2.4 Group Business Development

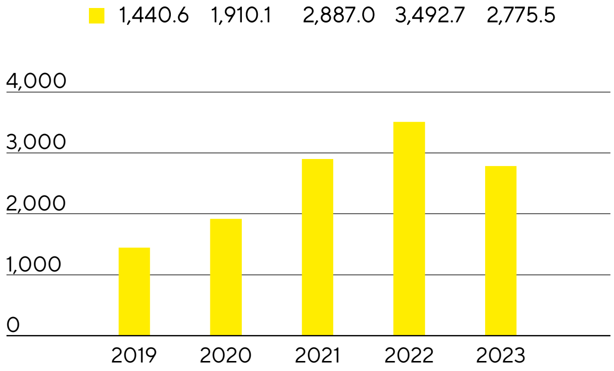
Sales Revenue and Order Intake

After the pandemic-related extraordinary business and inventory buildup by customers led to strong additional growth momentum in the years 2020 to 2022, the temporary normalization of demand expected by the company management set in during the reporting year. This was more pronounced than anticipated at the beginning of the year, and the reduction in customer inventories also lasted longer than expected, which led to numerous forecast revisions across the entire life science sector. Other industry-wide factors also had a dampening effect, such as relatively low production levels, the largely discontinued business with Russian customers, and an overall muted investment activity on the part of customers, primarily in China and the USA. Against this backdrop, Group sales revenue decreased by 18.7% in constant currencies[1] (organic:[2] -20.7%; reported: -20.5%) to €2,775.5 million. The recent acquisitions of Albumedix, Polyplus and the chromatography business of Novasep developed in line with expectations and contributed around 2 percentage points of non-organic growth. Excluding the pandemic-related business, the decline in constant currencies stood at around 14%.

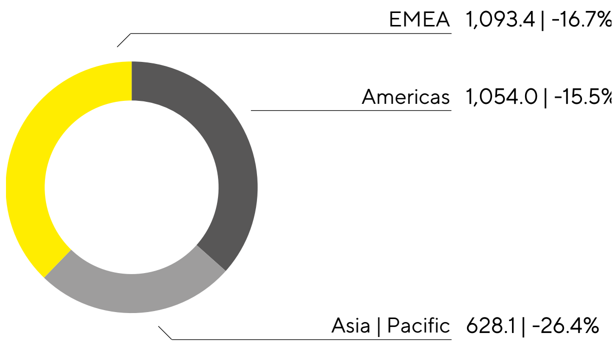
The temporarily weaker market environment was even more significantly reflected in order intake[3], which decreased by 23.6% in constant currencies (reported: -25.3%) to €2,476.1 million in the reporting year. In line with progress made by customers in reducing their inventories, business began to recover at the end of the third quarter, so that order intake was slightly above sales revenue in the fourth quarter.

A comparison of the actual business development and the forecast is shown on page 40.

Sales Revenue 2019 to 2023
€ in millions



Sales Revenue and Growth[1] by Region[4]
€ in millions unless otherwise specified



1 Constant currencies: Figures given in constant currencies eliminate the impact of changes in exchange rates by applying the same exchange rate for the current and the previous period.
2 Organic: Organic growth figures exclude the impact from changes in exchange rates and changes in the scope of consolidation.
3 Order intake: All customer orders contractually concluded and booked during the respective reporting period.
4 Acc. to customer location.

In terms of regional development, sales revenue declined in all regions due to the normalization of demand and the pandemic-related high prior-year base.

In the EMEA region, which accounted for around 39% of total Group revenue, sales fell by 16.7% to €1,093.4 million compared to the previous year, which was heavily influenced by business with vaccine manufacturers. The discontinuation of business with Russian customers dampened growth by slightly less than 4 percentage points.

In the Americas region, sales amounted to €1,054.0 million (-15.5%) against the backdrop of inventory reductions and low investment activity by customers in the USA. This corresponds to a share of around 38% of total Group revenue.

The reluctance to invest was even more noticeable in China and led to a significant decline in sales. This development also had a significant impact on business in the Asia | Pacific region as a whole, which stood at €628.1 million (-26.4%) and thus accounted for around 23% of total Group revenue.

All growth rates for the regional development are in constant currencies unless otherwise stated.

Further information on the development of sales revenue by region can be found in the table on page 148 of the Notes.

Sales Revenue and Order Intake

€ in millions	2023	2022	Δ in % reported	Δ in % const. fx
Sales revenue	2,775.5	3,492.7	−20.5	−18.7
Order intake	2,476.1	3,314.8	−25.3	−23.6

Development of Costs and Earnings

In 2023, cost of sales fell by 8.0% to €1,542.0 million. The respective cost of sales ratio (ratio of cost of sales to sales revenue) was 55.6%, compared to 48.0% in the previous year. The decline was mainly due to the lower business volume and negative product mix effects.

Selling and distribution costs remained almost unchanged at €449.1 million (previous year: €449.7 million), while the ratio of these costs to sales revenue increased year-on-year to 16.2% (previous year: 12.9%) in connection with the decline in sales. Research and development expenses fell by 2.2% to €129.5 million in the reporting year; the corresponding R&D ratio (ratio of R&D expenses to sales revenue) was 4.7% (previous year: 3.8%). General administrative expenses rose by 3.0% to €167.1 million; the administrative expense ratio (ratio of administrative expense to sales revenue) amounted to 6.0% in 2023 (previous year: 4.6%). Extraordinary items explicitly attributable to the functional areas are reported in the respective functional area since the 2023 reporting year. The previous year's figures were restated accordingly.

Expenses and income that could not be allocated to a functional area were recognized in the balance of other operating income and expenses. This figure amounted to -€39.1 million in 2023 after -€77.8 million in the previous year and also includes net expenses of €6.8 million (previous year: -€41.2 million) from valuation effects and the realization of currency hedges, in particular due to the development of the US-dollar exchange rate.

Earnings before interest and taxes (EBIT) fell by 54.9% year-on-year to €448.7 million; the corresponding margin was 16.2% (previous year: 28.5%). This development was mainly due to the decline in gross profit.

The financial result was -€47.6 million in 2023, compared to €135.2 million in 2022. This includes non-cash-effective income of €71.5 million, predominantly from the reporting date valuation of the share-based earn-out liability in connection with the acquisition of BIA Separations (previous year: €148.9 million). After adjustment for this effect, the increase in remaining net financing expenses resulted, among other things, from the increased debt in connection with the most recent acquisitions.

In 2023, tax expenses amounted to €89.0 million (previous year: €250.5 million). In relation to the reported earnings before taxes, the tax rate is 22.2% (previous year: 22.2%).

Net result fell by 64.5% to €312.1 million (previous year: €879.9 million), and the net result attributable to shareholders of Sartorius Stedim Biotech S.A. declined by 64.6% to €309.7 million (previous year: €876.1 million).

Statement of Profit or Loss

€ in millions	2023	2022	Δ in %
Sales revenue	2,775.5	3,492.7	−20.5
Cost of sales	−1,542.0	−1,675.4	8.0
Gross profit on sales	1,233.5	1,817.4	−32.1
Selling and distribution costs	−449.1	−449.7	0.1
Research and development costs	−129.5	−132.4	2.2
General administrative expenses	−167.1	−162.2	−3.0
Other operating income and expenses	−39.1	−77.8	49.8
Earnings before interest and taxes (EBIT)	448.7	995.2	−54.9
Financial income	94.4	185.8	−49.2
Financial expenses	−141.9	−50.7	−180.1
Financial result	−47.6	135.2	n.m.
Profit before tax	401.1	1,130.4	−64.5
Income taxes	−89.0	−250.5	64.5
Net result	312.1	879.9	−64.5
Attributable to:			
Equity holders of SSB S.A.	309.7	876.1	−64.6
Non-controlling interest	2.4	3.8	-37.3

Extraordinary items are reported within functional expenses as of fiscal 2023. Prior-year figures were restated accordingly.

Earnings

At the Sartorius Stedim Biotech Group, EBITDA (earnings before interest, taxes, depreciation, and amortization) are used as the key profitability indicator. To provide a complete and transparent picture of the Group's profitability, also in an international comparison, earnings are adjusted for extraordinary items (underlying EBITDA). For more information about definitions, please refer to the Glossary on page 242.

Reconciliation between EBIT and Underlying EBITDA

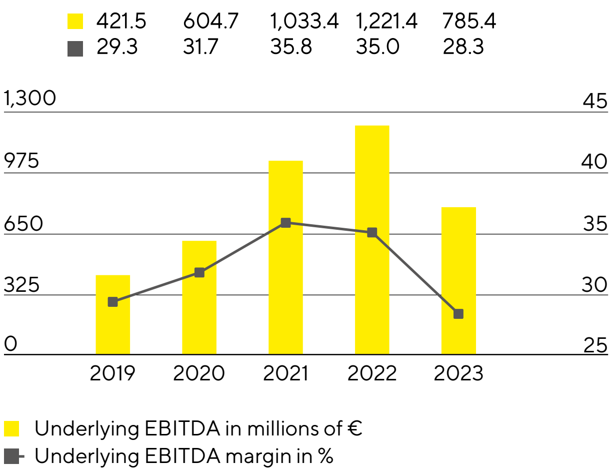
€ in millions	2023	2022
EBIT	448.7	995.2
Extraordinary items	99.1	46.3
Depreciation and amortization	237.6	179.9
Underlying EBITDA	785.4	1,221.4

Extraordinary Items

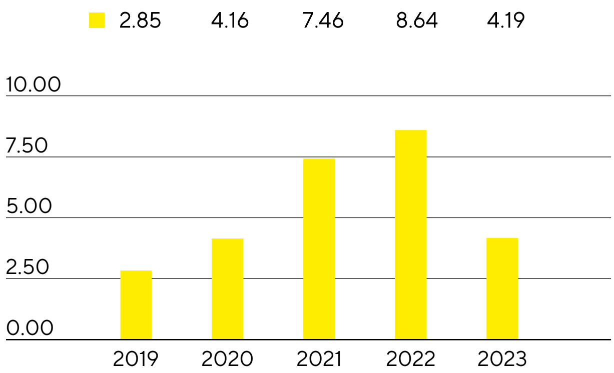
€ in millions	2023	2022
M&A projects | Integration costs	-21.1	-13.7
Structural measures	-74.2	-22.9
Other	-3.8	-9.7
Group	-99.1	-46.3

Mainly as a result of the lower volume development, underlying EBITDA decreased by 35.7% to €785.4 million; the resulting margin was 28.3% (previous year: 35.0%). Negative product mix effects also had a dampening effect, as the reduction in inventories on the customer side particularly affected demand for higher-margin consumables and led to a lower share of such products in total sales. Price effects on the procurement and customer sides largely offset each other.

Underlying EBITDA[1] and Margin



Underlying Earnings per Share[2]
in €



1 Underlying EBITDA: Earnings before interest, taxes, depreciation, and amortization and adjusted for extraordinary items.
2 Profit for the period after non-controlling interest, adjusted for extraordinary items and amortization, as well as based on the normalized financial result and the normalized tax rate.

The underlying net result after non-controlling interest for the Group fell from €796.6 million in 2022 to €385.9 million in fiscal 2023. This figure is the basis for calculating the profit to be appropriated and is computed by adjusting for extraordinary items, eliminating amortization of €91.1 million (previous year: €60.7 million), and is based on the normalized financial result and a normalized tax rate (see Glossary). Underlying earnings per share fell by 51.6% from €8.64 a year earlier to €4.19.

€ in millions	2023	2022
EBIT (operating result)	448.7	995.2
Extraordinary items	99.1	46.3
Amortization | IFRS 3	91.1	60.7
Normalized financial result[1]	-114.1	-20.6
Normalized income tax (26%)[2]	-136.4	-281.2
Underlying net result	388.3	800.4
Non-controlling interest	-2.4	-3.8
Underlying net result after non-controlling interest	385.9	796.6
Underlying earnings per share (in €)	4.19	8.64

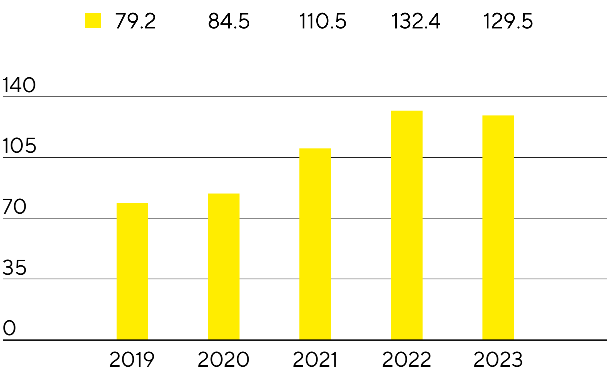
1 Financial result excluding fair value adjustments of hedging instruments and currency effects relating to financing activities and change in valuation of earn-out liability.
2 Normalized income tax based on the underlying profit before taxes and amortization.

See Glossary on page 242 for the definitions of the totals listed above.

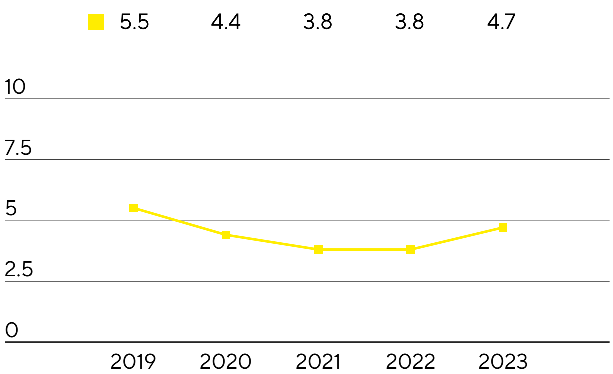
Research and Development

Sartorius Stedim Biotech continuously expands its product portfolio by investing in both new and further development of its products, as well as in the integration of new technologies through alliances and cooperations. In 2023, the Group spent €129.5 million on R&D, corresponding to a decline of 2.2% compared to the previous year's investment of €132.4 million. The R&D ratio was 4.7% (previous year: 3.8%). The gross R&D ratio of 7.4% was above the prior-year ratio of 5.6%; this ratio is even more meaningful for the assessment of innovation-related expenses and includes capitalized development costs of €75.4 million (previous year: €63.1 million) that are disclosed in the statement of financial position.

Research & Development Costs
€ in millions



Research & Development Ratio
in % of sales revenue



To protect know-how, Sartorius Stedim Biotech pursues a targeted intellectual and industrial property rights policy. The company systematically monitors compliance with these rights and reviews from a cost-benefit viewpoint whether it is necessary to continue to maintain individual rights.

The number of applications for intellectual property rights filed in 2023 totaled 216 compared with 171 in the previous year. As a result of the applications submitted in the past years, the company was issued 307 patents and trademarks (previous year: 267). As of the balance sheet date, there was a total of 4,913 patents and trademarks in the portfolio (previous year: 4,067).

	2023	2022
Number of patent and trademark applications	216	171
Registered patents and trademarks	307	267

Capital Expenditures

In the reporting year, Sartorius Stedim Biotech continued to invest considerably in the expansion of new capacities in all regions. In addition to significantly expanding production capacities, the investment program aims to further diversify the production network and make it more flexible. In line with the company's expansion plans, some expansion projects were completed in 2023. Further projects will be completed in the current year or in subsequent years.

At €473.6 million, capital expenditures in 2023 were slightly higher than the previous year's figure of €430.6 million, as planned. The ratio of capital expenditures (Capex) to sales revenue rose to 17.1% (previous year: 12.3%) due to the decline in Group sales revenue.

The company's largest investment projects in the reporting year included the expansion of membrane manufacturing capacities and new laboratory space for product development in Göttingen, Germany.

At its site in Yauco, Puerto Rico, a production line for cell culture media was set up and put into operation in 2023.

Sartorius Stedim Biotech made further substantial investments in additional clean room space for the manufacture of sterile disposables at its site in Aubagne, France, in the reporting year.

In the Asia|Pacific region, the company invested considerably in Songdo, South Korea, where construction work began on a plant for cell culture media production and sterile consumables processing. In addition, Sartorius Stedim Biotech plans to build a technology center for customer consulting and product demonstrations as well as laboratory space at the new site, which is located in the middle of a biopharma park.

Production capacities were also expanded at other locations. For example, the company carried out expansion projects at other sites in Germany as well as in the USA, the UK, and Slovenia.

Capital Expenditures

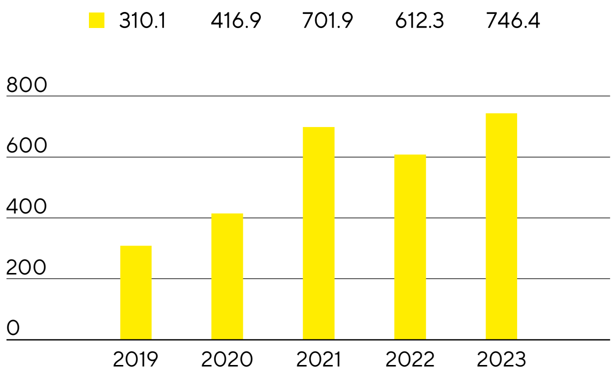
in millions of € unless otherwise specified	2023	2022
Sales revenue	2,775.5	3,492.7
Capital expenditures	473.6	430.6
Capital expenditures as % of sales revenue	17.1	12.3

2.5 Net Worth and Financial Position

Cash Flow

Cash flow from operating activities rose by 21.9% to €746.4 million in 2023 (previous year: €612.3 million) despite the decline in earnings. The increase resulted primarily from the optimization of working capital[1]. While Sartorius Stedim Biotech had increased inventories as planned in 2022 and previous years to secure supply ability in view of the temporary tensions in supply chains, these were significantly reduced in 2023. In addition, lower tax payments also had a positive effect.

Net Cash Flow from Operating Activities
€ in millions



Based on fundamentally intact growth drivers in the end markets and its medium-term growth targets, Sartorius Stedim Biotech continued its investment program to expand and diversify its production capacities, although the pace of implementation of individual measures was slowed down in view of the temporarily weaker demand. Cash outflows from investing activities increased by 9.0% to €481.8 million (previous year: -€442.0 million). Due to acquisition-related expenses of €2,240.9 million (previous year: -€515.6 million), primarily in connection with the acquisition of Polyplus, a provider of innovative cell and gene therapy technologies, cash flow from investing activities and acquisitions rose to -€2,722.7 million (previous year: -€957.5 million).

Mainly driven by a new loan agreement amounting to €3 billion signed with the parent company Sartorius AG and its affiliate Sartorius Finance B.V., cash flow from financing activities was €1,986.1 million (previous year: €220.7 million). This also included dividend payments for the 2022 financial year of €133.9 million (previous year: €117.7 million).

1 Sum of inventories and trade receivables.

Cash Flow Statement

€ in millions	2023	2022
Cash flow from operating activities	746.4	612.3
thereof change in working capital	184.0	–265.3
Cash flow from investing activities and acquisitions	–2,722.7	–957.5
Cash flow from financing activities	1,986.1	220.7
Cash and cash equivalents	116.6	107.1
Gross debt	3,681.8	1,135.7
Net debt	3,565.2	1,028.6

Consolidated Statement of Financial Position

The balance sheet total of the Sartorius Stedim Biotech Group was €7,739.9 million as of the end of fiscal 2023 and thus €2,674.5 million higher than the prior-year level. This increase is largely due to the rise in non-current assets by €2,930.6 million to €6,324.8 million, mainly due to the increase in goodwill, other intangible assets and property, plant and equipment as a result of the acquisition of Polyplus and by the continuation of the investment program. Current assets decreased by €256.0 million year-over-year to €1,415.1 million, mainly as a result of the reduction in inventories and trade receivables, while cash and cash equivalents increased slightly. Working capital amounted to €1,176.1 million as of December 31, 2023 (previous year: €1,429.3 million).

Key Working Capital Figures

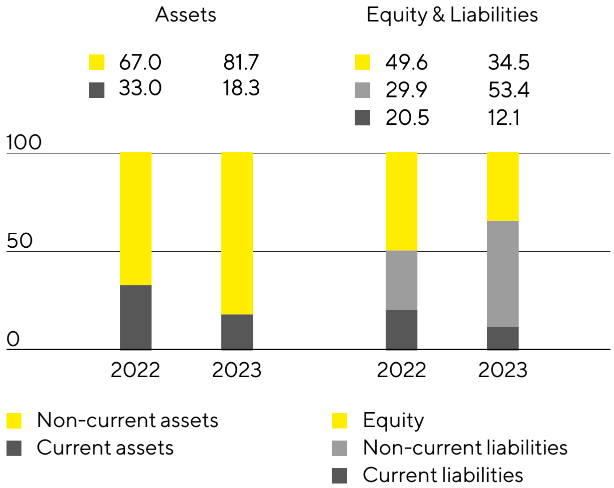
in days		2023	2022
Days inventories outstanding			
Inventories | Sales revenue[1]	x 360	113	105
Days sales outstanding			
Trade receivables | Sales revenue[1]	x 360	38	41
Days payables outstanding			
Trade payables | Sales revenue[1]	x 360	57	50
Net working capital days			
Net working capital[2] | Sales revenue[1]	x 360	94	96

1 Including pro forma sales of recent acquisitions.
2 Sum of inventories and trade receivables less the trade payables.

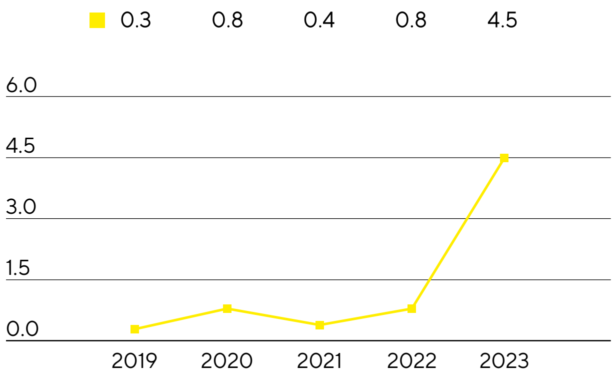
Equity grew by €159.0 million to €2,673.2 million as of year-end. The equity ratio – defined as the quotient of equity to the balance sheet total – was 34.5% (previous year: 49.6%).

Non-current liabilities increased from €1,515.3 million in the previous year to €4,129.4 million, mainly attributable to loans from the parent company Sartorius AG of €3 billion. In addition to financing the Polyplus acquisition, a smaller portion of the funds was used to repay current financial liabilities or was held in cash. As a result, current liabilities fell by €98.6 million to €937.3 million. The decrease in trade payables also had a positive effect.

Balance Sheet Structure
in %



Ratio of Net Debt[1] to Underlying EBITDA[2]



1 The net debt excludes the liability for the remaining purchase price for acquisitions; 2023: €80.6 million, 2022: €245.1 million, 2021: €518.7 million, 2020: €127.8 million, 2019: €72.5 million.
2 EBITDA includes underlying pro forma EBITDA contributed by acquisitions for this period.

Gross debt, which is comprised of bank liabilities and loans from the parent company Sartorius AG and its affiliate Sartorius Finance B.V as well as lease liabilities, rose to €3,681.8 million as of December 31, 2023, compared with €1,135.7 million as of December 31, 2022. The increase is mainly due to the aforementioned loan agreement. Net debt, defined as gross debt less cash and cash equivalents, was €3,565.2 million, compared to €1,028.6 million a year ago.

In relation to the debt financing capacity of Sartorius Stedim Biotech, the ratio of net debt to underlying EBITDA is a key metric. It is defined as the quotient of net debt and underlying EBITDA over the past 12 months, including the pro forma amount contributed by acquisitions for this period. Following the completion of the Polyplus acquisition and the investments made in the reporting year, the ratio of net debt to underlying EBITDA as at December 31, 2023, was, as expected, at a higher level of 4.5 (previous year: 0.8). This figure is expected to be significantly reduced in 2024, to which a strong expected cash flow as well as the further reduction of inventories and lower investments in capacity expansions should contribute.

Calculation of Net Debt and Ratio of Net Debt to Underyling EBITDA

€ in millions	2023	2022
Non-current		
Loans and borrowings	3,509.7	1,020.6
Lease liabilities	93.1	91.1
Current		
Loans and borrowings	57.7	4.5
Lease liabilities	21.4	19.5
Gross debt	3,681.8	1,135.7
- Cash and cash equivalents	116.6	107.1
Net debt	3,565.2	1,028.6
Underlying EBITDA (12 months)	785.4	1,221.4
+ Pro forma EBITDA (12 months)	14.7	11.7
Pro forma underlying EBITDA (12 months)	800.0	1,233.1
Ratio of net debt to underlying EBITDA	4.5	0.8

Financing | Treasury

Sartorius Stedim Biotech covers its operational and strategic financing needs through a combination of operating cash flows and the assumption of short-, medium- and long-term financial liabilities.

As of December 31, 2023, the total volume of credit lines provided by the parent company Sartorius AG was €260 million. Additional bilateral credit lines of approximately €110 million were provided by banks. Of these amounts, Sartorius Stedim Biotech had utilized €5 million, leaving available credit lines of €365 million. This ensures that all Group entities have sufficient funds to cover short-term financing requirements.

Loans are taken out via the parent company Sartorius AG and its affiliate Sartorius Finance B.V. To finance the acquisition of Polyplus and refinance existing debt, Sartorius Stedim S.A. and Sartorius Stedim Biotech GmbH took out €3 billion of new loans with initial maturities of 3 to 12 years from Sartorius Finance B.V. in 2023. As at the reporting date, all outstanding loan agreements amounted to €3.57 billion. The proportion of fixed-interest instruments was around 95%.

The company uses hedging transactions to counteract the fluctuations in foreign exchange rates to which the Group is exposed on account of its worldwide business operations. At the end of 2023, foreign exchange contracts amounted to €549.0 million on a reported basis, with a market value of €4.0 million.

Assessment of Economic Position

After the pandemic-related extraordinary business and inventory buildup by customers led to strong additional growth momentum in the years 2020 to 2022, the temporary normalization of demand expected by the company management set in during the reporting year. This was more pronounced than anticipated at the beginning of the year, and the reduction in customer inventories also lasted longer than expected, which led to numerous forecast revisions throughout the life science sector. Other industry-wide factors also had a dampening effect, such as relatively low production levels, the largely discontinued business with Russian customers, and an overall muted investment activity on the part of customers, primarily in China and the USA. Against the backdrop of the temporarily weaker market environment, the company's management lowered its growth and earnings forecast for the Group in June and October 2023. In line with progress made by customers in reducing their inventories, business began to recover at the end of the third quarter, so that order intake was slightly above sales revenue in the fourth quarter. The company management therefore expects profitable growth for 2024.

Group sales revenue decreased by 18.7% in constant currencies to €2,775.5 million (reported: -20.5%). The corresponding underlying EBITDA margin stood at 28.3%. The forecast given in October for a decline in sales revenue of around 19% with profitability of just over 28% was therefore achieved.

The ratio of net debt to underlying EBITDA rose to 4.5 as of December 31, 2023, mainly due to the financing of the Polyplus acquisition, and was in line with the forecast value of just over 4.5.

In line with its ambitious mid-term growth targets, Sartorius Stedim Biotech continued to expand its production capacity in the reporting year. The ratio of capital expenditures to sales revenue reached 17.1% and was therefore slightly below the forecast of approximately 18%.

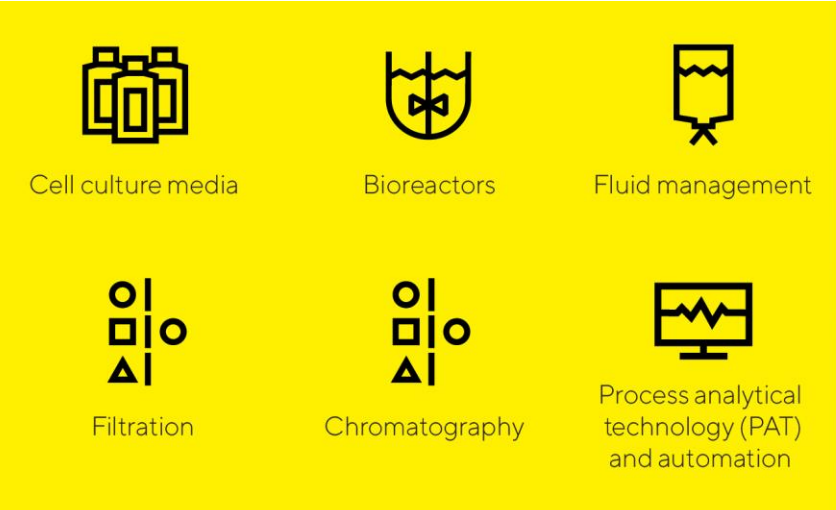
Projected | Actual Comparison for the Year 2023

	Actual	Guidance	Guidance	Guidance	Actual
	2022	January 2023	June 2023	October 2023	2023
Sartorius Stedim Biotech Group					
Sales growth[1]	15.1%	Low single-digit percentage range	Decline in the low to mid-teens percentage range	~-19%	-18.7%
Underlying EBITDA margin in %	35.0%	Around the level of the prior year	~30%	Slightly above 28%	28.3%
Net debt to underlying EBITDA	0.8	~0.5[2]	Slightly below 4[2]	~4.5[2]	4.5
Capital expenditures as % of sales revenue	12.3%	~12.5%	~15%	~18%	17.1%

1 In constant currencies.
2 Possible acquisitions are not considered.

2.6 Products and Sales

Sartorius Stedim Biotech markets products and services for the entire value chain in biopharmaceutical production and preceding process development. The portfolio includes cell lines, cell culture media, bioreactors, a wide range of products for separation, purification, and concentration, and products and systems for storage and transportation of intermediate and finished biological products.



As a result of the acquisition of the French company Polyplus, Sartorius Stedim Biotech has significantly expanded its product portfolio in the area of cell and gene therapies. Polyplus develops and produces high-quality, GMP-compliant transfection as well as DNA and RNA delivery reagents and plasmid DNA. These components are success-critical in the manufacture of viral vectors used in cell and gene therapies as well as other new medical therapy methods. The solutions from Polyplus are highly complementary to the portfolio created by Sartorius Stedim Biotech in recent years, which now comprises various cell culture media, other critical raw materials, and purification technologies for the manufacture of advanced therapies.

In the area of filtration, the Bioprocess Solutions Division introduced a new platform for the large-scale manufacture of biopharmaceuticals, which can be preconfigured with a wide range of filter types. The platform is suitable for a large number of separation steps, from cell culture media to virus depletion to subsequent sterile filtration; it is particularly user-friendly in its handling and achieves significant cuts in production times. In addition, a high-throughput tool for clarifying and purifying monoclonal antibodies was launched that helps customers speed up the preparation of small cell culture samples for downstream analysis in cell line development. Moreover, a system was introduced that allows single-use bags to be filled evenly at the same time, for example, with cell culture media for the manufacture of cell therapies, thus accelerating the filling process significantly.

Sales Activities

Sartorius Stedim Biotech markets most of its product portfolio directly. Sales activities for key accounts are coordinated and supported by global key account management.

Communication with customers via on-site visits is now supplemented by digital channels: many contacts with customers are made through digital communication tools. Video conferencing and augmented reality are used for such direct interactions, for example, when demonstrating products, conducting training sessions, and bringing systems into service. Other focuses aimed at strengthening the sales force are on expanding the company's international presence and on continually enhancing sales efficiency, for example with product and application training or further specialized training programs for employees.

Product Development

Development activities at Sartorius Stedim Biotech essentially focus on technology areas such as membranes, which are the core component of the filter products; diverse technology platforms such as sterile containers for fluid management in biopharmaceutical processes and sensors; and control technologies for processes such as fermentation. Additional focal areas encompass developments in materials and components that include plastics, elastomers, and intelligent polymers; expanded data analysis; cell line development; and critical media components for protein-based, viral, and advanced therapies.

Product development is aimed at expanding the existing portfolio on a complementary basis and further enhancing the range of integrated complete solutions for the manufacture of biopharmaceuticals – from the early phase of development to commercial production.

The largest product development site is located in Göttingen, Germany, where a new product development building began its operations in the reporting year. Further important activities take place in France, India, the USA, and the UK, as well as in Sweden, Israel, Slovenia, and other locations in Germany.

Production and Supply Chain Management

Sartorius Stedim Biotech has a very well-developed global production network that was expanded at several sites in the reporting year. The largest production facilities are located in Germany, France, and Puerto Rico. Beyond these locations, the company also manufactures in the UK, Switzerland, Tunisia, India, the USA, China, Israel, and Slovenia. The most recent acquisition has added sites in France, Belgium, the USA, and China.

In the reporting year, Sartorius expanded its plant in Puerto Rico by adding a production facility for cell culture media. The new facility allows the company to supply, from its plant in Yauco, high-quality cell culture media in powder form, which are used in the manufacture of therapeutic proteins and other modalities. Production in Yauco is focused on customers in the Americas region.

Moreover, construction started in Freiburg im Breisgau, Germany, on a center of excellence for the development and production of quality-critical reagents for the cell and gene therapy market. The new building will increase the existing production of cytokines and growth factors and significantly expand research and development. The building is scheduled for completion in 2025 and production is expected to start in 2026.

The supply chain situation continued to ease in 2023 compared with previous years. Delivery times for most products have normalized, and the availability of electronic components and some chemical raw materials also improved over the course of the year.