

Our Long-term View Allows us to Nurture Talent and Expertise and Build a Solid Track Record



**About
Ulrike Bauer**

Ulrike Bauer has been with Ypsomed (previously Disetronic) since 2001 in various commercial roles. Since 2014, she is a member of the Executive Board and responsible for the Delivery Systems Business unit. Ulrike Bauer, Chief Business Officer Delivery Systems at Ypsomed.

The number of people with chronic conditions is increasing worldwide. In this context, the demand for Ypsomed's autoinjectors and pens is growing rapidly, as they enable simple and safe self-administration of liquid medication. In conversation with Susanne Köhler, Head of Public Relations, Ulrike Bauer, Chief Business Officer Delivery Systems at Ypsomed, talks about current trends and how the company's commitment to strong partnerships, scalable business models, and strategic market positioning makes Ypsomed an ideal partner for meeting the growing demand and driving sustainable innovation.

Q: Ypsomed's annual figures show that the company is on a steep path of success and growth. What factors are driving this growth?

A: Injectables are alongside orals the dominant category of drugs in the development pipelines of pharma and biotech. The benefits for patients and for the healthcare systems of at-home treatment are increasingly recognised. That is why there is a growing demand for innovative, user-friendly, and reliable devices that enable quick market access. Ypsomed is well positioned to serve these needs due to a comprehensive device portfolio and its established platform approach that was introduced more than ten years ago.

We have trustworthy and longstanding relationships with a huge number of both

big and small pharma and biotech customers, which provide the basis for two thirds of every new project that we work on. One third of new projects are started with new customers, so our customer base is steadily increasing.

Q: How does Ypsomed contribute to building and strengthening relationships with customers?

A: We prioritise transparency, trust, and continuous collaboration. We build joint governance structures and maintain open communication to ensure our customers' needs are consistently met throughout all project phases and the full life cycle. Our platform approach allows us to tailor self-injection devices to specific pharmaceutical requirements in a short time, thereby reliably supporting successful product launches. Additionally, our proactive risk management practices help sustain long-term, mutually beneficial relationships with both existing and new pharmaceutical and biotech customers.

Q: Who does Ypsomed partner with and why?

A: At Ypsomed, we partner with a broad network of global industry leaders across the pharmaceutical supply chain, including equipment suppliers, contract manufacturing organisations (CMO/CMOs), and primary container manufacturers.

Our partnerships span the entire development process and commercial life of combination products – from ensuring primary container compatibility to collaborating on fill-finish operations, final product assembly, and packaging. Our Industry Collaboration department, staffed with subject matter experts, has a deep understanding of our partners' capabilities, and confidently recommends the best options when it comes to equipment selection and manufacturing processes, whether customers choose to manage processes in-house or work with trusted service providers. Our partnerships

offer turnkey solutions that are easy to access and ready to order. By nurturing these strategic partnerships, pharma customers benefit from best-in-class systems that reduce costs and shorten timelines during the clinical, approval, and commercial phases for each drug product. Through this extensive network of collaborations, Ypsomed effectively supports customers and maintains the quality and safety they expect.

Q: Customers have very diverse needs and different business cases. How does Ypsomed handle these requirements?

A: Ypsomed employs a range of business models to meet the diverse needs of large, medium, and small pharmaceutical and biotech customers, whether they are in commercial production or clinical study phase. For very large quantities, we offer models that allow customers to have dedicated production lines or even license the production of the device, providing a second source of supply and enhancing supply chain resilience. In any case, Ypsomed maintains responsibility for product design during the full life cycle. Another advantage of our platform approach is that at the same time it allows us to serve also smaller and medium-sized demands, as well as clinical trial phases, ensuring consistent quality, flexibility, and efficiency. This variety of business models enables us to support a wide range of projects, from early-stage clinical studies to full-scale commercial production, allowing a balanced and sustainable growth of our diverse customer base.

Q: In which countries is Ypsomed expanding its capacities, and why at these locations in particular?

A: To continue upholding our commitment to quality and reliability, we are also expanding our production capabilities globally. Our headquarters are located in Switzerland, in the heart of Europe, where the history of Ypsomed began 40 years ago. This is where we conduct our research, development,

and production with sites in Burgdorf and Solothurn. In Schwerin, northern Germany, we have a new, state-of-the-art production facility established in 2019, which is currently undergoing further expansion. In October, we inaugurated a large extension, and we plan to more than double the size of the plant by 2027. Additionally, we are building our own plant in China, which will soon be ready for production. In North America, we are currently seeking a suitable location.

Up until now, we have supplied worldwide markets from Switzerland and Germany. However, we aim to be closer to our target markets and establish production capacities where the products are needed. Our customers appreciate this approach. The geographical proximity also supports our efforts for sustainability. We are taking one step at a time, ensuring that everything fits together seamlessly.

Q: Which indications are treated with pens and autoinjectors, and for which indications will Ypsomed's products be used in the future?

A: We began 40 years ago with insulin and peptide hormones. Then followed the complex biological molecules that must be administered subcutaneously as well. The range of acute and chronic conditions that can be treated with our pens and autoinjectors broadens each year. Currently, we have more than 70 launched combination products targeting 15 different therapeutic areas, thus improving the lives of more than eight million patients worldwide.

One significant future application for our autoinjectors could be in cancer treatments. Currently, cancer therapies are predominantly administered intravenously in hospitals, but there is a shift towards subcutaneous formulations, which opens the way to self-administration.

Drugs from the GLP-1 class are a new treatment approach for obesity management. Initially employed in the treatment of Type 2 diabetes, it was observed that patients experienced weight loss as a side effect.

With obesity and diabetes on the rise globally, weight reduction will play a crucial role in public health by helping to prevent related secondary conditions. As a number of these new drugs can also come as preserved formulations in cartridges, our portfolio of

autoinjectors and pens meets the needs in this therapeutic area.

Q: Ypsomed's products are also used to treat rare diseases. Are these cases a less interesting opportunity for the company?

A: It does not matter to us whether an indication is very common and involves high or low volumes or a rare condition with lower volumes, both are interesting opportunities for us. Thanks to our platform approach, we operate very efficiently and can quickly adapt our products to meet customer needs. As a result, even customers with smaller volumes benefit from the experience and economies of scale provided by our established platforms.

Q: In recent years, the product portfolio has been expanded to include large volume autoinjectors that cover volumes of 2.25 mL to 10 mL and different viscosities. What are they used for and what does this mean for the treatment of chronic conditions?

A: More and more therapies are being offered for self-treatment, and there are new formulations with higher concentrated

ingredients. The frequency of self-administration is decreasing, requiring higher doses of medication per injection. Overall, the increasing volume and viscosity of drugs require more powerful devices for injection. For example, new drugs for diseases such as Alzheimer's are administered in larger volumes to effectively deliver the medication.

Currently, there is significant demand for 2.25 mL handheld injections, and the next step is handheld delivery of volumes up to 5.5 mL. Our YpsoDose patch injector is the convenient solution for even higher volumes up to 10 mL, which is sufficient for the majority of drugs in development that require higher volumes.

Q: Digital health solutions have recently been added to the portfolio. What incentives do pharmaceutical companies have to offer this additional service?

A: The trend towards selfcare necessitates more guidance for patients. Pharmaceutical companies need to ensure that medications are administered correctly and can provide this information to payers as proof of adherence. This is particularly important for remote clinical trials, where maintaining data quality and ensuring proper administration are critical for approval.



During treatment, it is also crucial to provide doctors with certainty about correct medication administration and the monitoring of side effects. We can ensure this effectively with digital health applications and connected devices. By also offering patients additional benefits, such as reminders, guidance during injections, information about the condition, and lifestyle support, we can improve treatment experiences and outcomes.

Q: The majority of Ypsomed's auto-injectors are designed for single use. Why is that?

A: Patient safety and comfort are our top priorities. As already mentioned, the trend in the treatment of chronic conditions is to reduce the frequency of injections. If you only inject a medication quarterly, it is challenging to establish a routine, as is the case with weekly or even daily injections. The use of reusable devices is not ideal for infrequent treatments because the patient must go through additional handling steps for each injection e.g. re-setting the device and changing the needle and/or syringe compared to a single-use device. In many cases, a disposable solution makes more sense. Autoinjectors are designed for single use in most cases as they offer simplicity, convenience and safety, thereby simplifying drug administration and packaging while ensuring product integrity. We also offer reusable options, but their complexity and additional supply chain requirements necessitate a careful balance between sustainability and usability.

Q: What measures are taken to address sustainability?

A: We have been committed to sustainability for many years, and it is integrated in the four pillars of our corporate strategy. For us, sustainability means commitment to the environment and society. We attach great importance to acting responsibly towards employees, partners, and society and we expect the same from our partners throughout our value chain. Sustainable practices permeate our entire organisation. We recently launched the NetZero Program, which is our roadmap to achieve net zero emissions along the entire value chain by 2040. The first products from this program are already available to our customers. We



are committed to meeting the science-based emission reduction targets of the Science Based Targets initiative (SBTi). We minimise our environmental impact selecting raw materials with lower CO₂ emissions and apply eco-design principles in the development of our new innovations. Today we already use only renewable energy for all our operations.

Q: Ypsomed is celebrating its 40th anniversary this year. After more than 20 years with the company, how do you assess the current situation and what are your expectations for the future?

A: What I have always appreciated is Ypsomed's long-term focus and the patience which comes with it. This is

mainly because the Michel family, as the majority shareholder, understands the business very well and has always believed in steady success. Our long-term mindset has also helped us to retain and continuously develop talent and expertise. When I started at the predecessor company Disetronic more than 20 years ago, we experienced similar growth to what we see today. We understand what is essential for managing growth. We are one of the strongest manufacturers of self-injection devices, having built up economies of scale. We are in a good position with a broad customer base and a resilient foundation supported by the growth drivers of our business. Additionally, we have many bright minds at Ypsomed who work every day to make selfcare simpler and easier. My expectations for the future are therefore consistently positive.