



Benelux conference ING

Brussels – 20 November 2023

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Global leader in pharmaceutical compounding

Our **3** segments
are active in **3** regions
with **>3,000** 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

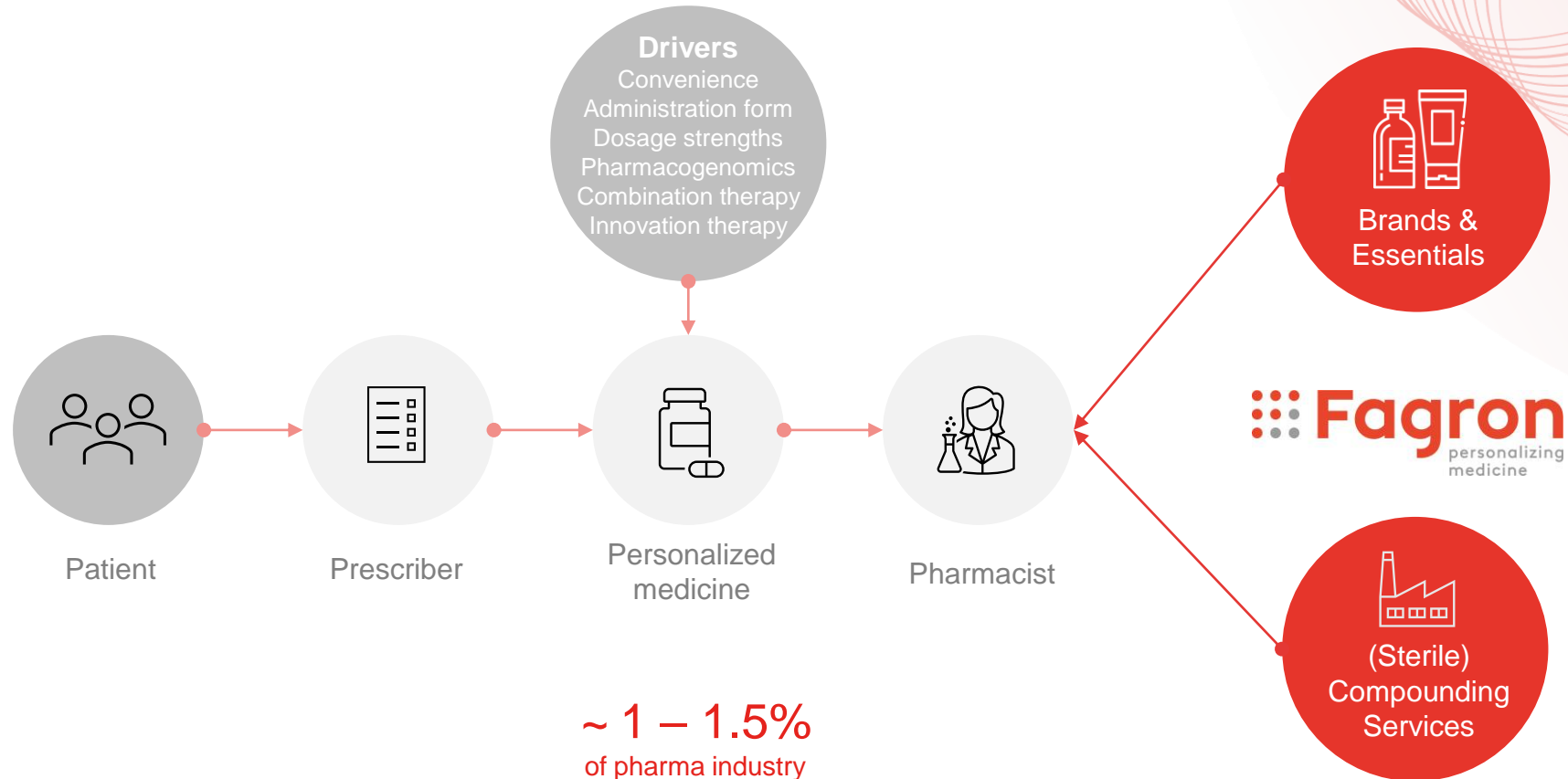


Speed
of execution

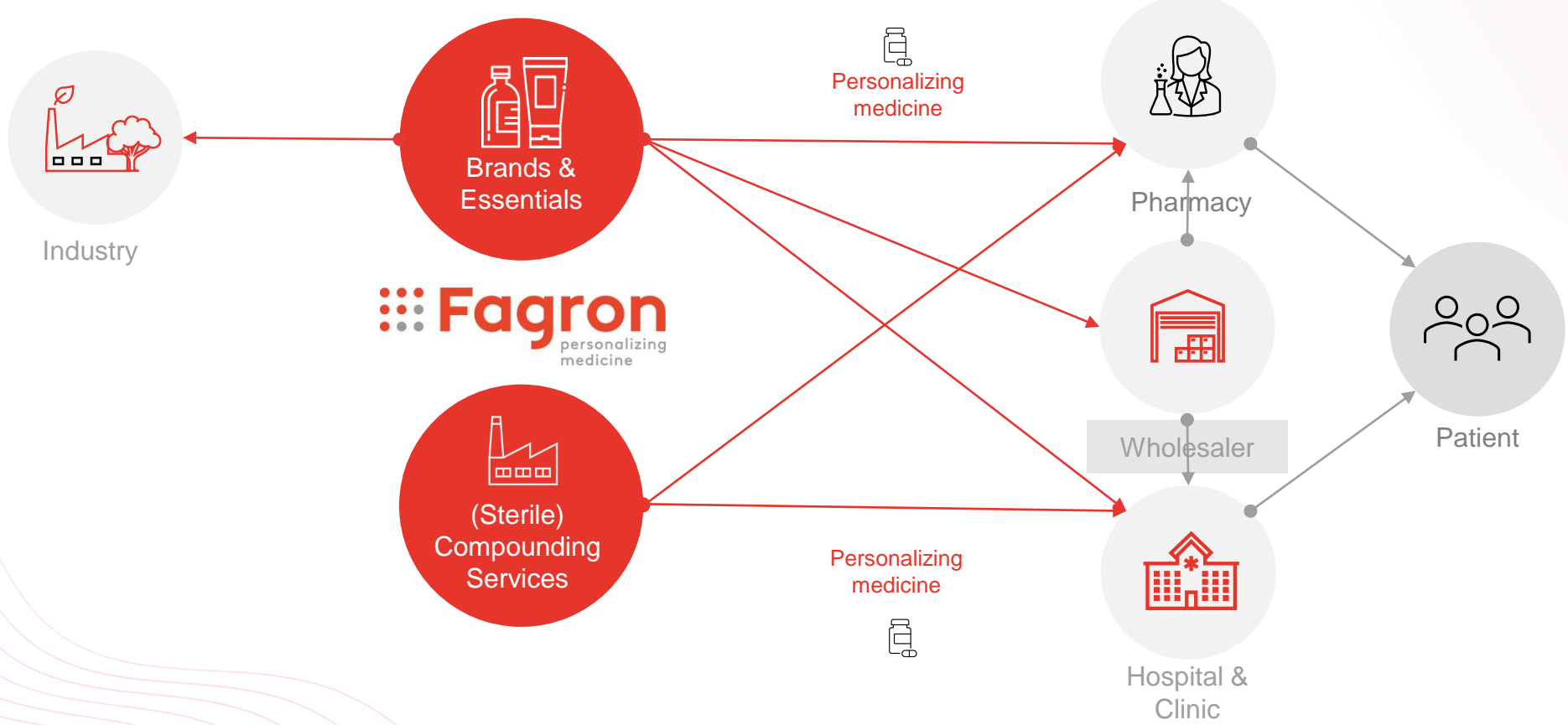


Entrepreneurship

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

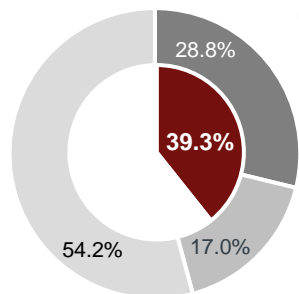
Unrivalled global presence with increasing diversification

EMEA – HY 2023

22.7%
REBITDA margin

+4.4%

Organic revenue growth



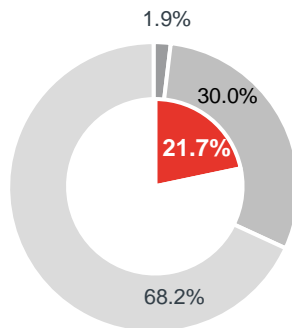
- Market leader in mature home markets
- Strong challenger positions in most other markets

Latin America – HY 2023

15.7%
REBITDA margin

+2.4%

Organic revenue growth



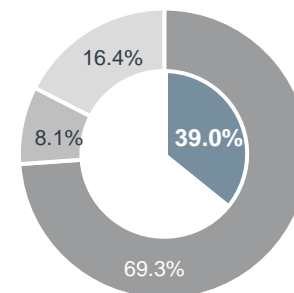
- Market leader in B&E
- Active in Colombia in Compounding Services

North America – HY 2023

18.2%
REBITDA margin

+20.4%

Organic revenue growth



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

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

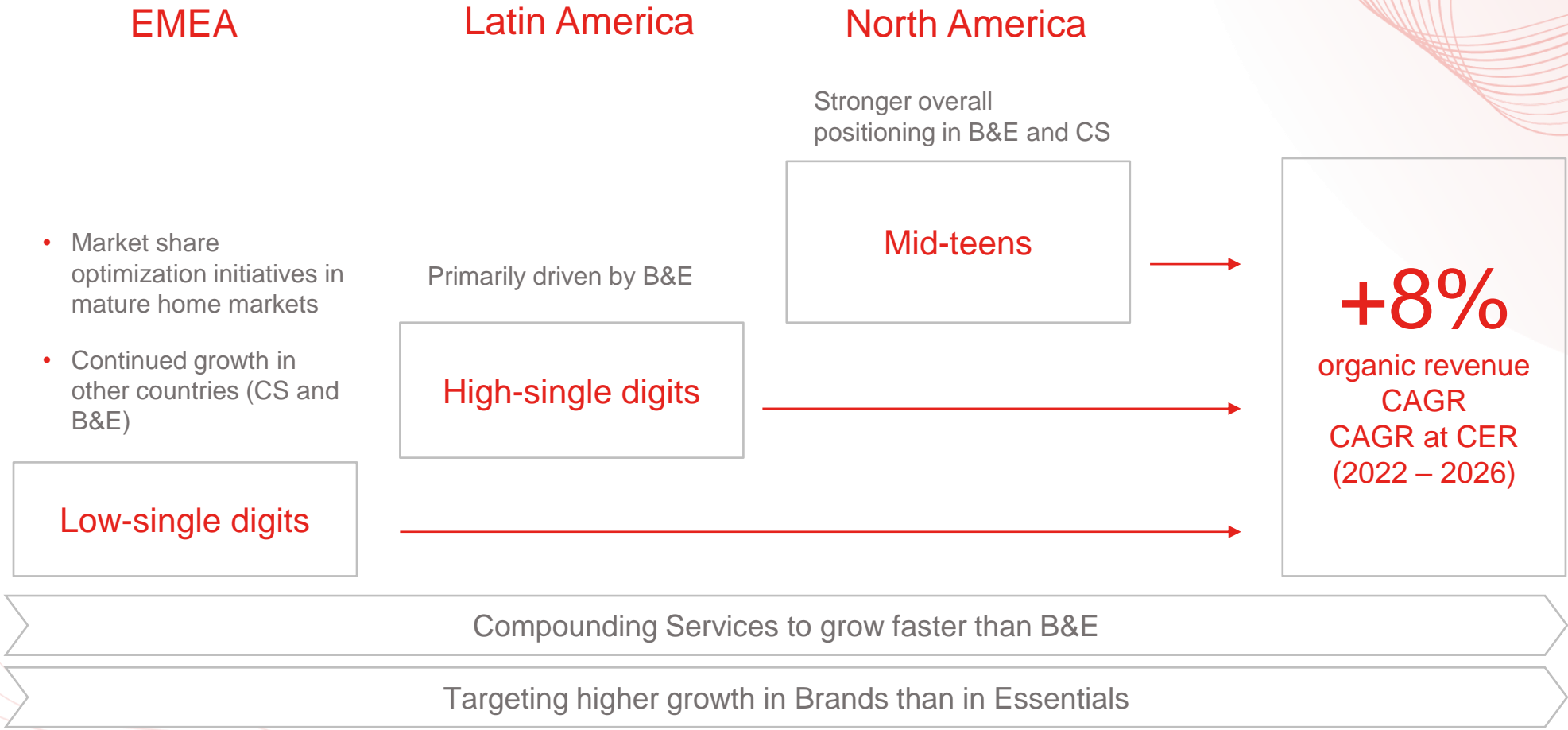
Disciplined M&A

ESG focus

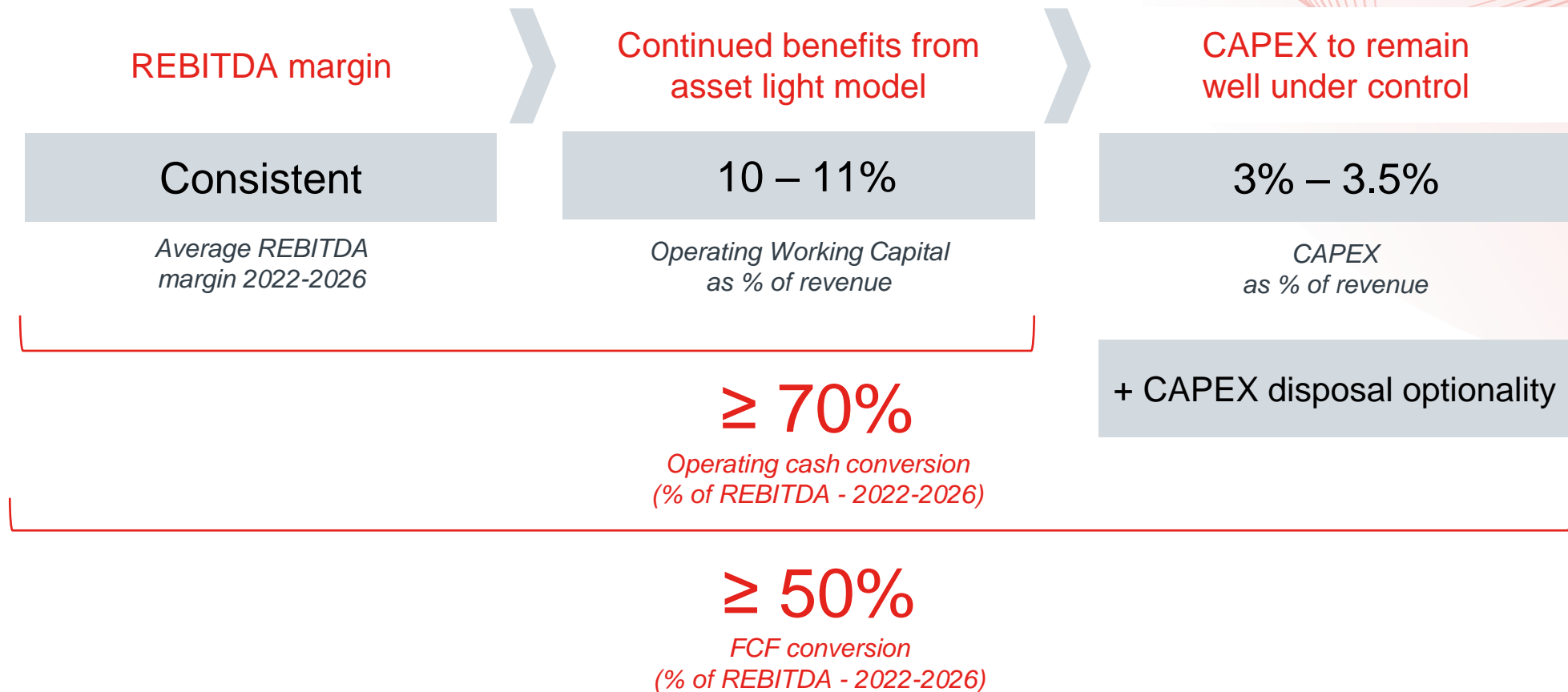
Become leading, global, platform for **Sterile Outsourcing Services**

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

Revenue growth to benefit from LFL in high-single digits

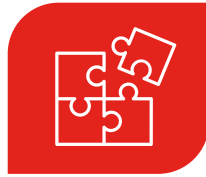


Cash generation & earnings conversion to remain sustainably high



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

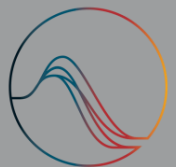
Sustainable value creation model with clear ESG objectives



Low impact on environment

Fagron minimizes its environmental impact by:

- Reducing greenhouse gas emissions and energy use
- Reducing emissions to air and soil
- Improving waste management



SCIENCE
BASED
TARGETS

DRIVING AMBITIOUS CORPORATE CLIMATE ACTION



Benefits to our people

Fagron encourages a working environment where that enables employees to become the best version of themselves. Important topics include:

- Employee engagement
- Diversity
- Health & safety
- Human rights & labor rights
- Training & development



Responsibility in supply chain

Through its facilities and supply chain, Fagron has an influence on communities all over the world. Fagron strives to have a positive impact on the communities in which it operates. It expects business partners to conduct business in line with Fagron's Business Partner Code of Conduct



Giving Back

Fagron supplies products vital to the operation of healthcare systems. Besides improving patients' lives, Fagron gives back to the communities where it operates through:

- Fagron Academy: providing education on personalizing medicine
- Fagron Foundation: leveraging resources to increase healthcare access

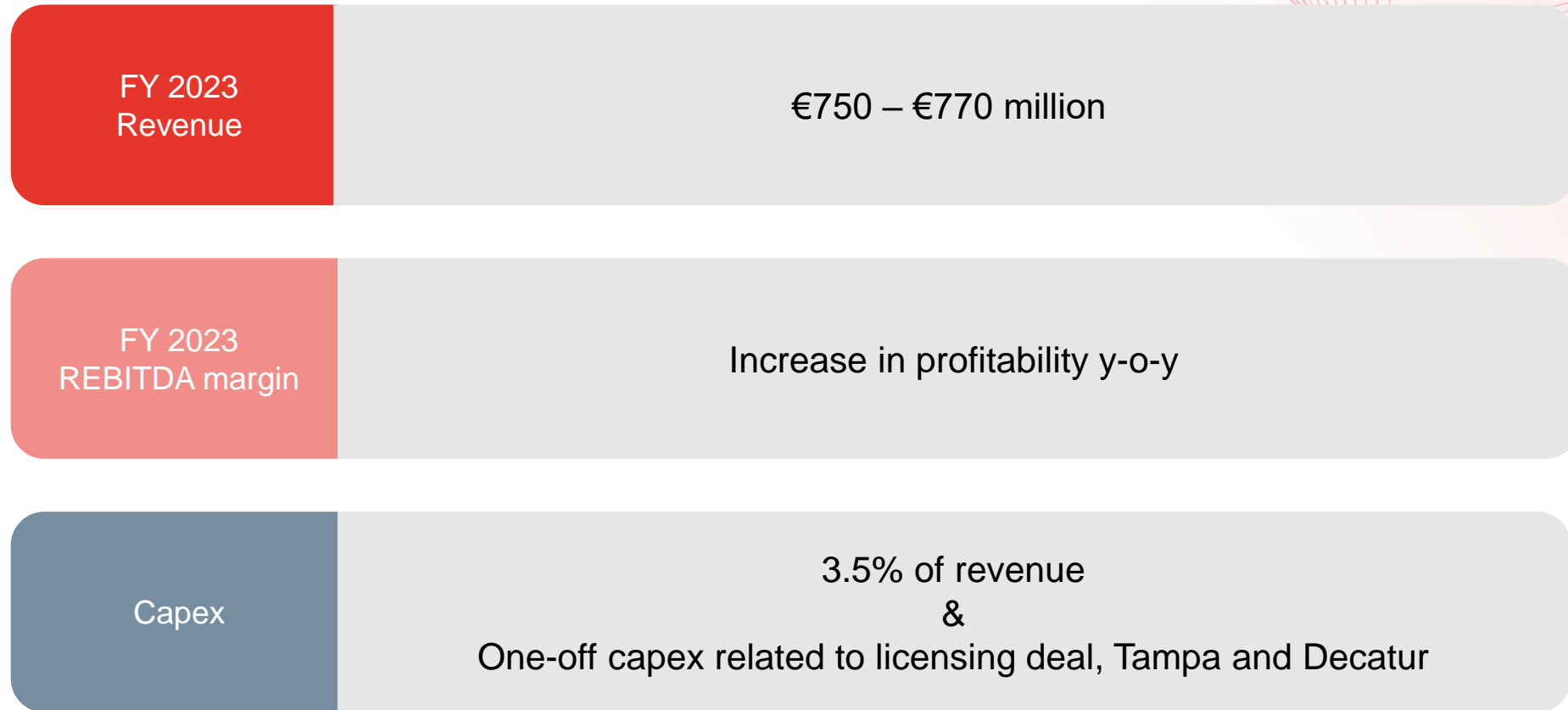


Good Governance

Fagron considers good governance a guideline to ensure a responsible way of doing business. Important topics include:

- Compliance with laws and regulations
- Corruption & bribery
- Fair tax policy
- Grievance mechanism
- Product quality & safety

FY 2023 outlook



Quality and regulatory changes remain competitive strengths

Quality

FSS, Wichita (503B)

- FDA inspection conducted in March 2022 – 6 inspectional observations
- FDA confirmed audit closure YE '22 (FMD-145)

FSS, Boston (503B)

- FDA audit conducted in February/March 2023 – 2 inspectional observations
- FDA confirmed audit closure August '23 (FMD-145)

Anazao, Las Vegas (503B)

- FDA inspection conducted in July 2022 – 5 inspectional observations
- Monthly progress reports submitted with FDA
- FDA expected to come with final establishment inspection report after final update submission

B&E, St. Paul (cGMP repackaging) – site will be decommissioned

- FDA inspection conducted in November 2021
- Warning letter issued by FDA in June 2022 - monthly progress reports submitted
- FDA issues close-out letter on satisfactory verification of implemented corrective plan

B&E, Letco (cGMP repackaging)

- FDA inspection conducted in September 2023 – 1 inspectional observation
- Monthly progress reports submitted with FDA
- FDA expected to come with final establishment inspection report after final update submission

Regulatory changes Poland

Law adopted containing changes to the reimbursement system for the overall pharmaceutical market

Ongoing deliberations on rollout; Fagron contributing to national commission

Fagron has strong competitive and commercial positioning in Poland

Actively monitoring potential changes and taking proactive actions; Confident to navigate the situation with limited mid-term impact

Global leader in niche pharmaceutical compounding market



Our Purpose

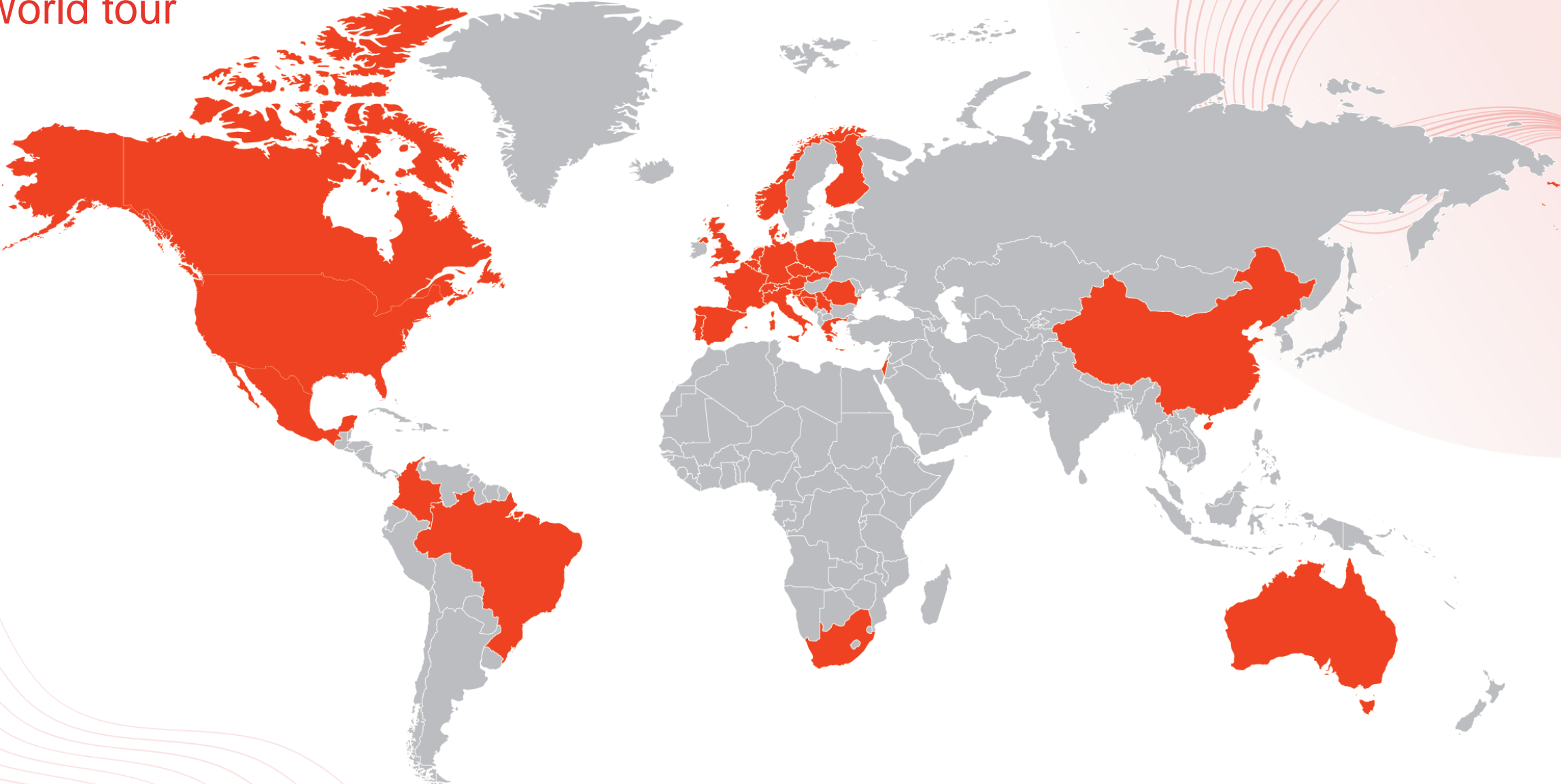
Together we enable pharmacists, prescribers, hospitals and the industry to provide quality, safety and service for their patients

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

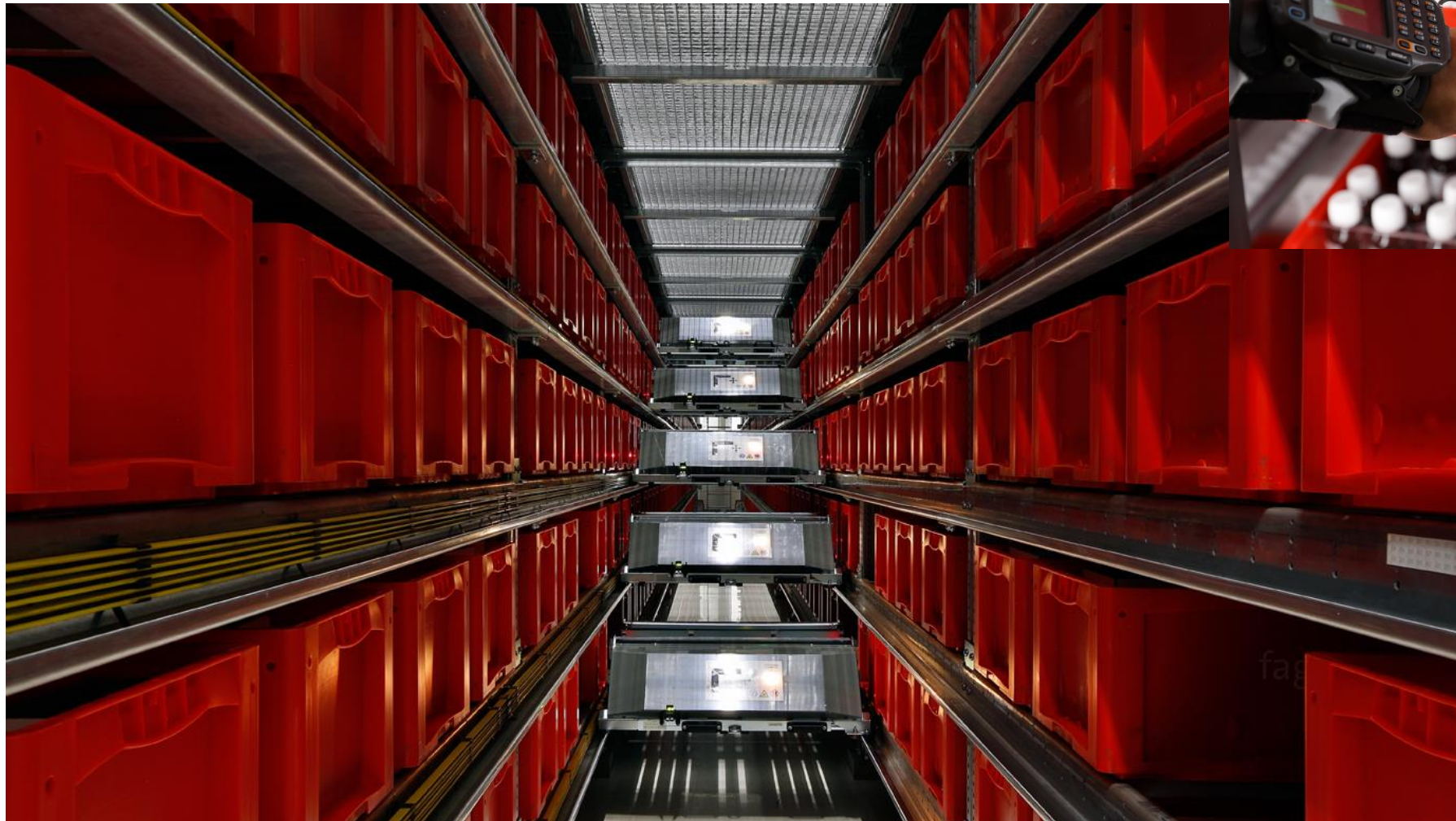


World tour



Fagron

World tour | EMEA



Fagron Belgium

● Warehouse

Fagron

World tour | EMEA



Fagron Lab

● Equipment



Fagron

World tour | EMEA



Fagron Genomics

● Pharmacogenomics

Fagron

World tour | NA



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



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