



sanofi

euROAPI  
Active Solutions for Health

EUROAPI  
Capital Markets Day

April 1<sup>st</sup>, 2022

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# EUROAPI Capital Markets Day: *Agenda*

<b>Sanofi introduction</b>	<i>Jean-Baptiste de Chatillon</i>	<i>Sanofi CFO</i>
<b>Q&amp;A</b>		
<b>Introduction to EUROAPI, strategy and growth</b>	<i>Karl Rotthier</i>	<i>EUROAPI CEO</i>
<b>Organization, culture and ESG</b>	<i>Bruno Laforge</i>	<i>EUROAPI Chief HR &amp; Corporate Affairs</i>
<b>Market overview and EUROAPI's positioning</b>	<i>Vincent Touraille</i>	<i>EUROAPI Chief Strategy Officer</i>
<b>Break</b>		
<b>Technology, R&amp;D and manufacturing capabilities</b>	<i>Kai Rossen Eric Berger</i>	<i>EUROAPI Chief Scientific Officer EUROAPI Chief Operating Officer</i>
<b>CDMO</b>	<i>Cécile Maupas</i>	<i>EUROAPI Chief CDMO Officer</i>
<b>API Solutions</b>	<i>Laurent Alexandre</i>	<i>EUROAPI Chief Commercial Officer</i>
<b>Customers</b>	<i>Laurent Alexandre Antoine Delcour</i>	<i>EUROAPI Chief Commercial Officer EUROAPI CFO</i>
<b>Break</b>		
<b>Financial performance</b>	<i>Antoine Delcour</i>	<i>EUROAPI CFO</i>
<b>Closing Remarks</b>		
<b>Q&amp;A</b>		



sanofi

•

Jean-Baptiste de  
Chatillon  
Chief Financial Officer

•

# Play to Win: *Our six-year plan* – ahead of schedule



**2020-2022**

**2023-2025+**

- Refocus with decisive actions
- Growth through winning assets
- Margin expansion

- Transformative launches
- Agile and efficient resource deployment
- Leading R&D productivity

# Transforming Sanofi to be focused and agile

*Two year process* to carve-out EUROAPI



# Set up *EUROAPI* with *optimal conditions for success*

## *Within Sanofi*

- Six manufacturing sites mostly captive to Sanofi
- Reactive commercial strategy
- Limited dedicated team

## *EUROAPI standalone*

- Top notch CDMO infrastructure
- Customer centric commercial strategy
- Dedicated management team & support functions
- Independent headquarters

# *EUROAPI* shares listing through *an exceptional dividend*

## *Advantage of a spin off*

Reduces execution risk given geopolitics driven market instability

A firm execution date (May 6<sup>th</sup>), if approved by the AGM

Supportive shareholders including Sanofi, EPIC Bpifrance and L'Oréal



## *Right time for EUROAPI listing*

Independence is key for EUROAPI

- attract new clients
- foster culture change

Management team in place and executing the standalone strategy

Strong business momentum with significant CDMO contract wins

# EUROAPI shares distribution

## *Retained parity*

EUROAPI shares will be distributed<sup>1</sup> to all Sanofi's current shareholders as an exceptional dividend on top of 2021 cash dividend (€3.33/share)

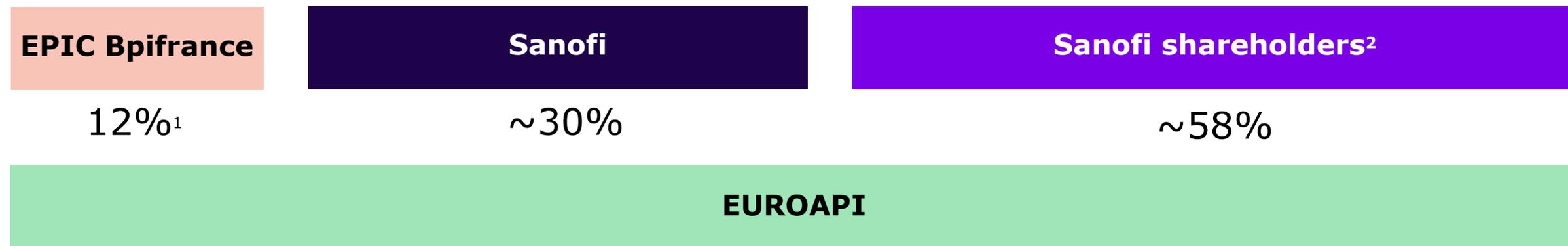
- 1 EUROAPI share for 23 Sanofi shares
- ~58% of EUROAPI shares distributed

1. Subject to Extraordinary AGM approval



# EUROAPI *ownership structure*

~58% of EUROAPI shares distributed to Sanofi shareholders



~50% of EUROAPI shareholders committed to a lock up period

- ✓ **Sanofi:** 2-year lock up period
- ✓ **EPIC Bpifrance:** 2-year lock up period
- ✓ **L'Oréal:** 1-year lock up period

For more information on EPIC Bpifrance, acting on behalf of the French State under the French Tech Souveraineté Convention of December 11,2020, refer to slide 97.

1. for up to €150 million, price to be determined based upon the thirty day volume weighted average trading price of EUROAPI's shares, starting on the first day of trading - subject to approval of the spin-off by our Ordinary and Extraordinary Shareholders' Meeting on May 3

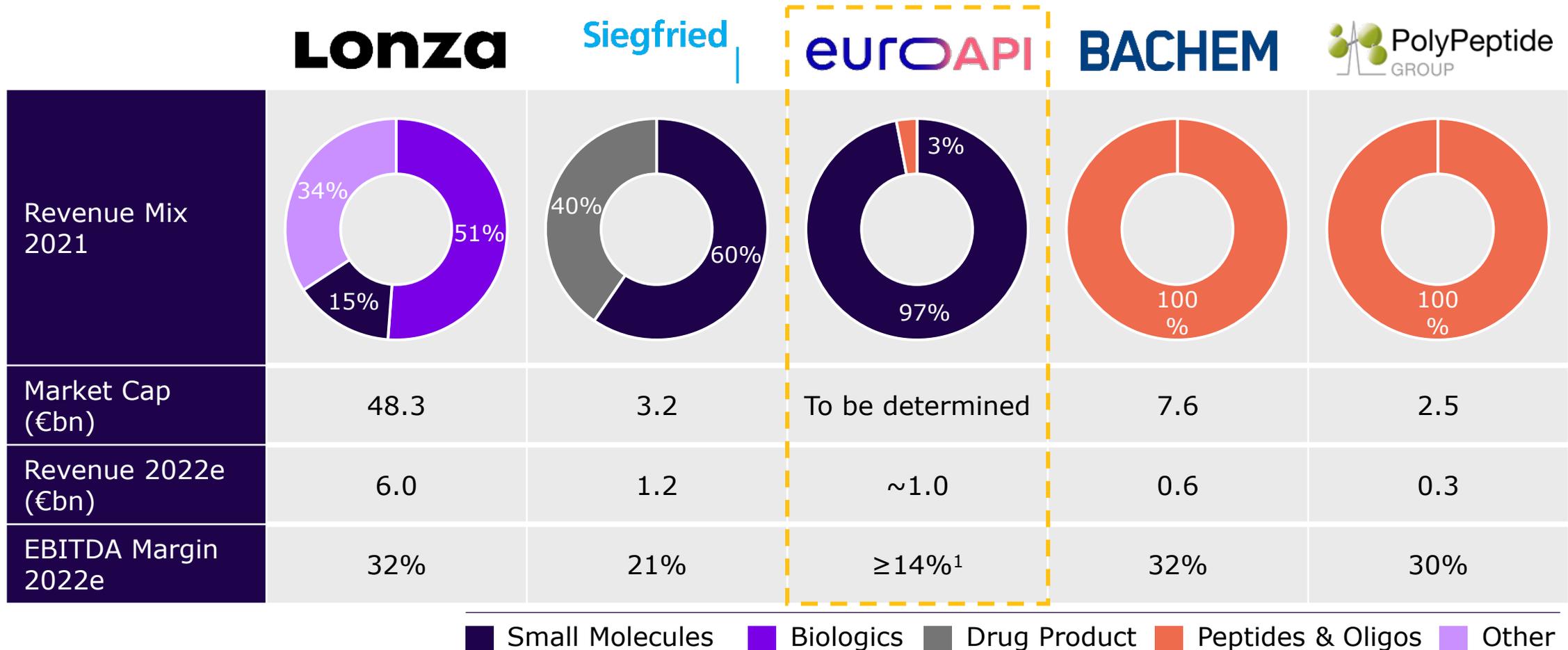
2. Including L'Oréal's ~6% ownership.

## EUROAPI: *a strong strategic supplier* to Sanofi

- ✓ Long-term shareholder supporting EUROAPI's growth potential
- ✓ No double/differentiated voting rights
- ✓ One minority shareholder Board position
- ✓ Long-term MSA<sup>1</sup> with 5 year initial term
- ✓ Important customer (present and future) for EUROAPI

1. Manufacturing Supply Agreement outlining key terms of Sanofi and EUROAPI manufacturing relationship covering all APIs manufactured by EUROAPI and sold to Sanofi and stipulating multiple mechanisms to secure volumes for EUROAPI (e.g. exclusivity clause, price-volume corridor and capacity reservation among others).

# EUROAPI joining the European listed CDMO peer group



Source: FactSet as of 29th March 2022.

Note: Companies ranked by 2022e Revenue. EUROAPI figures refer to 2022e guidance.

1. Core EBITDA margin guidance.

# EUROAPI *deconsolidation* impact for Sanofi implying loss of control

*Industrial network*

↓ 6 plants

*Headcount*

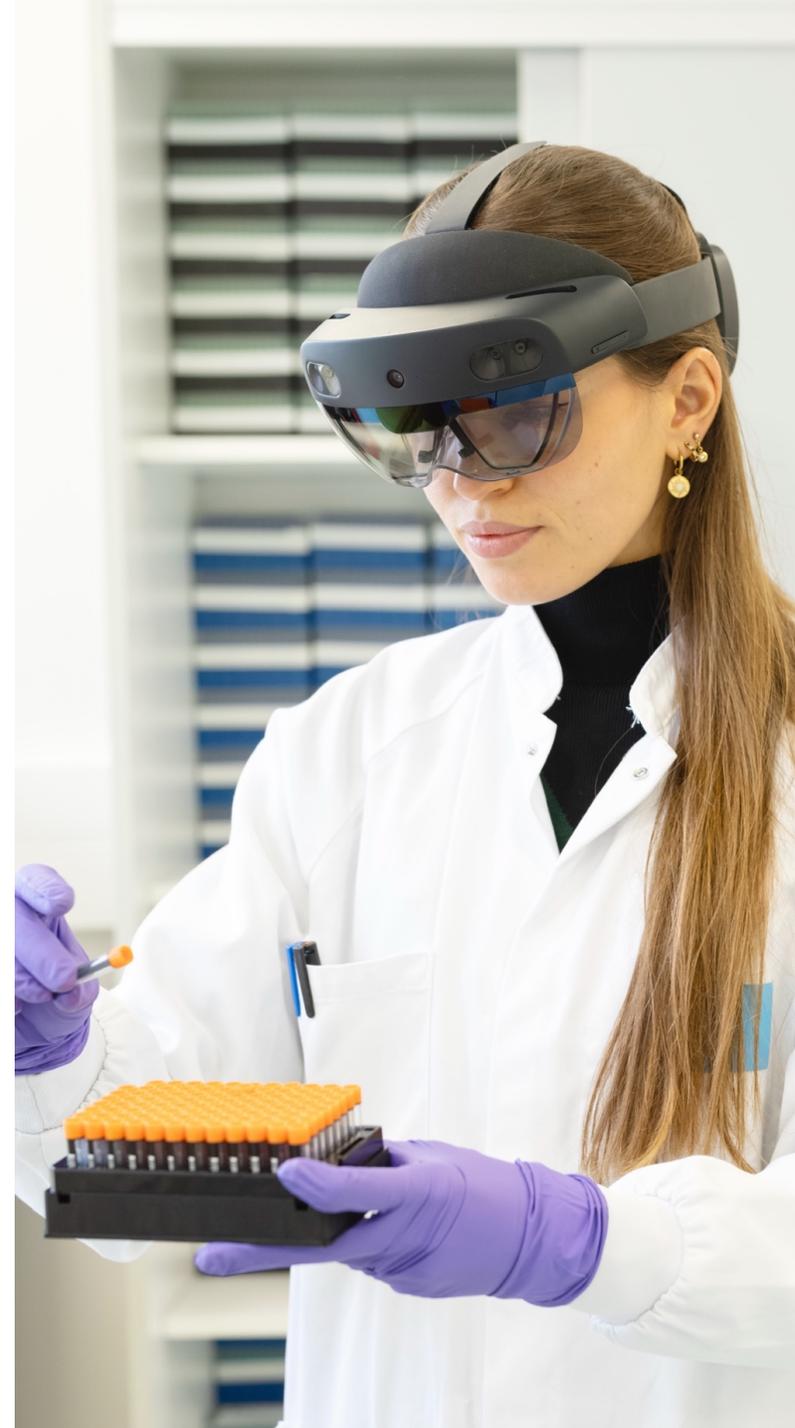
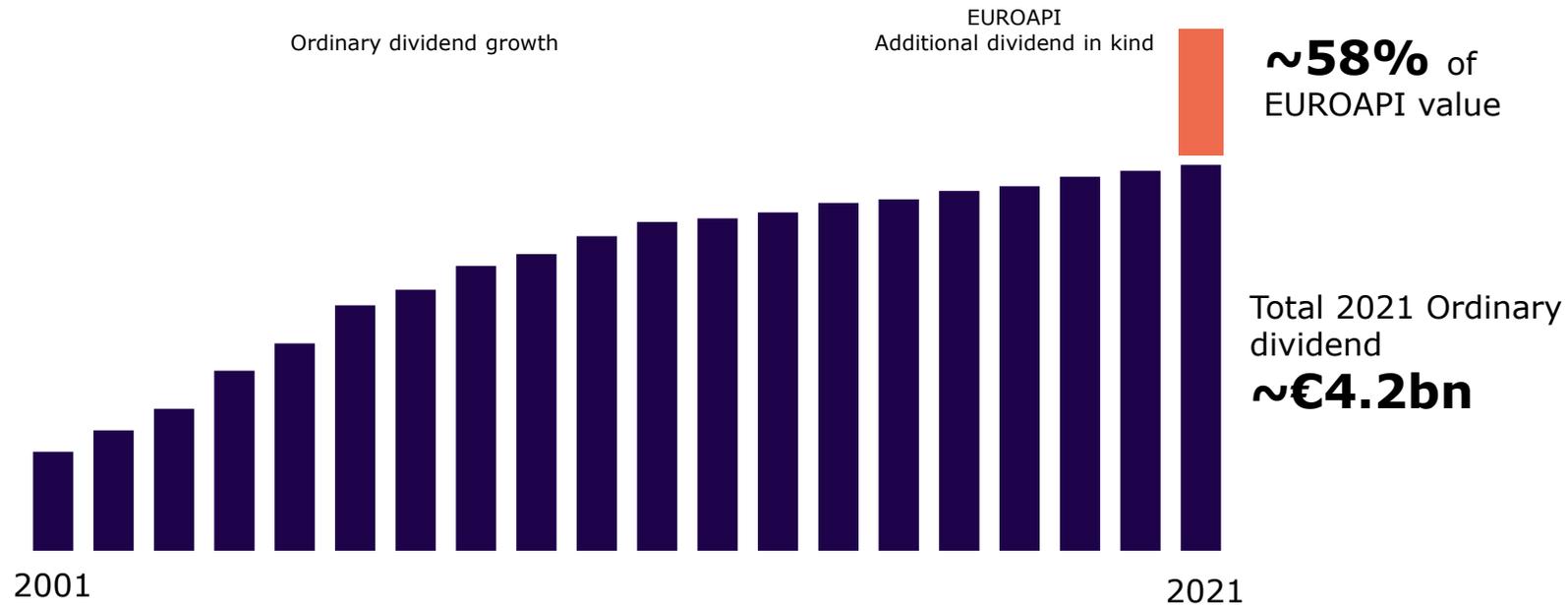
↓ ~ 3350

*2022 BOI margin<sup>1</sup>*

Slightly accretive

1. Business Operating Income margin is a non-GAAP indicator, for a definition see Form 20-F 2021 Item 5 A.1.5. 2 (p55) and Section 3.1.3.2 page 130 of Sanofi Universal Registration Document

# An *additional dividend in kind* through EUROAPI shares distribution



Subject to AGM's approval on May 3<sup>rd</sup>, 2022.

# Q&A session



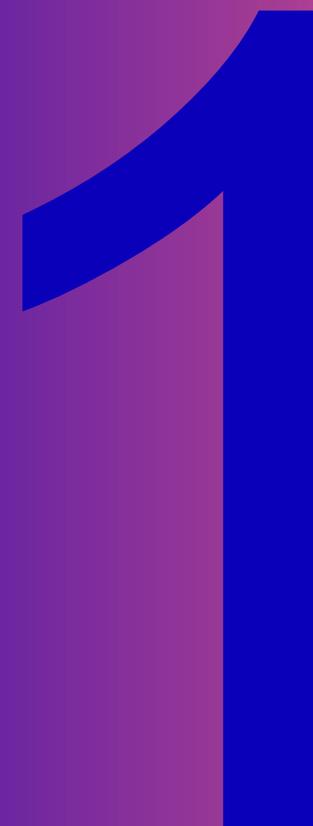
*Jean-Baptiste de Chatillon*  
CFO



## **EUROAPI: A Global Leader in CDMO & API Solutions**

**Open possibilities**

# Introduction to EUROAPI, Strategy and Growth



# Introducing today's presenters

 29+	 8+	 13+	 30+	 20+	 25+	 31+	 32+
Chief Executive Officer	Chief Financial Officer	Chief Human Resources & Corporate Affairs	Chief Operating Officer	Chief CDMO Officer	Chief Commercial Officer	Chief Scientific Officer	Chief Strategy Officer
<i>Karl Rotthier</i>	<i>Antoine Delcour</i>	<i>Bruno Laforge</i>	<i>Eric Berger</i>	<i>Cécile Maupas</i>	<i>Laurent Alexandre</i>	<i>Kai Rossen</i>	<i>Vincent Touraille</i>
							
							
							

- 

~€1bn revenues by 2022  
Global #1 in small molecule; ~25%<sup>1</sup> CDMO today
- 

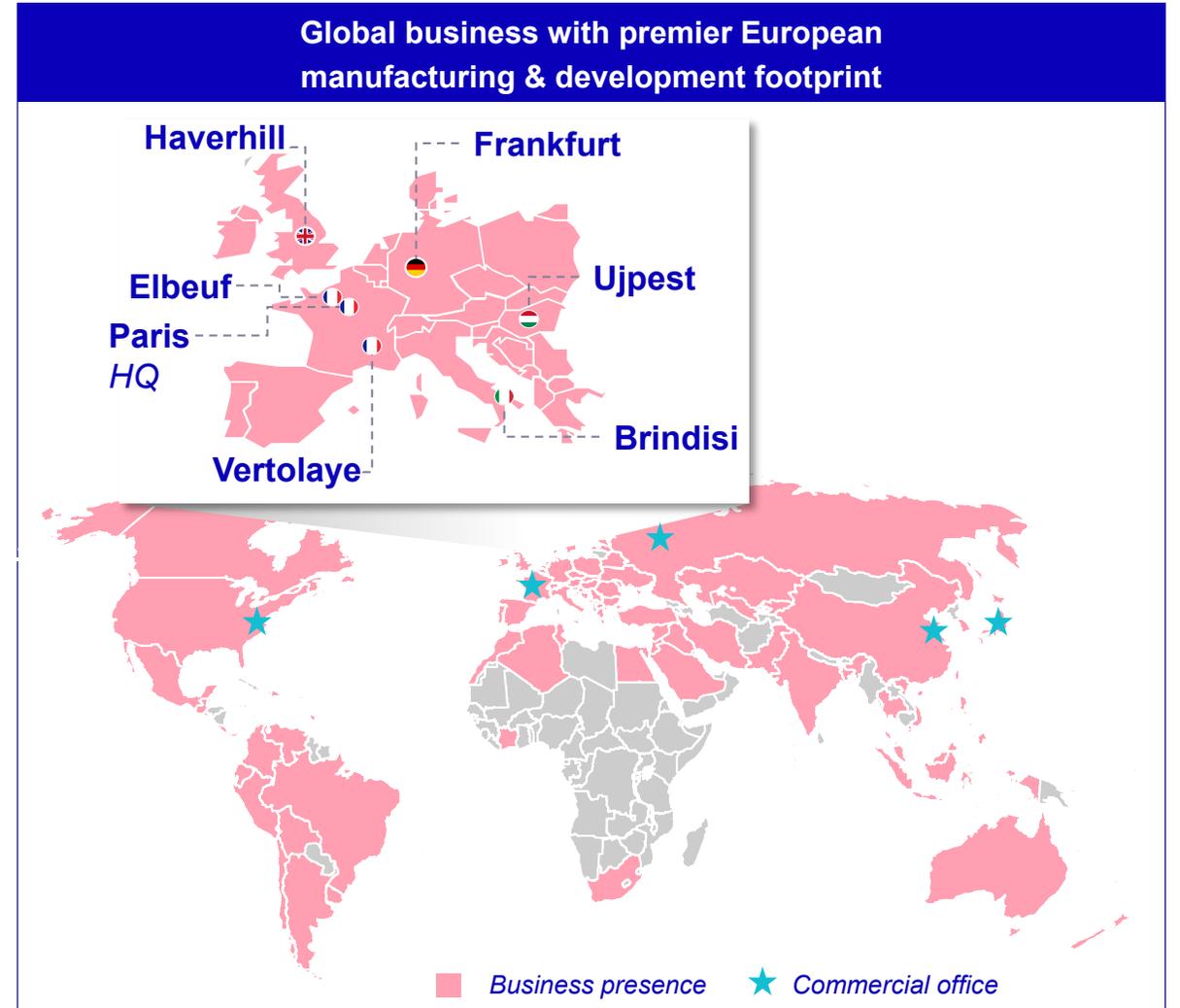
~200 APIs<sup>2</sup> in portfolio; 55% complex & differentiated  
30+ CDMO projects targeted on a rolling basis
- 

Solutions provider across the R&D continuum  
Six manufacturing sites with integrated R&D
- 

Diverse blue chip customer base anchored by Sanofi (~49%<sup>1</sup> sales in 2021A)
- 

Comprehensive global access with 80+ countries covered
- 

~3,350 employees  
~330 scientists, 45% PhDs or engineers

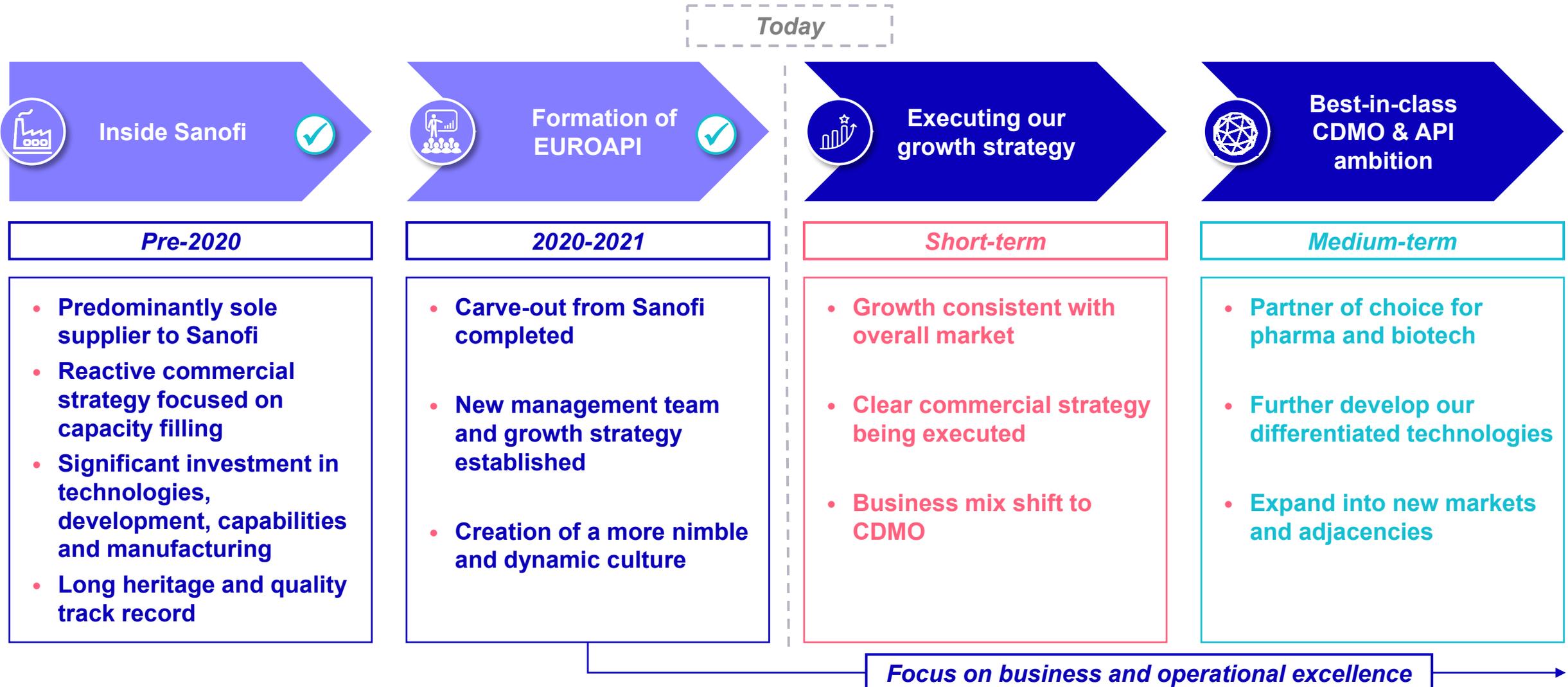


Source Company information

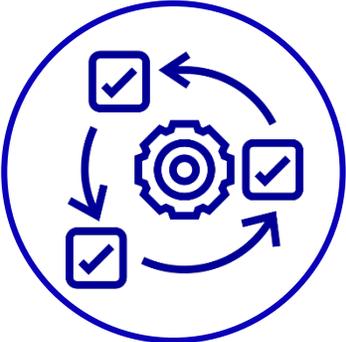
Notes

1 As % of restated sales

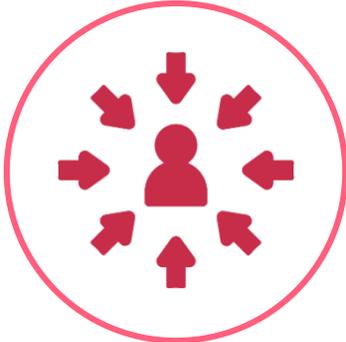
2 APIs across API Solutions and CDMO segments



A dynamic and nimble culture has been implemented for long-term sustainable value creation



*Agile and flexible organization*



*Customer-centric approach*



*CDMO mindset*



*Entrepreneurial spirit with ESG focus*



*Cooperative environment*

# #1 globally in small molecule API with differentiated technology & innovative capabilities providing base for rapidly expanding CDMO offering

euROAPI

euROAPI ▪ 2021A Sales: €902m<sup>2</sup>

	API Solutions	CDMO
Overview	Supply of differentiated and complex APIs with the broadest offering in the industry	Customised API development and flexible manufacturing services for pharma and biotech
Global market position	 #1 Small molecules	 #7 With top 5 ambition by 2025
Portfolio	~165 APIs 55% of sales <sup>2</sup> with differentiated APIs	~35 APIs and differentiated technologies powering a broad service offering
IP ownership	euROAPI <sup>1</sup>	Clients
Sales split (2021A <sup>2</sup> )	c.75%	c.25%
Pharma value chain focus	Differentiated APIs in niche areas (non-commoditized)	Development stage/early commercial products
Indicative profitability	Niche/differentiated molecules: ✓✓(✓) Non-differentiated molecules: ✓(✓)	Peptides/Oligos: ✓✓✓(✓) High-potency/ADC linkers/lipids: ✓✓✓ Complex chemistry: ✓✓(✓)
 <p>Global support functions (including IT, Supply Chain, Procurement), process development and quality teams, and six manufacturing sites with integrated Development, Science &amp; Innovation capabilities</p> <p><i>Integrated infrastructure driving both business segments</i></p>		

## Accelerate our CDMO activities



- Dedicated team in place
- Six world class manufacturing sites
- On-site launch units & R&D centers of excellence

## Expand our differentiated presence



- Specialised technology platforms
- Highly differentiated, complex APIs
- Special focus on tides and highly potent APIs

## Develop our product portfolio



- Innovative API Pipeline
- Put clients at the heart of what we do
- Capacity building for demand constrained APIs

## Realise standalone efficiencies

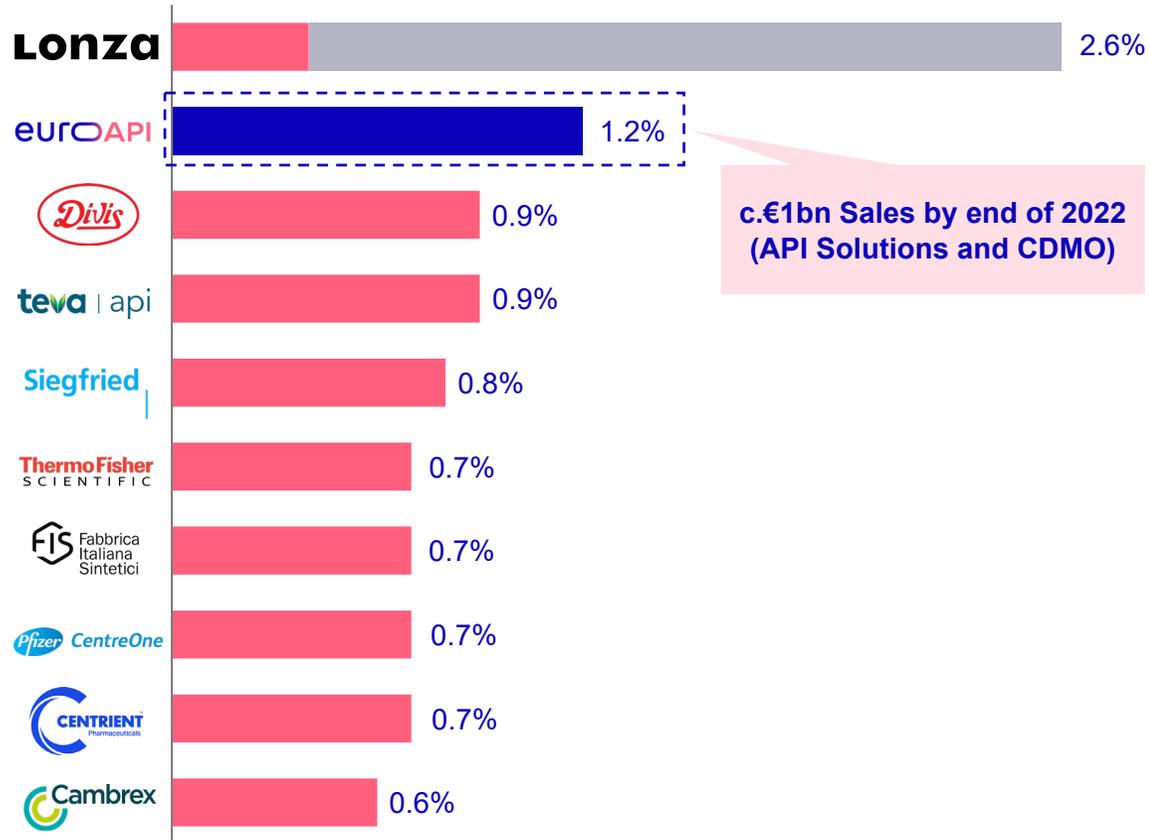


- Optimal efficiencies through industrial performance
- Procurement excellence
- Inventory management
- Capex optimization



## #1 small molecule API

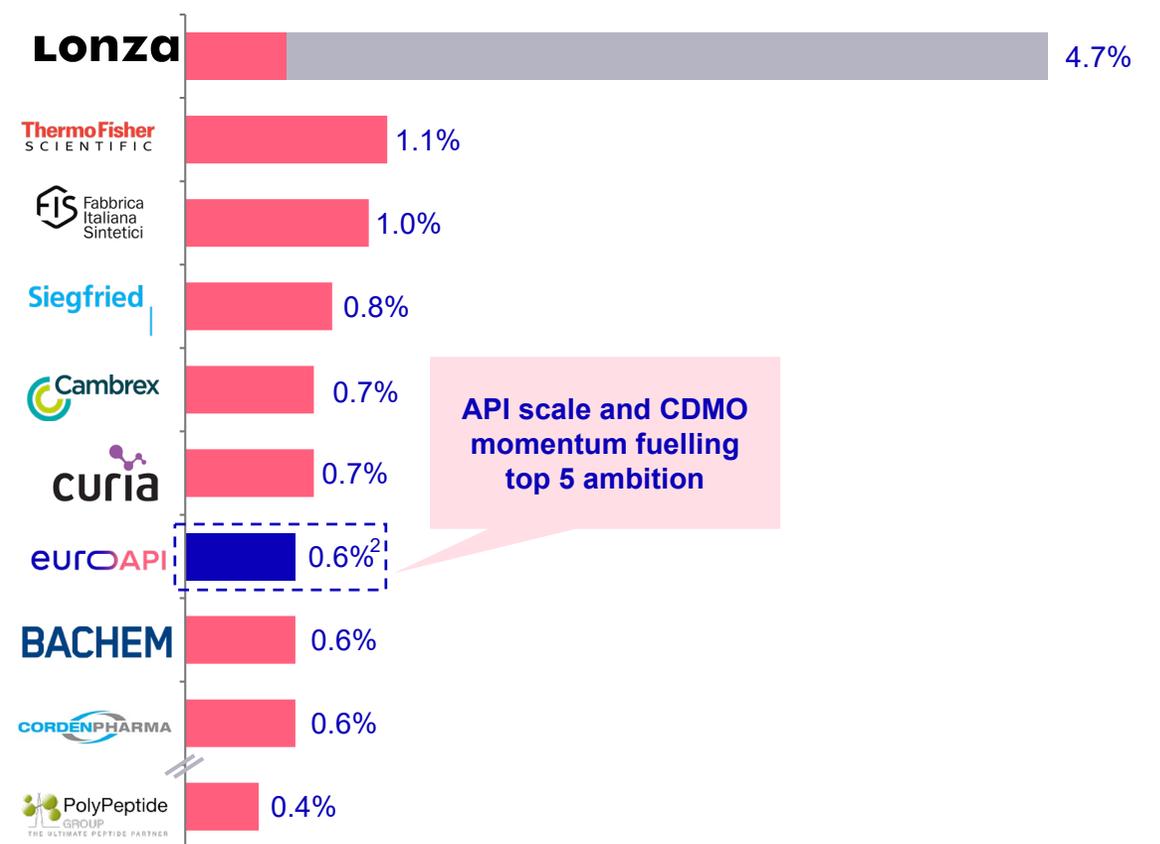
% share<sup>1</sup> of total merchant API market (including CDMO) in 2019



c.€1bn Sales by end of 2022 (API Solutions and CDMO)

## Top 5 ambition in CDMO by 2025

% share<sup>1</sup> of CDMO market in 2019

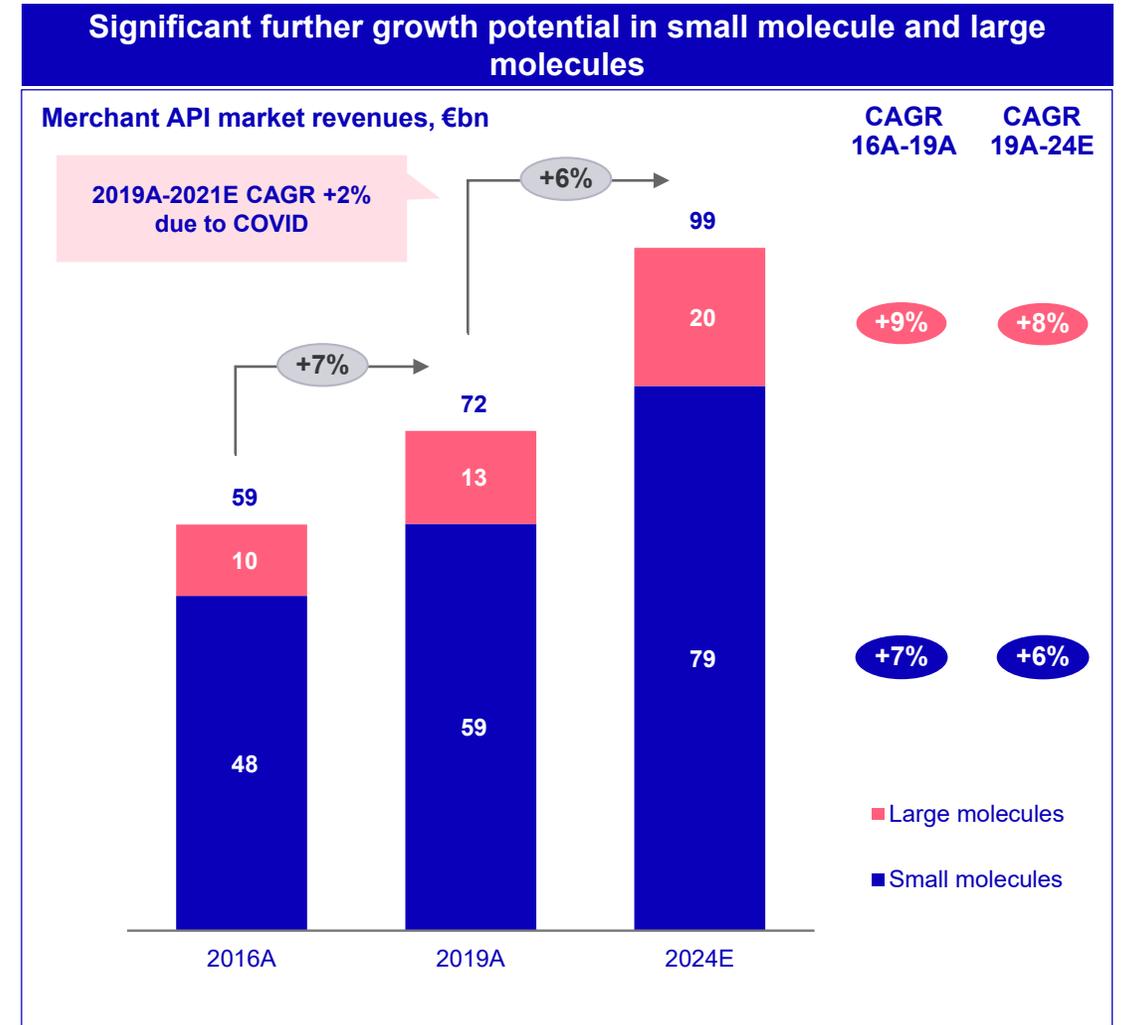
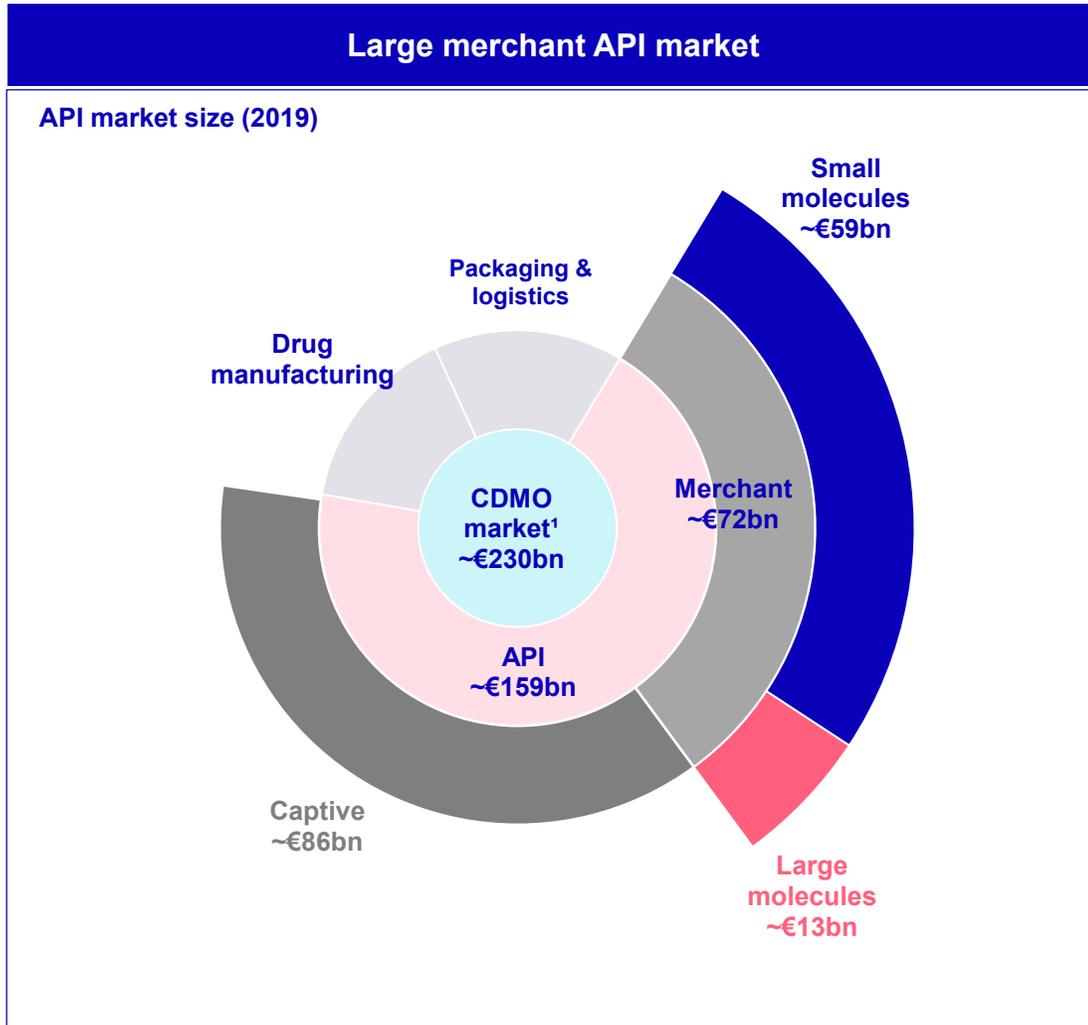


API scale and CDMO momentum fuelling top 5 ambition

■ Small molecules & Peptides/Oligos ■ Biologics

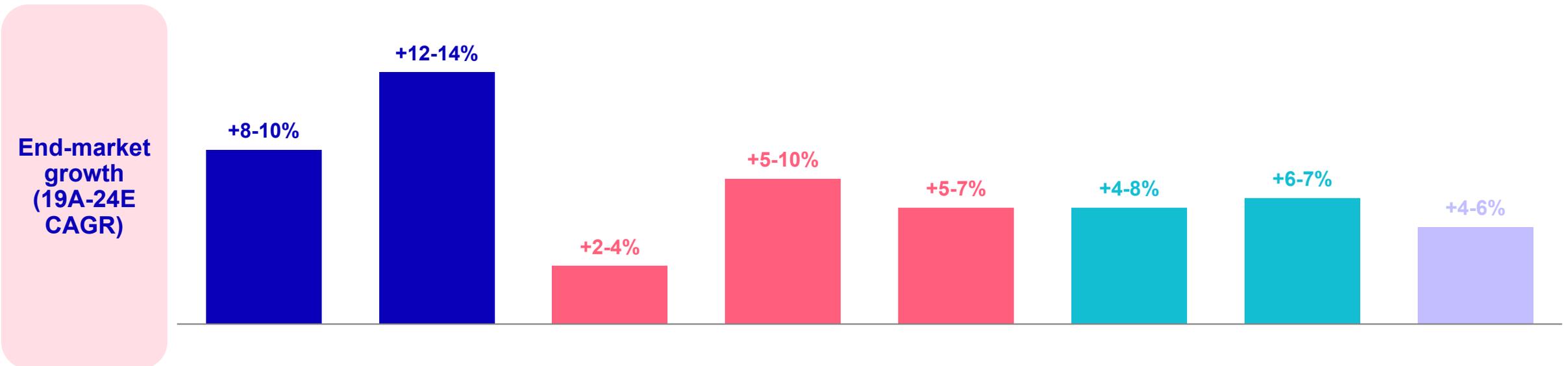
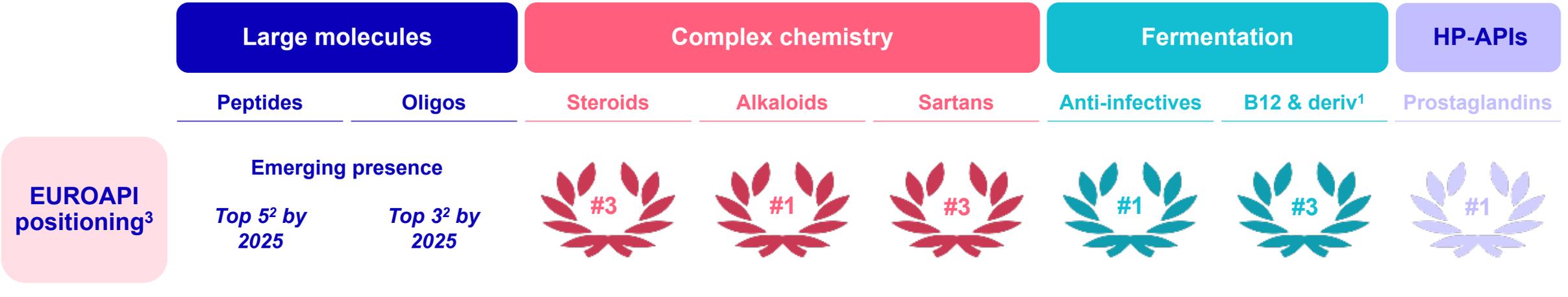
Sources Company information, public company filings and public data base such as Capital IQ and Orbis

Note  
 1 % share determined based on 2019 revenues  
 2 EUROAPI market share calculated based on 2020 revenues



Sources BCC Research, Technavio, Mordor Intelligence, US-FDA (C&En "Years in New Drugs" 2016, 2017, 2018, 2019, 2020)  
 P. 27 Note  
 1 CDMO excluding research and clinical activity

# EUROAPI is leading in high growth niches and differentiated segments of API



Sources Company estimates, interviews with industry experts realized in 2021, IQVIA & PharmaCompass statistics

Notes

- 1 Vitamin B12 and derivatives
- 2 On market share basis
- 3 Related to key sub-markets targeted by EUROAPI



Critical element of EU API manufacturing network



Largest API site in Europe (Frankfurt)<sup>1</sup>



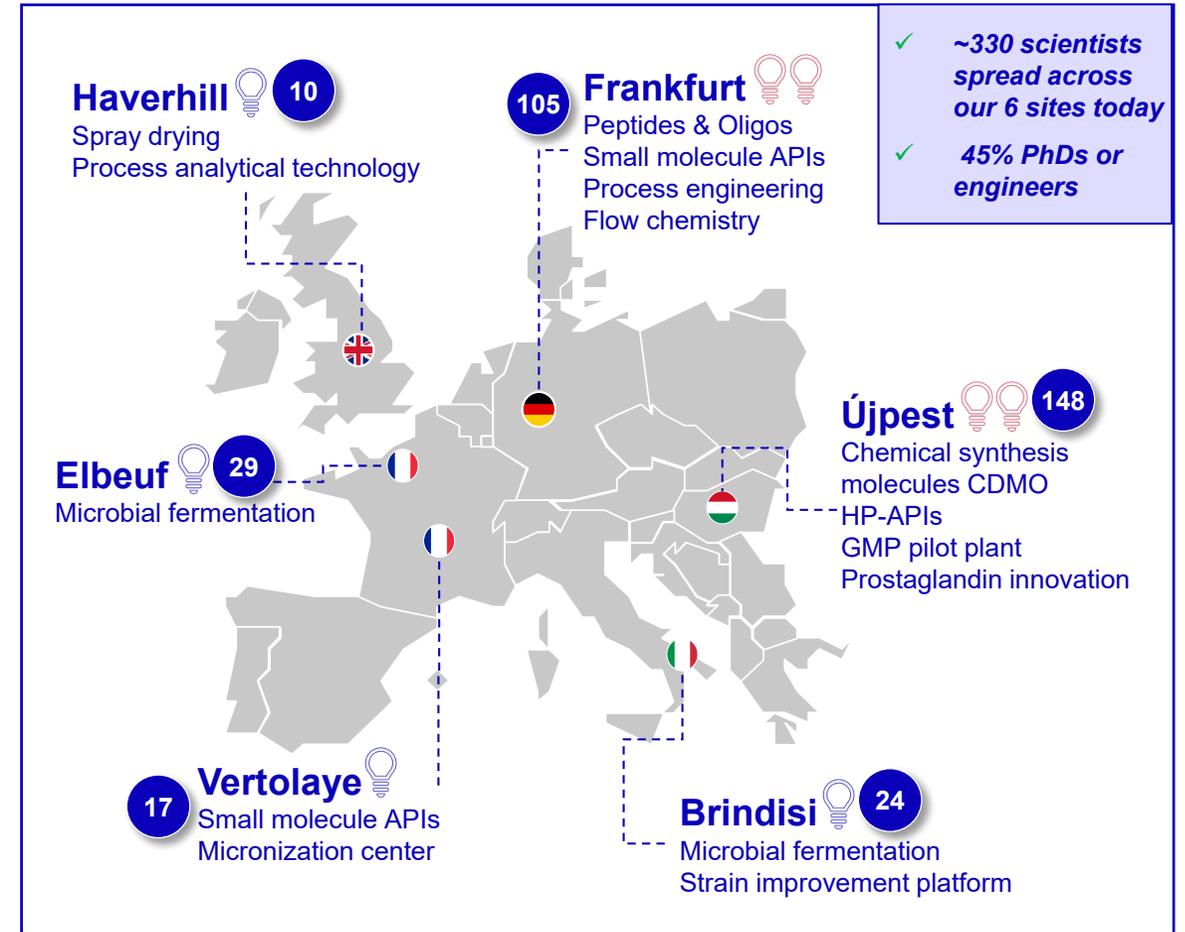
Differentiated technologies across the network



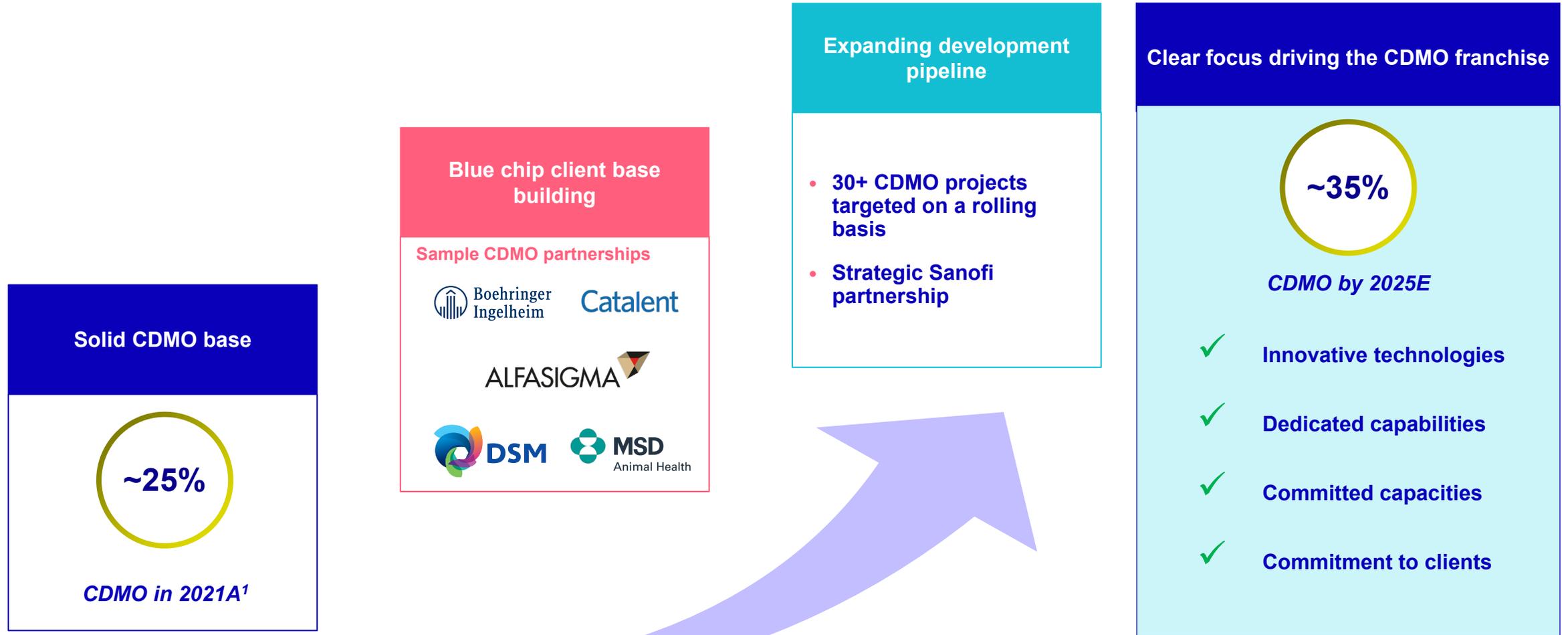
Innovative development enabled at every site



Undisputed quality track record



Primary R&D hubs R&D centers R&D employees in 2021



### Capacity building



**Vitamin B12**

25-50% capacity by 2024



**Prostaglandins**

4x output



**Hormones**

>10 tonnes target p.a. by 2025

### Cross-selling

**54% of Sales<sup>1</sup>**

from clients that buy 4+ APIs

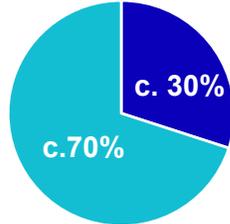
**BUT**

**80-90% of Clients**

purchase <3 APIs

### Pricing enhancements

Current API Solutions:<sup>1</sup>



c.75% of portfolio monosourced

### New clients



**Non-commoditized APIs in emerging / less regulated regions**

### Unlock potential from formerly Sanofi exclusive APIs

**22**

Newly unlocked APIs

**€15-25m**

Potential upside

### Repatriation projects



Non-EU supply dependence



Public health importance

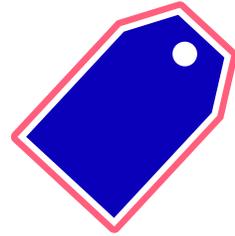
While the strategically important Sanofi relationship brings stability and revenue visibility to EUROAPI, we are rolling out our strategy as a fully independent company

*Four key principles drive our ongoing relationship with Sanofi*



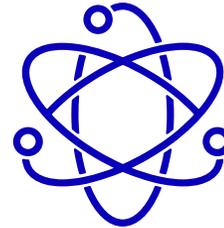
**Mutually beneficial partnership**

Maximize benefits for both Sanofi & EUROAPI



**Arm's length aligned on market practice**

Sanofi not subsidizing EUROAPI and vice versa (prices aligned with market practices and sustainable for both parties)



**EUROAPI as Sanofi distributor for API sales**

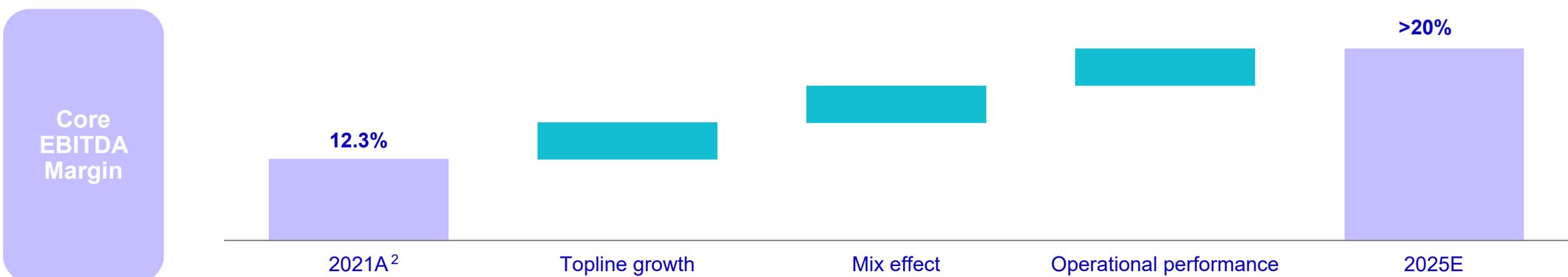
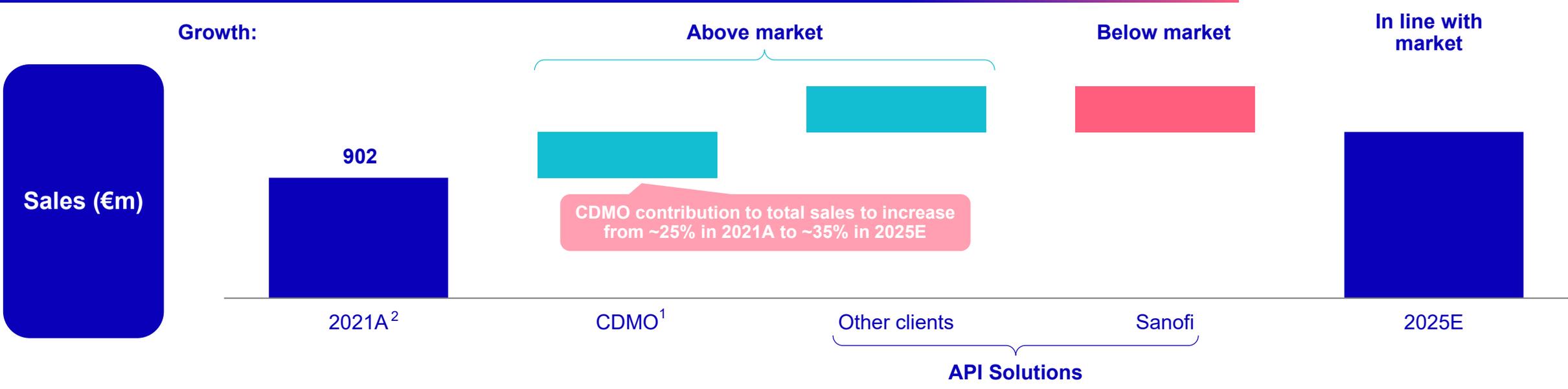
Agreed upon list of APIs manufactured by Sanofi will be distributed by EUROAPI (with exceptions linked to existing licensing contracts)



**Long-term**

Deal terms to ensure long-term partnership and create conditions to make a renewal after 5 years of interest to both parties

# Clear objective to financial performance



P. 33 **Source** Company information,  
**Notes** Size of the bars is not intended to imply magnitude of impact. See "Disclaimer" regarding forward-looking statements  
 1. Includes contribution from Sanofi  
 2. Restated figures

# Introducing the EUROAPI Management Team

## Employee culture of excellence

c.3,350

Global headcount

10

Countries of employee presence

c.15

Years of seniority on average

## Highly experienced executive team



**Karl Rotthier**  
Chief Executive Officer

29



**Antoine Delcour**  
Chief Financial Officer

8



**Vincent Touraille**  
Chief Strategy Officer

32



**Eric Berger**  
Chief Operating Officer

30



**Cécile Maupas**  
Chief CDMO Officer

20



**Kai Rossen**  
Chief Scientific Officer

31



**Laurent Alexandre**  
Chief Commercial Officer

25



**Bruno Laforge**  
Chief HR &  
Corporate Affairs Officer

13



**Jim DeYonker**  
Chief Legal, Compliance  
and IP Officer

25



**Frédéric Lelièvre**  
Chief Quality Officer

24



**Emmanuel Mazeaud**  
Chief Digital Officer

4



**Guillaume Rosso<sup>1</sup>**  
Investor Relations  
Director<sup>1</sup>

13



**Géraldine Gorgol<sup>1</sup>**  
Head of Corporate Affairs &  
Secretary to ExCom

25



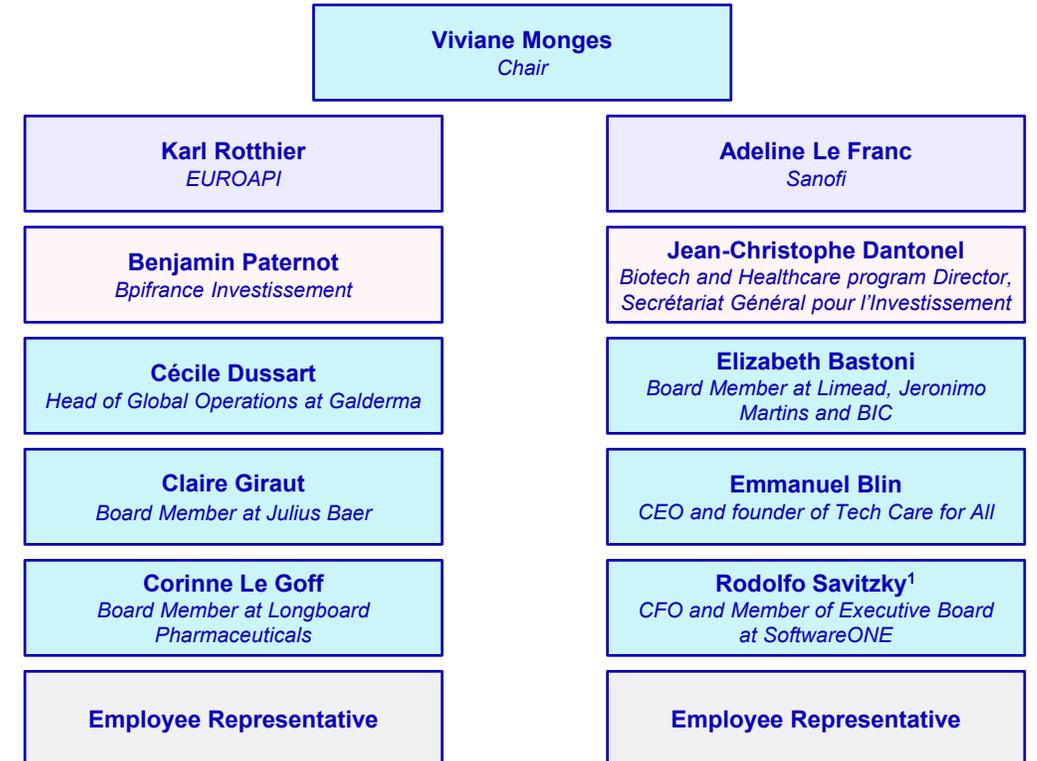
# Years of industry experience

## Governance standards in line with best industry practices

- Board to consist of 13 members (7 independent)
- Highly qualified Chair (independent): Viviane Monges
- 30+ years of executive-level financial leadership experience in the pharmaceutical industry
- Board roles include Novo Holdings, UCB, Idorsia and ADC Therapeutics
- Prior executive roles at Nestle, Galderma, Novartis and Wyeth/Pfizer



## Board of Directors



Independent members
  To be nominated

## Organization, Culture and ESG



Creation of a new innovative API company	Shift to EUROAPI corporate values and related behaviors	A talent management roadmap to align culture with business strategy				
<p><b>Our Vision</b> <i>Reinventing active ingredient solutions to sustainably meet clients' and patients' needs around the world.</i></p> <p><b>Our Mission</b> <i>We work passionately to develop, manufacture, and supply active ingredient solutions for our healthcare partners around the world.</i></p> <p><i>We leverage our industrial expertise and experience to deliver solutions that meet the highest quality, social and environmental requirements — all while ensuring stakeholders' satisfaction.</i></p>	<ul style="list-style-type: none"> <li> To be more agile, flexible, not a heavy process-driven organization</li> <li> Focusing on customer centric approach across the different organizations</li> <li> Developing a CDMO mindset</li> <li> Developing an entrepreneurial spirit throughout the organization</li> <li> Facilitating cooperation and teamwork across the teams through a Matrix Organization</li> <li> Delivering excellence in execution</li> </ul>	<ul style="list-style-type: none"> <li>Talent management is systematic and dynamic, and aligns with the business strategy</li> <li>Contributing to attracting and retaining talent</li> <li>Ensuring leadership succession &amp; career paths</li> </ul> <div style="border: 1px solid red; padding: 10px; margin-top: 10px;"> <p style="text-align: center; background-color: #f06292; color: white; padding: 5px;"><b>EUROAPI 4 VALUES</b></p> <table border="0" style="width: 100%; text-align: center;"> <tr> <td style="border: 1px solid red; padding: 5px;"><b>TAKING OWNERSHIP</b></td> <td style="border: 1px solid red; padding: 5px;"><b>DRIVEN BY OUR CUSTOMERS</b></td> </tr> <tr> <td style="border: 1px solid red; padding: 5px;"><b>ACHIEVING TOGETHER</b></td> <td style="border: 1px solid red; padding: 5px;"><b>CARING FOR ALL</b></td> </tr> </table> </div>	<b>TAKING OWNERSHIP</b>	<b>DRIVEN BY OUR CUSTOMERS</b>	<b>ACHIEVING TOGETHER</b>	<b>CARING FOR ALL</b>
<b>TAKING OWNERSHIP</b>	<b>DRIVEN BY OUR CUSTOMERS</b>					
<b>ACHIEVING TOGETHER</b>	<b>CARING FOR ALL</b>					

**Creating “a culture that favors both the highest levels of performance but also the highest level of opportunity” is an important mission of executive and senior leaders**

## Short term incentives

- **A robust bonus scheme to support the strategy and takes into consideration financial KPIs**

- **Differentiated financial criteria related to financial objectives (group and individual level) and to the site**

- **Executive leadership team (30 people)**
  - › ESG objective will be embedded as part of individual objectives
  - › Being extended in 2023 to all managers

## Long term incentives (LTI) at the time of listing



› Make sure our employees are fully involved and committed to the future of our company



› Competitive LTI program for an extended group of people (c.120/150), with performance shares



› Employee shareholding plan to all employees (excluding certain countries)<sup>1</sup> at the time of the listing



› For Executives

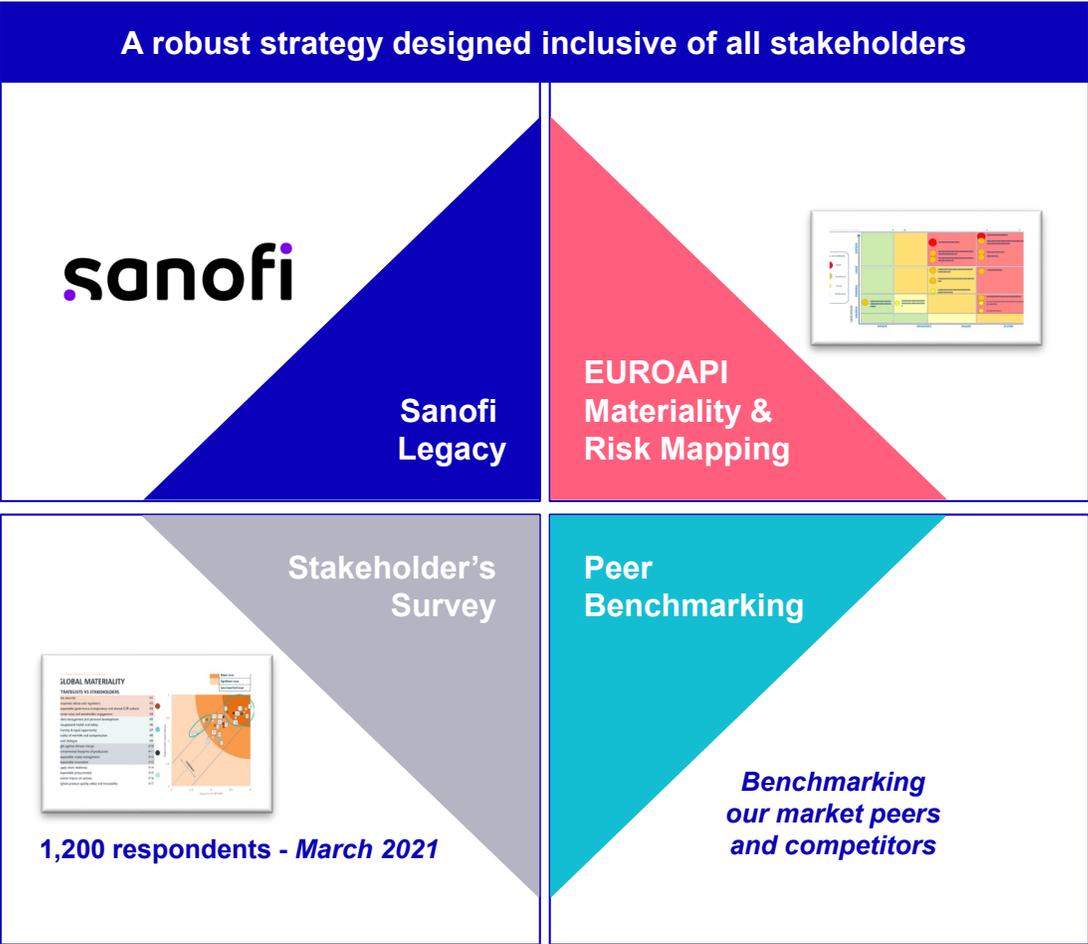
- LTI program will be split between performance shares and stock options to align with the shareholders' intentions

- Matching performance shares for CEO as part of a co-investment program

- 17 executives will also have half of listing reward paid in performance shares

**Compensation and benefits will be closely linked to growth strategy of the company**

# EUROAPI has a market-leading ESG strategy focusing on four core priorities contributing to the United Nations Sustainable Development Goals



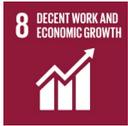
- Medical needs**

Producing high-quality active ingredients that address a broad range of medical needs
- Supply chain**

Sustainable Supply Chain Initiative to achieve ethical, sustainable and reliable processes along the value chain
- Climate-alignment**

Program with clearly defined water and CO2 emissions reduction targets at our manufacturing sites to minimize environmental footprint
- Circular economy**

Sustainable Innovation Program focusing on green chemistry



Source Company information  
Subject to sign-off from ESG Committee

# Ambitious Environmental targets, in line with EUROAPI's position as a market-leader

## Current status



Environment at core of EUROAPI DNA at site level, all sites being or in the path to be certified *ISO50001*

	<b>Frankfurt</b>		Since 2012
	<b>Ujpest</b>		Since 2016
	<b>Elbeuf</b>		Since 2017
	<b>Vertolaye</b>		By 2023
	<b>Brindisi</b>		By 2023
	<b>Haverhill</b>		By 2023



Innovative technologies to reduce global environmental footprint

- Micropollutants by charcoal unit in Vertolaye
- Volatile Organic Compound burners in three industrial sites
- Production of one of the largest marketed API with continuous process & solvents usage minimization (Sevelamer on Haverhill site)
- Launch of a biomass boiler to reduce CO2 emissions in Elbeuf

## Current targets



2023

- ~ 100% sites certified ISO50001



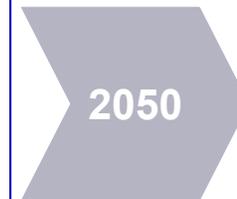
2025

- ~ 100% sites electricity from renewable sources



2030

- ~ -30% of CO2 emissions<sup>1</sup> (vs. 2020)



2050

- Net zero carbon emissions target<sup>2</sup>

Source Company Information  
Subject to sign-off from ESG Committee

1 Includes Scope 1 and 2. 2020 volumes of CO2 emissions: 101,300 tonnes

2 Includes Scope 1, 2 and 3

# Social and Governance matters are a core priority within EUROAPI's ESG framework



## Current status

 **Health & Safety at core of EUROAPI DNA at site level, all sites being or in the path to be certified ISO14001**

	<b>Brindisi</b>		Since 1999
	<b>Frankfurt</b>		Since 1999
	<b>Vertolaye</b>		Since 2000
	<b>Ujpest</b>		Since 2006
	<b>Elbeuf</b>		By 2023
	<b>Haverhill</b>		By 2023

 **100% success<sup>1</sup> in Health & Safety and ESG audits from clients**  
(~150 audits all sites combined on 2018-2021 period)

## Current targets

**By 2023**

- ~100% sites certified ISO14001
- Variable pay linked to sustainability / ESG objectives as part of short-term incentive plan implemented upon listing
- Employee Shareholding plan implemented upon listing

**By 2025**

- Safety: 0 accident ambition
  - LTI<sup>2</sup> to reach ~1.5
  - TRI<sup>2</sup> to reach ~2.5
- Increase of diversity and gender balance representation to reach 30% women at extended leadership team level<sup>3</sup>

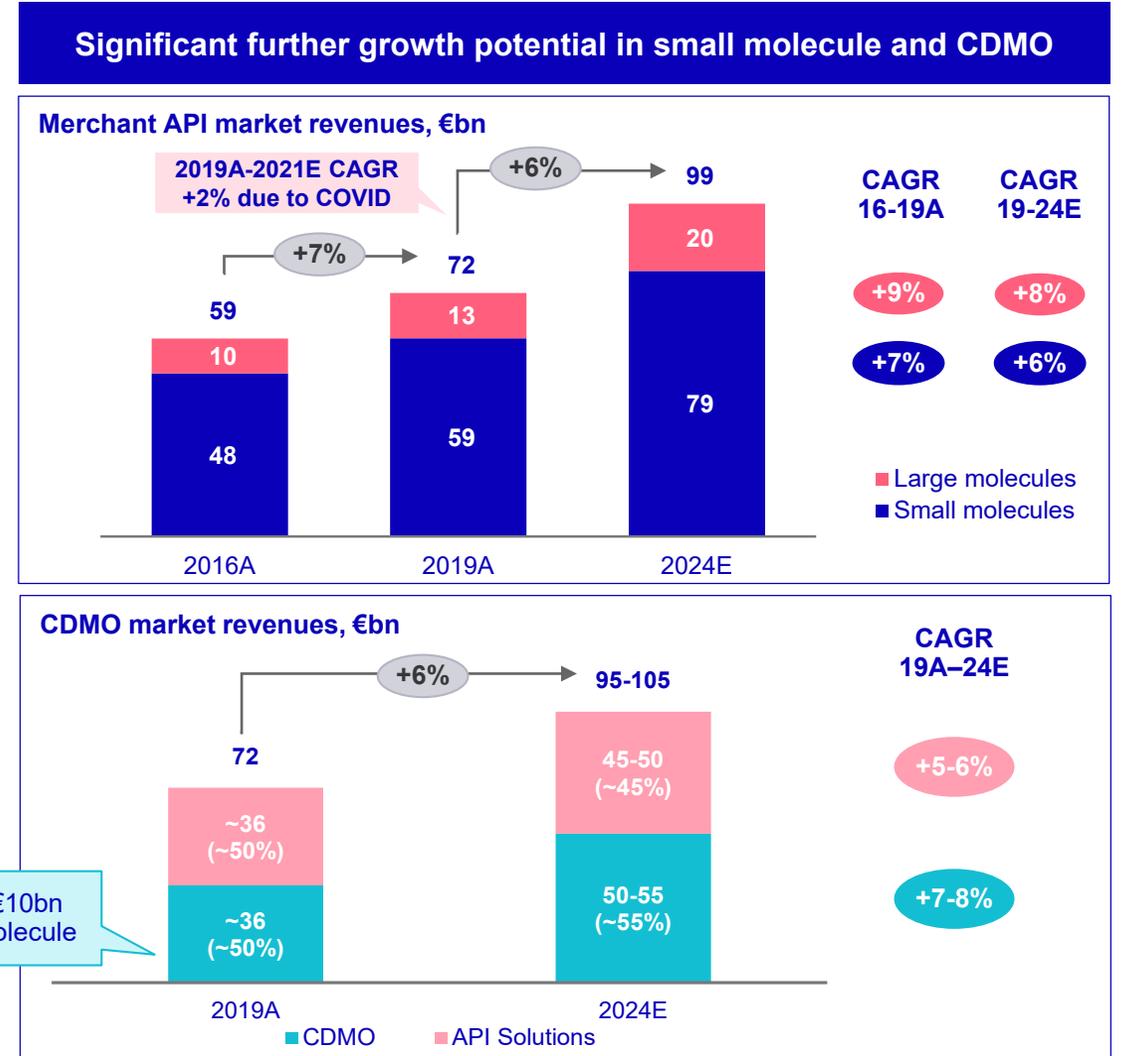
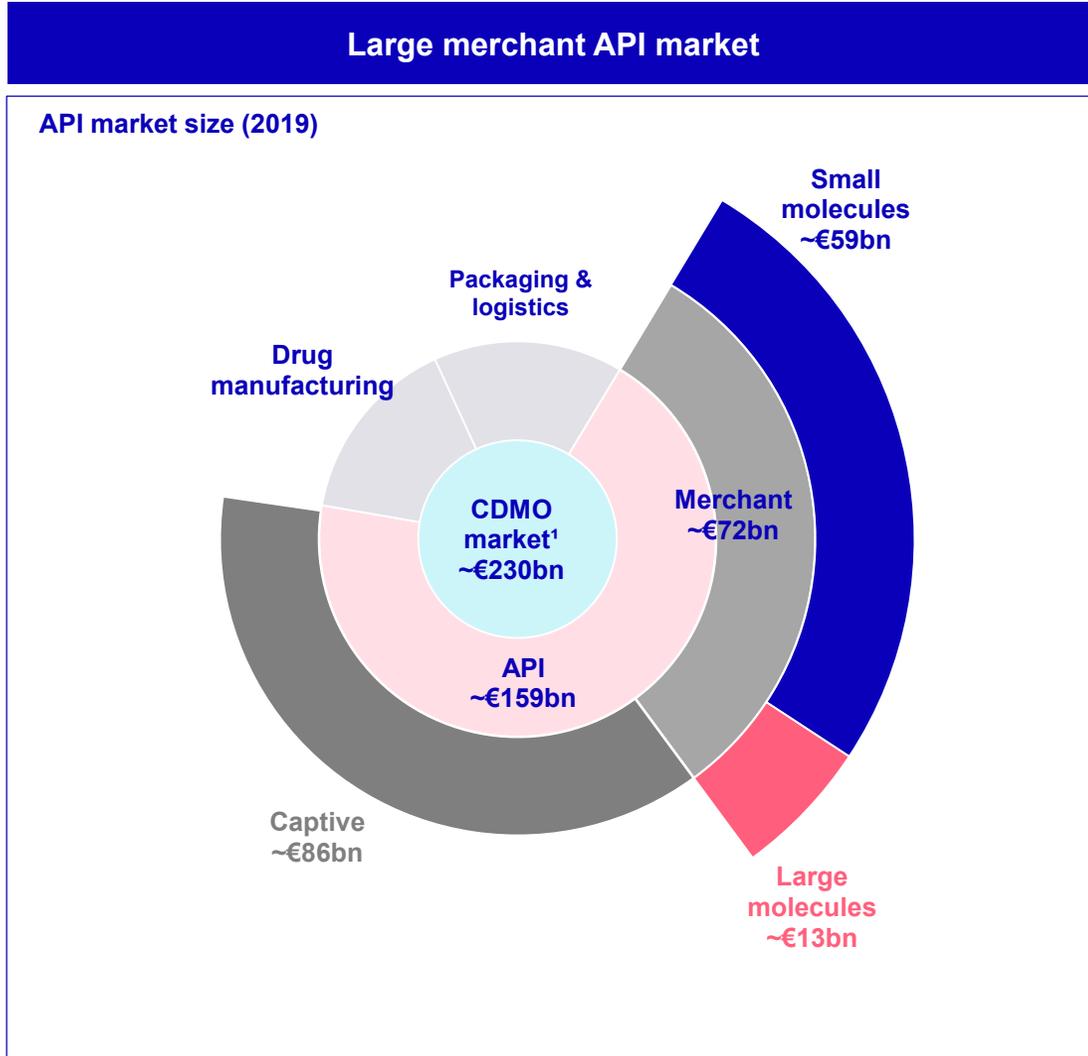
Source Company Information | Subject to sign-off from ESG Committee

Notes

P. 41 1 A client audit is considered as a success if it did not lead to the client loss  
 2 LTI = Lost Time Injury (in 2021: 1.3), TRI = Total Recordable Injury (in 2021: 2.4); calculated by EUROAPI employees: 1 for 1,000,000 working hours  
 3 Extended Leadership team corresponding to ExCom and senior leaders of the company in key positions (in 2021: 23% women at extended leadership level)

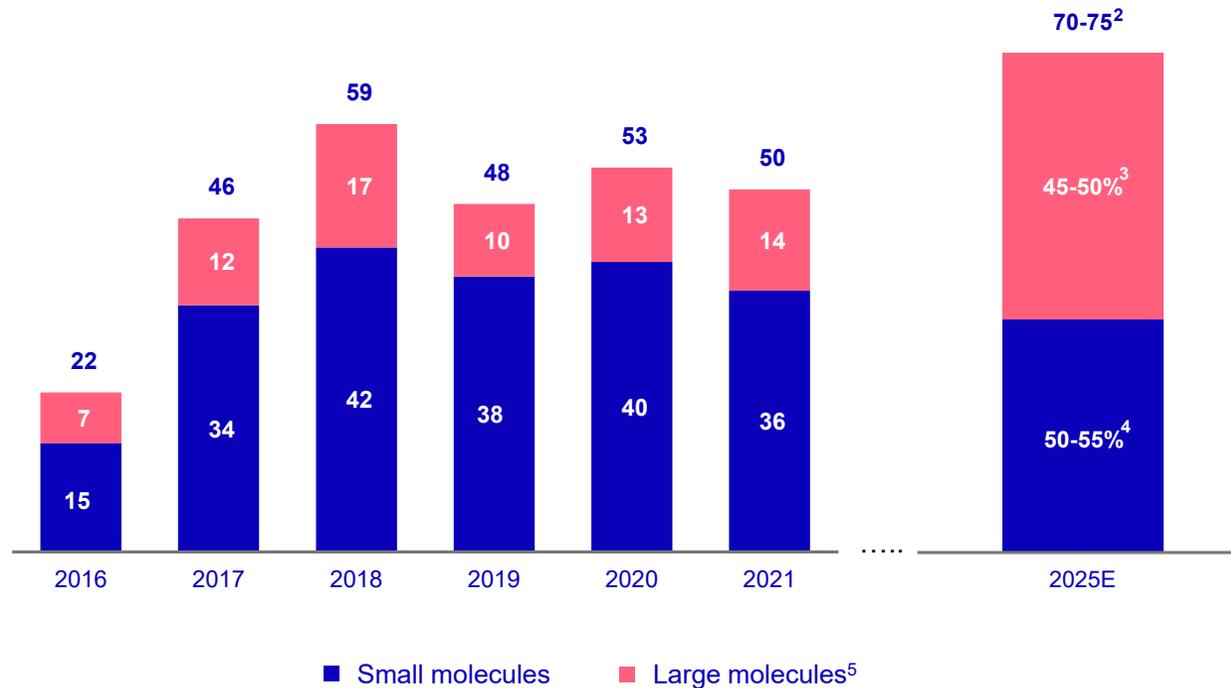
# Market Overview and EUROAPI's Positioning





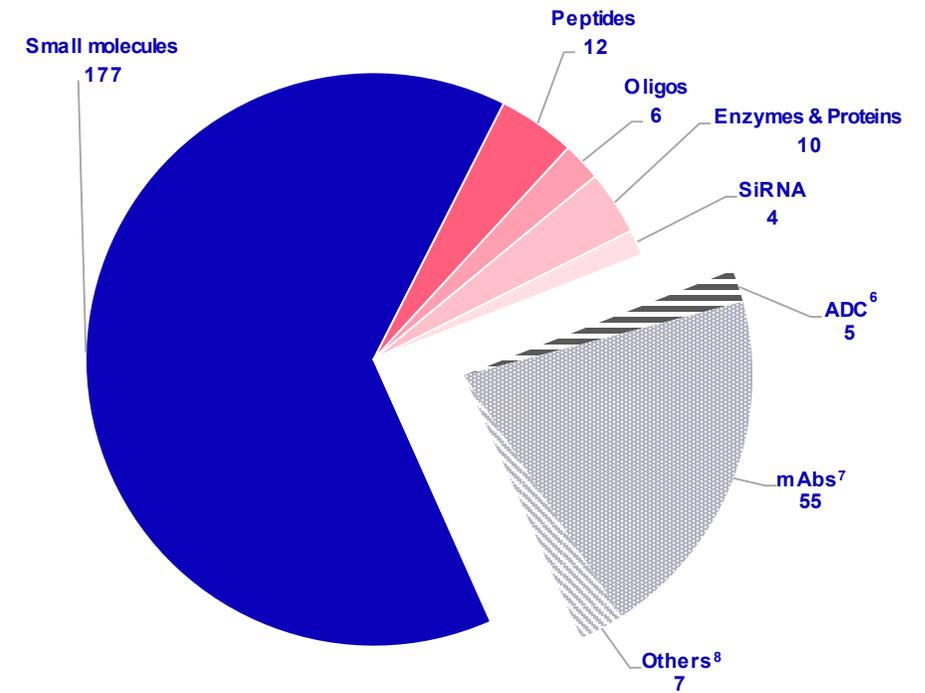
## More than 65% of approved drugs are small molecules over the past decade

Number of drug approvals<sup>1</sup>



## EUROAPI capable of producing >80% of new drugs

FDA approved new drugs by type of molecule (2016-2021)



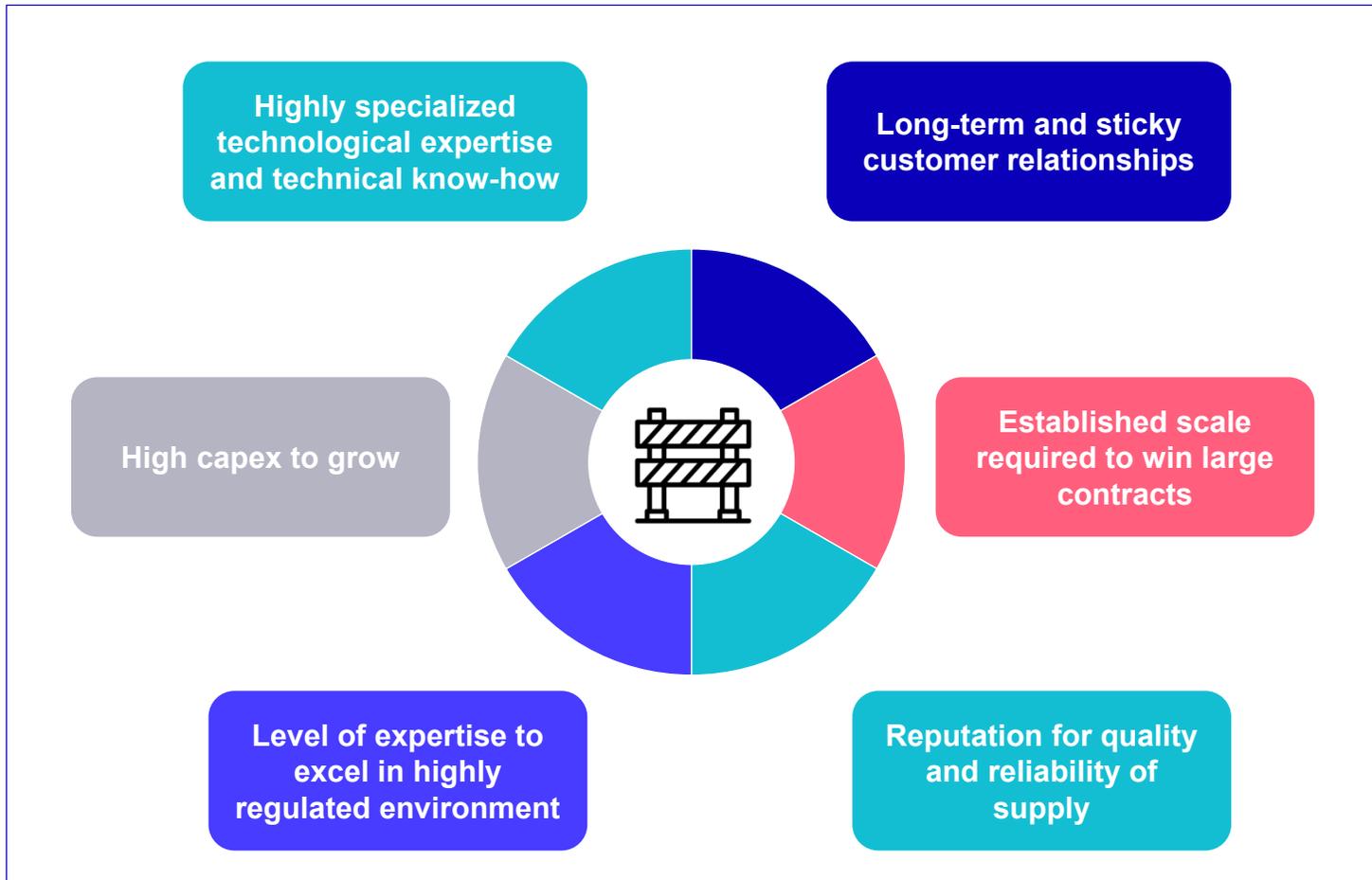
**Sources** Company information, FDA, Results Healthcare, Evaluate Pharma and US-FDA (C&En "Years in New Drugs" 2016, 2017, 2018, 2019, 2020, 2021)

**Notes**

- 1 Including RadioConjugate, SiRNA, growth factor, fatty acids
- 2 Expert view (CPhI – Pharma post pandemic legacy trends)
- 3 Flat projection based on current pipeline growth - 1,2,3 clinical phases (Evaluate Pharma)
- 4 Delta between total drug approval and small molecules in line with growth of current pipeline of large molecules (Evaluate Pharma)
- 5 Including peptides and oligonucleotides
- 6 EUROAPI has chemistry capabilities relating to linkers and payloads in ADC
- 7 mAbs category groups antibodies and equivalents
- 8 Including lipid, radioconjugate, polymer, neurotoxin

## Capital and knowledge investments...

## ...supported by favorable market trends



Increasing demand for **premium APIs**



Increasing demand for **high social responsibility, environmental and quality compliant producers**

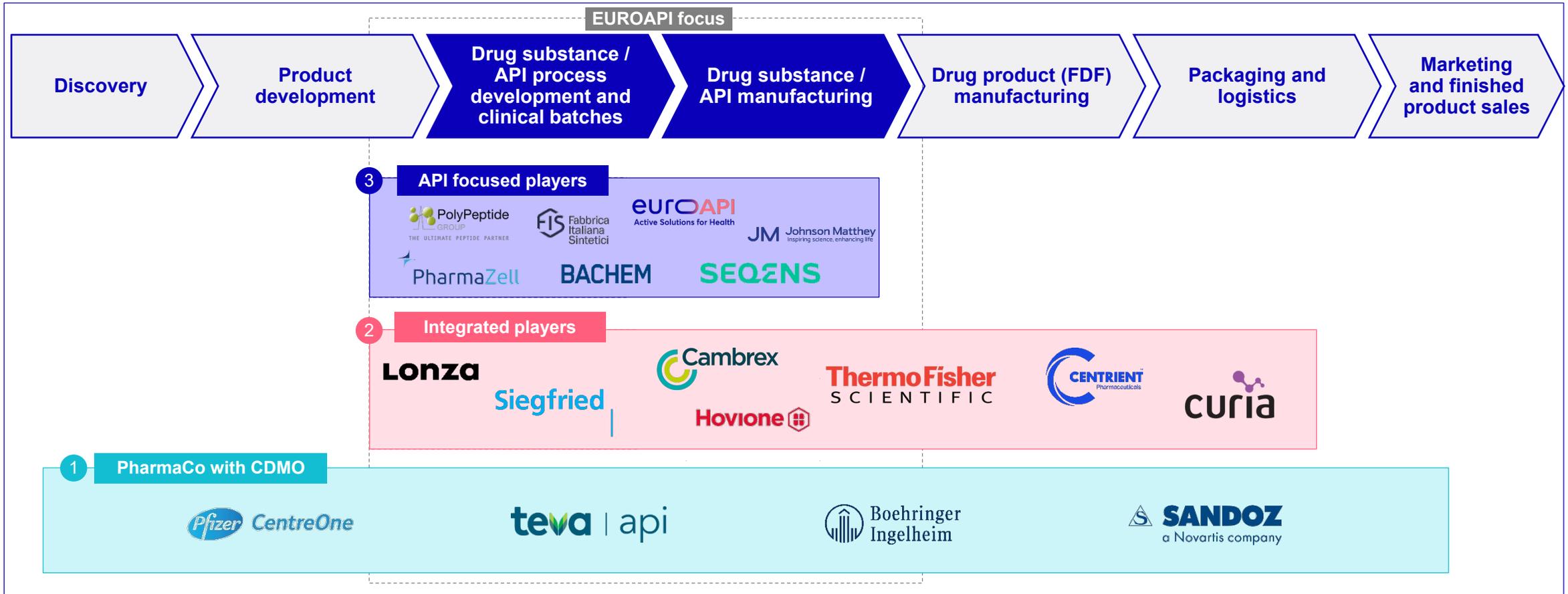


Increasing trend to **qualify a dual-source in Western countries for previously Asian-sourced molecules**



**Current context supporting short to medium-term repatriation of API production to Europe**

## Pharma value chain and key API players<sup>1</sup>

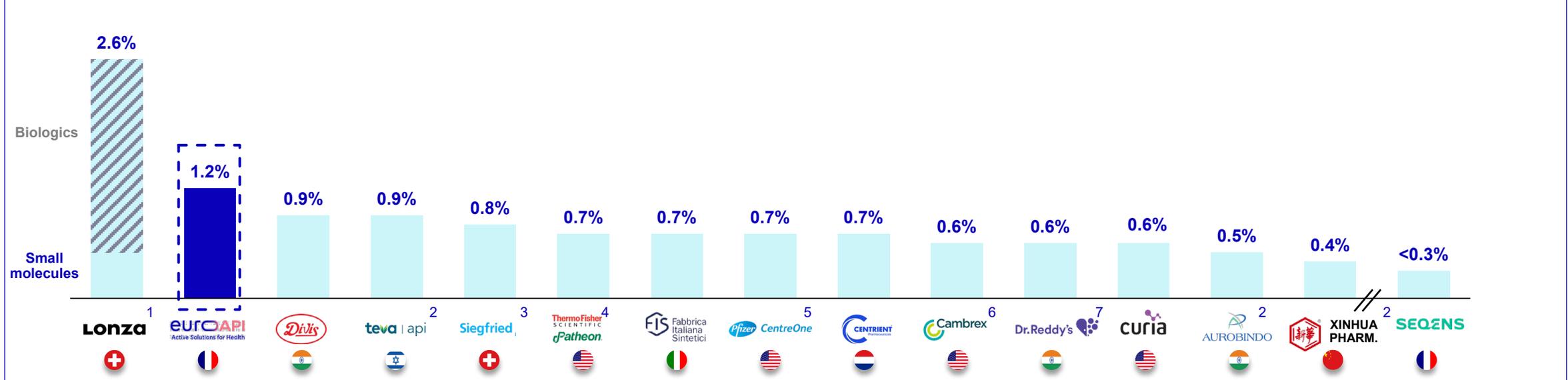


Source Company information  
Note

# EUROAPI is the global #1 small molecule API supplier in a highly fragmented market

## Leading global API player in a highly fragmented market

Top Tier API manufacturers, % share of merchant API market (2019)



**Global #1 leader in small molecules API with a state-of-the-art European industrial platform**

**Global #2 API producer**

**Critical size leveraging large portfolio, scale effects and leadership positions**

Sources Public company filings/communication, Capital IQ, Orbis

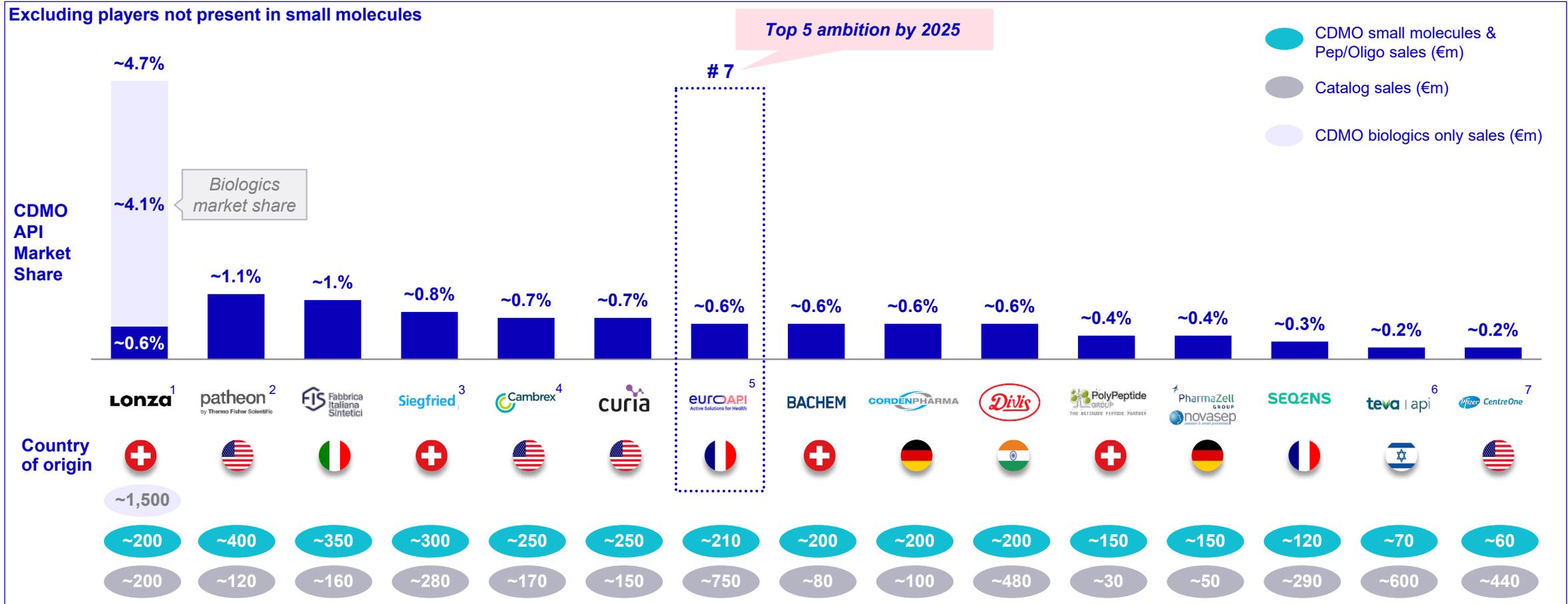
Notes

- 1 Estimated 2019 revenue of SM segment excl. DPF + Biologics segment excl. DPS as per 2020 Investor Update
- 2 2019 API revenue as reported
- 3 2019 Drug Substance segment
- 4 Estimated 2019 revenue of former Patheon DSS segment

- 5 Expert assumption; est. share of drug substance only (former PCS)
- 6 API segment 2018
- 7 Pharmaceuticals Services and Active Ingredients segment 2019

# EUROAPI has ambitions to be a top-5 CDMO player by 2025

## Top 15 small molecule API suppliers' CDMO API market share and revenue split



Sources Public company filings/communication, Capital IQ, Orbis, Industry interviews, Press releases

Notes

- 1 Estimated 2019 revenue of SM segment excl. DPF + Biologics segment excl. DPS as per 2020 Investor Update
- 2 Estimated 2019 revenue of former Patheon DSS segment
- 3 2019 Drug Substance segment
- 4 API segment 2018. CDMO in large molecules excluding oligonucleotides & peptides

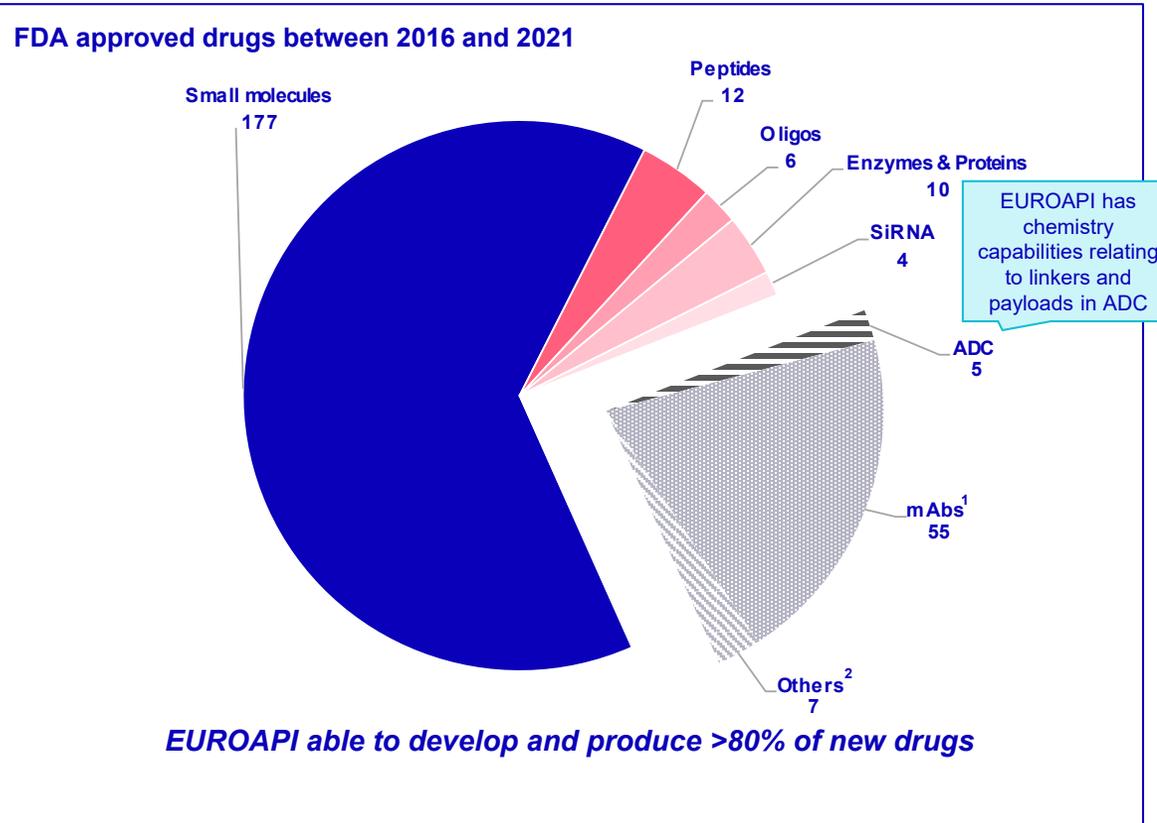
- 5 2020 actual sales
- 6 API segment 2018
- 7 Expert assumption; est. share of drug substance only (former PCS)

**Break**

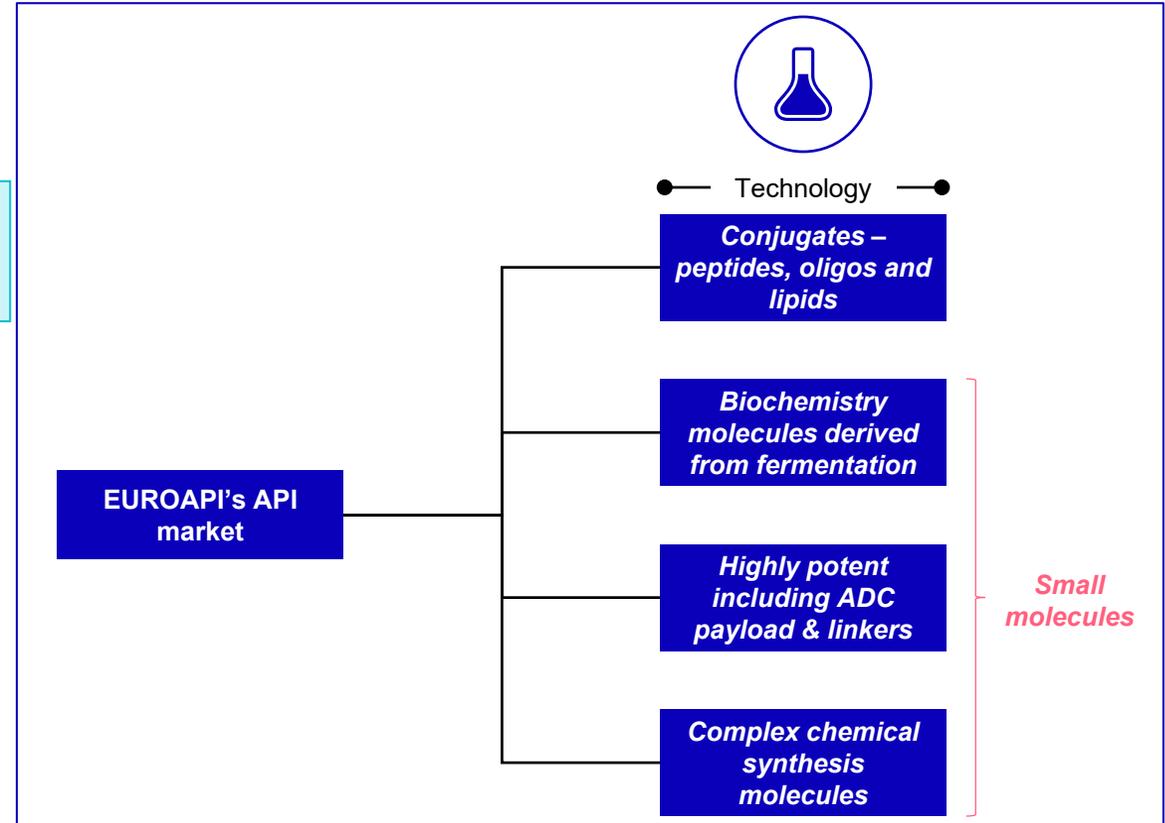
# Technology, R&D and Manufacturing Capabilities



## Small molecules and innovative products continue to dominate the list of approved drugs



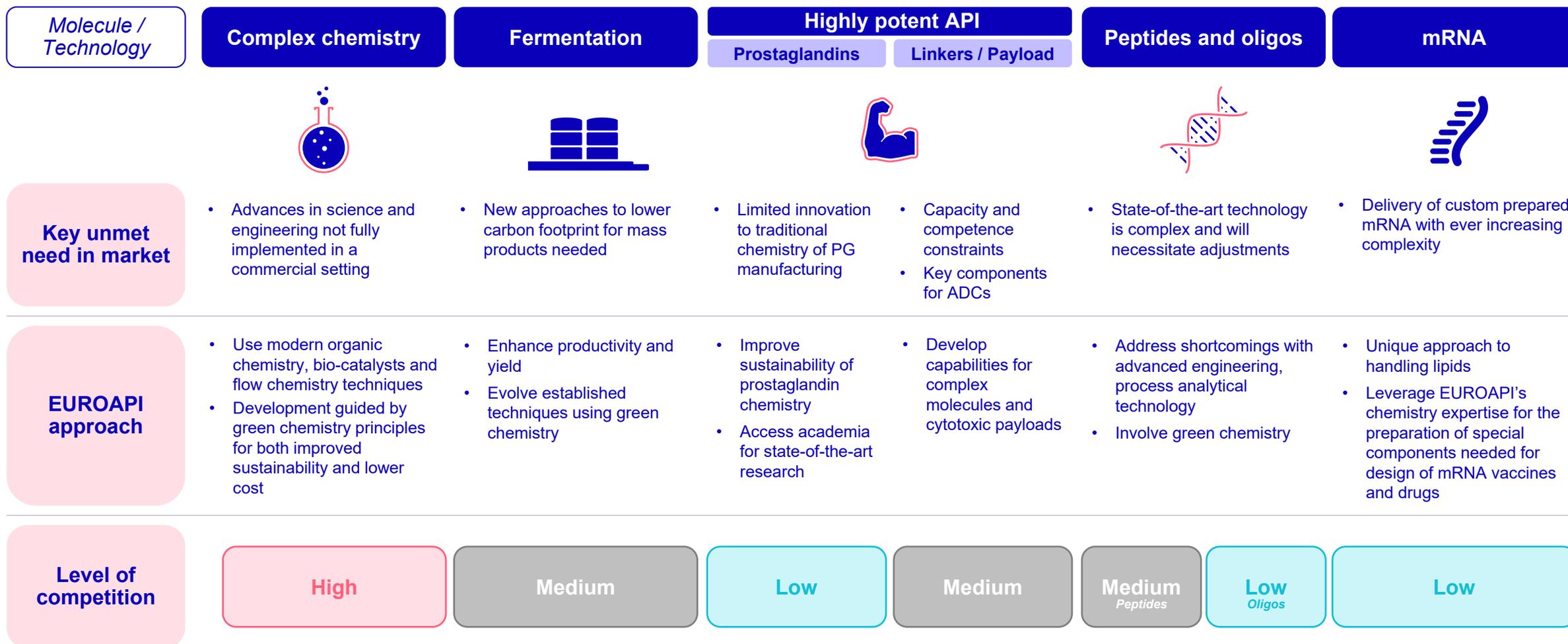
## EUROAPI presence across API categories



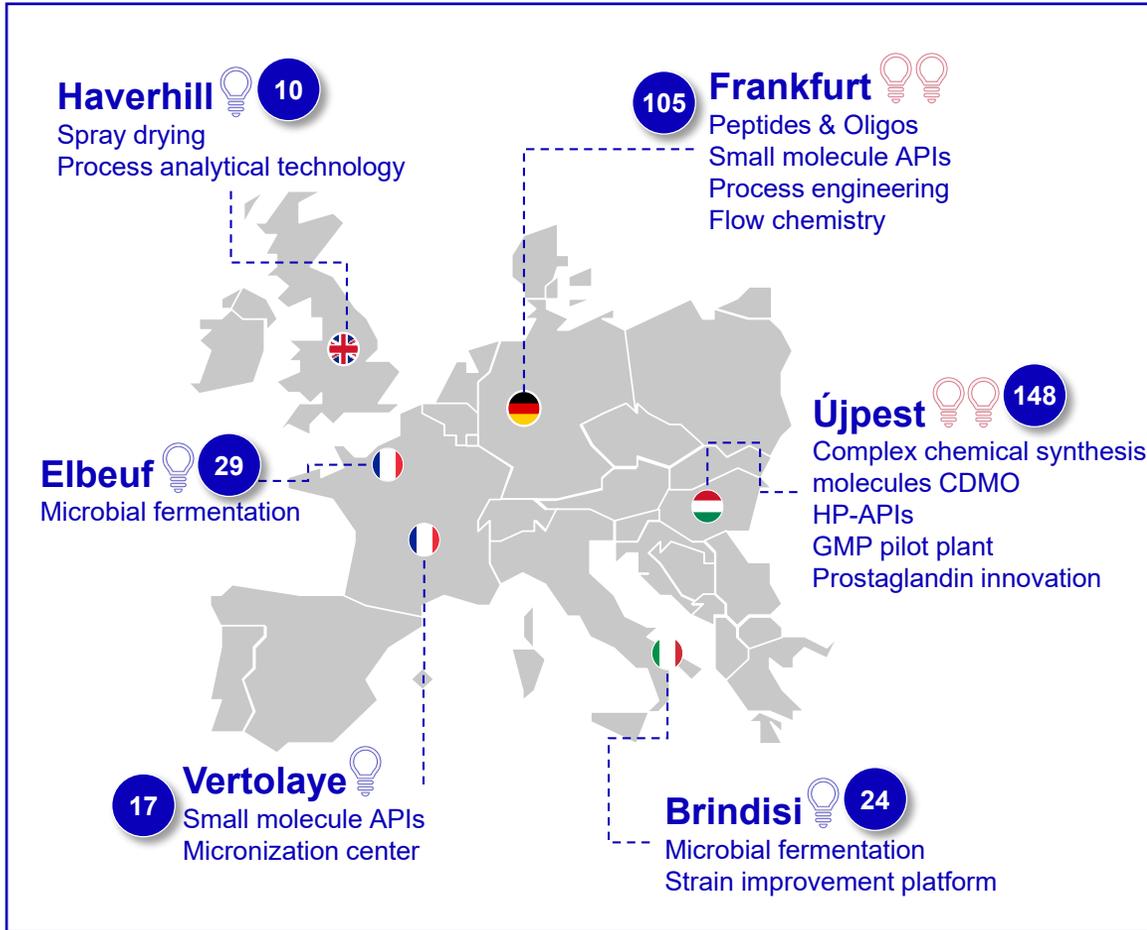
Source Company information

Notes

1. mAbs category groups antibodies and equivalents
2. Including lipid, radioconjugate, polymer, neurotoxin



## Well-connected and focused R&D organization

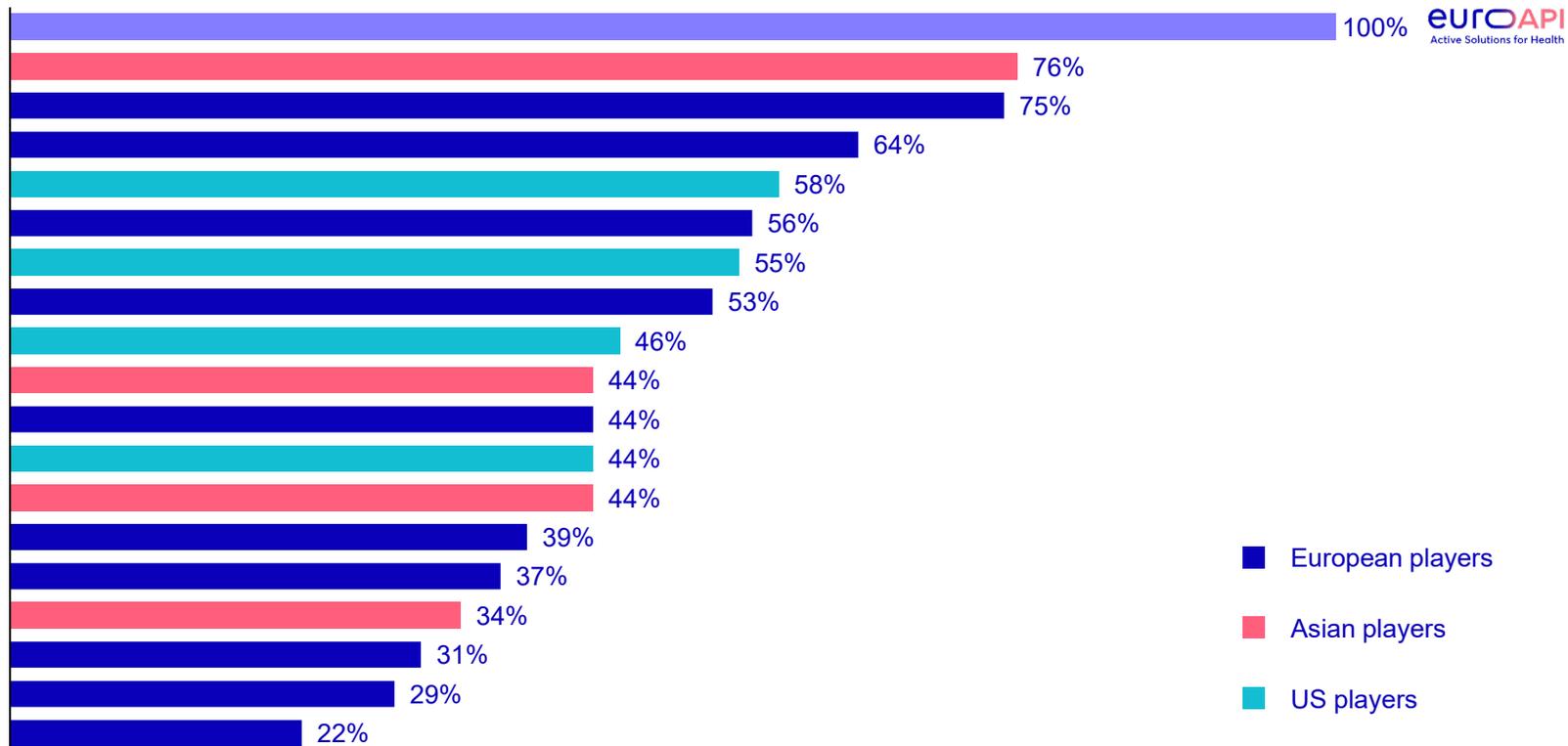


Large & experienced R&D team	<ul style="list-style-type: none"> <li>✓ ~330 scientists spread across our 6 sites today</li> <li>✓ Scheduled to almost double capacity by 2025</li> </ul>
Highly qualified staff with strong educational backgrounds	<ul style="list-style-type: none"> <li>✓ 45 % PhDs or engineers</li> </ul>
Covering all technologies to support CDMO and API Solutions portfolio	<ul style="list-style-type: none"> <li>✓ R&amp;D capabilities to enable early clinical batch manufacturing to commercial scale</li> </ul>
Close collaboration on-site	<ul style="list-style-type: none"> <li>✓ R&amp;D programs developed on sites in close relationship with supply, quality and commercial teams</li> </ul>

Primary R&D hubs 
 R&D centers 
 R&D employees in 2021

## EUROAPI is the largest Small Molecules API manufacturer globally...

Relative sales vs. EUROAPI of key small molecule players<sup>1</sup>



## ... with bigger sites



EUROAPI sites are **2.5 times<sup>2</sup> bigger** than Western peers<sup>1</sup>



**Frankfurt site is the biggest European site<sup>3</sup>** with ~865m<sup>3</sup> of reactors (fine chemistry reactors)



**All sites above critical size** with optimized infrastructures



**CDMO activities integrated at all sites** with capabilities from **early development to commercial stage**



All technology required to **deliver near-term strategy** already within EUROAPI

Sources Company information, broker research, Capital IQ, Orbis, Press releases, industry interviews, IQVIA

Notes

1 Non-exhaustive list of Small molecule API manufacturers ranked by turnover; 100% base corresponds to EUROAPI sales

2 Average production of EUROAPI sites in metric tones is ~2.5 the median production of peers' sites

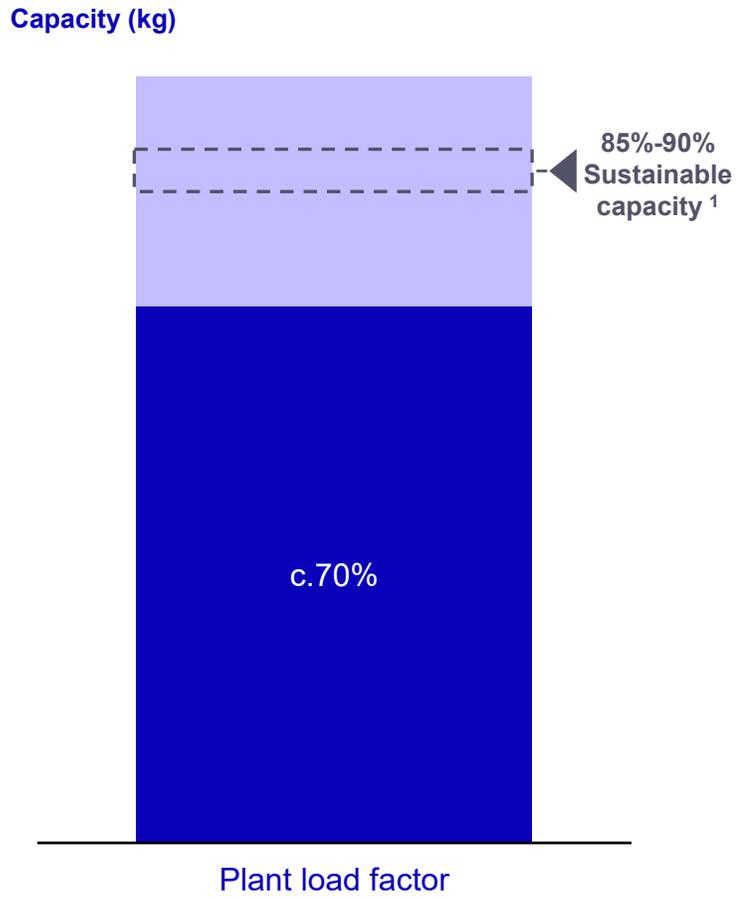
3 Company estimates based on third-party and other sources

# In-house capabilities in key technologies along with R&D centers at each site already in place to deliver full company strategy

	Chemistry				Fermentation	
	 Frankfurt	 Ujpest	 Vertolaye	 Haverhill	 Elbeuf	 Brindisi
Key technologies	<ul style="list-style-type: none"> <li>• Solid phase chemistry for peptides &amp; oligos</li> <li>• High volume organic synthesis</li> <li>• Pilot plant with flow chemistry</li> </ul>	<ul style="list-style-type: none"> <li>• Highly potent product manufacturing</li> <li>• Complex organic synthesis</li> <li>• Large range of production scale</li> </ul>	<ul style="list-style-type: none"> <li>• Complex organic synthesis (Steroids)</li> <li>• Highly potent product manufacturing</li> <li>• Micronization and solid chemistry</li> <li>• High pressure chromatography</li> </ul>	<ul style="list-style-type: none"> <li>• High volume industrial flow chemistry (large scale)</li> <li>• Spray drying from pilot to large scale</li> </ul>	<ul style="list-style-type: none"> <li>• Large scale fermentation and downstream processing</li> </ul>	<ul style="list-style-type: none"> <li>• Large scale fermentation and development process</li> <li>• Highly potent product handling</li> <li>• Process development capabilities</li> </ul>
CDMO capabilities	✓	✓	✓	✓	✓	✓
Development center						
Small batches <i>(Reactors &lt; 1m³ or &lt; 10m³)</i>	✓	✓	✓	<i>Flow chemistry &amp; Continuous process</i>	✓	✓
Large batches <i>(Reactors &gt; 20m³ or &gt; 200m³)</i>	✓	✓	✓		✓	✓
Total volume (m³)	~865 <sup>1</sup>	448	567	22	3,553	2,583
# of reactors	165	186	108	7	48	62

# Manufacturing network is well-invested, comprising a comprehensive suite of technologies with further capacity development projects underway to support medium-term growth plan

**EUROAPI's capacity utilization is at sustainable levels and expected to remain so**



**Additional development projects for key API families are already underway**

Offering	Location	Planned enhancements
Peptide & Oligonucleotide 	Frankfurt 	Debottlenecking of downstream process enabling to <b>reach &gt;100kg/year by 2024</b>
Prostaglandins 	Ujpest 	Stepwise construction of new facilities and hiring with a target to progressively <b>multiply output by ~4x</b>
Hormones 	Vertolaye 	Construction of a new production capacity for highly active hormones, with a <b>target capacity of more than 10 tonnes per year</b>
Spray drying 	Haverhill 	Facility upgrade to have a full range of capacities and capabilities for aqueous and solvent technologies
Vitamin B12 	Elbeuf 	New fermentation process with a target to <b>increase capacity by 25-50% by 2024</b> and reduce industrial and environmental footprint
Antibiotics 	Brindisi 	Initiated a review of current portfolio/processes centered on fermentation with <b>goal to introduce new products and technology leveraging local R&amp;D capabilities and leverage green chemistry principles</b>

Development already in progress

Source Company information  
 P. 56 Note  
<sup>1</sup> Optimal maximum capacity to ensure maintenance and absorb last minute need for increased production

# All manufacturing sites are FDA & EMA inspected with strong results including no critical finding following regulatory audits



	Last FDA inspection			Last EMA <sup>1,2</sup> inspection		Client audits
	Date	# of critical findings		Date	# of critical findings	% success in audits (2018-2021) <sup>3</sup>
Frankfurt	2019	0	No warning letter 483 form with 1 observation (closed)	2020	0	100%
Ujpest	2019	0	No warning letter No 483 form (no observations)	2020	0	100%
Vertolaye	2019	0	No warning letter No 483 form (no observations)	2021	0	100%
Haverhill	2017	0	No warning letter No 483 form (no observations)	2020	0	100%
Elbeuf	2016	0	No warning letter No 483 form (no observations)	2021	0	100%
Brindisi	2014	0	No warning letter No 483 form (no observations)	2018	0	100%

Success rate consistent across >150 audit instances

Peers<sup>4</sup>

Sources Company information, Industry experts' interviews

Notes All sites PMDA-approved except Elbeuf

1 EMA inspection are performed by local agencies (ANSM, AIFA, GFIDM, OGYEI & NEBIH)

2 MHRA for UK

3 A client audit is considered as a success if it did not lead to the client loss

4 0, 1 or up to 4 critical findings found for 15 peers analyzed

**CDMO**

**5**

# Already one of the broadest portfolios in CDMO globally



		euroAPI Active Solutions for Health	Lonza	ThermoFisher SCIENTIFIC	FIS Fabbrica Italiana Sintetici	Siegfried	Cambrex	curia	BACHEM	CORDENPHARMA	PolyPeptide GROUP THE ULTIMATE PEPTIDE PARTNER
Large molecules	Peptides / Oligos	✓							✓	✓	✓
	Biologics		✓	✓						Only Peptides	
Complex chemistry		✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Fermentation		✓	✓	✓							✓
Highly potent APIs	Hormones	✓	✓	✓							
	Prostaglandins	✓	✓	✓							
	Other	✓ <sup>1</sup>	✓	✓	✓	✓	✓	✓	✓		✓
Particle engineering & flow chemistry		✓	✓		✓		✓	✓	✓		✓
					Only flow chemistry			Only flow chemistry			Only flow chemistry

Sources Company information, public company filings / communication, industry interviews, press releases

Note

P. 59 1 Lab & pilot scale for other HP-APIs available from mid 2022

# Our CDMO strategy as a standalone entity is to make our best-in-class capabilities available to the entire pharma/biotech ecosystem for the first time

## One of the best CDMO



Ambition to be a top-5 CDMO player by 2025



Gradual portfolio shift towards CDMO to drive growth momentum



Best-in-class infrastructure to support our growth strategy

### Dedicated CDMO focus



Dedicated CDMO team started mid-2021 – 15 CDMO members across US, EU and Japan



Implementation of CDMO strategic committee to select the best CDMO projects



Price competitiveness & ability to meet timelines

### Capitalize on existing capabilities



Broad technology offering already in-house



Six on-site Development, Science & Innovation centers of excellence with launching units



Quality and regulatory excellence

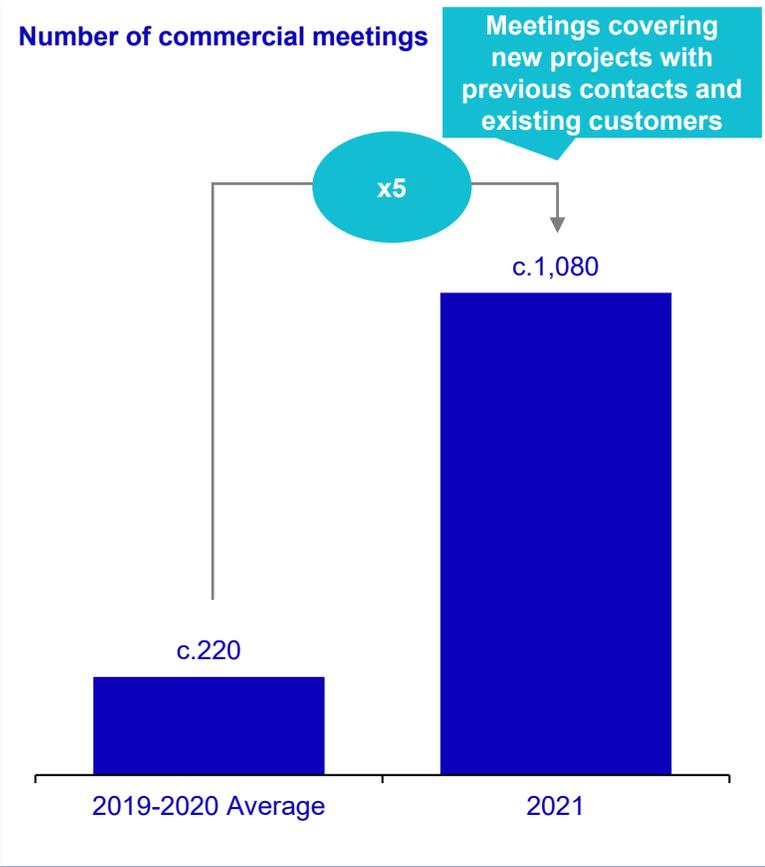
# Deep breadth of technologies across the full R&D spectrum powering CDMO offering

	<div data-bbox="389 248 797 339"> <p><b>Large molecules</b></p>  </div> <div data-bbox="389 491 797 582"> <p><b>Peptides &amp; oligonucleotides</b></p> </div>	<div data-bbox="810 248 1212 339"> <p><b>Complex chemistry</b></p>  </div> <div data-bbox="810 491 1212 582"> <p><b>Complex chemical synthesis molecules</b></p> </div>	<div data-bbox="1225 248 1628 339"> <p><b>Biochemistry molecules derived from fermentation</b></p>  </div> <div data-bbox="1225 491 1628 582"> <p><b>Anti-infectives and vitamin B12</b></p> </div>	<div data-bbox="1640 248 2043 339"> <p><b>Highly potent (HP-APIs)</b></p>  </div> <div data-bbox="1640 491 2043 582"> <p><b>Prostaglandins, cytotoxic payloads &amp; linkers</b></p> </div>	<div data-bbox="2056 248 2458 339"> <p><b>Solid state</b></p>  </div> <div data-bbox="2056 491 2458 582"> <p><b>Particle engineering</b></p> </div>
<div data-bbox="71 629 364 743"> <p><b>Growth contribution to EUROAPI business plan<sup>1</sup></b></p> </div>	<div data-bbox="389 629 797 743"> <p>✓ ✓ ✓</p> </div>	<div data-bbox="810 629 1212 743"> <p>✓ ✓ ✓</p> </div>	<div data-bbox="1225 629 1628 743"> <p>✓ ✓</p> </div>	<div data-bbox="1640 629 2043 743"> <p>✓</p> </div>	<div data-bbox="2056 629 2458 743"> <p>✓</p> </div>
<div data-bbox="71 768 364 1196"> <p><b>Key growth drivers / strategy</b></p> </div>	<div data-bbox="389 768 797 1196"> <ul style="list-style-type: none"> <li>• Intense prospecting in Europe / US / Japan</li> <li>• Target (i) phase 2 candidates looking to scale up and quality CDMOs and (ii) preclinical / phase 1 candidates for 1<sup>st</sup> CDMO partnership</li> <li>• Target most complex oligos</li> </ul> </div>	<div data-bbox="810 768 1212 1196"> <ul style="list-style-type: none"> <li>• Target large pharmas aiming to double source commercial supply</li> <li>• Exploit our backward integrated model to target intermediates and regulatory grade raw materials</li> <li>• European footprint with significant potential to scale up</li> <li>• Price competitiveness along with sustainability focus (e.g. flow chemistry)</li> </ul> </div>	<div data-bbox="1225 768 1628 1196"> <ul style="list-style-type: none"> <li>• Address adjacent markets such as synthetic biology (e.g. enzymes)</li> <li>• Offer expertise in semi-synthesis with fermentation (including HP-API molecules)</li> <li>• Utilize pilot scale capacities</li> </ul> </div>	<div data-bbox="1640 768 2043 1196"> <ul style="list-style-type: none"> <li>• Target ADC market for opportunities in cytotoxic payloads and linkers</li> <li>• Capacity to develop all highly potent oncology molecules with the availability of our pilot lab from mid-2022</li> <li>• Utilize newly constructed hormone capacity to develop additional women's health molecules</li> </ul> </div>	<div data-bbox="2056 768 2458 1196"> <ul style="list-style-type: none"> <li>• Offer complex chemistry customers a one-stop shop solution for particle engineering</li> <li>• Creation of a leading European solid phase center for nanoparticles</li> </ul> </div>
<div data-bbox="71 1218 364 1275"> <p><b>Level of competition</b></p> </div>	<div data-bbox="389 1218 797 1320"> <p>Medium Peptides</p> <p>Low Oligos</p> <p><b>covered in additional detail</b></p> </div>	<div data-bbox="810 1218 1212 1275"> <p>High</p> </div>	<div data-bbox="1225 1218 1628 1275"> <p>Medium</p> </div>	<div data-bbox="1640 1218 2043 1275"> <p>Low</p> </div>	<div data-bbox="2056 1218 2458 1275"> <p>Medium</p> </div>

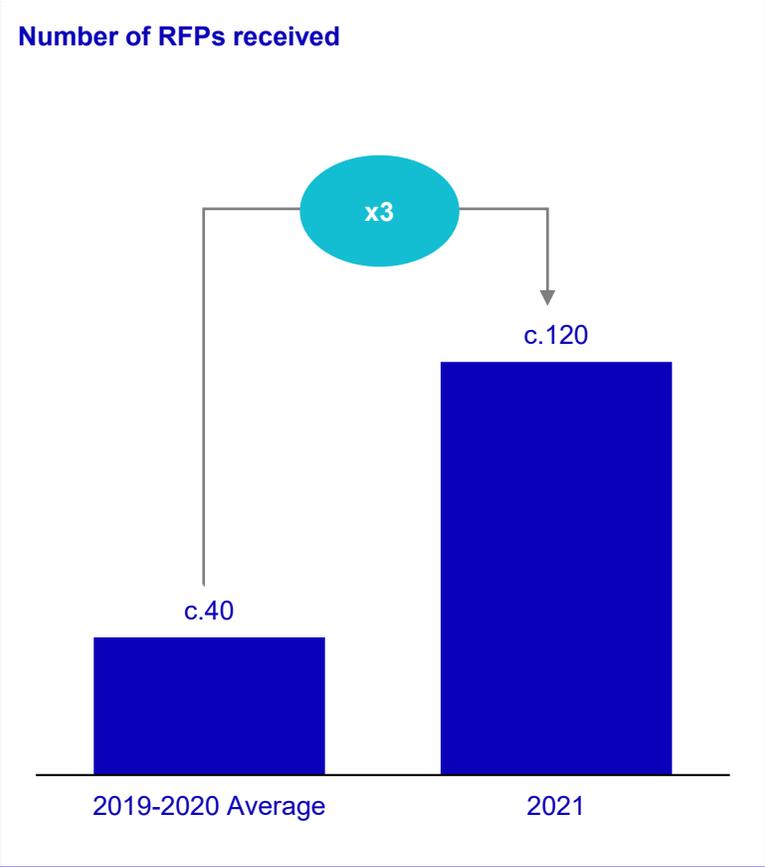
P. 61 Source Company information  
 Notes  
 1 EUROAPI growth potential through 2025  
 2 On market share basis

# Focused efforts have triggered a meaningful rise in activity...

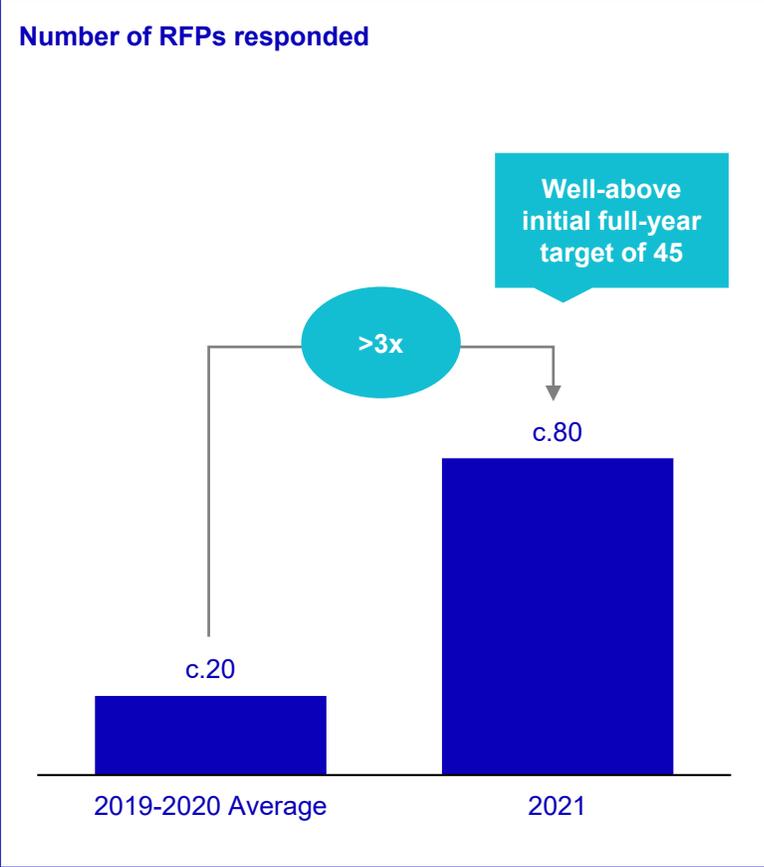
## Sharply increasing number of commercial meetings 2021 vs. prior years



## Substantially more RfPs received in 2021

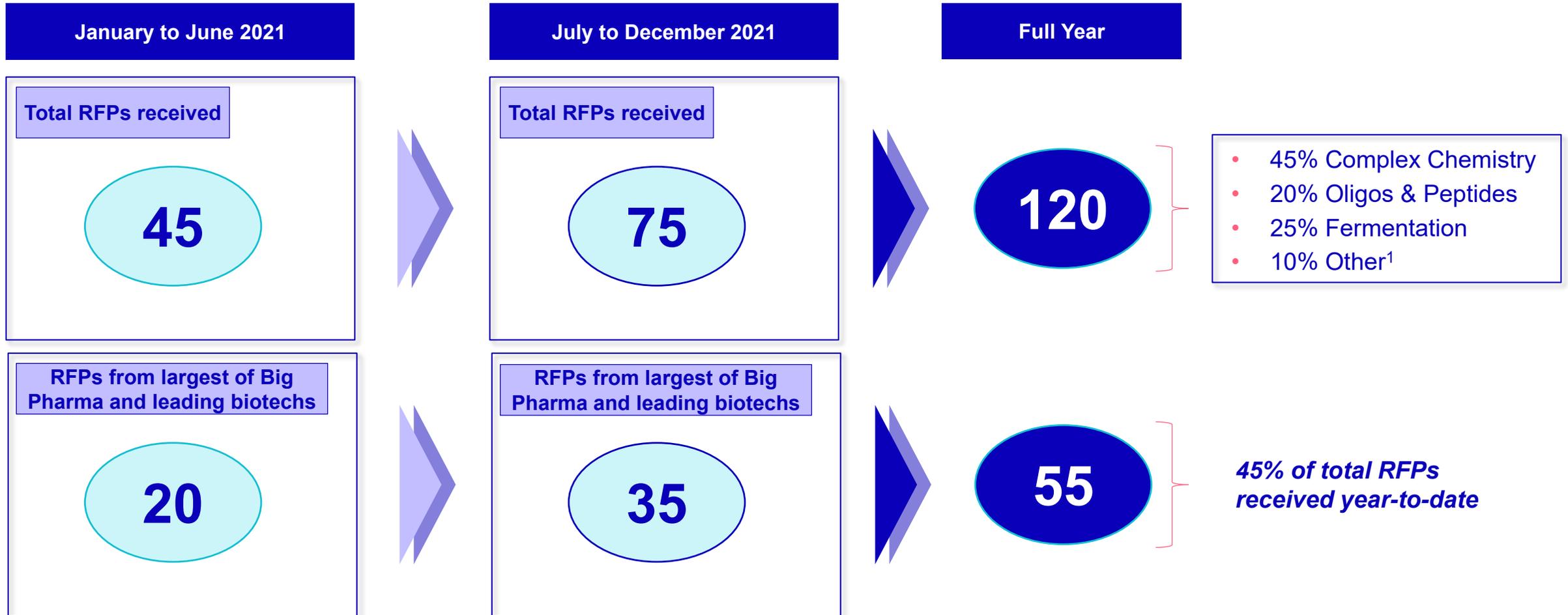


## Significant ramp up in RFP response rate in 2021



Source Company information  
 Note Figures rounded to nearest 5

# ...with strong momentum evidenced by accelerating volume of RFPs from Big Pharma and leading Biotechs worldwide



## Portfolio and momentum building

**22**

**CDMO contracts  
(mostly in  
commercial phase)**

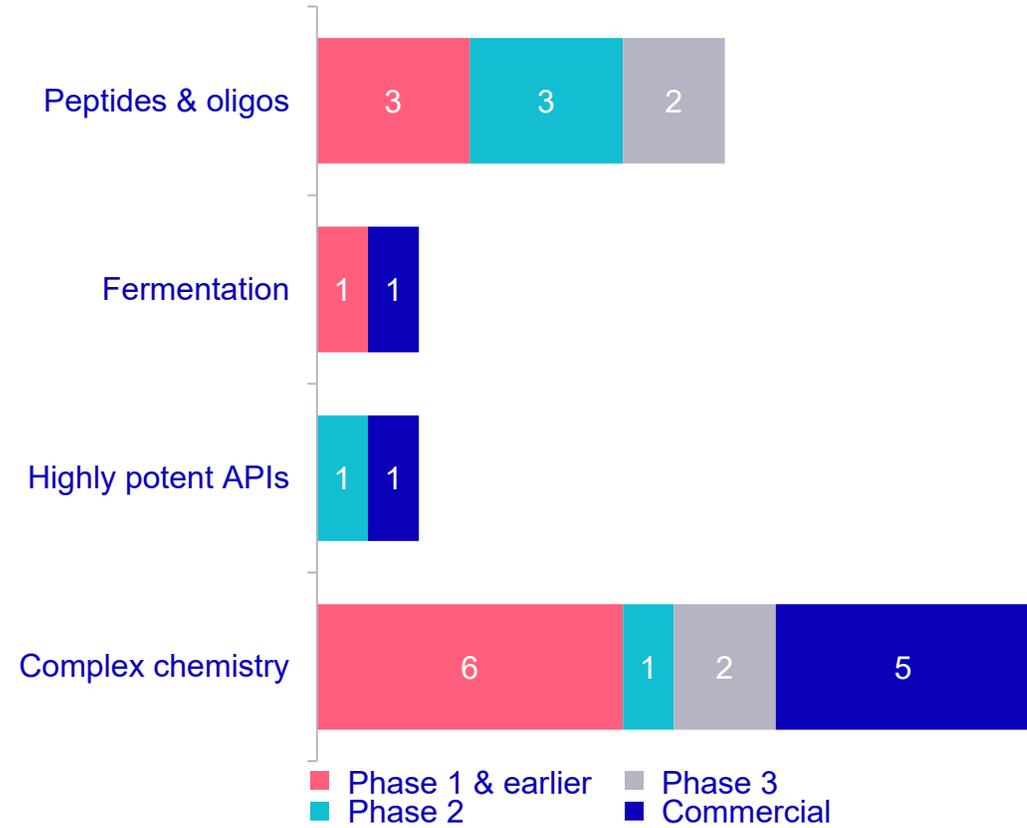
Legacy projects  
retained from before  
carve out

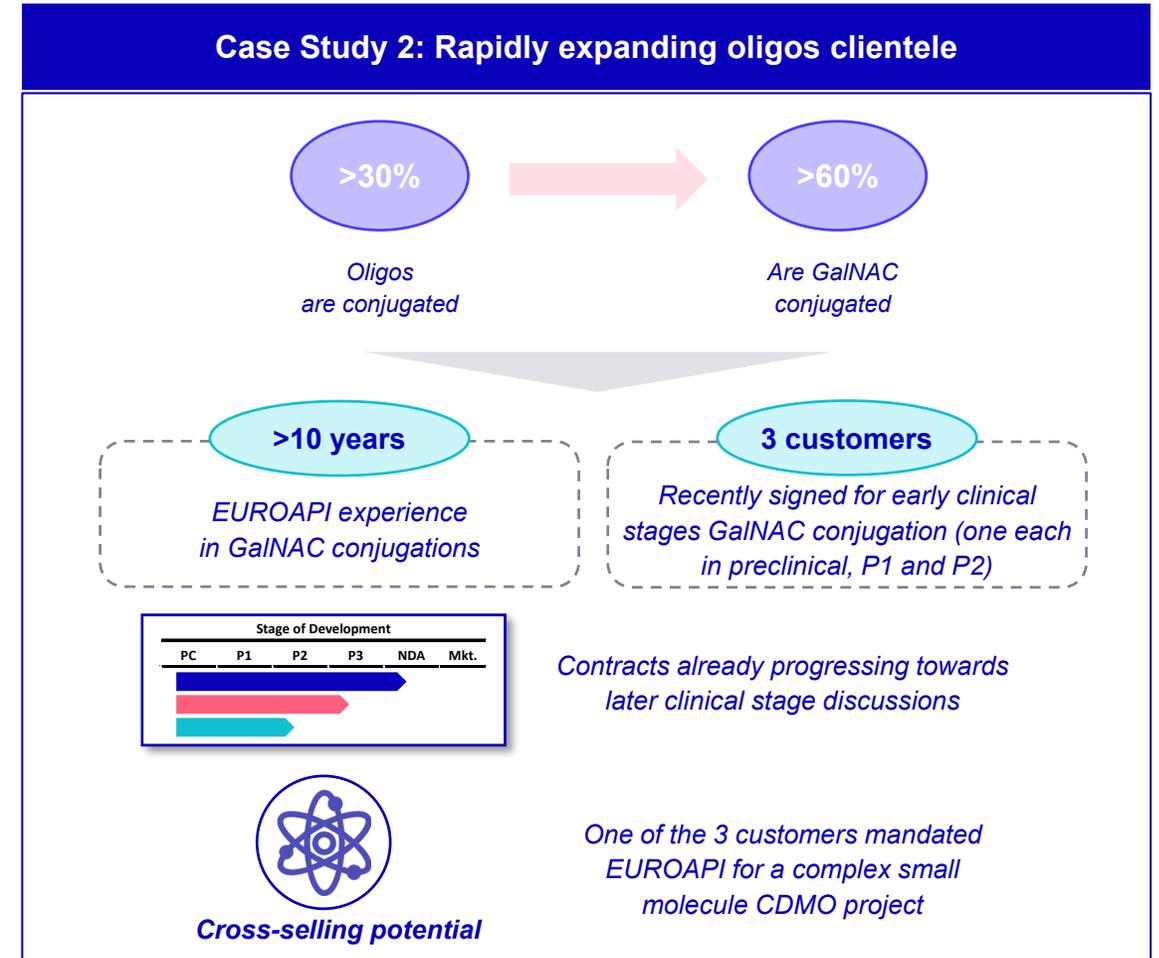
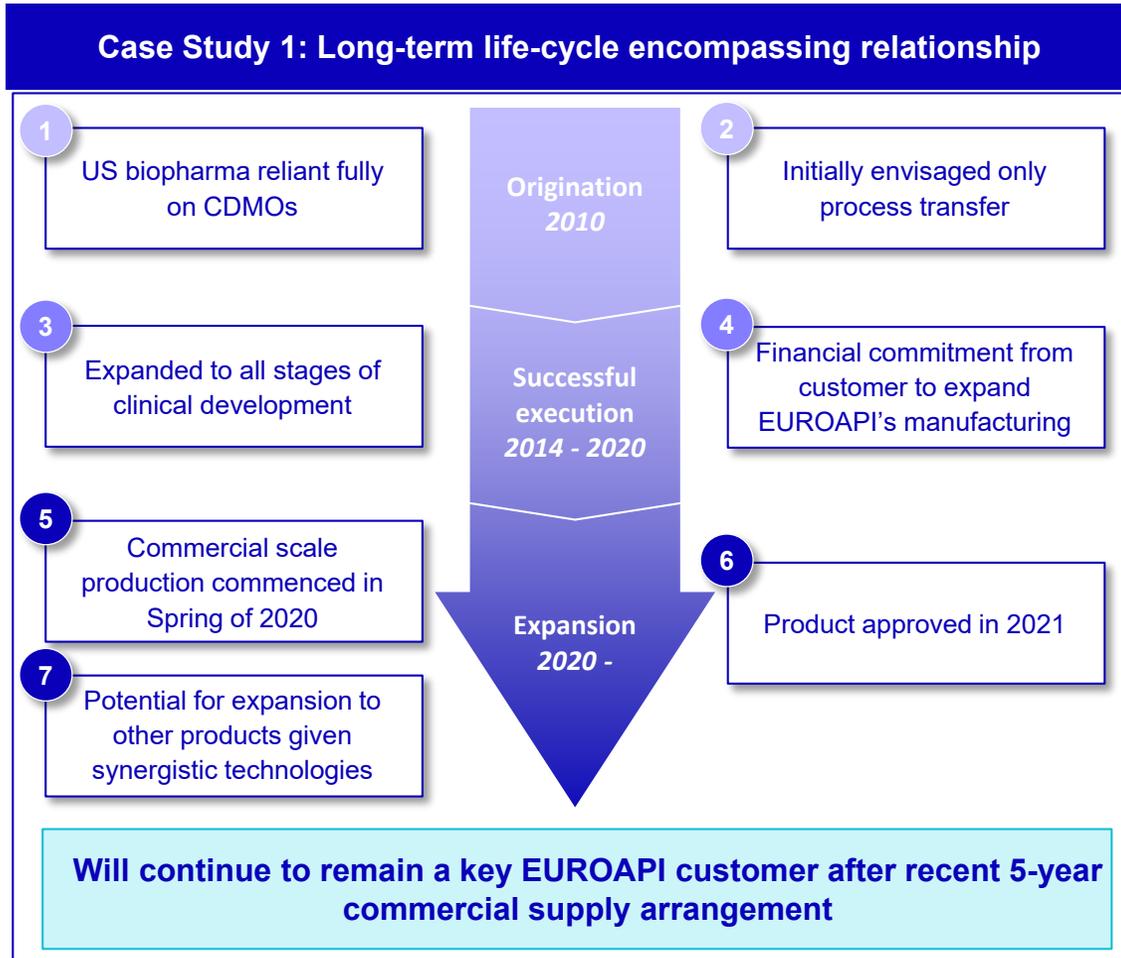
**26**

**New CDMO  
projects won**

Projects won since  
commercial CDMO  
team and strategy put  
in place

## New CDMO projects won across all technologies





Source Company information

## Case Study 3: State-of-the-art micronization capabilities

- Mandated on a commercial CDMO project for a **micronized highly potent hormone**
- **European biotech** focused on women's health with **drug approval in 2021**
- **5-year contract**
- EUROAPI established as **second source of API**

— **Key EUROAPI differentiators for contract victory** —

- Europe presence ✓
- Fully approved FDA site ✓
- One of the best expertise in micronization ✓

**Additional investment planned at Vertolaye to support both CDMO & API Solutions in micronization capabilities**

## Case Study 4: Increasing recognition of ADC capabilities

- European biotech **mandated EUROAPI in 2021 to produce linkers and cytotoxic payload for ADCs** in clinical phase II for several cancer indications
- EUROAPI selected from **among strong competition** that comprised **six other western European CDMOs**
- Involves complex molecule that will **need linking to a cytotoxic payload**
- Demonstrates EUROAPI capabilities in **pure chemistry and dealing with highly potent APIs** as it relates to cytotoxic payloads
- Project will be executed out of the facility in **Ujpest starting from 2H 2022**

## Case Study 5: Agreement with Sanofi for mRNA development further evidences EUROAPI's capabilities in lipids



— **Scope of contract** —

- **DSA is under finalization to cover the cooperation between EUROAPI and Sanofi Pasteur**
- Initial scope covers the **Development and GMP manufacturing of cationic lipid used in particular (but not exclusively) for mRNA-LNP vaccines as a strategic compound**

— **Other areas of interest** —

- **Other lipid nanoparticles**
- **Enzymes**
- **Plasmid DNA**

# EUROAPI is strongly positioned to capitalize on the broad market opportunity for oligonucleotides & peptides

## Selected highlights



Strong track record and proof-points



Clear technological differentiation

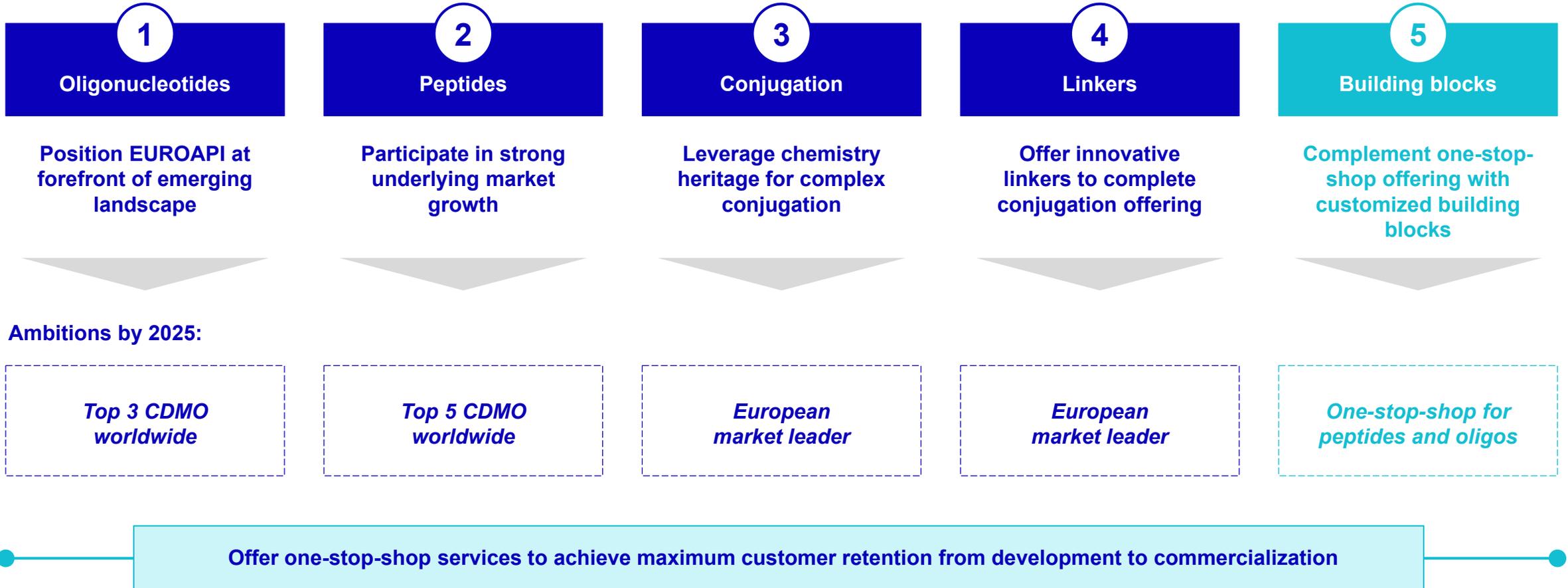


One-stop-shop offering at competitive price points

## EUROAPI differentiation

- ✓ One of first players in peptides (1976) with start of solid phase synthesis activities in 2004
  - ✓ Oligonucleotide synthesis unit was established in 2006
  - ✓ Strong experience and capabilities in dossier support; highly valued by biotechs
  - ✓ Multiple existing contracts ranging from pre-clinical to commercial
- 
- ✓ EUROAPI combines strong peptides and oligos knowledge with chemistry heritage
  - ✓ Strong knowhow and capabilities in conjugation and innovative linkers
  - ✓ Ability to offer highly customized solutions and post-synthesis customization
- 
- ✓ Full suite offering from pre-clinical to commercialization and including analytics and validations
  - ✓ Efficient scale up of manufacturing from pilot plant to commercial
  - ✓ Competitive prices with potential for further improvement driven by increasing optimization of capacity utilization

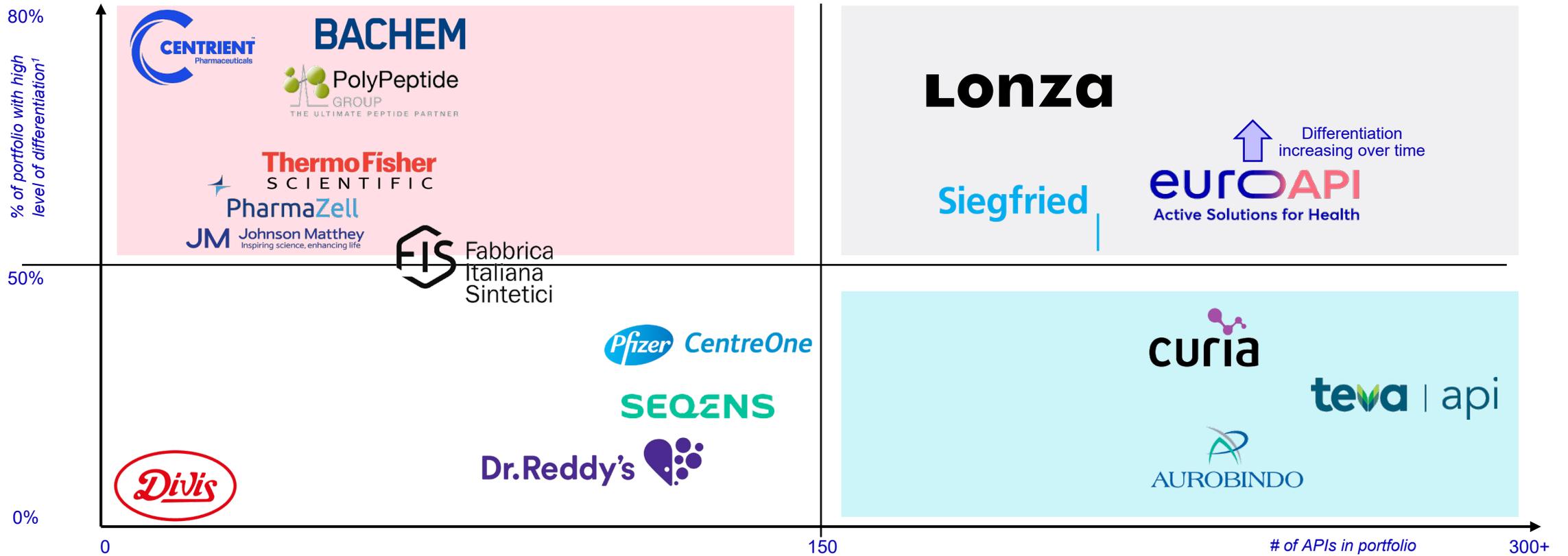
# Strategic ambition is to develop into a one-stop-shop for peptides and oligos



# API Solutions



## Illustrative segmentation of key players



Sources Company information and estimation based on third party sources including interviews from experts of the market realized in 2021

P. 70 Note  
 1 Differentiation level based on 4 dimensions: Niche market characteristics, Scale/efficiency requirements, chemical complexity, value chain complexity

# API Solutions business is focused on a few API families serving large high-profile clients

	API family	Ranking <sup>1</sup>	Number of APIs	Number of clients	Main specificity / complexity
Fermentation	Anti-infectives	#1	10	50-100	Sole supplier on ~45% of revenues (Pristinamycine & Gamithromycin)
	Vitamin B12	#3	5	100-300	Sole Western supplier and best-in-class manufacturing expertise
HP-APIs	Prostaglandins	#1	15	50-100	Undisputed quality in complex chemical processes
Complex chemistry (excl. miscellaneous <sup>2</sup> )	Steroids <sup>3</sup>	#3	35	100-300	High quality strongly valued by governments
	Alkaloids	#1	20	100-300	Only authorized supplier on the French Narcotics market
	Sartans	#3	<5	<10	Stringent quality requirements regarding impurities benefit EUROAPI
	Antihistamines	#1	<5	10-50	EUROAPI economies of scale key differentiator
	Antipyretics	#2	<5	10-50	
	Hyperphosphatemia	#1	<5	<10	Manufacturing complexity (continuous process, spray drying)

Source Company information

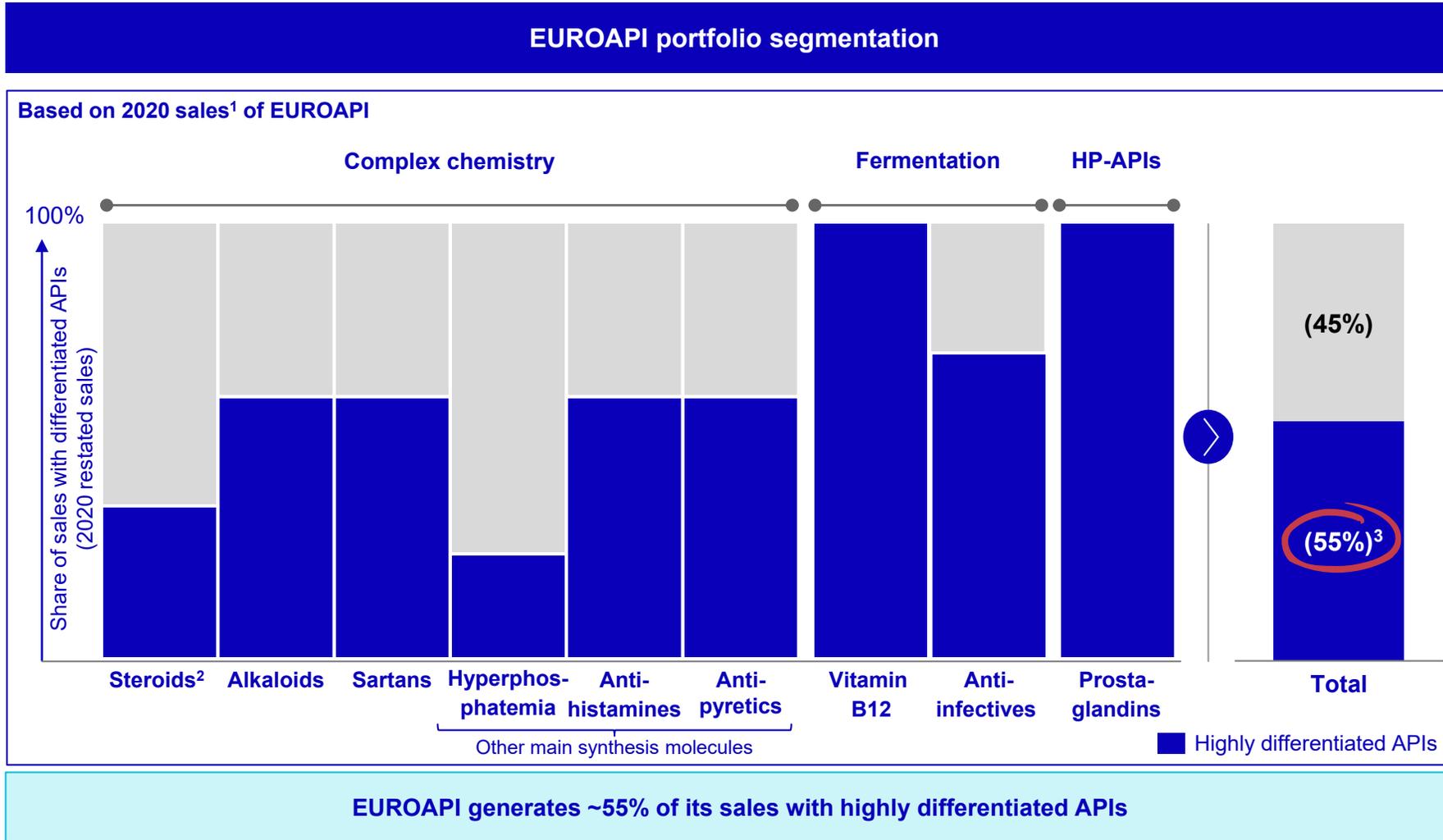
Note

1 Relating to submarkets targeted by EUROAPI

2 Miscellaneous represent c.100 APIs for less than 2% of sales each

3 Steroids are partially fermentation small molecules as most synthesis routes also include some non-chemical synthesis steps

# Majority of EUROAPI's portfolio positioned in differentiated product segments



- ### Differentiation criteria
- 1 Niche market characteristics**
    - No/limited low-cost competition (esp. from Asia)
    - Markets with less than 5 suppliers or total market volume under 1,000 tons/year
  - 2 Scale/efficiency requirements**
    - Requiring scale in production with highly efficient processes and dedicated capacity/installations
  - 3 Chemical complexity**
    - Specific chemical know-how and hard-to-make/formulate
    - Complex products are those with more than 20 steps needed or those in need of key differentiated technologies
    - Requiring distinctive processes to achieve narrow specifications or be allowed to enter some markets
  - 4 Value chain complexity**
    - Complex sourcing of raw materials, maintenance of cold chain or regulations or needing completely integrated value chain

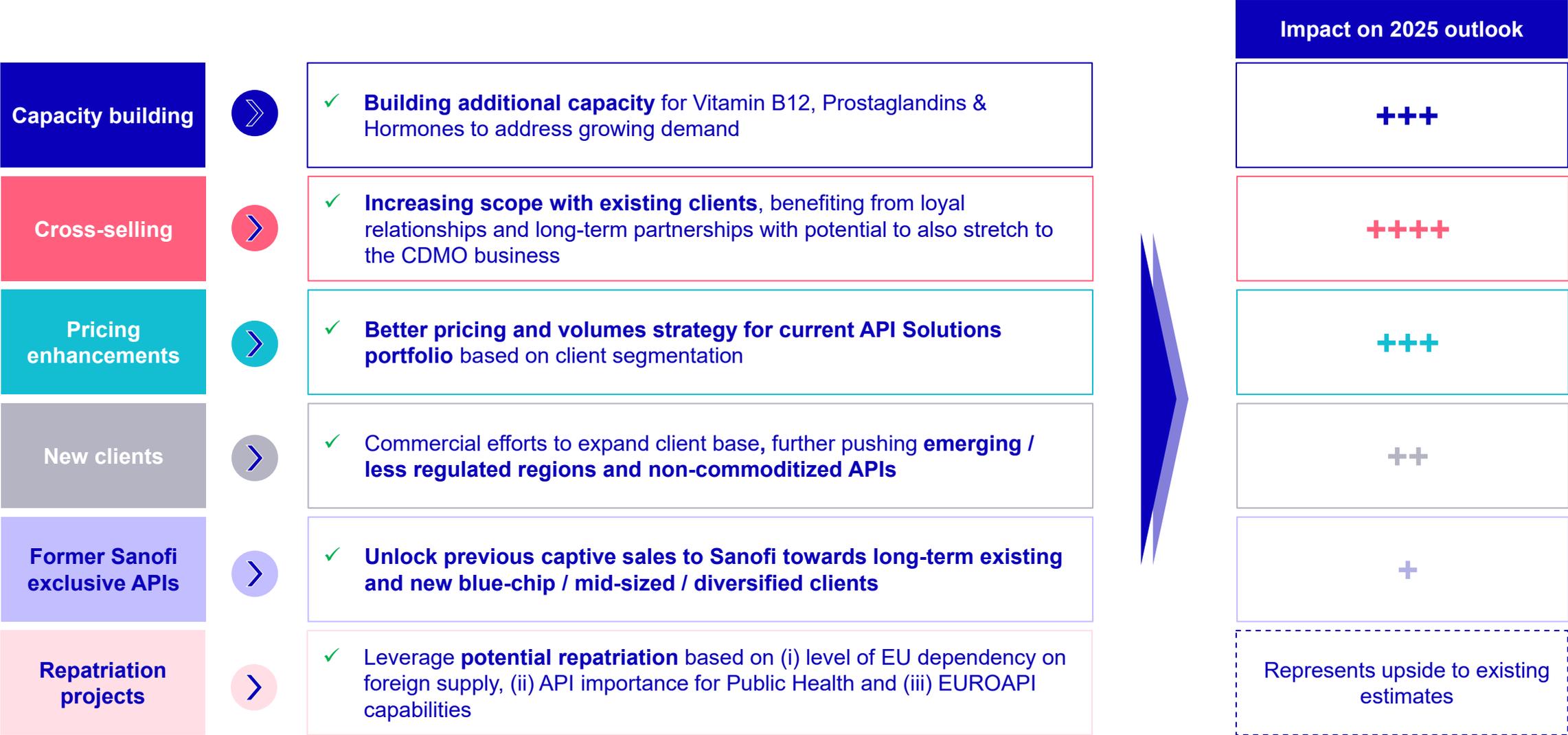
Source Company information

P. 72

**Notes**

- 1 Restated figures excluding "miscellaneous" portion of the portfolio that represents c.100 APIs and <2% of sales
- 2 Steroids are partially Fermentation small molecules as most synthesis routes also include some non-chemical synthesis steps
- 3 Includes peptides and oligonucleotides

# Working on multiple levers to drive API Solutions growth



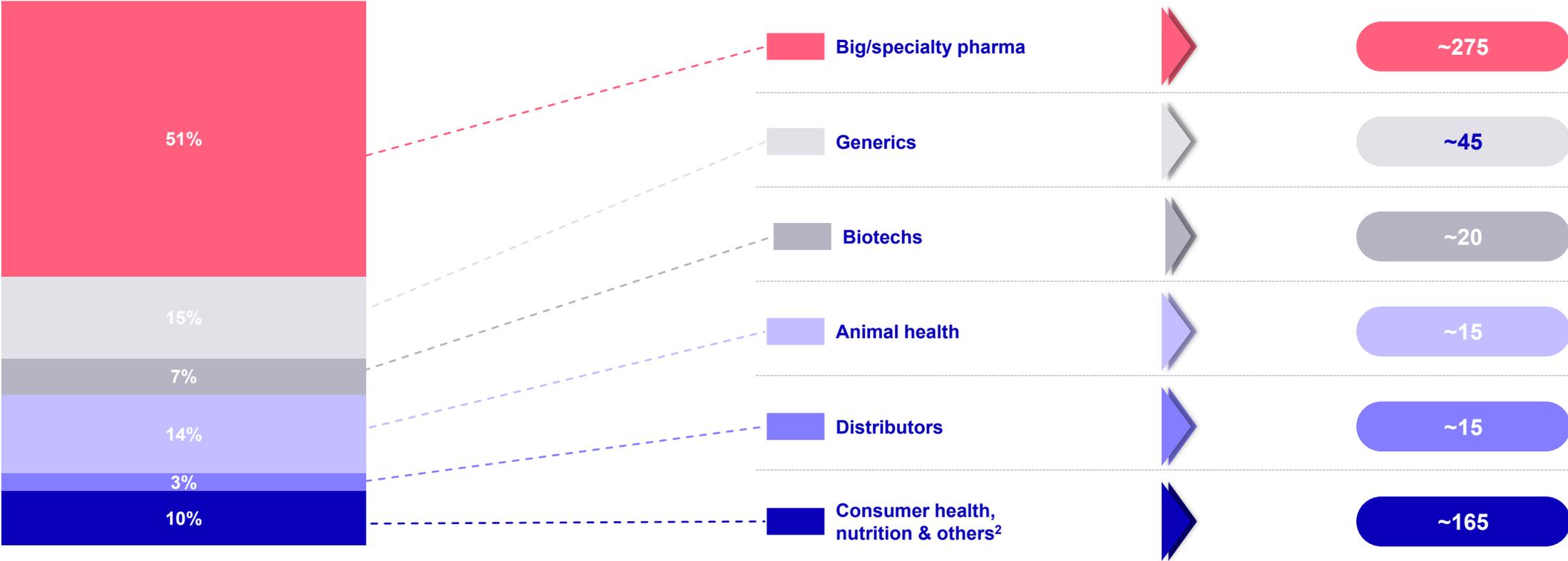
Customers



# >500 clients well spread across the entire pharmaceutical landscape

## Breakdown of clients

% of 2020 total EUROAPI Sales<sup>1</sup>



EUROAPI is a partner of most of PharmaCo innovators, as well as an increasing number of promising biotechs

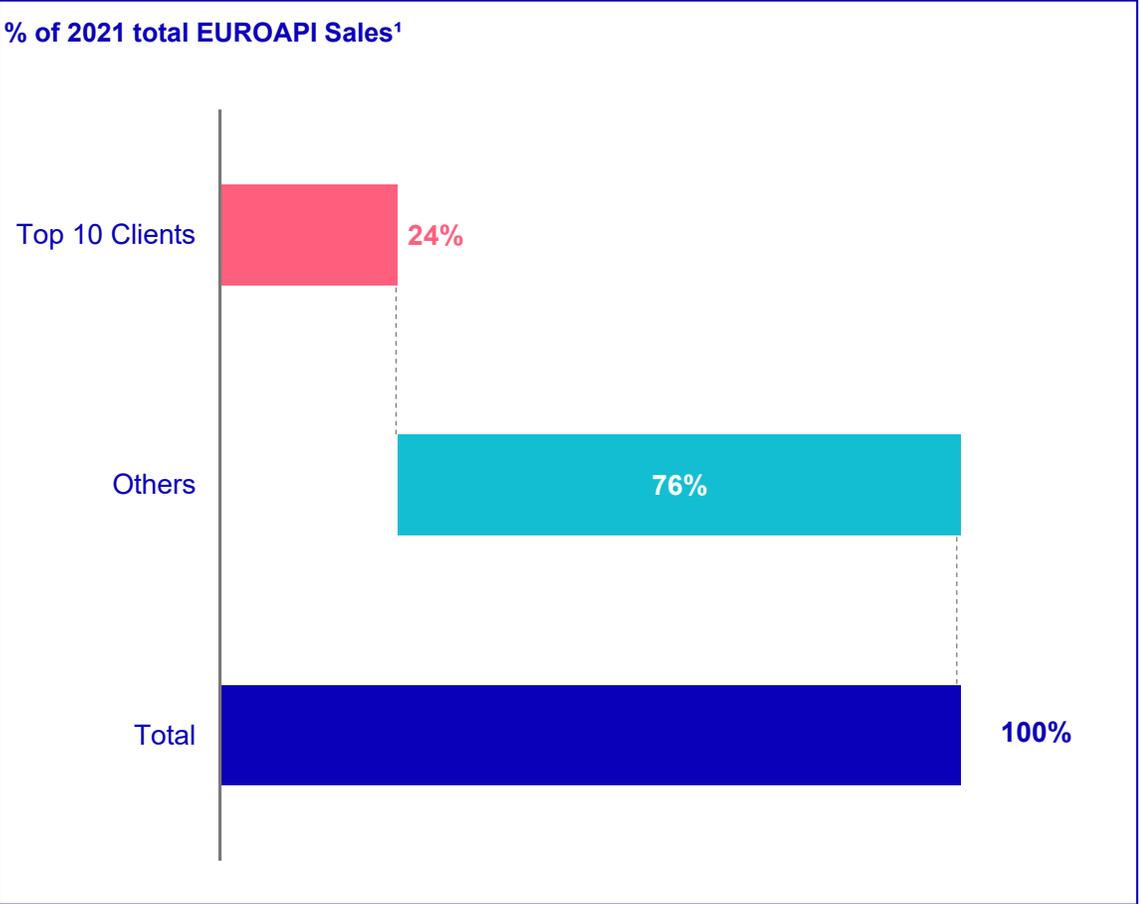
Source Company information

Notes

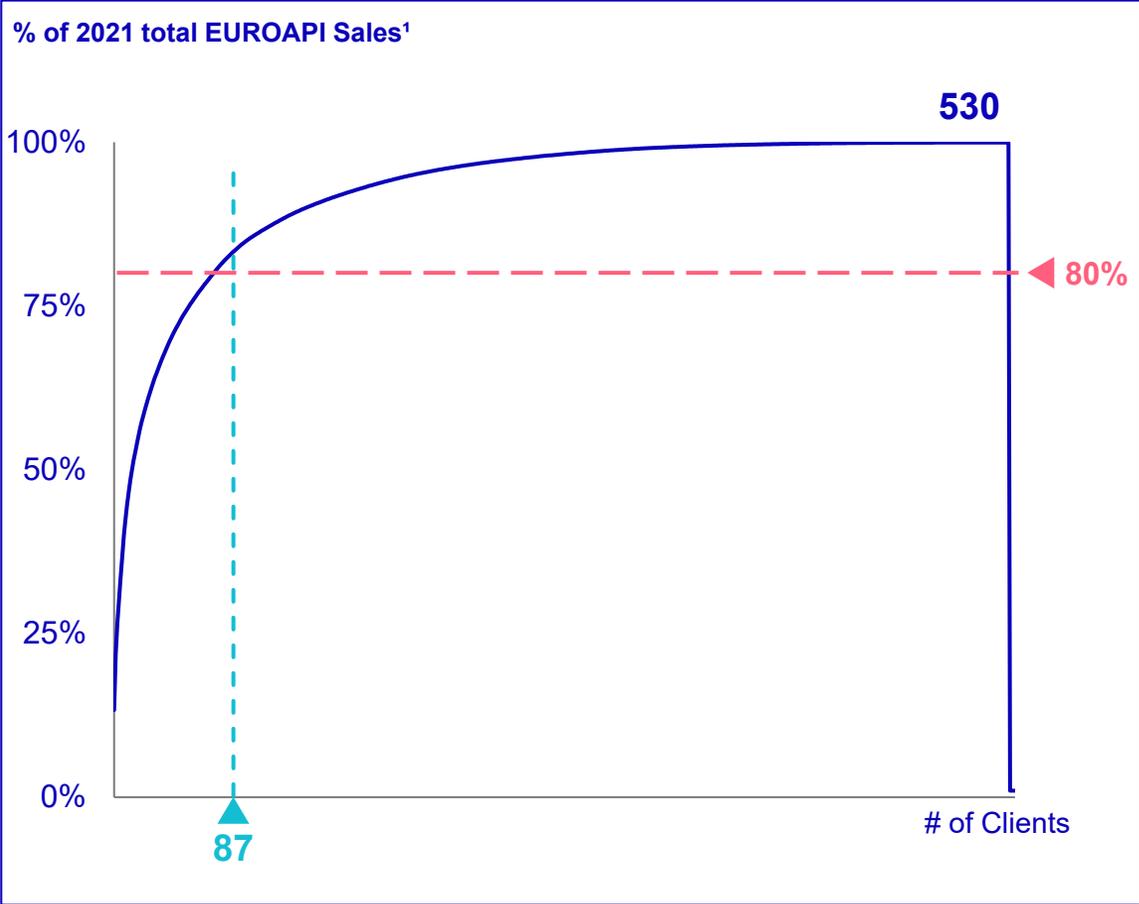
1 On a restated basis and excluding Sanofi  
 2 Mainly API producers, chemical companies and pharma contractors

# A highly diversified customer base

## Excluding Sanofi, top 10 clients account for 21% of EUROAPI sales

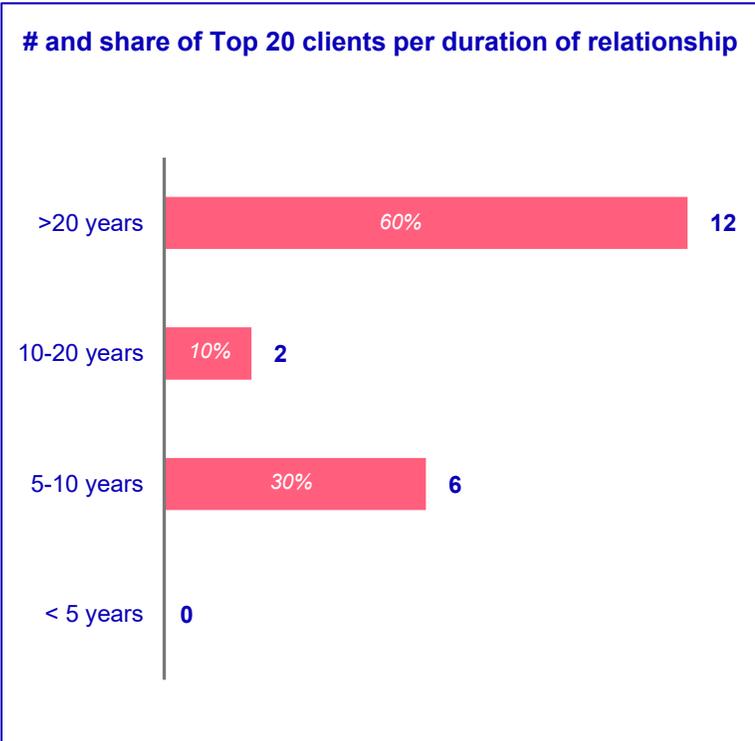


## API Pareto: 80% of EUROAPI sales covered by 87 clients (excl. Sanofi)



# High loyalty towards EUROAPI with c.75% of clients currently monosourced<sup>1</sup>

## Duration of client relationship



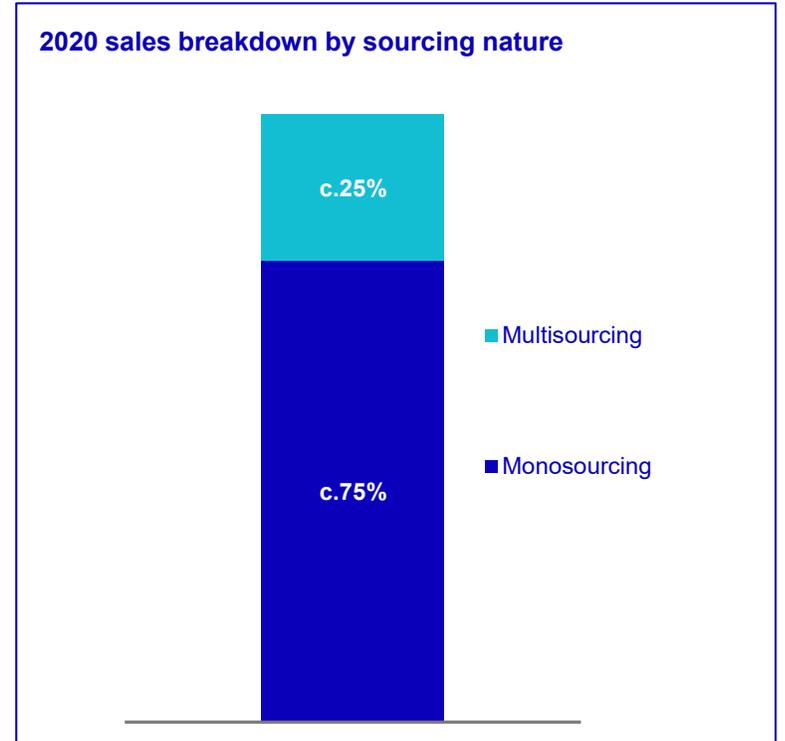
**20+ year relationship with 60% of its top 20 clients<sup>1</sup>**

## Client churn per annum



**Low client churn**

## API sales<sup>1</sup> per client nature



**High mono-sourcing %<sup>1</sup> driven by leading positions with Innovators, Biotechs and CHNOs<sup>2</sup>**

## For Sanofi, EUROAPI is...

1

...a trusted API manufacturer

MSA

- Covers all **API manufactured by EUROAPI** and **sold to Sanofi**
- **Representing almost all Sanofi restated sales in 2020**
- **86 APIs in scope**
- **Multiple mechanisms to secure volumes for EUROAPI** (exclusivity clause and capacity reservation)
- **Price evolution mechanisms** (e.g. price volume corridor, raw material pass through clause, energy cost compensation clause...)

2

...a trusted API CDMO

Devlpt

- **Reciprocal development service agreement** between EUROAPI and Sanofi
- Covers current and future **development products** and **collaborations on process improvement**
- **10 product development** in pipelines and **5 process improvement** projects

3

...a trusted API distributor/client

Reverse MSAs

- Reverse MSAs covers **35 API manufactured by Sanofi** and **sold to EUROAPI**

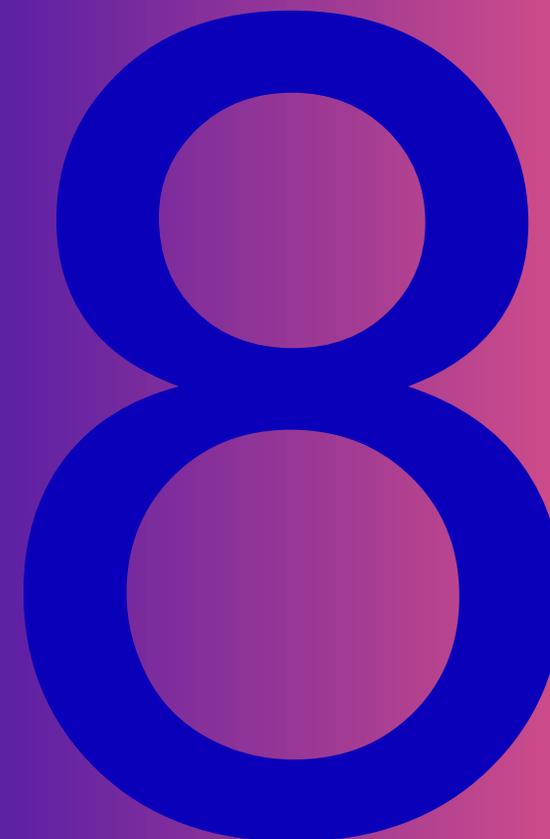
Distrib

- Distribution agreement covers **22 API manufactured by Sanofi & distributed by EUROAPI** to other clients

Partnership governed by contracts with initial 5-year duration from listing date

**Break**

# Financial Performance



## Sales growth

- Topline growth driven by expansion of one of the best CDMO offering
- Commercial excellence and API Solutions portfolio shift towards niche and complex API

## Core EBITDA increase

- Procurement optimisation and cost savings plans as well as operational leverage as a result of topline growth
- Mix effect from shift towards CDMO and API Solutions (other clients) segments

## Free cash flow (FCF) generation

- Margin expansion driven by topline growth, business mix and operational improvements, offset partly by increased capex
- Working capital optimization through inventory reduction program

## Value maximizing capital allocation

- Focus on shareholder value creation by investing in future growth
- Initially debt free with long term net leverage target<sup>1</sup> of up to 3.0x
- A €451m revolving credit facility available from first day of listing<sup>2</sup>

**Carve-out from Sanofi now fully complete; historical financials are restated for contractual agreements signed with Sanofi and for operating model targeted by company going forward (e.g. standalone cost base)**

Source: Company information

P. 81

Note

<sup>1</sup> Net leverage defined as Net financial debt / Core EBITDA

<sup>2</sup> Refer to appendix for additional details on revolving credit facility agreement

# Attractive financial profile with revenue CAGR of 1% despite Covid impact; Core EBITDA margin successfully expanding with significant future upside

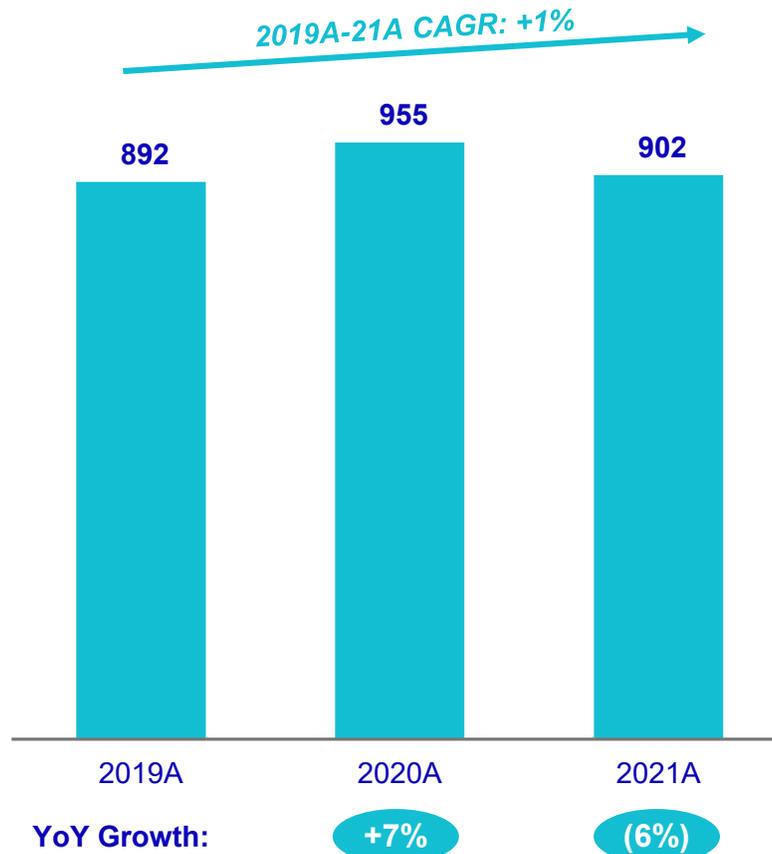
 Attractive revenue evolution through shift to CDMO and other clients

 EBITDA margin increase thanks to better mix and operational performance

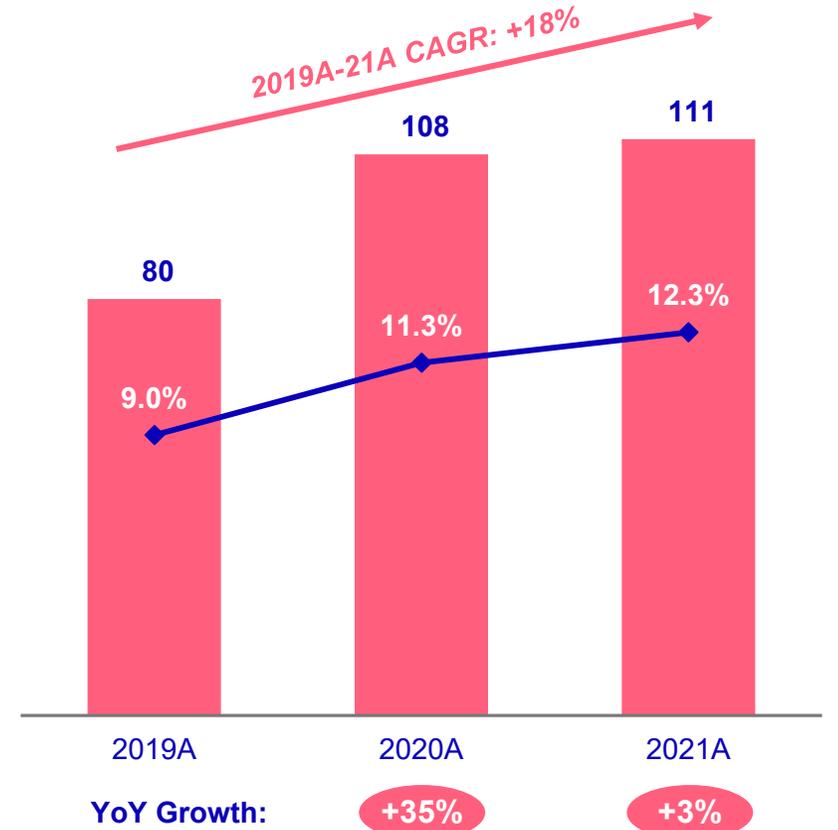
 Standalone EUROAPI operating structure already in place including R&D, commercial and operations

 Long-term partnership with Sanofi underpinning financials

## Restated Net Sales (€m)



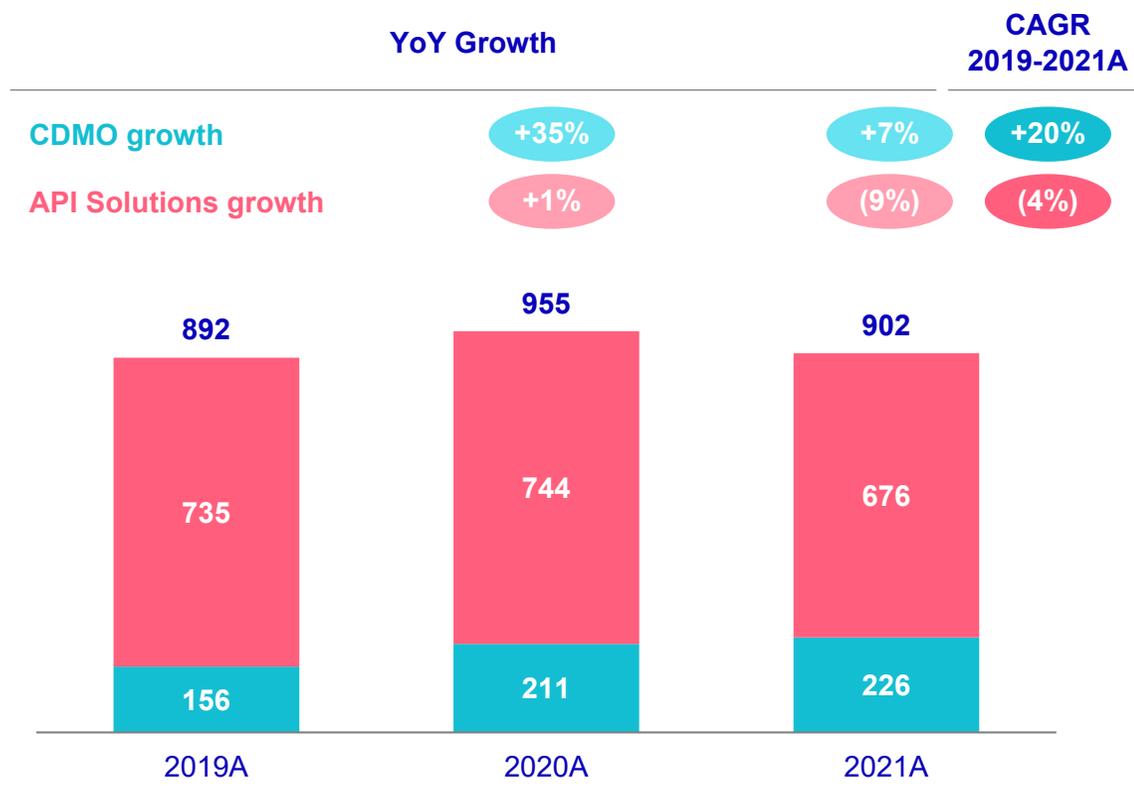
## Restated Core EBITDA (€m)



— Restated Core EBITDA margin

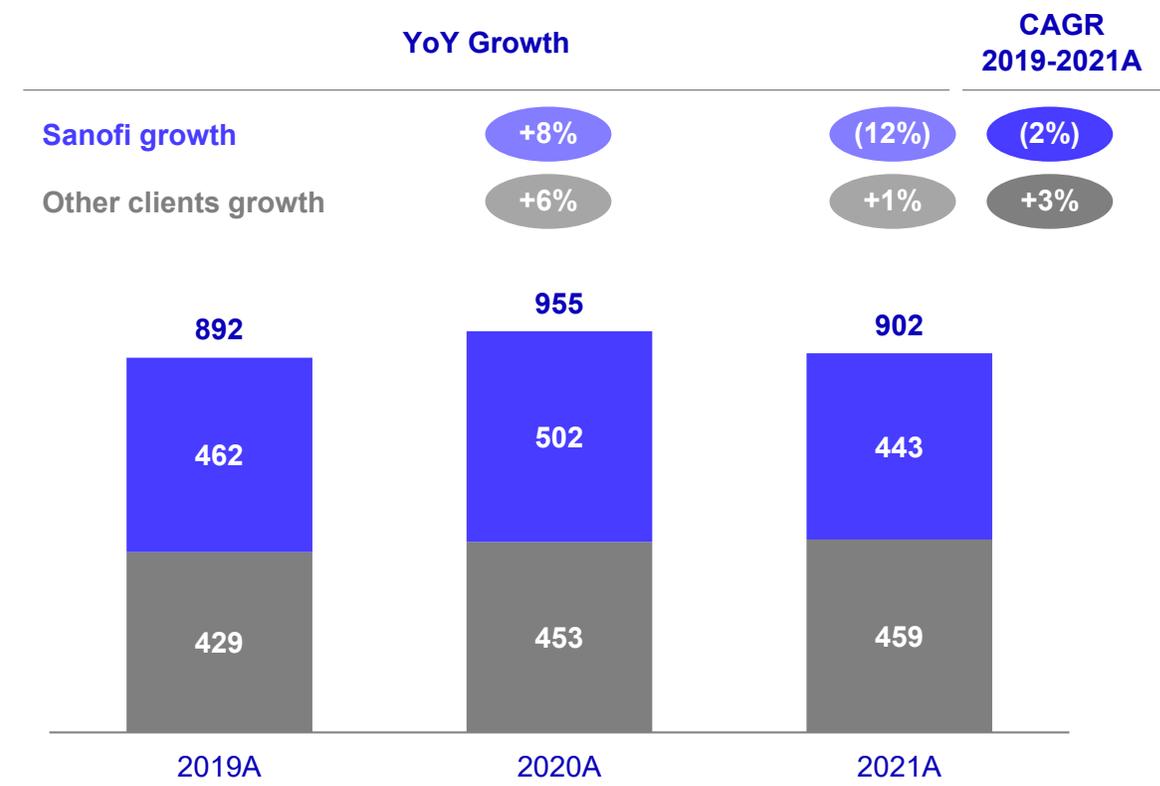
# Sales primed for future performance as standalone franchise

## Restated Net Sales breakdown by business



- Portfolio reweight to CDMO (even with Covid headwinds), setting up future financial performance
- API Solutions held back by production upgrades in 2020 and COVID & Carve-out in 2021

## Restated Net Sales breakdown by clients

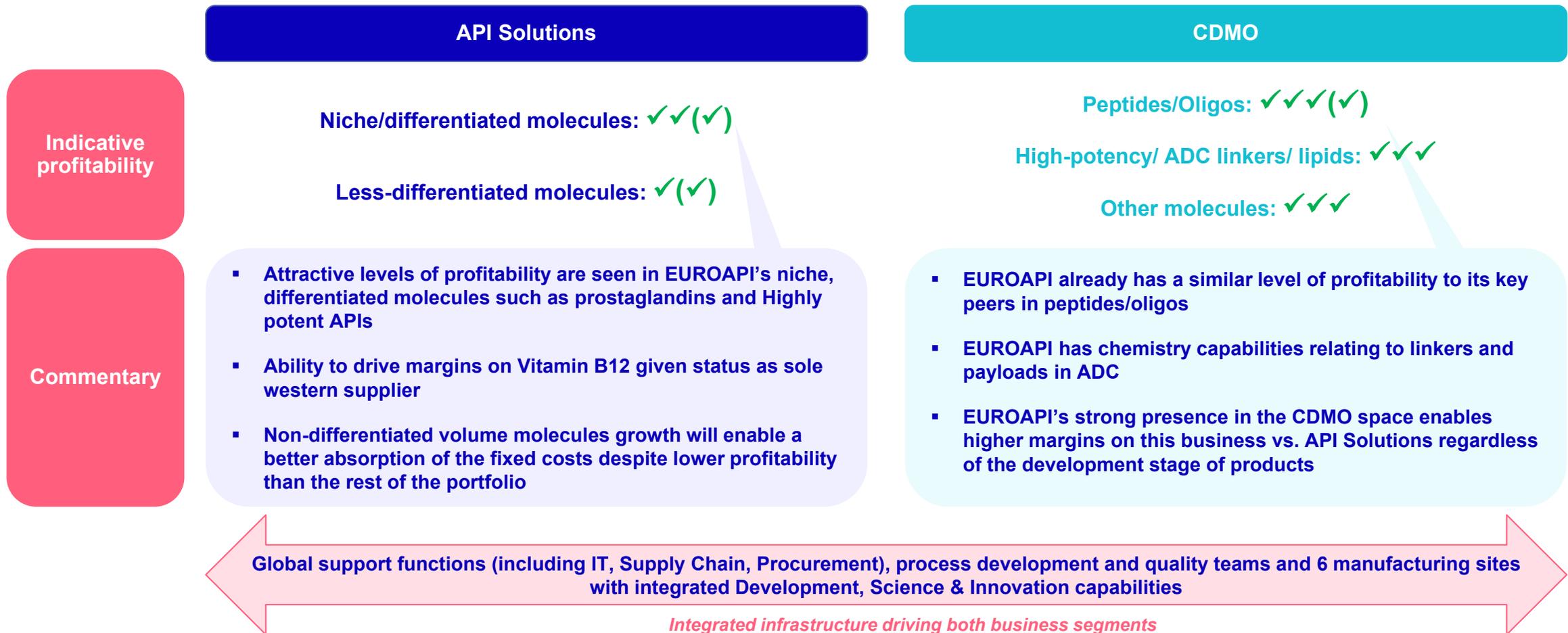


- Strong growth in other clients with standalone strategy implemented
- Long-term Sanofi relationship driving future financial stability

# Transformation of the portfolio is starting to materialize into financials

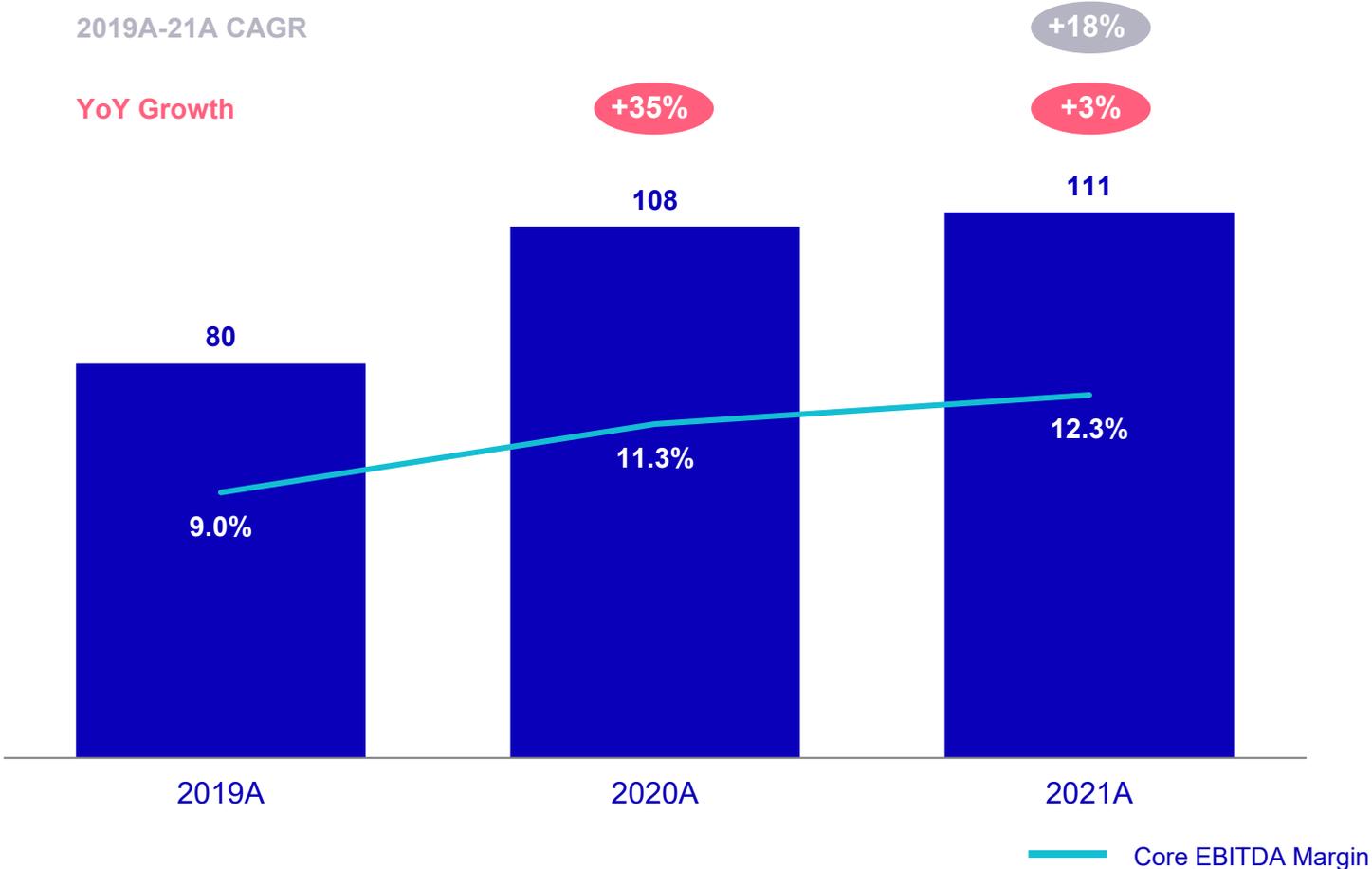
Technology	Restated Net Sales				Future Growth Potential <sup>1</sup>	Growth levers
	2019A	2020A	2021A	2019-21A CAGR		
Large molecules	€12m	€22m	€24m	+38%	✓ ✓ ✓	Mostly oligos and peptides historically dedicated to Sanofi needs Investments planned to answer growing CDMO demand
Biochemistry molecules derived from fermentation	€161m	€190m	€154m	(2%)	✓ ✓	Vitamin B12 capacity expansion Transformation of Brindisi site towards CDMO activity
Complex chemical synthesis molecules	€608m	€664m	€620m	+1%	Complex chemistry: ✓ ✓ ✓ Solid state: ✓	Increased focus on more complex / differentiated APIs for both API Solutions and CDMO
Highly potent molecules	€110m	€80m	€104m	(3%)	✓	Future growth supported by prostaglandins and hormones commercial capacities
Total Net Sales	€892m	€955m	€902m	+1%		

euROAPI



# Margins expanding naturally due to business mix with industrial performance fuelling further upside

## Restated Core EBITDA (€m)



Significant near-term value creation as a primary carve-out



Increasing business mix towards high margin CDMO revenues



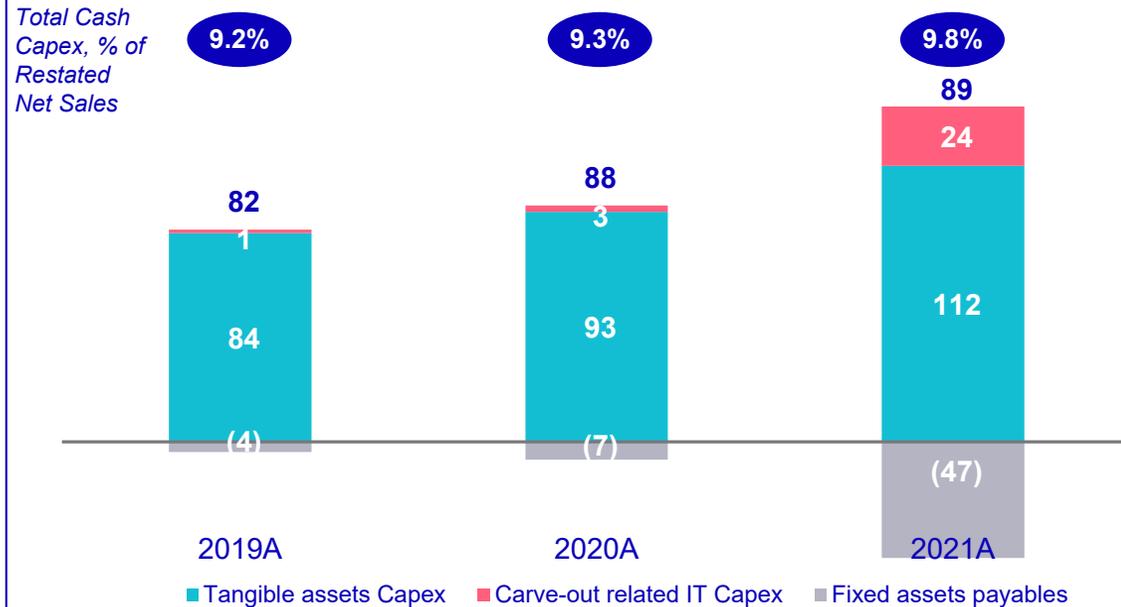
Clear objective to margin expansion through industrial performance improvement



Experienced management team focusing on flawless execution

## Cash Capital expenditure breakdown

### Cash Capex evolution 2019A-2021A (€m)



### Breakdown of tangible assets capex

	2019A	2020A	2021A
Growth & Performance	36%	31%	30%
Maintenance & Regulatory	64%	69%	70%

## Capex plans

- Key capex projects for the medium term have already been identified: EUROAPI plans to invest more than €500m between 2022 and 2025<sup>1</sup>
- Target to continue maintenance capex at current sustainable levels
- Growth capex expected at c.50% expenditure
- Key expansion projects identified:
  - ⚙️ Increasing oligos and peptides production capacity in Frankfurt
  - 🏭 New vitamin B12 fermentation method to increase the production capacity
  - 🏠 New facility for highly active hormones in Vertolaye
  - 📈 Increasing prostaglandins production capacities in Ujpest
  - 🏢 Development capacity expansions to support the development of CDMO activity (e.g. Pilot unit in Brindisi)

Source: Company information

Notes

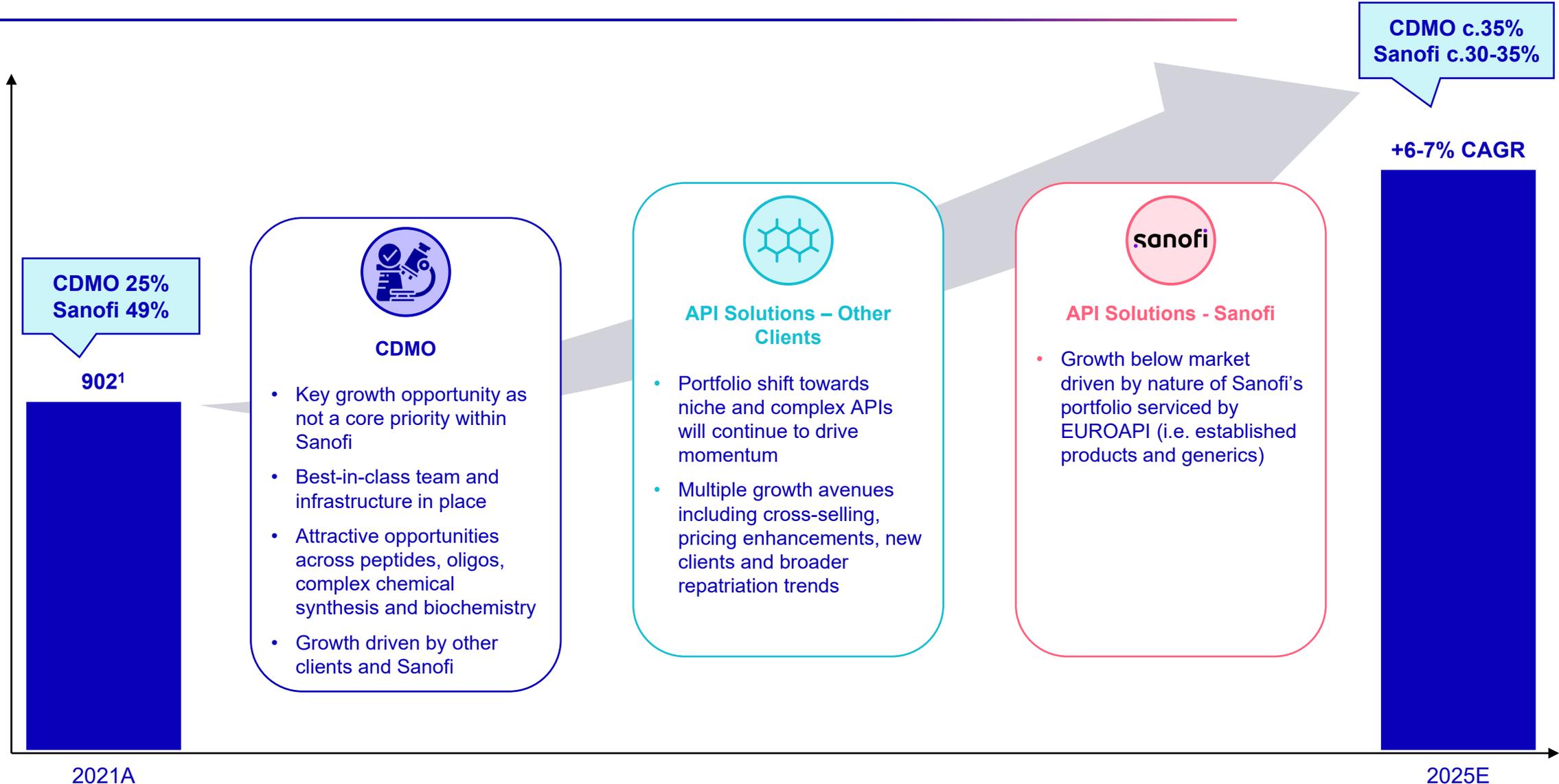
## 2022 Targets

Revenue growth	<ul style="list-style-type: none"><li>• Overall: c. €1.0bn</li><li>• CDMO: 25-30% of total Sales</li><li>• Sanofi Sales: reduced dependency</li></ul>
Core EBITDA Margin (%)	<ul style="list-style-type: none"><li>• ≥14%</li></ul>
Capex	<ul style="list-style-type: none"><li>• c.12% of sales</li></ul>
Dividend policy	<ul style="list-style-type: none"><li>• No dividend paid or accrued</li></ul>
Leverage policy	<ul style="list-style-type: none"><li>• Debt-free at listing</li></ul>

*Current geopolitical situation not expected to impact 2022 guidance<sup>1</sup>*

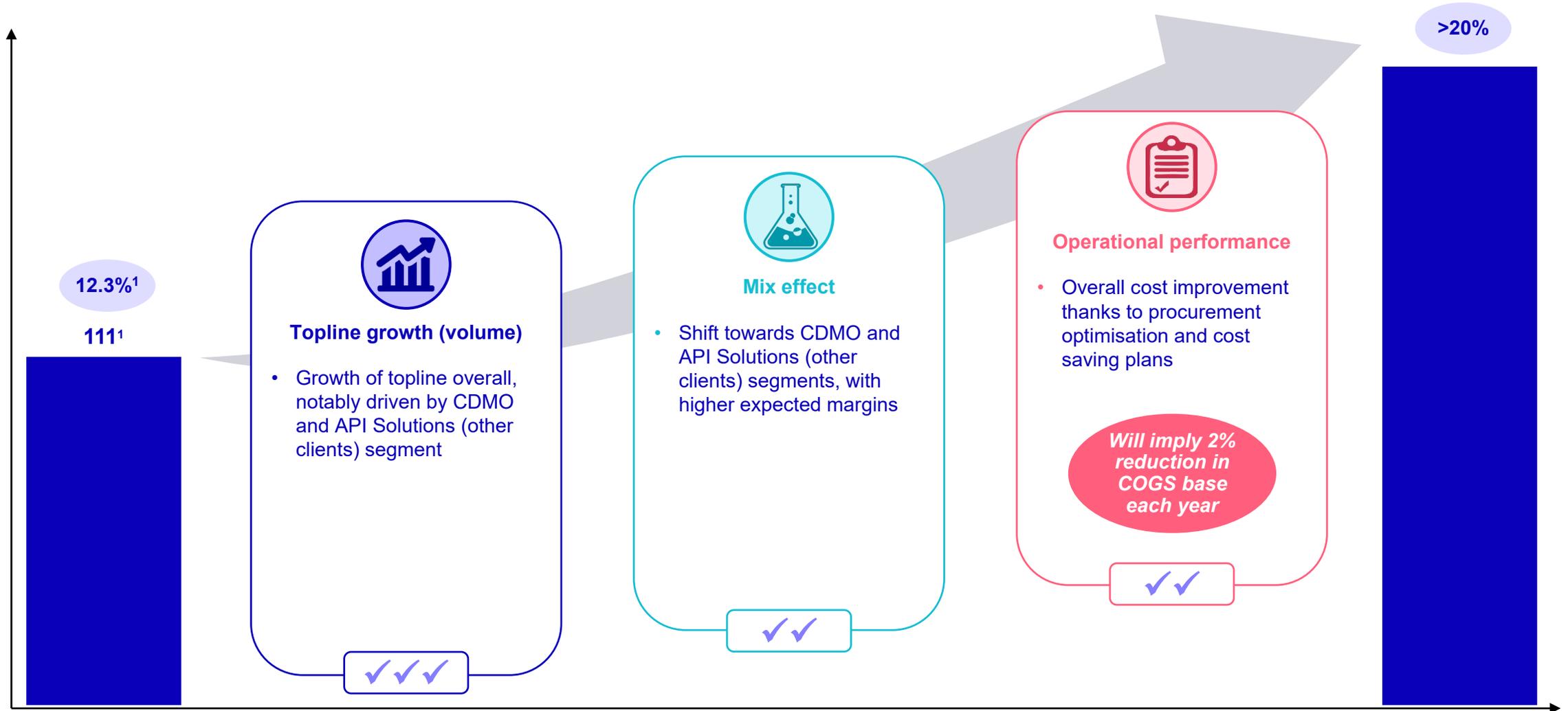
# Clear objective to delivering sizeable topline growth

Based on organic growth with no contribution from external opportunities or repatriation benefits



# Expected topline acceleration, mix effect and industrial performance to drive Core EBITDA increase

Based on organic growth with no contribution from external opportunities or repatriation benefits



## Key Priorities



Invest in organic growth drivers



Invest in capex to support growth plan



Disciplined M&A

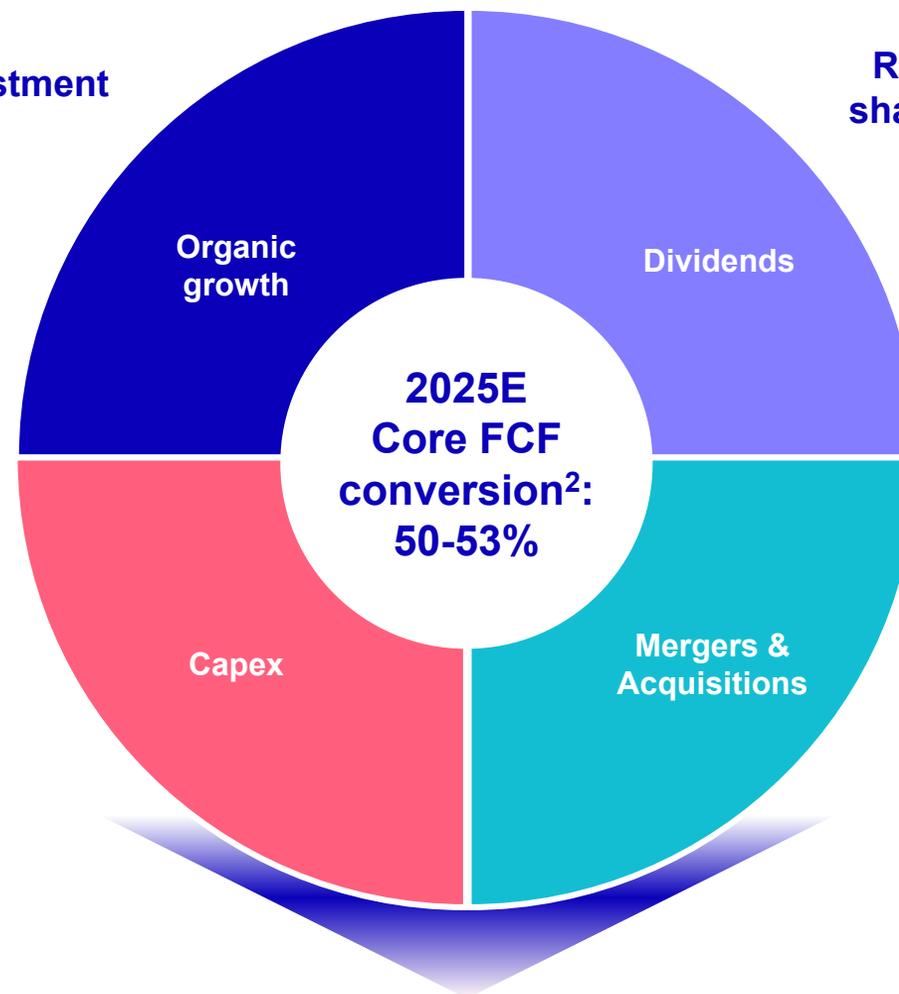


Return to shareholders<sup>1</sup>

- Subject to M&A spend and additional material capex to sustain growth ambition, a progressive dividend policy is targeted in the longer term with the objective to reach pay-out ratio within the range of EUROAPI's main European peers operating in the CDMO segment

## Investment

## Returns to shareholders



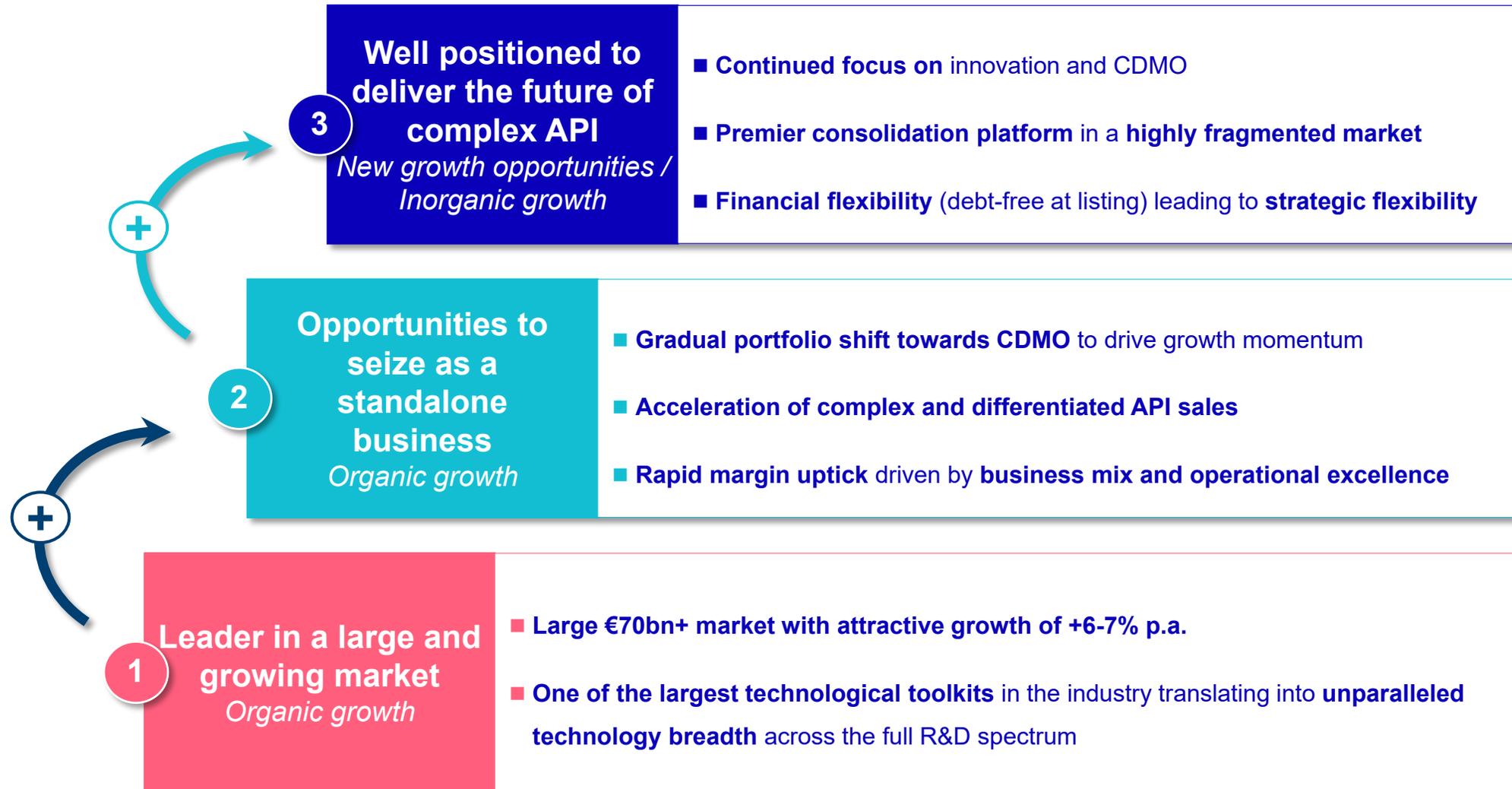
€451m revolving credit facility<sup>3</sup> in place and long-term net leverage target up to 3.0x

<sup>1</sup> No dividend will be paid during 2022-2024E

<sup>2</sup> Core Free cash flow pre tax: Core EBITDA – Non-cash impacts in Core EBITDA – Capex – Net Change in Trade Working Capital

<sup>3</sup> Refer to appendix for additional details on revolving credit facility agreement

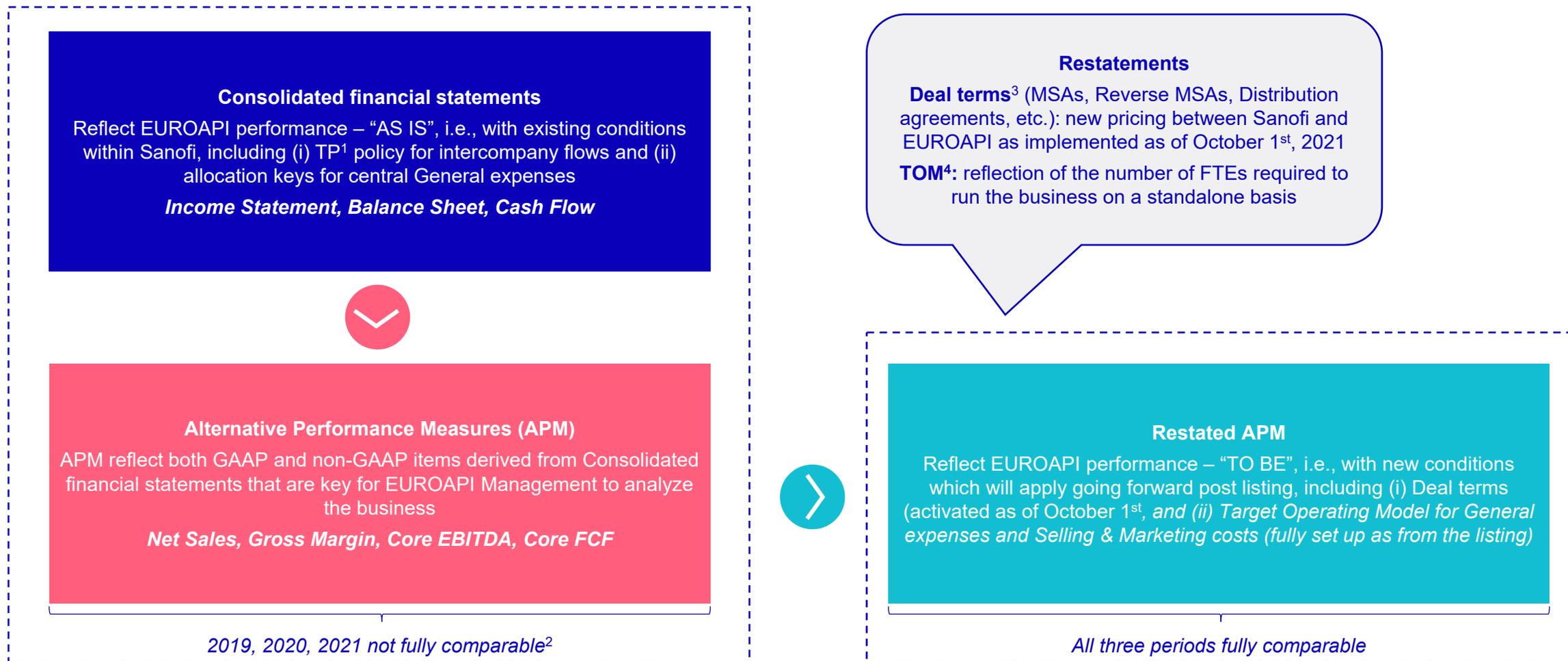
# Closing Remarks



# Q&A Session

# Appendices

# How financials have been built and restated to reflect EUROAPI performance?



**Notes:**

1. Transfer price
2. 2019, 2020 and 2021 are not fully comparable as MSA deal terms will start as of 1<sup>st</sup> October 2021 (i.e. FY21 includes three quarters at historical conditions and one quarter at MSA conditions)
3. TSA are not reflected in restated APM
4. Target Operating Model

Nature of restatement		Summary
1	MSA deal terms (Sales to Sanofi)	<ul style="list-style-type: none"> <li>Reflection of the contractual terms on APIs sold to Sanofi (effective as of October 1<sup>st</sup>, 2021) using actual volumes sold</li> </ul>
2	Distribution Agreement	<ul style="list-style-type: none"> <li>Reflection of the contractual terms on APIs manufactured by Sanofi and sold to EUROAPI (effective as of October 1<sup>st</sup>, 2021) using actual volumes sold</li> </ul>
3	UK secondary packaging	<ul style="list-style-type: none"> <li>Change in scheme between EUROAPI and Sanofi for secondary packaging activity performed by Haverhill site from a buy and sell to a toll scheme (effective as of January 1<sup>st</sup>, 2022)</li> </ul>
4	Reverse MSA	<ul style="list-style-type: none"> <li>Reflection of the contractual terms on B12 derivatives and alkaloids products. A production step will be performed by Sanofi under a toll scheme</li> </ul>
5	Target Operating Model	<ul style="list-style-type: none"> <li>Application of EUROAPI Management Target Operating Model to reflect standalone cost structure that will be finalized at the time of the listing</li> </ul>
6	Scope – direct sales Sanofi	<ul style="list-style-type: none"> <li>Exclusion of certain APIs which will be directly managed by Sanofi post carve out</li> </ul>
7	Other	<ul style="list-style-type: none"> <li>On-top &amp; other miscellaneous items</li> </ul>

# Bridge from consolidated to restated APM net sales



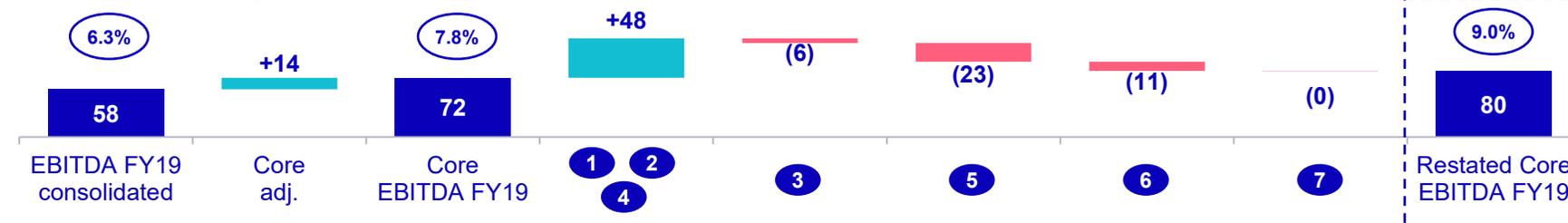
P. 98 **Source** Company information  
**Note** The adjusted financial information included herein is illustrative only, has been prepared by the Company based on the terms of the agreements and other factors as described above. This information should be used solely as analytical tools and should not be considered as substitutes for the indicators defined by the IFRS accounting standards or as an actual reflection of past performance or future results

# Bridge from consolidated to restated APM core EBITDA

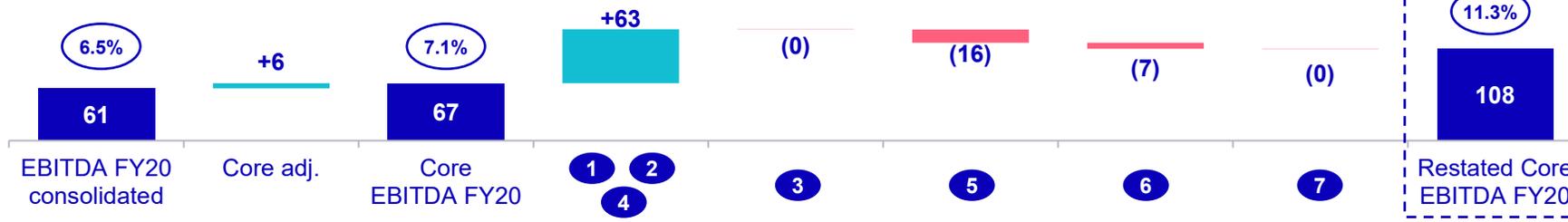
## Core EBITDA restatements

## Bridge items

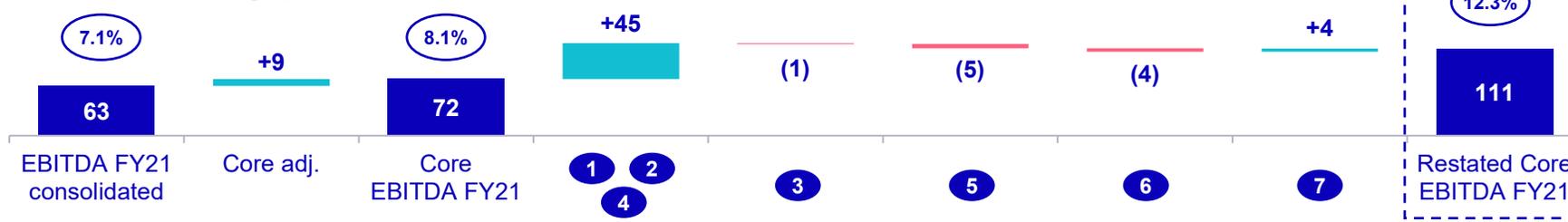
### FY19 Core EBITDA bridge (€m)



### FY20 Core EBITDA bridge (€m)

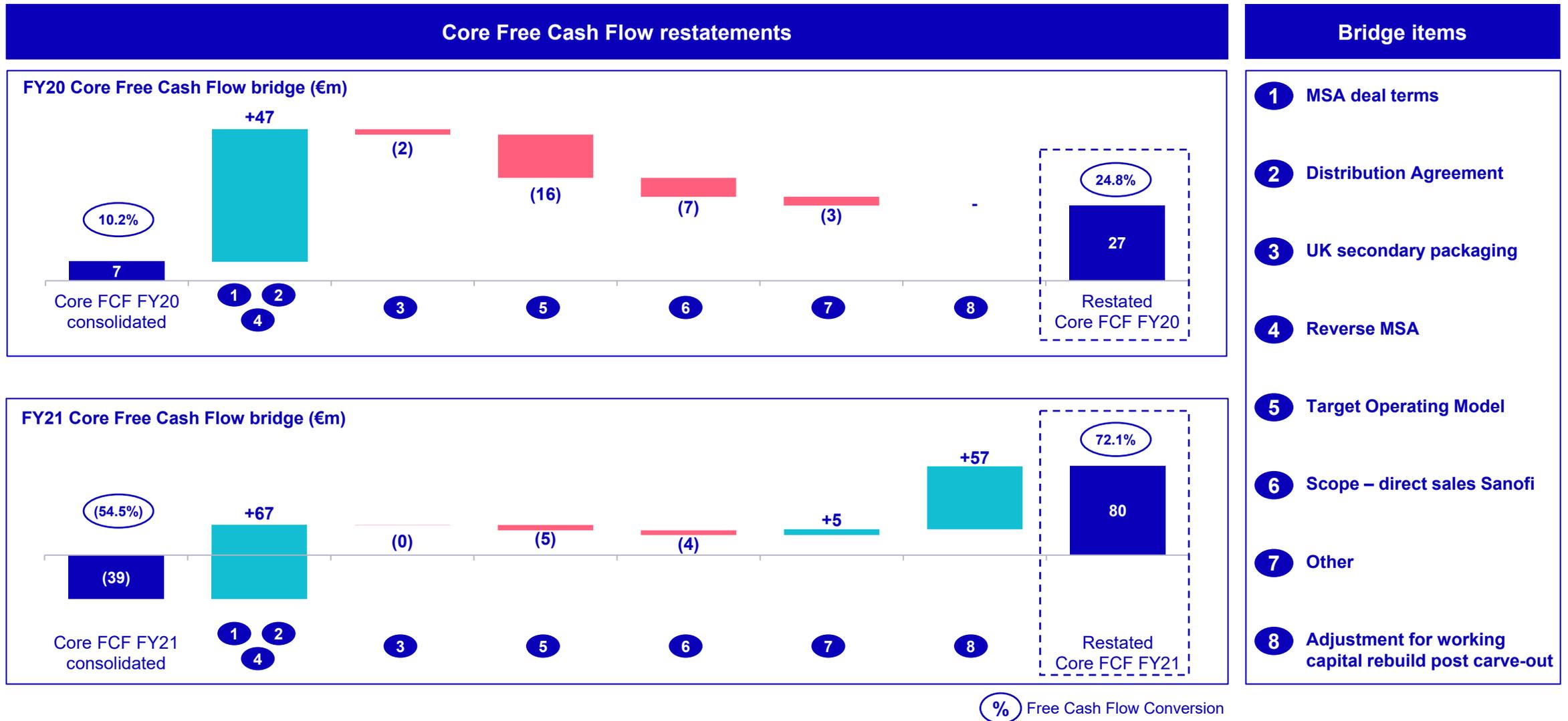


### FY21 Core EBITDA bridge (€m)



- 1 MSA deal terms
- 2 Distribution Agreement
- 3 UK secondary packaging
- 4 Reverse MSA
- 5 Target Operating Model
- 6 Scope – direct sales Sanofi
- 7 Other

# Bridge from consolidated to restated APM Core Free Cash Flow



P. 100 **Source** Company information  
**Note** The adjusted financial information included herein is illustrative only, has been prepared by the Company based on the terms of the agreements and other factors as described above. This information should be used solely as analytical tools and should not be considered as substitutes for the indicators defined by the IFRS accounting standards or as an actual reflection of past performance or future results

## EUR Revolving Credit Facility

Amount	€451,000,000
Ranking	Senior Unsecured
Tenor	5 years
Applicable margin at listing	EURIBOR + 0.35%
Floor	0% floor
Financial covenant	Total Net Debt / Consolidated Core EBITDA ≤ 4.0x

## Ample flexibility under new credit facility agreement

- EUROAPI has secured a **€451m 5-year Revolving Credit Facility** from a pool of 7 international relationship banks
- Effective from listing date, the facility will be available to support:
  - **General corporate purposes**
  - **Acquisition financing**
- At listing date, the financing is expected to bear an interest rate equal to EURIBOR + 0.35% p.a., commensurate with EUROAPI's credit and debt-free structure
- Post listing date, the facility agreement provides the Company with ample flexibility while remaining **comfortably within its medium-term leverage target up to 3.0x**

**French Tech Souveraineté Convention at a glance**

**Launched in June 2020** *by the French government*

*Investment envelope* **managed by EPIC Bpifrance**

**Both proactive and defensive** *vocation*

**Initial €150m** *funds pocket – to be increased up to*  
**€500m from 2021**

**French Tech companies with a sovereignty angle**  
*targeted*

**1<sup>st</sup> investment into Kayrros in March 2022**, *a*  
*leading company in advanced energy and*  
*environmental geo-analytics*

**About its investment in EUROAPI**

**Up to €150m investment** *for 12% of*  
*share capital of EUROAPI*

**Acquisition price to be determined**  
*based upon the 30-day VWAP of*  
*EUROAPI's shares*

**Two non-executive members to**  
**represent the fund** *on EUROAPI*  
*Board of Directors*

**Investment subject to approval of**  
**the spin-off by Sanofi's shareholders**  
*and other customary conditions*