



# EU Opportunities conference Berenberg

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# Global leader in pharmaceutical compounding

Our 3 segments  
are active in 3 regions  
with >3,500 people

Favorable market dynamics and strong market positioning

Leading positions in all key markets



Full integration across pharmaceutical compounding value chain

Globally serving



Hospitals



Pharmacies



Industries



Prescribers  
/ patients



SCIENCE  
BASED  
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



Approved near term science-based  
emissions reduction targets

## Our values



Customer  
is number 1



Creativity



Quality

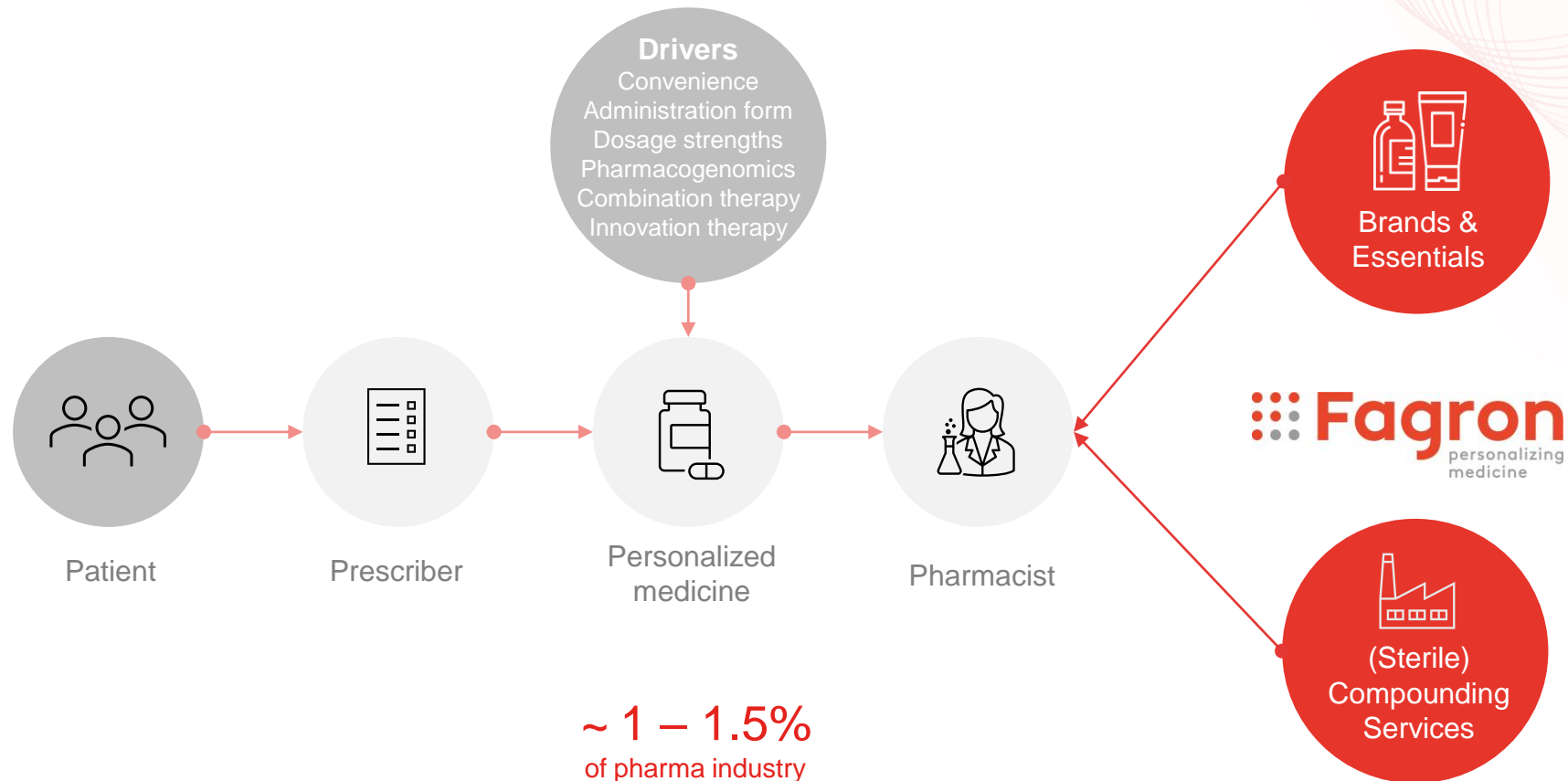


Speed  
of execution

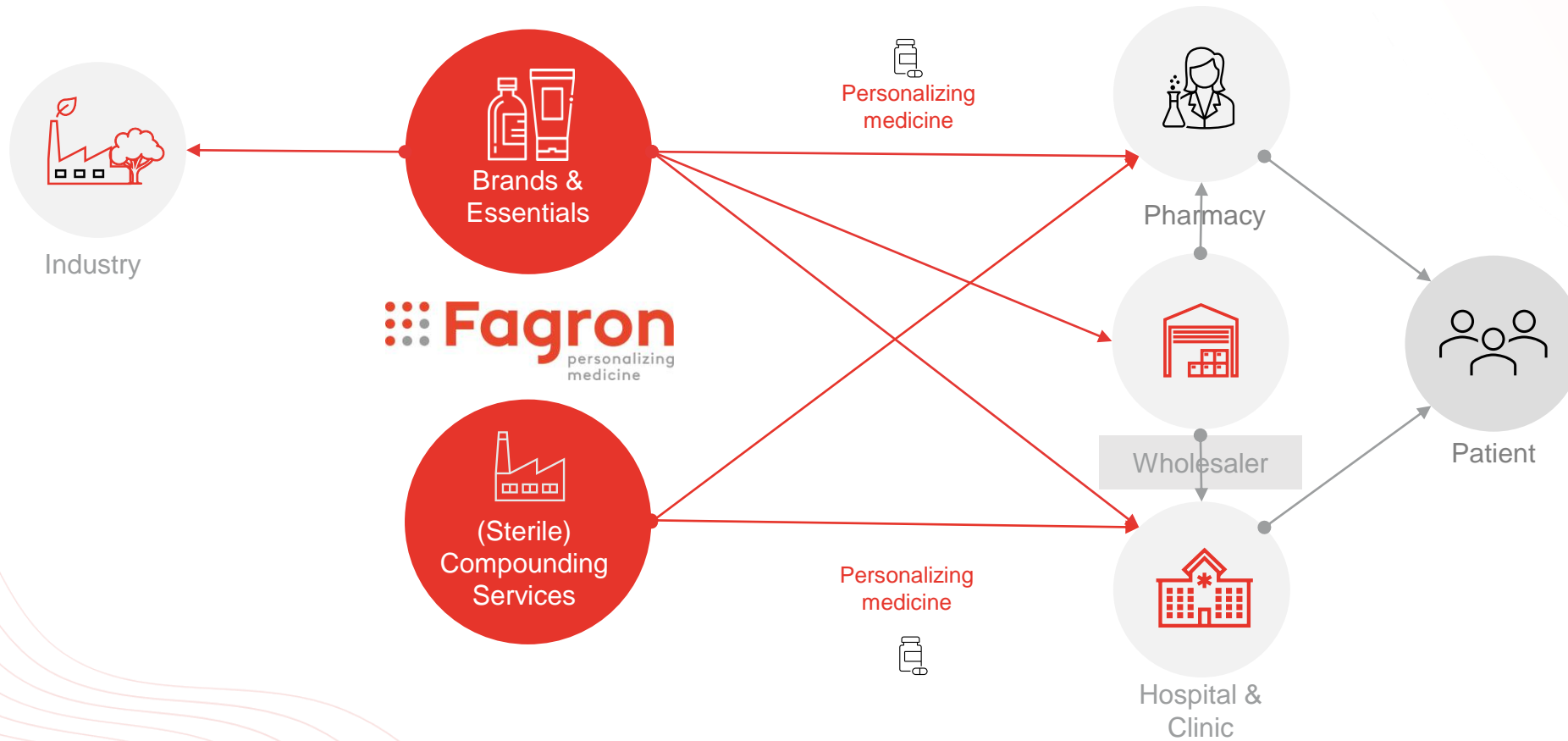


Entrepreneurship

# Uniquely integrated across entire compounding value chain - Patient journey



# Uniquely integrated across entire compounding value chain - Customer journey



# 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
- Registration & licensing of compounded products



## Academy

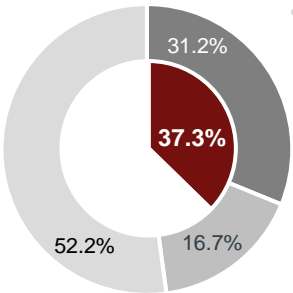
- Training & education
- Studies, innovations & concepts

# Unrivalled global presence with increasing diversification

## EMEA – FY 2023

21.5%  
REBITDA margin

+2.2%  
Organic revenue growth  
at CER

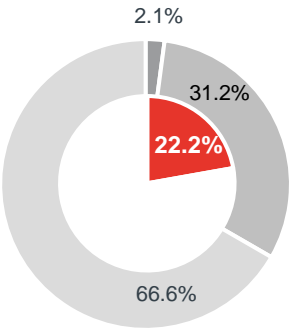


- Market leader in mature home markets
- Strong challenger positions in most other markets

## Latin America – FY 2023

16.5%  
REBITDA margin

+2.3%  
Organic revenue growth  
at CER

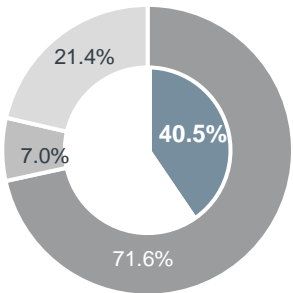


- Market leader in B&E
- Active in Colombia in Compounding Services

## North America – FY 2023

19.4%  
REBITDA margin

+25.5%  
Organic revenue growth  
at CER



- #2 in Compounding Services
- #2 in B&E

# Strategic ambitions underpinned by operational enablers

Global leadership in  
**Brands & Essentials**  
across our markets

Optimize **non-sterile  
compounding** &  
registration business

## One Global Fagron

### Enablers

Global Operational  
Excellence

Fagron Academy

Disciplined M&A

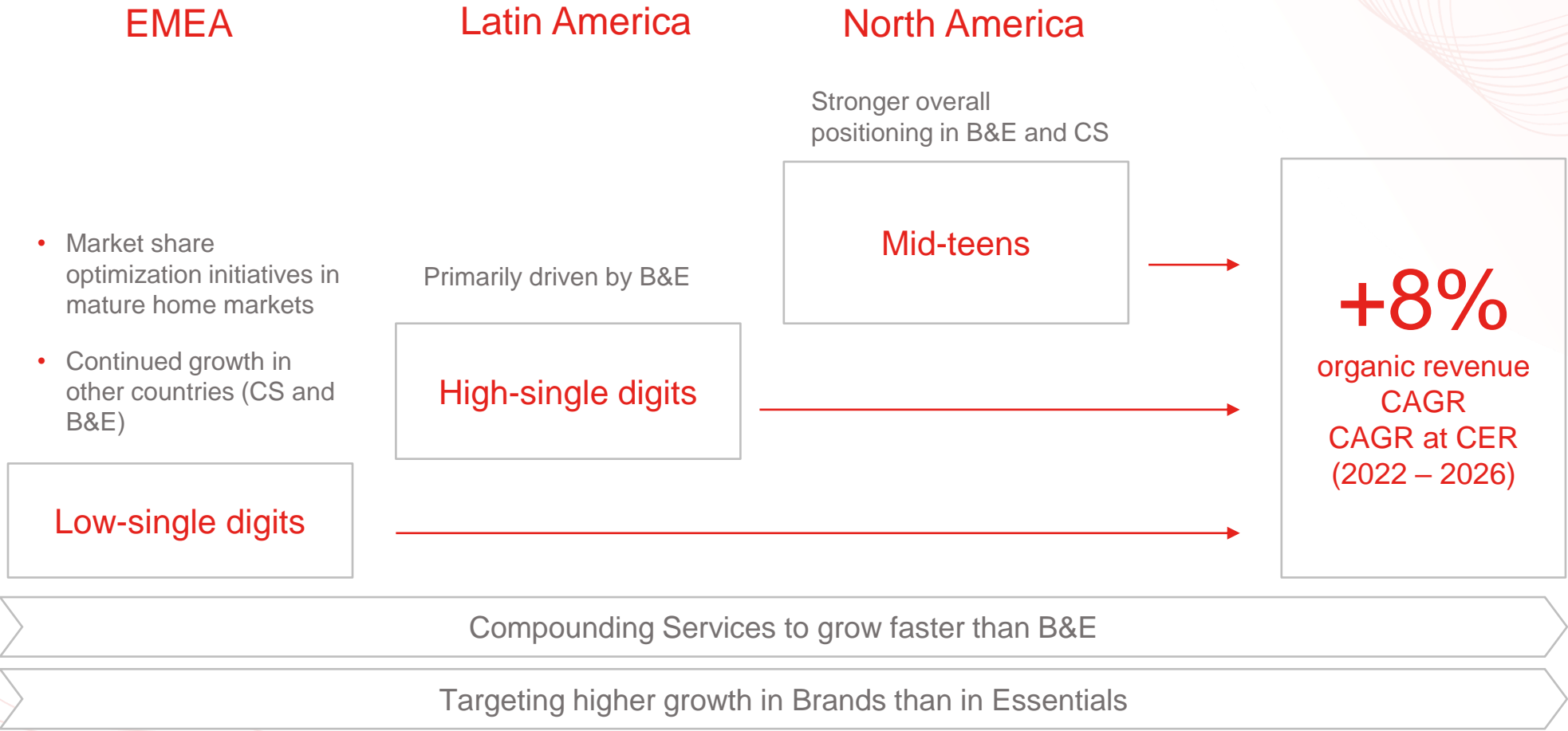
ESG focus

Become leading, global,  
platform for **Sterile  
Outsourcing Services**

Build the organization  
of **the future** with a  
clear sustainable focus

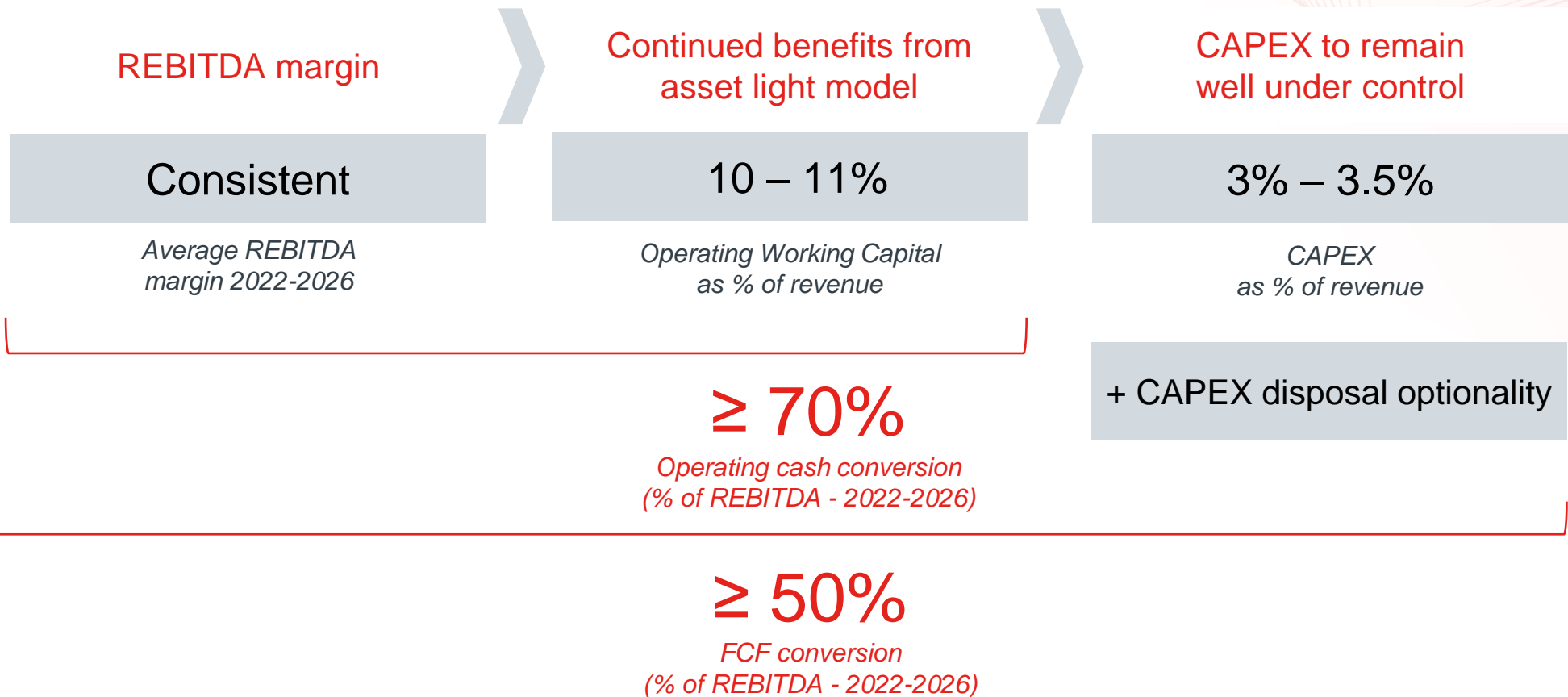


# Revenue growth to benefit from LFL in high-single digits



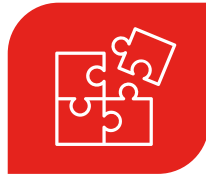


# Cash generation & earnings conversion to remain sustainably high



# Growth upside from M&A opportunities

## STRATEGIC CRITERIA



BUILDING OUT STERILE  
PLATFORM,  
CONSOLIDATE B&E



EXPAND & DIVERSIFY  
PRODUCT PORTFOLIO

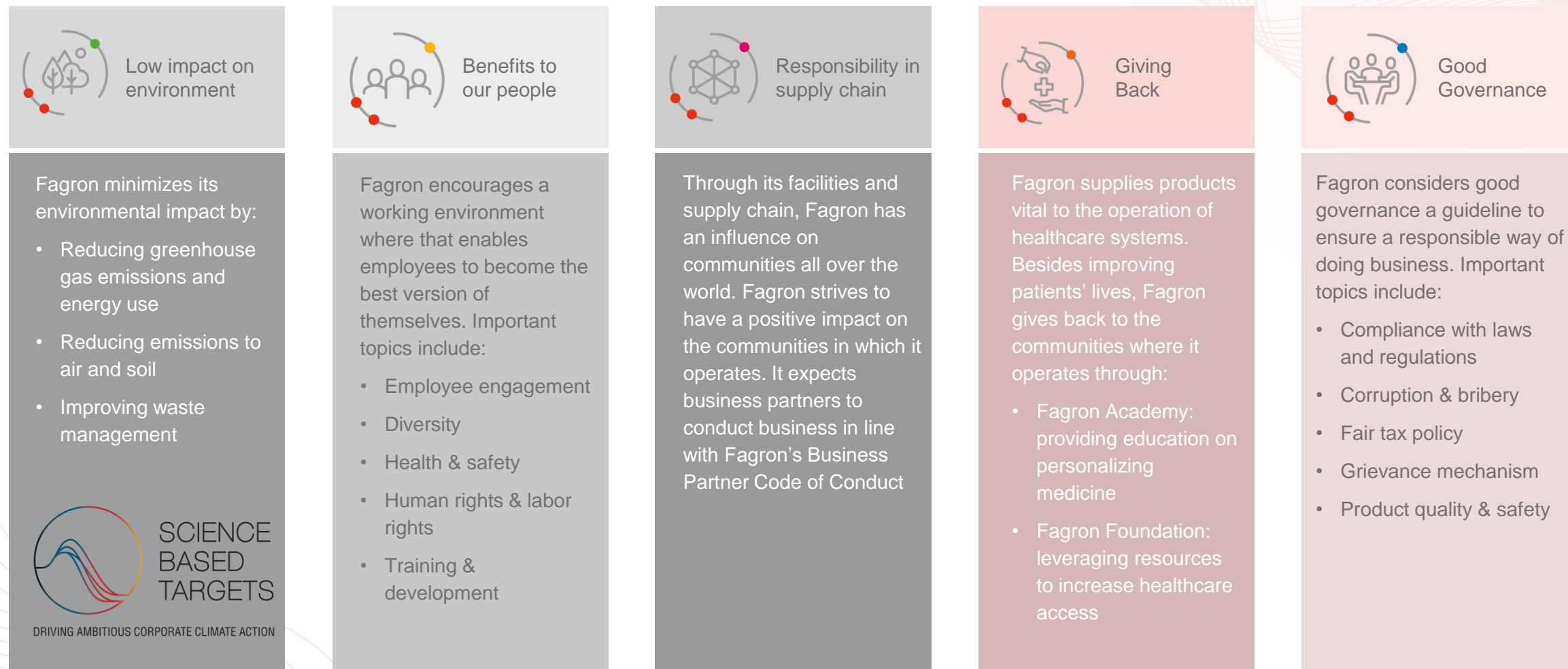


EXPLORE NEW  
THERAPEUTIC AREAS

## PRIORITIES

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

# Sustainable value creation model with clear ESG objectives



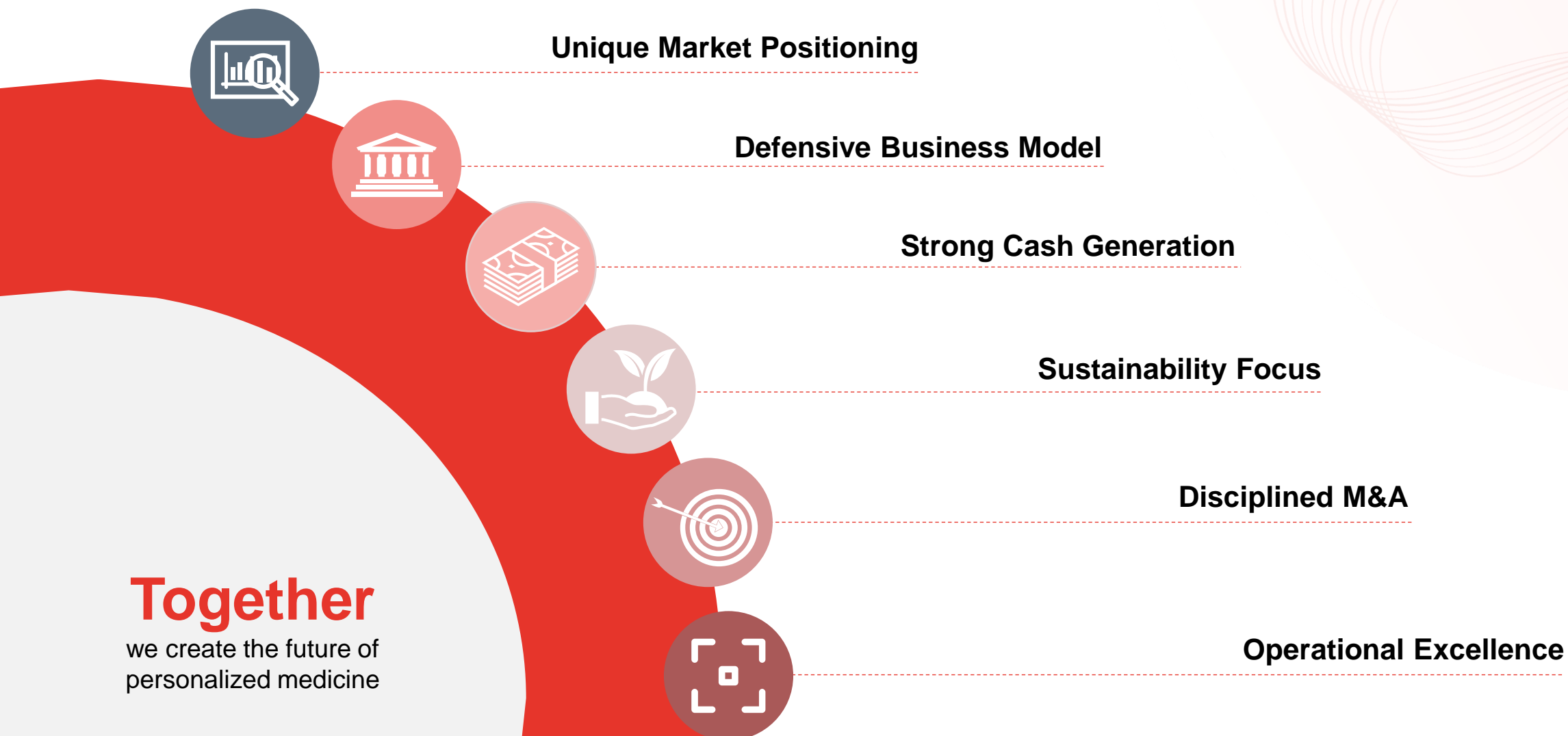
# FY 2024 outlook

	Guidance FY 2024
Revenue	High single-digit
REBITDA margin	Increase in profitability YoY
Capex as % of revenue	3-3.5% of revenue*
Working Capital	12.5 – 13.5% of revenue at year-end (phasing out factoring)

## Key business drivers

- Strong underlying demand
- Operational excellence initiatives
- Poland regulation impact
- M&A
- Drug shortages
- Regulatory dynamics
- Macroeconomic environment
- Competitive dynamics

# Global leader in niche pharmaceutical compounding market



## 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



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