



# Eurofins Corporate Presentation

The global leader in Testing for Life

April 2023



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# Executive Summary

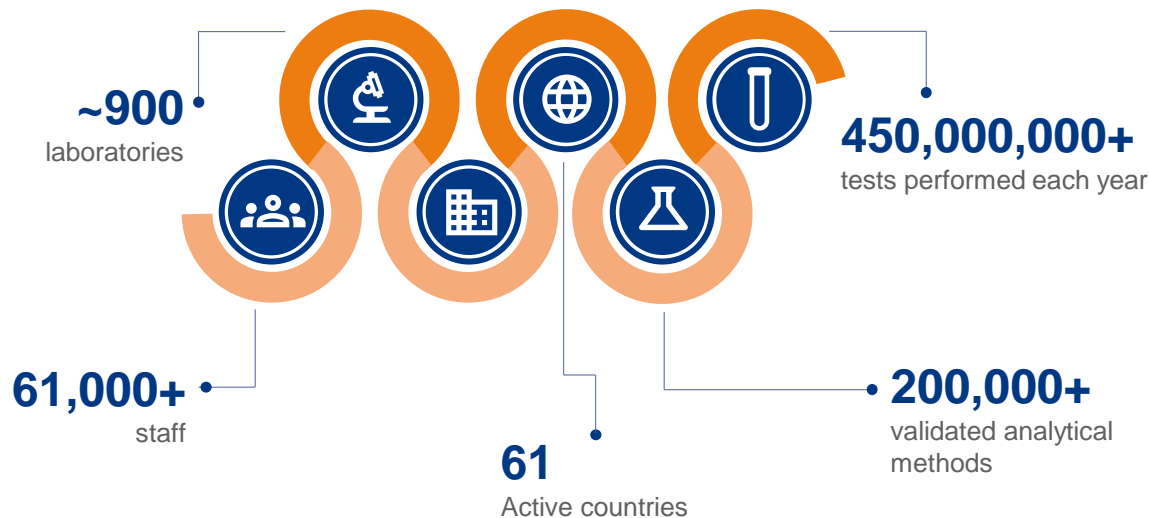
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# Eurofins: The World Leader in Testing for Life

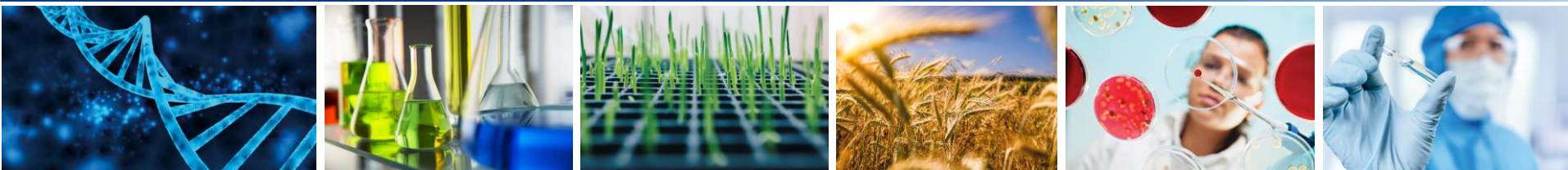


## Key Figures



## 35 years of value creation

- Long-term track record of turning investments into growth, productivity, margin expansion and Return on Capital Employed
- Competitive advantages based on scale and one-of-a-kind fully digital 'hub and spoke' laboratory network infrastructure
- Well positioned for the future in terms of technological capabilities, scientific expertise and innovation power
- Committed to sustainability and ESG



## ACTIVE WHEREVER TESTING CAN **PROTECT LIFE**



**FOOD AND FEED  
TESTING**



**AGRO TESTING**



**ENVIRONMENT  
TESTING**



**BIOPHARMA SERVICES**



**CLINICAL DIAGNOSTICS**



**MATERIALS AND  
ENGINEERING SCIENCES**



**AGROSCIENCE SERVICES**



**GENOMIC SERVICES**



**IN VITRO  
DIAGNOSTICS**



**COSMETICS  
TESTING**



**FORENSIC  
SERVICES**

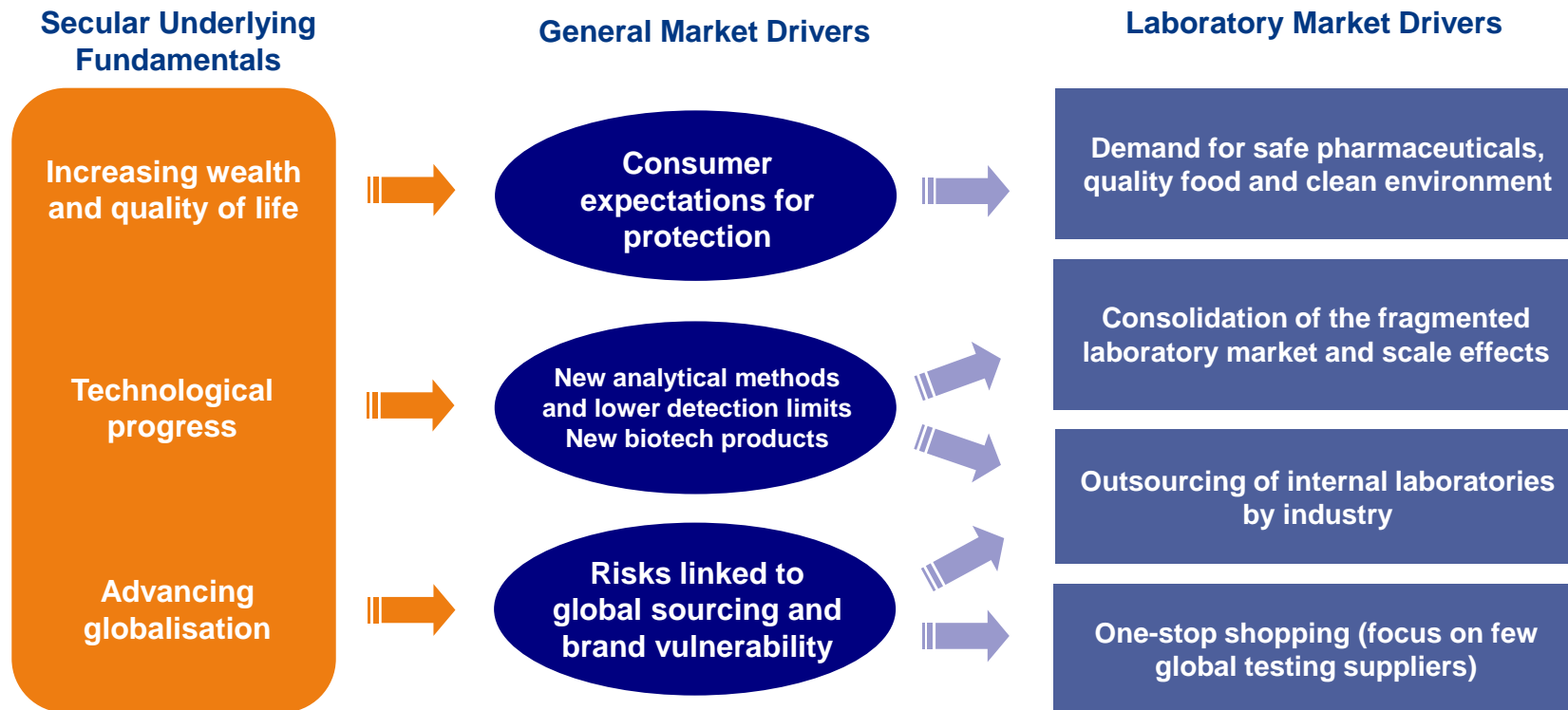


**ASSURANCE**



**CONSUMER  
PRODUCT TESTING**

# Drivers for long-term market growth above GDP



# Eurofins' strategy aims at building long-lasting competitive advantage in very attractive markets



## Leading technology

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- Competence Centres & R&D activities
- Proprietary technologies (e.g. proof of origin, virus syndromic panels, authenticity testing, etc.)
- Continuous development/acquisition of advanced technologies
- Best-in-class state of the art laboratories

## Quality of customer service

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- Extensive expertise in local regulations for all major markets, and one-stop contact for compliance in multiple countries
- Globally reliable standards of high quality and consistency
- International key accounts management
- Internet-based transactions and access to testing results

## One stop shop

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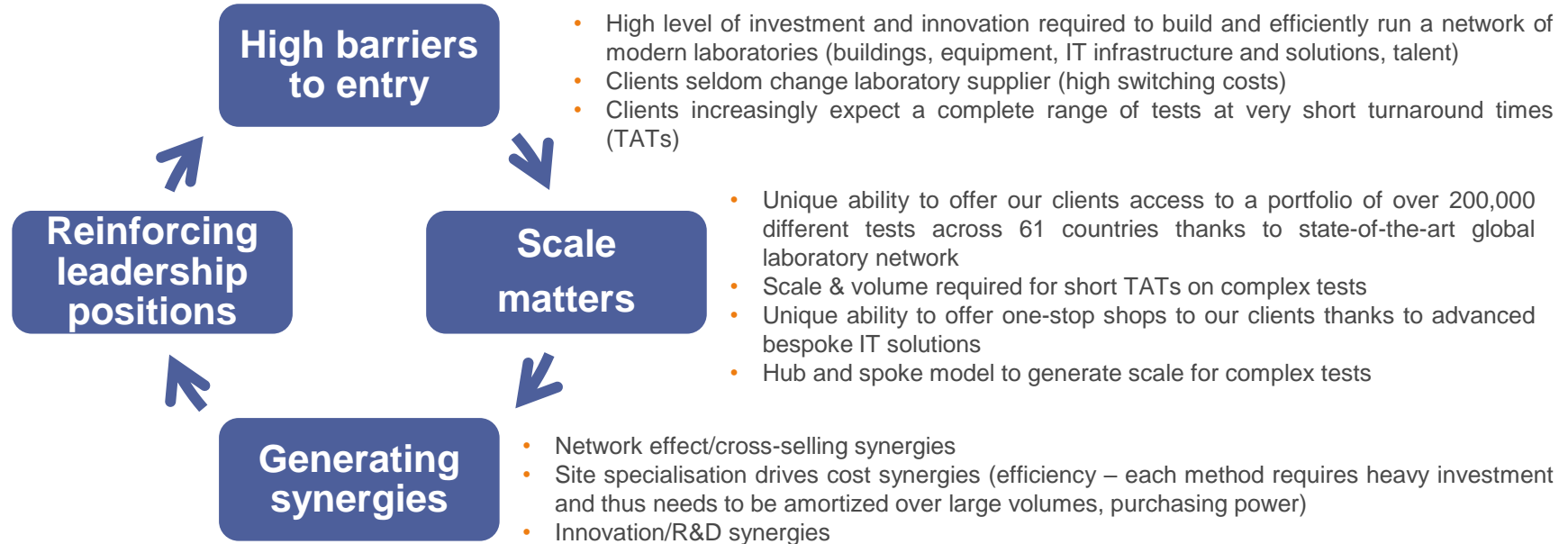
- International network operating across 61 countries
- Vast technological portfolio with more than 200,000 validated methods
- Over 450 million tests performed per year
- Single contact person for each customer at their local laboratory

## Pure-play laboratory operator

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- Industrialised processes, bespoke IT solutions
- Unrivalled expertise accessible to all customers
- Continually expanding geographical coverage
- Proven operating model that can be rolled out in various/multiple markets

# Building leadership positions in an industry with significant network effects and competitive advantage for the market leader



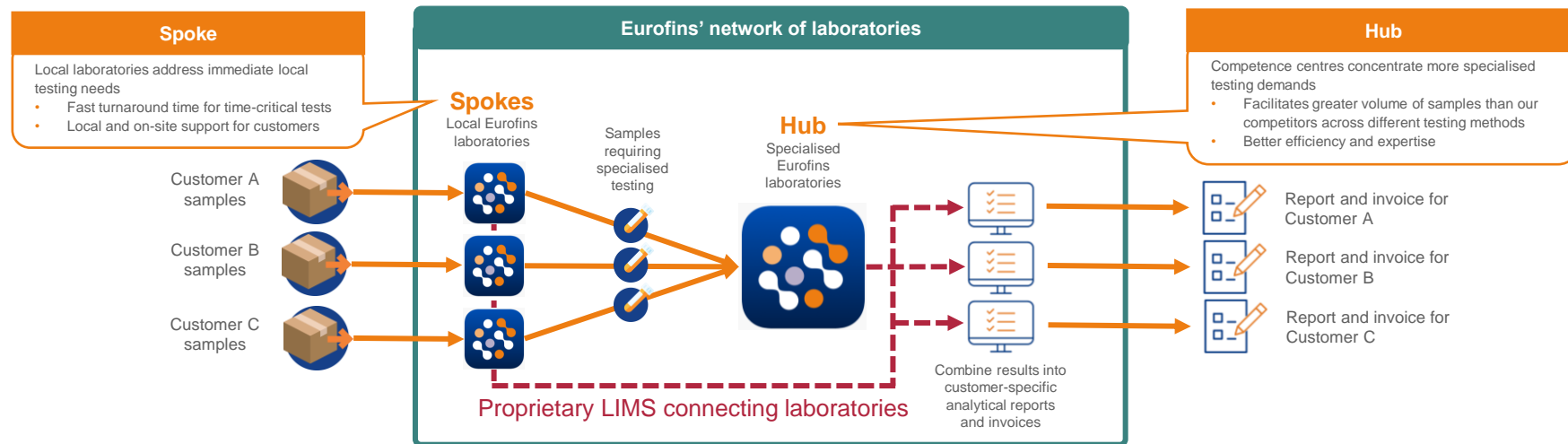
**We have been building a hard to replicate laboratory platform**



**Some competitors who tried to diversify into our sector are starting to exit some of our markets (LabCorp, Exova, TÜV Rheinland, Applus etc.). Smaller/mid-size players lose market share**



# One-of-a-kind 'hub and spoke' laboratory network infrastructure is our platform for market leadership



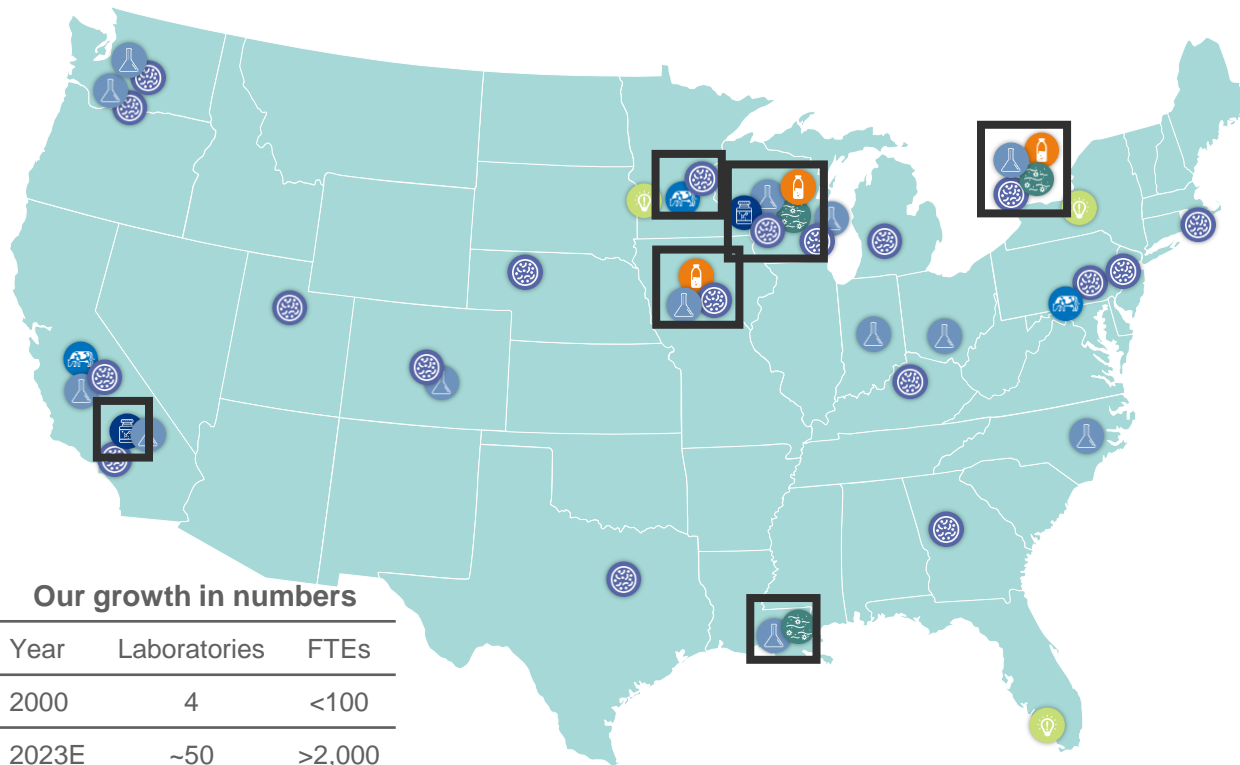
## Eurofins' investments in 'hub and spoke'

- Built up comprehensive technical expertise and scientific capabilities
- Consolidation of less efficient and smaller sites into large, modern and high-throughput hubs
- Network connected by state-of-the-art IT solutions and integrated logistics
- Management systems allow individual laboratories to transact with each other with a strong incentive to sell and ship to focused sister laboratories

## Significant competitive advantages

- One-stop-shop: fulfil broadest range of customer requirements, from high volume to bespoke
- Economies of scale provide large cost advantages vs. competitors
- Harmonisation / standardisation of test portfolio and processes where needed
- Fast go-to-market as new tests can be quickly rolled out across the global network
- Know-how and best practice can be constantly shared

# Eurofins Food & Feed has built and operates the best-in-class hub and spoke network in North America



## Our growth in numbers

Year	Laboratories	FTEs
2000	4	<100
2023E	~50	>2,000

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## HUB LABS



### NUTRITION

Des Moines, IA  
Madison, WI  
Toronto, ON



### SUPPLEMENTS

Los Angeles, CA  
Madison, WI



### CONTAMINANTS

Madison, WI  
New Orleans, LA  
Toronto, ON



### DAIRY

Minneapolis, MN

## SPOKE LABS



### MICROBIOLOGY

Atlanta, GA  
Battle Creek, MI  
Dallas, TX  
Denver, CO  
Des Moines, IA  
Fresno, CA  
Gordon, NE

Lancaster, PA  
Los Angeles, CA  
Louisville, KY  
Madison, WI  
Milwaukee, WI  
Minneapolis, MN

Philadelphia, PA  
Providence, RI  
Salt Lake City, UT  
Toronto, ON  
Wenatchee, WA  
Yakima, WA



### SPECIALTY

Cincinnati, OH  
Denver, CO  
Des Moines, IA  
Fresno, CA  
Indianapolis, IN

Los Angeles, CA  
Madison, WI  
Milwaukee, WI  
New Orleans, LA  
Toronto, ON

Wenatchee, WA  
Wilson, NC  
Yakima, WA  
Lancaster, PA



### PRODUCT DESIGN

Ithaca, NY

Minneapolis, MN

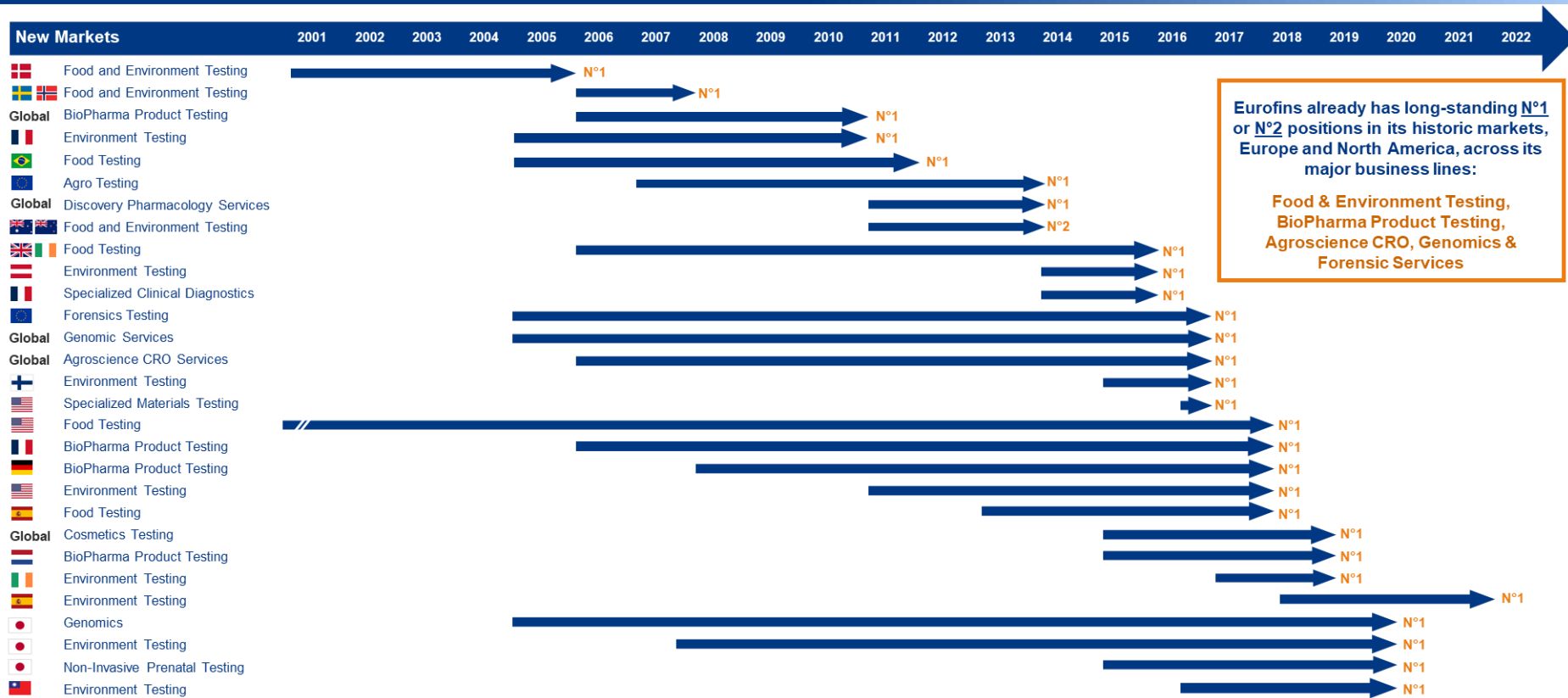
Naples, FL

# Building the Platform – Eurofins 2012 - Eurofins 2022



	2012	2015	2019	2020	2021	2022	2012-2022 $\Delta$
<b>Revenues (€ m)</b>	1,044	1,950	4,563	5,439	6,718	6,712	20% CAGR
<b>Employees (total headcount)</b>	10,890	18,382	43,320	50,000	58,000	61,000	19% CAGR
<b>Number of laboratories</b>	170	225	>800	>800	900	900	+730
<b>Number of countries</b>	34	39	>50	>50	54	61	+27
<b>Number of business lines with global leadership</b>	4 (Food and feed, Environment, BioPharma product testing, Drug discovery services)	4 (Food and feed, Environment, BioPharma product testing, Drug discovery services)	7 (Food and feed, Environment, BioPharma product testing, Drug discovery services, Agrosience CRO services, Specialised Material Sciences testing, Cosmetics Testing)	7 (Food and feed, Environment, BioPharma product testing, Drug discovery services, Agrosience CRO services, Specialised Material Sciences testing, Cosmetics Testing)	7 (Food and feed, Environment, BioPharma product testing, Drug discovery services, Agrosience CRO services, Specialised Material Sciences testing, Cosmetics Testing)	7 (Food and feed, Environment, BioPharma product testing, Drug discovery services, Agrosience CRO services, Specialised Material Sciences testing, Cosmetics Testing)	+3
<b>Number of future-oriented business lines</b>	1 (Genomics)	2 (Genomics, Clinical Genetics)	5 (Genomics (#2 globally), Forensics (#1 in Europe), Clinical Genetics, Pharma CDMO, Eurofins Technologies)	5 (Genomics (#2 globally), Forensics (#1 in Europe), Clinical Genetics, Pharma CDMO, Eurofins Technologies)	5 (Genomics (#2 globally), Forensics (#1 in Europe), Clinical Genetics, Pharma CDMO, Eurofins Technologies)	5 (Genomics (#2 globally), Forensics (#1 in Europe), Clinical Genetics, Pharma CDMO, Eurofins Technologies)	+4

Eurofins is the leader in most of its markets  
and continues to build global & local leadership positions\* in  
markets where scale matters



# Investments in start-ups are integral to long-term growth and value creation



## Long track record

### Number of start-ups created

Programme		Total	Per year
1	2000-2009:	<b>25</b>	<b>3</b>
2	2010-2013:	<b>18</b>	<b>5</b>
3	2014-2018:	<b>102</b>	<b>20</b>
4	2019-2021:	<b>56</b>	<b>19</b>
5	2022:	<b>50 + 18 BCPs<sup>1</sup></b>	
	2023 plan:	<b>30 + several BCPs<sup>1</sup></b>	

➤ **Total of 251 start-ups and 18 BCPs launched since 2000**

## Strategic rationale

### **Complements M&A strategy:**

- When acquisitions are too expensive or unavailable
- High growth markets often lack reasonably-priced acquisition targets
- Right locations for national hub & spoke network

### **Upfront investment but attractive long-term returns:**

- ~€39m of capex invested in 2022 for active start-ups established since 2019 (programmes 4 and 5)
- ~€47m of temporary losses related to start-ups included in 2022 SDIs<sup>2</sup>
- Can achieve higher returns from year 3 and beyond (no goodwill)

## Contributions by start-ups in FY 2022

Organic growth contribution  
**+100 bps**

From developing start-ups

Revenues  
**>€500m**

Contribution from all start-ups created since 2000

**>45% ROCE**

Mature start-ups created in programmes 2-4 generated >45% ROCE on revenues of €239m

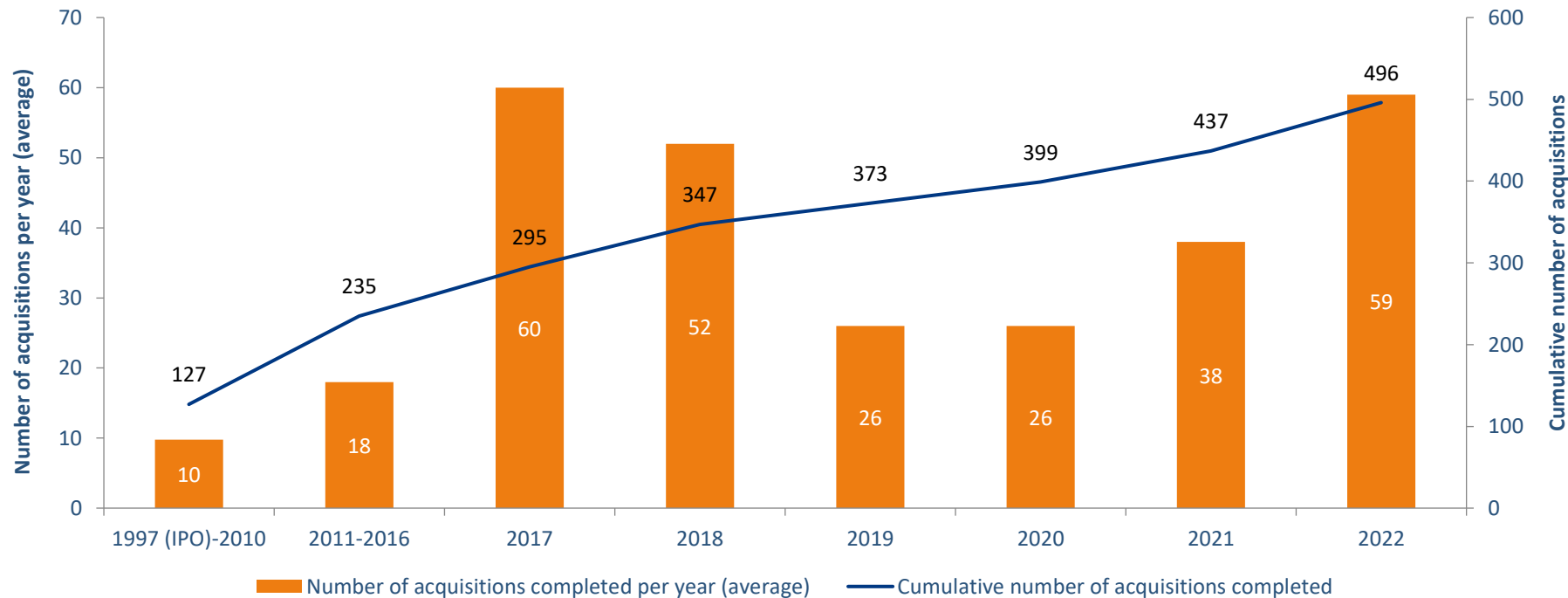
<sup>1</sup>Blood collection point / phlebotomy site

<sup>2</sup>Alternative Performance Measures (APMs) are defined at the end of this presentation

# Eurofins has a good track record of successfully integrating acquired businesses



## Good pipeline of M&A opportunities

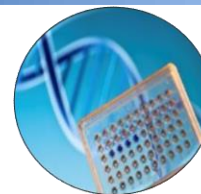


# Operating Segments

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# Leading global and local market positions in attractive high-growth markets\*



	Testing for Pharma/Biotech/Agrosciences	Food & Feed Testing	Environment Testing	Clinical Diagnostics
Eurofins position*	<u>N°1 to N°3</u> worldwide Started 2000-2005	<u>N°1</u> worldwide Started 1987	<u>N°1</u> worldwide Started 2000	<u>Start-Up</u> Started 2014
Total market size estimate*	~ €6bn	~ €4bn	~ €5bn	~ \$561bn** by 2031 Eurofins' focus Genomics/Specialised Testing: ~ €5-10bn
Segment description	From compound discovery and clinical research through manufacture and release of pharmaceutical product and post-approval/marketing, the Eurofins BioPharma Services network of companies is a first-class biopharmaceutical outsourcing services partner.	Ensuring food quality and preventing contamination and foodborne illnesses caused by pathogens and other harmful substances. We offer the broadest portfolio of food and feed testing laboratories with over 130,000 analytical methods assessing the safety, purity, composition, authenticity, and traceability of food products and ingredients.	Services comprise testing of water and wastewater, air, soil, waste, tissue, biologics, building materials and constituents of the built environment, biofuels and other products to assess contaminant levels and impacts on human health and the environment.	Contribute to every stage of patient care: from genetic predisposition to prevention, diagnosis, treatment monitoring and even prognosis. Our laboratories strive to ensure that every patient has access to the most specialised and innovative techniques for diagnosis, monitoring and therapeutic decisions. Our approach to clinical diagnostics is entirely focused on excellence, innovation and technological investment and we offer testing services in all medical specialities,
Key clients	Major biopharma companies, innovative biotech players, agroscience firms, medical device firms	Global food and beverage producers, global agriculture players, retailers, restaurants & caterers	Engineering, consulting, industry, manufacturing & construction firms, soil & hazardous waste firms, governments, universities & non-profits	Doctors, hospitals, health insurers, patients
Listed peers or large peers	PPD (Thermo Fisher), SGS, Charles River and WuXi AppTec, etc.	ALS, Bureau Veritas, SGS, Intertek, etc.	SGS, Bureau Veritas, ALS and Montrose Environmental Group, etc.	Synlab, Cerba, Unilabs, LabCorp, Quest Diagnostics, Sonic Healthcare, Myriad Genetics, Exact Sciences, Opko, Genomic Health, NeoGenomics, Natera, Invitae, Guardant Health, Veracyte, CareDx, etc.

\*Only includes the outsourced part of the market. Estimate to the best of Eurofins' knowledge, based on data available to the Group

\*\*Transparency Market Research (2022). Clinical Laboratory Services Market [link](#)



Eurofins has also established global leadership positions in high potential niche markets



	Genomic Services	Agroscience CRO** Services	Discovery Pharmacology	Cosmetics Testing	Advanced Materials Sciences
Eurofins position*	<b>N°3</b> Worldwide <b>N°3</b> In Europe Started 2004	<b>N°1</b> worldwide Started 2006	<b>N°1</b> worldwide Started 2010	<b>N°1 to N°2</b> worldwide Started 2014	<b>N°1</b> worldwide Started 2017
Business line description	Global network of state-of-the-art laboratories offering the most advanced technologies for genetic analysis of all kinds of samples and fast DNA-synthesis service. Eurofins Genomics is also an international leader in Sanger and NGS sequencing services and a growing gene synthesis provider.	Eurofins Agroscience CRO Services has the broadest global footprint of all CROs, offering a unique portfolio of expertise including analytical, regulatory and field support to plant breeders, agrochemical, biopesticide, biocide and fine chemical manufacturers.	Eurofins Pharma Discovery Services is recognised as the industry leader for providing drug discovery researchers the largest and most diverse portfolio of standard and custom in vitro safety & pharmacology assays and panels for drug screening and profiling. Eurofins also offers a broad portfolio of over 4,500 drug discovery products including assays and kits.	Network of laboratories offering a full range of services to retailers and cosmetic manufacturers from raw materials suppliers to finished products producers. Services include: consulting, physico-chemical analysis, microbiology, in-vitro studies, clinical studies and consumer research.	Eurofins EAG laboratories is a scientific leader helping clients understand the physical structure, chemical properties and composition of their materials. EAG offers the most comprehensive portfolio of analytical techniques including: advanced microscopy, chemical analysis, compositional analysis, metallurgical analysis, contaminant identification, deformation, trace elemental analysis, etc.
Listed or larger peers	IDT (Danaher), Genewiz (Azenta), Abcam, etc.	SGS	Abcam, Charles River, WuXi AppTec, Evotec, etc.	SGS	Exponent, Element Materials, etc.

\*To the best of Eurofins' knowledge, based on data available to the Group

\*\*CRO: Contract Research Organisation

# Eurofins is also present in several high growth Life Sciences markets



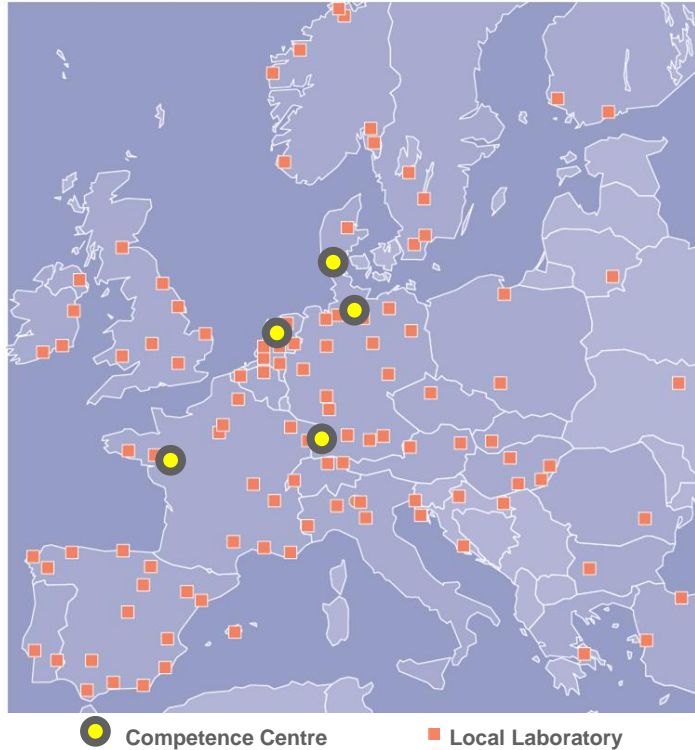
	Oligonucleotides Production and Next Generation Sequencing (NGS)	In Vitro Diagnostics (IVD) Solutions
Eurofins position	#3* worldwide #3* in Europe Start 2000	Start-up Start 2016
Business line description	<p>Eurofins Genomics' <b>expertise in the synthesis of oligonucleotides</b> has made the company a European market leader and a strong global player with several fully automated production facilities around the world.</p> <p>Eurofins Genomics is also an international leader in Sanger and NGS sequencing services and a growing gene synthesis provider. Eurofins Genomics produces <b>probes, primers and positive controls, key components for RT-PCR testing of SARS-CoV-2</b>, from production sites in Germany, India, U.S. and Japan.</p>	<p>Gold Standard Diagnostics, previously known as Eurofins Technologies, is a global provider of diagnostic technologies and instruments in the fields of bioanalytical testing for the food, feed, environmental, animal health, and clinical diagnostics industries. Its mission is to become a full testing solution provider to vertically integrate key testing systems for Eurofins and third-party laboratories.</p> <p>The technologies mastered are industry-leading Enzyme-Linked Immunosorbent Assay (ELISA)-based systems (instruments and assays), rapid lateral flow tests as well as polymerase chain reaction (PCR)-based assays.</p> <p>Consumables and automation complete the Gold Standard Diagnostics portfolio to suit a variety of testing needs</p>
Listed or larger peers	Thermo Fisher, GenScript, Swift Biosciences, Merck, Danaher, etc.	Roche, Abbott, Becton Dickinson, Hologic, Beckman Coulter, DiaSorin, Biomerieux, Thermo Fisher, Tecan, Idexx, etc.

## Food & Feed Testing

# Eurofins operates the best-in-class Food & Feed Testing network in Europe



## Eurofins Food and Feed Testing European Network



## Market leader in significant markets

- Nordics
- Germany
- France
- Spain
- Benelux
- UK & Ireland

**150** laboratories throughout Europe,

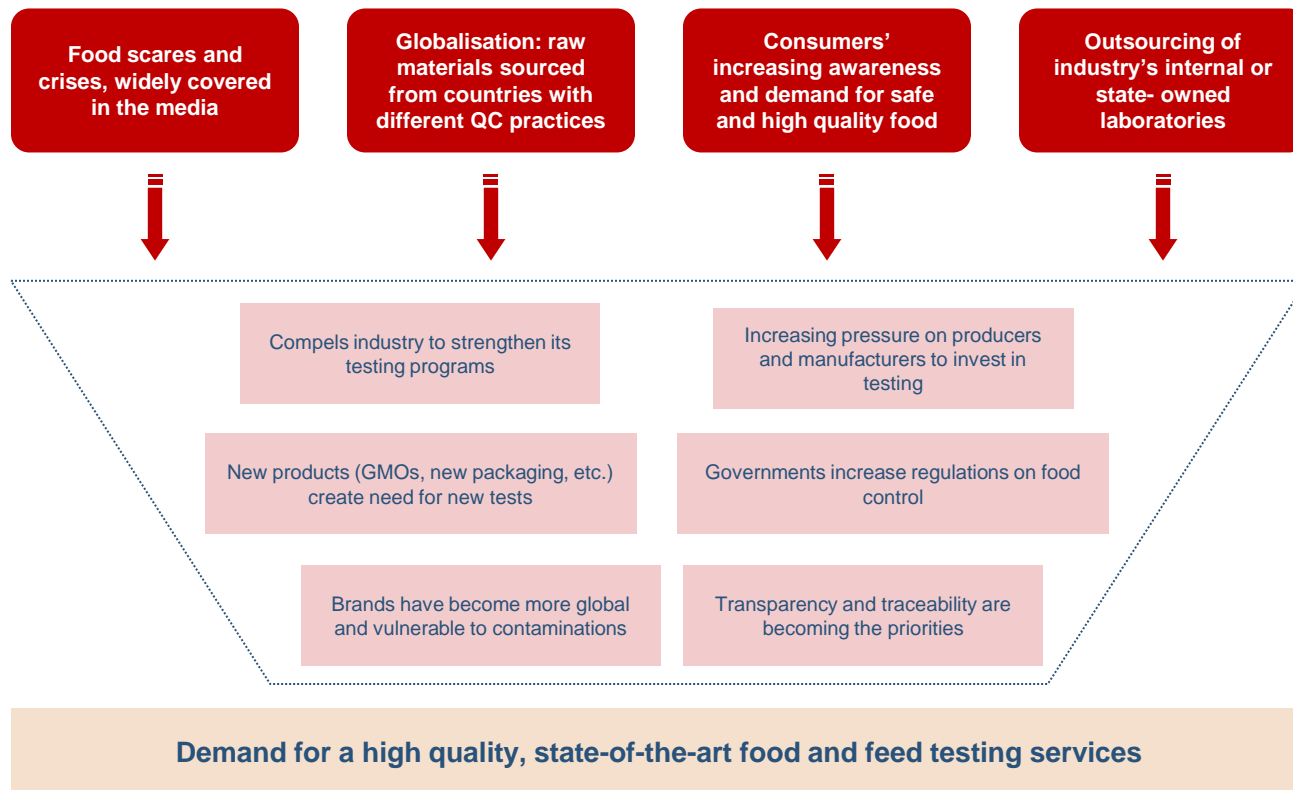
including **5 hubs** offering specialised testing services

- Nantes, France – Authenticity, Isotopic analysis, Allergens
- Hamburg, Germany – Pesticides, Contaminants, Irradiation, Dioxins, Persistent Organic Pollutants (POPs)
- Freiburg, Germany – Genetically Modified Organisms (GMO)
- Vejle, Denmark – Vitamins, Amino Acids
- Heerenveen, Netherlands – Carbohydrates, Dietary Fibres

**6,500+** employees able to perform

**130,000+** different validated analytical test methods

# Eurofins' ~€4bn<sup>1</sup> addressable global food & feed testing market enjoys robust growth drivers



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<sup>1</sup>Internal estimate to the best of Eurofins' knowledge

# Our leading Food & Feed Testing market position is underpinned by the trust of our customers



Customers<sup>1</sup> & Contracts

## Agriculture

Global players



+ local farms & food processors

## Food & beverage producers

International conglomerates



+ regional & local producers

## Retailers

Supermarket chains



+ regional & local markets

## Restaurants & Caterers

Major operators



Caterers



+ regional & local restaurants

### Typical contractual relationship:

- Large customers: annual master service agreements
- Medium & small customers: based on purchase orders

Competitors

**Eurofins' market share<sup>2</sup>**  
Europe: >25% (#1)  
North America: ~15% (#1)

**Other major listed players<sup>2</sup>**  
Europe: ~30%  
North America: ~20%



intertek



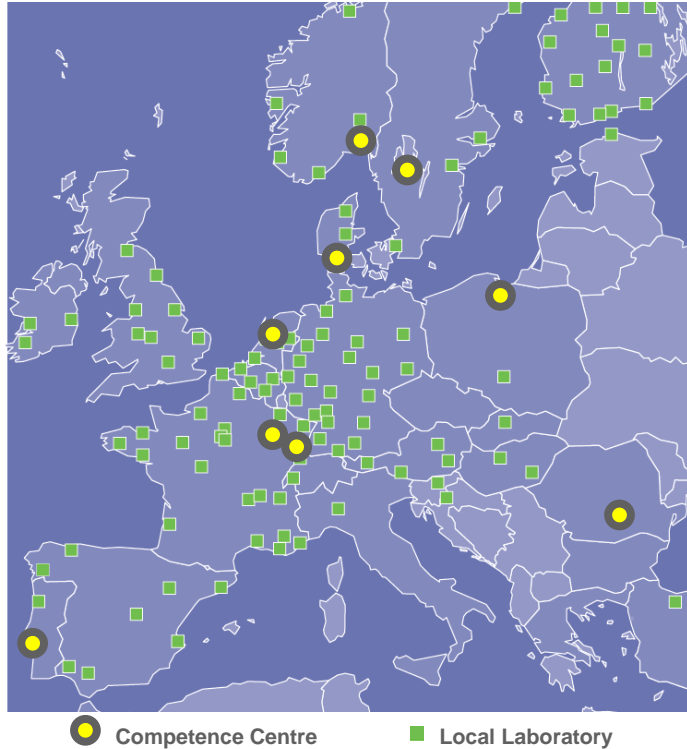
**Small local players<sup>2</sup>**  
Europe: ~45%  
North America: ~65%

## Environment Testing

# Eurofins operates the best-in-class Environment Testing network in Europe



## Eurofins Environment Testing European Network



## Market leader in significant markets

- Nordics
- Germany
- France
- Austria
- Spain
- Belgium
- The Netherlands
- Ireland

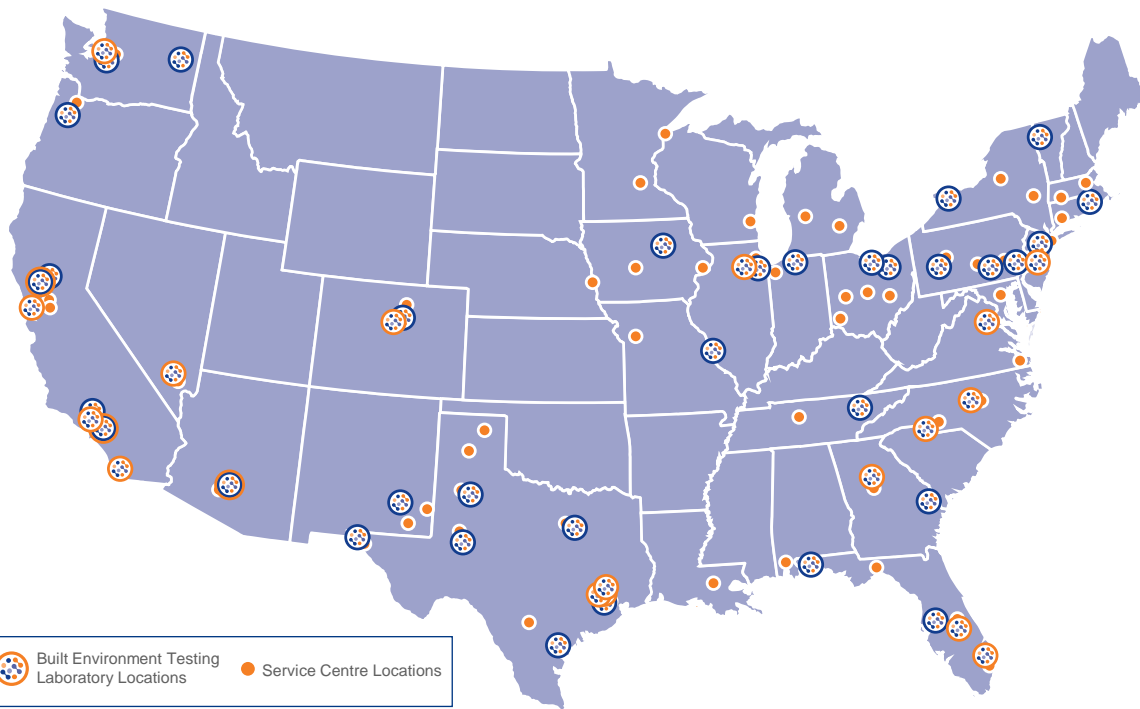
**178** sites throughout Europe,

including **9 hubs** offering specialised testing services

- Maxéville, France – Water
- Moss, Norway – Microplastics
- Lidköping, Sweden – PFAS<sup>1</sup>
- Amsterdam, the Netherlands – PFAS
- Vejen, Denmark – COVID in waste water, pesticides, non-targeted analysis
- Saverne, France – Contaminated Lands
- France, Poland, Portugal, Romania – Asbestos network

**5,500+** employees able to perform





**60**

Laboratory  
Locations

**~3,000**

Staff (2021)

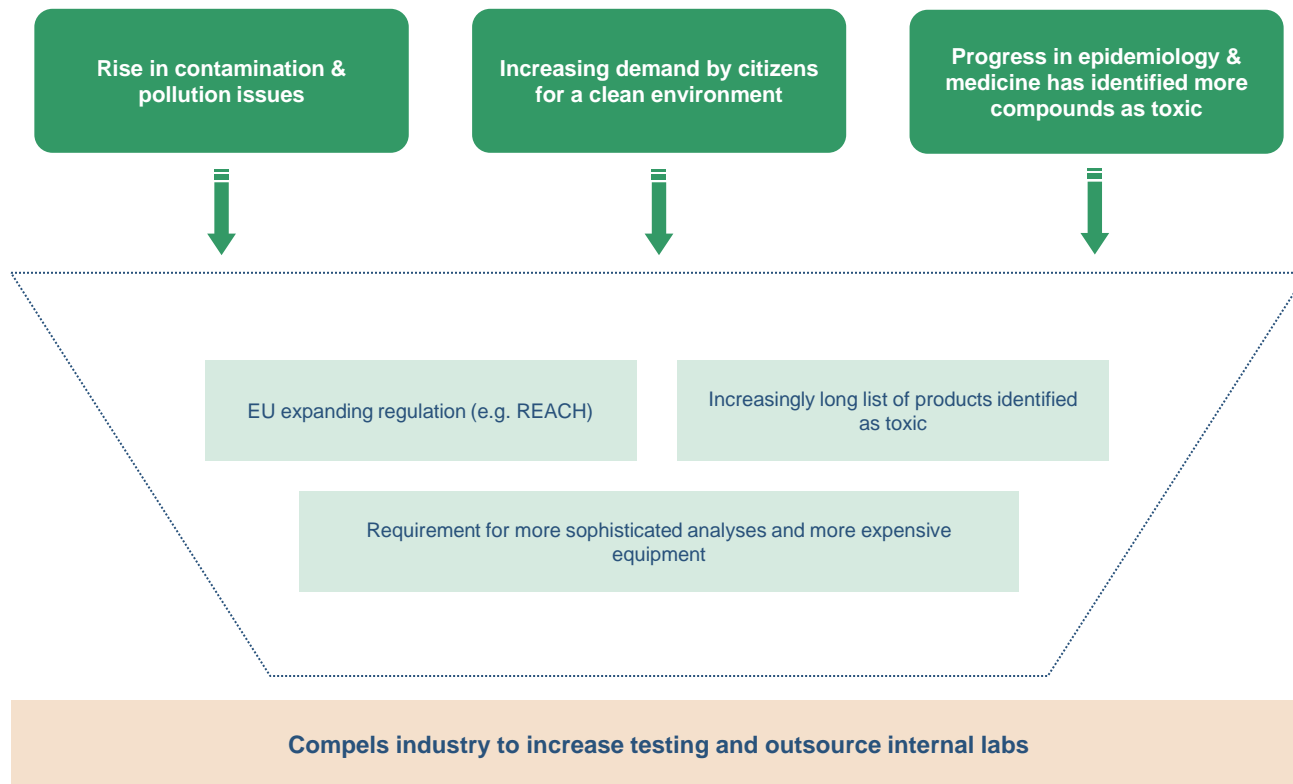
**4 million**

Samples  
(2021 actual)

**550+**

Accreditations &  
Certifications

# Eurofins' ~€5bn<sup>1</sup> addressable global environment testing market enjoys robust growth drivers



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<sup>1</sup>Internal estimate to the best of Eurofins' knowledge

# Our leading Environment Testing market position is underpinned by the trust of our customers



Customers<sup>1</sup> & Contracts

## Engineering, Consulting, Industry, Manufacturing & Construction firms

Global players



+ regional & local players

### Typical contractual relationship:

- Large customers: annual master service agreements
- Medium & small customers: based on purchase orders
- Governments/municipalities: multi-year contracts

## Soil & Hazardous Waste firms

Global players



+ regional & local players

## Governments, Universities & Non-Profits

Typical services

- PFAS studies
- Water hygiene studies
- Wastewater monitoring
- Microplastics studies
- Land remediation projects

Competitors

**Eurofins' market share<sup>2</sup>**  
Europe: >25% (#1)  
North America: ~18% (#1)

**Other major listed players<sup>2</sup>**  
Europe: ~30%  
North America: ~27%

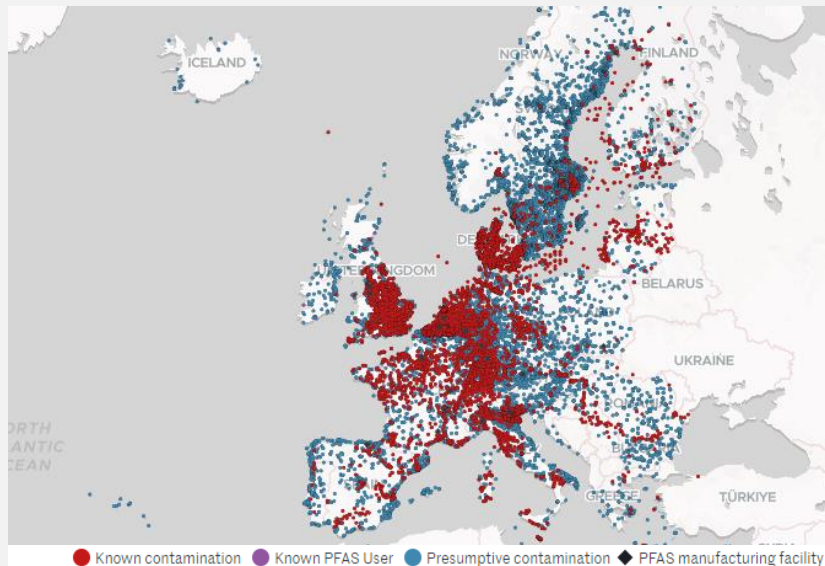


**Small local players<sup>2</sup>**  
Europe: ~45%  
North America: ~55%

# Recent studies highlight expanding PFAS challenge and testing market opportunity

## PFAS contamination in Europe<sup>1</sup>

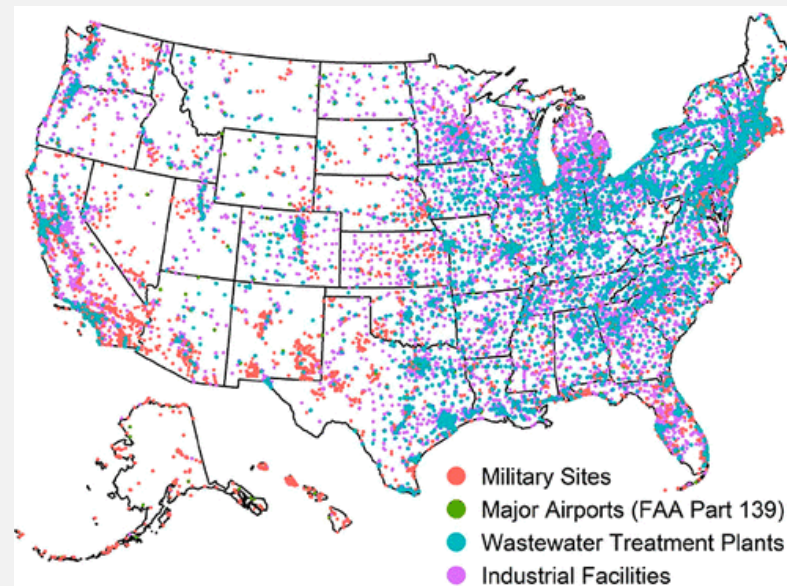
- >17,000 sites where PFAS contamination has been detected
- Additional >21,000 presumptive PFAS contamination sites



Source: Forever Pollution Project

## PFAS contamination in the U.S.<sup>2</sup>

- >57,000 presumptive PFAS contamination sites
- PFAS-contaminated drinking water estimated to affect ~200m people



<sup>1</sup>Le Monde, 'Forever pollution': Explore the map of Europe's PFAS contamination (2023). [Link](#)

<sup>2</sup>Environmental Science & Technology Letters, Presumptive Contamination: A New Approach to PFAS Contamination Based on Likely Sources (2022). [Link](#)

# Strong momentum behind further regulations to drive PFAS testing demand

## U.S.



U.S.  
Environmental  
Protection  
Agency (EPA)

- **Sep 2022:** EPA proposed designation of PFOA & PFOS as hazardous substances under CERCLA [Link](#)
- **March 2023:** EPA proposed National Primary Drinking Water Regulation (NPDWR) establishing maximum contamination levels for 6 PFAS. EPA anticipates finalising the regulation by the end of 2023. [Link](#)



State of New York

- **Dec 2022:** New York prohibits use of PFAS as an intentionally added ingredient in food packaging [Link](#)



State of California

- **Jan 2023:** Prohibit distribution & sale of food & beverage packaging containing regulated PFAS [Link](#)
- **July 2023:** Prohibit distribution & sale of juvenile products containing regulated PFAS [Link](#)
- **Jan 2025:** Prohibit manufacture & sale of any cosmetic product that contains specified PFAS [Link](#)

## EU



- **Jan 2023:** European Commission sets maximum levels for certain PFAS contaminants in foodstuffs [Link](#)



- **Feb 2022:** Proposal for EU-wide restriction on all PFAS in firefighting foams [Link](#)
- **Feb 2023:** Authorities from Denmark, Germany the Netherlands, Norway and Sweden published proposal to restrict around 10,000 PFAS [Link](#)

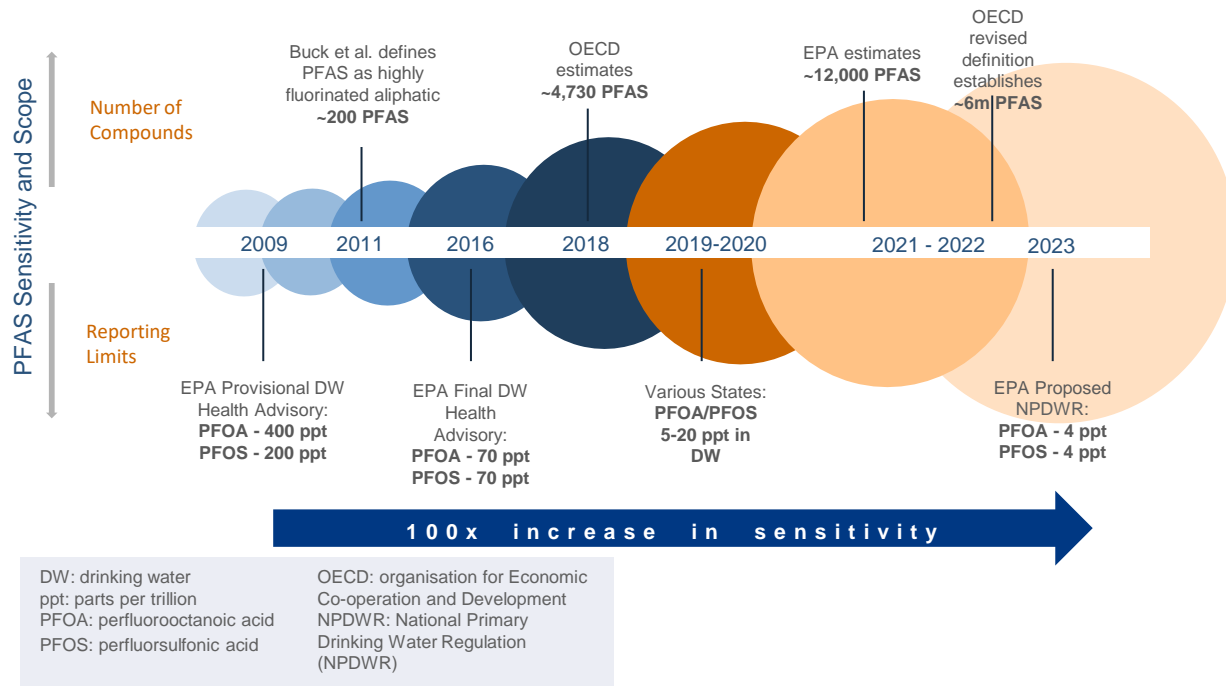


- **Dec 2020:** EU Directive guidelines for PFAS monitoring began application in Jan 2023, with the planned enforcement in Jan 2026 [Link](#)

# Eurofins is a technology and thought leader in PFAS testing



## Science behind PFAS testing increasing in scope and complexity



## Eurofins industry leadership

**Eurofins was the first commercial Laboratory Group to conduct Non-Targeted PFAS analysis**

- Looking for complete unknowns allows us to identify more PFAS compounds of concern

**We have detection capabilities below current regulated levels**

- Eurofins Sacramento achieved lowest detection limits for PFAS in drinking water established by the U.S. EPA
- Currently developing an ultra-trace method for analysis of PFAS in sub-ppt range

Eurofins' empowerDX launched the first direct to consumer at-home PFAS blood test

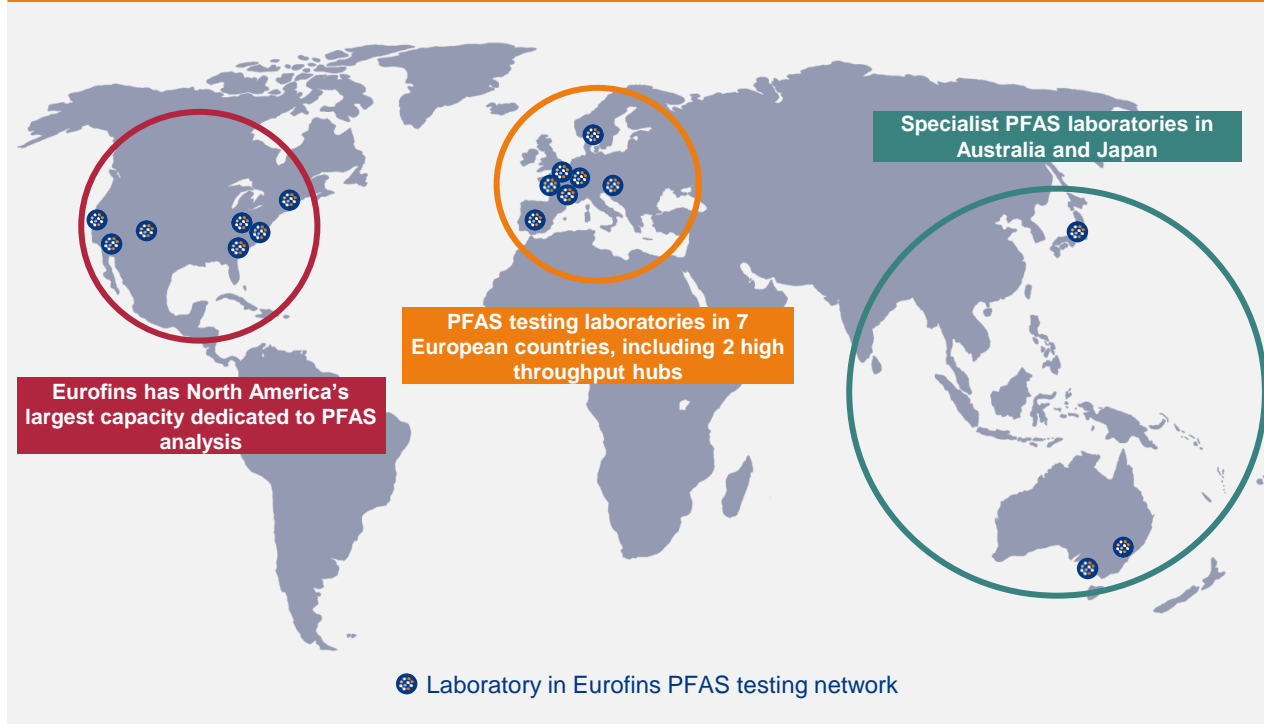
Our laboratories were some of the first commercial laboratories to receive EPA Method 1633 accreditation, leading the industry

Recognised for "excellent PFAS technical innovation" for air emissions measurements by The Chemours Company

# Eurofins has one of the most extensive geographical and technological coverages for PFAS testing



## Leading global laboratory network for PFAS testing



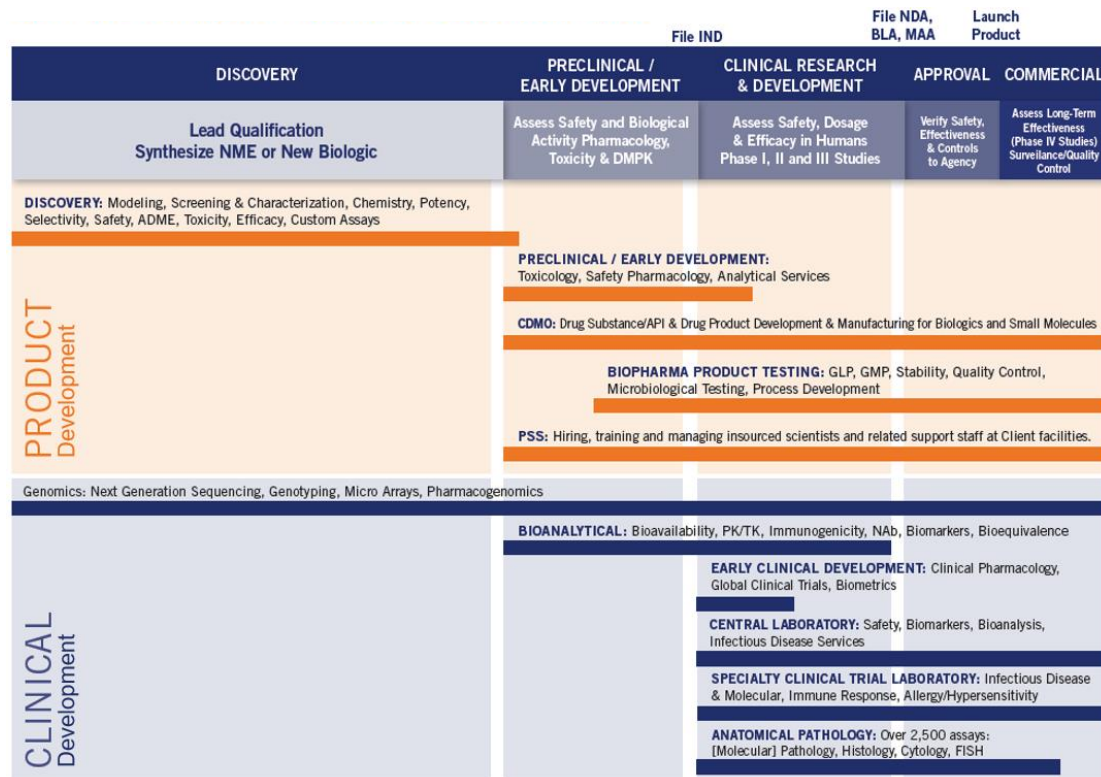
## PFAS testing capabilities by medium

- |                 |   |
|-----------------|---|
| <b>Water</b>    | <ul style="list-style-type: none"><li>• Monitoring drinking water programmes in the U.S., France and Scandinavia</li><li>• Launched direct-to-consumer (DTC) offer for PFAS in drinking water in Germany <a href="#">Link</a></li></ul>                                       |
| <b>People</b>   | <ul style="list-style-type: none"><li>• Biomonitoring testing for the largest European PFAS in blood project in Antwerp, Belgium <a href="#">Link</a></li><li>• DTC PFAS Exposure™ self-collection blood PFAS test using a simple finger prick <a href="#">Link</a></li></ul> |
| <b>Soil</b>     | <ul style="list-style-type: none"><li>• Collaboration with Danish Environmental Protection Agency on soil cleaning methods for PFAS</li><li>• Collaboration with Örebro University in Sweden for PFAS characterisation &amp; method development</li></ul>                     |
| <b>Food</b>     | <ul style="list-style-type: none"><li>• Meat, dairy, fish, produce, etc</li></ul>   |
| <b>Products</b> | <ul style="list-style-type: none"><li>• Textiles, hardlines</li></ul>   |

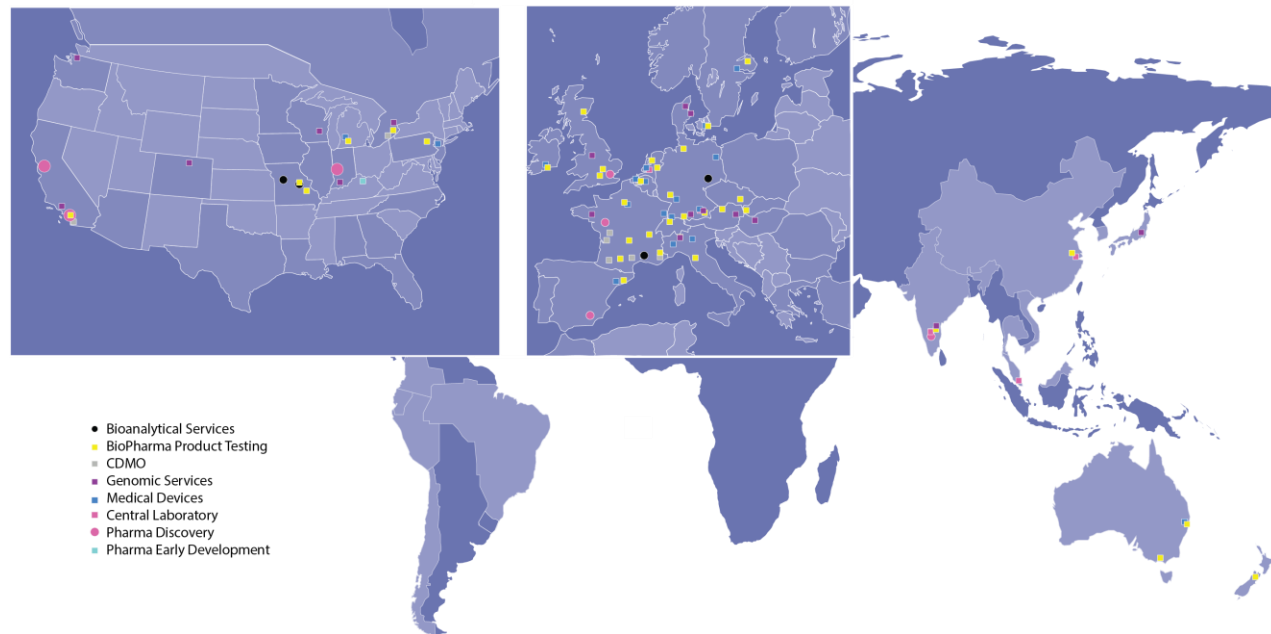
## BioPharma Services



# Eurofins BioPharma services span the complete product development cycle



# Leading Global BioPharma Services Network



## Leader in significant markets

- Global leader in BioPharma Product Testing, Discovery Pharmacology Services and Agrosience CRO Services

**122** laboratories

**112** customer sites managed by Eurofins PSS<sup>1</sup> Insourcing Solutions

**300,000+** m<sup>2</sup> laboratory capacity

**10,000+** employees

<sup>1</sup>PSS: Professional Scientific Services

# BioPharma Services Evolution



Started	Select milestones / acquisitions		Market position today
2001	<b>Central Laboratory / bioanalytical</b>	Acquisitions:  2011: Global infrastructure established (US, Netherlands, Singapore, China, India)	Among top 5 global players
2005	<b>Genomic Services</b>	Acquisitions:    REPERTOIRE GENESIS	Among top 5 global players
2006	<b>BioPharma Product Testing</b>	Acquisitions:   PHAST quality standards	Global leader since 2011
2007	<b>Medical Devices Testing</b>	Acquisitions:  biolab	
2012	<b>Discovery Pharmacology</b>	Acquisitions:    MERCK MILLIPORE Discovery & Development Solutions   DiscoverX	Global leader since 2012
2017	<b>CDMO Services</b>	Acquisitions:    ADVINUS	Emerging player
2020	<b>Integrated Discovery Services</b>	Acquisitions:  BEACON DISCOVERY 2020: all global Eurofins Discovery sites integrated together as DiscoveryOne™	
2022	<b>Medical Devices Testing</b>	Acquisitions:  inpac 2022: significantly expanded service offering into Packaging and Sterilisation of medical products	Among top 5 global players

## Major Biopharma companies



+ regional & local players

## Innovative biotech

Supported the rapid development of COVID-19 therapeutics & vaccines



+ numerous players from around the world

## Agroscience

Major operators



+ regional & local players

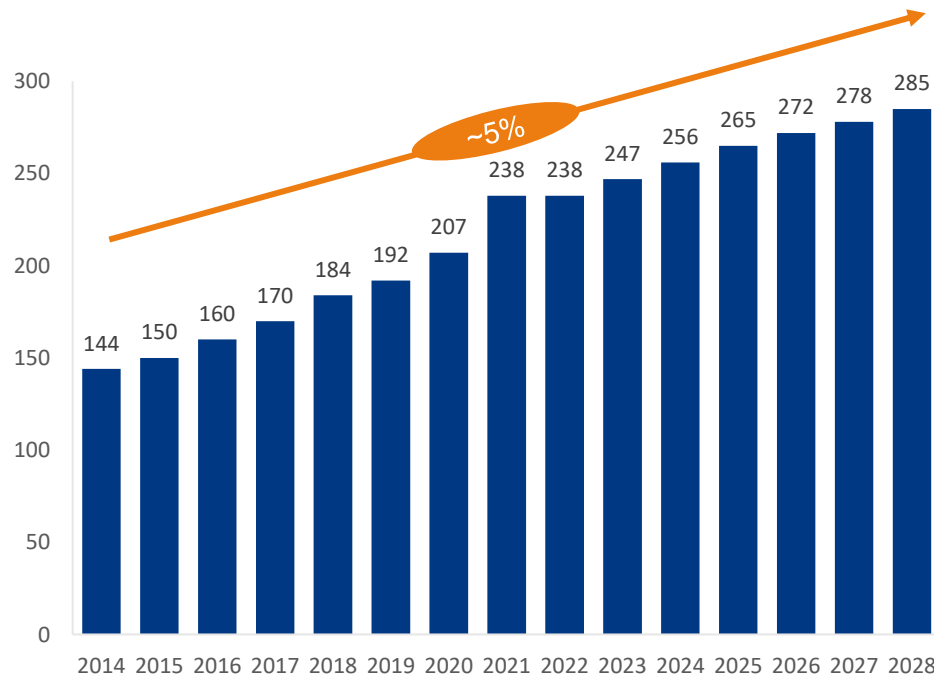
## Typical contractual relationship:

- Product Testing: annual master service agreements
- Research & Development Services: project-based agreements



+ regional & local competitors

## Worldwide Total Pharmaceutical R&D Spend (\$bn)<sup>1</sup>



### Market drivers


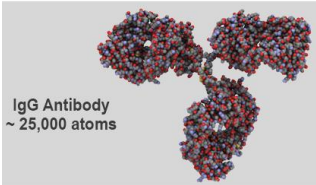

R&D spend continues to grow substantially, driven by intensity & speed of innovation

- Increased focus on biologics vs. small molecules = increasing amounts spent per drug
- Competitive intensity between big pharma & biotech to decrease time to market

Outsourcing of R&D has grown even faster:

- Pressure to reduce fixed cost base despite increasing complexity
- Externally available infrastructure & capabilities = more speed & agility and less capital employed
- Access scientific & regulatory expertise, experience and competencies that are difficult & expensive to insource

# Large Market Opportunities

Novel innovations <sup>1</sup>				<b>Opportunities for Eurofins</b>  Increasing complexity in testing and clinical trials  Increased likelihood of outsourcing of testing and other activities to dynamic, flexible and reliable partners  More potential for customised and higher-value services
	Chemicals	Biologics	Cell replacement Gene therapy Gene modified cell	
<b>Description / Complexity<sup>2</sup></b>	 <p>Aspirin 21 atoms</p>	 <p>IgG Antibody ~ 25,000 atoms</p>	 <p>In Vitro Genetic Modification (Gene Editing CAR)    Gene Inserted For CAR    CART Cell</p> <p>Altering of genetic material</p>	
<b>Evidence / Endpoints</b>	Traditional, biomarkers, discrete	Traditional, biomarkers, discrete	Traditional, biomarkers, genomics, digital, patient centred, longitudinal	
<b>Target population / Business model</b>	Large population, volume maximisation	Price-volume optimisation	Outcome-based / personalised	
<b>SoC<sup>3</sup> change / Innovation rate</b>	Slow Many new classes, many me-toos	Moderate More new classes, fewer me-toos	Fast Many new classes and combinations	

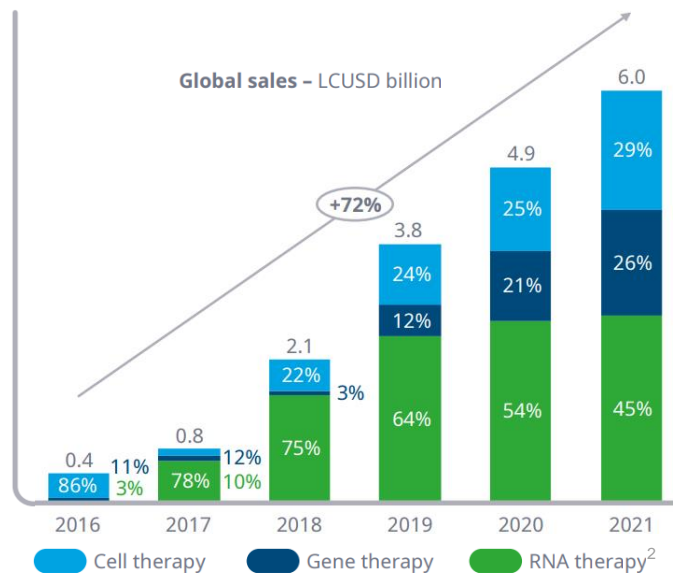
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<sup>1</sup>Source: IQVIA | EFPIA Pipeline Innovation Review 2022

<sup>2</sup>Source of visuals: [Sagent Biosimilars](#)

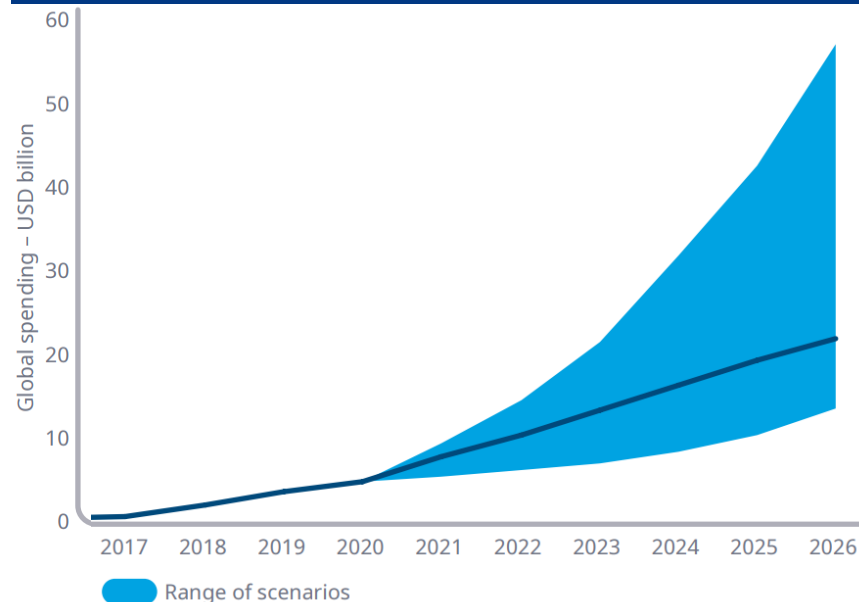
<sup>3</sup>SoC: Standards of Care

## Revenues from cell & gene therapy<sup>1</sup>



Eurofins already an active player serving cell & gene therapy customers

## Next stage of market development<sup>1</sup>

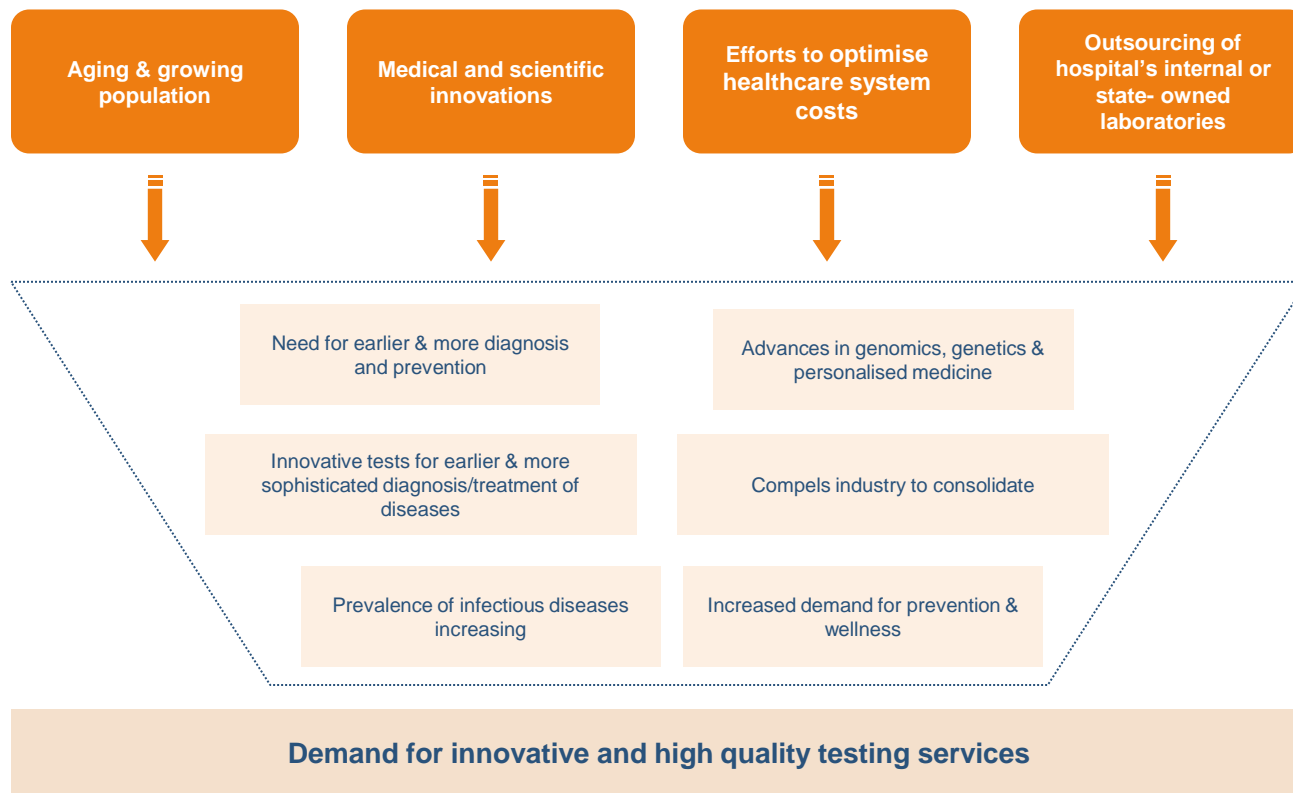


Mid-term investment programme will allow Eurofins to capture growing future demand

## Clinical Diagnostics



# Eurofins' clinical diagnostics market enjoys robust growth drivers



# Eurofins has built a valuable portfolio of specialised clinical diagnostics laboratories



## Genomics

Custom DNA & RNA synthesis, genotyping & gene expression, Next Generation Sequencing



Medigenomix

MWG

Operon

AROS AB

## Infectious Diseases

Robust portfolio of infectious disease testing solutions to provide fast and accurate results in critical time settings



## Organ transplants

Testing services supporting transplant physicians from pre- to post-transplant including early detection of graft rejection



## Oncology

Advanced suite of molecular diagnostics solutions for personalised cancer diagnosis and care



## Women's Health

Supporting women before, during and after pregnancy with most innovative NIPT<sup>1</sup>



ESG

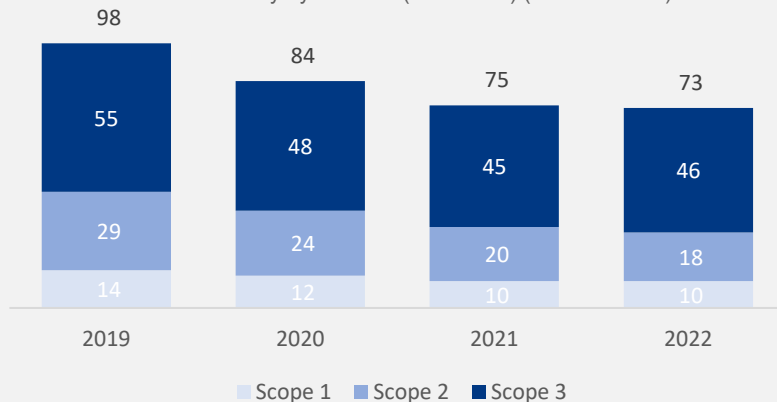


# Further progress in all dimensions of ESG

## Environment

### Achieved further reduction in carbon intensity

Carbon intensity by revenue (tCO<sub>2</sub>e/€m) (market-based)



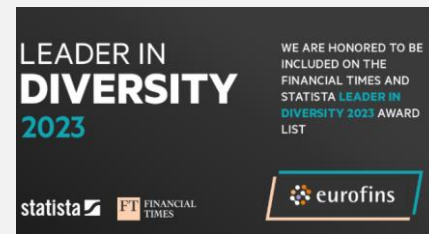
- On-track to achieve **carbon neutrality by 2025**
- Increase to **150 CO<sub>2</sub> champions** from all regions and business lines
- All leaders now have **CO<sub>2</sub> footprint reduction targets**
- Increased use of **green electricity to 20%** (8% in 2021)

## Social

### **Strong female representation in leadership roles:**

- **47%** female leaders at all leadership levels
- **25%** female representation at the Group Operating Council (vs 9% in 2021)

Eurofins **recognised as a great place to work** in the Human Rights Campaign 2022 Corporate Equality Index



## Governance

- **Adopted GRI & SASB reporting standards**
- Implemented **annual ESG budgeting exercise** for all leaders
- Actively **engaging with vendors to complete CSR assessments** to prioritise suppliers that focus on social, environmental and business continuity management
- **Upgrades from seven ESG rating agencies** during 2022

## Supporting a healthy environment

Our testing services help improve health outcomes, ensure food safety and protect the environment



**Plant and crop diagnostic services**, implementation of quality food safety measures, air, water and soil testing



**Contributing to patient care from prognosis to treatment**, testing and monitoring drugs across the entire life cycle



**Testing of textiles and cosmetics** in direct contact with the human body

## Emphasising sustainable testing

**We have a strong commitment to the 3R strategy**

We implement a replace, reduce and refine approach to our testing

Eurofins drives **non-animal protein assessment**

We support the development of innovative ***in vitro* methods**

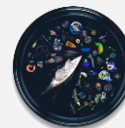


## We value biodiversity

The Eurofins Foundation supports multiple biodiversity conservation strategies



**Malaysian Primatological Society**  
Protection of wildlife



**Mission Microbiomes**  
Research on the marine ecosystem



A woman in a white lab coat, teal hairnet, and blue face mask is working in a laboratory. She is wearing blue gloves and holding a white pipette tip. In the background, another person in similar attire is visible. The laboratory has shelves with various bottles and equipment.

# Our long-term track record

---

# Eurofins is dedicated to long-term value creation



## Our capital allocation priorities

## Rationale

1

Infrastructure programme building best-in-class hub and spoke laboratory network including ownership of strategic sites in high growth regions & markets

- Unlocks economies of scale
- Custom built for purpose to improve productivity
- Reduces risk of rent increases at lease renewal
- Ability to expand sites over time and not lose LHI investments when moving out of rented sites

2

Accelerated start-up programme

- Good alternative in high growth markets where acquisitions are too expensive or unavailable
- Located exactly where national hub & spoke network requires
- Upfront investments as well as initial margin and FCF dilution but attractive long-term returns
- Mature start-ups created in programmes 2-4 generated >45% ROCE on revenues of €239m in FY 2022

3

Bespoke proprietary IT

- Enables economies of scale – more cost-effective in the long term
- Ensures adoption of Eurofins' proprietary best practices and processes
- Cost of ownership and further development roadmap are within own control
- Ensure best-in-class service, turnaround time and cyber-security to clients

# Increased net capex in 2022 to support strategic initiatives

(€m)	2018	2019	2020	2021	2022
Leasehold improvements (LHI) & others	95	55	71	117	146
<i>% of revenues</i>	2.5%	1.2%	1.3%	1.7%	2.2%
Machinery & laboratory equipment	139	137	132	166	198
<i>% of revenues</i>	3.7%	3.0%	2.4%	2.5%	2.9%
IT	64	64	64	88	115
<i>% of revenues</i>	1.7%	1.4%	1.2%	1.3%	1.7%
<b>Net capex excluding investments in owned sites</b>	<b>297</b>	<b>256</b>	<b>267</b>	<b>370</b>	<b>459</b>
<i>% of revenues</i>	<b>7.9%</b>	<b>5.6%</b>	<b>4.9%</b>	<b>5.5%</b>	<b>6.8%</b>
<b>Real estate investments in owned sites</b>	<b>64</b>	<b>63</b>	<b>83</b>	<b>112</b>	<b>186</b>
<i>% of revenues</i>	<b>1.7%</b>	<b>1.4%</b>	<b>1.5%</b>	<b>1.7%</b>	<b>2.8%</b>
<b>Total net capex</b>	<b>361</b>	<b>319</b>	<b>350</b>	<b>482</b>	<b>645</b>
<i>% of revenues</i>	<b>9.6%</b>	<b>7.0%</b>	<b>6.4%</b>	<b>7.2%</b>	<b>9.6%</b>

## Strategic investment initiatives for accelerating growth

### **Owned sites to complete hub and spoke network**

- Ownership of strategic sites in high growth markets and regions
- Discretionary capital allocation of >€500m since 2018. Cash could have mostly been distributed as dividend if sites were leased

### **Start-ups**

- Capex of ~€39m in active start-ups (programmes 4 and 5), including 50 new start-ups and 18 BCPs<sup>1</sup> established in 2022
- New growth activities in Eurofins Technologies & Genomics geared toward IVD, BioPharma and Asia

### **IT**

- Further development & deployment of own LIMS and bespoke software suites by business line
- Ramp-up of AI, Automation and Cyber-security

<sup>1</sup>Blood collection point / phlebotomy site

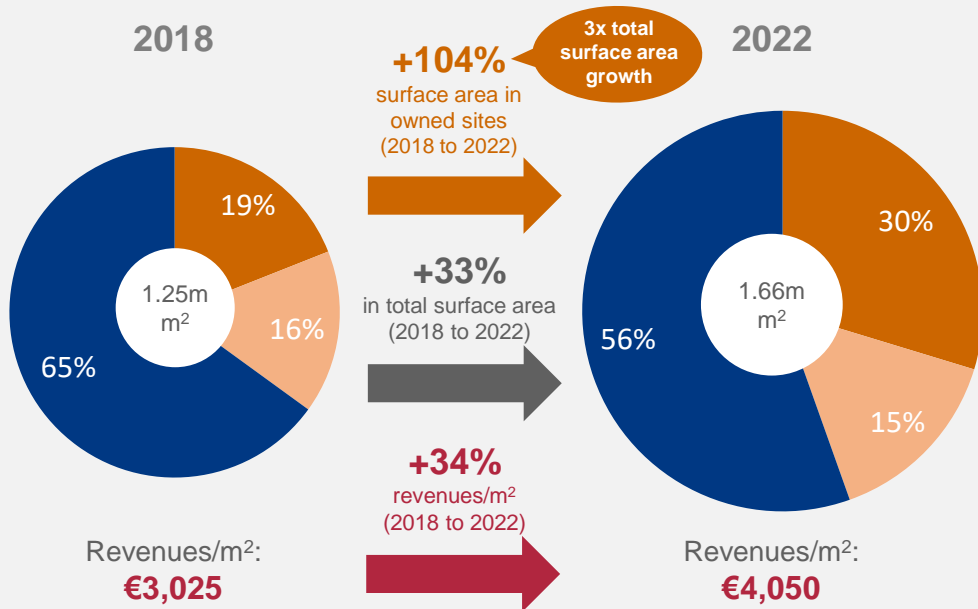


# Increasing site ownership creates significant long-term value

## Discretionary decision to increase proportion of owned sites

### Surface area (m<sup>2</sup>) by site ownership

Owned Related Party 3rd party landlords



## Site ownership has high strategic value

Site ownership is key to expanding **high-throughput laboratory campuses**:

- Unlock **economies of scale** (revenues/m<sup>2</sup> +34% between 2018 and 2022)
- **Custom built** facilities optimised for **productivity**
- Able to make **environmentally-friendly investments** in owned sites (solar panels, insulation, etc.)
- Includes potential **for future expansions** without the need for revalidation, reaccreditation or recalibration

Overproportional increase of **site ownership** in **high growth regions and markets**:

- 21% of surface area added in 2022 in **Asia Pacific** region vs 9.5% of revenues in the region

# Food Testing campus in U.S. demonstrates value of strategic ownership of key strategic sites

2019

Activities spread across 7 separate locations

Total 17,000 m<sup>2</sup>,  
>480 FTE

Sites consolidated into large strategic campus



2022

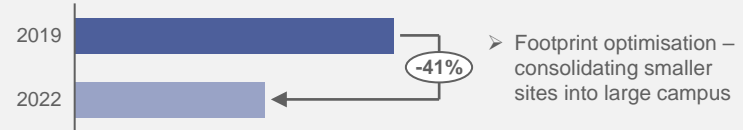
Madison, Wisconsin



- Largest food testing laboratory in North America (>10,000m<sup>2</sup>, >470 FTE)
- Centre of excellence for dietary supplements, infant formula, probiotics and method development
- Strategic location next to FedEx warehouse & airport
- Designed and built for high throughput and efficient process workflow
- Solar panels installed to reduce carbon footprint
- Land reserve for potential future expansion

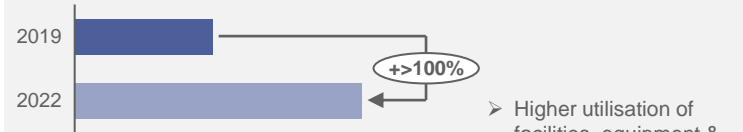
## Advantage: significant space savings

Laboratory surface area (m<sup>2</sup>)

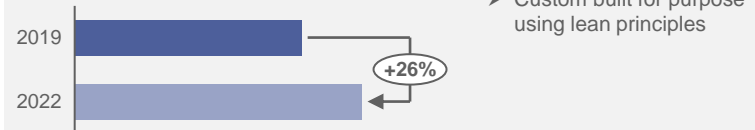


## Advantage: enhanced productivity

Net sales per m<sup>2</sup>



Net sales per FTE



# Expanding list of owned sites in high growth markets and regions (examples of sites)



## BioPharma, Specialty Clinical Diagnostics, Genomics

Bangalore, India  
21,400 m<sup>2</sup>



Milan, Italy  
17,400 m<sup>2</sup>



Lenexa, Kansas, USA  
10,200 m<sup>2</sup>



St. Charles, Missouri, USA  
12,800 m<sup>2</sup>



Horsham, Pennsylvania, USA  
10,200 m<sup>2</sup>



Ebersberg, Germany  
6,700 m<sup>2</sup>



Dungarvan, Ireland  
6,900 m<sup>2</sup>



Murcia, Spain  
8,000 m<sup>2</sup>



Louisville, Kentucky, USA  
5,200 m<sup>2</sup>



## Asia - Pacific

Dongguan, China  
14,400 m<sup>2</sup>



Yokohama, Japan  
4,000 m<sup>2</sup>



Yongin, South Korea  
3,700 m<sup>2</sup>



Okhla, India  
2,800 m<sup>2</sup>



Hsinchu, Taiwan  
1,300 m<sup>2</sup>

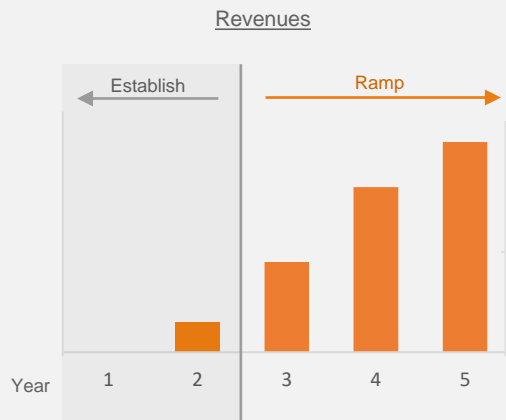


Bengaluru, India  
6,600 m<sup>2</sup>



# Investments in start-ups are integral to long-term growth and value creation

## Revenue development



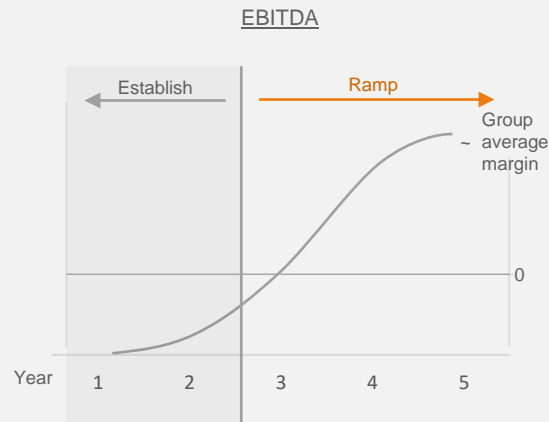
### Milestones in years 1-2:

- Establish facility (land, building, leasehold improvements, staffing)
- Gain accreditation and client approvals after audits

### Milestones in years 3-5:

- Ramp up volumes

## Profitability development



### Progression in years 1-2:

- Margin negative

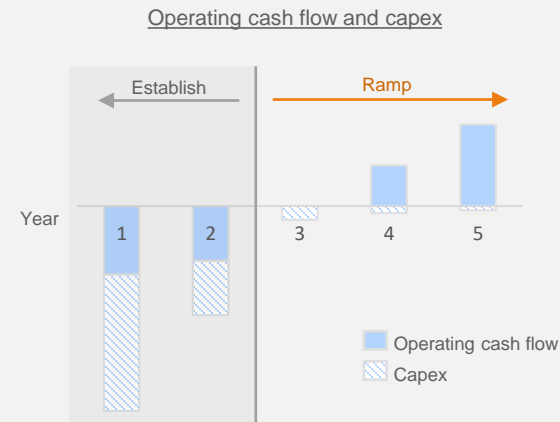
### Progressions in years 3-4:

- Margin dilutive to the Group due to minimal revenue contributions

### Progression in years 4-5+:

- Margins gradually reach Group margin level as volumes ramp

## Cash flow development



### Progression in years 1-2:

- Upfront investments in building, leasehold improvements (LHI), equipment and personnel

### Progression in years 3-5:

- Operating cash flow supported by volume ramp and operating leverage
- Minimal capex needed to support ramp unless large market addressed

# Ongoing investments to be fully digital by deploying sector-leading proprietary IT solutions

## 30+ years of innovation with bespoke proprietary Laboratory Information Management Systems (LIMS) specific to each business line

### 1990s

- **1991:** Started development of proprietary eLIMS for food testing laboratories

### 2000s

- **2003:** Eurofins Online allows customers to register samples and access results
- **2004:** ComLIMS facilitates cross-selling across Eurofins network

### 2010s

- Increased customisation of eLIMS to specific end market requirements (Food Testing, Environment Testing, Agro Testing, etc.)
- Use of eLIMS as performance management tool
- Development of bespoke solutions for Agrosience, Genomics, etc.

### 2018-22

- Start development of cloud-based LIMS
- Completion of next-gen eLIMS for BioPharma Product Testing (BPT) and deployment to all BPT laboratories
- Development of next-gen eLIMS for Food & Environment Testing laboratories

## Today and beyond

### Bespoke IT solutions

- Development of comprehensive suite of IT solutions by business line with capabilities well beyond LIMS (Electronic Lab Notebook, electronic client interfacing, client data repository, electronic QA/QC, document repository, etc.)

### Automation

- Reduce operating costs and human errors
- Develop in-house automation solutions & IP for defendable competitive advantage
- Grow installed base of systems

#### Example:

- Several automation projects ongoing in Germany, France and the Nordics to lower costs, improve speed of testing and quality

### Artificial intelligence

- Leverage some of the world's largest and most varied databases to train AI
- Eliminate tedious work to improve productivity and employee satisfaction

#### Example:

- In-house AI asbestos identification tool CAUMET

### IT security infrastructure

- IT robustness increasingly demanded by customers concerned about cyber-security
- Protect against potential disruptions to critical IT systems

#### Example:

- Currently ramping up exceptional IT & cyber-security upgrade across the whole network
- Bitsight score from 440 in Jun 2019 to 730 in Feb 2023

Currently >100 application development programmes for all verticals

Extend digitalisation programme to new business lines

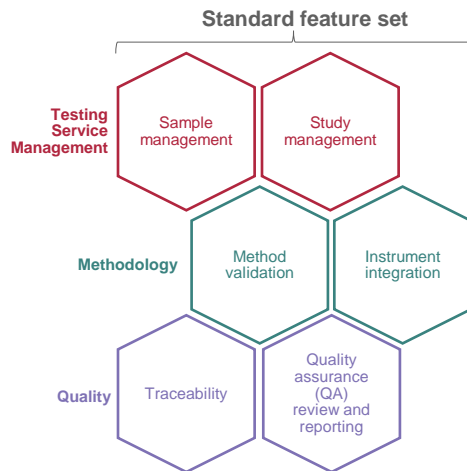
Continuous development & deployment across all business lines

**Capex investment of €115m in 2022 plus significant Opex in laboratories**

# Eurofins' own eLIMS-BPT + LabAccess offers more for clients and costs less than externally available solutions



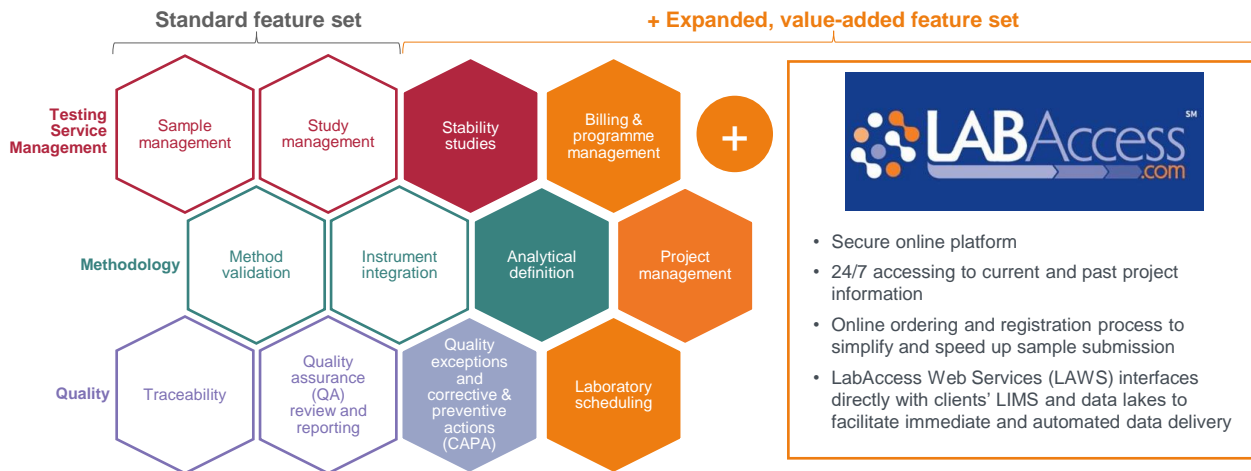
## External bioanalytical LIMS on market



### Disadvantages

- Lack of flexibility, control and security
- Difficult and expensive to customise to own needs requirements
- Risk that own expertise is leaked to competitors
- Subject to supplier's pricing policies, upgrade cycles and product discontinuation

## Eurofins' proprietary eLIMS-BPT solution



### Advantage: differentiation

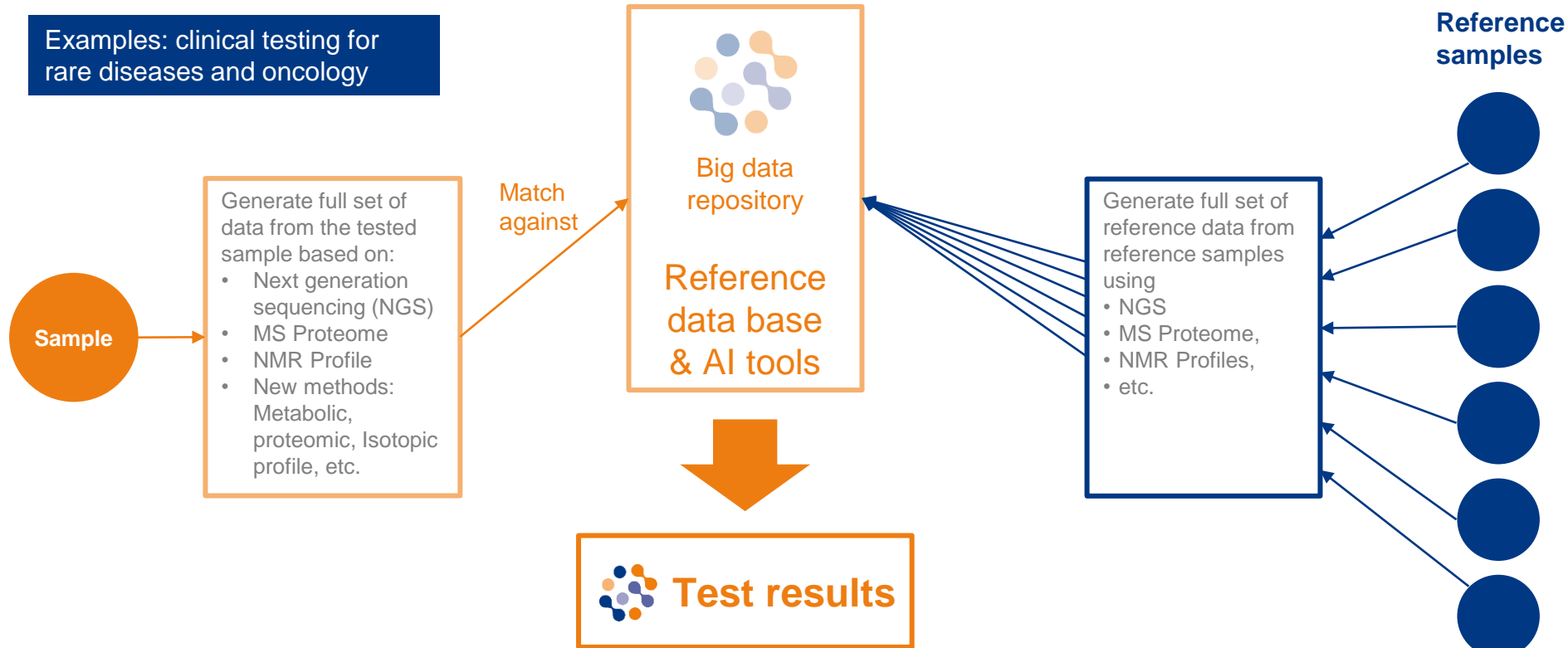
- Enables one-stop-shop approach and global coverage to support larger clients across multiple countries
- Leverage and safeguard Eurofins' proprietary databases and tools (i.e., AI, automation, sharing platforms)
- Greater flexibility in implementing Eurofins' processes

### Advantage: cost

- Standard biopharma external LIMS for bioanalysis costs 40% more per user than eLIMS-BPT
- Benefits from Eurofins' economies of scale and ensures adoption of Eurofins' proprietary best practices and processes
- Costs once to develop and can be deployed to multiple sites
- Cost of ownership and further development roadmap are within own control as Eurofins continues investing in new features and process improvements
- Better & more cost effective integration with all other Eurofins systems

# Our technological capabilities and scientific expertise make Eurofins well positioned for “big data” analysis

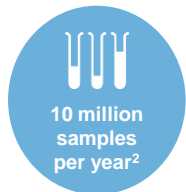
Examples: clinical testing for rare diseases and oncology



# Case study: AI<sup>1</sup> improves productivity of Asbestos testing



## Asbestos testing market in France



Eurofins is the **market leader**

with **12** test facilities  
and **24** sampling locations

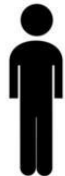
Well positioned to **harness power of AI**:

- Significant testing volumes
- Large databases to train AI
- Capacity to invest

## Traditional asbestos testing flow

Pre-analysis / Preparation

Analysis



TEM<sup>3</sup>

1 operator + 1 TEM

↓  
100% of samples inspected manually

**Low productivity, tedious work**

## Improved asbestos testing flow

Pre-analysis / Preparation

Analysis



TEM

TEM

TEM

Upgraded TEMs with:

- Automated handling
- AI detection
- Linked to LIMs

1 operator + 3 TEM

↓  
~60% of samples automatically cleared by AI  
~40% of samples manually inspected for verification

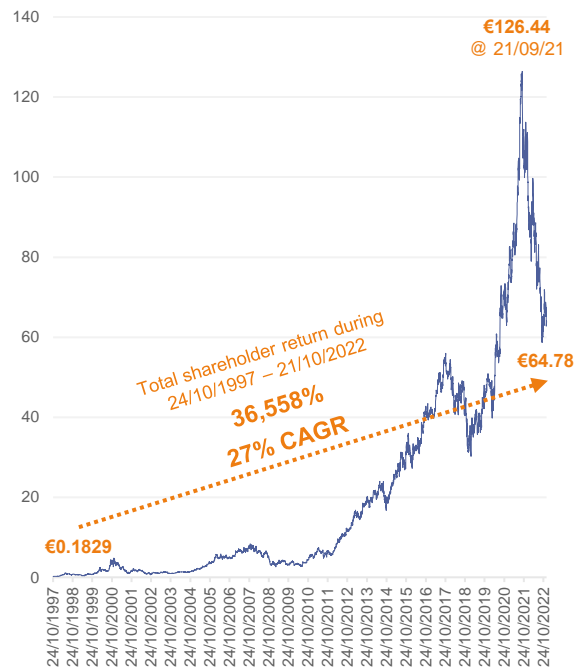
**Higher productivity and increased employee satisfaction**



# Eurofins has been among the best in the world in terms of Total Shareholder Return<sup>1</sup> since its 1997 IPO



## Superior performance



## Best among peers

Table 2: Total peer returns since 1997

	Total Return	CAGR
Eurofins	36,558%	27%
LabCorp	3,225%	15%
SGS Group	591%	8%

Source: Analyst Hire based on market data from October 24 1997 – October 21 2022

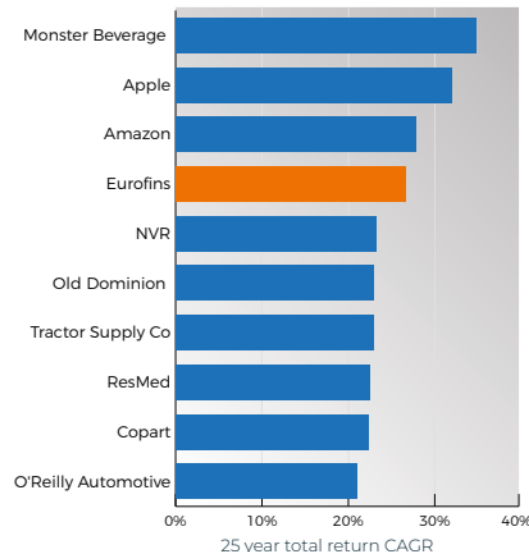
Table 3: Peer performance since 2009

Company	Total return	CAGR
Eurofins	2,116%	26.5%
Intertek	260%	10.3%
Bureau Veritas	243%	9.9%
LabCorp	199%	8.8%
SGS	129%	6.6%

Source: Analyst Hire based on market data from October 24 2009 to October 21 2022

## Among the best in the world

Chart 6: Top global companies TSR CAGR

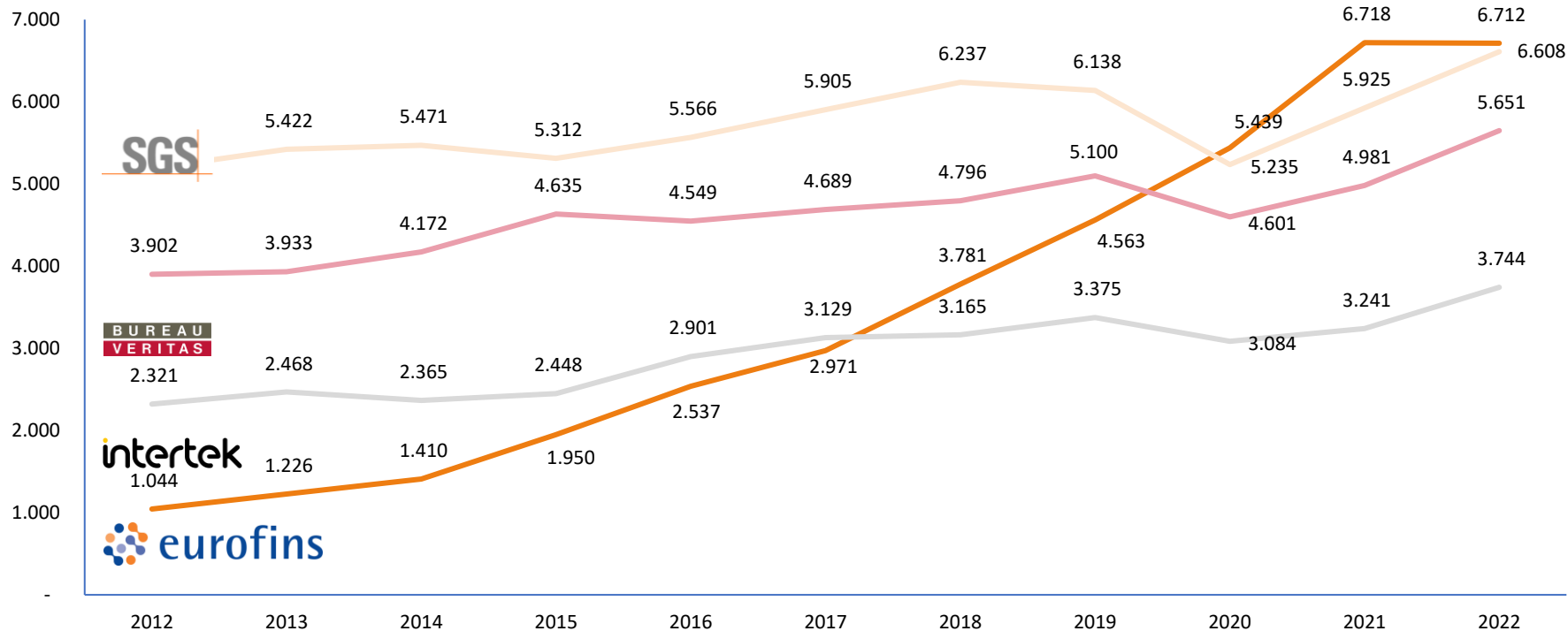


Source: Analyst Hire based on market data from October 24 1997 – October 21 2022

<sup>1</sup>Total shareholder return is calculated assuming dividends are reinvested. Eurofins started distributing dividends in 2007, pausing only in 2020 during the COVID-19 pandemic.

# Eurofins has consistently outperformed TIC peers

## Reported Revenues, €m



Source: Companies Annual Reports. Reported revenue figures for Intertek and SGS translated into € using annual average exchange rates

## Conclusion: our sustainable competitive advantage



Best in class technology and quality give best brand protection

N° 1 or 2 worldwide in most business lines

Operating in 61 countries

State-of-the-art laboratory infrastructure

High switching costs for clients

Good cash flow visibility

Experienced multi-national leadership

High-growth, non-cyclical markets driven by secular mega-trends

Advancing globalisation but with very few global testing suppliers

Fragmented competition & opportunities for consolidation

Very recurring business; 5% - 12% typical historic organic growth for the last 20 years

High barriers to entry

- Track record of profitable growth – Strong ROCE and cash flow generation potential
- ROCE\* of 13% in 2022 despite significant future-orientated investments and one-off restructuring costs. ROCE\* excluding goodwill of 41%
- 10-year CAGR (FY 2012 - FY 2022): revenues +20%, net cash provided by operating activities +24%
- Large potential to roll out business model in fast growing economies
- Following past intense investment cycles Eurofins' network of laboratories is well positioned for the Group to achieve its objectives whilst gaining and maintaining leadership in multiple markets and improving profitability

\*ROCE = Adjusted EBITAS / Average Capital Employed over previous 4 quarters

# Appendix

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# M&A Value Creation

## Case study: Covance Food Solutions (CFS) 1/2

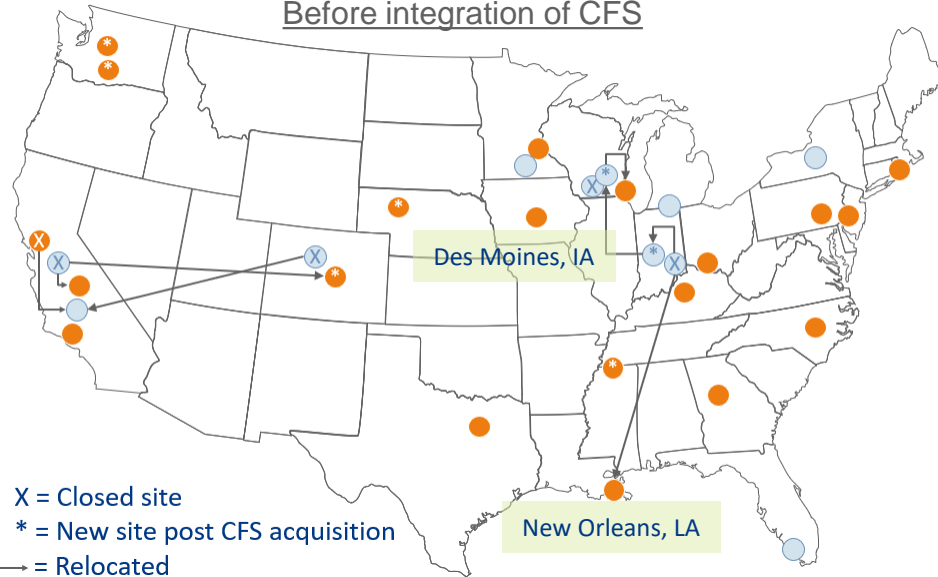
### Integration in US Food & Feed Testing Laboratory Network



- Acquisition of CFS brought 9 facilities to US network
- 6 of the CFS facilities in the US were closed or relocated

- 7 new laboratories renovated or newly constructed to optimise hub & spoke network
- Constructed new 100,000 ft<sup>2</sup> state-of-the-art hub in Madison, Wisconsin

Before integration of CFS



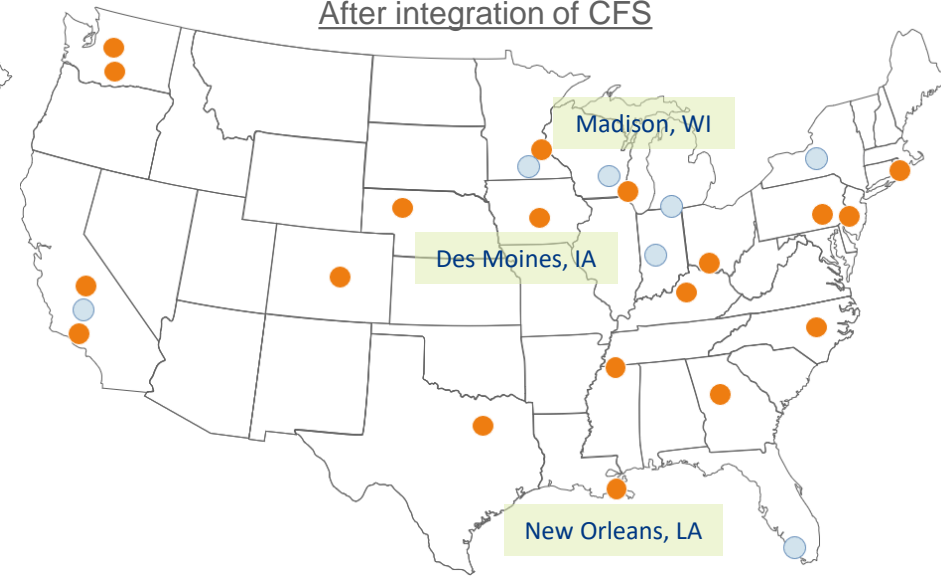
X = Closed site

\* = New site post CFS acquisition

→ = Relocated

● = Eurofins Laboratory   ● = CFS Laboratory   ■ = Large Hub

After integration of CFS



● = Eurofins Laboratory   ● = CFS Laboratory   ■ = Large Hub

# M&A Value Creation

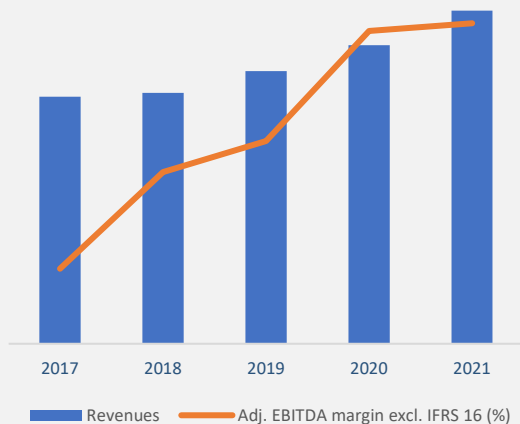
## Case study: Covance Food Solutions (CFS) 2/2

### Key highlights

- CFS acquired in August 2018 from LabCorp
- 12 facilities (9 US, 2 UK, 1 Singapore)

### Financial performance

US Food & Feed Testing Network incl. CFS



### Key drivers of value creation

- **Acquisition rationale:**
  - Significantly strengthened scale and scientific depth of US Food & Feed Testing laboratory network. Enabled Eurofins to become leader in US Food and Feed Testing market (previously 2<sup>nd</sup>-3<sup>rd</sup> largest player in 2017)
  - CFS brought long-standing relationships with largest food and beverage multinational corporations
- **Network reorganisation:**
  - Closed or relocated 6 sites from CFS into Eurofins hub & spoke laboratory network
  - Constructed state-of-the-art 100,000 ft<sup>2</sup> hub in Madison, Wisconsin
- **Key benefits:**
  - Revenue synergies resulting in above average growth
  - Network optimisation and operational leverage driving margins
  - Over 4 years US Food & Feed Testing had over 7% organic growth CAGR and EBITDA margin increased significantly
  - ROCE<sup>1</sup> over 16% for US Food & Feed Testing Network in 2021

<sup>1</sup>ROCE = Adjusted EBITAS / Capital Employed

# M&A Value Creation

## Case study: TestAmerica (TA) 1/2

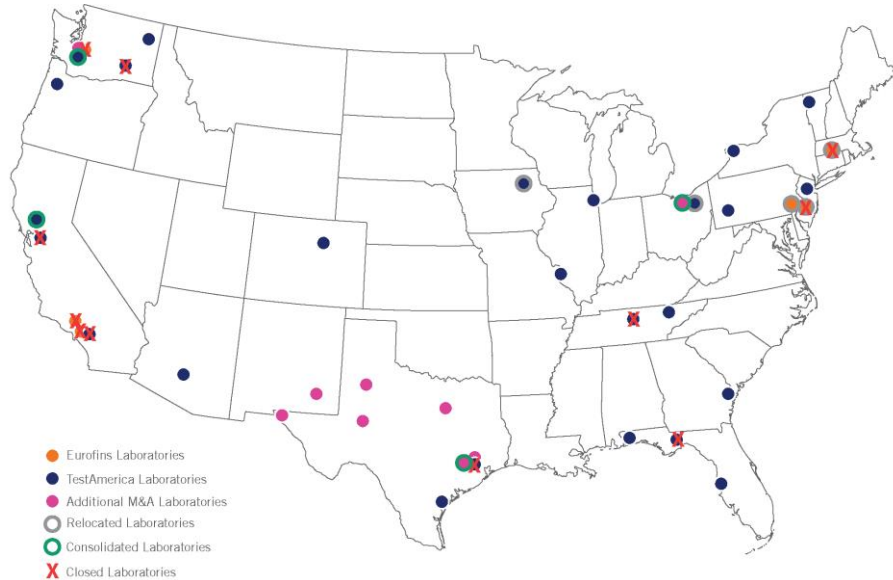
### Integration in US Environment Testing Laboratory Network



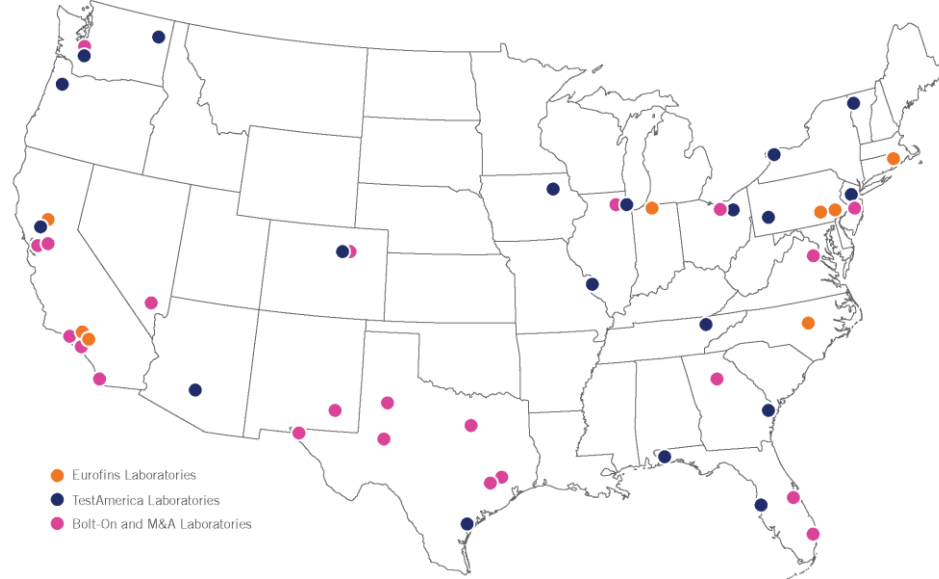
- Acquisition of TA brought 24 laboratories to US network
- 10 of TA laboratories and 6 of Eurofins laboratories were closed, consolidated or relocated

- 7 new laboratories renovated or newly constructed to optimise hub & spoke network
- 5 additional bolt-on acquisitions completed, reinforcing Eurofins leadership position in US Environment Testing market

Before integration of TA



After integration of TA

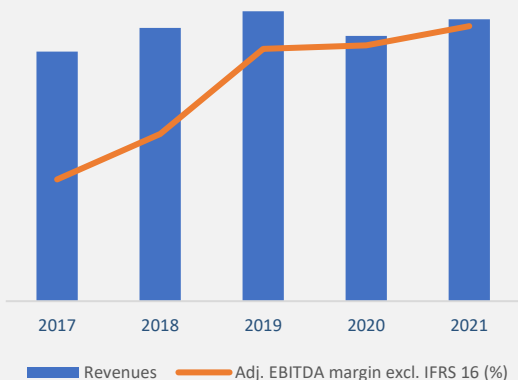


### Key highlights

- TestAmerica acquired in October 2018 from JSTI Group
- 24 full service testing laboratories and 40 service centres throughout the US

### Financial performance

#### US Environment Testing Network incl. TA



### Key drivers of value creation

Environment testing and sampling still affected by COVID in 2020 and 2021

#### • Acquisition rationale:

- Creating the leading environment testing laboratory group in the US
- Enabled Eurofins to become leader in US Environment Testing market (previously 3rd largest player in 2017) and serve national clients in all states

#### • Network reorganisation:

- Rationalised and consolidated 16 sites to improve production efficiencies
- Renovated or newly constructed 7 new laboratories
- Completed 5 additional bolt-on acquisitions to complement service offering

#### • Key benefits:

- TestAmerica state-of-the-art LIMS rolled out to all of Eurofins' US Environment Testing network by end 2022 (90% complete today) – offers best in class Client Access Portal
- Network optimisation and operational leverage driving margins
- Over 4 years US Environment Testing EBITDA margin increased significantly
- ROCE<sup>1</sup> over 13% for US Environment Testing Network in 2021

<sup>1</sup>ROCE = Adjusted EBITAS / Capital Employed



# Definitions / Alternative Performance Measures (APMs)



## APMs used in this presentation

Adjusted results – reflect the ongoing performance of the mature and recurring activities excluding “separately disclosed items”.

Separately disclosed items (SDI) – include:

- one-off costs from integration and reorganisation;
- discontinued operations;
- other non-recurring income and costs;
- temporary losses and other costs related to network expansion, start-ups and new acquisitions undergoing significant restructuring;
- share-based payment charge;
- acquisition-related expenses, net – impairment of goodwill, amortisation/impairment of acquired intangible assets, negative goodwill, transaction costs related to acquisitions as well as income from reversal of such costs and from unused amounts due for business acquisitions;
- gain and loss on disposal of subsidiaries, net;
- net finance costs related to borrowing and investing excess cash and one-off financial effects (net of finance income);
- net finance costs related to hybrid capital;
- and the related tax effects.

EBITDA – Earnings before interest, taxes, depreciation and amortisation, share-based payment charge, acquisition-related expenses, net and gain and loss on disposal of subsidiaries, net.

EBITAS – EBITDA less depreciation and amortisation.

Share-based payment charge and acquisition-related expenses, net – Share-based payment charge, impairment of goodwill, amortisation of acquired intangible assets, negative goodwill, loss/gain on disposal and transaction costs related to acquisitions as well as income from reversal of such costs and from unused amounts due for business acquisitions.

EBIT – EBITAS less share-based payment charge, acquisition-related expenses, net and gain and loss on disposal of subsidiaries, net.

Net Profit – Net profit for owners of the Company and hybrid capital investors before non-controlling interests

Basic EPS – Basic EPS attributable to owners of the Company

Net capex – Purchase, capitalisation of intangible assets, purchase of property, plant and equipment, less proceeds from disposals of such assets less capex trade payables change of the period.

Free Cash Flow to the Firm – Net cash provided by operating activities, less Net capex.

Free Cash Flow to the Firm before investment in owned sites – Free Cash Flow to the Firm less Net capex spent on purchase of land, buildings and investments to purchase, build or modernise owned sites/buildings (excludes laboratory equipment and IT).

Net debt – Current and non-current borrowings, less Cash and cash equivalents.

Net working capital – Inventories, trade receivables and contract assets, prepaid expenses and other current assets less trade accounts payable, contract liabilities and other current liabilities excluding accrued interest receivable and payable.

Organic growth for a given period (Q1, Q2, Q3, Half Year, Nine Months or Full Year) – non-IFRS measure calculating the growth in revenues during that period between 2 successive years for the same scope of businesses using the same exchange rates (of year Y) but excluding discontinued operations. For the purpose of organic growth calculation for year Y, the relevant scope used is the scope of businesses that have been consolidated in the Group's income statement of the previous financial year (Y-1). Revenue contribution from companies acquired in the course of Y-1 but not consolidated for the full year are adjusted as if they had been consolidated as of 1st January Y-1. All revenues from businesses acquired since 1st January Y are excluded from the calculation.