

ASX ANNOUNCEMENT

25 August 2025

Kogan.com Ltd FY25 Results

Driving growth, expanding margins, and building a larger customer base

Kogan.com Ltd (the Company; the Group; ASX:KGN) is pleased to announce its results for the full-year ended 30 June 2025 (FY25).

FY25 key items (vs FY24):

- **Gross Sales**¹ of \$930.9 million, up 15.1% YoY.
- **Revenue** of \$488.1 million, up 6.2% YoY.
- **Gross Profit** of \$189.9 million, up 12.7% YoY.
- **Gross Margin** of 38.9%, up 2.3pp.
- **Adjusted EBITDA** of \$36.8 million, representing a margin of 7.5%.
 - Kogan.com Adjusted EBITDA margin of 10.1%.
- **Adjusted EBIT** of \$24.1 million, representing a margin of 4.9%.
 - Kogan.com Adjusted EBIT margin of 7.3%.
- **A Goodwill write-down** relating to the Mighty Ape acquisition was recorded, reflecting \$46.3 million. This is a one-off, non-cash accounting entry.
- **Cash at year-end** of \$42.1 million, with no debt.
- **Free Cash Flow**² of \$32.4 million, up 40.0% YoY.
- **Group Active Customers**³ grew to over 3.5 million, up 35.1% YoY.
 - Kogan.com Active Customers grew 48.3% to over 2.8 million.
- **Group Platform-based Sales Revenue** of \$111.9 million, up 24.4%, leveraging a high-margin, capital-light model.
- **FY25 Final Dividend** of 7.0 cents per Ordinary Share (68.6% franked) has been declared.
- **Mighty Ape** financial performance recovery progressing, with marketing efficiency returning to pre-website upgrade levels by the end of the financial year.

¹ Gross Sales is a key metric of the Business, given that gross transaction values of the marketplaces and Verticals are not reflected in Revenue.

² Calculated as cash inflows from Operating Activities plus capital expenditures through Investing Activities.

³ Is the total Active Customers of Kogan.com and Mighty Ape who have purchased in the last twelve months from 1 July 2024, rounded down to the nearest thousand.

Key drivers of FY25 financial performance (vs FY24)

- **Kogan community:** Group Active Customers increased to 3.5 million at the end FY25, up 35.1% YoY, with Kogan.com Active Customers growing 48.3% to 2.8 million. This growth was driven by strategic investment in high Return-on-Investment (ROI) marketing channels, which expanded the Company's reach and strengthened engagement with its value-driven, tech-savvy customer base.
- **Platform-based Sales:** Group Platform-Based Sales Revenue increased 24.4% in FY25 to \$111.9 million, delivering a 26.9% CAGR since FY23. This high-margin, capital-light model provides superior unit economics and expands the Company's reach into categories without inventory risk, supporting scalable growth.
 - In October 2024, the Company commenced the rollout of this model to Mighty Ape, launching the Mighty Ape Marketplace and enhancing its PRIMATE loyalty program via a major website upgrade. Together with the launch of Mighty Mobile, Mighty Ape's first Vertical, these initiatives are scaling rapidly and represent significant new revenue streams with strong long-term growth potential.
- **Marketplaces:** The Kogan.com Marketplace delivered \$29.4 million in Revenue in FY25, an increase of 34.2% YoY, following strategic investment in high-ROI marketing channels. The Mighty Ape Marketplace continues to expand, attracting both established Kogan.com Marketplace sellers and new sellers unique to the New Zealand market. Performance has been strong, and the Company expects continued rapid growth in the near term.
- **Kogan Products:** The Kogan.com Products division grew to \$258.1 million in Revenue, an increase of 15.4%. The growth was following expansion of the Home & Living, Appliances and Consumer Electronics categories. These higher margin sales also drove Gross Margin up 1.1pp to \$48.2 million of Gross Profit.
- **Loyalty Programs:** The Kogan FIRST loyalty program generated \$51.3 million in Revenue in FY25, up 17.5% YoY, with deferred income of \$8.8 million at 30 June 2025, an increase of 24.2%, to be recognised in FY26. A new premium tier, Kogan FIRST MAX, was launched late in the year, which is expected to drive higher ARPU, increased engagement, and greater value for members. The Mighty Ape PRIMATE loyalty program delivered \$2.4 million in subscription Revenue in FY25, up 367% YoY, with growth accelerating following the October 2024 website upgrade.
- **Verticals:** The Verticals generated \$23.2 million in Revenue in FY25, an increase of 15.9% YoY, with growth recorded across multiple key Verticals.
- **Mighty Ape & Goodwill write-down:** Mighty Ape's financial recovery progressively improved in 2H FY25, with a focus on restoring marketing investment efficiency following temporary impacts from the October 2024 platform migration. Efficiency rebounded in the final months of the year, positioning the business for stronger performance, with the focus now on improving the product range and optimising inventory mix. In light of these temporary impacts and challenging trading conditions in New Zealand, the Company has taken the prudent step of writing down the goodwill associated with Mighty Ape acquisition. This one-off, non-cash adjustment reflects current conditions. The Company remains confident in a rebound in performance during FY26.
- **Cash:** The Group held a cash balance of \$42.1 million as at 30 June 2025 with no external debt. The year included \$11.1 million being invested into the share buy-back program, payment of the FY24 Final Dividend of \$6.6 million and FY25 Interim Dividend of \$5.8 million (net of the Dividend Reinvestment Plan).
- **Inventories:** The Kogan Group inventories totalled \$72.2 million as at 30 June 2025, consisting of \$59.7 million of in-warehouse inventory and \$12.5 million of in-transit inventory.

Commenting on the Company's performance over FY25, Founder and CEO Ruslan Kogan said:

"FY25 was a strong year for Kogan.com, both financially and operationally. We delivered growth across all major revenue streams, expanded the Kogan Community, and strengthened our balance sheet through disciplined execution. While Mighty Ape faced challenges during the year, including the impact of its platform migration and tough trading conditions in New Zealand, we have taken the prudent step of resetting the business. With these foundations now in place, we are confident Mighty Ape is on the path to recovery and long-term success."

"The way we've engineered our business is what makes Kogan.com unique. Through the financial strength of our loyalty programs, we can offer products at cost price, delivering true value to customers, while generating profitability through our scalable, platform-based businesses. This model not only underpins our long-term competitiveness but also helps Australians and New Zealanders access the products and services they need at affordable prices, making everyday life easier and enabling them to live their best lives."

Sharing our long-term aspirations:

Alongside today's results, the Company is pleased to share its long-term aspirations relating to how it intends to scale profitability over the medium and long term while continuing to deliver for our customers.

In broad terms, the Company intends to deliver highly competitive deals in its Product Division at low Adjusted EBITDA margins to draw customers to our brand, while driving profitability through high margin recurring revenue Platform-based Sales.

In FY25, Platform-based Sales achieved Adjusted EBITDA margins of ~50%, while Group Product Sales were loss-making at negative ~4%, resulting in overall Group Adjusted EBITDA margin of 7.5%.

Looking ahead our aspirations are:

- **Medium-term**, we aspire for Platform-based Sales margins of 50 - 55%, while progressively improving Products Adjusted EBITDA margins through the inventory optimisation. This combination has the potential to lift Group Adjusted EBITDA margins into the 8 - 12% range.
- **Long-term**, we aspire for Platform-based Sales to exceed 65% Adjusted EBITDA margins, with Products at 0% margin. Together, this would enable Group Adjusted EBITDA margins above 20%.

This segmentation of the Group's strategy into the Products Division and Platform-based Sales Division provides shareholders with a clear view of the significant earnings power of the business model as it scales while continuing to deliver highly competitive deals to our customers.

Trading Update

Key items from the July 2025 management accounts are provided below.

- Group Gross Sales of \$80.7 million (up 26.5% YoY)
 - Kogan.com Gross Sales of \$70.4 million (up 32.5% YoY)
 - Mighty Ape Gross Sales of \$10.3 million (down 3.5% YoY)
- Group Revenue of \$41.3 million (up 2.6% YoY)
 - Kogan.com Revenue of \$32.7 million (up 11.4% YoY)
 - Mighty Ape Revenue of \$8.6 million (down 20.9% YoY)
- The Company expects Group Adjusted EBITDA margin of between 6% and 9% in FY26, improving towards the second half as Mighty Ape's recovery progresses.

FY25 Final Dividend

The Board has declared a Final Dividend of 7.0 cents per Ordinary Share (68.6% franked). The partially franked nature of the dividend is driven by the Mighty Ape goodwill impairment, which limited the ability to utilise some of the Group's franking credits.

The Dividend Reinvestment Plan (DRP) will apply to the final dividend at a 2.5% discount to the 5-day volume weighted average price of shares sold on the ASX from the trading day prior to the record date.

Investor briefing

A presentation of the FY25 results as well as a briefing session for investors and analysts will be held at 10:30 am (AEST) today. Participants can register for the briefing session via: www.koganpresentation.com.

Authorised for release by the Board of Kogan.com Limited.

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For further information please contact:

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About Kogan.com:

Kogan.com is a portfolio of retail and services businesses that includes Kogan Retail, Kogan Marketplace, Kogan Mobile, Kogan Internet, Kogan Insurance, Kogan Money, Kogan Energy, Kogan Travel, Dick Smith, Matt Blatt, Mighty Ape Retail, Mighty Mobile, Mighty Ape Marketplace and Brosa. Kogan.com is a leading consumer brand renowned for price leadership through digital efficiency. The Company is focused on helping customers live their best lives by delivering remarkable value.