



KRKA GROUP PRESENTATION

FY 2025

Business Performance Results

March 2026

Krka Group Business Performance Results

2025 unaudited financial statements highlights

- ✓ **Record sales: €2,041m; +7% yoy**
- ✓ **EBITDA margin: 27.4%; EBITDA of €559m +7% yoy**
- ✓ **EBIT margin: 22.8%; EBIT of €465m +9% yoy**
- ✓ **Net profit margin: 19.8%**
- ✓ **Net profit of €404m +13% yoy**
- ✓ Sales increased in all regions, except Overseas markets, and all products & service groups
- ✓ Rx remains the most important product group contributing the most to increased sales figures
- ✓ 17 new MA and CAPEX €96m
- ✓ RUB volatility affecting operating and net financial result +€30.8m net financial result
- ✓ New S&P CSA Score received on 3 December 2025

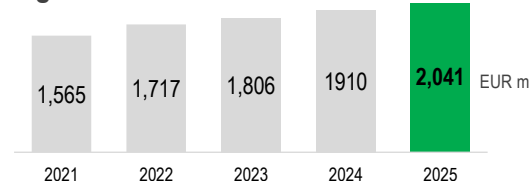


Worldwide, Krka's medicines are used by more than **100 million people**



19 billion finished products are manufactured annually across various therapeutic groups

5-year average sales revenue growth: 6%

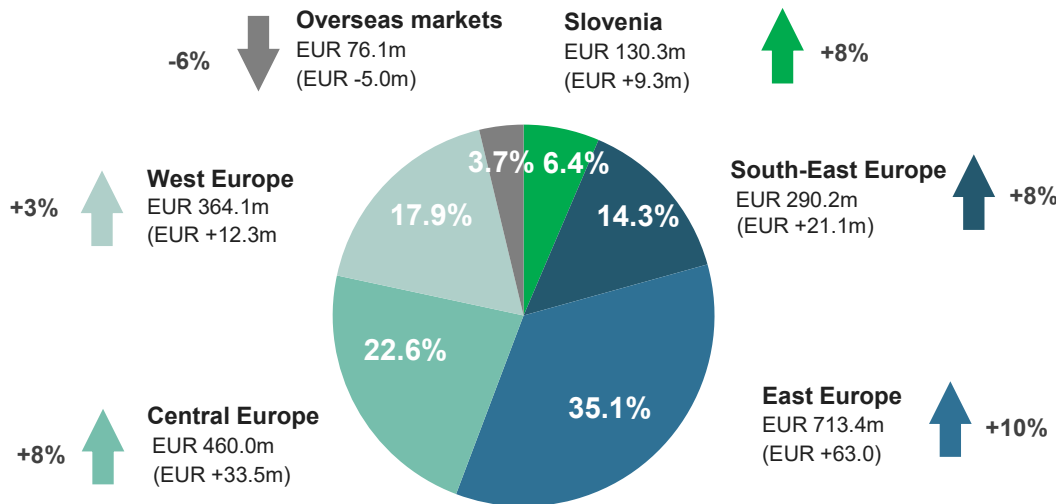


Krka Group Sales by Regions

Present in more than 70 countries worldwide

FY2025: EUR 2,034 million of goods and services

(+7 % yoy; + EUR 134.2 million)

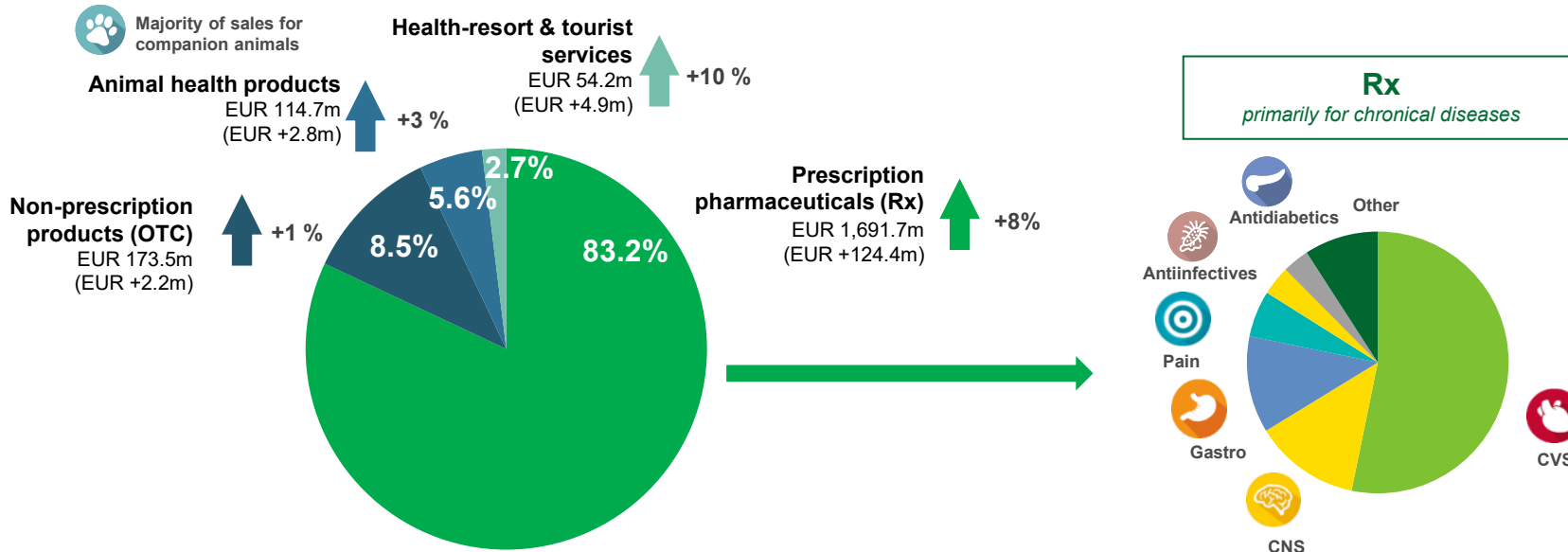


Sales of pharmaceutical and chemical activities in millions of EUR



Broad Product Portfolio

Rx remains the most important product group, with EUR +124.4 million sales increase



MORE THAN 1,000 PRODUCTS AND MORE THAN 250 ACTIVE INGREDIENTS

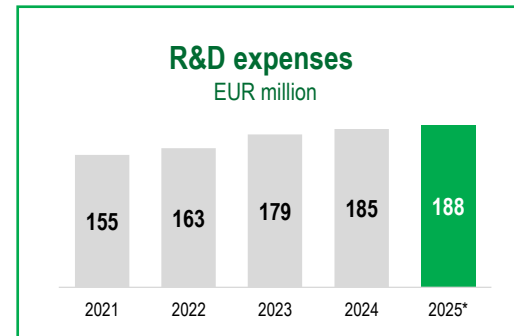
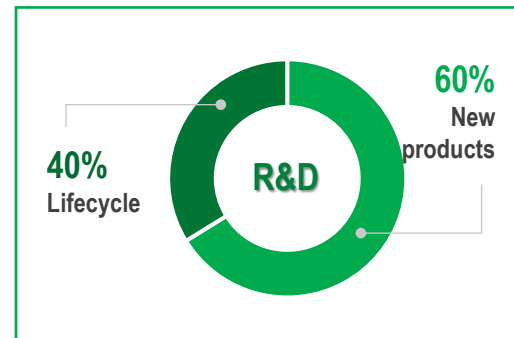
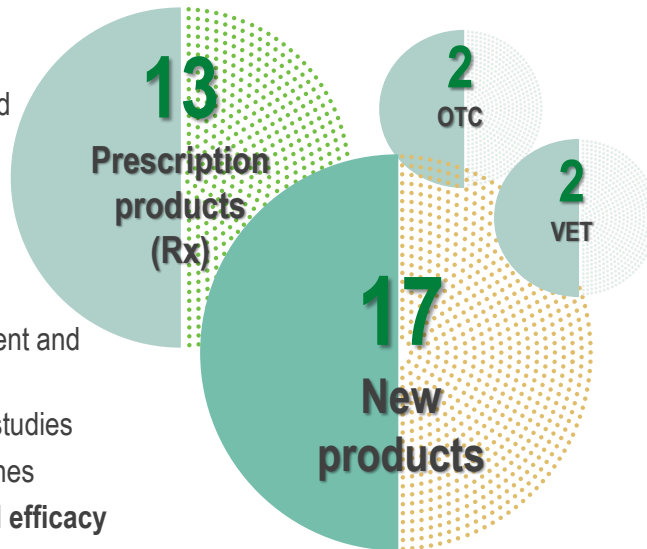
Research and Development

Innovative branded generic producer, with own R&D

Competitive advantage – Overcoming regulatory challenges by leveraging established expertise to introduce innovative products

Our products are based on:

- Scientific findings in the field
- Modern research and development equipment and methods
- Own data from research and development studies
- Knowledge management and new approaches
- Documentation proving **quality, safety, and efficacy**



More than **800** experts work in R&D



More than **170** products in the pipeline



For R&D we allocate **10% of revenue** annually

Krka's Innovative Medicines

Innovative branded generic producer, with own R&D

STATE-OF-THE-ART EQUIPMENT

Delivering the most demanding projects in terms of techniques and technologies

ADVANCED PHARMACEUTICAL FORMULATIONS

Great possibility of differentiation to other generics and originator

UNIQUE STRENGTHS

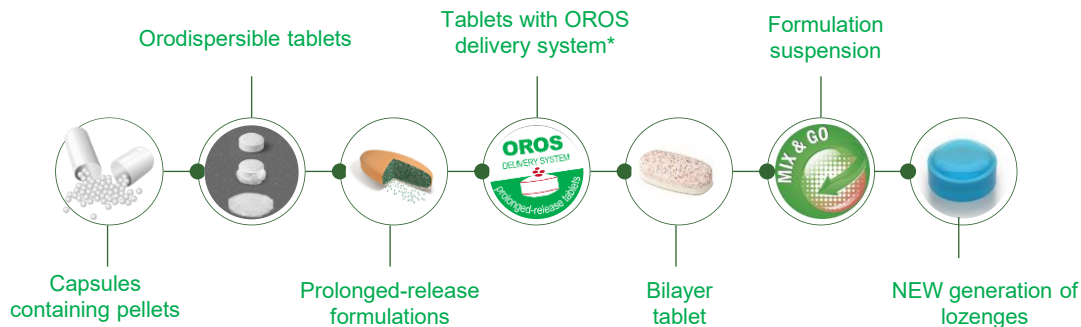
Tailoring the treatment to patients needs

UNIQUE SINGLE PILL COMBINATIONS

Synergistic action & improved adherence for patients

>150
SPCs

1000 products based on **250+ active ingredients** (Rx, OTC & VET products)



1st generic manufacturer in the global pharma market to offer the **triple SPC** of **perindopril, indapamide and amlodipine**

PATENT-PROTECTED INNOVATIONS

250

Investments in 2025

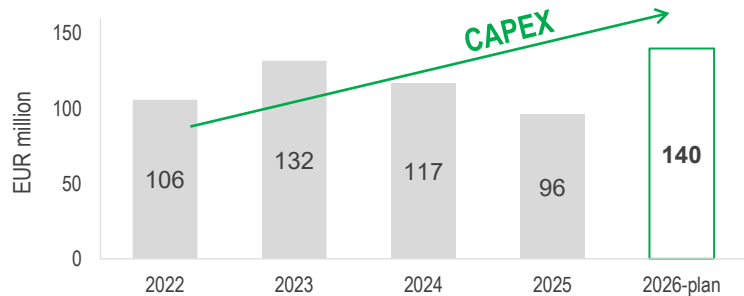
Investments are focused on strengthening the business model of vertical integration



Investments are primarily directed toward increasing and technologically upgrading production capacities, as well as capacities for development and quality management

In 2025 we finalised the following investments:

- At Notol, our production plant in Novo mesto, Slovenia, we replaced 16 packaging lines, installed robotic cells, and upgraded washing and granulation systems.
- We finished the construction of the technologically advanced waste-water treatment plant in Krško, Slovenia.
- We finished installation of a new suspension inspection line at the Sterile Products Department.



Investments in Progress

NOTOL and NOTOL 2 Slovenia, Novo mesto

- At Notol, our production plant in Novo mesto, Slovenia, we continued modernisation of the logistic system to ensure reliable operations for decades. We instigated the design phase for extension of the solid dosage production plant.
- To enhance the production capacity at the Notol 2 Department

Ljutomer Department Slovenia

- Projects for long-term growth of production continued – the introduction of uncoated soft-filled lozenge production and the construction of a high-bay automated warehouse. We are currently upgrading the packaging lines as well.

BRŠLJIN Slovenia

- Increasing packaging capacities for tablets and spot-on products for veterinary use. Main goal is to increase production capacities for veterinary products and their packaging. The construction of a multi-storey building is in progress at the same site.

KRKA PHARMA PRIVATE LIMITED Hyderabad, India

- The construction of facilities for development and production of oncology agents and solid dosage forms continued. The design for execution and regulatory permits have been obtained, construction works have started, and key technological equipment has been ordered.



Financial results & margins

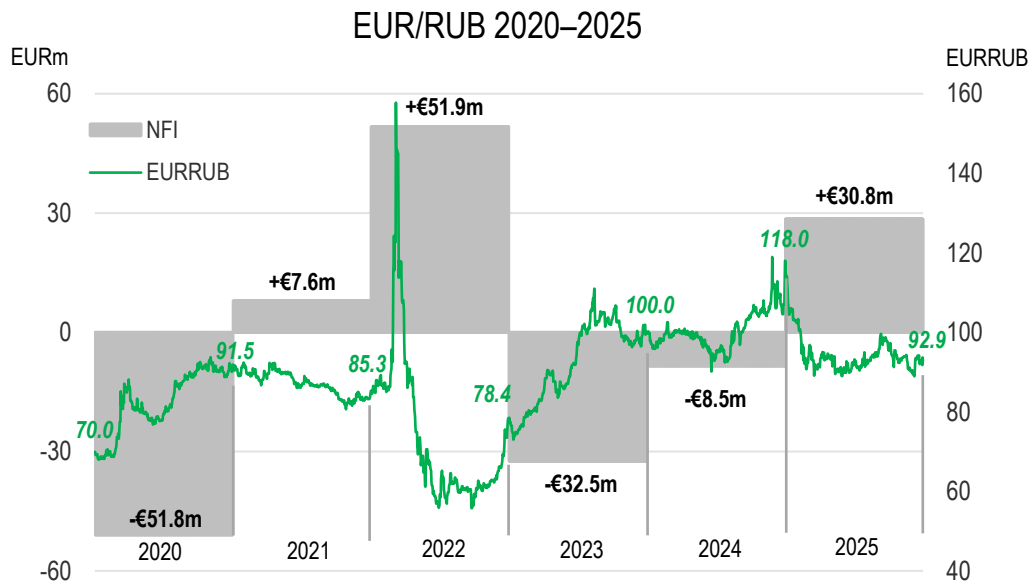
The highest EBITDA, EBIT, and net profit in Krka's history

EUR thousand	2025	(%)	2024	(%)	YoY
Revenue	2,041,025	100	1,909,544	100	7%
Costs of goods sold	858,019	42.0	815,661	42.7	5%
Gross profit	1,183,006	58.0	1,093,883	57.3	8%
Other operating income	8,167	0.4	7,130	0.4	15%
Selling and distribution expenses	413,782	20.3	373,366	19.6	11%
R&D expenses	188,158	9.2	184,855	9.7	2%
General and administrative expenses	124,084	6.1	115,220	6.0	8%
Operating profit	465,149	22.8	427,572	22.4	9%
Net financial result	30,796	1.5	-8,494	-0.4	
Profit before tax	495,945	24.3	419,078	21.9	18%
Income tax	92,273	4.5	62,876	3.3	47%
Net profit	403,672	19.8	356,202	18.7	13%
Basic earnings per share (EPS) in €	13.21		11.60		14%

Margins %	2025	2024
<i>Gross profit margin</i>	58.0%	57.3%
<i>EBITDA margin</i>	27.4%	27.2%
<i>EBIT margin</i>	22.8%	22.4%
<i>Net profit margin</i>	19.8%	18.6%

FX Impact

Positive contribution of RUB on NFI in 2025

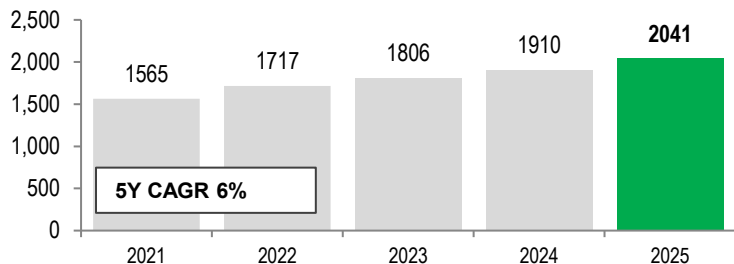


- The effect of currency movements on the Group's net financial result, which includes exchange rate differences and the impact of derivative financial instruments, **was positive in 2025**.
- The most significant influence came from fluctuations in the EUR/RUB and EUR/USD exchange rates.
- The impact of the EUR/USD rate was again neutralized in 2025 through the use of financial instruments.
- The value of the Russian ruble (RUB) increased by 27.1% from the beginning to the end of 2025, and on average was 6.4% higher compared to 2024.
- The Group's net financial profit, which includes not only currency effects but also interest income and expenses, the impact of financial instruments, and other financial income and expenses, amounted to EUR 30.8 million in 2025.

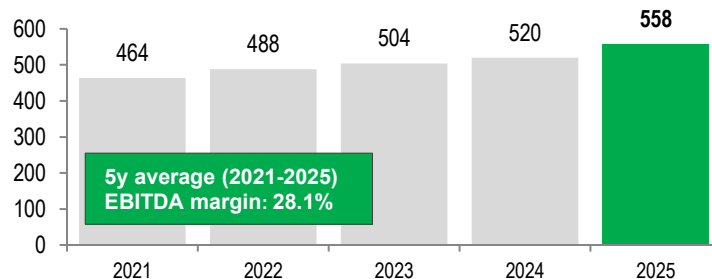
Performance Indicators

Maintaining long-term momentum

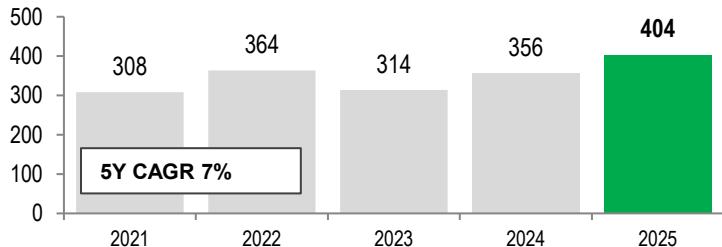
Revenue € million



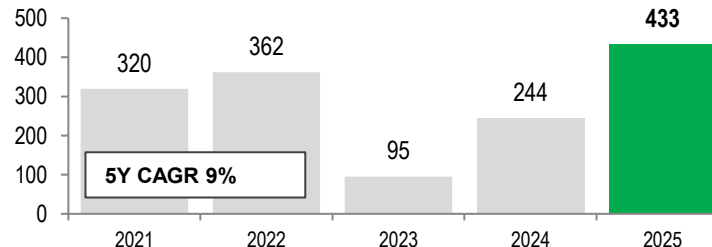
EBITDA in € million



Net income in € million



FCF in €

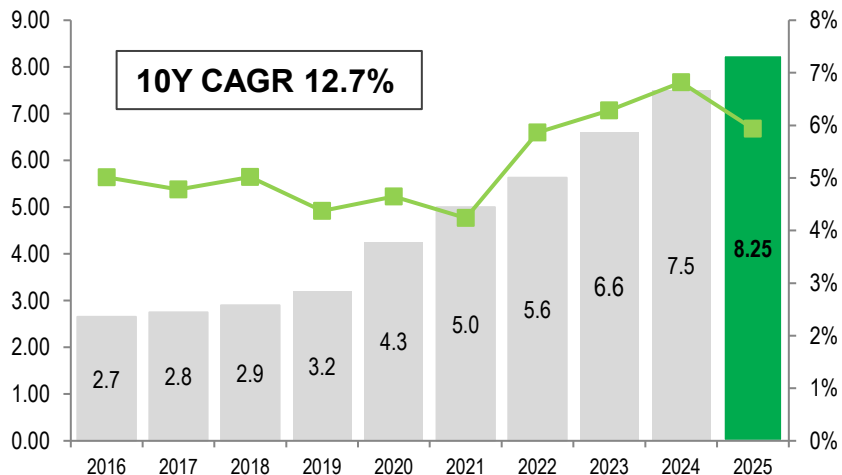


Dividend Policy and Share Buyback

Management committed to stable capital allocation

DPS and dividend yield* for the business year

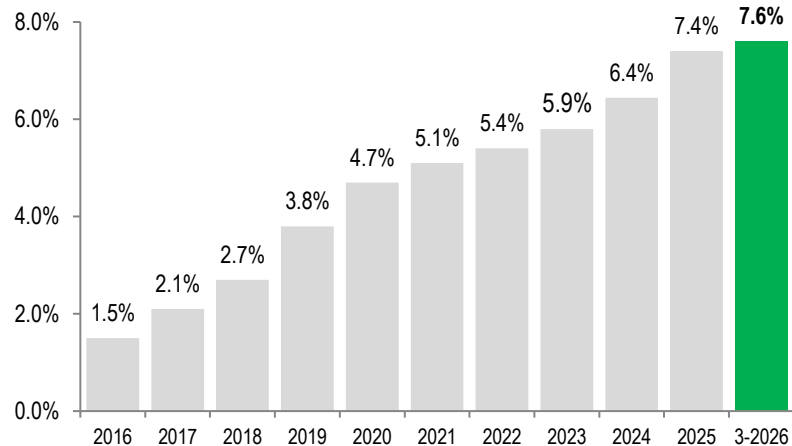
Continually increasing dividend payout policy



Over €1,350m allocated for dividends in past 10y

Treasury shares

Repurchasing treasury shares whenever possible



Over €61m allocated for treasury shares in 2025

* Dividend yield calculated: dividend paid for the business year / price at the beginning of the year of pay date

2025 Preliminary results and 2026 Guidance

Guidance in line with strategic goals

Guidance for 2026



SALES

€ 2,144m



NET INCOME

€ 405m

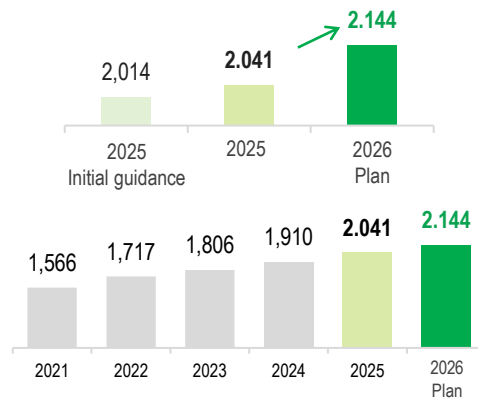


CAPEX

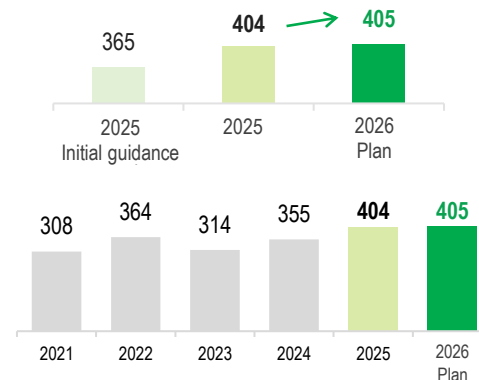
€ 140m

47% growth yoy

Sales (EUR million)



Net income (EUR million)



Revised Krka Group Development Strategy
for period **2026–2030**

Strategic orientation:

- Sales growth on average at least **5 %** per ann.
- Average EBITDA margin of over **25 %**

Krka Group Development Strategy 2026-2030

Amplifying our strategic foundation built on three strategic pillars

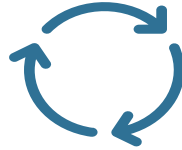
PROVIDING ACCESS TO MEDICINES



We supply

Providing uninterrupted and sufficient supply of high-quality, safe, effective, and innovative generic medicines at affordable prices

VERTICAL INTEGRATION



We leverage

Ensuring sufficient quantities of products, by leveraging the advantages of an efficient vertically integrated business model

VALUE CREATION



We create

Positive impacts of our operations reaching all stakeholders, and contribute to achieving strong business performance

Krka Group Development Strategy 2026-2030

Ensure uninterrupted supply of sufficient quantities

Ensure uninterrupted supply of sufficient quantities of high-quality, safe, and effective medicines to more than 100 million users across over 70 markets and 6 regions

Efficient utilization of our own strong marketing and sales network → organic volume and value sales growth

Key therapeutic areas:

- CVS 
- CNS 
- alimentary tract, diabetes 
- pain relief 
- OTC 
- veterinary products 
- obesity

MORE THAN
150
SPC

Ensure the sufficient quantities of products, and further strategically strengthen our product portfolio → continuous R&D for new products and product life-cycle

Increasing the efficiency, and leveraging the advantages of vertically integrated business model → competitive products

To strengthen the key elements of vertical integration, ensure adequate production capacities, and to increase process efficiency, **strategic investments** are crucial—both in the **expansion of manufacturing and R&D capacities** and in **modern tech equipment**. Increasingly important are **long-term strategic partnerships and JV** → progressively integrated into our business model

Ensure that the positive impacts of our operations reach all stakeholders, and contribute to achieving strong business results

Maintaining operating profitability, capital allocation, financial and business risk mitigation and **stakeholder value creation**

Focus on goals and activities, aimed at **generating long-term value for Krka's most important stakeholders**, which include not only medicine users but also investors, employees, and the broader community

“Living a Healthy Life”

Krka Group Development Strategy 2026-2030

Summary: key strategic objectives

To achieve 

≥ 5% Average annual sales growth

10% Annual sales revenue allocated to R&D

> 25% Average EBITDA margin

Top 5 Strengthen our position among the top 5 generic companies in all traditional markets

€150m Average annual CAPEX allocated to expansion of manufacturing and R&D capacities

≥ 50% Net profit of majority shareholders allocated to dividend payouts

Supported by

Effective in-house marketing and sales network
Competitive product offering – chronic diseases
Optimal product distribution and undisturbed supply
Organic growth and targeted acquisitions
Strengthening of Krka's brand reputation

Development and production of API and FDF
Effective supply chain and sufficient FDF volume
High standards of quality assurance and control
Efficient regulatory procedures and product life-cycle
Strategic investments and partnerships, incl. JVs

Long-term profitability
Long-term stable dividend policy
Employee potential development and management
Safe and healthy working environment
Sustainable business practices



**PROVIDING
ACCESS TO MEDICINES**



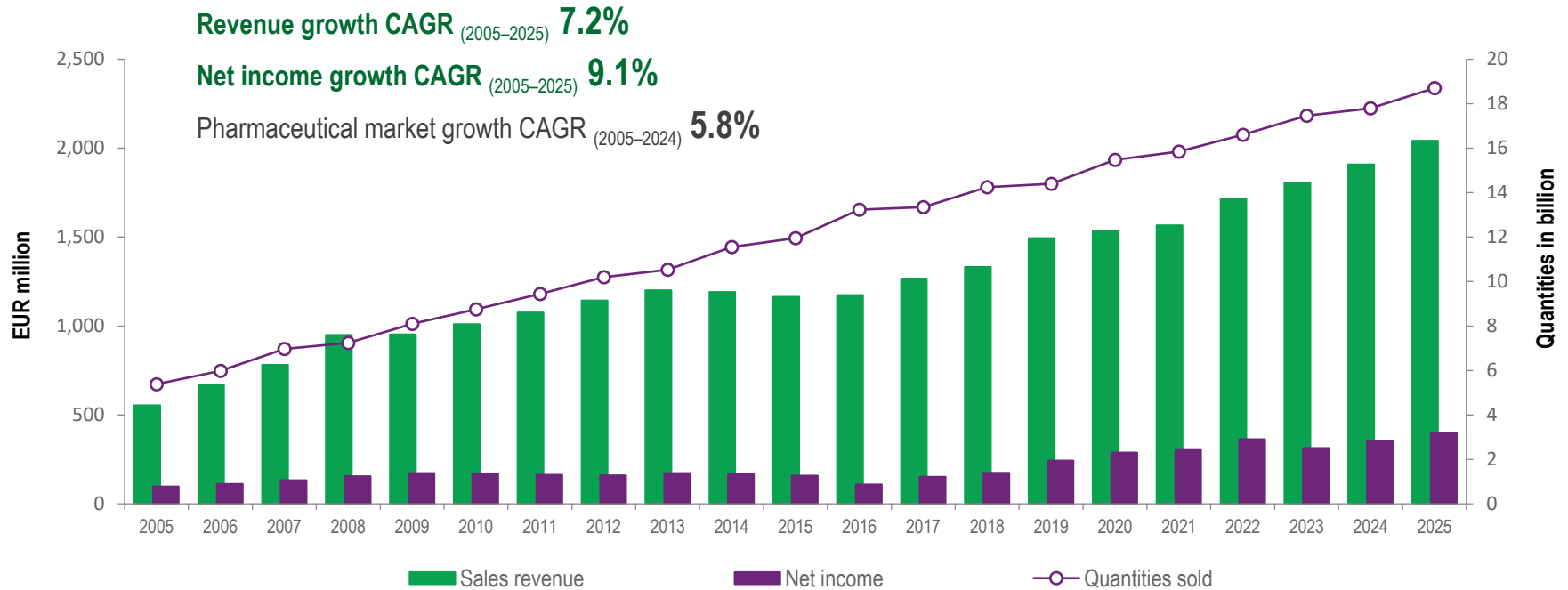
VERTICAL INTEGRATION



VALUE CREATION

Long-term Stable Growth

Growing faster than the global pharmaceutical market



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Living a healthy life.