

# Business Sector Overview

## Organizational structure provides customer and portfolio focus

### Process Solutions (PS)

*Best in class technologies for pharmaceutical manufacturing*



**Upstream & Downstream**  
cell culture media, Durapore® filters, etc.



**Mobius® single-use**  
bioreactors, prep systems, etc.



**Biopharma materials**  
growth factors, fine chemicals



**Formulation**  
GMP buffers, salts, stabilizers

### Life Science Services (LSS)

*Focused multimodality contract testing, development, manufacturing (CTDMO)*



**BioReliance® CTO**  
biosafety, characterization, release for mAbs and novels



**Traditional modalities CDMO**  
HPAPIs, mAbs



**Novel modalities CDMO**  
viral vectors, mRNA, antibody drug conjugates

### Science & Lab Solutions (SLS)

*Broad portfolio of fit for purpose consumables for R&D and testing*



**Chemistry** for lab (Sigma-Aldrich®) and testing (Supelco®)



**Biology reagents**  
media, antibodies, filters, etc.



**Milli-Q®** ultrapure water systems



**Microbiology QA/QC**  
growth media, automated systems, etc.



**Production & regulated materials**  
high purity chemicals, membrane, antibodies

Customer mix (illustrative)



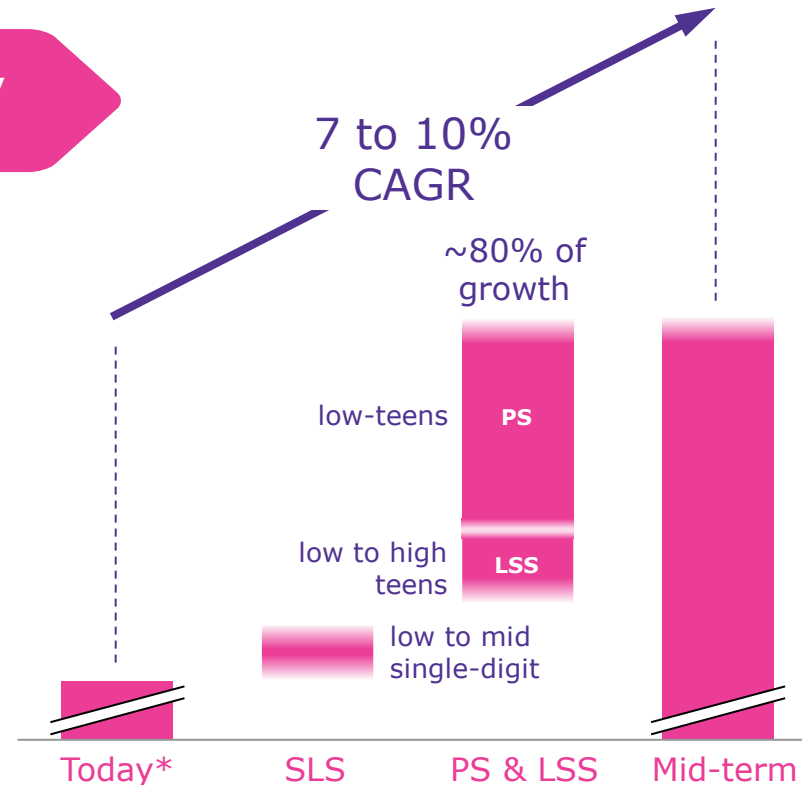
<sup>1</sup>Includes academia, government, hospitals, physicians; Acronyms: GMP = Good Manufacturing Practice, CTDMO = Contract Testing Development Manufacturing Organization, CTO = Contract Testing Organization, CDMO = Contract Development Manufacturing Organization, HPAPIs = High Potency Active Pharmaceutical Ingredients, mAbs = monoclonal Antibodies, mRNA = messenger Ribonucleic Acid, QA/QC = Quality Assurance/Quality Control



# Attractive mid-term growth outlook on strong underlying fundamentals

 **Diversified industry leader**

**Delivering above market growth on business, geographical mix and innovation**



Illustration

## Process Solutions

- Going back to growth post destocking
- Differentiating through innovation (e.g. development of new purpose-built products, templates for novel modalities)

## Life Science Services

- Near-term headwinds, e.g. reduced biotech funding only temporary
- Becoming multi-modality CTDMO with differentiated technologies

## Science & Lab Solutions

- Near-term headwinds, e.g. China, Big Pharma
- Delivering profitable growth in resilient and regulated markets

\*Today defined as of 01 Jan 2023



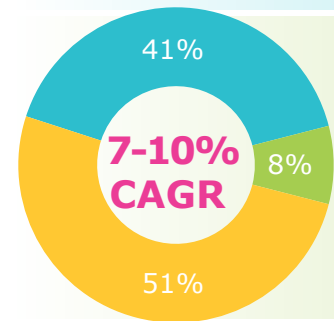
# Outlook

## All business units contributing to attractive mid-term outlook

### Sales split<sup>1</sup>

### Mid-term outlook<sup>2</sup>

### Key differentiators



#### Process Solutions

##### Low-teens growth

vs. market of 9-10%



#### Life Science Services

##### Low to high-teens growth

vs. market of 9-10%



#### Science & Lab Solutions

##### Low to mid single-digit growth

vs. market of 3-5%



- **Capacity and regional expansion:** for single use, filtration, and cell culture media
- **Broad portfolio coverage:** from upstream manufacturing to drug product fill & finish
- **Holistic customer value:** training & problem solving (M Lab™ Collaboration Centers), regulatory & filing support (Emprove®)
- **Innovation leadership:** enabling factory of the future (BioContinuum™), templates for novels

- **Comprehensive services:** across testing, development, and manufacturing (CTDMO<sup>3</sup>)
- **Leading contract testing organization:** biosafety testing, product characterization, lot release (BioReliance®)
- **Scaling focused CDMO:** supporting modalities with high growth & expertise requirements
- **Technology leadership:** deploying innovative process technologies with product development feedback

- **Broad and relevant portfolio:** leading offerings across chemistry, biology, microbiology, ultrapure water, diagnostic materials
- **Omnichannel engagement** including leading eCommerce platform, relationship managers and technical teams
- **Diversified footprint, global reach:** sales & growth balanced across regions & customer segments
- **Resilient growth profile** with low volatility, robust & independent drivers across end customers

<sup>1</sup>Sales split based on FY 2023; CAGR is organic mid-term ambition including fading of COVID contribution, as shown at Capital Markets Day 2023; <sup>2</sup>market growth rates are including COVID effects;

<sup>3</sup>Acronyms: CTDMO = Contract Testing Development Manufacturing Organization

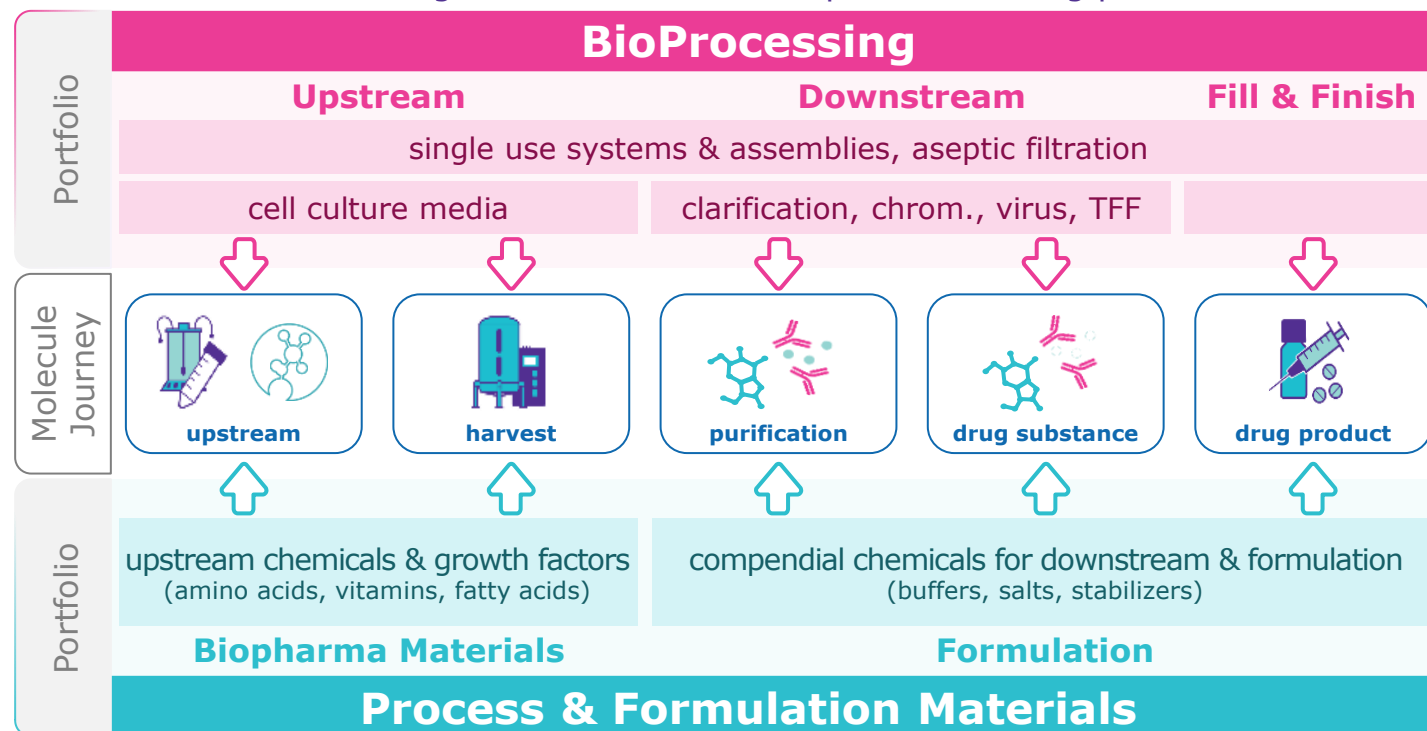


# Process Solutions – Overview

## Comprehensive product portfolio and diversified customer base

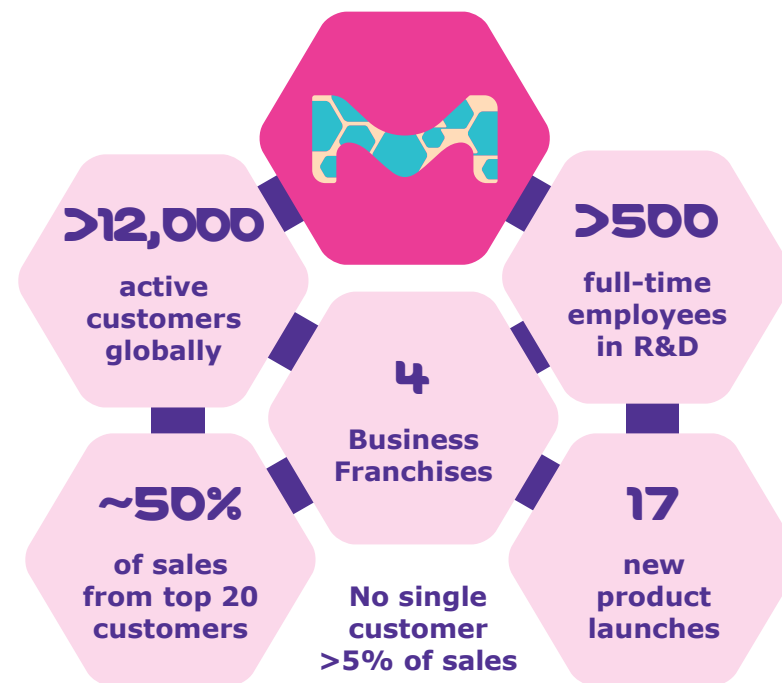
### Portfolio

Addressing full value chain from upstream to drug product



### Snapshot

Business in numbers<sup>1</sup>



**Leading product portfolio for bioprocessing operations, novel templates, chemicals, and formulation materials serving wide range of biopharma customers**

<sup>1</sup> Based on FY 2023; Acronyms: chrom. = chromatography, TFF = Tangential Flow Filtration









# Life Science Services – Overview

## A multi-modality service offering across traditional and novel modalities

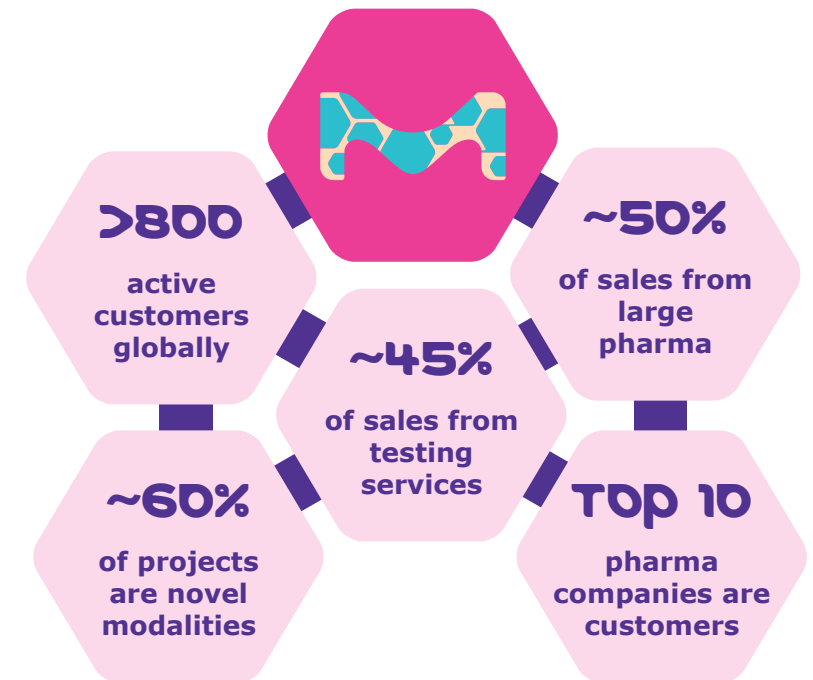
### Capabilities

Serving customers along their molecule journey

	CDMO			CTO	Focus	Value proposition
	Dev.	DS	DP	Testing		
 <b>Small molecules</b>	✓	✓			Complex and high potent	Flow chemistry and highly potent synthesis
 <b>mAbs</b>	✓	✓		✓	Single use molecules	Template speed and flexibility in single use
 <b>ADCs</b>	✓	✓		✓	Potent conjugates	Integrated supplier: payload to conjugation
 <b>VVs</b>	✓	✓	✓	✓	All virus types	Capacity and scale, with full service offering
 <b>mRNA</b>	✓	✓	✓	✓	mRNA	One-stop shop and technical track record
 <b>CTs</b>				✓	All cell types	Capacity and expertise across cell types

### Snapshot

Business in numbers<sup>1</sup>








**Well established CTO with comprehensive service offering and emerging CDMO focused on selected growth pockets with unique value proposition**

✓ Available    ✓ Limited Services    <sup>1</sup> Based on FY 2023    Acronyms: CTO = Contract Testing Organization, CDMO = Contract Development Manufacturing Organization, Dev. = Development, DS = Drug Substance, DP = Drug Product, mAbs = monoclonal Antibodies, ADCs = Antibody Drug Conjugates, VVs = Viral Vectors, mRNA = messenger Ribonucleic Acid, CTs = Cell Therapies



# SLS – Portfolio

## Broad portfolio consisting of five specialized portfolio units and franchises enabling a presence across workflows

	Chemistry	Biology	DxRm	BioM	Lab Water
	<p>Full value chain offers across segments enabled by technology-centric portfolio units</p>				
<p><b>Key products</b> Not comprehensive</p>	<ul style="list-style-type: none"> <li>Specialty chemicals</li> <li>Chrom. &amp; solvents</li> <li>Reference materials</li> <li>Digital solutions (Lanexo™, Synthia™)</li> </ul> 	<ul style="list-style-type: none"> <li>Multiplex kits</li> <li>Filtration tools</li> <li>Cell biology kits</li> <li>Antibodies</li> </ul> 	<ul style="list-style-type: none"> <li>Lateral flow membrane</li> <li>Critical raw materials</li> <li>Oligos &amp; proligos</li> <li>Custom products &amp; solutions</li> </ul> 	<ul style="list-style-type: none"> <li>QC and sterility testing instruments and kits</li> <li>Filters and plates</li> <li>Culture &amp; growth media</li> </ul> 	<ul style="list-style-type: none"> <li>Lab water systems</li> <li>Consumables</li> <li>Services</li> </ul> 
<p><b>Sales split</b></p>	<p><b>30% - 40%</b></p>	<p><b>25% - 35%</b></p>	<p><b>10% - 20%</b></p>	<p><b>5% - 15%</b></p>	<p><b>5% - 15%</b></p>

**Trusted, innovative brands with podium positions – driven by high-quality, customer- and application-focus, and deep sales expertise**

Acronyms: DxRm = Diagnostics & Regulated Materials, BioM = Biomonitoring, Chrom. = Chromatography, QC = Quality Control

