

# 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:	<h3>Innovation</h3> <p>Pursuing novel and creative solutions to positively impact the world.</p>	<h3>Respect</h3> <p>Promoting a diverse workforce and inclusive culture, while serving our communities.</p>	<h3>Integrity</h3> <p>Thoroughly and accurately communicating with uncompromised truth and honesty.</p>
	<h3>Commitment</h3> <p>Providing quality products and exceptional services that deliver value to our partners and the people we serve.</p>	<h3>Wellness</h3> <p>Prioritizing wellness as an essential component in fostering a healthy and productive environment.</p>	

# 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

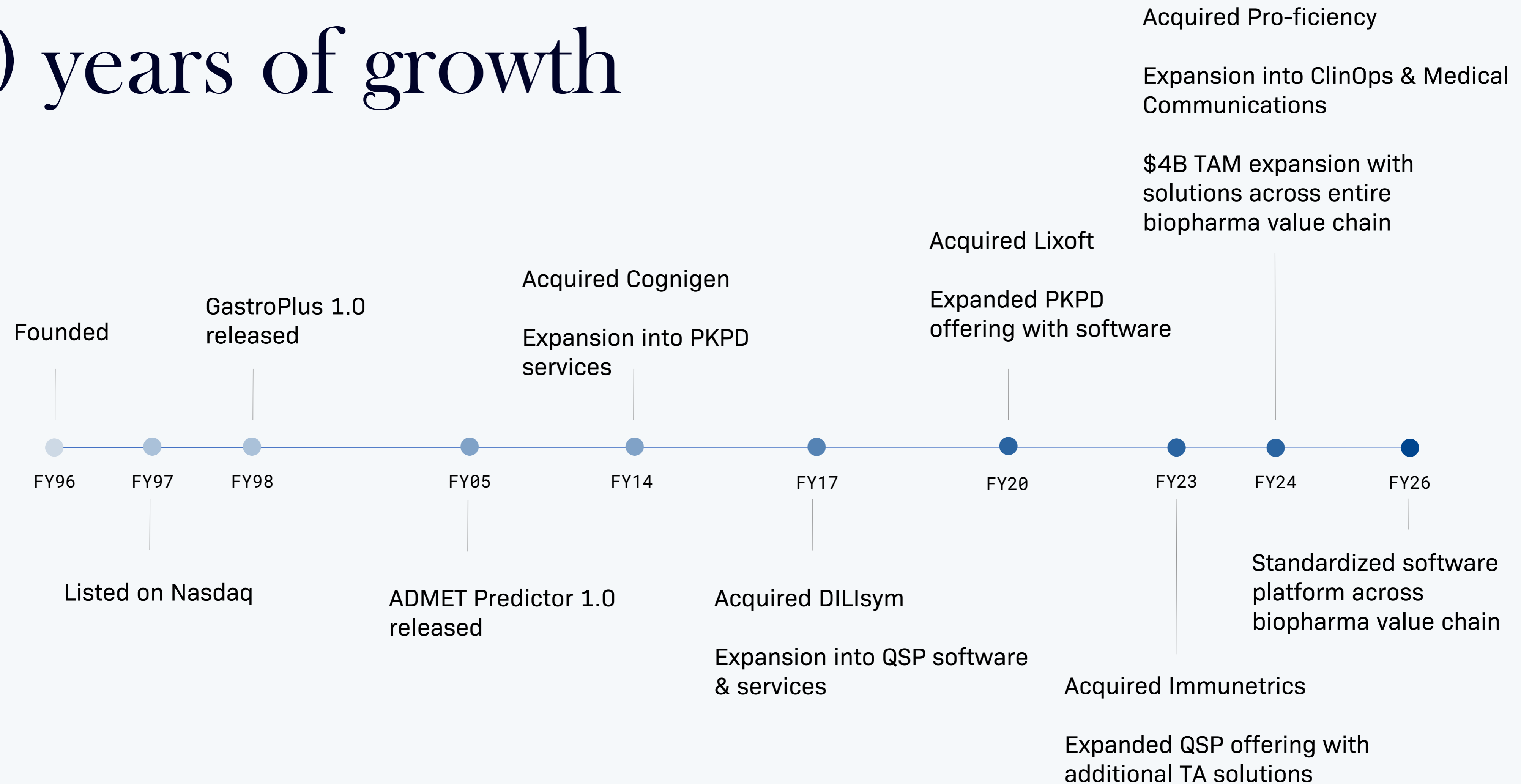
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## Science & Technology

Long track record of growth and profitability

## INTRODUCTION

# 30 years of growth

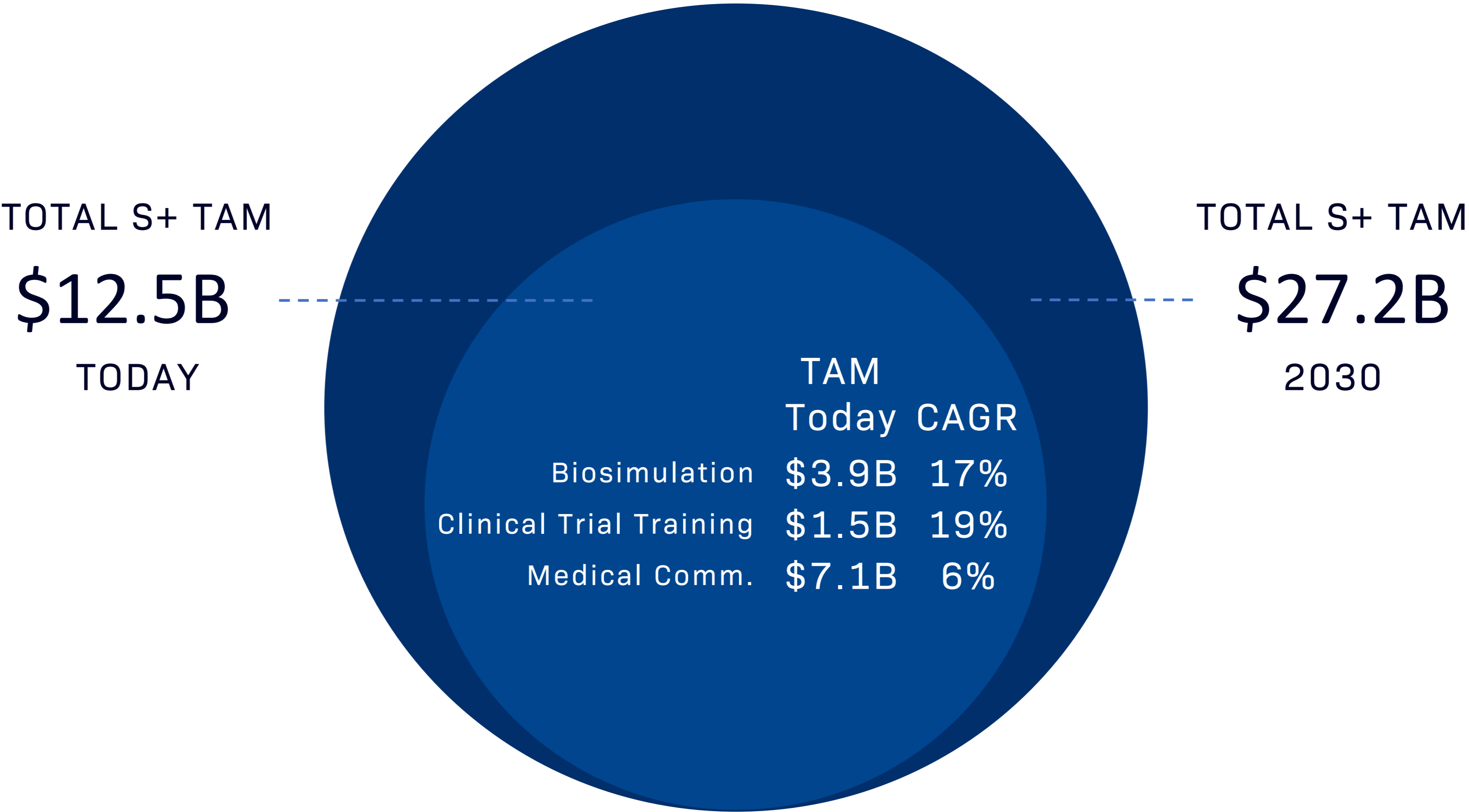


INDUSTRY ENVIRONMENT &amp; PRIORITIES

# Complementary Solutions



# TAM/Industry Growth



Clinical Trial Technology & Services: \$25.8B TODAY | \$60.8B 2030

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



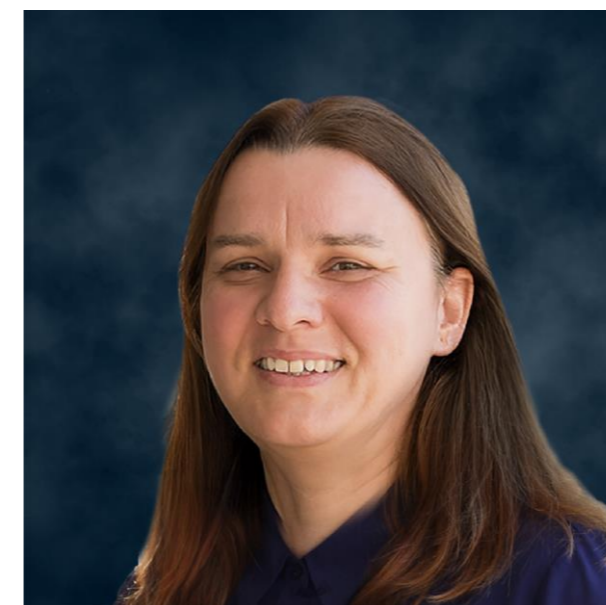
**John DiBella**  
CHIEF REVENUE OFFICER



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



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



**Viera Lukacova**  
CHIEF SCIENTIFIC OFFICER



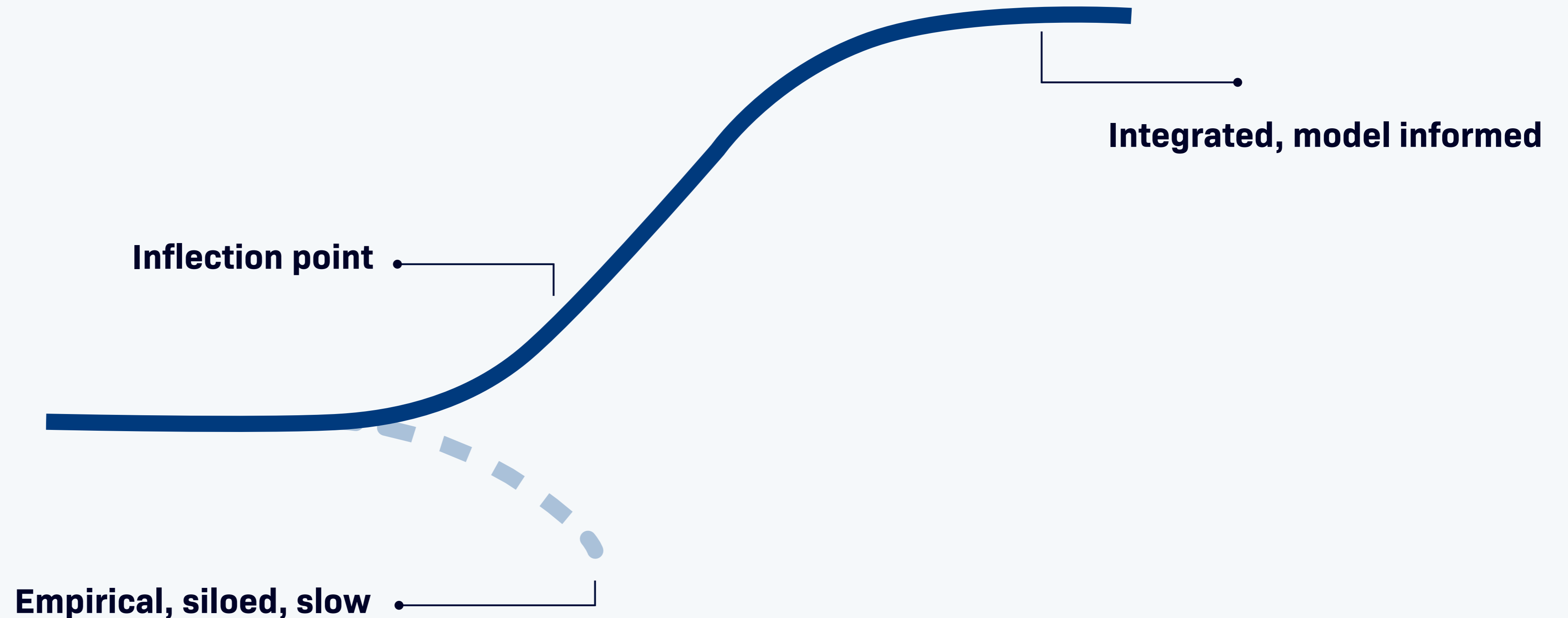
**Jill Fiedler-Kelly**  
PRESIDENT OF SERVICES SOLUTIONS

ROADMAP

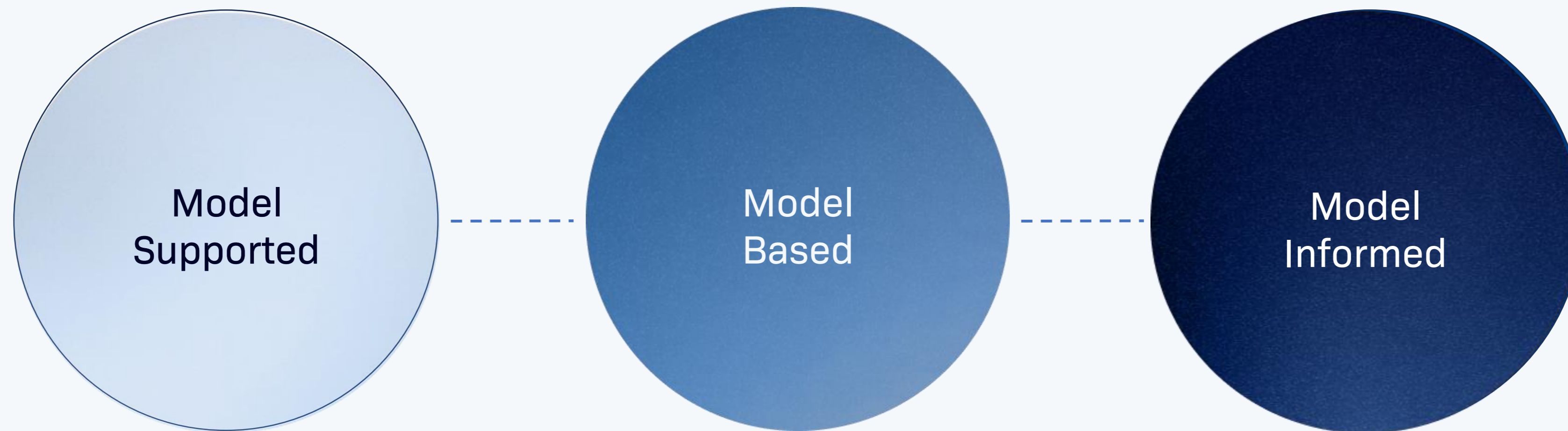
# Industry Environment & Priorities

John DiBella  
CHIEF REVENUE OFFICER

# Industry at an inflection point

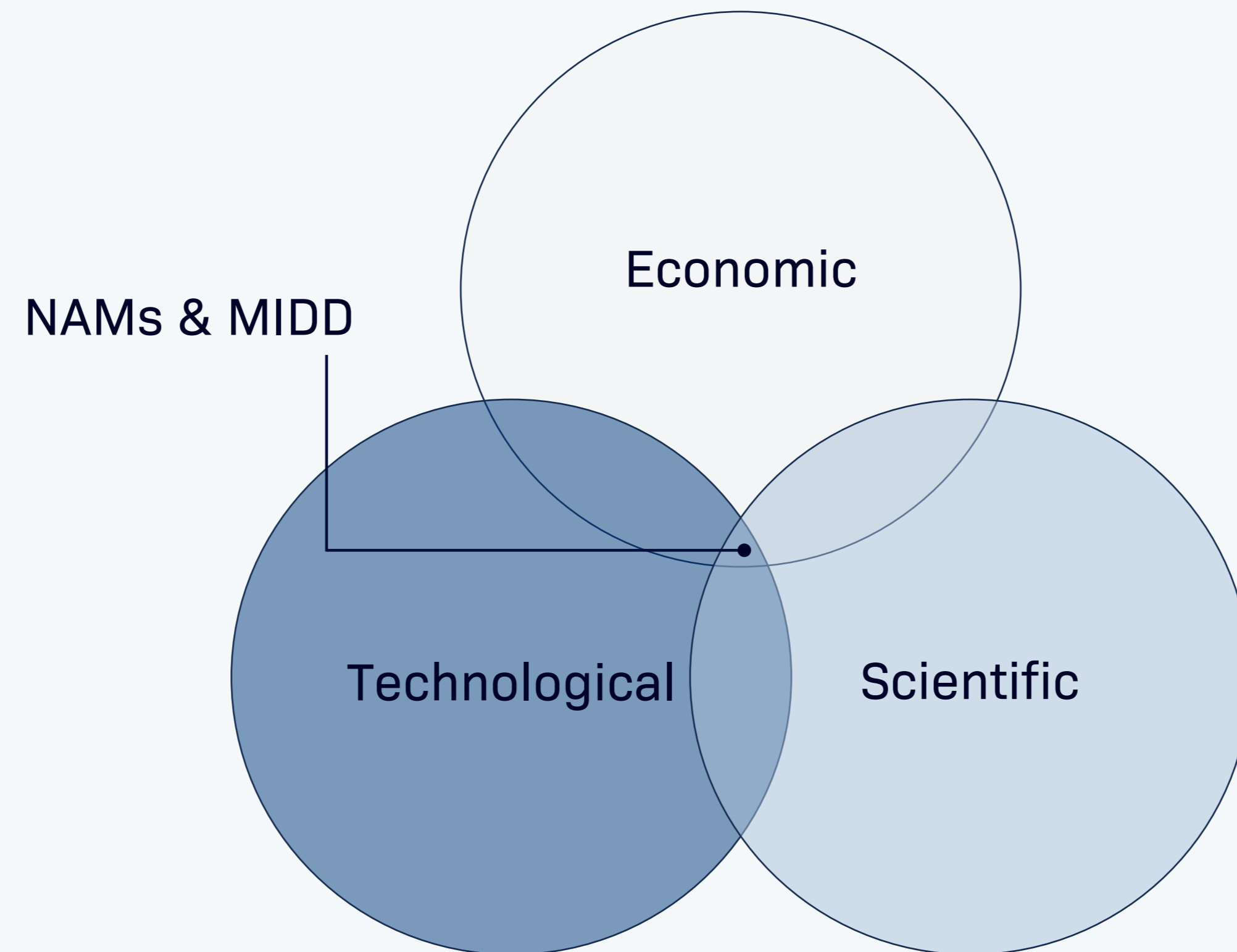


# Evolution of modeling in drug development



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

# Pressures accelerating the shift

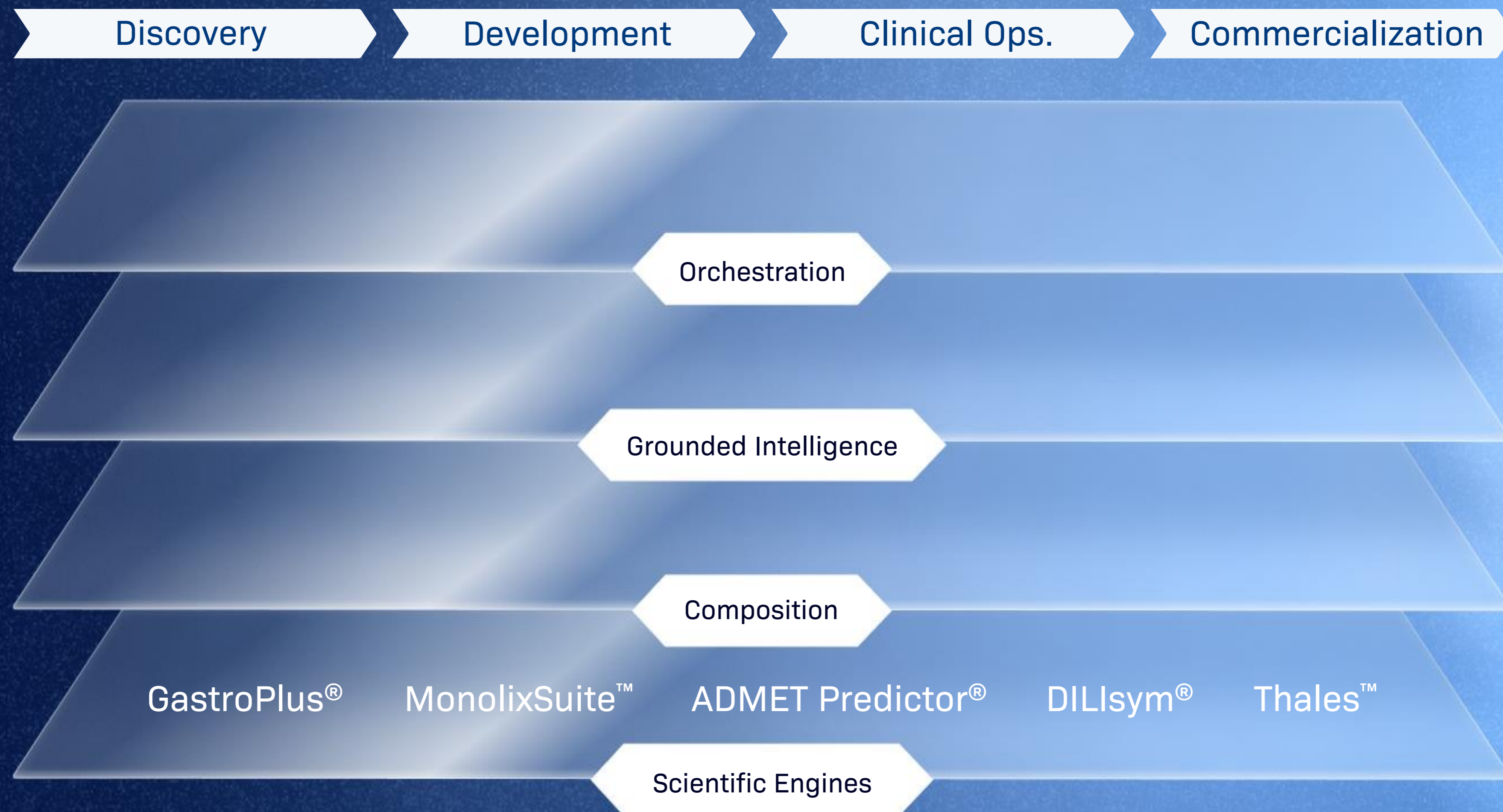


# Regulatory momentum driving adoption

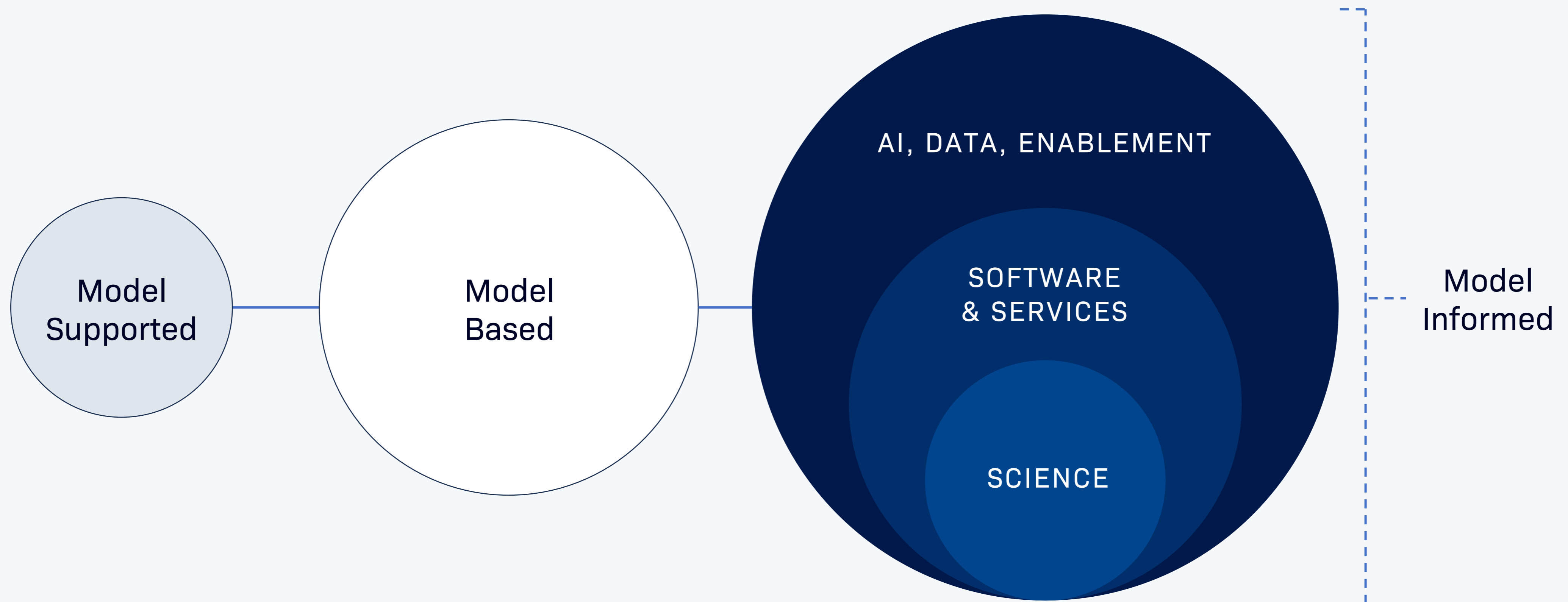
- ✓ Earlier
- ✓ More decisions
- ✓ Explainable AI



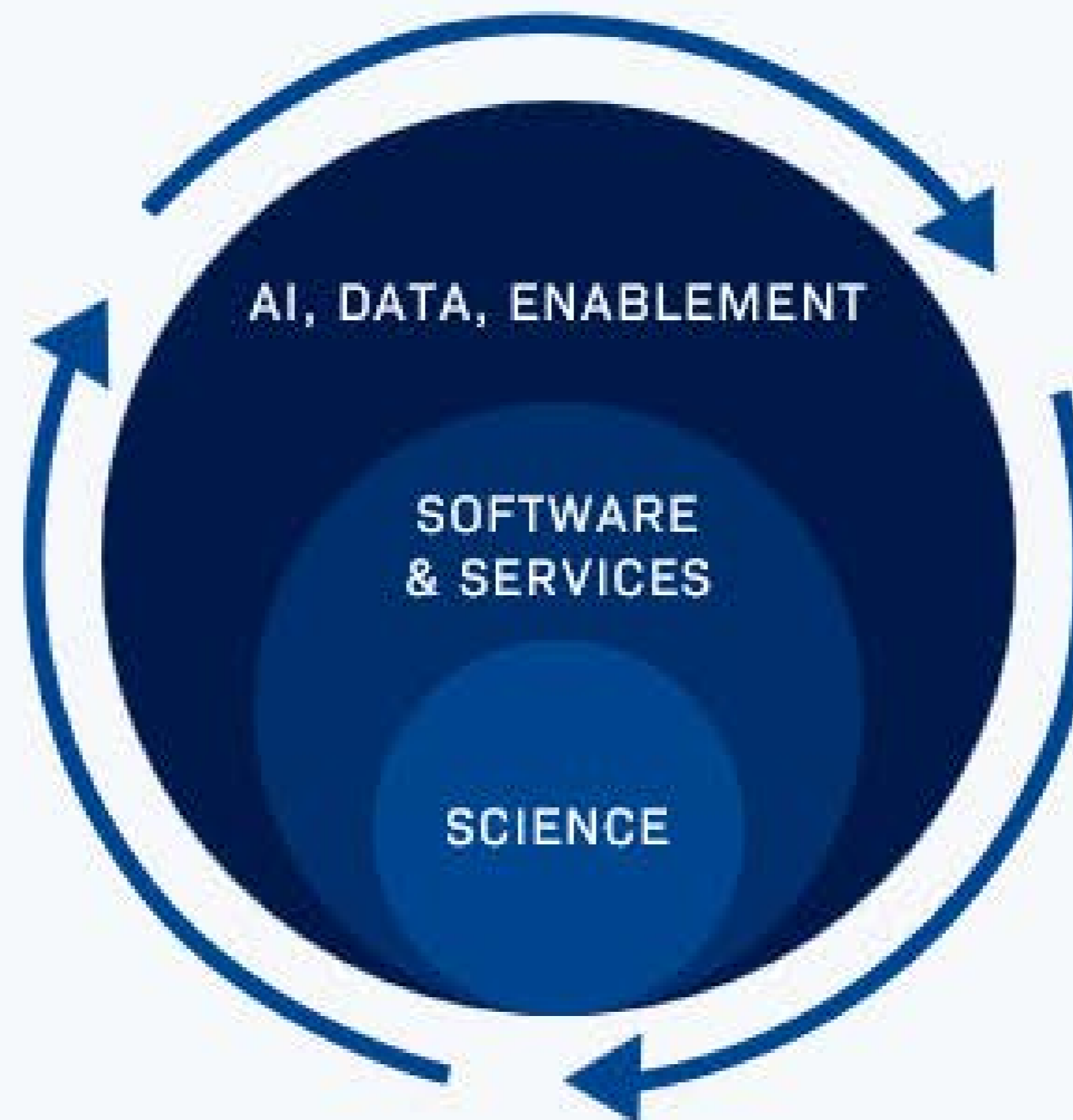
# Customers are redesigning how they work



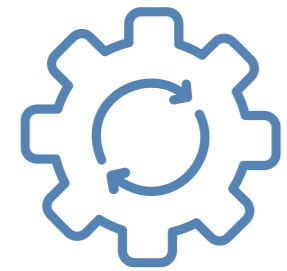
# S+ role: From tool providers to ecosystem partner



# Connecting the ecosystem to customer growth



# 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®

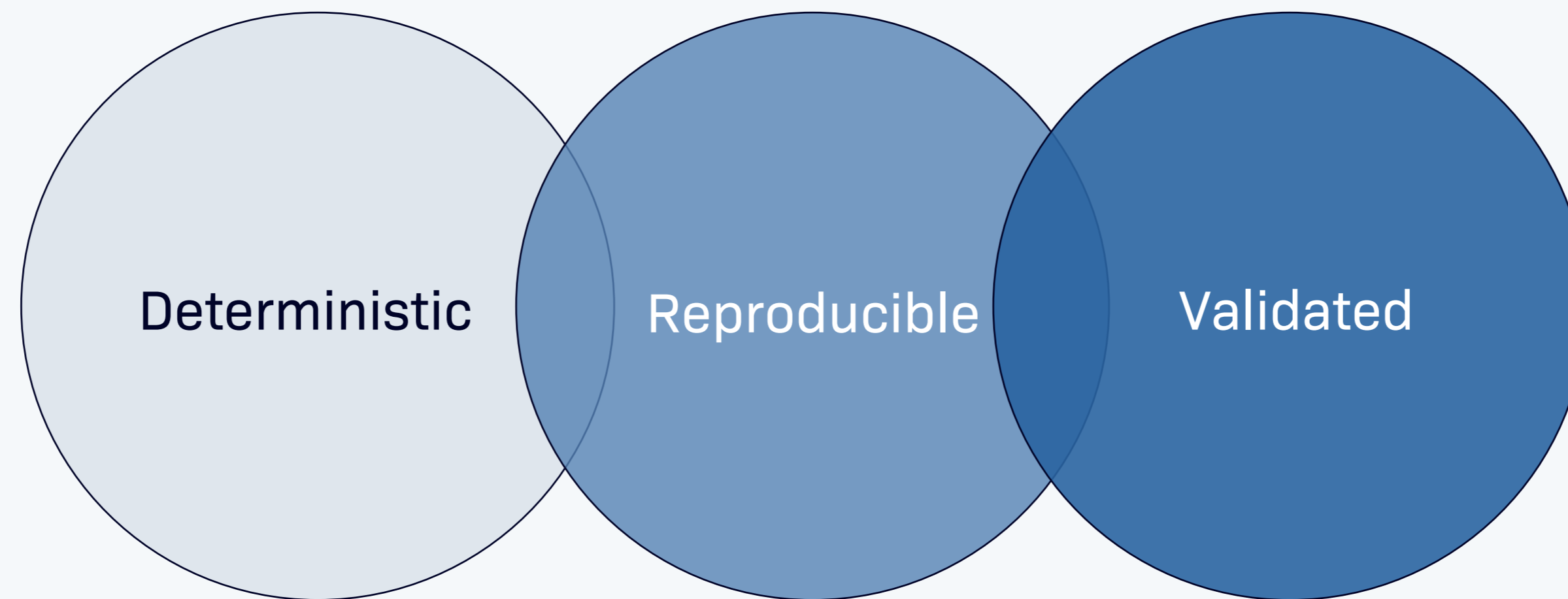
DILIsym®

Thales™

# Now spanning discovery to commercialization



# Engines that remain authoritative



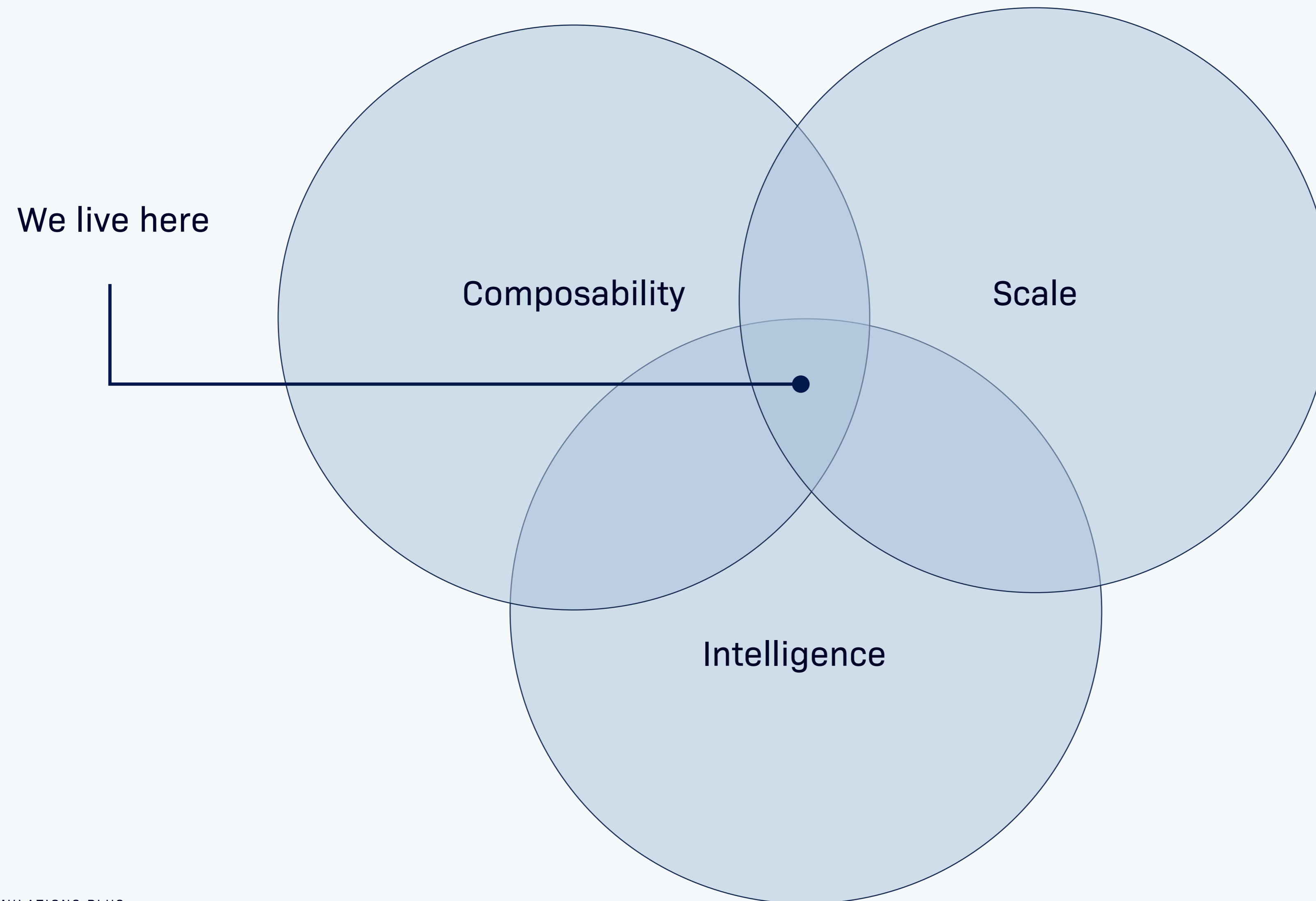
PRODUCT & TECHNOLOGY

“What can I trust?”

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Without validated science,  
nothing scales.

# Engines entering a new era



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# AI-orchestrated ecosystem

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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



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# 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

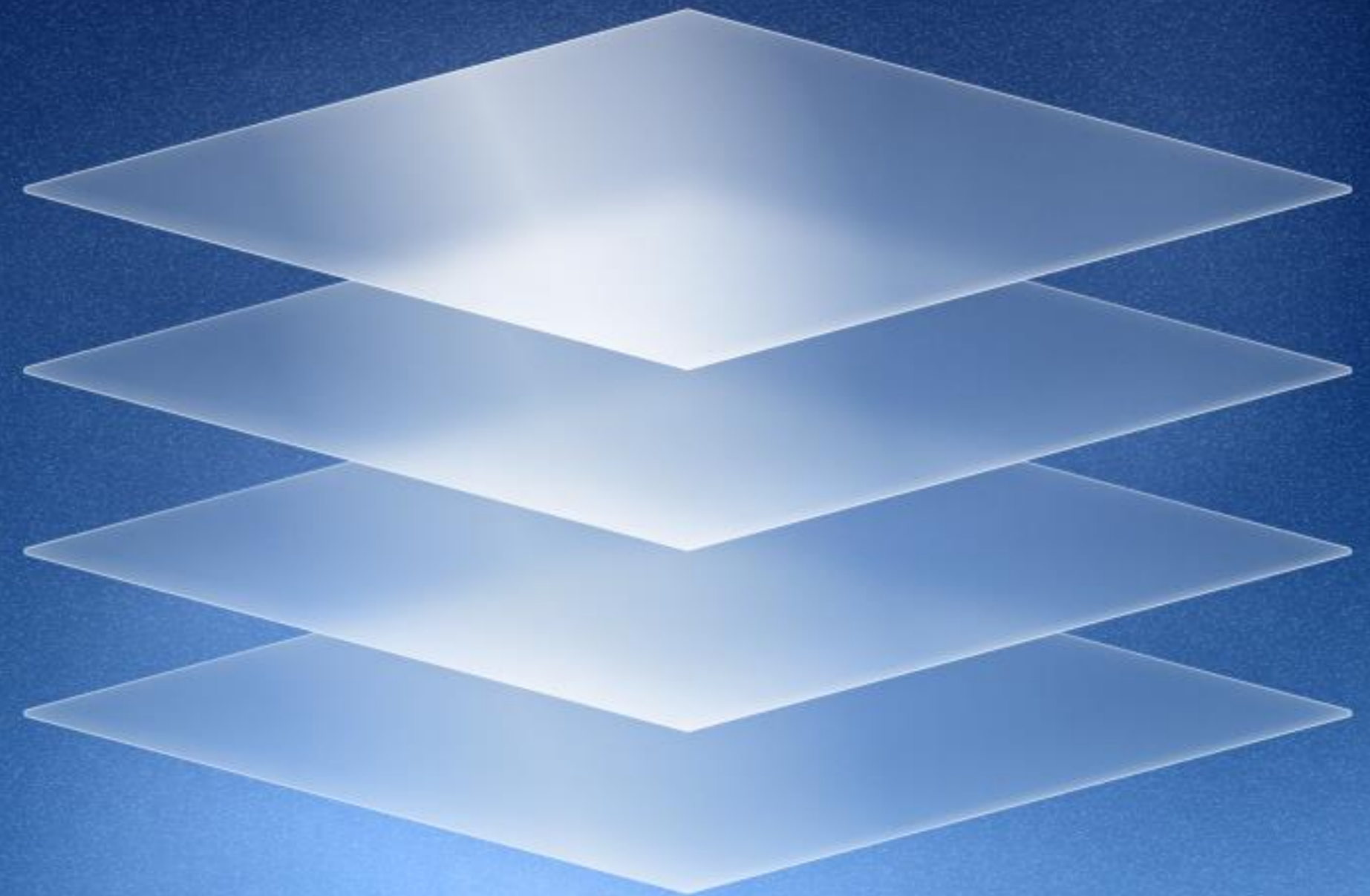
# Architecture Overview

Erik Guffrey

CO-CHIEF PRODUCT & TECHNOLOGY OFFICER

PRODUCT & TECHNOLOGY

# Engines remain authoritative



PRODUCT & TECHNOLOGY

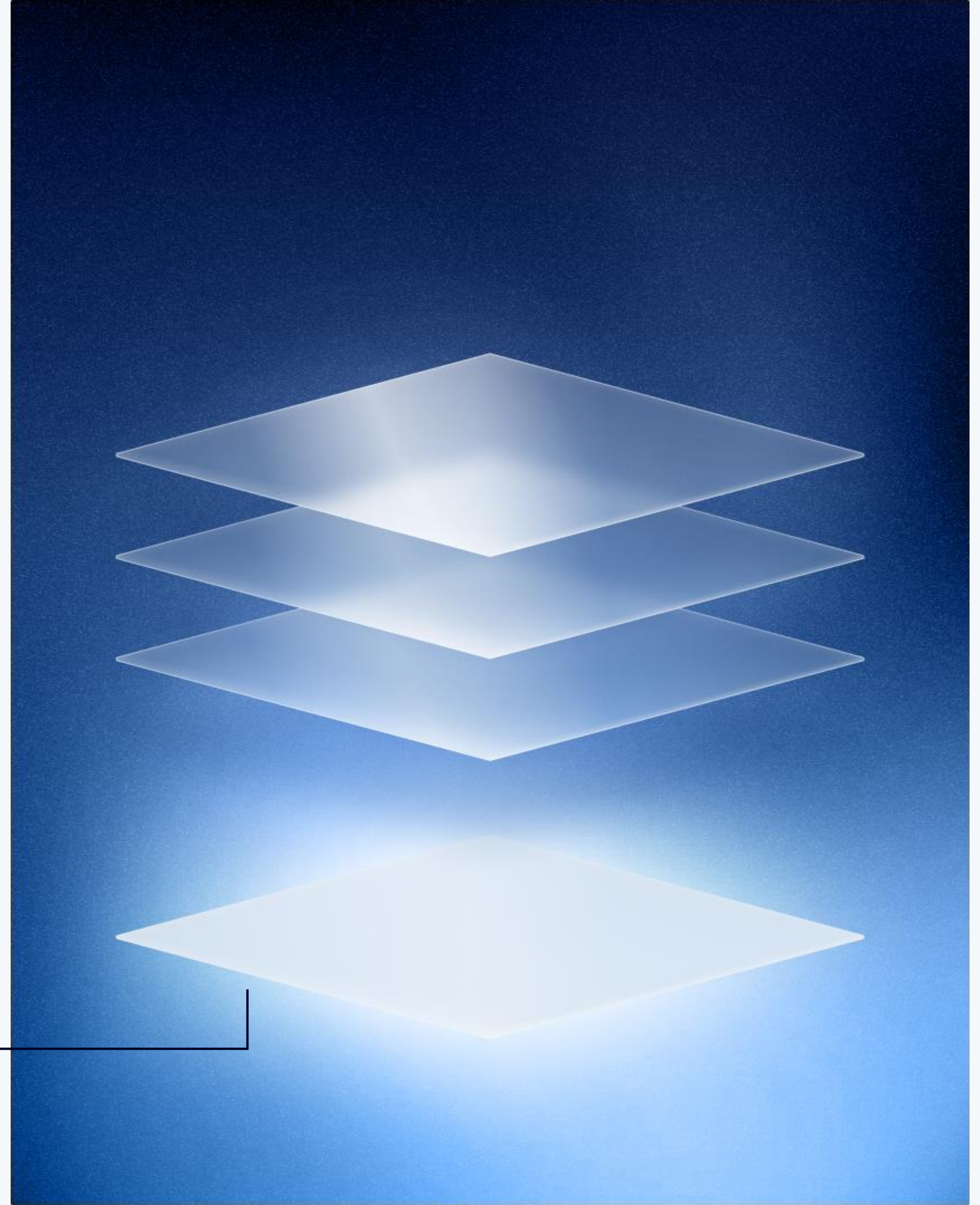
# One structural language across products

Together, they turn individual tools into a coherent system.



Deterministic.  
Regulatory-aligned.  
Evolving.

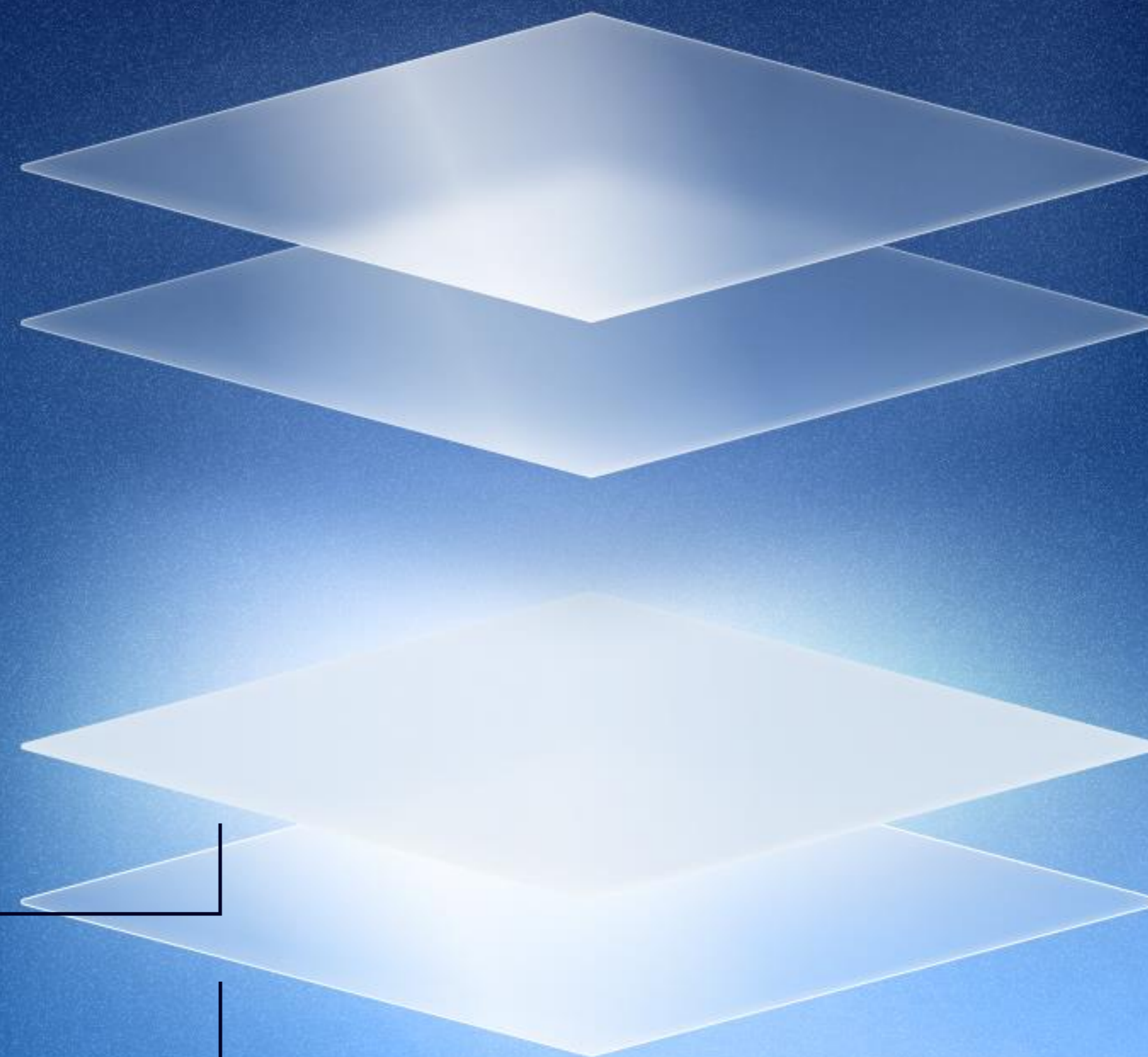
Scientific engines



Interoperable.  
Orchestratable.  
Shared patterns.

Composition

Scientific engines

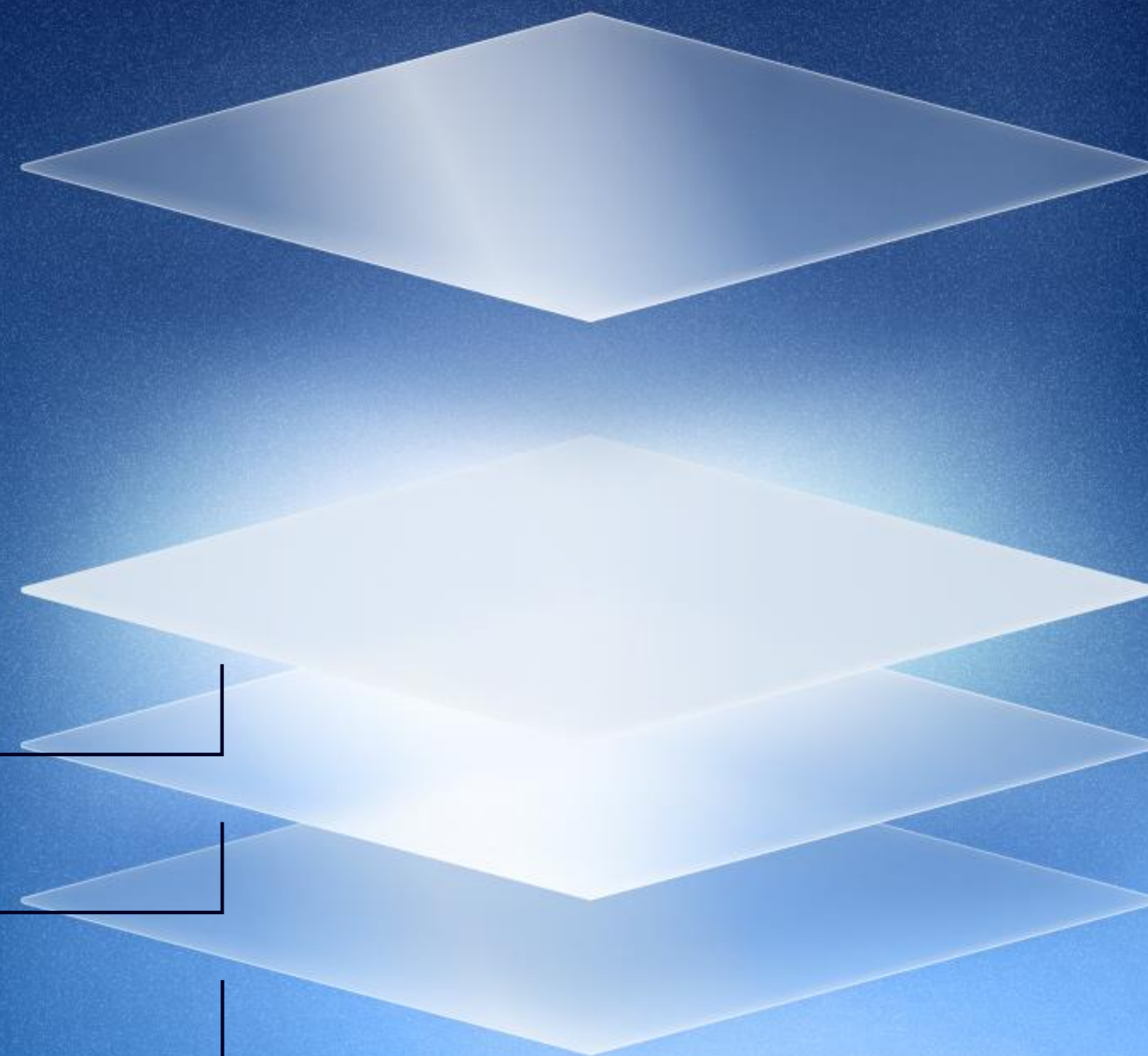


# AI grounded in validated science

Grounded intelligence

Composition

Scientific engines



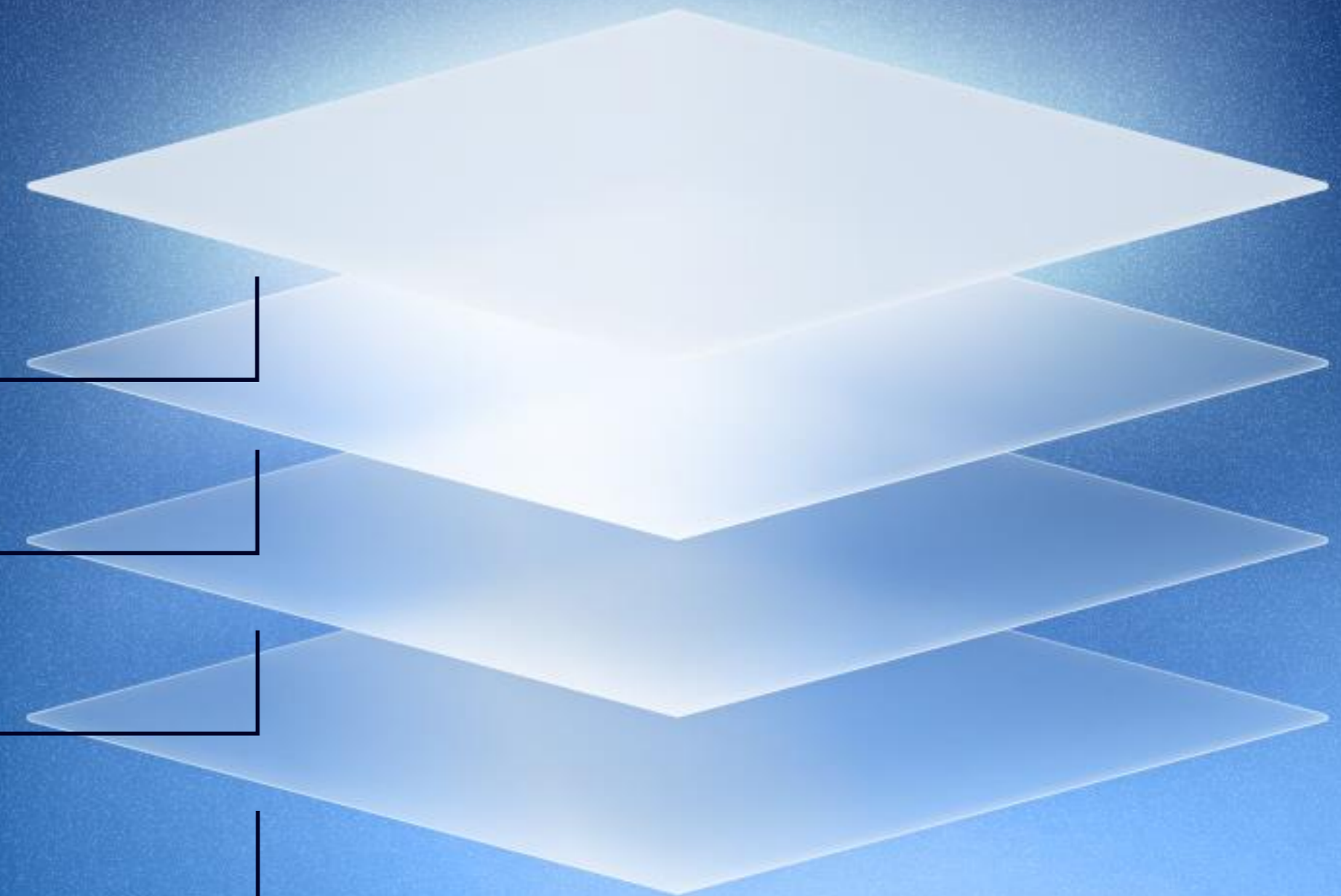
# End-to-end workflow automation

Orchestration

Grounded intelligence

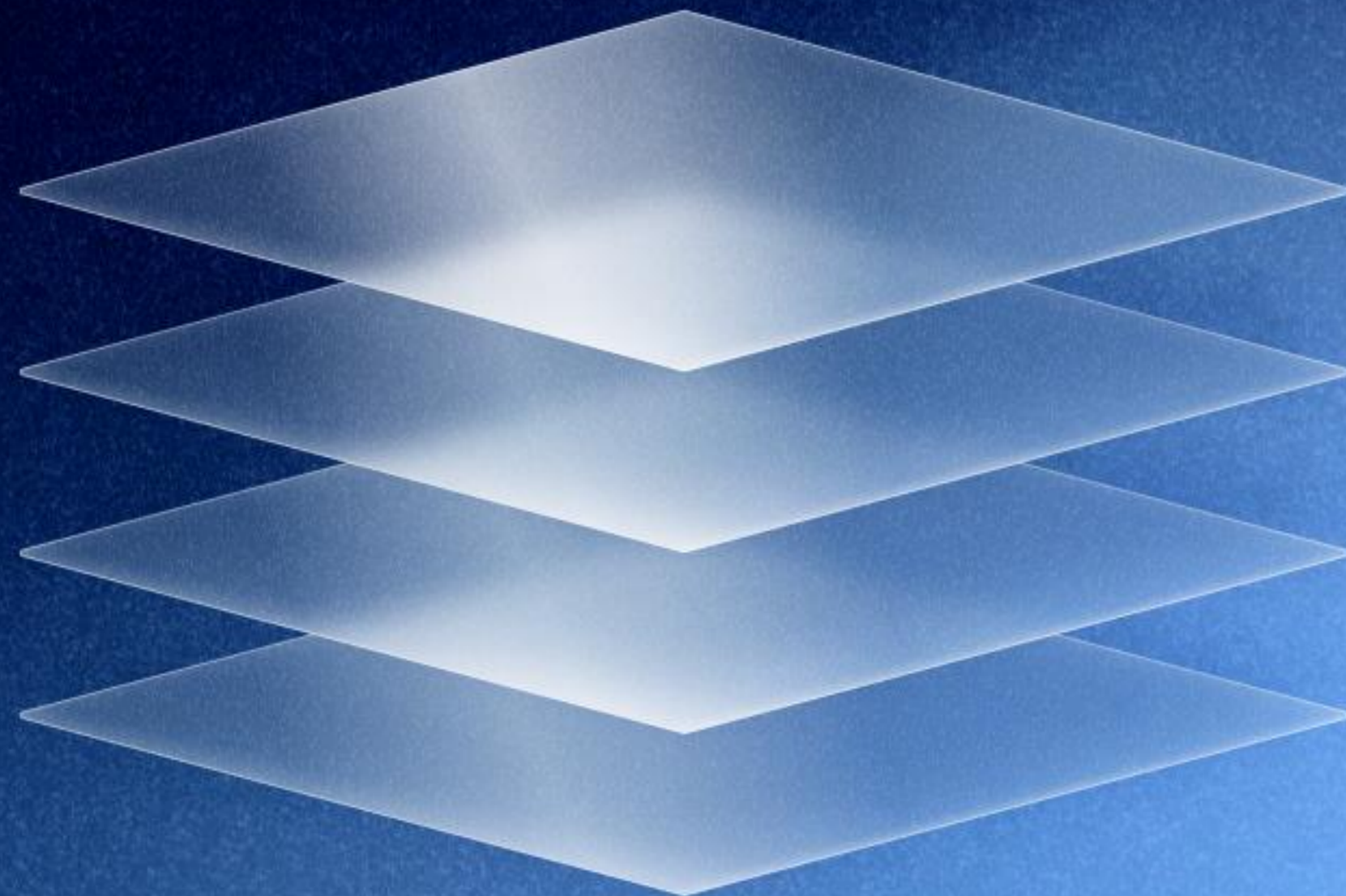
Composition

Scientific engines



# S+ Cloud: Scale, collaboration, governance

– same architecture



# Open patterns; interoperable workflows



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# 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



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# Explainable. Constrained. Anchored.



PRODUCT & TECHNOLOGY

# One chain from discovery to commercialization



PRODUCT & TECHNOLOGY

# Roadmap

## PRODUCT &amp; TECHNOLOGY

# Foundation Unification Ecosystem



The diagram features three blue curved arrows pointing from the words 'Foundation', 'Unification', and 'Ecosystem' towards a horizontal timeline. The timeline has three vertical dashed lines with blue dots at their intersections, corresponding to the time periods '12 MO', '12-36 MO', and '36+ MO'.

12 MO

12-36 MO

36+ MO



# Near-term: Completing the backbone



# 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 MO

PRODUCT &amp; TECHNOLOGY

# Long-term ecosystem

Continuous lifecycle feedback loop

Discovery  $\rightleftharpoons$  Development  $\rightleftharpoons$  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

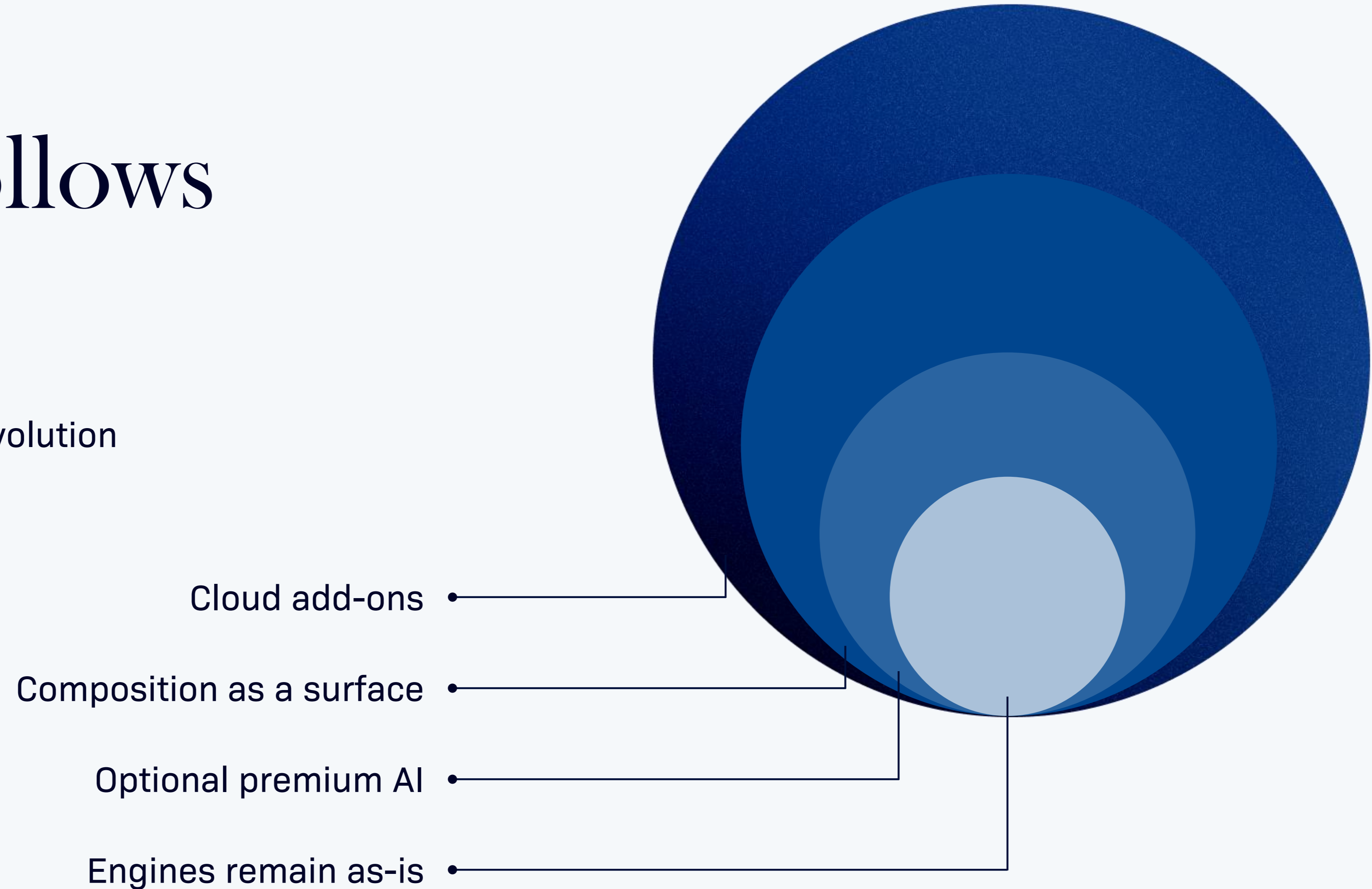
- ✓ Higher adoption within each account
- ✓ Broader enterprise expansion
- ✓ Deeper integration into customer workflows
- ✓ Longer, more resilient customer relationships



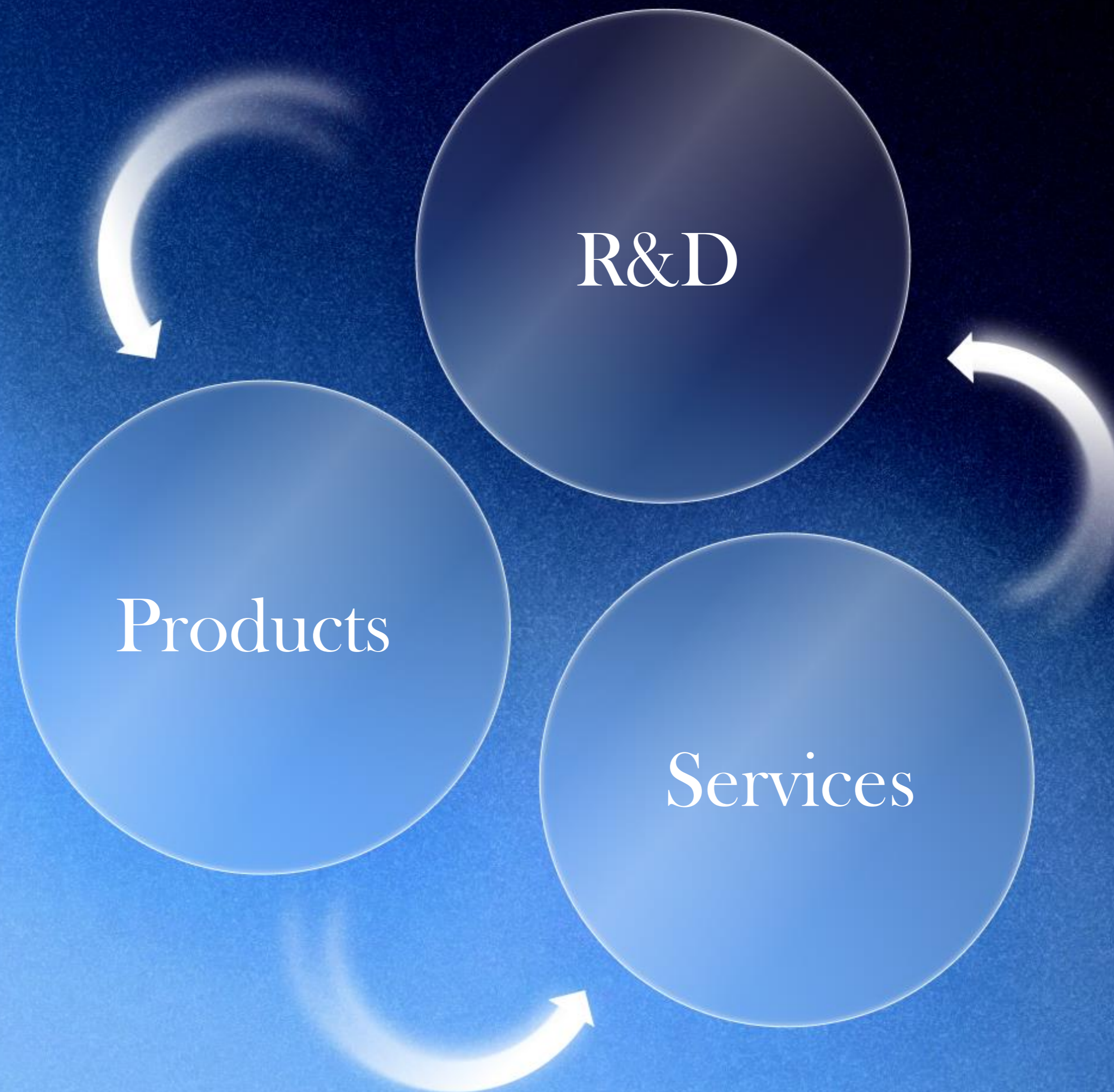
PRODUCT &amp; TECHNOLOGY

# Pricing follows value

Pricing and packaging evolution

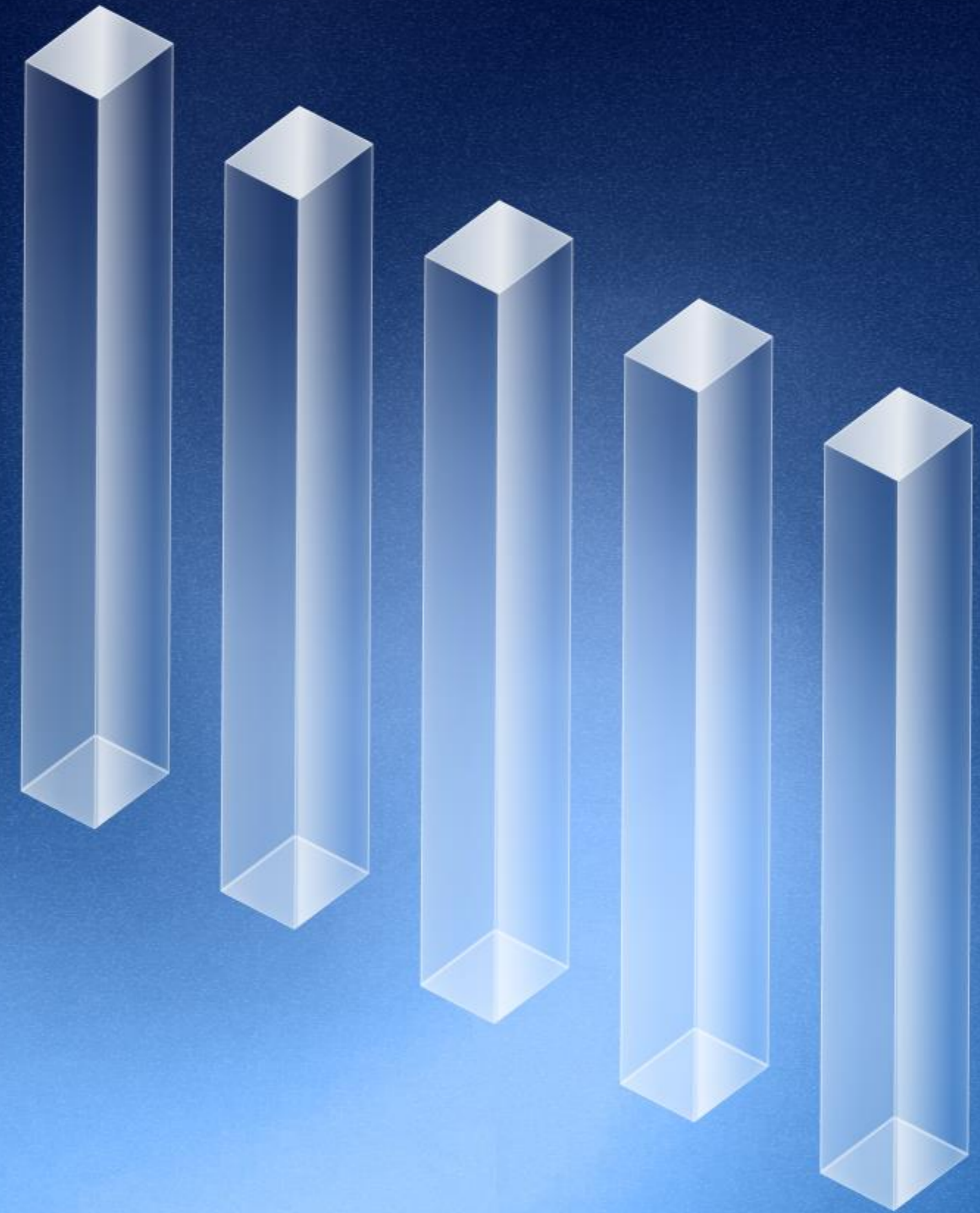


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# Why we win

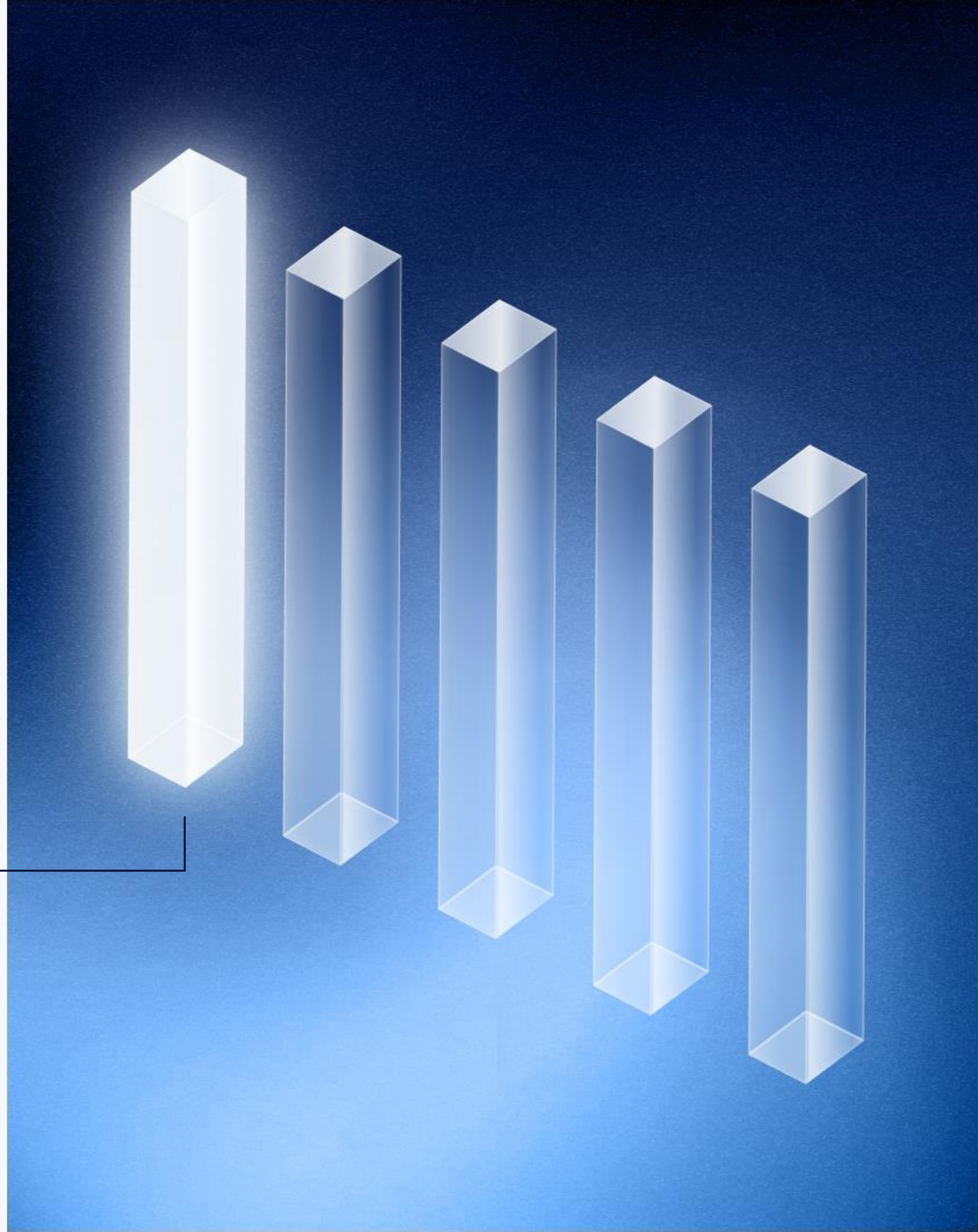
- 1 Scientific core
- 2 Architecture
- 3 Orchestration
- 4 Trustworthy AI
- 5 Scalable ecosystem



PRODUCT & TECHNOLOGY

# Validated engines, training & logic

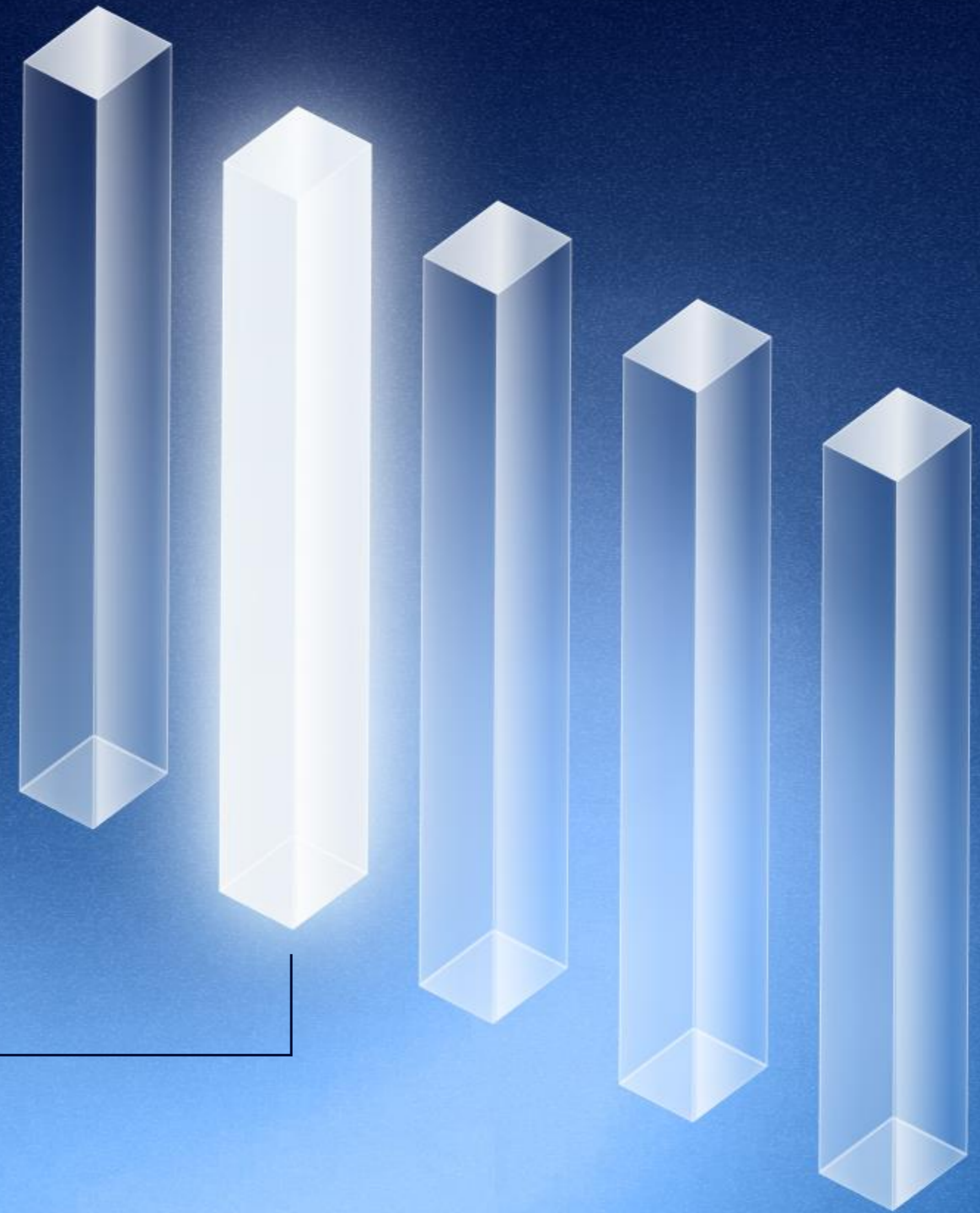
Scientific core



# Engines authoritative; AI grounded

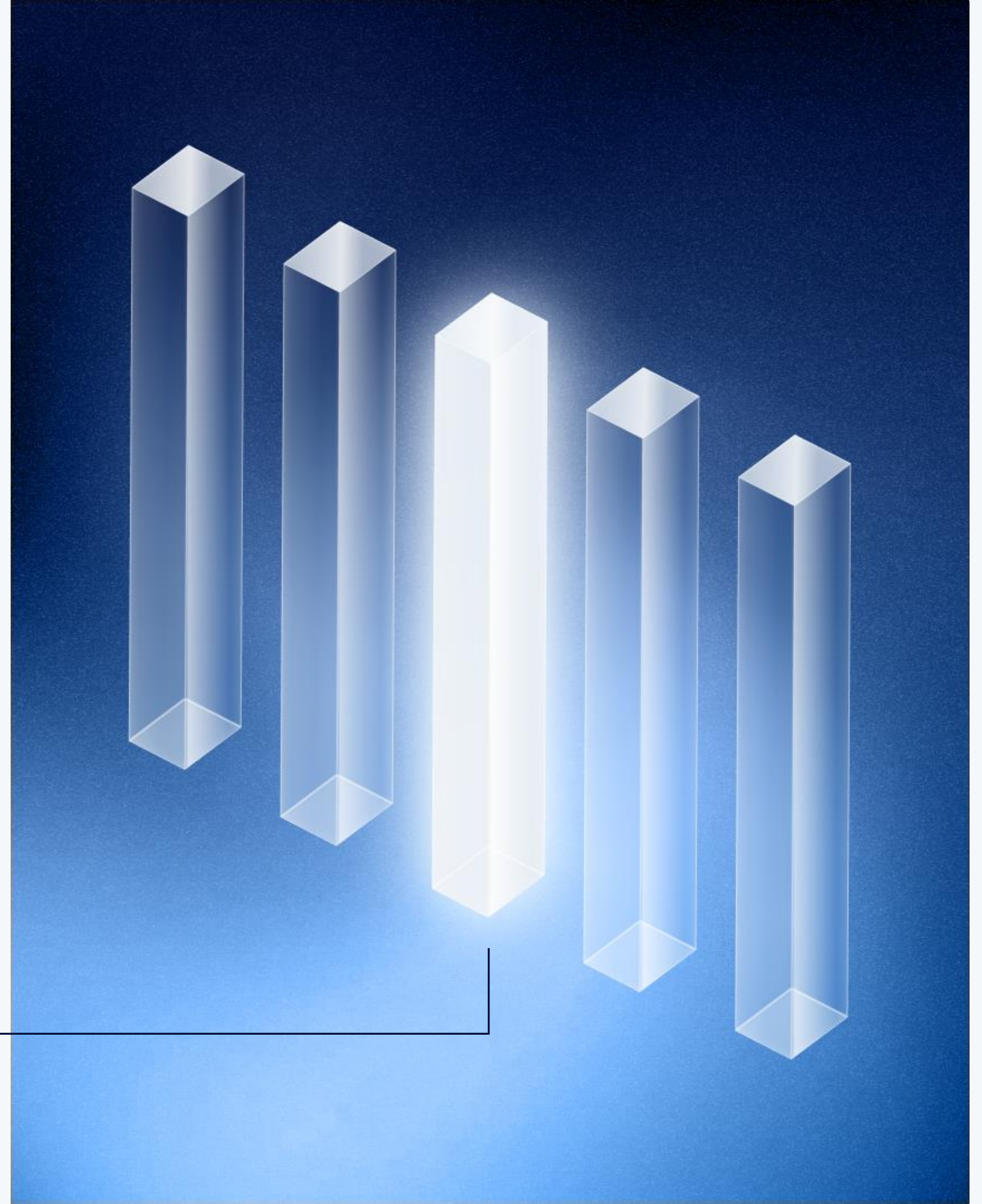
- ✓ Interoperable workflows
- ✓ Grounded AI
- ✓ Optional cloud scale
- ✓ Integrated operational systems

Architecture  
advantage



# Declarative patterns; reusable pipelines

Solving the workflow problem

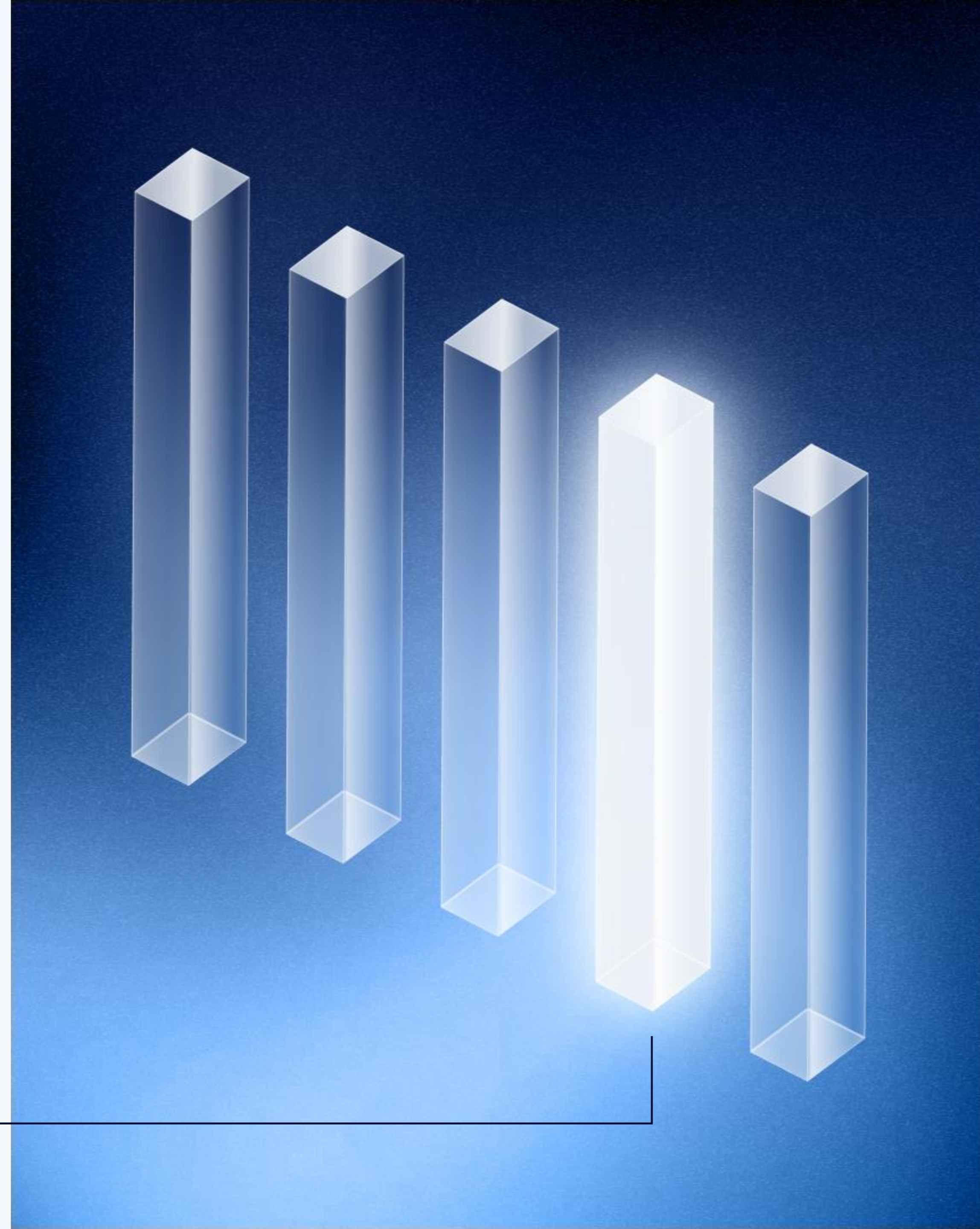


PRODUCT & TECHNOLOGY

# Explainable. Constrained. Anchored.

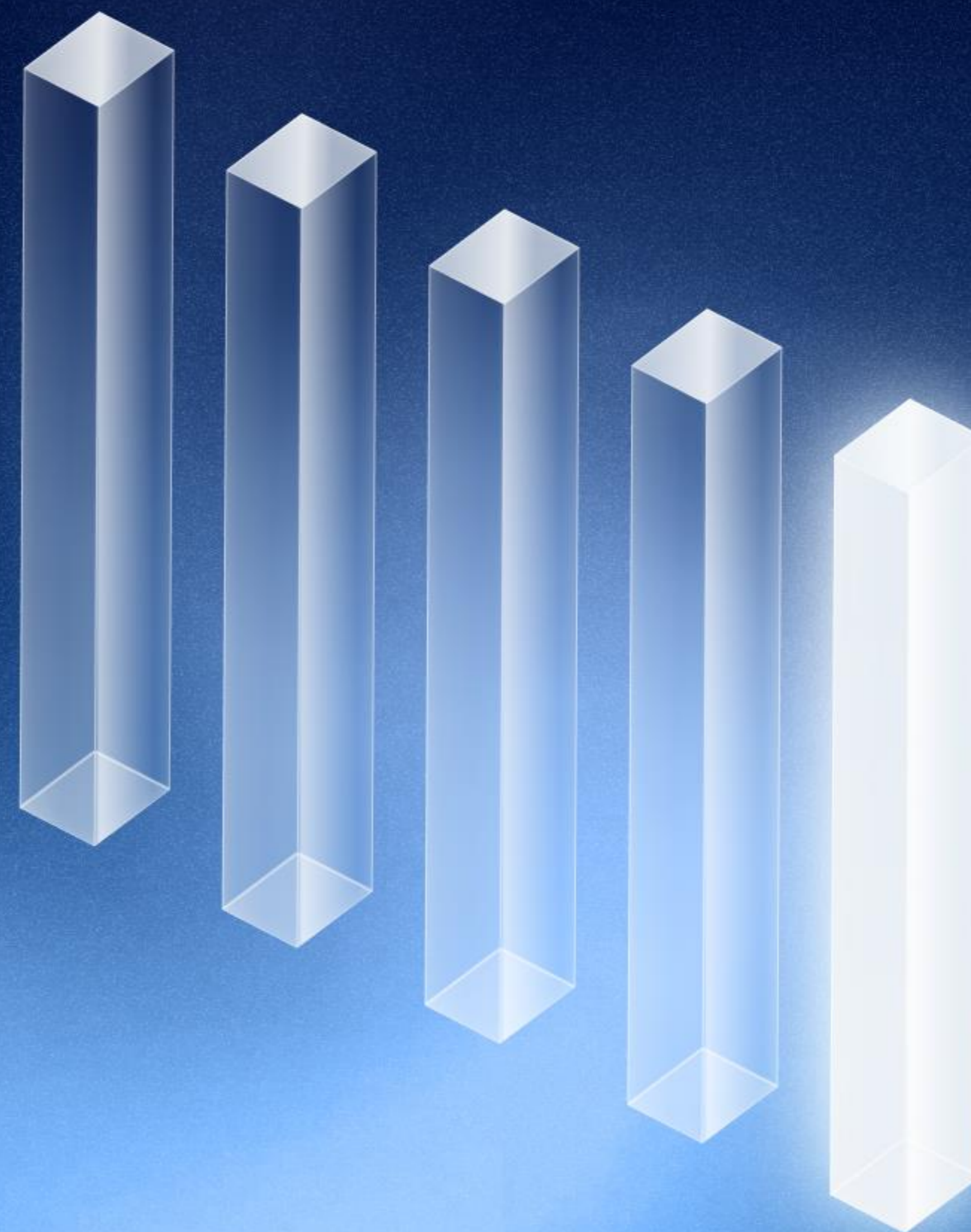
Inside validated scientific frames.

Trustworthy AI •



PRODUCT &amp; TECHNOLOGY

# 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.



SCIENTIFIC SERVICES

# Our core consulting solutions

## **PBPK & PBBM**

Mechanistic insight that reduces cost and clinical burden

## **QSP & QST**

Mechanistic disease modeling for efficacy & safety prediction

## **Clinical Pharmacology & Pharmacometrics**

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

## **Quality, regulatory leadership & strategic expertise**

Guidance from trusted experts working in a validated system

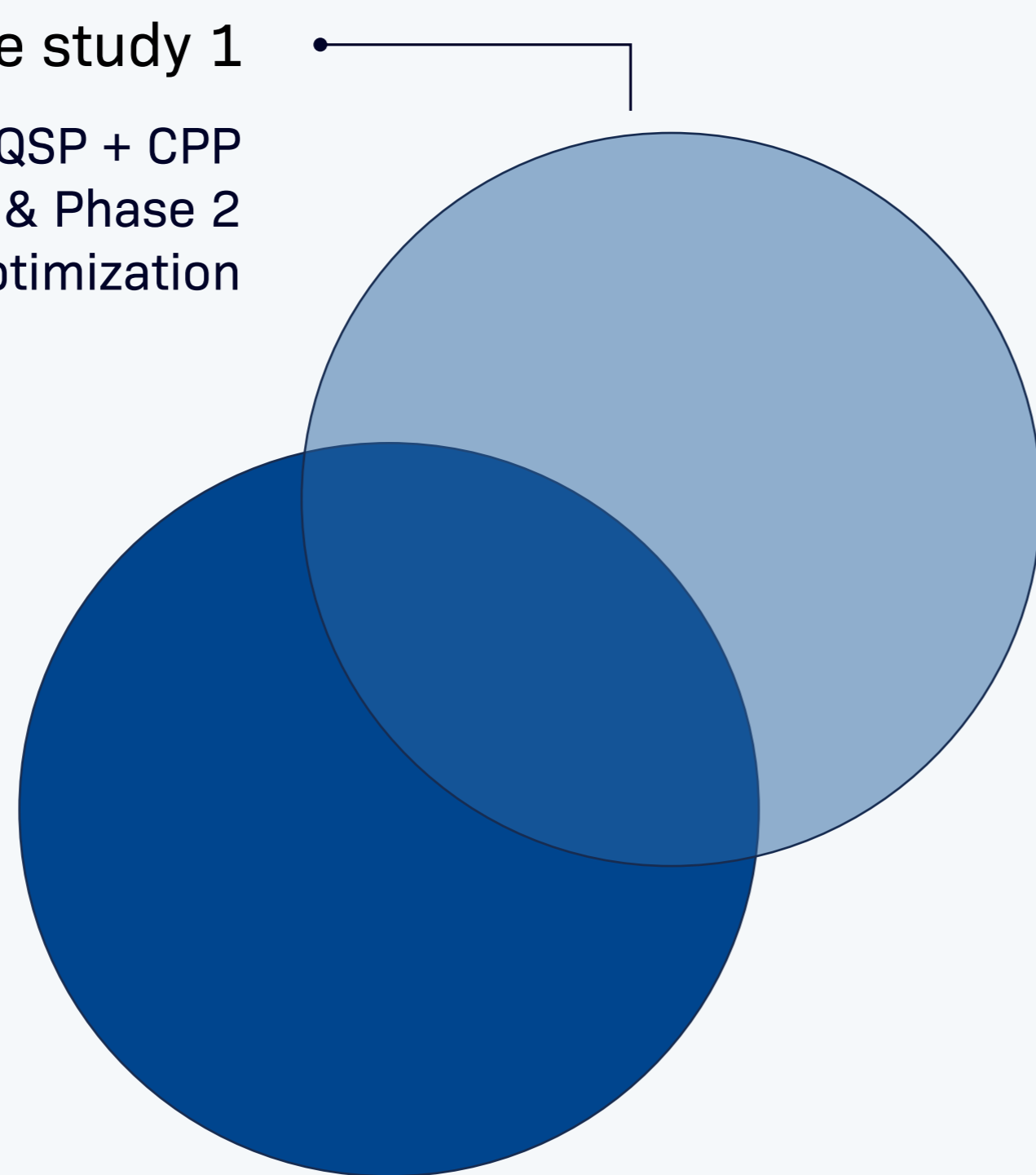
## **Commercialization services**

Extending insight beyond research & development

# Integrated cross-solution support offerings

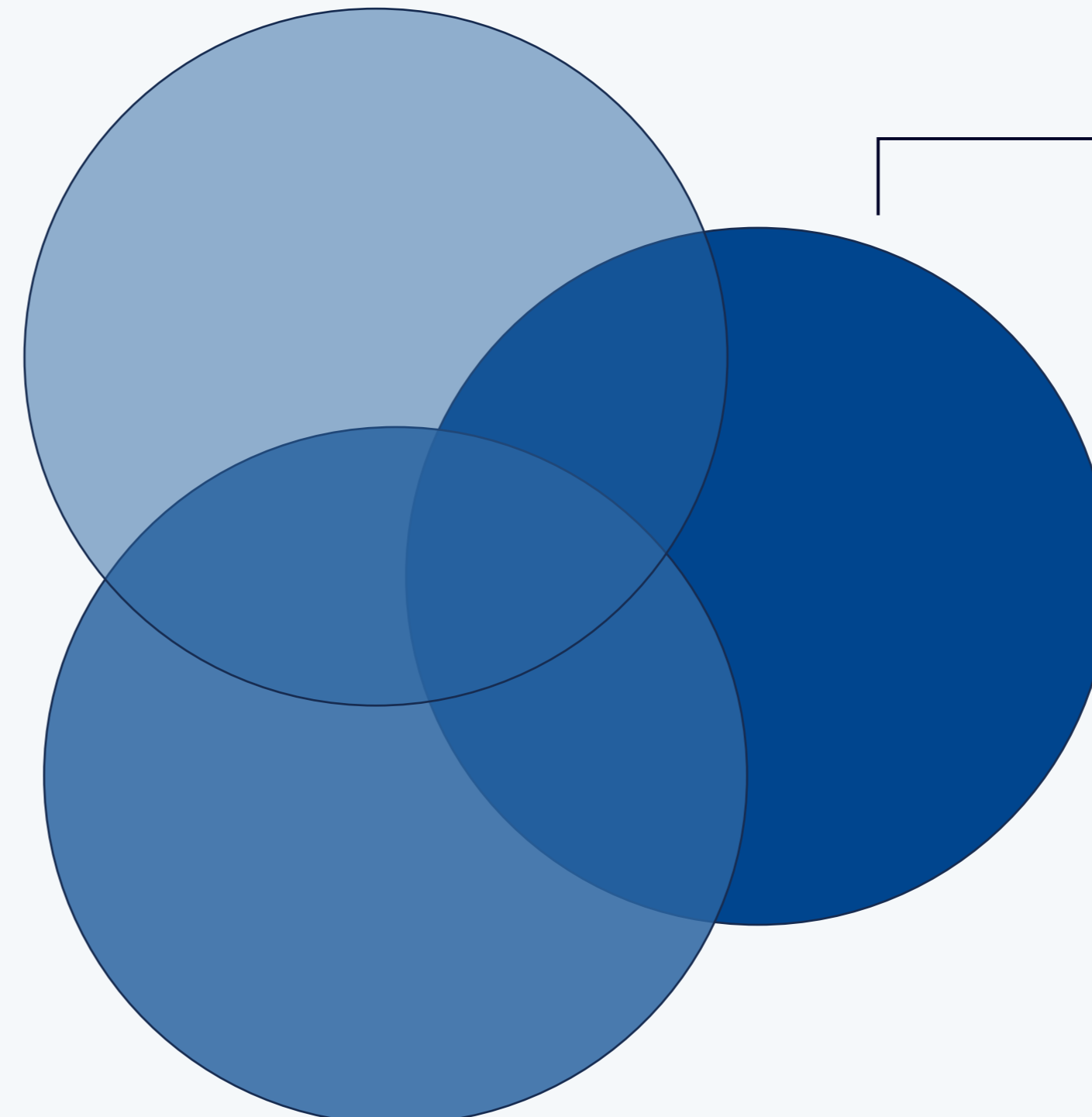
## Case study 1

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.

# 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