

# 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.



**Process Materials**  
growth factors, transfection reagents, enzymes, fine chemicals



**Formulation**  
GMP buffers, salts, stabilizers

### Life Science Services (LSS)

*Focused service provider for innovative and complex modalities*



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



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



**Traditional modalities CDMO**  
HPAPIs, mAbs

### 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; Acronym(s): **GMP** = Good Manufacturing Practice, **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



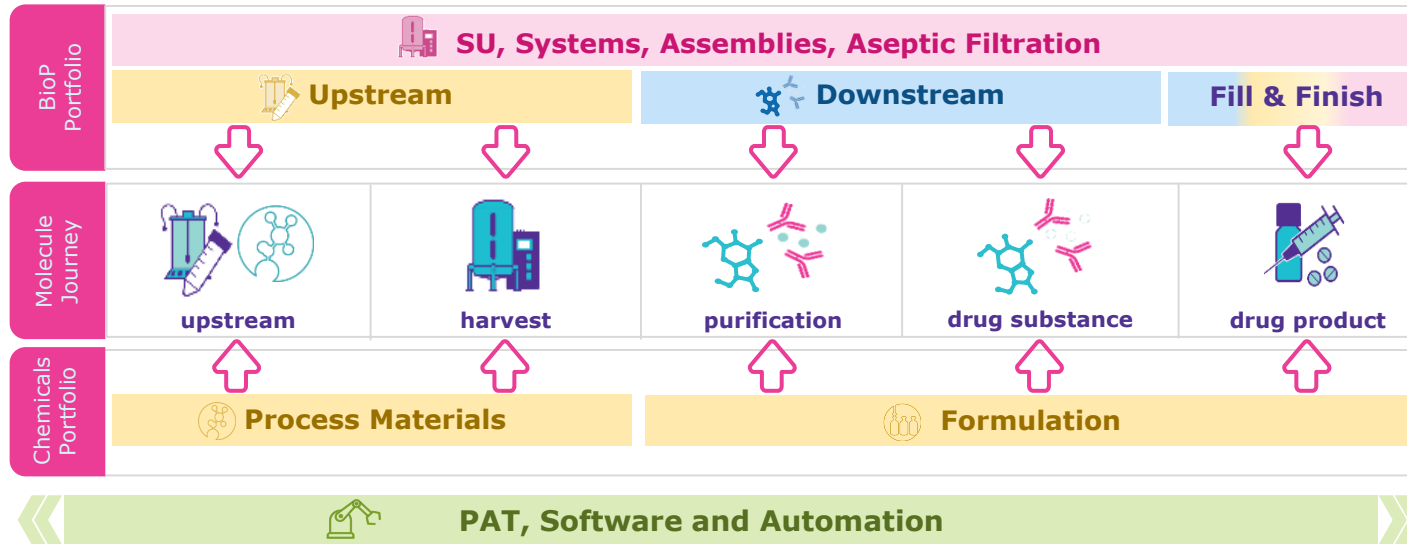
# Process Solutions - Overview

## Comprehensive product portfolio and diversified customer base

### One PS portfolio

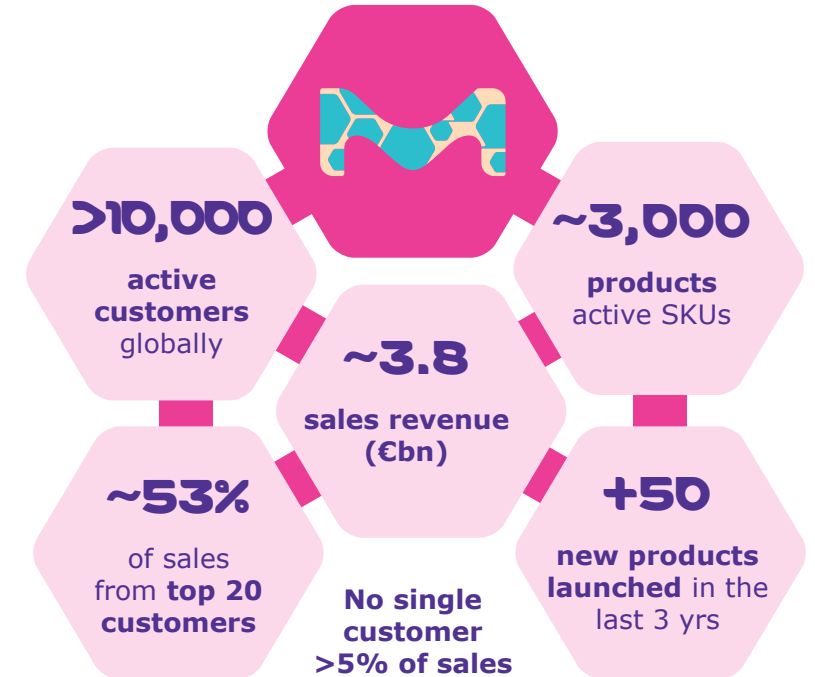
Addressing full value chain from upstream to drug product

#### Process Solutions



### Snapshot

Business in numbers<sup>1</sup>



<sup>1</sup>Numbers of 2023

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

Acronym(s): **PAT** = Process Analytical Technologies;  
**SU**= Single Use

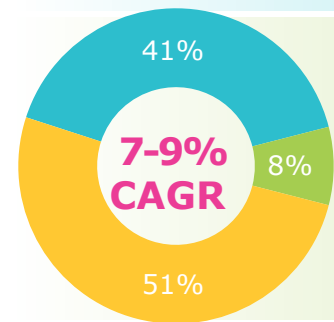
From: Q2 2022 Roadshow Presentation  
Updated November 2024



# Outlook

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

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



### Mid-term outlook

#### Process Solutions

**Around 10%**

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%



### Key differentiators

- **Innovation leadership:** factory of the future (BioContinuum™), templates for novels, Group's antibody development templates
  - **Right-sized, right-phased capacity and regional expansion:** for single use, filtration, and cell culture media
  - **Broad portfolio coverage:** addressing the full value chain from upstream to drug product fill & finish
  - **Holistic customer value:** training & problem solving (MLab™ Collaboration Centers), regulatory & filing support (Emprove®)
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- **Focused services:** across testing, development, and manufacturing for innovative and complex molecules
  - **Contract testing organization:** biosafety testing, product characterization, lot release (BioReliance®)
  - **Scaling focused CDMO<sup>2</sup>:** supporting modalities with high growth & expertise requirements
  - **Technology leadership:** deploying innovative process technologies with product development feedback
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- **Broad and relevant portfolio:** offerings across chemistry, biology, microbiology, ultrapure water, diagnostic materials
  - **Omnichannel engagement** including 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, as shown at Capital Markets Day 2024; <sup>2</sup>Acronym(s): **CDMO** = Contract Development Manufacturing Organization









# Life Science Services – Overview

## Focus on novel modalities to provide unique value proposition to clients and propel future growth

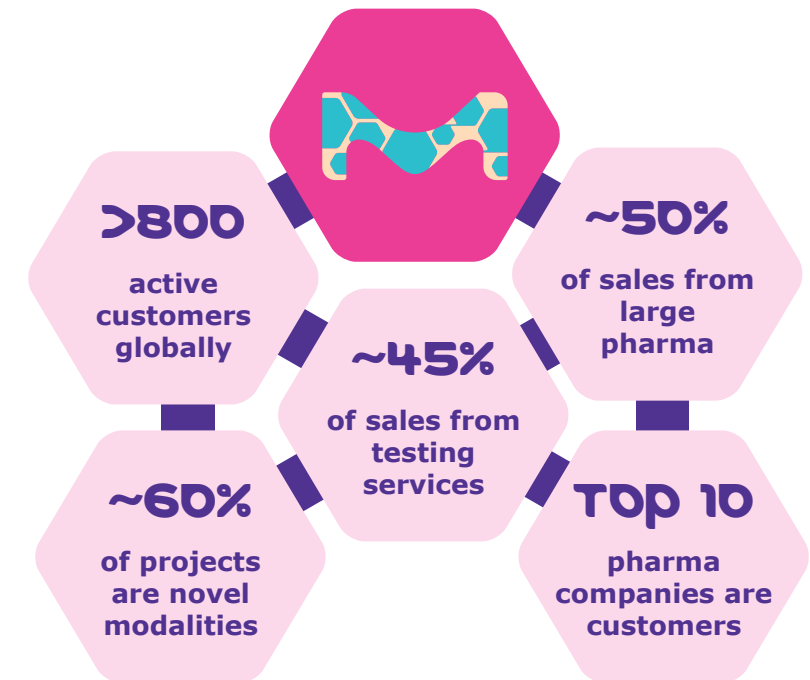
### Capabilities

Serving customers along their molecule journey

|  | CDMO |    |    | CTO     | Focus                   | Value proposition   |
|--|------|----|----|---------|-------------------------|---|
|  | Dev. | DS | DP | Testing |                         |   |
|  <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          | Scalability, flexibility, and expertise across cell types |
|  <b>mAbs</b>             | ✓    | ✓  |    | ✓       | Single use molecules    | Templated speed and flexibility in single use             |
|  <b>Small molecules</b> | ✓    | ✓  |    |         | Complex and high potent | Flow chemistry and highly potent synthesis                |

### Snapshot

Business in numbers<sup>1</sup>








**Well established CTO with comprehensive service offering and emerging CDMO focused on novel modalities with unique value proposition**

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



# 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><br/>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 (ChemisTwin™, 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>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**

Acronym(s): **DxRm** = Diagnostics & Regulated Materials, **BioM** = Biomonitoring, **Chrom.** = Chromatography, **QC** = Quality Control

