
The Local
Champion
NEWBURY
Investor presentation
Lars Minor, CEO

Newbury in brief

- Newbury is building a pipeline with focus on Rx generics and brands for the Nordics and international B2B sales
- Led by a strong team with a deep industry experience
- Direct sales in the Nordics where Newbury has successfully built a portfolio based on licensed products and exclusive distribution rights – with more products to follow
- In-Direct sales to international partners outside of the Nordics with a tailored portfolio
- Potential for sales growth and more products to be launched combined with in-organic growth opportunities through M&A of brands

The Local Champion

Business model

Discovery and Early Development → Late Development Phase III / bioequivalence → Prepare dossier and manufacturing → Regulatory approval → Product launch and Commercialization

Partners | **Newbury**

Value-Chain

Commercialization

Distribution or Licensing agreements

Direct sales in the Nordics

In-direct sales in International Markets

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A strategic rationale for specialty medicines and branded products

	Specialty medicines (complex generics)	Branded products
Strategic focus	Pharmaceutical therapies that are either high cost, high complexity and/or high touch. Specialty medicines have been increasing as a share of spending in higher-income countries where they have reached **47% in 2020**, up from 24% 10 years earlier	Value added formulations, small complex molecules, drug delivery systems etc. that makes these products unique and cannot be exchanged to the same molecule from a different manufacturer
Market access	**Launch upon approval/loss of exclusivity**	**Launch upon approval and reimbursement**
Market characteristics	**Exchangeable with similar generics**	**Non-exchangeable based on authority decision**
Commercialization strategy	**Payer decision (short/long tender)**	**Physician decision (marketing, sales force)**

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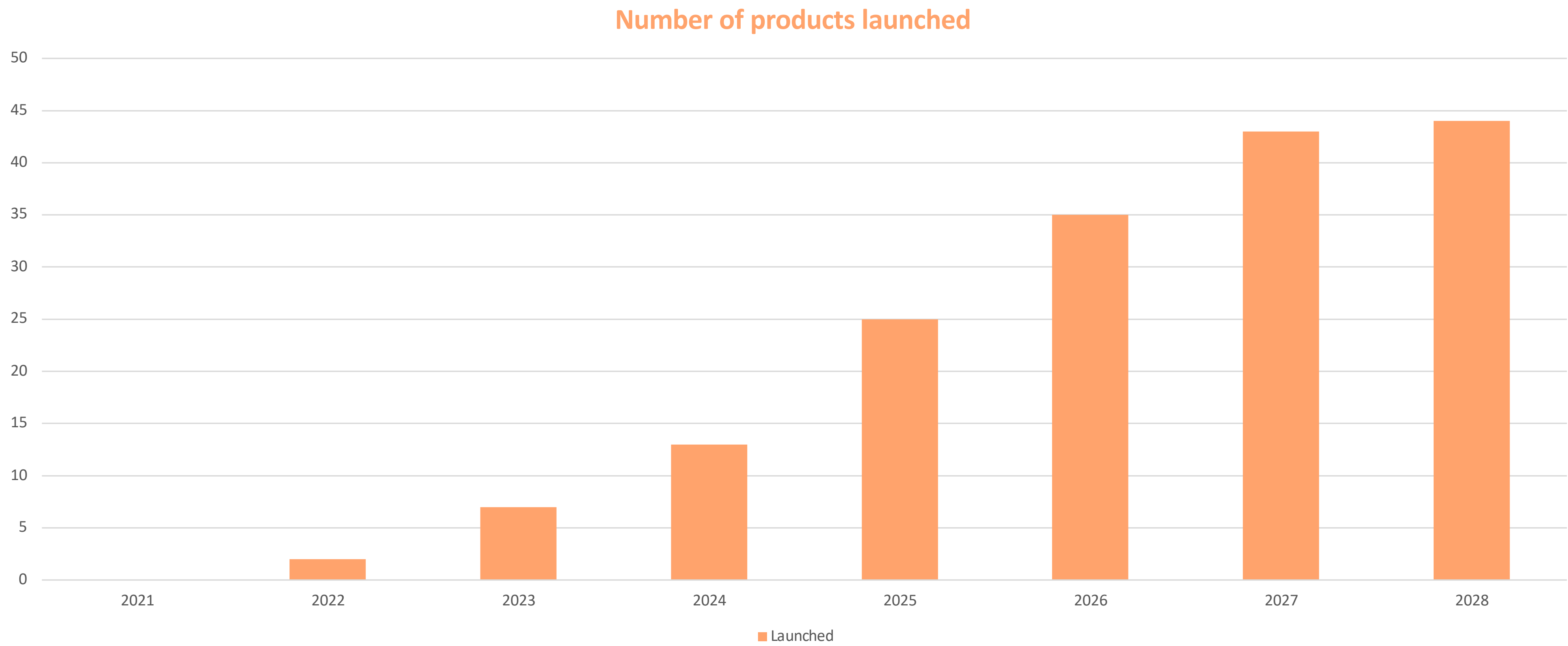
Ramping up with launches in 2025+



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A phased growth strategy

Building portfolio

- from 11 to 46 products in pipeline
- focus on Rx specialty in pharmacies (PV system).
- First launch of portfolio in Scandinavia
- Building international sales outside of Nordics

Expanding to new segments

- Leverage investments by launching products in the Nordics
- Continued expansion with new license deals for Nordics
- Explore new strategic partnerships
- Intensify international sales activities

Accelerate growth

- Grow sales from products in the Nordics
- Launch new products from strategic partnerships
- Prepare market expansion to Finland
- Expand International portfolio

2021 - 2024

2025 - 2026

Solid execution across BD and commercialization

We are advancing our portfolio

46 products in-licensed

39 under registration or approved

Desmopressin launch in Sweden

Shows the value of being the local champion

Multiple launches planned for the next 12 months

From 13 to 25 products launched

Strategic partnerships are vital

Continued focus on expanding the portfolio in the Nordics and to build stronger partnerships in international markets

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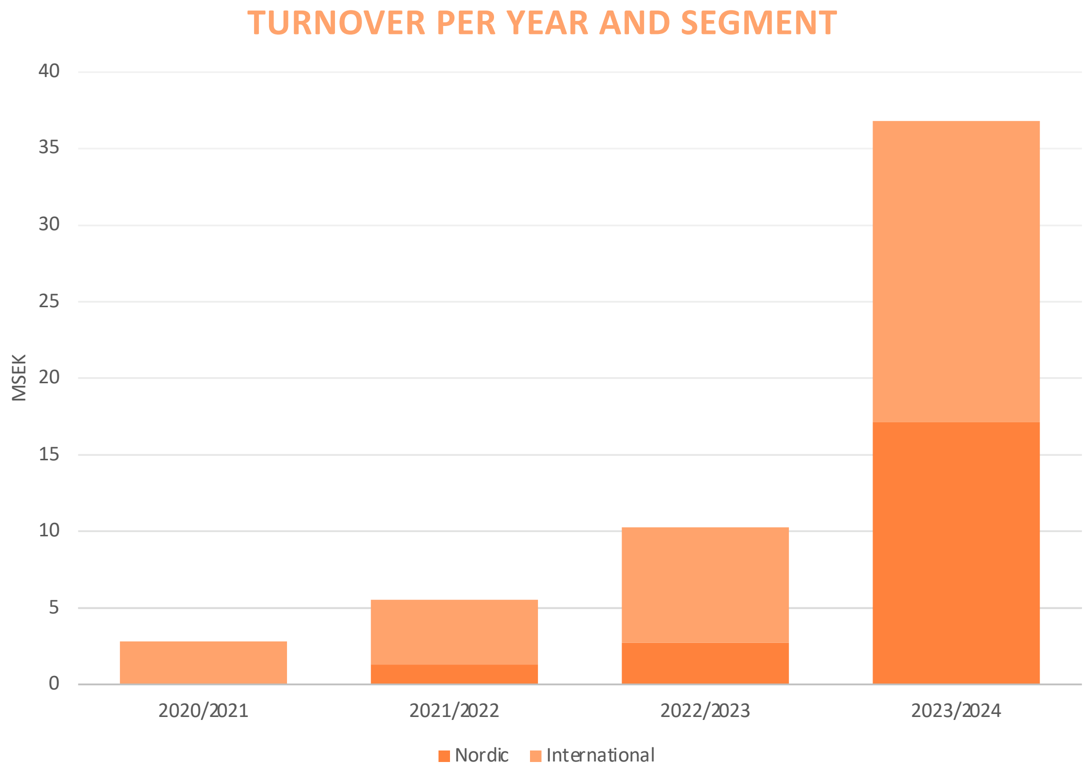
Strong growth expected to continue for the Nordic business

Major events 2023/2024

- Increasing number of launched products
- Increasing sales in both segments
- EBITDA positive result in Q4



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Key take-aways

Strong management team with deep industry experience supported by a strong board

Limited investments in sales and marketing needed as most products are sold on tenders

De-risked business model with focus on registration and commercialization

Multiple product launches planned within the next 12-24 months

Revenue from direct sales in the Nordics and in-direct international business

Value creation based on three pillars – regulatory, BD and P&L

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