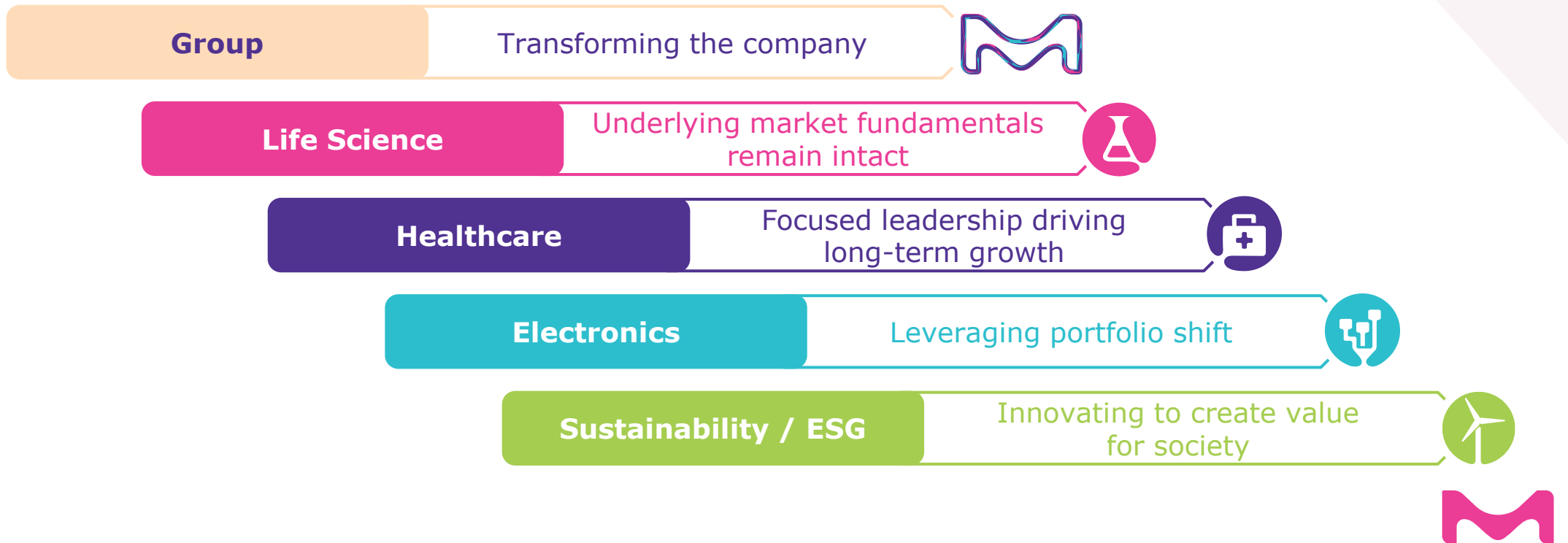


Group is a VIBRANT SCIENCE AND TECHNOLOGY COMPANY



Acting from a position of strength



- ✓ **Poised for long-term growth**
building on attractive mega trends in Life Science, Healthcare and Electronics
- ✓ **Resilient and high-quality cashflow profile**
reliable cash generation leveraging multi-industry set up
- ✓ **Strong M&A track record**
enhanced by rapid deleveraging
- ✓ **Bringing innovation faster**
to patients and customers, contributing to their sustainability efforts



Three innovative sectors serving patient and customer needs



Key Growth Drivers



Life Science

Diversified industry leader

Process Solutions

Leading product portfolio for bioprocessing, novel templates, chemicals, and formulation materials serving biopharma customers

Life Science Services

Leading contract testing organization and emerging CDMO offering focused end-to-end services across multiple modalities

Science and Lab Solutions

One of the industry's broadest portfolios of consumables for R&D and testing across diverse, attractive customer segments



Sales [% of group]*



Healthcare

Global speciality innovator

Oncology

Focused leadership in SCCHN, mUC and mCRC. R&D focus on xevinapant in Ph3, DNA damage response and ADCs

Neurology & Immunology

Cladribine in gMG moving into Ph3. Advancing innovation with Enpatoran in SLE and CLE

Fertility

Broad portfolio of treatment options, devices and advanced fertility technologies

CM&E *Cardiovascular, Metabolism & Endocrinology*
>90m patients using our medicines for diabetes, thyroid, cardiovascular diseases



Sales [% of group]*



Electronics

Leading player

Semiconductor Solutions

Integrated innovation leader with one of the strongest portfolios of materials and related equipment and services

Supplying every player in the semi industry. Helping customers create NextGen, faster, smaller and more energy-efficient devices

Display Solutions

Innovative materials for light switching and modulation as well as for new technologies such as augmented & virtual reality

Surface Solutions

Pigments and active ingredients for automotive, cosmetic & industrial markets



Sales [% of group]*

*Based on FY 2023; Acronyms: SCCHN=Squamous Cell Carcinoma of Head and Neck; mUC=metastatic Urothelial Carcinoma; mCRC=metastatic Colorectal Cancer; ADC=Antibody-Drug Conjugates; Ph3=Phase 3; MS=Multiple Sclerosis; BTKi=Bruton Tyrosine Kinase inhibitors; SLE=Systemic Lupus Erythematosus; CLE=Cutaneous Lupus Erythematosus; gMG=generalized Myasthenia Gravis

