



# Trusted Global Partner

Delivering to over 160  
countries worldwide

Annual General Meeting 2020

Ger Rabbette, CEO

26th May 2020



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# Overview

## Uniphar at a Glance

A diversified international healthcare service provider


 **200** Supporting 200 multinational pharmaceutical and medical manufacturers across three divisions – **Commercial & Clinical, Product Access and Supply Chain & Retail**

 **2,200+** Workforce of more than 2,200

 **5** Active in Ireland, the UK, Benelux, the Nordics and the US

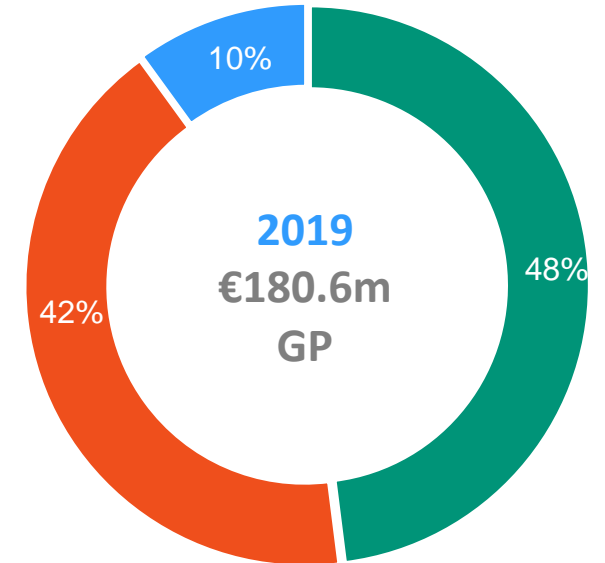
 **160+** Delivering to 160+ countries

 **7%** Organic gross profit growth in all three divisions (Group organic growth 7%)

 **€1.7b** In 2019, the Group generated revenue of €1.67b, gross profit of €180.6m and EBITDA of €48.0m before the impact of IFRS 16. Including the impact of IFRS 16 “Leases”, EBITDA increases to €58.6m.

## Divisional Gross Profit

- Supply Chain & Retail
- Commercial & Clinical
- Product Access




**Commercial & Clinical**

- MedTech
- Pharma

Building a pan-European platform

Providing sales, marketing and distribution solutions to manufacturers

Focused on speciality pharma and medical technologies



**Product Access**

- Exclusive
- On-Demand

Building global capability

Sourcing and supply of unlicensed medicines to pharmacy customers

Managing the release of specialty medicines for pharma manufacturers



**Supply Chain & Retail**

- Supply Chain
- Retail

50 Years in Supply Chain

#1 market position in wholesale in Ireland

Supported by a network of owned and franchised pharmacies

# Highlights

## Financial Highlights

- › Gross Profit: €180.6m, 7% organic growth
- › EBITDA<sup>1</sup>: €48.0m (pre impact of IFRS 16)
  - › €58.6m (after impact IFRS 16)
- › Adjusted EPS: 14.3 cent<sup>2</sup>
- › ROCE: 14.7%<sup>3</sup>
- › Net Cash €26.6m (Gross Cash €116.2m)
- › Proposing €2m dividend in respect of 2019

## Strategic Initiatives

- › IPO in July provides capital structure to execute growth plans
- › Durbin, M3 & EPS acquisitions complete and integration progressing in line with plan
- › Growth divisions accounted for 52% of 2019 Gross Profit
- › Gross Profit generated from outside of Ireland has doubled within a year

**Strong financial performance in 2019 with strategic initiatives progressed**

## Outlook

- › Well positioned to deliver our 2020 plan
  - › Excluding any potential temporary disruption caused by COVID-19
- › Commercial & Clinical delivering c15% EBITDA margin
- › Product Access on track to deliver c10% EBITDA margin by end of 2020

1. EBITDA: Earnings before interest, tax, depreciation, amortisation and exceptional items

2. Adj. EPS for future comparative: 10.1 cent - assuming all IPO shares and Sisk warrant shares were issued on 1 Jan 2019

3. Before the impact of IFRS 16, (After impact of IFRS 16: 15.2% ROCE)

# Financial Highlights

# Gross Profit

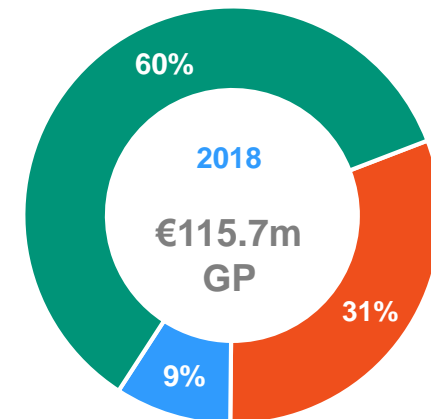
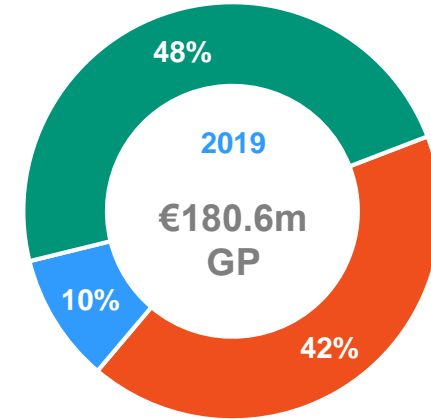
Diversified healthcare services business focused on growth markets

	2019 GP €'m	2018 GP €'m	Growth %	Organic Growth %
Commercial & Clinical	76.8	35.4	117%	5%
Product Access	17.2	10.3	66%	16%
Supply Chain & Retail	86.6	70.0	24%	8%
<b>Total</b>	<b>180.6</b>	<b>115.7</b>	<b>56%</b>	<b>7%</b>

Commercial & Clinical  
Gross Margin  
**37.6%**

Product Access  
Gross Margin  
**13.0%**

Supply Chain & Retail  
Gross Margin  
**6.5%**



# Year-end Liquidity

Year End Position	€'m
Cash & Cash equivalents	116.2
Bank Borrowings	(89.6)
<b>Net Bank Cash at year end</b>	<b>26.6</b>

Robust liquidity at year-end

# 2020 Liquidity

**Cash & Cash equivalents €116.2m**  
**Net Bank Cash at year end €26.6m**

**Net Bank Debt / EBITDA Leverage**  
Year end position = 0x<sup>(1)</sup>  
2020 Bank Covenant = 4.2x

Uncommitted Facilities for acquisitions available of  
€55m

Additional liquidity through cash conversion in 2020

1. Leverage is calculated pre impact of IFRS 16 in line with bank covenants.

# Divisional Review





## Commercial & Clinical

### Financials

Revenue  
€204.0m

Gross Profit  
€76.8m

### Organic GP Growth

Achieved in 2019:  
5%

### Revenue Split

MedTech  
77%

Pharma  
23%

### Geographic Gross Profit

UK & Europe  
>45%

Building a pan-European service offering from the present footprint in Ireland, the UK, Benelux and the Nordics

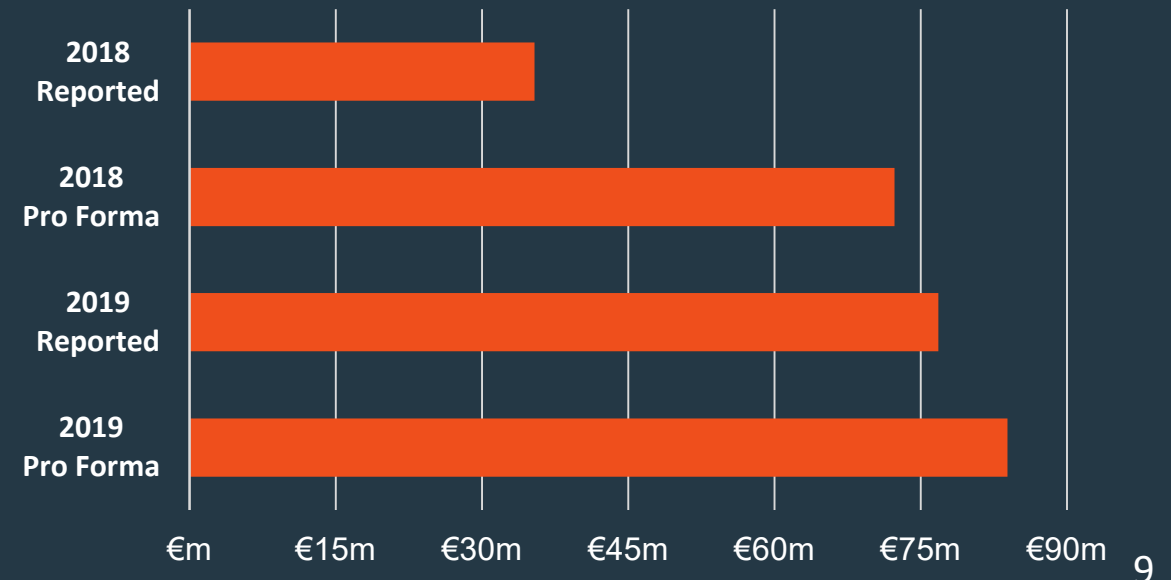
Sales, marketing and distribution solutions for manufacturers

### HCP interactions

2018 >340k

2019 >580k

### Gross Profit





## Product Access

### Financials

Revenue  
€132.2m

Gross Profit  
€17.2m

### Organic Gross Profit Growth

Achieved in 2019:  
16%

### Revenue Split

Exclusive Access  
48%

On Demand  
52%

### Exclusive Access

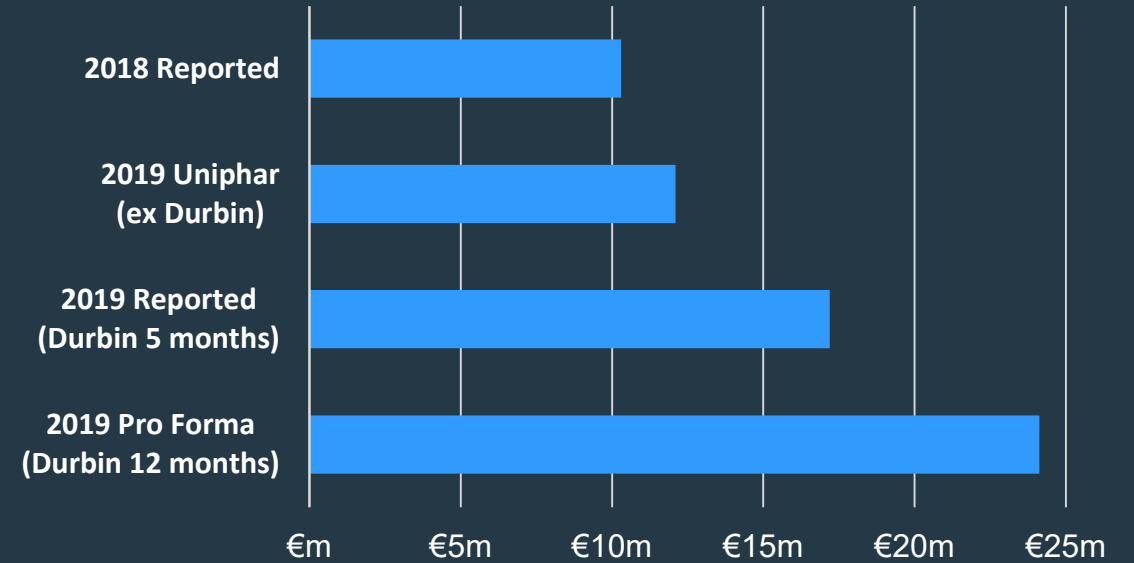
Programmes  
>40

Patients Registered  
>30,000

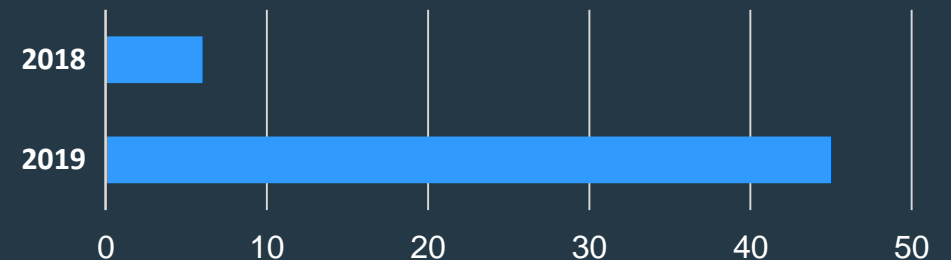
Platform in place to become a global leader in the provision of On Demand and Exclusive Access services

Providing access to unlicensed and speciality medicines globally

### Gross Profit



### Exclusive Access Programmes





## Supply Chain & Retail

### Financials

Revenue  
€1.3b

Gross Profit  
€86.6m

### Organic Gross Profit Growth

Achieved in 2019:  
8%

### Gross Profit Allocation

Supply Chain  
73%

Retail  
27%

### Supply Chain Market

Market Volume  
Growth  
4%

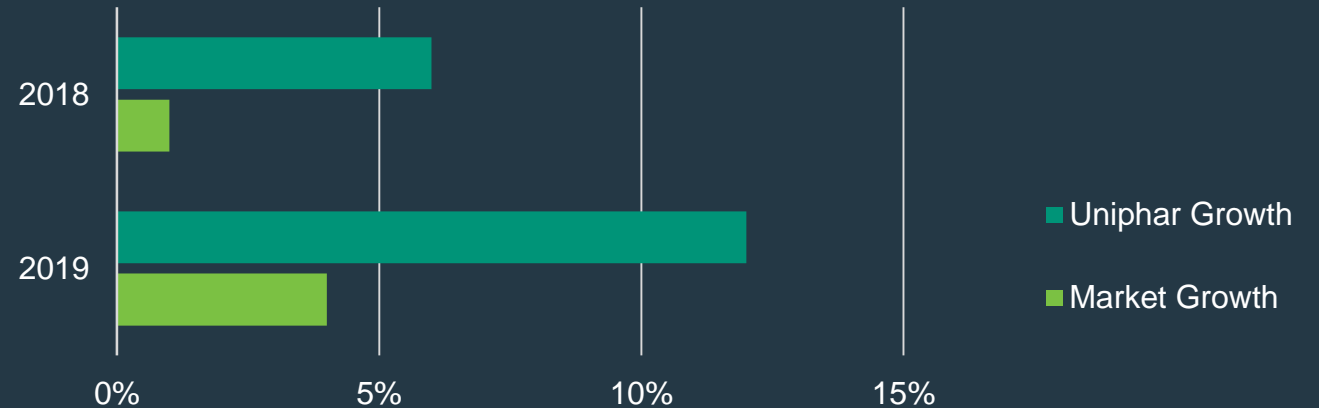
Uniphar Volume  
Growth  
12%

Market Share  
in Value  
c50%

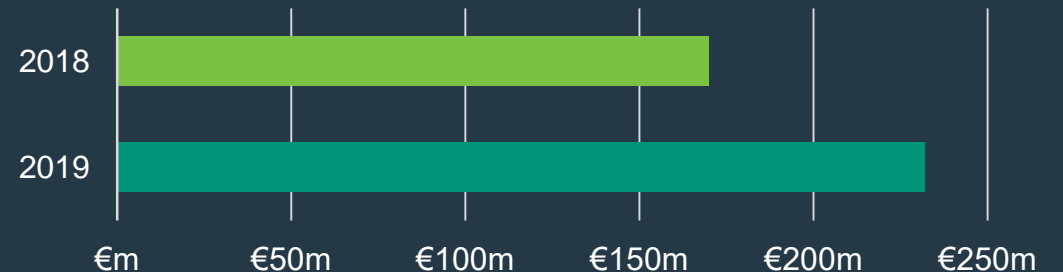
Leverage high-tech distribution facilities, longstanding manufacturer relationships and scalable digital infrastructure

Market leader in Irish wholesale and hospital market. Supported by a network of 287 pharmacies<sup>(1)</sup>

### Uniphar Volume Growth vs Market Volume Growth



### Online Revenue



1. 287 pharmacies includes owned, franchised and symbol group members

# Strategic Initiatives

# Divisional Objectives



**Commercial  
& Clinical**

**Pan-European  
Platform**

**Client  
Growth**

**Digital  
Solutions**



**Product  
Access**

**Market  
Leadership**

**Business  
Development**

**Patient  
Focused**



**Supply  
Chain  
& Retail**

**Market Share**

**Operational  
Optimisation**

**Retail  
Excellence**

# 2019 Acquisitions: Integration Update

3 Acquisitions completed in 2019 across 'Growth Divisions'



- ▶ Both acquisitions aligned with our strategy connected to therapeutic expertise
- ▶ Add significant experience across Interventional Cardiology, Neuro Radiology and Oncology
- ▶ C&C now covering 11 geographies across Europe

EPS & M3

- Ireland, UK, Benelux, Nordics & Baltics ✓
- Strategic therapeutic expertise ✓
- 23 manufacturers in 2 or more countries ✓
- >900 dedicated employees in C&C division ✓



- ▶ Breakeven position achieved by new management team by year end
- ▶ Strong Investment in IT and operational infrastructure delivering greater scale and efficiency
- ▶ Group MAPs expertise has now increased to >40
- ▶ Additional investment in BD, strong pipeline
- ▶ Well positioned to deliver on 2020 expectations

Durbin

- Global logistics / distribution ✓
- Managed Multiple ROW MAPs ✓
- >160 countries shipped to in 2019 ✓
- UK & US Facilities ✓
- Online Platform ✓
- RWD Platform ✓

# Sustainability and Governance

## Environmental



- ▶ We have a pro-active approach to managing our environmental obligations.
- ▶ Energy savings of 334 tonnes of Co2 in 2019 in our Citywest HQ, 16% savings on 2018.
- ▶ 96% recovery/recycling rate on all packaging

## Community Involvement



- ▶ Across each of our three divisions Uniphar provides vital medicines, the highest quality medical devices and access to life saving drugs both nationally and across the globe
- ▶ In 2019, Durbin's Aid and Development team supplied more than 750,000 items to more than 100 charitable organisations and into 126 countries around the world

## Governance, Quality & Compliance



- ▶ Our approach to Governance, Quality & Compliance is to seek continuous improvement
- ▶ The Board has 3 permanent committees to assist in the execution of its responsibilities: Audit, Risk & Compliance, Nomination & Remuneration

## People & Workplace



- ▶ Uniphar's employment policies, procedures and practices promote full equality of opportunity in all areas
- ▶ The health, safety and wellbeing of all employees, both inside and outside of work, is paramount and Uniphar runs regular training courses throughout the year, including
- ▶ Diversity remains a key focus in Board succession planning for the future

# COVID-19; Uniphar's role

## Global platform

- Patient Access services to over 160 countries worldwide
- Running Global MAPs – often serving patients suffering from rare or chronic conditions

## Uniphar plays a vital role in the national healthcare infrastructure

- Distributing c50% of vital medicine to the market
- +
  - Supplying critical med tech

## Uniphar has taken measures to ensure continuation of vital services

- Consultation and strategic planning discussions with Government & Regulators
- COVID Crisis Committee in place
- Increased communication with Manufacturers, HCPs, and other relevant stakeholders
- Depopulating our distribution centres and supporting social distancing to reduce risk of business disruption
- Supporting front line staff on site
- All other staff work from home
- Holding increased levels of inventory
- Leveraging our digital solutions
- Keeping pharmacies open
- Support services (call centre hours etc)

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# Outlook & Capital Allocation

# Medium Term Outlook


Divisional Guidance | Medium term organic growth in gross profit, by division:



Product Access  
**Double Digit**



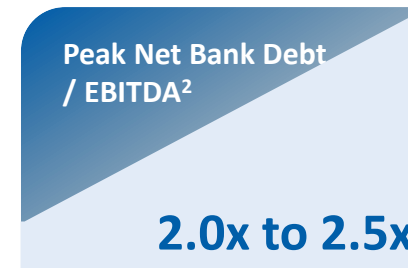
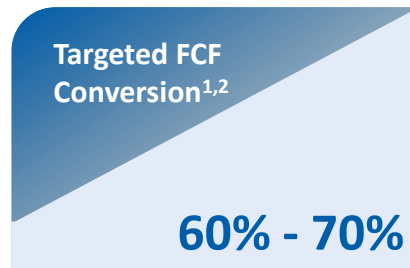
Commercial & Clinical  
**Mid Single Digit**



Supply Chain  
**Low Single Digit**

In the medium term M&A expected to make a meaningful contribution to gross profit in addition to organic growth

## Medium Term Metrics



Uniphar target to double 2018 pro forma Group EBITDA at the time of IPO of €46m over 5 years

1. Free cash flow conversion calculated as EBITDA less investment in working capital less capex, divided by EBITDA  
2. EBITDA: Operating profit excluding exceptionals, depreciation and amortisation  
3. Return on Capital Employed (ROCE) is the adjusted operating profit expressed as a percentage of the Group's adjusted average capital employed.

# Capital Allocation

## Reinvest to support growth

Continue to invest in infrastructure, digital platforms, strategic Capex and talent to deliver organic growth in line with medium term guidance

- Planned investment in SC&R facility in 2020

## M&A

Growth through M&A is a necessary component of delivering our 5 year plan

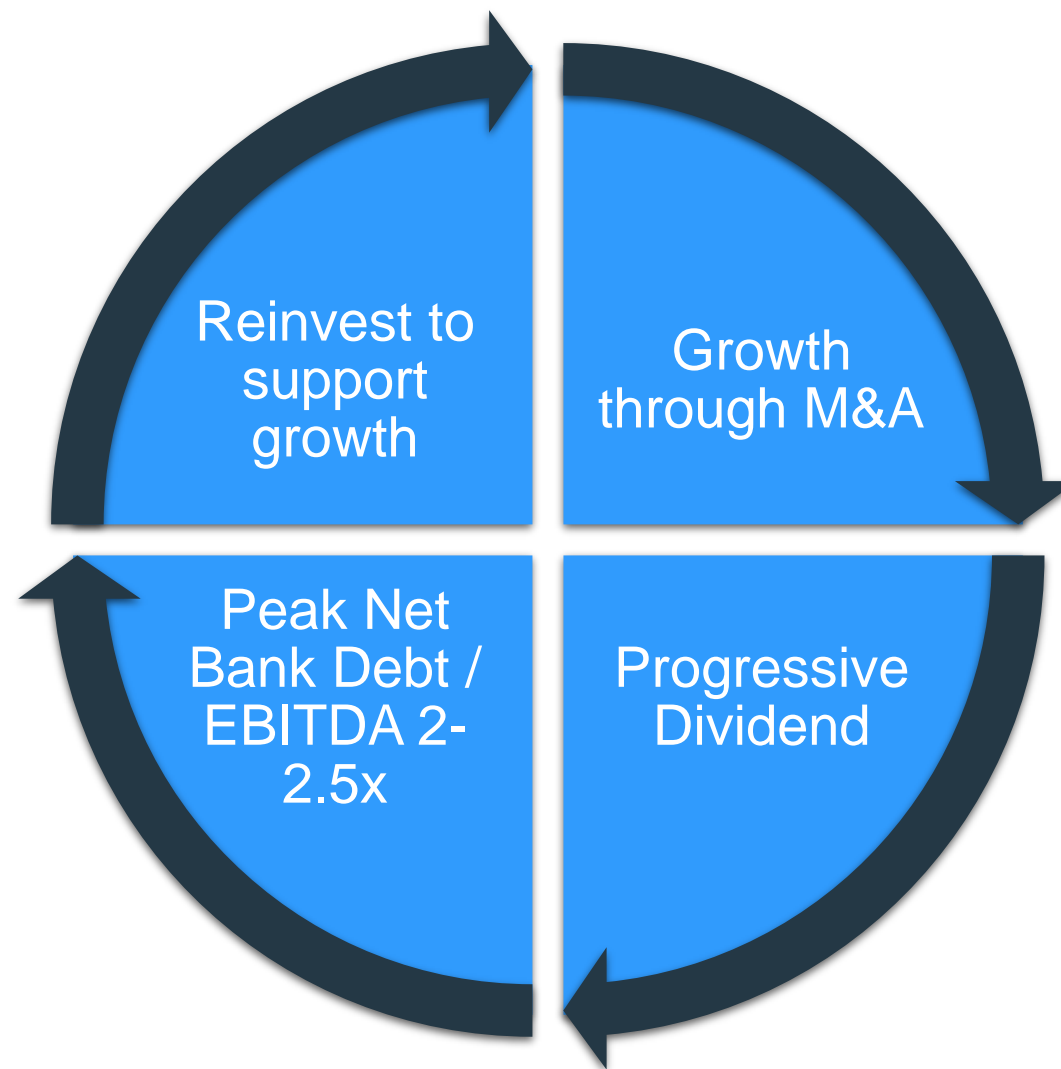
ROCE hurdle rate of 12%-15% within three years.

## Progressive Dividend

Intention to pay progressive dividend

## Peak Net Bank Debt / EBITDA 2-2.5x

Existing capital structure combined with peak leverage ratio of 2-2.5x will allow group to meet strategic goals



# Q&A

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# Appendices

# Investment Case



## Experienced Industry Team

- Executive management, line management and specialty / technical personnel with many years of relevant industry experience driving the business



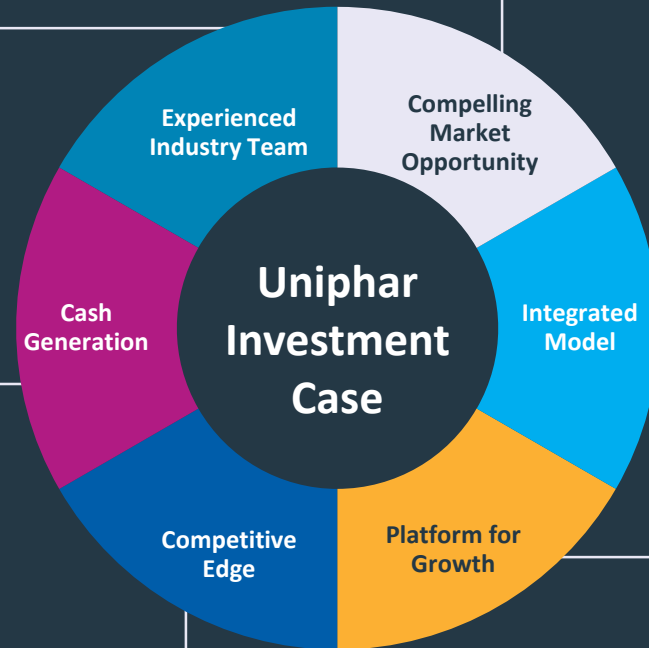
## Cash Generation

- Strong free cash flow generation supporting platform for growth
- Capital allocation prioritised to support sustainable organic growth, accretive M&A and a progressive dividend policy



## Competitive Edge

- High tech distribution infrastructure
- Longstanding manufacturer relationships
- Digital capabilities



## Compelling Market Opportunity

- Increasing requirements for speciality products
- Continued growth in outsourcing by manufacturers
- Highly fragmented European market



## Integrated Model

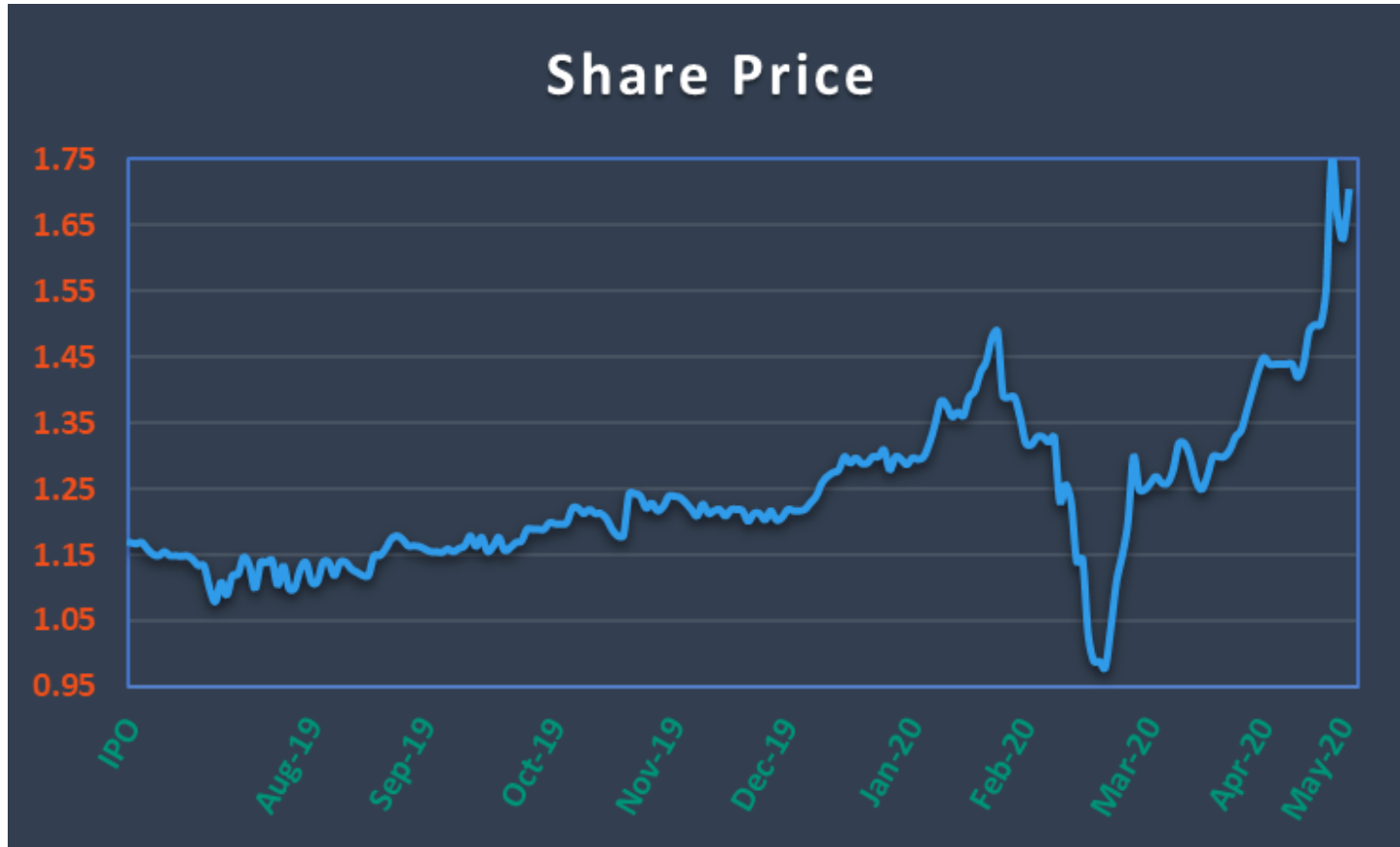
- End to end solution across the value chain and throughout product lifecycle
- Leveraging existing facilities, technology and relationships to take advantage of substantial market opportunity in growth divisions



## Platform for Growth

- Building a pan-European Commercial & Clinical service offering for our manufacturer clients
- Exciting opportunity to integrate Durbin and scale our Product Access offering on a global basis
- Migrating 200+ existing manufacturer clients to multiple geographies and services

# Shareholder returns; IPO to date



	Price Eur
IPO	1.15
High	1.75
Low	0.98
25 <sup>th</sup> May 2020	1.70

Source: live.euronext.com