Life Science Spotlight Session

Capital Markets Day 2025

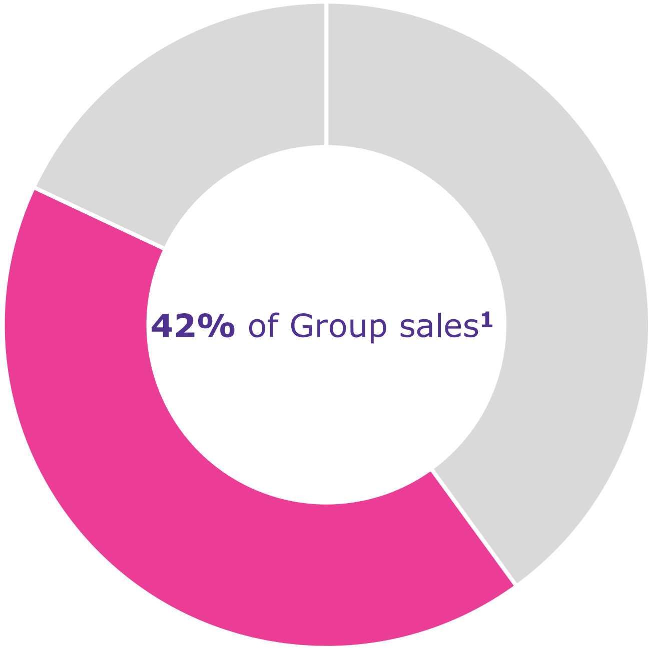
ACCELERATING GROWTH THROUGH CUSTOMER FOCUS

Jean-Charles Wirth
CEO Life Science

DRIVING GROWTH THROUGH CUSTOMER FOCUS

- Life Science **Go-To-Market Transformation**
- **Sparking Discovery**
  R&D: Shared Science, Shared Future
- **Deep Dive Process Solutions**
  Gaining Momentum with Our Customers

Life Science
Focus on Growth



Strategic Continuity

- Diversified industry leadership through our three **key strategic pillars**
- Strong legacy, built on excellent brands, relevant portfolios
- **Bolt-on** and **larger acquisitions** to strengthen and expand our portfolio and oiling our innovation engine

What will change

- Putting the **customer** at the **center of everything we do**
- **New** Business Unit **set-up** aligned with customer needs
- Forming two new business units out of SLS and LSS

Acronyms: SLS = Science & Lab Solution; **LSS** = Life Science Services
1) Based on FY 2024

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From Strategy to Execution: Reinventing our Go-To-Market Approach

STRATEGY pillars

Portfolio Leadership

- Enhance organic innovation through focused investments into areas where we can differentiate
- Gain greater access to key pockets of growth by inorganic moves with focus on key core growth areas

Customer Experience

- Focus on customer-centricity to elevate product availability and service levels
- Deepen customer intimacy and partnerships

Operational Excellence

- Strengthen and streamline our operations across the supply chain
- Continue to enhance and rebalance our global footprint through regionalization and China localization

Key focus areas for the new Go-To-Market approach

Our Life Science Go-To-Market Transformation

Sebastián Arana

Process Solutions
~€3.5bn[1]

- **Tailored solutions** for **Pharma** and **large Biotech**
- **Custom partnerships** for complex projects

Anand Nambiar

NEW

Discovery Solutions
~€2.9bn[1]

- **Catalog products** for **diverse** customer groups
- **Boosting eCommerce** for fast and convenient purchases

Paolo Carli

NEW

Advanced Solutions
~€2.5bn[1]

- **Specialized products, services** mainly for Pharma & Biotech
- Complex technologies requiring **expert sales and support**

Customer mix (illustrative)

Pharma, Biotech, CDMOs | Academia[2] | Industrial & Testing | Diagnostic

Customer centricity - freeing capacity, simplifying ordering and service workflows

1) Based on FY results 2024; 2) Includes academia, government, hospitals, physicians

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Our Transformation Encompasses Six Key Evolutions

Evolution	How we will achieve them	Example initiatives
1 Stronger customer experience	Stronger **connections to our customers** and improved experience	Enhance customer service offering to ensure efficient and reliable points of contact
2 Scalable growth	**Future-ready model** supporting organic & inorganic growth through **scalable operations**	Agile feedback loop with leadership moving closer to customer, growth and investment decisions
3 Empowered structures	Structures that empower decision making, **accountability & ownership** at the right levels	Boost data-driven governance dashboards for faster decision-making, and quicker response to clients
4 Accelerated innovation	Strengthened **Product Management and R&D** connections, speeding up product introductions	Tighter R&D and Product Management collaboration
5 Empowered supply & distribution model	**Empowered manufacturing operating model** with increased value chain ownership	Strengthen clients' strategic planning capabilities with predictive inventory and demand forecasting
6 Efficient focused setup	**A simplified structure** that creates opportunities to reinvest in growth	Simplify ordering and service workflows for clients with self-service portals, frictionless contracts

Life Science - Discovery Solutions
Enhancing Customer Engagement and Efficiency

	Focus Areas		Impact
Portfolio Leadership	**Agility and digitization** • **Continuously evolving**, portfolio depth for researchers & self-service buyers • **Foundational technology platforms** for remote QC monitoring. • Automated sample preparation processing with **reliable smart consumables**	*Chemistry* *Biology*	**Enabling customers'** productivity & sustainability goals
Customer Experience	**Reliable, available, and digital-first** • **Tailored, segment-specific approach** crafted for our core customer • Enabling **a frictionless**, digitally powered customer journey • **Unified engagement** with single contact, reducing fragmented interactions		**Fostering reach and engagement across** diverse customer base
Operational Excellence	**Scalability and Efficiency** • **Consistency and standardization** reduces complexity for the customer • **Leverage shared services** for seamless customer journeys • **New setup enables more efficient execution** across units		Creating a more **efficient** functions

Becoming an attractive marketplace for customers ordering lab essentials online

Acronyms: QC= Quality Control

Leader introduction

Anand Nambiar

Head of Discovery Solutions

- Current Head of Science & Lab Solutions, since June 2025
- Joined Merck KGaA, Darmstadt, Germany in 2014
- Previously Managing Director, Merck KGaA, Darmstadt, Germany, India, Global Head of Semiconductor Materials
- Most recently, Chief Commercial Officer and Head of Formulations for the Electronics business

Life Science - Discovery Solutions

Example | E-commerce Drives Scale and Addresses Customer Needs

>90% of our customers spend less then €100k per year

*I prioritize **speed**, **product availability**, and **ordering convenience**[1]*

Digital-first buying experience…

- Clear benefit for Biology and Chemistry customers
- Intuitive, consumer-grade (B2C) purchase experience
- Faster access to products and improved self-service
- Improved order tracking/order detail

… supports scale-driven business

- Reimagined sales & service model
- Focus on operational excellence and digital leadership
- New setup for more efficient execution across units

Deliver industry-leading scientific engagement & digital-first customer experience

1) Discovery Solutions customers primarily Pharma & Biotech, Academic and Industrial

Life Science - Advanced Solutions

Addressing Complex Customer Needs with Specialized Solutions

Focus areas		Impact
Portfolio Leadership	**Technologically advanced & differentiated products** **Striving for a Leading Position**: *Lab Water* *BioMonitoring* *DxRM* *CDMO* *CTS*	**Serving** diverse and specialized customer base"with cutting edge products and services
Customer Experience	**Tailored for complex needs** • **High-touch selling model:** Technical expertise and personalized assistance • **Deep partnership** for workflow integration & service - long-cycle engagements • **Extensive portfolio knowledge** to meet customer expectations	Strong, long-**lasting** partnerships
Operational Excellence	**Fit-for-purpose infrastructure** • **Global presence** with rapid, tailored regional support • **Data-centric supply chain management** for complex & low-volume portfolios • **Dedicated technical support** model	Skilled workforce in **both technology and regulations**

Striving for portfolio leadership by delivering tailored and innovative solutions

Acronyms: DxRM = Diagnostics & Regulated Materials; **CDMO** = Contract Development and Manufacturing Organization; **CTS** = Contract Testing Services

Leader introduction

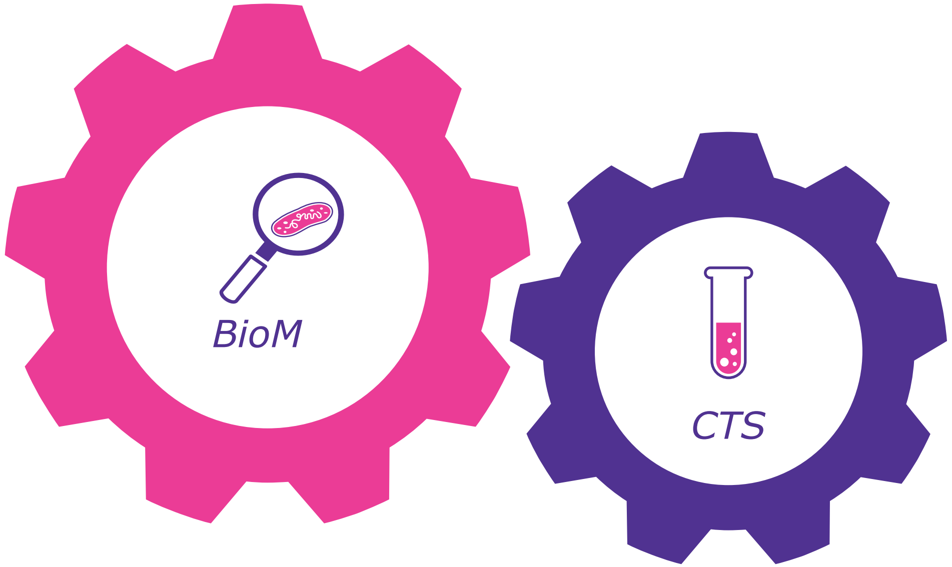
Paolo Carli

Head of Advanced Solutions

- Current Head of Process Solutions Commercial Americas, since 2023
- Joined Merck KGaA, Darmstadt, Germany in 2008
- Wide range of experience across regions, sectors and functions
- Previously Chief Transformation Officer for Merck KGaA, Darmstadt, Germany

Life Science - Advanced Solutions

Example | BioM and CTS Services Market Wins, Benefit Customers



Unique customer profiles

Pharma QC customers in highly regulated environments benefit from combined CTS and BioM expertise (e.g., internal capabilities, testing platforms and services)

Go-To-Market / Sales Approach

Customers as long-term partners benefit from consultative sales and interactions with our teams who offer significant technical expertise and collaboration

Innovation

CTS and BioM teams will see joint innovation together as they primarily serve Pharma QC

Acronyms: CTS = Contract Testing Services; **BioM** = BioMonitoring; **QC** = Quality Control

Life Science – Process Solutions

Shaping the Future of Biomanufacturing with our Customers

	Focus areas	Impact
Portfolio Leadership	**Differentiated by Innovation** • Industry leading portfolio • Innovating and launching solutions *Upstream & Downstream* · *Single Use & IPS* · *Formulation*	**Uniquely differentiated portfolio and value proposition**
Customer Experience	**Delivering Holistic Customer Value** • Focused on pharma, biotech and CDMOs • Providing technical expertise and regulatory support	**Addressing customer needs** with the right solution, at the right time
Operational Excellence	**Portfolio Optimization and Capacity Regionalization** • Resilient manufacturing network • Industry leading sustainability programs	Being a **resilient partner** with the highest **quality standards**

Delivering value through differentiation, innovation, in-region-for-region network

Acronyms: CDMO = Contract Development and Manufacturing Organization; **IPS =** Integrated Platform Solutions

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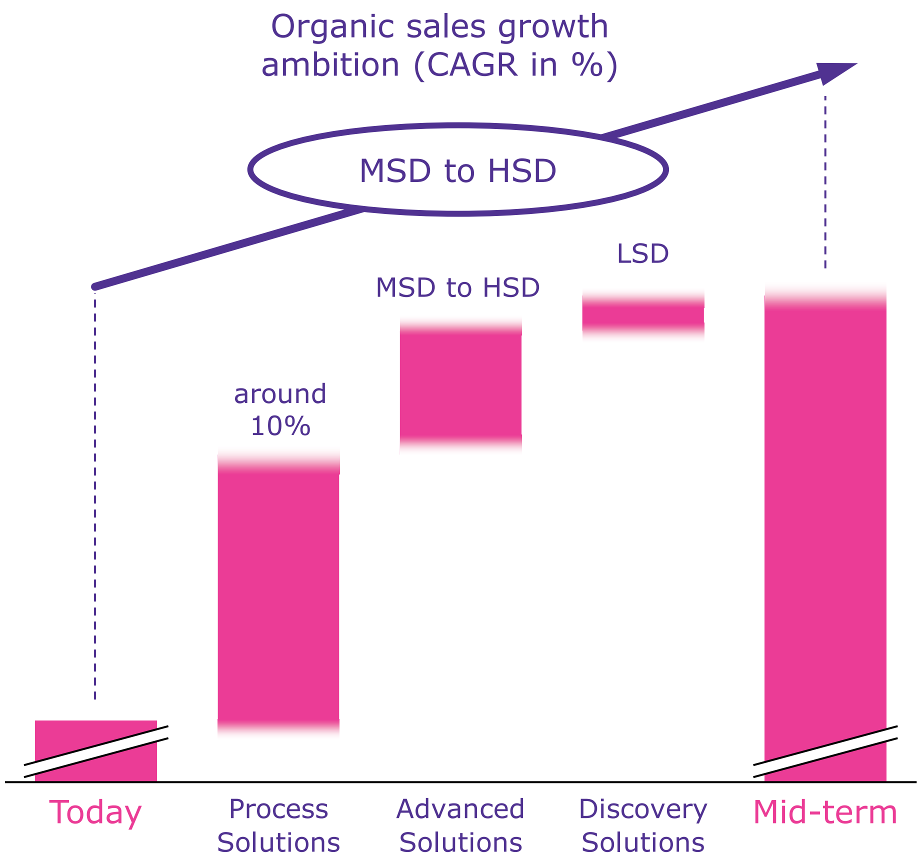
Process Solutions Remains Key Driver for Mid-term Growth Ambition



Process Solutions

- Market has normalized
- Quality of order book strong
- Leading holistic product portfolio

Advanced Solutions

- Attractive product offering in growing markets
- Strong positions in Lab Water, BioM, and DxRM
- Future growth contribution from services businesses

Discovery Solutions

- Strong eCommerce platform supporting our catalog products
- Optimizing sales and distribution for high-volume transactions for Biology & Chemistry

Acronyms: CAGR = Compound Annual Growth Rate; **MSD** = Mid-Single Digit; **HSD** = High-Single Digit; **LSD** = Low-Single Digit; **BioM**= Bio Monitoring; **DxRM** = Diagnostics & Regulated Materials

Sparking Discovery
SHARED SCIENCE SHARED FUTURE

Karen Madden

Chief Technology Officer Life Science

Life Science – R&D
Building a Differentiated Portfolio in Key Growth Areas

Where to play

Protecting the Core
Continue to re-fresh our portfolio and maintain our share

Lab & Facility of the Future
Integrated solutions to increase speed, reliability, throughput (R&D, production)

Novel Modalities
Beyond small molecules and biologics (e.g. ADCs, LNP-based drug delivery etc.)

Next Gen Biology
Accelerating biology growth by accessing next-generation technologies & markets

AI & Digital
Enhancing portfolio through AI & Digital to drive products, services, and platforms

Sustainability
for an expanded range of products and services that reduce environmental impact

How to play

Organic
R&D activity through our network of **1,300 R&D** scientists across **12 global innovation hubs**

Partnerships
Co-development and distribution agreements combining complementary capabilities

M Ventures
Venture investment in early-stage companies with breakthrough innovations

M&A
Potential to establish beachheads and/or accelerate growth in strategic areas

Maintain R&D in the Core, increasing focus on Innovation Vectors

Acronyms: ADC = Antibody-Drug Conjugates; **LNP** = Lipid Nanoparticles; **AI** = Artificial Intelligence

Life Science – R&D

Expanding From 2D Cell Culture to 3D Organoids & Organs-On-Chip

Advanced Cell Culture

Global 3D Cell Culture market ~€3bn, CAGR >9%

HUB ORGANOIDS

Expansion of 3D organoids offerings with HUB acquisition

- Better physiological relevance & predictive accuracy
- Enhanced drug discovery & disease modeling
- Personalized, precision medicine
- Reduction in animal use

Organs-on-Chip

Global Organ-on-Chip Market ~€0.2bn, CAGR >35%

Silicon Chip Prototype

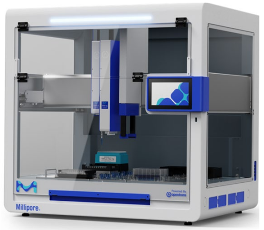
Continued advancement in Bioconvergence program in partnership with IMEC

- Enhanced physiological relevance, improved drug screening & toxicity testing
- Modeling Complex Multi-Organ Interactions
- Faster Translation to Clinical Insights
- More sustainable & scalable

Automation

Global LS Lab Automation Market ~€3bn, CAGR 5%

opentrons



Assay automation powered by Opentrons partnership

- Increased efficiency & throughput
- Improved accuracy & reproducibility
- Enhanced data insights & predictive power via AI/ML
- Market expansion on assays and reagents

Combining Next-Gen Biology and Lab-of-the-Future

Acronyms: 2D = two-dimensional; **3D** = three-dimensional; **IMEC** =Interuniversity Microelectronics Centre ; **AI/ML** = Artificial Intelligence / Machine Learning

Life Science – R&D

Customer-Centric Design to Address Real-World QC Challenges

In collaboration with leading pharmaceutical organization

Fully Automated Filtration & Detection
Robotic systems reduce manual handling and variability (hardware, consumables and services)

Digital Integration
Real-time data capture and monitoring via integrated software

Modular & Scalable
Easily adaptable to different lab configurations and throughput needs

Dimensions: 5m x 6m x 2.65m

Speed & Efficiency
Significantly reduces turnaround time compared to traditional culture-based methods (capacity 350 tests/day)

Data Integrity
Minimizes human error and ensures traceability through automated workflows

Regulatory Compliance
Designed to meet GxP standards, supporting audit readiness and documentation

Global Bioburden and Pharmaceutical WaterTesting Market size €0.5bn, ~7% CAGR

Automating Bioburden Testing in Regulated Environments

Acronyms: QC = Quality Control**; GxP =** Good Practice Standards

Life Science – R&D
Innovation Impact

~2X

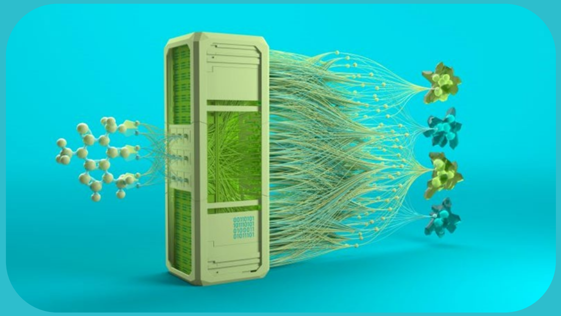
Growth of sales from new products compared to established portfolio

>4,000

Greener alternative products

>6,800

Patents held



mPredict™ 2024 Medicine Maker Innovation Award

Mobius® ADC Reactor Interphex Best in Show Award

Acronyms: ADC = Antibody Drug Conjugate

GAINING MOMENTUM WITH OUR CUSTOMERS

Sebastián Arana

Head of Process Solutions

Life Science – Process Solutions
Shaping the Future of Biomanufacturing with our Customers

Focus areas		Impact
Portfolio Leadership	**Differentiated by Innovation** • Industry leading portfolio • Innovating and launching solutions *Upstream & Downstream* · *Single Use & IPS* · *Formulation*	**Uniquely differentiated portfolio and value proposition**
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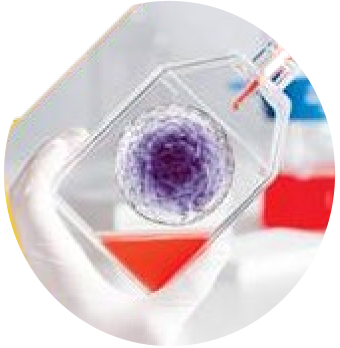
Process Solutions – Portfolio Leadership
Addressing Customer Needs with Industry Leading Portfolio

Establish cell lines & scalable processes

1 DEVELOP



Grow the cells, **express** the protein

2 MAKE

Purification of final API

Remove contaminants (many steps)

3 PURIFY

Purify & Separate contaminants (few steps)

Stable, protected with **targeted** delivery

4 FORMULATE

Flexible formulations for drug delivery

Process validation and lot release

5 ASSURE

Compliance in products & services for pharma manufacturing

Acronyms: API = Active Pharmaceutical Ingredient

Process Solutions – Portfolio Leadership
Launching Solutions for Customers in High Unmet Need Areas

MAST

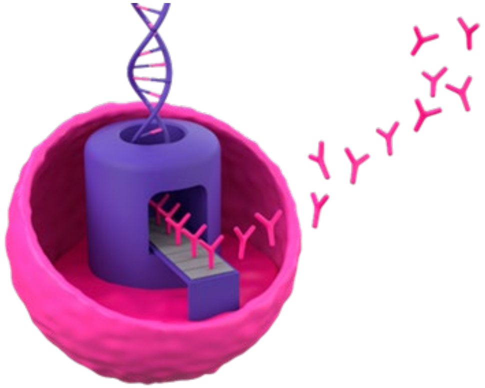
Modular Automated Sampling Technology

mAbs and VGT

Natrix® CH Chromatography Membrane

mAbs & Recombinant Proteins

CHOZN® Elite Cell Line



Single-Use | Downstream | Upstream

Acronyms: MAST = Modular Automated Sampling Technology; **VGT** = Viral & Gene Therapy; **mAbs** = monoclonal Antibodies

Process Solutions – Portfolio Leadership

A Deal That Strengthens Our Ability to Address Customer Needs

Asset Overview

Manufacturer of Protein A chromatography resin

Vertically integrated with ligand and resin manufacturing capabilities

Differentiated solutions

- Amsphere™ A3
- Amsphere™ A+

Based in Belgium

Strategic Rationale

Strengthens portfolio in chromatography – critical unit operation in production of mAbs and therapeutic proteins

Protein A is the largest subsegment of the broader chromatography market for mAbs - **low double digit growth expected** in the next 5 years

Acronyms: mAbs = monoclonal Antibodies

Process Solutions – Customer Experience
Supporting Customers & Accelerating Time-To-Market

M Lab Collaboration Center

Solving Problems Together with Customers

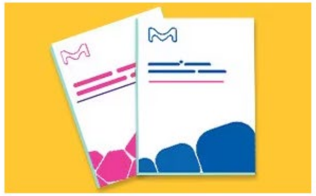
12 M Labs offer hands-on support from **our experts** to assess technologies, optimize processes

Emprove®

Regulatory Support Across Modalities

Emprove® Program –
Two Decades of Easing Risk Management

Emprove® Products



Emprove® Dossiers

Emprove® Suite

20 years of experience in regulatory support across modalities, enabling path to approval

Process Solutions – Operational Excellence

Delivering On Customers' Regional Needs with a Resilient Network

Opens Climate-Neutral €150 Million Manufacturing Facility in Ireland

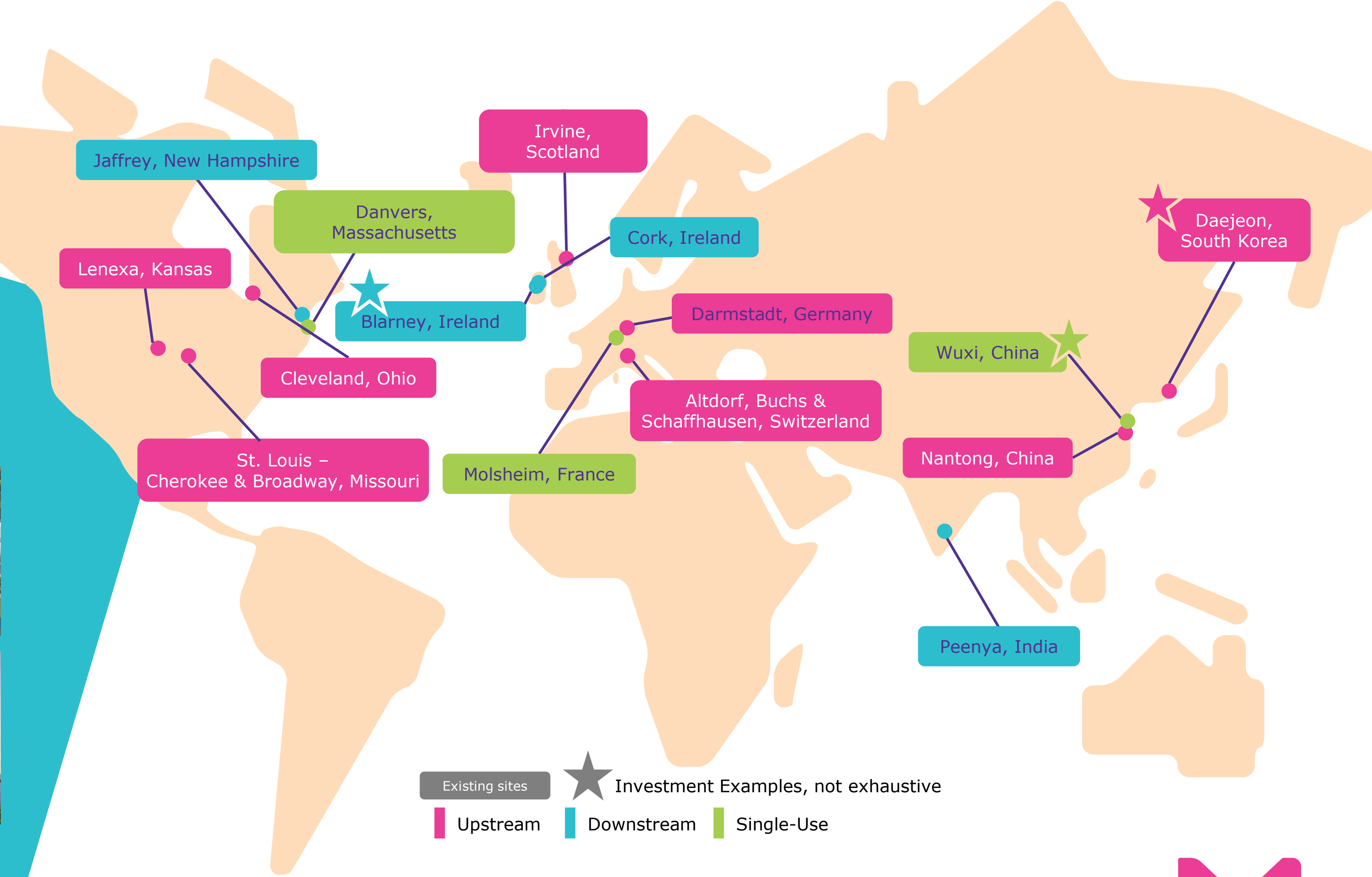
18 SEP 2025

Invests More Than € 300 Million in New Life Science Production Site in South Korea

20 MAR 2024

Invests Approximately € 100 Million to Accelerate Single-Use Manufacturing in China

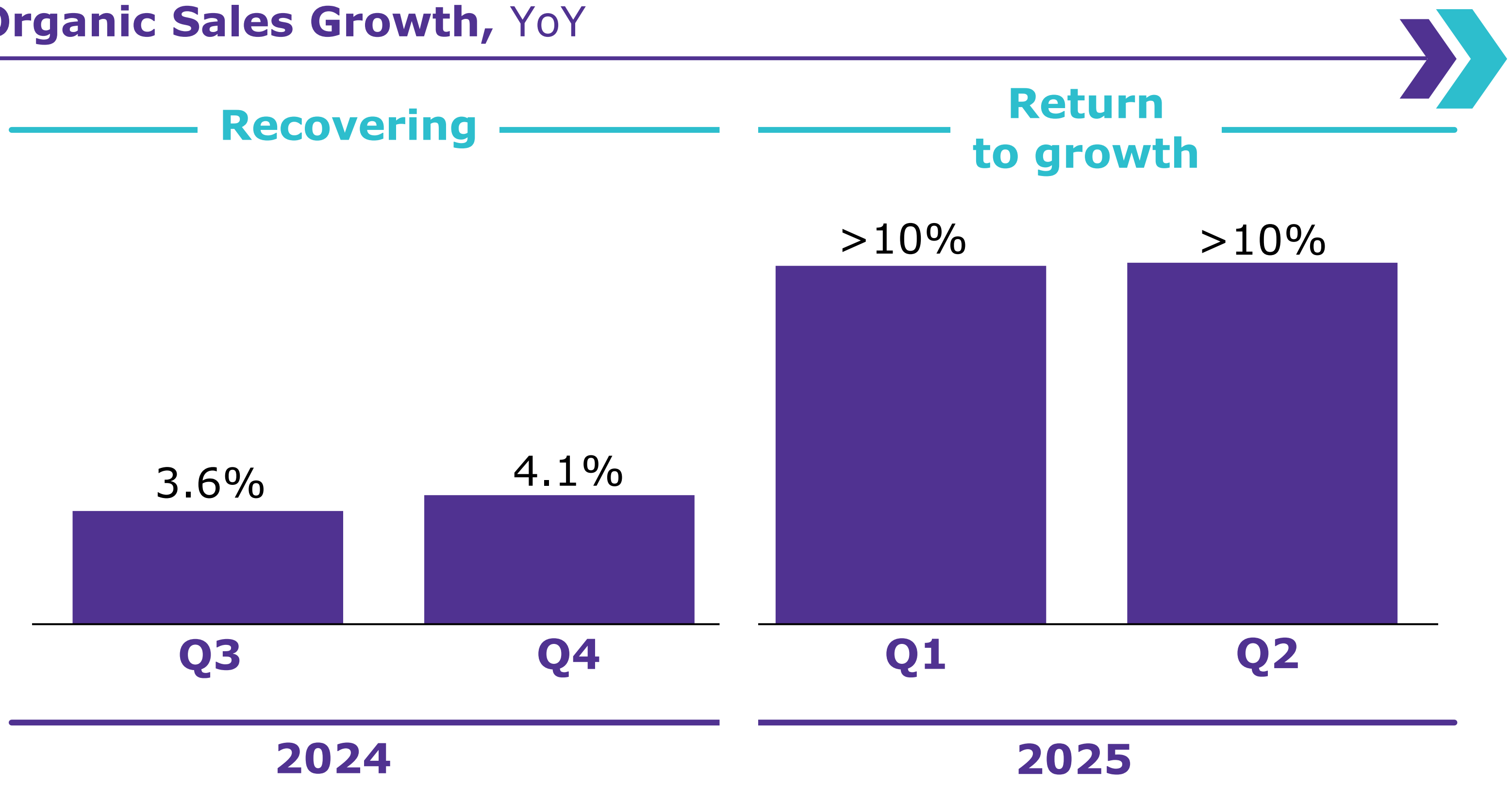
29 APR 2022



Process Solutions

Go-To-Market & Strategy is Translating Into Reliable Performance

Organic Sales Growth, YoY



Confidence in Continued Growth

- **Robust molecule pipeline**
- **Customer behavior**
- **Consistent order intake quality**
- **Book to bill comfortably >1**

...

Process Solutions

Key Takeaways

1. **Market fundamentals intact**
   Ordering patterns normalized, market growth confirmed

2. **Set up for long-term success**
   Industry leading, holistic portfolio (e.g. modality, upstream & downstream)

3. **Laser focused on meeting customer needs**
   Via innovation, close customer collaboration and operational excellence

ACCELERATING GROWTH THROUGH CUSTOMER FOCUS

Life Science Spotlight at Capital Markets Day

Life Science

Go-To-Market Transformation Allows us to Reinvest

Innovation / R&D

Digital & Platforms

Market Reach

Exemplary activities

Innovation / R&D	Digital & Platforms	Market Reach
Doubling down on investment in R&D along strategic innovation vectors	**eCommerce engine** for Discovery Solutions (self-service, AI-guided procurement)	**Centrally manage customer service** with scaled tools
Building strategic technology partner-ships to **access novel modalities and accelerate time-to-market**	Acceleration of **global ERP and process digitization** to enable end-to-end visibility and scalability	**Upgrading fill & finish capacity** for fast-scaling segments in Process Solutions (e.g., single-use)

Acronyms: ADC = Antibody-Drug Conjugate; **AI** = Artificial Intelligence**; ERP** = Enterprise Resource Planning

Executive Summary

FOCUS
on processes that **put the customer at the center**

REFINE
our operating model to foster **innovation and agility**

SIMPLIFY
our structure, **freeing up capacity to reinvest**

DRIVE
growth through our **key strategic pillars**

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DATE	EVENT
October 16, 2025	**Capital Markets Day**
November 13, 2025	Q3 2025 Earnings release
March 5, 2026	Q4 2025 Earnings release
April 24, 2026	Annual General Meeting
May 13, 2026	Q1 2026 Earnings release
August 6, 2026	Q2 2026 Earnings release

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