

# Strategic Plan 2017-2019









# Vivadogs is the European leader subscription business for pets

We are the most efficient company among our peers

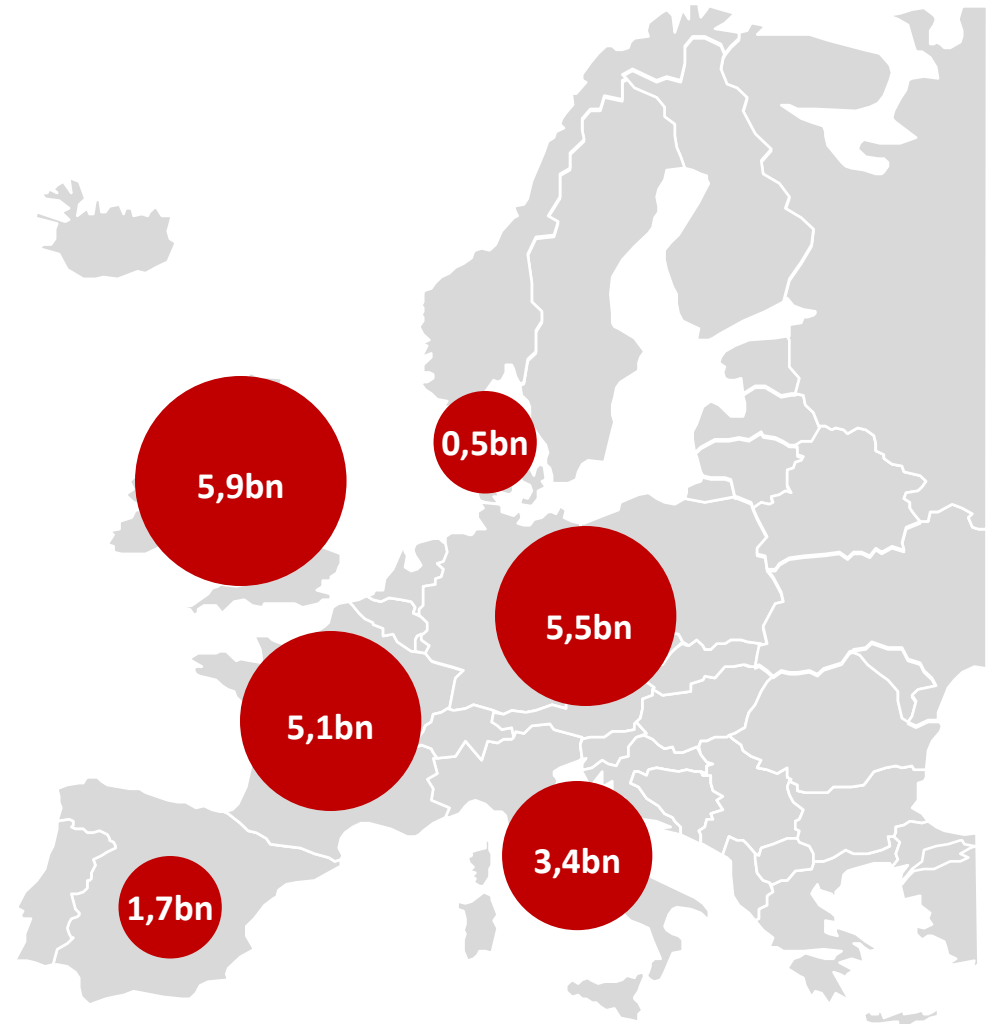
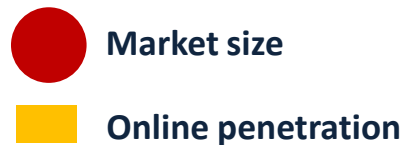
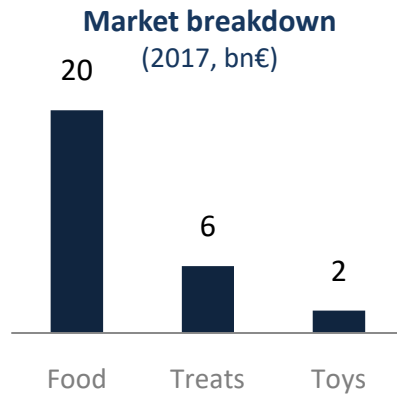
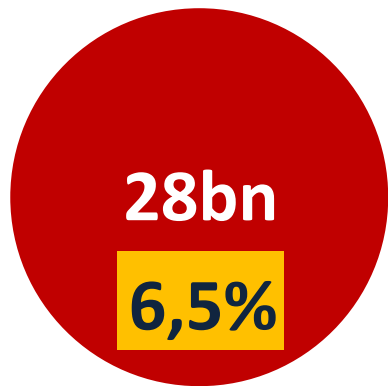
We sell monthly subscription boxes with 5-6 products for dogs and cats: food, toys, snacks, etc.

We customize boxes depending on the dog's size and allergies.



	Money raised	Subscribers	Money raised /subscribers	Leadership
	~500k€	~7k	~70€	
	>80M\$	~300k	~260\$	
	~2M€	~7k	~280€	

# Vivadogs solves a recurring need in a big market with a high expected growth



**Pets humanisation it's a global trend what will contribute to our growth.**

# Summary

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In 2013-2014 we focused on testing the Business Model. 2015 was our growth (sales x7) and geographical expansion period (UK and Germany). In 2016 we focused on improving our main KPIs and cashflow. 2017-2019 will be our geographical and product expansion period, with the main objective of attending positive cashflow on Sept. 2018.

All our countries generate positive cashflow (gross margin – marketing). In order to overcome OPEX we have decided to expand to more geographies and to launch a new product (Vivacats). Our main goal is to become a profitable company in September 2018.

In 2017-2019 we will launch our business in 7 new countries, and we will roll-out Vivacats to all of them.

- We are getting excellent KPIs in the test we made of Vivacats (UK, DE and ES) and also in the opening of small but high margin markets such as Switzerland.

We aim to attain a free cash flow >500k€/year in mid 2019. For attending this objective we need to raise 800k€ that will sum up to the cash generated by the countries (1,5M€) until the company generates positive FCF in Oct 2018.

- Raised funds will go to:
  - Client acquisition: geographical expansion for Vivadogs and growth for Vivacats
  - Opex: Opex will grow less than the cash generated by the countries
  - Working capital: it will increase due to the active subscribers growth and because our product supply needs a time window of 2 months

# We want to reach ambitious FCF targets while growing and consolidating market leadership

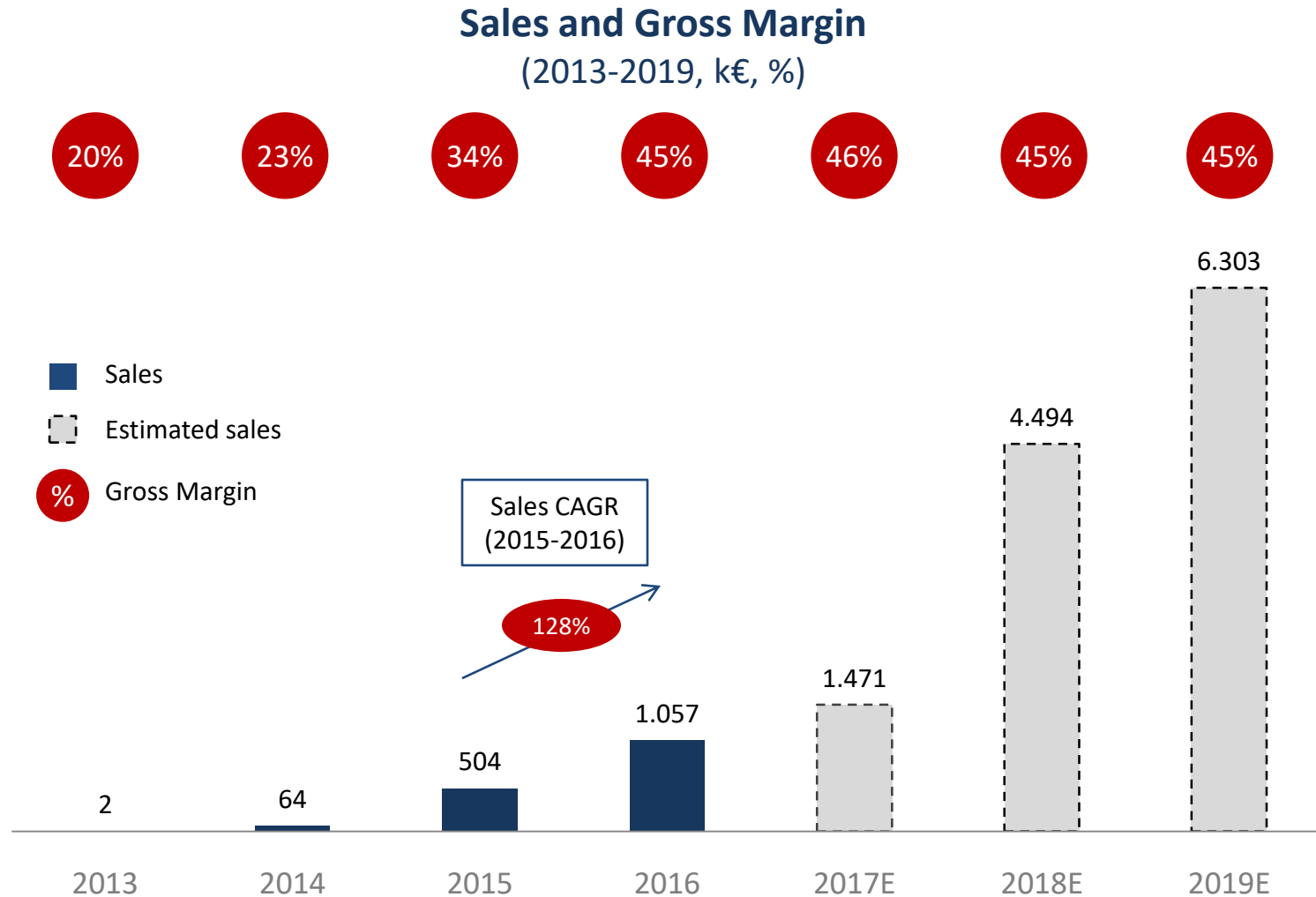
## Key development axis

	Where do we stand today	Where do we want to go
1 Growth	<ul style="list-style-type: none"> <li>• Successfully tested our Business Model in the UK, Germany, Spain and Switzerland</li> <li>• 1M€ in sales (2016). Expected 1,4M€ in 2017</li> </ul>	<ul style="list-style-type: none"> <li>• Launch Vivadogs and Vivacats in 7 new european countries</li> <li>• Reach &gt;6M€ in sales</li> </ul>
2 Profitability	<ul style="list-style-type: none"> <li>• Close to reach breakeven thanks to our comfortable ~45% gross margins</li> </ul>	<ul style="list-style-type: none"> <li>• Target for 2019: 506k€ FCF</li> </ul>
3 Competitive positioning	<ul style="list-style-type: none"> <li>• We are the 1st dog player in Europe</li> </ul>	<ul style="list-style-type: none"> <li>• Reach european leadership in the market of Dogs and Cats combined by 2018</li> </ul>
4 Exit	<ul style="list-style-type: none"> <li>• Barkbox, worldwide leader will soon expand to Europe</li> <li>• Woufbox, our French competitor, has recently been acquired by Group Lagardère</li> </ul>	

To successfully develop all the axis we need ~ €800k€

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# Comfortable gross margins of ~45% and solid growing sales since 2013

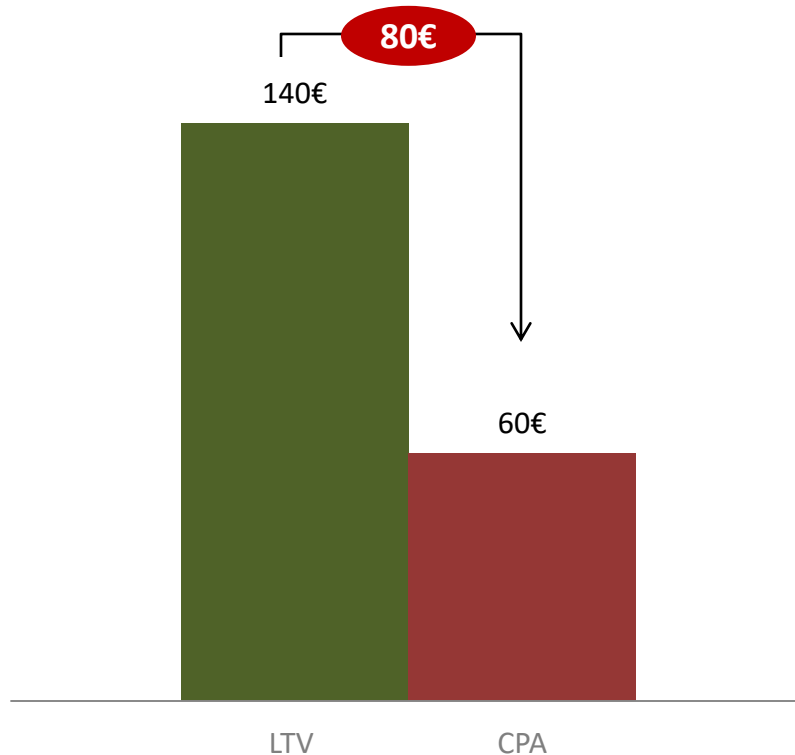


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# Expansion to Switzerland and the launch of Vivacats have been a success

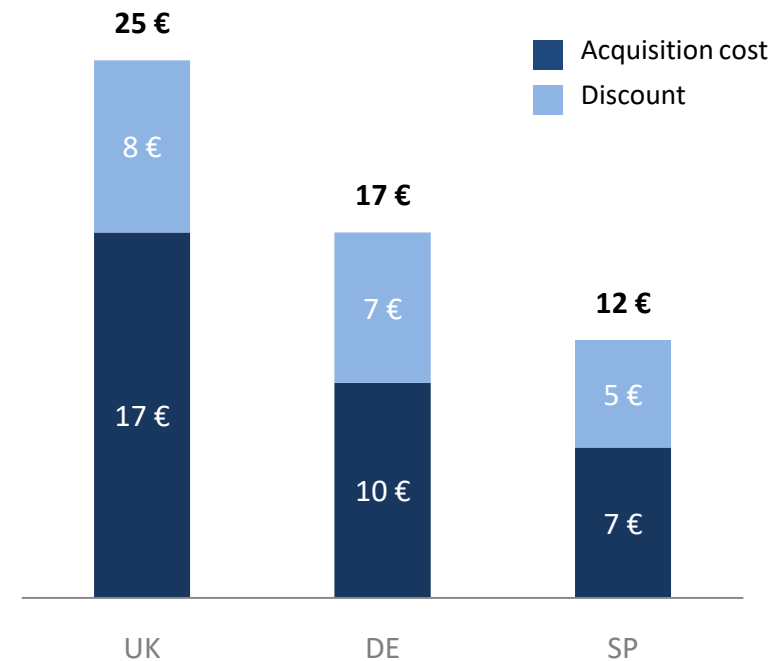
## Switzerland - Vivadogs

- In terms of margin, a Swiss client is worth 4 German clients: 80€ client yearly benefit vs. ~20€ in Germany











## UK/DE/SP - Vivacats

There still is a lot of room for improvement (like in Switzerland). We have acquired only 230 clients because of lack of stock.



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# Vivadogs will expand to the most profitable European markets in order to attain the FCF objective in 2019

Market size (dog pop.)	GDP/capita			
	>20k€	>30k€	>40k€	>50k€
<1M				
1-3M				
3-6M	 ✓			
>6M			 ✓ ✓	



Current markets

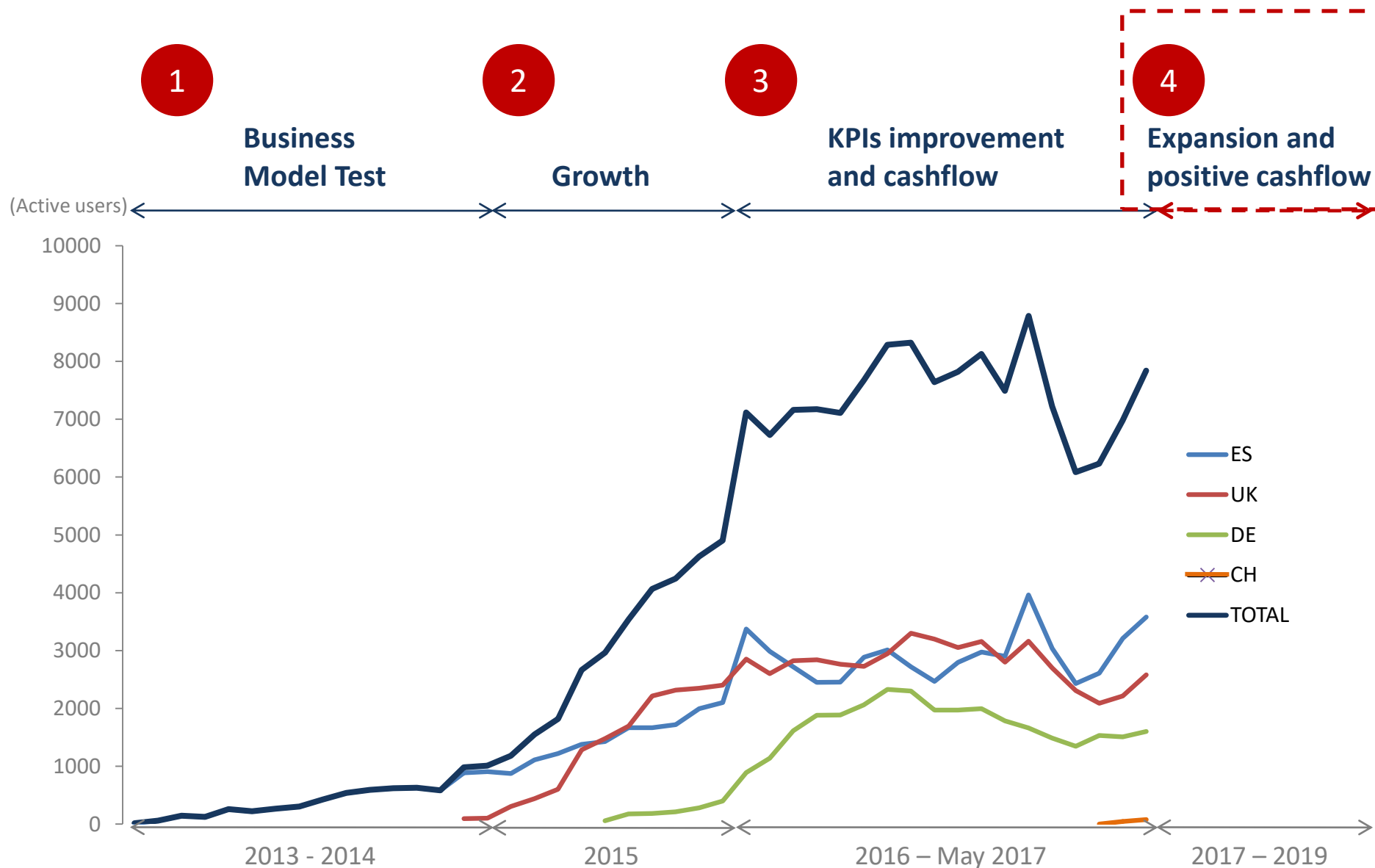


New markets



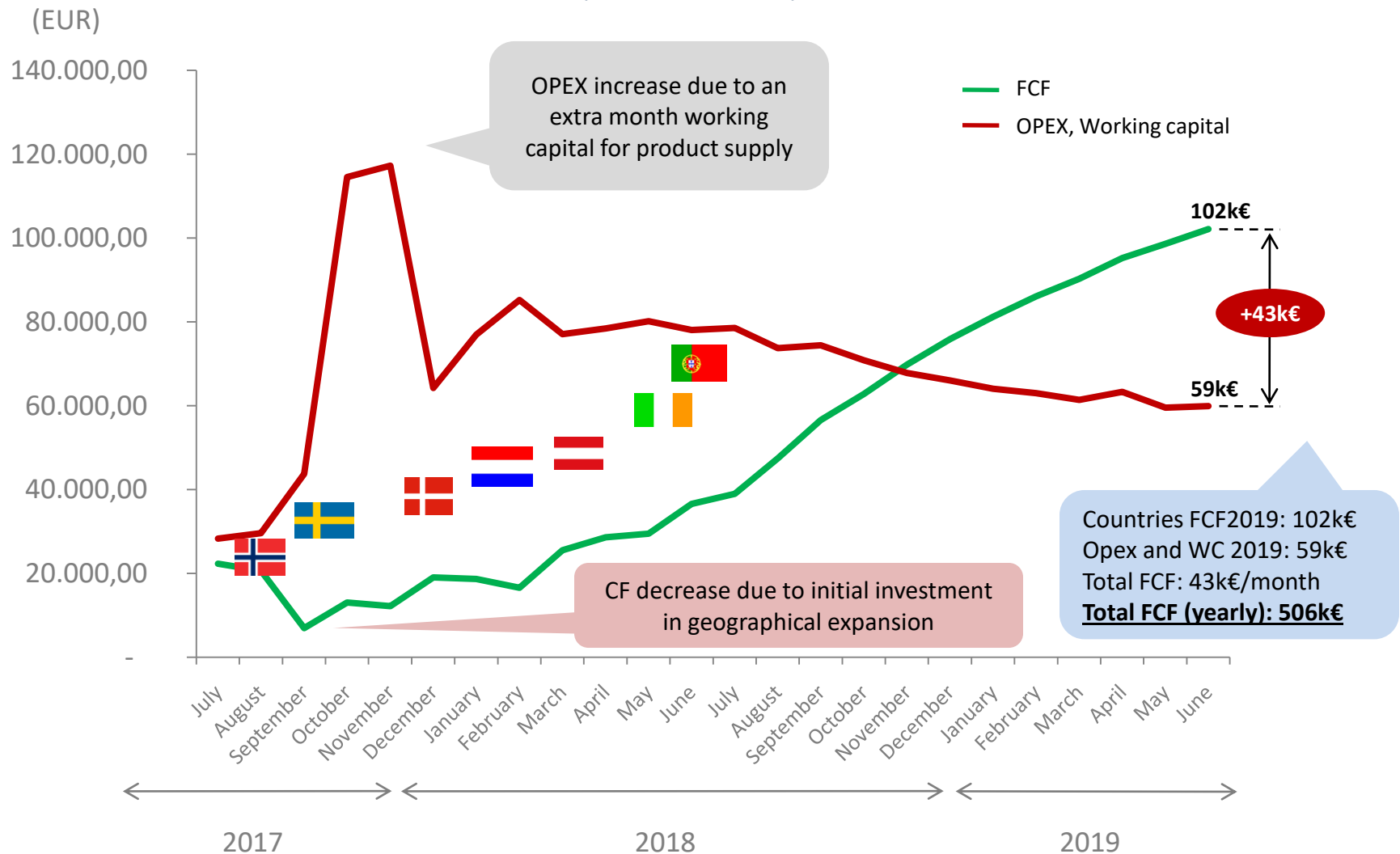
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The main goal for 2017-2019 is to attain a new growth period that will allow us to generate a free cash flow >500k€/year



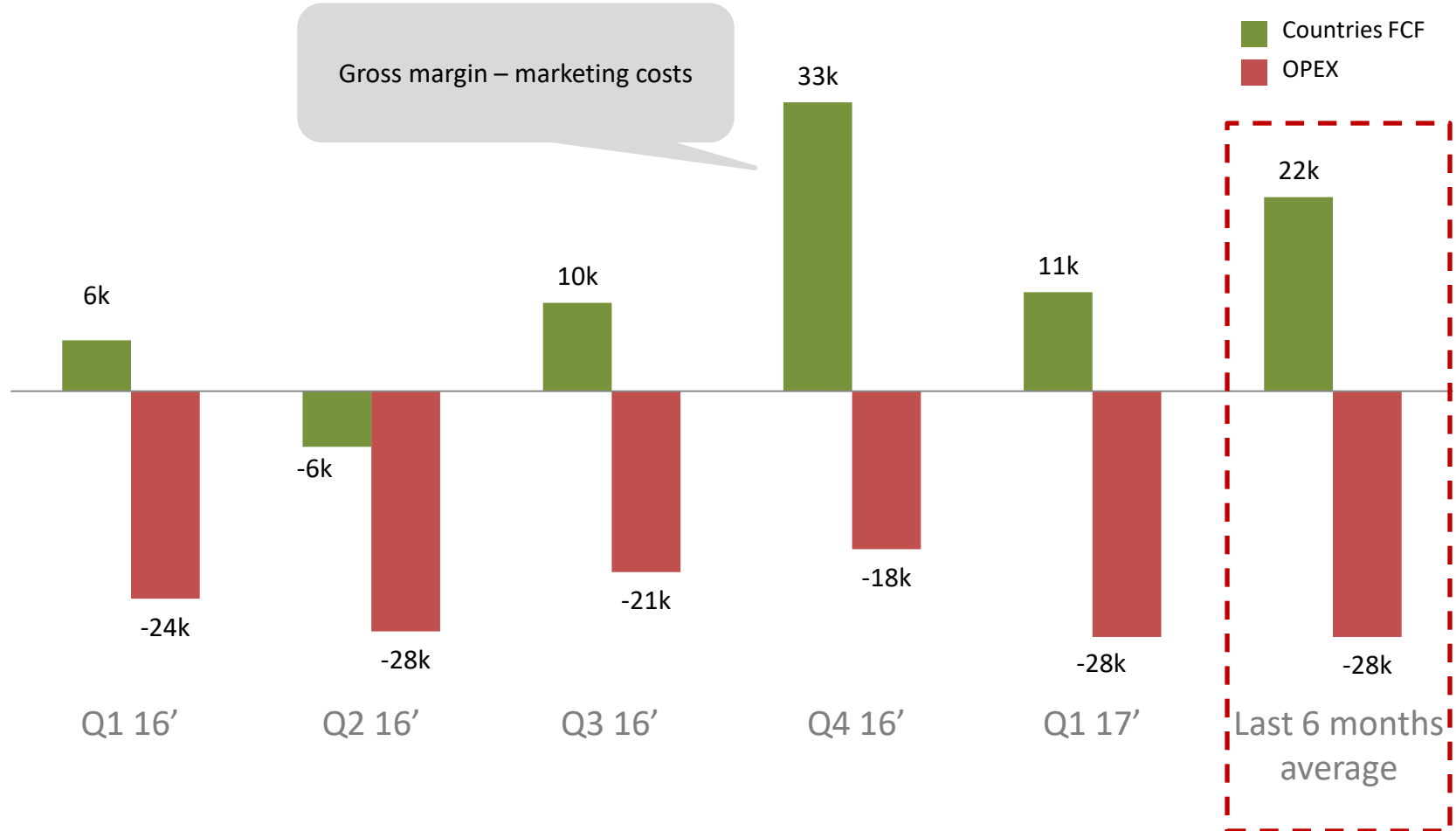
# FCF will increase with geographical expansion and Vivacats launch until we attain breakeven in Oct 2018

**Countries FCF projection and OPEX (monthly basis)**  
(2017-2019, k€)

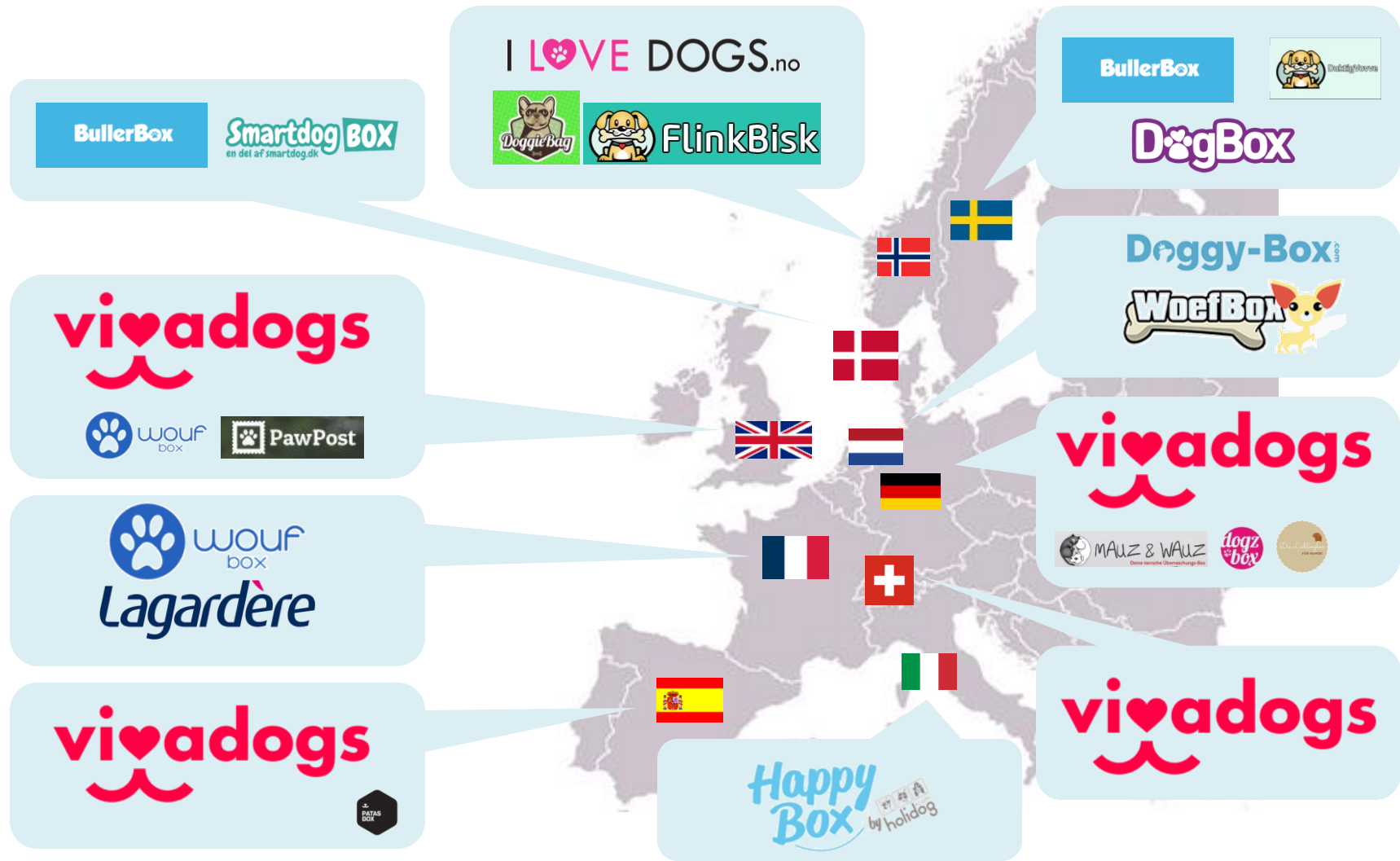


Every country is generating FCF (gross margin-marketing), thus we aim to expand geographically and launch Vivacats to overcome OPEX

Countries monthly FCF and OPEX average (quarterly basis)  
(2016-2017, k€)



# Vivadogs leads in the UK, Germany and Spain. Our objective is to lead all new markets by 2018



**Woufbox, thanks to its presence in the cat sector, is the European leader.**

## Several exit options: media groups, retail / ecommerce other box companies, or PE/VC

### Media Groups



### Other Box companies



### Retail / Ecommerce

### Private Equity Venture Capital

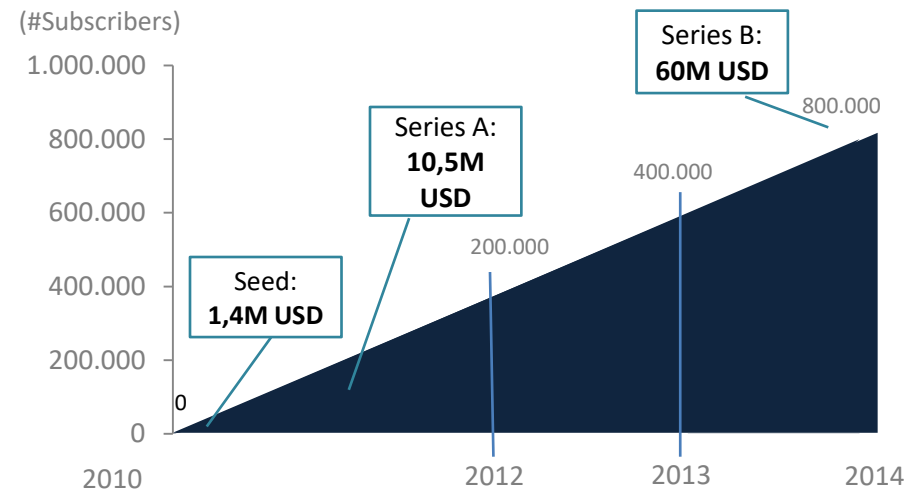
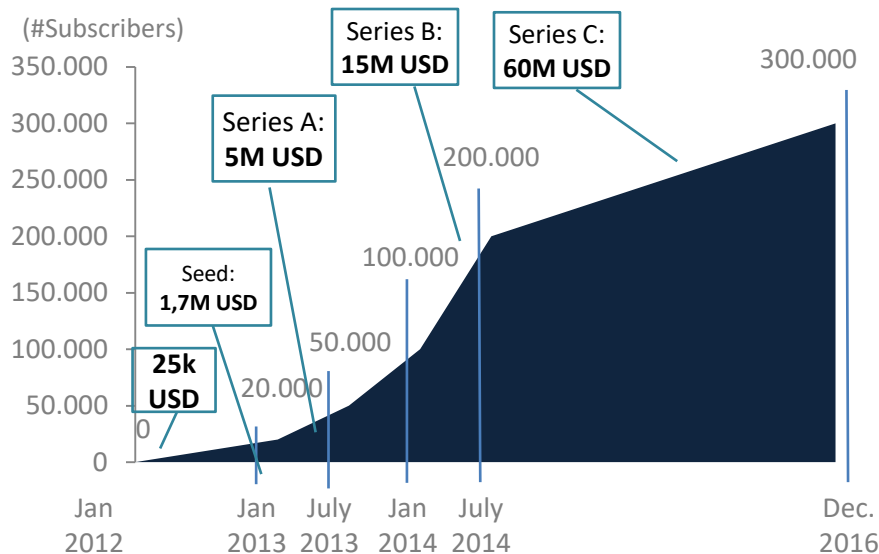
Woufbox, our French competitor, was acquired  
by Group Lagardère in May 2017.

# Several exit options: Barkbox, world leader, will expand its business to Europe in the following 2 years

## #Subscribers evolution

# BarkBox

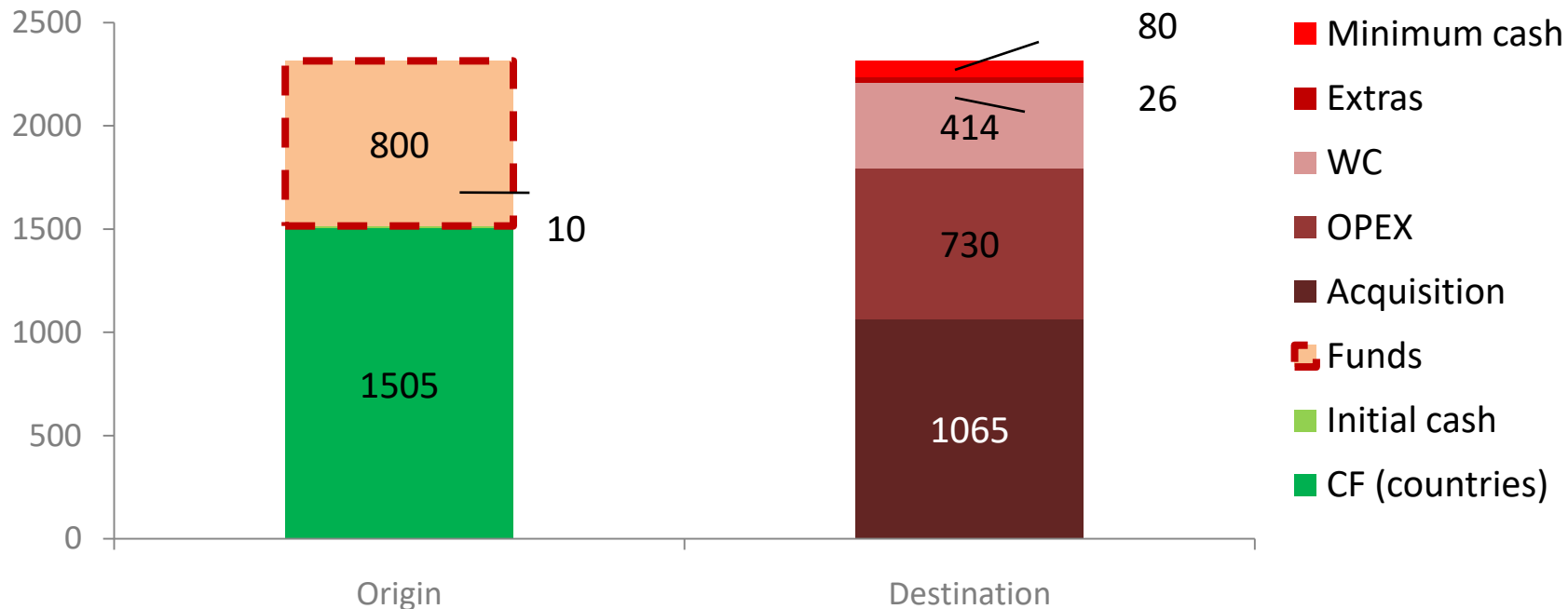
# BIRCHBOX ♦™



**Birchbox, in a similar situation (in 2014), entered the European market acquiring European leader Joliebox. It could be our case.**

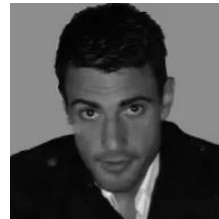
# Funds Origin and destination

- We need to raise 800k€ that will sum up to the CF generated by the countries (1505k€) until the company has positive FCF in Oct. 2018
- Funds will go to:
  - **Acquisition:** geographical expansion and growth in Vivacats
  - **OPEX:** OPEX will grow less than the countries CF
  - **Working capital:** it increases because of growth in active subscribers. Also because we need to have an extra month in the product supply



# A founder...

CEO



Rodolfo

Solid professional experience:



Strategic  
Consulting



Coupons: On-line



Invested by



ÉCOLE POLYTECHNIQUE  
FÉDÉRALE DE LAUSANNE  
Consultant

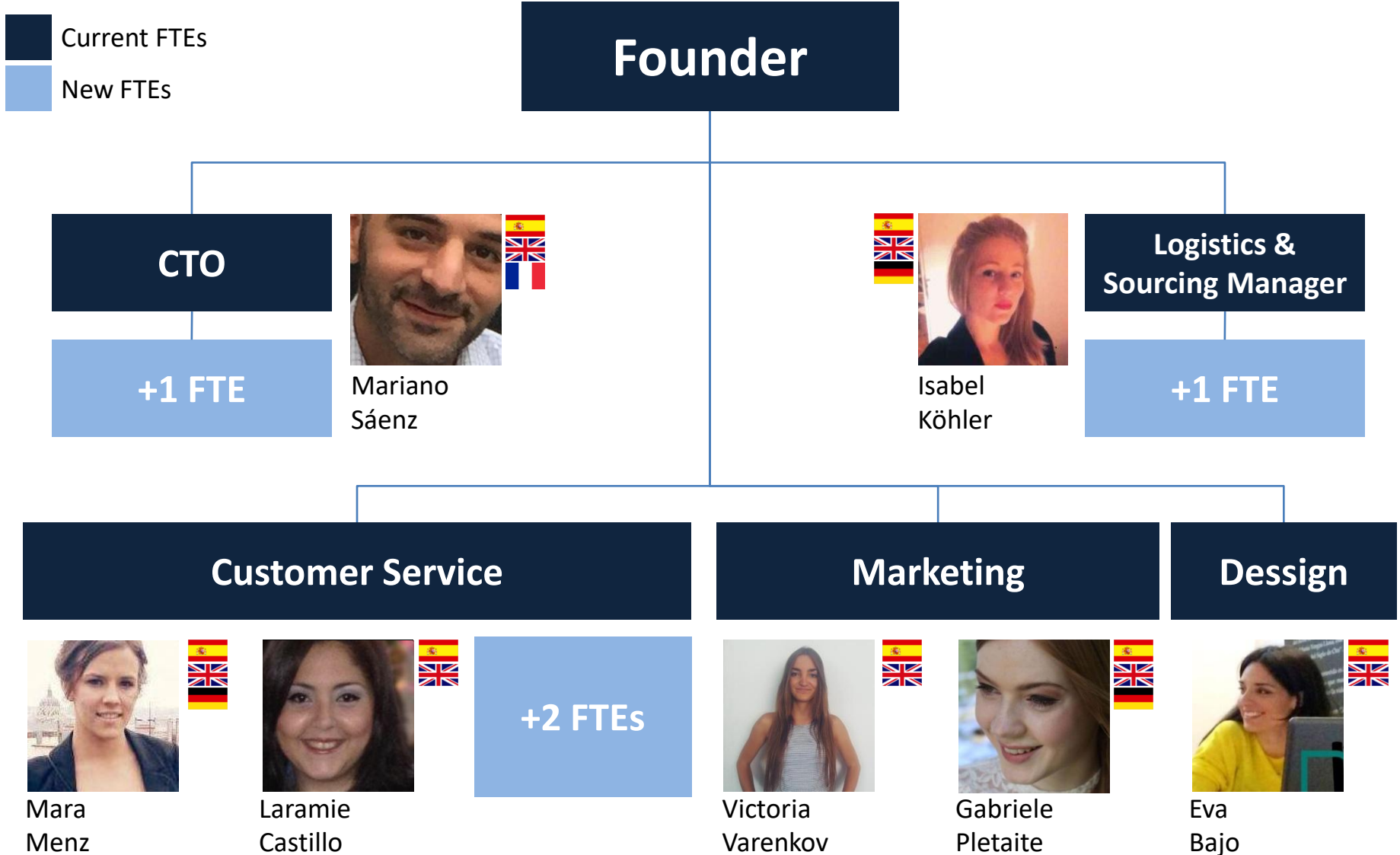


Startup: Sold





# ... with a reliable and passionate Team



# Investment proposal. 25% of the current round is already covered by Cabiedes&Partners

Company	Vivadogs & Vivacats	
Business activity start date	October 2013	
Already received funds	Founders: 20k€ BA: 167k€ Cabiedes&Partners: 119k€	Lanzame Capital: 60k€ Other Bas: 115k€
Funding needs	800 K€	
Company Valuation	<b>Round August 2015</b> Sales: 0,5M€ 1,8 M€ (Pre-Money) 2,2M€ (Post-Money)	
	<b>Current Round</b> Sales: 1M€ 3,0 M€ (Pre-Money) 3,8 M€ (Post-Money)	
Shareholders	Rodolfo Vélez: 35,45% Borja Barragán: 35,45% BA: 13,47%	Cabiedes&Partners: 5,43% Lanzame Capital: 2,76% Other BAs: 7,45%