



Constantijn van Rietschoten Chief Communications Officer

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Together we create the future of personalized medicine

FArmaceutische GRONdstoffen was founded in 1990

Global leader in Personalizing Medicine

- Favorable trends:
 - Ageing population & growing life expectancy
 - Focus on prevention & lifestyle
 - Drug shortages & discontinuations
 - Outsourcing by hospitals
- Strategic focus on <u>scientific driven innovation &</u> <u>quality</u> improves competitive advantage
- Listed on Euronext Brussels and Amsterdam since 2007. Market cap of €1.5 billion

35 countries



58 58

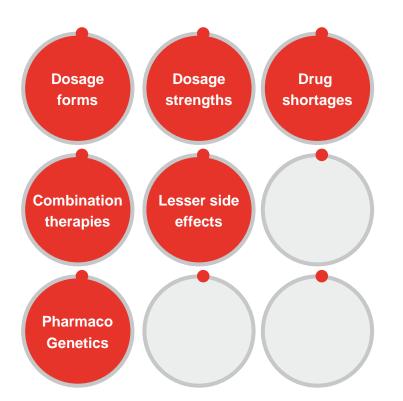
locations

2,841 people



::: Fagron

Key Drivers of Personalized Medicine







Fagron Global Presence 2019



- 28% of Group sales
- Sales of €145.9m
- +28.6% (org. +16.5% CER)
- REBITDA-margin 16.1%



- 24% of Group sales
- Sales of €125.6m
- +24.4% (org. +10.4% CER)
- REBITDA-margin 20.2%





- 48% of Group sales
- Sales of €257.0m
- +2.8% (org. +2.1% CER)
- REBITDA-margin 26.1%

Fagron Group
Sales of €534.7m
+13.4% (org. +7.5% CER)
REBITDA-margin 21.9%



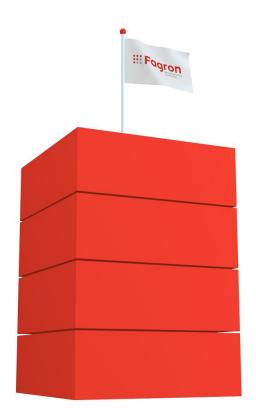


Fagron Purpose



Together we create the future of personalized medicine.





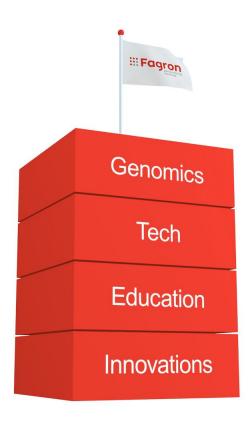


















Fagron Leadership Team



Rafael Padilla Chief Executive Officer



2002



Hal Weaver Leader North America



2000



Karin de Jong Chief Financial Officer



2008



Constantijn van Rietschoten Chief Communications Officer



2008



Ivan Marostica Leader Latin America



2001



Marcello Bergamini Leader Europe (e-NL)



2009



Céline Caveye Global HR Director



2011



Johan Verlinden Legal Affairs Director



2013



Ellen van Sprundel Leader The Netherlands



2001



Savvas Koulouridas Global Innovations Director



2008



Jason McGuire Global Quality Director



2015





2019 Highlights - Financial

Turnover	€ 534.7m	+13.4%
REBITDA	€ 117.0m	+9.9%
EBITDA	€ 113.7m	+13.2%
Net profit*	€ 55.7m	+30.3%
Operational cash flow	€ 98.8m	+34.8%
Dividend	€ 0.08 p/s	



^{*} Net profit from continued operations



Headlines Q1-2020

(x € 1,000)	Q1 2020	Q1 2019	Total growth	Org. growth CER
Fagron	141,621	121,681	+16.4%	+9.2%

- Turnover increased by 16.4% (+19.2% CER)
- Strong performance in all regions, in particular North and Latin America
- Impact of COVID-19 as yet limited and non-material
 - Fagron is fully operational in all markets
 - Virtually no disruption to supply chain
 - Temporary shift in demand for products
- Global uncertainty regarding impact of COVID-19 in 2020 requires cost control and disciplined capital allocation







Fagron – Personalizing medicine

- Unique player in a highly fragmented niche market
- Leading market positions
- Favorable market trends offering growth opportunities
- Strong barriers to entry
- Strong cash generation
- Scalable business model
 - Disciplined buy-and-build strategy

