



Farmaè Group Evolves into Talea Group

2025 Roadmap Talea Group
FY2022 Results

March 28, 2023

A person stands at the end of a long, narrow concrete walkway between two massive concrete walls. The walkway is illuminated from the right, creating a strong gradient from dark to light. The person is silhouetted against the bright sky at the end of the path. The concrete walls have a textured, grid-like pattern.

2025 Roadmap

How it all STARTED

2014

Riccardo Iacometti establishes Farmaè

2018

First co-marketing initiatives

2019

Listing on Stock exchange AIM Market

Launch of Beautyè and new logistics hub

2020

Acquisitions of Sanort and Valnan

2021

Acquisition of Amicafarmacia

2022

Acquisition of Farmaeurope

Entry of new product categories (e.g. Pet)

2023

Farmaè Group evolves into Talea Group

Launch of Telea Media

Launch of Talea Logistics and new logistics hub

International



TALEA GROUP

DIGITAL PEOPLE ORIENTED



THE THREE STRATEGIC KEY PILLARS

Our growth strategy in the Consumers and Industrial Area



Needs (Consumers Area)

Ability to **reach the relevant communities**, therefore no longer just «consumers» and «customers» but also the **expressed and unexpressed needs** of Individuals and Companies within the relevant market.



Digital Evolution (Consumers & Industrial Area)

Ability to **evolve business models thanks to digital culture**, hence to family brands that are digitally evolved, competitive and close to People and Companies.

In order to accelerate **business growth**, one needs to build around People and Companies new services and channels to exploit all available **skills** to generate **performance**, also in cross-cutting markets, based on **digital know-how**.



Data Economy (Industrial Area)

Ability to **generate growth and thus prosperity within the relevant markets thanks to Data Analysis**, which is the group's strategic value and a prerequisite for **thriving in the Data Economy**.

OUR GROWTH STRATEGY

ORGANIC GROWTH CONSUMERS AREA

Consolidating market leadership in the e-retailing of health, wellness and beauty products with the **Farmaè, AmicaFarmacia, Farmaeurope, Sanort** and **Beautyè** brands.

DEVELOPMENT OF VALUE-ADDED BUSINESS FOR INDUSTRIAL AREAS

Seizing new revenue opportunities in business services with:

- 1. Talea Media**, the Group's new brand for managing an ecosystem of digital opportunities for companies.
- 2. Valnan**, Italian Excellence in Digital Communication and Marketing.

M&A OPPORTUNITIES

Scouting for new value-accretive projects:

- 1. In cross-border markets**, with the aim of **expanding the product offering**.
- 2. In existing market to further consolidate leadership**

INTERNATIONALIZATION PROCESS

Expand internationally:

- 1. Development of the multi-store approach** in the main European countries (**Germany, France, Spain, England, Austria**).
- 2. Strategic industrial partnerships.**



TALEA GROUP

DIGITAL PEOPLE ORIENTED

People First

Consumers Area
(online + retail)

Industrial Area
(services)

✦ **farmàè**

amicafarmacia

★ **farmaeurope**

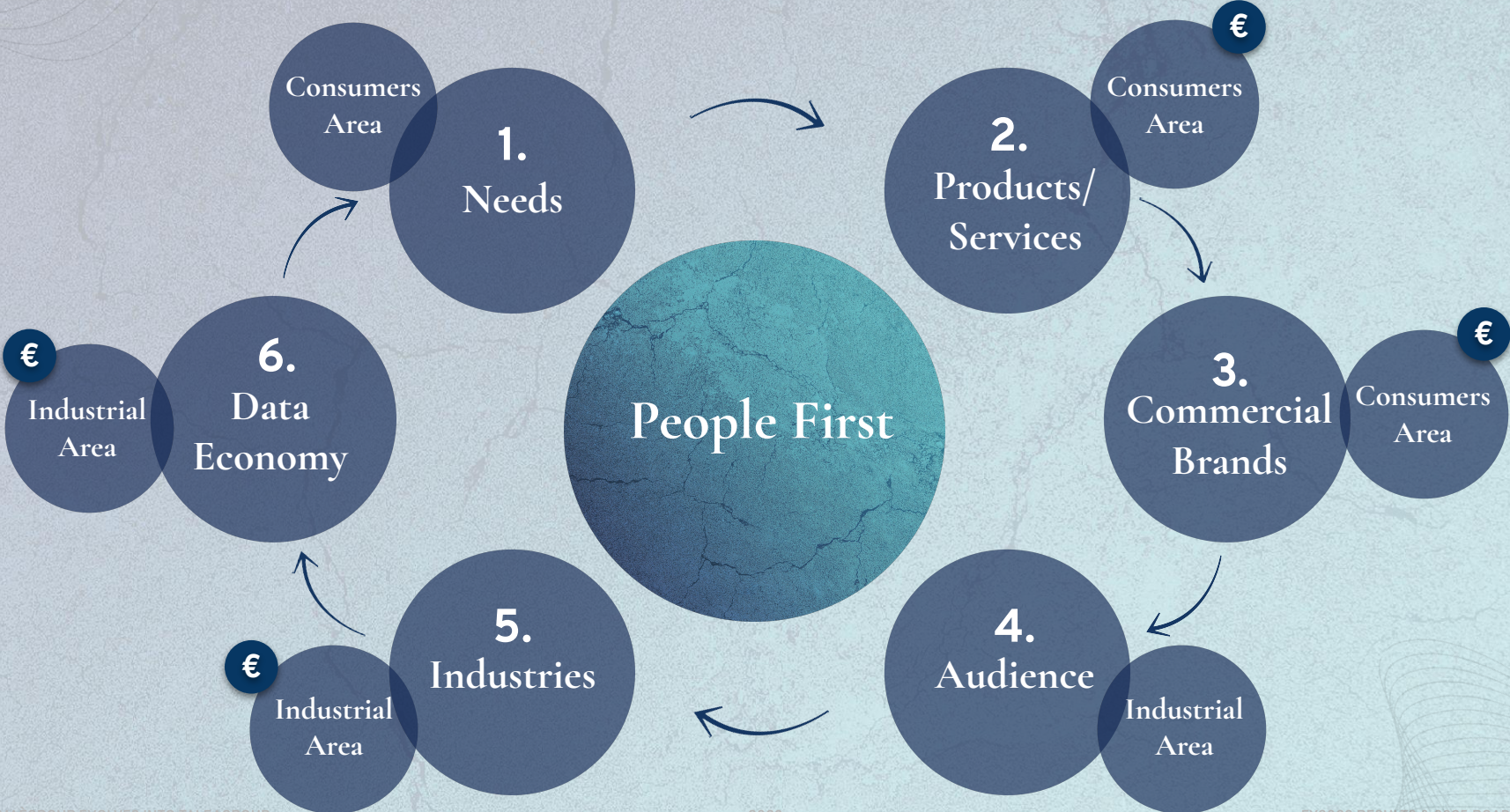
» **sanort**

beautyè

valnan

TALEA MEDIA

TALEA GROUP'S MODEL





Consumers Area

✦ farmaè amicafarmacia ★ farmaeurope

» sanort @beautyè

CONSUMERS AREA GROWTH STRATEGY

Achieving a profitable Growth

PEOPLE

Ability to **reach the relevant communities**, therefore no longer just «consumers» and «customers» but also the **expressed and unexpressed needs** of Individuals and Companies within the relevant market.

Talea People

COMMERCIAL

Increasing the sensitivity and loyalty of prospects over a **much broader, cross sectional range**, in current target markets as well as upcoming entries into cross-border category segments.

The drive to truly serve all needs to achieve **People's well-being**, well-being broadly intended as a lifestyle.

Broader range
Entry into new Categories

SERVICES

Improvement of Logistics Capacity

Shipping in 24 hours

Weekend delivery

Dinner time delivery

Option of delivery choice for the consumer

Telephone purchase and Technical support

Development
of new Services

TECH E MARKETING

Evolution of technological platforms

Artificial intelligence

Media mix evolution and communication activities (e.g. TV campaign)

Acquisition and retention of market share (e.g. repurchase)

New purchasing experience
on digital platforms
New Media Mix

SUSTAINABILITY

The evolution of the Customers Area is driven by the principle of sustainable growth, where sustainable refers to both the continuation of the **revenue growth story** and the **EBITDA** issues.

Always in favour of consumer engagement logics that make **ESG principles** an absolute value also in the willingness to buy.

Sustainable and
balanced choices

CONSUMERS AREA ENGAGEMENT MODEL

We understand demand

AWARENESS & ACQUISITION
Audience 1 : towards everyone

- 1. WE LISTEN TO THE CUSTOMER**
- 2. WE PRESENT THE PRODUCT AND SERVICE**

Understanding needs and offering solutions

We serve demand

ENGAGEMENT
Audience 1 : towards many

CONTINUOUS EXPERIENCE THROUGH DIGITAL CONNECTION

Serving demand and always being present

We retain demand

RETENTION
Audience 1 : towards 1

ONE PERSON, ONE COMMUNITY

A natural and prolific model of loyalty

THE KEY POINTS OF OUR ECOMMERCE

— We understand demand —

— We serve demand —

— We retain demand —

1.

Balance between Organic & Paid

Performance media and paid to accelerate growth and traffic to our digital platforms.

Analytical Culture and the Power of Data

2.

Content Experience

Building new content to accelerate engagement retention and turnover.

Continued exploration of new ways to create content, experiences, immersive technology and UX/UI.

Communicating to be understood

3.

System Integration

Strengthening an integrated system from stock management to pricing to advertising pressure.

One System approach.

The evolution of systems for the benefit of value

4.

All products

Increasing the sensitivity and loyalty of prospects over a much broader, cross-sectional range.

The drive to truly serve all needs to achieve People's well-being

5.

Service Benefits

Speed of execution on the primary needs of information (customer care) and delivery (logistics).

Innovative services and benefits for active customers (Talea People) opening up a new level of interaction and engagement

6.

Vertical Brands - Always On

A 360-degree, always active relationship with consumers thanks to the Group's commercial brands.

Vertical positioning for gender-specific needs and requirements

ACQUISITION

CONSIDERATION

CONVERSION

OVERALL

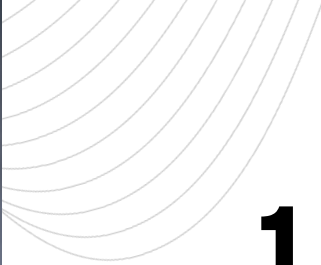
RETENTION

VERTICAL ENGAGEMENT



2025

ORGANIC GROWTH
CONSUMERS AREA



1

92% of Group turnover is Digital

2

Talea People: **1,700 mln** active customers

3

150,000 products for sale on digital platforms in several categories

4

22 million products sold

TALEA LOGISTICS FOR THE BENEFIT OF OUR CUSTOMERS

Logistics challenges in a complex ecosystem

IMPLEMENTATION OF LOGISTICS HUBS

New **12,000-sqm automated logistics hub** to be opened in Piedmont in 2023 in addition to the 5,000-sqm existing one in Tuscany.

Supporting growth in size

WAREHOUSE AUTOMATION

Investment in **technology and system integration** to automate processes and operations in logistics hubs in order to streamline costs and evolutions.

Speed of execution

SPEED SERVICES

Thanks to new warehouses and automated processes, **24-hour delivery services** in Central and Northern Italy (e.g. Farmaè Speed; Amica Speed).

Delivery within 24 hours

INTEGRATING B2B LOGISTICS SOLUTIONS

Capitalising on **logistics know-how and Group investments** to benefit small/medium-sized Italian companies approaching the online business.

Development of new services

SUSTAINABILITY

Embracing the Group's **ESG challenges** to choose the best logistics solution for People and the Environment.

Sustainable and balanced choices



2025
SUPPLY CHAIN
& LOGISTICS TARGETS



1

80% of deliveries within **24 hours**

2

Talea Logistics: more than **100,000** products in stock for the benefit of end consumers and companies

3

Bringing processes and functions into **one single integrated model**

4

Opening logistics hubs for **fast shipping services (Speed)**

Industrial Area

TALEA MEDIA

valnan
COMMUNICATIONS

Talea Media represents the transition from the current **product-related** relationship (Co-Marketing) to the **centrality of the audience** and its behaviour (Media)



Development of value-added Business for Industrial Areas

Product
(Co-Marketing B.U.)

Person
(Talea Media)

Targets: Health, Wellness and Beauty Industries (suppliers Consumers Area)

Interlocutors: Sales Director

Revenue stream: Commercial deal

Digital assets: Brands digital assets

Business Model: The evolution of a commercial relationship related only to the procurement of products for the Group's commercial brands (Consumers Area) into a new line of revenue (Co-marketing) through the planning and management of online communication and marketing activities on our platforms

Targets: Health, Wellness and Beauty Industries (suppliers Consumers Area); Any medium/large-sized company from other markets investing in Advertising, Media Channels and Market Research

Interlocutors: Chief Marketing Officer, Media Agency, Market Research and Analysis Company

Revenue stream: Media contracts; Market research and analysis

Digital assets: Own digital properties

Business Model: It represents an ecosystem of digital opportunities for the benefit of all industries in health, wellness and beauty sector, as well as other sectors, with a team of communication and marketing professionals able to transfer proven professional experience in a model based on: Consulting, Data Analysis, Creativity, Digital Marketing, Data Economy

To manage an ecosystem of digital opportunities for businesses

Talea Media



Targets: Health, Wellness and Beauty Industries (B2B)

Interlocutors: Chief Marketing Officer, Media Center, Market Research and Analysis Company

Revenue stream: Media contracts

Digital assets: Own digital properties

Business Model: Publisher, Data Economy

Italian Excellence in Digital Communication and Marketing

Valnan



Targets: Health, Wellness and Beauty Industries, Food and beverage Industries, Tech Industries, Retail Industries (B2B, B2C, B2B2C)

Interlocutors: Chief Marketing Officer

Revenue stream: Consulting, Project contracts

Digital assets: Brands digital assets

Business Model: Online communication and marketing consultancy

TALEA MEDIA'S MODEL

CONSULTING

Advisory activity aimed at understanding the customer's actual needs and proposing customised engagement solutions.

Target 1: all Health, Wellness and Beauty industries

Target 2: Italian and foreign start-ups

Target 3: new international players wishing to enter the Italian market

DATA ANALYSIS

Supporting companies' growth by analysing available data through an analysis model.

Tool 1: Customised BI for each client

Tool 2: Interactive dashboards

Tool 3: Reporting and supporting

CREATIVITY

Supporting companies in the construction of new digital languages in terms of both visuals and content.

Asset 1: creative concepts

Asset 2: new online storytelling

Asset 3: visual and tone of voice

DIGITAL MARKETING

Developing strategies aimed at engaging and acquiring leads and customers through proprietary digital channels and the use of media.

Instrument 1: Media Budget

Instrument 2: services in digital Marketing

DATA ECONOMY

A business analytics approach to capitalise on the asset represented by millions of active customers who interact daily on our platforms.

Target 1: all Health, Wellness and Beauty industries

Target 2: Italian and foreign start-ups

Target 3: new international players wishing to enter the Italian market



2025
TALEA MEDIA & VALNAN
TARGETS

1

8% of Group total turnover

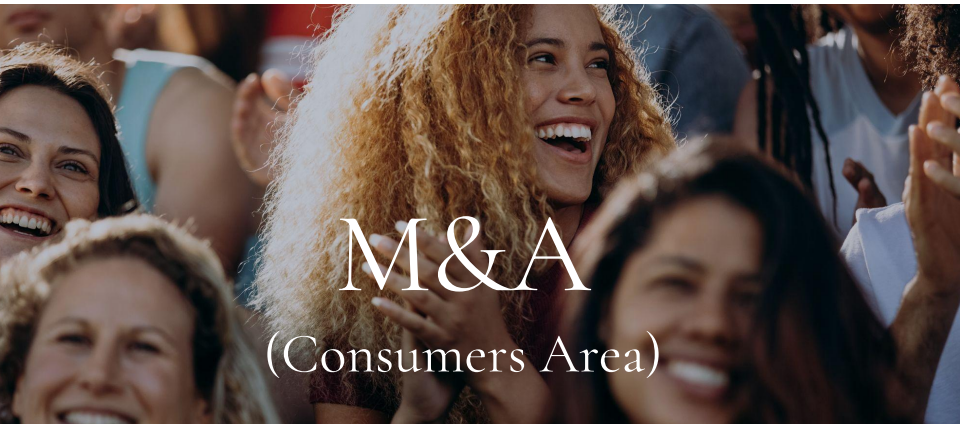
2

Talea Media: **400 active industrial customers**

3

Audience: **90 million** sessions on digital platforms

M&A OPPORTUNITIES



M&A (Consumers Area)

Opportunity for acquisition of high potential leading targets, active in the online channel, also in the Pharma business sector (**cross-industry strategy**).

Opportunity for acquisition of homologous and heterogeneous realities in **cross-border markets**, always aiming at the absolute value of People's Well-being, also in the domestic and working environment through the centrality of the digital asset.



M&A (Industrial Area)

Acquisition opportunities for service companies in the Media, Communication, Digital Marketing and Social content areas, in order to further enhance the technical offer already present in the Industrial area through Talea Media and Valnan.

INTERNATIONALIZATION PROCESS

BUYER PERSONAS

In 2022, an in-depth analysis of people's purchasing propensities in **the main European markets** (Germany, France, Spain, England, Austria) was started with the consultancy of specialised companies.

A clear **identification of the target consumers** emerged.

CATEGORY

After understanding the different purchasing behaviour for each country, we worked on defining the main supply drivers with our partner industries in order to position ourselves on the platforms with **ad hoc views and categories**.

TECH & MARKETING

Launch of **view sites for each target country** with language translation of each engagement content.

Creation of an **ad hoc marketing plan** with a dedicated budget in order to speed up entry through performance marketing.

LOGISTICS

Implementation within the **new Supply Chain** of flows and procedures aimed at managing the different procurement and delivery logics on the European consumer.

Negotiation with the main international forwarding agents to guarantee the best delivery flows from Italy, always supported by respect for the principles of sustainability.



INTERNATIONALIZATION PROCESS

1

Development of the multi-store approach in major European countries: **Germany, France, Spain, England, Austria**

2

Devising a specific **commercial offer** for consumers in each country

3

Dedicated Media budget for each country

4

Foreign Strategic Industrial Partners

2025 Industrial KPI

		2022	Target 2025	CAGR 22-25
CONSUMERS	Active customers	1 m	1.7 m	16.5%
	Products sold	12 m	22 m	21.4%
	SKUs	100,000	150,000	14.5%
	Media Budget	€ 9.1 m	€ 15 m	18%
INDUSTRIAL	Industrial customers	180	400	30.5%
	Sessions on platforms	60 m	90 m	16.0%
SUPPLY CHAIN & LOGISTIC TARGET				

80% of deliveries within 24 hours

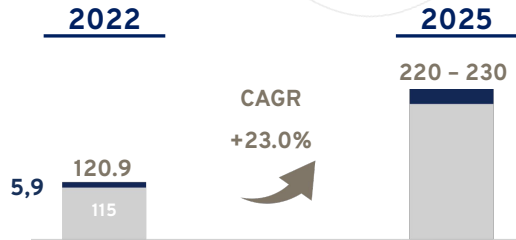
Talea Logistics: more than 100,000 products in stock for the benefit of end consumers and companies

Bringing processes and functions into one single integrated model

Opening logistics hubs for fast shipping services (Speed)

2025 Financial KPI

Revenues



EBITDA Adj.



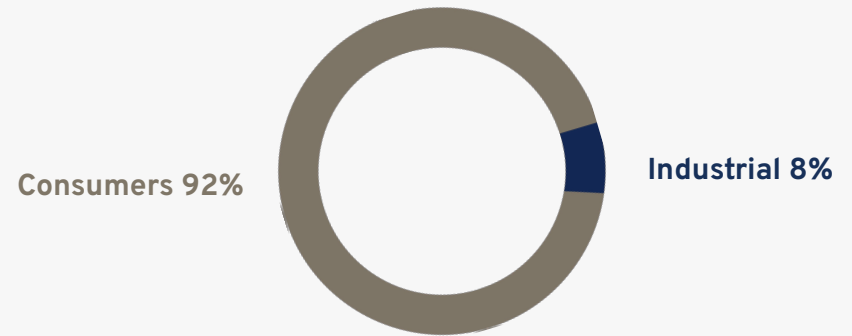
Net Debt



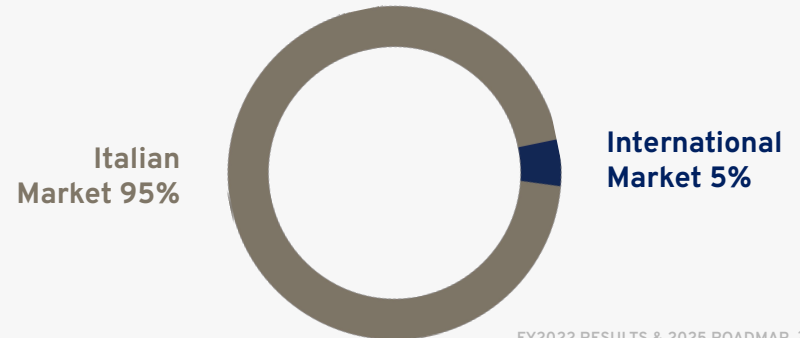
Capex



92% of 2025 total revenues coming from Consumers revenues



Consumer revenues



Note: all numbers in the graphs are in € millions. Sums may add up to slightly different numbers due to rounding.
 (*) Cumulative capex period 2023-2025.

FY2022 Results



2022
MACRO-KPIs

1 Revenues Adj. **120.9M**

2 No. of orders **2.4 M**

3 No. of products **12.1 M**

4 Conversion rate **4,0%**

5 Revenues 4° quarter 2022 vs 4° quarter 2021 **+38%**

6 No. of active customers (consumer) **1.0 M**

7 No. of service customers (industrial) **180**

Positive EBITDA Margin thanks to revenues growth and despite inflationary trend

€/mIn	2022	2021	YOY
SALES adj (*)	120,9	85,9	40.8%
Gross margin	38,4	27,8	10,6
Gross margin	31.7%	32.5%	-0.8%
Selling and distribution as percentage of sales	-25,3%	-25,4%	0.1%
Administrative costs as percentage of sales	-6,4%	-6,7%	0.2%
Other operating expenses as percentage of sales	0,0%	-0,1%	0.1%
Adjusted ebitda (**)	2,5	2,7	-0,2
Adjusted ebitda margin %	2,1%	3,2%	-1.1%
Ebit	0,0	0,3	-0,3
Net result	-0,8	-0,1	-0,7

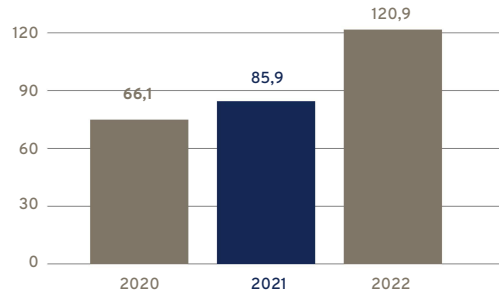
(*) including comarketing revenues

(**) adjusted for cost of integration of Amica Farmacia and other non recurring costs

- Strong growth of ADJ Revenues * consolidating leadership in the market
- Strong performance of all the e-commerce platforms driven also by the introduction of new categories such as pet food and enlargement of SKUs
- Gross margin stood at 32% slightly below last year
- Positive ADJ EBITDA at € 2.5 mln despite increasing in purchasing and operational costs mainly due to inflationary dynamics. The company has decided to transfer only a limited amount of that to final consumers.
- ADJ EBITDA margin at 2.1%

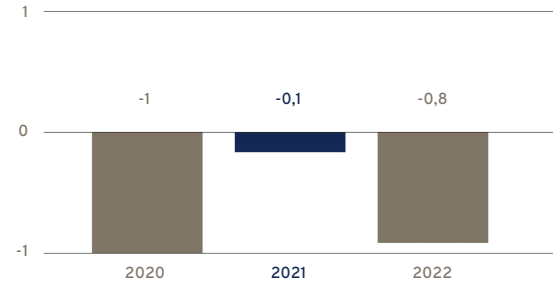
Main Financial Highlights

Revenues Adj (€/m)

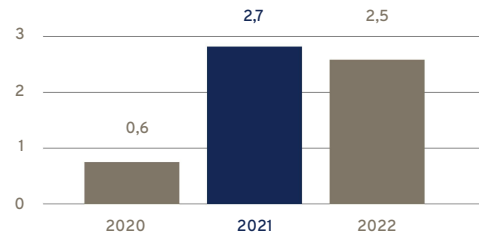


(*) Including comarketing revenues

Net Profit (€/m)

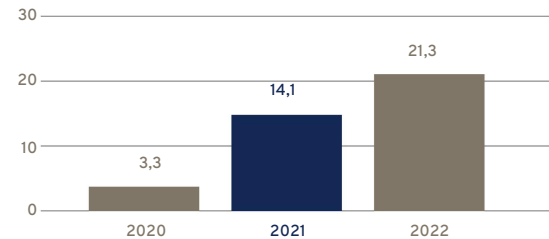


EBITDA Adj (€/m)

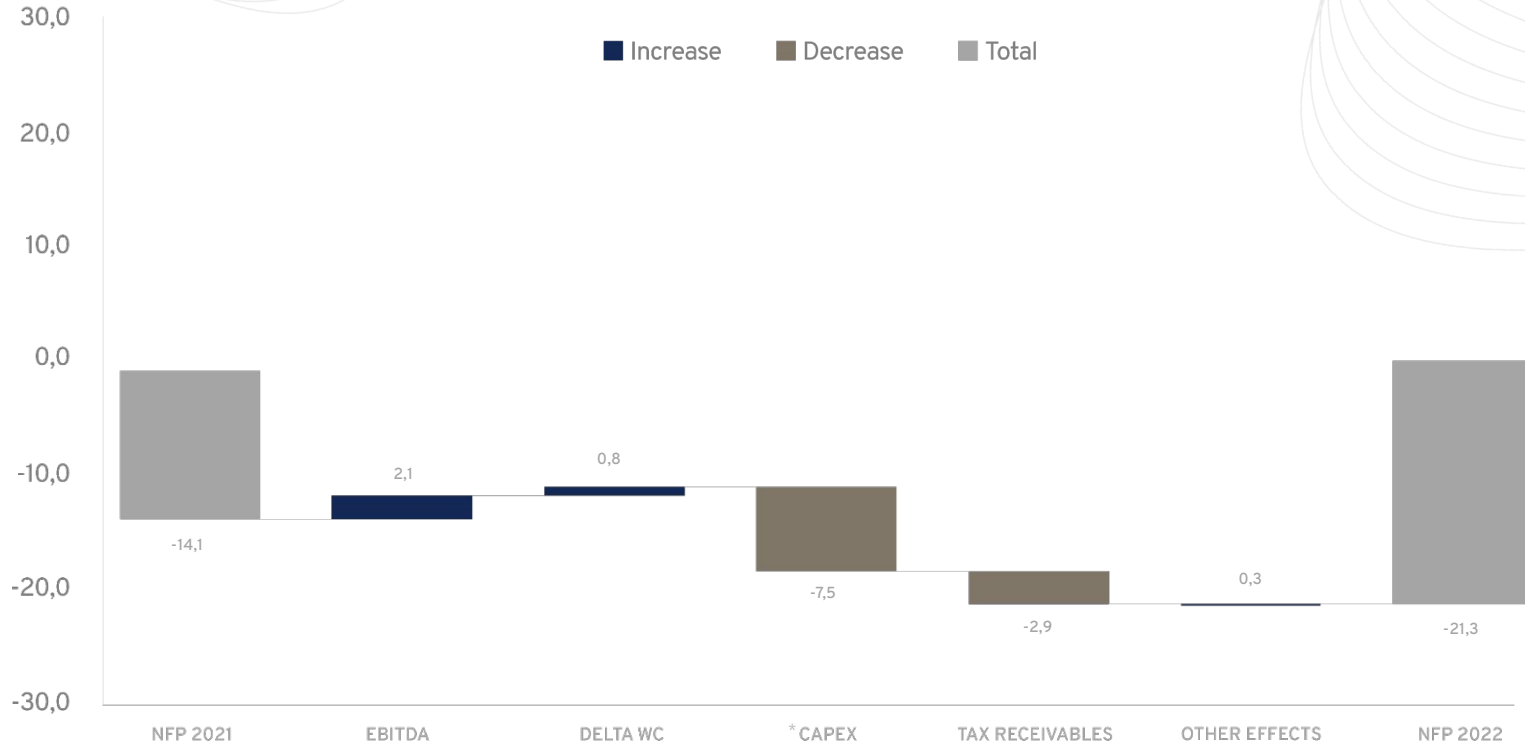


(**) adjusted for cost of integration of Amica Farmacia and other non recurring costs

Net Financial Debt (€/m)



Net Financial Debt Bridge €/m



* Including IFRS 16 effect of €3.4 mln



Thank you

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