



Berenberg European Conference

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Chief Communications Officer

2 December 2020



*Together we create the future
of personalized medicine*

Farmaceutische GRONdstoffen was founded in 1990

Global leader in Personalizing Medicine

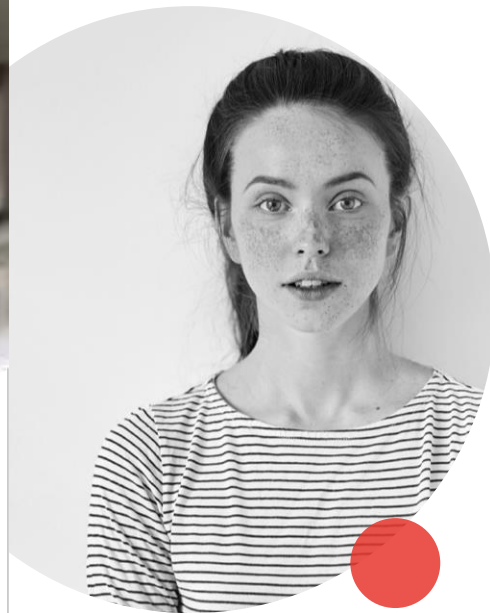
- Favorable trends:
 - Ageing population & growing life expectancy
 - Focus on prevention & lifestyle
 - Drug shortages & discontinuations
 - Outsourcing by hospitals
- Strategic focus on scientific driven innovation & quality improves competitive advantage
- Listed on Euronext Brussels and Amsterdam since 2007. Market cap of €1.4 billion

36
countries

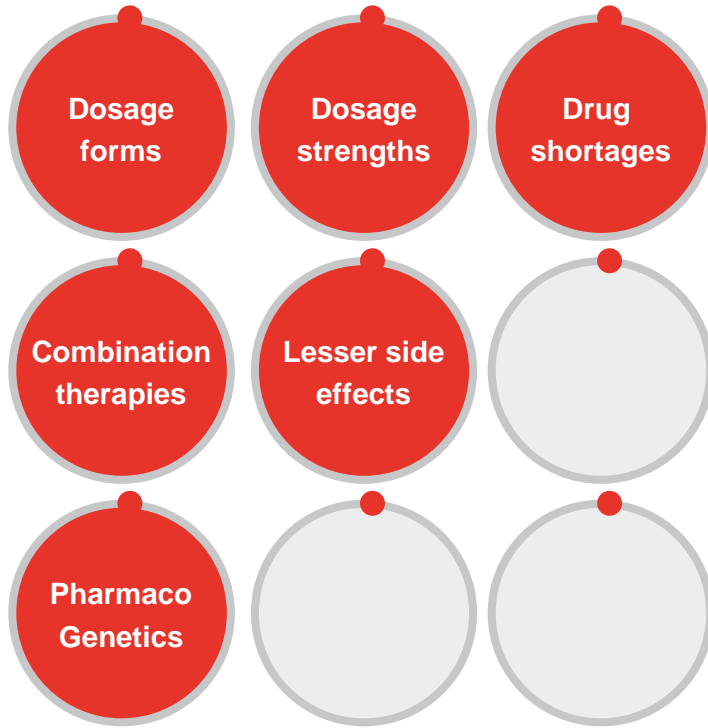


58
locations

2,841
people



Key Drivers of Personalized Medicine



Fagron Global Presence

H1-2020



- 29% of Group sales
- Sales of €80.2m
- +14.6% (org. +11.8% CER)
- REBITDA-margin 20.9%



- 22% of Group sales
- Sales of €61.0m
- +16.5% (org. +9.7% CER)
- REBITDA-margin 20.9%



- 49% of Group sales
- Sales of €137.5m
- +6.9% (org. +3.8% CER)
- REBITDA-margin 24.3%



Fagron Group

Sales of €278.8m

+9.1% (org. +7.2% CER)

REBITDA-margin 22.6%



Fagron Purpose, and Strategy

Lidocaine HCl

2% (20mg per mL)

10mg per 0.5 mL

Lot #: 8888888888888888

Compounded: 88/88/8888

BUD: 88/88/8888

71266-9050-01

Each mL contains: Sodium chloride 6mg, water

Store at Room Temperature (20-25 C/68-77 F)

INJECTION SOLUTION

This Drug Product
has been prepared by
Fagron
Hospital/Pharmacy
Not for sale

88888888 N. VANDERBILT, KS 67206 Phone: 888-888-8888

Fagron Purpose



**Together we create the future
of personalized medicine.**

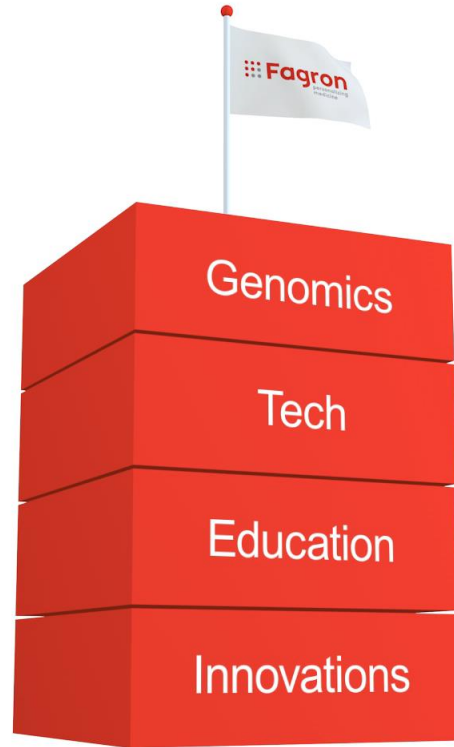
Fagron Strategy



Fagron Strategy



Fagron Strategy



Fagron Strategy



Fagron Leadership Team



Rafael Padilla
*Chief Executive Officer /
Leader EMEA (e-NL)*



2002



Andy Pulido
Leader North America



2014



Karin de Jong
Chief Financial Officer



2008



**Constantijn van
Rietschoten**
Chief Corp. Affairs Officer



2008



Ivan Marostica
Leader Latin America



2001



Marc van der Aa
Global Digital Director



2020



Céline Caveye
Global HR Director



2011



Johan Verlinden
*Global Legal & Governmental
Affairs Director*



2013



Ellen van Sprundel
Leader The Netherlands



2001



Savvas Koulouridas
*Global Innovations
Director / Leader RoW*



2008



Jason McGuire
Global Quality Director




2015



Michel Izaú
Global Purchasing Director



2020

A close-up photograph of a person wearing blue medical scrubs and white latex gloves. They are using a syringe to draw liquid from a multi-dose vial. The vial has a blue cap and a green stopper. The syringe is marked with '50 ml' and '60'. The background is a blurred blue surface.

H1-2020 Headlines

H1-2020 Highlights

- All regions developed strongly
- Impact of the COVID-19 pandemic remained limited in Q2-2020:
 - Shift in demand from elective care to care related to COVID-19
 - All facilities are fully operational
 - Virtually no disruptions in the supply chain
- Higher strategic inventories due to COVID-19
- Disciplined cost control in view of ongoing global uncertainty about the impact of COVID19



H1-2020 Highlights - Financial

Turnover	€ 278.8m	+9.1%
REBITDA	€ 62.9m	+13.2%
REBITDA-margin	22.6%	+80bps
EBITDA	€ 61.3m	+13.1%
Net profit	€ 31.6m	+144.0%
Net debt/EBITDA ratio	2.35	



Fagron Europe (incl. RoW)

(x € 1,000)	H1-2020	H1-2019	Δ
Turnover	137,549	128,677	+6.9%
REBITDA	33,448	34,591	-3.3%
REBITDA margin	24.3%	26.9%	

- Turnover growth of 6.9% (+7.6% CER)
- Organic turnover growth of 3.8% CER
- Strong growth for Brands & Essentials, driven by increased demand for COVID-19 related products
- Sharp decline for Compounding Services – delay of elective care was partly offset by strong demand for sterile preparations used in intensive and palliative care
- Acquisition of Gako in Germany
- REBITDA margin decreases by 260bps to 24.3%



Fagron North America

(x € 1,000)	H1-2020	H1-2019	Δ
Turnover	80,156	69,924	+14.6%
REBITDA	16,729	9,801	+70.7%
REBITDA margin	20.9%	14.0%	

- Turnover growth of 14.6% (+11.8% CER)
- FCS – decrease of 5.7% CER due to:
 - the (temporary) closure of clinics, the postponement of elective care, and a decline in doctor's visits due to COVID-19
 - the product focus implemented at Anazao in Q4-2019
- Brands & Essentials – growth of 40.0% CER
 - Strong performance across the board, fuelled by further utilizing commercial synergies & benefits of scale of Humco
 - Increased demand for a number of COVID-19 related products
- REBITDA margin increases by 690bps to 20.9% as result of cost control, product rationalization and the utilization of synergies




Fagron Latin America

(x € 1,000)	H1-2020	H1-2019	Δ
Turnover	61,045	52,417	+16.5%
REBITDA	12,758	10,385	+22.8%
REBITDA margin	20.9%	19.8%	

- Turnover growth of 16.5% (+42.3% CER)
- Organic turnover growth of 9.7% CER
- Strong growth of Essentials:
 - Organic growth, partly driven by increased demand for COVID-19 related products
 - Strong contribution of companies acquired in 2019
- Brands reported organic turnover growth despite a lower level of activity among prescribers
- REBITDA margin increases by 110bps to 20.9%, mainly due to well-managed operating costs



A grayscale photograph of a laboratory setting. A person wearing a full white protective suit, including a hood and mask, is seated on a red swivel stool at a stainless steel biosafety cabinet. The person is working with several small white containers on the cabinet's surface. A large, articulated metal arm extends from the ceiling over the work area. To the right of the person, a metal shelving unit holds numerous white containers with red lids, arranged in rows on three shelves. A large red circle is overlaid on the right side of the image, containing the text "Q3-2020 Headlines" in white.

Q3-2020 Headlines

Headlines Q3-2020

(x € 1,000)	Q3-2020	Q3-2019	Total growth	Org. growth CER
Fagron	135,077	135,644	-0.4%	+8.2%

- Turnover growth of 10.7% CER to €135.1m – org. growth CER of 8.2%
- Significant weakening of BRL and MXN against EUR
- Strong performance, particularly in Latin America and North America
- Impact of COVID-19 remained limited and non-material
- Acquisition of Pharma Tamar in Israel
- CEO Rafael Padilla will directly lead EMEA region; focus on innovation, time-to-market and organizational efficiencies





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

