Date: November 19, 2026
Location: TC REMEDIA, Romania
Participants:

REMEDIA Pharmaceuticals	Valentin-Norbert TARUS	Chairman of the Board
	Theodor COJOCARU-TOTH	Board Member
	Cristian PLOCON	Board Member
	Roxana ULMEANU	General Director
	Mihai MUSATESCU	Hospital Sales Director
	Andrei DRAGHICI	Logistics Director, FRDL Deva Warehouse
	Andi DRANICEANU	Logistics Director, FRDL Bucharest Warehouse
	Nica PALADOIU	Chief Accountant, FR SA
	Aurora CRISTESCU	Chief Accountant, FRDL
	Florin CADIA	Director of Sustainability
	Zoe CHIRIȚĂ	Business Development Manager
	Cristina RADU	Director of Human Resources
	Paula FLEISCHER	Pharmacy Manager
	Florin LUPAȘ	Administrative Manager
Shareholders	Istvan Sarkany, Dan Segal, Cosmin Sabau, Daniel Dumitras, Gabriela Sfaca, Luiza Ionica, Nicoleta Coman, Mihaela Carutasu, Monica Matei, Marius Talaba, Emese Kovacs, Paunita Boeriu	
Analysts/Guests	Ovidiu SERDEAN	IFB Finwest

Mr. Florin CADIA, Director of Sustainability, opens the conference and introduces the participants, including Remedia management, shareholders, investors, and guests in attendance.

Mr. Valentin-Norbert TARUS, Chairman of the Board of Administrators, would like to highlight a few aspects related to Remedia's performance in the first nine months of 2026:

- The results as of September 30, 2026, demonstrate Remedia's resilience and its ability to navigate exceptional circumstances amid this year's pharmaceutical market conditions;
- Remedia has managed to stabilize its cash flows, and we hope that earnings will continue to grow, as they did in the third quarter, through the end of the year;

Ms. Aurora CRISTESCU, Chief Accountant of FRDL, presents the consolidated results for the third quarter of 2026, including revenue, income (broken down by revenue category), costs (broken down by expense category), operating and financial results (including gross and net results), and consolidated assets.

Mr. Theodor COJOCARU-TOTH, member of the Board of Administrators, interjects to note that, on an individual basis, solid liquidity has been maintained. Overall, performance for the first nine months is good, but requires greater operational efficiency. Management's priorities focus on improving the economic contribution of commercial activities, controlling costs, optimizing working capital, and developing value-added activities, thereby strengthening the group's ability to convert revenue into profit and cash while maintaining financial discipline and a focus on sustainable development.

Mr. Valentin-Norbert TARUS, Chairman of the Board of Administrators, notes that the results for the first nine months of 2026 are strongly influenced by market conditions, as well as by internal factors that need to be optimized. He invites Roxana ULMEANU, Chief Executive

Officer, to summarize the market conditions in which Remedia operates.

Ms. Roxana ULMEANU, General Director, states that the political and economic climate over the past year has been one of the most challenging in the last ten years. We are facing a series of challenges: the increase in the VAT rate for dietary supplements from 9% to 21%; the loss of over 700,000 insured individuals from the system (co-insured individuals); budget cuts; the late approval of the budget, which includes a 15% deficit compared to last year, leading to lower demand from hospitals and pharmacies; and an exchange rate that has risen by 7% compared to last year, a rise not reflected in price adjustments throughout the distribution chain. All of these factors have caused demand to be significantly lower than last year; CEGEDIM reports a year-over-year decline in units sold for prescription drugs of approximately 8% compared to last year, and 17% for OTCs and supplements. In addition, there has been a fierce battle among local distributors over market share and maintaining the sales figures previously agreed upon with manufacturers. To maintain linear volumes, we have eroded our margins. All of this is compounded by a significant increase in transportation costs and rising fuel prices.
There are a number of internal cost-related factors that we are working to optimize starting next year.
The outlook is positive; figures have shown an upward trend since the second half of the year, with sales peaking in the last quarter—October is particularly strong. The forecast is optimistic.

Mr. Valentin-Norbert TARUS, Chairman of the Board of Administrators, reports that Remedia has appointed a new commercial director, Mr. Daniel Rotaru, who has 30 years of experience in the pharmaceutical industry and is familiar with the market, manufacturers, and suppliers. In this context, for 2027, we are considering a reorientation; while in 2026 we maintained revenue by sacrificing margins and offering larger discounts—which resulted in weaker performance—management's projections are more optimistic for the end of the year. But in the long term, we need to review the products Remedia sells—what we buy and what we sell—and perhaps restructure certain business lines, with the corresponding costs. As reported in the press, pharmacies are on the brink of sustainability, and closely tied to them is the distribution segment provided by Remedia. This year, Remedia has not managed to meet its preliminary sales targets for robots; I remain confident, however, that robots represent a solution for pharmacies, given the challenges of this year. Pharmacies are focused on their day-to-day survival priorities rather than investing in robots. The robot ensures optimized storage, reduces expired inventory, and frees up time for discussions with patients—it's just a matter of time. Remedia is investing in this direction, and the time will come when robot sales will increase. There is market pressure on independent pharmacies, which complain of a lack of support from the large pharmacy chains—which are also the main distributors for individual pharmacies. When it comes to products in short supply on the market—as publicly reported in some cases—the large chains prioritize their own business. This could present a good opportunity for Remedia, which, as a medium-sized, neutral distributor, can increase its sales to small and medium-sized independent pharmacy chains that do not have direct supply contracts with large multinational companies—which operate through 4, 5, or 6 distributors—while Remedia does have contracts with these multinational companies. I remain optimistic; even if the year ends with results that fall short of what were perhaps overly optimistic projections, we will plan for next year in a way that leads to good results for Remedia. We also have a capable logistics director in Bucharest, Mr. Draniceanu, who may be able to resolve the disruptions in the flow of medications. The entire management team is taking the market's downturn seriously and will deliver strong performance next year; even if market conditions aren't rosy, Remedia has weathered many challenges and will overcome these current difficulties.

Mr. Valentin-Norbert TARUS, Chairman of the Board of Administrators, opens the question-and-answer session.

Mr. Florin CADIA notes that Mr. Istvan Sarkany, an investor, has a set of questions, which were also sent by email.

Mr. Istvan Sarkany, investor, states that he will select a few of the more important questions. He asks, given that the outlook has been presented, whether the budget estimate remains valid.

Ms. Roxana ULMEANU, General Director, states that the estimate remains valid, possibly with a slight deviation of +/- 5%; the figures for October and November look good.

Mr. Istvan Sarkany, investor, asks how next year might begin, given that it is expected to start with problems similar to this year's.

Ms. Roxana ULMEANU, General Director, believes that there is no industry that has not been impacted by the financial crisis we have faced; we are the country with the highest inflation rate in the European Union. We expect there to be problems next year as well regarding the passage and allocation of the budget. The outcome for those who depend on government funding is closely tied to the budget. We are waiting to see the budget before we can comment.

Mr. Valentin-Norbert TARUS, Chairman of the Board, would like to add a few points for those who are not involved in the pharmaceutical business on a daily basis. When Remedia first entered the pharmaceutical business, it operated under a model featuring inexpensive medications—priced at 2–3 lei—manufactured by local companies, with distribution margins of 15%. Today, the market has changed radically; medications costing thousands of euros have emerged, on which the pharmacy and distributor earn 30 lei. From a sustainable business model—roughly until 2010—based on this pricing structure and margins set by the Ministry of Health (75–80% of the medications in a pharmacy are prescription drugs), with mandated prices and margins, this model is now difficult to sustain. Pharmacies are trying to pivot; at the regulatory level, there is discussion about introducing primary healthcare services (so that before seeing a doctor, you can go to the pharmacy for tests and flu shots) to address issues affecting a key link in the system: the pharmacy. Not only is this solution delayed, but no adjustments are even being made; prices and distribution margins have not been revised since 2009, during which time wages have risen, fuel prices have increased, and the market structure has shifted toward expensive medications, the procurement and sale of which involve financial investment, risks, and costs.

Mr. Istvan Sarkany, investor, asks if there is any prospect of updating the margins, since 30 lei is not sustainable.

Ms. Roxana ULMEANU, General Director, responds that there have been ongoing discussions regarding an adjustment for the past three years, initiated by the Ministry of Health in consultation with IQVIA, but the conclusions and decisions have been postponed year after year, again due to the budget deficit. There are petitions filed by distributor and pharmacy associations on this matter every year.

Mr. Istvan Sarkany, investor, asks whether the pharmaceutical distribution business remains sustainable if this approach does not change; logically, the margin should be a percentage of the drug's value.

Ms. Roxana ULMEANU, General Director, explains that this approach was appropriate in 2009, when products with a wholesale price exceeding 300 lei accounted for up to 10% of the market and required a special report; currently, medicines in this price bracket account for nearly 40%, a share that is growing steadily, making the business increasingly difficult to sustain. Discussions are underway regarding price updates; expectations are for June 30, 2027, but we do not have data regarding the changes or prices on which we can rely.

Mr. Istvan Sarkany, investor, asks about advance payments: whether there are any outstanding advance balances as of September 30, where a discount must be obtained, and when normal payments will resume—including when payments are released and how much

cash is released.

Ms. Roxana ULMEANU, General Director, responds that advance payments are made primarily in the second half of the year; for hospitals, the volume is increasing from September through December. There are suppliers whose credit limits are insufficient, so we have to make certain advance payments; for some of them, we also receive financial discounts. The situation returns to normal in January; January and February are months with low turnover for hospitals.

Mr. Istvan Sarkany, investor, would like to know whether higher sales volume is expected at hospitals in Q4, particularly in December.

Ms. Roxana ULMEANU, General Director, confirms this and specifies that requests from hospitals are specifically for innovative, original, and expensive products—these are national programs for which additional budget allocations are made.

Mr. Istvan Sarkany, investor, asks whether payments for these are expected to be received early next year.

Ms. Roxana ULMEANU, General Director, confirmed this.

Mr. Istvan Sarkany, investor, asks, regarding cost reduction, what has been optimized.

Ms. Roxana ULMEANU, General Director, states that there will be a management meeting next week to discuss optimizations and ways to streamline operations.

Mr. Istvan Sarkany, investor, would like to know how many independent pharmacies remain nationwide with which Remedia does not have a contract.

Ms. Roxana ULMEANU, General Director, states that there are 4,000 independent pharmacies on the market; only a few hundred do not have a contract with Remedia, but many are financially ineligible—Remedia has all pharmacy balances covered by insurance.

Mr. Istvan Sarkany, investor, noted that pharmacies are facing financial difficulties.

Ms. Roxana ULMEANU, General Director, responds that there has been a fairly significant shift among independent pharmacies—specifically, the sale of independent pharmacy licenses to national chains—during this period of crisis.

Mr. Valentin-Norbert TARUS, Chairman of the Board, relays a question from the chat regarding cost-cutting measures: how many employees and how many delivery routes have been reduced, how much the restructuring cost, and whether outsourcing has increased.

Ms. Roxana ULMEANU, General Director, states that Remedia has outsourced transportation to Pharma ExpertSpedition (PES), which has expertise in the pharmaceutical sector; routes have not been reduced, and we have tried to optimize weekly deliveries. Next week we will have a meeting regarding optimizations, including cost-cutting measures. There have been cuts to health insurance, June 1 vouchers, administrative expenses, employee discounts at the group’s pharmacies, and a benefits package that has been discontinued.

Mr. Istvan Sarkany, investor, asks whether the company has reached out to other distributors—not very large ones—for partnerships, as the market is set to consolidate.

Mr. Valentin-Norbert TARUS, Chairman of the Board of Administrators, agrees with Mr. Sarkany; there is room for collaborations, and market consolidation will occur. Discussions are underway with other distributors regarding collaborations, of course in compliance with competition laws. We aim to implement longer-term contracts at Remedia to ensure the business runs smoothly and efficiently.

Mr. Istvan Sarkany, investor, cites the example of ROPHARMA, a company based in Brașov that is both a partner and a competitor of Remedia.

Mr. Valentin-Norbert TARUS, Chairman of the Board of Administrators, notes that ROPHARMA and Remedia are not major competitors; ROPHARMA has a strong chain of pharmacies, while Remedia has exited that business—Remedia's pharmacies account for 1% of its revenue. At ROPHARMA, the pharmacy business likely accounts for 70–80%, if not more; they distribute a significant amount to their own pharmacies. We are in dialogue with ROPHARMA representatives, and we collaborate well.

Mr. Theodor COJOCARU-TOTH, member of the Board of Administrators, notes that Remedia has a very strong market position, particularly because it integrates the entire chain—from direct procurement and pharmacy distribution, and now, complementarily, with the digitization aspect through robots; in the future, we are also considering a software component to complement the digitization of distribution and the pharmaceutical process. A favorable aspect is the 50% stake in PES, the specialized logistics company, which focuses on attracting new customers. We aim to maximize both the volume per vehicle and per route, so that we achieve an optimal cost per delivery and per package. Of course, diversification is a key word for Remedia as we seek to attract business in areas adjacent to our core business while also strengthening our commercial discipline.

Mr. Cristian PLOCON, member of the Board of Administrators and administrator of FRDL, reports that Remedia anticipated these times even back when business was booming and sales were strong, in that it sought to optimize costs by reducing the number of warehouses, enabling us to reach any corner of the country within a maximum of 24 hours from just two central warehouses. We have tried to optimize warehouse operations. Last year, we began implementing a WMS—a warehouse management system. We are now in the process of optimizing warehouse workflows. Things did not go smoothly or efficiently right from the start, but that has not prevented us from growing our business, and our customer relationships have been affected only to a very small extent. A board of directors was established within PES, in addition to the company's administrator, through which we've sought to optimize these operations; our relationships with new customers have developed quite well, and we managed to turn a profit as early as last year. This year, the positive trend continues; things are stable. We've built this up together with PES; we have new customers, and we're trying to maintain our current routes and continue delivering to as many customers as possible, so that we can provide support, especially for independent pharmacies. Costs are pretty much at the limit; we don't know what else we could cut back on, but we're trying. We've made the small adjustments; if major adjustments are needed—hopefully not—we'll likely implement them starting in 2027.

Mr. Dan Segal, investor, asks via chat about the share buyback for SOP: when it will take place, what the price per share will be, and whether Mr. Tarus will participate in the buyback.

Mr. Florin CADIA, Director of Sustainability, states that the share buyback will definitely take place next year, taking into account the cash flow and the timeline for the buyback operation: submission of the application to the ASF, approval by the ASF, and execution of the buyback, so that by the end of November 2027—when the vesting period expires—the shares will be owned by Remedia and can be transferred to the beneficiaries. Regarding the buyback price, it will be determined in accordance with applicable regulations and will be approved by the ASF. Mr. Tarus is a shareholder and enjoys the same rights as all shareholders. The decision to subscribe is up to each shareholder, and the company cannot comment on a shareholder's intentions.

Mr. Istvan Sarkany, investor, notes that in certain cases, the dividend could even be replaced with a buyback followed by a cancellation of shares, given that the 16% tax on dividends is quite high.

Mr. Florin CADIA, Director of Sustainability, states that the proposal is interesting and that management is reviewing it.

Mr. Valentin-Norbert TARUS, Chairman of the Board of Administrators, states that this is an option we are considering, depending on the results for 2026.

Mr. Ovidiu Serdean of IFB Finwest states that all suggestions that could bring added value to the capital markets are being considered. At the beginning of the year, there was discussion about a market maker for Remedia; the idea was implemented, and since August, Remedia has had a market maker, ensuring liquidity—shares are available for both buying and selling, and anyone who wishes to do so can buy or sell Remedia shares. Another benefit has been the reduction in the spread (the difference between the bid and ask prices), which averaged 1.4; it has now reached approximately 0.6–0.7.

Mr. Cristian PLOCON, Board Member, regarding PES's 9-month results, reports that they are good, slightly above expectations.

Mr. Theodor COJOCARU-TOTH, member of the Board of Administrators, regarding Novoengrama, stated that Novoengrama is not included in the consolidated financial statements; it is considered an investment and contributes only through dividends to the annual results, but is now close to breaking even.

Mr. Istvan Sarkany, investor, asked about the robots, specifically what the expectations are for the end of the year and for next year.

Ms. Roxana ULMEANU, General Director, states that robot sales have indeed been weaker this year due to a lack of non-repayable grants in the area of digitization. We have several installations scheduled for 2027, in February and March; we are in discussions with hospital clients and other independent pharmacy clients, and we hope that non-repayable grants will become available, which would lead to a more favorable outlook next year.

Mr. Istvan Sarkany, investor, notes that the remaining questions submitted can also be addressed in a press release.

Mr. Valentin-Norbert TARUS, Chairman of the Board of Administrators, states that since there are no further questions, the conference may be concluded.

In closing, Mr. Florin CADIA, Director of Sustainability, thanked everyone for their participation.