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2026 European Investor Day

Amersfoort, Netherlands

23 October 2026

eurofins
Testing for Life

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CEO Presentation

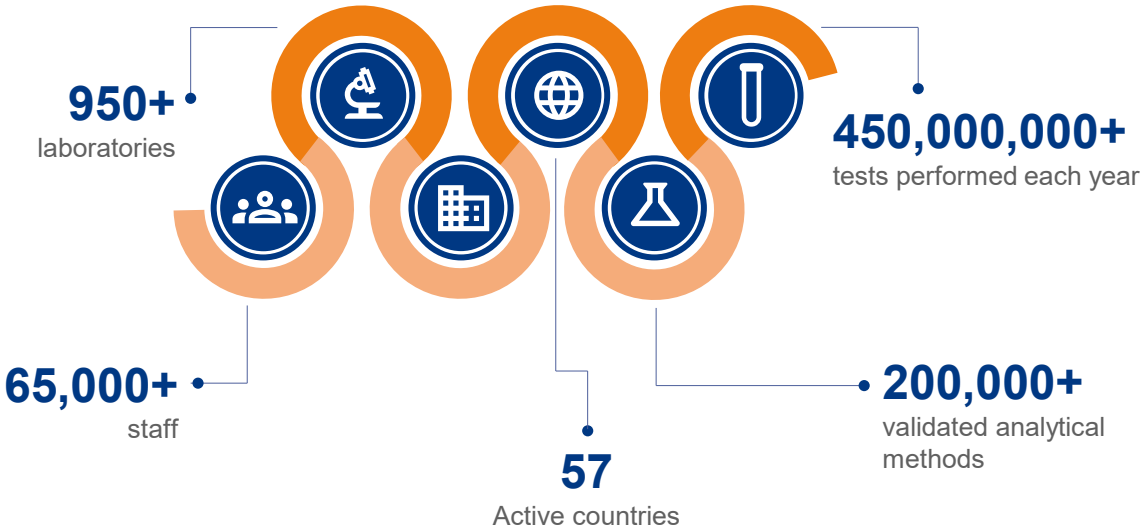
Dr Gilles Martin

Chairman and Chief Executive Officer

eurofins
Testing for Life

Eurofins: The World Leader in Testing for Life

Key Figures



35+ years of value creation

- Long-term track record of turning investments into growth, productivity, margin expansion and Return on Capital Employed
- Competitive advantages based on scale and one-of-a-kind fully digital ‘hub and spoke’ laboratory network infrastructure
- Well positioned for the future in terms of technological capabilities, scientific expertise and innovation power
- Committed to sustainability and ESG

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Strong secular growth drivers across all Eurofins activities

Long-term objective: **6.5% p.a.** average organic growth

Activities		Revenue share in FY 2025	Growth drivers	Organic growth outlook
Life	• Food and Feed Testing • Agro Testing • Environment Testing	**~40%**	• Rising awareness and demand for food safety & quality and contamination & pollution issues • Increasing regulations requiring more stringent and sophisticated analyses	Around Eurofins average
BioPharma	• BioPharma Services • Agrosciences • Genomics • Forensic Services	**~30%**	• Need for pharma companies to expand new drug pipelines • Rapid technological change & increasing complexity in testing for biologics and ATMPs require ongoing investment in technology & expertise	Above Eurofins average
Diagnostic Services & Products	• Clinical Diagnostics Testing • In Vitro Diagnostics (IVD) Solutions	**~20%**	• Demographics driving healthcare spending • Medical, technological and scientific innovation • Personalised medicine offering patients individualised treatments based on their genetic and metabolic profiles	Slightly below Eurofins average
Consumer & Technology Products Testing	• Consumer Product Testing • Advanced Material Sciences	**~10%**	• Focus on products that can have a direct impact on health (cosmetics, textiles, medical devices, electronics, etc.) • Development of new materials for advanced applications	Around Eurofins average

+ €250m p.a. revenues from acquisitions

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Eurofins is now in the late stages of a transformative five-year investment programme, running to 2027

Major investment categories moderating as programme progresses

(€m)	2022	2023	2024	2025	H1 2026
Leasehold improvements, machinery & laboratory equipment and others	344	284	259	228	100
% of revenues	*5.1%*	*4.4%*	*3.7%*	*3.1%*	*2.7%*
IT capex	115	108	105	100	45
% of revenues	*1.7%*	*1.7%*	*1.5%*	*1.4%*	*1.2%*
Net capex excluding investments in owned sites	**459**	**392**	**365**	**328**	**145**
% of revenues	***6.8%***	***6.0%***	***5.2%***	***4.5%***	***3.9%***
Real estate investments in owned sites	186	152	154	195	66
% of revenues	*2.8%*	*2.3%*	*2.2%*	*2.7%*	*1.8%*
Total Net capex	**645**	**544**	**518**	**522**	**212**
% of revenues	***9.6%***	***8.3%***	***7.5%***	***7.2%***	***5.7%***
of which Start-ups	39	60	55	16	9
% of revenues	*0.6%*	*0.9%*	*0.8%*	*0.2%*	*0.2%*
of which maintenance capex	*typically around 2-3% of revenues*				

Major initiatives	Progress as of 2026
Investments in laboratory network: • Continued build-out of our best-in-class hub and spoke laboratory networks	• **North America:** Life networks complete and driving significant leverage • **Europe:** Major hub projects finished for Life businesses, targeting completion of networks by the end of 2027
IT investments • Rollout of own LIMS and suites of bespoke, state-of-the-art IT solutions by business line; ramp-up of AI, automation and cyber-security to enhance productivity and resilience	• **Infrastructure programme largely complete in 2026** • **Europe Life solutions deployment ongoing,** expected to complete towards the end of the 2026-27 period
Real estate investments • Ownership of strategic sites in high growth markets and regions with space to expand, without moving and losing capex invested in leasehold improvements	• **Approaching 50% of the total sqm footprint owned by Eurofins as of June 2026.** Objective to secure main large laboratory sites should largely be achieved by the end of FY 2027
Start-up laboratories • Fifth programme of start-ups began in 2022, with 144 laboratories + 141 BCPs[1] initiated up to the end of H1 2026	• **Start-ups from 2022-23 peak of initiations reached profitability in 2025:** EBITDA margins continuing to ramp, with progress contributing to lower SDIs

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[1] Blood collection point / phlebotomy site

Laboratory investments are delivering state of the art sites, aligned with strategic priorities

Showcasing key strategic projects completed in H1 2026

Environment Testing
Amersfoort, The Netherlands
8,743 m²



- A key milestone towards the strategic priority of completing the Europe Life hub-and-spoke networks by 2027
- New state of the art hub laboratory, with automation and digitalisation embedded from the outset
- Platform to drive greater productivity and network optimization in Europe

BioPharma CDMO
Mississauga, Canada
13,153 m²



- Expansion of CDMO site with differentiated ADC capability - a high-growth focus for Biopharma clients
- Previous capacity additions at the facility have filled rapidly and generated attractive returns
- Further capital is being deployed to extend capacity and strengthen the site's integrated offering

Further planned additions to owned sites in 2026-2028



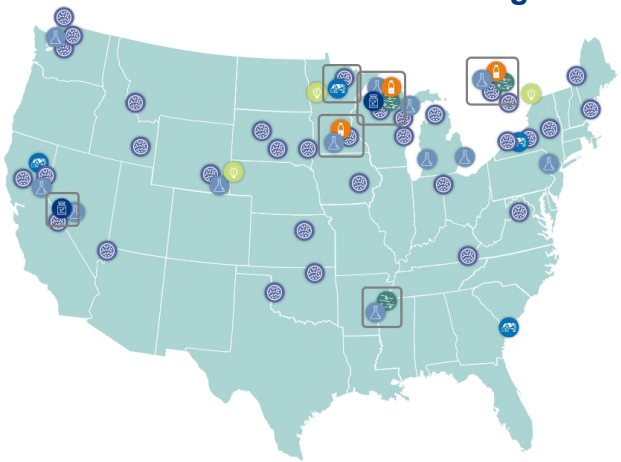
Total net floor area additions planned for 2026-2028[1]: **+109,000m²**

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[1] As of June 2026

One-of-a-kind ‘hub and spoke’ laboratory network infrastructure is our platform for market leadership

Example: North America Food & Feed Testing



Hub laboratories



Competence centres concentrate more specialised testing demands

- Facilitates greater volume of samples than competitors across testing methods
- Better efficiency and expertise

Spoke laboratories



Local laboratories address immediate local testing needs

- Fast turnaround time for time-critical tests
- Local and on-site support for customers

Eurofins’ investments in ‘hub and spoke’

- Built up comprehensive technical expertise and scientific capabilities
- Consolidation of less efficient and smaller sites into large, modern and high-throughput hubs
- Network connected by state-of-the-art IT solutions and integrated logistics
- Management systems allow individual laboratories to transact with each other with a strong incentive to sell and ship to focused sister laboratories

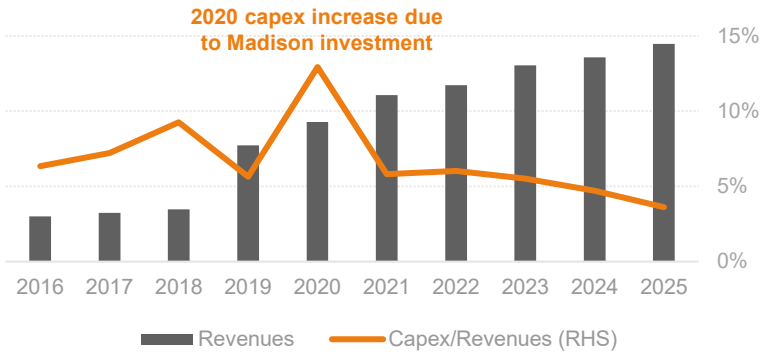
Significant competitive advantages

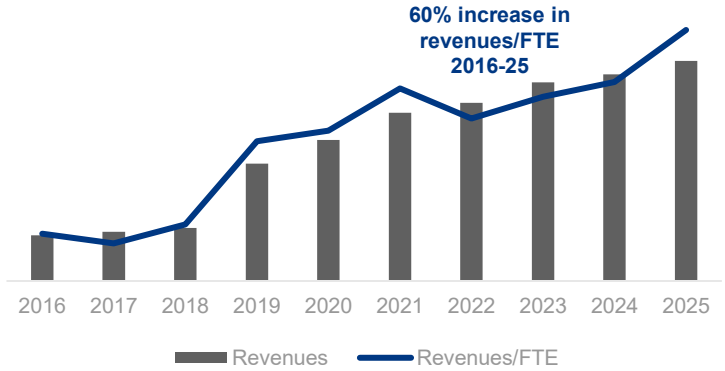
- One-stop-shop: fulfil broadest range of customer requirements, from high volume to bespoke
- Economies of scale provide large cost advantages vs. competitors
- Harmonisation / standardisation of test portfolio and processes where needed
- Fast go-to-market as new tests can be quickly rolled out across the global network
- Know-how and best practice can be constantly shared

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2025 Investor Days showed the lower capex needs and automation benefits in completed hub and spoke networks

Example: North America Food & Feed Testing Hubs





- **Lower capex intensity of complete hub and spoke networks:** North America Food & Feed Testing has seen a ~5ppt fall in the hub capex ratio since 2018, with similar improvement in total capex
- **Future expansion costs should also be lower:** Hubs are established with excess land to support future on-site expansions once necessary, at lower cost than new greenfield investments

- **Lower opex cost of growth:** When hub laboratories hit capacity points, they can use lean, automation and digitalisation to avoid hiring
- **North America Food & Feed testing headcount is broadly flat** since 2023 on continued solid revenue growth
- **Natural scale effects** also result from adding samples at high contribution margins

Europe Life networks are now also approaching completion - target leverage profiles can follow

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IT costs are gradually reducing as key infrastructure and laboratory solutions projects complete

2025 total IT investment: c.€500m, c.7% of revenues

2025 IT capex: €100m, 1.4% of revenues

Project milestones being delivered:

Pre-2023 — **BioPharma and North America Environment Testing** already operating with single **proprietary solutions**

2026 — **Completion of IT infrastructure rebuild** including modern isolated zones

2027 — Expect to complete deployment of **proprietary solutions** (including eLIMS NG) to **Europe Life businesses**

2028+ — **Ongoing investments in AI, automation**, and further solution deployments

Completion of IT projects will enable productivity gains, including material savings in IT costs

Looking forward: Eurofins' unique position for high-value AI development

- Effective use of AI depends on **availability of high-quality data to train models,** adapted to each application
- Eurofins has already **built extensive and rigorously structured proprietary databases**, including the required metadata
- The **journey of a sample through a laboratory relies on a sequence of physical processes - AI is unlikely to replace these** but can add value at specific stages
- New processes must show **at least equivalent accuracy to conventional methods, pacing adoption** – early focus areas include image analysis and report generation

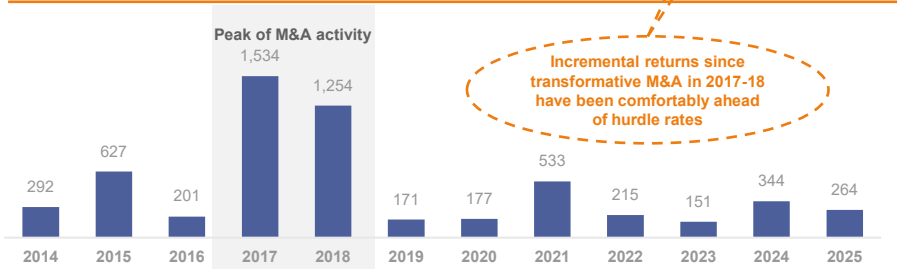
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Capital deployed since 2019 has delivered significant value creation

Evolution of Eurofins' returns

	2019[1]	2023	2024	2025	Incremental return on capital[2] 2019-2025
Adjusted EBITAS (m€)	574	842	1,017	1,079	*+505*
Capital Employed (m€)	6,304	8,085	8,338	8,459	*+2,155*
ROCE (%)	**9.1%**	**10.4%**	**12.2%**	**12.8%**	**23%**
Capital Employed excl. Goodwill and intangibles related to acquisitions (m€)	1,925	2,804	3,000	3,169	*+1,244*
ROCE excl. Goodwill, acquisition intangibles (%)	**29.8%**	**30.0%**	**33.9%**	**34.1%**	**41%**
ROCE excl. owned sites[3] (%)	**8.9%**	**10.3%**	**12.4%**	**13.3%**	
ROCE excl. Goodwill, acquisition intangibles and owned sites[3] (%)	**32.2%**	**35.7%**	**43.1%**	**52.1%**	

EV of acquisitions by year, net of disposals and cash acquired (€m)



Eurofins has significantly expanded returns during the current investment programme

- ROCE has increased strongly from 9.1% in 2019 to 12.8% in 2025, including goodwill, and in a period of substantial capital deployment
- The implied 23% incremental return on capital generated between 2019 and 2025 is comfortably above both Eurofins' cost of capital and its investment hurdle rates

Minimum hurdle rates require both M&A and organic investments to generate a substantial premium to WACC

- Since 2022, Eurofins has targeted a minimum 16% pre-tax ROCE by year 3 for both M&A and organic investments, versus 12% pre-2022
- Strategic laboratory real estate investments are assessed against a lower hurdle given their permanent and low-risk rental savings, while still creating value above WACC

Strong incremental returns achieved even with dilution from greater real estate ownership

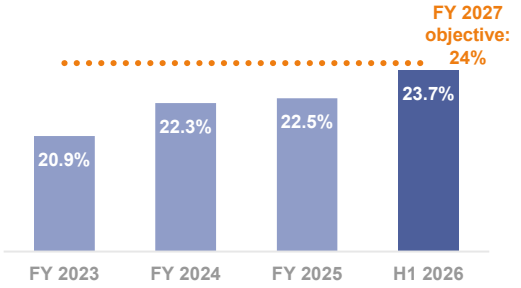
- The average book value of owned real estate increased by 58% in 2025 - excluding owned sites, ROCE expansion was even more pronounced

[1] Affected by June 2019 cyber-attack [2] Calculated as (2025 adj. EBITAS – 2019 adj. EBITAS)/(2025 Capital Employed – 2019 Capital Employed) [3] Calculated as ((EBITAS – estimated rental saving on owned sites)/(Capital Employed excluding book value of owned sites)

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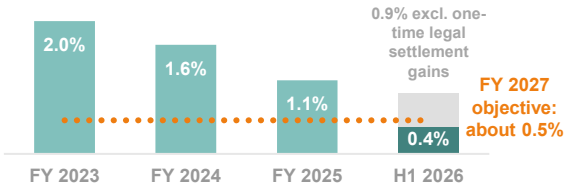
Profitability and cash flow are at, or approaching the 2027 objectives even before key initiatives are complete

Adjusted EBITDA margin on total revenues



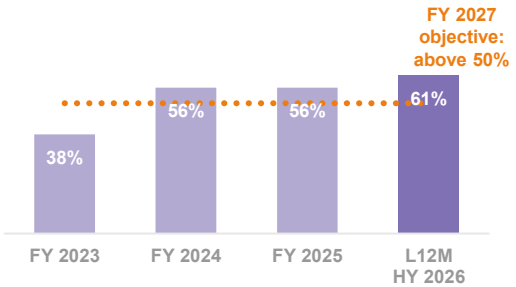
- **Operational benefits of investment programme and closing of less profitable operations** driving EBITDA margin expansion, even before end market growth improvement
- **Further margin drivers still to come** as hub and spoke network benefits accumulate, and projects to fully digitalise the laboratory network complete

SDI at EBITDA level as % of total revenues



- **Improved profitability of start-up and in integration assets** has driven reduced EBITDA headwind
- **Trend reflects Eurofins moving beyond the most intensive phase of investment**, with fewer restructuring, integration and network build-out costs required

Cash Conversion, FCFF/reported EBITDA



- **Free cash flow improvement driven by all major levers:** higher profitability, and falling working capital and capex ratios; FCFF now consistently >50% of reported EBITDA, and was ~80% of adjusted EBIT in 2025
- **Completion of investment programme should deliver a network with structurally lower capex needs**, and higher cash generation than the past

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Strong profitability and cash flow support both ongoing M&A and shareholder returns

Cash generation

	2023	2024	2025	CAGR 2023-25
Reported Revenues (m€)	6,515	6,951	7,296	6%
Reported EBITDA (m€)	1,234	1,439	1,561	12%
Net cash provided by operating activities	1,018	1,319	1,399	17%
Total capex (m€)	-544	-518	-522	-2%
% of sales	8.3%	7.5%	7.2%	
Free Cash Flow to the Firm (m€)	474	801	877	36%
Cash conversion[1]	38.4%	55.6%	56.1%	

M&A and shareholder remuneration

	2023	2024	2025	H1 2026	Total 2023-H1'26
Acquisitions net of proceeds from disposals (m€)	-151	-344	-264	-141	-900
Dividend (m€)	-193	-98	-110	-128	-529
Share repurchases, net (m€)	-56	-272	-541	-206	-1,075
Diluted weighted average shares outstanding[2] (k)	197,852	194,513	186,520		

Balance Sheet

	2023	2024	2025	H1 2026
Net Debt (m€)	2,705	2,996	3,641	3,854
Financial leverage	2.0x	1.9x	2.2x[3]	2.2x

Cash flow:
Growth in free cash flow well ahead of revenues and profit, including stable capex

Significant continued M&A investment

Cash returned to shareholders:
c.€1.6bn since 2023

Leverage ratio broadly stable, and within target range of 1.5-2.5x

[1] Calculated as FCFF/Reported EBITDA [2]Net of treasury shares outstanding
[3] Increased financial leverage in 2025 included impact of <0.2x from acquisition of related party owned sites, financed by long-term debt

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Element - building on strong market positions where Eurofins has focus and network effects

Example: Broader reach of combined North America Environment Testing laboratory footprint



- Acquired Element Environment Testing Laboratories
- Existing Eurofins Environment Testing Laboratories

Aligned with ongoing capital allocation focus on core testing for life capabilities

- Acquired operations include a network of 27 laboratories and facilities across the US and Canada
- Activities include BioPharma Product Testing, Environment Testing and Food Testing services – all core areas where Eurofins has established leadership positions and hub-and-spoke networks

Highly synergistic with existing Eurofins footprints

- Expands geographic presence of the networks into certain key United States and Canada regions where Eurofins had historically been underrepresented
- Enhanced local presences include Western Canada for Environment Testing; and the Boston and Minnesota areas in BioPharma Product Testing

Portfolio development as an established lever of value creation

- Acquired operations benefit from the breadth of customer offering and the economies of scale of the established hub-and-spoke laboratory networks - in line with Eurofins' repeating model of value-creating M&A
- Alongside the divestment of the Electrical & Electronic Testing business, this increases Eurofins' focus on activities with leading positions, and demonstrates the significant realisable value in the portfolio

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Mid-term objectives: an even more profitable and cash generative financial profile

Revenue growth	• **Mid-single-digit organic growth target for 2027** • **Long-term average organic growth target of 6.5% p.a**. and potential average revenues from acquisitions of **€250m** p.a. over the period consolidated at mid-year
Margin expansion	• **Adj. EBITDA margin[1] on total revenues objective for FY 2027 remains 24%** • **The objective for SDI at the EBITDA level remains about 0.5% of revenues**
Higher cash and returns	• **Further increases in FCFF, cash conversion[2] and ROCE** are expected as Eurofins completes its 5-year (2023-2027) investment programme. The objective for cash conversion in FY 2027 remains above 50%
Lower capital intensity	• **Net operating capex is expected to be ca. €400m p.a.** Investments to own larger state-of-the-art sites will continue and are assumed to be around €200m p.a. in 2026 and 2027
Leverage within range	• Maintain **financial leverage in the range of 1.5-2.5x** in the mid-term.

These objectives assume average exchange rates that are unchanged from FY 2025. Actual results for each year will depend on the development of individual end markets, exchange rates, the evolution of inflation and the quantum and profitability profile of M&A, among other factors.

[1] Adjusted EBITDA divided by reported revenues [2] FCFF/Reported EBITDA

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Summary

- Eurofins' five-year investment programme is creating a unique, fully digitalised network of laboratories, supporting long-term market leadership
- Investment coming down from peak as key projects complete, delivering a well-invested state of the art network at the end of 2027
- On track for mid-term objectives – delivery of key initiatives is driving a structurally more profitable and cash generative financial profile, even before the expected improvement in BioPharma end markets
- Stronger cash generation has also provided the flexibility to both continue investing in growth and M&A, and also repurchase Eurofins shares at a compelling valuation
- Recent transactions reinforce Eurofins' focus on core businesses where it benefits from scale and network effects, and demonstrates the significant realisable value in the portfolio

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Environment Testing Europe

Etienne Roux

Group Executive Vice President

eurofins
Testing for Life

Eurofins' Environmental Testing offering is the most comprehensive in the market



Water Testing
- Drinking water
- Wastewater
- Hospital hygiene
- Legionella
- Microbiological testing
- Seawater

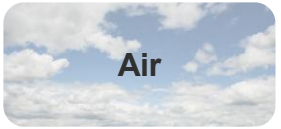


Contaminated Sites
- Soil
- Sediment
- Sludge
- Groundwater
- Industrial waste



Building Materials
- Asbestos sampling
- Asbestos analysis
- Chemical analysis
- Physical analysis

Industrial Hygiene
- Silica testing
- Pesticides, PAHs
- Hydrocarbons



Air Monitoring
- Stack emissions
- Ambient monitoring
- Calibration

Indoor Air
- Molds, Allergens
- Chemical analysis: Chlorinated paraffins, PCB, Lead

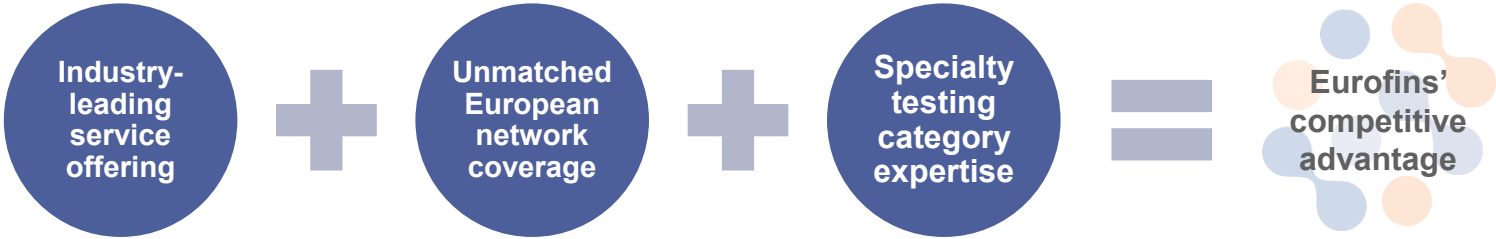


BioFuels
- Biogas
- Biomethane

Mining & Exploration
- Mineral assay
- Geochemical analysis
- Acid Rock Drainage (ARD)



Specialty Testing
- PFAS
- Microplastics
- Dioxins
- Radioactivity



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Customer profile & segmentation

Customers[1] & Contracts

Industry

Multi-Vertical Expertise

- Utilities
- Energy & Power
- Chemicals
- Mining
- Metals & Heavy Industry
- Manufacturing
- Infrastructure
- Real Estate
- Transportation
- Waste Management
- Automotive
- Semiconductor

Consulting & Engineering

Global Players

+ Regional and Local Customers

Governments

European, National, Local

Typical customer relationships:

- Annual master service agreements
- Long-standing relationships with repeat testing
- Recurring regulatory testing requirements

Competitors

Eurofins is the #1 Provider of Environmental Testing Services in Europe[2]

Other major players

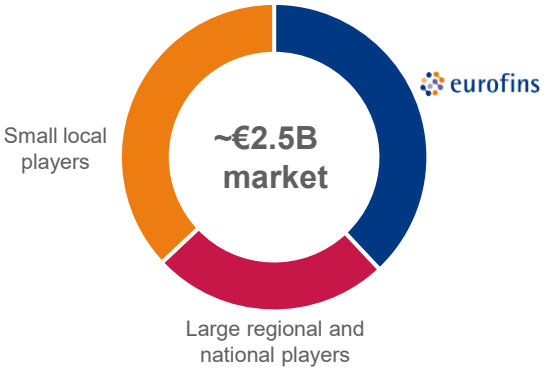
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[1] Examples of typical customers shown for illustrative purposes only

[2] Internal European market estimates to the best of Eurofins' knowledge

Environment Testing Europe market overview

Europe Environment Testing

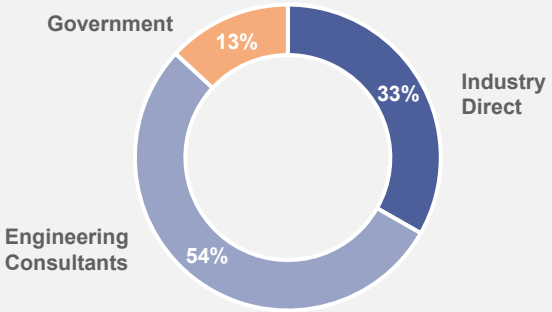


The Europe Environment Testing sector benefits from multiple structural growth drivers, including:

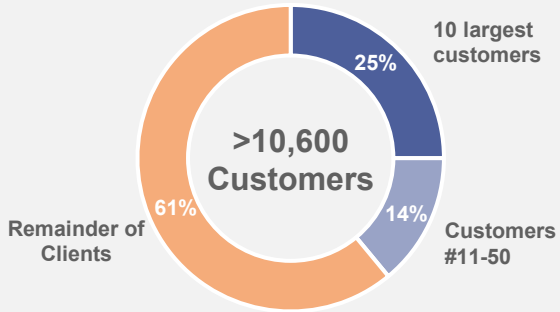
- Expanding regulatory frameworks, both Europe-wide and at country level
- Investment in infrastructure, energy transition, and industrial projects, requiring extensive environmental compliance testing throughout project life cycles
- Increasing public and corporate focus on environmental quality and emerging contaminants, expanding monitoring and testing requirements across end markets

Market segmentation example - France

Mix of end markets



Diversified customer mix

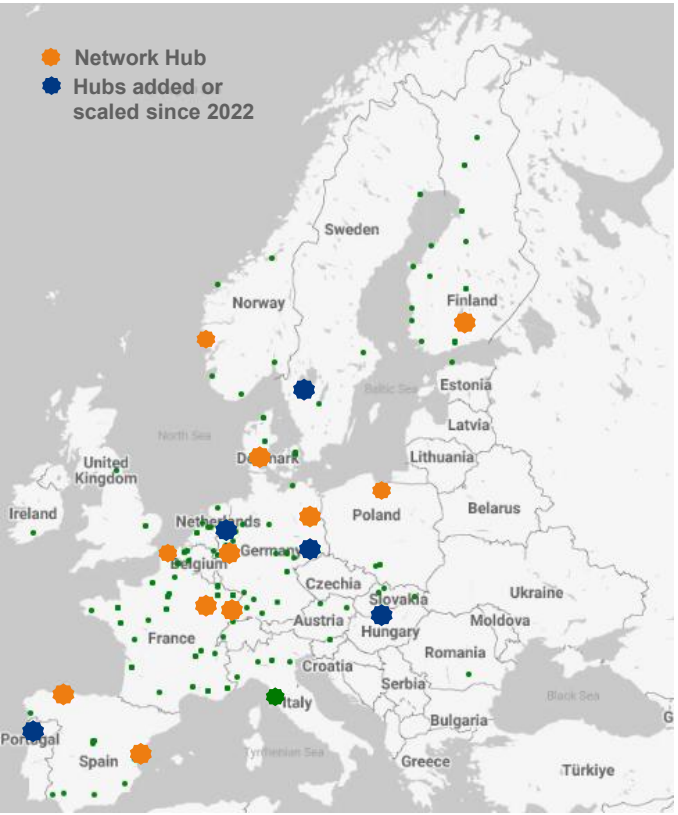


Eurofins is strategically positioned to capitalise on this opportunity and realise long-term, sustainable revenue growth, through:

- Our comprehensive service offering across all major sectors, with industry-leading network coverage
- A broad and diversified customer base covering all categories and without dependence on a small number of accounts

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Sources: Internal Eurofins data and company estimates (2025 data)

Strategy – a unique European Hub and Spoke network, evolving from expansion to optimisation



21 Countries

>130 Laboratories

>6,800 Staff

European Network Hubs by specialty

Contaminated Sites & Remediation

Amersfoort, NL *
Freiberg, DE *
Saverne, FR
Castellón, ES
Lahti, FI

Drinking Water & Wastewater

Amersfoort, NL *
Maxéville, FR
Vejen, DK
Wesseling, DE
Castellón, ES

Built Environment

Porto, PT **
Dunkirk, FR
Malbork, PL
Berlin, DE

Specialty Testing

PFAS Hubs
Lidköping, SE **
Saverne, FR
Vejen, DK

Microplastics Hubs
Budapest, HU *
Bergen, NO
Llanera, ES

* **Added to network since 2022**
** **Investment since 2022 to scale site into hub**

With ongoing addition of spoke laboratories to extend network coverage, most recently Lucca, IT

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Europe PFAS testing remains a major long-term growth opportunity for Eurofins

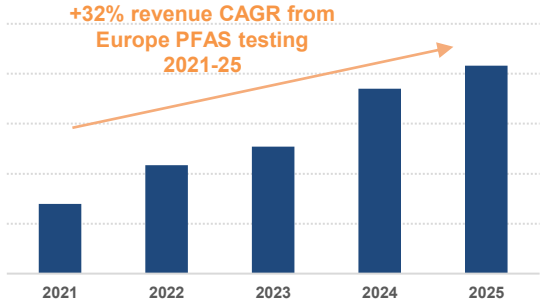
PFAS in Europe: a large and growing testing market of >€100m in 2025

- PFAS continues to be one of the fastest-growing areas in environmental testing across multiple industry sectors - again ranked a top market driver trend for 2026[1]
- The list of target compounds continues to expand across all matrices, including water, soil, waste, and industrial emissions

Leveraging Eurofins' global expertise for continued growth in Europe

- Eurofins is the global leader in PFAS biomonitoring testing, including the largest PFAS epidemiological study ever conducted
- Successful North America market development is being applied in Europe, including use of internal consulting
- Global capability also enables partnerships with multinational industrial clients and consultants to support their PFAS programs worldwide

Europe on the rapid growth trajectory already seen in North America



PFAS regulatory milestones – PFAS regulatory momentum continues to build across Europe



- **PFAS-related regulation is being implemented across European countries, accelerating compliance and testing demand[2]**
- **Demand is further expanding beyond compliance into remediation, source-tracking, and long-term environmental monitoring**

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1. Internal European market estimates to the best of Eurofins' knowledge, 2. EBJ 2026, 3. European Commission, Environment, and Internal Eurofins data

Looking ahead – applying the PFAS playbook to the early-stage, developing microplastics opportunity

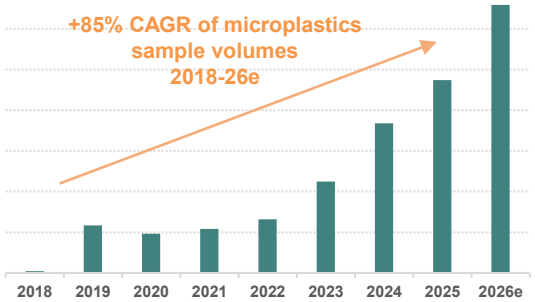
Microplastics Testing: an emerging high-growth market

- Small fragments found across a wide variety of matrices, including environmental (water, soil, air), food, personal care and consumer products
- Microplastics testing is transitioning from initial research to commercial opportunity, similar to PFAS 5 years ago

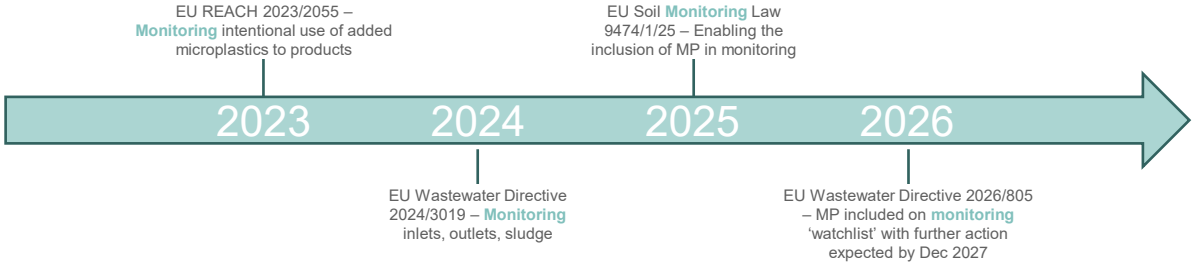
Eurofins has moved quickly to establish leadership as the market develops

- **Footprint:** Largest global network of microplastics laboratories, in 7 countries, 4 continents
- **Technical leadership:** Testing since 2018, and offering all five major analytical technologies: FTIR, LDIR, Raman, Py-GC-MS, TD GC-MS
- **Visibility:** Established global visibility through landmark Plastic Dust Cloud study (>450 mentions in the media)

Microplastics testing volumes starting to accelerate



Early-stage monitoring requirements are evolving to support long-term market growth



- **Eurofins is combining the successful 'PFAS Playbook' with early sector investment**
- **This positions Eurofins to lead the European Microplastics testing market as it shifts from research to regulated market demand**

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Strategy – Converting scale into customer value and network efficiency through integrated logistics

Differentiated platform, combining leading scale with highly integrated pre-analytical supply chain

Vertical integration of logistics

1. **Procurement**
   Supply assurance, vendor management and mitigation of supply chain disruptions
2. **Warehouse Logistics**
   Inventory optimisation, service availability and resilience against demand and supply volatility
3. **Material Distribution Logistics**
   Standardised and laboratory-approved materials, enabling traceable sample handling and efficient laboratory intake
4. **Sampling Operations**
   Ensuring sample quality, integrity and regulatory compliance at the point of sampling
5. **Sample Logistics**
   Reliable, traceable and cost-efficient transport of samples, optimising sample arrival flows at the laboratory while minimising environmental impact
6. **Laboratory Reception**
   Controlled chain-of-custody transfer and rapid integration into laboratory workflows

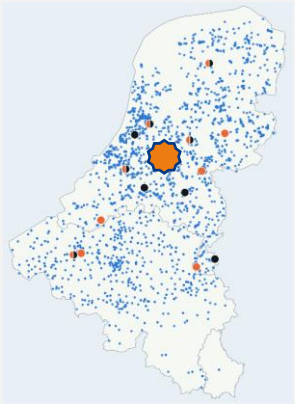
Benelux case study: Proven model in a critical customer service differentiator, with the opportunity to replicate across the entire network

High-volume, high-performance network

The Benelux logistics network integrates **25 Eurofins operating companies** through a centralised in-house **hub-and-spoke network**, connecting laboratories and **de-risking logistics operations** while improving efficiency and operational control.



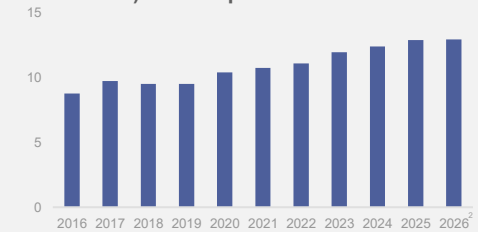




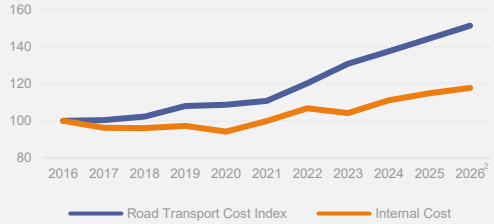
- **150,000+ temperature-controlled stops** performed annually
- **1.6 million samples** collected and delivered annually
- **99.7% on-time delivery** performance (5-year average)

Greater efficiency, lower cost inflation

Network Efficiency (# of network stops per vehicle): 48% improvement since 2016



Transport cost growth: outperformed market benchmark[1] by 33pp since 2016



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[1] Panteia annual realised road transport cost developments reports, commissioned by TLN, indexed to 2016=100 as well as Internal Eurofins Data

[2] 2026 YTD

Strategy – building deeper process automation and technology adoption into new facilities

Amersfoort: purpose-built for end-to-end automation

One seamless automated workflow, connecting physical processes, digital orchestration and AI integration:

Sub-sampling & storage automation

Examples:
- Internal logistics
- Sub-sampling

Pre-treatment automation

Examples:
- Organic extraction
- Washing & centrifuging

Measurement automation

Examples:
- pH soil
- Dry matter

SEAMLESS: 80 interconnected automation solutions

FAST: 60%+ reduction in turnaround time for dry matter determination process[1]

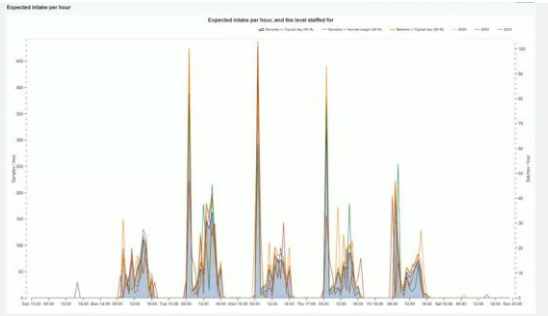
EFFICIENT: +10% improvement in overall labour productivity versus predecessor sites

Future state: AI workflow optimisation

- eLIMS NG as the single laboratory platform from the outset
- Chromatographic analysis assisted by AI - already in production in multiple laboratories
- AI-powered Intelligent Quote Automation being explored

AI-use case study in Europe Environment Testing: laboratory resource planning

- Built on 14 years of historical sample-flow data
- Predicts daily incoming sample volume and workload
- Enables proactive staffing and resource allocation



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1. Example of improvement in a single step of the laboratory workflow

Emerging opportunity – multinational account growth is accelerating demand for coordinated European solutions

Eurofins' core strengths are strongly aligned with the needs of this high-growth segment:

Top-10 Global Environmental Consultant

- Began as a regional partnership, expanding into to a global agreement with one of the worlds largest Environmental Consulting firms
- As of 2026, our partnership spans more than 20 countries across 5 continents.
- Growing strongly, with double-digit % growth in second year of contract

Key strengths: Unmatched Network Coverage

Leading Global NGO

- Client selected Eurofins to provide testing across multiple industries & geographies
- Draws on Eurofins' multi-sector expertise, with testing needs including Environment (Drinking Water, Soil), Forensics (Blood), and Consumer Products (Toys)

Key strengths: Unmatched Network Coverage; Industry-Leading Service Offering

Industry Leading Consortium

- Semiconductor Industry group consisting of 58 partners located across Europe
- Customer approached Eurofins, looking to utilise our network and technical expertise around PFAS sampling & analysis

Key strengths: Specialty Testing Expertise; Unmatched Network Coverage

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Summary

Market Leadership - Eurofins is the #1 environmental testing provider in Europe (and globally), with unmatched breadth across all key matrices and industry sectors

Sustained GDP+ growth profile with attractive market structure and diverse customer base

Scalable and evolving operating platform - Driving margin via a hub and spoke network and integrated operational improvements; with further leverage to come from future network expansions

High-growth specialty opportunities Well positioned to capture ongoing PFAS opportunity and the next wave of key contaminants (microplastics), with established scale, process efficiency and technical leadership

Unmatched network footprint and technical expertise combined with industry-leading service has global firms looking to partner with Eurofins on multinational agreements

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