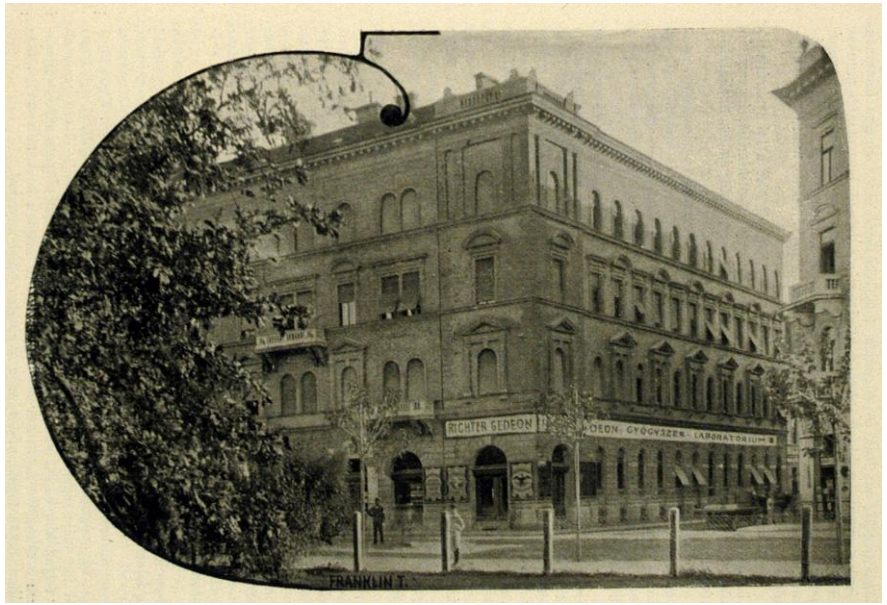
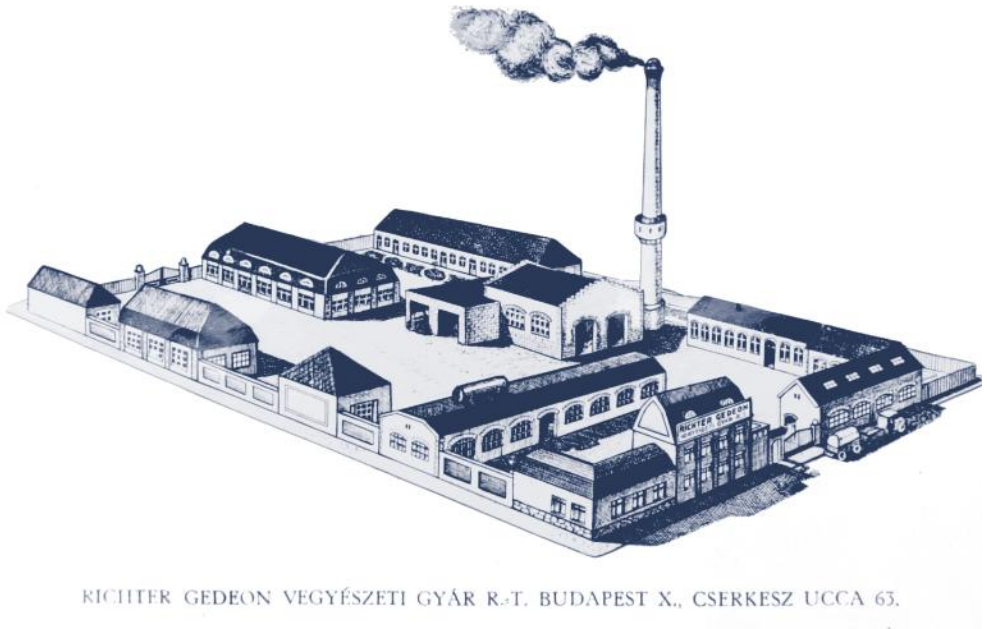
GEDEON RICHTER

Investor presentation

August 2026

It all started with a pharmacy in 1901





Richter at a glance

125 Years
history

~11,500
employees

8
manufacturing sites

41
commercial and marketing companies

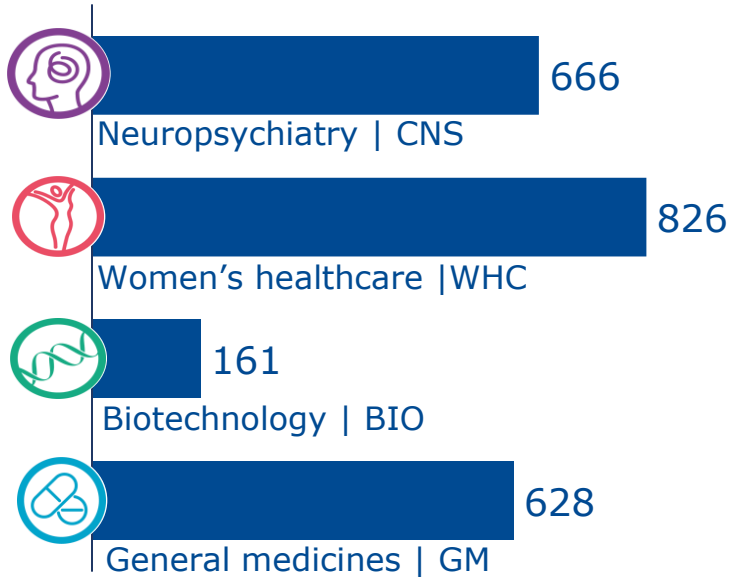
Vraylar®
22nd best-selling small molecule drug in 2025 in the US

200+
molecules manufactured

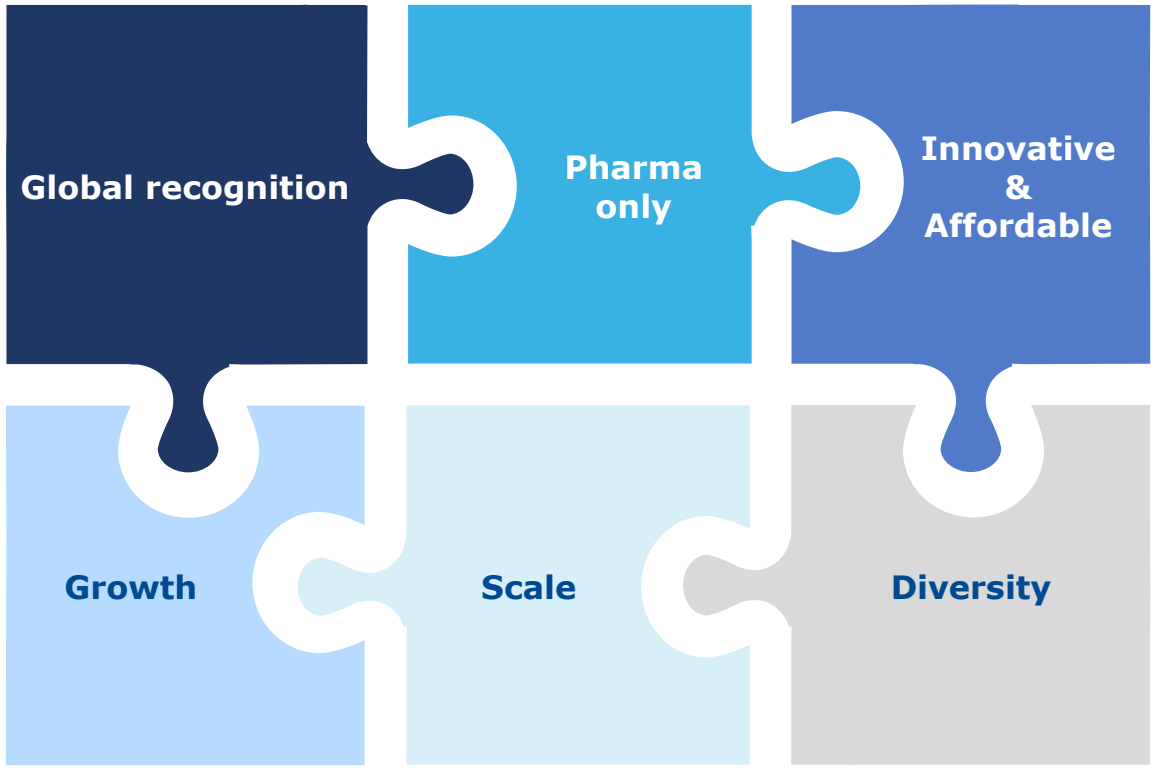
2nd position
in Women's Healthcare in Europe

EUR ~6.1bn
Mcap
~73% free float
Listed on Budapest Stock Exchange

EUR 2.3bn
sales revenue in 2025, in **4** business units



Our Vision for 2035



We improve quality of life **globally** with a special focus on women and mental health patients

We concentrate on the **development, manufacturing** and **commercialization** of pharmaceuticals

Our **innovative** solutions elevate therapeutic standards while **affordable** medicines broaden patient access

We aim to grow the non-royalty business to **twice the current size** and add royalties by the 2030's

Scalable solutions will help us remain cost-efficient and limit adverse effects on the planet

We need to engage talent from all directions and commit to **diverse and inclusive** teams

Innovative and Affordable approach driven by therapeutic area focus

INNOVATIVE

We aspire to become thought leaders globally and to build a portfolio of leading therapies

WHC

Address unmet medical needs by developing and delivering market-leading solutions in our established indications, while introducing novel therapies in new segments

- Contra-ception
- Urinary tracts
- Fertility
- PMOS (prev.PCOS)*
- Endo-metriosis
- Women's Oncology
- Menopause

USA, Europe, Japan

CNS

Establish ourselves as global thought leaders and introduce new blockbuster molecules in Neuropsychiatry following the Cariprazine patent cliff

- Neuropsychiatry

USA, Europe, Japan

AFFORDABLE

Our aim is to provide reasonably priced products accessible to a wide range of people, ensuring equitable access and supporting universal health coverage

BIOTECH

Provide accessible high-quality brands building on our healthy pipeline while enhancing our capabilities through CDMO business

- Musculoskeletal
- Immunology

USA, Europe, Japan

GENMED

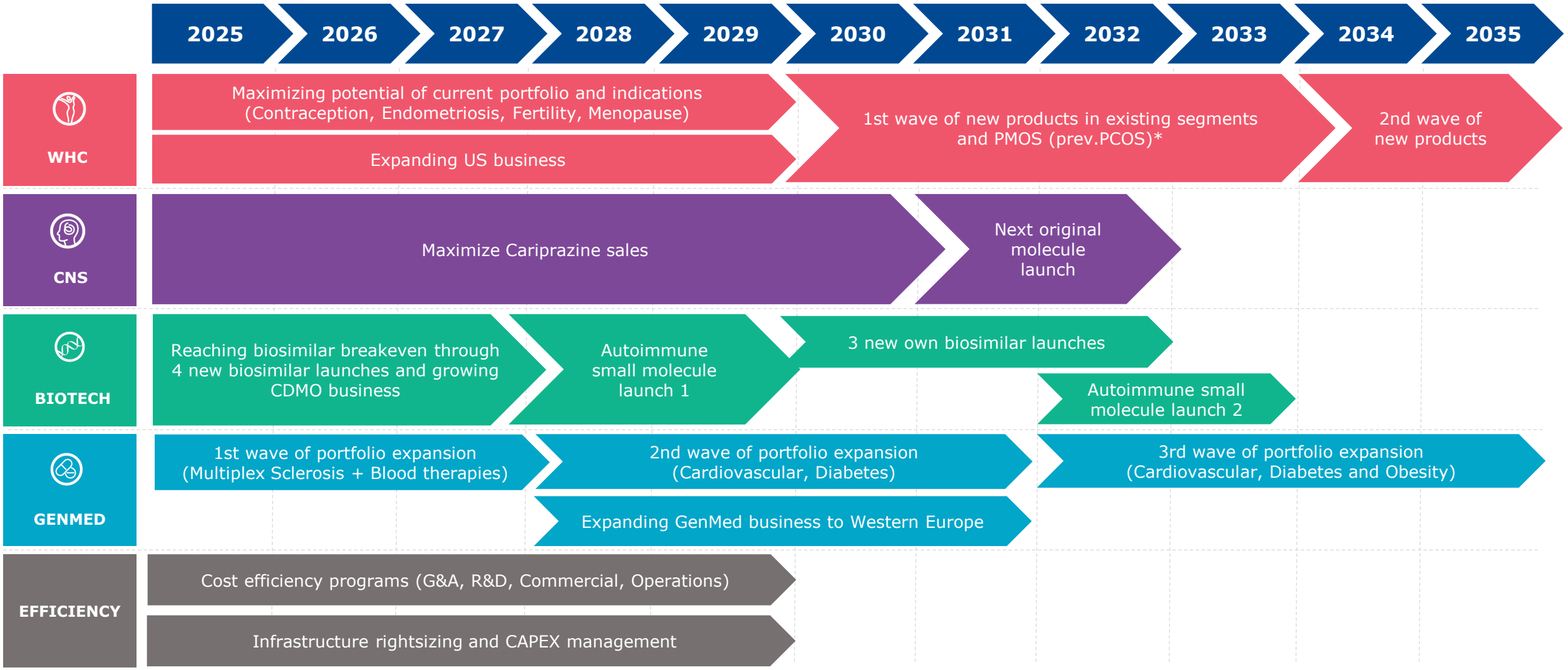
Enhance Generics Excellence operation and expand in Western Europe embracing Affordable business synergies

- Cardiovascular
- Traditional CNS
- Diabetes and Obesity
- Blood therapies

Europe

*PMOS: Polyendocrine Metabolic Ovarian Syndrome

Multiple levers of Revenue growth and Margin improvement



*PMOS: Polyendocrine Metabolic Ovarian Syndrome

Women’s Healthcare

WHC

WHC to become the largest cEBIT contributor by 2035

DOUBLE REVENUE

Double Revenue, double R&D investment, and improve EBIT margin by maximizing our current portfolio and launching cutting-edge products

THOUGHT LEADERS IN WOMEN'S HEALTHCARE

Address unmet medical needs in women’s healthcare by developing and delivering market-leading solutions

EXPAND THERAPEUTIC SEGMENTS

Focus on growth of established TAs (Contraception, Fertility, Endometriosis, Menopause) while introducing novel therapies for Gynecological Infections, PMOS (prev.PCOS) and Women’s Oncology

BROADENED GEOGRAPHIC FOCUS

Enter the US market with innovative medications and strengthen our presence in Western Europe

LEVERAGE STRATEGIC RESEARCH AND PARTNERSHIPS

Build on our proprietary research by in-licensing and/or acquiring early and late-stage projects

COVERING THE ENTIRE VALUE CHAIN

Further strengthen our WHC-focused hubs in R&D, Production, Sales and Marketing to drive innovation and market success

Women's Healthcare – rich in history, full of ambitions

Foundation

Expansion

Acceleration

1901 - 1908 — Foundation

From 1908: Building International presence, 10 foreign affiliates by the end of 1930s

Tablette Ovarii First Gyno Product

1930 — Crystaline oestron

1966 — First combined Oral Contraception marketed in Hungary brand name *Infecundin*

1994 — Publicly listed

2010 — Acquisition of Preglem (Esmya)

Richter-Grünenthal, acquisition of Oral Contraceptive portfolio

Expansion to WEU

2013 — Expansion to Latin America

2015 — Lenzetto® innovative transdermal spray in menopausal hormone therapy

2016 — Acquisition of Finox (CH) – Biosimilar Bemfola

2017 — License and supply agreement for Levosert® (IUS)

2018 — License and supply agreement for a new generation contraceptive

2020 — Acquisition of Evra transdermal contraceptive patch

2021 — Launch of Ryeqo® (Myovant – Relugolix)

2022 — License and supply agreement for a Menopause product Donesta®

2023 — ExEmFoam acquisition

2024 — Estetra and BCI acquisition

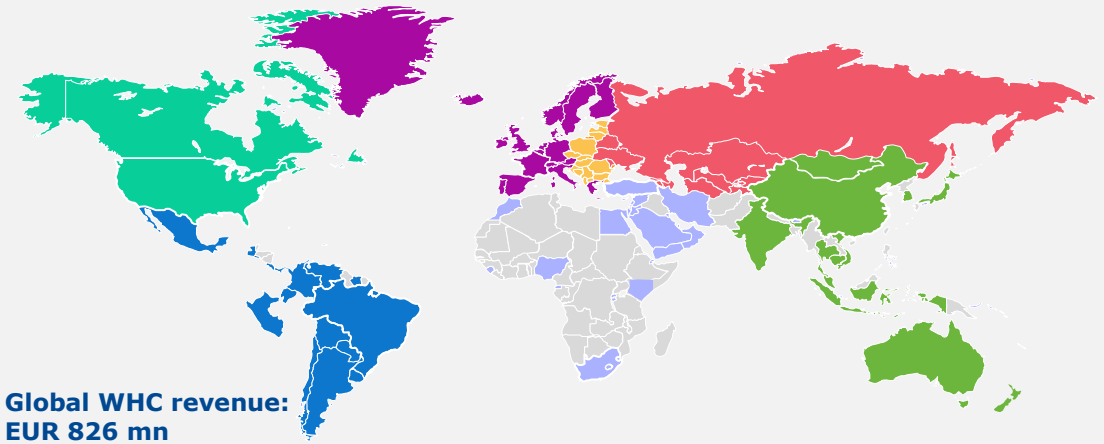
2025 — Collaboration with Granata Bio in Fertility

2026 — Collaboration with Fimmcyte

Acquisition of discovery portfolio of Celmatix

WHC at a glance at Richter

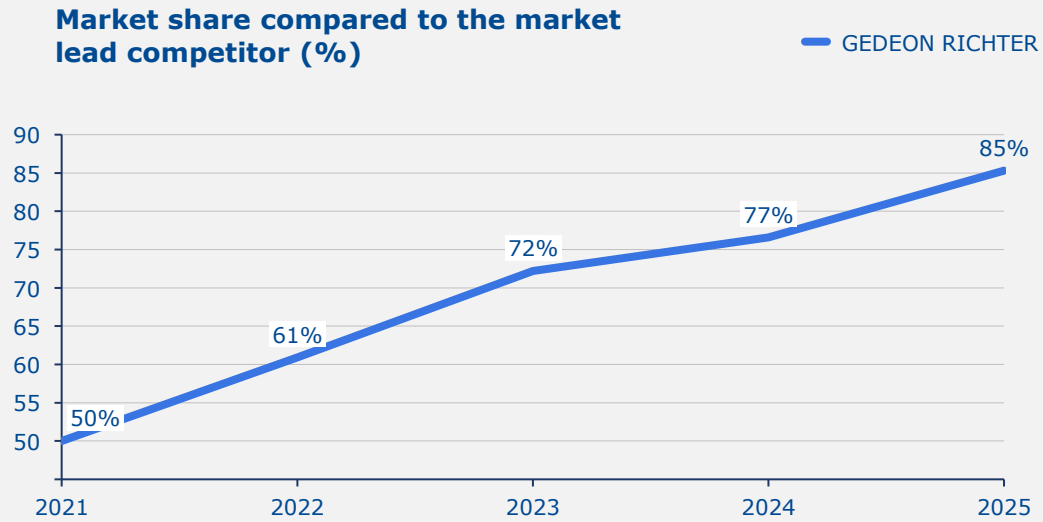
Global WHC Coverage



Global WHC revenue: EUR 826 mn

WEU	39%	EEU	21%	CEE	14%	APAC	11%
Latin America	9%	USA / Canada	4%	Other	2%		

Europe WHC market share



R&D spending & capability

- **7.6%** of revenue in 2025
- **Original Research Hub** in Liege and Montpellier
- **Late-stage R&D capability** in Liege and Budapest

Manufacturing

- **FDA/EMA** compliant manufacturing
- **Dorog:** one of the top steroid manufacturing sites in Europe

Expertise

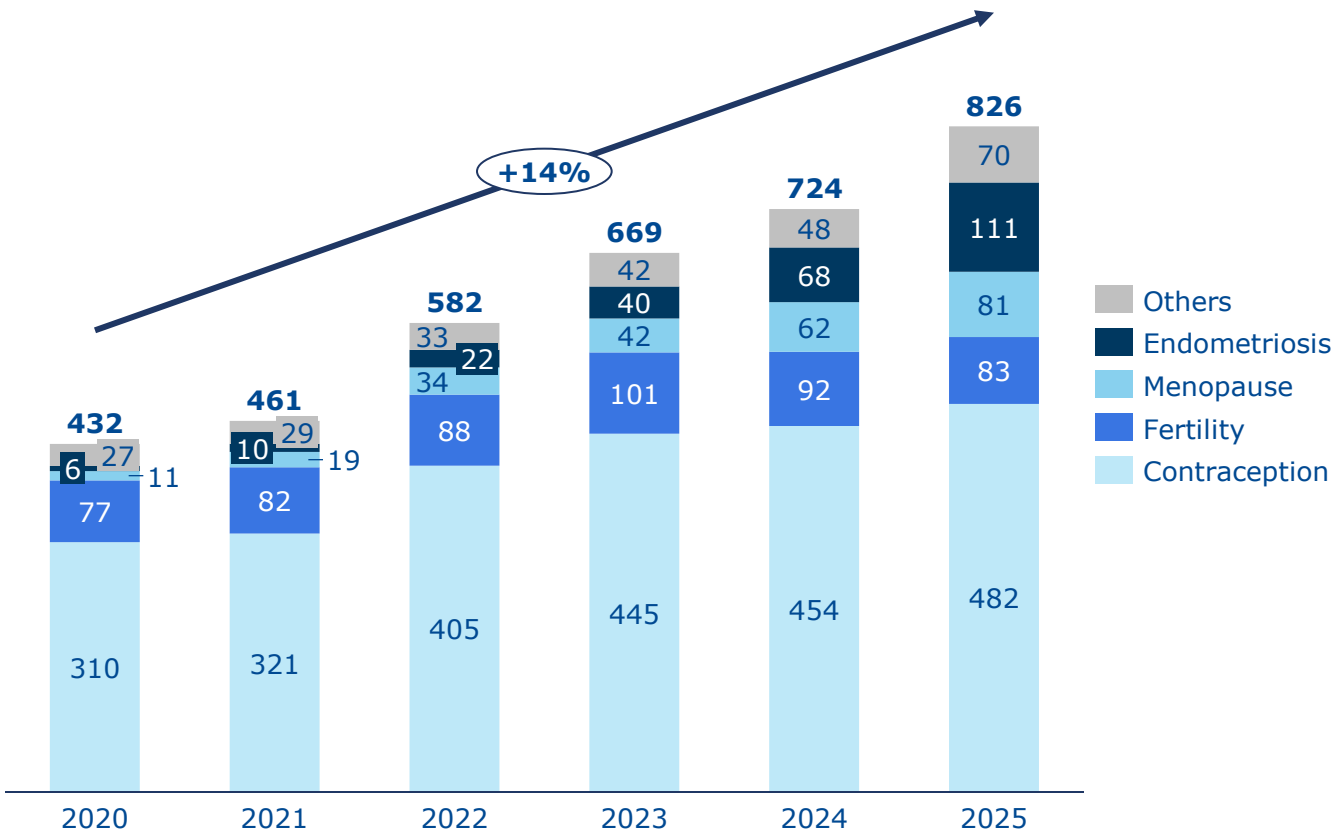
- Internationally acknowledged expertise in steroid chemistry
- One of the few pharma companies in the world, who manufacture finished products from own steroid APIs

Global WHC force

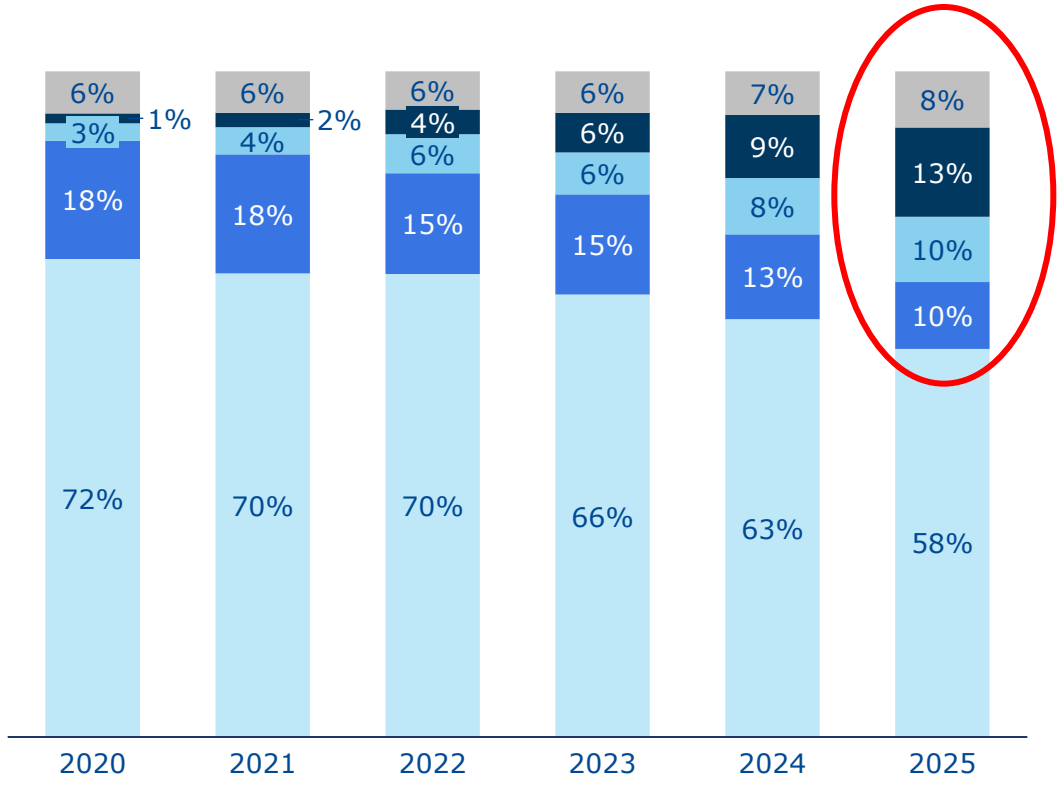
- 30 Affiliates and 14 representative offices
- Covering over 75% of European Gynecologists
- Over 1,000 FTE sales representatives

Women's Healthcare: from contraception to broad-based therapies

Global WHC Revenue, 2020-25 (EUR mn)



The breakdown of WHC revenues by indications (%)



GEDEON RICHTER

Seven strategic Therapeutic segments defined in WHC

Our traditional Therapeutic segments

Protected brands

Contraception

Nr.1 position in Europe in 2024

Growth driven by Drovelis (about to exceed EUR 50mn sales in 2025 and to reach EUR 100mn sales in Europe by 2030)

Endometriosis

Key strategic Therapeutic segment with one of the highest growth potential

Portfolio provides complex symptoms management options

Menopause

Recent disruptive changes in market growth dynamics are evidence of a high unmet need globally

Complete portfolio to cover the need

Fertility

High growth-potential market with significant unmet need

Almost 2x fewer children born in the EU in 2022 than 6 decades ago. During the same period fertility rate in the US halved.[2]

New strategic Therapeutic segments

Urinary tracts

Major diseases are stress incontinence and urinary infections

Recurrency remains as the critical unmet need

PMOS (prev. PCOS)

Leading unsolved health issue for women in the world affecting 8-13% of reproductive-aged women globally[2]

New strategic Therapeutic segment for Richter

Women's oncology

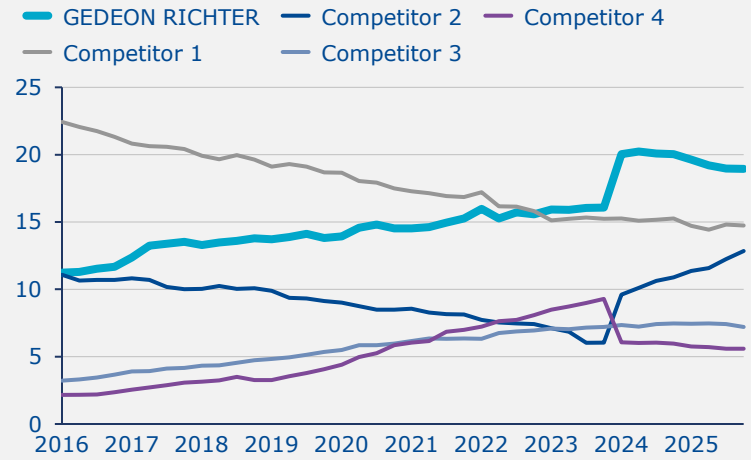
Most attractive Therapeutic segment with the highest unmet need

New strategic Therapeutic segment for Richter

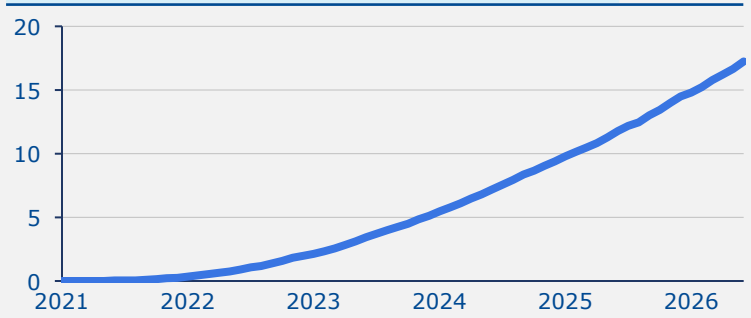
Contraception — the leading provider in Europe

Market potential and position

European market share (%) in regular contraception (in cycles)



Cumulative Drovelis sales volume (mn cycles)



- Among the 1.9bn women of reproductive age (15–49 years) worldwide in 2021, 1.1 billion have a need for family planning[3]
- The contraceptives market size to grow to USD 40.89bn by 2029 at a CAGR of 8.0%[4]
- Richter is already Nr.1 in Europe, where the market of ~70 million[5] women is expected to grow to reach USD 9bn in value by 2030[6]
- Contraception is the highest revenue generator therapeutic segment in WHC and comprises a wide range of innovative and traditional products

Our product portfolio

- **Oral contraceptives**

  Drovelis: Licensed-in in 2018, launched in 2021 (EU); Global asset rights acquired in June 2024

Drovelis®

- **Emergency contraceptives**

Postinor®

- **Mid-term contraceptive**

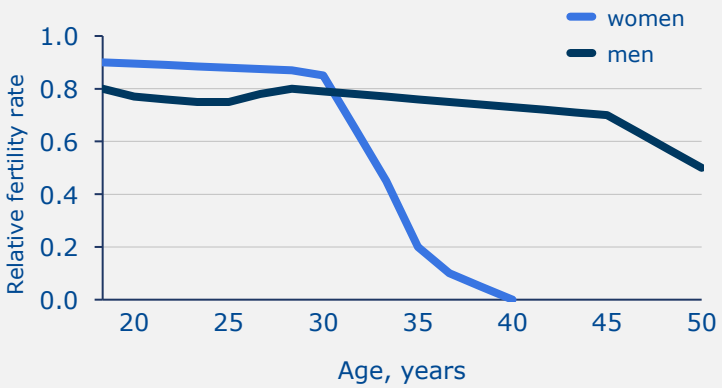
  Evra: Asset purchased in 2021 from Janssen Pharmaceutica NV

Evra®

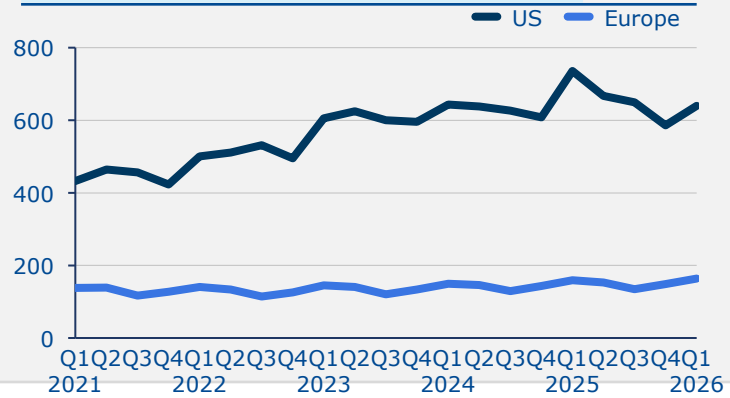
Fertility — a broad portfolio for infertility specialists

Market potential and position

Age-related decline in infertility in women and men[8]



The growth of the Gonadotrophins market (EUR mn)



- Global sales of infertility treatment are estimated to be USD 1.9bn in 2024 and are anticipated to reach USD 3.84bn by 2034[7]
- Sales are projected to rise at a CAGR of 7.3% between 2024 and 2034[7]
- Fertility rates:
  - USA: According to the latest data from the World Bank, the number of live births per woman was 1.665 in 2022[9]
  - EU: The total fertility rate stood at 1.46 live births per woman in the EU in 2022[10]
- The unmet need is significant

Our product portfolio

- r-hFSH*

Bemfola®

- Progesterone

Cyclogest®

- Ganirelix

Ganirelix Gedeon Richter®

- Diagnostic (ultrasound) medical device

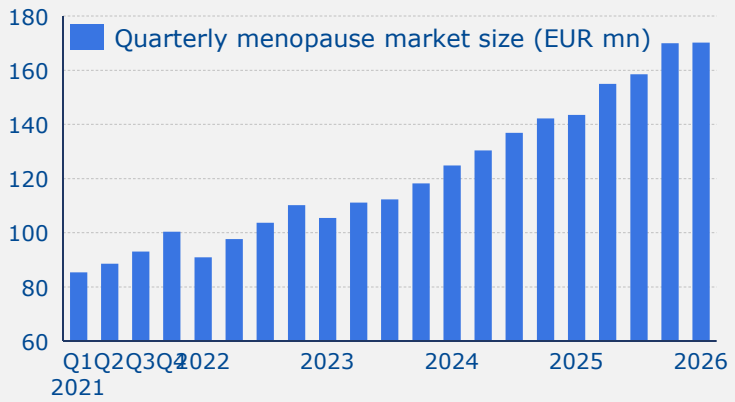
ExEm®

*r-hFSH: Recombinant human follicle stimulating hormone

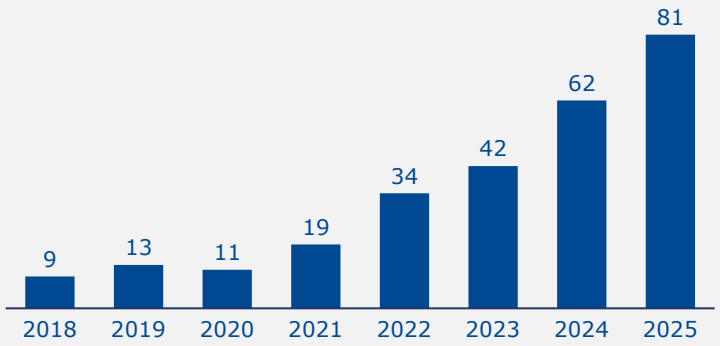
Menopause — protected brands on a high-growth market

Market potential and position

The growth of menopause market in Europe



The growth of Richter Menopause portfolio (EUR mn)



- Menopause is an area of high unmet need globally.
- Based on the age distribution of the population and share of symptomatic cases, it is estimated that more than 450mn women worldwide have menopause and perimenopause symptoms[11]
- Based on the prevalence of the impact of menopause on women's life, the estimated potential for medication is USD 120-230bn globally[12]
- Market in Europe doubled since Covid driven by the tripling UK market's uptake
- Richter's menopause portfolio's sales increased more than 5x in the same period

Our product portfolio

- Transdermal delivery

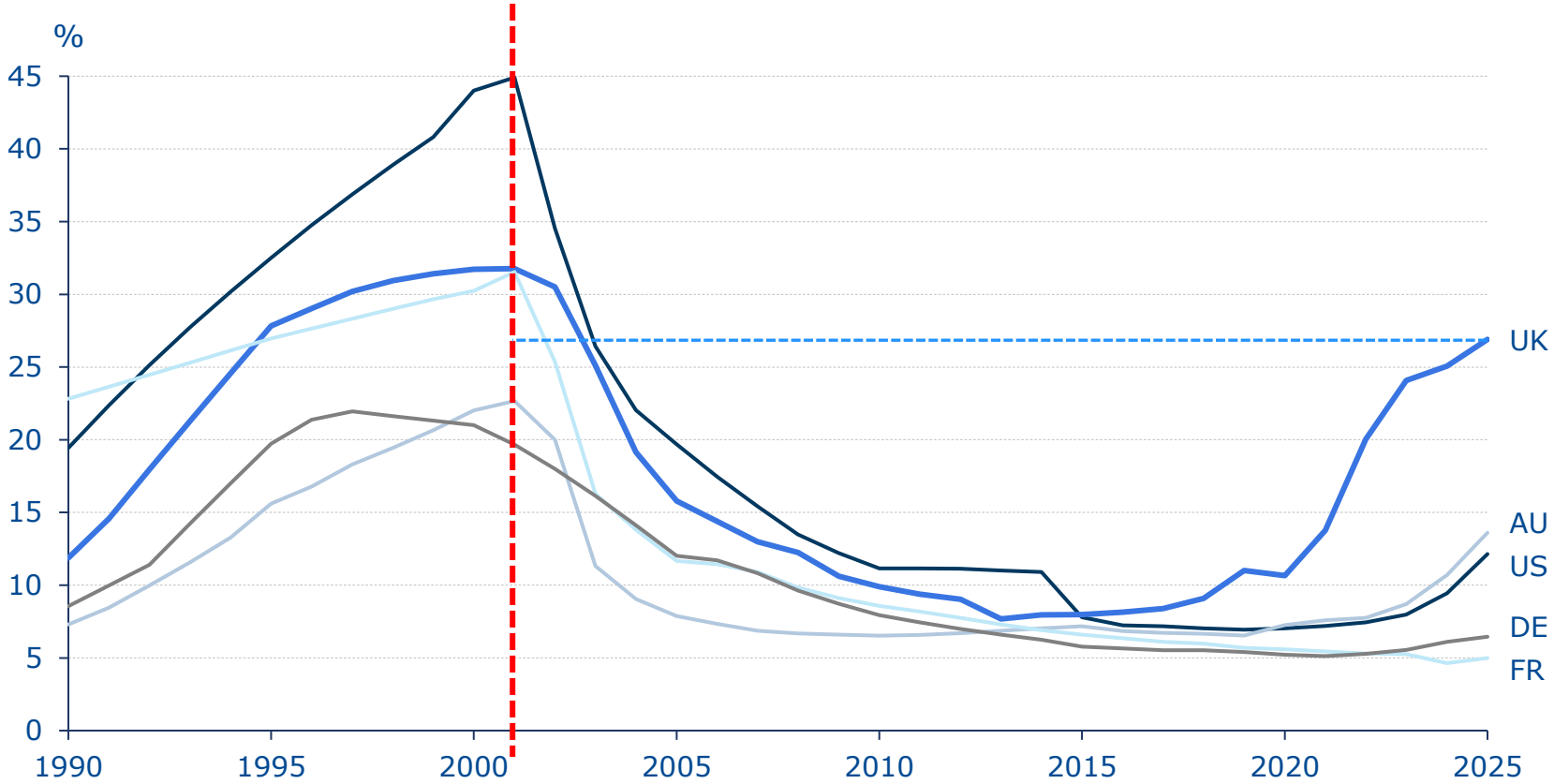
Lenzetto®

- Vaginal tablet

Vagirux®

Hormone Replacement Therapies – Boom&Bust and a new Dawn

The proportion of HRT users in relevant female population in select markets (%)



Figures are population adjusted:

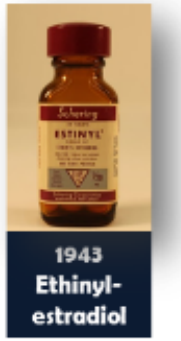
1. **UK is back on usage level at c.85%** vs. the 2001 peak, having tripled in recent years from its low point. This still implies some remaining growth potential.
2. **Australia** – the usage level doubled from its low point, but still at only **60% of its 2001 peak**. The market will have to grow by 50%+ to reach its peak penetration rate
3. **US** usage around **14%** in 2025 vs. the highest historic usage rate in eligible population of 45%. **This implies the market may more than triple** (+230% growth) to reach its previous peak penetration rate
4. **HRT usage in Germany and France** is ticking up, but still very low (below 10%), substantially below the previous peak penetration levels

Source: Richter calculation and estimates based on IQVIA data and population statistics

From Ovarii to Fylrevy® – 125 years of innovation in WHC

1929
Butenandt and Doisy discover the first estrogen (Estrone)

1936
Estradiol



1943
Ethinyl-estradiol

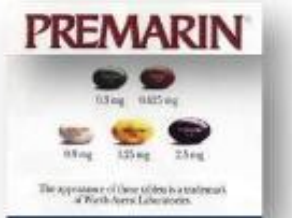
First Hormonal Innovation in Menopause in 80 years

Mithra acquisition

1901 1929 1930 1936 1941 1943 1965 2024 2026

OVARIUM tbl.

1930
Estriol

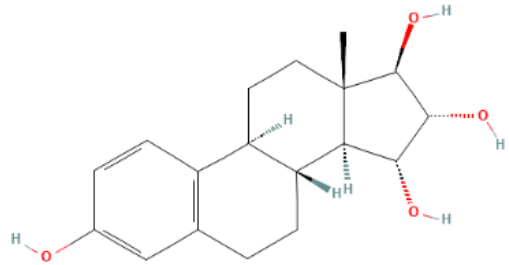


1941
Conjugated Estrogens

Estetrol (E4)

1965
Egon Diczfalussy discovered **estetrol*** at Karolinska university

Estetrol (E4)

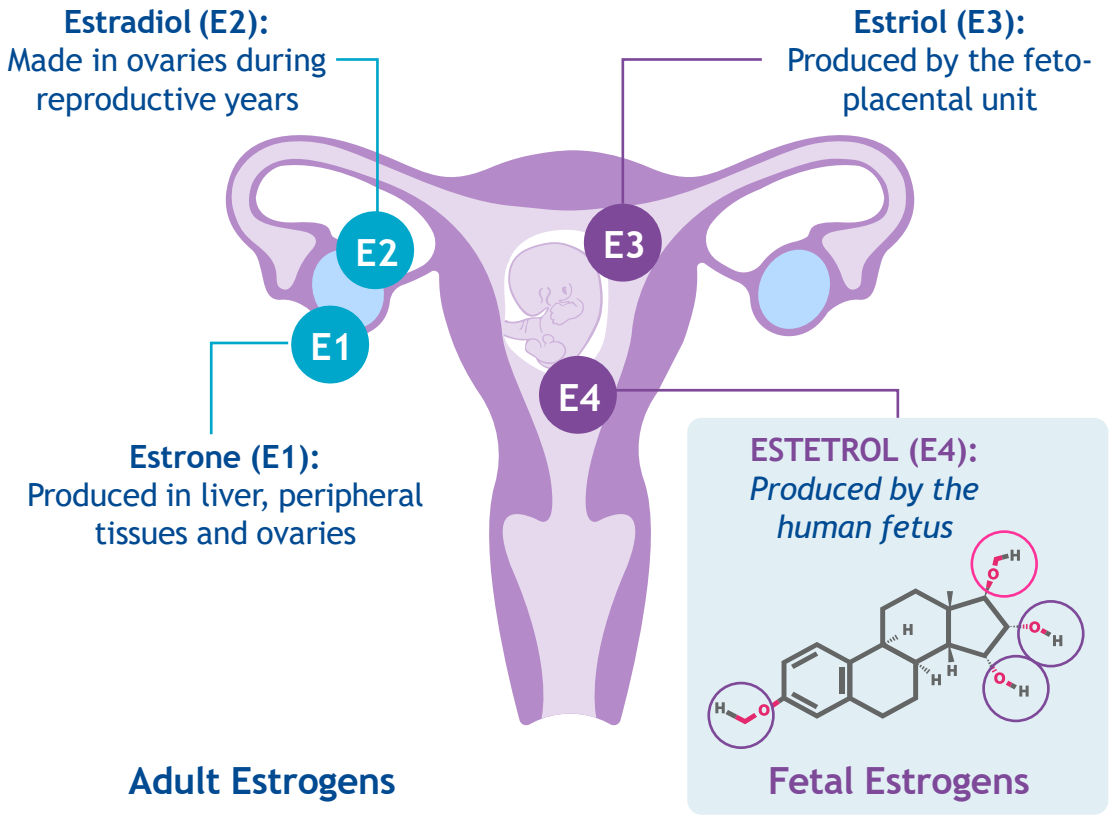


* Elio Gurpide was a co-inventor at the Rockefeller Institute in New York

GEDEON RICHTER
Celebrating 125 years

Fylrevy®: a First-in-Class Oral HRT Containing Natural Estetrol

Natural Estrogens



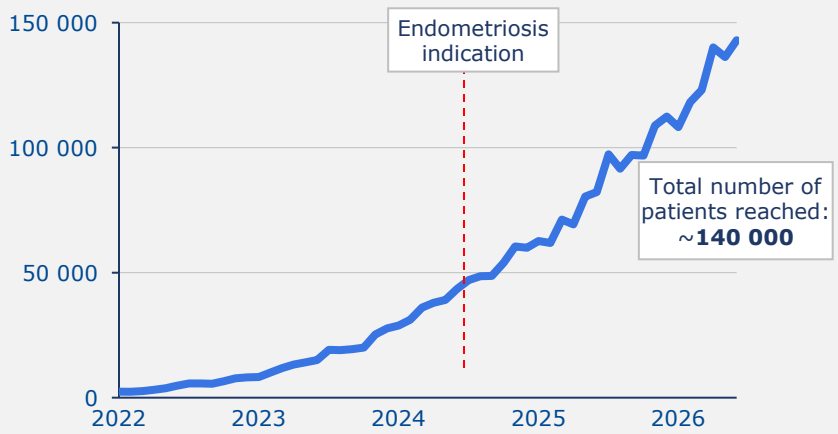
ESTETROL (E4)
A natural estrogen characterized by a unique mechanism of action and pharmacological profile

- **Natural estrogen –** E4 is a naturally occurring fetal estrogen with distinct pharmacological characteristics
- **Unique mode of action –** E4 demonstrates differentiated estrogen receptor activity, supporting estrogenic benefits while potentially limiting off-target effects
- **E4 demonstrated robust efficacy across key menopausal domains,** with significant reductions in vasomotor symptoms and clinically meaningful improvements in quality of life and vulvovaginal symptoms affecting sexual wellbeing
- **E4 is characterized by:**
  - High oral bioavailability, prolonged half-life, supporting once-daily dosing
  - Limited involvement of cytochrome P450 (CYP) enzymes, contributing to a low potential for drug–drug interaction
  - E4 is not metabolized into other active estrogens and has been associated with limited effects on selected hepatic and hemostatic parameters, consistent with its differentiated metabolic profile

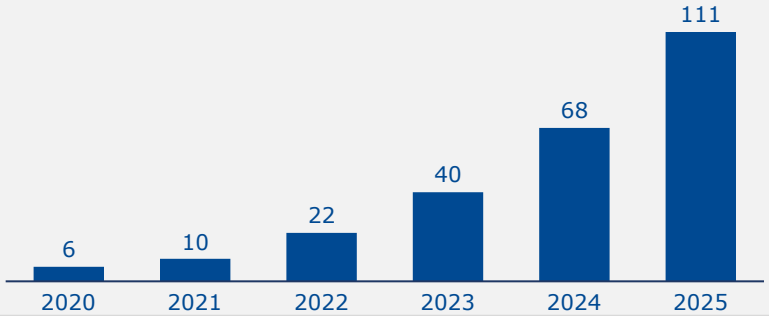
Endometriosis — leading original therapy

Market potential and position

Number of patients treated with Ryeqo®



The growth of Richter Endometriosis portfolio (EUR mn)



- Globally, 190mn women are suffering from endometriosis. Currently no cure exists, and treatments focus on symptom management[13]
- The global endometriosis treatment market size was estimated at USD 1.76bn in 2024 and is expected to grow at a CAGR of 12.2% in 2025-30.[14]
- Innovation in this space, including faster diagnosis rates and earlier access to treatment, could further increase the market potential
- Ryeqo peak sales may reach EUR 150–200mn by 2030, implying a CAGR of 22-27%

Our product portfolio

- Original GnRH antagonist combination

Ryeqo®

- Generics progesterone-based drug

Zafrilla®

Pipeline delivery built on innovative research hubs

Hirundo Biosciences – Liège

- Global women's health R&D and BD hub of Gedeon Richter
- Dedicated to women's health
- R&D platform based on small molecules, antibodies and Estetrol (E4)
- Integrated discovery platform, spanning therapeutic modalities, disease biology and translational science capabilities

Richter R&D Innovation center – Budapest

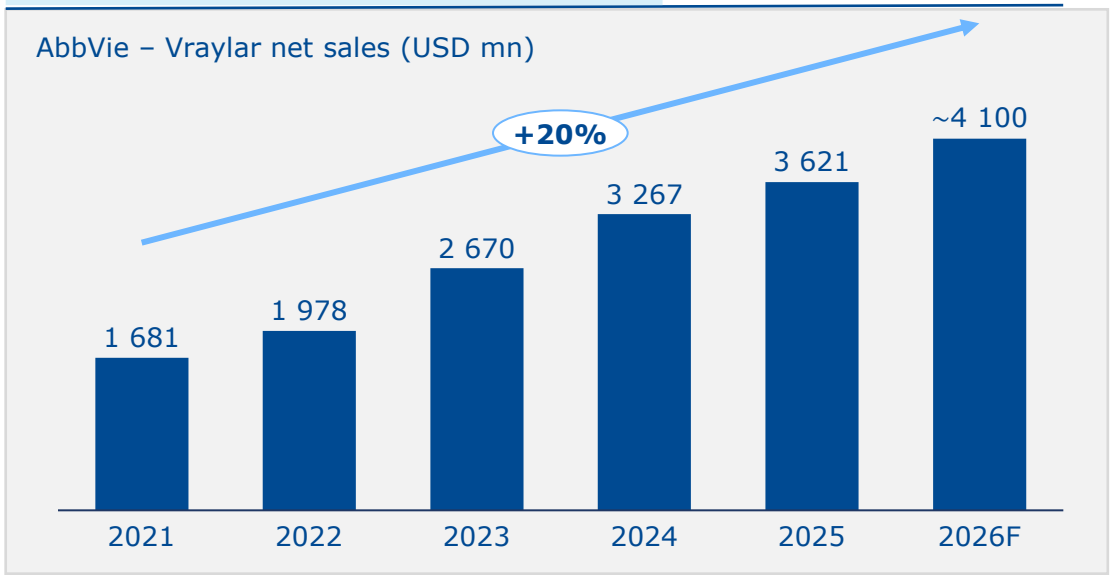
- Basic research, 30+ years of knowledge in small molecule discovery
- Wide range of synergies on early and later phase clinical development

Neuropsychiatry

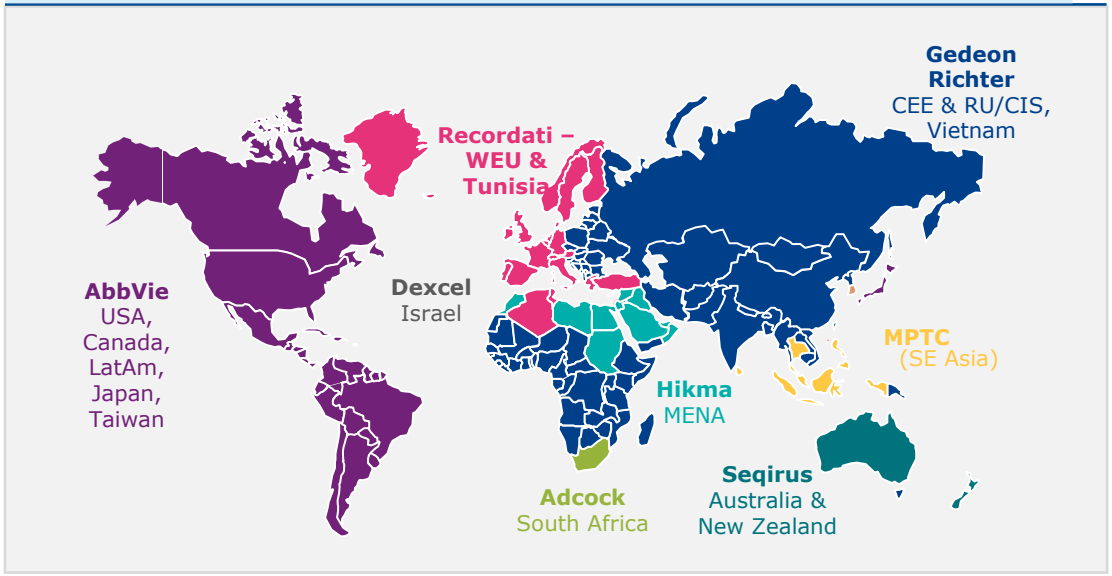
CNS

CNS at a glance at Richter

Proven track record of Cariprazine



~1.7 million patients treated worldwide through our network



R&D Capability

The largest **Neuropsychiatry R&D research hub** in Central and Eastern Europe (~400 FTE)

Proven quality of science

AbbVie partnership: two decades of successful collaboration

Thought leadership

Global recognition of our early research, **two CNS ecosystems**, 220 publications in last 10 years

Strong license partners

Available in **67 countries** through **5 continents**

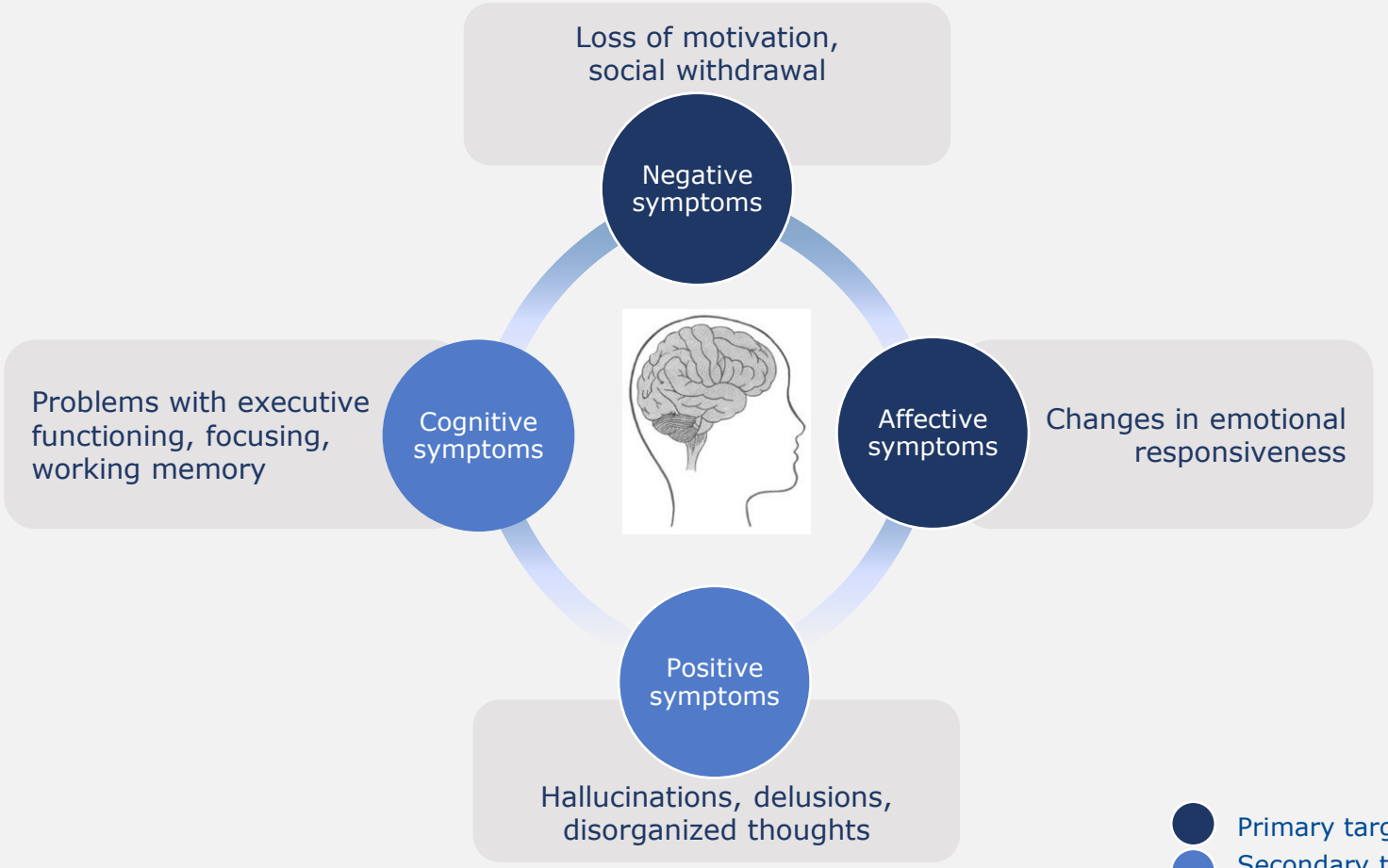
Our focus is on disease symptom domains with high prevalence

GR's focus diseases

- **Major Depression** — 7%
- **Generalized Anxiety Disorder** — 2.9%
- **Bipolar Disorder (Mania & Depression)** — 2.8%
- **Schizophrenia** — 0.5%

12-month prevalence of diseases among adults[6,7,8]

GR's target symptoms



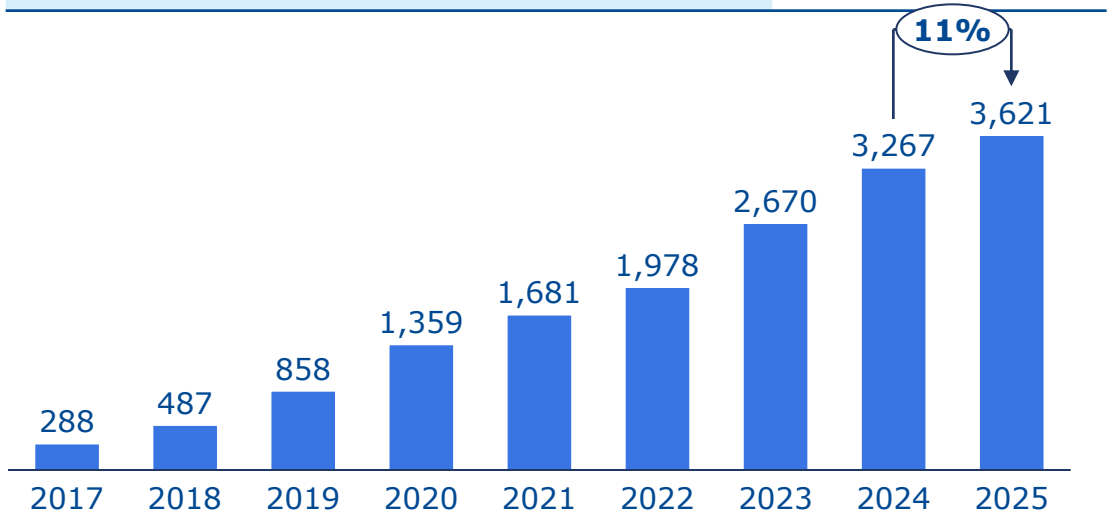
The success of cariprazine

- Oral, once daily atypical antipsychotic discovered by Richter and co-developed with Forest Laboratories (acquired by AbbVie)
- Approved indications:

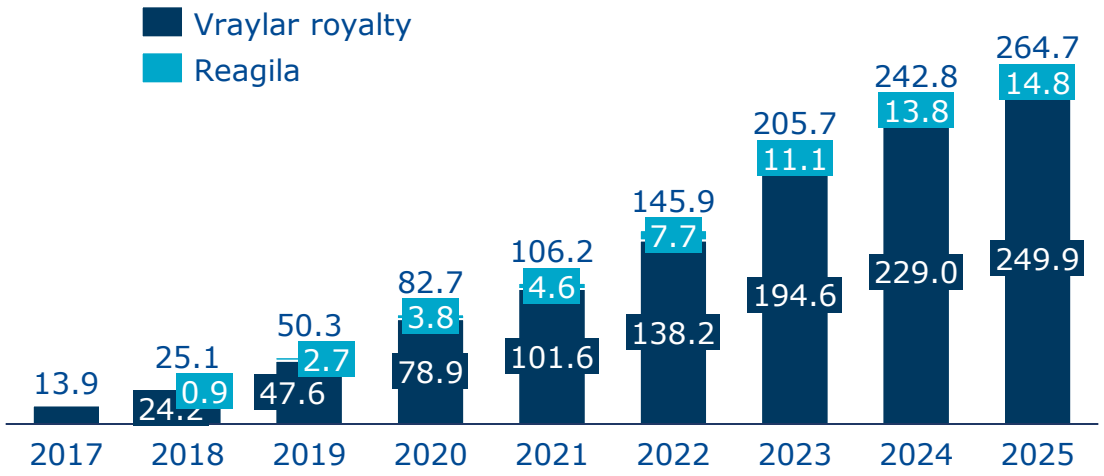
  USA (**Vraylar®**): schizophrenia, bipolar mania, bipolar depression, adjunctive therapy to antidepressant for major depressive disorder, two new low doses along with two pediatric indications: age of 10-17 of patients with bipolar mania and age of 13-17 of patients with schizophrenia

  EU (**Reagila®**): schizophrenia
- Outstanding efficacy profile with improvements on a broad set of domains; clinically proven superiority in efficacy versus standard of care within predominant negative symptoms
- Multi-billion USD blockbuster on the U.S. market; AbbVie expects around USD 4.1bn net sales in 2026
- Loss of Exclusivity in U.S.: 17 March 2030*

Vraylar sales of AbbVie (USD mn)



Cariprazine revenues of Richter (HUF bn)



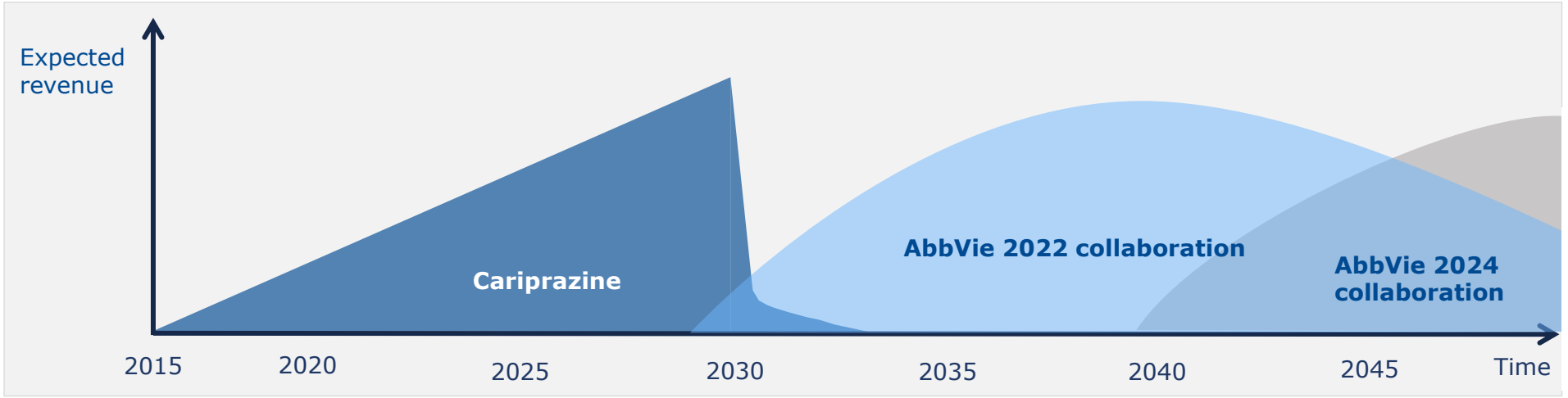
* Note: FDA granted 6-month additional exclusivity for Cariprazine in the U.S.

Key Vraylar® competitors in the US

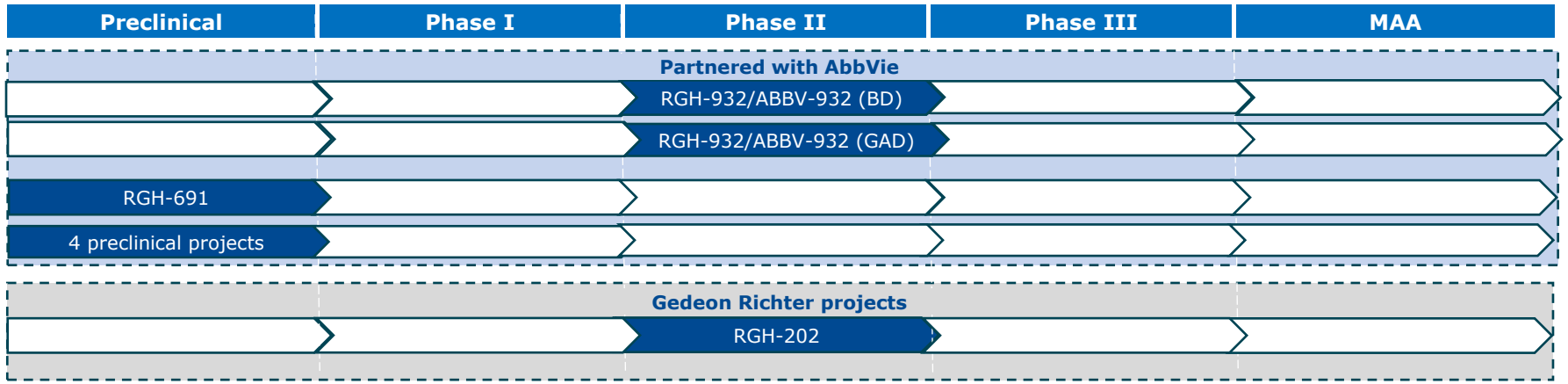
API (Brand, Originator)	Schizophrenia	Bipolar Mania	Bipolar Depression	Major Depression (adjunctive therapy)	Other indications & information
Cariprazine (Vraylar; AbbVie/Richter)	✓	✓	✓	✓	
Brexpiprazole (Rexulti; Otsuka/Lundbeck)	✓			✓	Treatment of agitation associated with dementia due to Alzheimer's disease; PTSD sNDA not approved by FDA
Lumateperone (Caplyta; J&J)	✓		✓	✓	Approved for depressive episodes in bipolar I and II disorder (monotherapy and adjunctive) and for MDD (adjunctive); bipolar mania (Phase III)
Olanzapine + samidorphan (Lybalvi; Alkermes)	✓	✓			
Dextromethorphan + bupropion (Auvelity; Axsome)				✓	MDD monotherapy (not adjunctive); ADHD and Binge Eating Disorder (Phase III); Smoking sessation (Phase II)
Xanomeline + trospium chloride (Cobenfy; BMS)	✓				Ongoing phase III studies for Alzheimer's disease psychosis, Alzheimer's disease agitation, Alzheimer's disease cognition, bipolar mania (monotherapy and adjunctive), and Pediatric Autism Irritability
Genericized					
Lurasidone (Latuda; SumitomoDainippon)	✓		✓		Genericized in Q1 2023
Risperidone (Risperdal; J&J)	✓	✓	✓		Genericized; Autism-associated irritability (in children aged 5 and older)
Aripiprazole (Abilify; BMS/Otsuka)	✓	✓		✓	Genericized; Irritability associated with autism; Tourette syndrome; injection for agitation associated with schizophrenia or bipolar mania

Healthy pipeline includes partnered and stand-alone projects

Revenue aspirations from current projects (snapshot, subject to change)



R&D pipeline



Key highlights

- Healthy pipeline that gives us confidence we can manage Cariprazine LoE* effects
- Our pipeline includes partnered as well as stand-alone projects
- Own capabilities for all development phases that, with the help of our partners, enable us to bring new innovative CNS products to the market

*LoE: loss of exclusivity

General Medicines

GM

GenMed’s ambition is to establish generics excellence

DOUBLE REVENUE

Double revenue by 2035, reach over 20% profitability, and remain a key cEBIT contributor

IMPROVE FRESHNESS OF OUR PORTFOLIO

Continuously bring new products to market and improve the freshness of our portfolio

OPERATIONAL EXCELLENCE

Run focused cost excellence programs to fight price erosion and growing unit costs

BROADEN GEOGRAPHIC FOCUS

Achieve wider geographic reach by expanding towards WEU and strengthening position in CEU and EEU

SYNERGETIC AFFORDABLE APPROACH

Exploit synergies between small and large molecule practice, and deliver integrated therapeutic solutions for our HCPs* and patients

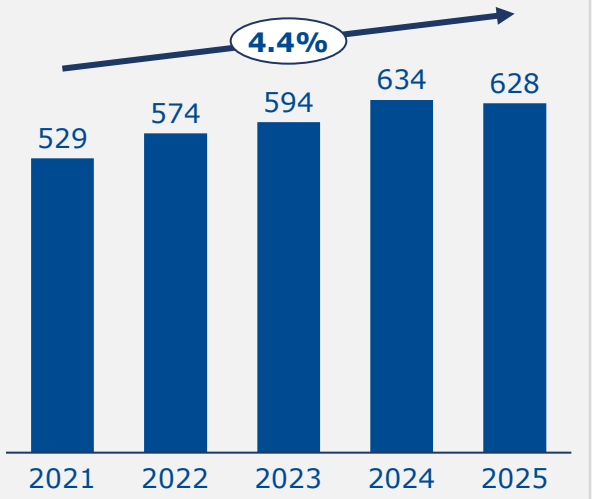
CLEARLY DEFINED THERAPEUTIC AREA FOCUS

Therapeutical solutions will focus on Cardiovascular, Traditional CNS**, Blood therapies and Diabetes/Obesity

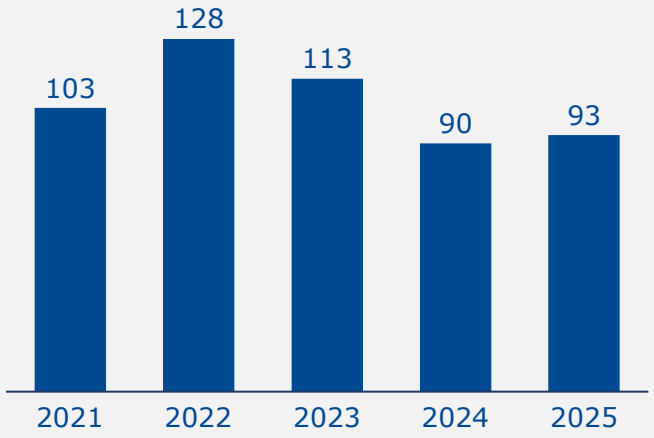
*Healthcare Professionals; **Non-neuropsychiatric CNS

GenMed at a glance

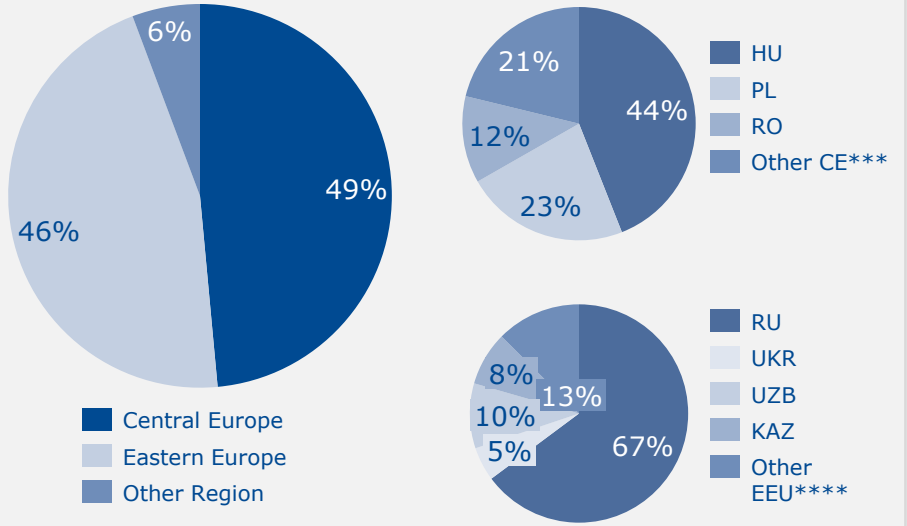
GenMed Revenue EUR mn



GenMed cEBIT EUR mn



GenMed geographic coverage



R&D spending to sales (%, in 2025)

4.9%

R&D Capability

We pursue a mixed model of own R&D, co-developments with partners and in-licensing strategy

Production and R&D sites

API* : 2
FDF: 4**
R&D : 3

Nr of own Affiliates

25

Nr of Sales Reps

1,200

*API: Active Pharmaceutical Ingredient **FDF: Finished Dosage Form ***Central Europe ****Eastern Europe

Clear focus set regarding therapeutic areas

AFFORDABLE PILLAR

GENMED

Traditional Generic therapeutic areas

- Cardiovascular
- Traditional CNS

We have a wide portfolio coverage in traditional generic indications like Cardiovascular and traditional CNS*

Loss of exclusivity-driven strategic therapeutic areas

- Blood therapies
- Diabetes and Obesity

There is a high potential in Blood therapies, Diabetes and Obesity due to the loss of exclusivity of originator medicaments

BIOTECH

- Musculoskeletal
- Immunology

*Non-neuropsychiatric CNS

Affordable synergies with Biotech

Harnessing speed and scale and rolling it out to Western Europe

Our aim is to strengthen Generics Excellence at HQ level

- Pursue Portfolio management excellence; BD+L*
- Enhance Development and Regulatory excellence
- Elevate Sales and operation excellence
- Advance Marketing Excellence

90%+ Clinical success rate in the last 3 years	**90%+ D&R milestone compliance**	**LoE Day 1 Launches met in the last 2 years**
-5% Conversion cost reduction	**244 SKU** Cut-off in 2024**	**-30% Quality testing time for finished goods**
8-10 % Machine hour, 10% Manday efficiency increase	**Efficient Lifecycle and pruning system in place**	**Centralized procurement, New Head of procurement**
Overtime reduced by 70%		

I

Broaden our geographic reach to Western Europe

- Expand our operational excellence embracing Affordable business synergies in Western Europe

III

I/II

Strengthen our country-level excellence

- Focus on top 6 GenMed Countries
- Advance Market access excellence
- Boost Sales-force excellence

  Enhance Channel Management Excellence

Telexer®: 1st and 2nd position in CEE countries amongst dabigatrans

*BD+L: Business Development and License **SKU: Stock Keeping Unit

Strategic ambitions for 2030 and 2035

Doubling Revenue

634 mn EUR	1,300+ mn EUR
2024	2035

Freshness index*

8.4%	15%+
2024	2030

cEBIT margin

16%	20%+
2024	2030

Top5 in key countries in the core region

1	4
2024	2035

R&D Spend to Revenue

5%	7%
2024	2030

*Freshness index: Revenue share of products launched in the last 5 years

Biotechnology
BIO

Fastest growing segment to reach scale and become profitable

STRONG DOUBLE-DIGIT REVENUE GROWTH

Aspiring double-digit growth and reaching break-even by 2027

STRONG BIOTECH PORTFOLIO AND PIPELINE

Launch 8 own developments establishing ourselves as a reputable biosimilars player

ENHANCED PARTNERING

Further build on existing commercial partnerships and build new ones in the regions without GR sales presence

BROADENED GEOGRAPHIC FOCUS

Portfolio development to focus on Europe, USA and Japan as key biosimilar markets

THERAPEUTIC AREA FOCUS

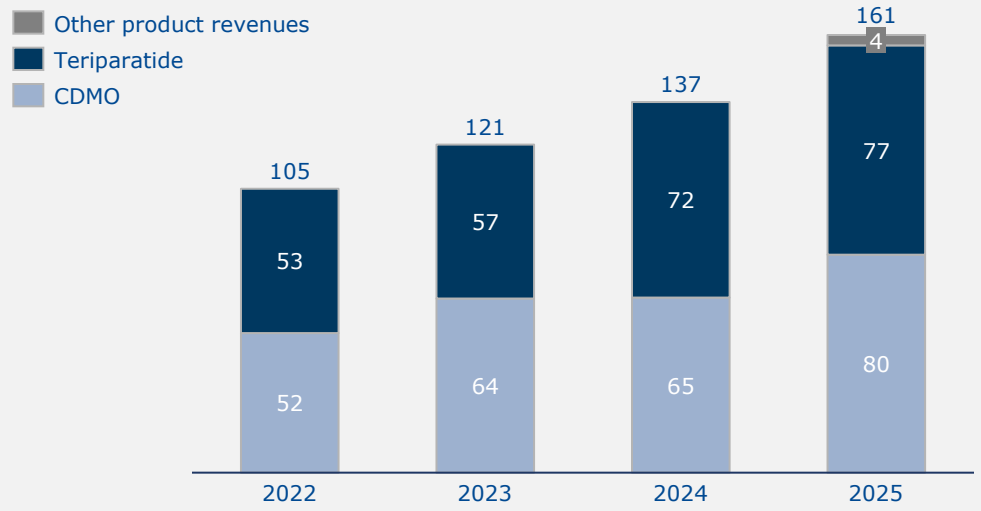
Therapeutic area focus remains in immunology and musculoskeletal

CDMO BUSINESS AS A CAPABILITY ENHANCER

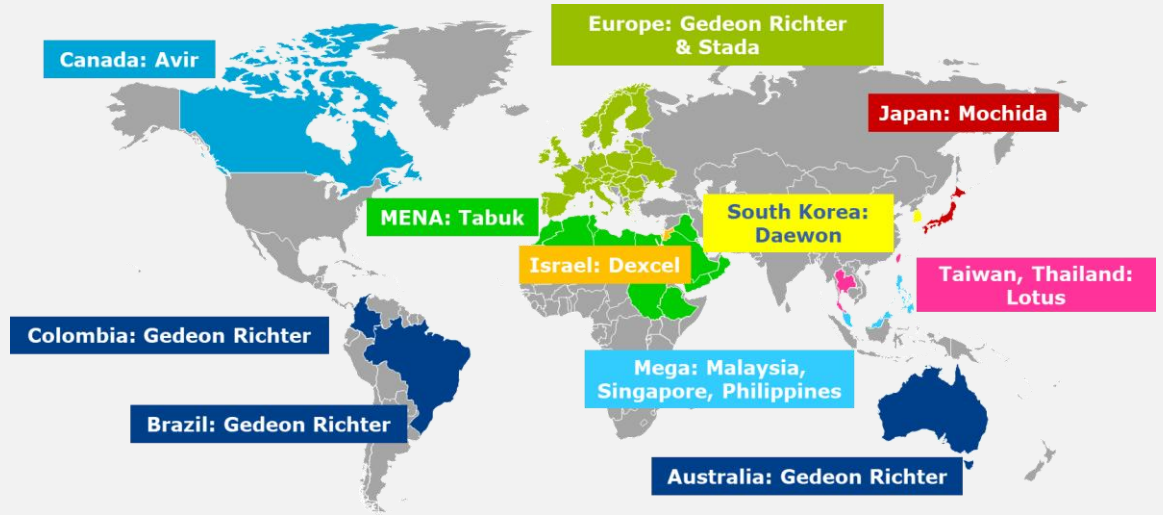
Provide CDMO services across the full spectrum of biologics development & manufacturing capabilities

Biotech at a glance at Richter

Global Biotech Revenue EUR mn



Global Teriparatide partner network



R&D Capability

- Cell line development
- DS* Process development
- Formulation & medical device development
- Analytics
- Clinical

Production sites

- **Microbial** DS* manufacturing facilitiy – **1 site** in Germany (Richter Biologics)
- **Mammalian** DS manufacturing facility – **1 site** in Debrecen, Hungary
- **F&F DP**** manufacturing facility – **1 site** in Debrecen, Hungary

Number of own Affiliates

Close to **30** commercial affiliates in **3** continents

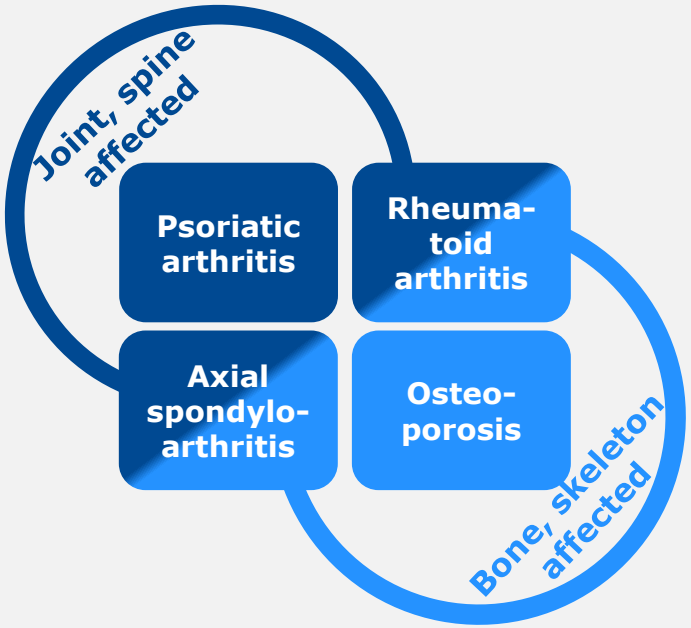
*DS: Drug substance; **F&F DP: Fill and finish drug product

Biotech therapeutic areas are focusing on niche market segments

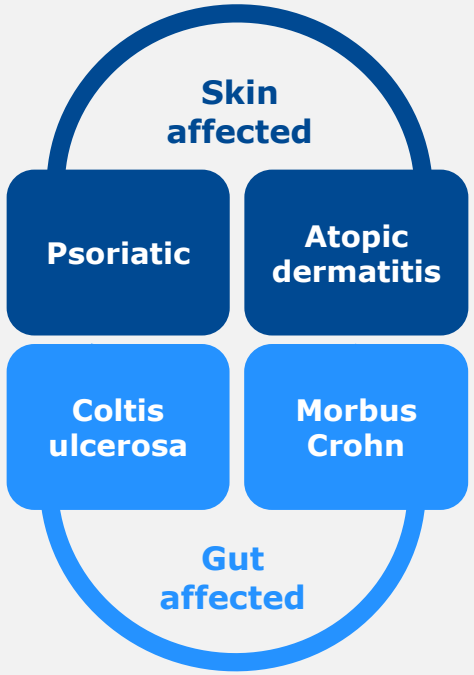
AFFORDABLE PILLAR

BIOTECH

Musculoskeletal



Immunology



GENMED

- Cardiovascular
- Traditional CNS
- Blood therapies
- Diabetes and Obesity

Building a strong Biotech portfolio*

Molecule/ Product	Therapeutic area	Indication	Originator	Early CMC dev.	Late CMC dev.	Clinical dev.	Submission	Commercial	Expected Launch date
TERROSA® Teriparatide	Musculoskeletal	Osteoporosis	FORSTEO® teriparatide						**Marketed**
JUNOD®/ YAXWER®, ENOBY™/ XTRENBO™ Denosumab	Musculoskeletal	Osteoporosis, Oncology	prolia® denosumab / XGEVA® denosumab						**Marketed (Q4 2025)**
TUYORY® Tocilizumab	Musculoskeletal	Autoimmune	ACTEMRA® tocilizumab						**Marketed (Q3 2026)**
RGB20	Immunology	Autoimmune							**2030**
RGB24	Immunology	Autoimmune							**2031**
RGB25	Immunology	Osteoporosis							**2032**
USYMRO® Ustekinumab	Immunology	Autoimmune	Stelara® ustekinumab						**Marketed (Q1 2026 – ON HOLD**)**
RGS1	Musculoskeletal	Autoimmune							**2028**
RGS2	Musculoskeletal	Autoimmune							**2032**

BIO internal dev In-licensing Gx internal dev

* Portfolio also includes Bemfola, a biosimilar product managed by WHC;
** The launch of Usymro® was suspended following a change in the EU GMP compliance status of Bio-Thera Solutions' manufacturing site after an EMA inspection.

Richter BioLogics Germany (RB) – Increased production capacity for microbially expressed Biopharmaceuticals

Complete Drug Substance Development & Manufacturing from one Source

Strain Development / Optimization → Process Development / Analytical Development → Process Transfer / Scale-up → Clinical Trial Supply Phase I –III → Commercial production

Development center, Hamburg

- Strain development
- Process development
- Analytical method development incl. bioassay development
- GMP compliant QC labs

GMP production plant, Bovenau

- Manufacturing in up to 1500 L scale
- 4500 m² production area
- Manufacturing license for proteins, DNA and vaccines
- New production building with two additional production lines (completed in 2024)…
- …increased capacity from 40 to up-to-120 batches per year

Several audits performed and accreditations obtained since 2004

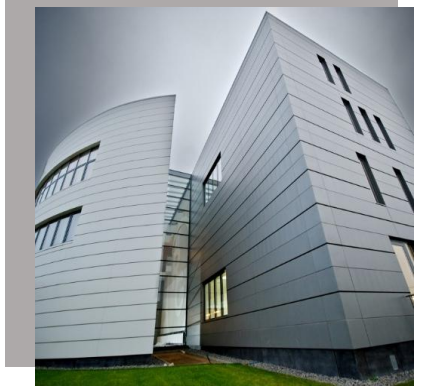
Mammalian cell expressed Drug Substance (DS) and Drug Product (DP) manufacturing facilities – Debrecen

DS

- 2 x 5000 L stainless steel fermentation capacity
- 4 x 2000 L single use & 2 x 50 L pilot scale bioreactors added in 2019
- Analytical services support
- Scale down development capabilities available

DP

- Syringe, cartridge, vial filling (RABS)
- Automated freeze drying
- Variable batch sizes
- Stainless steel / single use available
- Label / blister technology
- QC & QA services



Opened in 2012
Greenfield investment
Expansion finished 2019

Mammalian cell fermentation & downstream processing

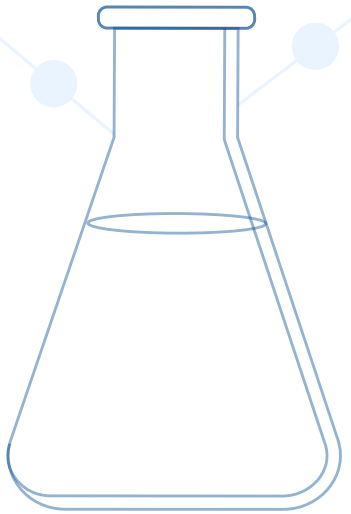
Fill and Finish capabilities

The facility is located in Debrecen, Hungary, it was commissioned in 2012 and has EMA and FDA approval.

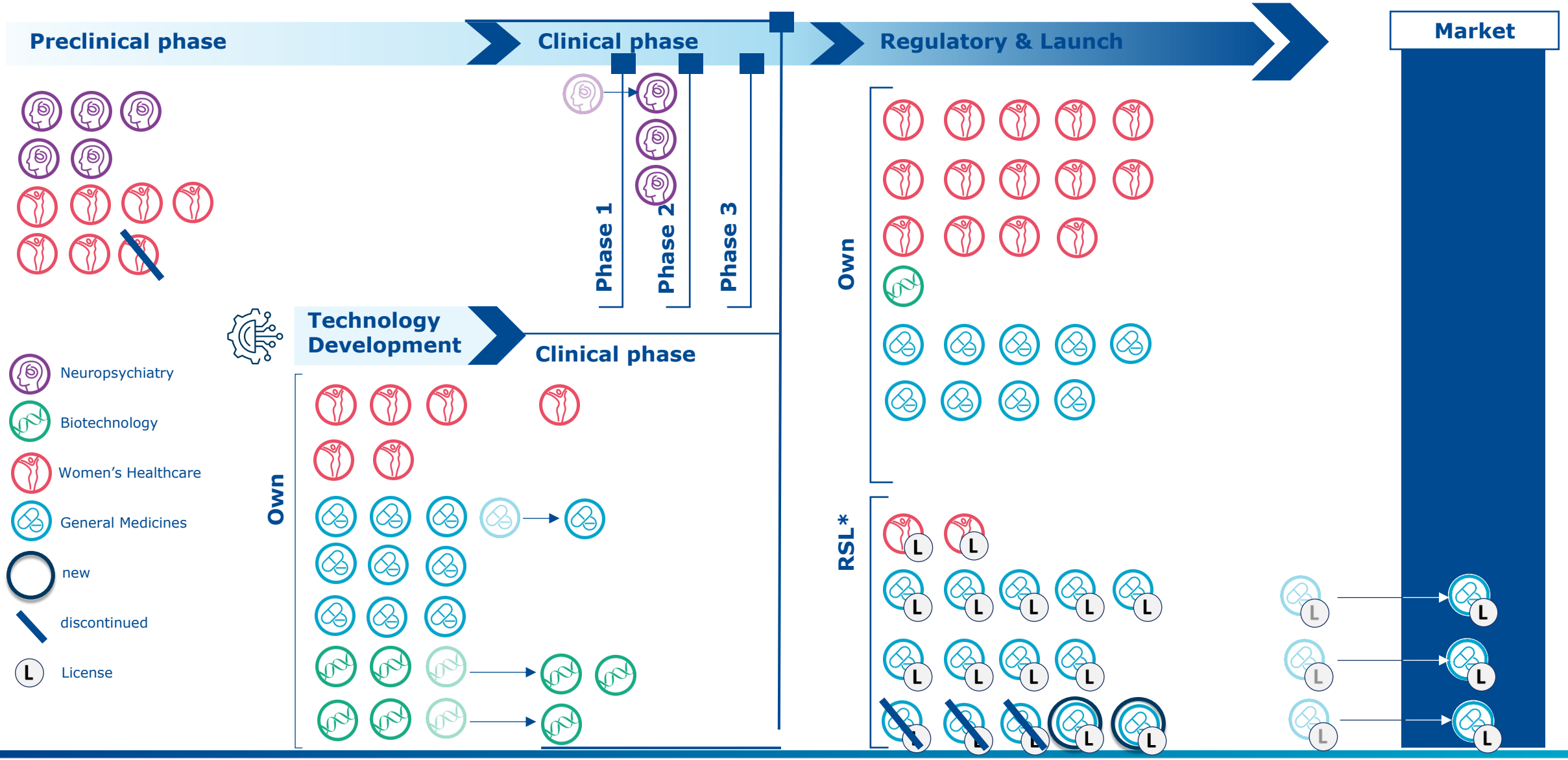
The site has successfully been inspected by the Japanese, Russian, South Korean and Gulf Health Council regulatory authorities.

Research and Development

R&D

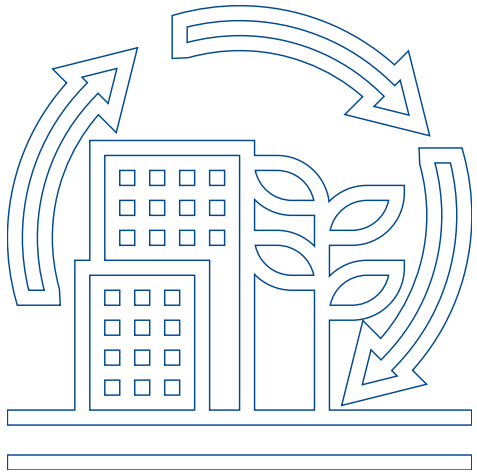


R&D pipeline – changes during Q2 2026



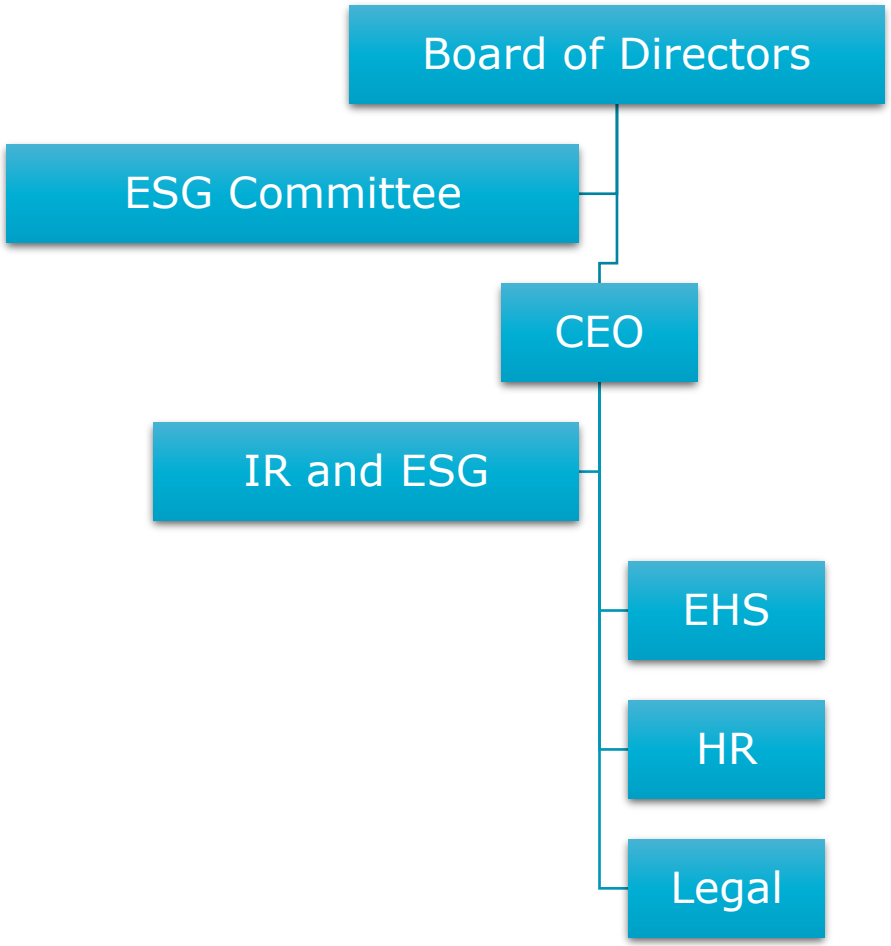
* Ready-to-Sell Licensed pipeline

Sustainability



The role and place of ESG in Richter

ESG Governance and main supporting functions



Women on Board

Supervisory Board

33%

Board of Directors

33%

Ratio of women in total workforce: **~55%**

Focus areas in ESG

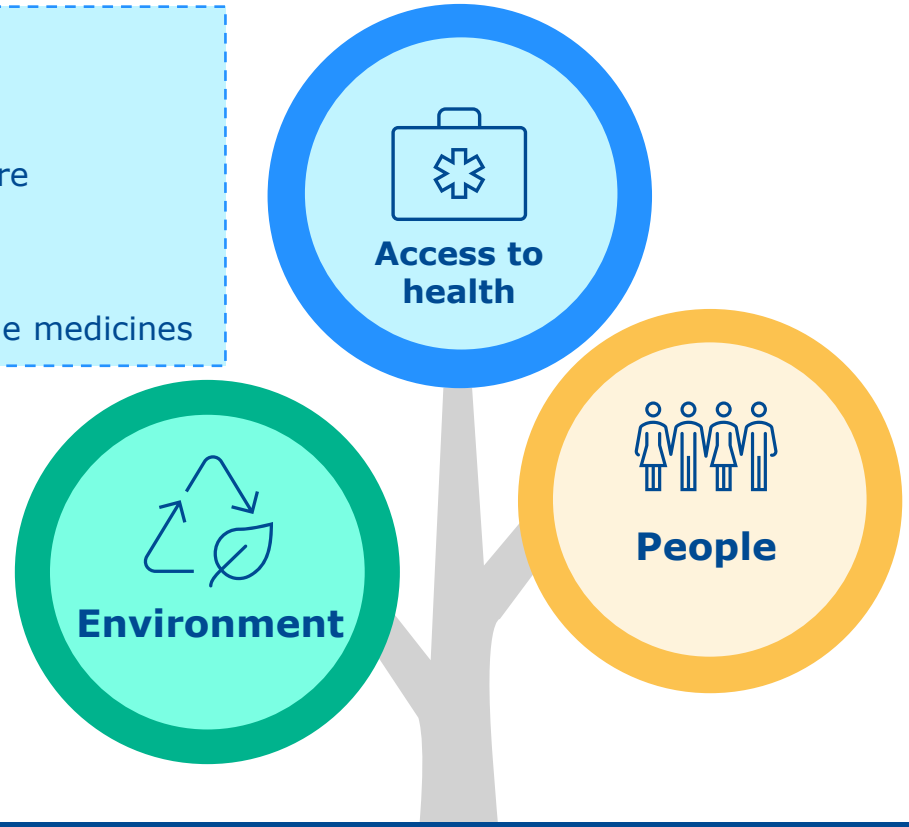
Sustainable and scalable growth with purpose

ACCESS TO HEALTH

- Focusing on unmet needs
- New original research for women's healthcare
- Growing availability of Cariprazine globally
- Awareness raising programs
- Diverse and expanding portfolio of affordable medicines

ENVIRONMENT

- Absolute level emission reduction in focus
- Committed to reduce Scope 1-2 GHG emissions by 2030
- Tightly monitored and controlled steroid emission



PEOPLE

- Business thrives on a healthy mix of generations, gender, educational background and culture
- Comprehensive mental wellbeing program
- Wide range of employee benefits

Sustainability focus areas supported by

GOVERNANCE

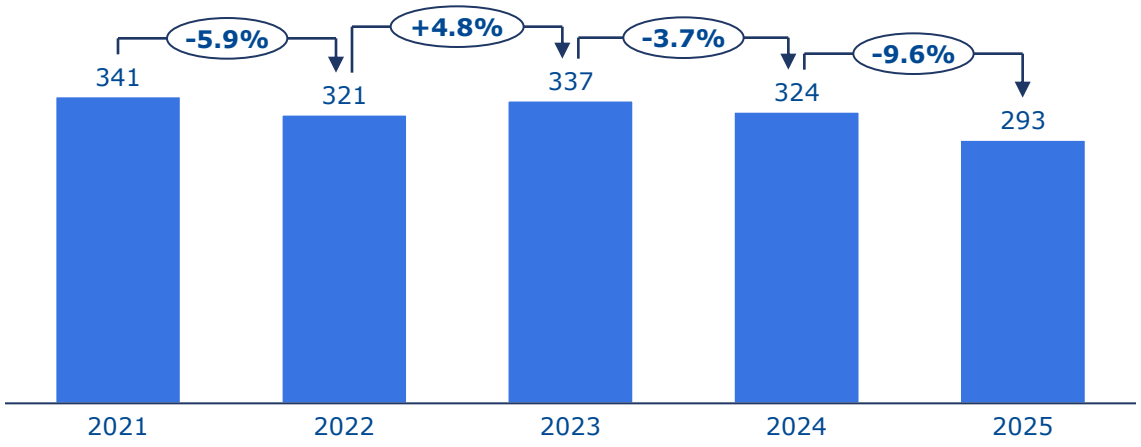
- ESG Committee with three Board members
- ESG coordinated within IR, reporting directly to the CEO

REPORTING TRANSPARENCY

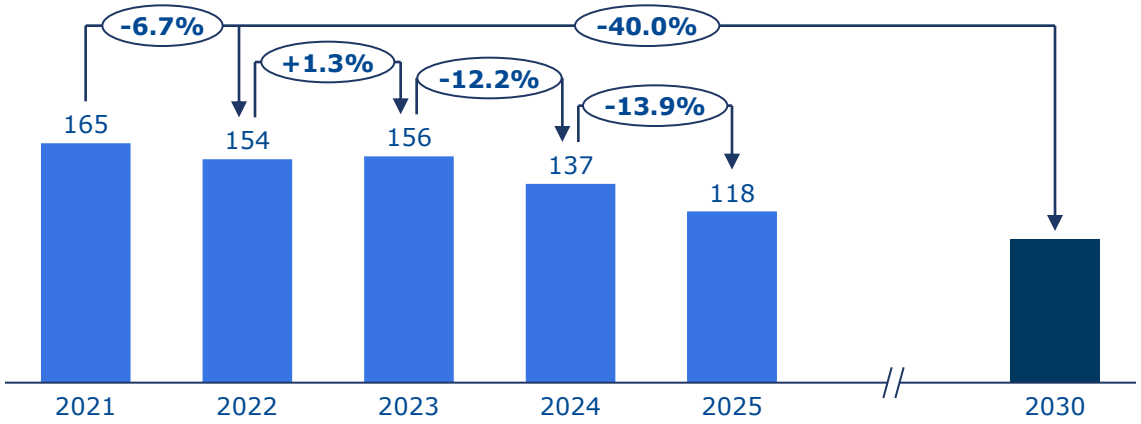
Integrated annual report with audited sustainability statement, in line with CSRD

GHG emissions: declining trend and progress towards targets

Richter Group carbon footprint (Scope 1-2-3, kt CO_2eq/year)



Richter Group carbon footprint (Scope 1-2, kt CO2eq/year)



Key Environmental messages

Group-level GHG emissions decreased materially in 2025

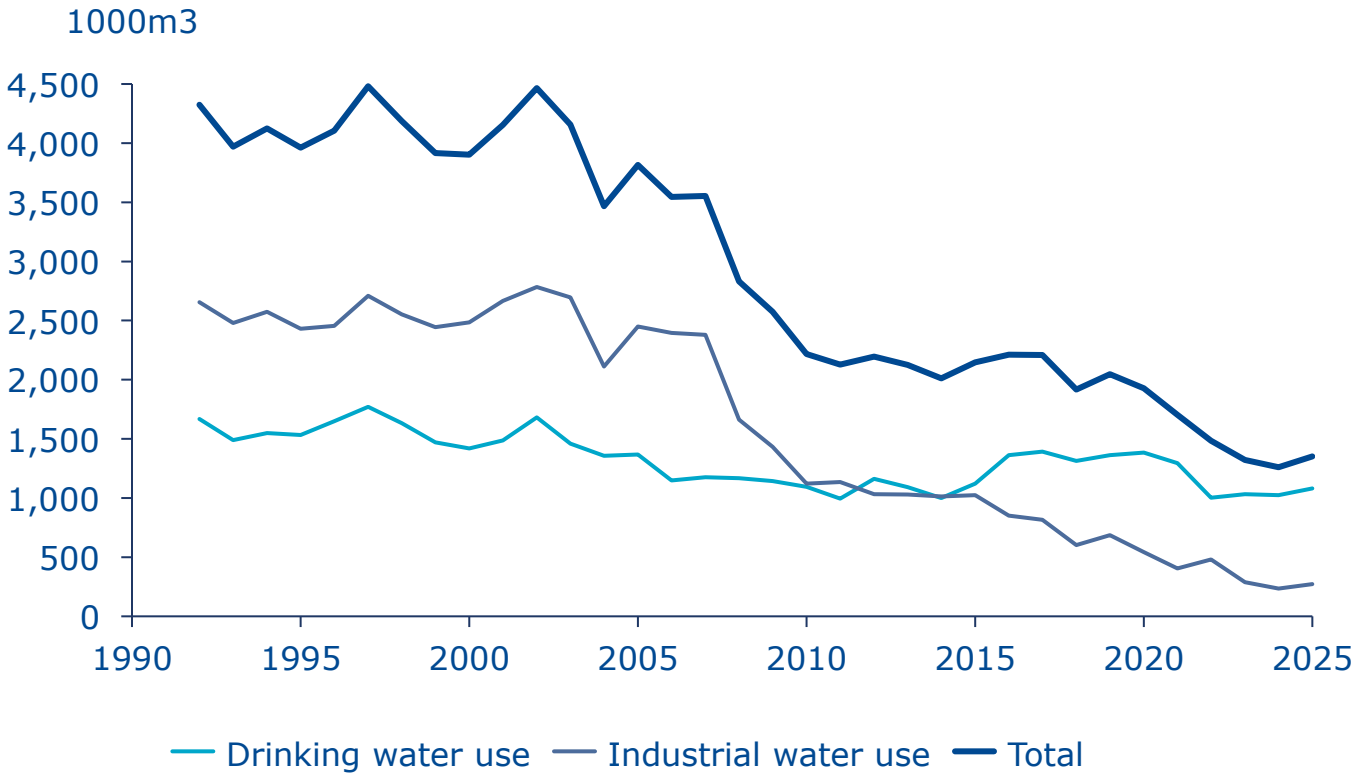
- Nearly 10% reduction in total greenhouse gas emissions (Scope 1-2-3) YoY at Group level
- Driven by technology modernization at our manufacturing sites and energy efficiency measures
- Total energy consumption decreased by 6%, while fossil energy consumption decreased by 13% YoY

Scope 1 and Scope 2 emissions reduction target set for 2030

- Richter wants to reduce Scope 1-2 greenhouse gas emissions by 40% by 2030 compared to the 2021 baseline
- The target is defined using a methodology aligned with Science Based Targets initiative (SBTi) principles
- Scope 3 emissions assessment is ongoing to identify key emission sources and reduction opportunities

Preservation of natural resources: optimization of water consumption

Water consumption in Richter, Hungary 1992-2025



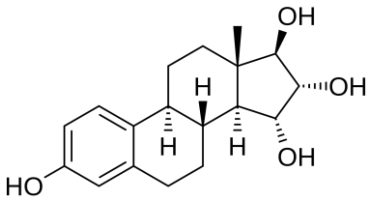
Efficient water consumption

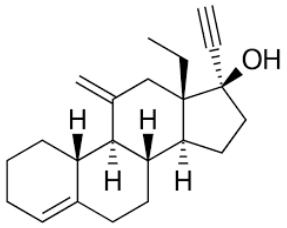
- Continuous reduction in water consumption by:
  - Process optimization for efficient water use in our technologies
  - Modern technologies (both in industrial plants and in office buildings)
- Water use monitoring has been rolled out to all key subsidiaries to arrive at a Group level consumption model, which enables Group level target setting and working out action plans

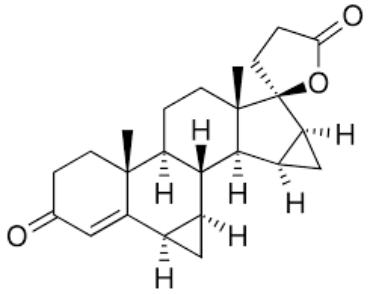
Steroids and other pharmaceuticals in wastewater – well below the safety threshold

Pharmaceuticals in the environment

- Following the working out and acceptance of a risk assessment system and methodology, we rolled out a voluntary steroid active substance monitoring and measurement system at our major steroid production sites in the last three years
- We are monitoring wastewater steroid content based on an annual measurement plan
- In 2024, we rolled out the monitoring system to non-steroid APIs and intermediates as well
- For all APIs tested, the amount released into the environment was at least one order of magnitude smaller than the value with a potentially harmful effect on the environment







API / intermediates	Site	Roll-out	PEC/PNEC* (acceptable value <1)
estetrol	Dorog	2022	**0.000042**
estradiol-17ß-acetate	Dorog	2023	**0.000000357577**
estradiol methylether acetate	Budapest	2023	**0.064196071**
17β-estradiol	Dorog	2023	**0.002145461**
desogestrel	Budapest	2023	**0.11**
drospirenone	Dorog	2022	**0.00015**
norelgestromin	Dorog	2021	**0.0011**
norethisterone	Dorog	2023	**0.0016**
norgestimate	Dorog	2024	**0.00000000465**
fluconazole	Dorog	2024	**0.0001**
atorvastatin-L-Lysine	Dorog	2024	**0.00000002**
cariprazine-hydrochloride	Dorog	2024	**0.00000065**
11-alpha-hydroxi-levodione	Budapest	2024	**0.0001**
methyl-secoolone	Budapest	2024	**0.1757**
trienol-acetate	Budapest	2024	**0.1291**

* PEC = Predictive Environmental Concentration
PNEC = Predictive non-effective Concentration

Diversity vision

The presence of diverse experience, knowledge, professional background, skills, opinions and thoughts enables us to elevate the standard of care in key therapeutic areas and address unmet needs in order to improve the quality of life of patients

Key target areas of our DEI* strategy:

- **Generational**
- **Gender**
- **Education**
- **International culture**
- **Location**

Key initiatives:

Mapping the „as is"

- Analysis of existing DEI HR data and creation of regular reporting
- Focus groups on special issues and/or underrepresented groups/stakeholders
- DEI organizational maturity survey

Mapping the wider context

- Seeking for „Best practice" (benchmarking)
- Discovery, involvement and engagement of DEI allies
- Joining social organizations related to DEI

Initiatives in progress

- Managing generations training
- Unconscious bias training
- Succession data analysis
- Leadership development programs to create psychological safety

New actions

- Inspirational conversation series with internal and external guests
- Ethical recruitment and selection (training)
- Creating a long-term DEI roadmap
- Reverse mentoring
- Employer brand and DEI

* Diversity Equity and Inclusion

Risk management framework

- Integral part of Richter's activities and corporate governance system
- Regular reports to decision-making bodies
- Independent risk management function
- Holistic and integrated risk management system
- Connected to the realization of strategic goals
- Rules, regulations, limits, controls, regular monitoring
- Operation of a business continuity management system

Key financial, strategic and operational risks

Financial risks

		Risk	Mitigation
H		**Currency risk** Most of CF in FX	Hedging strategy, natural hedges, shorter customer payment term
M		**Inflation risk** Narrowing margins due to increase in expenses	Increase of efficiency and prices (if possible)
M		**Tax risk** Risk of adverse changes in tax and custom regulations	Monitoring, cooperation with pharmaceutical associations
M		**Interest risk** Fixed rated bonds	Interest Rate Swap, duration limits
H		**Credit risk of customers**	Rules, limits, monitoring, collaterals, dedicated department
M		**Credit risk of investment partners**	Limit system, daily monitoring, diversification
N		**Liquidity risk**	Positive CF; daily monitoring, planning, high amount of liquid assets, loan facility

Risk ranking	Negligible	Low	Middle	High	Very high

Main strategic and operational risks

		Risk	Mitigation
VH		**Supply chain risk***	early/long-term pre-order, accurate planning, long-term forecasts, alternative suppliers, increased stocks, supplier selection
VH		**Cyber risk***	Development of IT security activity; improvement of risk awareness; education
H		**Russian-Ukrainian war*** Production, sales, reputation	New sources of supply for manufacturing, monitoring system, compliance with sanctions, crisis management in logistics and finance; proactive preparation for risks
H		**Changes in US economic policy (tariffs, taxes, regulations, etc.)**	Analysis, monitoring, adaption of strategy to changes, cooperation with pharmaceutical associations
H		**The strategy of CNS (R&D, US partner and market)**	Development of a new molecule with US partner, geographical expansion of sales, quality control, ensured continuous production
VH		**The strategy of BIO (profitability) and GM (ambitious goals)**	Sales activity; new partners, product development; contract manufacturing, well selected generic products, Life Cycle Management
H		**Ensuring qualified workforce ***	Strengthening of employer brand, loyalty program; fluctuation monitoring, increase in efficiency; international head-hunting, educational collaborations

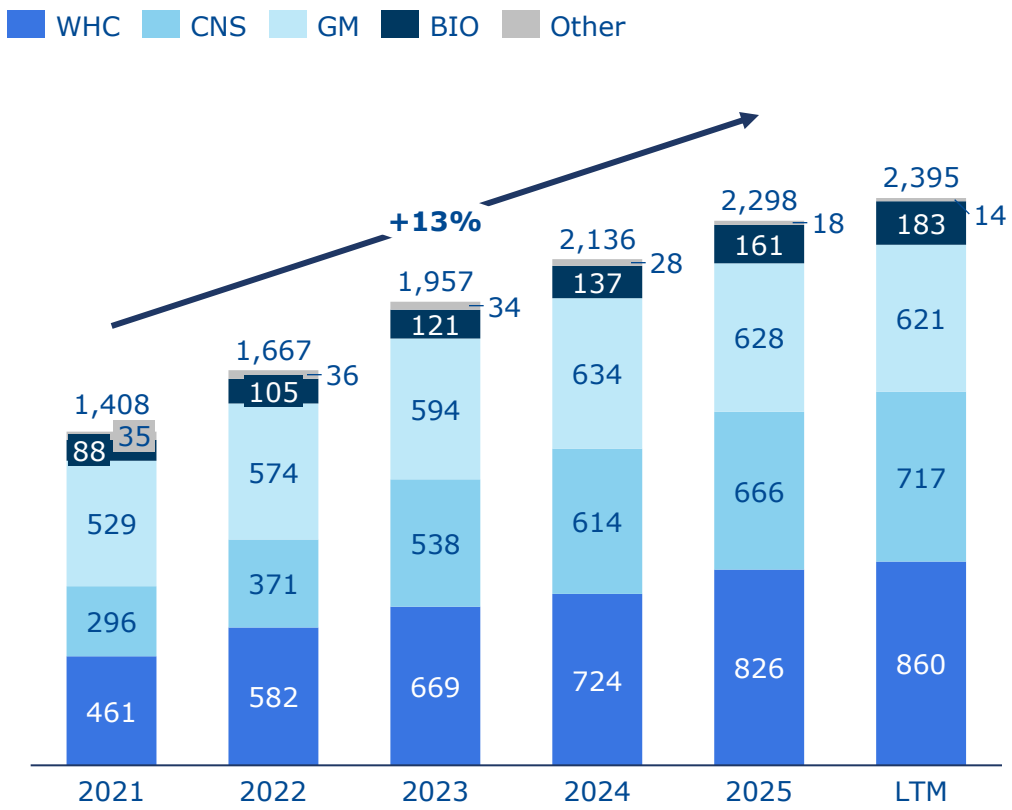
*ESG related risk

The risk assessment framework and the identified risks are revised by the executive management and approved by the Board at least once a year

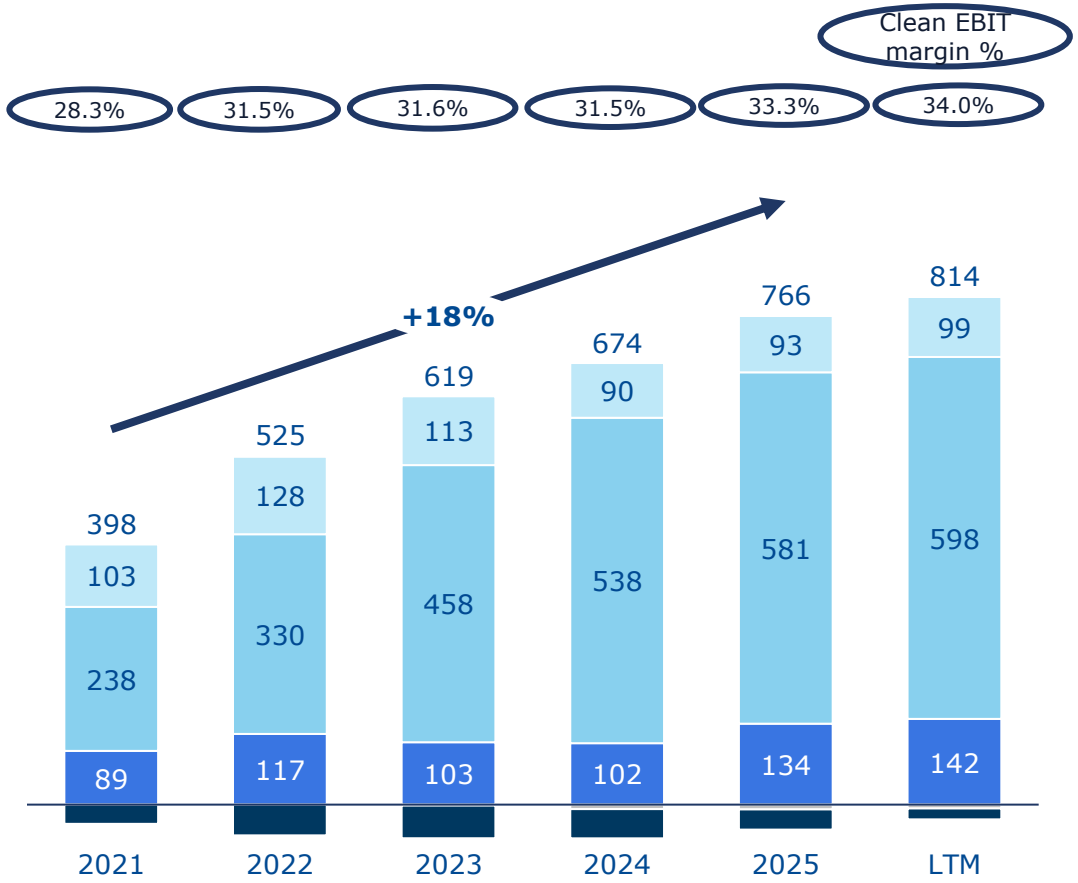
Financials

Pharma revenues and Clean EBIT

Pharma Revenues, 2021-26 (EUR mn)



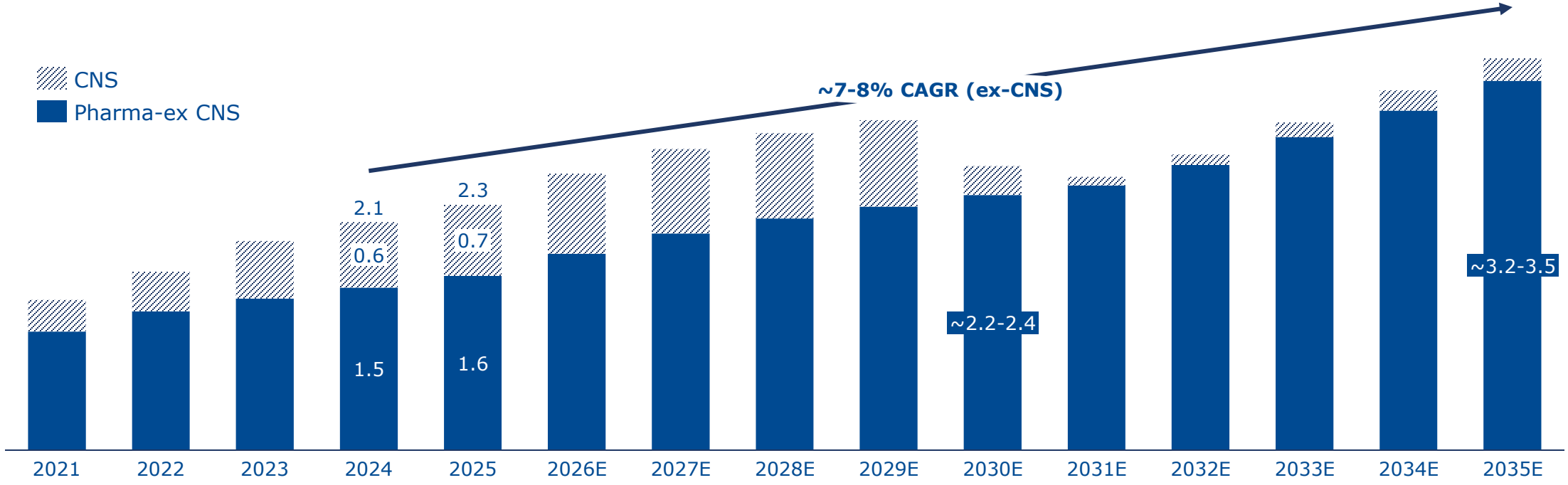
Clean EBIT, 2021-2026 (EUR mn)



* Last 12 months

Ex-CNS Revenues to more than double by 2035

Pharma Revenues 2020-2035 (EUR bn)



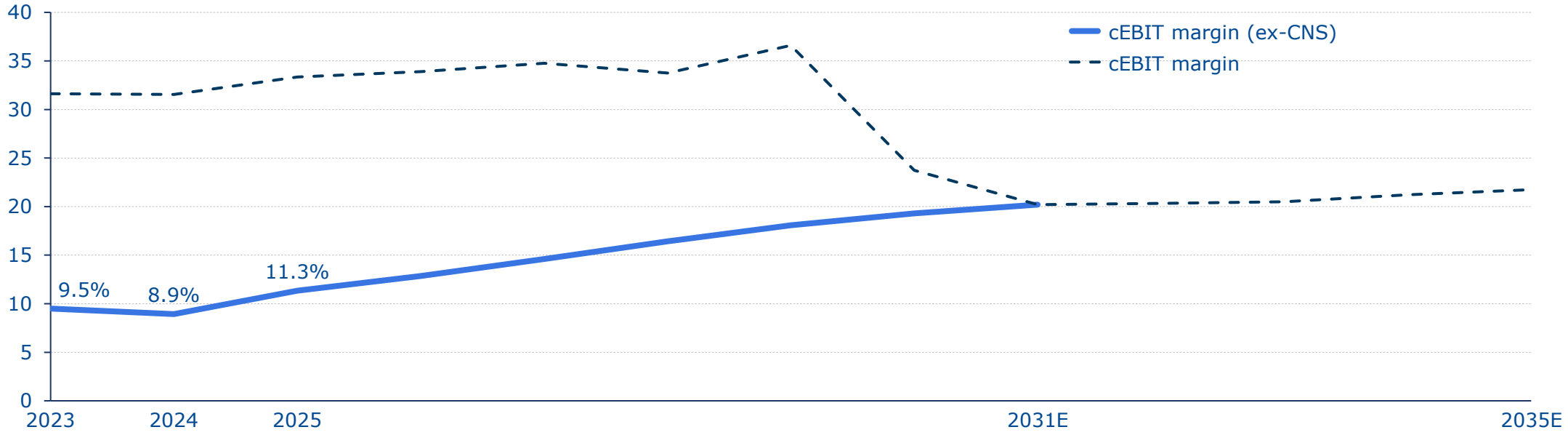
Key highlights

- All projections are based on organic growth; External innovation /M&A is not included (upside)
- CNS revenues include PoS*-weighted estimates for the pipeline; successful molecules may hold significant upside

* PoS: Probability of Success;

Steady-state cEBIT margin to exceed 20% in the 30s

Clean EBIT margin between 2023-2035E (%)

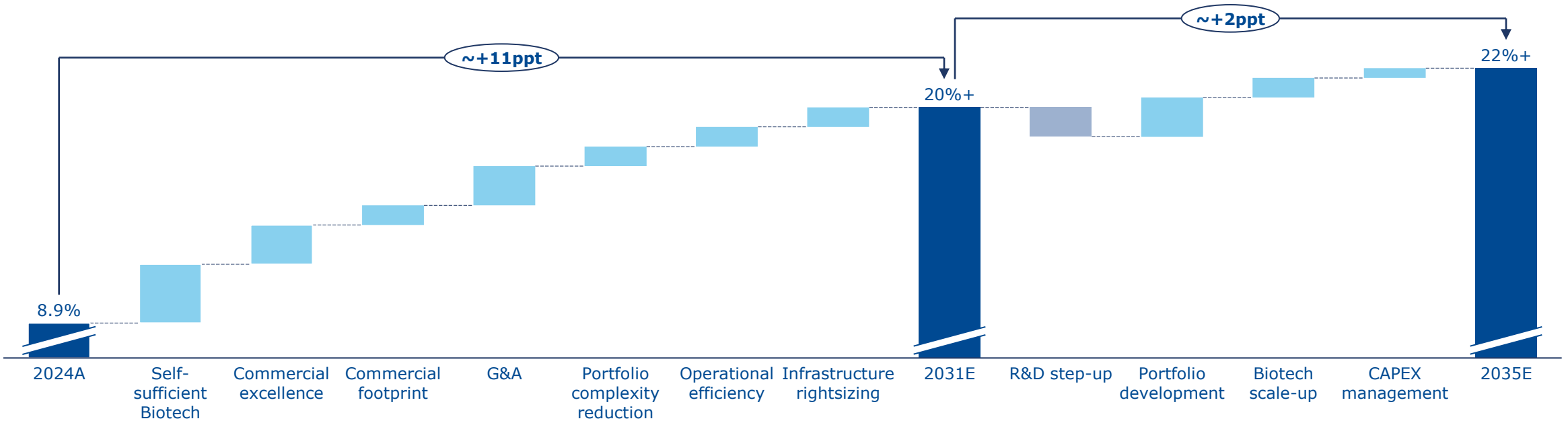


Key highlights

- Years of portfolio and capability building, coupled with operational excellence and efficiency improvement programs will gradually be translated into materially improving cEBIT margins (ex-CNS)
- Steady-state clean EBIT margin to reach 20% by 2030-31 and continue to improve thereafter
- Strong internal innovation remains a priority, yet R&D-to-sales ratio is not to exceed 13% throughout the period, even post-Cariprazine LoE

The heavy lifting has to happen until LoE

The source of the margin improvement (cEBIT margin ex-CNS, %)



Key highlights

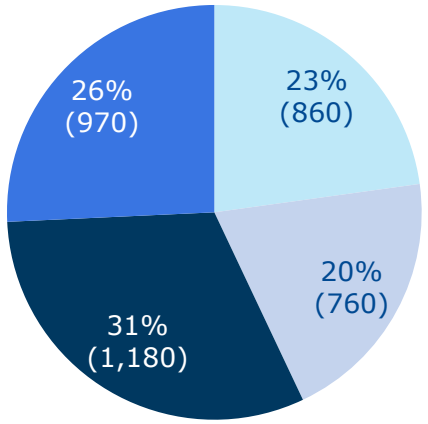
- Biotech becoming self-sufficient and scaling up until 2035 is the largest source of margin improvement (+4ppt)
- Commercial efforts, efficiency improvement and footprint revision add an additional 3ppt
- Portfolio development (mix and scale) and systematic pruning of existing portfolio contribute 2.5ppt
- Infrastructure rightsizing, roll-out of Operational Excellence program and CAPEX management improve margins by 2ppt
- Addressing G&A spend, already under way, to deliver 2ppt margin improvement
- The operational model must be able to make more room for R&D expenses (Innovative pillar and GenMed), even in the 2030s

Capital allocation priorities: R&D, external innovation, shareholders

Key highlights

- **More for R&D –** R&D will be the biggest use of cash in 2025-35 with c. 30-35% of pre-R&D cash spent
- **Less for Capex (physical infrastructure) and NWC -** proportionally much less spend than in the last 5 years
- **External innovation** – external innovation (business development/M&A) remains an important part of portfolio and capability building and of capital allocation, but spending will always be driven by opportunities
- **Shareholder distribution** – Minimum committed dividends + additional dividend upside (share buyback only opportunistically)

Last 5Y application of the cumulative pre-R&D operating cash flow (2020-24, % and EUR mn)



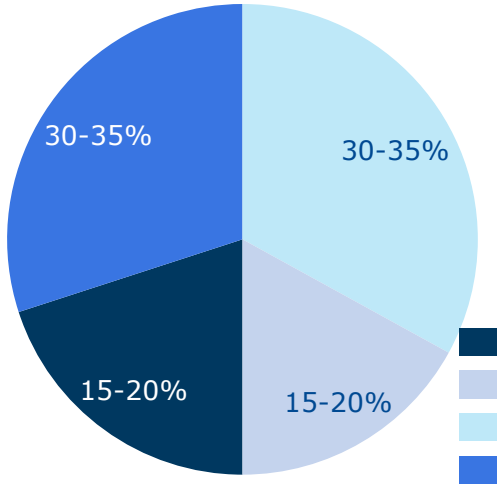
Capex/NWC
Dividend/buyback
Ext. Innovation
R&D

Visibly more for R&D…

…much less for Capex/NWC…

…and enough left for distribution and external innovation

Approximate application of the cumulative pre-R&D operating cash flow in 2025-2035E*



Capex + NWC
Dividend (minimum)
Ext. Innovation/Dividend upside
R&D

*For any given year, the capital allocation ratios may be and will likely be different from these values, which are indicative for the cumulative, 11-year period

Capital allocation – balancing between predictability and flexibility

Protecting shareholders' interest and providing an attractive income stream

- Richter can sustain paying at least EUR 200mn annual dividends in 2025-35, even beyond Vraylar LoE
- Richter to pay out 30-50% of its adjusted net income, providing upside to dividends, particularly in 2025-2030
- Richter would avoid accumulating cash beyond a certain level (15% of Total assets) by paying out excess cash as dividends

Providing sufficient flexibility for the management to execute growth

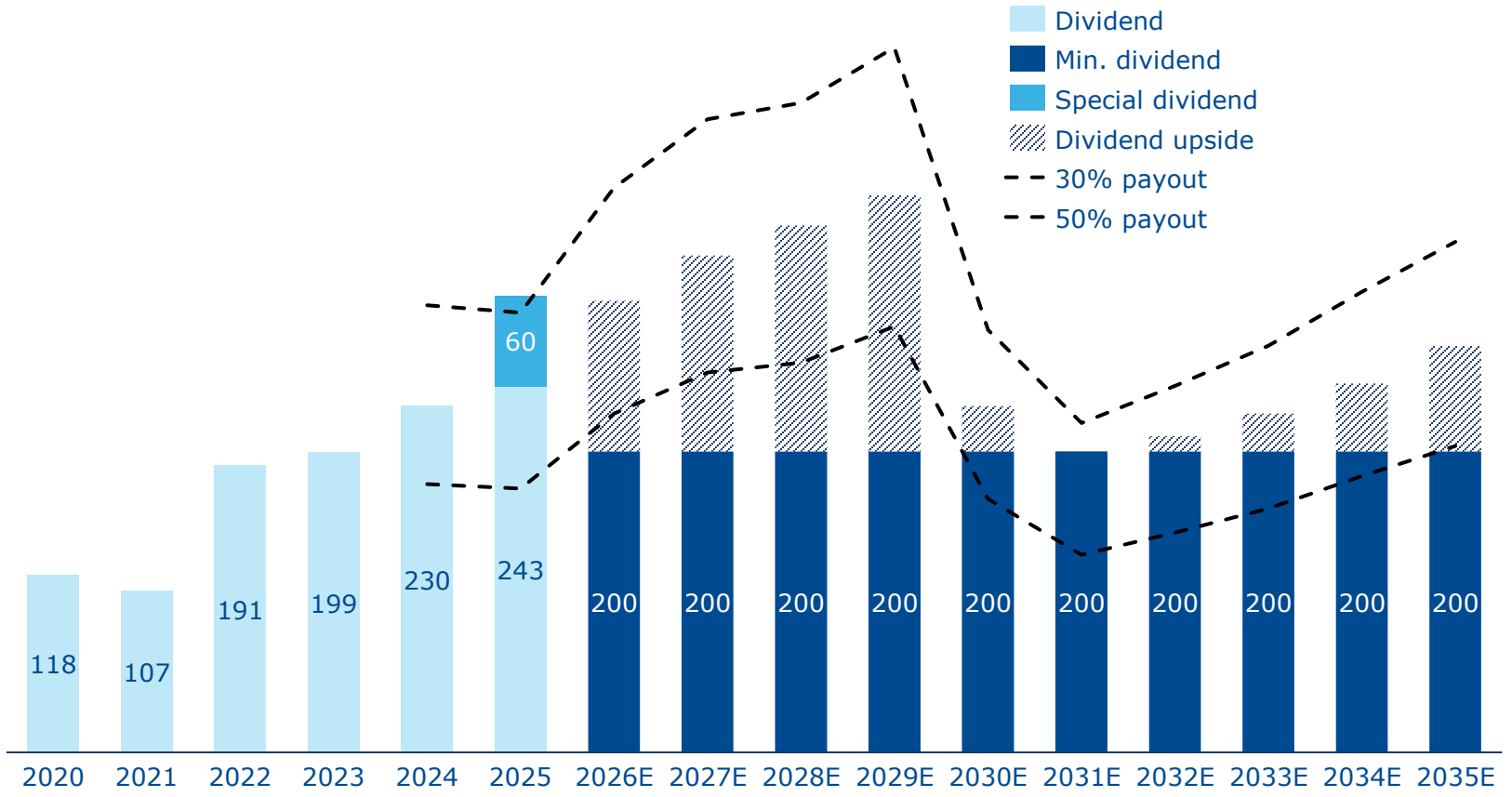
- Preserving balance sheet strength and flexibility is a priority; Richter does not want to pay dividend from debt
- Ad-hoc large-scale inorganic opportunities may require funding, which may temporarily limit ability to pay dividends

Proposing annual shareholders distribution – based on the capital allocation framework – remains to be the authority of the Board of Directors

Sustainable long-term dividend with material upside through 2030

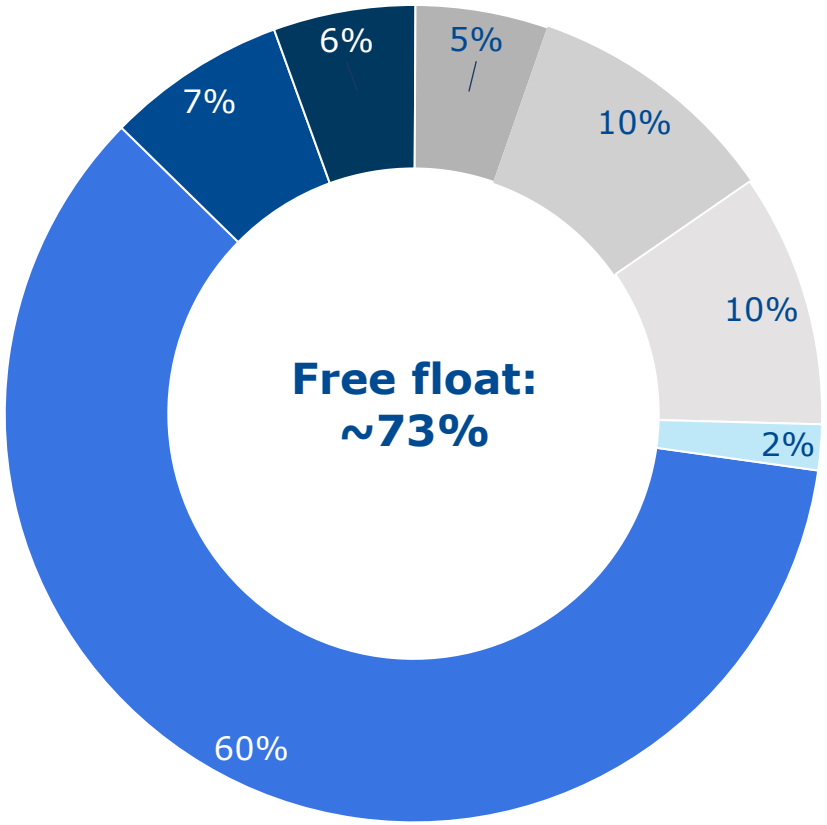
Dividend per share, payout ratio (HUF; %)

A conceptual path to future dividends (EUR mn, all hypothetical values beyond 2025)



* Dividend yield = DPS / share price at the time of the payout

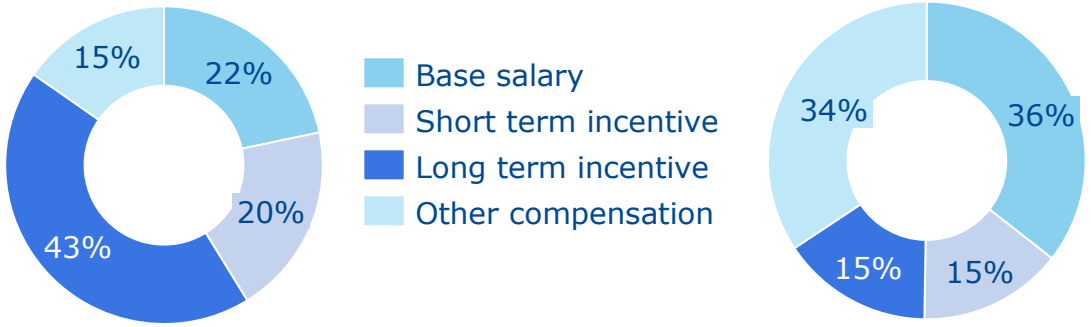
Shareholders structure



- International institutional investors
- Domestic institutional investors
- Retail investors
- Foundation for National Health and Education of Medical Doctors
- Maecenas Universitatis Corvini Foundation
- Mathias Corvinus Collegium Foundation
- Treasury shares

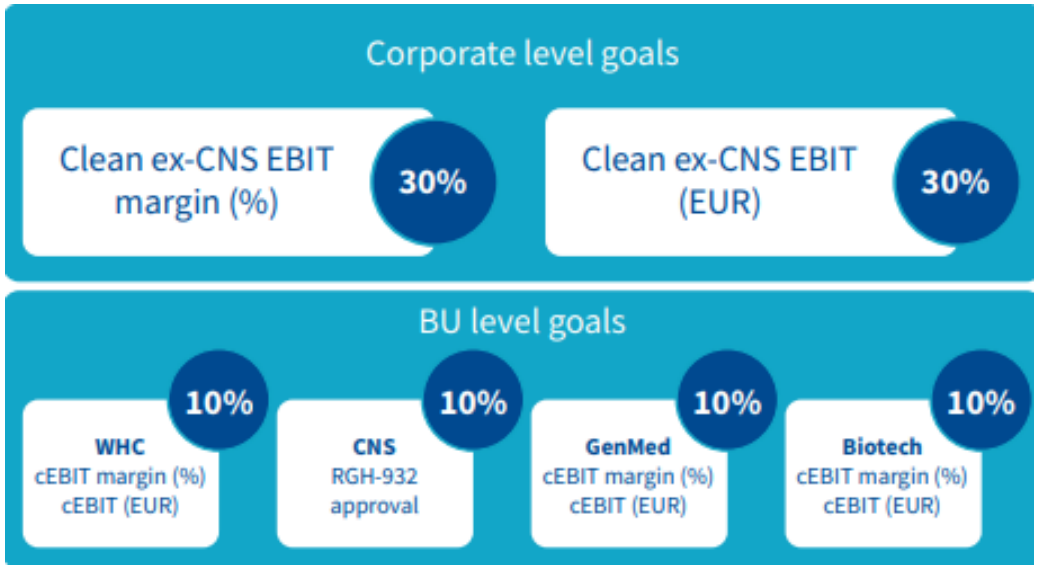
Executive compensation overview

CEO and CFO payout breakdown in 2025



The weight of KPIs for the CEO in 2025 and 2026

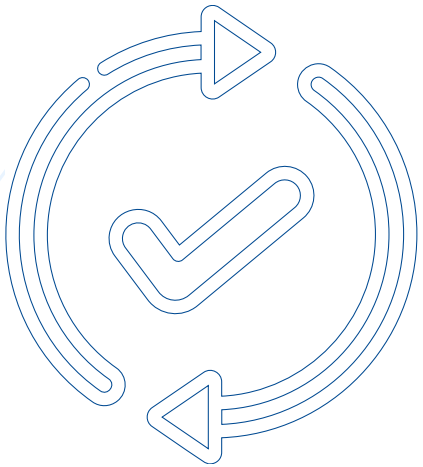
CEO long-term incentive plan KPIs



Stronger LT focus with capped, rebalanced CEO incentives

- CEO incentives were recalibrated by capping the 2-year MTI (EPP) at 70–200% of salary (max 84–240%) vs previously uncapped, reducing short-term bias and rebalancing toward longer plans
- At the same time, a new, share-based 5-year LTI (55–155% target, up to 82–232%) was introduced, capping the total variable pay at 160–390% (max. 205–511%), significantly increasing the long-term, performance-based component

Q2 2026 update



Q2 2026 highlights – improving dynamics, upgraded cEBIT guidance

2026 guidance

Pharma Revenues (CER*)	High-single-digit growth
Pharma Clean EBIT (CER*)	**Upgraded** to double-digit growth

H1 2026 CER revenue growth 8.7%

H1 2026 CER Clean EBIT growth was 21%

Q1 | **H1** | Q1-Q3 | FY

HUF 455.2bn (EUR 1,228mn)
Pharma Revenues
↔ -0.5%

HUF 151.8bn (EUR 407mn)
Pharma Clean EBIT[2]
↑ +3.0%

HUF 143.5bn (EUR 387mn)
EBIT[1]
↑ +2.2%

HUF 137.0bn
Free Cash-flow[3]
↑ HUF +26.2bn

HUF 566
EPS
↓ -13.7%

15.8%
Return on Equity[4]
↓ -1.2ppt

[1] **EBIT:** Profit/loss from operations

[2] **Clean EBIT (cEBIT)**:** excludes certain significant non-recurring items from „Profit from operations" such as intangible and PPE impairment charges, restructuring costs, business combination charges and other non-recurring items;

[3] **Free Cash Flow:** Operating Cash flow after changes in Net Working Capital plus interest received less Capex (PP&E)

[4] **Return on Equity:** Cumulative net profit for the last 4 quarters divided by the actual quarter's equity

* CER (constant exchange rate) calculation is based on 2025 actual FX rate (HUFEUR = 397.65)

Financial and operational highlights

Financial highlights

- CER revenue growth was 8.7% in H1 2026, in line with the high-single-digit growth guidance for the full year. FX was a major drag on reported revenues, representing c. 9ppt headwind in H1 (due to the strong HUF). Hence, reported Pharma revenues declined by 0.5% YoY to HUF 455bn in H1 2026.
- CER revenue growth was driven by CNS (CER +21% on the back of strong demand growth for both Vraylar® and Reagila®) and BIO (CER +30%), both outperforming expectations. While WHC (+7% CER) and GenMed (-5% CER) both saw improving sales dynamics in Q2, the latter continued to be behind plans.
- Gross profit (pharma) fell by 2.2% YoY to HUF 314bn in H1 2026; gross margin declined to 69% (-1.2ppt) despite improving trends in Q2.
- CER Clean EBIT (pharma) growth was outstanding at 21% in H1 2026, well above the guidance (high-single-digit) driven by the outperformance of cariprazine, improving WHC profitability and also supported by lower opex. Reported Clean EBIT (pharma) grew by only 3% in H1 2026 to HUF 151.8bn due to the FX headwind.
- Free cash flow (before M&A) reached a record-high HUF 137bn in H1 2026, up 24% YoY, driven by lower Net Working Capital funding need vs. a year ago, and higher operating profits, partly offset by FX losses.
- Pharma Clean EBIT guidance (CER) for 2026 is upgraded to double-digit growth on the back of the strong H1 performance.

Business drivers and key events (Q2 2026)

- Richter and Acrux agreed to extend their license agreement of the transdermal Estradiol spray, Lenzetto®, a menopause hormone therapy, to cover an additional commercially significant territory (Australia).
- Richter and Hetero signed a global collaboration agreement for the joint development, registration, and commercialization of Semaglutide Injection (generic of Ozempic®).
- As the next step to build its GLP-1 portfolio, Richter also expanded its global partnership and strategic collaboration with Adalvo across diabetes and obesity care.

ESG: Completion of API manufacturing optimization in Hungary

Centralized API manufacturing in Dorog delivers operational and environmental benefits

Budapest

Multi-year API manufacturing optimization

Completed in 2026

Dorog

Richter's Dorog manufacturing site

Key benefits and outcomes

Operational efficiency

- API manufacturing centralized in Dorog
- Reduced duplication of manufacturing infrastructure

Improved industrial footprint

- A more compact and efficient Budapest site structure
- Removal of API manufacturing activities from Budapest
- API wastewater now fully treated through a more advanced treatment infrastructure at Dorog

Environmental benefits

- Reduced hazardous waste generation
- Reduced energy demand
- Reduced wastewater generation

API-related energy demand [1,2]

Net impact –54.7%

Budapest appr. –45,200 MWh
Dorog appr. –27,800 MWh [2]

Operational floor area [1,3]

Net impact –8%

Budapest appr. –30,000 m^2
Dorog appr. –2,000 m^2

Hazardous waste generation [2]

Net impact –11.5%

Budapest appr. –3,700 tonnes
Dorog appr. +2,000 tonnes

[1] The reduction at the Dorog site was supported by additional efficiency measures and is not solely attributable to the API manufacturing consolidation.
[2] Calculated between 2021 and 2025, based on full year data [3] Calculated between 2019 and 2025, based on full year data

Financial Highlights

H1 2026 CER revenues +8.7% with double-digit Q2 top-line growth

H1 2026	Revenues, HUFbn	Reported growth, %	CER growth, %
Women's Healthcare	167.3	-0.9%	**7.1%**
Vraylar	124.4	6.4%	**21.3%**
CNS (ex-Vraylar)	8.6	15.2%	**24.8%**
GenMed	117.4	-10.3%	**-4.9%**
BIO	35.2	19.6%	**30.4%**
Other	2.3	-43.3%	**-33.5%**
Total Pharma	**455.2**	**-0.5%**	**8.7%**

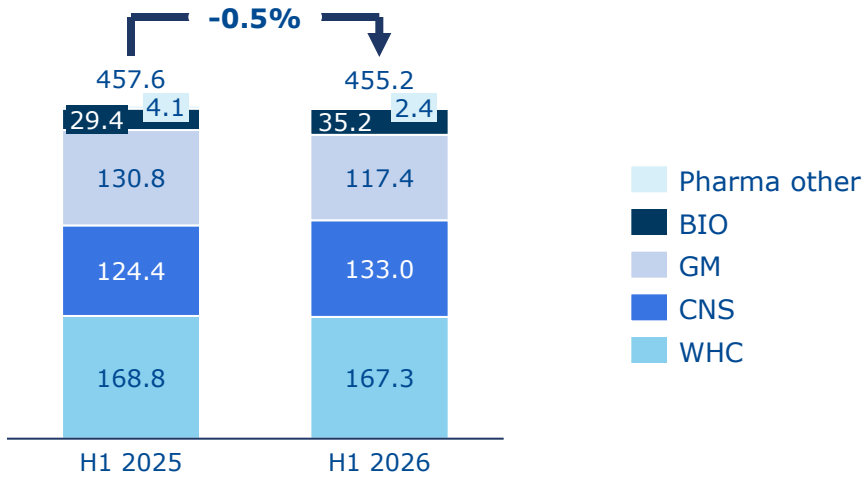
Key messages

- **WHC** sales growth (+7% CER in H1) accelerated in Q2, but continued to be affected by lower Eastern European sales and slower dynamics in traditional OC products. The underlying strength of the leading products (Ryeqo®, Lenzetto®, Drovelis® and Bemfola®) remains intact.
- Global **Vraylar®** net revenues by AbbVie reached USD 1.98bn in H1 (+19% YoY), reflecting strong demand growth and market share gains in both bipolar disorder and adjunctive MDD. Richter's royalty revenues grew by 6% to HUF 124bn.
- **CNS (ex-Vraylar®)** revenues were up by 15% YoY (+25% CER), as Reagila® sales surged in Q2 on higher supply and some high-performing countries (in both Richter and partner territories).
- **BIO** revenues jumped in H1 (+30% CER), driven by biosimilar revenues (very strong teriparatide sales and new product launches).
- **GenMed** revenues fell by 5% in H1 YoY (CER), although sales dynamics have incrementally been improving. The lack of flu season (weak OTC), a high base and the ongoing rationalization of distributors' inventory holding affected topline.

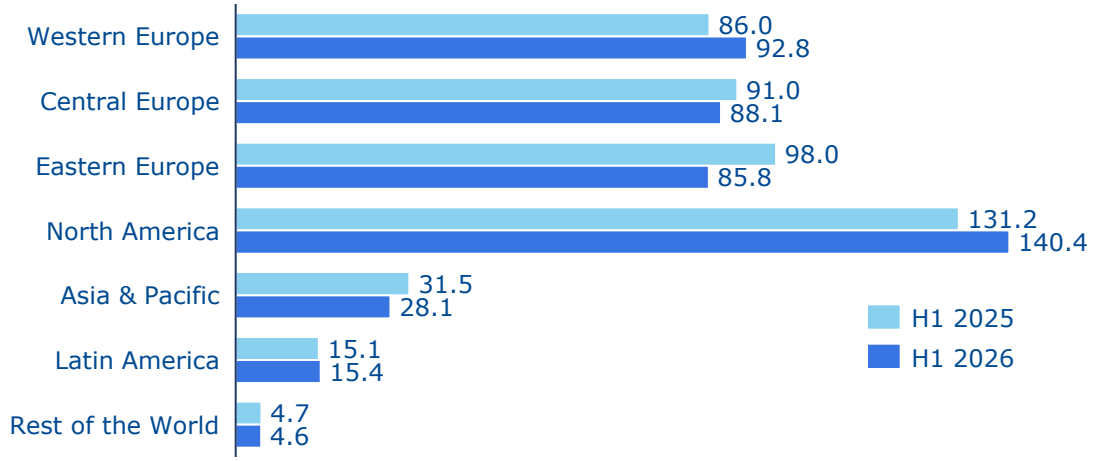
All data in HUFbn

Strong FX headwind, flat reported revenues; Eastern Europe a drag

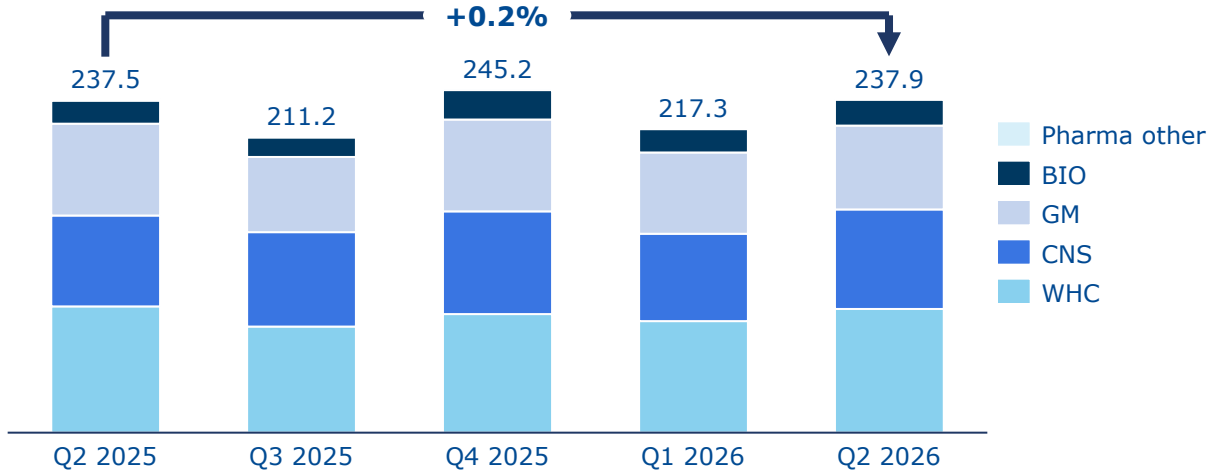
Pharmaceutical Revenues, cumulative (HUF bn), reported



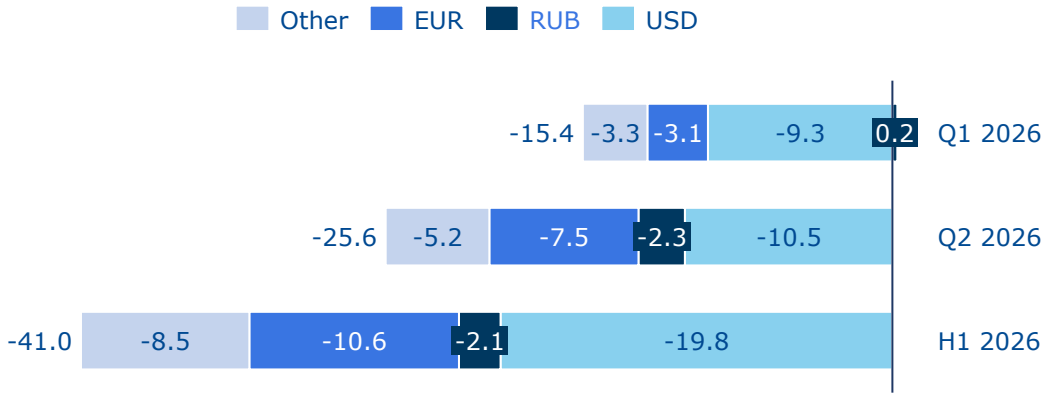
Pharmaceutical Revenues by region (HUF bn)



Pharmaceutical Revenues (HUF bn), reported



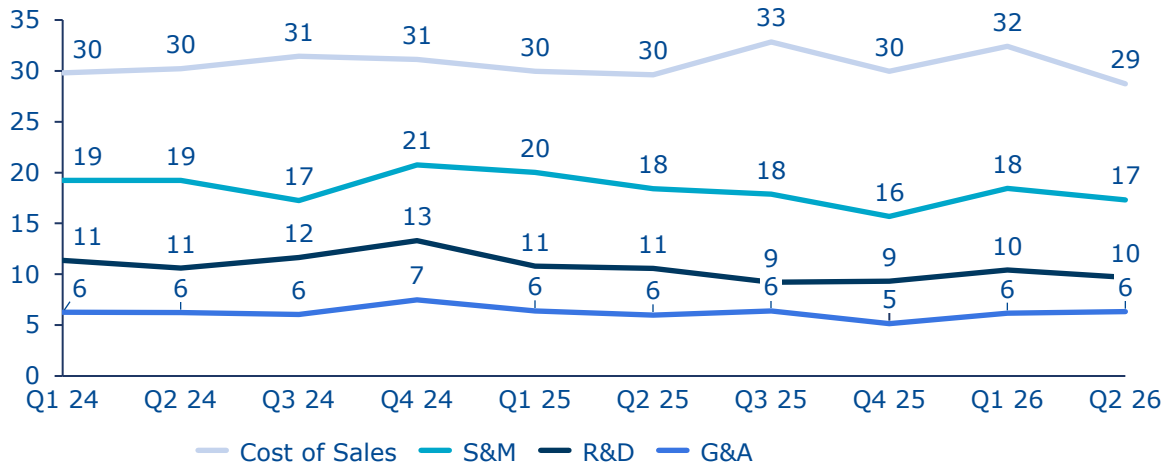
Impact of the exchange rate changes on revenues (HUF bn)



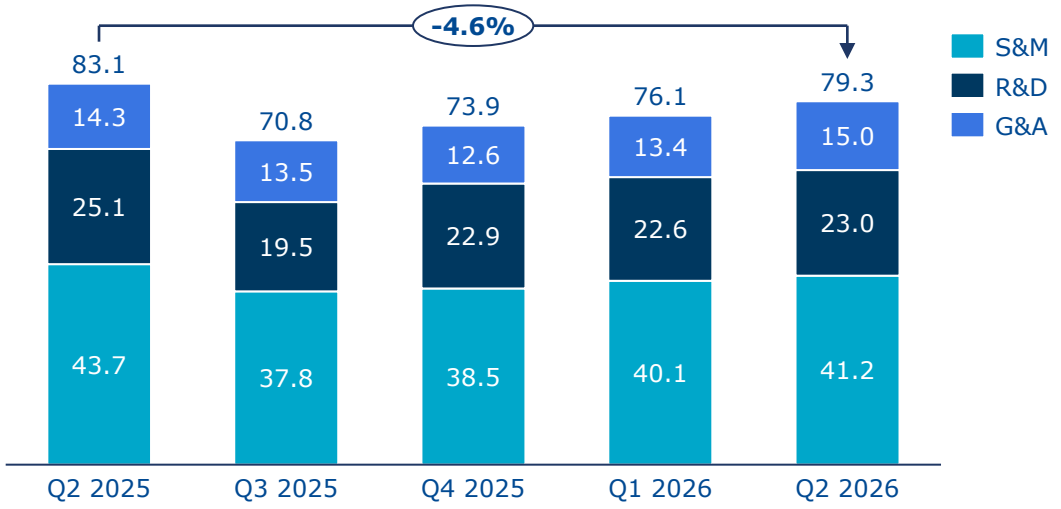
All data in HUFbn

Multi-year efficiency efforts keep opex at bay, FX helps

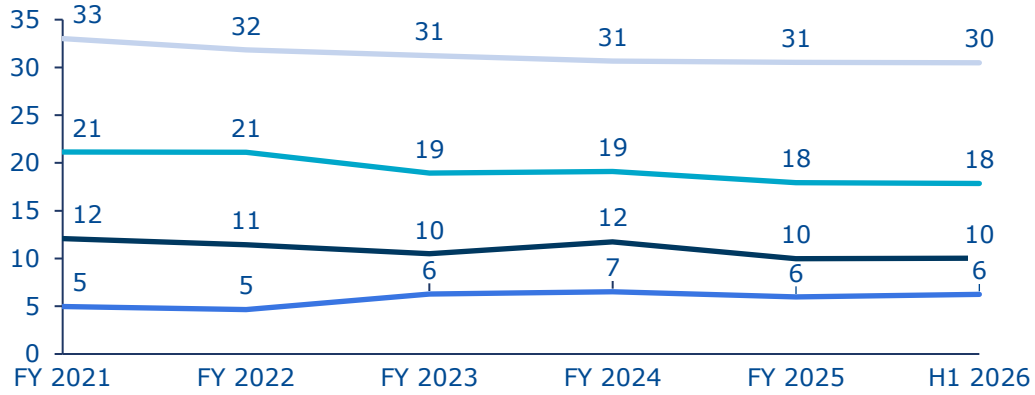
Operating costs as a % of Pharma revenues (%)*



Operating expenses (pharma) (HUFbn)*



Operating costs as a % of Pharma revenues (%)*



Key messages

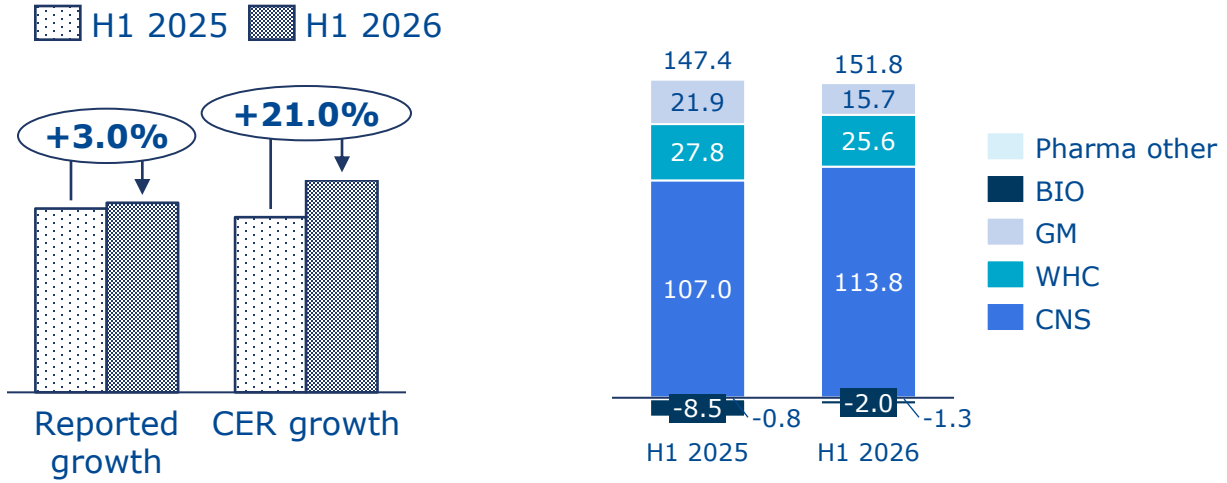
- Cost of Sales rose slightly in H1 2026, affected by FX trends, and gross margin (pharma) declined by 0.7ppt to 69.5% despite improving trends in Q2
- Operating expenses continued to benefit from long-term efficiency efforts and FX trends; total opex was down 6% YoY in H1 (-4.6% in Q2 YoY)
- R&D expenses declined by 6.5% in H1 YoY, mostly reflecting a material decline in BIO R&D; R&D expenses remained at 10% of sales
- Sales & Marketing expenses fell by 7% in H1 YoY (-6% in Q2 YoY), due significant benefit from FX, lower activity in APAC and improvement in commercial efficiency
- G&A expenses were flat in H1 YoY (+5.5% in Q2), supported by efficiency projects, favorable FX

All data in HUFbn

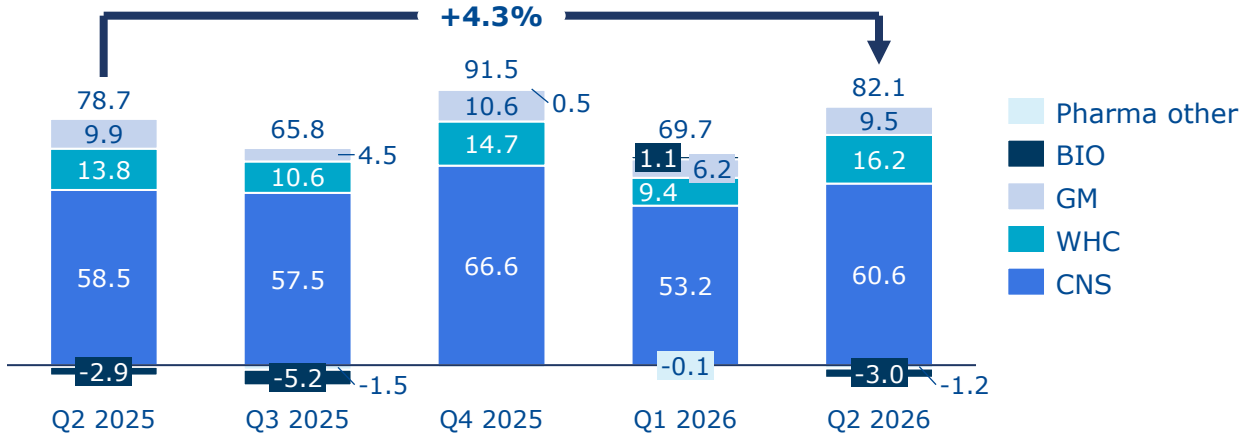
* All expenses are presented in these charts excluding restructuring cost items; the details of restructuring items can be found on Slide 31

Outstanding CER Clean EBIT growth of 21% in H1 2026

Pharmaceutical Clean EBIT, cumulative (HUF bn)



Pharmaceutical Clean EBIT (HUF bn)



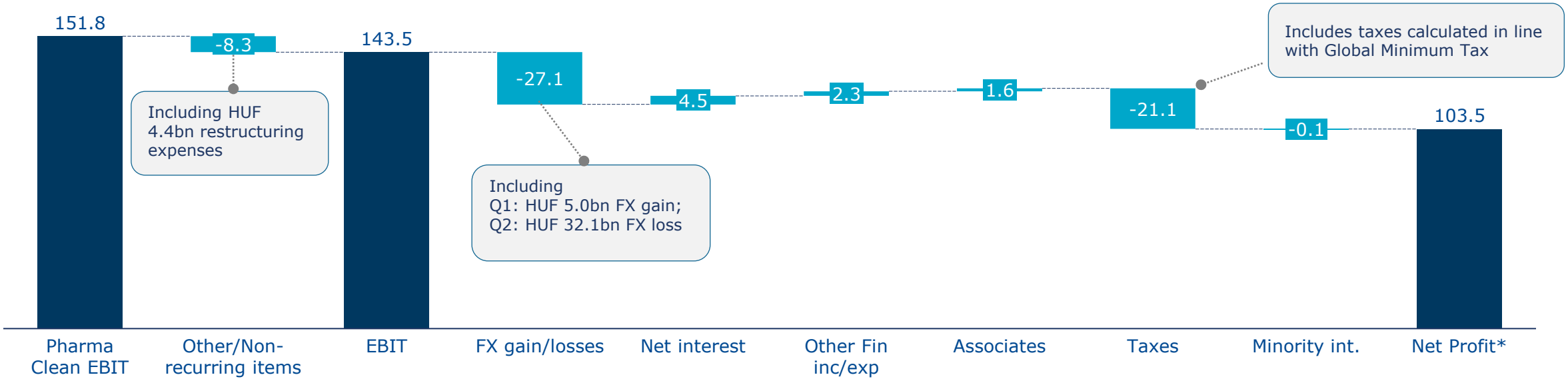
Key messages

- CER Clean EBIT growth accelerated in Q2 and reached 21% in H1 2026 YoY. FX (strong HUF) continued to be a massive headwind, consequently reported Clean EBIT (pharma) increased only by 3% YoY to HUF 151.8bn in H1 2026.
- No milestone income was recorded in Q2; H1 milestone income was HUF 3.5bn (vs. HUF 4.5bn a year ago).
- The innovative segments, CNS and WHC improved profitability YoY, while BIO and GenMed were broadly flat in HUF-terms (improving CER).
- CNS remained the largest earnings contributor in Q2 (and in H1 too) on the back of the strong revenue growth of Vraylar® and Reagila®
- WHC Clean EBIT came in at HUF 16.2bn in Q2 with a margin of 18.5%, significantly improving both YoY and QoQ and partly making up for the weaker Q1 despite the FX headwind.
- GenMed's Clean EBIT was HUF 9.5bn in Q2, flat YoY and rebounding from Q1 with improving margins. Profitability continued to be affected by weaker topline growth and FX trends.
- BIO Clean EBIT was negative (HUF 3bn) in Q2, as higher revenues and gross profit and lower R&D were offset by rising opex. Yet profitability improved materially in H1 YoY.

All data in HUFbn

Below-the-line: large FX losses (strong HUF) drive net profit lower

Net Profit in H1 2026, below-Clean EBIT items (HUF bn)



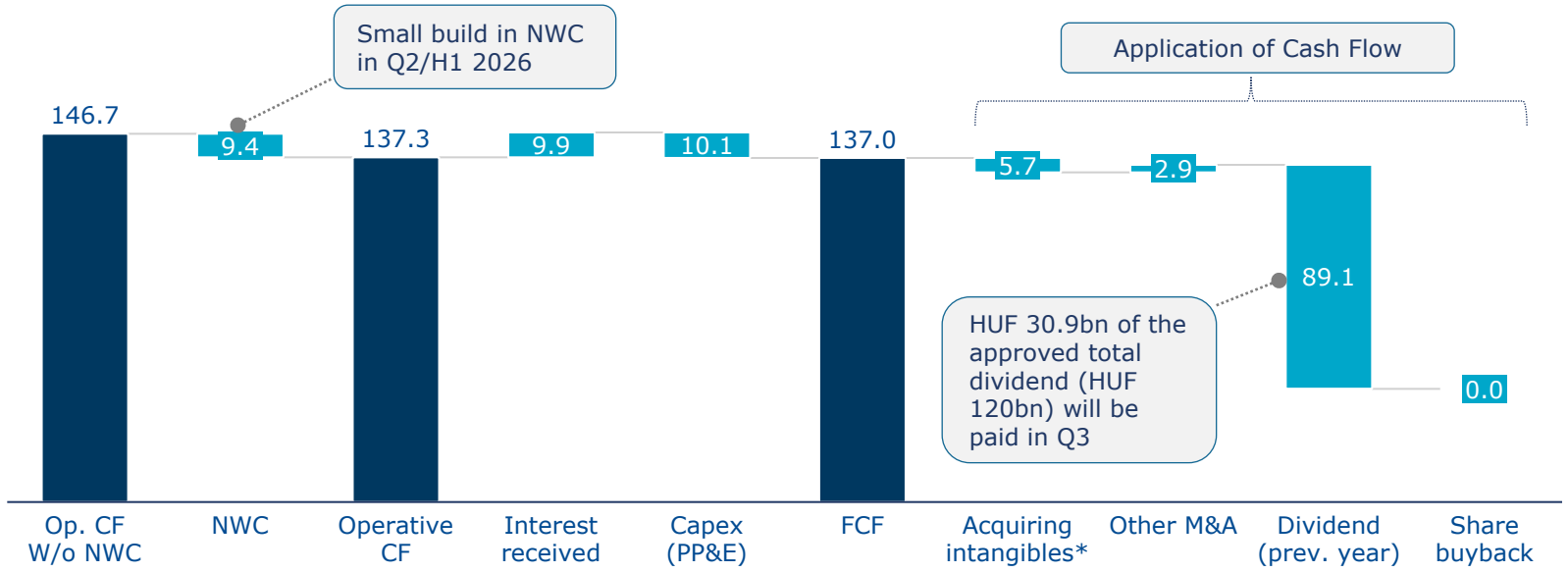
Key messages

- Net financial expenses amounted to HUF 20.3bn in H1 2026 vs a small net financial income reported a year ago. This included large FX losses of HUF 27.1bn, of which HUF 32.1bn FX losses were incurred in Q2 on the back of the sharp HUF appreciation against all relevant currencies. More than half of the reported FX losses were unrealized as of the end of H1. Net interest income of HUF 4.5bn (rising YoY) and positive other financials items of HUF 2.3bn (mostly derivatives) were not enough to offset FX losses.
- Taxes are accounted for in accordance with the Global Minimum Tax (15%).
- Net profit was HUF 103.5bn in H1 2026, 14% lower YoY, driven by the significant FX losses and despite resilient operating profit.

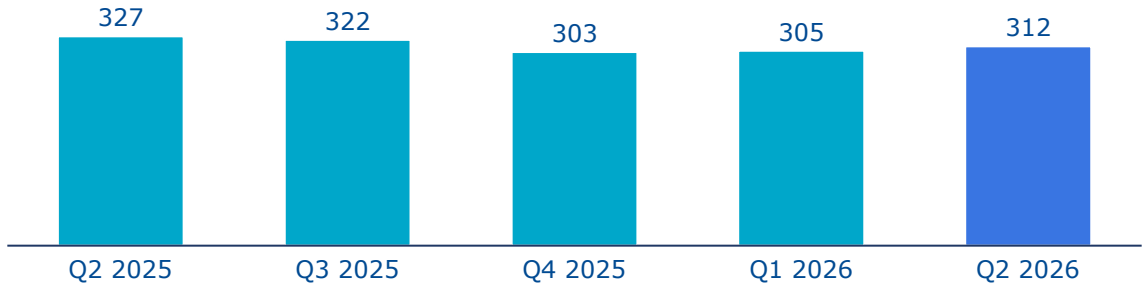
All data in HUFbn;
* Profit for the period attributable to owners of the parent

Strong cash generation, record-high FCF in H1 (+24% YoY)

Free Cash Flow in H1 2026 (HUF bn)



Cash Conversion Cycle | days

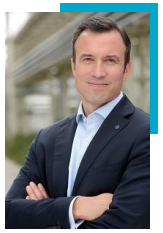


Key messages

- Free Cash Flow was HUF 137bn in H1 2026, 24% higher YoY, primarily driven by a much lower Net Working Capital funding need vs. a year ago, and also by higher operating profits, partly offset by the realized FX losses
- Net Working Capital increased by HUF 9bn in H1 (of which HUF 10.3bn in Q2); this was a significantly smaller build in NWC than a year ago (HUF 38bn increase in H1 2025)
- Cash conversion days – as a consequence – increased slightly from Q1, reflecting seasonality, but remained much lower YoY
- Capex activity continued to be limited in H1 (HUF 10.1bn, -21% YoY), and no material M&A transaction took place during the period
- The AGM approved HUF 120bn total dividend payment (HUF 96.6bn regular + HUF 23.4bn special dividend), of which HUF 89.1bn was paid out during Q2 with the remaining to be paid in Q3

All data in HUFbn;
* Acquiring intangibles predominantly includes the purchase of rights or licenses of products or product portfolios

Leadership team



Gábor Orbán

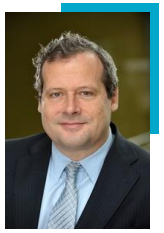
CEO

Appointed Chief Executive Officer from November 1, 2017. Began his professional career as an economist for the National Bank of Hungary and the European Central Bank. He later joined Aegon Asset Management where he worked as a fund manager and the head of the fixed income desk. He served as the state secretary in charge of taxation and the financial sector at the Ministry for National Economy for two and a half years, followed by a year spent at Banque Rothschild where he worked as a consultant. He earned his MA degree at the Budapest University of Economics and studied also in the United States. Richter's Director of Corporate Strategy since September 2016, Chief Executive Officer since 2017. Member of the Company's Board of Directors from April 2017.

László András Kovács

CFO

Graduated at Corvinus University Budapest in 2006. He began his career at PwC Hungary, where he held the position of Assurance Senior Manager and Group Leader. Between 2017 and 2019 worked at MOL Hungarian Oil and Gas Plc., first as CFO of MOL Hungary, later as General Manager of MOL Financial Services Ltd., overseeing internal financing and controlling of over 50 companies. Joined Richter in 2019 as Head of Group Controlling, where he led group-level financial planning and analytics. Appointed Chief Financial Officer of Gedeon Richter Plc. in 2025. Subject to approval, he is expected to join the Board of Directors of Gedeon Richter Plc. on April 29, 2025.



Dr István Greiner

R&D Director

Appointed Research Director in 2014. Chemical engineer (M.Sc), a qualified patent attorney, has a PhD and an MBA degree (Open University, UK). Joined Richter in 1984 and has held a number of management positions including Head of Chemical R&D, Head of the Patent Department between 1996 and 1999. In 2001 he was appointed Deputy to the Research Director and from 2006 he also became responsible for the new recombinant biotechnological activity of the Company.

Leadership team

Katalin Erdei

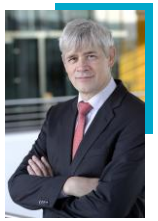
HR & Technical Director

After graduating at the University of Szeged from the Faculty of Arts, and pursuing economic studies at Budapest Economic School, she worked in HR for more than 20 years and brings a wealth of experience in consumer-facing industries to Richter. She held various positions at companies such as Győri Keksz Ltd (subsidiary of Danone), Ferrero Hungary and then Mars Wrigley Company. From 2012, she became member of the Leadership Team at Mars Wrigley's Hungarian subsidiary and from 2015, she worked as a Regional HR Manager at the European headquarters of Mars Inc, in Germany. Kata has joined Richter in 2018 to drive the global HR agenda of the Company. In 2024, appointed to the role of HR and Technical Director her responsibilities were extended with the leadership of the Technical and Information Technology teams.

Attila Szénási

Chief Operating Officer

Joined the Company in 2019 as Director of Pharmaceutical manufacturing and appointed as Chief Operating Officer in 2024. Responsible for production and logistics across the group. Chemical engineer with a degree in organizational management as well. Gained experience in various positions at well known multinational companies in chemical and pharmaceutical industries such as Unilever or Teva and in global environment before entering the Company.



Tamás Szolyák

Commercial Director

Joined the company in September 2018 as Head of Regulatory Science and was promoted to be Chief Commercial Officer in June 2024. Worked for Novartis and its predecessor companies for 21 years and was the GM of the Hungarian affiliate in 2007-2013. He was also the President of AIPM, the local association of innovative companies in this period. From 2013 he focused on healthcare projects, covering development scenarios for the Hungarian primary care system. Joined the Hungarian National Authority of Pharmacy, where he was responsible for regulatory and patient safety matters

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Financial calendar

| 7 August 2026 – H1 2026 results

| 10 November 2026 – Q3 2026 results

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