



STADA: New Skills

Pressekonferenz Frankfurt

Sofitel
08. März 2018



Where do we want to be in 5 years?

New skills

Today we are not a true global player

Today we have few "high entry barrier" products

A large orange arrow pointing downwards, connecting the two text boxes above to the 'NEW SKILLS' box below.

NEW SKILLS



Where do we want to be in 5 years?

External and Internal Factors



Where do we want to be in 5 years?

STADA will be present in prescription and non-prescription remedies

Prescription Business

Specialties with innovative features:

Mostly branded

Prescription Generics

Unbranded and branded

Strongly regulated

Driven by scientific detailing
Health Experts driven

Non Prescription Business

OTC, Probiotics, Cosmeceuticals, Food incompatibility, Diagnostics

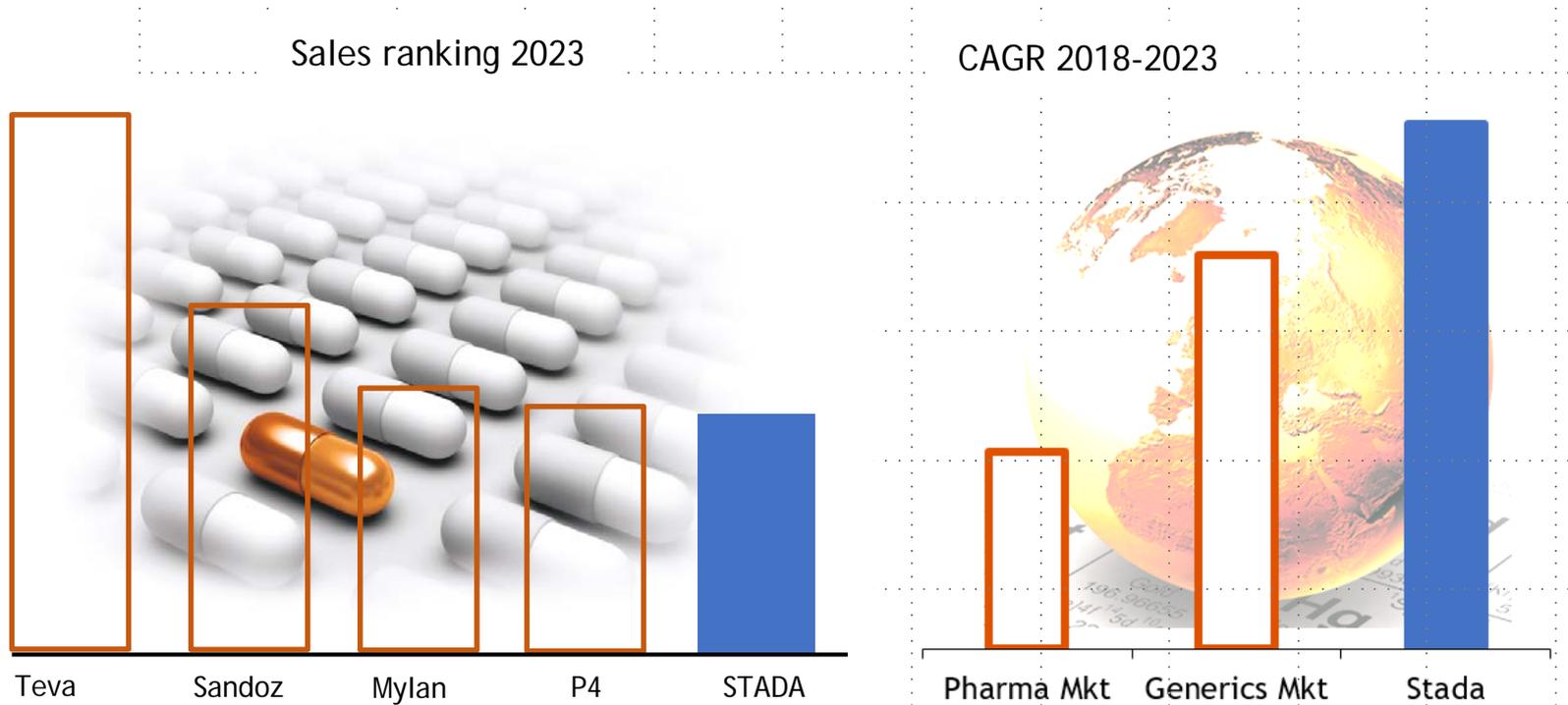
Mostly branded

Less regulated

Driven by A&P spending
Consumer driven

Where do we want to be in 5 years?

STADA will grow faster than the market



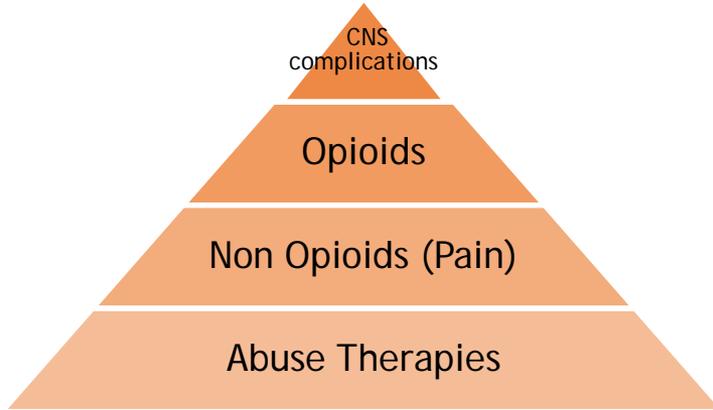
A strong European Nr. 3 , globally Top 5
outperforming the markets



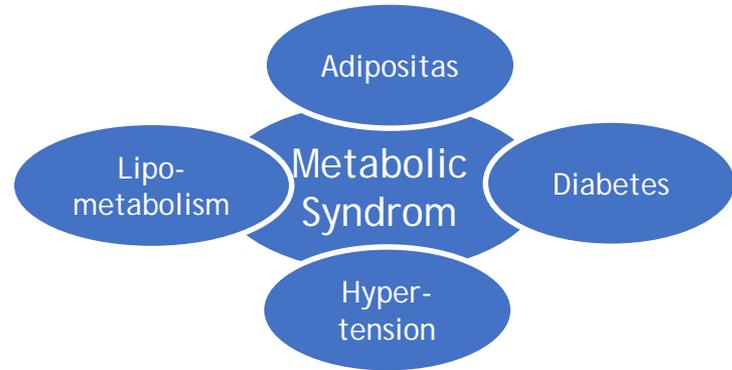
Where do we want to be in 5 years?

STADA will be present in Generics **and** in specialized Therapeutic Clusters

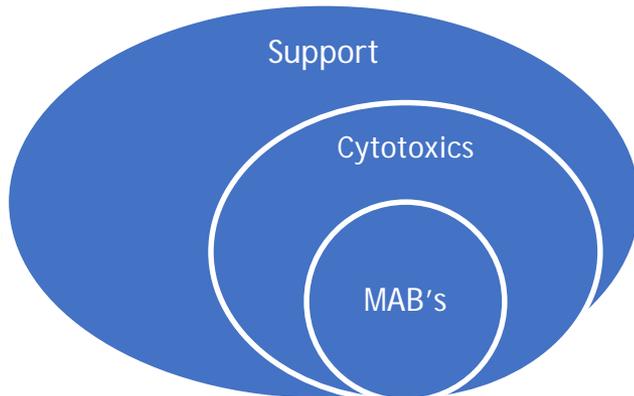
CNS / Pain / Abuse



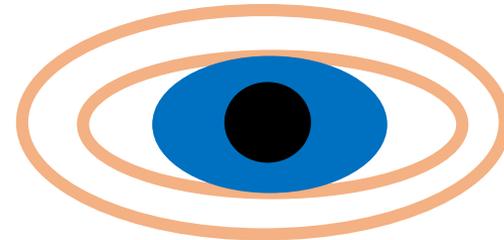
Diabetes



Oncology



Ophthalmology



Where do we want to be in 5 years?

STADA will have a clearly positioned Consumer Health business

We have a number of pan-European (umbrella) brands
We pursue bolt on acquisitions
We have a strong CH EU5/UK/ CIS business

Food incompatibility,
Enzymes and Diagnostics

From Probiotics to
Metabiotics

Internationalize,
Build umbrella brands

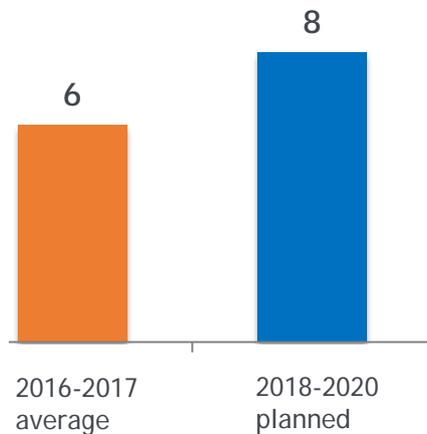
Niche activities in
Cosmetics / Cosmeceuticals



Where do we want to be in 5 years?

Our growth will be underpinned by investment in R&D

Total spend on R&D *
as a % of Group sales



Includes over €100m planned spending on Biosimilars in 2018-2020 (co-development and in-licensing)



* Sum of expensed + capitalized R&D



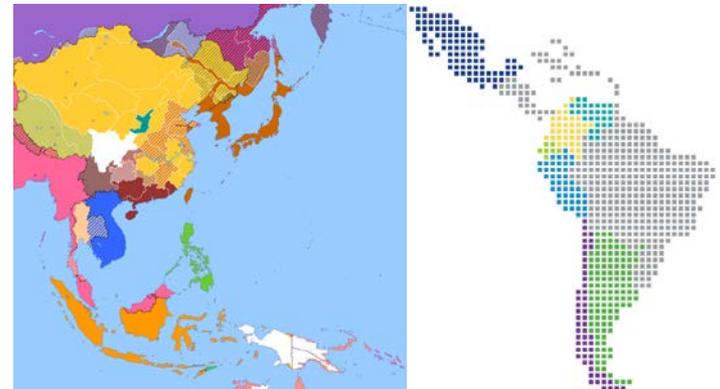
Where do we want to be in 5 years?

Acquisitions and Greenfield

Developed Markets



Emerging Markets



Where do we want to be in 5 years?

Main initiatives

All of Europe: build Hospital presence and prepare launch of Biosimilars with collateral chemical portfolio

Germany: Defend our top tender position and successfully manage Consumer care products. Launch Specialty portfolio in STADAPharm

UK: growth of Natures Aid portfolio, APOgo, Generics

Russia: significant number of new products , extended and new production technologies

Emerging Markets:

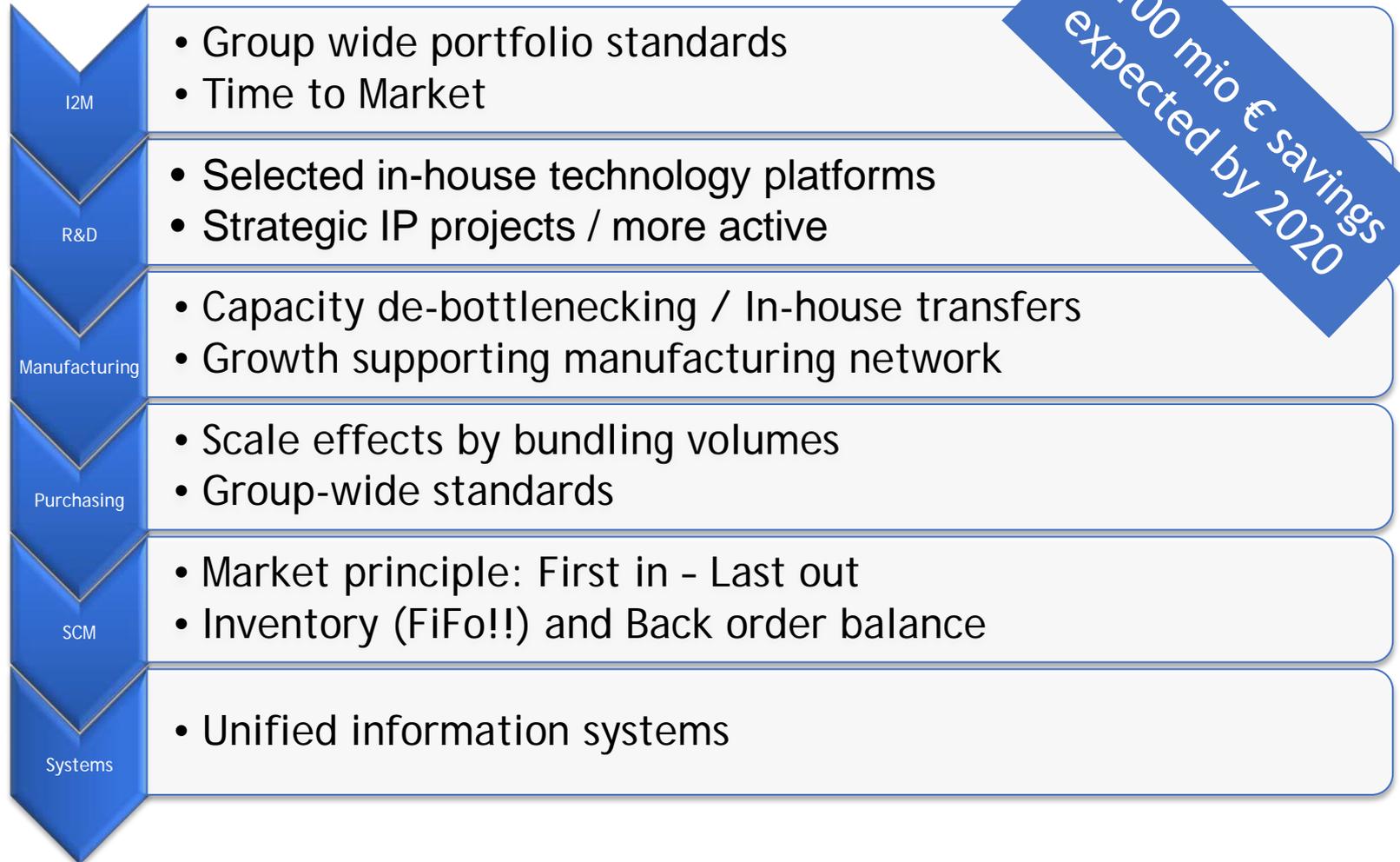
MENA: Invest in a territory with >500 mio people

Asia: Re-build Vietnam, focus on high growth markets



Where do we want to be in 5 years?

Efficiency gains in processes



Main Initiatives

Summary

- Higher investments in more complex products
Biosimilars, Generics with „hard to make“ delivery systems, OTC)
- New Channels: Build Hospital and Digital presence
- New Geographies focussing on Emerging Markets
- Process re-engineering with saving potential of >100 mio € by 2020

