

# ZurRose Group

# Capital Markets Day 2021

16 June 2021

«Best positioned to capture the eRx opportunity and create a world where everyone can manage their health in one click»

# Agenda

Topic	Speaker
– Introduction	Walter Oberhänsli
– eRx opportunity	Walter Hess
– Healthcare Ecosystem	Betül Susamis Unaran
Break	
– Technology	David Maso
– Financial Update	Marcel Ziwica
– Closing remarks	Walter Oberhänsli
– Q&A session	

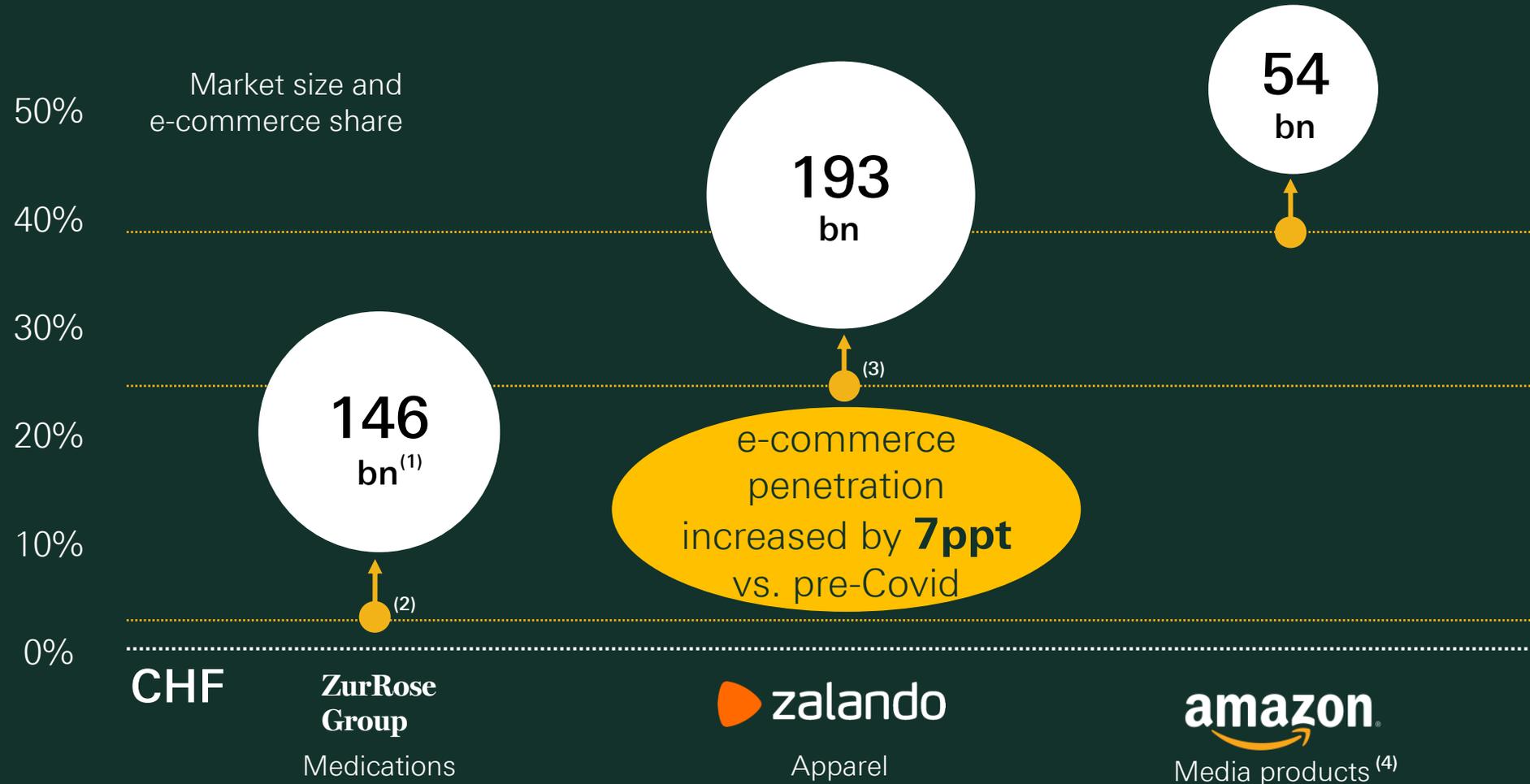
- Please hand in your questions for the Q&A session via the text box in the webcast
- We will prioritize questions from analysts covering the Zur Rose stock and our investors
- Unanswered questions will be responded to after the event

# Introduction

# Best positioned for eRx and to create the European Healthcare Ecosystem

1. «Once in a lifetime» eRx opportunity
2. Customer centricity is at our core
3. Creating Europe's leading Healthcare Ecosystem
4. Leverage existing platforms and resources to become the tech leader
5. Management committed to execute and create value

# Zur Rose Group: «Game Changer» in the CHF 146 bn medication market



Sources: Euromonitor, Market sizes for 2016, includes CH, DE, ES, FR, IT, UK Notes: 1 medications include Rx and OTC & BPC, 2015, excl. VAT, 2015 CHF/EUR = 0.92346 2 Online penetration for Rx in Germany | 3 Euromonitor 2021 Data for Europe excluding Russia | 4 Media products include music, films and books

# Zur Rose Group is the undisputed #1 e-commerce pharmacy in Europe

**1,752m**  
CHF revenues<sup>(1)</sup>

**#1**  
e-commerce  
pharmacy in  
Germany<sup>(2)</sup>

**11.1m**  
Active  
customers<sup>(3)</sup>

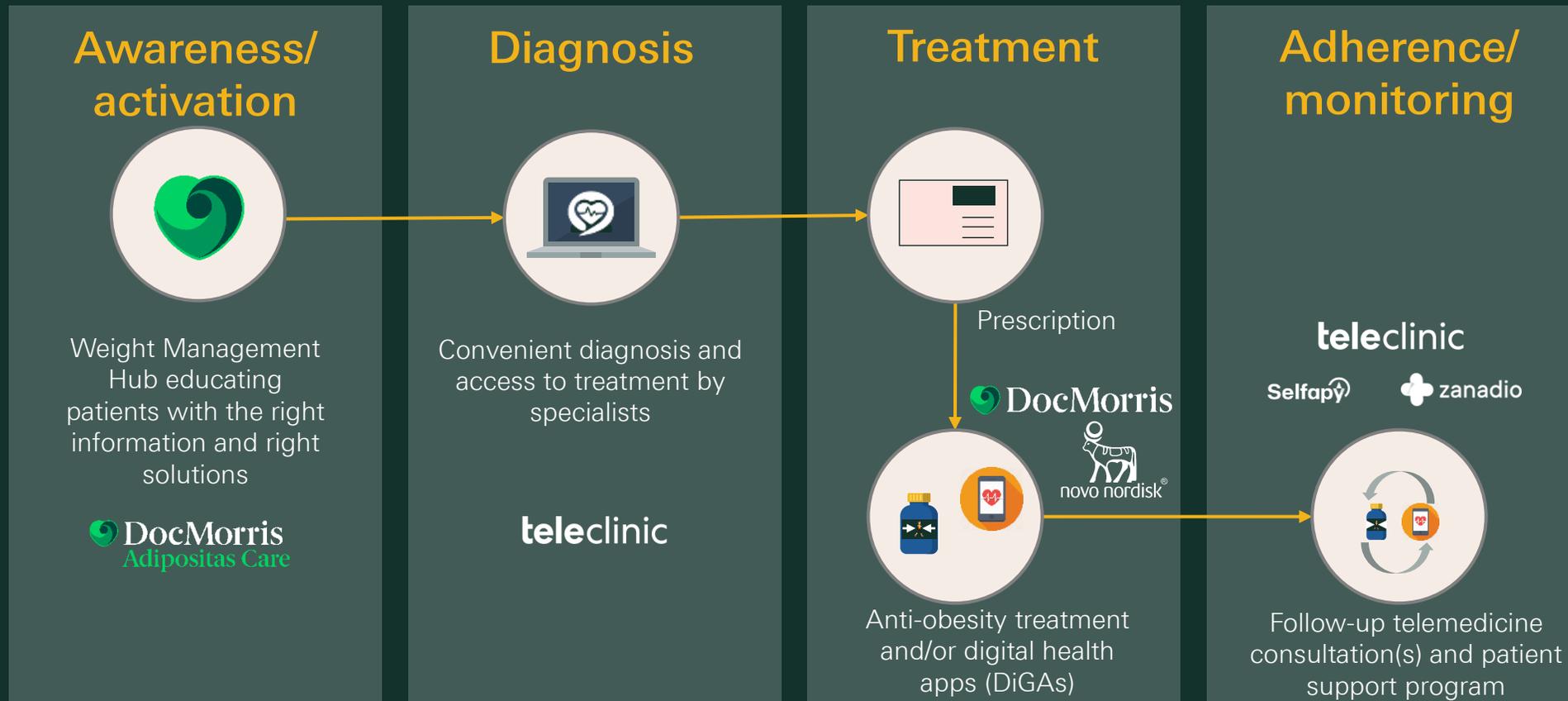
**1,960**  
FTE

## Zur Rose Group



Notes: 1 External revenues 2020 including medpex/apotal | 2 Sources: Sempora, Insight Health, 2020 | 3 Last twelve months ending 31 March 2021, customers supplied by the Zur Rose Group, either directly or through its partners, including, among others, the Apotal e-commerce business

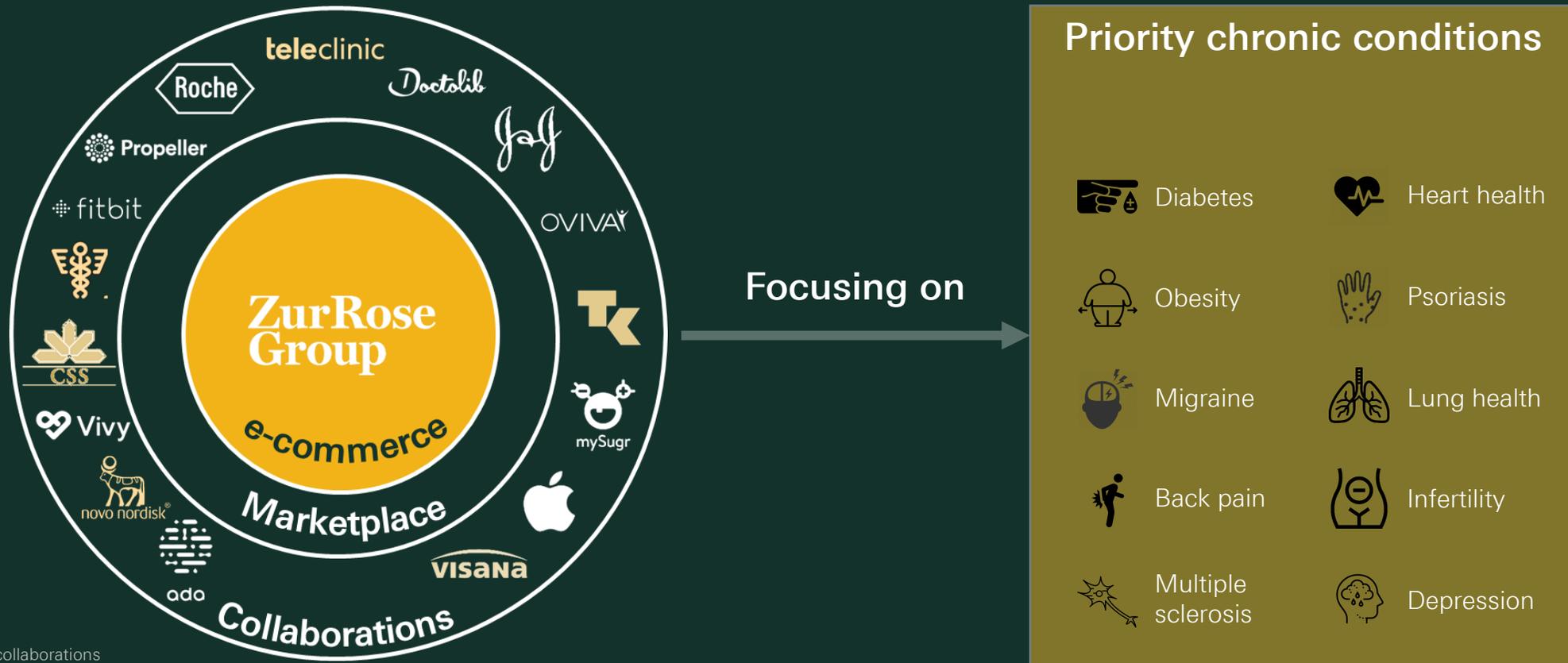
# Digital Healthcare Ecosystem offers benefits for all stakeholders (example of obesity journey)



Note: Illustration displays one of many potential journeys which also include physical doctor visits, redemption of scripts in brick-and-mortar pharmacies, etc.

# Ecosystem strategy with e-commerce core enables expansion into broader healthcare solutions

## The European Healthcare Ecosystem

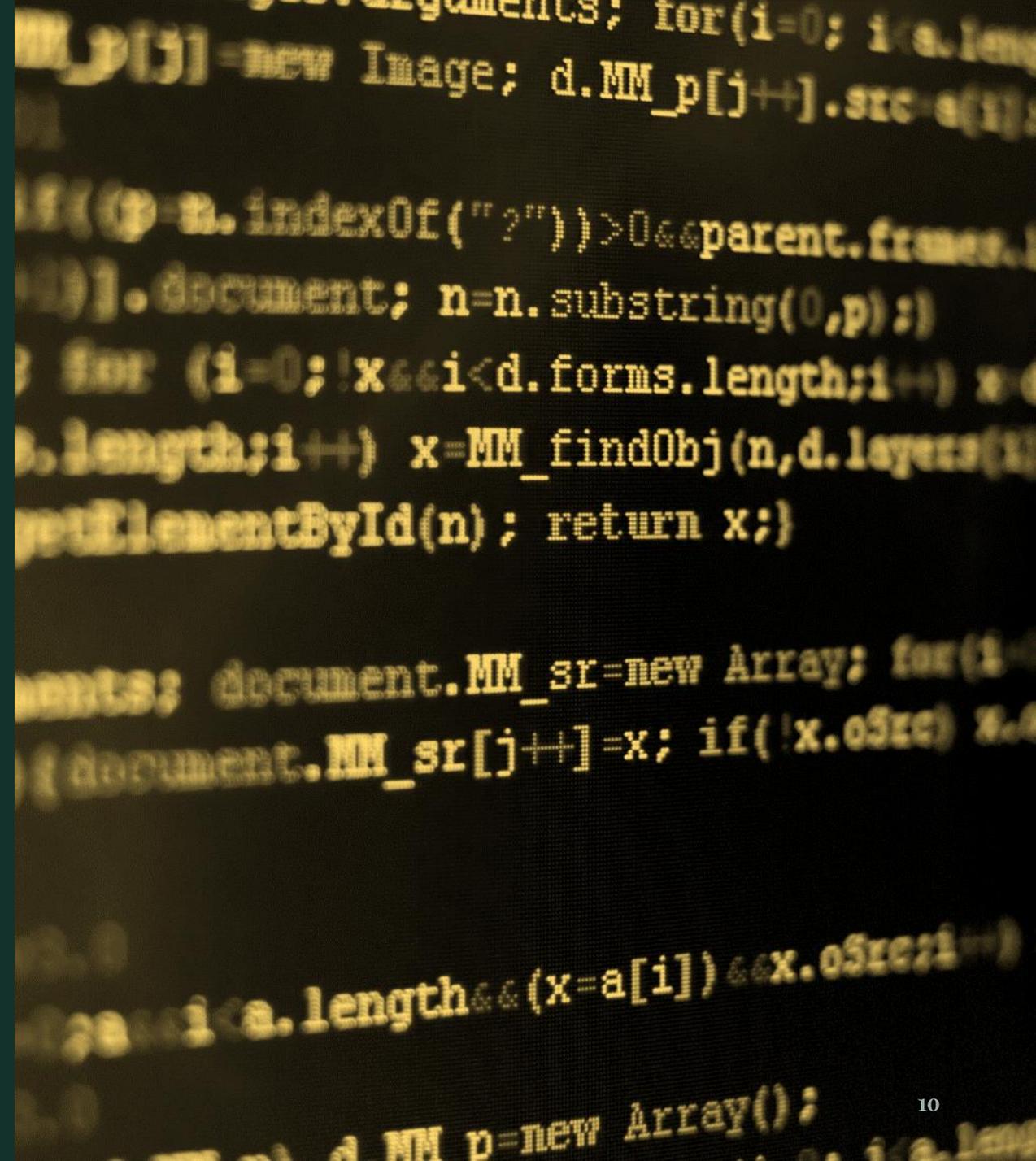


Established collaborations

Note: Displayed logos are showing examples of current and potential partners

# Technology is the key enabler for our future success

- Providing value add services through digitization in the healthcare sector
- Enabling and improving customer journeys
- Ramping up common technology platform improves innovation speed and time to market while creating synergies across the group
- Focus on acquiring best-in-class talent
- Addition of Madhu Nutakki as Group CTO



# Growing European expansion opportunities

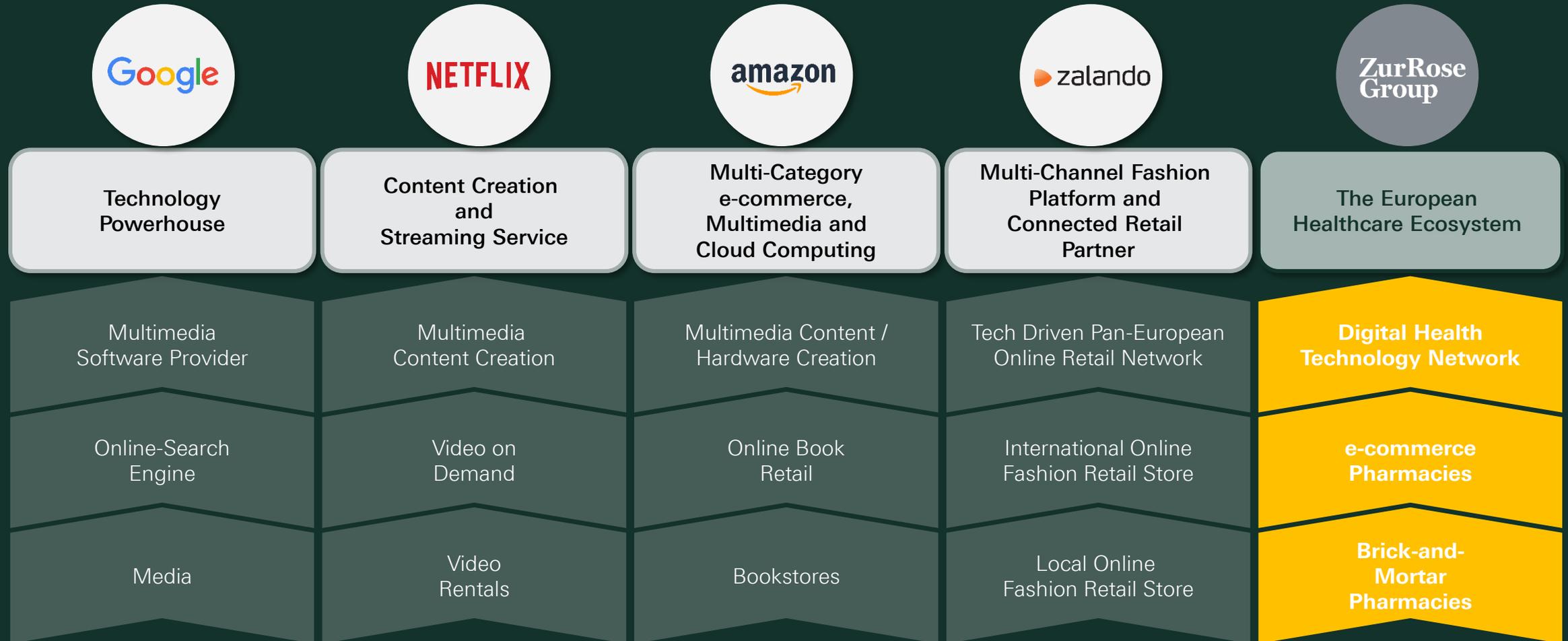
- Covid-19 is accelerating digitalization of healthcare in European countries
- First mover in German eRx will provide playbook to explore further European roll-out
- OTC opportunity in France «ante portas»
- Flexible France OTC market entry strategy via e-commerce and / or marketplace
- **Trend towards digitalisation of the healthcare system in other European countries**



«Pharmacies allowed to use paid referencing to sell their medicines online»

Le Figaro, 17.05.2021

# Uniquely positioned to be the winner in the digital European healthcare market



# Excited and fully committed to the Group vision & strategy

							
<b>Bernd Gschaider</b> COO	<b>Walter Hess</b> Head Germany	<b>David Maso</b> Head Europe	<b>Marcel Ziwica</b> CFO	<b>Walter Oberhänsli</b> CEO	<b>Betül Susamis</b> CSDO	<b>Emanuel Lorini</b> Head Switzerland	<b>Madhu Nutakki</b> CTO
Tenure: 1 year	Tenure: 13 years <sup>1</sup>	Tenure: 3 years	Tenure: 20 years	Tenure: 28 years	Tenure: 2 years	Tenure: 12 years	Tenure: new hire
Prior experience:	Prior experience:	Prior experience:	Prior experience:	Prior experience:	Prior experience:	Prior experience:	Prior experience:
	Head Switzerland	Founder PromoFarma	Head of Group Finance	Co-Founder		B2B Switzerland	

Note: 1 including 5-year advisory role previously to joining Zur Rose Group

# eRx opportunity

# Introduction of eRx creating «once in a lifetime» opportunity

1. Large total addressable market with low online penetration



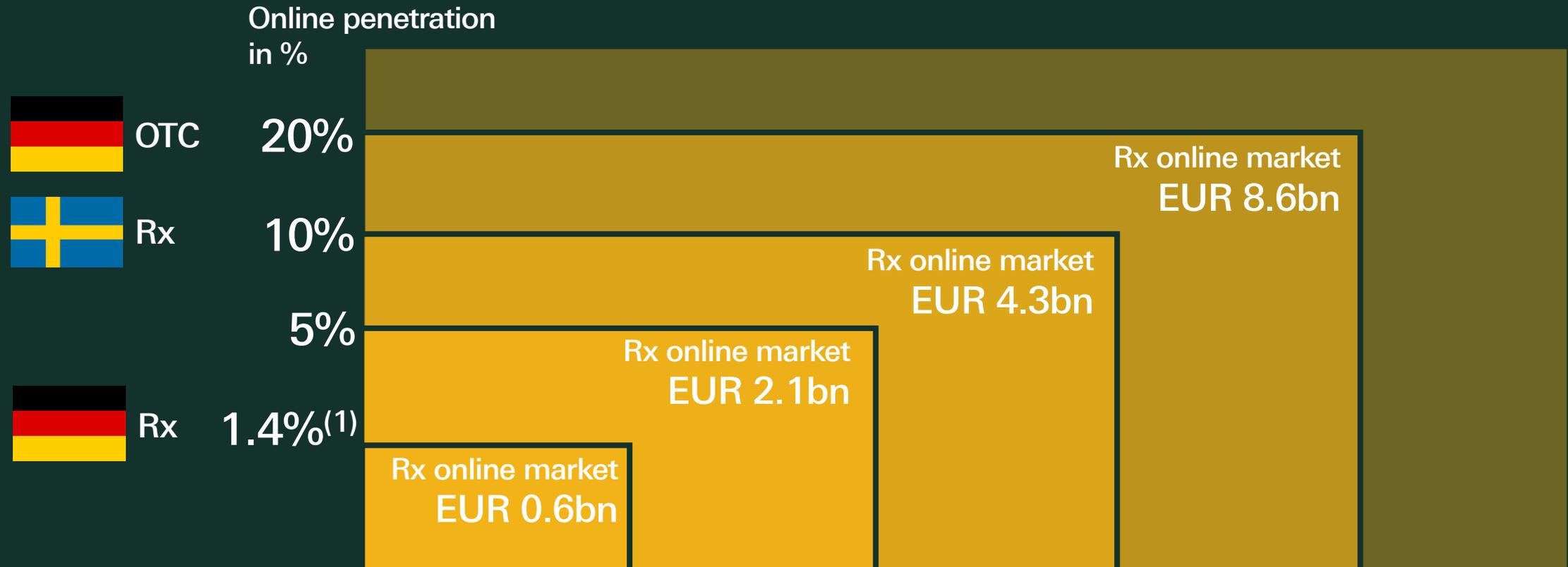
2. Pole position: Size, brand, operations, tech and know-how



3. Change happens now:  
Zur Rose Group perfectly positioned to exploit eRx opportunity



# Increasing online penetration through eRx expected, unlocking substantial upside potential



Illustrative, assuming constant total market size of EUR 43bn Source: 1 Sempora 2018

# Fragmented competitive landscape

## Brick and mortar pharmacies



Go-to solution for walk-in customers

## Online pharmacies

Around 3,000 pharmacies with mail-order license combine for an Rx market share of **1%**  
Market leaders:  
 **DocMorris**

Removing paper hurdle is enabling convenient e-commerce experience

## Platforms

**DocMorris**  
 **Ihre Apotheken**  
*Online + vor Ort*  
 **gesund.de**

Platforms with the potential to improve user experience by combining online and offline offering

# German e-commerce pharmacy leader in scale and quality with outstanding customer stickiness

**9.8 million**

Active customers<sup>(1)</sup>

**#1**

e-commerce pharmacy  
in Germany<sup>(2)</sup>



**78%**

Repeat order rate<sup>(3)</sup>

**64%**

Brand awareness<sup>(4)</sup>  
1.5x that of #2 brand

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Notes: 1 Last twelve months ending 31 March 2021, customers in Germany supplied by the Zur Rose Group, either directly or through its partners, including, among others, the Apotal e-commerce business | 2 Sources: Sempora, Insight Health, Zur Rose Group market share | 3 Share of orders from existing customers in relation to total number of orders | 4 Aided brand awareness of DocMorris, Kantar 2021

# Roadmap of German government / gematik

- Launch of gematik infrastructure on 1 July 2021 in Berlin/Brandenburg focus region confirmed
- Nationwide rollout in Q4 2021
- Mandatory roll-out confirmed by government and gematik for January 2022
- Specifications on gematik APIs for third party apps expected to be published mid 2021

Q3  
2021

Test phase in focus region  
Berlin Brandenburg  
to evaluate application

Q4  
2021

Nationwide introduction to  
increase availability and  
acceptance

1 January  
2022

Mandatory introduction for all  
stakeholders

# Prerequisites for eRx roll-out

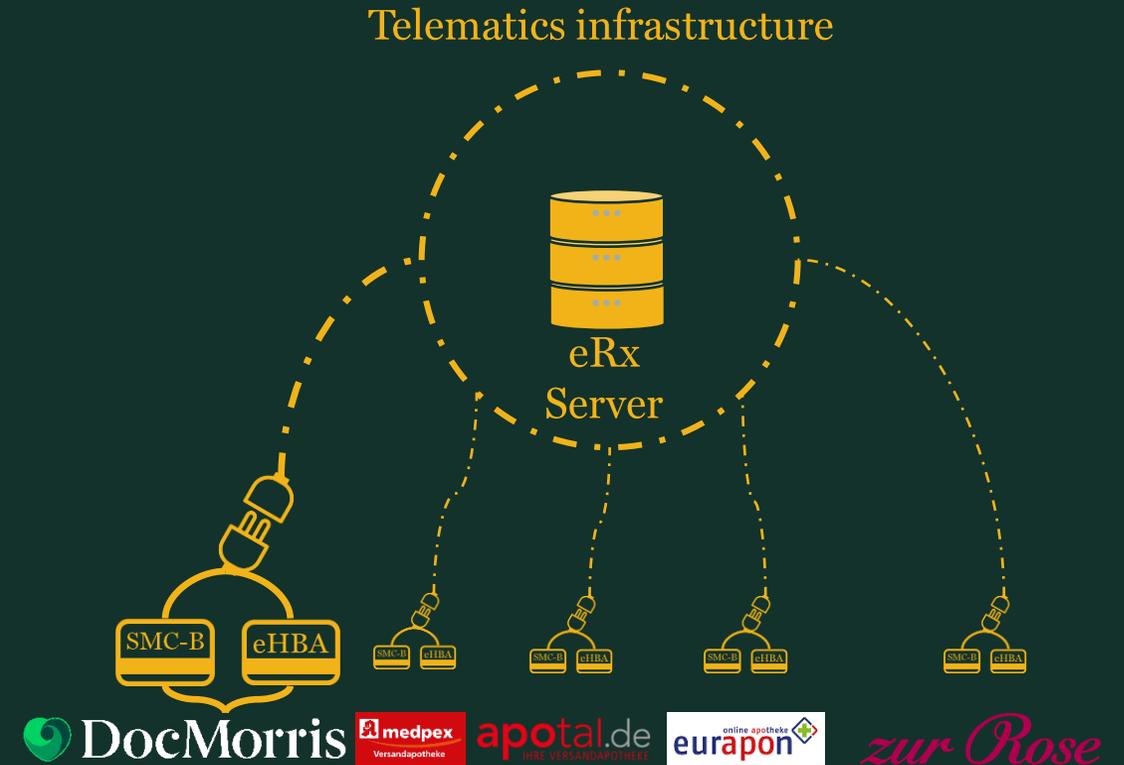
1. Completion of distribution of SMC-B<sup>1</sup> and eHBA<sup>2</sup> cards to all physicians and pharmacies
  2. eRx modules available in all physician information systems
  3. eRx modules available in all pharmacy information systems
  4. Convenient qualified electronic signature process for physicians
- eHealth-Tec with a suite of off-the-shelf solutions to solve majority of challenges



Note: 1 Security Module Card Typ B is a card to identify a healthcare unit or organization | 2 Electronic Health professional card is a card to identify healthcare professionals (e.g., physicians and pharmacists) | 3 Software Development Kit

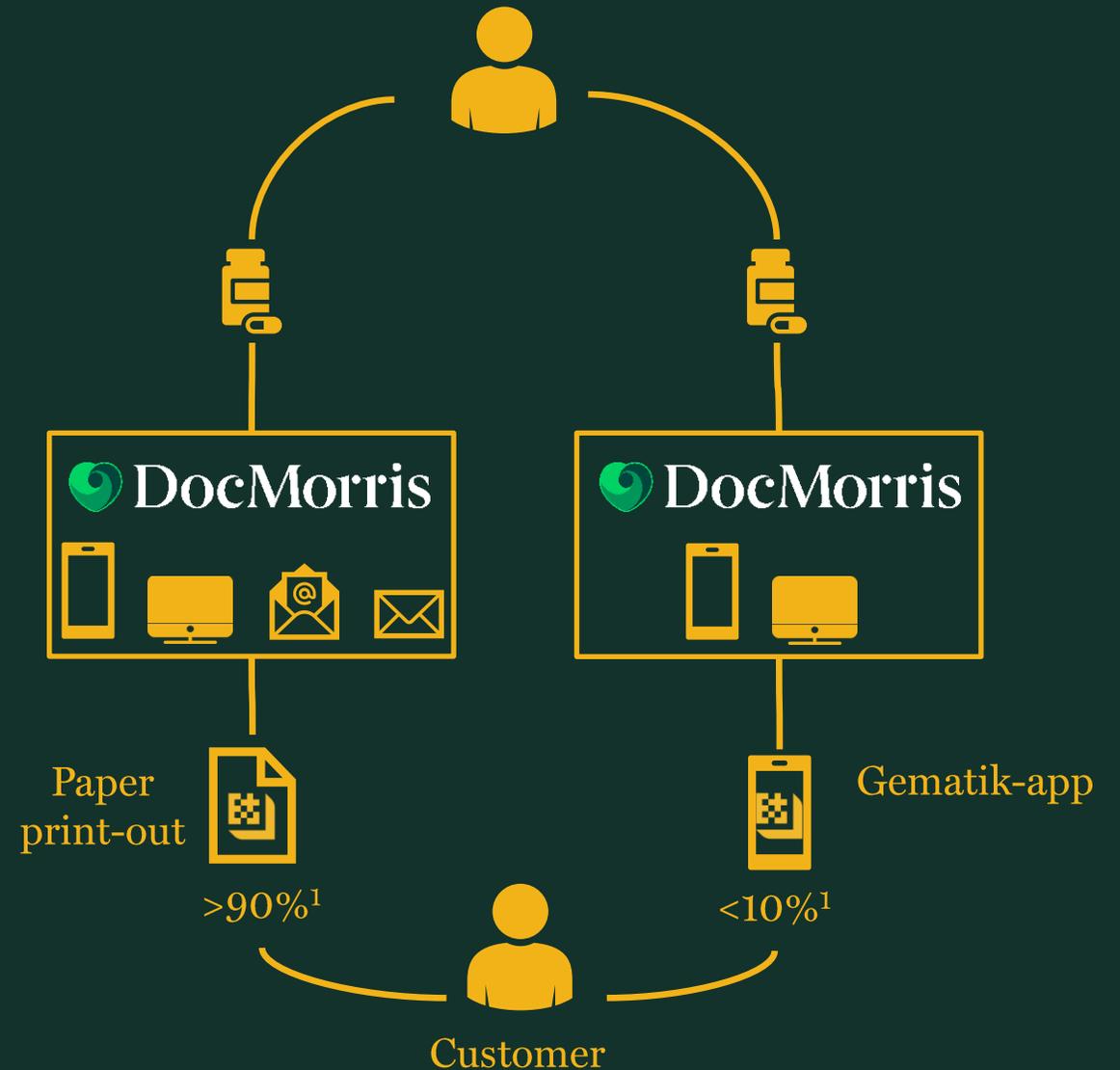
# On ZRG side, all technical requirements to implement eRx are in place

- DocMorris and other pharmacies will be connected to gematik eRx server
- Back-end systems ready for eRx
- eHealth-Tec solutions implemented for all pharmacies and TeleClinic



# ZRG is well prepared to enable different customer journeys

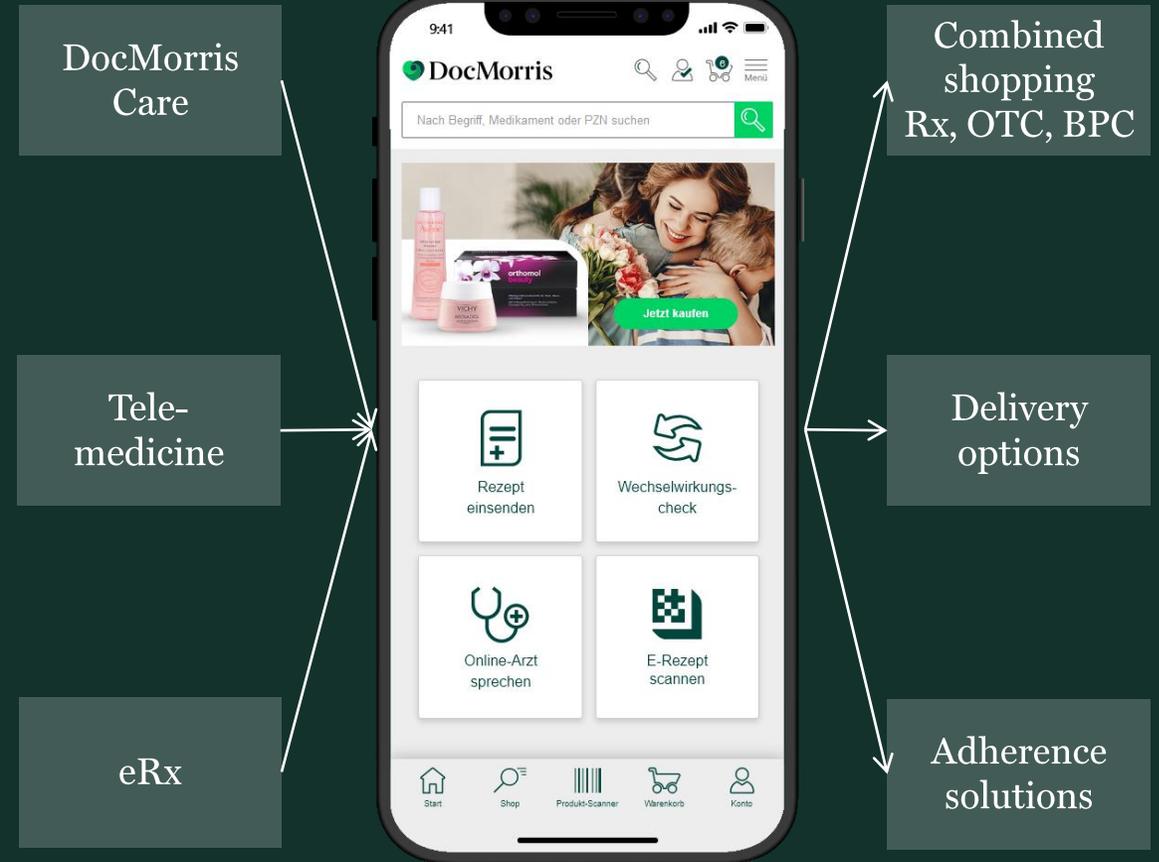
- >90% of journeys expected to start with paper print-out of eRx token<sup>1</sup>
- Submission via scan, mail-in or gematik app
- Gematik app expected to launch as MVP with continuous improvements



Note: 1 Estimate for 2022 – relation potentially to shift as digital journey becomes more convenient

# DocMorris is leveraging its core e-commerce expertise to provide a full digital healthcare ecosystem experience

- Customer centric, agile approach with a clear focus on optimal customer experience
- Target picture: Comprehensive offering from diagnosis, through delivery to follow-up services with solutions for chronically ill patients and acute demand
- USPs: Unique health focused e-commerce experience with value-add services (telemedicine, chronic care journeys, adherence solutions) and flexible delivery options



Note: Example screenshots for illustration purposes

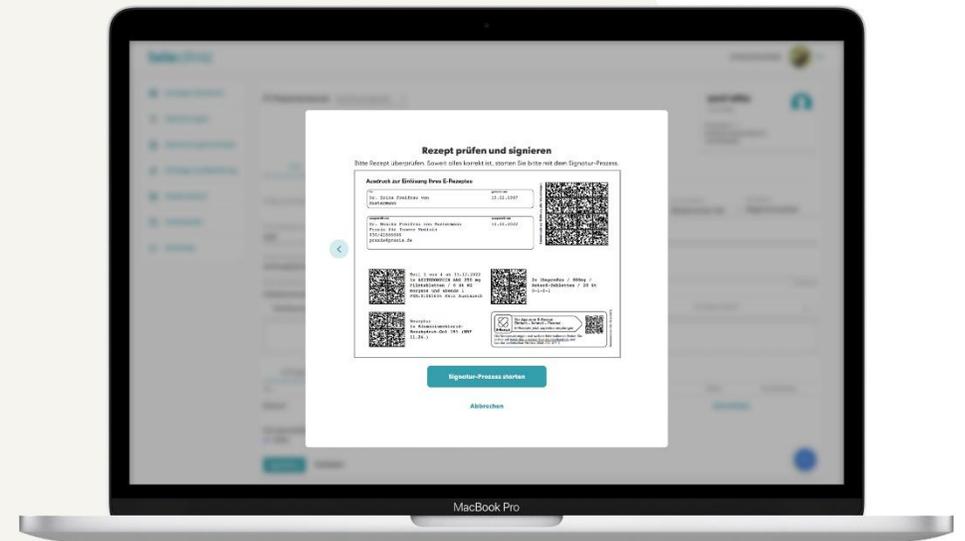
# eRx and TeleClinic: A winning combination

- eRx enabling seamless process for reimbursable scripts for all telemedicine users
- Use cases and potential customers to increase significantly
- Seamless customer experience by offering digital journey via telemedicine and online pharmacy

Note: Example screenshots for illustration purposes

# teleclinic

Create, sign and send digital prescriptions easily with a few clicks.



## **9.8 million active customers<sup>1</sup> as a starting point – our strategy to convert existing customers**

- Estimated potential of >2 million chronically ill patients within customer base
- Comprehensive package of CRM measures for all brands ready for roll-out
- Launch of Rx services to deliver added value to a convenient Rx journey
- Nationwide marketing campaign

**Comprehensive CRM measures**

**Nationwide campaign**

**Convenient shopping experience via app and webshop**

Note: 1 Last twelve months ending 31 March 2021, customers in Germany supplied by the Zur Rose Group, either directly or through its partners, including, among others, the Apotal e-commerce business

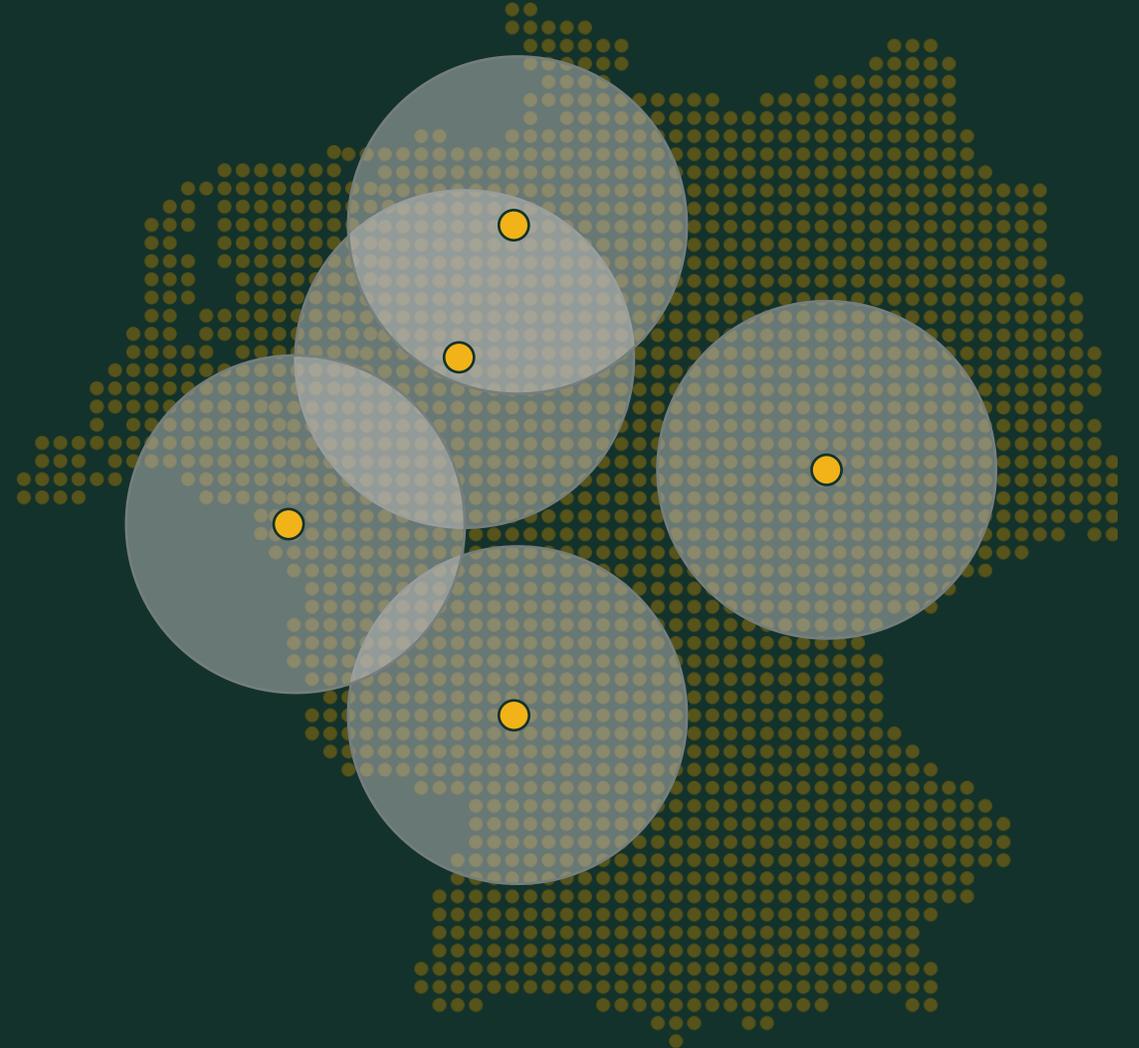
# Marketing campaign – first branding focused flight successfully boosted brand awareness

- 8 ppt increase in unaided brand awareness
- Expanding brand values of DocMorris from e-commerce to digital health provider
- Activate customers ahead of eRx launch
- Next flights with activation messages in the pipeline for H2 2021



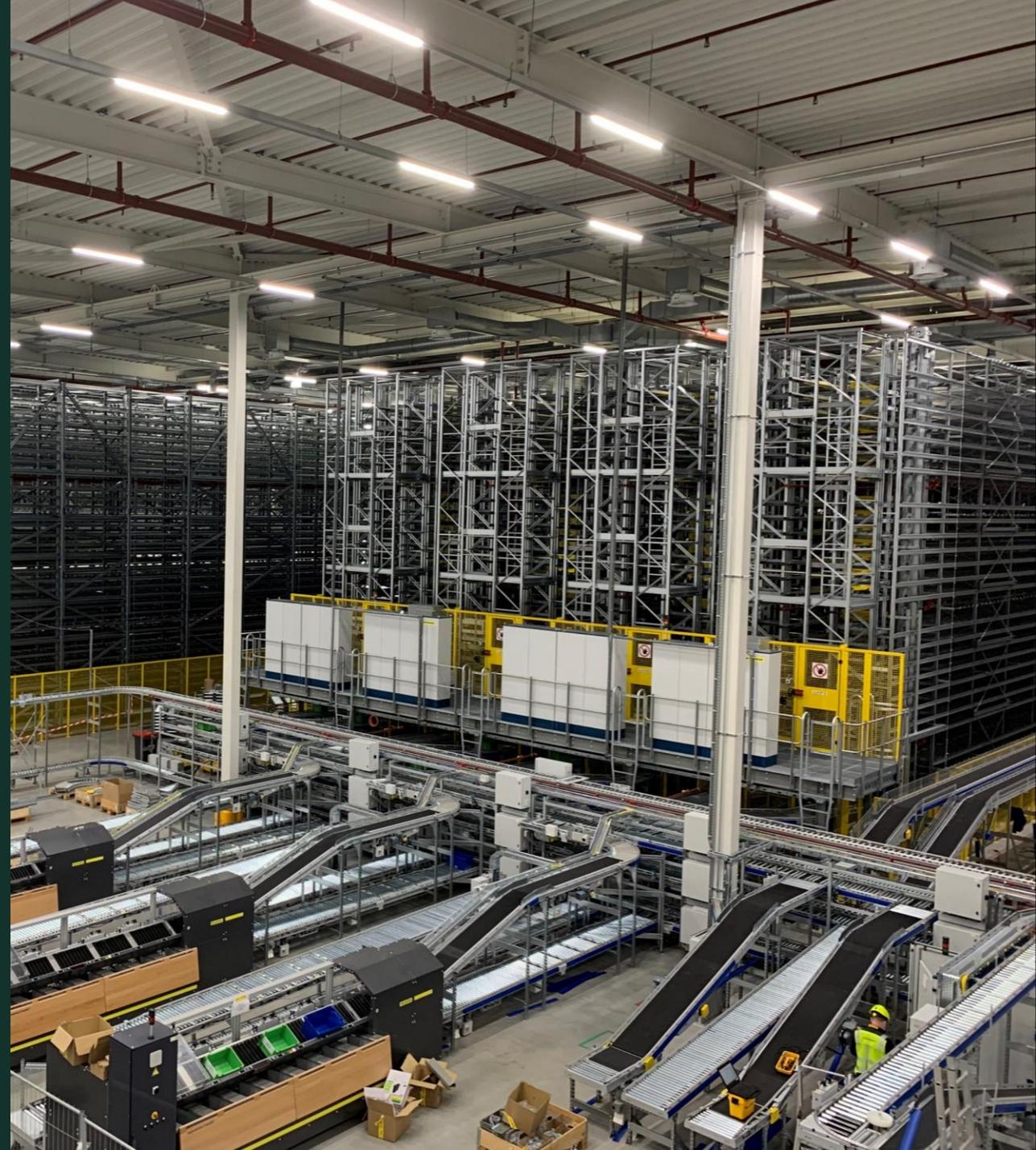
## Speed and variety of last mile solutions is gaining importance and is key to our customer centric approach

- Next day delivery promise for ca. 90% of metropolitan areas (accounting for >80% of all orders) via 5 distribution hubs possible
- Same day delivery option for metropolitan areas via partner pharmacy network (mid-term target 1,000+ partner pharmacies would enable 70% same day coverage)
- Today: Test phase with 35 partner pharmacies with same day coverage in 16 cities including Berlin, Hamburg, Frankfurt, Munich & Cologne



# Completion of new distribution center on track, supplying ample capacity for eRx scaling

- Installation of warehouse automation in the new distribution center in Heerlen on track for completion in 2021
- Increased **degree of automation to 70%** will lead to **significant productivity improvement** compared to existing distribution center in Heerlen
- Additional capacity of 15 million parcels per year to be available in 2022 resulting in total capacity of 48 million parcels



# Healthcare Ecosystem – Creating a world where everyone can manage their health in one click

# The scene is set for change



**1**  
**Digitalisation**

New technology enables healthcare to become more mobile and convenient



**2**  
**Cost pressure**

Digital services allow for superior quality, efficiency and better healthcare outcomes



**3**  
**Demographic change**

The share of the 60+ year olds will increase globally



**4**  
**Liberalisation**

Regulatory headwinds are easing up



**5**  
**Brand power**

Brands increasingly important



**6**  
**Increased digital healthcare momentum**

Covid-19 catalyst for shift towards digital health

# Covid-19 is driving exponential adoption of digital health, leading to new behaviors and expectations by consumers to access healthcare



Grew online consultations by **500% in Germany in 2020** (teleclinic)  
Global telehealth/telemedicine market expected to reach **USD 192 billion by 2025** (Research and Markets)



U.S. digital health companies raised **a record \$6.7 billion** in the first quarter of 2021, putting the industry on track to easily outpace the \$14 billion in investment last year (Rock Health Q1 2021 Funding Report)



**25%** rise in health app downloads since the beginning of the pandemic, **~500%** for diabetes apps (Organisation for the Review of Care and Health Applications – January 2021)



**Enduring new behaviors** in how people access health (McKinsey 2020)

# Rapid adoption of business models for digital health companies driving performance, investments and valuations

## On the fast-track to reimbursement: Germany unlocks business opportunities for digital health innovators

January 10, 2021



15 health apps (DiGAs) reimbursed in Germany upon prescription

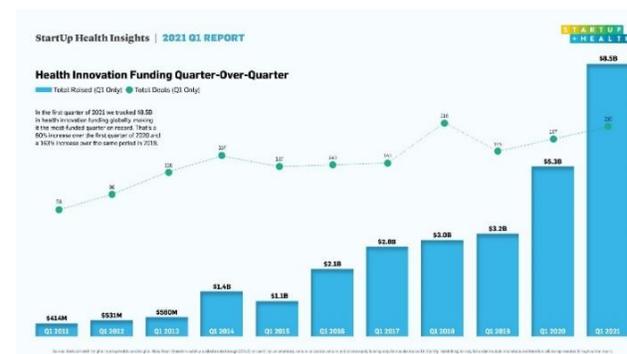
## « Impressive 2020 results for teleclinic with online consultations rising by 500% »

Zur Rose Group Press release, February, 2021



Telemedicine reimbursement is here to stay

## Q1 2021 Report Health innovation funding Quarter over Quarter (2011-2021)



Teladoc-Livongo \$18.5 billion merger is a huge step forward for digital health, analysts say

Published: Aug. 6, 2020 at 6:13 a.m. ET

Digital health attracting investments at record levels



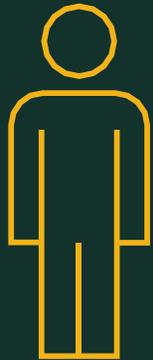
To

create a world



where everyone

can manage



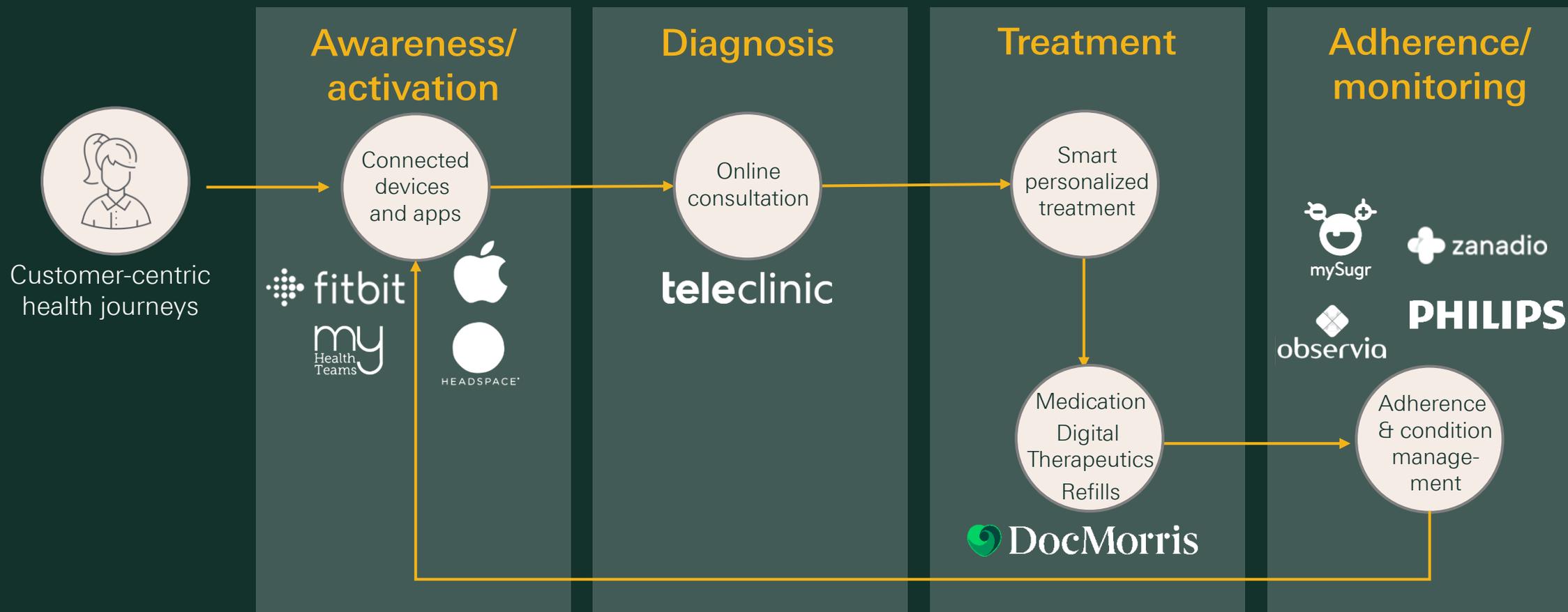
their **health in one click**

# Health in one click



- Personalized treatment journeys
- Convenient access to products and best-in-class digital solutions
- Ensured effective medication and better outcomes

# Innovating & creating personalized consumer health journeys



Focusing on priority chronic conditions and best-in-class digital solutions

Note: Illustration displays one of many potential journeys which also include physical doctor visits, redemption of scripts in brick-and-mortar pharmacies, etc.

# Ecosystem collaborations key to build journeys for chronically ill patients and driving 3 business model layers for Zur Rose Group



**Boosting core e-commerce & marketplace business**

**Dedicated clinics on teleclinic for telemedicine consultations for chronic conditions**

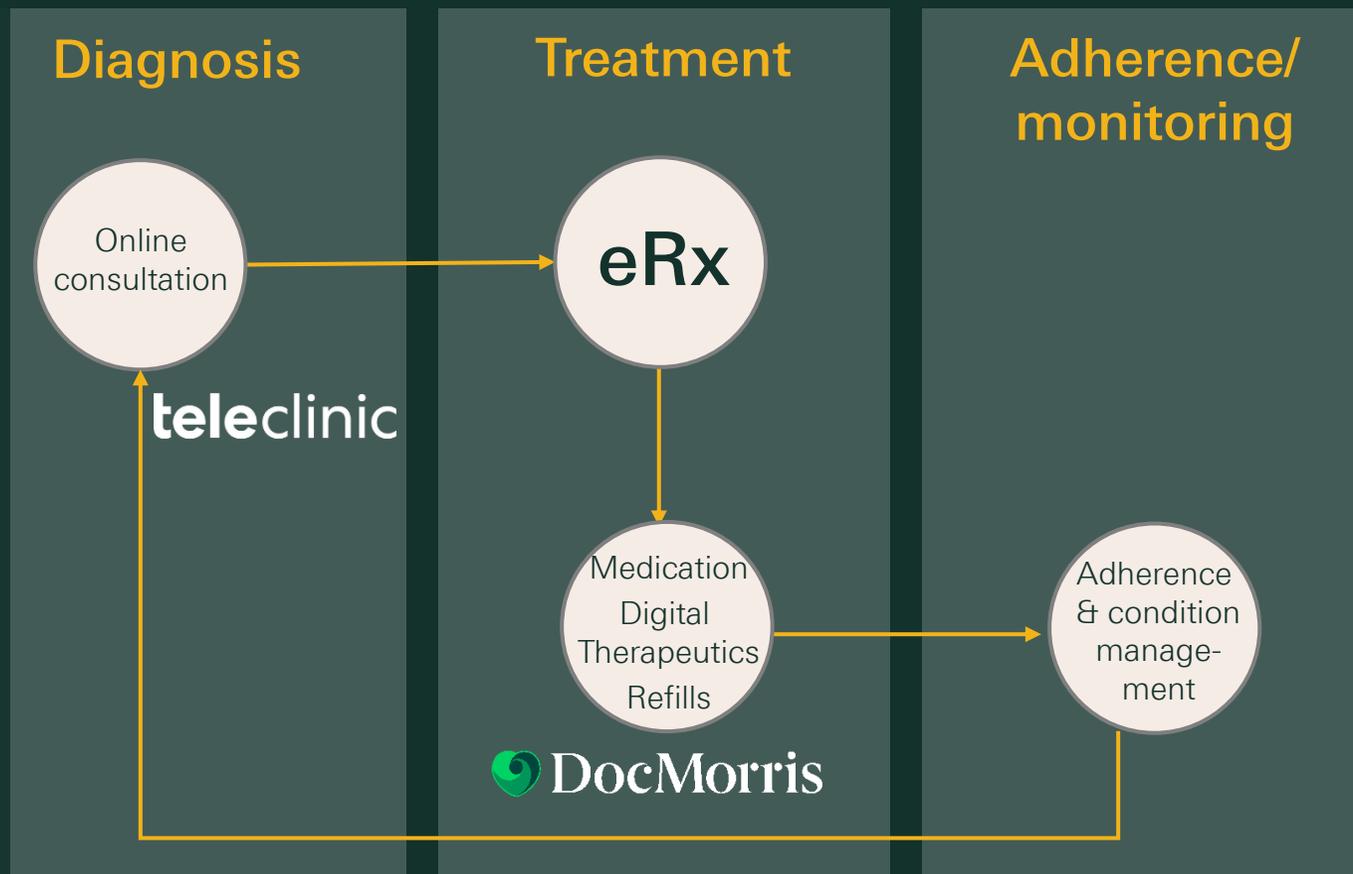
**Collaboration fee**

Note: Displayed logos are showing examples of current and potential partners

# eRx is opening convenience gateways between consultations, treatment options and refills

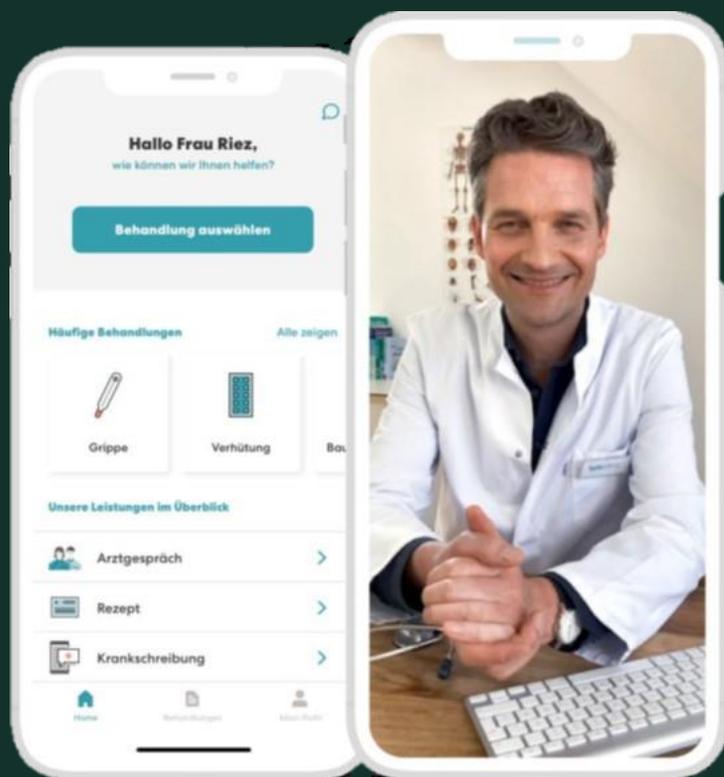
## Awareness/activation

- Core business in combination of telemedicine, eRx and digital adherence is enabling a fully digital patient journey
- Value add services and digital therapeutics enhancing patient experience and outcomes
- eRx as an important gateway for the Zur Rose Group eHealth Ecosystem ramp-up



Note: Illustration displays one of many potential journeys which also include physical doctor visits, redemption of scripts in brick-and-mortar pharmacies, etc.

# TeleClinic represents an important building block in the customer journey of the Group



**teleclinic**

## Germany's leading telemedicine provider

**120,000**  
medical  
treatments  
performed

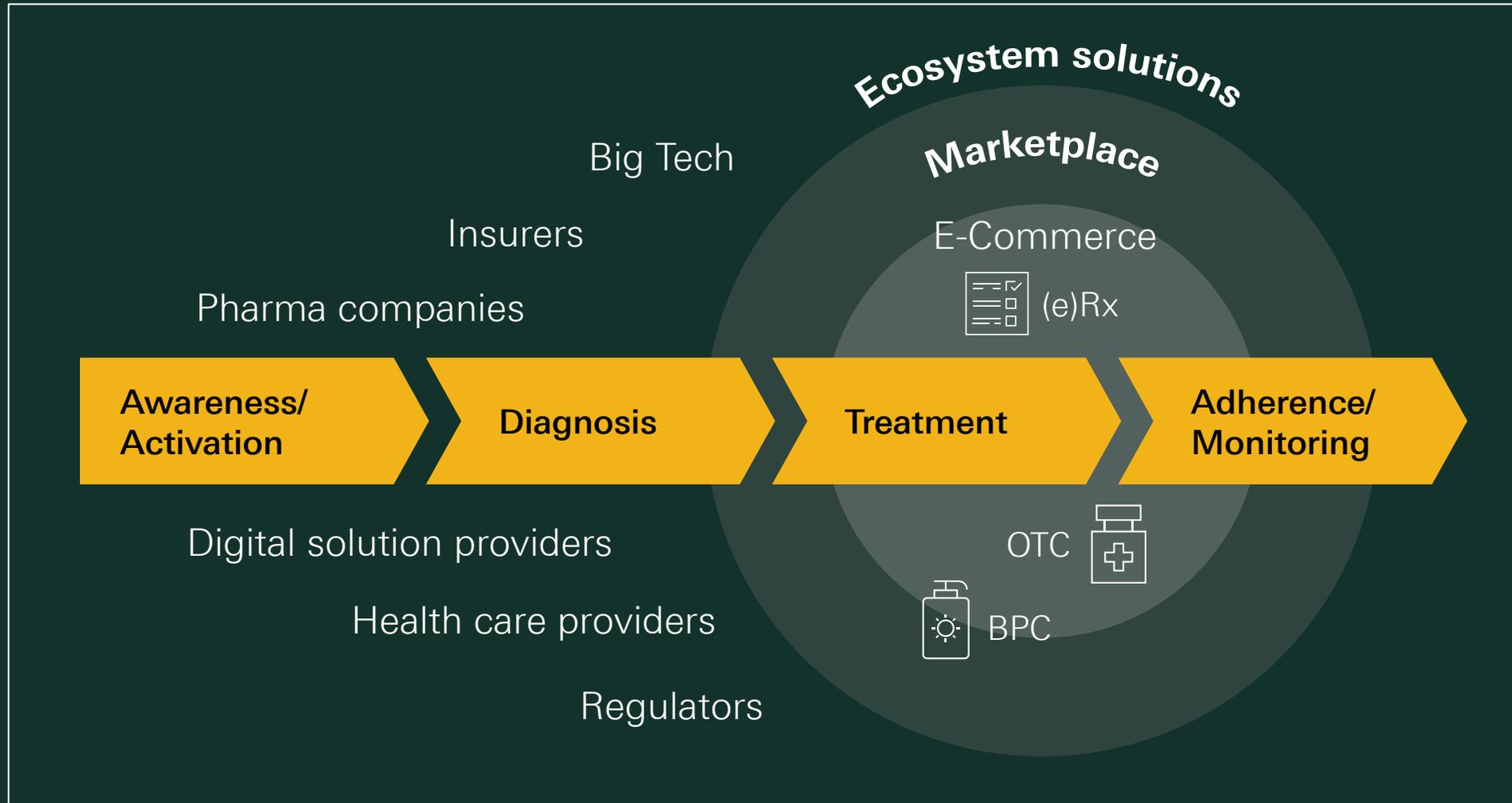
**+500%**  
growth in  
2020

**250+**  
physicians  
**19,000+**  
pharmacies

- Reimbursable consultation services compliant with German national health insurance scheme
- Ready for e-prescription introduction in Germany
- Expanding to diagnostics for Covid-19 and beyond, via home test kits

All as of 31 December 2020

# Working with stakeholders to jointly re-invent health journeys



# Zur Rose Group Ecosystem Approach

## Strategic Partners

Pharma  
Insurance

Big Tech  
Providers<sup>1</sup>

Joint development of end-to-end customer health journeys

## Digital Health Apps (DiGAs)

Digital Health  
Solution Providers

Integrated journeys driving adoption of DiGAs

## Digital consumer products

Digital Health  
providers

Consumer  
goods

Access to a comprehensive product and solution portfolio

## Priority chronic conditions



Diabetes



Heart health



Migraine



Back pain



Infertility



Obesity



Psoriasis



Lung health



Depression



Multiple sclerosis

Note: 1 Healthcare and digital solution providers

# First collaboration for a joint development of an end-to-end health journey focusing on obesity with Novo Nordisk

Frauenfeld, 11 January 2021

**ZurRose  
Group**

Press release

**Collaboration between Zur Rose Group and Novo Nordisk: The Zur Rose Group and Novo Nordisk combine their expertise to improve the health journeys of people with obesity**

- European collaboration, Obesity Care journey first version launched 31 March in Germany
- Creating an eHealth ecosystem via the Zur Rose Group platforms, to enable access to comprehensive treatments and best-in-class digital solutions for people with obesity

«**We're excited about the collaboration with the Zur Rose Group** as it allows us to reach a greater number of people, **helping us** to raise awareness about the burden of obesity and **improve access to much needed care.**»

Mike Doustdar, EVP for International Operations at Novo Nordisk



**ZurRose  
Group**

# Obesity is a global challenge



**Obesity** is linked to **multiple health complications** including heart disease, type 2 diabetes and certain types of cancers<sup>1</sup>



**650 million**

adults globally live with obesity<sup>2</sup>



**25%**

of the adult population in Germany are affected<sup>3</sup>



**45%**

of people with obesity are not diagnosed<sup>4</sup>

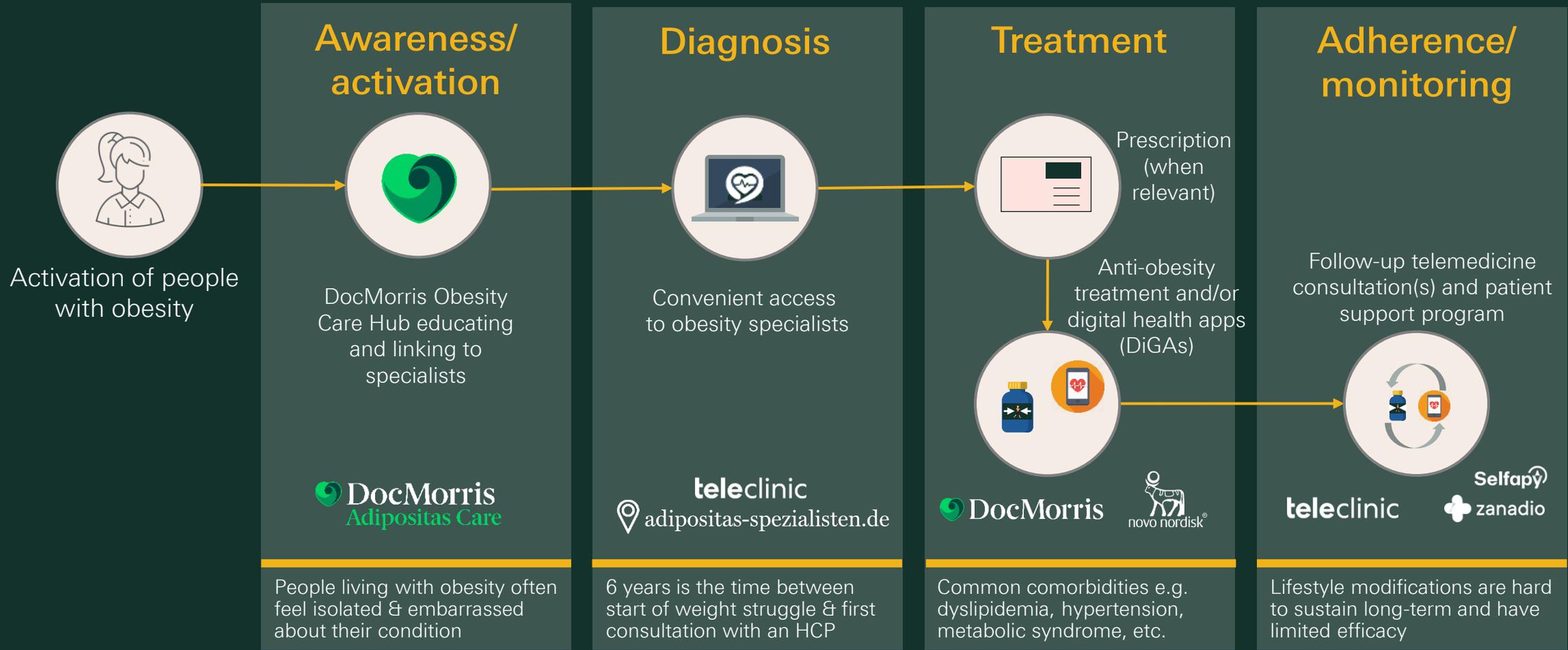


**EUR 62 bn**

annual direct and indirect cost of obesity in Germany<sup>5</sup>

Note: 1. Yuen M, Earle R, Kadambi N, et al. A systematic review and evaluation of current evidence reveals 195 obesity-associated disorders. Poster abstract presentation at: The Obesity Society Annual Meeting at Obesity Week 2016; Oct. 31 – Nov. 4, 2016; New Orleans. 2. World Health Organization. Obesity and Overweight Fact Sheet no. 311. Available at: <http://www.who.int/mediacentre/factsheets/fs311/en/>. Accessed: November 2018. 3. Kaplan LM, Golden A, et al. Perceptions of Barriers to Effective Obesity Care: Results from National ACTION Study. Obesity. 2018; 26(1):61-9. 4. Effertz T, Engel S, Verheyen F, Linder R. The costs and consequences of obesity in Germany: a new approach from a prevalence and life-cycle perspective. Eur J Health Econ. 2016 Dec; 17(9):1141-1158.

# The 1st experience launched end March 2021 engages People with Obesity (PwO) across key steps of the journey



Note: Illustration displays one of many potential journeys which also include physical doctor visits, redemption of scripts in brick-and-mortar pharmacies, etc.

# Building a European ecosystem brand with DocMorris

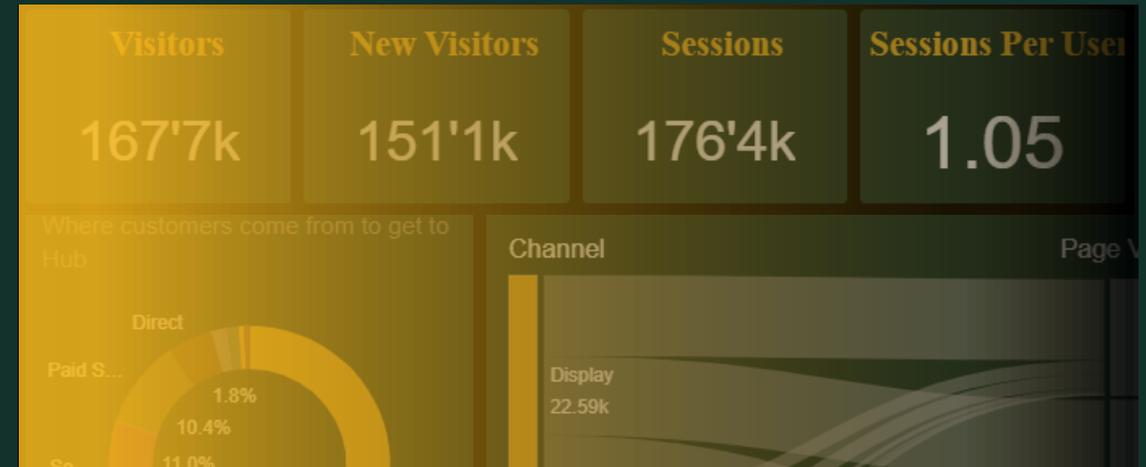
Expanding brand values of DocMorris from e-commerce to European digital health provider as initiated via viral Christmas campaign with **147 million views**



Silver Award 2021



# Zur Rose Group has evolved towards a tech and data-driven company setting the foundation for Europe's leading healthcare Ecosystem



- 3 Tech Hubs in Berlin, Barcelona and Zurich<sup>1</sup>
- Zur Rose Group is a pioneer and driver of eRx technology solutions
- Inhouse development: software engineers, data scientists, UX designers and product managers

- Data & Analytics enabling personalization and seamless health journeys empowering people to manage their health with most relevant treatments and solutions
- Future business model opportunities

# The Zur Rose Group Ecosystem

Empowering consumers to manage their health for better lives - one click away



Note: Displayed logos are showing examples of current and potential partners

Established collaborations

# Zur Rose Group unique value proposition

**11.1 million customers<sup>1</sup>**



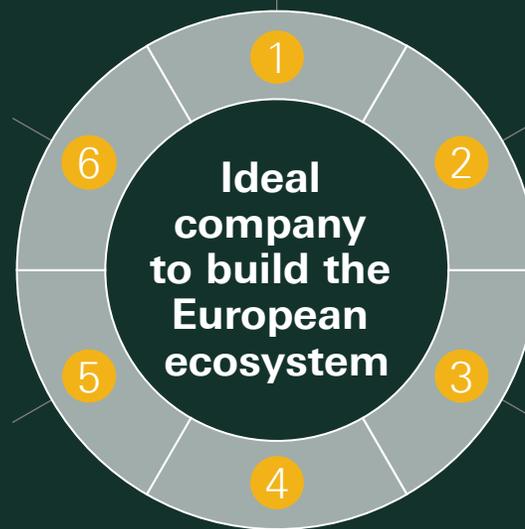
Large consumer base and understanding of **customer needs** to build optimal **health solutions** and offer widest range of **products and treatments**



In-depth **regulatory knowledge** and expertise operating in different **healthcare systems**



Expertise in **medication process** and **pharmaceutical excellence**



Leverage scale of strong **European footprint**



Ability to attract **best-in-class partners** with largest European health community



**Proven technology backbone** to build an ecosystem including orchestration layer



Note: 1 Last twelve months ending 31 March 2021, customers supplied by the Zur Rose Group, either directly or through its partners, including, among others, the Apotal e-commerce business | 2 26 countries served via cross-border business

**From**

#1 E-Commerce Pharmacy  
in Europe

Sale of Rx, OTC, beauty and  
personal care products

Focus on transactional  
business

**To**

“THE European  
Healthcare Ecosystem”

Delivery of solutions and  
services in addition to  
products

Ensuring the efficacy of  
pharmaceuticals with the  
help of digital solutions

# 10-minute break



# Technology- Evolving by putting customers in the center

# Evolving by putting our customers in the center means:

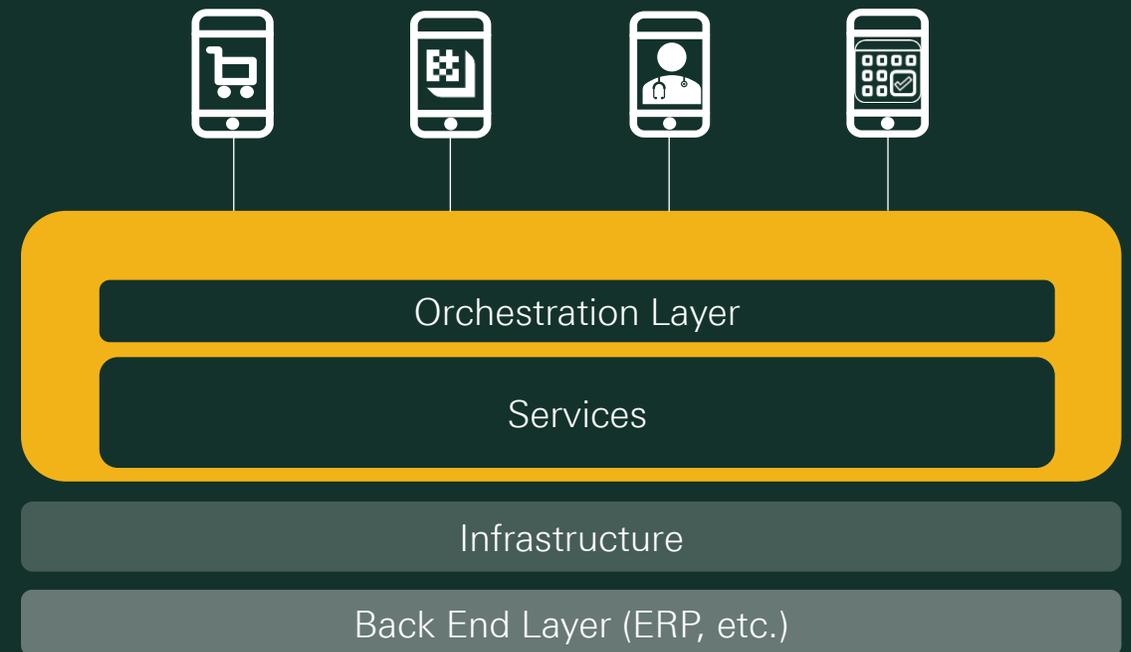
## Customer centricity

1. Innovate to reduce frictions patients find in current fragmented journeys



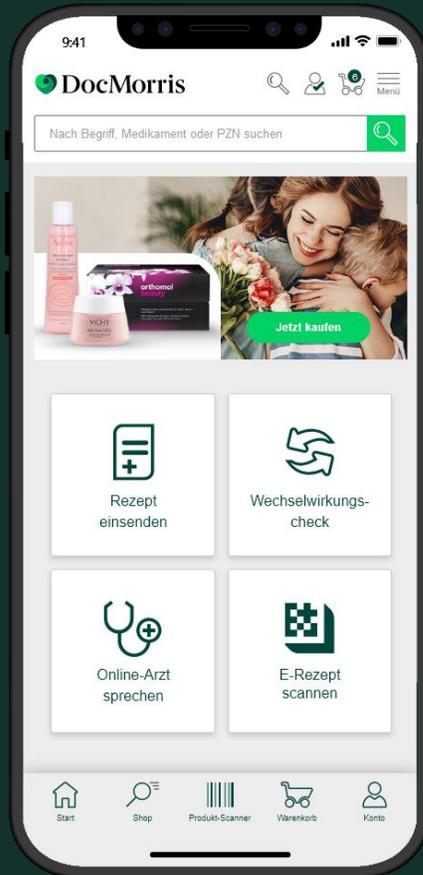
## Technology platforms

2. Create technology platforms to offer a seamless experience across different services



# Tech Roadmap aligned to provide «Health in OneClick»

## Customers are requesting seamless, connected and comprehensive solutions tailored to their needs in healthcare



eRx launch



OTC, BPC Shopping



Telemedicine



Standard delivery



Express delivery



Seller integration



DocMorris Care



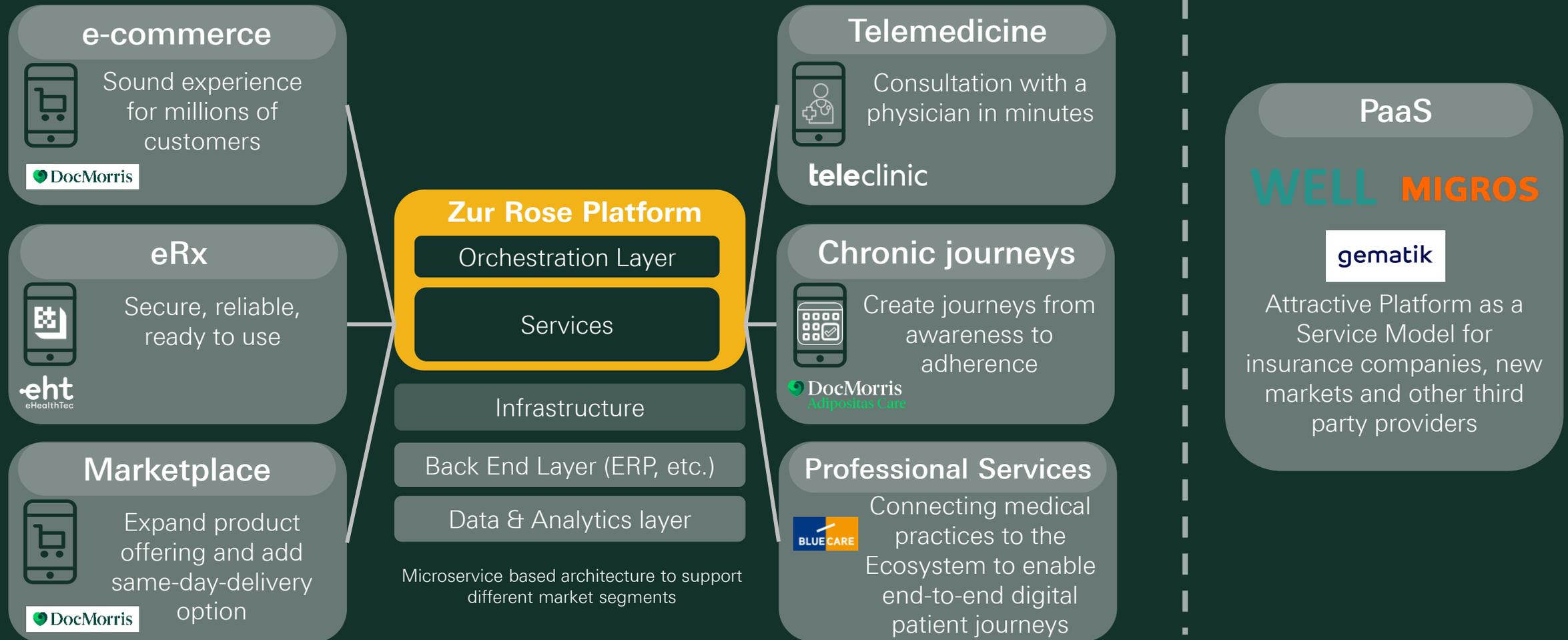
In-app payment



Adherence solutions



# Our proprietary platforms will transform the way health stakeholders interact with patients



Technology – Evolving by putting customers in the center

# E-commerce – sound experience for millions of customers

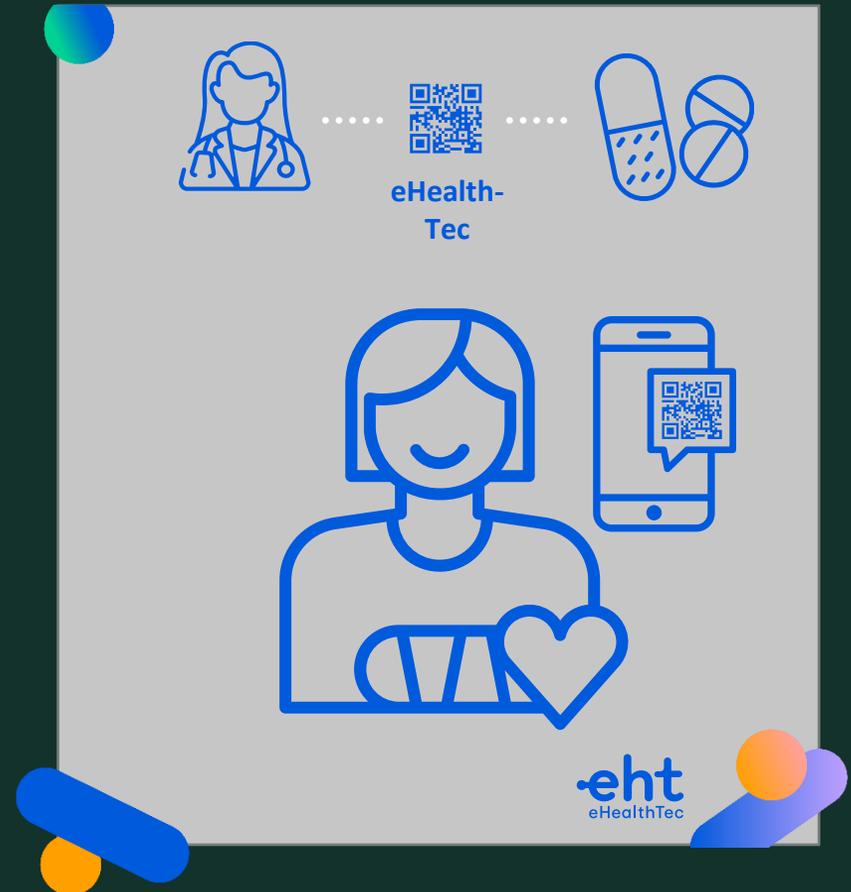
- Intuitive shopping experience
- Fast and convenient
- Curated product information



Note: Example screenshots for illustration purposes

# eRx - secure, reliable, ready to use

- eRx tech pioneer & leader
- Many years of eRx experience
- Technology partner for gematik's custom e-prescription service for 82 million citizens (jointly with IBM)

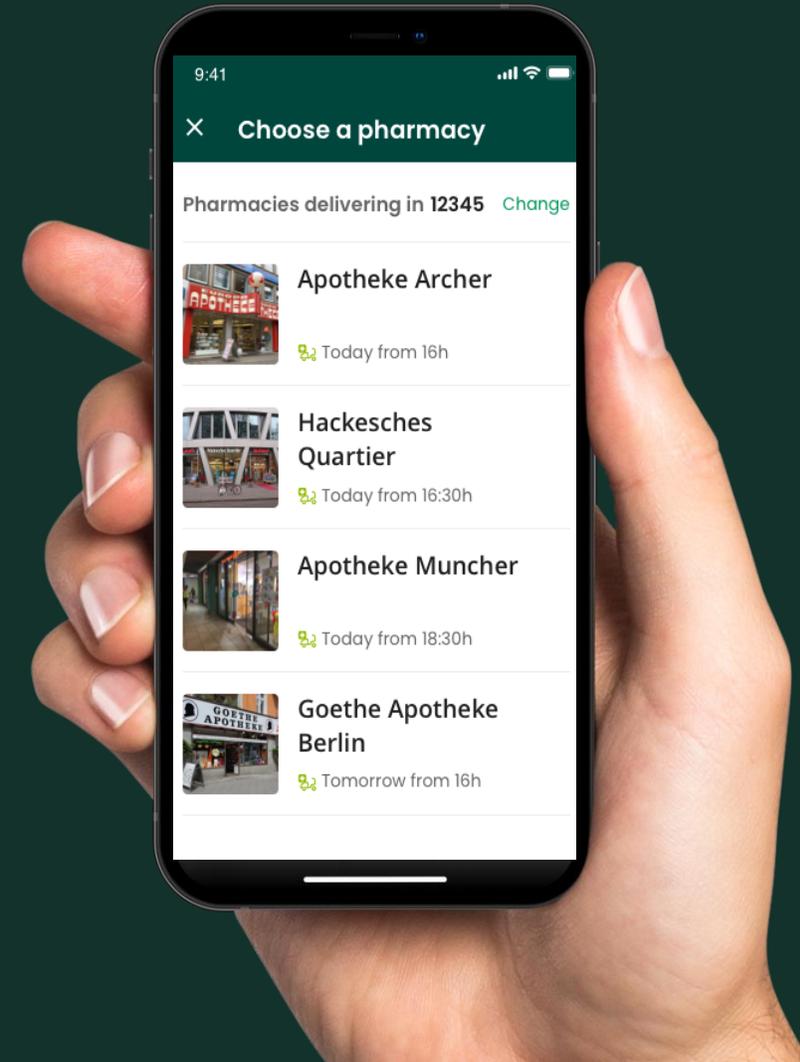


# Marketplace - expand product offering and add same-day-delivery option

- Express delivery or Click & Collect via local pharmacies
- Partners benefit from serving new customers
- Extension of product catalogue



Note: Example screenshots for illustration purposes



# Telemedicine - consultation with a physician in minutes

- Germany's leading physician on-demand platform
- Integrated pharmacies
- Fastest, safest, and most affordable way to see a physician online and get medication



Note: Example screenshots for illustration purposes



# Chronic Journeys - create journeys from awareness to adherence

- Variety of health-related services and platforms
- Chronic health journeys seek to connect the dots
- Content-driven journeys specialized on top ten chronic diseases

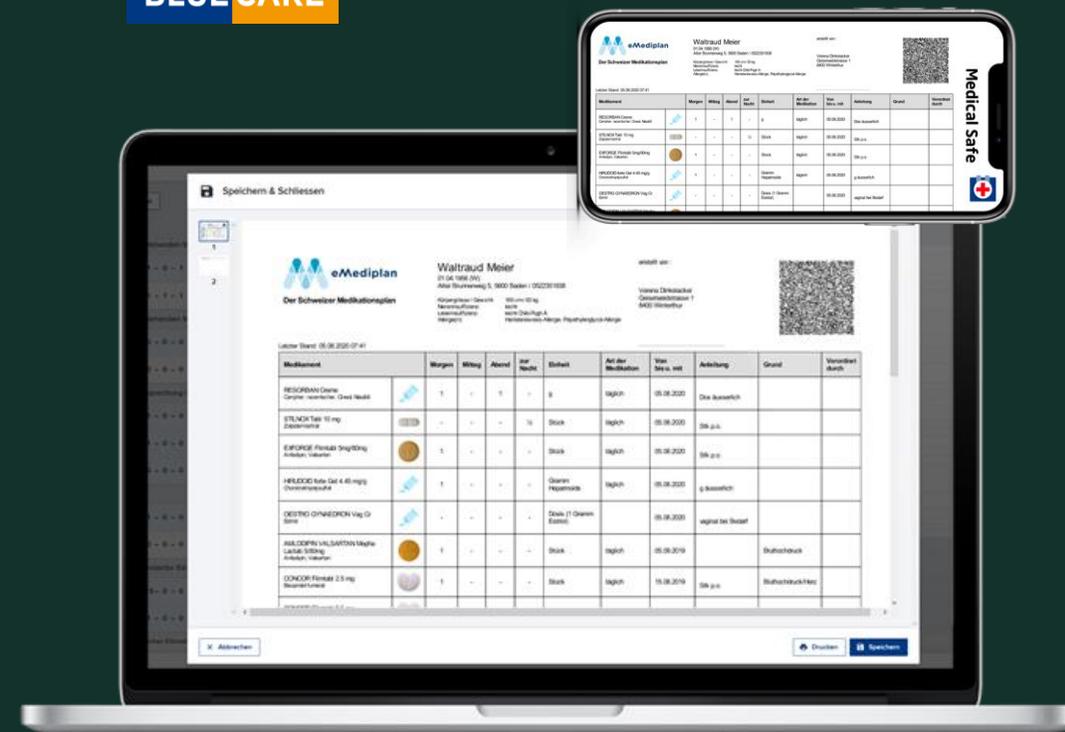


Note: Example screenshots for illustration purposes



# Professional Services – connecting medical practices to the Zur Rose Ecosystem to enable end-to-end digital patient journeys

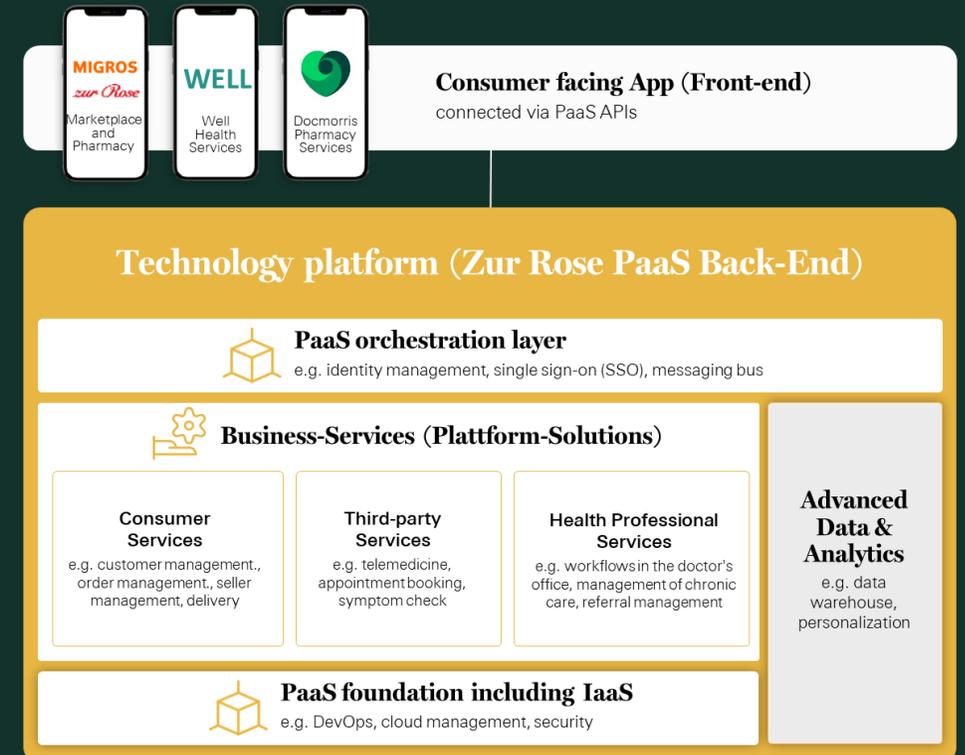
- eRx and Medication Workflows connected to Patients
- Digital Communication to Health Professionals and Patients
- GP-centric care plans for c. 20% of the Swiss population



Note: Example screenshots for illustration purposes

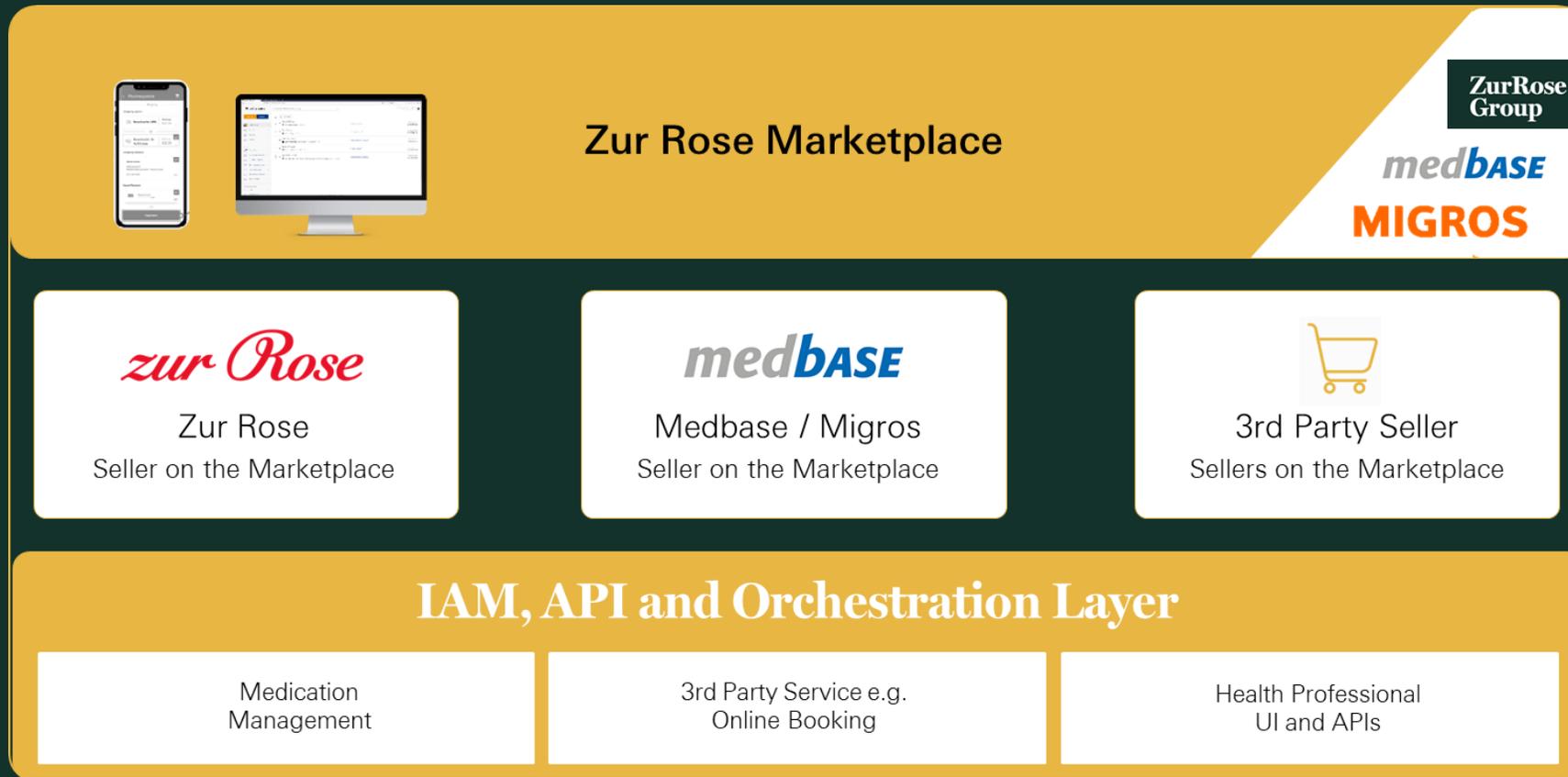
# Platform as a Service - attractive model for insurance companies, new markets and other third-party providers

- Plug & Play Ecosystem
- Orchestration layer connects health insurer with platform foundation
- Integrated consumer medication and health services enable journey mapping for PaaS customers



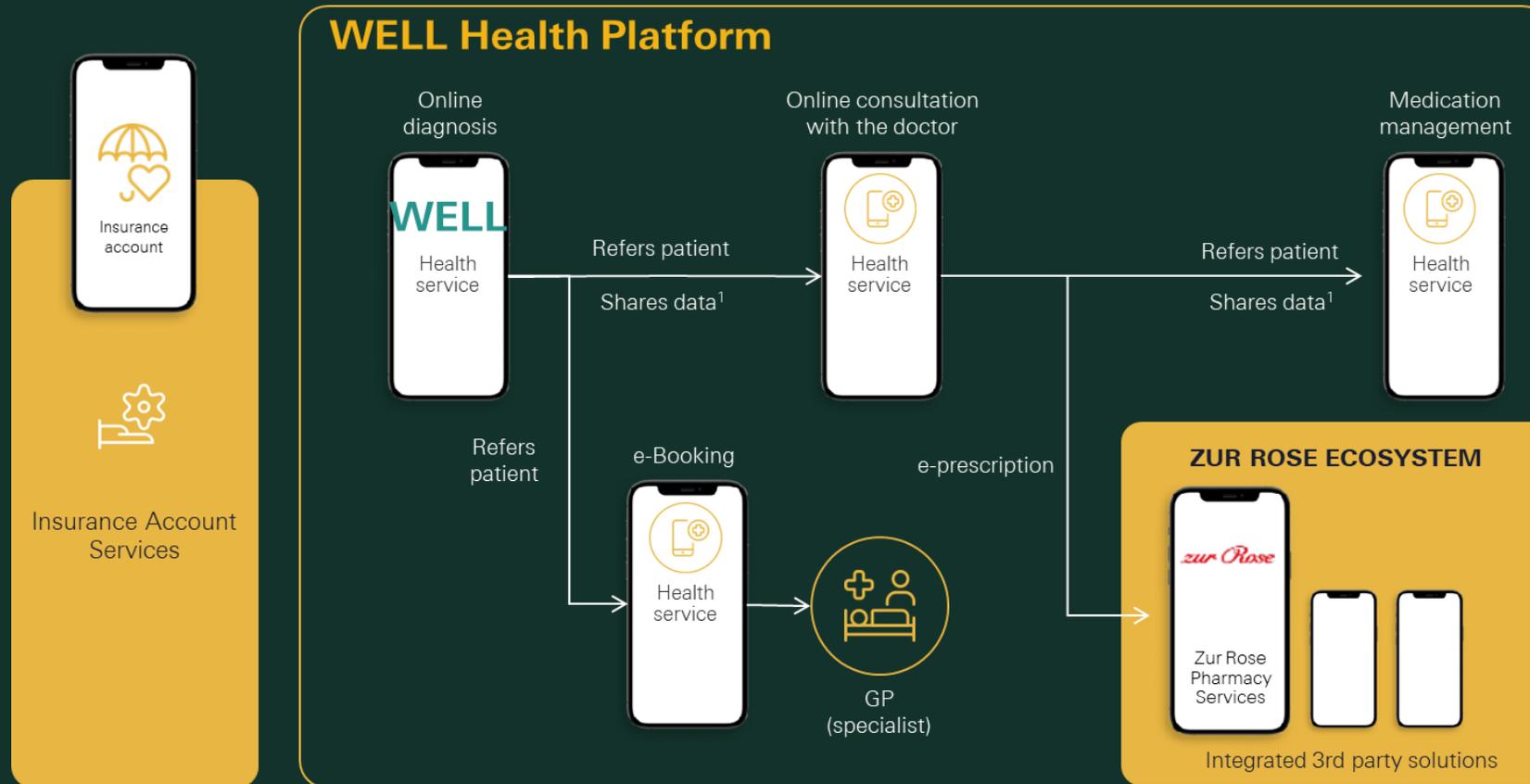
■ Front end of the PaaS customer
 ■ Zur Rose PaaS offer (ready for immediate use)
 ■ Zur Rose PaaS offering (expanded / future pipeline)

# Platform as a Service - Marketplace with Migros operates on PaaS

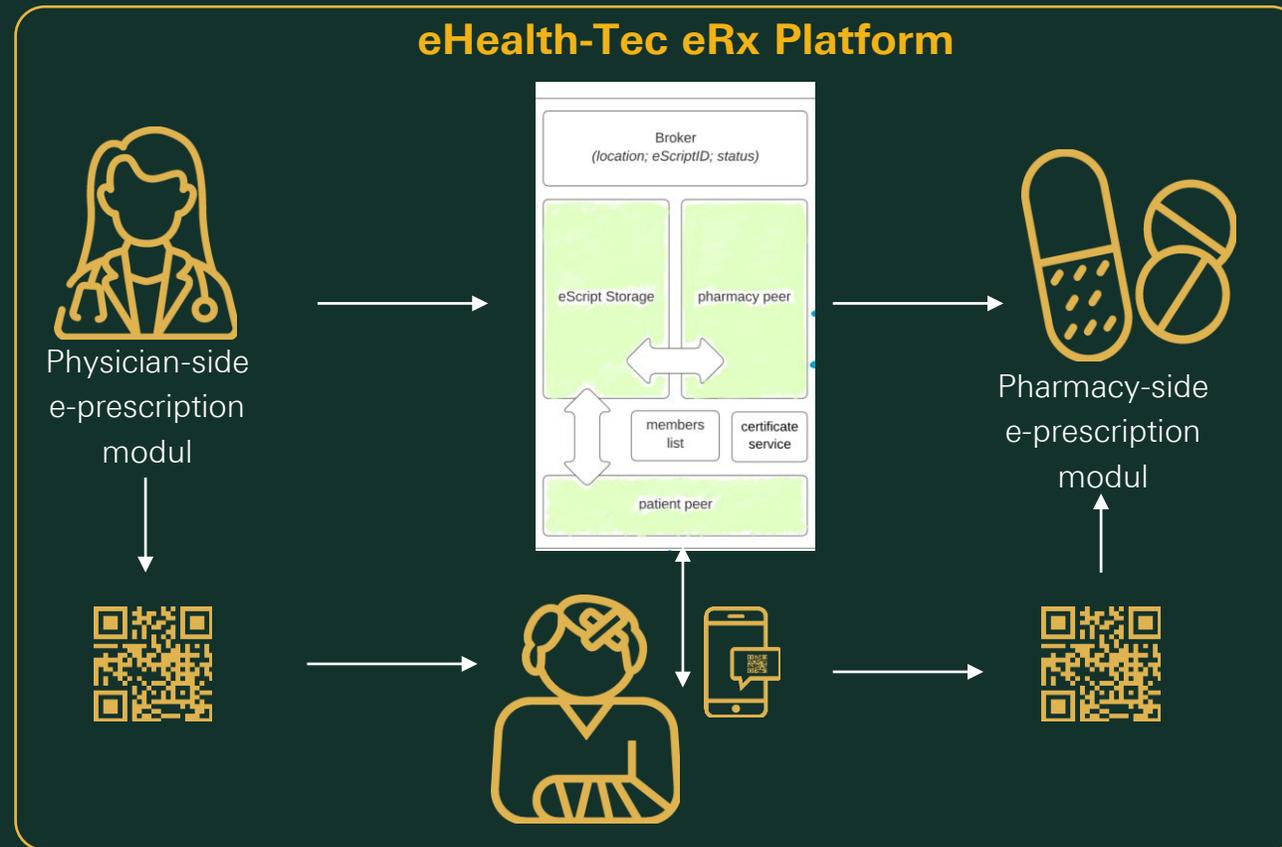


Technology – Evolving by putting customers in the center

# Platform as a Service - WELL, the Swiss digital health platform



# Platform as a Service - eHealth-Tec, modular eRx Platform – secure and ready for market



**BARMER**



Technology – Evolving by putting customers in the center

# Zur Rose has evolved towards a tech company setting the foundation for Europe's leading Healthcare Ecosystem

- 3 Tech Hubs in Berlin, Barcelona and Zurich<sup>1</sup>
- Agile culture and continuous deployment
- 204 FTEs from 20 nationalities
- Tech background: software engineers, data scientists, UX designers and product managers
- Product focus: eRx, marketplaces, telemedicine, digital health journeys, PaaS
- Attracting and developing the best product and engineering talent
- Addition of Madhu Nutakki as Group CTO

Notes: 1 Winterthur, canton of Zurich



# Financial deep dive

# Financial deep dive

- 
1. Core Business      Attractive unit economics
  2. eRx opportunity      Strengthening the core in Germany
  3. Ecosystem  
& new business      Strong upside from ramp up of  
the Ecosystem
  4. Geographical  
Expansion      Expanding into further geographies

# Rx customers provide highest scores amongst key KPIs

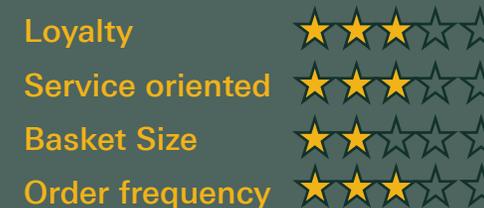
- Rx customers offer highest CLV
- OTC and BPC customers focused on convenience and assortment
- Each target group with potential for (future) Rx needs



Chronically ill Rx customer



Convenience loving OTC customer



Lifestyle oriented beauty customer



# eRx boosting the attractive core business unit economics in Germany – further improvements initiated

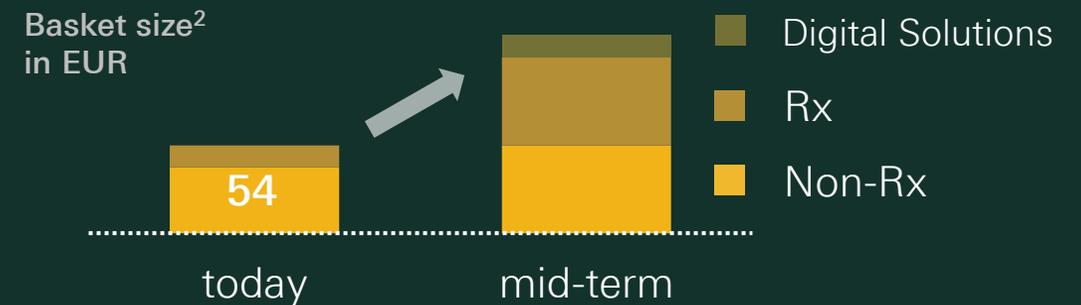
Unit economics	OTC		pRx		eRx		mid-term	comments
	EUR	In %	EUR	In %	EUR	In %		
<b>Basket Size / Revenue</b>	40		100		100		➔	Combined basket
<b>Gross margin</b>	9	23 %	18	18 %	21	21%	➔	Pricing, product mix, buying synergies
<b>Fulfillment / Operations</b>	6	14 %	9	9 %	7	7%	➔	New warehouse
<b>Contribution Margin after fulfillment costs</b>	3	9 %	9	9 %	14	14%	➔	

# eRx introduction is the core lever to achieve mid-term targets and increase CLV

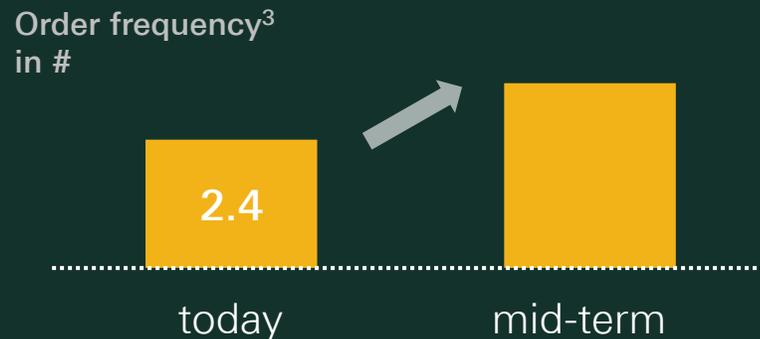
## Lever 1: Customer growth



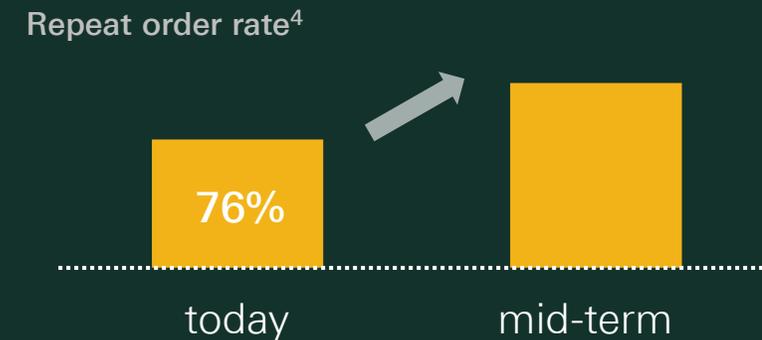
## Lever 2: Increasing share of wallet



## Lever 3: Increasing order frequency



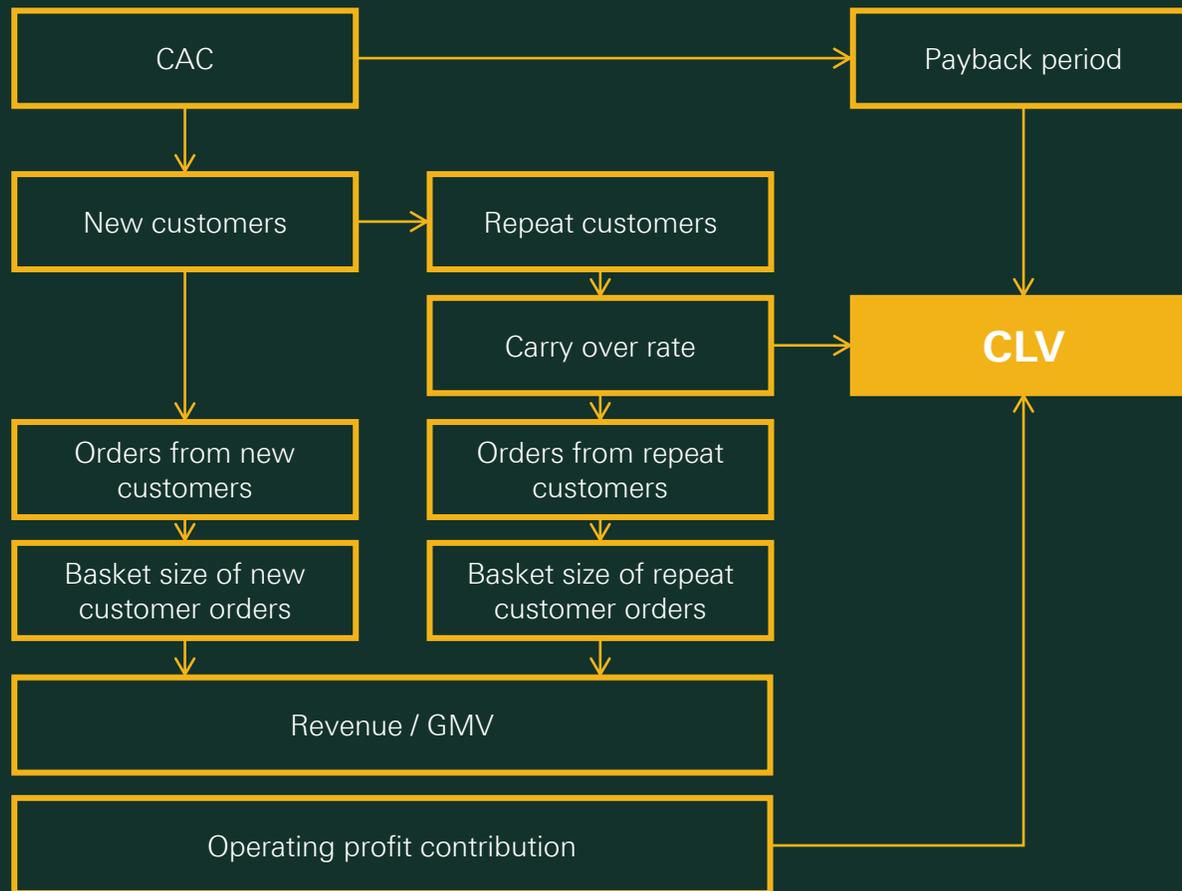
## Lever 4: Higher customer loyalty



Note: Illustrative, not true to scale | 1 Last twelve months ending 31 March 2021, customers supplied by the Zur Rose Group, either directly or through its partners, including, among others, the Apotal e-commerce business | 2 Last twelve months ending 31 December 2020, basket size equals average value of the purchase per order | 3 Number of orders per active customer in 12 months period | 4 Share of orders from existing customers in relation to total number of orders

Zur Rose Group  
Capital Markets Day | 16 June 2021

# Customer Model - Internal KPI set to track performance of e-commerce & marketplace business



## 10 ways to improve CLV

1. Increase UX
2. Increase brand awareness
3. Improve marketing efficiency
4. Boost loyalty program
5. Enlarge product catalogue
6. Further boost private label
7. Reduce number of brands
8. Extend Chronic Care solutions
9. Recommendation engine
10. Purchasing synergies & pricing optimization

# Digital solutions as upside potential with attractive monetization opportunities and high profitability

## Telemedicine

1. Accelerating core business
2. Take-rate in relation to treatment cost
3. Increased loyalty via added service

Double-digit %  
EBITDA margin

## Marketplace

1. Take-rate in relation to product cost where possible
2. Base fee for participation
3. Extra fees for additional services like marketing

Double-digit %  
EBITDA margin

## Ecosystem collaborations

1. Accelerating core business
2. Increasing volume in telemedicine
3. Collaboration fee

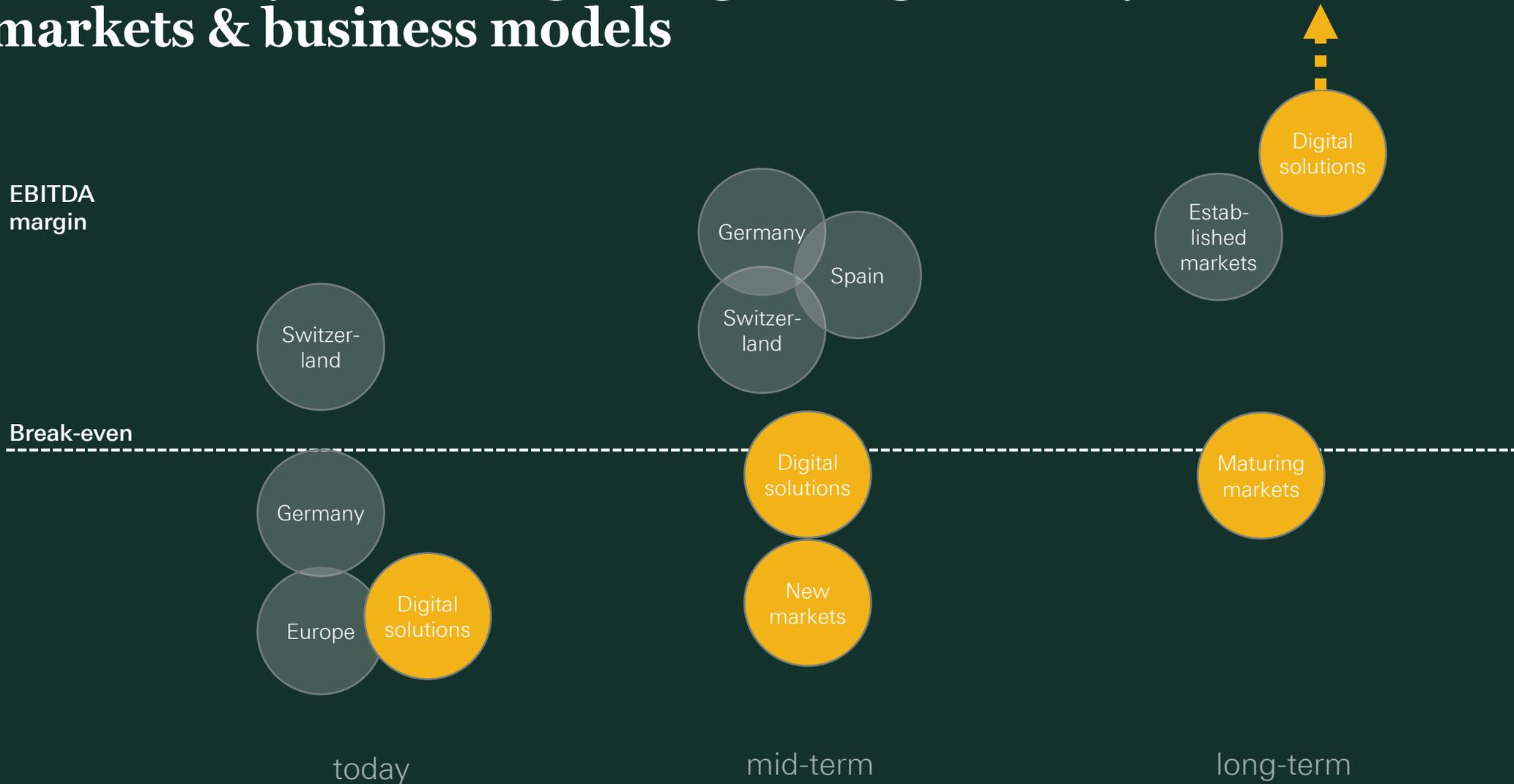
Double-digit %  
EBITDA margin

## PaaS

1. Set up fee
2. Recurring fixed fee
3. Variable license fee

Double-digit %  
EBITDA margin

# Profitability increasing with growing maturity of markets & business models



Note: Illustrative, not true to scale

# Financial outlook

# Group Outlook 2021: Continued strong sales growth and marketing push ahead of eRx introduction

For 2021 management expects  
external revenue growth of around 20%

First eRx sales are expected after the launch of gematik infrastructure in July 2021 and to accelerate with the mandatory introduction in 2022

A large marketing campaign to drive awareness for the European lead brand DocMorris has been initiated in February

Break-even on EBITDA is targeted within 12-18 months after 2021

## **Mid-term targets: Huge potential of increasing online penetration of Rx and EBITDA margin of 8%**

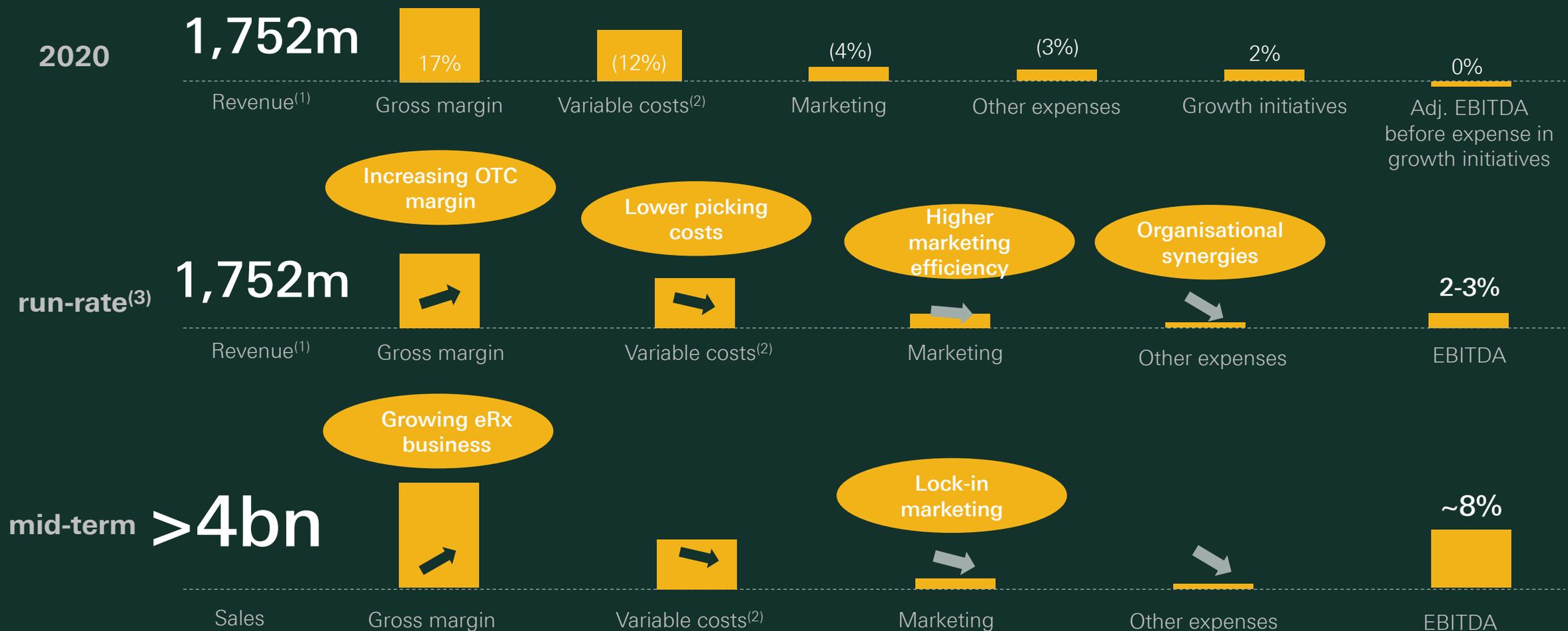
Management is convinced of the growth opportunity driven by the introduction of electronic prescriptions in Germany and believes that online penetration of Rx can reach a level of around 10% in the mid-term (time horizon of 3 to 5 years) with further potential beyond this time period

Towards the beginning of the guidance period management expects to grow revenue to above CHF 4 billion

The medium-term EBITDA margin target is confirmed at around 8%

The implementation of the healthcare eco-system is creating meaningful potential for additional revenue and profit upside

# Path to mid-term financial targets

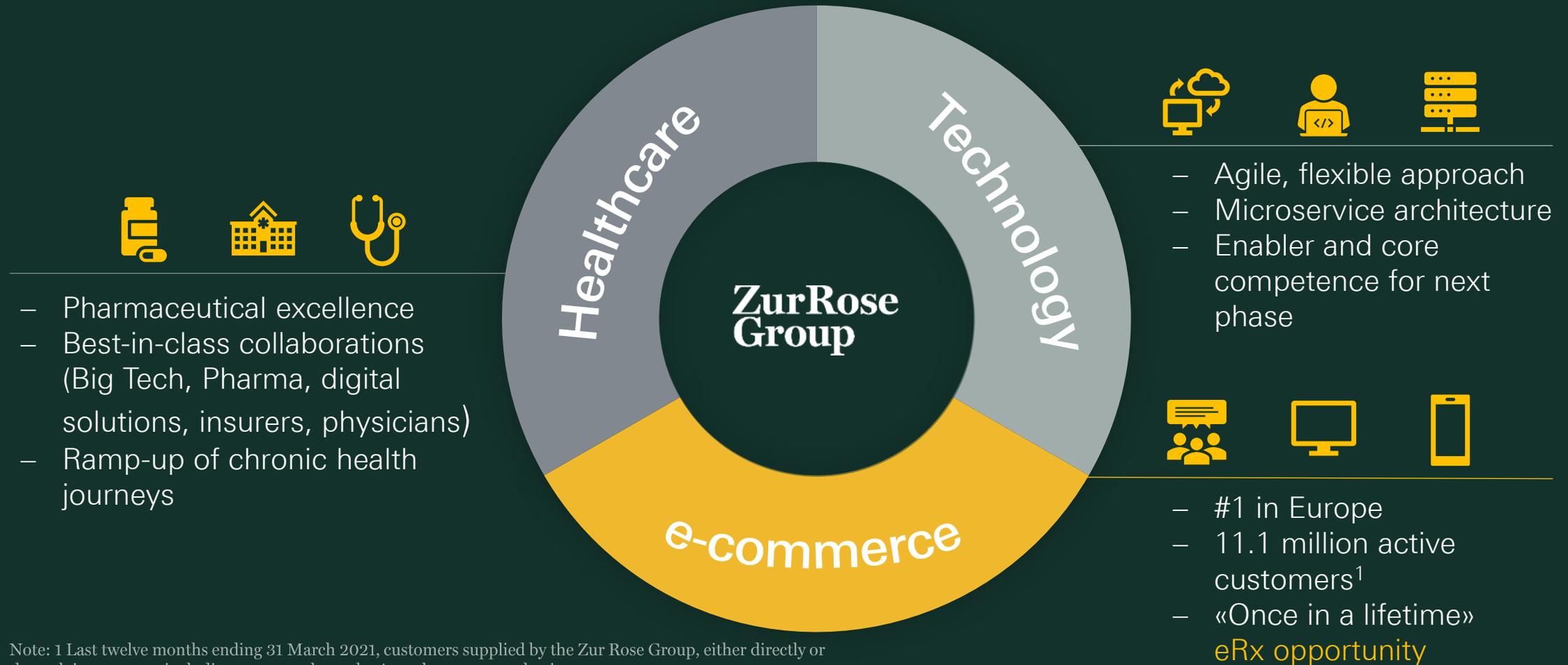


Notes: Illustrative, not true to scale 1 External revenue; i.e. including non-consolidated mail-order revenue including | 2 personnel and distribution expenses | 3 assuming full integration

% of sales

# Key takeaways

# Zur Rose Group at the sweetspot of Healthcare, Technology and e-commerce to provide best-in-class customer experience



Note: 1 Last twelve months ending 31 March 2021, customers supplied by the Zur Rose Group, either directly or through its partners, including, among others, the Apotal e-commerce business

# Key takeaways

1. Customer in the center of the Zur Rose Group vision and strategy
2. Covid-19 drastically accelerating digitalization in healthcare
3. Key growth opportunities: eRx in Germany, Ecosystem ramp-up & European expansion
4. The strongest European pharmacy brand, digital services and technology as key factors for «Health in one Click»
5. «Once in a lifetime» growth story with medium-term EBITDA margin of 8% and further upside potential

# Q&A

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