

2025 Earnings – Fourth Quarter

February 24, 2026

Elanco

Notices and Disclaimers

Forward-Looking Statements. This presentation contains forward-looking statements within the meaning of the federal securities laws, including, without limitation, statements concerning product launches and revenue from such products, our 2026 full year and first quarter guidance, long-term expectations, our expectations regarding debt levels, and expectations regarding our industry and our operations, performance and financial condition, and including, in particular, statements relating to our business, growth strategies, distribution strategies, product development efforts and future expenses. Forward-looking statements are based on our current expectations and assumptions regarding our business, the economy and other future conditions. Because forward-looking statements relate to the future, by their nature, they are subject to inherent uncertainties, risks and changes in circumstances that are difficult to predict. As a result, our actual results may differ materially from those contemplated by the forward-looking statements. Important risk factors that could cause actual results to differ materially from those in the forward-looking statements include regional, national or global political, economic, business, competitive, market and regulatory conditions, including but not limited to the following: operating in a highly competitive industry; the success of our research and development (R&D), regulatory approval and licensing efforts; the impact of disruptive innovations and advances in veterinary medical practices, animal health technologies and alternatives to animal-derived protein; competition from generic products that may be viewed as more cost-effective; changes in regulatory restrictions on the use of antibiotics in farm animals; an outbreak of infectious disease carried by farm animals; risks related to the evaluation of animals; consolidation of our customers and distributors; our dependence on the success of our top products; our ability to complete acquisitions and divestitures and to successfully integrate the businesses we acquire; our ability to implement our business strategies or achieve targeted cost efficiencies and gross margin improvements; manufacturing problems and capacity imbalances, including at our contract manufacturers; fluctuations in inventory levels in our distribution channels; risks related to the use of artificial intelligence in our business; our dependence on sophisticated information technology systems and infrastructure, including the use of third-party, cloud-based technologies, and the impact of outages or breaches of the information technology systems and infrastructure we rely on; the impact of weather conditions, including those related to climate change, and the availability of natural resources; demand, supply and operational challenges associated with the effects of a human disease outbreak, epidemic, pandemic or other widespread public health concern; the loss of key personnel or highly skilled employees; adverse effects of labor disputes, strikes and/or work stoppages; the effect of our substantial indebtedness on our business, including restrictions in our debt agreements that limit our operating flexibility and changes in our credit ratings that lead to higher borrowing expenses and restrict access to credit; changes in interest rates that adversely affect our earnings and cash flows; risks related to the write-down of goodwill or identifiable intangible assets; the lack of availability or significant increases in the cost of raw materials; risks related to foreign and domestic economic, political, legal and business environments; risks related to foreign currency exchange rate fluctuations; risks related to underfunded pension plan liabilities; our current plan not to pay dividends and restrictions on our ability to pay dividends; the potential impact that actions by activist shareholders could have on the pursuit of our business strategies; risks related to tax expense or exposures; actions by regulatory bodies, including as a result of their interpretation of studies on product safety; the possible slowing or cessation of acceptance and/or adoption of our farm animal sustainability initiatives; the impact of increased regulation or decreased governmental financial support related to the raising, processing or consumption of farm animals; risks related to tariffs, trade protection measures or other modifications of foreign trade policy; the impact of litigation, regulatory investigations and other legal matters, including the risk to our reputation and the risk that our insurance policies may be insufficient to protect us from the impact of such matters; challenges to our intellectual property rights or our alleged violation of rights of others; misuse, off-label or counterfeiting use of our products; unanticipated safety, quality or efficacy concerns and the impact of identified concerns associated with our products; insufficient insurance coverage against hazards and claims; compliance with privacy laws and security of information; risks related to environmental, health and safety laws and regulations; and inability to achieve goals or meet expectations of stakeholders with respect to environmental, social and governance matters. For additional information about the factors that could cause actual results to differ materially from forward-looking statements, please see the company's latest Form 10-K and Form 10-Qs filed with the Securities and Exchange Commission. We undertake no duty to update forward-looking statements.

Non-GAAP Financial Measures. This presentation contains non-GAAP financial measures, such as organic constant currency (CC) revenue growth, adjusted gross profit, adjusted gross margin, adjusted net income, adjusted earnings per share (EPS), EBITDA, adjusted EBITDA and adjusted EBITDA margin and net debt and net debt leverage, which we use to assess and analyze our operational results and trends. Reconciliation of non-GAAP financial measures and reported GAAP financial measures are included in the tables in the appendix to this presentation and are posted on our website at www.elanco.com. These non-GAAP measures are not, and should not be viewed as, substitutes for U.S. GAAP reported measures.

On Today's Call

Jeff Simmons

Elanco Animal Health
*President and
Chief Executive Officer*



Bob VanHimbergen

Elanco Animal Health
*Executive Vice President,
Chief Financial Officer*



Elanco as a Consistent, Reliable Growth Company Delivering Our Diverse Portfolio of Innovation

Q4 2025 vs Guidance¹

✓ Revenue **+\$47M**

✓ Adj. EBITDA² **+\$11M**

✓ Adj. EPS² **+\$0.02**

¹Results compared to the midpoint of the company's fourth quarter guidance provided November 5, 2025. ²Non-GAAP financial measures. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations. ³Organic CC growth represents revenue growth excluding the impacts from our prior year divestiture of the aqua business, which was divested July 9, 2024, royalty revenue that was sold to a third party and the impact of foreign exchange rates



Strong Q4 Exceeding Expectations

Revenue, Adj. EBITDA, and Adj. EPS all above guidance; **9% organic CC³ revenue growth** led by **U.S. Farm Animal up 17% and U.S. Pet Health up 10%** with International Pet Health up 8% and International Farm Animal up 4%



High Quality Growth with Diverse Portfolio, Stabilizing Base

10th consecutive quarter of underlying growth; **9 of top 10 countries** and **top 5 product franchises** achieved organic CC revenue growth in 2025; balanced contributions from price (+2%) and volume (+5%) in 2025



Innovation Outperformed 2025 Target; Raising 2026 Outlook

Full year 2025 innovation revenue contribution of \$892M; **raising 2026 target to \$1.15B** driven by our major innovation products, market share gains, and customer response



Deleveraging Faster Than Planned

Achieved **quarter-end net leverage ratio (NLR)² of 3.6x**, enabled by strong Q4 results and good trade working capital performance; **year-end 2026 NLR target of 3.1x-3.3x**








2026 Revenue, Adj. EBITDA, & Adj. EPS Guidance

Expecting **organic CC revenue growth of 4%-6%** with **Adj. EBITDA of \$955-\$985M (8% growth at midpoint)** and **Adj. EPS of \$1.00-\$1.06 (10% growth at midpoint)**; expecting immaterial net tariff impact to Adj. EBITDA growth with positive offset from pricing (as of February 23, 2026)

Our Commitment

Results

2025 Delivering on Our Commitments

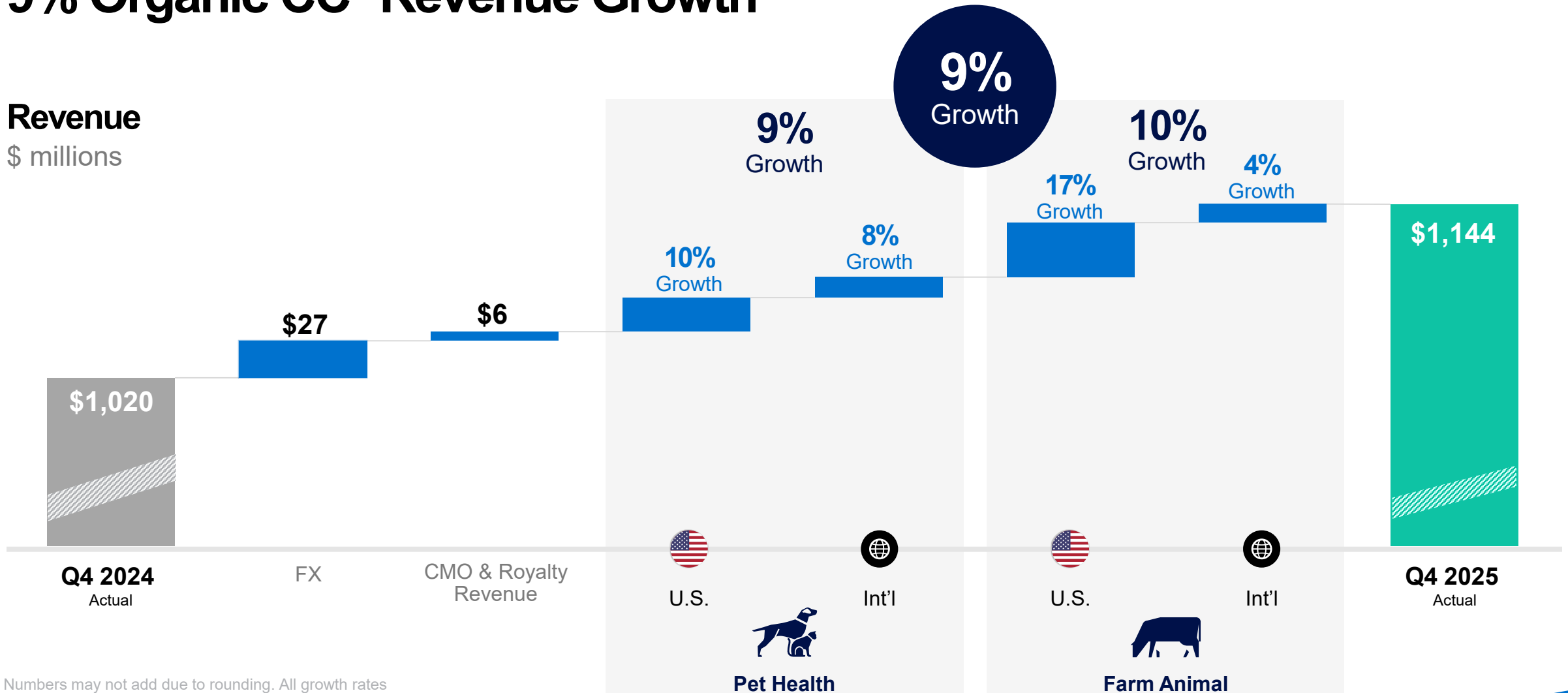
Innovation Revenue	\$500-\$600M Dec. 2020 Target \$640-\$720M Feb. 2025 Guidance	 \$892M
Big 6	Deliver Our Late-Stage Pipeline Assets	 Delivery of Big 6 by End of 2025 Without Attrition
Next Wave	Refill the Pipeline	 5-6 Potential Blockbuster Approvals Expected Through 2031
Organic CC Revenue Growth	4%-6% Feb. 2025 Guidance	 7%
Adj. EBITDA	\$830-\$870M Feb. 2025 Guidance	 \$901M
Adj. EPS	\$0.80-\$0.86 Feb. 2025 Guidance	 \$0.94
Net Leverage Ratio	Low- to Mid-4x Feb. 2025 Guidance	 3.6x
Refinancing	Term Loan B Aug. 2027 Maturity	 Extended Maturity and Lowered Cost of Debt

Q4 2024 to Q4 2025 Revenue Bridge

9% Organic CC¹ Revenue Growth

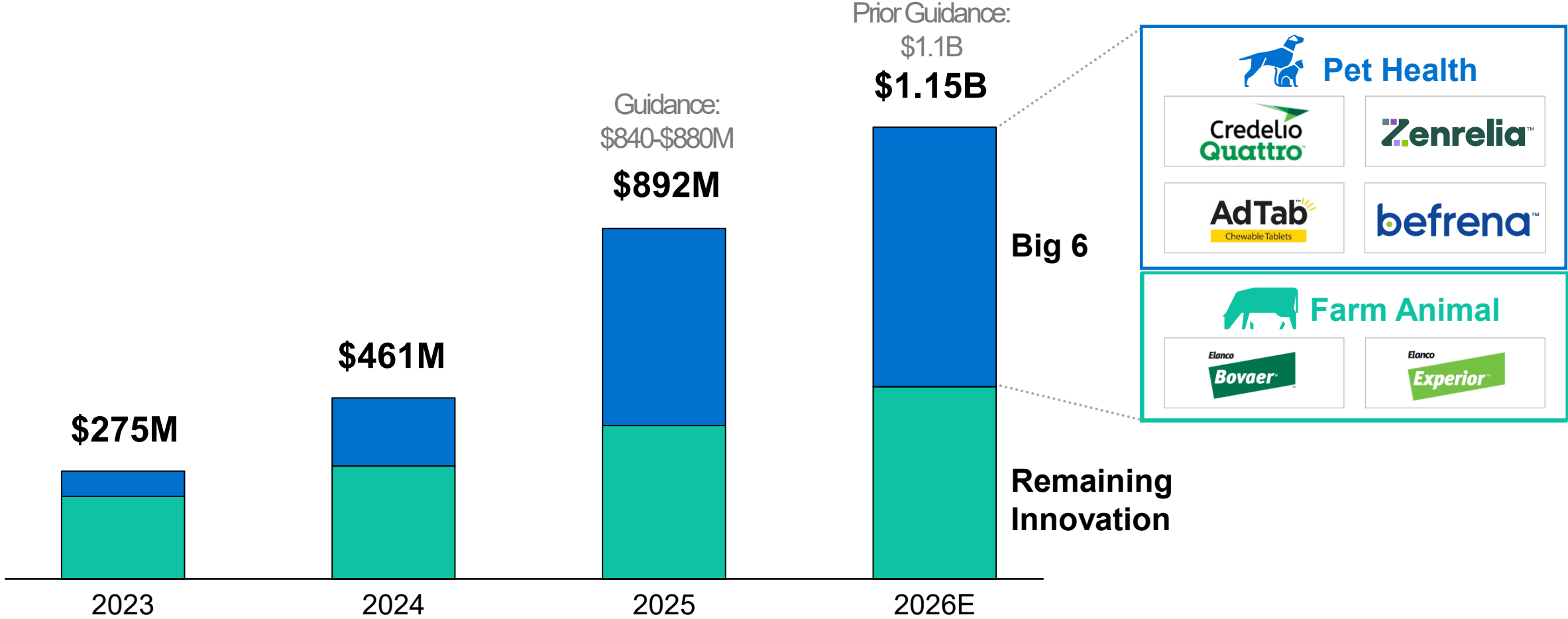
Revenue

\$ millions



Numbers may not add due to rounding. All growth rates noted are organic constant currency. ¹Organic CC growth represents revenue growth excluding the impacts from royalty revenue that was sold to a third party and the impact of foreign exchange rates.

Innovation: Big 6 Now Expected to Drive \$1.15B in Incremental Revenue in 2026



Note: Innovation revenue is incremental in reference to 2020 sales and does not include the expected impact of cannibalization on the base portfolio

Updates on Big 6 Major Innovation Products

Zenrelia™



- Efficacy driving global momentum and share gains; double-digit U.S. JAK share exiting December¹
- Largest month yet in December; ~50% of U.S. clinics buying, with reorder rate >80%
- 2,500 new purchasers after Sept. label update
- ~40% share of JAK market in Brazil, >30% in Japan with year 3-4 analog share in year 1²
- >10% JAK share in the U.K.²
- Double-digit JAK share in France, Italy, Spain, outperforming the competitive entrant²; contracted with all major EU corporate accounts

befrena™



- New anti-IL31 mAb injection targeting canine allergic and atopic dermatitis
- U.S. regulatory approval received in December
- Differentiation on convenience, value, efficacy
- Effectively reduces itch for at least six weeks
- Continue to expect H1 2026 commercialization
- 83% of surveyed veterinarians are likely to use Befrena, especially in seasonal cases⁵

Credelio Quattro™



- Only major animal health company growing para Rx vet clinic market share in 2025³, driven by Credelio Quattro
- Dollar share gains of broad-spectrum dispensing sales from U.S. clinics, at the same pace as in Q3¹
- Highest puppy index vs. other broad-spectrum endectos, with growth vs. Q3⁴
- Penetrated ~1/3rd of U.S. vet clinics
- Australian approval as Advocate Ultra Chew, leading globalization in ~\$700M OUS market growing double-digits²

Elanco Experior™



- 2025 sales over \$200M, up nearly 80%
- Benefitting from producer economics with historically small U.S. cattle herd
- Customer retention over 90%
- Potential annual U.S. and Canada market size of \$350M+
- Continued growth opportunity with extending days of use, continued adoption, and price

AdTab™

Chewable Tablets



- Continued robust growth trajectory with Q4 sales up over 50%
- Fastest-growing brand in the \$600M OTC ecto category in Europe²
- Achieved more than 50% oral OTC market share; became #1 in less than two years on the market²

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Bovaer®



- CPG demand supports relatively consistent cattle numbers on Bovaer
- Customer retention over 90%
- Continued investment in enhanced value and user flexibility expected to drive long term adoption growth
- Expect a measured sales ramp in a dynamic market backdrop

¹Per Kynetic Q3 and Q4 data

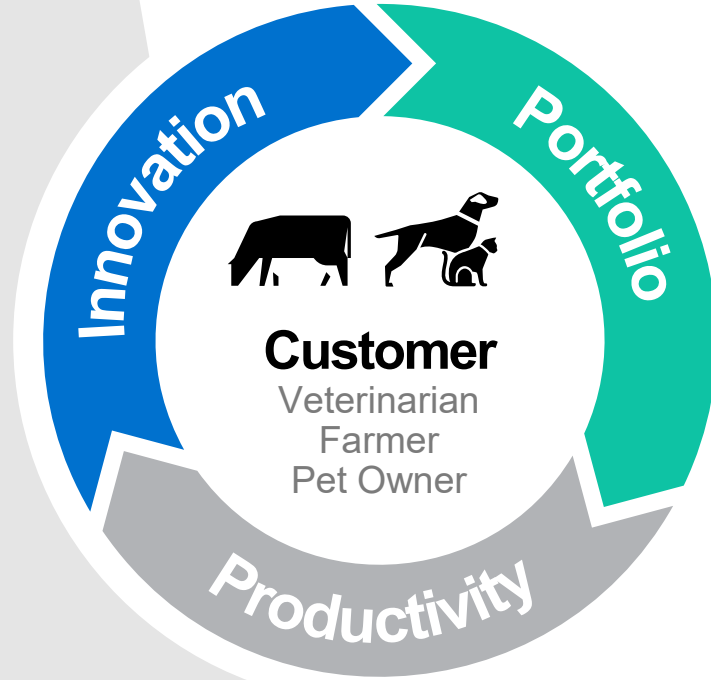
²Internal estimates based on multiple data sources

³Per Animalytix December YTD data

⁴Kynetic Puppy Index, December YTD

⁵Estimated based on responses to Elanco survey with a close proxy of the approved label

IPP
 Innovation,
 Portfolio,
 Productivity
Recent Highlights



Deliver Consistent, High-Impact Innovation

Delivered the Big 6 Without Attrition
 2 are already blockbusters: Experior, Credelio Quattro

Next Wave
 5-6 blockbuster-potential approvals expected through 2031; >\$2B peak sales potential¹

Platforms for Pipeline Refill
 Built in house platforms for small molecules, mAbs, and immune therapeutics³

Optimize Our Diverse Portfolio to Grow Share

Broad-Based Growth
 9 of top 10 countries and top 5 product franchises grew in 2025 (organic cc²)

Corporate Growth
 Net sales growth with 90% of top contracted U.S. corporate accounts in 2025 vs. 13% in 2024

Accelerating Price Contribution
 2% growth in 2025; expect improvement in 2026 incl. largest U.S. vet increase in 5 years

Continuously Improve Productivity & Cash Flow

Rapid Debt Paydown
 3.6x NLR, marking 2 turns of improvement in 2 years

Optimizing Footprint
 Shifting manufacturing and R&D investment to U.S.

Elanco Ascend
 Productivity initiative to deliver \$200-\$250M in Adj. EBITDA savings by 2030, with ~30% achieved in 2026

Consistent Progress Across Our Strategic Priorities

¹Non-risk-adjusted, excluding cannibalization

²Organic CC growth represents revenue growth excluding the impacts from our prior year divestiture of the aqua business, which was divested on July 9, 2024, royalty revenue that was sold to a third party and the impact of foreign exchange rates

³Updated from 2/24/26 presentation

Financial Results

Fourth Quarter 2025

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Fourth Quarter 2025

Impact of Price, Rate, and Volume on Revenue

\$ Millions	Revenue	Price	FX Rate	Organic Volume	Total	Organic CC ¹ Change
Pet Health	\$489	1%	2%	8%	11%	9%
Cattle	\$296		2%		17%	15%
Poultry	\$237		3%		11%	8%
Swine	\$107		2%		3%	1%
Farm Animal	\$640	2%	2%	8%	12%	10%
Contract Mfg. / Other	\$15				36%	
Total Elanco	\$1,144	1%	2%	8%	12%	9%

Reported revenue in millions. Numbers may not add due to rounding.

¹Organic CC growth represents revenue growth excluding the impacts from royalty revenue that was sold to a third party and the impact of foreign exchange rates.

Fourth Quarter 2025

Revenue by Geography and Species

\$ Millions	2025	2024	Change (%)	Organic CC ¹ Change (%)
U.S. Pet Health	\$278	\$253	10%	10%
International Pet Health	\$211	\$186	13%	8%
Total Pet Health	\$489	\$439	11%	9%
U.S. Farm Animal	\$262	\$223	17%	17%
International Farm Animal	\$378	\$347	9%	4%
Total Farm Animal	\$640	\$570	12%	10%
Contract Mfg. / Other	\$15	\$11	36%	
Total Elanco	\$1,144	\$1,020	12%	9%

Reported revenue in millions. Numbers may not add due to rounding.

¹Organic CC growth represents revenue growth excluding the impacts from royalty revenue that was sold to a third party and the impact of foreign exchange rates.

Fourth Quarter 2025

Adjusted¹ Income Statement Highlights

\$ millions, except per share values	2025	2024	Change (\$)	Change (%)
Revenue	\$1,144	\$1,020	\$124	12%
Adjusted Gross Profit	\$581	\$519	\$62	12%
Adjusted Gross Margin ²	51.2%	50.9%	NM	30 bps
Operating Expense	\$431	\$381	\$50	13%
Interest Expense, Net	\$47	\$46	\$1	2%
Other Income	\$(4)	\$(5)	\$1	20%
Effective Tax Rate	39.9%	26.2%	NM	NM
Adjusted Net Income	\$64	\$72	\$(8)	(11)%
Adjusted Diluted Earnings Per Share	\$0.13	\$0.14	\$(0.01)	(7)%
Adjusted EBITDA	\$189	\$177	\$12	7%
Adjusted EBITDA Margin ³	16.7%	17.4%	NM	(70) bps

Note: Numbers may not add due to rounding.

¹Non-GAAP financial measures. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations.

²We define adjusted gross margin as adjusted gross profit divided by total revenue, excluding royalty revenue sold to a third party.

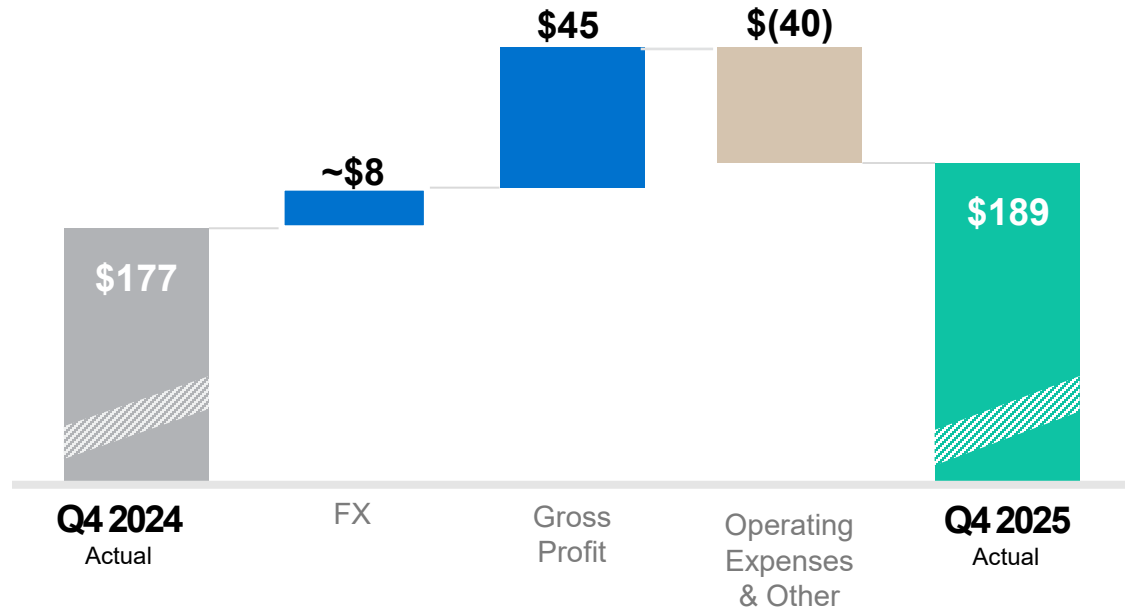
³We define adjusted EBITDA margin as adjusted EBITDA divided by total revenue, excluding royalty revenue sold to a third party.

Fourth Quarter 2025

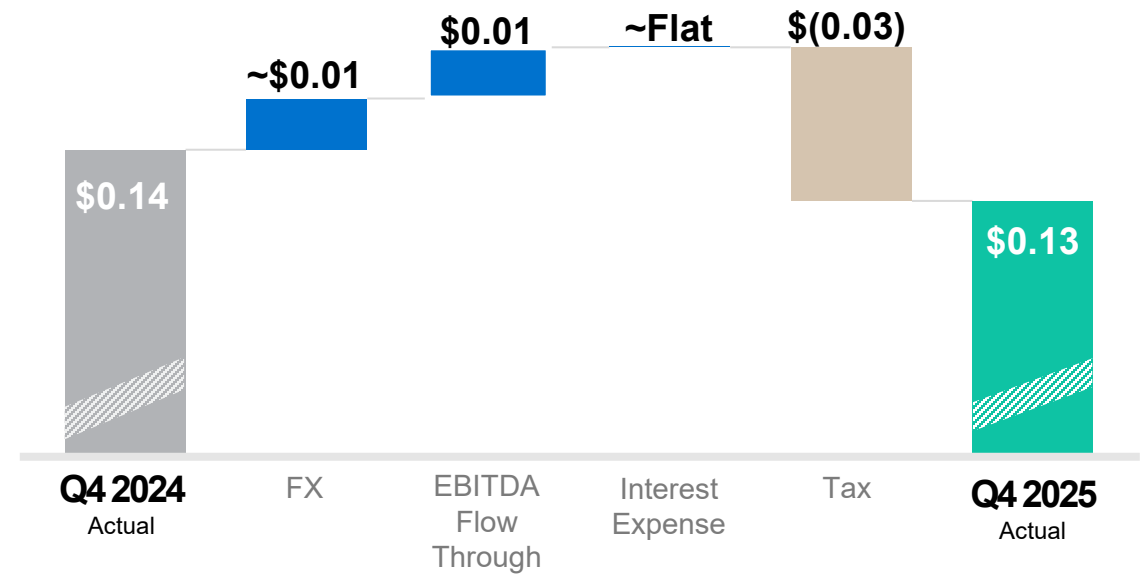
Adjusted EBITDA¹ and Adjusted EPS¹ Drivers

Q4 Adjusted EBITDA

\$ millions



Q4 Adjusted EPS



Note: Numbers may not add due to rounding.

¹Non-GAAP financial measures. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations.

Full Year 2025

Adjusted¹ Income Statement Highlights

Including Impact from Aqua Divestiture

\$ millions, except per share values	2025	2024	Change (\$) ²	Change (%) ²
Revenue	\$4,715	\$4,439	\$276	6%
Adjusted Gross Profit	\$2,576	\$2,436	\$140	6%
Adjusted Gross Margin ³	54.9%	54.9%	NM	0 bps
Operating Expense	\$1,798	\$1,658	\$140	8%
Interest Expense, Net	\$159	\$223	\$(64)	(29)%
Other Expense	\$14	\$3	\$11	367%
Effective Tax Rate	21.8%	18.1%	NM	NM
Adjusted Net Income	\$473	\$452	\$21	5%
Adjusted Diluted Earnings Per Share	\$0.94	\$0.91	\$0.03	3%
Adjusted EBITDA	\$901	\$910	\$(9)	(1)%
Adjusted EBITDA Margin ⁴	19.2%	20.5%	NM	(130) bps

Note: Numbers may not add due to rounding.

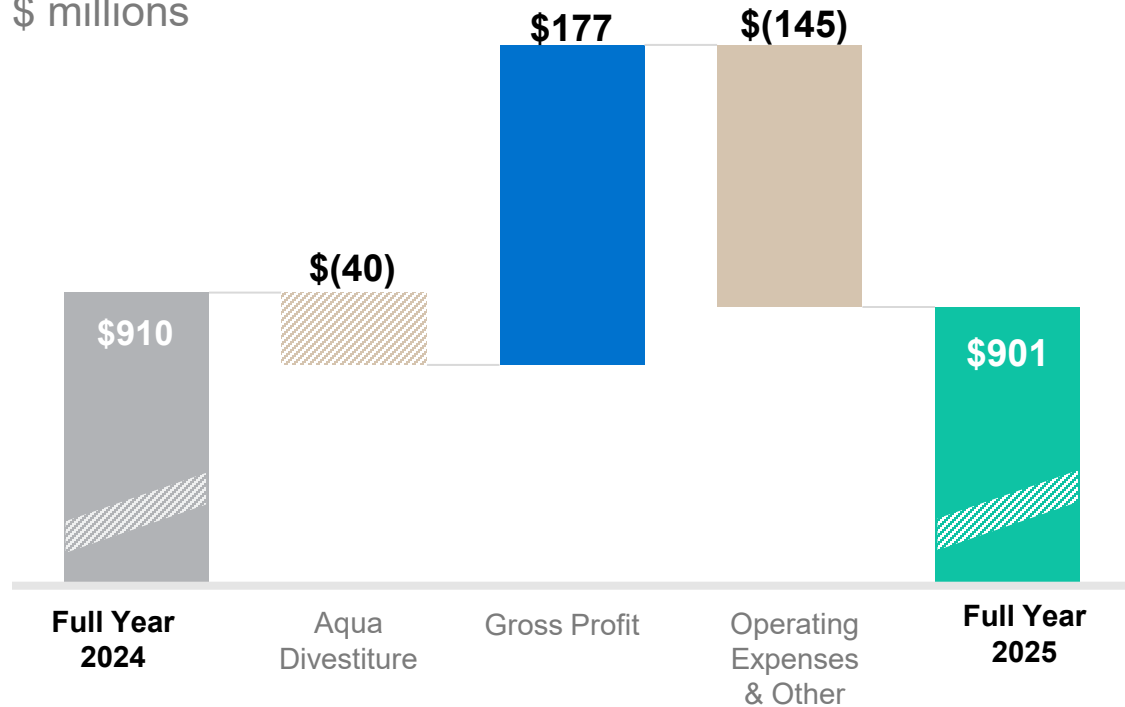
¹Non-GAAP financial measures. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations.²Comparisons have not been adjusted for the unfavorable impact of the aqua divestiture which was completed on July 9, 2024.³We define adjusted gross margin as adjusted gross profit divided by total revenue, excluding royalty revenue sold to a third party.⁴We define adjusted EBITDA margin as adjusted EBITDA divided by total revenue, excluding royalty revenue sold to a third party.

2024 to 2025 Full Year Bridge

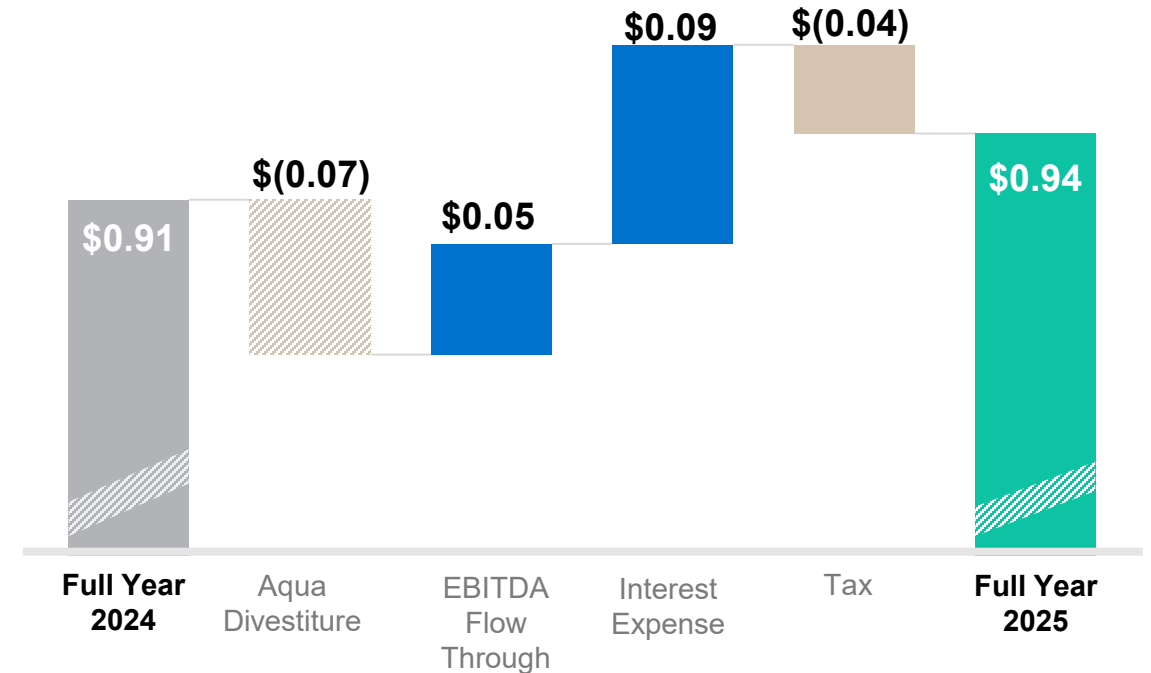
Adjusted EBITDA¹ and Adjusted EPS¹ Drivers

2025 Adjusted EBITDA

\$ millions



2025 Adjusted EPS



Note: Numbers may not add due to rounding.

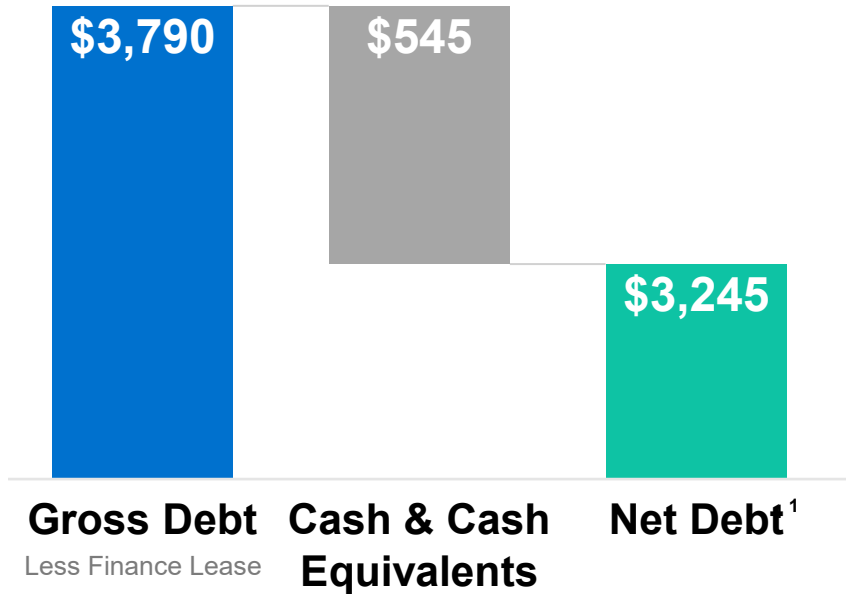
¹Non-GAAP financial measures. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations.

Key Balance Sheet and Cash Flow Metrics

Cash and Debt Balances

as of December 31, 2025

\$ millions



Key Metrics

Q4 Net Leverage Ratio³ 3.6x
Exceeded 2025 year-end NLR target of 3.7x-3.8x

Operating Cash Flow of \$108M
Reflects expected cash tax payments related to 2024 Aqua divestiture partially offset by continued progress on working capital improvement

Days Sales Outstanding² Decreased to 73 days; YoY improvement of 3 days

2026 Net Leverage Ratio³
Targeting 3.1x-3.3x by year-end

Capital Allocation Priorities



Debt Paydown

Primary use of free cash flow

Targeting <3.0x in 2027 and 2.0x-2.5x over time



Strategic Investment in Business

R&D, manufacturing capex, commercial launches, bolt-on M&A investment expected to drive sustainable topline growth

Note: Numbers may not add due to rounding.

¹Net debt is a non-GAAP measure calculated as gross debt, excluding finance lease liabilities, less cash and cash equivalents on our balance sheet.

Gross debt is the sum of current portion of long-term debt and long-term debt and excludes unamortized debt issuance costs.

²Days Sales Outstanding calculated as the trailing 12-month average.

³Net leverage ratio calculated as gross debt less cash and cash equivalents and finance lease liabilities on our balance sheet divided by adjusted EBITDA.

Financial Guidance

First Quarter and Full Year 2026

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TM



2026 Full Year

Financial Guidance

\$ millions, except per share values

	FY Guidance	Comments
Revenue¹	\$4,950 - \$5,020	4%-6% organic CC ² growth; expecting \$55M tailwind from FX
Adjusted EBITDA³	\$955 - \$985	8% growth at midpoint; adj. gross margin up ~40 bps
Adjusted Diluted EPS³	\$1.00 - \$1.06	10% growth at midpoint



Accelerating Price Contribution YoY

Reflecting our latest innovation and the value of our portfolio to customers



Adj. EBITDA Margin Expansion

Led by Elanco Ascend program, with G&A savings more front-loaded over the 5-year period



'Below the Line' Items

Expecting modest step-up in interest expense with expiration of favorable interest rate swap amortization benefit, and ~22% effective tax rate

¹Revenue guidance excludes royalty revenue that was sold to a third party

²Organic CC growth represents revenue growth excluding the impacts from royalty revenue that was sold to a third party and the impact of foreign exchange rates

³Non-GAAP financial measure

First Quarter 2026

Financial Guidance

\$ millions, except per share values

	Q1 Guidance	Comments
Revenue¹	\$1,280 - \$1,305	4%-6% organic CC ² growth; expecting \$40M tailwind from FX
Adjusted EBITDA³	\$290 - \$310	9% growth at midpoint; operating expenses up 7% (4% CC)
Adjusted Diluted EPS³	\$0.33 - \$0.36	Includes impact of YoY tax headwind



Diverse Portfolio

Expecting growth across businesses, led by Farm Animal



Adj. EBITDA Margin

Gross margin YoY headwind from timing of inflation and flow-through of inventory costs; expecting slight Adj. EBITDA margin expansion at midpoint of range



'Below the Line' Items

Interest expense expected to be ~\$45M; effective tax rate expected in line with full-year rate

¹Revenue guidance excludes royalty revenue that was sold to a third party

²Organic CC growth represents revenue growth excluding the impacts from royalty revenue that was sold to a third party and the impact of foreign exchange rates

³Non-GAAP financial measure

Considerations for 2026

Tailwinds

Diverse portfolio of innovation continuing to scale globally, on a stabilizing base

Price growth

Comprehensive portfolios

OTC Pet Health retail leadership

Cattle and poultry leadership

Accelerating animal protein consumption

Moving past launch investments

Elanco Ascend

Headwinds

Competitive pressure and innovation

Consumer/macro pressure and U.S. vet visit volume declines

Generic pressure

Tariff impacts and risks

Inflation

Modest interest expense step-up

The Attractiveness of Investing in Animal Health

Durable & Diverse Industry with a Path from \$42 Billion to \$60 Billion

1 Regulated, Science-Based Industry “Pharma-Like”

- High complexity, high barrier to entry
- Innovation revolution with innovation being rewarded
- Independence = access and ownership of innovation

2

Brand Driven “CPG-Like”

- Vet and pet owner: Brand loyalty
- Protein companies: Quality assurance and brand protection
- Limited patent cliffs
- Continuous lifecycle management

3

Value Orientation “Economic Driven”

- Cash pay market: Holistic value proposition essential
- Size & scale matter
- Highly complex: Species therapeutic classes, geographies
- Requires customer interface



A Global Shift in Pet Owner Behavior

Access, Convenience and Willingness to Spend

Convenience Is King



#1

driver of treatment adherence: convenience¹

Pet owners are taking on more of the decision-making power

Increase Spend Across Channels



+30%

higher annual spend from omnichannel vs. single channel²

Global industry momentum centers on omnichannel access and innovation

Subscriptions Drive Passive Spending



40%

pet care dollars from subscription sales³

A third of pet owners state spending more on their pets than on their own health needs⁴

Humanization of Pets Globalizing



70%

global pet ownership growth from emerging markets⁵

China and Brazil among fastest growing pet care markets

¹AAHA Dec 2023 Trends Magazine ³NielsenIQ data

²McKinsey Omnichannel research

⁴U.S. News 2026 Pet Owner Survey

⁵Euromonitor, The World Market for Pet Care

Accelerating Global Animal Protein Consumption

Projected to Grow at 5% Annually in the U.S. Alone³

Overwhelming Consumer Demand

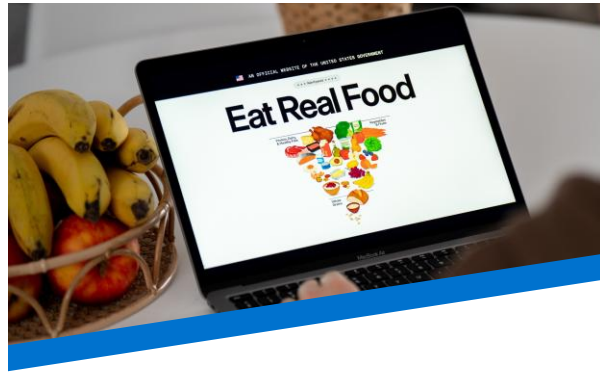


61%

U.S. consumers seeking protein increase¹

High-protein diets are now the most popular eating pattern in the U.S.

Dietary Guidelines Recommendations



~2x

recommended daily protein consumption

FDA Dietary Guidelines recommend 1.2-1.6g/kg of protein per day

GLP-1 Usage



~40-50%

more protein consumption for GLP-1 users²

21% of Americans projected to be on a GLP-1 by 2035³

Muscle Retention in Aging Population



25%

increase in adults over 60 by 2030⁴

Higher protein intake is essential in healthy aging

¹Cargill 2025 Protein Profile
²Helm'sman Group, The GLP-1 Revolution

³Morgan Stanley Protein research
⁴World Health Organization

Elanco Today: A Different Company – Consistent Growth, Steady Pipeline of New Products, Stronger Financial Profile

1	2	3	4	5
Consistent, Predictable Growth	Innovation Engine at Commercial Scale	Multi-Wave Blockbuster Pipeline	Clear Path to Higher Profitability	Strengthening Financial Profile
MSD% Organic CC¹ Revenue Growth Starting in 2025	\$1.15B Innovation Revenue in 2026	>\$2B Next Wave Peak Sales²	HSD% Adj. EBITDA³ Growth Starting in 2026	\$1B+ Free Cash Flow³ 2026-2028 Total
<ul style="list-style-type: none"> ✓ More competitive portfolios and share of voice ✓ 10 consecutive quarters of growth ✓ Stabilizing base 	<ul style="list-style-type: none"> ✓ Contributions across geographies, species, and products ✓ Globalizing 'Big 6' in major growing markets ✓ 'Big 6' revenue expected to double by 2028 	<ul style="list-style-type: none"> ✓ 10+ major innovation projects with blockbuster potential progressing in development ✓ 5-6 potential blockbuster approvals expected through 2031 	<ul style="list-style-type: none"> ✓ Adj. EBITDA margin expansion expected, beginning in 2026 ✓ Expecting 200-350 bps of adj. EBITDA margin expansion by 2028 	<ul style="list-style-type: none"> ✓ Reduced leverage by 2 turns in 2 years ✓ Expecting rapid deleveraging to <3x in 2027 and toward 2.0x-2.5x

1) Excludes the impacts from our prior year divestiture of the aqua business, which was divested July 9, 2024, royalty revenue that was sold to a third party and the impact of foreign exchange rates. 2) Peak sales are not probabilized for technical success and exclude cannibalization. 3) Non-GAAP financial measure. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations

Appendix

Reference slides and GAAP reported to non-GAAP
adjusted reconciliations

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Full Year 2025

Impact of Price, Rate, and Volume on Revenue

	Revenue	Price	FX Rate	Organic Volume	Aqua Volume	Total	Organic CC ¹ Change
Pet Health	\$2,300	2%	0%	5%	0%	7%	7%
Cattle	\$1,125		1%			12%	11%
Poultry	\$858		1%			8%	7%
Swine	\$379		1%			4%	3%
Aqua	\$0					(100)%	
Farm Animal	\$2,362	2%	1%	6%	(4)%	5%	8%
Contract Mfg. / Other	\$53					15%	
Total Elanco	\$4,715	2%	1%	5%	(2)%	6%	7%

Reported revenue in millions. Numbers may not add due to rounding.

¹Organic CC growth represents revenue growth excluding the impacts from our prior year divestiture of the aqua business, which was divested July 9, 2024, royalty revenue that was sold to a third party and the impact of foreign exchange rates.

Full Year 2025

Revenue by Geography and Species











	2025	2024	Total (%)	Organic CC ¹ Change (%)
US Pet Health	\$1,292	\$1,213	7%	7%
Int'l Pet Health	\$1,008	\$930	8%	7%
Total Pet Health	\$2,300	\$2,143	7%	7%
US Farm Animal	\$940	\$819	15%	15%
Int'l Farm Animal	\$1,422	\$1,431	(1)%	4%
Total Farm Animal	\$2,362	\$2,250	5%	8%
Contract Mfg. / Other	\$53	\$46	15%	
Total Elanco	\$4,715	\$4,439	6%	7%

Reported revenue in millions. Numbers may not add due to rounding.

¹Organic CC growth represents revenue growth excluding the impacts from our prior year divestiture of the aqua business, which was divested July 9, 2024, royalty revenue that was sold to a third party and the impact of foreign exchange rates.

Full Year 2025

Revenue Performance by Top Ten Countries






	Total	% of Total	Organic CC Change ¹
 United States	\$2,234	47%	10%
 Brazil	\$199	4%	8%
 United Kingdom	\$173	4%	5%
 China	\$172	4%	(4)%
 Italy	\$131	3%	6%
 France	\$128	3%	6%
 Canada	\$125	3%	8%
 Mexico	\$115	2%	2%
 Spain	\$103	2%	13%
 Japan	\$97	2%	12%
Other International	\$1,238	26%	6%
Total	\$4,715	100%	7%

Reported revenue in millions. Numbers may not add due to rounding.

¹Organic CC growth represents revenue growth excluding the impacts from our prior year divestiture of the aqua business, which was divested July 9, 2024, royalty revenue that was sold to a third party and the impact of foreign exchange rates.

Full Year 2025

Revenue Performance for Select Products

	2025 Revenue	% of Total	CC Change ¹
	\$465	10%	1%
	\$378	8%	3%
	\$358	8%	59%
	\$289	6%	Slightly Positive
	\$289	6%	9%

Reported revenue in millions. Numbers may not add due to rounding.

¹Constant Currency (CC) is a non-GAAP financial measure, representing revenue growth excluding the impact of foreign exchange rates.

²Includes the entire Advantage Family line of products

³Includes Credelio Dog and Credelio Cat.

Full Year 2026

Financial Guidance & Additional Assumptions

\$ millions, except
per share values

	February
Total Revenue²	\$4,950 – \$5,020
Adjusted Gross Margin ¹	55.1% – 55.5%
Operating Expenses	\$1,915 – \$1,940
Adjusted EBITDA¹	\$955 – \$985
Adjusted EBITDA Margin¹	19.3% – 19.6%
Depreciation	Approx. \$145
Adjusted Interest Expense, Net ¹	Approx. \$165
Tax Rate	21% – 22%
Adjusted Earnings per Share¹	\$1.00 – \$1.06
Weighted Average Diluted Share Count	Approx. 508 million
Capital Expenditures	Approx. \$185
Cash Taxes	Approx. \$105
Cash Interest	Approx. \$175

¹Non-GAAP financial measure

²Revenue guidance excludes royalty revenue that was sold to a third party

Fourth Quarter 2025

Adjusted EBITDA Reconciliation

\$ millions

	2025	2024
Reported Net Loss	\$(276)	\$(8)
Net Interest Expense	\$80	\$46
Income Tax Expense (Benefit)	\$17	\$(43)
Depreciation and Amortization	\$174	\$164
EBITDA	\$(5)	\$159
Non-GAAP Adjustments		
Cost of Sales	\$1	\$0
Asset Impairment, Restructuring, and Other Special Charges	\$202	\$7
Sold Royalty Revenue	\$(9)	\$0
Other Expense, Net	\$0	\$11
Adjusted EBITDA	\$189	\$177
Adjusted EBITDA Margin	16.7%	17.4%

Numbers may not add due to rounding.

Fourth Quarter 2025

Reconciliation of GAAP Reported to Non-GAAP Adjusted Income Statement Items

\$ millions, except
per share values

	2025		2024	
	Net Income	EPS	Net Income	EPS
GAAP Reported Net Loss and EPS	\$(276)	\$(0.56)	\$(8)	\$(0.02)
Cost of Sales Adjustments	\$1	\$0.00	-	-
Amortization of Intangible Assets	\$139	\$0.28	\$130	\$0.26
Asset Impairment, Restructuring, and Other Special Charges ⁽¹⁾	\$202	\$0.40	\$7	\$0.02
Sold Royalty Revenue	\$(9)	\$(0.02)	-	-
Interest Expense, Net of Capitalized Interest ⁽²⁾	\$33	\$0.08	-	-
Other (Income) Expense, Net ⁽³⁾	-	-	\$11	\$0.02
Income Tax Expense (Benefit) ⁽⁴⁾	\$(26)	\$(0.05)	\$(69)	\$(0.14)
Adjusted Net Income and EPS ⁽⁵⁾	\$64	\$0.13	\$72	\$0.14

Note: Numbers may not add due to rounding.

Fourth Quarter 2025

Details of Adjustments to Certain GAAP Reported Measures

For the three months ended December 31, 2025 and 2024:

- (1) Adjustments of \$202 million for the three months ended December 31, 2025, primarily represented \$155 million of charges associated with our 2025 Restructuring Plan and a \$47 million impairment of a marketed product intangible asset due to a decline in future projected sales of a product group acquired in a past acquisition.
- (2) Adjustments of \$33 million for the three months ended December 31, 2025, principally included \$20 million of refinancing costs associated with our October 2025 debt refinancing, including the write-off of previously deferred debt issuance costs and \$13 million of imputed interest on our liability for sale of future revenue.
- (3) Adjustments of \$11 million for the three months ended December 31, 2024, primarily consisted of an \$8 million write-down of the retained equity interest in our previously divested BiomEdit R&D platform and the impact of hyperinflationary accounting in Turkey.
- (4) Adjustments of \$26 million for the three months ended December 31, 2025 primarily represented the income tax expense associated with the adjusted items discussed above, partially offset by an \$18 million decrease in the valuation allowance recorded against our deferred tax assets. Adjustments of \$69 million for the three months ended December 31, 2024, represent the income tax expense associated with the adjusted items discussed above, partially offset by an \$81 million increase in the valuation allowance recorded against our deferred tax assets during the period.
- (5) During the three months ended December 31, 2025 and 2024, we reported a GAAP net loss and thus, potential dilutive common shares were not assumed to have been issued since their effect was anti-dilutive. During the same periods, we reported non-GAAP net income. As a result, potential dilutive common shares would not have had an anti-dilutive effect, and diluted weighted-average shares outstanding for purposes of calculating adjusted EPS include 8.6 million and 4.0 million, respectively, of common stock equivalents.

Full Year 2025

Adjusted EBITDA Reconciliation

\$ millions

	2025	2024
Reported Net (Loss) Income	\$(232)	\$338
Net Interest Expense	\$220	\$235
Income Tax Expense	\$8	\$150
Depreciation and Amortization	\$680	\$662
EBITDA	\$676	\$1,385
Non-GAAP Adjustments		
Cost of Sales	\$2	\$0
Asset Impairment, Restructuring, and Other Special Charges	\$237	\$150
Sold Royalty Revenue	\$(19)	\$0
Gain on Divestiture	\$0	\$(640)
Other Expense, Net	\$5	\$15
Adjusted EBITDA	\$901	\$910
Adjusted EBITDA Margin	19.2%	20.5%

Numbers may not add due to rounding.

Full Year 2025

Reconciliation of GAAP Reported to Non-GAAP Adjusted Income Statement Items

\$ millions, except
per share values

	2025		2024	
	Net Income	EPS	Net Income	EPS
GAAP Reported (Loss) Net Income	\$(232)	\$(0.47)	\$338	\$0.68
Cost of Sales Adjustments	\$2	\$0.00	-	-
Amortization of Intangible Assets	\$543	\$1.08	\$527	\$1.06
Asset Impairment, Restructuring, and Other Special Charges ⁽¹⁾	\$237	\$0.47	\$150	\$0.30
Sold Royalty Revenue	\$(19)	\$(0.04)	-	-
Gain on Divestiture	-	-	\$(640)	\$(1.29)
Interest Expense, Net of Capitalized Interest ⁽²⁾	\$61	\$0.12	\$12	\$0.03
Other Expense, Net ⁽³⁾	\$5	\$0.01	\$15	\$0.03
Income Tax Expense ⁽⁴⁾	\$(124)	\$(0.23)	\$50	\$0.10
Adjusted Net Income and EPS ⁽⁵⁾	\$473	\$0.94	\$452	\$0.91

Note: Numbers may not add due to rounding.

Full Year 2025

Details of Adjustments to Certain GAAP Reported Measures

For the year ended December 31, 2025 and 2024:

- (1) Adjustments of \$237 million for the year ended December 31, 2025, primarily included \$155 million of charges associated with the 2025 Restructuring Plan, a \$47 million impairment of a marketed product intangible asset due to a decline in future projected sales of a product group acquired in a past acquisition, and \$16 million of impairment charges related to two early-stage capital projects that were indefinitely suspended. Adjustments of \$150 million for the year ended December 31, 2024, principally included impairment charges of \$53 million related to an IPR&D asset and \$15 million tied to the financial difficulties of a former contract manufacturing supply partner, \$44 million of costs associated with our 2024 Restructuring Plan and \$18 million of transaction costs related to the sale of our aqua business.
- (2) Adjustments of \$61 million for the year ended December 31, 2025, were primarily comprised of \$20 million of refinancing costs associated with our October 2025 debt refinancing, including the write-off of previously deferred debt issuance costs and \$33 million of imputed interest on our liability for sale of future revenue. Adjustments of \$12 million for the year ended December 31, 2024, were attributable to the write-off of previously deferred debt issuance costs associated with our Term Loan debt, given accelerated principal repayments made in 2024.
- (3) Adjustments of \$15 million in 2024 primarily consisted of an \$8 million write-down of the retained equity interest in our previously divested BiomEdit R&D platform and the impact of hyperinflationary accounting in Turkey.
- (4) Adjustments of \$124 million for the year ended December 31, 2025, primarily represented the income tax expense associated with the adjusted items discussed above, and to a lesser extent, \$11 million of discrete tax impacts from the remeasurement of certain deferred tax positions due to foreign tax rate changes. These adjustments were partially offset by \$42 million of discrete tax impacts primarily related to a worthless stock deduction during the first quarter of 2025 and an \$18 million decrease in the valuation allowance recorded against our deferred tax assets. Adjustments of \$50 million for the year ended December 31, 2024, represent the income tax expense associated with the gain on divestiture of our aqua business (\$170 million), offset by the income tax effects associated with the other adjusted items reflected above and a decrease in the valuation allowance recorded against our deferred tax assets during the period (\$77 million).
- (5) During the year ended December 31, 2025, we reported a GAAP net loss and thus, potential dilutive common shares were not assumed to have been issued since their effect was anti-dilutive. During the same period, we reported non-GAAP net income. As a result, potential dilutive common shares would not have had an anti-dilutive effect, and diluted weighted-average shares outstanding for purposes of calculating adjusted EPS include 6.0 million of common stock equivalents.



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