

SERONADE AT VENUS

The $680K Distribution Opportunity for VENUS

www.seronade.com

Presented By: **Team Market Distribution**

Unlocking +$680k Growth at VENUS through Distribution Changes

Functional Drinks Market

- $128.5M category
- +14.2% growth (P12M vs YA)
- 6.5M households

VENUS

- 2nd largest retailer in Homeland
- +12.5% growth (P12M vs YA)
- -0.3 pts value share (Mercury +0.7 pts)

VENUS' Goal

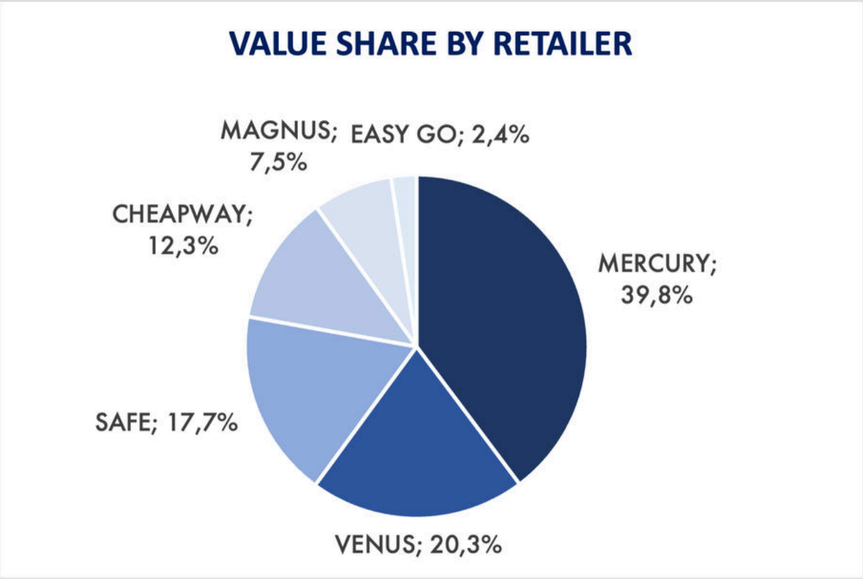
Attain market leadership within the Functional Drinks market within the next 5 years.

Opportunity

Recover high spenders & accelerate growth by prioritising distribution of high value and high efficiency SKUs.

To close the Value Share Gap with the Market Leader, VENUS needs Seronade

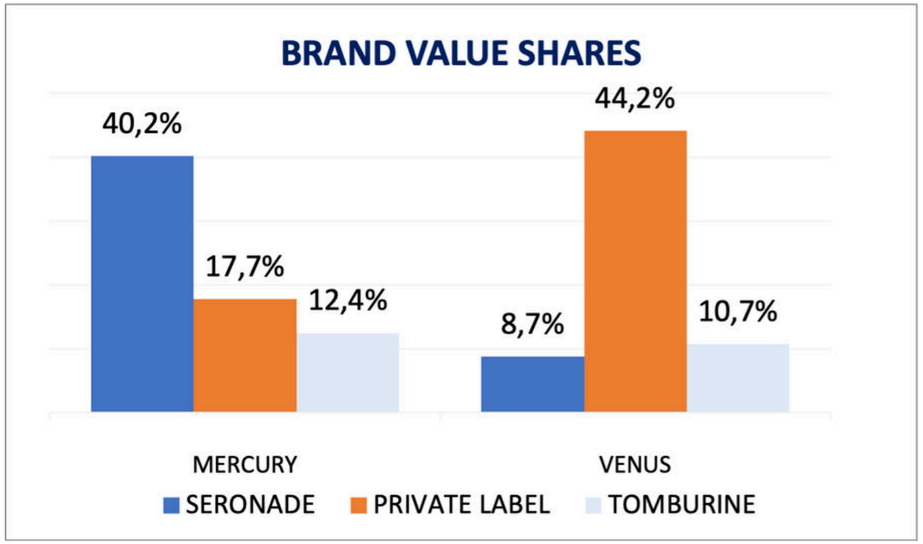
Retailers



~20% Gap
→ Venus needs+2 pts per year to become Market Leader

Brands

Seronade is category leader with 31.9% value share.



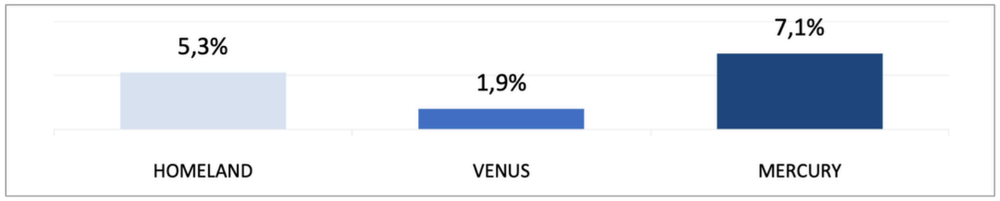
Value Share of 4-Pack and 24-Pack is Imbalanced at VENUS
VENUS is Slow in Adopting the Trend Towards Larger Filling Sizes

Packaging Units

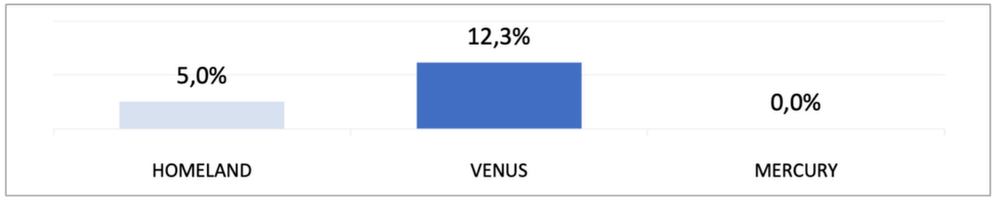
Single-Pack Dominates:

- 88.7% value share
- +2.3 pts

4-Pack



24-Pack

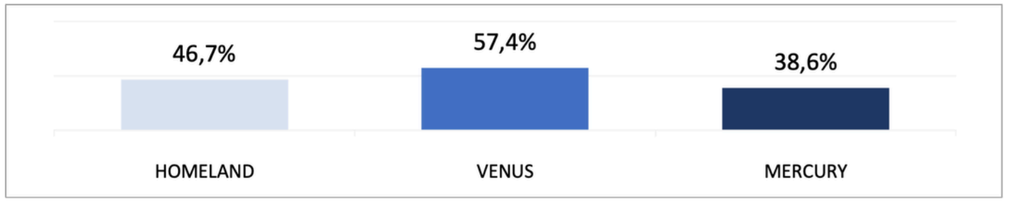


Filling Sizes

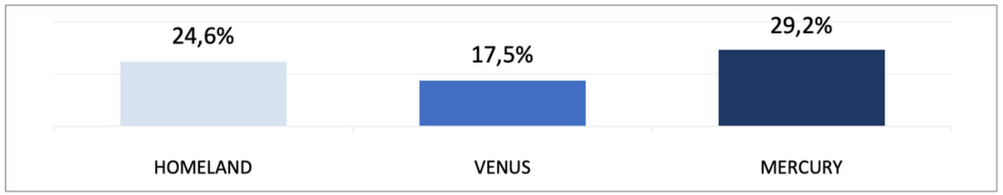
Trend Towards larger Filling Sizes:

- 250ml: -4.4 pts value share
- 330ml & 500ml: +3 pts & +1.5 pts

250ml



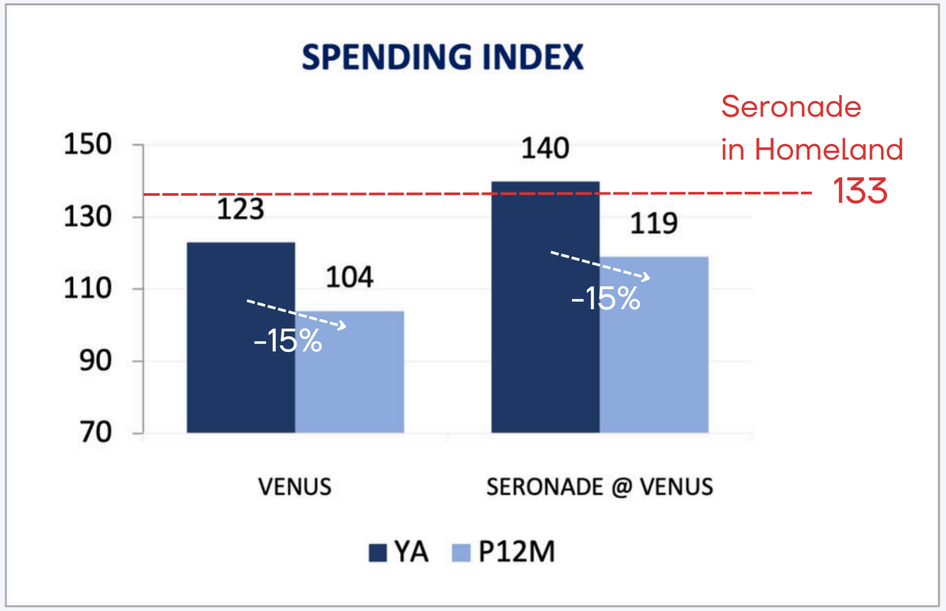
350ml



Delisting of 4 Seronade SKUs was Followed by 15% Reduction in Spending Index at VENUS

Relative Penetration and Share of Requirement

- VENUS +6% of households buying the category
- VENUS +10% of wallet
- Higher number of loyal customers



Two formats show great potential for growth at VENUS

Packaging Unit 4-pack:

- 2nd highest value share in Homeland
- Low value share at VENUS: 1.9% (Mercury 7.1%, Homeland 5.3%)
- Seronade 4-pack: higher $/D-Point than Tomburine ($5,158 vs. $4,809) but lower WD (45% vs 55%)
- Pack units as a format attract high spenders → increases basket size

Filling Size 350ml :

- 2nd highest value share in Homeland
- Low value share at VENUS: 17.5% (Mercury 29%, Homeland 25%)
- Seronade 350ml: 2nd best-performing 350ml SKU between all retailers
- Seronade 350ml is not listed at VENUS

Reallocate distribution from low-efficiency SKUs to proven Seronade formats

01

Restore Seronade 4-pack (4x250ml) to 80% WD

Seronade 4-pack: 3.9% value share ex-VENUS, 4.5% at Mercury, 0.9% at VENUS
Reduce Tomburine 4-pack WD by 10 pts and low-efficiency SKUs by 30 pts.

02

List Seronade 350ml at 80% WD

Seronade 350ml: 4.2% value share ex-VENUS, 4.7% at Mercury, 0% at VENUS
Space funded entirely by SKUs below $/D-point of $1,700 (–100 pts WD).

Private Label untouched

All reallocation comes from the bottom of the $/D-point ranking, VENUS private label SKUs are not affected, protecting VENUS' margin.



Increasing the distribution of Seronade 4-pack leads to a Sales Value Increase of $301,901

Benchmark Gap based on Value Share Ex-VENUS 3.9% vs adjusted VENUS 0.5%	+$886,982
Space reallocation Tomburine -10 pts, lower-ranked SKUs -55 pts	- $141,590
Cannibalisation Conservative estimate of 50%	- $443,491

Total Sales Value Increase: = **$301,901**

Increasing the distribution of Seronade 350ml leads to a Sales Value Increase of $377,841

Benchmark Gap based on Value Share
Avg. performance of Seronade 350ml at other retailers
+ $1,095,683

Space reallocation
-100% WD of lowest ranked SKUs
- $170,000

Cannibalisation
Conservative estimate of 50%
- $547,842

Total Sales Value Increase: = **$377,841**

The Path to Market Leadership Starts Here

Financial Impact

+$679,742 Incremental Sales (+2.61%)
+0.43 pts Market Share based on Sales Value Increase
+3.42 pts Market Share over next 2 years ($4.4M) based on Spending Index Recovery to 122
+2.14 pts Market Share Increase this year

KPI Impact

↑ Revenue - Incremental Sales
↑ Margin - Higher Productivity SKUs
↑ Profit - High Sales per Shelf

Strategic Impact

- Recover High Spenders
- Increase Basket Size
- Improve Category Efficiency

Beyond Year One: Next Distribution Opportunities

Seronade 6-pack:
Reintroduce at 28% WD

- 11th highest $/D-point ($6,479) across all VENUS functional drinks SKUs
- Potential to attract high spenders and increase shopper basket size

Net incremental sales potential: **$31,807**

Lima Cherry 350ml:
Increase WD from 73% to 80%

- Strong efficiency: 73% WD after being introduced last year
- 8th highest $/D-point ($9,035) across all VENUS functional drinks SKUs

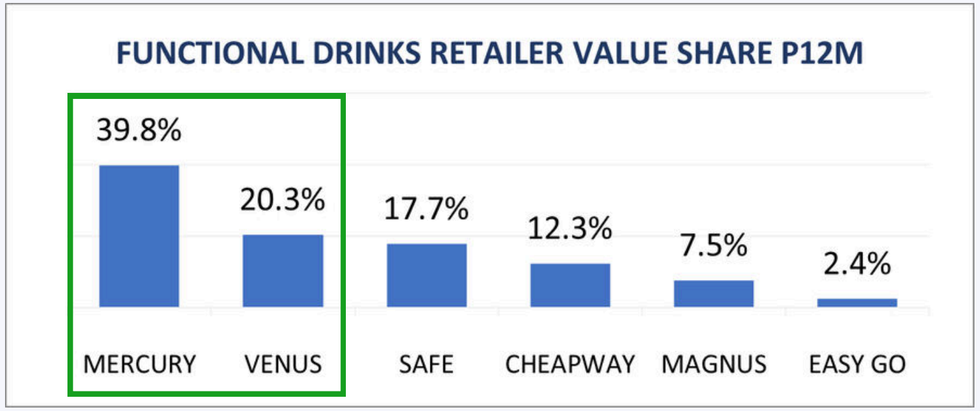
Net incremental sales potential: **$14,622**

APPENDIX

VENUS Needs +2% Value Share PTS. per Year to Become Market Leader

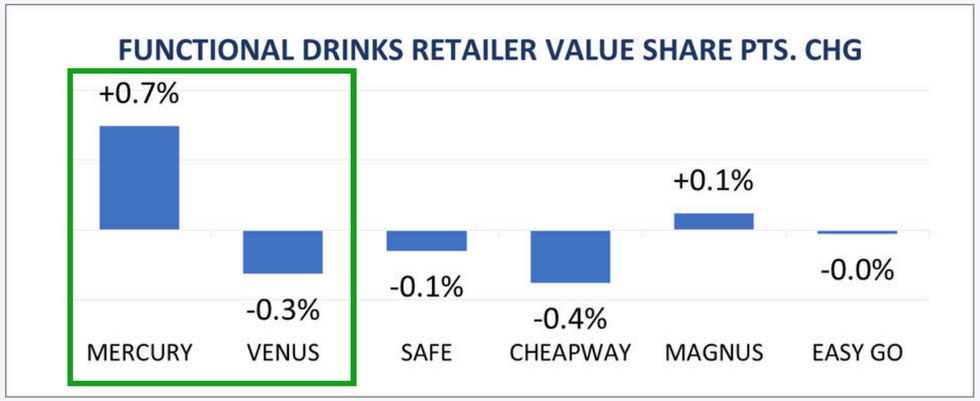
Retailer Value Share

~20% gap between VENUS and MERCURY.



Retailer Share Change

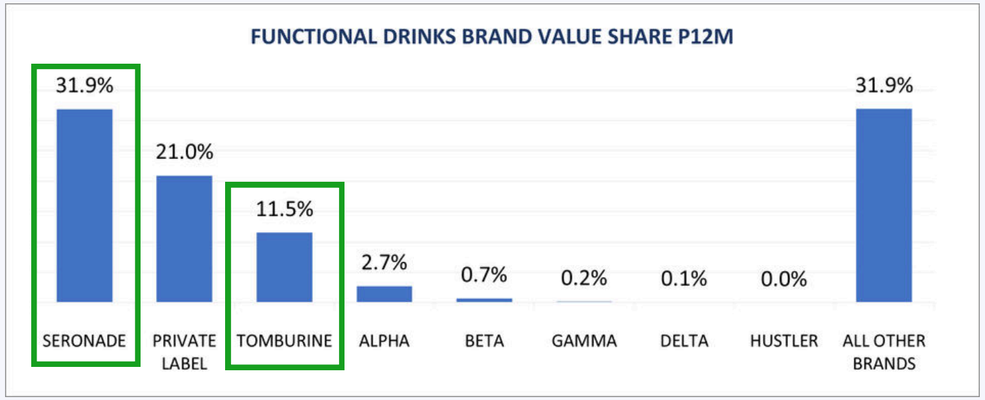
VENUS is losing value share while MERCURY is gaining.



SERONADE Is Market Leader With 31.9% Value Share

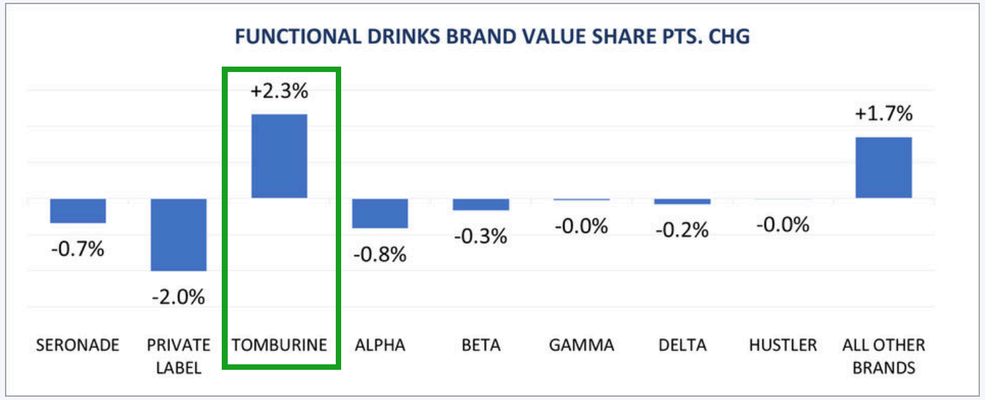
Brand Value Share

SERONADE is #1, TOMBURINE is #2.



Brand Share Change

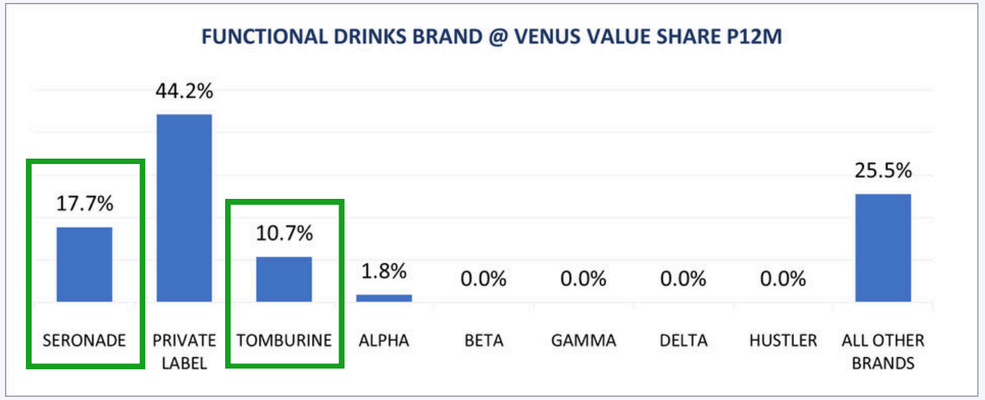
TOMBURINE is experiencing the highest growth.



SERONADE Is Underperforming at VENUS With 17.7% Value Share

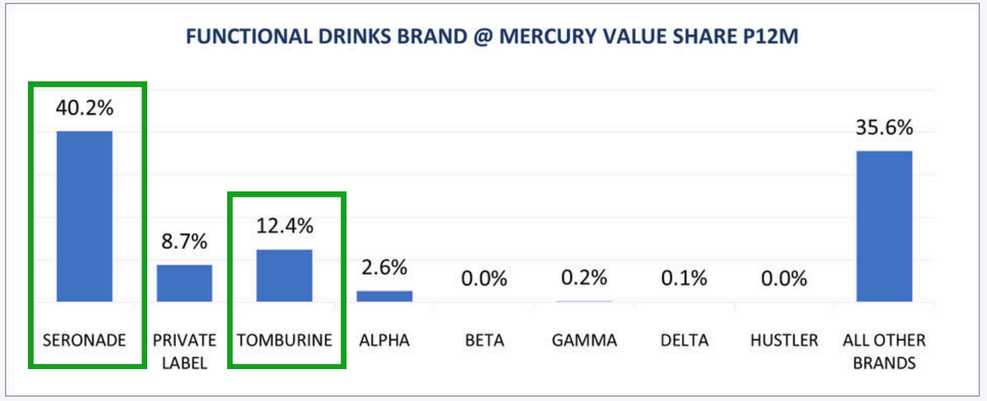
TOMBURINE

Both retailers have a strong value share in the fastest growing brand.



SERONADE

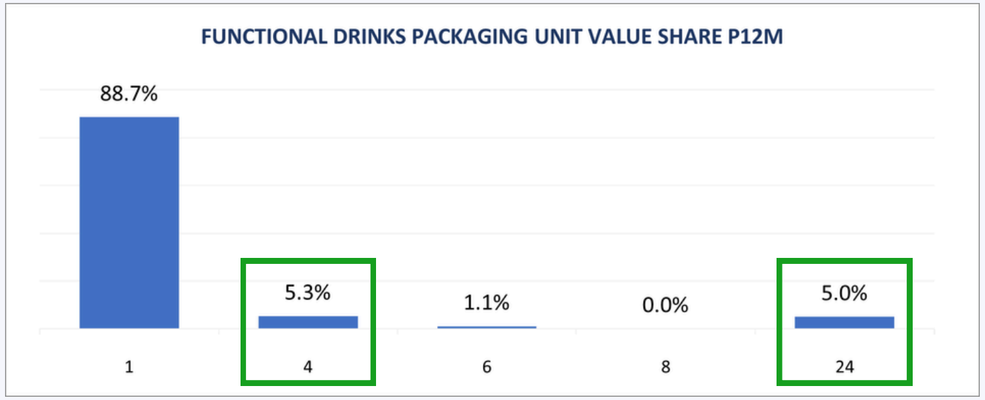
Low value share at VENUS, compensated by high value share in PRIVATE LABEL.



SINGLE Dominates Packaging Units With the Highest Value Share (88.7%) and Growth (+2.3%)

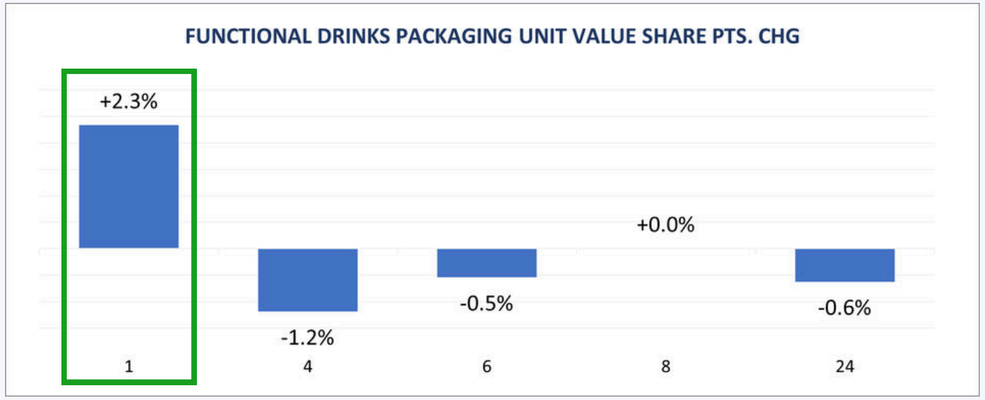
Packaging Unit Value Share

4-PACK and 24-PACK are a distant #2 and #3 to SINGLE.



Packaging Unit Share Change

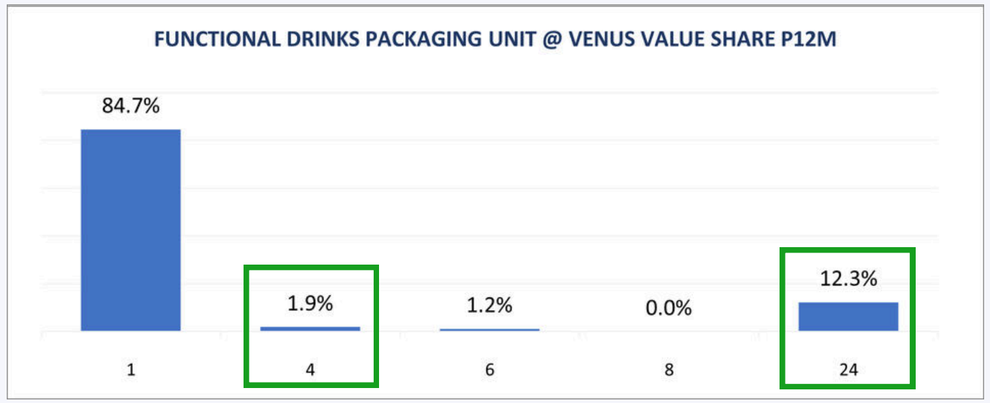
All other packs are losing value share to SINGLE.



VENUS Has High 24-Pack Value Share (12.3%), but 4-Pack Is Underperforming (1.9%)

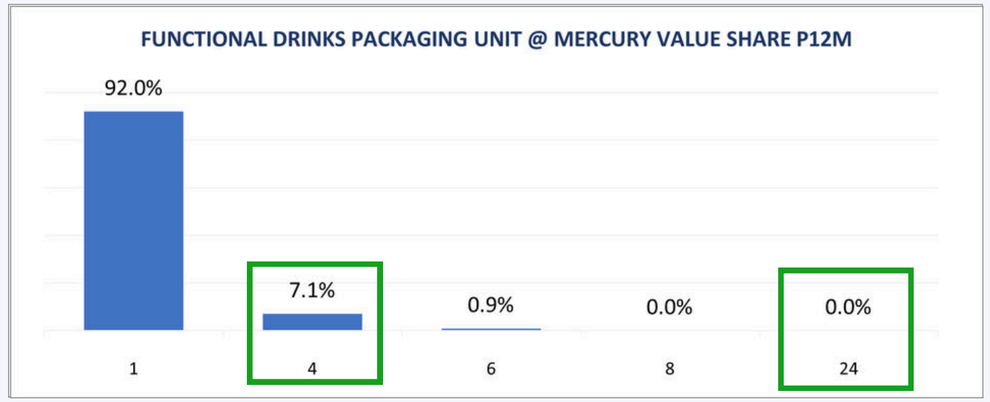
SINGLE

Strong value share at both retailers.



Other Packaging Units

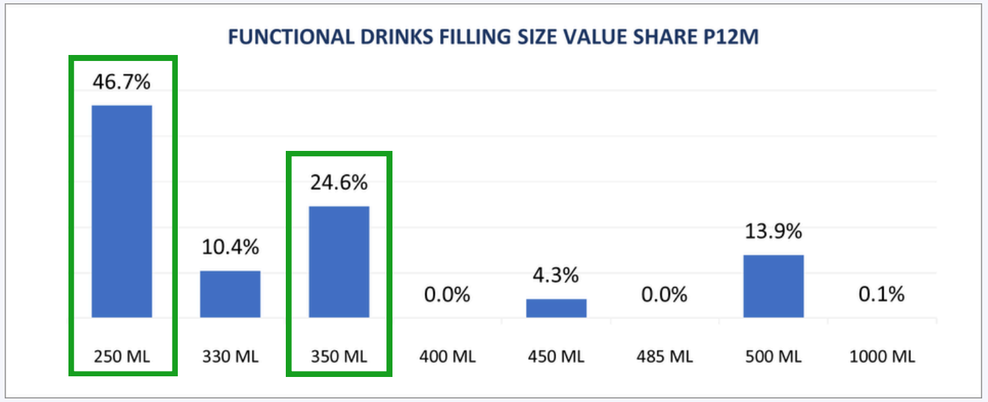
Imbalance between 4-pack and 24-pack at both retailers.



Trend Towards Higher Filling Sizes Like the 330 ML (+3%) and 500 ML (+1.5%)

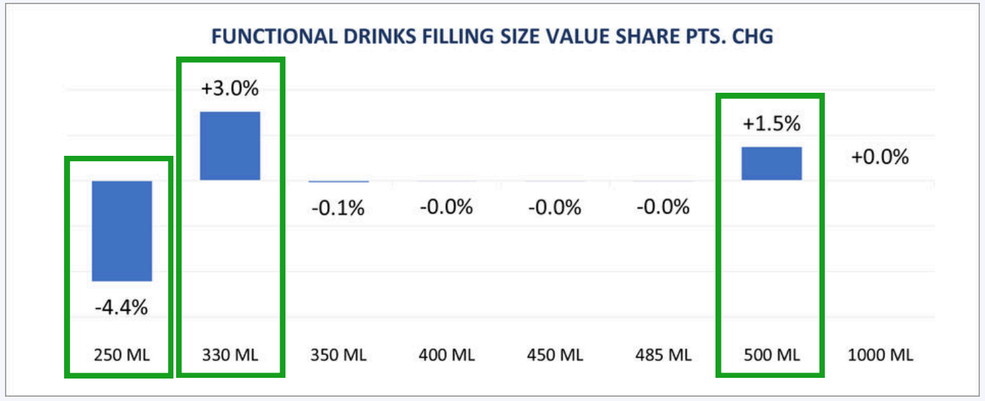
Filling Size Value Share

250 ML is #1, 350 ML is #2



Filling Size Share Change

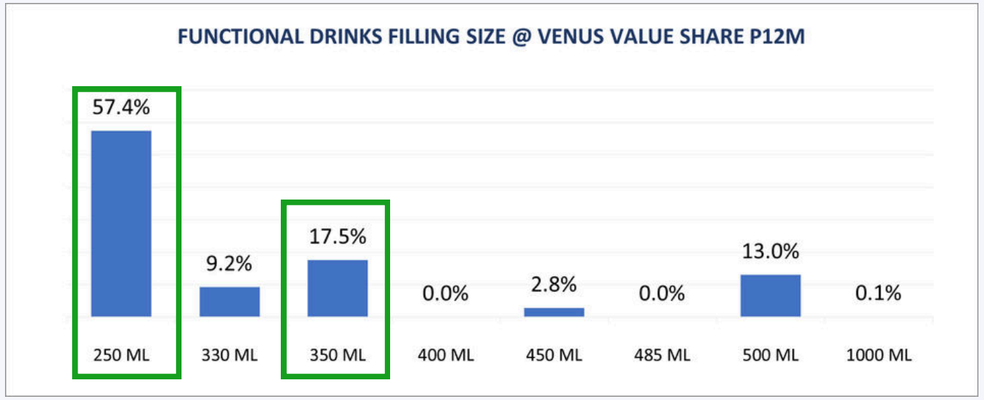
250 ML is losing value share and larger filling sizes are growing.



VENUS Has a High Value Share in the Declining 250 ML, and Is Missing Opportunities in 350 ML

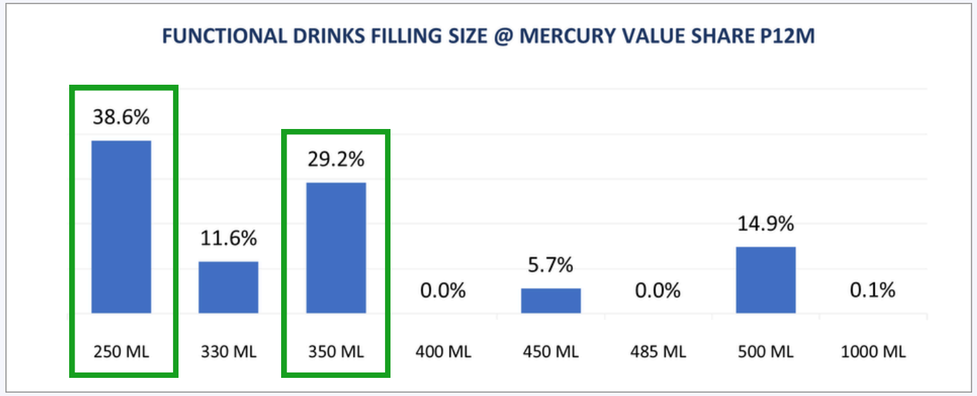
250 ML

Very high value share at VENUS despite its declining market position.



350 ML

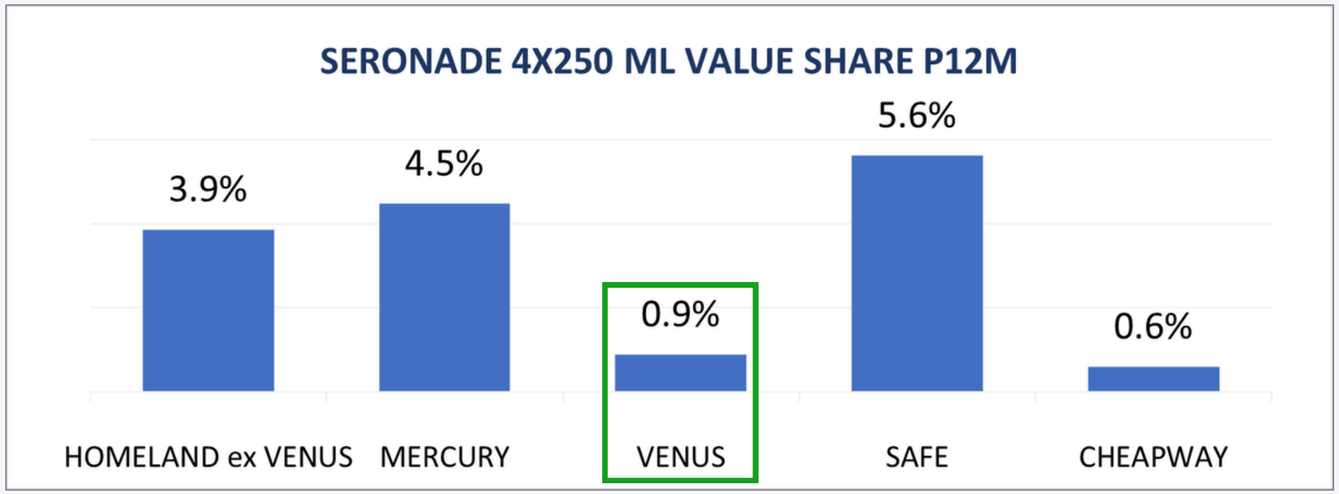
Relatively low value share at VENUS despite its second place market position and the trend towards larger sizes



Underperformance of SERONADE 4-PACK Explained by Distribution Dropping to 25%

SERONADE 4-PACK Down From 80%

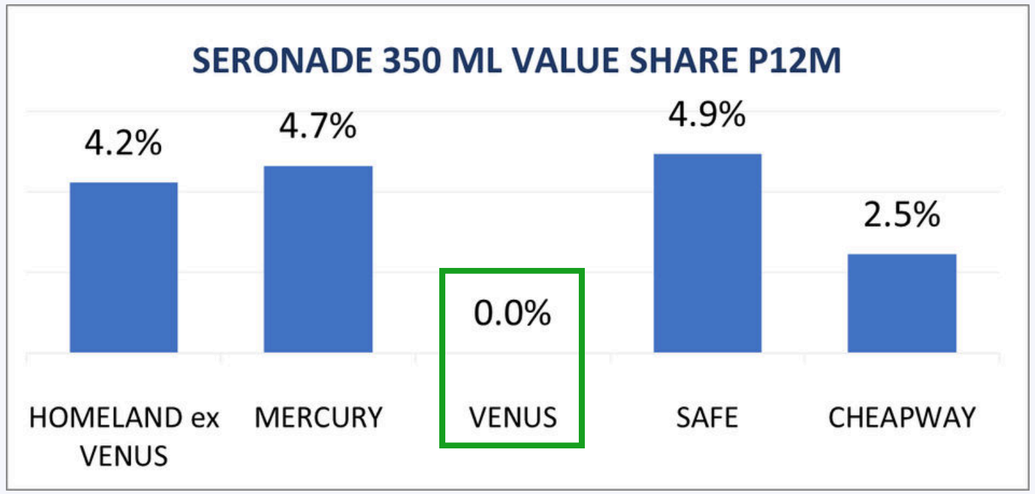
- 81% WD YA → 25% WD
- Explains low value share at VENUS despite high value share at other retailers.

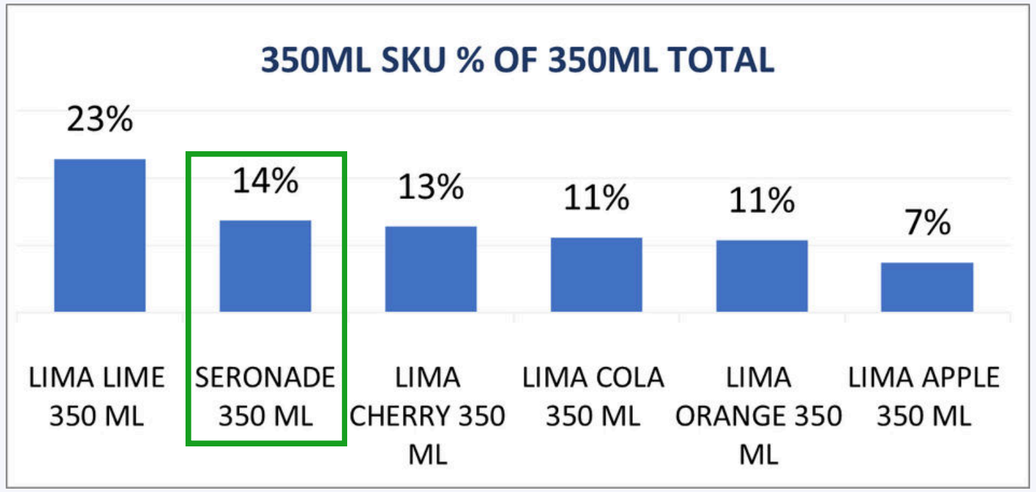


Underperformance of 350 ML Explained by SERONADE 350 ML Never Being Listed

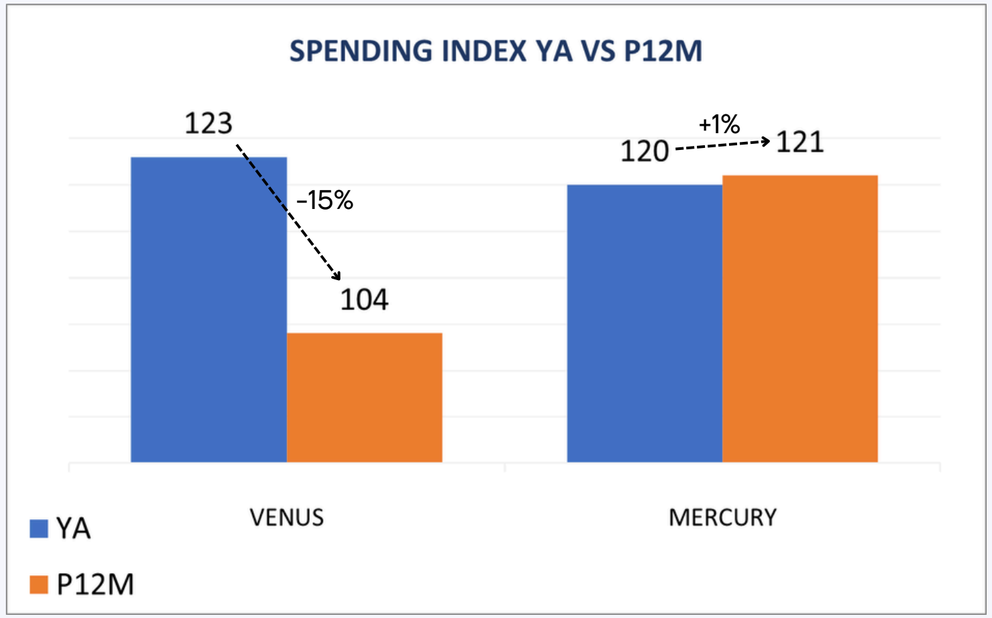
SERONADE 350 ML

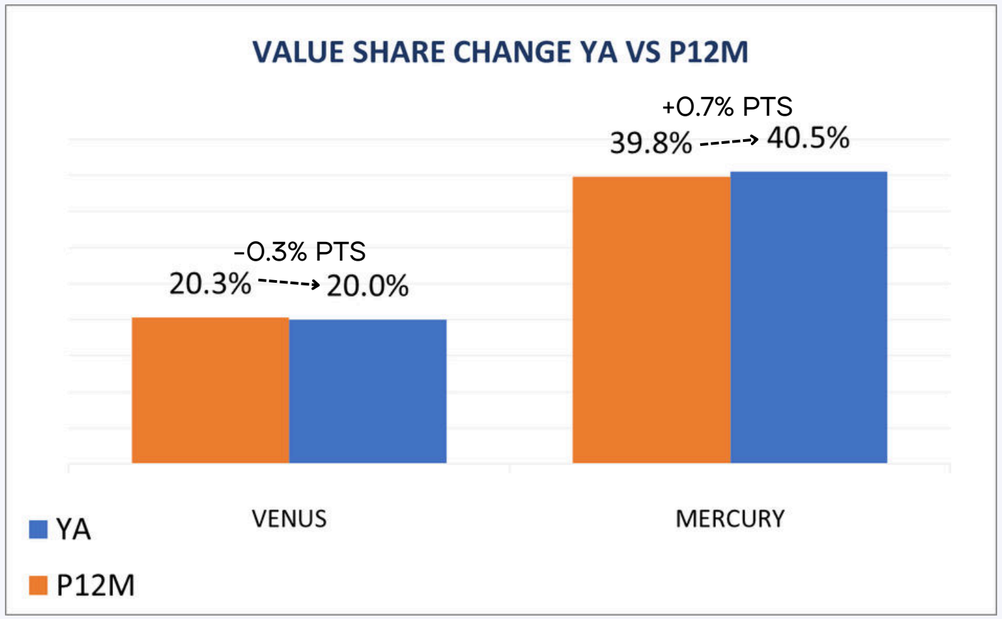
- High value share at competitors.
- 0% value share at Venus.





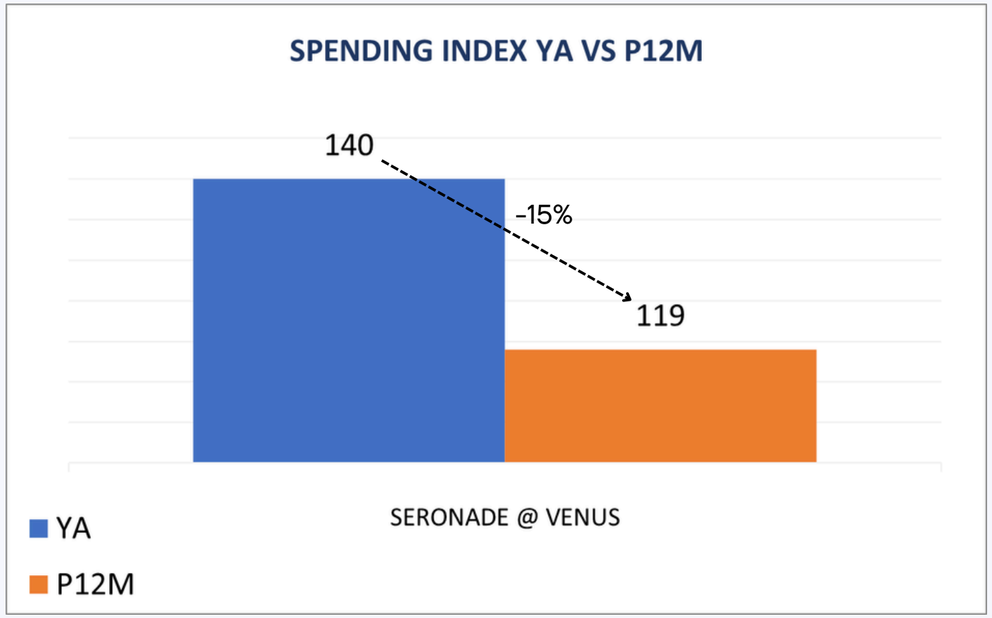
Buyers at Venus Have Lost 15% Spending Index, Indicating That Heavy Spenders Are Leaving



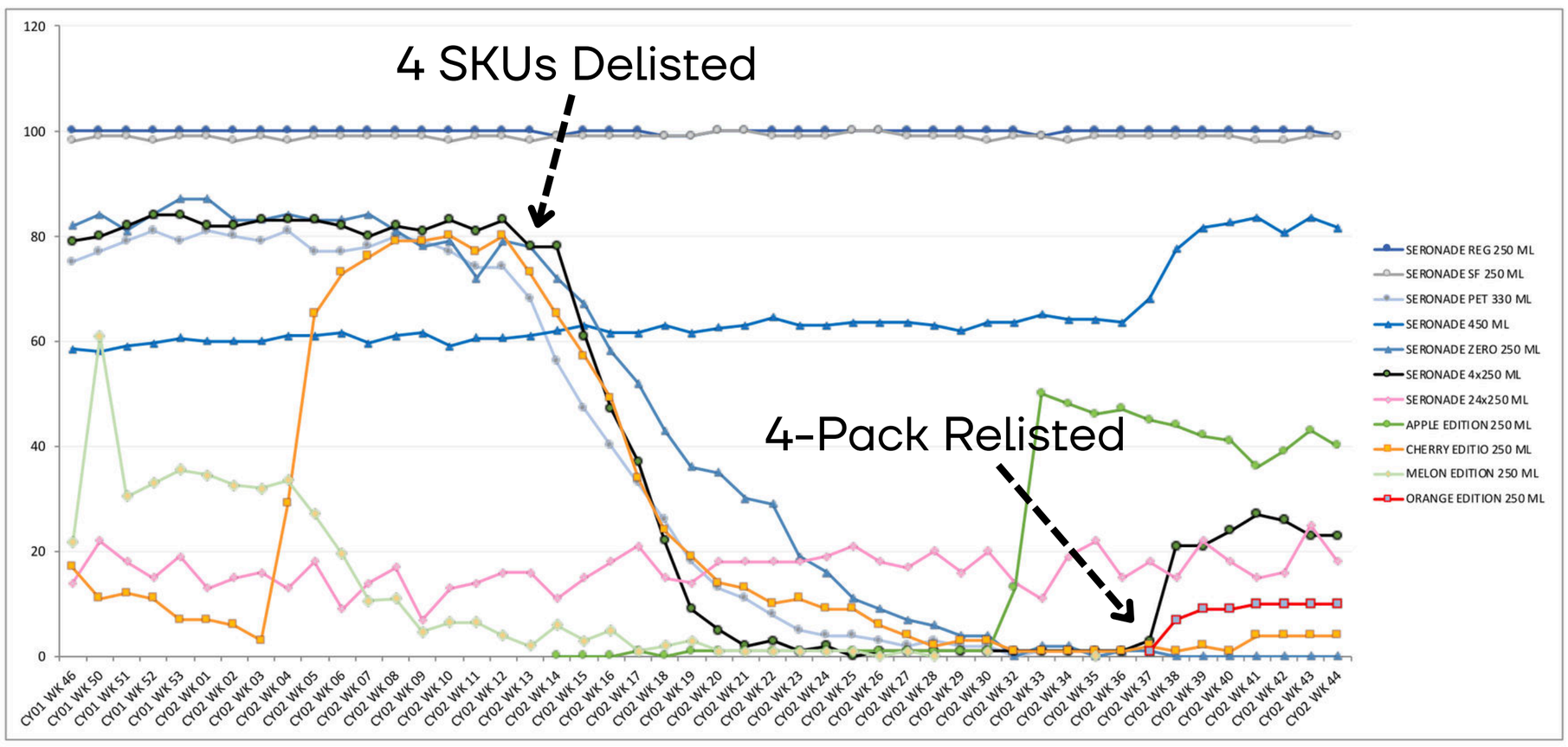


Lower spending approaching Homeland average

Buyers of Seronade at Venus Have Also Lost 15% Spending Index, Indicating a Causal Relationship



4-Pack Dropped to 0% Distribution and Now Sits at 25%



List of $/D-point of SKUs at VENUS

3.4. VENUS FUNCTIONAL DRINKS SKU RANKING - RANKED BY $/D-Point P12M

Let's good!

OSCAR = VENUS Private Label Brand

RANK	SKU	UNIT	SIZE	VALUE SALES P12M	VALUE SALES YA	WEIGHTED DISTR. AT VENUS P12M	WEIGHTED DISTR. AT VENUS YA	$/D-POINT* P12M
1	OSCAR BLUE 250 ML	1	250 ML	5,701,152	5,083,242	100	100	57,066
2	OSCAR 24X250 ML 6000 ML	24	250 ML	3,100,154	3,028,097	58	59	53,629
3	SERONADE 250 ML	1	250 ML	2,479,029	1,776,349	100	100	24,814
4	LIMA LIME 350 ML	1	350 ML	1,249,648	1,265,032	99	99	12,682
5	OSCAR SOLO 250 ML	1	250 ML	1,185,458	1,209,681	98	99	12,087
6	SERONADE 450 ML	1	450 ML	720,978	595,769	64	59	11,201
7	TOMBURINE 500 ML	1	500 ML	925,654	707,610	97	96	9,503
8	LIMA CHERRY 350 ML	1	350 ML	657,891		73		9,035
9	SERONADE SUGARFREE 250 ML	1	250 ML	800,810	609,872	99	98	8,100
10	PSI MANGO 330 ML	1	330 ML	734,955	579,955	93	82	7,875
11	LIMA ORANGE 350 ML	1	350 ML	609,849	551,946	94	80	6,460
12	SERONADE 24x250 ML 6000 ML	24	250 ML	100,907	84,404	16	16	6,123
13	LIMA COLA 350 ML	1	350 ML	565,967	663,716	94	98	6,047
14	PSI APPLE 330 ML	1	330 ML	462,382	148,240	88	43	5,245
15	SERONADE 4x250 ML 1000 ML	4	250 ML	231,554	442,749	45	81	5,138
16	TOMBURINE ULTRA 500 ML	1	500 ML	372,712		76		4,894
17	TOMBURINE 4X500 ML 2000 ML	4	500 ML	264,471	213,974	55	49	4,809
18	TOMBURINE ZERO 500 ML	1	500 ML	422,950	411,084	89	86	4,762
19	OSCAR 6X500 ML 3000 ML	6	500 ML	305,177	320,514	69	78	4,428
20	LIMA APPLE 350 ML	1	350 ML	382,605	467,454	89	92	4,304
21	LIMA WILD 350 ML	1	350 ML	381,142	534,252	92	95	4,125
22	ETA 250 ML	1	250 ML	204,155	91,284	51	49	4,027
23	PSI ORANGE 330 ML	1	330 ML	256,910	15,053	65	5	3,925
24	OSCAR COLA 250 ML	1	250 ML	211,132	293,150	66	84	3,216
25	TOMBURINE GREEN 500 ML	1	500 ML	265,898	246,967	84	63	3,148
26	OSCAR BLUE 500 ML	1	500 ML	255,961	229,336	82	82	3,137
27	LIMA MANGO 350 ML	1	350 ML	252,171	313,979	84	88	3,017
28	SERONADE APPLE 250 ML	1	250 ML	52,071		18		2,946
29	TOMBURINE ULTRA RED 500 ML	1	500 ML	205,312		71		2,891
30	OSCAR ZERO 250 ML	1	250 ML	175,989	75,361	68	60	2,592
31	OSCAR GINGER 250 ML	1	250 ML	218,601	221,771	94	95	2,333
32	SERONADE CHERRY 250 ML	1	250 ML	52,443	112,965	23	36	2,288
33	ALPHA ORIG 350 ML	1	350 ML	189,408		83		2,282
34	SERONADE PET 330 ML	1	330 ML	80,198	158,990	42	74	1,890
35	SERONADE ZERO 250 ML	1	250 ML	75,613	182,057	43	85	1,765
36	SERONADE MELON 250 ML	1	250 ML	26,416	163,910	16	38	1,656
37	SERONADE ORANGE 250 ML	1	250 ML	2,971		8		360
	ALL OTHER P12M LISTED PRODUCTS	(74 SKUs)		1,907,009	1,944,011			
	SERONADE 6X250 ML 1500 ML	6	250 ML		323,315		50	6,479
	ALL OTHER P12M DE-LISTED PRODUCTS	(22 SKUs)			121,821			
	TOTAL	69 (P12M)		26,087,703	23,187,910			

List of Value Share of SKUs at Retailers

4.1. SERONADE VALUE SHARES BY SKU BY RETAILER

Let's good!

			HOMELAND ex VENUS		MERCURY		VENUS		SAFE		CHEAPWAY	
SKU	SIZE	UNIT	$-Sales	Value Share	$-Sales	Value Share	$-Sales	Value Share	$-Sales	Value Share	$-Sales	Value Share
SERONADE FUNCTIONAL 250 ML	250 ML	1	14,429,255	14.1%	7,973,525	15.6%	2,479,029	9.5%	3,801,657	16.7%	1,161,719	7.4%
SERONADE FUNCTIONAL DRINK 450 ML	450 ML	1	4,751,714	4.6%	2,903,614	5.7%	720,978	2.8%	1,071,285	4.7%	328,316	2.1%
SERONADE SUGARFREE 250 ML	250 ML	1	4,527,597	4.4%	2,520,667	4.9%	800,810	3.1%	1,135,406	5.0%	388,846	2.5%
SERONADE FUNCTIONAL DRINK 350 ML	350 ML	1	4,332,768	4.2%	2,376,883	4.7%			1,125,545	4.9%	386,224	2.5%
SERONADE FUNCTIONAL 4x250 ML 1000 ML	250 ML	4	3,953,237	3.9%	2,285,514	4.5%	231,554	0.9%	1,280,018	5.6%	94,061	0.6%
SERONADE ZERO CALORIES 250 ML	250 ML	1	974,416	1.0%	578,692	1.1%	75,613	0.3%	292,176	1.3%	33,956	0.2%
SERONADE FUNCTIONAL 6X250 ML 1500 ML	250 ML	6	753,943	0.7%	460,533	0.9%			39,107	0.2%	131,356	0.8%
SERONADE MELON EDITION 250 ML	250 ML	1	710,382	0.7%	483,605	0.9%	26,416	0.1%	176,859	0.8%	16,460	0.1%
SERONADE APPLE EDITION 250 ML	250 ML	1	616,789	0.6%	419,218	0.8%	52,071	0.2%	116,927	0.5%	46,506	0.3%
SERONADE CHERRY EDITION 250 ML	250 ML	1	497,127	0.5%	295,257	0.6%	52,443	0.2%	130,894	0.6%	22,221	0.1%
SERONADE FUNCTIONAL DRINK PET 330 ML	330 ML	1	429,115	0.4%	192,307	0.4%	80,198	0.3%	153,993	0.7%	43,574	0.3%
SERONADE FUNCTIONAL 24x250 ML 6000 ML	250 ML	24	100,907	0.1%		0.0%	100,907	0.4%		0.0%	100,907	0.6%
SERONADE SUGARFREE 350 ML	350 ML	1	189,982	0.2%	4,492	0.0%			150,963	0.7%	78	0.0%
SERONADE ORANGE EDITION 250 ML	250 ML	1	80,777	0.1%	51,502	0.1%	2,971	0.0%	22,983	0.1%	2,971	0.0%
SERONADE FUNCTIONAL DRINK 8X 2000 ML	250 ML	8	11,672	0.0%		0.0%						
TOTAL FUNCTIONAL DRINKS			102,379,353		51,077,918		26,087,703		22,783,982		15,760,652	

Calculation: Spending Index YA

Value YA = Value P12M/(IYA/100)

VENUS Relative Penetration YA = 40/1.06 = 38

VENUS Share of Requirement YA = 42/1.1 = 38

VENUS Spending Index YA = 104/0.85 = 123

Seronade in Homeland Spending Index YA = 133/1.02 = 130

Seronade at VENUS Spending Index YA = 119/0.85 = 140

Calculation: Sales Value Increase 4-pack

Value Gain through distribution increase: **$26,087,703 * 3.4% = $886,982**

Homeland ex VENUS value share - VENUS value share (EOY): 3.9% - 0.5% = 3.4%

Value Loss through distribution decreases: **10% * $4,809 + 55% * 1,700 = $141,590**

-10% weighted distribution from Tomburine 4 pack, -55% from lower-ranked SKUs

Cannibalisation: **50% * $886,982 = $443,491**

Estimated cannibalisation of 50%

Total Sales Value Increase: $886,982 - $141,590 - $443,491 = **$301,901**

Calculation: Sales Value Increase 350ml

Value Gain through distribution increase:

Based on avg. performance of Seronade 350ml at other retailers

4.2% * $26,087,703 = $1,095,683

Value Loss through distribution decreases:

Removal of 100% weighted distribution worth of lowest ranked SKUs

100% * $1,700 = $170,000

Cannibalisation:

Estimated cannibalisation of 50%

50% * $1,095,683 = $547,842

Total Sales Value Increase:

$1,095,683 - $170,000 - $547,842 = **$377,841**

Calculation: Cannibalization per product using Fair Share Draw Method

= New Revenue × Cannibalization Rate × (Existing Product Revenue ÷ Total Category Revenue)

Cannibalization by Seronade 350ml

- Formula applied to all other existing products.
- Leads to $547,842 total cannibalized revenue.

Cannibalization by Seronade 4-pack

- Formula applied to all other existing products, except Seronade 4-pack.
- Leads to $554,531 total cannibalized revenue.

Assumptions:

- Cannibalization rate = 50%
- All products compete equally with the new entrant
- A product's current size is the best predictor of how much it will lose



Calculation: Cannibalization per product using Fair Share Draw Method

Example: Seronade 350ml cannibalization of Seronade 250ml

- 1,095,683*50%(2,479,029/26,087,703)=
  1,095,683*50%(9,5%)=52,059 €

OSCAR = VENUS Private Label Brand				VALUE SALES		WEIGHTED DISTR. AT VENUS		$/D-POINT*		
RANK	SKU	UNIT	SIZE	P12M	YA	P12M	YA	P12M	Cannibalization by 350ml:	Cannibalization by 350ml:
1	OSCAR BLUE 250 ML	1	250 ML	5.701.152	5.083.242	100	100	57.066	119.724,13 €	96.919,59 €
2	OSCAR 24X250 ML 6000 ML	24	250 ML	3.100.154	3.028.097	58	59	53.629	65.103,20 €	52.702,62 €
3	SERONADE 250 ML	1	250 ML	2.479.029	1.776.349	100	100	24.814	52.059,58 €	42.143,50 €
4	LIMA LIME 350 ML	1	350 ML	1.249.648	1.265.032	99	99	12.682	26.242,60 €	21.244,02 €
5	OSCAR SOLO 250 ML	1	250 ML	1.185.458	1.209.681	98	99	12.087	24.894,61 €	20.152,79 €
6	SERONADE 450 ML	1	450 ML	720.978	595.769	64	59	11.201	15.140,53 €	12.256,63 €
7	TOMBURINE 500 ML	1	500 ML	925.654	707.610	97	96	9.503	19.438,72 €	15.736,12 €
8	LIMA CHERRY 350 ML	1	350 ML	657.891		73		9.035	13.815,70 €	11.184,15 €
9	SERONADE SUGARFREE 250 ML	1	250 ML	800.810	609.872	99	98	8.100	16.817,00 €	13.613,77 €
10	PSI MANGO 330 ML	1	330 ML	734.955	579.955	93	82	7.875	15.434,05 €	12.494,24 €
11	LIMA ORANGE 350 ML	1	350 ML	609.849	551.946	94	80	6.460	12.806,82 €	10.367,43 €
12	SERONADE 24x250 ML 6000 ML	24	250 ML	100.907	84.404	16	16	6.123	2.119,05 €	1.715,42 €
13	LIMA COLA 350 ML	1	350 ML	565.967	663.716	94	98	6.047	11.885,30 €	9.621,44 €

Calculation: Spending Index Increase

# Country HH	Retailer	Incremental sales :	CAT Value Sales:	conservative assumption
39.058.422 HH	VENUS	679.742,00 €	128.467.056	80%

	RETAILER VALUE SHARE		AVG. CAT.SPEND BY HH	TOTAL CATEGORY PENETRATION	TOTAL CATEGORY BUYING HH		RETAILER RELATIVE CATEGORY PENETRATION		TOTAL # RETAILER SHOPPERS*		SHARE OF REQUIREMENT AT RETAILER		SPENDING INDEX		RETAILER CATEGORY TURNOVER		RETAILER CATEGORY MARGIN (EST.)		RETAILER GROSS PROFIT		RETAILER OPERATING EXPENSES		RETAILER PROFIT	OPERATING MARGIN
Old Share	20,31%	P12M vs YA	$21,2	15,5%	6.054.055 HH	x	42,5%	=	2.569.947 HH	x	46,0%	x	104%	=	$26.089.192	x	48,5%	=	$12.653.258	-	$10.122.607	=	$2.530.652	9,70%
After + Sales	20,73%	*Planned Index*		*100*			*100*				*100*		*117*											
After 117 SI	23,76%	TARGET	$21,2	15,5%	6.054.055 HH	x	42,5%	=	2.569.947 HH	x	46,0%	x	122%	=	$30.524.355	x	48,5%	=	$14.804.312	-	$11.843.450	=	$2.960.862	9,70%
After both	24,16%																							
	3,85%	pts.**	Difference vs. YA:										17,7%		$4.435.163				$2.151.054		$1.720.843		$430.211	0,0%
	19%												17%		17%				17%		17%		17%	0%

* buying the category at Retailer
** ceteris paribus

Calculation: Market Share Increase

Market Share after Increase in Sales Value
(26,087,703 + 679,742) / (128,467,056 + 679,742) = 20.73%

Market Share Increase due to Increased Sales Value
20.73% - 20.3% = 0.43%

Market Share Increase due to Spending Index Recovery
3.42% (calculations on slide X)

Total Market Share Increase
0.43% + 3.42% = 3.85%

Calculation: Sales Value Increase 6-pack

Value Gain through distribution increase:

Distribution of 28.2% → $182,614 / $ 6,479 = 28.18

$26,087,703 * 0.7% = $182,614

Value Loss through distribution decreases:

-35% weighted distribution from lower-ranked SKUs

35% * $1,700 = $59,500

Cannibalisation:

Estimated cannibalisation of 50%

50% * $182,614 = $91,307

Total Sales Value Increase:

$182,614 - $59,500 - $91,30 = **$31,807**

Calculation: Sales Value Increase Lima Cherry

Value Gain through distribution increase:

Based on $/D-point of $9,035

$9,035 * 7% = $63,245

Value Loss through distribution decreases:

-10% weighted distribution from lower-ranked SKUs

10% * $1,700 = $17,000

Cannibalisation:

Estimated cannibalisation of 50%

50% * $63,245 = $31,623

Total Sales Value Increase:

$63,245 - $17,000 - $31,623 = **$14,622**

Calculation: Seronade Internal Report

Goal:

Gain 1% value share of Seroande at VENUS

Goal reachable

Forcased value share increase: 2.1%
With interanl cannibalization: 2.1% * 70% = 1,47% gain

Current value share: 17.7% * $26,087,703 = $4,617,523

Increase in value share based on main recommendations: $679,742

Market share new: ($4,617,523 + $679,742) / ($26,087,703 + $679,742) = 19.8%

Market share gained
19.8% - 17.7% = 2.1%