

Fagron

Kepler Cheuvreux

Virtual Benelux roadshow

Rafael Padilla, CEO

Karen Berg, Global IR Manager

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Who we are

Our Purpose

Together we enable pharmacists, prescribers, hospitals and the industry to provide quality, safety and service for their patients

We create value in healthcare by offering the entire range of products and services for compounding personalized medicine

Personalize medicine covers individual patient needs and increases effectiveness, quality and safety whilst reducing healthcare cost



Who we are

Global leader in pharmaceutical compounding

FArmaceutische **GRON**dstoffen was founded in 1990


Present in **19** countries

Active in **35** countries

>3,000 people

3 divisions

Full **integration** across

the  **compounding**
value chain

Serving.....



Hospitals Pharmacies Industries Prescribers /
patients

.....worldwide

 **Fagron**

Leading positions in all key
markets

Favorable
market dynamics
and strong

market positioning

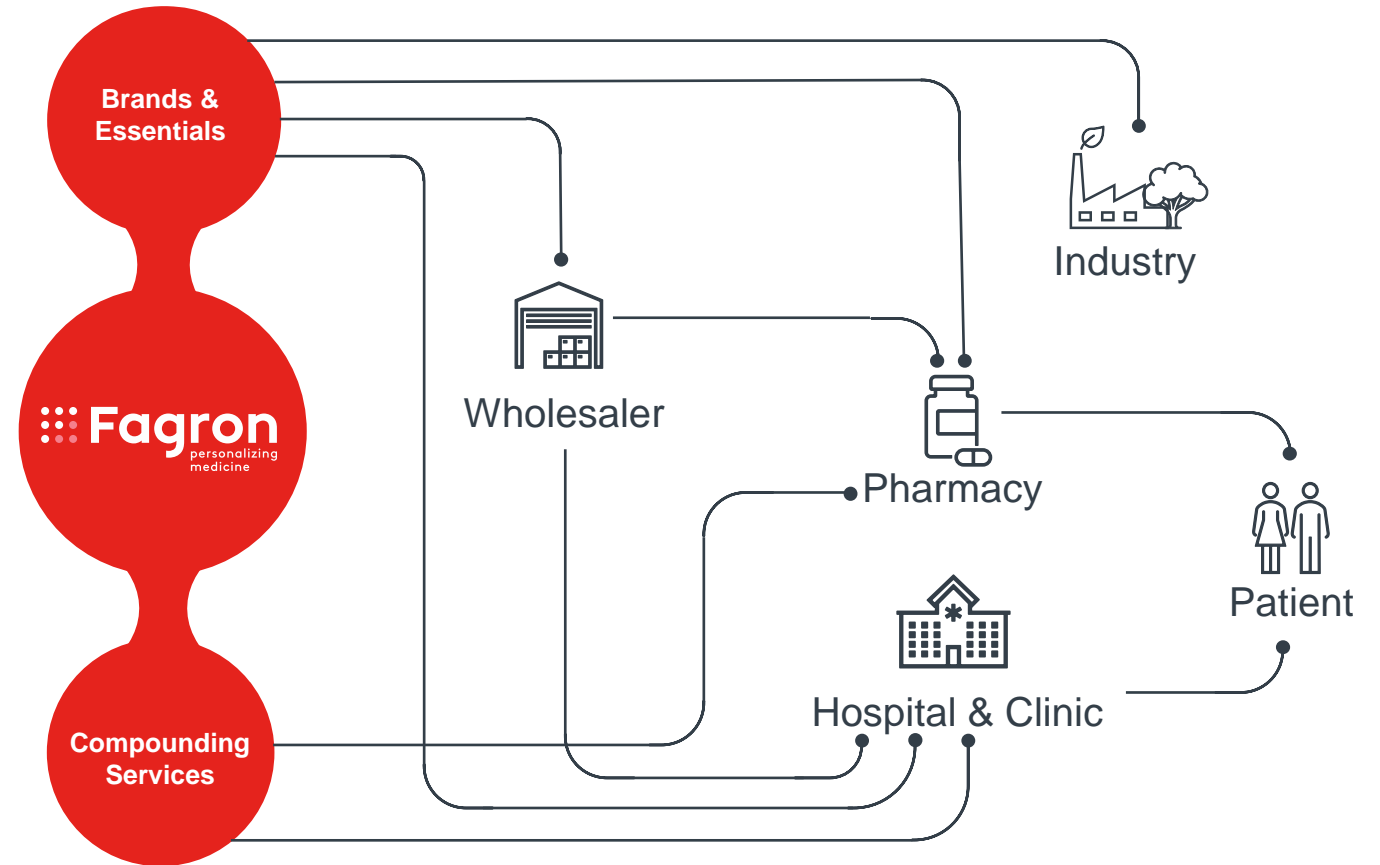
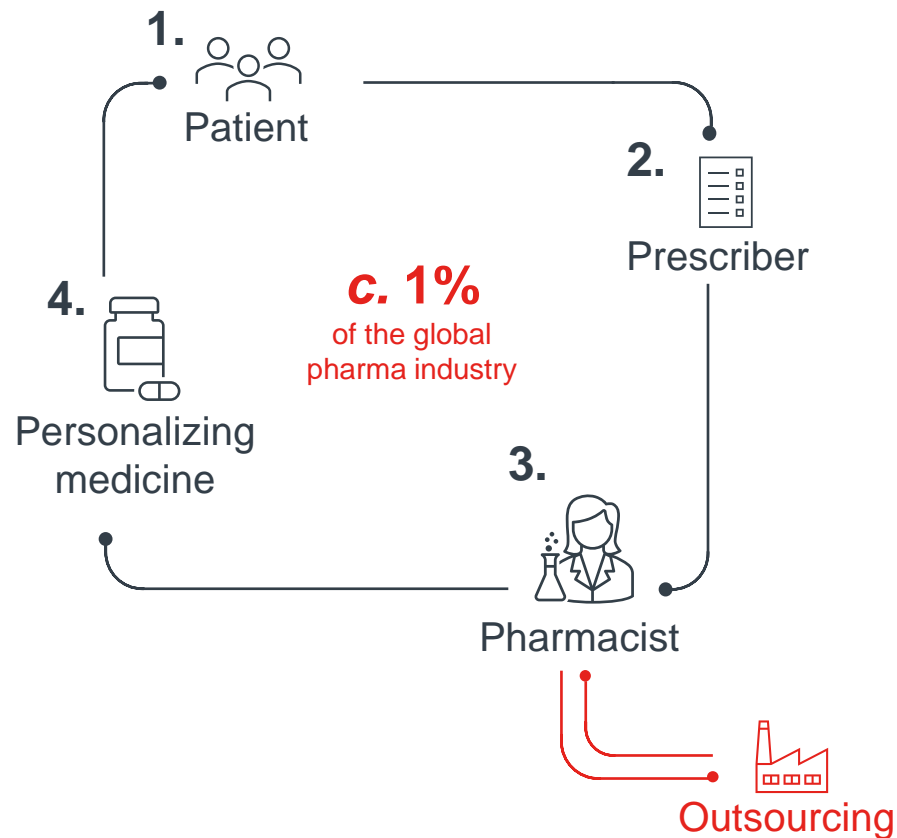


MSCI ESG
Rating

AAA

Uniquely integrated across the entire compounding value chain

Compounding overview



Who we are

Our Products & Services



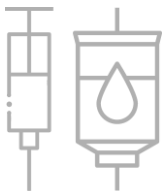
Essentials

- Raw materials for Compounding (GMP repackaging)
- Packaging & Supplies



Brands

- Semi-finished products & Vehicles
- Laboratory equipment & Compounding software
- Pharmacogenomic testing



Compounding Services

- Sterile & non-sterile compounding
- Outsourcing for pharmacies & hospitals



Niche pharmaceuticals

- Registration of Compounded product



Academy

- Training & education
- Studies, innovations & concepts

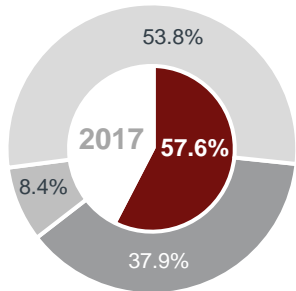
Who we are

Unrivalled global presence with increasing diversification

EMEA

Revenue: € 255.1m

REBITDA: € 55.6m

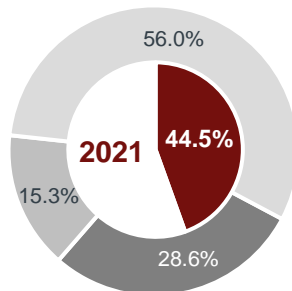


21.8%

FY 2021 REBITDA Margin

+0.9%

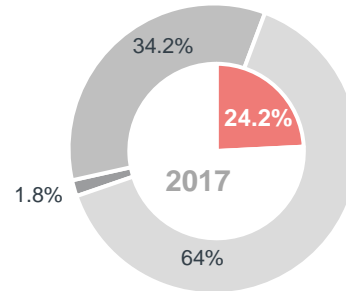
5-Year
Revenue CAGR



Latin America

Revenue: € 141.1m

REBITDA: € 30.5m

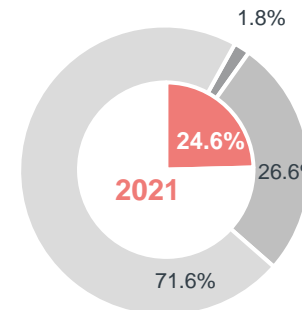


21.7%

FY 2021 REBITDA Margin

+8.1%

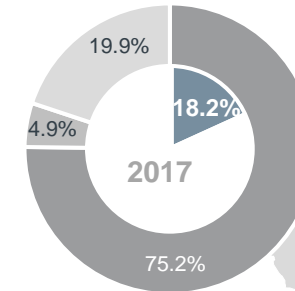
5-Year
Revenue CAGR



North America

Revenue: € 177.6m

REBITDA: € 32.2m

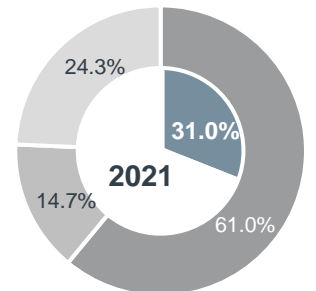


18.1%

FY 2021 REBITDA Margin

+22.9%

5-Year
Revenue CAGR



📍 Fagron Locations ■ Compounding services ■ Brands ■ Essentials

Expected mid-term growth of global compounding market ~6%



Global market to grow at
~6.0% CAGR over
2021 – 2026



Demographic Factors

A growing world population, increasingly **higher life expectancy** and **ageing population**.

It is Fagron's focus to **make** and **keep medicine available** as widely and consistently as possible.



Future



Personalization

Pharmaceutical Compounding allows **pharmacist** and **prescriber** to create medication that satisfies the **individual needs** of the **patient**.

Extending the range of mass-produced medication through personalization, together we can cater to every patient.

Future

Accessibility

By personalizing medicine, they become **accessible** to even more people.

By keeping medication that is no longer offered commercially **available** and **affordable** for those who need them.

By **resolving** (temporary) **drug shortages** through government issued requests.



Sustainability

ESG (Environmental, Social, Governance) is inextricably linked to Fagron's activities.

Our main priority is to deliver products that meet all relevant **quality & safety** standards.

We do not accept **human rights & labor rights** infringements in our facilities and strive to eliminate human rights & labor rights infringements in our supply chain.

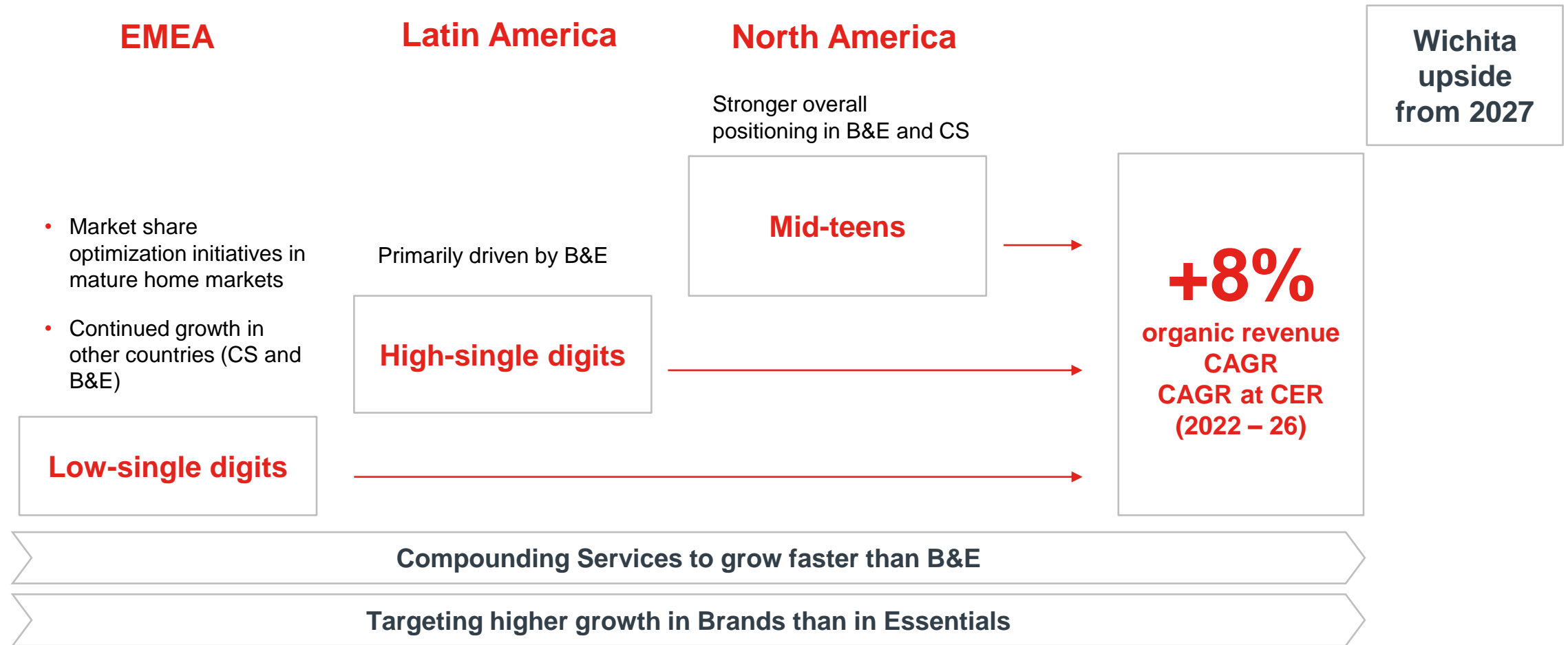
We provide a working environment for our people that meets occupational **health & safety** standards.

We reduce our **climate change impact** by reducing energy use, installing solar panels and switching to electric mobility.

Strategic ambitions underpinned by operational enablers

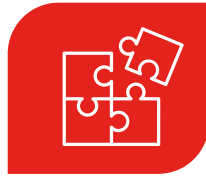


Revenue growth to benefit from LFL in high-single digits



Growth upside from M&A opportunities

STRATEGIC CRITERIA



BUILDING OUT STERILE
PLATFORM,
CONSOLIDATE B&E



PRIORITIZE EMEA &
NORTH AMERICA



EXPAND & DIVERSIFY
PRODUCT PORTFOLIO

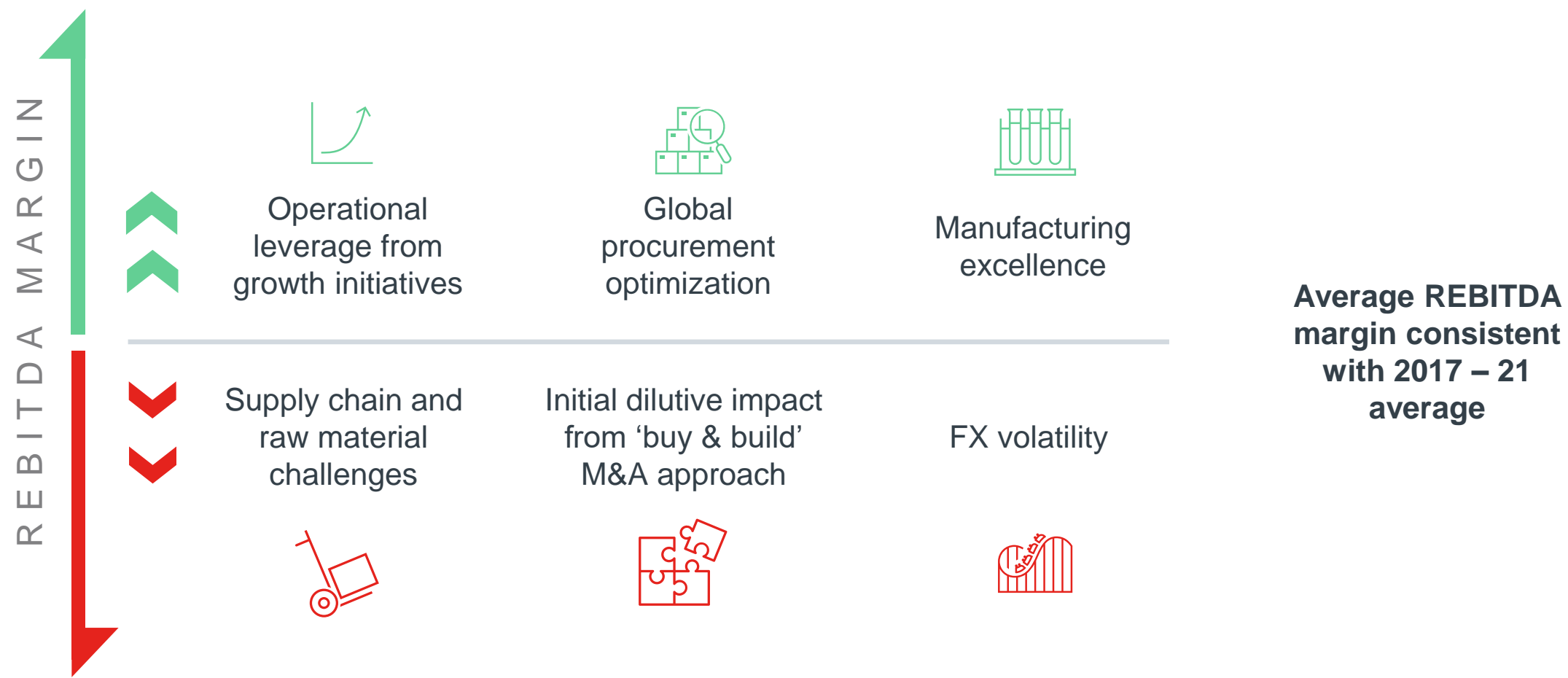


EXPLORE NEW
THERAPEUTIC AREAS

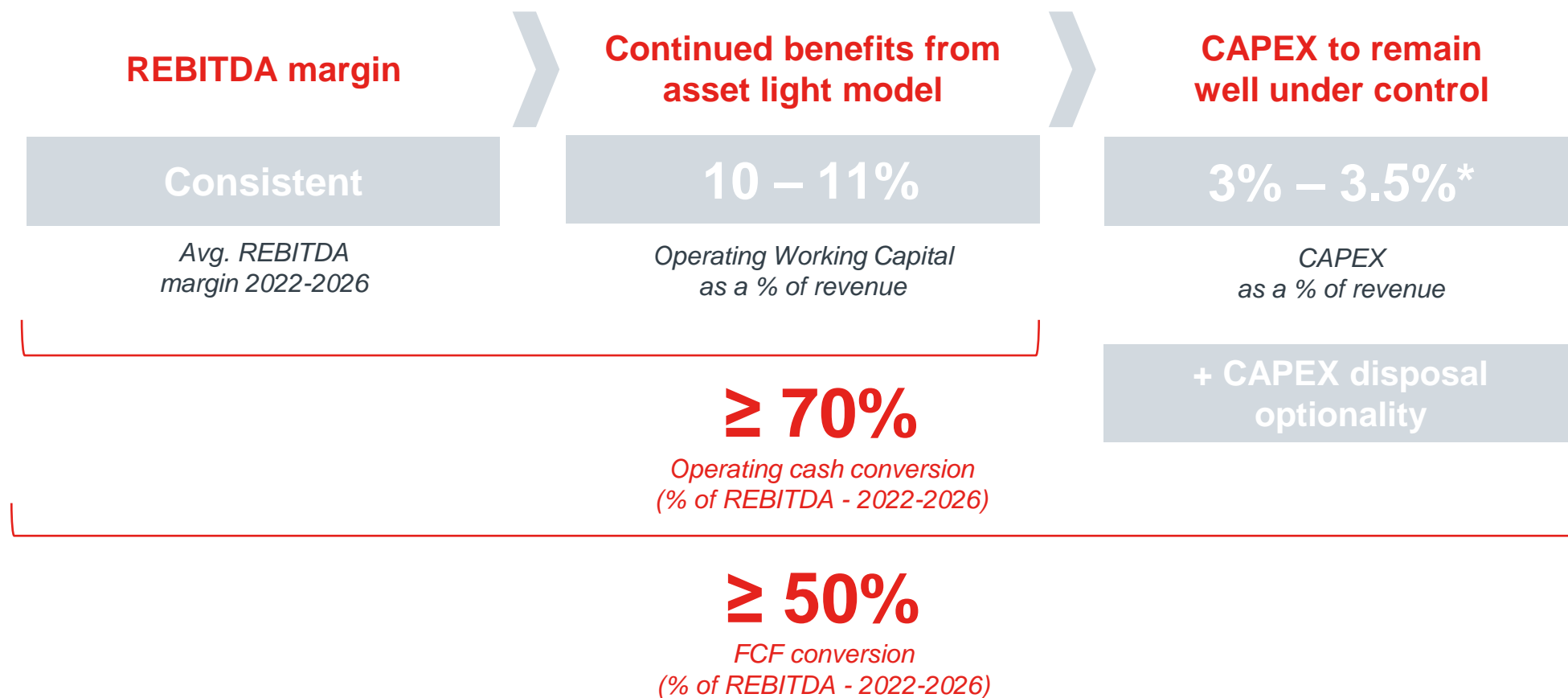
WHAT WE PRIORITIZE

- Market share
- Strong commercial links
- Entrepreneurial approach
- Product assortment
- Synergies potential
- Partnerships
- Small to mid-size companies
- Buy & build approach

Drivers of future REBITDA margin profile



Cash generation & earnings conversion to remain sustainably high



Together we create the future of
personalizing medicine.

Fagron

World tour | EMEA



Fagron Belgium

— Warehouse

Fagron

World tour | EMEA



Fagron Lab

● Equipment



Fagron

World tour | EMEA



Fagron Genomics

● Pharmacogenomics



Compounding Services

● — Fagron Sterile Services US

Fagron

World tour | NA



Fagron US

● Warehouse



Fagron

World tour | LATAM



Fagron Tech Brazil

● — Software



Fagron

World tour | LATAM



Fagron Colombia

● — Fagron Family

