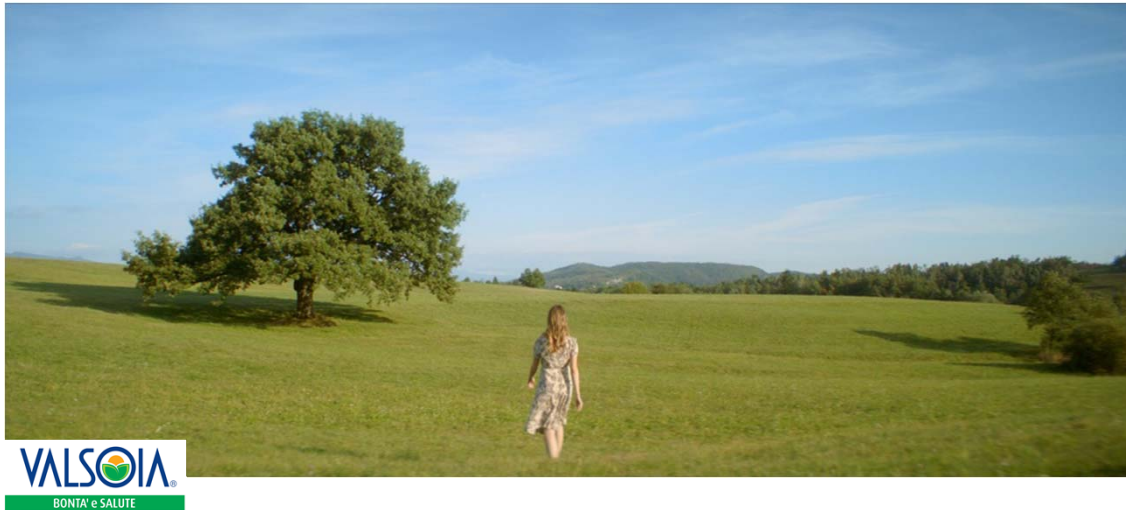




Corporate Presentation
April 2019

A thin, dark blue diagonal line is positioned to the right of the text, extending from the top right towards the bottom right.



Company Overview

Market

Strategy & Outlook

Financials

Valsoia at a glance

COMPANY

Valsoia is the pioneer for non-dairy, plant-based products in the Italian market.

MISSION

Valsoia's mission is to provide **healthy, functional, nutritionally-balanced** products that are **tasty and enjoyable**, drawing on traditional Italian expertise and culinary culture. Valsoia's **from-breakfast-to-dinner** range.

BRANDS



FIGURES



+12 k PoS
Worldwide



Over 7 million
families



9 product
categories



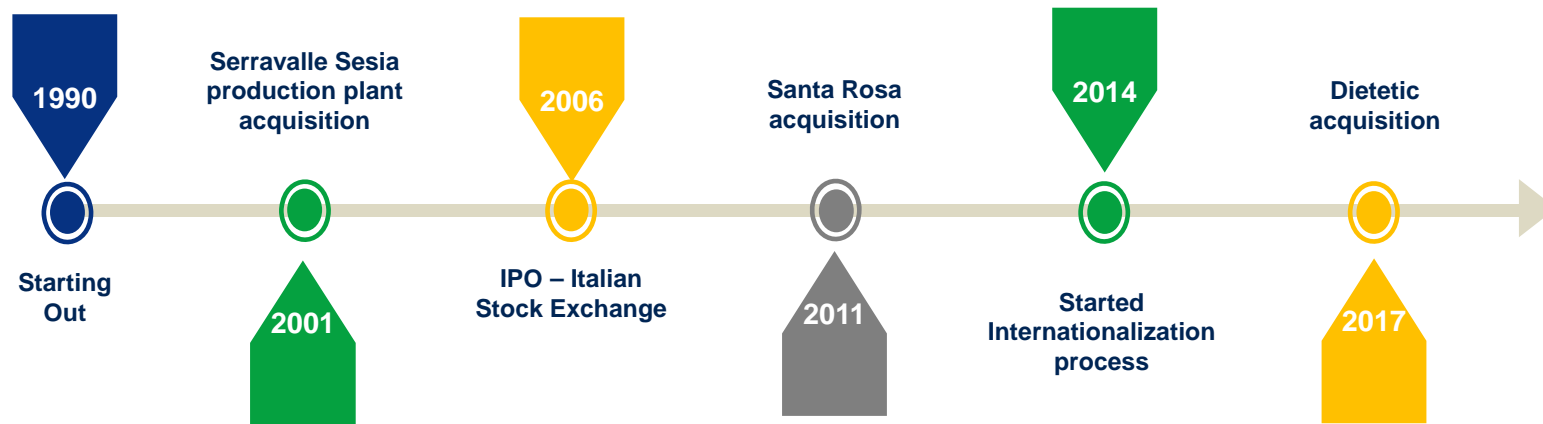
€2.3m
turnover in
FY 2018



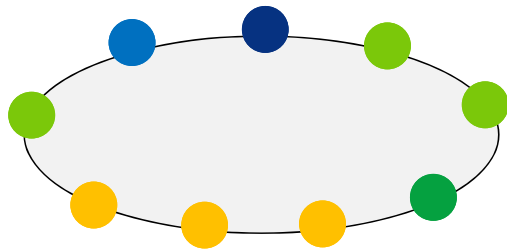
R&D for
Product
innovation

Founded in 1990 by neurologist Lorenzo Sassoli and listed on the Italian stock market since 2006.

Today **Valsoia** is expanding in the domestic and international markets, through product innovation and acquisitions



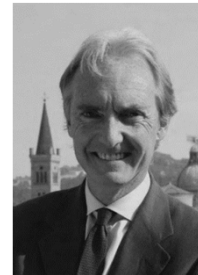
Board of Directors



- Lorenzo Sassoli
● *Chairman*
- Furio Burnelli
● *Deputy Chairman*
- Ruggero Ariotti
● *Deputy Chairman*
- Cesare Doria de Zuliani
● *Honorary Chairman*
- Andrea Panzani
● *Chief Executive Officer*

- Susanna Zucchelli
● *Independent Director*
- Francesca Postacchini
● *Independent Director*
- Camilla Chiusoli
● *Independent Director*
- Gregorio Sassoli
● *Director*

Top Management



Chairman
Lorenzo
Sassoli

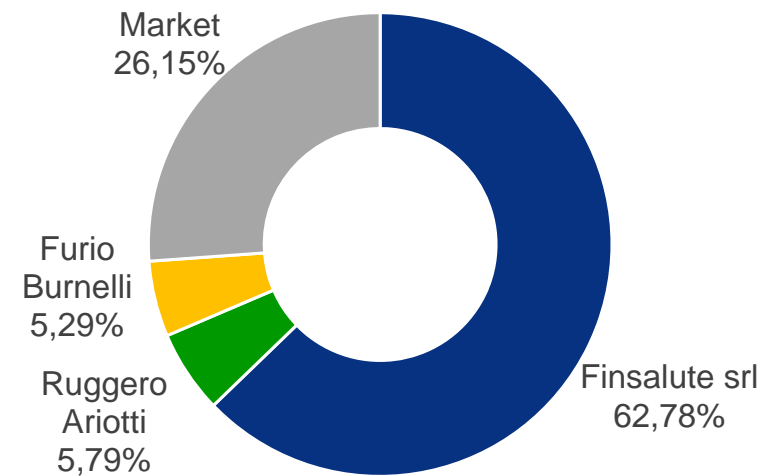


CEO
Andrea
Panzani

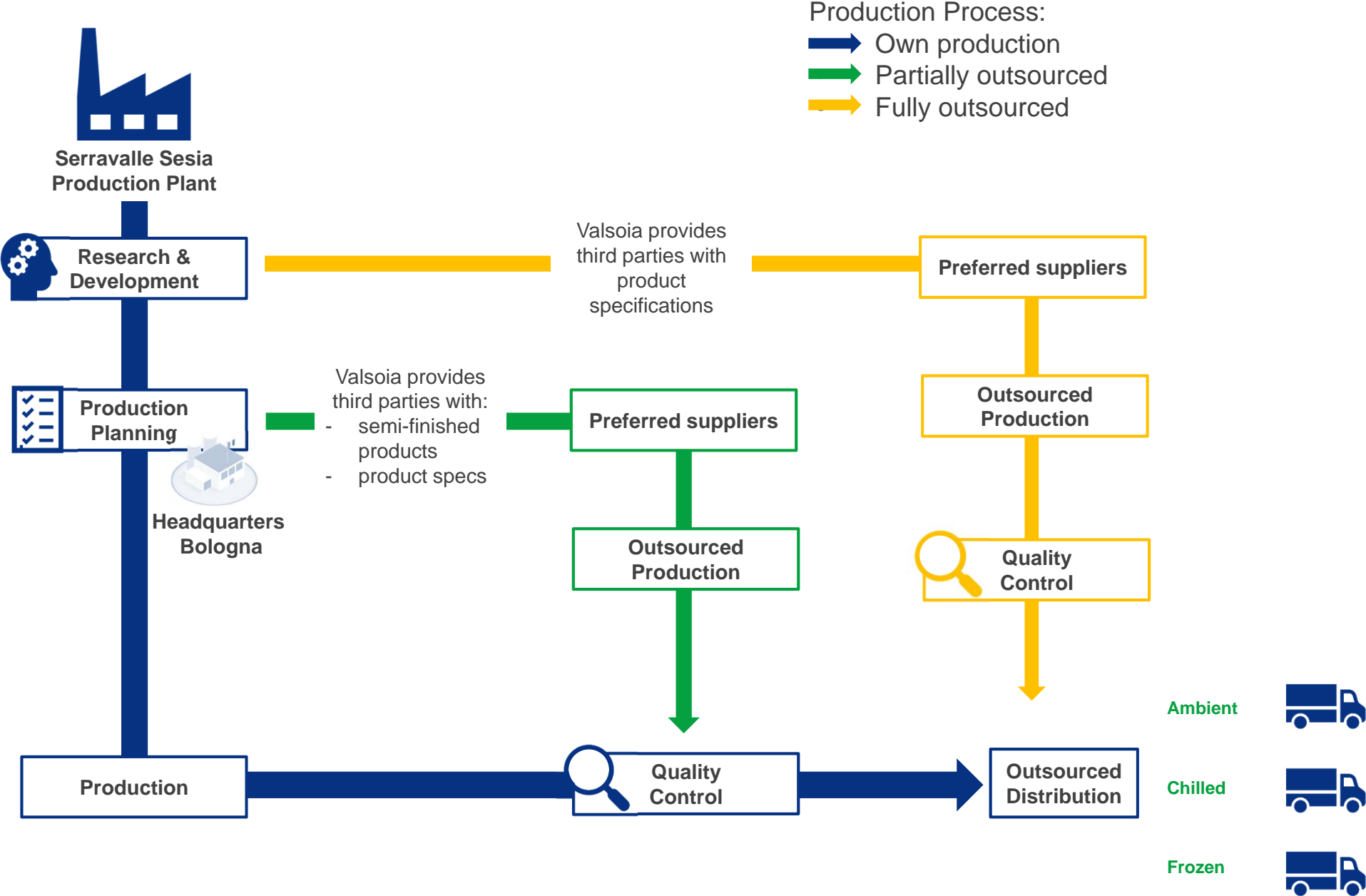


CFO
Carlo
Emiliani

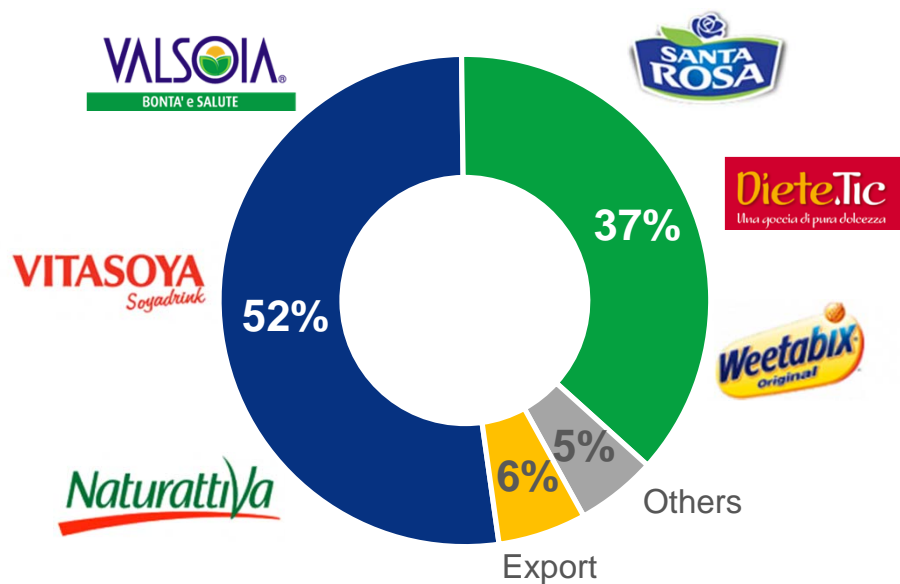
Shareholder Structure as at May 2018



Business Operation Model



Revenues Breakdown FY 2018



Healthy products

- The healthy products segment corresponds to Valsoia Bontà e Salute, Vitasoya and Naturattiva.
- It accounts for over 50% of sales

Food

- Our food segment products include Santa Rosa, Diete.Tic, and Weetabix distribution
- Food products account for 37% of sales

Healthy products



Valsoia Bontà & Salute offers a wide variety of tasty, natural and healthy products. Valsoia's from-breakfast-to-dinner offer is ideal for every age group

<p>Non-dairy drink</p> 	<p>Non-dairy yogurt</p> 	<p>Non-dairy Ice cream</p> 	<p>Non-dairy dessert</p> 	<p>Non-dairy cheese</p> 	<p>Meat Alternatives</p> 
<p>Vegan meals And pizza</p> 	<p>Non-dairy spread</p> 	<p>Vegan snacks</p> 	<p>Vegan dressing</p> 	<p>Others</p> 	
<p>Other Brands</p>	<p>VITASOYA High quality soyadrink</p> <p>Naturattiva Organic products</p>				



Santa Rosa, purchased in 2011, is a historic brand in the Italian food tradition, offers high quality standard jams, choosing only the highest quality fruit through strict purchasing specifications.



Diete.Tic, purchased in 2017, is a liquid sweetener, sugar substitute, with a unique and patented process. Completely calorie-free, it does not alter the taste of food or drinks and is highly soluble.



Valsoia distributes Weetabix in Italy. A range of whole grains for a wellness breakfast. Produced by the Weetabix Food Company. They are unique, loved and appreciated all over the world.



Valsoia is the brand licensee for BlueNyx. It is a dietary supplement with an exclusive MGTS 3 ACTION formula that promotes the natural and regenerating path of one's sleep. Thanks to the presence of vitamins and mineral salts, it contributes positively to the energy metabolism, to reduce the sense of tiredness and to maintain the functionality of the immune system.





Company Overview

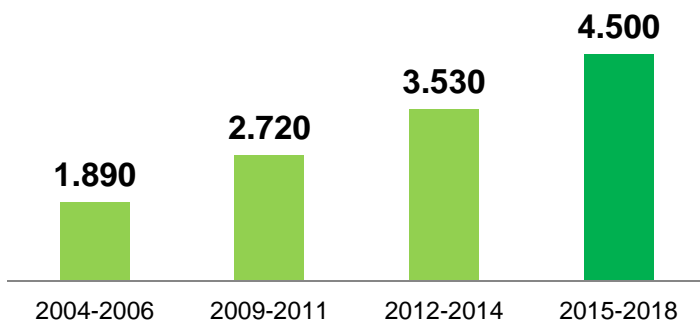
Market

Strategy & Outlook

Financials

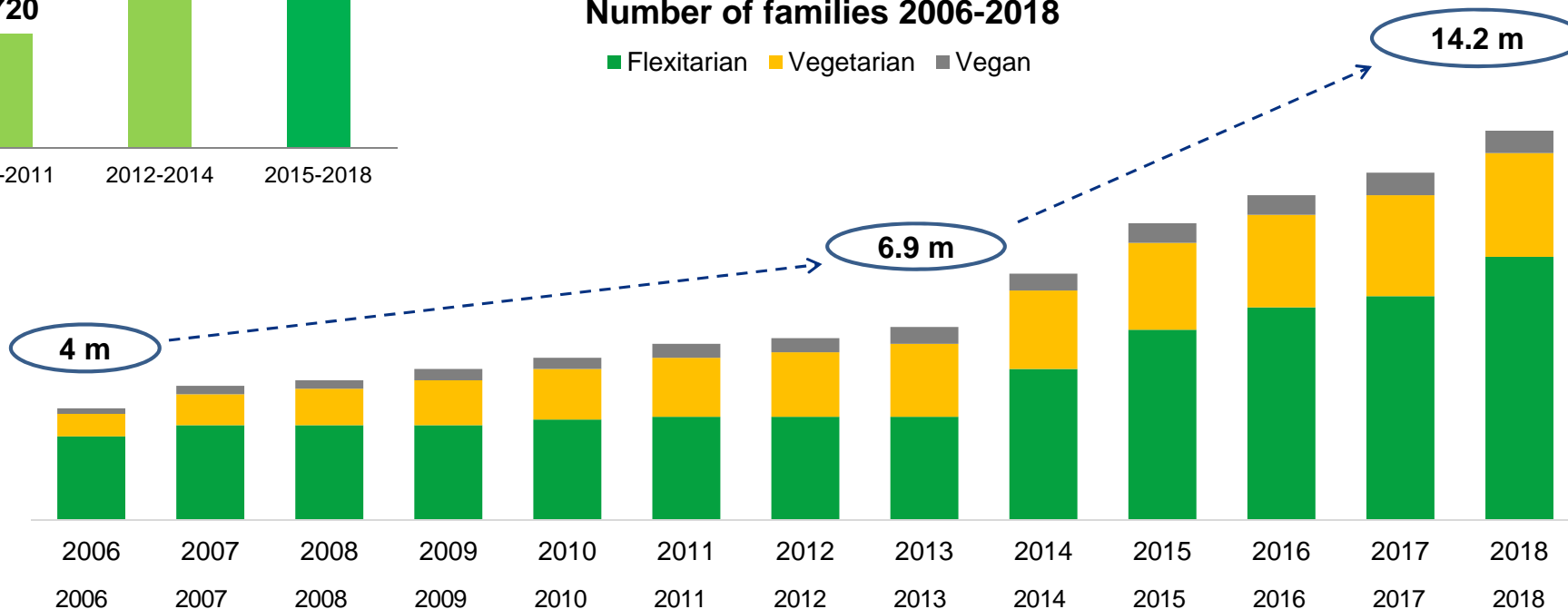
Non-dairy and plant-based alternatives market trend and number of families

Families purchasing Valsoia products



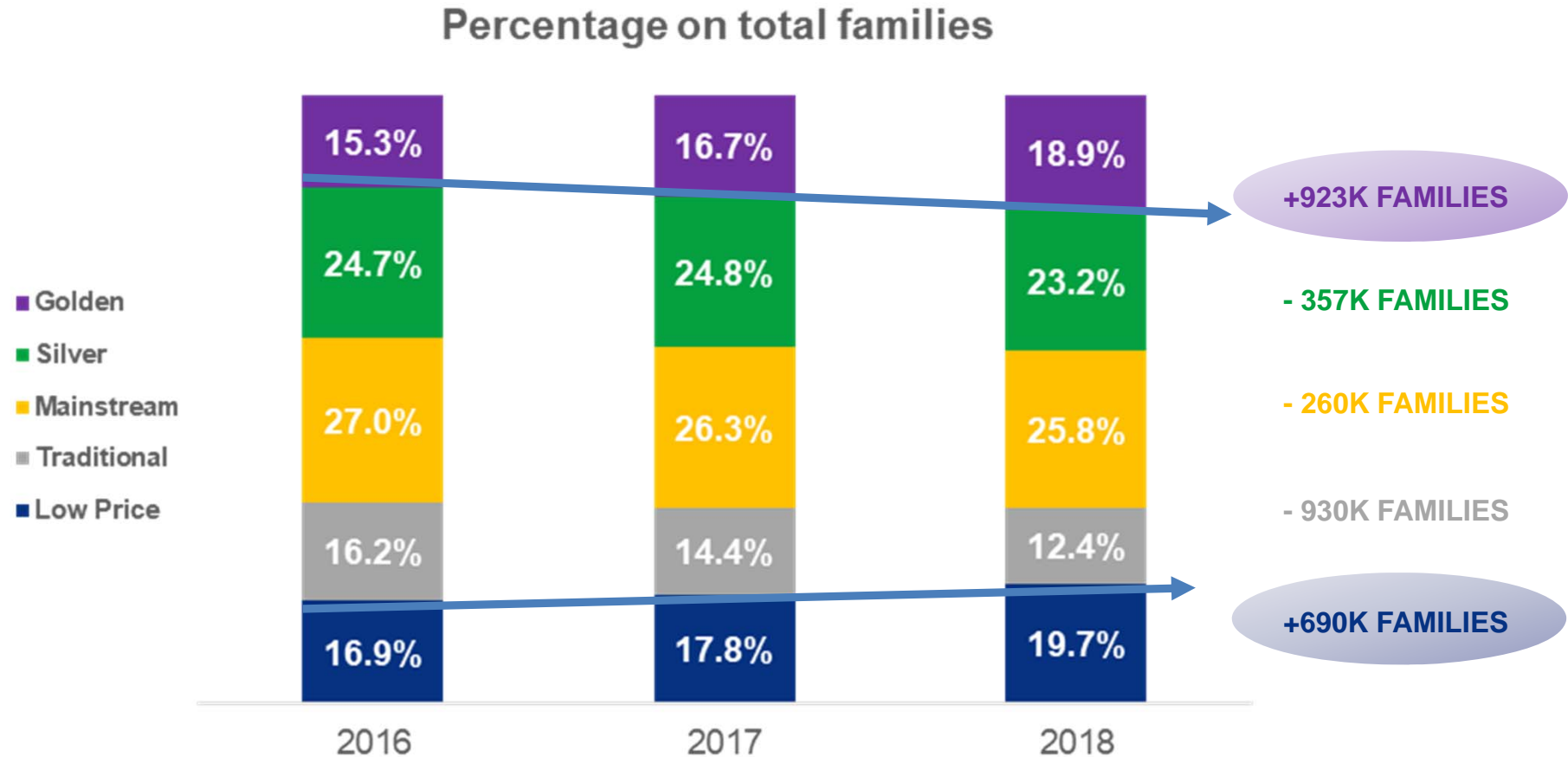
Number of families 2006-2018

■ Flexitarian ■ Vegetarian ■ Vegan



	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Total Vegetable purchases	4.0	4.8	5.0	5.4	5.8	6.3	6.5	6.9	8.8	10.6	11.6	12.4	14.2
% Market penetration on total families	16%	19%	20%	22%	23%	25%	26%	28%	35%	43%	47%	50%	57%

The polarization of preferences: Favorable to the target of plant-based product markets



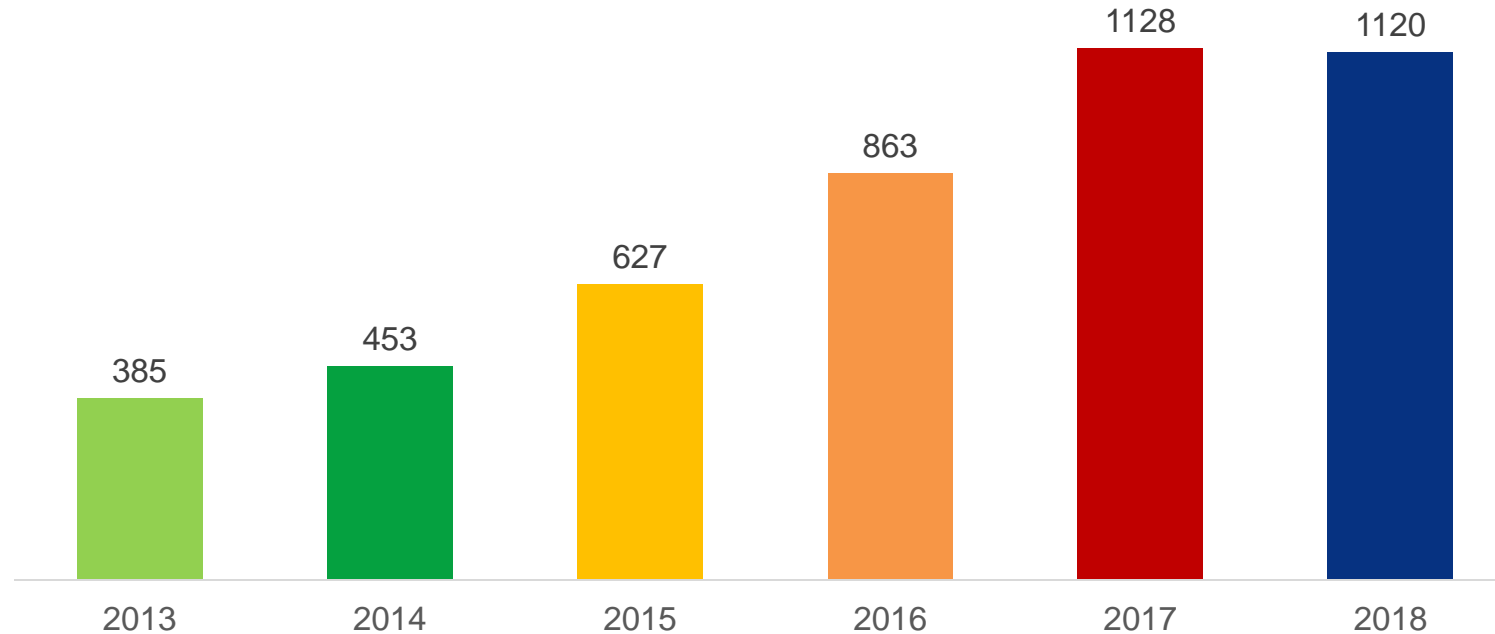
Purchase habits are changing, customers preferences are polarizing on the higher and lower range of price. It means that **Valsoia's target segment is growing** through the years.

"Golden consumers" are the most likely to spend on healthy eating habits.

Italy healthy food consumer trends (Sell out value)

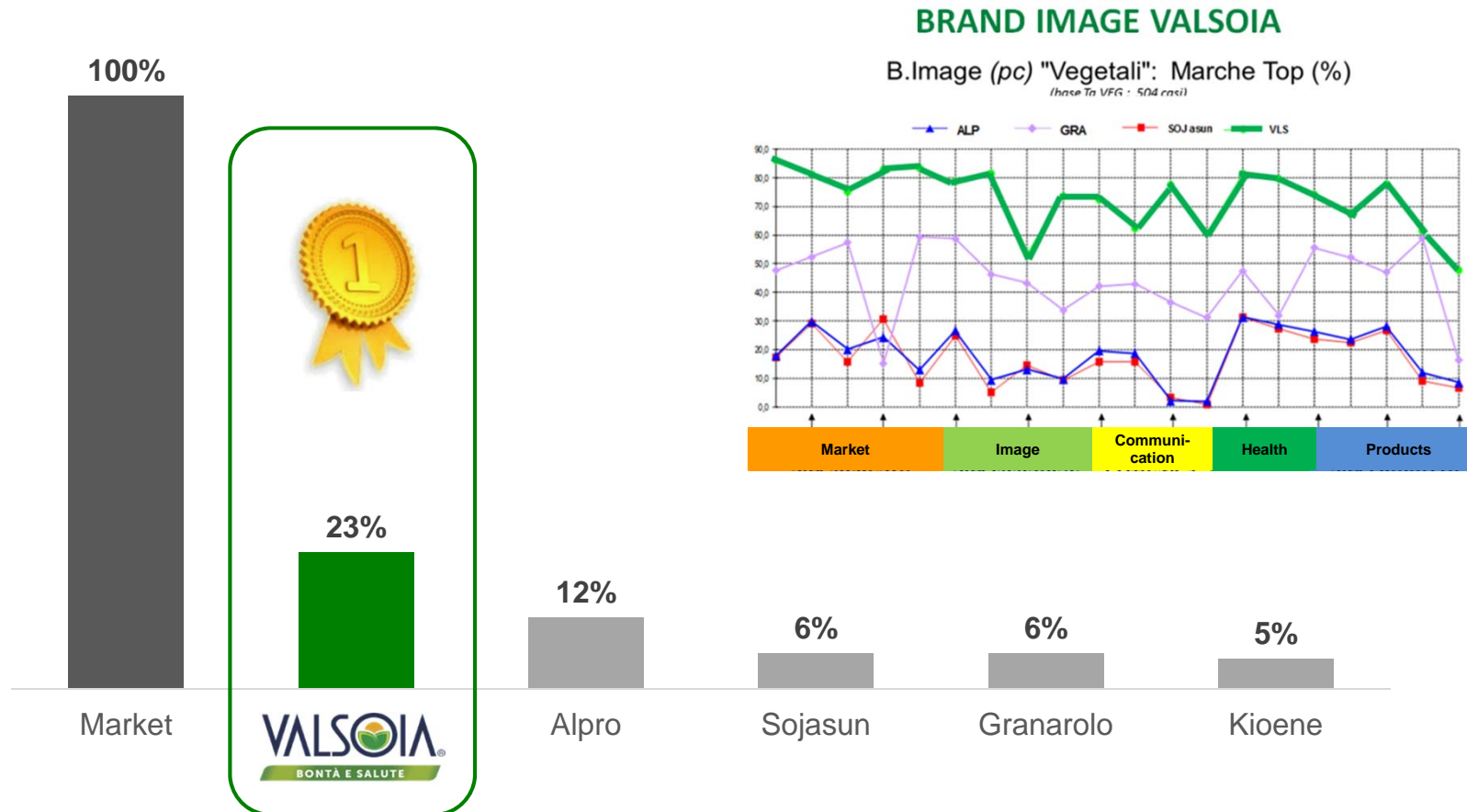
	Var. % April 2014 – April 2018	Var. % January 2018 – December 2018
Lactose Free	+9.3%	+6.0%
Gluten Free	+15.5%	+4.5%
Animal Protein Substitutes	+14.1%	-4.7%
Dietary	+2.8%	+0.6%
Supplements		+4.2%

SKU 2013 – 2018 (MD)



The market is becoming increasingly competitive with a growing number of SKU's on shelves leading to a risk of overcrowding. Starting in 2018 a small dip can be identified with the beginnings of a rationalization process

Plant-based products Market share in Italy As of February 2019



Valsoia continues to hold the largest market share in Italy.



Company Overview

Market

Strategy & Outlook

Financials



Head

Valsoia top-level brand image



Mouth

Leadership in perceived quality (80% of products have been successfully tested, and are successful compared to competitors)



Innovation

Highly focused on innovation through R&D: 75% of new products are still on the shelves after 3 years



Execution

A strengthened and highly qualified sales force, improve collaboration with retailers



International Expansion

In progress, largely successful



M&A

Targeting companies in Italy and abroad

- Valsoia is market leader with consolidated strong brand image and brand awareness due to high investments in advertising and consumer marketing
- 2018 has seen [several new marketing campaigns \(watch here\)](#) focusing on contests promoting the consumption of healthy products



Key Messages:

- 100% vegetable, tasty, natural, non-dairy
- Respect for animals and the environment
- A healthy diet for the whole family
- A brand you can trust



Key Messages:

- Through the “Lezioni di Etichetta” campaign Valsoia teaches the general public how to identify products with greater ease



- Significant investments in advertising continues in 2019
- Enlarging the coverage from Italy to international countries (USA and Germany)
- Digital campaigns also play a large and increasing role

Valsoia leader, with a share of voice of over 45%



Consumer evolution

NATIVE 1.0

Lactose Intolerance
Vegetarians
Vegans

Looking for:

- Solutions / benefits (health driven purchase)
- No Cholesterol
- Proteins

2.0

Flexitarians
Vegetarians
Vegans
No Soy

Looking for:

- Good Taste
- Not looking for a conventional protein alternative

3.0

Lactose Intolerance
Vegetarians
Flexitarians / Vegans
No Soy

Looking for:

- Solutions / benefits (health driven purchase)
- Proteins
- No cholesterol
- Good Taste



New Valsoia line:

From Valsoia's own research facilities:

A complete line of exclusive products to offer consumers the maximum benefits in terms of Goodness and Health.

- Proteins
- Omega 6
- Low sugar
- No cholesterol



Low Sugar
Content

CON ACIDO LINOLEICO CHE AIUTA
A MANTENERE I NORMALI LIVELLI DI

COLESTEROLO ❤️





Mouth



Innovation



Bringing innovation to the **Food segment** through Santa Rosa:

- Only fruit sugars
- Only natural ingredients
- Less sugar than the Jams market average: -50%
- Less kcal than the Jams market average (from -49% to -54% depending on the reference)
- Made 65% of fruit



Expanding R&D beyond the Food and Healthy segments through **BlueNyx**:

- New supplement that promotes the natural and regenerating path of sleep.
- Born from Valsoia research, tested in Italy, Germany, UK and USA for an International launch that will take place at the beginning of 2019.



Development and improvement of Trade Marketing (sales policies and marketing at POS) by structure, tools and working methods



Subdivision of the sales force focused on healthy food and regular food



Restructuring of sales force in 2018 with the entry of sales key account with experience in multinational companies

The execution capacity includes POS management through a dedicated Team monitored with KPIs

Execution example



Shelves in Italy



Our Benchmark Abroad



Coming soon to Italy



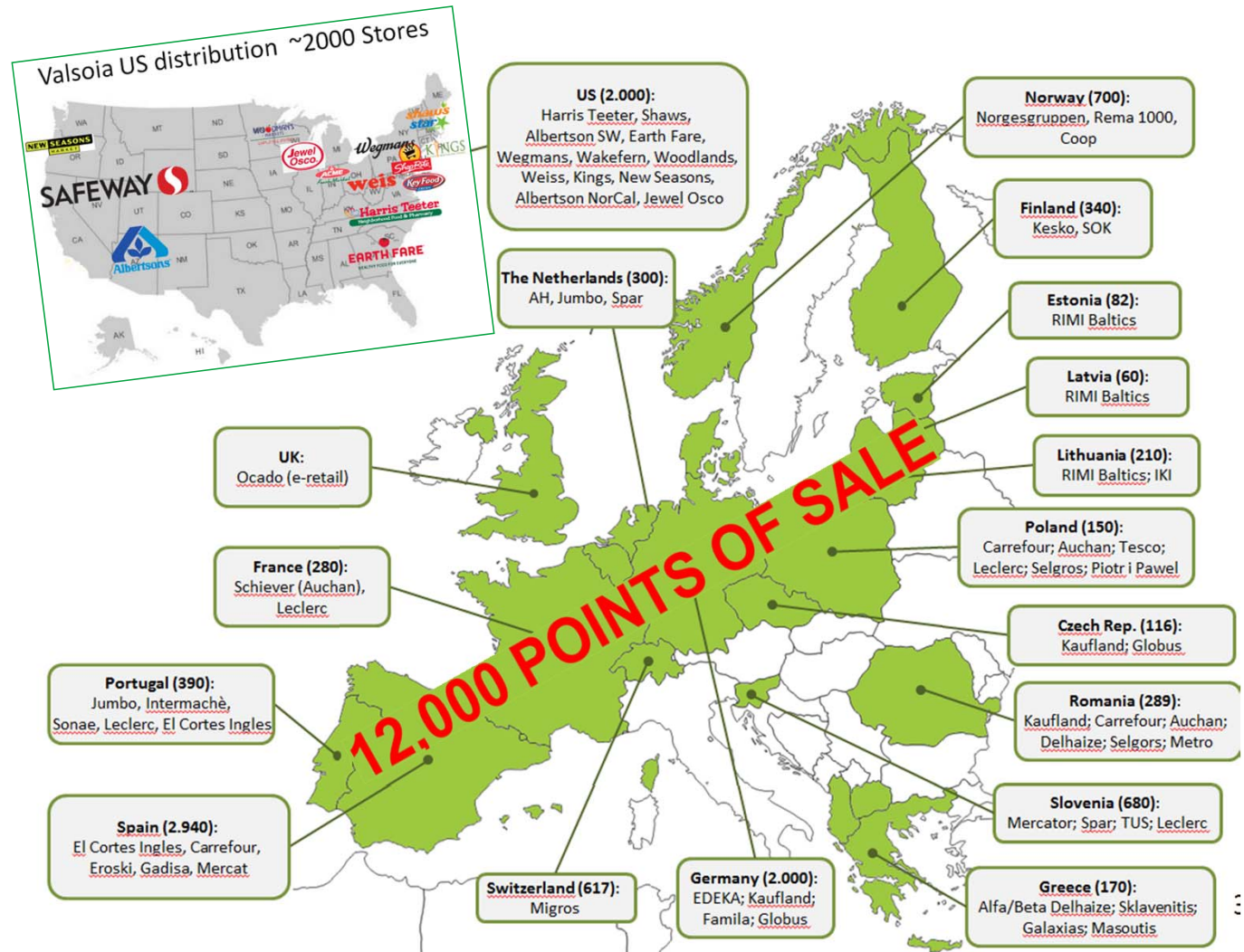
Focus on export

- Currently present in 19 countries (Europe and United States) with an eye on China and Russia
- Turnover from exports is the fastest growing segment (+10% vs 2017)
- Ice cream is the main export product:

Dairy-free ice cream



- Company's main expansion drive currently focused on:
 - USA
 - Germany
 - Spain



More than 25% of Gelato and Chocolate Spread Revenues come from Exports

Pioneers in health-food market

Established strong brands

Leader in quality and taste in a high-growth worldwide market

Proven and highly skilled management team

Excellent track record for innovation

Strong cash generation and positive NFP

Dividend Distribution with a payout ratio of ~40%



Company Overview

Market

Strategy & Outlook

Financials

FY 2018 Highlights

Italian Sales Revenues

€78.7

-3.1%*

Sales Revenues

€83.5

-2.4%*

Foreign Sales Revenues

€4.9

+10.3%*

EBITDA **

€11.1

-5.7%*

Net Profit **

€10.7

+56%*

EBITDA ** margin

13.3%

Net Profit** Margin

12.9%

Net Cash Position

€21.6

+ €6.4 m *

Shareholders' Equity

€67.4

+ €7.3 m *

Profit & Loss

€000	FY 2018	FY 2017 restated *
Sales Revenues	83,501	85,565
Changes in inventories of finished products	(1,837)	(30)
Other Revenue and income	666	647
TOTAL REVENUES	82,331	86,181
Purchases	(42,046)	(44,818)
Services	(18,724)	(19,289)
Other Operating Costs	(11,197)	(10,145)
EBITDA	10,364	11,929
<i>EBITDA margin</i>	12.4%	13.9%
Amortisation and depreciation	(2,013)	(1,940)
EBIT	8,351	9,989
<i>EBIT margin</i>	10.0%	11.7%
Net financial income/(charges)	(189)	(294)
EBT	8,162	9,695
Taxes **	1,936	(2,704)
NET PROFIT/(LOSS)	10,098	6,992
<i>Net Profit margin</i>	12.1%	8.2%
Adjusted EBITDA ***	11,108	11,784
<i>Adjusted EBITDA margin</i>	13.3%	13.8%
Adjusted Net Profit/(Loss) ***	10,737	6,881
<i>Adjusted Net Profit margin</i>	12.9%	8.0%

- Sales decreased slightly (-2.4%) vs. the same period of 2017 due to a decline in overall consumption in the last 12 months
- A negative impact on revenues is due to Pomodorissimo Santa Rosa brand's licensing concession
- The health markets were impacted by an unfavorable weather season for ice cream sales and by the increased competition
- Positive Food Division sales performance. Diete.Tic confirms its total leadership in the liquid sweeteners segment.
- Exports increased by +10.3% mainly due to the Gelato lines

* 2017 figures restated following the application of IFRS 15

** Including extraordinary tax effects by €4,175 million

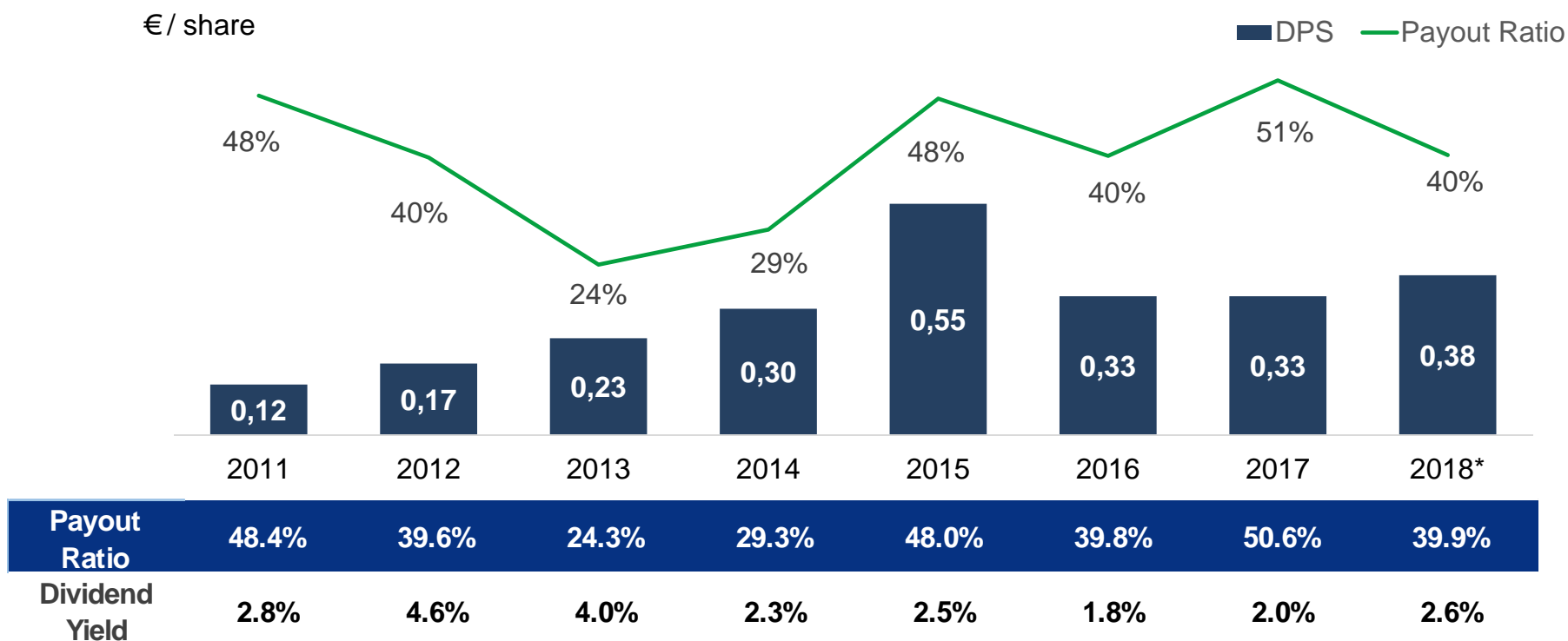
*** Adjusted for the impact of the Stock Option Plan 2016-2019

Balance Sheet

€ 000	31-12-18	31-12-17*
Current Non-financial Assets	18,840	20,300
Current Non-financial Liabilities	(15,032)	(17,215)
Net Working Capital	3,808	3,085
Other Net Operating Assets/(Liabilities)	(94)	(1,075)
Total Non-current Assets	42,067	42,882
Total Investments	45,781	44,892
Shareholders' Equity	67,355	60,011
Current Net Financial Position (cash)	(30,319)	(15,837)
Non-current loans and borrowing	8,745	718
Net Financial Position (Cash)	(21,574)	(15,119)
Total Sources	45,781	44,892

- Valsoia boasts a strong cash generation and positive NFP; as of December 31, 2018 Valsoia had a Net Cash of €21.6M, a €6.4 million improvement
- Shareholders' Equity amounted to €67.4M

Dividend Payment



Dividends have consistently been distributed every year

Note: DPS refer to the fiscal year and not the year they were paid in.

*2018 Dividend has been proposed and is subject to approval at the Annual Shareholders' Meeting

Statement of Cash Flows

€000	FY 2018	FY 2017 restated
Opening Short-term Net Cash	15,837	19,287
Cash Flow from Operating Activities	11,302	12,379
Taxes Paid	0	(1,765)
Cash Flow from Investment Activities	(1,156)	(10,181)
Cash Flow from Financial Activities	4,336	(3,883)
Cash Flow for the Period	14,482	(3,450)
Closing Short-term Net Cash	30,319	15,837

- The primary operating cash flow in 2018 was €10.7M.
- In 2018 Valsoia distributed dividends for €3.5M
- €10M medium long term bank loan for possible future M&A

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Chief Financial Officer & IR

Carlo Emiliani

Tel: +39 051-6086800

Fax: +39 051-248220

carlo.emiliani@valsoia.it

Valsoia S.p.A.
Via Ilio Barontini, 16/5
40138 Bologna (BO) Italy

www.valsoiaspa.com

Follow us on:



IR Consultant

Silvia di Rosa

CDR Communication S.r.l.

Tel: +39 335-7864209

silvia.dirosa@cdr-communication.it

Andrés Olivieri

CDR Communication S.r.l.

Tel: +39 338-9191746

andres.olivieri@cdr-communication.it

