

Galenica Group Investor Presentation

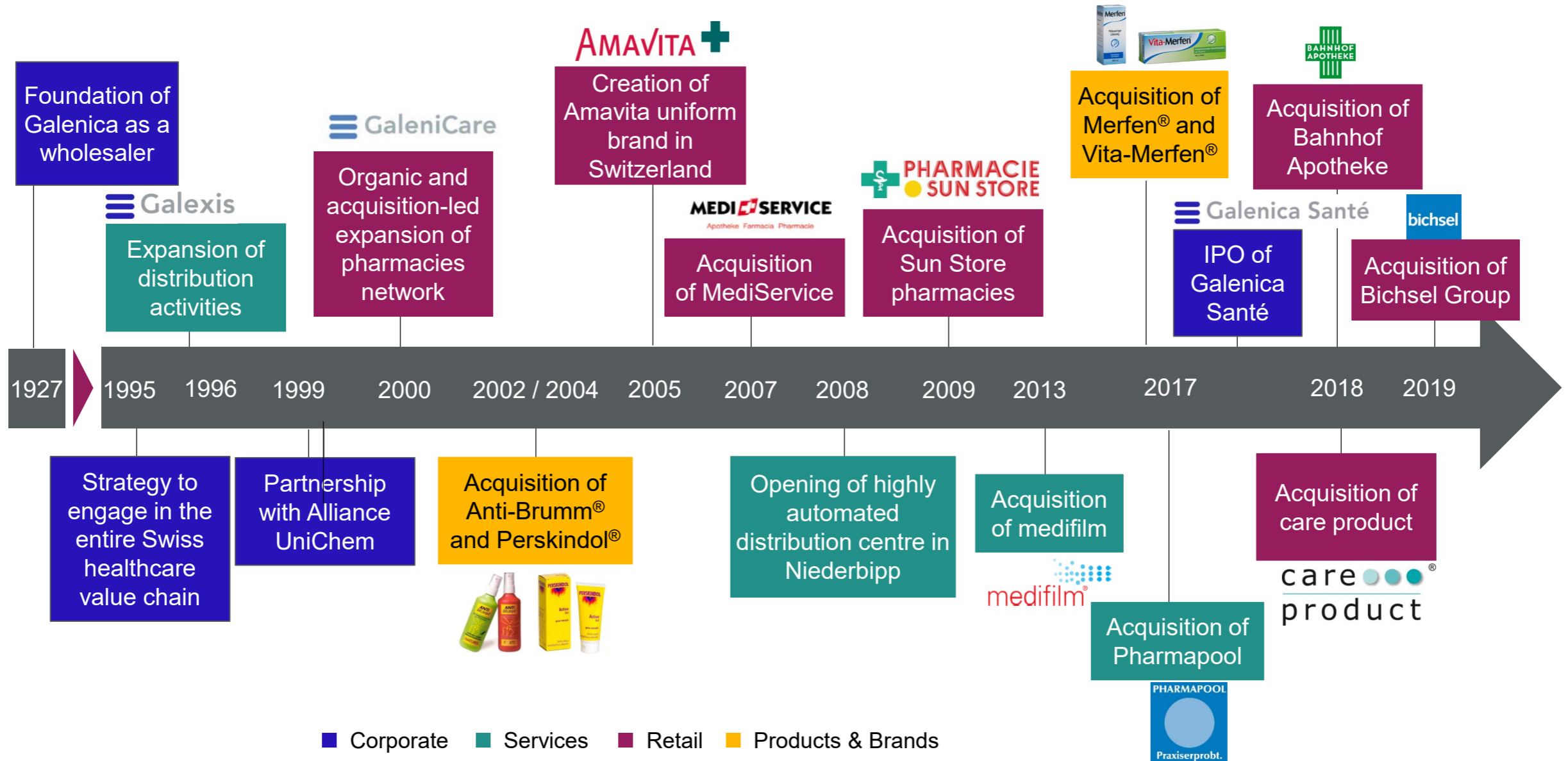
August 2019



Agenda

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1 Building the leading Swiss healthcare platform over 90 years



1 History of resilient growth and margin improvement



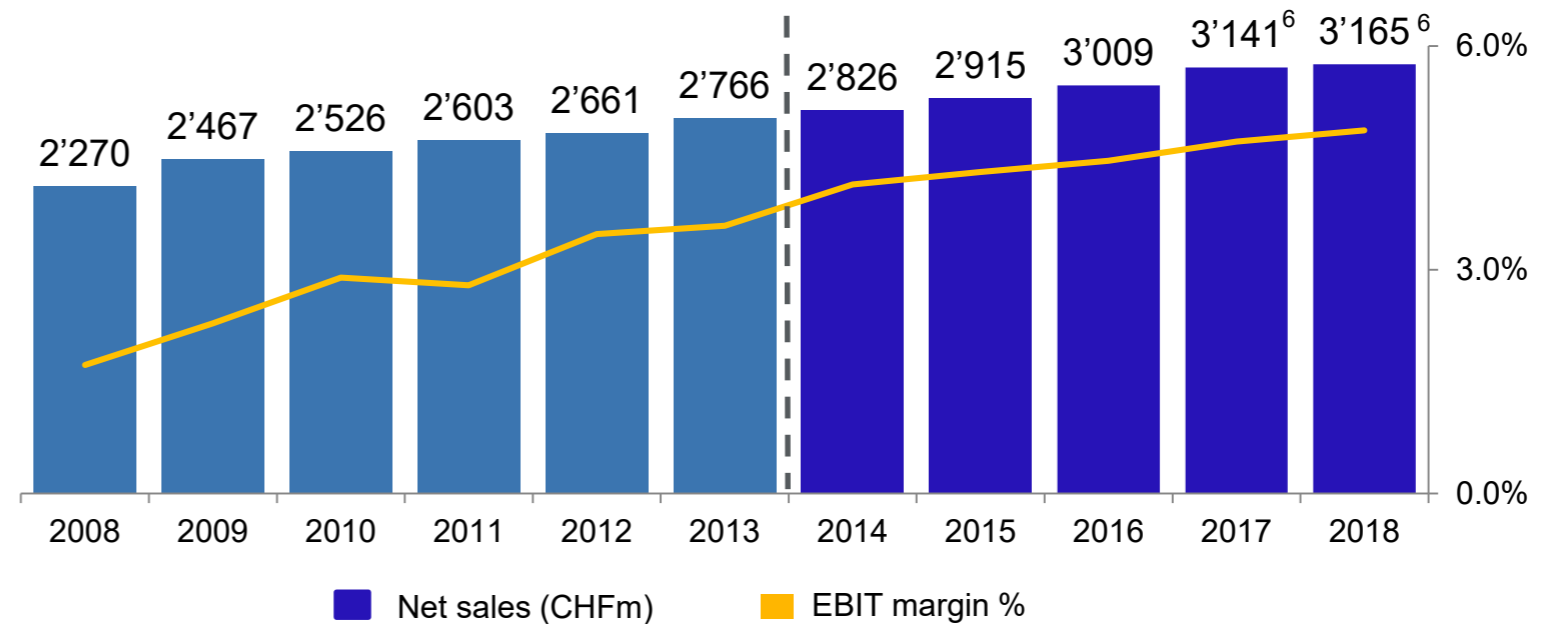
Logistics, HealthCare Information & Retail^{1,4}

Galenica

2008-18 sales CAGR	3.4%
2008-18 EBIT CAGR ³	14.7%
2008-18 EBIT margin improvement ³	+314bps
2018 cash conversion ⁵	74%
FTEs as of 31 December 2018	6'580

2008–18 CAGRs
 Retail market sales²
 Galenica net sales
 Galenica EBIT³

1.9%
 3.4%
 14.7%



Source: Company information, Galenica Annual Reports, IQVIA (former IMS Health)

Notes: The financial information presented with respect to the financial years ended 31 December 2008 through 2013 has been derived from the audited consolidated financial statements of Galenica AG (now renamed Vifor Pharma AG) and represent its Logistics, Retail and Other (Healthcare Information) businesses, excluding the Pharma business. The Company, a former wholly-owned subsidiary of Galenica AG (now renamed Vifor Pharma AG), prepared combined financial statements for the financial years ended 31 December 2014, 2015 and 2016. Accordingly, the financial information derived from the combined financial statements of the Company and from the consolidated financials of Galenica AG (now Vifor Pharma AG) for its Logistics, Retail and Other (Healthcare Information) businesses, excluding the Pharma business, for prior periods may not be fully comparable.

1 Not including Vifor Consumer Health

2 Retail market sales include direct and indirect pharmaceutical sales through pharmacies, self-dispensing doctors and drugstores (IQVIA Market Prognosis 2018-2022, Switzerland; published March 2018)

3 2014-16 EBIT from combined financial statements, 2017 and 2018 EBIT, excludes IAS 19 expense

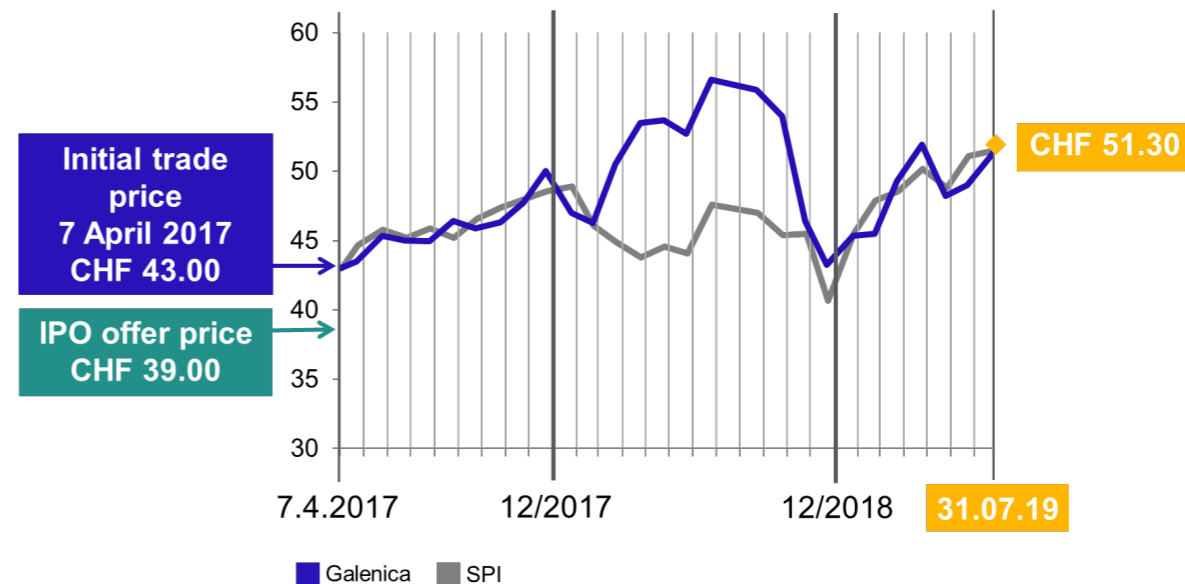
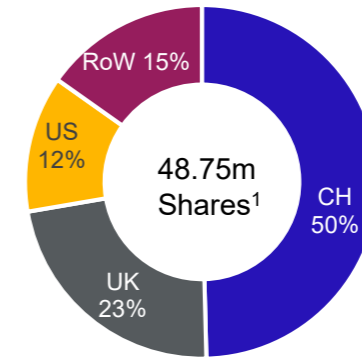
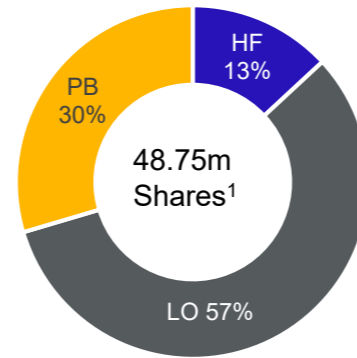
4 2013 financials as per 2014 financial statements due to changed segment structure (Galenica Santé is reported as a separate segment since 2014). Financials not adjusted to include Products & Brands.

5 Calculated as (EBITDA-capex)/EBITDA. 2014-18 EBITDA excludes IAS 19 adjustment; capex includes investments in tangible and intangible assets

6 Adoption of IFRS15 starting from 2017.

1 7 April 2017: Outstanding IPO of Galenica Santé

- Largest IPO in Europe in H1 2017 and first sizeable 100% subsidiary IPO since years
- Multiple oversubscription with pricing at the top end of the price range at CHF 39.00
- Broadly diversified allocation
- Today already about 14'000 shareholders
- Strong and stable trading after IPO



1 Allocation of the shares at the IPO on 7 April 2017

2 Galenica is the leading healthcare provider in Switzerland



2018 net sales CHF3'165m
2018 EBIT¹ CHF154m

Health & Beauty

Retail

Market position²

#1



2018 net sales
(pre eliminations of intercompany positions)

CHF1'525m

- Leading domestic network of own, joint venture and independent partner pharmacies
- Provision of health and beauty products, patient advice and new services

Products & Brands

Consumer Health market position²

#1



2018 EBIT

CHF110m

- Broad range of own, exclusive and partner products for consumer health, beauty and well-being
- Strong sales and marketing force in Switzerland

Services

Market position²

#1



2018 net sales
(pre eliminations of intercompany positions)

CHF2'372m

CHF44m

- Leading provider of specialised pre-wholesale and wholesale distribution services
- Specialised databases and solutions for clinical decision support

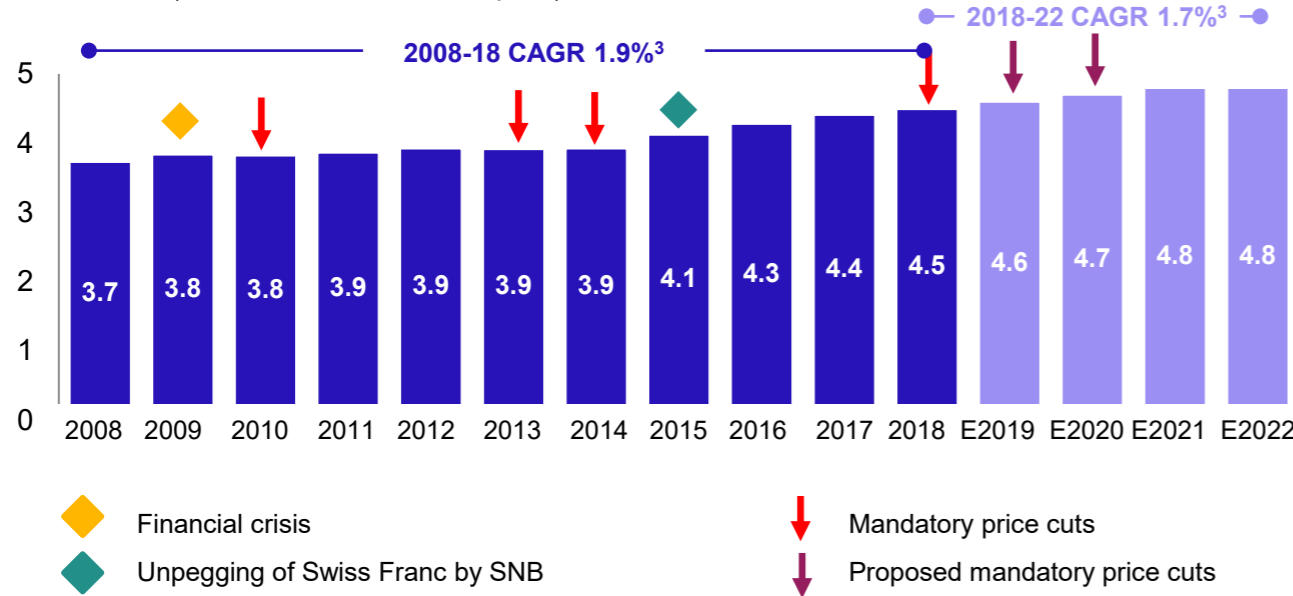
1 Excludes IAS 19 effects

2 Services based on sales reported at ex-manufacturer price level as of MAT December 2018. Source: IQVIA Market Prognosis 2018-2022, Switzerland; Retail based on number of pharmacies. Source: IQVIA Market Prognosis 2018-2022, Switzerland, pharmaSuisse 2018 and company websites; Products & Brands based on IQVIA MAT December 2018 sales value for OTC, Patient Care, Personal Care and Nutritionals products

2 Operating in a stable and attractive Swiss healthcare market with favourable long-term fundamentals

Resilient, stable Swiss healthcare retail sector²

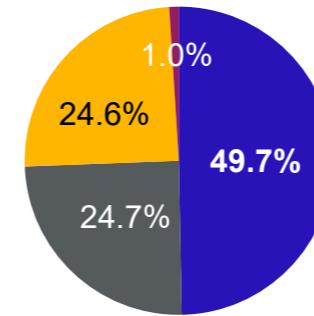
CHF bn (based on ex-manufacturer price)



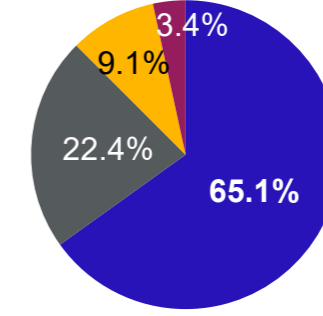
- Underlying healthcare sector growth drivers, including demographics, lifestyle and innovation
- One of the highest life expectancy rates in the world
- Non-discretionary nature of products and services

Pharmaceutical market in Switzerland (2018)¹

By value—CHF6.0bn



By volume—187 million packs



■ Pharmacies ■ Physicians ■ Hospitals ■ Drugstores

Pharmacists play a crucial role in the provision of medicines

- Indispensable role in one of the world's highest quality health care systems, providing drugs, advice and services
- Continued efforts by government and health insurers to make pharmacists the first point of contact
- Growing importance to meet consumer trends towards more personalized healthcare and self-medication

Source: IQVIA, Pharmamarkt Schweiz, YTD December 2018, IQVIA Market Prognosis 2018-2022, Switzerland; published March 2018
 1 Medicines Swissmedic list A, B, C, D sold from suppliers and wholesalers to hospitals, physicians, pharmacies and drugstores
 2 Total market without hospitals
 3 IQVIA Market Prognosis 2018-2022, Switzerland; published March 2018

2 Experienced management team with proven track record



Jean-Claude Cléménçon
CEO

- CEO since IPO
- 30 years industry experience of which 24 years at Galenica Group
- Joined Galenica Group in 1995
- Previously, Head of Retail Business Sector, Head of Logistics and HCI at Galenica Group, Head of Manufacturing at Rheintub, Rheinsulz and CEO of Raintec



Felix Burkhard
CFO

- CFO since 2017
- 28 years industry experience of which 24 years at Galenica
- Joined Galenica in 1995
- Previously, Head of Strategic Projects of Galenica Group and Head of Retail Business Sector



Daniele Madonna
Head of Retail Business sector

- Pharmacist
- 17 years industry experience of which 15 years at Galenica
- Previously Store Manager, Regional Sales Manager and CEO of the joint venture Coop Vitality



Thomas Szuran
Head of Products & Brands Business sector

- 22 years industry experience
- Joined Galenica 2019
- Previously, CEO at Biomed AG, President at ASSGP



Christoph Amstutz
Head of Services Business sector

- 31 years industry experience of which 12 years at Galenica
- Joined Globopharm in 2007 (led integration process into Galenica)
- Previously, Head of G-Pharma & Alloga and Business Unit Head at Bristol-Myers Squibb

2 Our ambition and self-perception



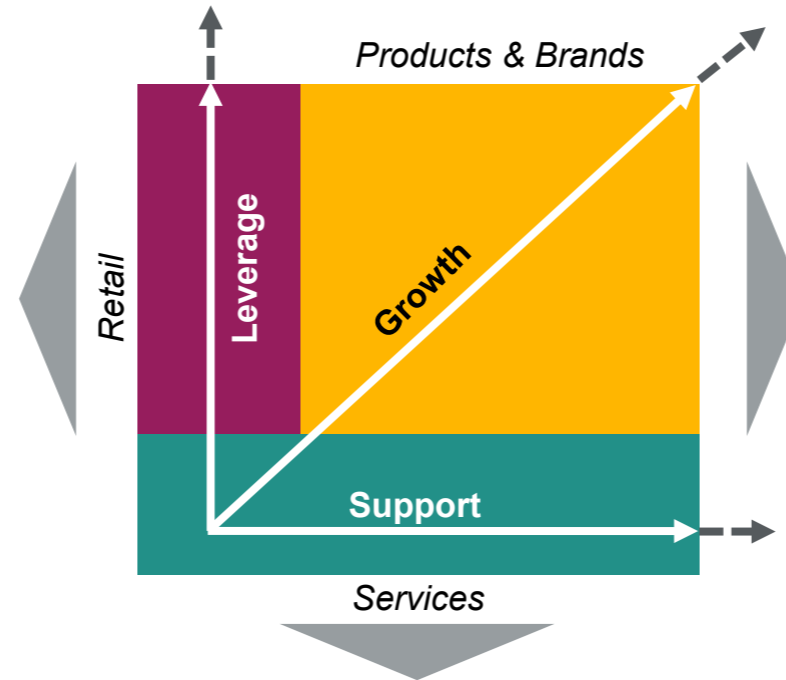
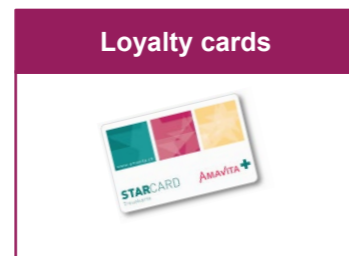
**Galenica:
The first choice for health,
beauty and wellbeing.**

2 Our Strategy - the power of 3 drives sustained value creation

- Leverage leading positions to promote higher margin and exclusive products

- Further expand and optimise retail network

- Drive efficiency through one single process for all three pharmacy formats

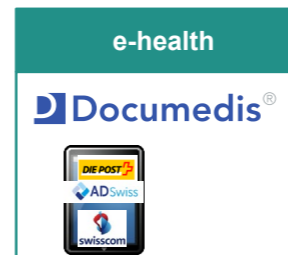
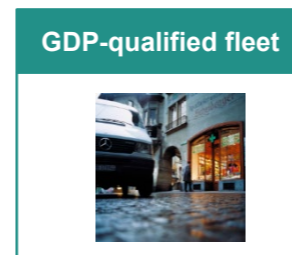


- Develop and launch own and partner brands and products for pharmacies



- Leverage scale advantages to develop new, value-added services





- Continue to drive synergies across the entire organisation



3 The largest pharmacy retailer in Switzerland

Retail

Network of chains (# of pharmacies as of 30 June 2019) Webshop

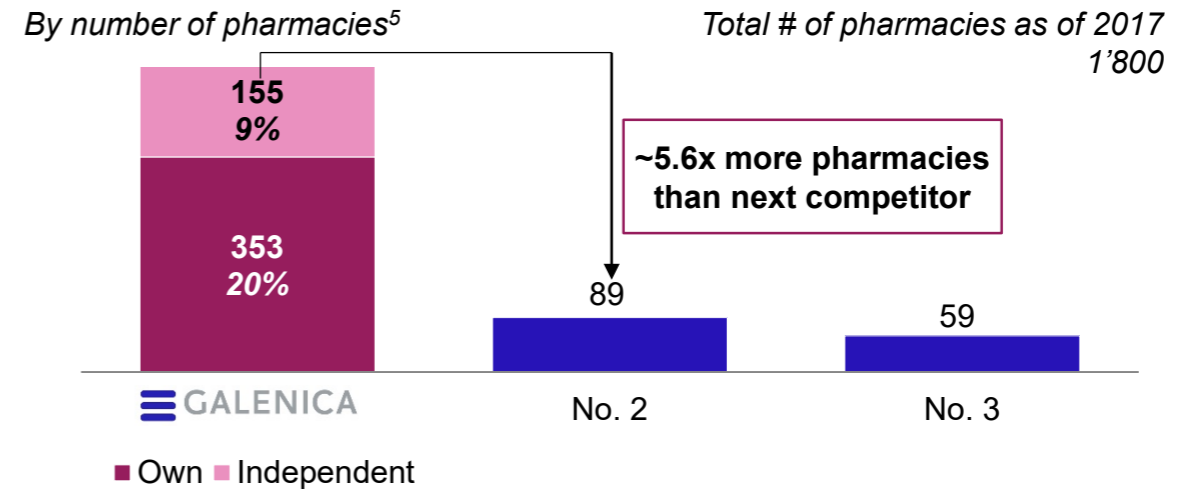
AMAVITA 	– Largest branded pharmacy network by number of pharmacies in Switzerland	✓
175 ¹		
	– The first Swiss pharmacy chain ²	✓
96		
	– Joint venture (49:51) with Coop, the 2 nd largest retail group in Switzerland	✓
80		
	– Service provider for independent pharmacies under Feelgood's brand	
155 ³		
MEDI SERVICE	– Specialty pharmacy focused on home healthcare for patients with chronic illnesses	
1		
bichsel	– Specialty pharmacy with manufacture of individual medicines & medical devices and home care services	
1		

Highlights

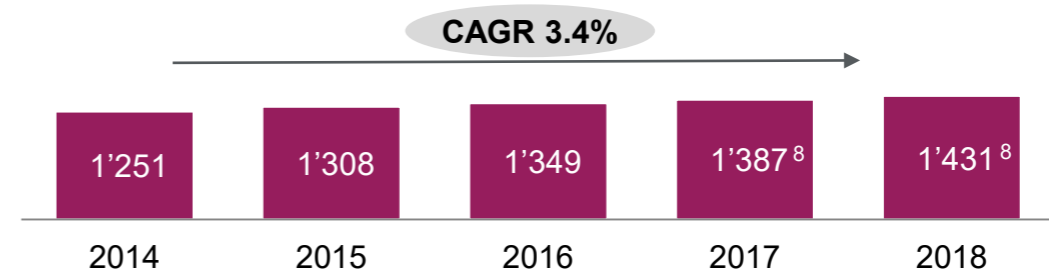
- Largest pharmacy network, including online presence
- Offers broad product range, including well-known own brands, as well as health services and tests
- Built organically and through targeted acquisitions since 2000
- Including attractive, high customer traffic locations across Switzerland
- Average sales per pharmacy of CHF4.3m > 1.5x Swiss market average⁶

1 Amavita figures include 6 majority holdings in other pharmacies
 2 Based on 1976 Federal Court law permitting non-pharmacists to own a pharmacy for the first time
 3 Includes 7 Amavita partnerships
 4 Based on number of pharmacies. Source: pharmaSuisse 2019, IQVIA Market Prognosis 2018-2022, Switzerland; published March 2018 and company websites

Competitive positioning—#1 market position⁴



Net sales performance (CHFm)



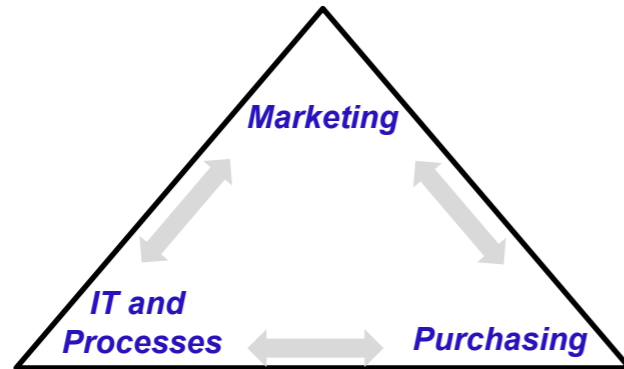
Health & Beauty ⁷		2014	2015	2016	2017	2018
Sales		1'335	1'393	1'437	1'479 ⁸	1'525 ⁸
EBIT margin		6.0%	6.4%	6.5%	6.7%	7.2%

5 Own includes 80 pharmacies through joint venture with Coop; independent includes 7 Amavita partners
 6 Retail pharmacy sales for GaleniCare on a like-for-like basis, including Amavita and Sun Store pharmacies only. Swiss market average based on Pharmasuisse, Roka 2017 (financial year 2016)
 7 H&B post-inter-segmental eliminations
 8 Restatement upon adoption of IFRS15 starting from 2017.

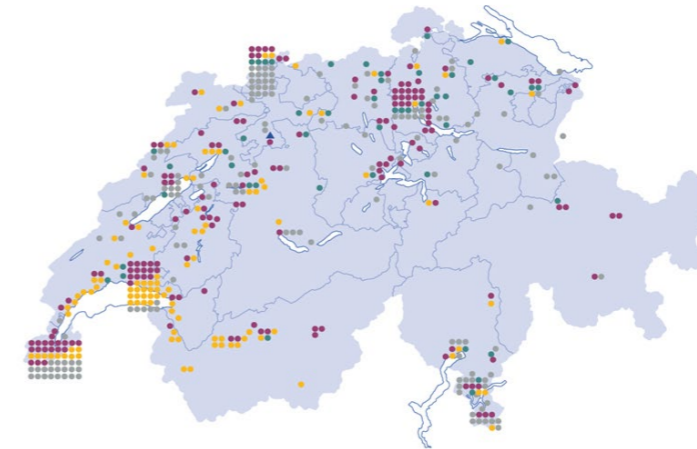
3 Ongoing pharmacy network consolidation and optimisation

Retail

- ✓ Proven track record of delivering synergies through streamlining of business processes and creating value through acquisitions and network optimisation



- ✓ Widely spread pharmacy network covers every Region in Switzerland



- ✓ Demonstrated M&A track record with an average of 9 pharmacies acquired and 8 net pharmacies added per year over the last 7 years

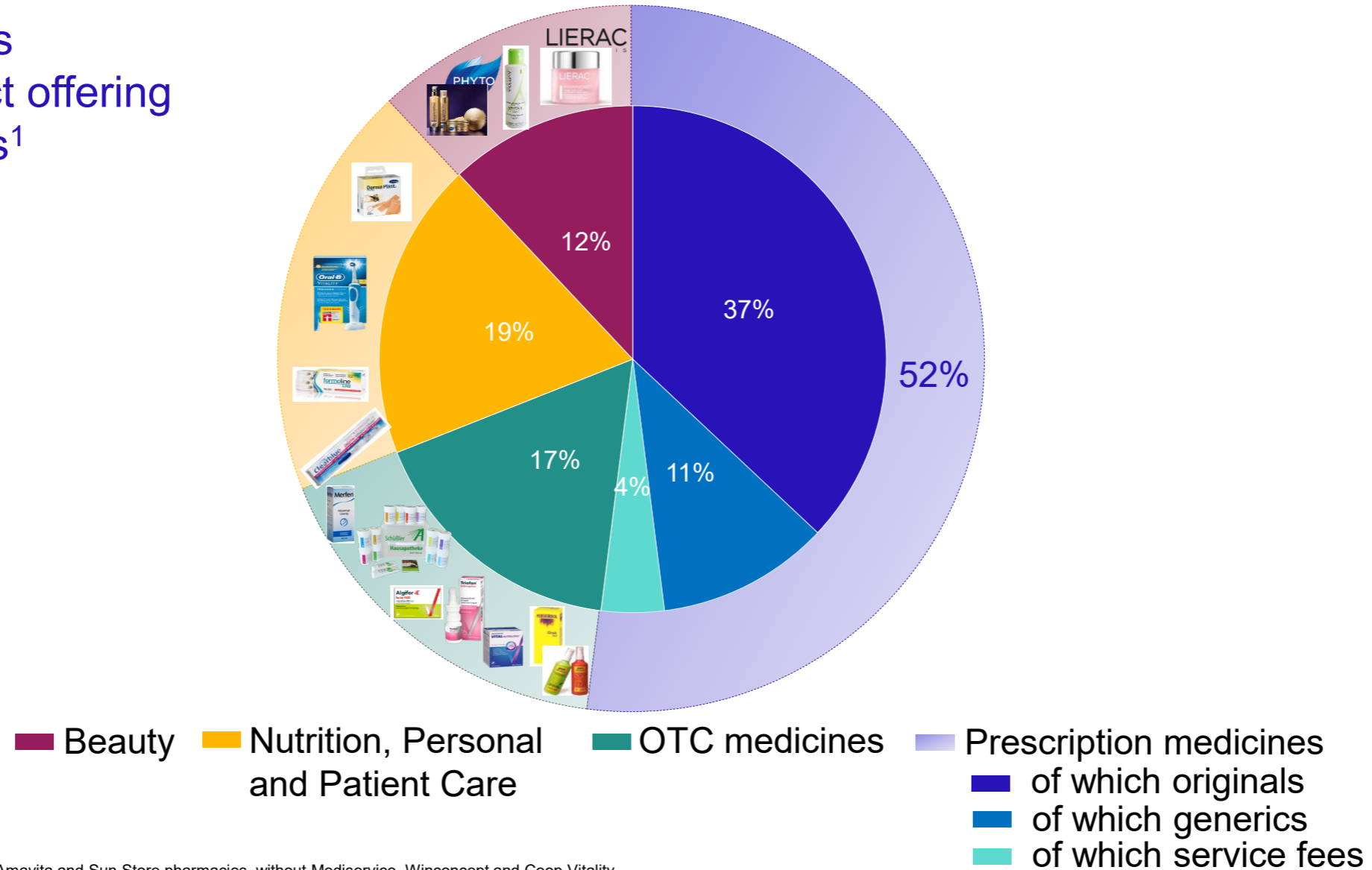
	2012	2013	2014	2015	2016	2017	2018	H1 2019
Pharmacies acquired	10	20	5	2	13	6	10	9
Net pharmacies added ¹	11	12	6	0	11	8	8	8
Total own Pharmacies	300	312	318	318	329	337	345	353

¹ Includes the impact of acquisitions with concurrent mergers, new openings and closings

3 Diversified product portfolio for health, beauty and wellbeing

Retail

Galenicare's retail product offering in % of sales¹



¹ Sales YTD December 2018, includes Amavita and Sun Store pharmacies, without Mediservice, Winconcept and Coop Vitality

3 Leading role in Consumer Health with broad and innovative product portfolio

Products & Brands

Portfolio

OTC Consumer Health & Skincare brands

VERFORA

Exclusive partner Health & beauty brands

OTC retail own brands

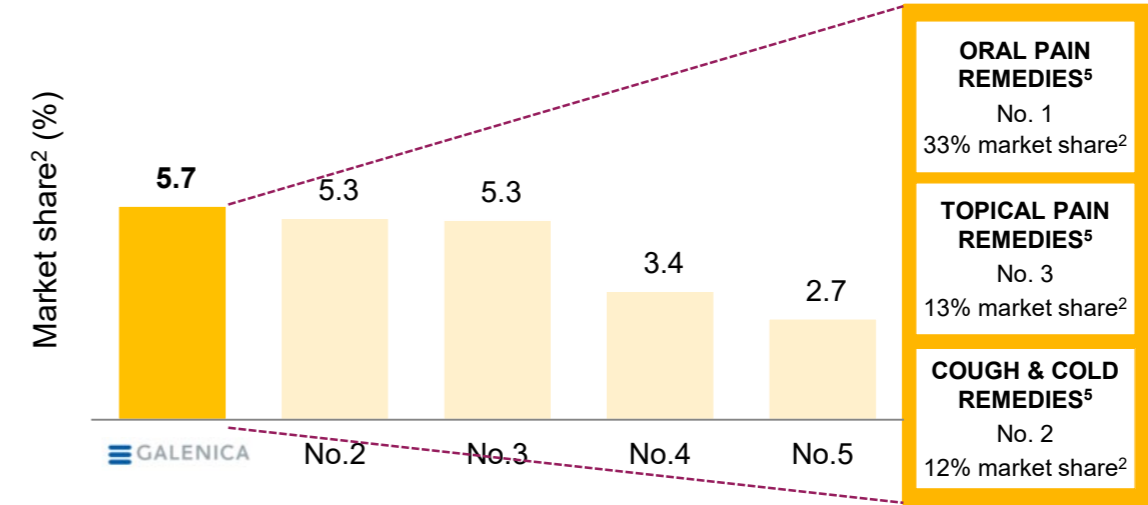
G-Pharma

Highlights

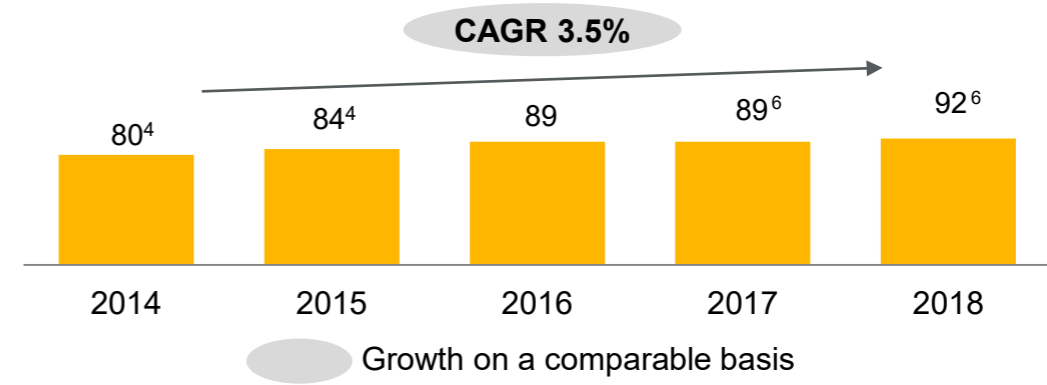
- Preferred Consumer Healthcare partner for Swiss Pharmacies & Drugstores
- Broad Consumer Healthcare Sales & Training force -> Distribution partner of choice
- Expanding portfolio of own and exclusive brands & products
- Ability to leverage Galenicare Retail platform to distribute VERFORA brands

1 Includes OTC, Patient Care, Personal Care and Nutritionals products
 2 Based on IQVIA Sell Out MAT Dec 2018 Street Price - net sales incl. VAT, price actually paid by final customer
 3 2014-16 net sales on a comparable basis including 12 month VERFORA sales and G-Pharma adjustment
 4 Adjusted for disposal of Equazen® in November 2015
 5 Market shares in categories are shown for VERFORA, not including OTC retail own brands
 6 Restatement upon adoption of IFRS15 starting from 2017.

Competitive position: #1 Consumer Healthcare¹ market position



Net sales performance (CHFm)³



3 Leader in pre-wholesale and wholesale distribution, supported by an innovative healthcare information business

Services

Services

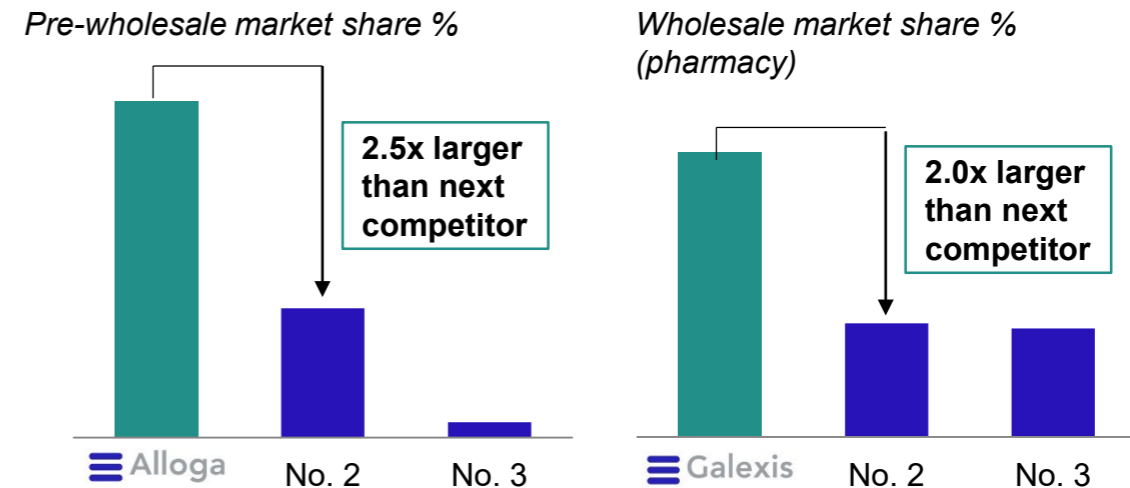
- Alloga**
 - Pre-wholesale outsourced storage and distribution
 - Logistics services to pharmaceutical and various healthcare clients
- Galexis**
 - Wholesale distribution with three modern sites; main site at Niederbipp operates at c.70% automation
 - Supplies to pharmacies, self-dispensing doctors' practices, drugstores, nursing homes and hospitals
- medifilm**
 - One-stop shop
 - Prepared medication in blisters
- HCI Solutions**
 - Product master data and scientific databases
 - IT platforms relating to electronic medication process
 - Software solutions and services for pharmacies

Highlights

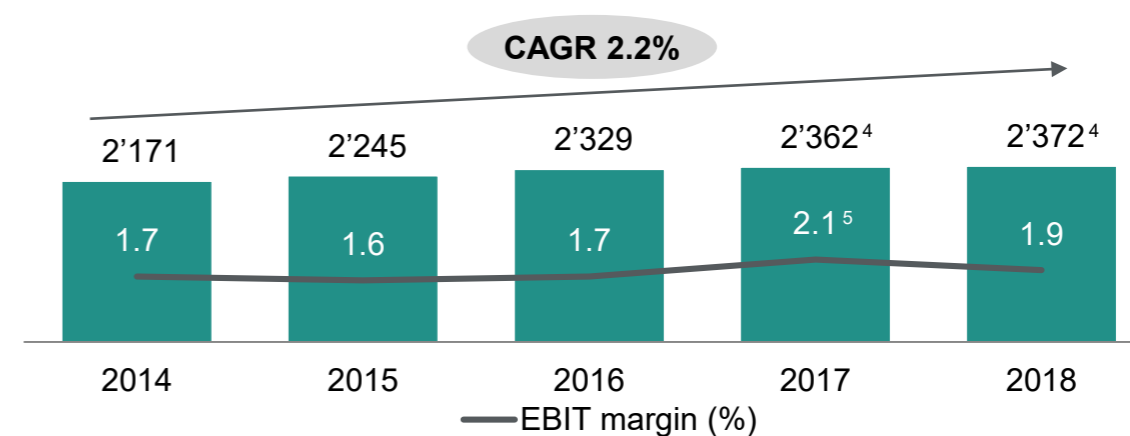
- Alloga**
 - 75 customers
 - >10,000 products
 - Temperature zones: (i) -80°C, (ii) 2-8°C, (iii) 15-25°C
- Galexis**
 - >9,000 customers
 - 100,000 products (c.11,000 Rx²)
 - >1,100 suppliers
 - Access to nearly all dispensers
 - Present in all three language regions
 - GDP³-compliant services
- HCI Solutions**
 - Systemically relevant information and databases
 - Solutions for safe and cost-effective provision and application of medicines

1 Based on market share. Source: IQVIA Dec 2018
 2 Prescription products
 3 Good Distribution Practice
 4 Restatement upon adoption of IFRS15 starting from 2017.
 5 2017 including one-off effect, ROS without one-off effect 1.8%

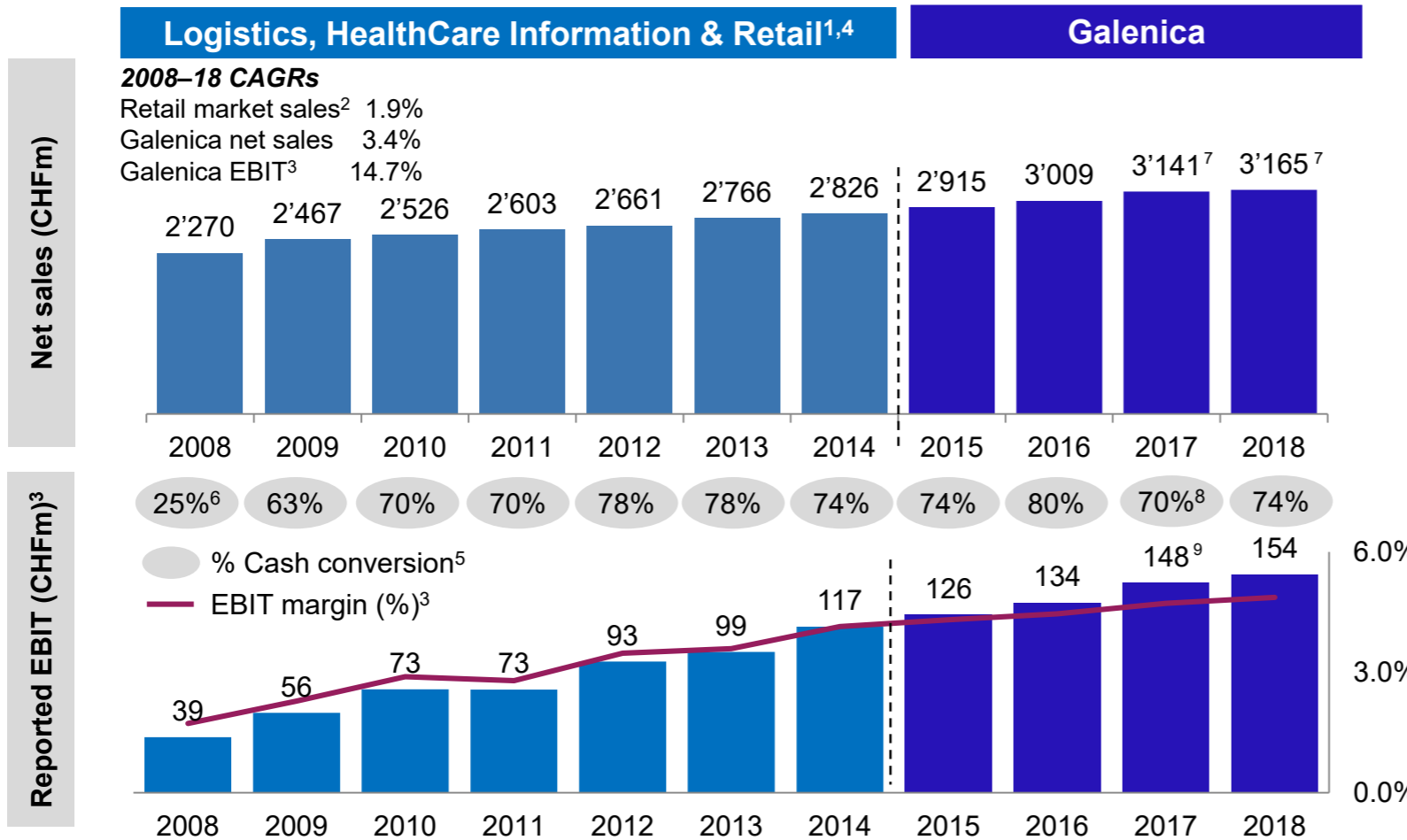
Competitive positioning - #1 market position¹



Net sales performance (CHFm)



4 Long-term track record of sustainable growth and attractive cash generation ...

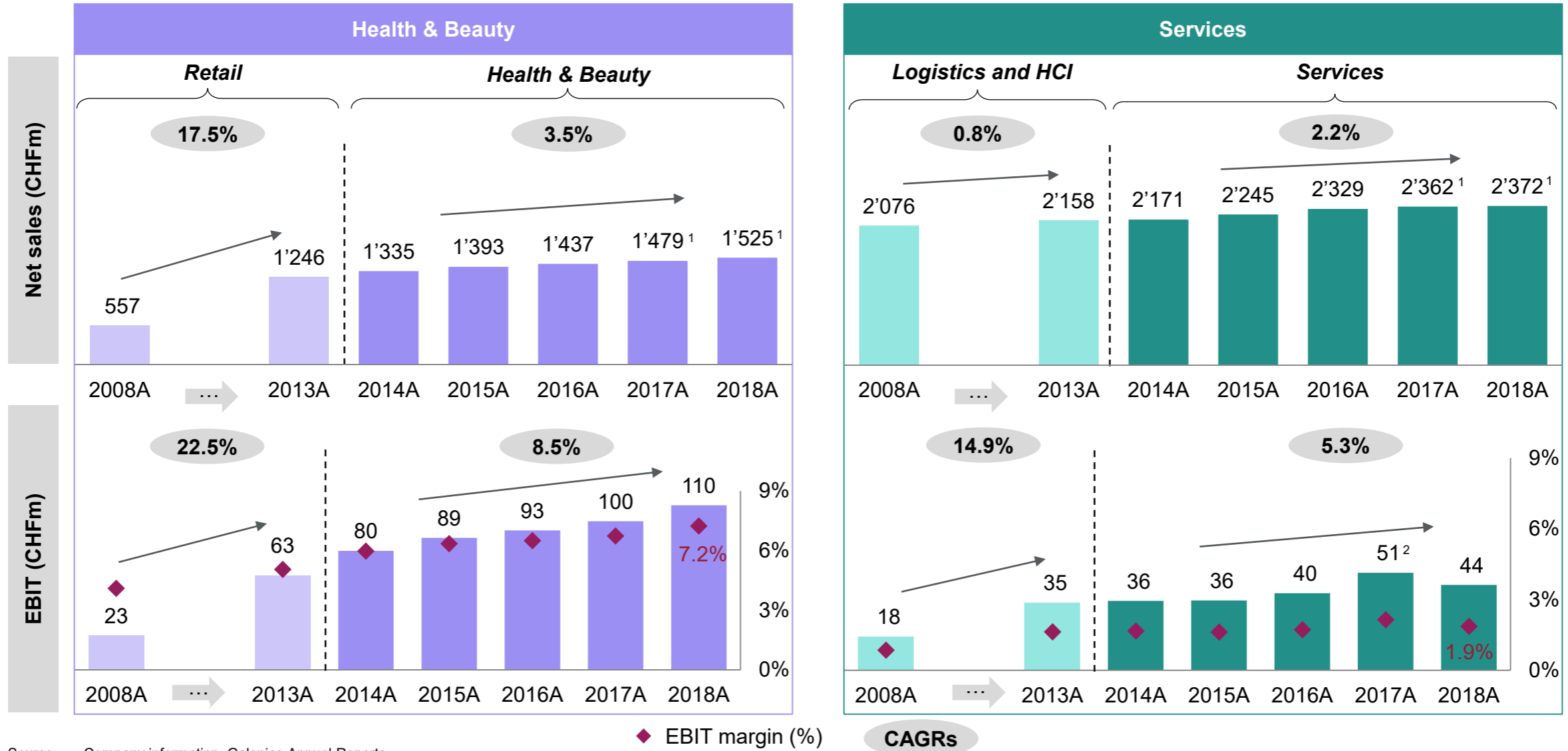


- ✓ Above market growth
- ✓ History of margin improvement
- ✓ Attractive cash flow generation
- ✓ Well-invested infrastructure

Source: Company information, Galenica Annual Reports, IQVIA (former IMS Health)
 Notes: The financial information presented with respect to the financial years ended 31 December 2008 through 2013 has been derived from the audited consolidated financial statements of Galenica AG and represent its Logistics, Retail and Other (Healthcare Information) businesses, excluding the Pharma business (please refer to the footnote on page 4)

- 1 Not including Vifor Consumer Health
- 2 Retail market includes direct and indirect pharmaceutical sales through retail pharmacies, self-dispensing doctors and mail-order services (IQVIA Market Prognosis 2018-2022, Switzerland; published March 2018)
- 3 2014-16 EBIT from combined financial statements, 2017 and 2018 EBIT, excludes IAS 19 expense
- 4 2013 financials as per 2014 financial statements due to changed segment structure (Galenica Santé is reported as a separate segment since 2014). Financials not adjusted to include Products & Brands
- 5 Calculated as (EBITDA-capex)/EBITDA. 2014-17 EBITDA excludes IAS 19 adjustment; capex includes investments in tangible and intangible assets
- 6 Cash conversion impacted by high Capex due to construction of Niederbipp logistic centre
- 7 Adoption of IFRS15 starting from 2017.
- 8 2017 cash conversion without acquisition trademark Merfen 78%
- 9 2017 EBIT including one-off effect (CHFm 7.0), comparable EBIT CHFm 141.3

4 ... demonstrating strong performance in both segments



Source: Company information, Galenica Annual Reports

Note: The financial information presented with respect to the financial years ended 31 December 2008 through 2013 has been derived from the audited consolidated financial statements of Galenica AG and represent its Logistics, Retail and Other (Healthcare Information) businesses, excluding the Pharma business (please refer to the footnote on page 4)

¹ Restatement upon adoption of IFRS15 starting from 2017.

² 2017 including one-off effects (CHFm 7.0), comparable EBIT CHFm 43.6 and ROS 1.8%

Based on the good 1st HY results:

5 Guidance 2019 slightly increased

→ Increase of

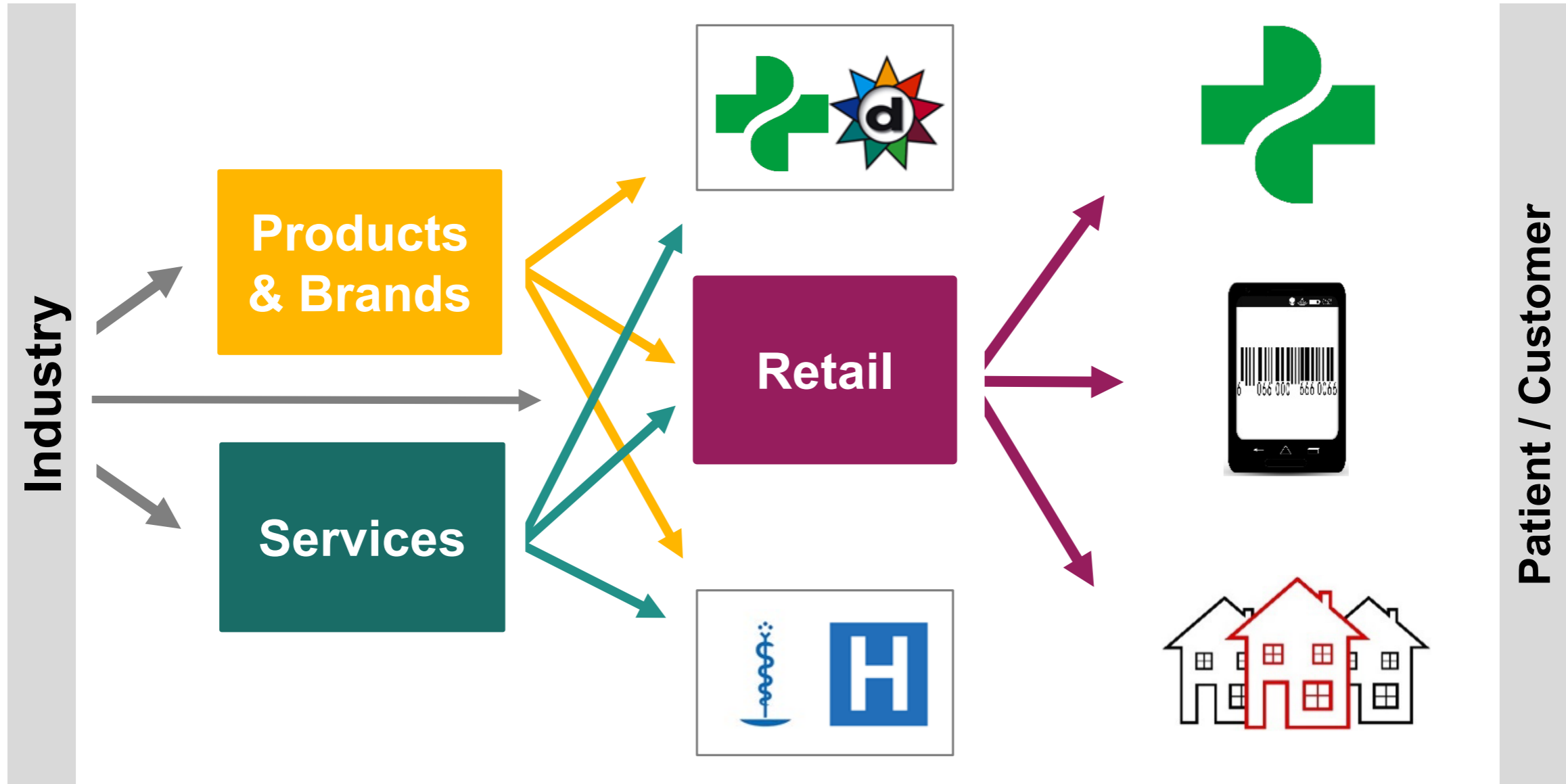
- net sales: + 2.2%**
- EBIT¹⁾: + 8.3%**

- sustainable sales growth above market**
- strong improvement of profitability**
- progress in efficiency and synergy projects**

*¹⁾ adjusted: on a comparable basis,
excluding the effects of IAS 19 and IFRS 16*

Networked with all healthcare market players

5 All Business sectors contributed to the good results



Highlights 1st HY 2019

5 Retail: Strong expansion activities



→ + 8 additional own pharmacies
→ network of total **508 POS**



→ new services
→ more than 40,000 products



→ Bichsel acquisition
→ Curarex acquisition



Highlights 1st HY 2019

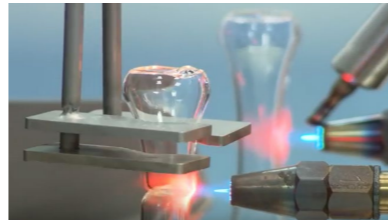
5 Retail: our latest acquisition – The Bichsel Group



Pharmacy store



**Magistral
Prescriptions**
customised production



Manufacture
infusions, rinsing solutions



Home Care

Highlights 1st HY 2019

5 Products & Brands: Expansion of partnerships and portfolio



→ New own derma-cosmetic brand



→ National advertising campaign



→ Expansion of partnerships and product portfolio



Highlights 1st HY 2019

5 Services: Pleasing progress with key strategic projects

→ Introduction new ERP system on track



→ Modernisation logistic centre on track



→ New products and services



Outlook 2019

5 Focus on our 3 strategic axes

Expansion

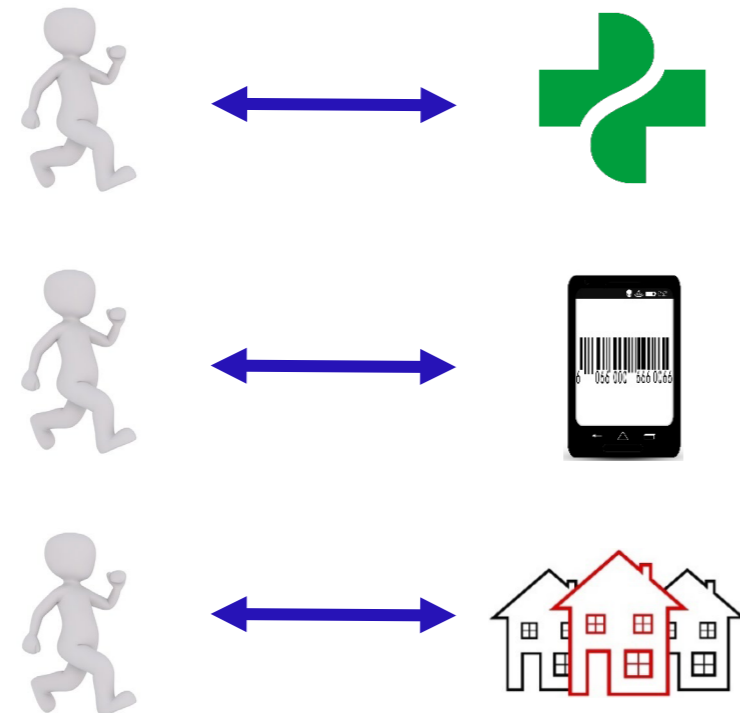
Innovation

Efficiency

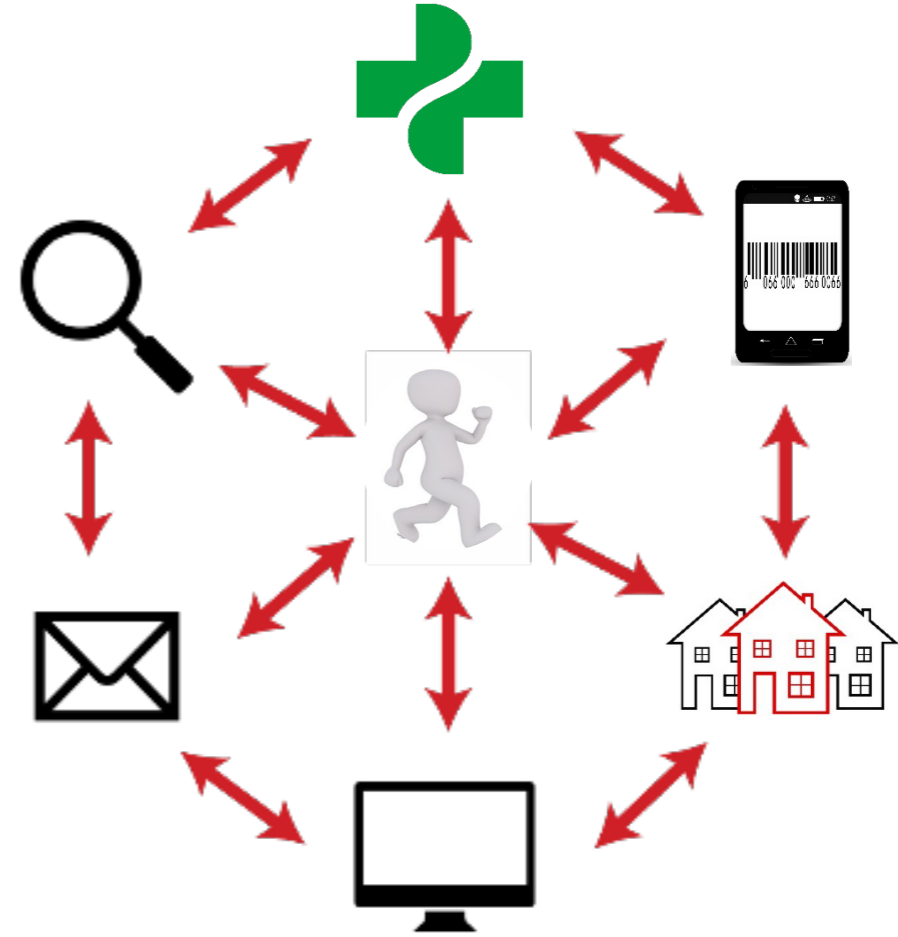
- Further strengthening the three B2C channels
- New services and products
- New partnerships
- Continue the positive momentum of the strategic projects
 - ERP system
 - logistic centre Lausanne

Long-term outlook

5 From multi-channel to omni-channel ...



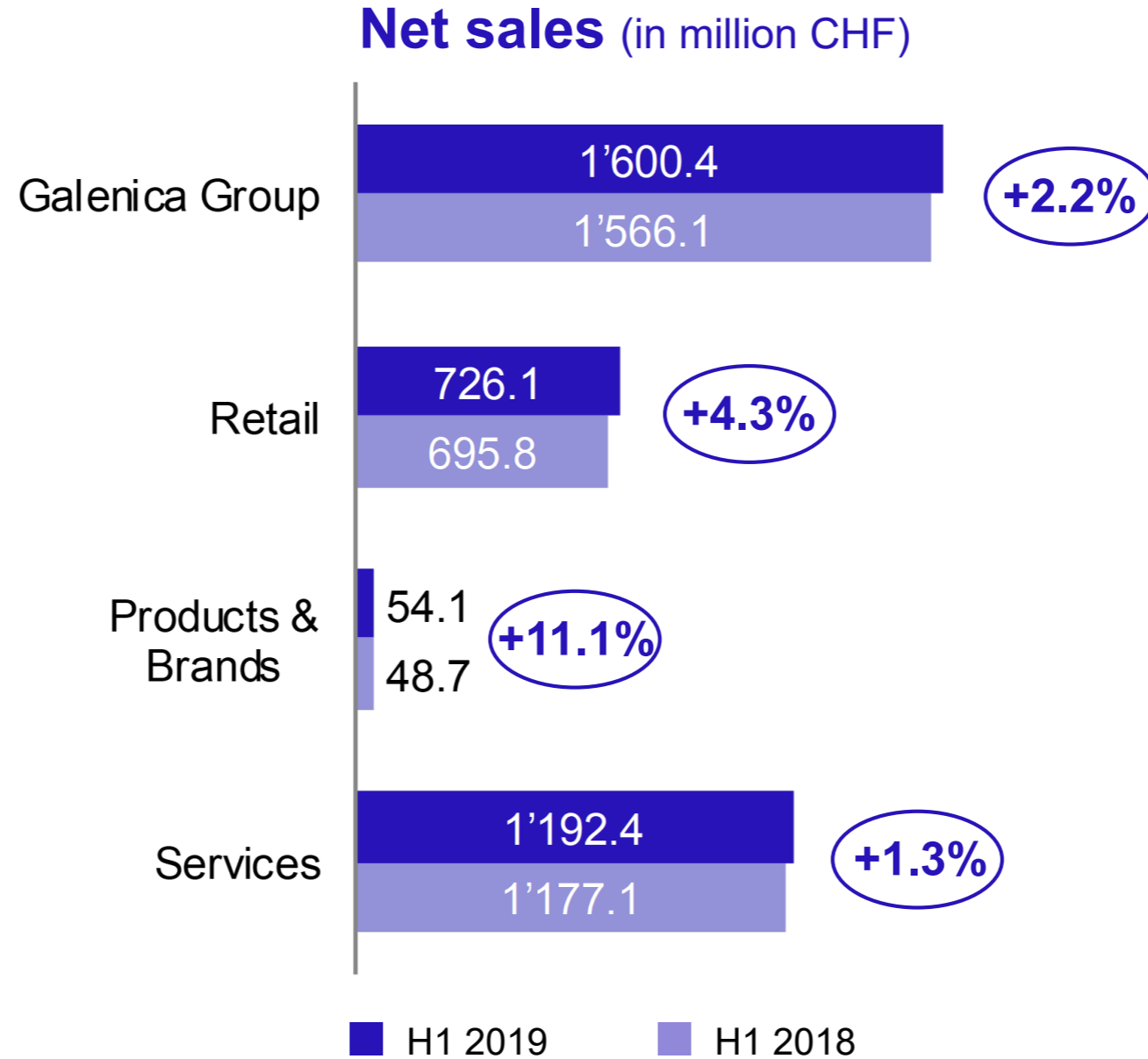
multi-channel



omni-channel

6 Galenica Group

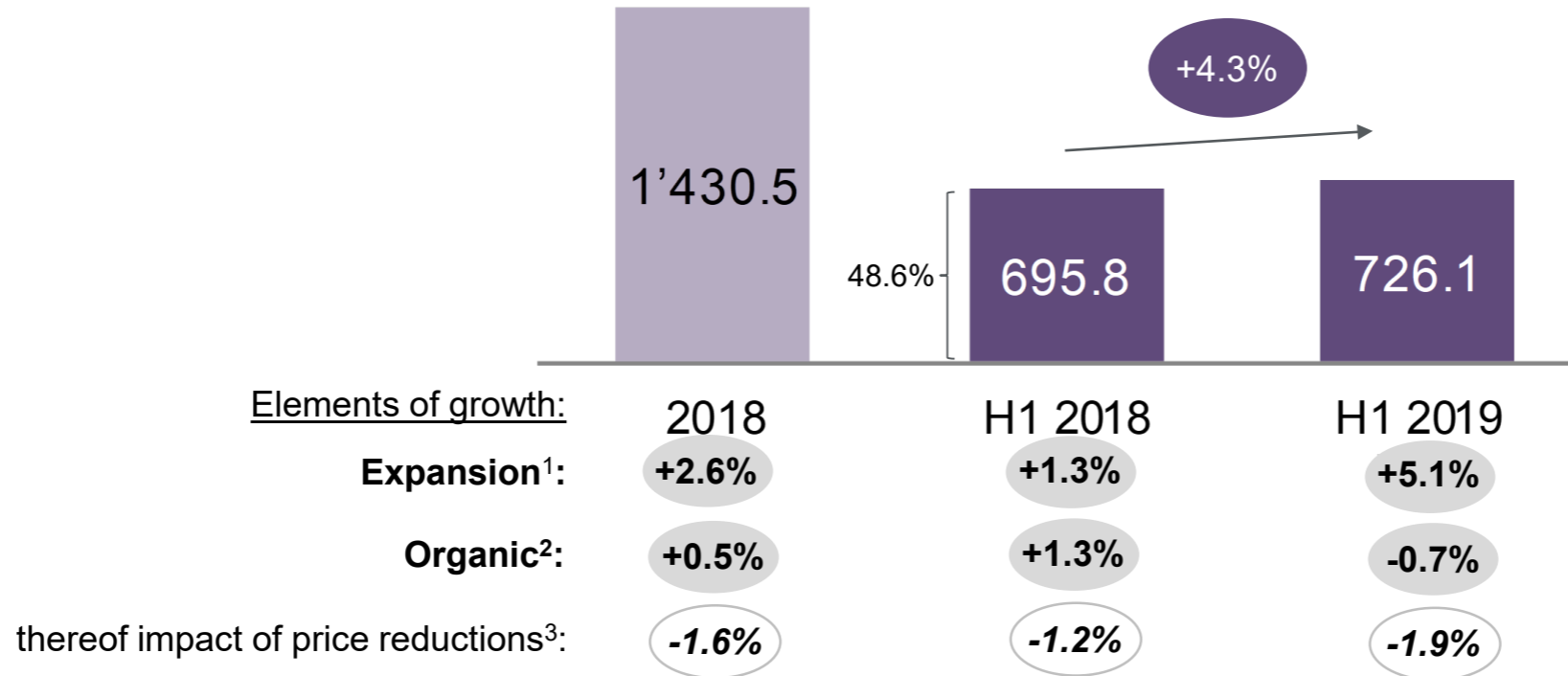
Sales growth above market



Retail Business sector

6 Important sales growth driven by expansion

Net sales (in million CHF)



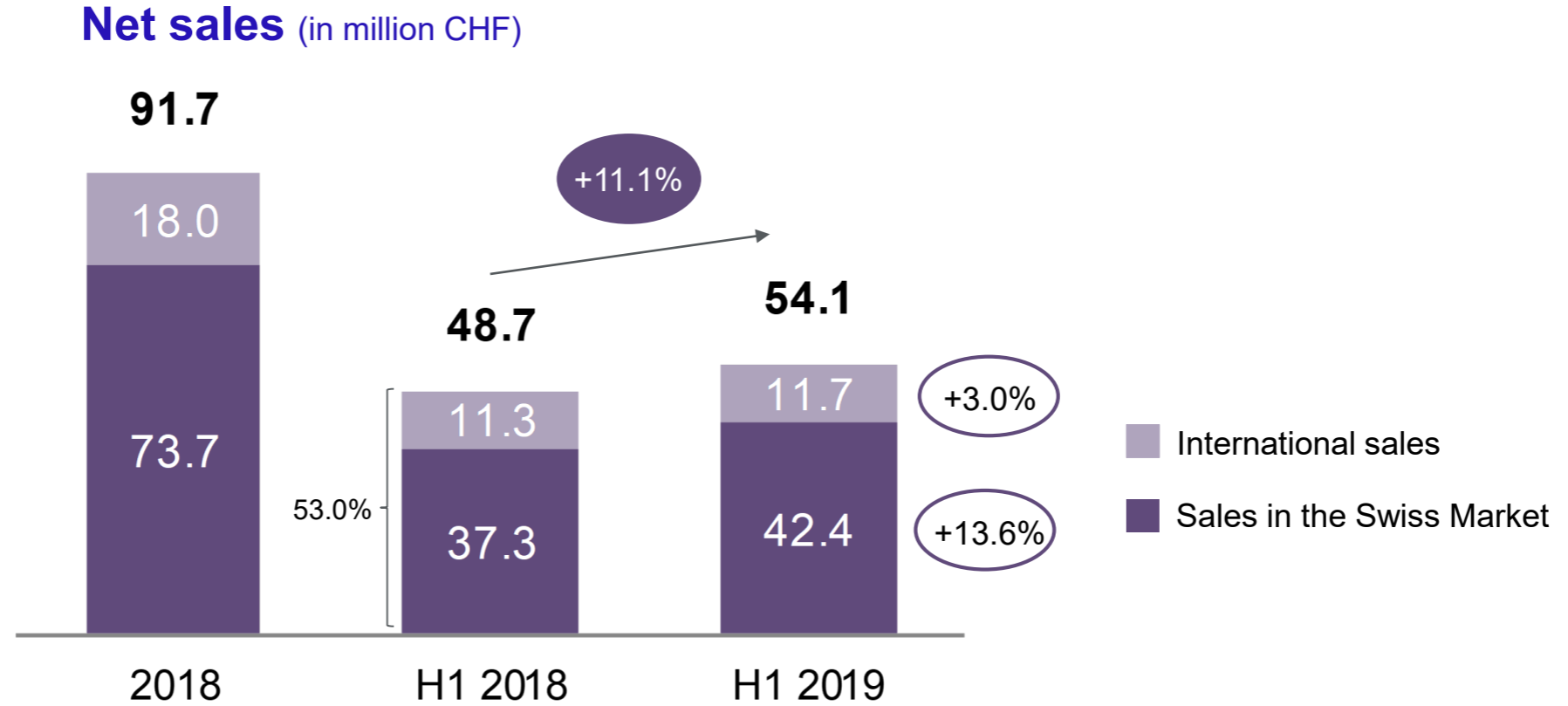
- Strong expansion of pharmacy network: 13 pharmacies added, 5 restructured , net + 8
- Thereof: + 6 Amavita/SunStore and + 2 Coop Vitality
- Significant growth of generics (+4.3% like-for-like)

1 Calculated for points of sale without a full year period comparison, half-year report on page 19

2 Consolidated net sales minus expansion effect, half-year report on page 19

3 Mandatory price reductions of reimbursed medications of the specialities list, calculated based on volumes of previous period, half-year report on page 19

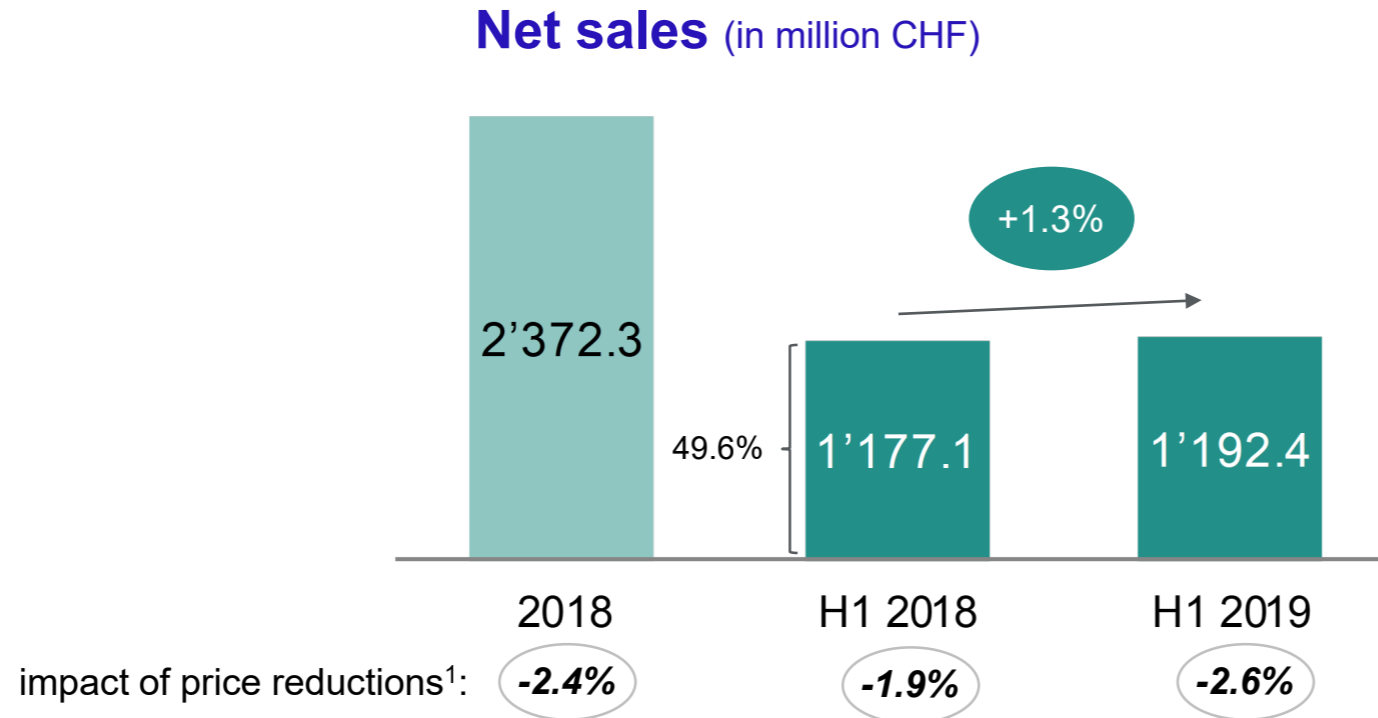
6 Products & Brands Business sector - Consolidation of leading position in the Swiss Consumer Healthcare market



→ Distribution of P&G brands Vicks® and Metamucil® and launch of Dermafora® with ~ 10% impact on sales growth in the Swiss Market.

Services Business sector

6 Gain of market shares in the pharmacy market



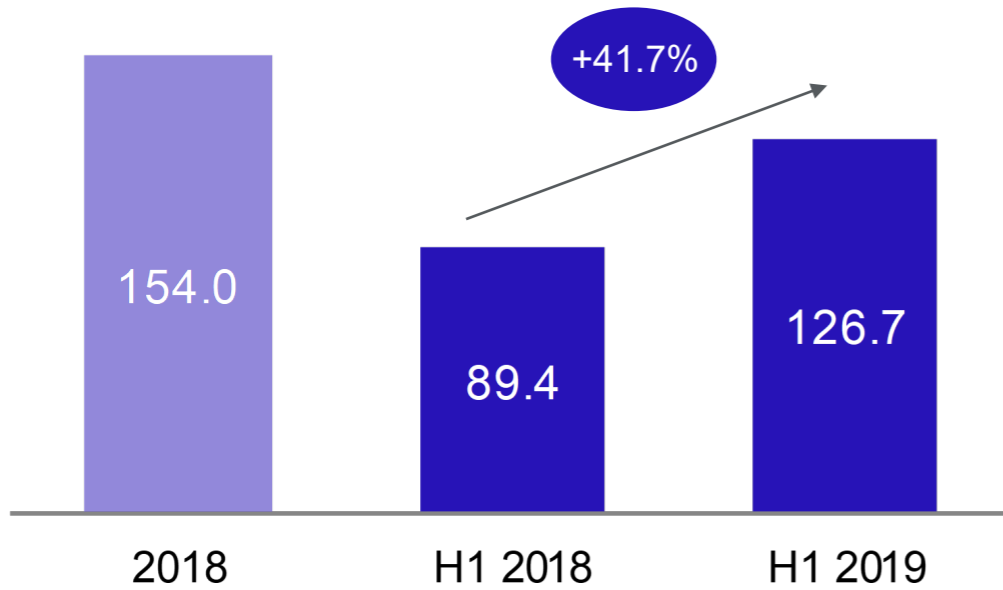
- Pleasing growth of ~ 2.2% in the pharmacy wholesale market (portion ~ 65%) outweighs slight decline of ~ 0.8% in the physician wholesale market (portion ~ 25%).
- Gain of market shares also with independent pharmacies. ~ 0.7% of the ~ 2.2% growth in the pharmacy wholesale market comes from the expansion of the Retail Business sector.

¹ Mandatory price reductions of reimbursed medications of the specialities list, calculated based on volumes of previous period, half-year report on page 19

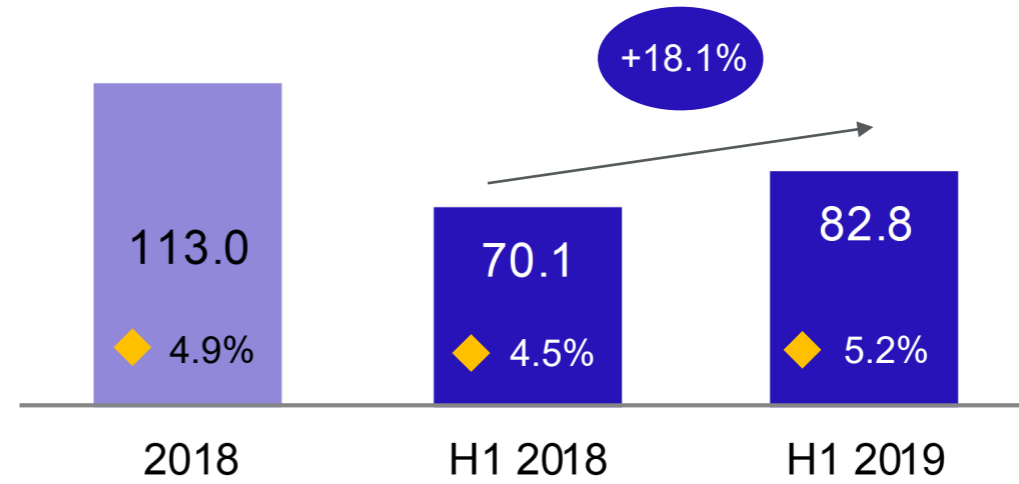
Galenica Group

6 Results and profitability improved

EBITDA (in million CHF)



EBIT (in million CHF)



◆ EBIT Margin (ROS)

Galenica Group

6 EBITDA and EBIT adjustments¹

EBITDA (in million CHF)

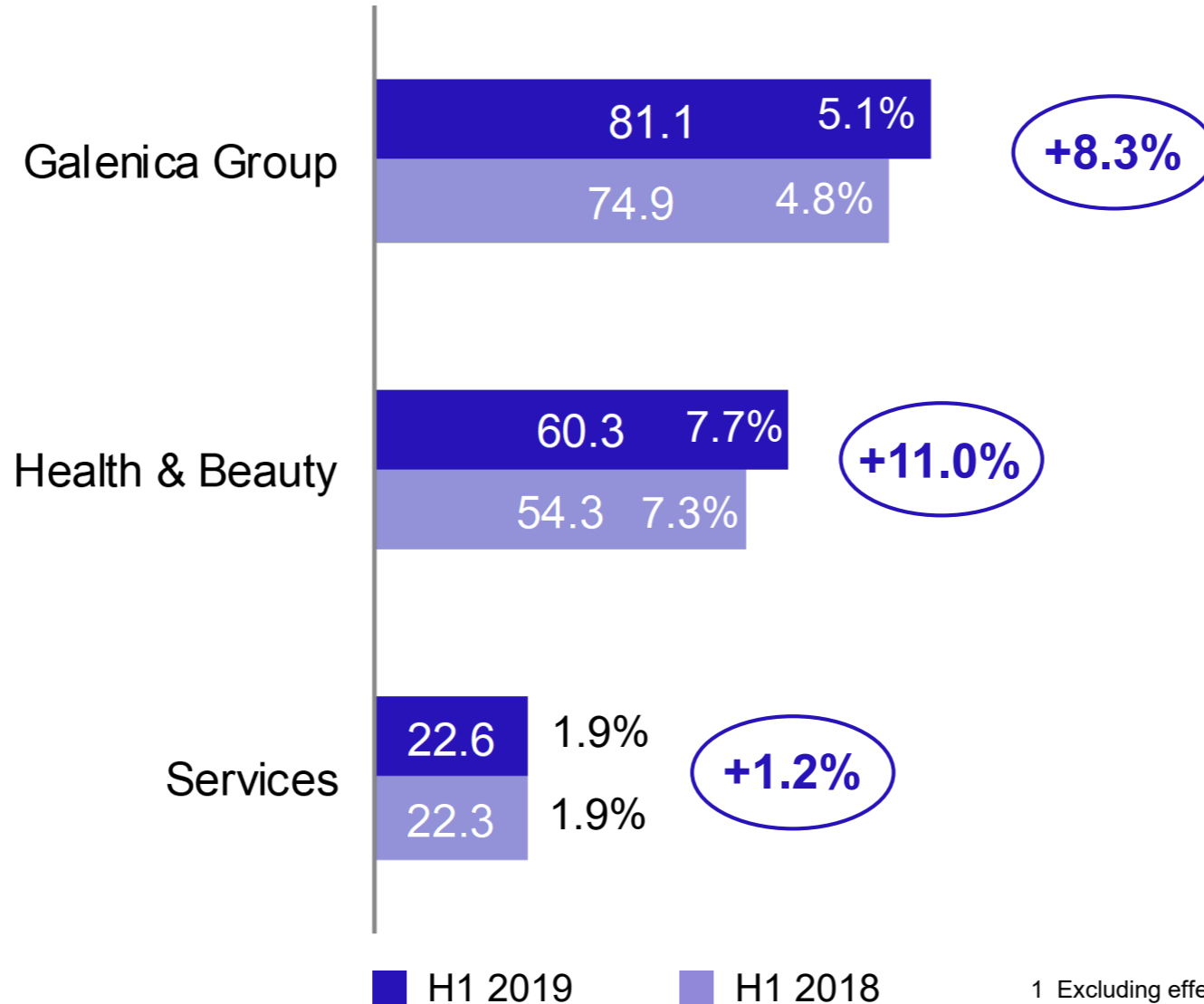
EBIT (in million CHF)

	H1 2019	H1 2018		H1 2019	H1 2018
EBITDA	126.7	89.4	EBIT	82.8	70.1
Adjustment IAS 19	-0.3	+4.8	Adjustment IAS 19	-0.3	+4.8
Adjustment IFRS 16	-24.6	-	Adjustment IFRS 16	-1.4	-
EBITDA adjusted	101.8	94.2	EBIT adjusted	81.1	74.9

¹ Details of the adjustments in the half-year report on pages 20 and 21

6 Results and profitability improved

EBIT / EBIT margin adjusted ¹
(in million CHF / %)

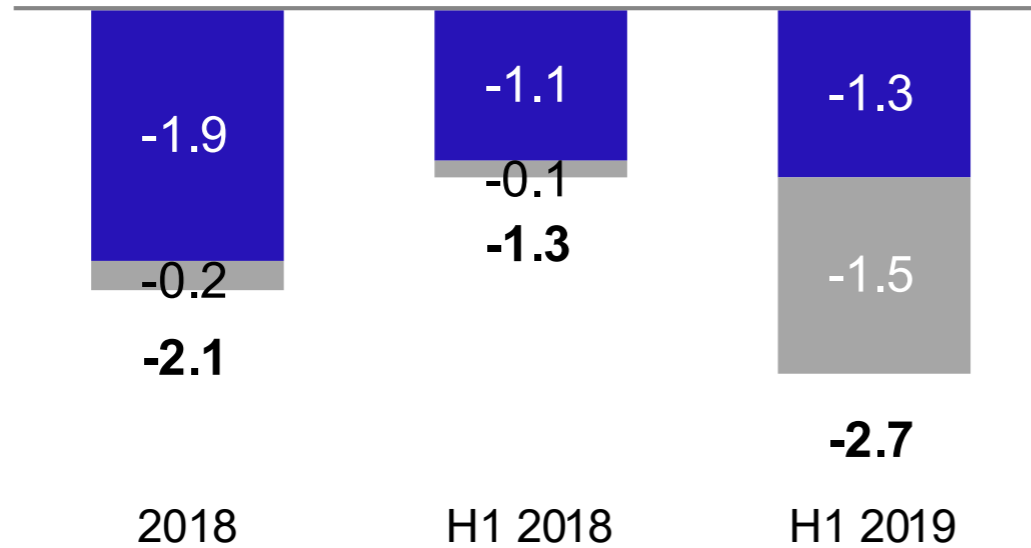


¹ Excluding effects of IAS 19 and IFRS 16, half-year report on pages 20 and 21

Galenica Group

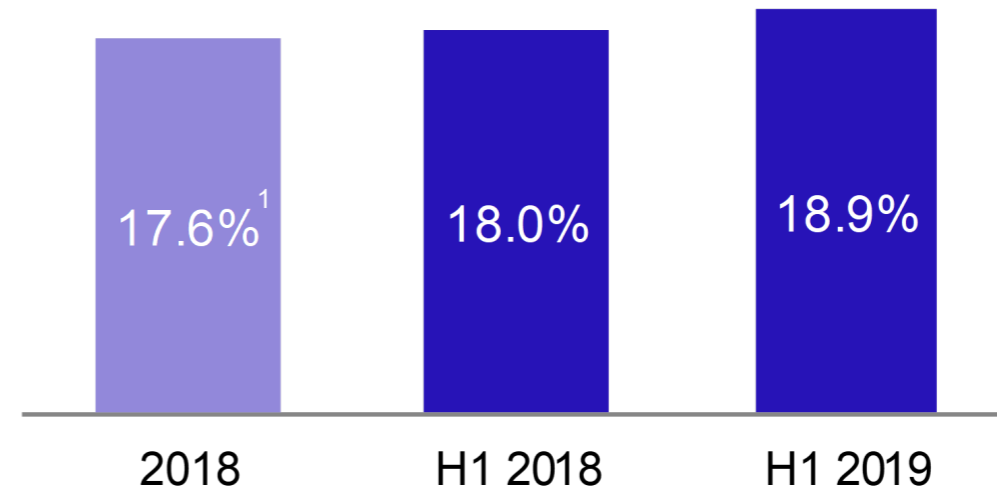
6 Stable financial and tax costs

Financial result (in million CHF)



■ Financial result adjusted² ■ IAS 19 and IFRS 16 effects²

Tax rate



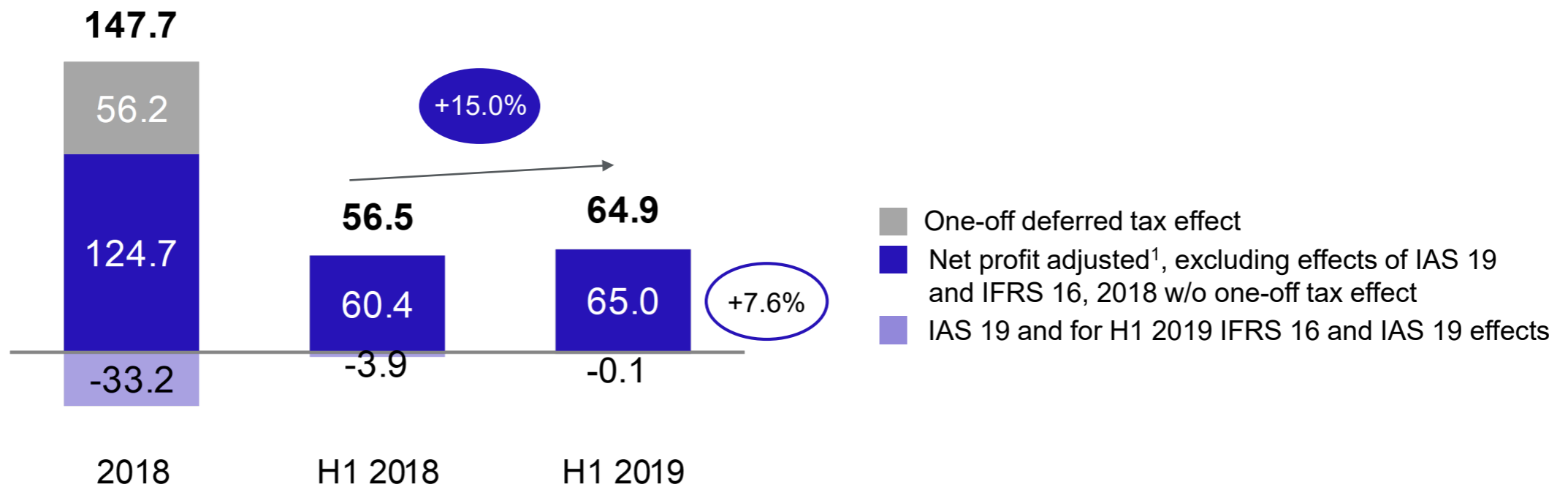
→ The Swiss Tax Reform has had no material impact on income taxes

1 Effective tax rate excluding one-off effect of CHF 56.2 million for the release of provisions for deferred taxes

2 Details of the adjustments in the half-year report on pages 20 and 21

6 Pleasing net profit evolution

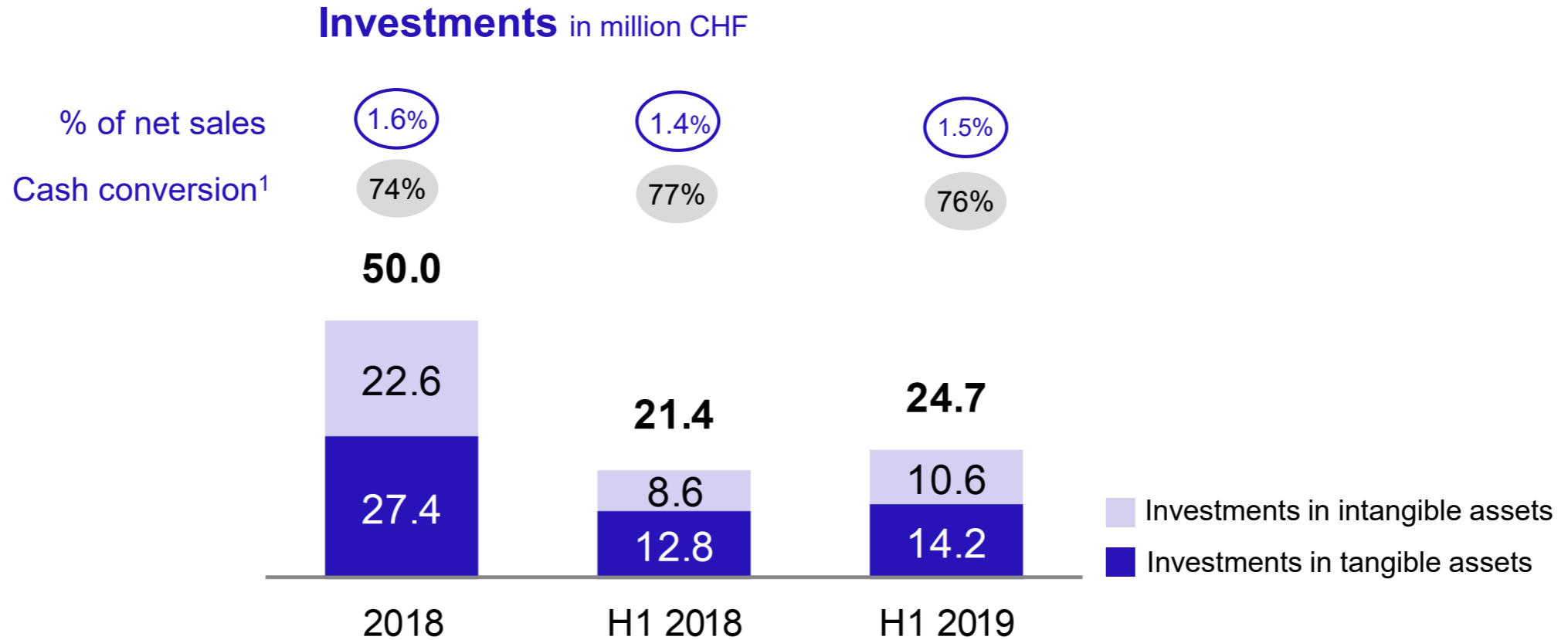
Net profit (in million CHF)



¹ Details of the adjustments in the half-year report on pages 20 and 21

Galenica Group

6 Investments in efficiency projects



¹ Calculated as (EBITDA adjusted-CAPEX)/EBITDA adjusted, EBITDA adjusted excluding effects of IAS 19 and IFRS 16, CAPEX includes investments in tangible and intangible assets, half-year report on page 22

6 Galenica Group - Free cash flow impacted by working capital, investments and acquisitions¹

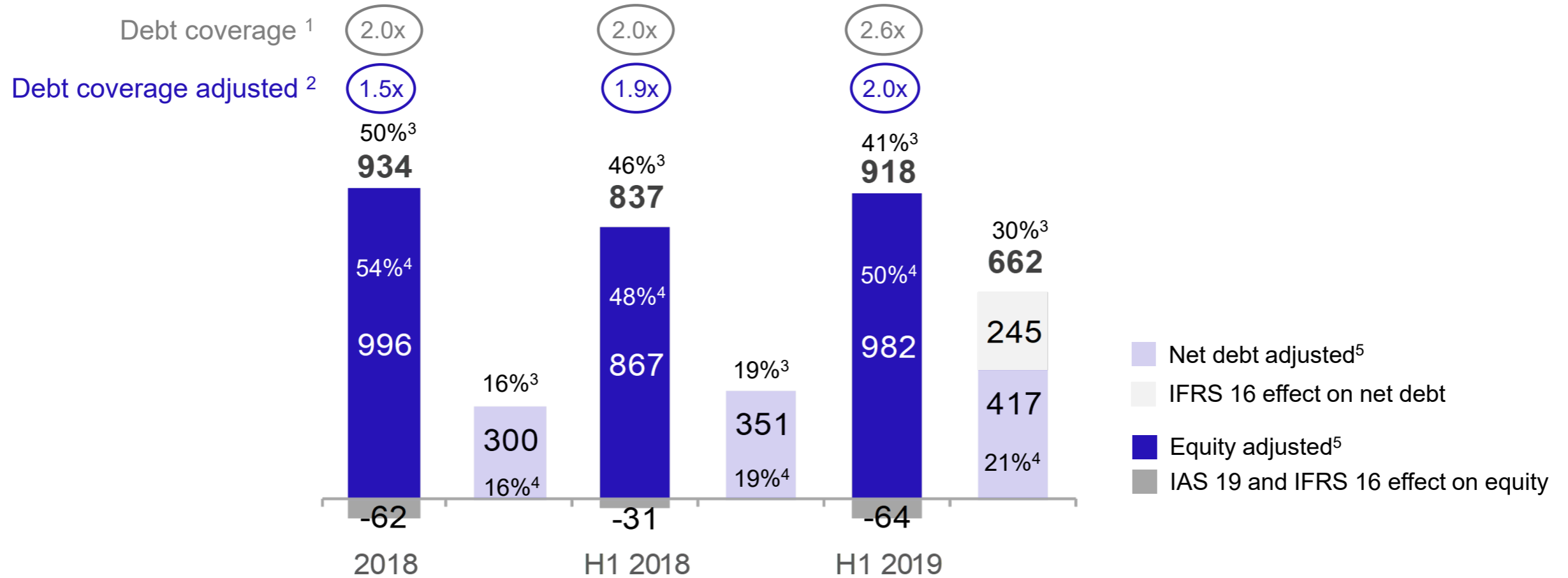
in million CHF	H1 2019	H1 2018
Cash flow from operating activities before working capital changes	116.0	87.0
Payment of lease liabilities	-23.4	-
Cash flow from operating activities before working capital changes adjusted	92.6	87.0
Working capital changes	-41.2	-5.4
Cash flow from operating activities adjusted	51.5	81.6
Cash flow from investing activities without M&A	-24.6	-21.4
Free cash flow before M&A	26.8	60.2
Cash flow from M&A	-54.6	-21.0
Free cash flow	-27.8	39.2

¹ Details in the half-year report on page 22

Galenica Group

6 Strong balance sheet

Net debt / Equity in million CHF



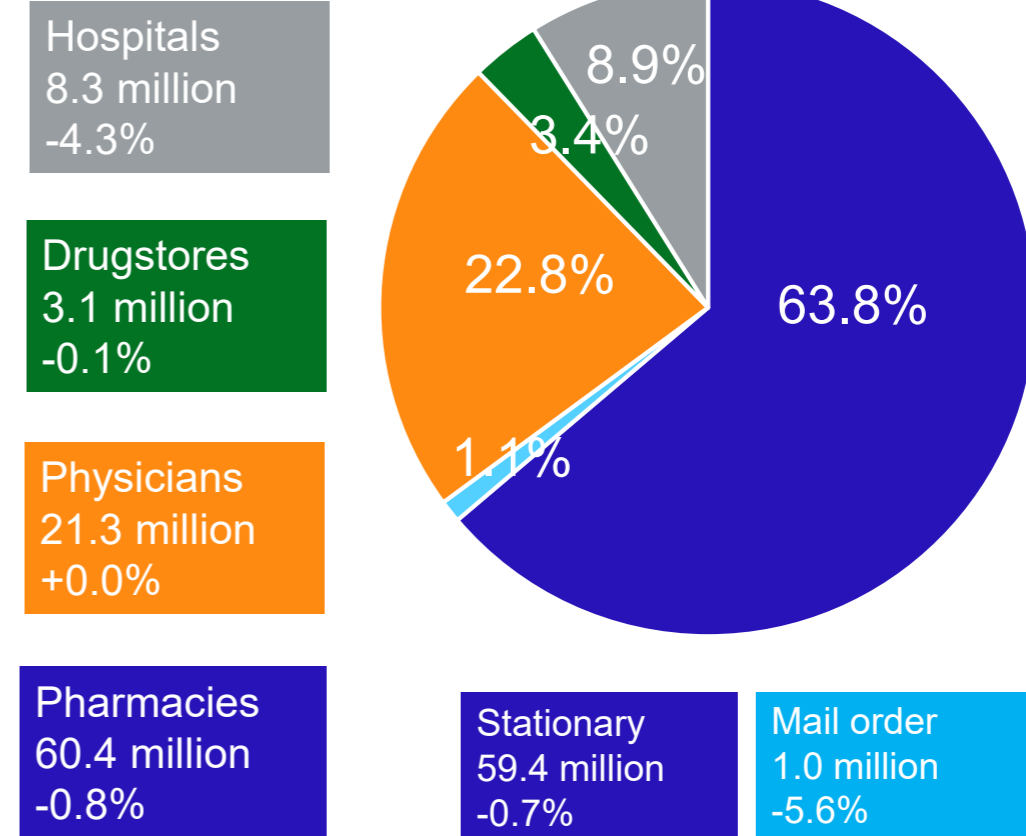
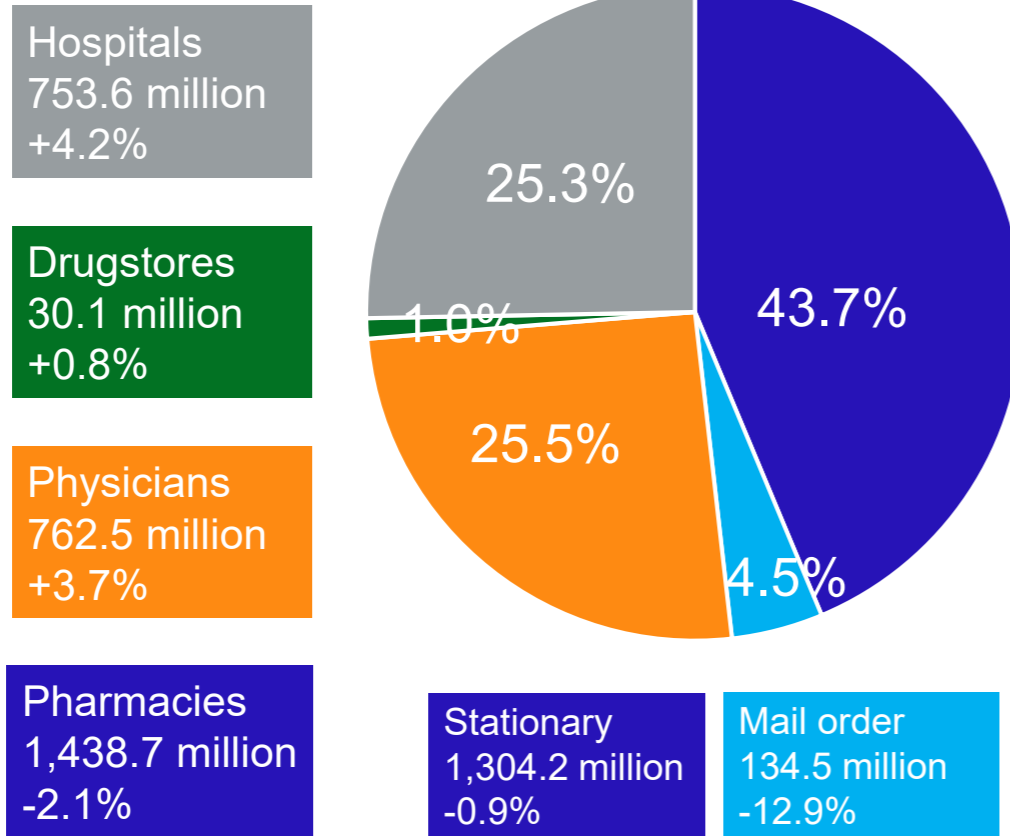
1 Calculated as net debt divided by EBITDA and for H1 net debt divided by 2x half year EBITDA, half-year report on page 23
 2 Calculated as net debt adjusted divided by EBITDA adjusted and for H1 net debt adjusted divided by 2x half year EBITDA adjusted, w/o effects of IAS 19 and IFRS 16, half-year report on page 23
 3 % of total liabilities and shareholders' equity
 4 % of total liabilities and shareholders' equity adjusted
 5 Details of the adjustments in the half-year report on page 23

Swiss pharmaceutical market by channel YTD June 2019

7 Modest growth marked by price reductions

Value (ex-factory): CHF 2,984.9 million
(CHF +26,8 million / **+0.9%**)

Volume (packs): CHF 93,2 million
(CHF -0.9 million / **-0.9%**)

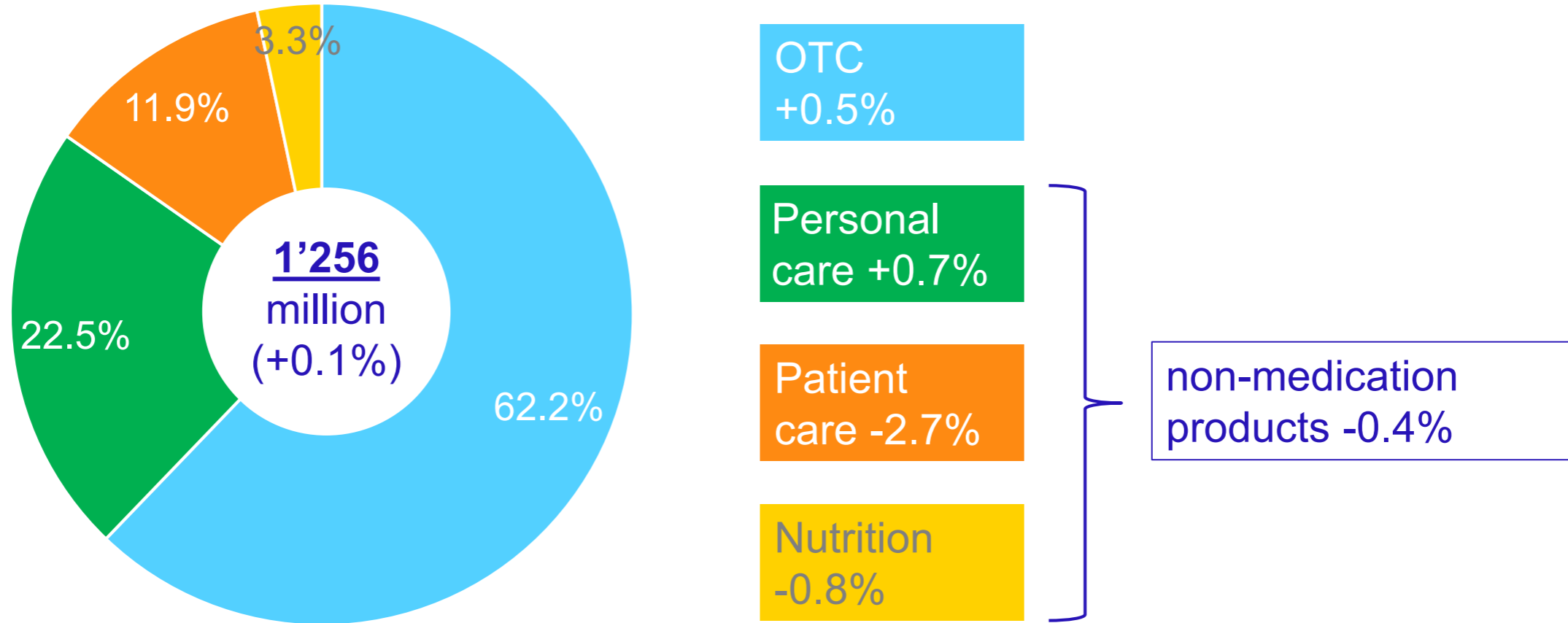


Source: APO/SD/DRO/SPI Index
Medicines Swissmedic A, B, C, D, sold from suppliers and wholesalers to hospitals, physicians, pharmacies and drugstores



Consumer healthcare market in the specialist trade YTD June 2019

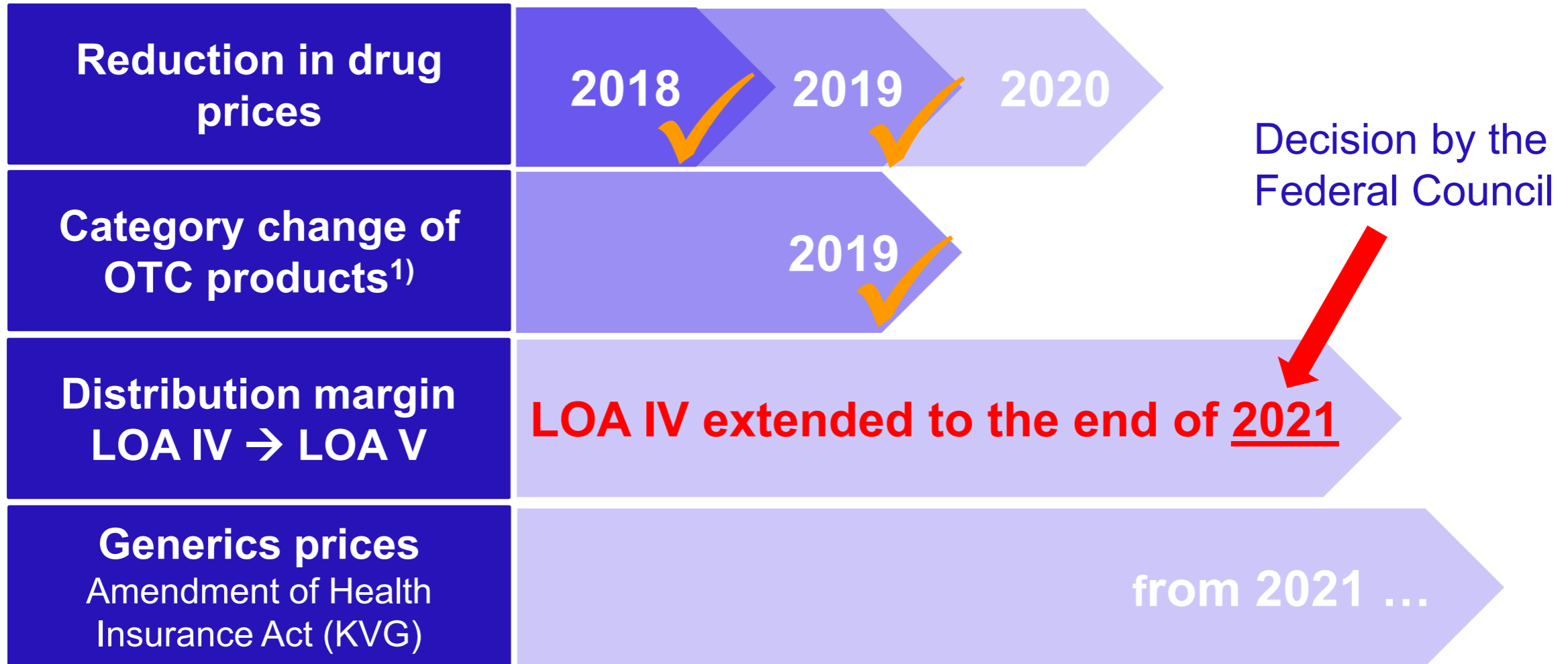
7 Stable market development



Source: PharmaTrend for pharmacies and drugstores in Switzerland, sales to streetprices

Regulatory update

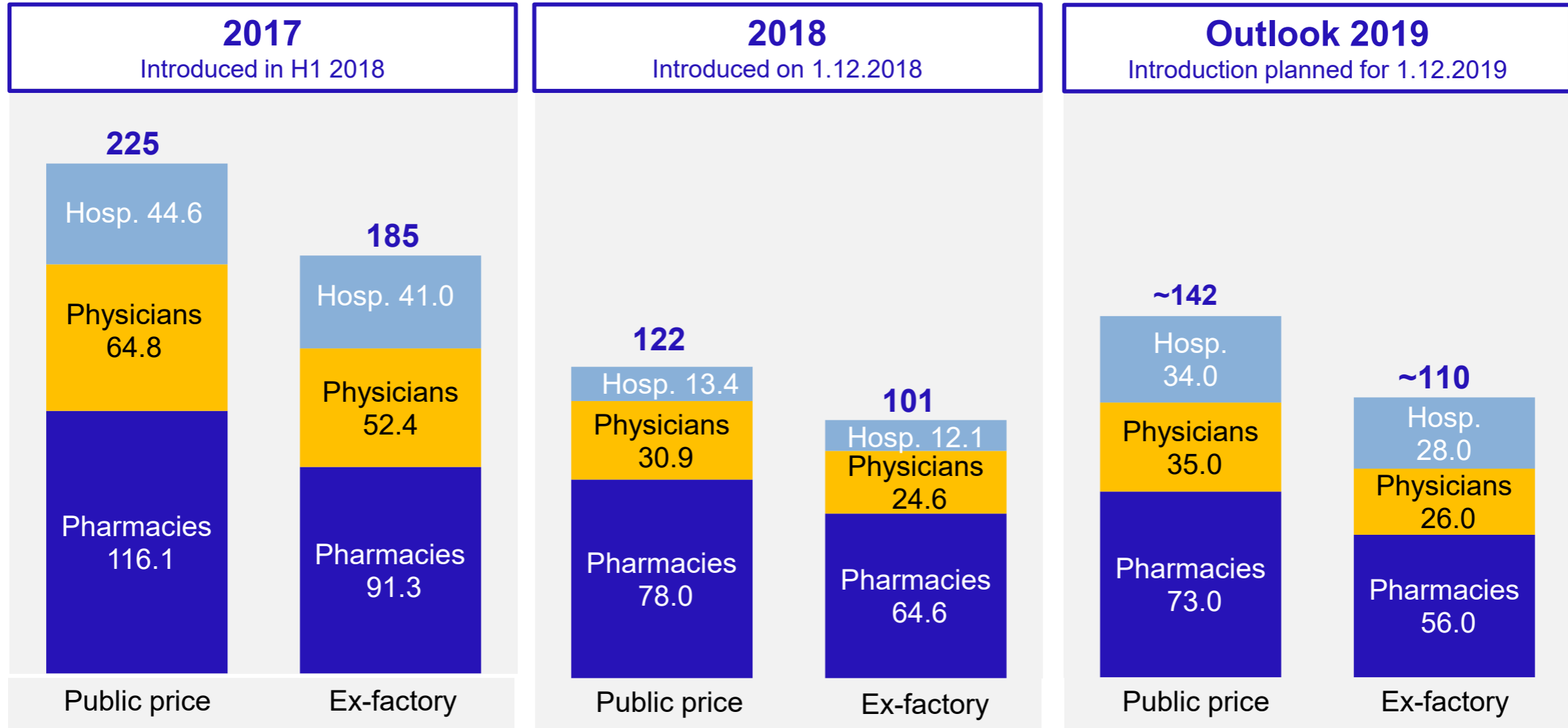
8 Positive signal from authorities



1) Swissmedic categories C, D

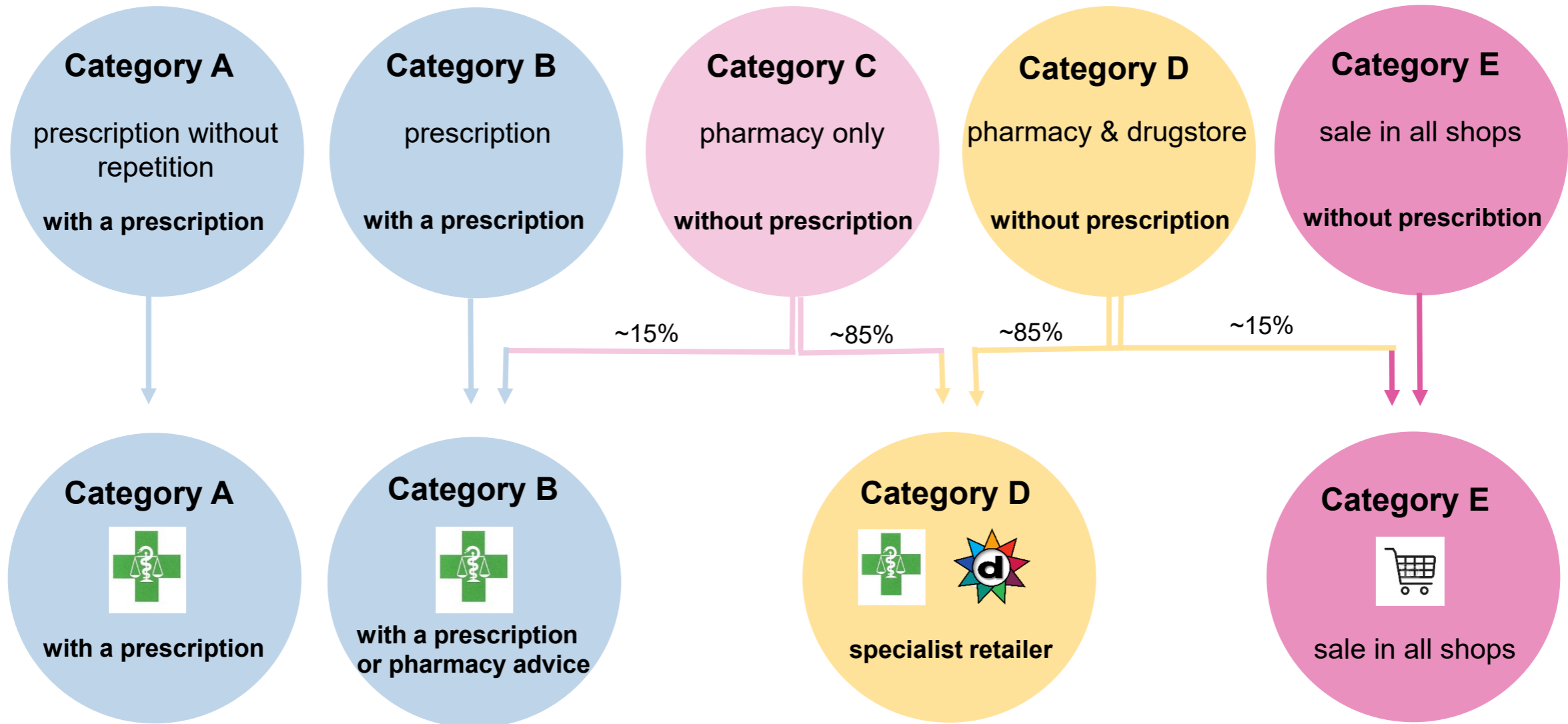
Price reductions 2017, 2018 and outlook 2019

8 Annual savings per channel at public price and ex-factory in million CHF



Source: IQVIA calculations, based on Federal Office of Public Health FOPH

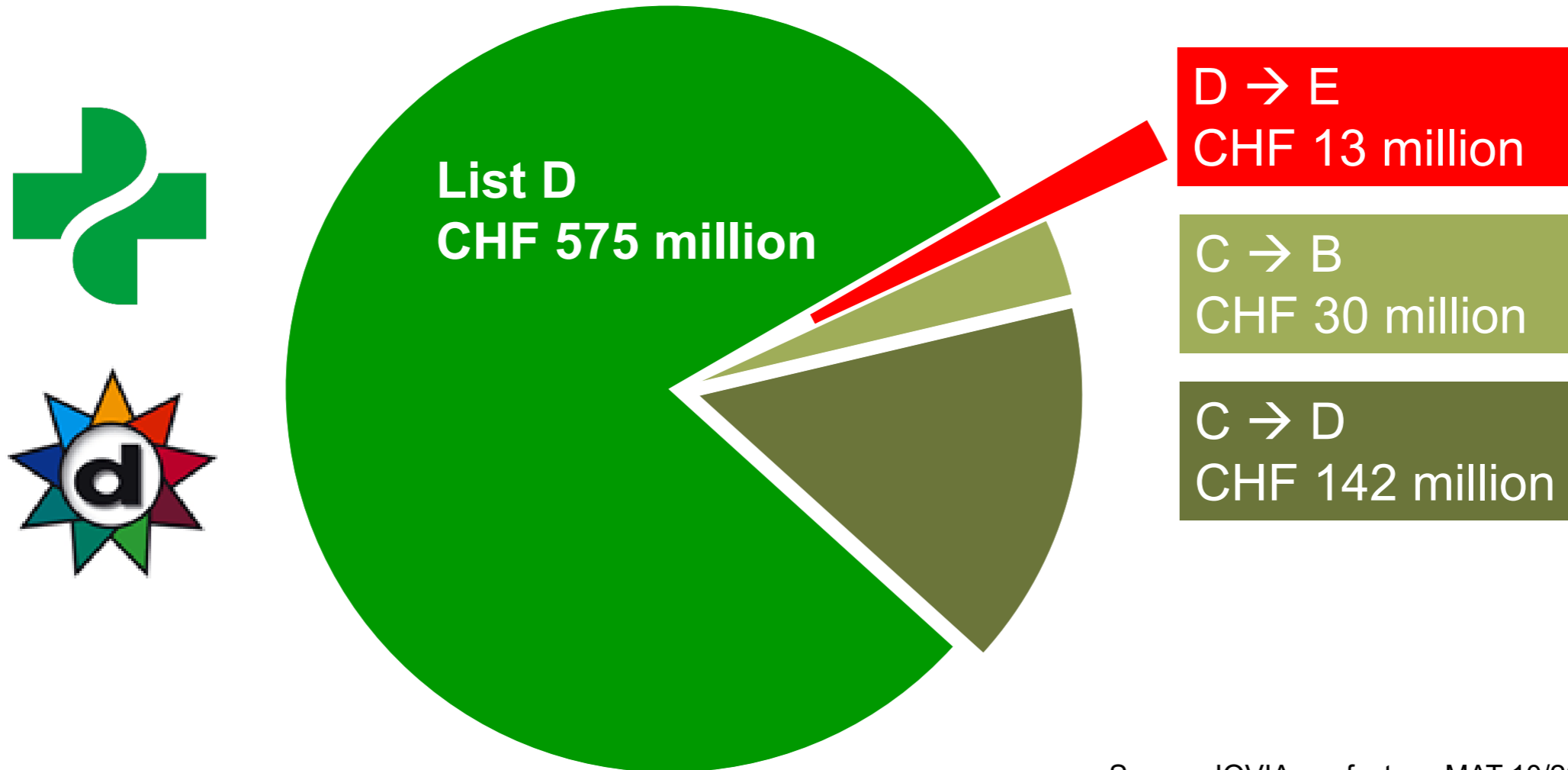
8 Reclassification of OTC's



Category change of OTC products

8 Strengthening of the specialist retail trade

→ Less than 10% of products will leave the specialist retail trade!

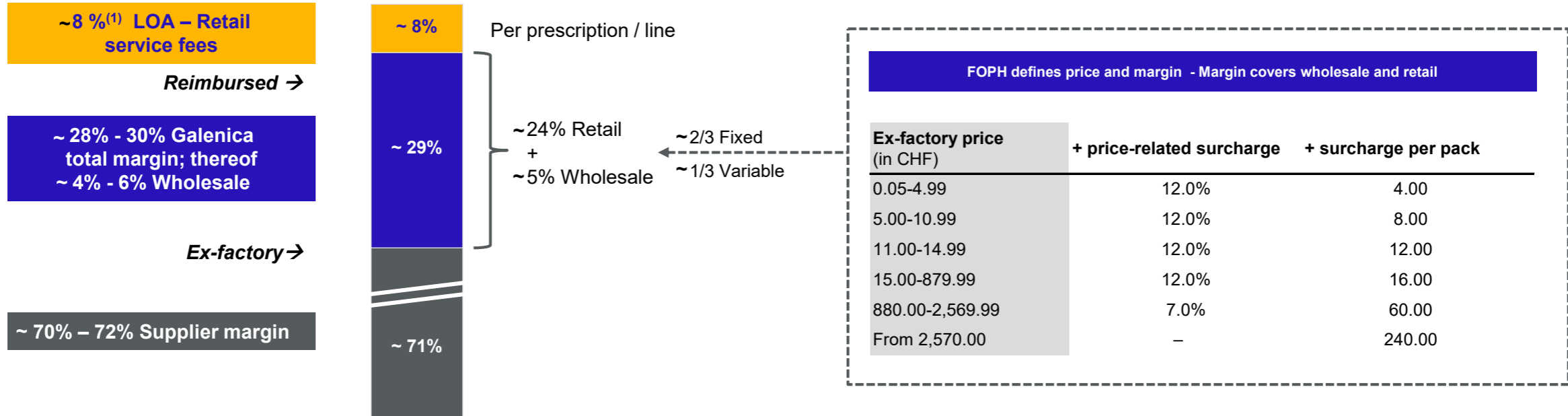


Source: IQVIA, ex-factory, MAT 10/2018

8 Swiss Pharmaceutical market – composition of drug prices

Fixed margin elements help to offset price reductions

Composition of the price of a prescription/ reimbursable drug: c.3/4 of the retail margin secured by fixed elements



Market price structures and Galenica Santé's retail service fees limit impact of price cuts

- ▼ Ongoing ex-factory price declines ▲ Pricing structure likely limits impact on Galenica Santé from margin squeeze
- ▼ Potential reduction in distribution margin ▲ Potential reduction would be compensated with increase in service fee
- ▼ Potential new price model for generics ▲ Would probably require change in legislation

Source: Swissmedic and company information
 Note: FOPH stands for Federal Office of Public Health; sets prices based on basket of nine countries and quality aspects
 1 Based on Company internal figures.

LOA: Service based compensation

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Galenica Group - Contact information

Investor Relations

Felix Burkhard

CFO Galenica

Tel.: +41 58 852 85 29

Mail: investors@galenica.com

Media

Christina Hertig

Head Corporate Communication

Tel.: +41 58 852 85 17

Mail: media@galenica.com