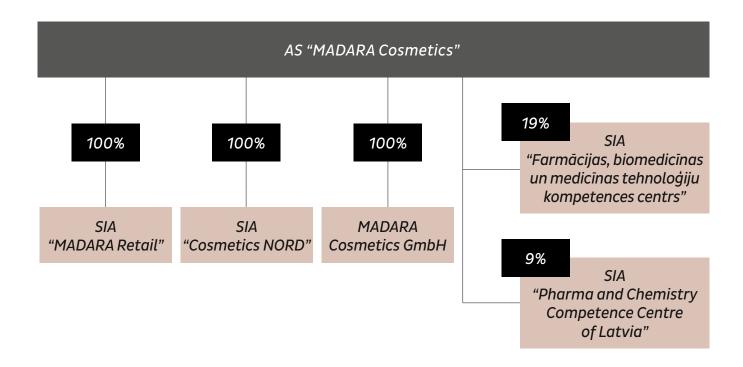






## **MANAGEMENT OWNERSHIP LOTTE TISENKOPFA - ILTNERE** Chairman of management board. Responsible for new formulas/ Lotte development. Tisenkopfa-Iltnere Co-operation with scientists. 28% A spokesperson for the Co. Paula Tisenkopfa **Uldis Iltners** 4% 28% **ULDIS ILTNERS** Member of management board. AS Responsible for finances MADARA and management of Co. Cosmetics SIA Sustainable Liene Drāzniece Investments 8% 20% **PAULA TISENKOPFA** Zane Tamane 12% Member of management board. Responsible for export and sales.

# STRUCTURE (II)



#### 100% SUBSIDIARIES:

- MADARA Retail, SIA: runs Latvian retail stores
- Cosmetics NORD, SIA: offers contract manufacturing in MADARA Cosmetics, AS facilities
- MADARA Cosmetics, GmbH: Sales and distribution unit for Germany

#### MINORITY SHAREHOLDING COMPANIES:

- ► Farmācijas, biomedicīnas un medicīnas tehnoloģiju Kompetences centrs, SIA: Competence centre established jointly with industry experts
- Pharma and Chemistry Competence Centre of Latvia, SIA: Competence centre established jointly with industry experts

# WORLD OF MÁDARA ORGANIC COSMETICS INDUSTRY (I)

#### **OVERVIEW:**

Organic cosmetics industry is very scattered and fragmented.

Some smaller players are naturally strong in their domestic markets.

Many conventional cosmetic players have undertaken routes to increase their presence in natural cosmetics.

Branding and visual image is increasing its role (MADARA ahead of curve).

Increasing risks: competition from pseudo-organics.

## **TRENDS:**

Private labels.

Labels with «free-from», «natural» and «organic».

Traceability of ingredients.

Replacement of synthetic components.

Demand for more organic food also has fueled demand for organic cosmetics.

Many key players are focusing on expanding their distribution network to online channels.

### **ORGANIC IN NUMBERS:**

The global organic personal care market is expected to reach USD 25.1 billion by 2025.

Global market in 2014 was 11.6bn USD: leading markets Europe (Germany) and USA.

European market in 2014 was 4.1bn USD, spending per capita USD 7.6, major channel: specialist retail.

North America 2014: USD 6.5bn in revenues, spending per capita USD 17.8, major channel: natural food shops.

Organic skin care products are expected to witness significant gain over the forecast period and the segment is expected to grow at over CAGR of 13% from 2016 to 2021.

Organic and natural hair care, skincare and beauty products are expected to drive market growth during coming 5-10 years.

## **SOME OF MAJOR BRANDS:**

Weleda, Aveda, Burt's Bees, Tata Harper, Votre Vu, J.R. Watkins, ESPA, Shiffa, Savane, Supermood, Mia Höytö Cosmetics, Maria Akerberg, Sprekenhus, arbū, Matarrania, Odeia, Naturaglace, SLY Japan, Love Organic, Kama Ayurveda, Inika.

# WORLD OF MÁDARA ORGANIC COSMETICS INDUSTRY (II)

#### **DRIVERS:**

#### MARKET SIZE AND GROWTH:

Technological innovations for cost effective product lines (i.e.The Body Shop, Aveda Corporation, Amway, Estee Lauder).

Consumer knowledge via market education and perceptions changing:

- To utilize environmentally sustainable products.
- To reduce reliance on petroleumbased products.
- To be more aware of the harmful effects associated with chemical substances.

Increase in consumer disposable income.

Steady growth will be led mainly by middle-class consumers' aspirations for high-quality and innovative products.

Natural and organic skincare will form close to one-third of the total.

Organic cosmetics market is expected to see rapid growth (more than double) to USD 25.1bn in 2025.

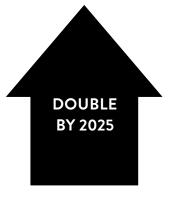
Market is in rapid growth phase.

Curently it is only ~ 5% compared to the size of the conventional cosmetics market size.

# CONVENTIONAL COSMETICS

market USD 294bn (2016), growth previously was in double digits, now entering maturity phase.

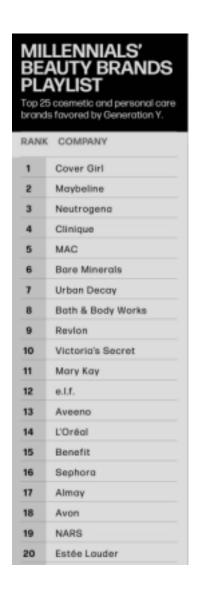
ORGANIC COSMETICS market USD 11.6bn (2014)



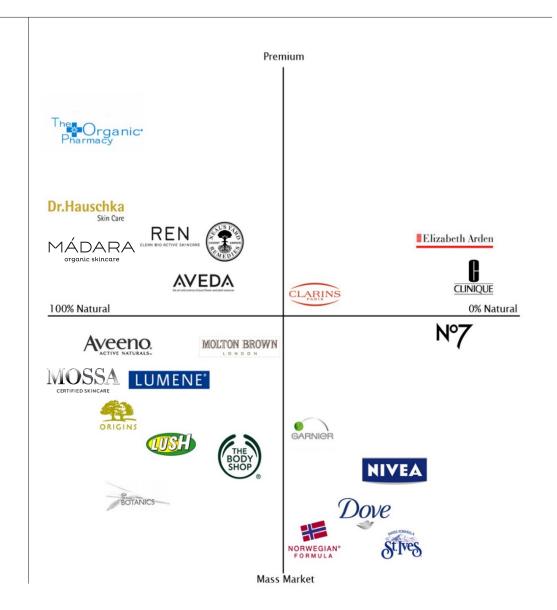
**Forecast** 

# WORLD OF MÁDARA ORGANIC COSMETICS INDUSTRY (III)

#### PERCEPTIONAL MAP:



- Perception is psychological and emotional. If there is scientific data support ing product it tends to be more convincing
- Brand loyalty in cosmetics is very weak, customers tend to change and test new things, and don't stick forever with one brand, but if product is effective then they return
- Madara target group: women aged 20-45, which are mainly GenX and GenY, and there is chance to break into their beauty playlist, especially in Nordics/ Europe



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Consolidated Income Statement, TEUR		2015		2016		2017 6m
Net turnover		4,196		5,862		3,585
Cost of goods sold	-	1,817	-	2,540	-	1,361
Gross profit		2,379		3,321		2,224
Sales expenses	=	1,470	-	1,864	-	1,035
Administrative expenses	-	414	-	600	-	421
Other operating income		41		130		72
Oher operating expenses	-	22	-	53	-	15
Operating profit		514		935		824
Interest and similar income		0		3		-
Interest and similar expenses		-31		-23	-	13
Profit before taxes		482		914		811
Enterprise tax for current year		-1		-96	-	86
Deferred enterprise tax for current year		-34		-15	-	13
Net profit for the year		448		803		713

Consolidated data: 2015: management data, 2016 audited data, 2017 6m reviewed data Here and in next slides: numbers may not add up due to rounding error

# FINANCIALS (II)

Consolidated Balance Sheet, TEUR	2015	2016	2017 6m
Intangible assets	11	12	15
Fixed assets	1,783	1,589	1,763
Long term financial assets	40	43	43
Total non-current assets	1,834	1,643	1,821
Inventory	828	1,286	1,475
Total receivables	855	986	932
Cash and cash equivalents	364	580	1,005
Total current assets	2,046	2,851	3,412
Total assets	3,881	4,495	5,233
Share capital	107	107	107
Share premium	761	761	761
Retained earnings	1,339	2,022	2,734
Total equity	2,207	2,890	3,602
Long term loans from credit institutions	515	380	312
Other creditors (lease liabilities)	15	54	142
Deferred income	323	234	190
Deferred income tax liability	59	74	87
Total non-current liabilities	911	741	730
Loans from credit institutions	135	135	135
Lease liabilities	17	25	44
Accounts payables	278	252	199
Other liabilities	333	452	523
Total current liabilities	763	864	900
Total liabilities	1,674	1,605	1,631
Total equity and liabilities	3,881	4,495	5,233

# FINANCIALS (III)

Consolidated Cash Flow Statement, TEUR	2015	2016 2	2017 6m
Operating cash flow			
Profit	482	914	811
- depreciation	158	384	201
- other adjustments	-28	-65	-30
Working capital			
- change in receivables	-263	-97	213
- change in inventory	-38	-464	-158
- change in payables	210	-14	-105
Gross operating cash flow	521	658	933
Interest paid	-31	-23	-13
Tax payments	-90	-28	-53
Net operating cash flow	400	607	867
Investing cash flow			
Fixed assets and intangible assets	-1,268	-115	-354
Granted loans	0	0	0
Proceeds from repayment of loans	37	0	0
Other	18	0	0
Net investing cash flow	-1,213	-115	-354
Financing cash flow			
Loans received	920	0	0
ERDF funding received	445	2	0
Repayment of borrowings	-463	-135	-68
Repayment of leasings	-52	-23	-20
Interest paid	0	0	0
Dividends paid	-45	-120	0
Repaid credit line	0	0	0
Net financiang cash flow	804	-276	-87
Total change in cash	-9	216	426
Cash and cash equivalents at beginning of the year	373	364	580
Cash and cash equivalents at end of the year	364	580	1,005

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Key Ratios and Indicators (management data)	2015	2016	6m 2016	6m 2017
EBITDA (TEUR)	655	1,307	508	1,027
Profitability and sustainability ratios	2015	2016	6m 2016	6m 2017
1. Gross Margin (%)	57	57	51	62
2. Operating Margin (%)	12	16	13	23
3. Net Margin (%)	11	14	11	20
4. ROE (%)	20	28	12	20
5. ROA (%)	12	18	7	14
Liquidity ratios	2015	2016	6m 2016	6m 2017
6. Current ratio (x)	2.68	3.30	2.79	3.79
7. Quick ratio (x)	1.60	1.81	1.35	2.15
8. Working capital (TEUR)	1,283	1,987	1,452	2,511
Leverage ratios	2015	2016	6m 2016	6m 2017
9. Financial debt to equity	32%	21%	27%	18%
10.Total liabilities to equity	43%	36%	68%	45%
11. Interest coverage (x)	16.4	40.2	28.7	63.4
12. Net financial debt (TEUR)	318	14	419	-373
13. Net gearing	14%	0%	17%	-10%

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Consensus estimates (Bloomberg & LHV), as of	Market cap	Market cap P/E (x)		P/B (x)			EV/EBITDA(x)			
23/09/2017	EURm	2016	2017E	2018E	2016	2017E	2018E	2016	2017E	2018E
Harmonic Mean, excl. Outliers		28.7	25.3	17.6	3.6	3.5	3.0	13.7	11.9	10.8
Median, excl. Outliers		29.3	26.3	22.8	4.1	3.9	3.5	16.1	14.9	12.7
L'Oreal	101,374	28.1	26.9	25.5	4.1	3.9	3.6	18.4	17.4	16.7
Estee Lauder Companies-Cl A	33,139	33.9	31.7	27.2	10.2	9.7	9.3	19.5	18.2	16.0
Kao Corp	24,270	26.9	23.5	21.8	4.6	4.3	3.9	12.7	11.9	11.1
Beiersdorf Ag	22,864	29.8	27.3	25.6	4.4	3.9	3.5	16.6	15.2	14.3
Shiseido Co Ltd	12,638	53.9	50.4	38.5	4.1	4.0	3.8	23.4	17.1	14.7
Amorepacific Corp	10,537	23.6	31.7	23.9	4.1	3.7	3.3	13.0	15.6	12.3
Coty Inc-Cl A	10,122	14.3	21.6	22.8	13.6	1.1	1.3	24.8	16.1	13.6
Kose Corp	5,565	32.0	31.0	27.2	4.7	4.2	3.9	15.6	15.0	12.9
Pola Orbis Holdings Inc	5,544	39.7	30.4	28.5	3.8	3.7	3.5	19.0	14.9	14.2
Natura Cosmeticos Sa	3,696	49.2	25.2	22.2	13.1	9.0	7.9	11.9	10.5	9.5
L'Occitane International Sa	2,628	24.0	21.7	19.8	3.0	2.8	2.6	10.2	10.1	9.2
Oriflame Holding Ag	1,492	24.8	17.5	14.2	8.1	7.5	6.6	11.1	9.2	7.9
Inter Parfums Inc	1,043	36.4	31.3	27.8	2.5	n.a.	n.a.	16.2	13.7	12.7
Avon Products Inc	902	19.9	25.8	8.6	n.a.	n.a.	n.a.	5.5	5.9	5.5
Elf Beauty Inc	744	65.1	43.7	35.1	7.1	4.8	3.6	21.8	17.7	14.3

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69

50.4

28.8

7.1

20.7

7.0

15.1

Source: Bloomberg

Swallowfield Plc

Ales Groupe (Ex-Phytolierac)

Shooring Shooring

2.0

2.6

20.5

19.3

6.1

10.7

6.0

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2.8

## **PRODUCT AWARDS**



















**SWITZERLAND** 



**ESTONIA** 

**ESTONIA** 

POLAND

**SWITZERLAND** 



















SINGAPORE

**MALAYSIA** 

**FINLAND** 

LATVIA

LATVIA

DENMARK

**FINLAND** 

UK

**SWITZERLAND** 

# COMPANY AWARDS AND RECOGNITIONS



#### **ECOCERT**

MÁDARA is a natural and organic cosmetics range certified according to the international standard



**EDULA** Best of Nation Logo design, 2007



## DME

European Award for design management, 2008



#### KOTIVINKKI

One of the best new products in Finland according to this Finnish lifestyle magazine



#### **GREEN DOT**

The greenest business in Latvia, 2009 and 2011



#### WWF

Mentions MÁDARA as one of the world's 7 most sustainable luxury products, 2007



#### LIAA

MADARA anti-ageing product line awards the third place in Export and Innovation Awards 2012, category Innovative Product, and also receive a special quality standard mark.



#### **NATURAL PRODUCTS** SCANDINAVIA

MADARA participated at the first natural products scandinavia trade show in malmö and got silver award for its stand design.



#### **FORBES**

Lotte from MÁDARA has been included in the list of 25 most successful business women by Forbes Latvia.