



# Company presentation

March 2024

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1. **DocMorris at a glance**
2. Market trends: Digitalisation and increasing chronic care needs
3. Market size: Large untapped pharmacy markets across Europe
4. DocMorris ecosystem: The solution to healthcare challenges
5. e-Prescriptions: The key digitalisation enabler in Germany
6. Sustainability: Making our environment healthier
7. Financials: Our path towards profitability
8. Guidance: Growth at attractive margins
9. Key takeaway: Health in one click as a unique opportunity

DocMorris at a glance

# DocMorris is the #1 pharmacy in Germany

> 1bn

CHF external revenue  
FY 2023<sup>1</sup>

# 1

Online pharmacy in Germany<sup>2</sup>

> 9m

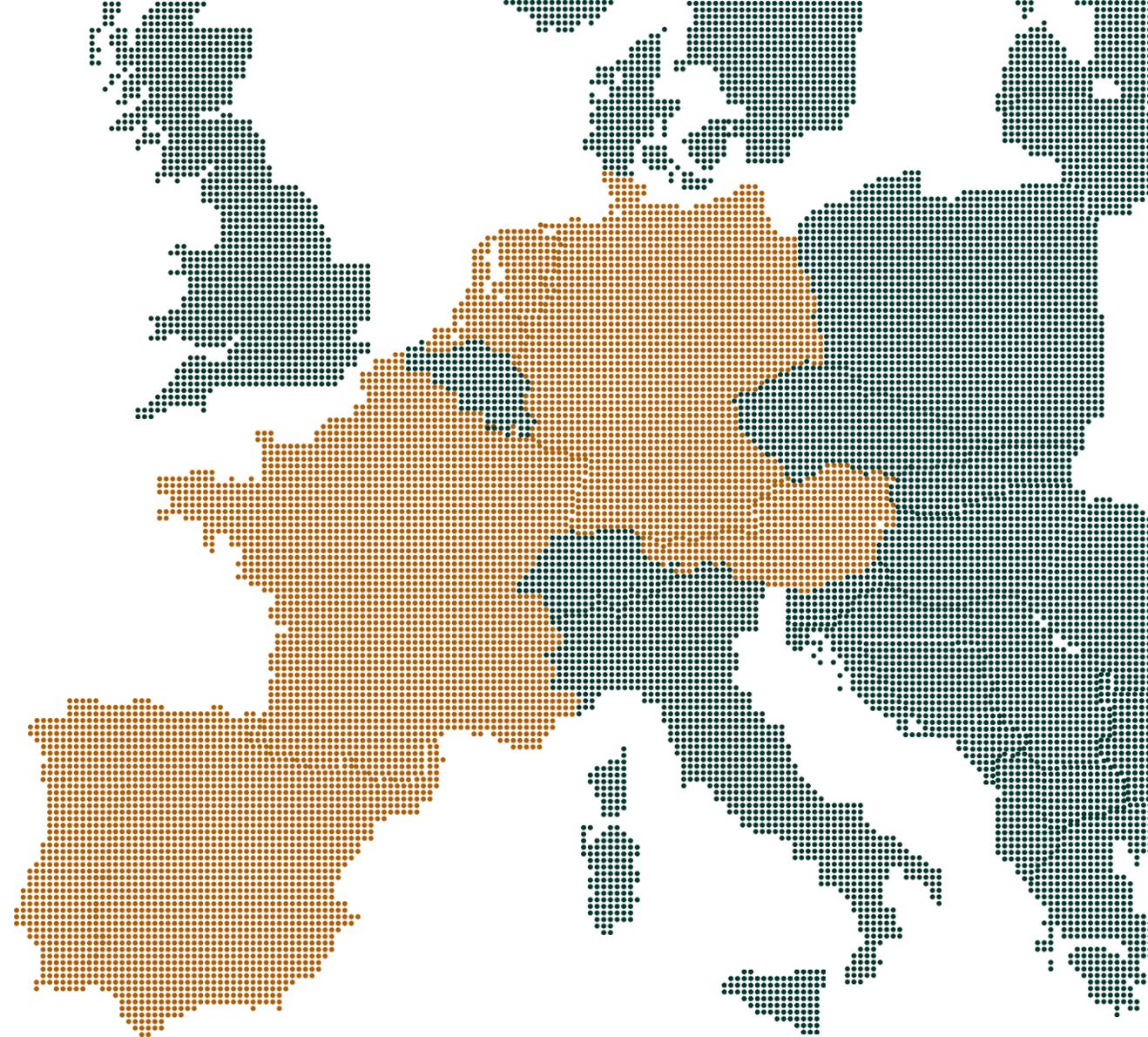
Active customers<sup>3</sup>

> 1,600

Employees from 59 countries<sup>4</sup>

63%

DocMorris aided brand awareness<sup>5</sup>



<sup>1</sup> Consolidated revenue of DocMorris plus the mail order revenue of pharmacies supplied by DocMorris less the consolidated revenue for their supply | <sup>2</sup> According to brand awareness measured by Kantar as of March 2024 | <sup>3</sup> All mail order customers who have placed an order with DocMorris or a pharmacy supplied by DocMorris in the 12 months period ending 31 December 2023 | <sup>4</sup> As of December 2023 | <sup>5</sup> Aided brand awareness based on Kantar March 2024

# Segment Germany – online pharmacy leader in scale and quality with unique customer stickiness

# 976m

CHF external revenue  
FY 2023<sup>1</sup>

# 1 Jan 24

eScript mandatory in Germany

# # 1

Online pharmacy<sup>2</sup>

# 77%

Repeat order rate<sup>3</sup>



<sup>1</sup> Consolidated revenue of DocMorris in Germany plus the mail order revenue of pharmacies supplied by the DocMorris in Germany less the consolidated revenue for their supply | <sup>2</sup> According to brand awareness measured by Kantar as of March 2024 | <sup>3</sup> Share of orders from existing customers in relation to total number of orders as of 31 December 2023.

# Segment Europe – enabling a truly European digital health ecosystem

60m

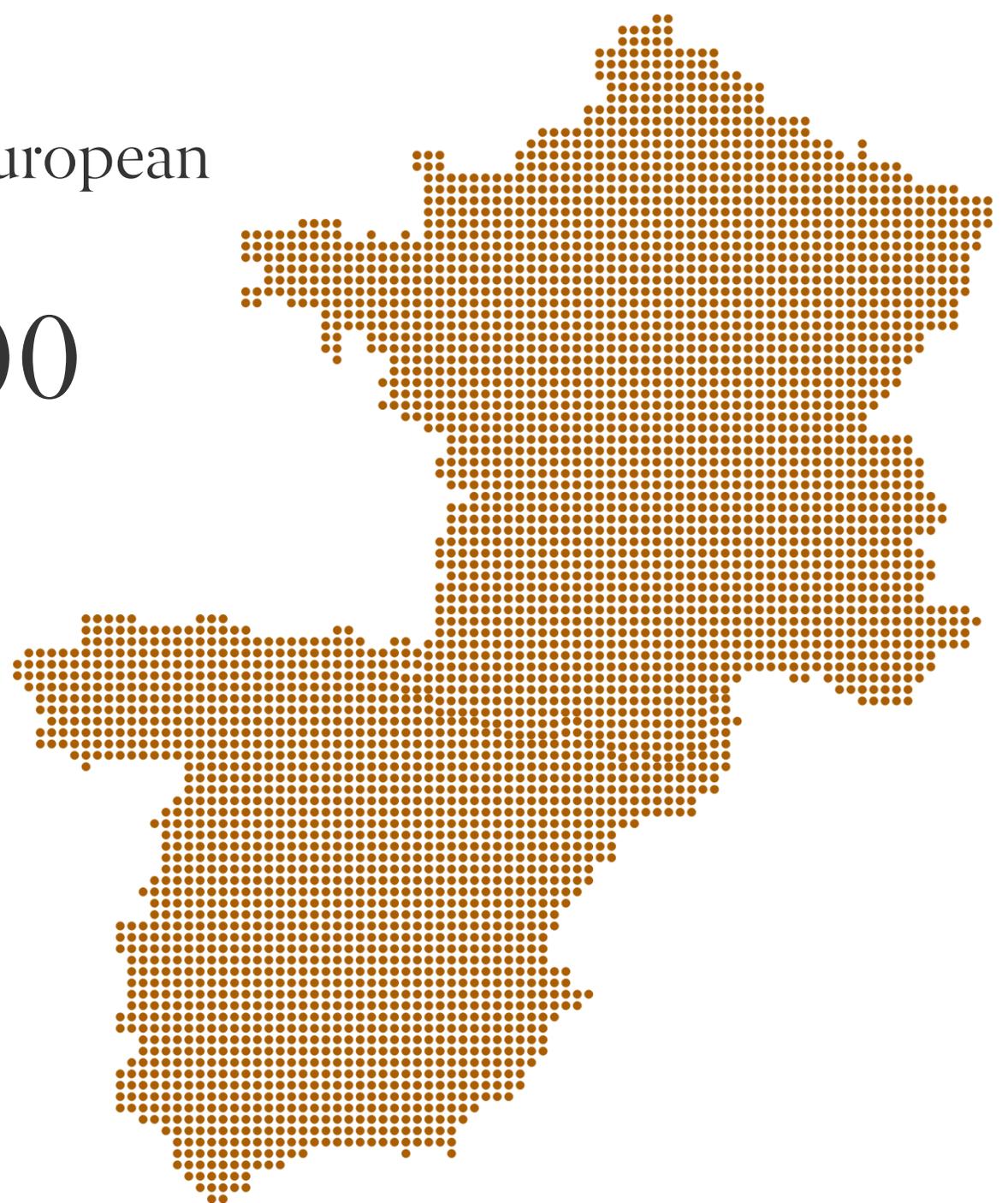
CHF revenue  
FY 2023

> 250,000

# of products<sup>1</sup>

> 1,500

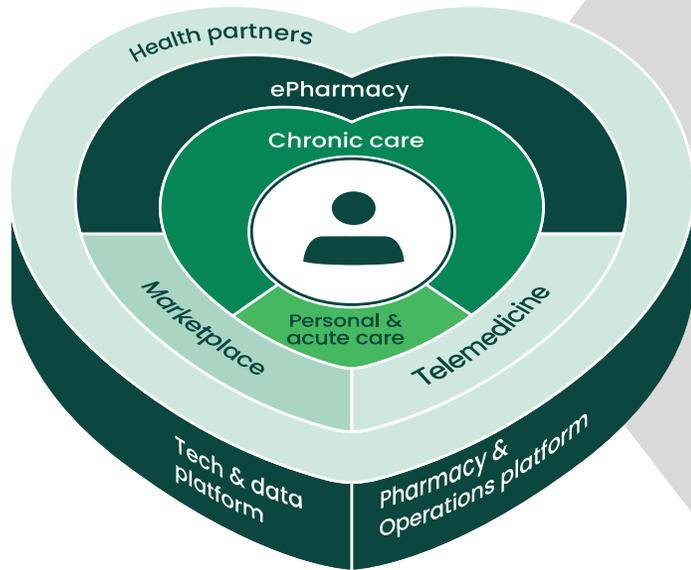
# of marketplace sellers<sup>1</sup>



<sup>1</sup> As of December 2023

# Delighting our patients and customers with health in one click

The most customer-centric,  
convenient and caring digital  
health ecosystem



Unique  
eRx and chronic care  
experience

- Digital medication services and management
- Chronic care solutions and repeat script
- eRx same day and next day delivery
- Integrated telemedicine/doctor service

Profitable OTC and BPC  
business

- Full product range at attractive prices
- State-of-the-art customer experience
- Continuous improvement of operational excellence

Extended  
Marketplace  
offering

- Long tail marketplace with >200 sellers
- Same day coverage via local pharmacy partners
- Integrated DocMorris shopping experience on own technology

# Executive Board: Passionately driving our vision and strategy



**Walter Hess**  
CEO & Head Germany

**Tenure: Since 2013<sup>1</sup>**  
Prior experience:  
**Head Switzerland**

**Marcel Ziwica**  
CFO

**Tenure: Since 2001**  
Prior experience:  
**Head of Group Finance**

**Madhu Nutakki**  
CTO

**Tenure: Since 2021**  
Prior experience:



**Kaspar Niklaus**  
COO

**Tenure: Since 2022**  
Prior experience:

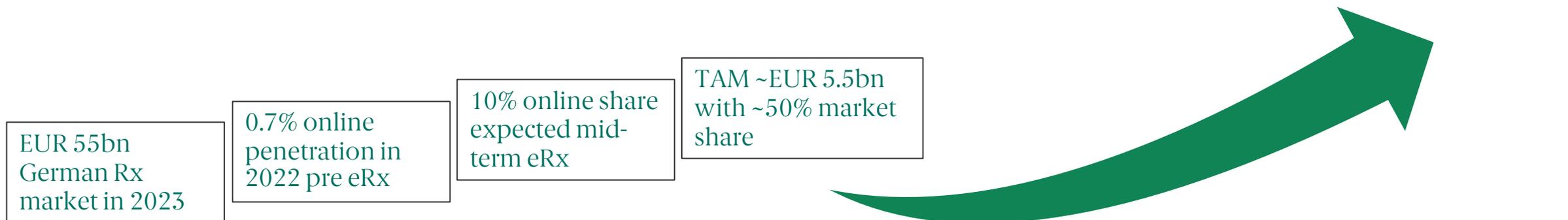


**David Masó**  
Head Europe

**Tenure: Since 2018**  
Prior experience:  
**Founder of PromoFarma**

<sup>1</sup> Since 2008 as external advisor

# Our equity story: Best-known German brand with significant online conversion potential and European regulatory tailwinds for Rx and OTC



## ready for the future

Active customers <sup>1</sup>	9.1m (December 31, 2023)
Order frequency <sup>2</sup> Rx	4.2
Order frequency <sup>2</sup> OTC	2.0
AOV <sup>3</sup> Rx	103 EUR
AOV <sup>3</sup> OTC	40 EUR
Repeat order rate <sup>4</sup>	77%
Site visits last 12 months	185m
Return rate	1%
Logistics capacity	>30m parcels p.a.
Free capacity	>40%

## our path to profitability

Adj. EBITDA 2024	CHF -35m to CHF 0m	
External revenue 2024	>10% growth	
Capital expenditure 2024	CHF 30m to CHF 40m	
<b>2023 H2</b>	<b>Segment Germany</b>	<b>Segment Europe</b>
<b>Gross margin</b>	19.4%	29.4%
<b>Adj. EBITDA margin</b>	(2.8%)	(3.2%)

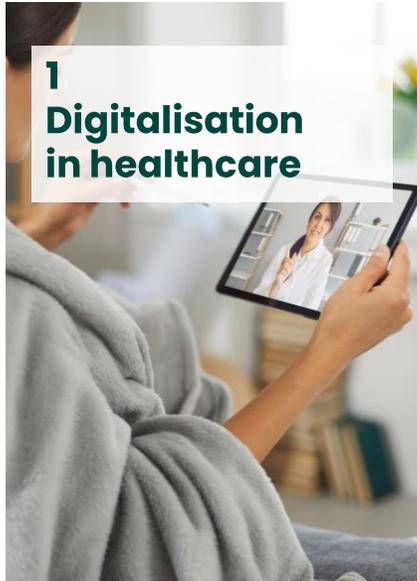
## attractive outlook

Adj. EBITDA mid-term	~8%	
eScripts mandatory in Germany	Since 1st January 2024	
Market growth (excl. eRx)	Mid to high-single-digit %	
	<b>OTC</b>	<b>eRx</b>
<b>Gross margin</b>	28%	21%
<b>Contribution margin (EUR/%)</b>	6/14%	14/14%

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# Structural market trends supporting our vision and strategy...



New technology enables healthcare to become more mobile and convenient



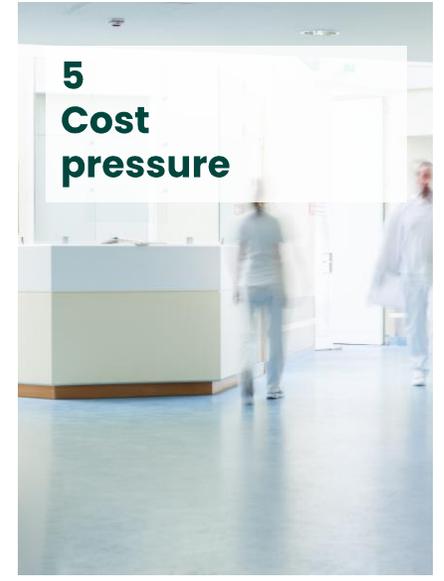
Consumer's impact and brands increasingly important



The share of the 60+ year olds will increase globally

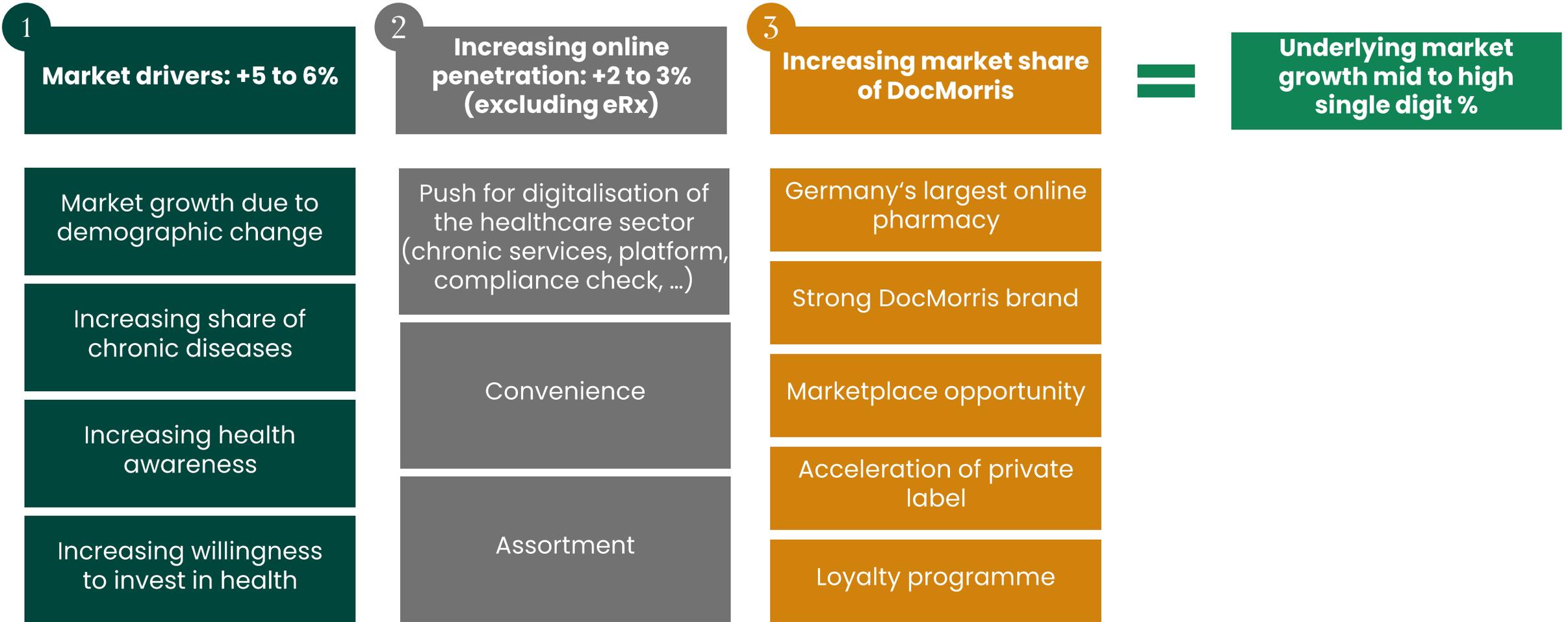


Regulatory headwinds are easing up

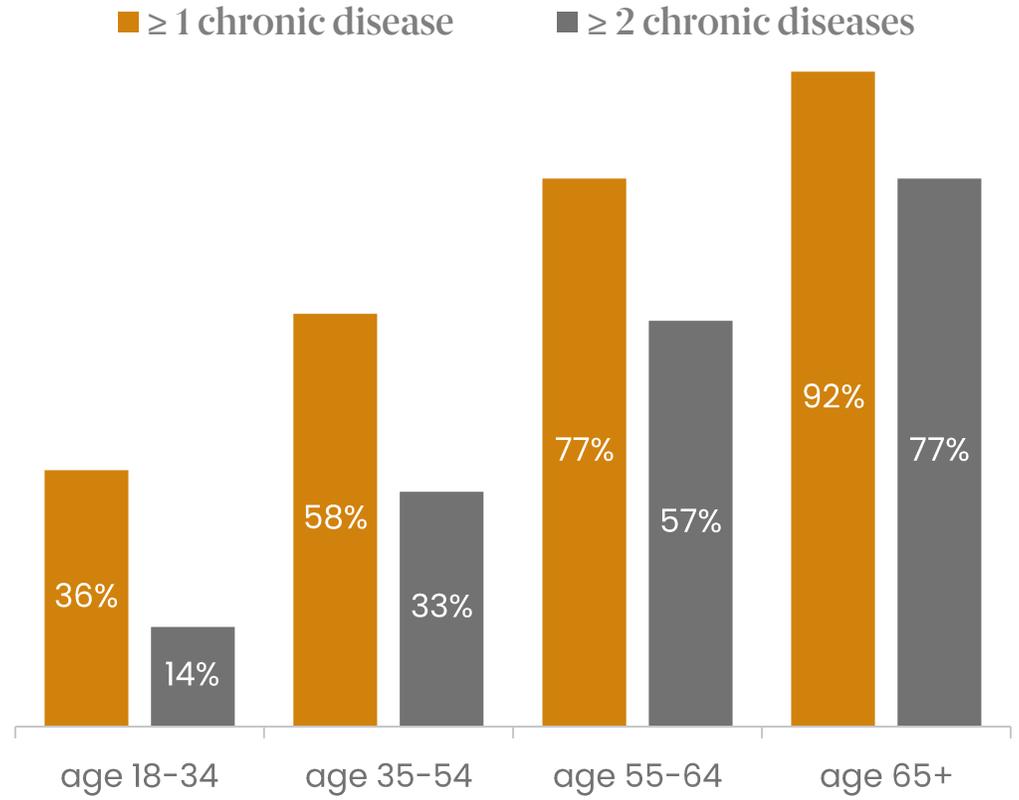
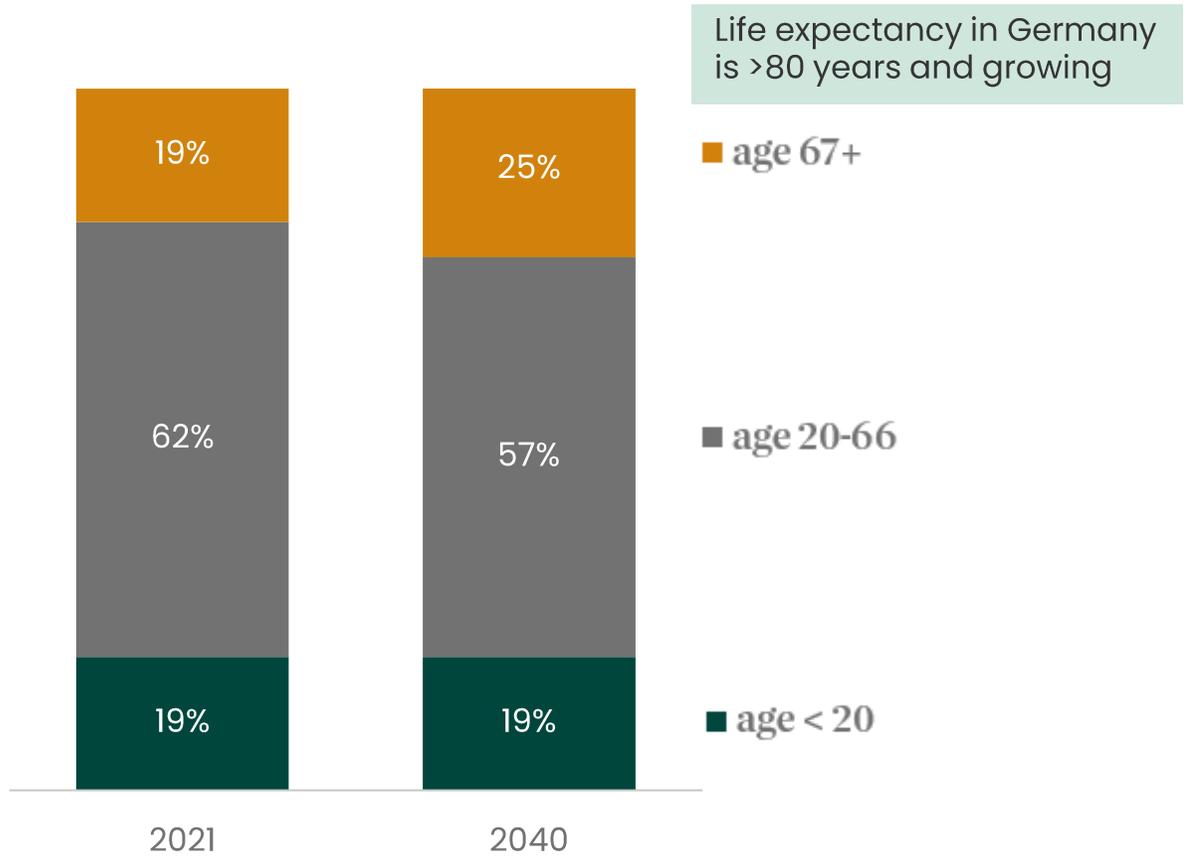


Digital services allow for superior quality, efficiency and better healthcare outcomes

# ... create an attractive core business for our leading online pharmacy in Germany in the mid-term



# Europe's older and chronically ill population is growing fast, yet...



Average DocMorris patients  
 OTC: mid 50s    Rx: low 70s

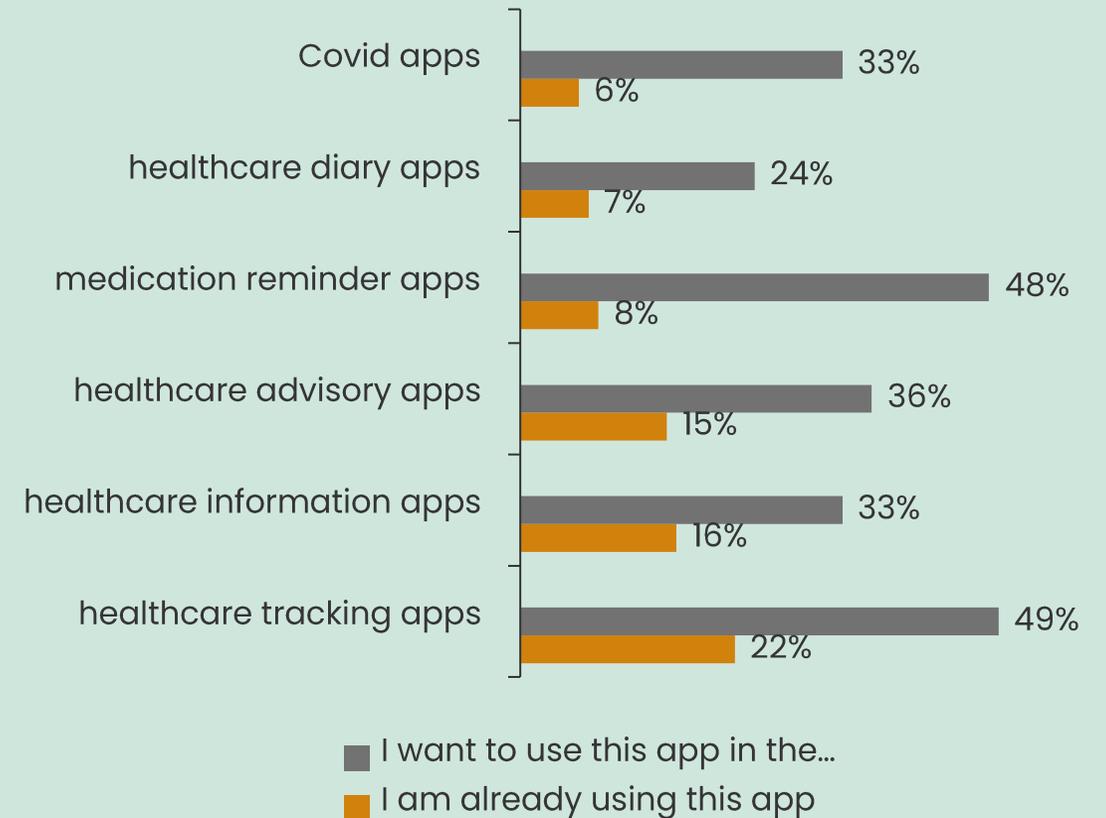
1 Demographic development Germany, Destatis 2023 | 2 Share of chronically ill patients by age group, DE 2020, WIdO

## ... the affinity to digital healthcare solutions is increasing strongly

- Digitalisation receives significant public acceptance: Demand for telemedical services increased by 21% and for online health courses by 82% in 2021<sup>1</sup>
- More than 75% of Germans think the e-prescription introduction is more than overdue<sup>2</sup>
- «The Covid-19 epidemic has brought millions of new patients online. They are likely to stay there»<sup>3</sup>
- Since Covid-19, 38% of Germans are making use of e-commerce more frequently<sup>4</sup>
- In Norway, 27% of appointments with general practitioners took place online in 2021<sup>5</sup>
- 65% of German physicians endorse digitalisation of health system (+10% vs. 2022) and 80% see need for Germany to catch up (+10% vs. 2022) to other countries<sup>7</sup>

1 McKinsey 2022 | 2 Sempora 2023 | 3 The Economist 2020 | 4 Statista 2022 | 5 SSB Statistics Norway 2022 | 6 Bitkom Research 2022 | 7 Doctolib Digital Health Report 2023

### Healthcare apps people are already using or willing to use (in %)<sup>6</sup>

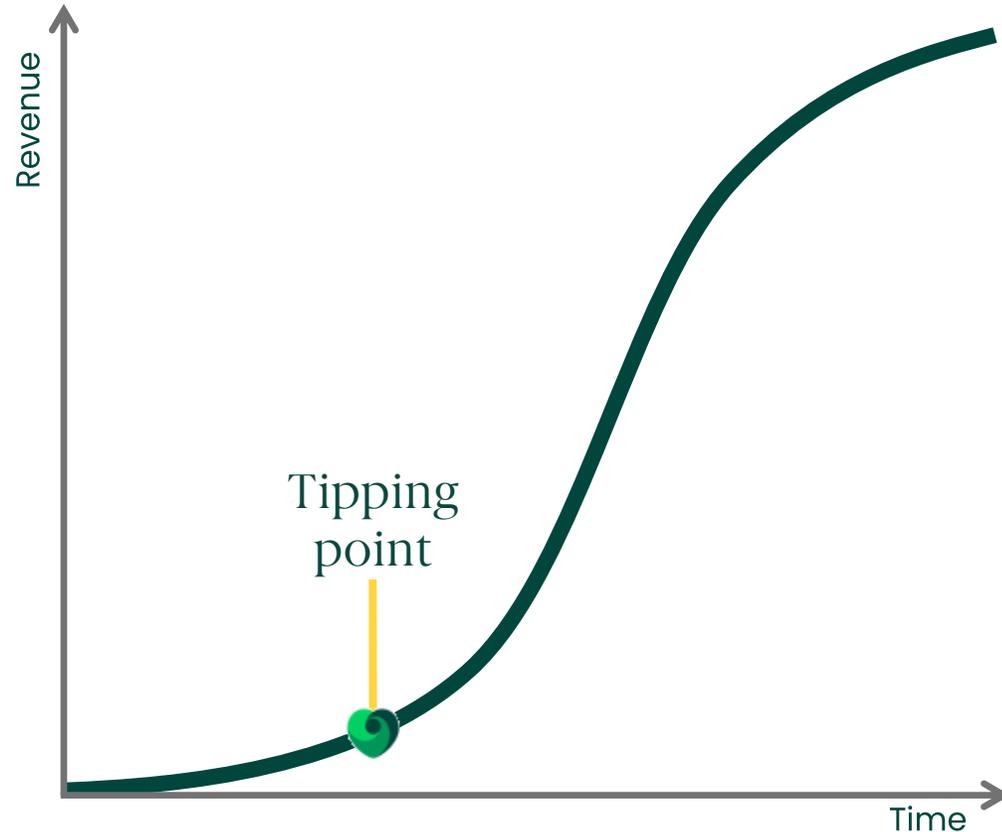


# Europe is moving towards digital health and further liberalisation

Development		eScripts	third-party ownership allowed?	Rx mail order/ online shopping and shipping allowed?	OTC mail order
EU	 European Health Data Space for cross-border infrastructure of eScripts, interoperable electronic health records and sharing of health data by 2025 <sup>1</sup>				
Sweden	 eScripts used by 99%; liberalised pharmacy market and digital pioneer <sup>2</sup>	Since 1980, with ID	yes	yes (domestically)	yes
France	 eScripts used by 35% in 2020. Access via app since 2022 <sup>3</sup>	Since 2019, with health card	no	no	yes
Spain	 eScripts used by 98% <sup>4</sup>	Since 2005, with health card	no	no	yes <sup>5</sup>
Italy	 eScripts are among the most widely used digital health services <sup>3</sup>	Since 2008-2012	yes	no	yes
Poland	 Registration for eScript via digital identity. used by 90-100% <sup>2</sup>	Mandatory since 2020, with digital identity	no	no	yes
Austria	 eScripts used by ~90%. Repeated calls for liberalisation of pharmacy market, including lowering barriers for online retailing; <sup>3</sup> Private prescriptions to be integrated shortly <sup>6</sup>	Since 2022, with health card, QR code (e.g. on the app) or entering ePrescription-ID	no	no	yes
Portugal	 eScripts used by 98% <sup>7</sup>	Since 2016, with ID, SMS, e-mail	yes	yes (domestically) <sup>8</sup>	yes

<sup>1</sup> European Commission 2022 | <sup>2</sup> Gematik 2023 | <sup>3</sup> Gematik | <sup>4</sup> Gematik 2023/ZWP online 2023 | <sup>5</sup> From adjacent country | <sup>6</sup> Pharmazeutische Zeitung (PZ) 2022 | <sup>7</sup> Gematik 2023 | <sup>8</sup> Certified local pharmacies allowed to ship OTC & Rx domestically

# Finally at the tipping point to access the EUR 55bn<sup>1</sup> Rx market



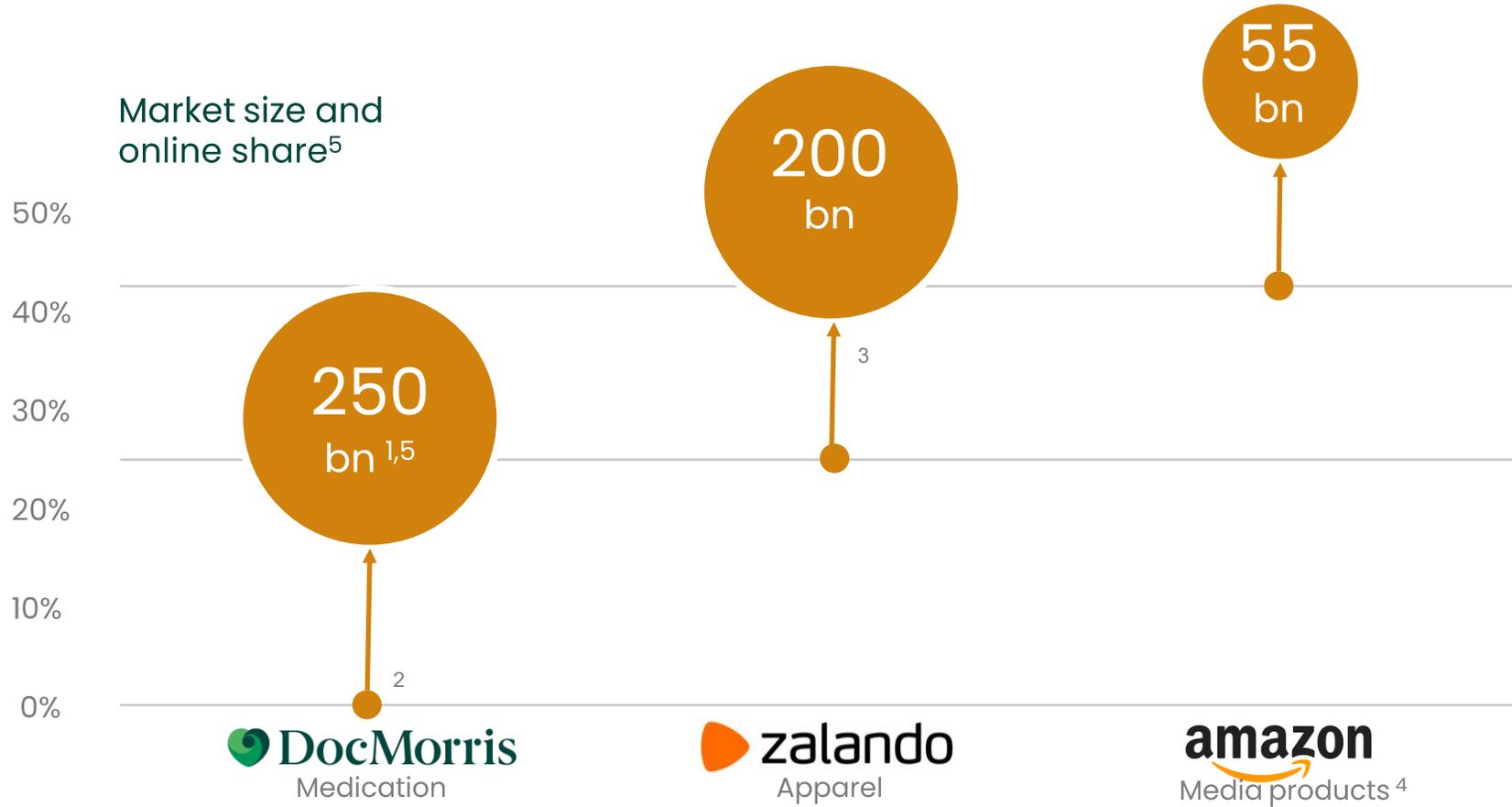
## Digitalisation in German healthcare system has taken off

- **Mandatory eScript** is the **base** to enter the EUR 55bn market of prescribed medication
- Seamless digital eScript redemption with **CardLink** is the **accelerator**
- **Repeat script** in combination with yearly reimbursement of doctors will be the **multiplicator** for state-of-the-art patient care
- **Digital identity** and **ePatient records** (ePA) will **complete** an integrated digital medication supply and healthcare

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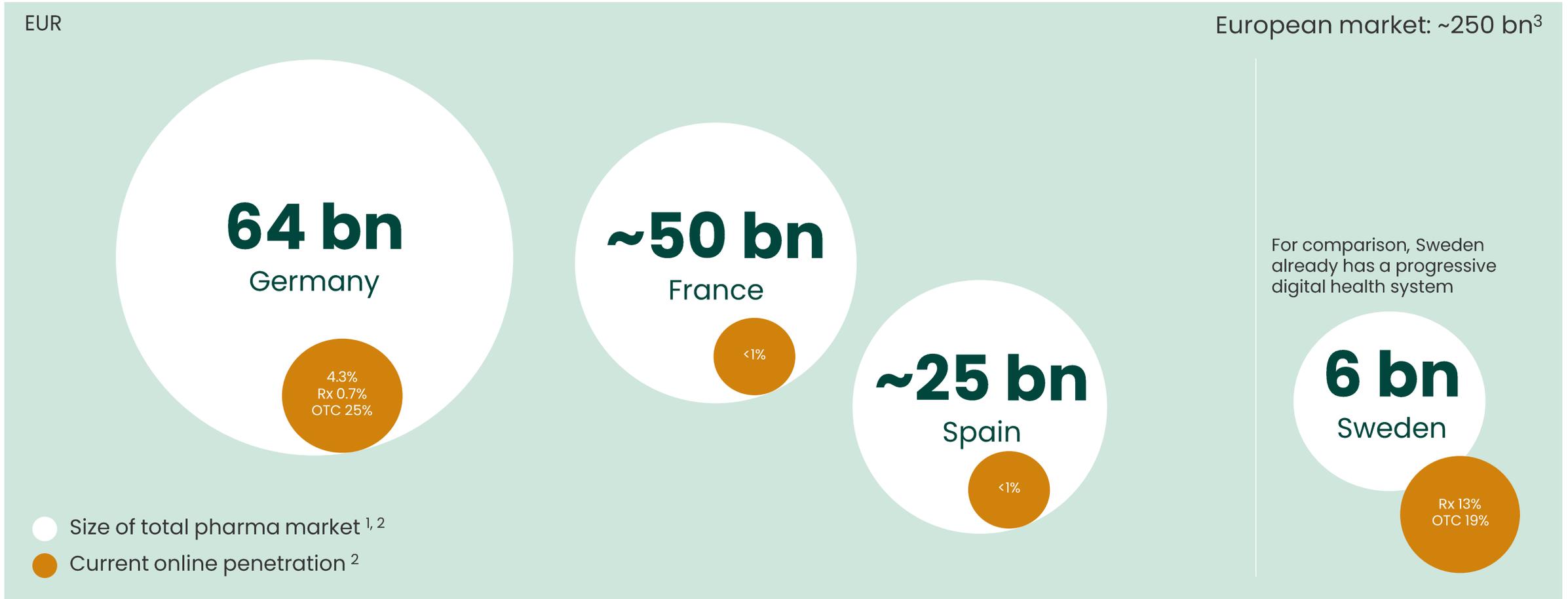
# Significant untapped potential in the European online pharmacy market



1 Medications include Rx and OTC & BPC | 2 Online penetration for Rx in Germany | 3 Euromonitor 2021 Data for Europe excluding Russia | 4 Media products include music, films and books | 5 Grand View Research; Statista; IQVIA; EvaluatePharma

Market size: Large untapped pharmacy markets across Europe

# Our addressable markets are the largest in Europe with the lowest online penetration ... before the eRx introduction



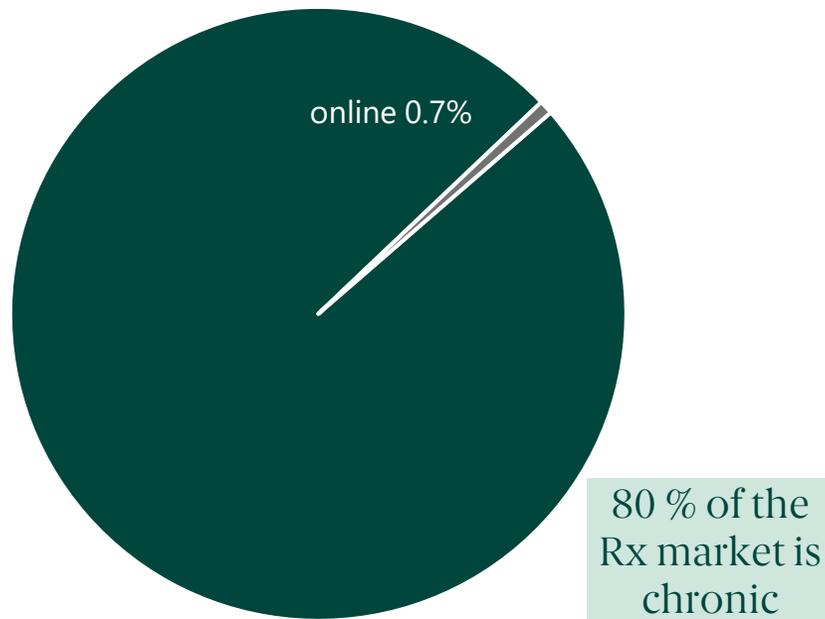
Illustrative / not true to scale, company estimates | 1 IEGUS, McKinsey, Statista 2022 for FR and ES | 2 IQVIA 2023, Sveriges Apoteksforening: Swedish pharmacy sector report 2022 | Statista, Grand View Research

Less than 1% of the German Rx market is online, yet 80% of demand is chronic, leading to a large online conversion potential

### German Rx market size

2023

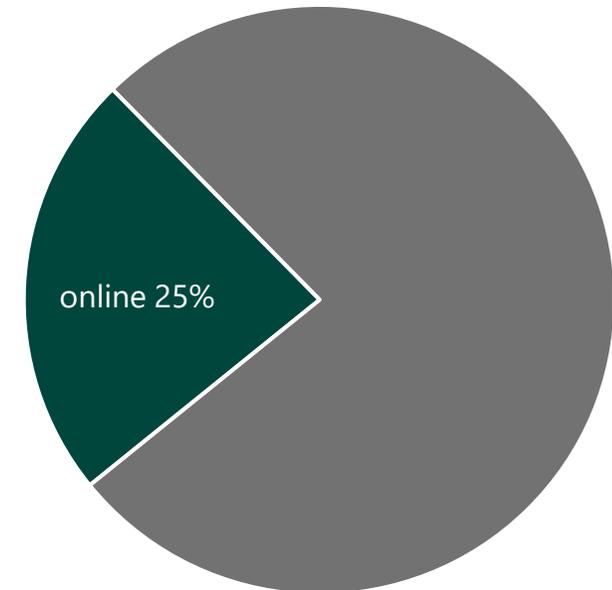
55bn EUR<sup>1</sup>



### German OTC market size

2023

9bn EUR<sup>1</sup>



<sup>1</sup> German Federal Ministry of Health (BMG), IQVIA, ABDA, IHS Health, company estimates

# Fragmented competitive landscape enabling fast market share gains

## 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:



Shop Apotheke

Removing paper hurdle is enabling convenient e-commerce experience

## Platforms

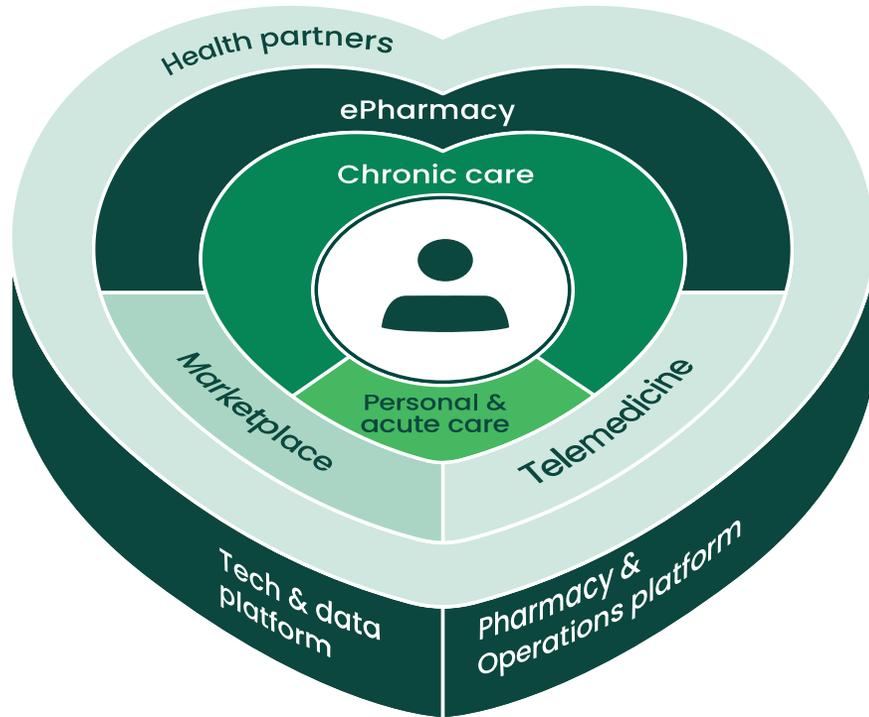


Platforms with the potential to improve user experience by combining online and offline offering

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# eScript enables an effective and efficient digital health ecosystem



## Significant financial impact

- Extended offering beyond medication
- Added value services with high margins (Telemedicine, Care, PaaS)
- Increased patient loyalty and retention
- Highly efficient, effective and scalable services and solutions
- Platform for swift international expansion

**Digital health ecosystem ready to scale and contribute to long-term profitability**

# DocMorris digital health ecosystem is the solution for multiple challenges of the German healthcare and pharmacy market

## German healthcare industry challenges

- Increasing treatment needs due to chronic diseases
- Public budget deficit >EUR 20bn in 2024
- Lack of digitalisation across healthcare landscape
- Inefficient coordination between healthcare providers

## German pharmacy market challenges

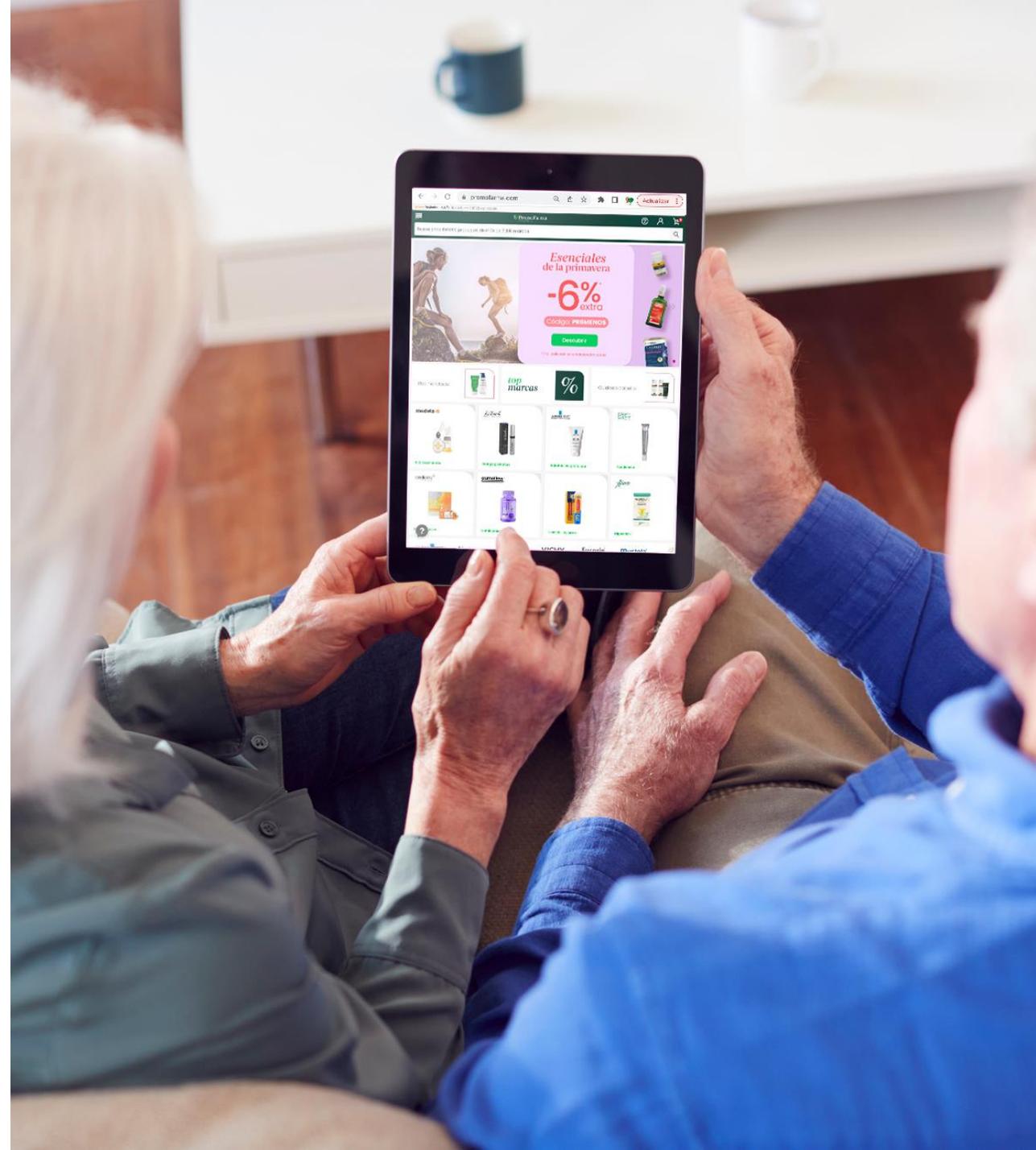
- Shortage of skilled staff leads to pharmacy closures
- No digital scalability and limited convenience
- Structural inefficiencies due to fragmented landscape



# Our digital services allow for superior quality versus brick-and-mortar

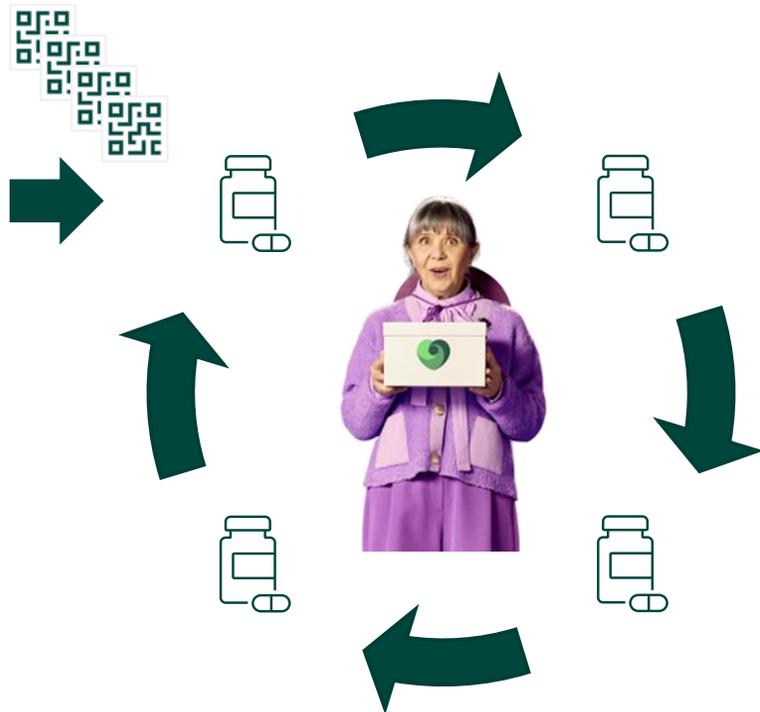
- 14 out of 15 studies show a higher adherence of patients using an e-commerce pharmacy vs. brick-and-mortar<sup>1</sup>
- Patient self-management tools and other digital instruments that increase adherence could save EUR 4.6 bn<sup>2</sup>
- Up to EUR 1.2 bn avoidable costs p.a. caused by medication errors in Germany<sup>3</sup>
- McKinsey: Digitising healthcare could save EUR 42 bn in the German healthcare system<sup>2</sup>
- Pharmaceuticals well suited for e-commerce: Small size and weight, high value and predetermined product selection via prescription with a return rate of < 1%

<sup>1</sup> PubMed research out by Inav Institute 2019 | <sup>2</sup> McKinsey Digitalisation in healthcare May 2022 | <sup>3</sup> BMG 2021



# Rx repeat script model is live and leads to higher share of wallet and customer lifetime value

## Rx subscription model



## Beneficial for all stakeholders

### Patients

- Most convenient
- Secured continuity of supply
- Better adherence<sup>1</sup>

### Physicians

- Upfront payment for annual medication treatment<sup>2</sup>
- Freeing up time for patients
- Increased efficiency

## Multiplicator of key KPIs

### DocMorris

- Higher basket size
- Higher order frequency
- Higher retention rate
- Higher customer lifetime value
- Higher return on advertising spend

<sup>1</sup> Copenhagen Economics Report for ASOP EU states „57% of respondents who used online dispensing believe that online access helps improve their adherence.“ |

<sup>2</sup> Draft of Versorgungsstärkungsgesetz I (Law to strengthen care I) expected to be published in Q2

# The DocMorris app addresses barriers to medication adherence

1

## eRx + Rx

Many ways to redeem

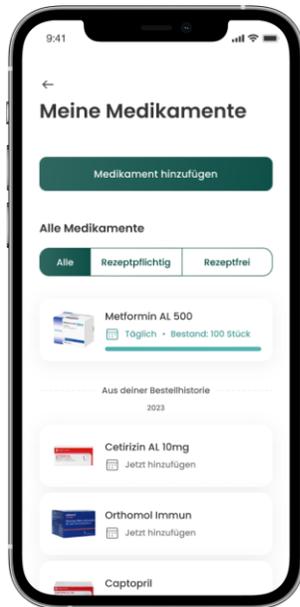


convenience

2

## Medication history

All in one – place



peace of mind

3

## Reminders

Smartphone enabled

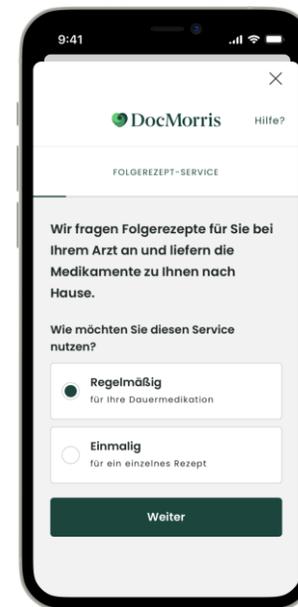


improve adherence

4

## Follow-up/Refills

We take care of it for you

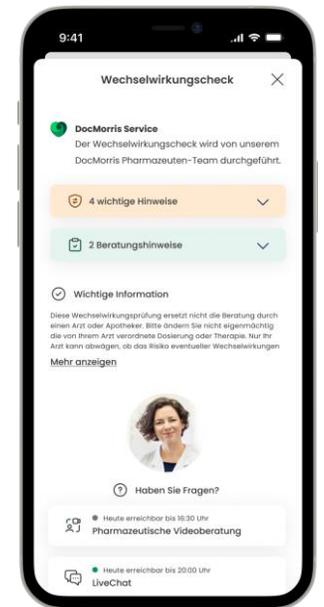


simplified process

5

## Interaction check

Pharmacist advice



medication safety

# DocMorris chronic care supports patients along their health journey and significantly increases share of wallet

1 Increase basket sizes of existing customers



2 Acquire & enable new customers



3 Increase loyalty & minimize churn



- Providing products, services and content for patients with specific chronic demand
- Leverage on eRx, repeat script and marketplace
- Care is already live for diabetes, asthma, thyroid, adipositas and erectile dysfunction

# TeleClinic breakthrough in Germany: Addressing need of lower healthcare costs with effective and convenient care

## TeleClinic telemedicine platform

- ~30% market share of video consultations<sup>1</sup>
- 2,000+ active doctors
- 40+ insurance partnerships

## Regulatory drivers (2024)

- Unlimited number of telemedicine treatments
- Possibility for physicians treat patients from home

## Technology drivers

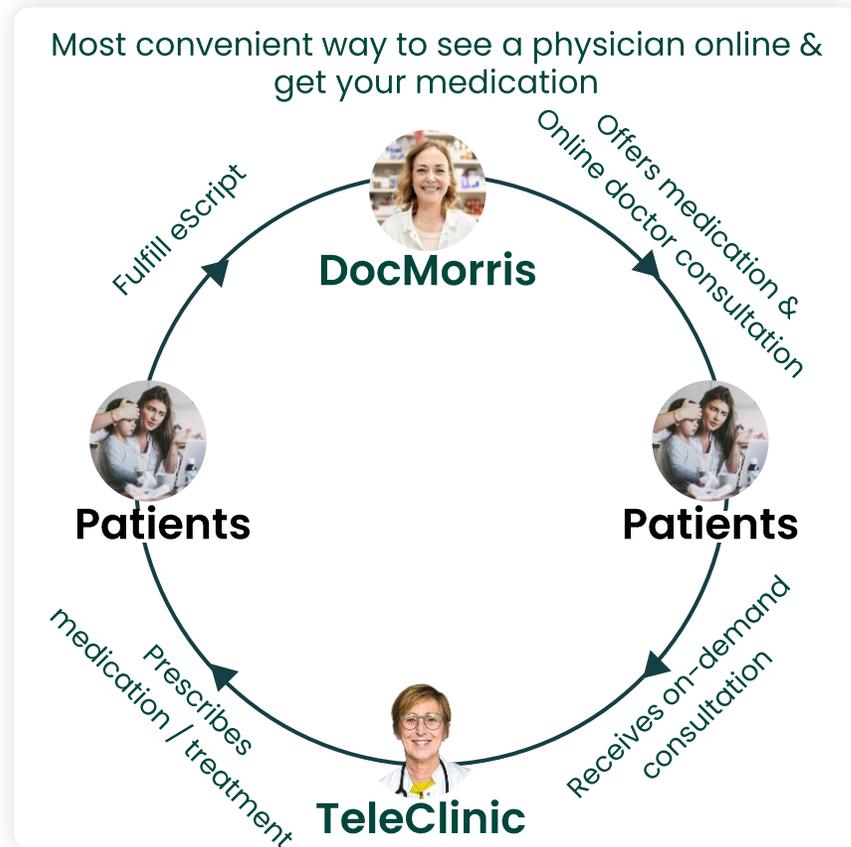
- eSick note (2023)<sup>2</sup>
- eScript (2024)
- ePatient record (2025)

<sup>1</sup> Source: Zi Zentralinstitut Kassenärztliche Versorgung 14.2.2024 | <sup>2</sup> German: elektronische Arbeitsunfähigkeitsbescheinigung (eAU). A mandatory doctors note required by employers.



TeleClinic uniquely cares for patients by bringing together established healthcare providers

# As an integral part of the DocMorris ecosystem, TeleClinic has highly attractive standalone financials that are ready to scale with the eScript



## Significant upside beginning to emerge

- Revenues doubled in 2023
- High margin take-rate business
- Positive EBITDA in 2024 expected

## >50bn<sup>1</sup> largely untapped market with regulatory tailwind

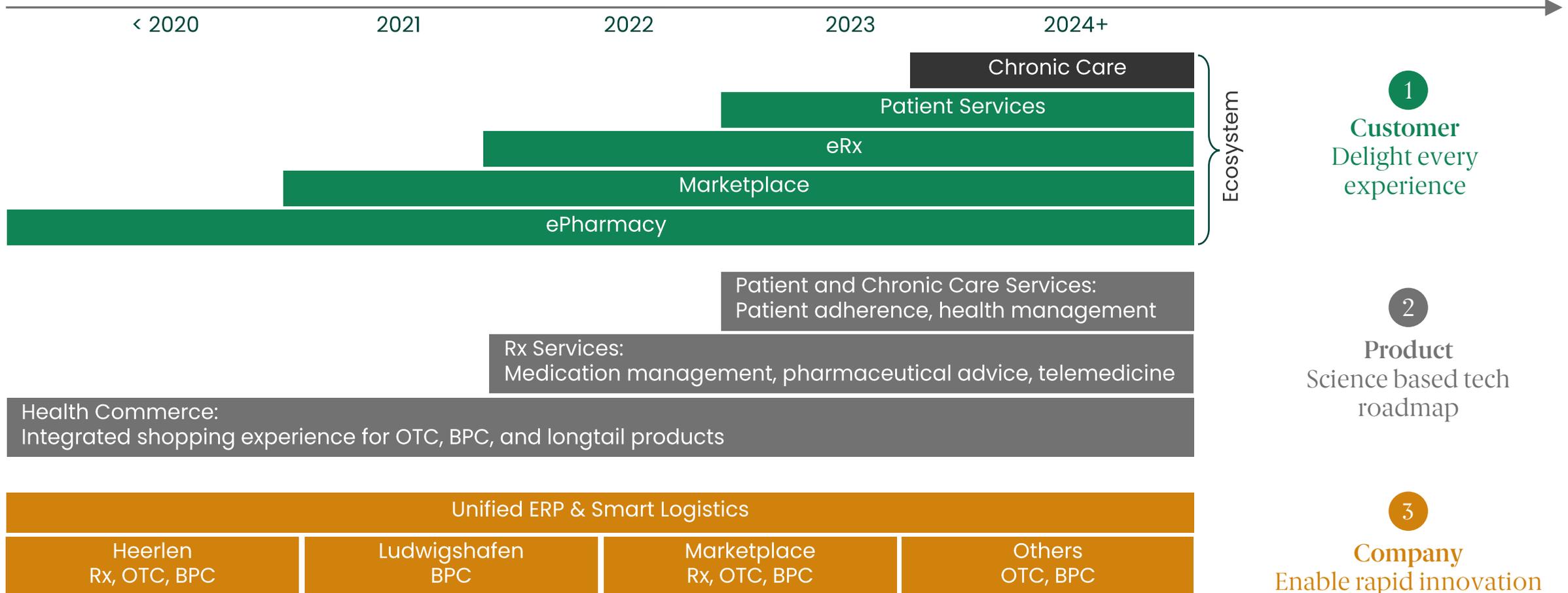
- <1% telemedicine penetration in German ambulatory care
- Telehealth to save >4bn German healthcare costs<sup>2</sup>

<sup>1</sup> Statutory insurance payments for ambulatory care in 2022 46bn (Source: GKV Spitzenverband) & Private insurance payments of 7bn in 2022 (Source Wissenschaftliche Institut der PKV) | <sup>2</sup> McKinsey Health Monitor

# Transformation journey to the preferred digital health destination

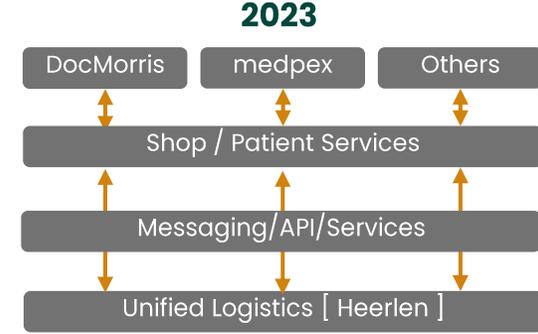
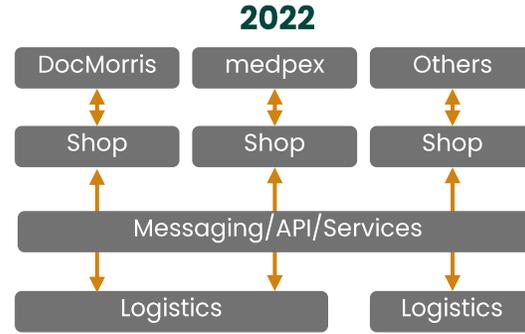
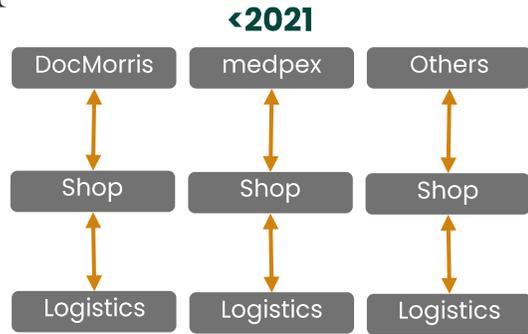
From eCommerce...

...to health in one click

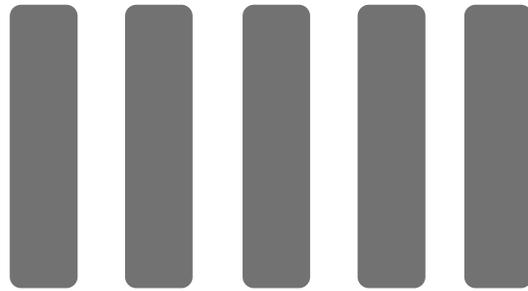


# Best customer experience delivered through digital transformation of architecture, product and culture

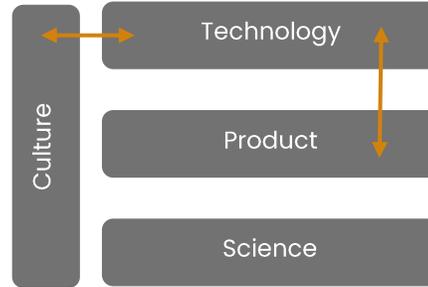
Target architecture



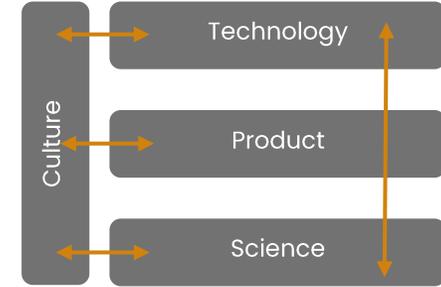
Organisation model



independent



aligned



integrated

Doc Morris transformation into a state-of-the-art technology company through product, technology and science

# Focus on science for clear, actionable signals to drive value...

## Security and privacy design for best-in-class digital trust

### behavioural. Science

Actionable customer insights to influence behaviour towards better treatments and improved adherence towards better health

### patient. Science

Optimised Rx conversion and retention by leveraging patient condition & need-based segments

### decision. Science

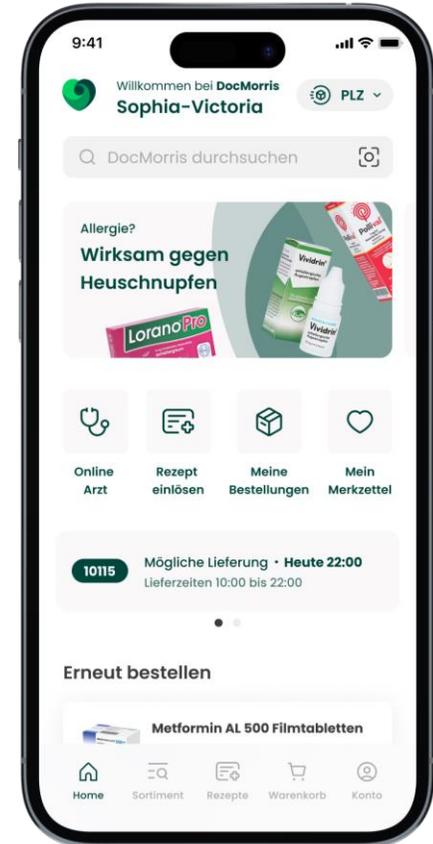
Influence business outcomes by acting on reliable leading indicators

### customer. Science

Increase profitability for every customer through algorithms on pricing and assortment

### product. Science

Prioritisation of the right digital features to continually grow customer digital adoption



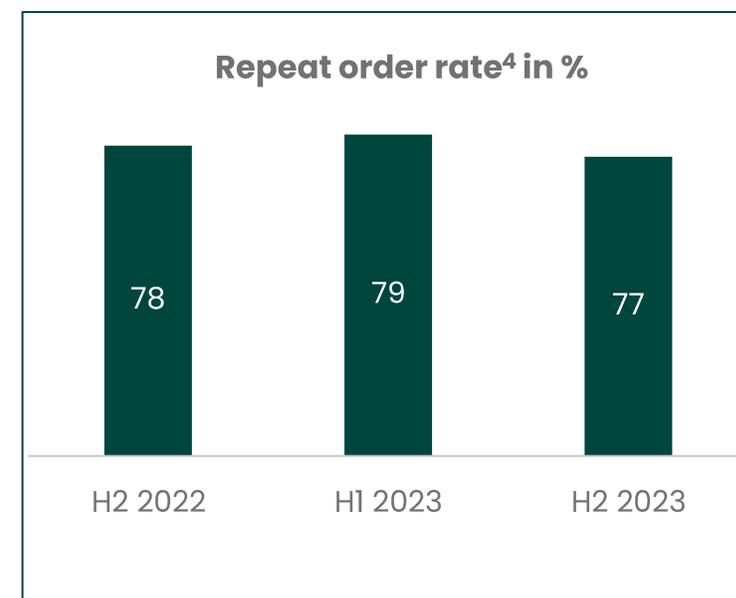
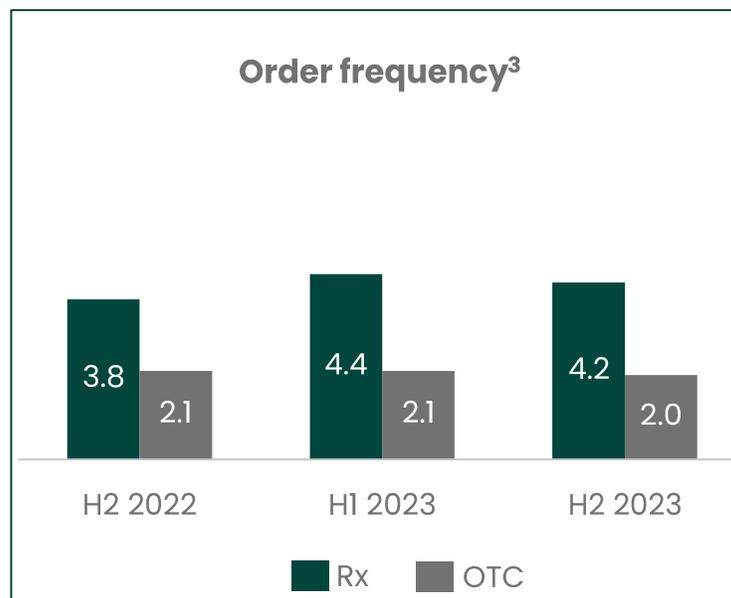
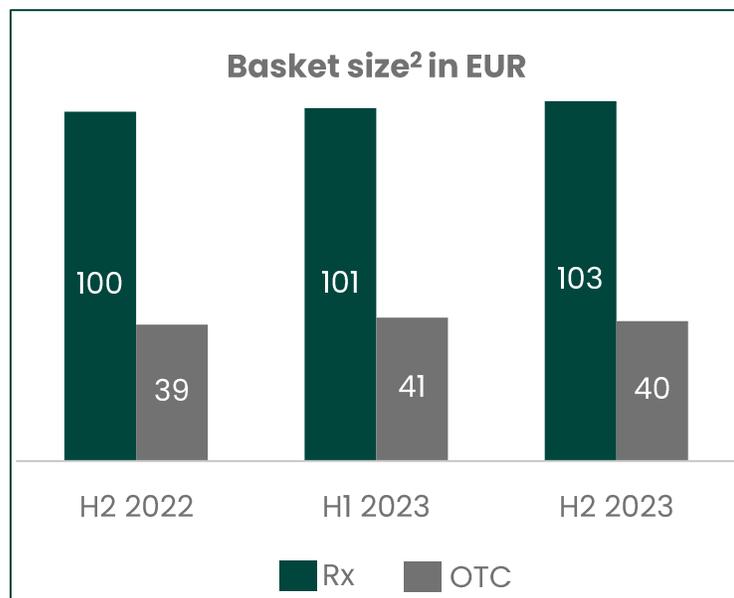
# Stable KPIs and inflection point in active customers achieved

Million active customers<sup>1</sup> last 12 months

**10.2**      **9.0**      **9.1**  
 H2 2022      H1 2023      H2 2023

Million site visits in last 12 months

**190**      **195**      **185**  
 H2 2022      H1 2023      H2 2023



<sup>1</sup> all mail order customers who have placed an order with DocMorris or a pharmacy supplied by DocMorris in the last 12 months | <sup>2</sup> basket size equals average value of the purchase per order | <sup>3</sup> number of orders per active customer in 12 months period | <sup>4</sup> share of orders from existing customers in relation to total number of orders | All figures reflect the B2C & marketplace business regardless of integration and consolidation progress of the acquired businesses in Germany and are restated for continuing businesses excl. CH segment

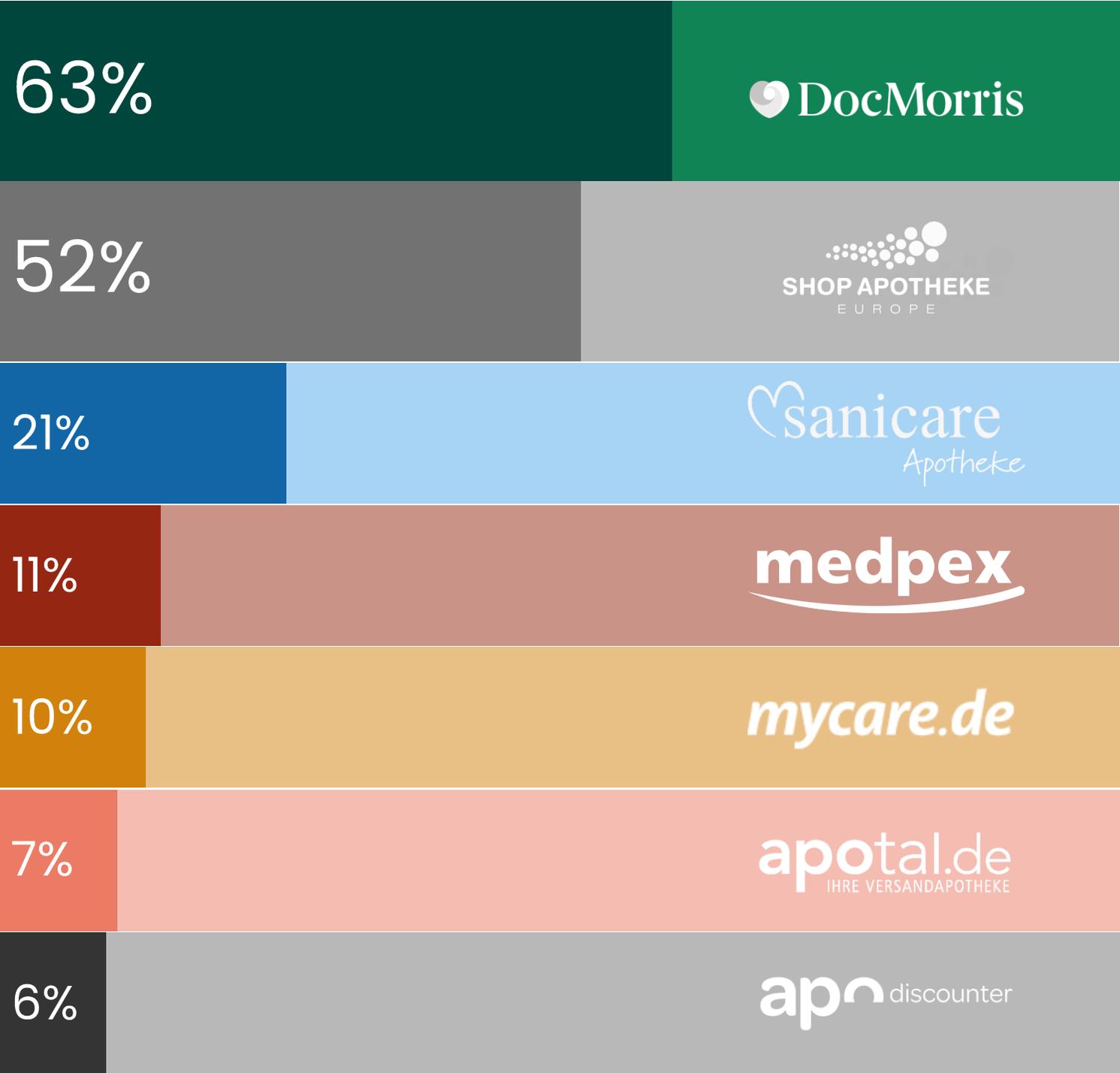
# Hybrid brand strategy for Germany with DocMorris as core brand to cater to the needs of specific customer segments



	<b>DocMorris</b>	<b>medpex</b>	<b>apotal.de</b>
Brand category	<b>Core brand</b>	<b>Sub-brand</b>	<b>Sub-brand</b>
Positioning	Digital health ecosystem	Feel good pharmacy	Discount pharmacy
Key target groups	Chronic patients 40+	Wellbeing & families 30+	Smart shoppers 30+
Products	Rx OTC / BPC Marketplace Chronic Care Services	OTC / BPC Rx Marketplace	OTC / BPC Rx

DocMorris ecosystem: The solution to healthcare challenges

# Leading brand awareness in Germany<sup>1</sup>



<sup>1</sup> Kantar March 2024

# Building out our marketplace capabilities towards full-scale



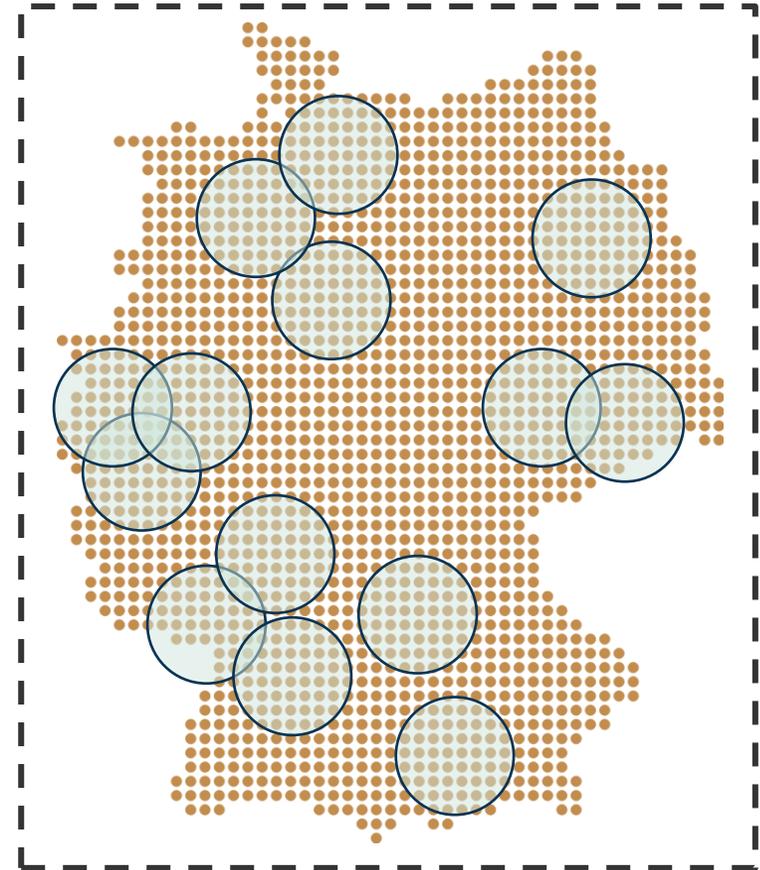
Extending our same-day express delivery coverage across all major metropolitan areas (>200 partner pharmacies)



Piloting and testing Q-commerce delivery options in selected metropolitan areas



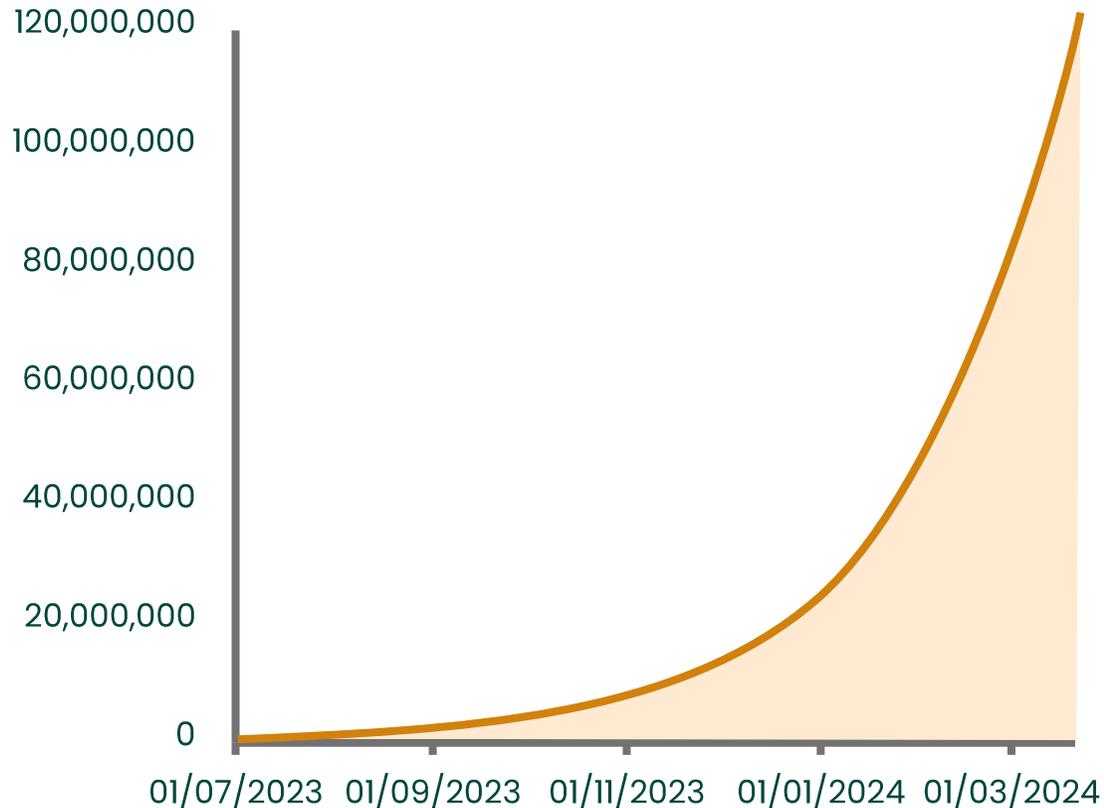
Expanding our core mail-order assortment via 3<sup>rd</sup> party sellers, e.g. in supplements, remedies & aids and cosmetics to double our SKUs from around 200k



# Contents

1. DocMorris at a glance
2. Market trends: Digitalisation and increasing chronic care needs
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4. DocMorris ecosystem: The solution to healthcare challenges
- 5. ePrescriptions: The key digitalisation enabler in Germany**
6. Sustainability: Making our environment healthier
7. Financials: Our path towards profitability
8. Guidance: Growth at attractive margins
9. Key takeaway: Health in one click as a unique opportunity

# eScripts became the standard in Germany in only a few weeks!



- 120m eScripts redeemed in total
- >70% of scripts redeemed electronically<sup>1</sup>
- ~85% of doctors practices issued eScript<sup>1</sup>
- Encouraging eRx share in first months despite limited access to eScripts
- Full market access with go-live of fully digital redemption channel via CardLink (NFC-eGK)

Indicative curve, sources: Gematik, GAmSi, BFARM, company estimates | 1 last seven days

# Seamless digital redemption channel will open access to the entire Rx market

## CardLink solution

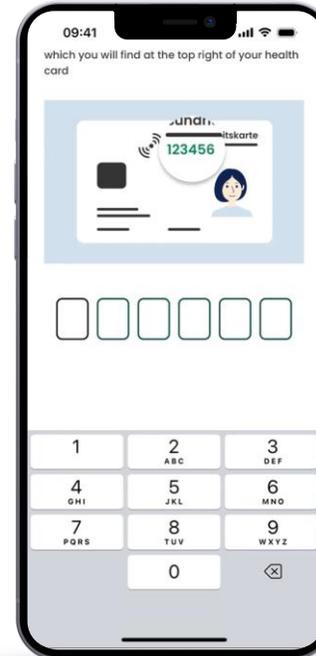
- Specifications published in agreement with data protection agencies (BSI<sup>1</sup> and BfDI<sup>2</sup>)
- Certification request handed in this week
- Approval and go-live expected within few weeks

## Best customer and patient convenience

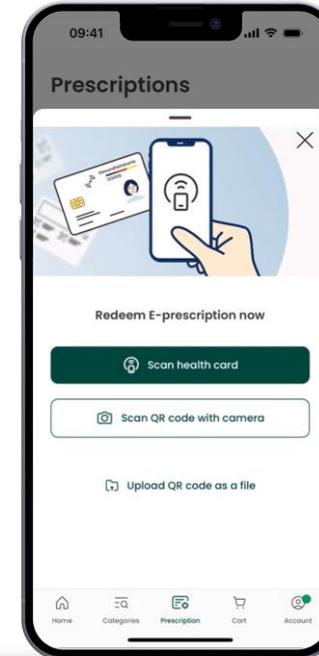
- Fast and easy eScript ordering with possibility to add OTC and BPC products
- Delivered next day with cut-off 8pm
- Most convenient repeat script service

## Three simple steps

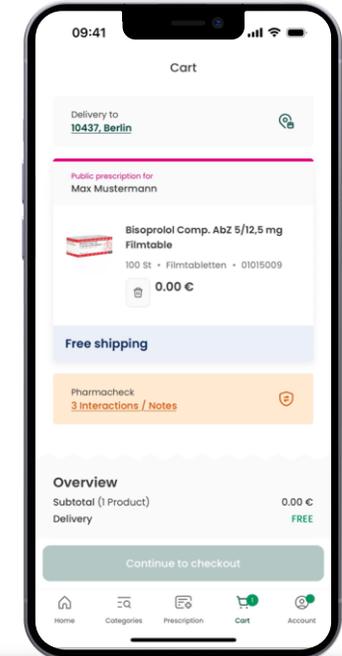
### 1. Authentication



### 2. Scan eGK<sup>3</sup>



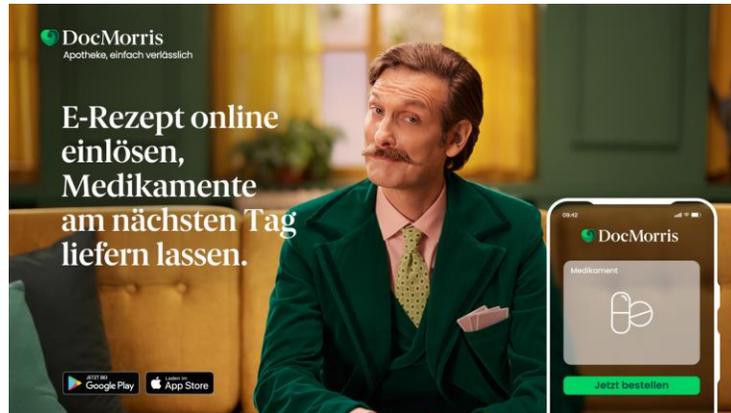
### 3. Check out



<sup>1</sup> Bundesamt für Sicherheit in der Informationstechnik (BSI) is the German Federal Office for Information Security | <sup>2</sup> Bundesbeauftragte für den Datenschutz und die Informationsfreiheit is the Federal Commissioner for Data Protection and Freedom of Information | <sup>3</sup> eGK is a mandatory digital health insurance card for every publicly insured resident in Germany

# eRx campaign „Die Gesundbergs“ successfully launched with >400m views

## eRx marketing campaign



## KPIs<sup>1</sup>

- >400m ad impressions
- >200m TV reach
- Thumb Stop Ratio: 35% vs. 25% channel benchmark
- View Rate Skippable: 16% vs. 13% channel benchmark



# eRx in Germany as a once in a lifetime opportunity with attractive financials



## 1. EUR 55bn market<sup>1</sup>

- Digitalisation of ~700m scripts<sup>2</sup> per year
- 80%<sup>3</sup> chronic demand



## 2. <1% Rx online share pre eRx

- 25%<sup>2</sup> OTC online share in Germany
- 13%<sup>4</sup> Rx online share in Sweden



## 3. EUR >1bn eRx potential with existing OTC customers

- 26%<sup>5</sup> potentially chronic patients
- Revenue potential: >4x times pRx sales



## 4. 10x higher CLV than OTC<sup>6</sup>

- EUR 100 basket
- EUR 14 contribution margin vs. OTC EUR 3



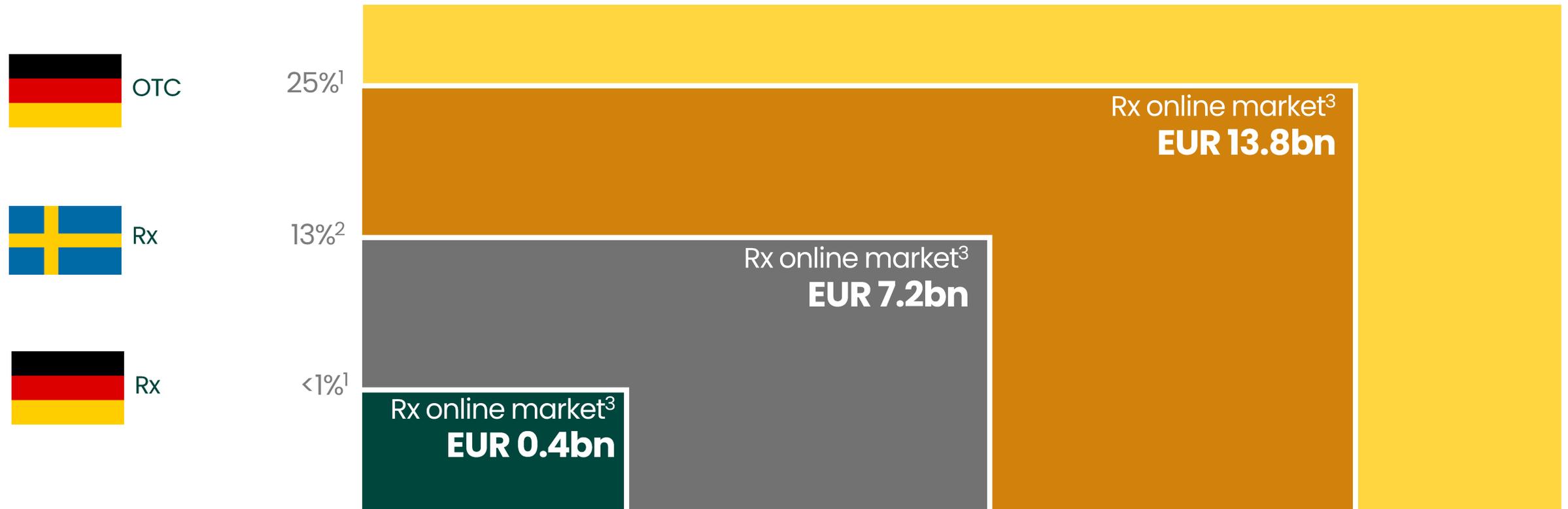
## 5. DocMorris #1 brand

- DocMorris brand awareness: 63%<sup>7</sup>

<sup>1</sup> BMG 2023 | <sup>2</sup> BMG, company estimates 2023 | <sup>3</sup> DE 2020, WIdO | <sup>4</sup> Sveriges Apoteksforening: swedish pharmacy sector report 2022 | <sup>5</sup> wissenschaftliches Institut der AOK 2020 | <sup>6</sup> GfK 2022 | <sup>7</sup> as of March 2024; Kantarstudie 2024 (aided)

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

## Online penetration



<sup>1</sup> BMG, company estimates 2023 | <sup>2</sup> Sveriges Apoteksforening: Swedish pharmacy sector report 2022 | Illustrative, assuming constant total market size of EUR 55bn

# Sweden: Strong case study for Rx online share growth to 10% in Germany

## Rx online market share in Sweden (SE) has grown to 13%

- 0.7% in Germany (DE) until eRx roll-out

## German OTC online market share at 24%

- Strong affinity to purchase medicine online
- Cross-selling: OTC patients more likely to order Rx products online

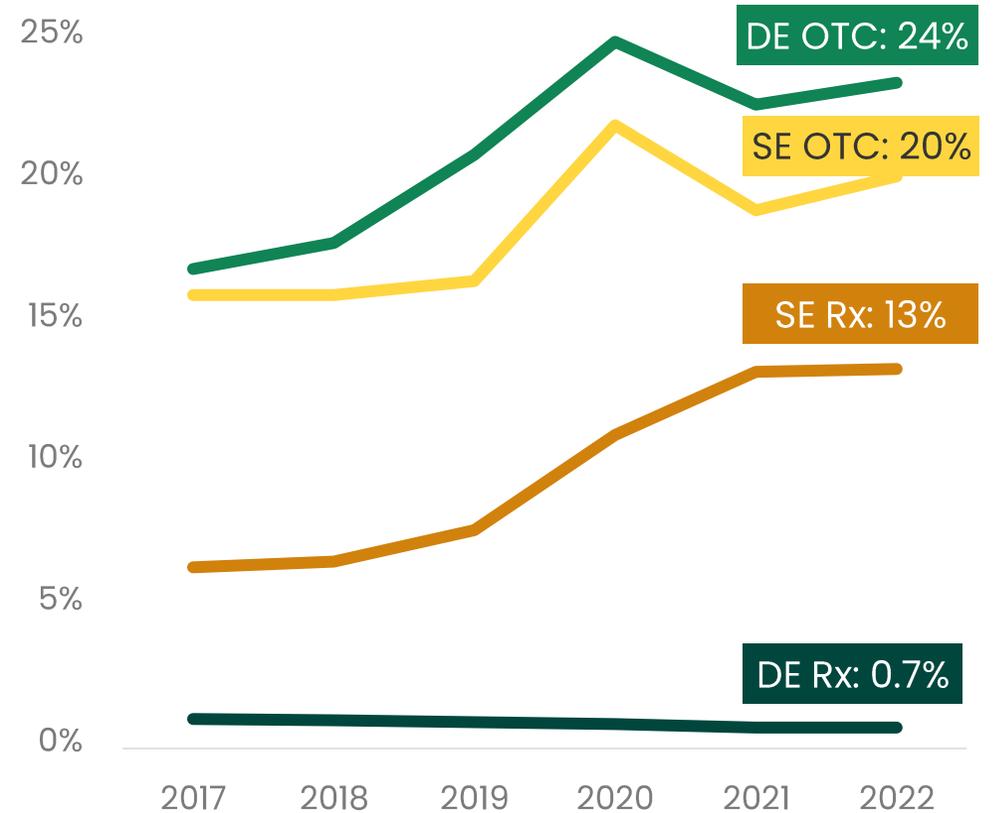
## SE is more digitized, but online purchase affinity similar in DE

- Swedish retail online share is at 15%, similar to Rx
- German retail online market share slightly lower at 12%

## Pharmacy density appears to be irrelevant for Rx online share

- Swedish Rx online share reached 13% from 0% in 2015, yet pharmacy density is unchanged
- Rx online share is higher in cities in SE; Germany is densely populated

Rx and OTC online shares in Sweden and Germany



# Achieving mid-term guidance: Newly opened eRx market in Germany offers highly attractive unit economics & strong contribution margins

Unit economics	OTC		pRx		eRx		DOCM	Mid-term development
Basket size / revenue	EUR 40		EUR 100		EUR 100		-	 Cross-selling, repeat script
Gross margin	EUR 11	28%	EUR 18	18%	EUR 21	21%	-	 Product mix, buying synergies
Fulfillment / operations	EUR 6	14%	EUR 9	9%	EUR 7	7%	-	 Scale effects
Contribution margin after fulfillment costs	EUR 6	14%	EUR 9	9%	EUR 14	14%	-	 Marketplace & ecosystem
Marketing							L-MSD%	 Scale effects
Indirect / corporate							L-MSD%	 Scale effects
<b>Adj. EBITDA margin</b>							<b>~8%</b>	Mid-term outlook

Numbers rounded to full Euros | Gross margins are as of FY23 | Operational expenses assume additional scale in mid-term due to eRx, with full readiness in costs now | Shows basket view, with c. 3 products in eRx as is observed today | EU segment has unit economics similar to OTC. The EU segment can be seen as part of this calculation to approximate the company mid-term guidance of an 8% adj. EBITDA margin

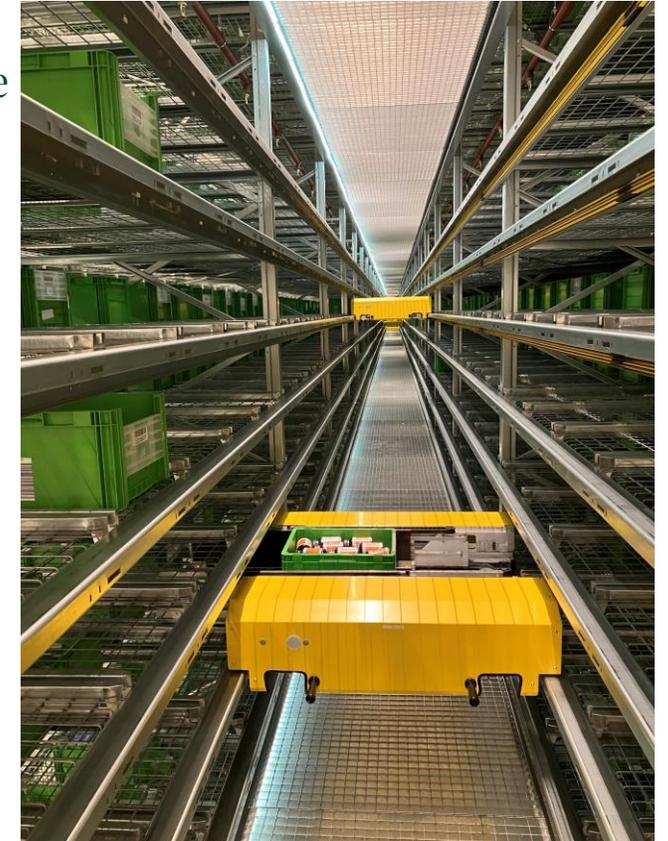
# State-of-the-art distribution centre in Heerlen enables cost-efficiency and speedy order handling for a large-scale eRx ramp-up

Ready to scale up to  
>CHF 3bn revenue

Faster order handling  
improves customer  
satisfaction

Expected to generate  
double-digit CHFm  
savings<sup>2</sup>

- Capacity to ship >30 million parcels p.a.; >50% available
- Large and highly skilled workforce & best-in-class pharmacist training
- eRx next day delivery promise<sup>1</sup>
- 40% reduced average time to shipment<sup>2</sup>
- New distribution centre with up to 80% automation
- Synergies via integration of DocMorris and Medpex
- eRx cost advantages vs. pRx due to more efficient fully digital process



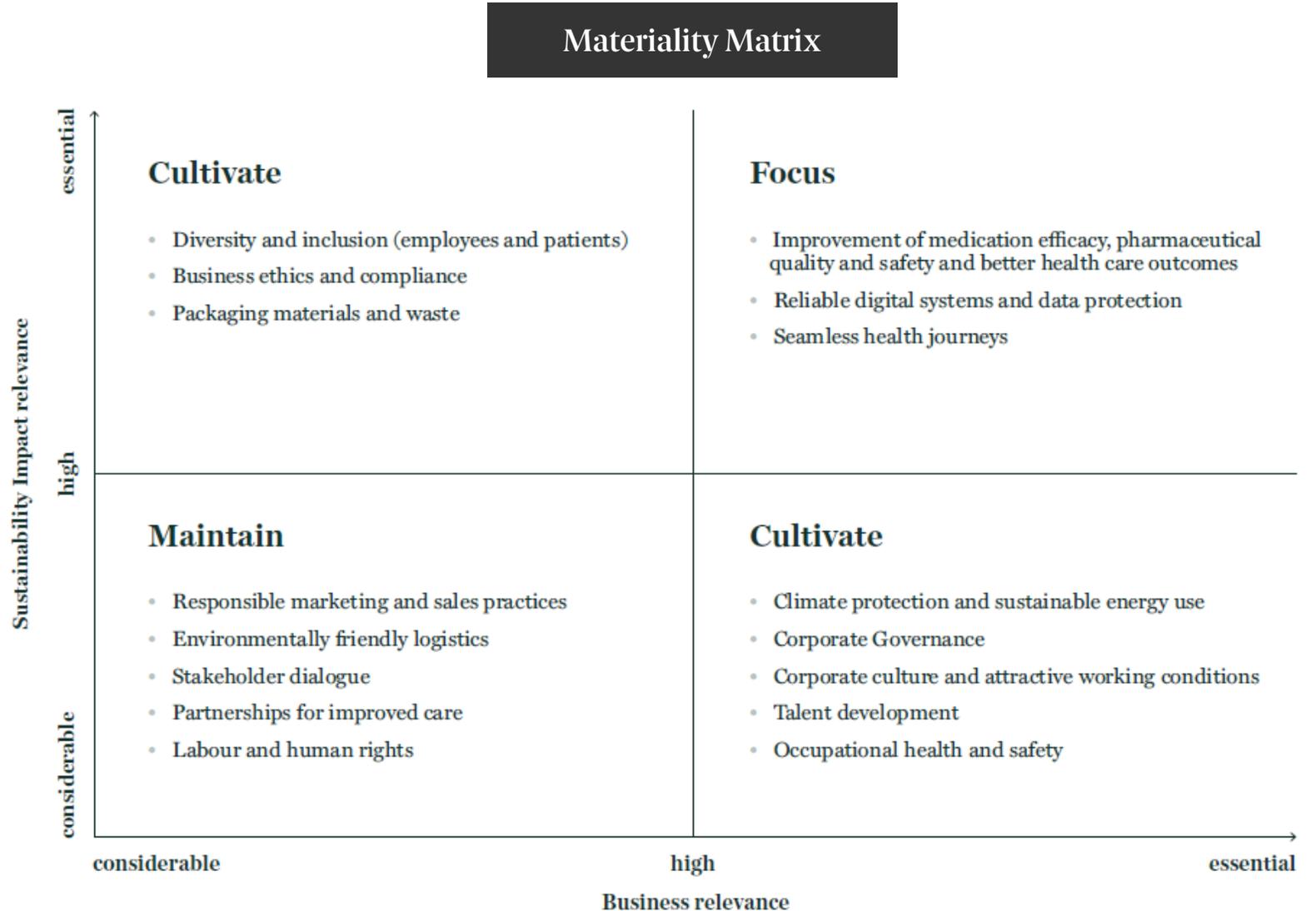
<sup>1</sup> Orders received prior to 8 pm on a workday | <sup>2</sup> 2023 compared to period in 2022 | <sup>3</sup> Compared to pro-rated shipment costs for the same number of parcels prior to Heerlen inauguration in August 2022

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# Sustainability approach aligned with Sustainable Development Goals

- Our core business is sustainable: offering access to medication in a convenient and high-quality process
- Our 4 strategic pillars are Sustainable Planet, Healthier People, Reliable Partnerships and Caring Company
- We are committed to the UN Sustainable Development Goals (SDGs) and the UN Global Compact
- Third Sustainability Report 2023 sets clear targets advances the substantial efforts made so far



# Sustainability: Executing on our ambitious goals

## Healthier People

- New care service: Diabetes & polymedication consultation
- Chronic disease services to be expanded

## Sustainable Planet

- CO<sub>2</sub> emissions reduced by 13% 2023
- Commitment to reduce CO<sub>2</sub> emissions by at least 4.2% p.a.

## Caring Company

- 100% of management trained in core cultural principles
- Gender pay gap reduced to below 5% in all major regions
- Measures of new well-being strategy to be implemented

## Reliable Partnerships

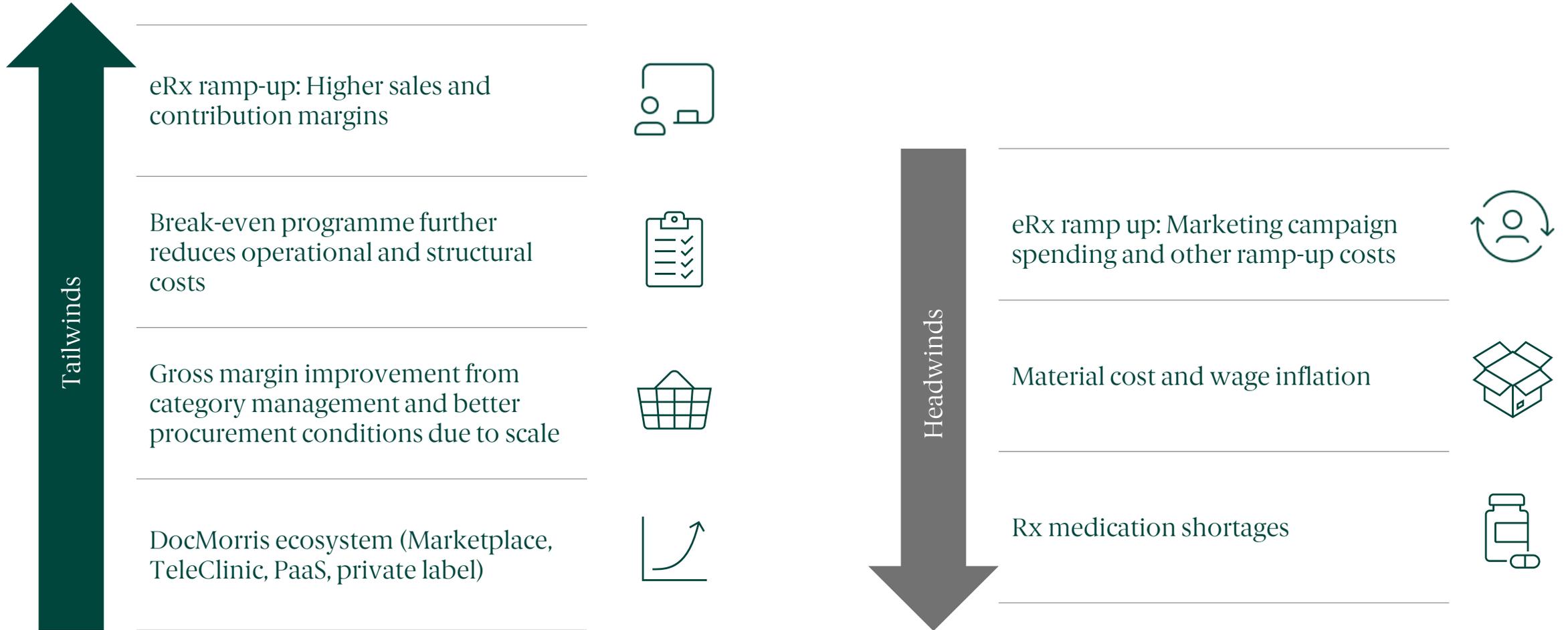
- Implemented Supplier Code of Conduct in Dec 2023
- 2024 Target: >25% suppliers to sign Code of Conduct



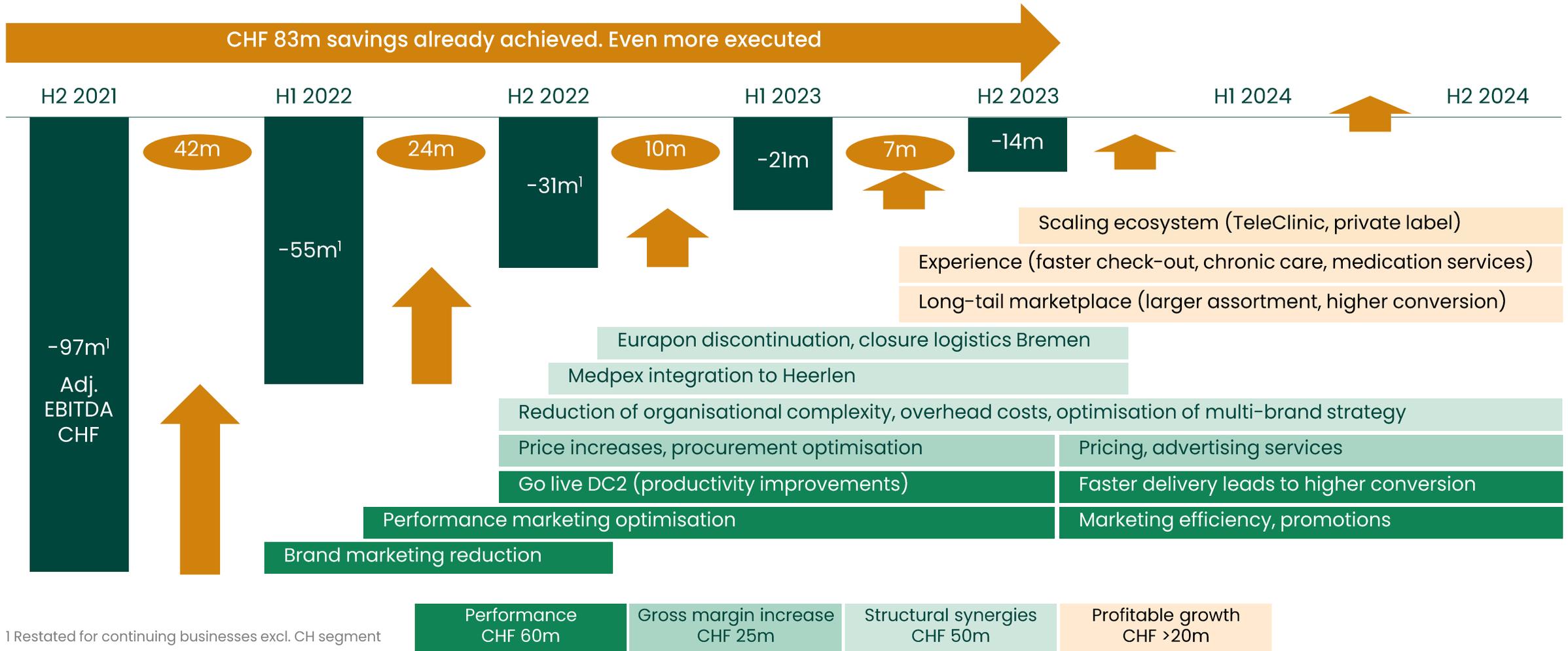
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# EBITDA drivers for 2024

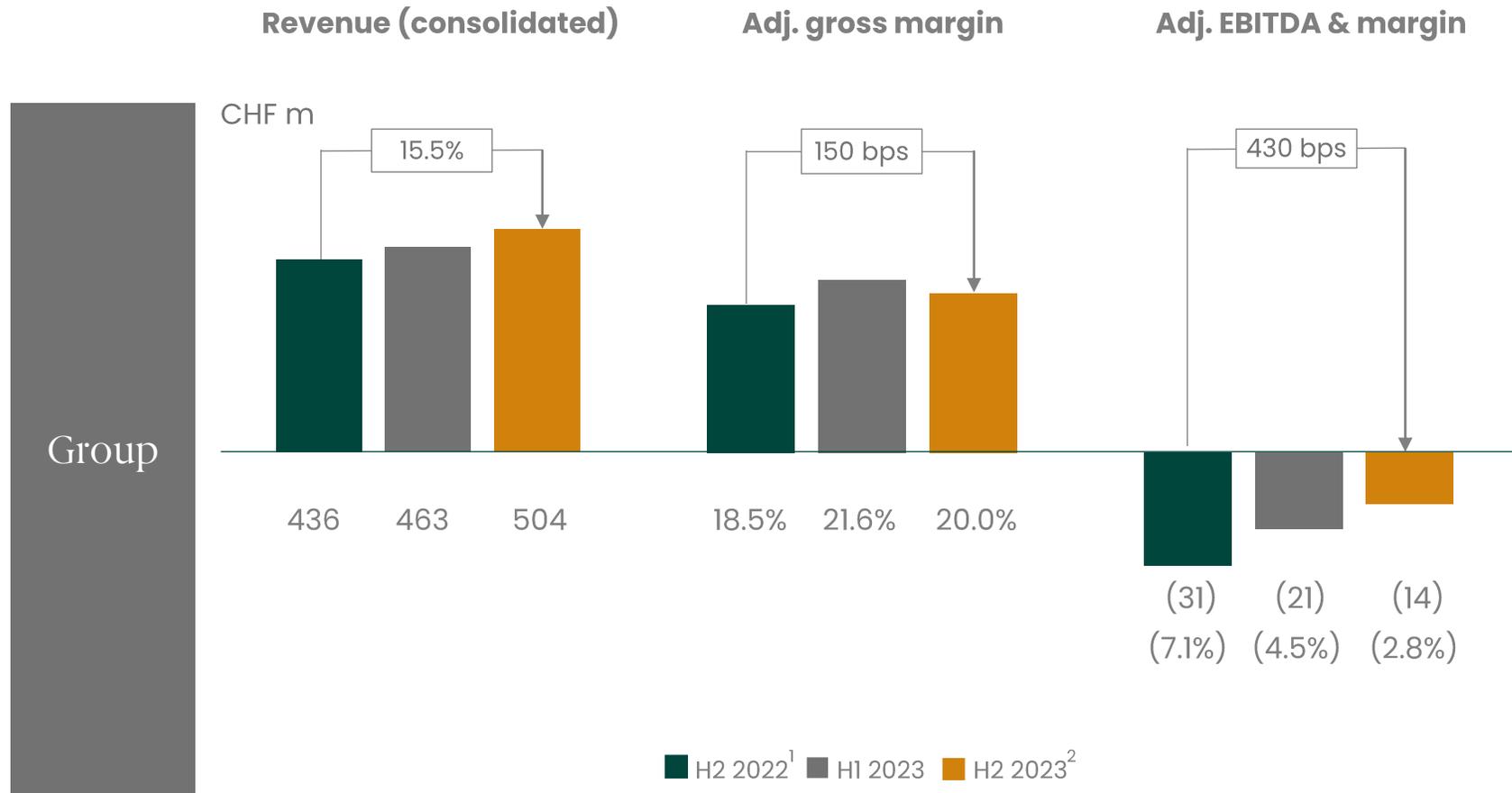


# Swift execution towards break-even in base business



<sup>1</sup> Restated for continuing businesses excl. CH segment

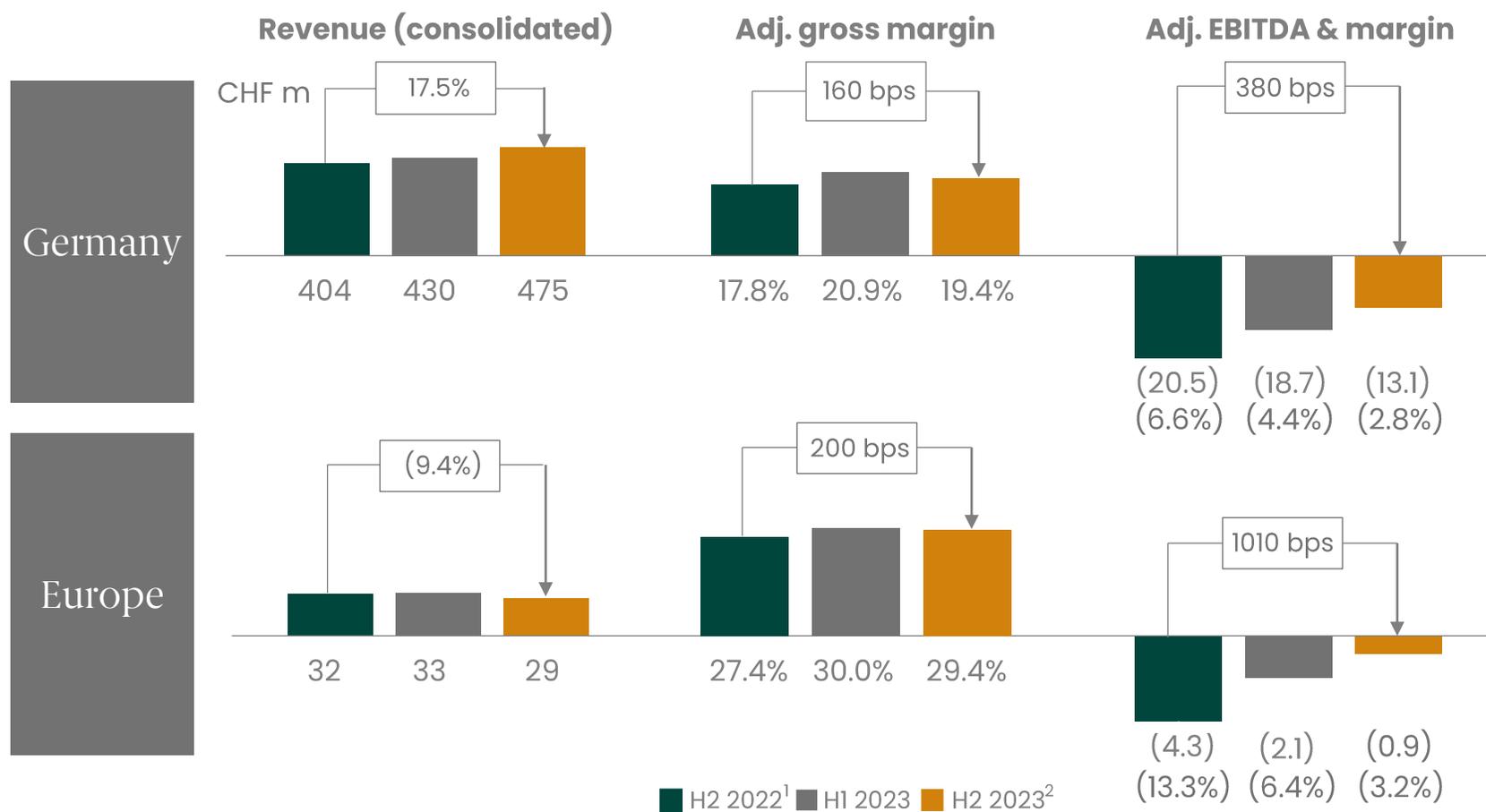
# Break-even programme led to significant EBITDA improvement and return to revenue growth



- Continuous focus on profitable customer base and efficient marketing
- H2 consolidated revenue up 15.5% (18.1% in LC and 2.1% external), in line with specified full-year guidance
- Q4 external revenues in LC grew 14.1% yoy
- Adj. gross margin expanded yoy, less than anticipated due to lower Rx
- Adj. EBITDA improved by 17m yoy, margin up 430bps
- ~CHF 5m incremental eRx ramp-up costs, for marketing and CardLink development

<sup>1</sup> Restated for continuing businesses excl. CH segment | <sup>2</sup> Due to positive court ruling, DocMorris received manufacturer rebates that led to a CHF 3m one-off adjustment in the German segment

# Both, Germany and Europe segment heading towards EBITDA break-even



- Brand integration further drives consolidated revenue and EBITDA
- Continued focus on profitable customers and marketing efficiency
- 11.7% Rx revenue decline yoy, mainly due to delayed bonus ban effect
- Limited Rx contribution reduced adj. gross margin in H2 vs. H1; strong expansion yoy

- Continued focus on profitable customers and marketing efficiency
- 9.4% revenue decline yoy due to conservative pricing strategy
- Strong improvement in EBITDA margin yoy by 10ppt

To reflect market standards, corporate costs are fully allocated to the segments. FY23 adj. EBITDA impact CHF -25m. FY22 CHF -28m.

<sup>1</sup> Restated for continuing businesses excl. CH segment | <sup>2</sup> Due to positive court ruling, DocMorris received manufacturer rebates that led to a CHF 3m one-off adjustment in the German segment

# FY 2023 view: Operational expenses improved noticeably

in CHF m	FY 2022 <sup>1</sup>	Margin in %	FY 2023 <sup>2</sup>	Margin in %	FY yoy in %
External revenue <sup>3</sup>	1,159.5		1,037.5		(10.5)
External revenue <sup>3</sup> , in local currency	1,159.5		1,073.1		(7.4)
<b>Consolidated revenue</b>	<b>931.0</b>		<b>966.9</b>		<b>3.9</b>
Gross profit adj.	161.4	17.3	200.8	20.8	24.4
Personnel expenses adj.	(106.2)	(11.4)	(102.1)	(10.6)	(3.8)
Marketing expenses	(52.8)	(5.7)	(48.8)	(5.0)	(7.6)
Distribution expenses	(37.0)	(4.0)	(47.8)	(4.9)	29.2
Other operating income & expenses adj.	(50.8)	(5.5)	(37.0)	(3.8)	(27.2)
<b>Adj. EBITDA</b>	<b>(85.5)</b>	<b>(9.2)</b>	<b>(34.9)</b>	<b>(3.6)</b>	<b>59.2</b>
Adjustments	(7.1)		(3.5)		51.2
M&A	14.7		(0.2)		101.6
Restructuring, Integration	(17.5)		(4.8)		72.3
Other	(4.3)		1.6		136.5
EBITDA	(92.6)	(9.9)	(38.4)	(4.0)	58.6
EBIT	(140.0)	(15.0)	(83.2)	(8.6)	40.5
Net income from cont. operations	(171.1)	(18.4)	(117.6)	(12.2)	31.3
Net income from disc. operations	0.0		199.8		

- 23H2 Adj. gross margin increased by 150 bps yoy, due to brand integration and price increases
- Brand integration of Medpex limited the reduction of personnel expenses and increased distribution expenses
- Break-even programme with positive impact on other expenses
- H2 EBITDA adjustments positive due to rebates and earn-out
- Financial result negatively impacted by non-cash FX translation

<sup>1</sup> Restated for continuing businesses excl. CH segment | <sup>2</sup> Due to positive court ruling, DocMorris received manufacturer rebates that led to a CHF 3m one-off adjustment in the German segment | <sup>3</sup> External revenue consists of the consolidated revenue of DocMorris plus mail order revenues of pharmacies supplied by DocMorris, less the consolidated revenue from supplying them

# H2 2023 view: Operational expenses improved noticeably yoy

in CHF m	H2 2022 <sup>1</sup>	Margin in %	H2 2023 <sup>2</sup>	Margin in %
External revenue <sup>3</sup>	524.9		536.1	
External revenue <sup>3</sup> , in local currency	524.9		548.1	
<b>Consolidated revenue</b>	<b>436.3</b>		<b>503.9</b>	
Gross profit adj.	80.7	18.5	100.8	20.0
Personnel expenses adj.	(50.2)	(11.5)	(47.0)	(9.3)
Marketing expenses	(17.3)	(4.0)	(26.6)	(5.3)
Distribution expenses	(17.7)	(4.1)	(24.7)	(4.9)
Other operating income & expenses adj.	(26.3)	(6.0)	(16.6)	(3.3)
<b>Adj. EBITDA</b>	<b>(30.8)</b>	<b>(7.1)</b>	<b>(14.0)</b>	<b>(2.8)</b>
Adjustments	(13.2)		3.8	
M&A	2.7		4.5	
Restructuring, Integration	(12.4)		(2.3)	
Other	(3.5)		1.6	
EBITDA	(44.0)	(10.1)	(10.2)	(2.0)
EBIT	(72.7)	(16.7)	(34.4)	(6.8)
Net income from cont. operations	(87.5)	(20.1)	(59.3)	(11.8)
Net income from disc. operations	2.5		0.0	

- 23H2 Adj. gross margin increased by 150 bps yoy, due to brand integration and price increases
- Brand integration of Medpex limited the reduction of personnel expenses and increased distribution expenses
- Break-even programme with positive impact on other expenses
- H2 EBITDA adjustments positive due to rebates and earn-out
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<sup>1</sup> Restated for continuing businesses excl. CH segment | <sup>2</sup> Due to positive court ruling, DocMorris received manufacturer rebates that led to a CHF 3m one-off adjustment in the German segment | <sup>3</sup> External revenue consists of the consolidated revenue of DocMorris plus mail order revenues of pharmacies supplied by DocMorris, less the consolidated revenue from supplying them

# Solid balance sheet with strong equity ratio

in CHF m	31 Dec 2022	%	31 Dec 2023	%
Cash and cash equivalents	126.0		54.0	
Current financial assets	30.4		97.0	
Receivables	156.3		79.2	
Inventories	83.2		51.8	
Property, plant & equipment	60.3		45.5	
Right-of-use assets	36.5		28.2	
Intangible assets	571.9		495.1	
Other non-current assets	34.8		15.6	
<b>Total assets</b>	<b>1'099.4</b>		<b>866.4</b>	
Financial liabilities	63.9		42.8	
Payables & accrued expenses	180.1		82.5	
Bonds	490.4		302.1	
Other liabilities	14.2		8.5	
Equity	350.8	31.9	430.5	49.7
<b>Total equity and liabilities</b>	<b>1'099.4</b>		<b>866.4</b>	

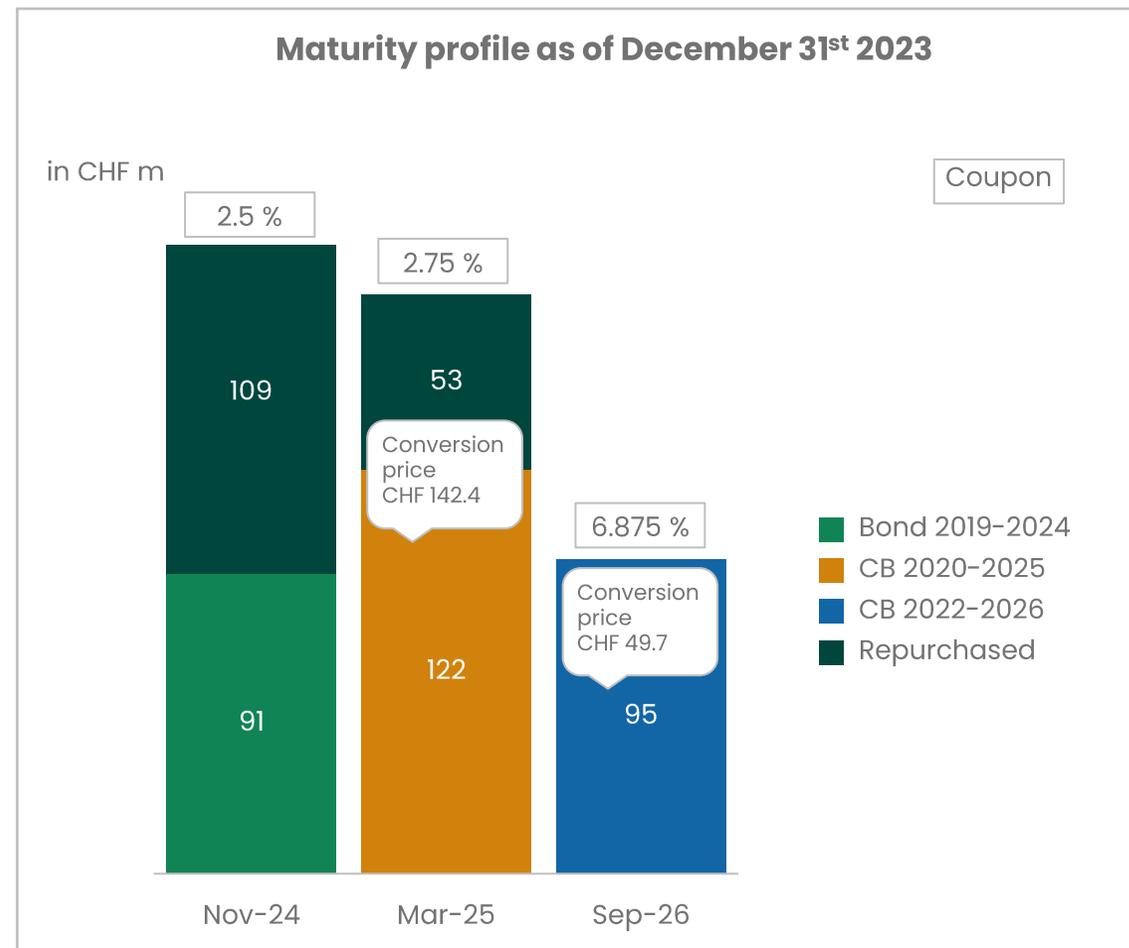
- Highly attractive, asset-light business model
- CHF 151m comfortable cash position plus imminent further inflow due to Swiss property sale
- Net working capital temporarily increased by CHF 24m to CHF 52m due to strong payables reduction. Normalisation already seen in Q1
- ~CHF 360m total consideration for sale of Swiss segment, including earn-out of CHF 47m expected in Q2 2024
- Various line items reduced due to Swiss business sale, 2022 numbers include Swiss business

# Financial maturity and cash flow overview

in CHF m	H2 2022	H1 2023	H2 2023
<b>Cash start of period</b>	<b>199.2</b>	<b>126.0</b>	<b>199.7</b>
Operating cash flow	(57.1)	(34.6)	(50.2)
Financing cash flow	44.8	(14.3)	(3.2)
Investing cash flow	(60.1)	(24.0)	(31.9)
Sale CH segment net proceeds		282.7	(7.0)
Repurchase bonds		(136.0)	(51.8)
Foreign currency differences	(0.8)	(0.1)	(1.6)
<b>= Free Cash Flow</b>	<b>(72.4)</b>	<b>73.8</b>	<b>(144.0)</b>
Cash end of period	126.0	199.7	54.0
<b>Cash position<sup>1</sup></b>	<b>156.4</b>	<b>282.1</b>	<b>151.1</b>

in CHF m	31 Dec 2022	30 June 2023	31 Dec 2023
Public Bonds	490.4	352.6	302.1
+ Lease liabilities	38.2	32.2	28.7
+ Other financial liabilities	25.7	19.8	14.1
<b>= Financial debt</b>	<b>554.4</b>	<b>404.6</b>	<b>344.9</b>
- Cash and cash equivalents	126.0	199.7	54.0
- Current financial assets	30.4	82.4	97.0
<b>= Net financial debt</b>	<b>397.9</b>	<b>122.5</b>	<b>193.9</b>

<sup>1</sup> including fixed deposit investments and other current financial assets



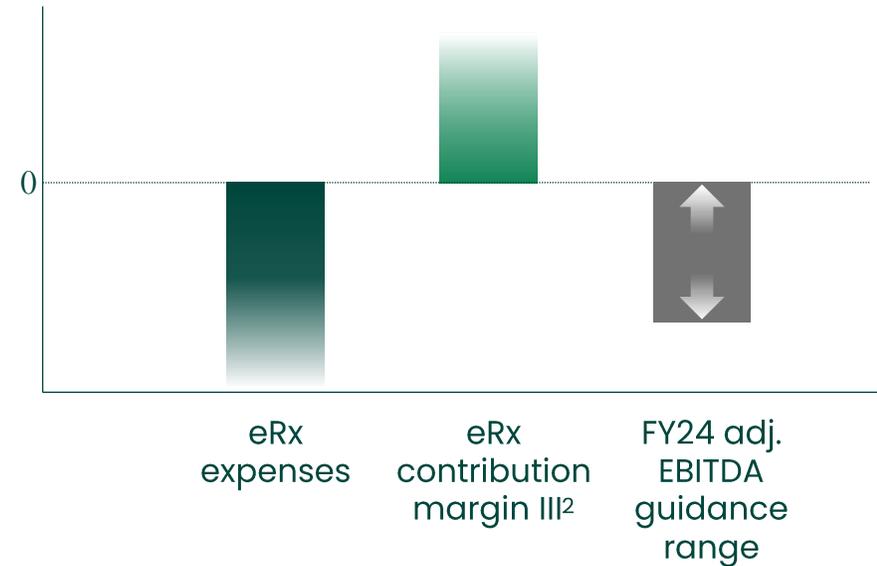
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# eRx customer lifetime value 10x more attractive than OTC customers

	OTC	eRx
Basket size / revenue per order	EUR 40	EUR 100
Order frequency p.a.	2x	4-5x
<b>Annual revenue per customer</b>	<b>EUR 80</b>	<b>EUR 450</b>
Contribution margin after fulfillment costs	14%	14%
<b>Annual contribution amount</b>	<b>EUR 11</b>	<b>EUR 63</b>
Retention rate	Rx >10ppt better	
<b>Customer lifetime value (CLV)</b>		

Adj. EBITDA 2024 eRx impact<sup>1</sup>



- Exceptional eCommerce CLV potential
- Unique customer acquisition opportunity
- Milestone-based marketing expenses

<sup>1</sup> Indicative, chart not to scale | <sup>2</sup> Unit economics explained on slide 30

# Outlook now includes eRx indication for 2024

External revenue <sup>1</sup> 2024 in local currency	> 10% growth (including eRx) new	2023: CHF 1,038m
Adj. EBITDA 2024	CHF 0m to CHF -35m (including eRx) Previously: Break-even excluding eRx	2023: CHF -35m
Capital expenditure 2024	CHF 30m to CHF 40m new	2023: CHF 28m
Adj. EBITDA margin mid-term	~8% confirmed	

- Outlook is indicative, due to unpredictable eRx ramp-up
- Further clarity with H1 results

<sup>1</sup> External revenue consists of the consolidated revenue of DocMorris plus online revenues of pharmacies supplied by DocMorris, less the consolidated revenue from supplying them

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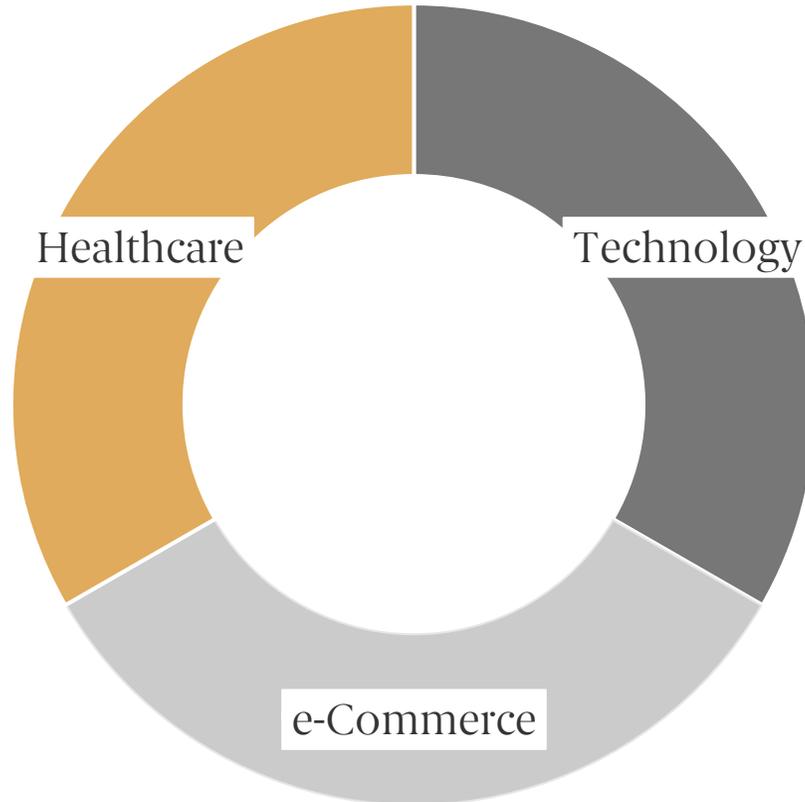
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Key takeaway: Health in one click as unique opportunity

DocMorris at the sweetspot of healthcare, technology and e-commerce to provide best-in-class patient and customer experience

# Health in one click

- 
- Pharmaceutical excellence
  - Best-in-class collaborations (big tech, pharma, digital solutions, insurers, physicians)
  - Ramp-up of chronic health journeys



- Agile, flexible approach
- Microservice architecture
- Enabler and core competence for next phase



- #1 pharmacy in Germany
- ~9m European active customers
- «Once in a lifetime» eRx opportunity

# Financial calendar

Date	Event/Publication
March 21 <sup>st</sup> , 2024	FY 2023 Full results (incl. conference call)
April 16 <sup>th</sup> , 2024	Q1 2024 Trading update
May 2 <sup>nd</sup> , 2024	Annual General Meeting
August 20 <sup>th</sup> , 2024	H1 2024 Full results (incl. conference call)
October 15 <sup>th</sup> , 2024	Q3 2024 Trading update

# Shareholder structure

## As of December 31st 2023

### 100% free float

Frank M. Sands, Jr.	4.93%
Psquared Asset Management	3.79%
Management as per December 31, 2023	0.86%
Board of Directors as per December 31, 2023	1.39%
Other shareholders	89.03%

## As of December 31st 2023

Shares	13,700,639
Thereof own shares	1,938,184
Thereof share lending facility <sup>1</sup>	1,900,000
<b>Shares outstanding</b>	<b>11,762,455</b>
Convertible Bond 20-25 (outstanding CHF 122m, conversion price CHF 142.4)	860,216
Convertible Bond 22-26 (outstanding/nominal CHF 95m, conversion price CHF 49.7)	1,909,753
Shares outstanding (diluted)	14,532,424

<sup>1</sup> DocMorris Finance B.V. holds 1,900,000 treasury shares, which serve as a share lending facility to support the convertible bonds issued in 2020 and 2022.

Thank you



# Disclaimer

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