Healthcare. We Care.

aspen HOLDINGS

2019 ANNUAL RESULTS PRESENTATION

For the year ended 30 June 2019

DISCLAIMER

CAUTIONARY REGARDING FORWARD-LOOKING STATEMENTS

We may make statements that are not historical facts and relate to analyses and other information based on forecasts of future results and estimates of amounts not yet determinable. These are forward looking statements as defined in the U.S. Private Securities Litigation Reform Act of 1995. Words such as “prospects”, “believe”, “anticipate”, “expect”, “intend”, “seek”, “will”, “plan”, “indicate”, “could”, “may”, “endeavour” and “project” and similar expressions are intended to identify such forward looking statements, but are not the exclusive means of identifying such statements. By their very nature, forward-looking statements involve inherent risks and uncertainties, both general and specific, and there are risks that predictions, forecasts, projections and other forward-looking statements will not be achieved. If one or more of these risks materialise, or should underlying assumptions prove incorrect, actual results may be very different from those anticipated. The factors that could cause our actual results to differ materially from the plans, objectives, expectations, estimates and intentions expressed in such forward-looking statements are discussed in each year’s annual report.

Forward looking statements apply only as of the date on which they are made, and we do not undertake other than in terms of the Listings Requirements of the JSE Limited, any obligation to update or revise any of them, whether as a result of new information, future events or otherwise. Any profit forecasts published in this report are unaudited and have not been reviewed or reported on by Aspen's external auditors.

DISCLOSURE NOTE

- Results separately disclose discontinued operations arising from the completed disposals of the Nutritionals business and non-core pharmaceutical portfolio in the Asia Pacific region
- Adoption of new IFRS 9 (Financial instruments) and 15 (Revenue from contracts with customers)
  - IFRS 9 deals with expected loss provisioning
  - IFRS 15 addresses revenue recognition of customer contracts
    - Requires that revenue and the related costs are only recognised when performance obligation has been satisfied
  - Has resulted in restatement of FY 2018 in accordance with the new standards
- Segmental reporting structure at the overview level refined
  - In line with business strategy and focus
    - Sterile Focus Brands: Anaesthetics and Thrombosis
    - Regional Brands: Now includes High Potency & Cytotoxic Brands which have been de-prioritised for regional focus
    - Group Segmentation: Split at revenue and gross margin level between Commercial Pharmaceuticals and Manufacturing segment to provide visibility

FINANCIAL REVIEW

FINANCIAL SUMMARY

CONTINUING

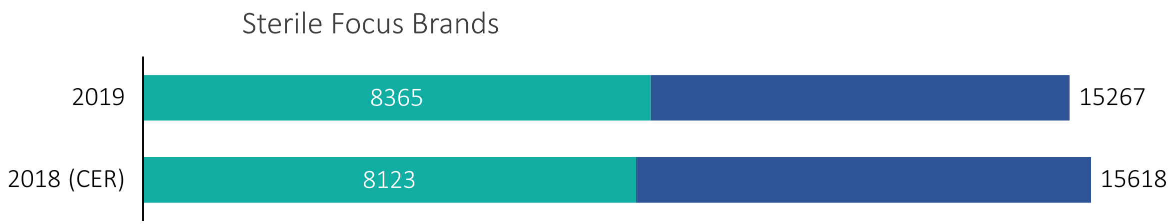
R'million	FY 2019	% Change vs PY Reported	CER
Net revenue	38 872	1%	-2%
Gross profit	19 698	0%	-2%
Gross profit margin	*50.7%*	51.4%	50.7%
Normalised EBITDA	10 824	-2%	-4%
Normalised EBITDA margin	*27.8%*	28.8%	28.1%
Normalised tax	(1 219)	-3%	-4%
Normalised effective tax rate	*15.9%*	15.4%	15.3%
NHEPS (cents)	1 414	-7%	-8%
Operating cash flow per share (cents)	1 319	-9%	
Operating cash flow conversion	107%		
Net borrowings	38 984	-17%	
Net debt / EBITDA*	3.62x		

CER reflects the underlying operational performance. FY 2018 restated at FY 2019 average exchange rates
** Calculated in terms of Facilities Agreement covenant measure*

SEGMENTAL

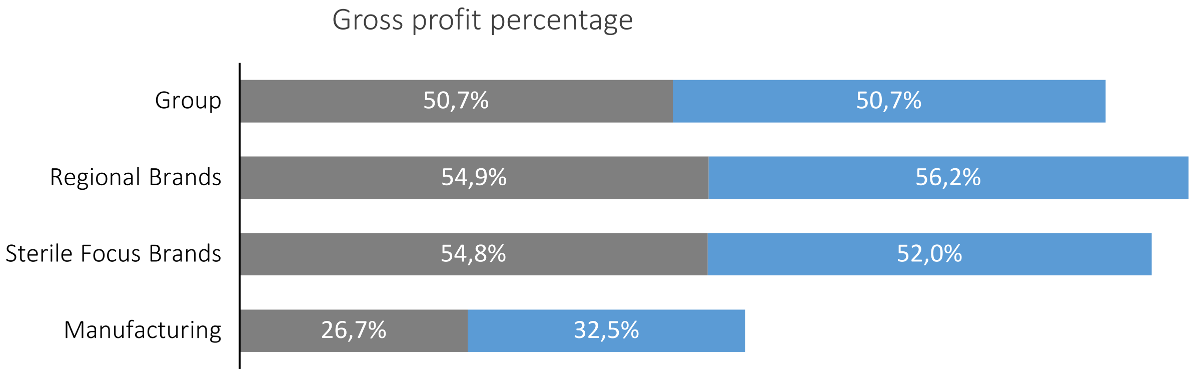
CONTINUING

- Regional Brands show revenue growth notwithstanding declines in the oncology portfolio



- Improved gross profit from Sterile Focus Brands, despite lower sales

- Reduced CMO business weighs on revenue and margins



- Gross profit percentage stable due to gains in Sterile Focus Brands

Gross profit Revenue 2019 2018 (CER)

CER reflects the underlying operational performance. FY 2018 restated at FY 2019 average exchange rates

NORMALISED EBITDA

CONTINUING

R'million	FY 2019	*% of revenue*	FY 2018 (CER)	*% of revenue*
Gross profit	19 698	*50.7%*	20 195	*50.7%*
Operating expenses	(9 943)	*-25.6%*	(9 935)	*-24.9%*
Net other operating income	332	*0.9%*	265	*0.7%*
Depreciation	737	*1.8%*	694	*1.6%*
Normalised EBITDA	10 824	*27.8%*	11 219	*28.1%*

Small decline in EBITDA margin % predominantly caused by flat operating expenses on slightly lower revenue

IMPAIRMENTS

CONTINUING

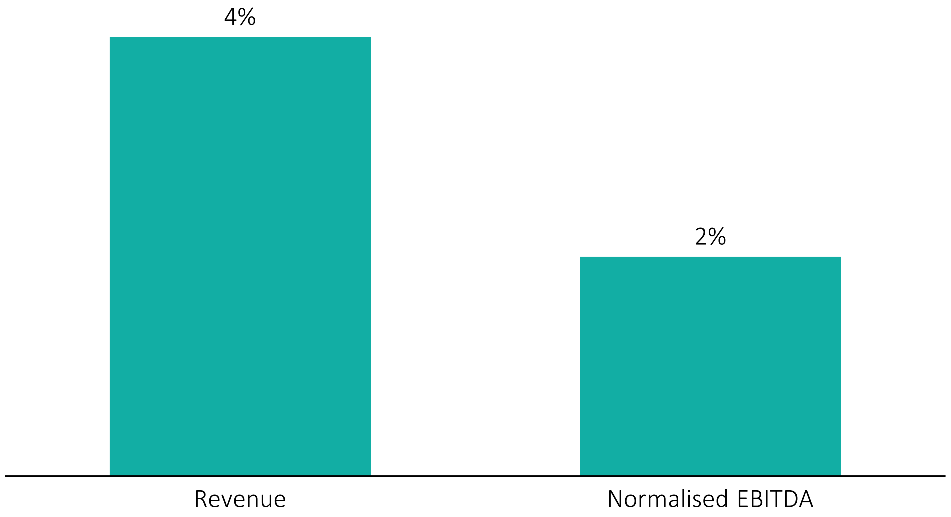
R'million	FY 2019	FY 2018	Comments relating to FY 2019
Intangible assets	2 412	623	Impairment of intangibles is 3.3% of opening book value
Oncology portfolio	754		Increasing generic competition driving prices down
Anaesthetics	264		Offset by equal release of deferred payable no longer due
Development costs	162		As a consequence of product pipeline rationalisation
Other Regional Brands	1 232		Reduced revenue and profit trajectory on specific products
Goodwill	111	-	Goodwill impairment relates to intangible assets impaired
Property, plant & equipment	515	68	Redundant PPE due to efficiency gains and strategy shifts
Financial assets	55	-	Share in development house written off

Aspen classifies certain of its intangible assets as being of indefinite life. Each year the carrying values of these assets are rigorously tested for impairment and carrying values are written down. Intangible assets which are no longer assessed as indefinite life are reclassified as definite life assets.

CURRENCY IMPACT

CONTINUING

Average FX rates to ZAR	Contribution to revenue	Contribution to Normalised EBITDA	FY 2019	FY 2018	H1 2019
EUR	29%	6%	16.19	15.33	16.34
AUD	11%	19%	10.15	9.97	10.27
CNY	7%	16%	2.08	1.97	2.07
USD	6%	-17%	14.19	12.86	14.19

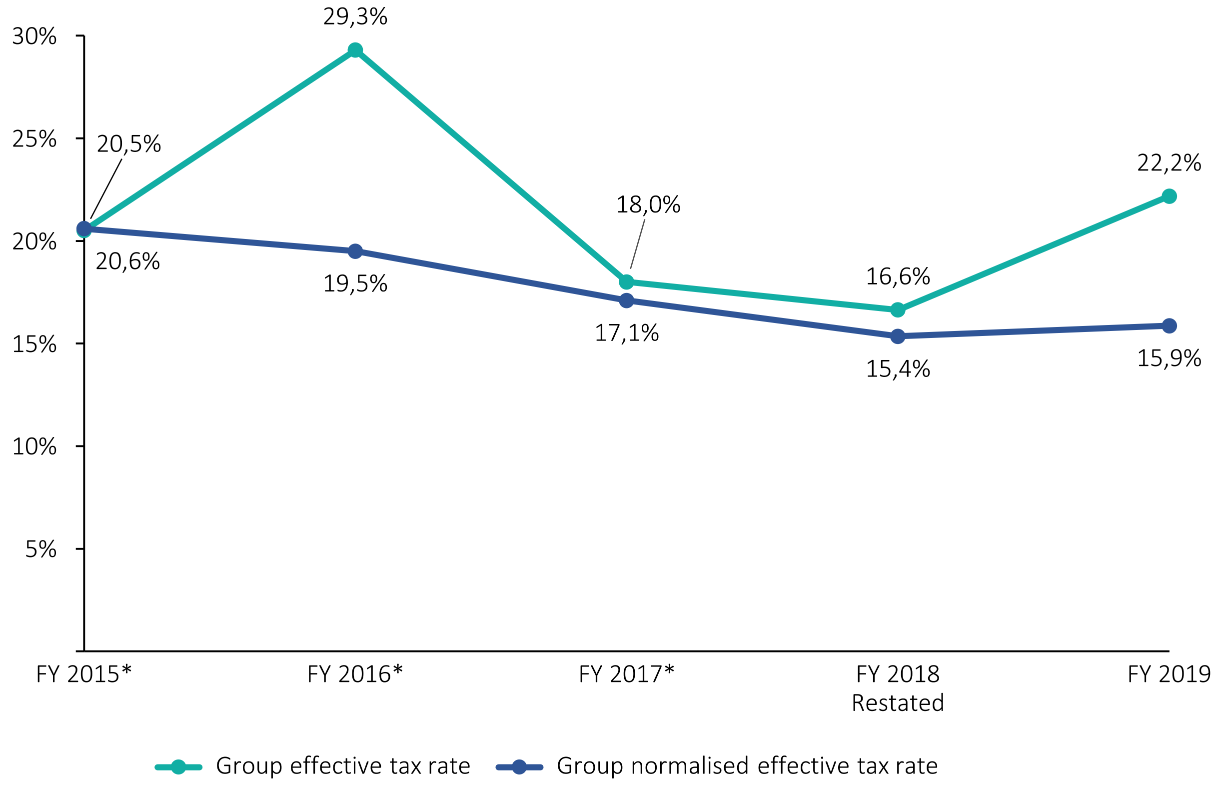


Currency impact in FY 2019

- ZAR contribution
  - Revenue: 19%
  - Normalised EBITDA: 21 %
- Favourable impact on revenue from relative ZAR weakness
- Higher weighting of costs in stronger USD and EUR dilutes the impact on normalised EBITDA
  - Largest input cost to ARVs is the API which is priced in USD

EFFECTIVE TAX RATES

CONTINUING



- The Group's effective tax rate spiked during FY 2016 and FY 2019 due to
  - The write-off arising from the termination of the Venezuelan operations in FY 2016
  - Higher impairments in FY 2019
- Normalised effective tax rate eliminates the periodic spikes and other non-trading items
- Anticipated changes in the mix of contributions to total operating profit by Group companies is expected to increase the effective tax rate in FY 2020 by 1% to 2%

*Total operations which includes the effective tax rate for the Nutritionals Business, therefore not comparable to FY 2018 and FY 2019

RECONCILIATION OF CER NHEPS

CONTINUING

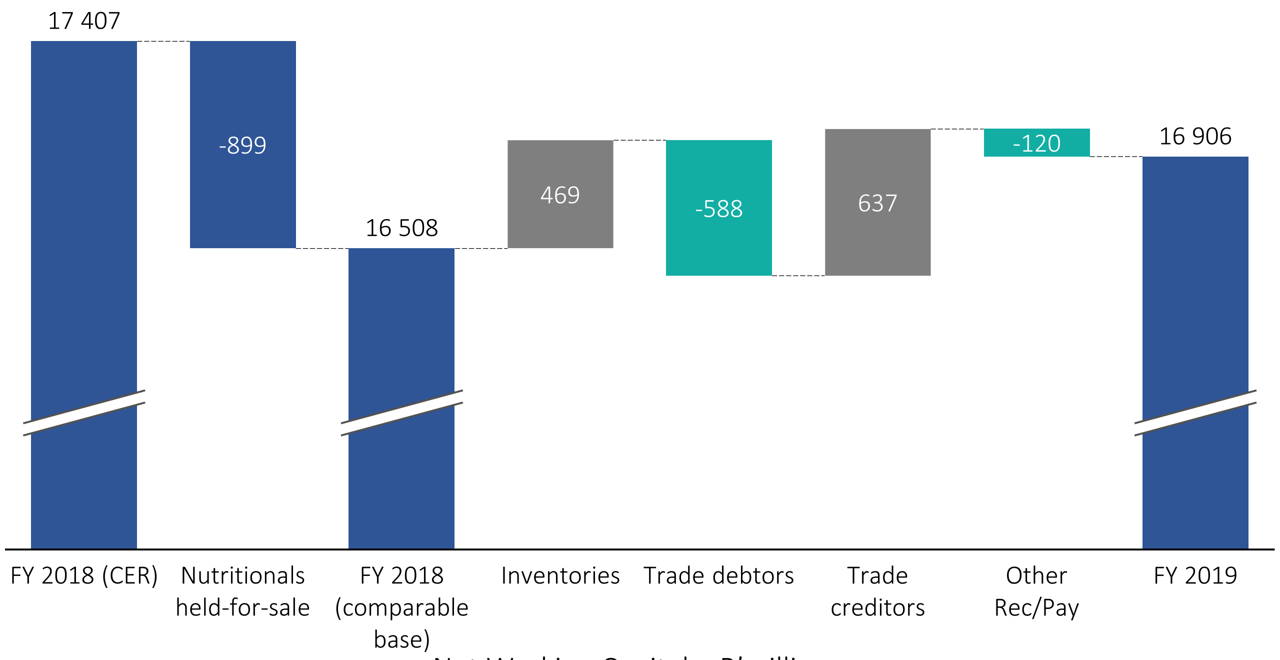
Cents	FY 2019	FY 2018 (CER)
Basic earnings per share (EPS)	**595.0**	**1 238.6**
Profit on sale of property, plant and equipment	3.7	-
Impairment of property, plant and equipment	92.5	11.2
Impairment of intangible assets	498.1	167.5
Reversal of impairment of PPE	(3.9)	(0.5)
Reversal of impairment of intangible assets	-	(29.4)
Impairment of goodwill	23.5	-
Impairment of available for sale financial assets	12.0	-
(Profit)/loss on sale of assets classified as held-for-sale	(1.8)	8.1
Loss on sale of intangible assets	8.5	0.7
Headline earnings per share (HEPS)	**1 227.6**	**1 396.2**
Capital raising fees	14.3	46.5
Restructuring costs	18.4	28.7
Redundancy costs	3.6	4.3
Transactions costs	105.6	35.4
Litigation costs	100.5	66.7
Reversal of deferred consideration no longer payable	(57.7)	-
Foreign exchange loss/(gain) relating to acquisition	2.0	(41.2)
Normalised HEPS	**1 414.3**	**1 536.6**

CER reflects the underlying operational performance. FY 2018 restated at FY 2019 average exchange rates

WORKING CAPITAL

CONTINUING

R'million	FY 2019	FY 2018 (CER)
Net Working capital - comparable base*	16 906	16 508
Net Working capital - excl. Oss	12 096	11 911
Working capital % of revenue	43%	41%
Less: Attributable to Oss	-9%	-8%
Working capital excl. Oss - % of revenue	34%	33%



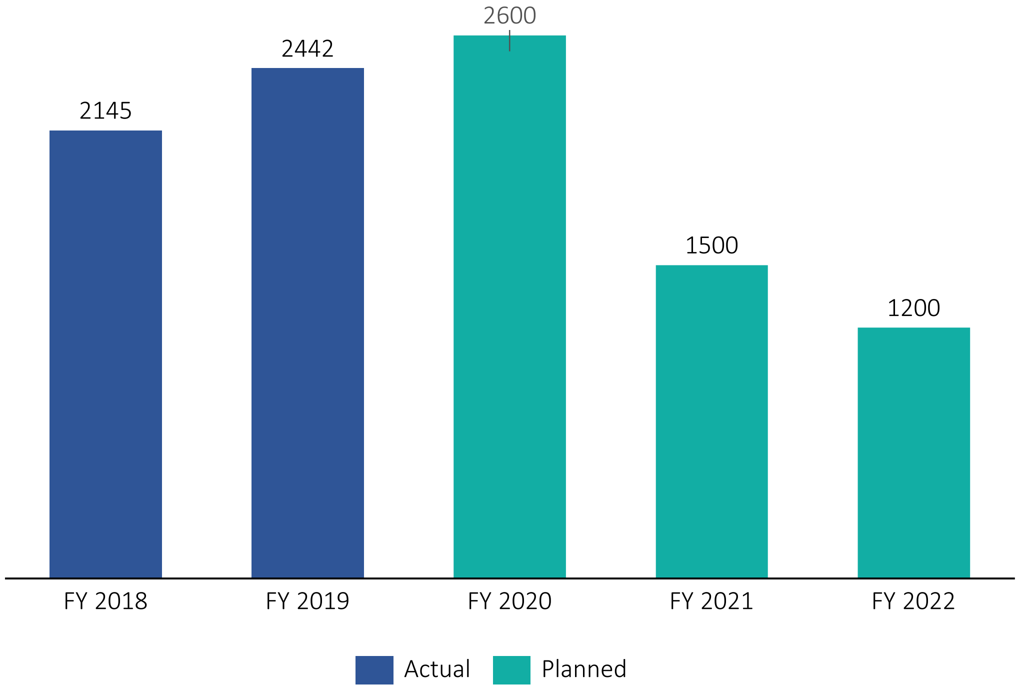
Net Working Capital – R'million

- Strong cyclical unwind of working capital in H2 2019 of R875 million
- Benefited from lower than planned inventory levels due to:
  - Supply constraints
  - Strike at SA production sites
- Recovery of VAT receivables outstanding
- Investment in net working capital in FY 2020 likely to follow similar trend to FY 2019 – higher outflow in H1 than H2

* See Appendix 10

CAPITAL EXPENDITURE

PPE CAPEX IN R'MILLION



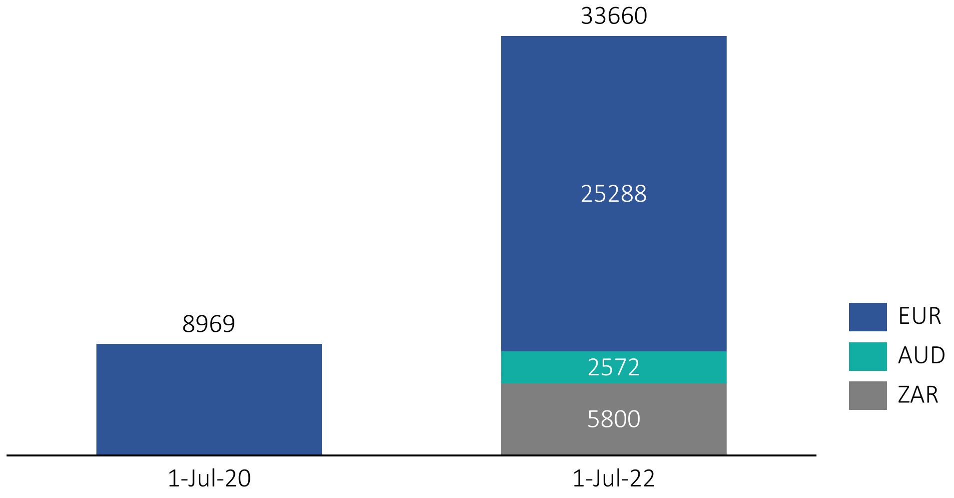
- Planned capex is based on current expectations that no new strategic capex programmes will be undertaken in the next 3 years
- Maintenance capex generally between R400-500 million p.a.

- Total capex on strategic projects has increased from R4.5 billion to R4.9 billion largely due to unfavourable forex adjustments
- Expected first commercial production:
  - Port Elizabeth FY 2021
  - Bad Oldesloe FY 2021
  - Notre Dame de Bondeville FY 2022
- Full commercial benefits expected in FY 2024

BORROWINGS

ANALYSIS OF NET BORROWINGS

Key Indicators	FY 2019	H1 2019	FY 2018
Normalised net funding costs^	(1 893)	(861)	(1 819)
Gearing	42%	51%	49%
Net Debt/EBITDA *	3.6x	4.4x	3.8x
Interest cover ratio	4.7x	5.4x	6.2x
Effective interest rate for the period **	3.81%	3.59%	4.00%
Cash	8 977	9 868	11 170
Non-current borrowings	39 713	52 506	46 725
Current borrowings	8 248	10 868	11 225
Net borrowings	38 984	53 506	46 780

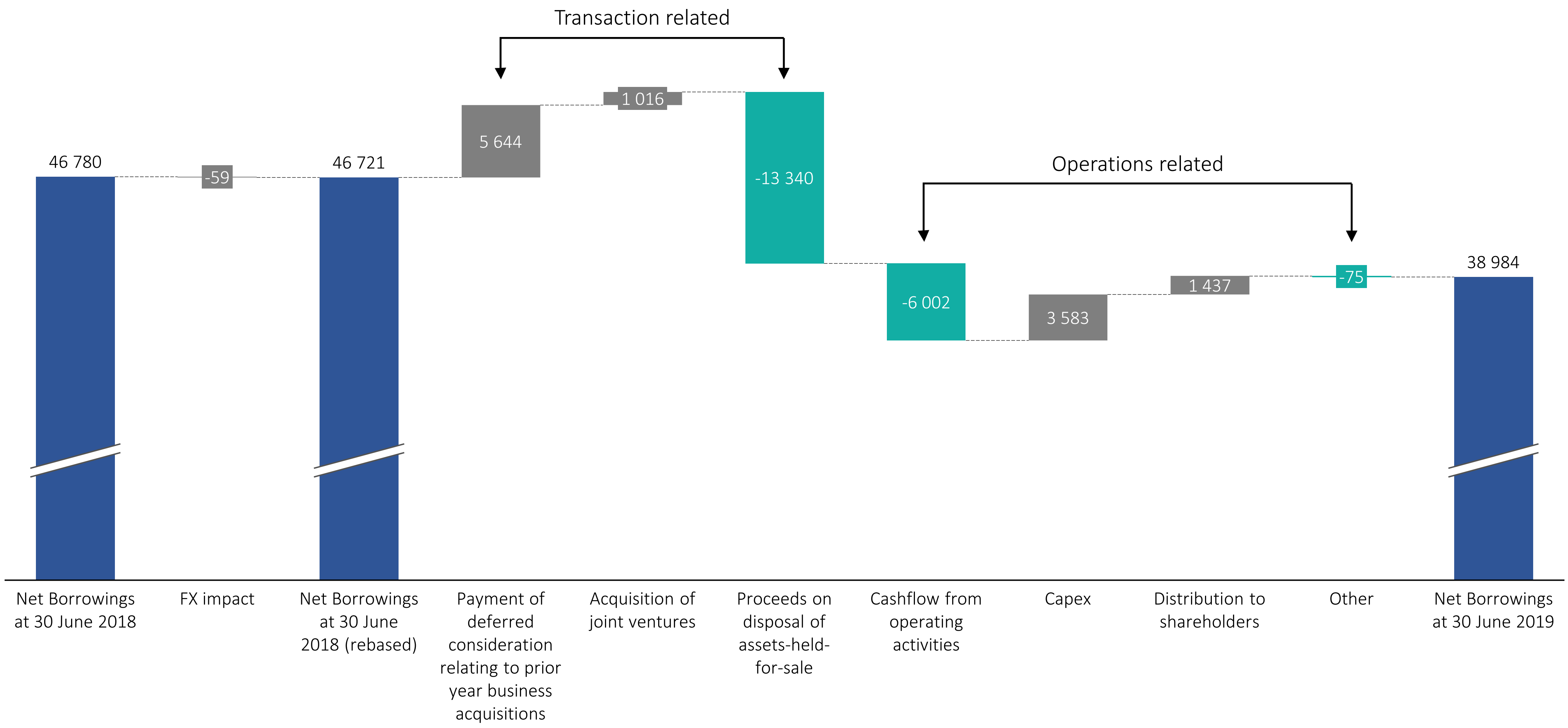


Syndicated term and revolving loans R'm

- EUR term debt due 1 July 2020 will be refinanced to the extent it is not retired by means of free cash flows and proceeds from transactions
- Net Debt/EBITDA* covenant is 4.0x for the twelve months ending 31 December 2019 and 3.5x for the twelve months ending 30 June 2020

^ excluding foreign exchange impact
* Calculated in terms of Facilities Agreement covenant measure
** Excluding amortisation of capital raising fees, and inclusive of continuing and discontinued operations

NET BORROWINGS BRIDGE



KEY CASH FLOW COMMITMENT TRENDS

R'million	FY 2018	FY 2019	FY 2020	Future trend / Comments
Capital expenditure - PPE	2 145	2 442	2 600	Declining sharply after FY 2020 and then stabalising - refer to slide 13
Capital expenditure - Intangible assets	6 083	1 522	700	Opportunity dependent, including in FY 2020
Dividends	1 313	1 437	-	Dividend assessed annually
Deferred payments	4 599	5 644	316	Trending lower but dependent on future transactions
European investigations	81	-	323	Dependent on developments with European Commission
Deferred receipts	-	-	(382)	R493m receivable in FY 2021
Conditional future payment/receipts^	-	-	255	R750m of potential net receipts/payments due in FY 2022

- All future commitments are indicative and based upon management's current expectations
- Such future commitments are subject to change as circumstances evolve

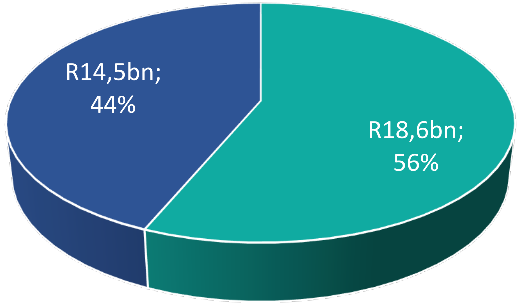
^ *Relates to transaction-related payments and/or receipts which may arise contingent upon future events*

GROUP PERFORMANCE REVIEW

GROUP REVENUE

CONTINUING

R'million	FY 2019	FY 2018	% change	FY 2018 (CER)*	% change
Commercial Pharma**	33 084	32 190	3%	33 354	-1%
Regional Brands	17 817	17 321	3%	17 736	0%
Sterile Focused Brands	15 267	14 869	3%	15 618	-2%
Manufacturing	5 788	6 124	-5%	6 502	-11%
API	4 553	4 603	-1%	4 881	-7%
FDF	1 235	1 521	-19%	1 621	-24%
Group revenue	38 872	38 314	1%	39 856	-2%



Market split Commercial Pharma R33.1bn

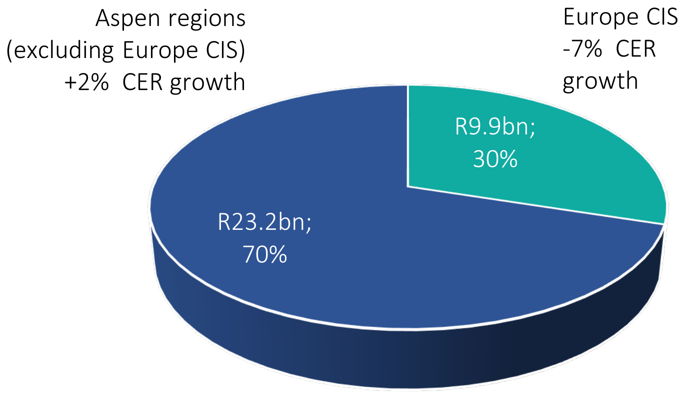
- Commercial pharma increased by 3% in ZAR due to positive currency impact (-1% in CER)
  - Performance negatively impacted by Europe CIS, Anaesthetics supply and SA strike action
  - Partially offset by positive sales in Latin America and Asia Pacific
- Supply constraints in Anaesthetics H2 2019 impact, slightly worse vs our expectations. Constrained supply impacted growth
- Manufacturing decline R714 million (CER), reasons in line with those disclosed in H1 2019
  - API: Heparin API sales to third parties suspended in Q1 2019
  - FDF: SA impacted by Gilead tender loss, strike action

*CER reflects the underlying operational performance. FY 2018 restated at FY 2019 average exchange rates
** Refer to Appendix 9 for segmental disclosure as previously reported

COMMERCIAL PHARMA – BY GEOGRAPHY

CONTINUING – Resilience in the broad geographic exposure

R'million	FY 2019	FY 2018 (CER)*	% change
Asia Pacific	10 387	10 044	3%
Europe CIS **	9 897	10 639	-7%
Africa & Middle East	9 042	9 068	0%
Americas ^	3 758	3 603	4%
Total	**33 084**	**33 354**	**-1%**



Geographic split Commercial Pharma R33.1bn

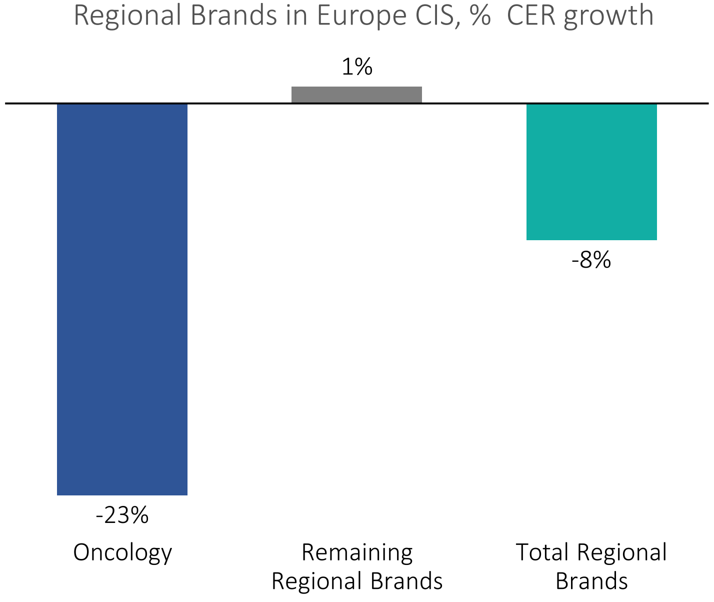
- Europe CIS represents 30% of sales
- Europe CIS performance has offset the positive performance from other regions
- Commercial pharma benefits from geographic and currency diversification

**CER reflects the underlying operational performance. FY 2018 restated at FY 2019 average exchange rates*
*** Developed Europe and Developing Europe & CIS*
^ Latin America ,USA and Canada

COMMERCIAL PHARMA - EUROPE CIS

CONTINUING – Addressing underperformance

R'million	FY 2019	FY 2018 (CER)*	% change
Regional Brands	2 144	2 332	-8%
Sterile Focused Brands	7 753	8 307	-7%
Thrombosis	5 279	5 629	-6%
Anaesthetics	2 474	2 678	-8%
Total	**9 897**	**10 639**	**-7%**



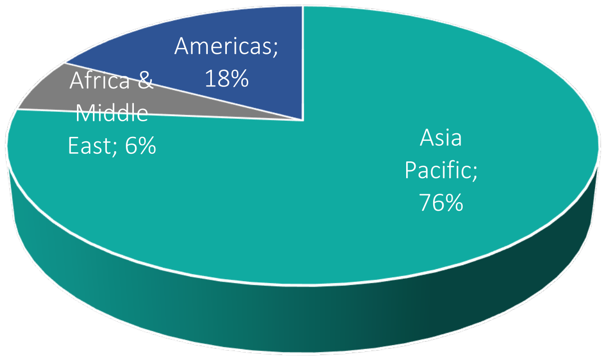
- **Decline in Sterile Focus Brands impacted by:**
  - Ineffective commercial structures
  - Constrained supply in Anaesthetics
  - Once-off impact due to the switch from a wholesaler model to Aspen distribution in Russia
- **Initiatives to ensure the best possible result with the current sales force:**
  - Restructured and collapsed regional structures. Direct oversight by Group Commercial Head
  - Reallocation of existing sales resources between therapies and countries with the highest revenue potential and competitive advantage
  - Sales effectiveness model is a key focus. Ensure the optimal audience is targeted, overseen by key account manager
  - Formalised tender management to ensure readiness for when Anaesthetics supply normalises

*CER reflects the underlying operational performance. FY 2018 restated at FY 2019 average exchange rates

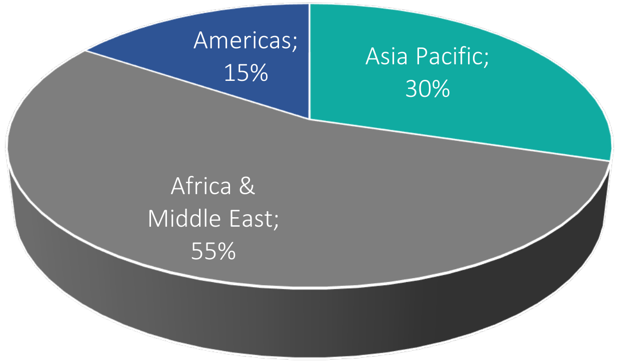
COMMERCIAL PHARMA – ASPEN REGIONS, EXCLUDING EUROPE CIS

CONTINUING – Satisfactory performance

R'million	FY 2019	FY 2018 (CER)*	% change
Asia Pacific	10 387	10 044	3%
Regional Brands	4 651	4 505	3%
Sterile Focused Brands	5 736	5 539	4%
Africa & Middle East	9 042	9 068	0%
Regional Brands	8 568	8 534	0%
Sterile Focused Brands	474	534	-11%
Americas ^	3 758	3 603	4%
Regional Brands	2 454	2 365	4%
Sterile Focused Brands	1 304	1 238	5%
Total	**23 187**	**22 715**	**2%**



Sterile Focus Brands R7.5bn



Regional Brands R15.7bn

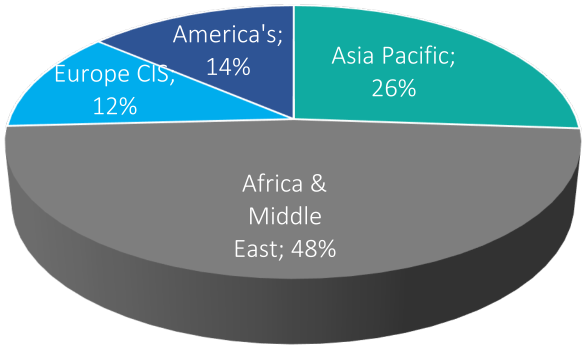
- Satisfactory performance despite Anaesthetics supply constraints and SA strike action
- Steady organic growth across regions
- Regional Brands+2%
  - Australasia +5%
  - SA Regional Brands flat due to strike action
  - Latin America +6%
- Sterile Focus Brands +3%
  - China +13% lead Asia Pacific growth, partially offset by Anaesthetics supply constraints in Australia
  - Americas +5% supported by +7% in Latin America

All commentary in y/y CER growth, unless stated otherwise
**CER reflects the underlying operational performance. FY 2018 restated at FY 2019 average exchange rates*
^Latin America, USA and Canada

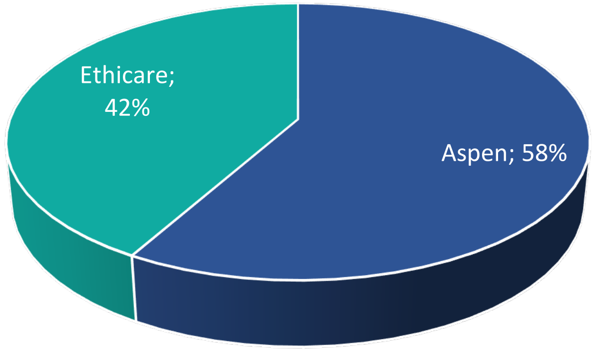
COMMERCIAL PHARMA – GROUP REGIONAL BRANDS

CONTINUING – Strong brand equity

- **SSA and Australasia account for 63% of Group Regional Brands**
- **Australasia +5% , OTC performance +8%**
- **SSA business restructured into Aspen and Ethicare** for heightened customer focus and operational improvements from effective allocation of our resources
  - Ethicare includes public and private sector ARVs. Public sector ARVs approximately R1.3 billion in FY 2019
  - Post restructuring: trading in FY 2020 is showing positive signs, albeit early days
- **New ARV tender in SA effective 1 July 2019 with reduced volume awarded to Aspen vs prior tenders**
  - The award did not favour local manufacturers
  - The outcome of the supplementary tender is expected to be awarded in October 2019
- **NHI:** the SA government is seeking increased access to medicines for the entire population. Aspen a leading supplier to both the public and private sector
- **Europe** performance negatively impacted by the oncology portfolio
- **Latin America** +6% growth supported by strong performance of domestic brands



Group Regional Brands R17.8bn

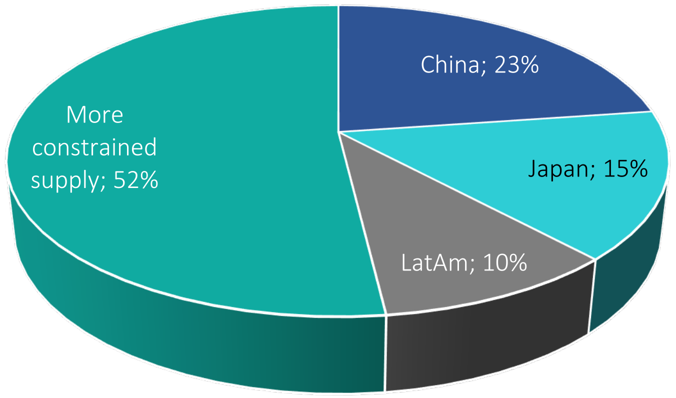


SSA Regional Brands R7.9bn

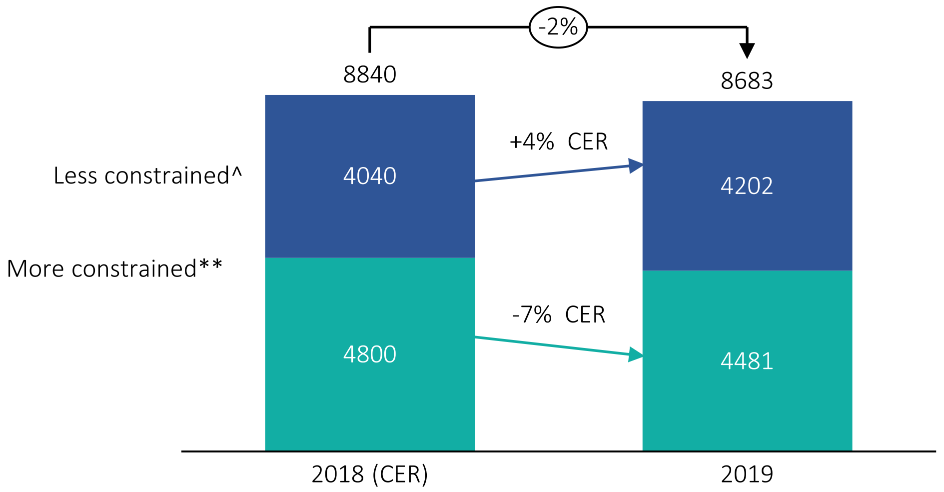
All commentary in y/y CER growth, unless stated otherwise

COMMERCIAL PHARMA –STERILE FOCUS BRANDS - ANAESTHETICS

CONTINUING OPERATIONS - Anaesthetics constrained by supply



Anaesthetics R8,7bn



Anaesthetics split by more constrained vs less constrained countries, in R'm (CER*)

- Aspen's market share of global Anaesthetics market was 12% of USD 4.2 billion for the 12 months ended 31 December 2018, limited by supply constraints
  - Less constrained countries grew +4%
  - More constrained countries -7%
- AZN compensation payments related to supply constraints: USD 20 million in FY 2019 and USD 10 million in FY 2018 ^^
- Anaesthetics supply is expected to improve during H2 2020
- Capex investment is critical for the secure supply of quality product to patients

All commentary in y/y CER growth, unless stated otherwise

** CER reflects the underlying operational performance. FY 2018 restated at FY 2019 average exchange rates*

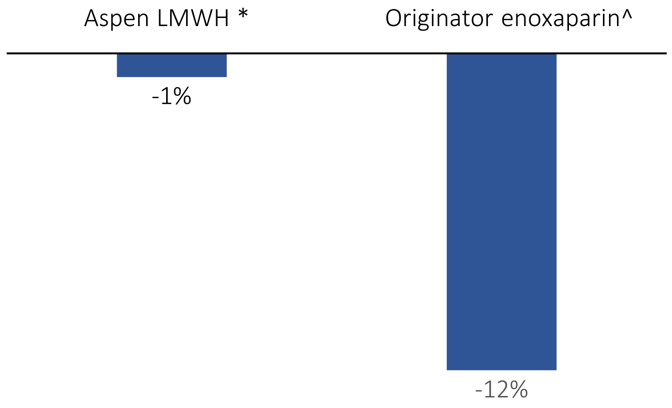
^Less constrained countries: China, Japan, Latin America

***More constrained: all other countries*

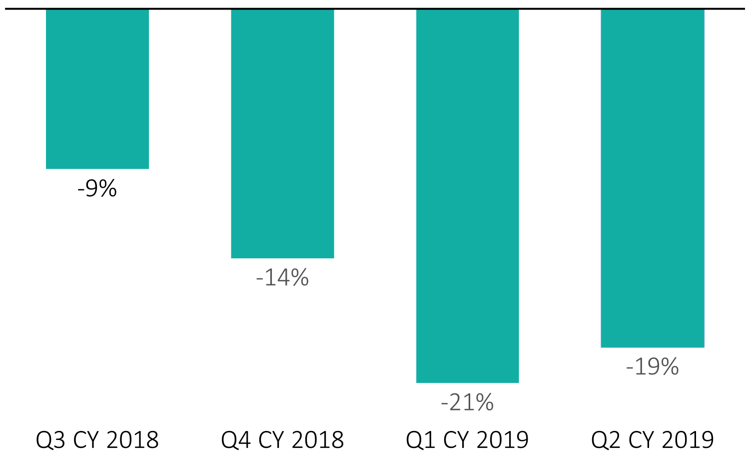
^^ **R284million in FY 2019 and ZAR 142m in FY 2018** (converted at USD/ZAR 14,194 average rate in FY 2019)

COMMERCIAL PHARMA – STERILE FOCUS BRANDS – THROMBOSIS

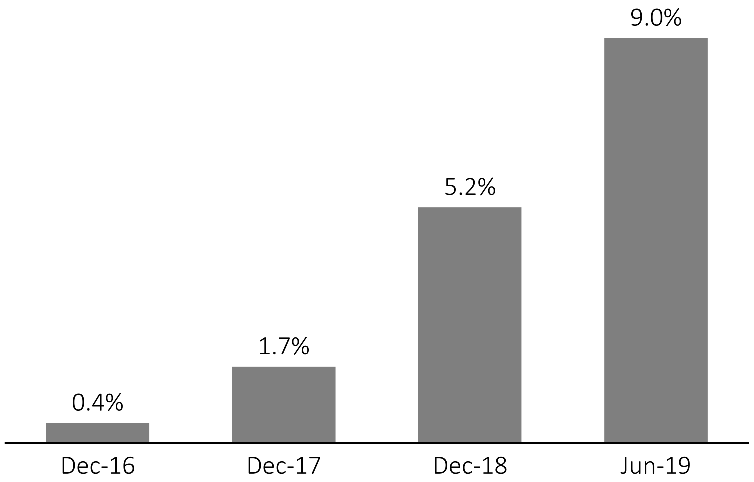
CONTINUING OPERATIONS - Biosimilar impact in Europe



Aspen LMWH portfolio in Europe CIS, 2 year CAGR of value measured in EUR’m between FY 2017 and FY 2019



Originator enoxaparin Developed Europe quarterly performance vs prior year in EUR’m^



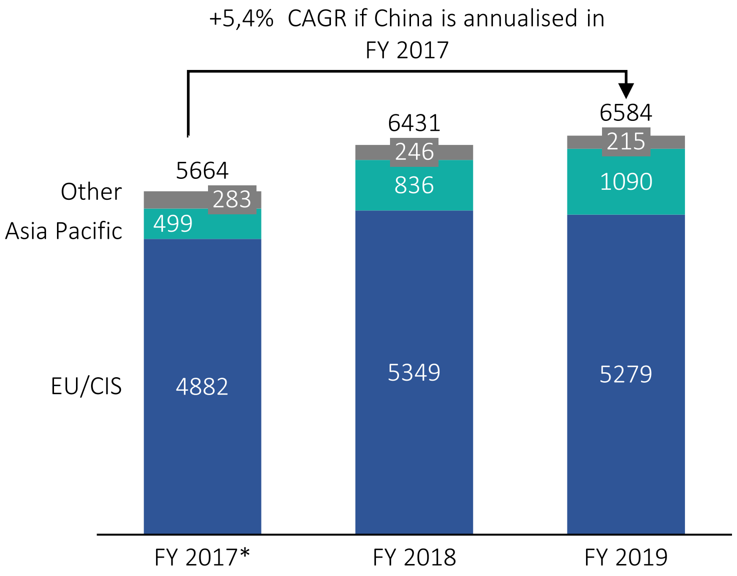
Biosimilar M.A.T market share** of 16 countries^^ by value EUR'm

- Aspen’s LMWH (low molecular weight heparin) portfolio declined -1% p.a. 2 year CAGR, measured in EUR between FY 2017 and FY 2019 in Europe CIS
  - Impact to Fraxiparine and Mono-Embolex has been limited
  - Biosimilars (enoxaparin sodium biosimilars) have gained limited traction across 16 key countries growing to 9.0% average market share by value (EUR’million) in June 2019

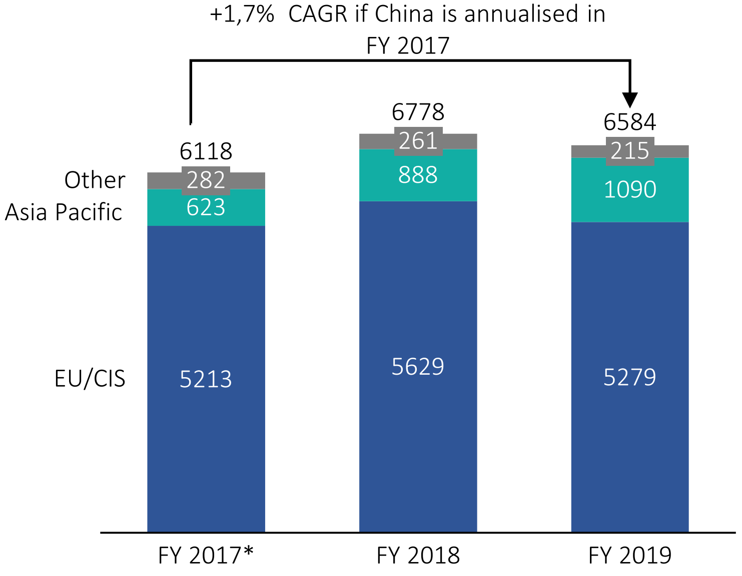
**Aspen LMWH products include Fraxiparine and Mono-Embolex*
^ Company Financial Reports, region Developed Europe only
***IQVIA monthly data for period December 2017 to June 2019*
^^ Austria, Belgium, Czech Republic, France, Germany, Greece, Hungary, Italy, Netherland, Poland, Romania, Russia, Slovakia, Spain, Switzerland, UK

COMMERCIAL PHARMA – STERILE FOCUS BRANDS – Thrombosis

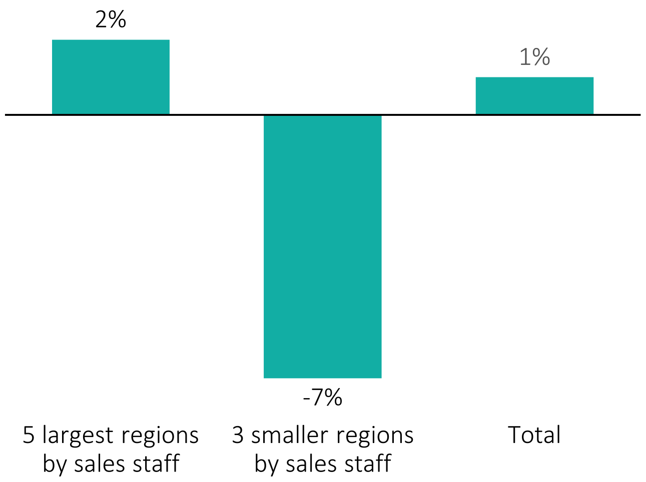
CONTINUING OPERATIONS - Consistent overall performance



Group Thrombosis R'm (reported)



Group Thrombosis R'm (CER^)



2 year CER^ CAGR FY 2017 – FY 2019 Europe CIS Thrombosis, by sales region R'm

- Group Thrombosis revenue declined -3% to R6.6 billion in FY 2019
  - Europe CIS declined -6%
  - Remaining regions +14% supported by China
- Europe CIS region by sales staff:
  - 5 largest regions by sales staff contributed approximately 90% to revenue grew 2% p.a. 2 year CAGR FY 2017 - FY 2019
  - 3 smaller regions by sales staff have declined -7% p.a. 2 year CAGR FY 2017 - FY 2019
- In addition to our LMWH portfolio of Fraxiparine and Mono-Embolex, we have Arixtra, a synthetic anticoagulant unaffected by pricing dynamics in mucosa due to African Swine Fever
- Our strategic stock build has allowed us to defer the impact of the pricing escalation in mucosa. Negative gross profit impact of up to EUR 10 million in FY 2020 and ± EUR 10 million in FY 2021

All commentary in y/y CER growth, unless stated otherwise
**FY 2017 Asia Pacific revenue includes China for 6months only*
^CER reflects the underlying operational performance. FY 2017 and FY 2018 restated at FY 2019 average exchange rates

ASPEN BUSINESS MODEL

A GLOBAL MULTINATIONAL BUSINESS HAS BEEN ESTABLISHED > R10 BILLION NORMALISED EBITDA IN FY 2019

A DYNAMIC MODEL

- Organic growth
- Efficient portfolio renewal - acquisitions and disposals
- Free cash flow generation to invest/service debt

THE ASPEN GROWTH MODEL REQUIRES

- Adaptation to changing circumstances is essential for sustainability
- Evidenced in the evolution from a generics business to branded and sterile portfolios
- Investment in differentiated products and manufacturing capabilities

EFFICIENT PORTFOLIO RENEWAL

- Value created in our products is evidenced by profits on almost all disposals
- Nutritionals business realised profit on disposal of R5.7 billion
- Establishing leadership positions in therapeutic categories through synergistic transactions

ASPEN MANAGEMENT ALIGNED WITH SHAREHOLDER INTERESTS. EQUITY HAS BEEN ISSUED VERY SPARINGLY

ASPEN BUSINESS MODEL CONTINUED

ORGANIC PERFORMANCE

- Many regions delivering organic growth
- Europe CIS working to a solution
- Manufacturing results stabilising with potential heparin upside

FREE CASH FLOW GENERATION & DEBT SERVICING

- Debt has been reduced by 27% in last six months
- Operating cash flow conversion of 107%
- Deferred payables no longer a material commitment
- Capex projects spend will decline after FY 2020
- Actively engaged in pursuing further value realisation opportunities

ASPEN'S BUSINESS MODEL IS SOUND AND RELEVANT TO TODAY'S CHANGING PHARMA LANDSCAPE

STRATEGIC FOCUS FOR THE NEAR TERM – SA

- Outcomes from the strategic review of SA
  - Great potential in the Aspen portfolio and the market
  - Diverse portfolio which requires focus and continuous reassessment
  - The opportunity for growth in consumer health and OTC products was highlighted. Further liquid capability needed
  - Structurally disadvantaged within some commoditised molecules/ARV tenders
- Heightened focus by splitting the diverse portfolio in two
  - Aspen – branded portfolio
  - Ethicare – commoditised/traded portfolio
- Consumer health and OTC upside to be unlocked
  - New liquid capacity commercially operationalised August 2019

Ethicare
Committed to caring

STRATEGIC FOCUS FOR THE NEAR TERM – SA CONTINUED

PUBLIC SECTOR ARVs

- **Aspen has a social commitment to SA patients and continues to manufacture ARVs**
  - Local manufacturing has seen no benefits in the supply of ARVs to SA tender
  - Aspen has continually stepped in for other providers
- **ARVs have foreign exchange and working capital exposure**
  - The largest input cost to ARVs is the API which is priced in USD
  - API cost component, paid in advance of debtors received
  - Volumes are meaningful to facilities
- **Aspen has entered into an agreement to partner on ARVs with an API supplier**
  - Interim arrangement
    - Aspen will pay for the API once the debtors have been collected and Aspen has deducted its share
    - Supplier will carry exchange rate exposure
  - Final agreement with ARV API supplier, subject to approval by the Competition Authorities
    - Aspen will manufacture for partner
    - Will be paid a license fee for manufacturing and distribution

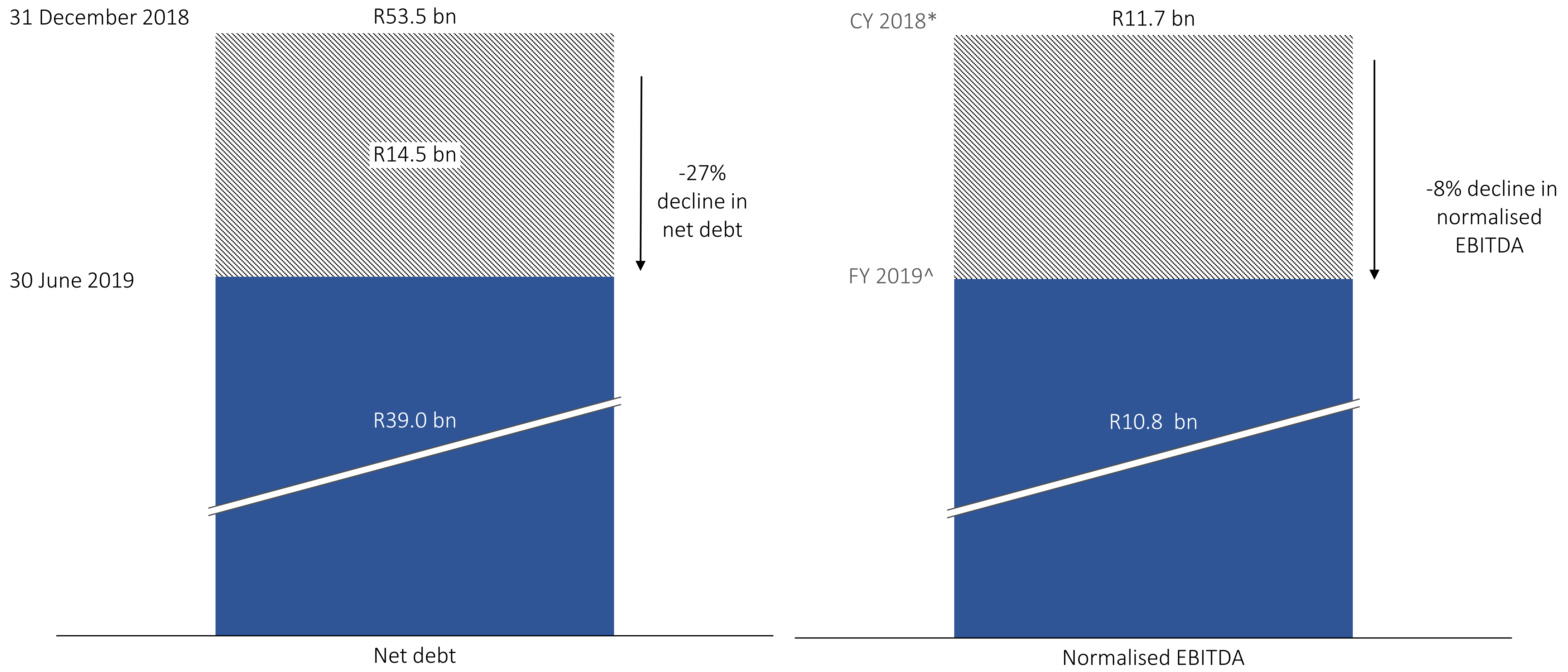
STRATEGIC FOCUS FOR THE NEAR TERM – EUROPE

- Outcomes from the strategic review
  - Where we have a larger sales representation - performance was enhanced
  - In some regions, in terms of commericalisation capabilities, we are sub-scale
  - Aspen is positioned to be a “partner of choice” within non-commoditised steriles, supported by:
    - Our significant investment in manufacturing capacity to ensure quality, cost effective and reliable supply of medicines
  - We have adopted a more focused approach to the region
  - We are seeking partners with the capabilities to drive commercial growth and recognise the value of Aspen’s production capabilities
- Aspen committed to retaining a European presence
  - EUR profit is an important income stream for Aspen
- Aspen explored an option for a single partner for Sterile Focus Brands in Europe
  - While the valuation was compelling, final deal structure could not be agreed
- We remain interested in exploring “the right” partnership opportunities
  - The experience gained has steered us to a structured and focused process
  - Partners with specific capabilities either in regions or product groups
  - Ability to deliver sustainable growth is key

OPPORTUNITIES

- Heparin API
  - Committed building of safety stock of heparin API
  - 18 months of API in stock at Oss with additional stock being held at the NdB facility
  - Market price of API has increased significantly
  - Gains to be made from recommencing sales to third party customers
- HPC
  - FDA ANDA approval received early-August for 1ml preservative free single dose vial
  - USD 10 million milestone earned on receipt of FDA ANDA approval
  - Aspen will receive a further USD 20 million in milestone payments, subject to the partner achieving USD 30 million in net sales on HPC
  - A profit share agreement is in place for net sales above USD 30 million
- USA – Women's health portfolio
  - Aspen has reassessed and has broadened the search for partners
  - First launch to be conjugated estrogens in second half of CY 2020
  - Further launches in the pipeline with updates in due course
- Orgaran
  - PE facility approved by USA FDA for Orgaran manufacture and dossier approved for USA reactivation
  - HIT indication trials initiated. Patient trials are being influenced by the acute nature of the HIT indication
- Continually engaged in pursuing further value realisation opportunities

EFFICIENT AND EFFECTIVE DE-LEVERAGING



*Including discontinued operations disposed of
^Excluding discontinued operations disposed of

OUTLOOK

FY 2020 EXPECTED TO DELIVER A STRONGER H2 VS H1

- Europe CIS
  - Sterile Focus Brands, flat to positive growth expected FY 2020
    - H1 2020 expected to be down approximately -5%
    - Commercial intervention and Anaesthetics supply to drive a stronger H2 2020
  - Regional Brands down 5% - 10%
- Aspen Regions (excluding Europe CIS)
  - Sustained organic growth in both Regional Brands (excluding SA ARV tender) and Sterile Focus Brands
  - Impetus from SA private sector
- Manufacturing
  - SA strike resolved
  - Continued production efficiency gains
  - Heparin API sales opportunity
  - Financial performance H2 2020 weighted, similar annual result to FY 2019
- Group Outlook
  - We expect FY 2020 normalised headline earnings broadly in line with FY 2019

All comments in CER

APPENDIX

APPENDIX 1: ABRIDGED STATEMENT OF COMPREHENSIVE INCOME

CONTINUING AND DISCONTINUED

R'million	FY 2019	FY 2018*	% change
Net revenue	**38 872**	**38 314**	1%
Cost of sales	(19 174)	(18 628)	
Gross profit	**19 698**	**19 686**	0%
Gross profit margin	*50.7%*	*51.4%*	
Operating expenses	(9 943)	(9 576)	
Net other operating expenses	(4 227)	(1 604)	
Depreciation	737	674	
Amortisation	455	435	
EBITDA	**6 720**	**9 614**	-30%
EBITDA margin	*17.3%*	*25.1%*	
Depreciation	(737)	(674)	
Amortisation	(455)	(435)	
Operating profit	**5 528**	**8 506**	-35%
Net funding costs	(2 038)	(1 762)	
Profit before tax	**3 490**	**6 744**	-48%
Tax	(774)	(1 122)	
Profit after tax from continuing operations	**2 716**	**5 622**	-52%
Profit from discontinued operations	4 467	416	
Profit for the year	**7 183**	**6 038**	19%
EPS (cents)	**1 573.6**	**1 322.5**	19%
HEPS (cents)	**1 254.0**	**1 474.7**	-15%
NHEPS (cents)	**1 466. 4**	**1 610. 8**	-9%

** FY 2018 figures restated for discontinued operations and the adoption of new standards.*

APPENDIX 2: ABRIDGED STATEMENT OF NORMALISED COMPREHENSIVE INCOME

CONTINUING

R'million	FY 2019	FY 2018 *	% change	FY 2018 (CER)	% change
Net revenue	**38 872**	**38 314**	**1%**	**39 856**	**-2%**
Cost of sales	(19 174)	(18 628)	3%	(19 661)	
Gross profit	**19 698**	**19 686**	**0%**	**20 195**	**-2%**
Gross profit margin	*50.7%*	*51.4%*		*50.7%*	
Operating expenses	(9 943)	(9 576)	4%	(9 935)	0%
Net other operating income	332	247	34%	265	25%
Depreciation	737	674	9%	694	6%
EBITDA	**10 824**	**11 031**	**-2%**	**11 219**	**-4%**
EBITDA margin	*27.8%*	*28.8%*		*28.1%*	
Depreciation	(737)	(674)	9%	(694)	6%
Amortisation	(455)	(435)	5%	(450)	1%
Operating profit	**9 632**	**9 922**	**-3%**	**10 075**	**-4%**
Net funding costs	(1 959)	(1 731)	13%	(1 790)	9%
Profit before tax	**7 673**	**8 191**	**-6%**	**8 285**	**-7%**
Tax	(1 219)	(1 259)	-3%	(1 271)	-4%
Profit after tax from continuing operations	**6 454**	**6 932**	**-7%**	**7 014**	**-8%**
NHEPS (cents)	**1 414.3**	**1 518.4**	**-7%**	**1 536.6**	**-8%**
Normalised effective tax rate	*15.9%*	*15.4%*		*15.3%*	

** FY 2018 figures restated for discontinued operations and the adoption of new standards.*

APPENDIX 3: RECONCILIATION OF REPORTED NHEPS

CONTINUING AND DISCONTINUED

Cents	FY 2019	FY 2018*	% change
Basic earnings per share (EPS)	**1 573.6**	**1 322.5**	**19%**
Profit on sale of property, plant and equipment	3.7	-	>100%
Impairment of property, plant and equipment	92.5	11.0	>100%
Impairment of intangible assets	498.1	160.8	>100%
Reversal of impairment of PPE	(3.9)	(0.5)	>100%
Reversal of impairment of intangible assets	-	(27.9)	<100%
Impairment of goodwill	23.5	-	>100%
Impairment of available for sale financial assets	12.0	-	>100%
(Profit)/loss on sale of assets classified as held-for-sale	(954.0)	8.1	>100%
Loss on sale of intangible assets	8.5	0.7	>100%
Headline earnings per share (HEPS)	**1 254.0**	**1 474.7**	**-15%**
Capital raising fees	14.3	44.4	-68%
Restructuring costs	21.9	27.5	-20%
Redundancy costs	3.6	4.2	-12%
Transactions costs	152.8	35.0	>100%
Product litigation costs	100.5	64.0	57%
Reversal of deferred consideration no longer payable	(57.7)	-	100%
Foreign exchange gain relating to acquisition	(23.0)	(39.0)	-41%
Normalised HEPS	**1 466.4**	**1 610.8**	**-9%**

** FY 2018 figures restated for discontinued operations and the adoption of new standards.*

APPENDIX 4: GROUP STATEMENT OF FINANCIAL POSITION

R'million	FY 2019	FY 2018*
TOTAL ASSETS		
Non-current assets	**86 876**	**92 614**
Intangible assets	67 180	72 163
Property, plant and equipment	12 065	11 368
Goodwill	4 649	6 126
Deferred tax assets	1 163	966
Contingent environmental indemnification assets	801	802
Other non-current assets	1 018	1 189
Current assets	**36 152**	**39 493**
Inventories	14 648	14 959
Receivables and other current assets	12 511	13 229
Cash and cash equivalents	8 977	11 170
Assets classified as held-for-sale	16	135
Total assets	**123 028**	**132 107**

R'million	FY 2019	FY 2018*
EQUITY AND LIABILIITIES		
Shareholders equity	**54 925**	**49 375**
Non-current liabilities	**48 064**	**54 532**
Borrowings	39 713	46 725
Other non-current liabilities	3 702	2 775
Unfavourable and onerous contracts	1 055	1 382
Deferred tax liabilities	2 049	2 213
Contingent environmental liabilities	801	802
Retirement and other employee benefits	744	635
Current liabilities	**20 039**	**28 200**
Borrowings	8 248	11 225
Trade and other payables	9 555	10 414
Other current liabilities	1 911	6 187
Unfavourable and onerous contracts	325	374
Total equity and liabilities	**123 028**	**132 107**

** FY 2018 figures restated for the adoption of new standards*

APPENDIX 5: EXTRACT FROM GROUP STATEMENT OF CASH FLOWS

CONTINUING AND DISCONTINUED

R'million	FY 2019	FY 2018	% change
Cash operating profit	10 918	11 925	-8%
Changes in working capital	(1 378)	(1 597)	-14%
Cash generated from operations	9 540	10 328	-8%
Net finance costs paid	(1 742)	(1 816)	-4%
Tax paid	(1 796)	(1 495)	20%
Cash generated from operating activities	6 002	7 017	-14%
Operating cash flow per share (cents)	*1 314.9*	*1 537.3*	*-14%*
Continuing	*1 319.3*	*1 455.3*	*-9%*
Discontinued	*(4.4)*	*82.0*	

- Operating cash flow conversion rate (continuing) = operating cash flow per (continuing) / HEPS (continuing)
- Operating cash flow conversion rate (continuing) = 1319,3 / 1227,6 = 107%

APPENDIX 6: IFRS RESTATEMENTS

Statement of comprehensive income

R'million	Reported previously	Discontinued operations	Adoption of IFRS 15	FY 2018
Revenue	42 596	(4 239)	(43)	38 314
Cost of sales	(20 991)	2 302	61	(18 628)
Gross profit	21 605	(1 937)	18	19 686
Tax	(1 385)	254	9	(1 122)
Profit after tax	6 011	(416)	27	5 622
Earnings per share	1 316.6	(91.2)	5.9	1 231.3
Headline earnings per share	1 468.8	(91.2)	5.9	1 383.5
Normalised headline earnings per share	1 604.9	(92.4)	5.9	1 518.4

Statement of financial position

R'million	Reported previously	Adoption of IFRS 9	Adoption of IFRS 15	FY 2018
ASSETS				
Inventories	14 496	-	463	14 959
Receivables and current assets	14 421	(80)	(1 112)	13 229
Total assets	28 917	(80)	(649)	28 188
SHAREHOLDERS' EQUITY				
Reserves	48 162	(80)	(640)	47 442
LIABILITIES				
Current liabilities				
Other current liabilities	6 196	-	(9)	6 187
Total liabilities	6 196	-	(9)	6 187

The implementation of IFRS 15: Revenue from Contracts with Customers and IFRS 9: Financial Instruments, became effective for Aspen in FY 2019. Aspen has assessed and applied the new standards and the June 2019 results have been reported in line with the new requirements. The June 2018 comparative period has been restated in the reviewed results on a full retrospective basis.

APPENDIX 7: NET FUNDING COSTS

CONTINUING

R'million	FY 2019	FY 2018
Net interest paid	(1 619)	(1 411)
Foreign exchange (losses)/gains	(66)	88
Notional interest on financial instruments	(274)	(408)
Normalised net funding costs	**(1 959)**	**(1 731)**
Debt raising fees on acquisitions	(70)	(209)
Foreign exchange gains on acquisitions	(9)	178
Reported net financing costs	**(2 038)**	**(1 762)**

Cumulative change in margin applicable to the Group's syndicated term and revolving loans for changes in leverage ratio:

>4,50x but <4,75x	+0,750%
>4,25x but <4,50x	+0,525%
>4,00x but <4,25x	+0,325%
>3,75x but <4,00x	+0,150%
>3,50x but <3,75x	0
>3,00x but <3,50x	-0,150%
>2,50x but <3,00x	-0,250%
>2,00x but <2,50x	-0,350%
<2,00x	-0,450%

APPENDIX 8: GROUP REVENUE BY REGION

CONTINUING

R'million	FY 2019	FY 2018 *	% Change	FY 2018 (CER)**	% Change
Developed Europe	12 095	12 316	-2%	13 022	-7%
Sub-Saharan Africa	8 575	8 855	-3%	8 978	-4%
Asia Pacific	10 872	9 894	10%	10 411	4%
Latin America	3 083	2 930	5%	2 910	6%
Developing Europe & CIS	2 516	2 693	-7%	2 810	-10%
MENA	1 056	978	8%	1 032	2%
USA & Canada	675	648	4%	693	-3%
Total	**38 872**	**38 314**	**1%**	**39 856**	**-2%**

** FY 2018 figures restated for discontinued operations and the adoption of new standards.*
*** CER = constant exchange rate. FY 2018 restated at FY 2019 average exchange rates*

APPENDIX 9: COMMERCIAL PHARMA REVENUE SEGMENT

CONTINUING – PREVIOUS DISCLOSURE

R'million	FY 2019	FY 2018*	% change	FY 2018 (CER)**	% change
Regional Brands	17 817	17 321	3%	17 736	0%
Regional Brands	13 565	13 043	4%	13 246	2%
High Potency & Cytotoxics	4 252	4 278	-1%	4 490	-5%
Sterile Focus Brands	15 267	14 869	3%	15 618	-2%
Anaesthetics	8 683	8 438	3%	8 840	-2%
Thrombosis	6 584	6 431	2%	6 778	-3%
Total Revenue	33 084	32 190	3%	33 354	-1%

** FY 2018 figures restated for discontinued operations and the adoption of new standards.*
***CER = Constant exchange rate. FY 2018 results restated at FY 2019 average exchange rates*

APPENDIX 10: WORKING CAPITAL RECONCILIATIONS

CONTINUING

R'million	FY 2019	FY 2018
Net Working capital - Reported	17 288	18 154
Less IFRS 9 and 15 restatement	-	(729)
Net working capital - Restated	17 288	17 425
Fx impact	-	(18)
Net working capital (CER)	17 288	17 407
Nutritionals - held for sale	-	(899)
Deferred receivables - Asia Pacific disposal	(382)	-
Net Working Capital - comparable base (CER)	16 906	16 508

CER = Constant exchange rate. FY 2018 results restated at FY 2019 average exchange rates

APPENDIX 11: DISPOSAL OF THE NUTRITIONALS BUSINESS

DISCONTINUED

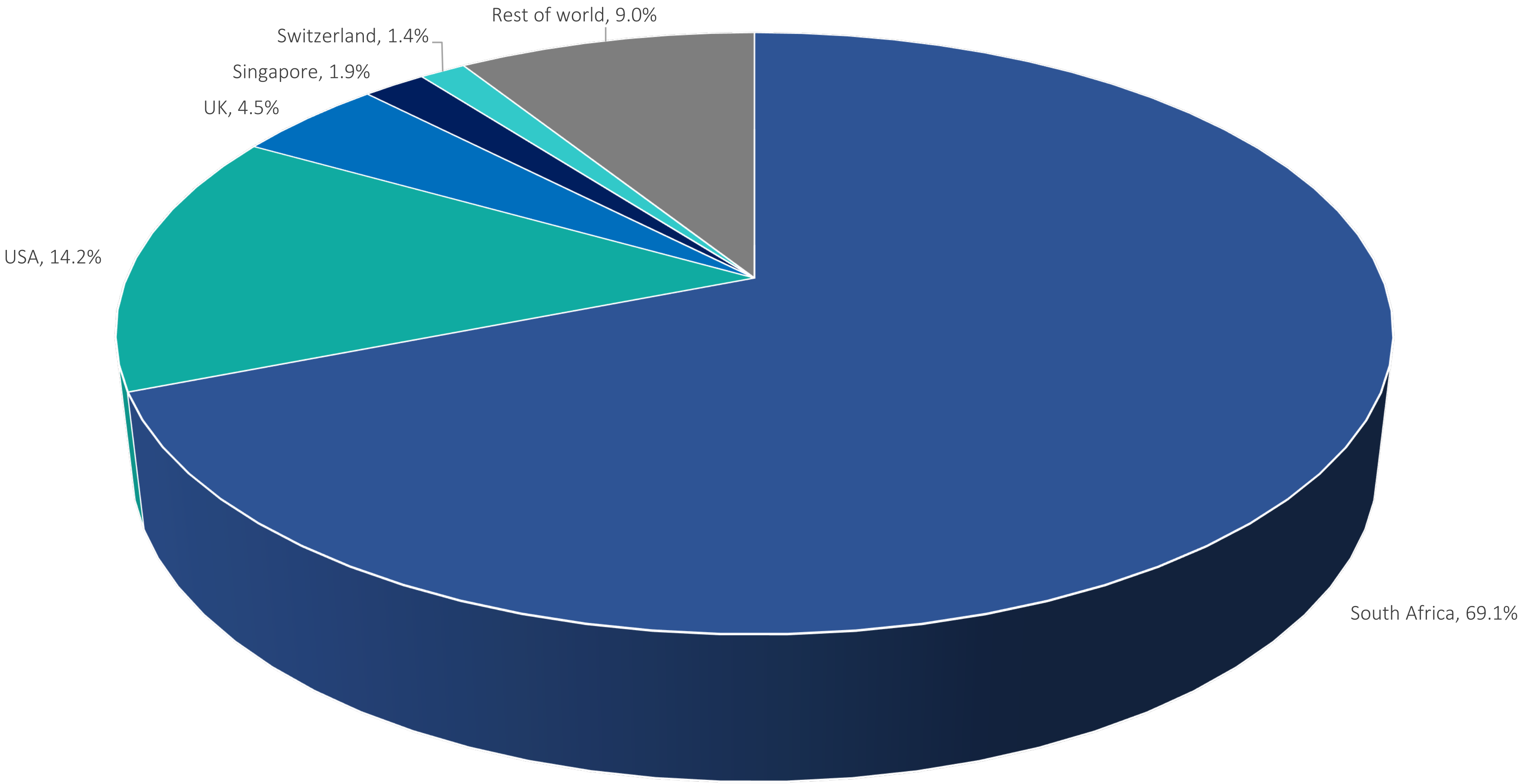
Profit on disposal	R'million
Gross proceeds	12 079
Cash disposed	(63)
Cash proceeds	12 016
NAV disposed	(6 294)
Provisions	(851)
	4 871
Add back: cash disposed of in subsidiary	63
Profit/(loss) on disposal	4 934
Profit on JV's	756
Total profit/(loss) on transaction	5 690

Proceeds on disposal	R'million
Gross proceeds	12 079
Cash disposed	(63)
Cash proceeds	12 016
JV buy-outs	(1 016)
Tax	(468)
Transaction,restructuring costs	(260)
Net proceeds	10 272

R10 272 @ R16.40*/EUR = EUR 626 million

* = ZAR/EUR on effective closing date of the transaction

APPENDIX 12: INSTITUTIONAL INVESTORS – BY REGION



APPENDIX 13: PORTFOLIO MANAGEMENT MODEL

Drivers of portfolio strategy

Patients Needs

Market Conditions

Group Capability

Return on Investment Expectations

Build portfolio

Acquire	Develop	Collaborate
Proactively seek value enhancement opportunities Complimentary to existing operations	Leverage intellectual & manufacturing advantage Product development lifecycle management	Strategic relationships with MNCs

Maximise portfolio returns

Sales & Marketing	Manufacturing	Supply Chain

Leverage sales and distribution network

Achieve manufacturing synergies

Optimise supply chain

Integrate acquisitions into existing business

Reshape portfolio

Revitalise	Collaborate	Divest
Evaluate opportunity to extract further value e.g. line extensions, new regional launches	Seek partnerships that will unlock further value	Check alignment to Portfolio Strategy & divest non-core assets

Generate sustainable cash flows
Realisation of proceeds from sale of assets

Available Capital

Aspen Portfolio

Balance between focus & diversification across regions and therapies

Leading Global & Regional Brands

Off patent, niche specialty brands