

GP.Bullhound

Q3 2019

# Sector Update Marketplaces



Important disclosures appear at the back of this report

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# Marketplaces perspectives

**GP Bullhound is a leading technology advisory and investment firm, providing transaction advice and capital to category leaders**

- GP Bullhound's marketplaces sector comprises the broader internet ecosystem, including e-commerce, online marketplaces, online classifieds and online travel
- We publish this report to provide insights into public and private valuations across the transaction spectrum and qualitative insights into broader market trends
- We also feature and interview many of the leading companies and CEOs who are currently transforming the sector
- Based in our London office, Alessandro Casartelli heads up our marketplaces practice which has completed over 20 transactions
- Several of our recent marketplaces advisory transactions and investments are showcased below

## Apax Partners

ACQUIRED

### Baltic Classifieds Group



UNDISCLOSED

## OLX (Naspers)

ACQUIRED

### AutoTrader SA



UNDISCLOSED

## Accel

INVESTED IN

### Avito.ru



\$110m

## DT Capital

SECONDARY INVESTMENT IN

### FarFetch



UNDISCLOSED

## Luxor Capital

INVESTED IN

### Delivery Hero



€35m

# Agenda

- 1 Key sector takeaways
- 2 Recent marketplaces transaction trends
- 3 Public company analyses
- 4 Marketplaces CEO commentary
- 5 Key marketplaces metrics
- 6 Appendix A: Public comparables by category
- 7 Appendix B: GP Bullhound credentials & team

Section 1

# Key sector takeaways

# GP Bullhound's views on current trends in marketplaces

1

Food delivery – race to scale

2

The rise of the conscious consumer and sustainable commerce

3

The growth of B2B e-commerce specialists

# Current trends in marketplaces

1

## Food delivery – race to scale

- Food delivery has experienced activity across the board in 2019 with noticeable momentum in Q3
- There has been a shake out at the top end with larger and older incumbents looking for transformative deals as demonstrated by the ongoing merger discussions between Just Eat and Takeaway.com
  - In parallel Prosus (Delivery Hero) has also made a hostile takeover bid for Just Eat in Q4, which was rejected
- From a fundraising perspective the space continues to draw strong attention with significant rounds for Postmates and Gousto in Q3 as well as Glovo <sup>(2)</sup> in Q2
  - Innovation is key with food delivery companies like Swiggy running “cloud” kitchens that prepare meals for Swiggy’s own delivery business. Naspers who invested in the previous \$1bn round in December 2018, is rumored to be in conversations to raise \$750m in additional funding
- Other large incumbents such as Uber and Deliveroo continue to explore methods of strengthening market leadership including:
  - Acquisitions - Uber’s failed bid for Deliveroo in Q4 2018
  - Partnerships - Amazon’s investment in Deliveroo in Q2 2019
  - Ancillary services - Uber entering grocery delivery through tie-ups and local partnerships e.g. Cornershop in Latam



**JUST EAT** <sup>(1)</sup>  
  
 Takeaway.com  
 DEAL DATE: JUL-19  
 EV: \$6.5BN  
 EV/ REV: 5.9X

**caviar**  
  
 DOORDASH  
 DEAL DATE: AUG-19  
 EV: \$410M  
 EV/ REV: N/A

**POSTMATES**  
  
 CAPITAL  
 DEAL DATE: SEP-19  
 TTV: \$225M  
 EV/ REV: N/A

**gousto**  
**PERWYN**  
 EVERGREEN/FAMILY INVESTORS  
 DEAL DATE: JUL-19  
 TTV: \$38M  
 EV/ REV: N/A

# Current trends in marketplaces

## 2

### The rise of conscious consumers and sustainable commerce

- Increasingly consumers are making purchase considerations beyond product quality, brand and price
- Sustainability is an important factor for consumers to help their decision-making process. Factors including product sourcing, waste, ethical manufacturing, packaging & delivery:
  - Recent research by YouGov discovered that 43% of UK consumers would shop with competitor retailers if they offer a greater range of sustainable delivery selections
- Sustainable food businesses have continued to gain momentum. A notable IPO this year was Beyond Meat (584% up from IPO share price of \$25 <sup>(1)</sup>)
  - Companies are aiming to reduce environmental impact and animal cruelty, like Huel or Simplefeast who provide 100% plant-based food and supplements
  - On the other hand, companies like Farmdrop, are helping to make organic food more accessible to a broader consumer base
- Many leading consumer brands are also launching initiatives to tackle sustainability:
  - Burberry, has recently launched a new collection made from Econyl, a sustainable nylon yarn made from regenerated fishing nets, fabric scraps and industrial plastic
  - Selfridges launched it's first "pre-owned" concession through a partnership with Vestiare Collective
- Leading financial investors are also beginning to buy into sustainability as demonstrated by Permira's acquisition of a majority stake in Reformation, a US-based designer of sustainable women's clothing



# Current trends in marketplaces

3

## The growth of B2B e-commerce specialists

- Contrary to the SaaS industry, investments and public focus has been mainly on B2C propositions in e-commerce
- This is now gradually changing as the B2B e-commerce market has larger potential and is growing faster than B2C
- Changing buyer demographics at B2B companies are driving offline to online migration and forcing sellers to deliver a more B2C-like experience
- Compared to B2C, the B2B market is much more fragmented driven by the need to provide vertically specific services that are difficult to deliver by generalist players
- Examples of vertical specialist include World Wide Lighting, Ontruck, 3D Hubs, Nexus Vehicle Rental and OfferLogic



**LEMONCAT**  
**B2B food**  
DEAL DATE: AUG-19  
EV: N/A  
EV/ REV: N/A

**JOOR**  
DEAL DATE: SEP-19  
EV: N/A  
EV/ REV: N/A

**NEXUS**  
Vehicle Rental  
**Phoenix** Equity Partners  
DEAL DATE: JUL-18  
EV: \$186M  
EV/ REV: N/A

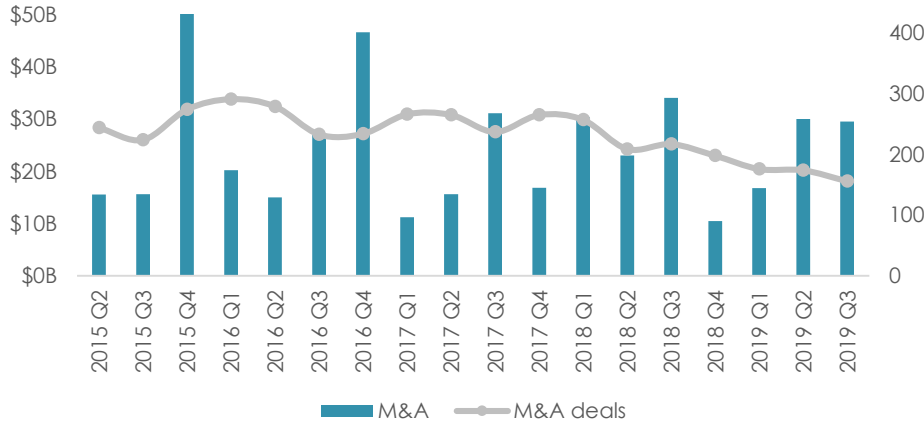


Section 2

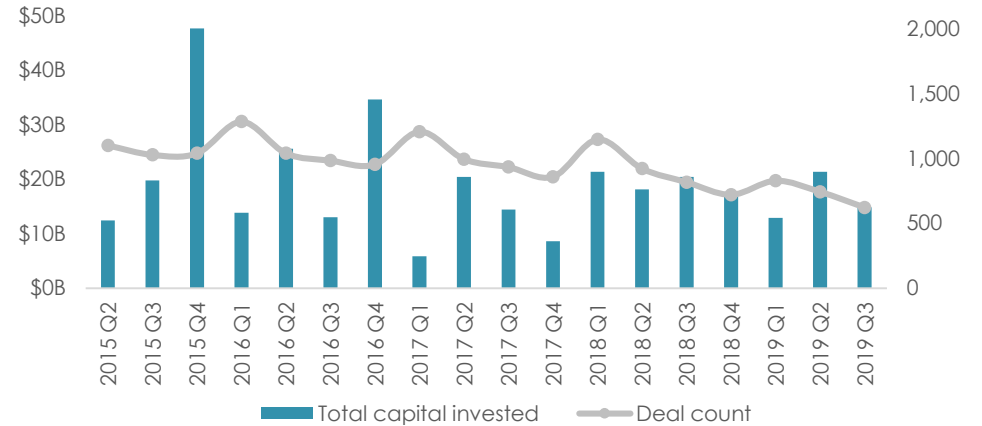
## **Recent marketplaces transaction trends**

# Marketplaces M&A and private placement activity remains strong

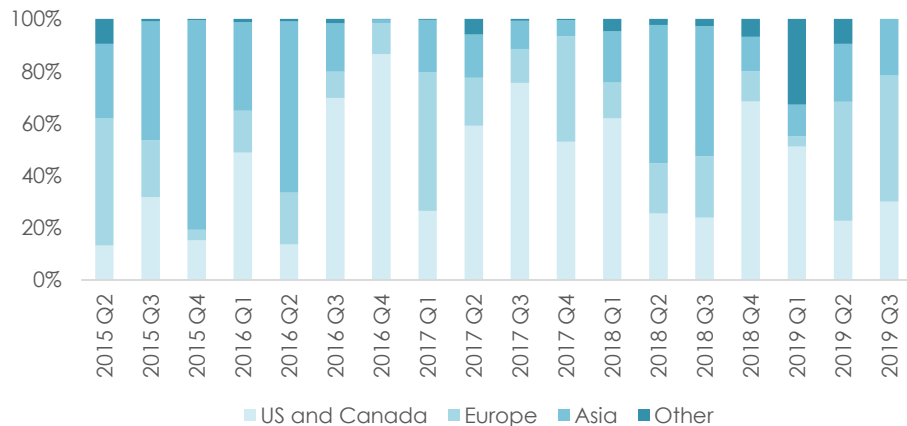
M&A deals total value remains strong while volume decreases



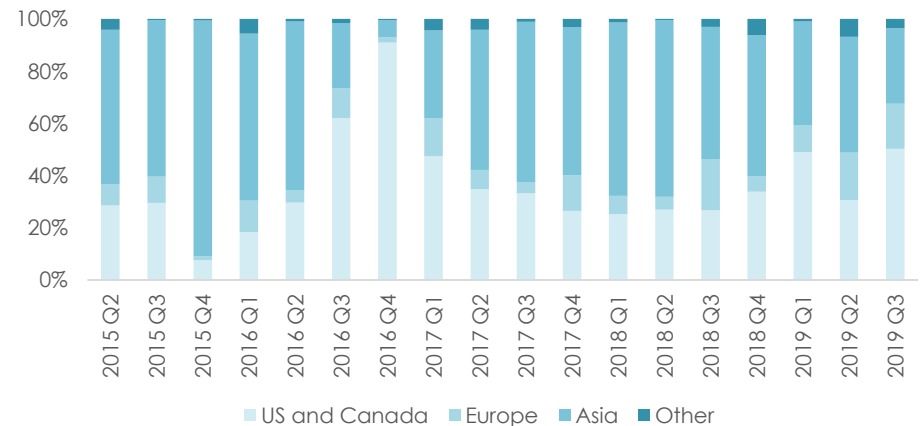
Private placements deal value and volume slows down



Europe dominates Q3 M&A deal volume



US private placement volume increases in 2019




















Source: Pitchbook as of 1 October 2019



















Note: Data includes all "Marketplaces" M&A, private placement deals and IPOs as defined by Pitchbook regardless of geography or transaction size

Confidential

# Marketplaces companies continue to attract buyout fund interest

Announce date	Target	Buyer	Target description	Value (\$m)	Implied EV/LTM Rev
Sep-19	FOOD52	 TCG Capital	Online curated shopping platform for kitchenware, tableware, and home products	83	3.3x
Sep-19		JOOR	Provides B2B wholesale services for premium fashion brands	-	-
Sep-19	 RIVER SYSTEMS	 shopify	Provides collaborative warehouse fulfilment solutions	450	-
Sep-19	 网易考拉海购	 Alibaba.com	Kaola.com is NetEase's import e-commerce platform for 'western' brands	2,000	-
Sep-19	 BIKE24	 Riverside	Online retailer of bicycles and bike parts	-	-
Sep-19	ZOZO	 YAHOO! JAPAN	Online fashion shopping website	7,435	6.7x
Aug-19	 Proven.	 upward.net	Online job site	-	-
Aug-19	 WITHINNOVATION	 CVC Capital Partners	Digital hotel reservation platform	215	4.1x
Aug-19	caviar	 DOORDASH	On-demand delivery application	410	-
Jul-19	Reformation	 PERMIRA	Online sustainable clothing for women	-	-
Jul-19	<b>JUST EAT</b> <sup>(1)</sup>	 Takeaway.com	Online food company providing online ordering services	6,549	5.9x
Jul-19	ELLOS GROUP	 FNG GROUP	Online retailer of fashion and home furnishings	257	0.9x
Jul-19	<i>Reverb</i>	Etsy	Online marketplace for new, used and vintage music gear	275	7.6x
Jul-19		<b>JUST EAT</b>	On-demand office catering platform	20	-

# Financial and strategic investors continue to show interest in growth stage marketplaces companies

Announce date	Issuer	Lead investor	Issuer description	Value (\$m)
Oct-19	 Udaan	 Lightspeed	B2B online marketplace in India connecting small retailers with wholesalers and traders	585
Sep-19	LOOKIERO	 MMC VENTURES	E-commerce platform offering personal shopping services for women	19
Sep-19	 Postmates	 GPI CAPITAL	Logistics and on-demand delivery platform	225
Sep-19	 SIMPLE FEAST	 Balderton capital	Provides home delivery services for sustainable food dishes	33
Sep-19	 holidu	PRIMEVENTURES	Online comparison site for vacation rentals	44
Sep-19	 Avenir	 AVENIR GROWTH CAPITAL	Digitally native lingerie brand backed by Rihanna	50
Aug-19	THREDUP	 PARK WEST ASSET MANAGEMENT LLC	Online marketplace for fashion resale	100
Aug-19	meesho	 NASPERS	Online marketplace for resellers	125
Aug-19	carwow	DAIMLER	Comparison website operator to find and buy a new car	30
Aug-19	wish	 GENERAL ATLANTIC	Mobile-first marketplace for bargain shoppers looking for a deal	300
Aug-19	 TURO	 IAC	P2P car sharing marketplace	292
Jul-19	Thumbtack	 SEQUOIA	Online marketplace for local professionals	150
Jul-19	gousto	 PER WYN EVERGREEN FAMILY INVESTORS	Online meal-kit delivery service	38
Jul-19	SONDER	 VALOR EQUITY PARTNERS	Tech-driven hospitality company offering travel accommodation spaces around the world	225

# Selected marketplaces IPOs

## Listed in 2019 Q3

### prosus

- **Description (AEX:PRX):** Naspers' global internet interests covering online classifieds, payments, food delivery, online travel, and social media
- **Listing date:** September 11, 2019
- **Offering amount:** \$26bn
- **Offering price/share:** \$64.6
- **% change/IPO price:** 13.9%
- **LTM revenue:** N/A
- **LTM EV/revenue:** N/A
- **Selected metrics:**
  - Market cap: ~\$119bn+
  - Revenue % growth: N/A

### PELOTON

- **Description (NAS:PTON):** Provider of interactive and connected fitness products including the Peloton Bike and Peloton Tread
- **Listing date:** September 26, 2019
- **Offering amount:** \$1.2bn
- **Offering price/share:** \$29
- **% change/IPO price:** -22.9%
- **LTM revenue:** \$900m
- **LTM EV/revenue:** 7.6x
- **Selected metrics:**
  - Market cap: ~\$6.2bn+
  - Revenue % growth: 110.3%

## Selected listings in 2019 Q2

### Uber

- **Description (NYS:UBER):** Offers ride-hailing and food delivery services
- **Listing date:** May 9, 2019
- **Offering amount:** \$8.1bn
- **Offering price/share:** \$45
- **% change/IPO price:** -35.2%
- **LTM revenue:** \$12.183bn
- **LTM EV/revenue:** 3.6x
- **Selected metrics:**
  - Market cap: ~\$49.6bn
  - Revenue % growth: 42.1%

### REVOLVE

- **Description (NYS:RVLV):** Operates an online shopping portal offering clothes, accessories and jewelry
- **Listing date:** June 6, 2019
- **Offering amount:** \$212m
- **Offering price/share:** \$18
- **% change/IPO price:** 30.2%
- **LTM revenue:** \$553m
- **LTM EV/revenue:** 2.8x
- **Selected metrics:**
  - Market cap: ~\$1.6bn+
  - Revenue % growth: 23.8%

### chewy

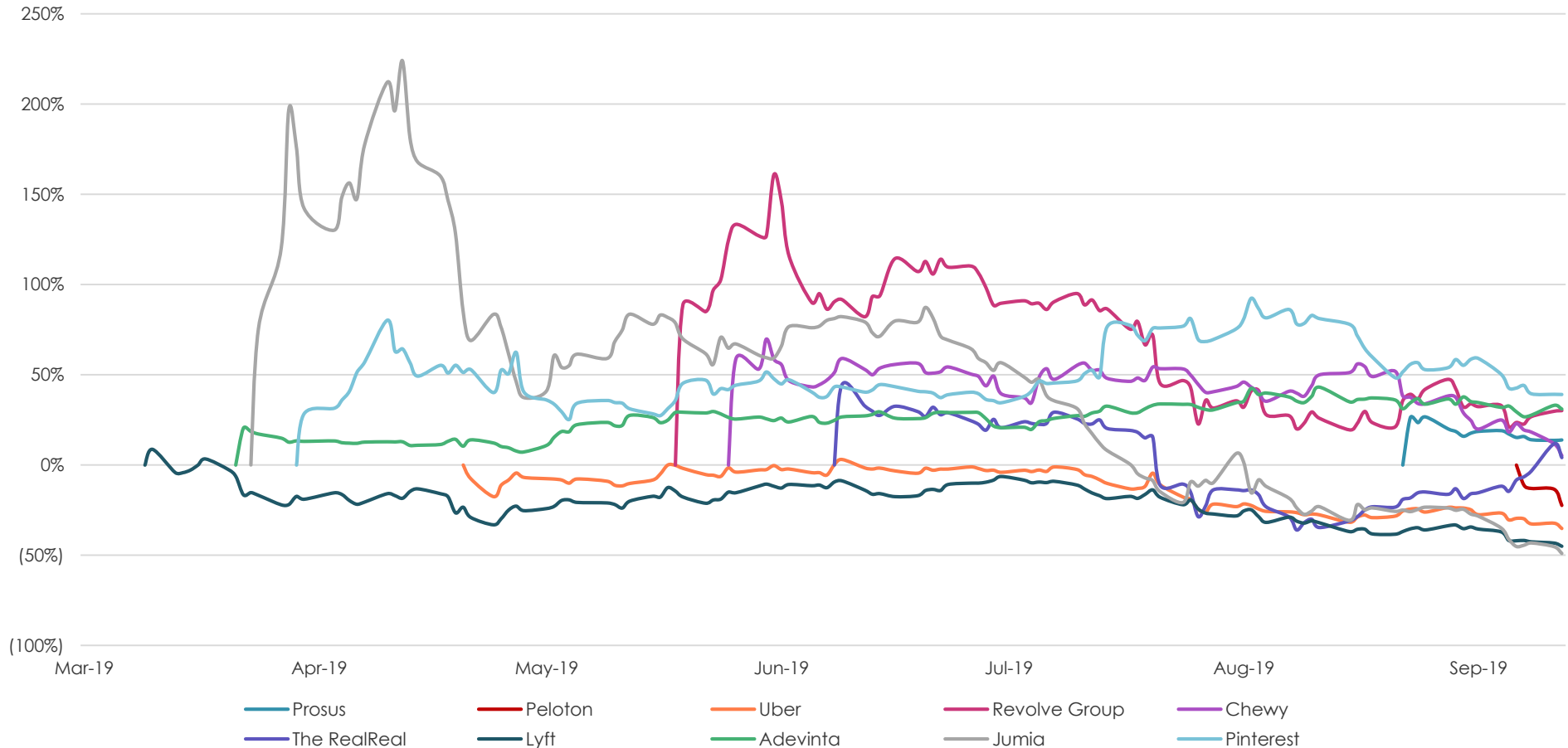
- **Description (NYS:CHWY):** Provides an online shopping platform for pet food, products, medications, and health products
- **Listing date:** June 14, 2019
- **Offering amount:** \$1bn
- **Offering price/share:** \$22
- **% change/IPO price:** 5.2%
- **LTM revenue:** \$4.226bn
- **LTM EV/revenue:** 2.2x
- **Selected metrics:**
  - Market cap: ~\$9.2bn+
  - Revenue % growth: 19.6%

### TheRealReal

- **Description (NAS:REAL):** Provides an online marketplace for authenticated, and consigned luxury goods
- **Listing date:** June 28, 2019
- **Offering amount:** \$300m
- **Offering price/share:** \$20
- **% change/IPO price:** 4.1%
- **LTM revenue:** \$254m
- **LTM EV/revenue:** 8.2x
- **Selected metrics:**
  - Market cap: ~\$1.8bn
  - 9.4 millions of sold items





# Poor performance highlights investors skepticism around IPOs valuations

Marketplaces stocks listed in 2019 <sup>(1)</sup>



# Anticipation is building ahead of 2020 IPOs

## Filings to look for in 2020

Company	Headquarters	Total funding	Verticals	Description
 <b>airbnb</b>	San Francisco	\$4.4bn	Hospitality	Online property rental marketplace designed to offer short-term travel stays
 <b>POSHMARK</b>	Redwood City	\$160m	Internet retail	Online social commerce marketplace intended to help users buy, sell and share their personal style
 <b>Postmates</b>	San Francisco	\$906m	Online delivery	On-demand delivery platform focused on fast deliveries from any type of merchant at scale
 <b>droom</b>	Gurugram	\$380m	Online marketplace	Online marketplace for automobiles. It also provides loans and insurance services

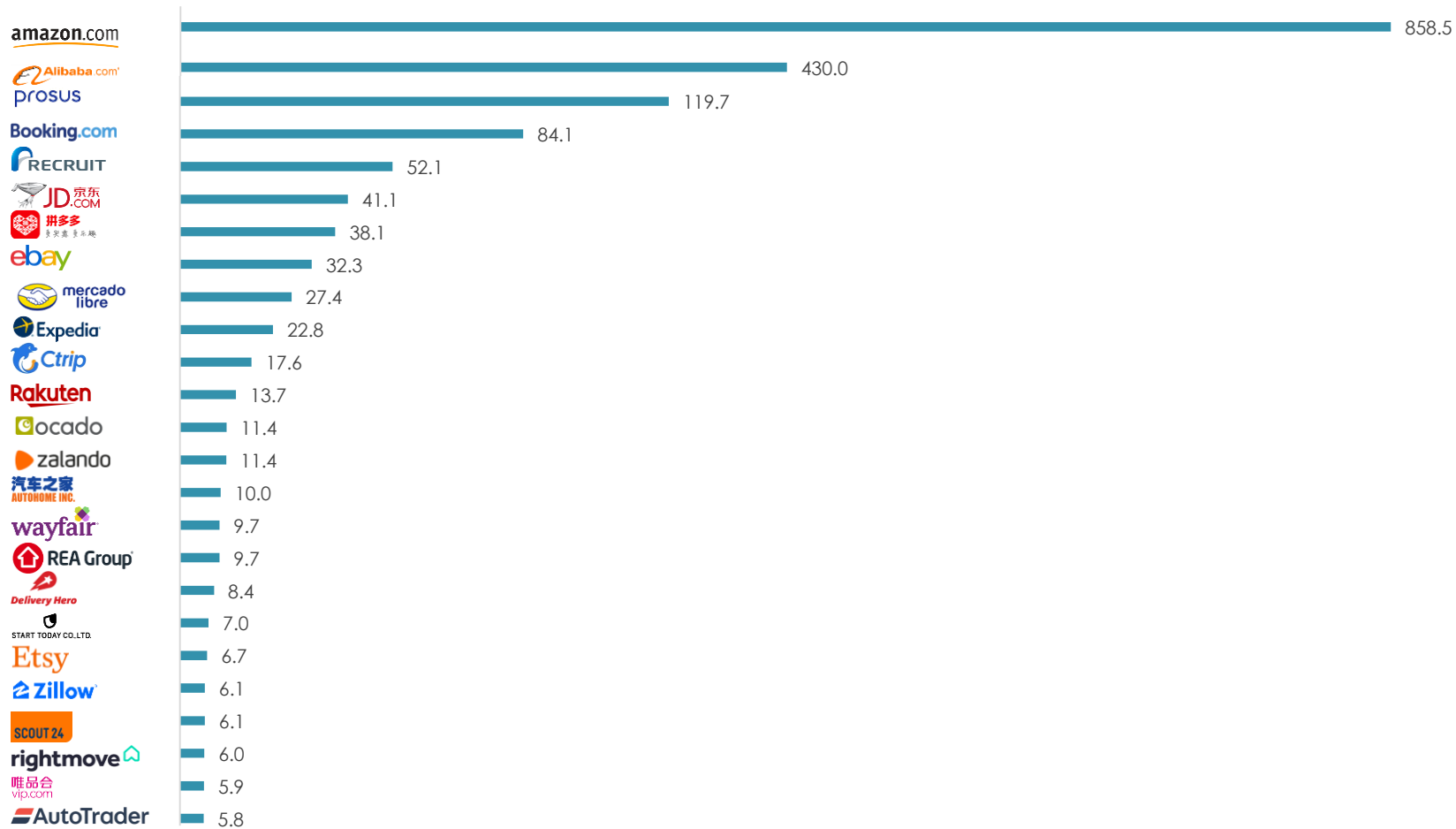
Section 3

# Public company analyses



# Amazon continues to dominate the marketplaces universe

## Market cap values in \$bn



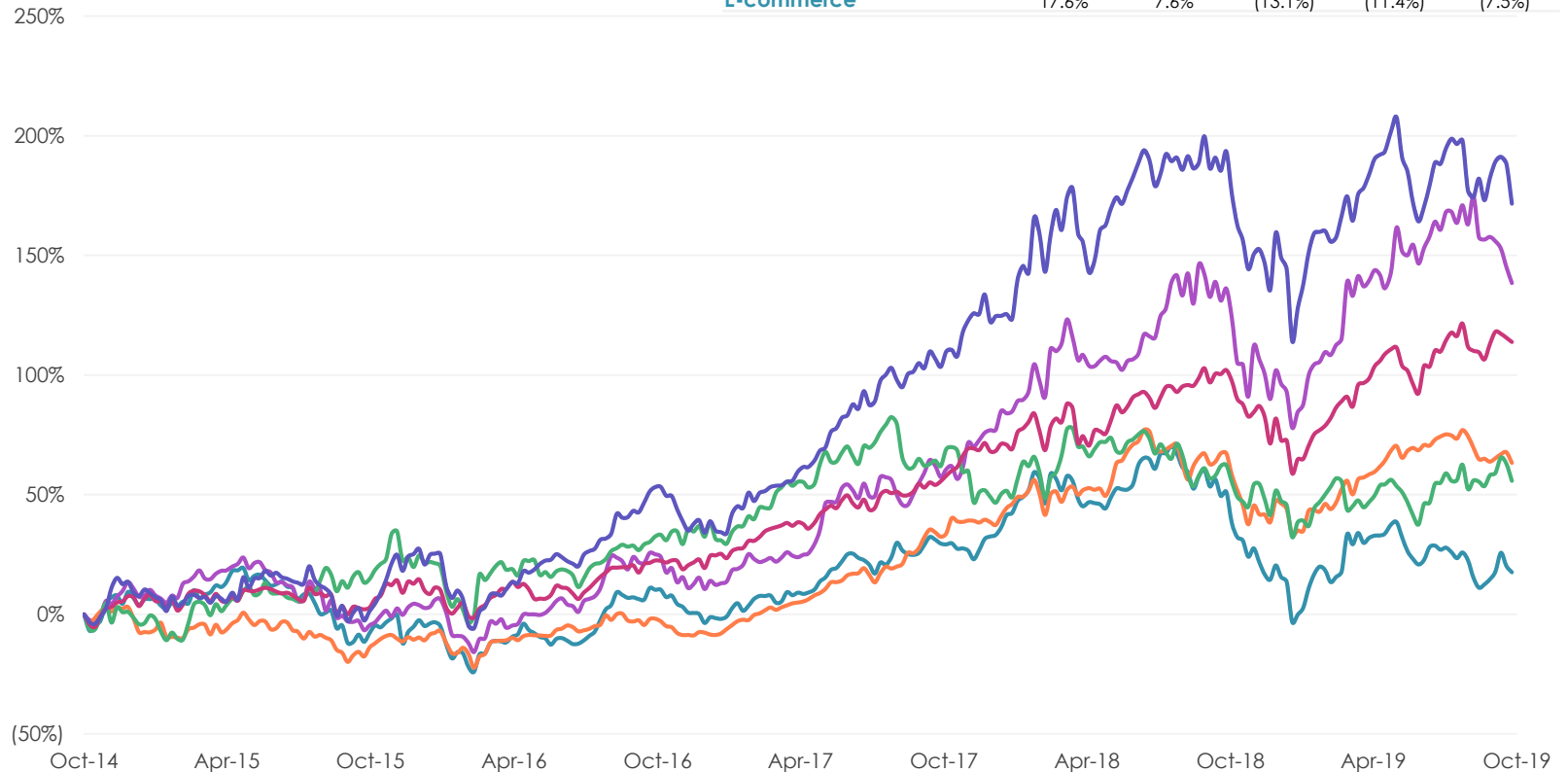
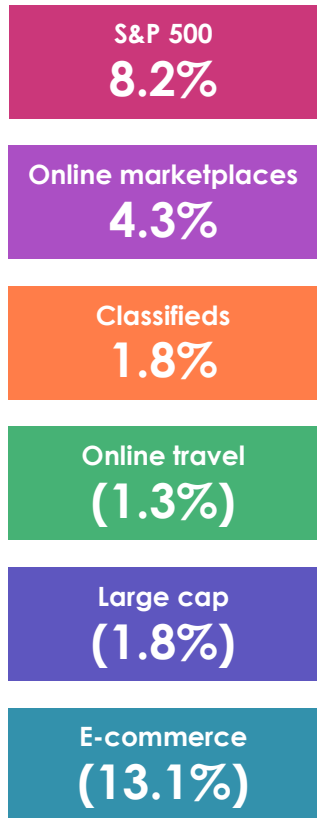
Source: Capital IQ as of 1 October 2019

# Marketplaces indexes are trailing S&P 500 technology sector

## Share price performance L5Y



















Share price performance	L5Y	L3Y	LTM	L6M	L3M
S&P 500 Technology Sector	113.8%	74.7%	8.2%	5.0%	(0.3%)
Online marketplaces	138.5%	90.3%	4.3%	(2.9%)	(11.4%)
Classifieds	63.3%	65.6%	1.8%	1.5%	(7.6%)
Online travel	55.8%	11.4%	(1.3%)	(0.8%)	(4.5%)
Large cap <sup>(1)</sup>	171.6%	77.3%	(1.8%)	(6.5%)	(7.9%)
E-commerce	17.6%	7.6%	(13.1%)	(11.4%)	(7.5%)

LTM performance



Source: Capital IQ as of 1 October 2019  
 Notes: GP Bullhound Marketplaces index constituents are aligned with trading comps found in Appendix  
 (1) Prosus is excluded as it was listed on 11 September 2019

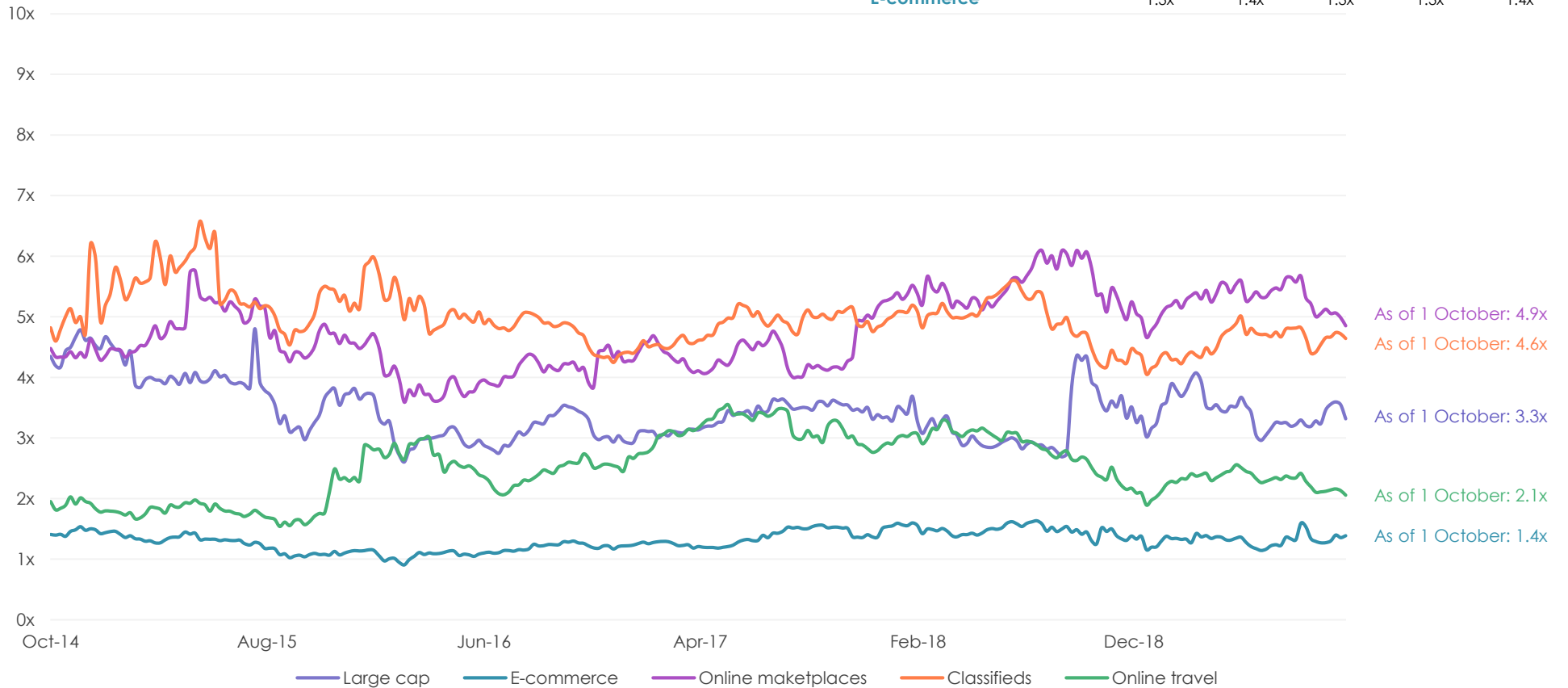
# Indicative trading valuation benchmarks

Verticals	Selected companies	CY19-21 rev growth <sup>(1)</sup>	LTM gross margin <sup>(1)</sup>	EV / CY19 revenue <sup>(1)</sup>
E-commerce	     	14%	45%	1.6x
Online travel	  	11%	79%	2.2x
Classifieds	  	16%	67%	7.3x
Online marketplaces	  	20%	59%	5.8x
Large cap	  	22%	44%	4.1x

# Marketplaces companies continue to trade in line with 5-year mean

## EV/NTM revenue trends L5Y

EV/NTM revenue average	L5Y	L3Y	LTM	L6M	L3M
Online marketplaces	4.8x	5.0x	5.3x	5.3x	5.3x
Classifieds	5.0x	4.8x	4.5x	4.7x	4.7x
Large cap <sup>(1)</sup>	3.4x	3.3x	3.5x	3.3x	3.3x
Online travel	2.5x	2.8x	2.3x	2.3x	2.2x
E-commerce	1.3x	1.4x	1.3x	1.3x	1.4x



Section 4

# Marketplaces CEO commentary

# Marketplaces company CEO profile



### Investors



London, UK



Impact Ventures UK



Farmdrop is a sustainable online supermarket, sourcing directly from hundreds of independent producers and ethical farmers. Its mission is to create a better food system by combining the quality of a farmers' market with the convenience and variety of a supermarket. The company has built its own supply chain, deploying new technology in the field, warehouse and delivery stages to lower transport costs and increase freshness



Eleanor Herrin

CEO

*"Customers' expectations for brands to operate sustainably are growing. Environmental concerns about intensive agriculture and the priority to eat healthily are having a big impact on what people buy. At the same time, the massive growth in online grocery is creating new opportunities for challengers like Farmdrop who offer all the benefits of high-quality, healthy food but with the convenience of home delivery"*



# Marketplaces company CEO profile



Eindhoven,  
the Netherlands

Investors



World Wide Lighting is an e-commerce platform that offers lighting solutions to companies and private customers. Their lighting products are designed by lighting market leaders such as Philips, Noxion and Osram, with a focus on sustainable, cost-effective and energy-efficient solutions



**Bram van der Linden**  
FOUNDER & CEO

*"As procurement managers are increasingly from the millennial generation, we see huge potential to attract (traditionally offline) buyers to our B2B offering. We are focused on lighting solutions which require specialized knowledge and services; for instance on order workflows, project lighting and energy saving. Our data collection capabilities have allowed us to also develop private label products which have strong value-for-money."*



Section 5

## **Key marketplaces metrics**



# Common marketplaces headline financial KPIs

Tracking metric	Calculation	Description
<b>GMV / (Take rate %)</b>	<ul style="list-style-type: none"> <li>GMV = Total value of transactions</li> <li>Take rate (%) = % * GMV</li> </ul>	<ul style="list-style-type: none"> <li>GMV (Gross Merchandise Value) is the total value of merchandise sold through a marketplace</li> <li>Take rate is the commission that the company collects on sales</li> </ul>
<b>Net revenue / (growth %)</b>	<ul style="list-style-type: none"> <li>Net revenue = Total revenue less sales tax, returns and cancellations</li> </ul>	<ul style="list-style-type: none"> <li>Include growth metrics:               <ul style="list-style-type: none"> <li>– YoY / MoM</li> <li>– CAGR</li> <li>– Organic vs. acquisition</li> </ul> </li> </ul>
<b>Annual Run Rate Revenue (ARRR)</b>	<ul style="list-style-type: none"> <li>Annual Run Rate Revenue (ARRR)</li> <li>Calculation:               <ul style="list-style-type: none"> <li>– ARRR = revenue in period / # of days in period x 365</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Indicator of financial performance which takes a company's current revenue in a certain period and converts to an annual figure to get the full-year equivalent</li> <li>Implied assumption that present financial environment will not change significantly and sensitive to seasonal fluctuations in revenue</li> </ul>
<b>Gross profit / (margin %)</b> <i>Contribution margin I (CM I)</i>	<ul style="list-style-type: none"> <li>Net revenue = less COGS, discounts/promotions</li> </ul>	<ul style="list-style-type: none"> <li>True calculation of gross profit includes any discounts</li> </ul>
<b>Contribution margin II / (CMII margin %)</b>	<ul style="list-style-type: none"> <li>CMII = CMI less logistics &amp; packing, service costs &amp; payment fees</li> </ul>	<ul style="list-style-type: none"> <li>Business' profitability following customer/order servicing</li> </ul>
<b>Contribution margin III / (CMIII margin %)</b>	<ul style="list-style-type: none"> <li>CMIII = CMII less sales and marketing costs</li> </ul>	<ul style="list-style-type: none"> <li>Is the business profitable following customer acquisition and marketing efforts</li> </ul>
<b>EBITDA (EBITDA margin %)</b>	<ul style="list-style-type: none"> <li>EBITDA = CMIII less HR overhead, HQ costs &amp; other general &amp; administrative costs</li> </ul>	<ul style="list-style-type: none"> <li>Underlying profitability of the business after all overheads and HQ costs</li> <li>If currently not profitable, does EBITDA margin progression give an indication of when the business could reach breakeven</li> </ul>

# Common marketplaces headline financial KPIs

Tracking metric	KPI	Description
<b>Traffic statistics</b>	<ul style="list-style-type: none"> <li>Visits (gross &amp; unique)</li> <li>Sign-ups</li> <li>Organic vs. Paid traffic</li> <li>Application (mobile/tablet) vs. Desktop</li> <li>Conversion rates by channel</li> </ul>	<ul style="list-style-type: none"> <li>Track overall visits funnel and conversion of traffic into leads, transactions and revenue</li> </ul>
<b>Order statistics</b>	<ul style="list-style-type: none"> <li>Orders / customer</li> <li>Product split (%) – e.g. private label vs. 3<sup>rd</sup> party</li> <li>Return rate (%)</li> <li>Average order value (AOV)</li> </ul>	<ul style="list-style-type: none"> <li>Further analyse traffic funnel and understand conversion into revenue</li> <li>Order metrics can help analyse and shape product strategy/segmentation</li> </ul>
<b>New vs. Repeat stats</b>	<ul style="list-style-type: none"> <li>New vs. Repeat customers / order / revenue</li> <li>New marketing spend</li> <li>Repeat marketing spend</li> </ul>	<ul style="list-style-type: none"> <li>Customers can be analysed by cohort e.g. by first purchase</li> <li>Run cohorts to look at customer retention over time to spot trends and ROI on sales and marketing initiatives</li> </ul>
<b>Customer acquisition cost (CAC)</b>	<ul style="list-style-type: none"> <li><math>CAC = \text{Sales \&amp; marketing spend} / \text{number of new customers}</math></li> </ul>	<ul style="list-style-type: none"> <li>Cost of acquiring one customer/user</li> <li>All S&amp;M expenses for new customers. Sometimes excludes personnel management S&amp;M costs</li> <li>CAC strategy can typically vary on a seasonal basis as S&amp;M efforts, e.g. ramp-up or slowdown</li> </ul>
<b>Customer lifetime value (CLV)</b>	<ul style="list-style-type: none"> <li><math>CLV = \text{Gross margin (\%)} \times \text{retention (\%)} \times \text{AOV}</math></li> </ul>	<ul style="list-style-type: none"> <li>Value a customer contributes to a business over their lifetime</li> <li>Projected on a cohort basis e.g. 1-year, 2-year, 5-year etc.</li> </ul>
<b>CLV:CAC ratio</b>	<ul style="list-style-type: none"> <li><math>CLV:CAC = CLV / CAC</math></li> </ul>	<ul style="list-style-type: none"> <li>How much value is a business making from customers in relation to how much it cost me to acquire them</li> <li>Good benchmark is 3:1. 1:1 or below suggests a business loses money as it scales. If the ratio is too high (e.g. 5:1 or higher) this business could be under investing</li> </ul>

Section 6

## **Appendix A: Public comparables by category**

# Public comparables – E-commerce

Company HQ	% of 52 week high	Market cap	EV	EV / Revenues			EV / EBITDA			Gross margin (%)		EBITDA margin			2019-2021 CAGR		
		(USD)	(USD)	CY2019	CY2020	CY2021	CY2019	CY2020	CY2021	CY2018	LTM	CY2019	CY2020	CY2021	Revenue	EBITDA	
<b>E-commerce</b>																	
<b>Online fashion</b>																	
Zalando	Germany	87%	11,364	10,824	1.5x	1.3x	1.1x	23.9x	19.8x	16.3x	42%	43%	6%	6%	7%	18%	21%
Start Today	Japan	68%	7,047	7,076	6.1x	5.0x	4.4x	22.4x	17.8x	15.3x	90%	88%	27%	28%	29%	17%	21%
VIP Shop	China	90%	5,942	5,213	0.4x	0.4x	0.4x	6.9x	5.9x	5.5x	20%	21%	6%	7%	7%	5%	12%
boohoo.com	United Kingdom	93%	3,826	3,622	2.8x	2.0x	1.6x	26.5x	20.1x	16.2x	54%	54%	11%	10%	10%	33%	28%
Farfetch	United Kingdom	28%	2,627	2,063	2.2x	1.5x	1.3x	n.m.	n.m.	n.m.	50%	46%	(16%)	(7%)	(3%)	33%	n.m.
ASOS	United Kingdom	40%	2,552	2,598	0.7x	0.7x	0.5x	17.6x	11.6x	n.a.	51%	49%	4%	6%	n.a.	17%	n.a.
Stitch Fix	United States	53%	2,024	1,710	1.0x	0.8x	0.7x	38.9x	34.2x	11.4x	44%	45%	3%	2%	6%	19%	85%
The RealReal	United States	69%	1,776	2,083	6.8x	5.1x	4.0x	n.m.	n.m.	n.m.	66%	65%	(24%)	(16%)	(8%)	31%	n.m.
Revolve	United States	48%	1,614	1,569	2.6x	2.1x	1.7x	28.9x	19.4x	13.5x	53%	54%	9%	11%	13%	22%	47%
Global Fashion Group	Luxembourg	48%	452	479	0.3x	0.3x	0.2x	n.m.	n.m.	n.m.	39%	39%	(5%)	(2%)	(0%)	17%	n.m.
<b>Vertical E-commerce</b>																	
Ocado	United Kingdom	93%	11,434	11,413	5.0x	4.4x	3.8x	n.m.	n.m.	74.3x	34%	35%	1%	4%	5%	14%	117%
Wayfair	United States	61%	9,746	10,548	1.1x	0.9x	0.7x	n.m.	n.m.	n.m.	23%	24%	(4%)	(2%)	(1%)	27%	n.m.
HelloFresh	Germany	99%	2,528	2,448	1.3x	1.1x	0.9x	n.m.	28.0x	12.5x	63%	64%	(0%)	4%	7%	18%	n.m.
Stamps	United States	32%	1,242	1,226	2.3x	2.3x	n.a.	8.9x	11.0x	n.a.	78%	75%	25%	21%	n.a.	n.a.	n.a.
Zooplus	Germany	72%	860	887	0.5x	0.4x	0.4x	41.1x	26.1x	23.7x	25%	26%	1%	2%	2%	14%	32%
1-800-FLOWERS.COM	United States	66%	930	854	0.7x	0.6x	n.a.	9.7x	8.6x	n.a.	42%	42%	7%	7%	n.a.	n.a.	n.a.
AO World	United Kingdom	46%	399	409	0.3x	0.3x	0.3x	61.7x	22.7x	10.7x	17%	17%	1%	1%	2%	11%	141%
Blue Apron	United States	34%	110	169	0.4x	0.3x	0.3x	n.m.	12.4x	5.3x	35%	39%	(1%)	3%	6%	5%	n.m.
SRP Groupe	France	20%	61	83	0.1x	0.1x	0.1x	n.m.	12.4x	6.2x	36%	34%	(3%)	1%	2%	3%	n.m.
MySale Group	Australia	5%	28	26	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	26%	26%	n.a.	n.a.	n.a.	n.a.	n.a.
<b>E-Commerce - Others</b>																	
B2W	Brazil	96%	5,356	6,047	3.5x	3.1x	2.8x	41.2x	28.3x	21.3x	26%	28%	9%	11%	13%	12%	39%
Cimpress	Ireland	95%	3,697	4,900	1.7x	1.7x	1.6x	10.6x	11.0x	10.1x	50%	49%	16%	15%	16%	5%	2%
Yelp	United States	72%	2,476	2,318	2.3x	2.0x	1.8x	10.4x	8.5x	7.1x	94%	94%	22%	24%	26%	12%	21%
Groupon	United States	66%	1,493	1,279	0.5x	0.5x	0.5x	4.9x	4.5x	4.2x	50%	52%	11%	12%	12%	2%	9%
Shutterstock	United States	66%	1,269	1,066	1.6x	1.5x	1.4x	10.5x	10.0x	8.9x	57%	57%	15%	15%	16%	7%	9%
CEWE	Germany	86%	629	750	1.0x	0.9x	0.9x	6.5x	6.3x	6.1x	73%	73%	15%	15%	15%	3%	3%
Quotient Technology	United States	51%	709	626	1.5x	1.3x	1.1x	14.1x	10.7x	8.4x	47%	42%	10%	12%	13%	14%	30%
Overstock.com	United States	32%	339	343	0.2x	0.2x	0.2x	n.m.	n.m.	18.2x	19%	19%	(4%)	(0%)	1%	3%	n.m.
Qliro Group	Sweden	73%	146	173	0.6x	0.6x	0.5x	10.6x	6.3x	5.1x	17%	20%	5%	9%	11%	2%	45%
Dellicom	Germany	32%	41	136	0.2x	0.2x	0.2x	43.5x	8.3x	6.0x	22%	22%	0%	2%	3%	5%	169%
<b>Mean</b>		<b>60%</b>	<b>2,458</b>	<b>2,466</b>	<b>1.6x</b>	<b>1.3x</b>	<b>1.1x</b>	<b>22.0x</b>	<b>15.0x</b>	<b>11.0x</b>	<b>45%</b>	<b>45%</b>	<b>5%</b>	<b>7%</b>	<b>8%</b>	<b>14%</b>	<b>42%</b>
<b>Median</b>		<b>66%</b>	<b>1,493</b>	<b>1,279</b>	<b>1.1x</b>	<b>0.9x</b>	<b>0.8x</b>	<b>15.9x</b>	<b>11.6x</b>	<b>10.1x</b>	<b>44%</b>	<b>43%</b>	<b>6%</b>	<b>7%</b>	<b>7%</b>	<b>13%</b>	<b>28%</b>

# Public comparables – Online travel

Company HQ	% of 52 week high	Market cap	EV	EV / Revenues			EV / EBITDA			Gross margin (%)		EBITDA margin			2019-2021 CAGR		
		(USD)	(USD)	CY2019	CY2020	CY2021	CY2019	CY2020	CY2021	CY2018	LTM	CY2019	CY2020	CY2021	Revenue	EBITDA	
<b>Online travel</b>																	
Booking.com	United States	95%	84,090	86,591	5.7x	5.2x	4.8x	14.6x	13.4x	12.2x	n.a.	99%	39%	39%	39%	9%	10%
Expedia	United States	93%	22,801	23,797	2.0x	1.8x	1.6x	10.5x	9.5x	8.4x	82%	83%	19%	19%	19%	10%	12%
Ctrip.com	China	64%	17,558	18,556	3.7x	3.1x	2.7x	17.8x	14.2x	10.7x	80%	79%	21%	22%	25%	17%	29%
MakeMyTrip	India	70%	2,315	2,079	2.8x	2.2x	1.8x	n.m.	n.m.	30.8x	45%	43%	(13%)	0%	6%	25%	n.m.
Trivago	Germany	52%	1,386	1,260	1.3x	1.2x	1.1x	14.6x	12.2x	9.6x	99%	99%	9%	10%	12%	7%	23%
Webjet	Australia	61%	956	961	3.5x	3.1x	2.8x	9.5x	8.2x	7.2x	41%	70%	37%	37%	39%	12%	15%
Despegar.com	Argentina	59%	760	469	0.9x	0.8x	0.6x	16.5x	7.5x	5.4x	68%	66%	6%	10%	12%	19%	75%
On The Beach	United Kingdom	73%	609	611	3.1x	2.9x	2.7x	11.7x	9.9x	8.9x	83%	78%	27%	29%	30%	7%	14%
Edreams Odigeo	Luxembourg	99%	510	839	1.4x	1.3x	1.2x	5.9x	5.4x	5.2x	86%	85%	23%	24%	24%	5%	6%
Lastminute.Com	Netherlands	99%	425	343	0.9x	0.9x	0.8x	5.0x	4.6x	4.5x	77%	79%	19%	19%	19%	5%	6%
Holidaycheck	Germany	68%	141	120	0.8x	0.7x	0.6x	22.5x	6.9x	5.9x	73%	72%	3%	10%	11%	9%	95%
Hostelworld	Ireland	45%	133	110	1.2x	1.2x	1.1x	4.8x	4.7x	4.4x	n.a.	n.a.	26%	26%	26%	4%	5%
Travelzoo	United States	44%	118	120	1.1x	1.0x	n.a.	9.3x	8.1x	n.a.	89%	90%	11%	13%	n.a.	n.a.	n.a.
<b>Mean</b>		<b>71%</b>	<b>10,139</b>	<b>10,451</b>	<b>2.2x</b>	<b>2.0x</b>	<b>1.8x</b>	<b>11.9x</b>	<b>8.7x</b>	<b>9.4x</b>	<b>75%</b>	<b>79%</b>	<b>17%</b>	<b>20%</b>	<b>22%</b>	<b>11%</b>	<b>26%</b>
<b>Median</b>		<b>68%</b>	<b>760</b>	<b>839</b>	<b>1.4x</b>	<b>1.3x</b>	<b>1.4x</b>	<b>11.1x</b>	<b>8.1x</b>	<b>7.8x</b>	<b>80%</b>	<b>79%</b>	<b>19%</b>	<b>19%</b>	<b>22%</b>	<b>9%</b>	<b>14%</b>

# Public comparables – Classifieds

Company HQ	% of 52 week high	Market cap	EV	EV / Revenues			EV / EBITDA			Gross margin (%)		EBITDA margin			2019-2021 CAGR		
		(USD)	(USD)	CY2019	CY2020	CY2021	CY2019	CY2020	CY2021	CY2018	LTM	CY2019	CY2020	CY2021	Revenue	EBITDA	
<b>Classifieds</b>																	
<b>Property cars, general</b>																	
Autohome	China	72%	9,988	8,425	6.9x	6.0x	5.1x	17.0x	14.0x	12.0x	92%	91%	41%	43%	43%	16%	19%
REA Group	Australia	100%	9,709	9,825	15.6x	14.2x	12.9x	28.6x	22.1x	20.6x	73%	73%	55%	64%	63%	10%	18%
Adevinta	Norway	91%	7,766	7,943	10.5x	9.1x	8.0x	35.9x	28.4x	23.2x	66%	66%	29%	32%	34%	14%	24%
Zillow	United States	58%	6,134	6,082	2.4x	1.4x	0.9x	n.m.	n.m.	46.2x	88%	70%	(0%)	(0%)	2%	65%	n.m.
Scout24	Germany	97%	6,125	6,875	9.9x	8.9x	8.1x	19.1x	16.6x	14.8x	76%	76%	52%	54%	55%	11%	14%
Rightmove	United Kingdom	95%	6,018	5,967	16.0x	14.9x	13.9x	20.9x	19.5x	18.2x	n.a.	n.a.	77%	76%	76%	7%	7%
Auto Trader	United Kingdom	85%	5,832	6,225	13.0x	12.2x	11.5x	17.9x	16.6x	15.5x	n.a.	n.a.	73%	73%	74%	6%	7%
Info Edge	India	85%	3,546	3,282	18.5x	15.5x	12.9x	55.0x	44.5x	35.2x	n.a.	52%	34%	35%	37%	20%	25%
carsales.com	Australia	97%	2,594	2,864	9.6x	9.0x	8.4x	19.1x	18.0x	16.2x	79%	84%	50%	50%	52%	7%	8%
Redfin	United States	68%	1,471	1,402	1.9x	1.5x	1.1x	n.m.	n.m.	n.m.	25%	21%	(7%)	(4%)	(1%)	30%	n.m.
Bitauto	China	59%	1,052	4,610	2.9x	2.6x	2.4x	23.7x	18.4x	15.7x	60%	59%	12%	14%	16%	10%	23%
Purplebricks	United Kingdom	45%	413	336	2.0x	2.0x	1.9x	n.m.	19.0x	12.1x	58%	59%	(9%)	10%	15%	5%	n.m.
Fang	China	16%	187	604	2.1x	2.2x	n.a.	n.a.	n.a.	n.a.	81%	83%	n.a.	n.a.	n.a.	n.a.	n.a.
<b>Jobs</b>																	
Recruit Holdings	Japan	88%	52,108	52,063	2.3x	2.2x	2.0x	17.8x	15.7x	13.4x	49%	52%	13%	14%	15%	8%	15%
SEEK	Australia	98%	5,101	6,128	5.3x	4.6x	4.0x	19.0x	17.2x	14.7x	54%	51%	28%	27%	27%	15%	14%
51job	China	76%	4,872	3,502	5.7x	4.7x	4.0x	n.a.	n.a.	n.a.	72%	72%	n.a.	n.a.	n.a.	20%	n.a.
Freelancer	Australia	82%	247	226	5.7x	4.9x	4.2x	n.m.	n.m.	42.1x	85%	85%	4%	6%	10%	16%	94%
DHI Group	United States	82%	183	203	1.3x	1.3x	n.a.	5.8x	5.1x	n.a.	89%	89%	23%	25%	n.a.	n.a.	n.a.
JcbNext	Malaysia	88%	48	13	n.a.	n.a.	n.a.	n.a.	n.a.	n.a.	60%	63%	n.a.	n.a.	n.a.	n.a.	n.a.
Mean		78%	6,494	6,662	7.3x	6.5x	6.3x	23.3x	19.6x	21.4x	69%	67%	30%	32%	35%	16%	22%
Median		85%	4,872	4,610	5.7x	4.8x	4.7x	19.1x	18.0x	15.9x	73%	70%	29%	29%	34%	12%	16%

# Public comparables – Online marketplaces

Company HQ	% of 52 week high	Market cap (USD)	EV (USD)	EV / Revenues			EV / EBITDA			Gross margin (%)		EBITDA margin			2019-2021 CAGR		
				CY2019	CY2020	CY2021	CY2019	CY2020	CY2021	CY2018	LTM	CY2019	CY2020	CY2021	Revenue	EBITDA	
<b>Online marketplaces</b>																	
Mercado Libre	Argentina	79%	27,362	25,836	11.3x	8.3x	6.2x	n.m.	n.m.	58.0x	58%	56%	2%	6%	11%	35%	199%
Delivery Hero	Germany	86%	8,384	7,594	5.4x	3.5x	2.5x	n.m.	n.m.	53.6x	52%	39%	(31%)	(11%)	5%	47%	n.m.
Etsy	United States	75%	6,661	6,404	8.0x	6.4x	5.3x	34.1x	25.4x	19.2x	68%	68%	23%	25%	27%	23%	33%
JUST EAT <sup>(1)</sup>	United Kingdom	80%	5,529	5,620	4.2x	3.4x	2.9x	23.9x	18.8x	14.2x	72%	66%	18%	18%	20%	21%	30%
Kakaku.com	Japan	98%	5,175	4,959	9.1x	8.4x	8.0x	19.0x	17.4x	16.1x	92%	46%	48%	48%	49%	7%	9%
GrubHub	United States	41%	5,157	5,394	4.0x	3.1x	2.6x	22.3x	15.7x	12.2x	47%	41%	18%	20%	21%	24%	35%
Takeaway.com	Netherlands	82%	4,899	5,111	11.1x	8.3x	6.7x	n.m.	57.1x	30.1x	81%	77%	4%	14%	22%	29%	195%
CarGurus	United States	57%	3,467	3,379	5.8x	4.8x	4.0x	52.2x	36.9x	25.7x	95%	94%	11%	13%	16%	20%	42%
Moneysupermarket.com	United Kingdom	90%	2,489	2,505	5.0x	4.7x	4.4x	13.7x	12.9x	11.9x	71%	70%	36%	36%	37%	6%	7%
Gruppo MutuiOnline	Italy	83%	679	816	3.5x	3.3x	3.2x	13.0x	12.2x	11.6x	46%	45%	27%	27%	27%	5%	6%
TrueCar	United States	24%	357	227	0.7x	0.6x	0.6x	18.7x	12.0x	8.8x	91%	91%	3%	5%	7%	5%	46%
Redbubble	Australia	84%	256	236	1.1x	0.9x	0.8x	48.3x	22.7x	13.9x	17%	15%	2%	4%	6%	19%	87%
<b>Mean</b>		<b>73%</b>	<b>5,868</b>	<b>5,673</b>	<b>5.8x</b>	<b>4.6x</b>	<b>3.9x</b>	<b>27.3x</b>	<b>23.1x</b>	<b>22.9x</b>	<b>66%</b>	<b>59%</b>	<b>13%</b>	<b>17%</b>	<b>21%</b>	<b>20%</b>	<b>63%</b>
<b>Median</b>		<b>81%</b>	<b>5,028</b>	<b>5,035</b>	<b>5.2x</b>	<b>4.1x</b>	<b>3.6x</b>	<b>22.3x</b>	<b>18.1x</b>	<b>15.2x</b>	<b>70%</b>	<b>61%</b>	<b>14%</b>	<b>16%</b>	<b>21%</b>	<b>21%</b>	<b>35%</b>

# Public comparables – Large cap

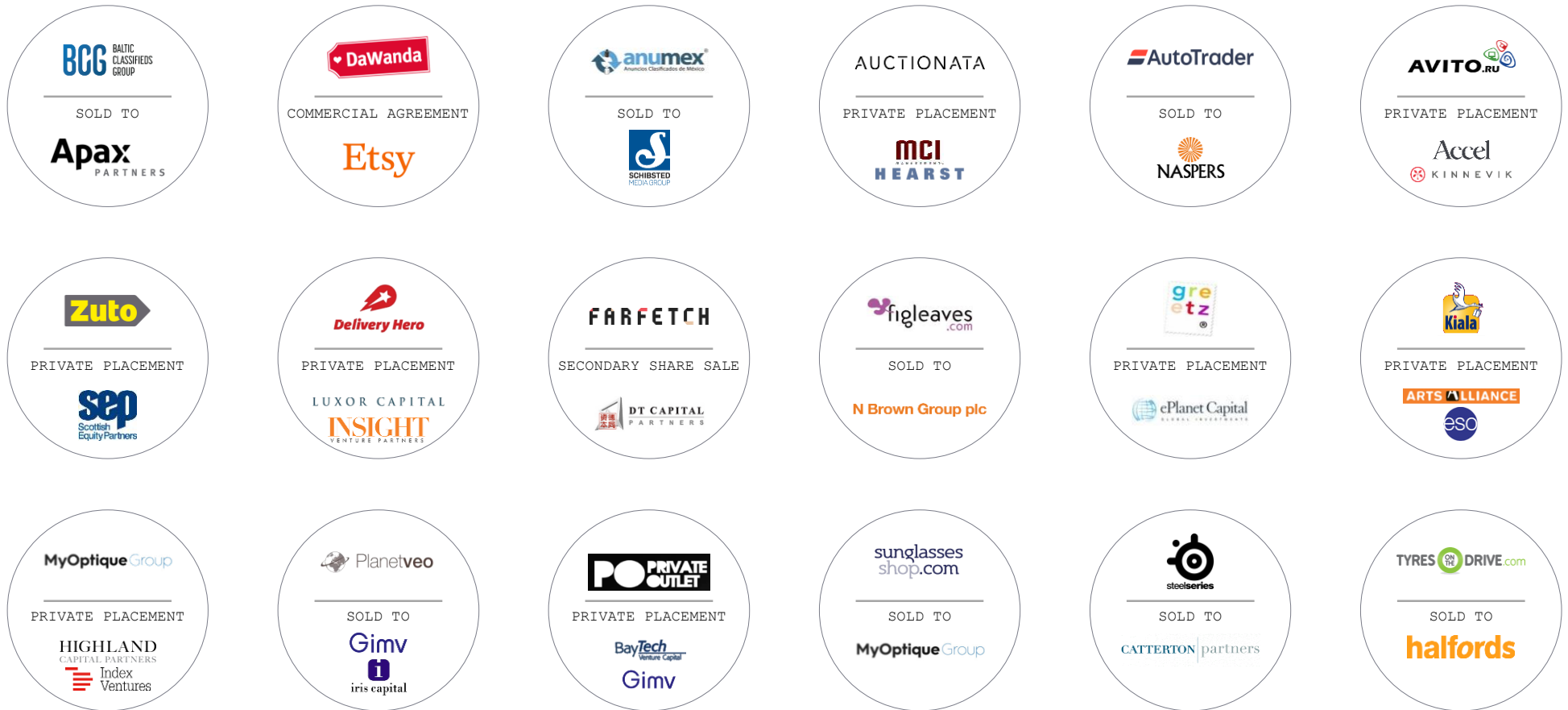
Company HQ	% of 52 week high	Market cap	EV	EV / Revenues			EV / EBITDA			Gross margin (%)		EBITDA margin			2019-2021 CAGR		
		(USD)	(USD)	CY2019	CY2020	CY2021	CY2019	CY2020	CY2021	CY2018	LTM	CY2019	CY2020	CY2021	Revenue	EBITDA	
<b>Large cap</b>																	
<b>Large cap</b>																	
Amazon	United States	85%	858,550	888,701	3.2x	2.7x	2.3x	21.4x	16.9x	13.7x	40%	41%	15%	16%	17%	18%	25%
Alibaba	China	84%	429,980	435,179	6.4x	4.9x	3.8x	20.1x	15.7x	12.5x	48%	46%	32%	32%	30%	30%	27%
Prosus <sup>(1)</sup>	The Netherlands	87%	119,795	114,530	6.1x	n.m	n.m	30.0x	n.a.	n.a.	n.a.	39%	20%	n.a.	n.a.	n.a.	n.a.
JD.com	China	87%	41,126	37,874	0.5x	0.4x	0.4x	22.7x	15.2x	11.8x	8%	9%	2%	3%	3%	16%	39%
Pinduoduo	China	89%	38,067	33,486	7.9x	4.8x	3.5x	n.m.	34.3x	14.9x	78%	78%	(12%)	14%	23%	51%	n.m.
eBay	United States	92%	32,326	37,847	3.5x	3.3x	3.1x	10.2x	9.6x	9.0x	78%	77%	34%	35%	34%	6%	6%
Rakuten	Japan	83%	13,736	16,094	1.4x	1.2x	1.1x	8.5x	12.0x	9.0x	15%	19%	17%	10%	12%	13%	(3%)
<b>Mean</b>		<b>87%</b>	<b>219,083</b>	<b>223,387</b>	<b>4.1x</b>	<b>2.9x</b>	<b>2.3x</b>	<b>18.8x</b>	<b>17.3x</b>	<b>11.8x</b>	<b>45%</b>	<b>44%</b>	<b>15%</b>	<b>18%</b>	<b>20%</b>	<b>22%</b>	<b>19%</b>
<b>Median</b>		<b>87%</b>	<b>41,126</b>	<b>37,874</b>	<b>3.5x</b>	<b>3.0x</b>	<b>2.7x</b>	<b>20.7x</b>	<b>15.4x</b>	<b>12.1x</b>	<b>44%</b>	<b>41%</b>	<b>17%</b>	<b>15%</b>	<b>20%</b>	<b>17%</b>	<b>25%</b>



Section 7

## **Appendix B: GP Bullhound credentials & team**

# GP Bullhound's recent marketplaces activity



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