

SEQENS

OUR SCIENCE FOR YOUR FUTURE

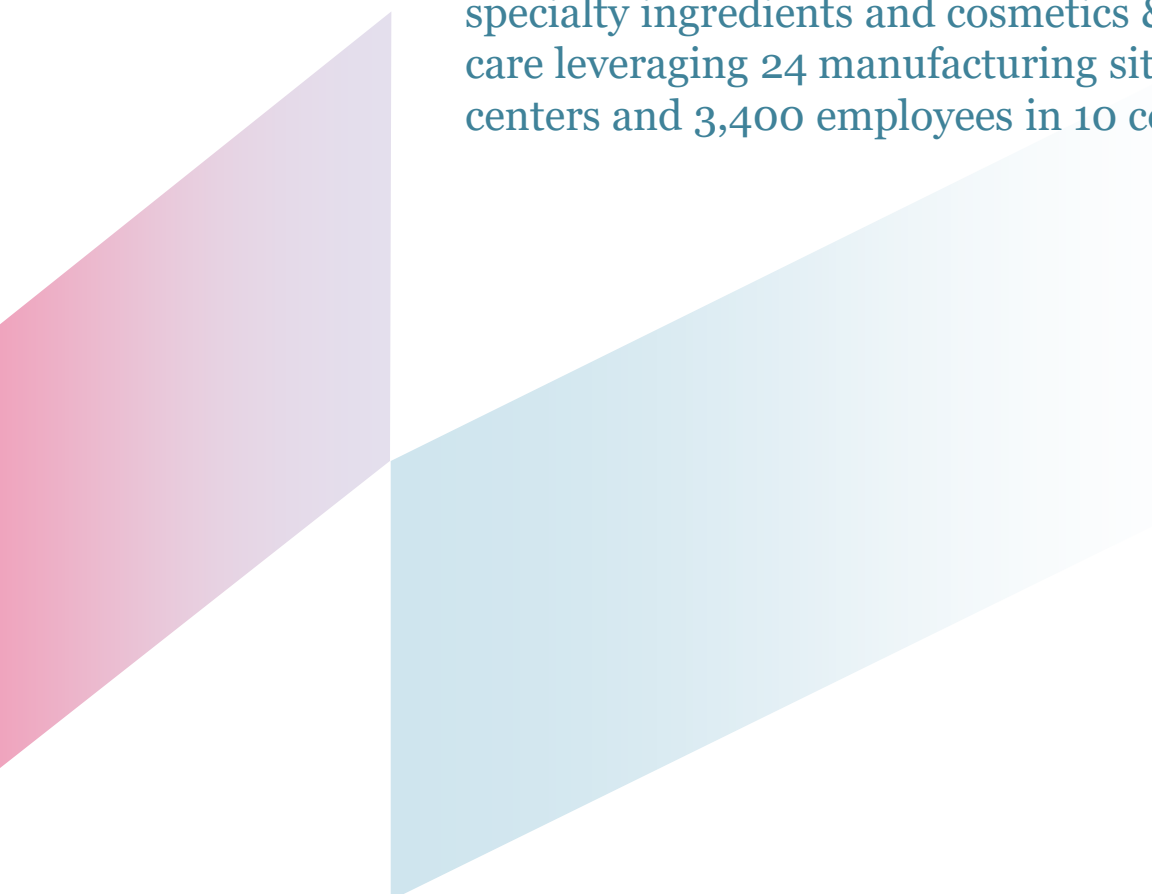
Corporate presentation

November 2022

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EDITO



SEQENS is a worldwide leader in the development and production of active ingredients, pharmaceutical intermediates, specialty ingredients and cosmetics & personal care leveraging 24 manufacturing sites, 10 R&D centers and 3,400 employees in 10 countries.

As an integrated player across the value chain - from raw materials to active ingredients and from research and development to industrialization - SEQENS offers a broad portfolio of active ingredients, pharmaceutical intermediates and specialty ingredients, develops and industrializes the most demanding molecules, and relies on its ability to innovate, develop and implement the best available technologies.

Driven not only by a culture of excellence and a strong entrepreneurial spirit, but also strong values such as unity, agility, and reactivity, our employees are committed to providing the highest level of service and quality to more than 1000 customers around the world while acting ethically in accordance to our strong Environmental, Social, and Governance program.

SEQENS is an integrated global leader in pharmaceutical solutions and specialty ingredients

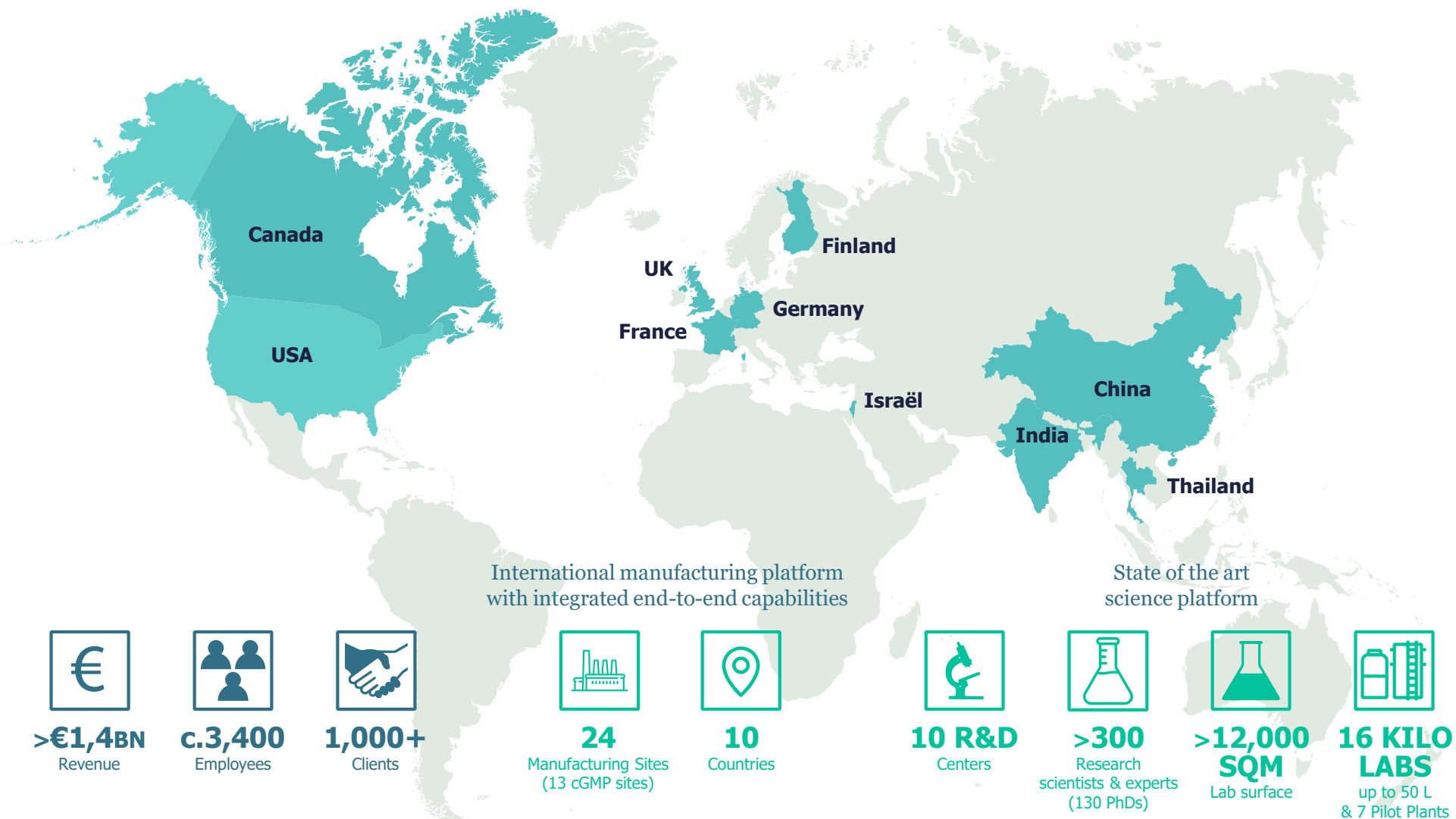


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At a glance

Section 1



SEQENS is a major vertically integrated pharma solutions actor offering a wide range of products and services from Solvents to Custom APIs

Pharmaceutical Solutions

- **Custom APIs**
Development and manufacturing of small molecule APIs (along the clinical development value chain)
- **Intermediates**
cGMP and non-cGMP intermediates & RSMS
- **Drug Delivery solutions**
Lipids and Polymers
- **Generics**
Proprietary APIs
- **Consumer Healthcare**
Salicylic chain
Paracetamol chain
- **Life Science Inputs**
Pharma solvents
Hygiene & disinfectants solutions

Specialty Ingredients

- Custom specialties development and manufacturing high value-added specialty chemicals.
Leveraging our pharma and scientific credentials
- **Electronics**
Low metal, photoresist polymers
Organic electronics
- **Cosmetics & Personal Care**
Natural Active Ingredients
Non-traditional preservatives
Custom actives and other ingredients
- **Custom & Specialties**
Wide range of technologies
Development and manufacturing of complex molecules
- **Lubricant additives**
Sulfurization
Calcium sulfonate

Upstream platform

- Upstream assets to support the growth of small molecules, specialty ingredients and Life Science Inputs activities as a vertical integration platform

The evolution of Seqens over the past 20 years, from a France-based chemical sites company to a global Pharmaceutical & Specialty Ingredients vertically integrated Group

2003 • 2011 Consolidation of an efficient industrial base

- Creation of the Novacap Group in 2003 with Bain Capital
- Development of a robust, reliable and performant industrial network
- Implementation of concrete ESG targets to meet the highest safety, quality and environmental standards

2015 • 2020 Acceleration and expansion to create an integrated pharmaceutical solutions and specialty ingredients player

- Expansion of R&D capabilities & services : **SEQENS'Lab**
- Expansion of our CDMO activity
- Creation of custom specialties and cosmetics ingredients offers
- Reinforcement of LSI activities

2011 • 2015 Shift towards pharmaceutical markets

Our first acquisitions in the Pharma sector :

- Leader of Aspirin, Paracetamol and PAP markets
- A contract manufacturer of Active Pharmaceutical Ingredients intermediates and fine chem molecules

Development of Life Science Inputs activities

2021 onwards Emerging leader in small molecule intermediates APIs and custom manufacturing

Increasing our set of technologies and capabilities

- **HPAPI** Unit at Villeneuve-la-Garenne & Aramon site
- **Flow Chem** (Pilot)

Strengthening our generic portfolio

- Acquisition of Wavelength Pharmaceuticals
- A manufacturer of Active Pharmaceutical Ingredients

Focusing on our activities :

- Sale of Mineral Specialties activities

Seqens activity relies on 4 pillars

Customer centricity

End to end projects support, from early development to commercialization

Uncompromising regulatory compliance services

Exceptional customer service

Continuum of technologies

Broad range of technologies spanning all our businesses

Ability to manufacture most complex molecules

Support to innovation

Strong R&D platform

10 R&D centers

Strong expertise in chemistry and process development

Capabilities to commercially upscale from 'gram' to 'multi tons'

Global, flexible and sustainable assets

Worldwide footprint in Europe, North America and Asia

Sustainable and flexible facilities to manufacture complex molecules

Back integration with strong upstream platform

Comprehensive and 10 year-old ESG program

Customer Centricity: serving the client from the initial development to commercialization

1

R&D services

Providing "R&D Standalone services" to support the Discovery Phase of any molecules

Wide range of analytical capabilities

- GMP NMR and quality control testing
- Process safety
- Genotox impurities
- Drug repositioning

2

Chemistry and process development

Leveraging our network of R&D ecosystem to provide the best chemical route for any molecule at any stage

Wide range of technologies to find the best chemical route

- Multi-catalysis
- Flow chemistry
- High-Potency APIs (HPAPIs)
- Custom polymers
- Solid state characterization

Strong expertise and know-how

- **>300 scientists** with 130 PhDs
- **10 R&D** centers across the world

3

Scale-Up to industrialization

From a few kilos to multi-tons

- **16 KILO Lab | 7 Pilot Plant**
- Complementary chemistry and chemical engineering competencies for process industrialization
- Project Management support (CMC)
- Process safety

4

Manufacturing and Commercialization

Wide range of custom and proprietary molecules Production with the highest quality, safety and environmental standards

- Ease of Technology Transfer
- Process optimization
- Back integration of critical intermediates for supply security
- Supply chain optimization
- Second generation process
- Large proprietary product range

In-house regulatory compliance and quality team with a network of audited and FDA inspected sites in Europe and the United States

Comprehensive global R&D team with unique scientific skills (c.10% of group workforce are scientists)

Europe

France • Germany • UK



Middlesbrough

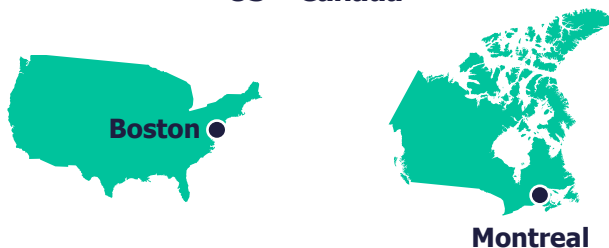
| SEQENS'Lab | Aramon | Nîmes | Lahr | Middlesbrough |
|--|---|---|--|--|
| <p>Equipment Lab Surface:</p> <ul style="list-style-type: none"> • 5,000 sqm • 3 Kilo-lab suites • 3 cGMP pilot plants (including 1 flowchem pilot) | <p>Equipment Lab Surface: 200 sqm</p> | <p>Equipment Lab Surface:</p> <ul style="list-style-type: none"> • 1,000 sqm • 1 Kilo-lab (fermentation) • Robotic platform | <p>Equipment Lab Surface:</p> <ul style="list-style-type: none"> • 700 sqm • 3 Kilo-lab suites (25L, 100L & 250L reactors) • 1 Pilot Plant | <p>Equipment Lab Surface:</p> <ul style="list-style-type: none"> • 200 sqm • 1 Kilo-lab (reaction and distillation) • Distillation pilot |
| <p>Product categories</p> <ul style="list-style-type: none"> • Pharma Solutions • Specialty Ingredients | <p>Product categories Pharma Solutions</p> | <p>Product categories Pharma Solutions</p> | <p>Product categories Pharma Solutions</p> | <p>Product categories Specialty Ingredients</p> |
| <p>Expertise</p> <ul style="list-style-type: none"> • Flow chemistry • Solid-state design • High potency API development • Analytical excellence • Quality by Design | <p>Expertise Drug Delivery & Medical Material polymers</p> | <p>Expertise Biocatalysis</p> | <p>Expertise Fast track cGMP APIs & Intermediates Polymers</p> | <p>Expertise</p> <ul style="list-style-type: none"> • Cosmetics • Unique distillation expertise • Oxydation • Esterification |

Comprehensive global R&D team with unique scientific skills

(c.10% of group workforce are scientists)

North America

US • Canada



Equipment

Lab Surface:

- 2,000 sqm
- 5 Kilo-lab suites
- 1 Pilot Plant

Product categories

Pharma Solutions

Expertise

- Controlled substances (Schedule II-V)
- Polymers
- Pre-clinical
- Lipids

Equipment

Lab Surface:

- 200 sqm
- 1 Kilo-lab suite
- 1 Pilot plant

Product categories

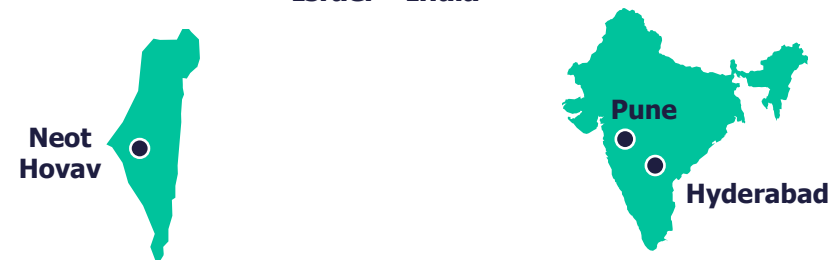
Specialty Ingredients

Expertise

- Monomers & polymers
- Heterocycles
- Polyphenol and azo dyes

Asia

Israel • India



Equipment

Lab Surface: 1,600 sqm

Pilot Plant: 1,500 sqm

Product categories

Pharma Solutions

Expertise

- Grams to multi ton GMP scale up
- Solid State Design
- Particle Design
- Bioavailability Enhancement
- High potency APIs up to OEB5
- Controlled Substances

Equipment

Pune

Lab Surface: 500 sqm

Hyderabad

Lab Surface: 250 sqm

Product categories

Pune and Hyderabad

Pharma Solutions

Expertise

Pune and Hyderabad

Advanced Intermediates & Key Starting Materials

SEQENS'Lab: creation of a scientific innovation center to accelerate early-stage development up to large scale commercialization

SEQENS'Lab



10 R&D
Centers



>300
Research scientists & experts
(130 PhDs)



>12,000 SQM
Lab surface



16 KILOLABS
up to 50 L & 7 Pilot Plants

A fully integrated R&D services to support its customers' projects from early stages to commercial manufacturing in total compliance with **the highest quality, safety and environmental standards.**

Market offering

- Pharma early phase development
- Pharma late phase development
- Custom ingredients and Fine Chemicals
- Cosmetics & Personal care ingredients

Key expertise

- Analytical Excellence
- Artificial Intelligence
- Biocatalysis
- Multi-catalysis
- Flow chemistry
- High-Potency APIs (HPAPIs)
- Custom polymers
- Solid state characterization

Continuum of technologies:

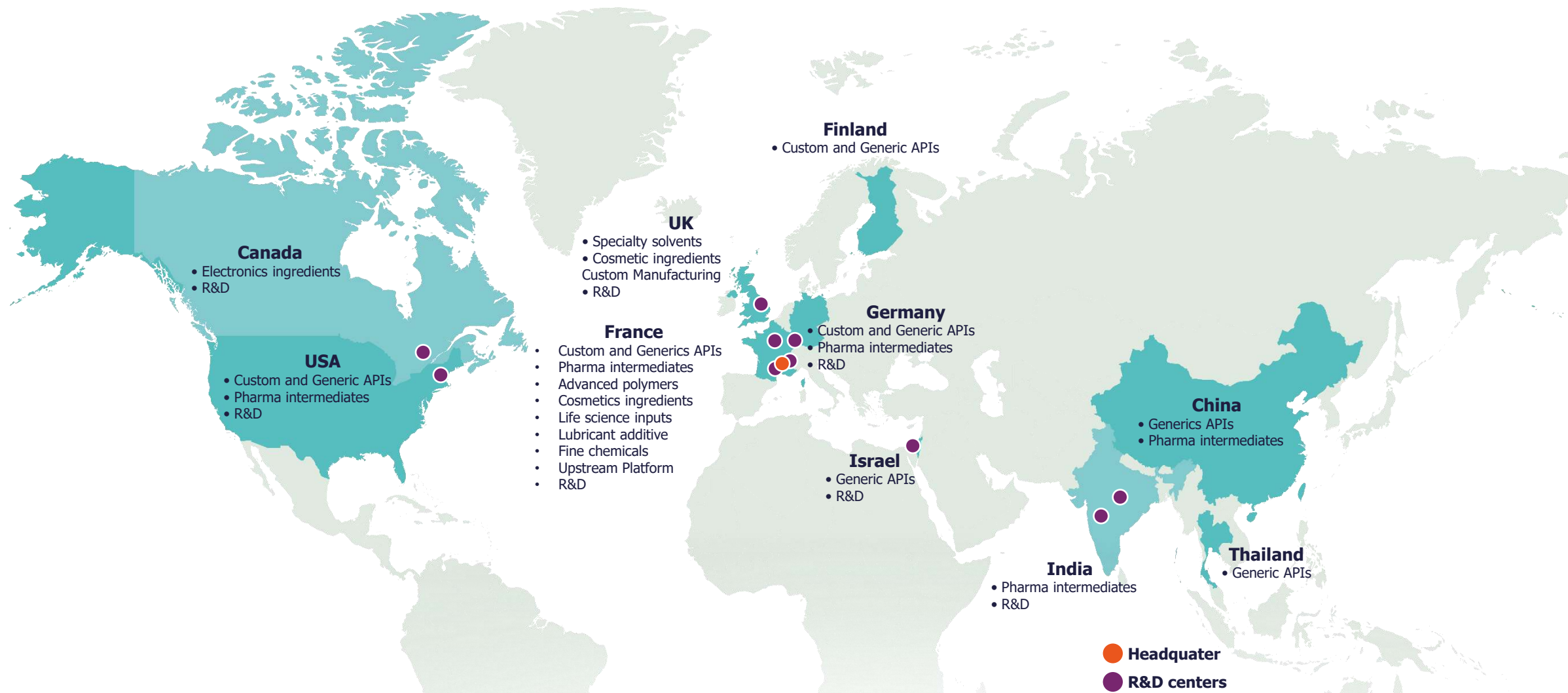
a broad range of technologies spanning all our businesses

| Pharmaceutical Solutions | | Specialty Ingredients |
|-----------------------------------|---|----------------------------------|
| High potency compounds | Multi-catalysis | Low metal compounds |
| Lipids | Flow chemistry | Natural ingredients |
| Complex molecule synthesis | High pressure reactions | Specialty polymers |
| Cryogenic reactions | Analytical excellence | Design of Experiments |
| Quality by Design | | Fractionated distillation |
| Drug delivery polymers | | Tailor-made enzymes |
| Controlled substances | | Performance additives |
| Solid-state Design | | |
| Chiral APIs | | |
| | 1,000cbm cGMP reactor volume o/w >500cbm multipurpose | |

Our Key technologies and expertise

| High Potency compounds | Solid-state Design | Analytical excellence | Multi-catalysis | Flow chemistry | Lipids & Polymers |
|--|--|--|--|--|---|
| <p>Development of high potent APIs, i.e., molecules that require high level of confinement</p> <hr/> <p>Main therapeutic areas:</p> <ul style="list-style-type: none"> • Oncology • Hormones • Antivirals <hr/> <p>OEB4 and OEB5</p> <hr/> <p>4 sites involved:</p> <ul style="list-style-type: none"> • SEQENS Lab, • Villeneuve-La-Garenne • Aramon • Neot Hovav | <p>Development of robust and scalable crystallization processes and transfer to pilot plant and manufacturing scales</p> <hr/> <p>Preparation of an upscale - gram to kilogram amounts for CMC needs</p> | <p>Broad set of expertise, including standalone analytical services offering</p> <hr/> <p>GMP NMR and quality control testing</p> <hr/> <p>Process safety (thermal scanning, calorimetric reactors), forced degradation and stability studies</p> <hr/> <p>Genotoxic impurities investigation together with SEQENS'Lab partners:</p> <ul style="list-style-type: none"> • In silico - QSAR (Harmonic pharma) • In vitro - AMES test (GenEvolution) <hr/> <p>Recent investments in advanced ICH-M7 grade characterization analytics</p> | <p>Catalysis development offer for asymmetric synthesis and complex reactions:</p> <ul style="list-style-type: none"> • Metal catalysis • Biocatalysis • Photocatalysis <hr/> <p>Full range of services for the development of biocatalytic processes and tailor-made enzymes from lab scale to ton scale</p> <hr/> <p>12 months for a recent biocatalysis project from the identification of a new enzyme to manufacturing at ton scale</p> | <p>Controlled reactions in continuous conditions for safe, efficient and selective synthesis</p> <hr/> <p>Lab and pilot capabilities in R&D center of Porcheville</p> <hr/> <p>Broad set of reactions:</p> <ul style="list-style-type: none"> • Fluorination • Hydrogenation • Nitration • Halogenation • Diazotization <hr/> <p>> 150-300 mL/Min > Up to 25m3 > (1,5 t product)</p> | <p>Custom development of lipids and polymers for drug delivery</p> <hr/> <p>Polymers:</p> <ul style="list-style-type: none"> • PLGA (Expansorb®) • PEKK (IMPEKK®) • PEG • Custom polymers • High-purity photoresist polymers <hr/> <p>Custom lipids: expertise in scaling-up cationic/neutral lipids</p> <hr/> <p>5 sites involved:</p> <ul style="list-style-type: none"> • SEQENS Lab • Newburyport • Couterne • Aramon • Saint Jean Sur Richelieu |

Global network of assets in 3 continents



Our investment projects guarantying a robust, reliable and sustainable production of strategic products

| | R&D | Isopropanol | High Potent APIs | Flow Chemistry | APIs & Intermediates | Paracetamol | Lipids & Polymers |
|-----------------------------|--|---|--|--|---|--|---|
| Overview | <p>Modernization and capacity increase of our R&D in Porcheville</p> <p>New state of the art lab in Devens (USA)</p> | <p>New unit in Roussillon</p> <p>Best in class energy, efficiency and strong environmental criteria improvement</p> | <p>Completed \$30m investment in 2019-2020 in VLG (with Commercial production to be launched in Q1 2022)</p> <p>New Potent Unit in Aramon</p> | <p>New capabilities in SEQENS' Lab</p> <p>Differentiated technology mastered by SEQENS allowing for environmental friendly and cost effective on-shoring</p> | <p>Increase production capacity in Bourgoin, Limay</p> | <p>A 10,000-ton-per-year high environmental performant paracetamol production unit (APAP) at the Roussillon site</p> | <p>Development and production capacities in Aramon, Porcheville and Coutern for drug delivery polymers and lipids for nucleic acid vectorization</p> |
| Investment rationale | <p>Ability to better serve our client and fasten the development of molecules</p> | <p>Capacity expansion due to strong demand</p> <p>Capture boosted demand in Europe for Pharma solvents given on-shoring</p> | <p>Support one biotech client Commercial project (contraceptive)</p> <p>Develop best-in-class capabilities and capacities in high potent molecules (esp. oncology)</p> | <p>Develop assets (R&D, pilot plant, pre-GMP) for on-shoring of intermediates requiring specific hazardous reactions</p> | <p>Prepare industrial asset (pre-GMP and cGMP) for on-shoring and commercial phases of current clinical phases pipeline</p> | <p>Develop a high performance asset to competitively secure the production of paracetamol in Europe</p> | <p>Supporting European research on polymer-based vectorization technologies which are complementary to lipid-based technologies, and which should enable the development of nucleic acid-based therapeutics (mRNA or DNA)</p> |

Our CSR Program

Section 2



CSR Program — Environmental, Social and Governance

4 priorities and 12 commitments aligned with the United Nations' Sustainable Development Goals

Safety, quality & compliance

- Implement**
Best practices for safety, health and well-being of our employees
- Ensure**
Excellence in the quality and safety of our products and processes
- Secure**
Regulatory compliance and meeting the best international standards

Climate change & environment

- Continue**
Decarbonizing our activities
- Reduce**
Our environmental footprint, especially air emissions, water effluents and solid wastes
- Focus**
On responsible purchasing channels and natural resources preservation

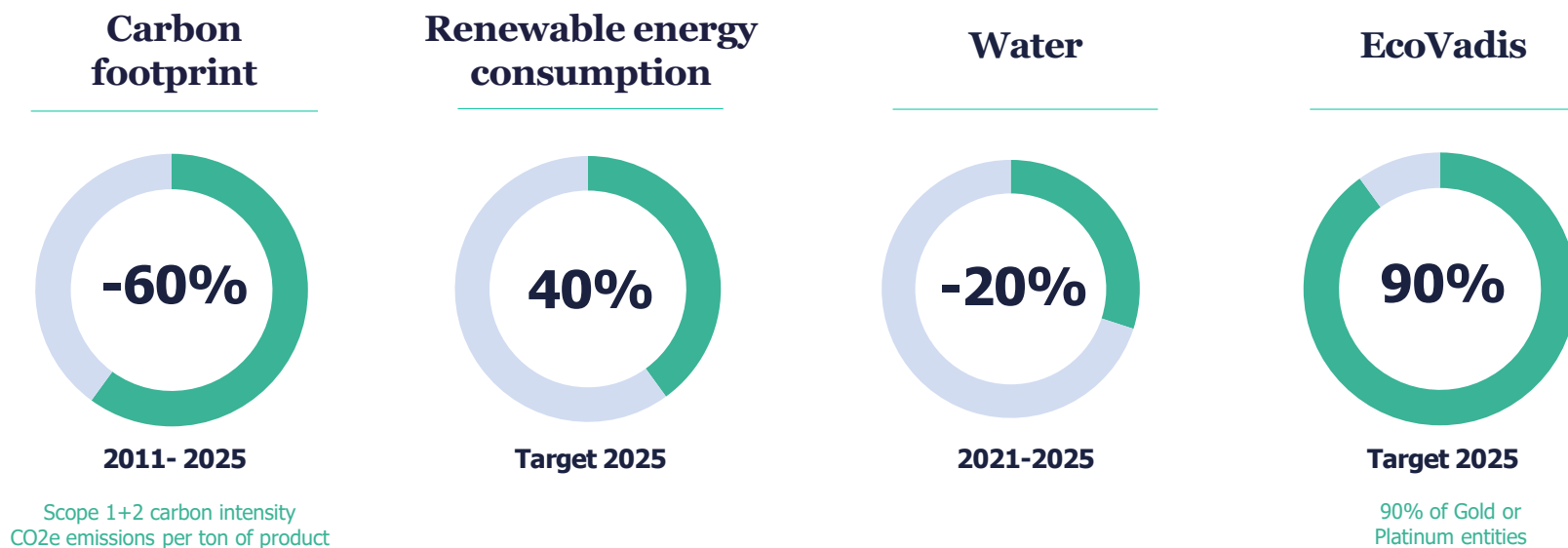
Care & social commitment

- Commit**
To the diversity and development of our employees
- Support**
Local communities and engage with young people to create the talent of tomorrow
- Dialogue**
Build trust with all our stakeholders

Innovation & sustainable value creation

- Invest**
In technologies with a low environmental footprint
- Promote**
Eco-design and circular economy
- Accelerate**
Sustainable manufacturing and supply of essential molecules for our health and economy

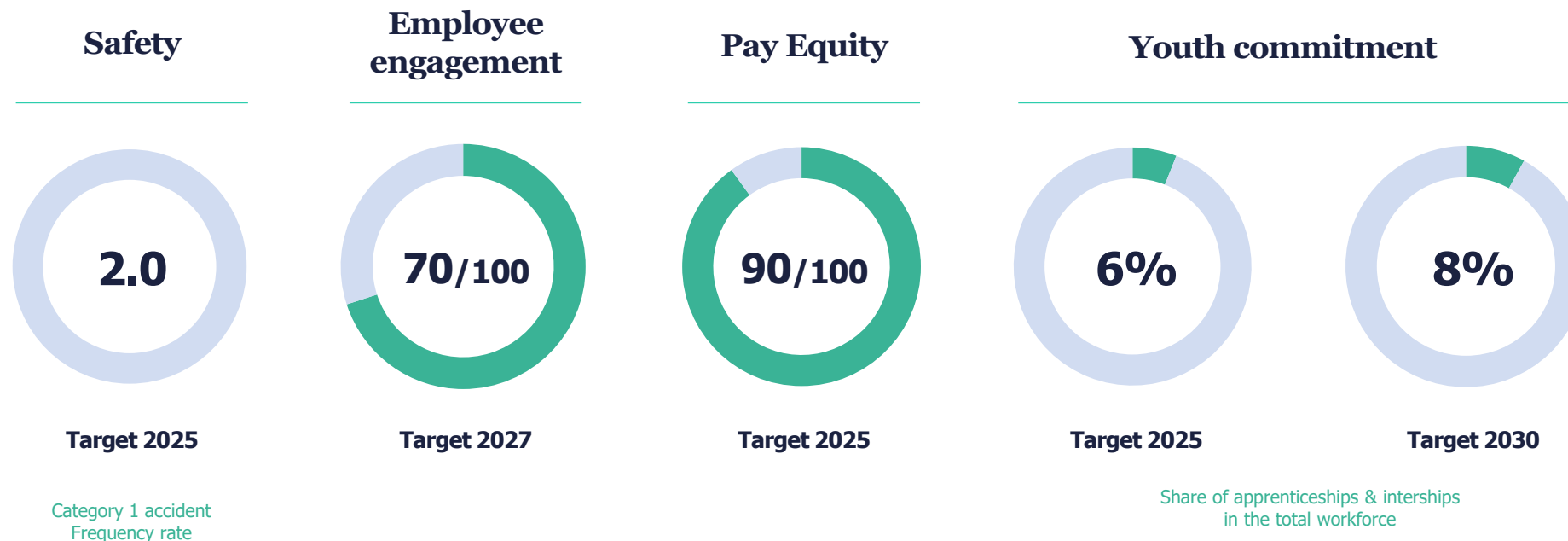
Seqens' CSR targets on environment



2021 results :



Seqens' CSR targets on social

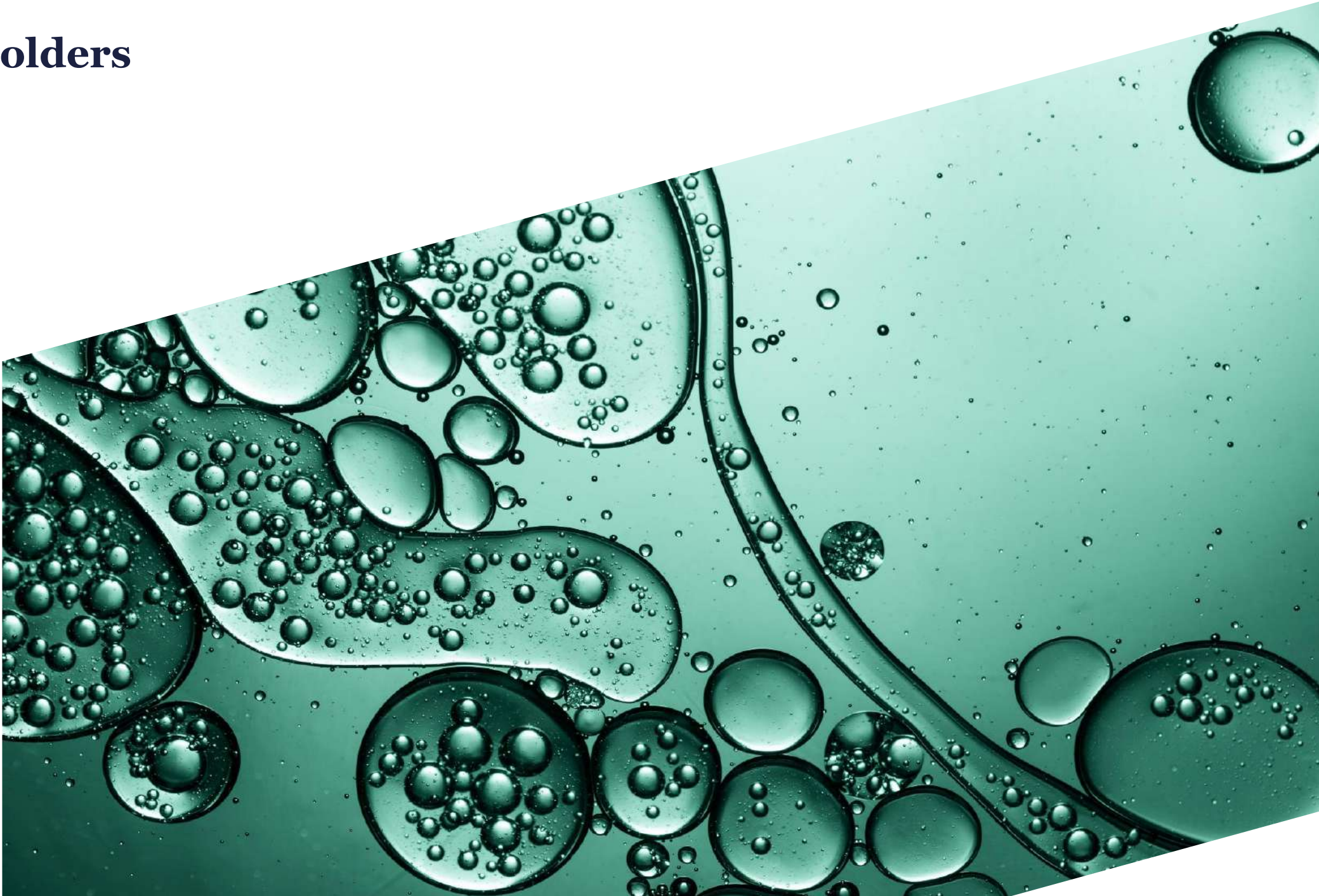


2021 results :



Our Shareholders

Section 3



SEQENS is supported by SK Capital along with 5 reference shareholders



SK Capital is a private investment firm focused on specialty materials, chemicals, and pharmaceuticals sectors. Currently, their portfolio of companies generates approximately \$11 billion in revenue annually and employs over 15,000 people globally.



The NOV Santé Actions Non Cotées fund, with a duration of 10 years and amounting to €420 million, will provide capital specifically to about fifteen French SMEs and ETIs. The investment company Eurazeo has been selected to manage this fund.



Bpifrance is a public investment bank, a French organization for the financing and development of companies. It is the result of the merger of Oséo, CDC Entreprises, FSI and FSI Régions. It is responsible in particular for supporting small and medium-sized companies, mid-sized companies and innovative companies in support of the public policies of the State and the regions.



Mérieux Développement is an evergreen fund specialized in the healthcare, pharma and nutrition sectors, conducting private equity and venture capital transactions on a global basis. It is an affiliate of Institut Mérieux which is an international pharmaceutical company of c.15,000 employees worldwide and consolidated revenues exceeding €2.4 bn in 2015.



Ardian (ex Axa Private Equity) is a global independent private investment company (US\$66 bn in assets managed or advised) which delivers investment performance to its global investors while fueling growth in economies across the world.



Eximium is a French leading family office with c. €500 m in assets, mainly investing in Euronext stocks, private equity investments and real estate.

SEQENS

OUR SCIENCE FOR YOUR FUTURE

