

BLAU 20
DAY 22

Bruna Gambôa
Head of Investor Relations

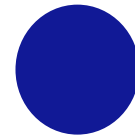


AGENDA



- 09:00 - 09:30
PURPOSE
- 09:30 - 10:15
EXECUTION
- 10:15 - 11:45
FUTURE
- 11:45 - 12:00
PEOPLE & ESG
- 12:00 - 12:30
Q&A

AGENDA



09:00 - 09:30

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11:45 - 12:00

PEOPLE & ESG



12:00 - 12:30

Q&A

Simone Agra

*Independent Member of
Board of Directors*



BLAU 20
DAY 22

*What is Blau' core reason for being
and where can we have a unique,
positive impact on society?*

OUR PURPOSE

To develop and deliver **VANGUARD**
PRODUCTS and **SOLUTIONS**
for a **HEALTHIER** and **MORE**
SUSTAINABLE WORLD

OUR PURPOSE

**Become a leading company
in the Latin American
institutional pharmaceutical
market.**

**Increase our participation in
other health markets.**

**Expanding our verticalization
process.**

This is our DNA.



**BLAU 20
DAY 22**

Blau' Strategic Planning

Structured process to support planned future growth



- Corporate Governance
- Compliance

- Solid Financials and Investments
- Competences & Organizational Structure

- Customers & Stakeholders
- Robust Pipeline & Innovation

- Information & Technology
- Processes

- Ambition & Courage
- Flexibility & Focus

Marcelo Hahn

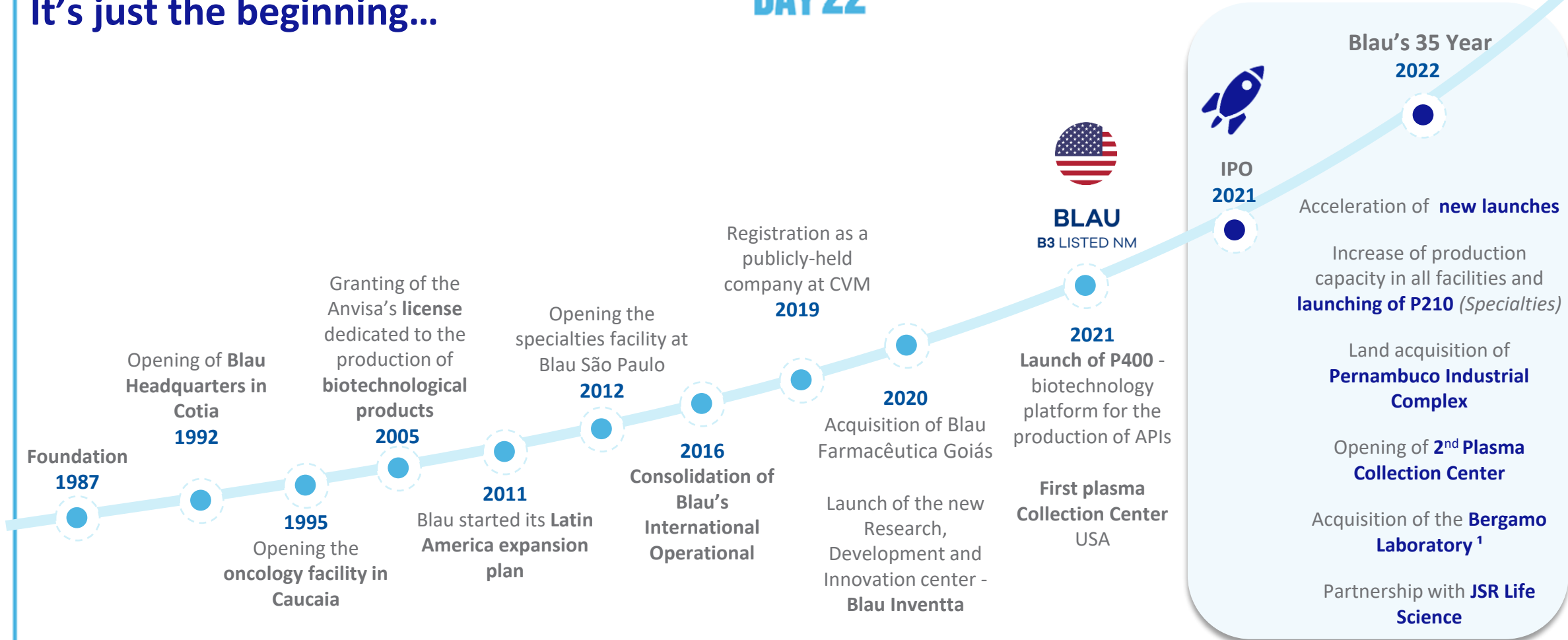
Founder and CEO

Board of Directors Member



It's just the beginning...

**BLAU 20
DAY 22**



¹ The completion of the transaction is subject to the approvals of competent agencies



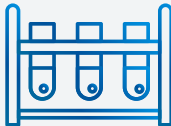
We keep delivering our promises...



Construction of P1000



Expansion of Blau Inventta (RD&I)



Biotech APIs



Plasma collection centers in the USA



New Geographies



Intensification of M&A strategy



BD: new partnerships



Focus on human capital



Continuous investments in innovation

BLAU 20 DAY 22



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André Lameri

Chief Sales Officer



Connecting BLAU's purpose with commercial model



Purpose

Develop and provide **VANGUARD** products and solutions for a healthier and more sustainable world



Transformation Speed

EXTERNAL ENVIRONMENT

- Infotech
- Biotech



Organizational Dynamics

ADDRESSED CORPORATE AMBITIONS

- Capacity installed
- Portfolio
- New markets
- Service level
- Innovation

AMBIDEXTROUS COMMERCIAL MODEL

OPERATIONAL EFFICIENCY

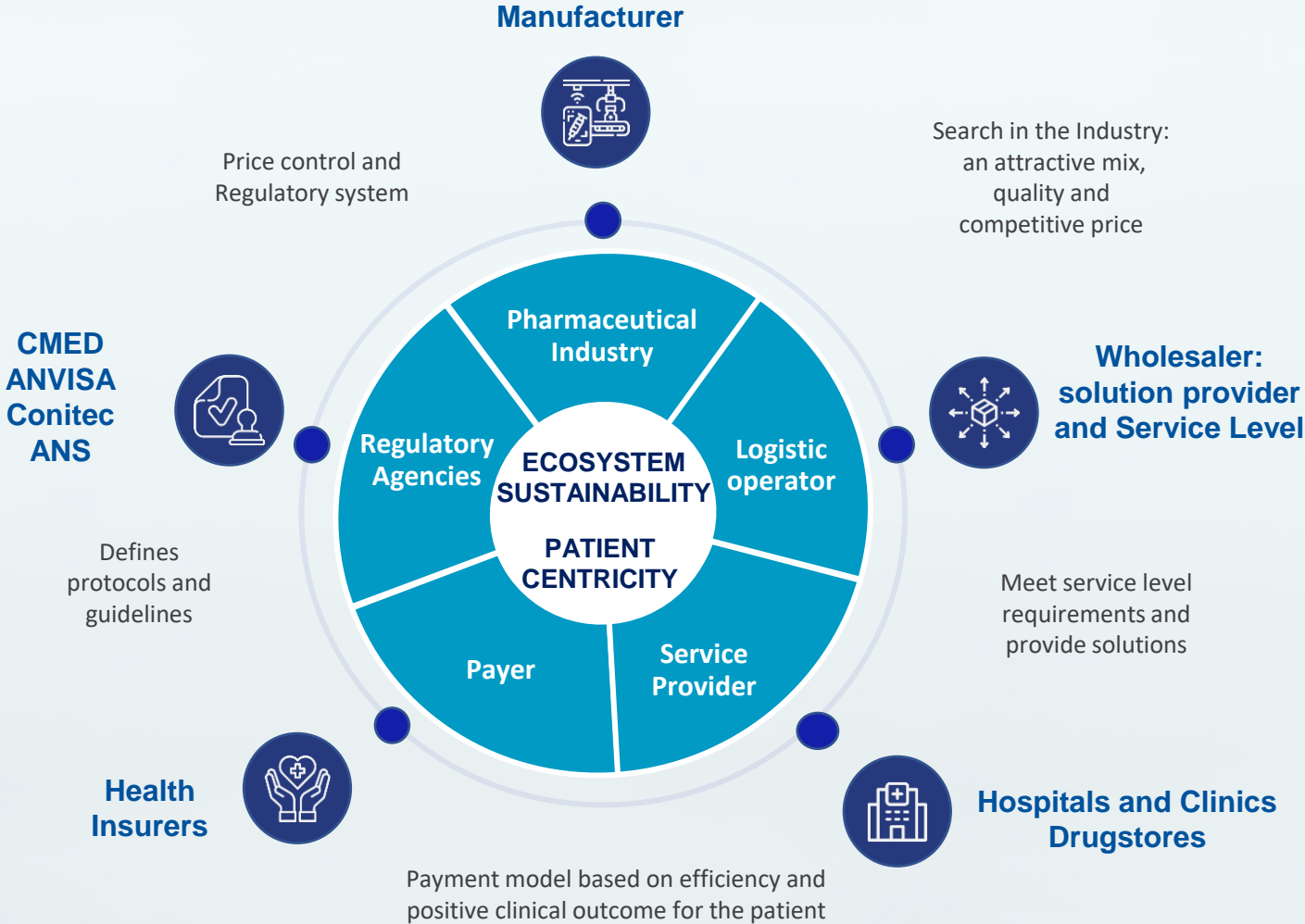
CURRENT EFFICIENT MODEL DELIVERY EFFECTIVE RESULT

CONSTRUCTION OF THE FUTURE

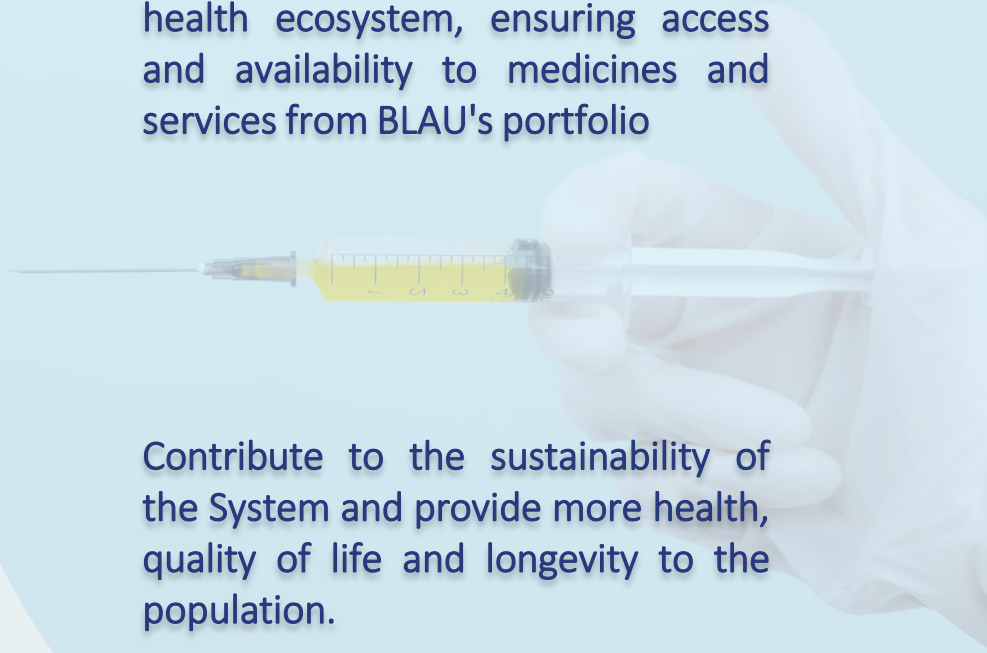
ADDITIONAL SKILLS TO CURRENT MODEL, ALIGNED WITH THE FUTURE

Continuous generation of value throughout the ecosystem

Interaction with all stakeholders of the Health Ecosystem



Interact with all stakeholders of the health ecosystem, ensuring access and availability to medicines and services from BLAU's portfolio



Contribute to the sustainability of the System and provide more health, quality of life and longevity to the population.

Track record of growth and leadership



**High Internal
Sales Growth**

16%

Sales Growth
(CAGR MAT Sep 18-22)



**Growth rate
above Market**

+9%

In total **Pharmaceutical Market**
25,8% Blau x 16,5% market

+11%

In Adressable **Non-Retail Market**,
25,7% Blau x 14,9% market



**TOP 15 Products
Performance**

**Leader in 10
markets**

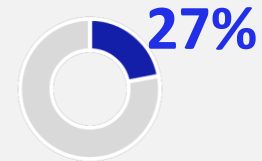
P2 in 2 products

P3 in 1 product

P4 in 2 products



**High
Market share**



On MAT Sep 2022
Market Addressable NRC



**Strong Market
Presence**

8,400

Health Institutions
in Brazil

+6,200 Hospitals
+430 Hemodialysis Centers
+380 Chemotherapy Centers
+1,400 Public Agencies

Source IQVIA – Base Sep 22

We are building the future...



HUMAN CAPITAL

Continuous sizing of competence and structure.
For 2023: **2 MORE NEW BUSINESS UNITS** with sales force expansion



MARKETING

Structure focused on **BUSINESS GROWTH**.



TECHNOLOGY

Data analytical maturity generating **STRATEGIC INTELLIGENCE**.



SCIENCE

Continuing **EDUCATION PROGRAMS** and
interaction with **UNIVERSITIES** and business **INCUBATORS**.



PATIENT, CONSUMER AND CUSTOMER IN CENTRIC

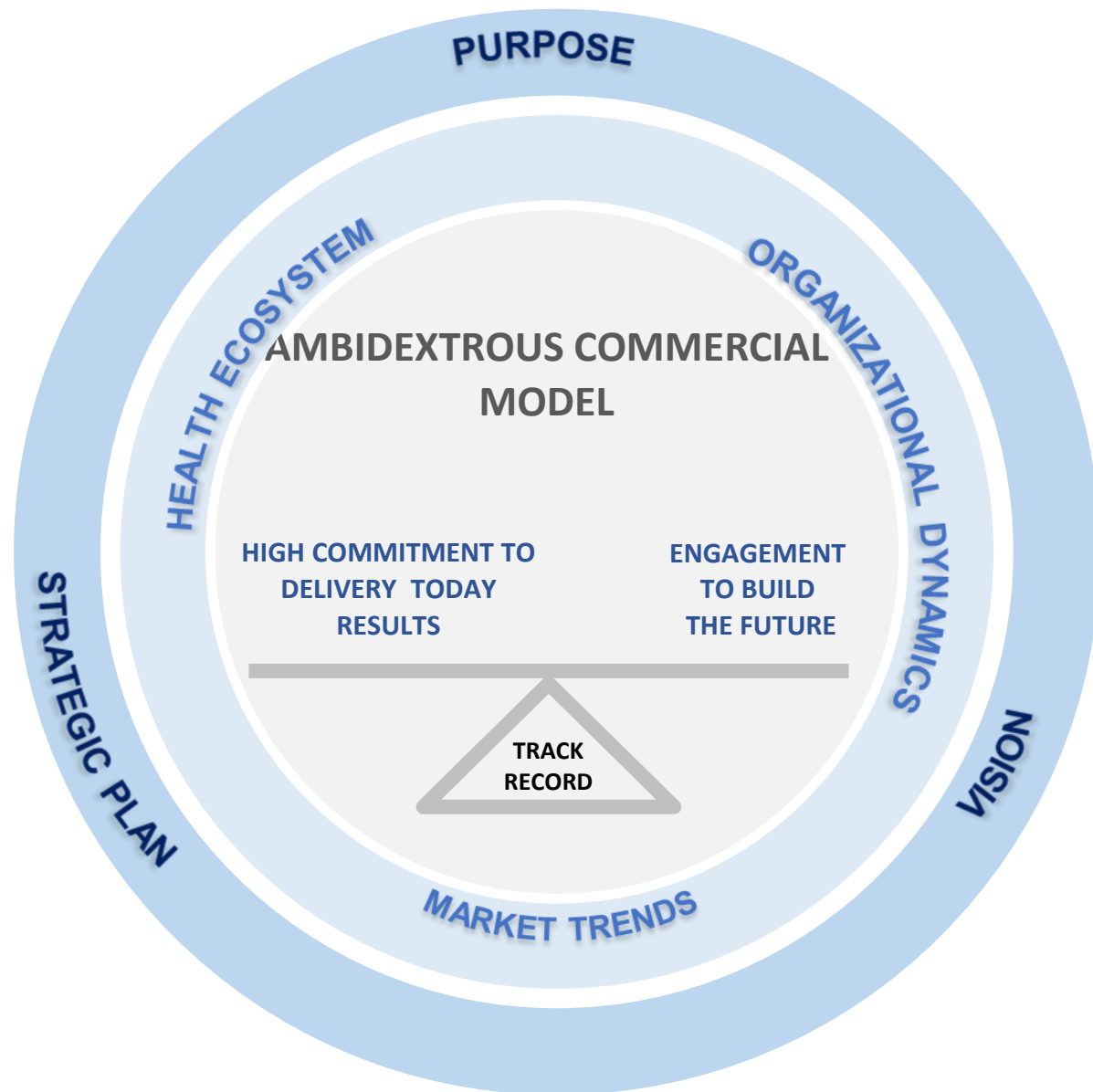
Constructions of **JOURNEYS** and
HUBs: Forums to discuss **GAPS** and **ADDRESS UNMET NEEDS**.



ACCESS

Products, solutions, services and technologies,
GENERATING INCORPORATIONS, QUALIFICATION AND STANDARDIZATION.

Target of commercial model

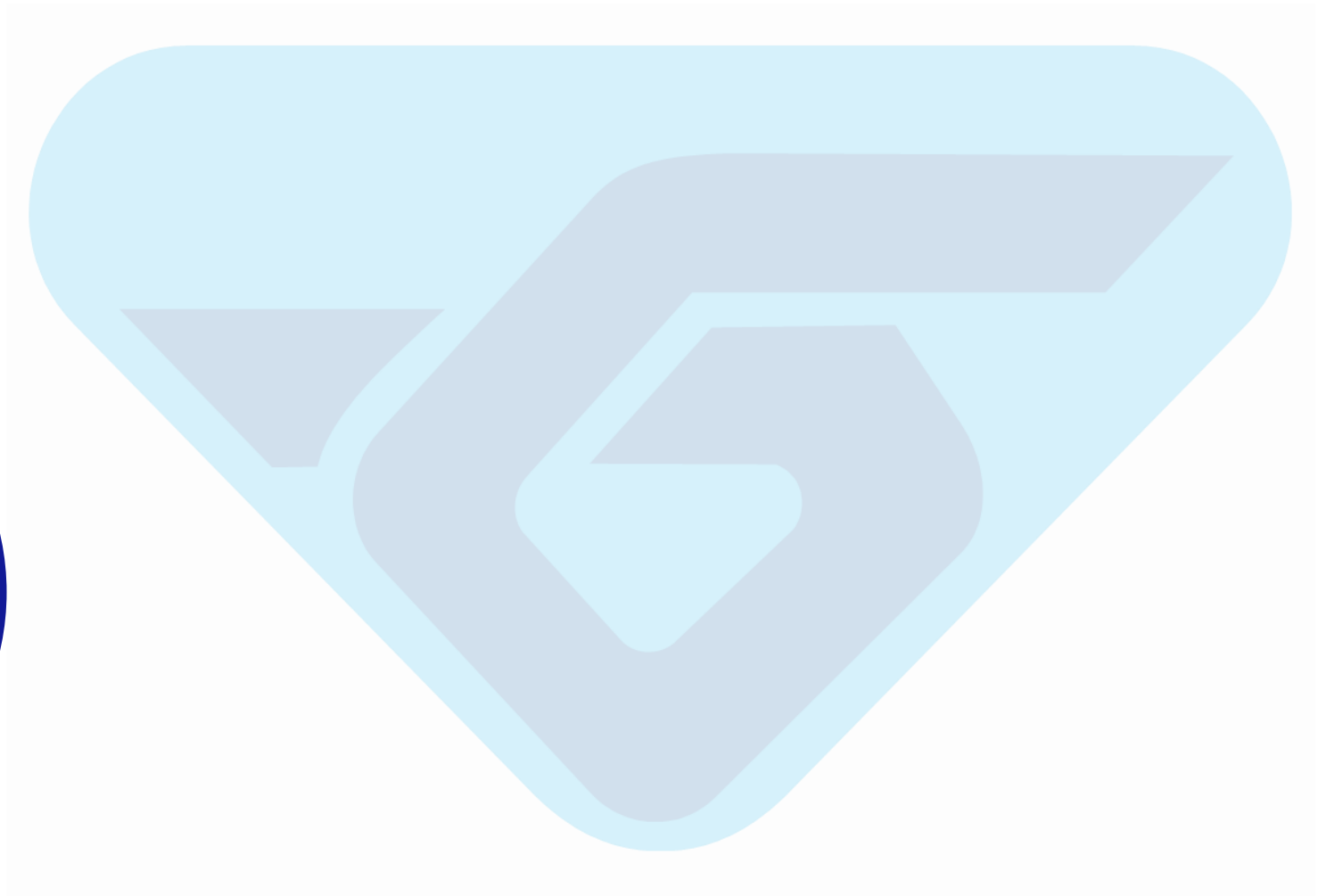


BUSINESS ORIENTED MODEL
SKILLS COMPATIBLE
AGILE METHODOLOGY

SUSTAINABLE AND
RECURRING GROWTH

Rafael Barrientos

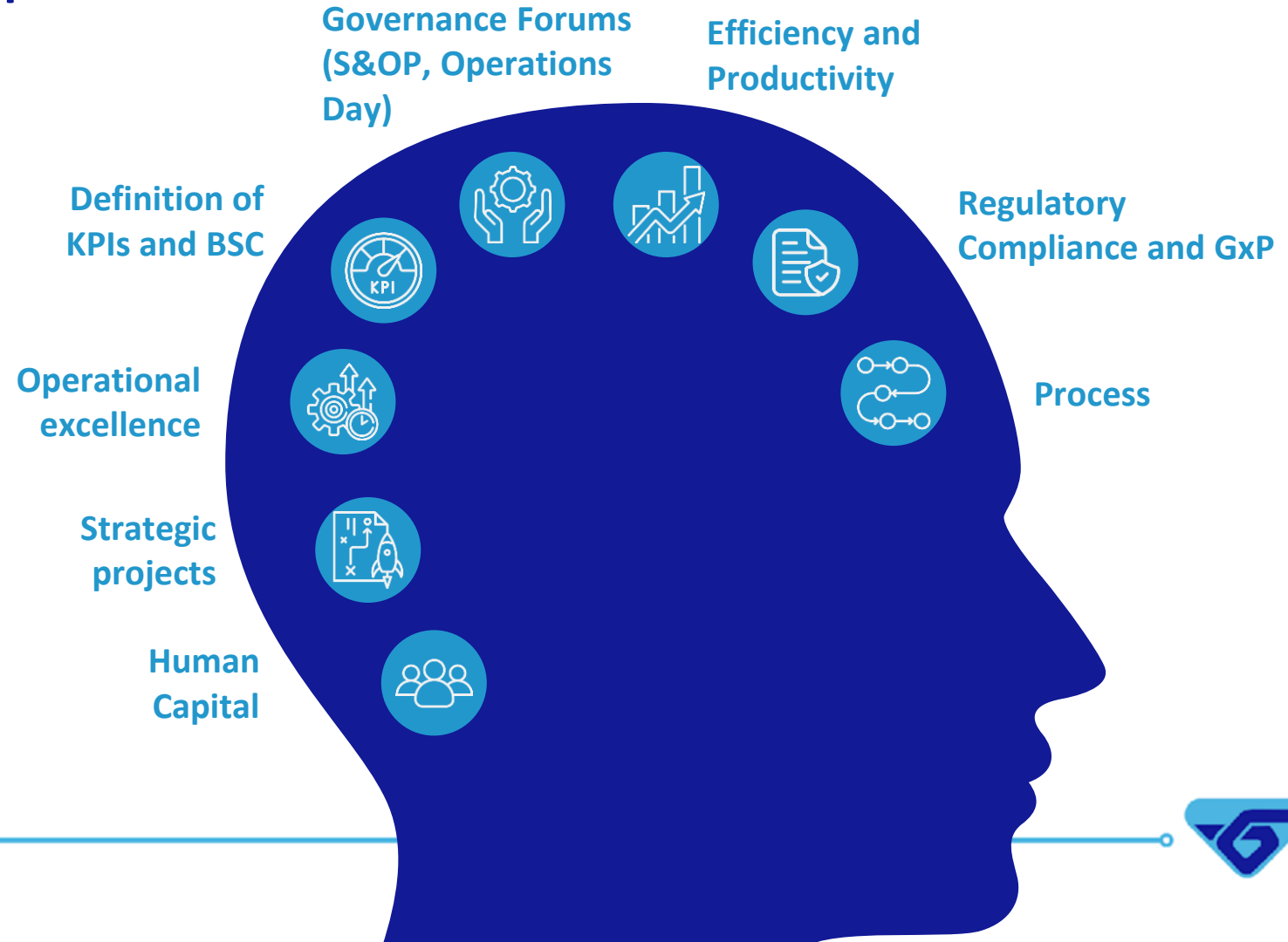
Vice-President of Operation



Basis of Blau's Operational Governance Project:

Today's
Seed

Tomorrow's
Harvest



Strategic alignment through Blau's Operational Governance

**BLAU 20
DAY 22**

Current main challenges and opportunities at Blau's operations

Strategic Project

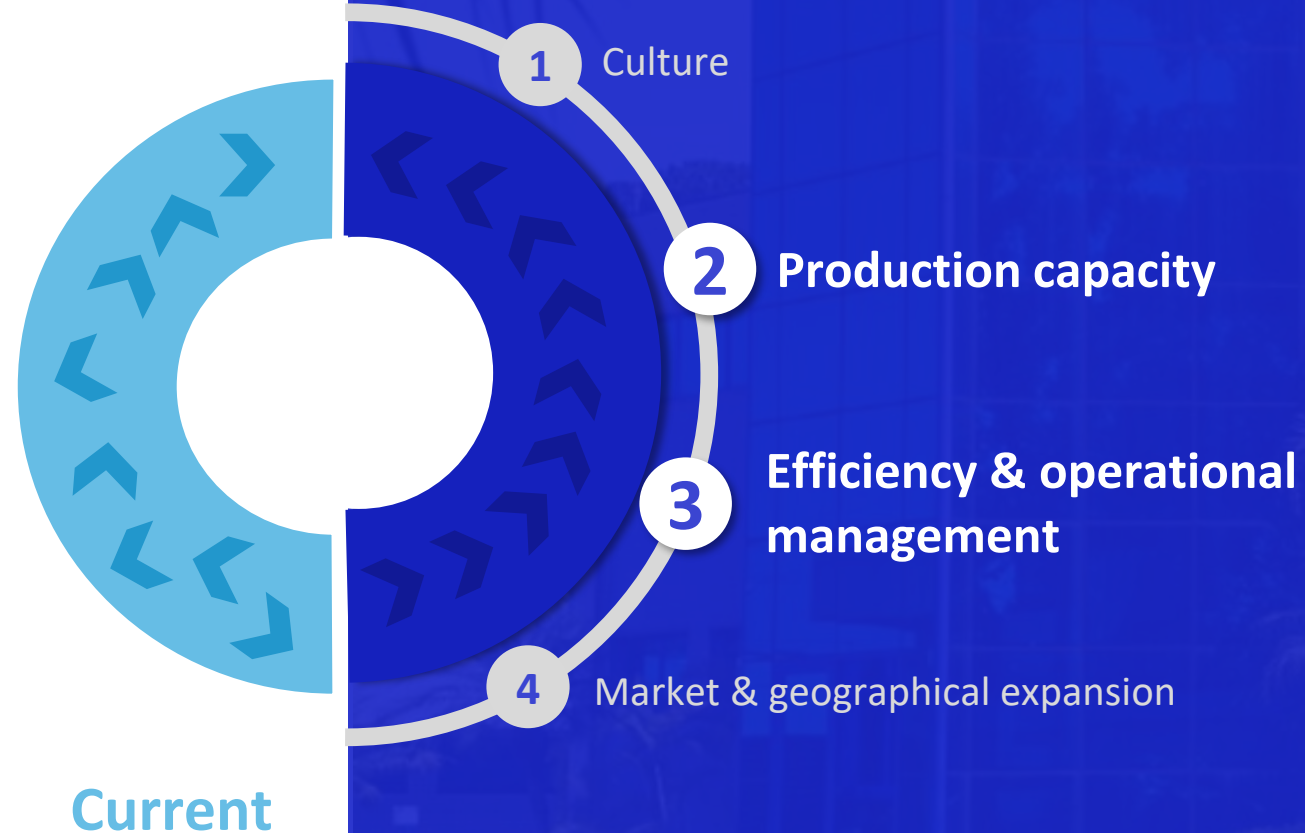
Expansion of production capacity projects
API Biotech expansion capacity (and new developments)
Synthetic API production

Supply Chain

Integrated planning for best supply chain practices.
Procurement and shipment efficiency

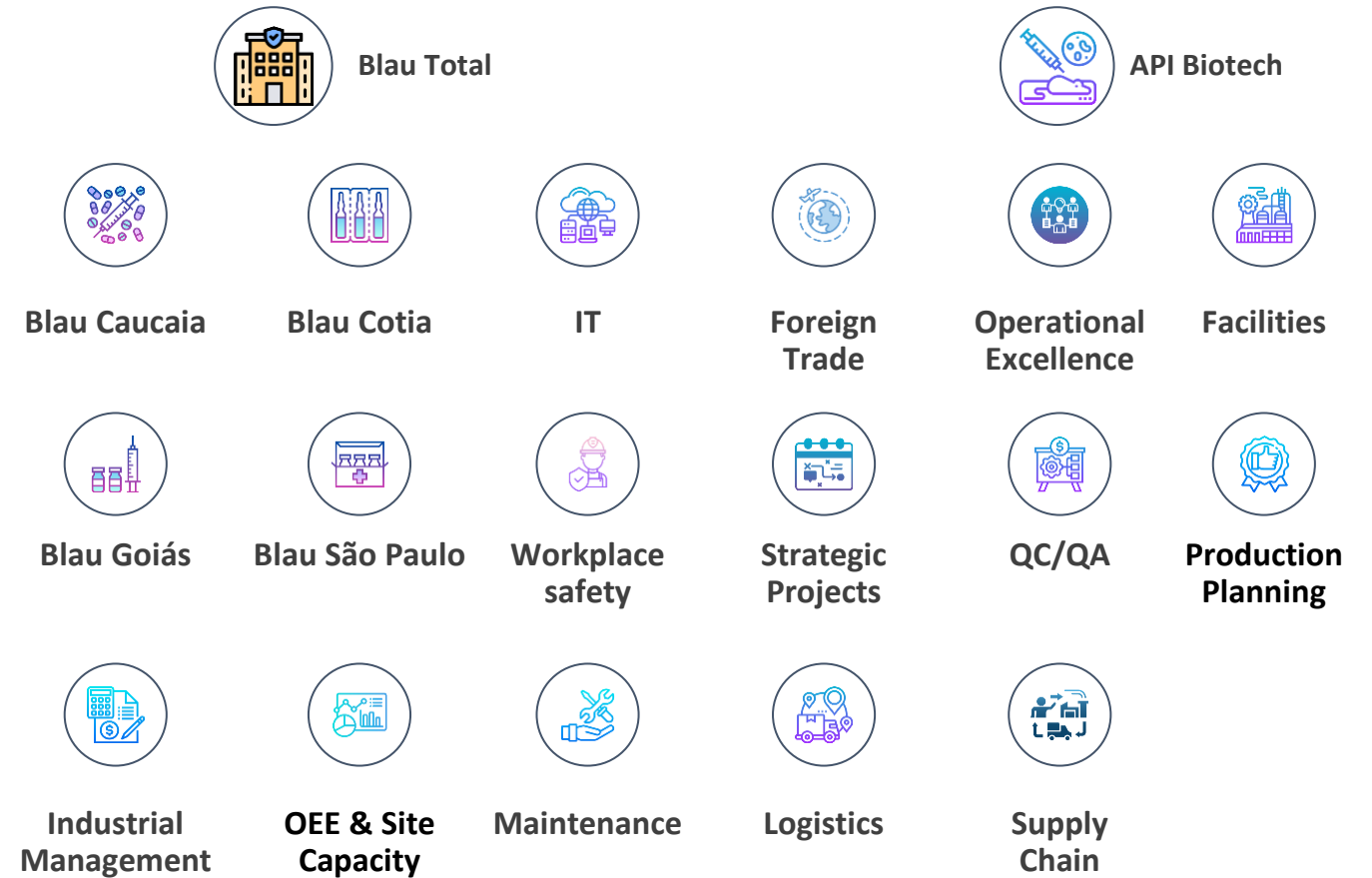
Operational Excellence

Management by KPIs
Continuous improvement (Lean, 6 Sigma, Kaizen, Just-in-time) and unitary cost reduction (overhead and materials) through batches size optimization



Operational Governance Dashboard

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Our Industrial Facilities

Cotia - P200

Headquarter and Biologicals



São Paulo

Specialties



Cotia - P210

Specialties



Cotia - P400

Biotechnological APIs



Caucaia

Oncology



Anápolis

Specialties



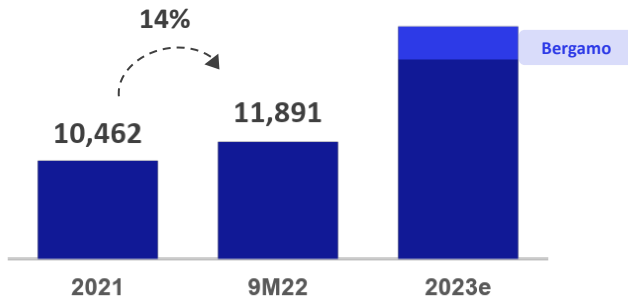
Pernambuco - P1000



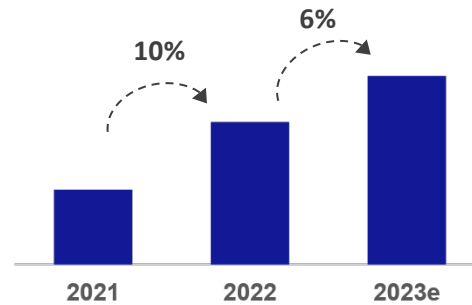
Production & Efficiency

Production (P200, SP, GO, CA)

Overall Production (in 000 units)



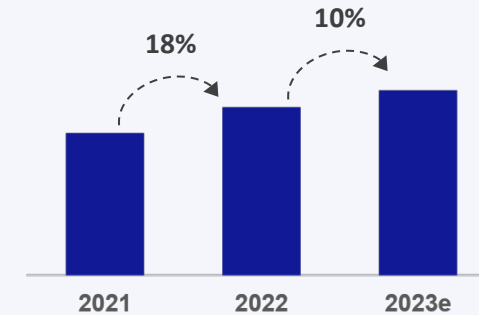
Overall Productivity (in unit per total labor)



- New production facility (P210)
- Full year production from Goiás site
- Improvements made at São Paulo site
- Continuous improvements process already implemented in 2022
- Increasing of automation (inspection process)
- Additional gain of productivity should be achieved with automatic lines (future projects)

Overall efficiency (P200, SP, GO, CA)

Overall Efficiency - OEE



- Kaizen, Lean production implementation
- Continuous improvements process
- Additional gain of productivity should be achieved with automatic lines (future projects)
- Batches size optimization

Biotech APIs production facility overview



- State-of-art facility fully operational
- 5 API Biotech production
- Upstream and downstream processes done
- Expansion project for larger bioreactors is currently on going
- New API Biotech production site is being planned for future projects

Production overview



Efficiency & Capacity Expansion

Projects delivered in 2022

**Blau São
Paulo**

Fully new QC Laboratory
790 sq meters
New equipments (atomic absorption)
Stability chamber for accelerated and long term stability



Blau Goiás

Fully **new QC** and **Microbiology Laboratory**
Complete **update in production facility**



P210

Expansion of production capacity at Blau Cotia (P210)

- **1.500 sq meters of new production area**
- **+2 new high-end lines equipped with in process control technology**
1 for ampoules (max. 24.000 pcs/h)
1 for vials (sterile powder) (máx. 18.000 pcs/h)
- **Fully automatic skid for aseptic liquid processing** with large volume tank (2.500 L)
- **Equipped with RABS** (Restricted Access Barrier System) for **aseptic processing**
- **Automatic revision process and online aseptic environmental monitoring system**
- **MES/EBR (Electronic Batch Record)** with serialization



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Overview of strategic projects for the future

From 2022

Short Term

Medium Term

Long Term

Expansion & IT Projects
(Pharmaceutical Serialization, MES/EBR,
LIMS & Bridge)



**Expansion Projects of API
production (Biotech and Synthetic)**
Pernambuco (P1000)



Pernambuco (P1000)



Ongoing strategic projects for expansion of the production capacity

Project Phases

Feasibility

20 Projects

Planning

16 Projects

Execution

3 Projects

Closing

2 Projects

42 ongoing Strategic Projects in the pipeline



- ✓ QC lab & plant update
- »» New HVAC, steam and WFI utilities
- »» New packaging area
- »» Warehouse expansion
- »» New Cafeteria and offices



- ✓ P210 - Expansion Cotia
- »» New administrative building
- »» Expansion of R&D (P100)
- »» Expansion of QC lab (P300)
- »» New sterile synthetic API facility (P110)
- »» Warehouse expansion
- »» Expansion of API Biotech – P400



- »» New Lyophilization line
- »» Complete refurbish of the solids production area
- »» WFI and utilities will be updated
- »» Complete site refurbish: finished product warehouse, shipping and maintenance



- ✓ QC lab expansion and renewal
- ✓ WFI system update
- 📅 Depyrogenation tunnel and washing station for the Penicillin and Cephalosporin lines
- 📅 2 new lines for injectables
- 📅 Expansion of packaging area

✓ Done »» Ongoing 📅 To be started in 2023

Pernambuco (P1000)

Pernambuco's facility overview



State-of-art production facility

According to highest standards for GxP (EMA, FDA) - intended to be a global production platform



Industry 4.0 concept

State-of-art automation with BMS and MES/EBR



Land Area of 650,000 sq.m

Estimated built area: 130,000 sq.m



BRL 1 billion

Estimated Investment



Location: Pernambuco

Complexo Industrial Portuário de Suape

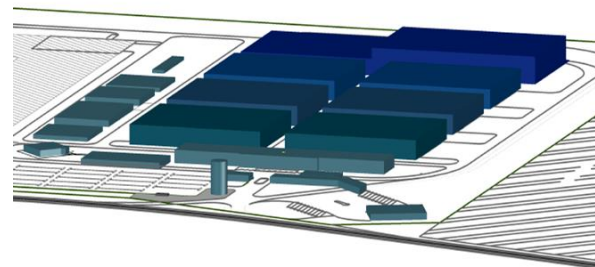


36 production lines

Utilities and services buildings



In according to green and eco buildings (ESG)



Antibiotics



High potency drugs
(Onco & hormonal)



Injectables



Oral solids



Oral liquids



Gel, Creams & Ointments

Concept of the project – planning and site master plan

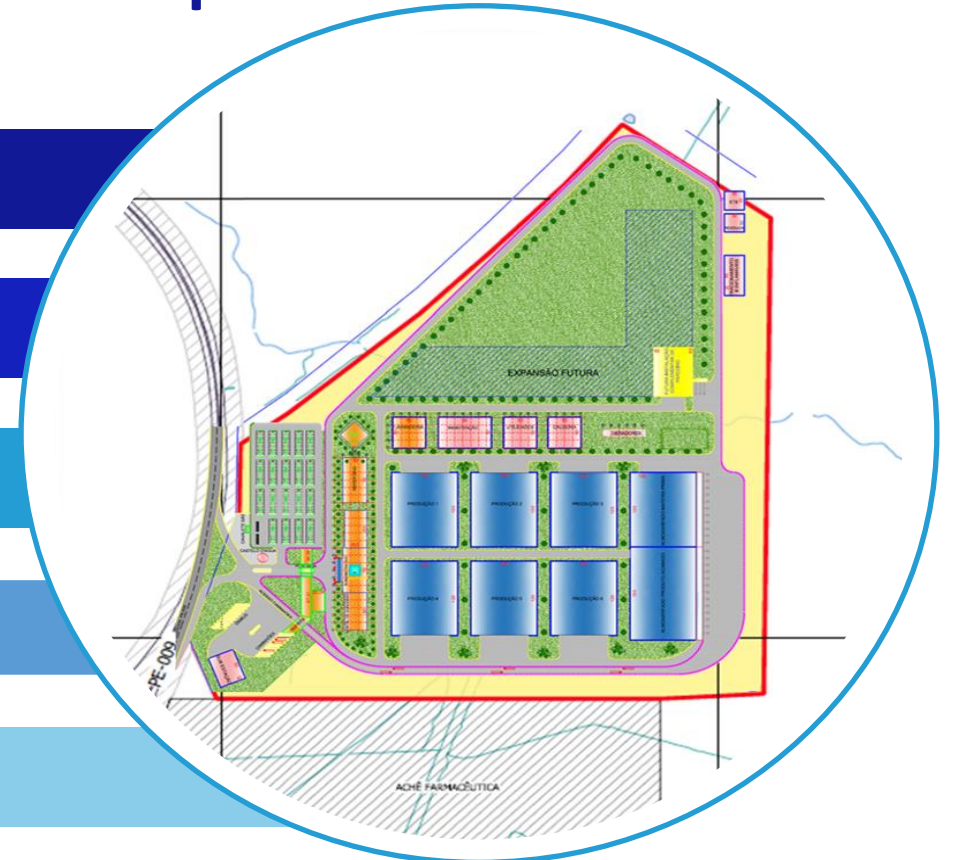
Start by general infrastructure, utilities and services buildings

Modular implementation of the complete production site (utilities, effluents, QC, laundry, medical room, cafeteria, Maintenance, warehouse)

Warehouses and secondary packaging area will be started for tax exemption

To built the workshops for the projected lines

Pilot batches production for regulatory submission process



Next steps to achieve our goals



ACTIVITIES

- ✓ Soil sounding
- »» Preliminary studies and master plan concept
- »» Environmental licensing
- »» Previous licensing in

✓ Done »» Ongoing



NEXT STEPS

- Bidding process for preliminary actions
- Earthwork for total area before rain season
- Access road
- Project management team
- Basic engineering Project



Uilberson Silva

RD&I Officer



“The best way to predict your future is to create it.”

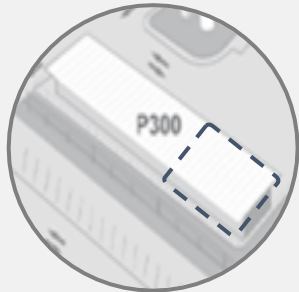
Peter Drucker

Synapses



Blau Research, Development and Innovation Center

Development Capabilities



RD&I
(P300) Until 2018



Today RD&I Inventta
(P110) 2020-2022



After the expansion
(P100 + P110) 2023

Innovation
products,
processes
and
sustainability



200 m² (Total area)



620 m² (Total area)



1820 m² (Total area)

+9x



30 Employees



163 Employees



227 Employees

+8x

Investment
of over
BRL 40 M



12 Pipeline Projects



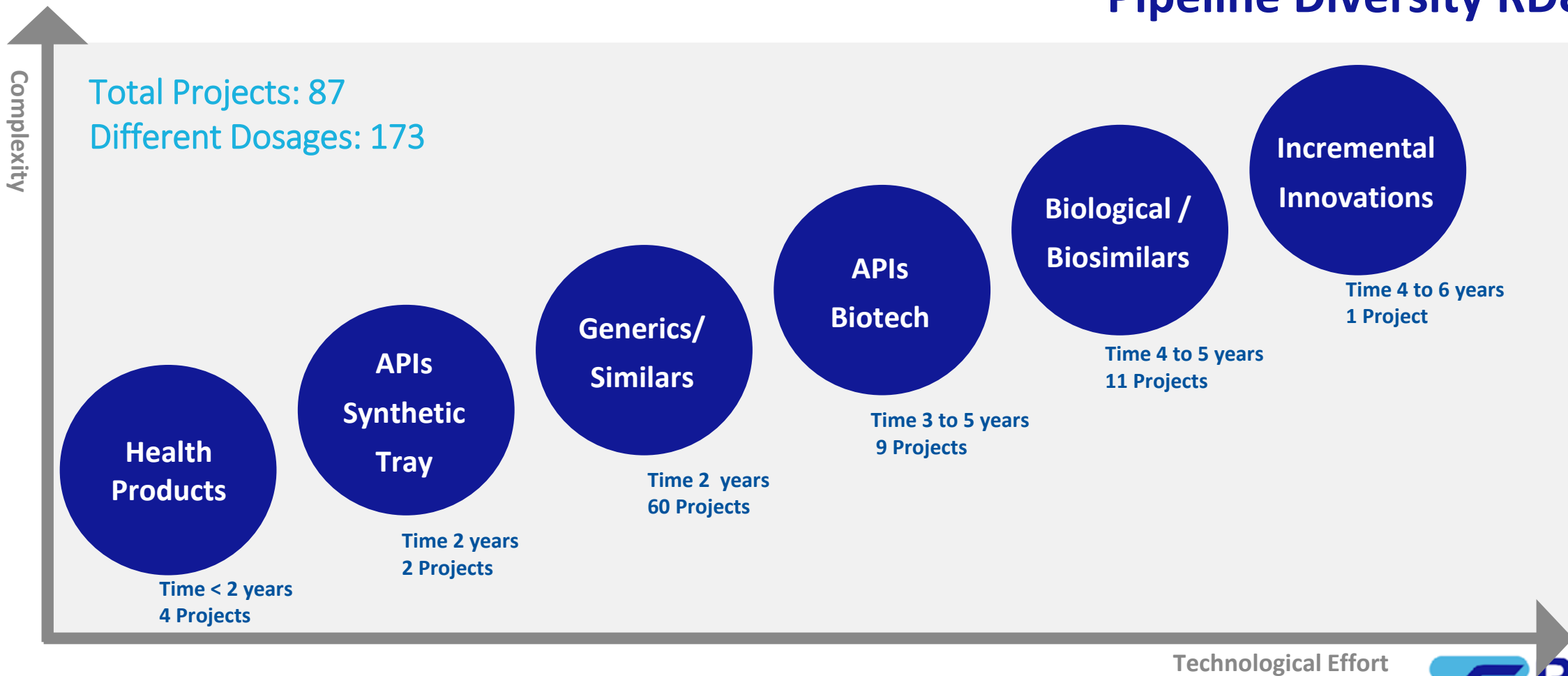
64 Pipeline Projects



95 Pipeline Capacity

+8x


Pipeline Diversity RD&I



Our Development Flow


1 Intellectual Property Planning and Strategy

- o biological and synthetic




2 DMF – Drug Master File

- o API development is the first procedure for biological products
- o DMF building and analysis




3 Medicine Development


- o Distinct, but simultaneous processes




Proteomics




Pre Formulation



Formulation




Analytical methods




Packing material


4 Pilots batches production for regulatory agency




5 Several studies and analysis




Stability studies




Pharmaceutical equivalence



Bioequivalence studies




Comparability studies




Clinical studies

6 Registration dossier pack

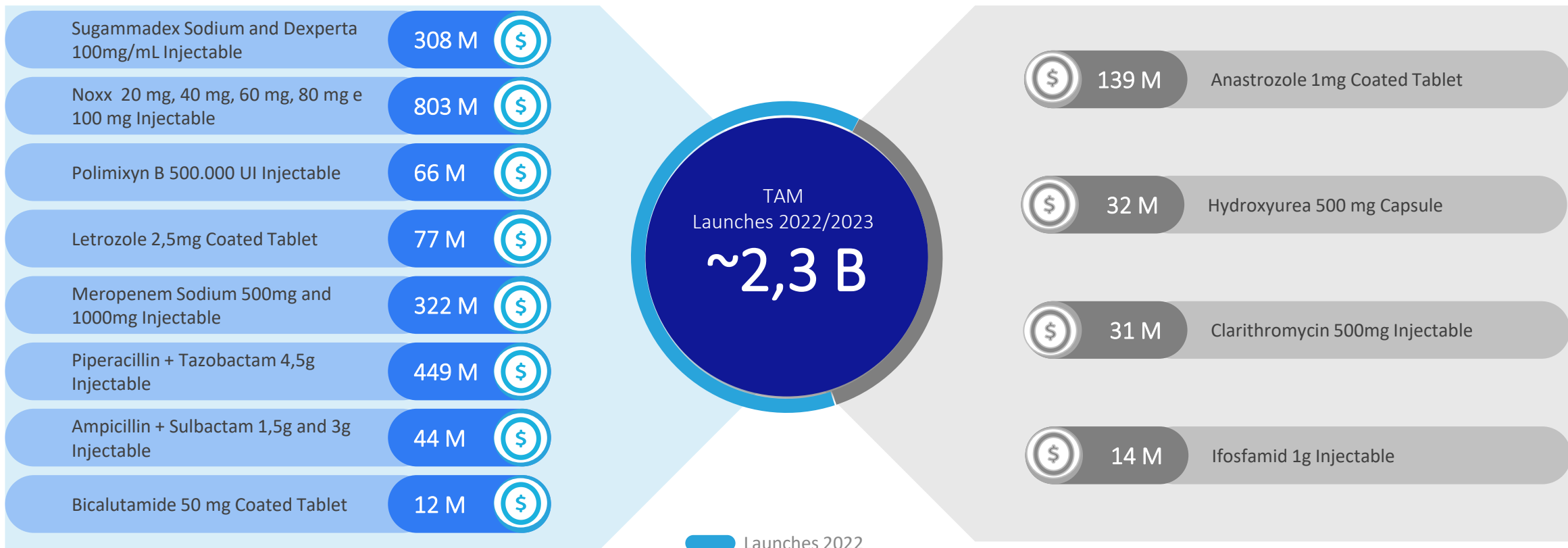


7 Submission to Regulatory Agencies





Cases of Success in Brazil



TAM: Total addressable market

Modern
Biotechnological
Treatments

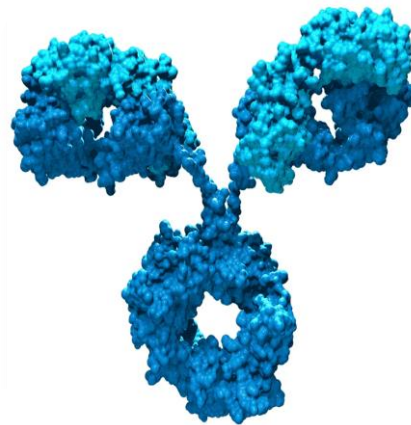
Strategies
to design around
Biosimilar Patents

Market Size:
USD 42 BI (world)
BRL 4 BI (Brazil)

Amount of USD 100 M
over the next 10 years

Development
Acceleration

**4 NEW
BIOSIMILARS
MONOCLONAL
ANTIBODIES
IN BRAZIL**



**INTERNATIONAL
BIOTECHNOLOGY
PARTNERSHIP**

Exclusive
agreement
Blau < > Similis Bio

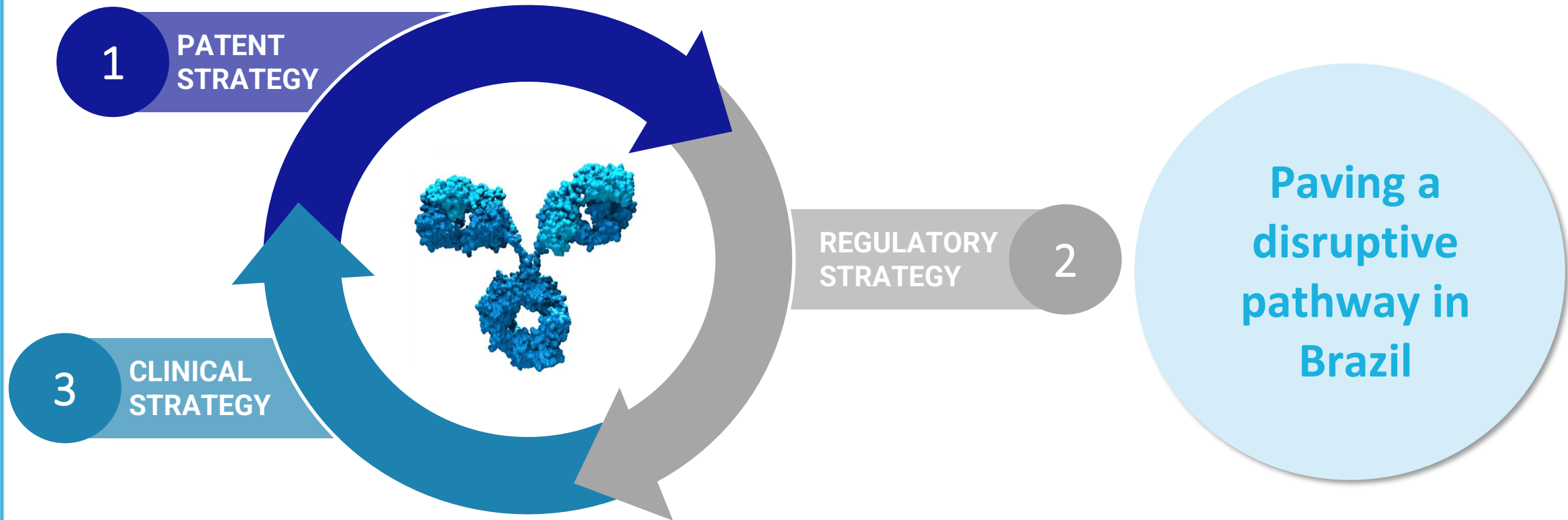
No territorial restrictions

Possibility of exporting
to all countries

Increased expertise and
Technology at Blau

Increase in track record
in LATAM biotechnology

Development Expertise



Similis Bio / KBI Biopharma

Durham, NC, Venture Center Facility and
Louisville, CO, Louisville Facility



Cell Line Development, Process
Development, Analytical Development
(Eucaryotes)



Total Area: 6,200 m²



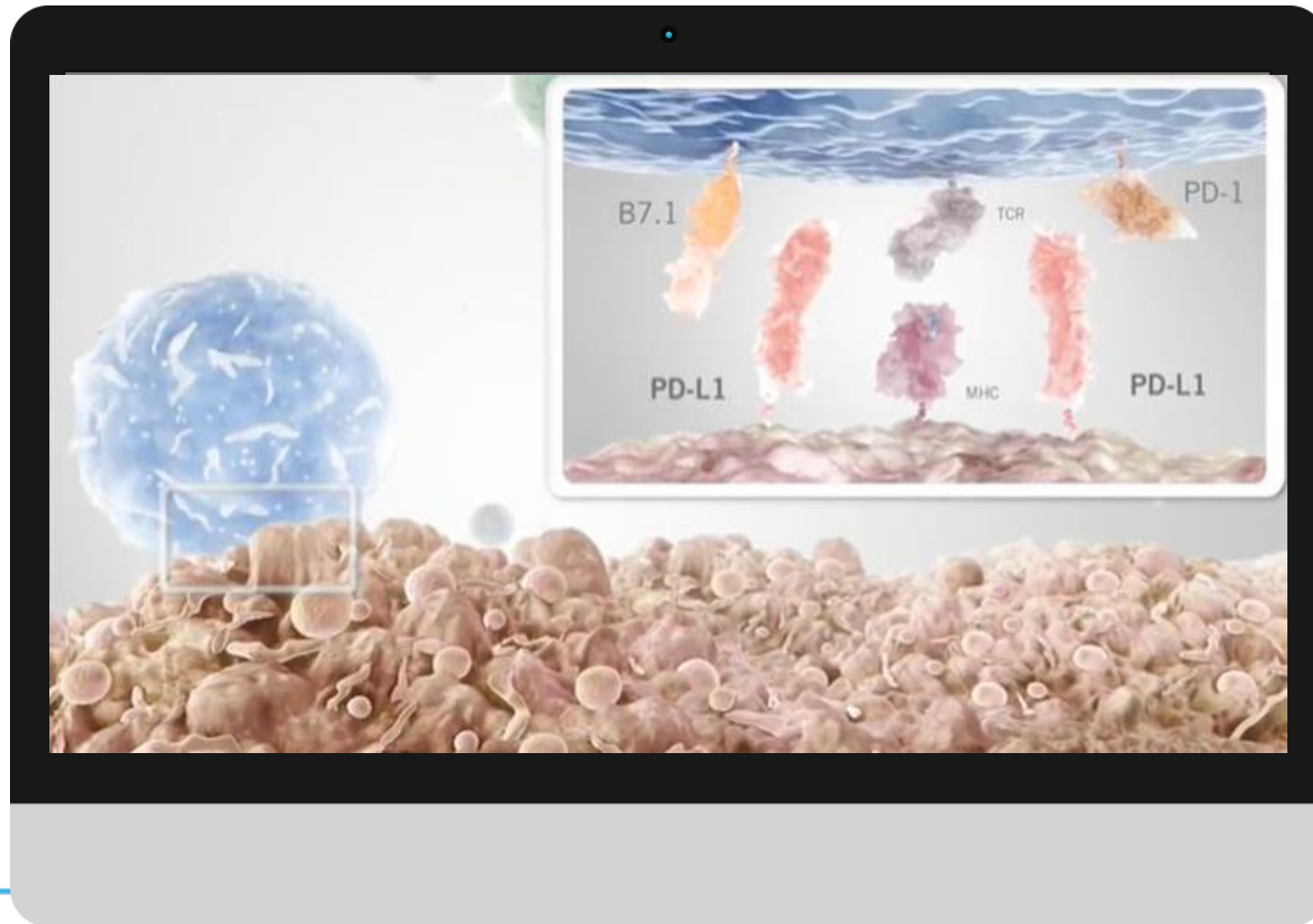
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Adding Blau at Global Biotech Scenarium

Building our future!



Blau Research, Development and Innovation Center



Monoclonal Antibodies

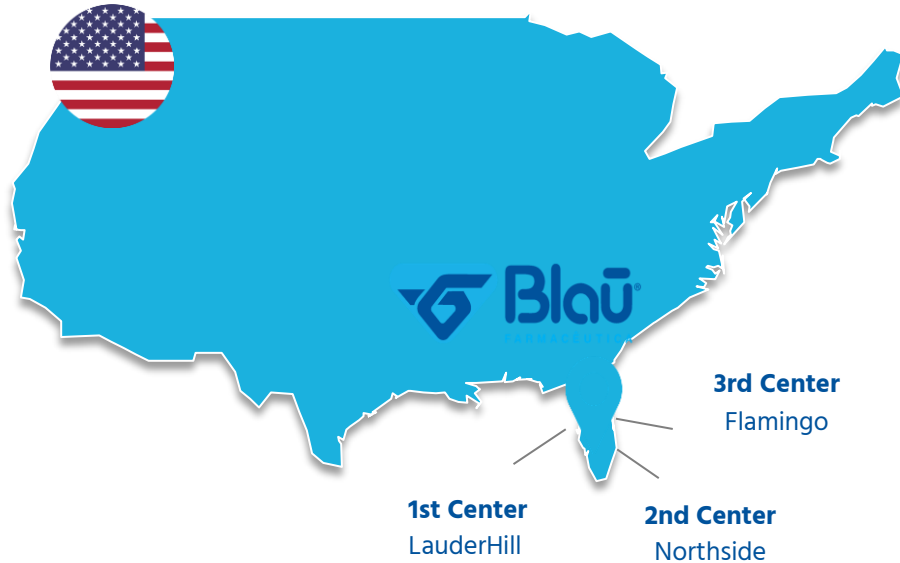
Mechanism of Action

Roberto Morais

*US Operations, Strategy &
M&A Officer
Board Member*



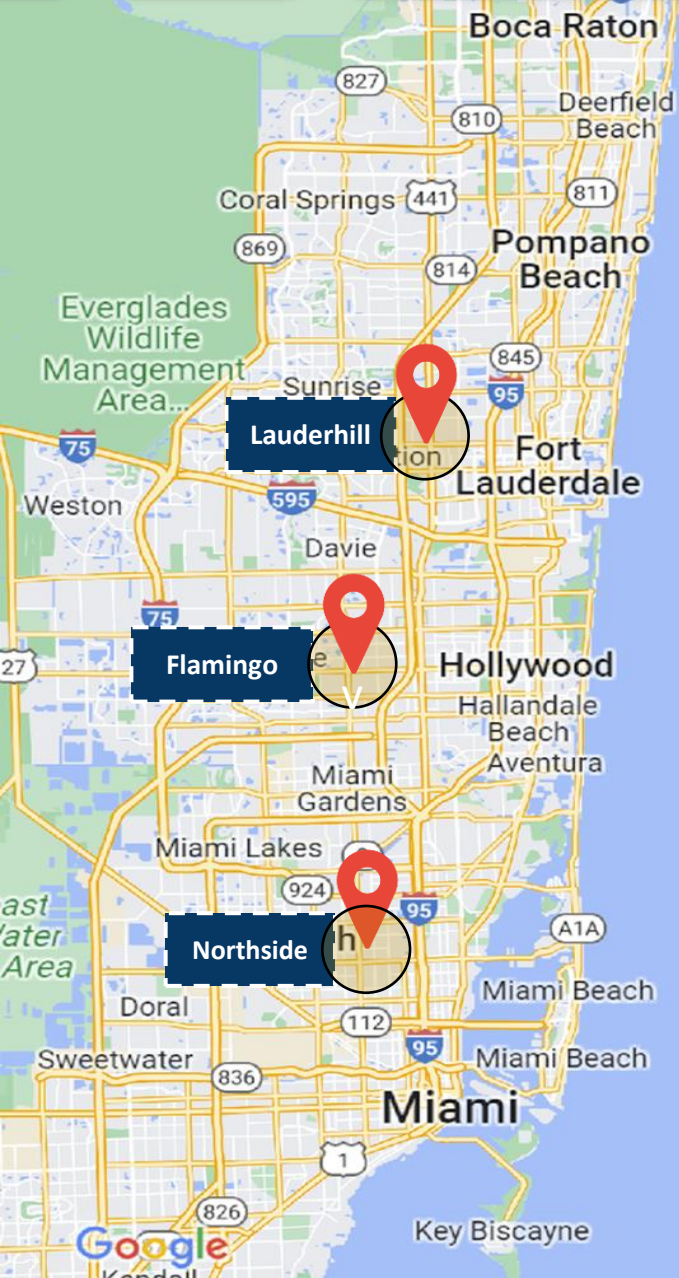
Ongoing verticalization strategy through the successful operation in the USA



STRATEGY: ensure the own supply of plasma derived products.

TARGET: annual collection of 500,000 liters





Donation Centers Profile



Adequate demographic profile: population, age, average income

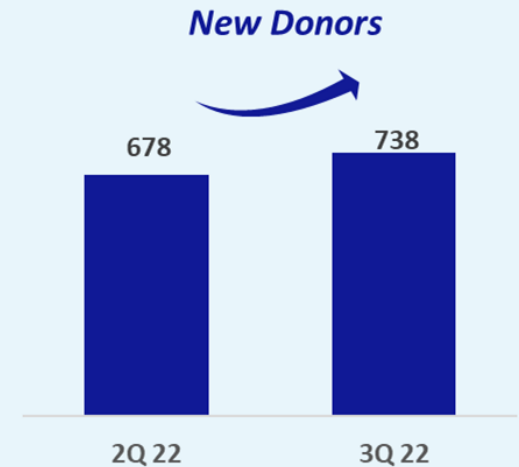


Geographic distribution of other plasma centers



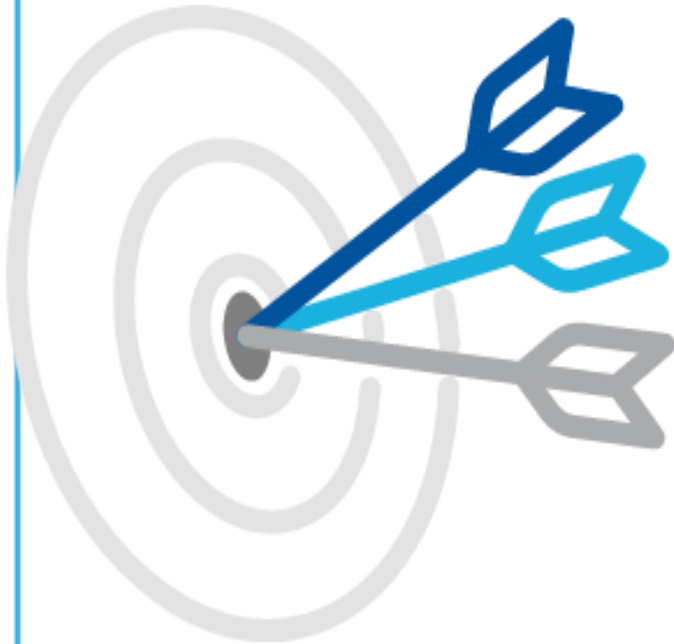
Daily high traffic counts areas / anchor stores

1st Center Performance in 2022
(Number of procedures)



M&A Strategy

What we are looking for?



Additional production capacity and portfolio expansion

High complexity products (blood derived, recombinants, immuno-oncologics, monoclonal antibodies, among others)

Targets aligned with Blau's verticalization strategy



Bergamo Acquisition

Signing of a Purchase Agreement with Amgen - a leading biotechnology company

(Subject to antitrust approval)

Bergamo



Capacity expansion, also in lyophilized



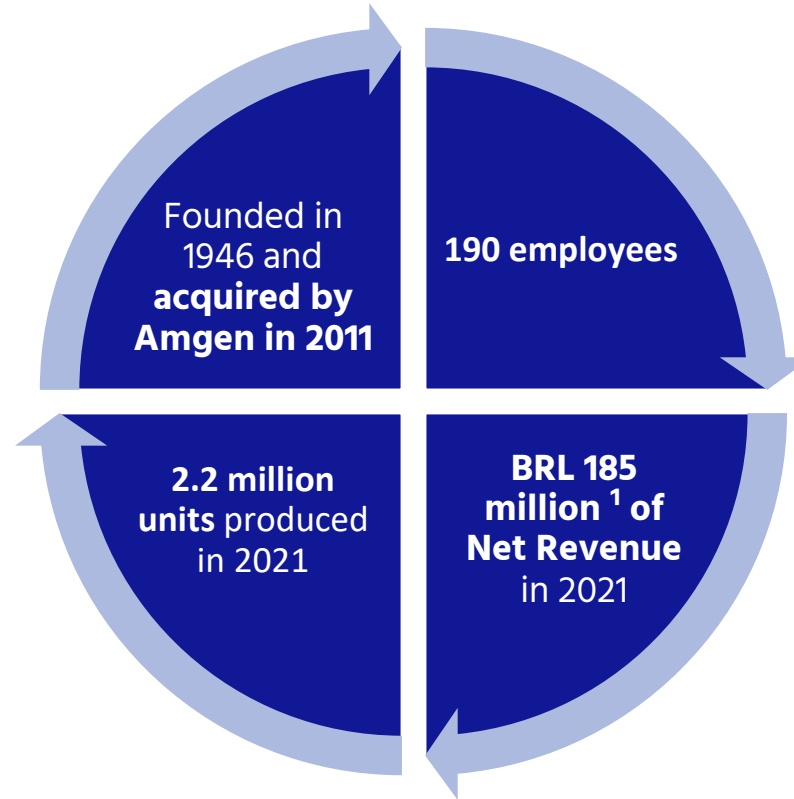
GtM Business Model



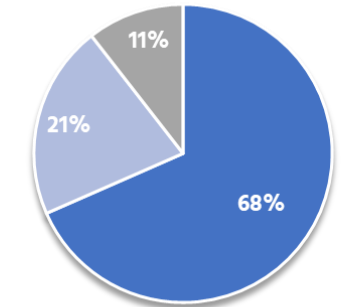
Acceleration of entry into strategic market



Portfolio expansion

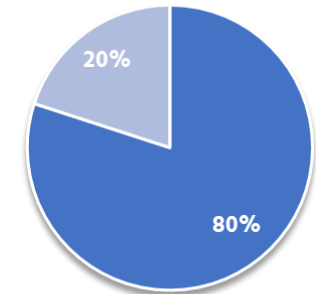


PORTFOLIO (19 products)



■ Oncology ■ Biologicals ■ Others

REVENUE BREAKDOWN



■ Biologicals ■ Synthetic

¹ Under audit process

Roque G. Ocantos

*LatAm Operations & Business
Development Officer*



What we do?

Accelerating organic and sustainable growth



Portfolio Expansion

Participation in Events (International and nationals)

Use of tools for market information, research and patent
IQVIA, Close Up, Clarivate and Descartes

Interaction with international suppliers, in order to assess market trends



In-License Projects

In different stages:
9 in the end of the initial stage, 17 in process and 6 already submitted to ANVISA



Territorial Expansion

Development of own affiliates in
the most representative markets
in the Latin America

Colombia
Ecuador
Peru
Uruguay
Chile
Argentina

Out License
Paraguay
Bolivia
Centro
America

What we are looking for?

Rigorous sourcing and diligence process



Portfolio
complementarity



Niche products
with high added
value



Products that Blau
has no scale to
produce or
capabilities



Industry
trends

Well-defined process allowing Blau to mitigate execution risks and choose the best way to develop its products



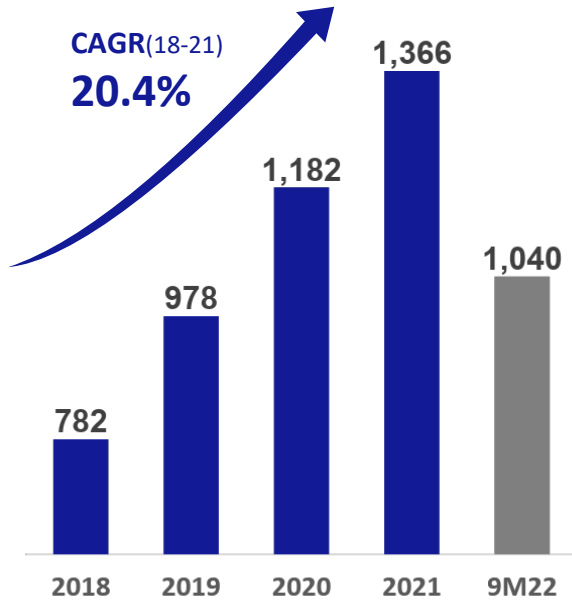
Douglas Rodrigues

CFO



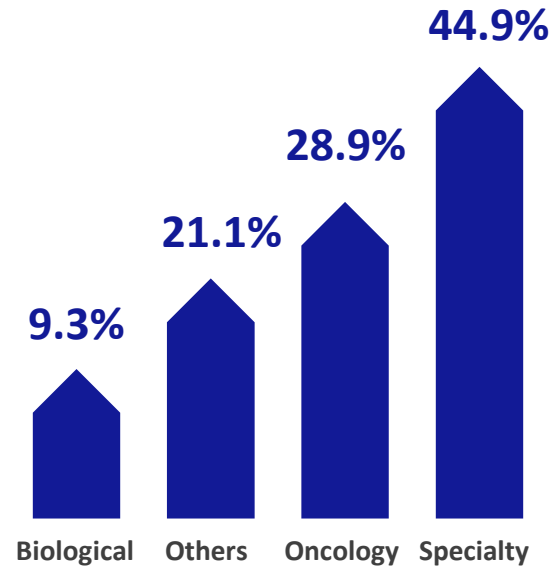
Blau is well positioned in a resilient market

Net Revenue (R\$ million)



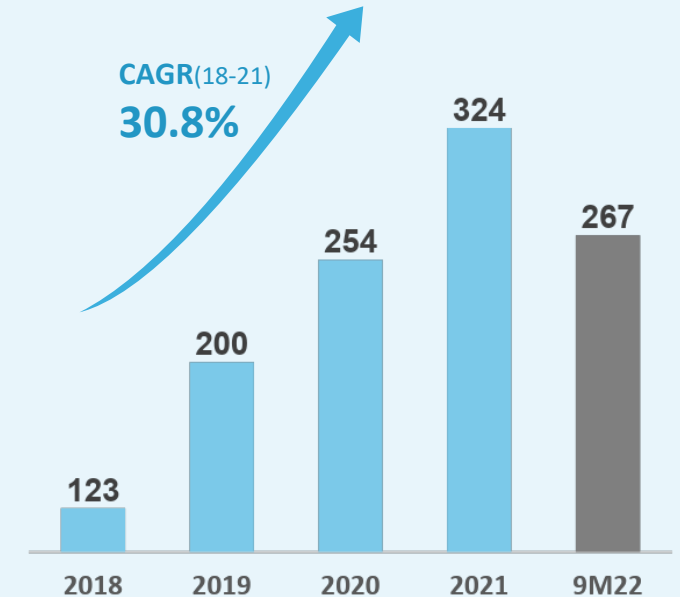
Recurring growth in all business units

Net Revenue – CAGR (18-21)

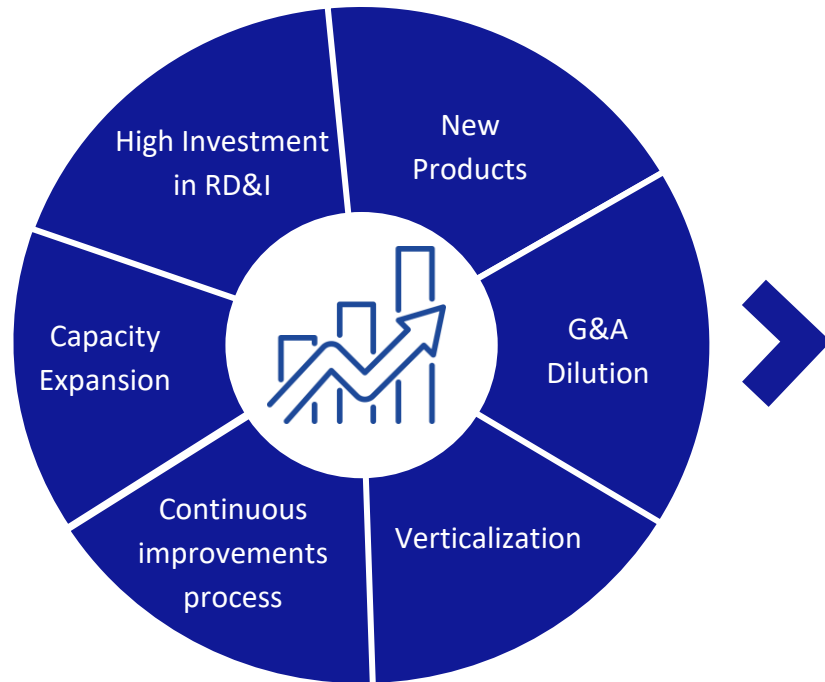


And has a highly attractive financial profile with financial discipline and operational leverage

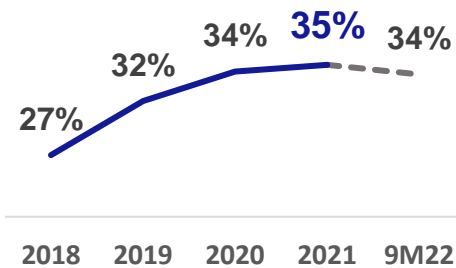
Net Profit (R\$ million)



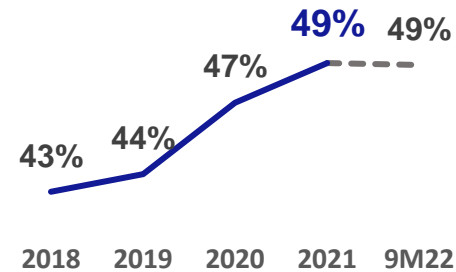
Consistent delivery of strong results and high profitability



EBITDA Margin (%)

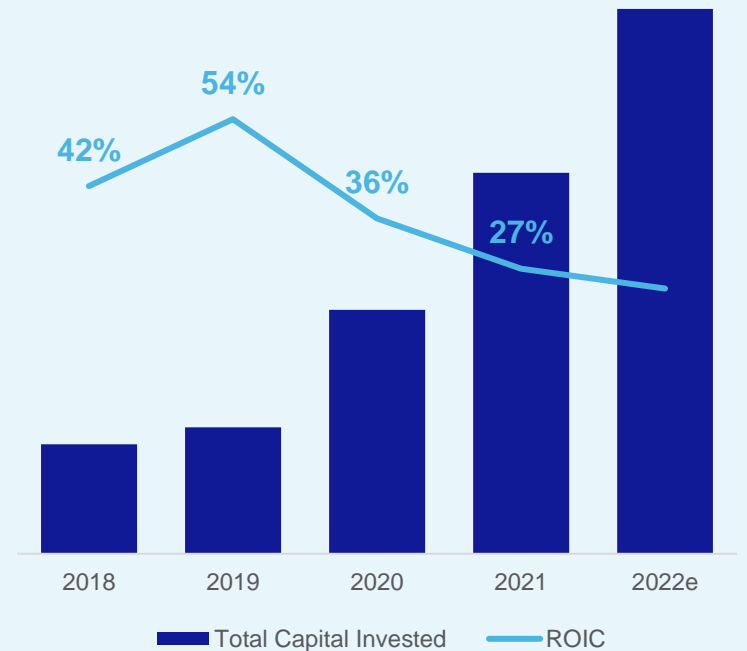


Gross Margin (%)



Investment and Return Cycle

Investment cycle is Long, but Worth it



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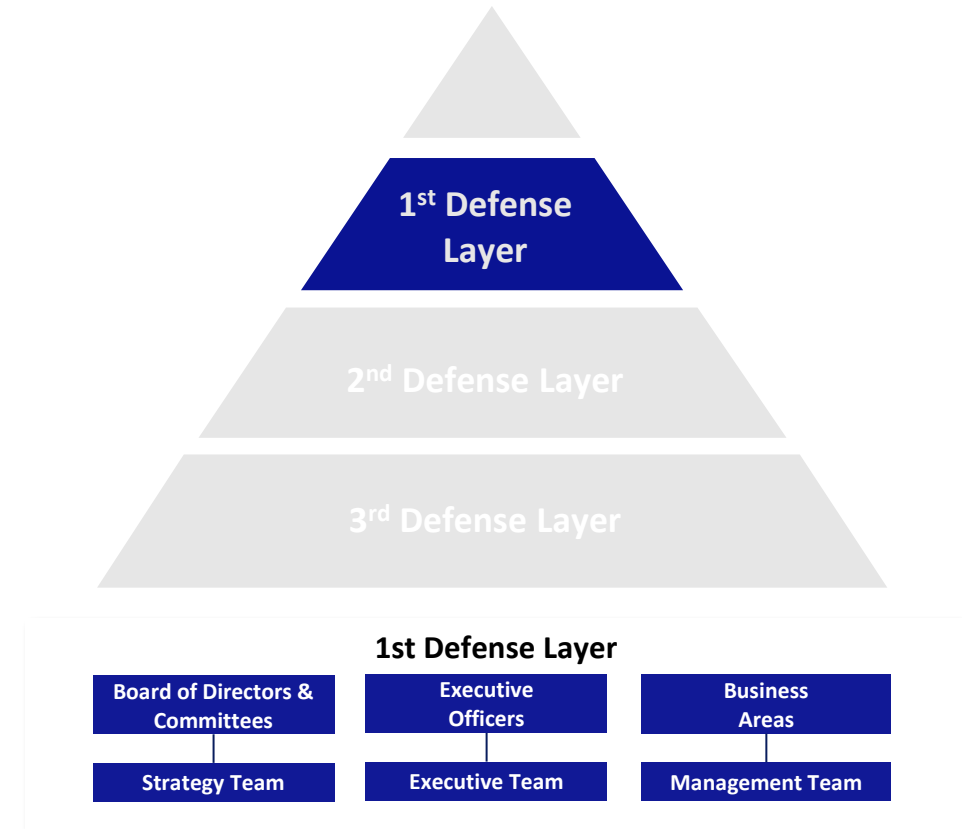
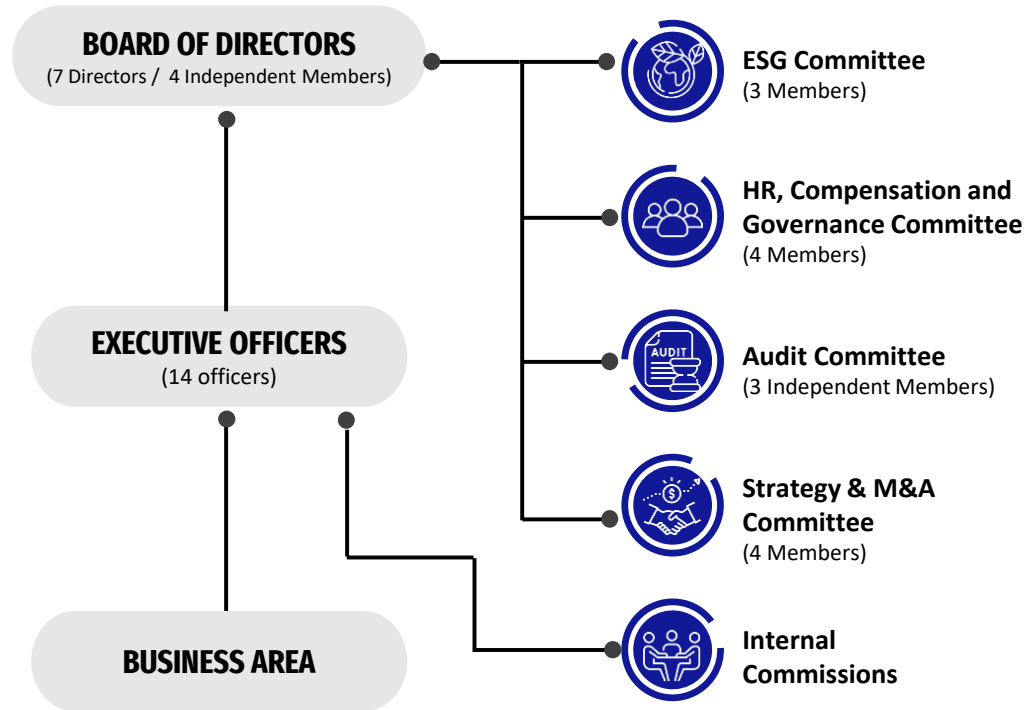
Roberto Altieri

*Legal, Compliance &
Corporate Governance Officer*



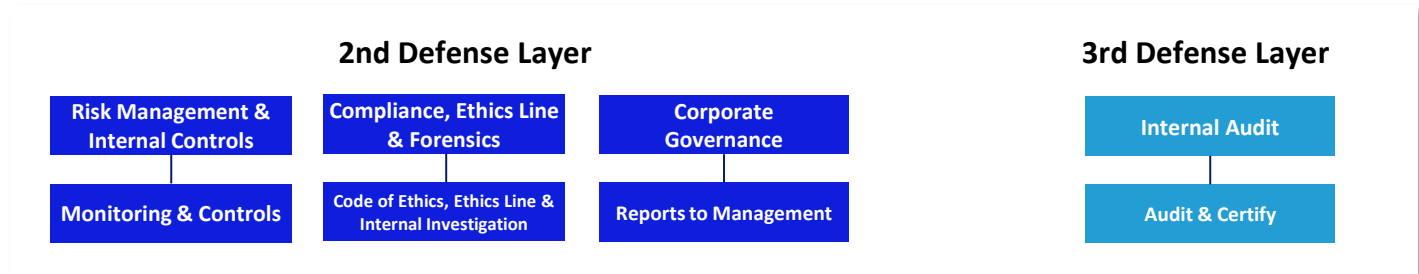
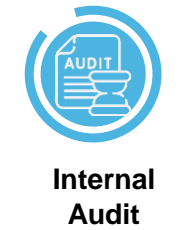
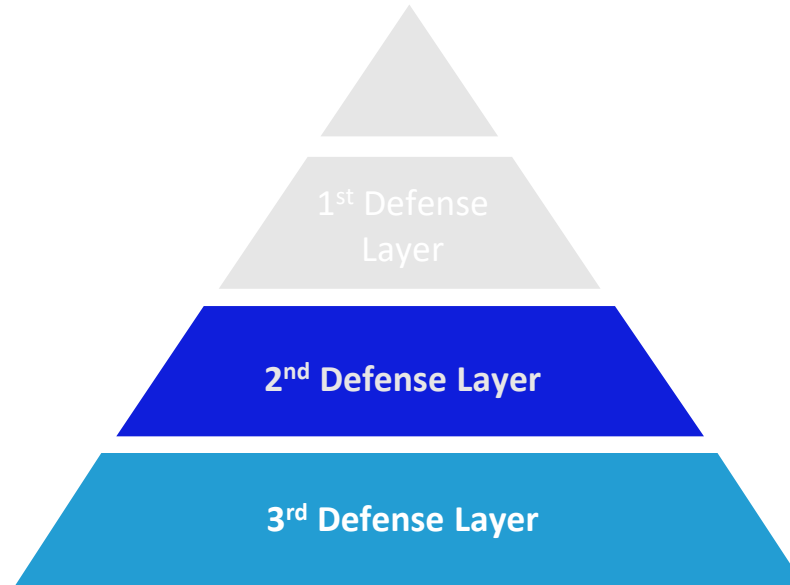
Company's Defense Layers

Roles and Responsibilities



Company's Defense Layers

Roles and Responsibilities

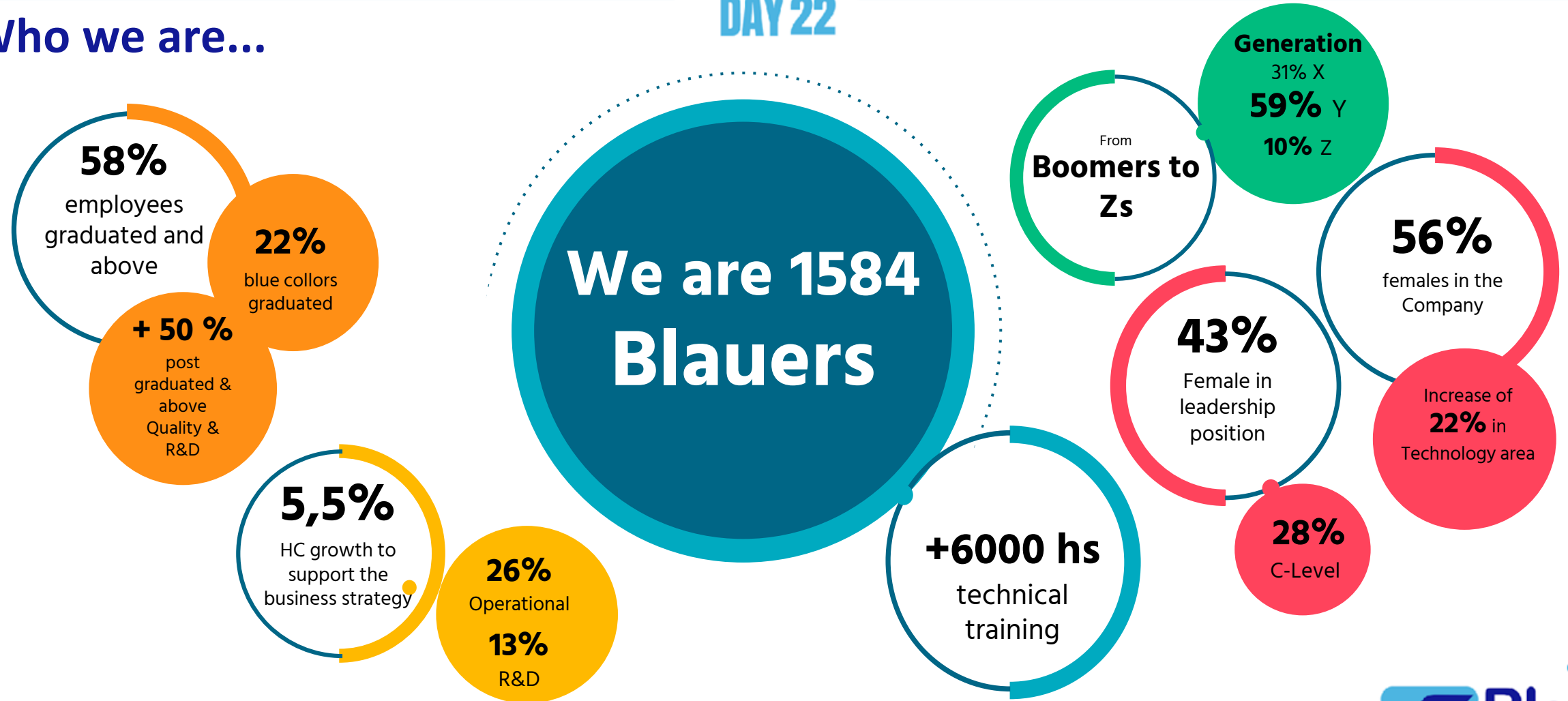


Lucilene Scurato

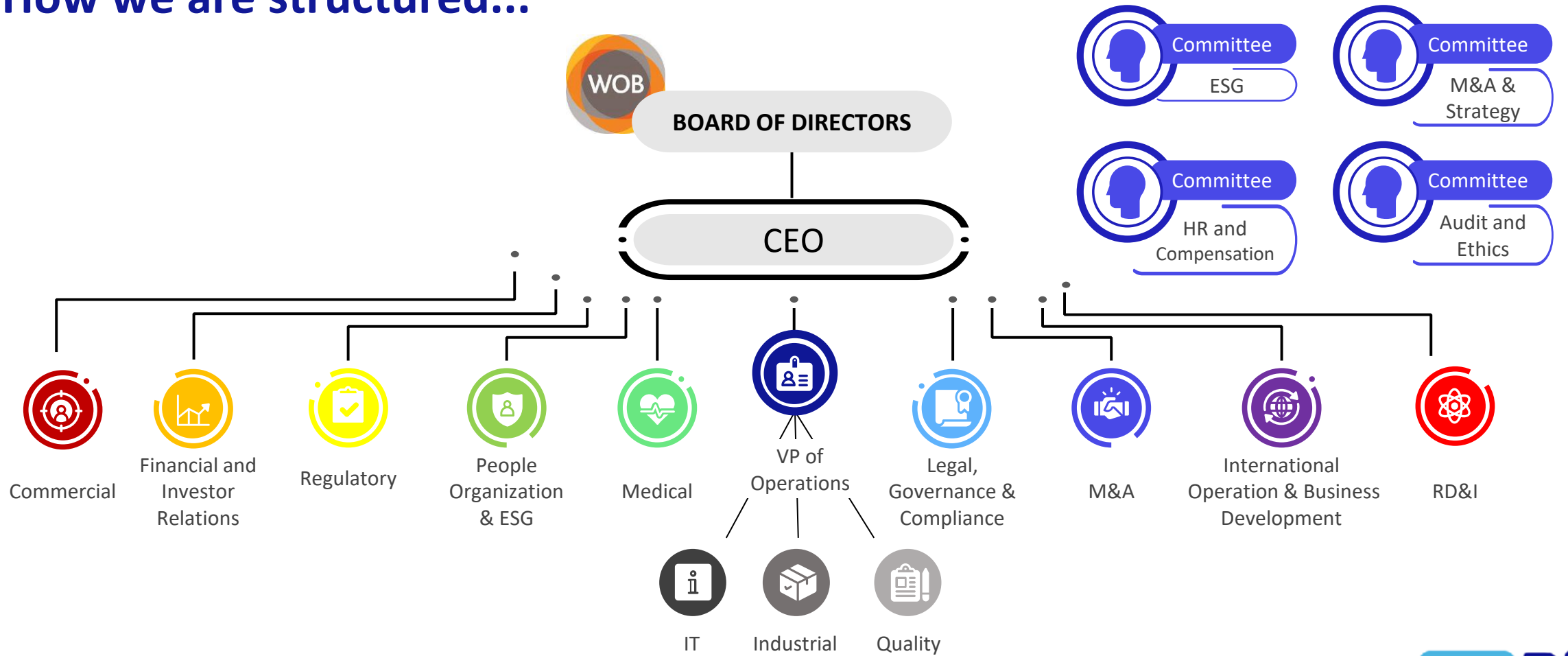
H&R & ESG Officer



Who we are...



How we are structured...



We are committed to....



Be recognized as the best place to work



Have an ethical environment for employees, suppliers, customers and partners

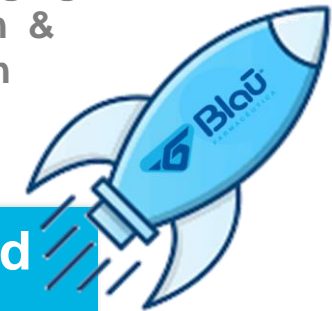


Focus on the culture of technology and innovation



Strengthening the sense of belonging, collaboration & integration

Our purpose is to develop and provide VANGUARD SOLUTIONS and PRODUCTS for a HEALTHIER and MORE SUSTAINABLE world.



People, Organization & ESG Strategy

Business strategy integrated and aligned with the organizational performance

HR Transformation is the key to support business strategy



HR Business Partner



HR with deep knowledge of the business and results



Leadership & Capabilities Developed



Change Agent



Blau Culture

Company culture is essentially defined by the people that works in the company; how they treat each other, how they are aligned with company goals and values, and how those factors impact their lives.



Attract, Develop & Retain a diverse workforce

Know the company strategy, know what needs to be done and what types of employees the company needs. Adequate compensation program based on results, flexible benefits to adequate new generations, reward & recognition based on behaviors aligned with the desired culture.



Leadership & team development

Leadership development boosts employee engagement, increases the organization's ability to deal with gaps in the talent pipeline, and reduces the turnover costs. Great leaders attract, hire, and inspire great people.



Employee Value Proposition and Engagement

Establish a strong connection between employees and company values to create long-term engagement.

New Office at Cidade Jardim Corporate Center

BLAU 20
DAY 22

Privileged Location

Open space

Flexible hours

Home Office Policy

Modern environment

New space reinforces the culture of integration, engagement and innovation



Sense of Belonging and Integration

BLAU 20
DAY 22



ESG & Matrix of Materiality

Blau's ESG History

In the **IPO**, we intensified the **ESG** actions, with the **ESG Committee**.



Matrix of Materiality

Carlos Nomoto, a **reference in Brazil in ESG**, joins the ESG Committee.



2nd Sustainability Report

Creation of the **ESG Committee**, integrating Blau, employee and society.



Workshop ESG connecting employees to ESG principles.

Matrix of Materiality

Governance & Economy

Economic performance
Technology Innovation



Environmental

Water and Effluents
Waste



Labor Practices

Attraction and Retention
Health and safety
Training and Development



Human Rights

Fight Against Discrimination
Diversity
Inclusion

Society

Social Investment
Access to Medicines

Product Liability

Customer Health and Safety
Medicines Safety
Quality



**A COMPANY MADE BY PEOPLE, WORKING TO DEVELOP AND
PROVIDE VANGUARD SOLUTIONS AND PRODUCTS FOR A
HEALTHIER AND MORE SUSTAINABLE WORLD.**



Q&A Session

Closing

Marcelo Hahn

Founder and CEO

Board of Directors Member



We built an amazing history in 35 years and it's just the beginning...

Blau keeps in the vanguard and ahead of the time to provide solutions and create value in a sustainable way for all stakeholders



Expansion of production capacity

P200, P210 and P400, P1000 starting construction works



Pipeline

Expansion of Blau Inventta and strengthening of the RD&I team



Business Development

New partnerships and strategic discussions to launch innovative products in Brazil



Verticalization

API production of Alfa for Brazil at an advanced stage and progress in the Hemarus operation, in the USA



New markets

Expansion in Latin America operation and entry into European and American markets



New Segments

Strength to enter in new verticals in the pharmaceutical market



M&A

Active M&A in prospecting for new opportunities
Acquisition of Laboratório Bergamo in progress



Imagine what we are able to do in the coming years...

BLAU

B3 LISTED NM

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Juliana Pallot | IR

