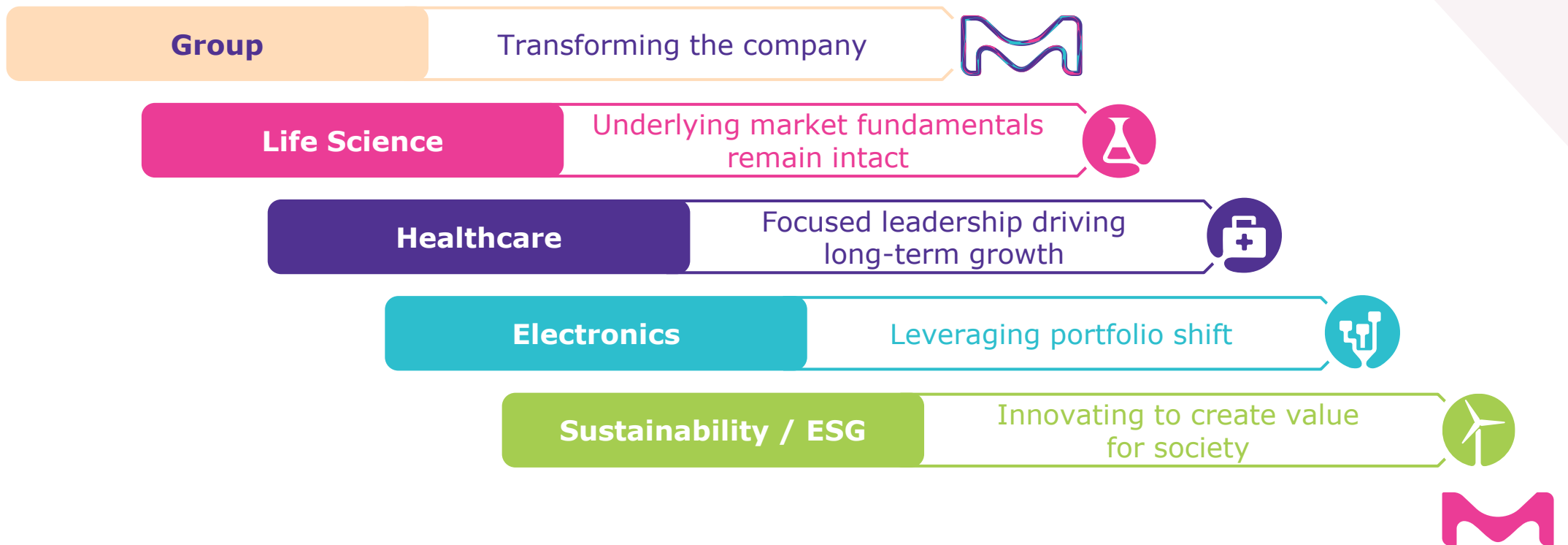


Group is a VIBRANT SCIENCE AND TECHNOLOGY COMPANY



Group

Ready for compelling structural growth



- ✓ **Reacceleration of value compounding**
building on distinct and highly attractive end-market trends
- ✓ **Multiple near-term catalysts to fuel growth uptake**
Life Science and Semiconductor Solutions as key drivers
- ✓ **Truly resilient in a rapidly changing environment**
multi-industry setup with diversified geographic footprint
- ✓ **Strong balance sheet with significant M&A firepower**
patient deal generation, maximizing inorganic opportunities



Group

Three sectors focusing on highly innovative end-markets



Life Science

Diversified industry leader

Process Solutions

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

Science and Lab Solutions

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

Life Science Services

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

44%

Sales [% of group]¹



Healthcare

Global specialty innovator

Oncology

Strong presence in mCRC and mUC, promising technologies of ADCs and DNA Damage Response

Neurology & Immunology

Cladribine in gMG PhIII enrollment progressing well; advancing innovation with enpatoran in SLE and CLE

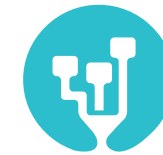
Fertility

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

38%

Sales [% of group]¹



Electronics

Ecosystem relevant portfolio

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 Solutions²

Pigments and active ingredients for automotive, cosmetic & industrial markets

18%

Sales [% of group]¹

1) Based on FY 2023; 2) On 25.07.2024 the signing of an agreement to divest the Surface Solutions business unit of the Electronics business sector to Global New Material International Holdings Ltd. was announced. Acronym(s): **ADC** = Antibody-Drug Conjugates; **CDMO** = Contract Development and Manufacturing Organization; **CLE** = Cutaneous Lupus Erythematosus; **gMG** = generalized Myasthenia Gravis; **mCRC** = metastatic Colorectal Cancer; **mUC** = metastatic Urothelial Carcinoma; **PhIII** = Phase 3; **SLE** = Systemic Lupus Erythematosus

