

## SHQP

# ValueVision Media <br> (NASDAQ: VVTV) 

MANAGEMENT PRESENTATION
Updated as of May 8, 2014

## DISCLOSURES

## SHQP

## SAFE HARBOR

This document contains certain "forward-looking statements" within the meaning of the Private Securities Litigation Reform Act of 1995. Any statements contained herein that are not statements of historical fact may be deemed forward-looking statements. These statements are based on management's current expectations and accordingly are subject to uncertainty and changes in circumstances. Actual results may vary materially from the expectations contained herein due to various important factors, including (but not limited to): consumer preferences, spending and debt levels; the general economic and credit environment; interest rates; seasonal variations in consumer purchasing activities; the ability to achieve the most effective product category mixes to maximize sales and margin objectives; competitive pressures on sales; pricing and gross sales margins; the level of cable and satellite distribution for our programming and the associated fees; our ability to establish and maintain acceptable commercial terms with third-party vendors and other third parties with whom we have contractual relationships, and to successfully manage key vendor relationships; our ability to manage our operating expenses successfully and our working capital levels; our ability to remain compliant with our long-term credit facility covenants; our ability to successfully transition our brand name; the market demand for television station sales; our management and information systems infrastructure; challenges to our data and information security; changes in governmental or regulatory requirements; litigation or governmental proceedings affecting our operations; significant public events that are difficult to predict, or other significant television-covering events causing an interruption of television coverage or that directly compete with the viewership of our programming; and our ability to obtain and retain key executives and employees. More detailed information about those factors is set forth in the Company's filings with the Securities and Exchange Commission, including the Company's annual report on Form 10-K, quarterly reports on Form 10-Q, and current reports on Form 8-K. You are cautioned not to place undue reliance on forward-looking statements, which speak only as of the date of this announcement. The Company is under no obligation (and expressly disclaims any such obligation) to update or alter its forward-looking statements whether as a result of new information, future events or otherwise.
The Company includes information on the Future State of the business in certain instances in the following presentation. This information is intended to identify aspirational goals of the Company with respect to certain metrics, and is not tied to a specific date or timeline. These aspirational objectives are forward-looking statements and should be read in conjunction with the company's risk factors identified in our most recent annual report on Form 10-K and periodic reports filed after such 10-K.

## Adjusted EBITDA and Adjusted Net Income/(Loss)

EBITDA represents net income (loss) for the respective periods excluding depreciation and amortization expense, interest income (expense) and income taxes. The Company defines Adjusted EBITDA as EBITDA excluding debt extinguishment; non-operating gains (losses); non-cash impairment charges and write-downs; activist shareholder response costs; and non-cash sharebased compensation expense. The Company defines Adjusted Net Income/(Loss) as net income/(loss) excluding non-cash impairment charges and write-downs; debt extinguishment; and activist shareholder response costs. The Company has included the term "Adjusted EBITDA" in our EBITDA reconciliation in order to adequately assess the operating performance of our television and Internet businesses and in order to maintain comparability to our analyst's coverage and financial guidance, when given. Management believes that the terms Adjusted EBITDA and Adjusted Net Income/(Loss) allows investors to make a more meaningful comparison between our business operating results over different periods of time with those of other similar companies. In addition, management uses Adjusted EBITDA as a metric to evaluate operating performance under the Company's management and executive incentive compensation programs. Adjusted EBITDA and Adjusted Net Income/(Loss) should not be construed as alternatives to operating income (loss), net income (loss) or to cash flows from operating activities as determined in accordance with generally accepted accounting principles and should not be construed as measures of liquidity. Adjusted EBITDA and Adjusted Net Income/(Loss) may not be comparable to similarly entitled measures reported by other companies. The Company has included a reconciliation of each of Adjusted EBITDA and Adjusted Net Income/(Loss) to net income (loss), their most directly comparable GAAP financial measure, in this release.
LTM
LTM refers to the Last Twelve Months of reported company information on or about the date of this presentation. Data in this deck may be unaudited.

## IMPORTANT INFORMATION

This release may be deemed to be solicitation material in respect of the solicitation of proxies from shareholders in connection with one or more meetings of the Company's stockholders, including the Company's 2014 Annual Meeting of Shareholders. The Company, its directors and certain of its executive officers and employees may be deemed to be participants in the solicitation of proxies from shareholders in connection with any such meetings of shareholders. Information concerning these directors and executive officers in connection with the matters to be voted on at any such meeting will be included in the proxy statement filed by the Company with the Securities and Exchange Commission (the "SEC") in connection with any such meeting. In addition, the Company files annual, quarterly and special reports, proxy and information statements, and other information with the SEC. Any proxy statement, any other relevant documents and any other material filed with the SEC concerning the Company will be, when filed, available free of charge at the SEC website at http://www.sec.gov. SHAREHOLDERS ARE URGED TO READ CAREFULLY ANY SUCH PROXY STATEMENT FILED BY THE COMPANY AND ANY OTHER RELEVANT DOCUMENTS FILED WHEN THEY BECOME AVAILABLE BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION, INCLUDING INFORMATION WITH RESPECT TO PARTICIPANTS.

## SCALABLE, MULTICHANNEL RETAILER

## SHQP



Highly Scalable, Multi-
Platform Electronic Retailer
(TV / Online / Mobile)


Diverse Product Offerings
from In-Demand Brands

# U.S. HOME SHOPPING INDUSTRY 

Established Over 30 Years
U.S. home
shopping is a
growing,
$\$ 9$ billion market


| Revenue | $\$ 640 \mathrm{M}$ |  | $\$ 2,312 \mathrm{M}$ |
| :--- | :---: | :---: | :---: |
| Gross Profit Margin | $35.9 \%$ | $34.5 \%$ | $\$ 5,844 \mathrm{M}$ |
| Adjusted EBITDA | $\$ 18 \mathrm{M}$ | $\$ 261 \mathrm{M}$ | $36.1 \%$ |
| Adjusted EBITDA Margin | $3 \%$ | $11 \%$ | $\$ 1,352 \mathrm{M}$ |
| EBITDA, as reported | $\$ 13 \mathrm{M}$ | $\$ 250 \mathrm{M}$ | $23 \%$ |
| U.S. Households Reached | 87 M | 96 M | NA |
| Revenue per Household | $\$ 7$ | $\$ 24$ | 98 M |
| Units Shipped | 9 M | 47 M | $\$ 60$ |
| Average Price Point | $\$ 81$ | $\$ 5 \%$ | 106 M |
| Internet / Mobile Sales $\%$ | $46 \%$ | $\$ 60$ |  |

- Please see Appendix for a reconciliation of the Company's Adjusted vs. Reported EBITDA. Moreover, Adjusted EBITDA is expressed as a percentage of net sales.
- HSN's Reported EBITDA is estimated from Operating Income.
- Liberty Interactive Corp. does not provide a break-out of EBITDA, as reported, for QVC's U.S. Operations,
- Households Reached and Revenue per Household for HSN \& QVC are estimated by the Company.
- The information provided above with respect to QVC and HSN has been taken from public filings from each entity, and should only be read in conjunction with the risks and other disclosure included in such filings. The Company undertakes no obligation to update or otherwise revise such information based on changes or additional disclosure from QVC or HSN with respect thereto.


## KEY GROWTH STRATEGIES

Company positioned for scalable growth, focused on 4 key business drivers


1. Broaden and Diversify With Compelling Product
2. Expand and Optimize TV Distribution Platform
3. Be a Watch \& Shop Anytime, Anywhere Experience
4. Grow Customer Base, Purchase Frequency and Retention

# DIVERSE PRODUCT MIX WITH DISTINCTIVE NATIONAL BRANDS 




## GROWING NATIONAL AUDIENCE



- Continues to grow the number of U.S. households ShopHQ reaches by 3\% annually

- Comparable footprint to QVC (98 million U.S. homes) and HSN (95 million U.S. homes)
- Company has affiliate agreements with all major cable, satellite and telecom distribution providers
- ShopHQ is continuously improving its channel positioning through the addition of a second channel of exposure and lower channel positioning



## Select Cable \& Satellite TV Distribution Partners

## Mediacom

Comcast
F Charter
d Sh

© 0 .
communications
TIME WARNER
CABLE
at\&t
macibievisov

## WATCH \& SHOP ANYTIME, ANYWHERE



- Internet / mobile sales represent around $46 \%$ of total revenue
- Customers are able to conveniently watch the broadcast, browse, purchase and share products
- Experience inspires shopping and is consistent across all channels
- iPad and Android apps offer content synchronized to the live broadcast
- Mobile growing rapidly and currently represents $25 \%$ of internet sales


Internet / Mobile Sales as a \% of Total Revenue


## ATTRACTIVE CUSTOMER DEMOGRAPHIC



## Key Characteristics

- 70\% female with average income \$70k plus
- Community-oriented and college educated; want to be informed and entertained
- Style conscious, valuing newness and unique products
- Customers' shopping demographics index high relative to industry competition
- Strong propensity to buy digitally, with internet / mobile comprising $46 \%$ of total sales
- Customers share one common characteristic: They love to shop!

| Total Customers (thousands) |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: |
| 1,022 | 1,144 | 1,060 | 1,132 | 1,357 |
| F09 F10 |  | F11 | F12 | F13 |
| Net Promoter Score is a key indicator of customer engagement |  |  |  |  |
| KEY INDICATOR / INDUSTRY BENCHMARK |  | 2011 | 2012 | 2013 |
| Net Promoter Score ${ }^{(1)}$ |  | 36\% | 47\% | 54\% |

(1) Net Promoter Score, or NPS, is a nationally-recognized third-party customer satisfaction indicator. The Company views this indicator as a reaction of its customers to progress made with certain customer focused initiatives. Going forward, the Company has the opportunity to use NPS as an additional tool to measure changes it is making as policies are implemented.

## IMPROVED RETENTION \& PURCHASE FREQUENCY

Purchase
frequency drives
retention and
supports long term
sustainable growth


Customer Retention Supports Long-Term Growth


- The Company has recently updated its methodology to consistently define retained customers, for purposes of the above definition, as those customers who have been with ShopHQ for at least 12 months (i.e. more than 52 weeks between their first and last purchase).


# IMPROVED CUSTOMER ENGAGEMENT 



- Increasing new and repeat customers driven by:
- Further diversification of product mix
- Lower average price points offer a lower entry point for new customers
- Significant improvement in channel positioning
- Increasing average purchase frequency driven by:
- Offering a broader assortment of merchandise
- Improved selection of "repurchase-oriented" products (i.e., Fashion and Beauty)
- Enhanced user experience of mobile applications

- Increase in the Company's Net Promoter Score, a third-party measure of customer satisfaction

| Total Customers | Ave | ge Price oint | Average Purchase Frequency | Total Revenue |
| :---: | :---: | :---: | :---: | :---: |
| Selected Quarterly Metrics |  |  |  |  |
| Quarter | Total Customers (thousands) | Average Price Point | Average Purchase Frequency | Total Net Sales (\$millions) |
| F13 Q4 | 719 | \$74 | $3.6 x \text { 12\% }$ | \$193 |
| F12 Q4 ${ }^{(1)}$ | $553-30 \%$ | \$92 (20\%) | $3.2 x$ | \$165 |
| F13 Q3 | 533 | \$80 | $3.5 x-12 \%$ | \$147 |
| F12 Q3 | 445 | \$100 ${ }^{(20 \%)}$ | $3.1 x^{-12 \%}$ | \$138 |
| F13 Q2 | 522 | \$83 | $3.4 x-11 \%$ | \$149 10\% |
| F12 Q2 | 429 | \$102 | $3.1 x$ - | \$135 - |
| F13 Q1 | 497 | \$93 | $3.3 x-6 \%$ | \$151 |
| F12 Q1 | 466 | \$95 | $3.1 x$ - | \$137 |



## KEY OPERATING METRICS



- Units shipped have grown as ShopHQ has increased its household penetration and purchase frequency
- Lowering average price point broadens appeal across 87 million homes and digital store front
- Improved efficiency demonstrated through lower costs / household and transaction costs / unit



## Net Units Shipped (mm)



[^0]
## STRONG FINANCIAL PERFORMANCE

## Leverageable

 fixed cost structure supports improved EBITDA as sales grow- Management's repositioning of the Company has led to stronger sales growth
- Seven consecutive quarters of positive Adjusted EBITDA
- Results reflect further diversified product mix, increased active customer counts and decreased TV distribution fixed cost base

(1) Because ValueVision follows a 4-5-4 retail calendar, every five to six years the Company has an extra week of operations in its reporting cycle, and this occurred in fiscal 2012. Therefore, Q4 fiscal 2012 and full year fiscal 2012 periods have 14 and 53 weeks, respectively, as compared to the same periods other presented years of 13 and 52 weeks. The extra week in Q4 is not included in these calculations to show the numbers on a comparable basis. The Company reported actual results of $\$ 587$ million, $\$ 178$ million, $\$ 4.5$ million and $\$ 4.2$ million for F12 revenue, F12Q4 revenue, F12 Adjusted EBITDA and F12Q4 Adjusted EBITDA, respectfully.
A) Adjusted for non-recurring items and stock-based compensation.


## GROWTH OPPORTUNITIES

Focused on
delivering
long-term
sustainable
growth

## Broaden \& Diversify Product Offering

- Scalable multichannel retail platform with highly leverageable fixed cost base
- Improved channel positioning and adjacencies in strategic markets through the addition of second channels and lower channel positions


## Expand and Optimize TV Distribution Platform

- Multichannel Engagement
- Internet $\leftrightarrow$ TV Promotions
- Brand Power
- Live Streaming on Internet \& Mobile Platforms
- Mobile, iPad / Tablet Apps
- Social Media
- Interactive Webcasts
- Contests \& Promotions
- Broader product offering, lower average price point and improved channel positioning attracts new customers
- Increasing purchase frequency drives higher count of retained customers


## DOCUMENTS TO FOLLOW:

- Summary P\&L
- Summary Balance Sheet
- EBITDA Reconciliation
- Summary Key Operating Results
- Cash Flow

Investors are advised to review carefully the risk factors contained in our most recently filed annual report on Form 10-K filed for our year ended February 2, 2013.

## SUMMARY P\&L

| (000 except per share data) | F09 FY | F10 FY | F11 FY | F12 Q1 | F12 Q2 | F12 Q3 | F12 Q4* | F12 FY* | F13 Q1 | F13 Q2 | F13 Q3 | F13 Q4 | F13 FY |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 1/30/2010 | 1/29/2011 | 1/28/2012 | 4/28/2012 | 7/28/2012 | 10/27/2012 | 2/2/2013 | 2/2/2013 | 5/4/2013 | 8/3/2013 | 11/2/2013 | 2/1/2014 | 2/1/2014 |
| Net Sales | \$527,873 | \$562,273 | \$558,394 | \$136,549 | \$135,179 | \$137,592 | \$177,500 | \$586,820 | \$151,354 | \$148,564 | \$147,318 | \$193,253 | \$640,489 |
| Cost of Sales | \$354,101 | \$362,744 | \$354,299 | \$85,517 | \$83,499 | \$86,802 | \$118,630 | \$374,448 | \$94,321 | \$92,907 | \$92,083 | \$131,154 | \$410,465 |
| Gross Profit | \$173,772 | \$199,529 | \$204,095 | \$51,032 | \$51,680 | \$50,790 | \$58,870 | \$212,372 | \$57,033 | \$55,657 | \$55,235 | \$62,099 | \$230,024 |
| Gross Profit \% | 32.9\% | 35.5\% | 36.6\% | 37.4\% | 38.2\% | 36.9\% | 33.2\% | 36.2\% | 37.7\% | 37.5\% | 37.5\% | 32.1\% | 35.9\% |
| Operating Expenses: |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Distribution and selling | \$178,015 | \$181,536 | \$188,813 | \$48,365 | \$47,181 | \$46,762 | \$50,729 | \$193,037 | \$46,252 | \$46,542 | \$46,683 | \$52,218 | \$191,695 |
| General and administrative | \$18,373 | \$19,172 | \$19,542 | \$4,667 | \$4,537 | \$4,242 | \$4,851 | \$18,297 | \$5,892 | \$6,177 | \$6,086 | \$7,777 | \$25,932 |
| Depreciation and amortization | \$14,320 | \$13,157 | \$12,578 | \$3,428 | \$3,424 | \$3,174 | \$3,198 | \$13,224 | \$3,205 | \$3,098 | \$3,039 | \$2,978 | \$12,320 |
| CEO Transition | \$1,932 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| FCC License Impairment | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$11,111 | \$11,111 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Restructuring costs | \$2,303 | \$1,130 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total operating expense | \$214,943 | \$214,995 | \$220,933 | \$56,460 | \$55,142 | \$54,178 | \$69,889 | \$235,669 | \$55,349 | \$55,817 | \$55,808 | \$62,973 | \$229,947 |
| Operating loss | $(\$ 41,171)$ | $(\$ 15,466)$ | $(\$ 16,838)$ | $(\$ 5,428)$ | $(\$ 3,462)$ | $(\$ 3,388)$ | $(\$ 11,019)$ | $(\$ 23,297)$ | \$1,684 | (\$160) | (\$573) | (\$874) | \$77 |
| Other income (expense): |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Interest income/(expense) | (\$4,546) | $(\$ 9,744)$ | $(\$ 5,463)$ | $(\$ 2,808)$ | (\$380) | (\$372) | (\$399) | $(\$ 3,959)$ | (\$367) | (\$345) | (\$352) | (\$355) | (\$1,419) |
| Gain/(Loss) on sale of investments or assets Excess of preferred stock carrying value over | \$3,628 | \$0 | \$0 | \$0 | \$0 | \$100 | \$0 | \$100 | \$0 | \$0 | \$0 | \$0 | \$0 |
| redemption value \& Accretion | \$27,300 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Debt extinguishment | \$0 | $(\$ 1,235)$ | (\$25,679) | (\$500) | \$0 | \$0 | \$0 | (\$500) | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total other income/(expense) | \$26,382 | $(\$ 10,979)$ | $(\$ 31,142)$ | $(\$ 3,308)$ | (\$380) | (\$272) | (\$399) | $(\$ 4,359)$ | (\$367) | (\$345) | (\$352) | (\$355) | $(\$ 1,419)$ |
| Income tax provision | \$91 | \$577 | (\$84) | (\$3) | (\$3) | (\$15) | \$0 | (\$20) | (\$294) | (\$294) | (\$292) | (\$293) | (\$1,173) |
| EBITDA, as adjusted | (\$19,411) | \$2,351 | \$996 | (\$959) | \$698 | \$561 | \$4,194 | \$4,494 | \$5,795 | \$3,780 | \$3,595 | \$4,842 | \$18,012 |
| Income/(Loss) Before Non Recurring Items | $(\$ 41,998)$ | $(\$ 24,633)$ | (\$22,385) | $(\$ 8,239)$ | $(\$ 3,845)$ | $(\$ 3,675)$ | (\$306) | $(\$ 16,064)$ | \$1,023 | (\$799) | $(\$ 1,217)$ | $(\$ 1,522)$ | $(\$ 2,515)$ |
| Total Net Income/(Loss) | (\$14,698) | $(\$ 25,868)$ | (\$48,064) | $(\$ 8,739)$ | $(\$ 3,845)$ | $(\$ 3,675)$ | $(\$ 11,417)$ | $(\$ 27,676)$ | \$1,023 | (\$799) | $(\$ 1,217)$ | $(\$ 1,522)$ | (\$2,515) |
| Weighted average number of common shares outstanding | 32,538 | 33,326 | 46,451 | 48,638 | 48,854 | 48,931 | 49,076 | 48,875 | 54,654 | 49,407 | 49,605 | 49,782 | 49,505 |
| Net income/(loss) per common share | \$ (0.45) | \$ (0.78) | \$ (1.03) | \$ (0.18) | \$ (0.08) | \$ (0.08) | \$ (0.23) | \$ (0.57) | \$ 0.02 | \$ (0.02) | \$ (0.02) | \$ (0.03) | \$ (0.05) |

[^1]
## SUMMARY BALANCE SHEET

| (In thousands) Current assets: | $\begin{gathered} \text { F09 } \\ 1 / 30 / 10 \\ \hline \end{gathered}$ |  | $\begin{gathered} \text { F10 } \\ 1 / 29 / 11 \\ \hline \end{gathered}$ |  | $\begin{gathered} \text { F11 } \\ 1 / 28 / 12 \end{gathered}$ |  | $\begin{gathered} \text { F12 } \\ 02 / 02 / 13 \\ \hline \end{gathered}$ |  | F13 Q1 <br> 05/04/13 |  | $\begin{gathered} \text { F13 Q2 } \\ 08 / 03 / 13 \end{gathered}$ |  | F13 Q3 <br> 11/02/13 |  | $\begin{gathered} \text { F13 Q4 } \\ 02 / 01 / 14 \end{gathered}$ |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| Cash, cash equivalents \& restricted cash | \$ | 22,060 | \$ | 51,432 | \$ | 35,057 | \$ | 28,577 | \$ | 35,785 | \$ | 34,460 | \$ | 31,096 | \$ | 31,277 |
| Accounts receivable, net |  | 68,891 |  | 90,183 |  | 80,274 |  | 98,360 |  | 91,677 |  | 84,739 |  | 86,995 |  | 107,386 |
| Inventories |  | 44,077 |  | 39,800 |  | 43,476 |  | 37,155 |  | 46,315 |  | 48,965 |  | 54,608 |  | 51,162 |
| Prepaid expenses and other |  | 4,333 |  | 3,942 |  | 4,464 |  | 6,620 |  | 6,172 |  | 7,357 |  | 6,717 |  | 6,032 |
| Total current assets |  | 139,361 |  | 185,357 |  | 163,271 |  | 170,712 |  | 179,950 |  | 175,521 |  | 179,416 |  | 195,857 |
| Long term investment |  | - |  | - |  | - |  | - |  | - |  |  |  | - |  |  |
| Property and equipment, net |  | 28,342 |  | 25,775 |  | 27,992 |  | 24,665 |  | 23,847 |  | 24,302 |  | 24,806 |  | 24,952 |
| FCC broadcasting license |  | 23,111 |  | 23,111 |  | 23,111 |  | 12,000 |  | 12,000 |  | 12,000 |  | 12,000 |  | 12,000 |
| NBC Trademark License Agreement, net |  | 4,154 |  | 928 |  | 1,215 |  | 3,997 |  | 2,997 |  | 1,998 |  | 999 |  | - |
| Other Assets |  | 1,246 |  | 3,188 |  | 2,871 |  | 725 |  | 871 |  | 857 |  | 814 |  | 896 |
|  | \$ | 196,214 | \$ | 238,359 | \$ | 218,460 | \$ | 212,099 | \$ | 219,664 | \$ | 214,678 | \$ | 218,035 | \$ | 233,705 |
| Current liabilities: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Accounts payable | \$ | 58,777 | \$ | 58,310 | \$ | 53,437 | \$ | 65,719 | \$ | 68,245 | \$ | 64,427 | \$ | 66,554 | \$ | 77,296 |
| Accrued liabilities and other |  | 27,215 |  | 45,488 |  | 37,927 |  | 30,681 |  | 33,568 |  | 32,062 |  | 33,393 |  | 38,620 |
| Total current liabilities |  | 85,992 |  | 103,798 |  | 91,364 |  | 96,400 |  | 101,814 |  | 96,489 |  | 99,947 |  | 115,916 |
| Long term lease liability |  | - |  | - |  | - |  | - |  | - |  | - |  | 101 |  | 88 |
| Deferred revenue |  | 1,153 |  | 425 |  | 507 |  | 420 |  | 399 |  | 378 |  | 356 |  | 335 |
| Deferred Tax Liability |  | - |  | - |  | - |  | - |  | 290 |  | 580 |  | 869 |  | 1,158 |
| Long Term Payable |  | 4,841 |  | 4,894 |  | - |  | - |  | - |  | - |  | - |  | - |
| Term Loan |  | - |  | 25,000 |  | 25,000 |  | - |  | - |  | - |  | - |  | - |
| Long Term Credit Facility |  | - |  | - |  | - |  | 38,000 |  | 38,000 |  | 38,000 |  | 38,000 |  | 38,000 |
| Series B Preferred Stock \& Accrued Dividends |  | 15,924 |  | 21,090 |  | - |  | - |  | - |  | - |  | - |  | - |
| Total liabilities |  | 107,910 |  | 155,207 |  | 116,871 |  | 134,820 |  | 140,503 |  | 135,447 |  | 139,273 |  | 155,497 |
| Series A Redeemable Convertible Preferred Stock |  | - |  | - |  | - |  | - |  | - |  | - |  | - |  | - |
| Common stock and warrants |  | 964 |  | 980 |  | 1,053 |  | 1,024 |  | 1,027 |  | 1,027 |  | 1,029 |  | 1,031 |
| Additional paid-in capital |  | 316,721 |  | 337,421 |  | 403,849 |  | 407,244 |  | 408,101 |  | 408,969 |  | 409,715 |  | 410,681 |
| Accumulated deficit |  | $(229,381)$ |  | $(255,249)$ |  | $(303,313)$ |  | $(330,989)$ |  | $(329,966)$ |  | $(330,765)$ |  | $(331,982)$ |  | $(333,504)$ |
| Total shareholders' equity |  | 88,304 |  | 83,152 |  | 101,589 |  | 77,279 |  | 79,162 |  | 79,231 |  | 78,762 |  | 78,208 |
|  | \$ | 196,214 | \$ | 238,359 | \$ | 218,460 | \$ | 212,099 | \$ | 219,664 | \$ | 214,678 | \$ | 218,035 | \$ | 233,705 |

# SUMMARY ADJUSTED EBITDA RECONCILIATION 

| (\$ 000s) | F09 | F10 | F11 | F12 |  |  |  |  | F13 |  |  |  |  |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | FY | FY | FY | Q1 | Q2 | Q3 | Q4* | $\mathrm{FY}^{*}$ | Q1 | Q2 | Q3 | Q4 |  | FY |
| EBITDA, as adjusted | \$(19,411) | \$ 2,351 | \$ 996 | \$ (959) | \$ 698 | \$ 561 | \$ 4,194 | \$ 4,494 | \$ 5,795 | \$ 3,780 | \$ 3,595 | \$ | 4,842 | \$ 18,012 |
| Less: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| FCC license impairment |  |  |  |  |  |  | $(11,111)$ | $(11,111)$ |  |  |  |  |  | - |
| Writedown of Auction Rate Securities |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Gain (loss) on sale of investments or asset | 3,628 |  |  |  |  | 100 |  | 100 |  |  |  |  |  | - |
| CEO Transition Cost | $(1,932)$ |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Debt Extinguishment | - | $(1,235)$ | $(25,679)$ | (500) | - | - |  | (500) |  |  |  |  |  | - |
| Activist Shareholder Response Costs |  |  |  |  |  |  |  |  |  |  | (344) |  | $(1,789)$ | $(2,133)$ |
| Restructuring costs and other non-recurring items | $(2,303)$ | $(1,130)$ | - | - | - | - |  | - |  |  |  |  | - |  |
| Non-cash share-based compensation | $(3,205)$ | $(3,350)$ | $(5,007)$ | (991) | (686) | (725) | (854) | $(3,257)$ | (860) | (791) | (718) |  | (849) | $(3,218)$ |
| EBITDA (as defined) (a) | $(23,223)$ | $(3,364)$ | $(29,690)$ | $(2,450)$ | 12 | (64) | $(7,771)$ | $(10,274)$ | 4,935 | 2,989 | 2,533 |  | 2,205 | 12,662 |
| A reconciliation of EBITDA to net income (loss) is as follows: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| EBITDA, as defined | $(23,223)$ | $(3,364)$ | $(29,690)$ | $(2,450)$ | 12 | (64) | $(7,771)$ | $(10,274)$ | 4,935 | 2,989 | 2,533 |  | 2,205 | 12,662 |
| Adjustments: |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Depreciation and amortization | $(14,320)$ | $(13,337)$ | $(12,827)$ | $(3,478)$ | $(3,474)$ | $(3,224)$ | $(3,248)$ | $(13,423)$ | $(3,251)$ | $(3,149)$ | $(3,106)$ |  | $(3,078)$ | $(12,585)$ |
| Interest income | 382 | 51 | 64 | - | 4 | 7 | - | 11 | 11 | 3 | 3 |  | 1 | 18 |
| Interest expense | $(4,928)$ | $(9,795)$ | $(5,527)$ | $(2,808)$ | (384) | (379) | (399) | $(3,970)$ | (378) | (348) | (355) |  | (356) | $(1,437)$ |
| Income taxes | 91 | 577 | (84) | (3) | (3) | (15) | ) | (21) | (294) | (294) | (292) |  | (293) | $(1,173)$ |
| Net income (loss) | \$(41,998) | \$(25,868) | \$(48,064) | \$(8,739) | \$(3,845) | \$(3,675) | \$(11,418) | \$(27,676) | \$ 1,023 | \$ (799) | \$(1,217) | \$ | $(1,521)$ | \$ $(2,515)$ |

## *Includes 14th week/53rd week

a) EBITDA as defined for this statistical presentation represents net income (loss) from continuing operations for the respective periods excluding depreciation and amortization expense, interest income (expense) and income taxes. The Company defines Adjusted EBITDA as EBITDA excluding debt extinguishment; non-operating gains (losses); noncash impairment charges and write-downs; activist shareholder response costs; and non-cash share-based compensation expense.

Management has included the term EBITDA, as adjusted, in its EBITDA reconciliation in order to adequately assess the operating performance of the Company's television and Internet businesses and in order to maintain comparability to its analyst's coverage and financial guidance. Management believes that EBITDA, as adjusted, allows investors to make a more meaningful comparison between our business operating results over different periods of time with those of other similar small cap, higher growth companies. In addition, management uses EBITDA, as adjusted, as a metric measure to evaluate operating performance under its management and executive incentive compensation programs. EBITDA, as adjusted, should not be construed as an alternative to operating income (loss) or to cash flows from operating activities as determined in accordance with GAAP and should not be construed as a measure of liquidity. EBITDA, as adjusted, may not be comparable to similarly entitled measures reported by other companies.

## SUMMARY KEY OPERATING METRICS

(\$ Millions, except ASP, Transaction Costs per Unit \& where noted)


## SUMMARY KEY OPERATING METRICS

Total Customers (000s)*
Customer Retention \%
Average Annual Purchase Frequency - Orders Average Purchase Frequency - Items
\% of Net Sales by Category:
Jewelry \& Watches
Beauty, Health \& Fitness
Fashion \& Accessories
Home \& Consumer Electronics

*Note: Customers can be active within one to four quarters per year and therefore quarterly active customer counts are not additive.

## CASH FLOW

## (\$ 000s)

## OPERATING ACTIVITIES:

Net loss
Adjustments to reconcile net loss to net cash provided by (used for) operating activities-

Depreciation and amortization
Share-based payment compensation
Asset impairments and write-offs
Amortization of deferred revenue
Amortization of debt discount \& deferred financing costs
Write-Off of deferred financing costs
Debt Extinguishment
Deferred Income Taxes
Loss (gain) on sale of property and investments or assets
Changes in operating assets and liabilities:
Accounts receivable, net
Inventories, net
Prepaid expenses and other
Accounts payable and accrued liabilities
Accrued dividends payable on Series B Preferred Stock
Net cash provided by (used for) operating activities

## NVESTING ACTIVITIES

Property and equipment additions, net or proceeds from sale of
Purchase of NBC Trademark License
Proceeds from sale of investments or assets
Change in restricted cash
Net cash provided by investing activities

## FINANCING ACTIVITIES:

Payments for repurchases of common stock
Payments for Series A Preferred Stock Redemption
Payments for repurchases of Series B Preferred stock
Payment for Series B Preferred Stock Dividend
Payments for deferred issuance costs
Proceeds from issuance of long term debt
Payments on long term debt
Payments on capital lease
Proceeds from exercise of stock options
Proceeds from issuance of common stock, net Net cash used for financing activities
Net increase (decrease) in cash and cash equivalents

## BEGINNING CASH AND CASH EQUIVALENTS

ENDING CASH AND CASH EQUIVALENTS

| $\begin{gathered} \text { Year Ending } \\ \hline \text { January 30, } \\ 2010 \\ \hline \end{gathered}$ |  | $\begin{gathered} \text { Year Ending } \\ \hline \text { January 29, } \\ 2011 \\ \hline \end{gathered}$ |  | $\begin{gathered} \text { Year Ending } \\ \hline \text { January 28, } \\ 2012 \\ \hline \end{gathered}$ |  | Year Ending <br> February 2 <br> 2013 |  | Year Ending <br> February 1 <br> 2014 |  |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: | :---: |
| \$ | $(41,998)$ | \$ | $(25,868)$ | \$ | $(48,064)$ | \$ | $(27,676)$ | \$ | $(2,515)$ |
|  | 14,320 |  | 13,337 |  | 12,827 |  | 13,424 |  | 12,585 |
|  | 3,205 |  | 3,350 |  | 5,007 |  | 3,257 |  | 3,217 |
|  | 1,446 |  | - |  | - |  | 11,111 |  | - |
|  | (715) |  | (728) |  | $(1,061)$ |  | (87) |  | (85) |
|  | 181 |  | 2,426 |  | 1,184 |  | 249 |  | 178 |
|  | - |  | 809 |  | - |  | 2,306 |  | - |
|  | - |  | 1,235 |  | 25,679 |  | 500 |  | - |
|  | - |  | - |  | - |  | - |  | 1,158 |
|  | $(3,628)$ |  | - |  | (416) |  | (102) |  | - |
|  | $(17,581)$ |  | $(21,292)$ |  | 9,909 |  | $(18,086)$ |  | $(9,026)$ |
|  | 6,980 |  | 4,277 |  | $(3,676)$ |  | 6,321 |  | $(14,007)$ |
|  | (462) |  | 348 |  | 40 |  | $(2,066)$ |  | 649 |
|  | $(4,325)$ |  | 16,768 |  | $(15,447)$ |  | 2,367 |  | 21,799 |
|  | 4,681 |  | 5,665 |  | 1,069 |  | - |  | - |
|  | $(37,896)$ |  | 327 |  | $(12,949)$ |  | $(8,482)$ |  | 13,953 |
|  | $(7,578)$ |  | $(7,529)$ |  | $(10,680)$ |  | $(6,157)$ |  | $(8,247)$ |
|  | - |  | - |  | - |  | $(4,000)$ |  | $(2,830)$ |
|  | 19,356 |  | - |  | - |  | 102 |  | - |
|  | $(3,471)$ |  | 99 |  | 2,861 |  | - |  | - |
|  | 8,307 |  | $(7,430)$ |  | $(7,819)$ |  | $(10,055)$ |  | $(11,077)$ |
|  | (937) |  | - |  | - |  | - |  | - |
|  | $(3,400)$ |  | - |  | - |  | - |  | - |
|  | - |  | - |  | $(40,853)$ |  | - |  | - |
|  | - |  | $(2,500)$ |  | $(8,915)$ |  | - |  | - |
|  | $(3,648)$ |  | $(3,292)$ |  | (306) |  | (552) |  | (390) |
|  | - |  | 25,000 |  | - |  | 38,215 |  | - |
|  | - |  | - |  | - |  | $(25,715)$ |  | - |
|  | - |  | - |  | - |  | - |  | (13) |
|  | 729 |  | 357 |  | 1,828 |  | 109 |  | 227 |
|  | - |  | 17,009 |  | 55,500 |  | - |  | - |
|  | $(7,256)$ |  | 36,574 |  | 7,254 |  | 12,057 |  | (176) |
|  | $(36,845)$ |  | 29,471 |  | $(13,514)$ |  | $(6,480)$ |  | 2,700 |
|  | 53,845 |  | 17,000 |  | 46,471 |  | 32,957 |  | 26,477 |
|  | 17,000 |  | 46,471 |  | 32,957 |  | 26,477 |  | 29,177 |


[^0]:    - Please see Appendix for above data for years F10 through F12.

[^1]:    *Includes 14th week/53rd week

