



Logista Presentation

FY2019



www.logista.com

- Leading distributor operating through extensive retail networks in Southern Europe
- Logista distributes tobacco, convenience products, pharmaceutical, telephony, lottery products, magazines, collectibles and books through c. 300,000 points of sale in Spain, France, Italy, Portugal and Poland
- Through its unique/widespread network of c. 650 facilities and its Transport division, managing c. 5,700 vehicles in those countries, Logista is the leading integrated distributor in Southern Europe
- Through its proprietary extensive Point of Sale Terminal (TPOS) networks, Logista manages on-line the supply and approaches the final consumer in the retailers
- Logista's strategy is to diversify into different countries and sectors, and extending added-value services and product portfolio

Logista is the best partner for the companies interested in a quick, efficient and transparent route to the consumer





	FY2019
Distributed products' value	c. €50bn
IFRS Revenues	€10,148.3m
Economic Sales	€1,149.0m
Adjusted Operating profit	€261.9m
Headcount	c. 5,900
# Points of sale	c. 300,000
# Point of Sale Terminals	c. 47,000
Market Capitalisation*	€2,374m

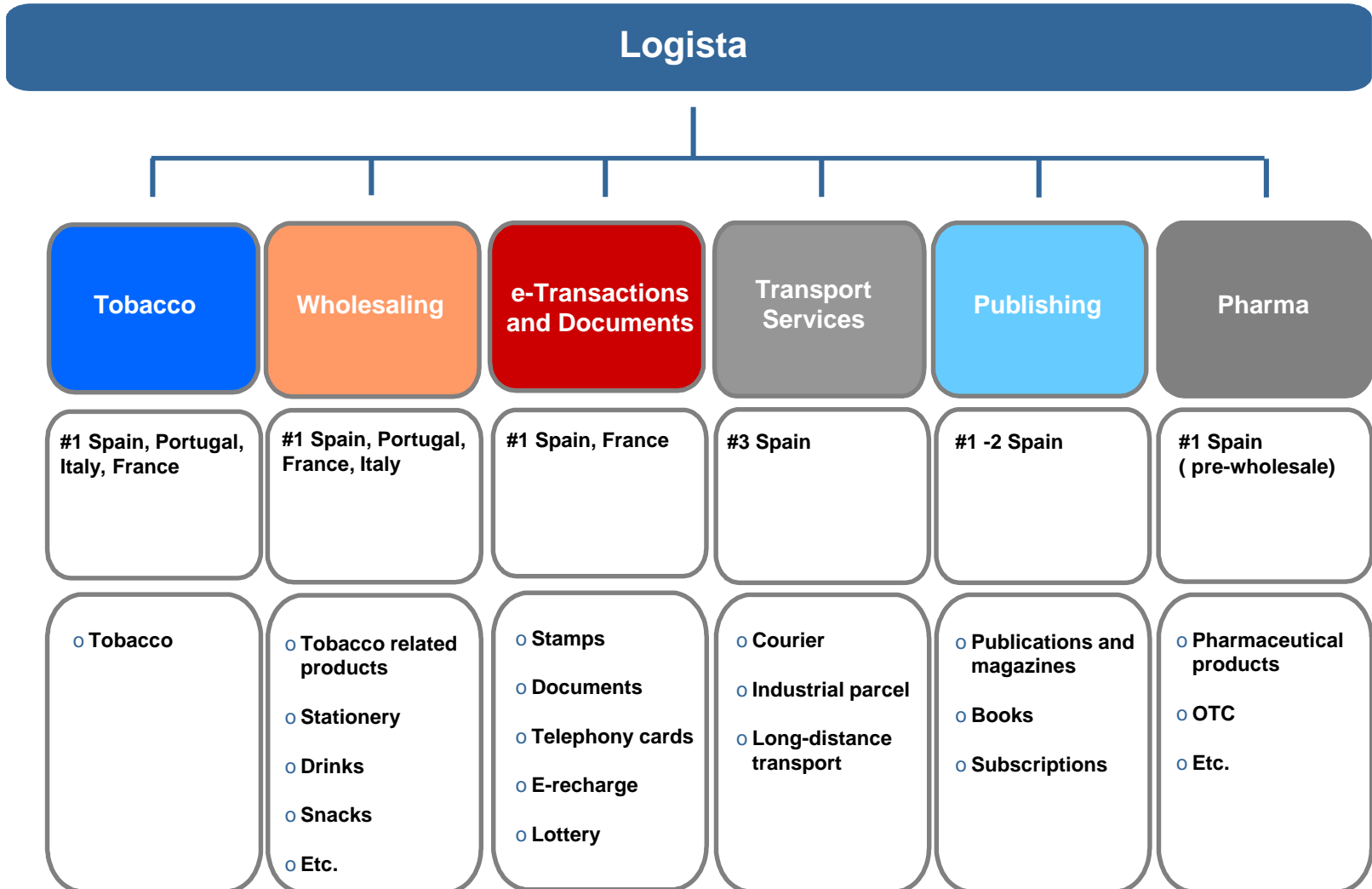
(*) 30 September 2019 (~50% float listed in the Spanish Stock Market)

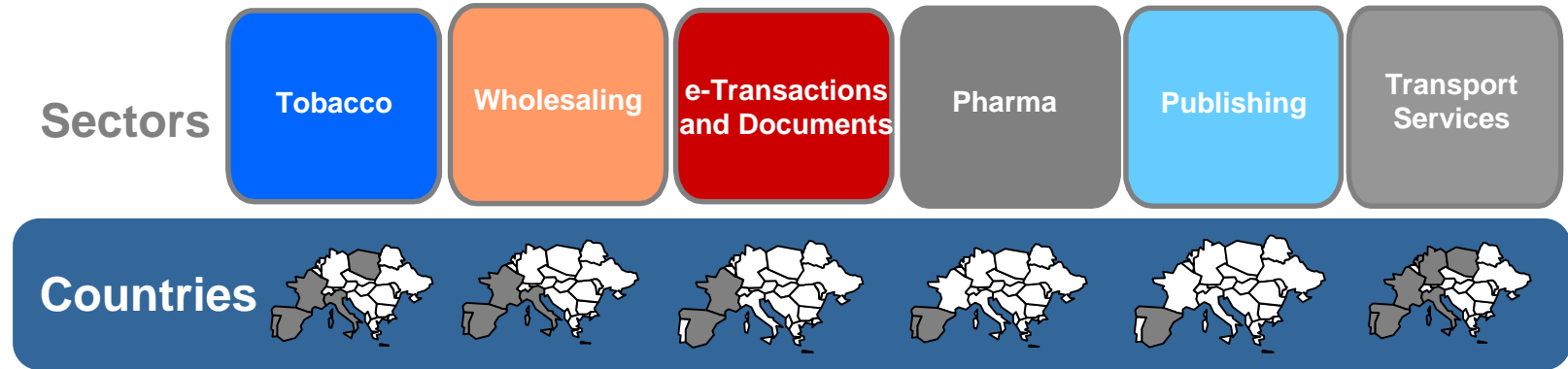
- A unique distribution network in Southern Europe
- Several sector and channel specialization and know-how
- Local own logistics network and own IT and transport solutions
- Full integration of services and IT
- Long-term expertise in managing distribution to widespread proximity networks
- The most extensive value chain in the market: from supply to after-sale services
- Profitable organic and non-organic growth
- Financial strength



- Reaching c. 300,000 retail shops
- c. 650 warehouses
 - Central/Regional: 37
 - Local: 610
- c. 1,700 trailers covering Europe
- c. 4,000 delivery vans
- c. 15,000 collaborators:
 - Direct: c. 5,900
 - Indirect: c. 9,000
- c. 47,000 proprietary TPOS installed

Years	80's	00's	10's	20's
	<ul style="list-style-type: none"> o Tobacco 	<ul style="list-style-type: none"> o More value in the point of sale o Related products o Defensive strategy 	<ul style="list-style-type: none"> o Access to more businesses / channels 	<ul style="list-style-type: none"> o Replicate the model in other countries
Countries				
Businesses	<ul style="list-style-type: none"> o Tobacco 	<ul style="list-style-type: none"> o Tobacco 	<ul style="list-style-type: none"> o Tobacco o Pharma o Publishing o Wholesale 	<ul style="list-style-type: none"> o Tobacco o Pharma o Publishing o Wholesale
Products	<ul style="list-style-type: none"> o Tobacco products 	<ul style="list-style-type: none"> o Tobacco products o Telephone cards o Snacks o Documents o Transport tickets o Convenience products 	<ul style="list-style-type: none"> o Tobacco products o Telephone cards o Snacks o Documents o Transport tickets o Convenience products o Pharmaceutical products o Magazines and books o Lottery 	<ul style="list-style-type: none"> o Tobacco products o Telephone cards o Snacks o Documents o Transport tickets o Convenience products o Pharmaceutical products o Magazines and books o Lottery
Channels	<ul style="list-style-type: none"> o Tobacconists 	<ul style="list-style-type: none"> o Tobacconists 	<ul style="list-style-type: none"> o Tobacconists o Pharmacies / Hospitals o Kiosks o Petrol stations o Bookshops o Other POS 	<ul style="list-style-type: none"> o Tobacconists o Pharmacies / Hospitals o Kiosks o Petrol stations o Bookshops o Other POS





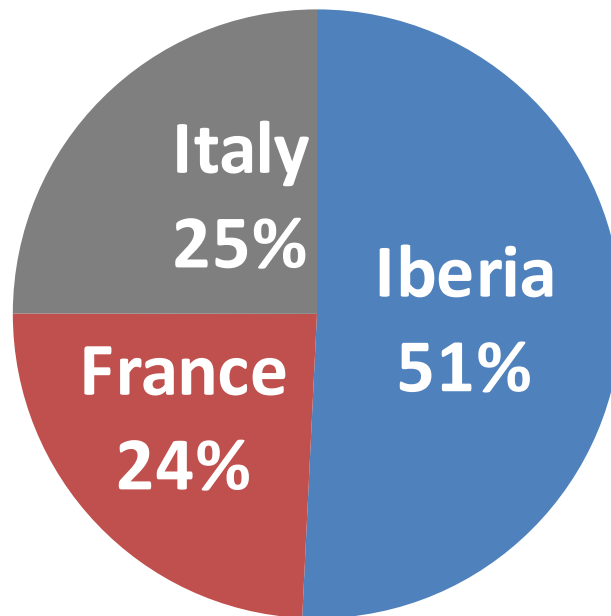
Channels

Tobacconists	✓	✓	✓		✓	✓
Kiosks		✓	✓		✓	✓
Bookshops		✓	✓		✓	✓
Petrol Stations		✓	✓		✓	✓
Hospitals		✓		✓		✓
Pharmacies		✓	✓	✓		✓
Convenience shops		✓	✓		✓	✓
Restaurants		✓			✓	✓
Others	✓					✓



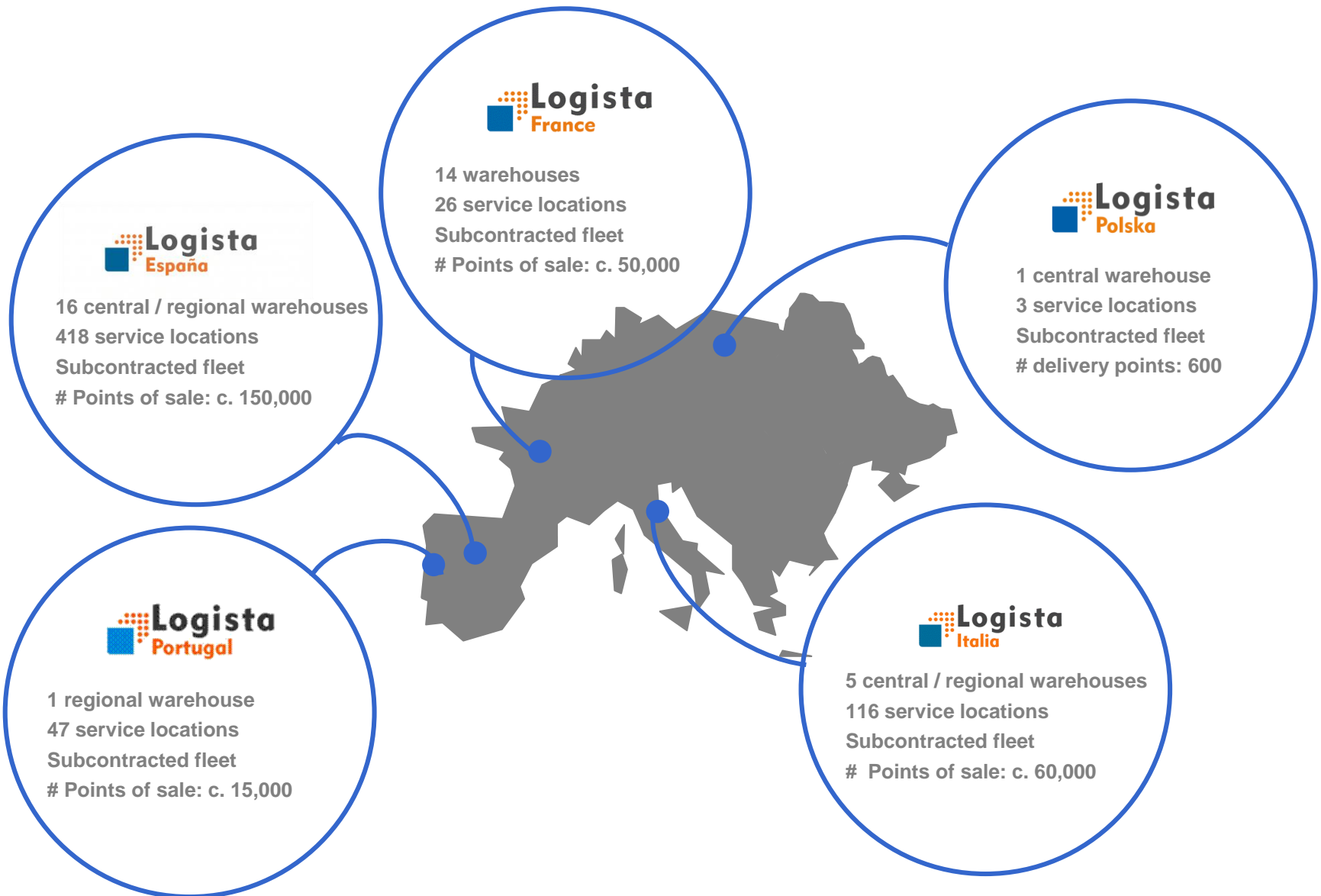
c. 300,000 Retail Shops

2019 Economic Sales: €1,149.0m



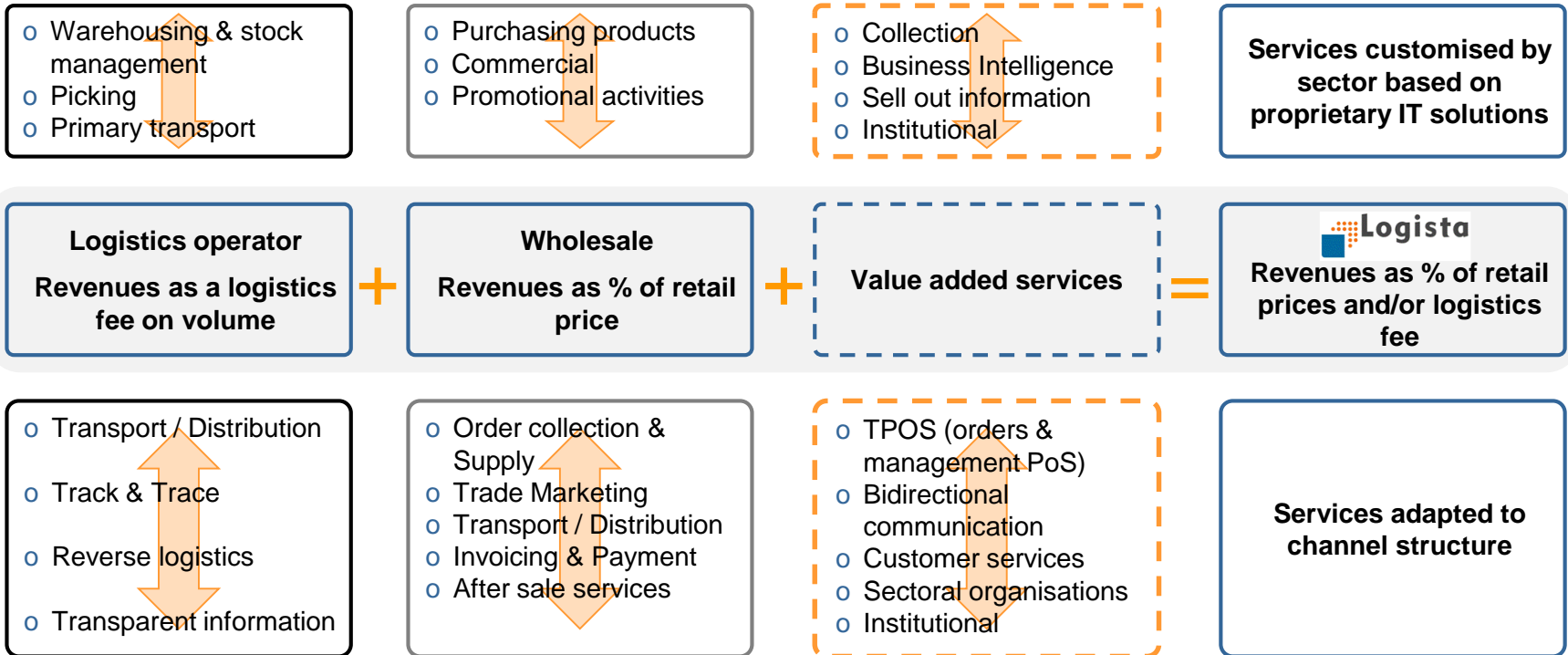
➔ Iberian segment includes Transport Services for the Group ~20%

Strong presence in Southern Europe



Sectors	Market Position	Countries	Clients
Tobacco	# 1		
Wholesaling	# 1		
Publishing	# 1		
Pharma (Logistics Op.)	# 1		
e-Transactions & Documents	# 1		
Transport	# 3		

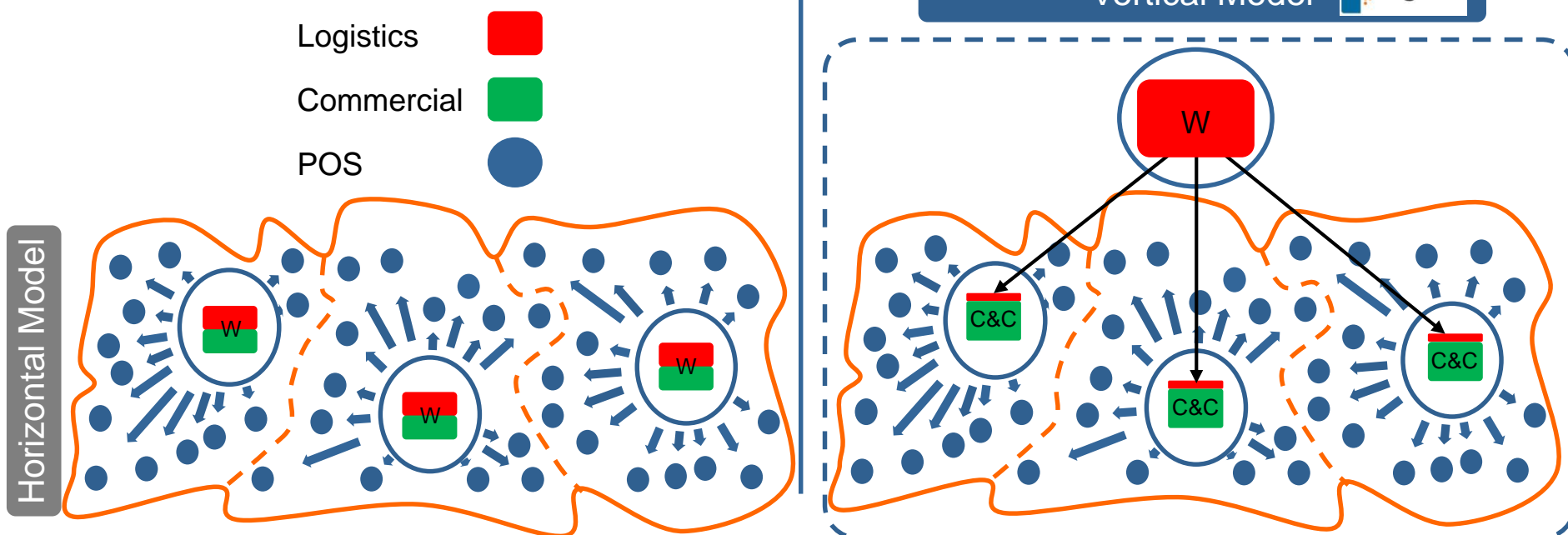
Manufacturers



Sales Channels / Retail Networks

Combination of wholesale and logistics capabilities, together with value added services and powerful Business Intelligence tools, to facilitate manufacturers' products route to the consumer

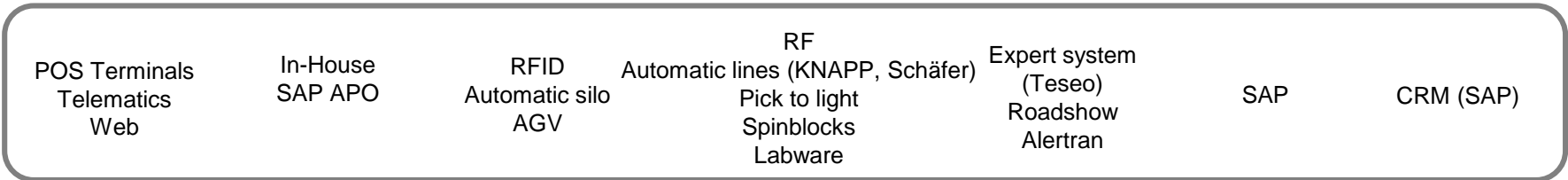
- Traditional geographic coverage is based on wholesalers/distributors covering hundreds or thousands POS (Horizontal Model)
- Logista concentrated all logistic activities (storage, handling and orders preparation) in central automated warehouses, to take advantage of the volume synergies, approaching the POS through an extensive network of local service points for cross docking and commercial activities (C&C, collection, post-sale, promotion, etc.)
- This Vertical Model keeps the proximity with the POS while improving the efficiency and the transparency of the supply

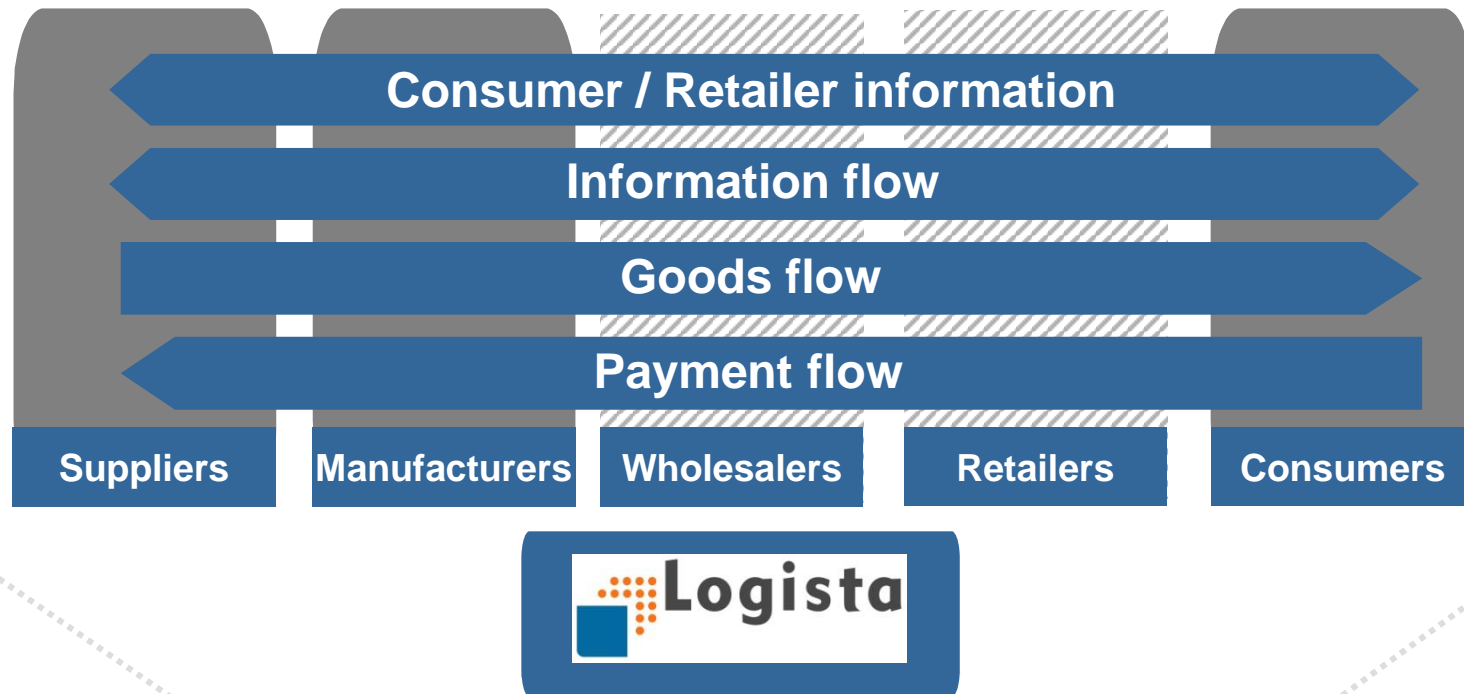


- Logista interacts with the point of sale to improve the whole value chain increasing supply efficiency and transparency up to final consumer
- Development of bespoke point of sale terminals for each country, based on our expertise and profound market/sector knowledge



- This TPOS supports store management (back and front office) and guarantees visibility, adequate rotation and traceability to manufacturers
- Services to the retailers: order calculation improving inventory management, one-stop shop, e-transactions, cash control, instant promotions, specific market places, sales ticket, etc.





Full integration of goods, payment and information flows in a unique supplier



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