

A panoramic view of the Singapore skyline at dusk, featuring the Marina Bay Sands, the Singapore Flyer, and several skyscrapers illuminated against a colorful sky. The city lights are reflected in the water in the foreground.

2023

ANNUAL GENERAL MEETING
Creating Tangible Operational Value

Key Pillars To Our Value-Add Approach

**Deep Domain
Knowledge**

**Investing In
Industry Leaders**

**Driving Growth &
Operational Value**

**Exit With Top
Quartile Returns**

Quadria takes the approach of a *result-focused industrial investor*
for driving operational value

Our Ability To Add Tangible Operational Value

**Active,
Proprietary
Approach For
Tangible Value
Creation**



**Defined Value Creation
Methodology**

**Leveraging Quadria's In-house
Healthcare Ecosystem**



**Hands-on Involvement
and Dedicated Resources**

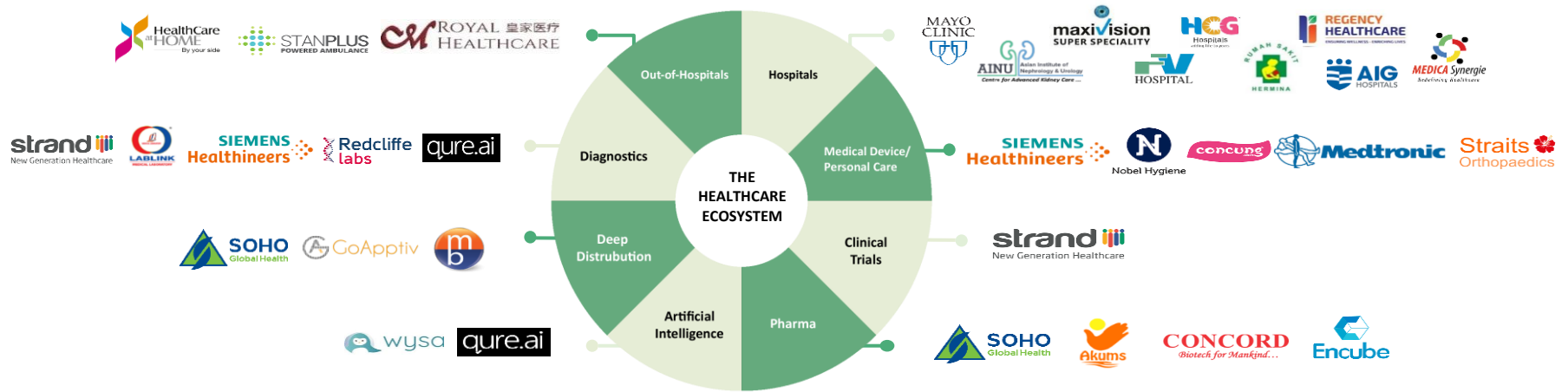


**Realized Synergies Across
The Portfolio**



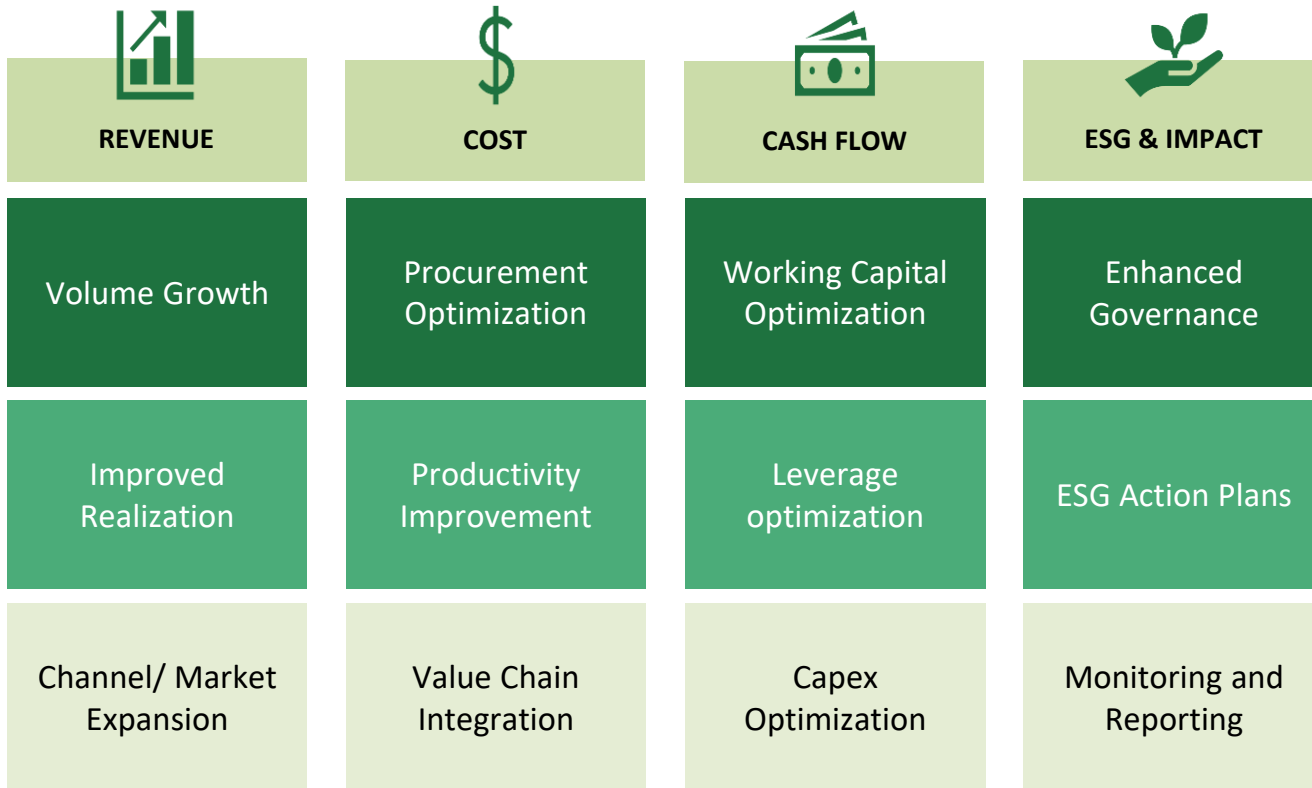
**Resulting In
Superior Financial
Returns and Social
Impact**

Leveraging Quadria's In-House Healthcare Ecosystem



Defined Methodology Focused on Business Value Drivers

Measurable improvements impacting financial performance, operational efficiency and market position of the Portfolio Company



Hands-on Approach With Dedicated Resources

Value Optimization Team



Shriharsha Sarkar,
Managing Director



Anjali Kaushal,
Vice President



Anh Pham,
Vice President

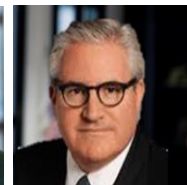


Benedict Foong,
Analyst

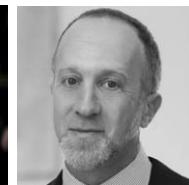
Value Optimization Board and Advisory Council



Peter Goodson
Ex-Partner of CD&R



Wider Fulford
Ex-Head of European
Healthcare IB of DB,
BoA



Jonathan Goldman
Ex-CEO of Aptuit,
Abzena



Bhasker Iyer
Ex-VP Abbott India



Ian McLeod
Ex-CEO of DFI Retail
Group

Impact Team



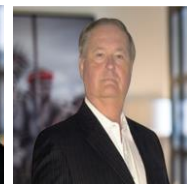
Shivani Sahai,
Head of ESG and
Impact



Carina Tai,
ESG, Assistant
Manager



Thomas Franco
Ex-Partner of CD&R



Hank Klakurka
Ex-Global CEO of
Merck Generics
Group



Steven Hodge
Ex CFO & CCO of
Jabil Inc



K Srivatsan
Ex-CEO of Lablink



Tri Pham
Chairman of VNCA

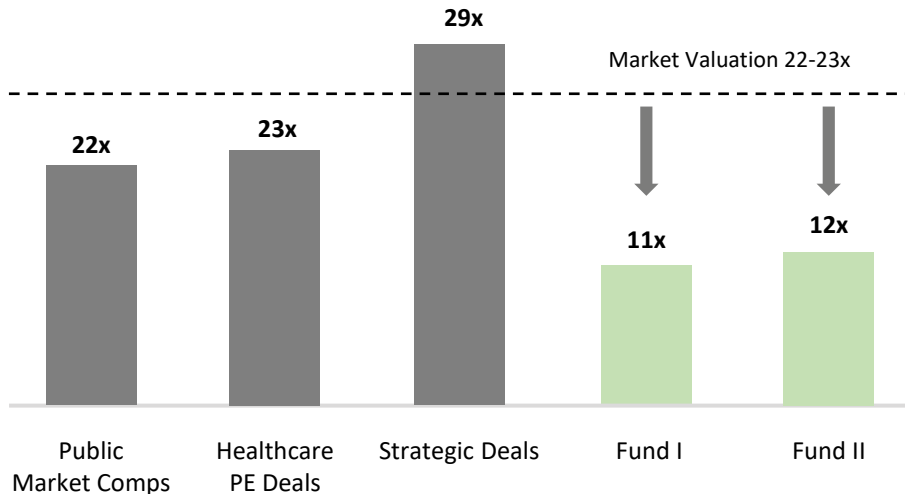
Resulting In Proprietary Deals At Lower Entry Valuations...

Strategic Approach Driving Lower Entry Valuations

Quadria's average valuation discount to market

**c.50%
Discount**

**c.48%
Discount**

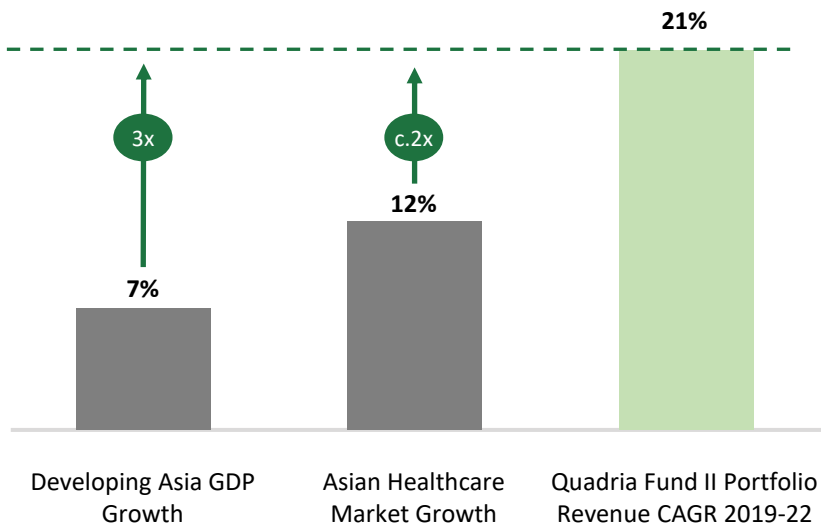


**Proprietary
Deal Flow**

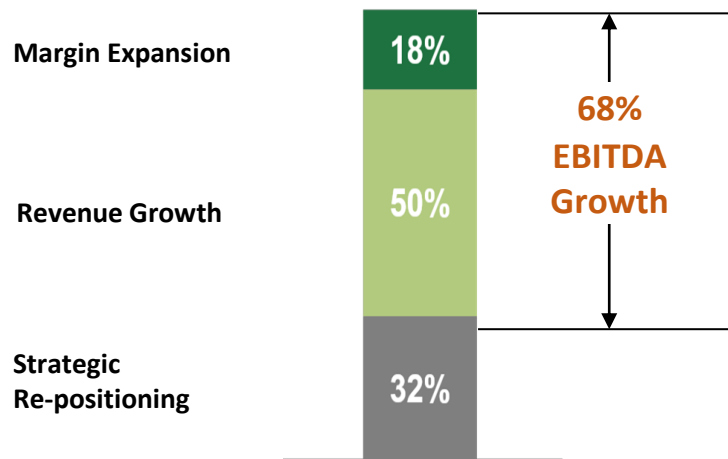
**Ability To Originate
Deals At
Advantageous Terms**

...And Returns Driven By Strong Underlying Growth

Portfolio Growth Outstrips The Market



Share of Value Created



A woman in traditional attire, including a colorful headscarf and a dark patterned top, carries a young child on her back. The child has a large, empty woven basket on their back. They are walking through a vast, golden rice field under bright sunlight. The background shows rolling green hills.

Quadria Capital's Value Creation At Work



KEY HIGHLIGHTS

Asia's Largest Gastric Sciences Referral Center of Excellence (CoE)

Expanded To 5+ New CoEs - a Multi-disciplinary CoEs Ecosystem

Created Global Tie-ups in Developed and Emerging Markets

Fully exited in Apr'22

Value Creation Drivers

1

Build Scale

Commissioning of the world's largest single site gastric sciences hospital with 33% savings on equipment capex

2

Expand Therapy Focus

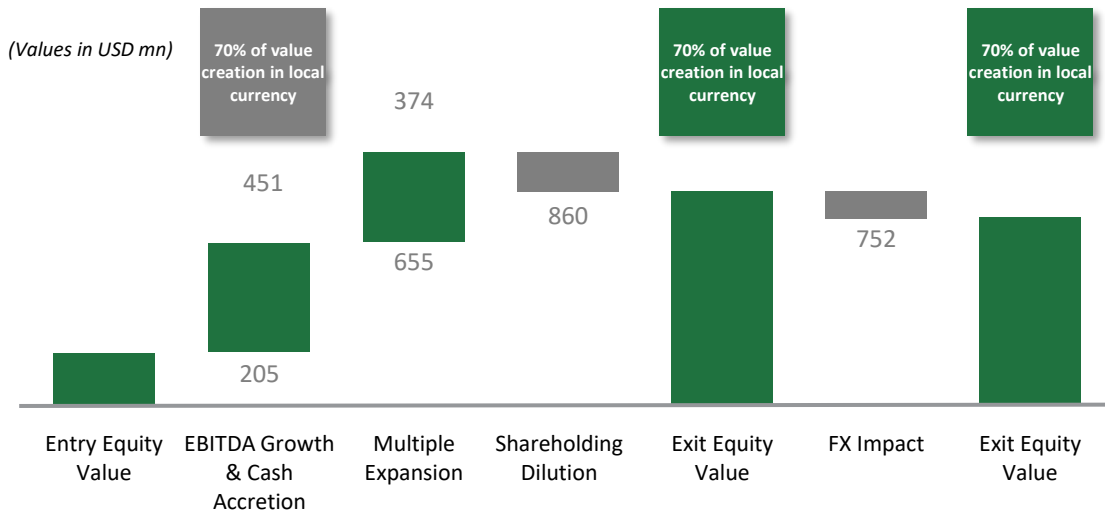
Strategic partnerships to expand co-morbid specialties and complementary support services

3

Drive Operational Excellence

Global Best Practices to Drive Operational Excellence and helped receive JCI and NABH Accreditations

Sources of Value Creation





KEY HIGHLIGHTS

70+ Years Of History Across Pharma Production and Distribution

#1 Brands - Anti-infective, Multivitamins, Laxatives Therapies

Top 5 In Pharma Distribution - Own & 40+ 3rd Party Brands

Fully exited in Sep'20

Value Creation Drivers

1

Aligning the Organization

Restructured leadership team, right-sized headcount and introduced meaningful incentive program

2

In-licensing Platform

Secured in-licensing products and supported framework agreements with preferred partners

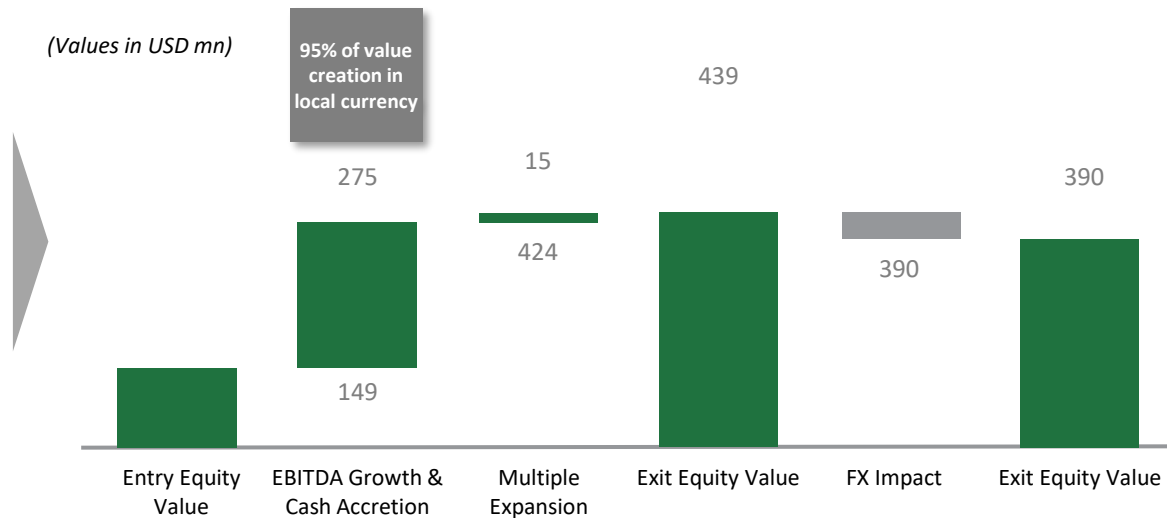
3

Operational Transformation

Operational transformation into a leaner, more efficient technology and system enabled business

Sources of Value Creation

(Values in USD mn)



QUADRIA CAPITAL

for Changing Healthcare

2023 AGM & Healthcare Forum

