# Q3 2025 Aide Memoire

as of Sep 25th, 2025

As a service to our investors and analysts, we are providing a quarterly Aide Memoire ahead of our quiet period and concurrent with our publication schedule. This document is intended to provide a summary of relevant information that we have communicated previously and of the key drivers in the corresponding prior year's quarter. It may also include key macroeconomic developments that have an impact on our businesses. Please note that this release and all information therein is unaudited. Consistent with our general practices, any updates to our outlook or business prospects will be provided in our quarterly or ad-hoc disclosures.

***** Please note that our Quiet Period starts on October 16th, 2025. *****

## Group

**Full Year Outlook 2025 (as of Aug 6th, 2025)**

- Raised our net sales and EBITDA before special items outlook for the Group at constant currencies.
- With expected improvements in EBITDA before special items and an anticipated slightly better core financial result, we raised our forecast for core earnings per share at constant currencies.
- Based on the additional litigation related liabilities and provisions booked in Q2 and the trajectory for restructuring expenses in the second half, special items are expected in the range of -2.5 and -3.5 billion euros for the full year.
- Please refer to the following table for an overview of all guidance KPIs including additional modelling considerations *(in €bn)*:

| | Previous Outlook 2025 at constant FX | Updated Outlook 2025 at constant FX | Estimated FX Impact |
|---|---|---|---|
| Net Sales | **45.0 to 47.0**<br>-3% to +1% cpa* yoy | **46.0 to 48.0**<br>-1% to +3% cpa* yoy | **~ -2.0**<br>~ -4%pts |
| EBITDA (before special items) | **9.5 to 10.0**<br>-6% to -1% yoy | **9.7 to 10.2**<br>-4% to +1% yoy | **~ -0.5**<br>~ -5%pts |
| Core EPS (in €) | **4.50 to 5.00** | **4.80 to 5.30** | **~ -0.35** |
| Free Cash Flow | **1.5 to 2.5** | **1.5 to 2.5** | **~ -0.2** |
| Net Financial Debt | **31.0 to 32.0** | **31.0 to 32.0** | **~ -1.2** |

| | Previous Outlook 2025 at constant FX | Updated Outlook 2025 at constant FX | Estimated FX Impact |
|---|---|---|---|
| Portfolio Effect in Sales | **~ +0.2** | **~ +0.2** | **not material** |
| Special Items (EBITDA) | **-1.5 to -0.5** | **-3.5 to -2.5** | |
| Core Depreciation | **-1.7 to -1.6** | **-1.7 to -1.6** | |
| Core Financial Result | **-2.0 to -1.8** | **-1.9 to -1.7** | |
| Core Tax Rate | **24% to 26%** | **24% to 26%** | |
| Reconciliation (EBITDA before special items) | **~ -0.5** | **~ -0.5** | |

**cpa: currency and portfolio adjusted*

- **Portfolio effect** in Sales driven by Natsana acquisition in Consumer Health (not included in cpa sales growth corridor but included in absolute Net Sales corridor)
- **Special Items (EBITDA)** reflecting year-to-date Q2 litigation liabilities and provisions and DSO related severances
- **Core Financial Result** includes better interest result
- **Reconciliation** (EBITDA before special items) including latest assumptions for long-term incentive provisions and hyperinflation effects
- Based on the **tariff announcements** and our mitigation measures (status Aug 6th, 2025), we feel well positioned to digest potential impacts within our full year 2025 outlook at constant currencies. We relentlessly work on counter measures to ensure the stability of our supply chains and minimize any potential impacts on our business performance.
- **Estimated FX impact:**
    - Outlook at constant FX reflects our 2025 outlook at average actual 2024 FX rates; estimated FX impact is based on month-end June 2025 spot rates
    - With our Q2 publication we updated our FX estimate based on month-end June 2025 rates. Given the continued depreciation of the US Dollar, as well as a weaker Brazilian Real and Chinese Yuan, we anticipate material FX headwinds for sales and earnings for FY 2025. For net debt we anticipate a reducing FX translation effect vs previous estimate.
    - We are monitoring the currency development closely as it is a big swing factor for our business
    - FX Simulation Tool with month-end September 2025 rates will be updated on website in due time
- Please find here the link to our previous publication: [Q2 2025 Results]

## Crop Science

**<u>Performance Prior Year Quarter: Q3 2024</u>**

| | Actual Q3 2024 | Delta vs PY |
|---|---|---|
| Net Sales | €4.0bn | -4% cpa* |
| EBITDA (before special items) | €35m | +246% |
| EBITDA margin (before special items) | 0.9% | |

**cpa: currency and portfolio adjusted*

**Commentary Q3 2024:**

- **Net Sales:**
  - Core Business sales flat cpa (-1% price, +2% volume): corn and soy sales impacted by challenging weather conditions and disease pressure in LATAM; Core Crop Protection volume growth compensated industry pricing pressure
  - Glyphosate-based herbicides sales declined by 19% cpa (+3% price, -22% volume): primarily driven by lower volumes as shipping patterns normalized vs. PY, while prices hovered around historical median
- **EBITDA (before special items):** Margin supported by reduced incentive provision, accelerated DSO as well as COGS savings; partially offset by decline in sales

**<u>Full Year Outlook 2025 (as of Aug 6th, 2025)</u>**

| | Previous Outlook 2025 at constant FX | Updated Outlook 2025 at constant FX | Estimated FX impact |
|---|---|---|---|
| Net Sales | **-2% to +2%** | **-2% to +2%** | **~ -4%pts** |
| EBITDA margin (before special items) | **18% to 20%** | **18% to 20%** | **not material** |

**Commentary Full Year Outlook 2025:**

- **Net Sales** expected to remain flat: growth dynamic is slowed by 200-300 bps due to U.S. Dicamba label loss and expiring Movento EU registration
  - **Core Business** (Crop Science business excl. glyphosate-based herbicides) expected to deliver between **-2% to +2% cpa**

- **Seed & Traits** Net Sales expected to slightly decrease in the U.S., while we anticipate recovery in LATAM and double-digit growth in EMEA & APAC
- **Core Crop Protection** Net Sales expected to see slight growth driven by higher adoption and increased acreage, despite regulatory challenges and continued pricing pressure

- **Glyphosate-based herbicide** sales expected to slightly decrease (**-4% to 0% cpa**) driven by continued pricing pressure; adjusting model to run as separately managed business

- **EBITDA Margin** before special items expected consistent with the prior year in the range of 18% to 20%; acceleration of efficiency measures to compensate for 200-300 bps headwind from Dicamba and Movento, in addition to dilutive Glyphosate business
- **Calendarization:** For the second half of this year, we project solid acreage recovery and strong market positioning in Latin America, underpinning our confidence to deliver our financial guidance for 2025; based on historical trends, Q3 is a seasonally low quarter
- We are intensely focused on execution of our five year framework to deliver margin resilience through market volatility

**Latest Market Information:**

- 2025 corn futures continue to stay above $4.00 per bushel, while soybean futures trend ~$10.50 per bushel.

| | 2025 Futures | |
|---|---|---|
| $/bu | As of June 18th 2025 | As of Sep 15th 2025 |
| Corn (Dec 2025) | $4.44 | $4.30 |
| Soy (Nov 2025) | $10.71 | $10.49 |

- The national average spot price for generic glyphosate technical sourced out of China was ~$3.83/kg as of September 10th, compared to the 15-year median price of $3.80/kg
- The September 2025 WADSE report estimates U.S. corn acres planted 98.7 million (+9% YoY) and soybean acres planted 81.1 million (-7% YoY).
- CONAB’s September final report estimates Brazil's 2024/25 planted soybean acreage at 116.9 million acres (+2.7% YoY) and planted corn estimated at ~52 million acres (+1.5% YoY). 2025/26 CONAB estimates not yet published, though USDA signals flat corn acreage and slightly higher soybeans.

- The Buenos Aires Grain Exchange saw a shift from corn at 15.8 million acres to soybeans at 44 million acres in Argentina for 2024/25 season due to ongoing leafhopper pressure on corn and lower input costs and risk for soy. Anticipating a ~10% increase in 25/26 season to return to ~18 million acres of corn.

## Pharmaceuticals

### Performance Prior Year Quarter: Q3 2024

| | Actual Q3 2024 | Delta vs PY |
|---|---|---|
| Net Sales | €4.5bn | +2% cpa* |
| EBITDA (before special items) | €1.1bn | -23% |
| EBITDA margin (before special items) | 24.4% | |

**cpa: currency and portfolio adjusted*

**Commentary Q3 2024:**

- **Net Sales**:
  - Launch products: Sustained growth dynamics of Nubeqa (+83%) and Kerendia (+96%)
  - Xarelto sales (-23%) were increasingly affected by availability of generics
  - Eylea (+9%) with continued growth in the majority of marketed territories; first launches of Eylea 8 mg pre-filled syringe in Europe
  - Base business: leading market positions in Radiology and Women's Health supported growth and balanced softness of maturing franchises
- **EBITDA (before special items):** growth investments into launch products; stringent OPEX management and pricing tailwinds balanced unfavorable changes in product mix; higher incentive provisions vs. PY

### Full Year Outlook 2025 (as of Aug 6th, 2025)

| | Previous Outlook 2025 at constant FX | Updated Outlook 2025 at constant FX | Estimated FX impact |
|---|---|---|---|
| Net Sales | **-4% to -1%** | **0% to +3%** | **~ -3%pts** |
| EBITDA margin (before special items) | **23% to 26%** | **24% to 26%** | **not material** |

**Commentary Full Year Outlook 2025:**

- **Net Sales:**
    - Raised our currency and portfolio adjusted sales growth outlook based on robust business performance in the first half of the year with growth of our launch products more than offsetting declines in our maturing portfolio
    - Launch assets Nubeqa and Kerendia to exceed €2.5bn of combined sales
    - For Xarelto, expect sales decline towards the lower end of the €1.0bn to €1.5bn range
    - Eylea franchise to remain stable, supported by continued uptake of 8mg
    - Base business to remain robust
- **EBITDA before special items:**
    - Expect the 2025 EBITDA margin before special items within a narrowed range between 24% to 26% at constant currencies
    - Product mix changes as a result of Xarelto decline partly compensated by cost savings from efficiency measures
- **Calendarization:** HY1 expected above HY2, on top and bottom line

**Newsflow Q3 2025 (until Sep 22nd, 2025)**

- **September 22**: Announcement of progress with cell therapy as well as gene therapy against Parkinson's disease
- **September 19**: Announcement of elinzanetant recommendation for approval in EU as treatment of moderate to severe vasomotor symptoms
- **September 18**: Announcement of acceptance of new drug application for gadoquatrane for review in China
- **August 30**: Presentation of data from Phase III VICTOR clinical trial of vericiguat at ESC Congress 2025
- **July 25**: Announcement of regulatory update on elinzanetant in the U.S.
- **July 21**: Announcement of Nubeqa™ (darolutamide) EU approval in third indication for patients with advanced prostate cancer
- **July 14**: U.S. FDA approval of finerenone for new indication in patients with Heart Failure with Left Ventricular Ejection Fraction of ≥ 40%
- **July 10**: First approval worldwide for Lynkuet™ (elinzanetant) in the UK as treatment of moderate to severe vasomotor symptoms associated with menopause
- **July 10**: Filing of of gadoquatrane for EU approval
- **June 27**: Approval of Eylea 8 mg with extended 6-month treatment interval in the EU

## Consumer Health

**Performance Prior Year Quarter: Q3 2024**

| | Actual Q3 2024 | Delta vs PY |
|---|---|---|
| Net Sales | €1.4bn | +6% cpa* |
| EBITDA (before special items) | €360m | +15% |
| EBITDA margin (before special items) | 25.5% | |

**cpa: currency and portfolio adjusted*

**Commentary Q3 2024:**

- **Net Sales**:
  - Growth driven by positive pricing effects across categories
  - Volume gains in LATAM and EMEA, as a result of a good start to cough and cold season in Europe
  - Slow start to US cough and cold season with lower-than-expected orders by retailers; declining consumption in China
- **EBITDA (before special items):** Margin positively impacted by sales expansion and lower incentive provisions; prudent cost management to secure investment behind brands and product launches

**Full Year Outlook 2025 (as of Aug 6th, 2025)**

| | Previous Outlook 2025 at constant FX | Updated Outlook 2025 at constant FX | Estimated FX impact |
|---|---|---|---|
| Net Sales | **+2% to +5% cpa** | **+2% to +5% cpa** | **~ -5%pts** |
| EBITDA margin (before special items) | **23% to 24%** | **23% to 24%** | **not material** |

**Commentary Full Year Outlook 2025:**

- **Net Sales:** We foresee full-year sales growth to be at the lower end of our guidance corridor
- **EBITDA Margin** before special items: With continued emphasis on our operational efficiency initiatives, we expect that our EBITDA margin before special items will stay

within the previously guided corridor. Focused resource allocation behind top brand/ country combinations (“power couples”) anticipated

- Portfolio effect in Sales due to Natsana acquisition in Consumer Health €~0.2bn (not included in cpa sales growth corridor but included in absolute Net Sales corridor on Group level)
- **Market environment** remains highly volatile, with macroeconomic pressures and geopolitical developments weighing on consumer demand. Especially, US Consumer Confidence Index remains challenging, due to lingering affordability issues and macroeconomic uncertainties like tariffs and inflation.



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