2026 Earnings – Third Quarter

November 6, 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 fourth 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; an increased use of alternative distribution channels or changes within existing distribution channels; 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 our aspirations or meet the 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

Q3 2026 vs Guidance[1]

- Revenue **+$36M**
- Adj. EBITDA[2] **+$35M**
- Adj. EPS[2] **+$0.06**

[1]Results compared to the midpoint of the company's third quarter guidance provided August 5, 2026. Revenue comparison excludes royalty revenue that were sold to a third party and sales-based milestones. [2]Non-GAAP financial measures. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations. [3]Organic CC growth represents revenue growth excluding the impacts from royalty revenue and sales-based milestones that were sold to a third party, foreign exchange rates, and acquisitions and divestitures.

Strong Q3 Exceeding Expectations

Revenue, Adj. EBITDA, and Adj. EPS all above guidance; 11% total revenue growth, or **9% organic CC[3] revenue growth** led by **Int'l Pet Health up 17%** and **U.S. Pet Health up 13%,** driven by innovation on a stable base

Growing Market Share and Accelerating Price Gains

Balanced contributions from **price (+4%)** and **volume (+5%); highest ever U.S. share for Credelio Quattro and Zenrelia in Sept.; significant runway to gain derm and broad-spectrum endecto share off a small base in large, growing global markets;** global ruminants +17% YTD reported growth

Raising Our Innovation Target

Q3 innovation revenue contribution of $328M, up 40% year over year; **raising 2026 target to $1.275B**

Accelerating Capital Allocation Flexibility

Achieved **quarter-end net leverage ratio (NLR)[2] of 2.9x** from 3.1x at Q2-end, enabled by strong results and working capital discipline; **improved year-end 2026 NLR target to ~2.9x,** enabling **accelerated capital allocation flexibility**

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

Increasing **organic CC revenue growth** to **~8%** with **Adj. EBITDA $1.05-$1.065B (17% growth at midpoint)** and **Adj. EPS $1.17-$1.20 (26% growth at midpoint);** guidance raise **fully passes through the Q3 beat**

Expecting 2027 to Follow Investor Day Algorithm

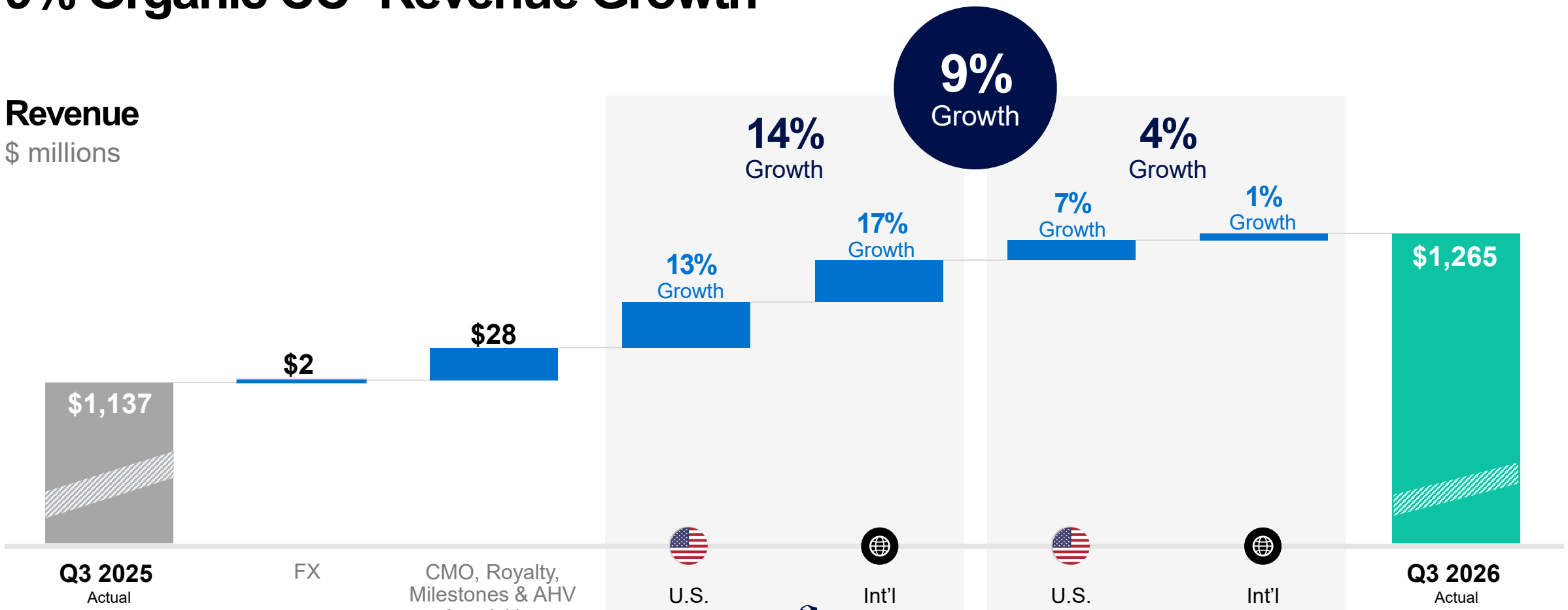
Resilient model supports **MSD organic CC revenue growth, HSD Adj. EBITDA growth, LDD Adj. EPS growth,** building on 2026 expected outperformance

Q3 2025 to Q3 2026 Revenue Bridge

9% Organic CC[1] Revenue Growth

Revenue

$ millions



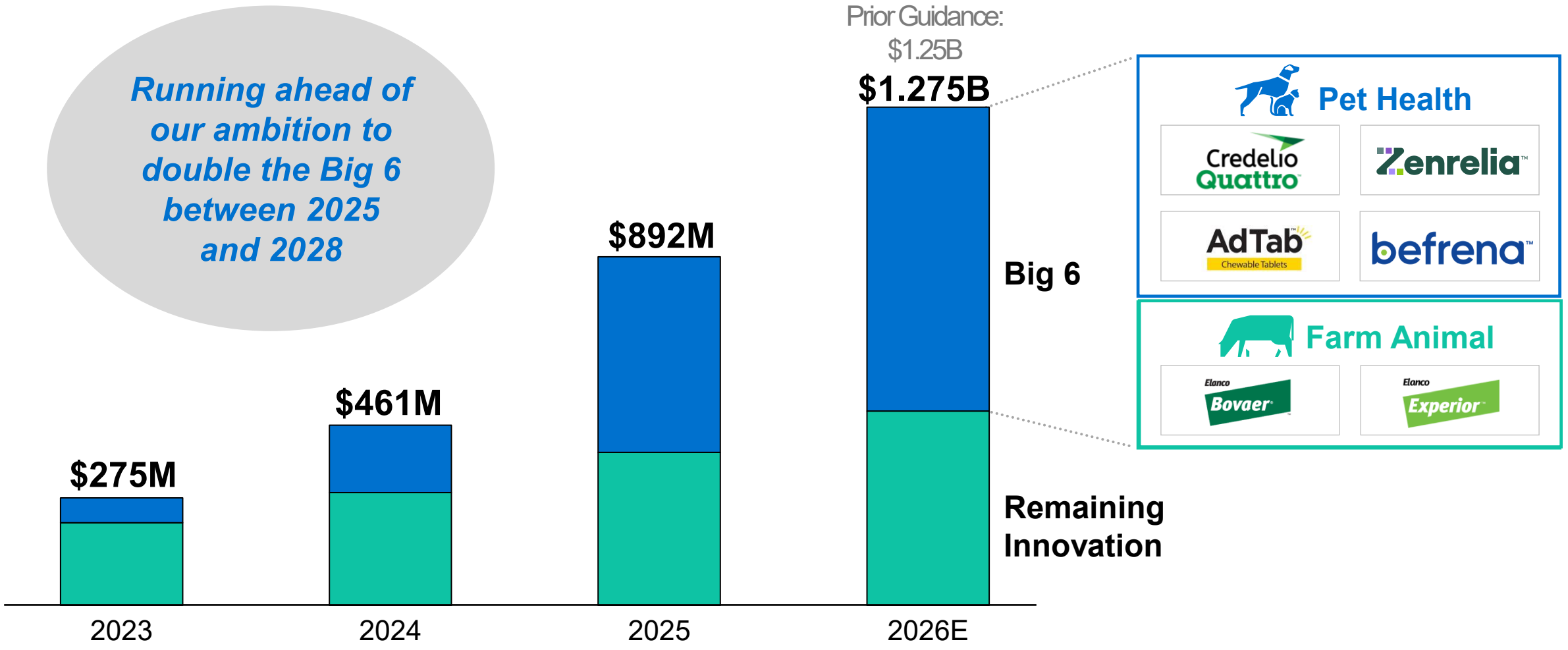
Numbers may not add due to rounding. All growth rates noted are organic constant currency.

[1]Organic CC growth represents revenue growth excluding the impacts from royalty revenue and sales-based milestones that were sold to a third party, foreign exchange rates, and acquisitions and divestitures.

Q3 Innovation Revenue Contribution of $328M

Raising 2026 Innovation Revenue Target to $1.275B

Running ahead of our ambition to double the Big 6 between 2025 and 2028



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™

- Largest quarter ever, both U.S. and International; Sept. was the largest month ever
- U.S. JAK market share up 7 points YoY with Sept. the highest month ever[1]; clinic penetration up 1,600 in Q3 to ~19,000, or ~65%
- Average U.S. sales/clinic up 8% from Q2 to Q3
- Gained 10 share points in Europe in H1 2026, 5x the competitive entrant, driven by high customer satisfaction[2]
- Increased JAK leading position in Brazil; 40%+ share in Japan in Q2[2]

Credelio Quattro™

- U.S. share up 9 points YoY[1]; Sept. was the largest sales month in Q3, and Quattro's highest market share month ever[1]
- Continued clinic adoption momentum with 1,600 clinics added in Q3; total clinic penetration reaching over 16,500, or ~55%
- Elanco's largest U.S. Pet Health branded product, surpassing Seresto on a trailing 4-quarter basis
- Received positive opinion for expansion into the EU; expect to launch in Q1 2027, ahead of the parasiticide season

befrena™

- Minimal contribution to Q3 U.S. Pet Health sales while ramping capacity
- Access now open across clinics incl. corporates
- Expect to fill all outstanding orders by next week and move into full launch in Q1 2027
- ~20% of clinics that bought Befrena had never used Zenrelia before
- Produced >30 commercial batches; test runs at larger scale have gone well

AdTab™ Chewable Tablets

- Continued robust growth trajectory with Q3 sales up over 40%
- Fastest-growing major brand in the $600M OTC ecto category in Europe[2]
- Achieved >50% oral isox OTC market share; became #1 in under two years on the market[2]
- Positioned to be Elanco's next blockbuster

Elanco Experior™

- Driving strong cattle portfolio synergies
- Continued growth opportunity with extending days of use, continued adoption, and price
- Growth trajectory moderating with challenging comparisons

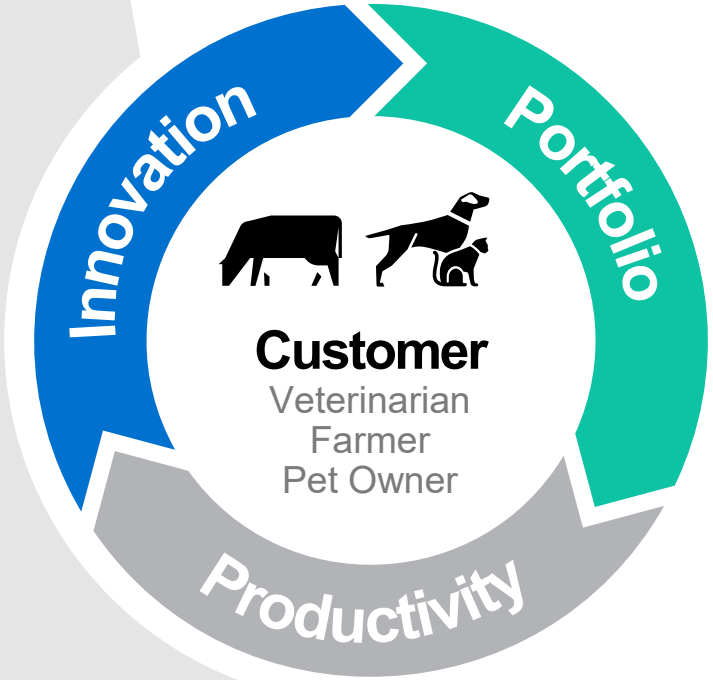
Elanco Bovaer®

- CPG demand supports relatively consistent cattle numbers on Bovaer
- 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

[1]Per Kynetec
[2]Internal estimates based on multiple data sources, latest available data

IPP
Innovation, Portfolio, Productivity

Recent Highlights



Consistent Progress Across Our Strategic Priorities

Deliver Consistent, High-Impact Innovation

Credelio Quattro Globalizing
Received positive opinion for expansion into EU, 2nd largest para market

Leveraging AI
Launched AI-enabled tool for regulatory dossiers; accelerating pipeline discovery activities

Greater Pipeline Probability, Speed, and Value
5-6 blockbuster-potential innovations expected through 2031

Optimize Our Diverse Portfolio to Grow Share

Global Ruminants
Fastest growing Elanco species YTD: +12% organic cc, +17% with AHV and FX

Global Pet Health
U.S. pain, vaccines, and therapeutics up DD; broad global growth with EU, Asia, and LATAM up DD

Seresto
Q3 partly impacted by U.S. retailer inventory draw down, with stable consumer demand YTD

Continuously Improve Productivity & Cash Flow

Gross Margin Expansion
+300 bps in Q3 benefitting from mix and price; expect full year +100 bps

Stronger Balance Sheet & Cash Flow
$216M gross debt pay down in Q3; ahead of pace to reach $1B+ FCF in 2026-2028 total

Accelerated Capital Allocation Flexibility
2.9x NLR achieved, enabling greater flexibility faster than expected

Financial Results

Third Quarter 2026



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Third Quarter 2026

Impact of Price, Rate, and Volume on Revenue

$ Millions	Revenue	Price	FX Rate	Organic Volume	Acquisition	Total	Organic CC[1] Change
Pet Health	**$608**	**5%**	**0%**	**9%**		**14%**	**14%**
Cattle	$339		1%		5%	17%	11%
Poultry	$201		0%			(7)%	(7)%
Swine	$91		0%			5%	5%
Farm Animal	**$631**	**3%**	**0%**	**1%**	**2%**	**6%**	**4%**
Contract Mfg. / Other[2]	**$26**					**136%**	
Total Elanco	**$1,265**	**4%**	**0%**	**5%**	**1%**	**11%**	**9%**

Reported revenue in millions. Numbers may not add due to rounding.
[1]Organic CC growth represents revenue growth excluding the impacts from royalty revenue and sales-based milestones that were sold to a third party, foreign exchange rates, and acquisitions and divestitures.
[2]Inclusive of $21M in sold royalty and sales-based milestone revenue for the quarter.

Third Quarter 2026

Revenue by Geography and Species

$ Millions	2026	2025	Change (%)	Organic CC[1] Change (%)
US Pet Health	$354	$314	13%	13%
Int'l Pet Health	$254	$219	16%	17%
Total Pet Health	**$608**	**$533**	**14%**	**14%**
US Farm Animal	$256	$233	10%	7%
Int'l Farm Animal	$375	$360	4%	1%
Total Farm Animal	**$631**	**$593**	**6%**	**4%**
Contract Mfg. / Other[2]	**$26**	**$11**	**136%**	
Total Elanco	**$1,265**	**$1,137**	**11%**	**9%**

Reported revenue in millions. Numbers may not add due to rounding.
[1]Organic CC growth represents revenue growth excluding the impacts from royalty revenue and sales-based milestones that were sold to a third party, foreign exchange rates, and acquisitions and divestitures.
[2]Inclusive of $21M in sold royalty and sales-based milestone revenue for the quarter.

Third Quarter 2026

Adjusted[1] Income Statement Highlights

$ millions, except per share values	2026	2025	Change ($)[4]	Change (%)[4]
Revenue	**$1,265**	**$1,137**	**$128**	**11%**
Adjusted Gross Profit	**$699**	**$601**	**$98**	**16%**
Adjusted Gross Margin[2]	**56.1%**	**53.1%**	**NM**	**300 bps**
Marketing and Selling	$259	$220	$39	18%
General and Administrative	$134	$131	$3	2%
Research and Development	$99	$89	$10	11%
Operating Expense	**$492**	**$440**	**$52**	**12%**
Interest Expense, Net	**$41**	**$34**	**$7**	**21%**
Other Income, Net	**$(2)**	**$(1)**	**NM**	**NM**
Effective Tax Rate	19.4%	26.5%	NM	NM
Adjusted Net Income	**$136**	**$94**	**$42**	**45%**
Adjusted Earnings Per Share Diluted	**$0.27**	**$0.19**	**$0.08**	**42%**
Adjusted EBITDA	**$243**	**$198**	**$45**	**23%**
Adjusted EBITDA Margin[3]	19.5%	17.5%	NM	200 bps

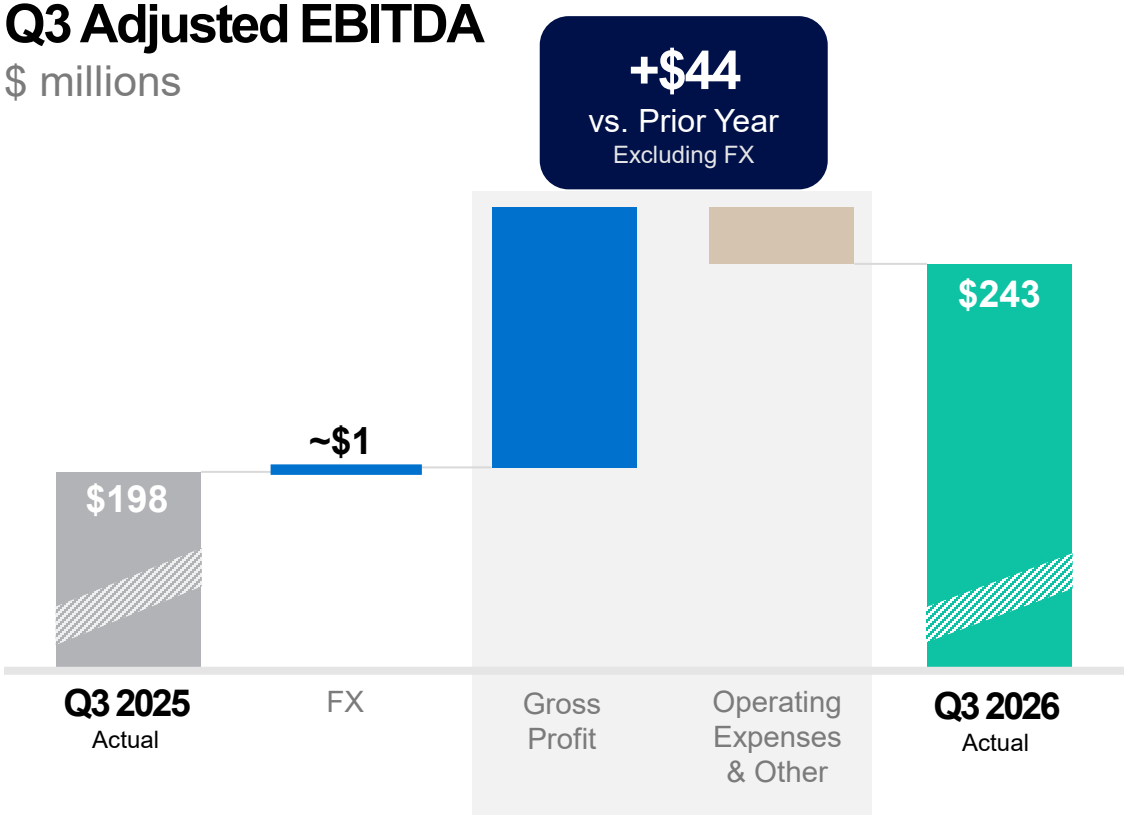
Note: Numbers may not add due to rounding. NM – Not meaningful.
[1]Non-GAAP financial measures. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations.
[2]We define adjusted gross margin as adjusted gross profit divided by total revenue, excluding royalty revenue and sales-based milestones sold to a third party.
[3]We define adjusted EBITDA margin as adjusted EBITDA divided by total revenue, excluding royalty revenue and sales-based milestones sold to a third party.
[4]Comparisons have not been adjusted for the impact of the AHV acquisition which was completed on April 30, 2026.

Third Quarter 2026

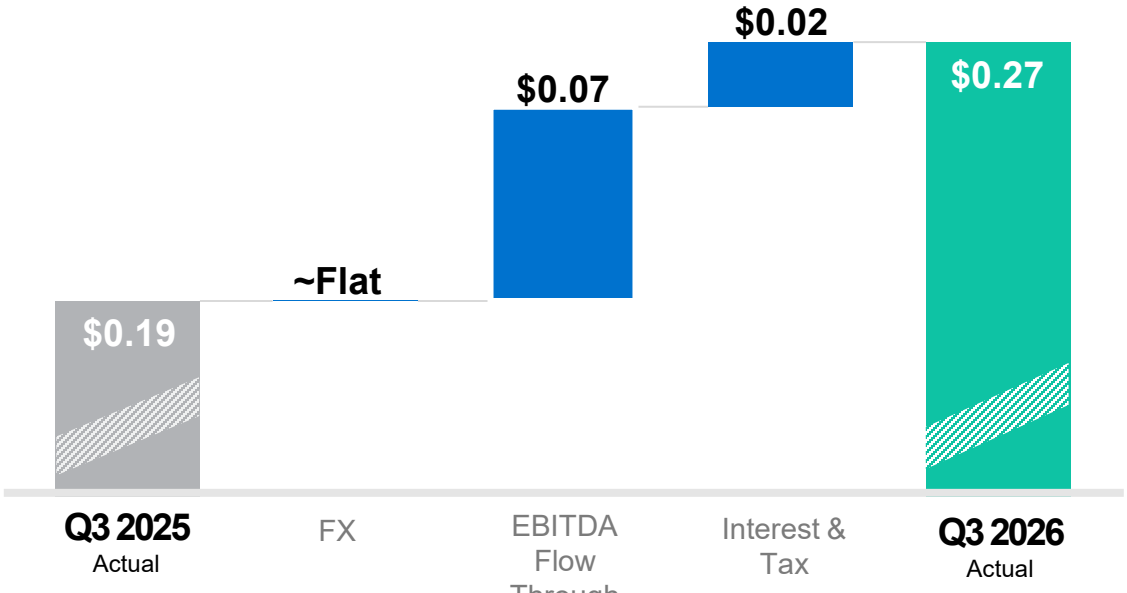
Adjusted EBITDA[1] and Adjusted EPS[1] Drivers

Q3 Adjusted EBITDA

$ millions



Q3 Adjusted EPS



Note: Numbers may not add due to rounding.

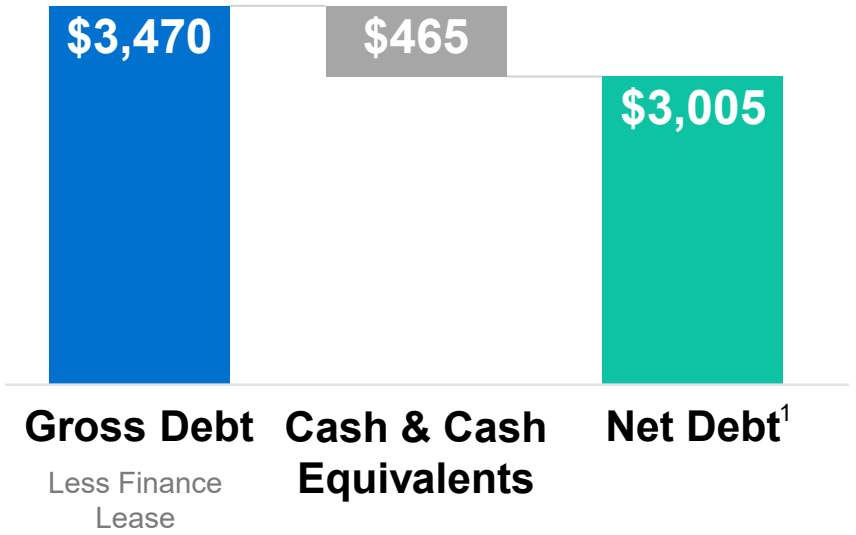
[1]Non-GAAP financial measures. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations.

Focused Execution Driving a Stronger Balance Sheet

Cash and Debt Balances

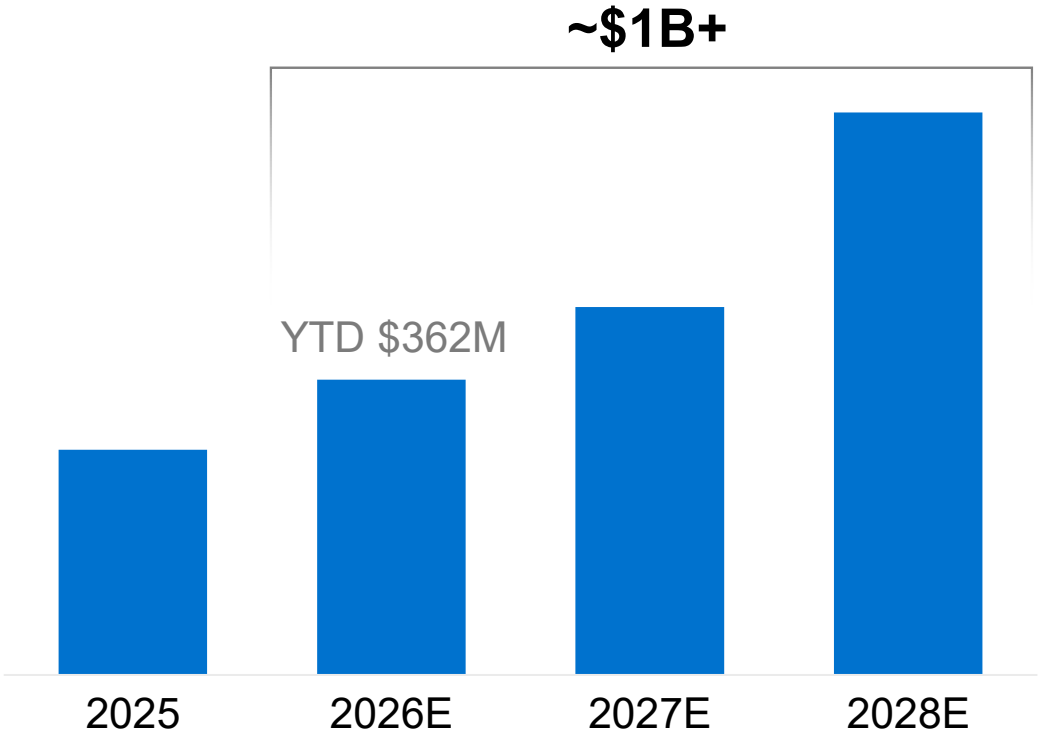
as of September 30, 2026

$ millions



Net Leverage Ratio[2] = 2.9x

Free Cash Flow Progressing Toward ~$1B+ Target Faster Than Planned



Note: Numbers may not add due to rounding.

[1]Net 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.

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

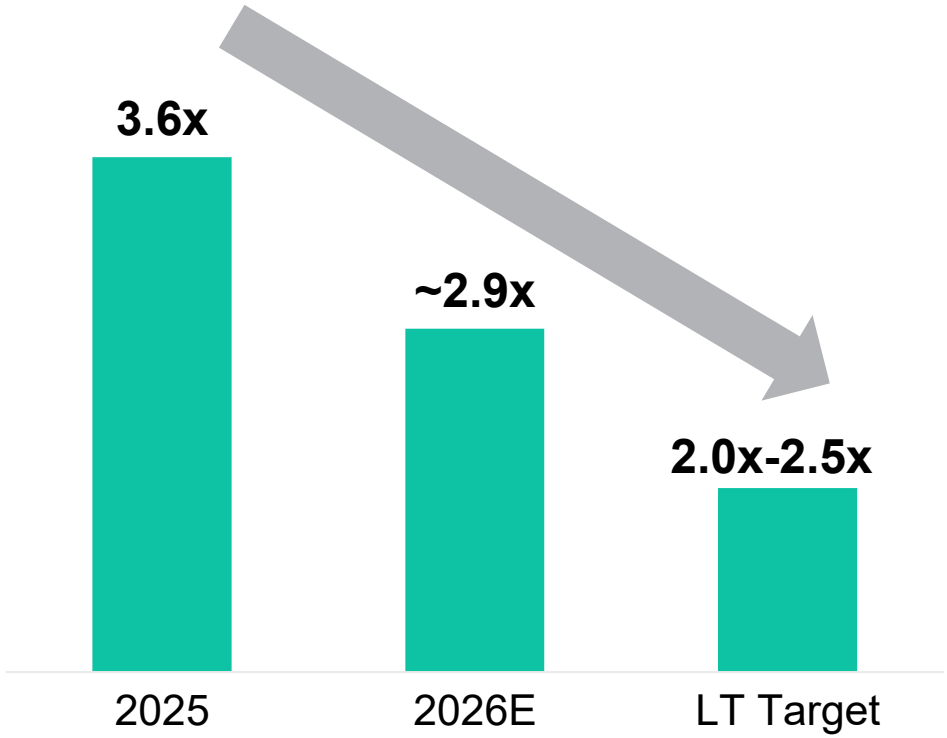
Greater Capital Allocation Flexibility

Capital Allocation Priorities

1. Debt paydown
2. Drive sustainable organic growth
3. Pipeline & portfolio additions
4. Return cash to shareholders

Target Net Leverage Ratio 2.0x-2.5x

Net Leverage Ratio Under 3x Achieved Faster Than Planned



Financial Guidance

Fourth Quarter and Full Year 2026; Early Considerations for 2027



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2026 Full Year

Financial Guidance

$ millions, except per share values

	August	November	Comments
Revenue[1]	**$5,090 - $5,140**	**$5,155 - $5,180**	~8% organic CC[2] growth
Adjusted EBITDA[3]	**$1,010 - $1,035**	**$1,050 - $1,065**	17% growth at midpoint
Adjusted Diluted EPS[3]	**$1.10 - $1.16**	**$1.17 - $1.20**	26% 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



Contributions from M&A

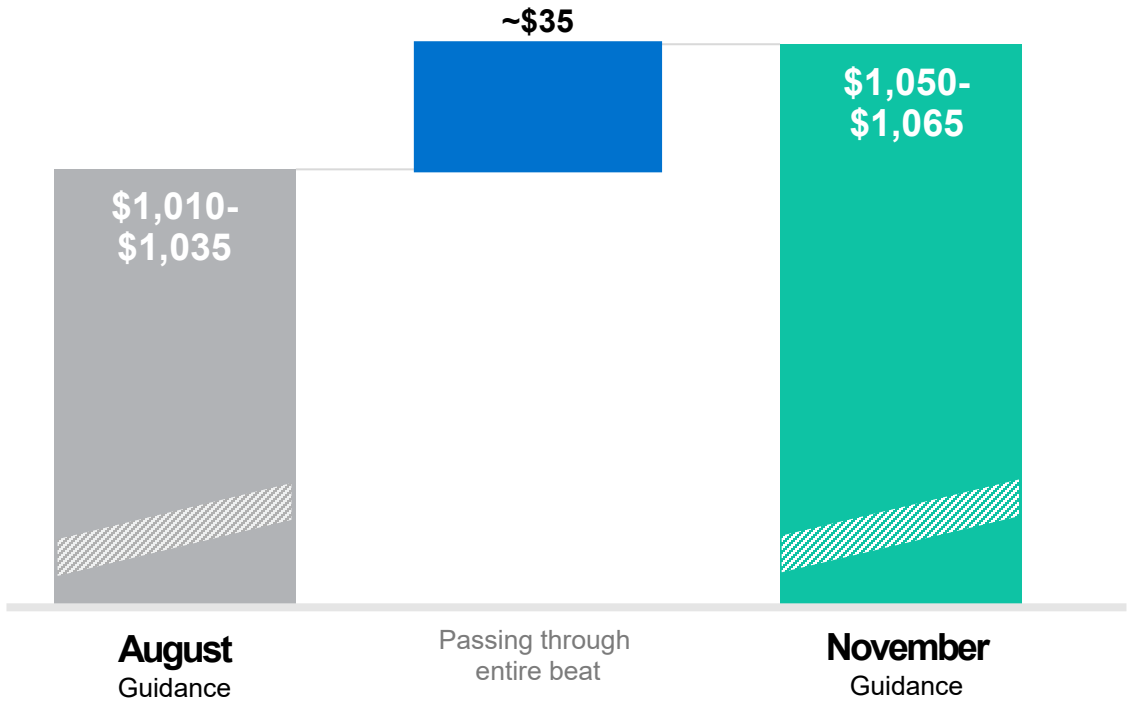
AHV International acquisition expected to contribute 1% to reported growth for the full year

[1]Revenue guidance excludes royalty revenue and sales-based milestones that were sold to a third party.
[2]Organic CC growth represents revenue growth excluding the impacts from royalty revenue and sales-based milestones that were sold to a third party, foreign exchange rates, and acquisitions and divestitures.
[3]Non-GAAP financial measure

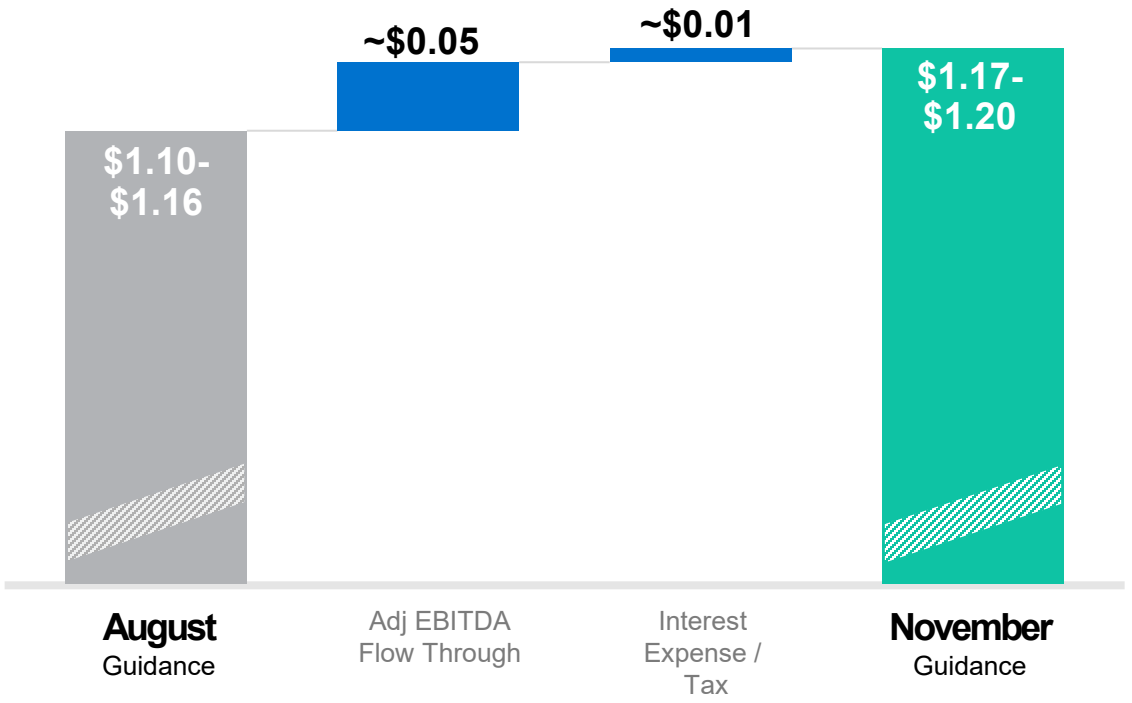
August Guidance to November Guidance Bridge

Raising Adj. EBITDA[1] and Adj. EPS[1] Guidance

2026 Adj. EBITDA



2026 Adj. EPS



Note: Numbers may not add due to rounding.
[1]Non-GAAP financial measures. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations.

Fourth Quarter 2026

Financial Guidance

$ millions, except per share values

	Q4 Guidance	Comments
Revenue[1]	**$1,190 - $1,215**	4%-6% organic CC[2] growth
Adjusted EBITDA[3]	**$185 - $200**	Includes opex up ~11% CC with incremental support for innovation products & R&D
Adjusted Diluted EPS[3]	**$0.16 - $0.19**	Effective tax rate higher than prior quarters



Revenue Growth

Pet health continues strong growth trajectory as farm animal moderates from challenging comparisons



Adj. EBITDA Margin

Gross margin tailwind from price, volume, and manufacturing savings offset by strategic commercial investments

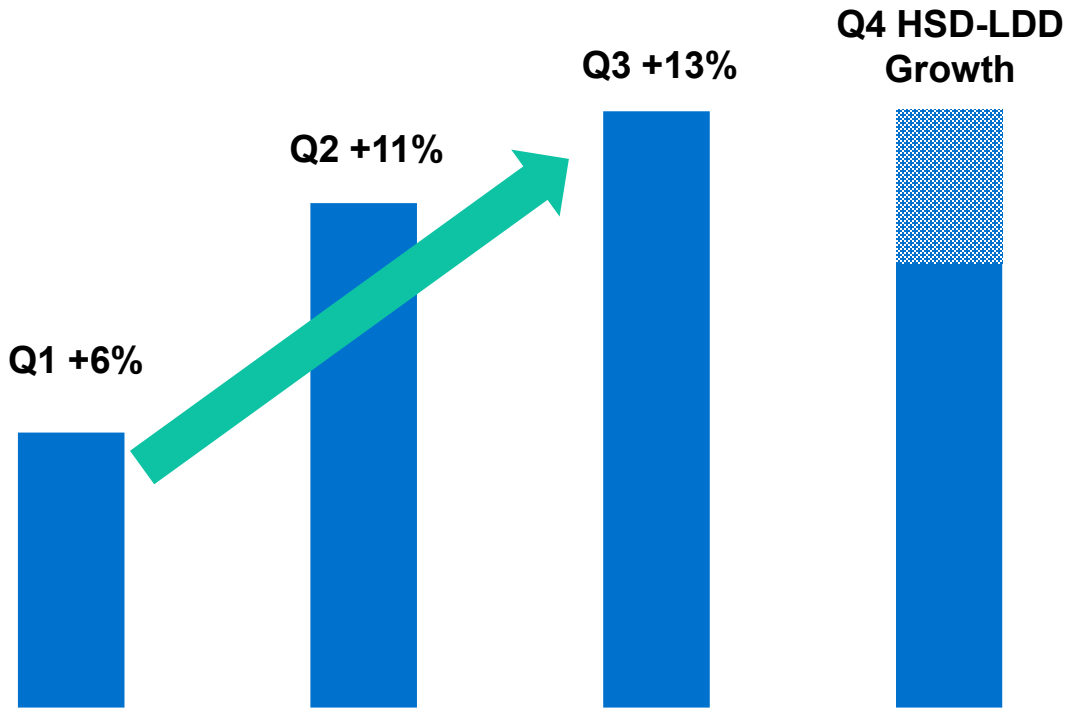


Inorganic Drivers

AHV International acquisition expected to contribute 1% to reported growth; FX minimal impact vs prior year

[1]Revenue guidance excludes royalty revenue and sales-based milestones that were sold to a third party.
[2]Organic CC growth represents revenue growth excluding the impacts from royalty revenue and sales-based milestones that were sold to a third party, foreign exchange rates, and acquisitions and divestitures.
[3]Non-GAAP financial measure

Drivers of U.S. Pet Health Revenue Acceleration



Key H2 Revenue Growth Drivers

- Continued momentum for Zenrelia and Credelio Quattro
- Befrena ramp
- Corporate account growth
- Does not assume improving vet visit volumes, given continued consumer spending shift to omnichannel

Expecting At Least High-Single Digit Full-Year 2026 Revenue Growth for U.S. Pet Health

Continued Expectation for Annual Algorithm in 2027

MSD Organic CC Revenue Growth, HSD Adj. EBITDA Growth, LDD Adj. EPS Growth

Tailwinds

- Diverse portfolio of innovation continuing to scale globally, on a stable base
- Befrena full launch
- Potential Zenrelia U.S. label improvement
- Price growth
- Increasingly competitive portfolios
- Retail growth partly offset by Costco non-renewal (Q1)
- Cattle and poultry leadership
- Accelerating animal protein consumption
- Acceleration of Elanco Ascend
- Accretive capital deployment opportunities

Headwinds

- Competitive pressure and innovation
- Generic pressure
- Regional farm animal cycles
- Gross margin mix impact from significant Befrena growth
- Inflation impact to margin

Elanco: A Compelling Investment Opportunity



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Elanco Is Built to Thrive Across Cycles & Competitive Environments

Industry Topics	Elanco Reality and Outlook
Competitive price behavior	**Innovation creates value for pet owners:** ✓ Elanco Pet Health **price accelerated to +5%** in Q3, above expectations ✓ **Responsible competitive backdrop** in Q3 with pockets of time-bound activity and **no fundamental impact** on the trajectory of our innovation ✓ **"Best medicine" drives loyalty – not price**
Vet visit volumes	**Innovation drives growth; convenience drives shifting buying behavior:** ✓ Differentiated basket of **innovation** drives Elanco's **leadership in U.S. Pet Health revenue growth**[2] ✓ **Significant runway for Elanco share gains** off a small base in large markets ✓ Elanco well-positioned to follow **omnichannel** consumer behaviors and growth at retail
Pet owner spend	**Pet health is a protected budget item, with pets at the center of the family:** ✓ **October Elanco survey** continues to show pet health as a top priority and core expenditure ✓ **Industry vet channel revenue +LSD** YTD ✓ **Resilient U.S. consumer** with solid trends in monthly U.S. retail sales and credit card data[1]
U.S. pet health industry growth	**Diverse animal health industry is expected to grow MSD CAGR to $60B in the next decade:** ✓ **U.S. pet health industry growth** combined across channels[2] ✓ **Innovators** outperform: **Elanco U.S. Pet Health revenue +13%** in Q3, expected HSD+ in 2026 ✓ **Elanco's strategically-built balanced profile** with all businesses growing in Q3 and YTD ✓ **9 out of 10** top animal health companies grew global revenue in H1 2026[2]; trends are continuing in Q3

[1]U.S. Census Bureau; Chase credit/debit card data
[2]Internal estimates based on multiple data sources

Pet Owner Survey Confirms Pet Health Non-Negotiable

Pet Health Remains Protected Priority



93%

maintained or increased spend over past 3 months

Vet Visit Volume and Spend Decoupling



38%

shifted pet medication purchasing outside clinic in past ~1-2 years

Discounts Don't Drive Switching



#1

Reason pet owners switch medications is vet's recommendation, far outweighing one-time discounts/rebates (3%)

Future Pet Demand



21%

of consumers plan to adopt a pet in the next year

Intentions for future spend highly consistent:

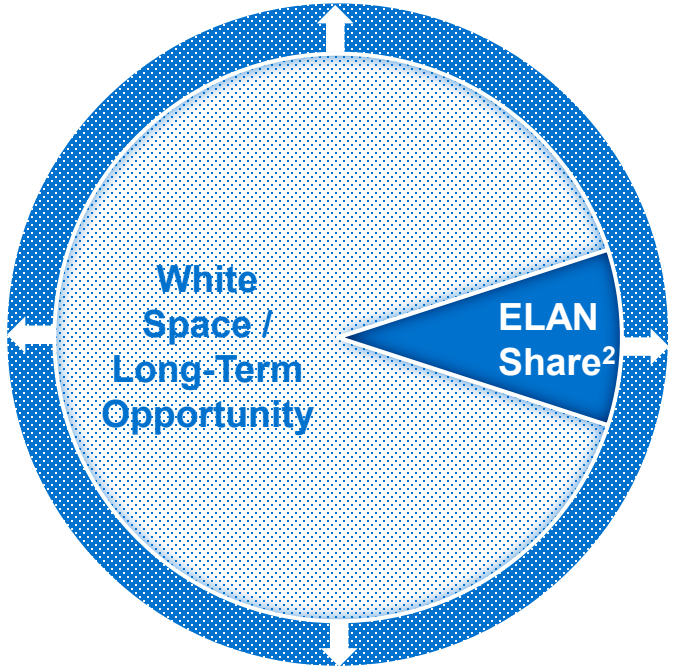
93% expect to maintain or increase spend in next year, stable vs. February and May

National omnibus survey of 2,018 U.S. consumers, including 1,495 dog and cat owners, fielded in mid-October 2026

Significant White Space Provides Multi-Year Runway for Elanco Growth

Broad-Spectrum Endectocides

$2.3B Global Market Growing DD[1]



Credelio Quattro™

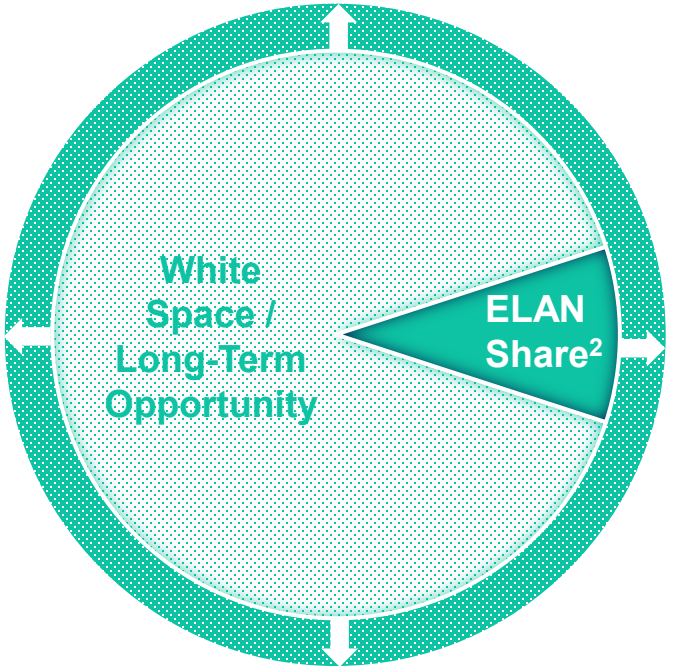
Credelio™ PLUS

Levers to continued share growth

- Growing clinic penetration and share within clinics
- Credelio Quattro globalization
- Medical differentiation
- Growing share of voice, high ROI consumer investments

Dermatology

$2.2B Global Market Growing LSD[1]



Zenrelia™

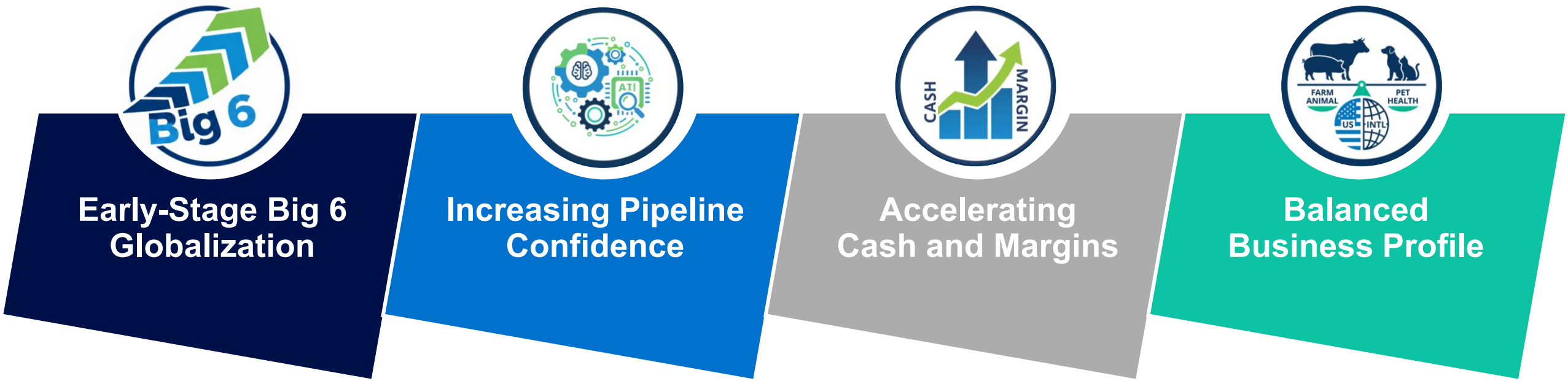
befrena™

Levers to continued share growth

- Befrena full launch
- Growing clinic penetration and share within clinics
- Zenrelia globalization
- Strong efficacy and share of voice

[1]Internal estimates based on multiple data sources, Q2 MAT [2]Representative of actual share based on Q2 MAT

Elanco: Key Drivers of Long-Term Value Creation



A Compelling Investment Opportunity Delivering Growth, Innovation, and Cash with Significant Global Runway and a Resilient Business Model

Appendix

Reference slides and GAAP reported to non-GAAP adjusted reconciliations



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Year to Date

Impact of Price, Rate, and Volume on Revenue

	Revenue	Price	FX Rate	Organic Volume	Acquisition	Total	Organic CC[1] Change
Pet Health	**$2,036**	**3%**	**2%**	**7%**		**12%**	**10%**
Cattle	$968		2%		3%	17%	12%
Poultry	$654		2%			5%	3%
Swine	$284		1%			4%	3%
Farm Animal	**$1,906**	**3%**	**2%**	**5%**	**1%**	**11%**	**8%**
Contract Mfg. / Other[2]	**$62**					**63%**	
Total Elanco	**$4,004**	**3%**	**2%**	**6%**	**1%**	**12%**	**9%**

Reported revenue in millions. Numbers may not add due to rounding.
[1]Organic CC growth represents revenue growth excluding the impacts from royalty revenue and sales-based milestones that were sold to a third party, foreign exchange rates, and acquisitions and divestitures.
[2]Inclusive of $39M in sold royalty and sales-based milestone revenue year to date.

Year to Date

Revenue by Geography and Species

	2026	2025	Change (%)	Organic CC[1] Change
US Pet Health	$1,115	$1,014	10%	10%
Int'l Pet Health	$921	$797	16%	11%
Total Pet Health	**$2,036**	**$1,811**	**12%**	**10%**
US Farm Animal	$762	$678	12%	11%
Int'l Farm Animal	$1,144	$1,044	10%	5%
Total Farm Animal	**$1,906**	**$1,722**	**11%**	**8%**
Contract Mfg. / Other[2]	**$62**	**$38**	**63%**	
Total Elanco	**$4,004**	**$3,571**	**12%**	**9%**

Reported revenue in millions. Numbers may not add due to rounding.
[1]Organic CC growth represents revenue growth excluding the impacts from royalty revenue and sales-based milestones that were sold to a third party, foreign exchange rates, and acquisitions and divestitures.
[2]Inclusive of $39M in sold royalty and sales-based milestone revenue year to date.

Year to Date

Adjusted[1] Income Statement Highlights

$ millions, except per share values	2026	2025	Change ($)[4]	Change (%)[4]
Revenue	**$4,004**	**$3,571**	**$433**	**12%**
Adjusted Gross Profit	**$2,264**	**$1,995**	**$269**	**13%**
Adjusted Gross Margin[2]	**57.1%**	**56.0%**	**NM**	**110 bps**
Marketing and Selling	$825	$717	$108	15%
General and Administrative	$398	$375	$23	6%
Research and Development	$288	$275	$13	5%
Operating Expense	**$1,511**	**$1,367**	**$144**	**11%**
Interest Expense, Net	**$128**	**$112**	**$16**	**14%**
Other (Income) Expense, Net	**$(14)**	**$18**	**NM**	**NM**
Effective Tax Rate	19.6%	17.8%	NM	NM
Adjusted Net Income	**$514**	**$409**	**$105**	**26%**
Adjusted Earnings Per Share Diluted	**$1.02**	**$0.82**	**$0.20**	**24%**
Adjusted EBITDA	**$865**	**$712**	**$153**	**21%**
Adjusted EBITDA Margin[3]	21.8%	20.0%	NM	180 bps

Note: Numbers may not add due to rounding. NM – Not meaningful.
[1]Non-GAAP financial measures. See Appendix to this presentation for more information, including GAAP to non-GAAP reconciliations.
[2]We define adjusted gross margin as adjusted gross profit divided by total revenue, excluding royalty revenue and sales-based milestones sold to a third party.
[3]We define adjusted EBITDA margin as adjusted EBITDA divided by total revenue, excluding royalty revenue and sales-based milestones sold to a third party.
[4]Comparisons have not been adjusted for the impact of the AHV acquisition which was completed on April 30, 2026.

Full Year 2026

Financial Guidance & Additional Assumptions

$ millions, except per share values

	August	November
Total Revenue[1]	**$5,090 – $5,140**	**$5,155 – $5,180**
Adjusted Gross Margin[2]	55.2% – 55.6%	55.8% – 56.0%
Operating Expenses	$1,950 – $1,965	$1,980 – $2,000
Adjusted EBITDA[2]	**$1,010 – $1,035**	**$1,050 – $1,065**
Adjusted EBITDA Margin[2]	**19.8% – 20.1%**	**20.4% – 20.6%**
Adjusted Interest Expense, Net[2]	Approx. $165	Approx. $165
Tax Rate	Approx. 21%	Approx. 21%
Adjusted Earnings per Share[2]	**$1.10 – $1.16**	**$1.17 – $1.20**
Weighted Average Diluted Share Count	Approx. 507 million	Approx. 507 million
Capital Expenditures	Approx. $185	Approx. $185
Cash Taxes	Approx. $120	Approx. $120
Cash Interest	Approx. $175	Approx. $175

[1]Revenue guidance excludes royalty revenue and sales-based milestones that were sold to a third party.
[2]Non-GAAP financial measure

Third Quarter 2026

Adjusted EBITDA Reconciliation

$ millions

	2026	2025
Reported Net Income (Loss)	**$18**	**$(34)**
Net Interest Expense	$59	$52
Income Tax Expense (Benefit)	$6	$(16)
Depreciation and Amortization	$179	$176
EBITDA	**$261**	**$178**
Non-GAAP Adjustments		
Asset Impairment, Restructuring, and Other Special Charges	$3	$25
Sold Royalty and Milestone Revenue	$(21)	$(6)
Other Expense, Net	$0	$1
Adjusted EBITDA	**$243**	**$198**
Adjusted EBITDA Margin	**19.5%**	**17.5%**

Note: Numbers may not add due to rounding.

Third Quarter 2026

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

$ millions, except per share values

	2026		2025	
	Net Income	EPS	Net (Loss) Income	EPS
GAAP Reported Net Income (Loss) and EPS	**$18**	**$0.04**	**$(34)**	**$(0.07)**
Amortization of Intangible Assets	$144	$0.28	$140	$0.28
Asset Impairment, Restructuring, and Other Special Charges (1)	$3	$0.01	$25	$0.05
Sold Royalty and Milestone Revenue	$(21)	$(0.04)	$(6)	$(0.01)
Interest Expense, Net of Capitalized Interest (2)	$18	$0.03	$18	$0.04
Other Expense, Net	-	-	$1	$0.00
Income Tax Expense (Benefit) (3)	$(26)	$(0.05)	$(50)	$(0.10)
Adjusted Net Income and EPS	**$136**	**$0.27**	**$94**	**$0.19**

Note: Numbers may not add due to rounding.

Third Quarter 2026

Details of Adjustments to Certain GAAP Reported Measures

For the three months ended September 30, 2026 and 2025:

(1) Adjustments of $25 million for the three months ended September 30, 2025, primarily related to two early-stage capital projects totaling $16 million that were indefinitely suspended during the third quarter.

(2) Adjustments of $18 million for the three months ended September 30, 2026, primarily related to imputed interest expense on our liability for sale of future revenue. Adjustments of $18 million for the three months ended September 30, 2025, primarily related to $13 million of imputed interest expense on our liability for sale of future revenue, and to a lesser degree, the write-off of previously deferred financing costs, given accelerated principal repayments.

(3) Adjustments of $26 million for the three months ended September 30, 2026, primarily represented the income tax expense associated with the adjusted items discussed above. Adjustments of $50 million for the three months ended September 30, 2025 primarily represented the income tax expense associated with the adjusted items discussed above and the discrete tax impact from the remeasurement of certain deferred tax positions due to a foreign tax rate change.

Year to Date

Adjusted EBITDA Reconciliation

$ millions

	2026	2025
Reported Net Income	**$129**	**$44**
Net Interest Expense	$175	$140
Income Tax Expense (Benefit)	$38	$(9)
Depreciation and Amortization	$520	$506
EBITDA	**$861**	**$681**
Non-GAAP Adjustments		
Cost of Sales	$0	$1
Asset Impairment, Restructuring, and Other Special Charges	$28	$35
Sold Royalty and Milestone Revenue	$(39)	$(10)
Other Expense, Net	$15	$5
Adjusted EBITDA	**$865**	**$712**
Adjusted EBITDA Margin	**21.8%**	**20.0%**

Note: Numbers may not add due to rounding.

Year to Date

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

$ millions, except per share values

	2026		2025	
	Net Income	EPS	Net Income	EPS
GAAP Reported Net Income and EPS	**$129**	**$0.26**	**$44**	**$0.09**
Cost of Sales Adjustments	-	-	$1	$0.00
Amortization of Intangible Assets	$421	$0.83	$404	$0.81
Asset Impairment, Restructuring, and Other Special Charges (1)	$28	$0.06	$35	$0.07
Sold Royalty and Milestone Revenue	$(39)	$(0.08)	$(10)	$(0.02)
Interest Expense, Net of Capitalized Interest (2)	$47	$0.09	$28	$0.06
Other Expense, Net (3)	$15	$0.03	$5	$0.01
Income Tax Expense (Benefit) (4)	$(87)	$(0.17)	$(98)	$(0.20)
Adjusted Net Income and EPS	**$514**	**$1.02**	**$409**	**$0.82**

Note: Numbers may not add due to rounding.

Year to Date

Details of Adjustments to Certain GAAP Reported Measures

For the nine months ended September 30, 2026 and 2025:

(1) Adjustments of $28 million for the nine months ended September 30, 2026, primarily related to $18 million of restructuring charges ($15 million of which was non-cash shut-down costs for the animal studies portion of our R&D facilities in Monheim, Germany) associated with our 2025 Restructuring Plan, as well as costs associated with our acquisition of AHV ($5 million). Adjustments of $35 million for the nine months ended September 30, 2025, included two early-stage capital projects totaling $16 million that were indefinitely suspended during the third quarter of 2025 and $7 million of upfront payments made in relation to new licensing arrangements.

(2) Adjustments of $47 million for the nine months ended September 30, 2026, primarily related to imputed interest expense on our liability for sale of future revenue. Adjustments of $28 million for the nine months ended September 30, 2025, primarily related to $20 million of imputed interest expense on our liability for sale of future revenue and the write-off of previously deferred financing costs, given accelerated principal repayments made throughout 2025.

(3) Adjustments of $15 million for the nine months ended September 30, 2026, primarily related to currency translation losses reclassified from accumulated other comprehensive loss in conjunction with the substantial liquidation of a dormant legal entity, a litigation settlement, and mark-to-market adjustments on equity investments.

(4) Adjustments of $87 million for the nine months ended September 30, 2026, primarily represented the income tax expense associated with the adjusted items discussed above. Adjustments of $98 million for the nine months ended September 30, 2025, primarily represented the income tax expense associated with the adjusted items discussed above and the discrete tax impacts from the remeasurement of certain deferred tax positions due to foreign tax rate changes, partially offset by a $35 million benefit related to a discrete tax item recognized during the first quarter of 2025.

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