

■ Recordati Group in numbers

RECOVERY DRIVES STRONG FINANCIAL RESULTS

On February 24th, Recordati announced its **financial targets for 2022**, which include the contribution from the newly acquired EUSA Pharma as from the second quarter of the year: revenue between € 1,720 million and € 1,780 million, EBITDA between € 630 and € 660 million and adjusted net income between € 450 and € 470 million.

Despite the impact from the subsequent escalation of the conflict in Ukraine, based on the recent operating trends and the early completion of EUSA Pharma acquisition, the company confirmed its 2022 targets. The company is committed to assisting all its patients, wherever they may reside, through the continued supply of medication and will continue to closely monitor the geopolitical situation while continuing to ensure the safety

of its employees and respecting all applicable laws in the areas where it operates.

"The first quarter of 2022 was characterized by a general recovery in relevant markets, with access to healthcare professionals almost returning to pre-pandemic levels. In the Specialty & Primary Care segment, the recovery was highly significant for seasonal flu products and in the OTC portfolio, including an increased contribution from Eligard®. In the rare diseases business, endocrinology products (Signifor® and Isturisa®) saw continued growth, as did the metabolic portfolio both in the United States and Europe," commented our CEO **Rob Koremans**.

"Revenue performance, coupled with efficiency improvement measures in Specialty & Primary

Care business, led to an increase in the operating results and profit compared to the same period in 2021, in line with the targets set for this year," concluded Rob.

To discover more about our first-quarter performance, please read the full press release on our website www.recordati.com.

"IN Q1 2022, ACCESS TO HEALTHCARE PROFESSIONALS ALMOST RETURNED TO PRE-PANDEMIC LEVELS."

2022 FIRST QUARTER

On May 10th Recordati announced its financial results for the first quarter 2022. The main financial highlights are:

- **Consolidated net revenue** € 419.4 million in the first quarter, up by 9.0% at current exchange rates and 10.9% at constant exchange rates.
- **EBITDA** € 163.0 million, up by 8.7%.
- **Operating income** up by 5.1%, at € 131.3 million.
- **Net income** € 96.7 million, up by 7.6%.
- **Adjusted net income** € 116.3 million, up by 11.4%.
- **Free Cash Flow** € 110.3 million, in line with the same period of 2021.
- **Net financial position** net debt of € 1,399.5 million, which reflects the acquisition of EUSA Pharma, completed on March 16th 2022.
- **Shareholders' equity** € 1,449.4 million.
- **2022 financial targets** confirmed.



PATIENTS | PEOPLE | PRODUCTS | PERFORMANCE

INTERVIEW WITH FRITZ SQUINDO, SENIOR ADVISOR



Fritz Squindo,
Senior Advisor Recordati

"Fritz, you've been with Recordati for more than 30 years in a variety of key roles. Andrea Recordati said you 'are one of the managers who most made the history of the Group'."

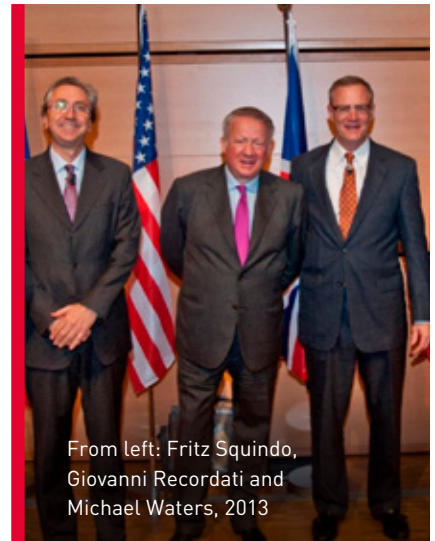
"What do you believe have been the biggest challenges Recordati has faced in this time?"

"When I joined Recordati in 1992 the pharmaceutical industry was still predominantly domestic with big products mainly in primary care and, in this situation, Recordati was a leading Italian company. However, the market was changing, pressure on prices started to grow and important national licences were becoming more and more difficult to obtain.

Our answer, which was also a big challenge, was to position ourselves as an international player by expanding abroad. We therefore started to grow progressively in Europe by

acquiring local companies with a solid national portfolio that was enriched by our corporate products, initially those based on lercanidipine [discovered and developed by Recordati, for the treatment of hypertension] and later by new ones either purchased or acquired on licence. We first entered Western Europe and then expanded into Eastern Europe, in Russia and Turkey. Recordati already had an international culture [at the end of the 1980s the company had operations in the United States for R&D activities] but the integration of all these companies and cultures could only be achieved through progressive change in our organisation and way of working. While we remained a centralised organisation, we managed each country differently, because we knew that the market dynamics were very different. Our objective was clear, to maintain and add to the value of all the assets purchased. I can proudly say that ours is a clear example of success.

Another great challenge was to enter the specialty care sector, the fastest growing area of business. That decision was almost pioneering. Instead of going into areas dominated by all the big pharma companies, such as oncology, we acquired Orphan Europe and chose the path of rare diseases. Today this decision has made us a global player in a rapidly growing area which will continue to expand because of the need to treat so many rare diseases for which there are not yet any treatments. Our latest acquisition of EUSA Pharma is yet another step forward in this diversification strategy."



From left: Fritz Squindo,
Giovanni Recordati and
Michael Waters, 2013

"Can you share with us a few of the most memorable moments you've had with the company?"

"There have been many memorable moments. I remember all the acquisitions. Long negotiations, moments of distrust combined with moments of progress, challenging decisions to be made and finally the contract is signed, followed by the closing, meetings with the management of the companies acquired and the integration processes.

I would like to share another important moment both for me personally and for the company's communication policy. I'm talking about our first business plan presented to the financial community in 2000. Already at the end of 1999 (during our Christmas dinner in the



2017 Management Meeting: 20 years of lercanidipine celebration

newly redeveloped packaging departments) Giovanni Recordati asked me to give a boost to our investor relations activity. In the first few months of the year we had concluded the acquisition of Bouchara in France, a major investment. In May the time was right to launch our three-year business plan. It is still up there on our website. It was presented by Giovanni Recordati, Walter Bevilacqua and me. The targets we announced were challenging. That was the start of Recordati's success story on financial markets."

"How will you use all of your knowledge and experience in your new role as Senior Advisor?"

"First of all, I want to say that I am very happy with this new role and I wish to thank both Andrea Recordati and Rob Koremans for allowing me this progressive exit from the company. After 30 years it would have been traumatic for me to have nothing more to do with Recordati.

In my time at Recordati, I have been part of several management teams. I've taken an

active part in the company's evolution and I've experienced organic change in management. Today, we have a new management team which must face new challenges and continue to grow in a very competitive environment.

In my new role, I will not be at management's side to make operational decisions, but will be there when strategic decisions are made, especially for acquisitions and subsequent integrations, drawing on my experience.

Acquisitions will remain a key part of our growth. We will have to be disciplined in the future too, rigorous in our risk assessment, but at the same time courageous. So, I hope I can continue to play a part in the success of our company."

"What advice would you give someone starting out in Recordati today? How can they build a successful career in the company?"

"I have found working at Recordati exciting and rewarding and I have always tried to communicate this enthusiasm to all the colleagues I have met.

At Recordati you can acquire highly qualified professional experience at all levels.

Of course, the international nature of the business does make it a little complicated, but its size still allows you to feel part of the company, understand its logic and clearly understand the importance of the contribution you make.

The advice I would give is to work hard with enthusiasm, professionalism and also with a little patience. There are no shortage of opportunities for those with the ability and desire to grow."

**"WORK HARD
WITH ENTHUSIASM,
PROFESSIONALISM
AND ALSO
WITH A LITTLE
PATIENCE."**

■ Recordati People

CAMPOVERDE HISTORIC COLLECTION

With its rich history, Recordati has many stories to tell. To ensure some of those stories are available for people to follow, Anna Benin and Lorena Boggian have created an historic collection at Campoverde – one that Andrea Recordati warmly thanked them for.

This is their story:

"We liked the idea of collecting objects and small instruments so that anyone who wished could admire them. We were patient and we didn't give up as we stored away everything that was important for our collection. We were helped by people in the various departments, and we collected all kinds of material that was obsolete and no longer in use but of great historical importance to the people who worked and still work at the Campoverde site. The perfect location was found when the ancient wooden display cabinet of the Recordati pharmacy in Correggio, founded in 1820, became available. Thanks to the approval and full co-operation of Dr. Spila, we set up the Campoverde museum within a year.

These historical records are of great value to this company. They show how a

small pharmacy in a tiny provincial village can become an enterprise with over 4,000 employees spread all over the world. Not every company has such a long history.

We wanted people to be able to see it with this project of ours. The published book about the Recordati Family has been a valuable guide

that allowed us to make it interesting and rich in history.

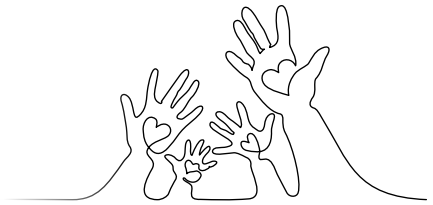
Before the end of the year, and that is before Anna's career comes to an end in 2023, we would like to add a collection of photographs to the museum going back as far as the Correggio period."



From left: Lorena Boggian, Andrea Recordati and Anna Benin

■ Specialty & Primary Care

THE 8TH RECORDATI OTC INTERNATIONAL WORKSHOP



In April, Milan gave a heartfelt welcome to the Recordati OTC teams from all over the world, in the first in-person meeting since 2019.

The OTC business is a key asset to Recordati. As CEO Rob Koremans pointed out in his welcome speech, OTC's meaningful contribution to healthcare is very important and fits well with Recordati's aspirations and strategy.

In Q1 2022, OTC achieved great results with

growth of 17% vs PY, driven by very strong brands that have conquered and maintained a leadership position in their country.

After a three-year break due to the COVID pandemic, it was time to bring together again all the people from the worldwide Recordati OTC network. An occasion that - in Rob's words - offered the opportunity to meet colleagues, learn from each other, exchange ideas and experiences, and go back to their own country ready to do their best.



■ Specialty & Primary Care

FIRST ELIGARD® MEDICAL & MARKETING WORKSHOP



Representatives from our countries and our partner Tolmar International gathered in Milan in May 2022 at the **Eligard® Medical & Marketing Workshop** to share experiences and learnings, and create a plan to ensure the success of Eligard® for many more years to come.



Eligard®, licensed in 2021 from Tolmar, is an injection prescribed for the treatment of hormone-dependent advanced prostate cancer and for the treatment of high-risk localized and locally advanced hormone-dependent prostate cancer, in combination

with radiotherapy.

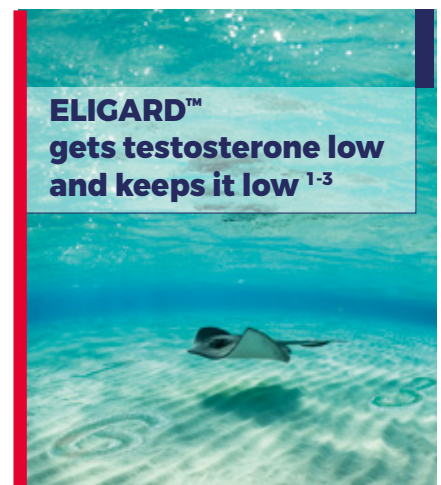
Recordati has the rights to commercialise Eligard® in Europe, Turkey, Russia and certain other countries, strengthening our presence in Urology and expanding our capabilities to the area of Uro-Oncology.

In its first year within Recordati, Eligard® has been launched in 29 countries (five SAL-INT countries included), reaching € 92.4M in 2021 (LEU IQVIA in-market sales).

The two-day workshop was full of updates, information exchanges and inspiration.

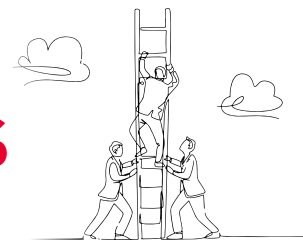
These include:

- Updates on the Eligard® new device, which is currently in regulatory approval phase and will be launched in 2023, improving customer experience and better supporting patients with prostate cancer
- Sharing best practices from selling Eligard®, with the aim of improving productivity and problem solving, stimulating and inspiring innovation and growth



- Better understanding of the competition in the treatment of prostate cancer and testing different scenarios around the launch of a new competitor to ensure we can face changing market dynamics

To learn more about the highlights of the sessions, visit our intranet where you can watch interviews with CEO Rob Koremans, SPC's Executive Vice President Alberto Martinez, Vice President Strategy & Commercial Excellence Chris Surridge and Regional Manager Massimo Grandi.



■ Rare Diseases

THE 24TH EUROPEAN CONGRESS OF ENDOCRINOLOGY (ECE 2022)

Over 60 colleagues gathered in Milan for Recordati's Global Endocrinology Brand Summit, before attending the 24th European Congress of Endocrinology (ECE 2022) on May 21st-24th.

Participants came from 20 countries and three regions, and included the endocrinology leadership and RRD top management. They came together to present, learn and share their thoughts on the global strategy and long-term plans.

The Brand Summit welcomed guest speaker Prof. Rosario Pivonello - a global key opinion leader who shared his clinical

experience with Isturisa®, the flagship product of the Endocrinology portfolio.

The European Congress of Endocrinology 2022 is one of the key global events for the endocrinology scientific community. It was the first time in two years that the global community was able to get together in person. With 3,771 attendees from Europe, US, Asia and Oceania, ECE was the perfect opportunity for Recordati Rare Diseases to confirm its leadership in the area of endocrinology.

As one of the main sponsors, RRD offered an extensive scientific program

and an exhibition booth, which attracted a significant number of healthcare professionals.

On May 22nd RRD's sponsored satellite symposium entitled '**Navigating the management of Cushing's Syndrome**' was presented by leading international experts **Maria Fleseriu** (OHSU Northwest Pituitary Center, US), **Rosario Pivonello** (Università di Napoli Federico II, Italy), and **Richard Feelders** (Erasmus Medical Center, Netherlands). Over 680 people attended the symposium.

■ Rare Diseases

THE 10TH INTERNATIONAL PRIZE FOR SCIENTIFIC RESEARCH ARRIGO RECORDATI

The RRD symposium at the ECE was the perfect stage for our chairman Andrea Recordati to celebrate the awarding of the Arrigo Recordati Prize 2022. The Prize, which awards every two years the winner a € 100,000 research grant, was established in 2000 by Recordati Group in memory of Arrigo Recordati to continue his legacy and inspire biomedical discoveries benefiting people worldwide.

In line with our ever-growing commitment to rare diseases and endocrinology, **the 2022 Prize was dedicated to the promotion and recognition of excellence in research on pituitary disorders.**

Dr. **Sabrina Chiloiro**'s winning research project, entitled 'The ACRO-TIME Study', aims to investigate the role of the immune microenvironment in Growth Hormone secreting pituitary tumors and identify new biomarkers for the development of

a targeted and personalized therapy for acromegaly. She is an MD and Ph.D., clinical and translational endocrine researcher at the Pituitary Unit of Endocrinology Department at the Catholic University of the Sacred Heart in Rome.

Announcing the winner, Andrea Recordati

said *"We are increasingly committed to meeting the needs of patients suffering from rare diseases by sustaining the research of new therapies in this area. It is an honour and a privilege to award the Prize to Dr. Sabrina Chiloiro's outstanding research project."*

www.prize.recordati.it



Sabrina Chiloiro, winner of the Arrigo Recordati Prize 2022

■ Corporate Social Responsibility

OUR SUSTAINABILITY PLAN: A COMMITMENT TO A MORE SUSTAINABLE FUTURE



We know that the health and well-being of people and the health of the planet are closely connected. We cannot be healthy in an unhealthy environment and with no health, there is no wealth and social equality.

Our Sustainability Plan explains how we will make a difference, and shares with our stakeholders how we are contributing to a better world.

The Plan centres around five strategic pillars:



For each of these five strategic pillars, we have created targets that are aligned with the United Nations' Sustainable Development Goals.

Throughout 2021, and continuing in 2022, we have been making great progress toward these targets including:

1. PATIENT CARE

We constantly aim to improve our patients'

health and quality of life by:

- Offering high quality and affordable products that serve a broad range of treatment areas.
- Pursuing a strategy to increase our presence in the rare diseases segment to provide innovative treatments that address serious unmet medical needs.

2. PEOPLE CARE

We are committed to building a safer, more responsible and inclusive workplace and to creating value for our community:

- Women accounted for 47% of all our employees and 42% of Board members
- We donated € 2.5 million to support the communities in which we're present

3. ENVIRONMENTAL PROTECTION

We work on reducing our environmental impact by fighting against climate change, increasing circular economy and promoting waste reduction initiatives:

- 100% of electricity purchased from renewable sources for our European plants and annexed offices

- Approximately 3,750 trees planted in the metropolitan area of Milan through the Forestami project with a commitment to plant 11,250 trees in the 2021-2023 three-year period

4. RESPONSIBLE SOURCING

We want to build relationships based on transparency and trust, promoting respect for ethical, environmental and social aspects along the entire value chain:

- Approximately 180 supplier audits were conducted by the pharmaceutical and chemical-pharmaceutical division, mainly on product quality and safety
- New Code of Ethics distributed to suppliers

5. ETHICS AND INTEGRITY

We are committed to maintaining the highest standards of ethical conduct:

- 100% of employees received training on the Code of Ethics and the anti-bribery and anti-corruption policies

For a complete overview, you can read the 2021 Non-Financial Statement on our website.

■ Corporate Social Responsibility

STAND UP FOR UKRAINE

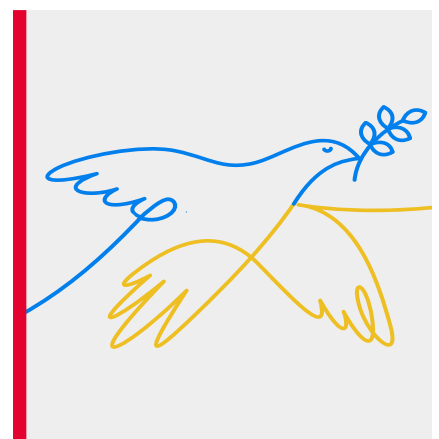
Thank you for giving so generously to Recordati's Ukraine fund. The great news is that, thanks to your donations and contributions from both our company and our largest shareholder CVC Capital Partners, Recordati's Ukraine fund total now stands at almost **€ 300,000**.

The money will be used to further support our Ukrainian colleagues, and a small committee within Recordati is currently investigating the best way to do this. Many of you left touching messages when making your donation. We have shared them with

our Ukrainian colleagues through a video you can view in our Intranet.

Meanwhile, as a pharmaceutical company, we have donated a substantial amount of our medicines in Ukraine to the Ukrainian Ministry of Health to ensure the continued supply for patients.

We have also donated funds to NGOs providing humanitarian aid, including the Red Cross. The Italian Red Cross reached out to thank us for our efforts with a video showing where the money is being spent. To view the video, visit our intranet.



■ Celebrations

RECORDATI POLSKA'S: 10TH ANNIVERSARY



March is a special time in the **Recordati Polska** calendar.

As we all know, every journey starts with a single step. Ten years ago, in March, we started to build our Polish unit by hiring our first three employees, and we are very happy they are still working with us today.

We have been looking forward to the anniversary and for the last few months we have been preparing a 10-month plan of activities to celebrate, thank and honour all the people who are part of Recordati Polska. While we cannot forget the situation in Ukraine, we will try our best to focus on our

company celebrations.

The first step in our anniversary celebrations is the logo we will be using in our emails everyday and in some external communications. This will help us share Recordati's 10-year presence on the Polish market and the Recordati Group's almost 100-year-old tradition with our partners.

OUR TEN ACTIVITIES TO CELEBRATE RECORDATI POLSKA'S 10TH ANNIVERSARY:

1. We started our celebrations in March at an online gathering by introducing the organisation committee and sharing the whole plan with all employees.

2. In April we started our own Recordati forest by planting 150 trees to match the number of people employed in the Polish office. This is how we celebrated World Earth Day (April 22nd).

3. In May Recordati teams took part in the 10th Bieg Firmowy (RUN), to support 10 children from the EVEREST Foundation.

4. In June we met again for the first time in two years to celebrate together.

5. In July we will run a knowledge quiz for employees on Recordati history with prizes.

6. In August (holiday time) we will run a photo contest: La dolce Vita.

7. In September our team of sports fans will organise a bike race in the Tatra mountains.

8. In October Recordati teams (9 regional + 1 office) will complete 10 charity or environmental volunteer activities in Poland.

9. In November we would like to invite all employees to have medical examinations as part of our healthcare.

10. In December we will gather all the mementos from our anniversary year and look at them again together.

■ Rewards

RECORDATI PHARMA: THE TOP 100 AWARD 2022

Compamedia has been organising the **TOP 100 Award** for the innovative capacity and outstanding success in innovation of Small & Medium Sized Enterprises since 1993 and Prof. Dr Nikolaus Franke has been the scientific leader of the contest since 2002. Franke is the founder and management board member of the Institute for Entrepreneurship and Innovation at the Business University of Vienna.

Recordati Pharma was assessed on the basis of more than 100 innovation indicators from five categories:

1. Top Management,

2. Promoting Innovation,

3. Climate Innovation,

4. Innovative Processes and Organisation,

5. External Orientation/Open Innovation and Innovation Success.

And Compamedia decided that our German subsidiary was perfectly equipped for future challenges.

Recordati Pharma attaches great importance to innovation, both in terms of products and processes, as well as internally. The focus is on promoting employee development, modern and innovative working conditions, as well as a good work-life balance and a family-friendly working environment.



■ Rewards

PROCTO-GLYVENOL®: BEST EUROPEAN MARKETING CAMPAIGN 2022

Nicholas Hall's 32nd European Consumer Healthcare Conference (CHC), one of the most important events for the CHC industry, took place in Athens in the first week of May 2022.

Cases were selected by a panel of judges with decades of experience on how to launch and advertise in the self-medication industry. The cases were assessed on their ability to shake up the market by offering a unique health solution and by looking at the media selection and promotion process.



During the Conference, delegates had the chance to rate their favourite, based on memorability, humour, provocation, clarity and any other factor making or breaking an advertising campaign.

We are so glad to announce **Procto-Glyvenol®** was selected first among the

most interesting cases, and then voted as **the Best European Creative Campaign**, ahead of much larger CHC brands and multinational players, such as Otrivin from GSK and Enandol from Menarini!

The case highlighted the successful relaunch of the brand, via a common marketing positioning, communication platform and omnichannel strategy towards the different stakeholders, leveraging the "Blue Man" icon and the emotional benefit of the challenge to the taboo of hemorrhoids.

This award is recognition for our strong focus, engagement and great teamwork across the organisation!

Over 140 delegates from different regions joined the Conference to get the latest market updates, elaborate on future trends, and look for potential innovation to grow their businesses further.

The Conference was also a place to share knowledge, presenting the most interesting cases within CHC industry.

The brand has kept growing progressively since the take over from Novartis in 2011 and it moved from a turnover of € 8M up to € 20.4M (YTD 17/11), becoming market leader in several countries and also the fastest growing Recordati Corporate Product. Procto-Glyvenol® outperformed the market again in 2021, overcoming challenging



trading conditions and proving resilient amid COVID-related market turbulence, leading to the best ex-factory sales ever: € 36.3M (+16.5% on PY and in line with budget targets)!

This performance has been possible thanks to the commitment, dedication and passion of all colleagues involved at Local and HQ level, making Procto-Glyvenol® an exemplary case history in the pharma market.

■ Rewards

JABA RECORDATI: BEST SOCIAL RESPONSIBILITY COMPANY, BEST TOP MANAGER

The specialist magazine *Hunan Tesiurces*, sponsor of Portugal's most important HR award, again assessed the work of 250 managers in 2021. The voting to select the recipients of the 31 prizes awarded to 25 companies and six managers, took place via streaming with an audience of around 45,000 people following the event.

At this 11th edition of the award, attended by major banks, Santander and CGD, consultancy firms, Accenture and EY,

the HR firm Randstad and the insurance company, Fidelidade, Jaba Recordati was the only Portuguese company selected for the pharmaceutical industry.

Of the 28 categories in the competition, Jaba Recordati and its General Manager Nelson Pires took first place in two of the categories selected.

Jaba was voted **Best Social Responsibility Company** for the third consecutive year,

(2020, 2021, 2022), while **Nelson Pires** was elected **Best Top Manager** from among 250 Portuguese executives for the second time. Nelson had already been elected "Personality of the year" in 2015, voted by 20 CEOs of leading Portuguese companies.

This news, which will be published in the next edition of *Hunan Tesiurces* Magazine, is very important for internal motivation.

