

# Biofarma Kepler Q3 2024 Results

December 2024



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# Presenters



**Andrea Esposito**

*Group CFO*

- **Joined Biofarma in Oct-24 as Group CFO. Over twenty years of experience in Finance management.**
- 2023-2024: **Group CFO at Italtractor ITM**
- 2020-2023: **Group CFO at Custom**
- 2015-2020: **Group CFO at Officine Maccaferri**
- 2008-2015: **CFO Americas at Datalogic** after several positions
- 1999-2008: **Director at Deloitte**



**Morris Maracin**

*CFO EMEA and APAC*

- **Joined Biofarma in 2018 as CFO**
- Over 10 years of international experience
- 2015 to 2017: **CFO at IPI Coesia Group**
- 2004 to 2015: **Several Financial position at Electrolux**, including Sector Europe Finance Manager



**Nicola Tedesco**

*Head of M&A, Corp. Dev. And Inv. Rel.*

- **Joined Biofarma in Sep-22 as Head of M&A and Corporate Development**
- 2019-2022: **Head of M&A and Corporate Development at Datalogic** (Italian listed company with ~€700m Revenue)
- Previous positions include roles at **KHK & Partners, ADIA and Citi**

# Agenda



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# Opening Remarks



# Opening Remarks



## 3Q 2024: Strategic Updates

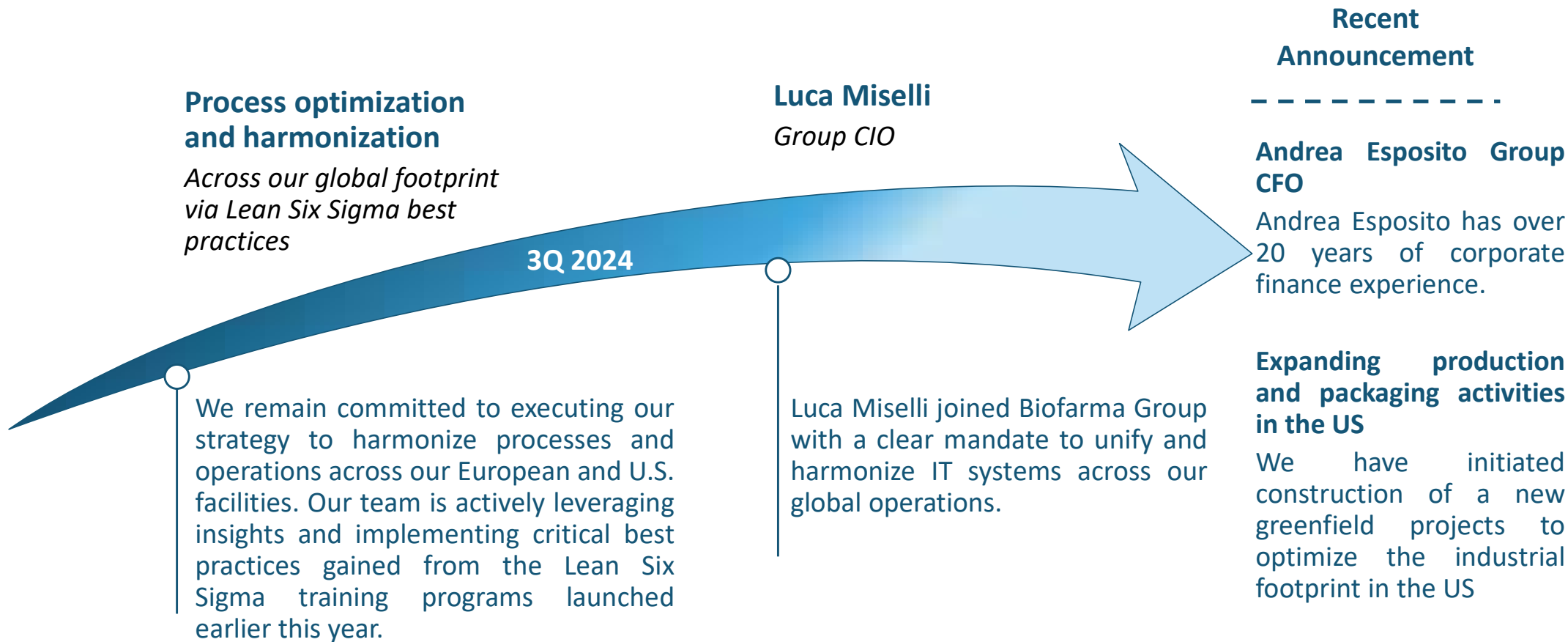
- The comprehensive integration of Biofarma's North American and European operations continues to drive significant financial and operational synergies. During Q3 2024, we further optimized and streamlined processes across the organization.
- The construction of the new US plant started and will be completed within 12 months, effectively doubling our production capacity in the world's leading nutraceutical market.
- Throughout the summer, the Group strategically prepared for two flagship tradeshows: CPHI in Milan and Supply Side West in Las Vegas, showcasing its capabilities in both the European and U.S. markets.
- In September 2024, Luca Miselli was appointed as Group Chief Information Officer (CIO). Luca brings decades of expertise in designing and implementing advanced IT strategies, with a proven track record in orchestrating the seamless integration of complex IT systems across global manufacturing operations.
- In Q3 2024, the Group Shareholders initiated the transition of financial leadership to Andrea Esposito, who assumed the role of Group CFO in late October 2024. Andrea brings over two decades of extensive experience in senior financial roles across leading multinational corporations.



## YTD Q3 2024: Financials

- Biofarma Group reported solid results for YTD Q3 2024, with revenues of €334.2 million from a global client base of over 500. Profitability increased in Europe, driven by efficient purchasing and SG&A control. The US business delivered substantial growth in the third quarter of this year, more than compensating the slow start of the year.
- Adjusted EBITDA reached €66.4 million, with a margin of 19.9%
- Recurring Operating Cash Flow amounted to €61.6 million, a 96.0% cash conversion on EBITDA
- Adjusted Net Financial Indebtedness was €558.4 million, with a stable leverage ratio of 5.4x.

# Opening Remarks – Q3 2024 Key updates



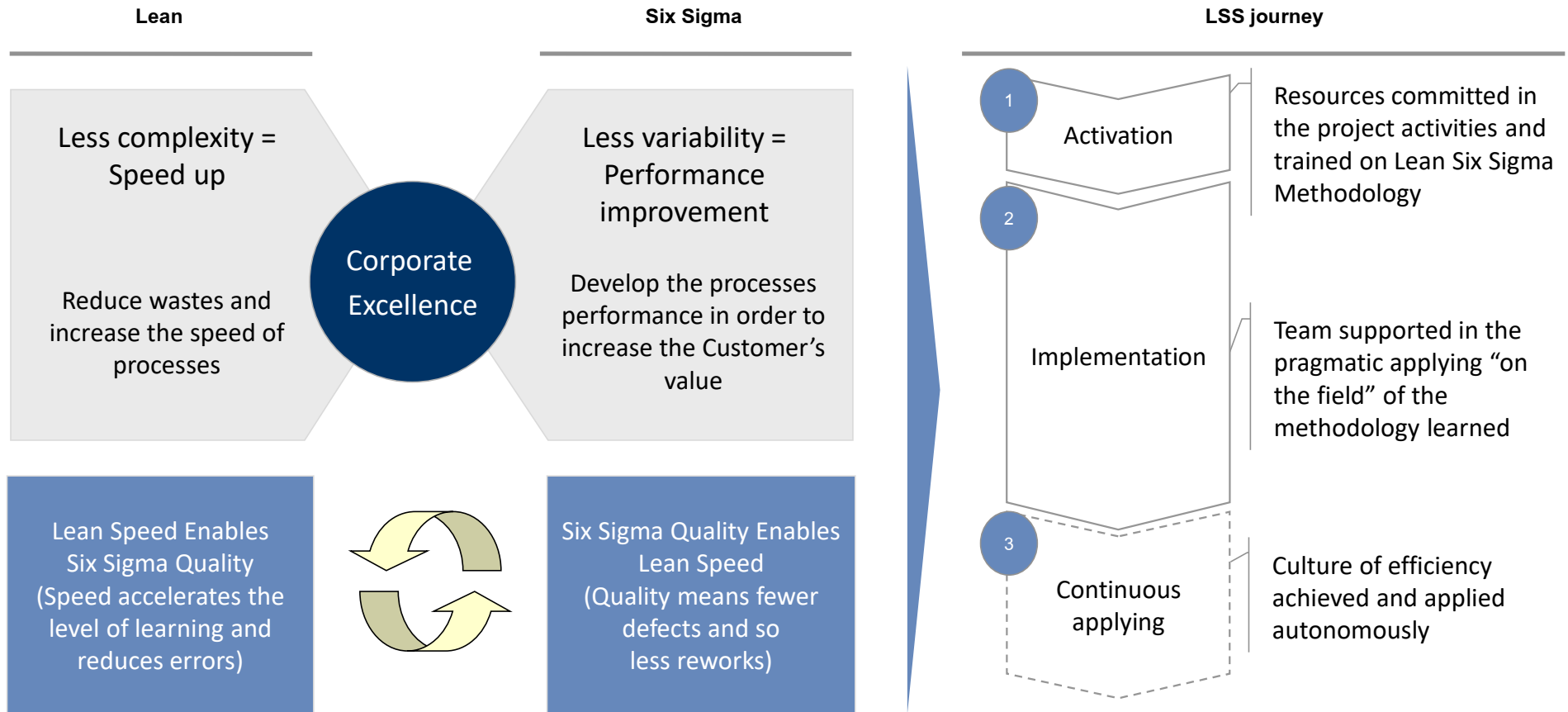
# Q3 2024 Strategic Update





# 1 – Processes optimization and harmonization

We are empowering the team by training them on Lean Six Sigma, a Talent Development Program.



## 2 – Biofarma consolidates its leadership team

We strengthened the team with the appointment of Andrea Esposito as Group CFO and Luca Miselli as Group CIO



- **Andrea Esposito joined Biofarma as Group CFO in October 2024**, bringing over 20 years of extensive financial and strategic expertise
- Andrea has a distinguished track record of leading the finance functions of complex multinational organizations, with particular proficiency in managing post-merger integration activities across diverse geographies
- Before joining Biofarma, he served as Group CFO at Italtractor ITM S.p.A., Custom S.p.A., Officine Maccaferri S.p.A. and previously as Director in Deloitte.



- **Luca Miselli joined Biofarma as Group CIO in September 2024**
- Luca's mandate is to drive strategic innovation and operational excellence across the Group's information technology landscape
- With a proven history of optimizing manufacturing and business processes, Luca brings over 30 years of IT and digital transformation experience of which 11 years leading the development of a resilient and agile IT infrastructure at Coesia S.p.A.

## 3 – We are expanding our production footprint in US

Construction work has commenced in US, aimed at optimizing our production and warehouse footprint









- **Location:** Only 10 minutes away from the current plant
- **Size:** 163,000 sqft in total:
  - Approximately half will be dedicated to the warehouse for finished goods, packaging materials, and raw materials
  - The other half will be divided into three distinct production and packaging areas
- **Timeline:** The facility will be available starting from mid-October 2025
- **Footprint optimization:** relocation of all packaging activities at the new facility

# Q3 2024 Financials



# YTD Q3 2024 in a Nutshell

Biofarma Group delivers strong year-to-date results through September 2024, highlighted by robust Q3 sales performance.

 <p><b>Revenues</b></p> <p><b>€334.2m</b></p>	 <p><b>Adjusted EBITDA</b></p> <p><b>€66.4m</b></p>	 <p><b>Recurring Op. Cash Flow (pre-Tax)</b></p> <p><b>€61.6m</b></p>	 <p><b>Adj Net Financial Position</b></p> <p><b>€558.4m</b></p>
 <p><b>Customers</b></p> <p><b>&gt;500</b></p>	 <p><b>Adj EBITDA Margin</b></p> <p><b>19.9%</b></p>	 <p><b>Total CAPEX</b></p> <p><b>€30.9m</b></p>	 <p><b>Leverage Ratio<sup>1</sup></b></p> <p><b>5.4X</b></p>

# Profit & Loss: YTD Q3 2024 Results (Consolidated)

Biofarma delivered sound profitability, increasing its margin percentage *vis-à-vis* the same period of 2023. Sales increase driven by US performance.

## Profit & Loss – YTD Q3 2024 vs YTD Q3 2023

YTD (€m)	Sep-24A	Sep-23A	Δ (%)	Δ
Net Sales	331,5	326,0	1,7%	5,5
Government Grants	2,7	2,9	(6,7%)	(0,2)
<b>1 Total Revenues</b>	<b>334,2</b>	<b>328,9</b>	<b>1,6%</b>	<b>5,3</b>
Raw Material Costs	(151,2)	(158,2)	(4,4%)	7,0
<b>2 First Margin</b>	<b>183,0</b>	<b>170,8</b>	<b>7,2%</b>	<b>12,3</b>
First Margin (%)	54,8%	51,9%	+285bps	
Third Party Works Costs	(15,7)	(12,9)	21,9%	(2,8)
Direct Personnel Costs	(27,4)	(26,0)	5,5%	(1,4)
Other Direct Production Costs	(14,9)	(15,7)	(5,4%)	0,9
<b>3 Transformation Margin</b>	<b>125,1</b>	<b>116,2</b>	<b>7,6%</b>	<b>8,9</b>
Transformation Margin (%)	37,4%	35,3%	+209bps	
Indirect Personnel Costs	(14,8)	(12,6)	17,4%	(2,2)
Maintenance Costs	(7,2)	(6,4)	11,3%	(0,7)
Logistics and Storage Costs	(6,1)	(6,0)	1,5%	(0,1)
Other Indirect Production Costs	(4,8)	(4,2)	15,6%	(0,6)
<b>4 Second Margin</b>	<b>92,2</b>	<b>87,0</b>	<b>6,0%</b>	<b>5,2</b>
Second Margin (%)	27,6%	26,5%	+113bps	
<b>Total SG&amp;A Costs</b>	<b>(27,9)</b>	<b>(26,4)</b>	<b>5,7%</b>	<b>(1,5)</b>
% of revenue	(8,3%)	(8,0%)	(32bps)	
<b>EBITDA</b>	<b>64,2</b>	<b>60,6</b>	<b>5,9%</b>	<b>3,6</b>
EBITDA Margin (%)	19,2%	18,4%	+78bps	
Adjustments	2,1	3,4	(37,6%)	(1,3)
<b>5 Adj. EBITDA</b>	<b>66,4</b>	<b>64,0</b>	<b>3,6%</b>	<b>2,3</b>
Adj. EBITDA Margin (%)	19,9%	19,5%	+39bps	

## EBITDA Bridge – YTD Q3 2024 vs YTD Q3 2023



## Key Performance Drivers

- 1 Revenues**  
Improvement driven by higher sales in the United States
- 2 First Margin**  
Improved thanks to purchasing actions and deflationary trend on raw mat and packaging
- 3 Transf. Margin**  
Improvement driven by first margin trend
- 4 Second Margin**  
Improvement driven by first margin trend
- 5 Adjusted EBITDA**  
The YTD Adjusted EBITDA as of Sept-24 shows an improvement of €2.3m compared to YTD 2023, mainly driven by higher sales, procurement savings and deflationary trends.

# Profit & Loss: YTD Q3 2024 Results (Europe)

European operations profitability improved driven by operational excellence and enhanced efficiency in production processes.

## Profit & Loss – YTD Q3 2024 vs YTD Q3 2023

YTD (€m)	Sep-24A	Sep-23A	Δ (%)	Δ
Net Sales	231,6	236,7	(2,2%)	(5,1)
Government grants	2,7	2,9	(6,7%)	(0,2)
<b>1 Total Revenues</b>	<b>234,3</b>	<b>239,6</b>	<b>(2,2%)</b>	<b>(5,3)</b>
Raw Material Costs	(103,7)	(116,1)	(10,7%)	12,4
<b>2 First Margin</b>	<b>130,6</b>	<b>123,5</b>	<b>5,7%</b>	<b>7,1</b>
First Margin (%)	55,7%	51,5%	+419bps	
Third Party Works Costs	(15,7)	(12,9)	22,3%	(2,9)
Direct Personnel Costs	(18,3)	(18,0)	2,1%	(0,4)
Other Direct Production Costs	(10,4)	(11,2)	(7,7%)	0,9
<b>3 Transformation Margin</b>	<b>86,1</b>	<b>81,4</b>	<b>5,8%</b>	<b>4,7</b>
Transformation Margin (%)	36,8%	34,0%	+278bps	
Indirect Personnel Costs	(7,6)	(6,8)	11,9%	(0,8)
Maintenance Costs	(4,2)	(3,6)	16,3%	(0,6)
Logistics and Storage Costs	(5,0)	(4,9)	1,3%	(0,1)
Other Indirect Production Costs	(3,6)	(3,6)	1,4%	(0,0)
<b>4 Second Margin</b>	<b>65,7</b>	<b>62,5</b>	<b>5,1%</b>	<b>3,2</b>
Second Margin (%)	28,0%	26,1%	+196bps	
<b>Total SG&amp;A Costs</b>	<b>(15,5)</b>	<b>(15,0)</b>	<b>3,7%</b>	<b>(0,5)</b>
% of revenue	(6,6%)	(6,2%)	(38bps)	
<b>EBITDA</b>	<b>50,2</b>	<b>47,5</b>	<b>5,6%</b>	<b>2,7</b>
EBITDA Margin (%)	21,4%	19,8%	+158bps	
Adjustments	1,0	0,5	122,2%	0,6
<b>5 Adj. EBITDA</b>	<b>51,2</b>	<b>48,0</b>	<b>6,7%</b>	<b>3,2</b>
Adj. EBITDA Margin (%)	21,8%	20,0%	+182bps	

## EBITDA Bridge – YTD Q3 2024 vs YTD Q3 2023



## Key Performance Drivers

- 1 Revenues**  
Slight decrease, yet in line with expectations
- 2 First Margin**  
Improvement driven by purch. actions and deflationary trends (raw mat./ packaging)
- 3 Transf. Margin**  
Improvement driven by first margin trend
- 4 Second Margin**  
Strengthened Operations Staff drove solid profitability
- 5 Adjusted EBITDA**  
European operations delivered a solid performance in Adj. EBITDA with a 6.7% increase. This growth was driven by procurement and fixed cost control, effectively mitigating the revenue trend.

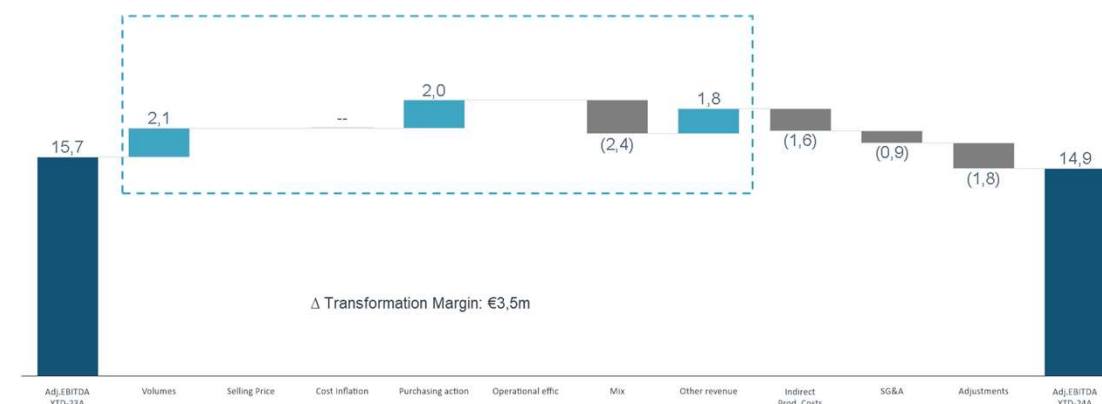
# Profit & Loss: YTD Q3 2024 Results (US)\*

US operations delivered a solid topline performance in the third quarter of 2024

## Profit & Loss – YTD Q3 2024 vs YTD Q3 2023

YTD (€m)	Sep-24A	Sep-23A	Δ (%)	Δ
Net Sales	92,7	87,4	6,1%	5,4
Government Grants	--	--	--	-
<b>1 Total Revenues</b>	<b>92,7</b>	<b>87,4</b>	<b>6,1%</b>	<b>5,4</b>
Raw Material Costs	(42,0)	(41,2)	2,1%	(0,9)
<b>2 First Margin</b>	<b>50,7</b>	<b>46,2</b>	<b>9,8%</b>	<b>4,5</b>
First Margin (%)	54,7%	52,9%	+180bps	
Third Party Works Costs	0,0	0,0		0,0
Direct Personnel Costs	(9,0)	(7,8)	14,7%	(1,2)
Other Direct Production Costs	(4,3)	(4,4)	(2,4%)	0,1
<b>3 Transformation Margin</b>	<b>37,5</b>	<b>34,0</b>	<b>10,2%</b>	<b>3,5</b>
Transformation Margin (%)	40,4%	38,9%	+149bps	
Indirect Personnel Costs	(6,7)	(5,6)	18,3%	(1,0)
Maintenance Costs	(2,9)	(2,7)	5,6%	(0,2)
Logistics and Storage Costs	(1,0)	(1,0)	1,4%	(0,0)
Other Indirect Production Costs	(1,1)	(0,7)	54,6%	(0,4)
<b>4 Second Margin</b>	<b>25,8</b>	<b>23,9</b>	<b>7,9%</b>	<b>1,9</b>
Second Margin (%)	27,8%	27,4%	+44bps	
<b>Total SG&amp;A Costs</b>	<b>(12,0)</b>	<b>(11,1)</b>	<b>7,9%</b>	<b>(0,9)</b>
% of revenue	(12,9%)	(12,7%)	(21bps)	
<b>EBITDA</b>	<b>13,8</b>	<b>12,8</b>	<b>7,9%</b>	<b>1,0</b>
EBITDA Margin (%)	14,9%	14,7%	+24bps	
<b>5 Adjustments</b>	<b>1,1</b>	<b>2,9</b>		<b>(1,8)</b>
<b>Adj. EBITDA</b>	<b>14,9</b>	<b>15,7</b>	<b>(5,2%)</b>	<b>(0,8)</b>
Adj. EBITDA Margin (%)	16,1%	18,0%	(192bps)	

## EBITDA Bridge – YTD Q3 2024 vs YTD Q3 2023



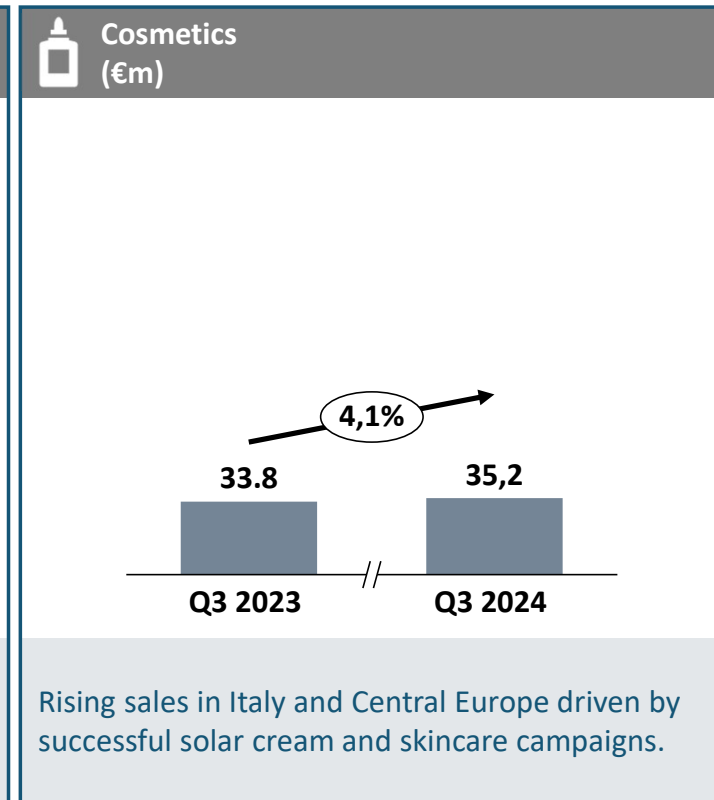
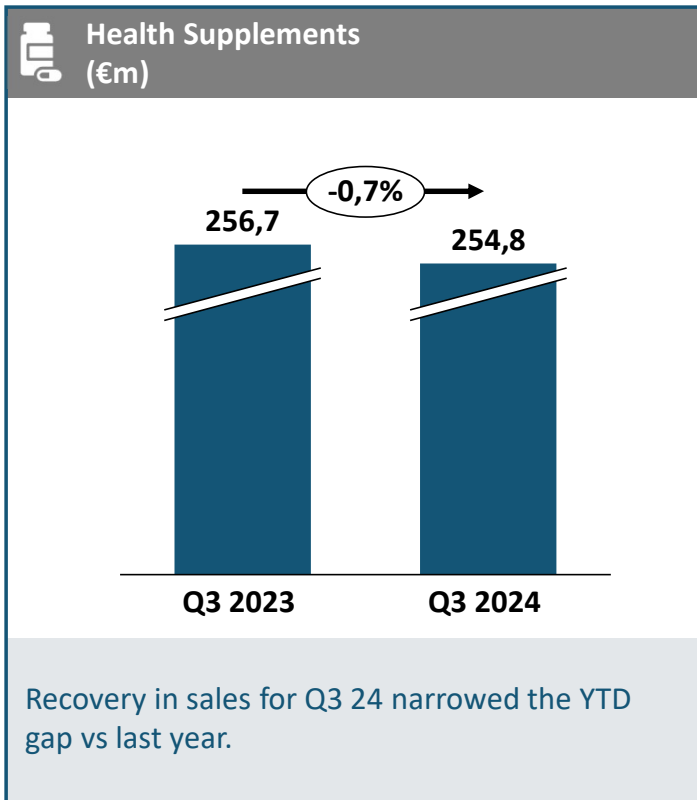
## Key Performance Drivers

- 1 Revenues**  
Strong growth in YTD 24 as we penetrate customers further, enlarging our offer
- 2 First Margin**  
Improvement in YTD performance by 180bps, driven by purchasing actions
- 3 Transf. Margin**  
Improvement driven by first margin trend
- 4 Second Margin**  
Improvement driven by first margin trend
- 5 Adjusted EBITDA**  
Adj. EBITDA for the first nine months decreased by €0.8m due to higher level of ceased costs (i.e. adjustments) in 2023 that more than offset the good EBITDA performance of 2024.



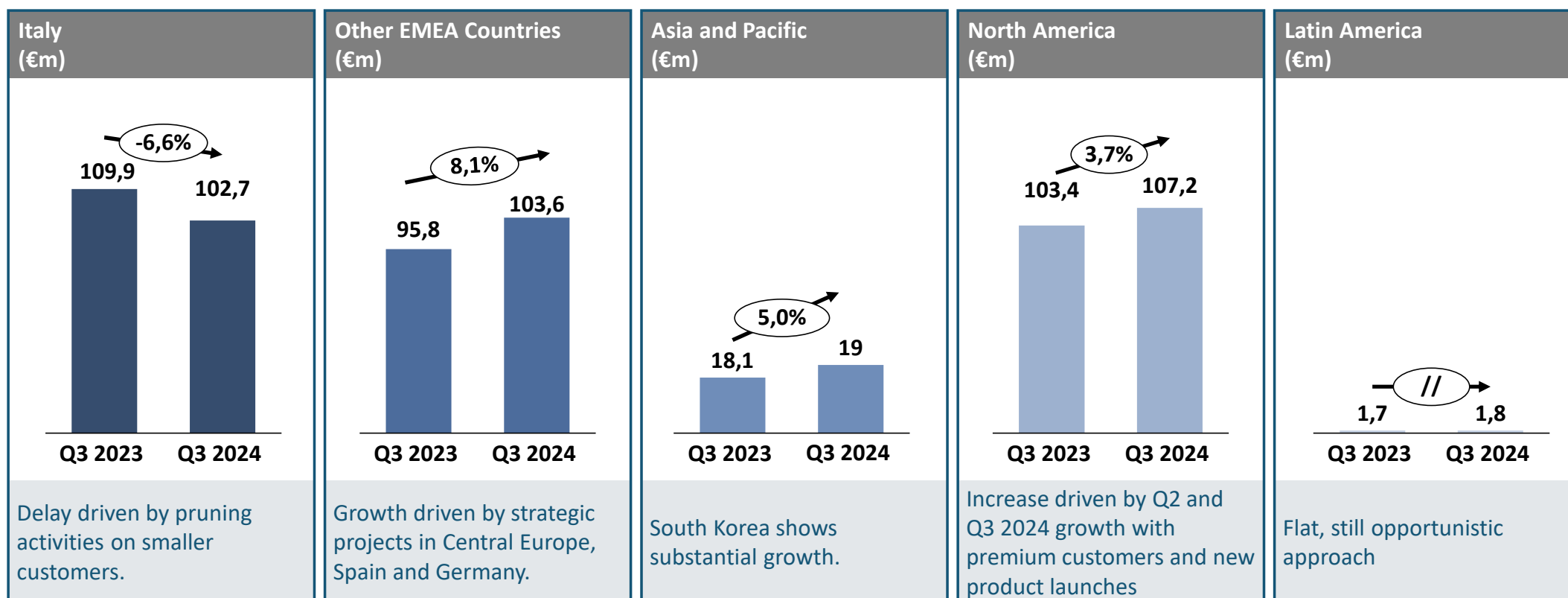
# Top line: YTD Q3 24 evolution by Business Unit

Medical devices and cosmetics demonstrated robust growth in YTD 2024. Health Supplements are stable due to pruning activities in Italy.



# Top line: YTD Q3 24 evolution by Geography

North America improvement thanks to a recovery in Q2 and Q3 2024. Significant growth in Asia Pacific. Italy in delay.



# YTD Q3 2024 Cash Flow

Generated good recurring operating cash flow with a 96.0% cash conversion.

YTD (€m)	Sep-24
Adjusted EBITDA	66,4
(-) Adjustments	(2,1)
<b>EBITDA</b>	<b>64,2</b>
Δ Receivables	0,1
Δ Payables	3,7
Δ Inventory	(3,6)
<b>Δ TWC</b>	<b>0,2</b>
Δ Other Working Capital	(0,0)
<b>Δ NWC</b>	<b>0,2</b>
Maintenance Capex	(2,9)
<b>Recurring Op. CF (pre-Tax)</b>	<b>61,6</b>
Cash Conversion (%)	95,8%
Growth Capex	(28,0)
o/w Manufacturing Capex	(24,1)
o/w R&D Capex	(1,8)
o/w Other / IT Capex	(2,0)
<b>Op. CF (pre-Tax)</b>	<b>33,6</b>
Cash Conversion (%)	52,3%
Interests	(32,5)
Taxes	(4,8)
Other	(4,0)
<b>Free Cash Flow (pre-M&amp;A)</b>	<b>(7,7)</b>
Cash Conversion (%)	(12,0%)
M&A Capex	(4,2)
<b>Free Cash Flow (post-M&amp;A)</b>	<b>(11,9)</b>
Cash Conversion (%)	(17,9%)
New Debt / Debt Repayments	6,9
Capital Contribution	
Other Changes in Equity	
<b>Δ Cash</b>	<b>(5,0)</b>

## Key Evidences

- 1 **NWC improvement of €0.2m**
- Total Capex outflows: €30.9m**
  - 2 **Maintenance: €2.9m** related to the regular maintenance activity across the Group's global plants
  - 3 **Growth Capex: €28.0m** related to expanding manufacturing capacity and accelerate business growth
  - 4 **Manufacturing capex totaled €24.1m** mostly related to the construction of the Green field in Montaigu, France. We also expanded production lines in Mereto, Gallarate and the US
  - 5 **R&D capex amounted to €1.8m**, primarily dedicated to three R&D projects in the gastro therapeutic area, pregnancy support solution and new multivitamin formulas
  - 6 **Other/IT Capex totaled €2.0m**, primarily dedicated to energy savings on facilities, sustainability, cybersecurity and Manufacturing Enterprise System (MES) software
- 7 **Interests equal to €32.5m**, of which €32.1m refer to the net interest amount settled for Senior Secured Note and Long Term Financial Debt and €0.4m refer to other interests
- 8 **€4.8m settled in taxes in YTD September 2024**
- 9 **€4.0m in other costs**, mostly related to management consulting services and one time ceasing cost with suppliers and some managers.
- 10 **€4.2m M&A capex** related to the settlement of Transaction Cost for USPL in Jan-24 instead of Dec-23.
- 11 **€6.9m increase in Financial Debt**: € 20m RCF drawn down; € 13.1m short term loan reimbursement

# Sept 30<sup>th</sup> 2024 Net Financial Position and Financial Ratios

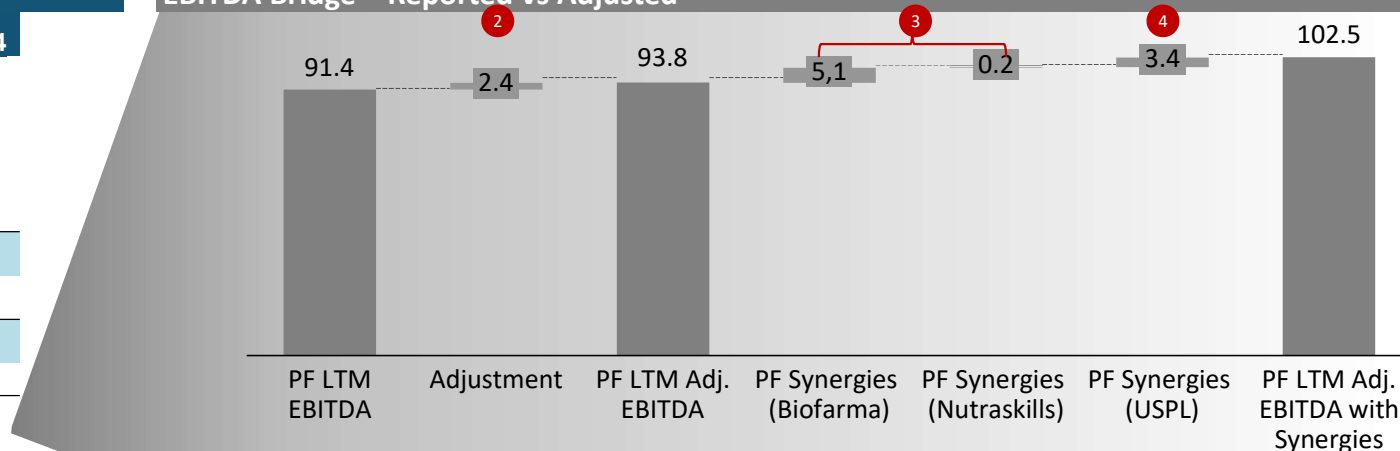
YTD Q3 24 FINANCIALS

Leverage remains stable despite new acquisitions in 2022 and 2023.

## Leverage – 09-24 vs Opening

€m	As per OM	Sept-24
High yield bond	345,0	345,0
Private Placement	--	200,9
RCF	--	20
Cash and Cash Equivalent	(5,7)	(28,4) <sup>1</sup>
<b>Total net secured debt</b>	<b>339,3</b>	<b>537,5</b>
Other Debt <sup>2</sup>	0,8	20,9
<b>Adj. Net Fin. Position</b>	<b>340,1</b>	<b>558,4</b>
<b>PF LTM Adj. EBITDA with Synergies<sup>3</sup></b>	<b>64,0</b>	<b>102,5</b>
<b>1 Net Leverage</b>	<b>5,3x</b>	<b>5,4x</b>

## EBITDA Bridge – Reported vs Adjusted



## Key Evidences

**1 Net Leverage**  
Leverage remained stable, though slightly above the Offering Memorandum level, due to financing obtained for the USPL acquisition.

**2 Adjustments**  
Includes:  
• € 1.1m of pro-rata portion of minorities  
• € 1.3m of ceased costs in US (unutilized facility)

**3 Synergies (Biofarma and Nutraskills)**  
• €1.5 m of procurement synergies on vitamins  
• €1.4m of manufact. improv.  
• €2.4m of organization optimization

**4 Synergies (USPL)**  
• €2.4m of procurement synergies in China  
• €1.0m of packaging Efficiency

# Closing Statements



# Closing Statements

## To date...

- **Solid delivery in 2024 YTD, reflecting a positive trend for the Group.**
  - Consolidated our market leading position
  - Delivering on our Post Merger Integration Plan
  - Reinforced the leadership team
  - Extensive CAPEX plan to achieve a breakthrough performance from 2026 onwards

## Outlook for the Remainder of 2024

- **2024 is the year of consolidation of our market leading position**
  - Integration of our operations across the globe
  - Efficiency of our processes via Lean Six Sigma
  - Reinforcement of our global management team

Q&A



# Appendix





# YTD EBITDA as of Q3 24: details from Statutory to Adjusted

(Consolidated)

09 2024 FINANCIALS

(in thousand of Euro)	09 - 24	09 - 23
<b>Result of the period</b>	<b>(18.829)</b>	<b>(55.060)</b>
Depreciation and amortization	40.940	50.713
Corporate taxes	4.809	9.656
Financial income and expense	32.481	25.809
Accruals to provisions	854	-
<b>EBITDA Statutory (Reported)</b>	<b>60.256</b>	<b>31.118</b>
US Acquisition		11.554
Holdings accounting adjustments	316	
Non recurring and certain M&A income and costs	6	
IFRS accounting impact and leasing		
Other Operating cost	3.727	17.933
Other adjustments	2.105	3.389
<b>Adjusted EBITDA</b>	<b>66.410</b>	<b>63.994</b>

## Key Notes

- In 2023, other operating costs primarily comprised transaction expenses for the USPL acquisition.
- In 2024, they include redundancy costs along with expenses for strategic initiatives and the Lean Six Sigma project.

# Profit & Loss: Q3 2024 Results (Consolidated)

The Group shows a significant revenue increase boosted by US performance (+20%) . Flattish EBITDA trend due to planned increase in SG&A costs.

## Profit & Loss – Q3 2024 vs Q3 2023

YTD (€m)	Q3-2024	Q3-2023	Δ (%)	Δ
Net Sales	100,7	93,9	7,3%	6,9
Government Grants	0,7	0,9	(22,3%)	(0,2)
<b>1 Total Revenues</b>	<b>101,4</b>	<b>94,8</b>	<b>7,0%</b>	<b>6,7</b>
Raw Material Costs	(46,2)	(46,2)	0,0%	(0,0)
<b>2 First Margin</b>	<b>55,2</b>	<b>48,5</b>	<b>13,7%</b>	<b>6,7</b>
First Margin (%)	54,4%	51,2%	+320bps	
Third Party Works Costs	(4,8)	(3,4)	42,9%	(1,5)
Direct Personnel Costs	(8,8)	(7,9)	11,9%	(0,9)
Other Direct Production Costs	(5,0)	(5,2)	(4,3%)	0,2
<b>3 Transformation Margin</b>	<b>36,6</b>	<b>32,1</b>	<b>14,0%</b>	<b>4,5</b>
Transformation Margin (%)	36,0%	33,8%	+221bps	
Indirect Personnel Costs	(4,8)	(4,2)	14,4%	(0,6)
Maintenance Costs	(2,6)	(1,5)	72,7%	(1,1)
Logistics and Storage Costs	(1,9)	(1,9)	(1,7%)	0,0
Other Indirect Production Costs	(1,7)	(1,3)	28,3%	(0,4)
<b>4 Second Margin</b>	<b>25,6</b>	<b>23,1</b>	<b>10,6%</b>	<b>2,4</b>
Second Margin (%)	25,2%	24,4%	+81bps	
<b>Total SG&amp;A Costs</b>	<b>(9,9)</b>	<b>(7,0)</b>	<b>41,2%</b>	<b>(2,9)</b>
% of revenue	(9,8%)	(7,4%)	(236bps)	
<b>EBITDA</b>	<b>15,6</b>	<b>16,1</b>	<b>(3,3%)</b>	<b>(0,5)</b>
EBITDA Margin (%)	15,4%	17,0%	(165bps)	
Adjustments	0,9	2,1	(57,3%)	(1,2)
<b>5 Adj. EBITDA</b>	<b>16,5</b>	<b>18,3</b>	<b>(9,6%)</b>	<b>(1,8)</b>
Adj. EBITDA Margin (%)	16,3%	19,3%	(300bps)	

## EBITDA Bridge – Q3 2024 vs Q3 2023



## Key Performance Drivers

- Revenues**  
Higher sales than Q3 2023 thanks to the growth in US.
- First Margin**  
Improved thanks to purchasing actions and deflationary trend on raw mat. and packaging
- Transf. Margin**  
Improved thanks to first margin trend
- Second Margin**  
Improved benefiting from first margin trend
- Adjusted EBITDA**  
The Adjusted EBITDA for Q3 shows a deterioration versus Q3 2023 mainly due to lower Adjustments level (high ceasing costs in 2023 in US after the acquisition).

# Profit & Loss: Q3 2024 Results (Europe)

European sales are recovering compared to earlier 2024 quarters, with a small gap remaining, particularly in Health Supplements in Italy.

## Profit & Loss – Q3 2024 vs Q3 2023

YTD (€m)	Q3-24	Q3-23	Δ (%)	Δ
Net Sales	65,7	67,5	(2,6%)	(1,8)
Government grants	0,7	0,9	(22,3%)	(0,2)
<b>1 Total Revenues</b>	<b>66,4</b>	<b>68,3</b>	<b>(2,9%)</b>	<b>(2,0)</b>
Raw Material Costs	(28,8)	(31,1)	(7,5%)	2,3
<b>2 First Margin</b>	<b>37,6</b>	<b>37,2</b>	<b>0,9%</b>	<b>0,4</b>
First Margin (%)	56,7%	54,5%	+216bps	
Third Party Works Costs	(4,9)	(3,1)	58,0%	(1,8)
Direct Personnel Costs	(5,5)	(5,3)	3,6%	(0,2)
Other Direct Production Costs	(3,2)	(3,7)	(14,0%)	0,5
<b>3 Transformation Margin</b>	<b>24,0</b>	<b>25,1</b>	<b>(4,4%)</b>	<b>(1,1)</b>
Transformation Margin (%)	36,2%	36,8%	(56bps)	
Indirect Personnel Costs	(2,4)	(2,0)	20,7%	(0,4)
Maintenance Costs	(1,5)	(1,3)	12,7%	(0,2)
Logistics and Storage Costs	(1,5)	(1,5)	1,9%	(0,0)
Other Indirect Production Costs	(1,3)	(1,2)	9,0%	(0,1)
<b>4 Second Margin</b>	<b>17,4</b>	<b>19,2</b>	<b>(9,4%)</b>	<b>(1,8)</b>
Second Margin (%)	26,1%	28,0%	(189bps)	
Total SG&A Costs	(5,8)	(5,0)	15,0%	(0,8)
% of revenue	(8,7%)	(7,4%)	(136bps)	
<b>EBITDA</b>	<b>11,6</b>	<b>14,1</b>	<b>(18,2%)</b>	<b>(2,6)</b>
EBITDA Margin (%)	17,4%	20,7%	(325bps)	
Adjustments	0,4	0,2	166,7%	0,3
<b>5 Adj. EBITDA</b>	<b>12,0</b>	<b>14,3</b>	<b>(16,2%)</b>	<b>(2,3)</b>
Adj. EBITDA Margin (%)	18,0%	20,9%	(287bps)	

## EBITDA Bridge – Q3 2024 vs Q3 2023



## Key Performance Drivers

- 1 Revenues**  
Lower sales than Q3 2023 due to the decrease with smaller customers
- 2 First Margin**  
Improved thanks to purchasing actions and deflationary trend on raw mat. and packaging
- 3 Transf. Margin**  
Decreased despite first margin trend, due to higher third party costs
- 4 Second Margin**  
Deterioration driven by Transformation margin and higher cost of structure

**5 Adjusted EBITDA**  
The Adjusted EBITDA for Q3 shows a deterioration versus Q3 2023 due to lower sales and higher indirect costs.

# Profit & Loss: Q3 2024 Results (US)\*

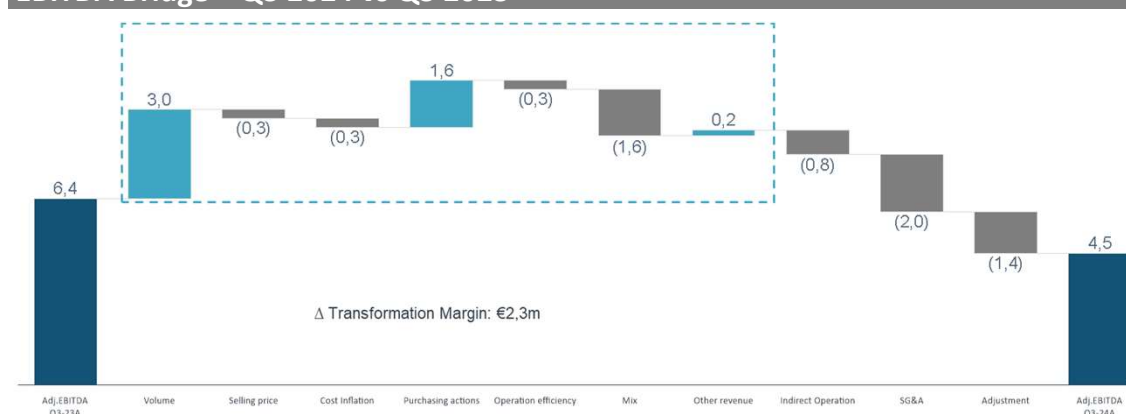
Q3 2024 FINANCIALS

The US achieved double-digit sales growth and improved procurement efficiencies, driving an increase in second margin percentage compared to Q3 2023. However, this was partially offset by higher SG&A costs and reduced adjustments.

## Profit & Loss – Q3 2024 vs Q3 2023

YTD (€m)	Q3-24	Q3-23	Δ (%)	Δ
Net Sales	32,4	26,7	21,4%	5,7
Government Grants	--	--		-
<b>1 Total Revenues</b>	<b>32,4</b>	<b>26,7</b>	<b>21,4%</b>	<b>5,7</b>
Raw Material Costs	(15,4)	(16,5)	(6,7%)	1,1
<b>2 First Margin</b>	<b>17,0</b>	<b>10,2</b>	<b>66,9%</b>	<b>6,8</b>
First Margin (%)	52,5%	38,2%	+1430bps	
Third Party Works Costs	0,0	3,5		(3,5)
Direct Personnel Costs	(3,3)	(2,4)	35,3%	(0,9)
Other Direct Production Costs	(1,7)	(1,6)	7,1%	(0,1)
<b>3 Transformation Margin</b>	<b>12,0</b>	<b>9,7</b>	<b>24,1%</b>	<b>2,3</b>
Transformation Margin (%)	37,2%	36,3%	+80bps	
Indirect Personnel Costs	(2,2)	(2,3)	(4,8%)	0,1
Maintenance Costs	(1,1)	(0,1)	910,5%	(1,0)
Logistics and Storage Costs	(0,3)	(0,4)	(20,2%)	0,1
Other Indirect Production Costs	(0,4)	(0,4)	8,2%	(0,0)
<b>4 Second Margin</b>	<b>8,0</b>	<b>6,5</b>	<b>24,0%</b>	<b>1,5</b>
Second Margin (%)	24,7%	24,2%	+51bps	
<b>Total SG&amp;A Costs</b>	<b>(4,0)</b>	<b>(2,0)</b>	<b>94,5%</b>	<b>(1,9)</b>
% of revenue	(12,3%)	(7,7%)	(460bps)	
<b>EBITDA</b>	<b>4,0</b>	<b>4,4</b>	<b>(8,6%)</b>	<b>(0,4)</b>
EBITDA Margin (%)	12,5%	16,6%	(410bps)	
Adjustments	0,5	2,0		(1,5)
<b>5 Adj. EBITDA</b>	<b>4,5</b>	<b>6,4</b>	<b>(28,9%)</b>	<b>(1,9)</b>
Adj. EBITDA Margin (%)	14,0%	24,0%	(995bps)	

## EBITDA Bridge – Q3 2024 vs Q3 2023



## Key Performance Drivers

- 1 Revenues**  
Higher sales than Q3 2023 thanks to new projects with premium customers
- 2 First Margin**  
Improved thanks to purchasing actions and deflationary trend on raw mat. and packaging
- 3 Transf. Margin**  
Improved thanks to first margin trend
- 4 Second Margin**  
Improved benefiting from overall higher profitability
- 5 Adjusted EBITDA**  
The Adjusted EBITDA for Q3 shows a deterioration versus Q3 2023 due to higher SG&A costs and lower adjustments level.

Note to Slide Title: \*) US financials exclude Chinese figures. Chinese sales for the Q3 24 equal to €2.7m.

- EBITDA for managerial purposes defined as statutory EBITDA plus (i) (profit)/loss of non-operating Holding Companies; plus ii) certain one-off costs related to non-recurring consulting services; plus (iii) ceasing costs related to certain suppliers. The figures consider the same consolidation perimeter as if the US Pharma Lab acquisition had been performed on January 1, 2023.

- Adj. EBITDA defined as EBITDA (as defined above) plus/minus the effect of the adjustments related to the result of the minorities

