

JPMORGAN

44th Annual Healthcare Conference

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BIOMÉRIEUX

PIONEERING DIAGNOSTICS

Agenda

01 bioMérieux – Company Profile

02 **GO·28** Strategic Plan – Reminder & Updates

03 **GO·28** Growth Drivers

04 **GO·28** Higher Profitability

05 Wrap Up

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bioMérieux Company profile



PIONEERING DIAGNOSTICS

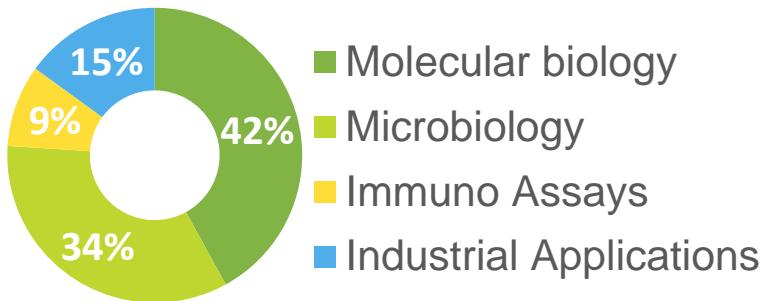
bioMérieux – Company Profile

A world leader in the field of *in vitro* diagnostics

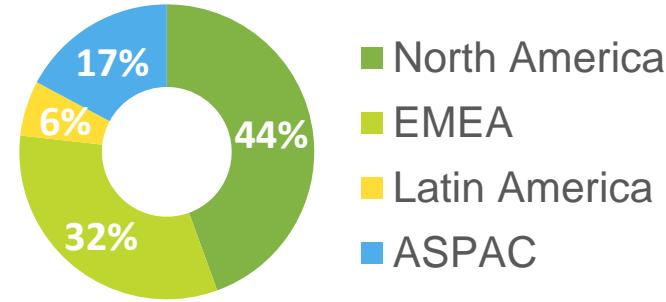
€4bn revenues in 2024

+50% vs 2019 | +€1.3bn

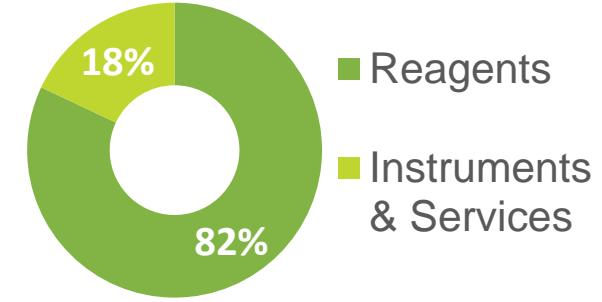
Balanced Business



Geographically Diversified



Recurring Revenues



Leading market positions supported by innovation focus

- **#1 player in Highplex Molecular**
- **#1 player in Microbiology**
- **#2 player in Industrial Applications**

INNOVATION FOCUSED

12% of sales invested in R&D

Serving human health and consumer safety

CLINICAL DIAGNOSTICS

Human Health

85% of Sales

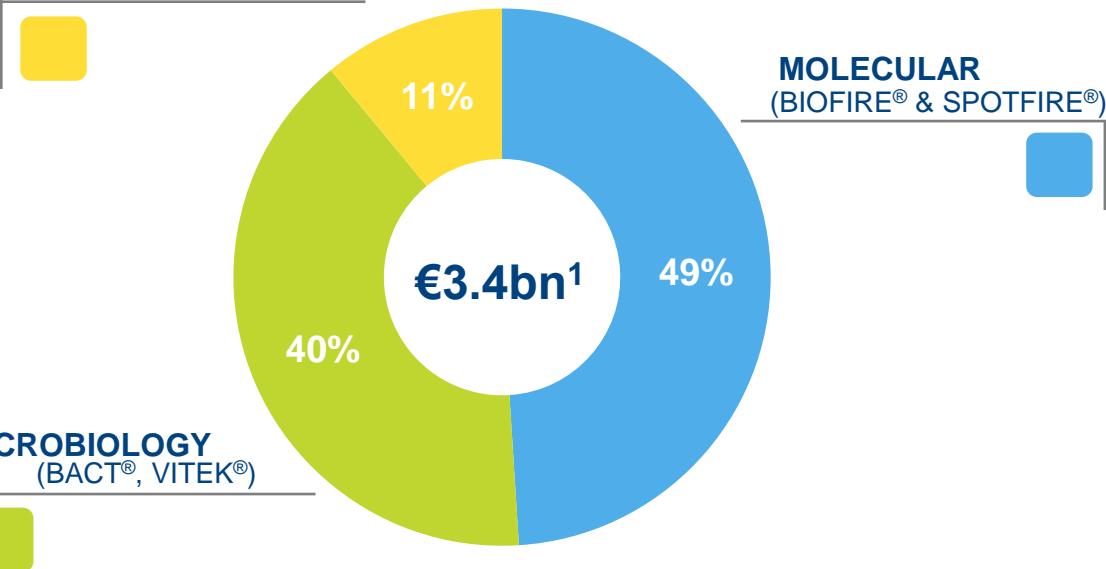
Hospitals

Commercial Labs

Point of Care

Patient testing
mainly for infectious diseases
and antibiotic susceptibility

IMMUNOASSAYS (VIDAS®)



INDUSTRIAL DIAGNOSTICS

Consumer Safety

15% of Sales

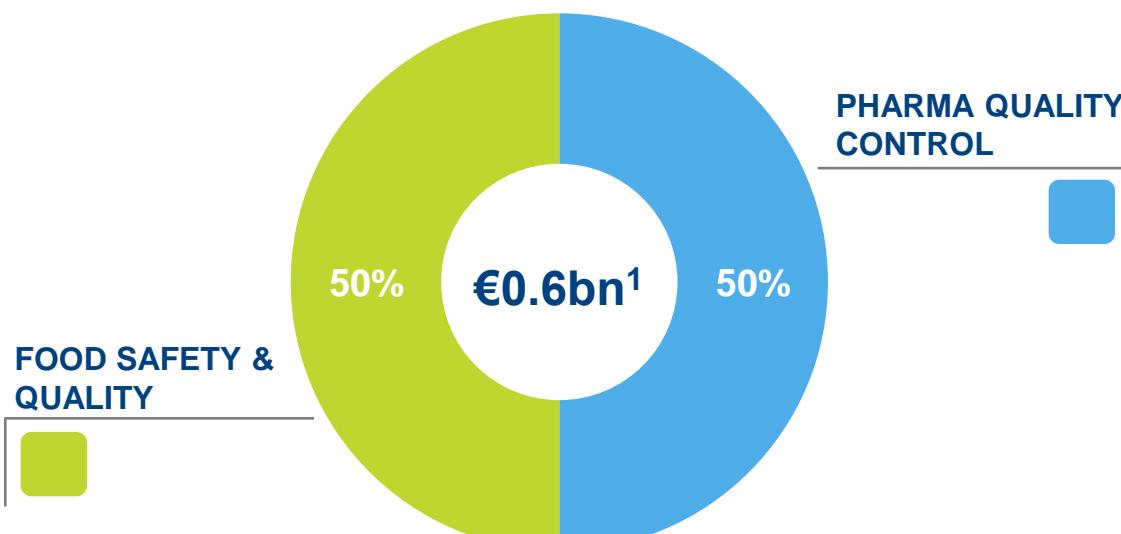
Pharma companies
& biotechs

Food processors &
external labs

Safety testing & environmental monitoring

Microbial safety risk detection & microbial
quality control

FOOD SAFETY & QUALITY





GP·28

Strategic Plan Reminder & updates

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GO•28: a strategic plan over 24/28 aimed at delivering profitable and sustainable growth to further support bioMérieux commitment to public health

GO•28 BIOMÉRIEUX STRATEGIC PLAN



Sales

+7%¹ CAGR over 2024/2028



cEBIT²

- +340bps¹ margin improvement (28 vs 23)
- 10% yoy organic growth over the plan



Teams

1st quartile of healthcare industries for employees' engagement



GHG

-50% GHG absolute emissions reduction in 2030 vs 2019 (Scope 1&2)

Profitable growth trajectory



2024

SALES €4bn +10% vs 2023
CEBIT² €673m +20% vs 2023

2025 GUIDANCE¹

SALES +5.5% - +6.5% vs 2024
CEBIT² +12% - +18% vs 2024

¹ At constant Exchange Rate

² Contributive EBIT

GO·28

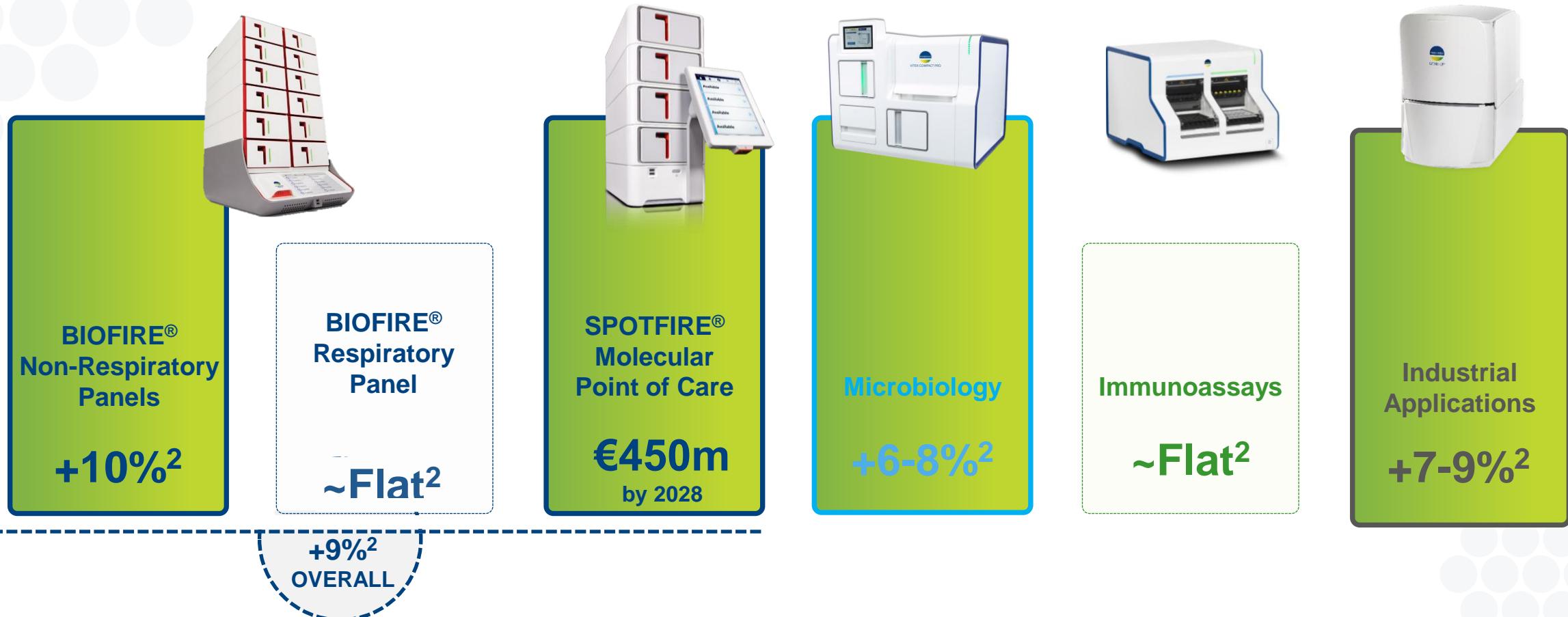
Growth Drivers



PIONEERING DIAGNOSTICS

+7%¹ CAGR sales growth over 2024/2028, supported by four growth drivers

MOLECULAR



+7%¹ AVERAGE ANNUAL ORGANIC SALES GROWTH

¹ At constant Exchange Rate

² CAGR sales growth over the period 2024 / 2028 at Constant Exchange Rate

Growth Driver #1

BIOFIRE® Non-Respiratory panels: growth driven by leading position and superior solution



GO•28 Target
+10%¹ CAGR

23/25
guidance²
+13%¹ CAGR

High Plex
Non-Respiratory market³

~€600m
2024

~+12%
24/28 CAGR

Market Leader

- ~75% market share
- Largest installed base in the market (27k units – Dec 24)

Best in Class Solution

- Fast Time to Result: ~1 hour (non-RP)
- Largest menu- 7 panels⁴ available WW
- 5-Star customer service: regional repair centers

Leverage & expand the installed base

- Panels cross selling
- Globalisation OUS

¹ At constant Exchange Rate

² +17% actual organic sales growth in 2024 and +10% organic sales growth in 2025 (as per the 2025 guidance)

³ Estimates based on external market studies & internal analysis

⁴ Gastro Intestinal, Meningitis, Pneumonia, Joint Infection, Blood Infection, Respiratory, Tropical Fever

Growth Driver #2

SPOTFIRE® : an innovative solution positioning **bioMérieux** as a significant player in the PoC market



GO•28 Target
€450m

25 guidance
~€170¹m
~+80%²

**Molecular CLIA Waived
PoC market³**

~€3bn
2024

~+5%
24/28 CAGR

Successful start - 2 years after launch

- 5,500 instruments as of Sept 30th 2025
- 5%+ market share end of 2025 (~€170m)

Unique features

- CLIA Waived
- Fastest Time To Result on the market: ~15mns
- Most comprehensive respiratory menu:
 - 5-plex / 15-plex
 - Strep A embedded

Room for further growth

- **Menu expansion:** Vaginitis, Sexually Transmitted Infection, Meningitis...
- **International development:** 25 countries, Japan #2 market

¹ 2025 guidance

² 2025 guidance vs 2024 actual

³ Estimates based on external market studies & internal analysis

Growth Driver #3

Microbiology: addressing the growing Antimicrobial Resistance (AMR) challenge



GO•28 Target
+6/8%¹ CAGR

23/25
guidance²
+6%¹ CAGR

Microbiology market³

~€3bn
2024

~+5/6%
24/28 CAGR

Market leader

- 40% market share
- #2 player: ~35%

Market growth driven by AMR/AMS⁴ trend

- > 1m deaths per year as a result of AMR
- Expected to reach ~10m by 2050

Innovation focus

- **New instruments launches:** VITEK® MS Prime, VITEK® Reveal™, VITEK® Compact Pro
- **Continuous refresh** of existing reagents & software

¹ At constant Exchange Rate

² +8.3% actual organic sales growth in 2024 and ~+3% organic sales growth in 2025 (as per the 2025 guidance)

³ Estimates based on external market studies & internal analysis

⁴ Antimicrobial Stewardship

Growth Driver #4

Industrial applications: serving growing needs in consumer safety and patient health



GO•28 Target
+7/9%¹ CAGR

23/25
guidance²
+9%¹ CAGR

Food S&Q
market³
~€2bn
2024

~+5%
24/28 CAGR

Pharma QC
market³
~€2.3bn
2024

~+10%
24/28 CAGR

Leading market positions

- #2 player in the market

Strong underlying macro-trends

- Growing and ageing population to feed & cure
- Worldwide increase in regulatory pressure

Innovation & expansion in promising segments

- From risk detection to prevention
- Endotoxins
- Mycoplasma
- Gene-up® typer

¹ At constant Exchange Rate

² +9% actual organic sales growth in 2024 and ~+9% organic sales growth in 2025 (as per the 2025 guidance)

³ Estimates based on external market studies & internal analysis

Delivering our innovation pipeline along the plan



Clinical Applications

	2024	2025
 SPOTFIRE® Respiratory / Sore Throat (R/ST) Panel	 SPOTFIRE® Respiratory / Sore Throat (R/ST) Panel Mini	 SPOTFIRE® Nasal Swab R/ST
 BIOFIRE® Tropical Fever Panel	 VITEK® REVEAL™ Gram Negative Blood culture (<i>US launch</i>)	 BIOFIRE® Gastrointestinal Mid
 VIDAS® Traumatic Brain Injury	 VIDAS® B12	 VITEK® COMPACT PRO
 Trusted Third Party Data solution for supply risk	 3P® CONNECT	 GENE-UP® TYPER Root cause analysis
		 SCANRDI® CELL-BURST



Industrial Applications

GO·28

Higher Profitability

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GO•Simple: a disciplined and focused plan to bring efficiency and deliver profitability improvement

Illustrative



COGS

- **Internalization**
Instruments & raw materials
- **Automation**
BIOFIRE® & SPOTFIRE® reagents
- **Procurement savings**
Comprehensive and disciplined review



50+ initiatives



G&A

- **IT nearshoring**
- **Processes automation**
- **Lean R&D organization with one unified team for Microbiology**



S&M

- On-going transformation of **Global Customer Service**
- “**Launch Excellence**” program for new products
- Design of the **new Marketing operating model**

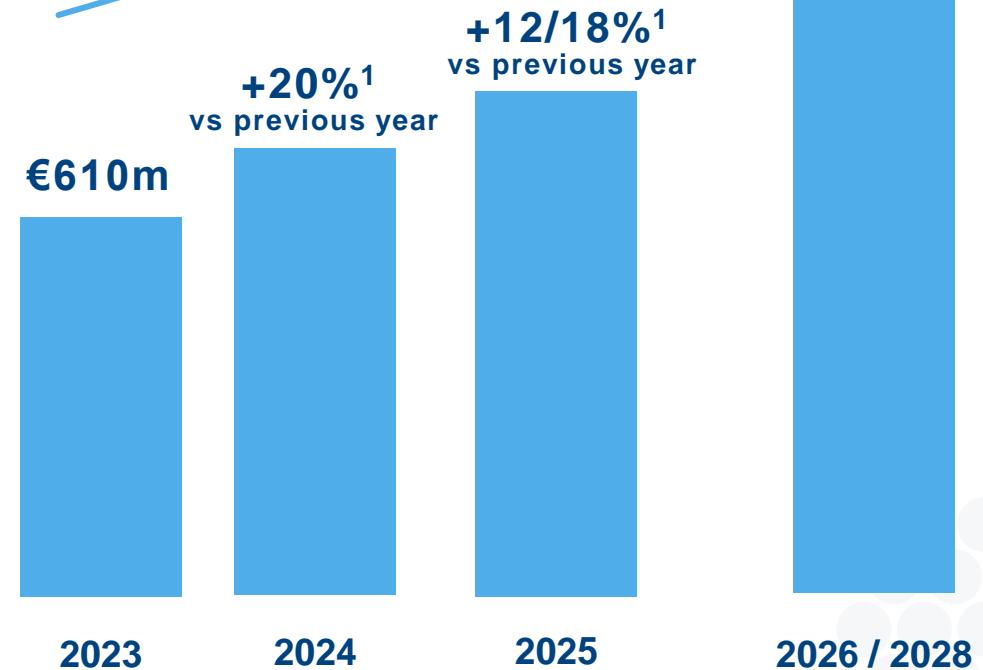
On track to reach the 340bps¹ CEBIT² margin improvement in 2028



SUPERIOR OPERATING MODEL



Target CEBIT² increase at CER¹



¹ At Constant Exchange Rate

² CEBIT: Contributive operating income before non-recurring items: operating income before non-recurring items, excluding items relating to the amortization and impairment of intangible assets related to acquisitions and acquisition-related costs.

Wrap Up



PIONEERING DIAGNOSTICS

Outlook

2025
On track to reach
the guidance

2026
Financial elements

2024 / 2028
Ambition

SALES GROWTH

- YTD Sept 25: +7.3%¹
- 25FY Guidance: +5.5% to 6.5%¹

CEBIT GROWTH

- H125 YTD: +24%¹
- 25FY Guidance: +12% to +18%¹

- **China** : improved market conditions compared with 2025, resulting in an expected mid-single-digit market decline.
- **Tariffs**: -€35m gross impact on CEBIT in 2026
- **FX**: negative impact on CEBIT with strong euro

- **Sales growth: +7% CAGR¹**
4 growth drivers with clear strategy
- **CEBIT margin: +340 bps¹**
Disciplined execution of simplification initiatives.
- **CEBIT growth: at least +10%¹**
yoY over 24/28

¹ At constant Exchange Rate