GALDERMA
EST. 1981

# H1 2025 financial results

JULY 24, 2025

# Forward-looking statements

Certain statements in this Presentation are forward-looking statements. Forward-looking statements are statements that are not historical facts and may be identified by words such as "plans", "targets", "aims", " believes", "expects", "anticipates", "intends", "estimates", "will", "may", "continues", "should" and similar expressions. These forward-looking statements reflect, at the time, Galderma's beliefs, intentions and current targets/aims concerning, among other things, Galderma's results of operations, financial condition, industry, liquidity, prospects, growth and strategies and are subject to change. The estimated financial information is based on management's current expectations and is subject to change. By their nature, forward-looking statements involve a number of risks, uncertainties and assumptions that could cause actual results or events to differ materially from those expressed or implied by the forward-looking statements. These risks, uncertainties and assumptions could adversely affect the outcome and financial consequences of the plans and events described herein. Actual results may differ from those set forth in the forward-looking statements as a result of various factors (including, but not limited to, future global economic conditions, changed market conditions, intense competition in the markets in which Galderma operates, costs of compliance with applicable laws, regulations and standards, diverse political, legal, economic and other conditions affecting Galderma's markets, and other factors beyond the control of Galderma). Neither Galderma nor any of their respective shareholders (as applicable), directors, officers, employees, advisors, or any other person is under any obligation to update or revise any forward-looking statements, whether as a result of new information, future events or otherwise. You should not place undue reliance on forward-looking statements, which speak of the date of this Presentation. Statements contained in this Presentation regarding past trends or events should not be taken as a representation that such trends or events will continue in the future. Some of the information presented herein is based on statements by third parties, and no representation or warranty, express or implied, is made as to, and no reliance should be placed on, the fairness, reasonableness, accuracy, completeness or correctness of this information or any other information or opinions contained herein, for any purpose whatsoever. Except as required by applicable law, Galderma has no intention or obligation to update, keep updated or revise this announcement or any parts thereof.

1. Highlights

2. Performance update

3. Financial results & outlook

4. Q&A and final remarks

**Flemming Ørnskov, M.D., MPH**
Chief Executive Officer

**Thomas Dittrich**
Chief Financial Officer

GALDERMA
EST. 1981

# 1.

# Highlights

# 2025 a year of opportunities – H1 highlights

## 1
### The first of 2 years with significant launches

nemluvio (nemolizumab-ilto) for injection 30 mg

relfydess

SCULPTRA

Restylane

Cetaphil

ALASTIN

## 2
### Global opportunity for further market share gains

**Double-digit growth in 7 of our top 10 markets** globally

**Notable share gains** in Injectable Aesthetics in both geographies and Dermatological Skincare International

**Nemluvio sales reached 131 M USD**

## 3
### Strengthened financial profile

**Core EBITDA growth** in a year of key launches **& margin improvement** excluding nemolizumab

**Net leverage down to 2.1x,** early debt repayment of 110 M USD, & refinancing of 1.04 B USD of its term loan

**Repurchases of shares for 323 M USD** to be held in treasury

## 4
### Shift to long-term growth with increasing strategic optionality

**New clinical trials** in systemic sclerosis and chronic pruritus of unknown origin

**Extended study data in patients with medication-driven weight loss**

GALDERMA L'ORÉAL

**Agreement for a new research project** to develop a non-invasive, ambulatory imaging approach for extracellular matrix remodeling in skin

## 5
### Dynamic approach to commercial investments to drive continued growth

**Continued strong momentum effectively navigating market volatility and pockets of softness,** leveraging the full portfolio and global geographic reach

# Key financial highlights

| | | | |
|---|---|---|---|
| **H1 2025 NET SALES** | **2,448** M USD | **+12.2%** Constant currency[1] year-on-year growth | **Record net sales,** with widespread growth and strong performance across product categories and geographies, predominantly volume-based |
| **H1 2025 CORE EBITDA[1]** | **555** M USD | **22.7%** Core EBITDA margin | **Core EBITDA growth – higher than expected in a year of key launches**, with margin improvement excluding the P&L impact from nemolizumab |
| **2025 FULL-YEAR GUIDANCE** | **+12-14%** Net sales growth at constant currency<br>**App. 23%** Core EBITDA margin at constant currency | | **Raising full-year guidance on net sales (previously +10-12%),** on strong growth trajectory, **and confirming Core EBITDA margin guidance** |

1. Non-GAAP metrics, with definitions and reconciliation tables to IFRS available in the Appendix (applies throughout the document)

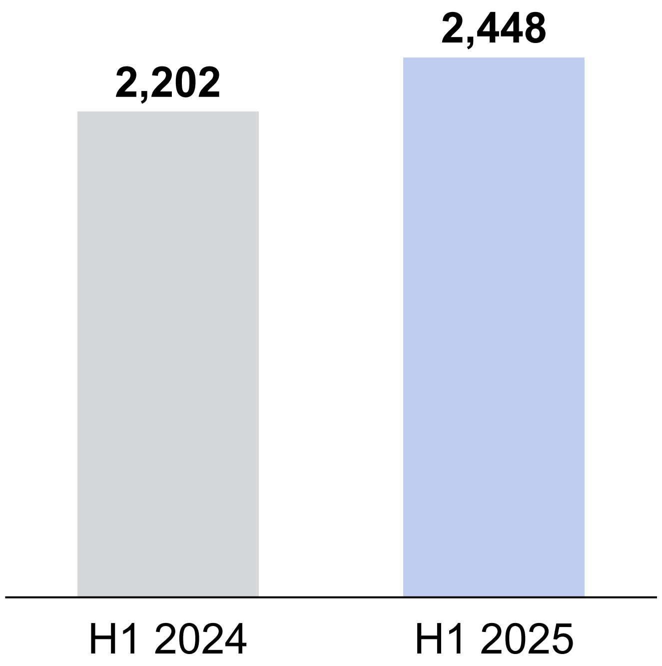
GALDERMA
EST. 1981

# 2.

# Performance update

# 2025 on a strong growth trajectory

**Galderma net sales**, in M USD




Constant currency growth **+12.2%**

Reported growth **+11.2%**

Growth predominantly driven by strong volume, complemented by positive mix

# Injectable Aesthetics

Dysport aesthetic / Azzalure Botulinum toxin type A

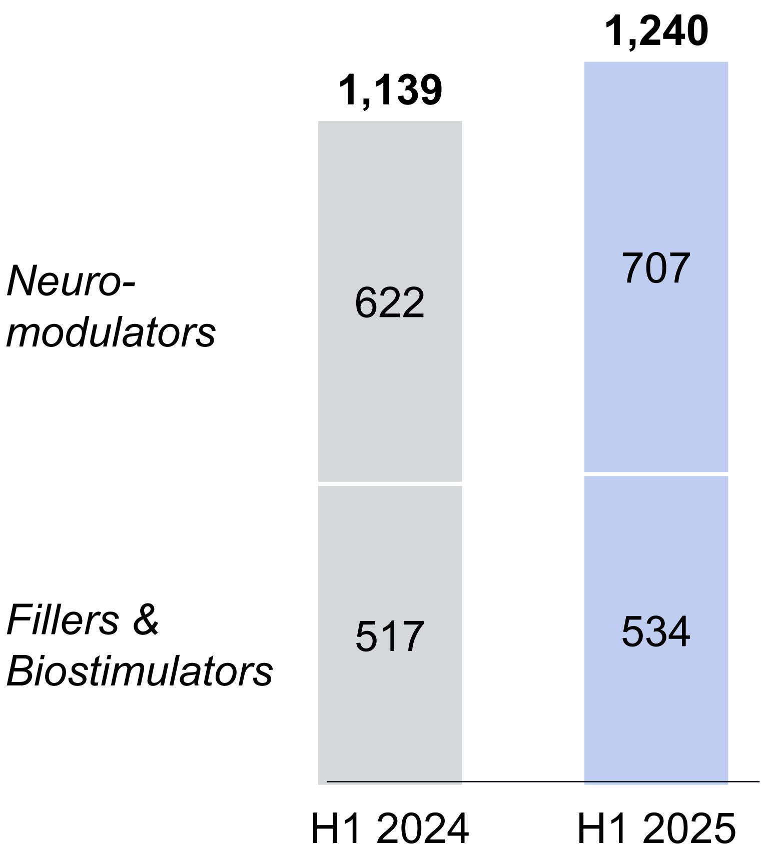
relfydess

Alluzience Botulinum toxin type A

Restylane

SCULPTRA

**Net sales**, in M USD




| | Constant currency growth | Reported growth |
|---|---|---|
| Total | +9.8% | +8.9% |
| Neuro-modulators | +14.7% | +13.6% |
| Fillers & Biostimulators | +3.9% | +3.3% |

Note: Due to rounding, numbers presented may not add up precisely to the totals provided

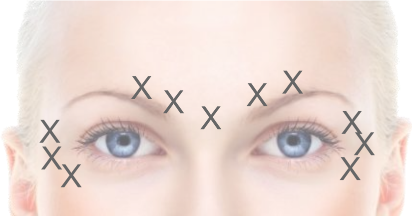
# Relfydess: Pioneering the next generation of neuromodulation

**Innovative strain**

Novel RelabotulinumtoxinA from a proprietary strain

**Discovered & developed in-house**

A highly potent, complex-free, liquid formulation using revolutionary PEARL technology



**Differentiated profile**

Efficacy & safety investigated in phase III trials across more than 1,900 patients

**Manufactured internally**

Dedicated, state-of-the-art manufacturing facility in Uppsala, Sweden

# Relfydess: Strong activation & receptivity

***Launched in 17 markets***


***Healthcare professional feedback***

**>95%** willing to continue treating their patients with Relfydess

**>95%** satisfaction with Relfydess's fast onset vs. competitors

**~70%** Relfydess re-order rate by practices

SOURCE: Perception survey with healthcare professionals in Germany and Spain

> "***Patients I treated back in November are only starting to come back to the clinic now.*** *I have not seen this with other neuromodulators*"
>
> Dr. del Rio

> "***The fast onset****. You can make your treatment in the morning and go out with flawless skin, perhaps, in the evening for your dinner date*"
>
> Dr. Fuchs

> "***Volumetric dosing*** *facilitates the practice of the new injectors in my clinic. It generates less waste, and this is very important for me*"
>
> Dr. Cobas

# Restylane & Sculptra: Very positive uptake from recent launches

## Restylane SHAYPE launch


**>5,500**
healthcare professionals trained

**~2.5x**
volume at month 3 vs recent competitive entry

**~6%**
market share

**++**
growth of the rest of the Restylane portfolio

## Sculptra launches


**>1,400**
healthcare professionals trained

**>100 M**
consumer impressions


**>1,500**
healthcare professionals trained

**>50 M**
consumer impressions

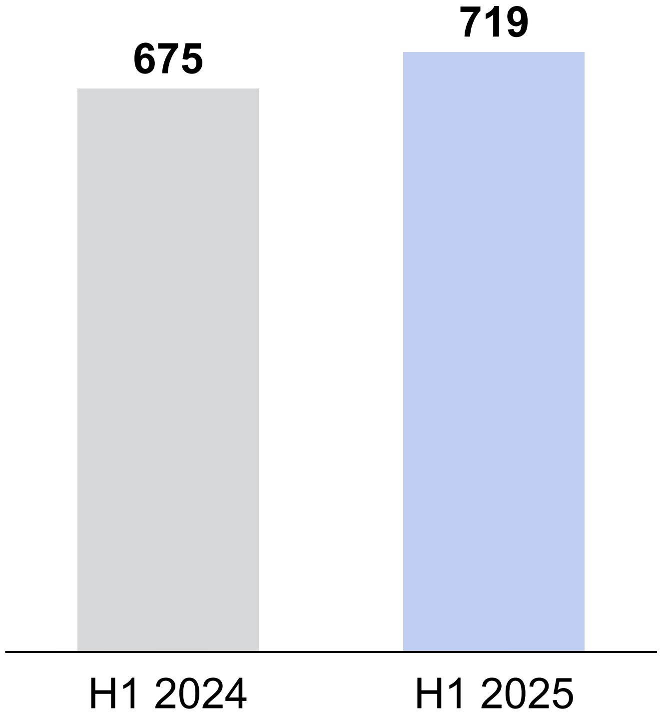
GALDERMA

# Dermatological Skincare

Cetaphil

ALASTIN

**Net sales**, in M USD




| **Constant currency growth** | **Reported growth** |
|---|---|
| +7.7% | +6.5% |

NB: Key brands, not exhaustive

# Dermatological Skincare growth driven by holistic execution

### *New global advocacy network*


**CetaSphere**

### *Strong retailer engagement*


Crowned ***"Most scientifically obsessed brand"*** by Flipkart

**>20 M** views at the Flipkart Glam-up event

### *Leading celebrity advocacy*

**>300 K** units sold

in ***60 seconds*** during 618 (June 18th campaign with n°1 live streamer)

### *High profile appearances*


**~100 M**

impressions

# Therapeutic Dermatology

nemluvio™ (nemolizumab-ilto) for injection 30 mg

EPIDUO® FORTE (adapalene and benzoyl peroxide) Gel 0.3% / 2.5%

AKLIEF®

ORACEA®

ONCE-DAILY soolantra® (IVERMECTIN) 1% CREAM

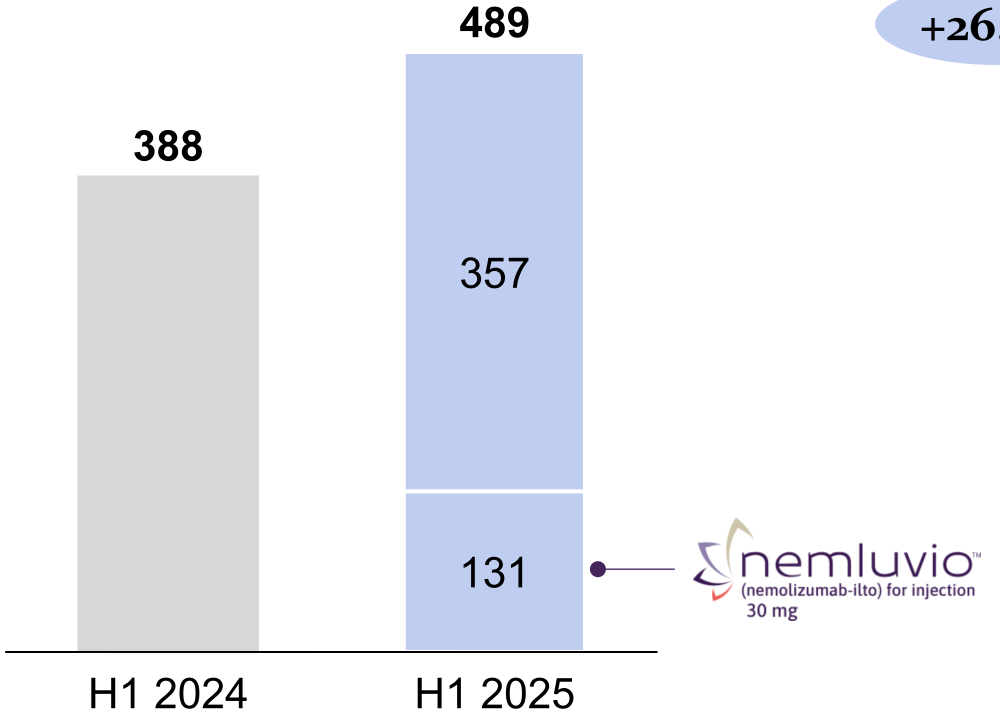
metvix® Methyl aminolevulinate

BENZAC®

DIFFERIN®

LOCERYL®

NB: Key brands, not exhaustive

| **Net sales**, in M USD | **Constant currency growth** | **Reported growth** |
| --- | --- | --- |
|  | +26.9% | +26.0% |



Note: Due to rounding, numbers presented may not add up precisely to the totals provided

# Nemluvio: Strong U.S trajectory, supported by expanding commercial, medical and access activities

**Paid NBRx[1] weekly market share trend *(new patient starts)***

**~32%** in prurigo nodularis

**~6%** in atopic dermatitis

**Commercial lives in both indications as 1st line biologic treatment**

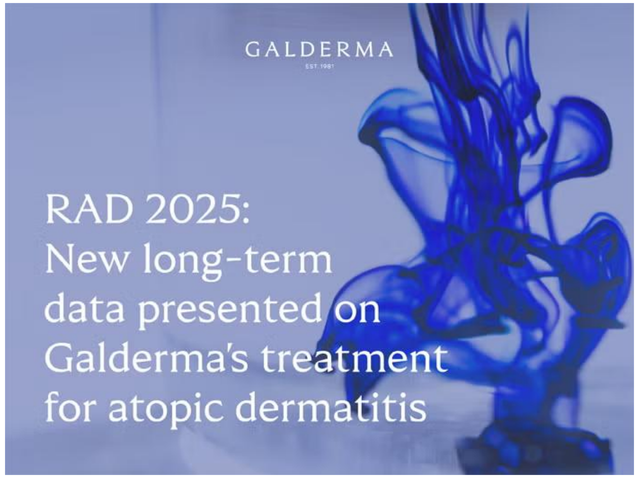
**>70%** commercial coverage[2]

**4** major PBMs[3] covered

**Focused commercial effectiveness & expansion**

**>1.8x** new patients at targeted HCPs[4]

**>50%** salesforce expansion in H1


1. NBRx: New-to-brand prescriptions; rolling 6 week average as of the week ending July 11, 2025 | 2. As of July 16, 2025 | 3. PBMs: Pharmacy Benefit Managers | 4. Healthcare professionals, among top tier
Source: IQVIA; LAAD; Company estimates

# Investigating nemolizumab in two potential new indications

## Systemic sclerosis (SSc)

*Rare, potentially fatal autoimmune disease that causes inflammation & fibrosis of the skin and internal organs*

**Important opportunity, potential as an orphan drug**

- High unmet need & disease burden, with no approved therapy today to address the disease as a whole[1]
- ~65 K biologic eligible patients in the U.S.

**Strong pre-clinical evidence for IL-31 in SSc**

- Neuroimmune cytokine involved in inflammation & fibrosis
- Existing 3rd party exploratory study with positive data

**Initiating a phase II proof-of-concept study**

- Multi-center, randomized, double-blind, & placebo-controlled
- Expect enrollment as of H2 2025, study completed in 2028

## Chronic pruritus of unknown origin (CPUO)

*Underdiagnosed condition with itch lasting for >6 weeks without an identified cause, often chronic & debilitating*

**Attractive opportunity, in a market to be built**

- High unmet need and disease burden, with currently no approved therapy
- ~120 K biologic eligible patient in the U.S. & EU5/U.K.

**Nemolizumab well-positioned**

- Mechanism of action which directly blocks itch signaling
- In-house expertise to design and execute a relevant trial

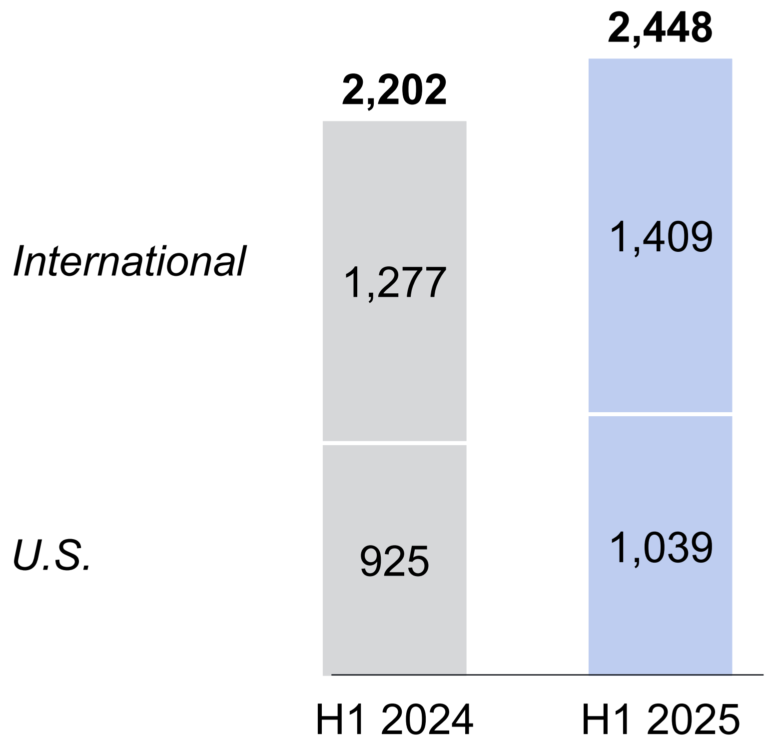
**Initiating a phase II proof-of-concept study**

- U.S., randomized, double-blind, & placebo-controlled
- Expect enrollment as of H2 2025, study completed in 2026

1. Therapy approved only for lung SSc (not for diffused cutaneous SSc or cutaneous SSc)

# Strong momentum across geographies

**Net sales**, in M USD




| | Constant currency growth | Reported growth |
|---|---|---|
| International | +12.1% | +10.4% |
| U.S. | +12.3% | +12.3% |

# 3.

# Financial results & outlook

# Record financial performance in H1 2025

| H1 2025 top-line | H1 2025 bottom-line | H1 2025 cash & balance sheet |
|---|---|---|
| **2,448 M USD** Net sales | **555 M USD** Core EBITDA | **2.1x** Leverage[2] |
| **+12.2%** Constant currency growth | **+9.5%** Constant currency growth | **110 M USD** Gross debt repaid early |
| **+11.2%** Reported growth | **22.7%[1]** Core EBITDA margin | **323 M USD** Repurchases of shares |

1. Core EBITDA margin at constant currency 22.8% | 2. Non-GAAP metrics, with definitions and reconciliation tables to IFRS available in the Appendix (applies throughout the document)

# Core EBITDA growth, with margin impacted by key launches

In M USD

| | H1 2024 | H1 2025 | Reported growth | Constant currency growth |
|---|---|---|---|---|
| **Net sales** | **2,202** | **2,448** | **+11.2%** | +12.2% |
| **Core Gross Profit** | **1,647** | **1,826** | **+10.8%** | |
| *As % of net sales* | *74.8%* | *74.6%* | *-25bps* | |
| **Core EBITDA** | **514** | **555** | **+7.8%** | +9.5% |
| *As % of net sales* | *23.4%* | *22.7%*[1] | *-70bps* | -50bps[2] |
| **Core Net Income** | **210** | **329** | **+56.6%** | |
| **Core EPS in USD**[3] | **0.89** | **1.39** | | |

1. Core EBITDA margin of 22.8% at constant currency | 2. For comparability, Core EBITDA margin expansion at constant currency includes hyperinflation economies | 3. Core EPS defined as Core net income divided by the weighted average number of outstanding shares

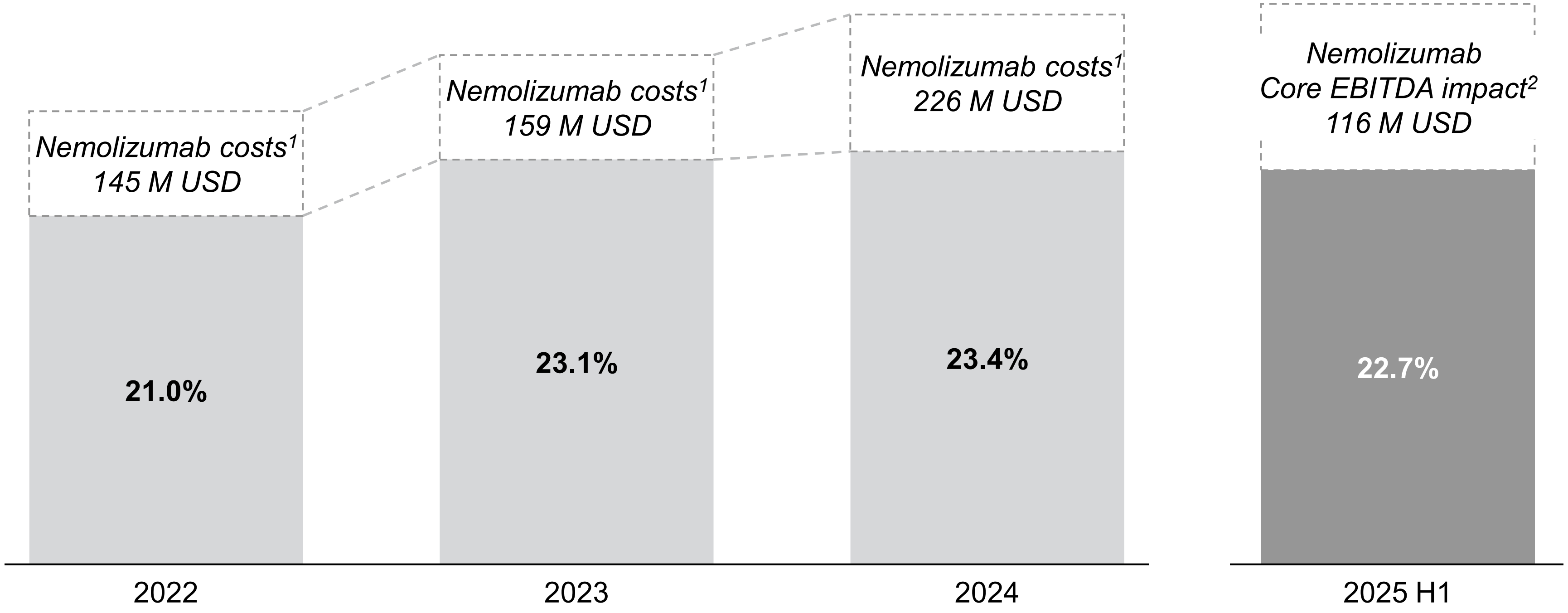
# Continued improvement in underlying profitability while investing in nemolizumab

## Core EBITDA margin evolution

ILLUSTRATIVE ONLY – BAR SIZE NOT AT SCALE

| | 2022 | 2023 | 2024 | 2025 H1 |
|---|---|---|---|---|
| ***Core EBITDA margin excl. nemolizumab*** | ***24.9%[1]*** | ***27.0%[1]*** | ***28.5%[1]*** | ***28.9%[2]*** |

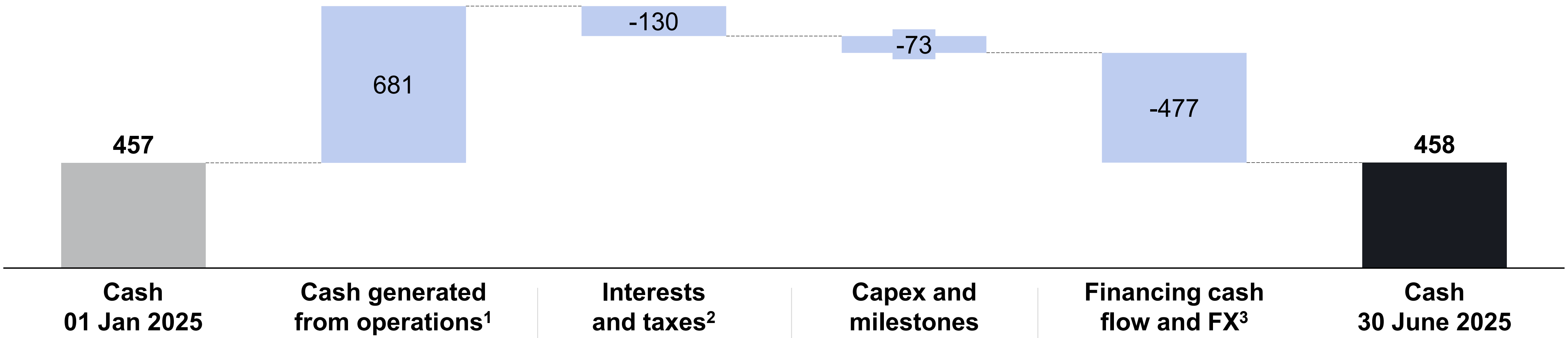
**Core EBITDA margin, incl. nemolizumab**




1. Nemolizumab costs include external R&D, Medical and Regulatory, Sales and Marketing, and Distribution | 2. Core EBITDA margin excluding nemolizumab Core EBITDA impact, i.e., gross profit and estimates on the allocation of external R&D, Medical and Regulatory, Sales and Marketing, and Distribution OpEx costs

# Cash generation allowing for debt repayment & share repurchases

In M USD




**Key reconciliation items:**

**Cash generated from operations[1]**
- +555 Core EBITDA[4]
- +109 net working capital

**Interests and taxes[2]**
- -74 interest payments
- -62 income taxes

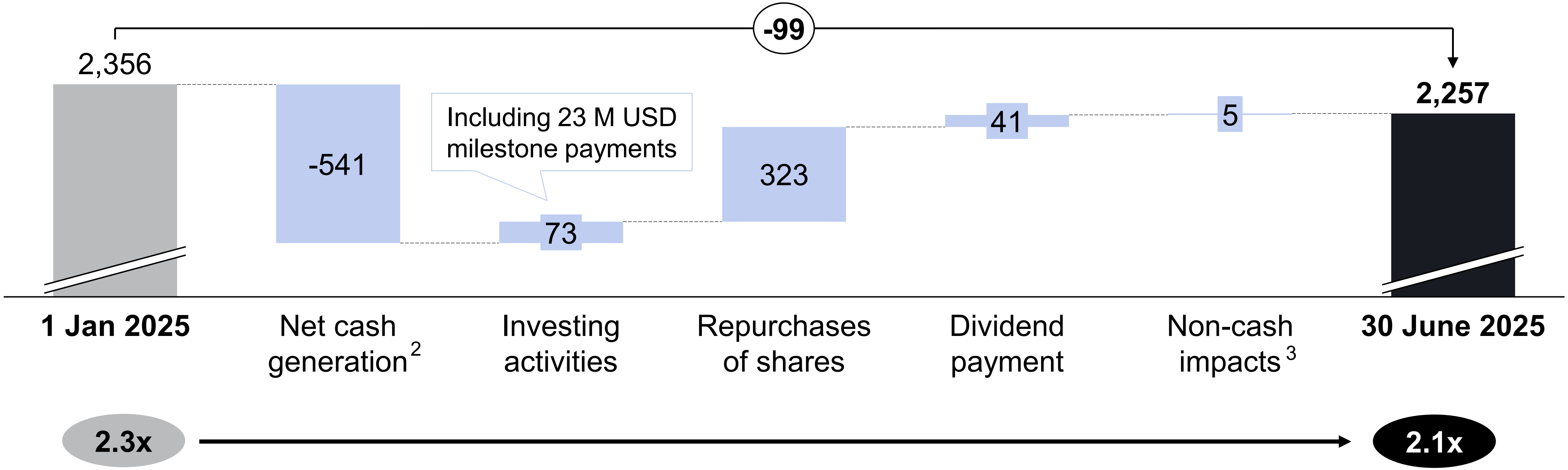
**Capex and milestones**
- -50 Core Capex investments
- -23 nemolizumab milestone

**Financing cash flow and FX[3]**
- -110 early debt repayment
- -323 repurchases of shares
- -41 dividend payment

1. Cash generated from operations also includes 17 M USD of miscellaneous non-cash items | 2. Interest and taxes also includes additional cash inflows for interest income of 6 M USD | 3. Financing cash flow and FX also includes additional cash outflows of -21 M USD from leases and derivative settlements and 18 M USD currency retranslation impacts on cash and cash equivalents | 4. Non-GAAP metric, reconciliation table to IFRS available in the Appendix

# Leverage reduced to 2.1x at June 30th 2025

Net indebtedness[1], in M USD, and leverage ratio




**Strong financial performance enabled share repurchases to be held in treasury and a dividend payment**

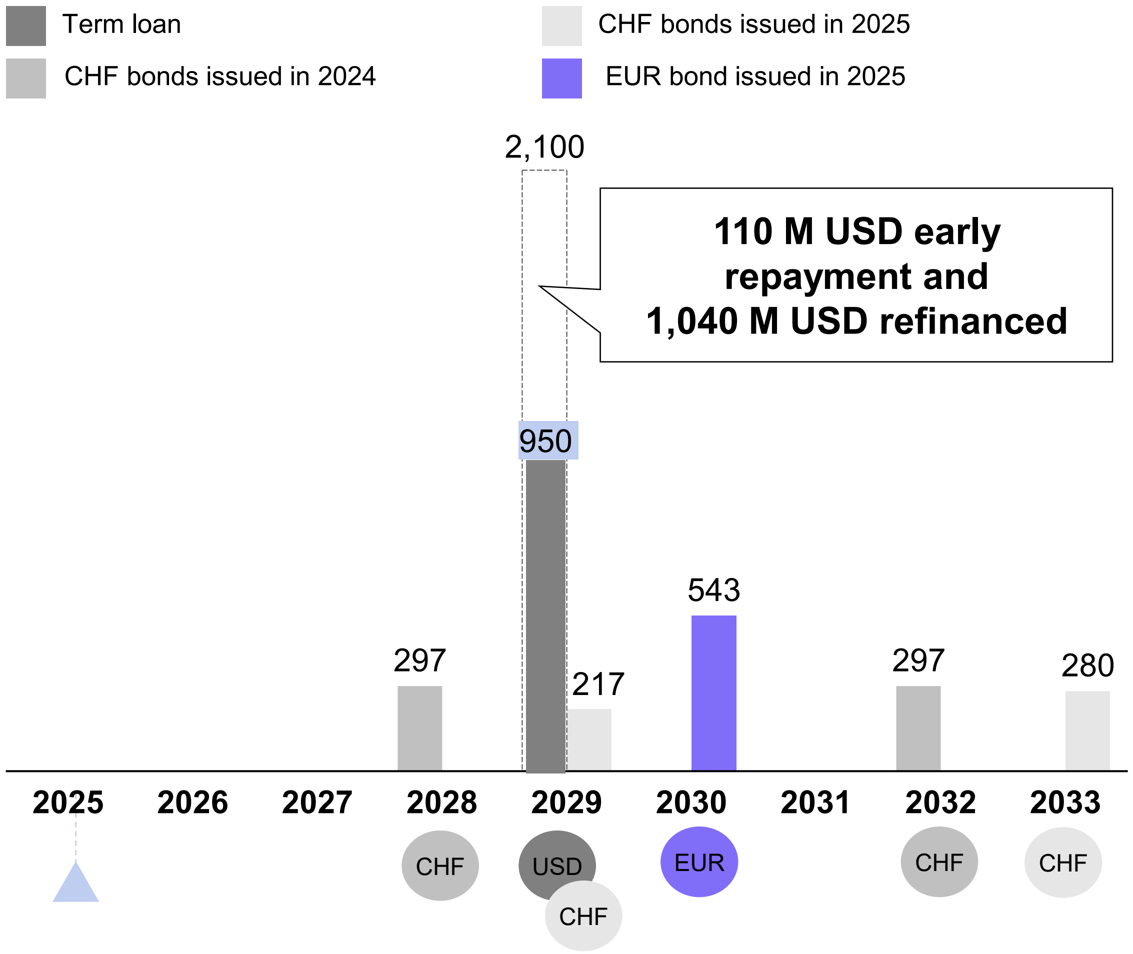
1. Non-GAAP metric, reconciliation table to IFRS available in the Appendix | 2. Net cash generation excludes investing activities, repurchases of shares, dividend payments and non-cash impacts | 3. non-cash impacts includes foreign exchange translation impacts on financial debt and cash and cash equivalents, hedge accounting impacts on net indebtedness, non-cash changes in lease liabilities and other non-cash impacts on net indebtedness

# Early debt repayment and term loan refinancing for 1.15 B USD

## H1 2025 milestones

- **Early debt repaid of 110 M USD**
- **Assigned investment grade rating** by Fitch (BBB, stable outlook) on March 6th 2025
- **Issued bonds for 1.04 B USD**, as of March 21st 2025:
  - A 4-year 190 M CHF bond with a fixed annual coupon of 1.4025%
  - An 8-year 245 M CHF bond with a fixed annual coupon of 1.8098%
  - 5-year 500 M EUR bond with a fixed annual coupon of 3.5%

## Maturity profile – notional amounts in USD M



# Raising 2025 guidance on net sales

| | *Recall:* Full-year guidance | Updated full-year guidance |
|---|---|---|
| **Group net sales** | **+10-12%**<br>*Growth in constant currency* | **+12-14%**<br>*Growth in constant currency* |
| **Core EBITDA margin** | **Approximately 23%**<br>*Margin at constant currency* | **Approximately 23%**<br>*Margin at constant currency* |

GALDERMA

EST. 1981

*Closing*

# Q&A and final remarks

**Continued strong growth momentum in a year of opportunities**, with significant launches, market share gains, strengthened financial profile, shift to long-term growth and dynamic commercial investments

**Record net sales of 2.448 B USD for the first half,** growing +12.2% at constant currency, with widespread and volume-based growth across both product categories and geographies

**Core EBITDA growth of +9.5% at constant currency for the first half,** with Core EBITDA of 555 M USD and a margin of 22.7%, slightly ahead of expectations, supported by the strong ramp-up of Nemluvio

**Disciplined capital allocation,** investing in organic growth, deleveraging, and creating shareholder returns with a dividend payment & share repurchases for treasury

**Raising full-year guidance on net sales** to +12-14% year-on-year growth at constant currency (previously +10-12%), **and confirming Core EBITDA margin** at approximately 23% at constant currency

GALDERMA

EST. 1981

# Appendix

# Basis of financial information

| | |
|---|---|
| **Disclosure** | • Galderma has one reportable segment for financial reporting purposes<br>• Galderma provides additional Net Sales disclosure on product categories (Injectable Aesthetics, Dermatological Skincare, Therapeutic Dermatology)<br>• Galderma also provides additional Net Sales disclosure on geographies (US, International). International refers to all geographies excl. US |
| **Accounting principles** | • December year-end<br>• Prepared in accordance with IFRS Accounting Standards<br>• Half-year / Interim financials are unaudited<br>• Due to rounding numbers presented may not add up precisely to the totals provided and percentages may not precisely reflect the absolute figures. All ratios, subtotals and variances are calculated using the underlying amount rather than the presented rounded amount. |
| **FX** | • Presented in US dollars (USD), Galderma's reporting currency |
| **Key financial terms** | • **Constant Currency (CC) CAGR:** means the compound annual growth rate of Net Sales or Core EBITDA, excluding the impact of exchange rates movements and excluding hyperinflation economies. The impact of changes in foreign exchange rates are excluded by translating all reported revenues during the presented period at average exchange rates in effect during the initial year of the relevant period (e.g., 2022 for CC CAGR 2022-2024)<br>• **Constant Currency (CC) YoY Growth:** means the annual growth rate of Net Sales, Core EBITDA or Core Gross Profit, excluding the impact of exchange rates movements and excluding hyperinflation economies. The impact of changes in foreign exchange rates are excluded by translating all reported revenues during the 2 periods at average exchange rates in effect during the previous year<br>• **Core CAPEX:** defined as the Group capital expenditures (Property, plant and equipment as well as intangible assets) excluding transformation related investments and acquisitions of IP and operating rights<br>• **Core EBITDA:** defined as EBITDA excluding the following items that are deemed exceptional, including acquisition and disposal, integration and carve-out related income and expenses, onerous contracts, business disposal gains and losses, restructuring and reorganisation related items, litigation related items, impairment of Property, plant and equipment, and software, IPO related incentive plans as well as other income and expense items that management deems exceptional and that are expected to accumulate within the year to be over 1 M USD threshold. These include transformation, carve-out and build-up related project costs as well as post-acquisition related accounting impacts<br>• **Core net income:** defined as net income / (loss) from continuing operations excluding the same items that are deemed exceptional for the purpose of the Core EBITDA definition, as well as amortization of intangible assets, foreign exchange gains and losses on financing activities. Taxes on the adjustments between IFRS and Core Net Income take into account, for each individual item included in the adjustment, the tax rate that will finally be applicable to the item based on the jurisdiction where the adjustment will finally have a tax impact<br>• **EBITDA:** defined as net income / (loss) from continuing operations excluding income taxes, depreciation of Property, plant and equipment, depreciation of right-of-use-assets, amortizations of intangible assets, interest expense, foreign exchange gains and losses on financing items<br>• **Working capital:** defined as inventories and trade receivables, other receivables, prepayments and accrued income, less trade payables, other payables and accruals and deferred income and short-term employee liabilities<br>• **Leverage:** defined as Total Net Indebtedness divided by Core EBITDA on a twelve-months rolling basis |

# Continued strong momentum in net sales growth

H1 2025 constant currency year-on-year growth

| INJECTABLE AESTHETICS | | DERMATOLOGICAL SKINCARE | THERAPEUTIC DERMATOLOGY | GALDERMA |
|---|---|---|---|---|
| +9.8% | | +7.7% | +26.9% | +12.2% |
| NEUROMODULATORS | FILLERS & BIOSTIMULATORS | | | Volume as the primary growth driver |
| +14.7% | +3.9% | | | |
| Dysport (abobotulinumtoxinA), Azzalure Botulinum toxin type A, relfydess, Alluzience Botulinum toxin type A | Restylane, SCULPTRA | Cetaphil, ALASTIN | nemluvio (nemolizumab-ilto) for injection 30 mg, Epiduo, AKLIEF (trifarotene) Cream, 0.005%, ORACEA, soolantra, metvix, BENZAC, DIFFERIN, LOCERYL | +12.1% International<br>+12.3% U.S. |

# H1 2025 net sales by product category and geography

| In M USD | Net sales | | Year-on-year growth | |
|---|---|---|---|---|
| | H1 2024 | H1 2025 | Constant currency | Reported |
| **Group total** | **2,202** | **2,448** | **12.2%** | **11.2%** |
| *By product category* | | | | |
| **Injectable Aesthetics** | **1,139** | **1,240** | **9.8%** | **8.9%** |
| Neuromodulators | 622 | 707 | 14.7% | 13.6% |
| Fillers & Biostimulators | 517 | 534 | 3.9% | 3.3% |
| **Dermatological Skincare** | **675** | **719** | **7.7%** | **6.5%** |
| **Therapeutic Dermatology** | **388** | **489** | **26.9%** | **26.0%** |
| *By geography* | | | | |
| **International** | **1,277** | **1,409** | **12.1%** | **10.4%** |
| **U.S.** | **925** | **1,039** | **12.3%** | **12.3%** |

Note: Due to rounding, numbers presented may not add up precisely to the totals provided

# Q2 2025 net sales by product category and geography

| In M USD | Net sales | | Year-on-year growth | |
|---|---|---|---|---|
| | Q2 2024 | Q2 2025 | Constant currency | Reported |
| **Group total** | **1,131** | **1,320** | **15.8%** | **16.7%** |
| *By product category* | | | | |
| **Injectable Aesthetics** | **628** | **693** | **9.7%** | **10.5%** |
| Neuromodulators | 359 | 396 | 9.8% | 10.3% |
| Fillers & Biostimulators | 269 | 297 | 9.6% | 10.7% |
| **Dermatological Skincare** | **324** | **349** | **7.6%** | **7.7%** |
| **Therapeutic Dermatology** | **179** | **277** | **52.2%** | **54.7%** |
| *By geography* | | | | |
| **International** | **617** | **712** | **13.8%** | **15.4%** |
| **U.S.** | **514** | **607** | **18.2%** | **18.2%** |

# Overview of FX exposure

## Exchange rates for significant Fx exposures, compared to the USD

| | FY 2024 average rate | June 30 2025 spot rate | YTD 2025 average rate |
|---|---|---|---|
| **CHF** | 1.136 | 1.254 | 1.161 |
| **EUR** | 1.082 | 1.174 | 1.093 |
| **BRL** | 0.186 | 0.182 | 0.174 |
| **AUD** | 0.660 | 0.655 | 0.634 |
| **CAD** | 0.730 | 0.732 | 0.709 |
| **MXN** | 0.055 | 0.053 | 0.05 |
| **CNY** | 0.139 | 0.140 | 0.138 |

| | | | |
|---|---|---|---|
| **Simulation of Fx impact for 2025 full-year figures[1]** | **Net sales** | **+56 bps** | **-77 bps** |
| | **Core EBITDA** | **-102 bps** | **-195 bps** |

1. Factors in the simulation of all foreign exchange rate exposures, including for currencies not listed in the table above

# Reconciliation of H1 2025 Net income to Core EBITDA and Core net income

| In M USD | H1 2024 | H1 2025 |
|---|---|---|
| **Core EBITDA** | **514** | **555** |
| *% margin* | *23.4%* | *22.7%* |
| Exceptional and transformation related adjustments | (57) | - |
| Impairments | - | (9) |
| Other income / (expenses) | (2) | (29) |
| **Total EBITDA adjustments[1]** | **(59)** | **(38)** |
| **EBITDA** | **455** | **517** |
| *% margin* | *20.7%* | *21.1%* |
| Depreciation | (30) | (36) |
| Amortization | (112) | (122) |
| **Operating profit** | **313** | **358** |
| Net financial expenses (incl. VCB revaluation in H1 2024) | (206) | (106) |
| Foreign exchange loss on financing activities | (30) | (1) |
| **Income before taxes** | **77** | **252** |
| Income taxes | (30) | (58) |
| **Net income** | **47** | **194** |
| Total EBITDA adjustments[1] | 59 | 38 |
| VCB financing revaluation | (28) | - |
| Amortization | 112 | 122 |
| Foreign exchange loss on financing activities | 30 | 1 |
| Income taxes on above items | (10) | (25) |
| **Core net income** | **210** | **329** |
| **Core EPS in USD[2]** | **0.89** | **1.39** |

1. H1 2024 adjustments include 48 M USD for IPO related incentive plans, 5 M USD for platform transformation costs, 4 M USD for VCB bonus, 2 M USD for IPO. H1 2025 adjustments include 4 M USD litigation, 6 M USD onerous items, 2 M USD M&A, 9 M USD impairments, 4 M USD restructuring, 13 M USD for operating FX | 2. Core EPS is calculated as Core net income divided by the weighted average number of outstanding shares

# Reconciliation of reported to certain Core P&L items – H1 2025

| In M USD | IFRS - as reported | Exceptional and transformation related items | Impairment | Amortization | Depreciation | Core reporting | % Net Sales[1] |
|---|---|---|---|---|---|---|---|
| **Net Sales** | **2,448** | **-** | **-** | **-** | **-** | **2,448** | |
| Other revenue | 18 | - | - | - | - | 18 | |
| Cost of goods sold | (761) | - | 5 | 105 | 11 | (641) | |
| **Gross profit** | **1,705** | **-** | **5** | **105** | **11** | **1,826** | **74.6%** |
| Research and development | (104) | - | - | - | 1 | (103) | 4.2% |
| Sales and marketing | (818) | - | - | - | 7 | (811) | 33.1% |
| General and administrative | (276) | - | 4 | 17 | 16 | (238) | 9.7% |
| Medical and regulatory | (55) | - | - | - | - | (55) | 2.2% |
| Distribution | (64) | - | - | - | 1 | (64) | 2.6% |
| Other (expenses) / income | (29) | 29 | - | - | - | - | - |
| **Operating profit as reported** | **358** | | | | | | |
| **Total adjustments** | | **29** | **9** | **122** | **36** | | |
| **Core EBITDA** | | | | | | **555** | |

1. Based on Core reporting

# Reconciliation of reported to Core CAPEX

| In M USD | H1 2024 | H1 2025 |
|---|---|---|
| Expenditure on property, plant and equipment | 64 | 43 |
| Expenditure on intangible assets | 66 | 30 |
| **Total capital expenditure** | **130** | **73** |
| - Transformation-related investments | (2) | - |
| - IP and operating rights acquisitions | (58) | (23) |
| **Core CAPEX** | **70** | **50** |

# Reconciliation of H1 2025 Core EBITDA adjustments

| *In M USD* | H1 2024 | H1 2025 | Description |
|---|---|---|---|
| Litigation and onerous items | (4) | (9) | Litigation costs primarily relate to legal fees, the largest item of which relate to legal arbitration cases initiated by Galderma. Onerous items includes cost associated with contracts deemed unfavorable as a result of strategic initiatives to streamline operations. |
| M&A fees & IPO | (2) | (2) | Advisor fees for M&A related projects. In the comparative period, the fees include IPO readiness efforts not recorded against equity. |
| Restructuring and others | (3) | (5) | Restructuring one-time incurred as part of strategic initiatives to streamline operations. |
| Impairment | - | (9) | Impairments of tangible and intangible assets incurred as part of strategic initiatives to streamline operations and from discontinuation of in-licensing agreements. |
| Operating FX | 6 | (13) | Operating FX from balance sheet revaluations. |
| Platform Transformation costs | (5) | - | Costs related to the multi-year Transformation program, which was largely completed in 2024. Transformation costs related to third-party consulting fees and project management costs, for the multi-year transformation program. These included the setup of a shared services organization, as well as implementation of IT solutions for Finance, HR, Procurement, Supply Chain. |
| Value Creation Bonus (VCB) | (4) | - | Non-cash item, settled and discontinued at IPO: pre-IPO long-term incentive (LTI) plan open to selected management employees.<br>Post IPO: VCB has been replaced by LTI plan, which was included in our 2025 and mid-term Core EBITDA margin guidance. |
| IPO incentives | (48) | - | IPO Incentive Plans as described in the Offering prospectus.[1] |
| **Total EBITDA adjustments** | **(59)** | **(38)** | |

1. 48 M USD costs in relation to the IPO Incentive Plans as described in the Offering prospectus recognized at fair value, 38 M of which were settled non-cash, in restricted existing shares funded and delivered by the Selling Shareholders upon completion of the offering, a corresponding cash expense for a social security contributions of 6 M USD and a cash expense for the Value Creation Bonus for 4 M USD – all only impacting reported metrics as per the basis of financial information. The IPO Incentive Plans were inversely related to the final offer price, i.e., the higher the final offer price, the lower the amount of the awards under the IPO Incentive Plans. The purpose of the IPO Incentive Plans was to align the interests of the members of the Board of Directors and the Executive Committee, management and selected employees of the Group with the interests of the new shareholders at the time of the offering by limiting the impact of the final offer price on the amount of the awards payable to the Board of Directors and the Executive Committee, management and selected employees of the Group as a result of the completion of the offering

# H1 2025 Total Net Indebtedness

| *In M USD* | **31 Dec 2024** | **30 June 2025** |
|---|---|---|
| **Total Indebtedness** | 2,813 | 2,715 |
| **Cash and Cash Equivalents** | (457) | (458) |
| **Total Net Indebtedness** | **2,356** | **2,257** |

1. Indebtedness includes financial debt and lease liabilities

# Additional modelling metrics

| | 2024 actuals | H1 2025 actuals | Full-year 2025 |
|---|---|---|---|
| **Non-core adjustments**[1] | *93 M USD* | 38[5] M USD<br>*including intangible impairments* | ~ 60[5] M USD<br>*including intangible impairments* |
| **Effective tax rate**[2] | *25.5%* | 23.1% | 23 - 25% |
| **Core CAPEX** | *3.3%* | 2% of Net sales | ~3% of Net sales |
| **Leverage** | *2.3x* | 2.1x | For the mid-term: targeting <2x |
| **Net financial expenses**[3] | *328 M USD* | 106 M USD | ~ 200 - 210 M USD |
| **Milestone and earnout payments** | *176 M USD* | 23 M USD | 23 M USD |
| **Dividends**[4] | *~17%* | | Ordinary dividend payout target of up to 20% |

1. Includes assumptions for other income and expenses related to tangible asset impairments, ongoing litigation and onerous items, restructuring charges and others, excluding M&A fees | 2. On reported profit before tax | 3. Includes interest income and interest expense, excluding FX impact | 4. Of reported net income based on prior year results, subject to Board and AGM approval | 5. Includes 13 M USD of Operating FX from H1 2025

GALDERMA

EST. 1981

For more information, please visit our website: Investors | Galderma

For any questions, please reach out by email at: investors@galderma.com