

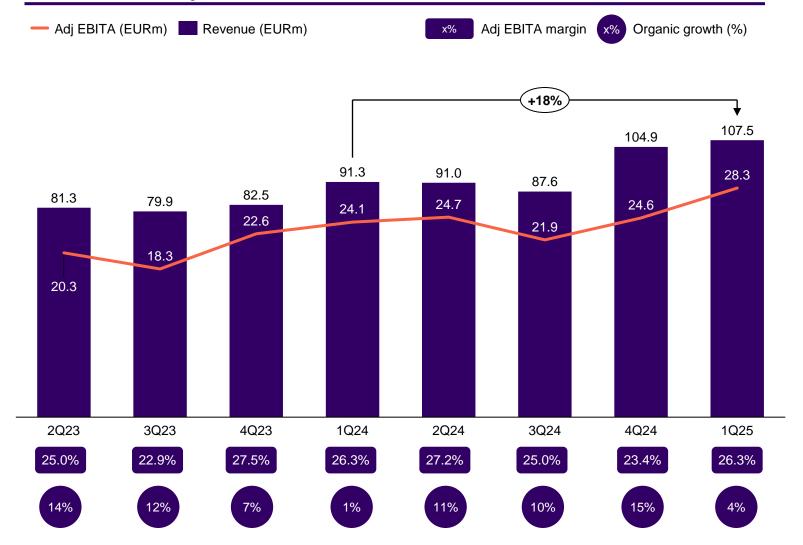
Q1 Highlights

- / Strong earnings growth
- Organic growth impacted by final AOP adjustment
- / First day of trading in Large Cap segment on Nasdaq Main Market
- / Well-positioned with attractive market exposure in uncertain world



Strong adjusted EBITA growth in the quarter

Revenue and Adj. EBITA



Q1 development

Net revenue

- / 18% revenue growth to EUR 107.5m
- / 4% organic growth impacted by final adjustment of annual ordering programme
- / 12% contribution from acquisitions and 1% contribution from currency movements

Adjusted EBITA

- / 18% adjusted EBITA growth to EUR 28.3m
- / Margin at 26.3%



Specialty Pharma

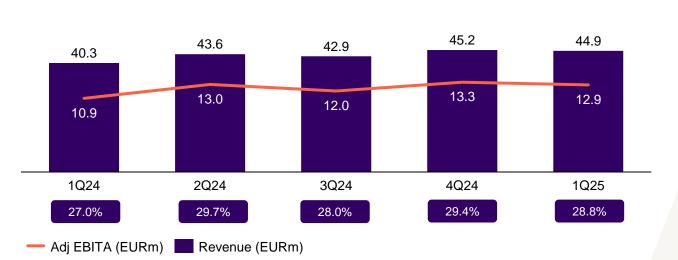
10% Organic growth

Double-digit growth with strong performance in Specialty Pharmaceuticals and Dermatology

19% Adj. EBITA growth

- / Continued positive momentum supported by new product launches and market share gains
- / Margin improvement driven by operational leverage and positive mix

Revenue and Adj. EBITA







MedTech

-7% Organic growth

Organic decline due to final adjustment of US orthopaedics annual ordering program - high single-digit growth in EMEA and APAC

16% Adj. EBITA growth

- MedTech orthopaedics completed 41 in-person trainings with 564 participants in the quarter and +1,000 participants in virtual trainings
- Strong growth in MedTech dental completed bolt-on acquisition to strengthen presence in US

Revenue and Adj. EBITA





Veterinary Services

12% Organic growth

/ Strong organic growth with continued positive momentum

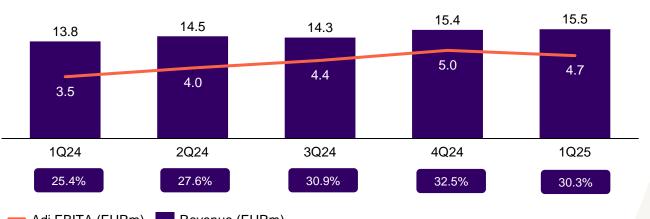
/ Launched new services platform to strengthen presence in US

34%Adj. EBITA growth

400 new members reaching 8,800 members by end of Q1

Strong profitability benefits from revenue growth and positive mix

Revenue and Adj. EBITA





— Adj EBITA (EURm) Revenue (EURm)



Diagnostics

16% Organic growth

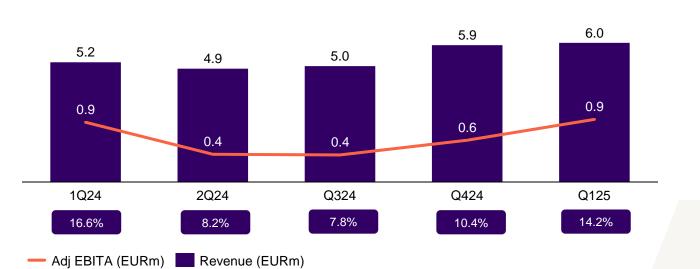
Continued double-digit organic growth driven by livestock diagnostics offering

-1%Adj. EBITA

decline

Profitability reflects investments in diversifying the business into companion animal diagnostics market

Revenue and Adj. EBITA



2024 Sustainability (ESG) highlights



Planet

Reduce climate impact and foster a responsible value chain. -13%

Emissions in Scope 1&2 (CO₂e)

65k

Emissions in Scope 1, 2 & 3 (CO₂e)

94%

Material suppliers assessed against our standards (Supplier Code)

People

Create a great place to work.

29 eNPS 41%

Female senior leaders

100%

Employees trained in ethics

Animals

Drive innovation to improve animal welfare and reduce AMR.

40,000

Educated animal health professionals

82

New products

427

Products reducing use of antimicrobials



EURm	Q1 2025 January – March	Q1 2024 January – March
Adjusted EBITA	28.3	24.1
Adjusted EBITA margin (%)	26.3%	26.3%
Items affecting comparability	-7.0	-5.1
PPA related amortisation	-5.7	-5.6
Operating profit (EBIT)	15.6	13.4
EBIT margin (%)	14.5%	14.6%
Net financial items	-7.5	-7.9
Profit before tax	8.1	5.5
Tax	-3.4	-1.8
Profit for the period	4.7	3.7

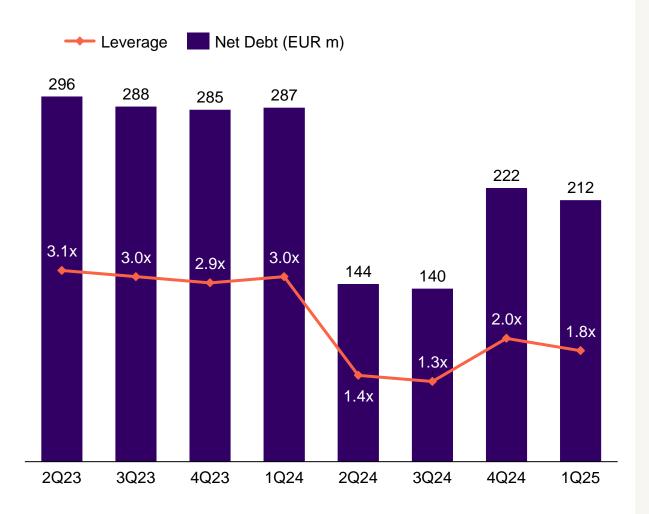
Q4 Income Statement

- / Operating profit (EBIT) EUR 15.6m (13.4)
- / Items affecting comparability EUR -7.0m (-5.1)
 - Litigation legal costs in MedTech
 - M&A costs in MedTech related to iM3
- / Net financial items of EUR -7.5m (-7.9)
- Finance expense EUR -5.0m interest rate 5.1%
- Contingent considerations quarterly discounting impact EUR -1.5m and impact of EUR -2.8m from probability adjustments
- Positive FX impact EUR 1.3m from revaluation of debt non-cash effect
- / Tax expense EUR -3.4m (-1.8)

EURm	Q1 2025 January – March	Q1 2024 January – March
EBIT	15.6	13.4
Cash flow from operating activities before change in NWC	22.5	13.2
Change in NWC	-5.4	-2.1
Cash flow from operating activities	17.1	11.2
Cash flow from investing activities	-12.6	-6.1
Cash flow from financing activities	-9.2	-4.1
Cash flow for the period	-4.6	1.0
Cash and cash equivalents	60.1	38.1

Q1 Cash Flow

- / NWC EUR 94.3m at 23% of revenues per end of March
- / Compared to end of December 2024, net working capital decreased by EUR 5.8m driven by higher payables
- / Cash flow from operating activities EUR 17.1m (11.2)
- / Cash flow from investing activities EUR -12.6m (-6.1)
- / Cash flow from financing activities EUR -9.2m (-4.1)



Net Debt and Leverage

- / Net debt per 31 March 2025 EUR 212.2m
- / Cash and cash equivalents EUR 60.1m
- / Net Debt / LTM Proforma Adjusted EBITDA 1.8x

Concluding remarks

- / Attractive exposure to resilient and growing market
- /Limited impact from tariffs
- / Continuing to execute a robust strategy
- /Well-positioned in uncertain world



Q&A

