

Generating Sustainable Value

Virtual Capital Markets Day 2022

Duesseldorf, December 6, 2022

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Delivering on the Transformation

Our strong foundation and focused growth strategy
are generating sustainable value

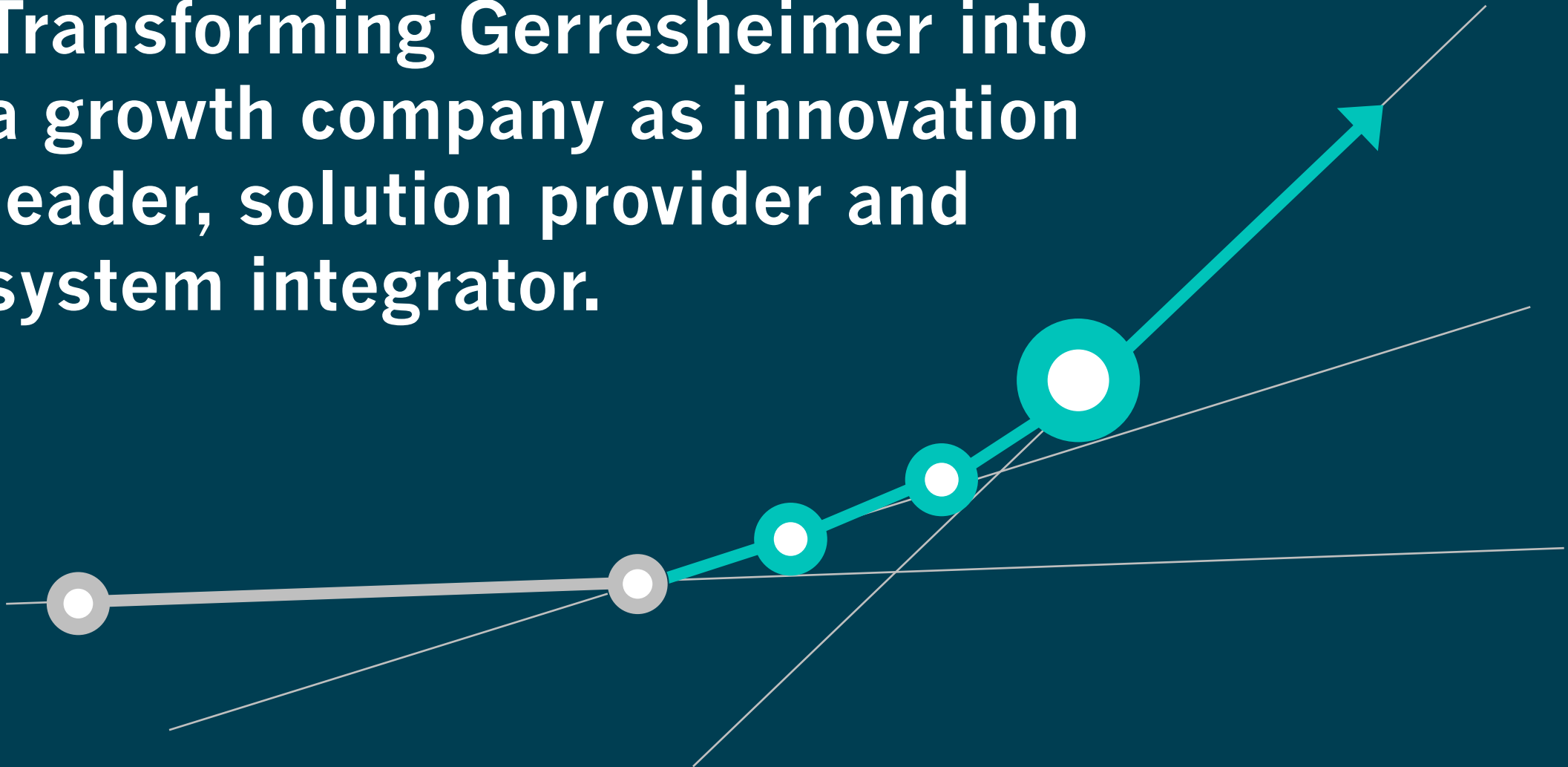
formula G...

...the vehicle to
generate sustainable,
profitable growth



Strategy

**Transforming Gerresheimer into
a growth company as innovation
leader, solution provider and
system integrator.**



Ambitious Strategic Goals Across Five Key Areas

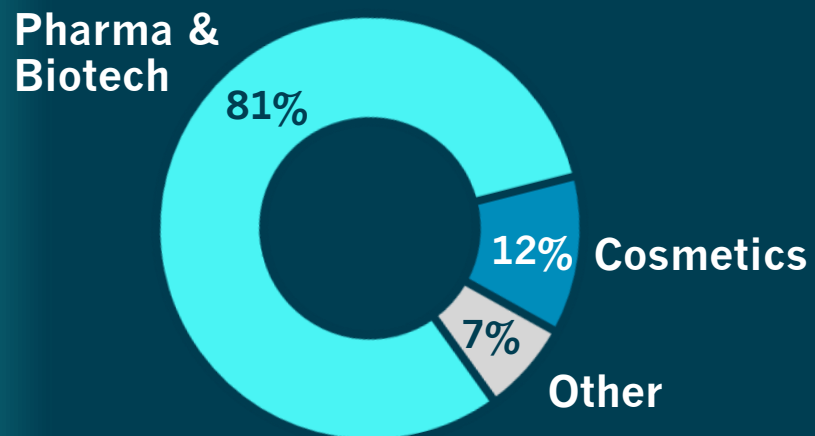
Guided by our 2028 Vision



About Gerresheimer: Systems and Solutions Provider

We Bring the Drug to and Into the Patient

Strong Focus



Broad Portfolio and Leading Positions in Attractive Markets

- #1 Inhalation Devices and Pens
- #2 Syringe Systems
- #1 Ampoules, Vials, Cartridges
- #1 Plastic Packaging

Strong Global Presence

36 plants in 16 countries and Sales in 91 countries across 6 continents

Over 1,500 customers with relationships across major **Pharma, Biologics** and **Cosmetic** companies

High Value Solutions:

Growth driver with innovative proprietary products and solutions

Over 17.5bn Products produced per year – more than 500 per second



The success of an ambitious
growth strategy requires...

...a solid,
healthy
foundation

Strategy Based on a Solid Foundation for Growth

Consistent and Continuous Focus on Improving Competitiveness and Resilience

Innovative and broad product portfolio addressing global megatrend in prosperous markets



Customer centricity – cross-divisional innovation and sales leveraging on synergies



Operational Excellence in terms of quality as well as process and cost efficiency



Leadership: Fully committed and empowered team with outstanding growth mindset



gerresheimer
innovating for a better life

Strategy needs a solid foundation...

**That means:
Doing homework**



Strategy



**Solid
Foundation**

A photograph of a sailboat's deck and rigging on a choppy sea. The water is dark blue with white foam from the waves. The sky is overcast. The text is overlaid on a semi-transparent blue rectangle.

The World is
Changing:

Global Challenges

"No Scarcity of Crises"

In the Middle of the Storm

Global Challenges



Inflation



Pandemic



**Geopolitical
Tensions**



**Increasing Energy
Prices**



**Supply Chain
Challenges**



Scarcity: labor,
transport, raw materials



In addition, global challenges have to be managed



At the moment, we are facing a number of challenges, which lead to a considerable volatility in the

Share Price

- Geopolitical developments, particularly regarding gas supply
- Comparatively high energy intensity in parts of our business
- Comparatively high debt levels in an environment of rising interest rates
- Strong focus on free cash flow in times of war and geopolitical challenges



Should we continue to push forward our growth strategy or freeze it?

Different Scenarios of a Potential Strategy Adaptation

Reflection Process

Freeze the Growth Strategy?



- Retrench to commodity approach
- Shut down or divest individual business units

Short-term effect, but sustainable increase in enterprise value remains elusive

Push forward with growth strategy



Reach critical size:

- Revenues > 3 billion euros
- Sustainable profitability > 23%

Shift to a higher-value, higher-margin product mix required



Our Conclusion

Commitment to formula G strategy reaffirmed

- Strategy is valid and delivering in all key elements
- Mix shift towards High Value Solutions

Consideration of market dynamics

- Geopolitical changes are closely monitored and analyzed
- We see:
 - Short-term impact on base business, basically no impact on our strategic alignment
 - Opportunities to accelerate implementation of our sustainability strategy
 - Global impacts accelerate government support, e.g. for vial capacity in Germany, France and the USA

A **strong strategy** for sustainable, profitable growth.

A **strong foundation** as the basis for the strategy.

Both are necessary to master the **external challenges...**

...and still successfully implement the transformation.



formula G

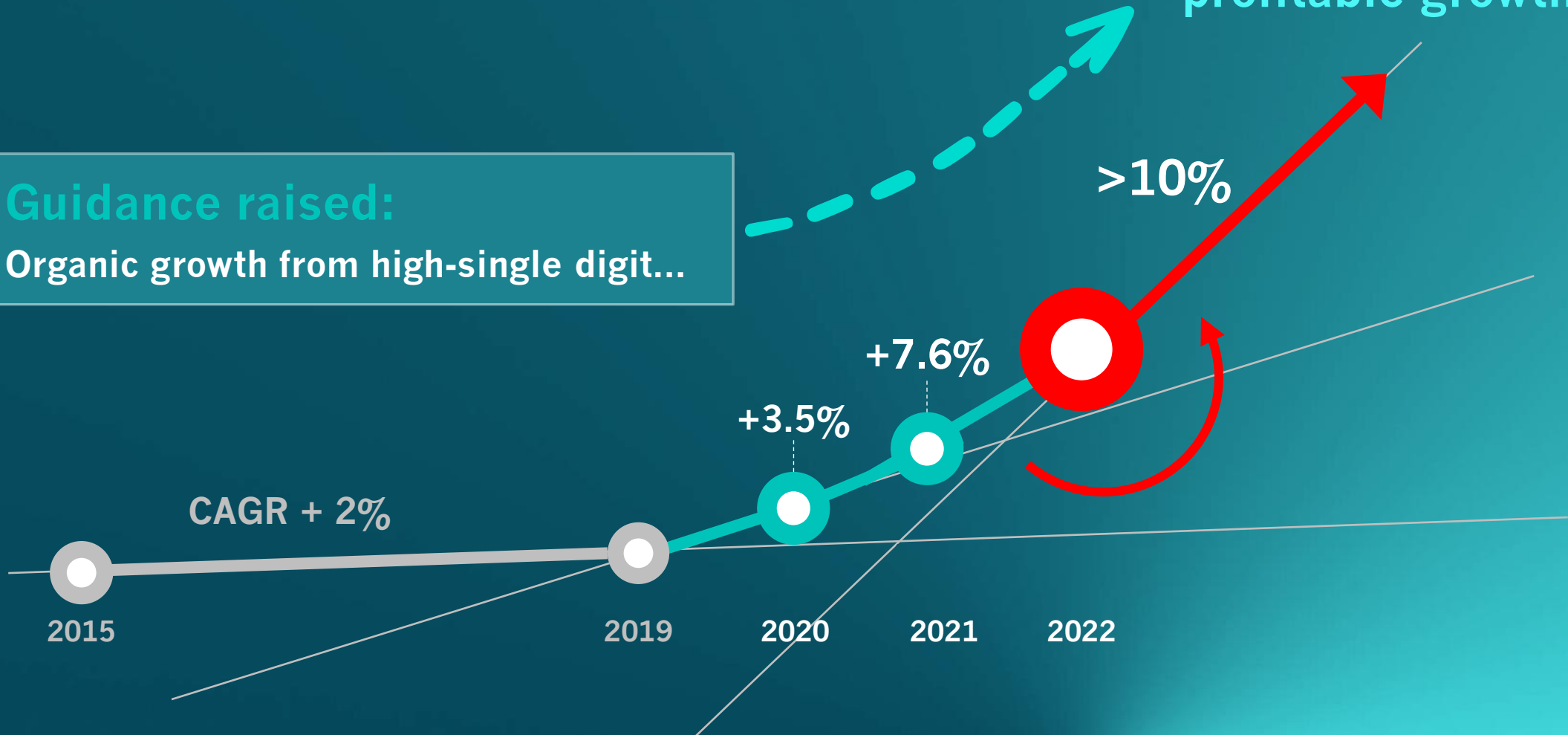
Progress of strategy
implementation



Year 4 of formula G

Guidance raised:
Organic growth from high-single digit...

...to double-digit
profitable growth



Changing World

Positioned to Benefit From Growth Driven by Powerful Mega Trends



Emerging Markets:
Increasing health care
access



Increasing importance of
biotech



Vaccinations as growth
market



Increasing level of
outsourcing of
PharmaCo's non-core
activities



More self-medication and
individual medicine



Cosmetic becomes
Health



Increase in chronic
diseases and aging
population



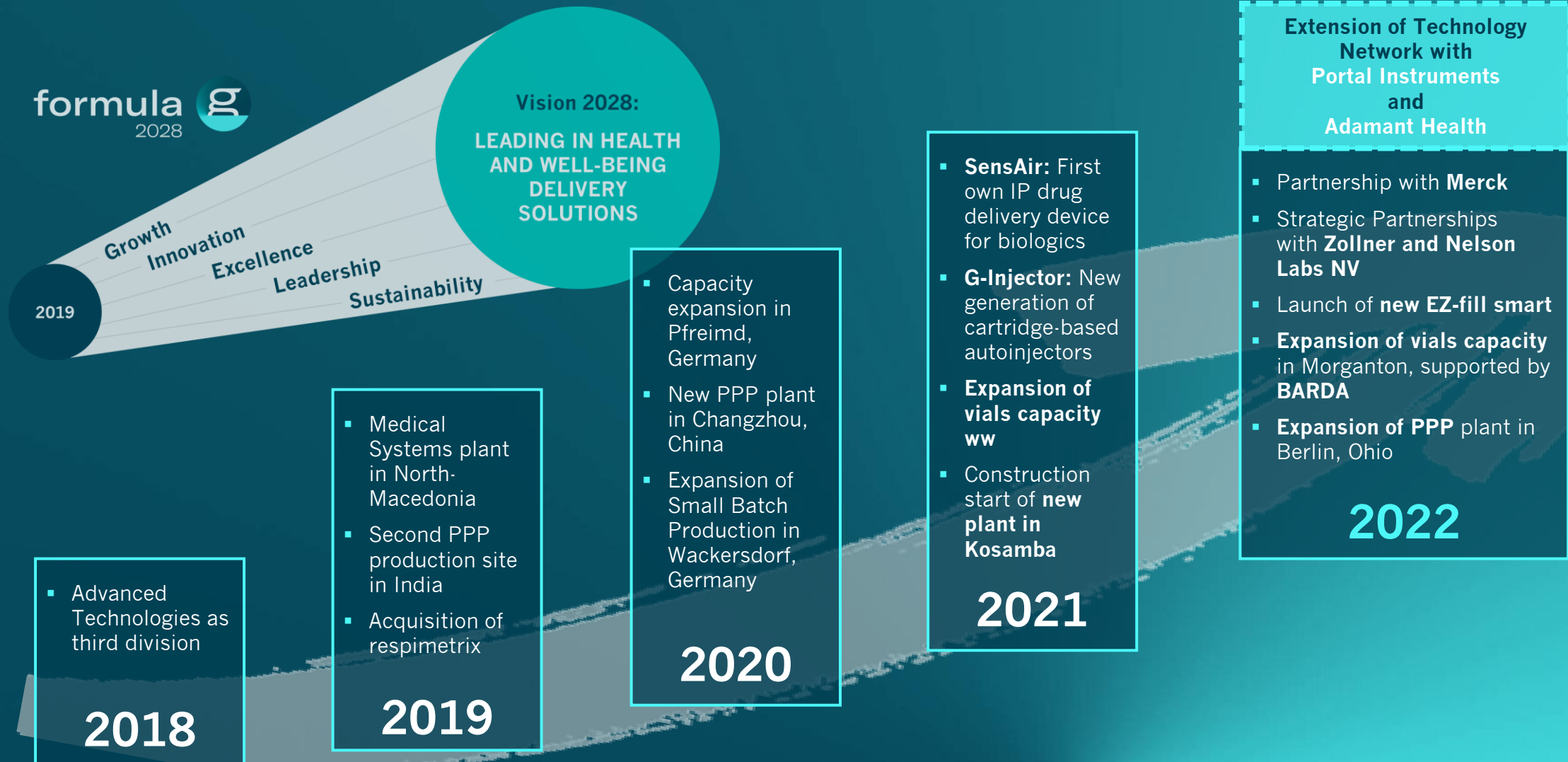
Focus on sustainability



Increasing health care
costs and tighter
regulation

Clear and Strong Path to Sustainable Growth and Value Generation

Examples for the Implementation Progress



Significantly Upgraded Customer Perception

Transformation is Visible

One Stop Shop

**Highest
Quality
Standards**

**Value Added
Solutions &
Services**

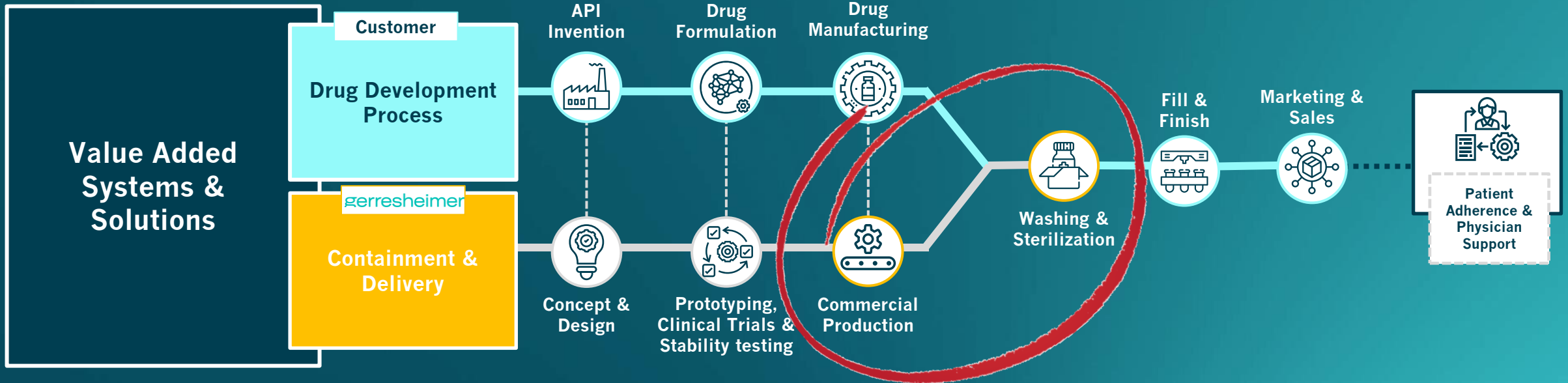
**Innovation &
Customization**

**Scalability &
Flexibility**

We are perceived as a strategic partner and solution provider.

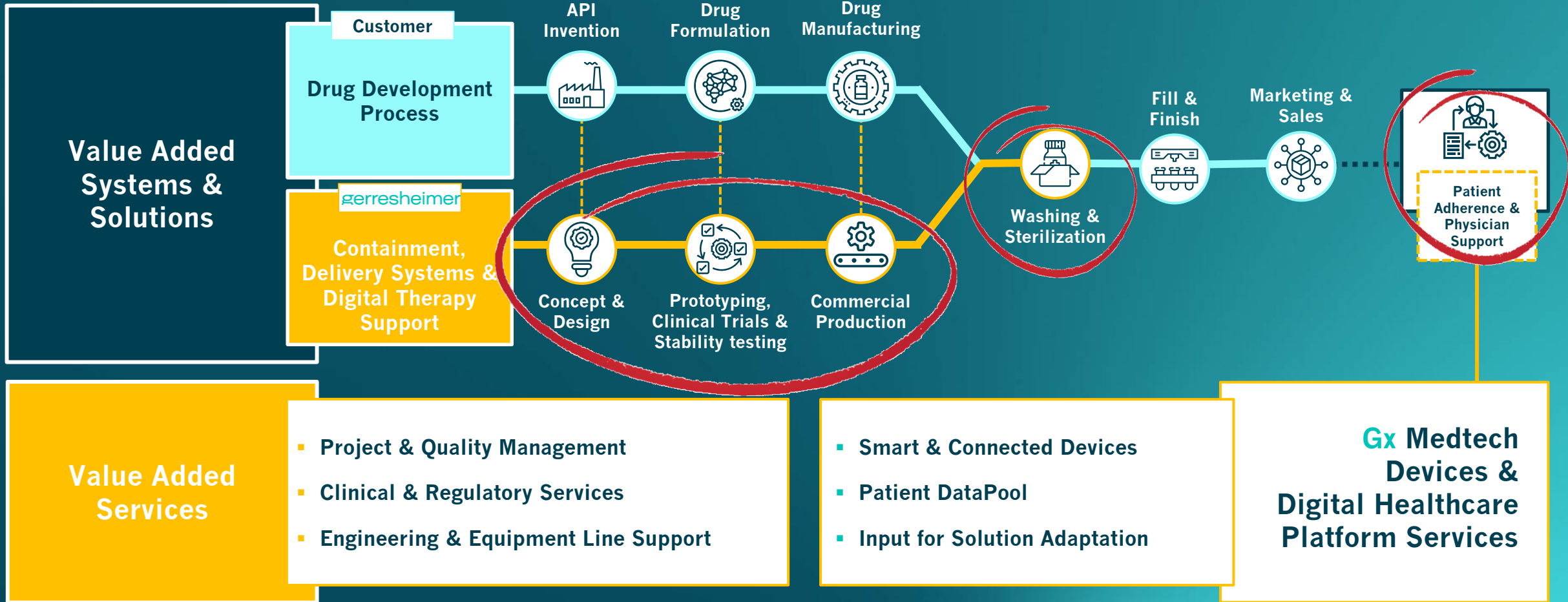
Involvement Across the Value Chain

Old Gerresheimer: Commodity Supplier Approach



Expand Integrated Solutions to Reach Deeper into the Value Chain

Building on our Long-term Expertise



Strategic Partner of Choice for Global Pharma and Biotech Solutions

Continuous Expansion of High Value Solutions Allows for Mix Shift & Margin Expansion

Bring the Drug to the Patient

Bring the Drug into the Patient

Digital Ecosystem

Containment Solutions

Drug Devices & Delivery Systems

Digital Therapy Support



Increase Value Through High Value Solutions

Gerresheimer High Value Solutions in a Nutshell

1 All Biologics

2 High Value Vials
(Valor, RTF, Elite)

3 RTF Syringes

4 Advanced Technology
Pumps and other own
IP Solutions

5 New Glass/Plastic
Solution Products

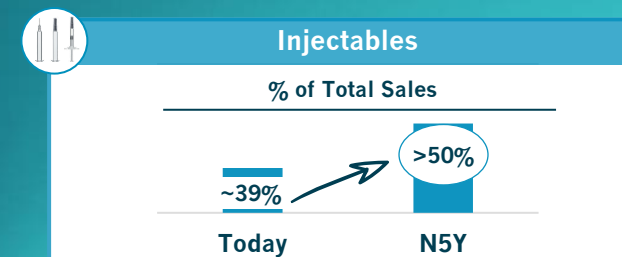
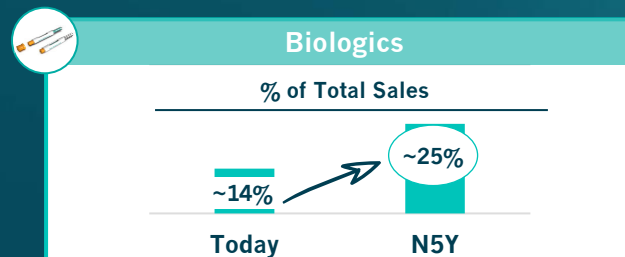
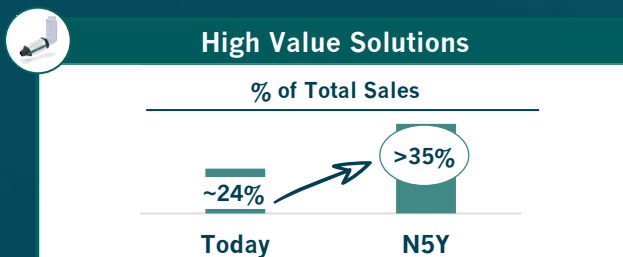
6 Selected Other



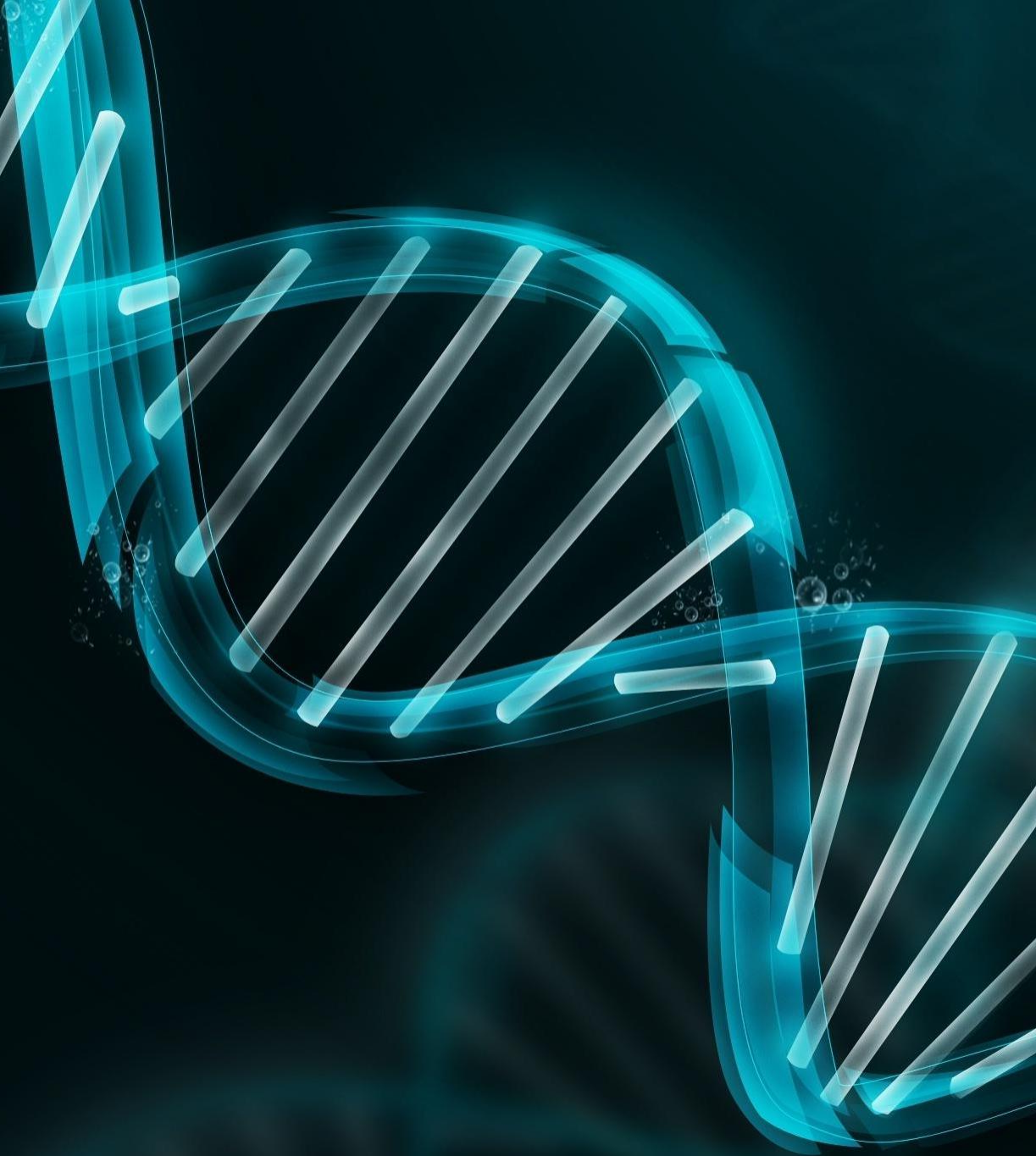
Attractive Markets Served With a Unique Portfolio

Investing Into the Right Areas: High Value Solutions, Biologics & Injectables

		BioPharma & Diagnostics						Beauty & Cosmetics		
End Markets ¹	Biologics & Injectables				Diagnostics	Diversified Therapies in:			Masstige	Prestige
	Antibodies & Proteins	Cell & Gene Therapies	Vaccines and mRNA	Insulin		Ophthalmic	Respiratory	Oral Formulation		
Selected Product Offering										
Medium-Term Market Growth	5-10%	30%+	10%+	~2%	10%+	5-10%	5%+	2-4%	~5%	5-10%
% of GXI Revenue	Today ²	39%			4%	2%	10%	24%	5%	9%
	N5Y	>50%			~3%	~1%	~7%	~19%	~3%	~11%



1. Excludes Other category which represents ~5% of total revenues | 2. Current normalized market exposure



Biologics as a Key Growth Driver for Injectables

Injectable Drugs: Growth Driver for Wide Areas of the Portfolio

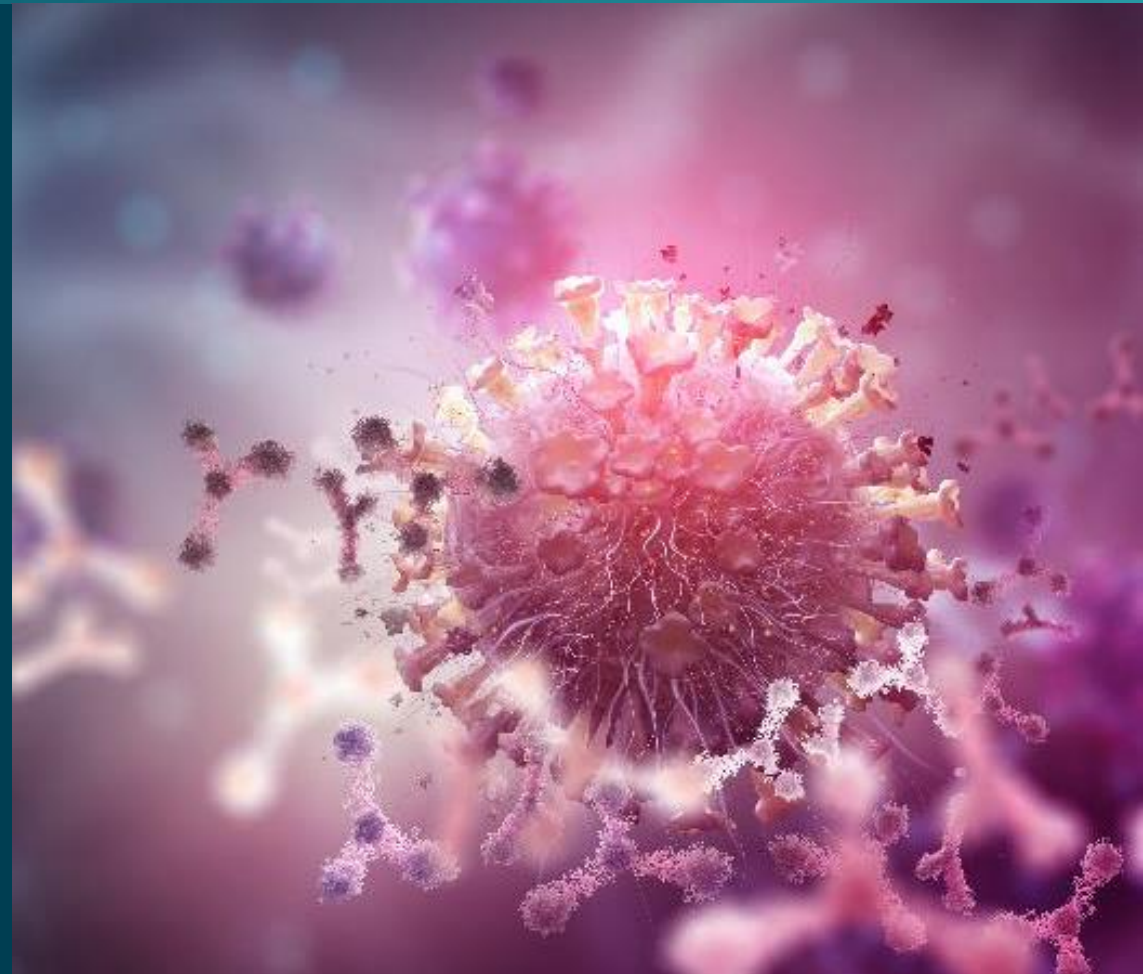
Biologics Volumes to Increase Significantly

Biologics:

- The fastest growing sector of the pharmaceutical industry
- 7 of the 10 top-selling drugs in the world

Stringent quality requirements for biologic injectables are driving sales throughout

- High Value Containment Solutions
- Drug Delivery Systems
- Services



Continuously Expanding our Biological Solutions Portfolio

Gerresheimer Offers the Right Solutions for Containment, Delivery and Digital Treatment Support

Syringes

Gx RTF®
ClearJect®
platform



Gx high-end
syringes



Gx InnoSafe®



Medical Devices

Contract
Manufacturing



Gx®
Autoinjector



SenseCore &
SenseAir
Pump platform



Vials and Cartridges

EZ-fill smart™
(RTF-Vials/Cartridges)



Gx® Monolayer
COP RTF Vials



Gx® Elite
Glass Vials



Strong Growth Potential for Syringes

We are Expanding our Portfolio, Global Footprint and Capacity in Syringes

Syringes

Gx RTF®
ClearJect®
platform



Gx high-end
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Gx InnoSafe®



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COP RTF Vials



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Glass Vials



Innovative Solutions Enable Mix Shift Towards Higher Value Syringes and Drive Profitable Growth

Address the High Value Solutions Market: Serve Key Customers With the Right Technical Solutions and Services



Biologics Solutions for highly sensitive drugs

Gx InnoSafe®

Silicone Free Systems

Bypass Dual Chamber Syringes

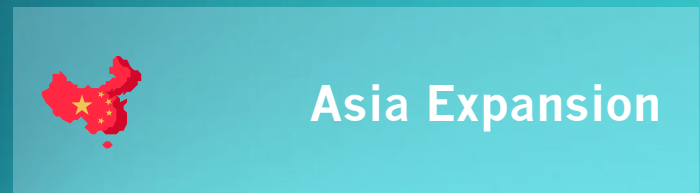
Ophthalmics

Deep Cold Storage for new type of drugs, e.g. mRNA vaccines

Footprint Optimization & Capacity Expansion

Global Syringes Strategy: Technology and Cost Leadership

Double Capacity \equiv Triple Revenue



Strong Growth Potential for Autoinjectors and Pens

We are Significantly Expanding our Portfolio in Contract Manufacturing

Syringes

Gx RTF®
ClearJect®
platform



Gx high-end
syringes



Gx InnoSafe®



Medical Devices

Contract
Manufacturing



Gx®
Autoinjector



SenseCore &
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Vials and Cartridges

EZ-fill smart™
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Gx® Monolayer
COP RTF Vials



Gx® Elite
Glass Vials



Contract Manufacturing in Attack Mode

Expanding Strong Market Positions Through Secured Contracts

Unique Market Positions



2022
35%

2028:
~40%



2022
40%

2028:
~50%



2022
1%

>10%

2028:
>20%

Strategic Position

- Mature, established markets for inhalers and pens
- Strong pipeline for subcutaneous biologic injectables (autoinjectors, pens & pumps)
- Strong and stable demands
- Key position for AI and Pen for GLP-1
- Own IP with increasing relevance
- Growth capex with a lower risk profile

Innovating for a Better Life: Fighting Obesity

GLP-1: We Bring the Drug to and Into the Patient



Source: Morgan Stanley Research, July 14, 2022

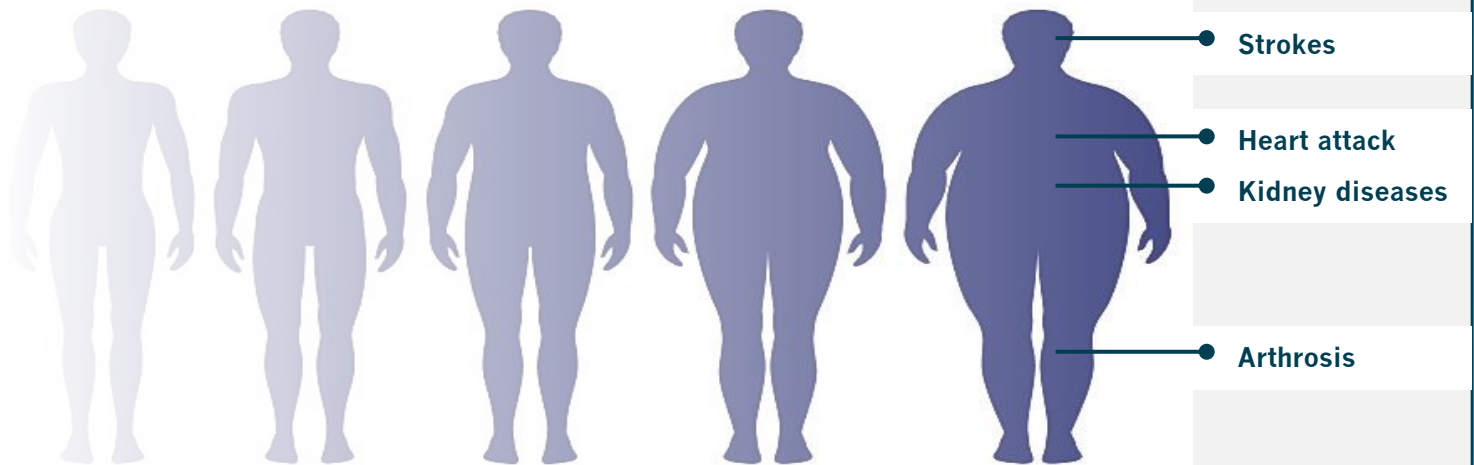
The Next Blockbuster of the Pharmaceutical Industry: GLP-1

Obesity as a Pre-Stage of Diabetes

More than **650 million** people worldwide suffer from obesity.

Global Trend: Chronic obesity is considered a precursor to diabetes and thus the next widespread disease.

Obesity is associated with **more than 200 possible health complications:**



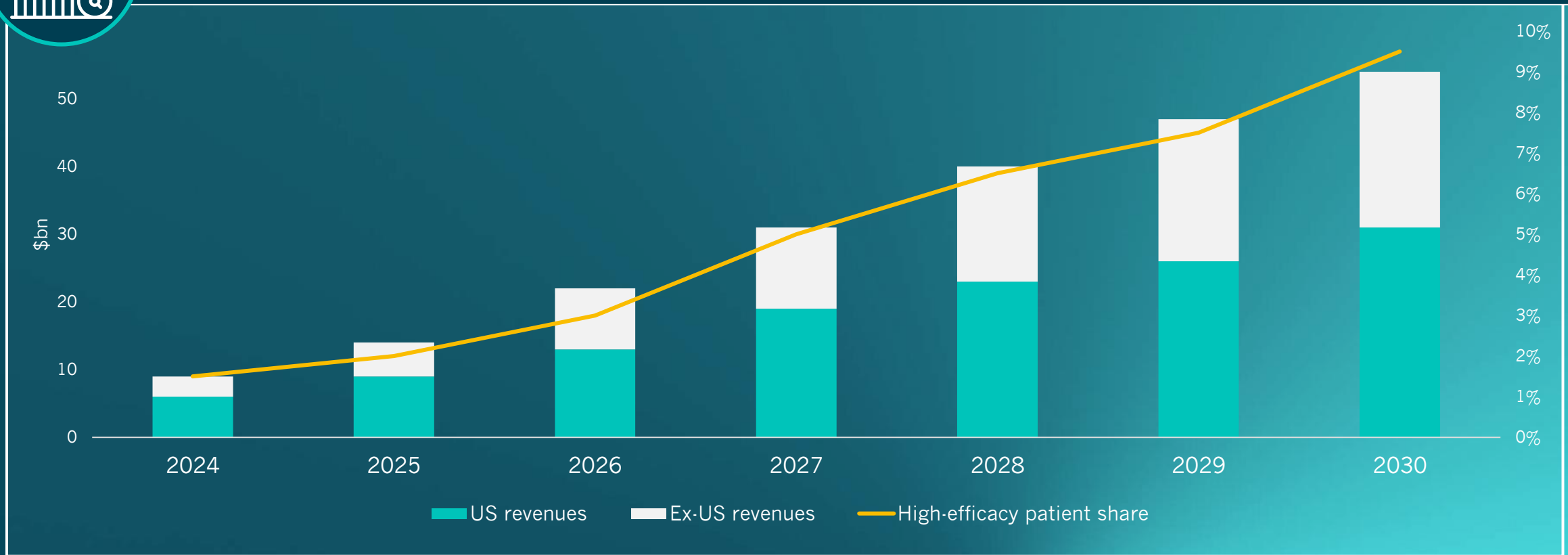
Obesity-fighting drugs are considered the next blockbuster of the pharma industry: **GLP-1**

Obesity Treatment Market

Disproportionate Growth Expected in the USA



Global Sales Potential of USD ~50 billion



Source: Morgan Stanley Research estimates

Confirming our Leading Position in Both Syringes and CMO

Large “Eagle“ Contracts: Pushed by Diabetes/GLP-1 and Obesity Business

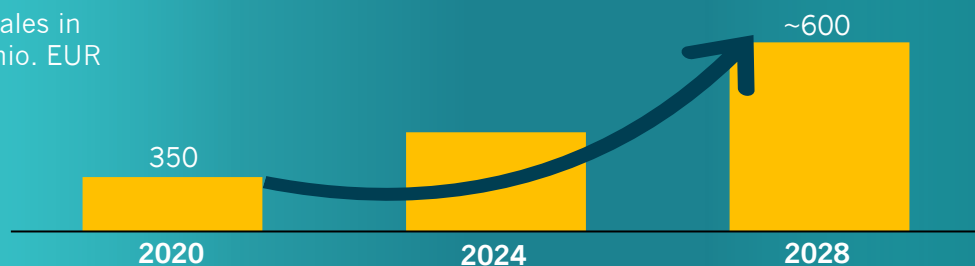
Attractive risk/return profile with limited downside Risk

Significant large business opportunities lead to **expansion of global footprint**

Confirming our leading position in pens and inhalers + significantly strengthening our position for auto-injection

Horsovsky Tyn, Skopje, Pfreimd, Peachtree, Wackersdorf and Indiatuba

Sales in
mio. EUR



Execution on formula G

**Glass Innovation and Market Disruption Through
High Value Solutions, Digitalization and Sustainability**

Strong Growth Opportunities in our Tubular Glass Business

We are Expanding our Biologics Portfolio

Syringes

Gx RTF®
ClearJect®
platform



Gx high-end
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Gx InnoSafe®



Medical Devices

Contract
Manufacturing



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Vials and Cartridges

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Glass Vials



Accelerating the Conversion From Bulk to RTF Vials

Best in Class Industry Standard Already Developed



EZ-fillsmart™

Total cost of ownership advantage

Significant reduction in TCO for filling companies

Quality improvement

Risk of vial breakage within the process significantly reduced

Easy implementation

Customers can easily adapt on existing lines

Low particles

Significant particle reduction creating a new industry gold standard

Improving sustainability

CO₂ neutral packaging using green energy and re-usable materials – focus on weight reduction

Tox-free sterilization

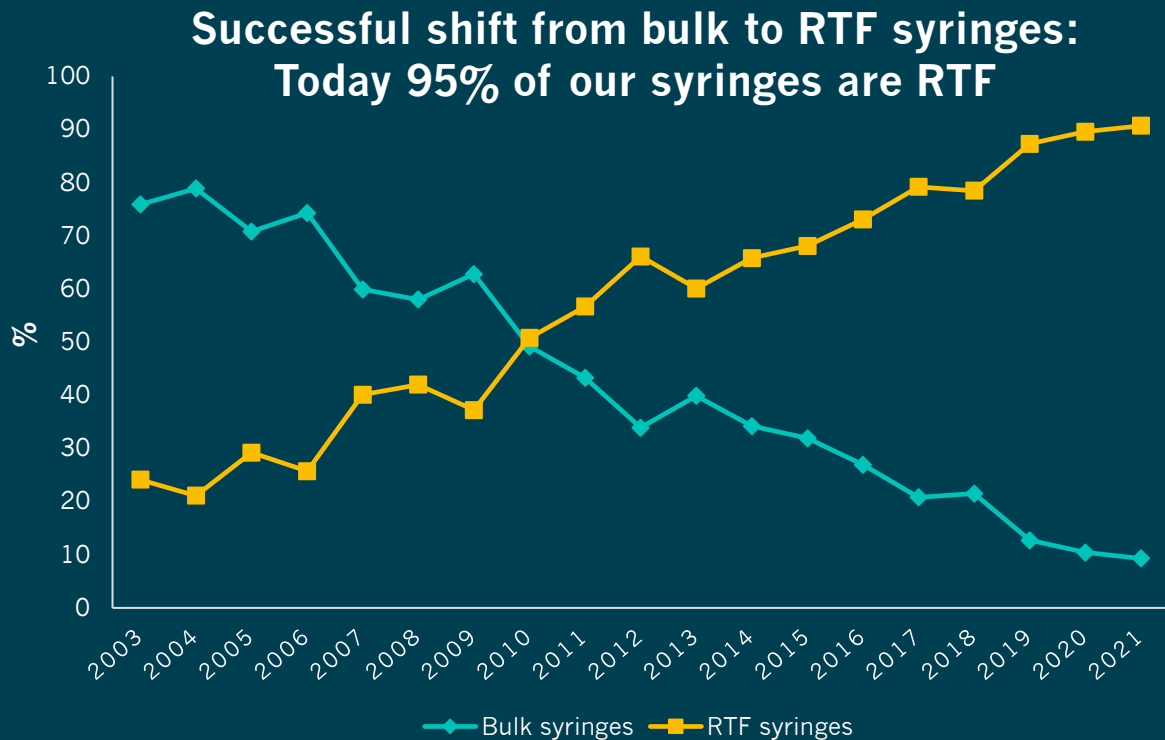
Replacement of EtO sterilization incorporates latest US EPA¹ guidelines

1. US EPA = United States Environmental Protection Agency

RTF Conversion in Syringes as Role Model

Repeat the Success Story of RTF Syringes

Development Syringe Market



Source: IQVIA and Internal Data

Implications on Vials Market



Establishing new industry standard allows for market shift: EZ-fill smart™ supports repetition of syringes story



With ~15bn pcs the **global vials market** is even **bigger than RTF syringes** – more potential



With <5% of the vials market in RTF, **market disruption started** – growth rates are significant

Market Disruption Through EZ-fill smart™ Solutions

Global Vials Strategy

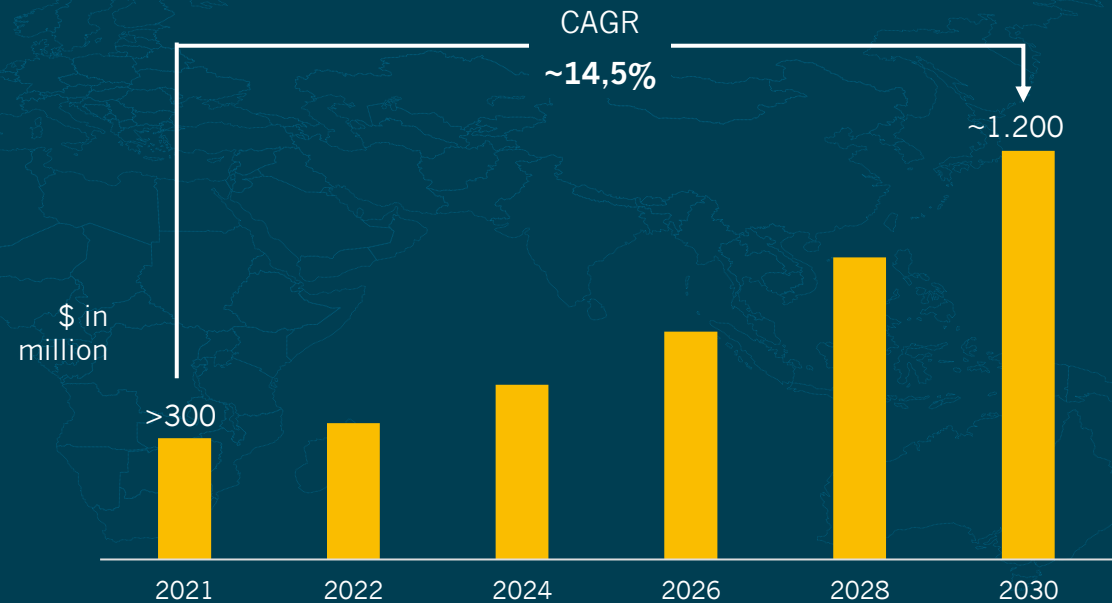
Leading market position with more than 30% share of global vials market.

Disproportionate growth potential in High Value Solutions through EZ-fill smart™ conversion.

Total Vial Market Share



RTF Vial Market



Source: IQVIA and Internal Estimates

Shift From Volume to Value

Tubular Glass Accelerating our Profitable Growth



**Profitable
Growth**

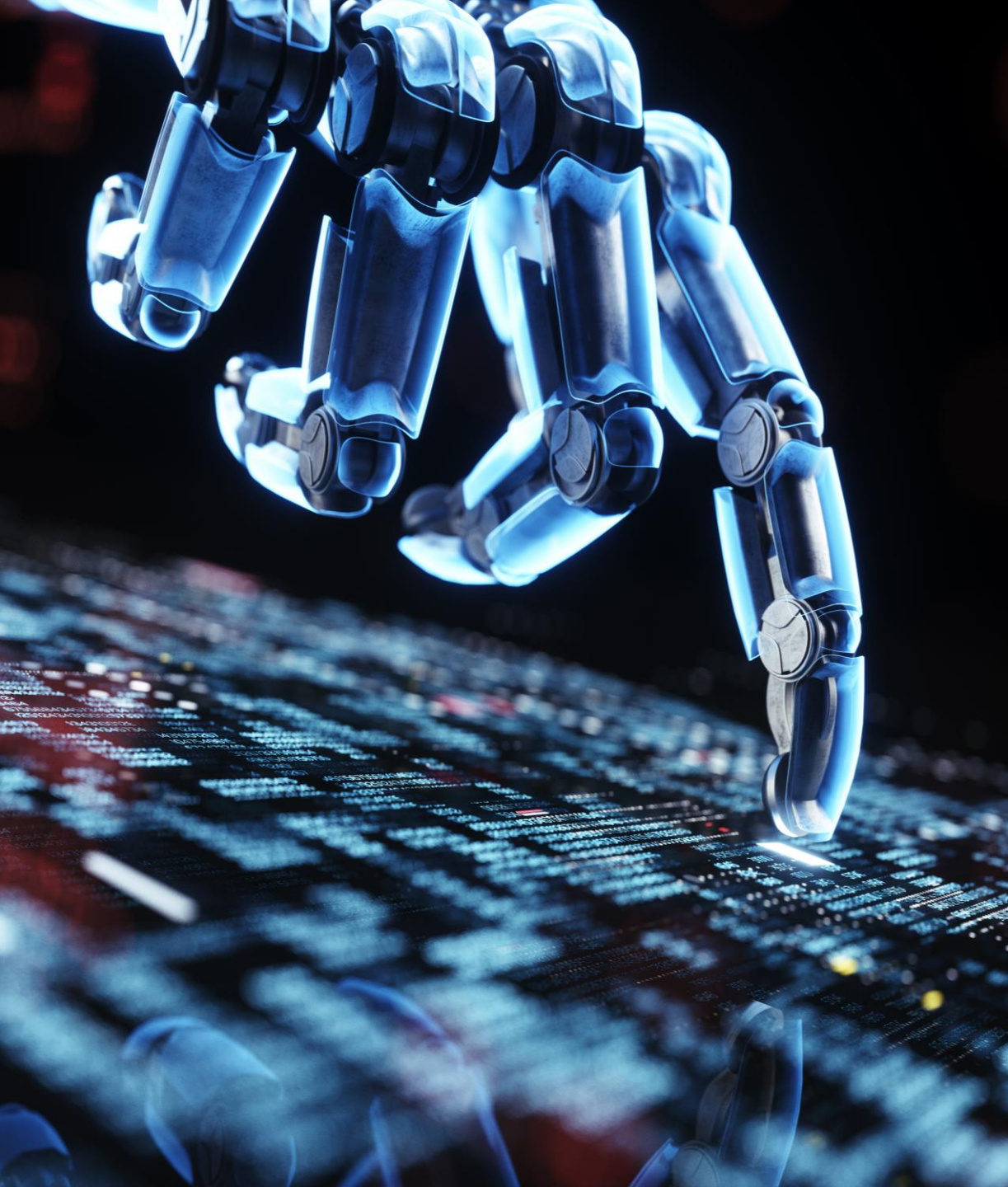
**Disproportionate
margins and sales
expansion**

Switch from bulk to EZ-fill smart™ platform

**10x increase in RTF vials and
cartridges capacity¹**

**Significant growth potential identified –
in Europe, US and Asia**

1. Base: Financial year 2021



Digitalization as a Key Growth Driver

Digitalization Offers Additional Customer Value and Earnings Potential

Improve Health Outcomes & Reduce Healthcare Costs

Health Outcomes

- + Personalized Drug Dosing
- + Improve Patient – Doctor communication
- + Patient Monitoring at home
- + Data for better diagnostics (e.g. COPD)

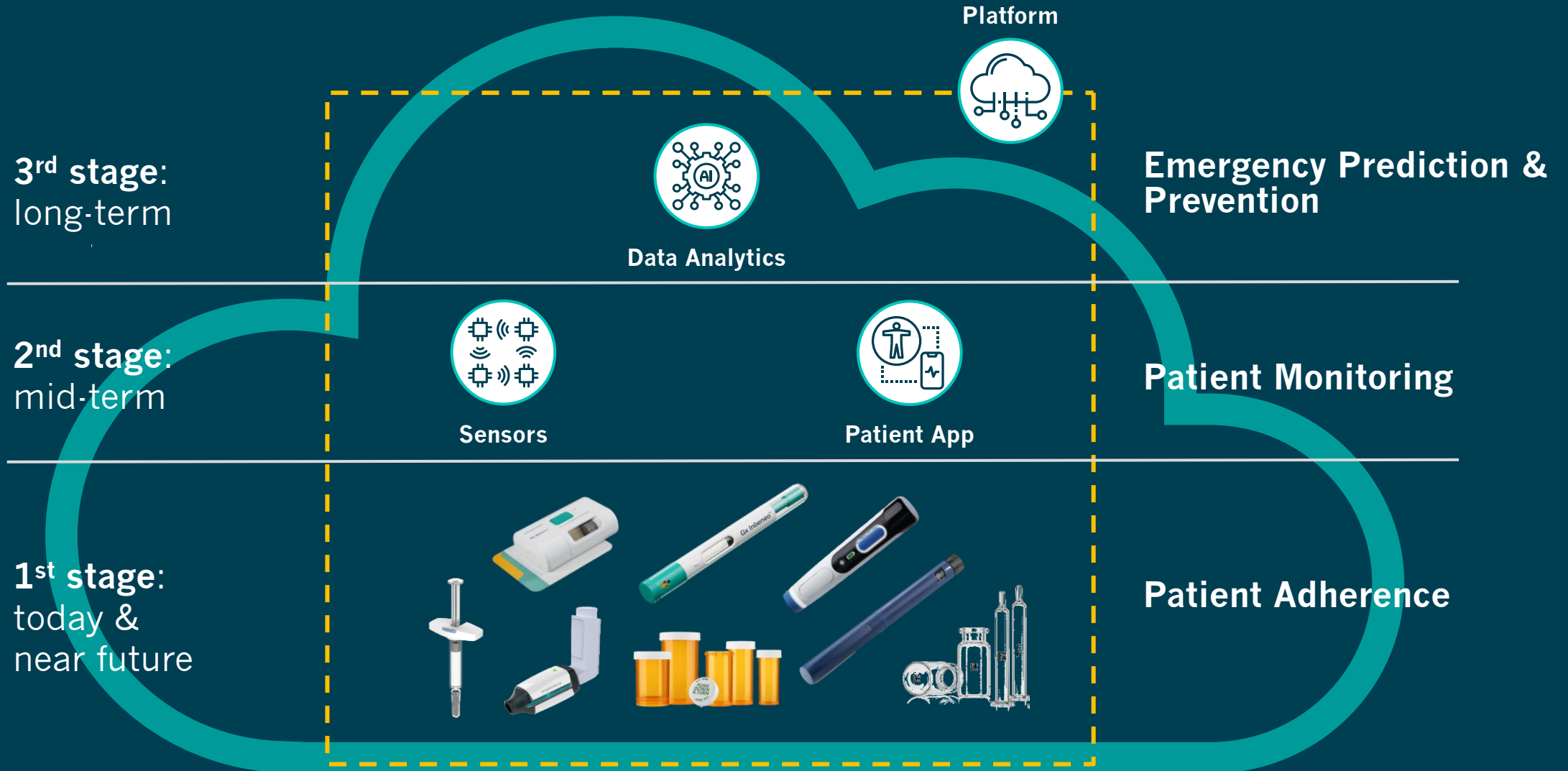
Healthcare Costs

- Improve non-Adherence¹
(Cost savings of \$30-50bn possible)
- Reduce unnecessary Emergency Room visits
- Offer objective data

1. Approx. cost of global medical non-adherence: \$300 – 500 bn. / 10% adherence improvement is realistic

Unlocking the Value of Patient Data

Improve Health Outcomes & Reduce Healthcare Costs



Respimatrix – Valuable Data From Every Single Breath

COPD Market:

- **300m patients worldwide** with an incidence growth rate of about 40% over the last decade
- **Hospital care in the US accounts for \$13bn** of the overall COPD healthcare costs

Value Add Through Digital Solution:

- **Adherence of >80%** to COPD standard medications **decreases hospitalization risk by 80%**
- Additionally, **significant cost reduction** for care organization / disease managers



Doctor /
Disease Manager



Patient

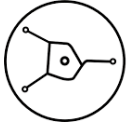
Go-to-Market



2025

gerresheimer

Revolutionizing Parkinson's Treatment

In cooperation with  ADAMANT HEALTH

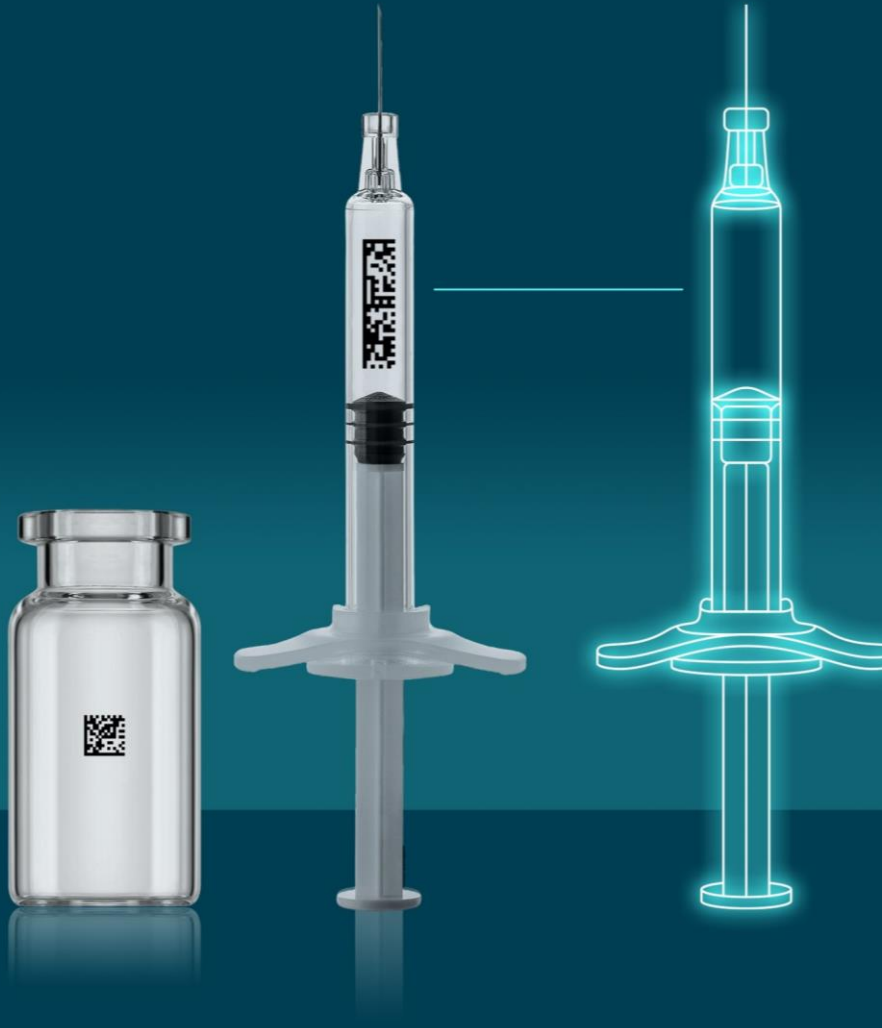
Parkinson Market:

- **>1.3m** Parkinson's patients in Germany and the US, of which 80% will benefit from Gx solution
- Costs up to **\$30,000 per patient** per year in US

Value Add Through Digital Solutions:

- **Reduce** length of hospital stay by **up to 20% in Germany**
- **Decrease** symptoms and side effects, and contribute towards saving **EUR >170m annual cost in Germany**
- **Increase** treatment efficiency and outcome quality
- Personalized care through **treatment on demand**





Digital Twin

Enabling Trustworthy Automated Execution of Business Transactions

Our solution secures access and trustworthy exchange of data across participants of the pharma supply chain.

Value Add Through Digital Solution:

Faster processes. Lower costs. Better quality.

- Automation of all quality control steps
- Efficiency gain in collaboration across supply chain
- Significant reduction of products blocked from market release

In cooperation with

MERCK

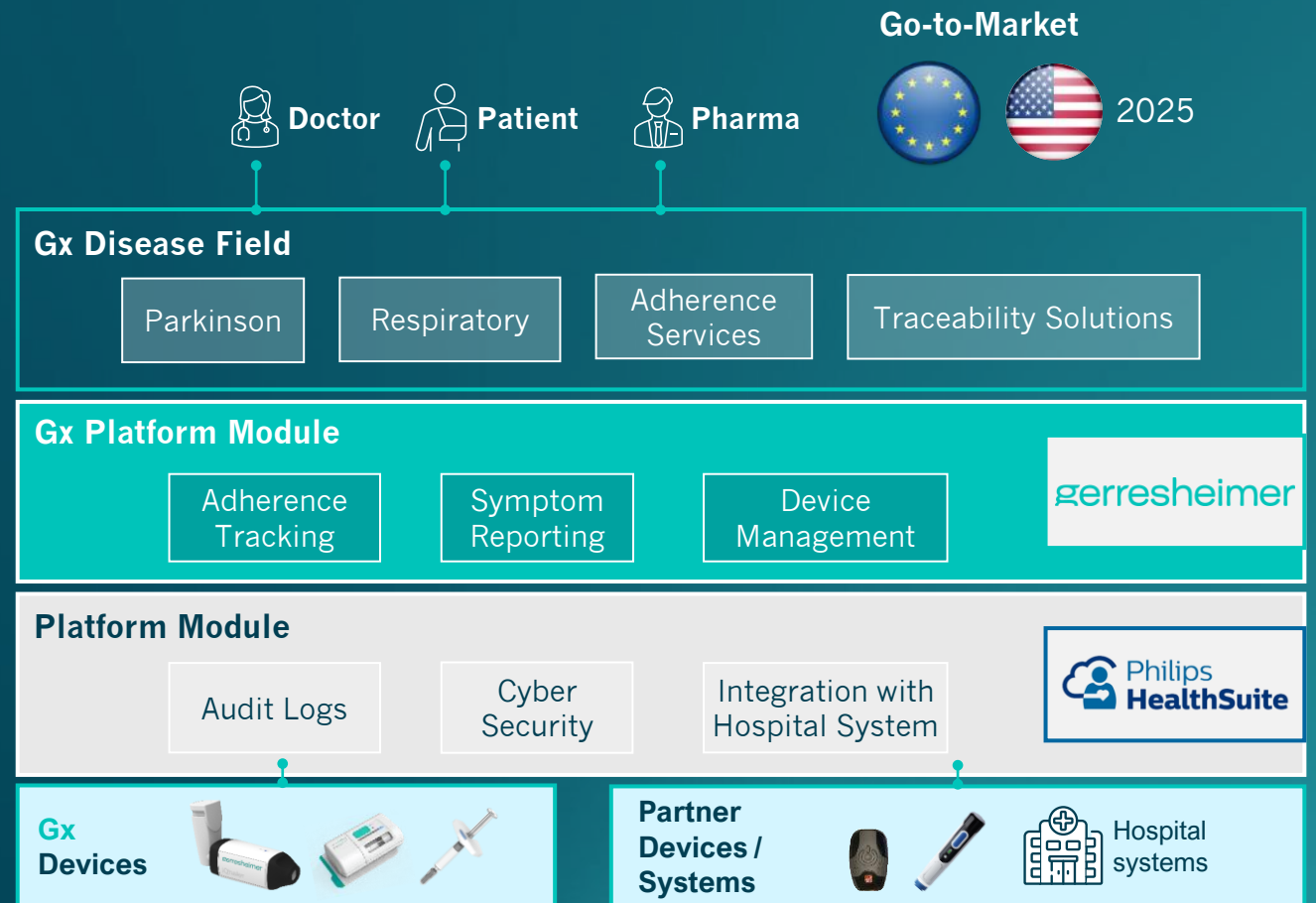
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Digital Business Models

Gx Closely Cooperates with Philips on Digital Business Models

Advantages & functions of the platform:

- Provides all basic functions to **bring products to market quickly and cost-efficiently**
- **Connect Gx Devices** with all stakeholders (patient, doctors, hospitals)
- **Centralize data governance** and security of all Gx-connected devices
- **Lower effort and cost** through Philips managed platform services





**Innovation,
digitalization and
sustainability open
new opportunities**

Our Sustainability Strategy Gives us Competitive Advantage – now and in Future



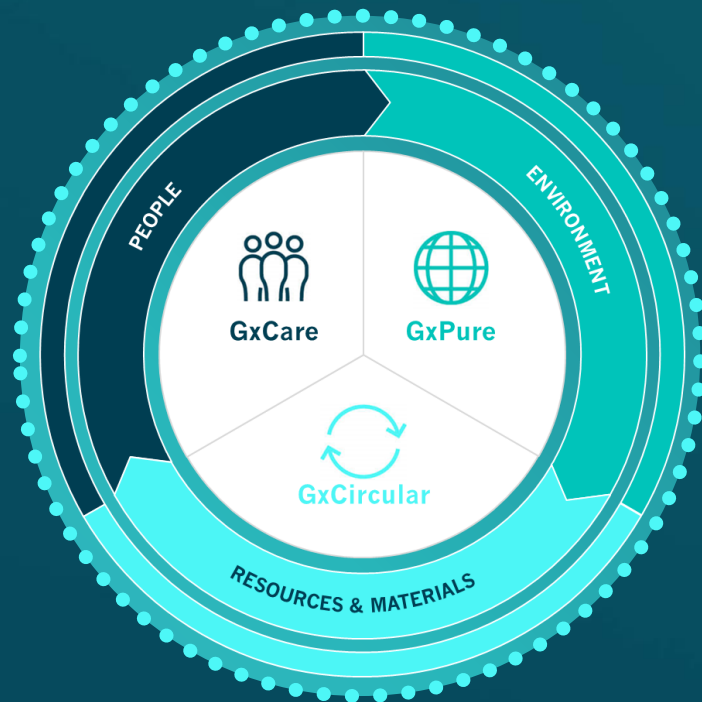
Our commitment to **UN Global Compact** and the **SDGs**

WE SUPPORT

Ratings

Continuously Executing our Sustainability Strategy

Good Progress in Translating our Targets Through Clear Roadmap Into Measurable Impacts



Ongoing energy crisis doesn't affect the implementation of our sustainability strategy



Long-Term hedge offers competitive advantage



Innovation in new technologies will progressively reduce dependence on gas

Key Take-Aways

- 1. Shift from volume to value: Disproportionate margins and sales expansion** in tubular glass
- 2. Fostering new business opportunities** through data-driven business models
- 3. Sticking to the goals of our sustainability strategy** strengthens our market position for current and future challenges



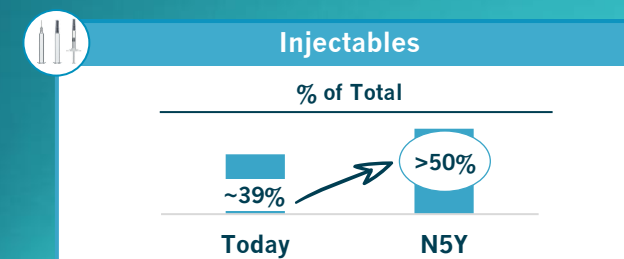
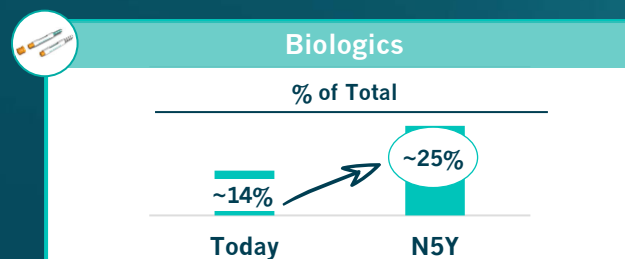
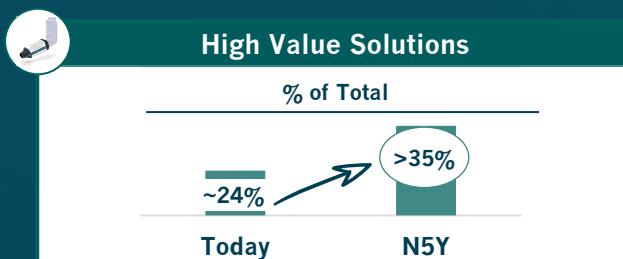
Protected Growth

Capturing profitable growth opportunities
supported by targeted capital allocation management

Attractive Markets Served With a Unique Portfolio

Investing Into the Right Niches: High Value Solutions, Biologics & Injectables

		BioPharma & Diagnostics					Beauty & Cosmetics			
End Markets ¹	Biologics & Injectables				Diagnostics	Diversified Therapies in:			Masstige	Prestige
	Antibodies & Proteins	Cell & Gene Therapies	Vaccines and mRNA	Insulin		Ophthalmic	Respiratory	Oral Formulation		
Selected Product Offering										
Medium-Term Market Growth	5-10%	30%+	10%+	~2%	10%+	5-10%	5%+	2-4%	~5%	5-10%
% of GXI Revenue	Today ²	39%			4%	2%	10%	24%	5%	9%
	N5Y	>50%			~3%	~1%	~7%	~19%	~3%	~11%



1. Excludes Other category which represents ~5% of total revenues | 2. Current normalized market exposure

Investments are Leveraging on Global Mega Trends

Catching the Wave and Investing Into the Right Niches

Profitable Double-Digit Revenue Growth Through:



**High Value
Solutions**



**Capacity &
Regional
Expansion**



**Contract
Manufacturing**



**R&D
Investments**

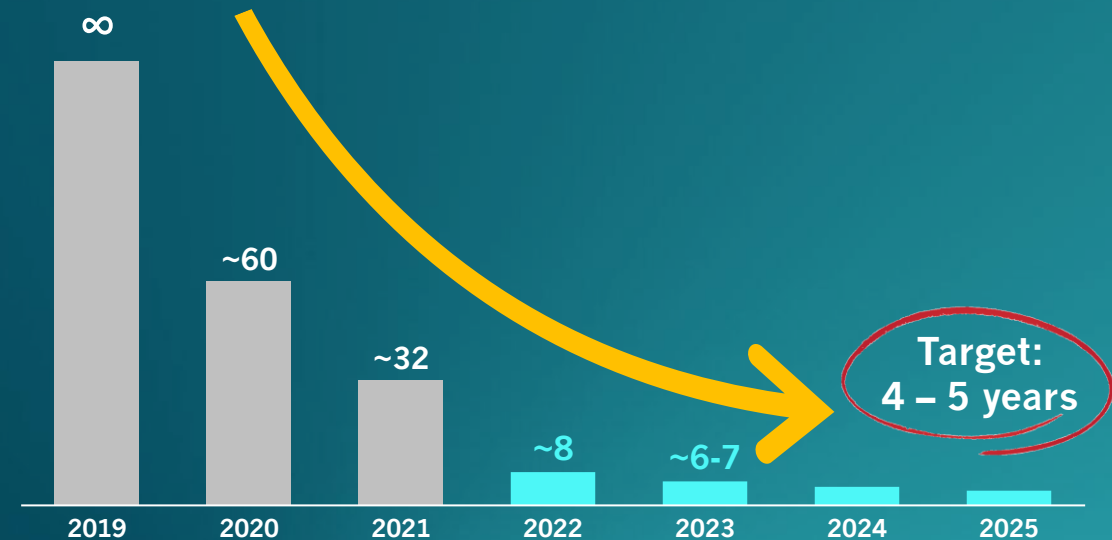
Good Track Record Proves Success of Ongoing Investment Strategy

Delivering Returns on Investments

Capex and EBITDA contribution (in €m)

Capex ¹ (in m€)	Capex/ Sales (in %) ²	Incremental EBITDA ³ (in €m)	EBITDA Payback-Period ⁴ (in years)
∑ 2015-17 = 342	9%	Δ 2019-16 = -5	∞
∑ 2016-18 = 334	8%	Δ 2020-17 = 6	~60
∑ 2017-19 = 389	9%	Δ 2021-18 = 12	~32
∑ 2018-20 = 433	10%	Δ 2022-19 = >50	~8
∑ 2019-21 = 523	12%	Δ 2023-20 = >70	~6-7

Payback-Period⁴ (in years)



1. Cash capex at FXN | 2. Average Capex/Sales | 3. e.g. Incremental EBITDA from Investments 2017-2019: EBITDA 2021 – EBITDA 2018 | 4. e.g. Payback-Period for 2021: (Cum. capex (2017-2019)) / (EBITDA 2021 – EBITDA 2018) = 32

Generating Sustainable Value by Targeted Capital Allocation Management

Gx Value Creation Model



Rigorous and holistic capital allocation process:

KPIs: IRR, payback period and NPV



Investments into **attractive growth markets** with a priority on margin strong High Value Solutions



Growth projects are **accretive to both ROCE and Adj. EBITDA margin**



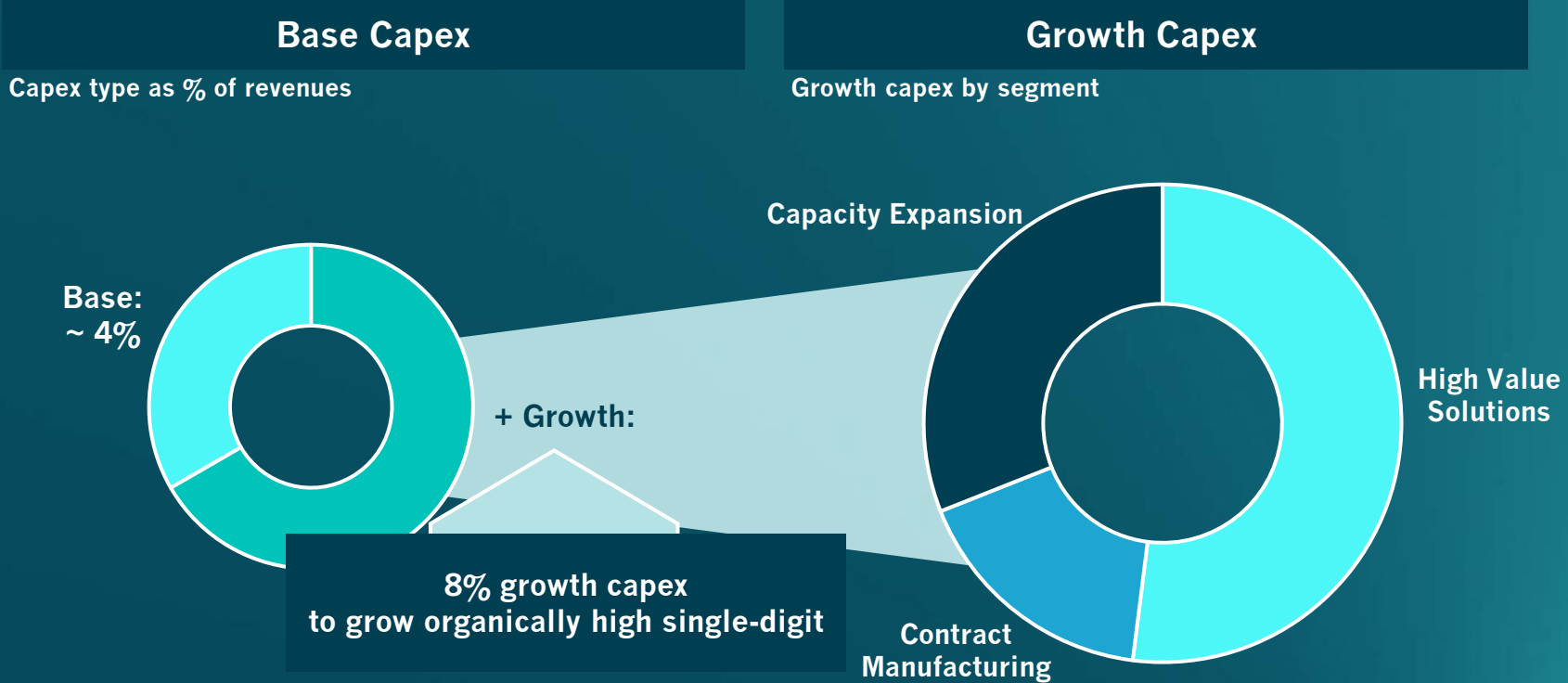
Continuous improvement of capex/sales through less capital intense business (R&D and royalty based)

Mid-Term: ROCE¹ before tax of 15%

1. Gx ROCE = adj. EBITA / avg. Capital Employed

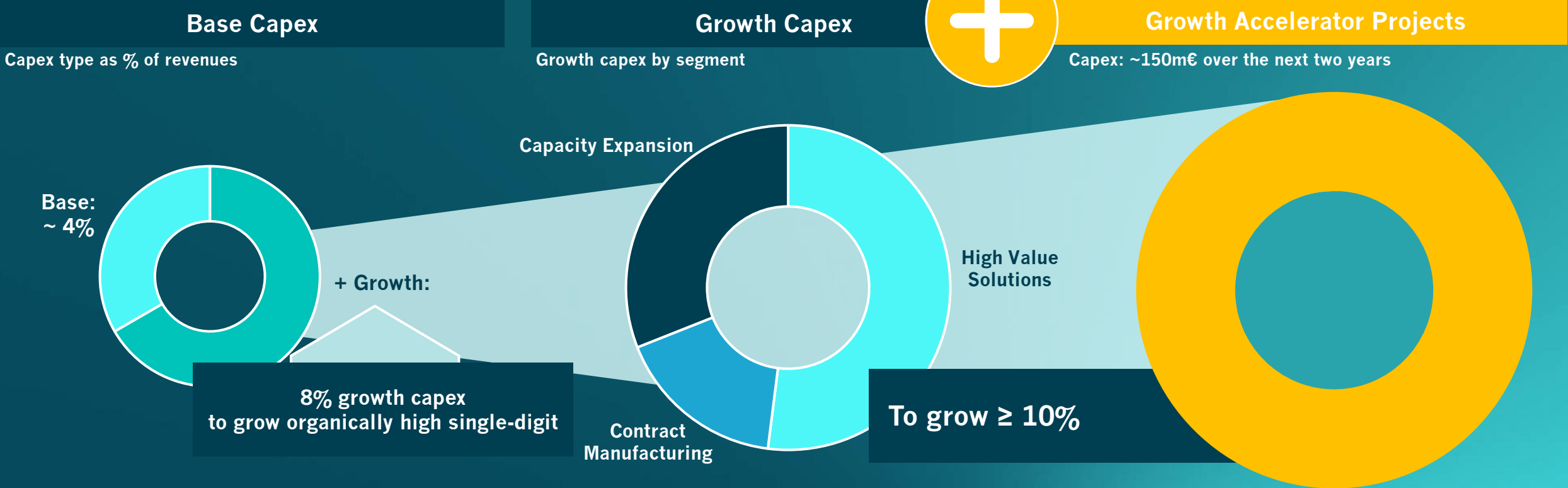
Accelerating Investments Into Unique Business Opportunities

Gx Value Creation Model



Accelerating Investments Into Unique Business Opportunities

Gx Value Creation Model



Additional Profitable Growth Through Growth Accelerator Projects

Gx Value Creation Model: Capturing Unique Opportunities

»» Growth Accelerator Projects

New orders with a particular focus on Biological Solutions:

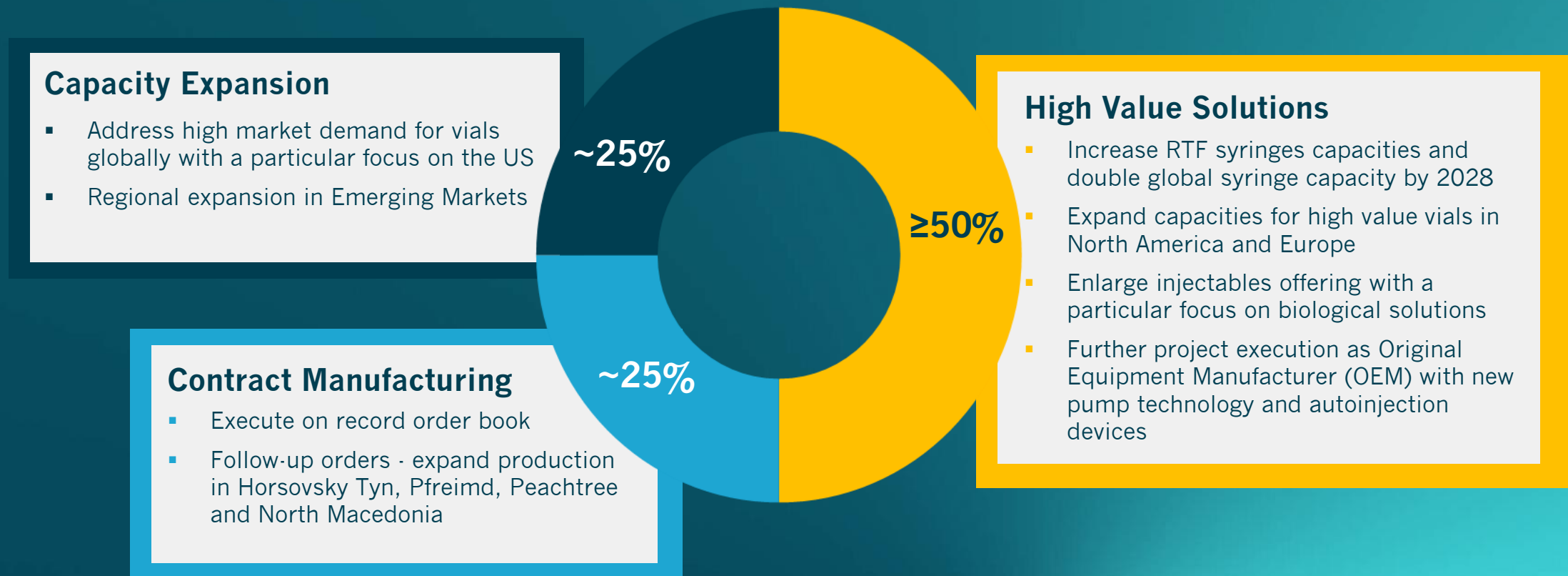
- Contracts related to biologics in both contract manufacturing as well as syringes
- Very attractive risk-return-profile:
 - Long-term contracts
 - Limited downside risk
 - Customer financing
- IRR >20%
- Capital expenditure of ~150m€ over the next two years

- Expansion of global footprint
- Expand market position in auto injection significantly
- Further growth in pens and inhalation devices

More Than 50% of Growth Investments Into High Value Solutions

Gx Value Creation Model: Successful Mix Shift to High Value Solutions

2023 – 2025 Growth Capex¹

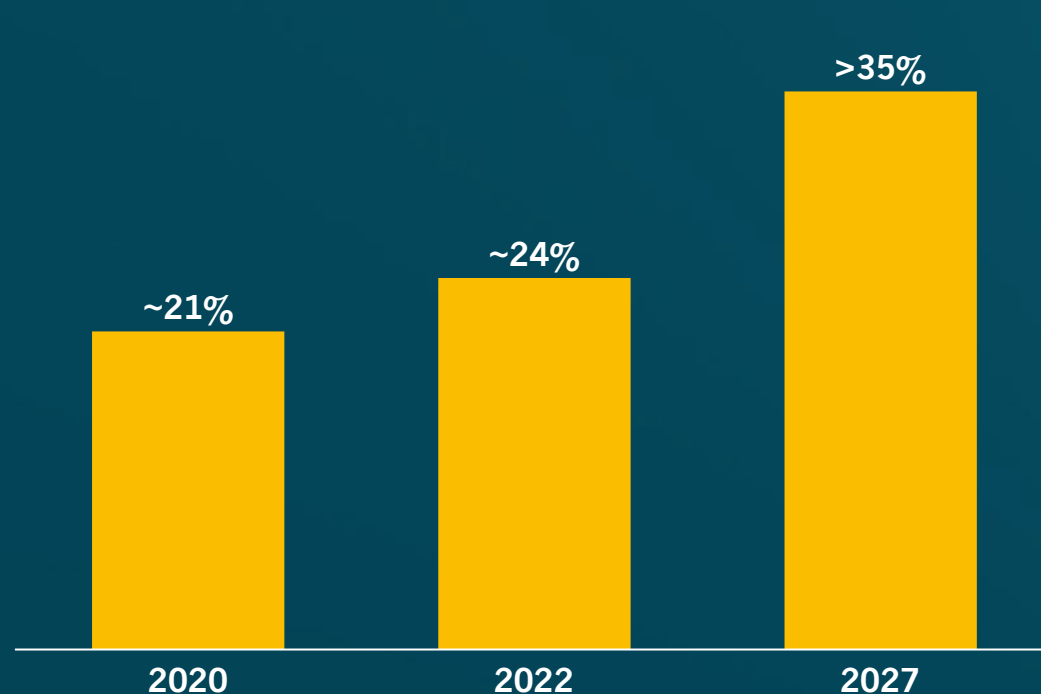


1. Incl. Growth Accelerator Projects

High Value Solutions as Key Driver for Margin Expansion...

Value Creation Model: HVS >35% Revenue Share by 2027

HVS Sales Share¹



1. Of total sales

High Value Solutions - Features

High underlying market growth

Average Adj. EBITDA margin of >30%

High Value Solutions – Growth Drivers

Biologics

RTU Solutions

Smart & connected devices

...and Further Margin Expansion Through Operational Excellence

Value Creation Model: Enhancing Productivity

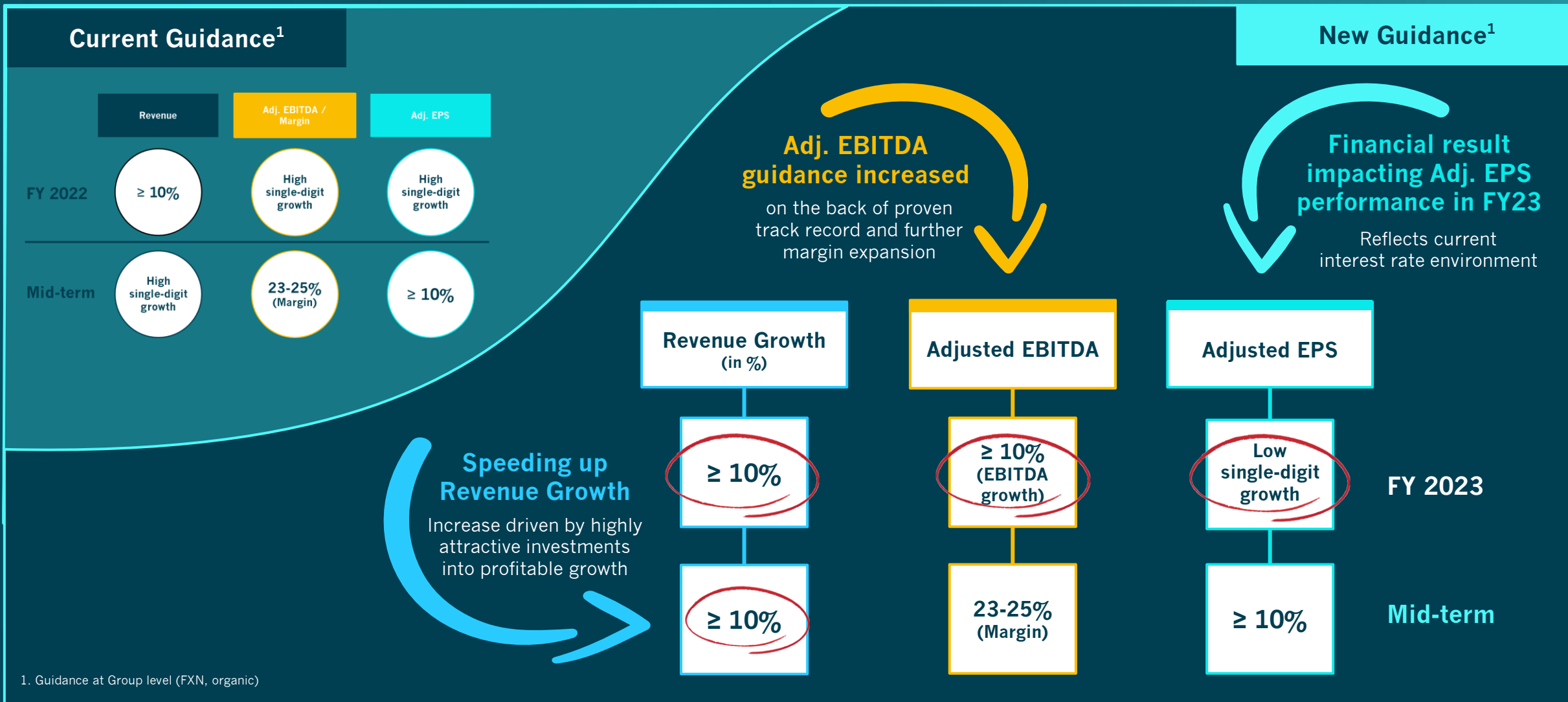
Measures to Increase Productivity



- Align standards & processes globally
- Continuously improve and implement best practice standards regarding **productivity improvements**
- **Improve process monitoring** through higher level of digitalization to reduce scrap rates and downtimes
- Implementation of **Smart Factory**
- **Substantial reduction of cost of non-quality**
- Continued Automation of production processes, e.g. packaging process or internal transportation (AGV)
- Continued replacement of production lines with high-speed lines
- Alignment of product contribution and site productivity

Growth Investments Drive Guidance Increase

Guidance for FY 2023 and Mid-Term



Full Funding for Investment Program on Attractive Terms

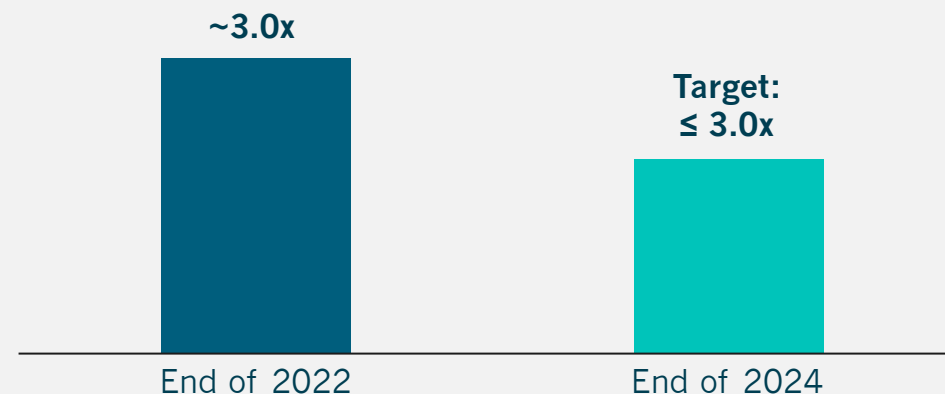
Financing of Investment Program Secured

Successful issuance of new promissory loans

- Promissory loans of EUR 300m issued in November 2022 very well perceived by investors – 200% oversubscribed
 - 3y/5y/7y maturities
 - Attractive terms reflect an implicit **investment grade rating** by debt investors
- Provides **full funding for investment program on attractive terms**
- Total debt profile: Over 60% of our total financial debt on fixed rates

Target Leverage of 2.5 - 3.0x should be reached by end of 2024

Net debt/Adj. EBITDA



Financial Leverage

In a Nutshell

Delivering Growth and Sustainable Value

Investment program



- Favorable market dynamics supported by mega trends
- Excellent track record since 2019 – selection of attractive investment opportunities
 - Growth on track
 - Enhanced returns and reduced payback period
- **Accelerating Gx Value Generation Model**
 - Base capex 4% of sales
 - Growth capex 8% of sales
 - Growth accelerator projects

Maximize Shareholder Value



- **Strict investment criteria to ensure attractive returns**
 - Margin Accretive
 - IRR
 - Payback period
- **Product mix and operational excellence** will lead to a significant margin improvement

Financial Position



- **Solid balance sheet and reliable business performance facilitates growth strategy**
- **Recent issue of promissory loan implies investment-grade rating**
- **Investment program is fully funded at attractive terms**



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Outlook and Guidance

Virtual Capital Markets Day 2022

Generating Sustainable Value for our Stakeholders

Key Message: Transforming and Repositioning our Business



**Continuously
executing our
Strategy**



**Strength through
our solid foundation**



**Secured (re)financing
at attractive terms**



**Seizing unique
growth opportunities**



**Innovation,
digitalization and
sustainability open
new opportunities**

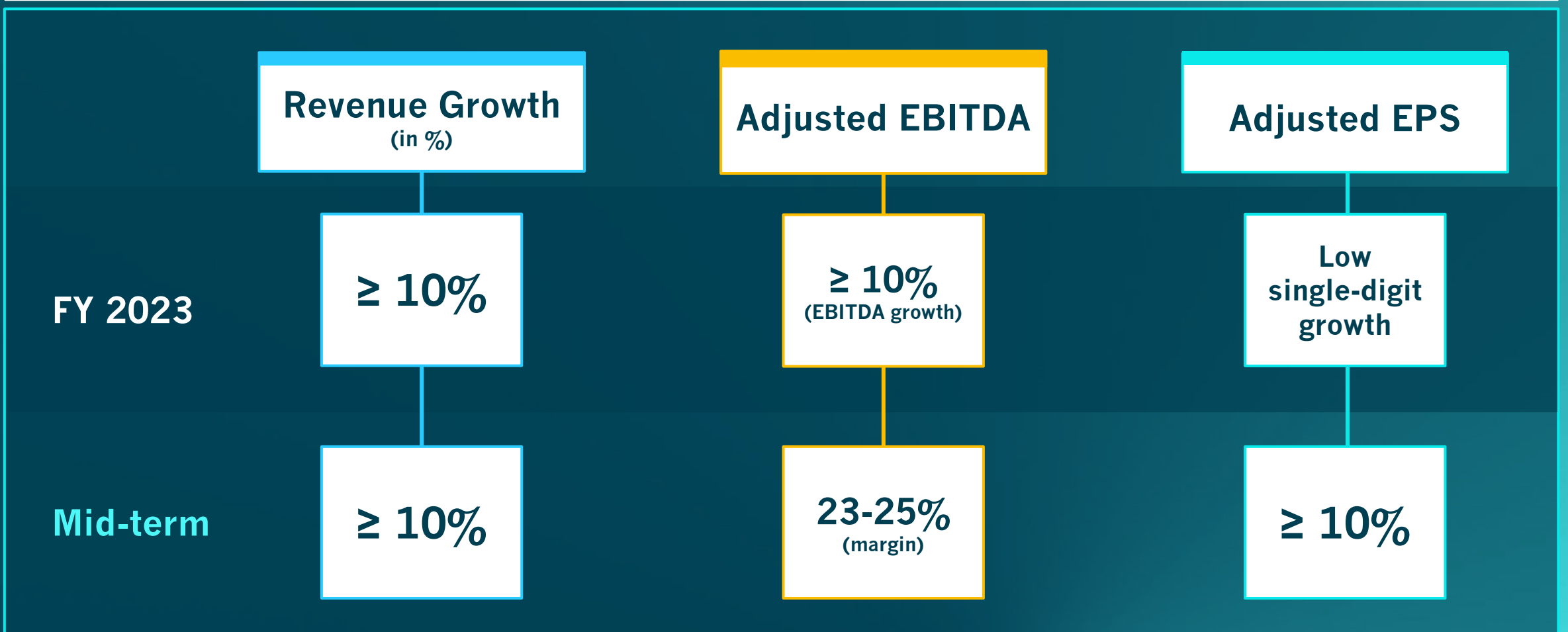


**Strong value creation
model**

Outlook and Guidance

Guidance for FY 2023 and Mid-Term

Group level guidance (FXN, organic) focused on three key drivers of shareholder value





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Q&A Session

Virtual Capital Markets Day 2022



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Q&A Session

Virtual Capital Markets Day 2022