

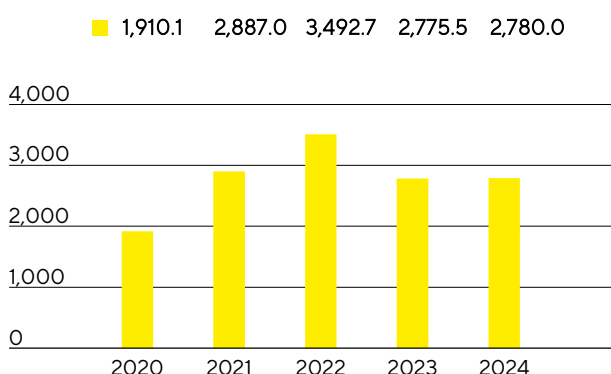
2.4 Group Business Development

Sales Revenue and Order Intake

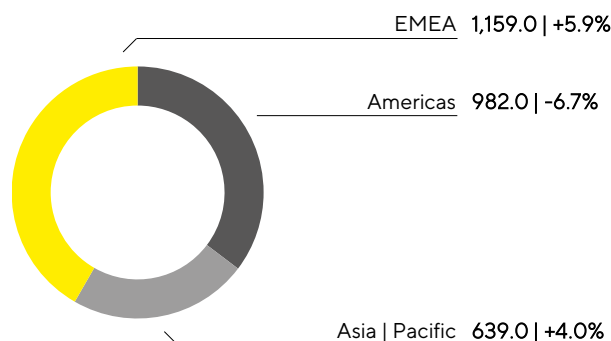
After the very volatile development of previous years due to the pandemic, the business situation at Sartorius Stedim Biotech stabilized in 2024 despite a difficult environment in the entire life science industry that lasted longer than expected. In particular, the second half of the year and especially the last quarter showed a significant improvement compared to the first half. The trend in the consumables business was increasingly positive, as most customers have meanwhile reached their target inventory levels, some of which have been revised downwards several times, and are gradually returning to an order level that corresponds to their production activities. Sales revenue from products for advanced therapies also continued to grow at an above-average rate. In contrast, business with bioprocessing equipment remained muted, although customers continued to demand innovative systems, for example in the area of process intensification. Also, business in China was weak. Group sales revenue increased by 0.6% in constant currencies¹ to €2,780.0 million, reaching the prior-year level (organic²: -0.7%; reported: +0.2%). Acquisitions contributed 2.4% to sales.

Order intake³ developed even better than sales revenue, with a double-digit increase of 12.9% in constant currencies (reported: 12.3%) to €2,781.6 million.

Sales Revenue 2020 to 2024
€ in millions



Sales Revenue and Growth¹ by Region⁴
€ 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 According to customer location.

Regional business performance varied in fiscal 2024. The EMEA region, which accounted for around 42% of total Group revenue, showed the strongest momentum, with revenue rising by 5.9% to €1,159.0 million. In the Americas region, revenue fell to €982.0 million (–6.7%) as a result of the muted investment activities of customers. The region accounted for a share of around 35% of total Group revenue. Despite the ongoing weakness of the Chinese market, the Asia | Pacific region grew by 4.0% to €639.0 million, thereby accounting for 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 250 of the Notes.

Sales Revenue and Order Intake

| € in millions | 2024 | 2023 | Δ in % reported | Δ in % const. FX |
|---------------|---------|---------|--------------------|---------------------|
| Sales revenue | 2,780.0 | 2,775.5 | 0.2 | 0.6 |
| Order intake | 2,781.6 | 2,476.1 | 12.3 | 12.9 |

Costs and Earnings

In the reporting year, cost of sales was €1,573.3 million, slightly above the previous year's level (+2.1%). This development was primarily driven by lower capacity utilization in connection with the planned reduction of own inventories and increased amortization following the Polyplus acquisition, which was only consolidated from July 2023 in the comparative period. The corresponding cost of sales ratio was 56.6% compared to 55.5% in the previous year.

Selling and distribution costs rose to €479.8 million (previous year: €448.9 million), while the ratio of these costs to sales revenue increased year-on-year to 17.3% (previous year: 16.2%). Research and development expenses increased by 11.3% to €144.1 million in the reporting year, with the increase being influenced, among other things, by rising personnel costs and the depreciation of development projects that were no longer being pursued; the corresponding R&D ratio (ratio of R&D expenses to sales revenue) was 5.2% (previous year: 4.7%). General administrative expenses remained largely constant at €168.7 million (+1.0%); the administrative expense ratio (ratio of administrative expense to sales revenue) amounted to 6.1% in 2024 (previous year: 6.0%). In line with the final purchase price allocation for Polyplus, the previous year's figures have been slightly adjusted.

Expenses and income that could not be allocated to a functional area were recognized in the balance of other operating income and expenses, which amounted to –€43.6 million in 2024 after –€39.1 million in the previous year and includes net income of €5.0 million (previous year: net expenses of €6.8 million) from valuation effects and the realization of currency hedges.

This resulted in a decline in earnings before interest and taxes (EBIT) of 17.6% to €370.6 million compared to the previous year; the corresponding margin was 13.3% (previous year: 16.2%). This development reflects the higher amortization resulting from the full-year consolidation of Polyplus as well as the increase in extraordinary items to –€106.7 million (previous year: –€99.1 million). This increase resulted primarily from expenses for efficiency measures, which overlapped with the associated savings in the reporting year, as well as from expenses for various corporate projects or in connection with the latest acquisitions. The development of EBIT is also attributable to the decline in gross profit, driven by higher amortization and the aforementioned reduced capacity utilization and increased operating costs in the areas of sales and research and development.

The financial result was -€151.3million in 2024, compared to -€47.6million in the previous year. The previous year's result was influenced by non-cash-effective income of €71.5million, predominantly from the reporting date valuation of the share-based earn-out liability in connection with the acquisition of BIA Separations. This effect was largely eliminated in the reporting year and amounted to €1.6million. After adjustment for this factor, net financing costs increased to -€152.9million (previous year: -€119.0million), which is mainly due to higher interest payments compared to the previous year.

In the reporting year, tax expenses amounted to €40.7million (previous year: €89.2million). In relation to the reported earnings before taxes, the tax rate was 18.6% (previous year: 22.2%).

Net result fell by 42.9% to €178.5million (previous year: €312.7million), and the net result attributable to shareholders of Sartorius Stedim Biotech S.A. declined by 43.6% to €175.1million (previous year: €310.3million).

Statement of Profit or Loss

| € in millions | 2024 | 2023 | Δ in % |
|---|----------|----------|--------|
| Sales revenue | 2,780.0 | 2,775.5 | 0.2 |
| Cost of sales | -1,573.3 | -1,541.5 | -2.1 |
| Gross profit on sales | 1,206.7 | 1,234.0 | -2.2 |
| Selling and distribution costs | -479.8 | -448.9 | -6.9 |
| Research and development costs | -144.1 | -129.5 | -11.3 |
| General administrative expenses | -168.7 | -167.1 | -1.0 |
| Other operating income and expenses | -43.6 | -39.1 | -11.4 |
| Earnings before interest and taxes (EBIT) | 370.6 | 449.5 | -17.6 |
| Financial income | 45.4 | 94.4 | -51.9 |
| Financial expenses | -196.7 | -141.9 | -38.6 |
| Financial result | -151.3 | -47.6 | n.m. |
| Profit before tax | 219.2 | 401.9 | -45.5 |
| Income taxes | -40.7 | -89.2 | 54.3 |
| Net result | 178.5 | 312.7 | -42.9 |
| Attributable to: | | | |
| Equity holders of SSB S.A. | 175.1 | 310.3 | -43.6 |
| Non-controlling interest | 3.4 | 2.4 | 41.4 |

The previous year's figures have been revised due to finalization of the purchase price allocation for Polyplus.

Earnings

The Sartorius Stedim Biotech Group uses EBITDA - earnings before interest, taxes, depreciation, and amortization - as its 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 344.

Reconciliation Between EBIT and Underlying EBITDA

| € in millions | 2024 | 2023 |
|-------------------------------|-------|-------|
| EBIT | 370.6 | 449.5 |
| Extraordinary items | 106.7 | 99.1 |
| Depreciation and amortization | 301.7 | 236.8 |
| Underlying EBITDA | 779.0 | 785.4 |

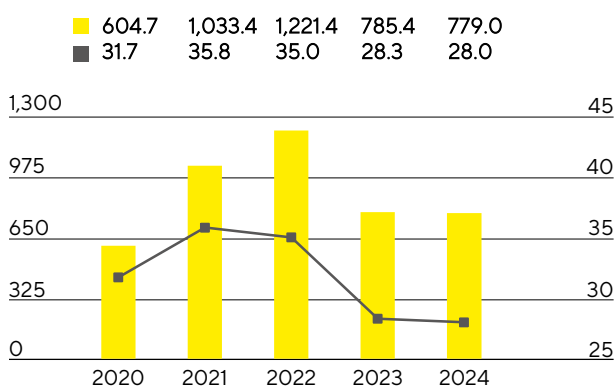
The previous year's figures have been revised due to finalization of the purchase price allocation for Polyplus.

Extraordinary Items

| € in millions | 2024 | 2023 |
|----------------------------------|--------|-------|
| Efficiency measures | -96.3 | -74.2 |
| M&A projects Integration costs | -7.8 | -21.1 |
| Other | -2.6 | -3.8 |
| Group | -106.7 | -99.1 |

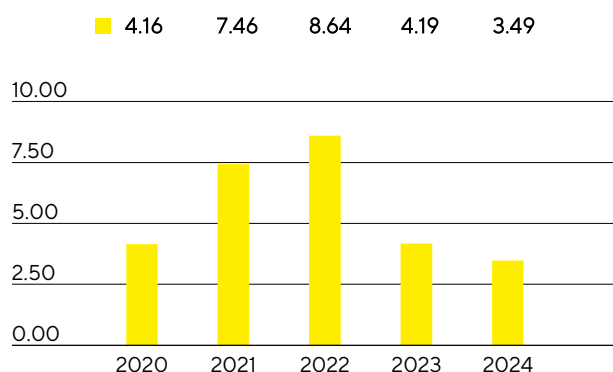
At €779.0million, underlying EBITDA in the reporting year came in slightly below the prior year's level of €785.4million. The resulting margin was 28.0% (previous year: 28.3%) and thus remained at a high level. The dampening effect of the planned reduction of own inventories and the associated lower capacity utilization was offset by positive contributions from the efficiency program.

Underlying EBITDA¹ and Margin



■ Underlying EBITDA in millions of €
 ■ Underlying EBITDA margin in %

Underlying Earnings per Share² 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 declined from €385.9 million in 2023 to €337.5 million in fiscal 2024. This figure forms the basis for profit appropriation and is calculated by adjusting for extraordinary items, excluding amortization of €116.7 million (previous year: €90.3 million), and is based on a normalized financial result and normalized tax rate (see Glossary). Underlying earnings per share decreased by 16.7% from €4.19 a year earlier to €3.49.

| € in millions | 2024 | 2023 ¹ |
|---|---------------|-------------------|
| EBIT (operating result) | 370.6 | 449.5 |
| Extraordinary items | 106.7 | 99.1 |
| Amortization IFRS 3 | 116.7 | 90.3 |
| Normalized financial result² | -133.2 | -114.1 |
| Normalized income tax (26%) ³ | -119.8 | -136.4 |
| Underlying net result | 340.9 | 388.3 |
| Non-controlling interest | -3.4 | -2.4 |
| Underlying net result after non-controlling interest | 337.5 | 385.9 |
| Underlying earnings per share (in €) | 3.49 | 4.19 |

1 The previous year's figures have been revised due to finalization of the purchase price allocation for Polyplus.

2 Financial result excluding fair value adjustments of hedging instruments and currency effects relating to financing activities and change in valuation of earn-out liability.

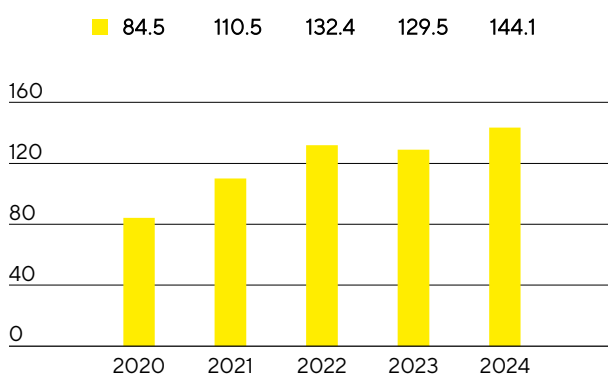
3 Normalized income tax based on the underlying profit before taxes and amortization.

See Glossary on page 344 for the definitions of the totals listed above.

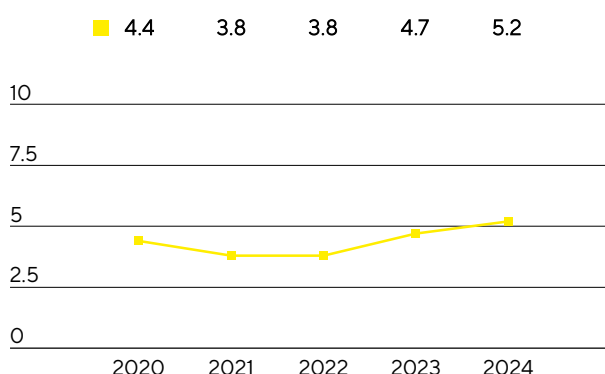
Research and Development

Sartorius Stedim Biotech expands its existing product groups through continuous innovations and further developments, while also enhancing its product portfolio by integrating new technologies and through cooperations. In 2024, the Group spent €144.1 million for research and development (R&D), corresponding to an increase of 11.3% compared to the previous year's investment of €129.5 million. The ratio of R&D expenses to sales revenues was 5.2% (previous year: 4.7%). The gross R&D ratio of 8.0% was above the prior-year ratio of 7.4%; this ratio is even more meaningful for the assessment of innovation-related expenses and includes capitalized development costs of €79.6 million (previous year: €75.4 million) that are disclosed in the statement of financial position.

Research and Development Costs
€ in millions



Research and 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 2024 totaled 158 compared with 216 in the previous year. As a result of the applications submitted in the past years, the company was issued 351 patents and trademarks (previous year: 307). As of the balance sheet date, there was a total of 5,398 patents and trademarks in the portfolio (previous year: 4,913).

| | 2024 | 2023 |
|---|------|------|
| Number of patent and trademark applications | 158 | 216 |
| Registered patents and trademarks | 351 | 307 |

Capital Expenditures

In the reporting year, Sartorius Stedim Biotech continued its multiyear investment program, which, in addition to expanding research and production capacities, is aimed at further diversifying the production network and make it more flexible. The pace of implementation of individual measures was adjusted in line with the development of demand and the overall time frame was extended. At €339.8million, capital expenditures in 2024 were significantly below the previous year's figure of €473.6million, and the corresponding ratio of capital expenditures (Capex) to sales revenue decreased to 12.2% (previous year: 17.1%).

The production expansion for sterile disposable bags together with the build-up of an extended warehouse at the Aubagne site in France was among the larger projects in the reporting year.

In Goettingen, Germany, the expansion of membrane and filter manufacturing capacity continued, and additional laboratory space for product development was put into operation.

Further investments were also made at the site in Freiburg, Germany, where a center of excellence for components used in the manufacture of cell and gene therapies is being built.

To better meet customer demand, particularly in the Asia|Pacific region, and to expand regional value creation, Sartorius continued construction of its new facility in Songdo, South Korea, during the reporting year. Upon completion, cell culture media and sterile consumables will be produced here. Additionally, the new location, situated in the heart of a biopharma park, is planned to include a technology center for customer consulting and product demonstrations, as well as laboratory space.

Sartorius Stedim Biotech primarily finances its investment program through operational cash flows and available cash.

Capital Expenditures

| in millions of € unless otherwise specified | 2024 | 2023 |
|---|---------|---------|
| Sales revenue | 2,780.0 | 2,775.5 |
| Capital expenditures | 339.8 | 473.6 |
| Capital expenditures as % of sales revenue | 12.2 | 17.1 |

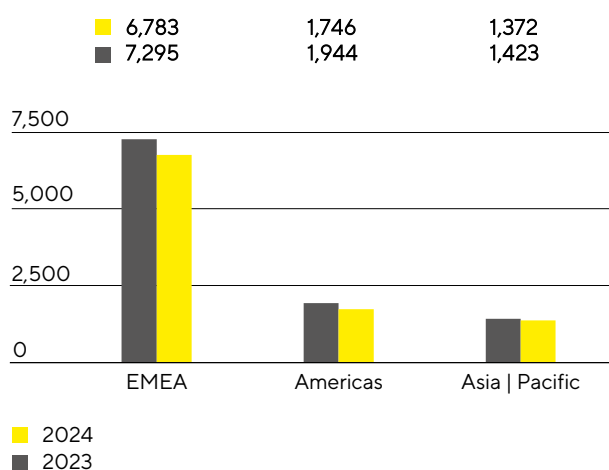
Employees

The following chapter contains information in grey that is typical for a management report and also covers reporting requirements under the ESRS.

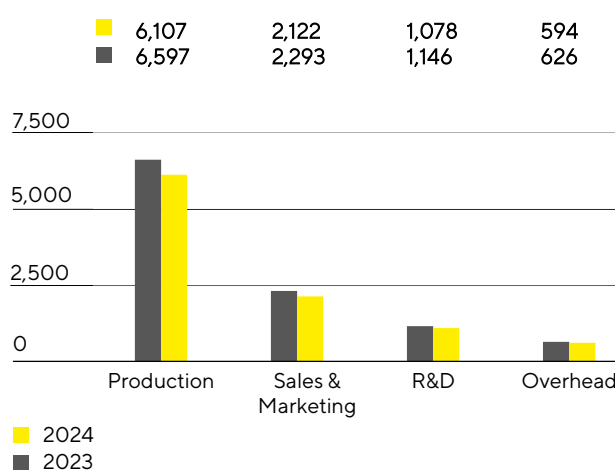
The following employee figures include all employees of the Sartorius Stedim Biotech, except for vocational trainees, interns, permanently absent employees, and employees in partial retirement. Employee figures are shown as headcount and not as full-time equivalents.

[ESRS 2 SBM-1.40 a) iii.] As of December 31, 2024, Sartorius Stedim Biotech had a total of 9,901 employees in 29 countries worldwide. This was 761 employees or 7.1% less than on December 31, 2023. The reduction resulted primarily from the expiry of fixed-term employment contracts and regular attrition.

Employees by Region



Employees by Function



[ESRS 2 SBM-1.40 a) iii.] The number of employees in the EMEA region fell by 7.0% in 2024 versus December 2023, taking the figure to 6,783. In France, Sartorius Stedim Biotech had 1,409 employees at the end of the reporting year, which corresponds to 14.2% of the total workforce.

In the Americas, Sartorius Stedim Biotech had 1,746 employees as of December 31, 2024, representing a decrease of 10.2%. The number of employees in the Asia | Pacific region fell by 3.6% to 1,372.

At the end of 2024, approximately 62% of all Sartorius Stedim Biotech employees worked in production. Headcount decreased by 7.4% year over year to 6,107.

At the end of the year, 2,122 people were employed in marketing and sales, representing a decrease of 7.5% and a share of around 21% of the total workforce.

Almost 11% of all employees worked in R&D. This corresponded to a year-on-year decrease of 5.9%, bringing the total number of employees to 1,078.

As of the reporting date, 594 people worked in administrative positions. This corresponds to a decrease of 5.1% compared with the same date of the previous year and to 6% of all Sartorius Stedim Biotech employees.

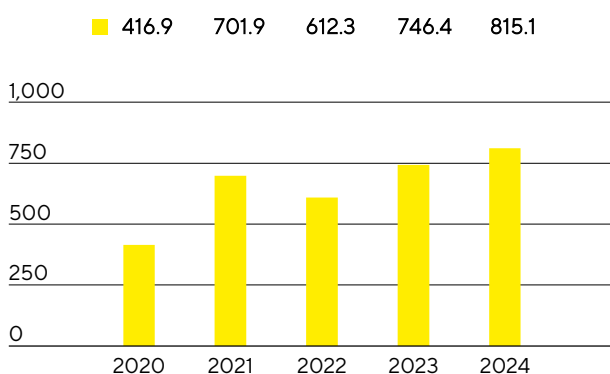
Further information on employees can be found in the Sustainability Statement starting on page 81.

2.5 Net Worth and Financial Position

Cash Flow

Cash flow from operating activities rose by 9.2% to €815.1million in 2024 (previous year: €746.4million). In addition to the development of earnings, this reflects the particular focus on working capital¹ optimisation.

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 multiyear investment program, although the timing of certain expansion projects has been partially adjusted to take into account the respective demand situation. Cash outflows from investing activities decreased as expected by 29.4% to €340.0million (previous year: -€481.8million). As no acquisitions were made in 2024, the cash flow from investment activities and acquisitions was also -€340.0million, whereas the previous year's figure of -€2,722.7million was significantly impacted by acquisition-related expenses in connection with the purchase of Polyplus.

As a result of the successful capital increase in February 2024, cash flow from financing activities was €84.9million compared to €1,986.1million in the previous year. This also included dividend payments for the 2023 financial year in the amount of €68.0million (previous year: €133.9million). The majority of the proceeds from the capital increase of €1.2billion (see Notes, section 22) were used to repay loans with the parent company Sartorius AG and its affiliate Sartorius Finance B.V.

Cash Flow Statement

| € in millions | 2024 | 2023 |
|--|---------|----------|
| Cash flow from operating activities | 815.1 | 746.4 |
| - thereof change in net working capital | 214.2 | 201.0 |
| Cash flow from investing activities and acquisitions | -340.0 | -2,722.7 |
| Cash flow from financing activities | 84.9 | 1,986.1 |
| Cash and cash equivalents | 678.9 | 116.6 |
| Gross debt | 2,869.5 | 3,681.8 |
| Net debt | 2,190.6 | 3,565.2 |

¹ Sum of inventories and trade receivables.

Consolidated Statement of Financial Position

The balance sheet total of the Sartorius Stedim Biotech Group increased by €526.4 million to €8,256.4 million at the end of fiscal 2024. The increase is largely due to the rise in non-current assets by €200.5 million to €6,515.4 million, mainly as a result of the increase in property, plant, and equipment due to the continuation of the multiyear investment program. At €1,741.0 million, current assets were also above the previous year's figure of €1,415.1 million, primarily driven by the increase in cash and cash equivalents as a result of the successful capital increase carried out at the beginning of February 2024, which generated net proceeds of €1.2 billion. In contrast, a significant reduction in inventories driven by focused working capital management led to a decrease in working capital to €950.8 million as of December 31, 2024 (previous year: €1,176.1 million).

Key Working Capital Figures

| in days | | 2024 | 2023 |
|--|-------|------|------|
| Days inventories outstanding | | | |
| Inventories sales revenue ¹ | x 360 | 89 | 113 |
| Days sales outstanding | | | |
| Trade receivables sales revenue ¹ | x 360 | 34 | 38 |
| Days payables outstanding | | | |
| Trade payables and contract liabilities sales revenue ¹ | x 360 | 68 | 64 |
| Net working capital days | | | |
| Net working capital ² sales revenue ¹ | x 360 | 55 | 87 |

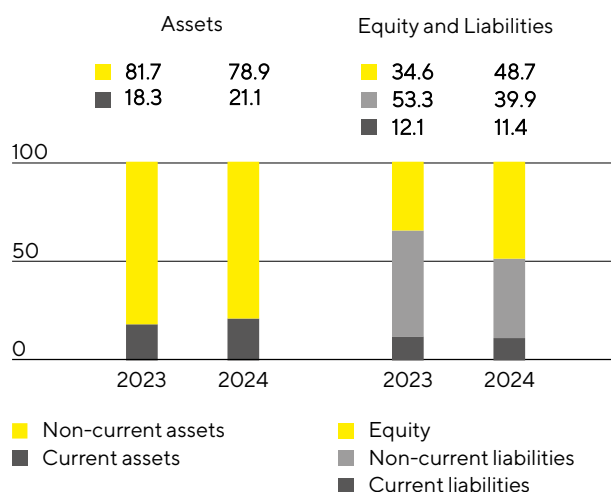
1 Including pro forma sales from acquisitions in 2023.

2 Sum of inventories and trade receivables less the trade payables and contract liabilities.

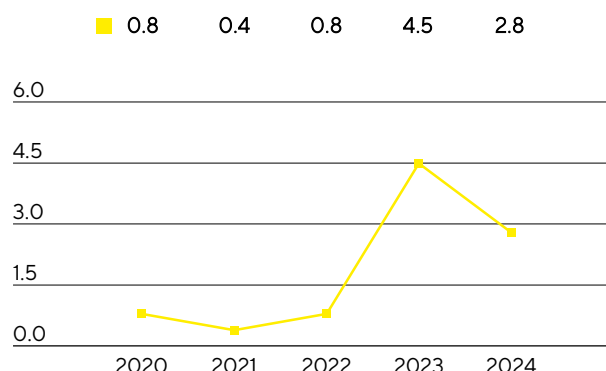
Particularly as a result of the aforementioned capital increase, equity grew by €1,350.0 million to €4,023.8 million as of year-end. The equity ratio, defined as the quotient of equity to the balance sheet total, rose to 48.7% (previous year: 34.6%).

The Group's non-current liabilities declined from €4,119.0 million to €3,293.8 million in the reporting year, mainly attributable to the prepayment of loans from the proceeds of the equity measure. Current liabilities increased slightly by €1.5 million to €938.8 million.

Balance Sheet Structure¹ in %



Ratio of Net Debt² to Underlying EBITDA³



¹ The previous year's figures have been revised due to finalization of the purchase price allocation for Polyplus.

² The net debt excludes the liability for the remaining purchase price for acquisitions; 2024: €79.6 million, 2023: €80.6 million, 2022: €245.1 million, 2021: €518.7 million, 2020: €127.8 million.

³ EBITDA includes underlying pro forma EBITDA contributed by acquisitions for this period.

Gross debt, mainly consisting of loans from the parent company Sartorius AG and its affiliate Sartorius Finance B.V., and lease liabilities, declined to €2,869.5 million as of December 31, 2024, compared to €3,681.8 million at the end of 2023. Net debt, defined as gross debt less cash and cash equivalents, was €2,190.6 million, compared to €3,565.2 million a year ago. This reduction was mainly driven by the capital increase and the associated repayment of loans as well as an increase in cash and cash equivalents.

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 calculated as the ratio of net debt to underlying EBITDA over the past 12 months, including the pro forma contributions of acquisitions during this period. As of December 31, 2024, this leverage ratio improved to 2.8 (previous year: 4.5), following the capital increase and adjustments to the timing of certain expansion projects.

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

| € in millions | 2024 | 2023 |
|--|----------------|----------------|
| Non-current | | |
| Loans and borrowings | 2,684.4 | 3,509.7 |
| Lease liabilities | 120.6 | 93.1 |
| Current | | |
| Loans and borrowings | 39.5 | 57.7 |
| Lease liabilities | 25.0 | 21.4 |
| Gross debt | 2,869.5 | 3,681.8 |
| Cash and cash equivalents | 678.9 | 116.6 |
| Net debt | 2,190.6 | 3,565.2 |
| Underlying EBITDA (12 months) | 779.0 | 785.4 |
| + Pro forma EBITDA (12 months) | 0.0 | 14.7 |
| Pro forma Underlying EBITDA (12 months) | 779.0 | 800.0 |
| Ratio of net debt to underlying EBITDA | 2.8 | 4.5 |

Financing|Treasury

Sartorius Stedim Biotech meets its operational and strategic financing needs through a combination of operating cash flows and the assumption of short-, medium- and long-term financial liabilities. The objective is to ensure financial flexibility and to reduce the Group's financial risks while optimizing associated financing costs (see Note 37 for details).

As of December 31, 2024, the company's financial flexibility is primarily supported by cash and cash equivalents totalling €678.9 million, along with a credit line of €260 million provided by the parent company Sartorius AG, of which €0.2 million have been utilized. The Group had access to short-term bilateral credit lines provided by banks until further notice at variable interest rates. These facilities totalled approximately €111 million and were not used to a material extent. Together, these resources ensure that Group entities have sufficient funds to cover any short-term financing requirements (see Note 41 for details).

Long-term funding instruments are mainly provided via loans by the parent company Sartorius AG and its affiliate Sartorius Finance B.V., an entity wholly owned and controlled by Sartorius AG. As at the reporting date, the outstanding loan agreements totaled €2.7 billion, all at fixed-interest rates, with a wide range of maturities extending up to 2035 (see Note 32 for details).

Corporate financing was supplemented in the reporting year through the completion of a capital increase with net proceeds of €1.2 billion. These funds were used to prepay several loans provided by Sartorius AG and its affiliate Sartorius Finance B.V. and to strengthen the liquidity position (see Note 22 for details).

Key financial risks include foreign exchange risks and interest rate risks. The company uses currency hedging transactions to mitigate effects of exchange rate fluctuations from its global business activities (see Note 39 for details). At year-end, there were foreign exchange contracts with a volume of around €419.8 million, with a negative market value of €15.5 million. There were no interest rate hedges as of the reporting date (see Note 40 for details).

Assessment of Economic Position

The business outlook published in January 2024 was based in particular on the assumption that the positive demand momentum seen in the second half of 2023 would continue. Contrary to this expectation, the life science industry presented a mixed picture in the first half of 2024, with no stable positive momentum. In some product groups in the consumables segment, for example, the subdued demand persisted longer than expected, which was mainly due to the unforeseeable multiple corrections of target inventories on the customer side. Furthermore, customers across the industry continued to hold back on investments in bioprocessing equipment, and the Chinese market remained at a low level. In view of the business performance in the first half of the year, which fell short of expectations, the company's management adjusted its growth and earnings forecast for the Group in July 2024. In the third quarter, demand picked up again and gained further momentum in the final quarter.

Due to the dynamics described above, Group sales revenue in 2024 was slightly above the previous year's level, with an increase in constant currencies by 0.6% to €2,780.0 million (reported: +0.2%), and in line with the adjusted forecast from July, whereas the original January forecast was not met. The corresponding underlying EBITDA margin of 28.0% was within the range published in July and correspondingly below the January forecast.

As planned, the ratio of net debt to underlying EBITDA fell to 2.8 in the reporting year and was therefore in line with the guidance issued in January and July.

At 12.2%, the ratio of capital expenditures to sales revenue was also below the previous year's level and in line with the January and July forecasts, reflecting adjustments to the timing of certain expansion projects.

Projected | Actual Comparison for the Year 2024

| | Actual | Guidance | Guidance | Guidance | Actual |
|--|--------|---|---|---|--------|
| | 2023 | January 2024 | April 2024 | July 2024 | 2024 |
| Sartorius Stedim Biotech Group | | | | | |
| | | | | Sales revenue to remain at prior-year level, with a bandwidth of low single-digit negative to low single-digit positive sales development | |
| Sales growth ¹ | -18.7% | Mid to high single-digit percentage range | Mid to high single-digit percentage range | | 0.6% |
| Underlying EBITDA margin in % | 28.3% | Above 30% | Above 30% | 27 to 29% | 28.0% |
| Net debt to underlying EBITDA | 4.5 | ~3.5 ² | slightly below 2.5 ² | 2.5 ² to 3.0 ² | 2.8 |
| Capital expenditures as % of sales revenue | 17.1% | ~13.0% | ~13.0% | ~12.0% | 12.2% |

¹ In constant currencies.

² Possible acquisitions are not considered.

The July forecast for the Group was fully confirmed in the unaudited financial report the figures for the first nine months to the end of September 2024.