

A fashion advertisement featuring two women. The woman on the left is wearing a white and black plaid strapless crop top, black pants, and sunglasses. She is holding a silver chain bag. The woman on the right is wearing a pink and white floral strapless dress and a pink hat. The background is a sunset with wind turbines on a hill.

# a.k.a. BRANDS

Overview  
Presentation

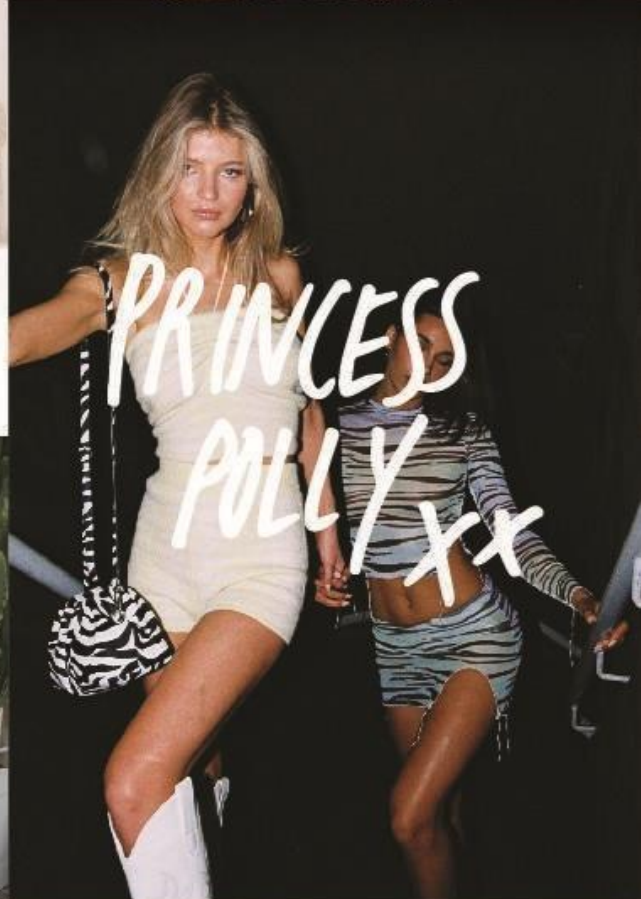




**a.k.a.**

The leader in fashion for the next generation of consumers through a portfolio of the most innovative brands







# THE a.k.a. DIFFERENCE

## Traditional Retail

Single brand, department store or wholesale roll up

Long lead-time buying

Non-exclusive, third-party apparel

Brand based marketing

In-house tech stack and owned DC's

Stores first & oversupply of stores

## a.k.a.

Diversified portfolio of DTC first brands

Data-driven merchandising

Exclusive and proprietary designed fashion

Social-media, innovative and measurable marketing

Flexible, asset-light tech and operating model

One-of-a-kind experiential stores

Next-generation wholesale and marketplace approach to expand TAM & brand awareness

# NEXT GENERATION RETAIL

## Strategic Pillar



### Data-Driven, Exclusive Merchandise

## Customer Experience

- On-trend apparel-led fashion at an accessible price
- Predictable sizing and fit
- Durable, high-quality merchandise
- Pride of ownership

## Financial Benefit

- Higher Gross Margin
- Lower return rates



### Social Media-Led & Innovative Marketing

- Mix of social, brand and in-person marketing engages customers in innovative ways
- Authentic, inspiring and relatable content
- Marketing as part of daily media consumption

- Lower marketing spend
- Increased frequency and retention



### Meet Our Customers Anywhere

- Meet customer with a great experience online or in unique stores
- Primarily DTC to control relationship with customer
- Select wholesale & marketplaces to build brand awareness and increase availability

- Lower CACs and increased customer LTV and retention



### Next-Gen Operations

- Third-party technology stack allows for newest innovation, AI and customer experience
- Asset-light fulfillment and operations creates fast and easy orders, delivery and returns

- Cost effective, flexible and frees up resources
- Generates more free cash flow

# 2024 GROWTH INITIATIVES

## 1.

### DELIVER INNOVATIVE RETAIL STRATEGIES TO ATTRACT & RETAIN CUSTOMERS

- Continued adoption and evolution of test & repeat to deliver on-trend, new merchandise to customers
- Expand product categories
- Leverage differentiated marketing strategies including social, brand and in-person to deepen customer engagement

## 2.

### SCALE OMNICHANNEL INITIATIVES

- Open 3-5 Princess Polly stores in 2024
- Expand upon successful wholesale engagements across brands
- Continue to grow marketplace presence, which attracts new customers and extends shelf-life of best-selling products

## 3.

### STREAMLINE OPERATIONS

- Rapidly convert Culture Kings Australia to test & repeat merchandising cycle to improve inventory composition
- Find additional operational efficiencies to drive rate improvements across the P&L



# PRINCESS POLLY

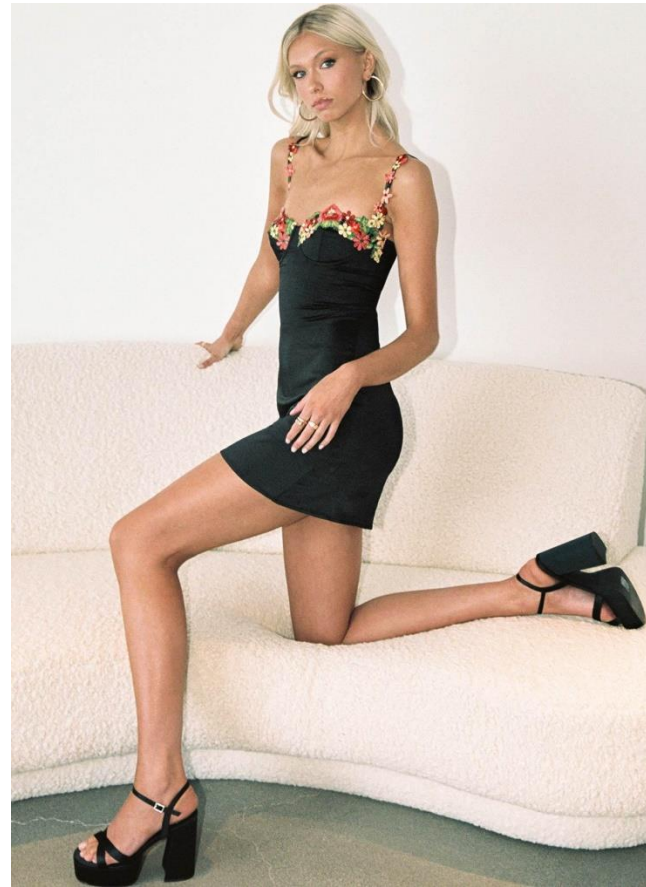
Quality, trend-driven fashion at accessible price points, with the latest looks in casual wear & party styles

Target demo: 15-25 year old women, primarily high school and college students in coastal and large cities in the U.S.

Opened first U.S. Store in 3Q23 in Los Angeles, CA

Top 10 fashion website for upper income female teens\*

Sustainable fashion brand committed to lower impact production is a core brand pillar



\*According to the Piper Sandler Taking Stock of Teens Survey Fall 2022



# petal + pup

Flirty and feminine fashion, Petal and Pup offers attainable style for all occasions

Target demo: 25-34 year old women, primarily in the North and Southeast in the U.S.

Assortment focused on dresses and special occasion wear with a recent push into casualwear styles





# culture kings

International, apparel-led streetwear brand at the intersection of fashion, sports, and music

Target demo: 18-35 year old men and women

~50% exclusive merchandise; 18 in-house designed brands and collaborations with premier third-party brands

10 experiential stores: 1 in Las Vegas, 8 in Australia, and 1 in NZ





# mnml

Sought-after trends at a premium quality & affordable price

Target demo: 25-34 year old men in coastal cities

mnml's strongest categories are denim and bottoms, complementing Culture Kings' strength in hats, tees and hoodies

Utilizes Culture Kings as a distribution platform and mnml is a top five brand at Culture Kings in the U.S.





# FY23 OBJECTIVES

## FY23 Objectives

Back to growth in 2H

Deliver \$30M of free cash flow in FY23

Bring inventory dollars down sequentially

Gross margin improvements

Hold fulfillment rates

Hold G&A dollars flat to LY

Marketing at 12%

Open a Princess Polly store in back half

Test wholesale and marketplaces across all brands

Expand CK US presence through strategic partnerships



## Update (as of 9/30/23)

U.S. grew 2% in Q3 with growth anticipated in U.S. in Q4

On track to deliver \$30M of free cash flow

Inventory down ~\$27M YTD

Margins improved across all brands other than CK ANZ due to targeted actions in ANZ region

Reduced fulfillment rates by 100 bps

G&A dollars flat to LY

Marketing rate of 13% YTD due to ANZ macro

Opened Princess Polly store in LA in September

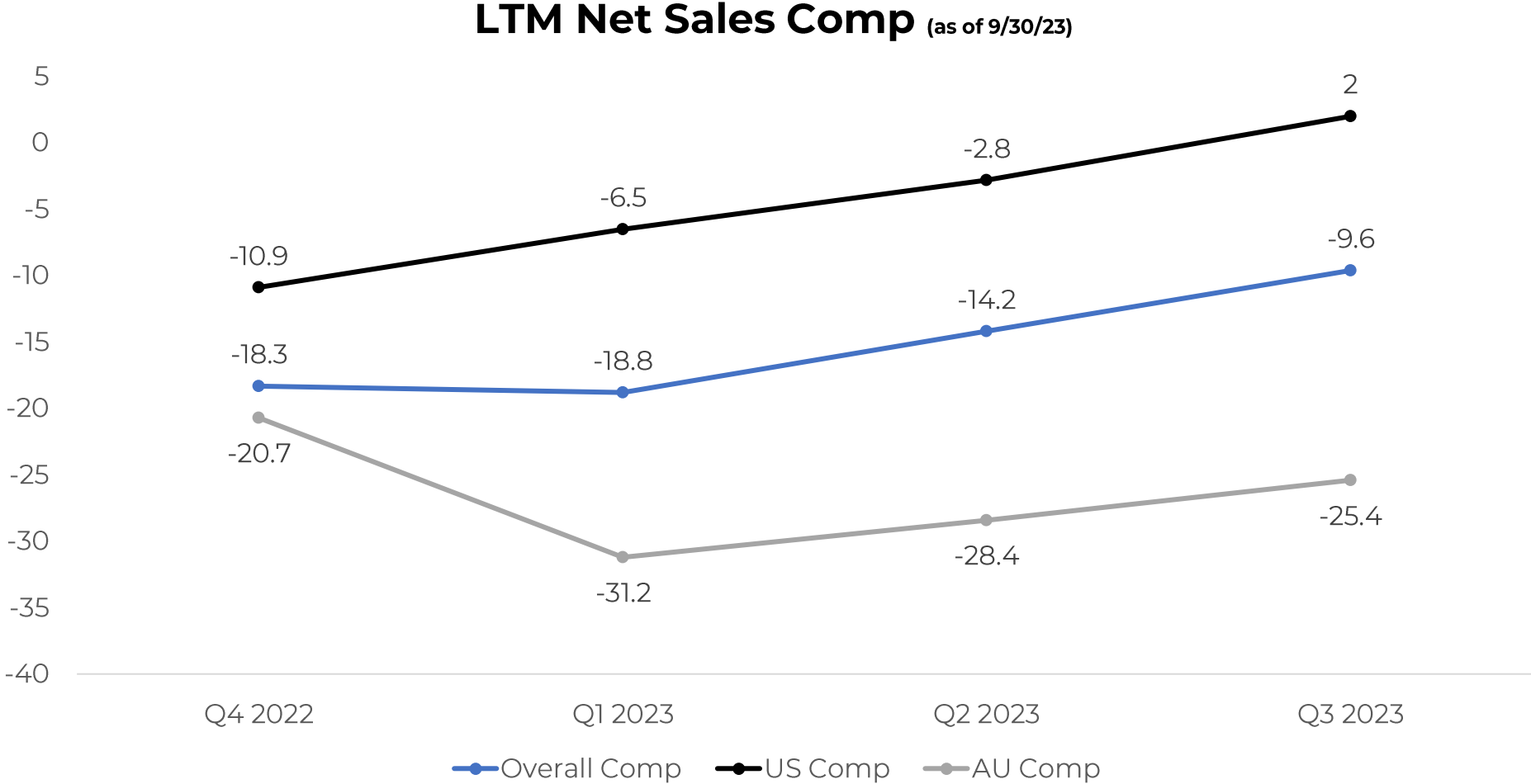
Brands testing marketplaces with Target & Macys, as well as wholesale with Pacsun, Liverpool, Victoria's Secret and more

Brand attracting top partners with the UFC, McLaren Racing, Rolling Loud and More

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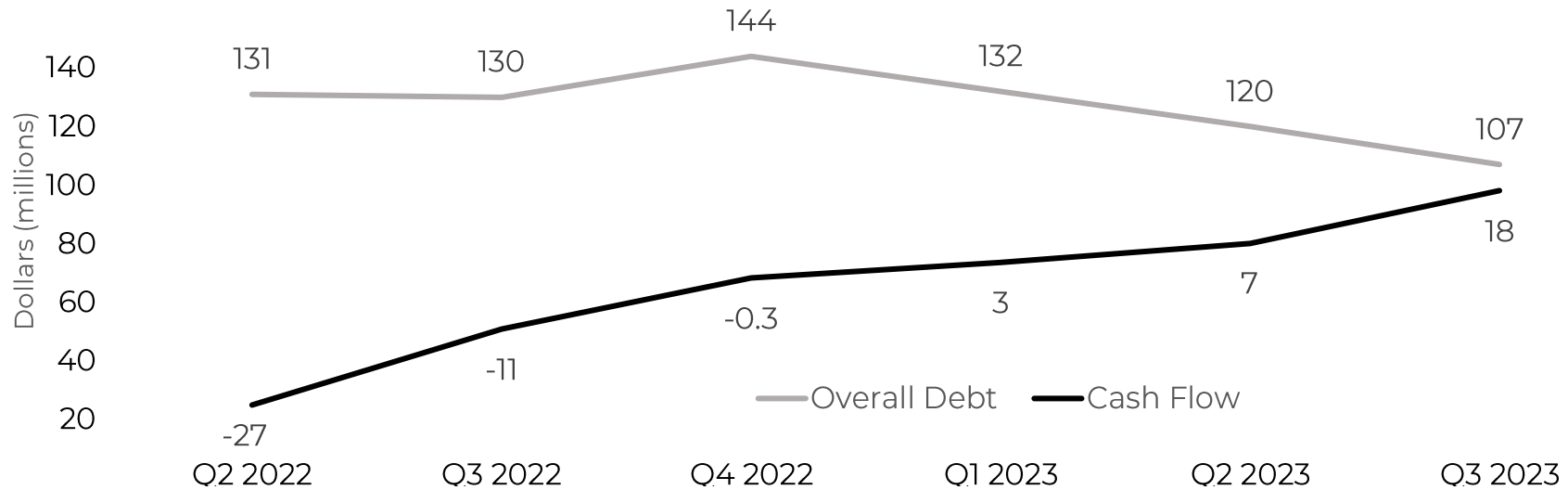
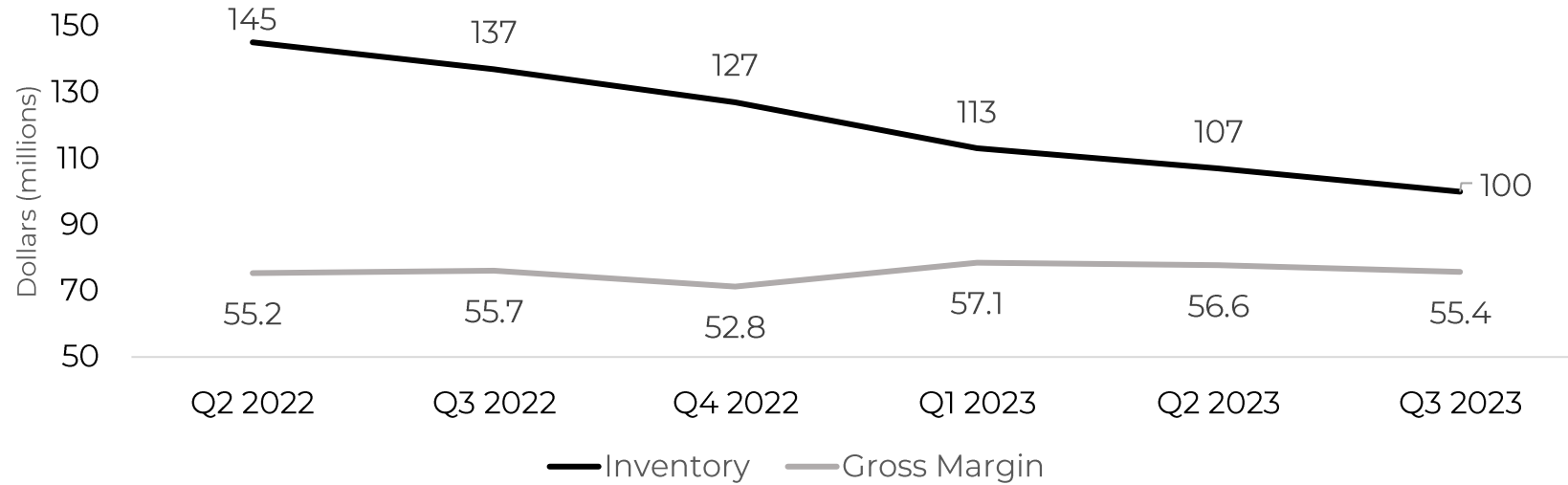
# COMPS CONTINUE TO IMPROVE WITH GROWTH IN THE U.S. in 3Q23



a.k.a.



# INVENTORY AND DEBT DECREASE WHILE OPERATING CASH FLOW IMPROVES





# LONG-TERM GROWTH INITIATIVES



**1.**

## CONTINUED U.S. EXPANSION

Tremendous TAM potential in the U.S. as e-commerce penetration continues to grow and gen Z gains more spending power

**2.**

## INTERNATIONAL GROWTH

Test and learn into new international markets by localizing the customer experience, tailoring the marketing and engaging with strategic wholesale partners to grow brands internationally

**3.**

## ACQUISITIVE GROWTH

We have a proprietary and highly disciplined approach to M&A. We are continuously evaluating opportunities to add growing and profitable brands to the portfolio each year