

Q4/FY 2024 Financial Summary for Investors and Analysts

Delivers profitable growth

- **Life Science:** Sales growing +2%, with solid QoQ growth (+4%); PS sales growth +4% YoY and +5% QoQ; SLS up +3%; Very strong YoY and low-teens QoQ improvement in PS orders
- **Healthcare:** Strong sales increase (+7%) driven by Oncology (+14%), CM&E (+8%), and N&I (+3%); Healthcare is the largest growth contributor to the Group
- **Electronics:** Sales up (+2%) driven by solid growth in Semiconductor Solutions (+5%); Continued demand for differentiated materials, particularly for AI and adv. nodes, drives Semiconductor Materials growth
- **Q4 organic sales:** +3.8%
- **Q4 organic EBITDA pre:** +19.7%
- **Net financial debt to EBITDA pre:** 1.2x on Dec. 31, 2024
- **Stable dividend of €2.20 proposed**¹

Acronym(s): PS = Process Solutions; SLS = Science & Lab Solutions; CM&E = Cardiology Metabolism & Endocrinology; N&I = Neurology & Immunology; AI = Artificial Intelligence 1) Final decision is subject to Annual General Meeting approval

Overview Financials

Q4 2024 Overview

- Net sales and organic sales growth up moderately with all sectors contributing
- Low-double-digit growth in EBITDA pre driven by all sectors with outstanding profitability in Healthcare
- EPS pre up 12%, driven by higher operative profitability overcompensating higher D&A; D&A seasonally higher in Q4
- Q4 OCF significantly up with higher profitability, higher D&A, and NWC inflow
- Higher NWC around stable YoY
- Net financial debt significantly down YoY, even after the acquisitions of Mirus Bio, UnitySC and HUB Organoids¹

Acronym(s): OCF = Operating Cash Flow; D&A = Depreciation & Amortization; NWC = Net Working Capital; Totals may not add up due to rounding 1) Mirus Bio acquired for US\$ 600 million (€ 554 million) with completion in Aug. 2024, UnitySC acquired for € 155 million with completion in Oct. 2024 and HUB Organoids with completion in Dec. 2024

Q4 2024 Cash Flow Statement

- Profit after tax up due to higher operative profits amid lower R&D costs
- D&A up driven by higher PPE following capex investments and LS impairments
- Other assets & liabilities decrease related to tax payments
- Other operating activities in prior year includes accounting treatment for early bond repayments
- Tight management of NWC results in improved inflow
- Investing cash flow increase mainly more M&A outgoings¹ and short-term investments proceeds
- Financing cash flow mainly increased bond repayment versus prior year

Acronym(s): D&A = Depreciation & Amortization; R&D = Research & Development; PPE = Property, Tax & Equipment; NWC = Net Working Capital; M&A = Mergers & Acquisitions; LS = Life Science; Totals may not add up due to rounding 1) UnitySC completed in Oct. 2024 and HUB Organoids Holding B.V. with completion in Dec. 2024

FY 2024 Balance Sheet

- Higher cash level driven by strong operating cash flow
- PPE increase driven by higher capex, amid reclassification of assets held for sale¹
- Intangible assets up driven by FX effect and additional M&A goodwill²; amid higher impairments³ and reclassification of assets held for sale¹
- Other assets increase mainly reclassification of assets held for sale¹
- Financial debt driven by refinance of hybrid bonds and lease liabilities
- Decrease in payables due to in-license payments accrued in prior period
- Provisions for employee benefits lower due to actuarial gains
- Equity ratio improved to 58% (Dec. 2023, 55%)

Acronym(s): PPE = Property, Tax & Equipment; M&A = Mergers & Acquisitions; FX = Foreign exchange; Totals may not add up due to rounding; 1) Surface Solutions classified as Asset held for sale as per announced signing of deal to divest Surface Solutions in July 2024; 2) Goodwill from acquisition of Mirus Bio, UnitySC and HUBS; 3) impairments include Xevinapant

Q4 2024 Business Overview

Life Science

- **Accelerating momentum in Process Solutions**
- Net sales deviation YoY: organic +1.9%, FX +0.2%, portfolio +0.3%
- EBITDA pre deviation YoY: organic +16.0%, FX -0.8%, portfolio -0.9%
- Process Solutions: sales up +4% org.; gradual QoQ sales growth progression across key geographies; order intake up low-teens sequentially and very strong YoY
- Science & Lab Solutions: +3% org. sales growth driven by Pharma & Biotech amid a still soft spending environment and versus a weaker Q4 last year (SAP migration¹)
- Life Science Services: org. sales down -11% org. with continued growth in Contract Testing and lower sales from CDMO against a high base
- M&S spend moderately up due to higher personnel costs, partially mitigated by cost initiatives; admin costs stable
- Slightly higher R&D expenses; continued investment in innovation as a key driver of future growth with increased focus also beyond 2024
- EBITDA pre up +16% org., margins up +310 bps, with strong focus on operational efficiencies mitigating idle costs from underutilization and start-up costs as new capacities come online and continue into 2025
- FX headwinds persisted

Acronym(s): M&S = Marketing and selling expenses; R&D = Research & Development; FX = Foreign exchange; CDMO = contract development and manufacturing organization; Totals may not add up due to rounding; 1) low-to mid-double-digit €m impact from SAP migration in Q4'23, slight underlying growth in SLS

Healthcare

- **Strong top- and even stronger bottom-line growth**
- Net sales deviation YoY: organic +6.7%, FX -1.5%, portfolio 0.0%
- EBITDA pre deviation YoY: organic +34.2%, FX -4.7%, portfolio 0.0%
- Oncology +14% org., driven by Erbitux[®] growth (+22% org.) in all major regions (esp. China) and ramp-up of Tepmetko[®] (+25% org.), with Bavencio[®] stable (+1% org.) despite rising competition

- N&I sales up +3% org., driven by strong growth of Mavenclad® (+18% org.) across all regions; Rebif® down (-16% org.)
- CM&E +8% org., broad-based across regions and therapeutic areas; Fertility - 5% org. against tough comps
- M&S growing slower than sales, demonstrating strict cost discipline
- R&D costs still low with spending envelope planned to gradually increase in '25 from mid-teens percentage of sales level
- EBITDA pre margin of 34% fueled by temporarily lower R&D cost, strong sales growth and strict cost control

Acronym(s): **M&S** = Marketing and selling expenses; **R&D** = Research & Development; **N&I** = Neurology & Immunology; **CM&E** = Cardiology Metabolism & Endocrinology; Totals may not add up due to rounding

Electronics

- **Semiconductor Materials drives profitable growth**
- Net sales deviation YoY: organic +2.3%, FX -0.1%, portfolio +1.4%
- EBITDA pre deviation YoY: organic +14.9%, FX +1.5%, portfolio +1.2%
- Semiconductor Solutions: sales up +5% org., driven by low-teens growth in Semiconductor Materials
- Strong demand for differentiated materials, in particular AI and adv. nodes secular growth trends, amid delayed wider market recovery
- Display Solutions: down -6% org.; general LC decline is faster than contribution from growth areas
- M&S costs slightly up, rising in line with sales, amid strict cost discipline and efficiency measures
- EBITDA pre up +15% org., mainly driven by visible expansion in gross profit margins with support from efficiency measures, partially mitigated as new sites come online and continues into 2025

Acronym(s): **M&S** = Marketing and selling expenses; **R&D** = Research & Development; **AI** = Artificial Intelligence; **DS&S** = Delivery Systems & Service; **LC** = Liquid Crystal; Totals may not add up due to rounding

2025 guidance

Group:

- Net sales:
 - Organic: +3% to +6% YoY
 - FX: -1% to +2% YoY
 - ~€21.5 – €22.9 bn**
- EBITDA pre:
 - Organic: +3% to +8% YoY
 - FX: -2% to +1% YoY
 - ~€6.1 – €6.6 bn**

2025 business sector guidance¹:

Life Science

- Net sales:
 - Organic: +2% to +7% YoY
 - FX: 0% to +3% YoY
 - ~€9.1 bn to €9.8 bn
- EBITDA pre:
 - Organic: +2% to +9% YoY
 - FX: -1% to +2% YoY
 - ~€2.6 bn to €2.9 bn

Healthcare

- Net sales:
 - Organic: +1% to +5% YoY
 - FX: -2% to +1% YoY
 - ~€8.3 bn to €8.9 bn
- EBITDA pre:
 - Organic: +3% to +9% YoY
 - FX: -3% to 0% YoY
 - ~€3.0 bn to €3.3 bn

Electronics

- Net sales:
 - Organic: +2% to +6% YoY
 - FX: 0% to +3% YoY
 - ~€3.8 bn to €4.2 bn
- EBITDA pre:
 - Organic: +3% to +9% YoY
 - FX: +2% to +5% YoY
 - ~€1.0 bn to €1.1 bn

¹Divisional guidances are only support to the group guidance and do not have to add up

Additional financial guidance for 2025

- | | |
|--------------------------------|--|
| ▪ Corporate & Other EBITDA pre | -€550 m to -€600 m |
| ▪ Interest result | ~ -€110 m to -€150 m |
| ▪ Effective tax rate | ~ 21% to 23% |
| ▪ Capex on PPE ¹ | ~ €1.6 to 1.8 bn |
| ▪ Hedging | FY 2025 overall hedge ratio ~ 50% |
| | EUR/USD hedging @ ~ 1.08 |
| ▪ 2025 Ø EUR/USD assumption | ~ 1.03 to 1.07 |

¹ Based on gross additions to Property, Plant and Equipment (PPE) on balance sheet (excl. leasing) in fiscal year to reflect planned Capex expansion more accurately ² Excludes the impact from deals that are signed and not yet completed

Group Q4 2024

€ m	Group			Life Science			Healthcare			Electronics			Corporate/Others		
	Q4 2023	Q4 2024	% YoY	Q4 2023	Q4 2024	%YoY	Q4 2023	Q4 2024	%YoY	Q4 2023	Q4 2024	% YoY	Q4 2023	Q4 2024	%YoY
Net sales	5,224.5	5,417.7	3.7%	2,249.4	2,304.5	2.5%	2,031.9	2,136.7	5.2%	943.2	976.5	3.5%			
% organic			3.8%			1.9%			6.7%			2.3%			
% FX			-0.5%			0.2%			-1.5%			-0.1%			
% portfolio			0.4%			0.3%			0.0%			1.4%			
EBIT	621.5	824.2	32.6%	326.2	348.2	6.7%	435.9	619.9	42.2%	-0.5	62.1	n.m.	-140.0	-205.9	47.1%
Depreciation and amortization	506.7	550.8	8.7%	222.0	262.8	18.4%	100.6	115.5	14.8%	157.4	139.1	-11.6%	26.7	33.4	25.4%
EBITDA	1,128.2	1,375.0	21.9%	548.2	610.9	11.4%	536.5	735.4	37.1%	156.9	201.2	28.3%	-113.4	-172.5	52.1%
Adjustments in EBITDA	164.9	116.0	-29.6%	43.8	65.9	50.4%	28.0	-4.2	n.m.	49.2	41.3	-16.0%	43.9	13.1	-70.2%
EBITDA pre	1,293.0	1,491.1	15.3%	592.0	676.8	14.3%	564.5	731.2	29.5%	206.0	242.5	17.7%	-69.5	-159.4	129.3%
% organic			19.7%			16.0%			34.2%			14.9%			
% FX			-4.2%			-0.8%			-4.7%			1.5%			
% portfolio			-0.2%			-0.9%			0.0%			1.2%			

Group FY 2024

€ m	Group			Life Science			Healthcare			Electronics			Corporate/Others		
	FY 2023	FY 2024	% YoY	FY 2023	FY 2024	%YoY	FY 2023	FY 2024	%YoY	FY 2023	FY 2024	% YoY	FY 2023	FY 2024	%YoY
Net sales	20,992.9	21,155.8	0.8%	9,280.5	8,916.0	-3.9%	8,053.2	8,454.5	5.0%	3,659.2	3,785.3	3.4%			
% organic			2.0%			-3.3%			7.0%			4.6%			
% FX			-1.3%			-0.7%			-2.0%			-1.4%			
% portfolio			0.1%			0.1%			0.0%			0.2%			
EBIT	3,609.1	3,644.9	1.0%	1,850.0	1,506.7	-18.6%	2,224.6	2,480.6	11.5%	247.5	359.7	45.3%	-713.0	-702.1	-1.5%
Depreciation and amortization	1,879.7	2,133.8	13.5%	881.4	948.4	7.6%	320.0	539.9	68.7%	568.2	526.9	-7.3%	110.2	118.5	7.6%
EBITDA	5,488.9	5,778.7	5.3%	2,731.4	2,455.1	-10.1%	2,544.6	3,020.5	18.7%	815.7	886.6	8.7%	-602.8	-583.5	-3.2%
Adjustments in EBITDA	390.1	292.9	-24.9%	88.2	134.0	52.0%	-1.5	-25.9	>100%	97.3	83.0	-14.7%	206.1	101.7	-50.6%
EBITDA pre	5,878.9	6,071.6	3.3%	2,819.6	2,589.2	-8.2%	2,543.1	2,994.6	17.8%	913.0	969.6	6.2%	-396.7	-481.8	21.4%
% organic			6.9%			-6.3%			22.7%			6.9%			
% FX			-3.6%			-1.7%			-5.0%			-1.0%			
% portfolio			-0.1%			-0.2%			0.0%			0.2%			
	31 Dec, 2023	31 Dec, 2024													
Net financial debt	7,500.0	7,155.1	-4.6%												
ND/EBITDA pre	1.3	1.2													

Group Net Sales details Q4 2024

€ m	Q4 2023	Q4 2024	% YoY	% YoY org.	% YoY FX	% YoY PF
Group	5,224.5	5,417.7	3.7%	3.8%	-0.5%	0.4%
Life Science	2,249.4	2,304.5	2.5%	1.9%	0.2%	0.3%
Process Solutions	893.2	938.2	5.0%	4.1%	0.2%	0.7%
Life Science Services	219.9	199.2	-9.4%	-10.8%	1.4%	0.0%
Science & Lab Solutions	1136.6	1167.1	2.7%	2.7%	0.0%	0.0%
Healthcare	2,031.9	2,136.7	5.2%	6.7%	-1.5%	0.0%
Rebif	175.1	146.6	-16.3%	-16.4%	0.1%	0.0%
Mavenclad	231.6	269.9	16.5%	17.5%	-1.0%	0.0%
Erbitux	244.5	297.5	21.6%	22.0%	-0.4%	0.0%
Bavencio	182.9	183.5	0.3%	1.2%	-0.9%	0.0%
Gonal-F	218.8	192.5	-12.0%	-10.7%	-1.3%	0.0%
Glucophage	232.6	247.5	6.4%	9.3%	-2.9%	0.0%
All other products	746.4	799.2	7.1%	9.3%	-2.3%	0.0%
Electronics	943.2	976.5	3.5%	2.3%	-0.1%	1.4%
Semiconductor Solutions	659.7	690.6	4.7%	5.3%	-0.3%	-0.3%
Display Solutions	185.8	190.8	2.7%	-6.2%	0.7%	8.2%
Surface Solutions	97.7	95.1	-2.7%	-2.3%	-0.4%	0.0%

Acronym(s): org. = organic; PF = portfolio

Group Net Sales details FY 2024

€ m	FY 2023	FY 2024	% YoY	% YoY org.	% YoY FX	% YoY PF
Group	20,992.9	21,155.8	0.8%	2.0%	-1.3%	0.1%
Life Science	9,280.5	8,916.0	-3.9%	-3.3%	-0.7%	0.1%
Process Solutions	3782.2	3522.7	-6.9%	-6.4%	-0.6%	0.2%
Life Science Services	792.2	722.1	-8.9%	-9.4%	0.6%	0.0%
Science & Lab Solutions	4706.1	4671.3	-0.7%	0.2%	-0.9%	0.0%
Healthcare	8,053.2	8,454.5	5.0%	7.0%	-2.0%	0.0%
Rebif	709.0	626.4	-11.6%	-11.1%	-0.5%	0.0%
Mavenclad	955.9	1061.7	11.1%	12.3%	-1.2%	0.0%
Erbitux	1025.5	1161.9	13.3%	15.7%	-2.4%	0.0%
Bavencio	713.1	734.8	3.0%	5.0%	-1.9%	0.0%
Gonal-F	847.3	832.7	-1.7%	0.9%	-2.6%	0.0%
Glucophage	882.4	953.7	8.1%	11.1%	-3.0%	0.0%
All other products	2920.0	3083.3	5.6%	7.7%	-2.1%	0.0%
Electronics	3,659.2	3,785.3	3.4%	4.6%	-1.4%	0.2%
Semiconductor Solutions	2478.5	2630.8	6.1%	7.8%	-1.4%	-0.3%
Display Solutions	769.6	748.0	-2.8%	-3.4%	-1.4%	2.0%
Surface Solutions	410.9	406.5	-1.1%	0.2%	-1.3%	0.0%

Acronym(s): org. = organic; PF = portfolio

Group

P&L Group	Q4 2023	Q4 2024	% YoY
Net sales	5,224.5	5,417.7	3.7%
Cost of sales	-2,327.3	-2,319.3	-0.3%
thereof: intangibles amortization	-38.6	-31.4	-18.5%
Gross profit	2,897.2	3,098.4	6.9%
Marketing and selling expenses	-1,157.5	-1,202.6	3.9%
thereof: intangibles amortization	-149.3	-140.6	-5.8%
Administration	-377.4	-392.6	4.0%
Impairment losses / reversals (IFRS9)	-10.3	-7.2	-29.8%
Other operating income/expenses	-64.1	-144.3	125.1%
Research and development	-666.5	-527.5	-20.9%
EBIT	621.5	824.2	32.6%
Depreciation and amortization	506.7	550.8	8.7%
EBITDA	1,128.2	1,375.0	21.9%
Adjustments in EBITDA	164.9	116.0	-29.6%
EBITDA pre	1,293.0	1,491.1	15.3%
Financial result	19.1	-15.0	n.m.
Profit before tax	640.6	809.2	26.3%
Income tax	-53.0	-139.9	163.8%
Income tax rate	8.3%	17.3%	
Profit after tax	587.6	669.3	13.9%
Non-controlling interests	2.3	3.1	33.1%
Net income	585.3	666.2	13.8%
Number of theoretical shares in million	434.8	434.8	
EPS in €	1.35	1.53	13.3%
EPS pre in €	1.85	2.07	11.9%

Totals may not add up due to rounding

Life Science

P&L Life Science	Q4 2023	Q4 2024	% YoY
Net sales	2,249.4	2,304.5	2.5%
Cost of sales	-1,127.6	-1,112.4	-1.3%
thereof: intangibles amortization	-7.2	-11.7	62.9%
Gross profit	1,121.7	1,192.1	6.3%
Marketing and selling expenses	-555.3	-577.1	3.9%
thereof: intangibles amortization	-99.5	-94.7	-4.8%
Administration	-114.6	-120.4	5.0%
Impairment losses / reversals (IFRS9)	0.3	0.4	54.7%
Other operating income/expenses	-22.8	-42.9	87.8%
Research and development	-103.1	-104.0	0.9%
EBIT	326.2	348.2	6.7%
Depreciation and amortization	222.0	262.8	18.4%
EBITDA	548.2	610.9	11.4%
Adjustments in EBITDA	43.8	65.9	50.4%
EBITDA pre	592.0	676.8	14.3%

Totals may not add up due to rounding

Healthcare

P&L Healthcare	Q4 2023	Q4 2024	% YoY
Net sales	2,031.9	2,136.7	5.2%
Cost of sales	-556.4	-595.8	7.1%
thereof: intangibles amortization	-1.1	-1.1	-0.5%
Gross profit	1,475.5	1,540.9	4.4%
Marketing and selling expenses	-459.1	-461.9	0.6%
thereof: intangibles amortization	-0.5	-0.4	-11.3%
Administration	-80.2	-86.4	7.7%
Impairment losses / reversals (IFRS9)	-3.0	-5.7	91.3%
Other operating income/expenses	-28.4	-37.3	31.4%
Research and development	-469.0	-329.7	-29.7%
EBIT	435.9	619.9	42.2%
Depreciation and amortization	100.6	115.5	14.8%
EBITDA	536.5	735.4	37.1%
Adjustments in EBITDA	28.0	-4.2	n.m.
EBITDA pre	564.5	731.2	29.5%

Totals may not add up due to rounding

Electronics

P&L Electronics	Q4 2023	Q4 2024	% YoY
Net sales	943.2	976.5	3.5%
Cost of sales	-641.9	-607.5	-5.4%
thereof: intangibles amortization	-30.3	-18.6	-38.4%
Gross profit	301.3	369.0	22.5%
Marketing and selling expenses	-141.3	-147.7	4.6%
thereof: intangibles amortization	-49.3	-45.4	-7.8%
Administration	-39.1	-49.3	26.1%
Impairment losses / reversals (IFRS9)	0.0	-0.7	>1.000%
Other operating income/expenses	-47.5	-34.2	-28.1%
Research and development	-74.0	-75.0	1.4%
EBIT	-0.5	62.1	n.m.
Depreciation and amortization	157.4	139.1	-11.6%
EBITDA	156.9	201.2	28.3%
Adjustments in EBITDA	49.2	41.3	-16.0%
EBITDA pre	206.0	242.5	17.7%

Totals may not add up due to rounding

Consensus deviation Q4 2024

	Actual	Consensus (mean)	Difference to estimate
	[€m]	06.02.2025	
	Q4 2024A	Q4 2024E	%
Group			
Sales	5,417.7	5,400.5	0.3%
EBITDA pre	1,491.1	1,496.9	-0.4%
EBITDA pre-margin (%)	27.5	27.7	-0.2pp
EPS pre (€)	2.07	2.21	-6.4%
Life Science			
Sales	2,304.5	2,323.0	-0.8%
Process Solutions	938.2	922.3	1.7%
Life Science Services	199.2	218.2	-8.7%
Science & Lab Solutions	1,167.1	1,183.0	-1.3%
EBITDA pre	676.8	670.8	0.9%
EBITDA pre-margin (%)	29.4	28.9	0.5pp
Healthcare			
Sales	2,136.7	2,116.4	1.0%
Rebif	146.6	149.0	-1.7%
Mavenclad	269.9	266.7	1.2%
Erbitux	297.5	276.9	7.4%
Bavencio	183.5	190.2	-3.5%
Gonal-F	192.5	218.4	-11.9%
Glucophage	247.5	240.5	2.9%
All other products	799.2	774.6	3.2%
EBITDA pre	731.2	735.1	-0.5%
EBITDA pre-margin (%)	34.2	34.7	-0.5pp
Electronics			
Sales	976.5	963.9	1.3%
Display Solutions	190.8	181.8	4.9%
Surface Solutions	95.1	101.7	-6.4%
Semiconductor Solutions	690.6	683.0	1.1%
EBITDA pre	242.5	245.8	-1.4%
EBITDA pre-margin (%)	24.8	25.5	-0.7pp
Corporate/Other			
EBITDA pre	-159.4	-154.2	3.4%

Consensus deviation FY 2024

	Actual	Consensus (mean)	Difference to estimate
	[€m]	06.02.2025	
	FY 2024A	FY 2024E	%
Group			
Sales	21,155.8	21,136.2	0.1%
EBITDA pre	6,071.6	6,079.3	-0.1%
EBITDA pre-margin (%)	28.7	28.8	-0.1pp
EPS pre (€)	8.63	8.77	-1.6%
Life Science			
Sales	8,916.0	8,932.5	-0.2%
Process Solutions	3,522.7	3,508.4	0.4%
Life Science Services	722.1	743.0	-2.8%
Science & Lab Solutions	4,671.3	4,681.3	-0.2%
EBITDA pre	2,589.2	2,583.8	0.2%
EBITDA pre-margin (%)	29.0	28.9	0.1pp
Healthcare			
Sales	8,454.5	8,429.7	0.3%
Rebif	626.4	628.5	-0.3%
Mavenclad	1,061.7	1,059.2	0.2%
Erbix	1,161.9	1,139.8	1.9%
Bavencio	734.8	740.4	-0.8%
Gonal-F	832.7	859.1	-3.1%
Glucophage	953.7	945.9	0.8%
All other products	3,083.3	3,056.8	0.9%
EBITDA pre	2,994.6	3,001.9	-0.2%
EBITDA pre-margin (%)	35.4	35.6	-0.2pp
Electronics			
Sales	3,785.3	3,776.5	0.2%
Display Solutions	748.0	739.1	1.2%
Surface Solutions	406.5	412.7	-1.5%
Semiconductor Solutions	2,630.8	2,627.6	0.1%
EBITDA pre	969.6	974.1	-0.5%
EBITDA pre-margin (%)	25.6	25.8	-0.2pp
Corporate/Other			
EBITDA pre	-481.8	-479.7	0.4%