



# Wellness Commerce Pro Forma

HEALTH SYSTEM REVENUE MODEL · MERIDIAN CONNECT · 2026

**550K**

ADDRESSABLE PATIENTS

**\$560**

PER-CAPITA E-COMM SPEND

**\$15.4M**

GROSS SALES CAPTURED

**\$3.9M**

ANNUAL EARNINGS @ 25%

## MODEL OVERVIEW

Conservative by Design. Defensible in a CFO Meeting.

This pro forma estimates the wellness commerce revenue a health system can capture by connecting clinical recommendations to patient purchases inside the **existing patient portal**. The model is intentionally conservative and built to reflect how patients actually spend across wellness categories, how much of that spend is relevant to a healthcare context, and how much can realistically be converted through a health system channel.

### CORE LOGIC

Each patient has annual spend on wellness-related products, but only a portion is addressable, only part occurs online, and only a fraction will be captured by the tool. The model applies **six sequential filters**, each intentionally narrowing the opportunity to avoid overstating the addressable market.

<p><b>1 Category Relevance</b> Spend adjusted for healthcare context</p>	<p><b>2 Population Participation</b> Adjusted for actual user behavior</p>
<p><b>3 E-Commerce Conversion</b> Only digital transactions captured</p>	<p><b>4 Patient Eligibility</b> Anchored to EHR/portal access</p>
<p><b>5 Tool Capture Rate</b> Conservative fair-share assumption</p>	<p><b>6 Margin Benchmark</b> Grounded in public-company EBITDA data</p>

Detailed methodology for each filter is documented in Appendices A1 through A6.

# THE SIX FILTERS

How \$312B in Wellness Spend Becomes \$15.4M Captured Revenue

<p><b>1</b></p>	<p><b>CATEGORY RELEVANCE</b>  <b>Spend adjusted for healthcare context</b>                  Wellness categories are large but not all spending applies to a clinical recommendation setting. A low/high addressability range is applied to each category — the average of low and high is the working assumption.</p>	<p>\$312B                  ↓  <b>\$128B</b>                  HEALTHCARE RELEVANT</p>
<p><b>2</b></p>	<p><b>POPULATION PARTICIPATION</b>  <b>Adjusted for actual user behavior</b>                  Not every adult participates in every category, national survey-based proxies estimate active users per category, producing a weighted average engaged population of 108M — the correct denominator for per-capita spend.</p>	<p>250M adults                  ↓  <b>108M</b>                  WTD AVG ENGAGED USERS</p>
<p><b>3</b></p>	<p><b>E-COMMERCE CONVERSION</b>  <b>Only digital transactions are captured</b>                  Total wellness spend is filtered to the online-only portion using category-specific penetration rates (11% to 45%) where available, and a 22% general proxy where not. Reduces \$284B to \$66B e-commerce addressable.</p>	<p>\$284B                  ↓  <b>\$66B</b>                  E-COMMERCE ONLY</p>
<p><b>4</b></p>	<p><b>PATIENT ELIGIBILITY</b>  <b>Anchored to EHR/portal access</b>                  55% of patients offered a portal actively accessed it in 2024, up from 27% in 2020 and projected to reach 66% by 2030. Applied to 1M patients: 550,000 addressable patients and \$308M in total addressable wellness spend.</p>	<p>1M patients                  ↓  <b>550K</b>                  PORTAL-ACTIVE ADDRESSABLE</p>
<p><b>5</b></p>	<p><b>TOOL CAPTURE RATE</b>  <b>Intentionally conservative fair-share assumption</b>                  The model assumes wellnova captures only 5% of each addressable patient's annual online wellness spend — approximately \$28 per patient per year, or 2–4 purchases. Specialty health retailer benchmarks show 4–10% in year 1.</p>	<p>\$560/patient                  ↓  <b>\$15.4M</b>                  GROSS SALES @ 5% CAPTURE</p>
<p><b>6</b></p>	<p><b>MARGIN BENCHMARK</b>  <b>Grounded in public-company EBITDA data</b>                  A 25% contribution margin derived from 50th-percentile benchmarks across Health &amp; Beauty (24%), Sporting Goods (33%), and Consumer Electronics (17%). Accounts for ad spend, returns, and discounts beyond COGS.</p>	<p>\$15.4M                  ↓  <b>\$3.9M</b>                  ANNUAL EARNINGS @ 25% MARGIN</p>

**CONSERVATIVE BASE CASE OUTPUT**  
 1M-patient health system · 6 sequential conservative filters

**\$3.9M**  
 ANNUAL EARNINGS

# SAMPLE PRO-FORMA MODEL

## Key Input Levers

Actual results will vary by service line, volume and payer mix

Unique health system patients per year	1,000,000
Addressable patients (55% with portal access)	550,000
Per-capita online wellness spend	\$560
Share of online wellness spend captured by tool	5%
Revenue	\$15.4M
<b>Annual Earnings (25% contrib. margin)</b>	<b>\$3.9M</b>

Preliminary modeling suggests material annual upside. Model built on six conservative filters: category relevance, population participation, e-commerce channel, patient access, capture share, and contribution margin benchmarks.

**wellnova**

**The model has inherent upside, driven by macro factors**

EHR Adoption · E-Commerce · Tool Adoption

---

At 5% capture rate = \$3.9M margin.  
At 9% capture rate ≈ \$6.9M.

**+1% addressable patients on EHR**  
+10K patients · +\$280K sales · +\$70K margin

**+1% e-commerce wellness penetration**  
+\$24/capita spend · +\$660K sales · +\$165K margin

**+1% share of patient wellness wallet**  
+\$3.1M sales · +\$770K in margin

<b>550K</b> ADDRESSABLE PATIENTS	<b>\$560</b> PER-CAPITA E-COMM	<b>\$15.4M</b> GROSS SALES	<b>\$3.9M</b> ANNUAL EARNINGS
-------------------------------------	-----------------------------------	-------------------------------	----------------------------------

## FINANCIAL TRENDS SUPPORTING THE MODEL

Three macro trends make Wellnova's conservative base case more likely to improve over time, not less. Each expands the addressable patient pool, the per-capita spend, or both.

### TREND 1 — PATIENT PORTAL ADOPTION IS GROWING EVERY YEAR

The base case applies a 55% portal access rate, the 2024 national average per national patient-access survey data. Adoption has grown 28 percentage points since 2020 and is projected to reach 66% by 2030.

2020	2021	2022	2023	2024	2025*	2026*	2030*
27%	38%	47%	51%	<b>55%</b>	58%	60%	66%

\* Projected from trend. Source: national patient-access survey (2024). Base case (2024) highlighted.

+1% portal adoption = +10K addressable patients = +\$280K sales = +\$70K margin on a 1M-patient system.

### TREND 2 — WELLNESS E-COMMERCE PENETRATION IS EXPANDING

The model applies category-specific e-commerce penetration rates from 11% to 45%. All rates are sourced from 2024 published data and growing. Fitness & Movement is the largest category at 45%.

Fitness, Movement & Recovery	Personal Care & Self-Care	Nutrition & Supplements	Mental & Emotional	Holistic, Natural & Alternative	Sleep Wellness	Env. & Home	WellTech (Digital)
<b>45%</b>	40%	22%	22%	22%	22%	40%	11%

+1% e-commerce wellness penetration = +\$24 per-capita spend = +\$660K sales = +\$165K margin on a 1M-patient system.

### TREND 3 — CAPTURE RATE IMPROVES AS THE PLATFORM MATURES

The base case assumes Wellnova captures 5% of each patient's annual e-commerce wellness spend, roughly \$28 per patient per year. As repeat purchasing grows and the recommendation engine improves, capture rate will increase.

Scenario	2% Conservative	3.5%	5% Base Case	7%	9% Upside
Gross Sales	\$6.2M	\$10.8M	<b>\$15.4M</b>	\$21.6M	\$27.7M
Earnings @ 25%	\$1.5M	\$2.7M	<b>\$3.9M</b>	\$5.4M	\$6.9M

Base case (5%) highlighted. All scenarios: 550,000 addressable patients at \$560 per-capita e-commerce wellness spend. Source: internal benchmarks; specialty health retailer new-channel capture rates 4–10% year 1.

+1% patient wellness wallet share = +\$3.1M sales = +\$770K margin on a 1M-patient system.

## SPEND ADJUSTED FOR HEALTHCARE RELEVANCE

Total wellness spending of \$312B spans eight categories. Not all spending is applicable in a clinical recommendation context. The table shows the addressability range applied to each — the average of low and high is the working assumption.

CATEGORY	TOTAL SIZE	LOW	HIGH	RANGE	HEALTHCARE RELEVANCE RATIONALE
Fitness, Movement & Recovery	\$70.5B	30%	50%		Recovery/rehab most relevant; able-bodied purchases excluded
Personal Care & Self-Care	\$99.3B	10%	30%		Large beauty category; only health-relevant subset applies
Nutrition & Supplements	\$72.8B	70%	90%		Majority directly healthcare-relevant; performance-only excluded
Mental & Emotional Wellness	\$30.9B	85%	95%		Most products address home health needs; highly relevant
Holistic, Natural & Alternative	\$60.9B	85%	95%		Herbal, botanical, CAM products directly applicable
Sleep Wellness	\$2.8B	70%	90%		Strong post-encounter relevance for recovery and chronic conditions
Environmental & Home Wellness	\$4.8B	85%	95%		Air/water filtration relevant; décor excluded
WellTech (Digital & Tech)	\$388.9B	25%	35%		Majority is subscriptions; hardware/device subset most applicable

The addressability range is logic-backed, not data-backed. It represents a considered estimate of healthcare relevance in a care-team-recommended portal context. These ranges should be reviewed with the health system based on their patient population and clinical priorities.

## CATEGORY PARTICIPATION ADJUSTED FOR POPULATION BEHAVIOR

Not every adult participates in every wellness category. The model uses national survey-based participation proxies to derive a weighted average engaged population of 108M — the correct denominator for per-capita spend.

<b>250M</b> US ADULTS 20+	<b>108M</b> WTD AVG ENGAGED USERS	<b>\$2,420</b> PER-CAPITA TOTAL WELLNESS	<b>\$560</b> PER-CAPITA E-COMM WELLNESS
------------------------------	--------------------------------------	---	--

CATEGORY	ENGAGED USERS	PARTICIPATION %	SOURCE / BASIS
Fitness, Movement & Recovery	124.5M	~50%	National survey: ~47% met activity guidelines
Personal Care & Self-Care	181.6M	~73%	Industry survey: ~73% use personal-care products
Nutrition & Supplements	161.8M	~58%	National survey: ~58% use dietary supplements
Mental & Emotional Wellness	87.1M	~20%	National survey: ~17% meditate; expanded to 20%
Holistic, Natural & Alternative	62.2M	~25%	National survey: ~37% use complementary health; product proxy
Sleep Wellness	54.7M	~22%	National survey: ~15% insomnia; rounded to 22% incl. prevention
Environmental & Home Wellness	111.9M	~45%	National survey: ~38% use air cleaners; expanded for water/humidifiers
WellTech (Digital & Tech)	99.5M	~40%	~33% use wearables; broadened to 40% including wellness apps

Using total 20+ population (250M) would produce **\$1,248 per-capita** — understating active participant spend. The weighted approach accounts for the fact that wellness spending is concentrated among active category users. **108M represents ~43% of the adult population** — a defensible active-participant estimate across 8 categories.

## WELLNESS SPEND CONVERTED TO E-COMMERCE ONLY

The tool only captures digital transactions. The model isolates the e-commerce portion using category-specific penetration data where available. For categories without specific data, a 22% general proxy based on a general US retail e-commerce forecast was applied.

<p><b>\$284B</b></p> <p>ADULT WELLNESS SPEND (20+)</p>	<p><b>\$66B</b></p> <p>E-COMMERCE WELLNESS SPEND</p>	<p><b>\$560</b></p> <p>PER-CAPITA ONLINE WELLNESS</p>
--	--	---

CATEGORY	ONLINE %	BASIS	SOURCE
<b>Fitness, Movement &amp; Recovery</b>	<b>45%</b>	Category-specific	<i>Industry shopping survey (2024)</i>
<b>Personal Care &amp; Self-Care</b>	<b>40%</b>	Category-specific	<i>Industry beauty-category report (2025)</i>
<i>Nutrition &amp; Supplements</i>	22%*	<i>General proxy</i>	<i>US retail e-commerce forecast</i>
<i>Mental &amp; Emotional Wellness</i>	22%*	<i>General proxy</i>	<i>US retail e-commerce forecast</i>
<i>Holistic, Natural &amp; Alternative</i>	22%*	<i>General proxy</i>	<i>US retail e-commerce forecast</i>
<i>Sleep Wellness</i>	22%*	<i>General proxy</i>	<i>US retail e-commerce forecast</i>
<b>Environmental &amp; Home Wellness</b>	<b>40%</b>	Category-specific	<i>Industry trade-association report (2025)</i>
<b>WellTech (Digital &amp; Tech)</b>	<b>11%</b>	Category-specific	<i>Healthcare consumer report (2024)</i>

\* General proxy (22%) applied where category-specific data unavailable. *Italic rows indicate proxy usage.*

**WellTech note:** Low 11% online rate reflects physical retail dominance (Best Buy, Apple Store). This is intentionally conservative and partially offsets WellTech's large \$389B category size. As digital wellness products grow, this rate is likely to increase in future model iterations.

## PATIENT ELIGIBILITY ANCHORED TO EHR/PORTAL ACCESS

<p><b>1.0M</b></p> <p>TOTAL UNIQUE PATIENTS</p>	<p><b>55%</b></p> <p>ACTIVE PORTAL RATE (SURVEY 2024)</p>	<p><b>550K</b></p> <p>ADDRESSABLE PATIENTS</p>	<p><b>\$308M</b></p> <p>TOTAL ADDRESSABLE WELLNESS</p>
---	---	--	--

To estimate the number of patients who could practically use the tool, the model uses EHR/patient portal access as a proxy for digital accessibility and activation. Data Source: national patient-access survey (2024).

2020	2021	2022	2023	2024	2025*	2026*	2030*
27%	38%	47%	51%	<b>55%</b>	58%	60%	66%

Source: national patient-access survey (2024); projected values extrapolated from trend. \* Projected.

Only portal-active patients are counted — non-portal users excluded from base case. An additional **45,000 patients** (10% of non-portal users) reachable via direct link are excluded from the base case. The 51% figure is a national average; health systems with younger or more digitally active populations may see higher rates.

### CAPTURE SHARE ASSUMPTION: 5% FAIR-SHARE

The model assumes the tool captures 5% of each addressable patient's annual online wellness spend — not 5% of all their wellness spending, but 6% of the \$560 in e-commerce wellness spend they are already making online each year.

<b>\$560</b> PER-CAPITA ONLINE WELLNESS	<b>5%</b> FAIR-SHARE CAPTURE RATE	<b>~\$28</b> CAPTURED PER PATIENT / YEAR	<b>\$15.4M</b> GROSS SALES (BASE CASE)
--	--------------------------------------	---	---

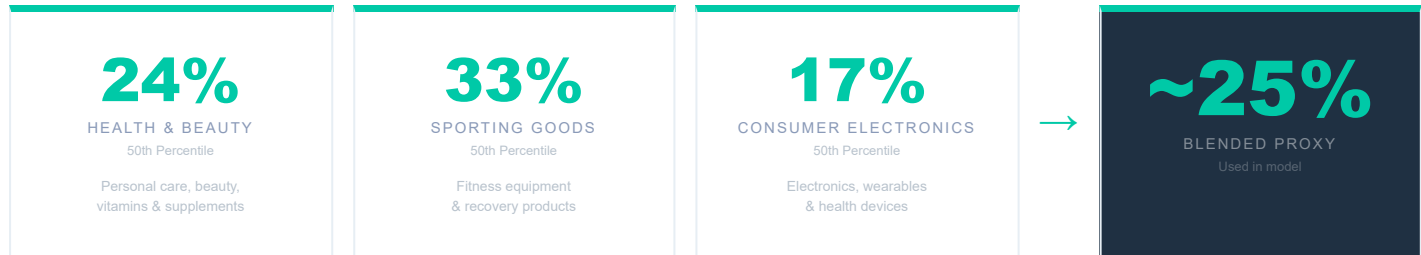
Scenario	2% Conservative	3.5%	5% Base Case	7%	9% Upside
Gross Sales	\$6.2M	\$10.8M	<b>\$15.4M</b>	\$21.6M	\$27.7M
Earnings @ 25%	\$1.5M	\$2.7M	<b>\$3.9M</b>	\$5.4M	\$6.9M

Base case (5%) highlighted. All scenarios: 550,000 addressable patients at \$560 per-capita e-commerce wellness spend.

Industry research shows that **clinician recommendation is the 3rd most important influence** on wellness product purchases — behind only seeing products in store and friends & family, and ahead of consumer reviews, social media, and other digital channels. The 5% can be toggled higher as the platform matures and repeat purchases grow.

## CONTRIBUTION MARGIN BENCHMARKS — COMPARABLE PUBLIC COMPANIES

The 25% margin assumption is derived from the mean contribution margin benchmarks for e-commerce in three representative categories. Contribution margin accounts for ad spend, returns, discounts, and other costs beyond COGS.



SECTOR	50TH PERCENTILE CONTRIBUTION MARGIN	COVERAGE
Health & Beauty	24%	Personal care, beauty, vitamins, supplements
Sporting Goods	33%	Fitness equipment, recovery, sports nutrition
Consumer Electronics	17%	Health monitoring, wearables, wellness devices
<b>Weighted Average</b>	<b>~25%</b>	Applied as contribution margin in base case

Source: public-company e-commerce contribution-margin benchmarks (2024).

NEXT STEP

## Let's Capture the Financial Value of **Every Encounter.**

Ask us to build a no-cost pro forma using your patient volumes and data.  
We model the opportunity specific to your health system — in one conversation.



[www.meridianhealthgroup.com/connect](http://www.meridianhealthgroup.com/connect)

[info@meridianhealthgroup.com](mailto:info@meridianhealthgroup.com)

## Meridian Connect

©2026 Meridian Health Group. All rights reserved.