



EUROAPI

Reinventing Active Ingredients solutions to sustainably meet clients and patient's needs around the world

Investor Deck – Second Half 2024

open possibilities

EUROAPI in a nutshell

Page 3 to 13

Reinventing Active Ingredient Solutions to sustainably meet customers' and patients' needs around the world

Focus-27 strategic plan

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Build on our strengths to refocus on high-value and growing market segments, improve competitiveness, and unlock EUROAPI's sustainable and profitable growth potential

The API merchant market

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A growing 91 billion euros Total Addressable Market

Deep dive on API Solutions

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Streamlined value-added portfolio, focused on highly differentiated profitable products

Deep Dive on CDMO

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Focused CDMO offer leveraging our recognized capabilities and technology platforms

Financial results

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FY 2023 and H1 2024 KPIs

Sustainability

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An integrated roadmap to support ambitious commitments

Governance & Remuneration

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Aligned with Shareholders' interests

Relationship with Sanofi

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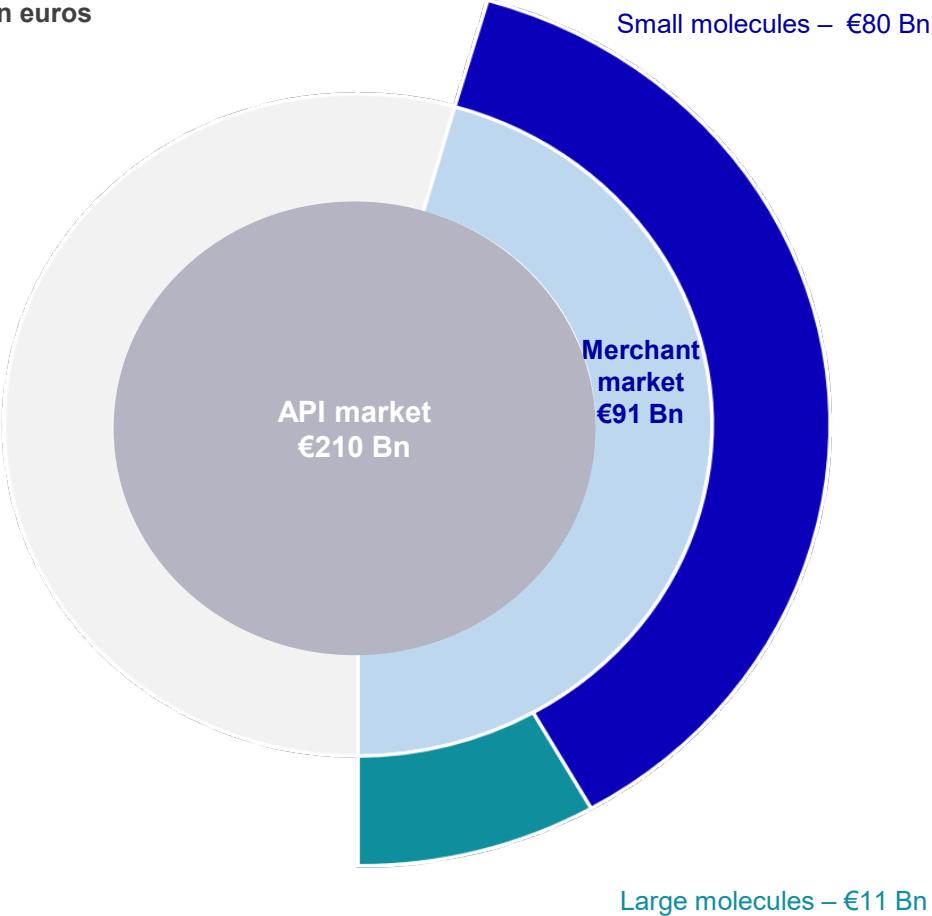
EUROAPI in a nutshell

Reinventing Active Ingredient Solutions to sustainably meet customers' and patients' needs around the world



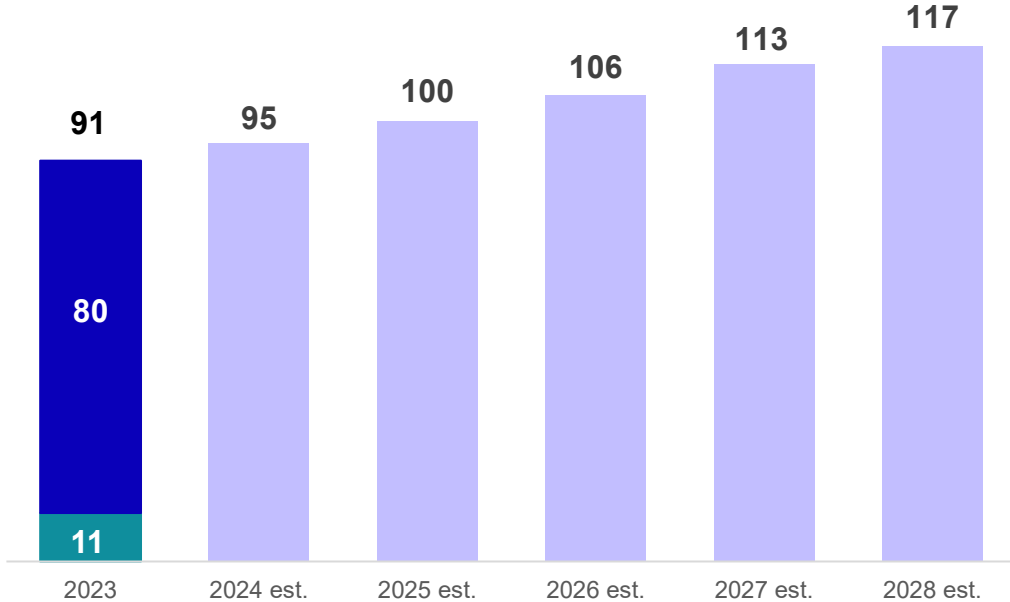
Active Pharmaceutical Ingredients (API) market

2023 – in euros



Sustained growth

Merchant API market revenues, €bn



Note: See EUROAPI's 2023 Universal Registration Document

Sources: Company's estimate based on third-party market research (Global API Market by FutureWise) and using the annual reports published by the main industrial players in the API Sector

API Solutions

▶ Manufacturing and distribution of differentiated APIs

N°1 In small molecules

- Approximately 165 APIs at the end of 2023
- Expertise and technological know-how
- Quality and Reliability

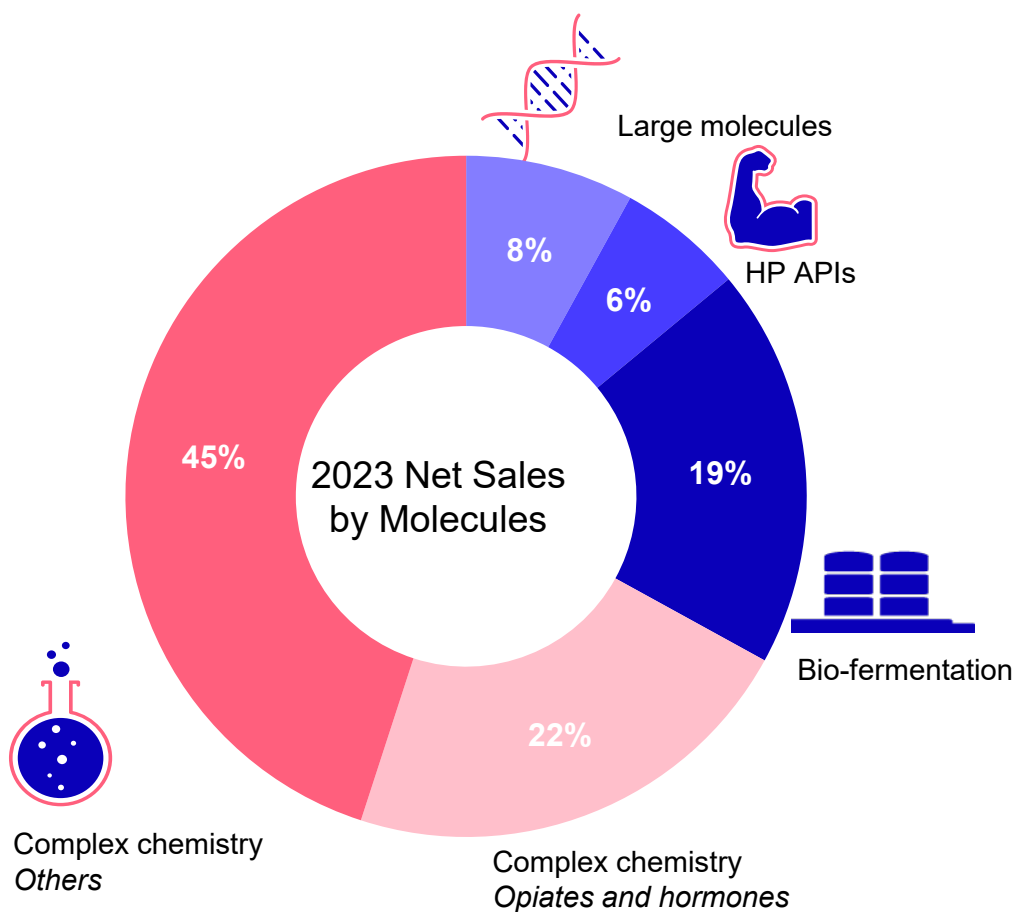
CDMO

▶ Customized development and manufacture of active ingredients for the pharmaceutical and biotechnology industries

Top 10 In global CDMO market

- Unique portfolio of technologies
- Historical know-how in peptides and oligonucleotides
- Dedicated Research and Development team

2023 Net Sales by types of molecules



Highly Potent molecules

Market growth: +9.0%

First worldwide manufacturer of prostaglandin

Bio-fermentation

Market growth: +6,5%

First european manufacturer of vitamin B12

Non-narcotic opioids and opiates

Market growth: +3.5%

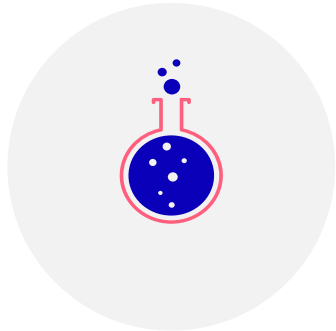
First worldwide manufacturer of non-narcotic opioids

Large molecules

Market growth: +10%

Emerging player in peptides and oligonucleotides

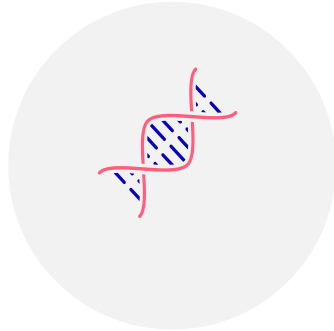
State-of-the-art innovative technologies to support a growing CDMO activity



Complex chemistry



Complex
Chemical
synthesis
molecules



Large molecules



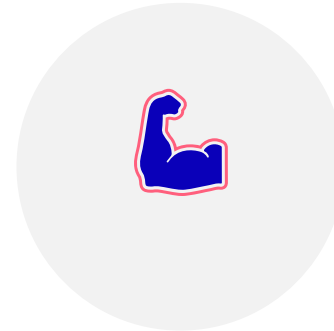
Peptides
Oligonucleotides
Lipids



Bio-fermentation



Anti-infective
Vitamin B12



Highly Potent molecules



Prostaglandins
Cytotoxic Payloads
Linkers

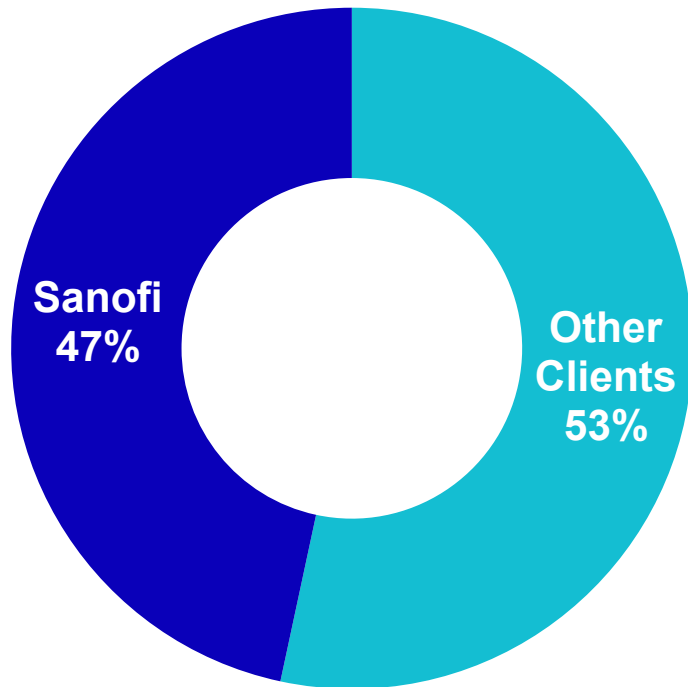


Solid state



Particle
Engineering

2023 Net Sales by clients



From large Pharma, and Biotech to Animal Health, Food and Cosmetics

PHARMA COMPANIES

~275

CONSUMER HEALTHCARE

~165

GENERIC COMPANIES

~45

BIOTECH

~20

CDMO & RETAILERS

~20

ANIMAL HEALTH

~15

FOOD & COSMETICS

~5





Offer safe products and a resilient & responsible supply chain



Accelerate innovation for environmental sustainability






Create a safe & multicultural workplace



Uphold best in class corporate governance

Diversified and committed Board of Directors

-  Independent Director
-  Lead Independent Director
-  Member representing the employees



Viviane Monges
Chair of the Board



Elizabeth Bastoni
Lead Director



Emmanuel Blin



Cécile Dussart



Claire Giraut



Mattias Perjos



Rodolfo Savitzky



Olivier Klaric
Permanent
representative of
Sanofi



Géraldine Leveau
Coopted upon
proposal of the
French State



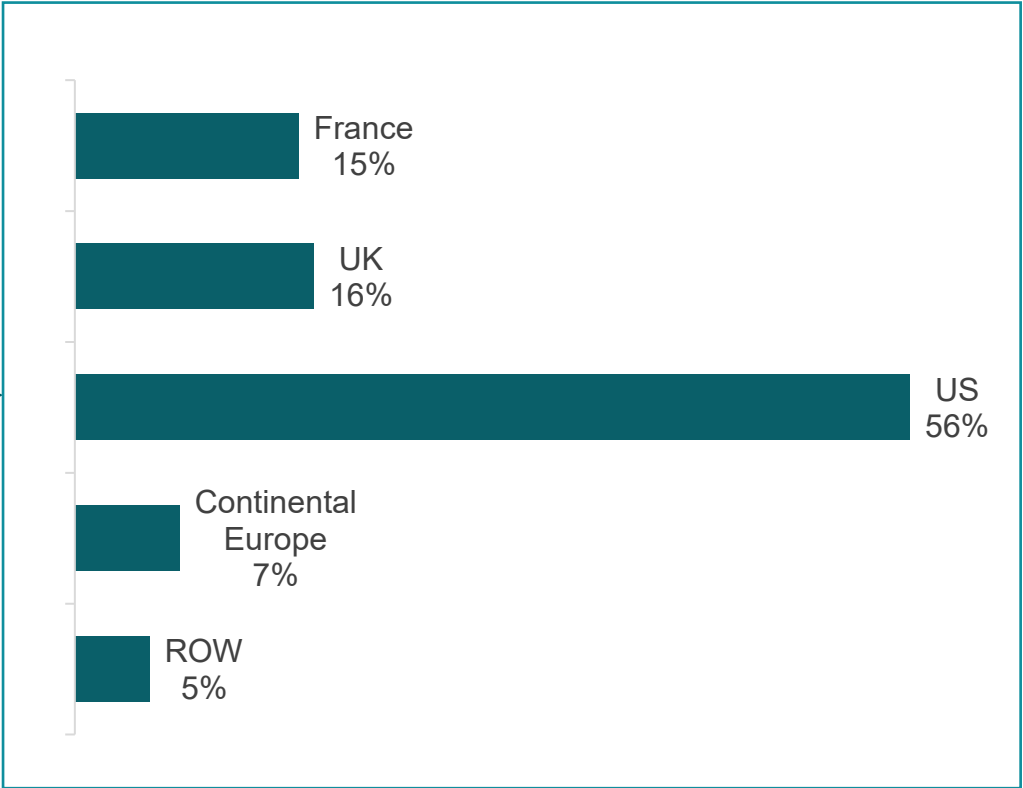
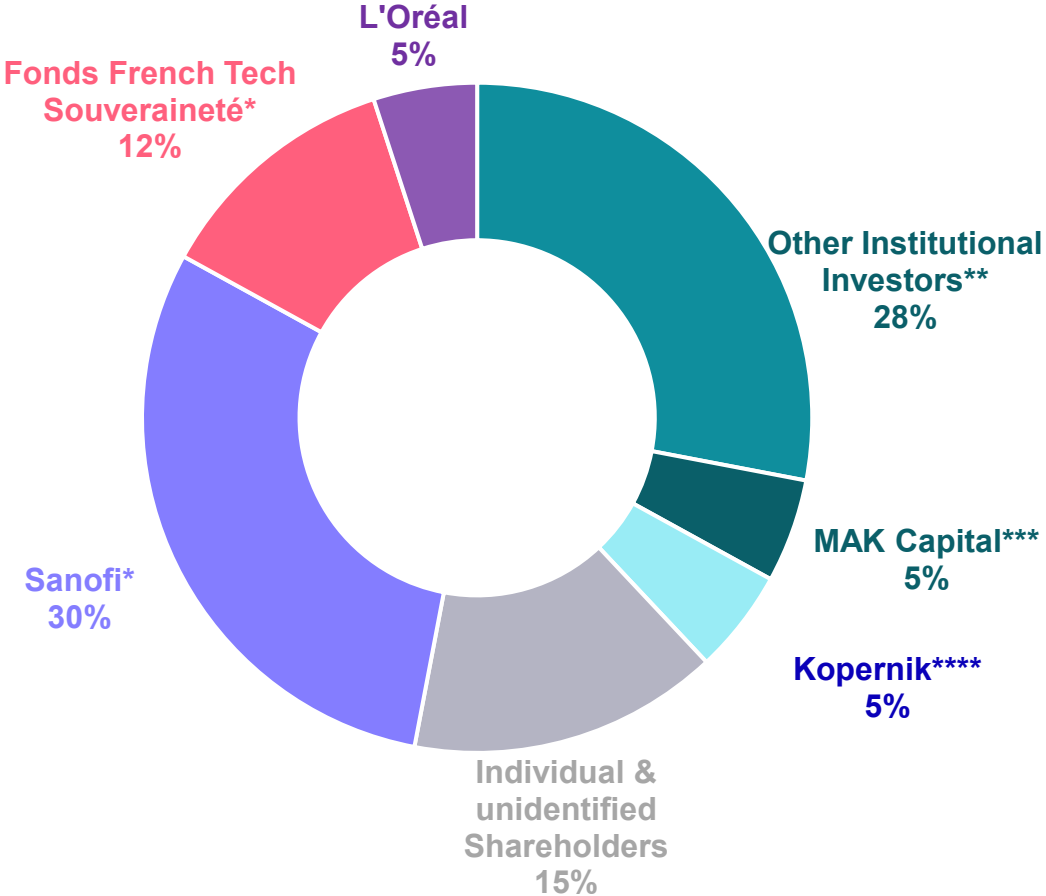
Jean-Yves Caminade
Representative of BPIfrance
Investissement



Kevin Rodier



Marie-Isabelle
Penet



*: Lock-up until December 2025

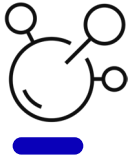
** : April 2024

***: 5% legal threshold was declared to the AMF on February 14, 2024

****: 5% legal threshold declared to the AMF on March 18, 2024.

focus27

Improve competitiveness and unlock sustainable & profitable growth



Streamlined value-added portfolio, focused on highly differentiated profitable products



Focused CDMO offer leveraging our recognized capabilities and technology platforms



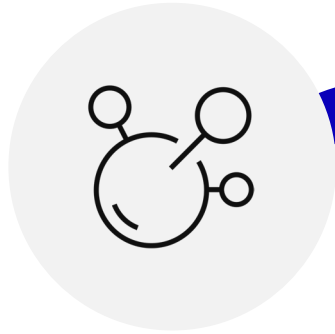
Rationalized industrial footprint prioritizing high-return CAPEX



Organizational transformation and more efficient ways of working

FOCUS-27

Build on our strengths to refocus on high-value and growing market segments, improve competitiveness, and unlock EUROAPI's sustainable and profitable growth potential



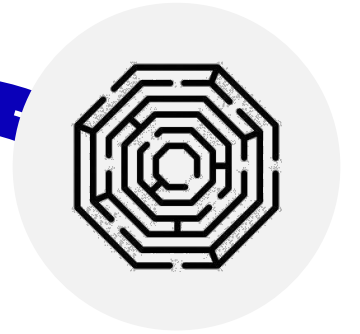
Streamlined value-added portfolio, focused on highly differentiated profitable products



Focused CDMO offer leveraging our recognized capabilities and technology platforms



Rationalized industrial footprint prioritizing high-return CAPEX

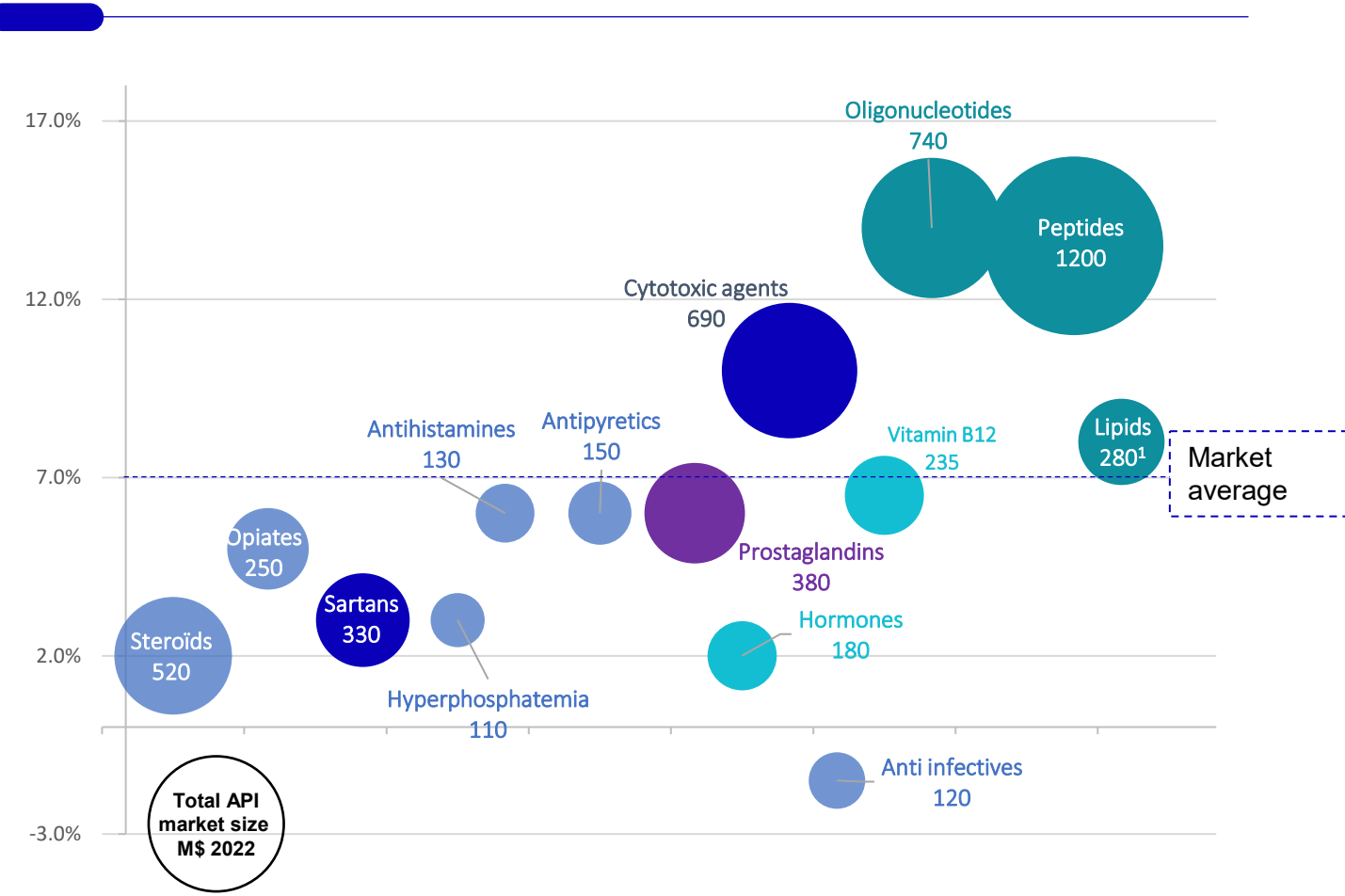


Organizational transformation and more efficient ways of working

Streamlined value-added portfolio, focused on highly differentiated profitable products

Underlying market size and estimated growth

2021-2027 estimated market growth



+10.0% CAGR

Tides (Peptides and Oligonucleotides)

+9.0% CAGR

Highly Potent (HP) APIs

+6.5% CAGR

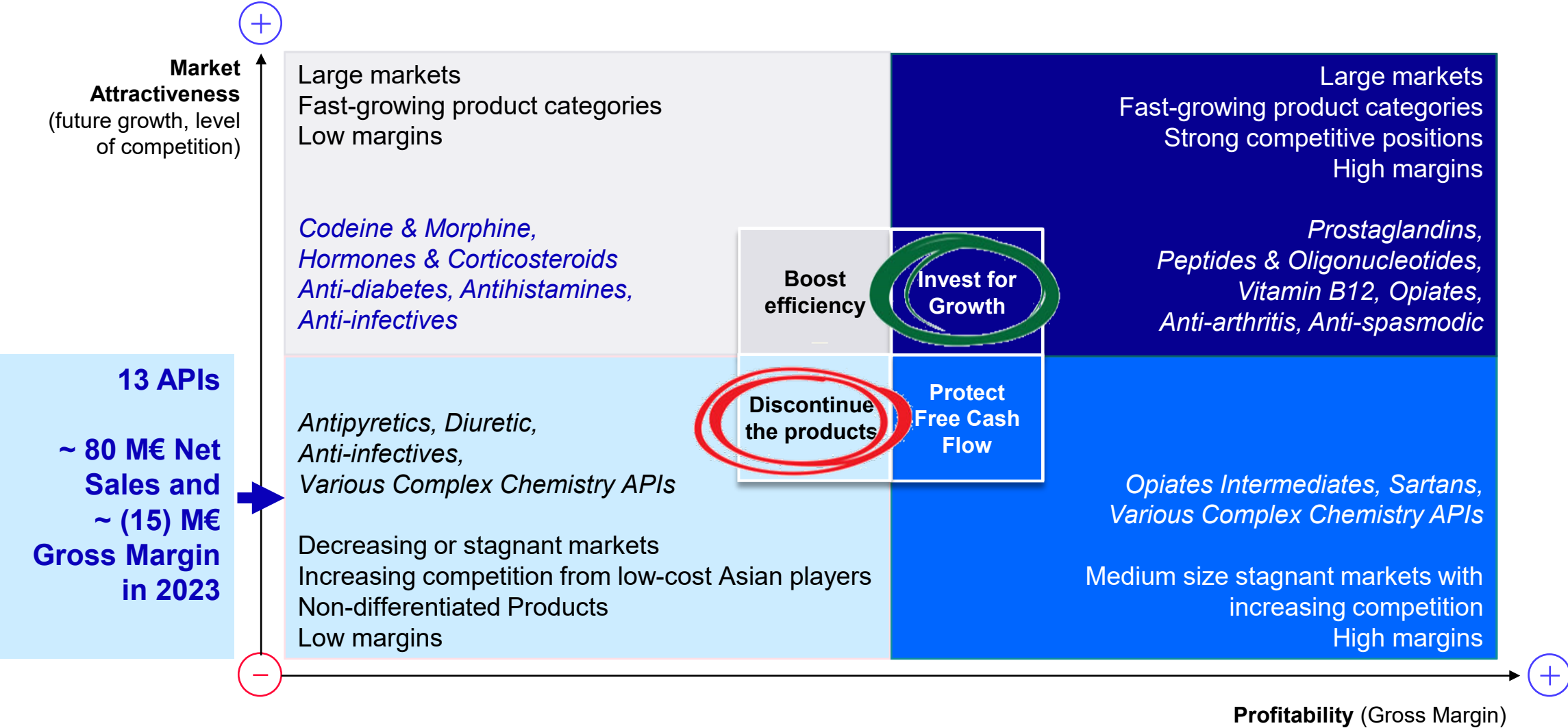
Biochemistry - Fermentation

+2% CAGR

Other Small Molecules

1. Excluding lipid encapsulation market for LNP, liposomes
 Sources: BCC – Active Pharmaceutical Ingredients: Global Markets, January 2021; Technavio – Global Active Pharmaceutical Ingredients Market, 2017-2021; Mordor Intelligence – Global Active Pharmaceutical Ingredients (API) market CPA 2022; Mordor Intelligence – Global Active Pharmaceutical Ingredients (API) market (2019 – 2024), 2018..

Streamlined value-added portfolio, focused on highly differentiated profitable products
 Optimization of our API portfolio

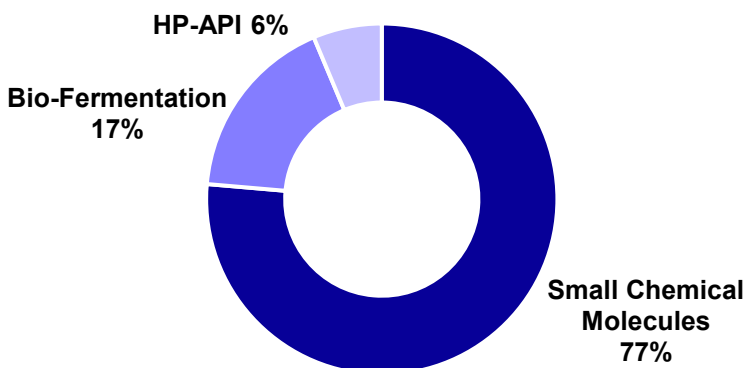


Streamlined value-added portfolio, focused on highly differentiated profitable products
 Discontinued APIs*

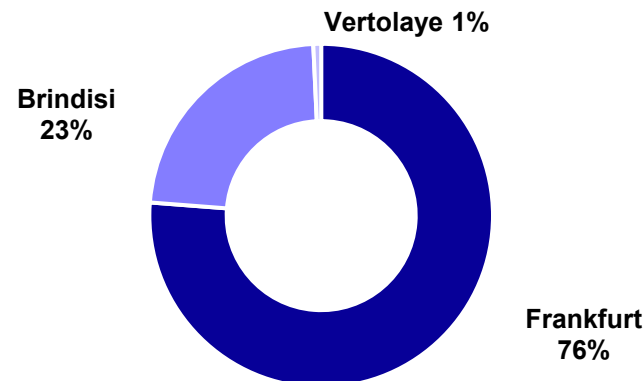
13 uncompetitive APIs
 manufactured at large scale in Asia
 with an average market price lower
 than EUROAPI's Cost of Good Sold

2023 Net Sales	2023 Gross Profit
~ 80 M€	~ (15) M€

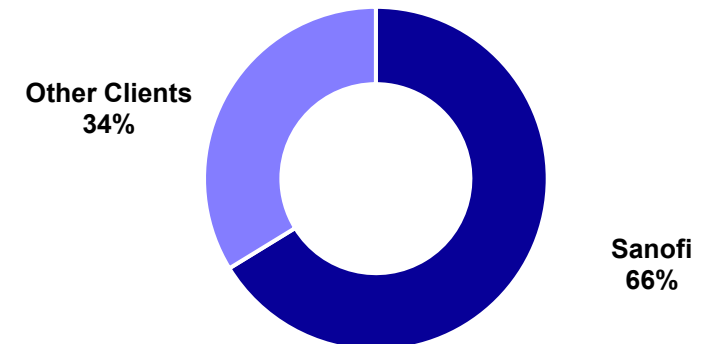
By platform



By manufacturing site



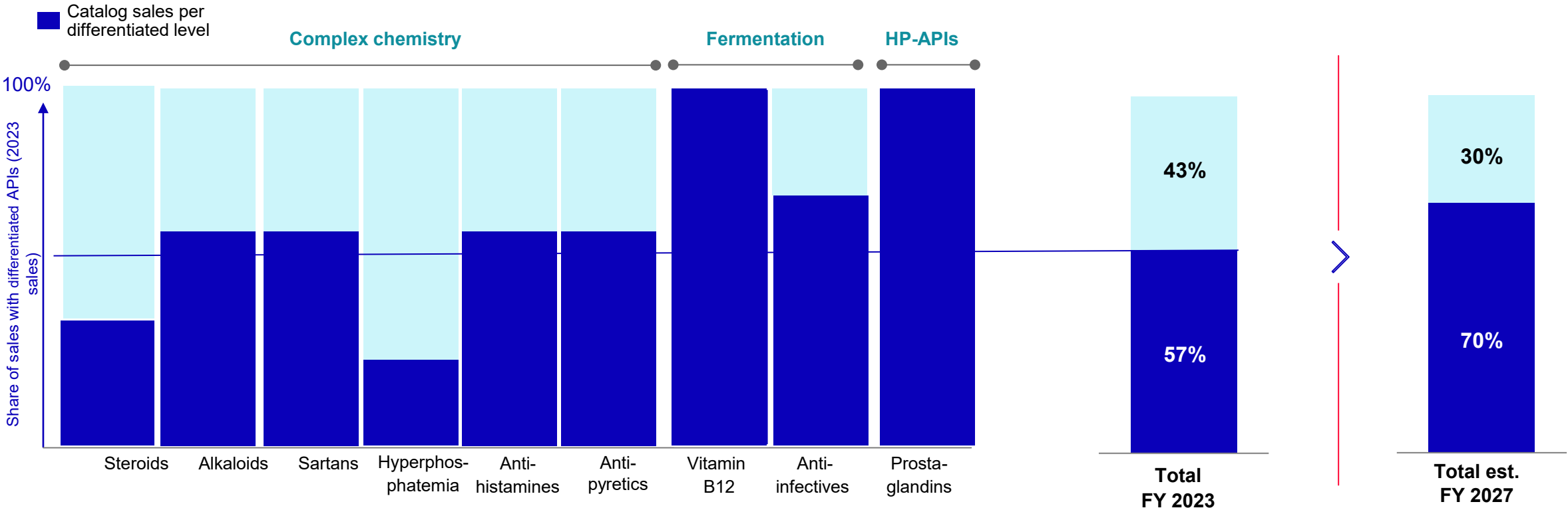
By client



*: 2023 figures

Streamlined value-added portfolio, focused on highly differentiated profitable products

Differentiated APIs by molecules



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

From...

External services providers
for manufacturing mostly
driven by the need for
capacities

Secured and Resilient
Supply Chains

Increased emphasis on
dual sourcing

On-shoring

Increasingly complex
therapeutic areas (gene
therapy, ADCs, ...)

...to

Integrated services from pre-
clinical to commercialization
leveraging new technology
platforms

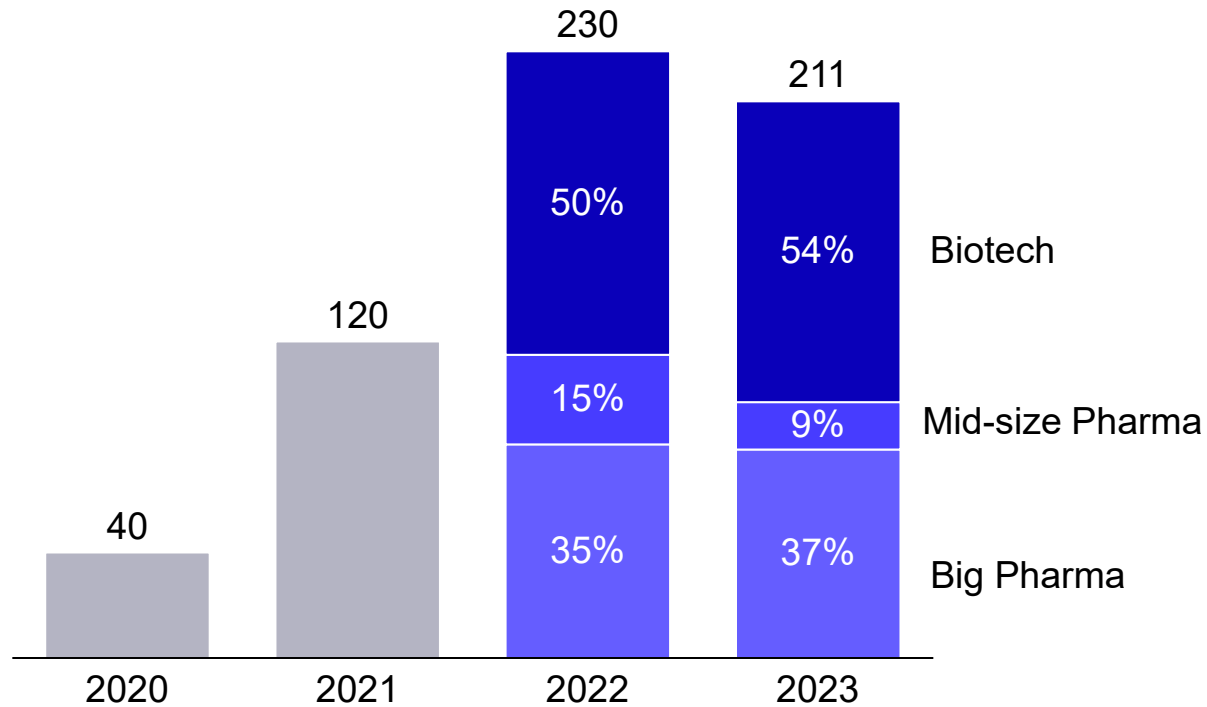
Rapidly evolving relationships between Pharma and Biotech Companies
Increasingly competitive environment, notably driven by excess capacities

Focused CDMO offer leveraging our recognized capabilities and technology platforms **euROAPI**

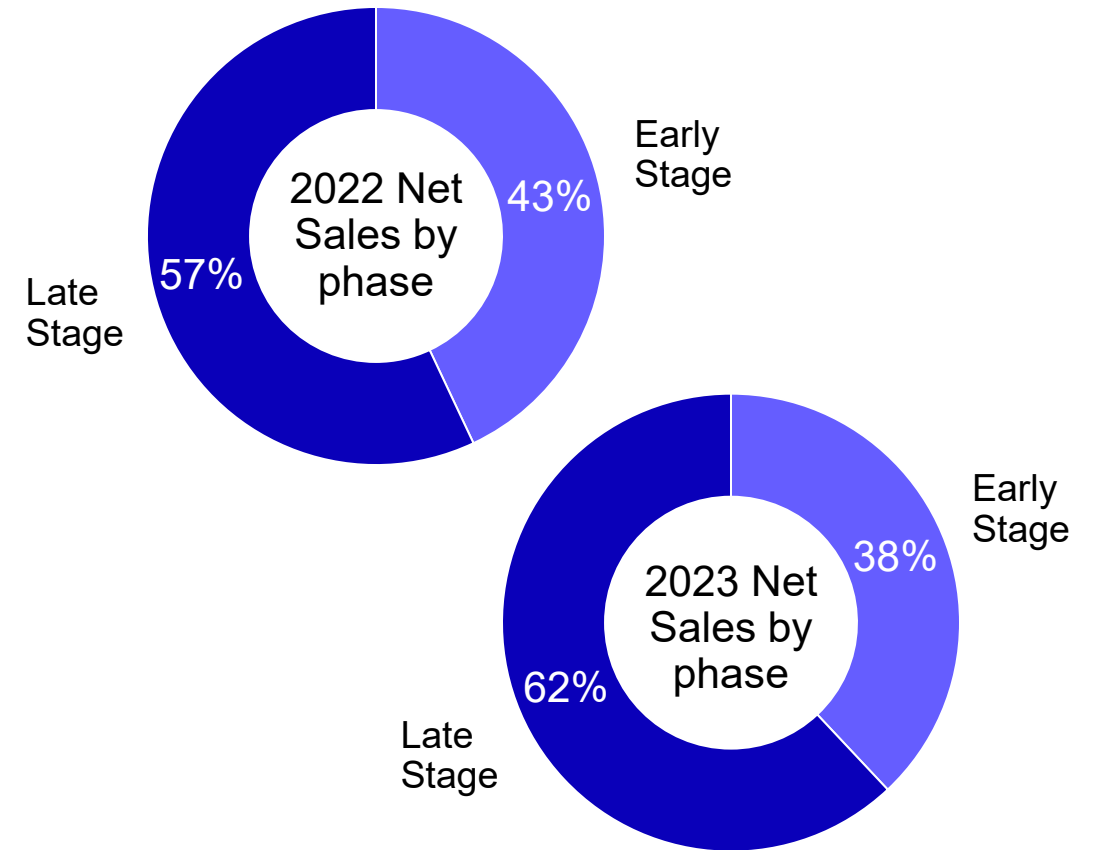
Strengthened customer base and increase in value-added projects

Evolve Commercial prospection towards larger targets (Biotech & Pharma)

Number of RFPs received

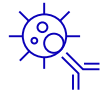


De-risked project portfolio



Focused CDMO offer leveraging our recognized capabilities and technology platforms
Leverage EUROAPI unique platform capabilities to accelerate the sales trajectory

Customers



Large established Biotech

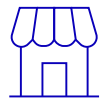
Targeted prospection towards late-stage drugs and high-value projects driven by innovative complex chemistry



Big Pharma

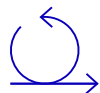
RSM & API re-shoring trends
Need of marketed products (dual-sourcing)

Technology Platforms



One-stop-shop in Large Molecules

End-to-end offer in Oligonucleotides with BIANOGmp
Innovative linkers development to offer conjugated complex molecules
Complex Chemistry capabilities leveraged in development of next generation lipids and alternative processes on Peptide production



Biofermentation and HP APIs

From R&D to large volume production in fermentation for small complex molecules
Development of new HP APIs, including linkers payloads for XDC and new Prostaglandins

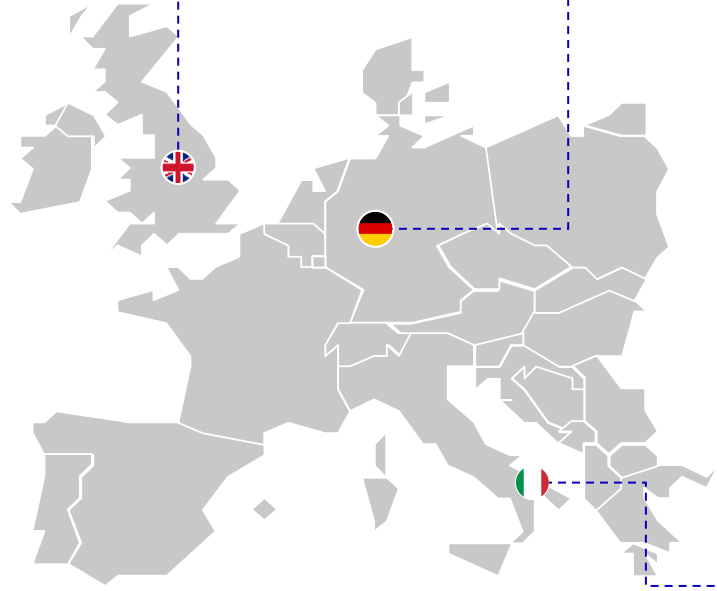
Objective: more than 35% of Group net sales by 2027

Rationalized industrial footprint prioritizing high-return CAPEX

Divesting and rightsizing

Haverhill
Highly dependent on Sanofi's demand and mono-product
Largest spray dryer in the world

Frankfurt
Mothballing of two Small Complex Chemistry workshops



Brindisi
Highly dependent on Sanofi's anti-infectives
Bio-fermentation platform

Haverhill and Brindisi will be divested before the end 2027

Rationalized industrial footprint prioritizing high-return CAPEX

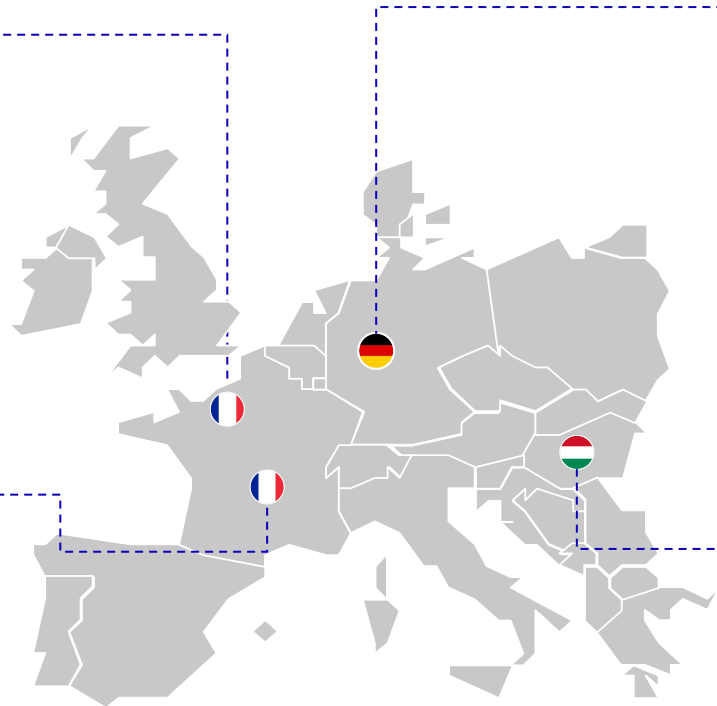
Focus on 4 core sites

Elbeuf
Leverage a unique European bio-fermentation platform

Technologies	Key product families
Large scale fermentation and downstream processing	Vitamin B12 Pristinamycine

Vertolaye
Enhance Corticosteroids and Hormones capabilities through innovative processes
Support the CDMO projects' roadmap

Technologies	Key product families
Complex organic synthesis (Steroids) Highly potent product manufacturing Micronization and solid chemistry High pressure chromatography	Corticosteroids Hormones



Frankfurt
Invest in Peptides and Oligonucleotides capacities
Synergies with BIANOGmp

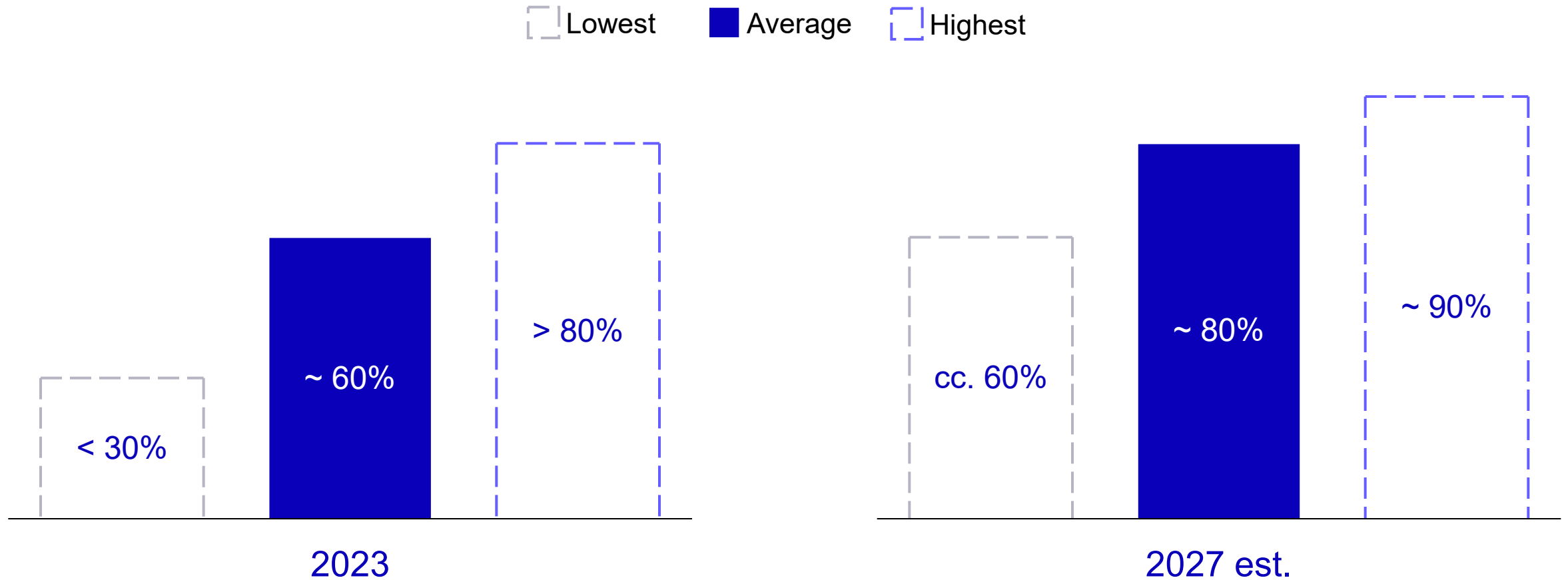
Technologies	Key product families
Solid phase chemistry for peptides & oligos Conjugation Pilot plant with flow chemistry	Peptides Oligonucleotides ACE Inhibitors

Budapest
Invest to boost Prostaglandin capacities

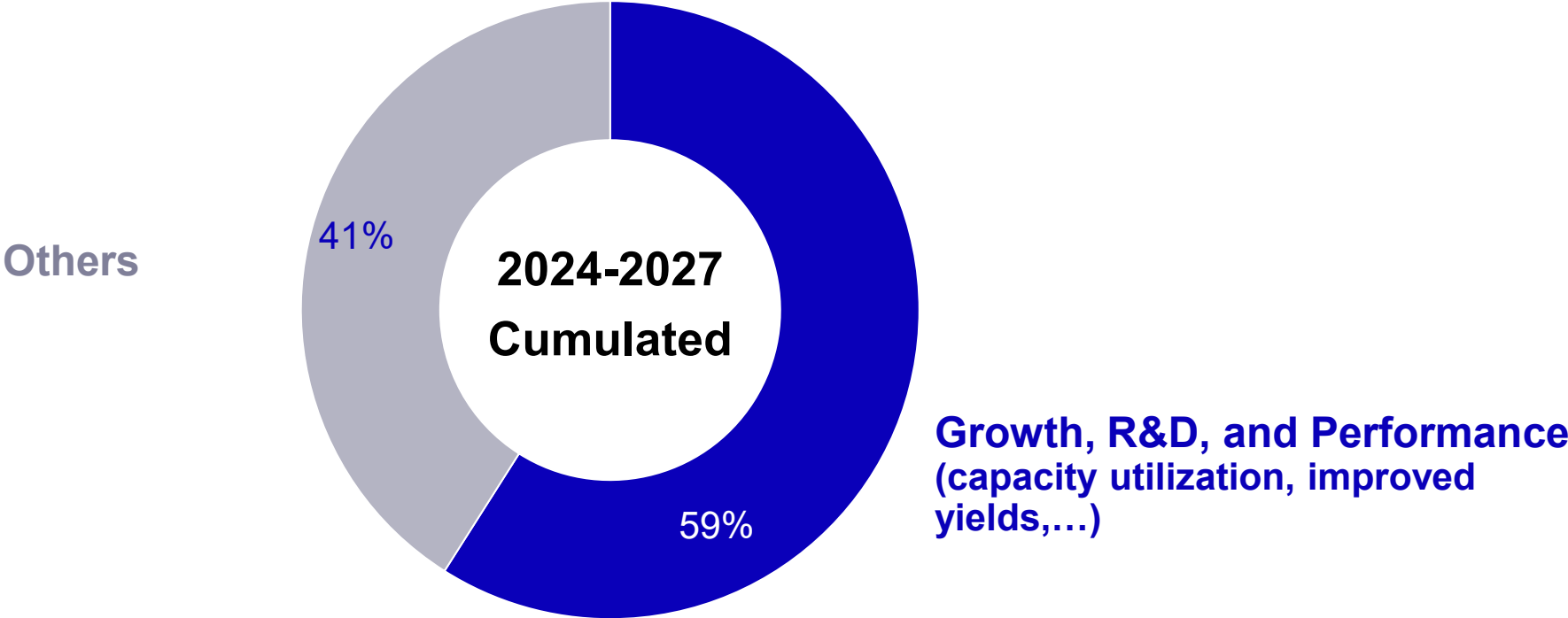
Technologies	Key product families
Highly Potent product manufacturing Complex organic synthesis	Prostaglandins Sartans

Rationalized industrial footprint prioritizing high-return CAPEX

Increase capacity utilization rates







Rationalized industrial footprint prioritizing high-return CAPEX
€350 to 400 million CAPEX investment between 2024 and 2027



Rationalized industrial footprint prioritizing high-return CAPEX

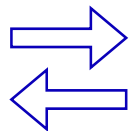
59% of Growth CAPEX – Main projects

Manufacturing Site	Technology Platform	API family	Type	Timeline	Adressable market*	Total estimated Investment 2024-2027
Budapest	 HP-APIs	Prostaglandins	Capacity increase	End of 2027	€380M with +5% to +7% expected growth	€31M
Frankfurt	 Large Molecules	Peptides and Oligonucleotides	Capacity increase to reach 500 kg	End of 2025	Peptide: €1,200M with +8% to +10% expected growth Oligonucleotides: €740M with +12% to +14% expected growth	€17M
Vertolaye	 Complex chemical molecules	Corticosteroid, hormones and anti-parasitics	Productivity - Capacity increase	2025-2029	Corticosteroid: €520M with ~+2% expected growth Hormones : €180M with ~+2% expected growth	€36M
Elbeuf	 Bio-fermentation	Vitamin B12	Productivity - Capacity Increase	End of 2025	€237M with +6% to +6% expected growth	€18M
		Vitamin B12 Anti-infectives	Productivity – Reduction of CO2 emission	2025-2029		€25M**

*: see page 16

Organizational transformation and more efficient ways of working

A more efficient operating model



Commercial

Redesign the Commercial teams to increase synergies, and efficiencies



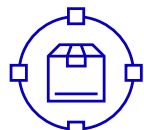
R&D

Focus on support to Commercial, in particular the CDMO business
Strengthened technology platforms



Procurement

Accelerate direct procurement transformation
Deploy on a new indirect procurement strategy



Supply Chain

Strengthen End-to-End processes to improve the supply chain efficiency, increase capacity, drive lead-time and inventory reductions



cc. 550* total
headcounts reduction
throughout the plan

FOCUS-27

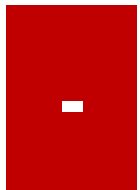
Net Sales breakdown estimates



Increase of sales to Other Clients

- ✓ new clients,
- ✓ cross-selling

Gradual ramp-up of new capacities starting as from 2025 onward, benefiting both the CDMO and the API Solutions activities

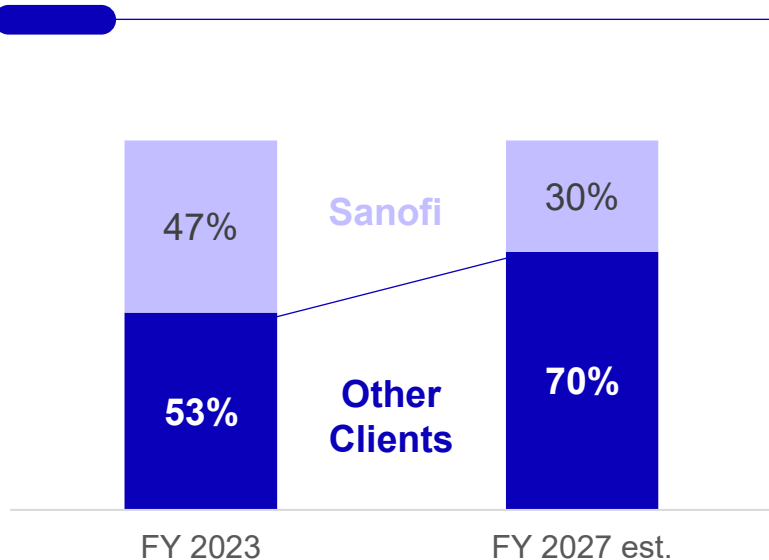


Discontinued APIs (2/3 sold to Sanofi, 1/3 to other clients)

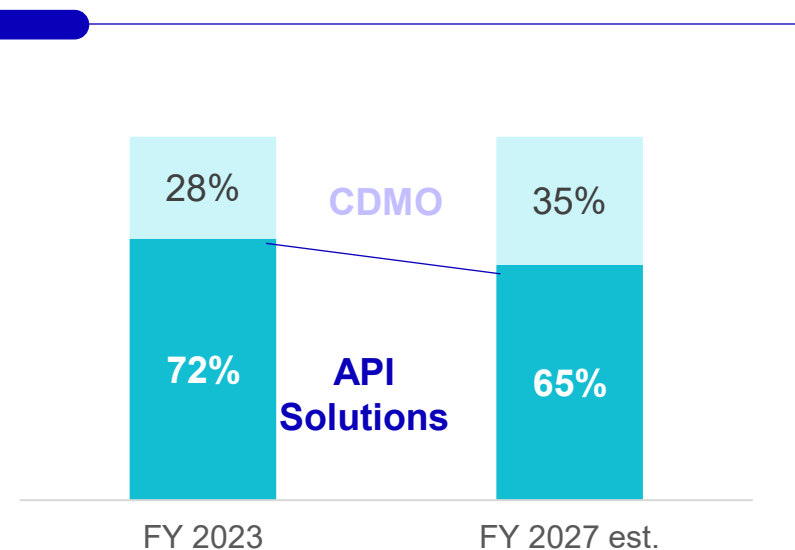
Haverhill divestment (100% of sales to Sanofi)

Brindisi divestment (43% of sales to Sanofi)

By client: lower exposure to Sanofi

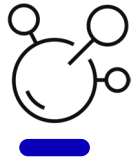


By activity: acceleration of CDMO



FOCUS-27

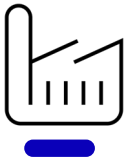
75 to 80 M€ run-rate incremental EBITDA targeted by 2027*



Streamlined value-added portfolio, focused on highly differentiated profitable products



Focused CDMO offer leveraging our recognized capabilities and technology platforms



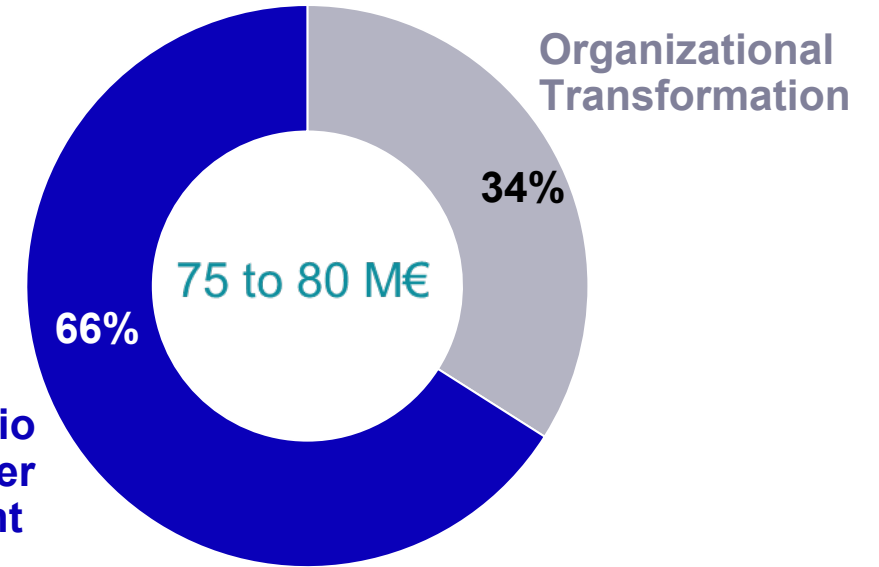
Rationalized industrial footprint prioritizing high-return CAPEX



Organizational transformation and more efficient ways of working

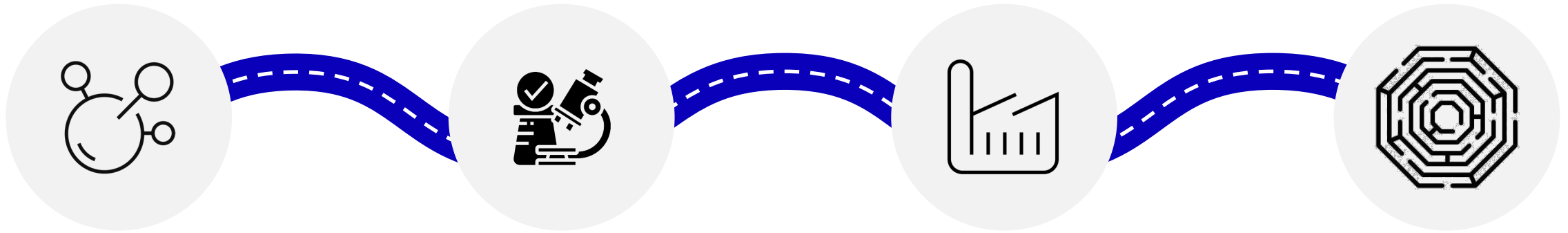


**Product Portfolio
CDMO Focused Offer
Industrial Footprint**



	Cumulated Impact	Phase one 2024 – 2025	Phase two 2026 -2027
Portfolio optimization		Preparation phase with customers	Discontinuation of the 13 APIs
Footprint rationalization & transformation costs	110M€ to 120M€	App. 25%	App. 75%
Incremental Core EBITDA	75M€ to 80M€	App. 25%	App. 75%
CAPEX plan	350 M€ to 400M€	App. 60%	App. 40%

*: compared to 2024 current estimates



A value-added API and CDMO offering

A streamlined industrial footprint

A more efficient organization

2

Advanced discussions with banks to amend the terms and extend the duration of the current RCF

451 M€ Revolving Credit Facility

3

Hybrid Bond

200 M€ Perpetual Subordinated Hybrid Bond* subscribed by Sanofi upon the completion of the discussions on the RCF

4

Minimum available capacity reservation from Sanofi for selected product manufactured by EUROAPI

Approximately 54M€ payment over the plan

Working Capital Improvement

Approximately 140 M€ expected between 2024 and 2027

Strong reduction of inventories

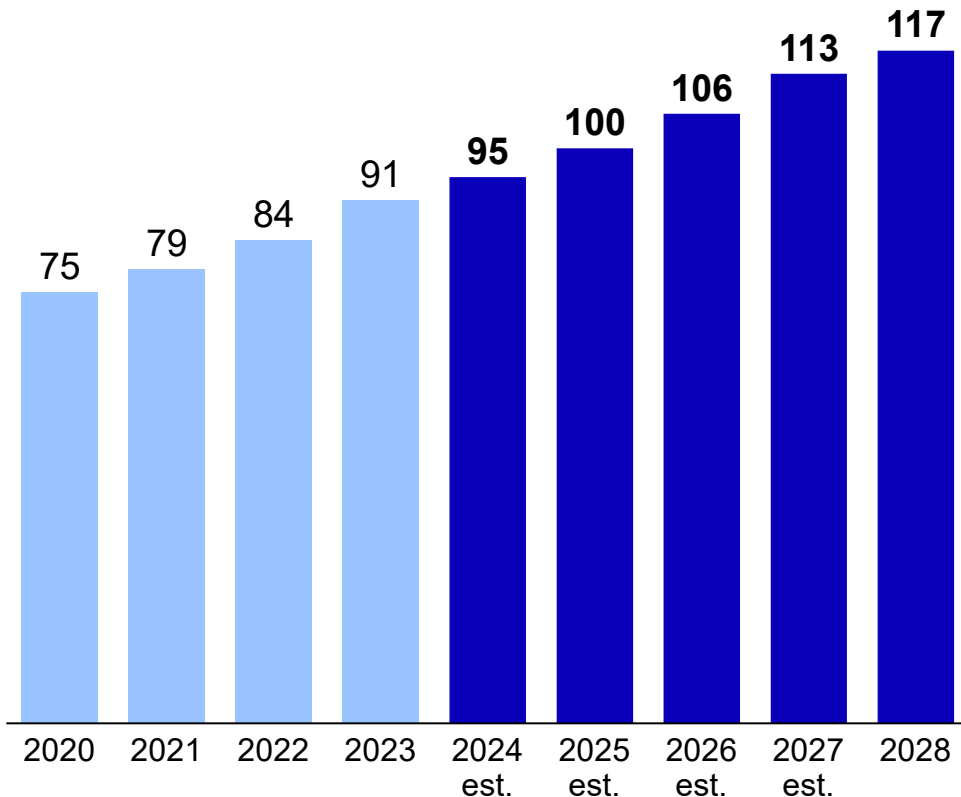
*On any interest payment date, and subject to certain conditions, EUROAPI may decide to defer the interest payment related to this loan. This non-dilutive hybrid instrument will be classified as Equity in the consolidated financial statements.

The Active Pharmaceutical Ingredients (API) merchant market

A growing 91 billion euros Total Addressable Market

Cc. +6-8% CAGR (2024-2028)

€ millions



Growth drivers

Pharmaceutical market Volumes

- Aging population,
- Increased access to healthcare
- New drug development and technological innovation

+2% to +3%

Product Mix

- Increased in high-value medicines (large molecules, HP-API)
- Growing demand for targeted therapies

+2% to +3%

Outsourcing from Pharma Companies

- Increased Generic product penetration
- Drug development increasingly outsourced
- Continued divestments of API activities

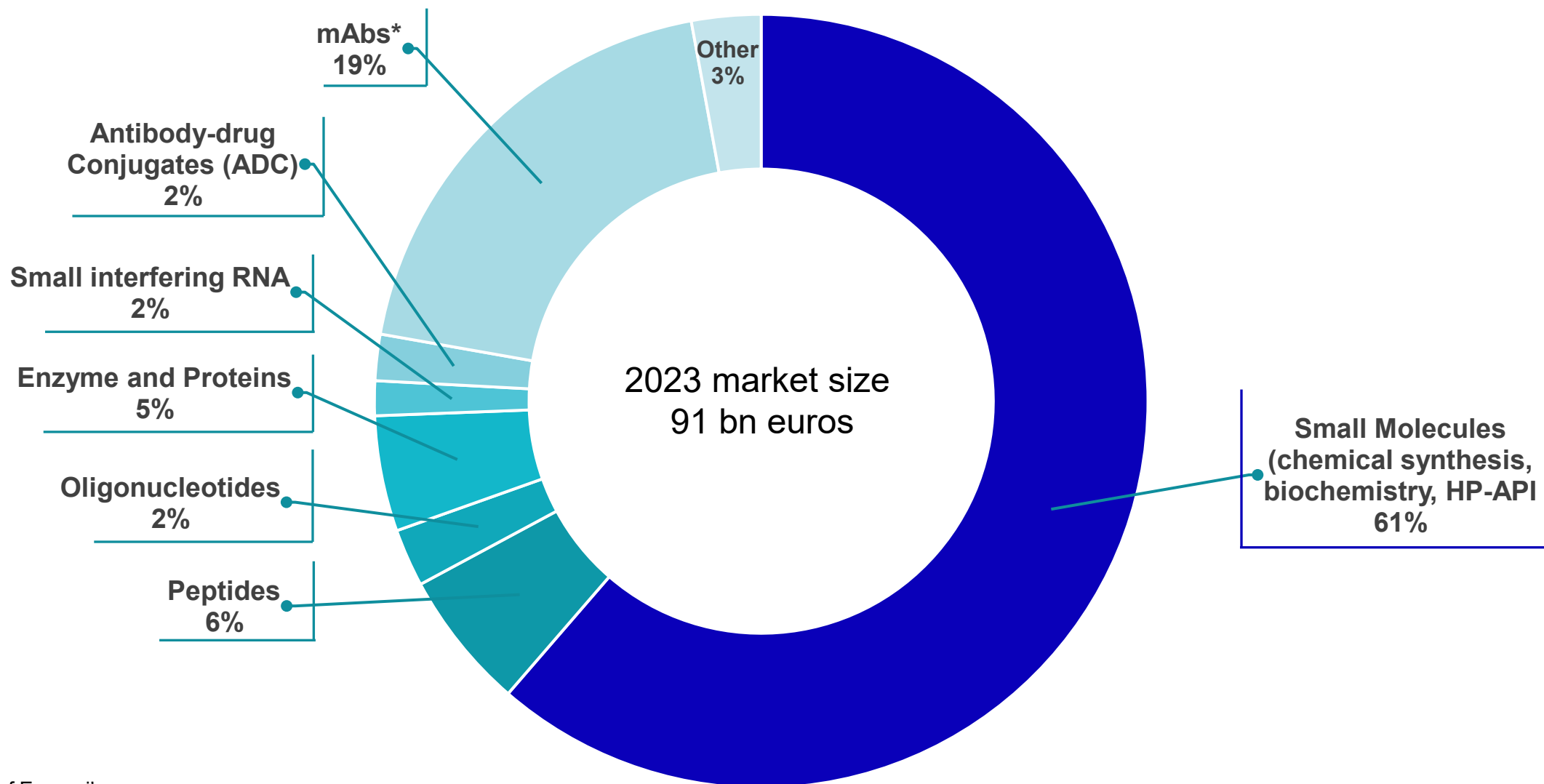
+0% to +1%

Price

- Moderate price increases driven by differentiated APIs
- Ongoing price pressure for commodity APIs due to increased competition from Asian players

+1% to +2%

414 Molecules approved by the FDA between 2016 and 2023



*: out of Euroapi's scope

Sources: FDA extraction; C&En - The Years in New Drugs 2016, 2017, 2018, 2019, 2020, 2021 & 2022 & 2023

API segments

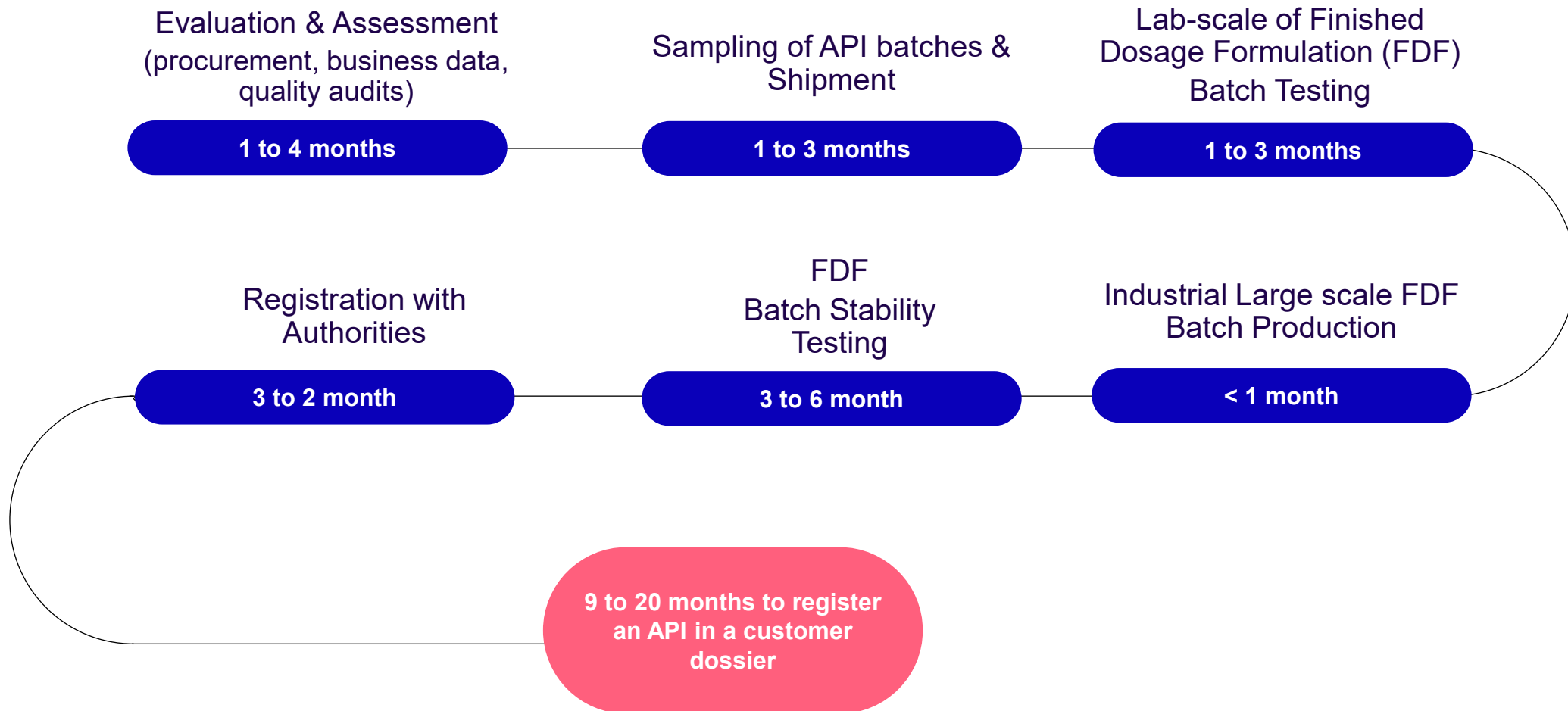
Main molecules and therapies

	Small Molecules			Large Molecules	
	Complex Chemistry	HP-APIs	Biochemistry	Oligonucleotides, Peptides & Lipids	MaBs and others
Molecule Size	Small & Medium		Variable	Medium	Large or mix
Molecule structure	Increasingly complex and technologically sophisticated		Complex and Differentiated	Different level of complexity	Complex
Route of administration	Predominantly oral + Injectable and inhalable		Predominantly oral and injectable	Predominantly injectable	Injection or infusion
Examples of molecules and therapies	Steroïds Hypertension - Antiinflammation	Prostaglandins Systemic or local vasodilators (glaucoma)	Anti infectives Bronchitis, toxoplasmosis in pregnancy and tuberculosis	Oligonucleotides Rare diseases, increasing research in large indications (cardiovascular)	MaBs and others
	Opiates Pain and cough opiate addiction				
	Sartans Heart failure & arterial hypertension	Hormones Regulate sodium and water levels	Vitamin B12 Vitamin B12 insufficiency for persons following a vegetarian diet and in animal health		
	Hyperphosphatemia Kidney failure		Enzymes Production by bio-catalysis of advanced intermediates for APIs' production		
	Antihistamines Rhinitis and allergies	Cytotoxic agents Treatment of cancer (ADC)			
	Antipyretics Pain & acute inflammation				

Out of Euroapi's scope

A long cycle and regulated industry

Illustrative API Supplier Registration Process

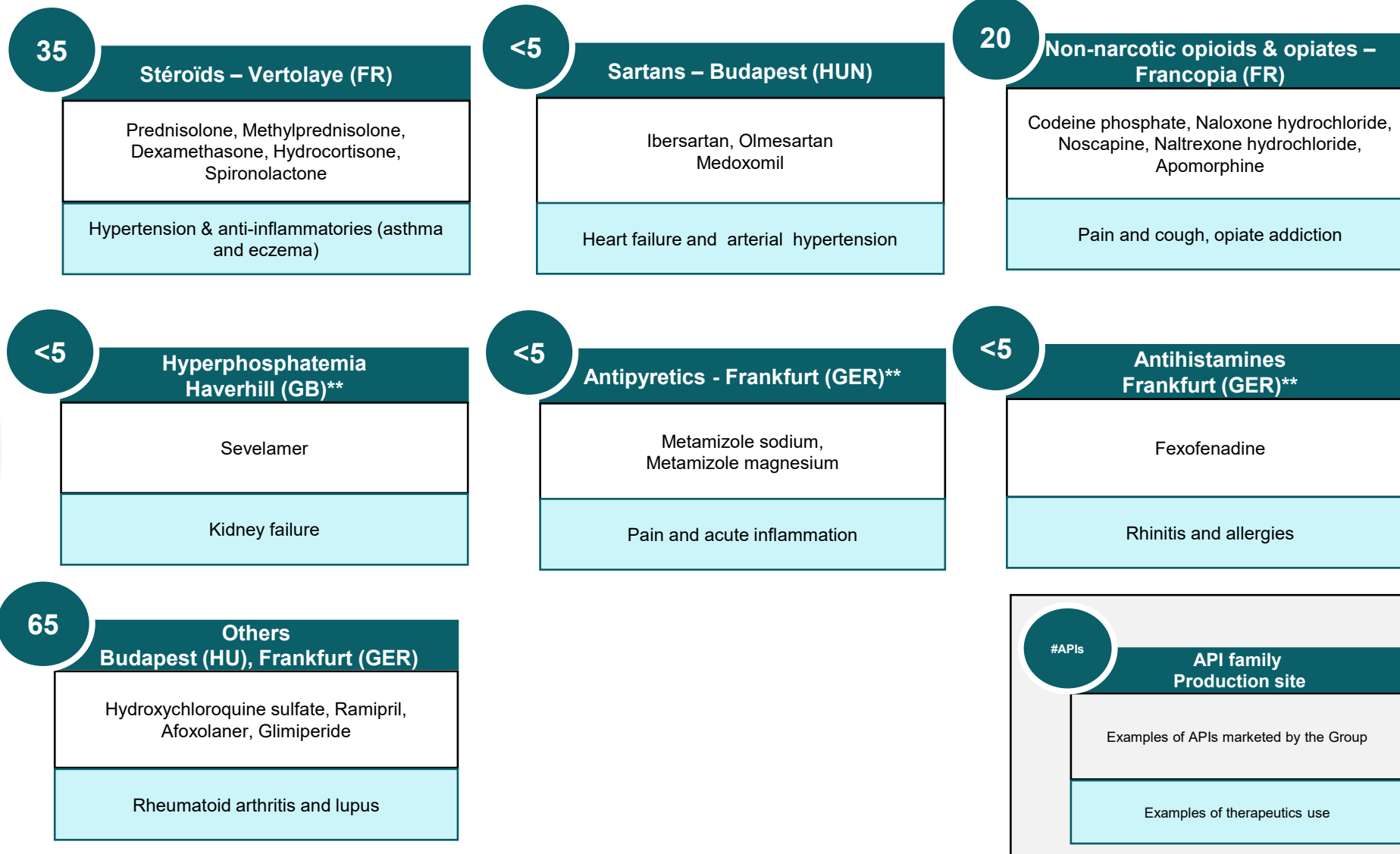


Deep Dive - API Solutions

Streamlined value-added portfolio, focused on highly differentiated profitable products



Complex chemical synthesis molecules



*Portfolio at the end of December 2023

*** Impacted by FOCUS-27 plan



Biochemistry molecules
derived from fermentation

10 **Anti-infectives**
Brindisi (IT)**, Elbeuf & Vertolaye (FR)

Pristinamycin, Gamithromycin, Rifaximin, Teicoplanin, Rifampicin

Bronchitis, toxoplasmosis in pregnancy and tuberculosis

5 **Vitamin B12**
Elbeuf (FR)

Cyanocobalamin

Vitamin B12 insufficiency for persons following a vegetarian diet and in animal health

15 **Prostaglandins**
Budapest (HUN)

Beraprost, Latanoprost, Limaprost

Systemic or local vasodilators (glaucoma in ophthalmology) – Animal Health

~5 **Peptides & oligonucleotides**
Frankfurt (GER)

Lixisenatide

Type 2 Diabetes



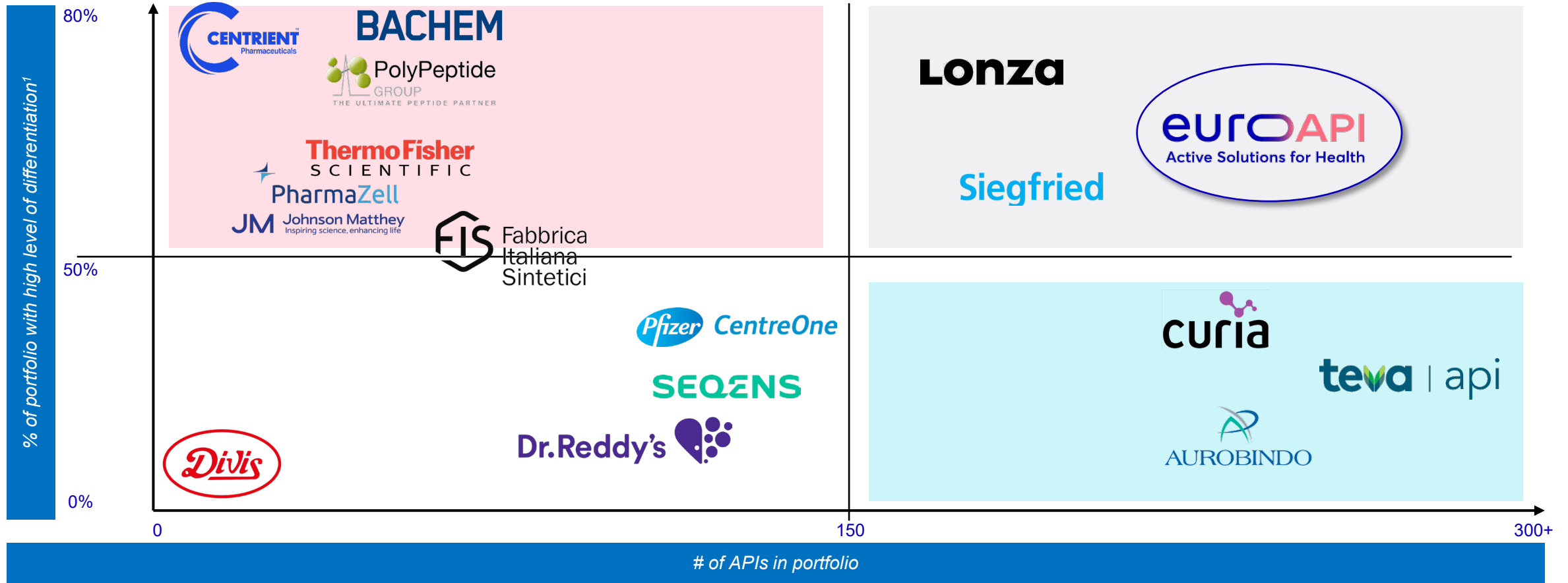
High Potent APIs



Large Molecules

*Portfolio at the end of December 2023

*** Impacted by FOCUS-27 plan



Capacity building



Prostaglandins



Vitamin B12



Hormones

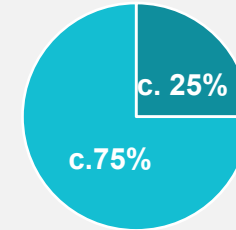
Cross-selling

- **69%** of sales from clients that buy more than 4 APIs (exc. Sanofi)
- **85-90%** of customers purchase less than 4 APIs

Pricing power

Exc. Sanofi

Purchase Orders



Under Contract

~50% of Net Sales from mono-sourced clients*

New clients in 2023

46 New clients in API Solutions

Distribution agreement with Sanofi

12 APIs manufactured by Sanofi & distributed by EUROAPI to 3rd parties

Portfolio optimization

Increased focus on highly-differentiated products

Discontinuation of 13 APIs

Repatriation projects



European independence and sovereignty

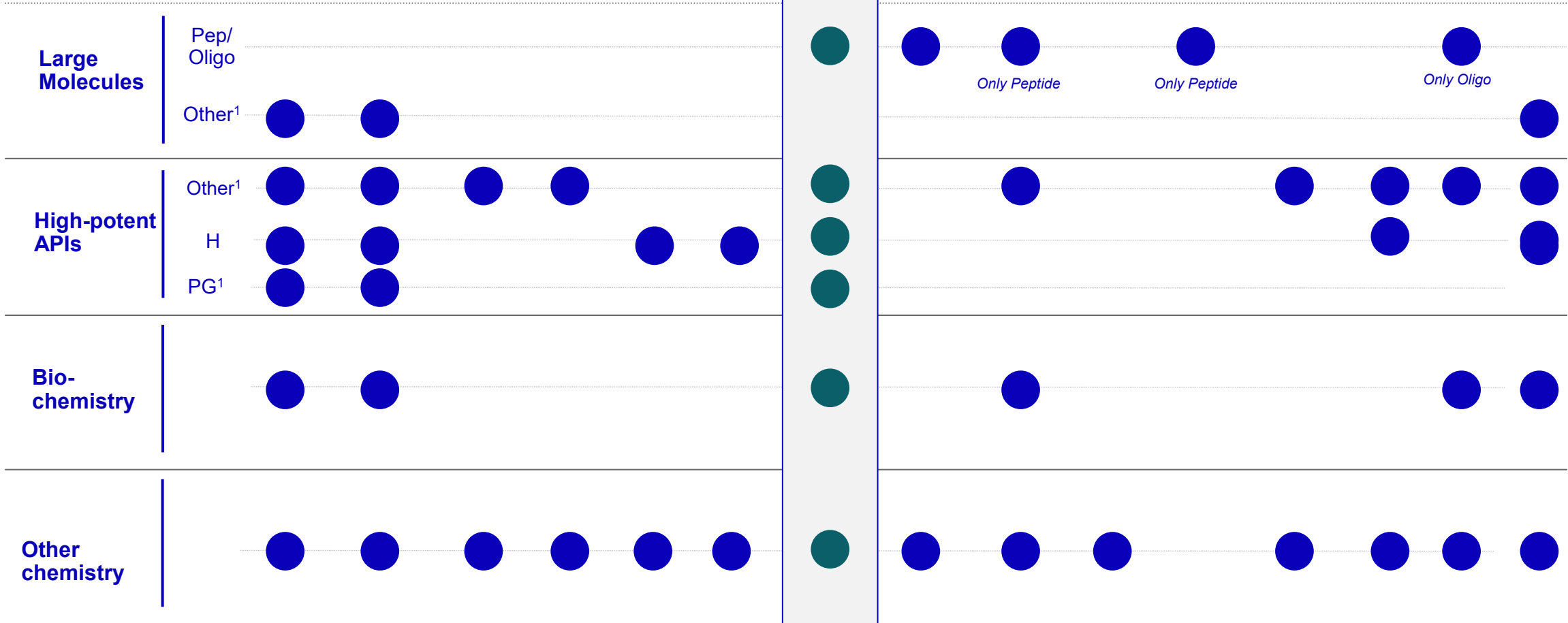
*: excluding Sanofi

Deep Dive – CDMO

Focused CDMO offer leveraging our recognized capabilities and technology platforms

Focused CDMO offer

The most diversified range of technology platforms

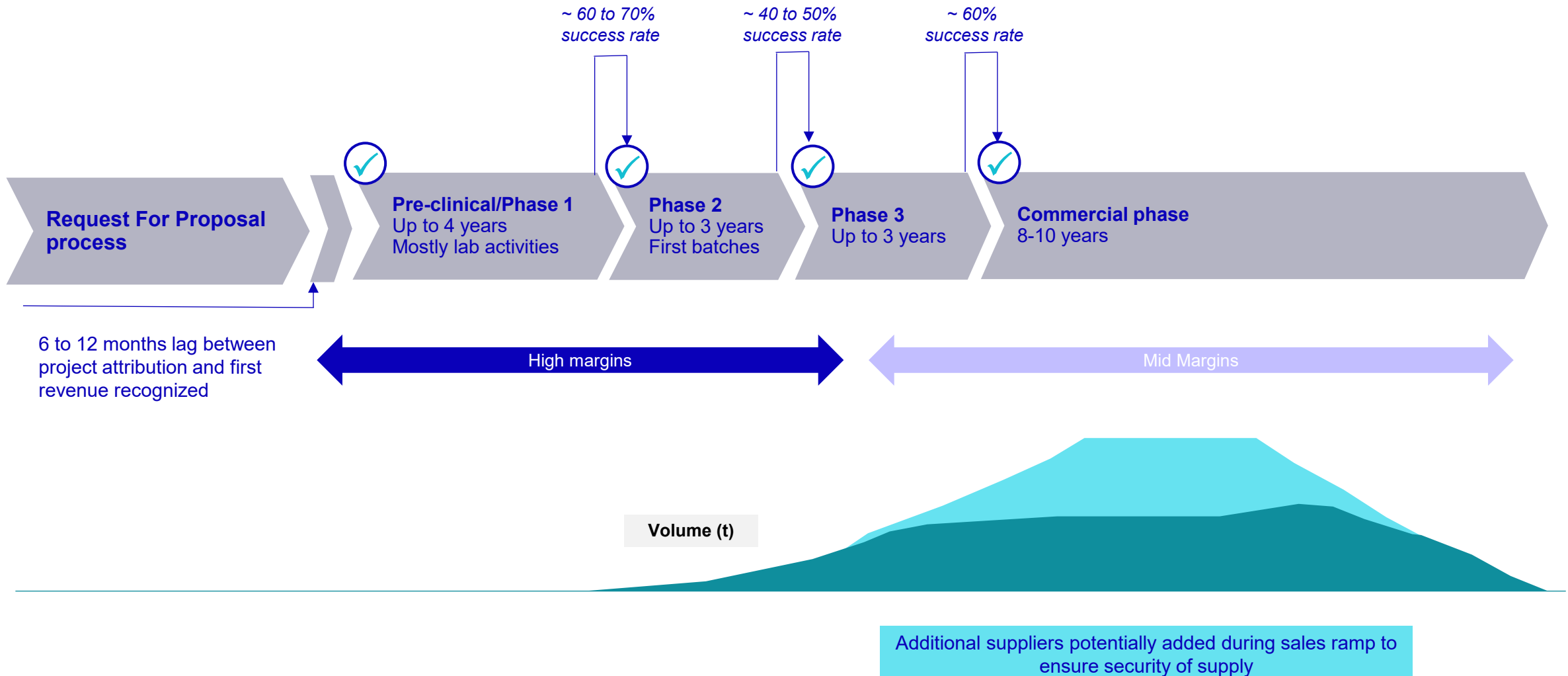


Sources Public company filings/communication, Industry interviews, Press releases

1: e.g. Large molecule: Monoclonal antibodies, cell and gene therapies, ADCs, etc

CDMO life cycle

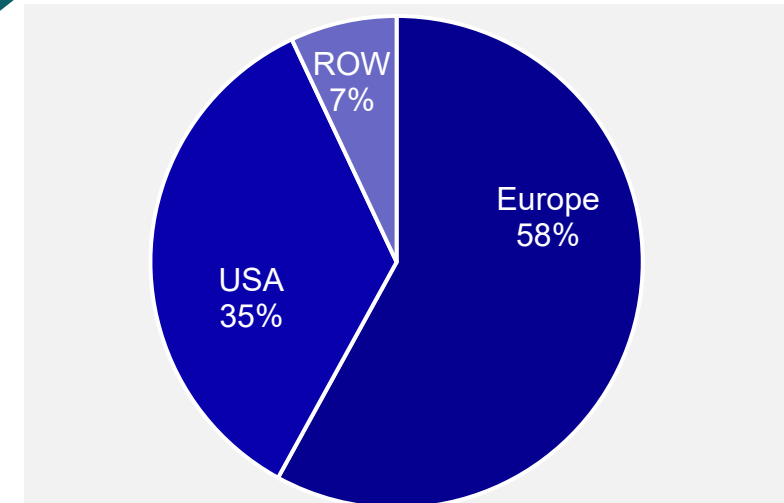
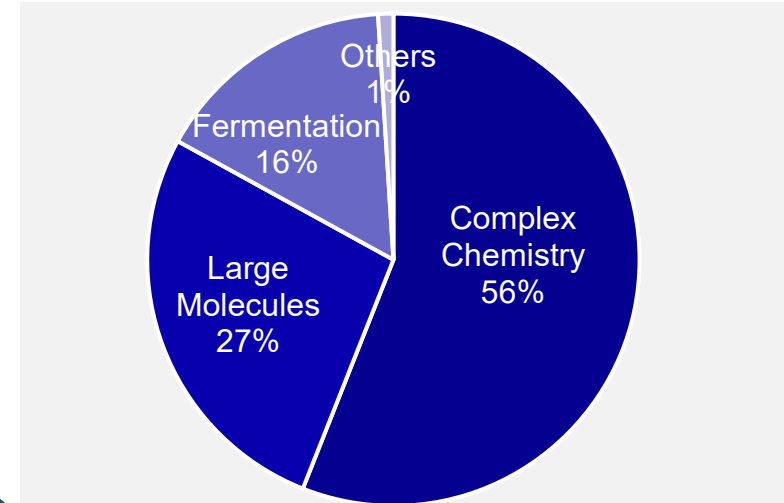
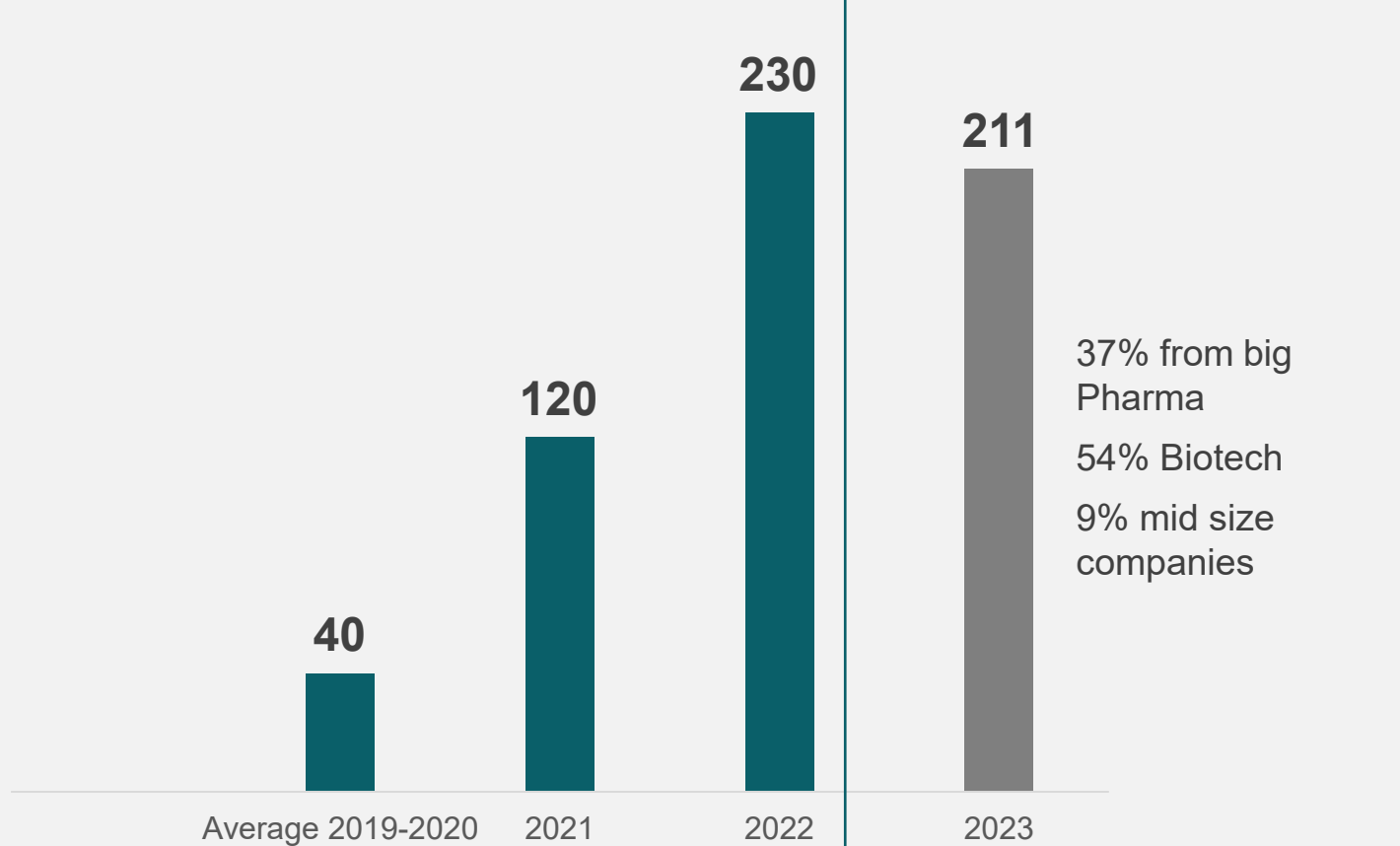
From the pre-clinical to the commercial phase



Focused CDMO offer

Increased traction with accelerated commercial momentum

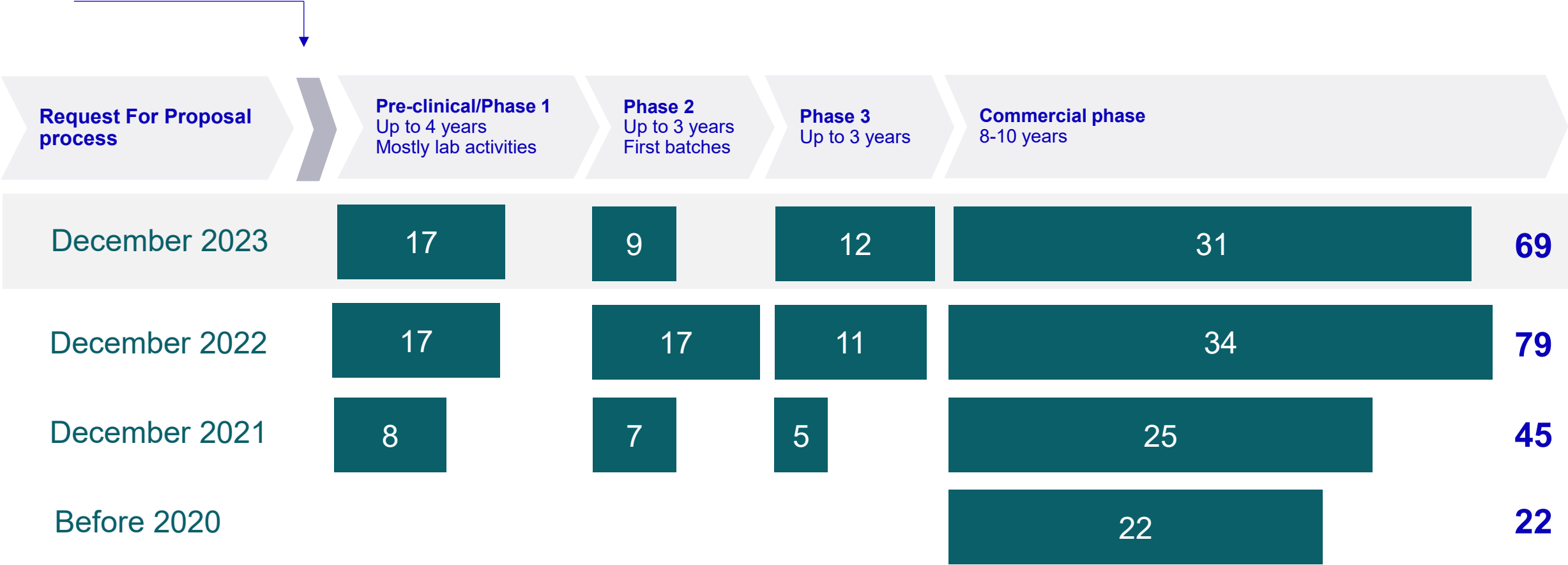
Requests For Proposals received



Focused CDMO offer

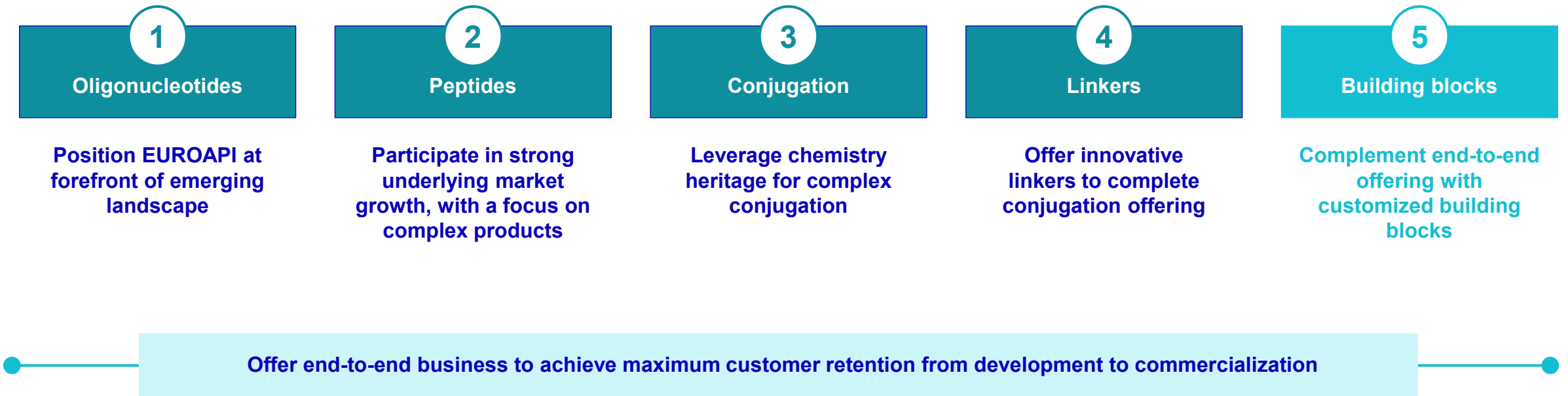
Portfolio gradually de-risked towards commercial phase projects

6 to 12 months lag between project attribution and first revenue recognized



Focused CDMO offer – Large Molecules

Towards an end-to-end offer for peptides and oligos



Financial Results

FY 2023 and H1 2024

FY 2024 outlook

Net Sales

€1,013.2
m
+3.8%

Sanofi
€472.5m
+0.2%

Other Clients
€540.7m
+7.1%

Core EBITDA

€93.1m

Core EBITDA
margin
9.2%

CAPEX

€129.0
m

Net Sales
12.7%

Growth Capex
52%



API Solutions

Other clients: +7.1%

- 46 new clients added in 2023
- Acceleration of the cross-selling strategy (~7% of API sales to other clients)
- Product mix and positive price adjustments
- Year-end destocking programs initiated by certain customers

Sanofi: -1.5%

- Decreasing demand
- MSA raw material pass-through and energy compensation

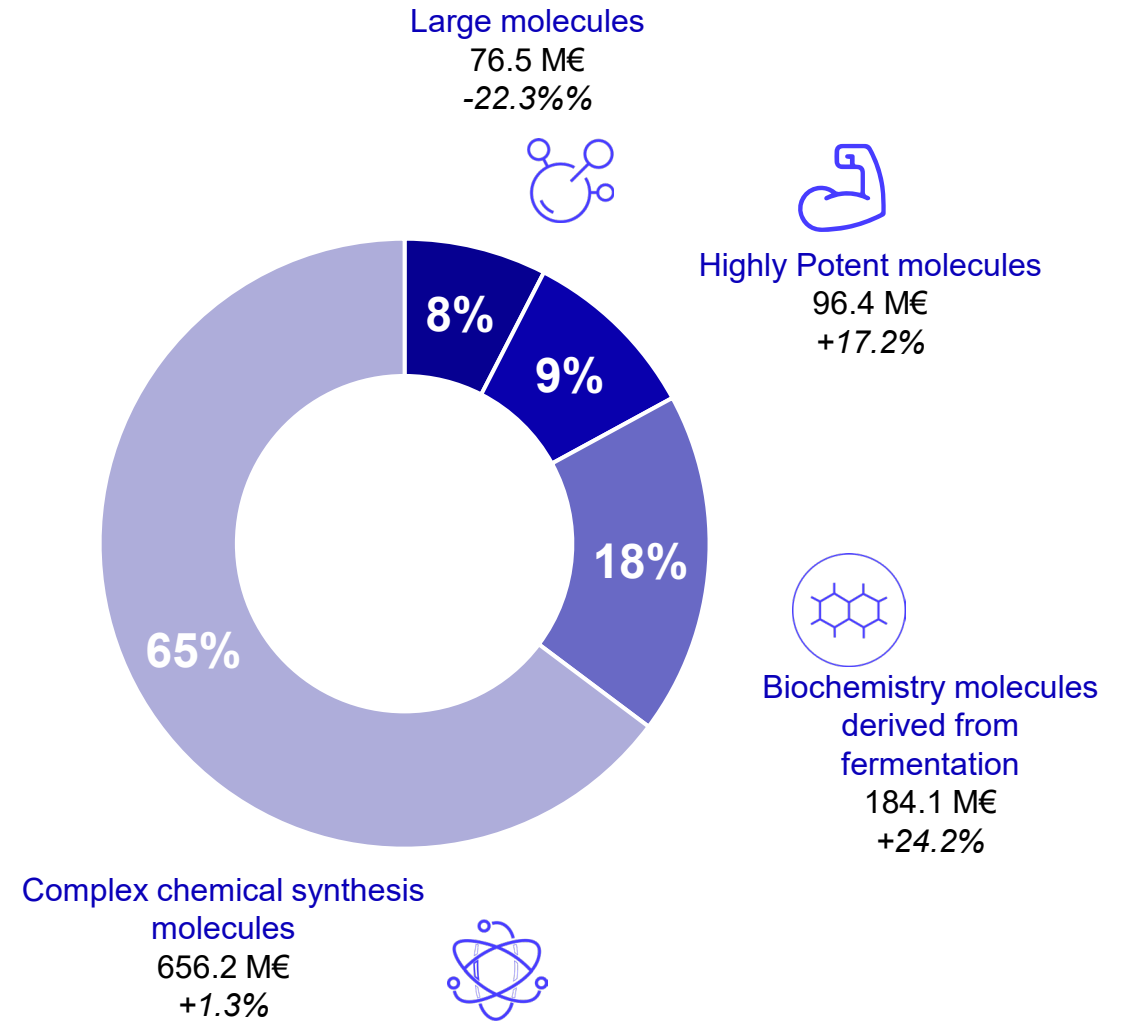
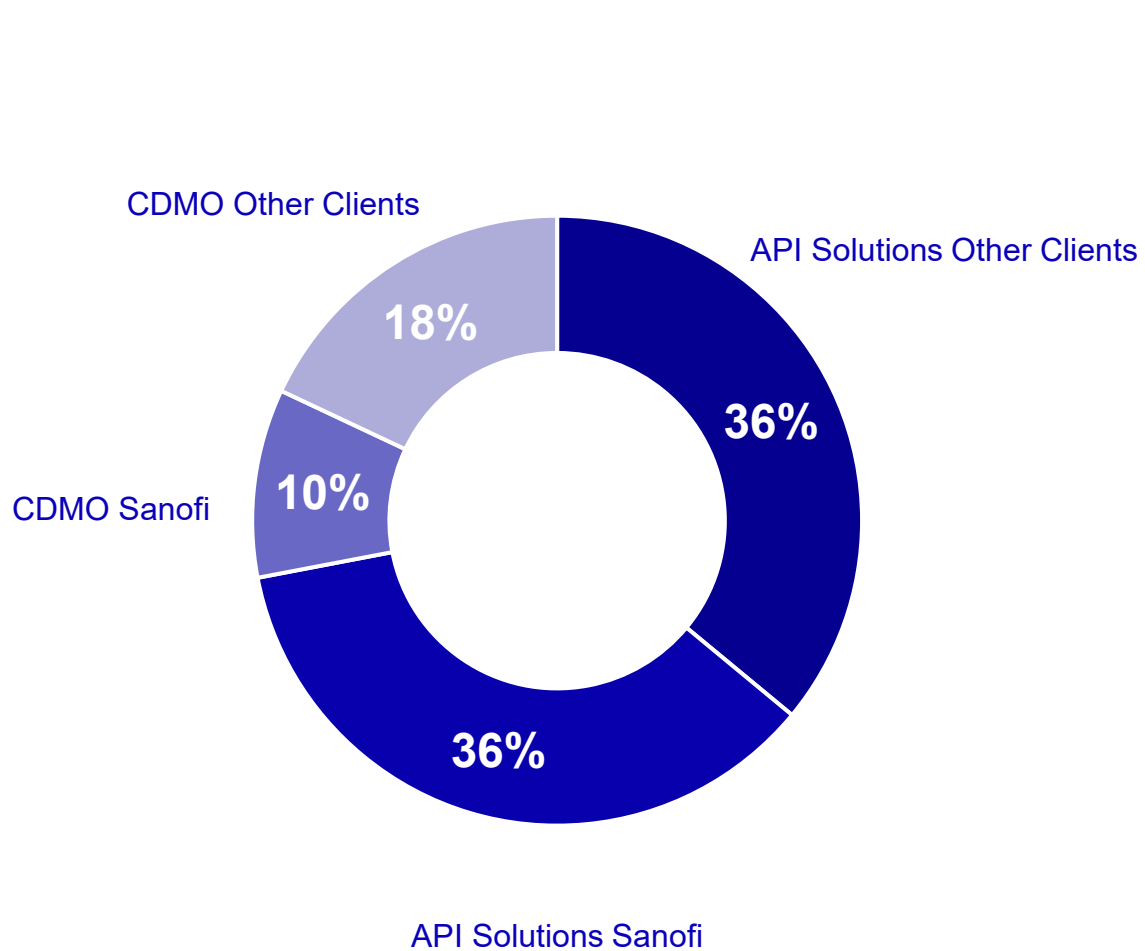
CDMO

Other clients: +7.2%

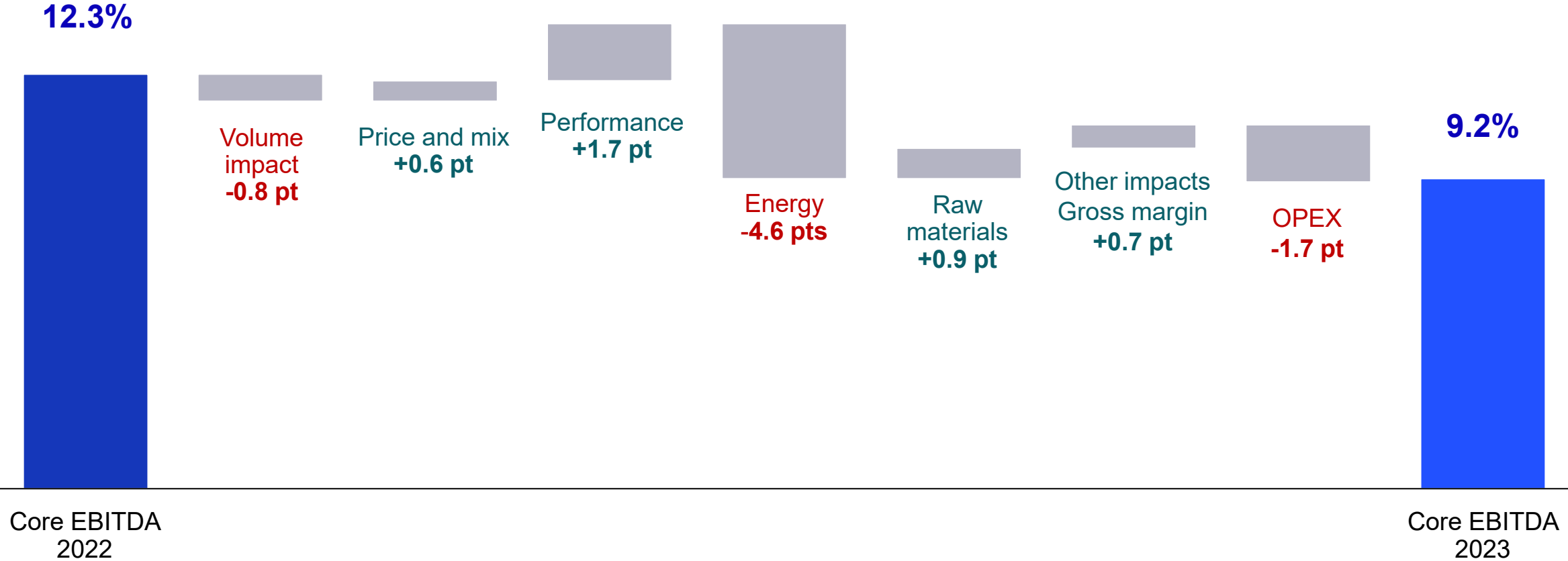
- Increased sales from commercial products
- Completion of a COVID-19-related commercial project

Sanofi: +6.3%

- Good performance of commercial product
- Negative impact from the discontinuation of two late-stage programs at the end of 2022

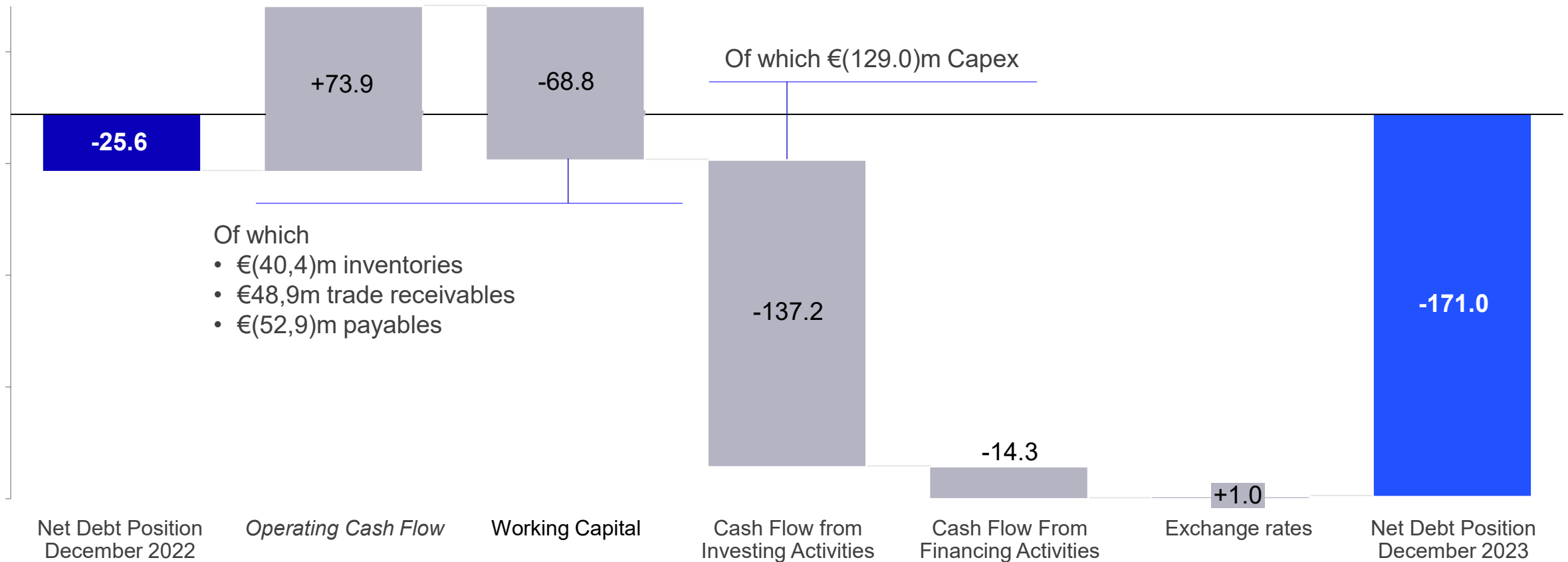


FY 2023 Core EBITDA evolution

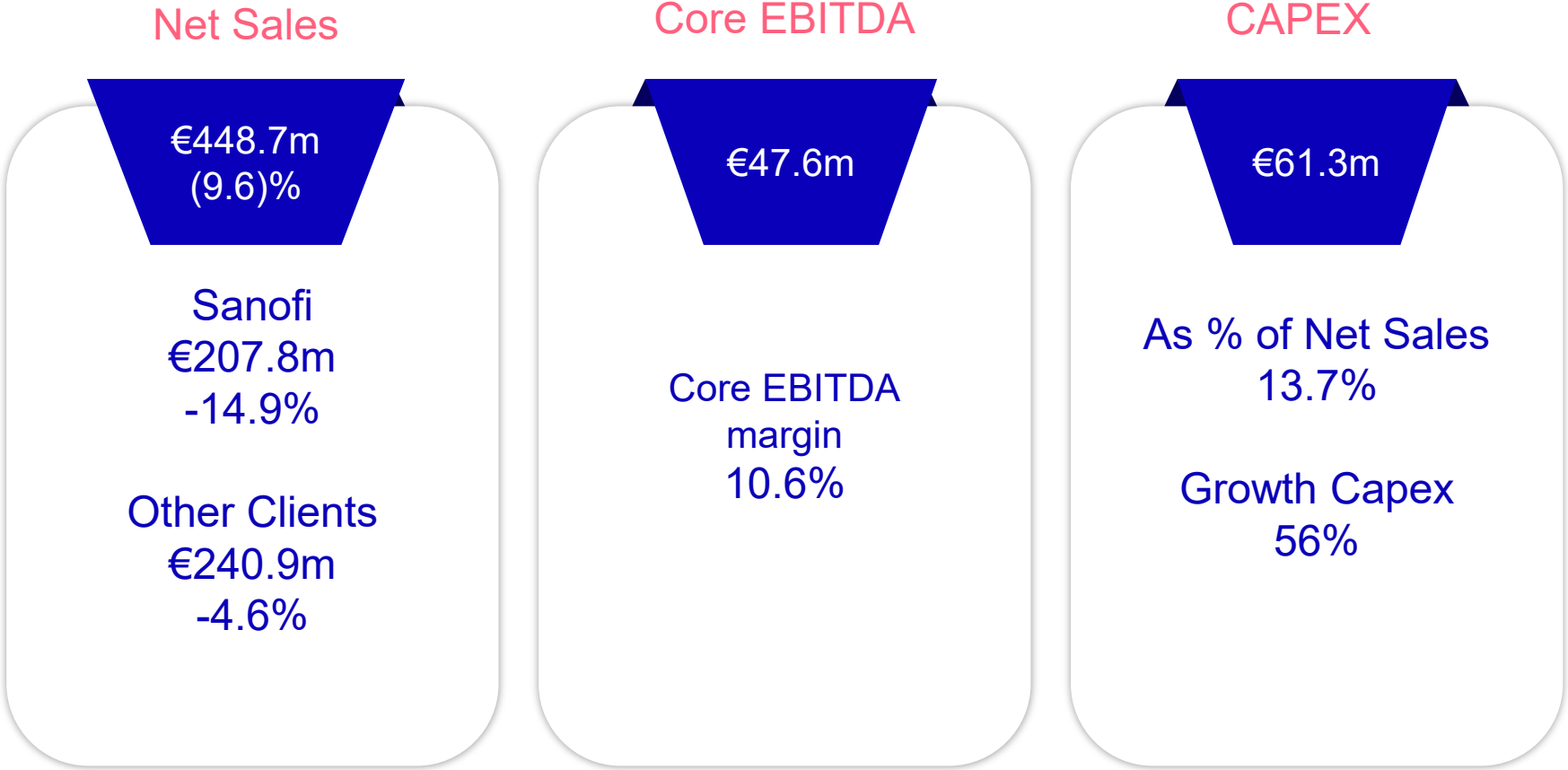


FY 2023 Net Debt evolution

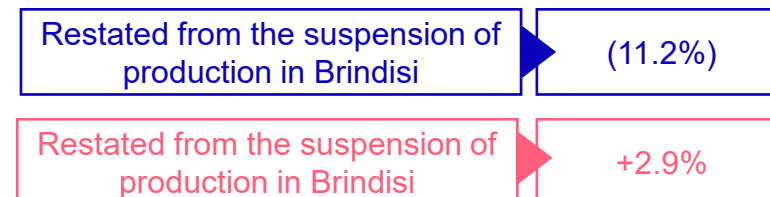
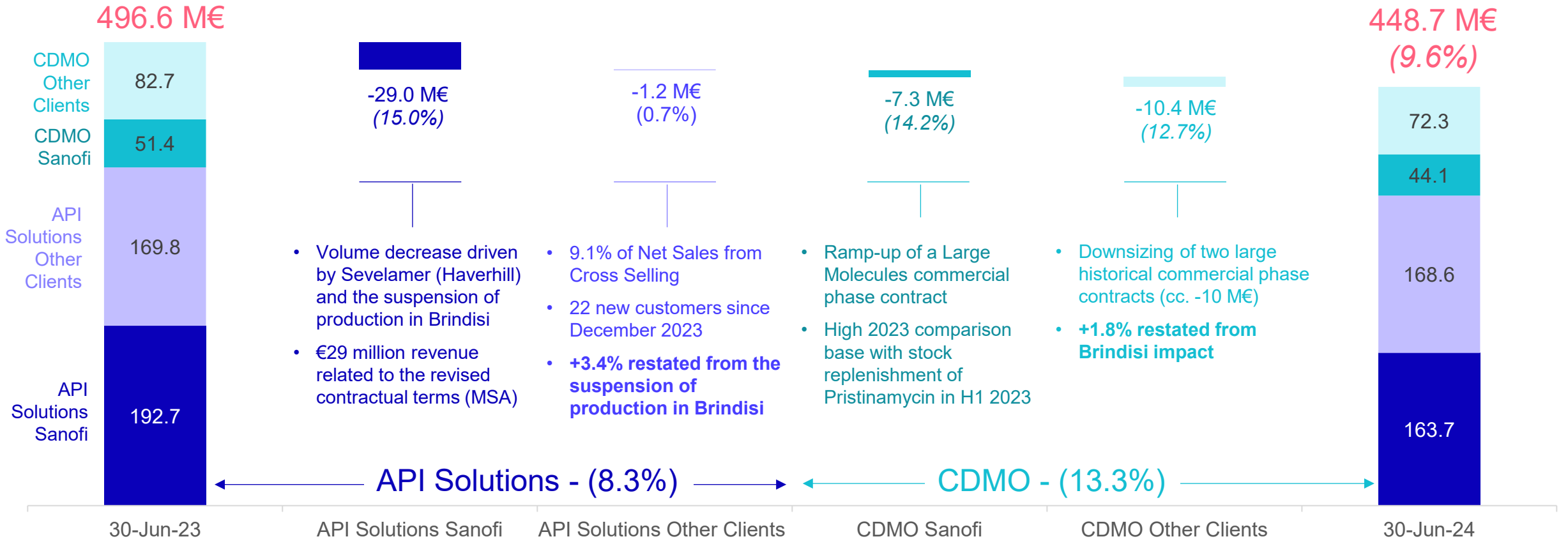
€ millions, rounded figures

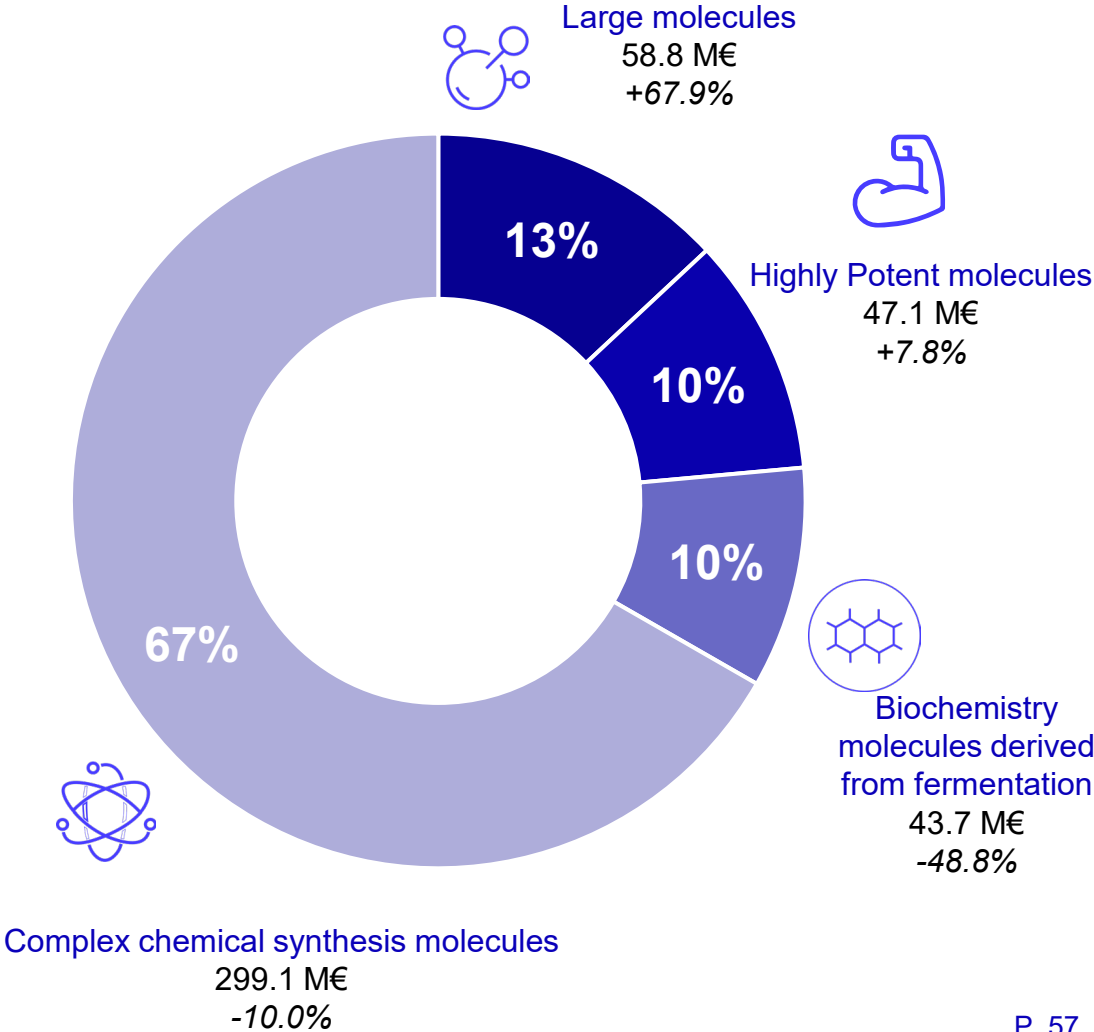
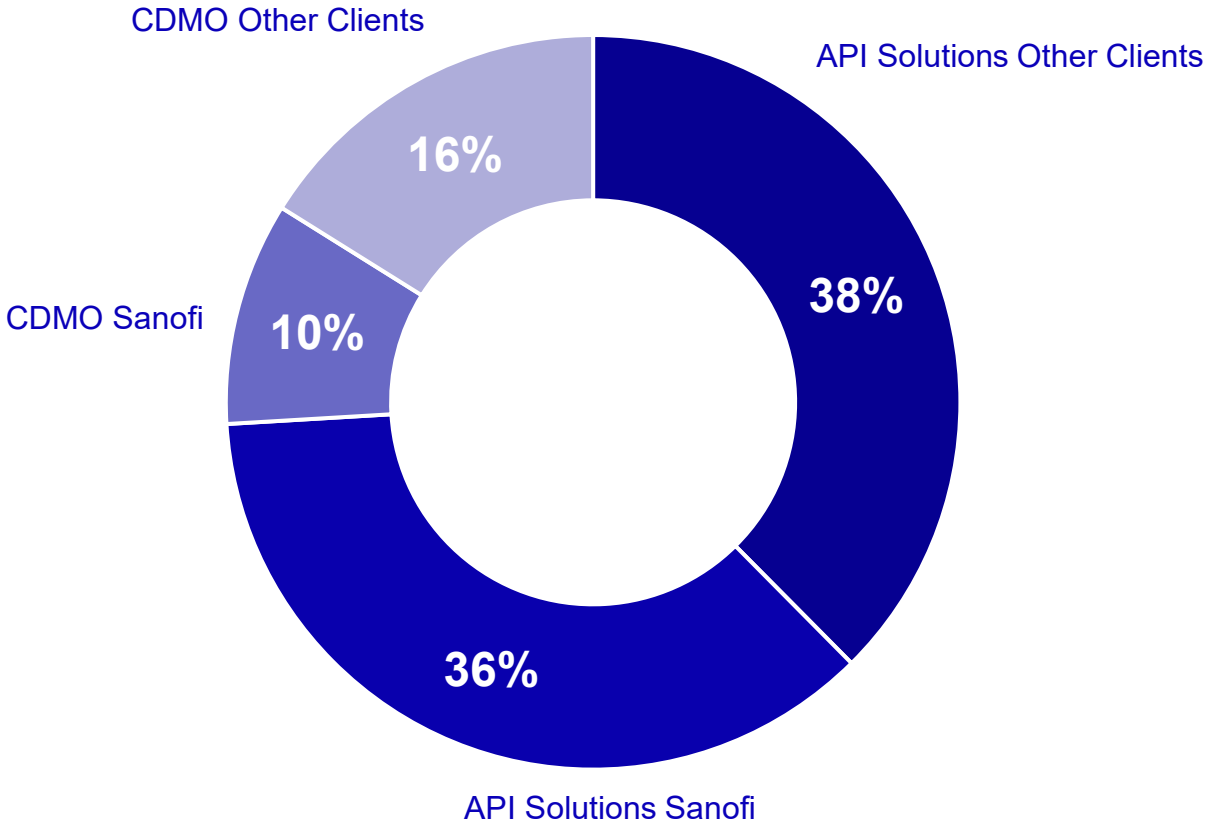


Net Debt on Core EBITDA end of 2023: 1.98x

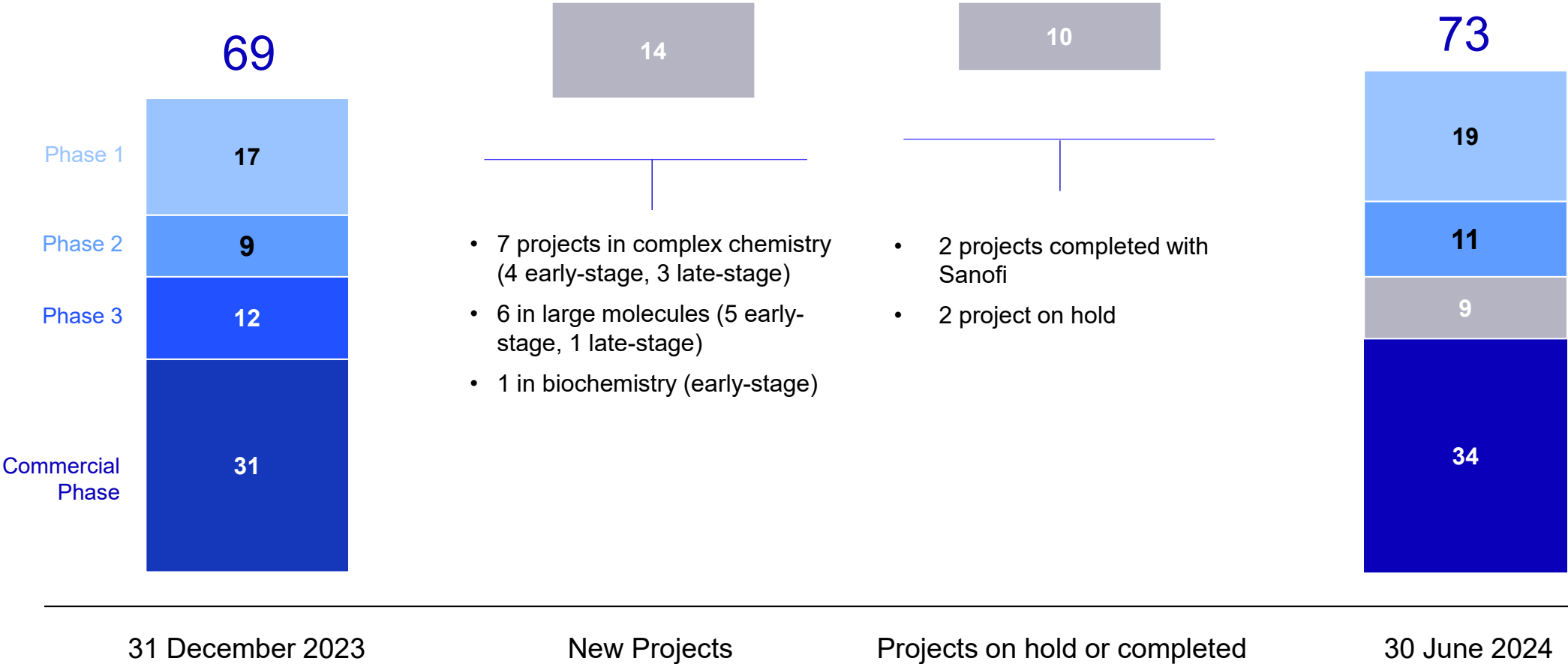


H1 2024 Consolidated Net Sales





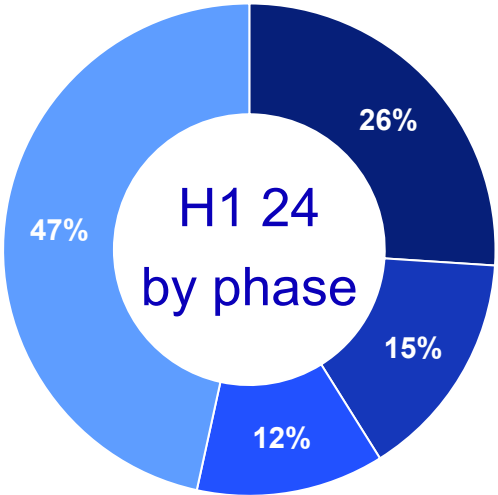
H1 2024 CDMO projects portfolio



CDMO projects portfolio at the end of June 2024

Portfolio gradually de-risked towards commercial phase projects

■ Phase 1 and earlier ■ Phase 2 ■ Phase 3 ■ Commercial



In € millions

	H1-2024	H1-2023
Net sales	448.7	496.6
Gross profit	98.0	97.0
<i>Gross profit margin</i>	<i>21.8%</i>	<i>19.5%</i>
Core EBITDA	47.6	62.5
<i>Core EBITDA margin</i>	<i>10.6%</i>	<i>12.6%</i>
Non-recurring items	49.0	10.4
EBITDA	(1.4)	52.1

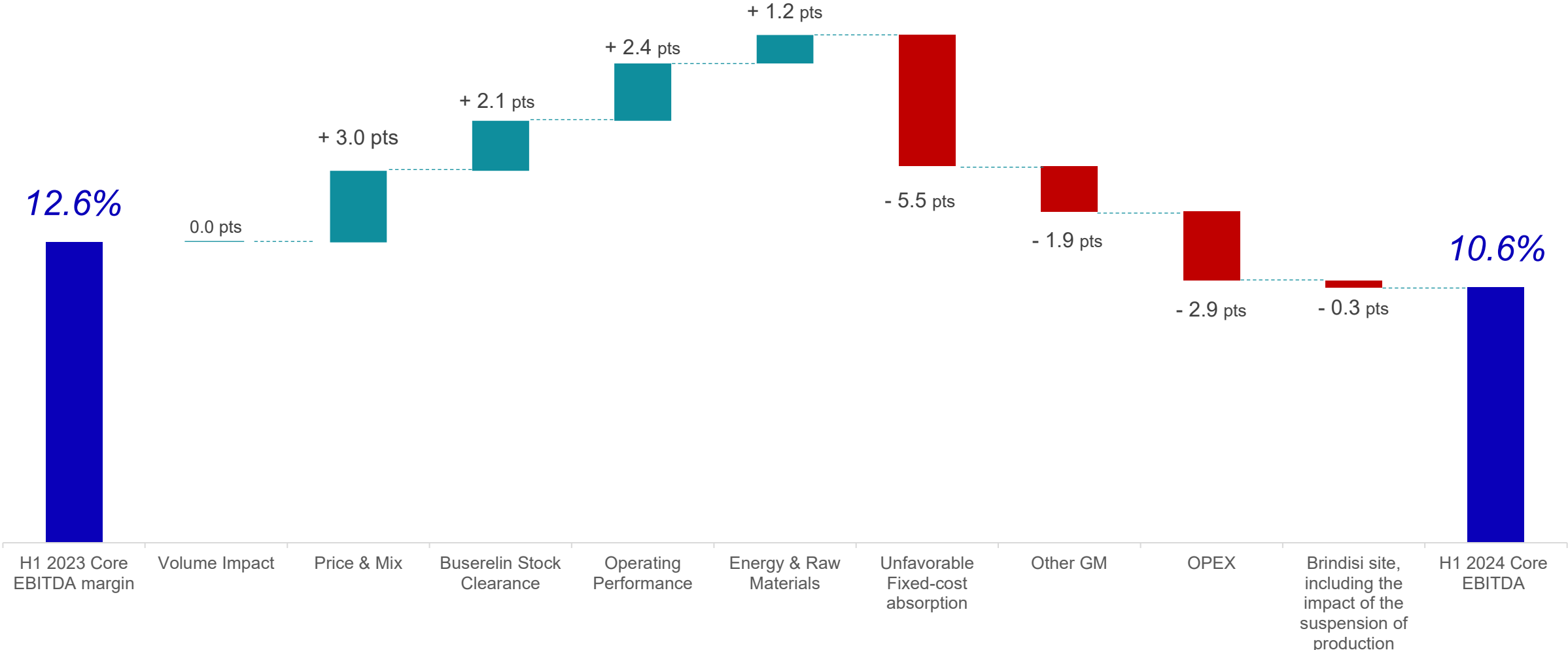
47.2 million in exceptional items linked to FOCUS-27 plan

- €33.8 million of idle costs, including the ramp-down of two workshops in Frankfurt started in H1 2024 and reduced inventories in Vertolaye
- €9.0 million of internal and external costs related to the transformation of the company
- €4.4 million of employee-related expenses, including redundancy plans

H1 2024 Results

Change in Core EBITDA margin

Rounded figures



From EBITDA to Net Income and EPS

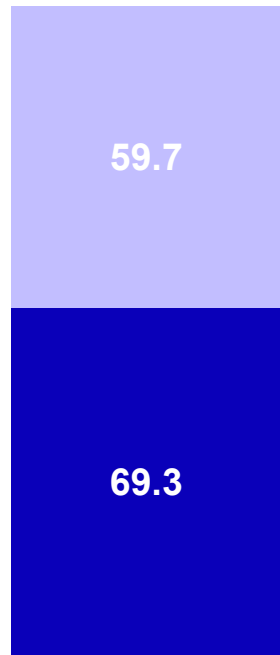
In € millions

	H1-2024	H1-2023
EBITDA	(1.4)	52.1
Depreciation and Amortization	32.0	36.1
Operating Income	(33.4)	16.0
Financial Result	(8.1)	(3.3)
Income before Tax	(41.5)	12.6
Income Tax expenses	6.7	50.1
Net Income	(34.8)	62.8
Number of shares outstanding	94.3	93.9
Basic EPS	(0.37)	0.67
Diluted EPS	(0.37)	0.66

Financial results negatively impacted by the increase in interest rates, and the full drawdown of the RCF

H1 2023 income tax included €46.8m deferred tax assets related to EUROAPI Hungary's assets

FY 23
€129.0 m

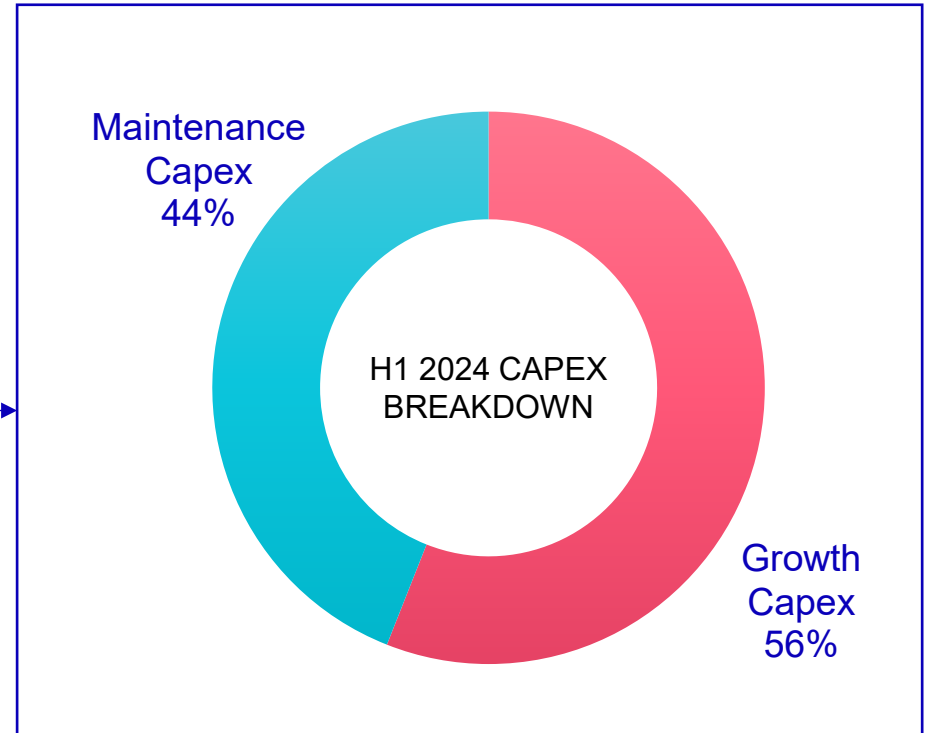


2023

■ H1 ■ H2



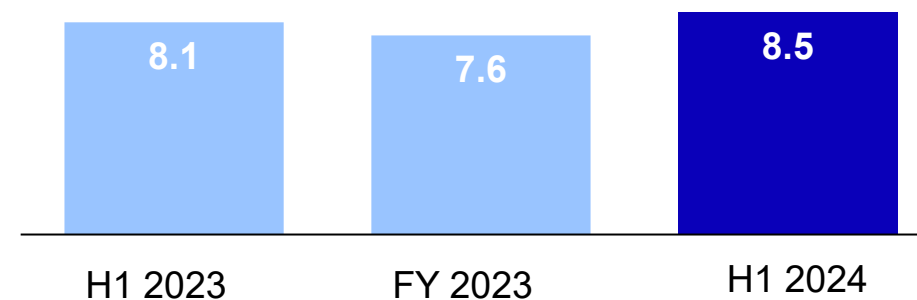
2024



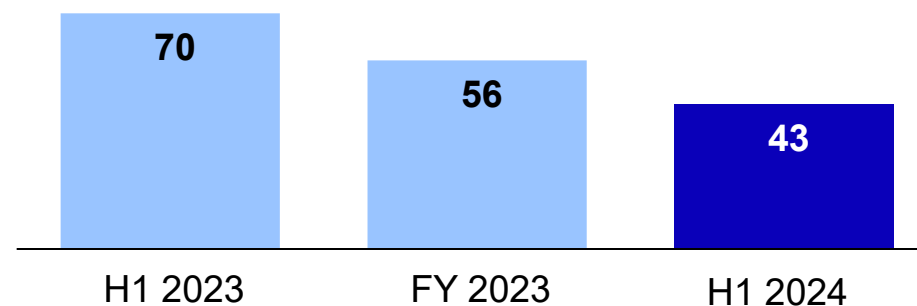
In € millions

	June 2024	December 2023	June 2023
Working Capital	671.8	701.5	741.0
Of which inventories	638.7	644.8	667.8
Of which trade receivables	176.7	216.3	238.0
Of which trade payables	(143.6)	(159.6)	(164.8)

Inventory - Months on Hand¹



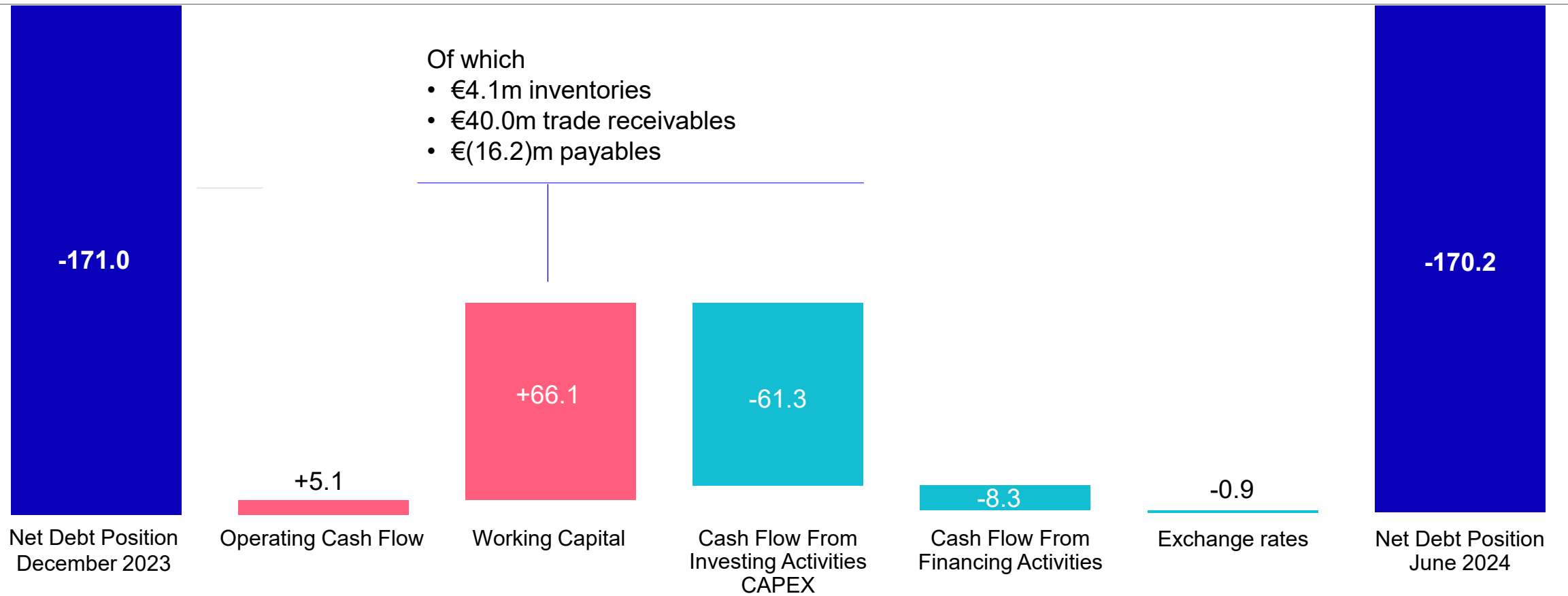
Receivables – DSO²



1. MOH: Months on Hands-Inventories in value on Net Sales
 2. DSO: Receivables in Day of Sales

Net Debt evolution

€ millions, rounded figures



€10.0 m Free Cash-Flow before financing
 Net Debt on Core EBITDA end of June 2024*: 2.38x

*As per RCF covenant definition – See glossary

2024 outlook

Underlying assumptions

- Downsizing of two large CMO contracts
- Strong decrease in sales to Sanofi
- Phasing impact in the CDMO business

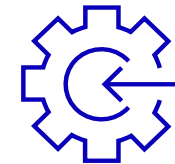
- Impact of the suspension of APIs production in Brindisi

- A material impact of the company's transformation and early restructuring costs, including industrial under-activity resulting from the execution of the FOCUS 27 project

- Improvement in Working Capital, driven by a significant reduction in inventories, mainly in the second half



Between 8% and 11% decrease in Net Sales on a comparable basis. The second-half performance should exceed that of the first half due to phasing impact



Between 4% and 7% Core EBITDA margin

Sustainability

An integrated ESG roadmap to support ambitious commitments



Offer safe products and a resilient & responsible supply chain

We provide high quality products and strive to be a reliable partner in the pharmaceutical supply chain.



Accelerate innovation for environmental sustainability

We propose innovative processes and services sustainable by design.



Create a safe & multicultural workplace

We ensure our employees' safety and a fulfilling environment for all.



Uphold best in class corporate governance

We work continuously with our internal and external stakeholders to promote compliance and fair practices.

Accelerate innovation for environmental sustainability	Create a safe and multicultural workplace	Uphold best-in-class corporate governance
100% sites ISO14001/50001 certification by 2023 ✓	30% women in a leadership position by 2025 ✓	100% completion of code of conduct and compliance training (incl. corruption) in 2023 95%
~ 100% sites with electricity from renewable sources by 2025 83%	Lost Time Injury to 1.5 by 2025 2.1	
~ -30% of CO2 emissions (vs. 2020) by 2030 (scope 1 & 2) 20%	Total Recordable Injury to 2.5 2.8	



Commitment One

Offer safe products and a resilient & responsible supply chain



Commitment 1

Level of progress

Programs

- Responsible procurement
- Responsible supply chain

Material Topics

- Product quality & safety
- Responsible procurement
- Positive impact on society
- Supply chain resilience



Main achievements

56 successful client inspections

Increase our offer with a catalog of 30 intermediates and reagents

46% of sales from APIs used in medicines with acknowledged therapeutic interest*

For its first submission, EUROAPI received a silver medal from Ecovadis



*As compiled by the WHO (Jul 2023), the EU (Dec 2023), the ANSM (Jun 2023) and the BfArM (Jun 2023)



Commitment 2

Level of progress

<p>Programs</p> <ul style="list-style-type: none"> • Toward responsible innovation • Environmental footprint and waste reduction 	<p>Material Topics</p> <ul style="list-style-type: none"> • Responsible innovation • Fight against climate change • Environmental footprint production • Responsible waste management 	<p>Target Achievement Rate</p> <p>100% of the objective reached for 100% of the sites are ISO 14001 and ISO 50001 certified</p> <p>83% of sites purchase 100% electricity from renewable sources</p> <p>65% of the -30% CO₂ reduction objective by 2030</p>	 
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Main achievements

<p>75% of our R&D projects contribute to improving the Group's environmental impact</p>	<p>25% of our energy consumption is from renewable sources</p>	<p>71% of our solvent consumption is recycled</p>	<p>For its first submission, EUROAPI received "B" score from CDP climate</p> 
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Commitment 3

Level of progress

<p>Programs</p> <ul style="list-style-type: none"> • Safety and wellbeing • Internal development • Diversity & equal opportunity 	<p>Material Topics</p> <ul style="list-style-type: none"> • Occupational health and safety • Social dialog • Quality of worklife and compensation • Talent management and personnel development • Diversity & equal opportunity 	<p>Target Achievement Rate</p> <p>60% toward the LTI objective of 1.5 per 1Mn hours worked by 2025</p> <p>88% toward the TRI objective to 2.5 per 1Mn hours worked by 2025</p> <p>100% of the objective reached for 30% women in leadership positions</p>	
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Main achievements

<p>Implementation of the life saving rule program: 3,652 employees focusing on 6 unbreakable and non-negotiable rules</p>	<p>36% of women in senior management roles</p>	<p>An average of 9.6 hours completed per employee (95% of employees were provided training)</p>	<p>Member of Responsible Care®*</p> 
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*As compiled by the WHO (Jul 2023), the EU (Dec 2023), the ANSM (Jun 2023) and the BfArM (Jun 2023)

Commitment four

Uphold best-in-class corporate governance



Commitment 4

Level of progress

Programs

- Compliance and business ethics

Material Topics

- Corporate ethics & compliance
- Shared value and stakeholder engagement

Target Achievement Rate

95% of code of ethics and compliance training completion reached



95% of GDPR training completion reached





Main achievements

Safety line fully operational, with a compliance champions network of 50 coordinators

Launch of the full ethics and compliance training curriculum (7 modules for all employees in 7 languages)

Acculturation to companies' values with organization of 3 awareness days

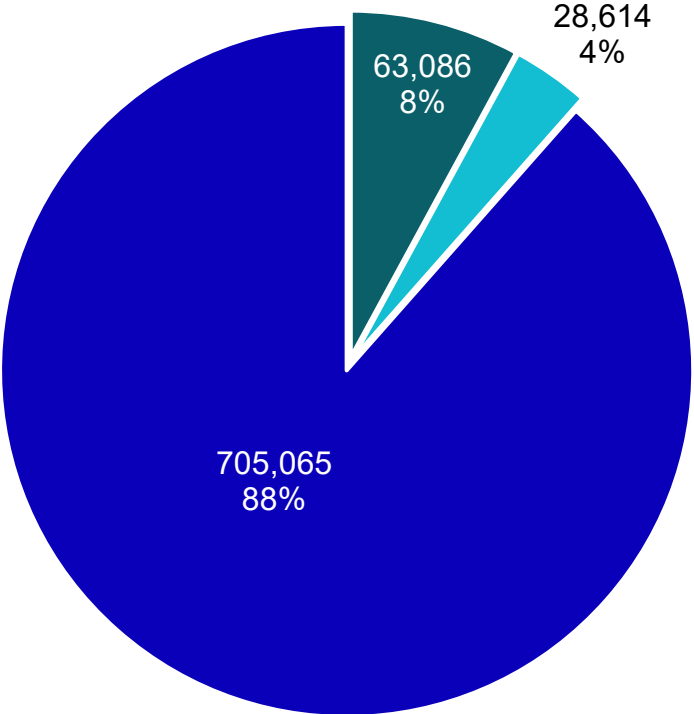
- International whistleblowing day
- Global ethics day
- Global anti-corruption day



Climate Fight

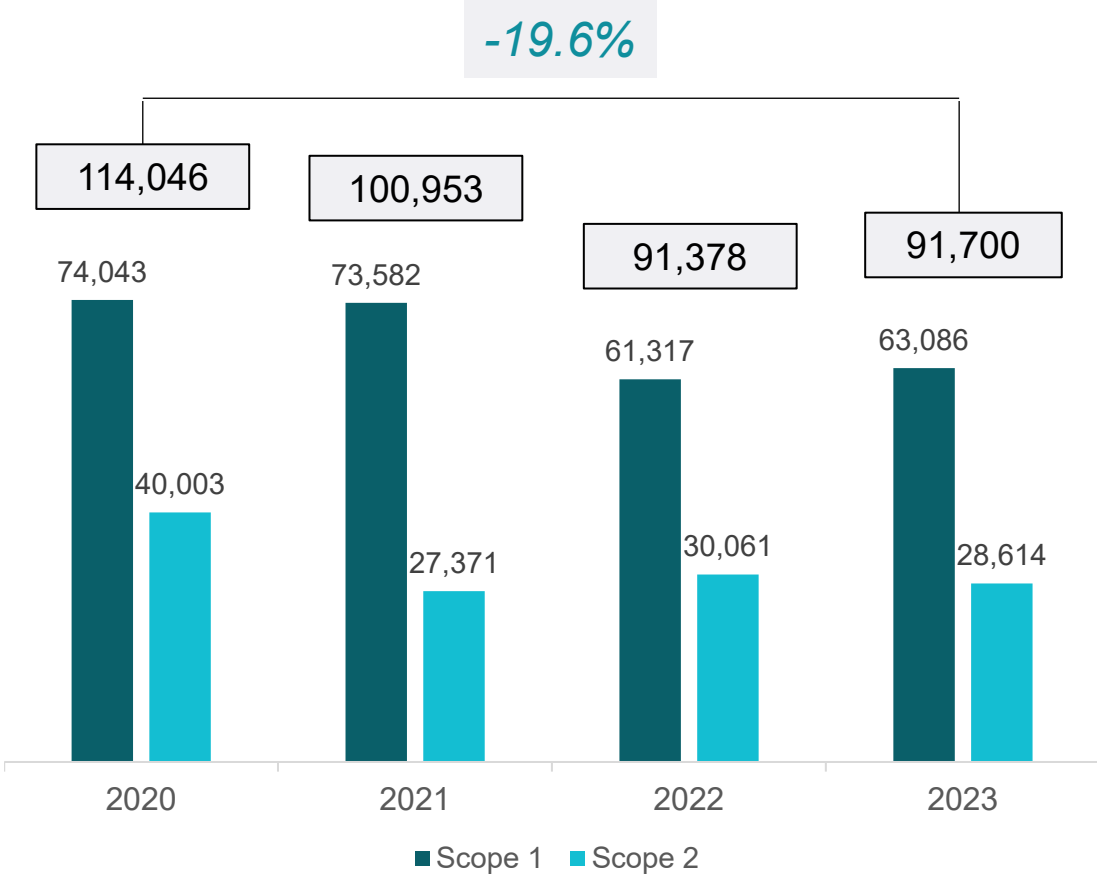
-30% CO₂ emissions by 2030 (scopes 1 & 2 / vs 2020)

GHG emissions by scope








■ Scope 1 ■ Scope 2 ■ Scope 3

Scopes 1 & 2



* MWh

Strongly committed to Health & Safety (H&S) and Environment

		ISO 14001	ISO 50001
		Environmental Best practice	Energy management Best practice
	Vertolaye	 Since 2000	 Since 2023
	Elbeuf	 Since 2022	 Since 2017
	Frankfurt	 Since 1999	 Since 2012
	Budapest	 Since 2006	 Since 2016
	Brindisi	 Since 1999	 Since 2023
	Haverhill	 Since 2023	 Since 2023



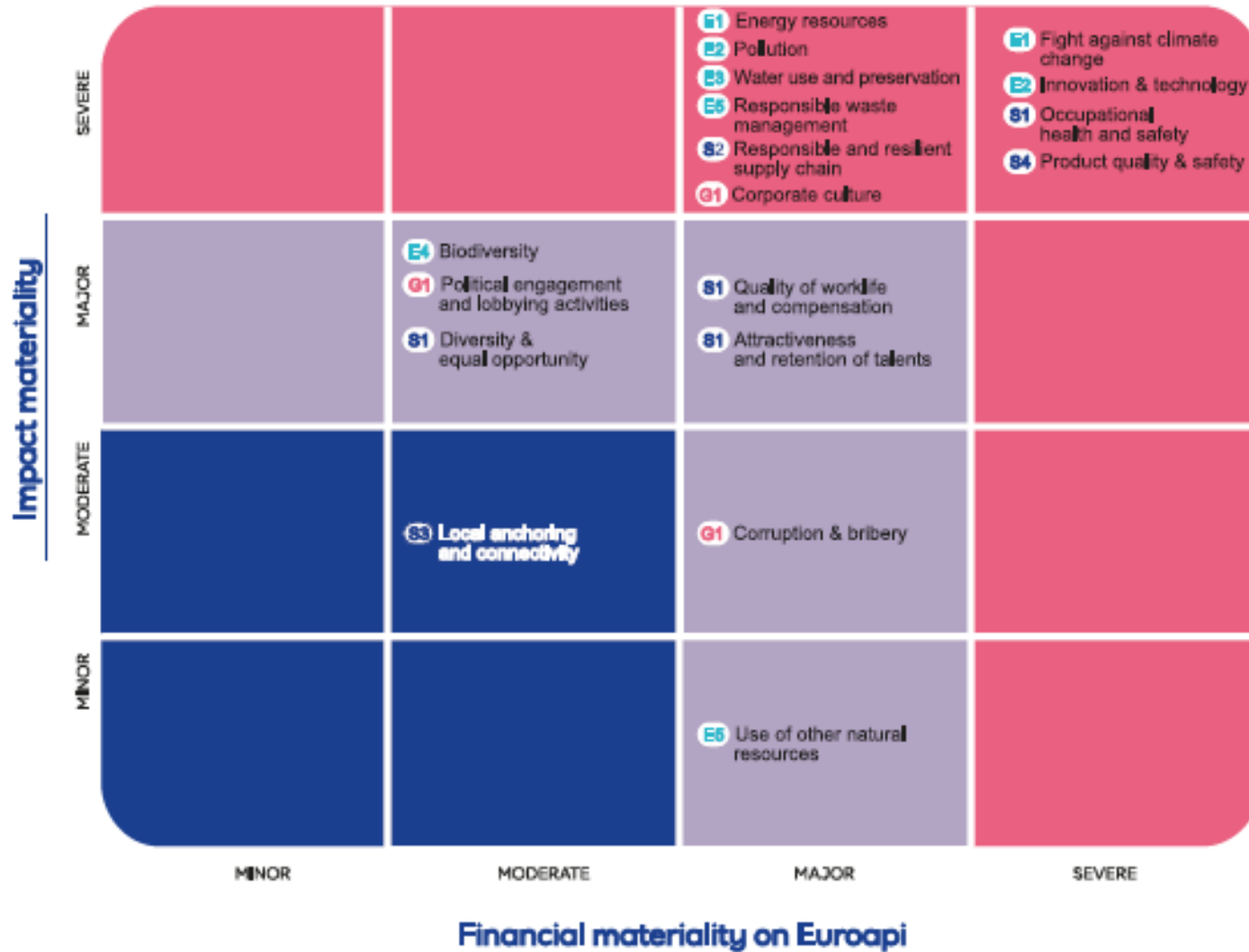
Seveso site regularly inspected by national authorities



100% success in audits from clients
~110 audits in 2022 and 2023

Double Materiality Matrix

Performed in 2023






Governance and Remuneration

Aligned with Shareholders' interest

Board of Directors

Diversified and committed

-  Independent Director
-  Lead Independent Director
-  Member representing the employees



Viviane Monges
Chair of the Board



Elizabeth Bastoni
Lead Director



Emmanuel Blin



Cécile Dussart



Claire Giraut



Mattias Perjos



Rodolfo Savitzky



Olivier Klaric
Permanent
representative of
Sanofi



Géraldine Leveau
Coopted upon
proposal of the
French State



Jean-Yves Caminade
Representative of BPIfrance
Investissement

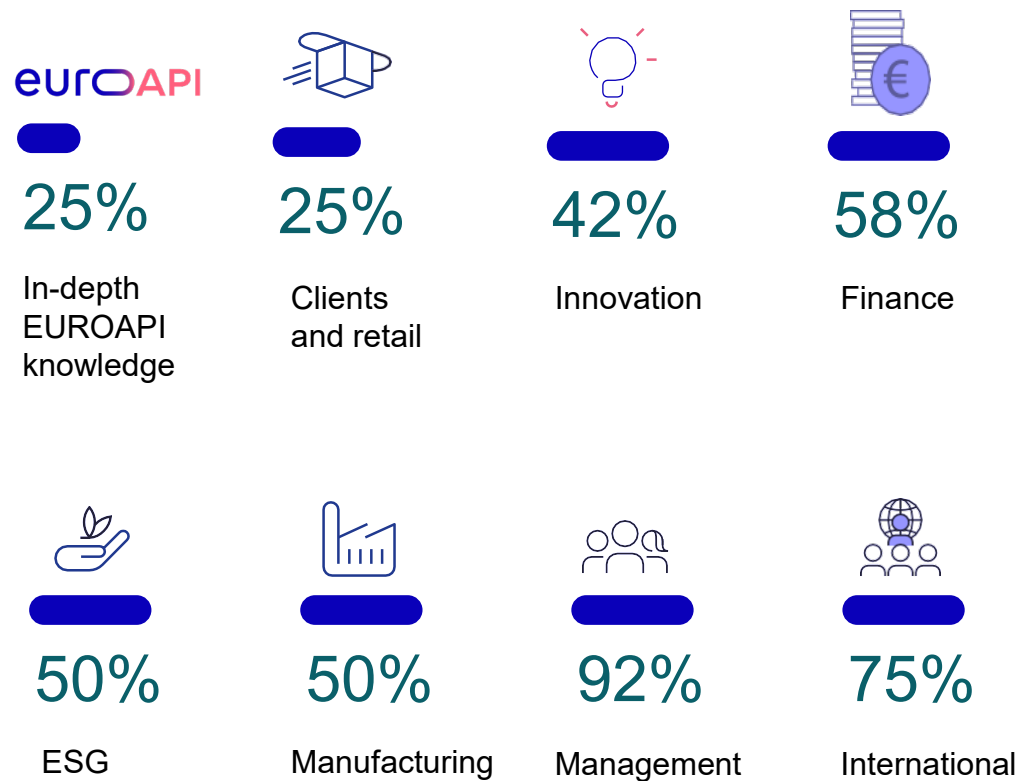


Kevin Rodier



Marie-Isabelle
Penet

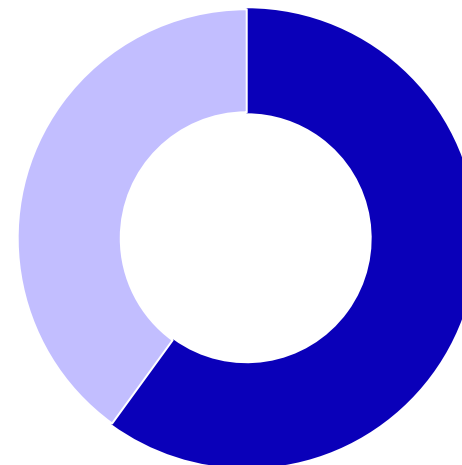
Directors' competences

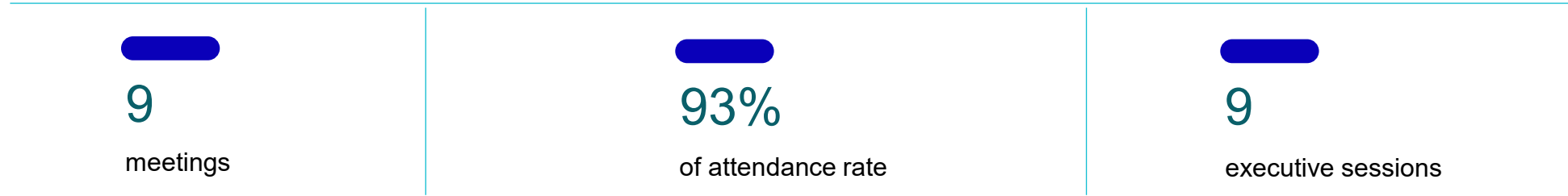


50% of
women



60% of
independents





Main activities

Elaboration of the Focus-27 strategic roadmap, managing the governance crisis

Evaluation of strategic options

Review of the selection process for Directors

Examination of the independence of each of the Directors

Review of the company and consolidated financial statements

Review of Group risks

Review of the implementation of the CSRD and of the decarbonation roadmap

Self-assessment results

Anonymous questionnaire sent to all directors via a dedicated digital platform

Results

*Satisfactory level: competences, experience and diversity of members, freedom of expression and quality of exchanges
Areas for improvement identified: strategy, risks and talent identification.*

Main activities of the Board and its committees in 2023

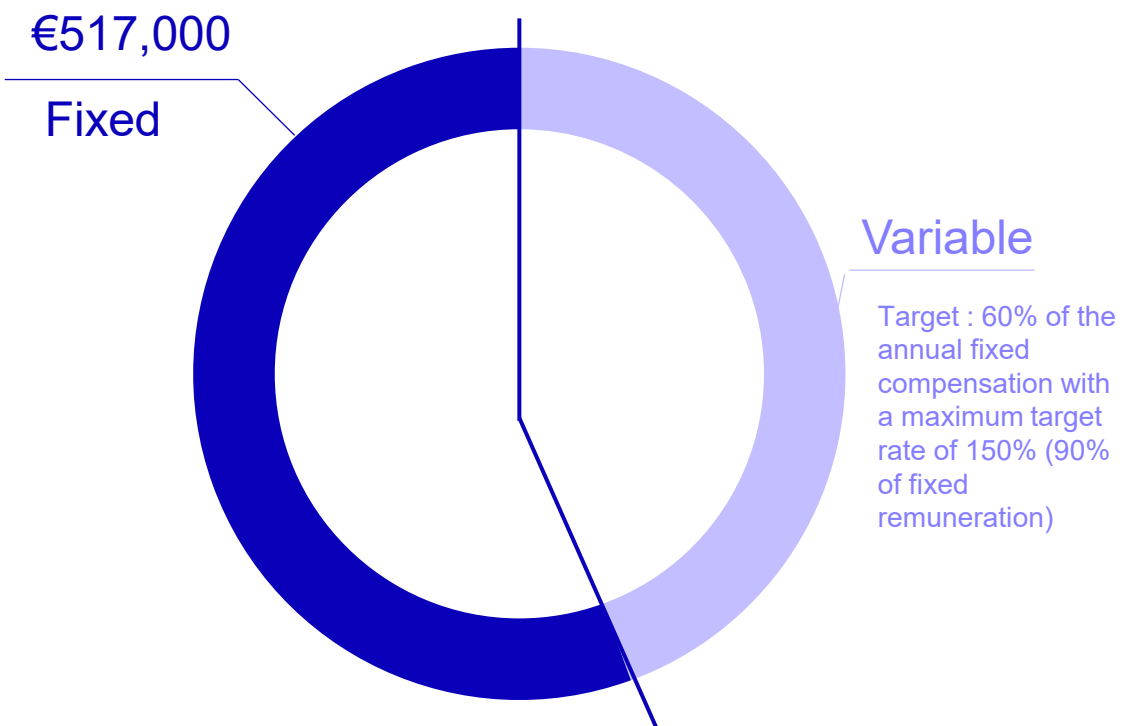
	Meetings	Attendance rate
<p>Audit committee – 75% of independents</p> <hr/> <p><i>Review of the Group's financial position - Review of account closing procedures - Review of the finance organisation – Review of the risk management and of the risk mapping - Review of the 2024 budget - Internal control</i></p>	5	95%
<p>Remuneration and nomination committee – 75% of independents</p> <hr/> <p><i>Review of executive corporate officers' compensation and remuneration policy - Review of succession plans - Annual review of directors' independence - Launch of recruitment process for new Chief Executive Officer</i></p>	8	100%
<p>ESG committee – 67% of independents</p> <hr/> <p><i>Review of ESG commitments and policies, and the extent to which objectives meet stakeholder expectations - Monitoring of ESG program deployment</i></p>	3	89%

Remuneration policy of the Board of Directors in 2024

Independent members

	FIXED	OTHER
		Depending on the attendance at the committees, on which committee and on the function within the committee
Total €1,100,000	€60,000 Individual compensation €40,000 Additional amount for the Lead Independent Director	Audit committee or Nomination and compensation committee Chair : €25,000 Other members : €10,000 ESG committee Chair : €15,000 Other members : €10,000

*: Directors travelling from a non-European country receive an additional compensation of €4,000 per trip



Criteria for the variable annual remuneration	Weighting
Financial objectives (based on February 28, 2024, EUROAPI's strategy and budget)	
Free Cash-Flow (before financing)	25%
Core EBITDA margin	25%
Individual objectives	
FOCUS-27 implementation	
<ul style="list-style-type: none"> - Implement Inventory reduction according to plan (10%) - Secure the financing of the strategic plan and of the company (15%) - Implement the adjustment of the industrial footprint (5%) 	30%
People and Culture	
<ul style="list-style-type: none"> - Ensure Key leadership positions are filled with the right talent - Ensure Key leadership positions are empowered with the resources needed to achieve their objectives 	15%
ESG target	
<ul style="list-style-type: none"> - Safety: completion rate of 7 Management Safety Visits in 2024 - Diversity: increase gender balance: 40% women in Senior leadership positions 	5%

Relationship with Sanofi

A relationship
guided by
different
agreements
renewable in
2027*

Manufacturing and Supply by Euroapi of certain Active Pharmaceutical Ingredients for Sanofi ("Global Manufacturing Agreement")
Partial protection clauses for both parties, particularly in the event of significant changes in the macro-economic environment (raw material prices, energy prices)

Manufacturing by Sanofi of certain Active Pharmaceutical Ingredients distributed by Euroapi, including salts derived from Vitamin B12 and opioids ("Reverse Manufacturing Agreement" and "Distribution Agreement")

Master Agreement on CDMO's activities ("Master Agreement for Development and GMP Manufacturing Services")

OBJECTIVE

Building together a long-term partnership for the benefit of both companies

... for the benefit of both companies


3 agreements



- Manufacturing and Supply
- Distribution
- CDMO

€

46.6%
of EUROAPI consolidated
revenues in 2023



~1/3
of the APIs purchased
by Sanofi*

* Reference in 2020 (in value)

A partnership guided by different agreements

1 Manufacturing and Supply

- Covers all **API manufactured by EUROAPI and sold to Sanofi**
- **86 APIs in scope**
- **Partial protection** clauses for **both parties** (volumes, raw material prices, energy prices)

- Amended in 2024 and renewable in May 2027

2 Reverse MSA and Distribution

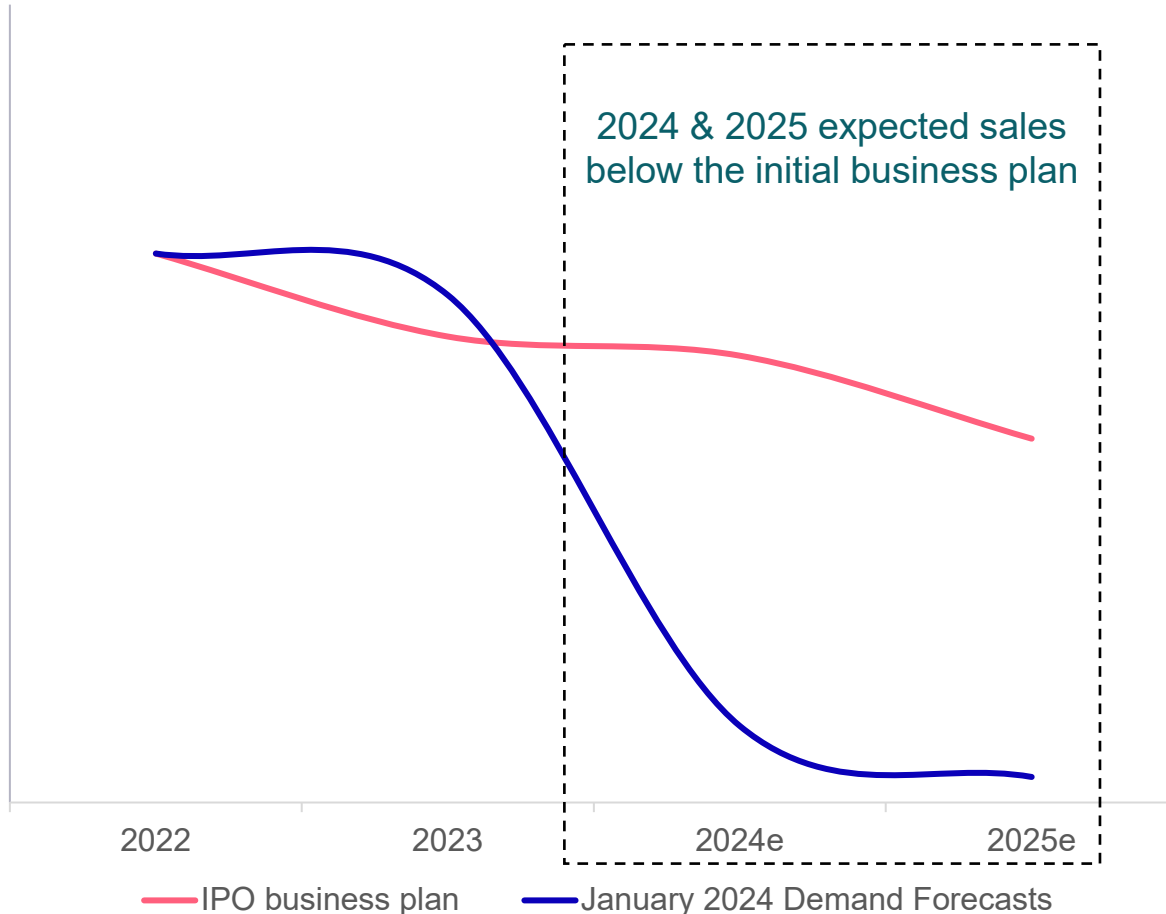
- **Reverse MSA** covers:
 - APIs manufactured by **Sanofi** but owned and distributed by **EUROAPI**
 - Manufacture of **B12 derivative salts and Opioids** on behalf of **EUROAPI**

- **Distribution agreement** covers **12 APIs** manufactured by **Sanofi** & distributed by **EUROAPI** as a non-exclusive retailer

3 CDMO

- **Reciprocal development service agreement** between EUROAPI and Sanofi
- Collaboration in product **development** and process **improvement**
- **EUROAPI** is engaged in **10 projects*** to develop and/or manufacture new molecular entities in Sanofi's **portfolio**

Accelerated decline of 2024 and 2025 demand forecast compared to initial business plan



Limited visibility on the annual volume forecast
Acceleration of dual-sourcing
Portfolio pruning and increasingly genericized



Limited pricing power to compensate recent input costs inflation as per current MSA leading to a decrease in profitability

Main changes to the initial agreements

 **Manufacturing and Supply Agreements**

- Covers all **API manufactured by EUROAPI** and **sold to Sanofi**
- **86 APIs in scope**

- Renewable in May 2027



Cancellation of the mutual performance clause



Raw Material Pass Through revised with full compensation by Sanofi above 20% increase



Increase prices for selected APIs



Price-Volume Corridor narrowed and extended



Shortened payment terms

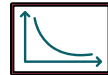
Manufacturing and Supply

Distribution



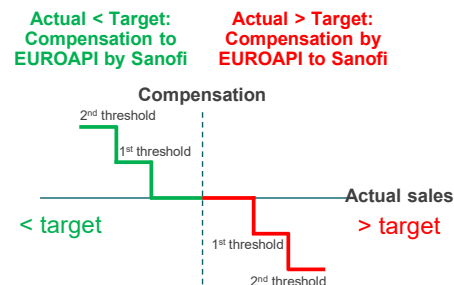
Exclusivity clause

- 42 out of the 86 APIs are covered by an exclusive sourcing obligation from Sanofi on an established list of territories



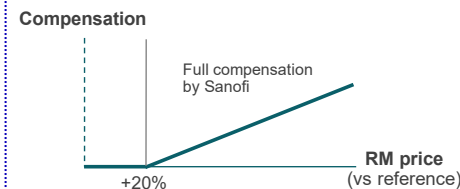
Price-Volume Corridor

- Annual compensation mechanism covering up and down the fluctuation, beyond a threshold, between actual revenue and the target revenue agreed upon by the parties
- Actual < Target** : Compensation to EUROAPI by Sanofi
- Actual > Target** : Compensation by EUROAPI to Sanofi



Raw Material Pass Through

- Sanofi must compensate EUROAPI in case of a significant increase in the price of key raw materials and solvents
- If the price increase is above 20% compared to the reference price set in 2020, Sanofi must fully compensate EUROAPI



Energy costs sharing

- Reciprocal sharing of energy costs for Sanofi's portion of purchases
- Calculation of the difference between energy costs for a given year and the reference price determined by the parties:
 - If additional costs for EUROAPI: Compensation by Sanofi
 - If gain on energy price by EUROAPI: Compensation to Sanofi



Fixed prices

- EUROAPI undertakes to distribute 12 APIs as a non-exclusive retailer for Sanofi
- The prices at which EUROAPI purchases the abovementioned APIs have been determined by the parties before the carve out and are fixed for the duration of the agreement (5 years), except for two products

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Certain information contained in this documents is forward looking and not historical data. These forward-looking statements are based on opinions, projections and current assumptions including, but not limited to, assumptions concerning the Group's current and future strategy, financial and non-financial future results and the environment in which the Group operates, as well as events, operations, future services or product development and potential. Forward-looking statements are generally identified by the words “expects”, “anticipates”, “believes”, “intends”, “estimates”, “plans” and similar expressions.

Forward looking statements and information do not constitute guarantees of future performances, and are subject to known or unknown risks, uncertainties and other factors, a large number of which are difficult to predict and generally outside the control of the Group, which could cause actual results, performances or achievements, or the results of the sector or other events, to differ materially from those described or suggested by these forward-looking statements.

These risks and uncertainties include those that are indicated and detailed in Chapter 3 “Risk factors” of the Universal Registration Document approved by the French Financial Markets Authority (Autorité des marchés financiers, AMF) on April 14, 2023, under number R.23-009 and the Amendment to Universal Registration Document approved by the AMF on April 25, 2023 under number R.23-015. These forward-looking statements are given only as of the date of this press release and the Group expressly declines any obligation or commitment to publish updates or corrections of the forward-looking statements included in this press release in order to reflect any change affecting the forecasts or events, conditions or circumstances on which these forward-looking statements are based.

Thank you!

Merci - Danke - Grazie - Köszönöm - Obrigada - Спасибо - ありがとうございます

