gerresheimer

Focus – Transform – Grow: Our Strategy for Sustainable, Profitable Growth

Dietmar Siemssen, CEO

December 08, 2020

Transforming our Gerresheimer into a growth value as innovation leader and solution provider

gerresheimer

New Corporate Design
The Transformation Becomes Visual

Broadbased

A clear message for excellence, dynamic, innovation and growth. This is reflected in the whole Design and first, in our new logo. A new company appears on the horizon.
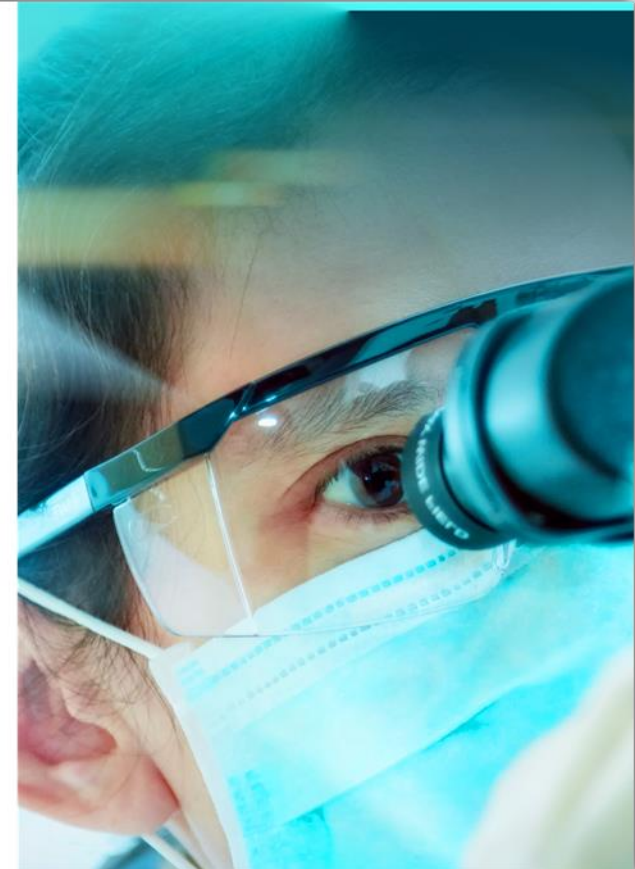
gerresheimer

innovating for a better life

gerresheimer

New Corporate Design
The Transformation Becomes Visual

Broadbased

Involving and focused

We work in collaboration, and we have a clear focus on our goals. This is reflected in our image style. Always with a focus and close the people.

gerresheimer

New Corporate Design
The Transformation Becomes Visual

Broadbased

Involving and focused

Pathbreaking and driven

Colors full of contrast and brightness in a dynamic combination are showing our willingness to innovate and to perform.

gerresheimer

Unternehmen   Produkte   Services   Investor Relations   News und Events   Karriere

Clevere Lösungen mit einzigartigen, individuellen Eigenschaften.

MacBook

gerresheimer

New Corporate Design
The Transformation Becomes Visual

Broadbased

Involving and focused

Pathbreaking and

Strong and bold

We are excellent, and we show it in a bold layout and in large horizontal images in clear colors. Generous spaces with a reduction to the essence.

gerresheimer

Agenda

1. **Strategy formula G: Becoming Innovation Leader and Solution Provider**

2. Strategic Levers to Accelerate Growth
   - Growth
   - Innovation
   - Excellence
   - Leadership
   - Sustainability

3. Growth Outlook

gerresheimer

The World is Changing
We Anticipate Global Mega Trends and Catch the Waves

Emerging Markets: Increasing health care access

Increase in chronic diseases and aging population

Urban population and growing upper classes

Increasing importance of biotech

More self-medication and individual medicine

Focus on Sustainability

Vaccinations as growth market
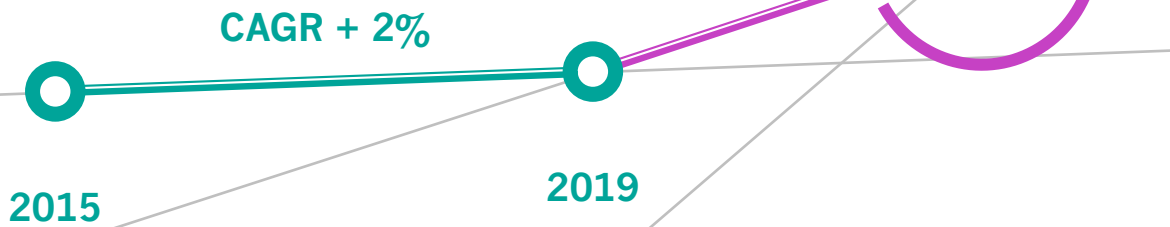
Generics as growth market

Increasing health care costs and tighter regulation

gerresheimer

Mission: Leave Historical Stagnation Behind
formula G as Vehicle into Sustainable, Profitable Growth

formula
2028 g

CAGR + 2%

2015

2019

**The Transformation
is Ongoing**

gerresheimer

Execution: The Change and Growth Engine is Running

The Whole Organization Contributes

2020

Vision 2028:
Leading in Health and Well-Being Delivery Solutions

formula 2028 IT

formula 2028 F

formula 2028 HR

formula 2028 Asia

formula 2028 Americas

formula 2028 GI Glass

formula 2028 Devices

formula 2028 P Plastic

formula 2028 Syringes

formula 2028 BS Biological Solutions

formula 2028 D Digitalization

formula 2028 I Innovation

formula 2028 Sus Sustain-ability

formula 2028 IR Investor Relation

formula 2028 M&A Mergers & Acquisitions

formula 2028

Implement Numerous Strategic projects and programs to materialize on growth opportunities

gerresheimer

Set Ambitious Targets and Achieve Them
Growth Acceleration in the Mid-Term
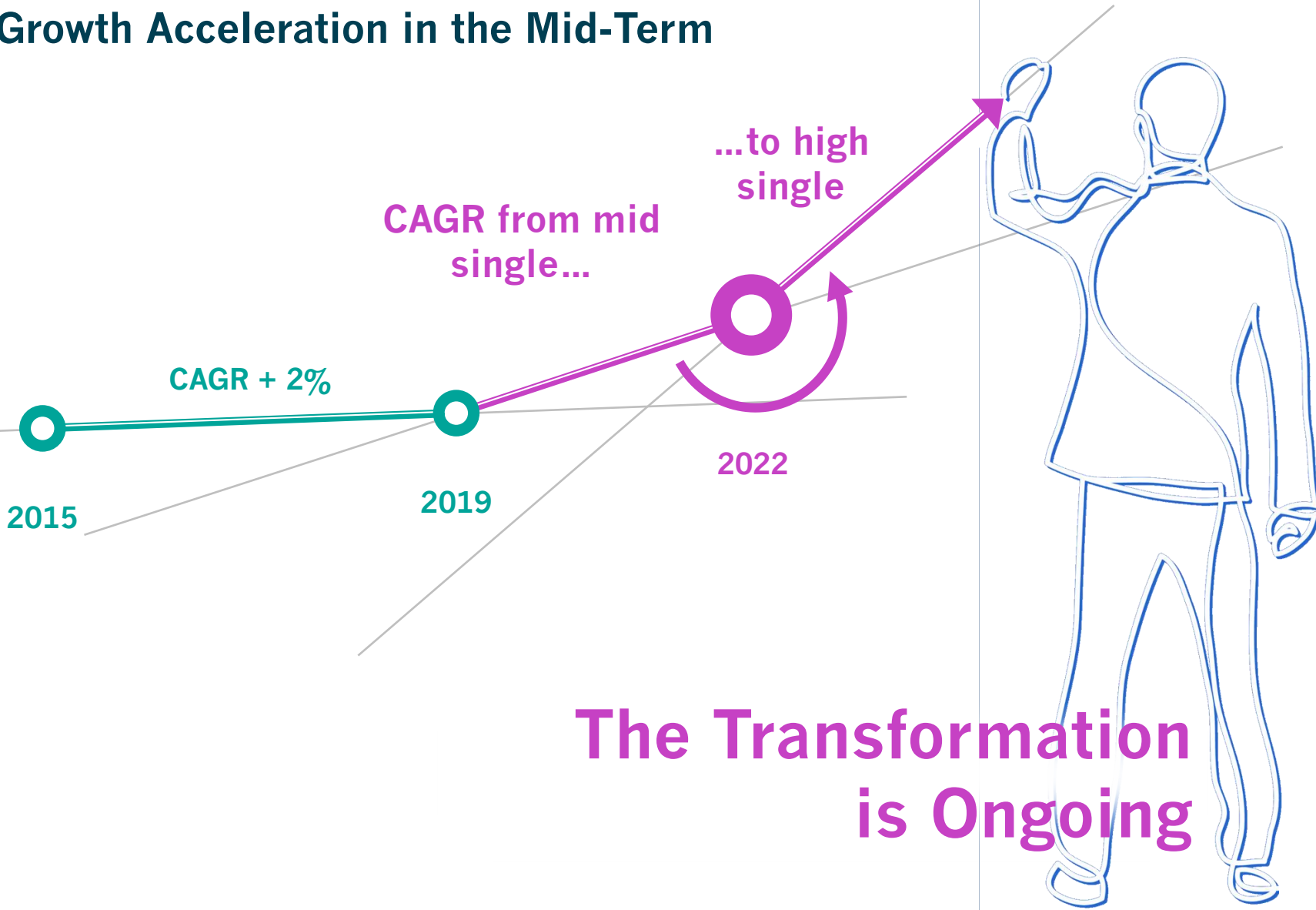
CAGR + 2%

2015

2019

CAGR from mid single...

...to high single

2022

The Transformation is Ongoing

gerresheimer

Agenda

1. Strategy formula G:
   Becoming Innovation Leader
   and Solution Provider

2. Strategic Levers to Accelerate
   – Growth
     – Innovation
     – Excellence
     – Leadership
     – Sustainability

3. Growth Outlook

gerresheimer

Outperforming Markets and Accelerating Growth
Definition of Growth Segments

Market	Growth Segments	Next Level

Mid to High Single Digit Growth

- Innovative products, customers solutions and high value products
- Focus on injectables and biotech solutions
- Global expansion into growth regions
- Leading supplier in MedTech & Smart Devices
- Partner of choice for our customers

- Advanced Technologies
- M&A

Underlying market growth

gerresheimer

Turning Global Trends into Business Opportunities
Example Injectables

Market for injectables with attractive growth rates

The market for injectables is growing with attractive CAGRs 6-10%:

- Syringes
- Vials
- Pens and autoinjectors

Significant growth of biologics and biosimilars.

- Clear expectation: In 2028 more than 50% of injectables will be biologics

Boosted by increasing global demand for vaccination – beyond Covid-19

Serve the increasing global demand

| Expanding capacity in syringes, vials and injectors | Innovate on high value solutions: ELITE, RTF |

Well positioned in attractive niche markets through our broad product portfolio and regional footprint

gerresheimer

Triple Sales with Biologics Customers
Example Biologics

Gx® Biological Solutions · cross divisional team

Innovative product solutions for biotech drugs

Best possible packaging configuration

Interdisciplinary team of scientists, designers, engineers and product managers
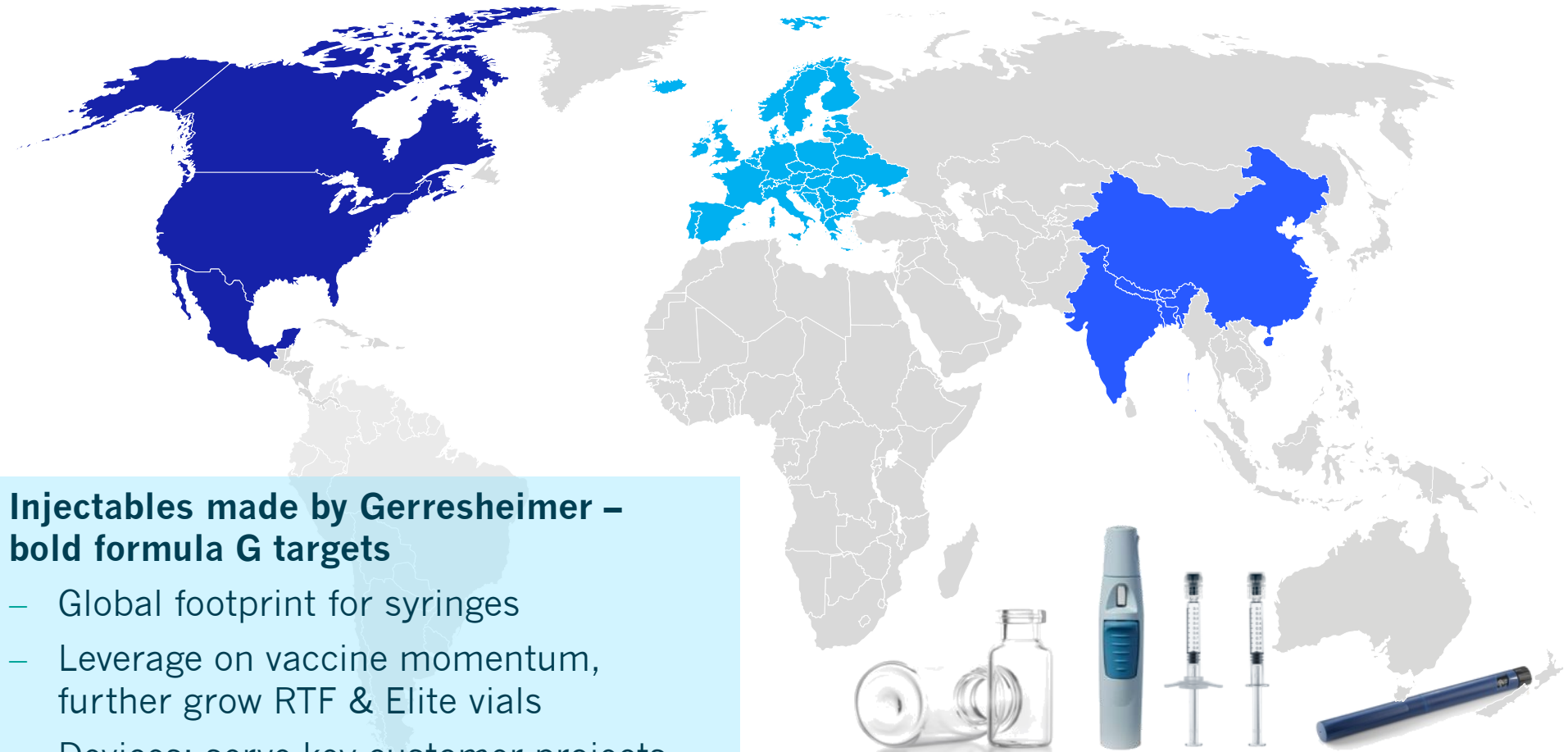
Full-service provider for small, mid and large biotech companies (regulatory, laboratory, …)

gerresheimer

Boosted Demand in Injectables
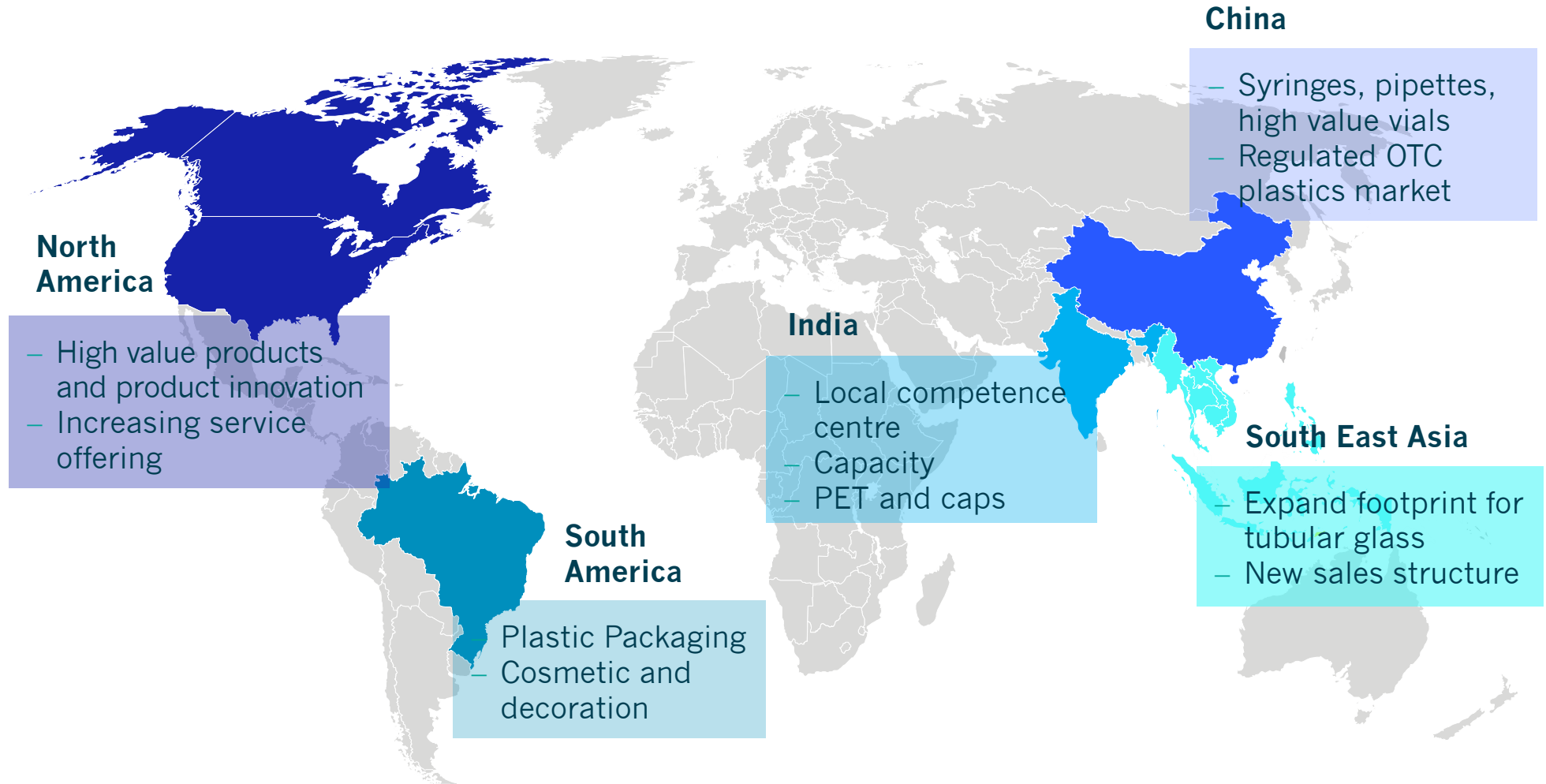## Global Capacity Expansion in Syringes, Vials, Pens & Autoinjectors

Injectables made by Gerresheimer – bold formula G targets

– Global footprint for syringes

– Leverage on vaccine momentum, further grow RTF & Elite vials

– Devices: serve key customer projects and expand own solutions and IP

gerresheimer

Serving our Global Customers

Global Expansion: Increase Footprint and Competence

China

- Syringes, pipettes, high value vials
- Regulated OTC plastics market

North America

- High value products and product innovation
- Increasing service offering

India

- Local competence centre
- Capacity
- PET and caps

South East Asia

- Expand footprint for tubular glass
- New sales structure

South America

- Plastic Packaging
- Cosmetic and decoration

gerresheimer

Growth With Key Accounts

Global KAM: Over Proportional Growth With Key Customers

Increase revenue potential through our Global Key Account Management

Customer centric offering – cross-divisional over all business units

- Secure global quotes from customers

- Use cross-selling potentials through all business units

- Intensify relationships through early involvement in product development

- Provide solutions instead of single products

- Be the go-to partner for pharma and healthcare industry

Customer

gerresheimer

M&A with Further Potential for our Growth Story

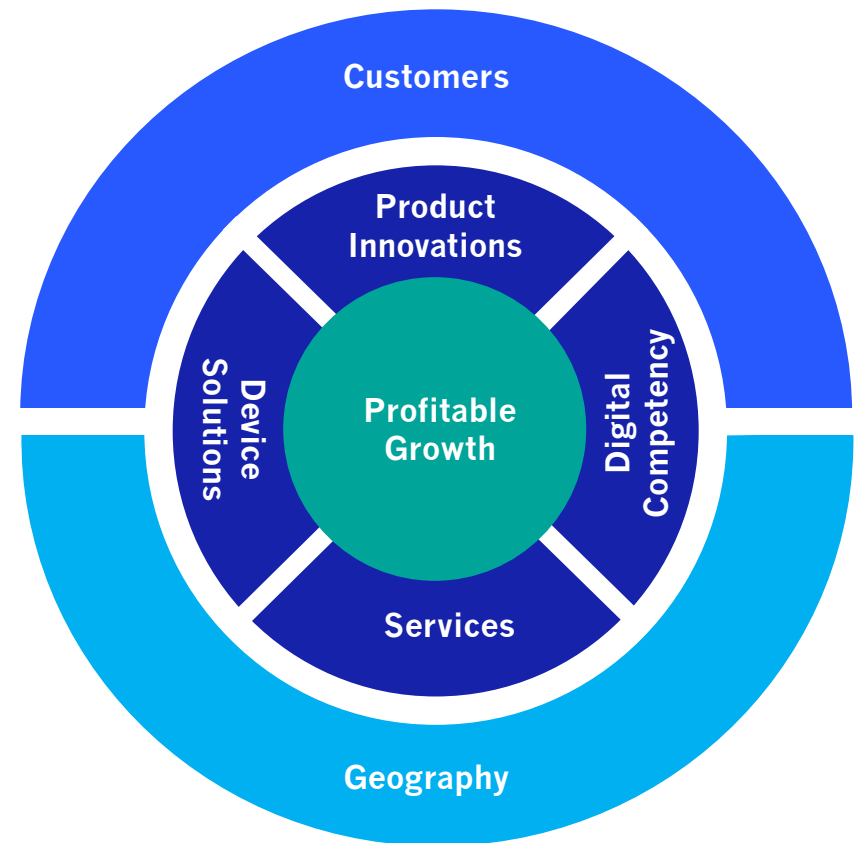## Structured Strategic Evaluation Process for Inorganic Growth

- M&A as part of our growth story
- Established structured approach for acquisitions
- Consider strategic corporations and partnerships

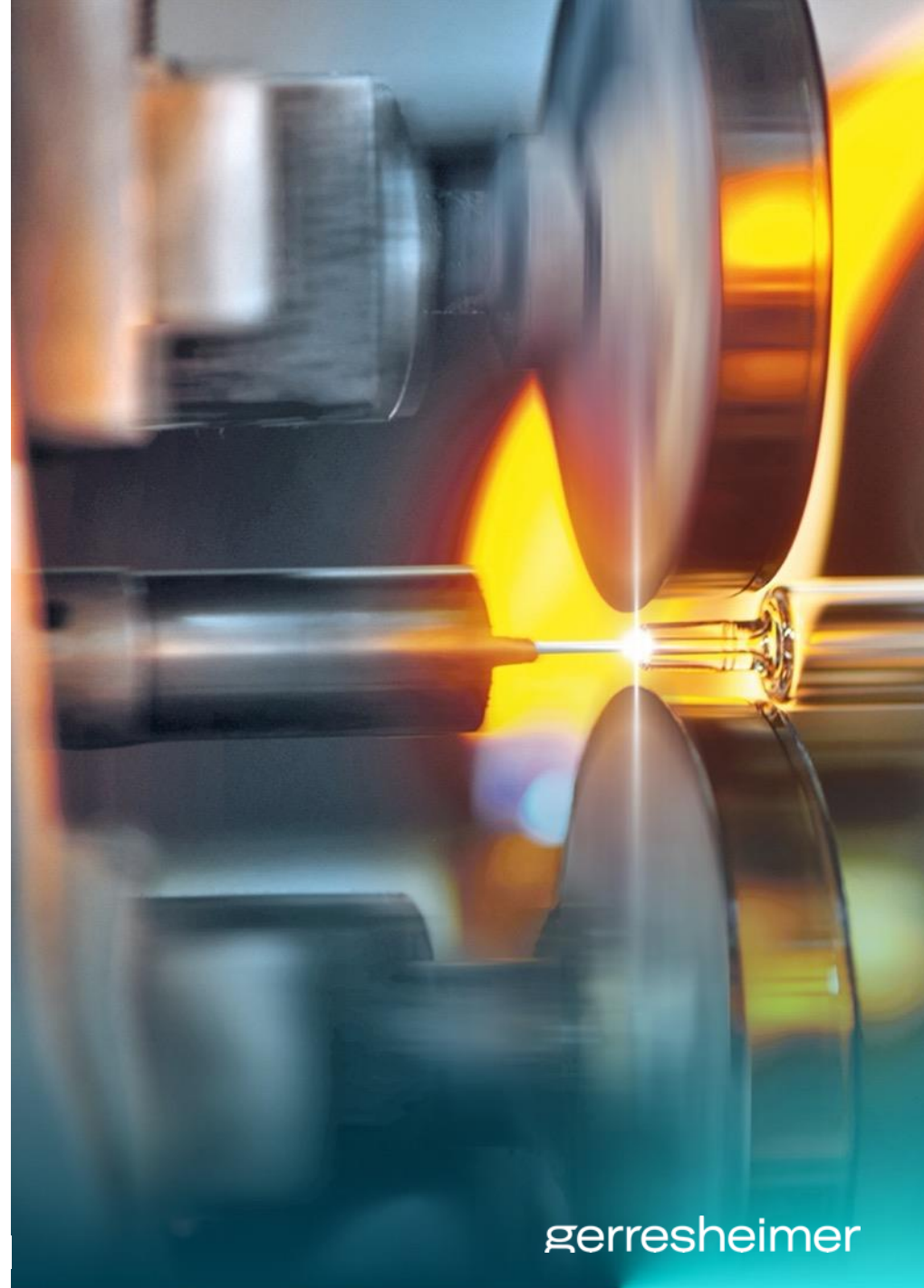**Strategic Fit**

Attractive Stand Alone Case

Synergy Potential

Value Accretion

Customers

Product Innovations

Device Solutions

Profitable Growth

Digital Competency

Services

Geography

gerresheimer

Agenda

gerresheimer

Leading in Innovation
The Strategic Development Partner of our Customers

formula 2028

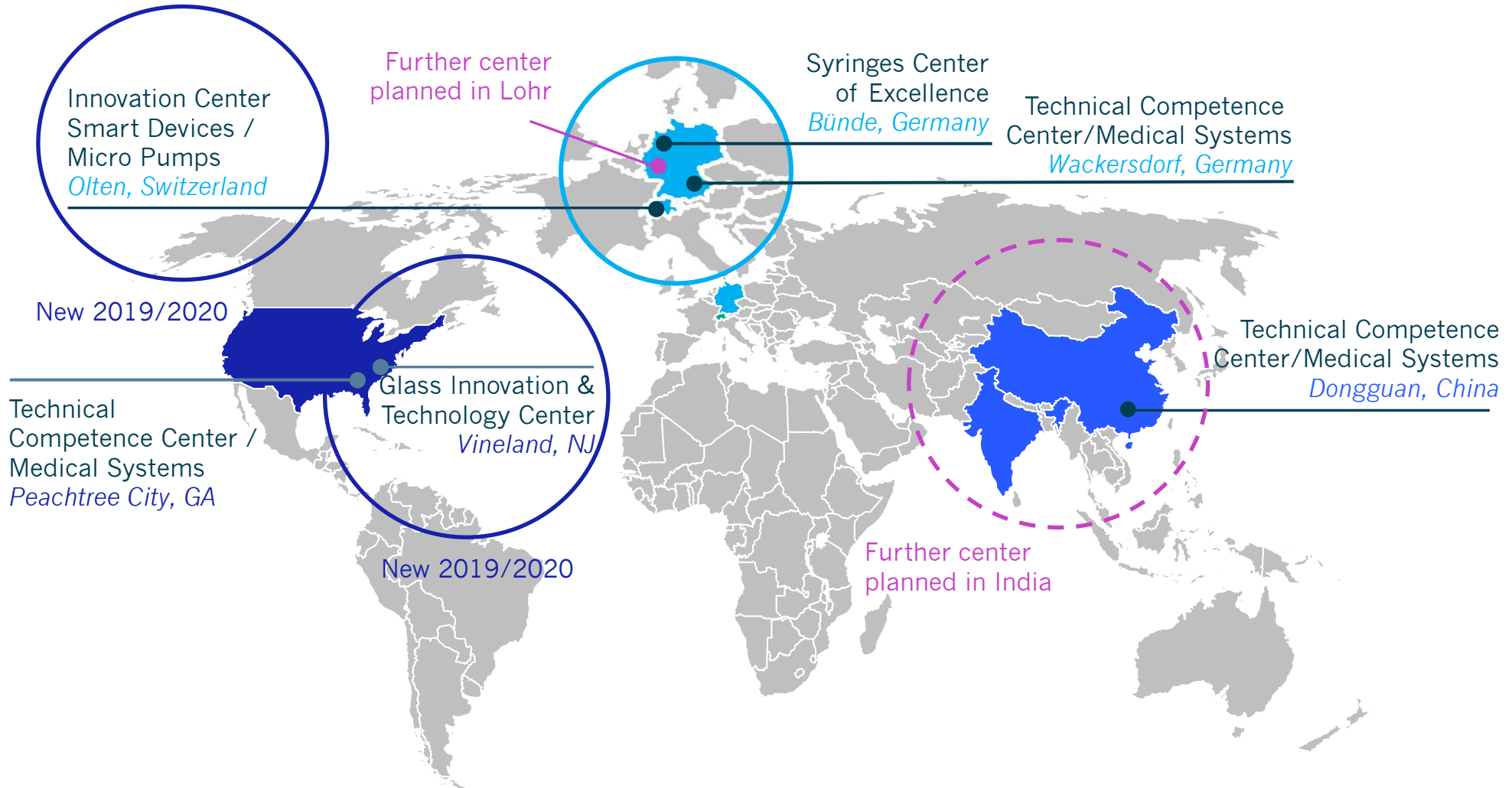**One third of sales through innovative solutions** *by 2028!*

Opening the minds: establishing a culture of innovation

Collaborating Innovation Network – internal and external

Innovation process in close cooperation with our customers

gerresheimer

Connect Competence Centers to a Global Network
Group-wide Technology Center

Innovation Center
Smart Devices /
Micro Pumps
Olten, Switzerland

Further center
planned in Lohr

Syringes Center
of Excellence
Bünde, Germany

Technical Competence
Center/Medical Systems
Wackersdorf, Germany

New 2019/2020

Technical
Competence Center /
Medical Systems
Peachtree City, GA

Glass Innovation &
Technology Center
Vineland, NJ

New 2019/2020

Technical Competence
Center/Medical Systems
Dongguan, China

Further center
planned in India

gerresheimer

Growth in Elite Glass is now Materializing

Growth Through Innovative Products

Example: Gx® Elite Glass

– Reducing the customers' total cost of ownership

– High resistance for breakage and delamination

– No need to re-file

– Registered for patent

Expected sales CAGR 2020-25:

~30%

gerresheimer

Into the Customer's Value Chain
High Value Products with RTF

Example: Gx® RTF Vials

- Increasing demand for ready-to-fill products – moving up the value chain

- Offering of pre-washed and sterilized vials as enhancement of product portfolio

- Transferring established knowhow and capabilities from RTF syringes into vials & cartridges

Expected sales CAGR 2020-25: >50%

gerresheimer

Enlarge Product Portfolio of High Value Solutions

Growth Through Innovation and High Value Products

Innovative

Innovative drug delivery solutions & process/ service capabilities

Meaningful Sales Contribution by 2025e

Gx Biologic Solutions

CAGR 2020-25e: >75%

CAGR 2020-25e: >60%

Volume Products

Standard

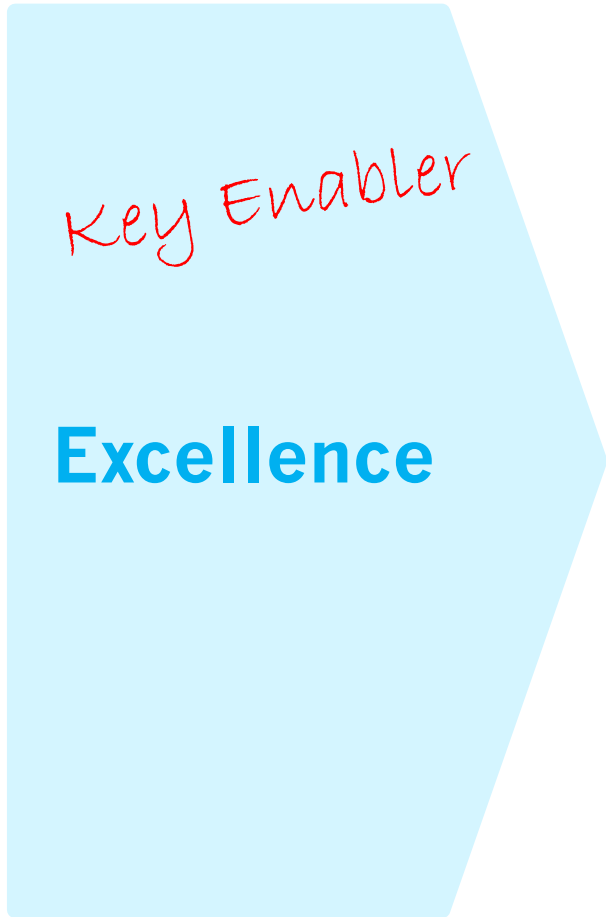**Product**

Solution

Agenda

1. Strategy formula G:
   Becoming Innovation Leader
   and Solution Provider

2. **Strategic Levers to Accelerate**
   - Growth
   - Innovation
   - **Excellence**
   - Leadership
   - Sustainability

3. Growth Outlook

gerresheimer

Excellence in Everything we do
Key Priorities While Striving for Excellence

Key Enabler

Excellence

Products & Processes
Excellent quality and state of the art production

Customers
Priority on excellent customer touchpoints

Gerresheimer family on a mission

Sustainability
Rethink the future

Investors
Treat investors like partners

gerresheimer

Quality – Driver of Growth & Profitability
Excellence in Production

Cross-divisional Excellence Council established
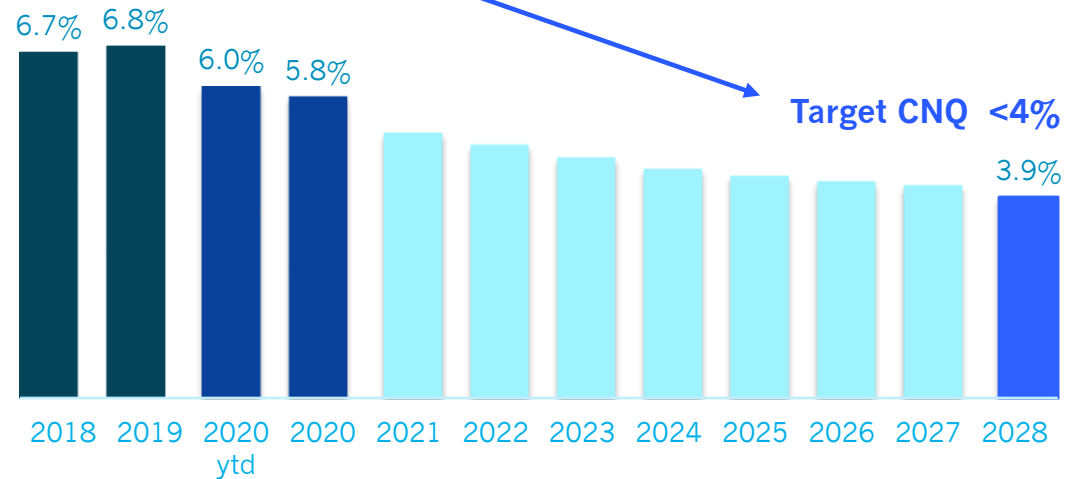
Clear targets and timeline

Driven by improvements in process capability, especially digitization

- Best-in-class inspection cameras

- Predictive Maintenance

- Closed-loop fully automatized production

formula G goal
CNQ score **< 4%**

Target CNQ (%)

Target CNQ <4%

Year	CNQ
2018	6.7%
2019	6.8%
2020 ytd	6.0%
2020	5.8%
2021	
2022	
2023	
2024	
2025	
2026	
2027	
2028	3.9%

gerresheimer

Agenda

1. Strategy formula G:
   Becoming Innovation Leader
   and Solution Provider

2. **Strategic Levers to Accelerate**
   – Growth
   – Innovation
   – Excellence
   – **Leadership**
   – Sustainability

3. Growth Outlook

gerresheimer

Passion for Growth
## Inspire the Whole Organization for Growth Mindset

FIXED MINDSET

GROWTH MINDSET

Challenges help me to grow

Failure is an opportunity to grow

Feedback is constructive

I like to try new things

We live our values

Our Values

Teamwork
Responsibility
Integrety
Bold Innovation
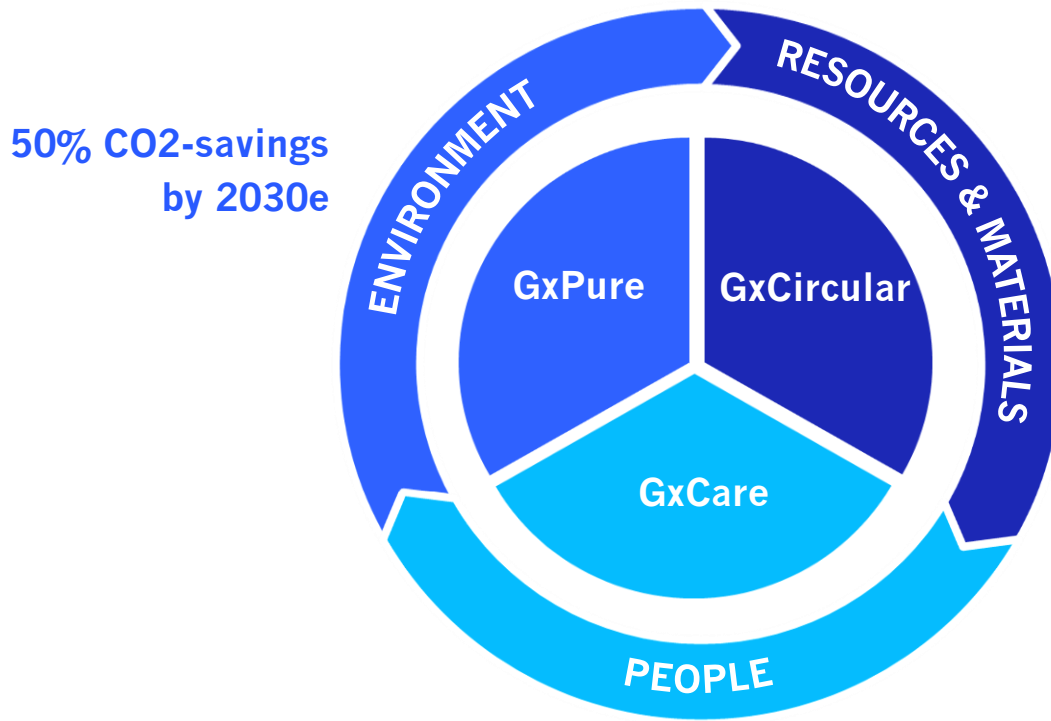**E**xcellence

gerresheimer

Agenda

1. Strategy formula G:
   Becoming Innovation Leader
   and Solution Provider

2. **Strategic Levers to Accelerate**
   – Growth
   – Innovation
   – Excellence
   – Leadership
   – **Sustainability**

3. Growth Outlook

gerresheimer
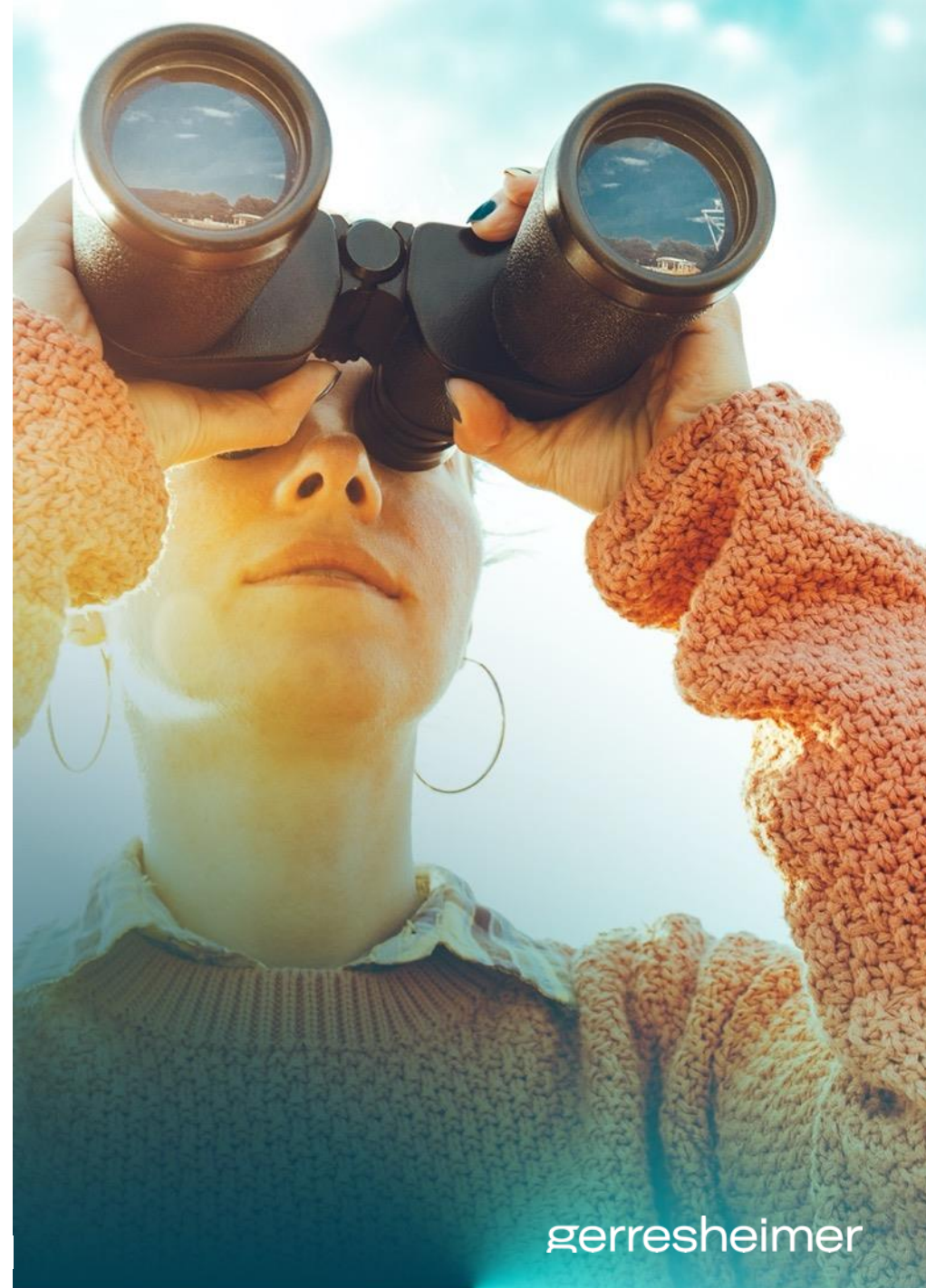
Rethink the Future: Sustainability as Growth Lever
Holistic Approach with Bold Targets Setting new Standards

3 Examples

50% CO2-savings by 2030e

ENVIRONMENT

RESOURCES & MATERIALS

GxPure

GxCircular

GxCare

PEOPLE

Gx eco-design principles: 100% by 2023

Health & Safety:
Lost time accident frequency ratio:
-80% by 2028

Already strong today:

CDP
DRIVING SUSTAINABLE ECONOMIES

MSCI ESG RATINGS
AA

| CCC | B | BB | BBB | A | AA | AAA |

SILVER
2020
ecovadis
CSR Rating

Ambitious Goals for the future
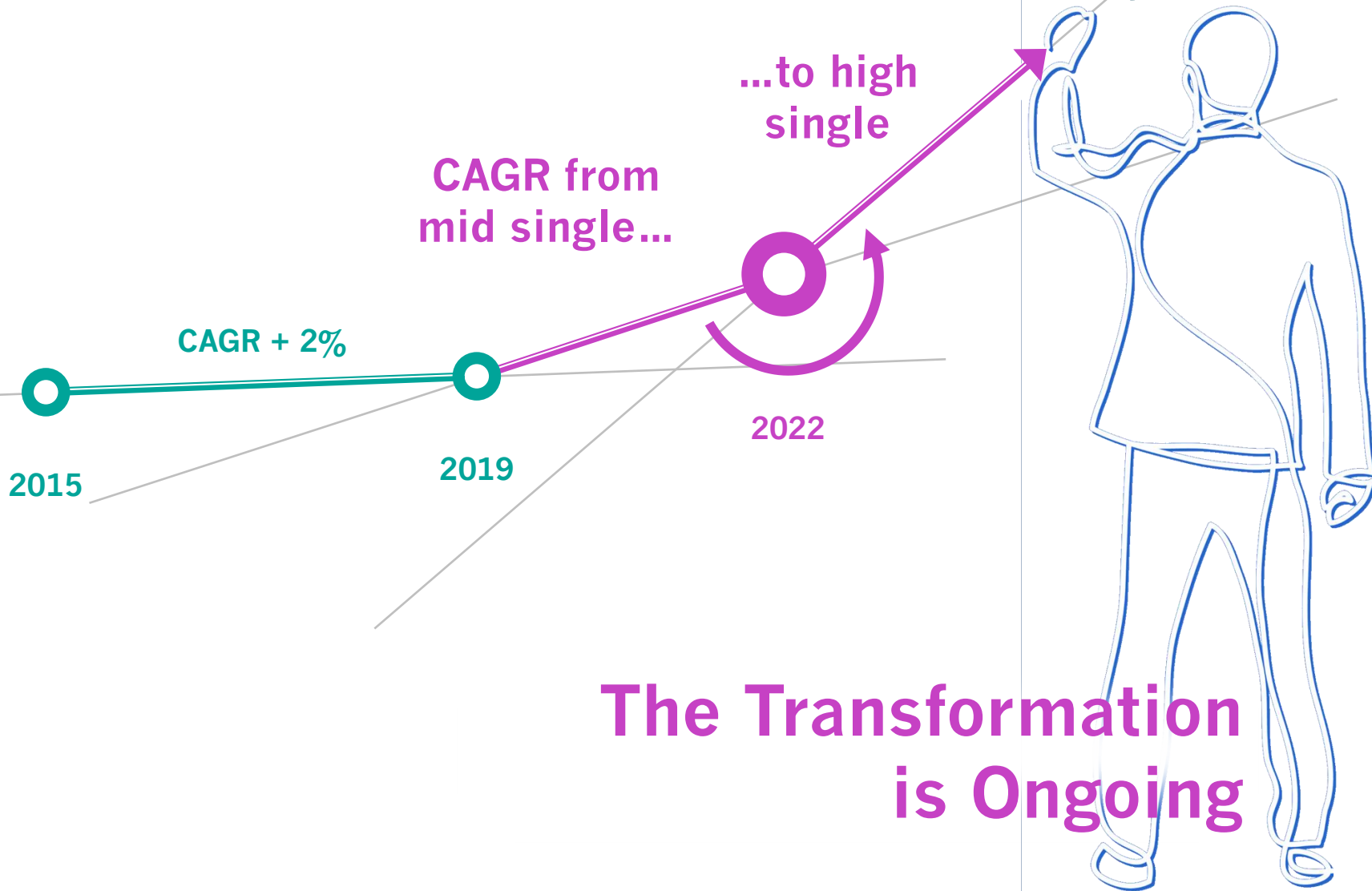
gerresheimer

Agenda

1. Strategy formula G:
    Becoming Innovation Leader
    and Solution Provider

2. Strategic Levers to Accelerate
    – Growth
    – Innovation
    – Excellence
    – Leadership
    – Sustainability

3. **Growth Outlook**

gerresheimer

Profitable Growth Accelerating
Revenue Guidance for Core Business in FY 2021 and Beyond

...to high single

CAGR from mid single...

CAGR + 2%

2015

2019

2022

The Transformation is Ongoing

gerresheimer