

Culture drives Performance

How STADA Translates Culture into Performance & Rewards

Praxisforum Total Rewards

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VP Performance & Rewards



Caring for People's Health



STADA products sold in
~ **115 countries**



11,750+ employees
worldwide form
One STADA



Co-operations with
~**500 development & production partners**
globally



Among the **TOP 4**
Generics and Consumer Healthcare
players in Europe







Strong local Consumer Health Hero Brands



STADA Production Sites – Local Agility & One STADA globally



- **16 own manufacturing sites** in 11 countries (EE, WE, Vietnam & China)
- **7 development sites** in EE, WE, Vietnam & China
- **>6,800 FTEs**

 Semi-solid forms (e.g. creams, lotions)	 Liquids	 Packaging
 Solid dosage forms (e.g. tablets, coated tablets, capsules)	 Sterile liquids	 Research & development

Culture drives Performance

-Culture-



Integrity

Do the right thing when no one is watching!



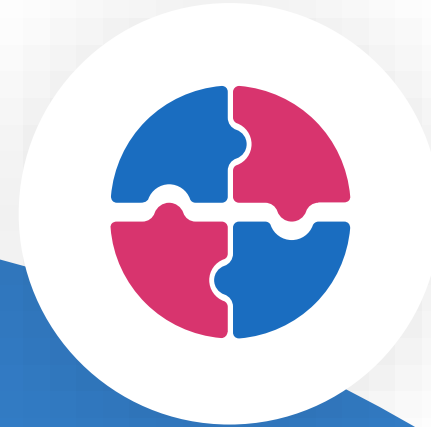
Entrepreneurship

Dream big and make it happen!



Agility

Grow from change and challenges!



One STADA

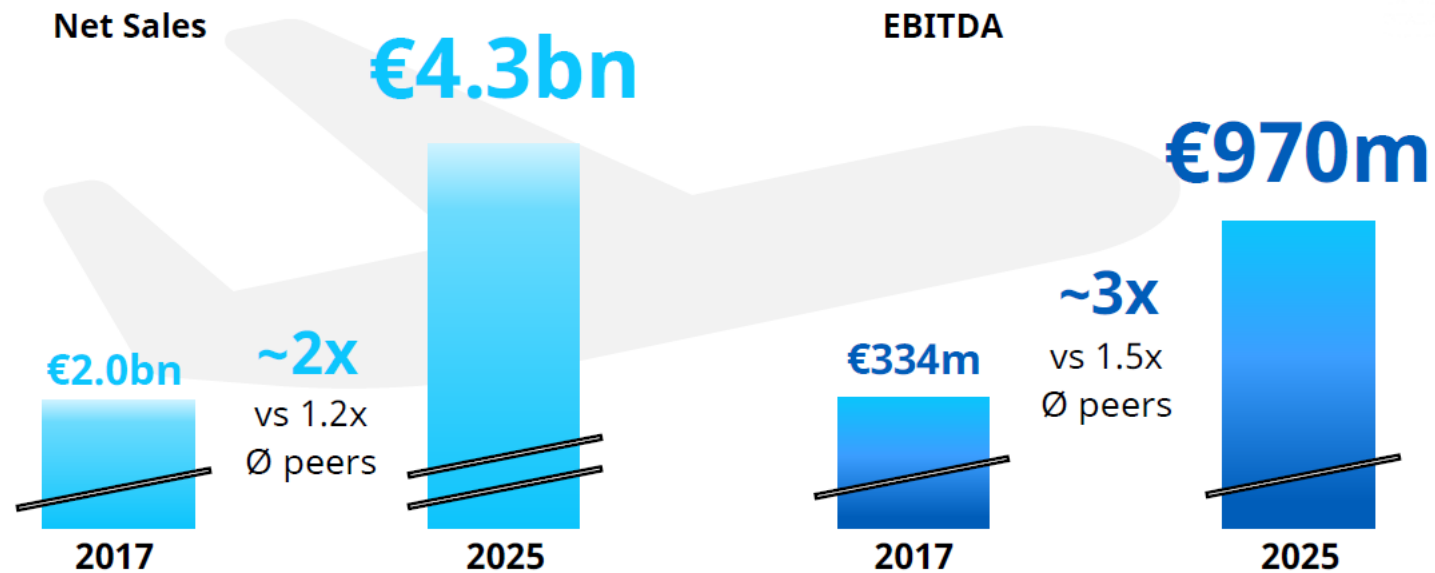
Leverage the power of the Team!

Culture drives Performance -Performance-

What does performance mean at STADA – and how do we measure it?



During the Sponsorship of Bain and Cinven Capital (2017-2025), STADA has doubled sales and tripled EBITDA



CapVest as new private-equity sponsor since March 2026; 2026–2030 strategic plan in development

STADA Compensation Architecture: Key Components and Groups

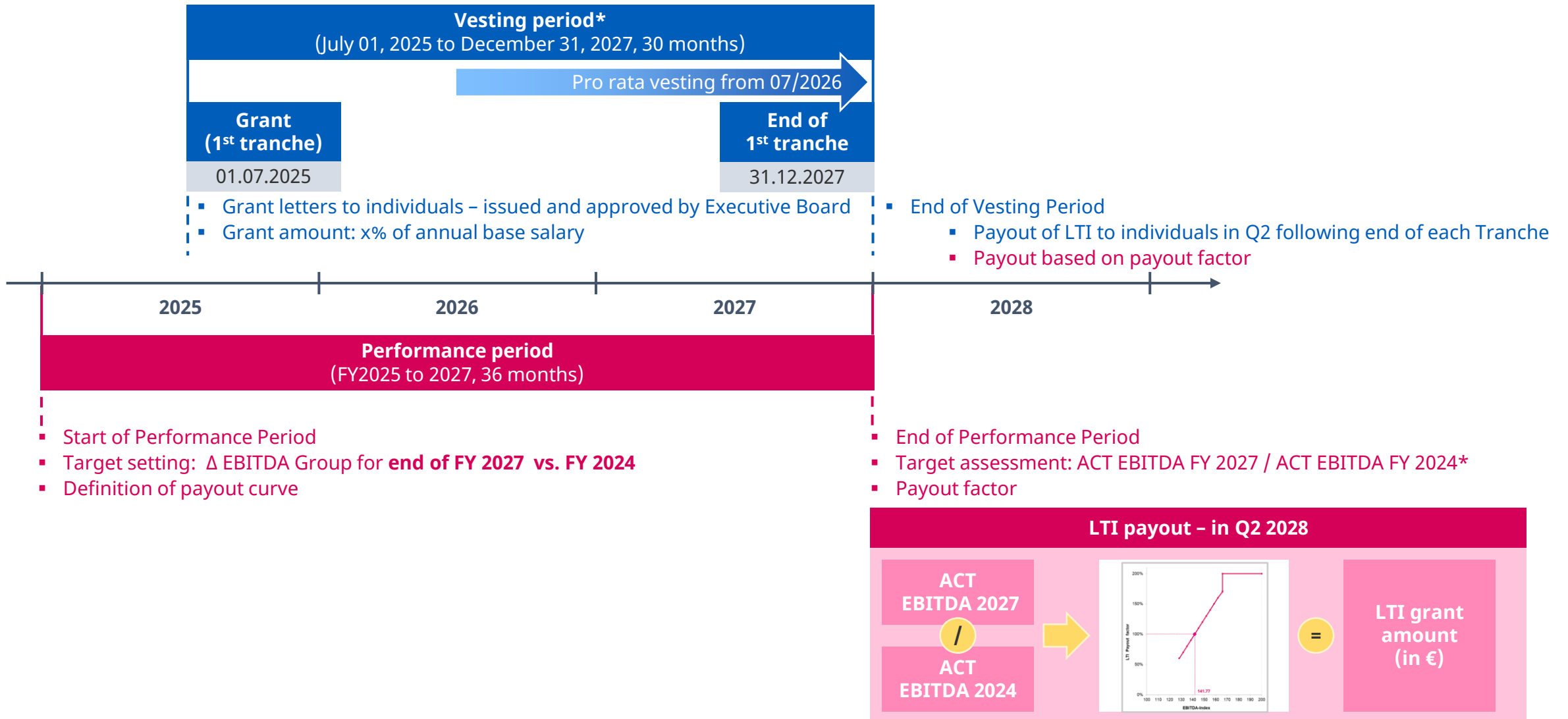
Compensation components at all levels linked to company performance



Culture drives Performance
-Performance-
Long Term Incentive

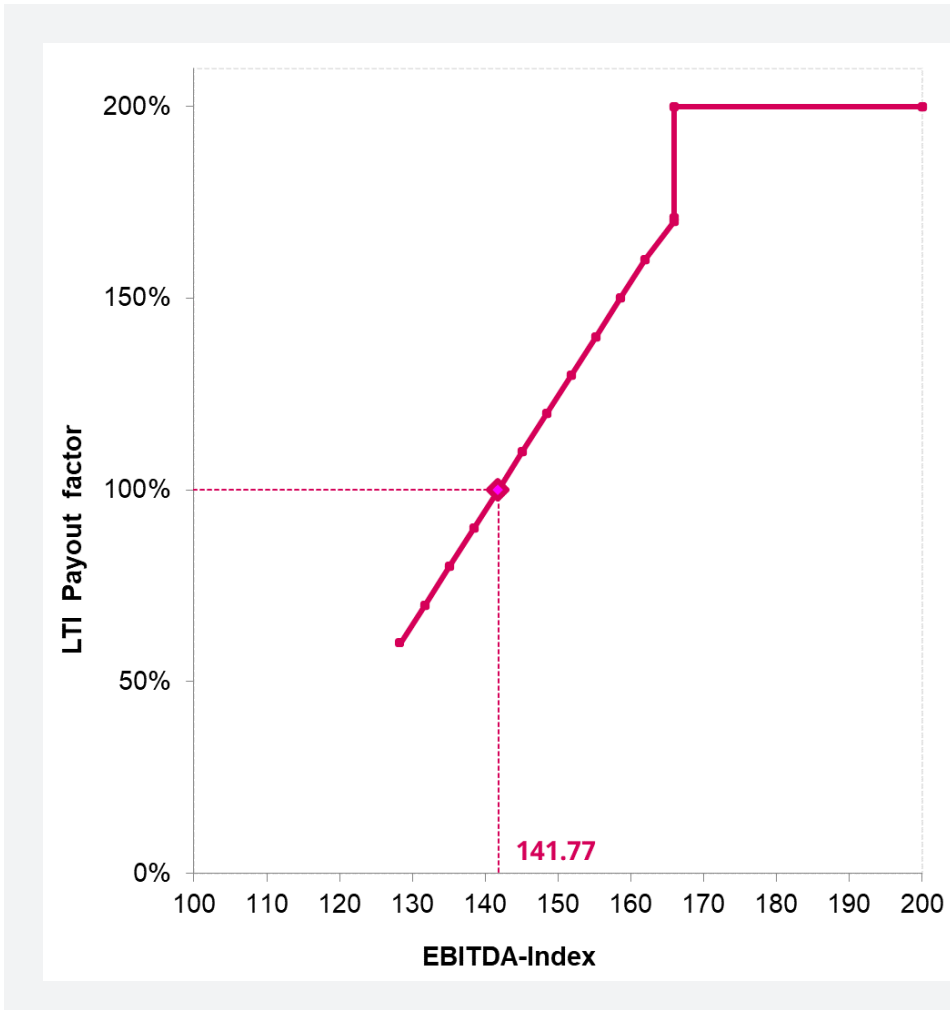
STADA Value for Growth LTI Plan – Performance is defined by EBITDA Growth

Performance Cash Plan functionality – Example based on LTI Tranche 2025



*Anorganic growth from acquisitions up to € 20m EBITDA per deal included
 **Review EBITDA target for acquisitions >20 m €

Indexed LTI 2025 payout curve – payout starts at 60% target fulfilment and is capped at 200% of LTI target amount

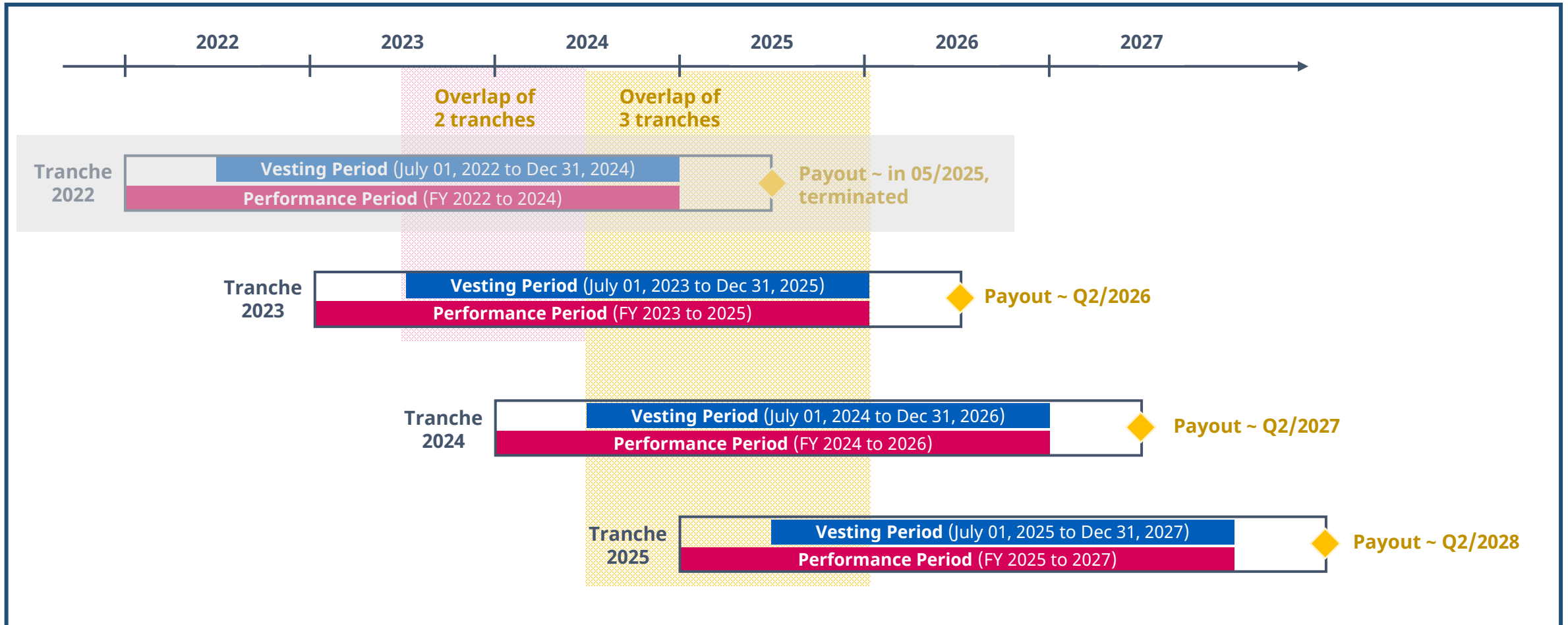


Indexation

ACT EBITDA-index* (index - FY 2027 based on 100 for FY 2021)	LTI Payout factor in % of LTI Target Amount 2025
<128.34	0%
128.34	60%
131.70	70%
135.06	80%
138.42	90%
141.77	100%
145.13	110%
148.49	120%
151.85	130%
155.20	140%
158.56	150%
161.92	160%
165.28	170%
≥165.95	200%

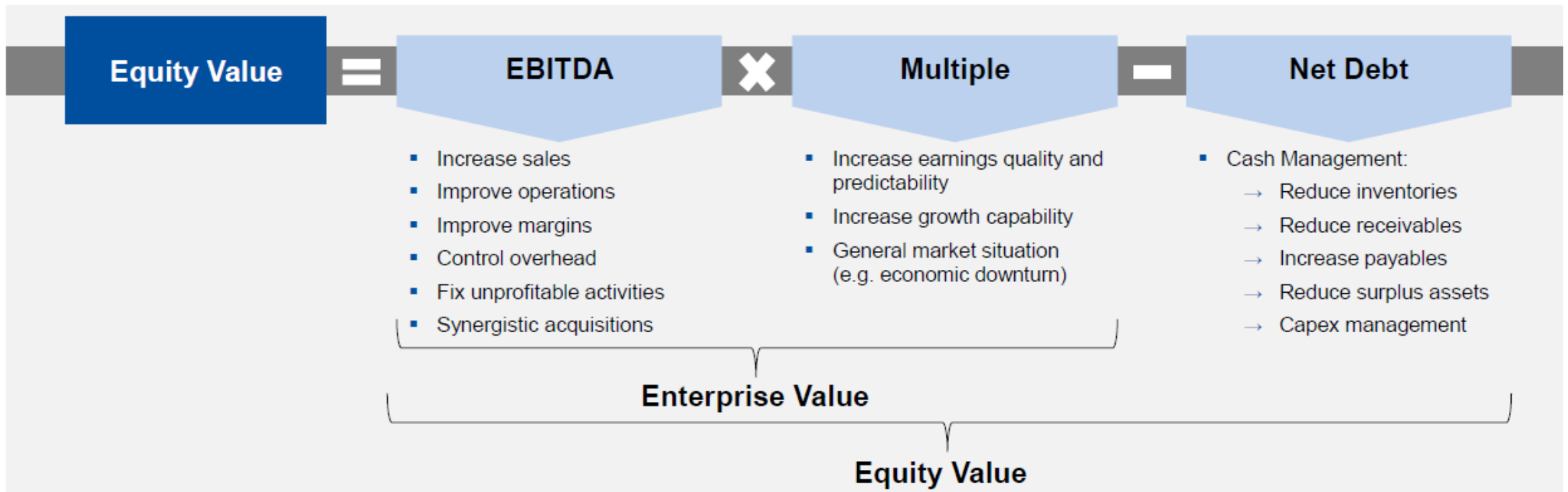
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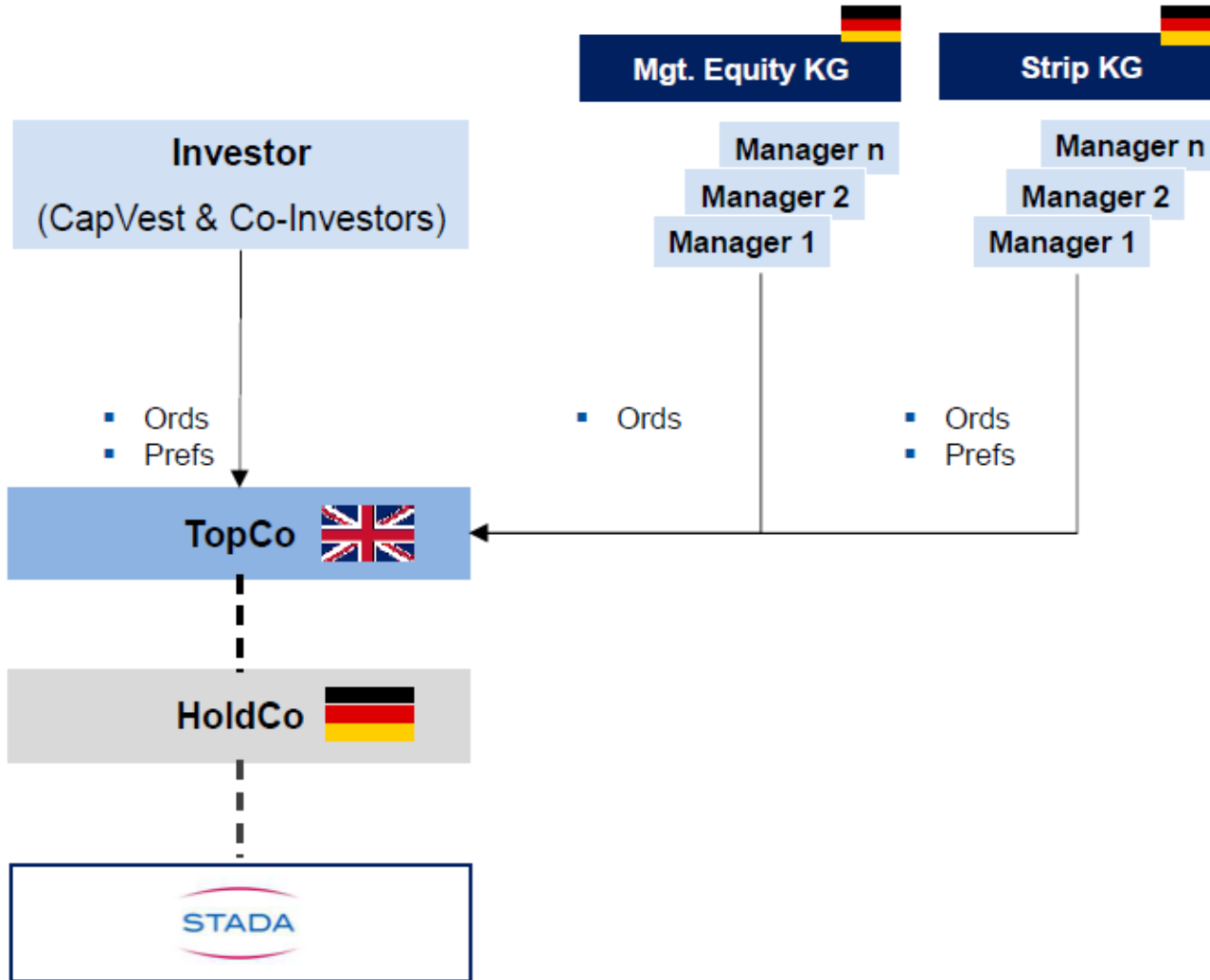
STADA Value for Growth Plan – granted in annual rolling tranches



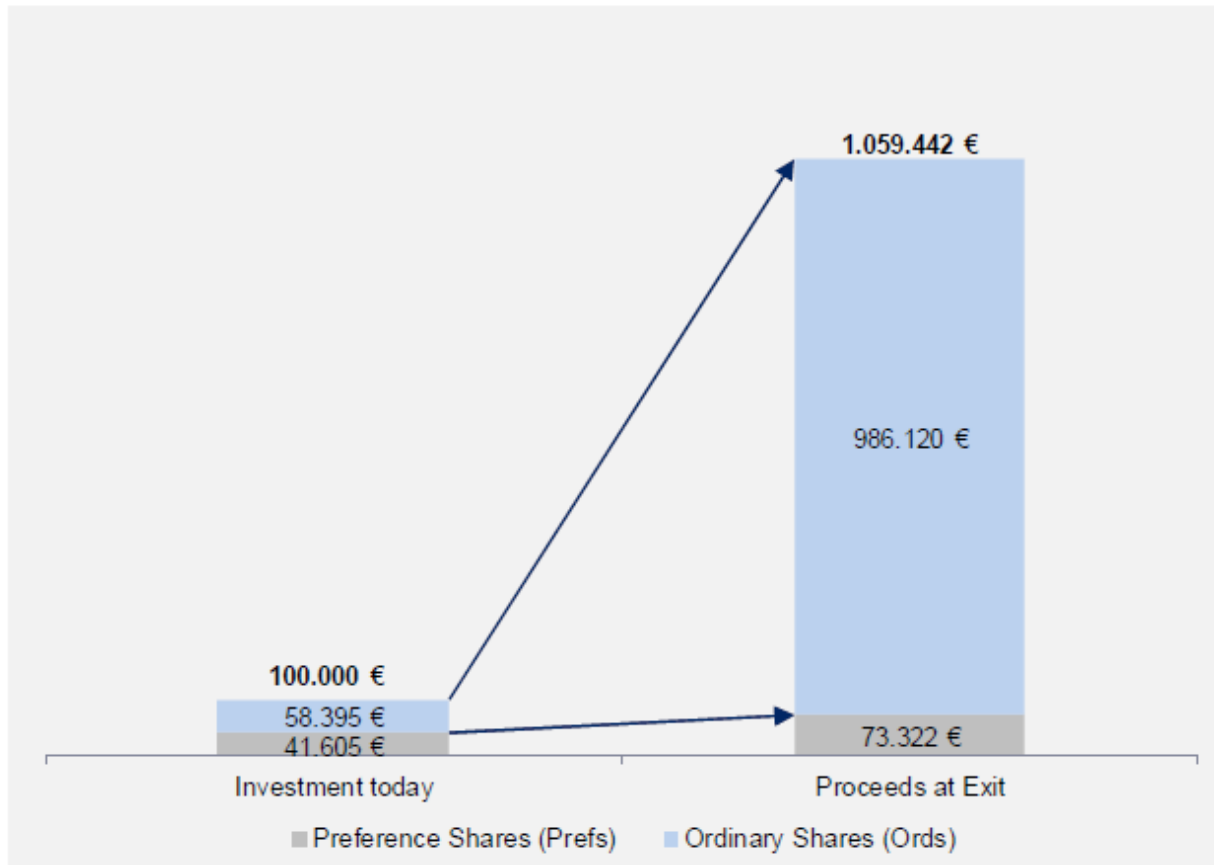
**Culture drives Performance
-Performance-
Management Equity Plan**

- In theory, all companies are valued based on their future operating cash flow, often indicated or simplified by the “EBITDA” (Earnings Before Interest, Tax, Depreciation and Amortization)
- In practice, financial analysts normally value a company’s operations by using a multiple on profit, often **EBITDA** (“**EBITDA-Multiple**”)
- Once the value of the operations is determined, net debt is subtracted to find the value of the equity. **Net Debt** is the third party debt (e.g. bank debt) minus cash (that a company generates in its business)
- At the date of exit, the company will likely be valued according to the following formula (however there might be developments in the markets or politics you cannot incorporate in such formula):





- Management (**Mgt.**) shall invest in the top holding company (**TopCo**) via the Management Equity KG and the Strip KG “Co-Investment”.
- There will be two share classes
 - **Ordinary Shares (Ords)** (i.e. the ordinary equity of any private company); and
 - **Preference Shares (Prefs)** which generate a preferred return (like interest) of 12% p.a. on an accruing and compounding basis
- The **Management Equity** consists of Ordinary Shares (**Ords**) only
- While the **Co-Investment** mirrors the investment of the Investor into Ords and Prefs
- In principal, the Management invests in the same instruments as the Investor in HoldCo
- Mgt. shall pay the current fair value of the shares based on the price per instrument as paid by the Investor
- The Sample Manager invests 56% of his total investment in the Mgt. Equity KG (i.e. in Ords only) and 44% in the Strip KG (i.e. in Ords and Prefs in the same split as the Investor)



- Investment of 100.000 €
- Thereof:
 - 41.605 € in Prefs
 - 58.395 € in Ords
- Exit assumptions:
 - Exit takes place in 2030
 - EBITDA-Multiple of 10,0x is realized
 - Value of investment is 1.059.442 € for the Sample Manager investing 100 t€



AGILITY

ENTREPRENEURSHIP

Q&A

INTEGRITY

ONE STADA

