

# Investor Day 2026: The Next Era of Model-informed Drug Development

INTEGRATED. AI-ENABLED. CLOUD-READY.

## SAFE HARBOR STATEMENT

Except for historical information, the matters discussed in this presentation are forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, that involve risks and uncertainties. Words like “believe,” “will”, “can”, “expect,” “anticipate” and similar expressions (or the negative of such terms, as well as other words or expressions referencing future events, conditions or circumstances) mean that these are our best estimates as of this writing, but there can be no assurances that expected or anticipated results or events will actually take place, so our actual future results could differ significantly from those statements. Statements include but are not limited to those relating to fiscal year 2026 guidance, expected revenue growth and mix, margins and profitability, demand for our services and software, pricing actions, client spending levels and long-term business strategies. Factors that could cause or contribute to such differences include, but are not limited to: effectiveness of our operational structure, our ability to maintain our competitive advantages and commercialize AI and cloud-enabled solutions, evolving regulatory and data privacy standards governing AI technologies, acceptance of new software and improved versions of our existing software by our customers, the general economics of the pharmaceutical industry, our ability to finance growth, our ability to continue to attract and retain highly qualified technical staff, market conditions, macroeconomic factors, and a sustainable market. Further information on our risk factors is contained in our quarterly, annual and current reports and filed with the U.S. Securities and Exchange Commission.

## NON-GAAP FINANCIAL MEASURES

This presentation includes certain financial measures not presented in accordance with generally accepted accounting principles (“GAAP”) such as Adjusted EBITDA, Adjusted EBITDA Margin, Adjusted Net Income, and Adjusted Diluted EPS and certain ratios and other metrics derived there from. These non-GAAP financial measures are not measures of financial performance in accordance with GAAP and may exclude items that are significant in understanding and assessing financial results. Therefore, these measures should not be considered in isolation or as an alternative to net income, cash flows from operations or other measures of profitability, liquidity or performance under GAAP. You should be aware that the presentation of these measures may not be comparable to similarly-titled measures used by other companies. We believe (i) these non-GAAP measures of financial results provide useful information to management and investors regarding certain financial and business trends; and (ii) that the use of these non-GAAP financial measures provides an additional tool for investors to use in evaluating ongoing operating results and trends in and in comparing financial measures with other similar companies, many of which present similar non-GAAP financial measures to investors. These non-GAAP financial measures are subject to inherent limitations as they reflect the exercise of judgments by management about which expense and income are excluded or included in determining these non-GAAP financial measures. Reconciliations of these non-GAAP measures to the most directly comparable GAAP measures are set forth in the appendix to this presentation.

# Agenda

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**Vision:**

To improve quality of life through innovative solutions.

**Mission:**

To create value for our customers by accelerating the discovery, development, and commercialization of pharmaceuticals and other products through innovative science-based software and consulting solutions.

**Values:****Innovation**

Pursuing novel and creative solutions to positively impact the world.

**Commitment**

Providing quality products and exceptional services that deliver value to our partners and the people we serve.

**Respect**

Promoting a diverse workforce and inclusive culture, while serving our communities.

**Wellness**

Prioritizing wellness as an essential component in fostering a healthy and productive environment.

**Integrity**

Thoroughly and accurately communicating with uncompromised truth and honesty.

## INTRODUCTION

# Company Highlights

1

## Category Leadership

Industry leader in expanding suite of biosimulation, clinical operations and medical communications

2

## Science & Technology

Strength in science and technology with vision for the future

3

## Trusted Partnerships

Trusted partner of biopharma industry and regulatory bodies

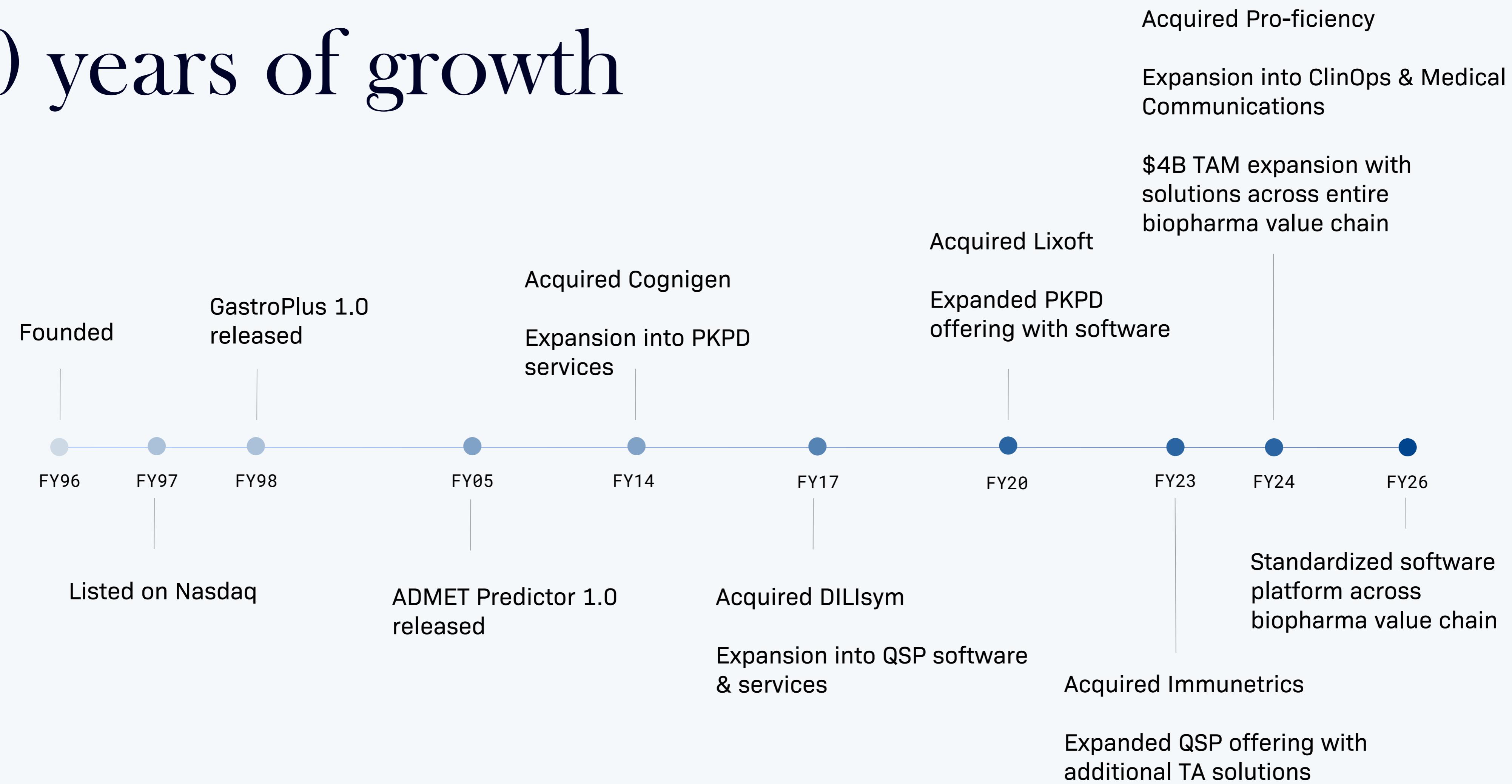
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## Science & Technology

Long track record of growth and profitability

## INTRODUCTION

## 30 years of growth



# Complementary Solutions

Discovery

Development

Clinical Ops.

Commercialization

Orchestration

Grounded Intelligence

Composition

GastroPlus®

MonolixSuite™

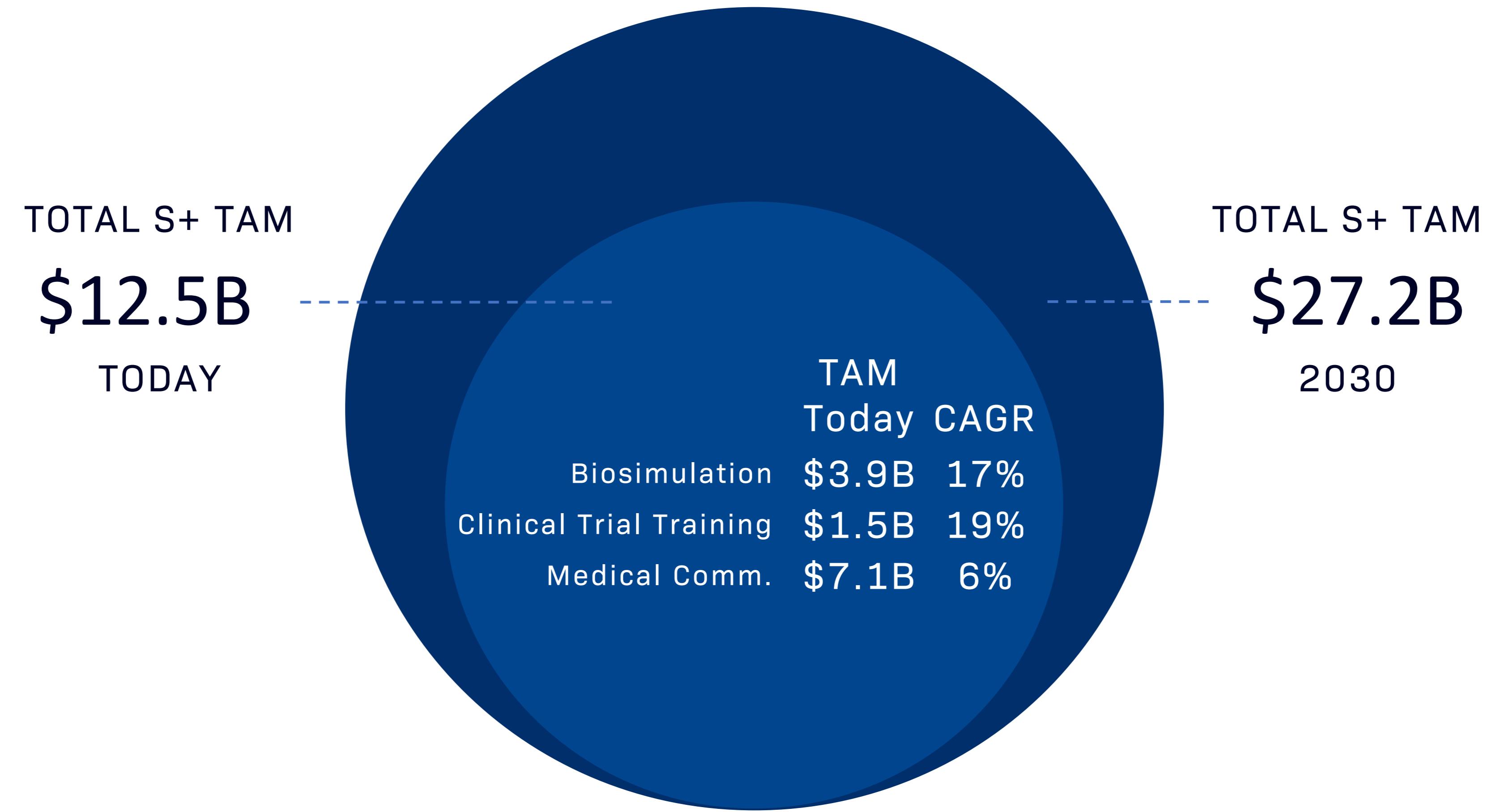
ADMET Predictor®

DILIsym®

Thales™

Scientific Engines

# TAM/Industry Growth



SOURCE: Grand View Research, Growth Market Reports, LP Information

INDUSTRY ENVIRONMENT &amp; PRIORITIES

# Executive Team



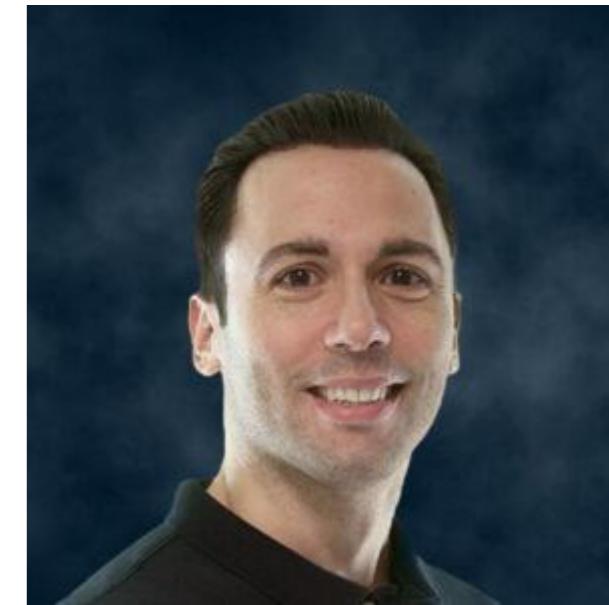
**Shawn O'Connor**  
CHIEF EXECUTIVE OFFICER



**Will Frederick**  
CHIEF FINANCIAL OFFICER



**Josh Fohey**  
CHIEF OPERATIONS OFFICER



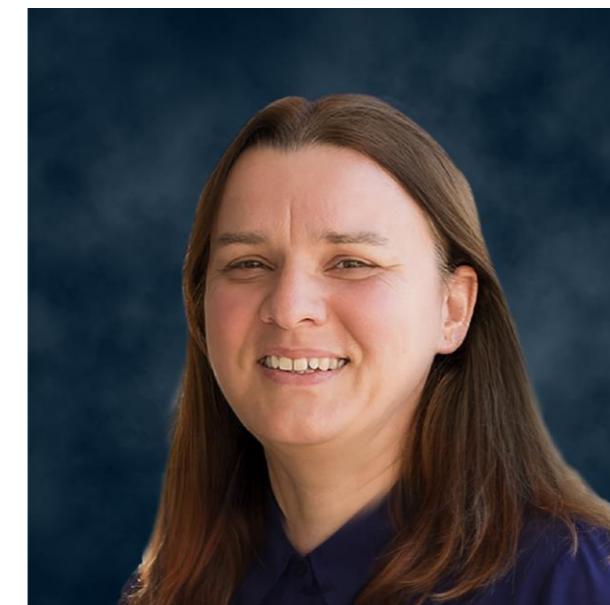
**John DiBella**  
CHIEF REVENUE OFFICER



**Jonathan Chauvin**  
CO-CHIEF PRODUCT & TECHNOLOGY  
OFFICER



**Erik Guffrey**  
CO-CHIEF PRODUCT & TECHNOLOGY  
OFFICER



**Viera Lukacova**  
CHIEF SCIENTIFIC OFFICER



**Jill Fiedler-Kelly**  
PRESIDENT OF SERVICES SOLUTIONS

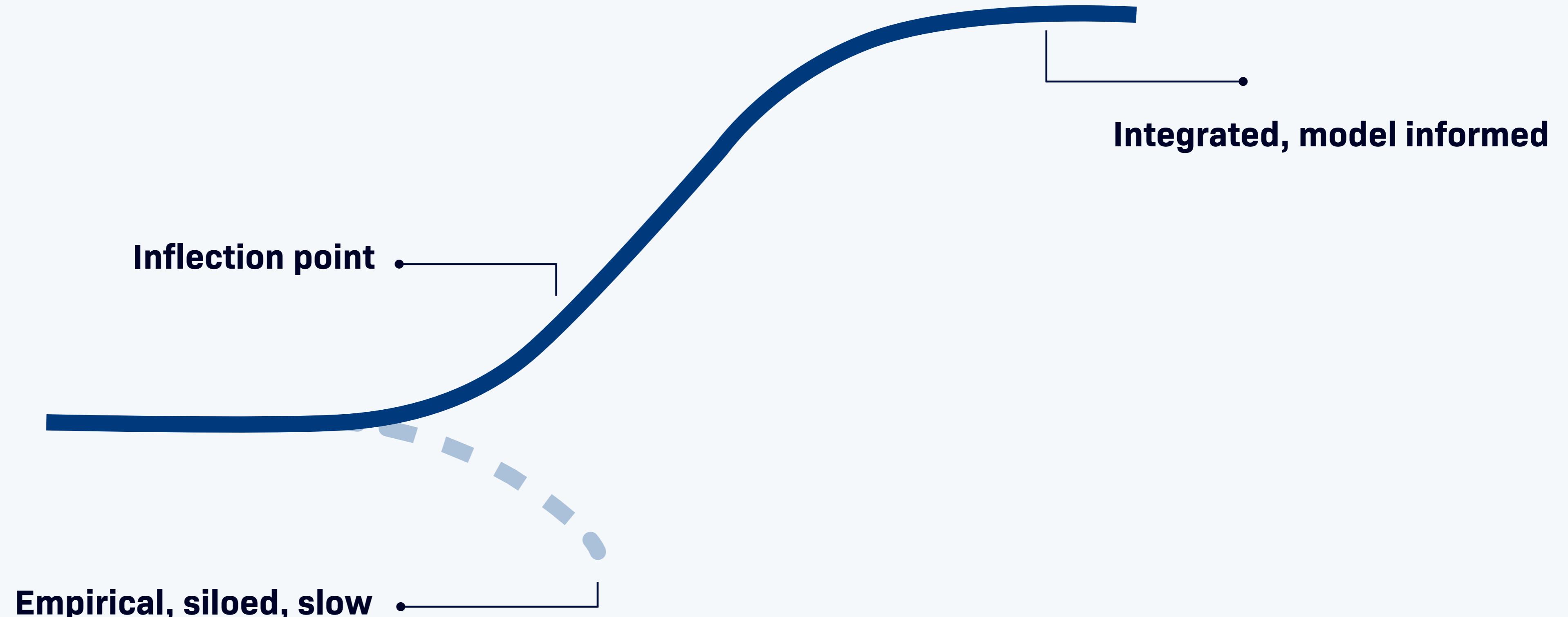
ROADMAP

# Industry Environment & Priorities

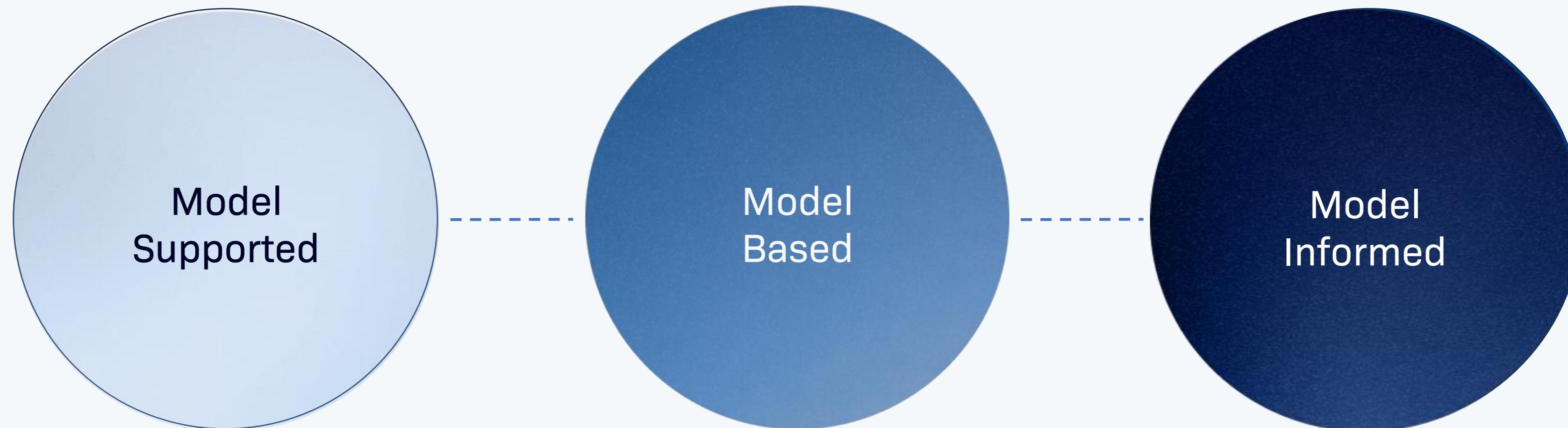
John DiBella  
CHIEF REVENUE OFFICER

INDUSTRY ENVIRONMENT &amp; PRIORITIES

# Industry at an inflection point

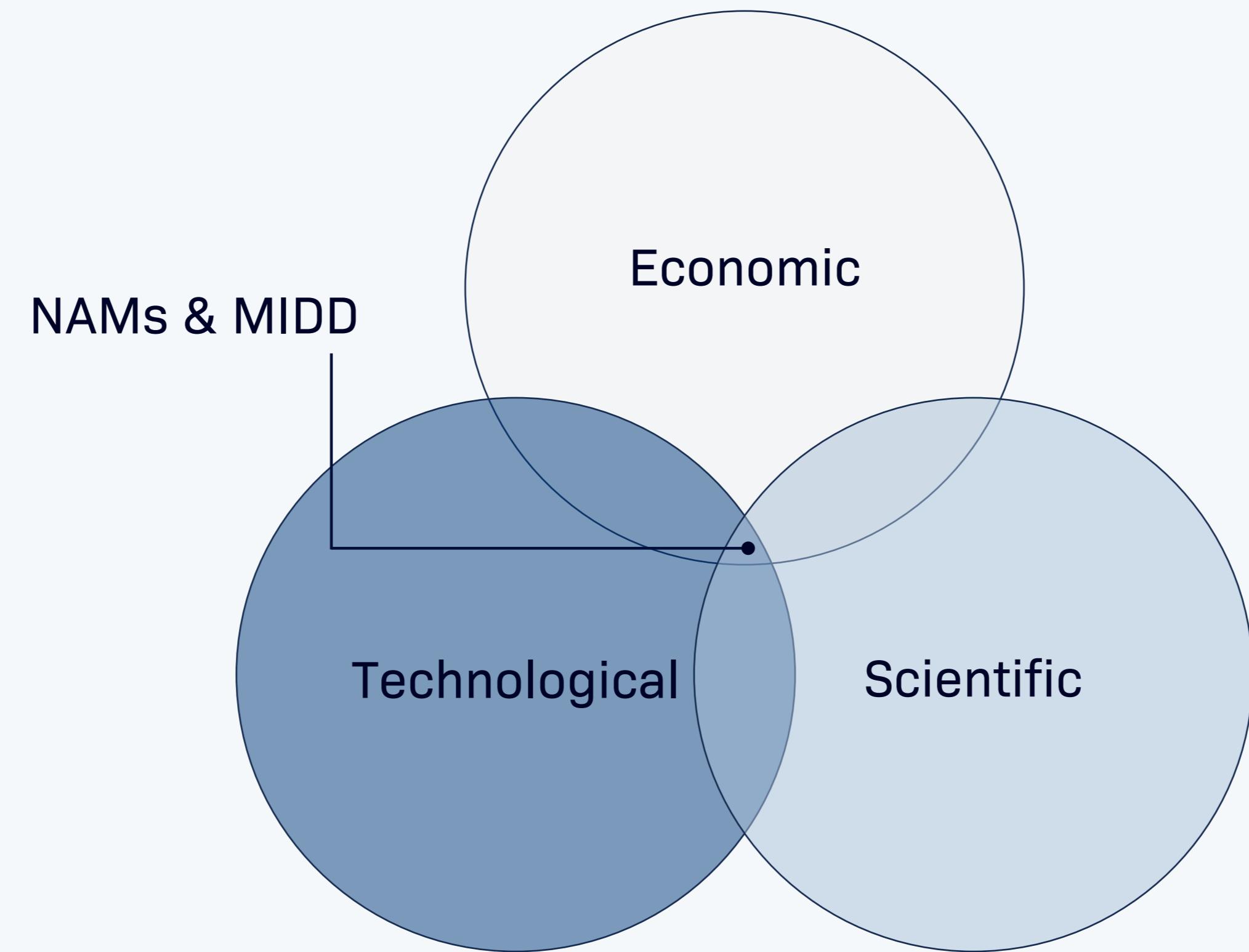


# Evolution of modeling in drug development



Modeling has shifted from supplemental → central to pipeline decision-making

# Pressures accelerating the shift



# Regulatory momentum driving adoption

- ✓ Earlier
- ✓ More decisions
- ✓ Explainable AI

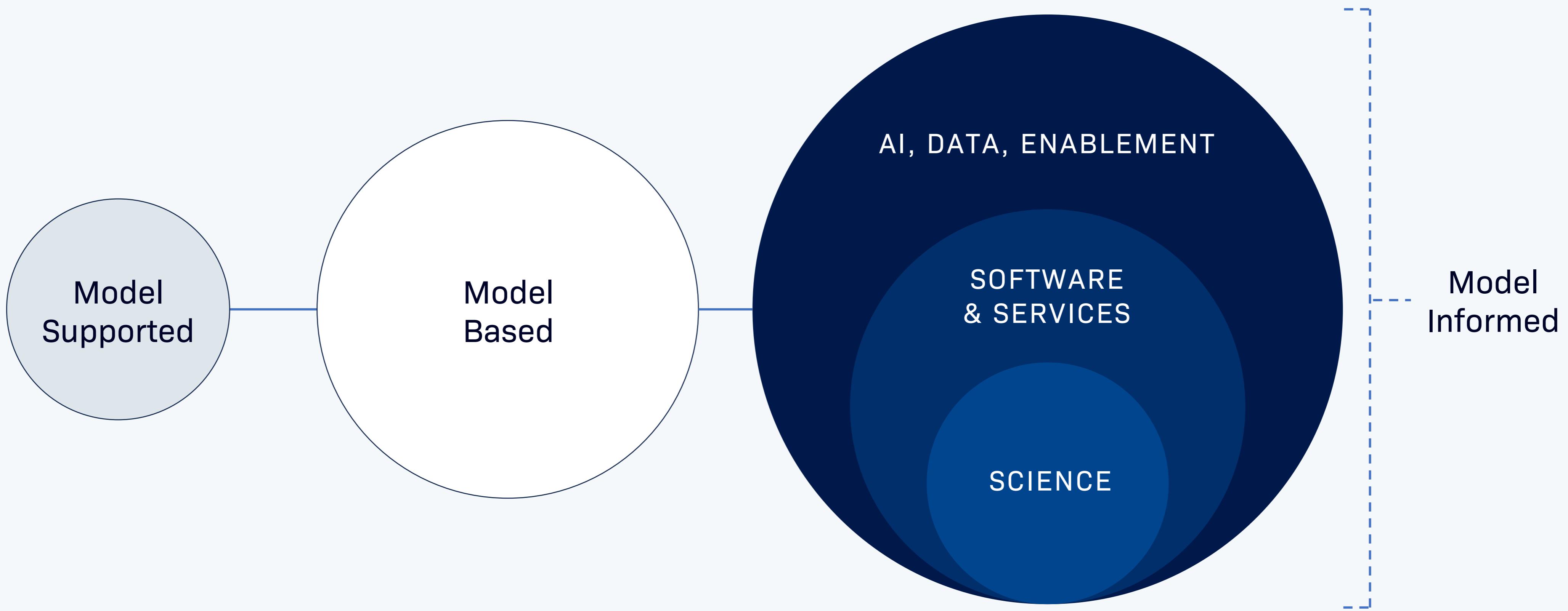


# Customers are redesigning how they work

Discovery      Development      Clinical Ops.      Commercialization

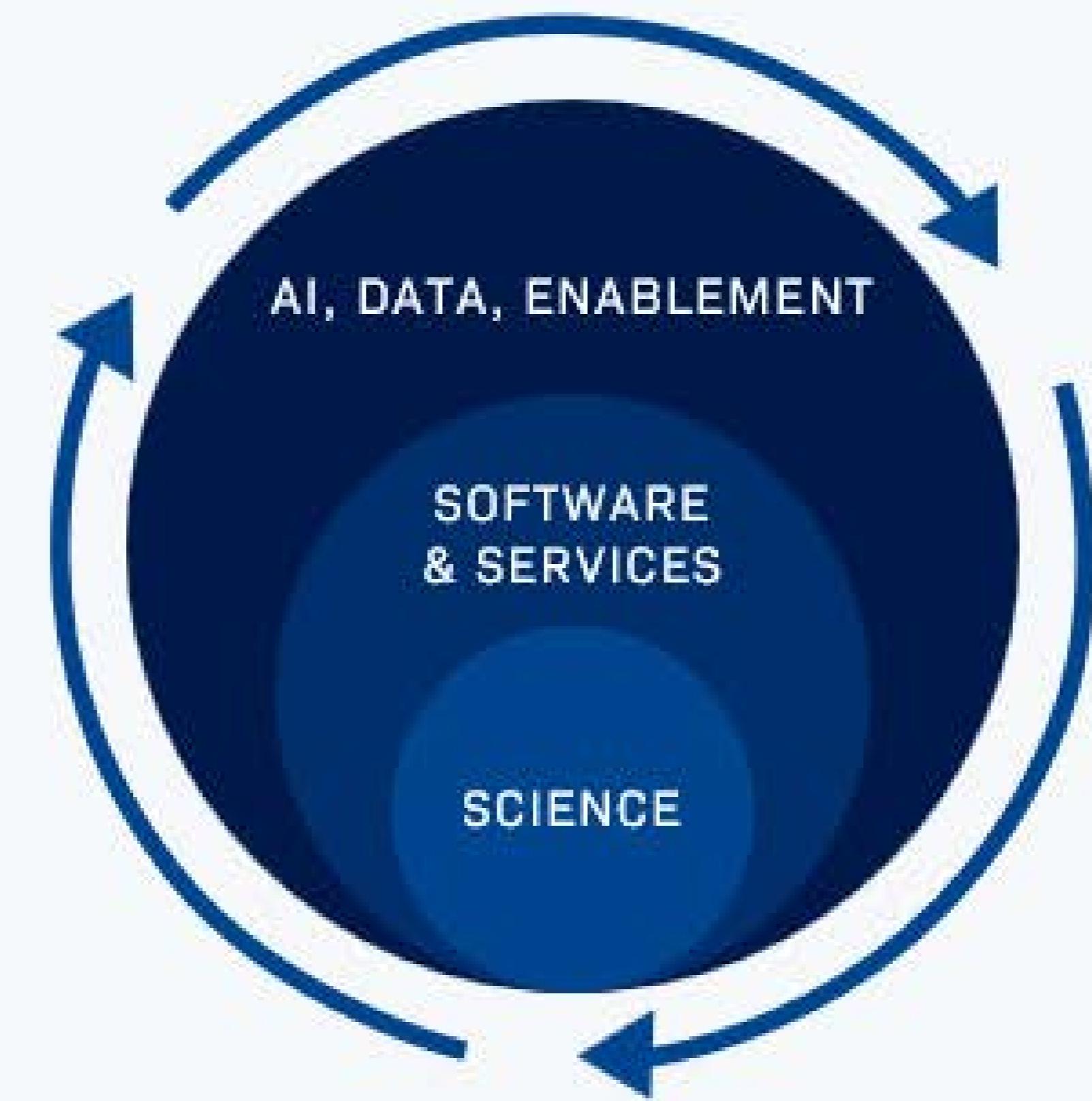


# S+ role: From tool providers to ecosystem partner



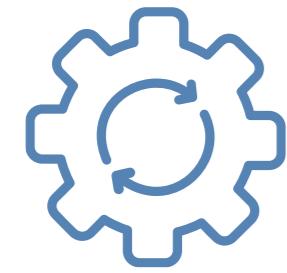
INDUSTRY ENVIRONMENT &amp; PRIORITIES

# Connecting the ecosystem to customer growth



## INDUSTRY ENVIRONMENT &amp; PRIORITIES

# Takeaways



Integration is  
inevitable



Adoption is  
accelerating



Partnership  
matters

ROADMAP

# Product & Technology

PRODUCT & TECHNOLOGY

# Three decades of validated science

**Jonathan Chauvin**

CO-CHIEF PRODUCT & TECHNOLOGY OFFICER

# Engines trusted when decisions matter

GastroPlus®

MonolixSuite™

ADMET Predictor®

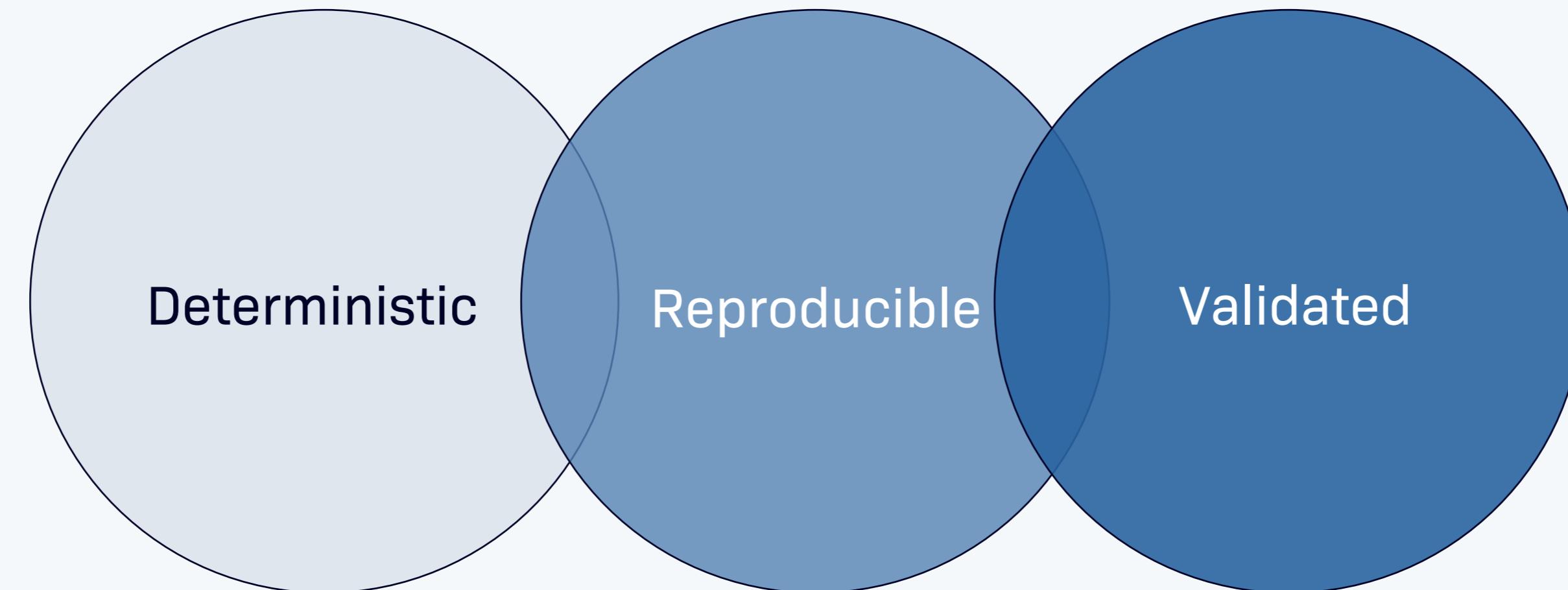
DILIsym®

Thales™

# Now spanning discovery to commercialization



# Engines that remain authoritative



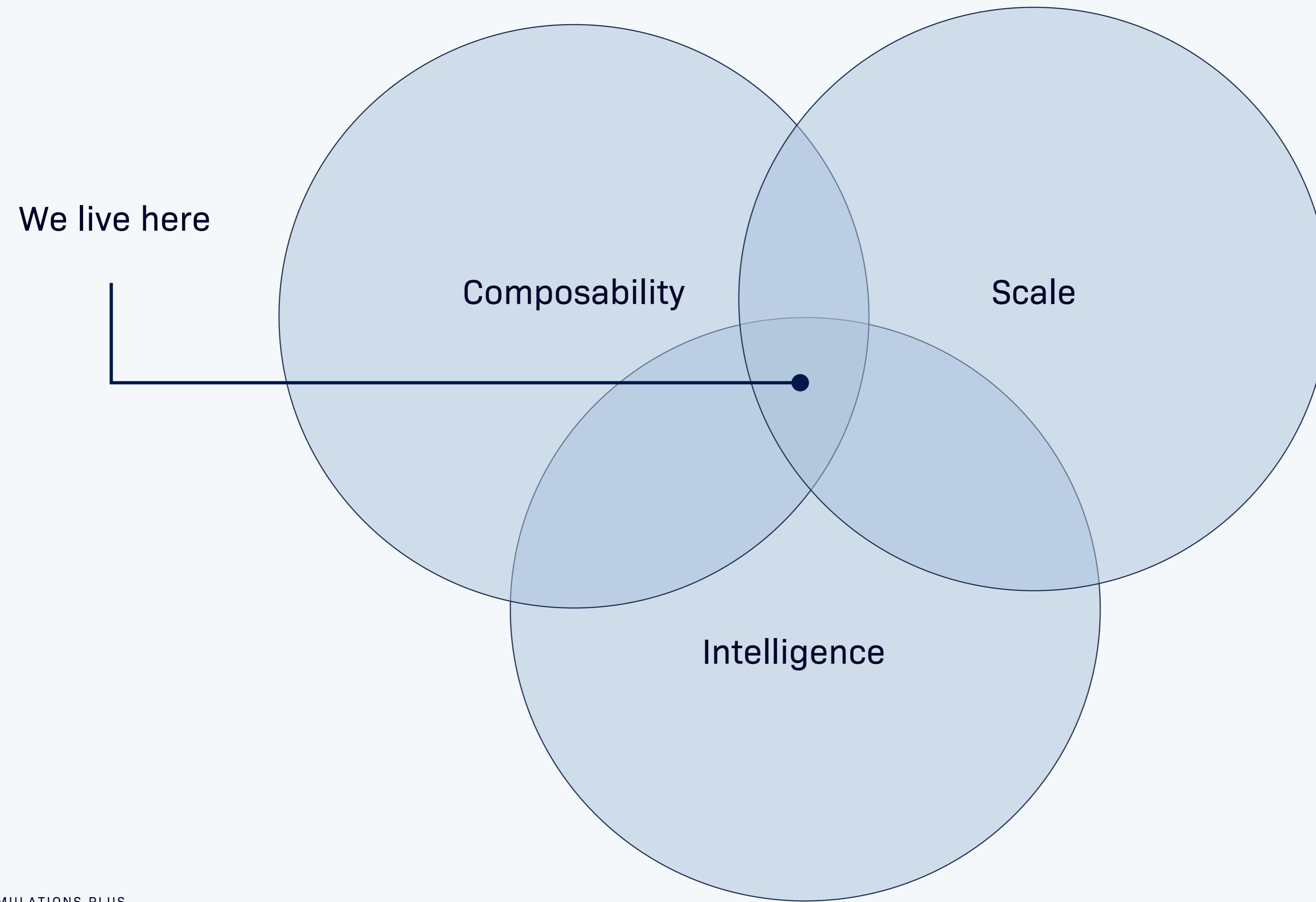
PRODUCT & TECHNOLOGY

“What can I trust?”

PRODUCT & TECHNOLOGY

Without validated science,  
nothing scales.

# Engines entering a new era



PRODUCT & TECHNOLOGY

# AI-orchestrated ecosystem

PRODUCT & TECHNOLOGY

Customers aren't asking  
for more tools

# More than isolated results

- ✓ Integrated workflows
- ✓ Automation
- ✓ Modeling to operational decisions
- ✓ Reproducibility
- ✓ Modeling to operational decisions
- ✓ Trustworthy AI

# AI + cloud + validated science



PRODUCT & TECHNOLOGY

From federation of tools to  
unified ecosystem

# Why this is differentiated

- ✓ **AI-first** vs. weak validation
- ✓ **Cloud-first** vs. fragmented modeling
- ✓ **Engine-first** vs. no unifying workflow layer

PRODUCT & TECHNOLOGY

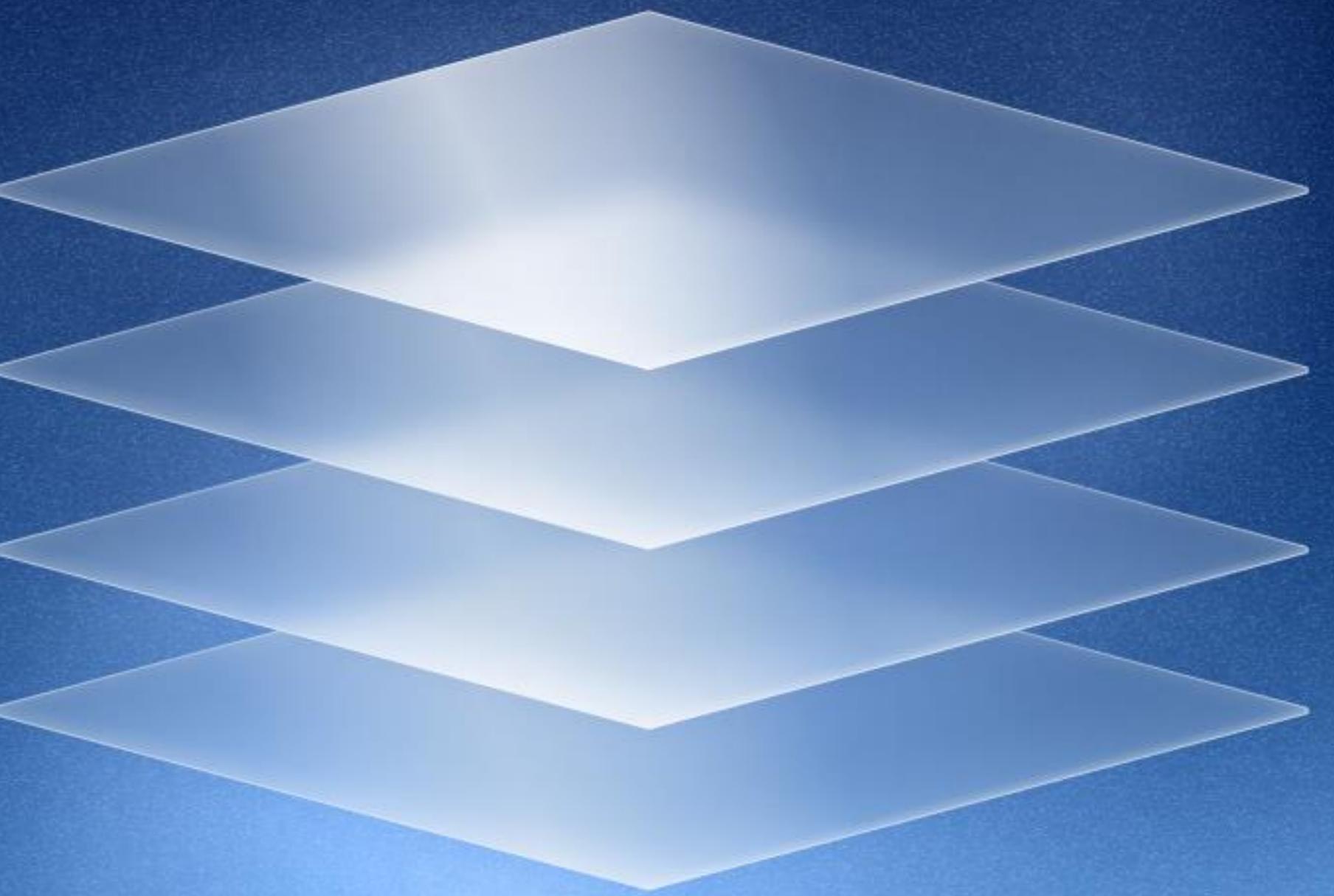
# Architecture Overview

Erik Guffrey

CO-CHIEF PRODUCT & TECHNOLOGY OFFICER

PRODUCT & TECHNOLOGY

# Engines remain authoritative



PRODUCT & TECHNOLOGY

# One structural language across products

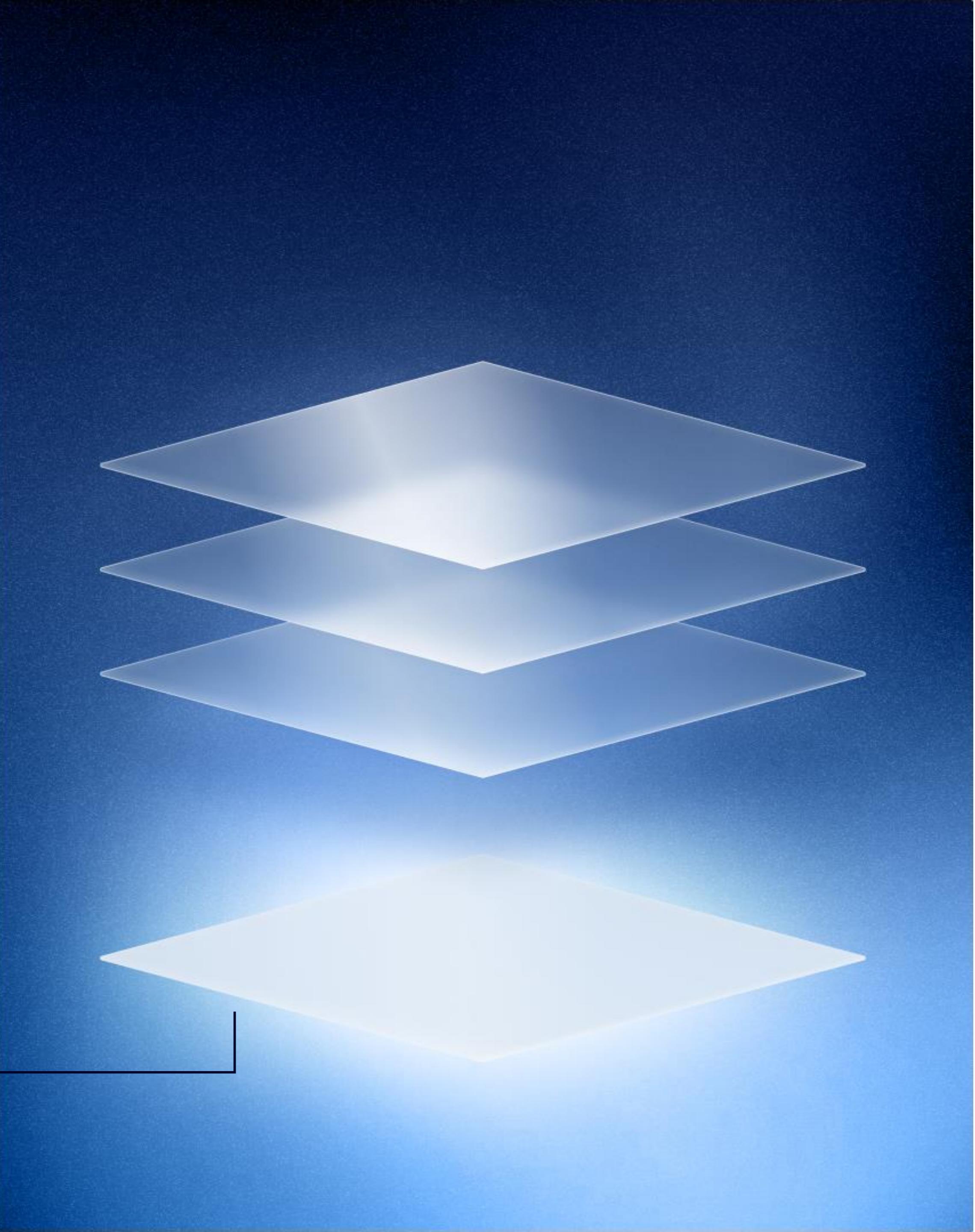
Together, they turn individual tools into a coherent system.



PRODUCT &amp; TECHNOLOGY

Deterministic.  
Regulatory-aligned.  
Evolving.

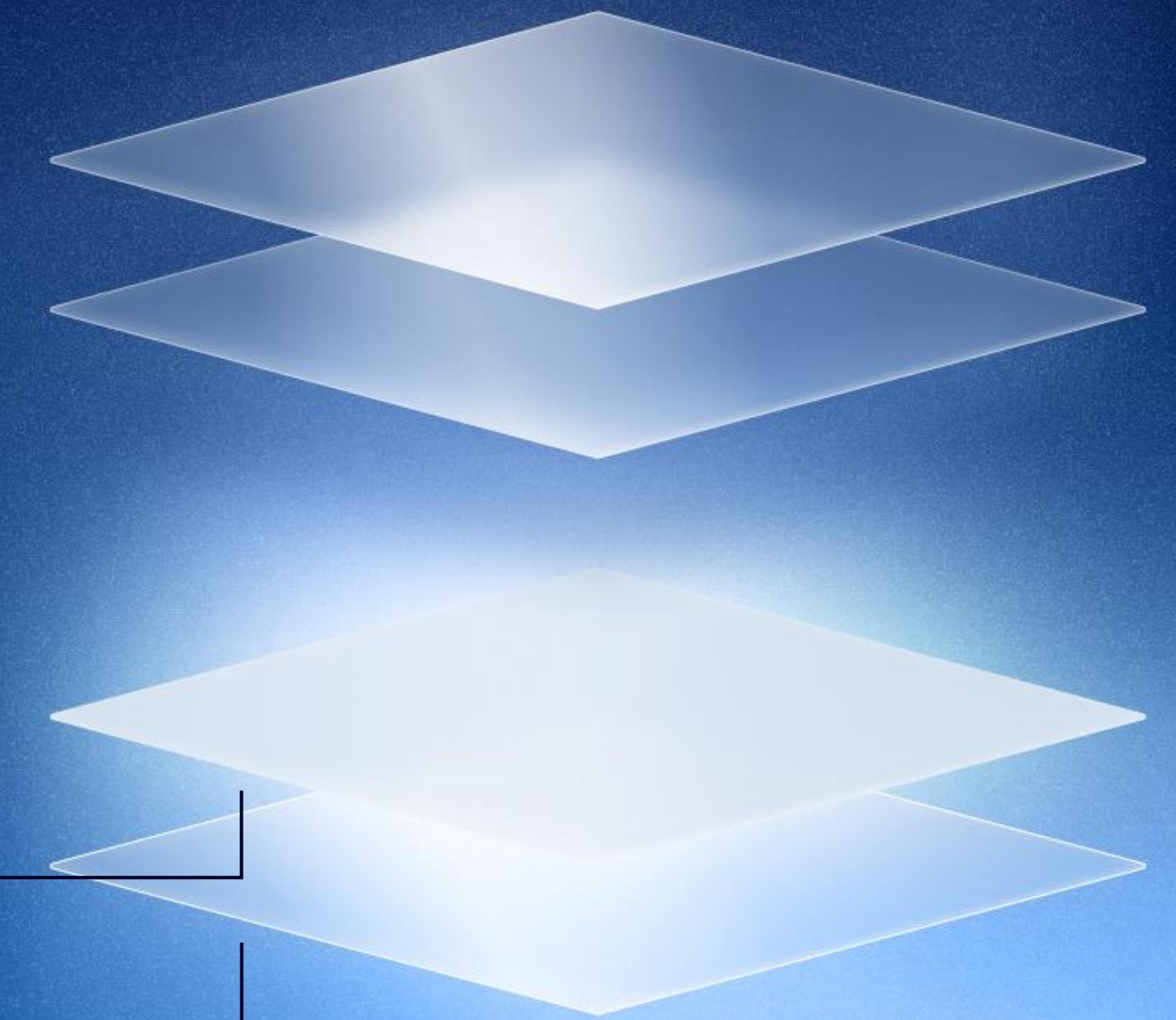
Scientific engines



PRODUCT &amp; TECHNOLOGY

Interoperable.  
Orchestratable.  
Shared patterns.

Composition  
Scientific engines

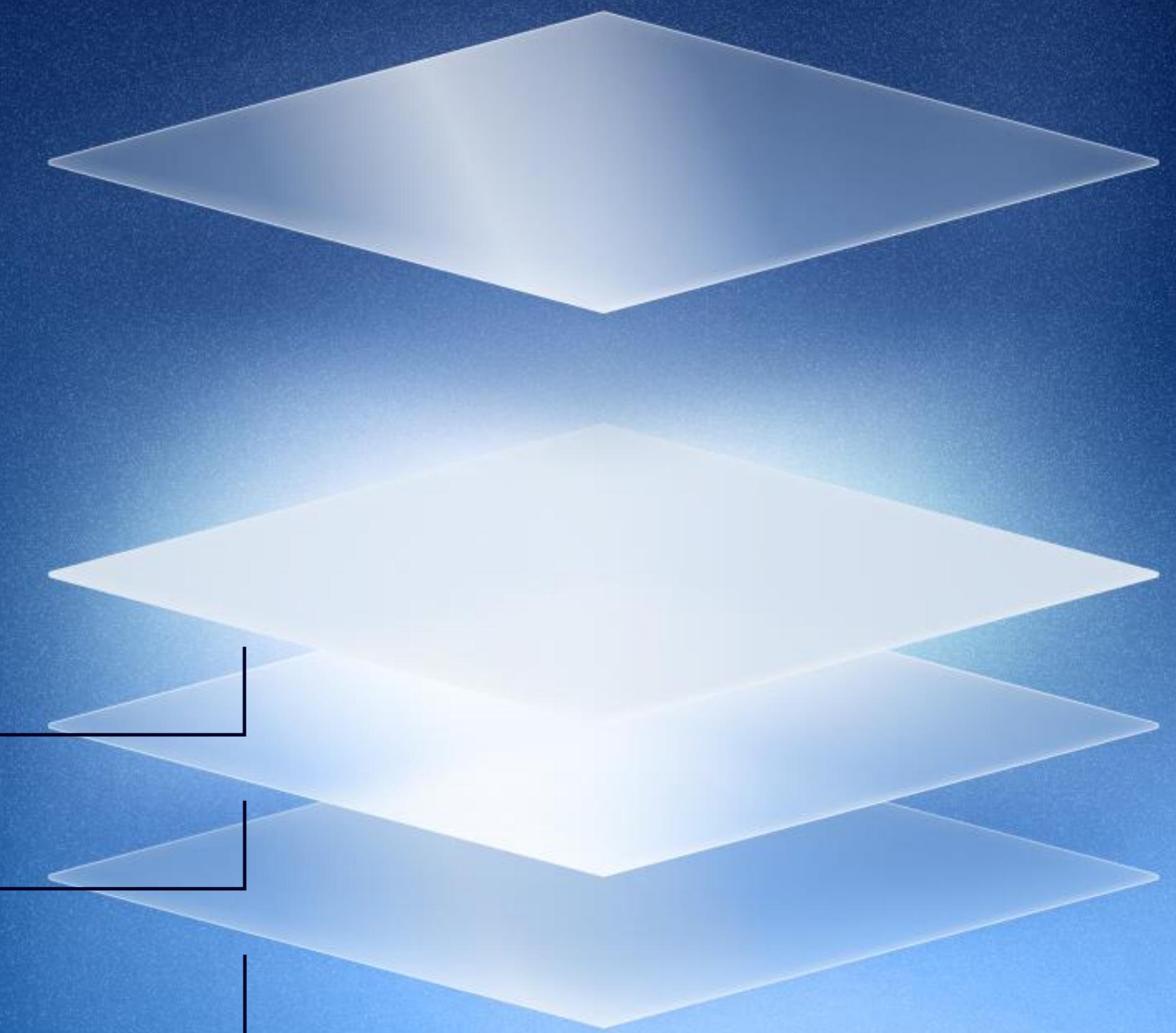


# AI grounded in validated science

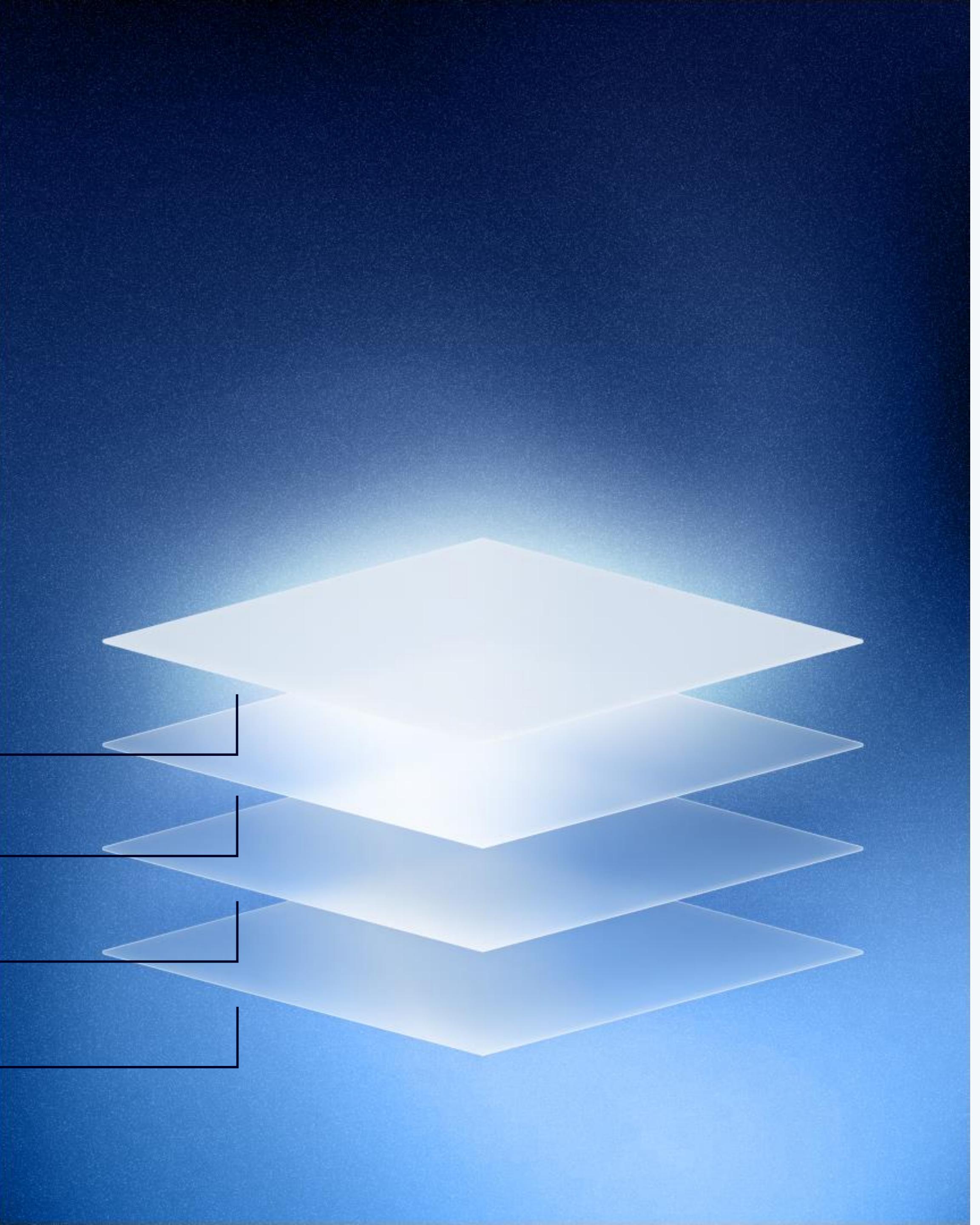
Grounded intelligence

Composition

Scientific engines



# End-to-end workflow automation



Orchestration

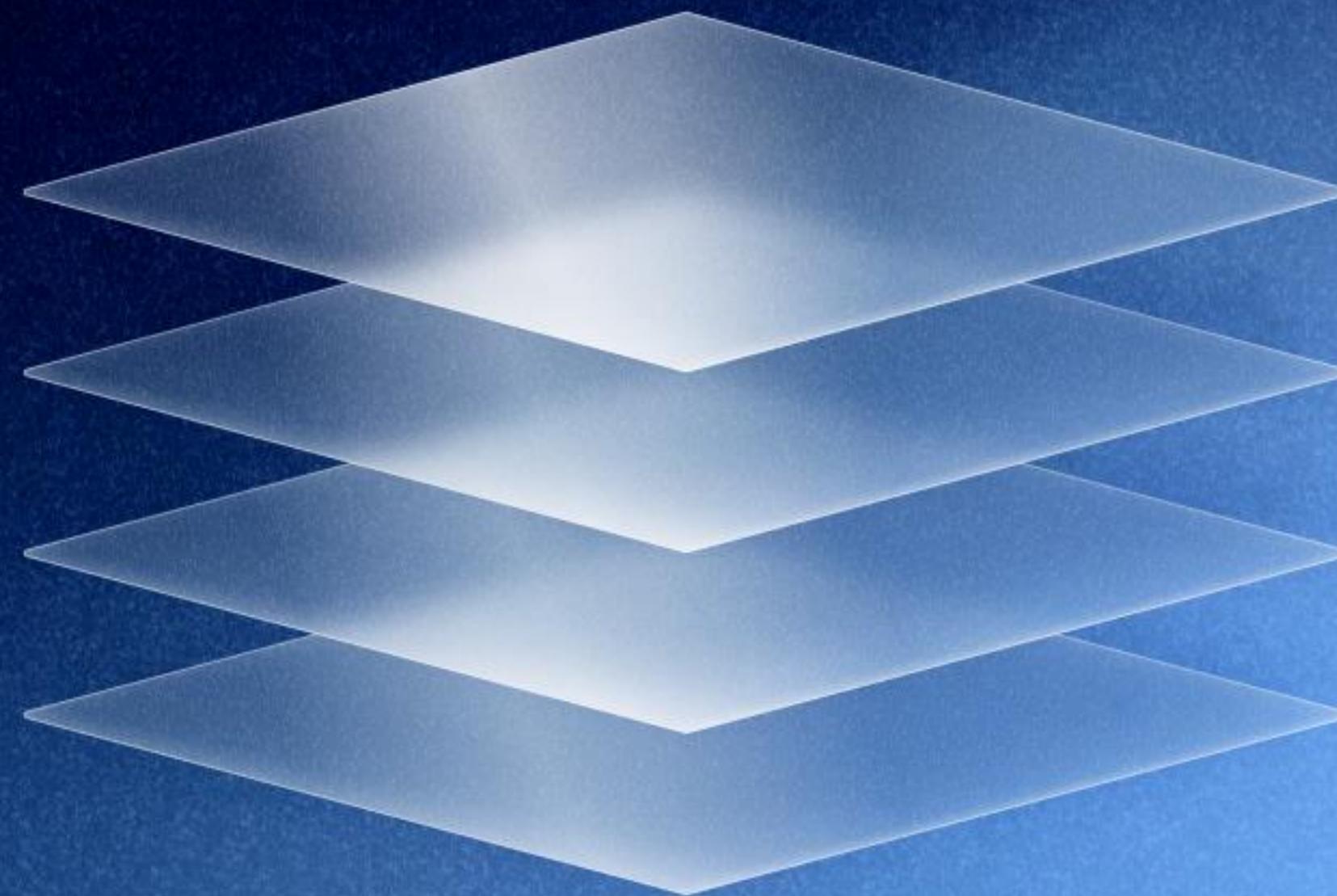
Grounded intelligence

Composition

Scientific engines

# S+ Cloud: Scale, collaboration, governance

- same architecture



# Open patterns; interoperable workflows



PRODUCT & TECHNOLOGY

# Opportunities unlocked

PRODUCT &amp; TECHNOLOGY

# What took weeks now takes hours



# Traceability and reproducibility



# Collaboration with computation in the loop



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# Architecture compounds value



PRODUCT &amp; TECHNOLOGY

# Explainable. Constrained. Anchored.



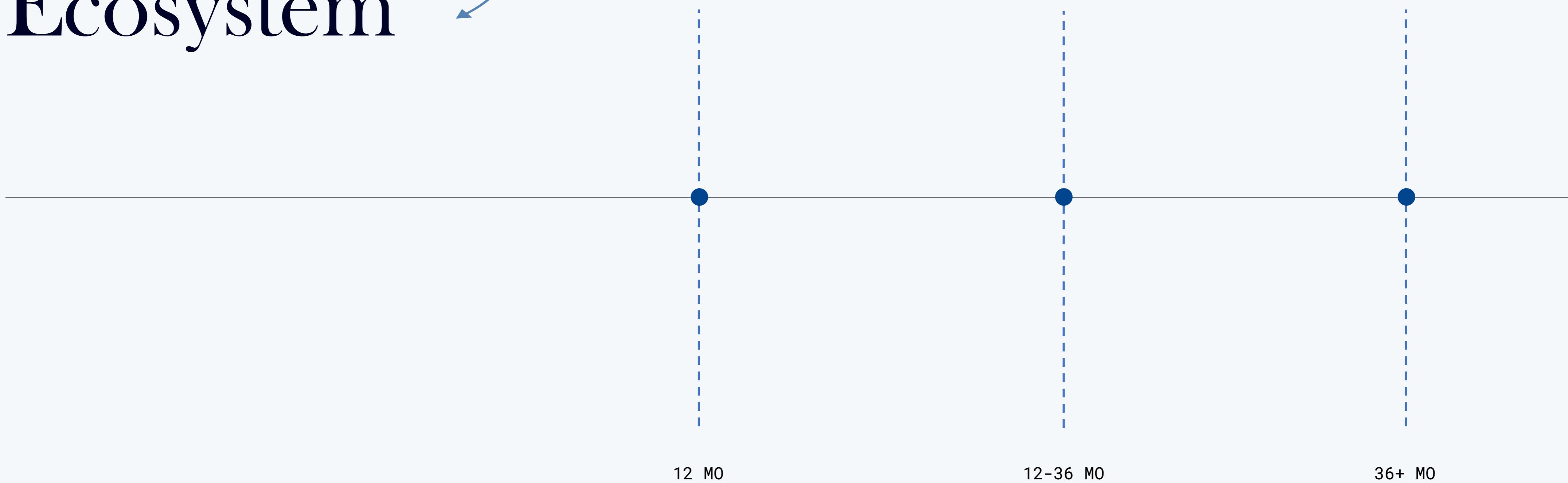
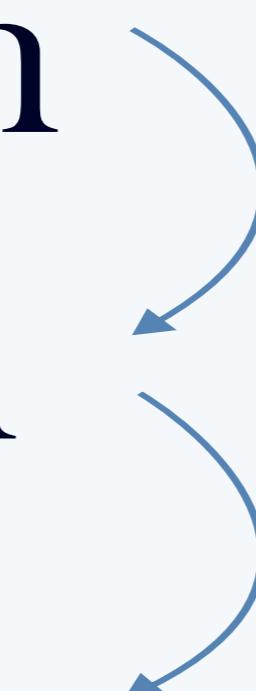
PRODUCT & TECHNOLOGY

One chain from discovery to  
commercialization

PRODUCT & TECHNOLOGY

# Roadmap

Foundation  
Unification  
Ecosystem



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# Near-term: Completing the backbone

More engines exposed

S+ Cloud identity & workspaces

AI copilots embedded

Early cross product workflows emerging

Declarative pipelines standard

12 MO

PRODUCT &amp; TECHNOLOGY

# Mid-term: Modeling + operations in one language

Cross-engine templates mature

AI expands across modeling + readiness

Scientific + operation workflows converge

Multi-product workflows become standard



12-36 M0

PRODUCT &amp; TECHNOLOGY

# Long-term ecosystem

Continuous lifecycle feedback loop

Discovery  $\Leftarrow$  Development  $\Leftarrow$  Clinical Ops

AI across disciplines + cloud-scale compute

36+ M0

PRODUCT & TECHNOLOGY

# Business impact

Jonathan Chauvin

CO-CHIEF PRODUCT & TECHNOLOGY OFFICER

PRODUCT & TECHNOLOGY

Accelerating science  
strengthens our business

# From tools to platform relationships

## New revenue opportunities

- ✓ Workflow –based products / portfolio workflow packages
- ✓ Cross-product bundles
- ✓ Premium AI copilots
- ✓ Cloud collaboration features
- ✓ Tokenized usage models
- ✓ ClinOps + commercialization modules

# Value compounds when connected

## **Customer lifetime value**

- ✓ Higher adoption within each account
- ✓ Broader enterprise expansion
- ✓ Deeper integration into customer workflows
- ✓ Longer, more resilient customer relationships



PRODUCT &amp; TECHNOLOGY

# Pricing follows value

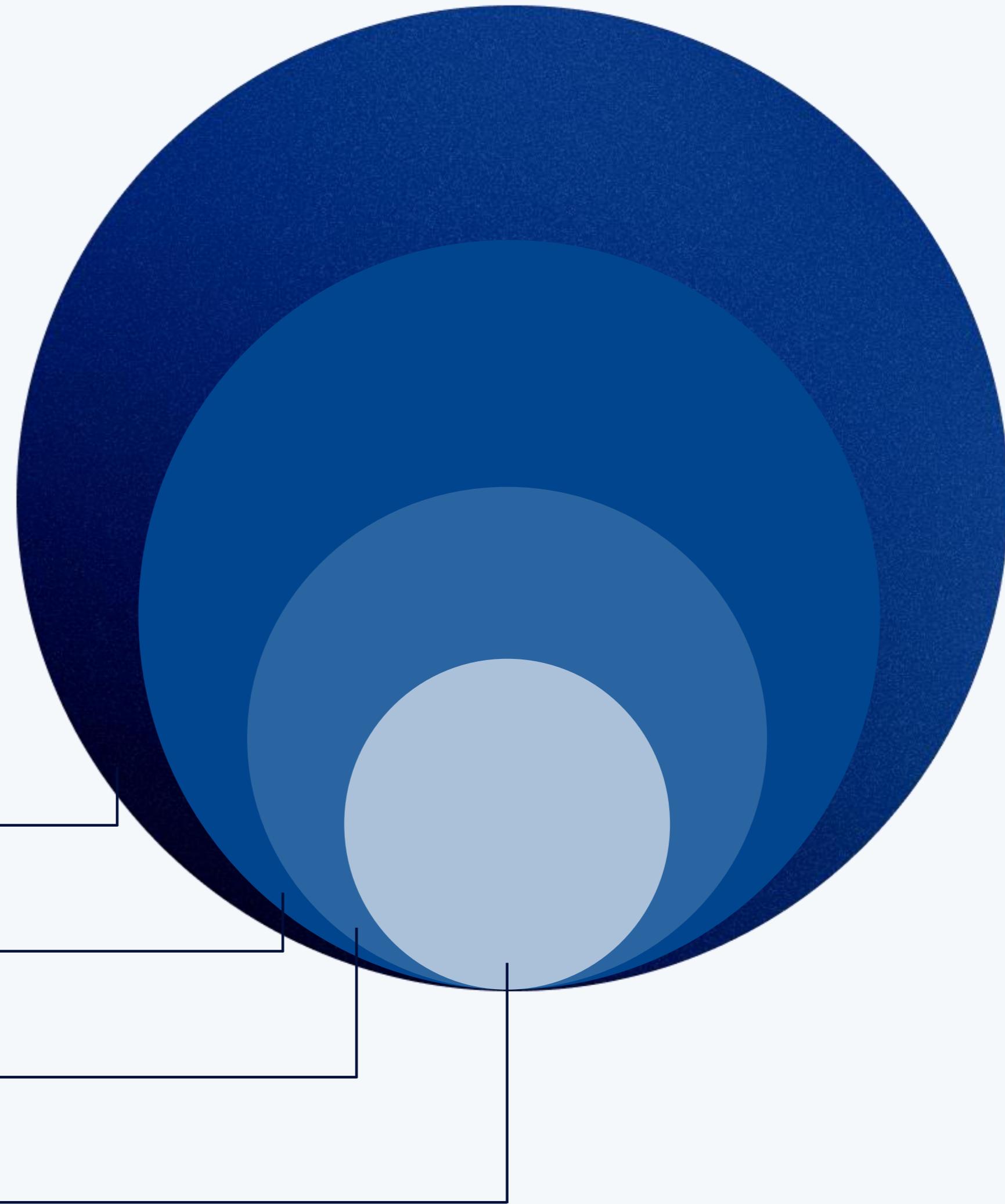
Pricing and packaging evolution

Cloud add-ons

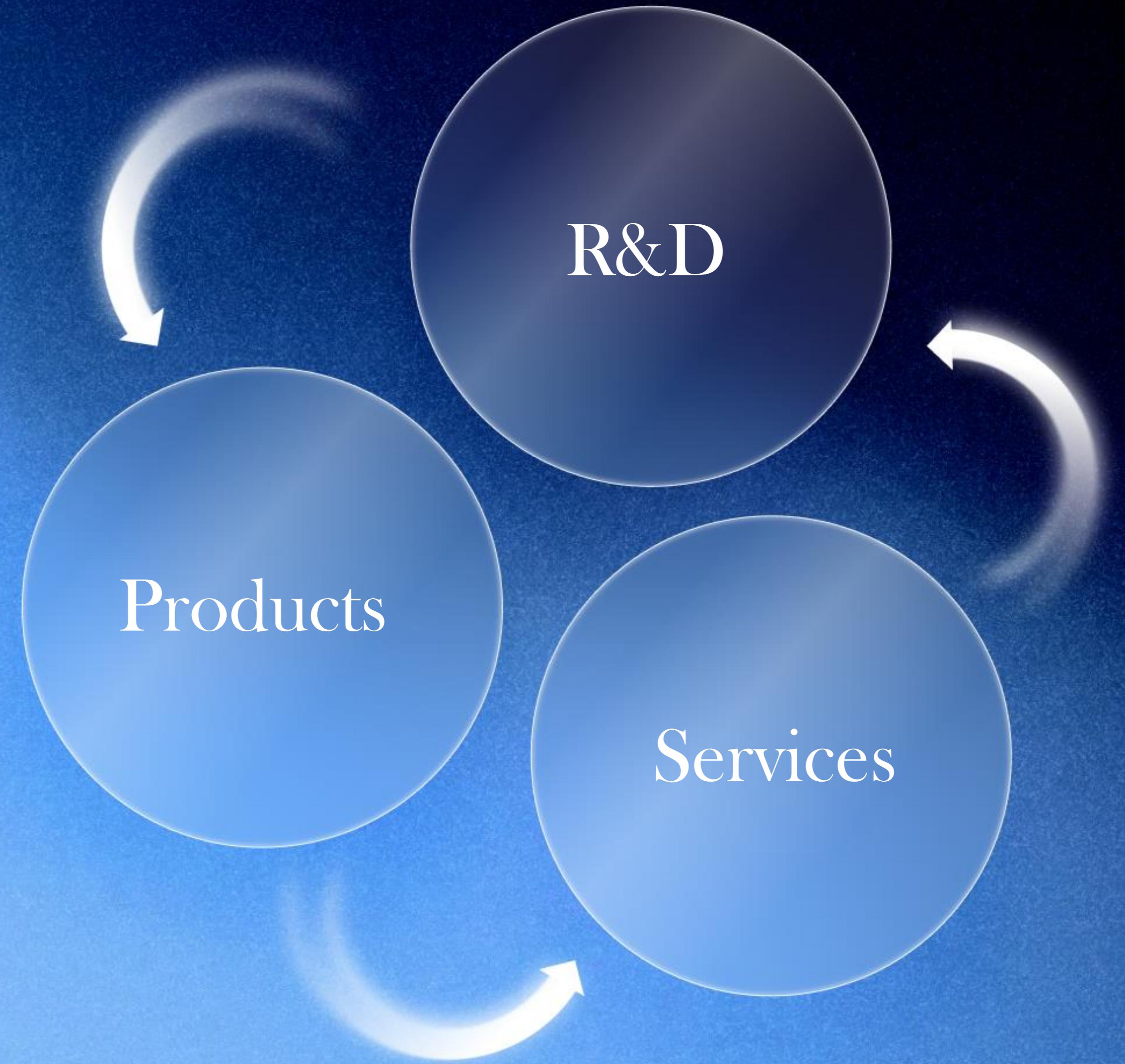
Composition as a surface

Optional premium AI

Engines remain as-is

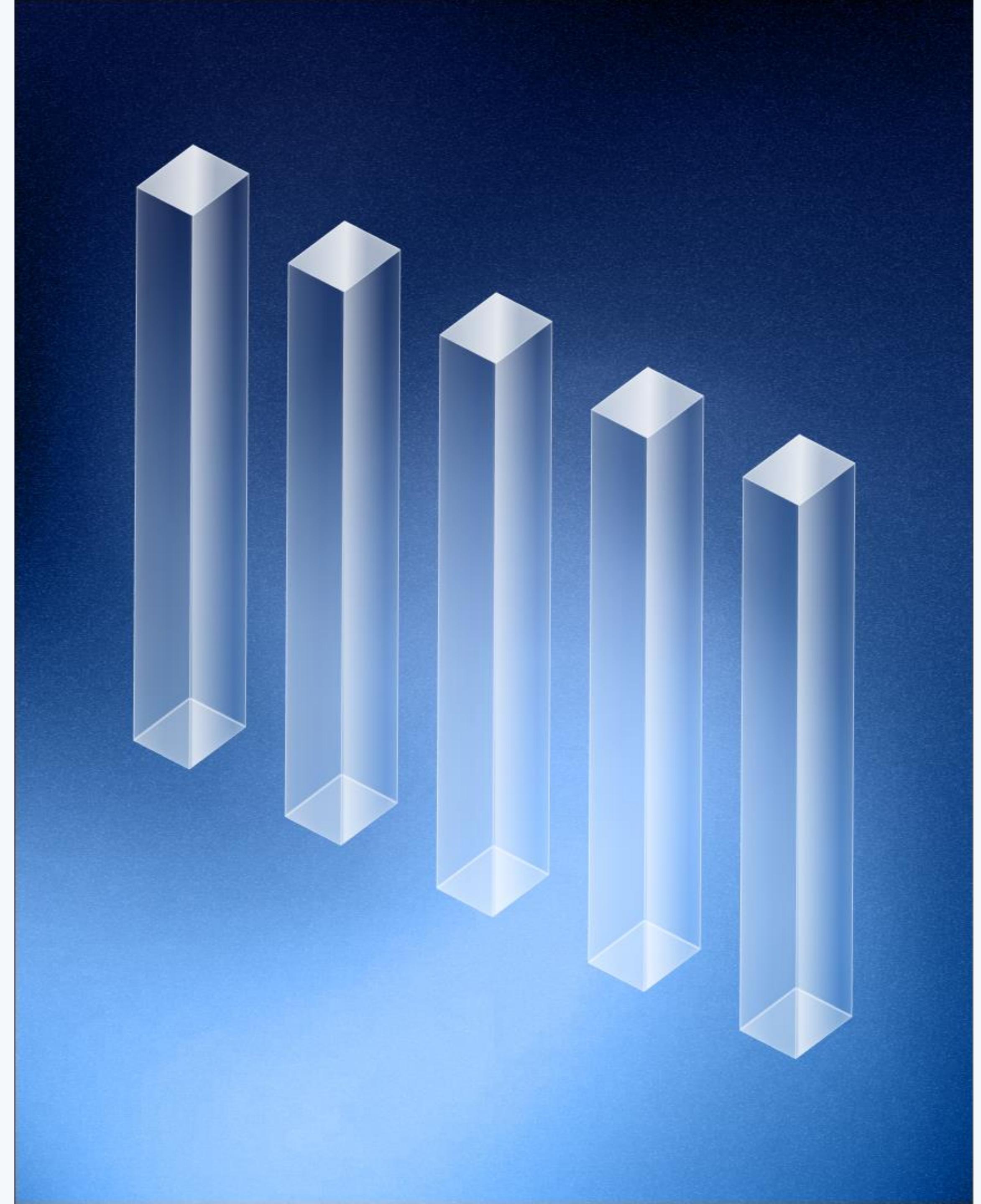


PRODUCT &amp; TECHNOLOGY



# Why we win

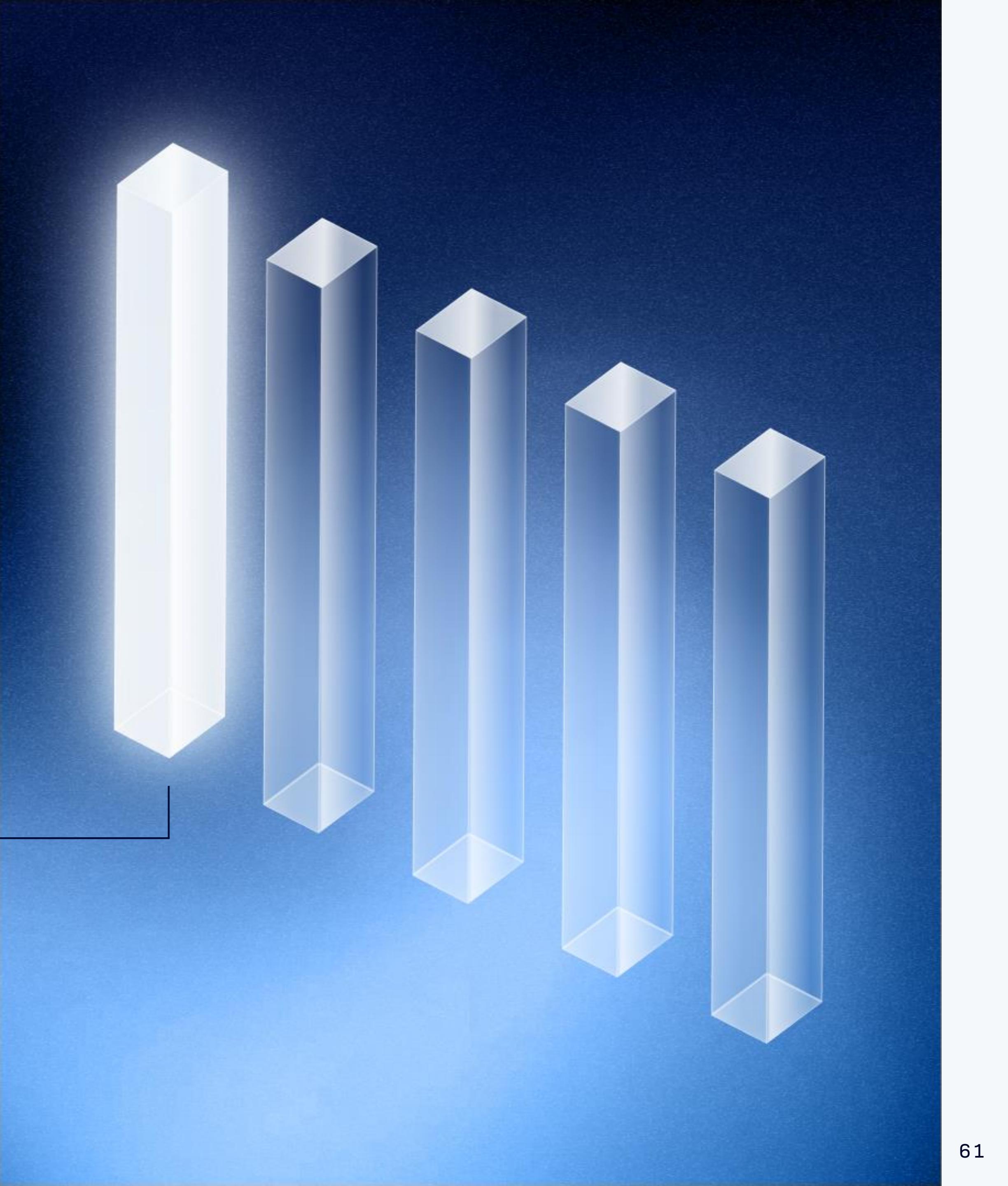
- 1 Scientific core
- 2 Architecture
- 3 Orchestration
- 4 Trustworthy AI
- 5 Scalable ecosystem



PRODUCT &amp; TECHNOLOGY

# Validated engines, training & logic

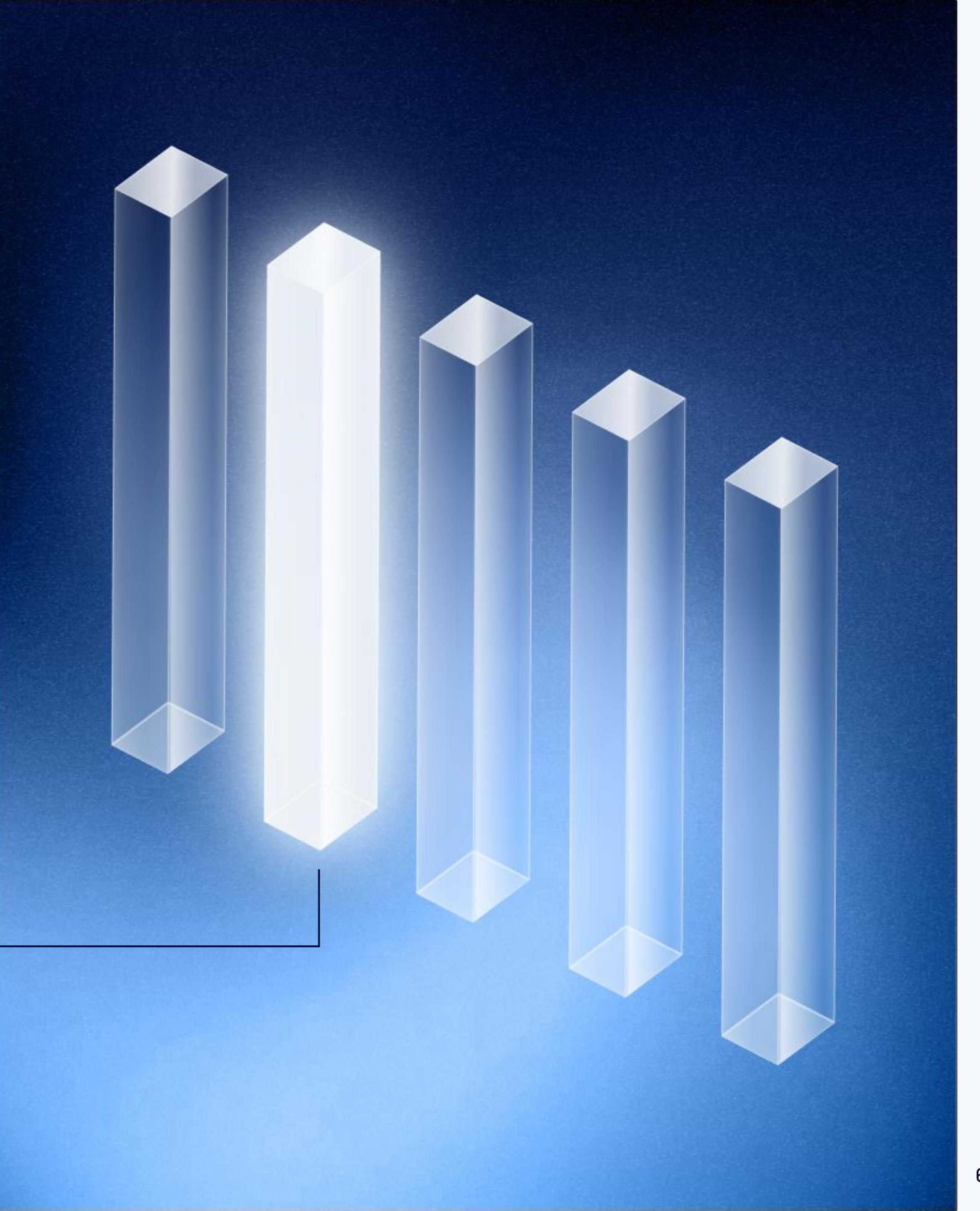
Scientific core



# Engines authoritative; AI grounded

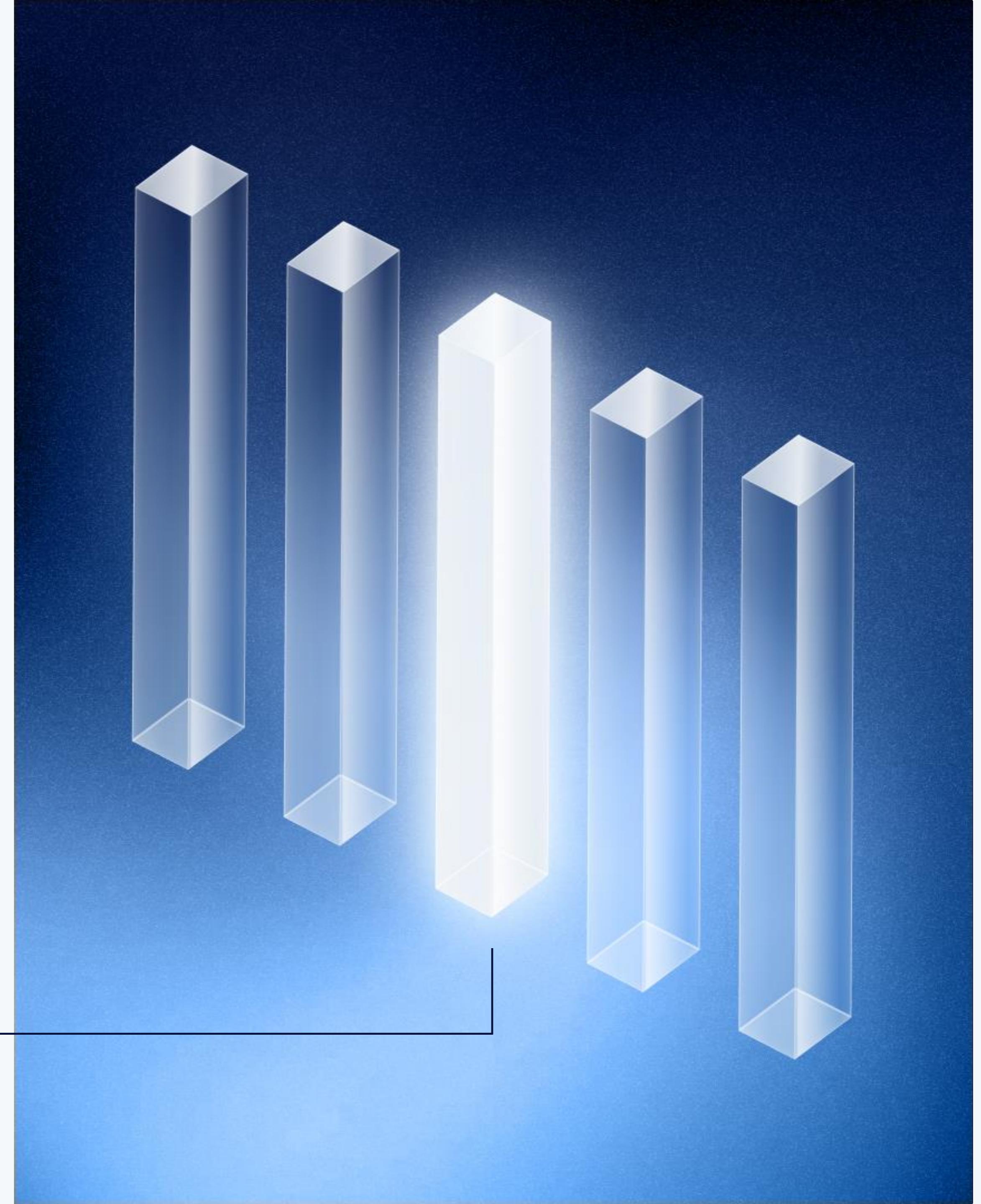
- ✓ Interoperable workflows
- ✓ Grounded AI
- ✓ Optional cloud scale
- ✓ Integrated operational systems

Architecture  
advantage



# Declarative patterns; reusable pipelines

Solving the workflow problem •

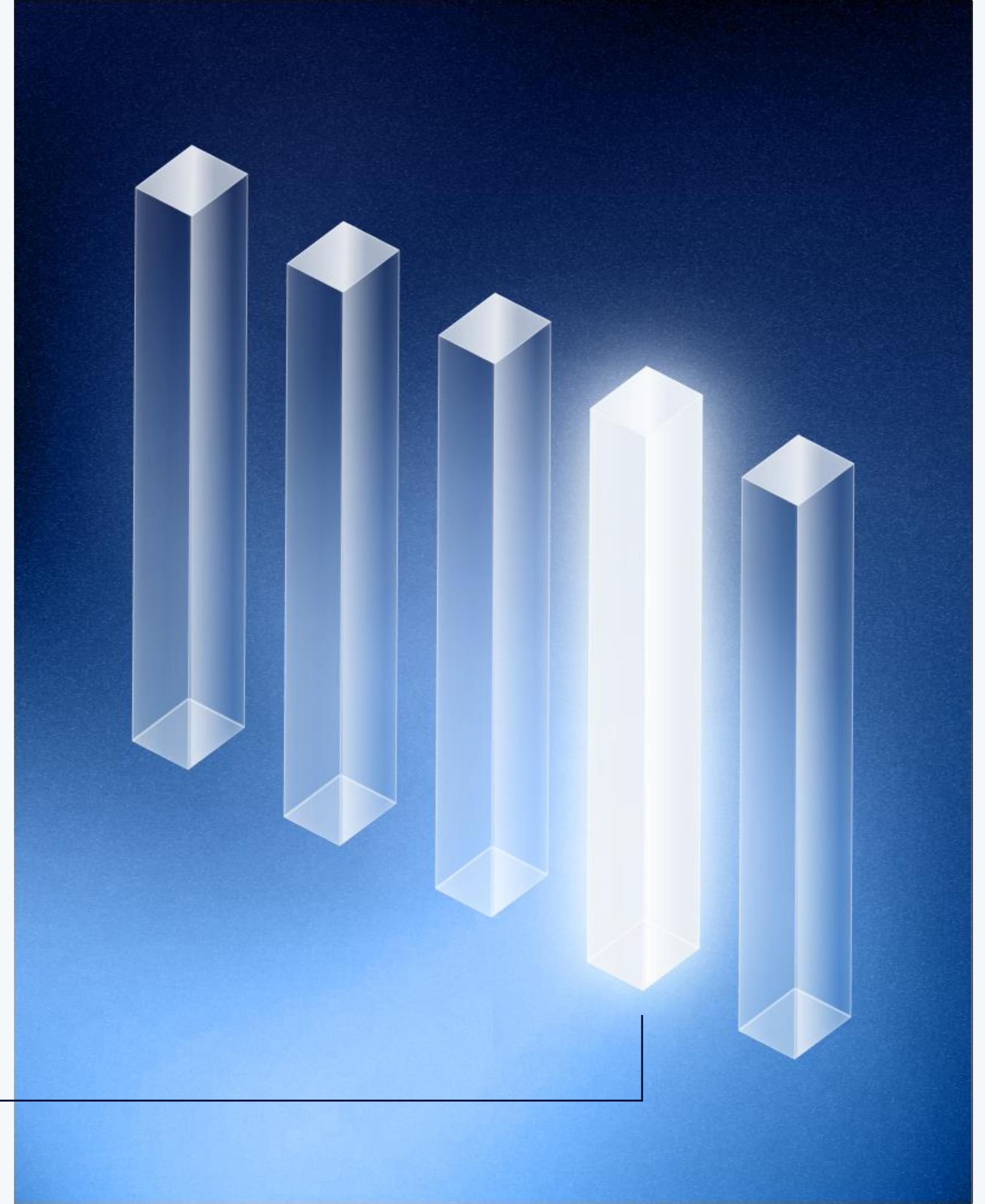


PRODUCT &amp; TECHNOLOGY

Explainable.  
Constrained.  
Anchored.

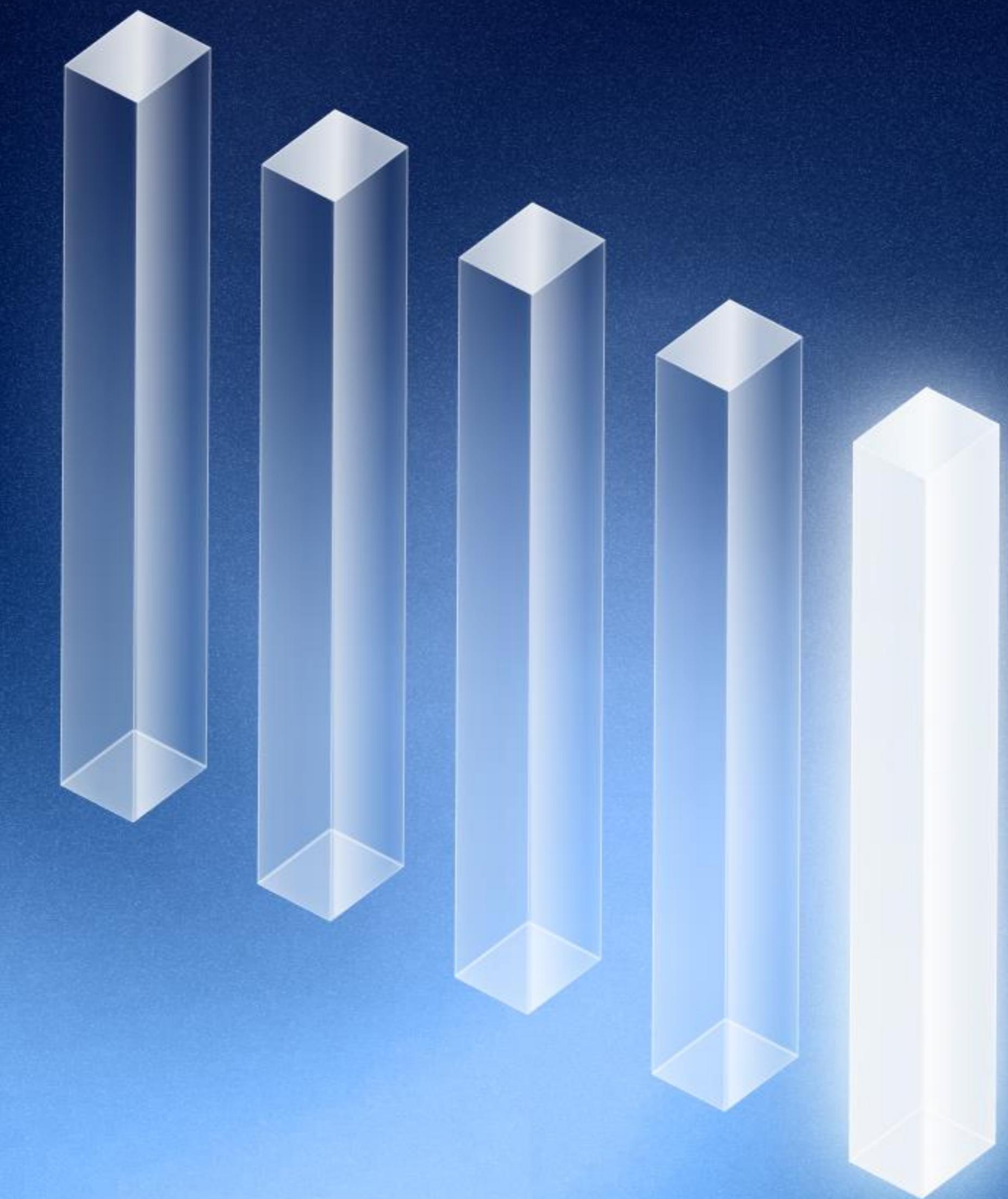
Inside validated scientific frames.

Trustworthy AI



# Sales across teams & lifecycle

Ecosystem scale



ROADMAP

# Scientific Services

Jill Fiedler-Kelly

PRESIDENT OF SERVICES SOLUTIONS

## SCIENTIFIC SERVICES

# De-risking client development programs

Modeling and simulation services reduce uncertainty.

# Our core consulting solutions

## PBPK & PBBM

Mechanistic insight that reduces cost and clinical burden

## Quality, regulatory leadership & strategic expertise

Guidance from trusted experts working in a validated system

## QSP & QST

Mechanistic disease modeling for efficacy & safety prediction

## Commercialization services

Extending insight beyond research & development

## Clinical Pharmacology & Pharmacometrics

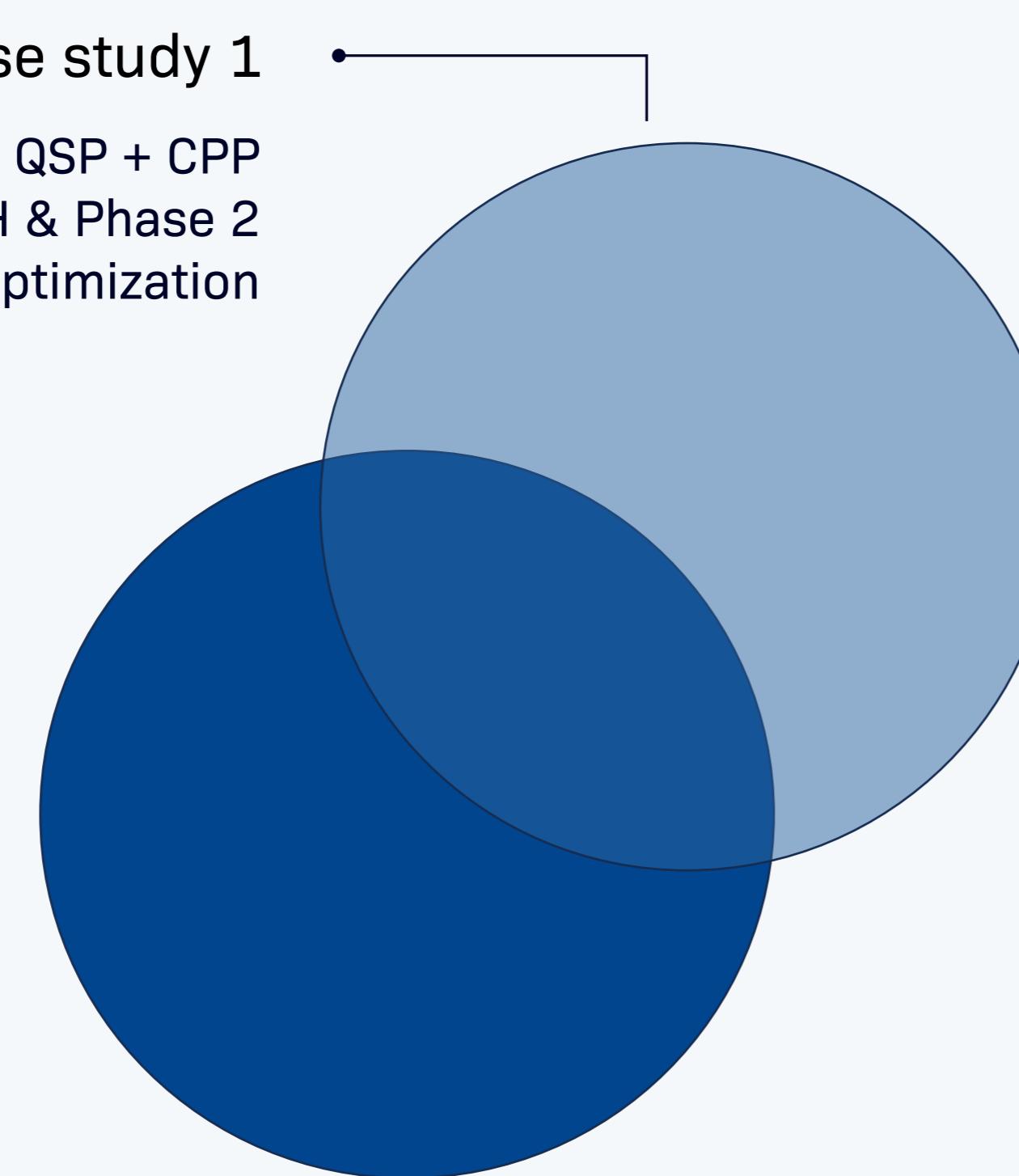
Decision-quality PK/PD & exposure-response to support dose selection & regulatory submission

SCIENTIFIC SERVICES

# Integrated cross-solution support offerings

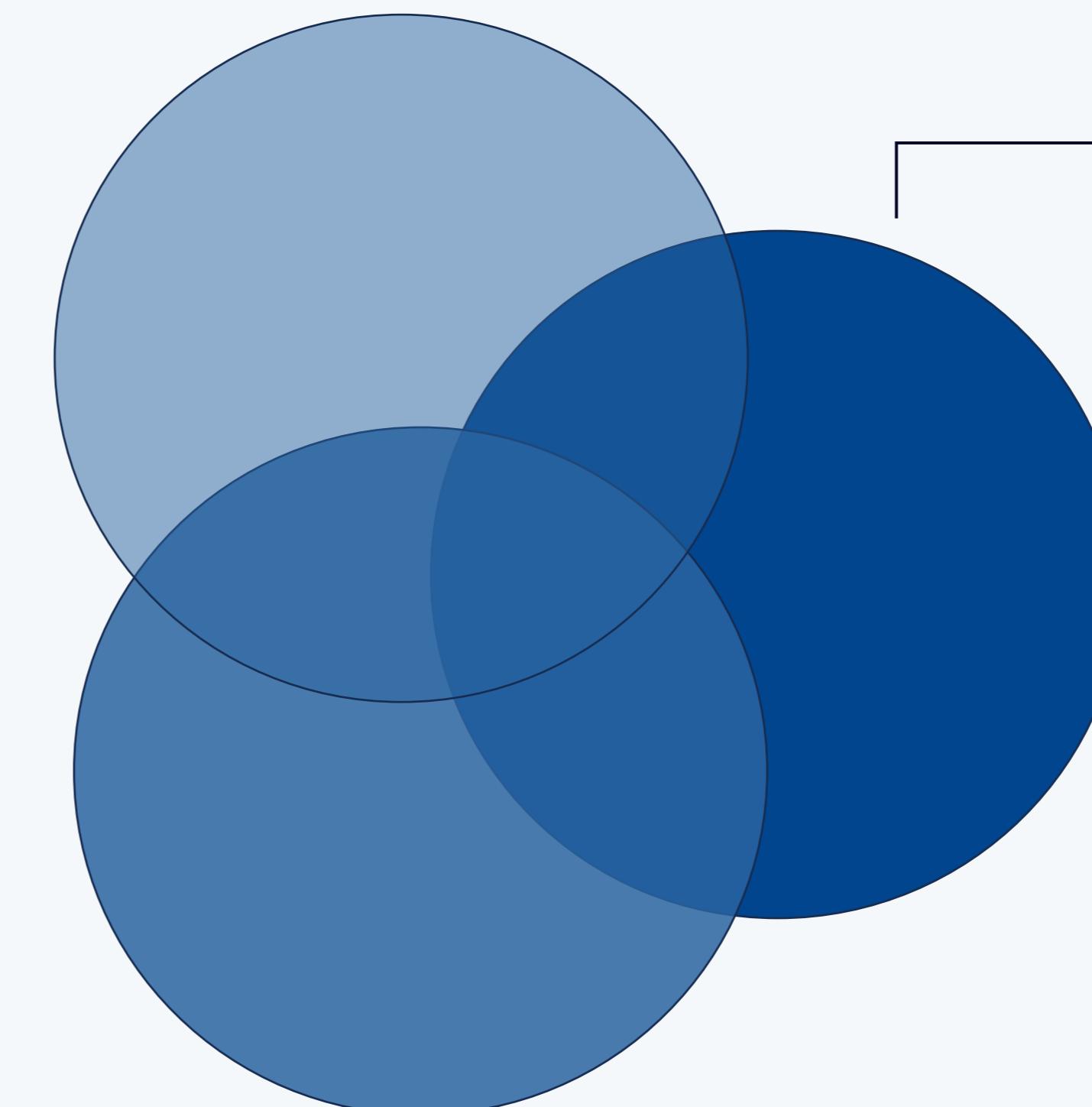
Case study 1

QSP + CPP  
FIH & Phase 2  
Optimization



Case study 2

PopPK + PBPK + QSP  
Faster formulation



## SCIENTIFIC SERVICES

# Alignment with FDA's NAM roadmap

Services and software solutions support a reduction in animal testing.

## CLOSING REMARKS

# Outcomes we support



Relevance



Durability



Competitive  
advantage

Reducing cost, time, and uncertainty

## CLOSING REMARKS

# Shaping the next era

We are an industry leader rooted in science, with the technology and vision to shape the next era of drug development.



30-year track record of growth and profitability



Trusted by the biopharma industry and global regulatory bodies

## CLOSING REMARKS

# MIDD is now core R&D infrastructure

- ✓ 30-year track record of growth and profitability
- ✓ Trusted by the biopharma industry and global regulatory bodies
- ✓ Integrated science
- ✓ Unified ecosystem

CLOSING REMARKS

# Powering the next decade of MIDD

Shawn O'Connor

CHIEF EXECUTIVE OFFICER

## CLOSING REMARKS

Science + Cloud + AI + Services =  
One coherent platform

# Q&A