



**medmix**

Investor Presentation

# Disclaimer

## IMPORTANT

The presentation has been prepared by medmix AG ("medmix"), the spun-off Applicator System ("APS") division of the Sulzer Group for information and background purposes only. This document is not, and should not be construed as, a prospectus or offering document, and has not been reviewed or approved by any regulatory or supervisory authority. The information does not constitute or form part of, and should not be construed as, an offer for sale or subscription of, or a solicitation or invitation of any offer to subscribe for or purchase any loans or securities of or make an investment in medmix or any of its subsidiaries or any other entity in any jurisdiction, and nothing contained therein shall form the basis of, or be relied on in connection with, any contract or commitment whatsoever, in particular, it must not be used in making any investment decision. Any decision to invest in securities should be made solely on the basis of the information contained in the prospectus and on an independent analysis of the information contained therein.

This presentation includes financial information which has been derived from the historical combined and carve-out financial statements of medmix for the years 2018, 2019 and 2020 and the six-month periods ended June 30, 2020 and 2021, respectively, (the "Relevant Period") (the "Combined and Carve-out Financial Statements"). While the Combined and Carve-out Financial Statements have been prepared on a carve-out basis from the consolidated financial statements of Sulzer Ltd. ("Sulzer"), their preparation required that certain changes be made to the financial information as presented for the APS division in Sulzer's consolidated financial statements for the Relevant Period. Accordingly, the financial information derived from the draft Combined and Carve-Out Financial Statements of medmix for the Relevant Period and from the consolidated financial statements of Sulzer for its APS division for the Relevant Period may not be fully comparable. Certain financial data included in this presentation consists of non-IFRS financial measures. These non-IFRS financial measures may not be comparable to similarly titled measures presented by other companies, nor should they be construed as an alternative to other financial measures determined in accordance with IFRS.

No representation, warranty or undertaking, express or implied, is made by medmix or any of its respective affiliates or directors, officers, employees, agents or advisers ("Representatives") or any other person as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the Information or the opinions contained therein or any other statement made or purported to be made in connection with medmix and any of its subsidiaries, for any purpose whatsoever, including but not limited to any investment considerations. No responsibility, obligation or liability whatsoever, whether arising in tort, contract or otherwise, is or will be accepted by medmix or any of its Representatives or any other person for any loss, cost or damage howsoever arising from any use of the Information, or for information or opinions or for any errors, omissions or misstatements contained therein or otherwise arising in connection therewith.

This presentation includes market share and industry data obtained by medmix from official or third-party sources. medmix may not have access to the facts and assumptions underlying the numerical data, market data and other information extracted from public sources. Third-party industry publications, studies and surveys generally state that the data contained therein have been obtained from sources believed to be reliable, but that there is no guarantee of the accuracy or completeness of such data. Neither medmix nor any of its respective Representatives or any other person are able to verify such information, and assume no responsibility for the correctness of any such information. In addition, certain of the industry and market data included in this presentation, if not labelled otherwise, is derived from medmix' internal research and estimates based on the knowledge and experience of its management in the markets in which it operates. Accordingly, no undue reliance should be placed on any of the numerical or market data contained in this presentation.

This presentation contains forward-looking statements, including but not limited to, projections of financial developments, market activities, future performance of products and solutions or planned transactions, which involve risks and uncertainties and are based on certain assumptions. These forward-looking statements are subject to change based on known or unknown risks and various other factors, which could cause the actual results, performance or events to differ materially from the statements made herein. If any of these risks and uncertainties materializes or if the assumptions underlying any of medmix' forward-looking statements prove to be incorrect, the actual results may be materially different from those medmix expresses or implies by such statements. medmix does not intend or assume any obligation to update these forward-looking statements since they are based solely on the circumstances at the date of their publication.

This presentation constitutes neither an offer to sell nor a solicitation to buy securities. This presentation shall also not be considered as a prospectus or similar notice in accordance with articles 35 et seqq. FinSA and/or article 69 FinSA. Any offer and listing of securities shall be made exclusively by and based on the securities prospectus published by medmix.

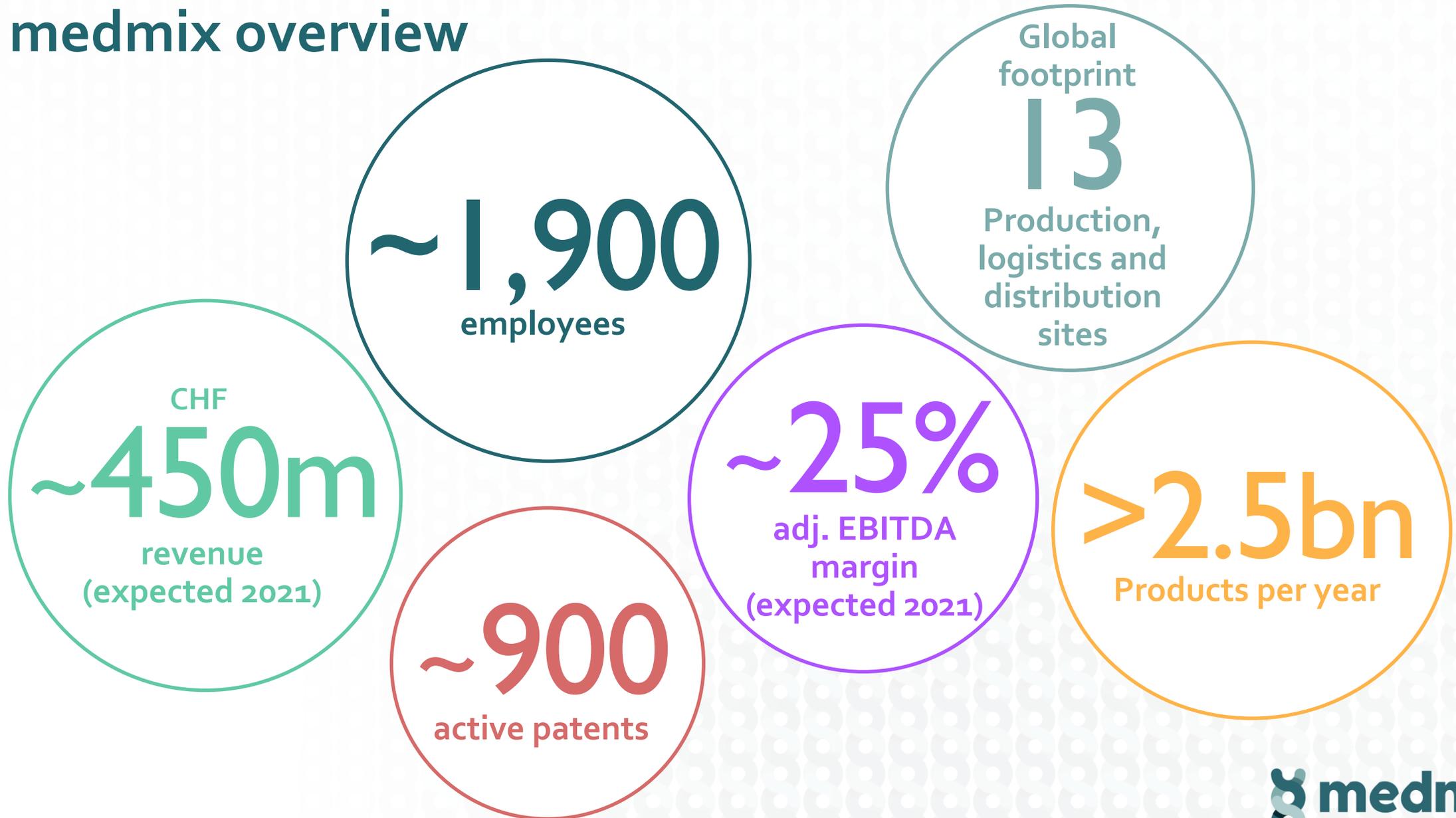
The offering of securities mentioned herein will not be registered under the United States Securities Act of 1933, as amended (the "Act"), and such securities may not be offered or sold in the United States of America absent registration or an applicable exemption from registration requirements under the Act. There will be no public offering of the securities mentioned herein in the United States of America.

This presentation is not a prospectus for the purposes of Regulation (EU) 2017/1129 (as amended, the "Prospectus Regulation"). Any offer of securities in any Member State of the European Economic Area will be made pursuant to an exemption under the Prospectus Regulation from the requirement to publish a prospectus for offers of securities. Accordingly any person making or intending to make any offer in the EEA of the securities which are referred to in this presentation may only do so in circumstances in which no obligation arises for the issuer or any of the initial purchasers of such securities to publish a prospectus pursuant to Article 3 of the Prospectus Regulation or supplement a prospectus pursuant to Article 23 of the Prospectus Regulation, in each case, in relation to such offer.

This presentation is not being made, and such presentation has not been approved by an authorized person, for the purposes of section 21 of the Financial Services and Markets Act 2000 (the "FSMA"). Accordingly, this presentation is not being made and has not been distributed, and must not be passed on, to other than persons who (i) are outside the UK; (ii) have professional experience in matters relating to investments falling within Article 19(5) of the Financial Services and Markets Act (Financial Promotion) Order 2005 (as amended, the "Order"), or (iii) are high net worth entities falling within Articles 49(2)(a) to (d) of the Order (high net worth companies, unincorporated associations, etc.) (all such persons described in (i) to (iii) above together being referred to as "Relevant Persons"). In the UK, any investment or investment activity to which this presentation relates is available only to Relevant Persons and will be engaged in only with Relevant Persons. Any person in the UK who is not a Relevant Person should not act or rely on this presentation or any of its contents.

This presentation has been prepared on the basis that any offer of securities in the UK will be made pursuant to an exemption under the Prospectus Regulation as it forms part of UK domestic law pursuant to the European Union (Withdrawal) Act 2018 (as amended) (the "UK Prospectus Regulation") from the requirement to publish a prospectus for offers of securities. Accordingly any person making or intending to make any offer in the UK of the securities which are referred to in this presentation may only do so in circumstances in which no obligation arises for the issuer or any of the initial purchasers of such securities to publish a prospectus pursuant to section 85 of the FSMA or supplement a prospectus pursuant to Article 23 of the UK Prospectus Regulation, in each case, in relation to such offer.

# medmix overview



# Our aspiration and mission

## ASPIRATION

---

Be the global leader in high precision delivery devices for the healthcare, consumer and industrial end-markets

## MISSION

---

Providing innovative solutions to help millions of people live a healthier and more confident life



# Our business

## Healthcare

## Consumer and Industrial



27%

9%

3%

34%

27%

Gold standard in dental mixing device systems

Award winning, proprietary injection pen platform

Pioneer in bone cement mixing devices

Leader in industrial mixing and dispensing device systems

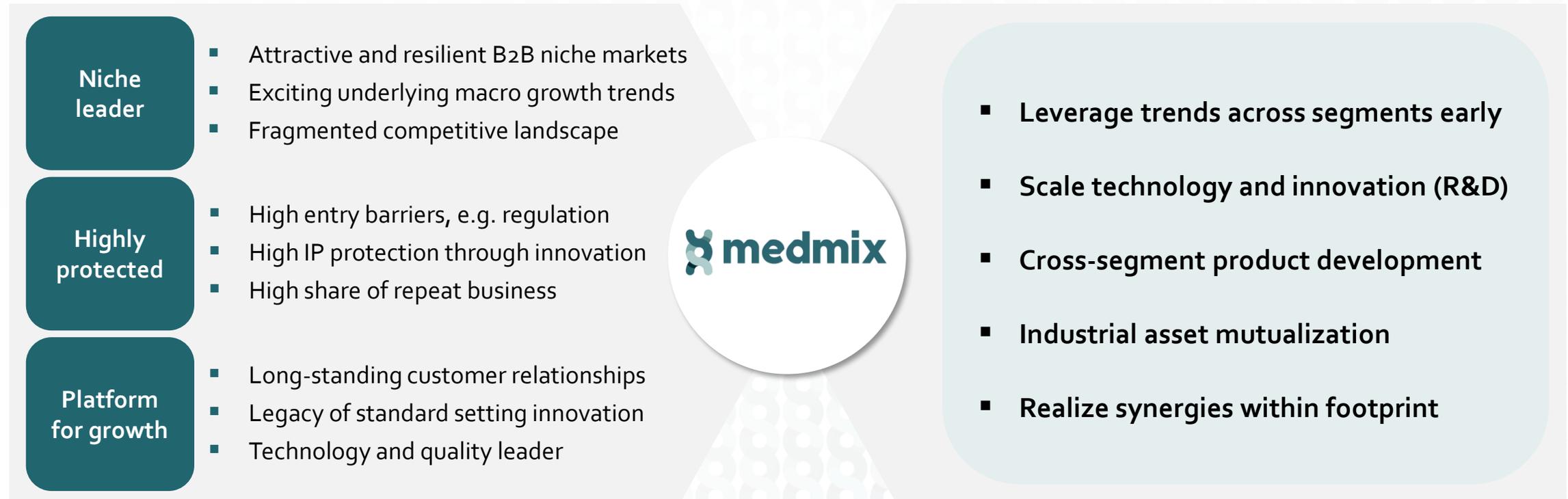
Leading Microbrush specialist



H1 2021 revenue split

# Our strategy and business model

Innovative, high-precision delivery devices in attractive Healthcare, Consumer and Industrial end-markets



# Our ESG commitment

## Leveraging success in early adopter Beauty throughout all segments

### Successes in Beauty leading the way for other segments...

- ✓ Leading make-up supplier in CSR ranking of largest customer
- ✓ PCR and biobased material for 92% of products
- ✓ Ecovadis Platinum (top 1%)
- ✓ Rated B- for climate change and water security by Carbon Disclosure Project



- ✓ Eco design principles embedded in innovation and R&D
- ✓ ecopaCC sustainability award in 2019
- ✓ Ecovadis established in Haag in 2020: Silver
- 🎯 Ecovadis planned to be established in four sites in 2021
- 🎯 We aim to use low carbon electricity in all our sites

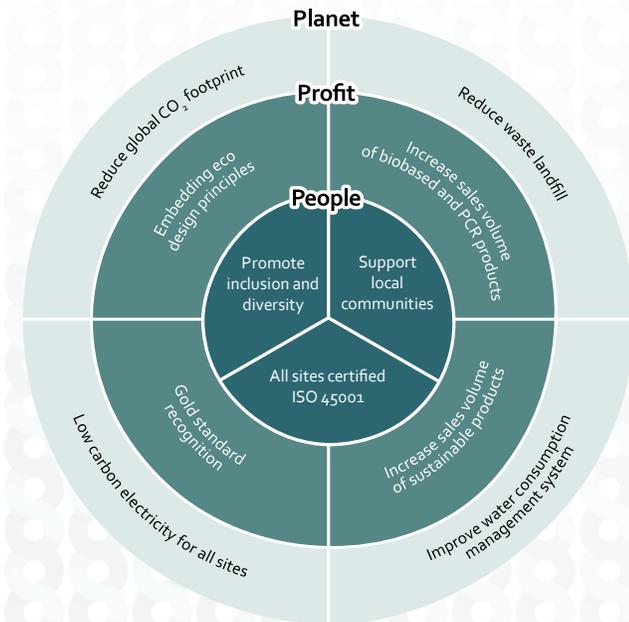


- ✓ Achieved
- 🎯 Targeted



### ...and driving our future commitments until 2025

- Reduce CO<sub>2</sub> footprint by 30%
- 80% of products with at least 30% of PCR / biobased material
- Zero waste to landfill
- Low carbon electricity for all sites



# Key investment highlights



1

A global market leader in high-precision delivery devices in attractive niches

2

Attractive macro trends expected to drive strong growth across segments

3

A technology and innovation leader with strong IP, resulting in high entry barriers

4

Broad post COVID-19 end-market recovery expected to drive high growth

5

Profitable growth track record with high, resilient margins and further growth opportunities

6

Highly motivated and experienced team

# 1 A global market leader in attractive niches

## High-precision delivery devices to B2B customers

|   | Revenue split H1 2021 | Business area gross profit margin H1 2021 <sup>1</sup> | Addressed market <sup>5</sup> 2020 (CHFm) | medmix market share in addressed market 2020 | Addressable market 2020 (CHFm) | medmix market position  |
|---|-----------------------|--|---|--|--------------------------------|---|
|  Dental        | 27%                   | 63%  | 350                                       | 20%  | 1,000                          | • Leader in 2K mixing devices with ~60% share   |
|  Drug Delivery | 9%                    |  | 900 <sup>2</sup>                          | 4% <sup>2</sup>                              | 1,600                          | • Leader in fertility pen injectors with ~50% share                                   |
|  Surgery       | 3%                    |  | 150 <sup>3</sup>                          | 7% <sup>3</sup>                              | 200                            | • Among top 3 specialised delivery device providers                                   |
|  Industry     | 34%                   | 42%  | 500 <sup>4</sup>                          | 25% <sup>4</sup>                             | 700                            | • Leader in 2K hand-held with ~25% share  |
|  Beauty      | 27%                   |  | 800                                       | 15%  | 800                            | • Leader in mascara Microbrushes with ~20% share and stronger position in mass market |

Sources: L.E.K. market research and analysis, company financials

Notes: All market and market share data approximative; addressed market = market addressed with current medmix portfolio, addressable market = market addressable with current and potential future medmix portfolio; 1K = one-component, 2K = two-component

<sup>1</sup> Corresponds to business area gross profit. Business area gross profit represents the part of gross profit which is assigned to a business area

<sup>2</sup> Pen injectors only

<sup>3</sup> Excluding joint replacement

<sup>4</sup> 2K hand-held adhesive dispensing systems only

<sup>5</sup> Market size rounded to nearest CHF50m step

## 2 Attractive fundamental macro trends

Expected to drive strong growth across segments

### Macro trends

|                      |  |
|----------------------|--|
| Growing middle-class |  |
| Aging population     |  |
| Urbanisation         |  |
| Healthcare at home   |  |
| Sustainability       |  |

### Market growth forecast post recovery to 2025E (CAGR)<sup>1,2</sup>

|                                   |    |
|-----------------------------------|----|
| Dental market                     | 4% |
| Drug Delivery market <sup>3</sup> | 7% |
| Surgery market <sup>4</sup>       | 7% |
| Industry market <sup>5</sup>      | 5% |
| Beauty market                     | 4% |

### Main segment trends

- Emerging markets shift away from hand- to device-mixing
- Trend to unit-dose to avoid cross-contamination
- Growing number of dentists in emerging markets
- Trend towards self-injection at home
- Growth in biosimilars for self-administration
- Increasing number of biologics in pipelines
- Increasing use of bone cement for trauma
- More biomaterials in wound healing reducing post-op risks
- Shift to adhesive bonding due to cost and time savings
- Innovative adhesives and sealants expanding application areas
- Increasing customisation and premiumisation – even for mass
- Demand for sustainable materials and local supply chains
- Indie and mid-sized brands demanding full-service offering

Source: L.E.K. market research and analysis

Notes: All market and market share data approximative

1 Addressed market

2 Dental: 2022E-2025E; Drug Delivery: 2021E-2025E; Surgery: 2022E-2025E; Industry: 2021E-2025E; Beauty: 2022E-2025E

3 Pen injectors only

4 Excluding joint replacement

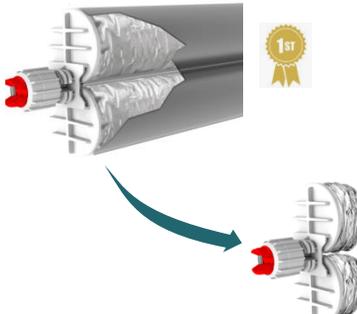
5 2K hand-held adhesive dispensing systems only

# 3 Technology leadership

Backed by strong IP and innovation pipeline

**Industry leading innovations based on end-customer understanding**

Selected independent innovation



*ecopaCC™*

Co-development



*Ergosyringe*

*Magnetic Mascara*

**Strong legacy of setting industry standards through continuous innovation**



*Mixing tip*



*T-Mixer™ Colibri™*

- Inventor of dental mixing devices
- Market standard S-System in 1997
- Constant innovation with new features
- ➔ 2021 breakthrough all-in-one solution: **T-Mixer™ Colibri™ Plus Breakable**

---



*Axis-D™*



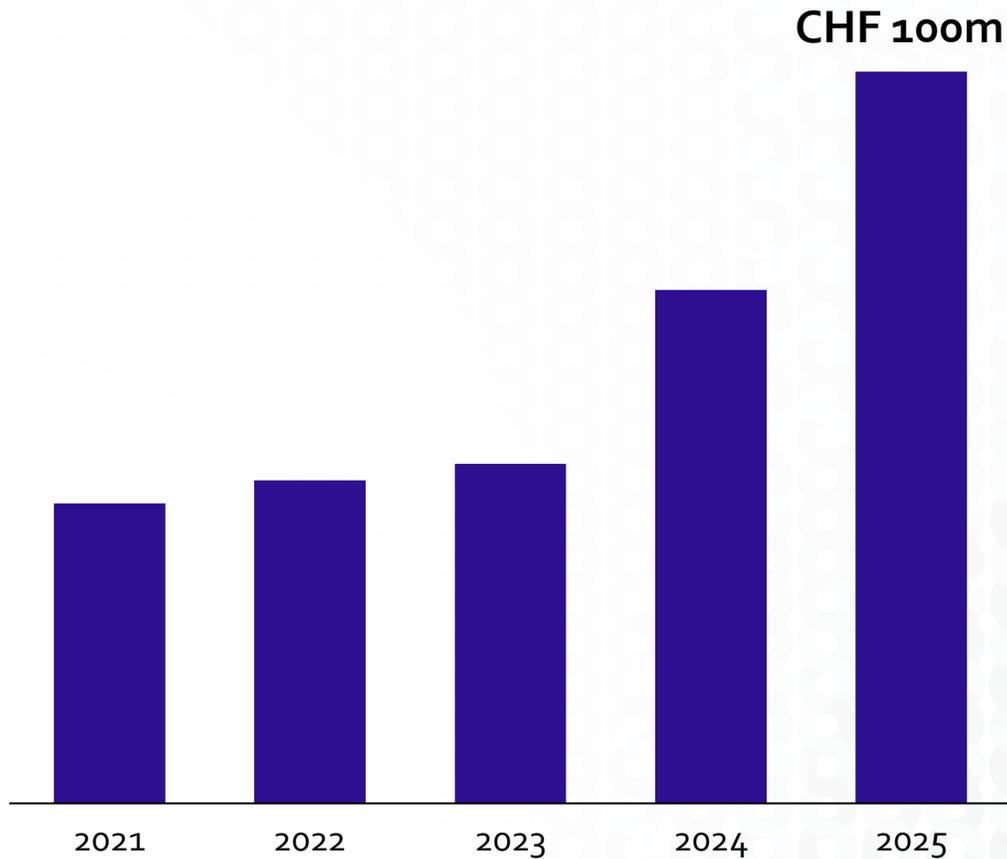
*D-Flex™*

- First glass cartridge autoinjector
- Axis-D™ disposable variable dose pen
- ➔ D-Flex™ for variable and fix doses

Yearly spend on R&D within 5-6% of revenue<sup>1</sup>

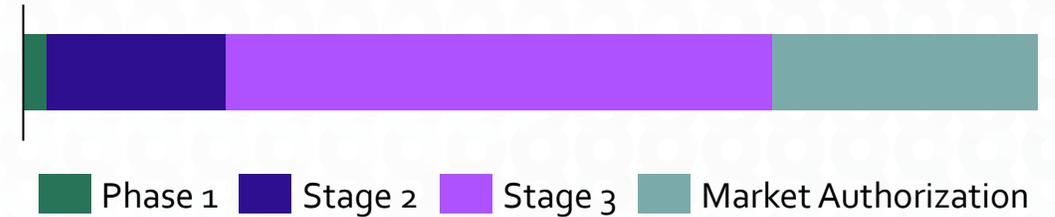
# 3 Drug Delivery – Outlook 2025

## Expected Drug Delivery revenue development

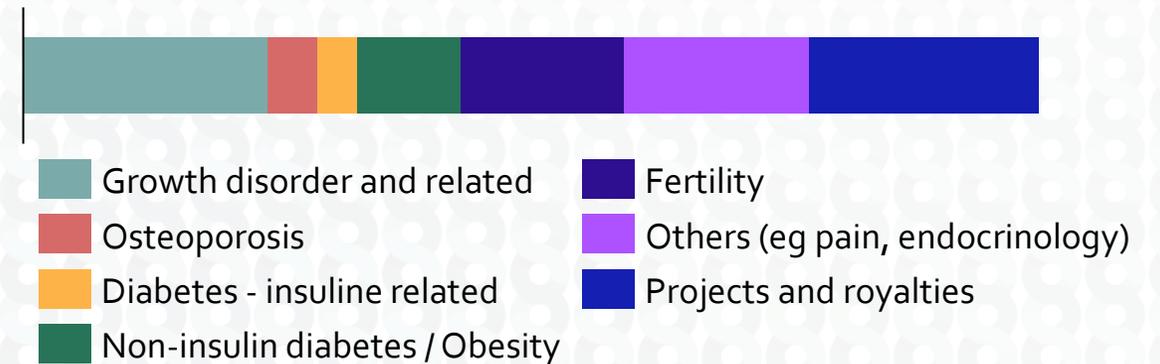


Secured: US biotech announced in H1 21 at 100% plan, others at 75% plan  
 Pipeline: at 50% plan (~20% of 2025 revenue)

## Secured new products by API clinical stage



## Expected 2025 revenue split by indication



# 4 Broad post COVID-19 end-market recovery...

|  | Market <sup>1</sup><br>growth<br>2019-2020   | Market growth <sup>1</sup><br>forecast<br>2020-2021E                                    | Key considerations   |
|--|--|---|--|
|  Dental                     |  (~14%)   |  ~14%  | <ul style="list-style-type: none"> <li>• Temporary decline in dental market due to closure of dental practices</li> <li>• Recovery to 2019 levels expected by end of 2021 given strong recovery in core regions (US and Europe)</li> <li>• US patient volumes have recovered close to pre COVID-19 levels as of April 2021</li> </ul>  |
|  Drug Delivery <sup>2</sup> |  (~13%)   |  ~16%  | <ul style="list-style-type: none"> <li>• No significant impact in chronic disease pen injector market</li> <li>• Significant impact in fertility market given non-essential treatments</li> <li>• Catch-up expected throughout 2021</li> </ul>   |
|  Surgery <sup>3</sup>       |  (~14%)   |  ~10%  | <ul style="list-style-type: none"> <li>• Significant impact due to reduced number of trauma surgeries (i.e. less traffic and sports accidents)</li> <li>• Non-trauma surgeries largely postponed in order to free up hospital capacity</li> <li>• Trauma expected to recover in 2021, non-trauma expected to catch up throughout 2022/23</li> </ul>  |
|  Industry <sup>4</sup>     |  (~5%)    |  ~8%   | <ul style="list-style-type: none"> <li>• Construction: moderate impact with strong recovery; Transportation: significant impact especially aerospace</li> <li>• General industries: negative impact in Q2-20, quick recovery in H2-20; Electronics: limited impact</li> <li>• Recovery to 2019 levels expected to continue in 2021, supported by stimulus and infrastructure programs</li> </ul> |
|  Beauty                   |  (~16%) |  ~8% | <ul style="list-style-type: none"> <li>• Significant impact on colour cosmetics market, driven by closed stores (incl. duty-free) and face masks</li> <li>• Recovery to 2019 levels expected during 2022 as return to pre COVID-19 cosmetics spend</li> <li>• US: quick recovery already ongoing</li> </ul>  |

Source: L.E.K. market research and analysis

Notes:

1 Addressed market

2 Pen injectors for fertility only

3 Excluding joint replacement

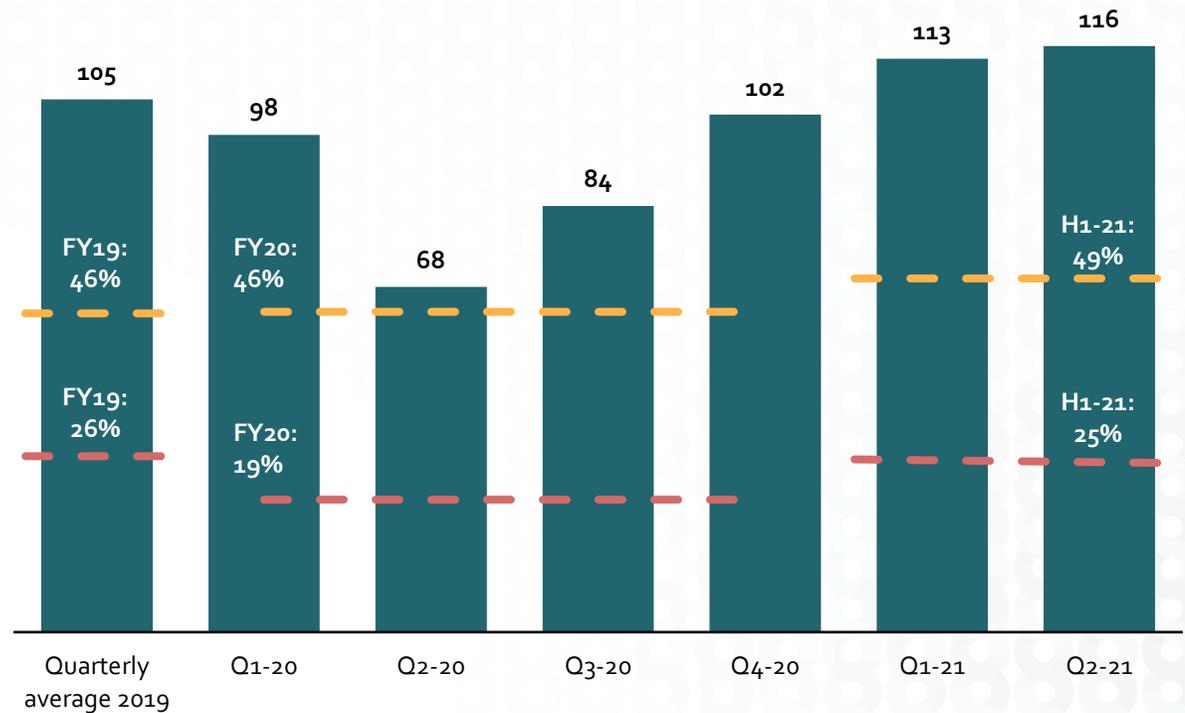
4 2K hand-held adhesive dispensing systems only

# 5 Profitable growth track record with high, resilient margins...

## Revenue and margin evolution (CHFm)

FY19: CHF421m FY20: CHF351m

H1-21: CHF228m



- Quarterly revenue
- Business area gross profit margin<sup>1</sup>
- adj. EBITDA margin

Note:  
<sup>1</sup> Corresponds to business area gross profit. Business area gross profit represents the part of gross profit which is assigned to a business area

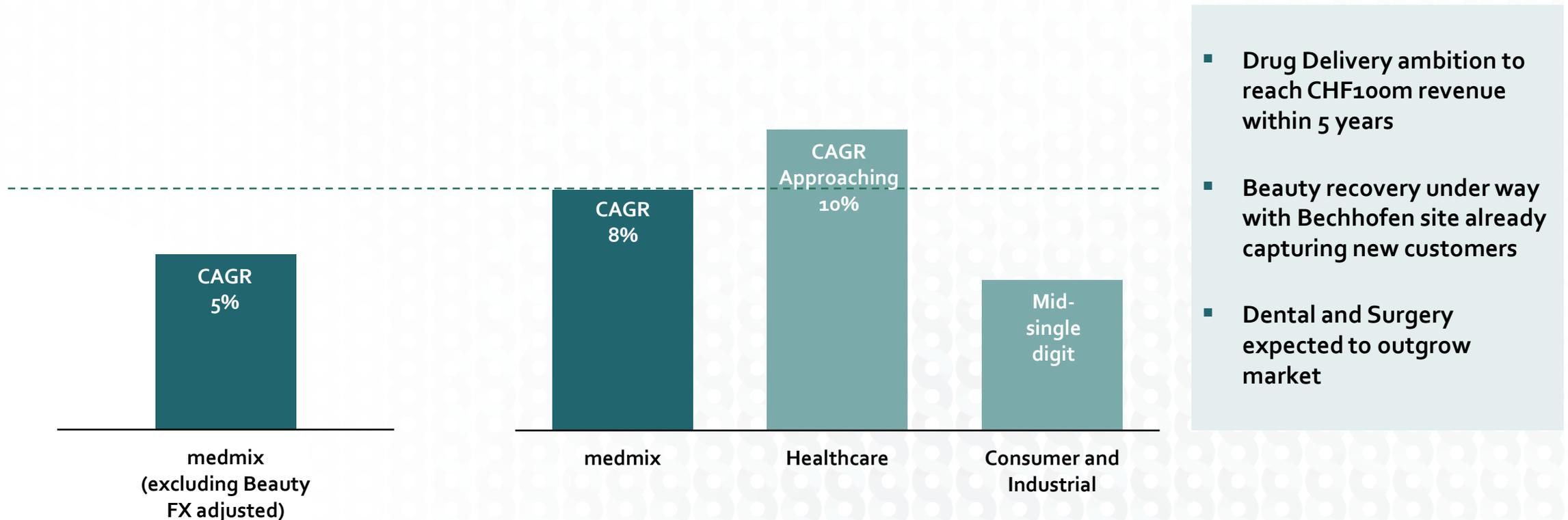
## Highlights

- Track record of 25%+ adj. EBITDA margin
- Business area gross profit margin<sup>1</sup> stable throughout 2020
- Business area gross profit margin<sup>1</sup> in H1-21 above pre COVID-19
- Back to profitable growth since Q3-20

# 5 ...and further organic growth opportunities...

Organic growth rates – 2016-2019 range

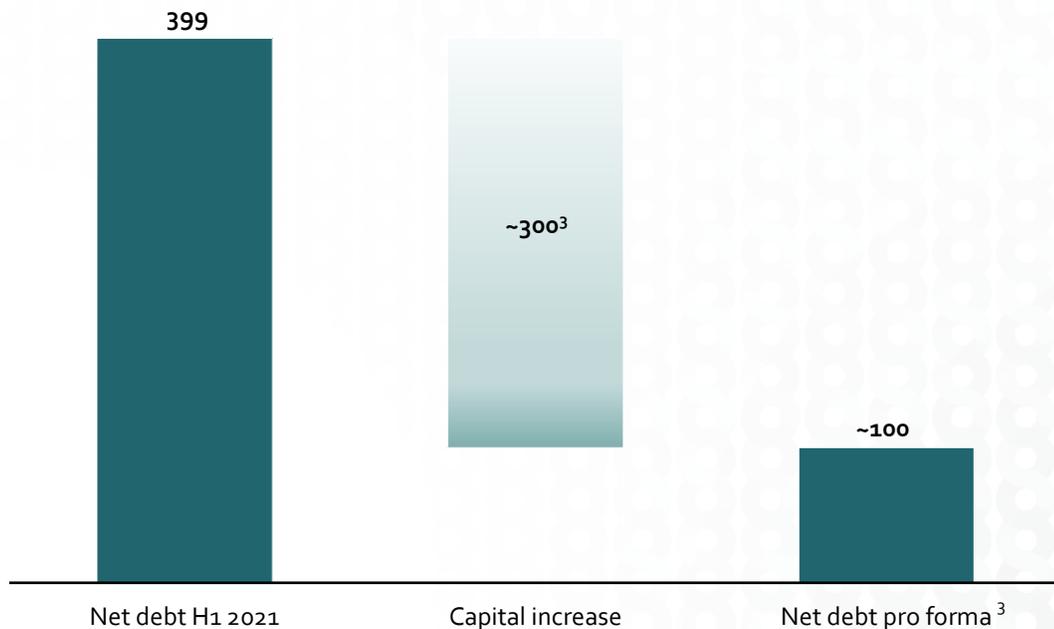
Organic growth rates – mid-term ambition



# 5 ...supported by a strong balance sheet

Leverage ratio<sup>1</sup> of ~1x for medmix post Transaction

Net debt<sup>2</sup> (CHFm) and leverage ratio (~1x) at split



Considerations

- **Capital increase targeting approximately CHF300m gross proceeds** concurrent with split (together "Transaction") to provide a sustainable capital structure for medmix and fund organic growth initiatives, as well as acquisitions
- medmix **net debt H1 2021 of CHF399m** including intercompany loans ("IC Loans") and a small portion of medmix lease liabilities and cash
- **Pro forma leverage ratio of ~1x** pro forma net debt / adj. EBITDA, similar to peers
- medmix expects to refinance the IC Loans from Sulzer via **external financing after the Transaction**

Notes:

<sup>1</sup> Leverage ratio defined as pro forma net debt at the time of the transaction divided by adj. EBITDA 2021E

<sup>2</sup> Net debt = financial debt (incl. leases) minus cash and cash equivalent (including short-term financial assets)

<sup>3</sup> For illustrative purposes, based on gross proceeds, excluding transaction costs

# 5 H1 2021 highlights

Strong recovery in Dental and Industry, Beauty recovery slower



Volumes up strongly, especially in Dental & Industry, due to underlying market growth in addition to customer restocking, pent up demand and market share gains

Beauty recovery slower ... strong project pipeline

Drug Delivery: first customization development order received from US Biotech co. for our new D-Flex pen platform

Operational profitability up 750 bps yoy on volume recovery and favorable mix effects

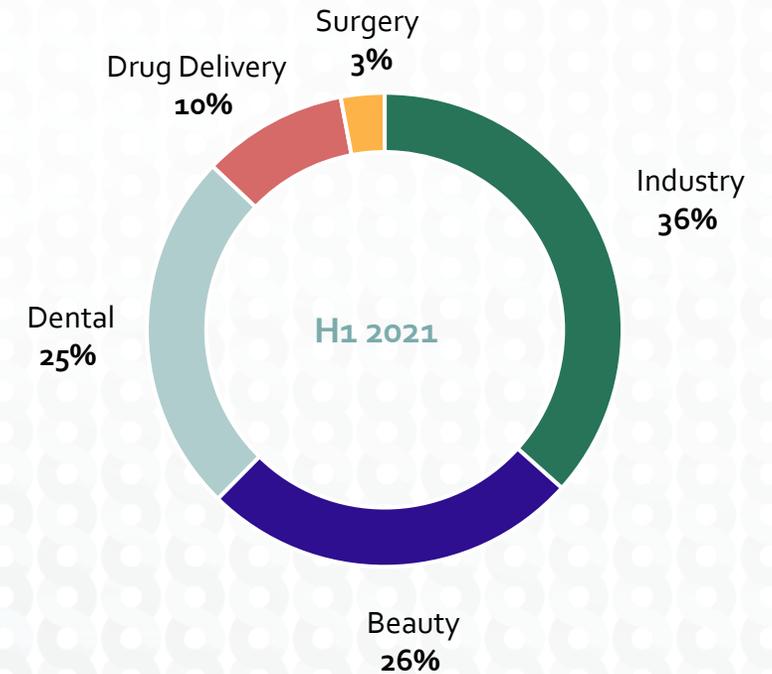
# 5 H1 2021 results

## Profitability nearing pre-pandemic levels

### Key figures

| In CHF millions                  | H1 21 | H1 20 <sup>3</sup> | YOY   | adj. <sup>1</sup> | org. <sup>2</sup> |
|----------------------------------|-------|--------------------|-------|-------------------|-------------------|
| Order intake                     | 269   | 160                | 67.9% | 69.4%             | 53.3%             |
| Sales                            | 228   | 166                | 37.5% | 38.4%             | 25.8%             |
| adj. EBITDA                      | 58    | 31                 | 93.1% |                   |                   |
| <i>margin (%)</i>                | 25.3% | 18.5%              |       |                   |                   |
| EBIT                             | 31    | 9                  |       |                   |                   |
| Operational profit (opEBITA)     | 44    | 20                 | 126%  | 128%              | 109%              |
| <i>operational profitability</i> | 19.3% | 11.8%              |       |                   |                   |

### Order intake by segment



#### Notes:

1. Adjusted for currency effects
2. Organic: adjusted for currency and acquisition effects
3. H1 2020 shows APS division and may differ for medmix due to pension and other adjustments which were not allocated to APS in H1 2020

# 6 Motivated and experienced leadership team

## Executive management



25

**Girts Cimermans**  
CEO

Previously at:




26

**Jennifer Dean**  
CFO

Previously at:




23

**Friedrich von Gadow**  
Head of HR

Previously at:




27

**Holger Arens**  
Head of Dental

Previously at:




20

**Marco Linari**  
Head of Drug Delivery

Previously at:




16

**Dominik Vonier**  
Head of Surgery & medmix strategy

Previously at:




21

**Roman Thoenig**  
Head of Industry

Previously at:




29

**Florent Lafond**  
Head of Beauty

Previously at:




32

**Paul Jutzi**  
Head of R&D

Previously at:




18

**Levi Quinn**  
Head of Operations

Previously at:




26

**Philip Shen**  
Head of China

Previously at:



X Years in industry



# Disciplined M&A with clear focus and active pipeline

## M&A focus – Healthcare



- Small to mid-sized companies in **adjacencies**
  - Strong own IP
  - Niche leadership
  - Presence in emerging countries
- **Add-ons** to extend product offering
- **Potentially new platforms** in animal health or liquid handling consumables

Niche leader

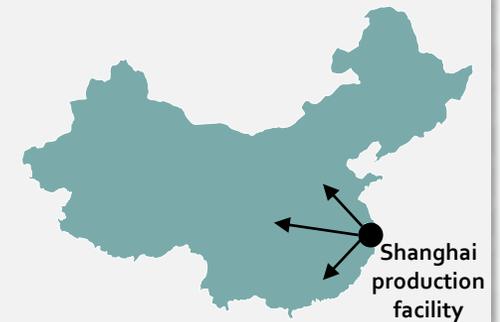
Highly protected

Platform for growth

## M&A focus – China



- Shanghai production facility focusing on export and international OEMs distributing in China
- Need to be present in country with **local for local** setup
- **Speed through proximity**
- Local style preferences



M&A strategy in line with established track record

# Financial outlook

|                    | 2021E  | 2022E                                 | Mid-term ambition |
|--------------------|--|---------------------------------------|-------------------|
| Revenue (growth)   | ~CHF450m   | High-single digit growth              | 8% CAGR organic   |
| adj. EBITDA margin | ~25%   | >26%                                  | ~30%              |
| Capex <sup>1</sup> | ~9% of revenue                                     | Similar level as FY21 in % of revenue | ~7-8% of revenue  |
| Tax rate           | 12-15%   | Mid-teens                             |                   |
| Dividend policy    | Dividend targeted not lower than CHF0.50 per share |                                       |                   |

Note:

<sup>1</sup> Purchase of property, plant and equipment and intangible assets

# Wrap-up: Why invest?



- ✓ High growth
- ✓ High margins
- ✓ Powered by technology



# Appendix



# Change ongoing – Delivering first results

Lean, innovative and customer centric

## Lay the foundations

Strengthen Healthcare segment

Transform Beauty segment

Customer co-development and end-user centered innovation

Increase operational efficiency

Set up experienced management team

## ...with strong results

Acquisition of Haselmeier

Expansion of Bechhofen facility and closure of Bamberg facility, adding full-service capabilities and shortening lead times

New products launch and pipeline expansion

Leverage economies of scale and synergies

Management team industry experts with long tenure



# Targets 2025 – Continuing in full swing

Lean, innovative and customer centric

## Ready for growth

Further grow in Healthcare

Become a local player in China

Grow Microbrushes beyond Beauty

Accelerate innovation pipeline

Replicate Beauty's ESG successes across medmix

## ...with specific initiatives and targets

20+ organic initiatives and active M&A pipeline

Acquisition opportunities identified for Beauty and Industry

Attractive opportunities outside Beauty involving microbristle applicators identified

Revamped ideation process, increased product ideas in pipeline

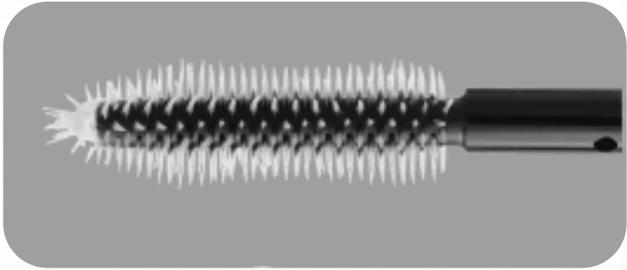
Implemented at early adopter Beauty, rolling out to Industry and Drug Delivery and throughout operations

# Financial highlights

Attractive financial profile with substantial revenue growth and highly resilient margins



2021E revenue  
**CHF450m**  
~25% adj. EBITDA margin



Mid-term  
targets

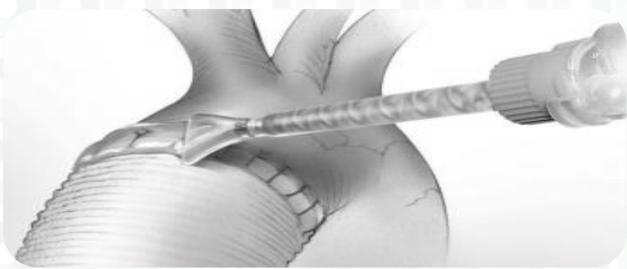
Revenue growth  
~8% CAGR organic

Healthcare share in revenue  
**>50%**

Adj. EBITDA margin target  
**~30%**



Expected leverage post  
capital increase  
(pro forma net debt / adj. EBITDA)<sup>1</sup>  
**~1X**

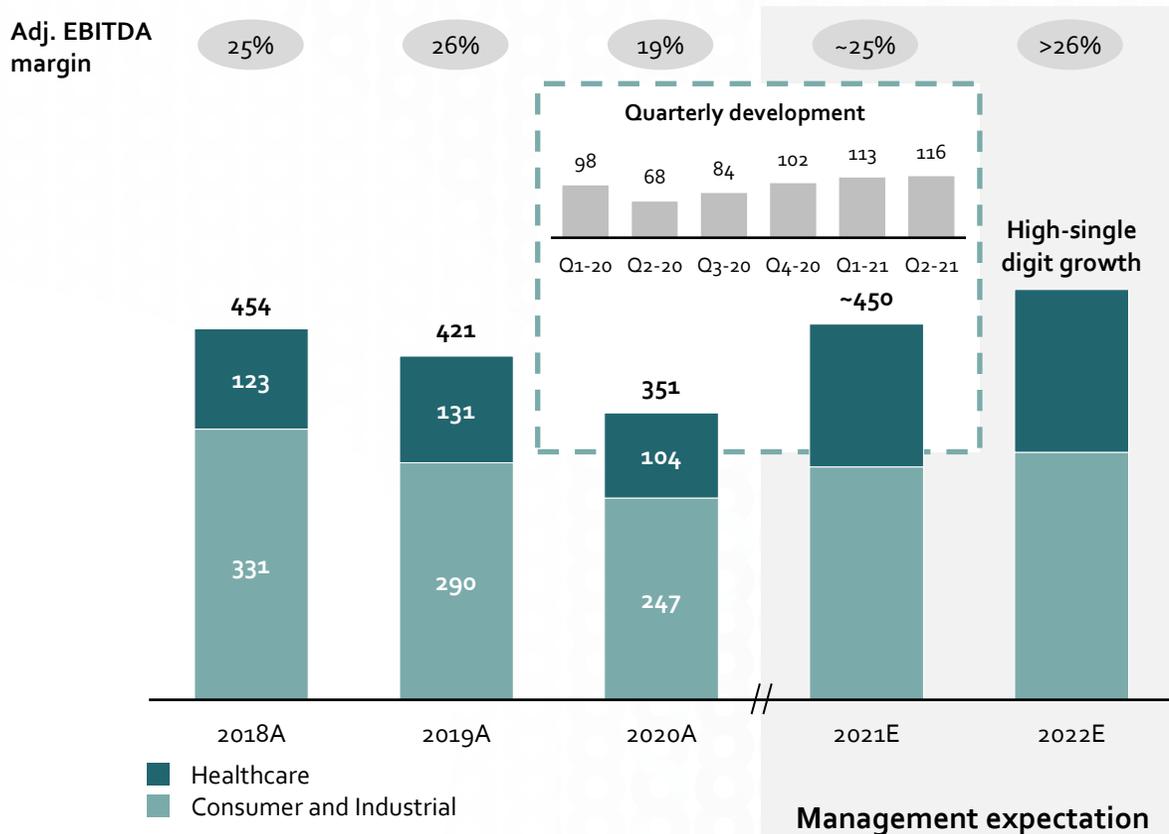


Note:  
<sup>1</sup> Leverage reflects a capital increase size of approximately CHF 300m and adj. EBITDA target for 2021E

# Revenue by business area

## Growing across businesses

### Revenue by business area (CHFm)



### Highlights

#### 2019

- Consumer and Industrial revenue drop due to Beauty (halt in PMI<sup>1</sup> product, influencers capturing growth from cosmetics incumbents)
- Improved EBITDA margin vs. 2018

#### 2020

- Revenue impacted heavily by COVID-19, low point in Q2-20, visible rebound from Q3-20 as markets started to reopen

#### 2021E

- H1-21 above pre COVID-19 levels in both business areas
- Revenue recovery continuing, sequentially up in all segments
- Haselmeier (Healthcare acquisition) fully integrated, transformation of Beauty completed

#### 2022E

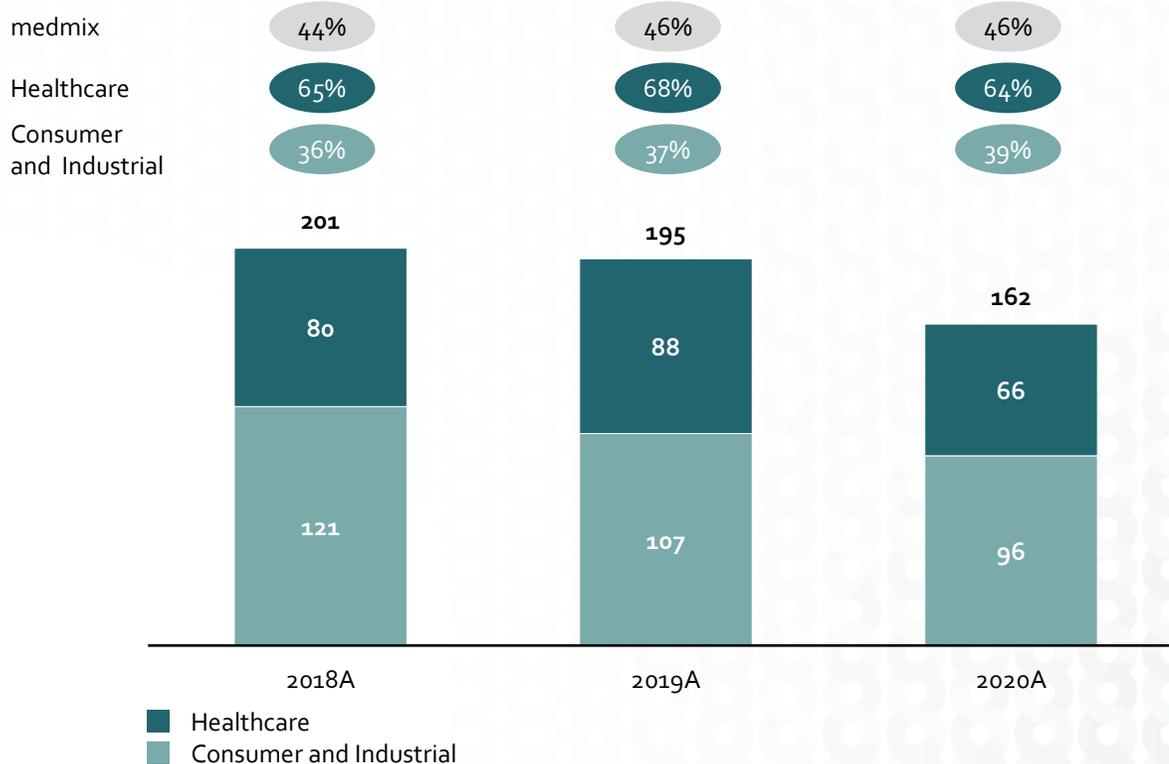
- Strong pipeline and positive customer sentiment drive expectation of high-single digit growth in 2022E

# Gross profit by business area

Resilient business area gross profit margin<sup>1</sup> of ~45%

## Gross profit by business area (CHFm)<sup>1</sup>

### Business area gross profit margin<sup>1</sup>



## Highlights

### 2019

- Increase in business area gross profit margin<sup>1</sup> due to Healthcare growth and operational improvement

### 2020

- Resilient pricing, operational improvements and better mix in Consumer and Industrial secured business area gross profit margins<sup>1</sup> throughout COVID-19

### 2021E

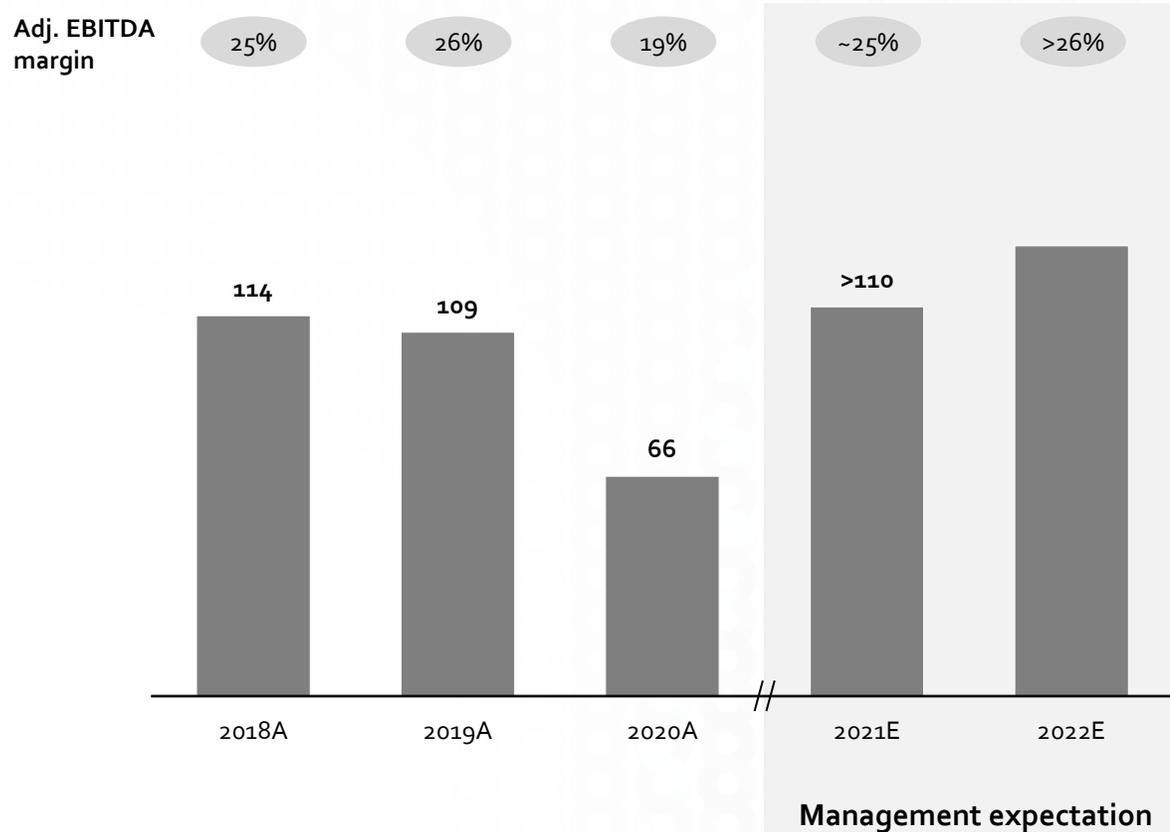
- Business area gross profit margin<sup>1</sup> stable vs. H1-20, expected to continue

Note:  
<sup>1</sup> Corresponds to business area gross profit. Business area gross profit represents the part of gross profit which is assigned to a business area

# Adjusted EBITDA

Growth in Healthcare drives adj. EBITDA margin increase

Adj. EBITDA (CHFm)



Highlights

## 2019

- Growth in Healthcare and operational improvement led to increased adj. EBITDA margin

## 2020

- Q2-20 collapse in demand amid closure of beauty retailers and dental offices led to negative volume and mix impact, partly mitigated by highly resilient pricing and swift cost-out actions

## 2021E / 2022E

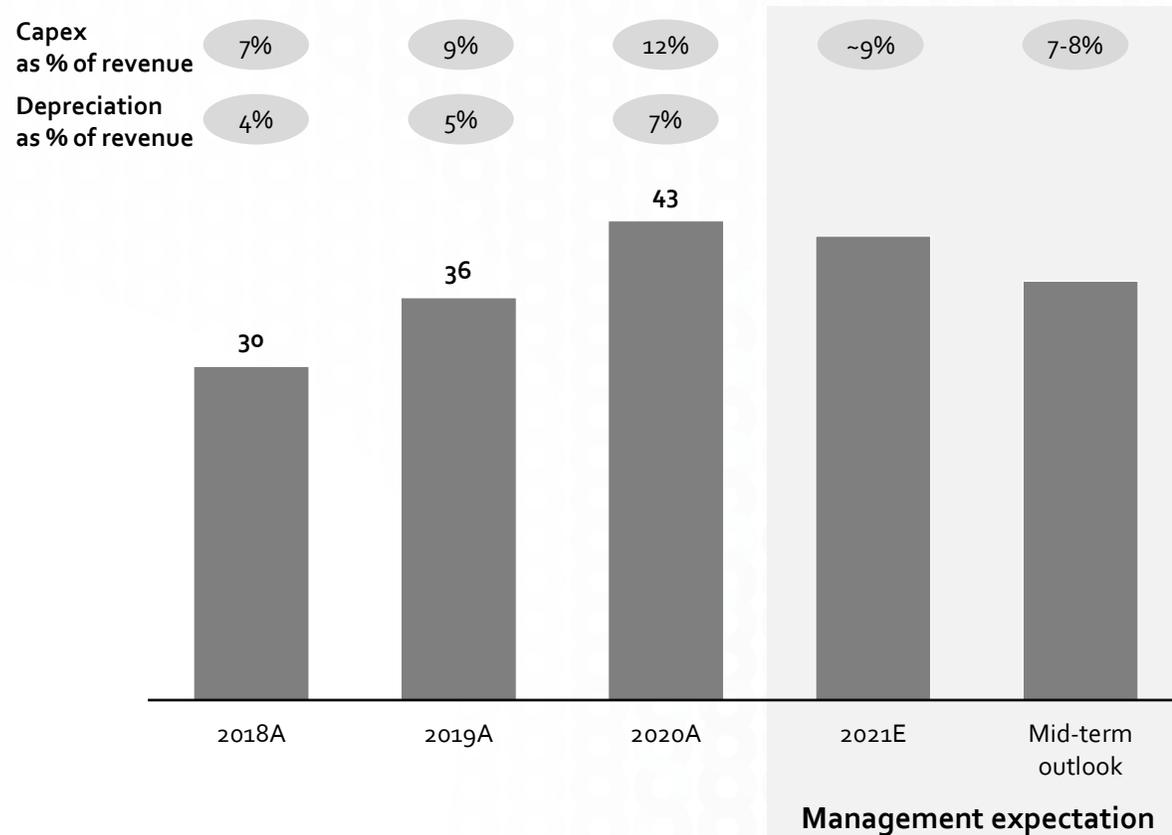
- Adj. EBITDA margins expected to increase based on higher volumes from Healthcare, strong recovery in Industry, commercialisation of new products in Drug Delivery and Beauty

## Mid-term outlook

- Adj. EBITDA margin expected to increase to ~30%, driven by operating leverage and increase of Healthcare in mix

# Capex

## Capex (CHFm)



## Highlights

### 2019-2020

- Exceptional spend for Beauty transformation in Germany
- Excluding exceptional spend, average capex as % of revenue of ~6%

### 2021E

- Higher spend due to postponements during COVID-19 and investment to support new product introduction

### Outlook

- Includes capex for growth, especially in Healthcare (e.g. Drug Delivery scale up), in addition to replacement

# EBITDA adjustments

| CHFm                              | 2018A      | 2019A      | 2020A     | Highlights  |
|-----------------------------------|------------|------------|-----------|---|
| <b>Reported EBITDA</b>            | <b>106</b> | <b>81</b>  | <b>61</b> |   |
| Beauty transformation             | 3          | 22         | 2         | <ul style="list-style-type: none"> <li>▪ Closing of Bamberg facility and extension of Bechhofen facility</li> </ul> |
| One-off restructuring             | 0          | 3          | 2         | <ul style="list-style-type: none"> <li>▪ Acquisition and integration one-offs</li> </ul>                            |
| Other non operational adjustments | 5          | 3          | 0         | <ul style="list-style-type: none"> <li>▪ Product line and footprint rationalisation</li> </ul>                      |
| <b>Adjusted EBITDA</b>            | <b>114</b> | <b>109</b> | <b>66</b> |   |

# Historical financials summary

| CHFm                                    | 2018A | 2019A | 2020A |
|---|-------|-------|-------|
| Revenue                                 | 454   | 421   | 351   |
| % growth                                | -     | (7%)  | (16%) |
| Business area gross profit <sup>1</sup> | 201   | 195   | 162   |
| % margin <sup>1</sup>                   | 44%   | 46%   | 46%   |
| Gross profit                            | 173   | 162   | 121   |
| % margin                                | 38%   | 39%   | 34%   |
| Adjusted EBITDA                         | 114   | 109   | 66    |
| % margin                                | 25%   | 26%   | 19%   |
| Capex <sup>2</sup>                      | (30)  | (36)  | (43)  |
| % revenue                               | 7%    | 9%    | 12%   |

Notes:

<sup>1</sup> Corresponds to business area gross profit. Business area gross profit represents the part of gross profit which is assigned to a business area

<sup>2</sup> Purchase of property, plant and equipment and intangible assets