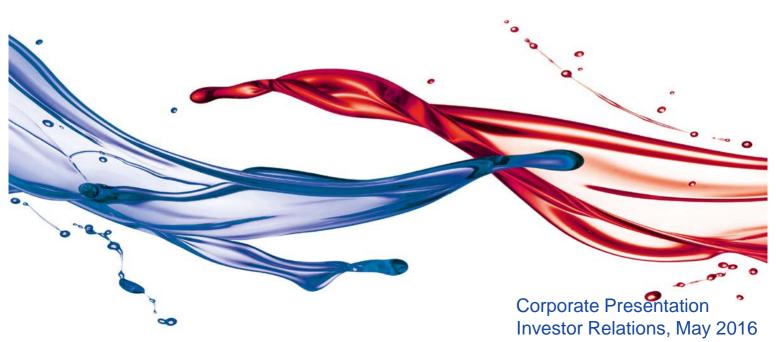


# STADA





### **General information**

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We accept no liability arising from the use of this document.

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The anticipated opportunities and risks to STADA's activities have been described in detail in the Executive Board's management reports in the annual reports. Current possible opportunities and risks are discussed in the respective interim report.

STADA's performance indicators are party influenced by one-time special effects and/or effects not arising from the operating business. Disclosure of key figures adjusted for these effects (so called "pro forma" key figures) by STADA is only to provide a supplement to the recorded IFRS key figures for a transparent comparison to a relevant period from the previous year.

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## **Forward-looking statements**

This STADA Arzneimittel AG presentation (hereinafter "STADA") contains certain statements regarding future events that are based on the current expectations, estimates and forecasts on the part of the company management of STADA as well as other currently available information. They imply various known and unknown risks and uncertainties, which may result in actual earnings, the business, financial and earnings situation, growth or performance to be materially different from the estimates expressed or implied in the forward-looking statements. Statements with respect to the future are characterized by the use of words such as "expect", "intend", "plan", "anticipate", "believe", "estimate" and similar terms. STADA is of the opinion that the expectations reflected in forward-looking statements are appropriate; however, it cannot guarantee that these expectations will actually materialize. Risk factors include in particular: The influence of regulation of the pharmaceutical industry; the difficulty in making predictions concerning approvals by the regulatory authorities and other supervisory agencies; the regulatory environment and changes in the health-care policy and in the health care system of various countries; acceptance of and demand for new drugs and new therapies; the results of clinical studies; the influence of competitive products and prices; the availability and costs of the active ingredients used in the production of pharmaceutical products; uncertainty concerning market acceptance when innovative products are introduced, presently being sold or under development; the effect of changes in the customer structure; dependence on strategic alliances; exchange rate and interest rate fluctuations, operating results, as well as other factors detailed in the annual reports and in other Company statements. STADA not assume any obligation to update these forward-looking statements.

The Executive Board of STADA Arzneimittel AG:

H. Retzlaff (Chairman), H. Kraft, Dr. M. Wiedenfels



# **History**

1895	Founded in Dresden as a pharmacists' cooperative
1970	Stock corporation with restricted registered common shares for pharmacists only
1975	Market entry in the young generics market
1986	Beginning of internationalization
1998	Start of trading on the stock exchange
2001	Inclusion in MDAX on July 23, 2001
2004- 2008	Start and expansion in Eastern Europe: Acquisition of Nizhpharm and Makiz-Pharma, Russia, as well as Hemofarm Group, Serbia
From 2011	Accelerated shift in business mix toward branded products, among other things, acquisition of the portfolio of Grünenthal in Central and Eastern Europe as well as in the Middle East, the OTC manufacturer Thornton & Ross in the UK and the Aqualor® product portfolio in Russia

Enterprise value as of March 31, 2016: € 3.4 billion Employees as of December 31, 2015: approx. 10.530

Shareholder structure: approx. 10% pharmacists and doctors

Represented in around 30 countries



Free float: 100%

**Today** 



# **Strategy and Outlook**



# Strategy for continous growth and constant value creation

# Consumer focus: expansion of branded products

Expansion of generics portfolio across market regions

**Full pipeline** 

Disciplined capital allocation

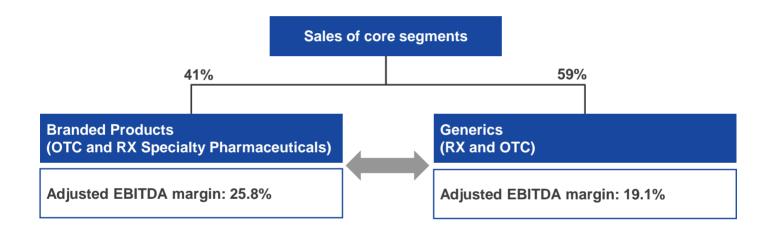
- Aspiring higher share of branded products in adjusted operating profit of core segments (2015: 49%) based on both organic growth and acquisitions
- Focus on markets with high share of self-pay patients (e.g. CIS, Asia, MENA)
- Expansion of the biosimilar portfolio through license agreements
- Generics: over 1,300 running approval procedures as of Dec. 31, 2015
- Branded products: Center of OTC Excellence
- Aesthetic dermatology, botulinum toxin A in phase III

 Value-adding acquisitions with concentration on high-margin OTC product portfolio and/or growth markets

Risk-averse business strategy: no risk concentration or liability risk

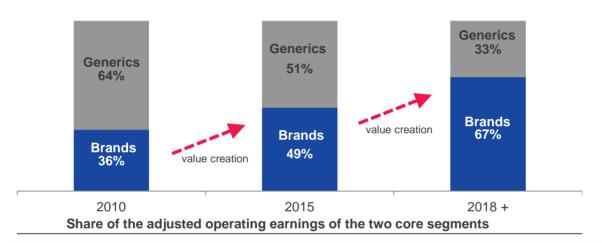


# Sales split 2015





# Strategic and financial plan



### Brands with sustainable earnings contribution

- Self-pay market: No government intervention in pricing
- Traditional strengths in marketing and sales
- Intelligent brand acquisitions with direct earnings contribution:
   Local BD, fast integration into existing sales platform and internationalization
- Long cash cycle

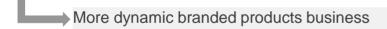
Slight sales growth in Generics, margins stable at a high level



# **Product pipeline branded products**

### **Center of OTC-Excellence for branded products**

- Objective: long-term pipeline and portfolio development in the areas of OTC, dermatology and bone health
- Multidisciplinary team: market research, consumer marketing, OTC branding, R&D, production and business development
- Support for the expansion strategy: 80 OTC product launches by 2019
- Under the umbrella of STADA Arzneimittel AG, supported by the British subsidiary Thornton & Ross







Thornton & Ross





# **Product pipeline biosimilars**

### Portfolio expansion

- Marketing and sales are STADA's strengths, therefore in-licensing of biosimilars rather than own development
- Avoidance of high R&D costs milestone payments backloaded and performance related; risk-averse strategy
  - Strategic partnerships allow the possibility of benefiting from the huge market potential of biosimilars

- Epoetin zeta (Silapo®) since 2008 (STADA/Bioceuticals)
- Filgrastim (Grastofil®) since 2014 (Apotex)
- Pegfilgrastim in EMA approval process (Gedeon Richter)
- Teriparatid in EMA approval process (Richter-Helm)
- Rituximab (Gedeon Richter)
- Adalimumab (mAbxience)



# **Product pipeline generics**

### **Full pipeline**

- Introduction of 578 individual products worldwide in 2015 (626 in 2014)
- 213 new products in 1-3/2016 (157 in 1-3/2015)
- Over 1,300 ongoing approval procedures for more than 150 active ingredients in over 55 countries worldwide
- Development partnerships increase pipeline security
- Planning horizon beyond 2024
- Over 800 active pharmaceutical ingredients, over 16,000 product packagings marketed by the Group

Basis for sustainable growth



# **Assumptions for market regions for 2016**

#### **Operational influence factors**

### **Central Europe**

- Sales growth, operating profitability at Group average
- Positive development in the top markets of UK, Belgium, Italy and Spain with relatively high profitability

### Germany

- Generics with improved profitability through a better product mix. Decline in sales over the year as a result of the continued withdrawal of STADApharm from the discount business
- Brands continue to have relatively high margins

### **CIS/Eastern Europe**

- Sales growth in local currencies, operating profitability adjusted for negative currency effects above Group average
- Gains in market share and growth in local currency in Russia

#### Asia/Pacific & MENA

- Sales growth, operating profitability above Group average
- Significant sales growth in Vietnam, China and MENA



# **Outlook for the Group**

### 2016

- Slight growth in Group sales adjusted for currency and portfolio effects
- Slight growth in adjusted EBITDA and adjusted net income
- Ratio of net debt, excluding further acquisitions, to adjusted EBITDA at a level of nearly 3



# **Market Regions**

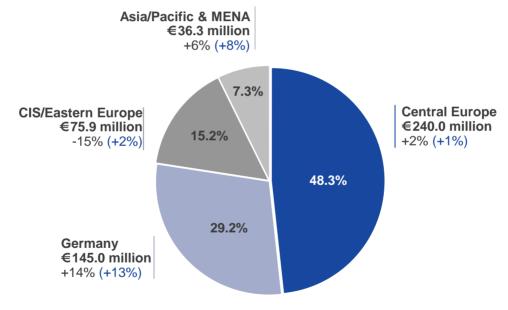


### Sales 1-3/2016

### By market region

### Total group €497.1 million

+2% (+4%)



(x) = Adjusted for changes in the Group portfolio and currency effects.



Generics

Branded products

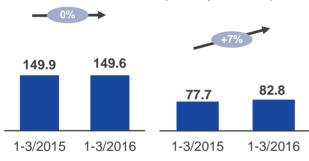
### **Market region Central Europe**

Generics sales (in € million)

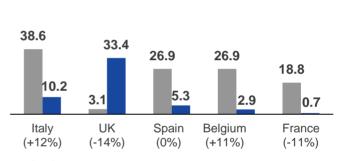
**Branded Product sales** (in € million)

Most important countries (sales in € million)

Total sales 1-3/2016: €240.0 million (+2%, adjusted¹) +1%)







#### 1-3/2016

- Positive development in Italy and Belgium
- UK and Spain with a high comparable basis in the previous year; current weakness of the pound sterling
- France with difficult market environment

- Outlook 2016
  - Sales growth
  - Operating profitability at Group average

Adjusted for changes in the portfolio and currency effects..

<sup>2)</sup> Definition: EU28+RU+CH+NO+RS: Source: IMS Health



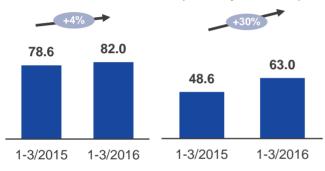
# **Market region Germany**

Generics sales (in € million)

1-3/2016

**Branded Product sales** (in € million)

Total sales 1-3/2016: €145.0 million (+14%, adjusted1) +13%)



- Strong local development In Germany (excluding export):
  - Generics +8% as a result of lower discounts through an improved product mix
  - branded products +31% (seasonal orders)

### Strategic initiatives





- Transfer of the German discount business to ALUID
- Strengthening of the aesthetics area

#### Outlook 2016

- Sales below the level of the previous year
- Operating profitability below Group average

<sup>1)</sup> Adjusted for portfolio and currency effects.



### Market region CIS/Eastern Europe

Generics sales (in € million)

Branded Product sales

(in € million)

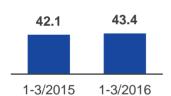
Most important countries (sales in € million)

Total 1-3/2016: €75.9 million (-15%, adjusted¹) +2%)

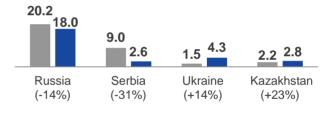












#### 1-3/2016

### Sales growth despite currency weakness and a reluctance to buy among consumers

- Adjusted sales increase in Russia +4%
- Reluctance among Serbian wholesalers in advance of planned regulatory interventions

### Outlook 2016

- Sales increase in local currencies
- Operating profitability adjusted for currency effects above Group average

1) Adjusted for changes in the portfolio and currency effects.

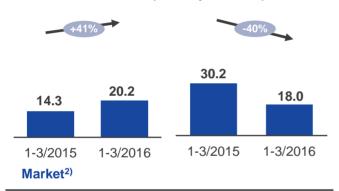


### **Development in Russia**

Generics sales (in € million)

**Branded Product sales** (in € million)

Total 1-3/2016: €38.3 million (-14%, adjusted¹) +4%)



- STADA: No. 2 among local suppliers/producers
- 87% of the market are "out of pocket" (STADA: 94%)
- High degree of loyalty to the Nizhpharm and Hemofarm brands
- Limited government regulation

#### Measures in the currently difficult market environment

- Balanced portfolio
- Launch of new products as scheduled
- Selective price increases
- Support of successful regions, redistribution of resources in sales
- Focus on strategic and high-margin products

#### Outlook 2016

- Further expansion of the market position
- Sales growth in local currency

<sup>1)</sup> Adjusted for changes in the portfolio and currency effects.

<sup>2)</sup> Based on financial year 2015.

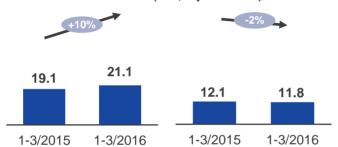


## Market region Asia/Pacific & MENA

Generics sales (in € million)

Branded Product sales (in € million)

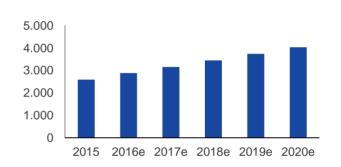
Total 1-3/2016: €36.3 million (+6%, adjusted¹) +8%)



### 1-3/2016

- Strong growth in Vietnam, China and Kuwait
- Restrained development as compared to the previous quarters due to high comparable basis

# **Development Vietnam** (in million EUR in CER<sup>2</sup>)



### Outlook 2016

- Sales growth
- Operating profitability above Group average
- IMS forecast market growth 2015-2020: 9.3% (with constant exchange rates)

- 1) Adjusted for changes in the portfolio and currency effects.
- 2) Constant exchange rates.



# **Branded Products**



# **STADA** branded products





# Wide range of product categories

**SWYZZSUN** 

Cough and Cold	Skin Treatments / Cosmetics	Vitamins, Minerals & Nutritional Supplements	Pain	Others
аквалор (Aqualor®)	Ladival	Fultium <sup>®</sup> -D <sub>3</sub>	Mobilat	APO-go*
Grippostad C	Cetraben® As close to your skin as you are	<b>Magne</b> trans <sup>®</sup>	Versatis® 5% lidokain medicinski flaster Z ALIJEPITE G D JE B O LI!	<b>ЛЕВОМЕКОЛЬ</b> <sup>®</sup> (Levomecol <sup>®</sup> )
SNUP	Zeroderma	<b>EUNOVA</b> °	Tramal	Витапрост <sup>®</sup> 15 эксперт Витапростана  (Vitaprost <sup>®</sup> )
COVONIA	Flexitol.	Cura <b>zin</b> k	ZALDIAR®	Hedrin
	CLAIRE	RVNFY 375	Transdermalni buprenorfin	

Investor Relations

**DAO**SIN<sup>®</sup>

Transtec HIRUDOID

PALEXIA®

Hoggar®



# **Top 10 brands in 1-3/2016**

No.	Brand	Growth in %	Sales in €million	Indication
1.	Grippostad® (OTC)	+24	16.4	Cough and cold
2.	Ladival® (OTC)	+12	14.6	Sun protection
3.	APO-go <sup>®</sup> (RX)	-4	12.9	Parkinson's
4.	Hoggar® (OTC)	+32	5.2	Stress relief, sleeping tablets
5.	Covonia® (OTC)	-18	4.7	Cough and cold
6.	Care <sup>®1)</sup> (OTC)	-17	4.5	Umbrella brand
7.	Kamistad® (OTC)	+2	4.2	Oral care
8.	Efferalgan® (OTC)		3.9	Pain, fever
9.	Hedrin® (OTC)	-8	3.9	Pediculosis
10.	Lavomax® (OTC)	>100	3.7	Antiviral immune stimulation
	All branded products	+3 (adj. +4) <sup>2)</sup>	189.8 Stiftung Waventest test	FÜR KINDER  GUT (2,1)  50+  In Yane,  Namenderin  Name

<sup>1)</sup> Umbrella brand for various indications such as skin care, cold medicine, gastrointestinal disease, pain medication, among others.

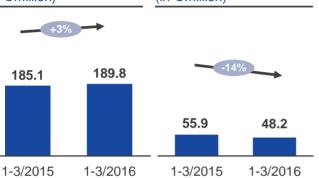
<sup>2)</sup> Adjusted for changes in the Group portfolio and currency effects



### **Branded Products 1-3/2016**



# Adj. EBITDA (in € million)

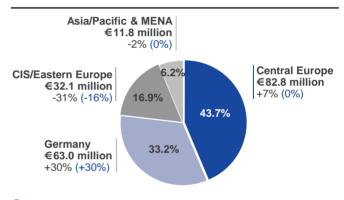


#### 1-3/2016

- Organic growth +4%
- CIS currently burdened by currency weakness and reluctance to buy
- Thornton & Ross with strong comparable basis in the previous year
- · Positive development in Italy and Spain
- Germany: +31% (seasonal orders)

(x) = Adjusted for changes in the Group portfolio and currency effects.

### Regional sales development



### **Strategy**

- Internationalization of leading brands
- Intelligent acquisitions with direct and sustainable contribution to cash flow: Differentiated approach, local BD, fast integration
- Support through advertising and strong position in pharmacies



### **Internationalization of Branded Products**





# **Strategic focus on OTC**

### 2011<sup>1)</sup>

	OTC corporation	Sales in €million
1	Bayer	1.257
2	Novartis	1.125
3	Sanofi	1.087
4	Johnson & Johnson	966
5	GlaxoSmithKline	780
6	TEVA	533
7	Reckitt Benckiser	485
8	Boehringer Ingelheim	440
9	Roche	392
10	Bristol-Myers Squibb	379
11	STADA	358
12	Pierre Fabre	340
13	Menarini	327
14	Meda	318
	Overall market	20.375

### 2015<sup>1)</sup>

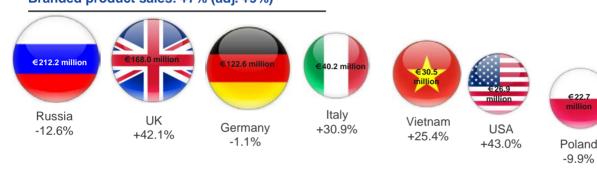
	OTC corporation	Sales in €million
1	Bayer	1.224
2	Novartis	1.193
3	Sanofi	1.120
4	Johnson & Johnson	945
5	GlaxoSmithKline	734
6	Reckitt Benckiser	572
7	TEVA	559
8	Boehringer Ingelheim	459
9	STADA	396
10	Roche	369
11	Meda	312
12	Braun-Melsungen	309
13	Fresenius	305
14	Bristol-Myers Squibb	296
	Overall market	21.241

<sup>1)</sup> Definition of overall market: EU28+RU+CH+NO+RS – Panel: Retail + Hospital – MAT/12/2015, not including cosmetics and Rx branded products; Source: IMS Health MIDAS



# Strong sales growth in the branded products area<sup>1)</sup> in 2015

Branded product sales: +7% (adj. +9%)







+3.6%



France

-49.6%

Spain +12.1%



Switzerland +15.6%



Ukraine -5.2%



€21.1

million

Kazahkstan +78.6%

Serbia +19.8%

<sup>1)</sup> Related to the market region.



## **Brand acquisitions**

#### **Acquisitions 2014 - 2016**

- CLAIRE FISHER (cosmetics)
- Aqualor<sup>®</sup> (cough and cold)
- Flexitol<sup>®</sup> (dermatological hand and foot care)
- Fultium<sup>®</sup> (vitamin D3 deficiency)
- AndroDoz<sup>®</sup> and NeroDoz<sup>®</sup> (men's health)
- Rydex® Immun-Power\* (nutritional supplement)
- DAOSIN® (enzymatic food intolerances)
- Combigesic<sup>®</sup> (analgesic combination distribution since Q4/2015)
- Binosto® (bisphosphonate/ osteoporosis distribution since Q4/2015)
- SWYZZ SUN (sun protection)
- Princess® (cosmetics/aesthetics) exclusive trademark license rights





# **Generics**





# Leading position in key markets

Belgium: #1

Eurogenerics

Serbia: #1

Hemofarm

Nizhpharm, MAKIZ

STADA

Arzneimittel

Spain: #2

Laboratorio STADA

Italy: #4

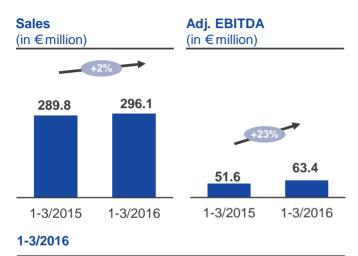
EuroGenerici

Agility, flexibility and longstanding expertise to manage heterogenous markets and complex portfolios is our plus – supported by a competitive cost basis and the highest quality



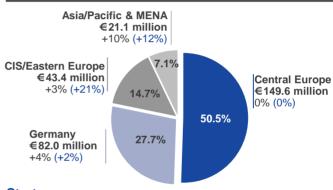


### **Generics 1-3/2016**



- Central Europe stable: Recovery effect in Belgium, restrained start in Italy and Spain
- CIS with positive development in local currency
- Strong performance in Germany
- Positive development in Asia/Pacific & MENA
- Significant margin improvement

### **Regional Sales Development**



#### Strategy

- Expansion of the biosimilar portfolio through inlicensing
- Focus on growth markets with high share of selfpayers, e.g. CIS, Asia and MENA
- Low-cost production in Serbia

(x) = Adjusted for changes in the Group portfolio and currency effects.



## **Environment analysis**

### **Growth markets health care & pharma**

- Global population growth
- Ageing society in industrialized countries
- Medical progress
- International pharmaceutical market prognosis to 2020: 5 to 7% p.a.<sup>1)</sup>

### **Growth opportunities for generics**

- Biosimiliars with high sales potential
- Continuous patent expirations
- Progressive generics penetration
- Global generics market prognosis to 2020: up to 7.9% p.a.<sup>1)</sup>

Growth opportunities

### Specific challenges and additional risks

- Regulatory interventions
- Exchange rate volatility
- Default risks, among other things

IMS Market Prognosis, September 2015; IMS Market Prognosis Global, September 2015; IMS Syndicated Analytics Service (September) 2015; prepared for STADA February 2016. The market data on generics fluctuate in some cases substantially due to differing market definitions from source to source.

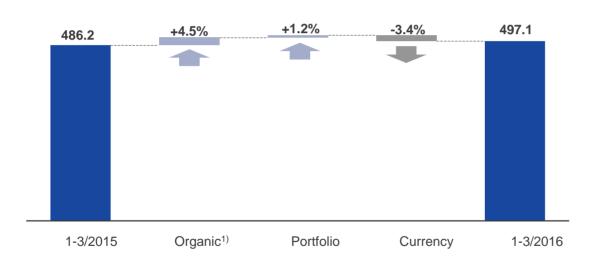


# **Finance**



# **Growth components 1-3/2016**

**Group sales: €497.1 million (+2.3%)** 



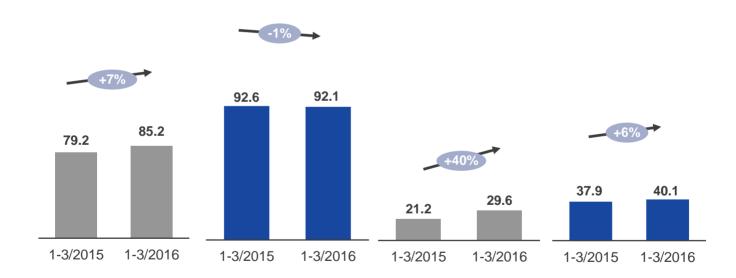
<sup>1)</sup> Adjusted for changes in the Group portfolio and currency effects.



# **Key earnings figures 1-3/2016**

**EBITDA (in €million) 1-3/2016 vs. 1-3/2015** reported adjusted<sup>1)</sup>

Net income (in €million) 1-3/2016 vs. 1-3/2015 reported adjusted¹)

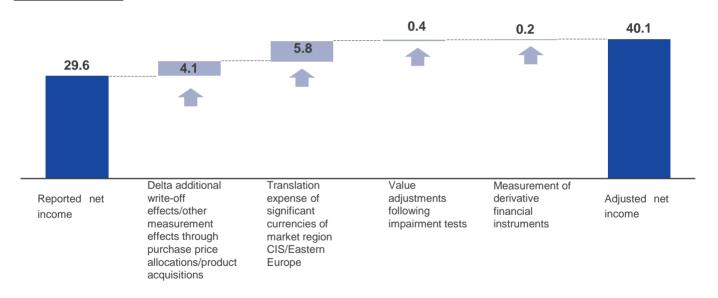


<sup>1)</sup> Adjusted for one-time special effects.



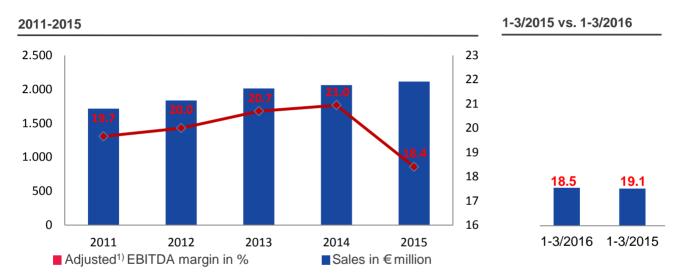
## **Net income adjustments in 1-3/2016**1)

#### in €million





## **Development of sales and margins**



- Improved gross margin, primarily through reduced procurement and production costs as well as a changed product mix
- 2015 burdened by negative currency effects, notably from the CIS region

- Burdens from CIS crisis; GER with strong, UK with weak start
- Increasing investments in advertising

<sup>1)</sup> Adjusted for one-time special effects (2009-2015) and non-operational effects from curreny influences (2009/2010).



## **Cost optimization is key**

#### Sourcing / Supply chain

- STADA is one of the biggest buyers of APIs. We take advantage of our buying power and have opened offices in Mumbai and Shanghai.
- Substantial savings achieved in recent years through optimized sourcing and increased internal production volume

#### **Production**

- Production capacities are fully utilized, in-house production volumes increased by 50% since 2011
- A new packaging center has been opened. Further insourcing would require significant investment in the expansion of capacities
- The increased complexity in the market requires smaller and flexible batch sizes

#### **General and Admin**

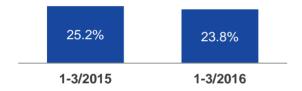
- Share of personnel costs in total G&A approx. 50% and declining
- Project with external consultant was initiated to bring down G&A costs



## Tax efficiency

**Development of the adjusted tax rate** 

Outlook adjusted tax rate





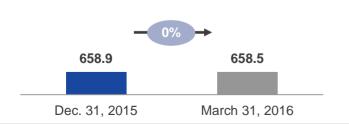
#### Significant reduction in the tax rate in 1-3/2016:

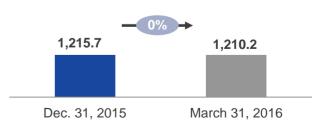
• In 1-3/2016, the adjusted tax rate decreased to 23.8% (previous year: 25.2%), which was primarily a result of a changed profit allocation.



## **Balance sheet structure**

Assets in €million	March 31, 2016	Dec. 31, 2015
A. Non-current assets	2,004.8	2,032.3
B. Current assets	1,278.9	1,255.1
Total assets	3,283.7	3,287.4
Equity and liabilities in €million	March 31, 2016	Dec. 31, 2015
A. Shareholders' equity	1,014.1	1,018.5
B. Non-current liabilities	1,233.3	1,282.6
C. Current liabilities	1,036.3	986.3
Total equity and liabilities	3,283.7	3,287.4
Net working capital in €million	Net debt in €million	



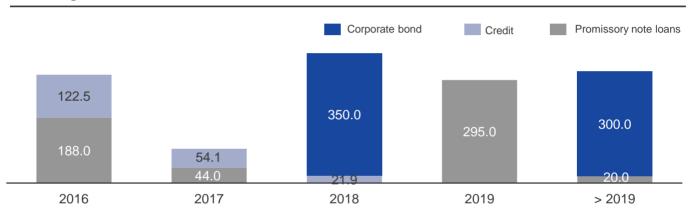


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## **Financing structure**

#### Remaining terms of financial liabilities due to banks as of March 31, 2016 in €million

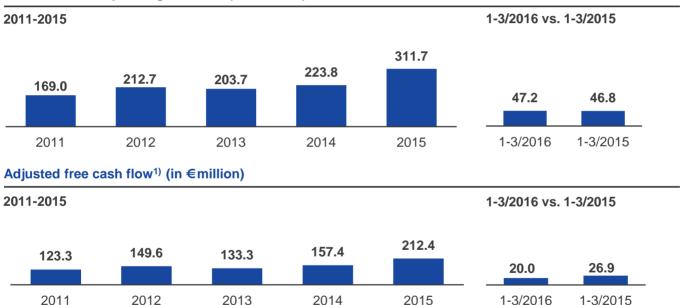


- Net debt to adjusted EBITDA ratio<sup>1)</sup>: 3.3<sup>2)</sup> (1-3/2015: 3.6<sup>2)</sup>)
- Cash and cash equivalents including current securities: €185.3 million (December 31, 2015: €143.2 million)
- Access to firmly pledged credit lines from banking partners for many years
- In April 2016, STADA took up promissory note loans with a total nominal value of €350 million with an average interest coupon of approx. 1% (term of five and seven years, fixed and variable)
- 1) Adjusted for one-time special effects.
- 2) Net debt to adjusted EBITDA ratio of the reporting period



## Cash flow at all-time high

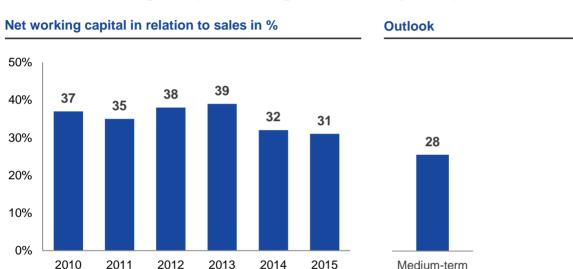
#### Cash flow from operating activities (in €million)



<sup>1)</sup> Free cash flow comprises cash flow from operating activities and cash flow from investing activities, adjusted for payments for significant investments or acquisitions and proceeds from significant disposals



## Net working capital significantly improved



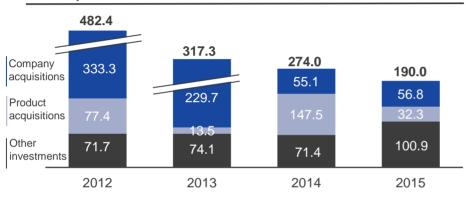
- Program for the optimization of the net working capital: Medium-term target 28%
- In absolute terms this represents an improvement of around €60 million



## **Disciplined capital allocation**

#### Total expenses 2012-2015 € million

1-3/2016 vs. 1-3/2015 in €million





- Share of consolidated companies and business combinations
- Significant investments in intangible assets for the expansion of the product portfolio
- Investments in other intangible assets, in property, plant and equipment and financial assets

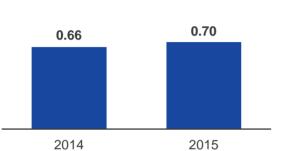
#### **Proceeds**

- 1-3/2016: € 1.6 million
- 2015: €11.8 million
- 2014: €12.0 million
- 2013: €5.4 million
- 2012: €14.0 million



## **Dividend proposal**

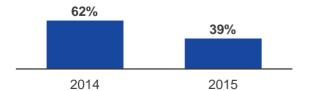
#### Dividend per STADA share in €



#### Pay-out ratio









# **Notes**



## P&L details 1-3/2016

in €million	1-3/2016 in € million	1-3/2016 in % of sales	1-3/2015 in € million	1-3/2015 in % of sales	
Gross profit	241.5	48.6	233.4	48.0	Improved despite burdens from the CIS crisis; significantly improved procurement and production costs
Selling expenses	117.0	23.5	110.3	22.7	Increasing investments in marketing
General and administrative expenses	43.7	8.8	44.0	9.1	Strict cost control
R&D expenses	14.9	3.0	16.2	3.3	Lower project costs
Financial result	-12.6		-16.4		Interest expense reduced through positive financing environment and evaluation effects from derivatives
Taxes on income	11.8		11.2		Adjusted tax rate improved as compared to the previous year with 23.8% due to changed earnings allocation (1-3/2015: 25.2%)



## **Concentration of the production processes**

Share in production volume 2009	Own production locations	Share in production volume 2015
34%	Market region Germany  Bad Vilbel (Germany)	13%
	Pfaffenhofen (Germany)      Market region Central Europe	12%
56%	<ul> <li>Huddersfield<sup>1)</sup> (UK)</li> <li>Market region CIS/Eastern Europe</li> <li>Vrsac (Serbia)</li> <li>Sabac (Serbia)</li> <li>Dubovac (Serbia)</li> <li>Banja Luka (Bosnia-Herzegovina)</li> <li>Podgorica (Montenegro)</li> <li>Nizhny Novgorod (Russia)</li> <li>Obninsk (Russia)</li> </ul>	61%
10%	Market region Asia/Pacific & MENA Ho-Chi-Minh-City (two locations in Vietnam) Tuy-Hoa-City (Vietnam) Peking (China)	14%
14	Number of production sites <sup>1)</sup>	14

1) Purchase as of August 2013 with the acquisition of Thornton & Ross.



## Share capital and shareholder structure

	March 31, 2016
STADA shares <sup>1)2)</sup>	62,342,440
Number of treasury shares	85 920

#### Shareholder structure as of Dec. 31, 2015

- 100% free float
- Approx. 68% institutional investors
- Current notices with regard to the exceeding of the legal reporting threshold of > 3% of shareholdings are published on STADA website (www.stada.com)
- Approx. 10% pharmacists and doctors

<sup>1)</sup> Owners of registered common shares with restricted transferability must be recorded in the shareholders' register in order to be able to exercise their shareholders' rights. Recording in the shareholders' register is only possible with the approval of the Executive Board.
2) Additional authorized capital of 29.4 million common shares.



## Responsibility and sustainability

#### **Code of Conduct**

#### **Market and products**

- STADA mission statement: care for people's health and well-being.
- Generics contribute to efficient and affordable health care for society
- Risk-averse business model: no research, very few clinical studies and animal experiments, therefore no risk concentration
- Focus on marketing and sales in the over-thecounter drug market

#### **Environment**

- Top priority placed on quality and product safety
- GMP-certified production facilities
- Business model without significant emissions risk since no active pharmaceutical ingredients are produced
- Regular Group-wide quality control reviews in own production facilities as well as at suppliers

#### **Society**

- Strengthening of employee well-being through fitness and health care
- High share of women in management positions (2015: 48%)
- Professional training, language classes, talent development programs
- Additional forms of remuneration, such as childcare contributions
- Sponsoring activities, support of culture and sports

#### Governance

- Annual Declaration of Compliance in accordance with the German Corporate Governance Code: determination of shareholder rights, cooperation between the Executive Board and the Supervisory Board, as well as remuneration, reporting and transparency obligations
- Group-wide Compliance Management System based on best practices



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